

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

March 4, 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](#) Barbara Sowada
 - C. Mission Moment Irene Richardson, *Chief Executive Officer*
- II. Agenda *(For Approval)* Taylor Jones
- III. [Minutes](#) *(For Approval)* Taylor Jones
- IV. Community Communication Taylor Jones
- V. Old Business Taylor Jones
 - A. 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)*
- VI. New Business Taylor Jones
- VII. Chief Executive Officer Report Irene Richardson
- VIII. 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*
[January Committee Meeting Information](#)
[February Committee Meeting Information](#)
 - D. [Building & Grounds Committee](#) Ed Tardoni
 - E. Foundation Board Taylor Jones
 - F. [Compliance Committee](#) Barbara Sowada
 - G. [Governance Committee](#) Barbara Sowada
 - H. Executive Oversight and Compensation Committee Richard Mathey
 - I. Joint Conference Committee Richard Mathey

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AGENDA

- | | | |
|-------|---|--|
| IX. | Contract Review | Suzan Campbell, <i>General Counsel</i> |
| | A. Contract Consent Agenda <i>(For Approval)</i> | |
| | 1. E-Psychiatry Client Service Agreement | |
| | 2. Fibertech | |
| | 3. Fresenius – Dialysis Supplies Second Amendment to MSA | |
| | B. Contracts Approved by CEO since Last Board Meeting <i>(For Your Information)</i> | |
| | 1. Martin-Ray | |
| | 2. Organ and Tissue Donation Partnership Agreement | |
| X. | Medical Staff Report | Dr. Lawrence Lauridsen |
| XI. | Good of the Order | Taylor Jones |
| XII. | Executive Session | Taylor Jones |
| XIII. | Action Following Executive Session | Taylor Jones |
| | A. Approval of Privileges | |
| XIV. | 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**

January 7, 2020

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session on January 7, 2020, at 2:00 PM 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; 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

Ms. Richardson read aloud the mission and vision statements.

Mission Moment

Ms. Richardson shared a mission moment. She said we get lots of comments and thank you notes. One came from our Patient and Family Advisory Council. They have been meeting for several months now and visited departments, heard what we are working on, and feel they have been listened to. One Council member had a recent stay at the Hospital and sent an e-mail about the phenomenal care she received from every level of the organization. She said our efforts are making a huge difference. Ms. Richardson invited the Trustees to attend the next Patient & Family Advisory Council meeting on January 20. Mr. Jones shared comments from a friend who in the past had less than stellar experiences. She had a baby here and sent a message to him saying she was sincerely impressed and glad she put her trust in the Hospital. Mr. Jones said we hear the bad things and so it is so nice to hear the good things, too.

NOTICE OF CLAIM

The motion to reject the notice of claim as presented was made by Mr. Jones; second by Mr. Mathey. Motion carried. Motion carried.

APPROVAL OF AGENDA

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

APPROVAL OF MINUTES

The motion to approve the minutes of the December 4, 2019, regular meeting as presented was made by Mr. Mathey; second by Dr. Sowada. Motion carried. The motion to approve the minutes of the December 23, 2019, special meeting as presented was made by Mr. Mathey; second by Mr. Kelsey. Dr. Sowada abstained and the motion carried.

COMMUNITY COMMUNICATION

There were no comments.

OLD BUSINESS

Telecommuting Policy

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

NEW BUSINESS

Mr. Jones said the Finance Workshop January 30 at 5:00 PM will replace the February regular meeting. He said it is a good sign when we can replace a meeting with a workshop and feels that is a sign things are working well.

CHIEF EXECUTIVE OFFICER REPORT

Ms. Richardson wished everyone a happy new year filled with happiness, joy, and success in 2020. She provided a strategic plan update. Over 50% of staff have completed the person centered care workshops. She asked the Trustees and Commissioner Smith to let us know if they can attend a session. We brought in a consultant for Quality with knowledge and some good ideas but it was not a good fit for the organization so we will keep looking. Ms. Richardson said we are looking at starting an after-hours clinic. We hired two providers but one is unable to join us so we will search for a second provider. We continue working on plans for this project. Standard and Poor's is looking at April for our annual call. The Finance workshop is scheduled January 30. The Finance and Audit Committee usually meets on the final Wednesday of the month so they rescheduled for the same day as the workshop. We are looking for ways to get back on budget and want to make sure we are where we should be. Mr. Kelsey asked for prioritized critical areas of focus. Ms. Richardson said our goal is to meet the needs of the community. Financially, we want positive cash flow to reinvest in the facility and also to meet our bond covenants. Ms. Richardson said we are generating positive cash flow and meeting bond covenants. We do have challenges. Rural health equals recruitment and services issues. We are focusing on the revenue cycle: gross revenue, reductions of revenue, and expenses. Ms. Richardson read aloud from a document she discussed with the Finance and Audit Committee. Mr. Mathey said he would like Ms. Richardson's review

available for everyone. Ms. Richardson said regarding priorities, we are looking at everything including a new electronic health record. Mr. Jones said some things related to an electronic health record are difficult to quantify like physician recruitment, patient retention, etc. Mr. Kelsey said there were discussions in the past regarding critical access hospital status. He said there are apparently some financial advantages. He asked Ms. Richardson and staff to come up with a two-three page presentation that shows the comparison, advantages, and hurdles out there we have to clear to get there. He wants more education on the topic. Ms. Richardson said our six-penny project is on the next County Commissioner meeting agenda to finalize. We are in the window for our Joint Commission survey. They were here in August 2017 and come every three years. Ms. Richardson said we are ready. The Joint Conference Committee met December 16 to review the medical staff bylaws. We have a Urologist candidate visit January 17. Ms. Richardson said we created our current strategic plan in March 2018. Last year, we held an annual update meeting. We want to do that again this year in March. We will begin gathering thoughts for the next three-year plan (2021-2024). 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 in Casper

The Wyoming legislative session starts February 10. Ms. Richardson thanked Ms. Tiffany Marshall, Foundation Director, and the Foundation for hosting a nice Gingerbread Christmas event. She thanked Ms. Leah Lassise, Executive Chef and Nutrition Services Director, and Nutrition Services for their amazing job for the December 12 annual holiday dinner. She thanked Ms. Deb Sutton, Marketing and PR Director, and Facilities for making our entry in the Rock Springs lighted holiday parade a success.

COMMITTEE REPORTS

Quality Committee

Dr. Sowada said the minutes and narrative are in the meeting packet. She thanked all of the staff for their quality efforts. She said the tenor of the meetings has changed. She said people are really doing a wonderful job and thanked Mr. Jones and Mr. Mathey for their persistence in helping to set the foundation for the Committee.

Human Resources Committee

Mr. Tardoni said that due to schedule conflicts the Committee agreed to not meet in December.

Finance and Audit Committee

Capital Expenditure Requests: Mr. Kelsey said the Committee made a decision at their January 6 meeting to place two capital expenditure requests on hold. He said the draft minutes reflect the reasons for holding at this time. Mr. Kelsey thanked Ms. Jan Layne, Controller, for getting the draft minutes completed so quickly.

Narratives: Ms. Tami Love, Chief Financial Officer, reviewed the narrative highlights included in the meeting packet. She said there was a gain for the month with a year-to-date net operating loss. Revenue is over budget, days in accounts receivable are 48, and we experienced a reduction of

revenue decrease. We had \$6.4M in collections and have 122 days of cash on hand. Our expenses are at budget. Regarding the outlook for December, Ms. Love said the payer mix improved, accounts receivable is down, and the self-pay team is focused on working on self-pay accounts receivable. We will present a plan at the February Finance and Audit Committee meeting. The State completed the peritoneal dialysis survey. We are waiting on our certification to upload to Medicare so we can submit our billing. In our budget planning, we are focusing on the revenue cycle. Ms. Love said we are in imminent need of a new electronic health record to help with our revenue cycle process. Mr. Kelsey said he is counting on staff to make sure the timetable set forth by the insurance consultant is maintained.

Bad Debt: The motion to approve the net potential bad debt for December of \$810,245.47 as presented was made by Mr. Kelsey; second by Mr. Mathey. Motion carried.

Building & Grounds Committee

Mr. Tardoni said he attended the Committee meeting while Dr. Sowada attended the Compliance Committee meeting. The sole issue was presented by the engineers on the central plant upgrade regarding grading to the east of the building. He believes the issue is something we need to file away because we might want to do it but not now. He sees it as scope creep.

Foundation Board

Ms. Marshall said we are three and a half weeks away from the Gala. She said she has an amazing committee working hard on the event. Ms. Marshall is working on the donor wall project. End of the year donor letters will be out in early February. Ms. Marshall thanked the Board for working together to offer an auction item for the Gala. She invited the Board of County Commissioners to participate again this year. Ms. Marshall thanked Commissioner Smith for participating the past two years in the “wearing red” game at the beginning of the event.

Compliance Committee

Dr. Sowada said the minutes are in the packet and said she had nothing additional to report.

Governance Committee

Dr. Sowada said the minutes are in the packet. She said we need to review bylaws and committee charters. She proposes we get the work done by the April board meeting. Mr. Mathey said all charters should include items relevant to The Joint Commission and if information is not relevant, remove it. If a task doesn't need doing, don't put it in the charter. Mr. Kelsey said we talked about annual self-evaluation. Dr. Sowada said she thinks we will go back to using The Governance Institute online format next year. She said The Joint Commission requires that we do an annual self-evaluation. She said there is also a requirement we review the performance of the CEO and that is yet to be done in 2019. She thinks that is something we want to complete. Dr. Sowada said it is an opportunity to make sure we are all on the same page and gives Ms. Richardson a chance to validate we are all on the same page. It is an opportunity to look ahead collectively, celebrate what has happened, and validate we are on the same page moving forward. Mr. Jones said he

agreed and said he and Mr. Mathey will decide on a date to meet as the Executive Oversight and Compensation Committee to complete the CEO evaluation.

Joint Conference Committee

Mr. Mathey reported the Committee met December 16. They reviewed the second half of the bylaws. The bylaws were referred back to the Medical Executive Committee. We hope to have a draft for Board discussion in the near future.

CONTRACT REVIEW

The motion to authorize the CEO to execute the contract as presented was made by Mr. Mathey; second by Dr. Sowada. Motion carried. Mr. Kelsey thanked Mr. Rich Tyler, Information Technology Director, for obtaining references. Ms. Love said we learned CliftonLarsonAllen has been doing cybersecurity for 25 years.

MEDICAL STAFF REPORT

Dr. Lauridsen reviewed the list of officers for 2020. He said the Cancer Center is one of 10 centers nationwide to receive an American Society of Clinical Oncology (ASCO) grant.

GOOD OF THE ORDER

Mr. Mathey said the progress being made in the Clinic is not going unnoted. The continued progress in gains is appreciated. Mr. Mathey encouraged the Board to support doctors in obtaining a new electronic health record. Mr. Jones expressed appreciation for the recent information from Dr. Lauridsen and said it is eye opening. Mr. Tardoni congratulated Ms. Sutton and Ms. Richardson for the new website. He said it is a big improvement over the past website. Mr. Kelsey agreed the website is really nice. He asked about the status of the new Intranet. Ms. Sutton said Human Resources is working on that and she understands they are very close to rolling it out.

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 5:04 PM, the motion to come out of executive session and into open session was made by Mr. Mathey; second by Dr. Sowada. Motion carried.

ACTION FOLLOWING EXECUTIVE SESSION

Approval of Privileges

The motion to grant hospital privileges to doctors and healthcare professionals as discussed in executive session was made by Mr. Mathey; second by Dr. Sowada. Motion carried.

Credentials Committee Recommendations from December 10, 2019

1. Initial Appointment to Associate Staff (1 year)
 - Dr. Jonathan Schwartz, Hospitalist
2. Initial Appointment to Consulting Staff (1 year)
 - Dr. Kevin Shah, Cardiovascular Disease (U of U)
 - Dr. Irma Fleming, Tele Burn (U of U)
3. Reappointment to Active Staff (2 years)
 - Dr. Scott Sulentic, Plastic Surgery
 - Dr. Cielette Karn, Pathology
4. Reappointment to Locum Tenens Staff (1 year)
 - Dr. Elizabeth Wuerslin, Pediatrics
5. Reappointment to Consulting Staff (2 years)
 - Dr. Peter Crane, Neurology
 - Dr. Jack Morshedzadeh, Cardiovascular Disease (U of U)
 - Dr. Scott Sullivan, Tele Radiology (VRad)
 - Dr. Lawrence Briggs, Tele Radiology (VRad)
6. Reappointment to AHP Staff (2 years)
 - Mark Sanders PA-C, Physician's Assistant
 - Tenny Hanson FNP, Family Practice Nurse Practitioner
 - Cathryn Koptiuch CGC, Genetic Counseling (Huntsman Cancer Institute)
 - Starla Leete CNM, Certified Nurse Midwife
7. New Business
 - Dr. Cody Christensen – additional privileges
 - UROLIFT (Prostatic Urethral Lift Procedure)

The motion to accept the organization chart recommendations by the CEO and support of CEO in implementation of organization chart was made by Mr. Mathey; second by Dr. Sowada. Motion carried.

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 5:06 PM.

Mr. Taylor Jones, President

Attest:

Mr. Ed Tardoni, Secretary

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

January 30, 2020

The Board of Trustees of Memorial Hospital of Sweetwater County met in a special workshop on January 30, 2020, at 5:00 PM 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, and Dr. Lawrence Lauridsen, Medical Staff President.

Pledge of Allegiance

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

Mission Moment

Ms. Richardson shared a mission moment. She said she attended a local event for the University of Wyoming Interim President and two people sought her out to thank the Hospital for our Cancer Center. Visitors stopped by her office this past Monday to tell her the same thing. They told her it is so nice to not have to travel and were very grateful. Mr. Jones invited anyone else with a story to share. Mr. Mathey said people tell his wife how pleased they are and recently feedback was shared by a dialysis patient. They said they received the same services elsewhere and the Hospital is where they prefer to go.

WELCOME

Mr. Jones welcomed everyone. He said a budget workshop is a good idea. Quality and finance are two large areas at the Hospital. Mr. Jones thanked Mr. Kelsey for requesting the workshop. Mr. Jones provided an update on the Trustee auction item from the Gala. He thanked the Board for their participation and support in helping make it possible.

WORKSHOP

Ms. Love and Ms. Richardson reviewed a PowerPoint presentation. Following discussion, Mr. Jones thanked everyone for their time and effort.

CONTRACT CONSENT AGENDA

No contracts were presented for review or approval.

CAPITAL EXPENDITURES REQUESTS

The motion to approve capital expenditure request FY20-34 to approve the purchase of airway intubation equipment for \$45,826.81 with the understanding the Foundation will be approached to see if they will fund was made by Mr. Kelsey; second by Mr. Mathey. Motion carried. Capital expenditure FY20-35 is for the renovation of the chemo compounding room. Mr. Kelsey made a motion for the Board to approve the low bid from Harris for \$61,660 for the HVAC equipment associated with the renovation project and that the Board approve the entire project estimated at approximately \$132,000 inclusive of the HVAC bid approved; second by Mr. Mathey. Mr. Tardoni noted the project was reviewed in Building and Grounds Committee. Motion carried.

Mr. Kelsey distributed information for review. He said he put together some data from reports in a different format. He said net patient revenue is steadily declining. Fringe benefit cost has increased substantially. Outpatient visits show a huge increase. Mr. Kelsey said he will do this every quarter. He said it's the same numbers from the staff report, he is just putting them in a little different format. Mr. Kelsey said he wants to make sure the Board and staff know he is not recommending anything with his second handout related to insurance premiums. Mr. Kelsey said the plan for the premiums employees pay is fairly unique and quite uncommon. How much you pay is based on how much you make. He said he knows the Hospital uses the benefit as a recruiting tool. He asked if we are being fiscally responsible in having the premiums so low. Mr. Jones thanked Mr. Kelsey and said that is the kind of analysis that needs to be done from time to time and it is easy to understand.

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 7:34 PM, the motion to come out of executive session and return into open session was made by Mr. Mathey; second by Dr. Sowada. Motion carried.

ACTION FOLLOWING EXECUTIVE SESSION

Approval of Privileges

The motion to grant privileges to healthcare professionals as discussed in executive session was made by Mr. Mathey; second by Dr. Sowada. Motion carried.

Credentials Committee Recommendation of January 14, 2020

1. Initial Appointment to Consulting Staff (1year)
 - Dr. Nathan Blue, Maternal/Fetal Medicine (U of U)
2. Initial Appointment to Locum Tenens Staff (1 year)
 - Dr. Richard Salsman, OB/GYN
3. Reappointment to Active Staff (2 years)
 - Dr. Brandon Chad Shelley, Podiatry

4. Reappointment to Locum Tenens Staff (1 year)
 - Dr. Ludwig Kroner, Orthopaedics
 - Dr. Robert Swift, Anesthesia
5. Reappointment to Consulting Staff (2 years)
 - Dr. Toby Ennis, Tele ICU (U of U)
 - Dr. Usman Khan, Cardiovascular Disease (Casper Cardiology)
 - Dr. Benjamin Bak, Tele Radiology (VRad)
 - Dr. Mary Phillips, Tele Radiology (VRad)

The motion to authorize the CEO or President of the Board of Trustees if required to execute a contract with an employee 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 7:36 PM.

Mr. Taylor Jones, President

Attest:

Mr. Ed Tardoni, Secretary

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

February 12, 2020

The Board of Trustees of Memorial Hospital of Sweetwater County met in an emergency meeting on February 12, 2020, at 5:00 PM 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.

EXECUTIVE SESSION

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

RECONVENE INTO REGULAR SESSION

At 5:20 PM, the motion to come out of executive session and return into open session was made by Mr. Mathey; second by Mr. Kelsey. Motion carried.

ACTION FOLLOWING EXECUTIVE SESSION

The motion to authorize the CEO to make an offer as discussed in executive session and to consummate any transaction pending a result of the acceptance of the offer was made by Mr. Mathey; second by Dr. Sowada. Motion carried.

The Trustees are scheduled to meet to ratify the action on February 13, 2020, at 8:00 AM.

ADJOURNMENT

There being no further business to discuss, the meeting adjourned.

Mr. Taylor Jones, President

Attest:

Mr. Ed Tardoni, Secretary

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

February 13, 2020

The Board of Trustees of Memorial Hospital of Sweetwater County met in a special meeting on February 13, 2020, at 8:00 AM 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. Richard Mathey and Dr. Barbara Sowada
Excused: Mr. Marty Kelsey and Mr. Ed Tardoni

Officially present: Ms. Irene Richardson, Chief Executive Officer

Mr. Jones reported this is a special meeting to ratify the vote from the Wednesday, February 12, 2020 special meeting. The motion to authorize the CEO to make an offer and consummate any transactions necessary was made by Mr. Mathey; second by Dr. Sowada. Motion carried.

ADJOURNMENT

There being no further business to discuss, the meeting adjourned.

Mr. Taylor Jones, President

Attest:

Mr. Ed Tardoni, Secretary

**MINUTES FROM THE SPECIAL JOINT MEETING
MEMORIAL HOSPITAL OF SWEETWATER COUNTY
BOARD OF TRUSTEES AND FOUNDATION BOARD OF DIRECTORS**

February 27, 2020

The Board of Trustees of Memorial Hospital of Sweetwater County met in a special joint meeting with the Foundation Board of Directors on February 27, 2020, at 5:30 PM with Mr. Charlie Van Over, Foundation President, presiding.

CALL TO ORDER

Mr. Van Over called the meeting to order and announced there was a quorum of the Foundation Board. There was also a quorum of the Hospital Board of Trustees with the following present: Mr. Taylor Jones, Mr. Marty Kelsey, Dr. Barbara Sowada, and Mr. Ed Tardon. Excused: Mr. Richard Mathey.

Officially present: Ms. Irene Richardson, Chief Executive Officer; Ms. Tiffany Marshall, Foundation Director; and Dr. Lawrence Lauridsen, Medical Staff President.

Foundation Board of Directors present: Ms. Dianne Blazovich, Ms. Becky Costantino, Ms. Gina Harvey, Dr. Joseph Oliver, Mr. Charlie Van Over, and Mr. Fred Von Ahrens.

Mr. Van Over read aloud the Foundation mission statement.

MHSC TRUSTEE UPDATE

Mr. Jones thanked everyone for attending. He reported the Hospital quality scores are off the chart. The goals of the strategic plan for patient centered care and the direction Ms. Richardson has led everything is starting to pay off. It takes time. Every ship that sails properly has to have a good captain and we have that and that's a lot of the reason we are seeing good things. Mr. Jones said we are hearing people are happier here than they have been for a long time. Quality, finances, employee participation are looking good. Ms. Richardson reported we have 132 days of cash on hand. Mr. Jones said we had some rough times financially this year but we are turning things around. The Finance Department presented a plan to make even more progress and we are ironing out the details. The plan will help patients and our billing process. Ms. Richardson credited the staff, the Board, and the Foundation because it is a team effort. She said we have great people and great goals. We have a great collaborative, unified effort. Ms. Richardson invited the Foundation Board to attend the March 26 Strategic Plan Update from 8:30 AM to 12 Noon. The location will be announced when confirmed. Mr. Jones noted the Hospital Board meeting packet is available for public review on our Internet site and he encouraged the Foundation Board to view when they have a chance. Mr. Van Over said it is good to hear there is this much progress and a good direction.

FOUNDATION BOARD UPDATE

Mr. Van Over said the 3D mammo was actually a project of the Foundation that started at a Red Tie Gala two or three years ago. He is glad to hear it is coming back around. He wishes we had enough time to finish the campaign and raise the money at the time. Mr. Van Over reported the

golf tournament last August was very successful. He said everything Ms. Marshall does is just fabulous. The Foundation spent over \$200,000 for various equipment for the needs of the Hospital. Much of that money came from the Gala and the golf tournament. Mr. Van Over reported this year's Gala was a resounding success. The number of guests increased. The Hospital served dinner and did a fantastic job. The Foundation designed a plan for different fundraising committees to establish to broaden efforts to raise funds. Two weeks ago, the Foundation kicked off their annual support committee made up of the Foundation Board. They are finalizing their charter. Mr. Van Over said it will be a road map for other committees to get kicked off. We want to get more people from the community involved. This has been one of Ms. Marshall's big goals. It has taken us awhile to get there but we are off and rolling. Mr. Van Over said we will have another golf tournament in 2020. The goal is to continue to buy equipment the Hospital needs. Requests keep coming in. Mr. Van Over thanked the Hospital Board for meeting and welcomed the Board to leave at this point or remain for the rest of the Foundation meeting. The Trustees remained.

FOUNDATION OLD BUSINESS

Red Tie Gala Review

Ms. Marshall reported over \$125,000 as profit for the event which is up from last year. She said we still have some money trickling in. Ms. Blazovich shared a concern from the winner of the Razor vehicle. She said we must ensure next year that the winner may exchange it with the vendor for another item if desired. The group congratulated Ms. Marshall on a great event.

New Board Members Discussion

Mr. Van Over said he leaves the Foundation Board in November and Mr. Von Ahrens leaves in July. Ms. Marshall said the matrix was not updated for membership because she did not receive feedback. She did receive names for committees but not for the Board of Directors. Ms. Blazovich said she would rather have a full Board before committees. The group discussed names submitted previously. Ms. Marshall said she will put the information in the membership matrix and distribute for the Foundation to discuss at their next meeting March 26.

NEW BUSINESS

Funding Request

Ms. Richardson said she sent an e-mail to the Foundation Board after discussing this idea with Mr. Jones and Ms. Marshall. The Hospital's existing mammo is over 10 years old. We are ready to buy a new machine and it is budgeted for the current year. She asked the Foundation if they would consider purchasing the 3D mammo machine. There was discussion of this helping the Foundation get their name out there and might help with their efforts to grow their committees. Mr. Von Ahrens said an art board he sits on recently reminded them donors want to see you spend the money you raise. Mr. Van Over said the Foundation would need to be featured prominently in the advertising about the purchase of the equipment. The motion to approve the Foundation funding the entire amount for a new 3D mammo machine as discussed was made by Mr. Von Ahrens; second by Mr. Jones. Motion carried. The request will be taken to the Board of Trustees meeting

March 4. Mr. Tardoni said the message should be this is what the community bought for the Hospital thru the efforts of the Foundation.

March/April/May Foundation Board Meetings

The Foundation Board will meet on the 4th Thursday of the month at 5:00 PM in the CEO office. Mr. Van Over said it will be very important for everybody to come to these meetings.

Ms. Marshall said the Doctor's Day Dinner will be Tuesday, March 31 at 6:00 PM at Santa Fe Trail and she heard grass skirts are required. She will forward more information.

ADJOURNMENT

There being no further business to discuss, the meeting adjourned at 6:35 PM.

Mr. Taylor Jones, President

Attest:

Mr. Ed Tardoni, Secretary

Quality Committee
Consent Agenda Quality Summary
February 2020

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. Opportunities for improvement exist within the efficient use of medical imaging category. OP – 8: MRI Lumbar Spine for Low Back Pain measure is a claims based measure and we receive data annually (March). 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, data was pulling incorrectly for quite some time. We have corrected the indicator and it appears the data is worse than previously reported. A work team was created to dive into the data and improvement updates will be provided at the meeting.
- b. Within the Timeliness of Care category, **Ed-2b: ED Median Admit Decision Time to ED Departure Time** is trending in the right direction and the goal has been met. A new goal has been created by this work team, and includes continuing to decrease the data from average of 120 minutes to 100 minutes, more to come on the improvement work from this team in March. Within the Effectiveness of Care category, we are seeing fluctuations with the data for **Core Sep1 – Early Management Bundle, Severe Sepsis/Septic Shock**. A multidisciplinary sepsis work team has been created, including physicians and front line staff. Initial meeting took place in December, with the process mapped out and gap analysis completed. Two additional meetings have occurred in January and February. Updated screening tool, standing order, and protocol form, as well as downtime forms, have been approved by Nursing and P&T. Will take to MEC on February 18th, and if approved, informatics will make changes in EMR and schedule a roll. We are hoping to go live mid-March. Multiple changes have already been made (that haven't needed an EMR roll) and improvements in processes are underway. Specific education is also being rolled out to each department prior to go live date. We continue to monitor data for Core Op - 29 Colonoscopy-follow up for average risk patients to ensure sustainment of improvement.

- c. **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.
- 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. The Quality Department is also scheduled to present at the General Medical Staff meeting this month. 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
 - a. Goal 42.2%
 - b. Q2 2019 – 42% - **Goal not met**
 - c. Q3 2019 – 42.6% - **Goal Met**
 - d. Q4 2019* 37.6% - **Goal not met**
 - e. Yearly data – 2019* - 40% - **Goal not met**
 - i. Improvement noted in each year from 2015-2019
 - f. Q1 2020* – 50%
 2. ICU
 - a. Goal 59%
 - b. Q2 2019 – 68.7% - **Goal Met**
 - c. Q3 2019 – 60% - **Goal Met**
 - d. Q4 2019* 48.2% - **Goal not met**
 - e. Yearly data – 2019* - 54.2% - **Goal not met**
 - f. Q1 2020* – N/A
 3. Med/Surg
 - a. Goal 60.6%
 - b. Q4 2019* 68.6% - improvements noted over the last 5 quarters- goal met
 - c. Q2 2019 – 55.9% - **Goal not met**
 - d. Q3 2019 – 61.3% - **Goal Met**
 - e. Q4 2019 – 68.6%* - **Goal Met**
 - f. Yearly data – 2019* - 57.5% - **Goal not met**
 4. OB

- a. Goal 71.9%
- b. Q2 2019 – 65.4% - **Goal not met**
- c. Q3 2019 – 75% - **Goal Met**
- d. Q4 2019* 75% - **Goal Met**
- e. Yearly data – 2019* - 68.5% - **Goal not met**
- f. Q1 2020* – 85.7%- improvement seen over last five quarters -

5. Surgery:

- a. Goal 73.1%
- b. Q2 2019 – 79.2% - **Goal Met**
- c. Q3 2019 – 76.2% - **Goal Met**
- d. Q4 2019* - 69.5% - **Goal not met**
- e. Yearly data – 2019* - 76.3% - **Goal Met**
- f. Q1 2020* – 64.3%

iii. *data not yet complete

2) Risk/Safety

- a. An updated summary for February and March will be added to March's consent agenda summary for the following topics: Safety, Occurrence reports, Environment of Care, and Guest Relations.

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. Please see additional information below.
- b. % Inpatient return to surgery – represents one patient – this is an expected return to surgery per Director of OR
- c. Results of resuscitation – denominator is capturing expired patients who are coded with CPR – our denominator is 0 this month, which is why it says N/A. Data has been double verified with the Chair of Code Blue Committee.

4) Accreditation

- a. We are currently in our Joint Commission triennial survey window. We are rebranding and restructuring our readiness committee and will have our first meeting on February 25th. We have reviewed the most frequent findings from 2018 and are waiting for a refresh of this information for 2019 that will come out in April. We are also reviewing our 2017 survey results in addition to assigning the Joint Commission Chapters accordingly. We are encompassing all of this information to prioritize our initial efforts. We are waiting on a few tools from Joint Commission that will assist us in our efforts and once received, will begin formalized tracers and rounding.

Additional Information

- a. Core PC-2a – Cesarean Birth – Overall - 0 % -
 - a. Numerator: Patient with c-section births
 - b. Denominator: Nulliparous patients delivered of a live term singleton newborn in vertex presentation
 - i. First birth for mother, with an outcome of a live newborn, singleton means only one baby = aka twins, triplets, etc. excluded from denominator population, and any position of the baby besides vertex is also excluded from denominator.

- b. Core PC-3 – Antenatal steroids and Core PC-4 – Health Care associated BSI in newborns will be removed – these were removed by Joint Commission from the ORXY measures starting with Jan 2020 discharges. This will be the last month we display this data.

New data on dashboard:

- a. Maternal Deliveries - % with Labor Induction
 - i. Numerator – Count of encounters in denominator population with procedure of surgical or medical induction of labor. This includes augmented rupture of membranes (AROM), administering cervidil or Pitocin to initiate labor, and when labor is augmented with Pitocin
 - ii. Denominator – # of inpatient encounters with outcome of maternal delivery
- b. Elective
 - i. Numerator: 39 weeks-40 6/7 weeks without medical reason documented as noted per policy
 - ii. Denominator: # of inpatient encounters with outcome of maternal delivery
- c. Medical
 - i. Numerator: 39 weeks-40 6/7 weeks with medical indication documented as noted per policy, also includes induction of labor for postdates (41 weeks or greater)
 - ii. Denominator: # of inpatient encounters with outcome of maternal delivery
- d. Augmented
 - i. Numerator: labor already began and we are augmenting labor with Pitocin
 - ii. Denominator: # of inpatient encounters with outcome of maternal delivery
- e. HRET HIIN Measures (added to the dashboard)
 - i. Hospital – Onset Sepsis Mortality Rate
 - ii. Overall Sepsis Mortality
 - iii. Possible Ventilator Associated Pneumonia
 - i. Numerator: Number of observed PVAPs
 - ii. Denominator: Number of ventilator days
 - iii. Calculation Method: $(N/D)*1000$
 - iv. Ventilator Related Events
 - i. Numerator: Number of events that meet the criteria of VAC; including those that meet the criteria for infection-related ventilator associated complication (IVAC) and possible/probable ventilator-associated pneumonia
 - ii. Denominator: Number of ventilator days
 - iii. Calculation Method: $(N/D)*1000$
 - v. Infection-related ventilator-associated condition rate
 - i. Number of events that meet the criteria of infection-related ventilator-associated condition (IVAC); including those that meet the criteria for Possible/Probable VAP
 - ii. Denominator: Number of ventilator days
 - iii. Calculation Method: $(N/D)*1000$
 - vi. Pressure ulcer rate, stage 3+
 - i. Captured in PSI 03 already
 - vii. Pressure ulcer prevalence, stage 2+
 - i. Num: Pressure ulcer, stage 2 not present on admission
 - ii. Denom: Inpatient and 18 and older
 - viii. Worker Safety Harm Events- Workplace Violence
 - i. Data obtained from Des in Employee Health
 - ix. Worker Safety Harm Events – Patient Mobilization
 - i. Data obtained from Des in Employee Health



**Quality Committee Meeting
Memorial Hospital of Sweetwater County
February 19, 2020**

Present: Dr. Cielette Karn, Dr. Banu Symington, Dr. Melinda Poyer, Dr. Kristy Nielson, Tami Love, Kari Quickenden, Marty Kelsey, Dr. Barbara Sowada, Irene Richardson (via phone), Kara Jackson, Corey Worden, Karali Plonski, Leslie Taylor, Gabrielle Seilbach

Absent/Excused:

Chair: Dr. Barbara Sowada

Approval of Agenda & Minutes

Dr. Sowada present today's Agenda and the minutes from January 15, 2020 for approval. Dr. Symington moved to approve and Dr. Karn seconded the motion. Agenda and Minutes were unanimously approved.

Old Business

Dr. Nielson stated the Sepsis group is moving along nicely with Gabrielle leading. There are work-arounds that we are having to deal with, but everyone is helping out. There were zero(0) fallouts for this month. Within T-system there currently isn't have a place to calculate or document body weight – education is the answer. Protocol will hopefully be approved by MEC tonight.

Scheduling of biopsies was reviewed by Dr. Quickenden. We have created a scheduling slot for patients, at this point we have not had a patient with these orders. But we are continuing to monitor the situation.

Dr. Quickenden continued with updates on teleICU – she noted that in 2019 we only used the robot 4 times. In most cases they just call on the phone. They are looking at the cost of the robot and the stipulation of the contract. The concern is without this contract, would we leave the responsiveness from the U of U.

Dr. Quickenden also reported on CT Abdomen, noting that 10 fallouts were reviewed by the Radiologist who felt they were not actual fallouts. Dr. Quickenden stated further review would be planned.

Finally Dr. Quickenden reported on the CHNA – they are working on rolling out education on childhood issues and traumas. Next meeting is March 11, with a meeting every other month. Dr. Sowada requested updates again in April.

Dr. Nielson reported on the ED/Hospitalist consult, noting she was unsure of the consistency. Dr. Poyer noted the providers have met and a better process is in place and the consistency is improving. Dr. Nielson noted there may be some lack in documentation that will need some work, but overall it seems to be getting better.

Medical Staff Update

Dr. Karn reported on OB measures, specific to induction at 39 weeks. She stated "we may be barking up the wrong tree", and maybe we are on the wrong track, with more research needed.

New Business

Dr. Sowada introduced the need for updating and reviewing our Quality Committee Charter, which needs to be done annually. But before we delved into the Charter, we reviewed some of the background of the committee, roles and responsibilities. Our goal is to have a clear and comprehensive picture. Dr. Sowada provided additional handout (attached), Quality: The Big Picture.

Dr. Symington spoke about a recent patient who requested a cost breakdown before receiving treatment and how could we provide this? Ms. Love noted we have a system called Recondo, that we are updating and has the ability to review specific procedures and average out some of those costs. Dr. Sowada requested an update in April.

Dr. Sowada requested the committee break into smaller groups and review and answer the questions on the 2nd page of the handout - The Continuous Journey. Discussion ensued with much insight into what each of us bring to committee and the Hospital as a whole.

Dr. Sowada introduced the Board Charter Quality Committee for review with comments provided by Mr. Kelsey (attached). The group noted issues are present with knowing where to go "with issues". It would be helpful to outline who is responsible for specific jobs.

Ms. Richardson closed the meeting complimenting the hospital with their efforts to improve quality, and how we have learned that quality is just as important if not more important than finance in making us a great facility.

Consent Agenda

Due to lack of time, we did not review.

Announcements

Ms. Jackson announced we will be moving over to Press Ganey in April!

Dr. Sowada announced she and Mr. Kelsey will complete the rewriting of the Charter and will email out for online approval.

Meeting Adjourned

The meeting adjourned at 9:01am

Next Meeting

March 18, 2020 at 08:15 am, CR 1 & 2

Respectfully Submitted,

Robin Fife, Recording Secretary

Quality Committee
Consent Agenda Quality Summary
January 2020

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. Opportunities for improvement exist within the efficient use of medical imaging category. 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, data was pulling incorrectly for quite some time. We have corrected the indicator and it appears the data is worse than previously reported. A work team was created to dive into the data and improvement updates will be provided.
- b. Within the Timeliness of Care category, **Ed-2b: ED Median Admit Decision Time to ED Departure Time** is trending in the right direction and the goal has been met. Please note these improvements on the quarterly graph provided. Within the Effectiveness of Care category, we are seeing fluctuations with the data for **Core Sep1 – Early Management Bundle, Severe Sepsis/Septic Shock**. A multidisciplinary sepsis work team has been created, including physicians and front line staff. Initial meeting took place in December, with the process mapped out and gap analysis completed. Next meeting is January 15th, where discussions of improvements and timeline for completion will be created. We continue to monitor data for Core Op - 29 Colonoscopy-follow up for average risk patients to ensure sustainment of improvement.
- c. **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, fourth quarter data remains incomplete, but two questions in the 75th percentile and one question in the 50th percentile saw a steady increase in our scores in three out of eight “categories” of questions compared to quarter three of 2019. Please notice the dramatic increase in % excellent scores for Q4 2019 in each category of questions, compared to Q1 2019. 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. The Quality Department is also scheduled to present at the General Medical Staff meeting this month. 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* 40.7%- 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* 41.7%- Met goal Q3, results decreased so far this quarter- Small sample size can contribute to fluctuation in data.
 3. Med/Surg: Goal 60.6% - Q3 2019 – 61.3%; Q4 2019* 75%- Goal met and improvements noted over the last 4 quarters.
 4. OB: Goal 71.9% - Q3 2019 – 75%; Q4 2019* 73.9%- Goal Met- improvement seen over last three quarters.
 5. Surgery: Goal 73.1% - Q3 2019 – 76.2%, Q4 2019* 72.9%- - Met goal for Q3 2019, trending down noted over last 4 quarters.
- iii. *data not yet complete

2) Risk/Safety

- a. Safety – Due to holiday schedules, the group did not meet in December.
 - i. Exploration/Research teams are working on the following topics.
 1. 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.
 2. Medication Overrides – Team Leader: None – Project placed on hold during transition of Director of Pharmacy.
 3. Violence Risk Assessment – Team Leader: Jessica Van Valkenburg and Dirk Anderson – No report provided.
 4. Hand-off – Team leader: Melissa Anderson – Project Completed.
- b. December occurrence report numbers remain static from previous month. The event types are included in this agenda. Staff members continue to use the new reporting mechanism and report that it is favorable to the previous method. Reports in this area

may be sporadic as a change in the safety/quality process is explored over the next few months.

- c. Environment of Care – Environment of Care - New software program for rounding is in place and report is attached. Compliance with standards is at 97% for December..
 - d. Guest Relations – The grievance outcome report is included in the risk dashboard. The grievances reviewed were from various departments in December. The group met less frequently in December due to the holidays, but was still able to resolve all issues that were discussed.
- 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.
- 4) Accreditation
- a. Lab responses have been submitted for their survey in November. These are attached. January marked the beginning of our possible Joint Commission survey window for the hospital, but it is unlikely that they will arrive prior to May 2020. Preparedness efforts will increase this year to prepare for this survey. A preparedness report for telemedicine has been provided for review of the Quality Committee.

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

Absent/Excused: Dr. Banu Symington, Suzan Campbell

Chair: Dr. Barbara Sowada

Call to Order and Introductions

Dr. Sowada called the meeting to order at 8:16 am.

Approval of Agenda & Minutes

Dr. Sowada presented the Agenda and the December 8, 2010 Quality Minutes for approval, both were moved to approve respectively by Mr. Radakovich and seconded by Ms. Richardson and Dr. Karn. Two corrections were noted: Approval of minutes requires completion of sentences, Old business – paragraph 4 "Utah" physicians needed to be added. Dr. Karn moved to approve the Minutes with corrections and Ms. Richardson seconded. Agenda and Minutes were unanimously approved.

Old Business

22 months ago on March 15, 2018 we put Patient Family Advisory Council (PFAC) in place. Ms. Nelson gave an outline of the path and growth of PFAC over those 22 months. 11 months ago the first PFAC meeting with patient/family members began. Currently 331 staff members have participated in the Person-centered Care workshops. In 1 ½ months we will roll out a new workshop – Head and Heart. And Ms. Nelson wishes there were 8 more hours in every day, in order to get everything done!

Ms. Seilbach is spearheading the Sepsis project. Ms. Jackson noted what a good job Ms. Seilbach was doing. Mid-March implementation is planned. In meantime we are updating and coordinating down time forms with the EMR. Also working on plan for education and Brown bags. Dr. Karns has joined the team and noted a "sepsis code" call has been suggested to speed up the response from Lab and nursing.

Dr. Quickenden spoke to the scheduling of Breast biopsies – on March 1st they will be adding another slot. Additionally they are moving from 30 to 15 minute slots to allow us to get more patients in.

Mr. Radakovich provided the TJC Readiness Report for TeleICU usage. Dr. Sowada complimented Mr. Radakovich on the thoroughness of the report. Mr. Radakovich noted the plan includes expectations for providers in their contracts. Dr. Quickenden added that a summary spread sheet is being created that can be presented to Surveyors, that outlines the provider, quality matrix, and improvements. Dr. Nielson commented that TeleICU has a robot which we rarely use. The providers use a phone call very effectively instead. It was noted that we don't have enough critical patients to make the lease of the robot necessary. Dr. Karn

suggested we bring to next quarterly meeting to evaluate the possibility of terminating the TeleICU robot contract. Ms. Richardson will help to sort out this contract.

Ms. Jackson reviewed data (pg. 19) on CT indicators. Ms. Jackson noted after review of the numbers it was realized the indicator was built and pulling data incorrectly. Dr. Quickenden stated once we realized the issue we went back and started reanalyzing the data. We are searching for other resources to aid in analyzing. Dr. Karn has requested that cases be brought to MEC for review.

Dr. Quickenden spoke to CHNA update. At this point committee is meeting every 2 months. The key priority that was identified is to get patients mental health assistance.

Dr. Quickenden further spoke to MU – Summary of Care update. The summary of care is a discharge/transfer hand-off from hospital to receiving entity. She noted they had spoken to Ms. Melissa Anderson, Critical Care Director and Ms. Valerie Boggs, Med/Surg Coordinator, as most of the patients this effects reside on Med/Surg and ICU.

Dr. Nielson presented the new Discharge folder samples, explain the plan and process for use. Ms. Anderson presented the folders to her staff last night and it was met with much positivity.

Dr. Nielson reported on the ED/Hospitalist data. Ms. Doreen Peretti is still extracting the data.

New Business

With addition of Dr. Pedri we have been looking into adding program certifications through TJC surveying. Ms. Jackson noted we are also evaluating sepsis as well.

Dr. Sowada presented the Quality Charter for review. The Board is looking to review all charters for approval in March. Dr. Sowada requested 30 minutes in next Quality meeting for review, but in between for everyone to review the charter for clarity and appropriateness and to bring their questions and suggestions next month. As they review, they were asked to evaluate how LEAN and other programs will work in.

Medical Staff Update

Dr. Karn stated just yesterday we realized we were extracting induction rates with Pitocin, so we need to reevaluate data and how it is extracted. We need to better break down the data, Pitocin added for labor augmentation vs. Pitocin used to induce labor. Ms. Megan Jacobsen, OB Director and Dr. Nielson will be having a conversation with ACOG.

Consent Agenda

Dr. Sowada presented the Consent Agenda and requested any pull-outs? Mr. Radakovich pulled out the new Environment of Care (EC) dashboard (pg. 28), and reviewed the presented data. Compliance data showed HIM at 0% compliance – this is actually an anomaly from the testing phase and should resent itself with next survey.

Ms. Jackson and Ms. Plonsky spoke to the Timeliness of Care (pg. 19), we have met our statistics and we are working with Ms. Anderson and Ms. Boggs to set a new goal, but in the meantime we want to celebrate with staff.

Announcements

Mr. Radakovich stated that the TJC has accepted our submission of evidence and Monday we received notification that we are fully accredited!

Dr. Neilson noted that TJC and CMS are requiring that upon discharge patients are presented with quality statistics of local agencies, to allow for informed decisions. The information can be pulled from Hospital Compare and other like entities. They are working on a simple but comprehensive layout for presentation.

Ms. Richardson thanked everyone for their hard work, we are all in this together. We are working to make processes and culture better for our staff and patients. We have excellent direction from our Board - It is a team effort and we are a TEAM!

Meeting Adjourned

The meeting adjourned at 9:40 am

Next Meeting

February 19, 2020 at 08:15 am, CR 1 & 2

Respectfully Submitted,

Robin Fife, Recording Secretary

HUMAN RESOURCES COMMITTEE CHAIR REPORT TO THE BOARD

FEBRUARY 2020

Ed Tardoni

Your attention is directed to the HR package for this month. Very good turn over results are shown. Those results show numbers that are less than the statistics for both healthcare and industry in general.

Human Resources Charter Review

The wording of this charter has been significantly reworked with the goal of increasing clarity and accuracy. It is anticipated that the revised document will be approved at the March Committee meeting and be available for Board approval at the April meeting.

One provision of the charter has been deleted as it describes a function that is not performed by the committee.

Human Resources Committee Meeting
Monday, February 17, 2020
3:00 PM – Classroom 5
AGENDA

Old Business

- I. Turnover Report - Amber
- II. Open Positions –Amy
- III. Review current charter with board comments - All

New Business

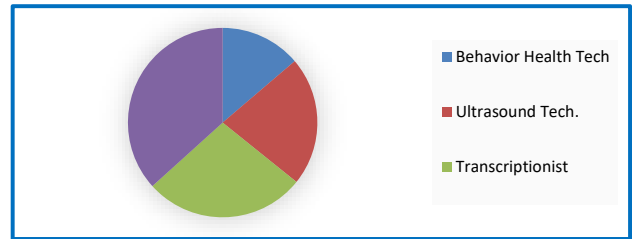
- IV. Committee member reports, other discussion(s) – as needed
- V. Determination of Next Meeting Date (Auto-Scheduled for 03/16/20)

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

2020 Overall Turnover Data (As of 1/31/2020)

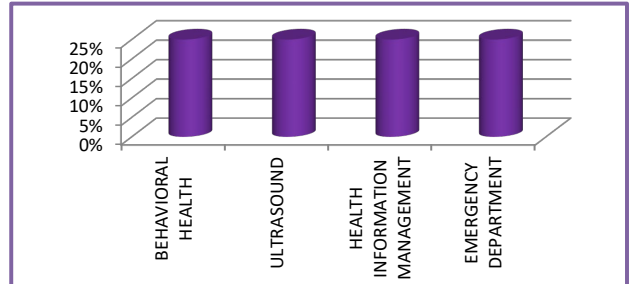
Top Position(s) / Turnover

	2020	%
Behavior Health Tech	1	13%
Ultrasound Tech.	1	20%
Transcriptionist	1	25%
Emergency Dept. Technician	1	33%



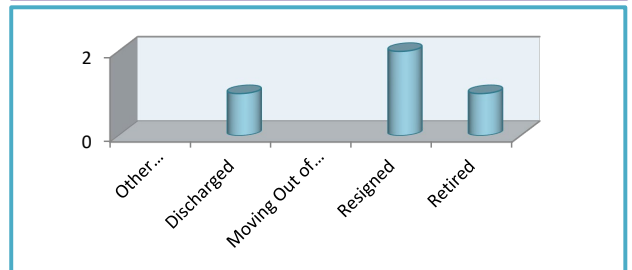
Top Department(s) / Turnover

	2020	%
BEHAVIORAL HEALTH	1	25%
ULTRASOUND	1	25%
HEALTH INFORMATION MANAGEMENT	1	25%
EMERGENCY DEPARTMENT	1	25%



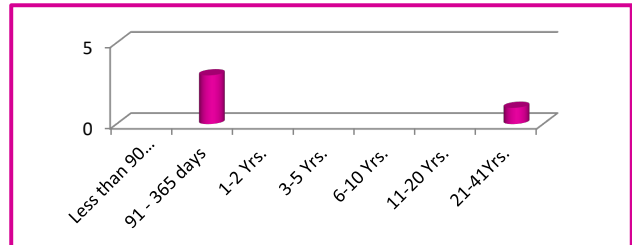
Top Reasons / Turnover

	2020	%
Other Employment		
Discharged	1	
Moving Out of Area/Relocation		
Resigned	2	
Retired	1	



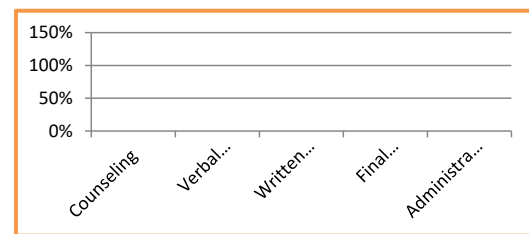
Length of Service

	2020	%
Less than 90 days		
91 - 365 days	3	75%
1-2 Yrs.		
3-5 Yrs.		
6-10 Yrs.		
11-20 Yrs.		
21-41 Yrs.	1	25%
Total	4	



Corrective Action

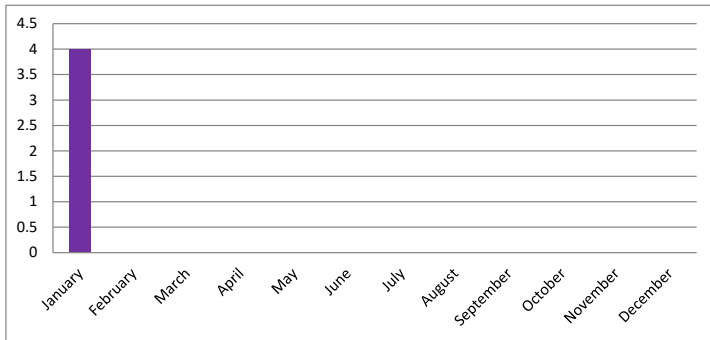
	% Discharged
Counseling	
Verbal Warning	
Written Warning	
Final Written Warning	
Administrative Leave	



Total Employees

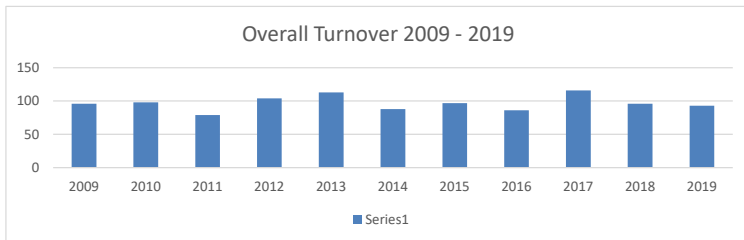
2020 Separations - Hospital Wide

	Separations	New Employees	
January	4	4	536
February			
March			
April			
May			
June			
July			
August			
September			
October			
November			
December			
Total	4	4	1%



Separations	
Involuntary	1
Voluntary	3
Total	4

Classifications	
RN	0
Classified	4
Total	4



Overall Turnover

2009	96
2010	98
2011	79
2012	104
2013	113
2014	88
2015	97
2016	86
2017	116
2018	96
2019	93
2020	

Rolling 12

Jan 19 - Jan 20

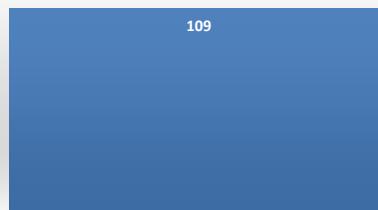
Separations

109

%

20%

12 Month Turnover



Jan 19 - Jan 20

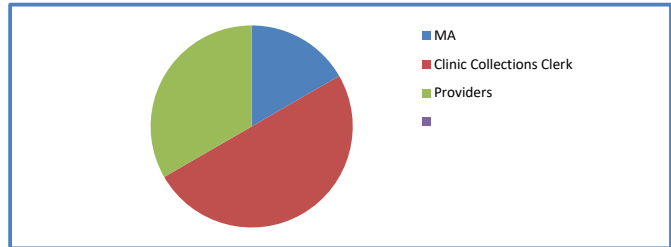
MEMORIAL HOSPITAL OF SWEETWATER COUNTY - CLINIC DATA

2020 Clinic Turnover Data (as of 1/31/2020)

Top Position(s) / Turnover

2020

%

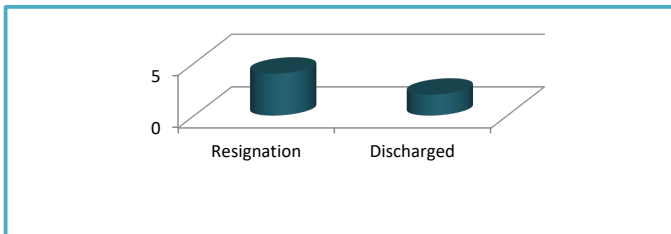


Top Reason(s) / Turnover

2020

%

Resignation
Discharged

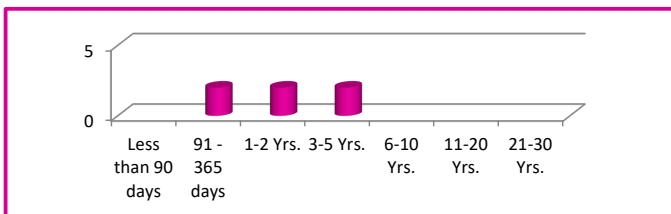


Length of Service

2020

%

Less than 90 days
91 - 365 days
1-2 Yrs.
3-5 Yrs.
6-10 Yrs.
11-20 Yrs.
21-30 Yrs.

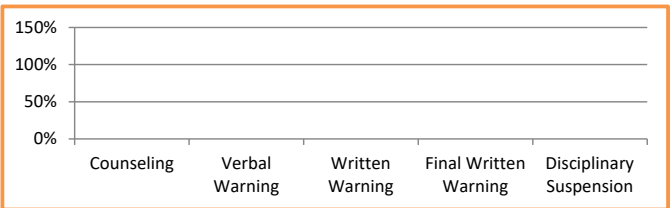


Total

0

Corrective Action

Counseling
Verbal Warning
Written Warning
Final Written Warning
Disciplinary Suspension



Job Title	Requisition	Hiring Manager	Department	Schedule	Shift	Hours
Clinical						
Reg. Resp. Therapist	2359	Crystal Hamblin	CARDIOPULMONARY	Regular Full Time	Variable	
SLP Lab T-Gist/Rpsgt	2360	Crystal Hamblin	SLEEP LAB	Regular Full Time	Nights	
Ultrasound Tech.	2515	Tracie Soller	ULTRASOUND	Regular Full Time	Variable	
Non-Clinical						
Clin Collections Clerk/Recept	2514	Jackie Jensen	CLINIC	Regular Full Time	Variable	
Collections Clerk	2507	Ron Cheese	PATIENT FINANCIAL SERVICES	Regular Full Time	Variable	M-F 12:00PM - 8:30PM
Dietary Aide	2503	Leah Lassise	NUTRITION SERVICES	PRN	Rotating	
EVS Technician	2516	Corinna Rogers	HOUSEKEEPING	Regular Part Time	Variable	variable
Patient Financial Navigator	2506	Ron Cheese	PATIENT FINANCIAL SERVICES	Regular Full Time	Days	M-F
Security Officer	2519	David Beltran	SECURITY	PRN	Variable	
Security Officer	2518	David Beltran	SECURITY	Regular Full Time	Variable	
Nursing						
Peritoneal Dialysis RN	2502	Amber Fisk	DIALYSIS	Regular Full Time	Days	Variable

Board Charter: The Human Resources Committee February, 2020

Below are Marty Kelsey's suggested changes to the Board Charter for Human Resources.

Purpose:

Existing Language

The purpose of the committee is to assist the Board in discharging its duties in respect to the compensation and benefits of the management and employees of the Hospital, the safety of the work environment, and to assuring an organizational culture that fosters a productive, engaged work force.

My Proposed Alternative Language

The purpose of the Committee is to assist the Board of Trustees in discharging its duties with respect to the oversight of the Hospital's Human Resources function including, but not limited to, compliance, classification, compensation (including total rewards), policies, employee relations, and safety. The creation and maintenance of an organizational culture that fosters a productive and engaged workforce is a primary goal of the Committee.

Responsibilities:

Existing Language...First Bullet

Assures management is in compliance with all Federal and State labor laws, rules, and regulations.

My Proposed Alternative Language

Assists the Human Resources Department with its charge to assure the Hospital is in compliance with all Federal and State labor laws, rules, and regulations.

Existing Language...Second Bullet

Reviews the Employee policies to assure reasonableness and compliance with fair employment practices.

My Proposed Alternative Language

Reviews employee policies to help determine the reasonableness of same and to help determine they are in compliance with fair employment laws and practices; recommends changes to Senior Leadership/Board as deemed appropriate.

Existing Language...Third Bullet

Periodically reviews and, if appropriate, recommends for consideration by the Board, changes in total rewards.

My Proposed Alternative Language

Reviews, on a periodic basis, employee compensation and benefits and the total rewards package; recommends changes to Senior Leadership/Board as deemed appropriate.

Existing Language...Fourth Bullet

Reviews and recommends the percentile pay range of market-based wage analysis.

My Proposed Alternative Language

Works with Human Resources staff and other Hospital staff as appropriate, and with consultants as deemed necessary, to periodically review the Hospital's classification and compensation plan(s); recommends changes to Senior Leadership/Board as deemed appropriate.

Existing Language...Fifth Bullet

Provides a venue for addressing employee conflicts and differences concerning employment policies.

My Comment

I am not sure what this means; needs Committee discussion

Existing Language...Sixth Bullet

Periodically conducts employee satisfaction/engagement surveys and monitors the implementation of actions based there on.

My Proposed Alternative Language

Assures that employee satisfaction/engagement surveys are conducted periodically and monitors the implementation of actions based thereon.

New Seventh Bullet

Reviews on a regular basis turnover, vacancies, recruiting and other Human Resources Department statistics and information for the purpose of monitoring key developments.

Respectfully Submitted,

Wm. Marty Kelsey

Capital Request Summary

Capital Request #

FY20-36

Name of Capital Request:

Video Choledochoscope

Requestor/Department:

Surgical Services – Alisha Mackie

Sole Source Purchase: Yes or No

Reason: unable to find reliable seller for a used/refurbished scope

Quotes/Bids/ Proposals received:

	Vendor	City	Amount
1.	Karl Storz Endoscopy America, Inc	El Segundo, CA	\$29,741.44
2.			
3.			

Recommendation:

Karl Storz Endoscopy America, Inc - \$29,741.44



# Assigned: FY 20		- 36
Capital Request		
Instructions: YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity. Note: When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.		
Department: Surgical Services	Submitted by: Alisha Mackie	Date: 02/06/2020
Provide a detailed description of the capital expenditure requested: Video-Choledochoscope		
Preferred Vendor: Karl Storz		
Total estimated cost of project (Check all required components and list related expense)		
1. Renovation		\$
2. Equipment		\$ 29471.44
3. Installation		\$
4. Shipping		\$
5. Accessories		\$
6. Training		\$
7. Travel costs		\$
8. Other e.g. interfaces		\$
Total Costs (add 1-8)		\$ 29,741.44
Does the requested item:		
Require annual contract renewal? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		
Fit into existing space? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Explain:	
Attach to a new service? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Explain:	
Require physical plan modifications? If yes, list to the right: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Electrical HVAC Safety Plumbing Infrastructure (I/S cabling, software, etc.)	\$ \$ \$ \$ \$
Annualized impact on operations (if applicable):		Budgeted Item:
Increases/Decreases		<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Projected Annual Procedures (NEW not existing)		
Revenue per procedure	\$	# of bids obtained? - <u>1</u>
Projected gross revenue	\$	
Projected net revenue	\$	<input checked="" type="checkbox"/> Copies and/or Summary attached. If no other bids obtained, reason:
Projected Additional FTE's		
Salaries	\$	
Benefits	\$	
Maintenance	\$	
Supplies	\$	
	\$	
Total Annual Expenses	\$	
Net Income/(loss) from new service	\$	
Review and Approvals		
Submitted by:	Verified enough Capital to purchase	
Department Leader	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Executive Leader	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Chief Financial Officer	<input type="checkbox"/> YES <input type="checkbox"/> NO	
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO	

30/204 NO

OTHER CONSIDERATIONS

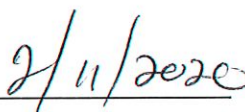
Our current Choledochoscope is past end of life use and does not have a very good quality image. This scope is used during a Cholecystectomy (gallbladder removal) to enter the common bile duct in order to visualize and retrieve gallstones that might be blocking the duct. Without this equipment these patients will need to be shipped to another facility with the ability to perform this procedure.

The current scope can only be sterilized in the ETO (gas) sterilizer. The ETO sterilizer is no longer supported by the company and we will not be purchasing a new sterilizer so we need a new Choledochoscope.

The second quote was for a used scope for \$8,000 but we did not feel comfortable with the seller.

Karl Storz - \$29,741.44


Submitted by: Signature


Date



Quotation

Quotation No.
41051980

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

BROOKE YARBER

Information

Quote Expires on 03/31/2020
Document Date 11/08/2019
Sales Rep Name Blair Smith
Sales Rep Ext 6167
Sales Rep Email Blair.Smith@karlstorz.com
Sales Rep Cell 801-891-0726
Contract Name Intalere
Payment Terms Net due in 30 days

Details for Quotation # 41051980

Page 1 of 3

Line	Material / Description	Qty	List Price	Customer Selling Price	Extended Price
	Important Message: Please mark your calendar. New prices go into effect January 13, 2020 unless otherwise agreed to in a currently effective written agreement (i) by and between Customer and KARL STORZ or (ii) by and between the Customer's Group Purchasing Organization agreement with KARL STORZ.				
1	11292VSUAK VIDEO-CHOLEDOCHOSCOPE IMAGE1 S, 500MM 8.5FRX50CM, 3.6FR CHN, US DEFL 270/270 * Manufacturer's Warranty - 1 year	1 EA	26,483.87	19,333.23	19,333.23
2	TC200US-CPO IMAGE1 S CONNECT, CONNECT MODULE * Manufacturer's Warranty - 1 year	1 EA	8,188.00	5,731.65	5,731.65
3	TC301US-CPO IMAGE1 S X-LINK, LINK MODULE FOR FLEX VIDEOENDOSCOPES, D1, HX, HX-P * Manufacturer's Warranty - 1 year	1 EA	5,456.00	3,819.21	3,819.21
4	39406AS TRAY, STERRAD, FLEXIBLE CMOS VIDEOSCOPIES STERRAD NX ONLY, 21.65" X 10.24" X 3.5" * Manufacturer's Warranty - 1 year	1 EA	1,174.45	857.35	857.35

41/204

C: BROOKE YARBER L: F: N: Blair A Smith E: Blair.Smith@karlstorz.com K: 5010

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



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. 41051980

Details for Quotation # 41051980

Page 2 of 3

Line	Material / Description	Qty	List Price	Customer Selling Price	Extended Price
				List Price	41,302.32
			Sell Price	Discount	- 11,560.88
			Sell Price	Subtotal	29,741.44
				Quote Total	29,741.44
	<p>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.</p> <p>Signed _____ Name: _____ Title: _____ Phone: _____ Date: _____</p> <p>Sales Tax: Sales tax will be added to the invoice total unless we have an exemption certificate on file for the "Ship-to" entity.</p> <p>Freight: 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. 41051980

QUOTE TOTAL:

\$29,741.44

(Excludes applicable freight/tax)

FINANCING OPTIONS:

Page 3 of 3

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.

Capital Request Summary

Capital Request #

FY20-37

Name of Capital Request:

PACS software upgrade

Requestor/Department:

Medical Imaging – Tracie Soller

Sole Source Purchase: Yes or No

Reason: vendor specific

Quotes/Bids/ Proposals received:

	Vendor	City	Amount
1.	Merge	Chicago, IL	\$53,650.00
2.			
3.			

Recommendation:

Merge - \$53,650.00



		# Assigned: FY 20 -37
Capital Request		
Instructions: YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity. Note: When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.		
Department: Mammography	Submitted by: Tracie Soller	Date: 1/20/2020
Provide a detailed description of the capital expenditure requested: PACS software upgrade and Professional service. Merge Unity, Tomosynthesis reading tools workstation license and Merge Unity, training, onsite day - acute.		
Preferred Vendor: Merge		
Total estimated cost of project (Check all required components and list related expense)		
1. Renovation	\$	
2. Equipment	\$	42900.00
3. Installation	\$	
4. Shipping	\$	
5. Accessories	\$	
6. Training	\$	10750.00
7. Travel costs	\$	
8. Other e.g. interfaces	\$	
Total Costs (add 1-8)		\$ 53,650.00
Does the requested item:		
Require annual contract renewal? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		
Fit into existing space? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Explain:	
Attach to a new service? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Explain: 3D breast imaging in mammography	
Require physical plan modifications? If yes, list to the right: <input type="checkbox"/> YES <input type="checkbox"/> NO	Electrical HVAC Safety Plumbing Infrastructure (I/S cabling, software, etc.)	\$ \$ \$ \$ \$
Annualized impact on operations (if applicable):		Budgeted Item:
Increases/Decreases		<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Projected Annual Procedures (NEW not existing)		
Revenue per procedure	\$	# of bids obtained? <u>1</u>
Projected gross revenue	\$	
Projected net revenue	\$	<input checked="" type="checkbox"/> Copies and/or Summary attached. If no other bids obtained, reason: vendor specific
Projected Additional FTE's		
Salaries	\$	
Benefits	\$	
Maintenance	\$	
Supplies	\$	
	\$	
Total Annual Expenses	\$	
Net Income/(loss) from new service	\$	
Review and Approvals		
Submitted by:	Verified enough Capital to purchase	
Department Leader	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Executive Leader	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO	

OTHER CONSIDERATIONS

FY20 - The ability to perform 3D tomosynthesis in mammography requires an upgrade for the PACS system. Our PACS vendor has the capability of accepting 3D breast imaging but requires a hardware and software upgrade. This hardware upgrade and additional software upgrade will enable us to replace the mammography equipment with 3D mammography without needing to purchase additional workstations for each of the radiologists.

Total capital - \$53,650.00
Annual support - \$9,900.00


Submitted by: Signature

1-22-2020
Date

SALES ORDER

Memorial Hospital of Sweetwater County
 1200 College Drive
 Rock Springs, WY 82901-5868, US

Quoted By: Samantha Gold
 Price Valid Until: 3/27/2020
 Document Date: 1/14/2020
 Document Number: Q-09246-3

1. PROJECT SUMMARY

Software and Bundled Solutions	
Software	\$42,900.00
Total Software and Bundled Solutions Fees	
	\$42,900.00

Professional Services	
Professional Services	\$10,750.00
Total Professional Services Fees	
	\$10,750.00

Balance Due	USD 53,650.00
Shipping and Handling	USD 0.00
Annual Support Services Fees for 1st Renewal Term	USD 9,900.00
Taxes	Taxes will be reflected on invoice

Note: Refer to Exhibit A for Product List.

Payment schedule for the balance due is as follows:

Software/Hardware/Third Party Products/ Bundled Solutions/Professional Services *	100% due upon Effective Date.
Support	Billed annually in advance, due and payable first day of the Support Services Renewal Term.

The payment terms set forth above shall apply to this Sales Order, regardless of terms in any other agreement between parties.

2. EXECUTION

This Sales Order is governed by and subject to the Terms and Conditions of Sales Order attached hereto as Exhibit B and made part hereof.

It is the mutual intent of both Parties that this Sales Order constitutes a project separate and independent from any other executed or contemplated order(s). The fees due Merge Healthcare for this Sales Order are separate from any other executed or contemplated order(s), and the payment terms hereof are not intended to be dependent upon or otherwise coincide with performance criteria of any other executed or pending order(s). There are no products or services in this Sales Order that are interrelated or interdependent in terms of design, technology or function or are essential to the functionality of a product in any other executed or contemplated order(s).

Merge Healthcare Solutions Inc. and Memorial Hospital of Sweetwater County have caused this Sales Order to be executed by its authorized representatives, effective as of the latter date below ("Effective Date").

Merge Healthcare Solutions Inc.:

Signature: _____

Print Name: _____

Title: _____

Date: _____

Please submit executed proposal via email to
whists@us.ibm.com

Memorial Hospital of Sweetwater County

Signature: _____

Print Name: _____

Title: _____

Date: _____

Customer Billing Address: Memorial Hospital of Sweetwater County
1200 College Drive
Rock Springs, Wyoming 82901

Customer Shipping Address: Memorial Hospital of Sweetwater County
1200 College Drive
Rock Springs, WY 82901-5868

Customer: By signing above, you are acknowledging that the above-listed billing and shipping addresses are correct for this order. If any changes are necessary please indicate below:

Please indicate whether this address change should be made ☐ to the Customer account or ☐ for this order only.

If you have an existing Merge Support contract, adding new applications or upgrading software or equipment may change your ongoing Support pricing.

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MERGE HEALTHCARE CONFIDENTIAL INFORMATION. Disclosure of this document to any third party is forbidden without the express written permission of Merge Healthcare.

www.merge.com



Merge Healthcare | 71 South Wacker Drive, 20th Floor | Chicago, IL | 60606 | 877.446.3743

Exhibit A

Product List

ITEM #	QTY	PART #	DESCRIPTION #	NET PRICE
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Software

1	1	SN-UPAX-00031	MERGE UNITY, TOMOSYNTHESIS READING TOOLS SITE LICENSE
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Total Software \$42,900.00

Professional Services

2	1	PS-UPAX-00013	MERGE UNITY, PROFESSIONAL SERVICES - ACUTE
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Total Professional Services \$10,750.00

EXHIBIT B**TERMS AND CONDITIONS OF SALES ORDER**

These Terms and Conditions are attached to the foregoing Sales Order (the "**Sales Order**") issued by Merge Healthcare Solutions Inc., a Delaware corporation and an IBM company, with an office located at 71 South Wacker Drive, 20th Floor, Chicago, Illinois 60606 USA ("**Merge**") regarding the licensing of certain of Merge's proprietary software and/or the purchase and sale of related products and services. These Terms and Conditions, together with the Sales Order to which they are appended, constitute the "**Agreement**", which is entered into as of the Effective Date between Merge and the customer to whom the Sales Order is issued as identified in the Sales Order ("**Customer**"), and this Agreement shall govern the transactions set forth in the Sales Order. In the event terms of the Sales Order conflict with these Terms and Conditions, terms of the Sales Order shall control.

1. DEFINITIONS. "**Business Day**" means any day except Saturdays, Sundays and Merge holidays (with a calendar of such holidays being available to Customer at Customer's request). "**Confidential Information**" means information of a Party ("**Disclosing Party**") that the other Party ("**Receiving Party**") receives in connection with this Agreement, which based on the circumstances under which it was disclosed, a reasonable person would believe to be confidential to Disclosing Party, including, without limitation, the Software, Documentation, pricing of Products and Services, provisions of this Agreement and information that is defined as a 'trade secret' under applicable law ("**Trade Secret**"). "**Content**" means and consists of all data, software, and information that Customer or its Authorized Users provides, authorizes access to, or inputs to the Products or Services. "**Documentation**" means user and system administrator guides and manuals and similar documentation generally supplied by Merge assist licensees in the use of the licensed Software. "**First Productive Use**" means, as to the applicable Software, the date that Customer first uses the Software as a method of transmitting and/or processing live data or information for use in a clinical care or commercial setting or otherwise uses the Software for commercial purposes; provided that if Customer has delayed the first use of the Software as set forth above, First Productive Use shall be deemed to have occurred when the Software was installed and first able to process live data in a production environment. "**Hardware**" means the computers, workstations and other devices required to run or use the Software, modality equipment, and/or other equipment that Customer may be purchasing through Merge as specified in the Sales Order. "**Merge Hardware**" means Hardware manufactured by Merge and sold to Customer as set forth in the Sales Order. "**Merge Products**" means Merge Software and Merge Hardware. "**Merge Software**" means Software that is proprietary to Merge and is licensed to Customer as set forth in the Sales Order. "**Party**" means Merge or Customer; "**Parties**" means Merge and Customer. "**Products**" means Hardware and Software. "**Professional Services**" means installation, implementation, integration, configuration, consulting, training and other professional services offered by Merge to Customer. "**Services**" means Professional Services and Support Services. "**Software**" means the software identified in the Sales Order and provided by Merge hereunder, including Updates thereto that Merge provides to Customer. "Software" is the standard version of the applicable software product at the release level current as of the date of the Sales Order and is provided in object or executable code form. "**Support Services**" means the technical support and maintenance of the Products as set forth on Merge's website at <http://www.merge.com/MergeHealthcare/media/Legal-Terms/Merge-SupportServicesProgramTerms-171110.pdf>. "**Third-Party Product**" means a product other than a Merge Product that is identified on the Sales Order as 'Third-Party Hardware', 'Third-Party Software', 'Third-Party Product', or with the name of a Third-Party Vendor. "**Third-Party Vendor**" means a third party vendor from which Merge obtains Third-Party Products. "**Update**" means a version the Merge Software and/or Documentation that is from time-to-time released and that may include updates, modifications, bug fixes, corrections, and feature enhancements to the Merge Software and Documentation. Updates do not include new Merge products or modules that are marketed and priced separately by Merge or releases that materially increase the functionality of the Software. Whether a software release constitutes an Update is in Merge's sole discretion.

2. SOFTWARE LICENSE; OTHER PRODUCT SPECIFIC TERMS. In the event this Sales Order provides Customer a license to Merge Software to be installed on-premises locally on Customer's systems, then subject to all terms of this Sales Order, Merge grants to Customer a non-exclusive, non-sublicensable, non-transferable license as set forth in the Sales Order in conjunction with the restrictions, terms and conditions set forth in the Special Terms for Local On-Premises Software Installations, as set forth on Merge's website at: <http://www.merge.com/MergeHealthcare/media/Legal-Terms/Merge-OnPremisesSoftwareInstallations-Terms-171110.pdf>. Terms for Merge's cloud-based solutions, if applicable) are set forth on other exhibits to this Sales Order.

3. PAYMENT; DELIVERY

3.1. Payment. Fees for Products and Services (collectively, "**Fees**") are set forth in the Sales Order. Customer shall pay Merge's fees on the dates specified in the Sales Order, and if no date is specified in the Sales Order, Customer shall pay Merge's invoices within thirty (30) days after the date of invoice. Unless otherwise agreed to in writing, all monetary sums are expressed in and shall be paid in U.S. Dollars. Overdue balances may be assessed interest at the rate of one- and-one-half percent (1.5%) per month, but not more than that allowed by law, and in no event shall this interest provision be construed as a grant of permission for any delay of payment. Non-payment by Customer shall be deemed a material breach of this Agreement, and in the event any payment or invoice becomes overdue, Merge reserves the right, in addition to its other remedies, to suspend delivery and provision of and access to Products or Services until the account is brought current.

3.2. Taxes; Freight. Unless otherwise specifically indicated on the Sales Order, Fees do not include taxes, and Customer agrees to pay all applicable taxes (excluding taxes levied against Merge's taxable income) to Merge or to the proper taxing authority, as applicable. A tax-exempt Customer shall provide an appropriate exemption certificate to Merge. Third-party charges for freight, duty and other similar charges paid by Merge shall be reimbursed by Customer.

3.3. Delivery. Products are delivered FOB shipping point ("**Delivery**"), with risk of loss and, when applicable, title passing to Customer at the same point. Notwithstanding the preceding sentence, Merge may, at its option, deliver Software and Documentation to Customer through an FTP or other electronic transmission or download, in which event Merge will provide Customer with a password key (the "**Key**") necessary to download the Software, and provision of the Key to Customer shall constitute Delivery of the Software.

4. SERVICES. In the event Customer is purchasing Merge Services under this Sales Order, then in addition to the other terms of this Sales Order, the Services Terms set forth on Merge's website at <http://www.merge.com/MergeHealthcare/media/Legal-Terms/Merge-Services-Terms-171110.pdf> shall apply. **Support Services for On-Premises Installations.** For new licenses of Merge Software installed on-premises, unless otherwise provided in this Sales Order, Support Services shall begin on the effective date of this Sales Order and continue for one year thereafter (the "**Initial Support Services Term**"). Upon expiration of the Initial Support Services Term, Support Services shall automatically renew for consecutive annual periods (each of which

shall be referred to as a "Support Services Renewal Term"), unless either Party provides the other Party with written notice, at least thirty (30) days prior to the expiration of the then-current Initial Support Services Term or Support Services Renewal Term, of its intention not to renew Support Services.

The fees for the first Support Services Renewal Term may be set forth in the Sales Order, and the annual Support Services fee is due in full at the commencement of each annual Support Services Renewal Term. Merge reserves the right to (i) immediately terminate Support Services in the event Customer is more than thirty (30) days late in payment of any Support Services Fee; and/or (ii) increase the Support Services fee for any future Support Services Renewal Term by not more than 5% (annualized), by providing Customer with advance written notice no less than forty-five (45) days prior to the expiration of the then-current Support Services Renewal Term. If applicable, Merge may readjust the dates for the terms of Support Services and issue prorated invoices so as to synchronize Customer's multiple terms for Support Services

5. HARDWARE AND THIRD-PARTY PRODUCTS. In the event Customer is purchasing/licensing Hardware or Third-Party Products under this Sales Order, then in addition to the other terms of this Sales Order, the Hardware/Third-Party Products Terms set forth on Merge's website at <http://www.merge.com/MergeHealthcare/media/Legal-Terms/Merge-Hardware-ThirdPartyProduct-Terms-171110.pdf> shall apply.

6. TERM AND TERMINATION

6.1. Term. The term of this Agreement shall commence as of the Effective Date and continue until terminated, as set forth below in Section 6.2 (the "Term").

6.2. Termination. Either party may terminate this Agreement i) without cause on at least one month's notice to the other after expiration or termination of its obligations under the Agreement and of all Transaction Documents hereunder; or ii) immediately for cause if the other is in material breach of the Agreement, provided the one who is not complying is given notice and reasonable time to comply. Any terms that by their nature extend beyond the Agreement termination remain in effect until fulfilled and apply to successors and assignees. Merge may terminate Customer's license to use Merge Software if Customer fails to comply with the Agreement. Customer will promptly destroy all copies of the Merge Software after either party has terminated the license. Failure to pay is a material breach

6.3. Survival. All provisions of this Agreement which by their nature are intended to survive the termination of this Agreement, however any Customer license to Software granted hereunder shall terminate with this Agreement

7. CONFIDENTIALITY

7.1. Obligations as to Confidential Information. A Receiving Party shall (i) limit access and use of Disclosing Party's Confidential Information to those of Receiving Party's employees and agents that require such access and use in connection with this Agreement and who are bound by confidentiality provisions no less restrictive than those in this Agreement; (ii) not disclose Disclosing Party's Confidential Information to third parties, unless authorized under this Section 7.1; (iii) protect Disclosing Party's Confidential Information as it protects its own Confidential Information, but in any event with not less than a reasonable degree of care; and (iv) not use Disclosing Party's Confidential Information for any purpose except as required to perform its obligations hereunder or as otherwise specifically permitted hereunder. Each Receiving Party shall take appropriate action with its employees, Authorized Users, and other authorized third parties, to satisfy its obligations hereunder. The obligations set forth above in this section shall survive termination of this Agreement and continue thereafter for five (5) years following termination, except that for Confidential Information consisting of a Party's trade secrets, the Confidentiality Period shall be extended for as long as such Confidential Information remains a trade secret. Either Party may disclose the existence and general nature of this Agreement, but may not, without the prior consent of the other Party, disclose the specific terms of this Agreement.

7.2. Exceptions. Nothing in this Article shall prevent Receiving Party from disclosing Confidential Information to a third party to the extent that such Confidential Information is: (i) previously known to Receiving Party prior to disclosure by Disclosing Party, without any obligation of confidentiality; (ii) publicly known or becomes publicly known through no breach of this Agreement by Receiving Party; (iii) rightfully received from a third party under no confidentiality obligation with respect to the Confidential Information; or (iv) independently developed by Receiving Party without use of Disclosing Party's Confidential Information.

7.3. Legally-Compelled Disclosure. If any judicial, legislative or administrative body seeks to compel disclosure of Confidential Information, Receiving Party shall promptly notify Disclosing Party. Receiving Party will comply with reasonable requests of Disclosing Party to assist Disclosing Party in obtaining a protective order and to prevent or minimize the disclosure of any Confidential Information, and Receiving Party may then disclose Confidential Information only if, and to the extent, required by law.

8. INDEMNIFICATION

8.1. Intellectual Property Infringement.

(a) **Indemnity.** If a third party asserts a claim against Customer that a Merge Product acquired under the Agreement infringes a patent or copyright, Merge will defend Customer against that claim and pay amounts finally awarded by a court against Customer or included in a settlement approved by Merge, provided that Customer promptly (i) notifies Merge in writing of the claim, (ii) supplies information requested by Merge, and (iii) allows Merge to control, and reasonably cooperates in, the defense and settlement, including mitigation efforts.

(b) **Exclusions.** Merge has no responsibility for claims based on non-Merge Products, items not provided by Merge, or any violation of law or third party rights caused by Content, or any Customer materials, designs, specifications, or use of a non-current version or release of a Merge Product when an infringement claim could have been avoided by using a current version or release.

(c) **Sole Recourse.** This Section 8.1 states Merge's entire liability and Customer's sole and exclusive remedy for any actual or claim of intellectual property infringement by, or with respect to, the Products and Services.

9. LIMITATIONS OF LIABILITY

9.1. Liability Limitation. Merge's entire liability for all claims related to the Agreement will not exceed the amount of any actual direct damages incurred by Customer up to the amounts paid (if recurring charges, up to 12 months' charges apply) for the Product or Service that is the subject of the claim, regardless of the basis of the claim. Merge will not be liable for special, incidental, exemplary, indirect, or economic consequential damages, or lost profits, business, value, revenue, goodwill, or anticipated savings. These limitations apply collectively to Merge, its affiliates (including IBM), contractors, subprocessors, licensors and suppliers.

9.2. Exceptions. The following amounts are not subject to the above cap: (i) payments to third-party claimants under Merge's indemnification obligation per Section 8.1 above; and (ii) damages that cannot be limited under applicable law.

9.3. Allocation of Risk. The provisions of Sections 8 and 9 allocate the risks under this Agreement between Merge and Customer, and the Parties acknowledge that such provisions are a material condition for their respective entry into this Agreement.

10. GOVERNMENTAL MATTERS; HIPAA

10.1. U.S. Government ("Government") Restricted Rights. The Merge Software provided under this Agreement is commercial computer software developed exclusively at private expense, and is in all respects the proprietary data belonging solely to Merge or its licensors. Products and Documentation that may be provided to the Government hereunder (by contracts or subcontract) are provided with the most restricted rights and limited rights permitted by law and regulation. Department of Defense: If the Software is acquired by or on behalf of agencies or units of the Department of Defense (DOD), then, pursuant to DOD FAR Supplement Section 227.7202 and its successors (48 C.F.R. 227.7202) the Government's right to use, reproduce or disclose the Software and any accompanying Documentation acquired under this Agreement is subject to the restrictions of this Agreement. Civilian Agency: If the Software is acquired by or on behalf of civilian agencies of the Government, then, pursuant to FAR Section 12.212 and its successors (48 C.F.R. 12.212), the Government's right to use, reproduce or disclose the Software and any accompanying Documentation acquired under this Agreement is subject to the restrictions of this Agreement.

10.2. Export Controls. The Parties shall comply fully with all relevant export laws and regulations, including but not limited to the U.S. Export Administration Regulations and Executive Orders.

10.3. HIPAA. In the event the Parties do not have a current Business Associate Agreement in force between them, then the Parties agree to the provisions of the Business Associate Addendum set forth on Merge's website at <http://www.merge.com/MergeHealthcare/media/Legal-Terms/Merge-BusinessAssociateAddendum-171110.pdf>, with the same force and effect as if each Party executed said Business Associate Addendum as of the Effective Date of the Sales Order. Customer acknowledges that compliance with HIPAA, HITECH and other privacy and security rules is not solely determined by Products and Services and is a process that involves Customer's systems, facilities and practices.

10.4. Federal Equal Opportunity Regulations. The Parties and their subcontractors shall abide by the requirements of 41 CFR 60-300.5(a) and 41 CFR 60-741.5(a). These regulations prohibit discrimination against qualified protected veterans and against individuals on the basis of disability, and require affirmative action by covered prime contractors and subcontractors to employ and advance in employment qualified protected veterans and qualified individuals with disabilities.

10.5 General Data Protection Regulation. Customer is responsible for obtaining all necessary rights and permissions to enable, and grants such rights and permissions to, Merge, and its contractors and subprocessors to use, provide, store and process Content in the Services, or maintenance. This includes Customer providing required information, making necessary disclosures and obtaining consent, if required, before providing individuals' information, including personal or other regulated information in such Content. Customer is responsible for adequate back-up of Content. If any Content could be subject to governmental regulation or may require security measures beyond those specified by Merge for an offering, Customer will not input, provide, or allow access to such Content unless specifically permitted in the terms of the relevant Transaction Document or unless Merge has otherwise first agreed in writing to implement additional security and other measures. In regard to the provision of technical support services, Merge's Data Processing Addendum (DPA) is set forth as Exhibit A on Merge's website at <http://www.merge.com/MergeHealthcare/media/Legal-Terms/ExhibitA-DataProcessingAddendum.pdf>, and the applicable DPA Exhibit is set forth as Exhibit B on Merge's website at <http://www.merge.com/MergeHealthcare/media/Legal-Terms/ExhibitB-DataProcessingAddendumExhibit-TechnologySupportServices.pdf> and supplement the Agreement, if and to the extent the European General Data Protection Regulation (EU/2016/679) (GDPR) applies to personal data contained in Content. As used in this paragraph, "Content" also includes any information or data Customer may provide, make available or grant access to in connection with Merge providing Services, or maintenance.

11. GENERAL PROVISIONS. Parties' Relationship; No Third-Party Beneficiaries. The Parties hereto are independent contractors to one another, and nothing herein shall be deemed to establish a partnership, joint venture or agency relationship between the Parties, and nothing in this Agreement will be construed as giving any right, remedy or claim to an entity other than the Parties, their permitted successors and permitted assigns, and persons and entities expressly indemnified hereunder. **Assignment.** Customer may not assign or transfer its interests, rights or obligations under this Agreement by written agreement, merger, consolidation, operation of law or otherwise, without the prior written consent of Merge. Subject to the foregoing, this Agreement shall inure to the benefit of and be binding upon each of the Parties and their respective permitted successors and assigns. **Notices.** All legal notices required or permitted to be given pursuant to this Agreement shall be in writing and delivered personally or by a commercially recognized national courier (such as Federal Express or UPS), and notices shall be effective upon receipt by the office of the Party to which the notice is directed. Neither Party shall refuse delivery of any notice hereunder. Legal notices hereunder to the Parties shall be to such Party's address set forth on the first page of this Agreement (with legal notices to Merge being directed to the attention of its General Counsel), provided that either Party may, by written notice to the other Party, direct that notices be sent to a different address. **Governing Law.** This Agreement shall be governed by and construed in accordance with the laws of the State of New York, without regard to its principles of conflicts of law or to the United Nations Convention on Contracts for the International Sale of Goods. **Equitable Relief.** Each Party agrees that, in the event injunctive or other equitable relief is appropriate to enforce compliance with confidentiality, license or property provisions of this Agreement, then such relief shall be in addition to any other remedies available to the aggrieved Party and that the aggrieved Party shall be entitled to seek such equitable relief without the requirement of any bond or security and without the necessity of having to establish the failure of legal remedies. **Force Majeure.** Neither Party shall be responsible for any delay or failure in performance of any part of this Agreement to the extent that such delay or failure is caused by fire, flood, explosion, war, embargo, government requirement, internet accessibility, utilities outage, inability to obtain products from a third party supplier, civil or military authority, act of God, act or omission of carriers or other similar causes beyond its control (collectively, a "Force Majeure Event"). The performance of the Party suffering the Force Majeure Event shall be excused and the time for performance shall be extended for the period of delay or inability to perform due to such Force Majeure Event. **Contract Construction.** This Agreement will not be presumptively construed in favor of or against either Party, including the Party that drafted the Agreement. The headings to the sections of this Agreement are for ease of reference only and shall not affect the interpretation or construction of this Agreement. **Severability.** If any term or condition of this Agreement is determined by a court of law (or arbitration proceeding to which both Parties are parties) to be invalid or unenforceable in whole or in part for any reason, this Agreement shall, to the greatest extent permitted by law, be reformed so as to be valid and enforceable consistent with the intention of the Parties as expressed herein. **No Waiver.** No term or provision of this Agreement shall be deemed waived and no breach excused, unless such waiver or excuse is in writing signed by the Party granting such waiver or excusing such breach. No consent to or waiver of a breach shall be deemed as a consent to, waiver of, or excuse for any different or subsequent breach by such Party. **Entire Agreement.** This Agreement, including the Schedules hereto and all Sales Orders hereunder, constitutes the entire agreement between the Parties with respect to the subject matter hereof, and supersedes all proposals, purchase orders, previous agreements, understandings,

representations and any other communications (whether written or oral) between the Parties relating thereto. The terms and conditions contained in any purchase order or other purchase document issued by Customer or by any other party on Customer's behalf (collectively, "Purchase Order") shall be of no legal force or effect, even if such Purchase Order is delivered to Merge; such Purchase Order is signed or otherwise accepted by a Merge employee; and/or Merge provides Products and/or Services pursuant to such Purchase Order. **Order Independence.** This Sales Order is an order separate and independent from any other executed or contemplated order(s). Any fees due Merge for this Sales Order are separate from any other executed or contemplated order(s), and the payment terms for this Sales Order are not intended to be dependent upon or otherwise coincide with performance criteria of any other executed or pending order(s). No products or services that are the subject of this Sales Order are interrelated or interdependent in terms of design, technology or function or are essential to the functionality of a product in any other executed or contemplated order(s). **Amendment.** This Agreement may not be modified, except by a written amendment instrument that expressly refers to this Agreement and is signed by authorized representatives of each Party. **Business Contact Information.** Merge and its affiliates, and their contractors and subprocessors, may, wherever they do business, store and otherwise process business contact information of Customer, its personnel and authorized users, for example name, telephone, address, email and user IDs for business dealings with them. Where notice to or consent by the individuals is required for such processing, Customer will notify and obtain such consent. **Account Data.** "Account Data" is information Customer provides to Merge, other than Customer Content, about Customer or its users that Merge needs to enable Customer's use of Services or information concerning such use. Merge, its Affiliates, and their third party contractors and subprocessors may process, store and use Account Data wherever they do business to enable product features, administer use, personalize experience, and otherwise support or improve use of the Services. Merge, its contractors and subprocessors may process, store and use Account Data wherever they do business to enable product features, administer use, personalize experience, and otherwise support or improve use of the Services as described in IBM's Online Privacy Statement available at <http://www.merge.com/common/privacy.aspx>. **Execution.** This Agreement and Sales Order may be executed by the Parties in counterparts and may be executed and delivered by facsimile or by email. A signed document transmitted as an electronic document (such as a PDF) via email or other electronic means shall be afforded the same weight as a document with original ink signatures, and all such counterparts and electronic documents shall together constitute one and the same agreement

Capital Request Summary

Capital Request #

FY20-40

Name of Capital Request:

Wireless Network replacement

Requestor/Department:

IT – Rich Tyler

Sole Source Purchase: Yes or No

Reason:

Quotes/Bids/ Proposals received:

	Vendor	City	Amount
1.	ConvergeOne	Bloomington, MN	\$119,302.00 capital <u>\$12,437.53 support</u> \$131,739.53
2.	CDW	Vernon Hills, IL	\$136,587.95 capital
3.			

Recommendation:

ConvergeOne - \$131,739.53



# Assigned: FY <u>20-40</u>	
Capital Request	
Instructions: YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity. Note: When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.	
Department: IT	Submitted by: Rich Tyler Date: 2/10/20
Provide a detailed description of the capital expenditure requested: Replace wireless network - purchase 2 wireless controllers and 81 access points	
Preferred Vendor: <u>ConvergeONE</u>	
Total estimated cost of project (Check all required components and list related expense)	
1. Renovation	\$
2. Equipment	\$ 100273.00
3. Installation	\$ 19029.00
4. Shipping	\$
5. Accessories	\$
6. Training	\$
7. Travel costs	\$
8. Other e.g. interfaces	\$ 12437.53 (annual maintenance)
Total Costs (add 1-8) \$ 131,739.53	
Does the requested item:	
Require annual contract renewal? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Fit into existing space? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Explain:
Attach to a new service? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Explain:
Require physical plan modifications? If yes, list to the right: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Electrical \$ HVAC \$ Safety \$ Plumbing \$ Infrastructure (I/S cabling, software, etc.) \$
Annualized impact on operations (if applicable):	
Increases/Decreases	
Projected Annual Procedures (NEW not existing)	
Revenue per procedure	\$
Projected gross revenue	\$
Projected net revenue	\$
Projected Additional FTE's	
Salaries	\$
Benefits	\$
Maintenance	\$
Supplies	\$
Total Annual Expenses	\$
Net Income/(loss) from new service	\$
Budgeted Item:	
<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
# of bids obtained? <u>2</u>	
<input checked="" type="checkbox"/> Copies and/or Summary attached. If no other bids obtained, reason:	
Review and Approvals	
Submitted by:	Verified enough Capital to purchase
Department Leader	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Executive Leader	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO

OTHER CONSIDERATIONS

This request is to purchase 2 Cisco wireless controllers and 81 access points. The current wireless infrastructure throughout the hospital has reached end of life. The current wireless network no longer meets the needs and expectations of speed and reliability for the hospital.

Quote 1: ConvergeOne - \$119,302.00 Capital
\$12,437.53 annual maintenance
\$131,739.53 total request

Quote 2: CDWG - \$136,587.95 capital only

We are recommending purchase Quote 1 from ConvergeOne for \$131,739.53

Submitted by: Signature

Date

Solution Summary

Cisco Wireless Project

Customer: Memorial Hospital of Sweetwater County	Primary Contact: Stacey Nutt
Ship To Address: ,	Email: snutt@sweetwatermemorial.com
Bill To Address: 1200 College Dr PO Box 1359 Rock Springs, WY 82901-5868	Phone: (307) 352-8288
Customer ID: VTWMEMHOS0003	National Account Manager: James Voorhies
Customer PO:	Email: jvoorhies@convergeone.com
	Phone: +13079952000

Solution Summary	Current Due	Next Invoice	Due	Remaining	Total Project
Software	\$9,000.00		One-Time		\$9,000.00
Hardware	\$91,273.00		One-Time		\$91,273.00
Professional Services	\$19,029.00		One-Time		\$19,029.00
Maintenance					
CISCO Maintenance	\$12,437.53		Prepaid		\$12,437.53
Project Subtotal	\$131,739.53				\$131,739.53
Estimated Tax	NOT INCLUDED				
Estimated Freight	NOT INCLUDED				
Project Total	\$131,739.53				\$131,739.53

This Solution Summary summarizes the document(s) that are attached hereto and such documents are incorporated herein by reference (collectively, this "Order"). Customer's signature on this Order (or Customer's issuance of a purchase order in connection with this Order) shall represent Customer's agreement with each document in this Order and acknowledgement that such attached document(s) are represented accurately by this Solution Summary.

Unless otherwise specified in this Order, this Order shall be subject to the following terms and conditions (the "Agreement"): (i) the Master Sales Agreement or other applicable master agreement in effect as of the date hereof between ConvergeOne, Inc. and/or its subsidiaries and affiliates (collectively, "C1" or "ConvergeOne" or "Seller") and Customer; or (ii) if no such master agreement is currently in place between C1 and Customer, the Online General Terms and Conditions currently found on the internet at: <https://www.convergeone.com/online-general-terms-and-conditions/>. If Customer's Agreement is a master agreement entered into with one of ConvergeOne, Inc.'s predecessors, affiliates and/or subsidiaries ("Legacy Master Agreement"), the terms and conditions of such Legacy Master Agreement shall apply to this Order, subject to any modifications, located at: <https://www.convergeone.com/online-general-terms-and-conditions/>. In the event of a conflict between the terms and conditions in the Agreement and this Order, the order of precedence shall be as follows: (i) this Order (with the most recent and specific document controlling if there are conflicts between the Solution Summary and any applicable supporting document(s) incorporated into this Order), (ii) Attachment A to the Agreement (if applicable), and (iii) the main body of the Agreement.

This Order may include the sale of any of the following to Customer: (a) any hardware, third party software, and/or Seller software (collectively, "Products"); (b) any installation services, professional services, and/or third party provided support services that are generally associated with the Products and sold to customers by Seller (collectively, "Professional Services"); (c) any Seller-provided vendor management services, software release management services, remote monitoring services and/or, troubleshooting services (collectively, "Managed Services"); and/or (d) any Seller-provided maintenance services ordered by Customer to maintain and service Supported Products or Supported Systems at Supported Sites to ensure that they operate in conformance with their respective documentation and specifications (collectively, "Maintenance Services"). For ease of reference only, Professional Services, Managed Services and Maintenance Services may be referred to collectively as "Services." Unless otherwise defined herein, capitalized terms used herein will have the same meanings as set forth in the Agreement.

Products and/or Services not specifically itemized are not provided hereunder. This Order will be valid for a period of thirty (30) days following the date hereof. Thereafter, this Order will no longer be of any force and effect.

This Order is a configured order and/or contains software.

ACCEPTED BY:

BUYER: _____ DATE: _____ SELLER: _____ DATE: _____

TITLE: _____ TITLE: _____

Solution Quote

Cisco Wireless Project

Customer: Memorial Hospital of Sweetwater County	Primary Contact: Stacey Nutt
Ship To Address: ,	Email: snutt@sweetwatermemorial.com
Bill To Address: 1200 College Dr PO Box 1359 Rock Springs, WY 82901-5868	Phone: (307) 352-8288
Customer ID: VTWMEMHOS0003	National Account Manager: James Voorhies
Customer PO:	Email: jvoorhies@convergeone.com
	Phone: +13079952000

#	Item Number	Description	Term	Qty	Unit Price	Extended Price
Cisco Wireless Controllers						
1	C9800-40-K9	Cisco Catalyst 9800-40 Wireless Controller		2	\$20,000.00	\$40,000.00
2	CON-SSSNT-C98004KA	SOLN SUPP 8X5XNBD Cisco Catalyst 9800-40 Wireless Controll	12	2	\$6,156.00	\$12,312.00
3	SC980040K9-1610	Cisco Catalyst 9800-40 Wireless Controller		2	\$0.00	\$0.00
4	C9800-PWR-BLANK	Cisco 9800 Wireless Controller PS Blank		2	\$0.00	\$0.00
5	C9800-AC-750W-R	Cisco Catalyst 9800-40 750W AC Power Supply, Reverse Air		2	\$0.00	\$0.00
6	CAB-AC	AC Power Cord (North America), C13, NEMA 5-15P, 2.1m		2	\$0.00	\$0.00

Cisco Wireless Indoor AP

7	C9115AXI-B	Cisco Catalyst 9115AX Series		80	\$622.50	\$49,800.00
8	NETWORK-PNP-LIC	Network Plug-n-Play Connect for zero-touch device deployment		80	\$0.00	\$0.00
9	AIR-AP-T-RAIL-R	Ceiling Grid Clip for Aironet APs - Recessed Mount (Default)		80	\$0.00	\$0.00
10	AIR-AP-BRACKET-1	802.11 AP Low Profile Mounting Bracket (Default)		80	\$0.00	\$0.00
11	SW9115AX-CAPWAP-K9	Capwap software for Catalyst 9115AX		80	\$0.00	\$0.00
12	CDNA-E-C9115	Aironet AP Term Licenses for Tracking		80	\$0.00	\$0.00
13	DNA-E-3Y-C9115	C9115AX CISCO DNA Essentials 3 Year Term License	36	80	\$0.00	\$0.00
14	AIR-DNA-E	Aironet CISCO DNA Essentials Term Licenses		80	\$0.00	\$0.00
15	AIR-DNA-E-3Y	Aironet CISCO DNA Essentials 3 Year Term License	36	80	\$112.50	\$9,000.00
16	WLC-AP-T	Aironet AP License Term Licenses		80	\$0.00	\$0.00
17	WLC-AP-T-3Y	Aironet AP License 3 Year Term License	36	80	\$0.00	\$0.00
18	PI-LFAS-AP-T	Prime AP Term Licenses		80	\$0.00	\$0.00
19	PI-LFAS-AP-T-3Y	PI Dev Lic for Lifecycle & Assurance Term 3Y	36	80	\$0.00	\$0.00
20	AIR-DNA-E-T	Aironet AP License Term Licenses		80	\$0.00	\$0.00
21	AIR-DNA-E-T-3Y	Aironet CISCO DNA Essentials 3 Year Term License	36	80	\$0.00	\$0.00
22	AIR-DNA-NWSTACK-E	AIR CISCO DNA Perpetual Network Stack		80	\$0.00	\$0.00

Cisco Wirelss Outdoor AP

23	AIR-AP1562I-B-K9	802.11ac W2 Low-Profile Outdoor AP, Internal Ant, B Reg Dom.		1	\$945.00	\$945.00
24	CON-SSSNT-AIRAP16K	SOLN SUPP 8X5XNBD 802.11ac W2 Low-Profile Outdoor AP, Inte	12	1	\$125.53	\$125.53

Solution Quote

Cisco Wireless Project

Customer: Memorial Hospital of Sweetwater County	Primary Contact: Stacey Nutt
Ship To Address: ,	Email: snutt@sweetwatermemorial.com
Bill To Address: 1200 College Dr PO Box 1359 Rock Springs, WY 82901-5868	Phone: (307) 352-8288
Customer ID: VTWMEMHOS0003	National Account Manager: James Voorhies
Customer PO:	Email: jvoorhies@convergeone.com
	Phone: +13079952000

#	Item Number	Description	Term	Qty	Unit Price	Extended Price
25	SWAP1560-MESH-K9	Cisco 1560 Series Unified Mesh Mode Software		1	\$0.00	\$0.00
Cisco SFP						
26	SFP-H10GB-CU3M=	10GBASE-CU SFP+ Cable 3 Meter		8	\$66.00	\$528.00
C1 Professional Services						
27	Professional Services	Professional Services				\$19,029.00

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CDW-G For Review

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	Item	Qty	CDW #	Unit Price	Ext. Price
	GSA CISCO CATALYST 9800 40 WRLS CTLR Mfg. Part#: C9800-40-K9 UNSPSC: 43222634	2	5654689	\$27,864.53	
	CISCO DIRECT C9115AXI-B Mfg. Part#: C9115AXI-B UNSPSC: 43223108	80	5535830	\$784.81	
	CISCO DIRECT AIR-DNA- E-3Y Mfg. Part#: AIR-DNA-E-3Y UNSPSC: 43233204	80	4951620	\$135.04	
	CISCO 802.11AC OUTDOOR ANT B Mfg. Part#: AIR-AP1562I-B-K9 UNSPSC: 43223108	1	4271321	\$1,134.25	
	CIS DIR 3YR SNET 24X7X4 Mfg. Part#: CON-SNTP- AIRAPBPI UNSPSC: 81111811	12	4807432	\$307.30	
		8	5431716	\$306.13	

**PROLINE 1M 10GBASE-CU SFP+ DAC**

Mfg. Part#: 10G-SFPP-TWX-P-0108-PRO
UNSPSC: 26121609

Subtotal	\$136,587.95
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Grand Total	\$136,587.95
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NO IMAGE AVAILABLE

Sales Contact Info

Samantha Hintze | (312) 547-2809 | sammhin@cdwg.com

Need Help?[My Account](#)[Support](#)[Call 800.800.4239](tel:800.800.4239)

* Pricing is reflective of items only. Shipping, tax, and any related fees will be calculated at checkout.

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This email was sent to snutt@sweetwatermemorial.com. Please add cdwsales@cdwemail.com to your address book.

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

NARRATIVE TO JANUARY 2020 FINANCIAL STATEMENTS

THE BOTTOM LINE. The bottom line from operations for January was a gain of \$981,382, compared to a gain of \$357,520 in the budget. This yields a 11.46% operating margin for the month compared to 4.44%. The YTD net operating gain is \$392,804, compared to a gain of \$184,164 in the budget. This represents a YTD operating margin of 0.73% compared with 0.35% in the budget.

The total net gain is \$927,325, compared to a gain of \$353,701 in the budget. The YTD total net gain is \$396,443, compared to a gain of \$157,425 in the budget. This represents a YTD profit margin of 0.74% compared to 0.30% in the budget.

REVENUE. Revenue for the month was \$16,052,901, over budget by \$712,570. Inpatient revenue was under budget by \$119,311, outpatient revenue was over budget by \$566,482 and the employed Provider Clinic was over budget by \$265,399.

Combined Days in AR were 45; 47 in the Hospital, up two days and 53 in the Clinic, down two days from last month. Annual Debt Service Coverage came in at 5.24.

REDUCTION OF REVENUE. Deductions from revenue were booked at 48.4% for January. Accounts receivable increased \$998,000 from December. The majority of the increase in AR came from Medicare, up \$647,000 and Self-Pay, up \$587,000. Self-pay increases were expected in January as patients' deductibles are reset for the calendar year. Total collections for the month were \$7,767,135. Days of Cash on Hand are 132 in January, up 6 days from last month. Daily cash expense is \$229,000.

Payer	Avg prior 2 months	Collection %	Expected Collections	Actual	Act Variance	Act Coll %
BLUE CROSS	3,519,993.50	82%	2,886,394.67	2,639,783.00	(246,611.67)	75%
COMMERCIAL	1,978,151.00	83%	1,641,865.33	1,738,238.00	96,372.67	88%
GOVERNMENT	462,519.50	17%	78,628.32	158,267.00	79,638.69	34%
MEDICAID	1,188,907.00	19%	225,892.33	287,074.00	61,181.67	24%
MEDICARE - IP	994,371.50	51%	507,129.47	267,367.78	(239,761.68)	27%
MEDICARE - OP	3,879,974.00	20%	775,994.80	1,043,252.22	267,257.42	27%
SELF PAY	997,649.50	50%	498,824.75	526,696.00	27,871.25	53%
WORKERS COMP	160,376.00	35%	56,131.60	130,807.00	74,675.40	82%
TOTAL HOSPITAL	13,181,942.00	50.6%	6,670,861.26	6,791,485.00	120,623.74	52%

The table shows the January variance of expected to actual collections by payer for the Hospital only. The total collections variance is a positive \$120,624. Total Medicare has a positive variance of \$27,495. The Blue Cross variance is due to balances hitting deductibles in the new calendar year. Overall collections were 52% compared to our goal of 51%.

The goal for days in AR is 45 days by December and 43 days by June 2020. We saw an increase in January as Medicare and Self-Pay days grew.

PAYER	Current	FY19	FY18	FY17
BLUE CROSS	32.22	45.74	29.85	34.17
COMMERCIAL	48.36	38.68	47.39	39.49
GOVERNMENT	116.24	111.55	133.98	190.83
MEDICAID	25.34	44.68	26.07	37.58
MEDICARE	33.42	32.77	31.63	26.98
SELF PAY	173.17	175.65	178.38	141.88
WORKERS COMP	50.6	74.14	67.94	65.46
TOTAL HOSPITAL	49.78	52.58	48.23	46.16

EXPENSES. Total expenses for the month were \$7,582,059, under budget by \$110,040 and over budget \$208,640 year to date. The following line items were over budget:

Fringe Benefits – Group health is over budget by \$78,997 for January and over budget \$757,337 year to date. FICA is over budget in January due to the new calendar year and 941 year-end payments.

Other Physician Fees – Locum physician costs are over budget due to unbudgeted physician vacancies in OB/Gyn and Urology. We have seen some corresponding decrease in Salary & Wage.

Purchased Services – Consulting fees and Advertising are over budget in January but remain under budget for the year.

Repairs & Maintenance - Contracts, maintenance and bio-med are all over budget in January. Maintenance service continues to be over budget but we are submitting routine expenses to the County for reimbursement.

Leases and Rentals – Building rent lease is over budget by \$15,700 and \$42,950 year to date.

OUTLOOK FOR FEBRUARY. Gross patient revenue is projecting to come in close to budget of \$14.6 million. With collections projecting to 51%, net revenue will be around \$7.6 million. Expenses are projecting to come in slightly higher than budget at \$7.5 million putting the bottom line near breakeven for February.

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

Payer	Avg prior 2 months	Collection %	Expected Collections	Actual	Act Variance	Act Coll %	Projected	Prj Variance	Prj Coll %
BLUE CROSS	3,522,912.00	82%	2,888,787.84	1,488,054.00	(1,400,733.84)	42%	2,397,420.33	(491,367.51)	68%
COMMERCIAL	2,011,668.50	83%	1,669,684.86	735,298.00	(934,386.86)	37%	1,184,646.78	(485,038.08)	59%
GOVERNMENT	536,440.00	17%	91,194.80	131,195.00	40,000.20	24%	211,369.72	120,174.92	39%
MEDICAID	1,180,977.00	19%	224,385.63	123,481.00	(100,904.63)	10%	198,941.61	(25,444.02)	17%
MEDICARE - IP	1,046,898.07	51%	533,918.02	153,080.97	(380,837.05)	15%	246,630.45	(287,287.56)	24%
MEDICARE - OP	4,084,928.43	20%	816,985.69	597,312.03	(219,673.66)	15%	962,336.05	145,350.36	24%
SELF PAY	1,252,546.00	57%	713,951.22	412,328.00	(301,623.22)	33%	664,306.22	(49,645.00)	53%
WORKERS COMP	150,125.50	35%	52,543.93	27,324.00	(25,219.93)	18%	44,022.00	(8,521.93)	29%
TOTAL HOSPITAL	13,786,495.50	50.7%	6,991,451.97	3,668,073.00	(3,323,378.97)	27%	5,909,673.17	(1,081,778.81)	43%

Variances - Collections are projecting to less than the expected 51% rate. With calendar year deductibles starting over in January, Blue Cross and Commercial payments are a negative variance as insurance payments are less.

Medicare - The State has released the peritoneal dialysis certificate to CMS. It takes between 45 – 90 days to validate and for claims to be processed.

Reduction of revenue – February payer mix is showing an increase in Government, decreases in Blue Cross, Commercial and Medicaid with Medicare remaining the same as the prior two months. Self-pay is trending down from January but still higher than historical ratios.

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

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

February 19, 2020

PROVIDER CLINIC – JANUARY 2020

CLINIC BOTTOM LINE. The bottom line for the Provider Clinic for January was a loss of \$396,209 compared to a loss of \$681,063 in the budget. The YTD net operating loss is \$3,677,327, compared to a loss of \$3,983,044 in the budget.

VOLUME. Total visits were 5,372 for January.

REVENUE. Revenue for the Clinic for January was \$1,733,410, over budget by \$265,399. YTD revenue is \$10,386,038, under budget by \$67,849.

The Clinic providers also generate hospital enterprise revenue, including Lab, Imaging and Surgery. Gross enterprise revenue year to date is \$27,810,431. This equates to \$13,622,142 of net enterprise revenue with an impact to the bottom line of \$1,166,055. The gross enterprise revenue is 27% of the total Hospital revenue year to date.

Net patient revenue for the Clinic for January was \$976,052, over budget by \$150,074. YTD net patient revenue was \$5,662,208, under budget by \$123,492.

Deductions from revenue for the Clinic were booked at 43.7% for January and at 45.5% year to date, which is slightly over budget for the year.

In January, the YTD payer mix was as follows; Commercial Insurance and Blue Cross is 54.9% of revenue, Medicare and Medicaid is 38.3% of revenue and Self Pay is 6.3% of revenue. There has been a slight decrease in Blue Cross and Commercial and some increase in Medicare and Self-Pay.

Days in receivable for January are at 53 in the Clinic, down two days from December and at 36 days in the Ortho clinic, up four days from last month.

EXPENSES. Total expenses for the month were \$1,440,322, under budget by \$138,762. The majority of the expenses consist of Salaries and Benefits; at 80% of total expenses. The following categories were over budget for January:

Other Physician Fees – This expense is over budget \$72,954 for the month due to locums coverage for the Ob/Gyn, Urology and Pulmonology clinics.

Purchased Services – This expense is over budget by \$6,905 for the month.

OVERALL ASSESSMENT. Through January, the Provider Clinic revenue plus enterprise revenue makes up 39.1% of total hospital gross patient revenue.

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

Thursday~ January 30, 2020

3:30 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	Dr. Larry Lauridsen
Dr. Augusto Jamias	

Guests:

Jeff Smith, Commission
Melissa Anderson

Jim Horan
Dr. Theodosis

Leslie Taylor

- | | |
|--|--------------|
| I. Call Meeting to Order | Marty Kelsey |
| II. Approve January 06, 2020 Meeting Minutes | Marty Kelsey |
| III. Capital Requests FY 20 | Marty Kelsey |
| IV. Financial Report | |
| A. Monthly Financial Statements & Statistical Data | |
| 1. Narratives | Tami Love |
| 2. Financial Information | Tami Love |
| 3. Budget Adherence | Tami Love |
| B. Other Business | |
| 1. Preliminary Bad Debt | Ron Cheese |
| V. Old Business | |
| A. Peritoneal Dialysis Update | Ron Cheese |
| B. Group Health Update | Tami Love |
| VI. New Business | |
| A. Review Charter | Tami Love |
| B. Financial Forum Discussion | Marty Kelsey |
| VIII. Adjournment | Marty Kelsey |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Finance & Audit Committee Meeting
January 06, 2020

Voting Members Present:

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

Voting Members Absent:

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. Melissa Anderson, *Director of Acute Care & Emer*
Mr. Taylor Jones, *Trustee*
Dr. Christian Theodosis *via phone*

Call Meeting to Order

Mr. Kelsey called the meeting to order.

Approve Meeting Minutes

A motion to approve the meeting minutes of November 21, 2019 as presented was made by Mr. Mathey; second by Ms. Layne. Motion carried.

Capital Requests

Ms. Anderson presented capital request FY20-34 for the Airway Intubation Equipment for the emergency department. Mr. Kelsey said this was not budgeted and was concerned how it jumped over other prioritized budget items. She explained this is used to intubate and is a top of the line system. She said we currently have the same system in the surgical suite and the Emergency Department has borrowed this before. It was asked if all physicians would use this new equipment and if the current equipment would be disposed. Ms. Anderson replied that they would keep the current equipment, as not all providers would want to use the new system. She said that training would be required for this new equipment. Dr. Theodosis joined via phone. He explained that our current intubation system is working fine, but is old and many parts have been

replaced. This new system is equipped with all metal devices and video equipment. Mr. Kelsey asked again if the physicians are willing to be trained on this new piece of equipment. Dr. Theodosios said that they are all pushing to get this new equipment so they all would be willing to learn. Ms. Bennett mentioned we need to make sure other departments using this equipment give their feedback also. The Committee concluded that the request was more of a want than a need. Ms. Anderson agreed it was more of a want. Mr. Kelsey suggested we put a hold on this item. It was not budgeted for in the FY20 budget and there might be other items that were budgeted that are more necessary. Mr. Mathey suggested maybe asking the Foundation if they might be interested in purchasing it.

Mr. Horan presented FY20-35 for the renovation of the Chemo Compounding Room in the Pharmacy. Ms. Quickenden said this is a new requirement in USP797 but it is being legally challenged so the original deadline was moved. Mr. Jones asked if we can push it off until we have a new deadline. Ms. Quickenden said that we could. She was just unsure of how long we would have to renovate the room once the rule passes. Ms. Love asked Mr. Horan how long the project would take. Mr. Horan thinks it would take around 3 months. Mr. Kelsey asked if the room requirement might change after it passes. We do not want to have to change what we already renovated. Ms. Quickenden said she will call a contact that writes the policies and see if she can get more detailed information and timelines. Mr. Kelsey suggested we put the capital request on hold until we have more information.

Financial Report

Monthly Finance Statements & Statistical Data

Ms. Love reviewed the narrative to the November financial statements. She noted that our gross revenue continues to come in over budget but our reductions of revenue remain higher than budget. Our reduction of revenue was down in November to 47.9%. Expenses came in slightly under budget. Group health continues to be over budget. We are reviewing claims with Arthur J Gallagher to find a reason why group health has climbed. She said they know that 26% is due to an increase in usage. Ms. Richardson said that Arthur J. Gallagher has not given us a reasonable answer as to why this is increasing. She would like to see a comparison of procedures from BCBS and UUHP to see the differences. Ms. Love said that we are having a query written to try and pinpoint if certain service areas have increased. Mr. Kelsey said this can easily spiral out of control. He mentioned maybe hiring a group to analyze this. Mr. Kelsey would like to have an answer by the next meeting.

Ms. Love said the State was here to certify the peritoneal dialysis service line. We are now waiting to receive our certificate from the State to upload to the Medicare site before we can bill for the back charges. Once uploaded, it will take 45-90 days to receive payments. Mr. Kelsey is concerned that the certificate will just sit on someone's desk. Mr. Kelsey suggested we be more aggressive in our contact with the Department of Health to get this certificate.

Mr. Kelsey noted that he was happy to see the gain to the bottom line in the month of November. This is the first gain since last April. It was also good to see the reduction of revenue come down. Mr. Jones asked if there was a plan to make up for the \$800,000 YTD loss we currently have. He said that he would like to see more ideas and solutions brought to the meetings.

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 \$87,000. Mr. Jones reiterated we need to be aggressive.

Financial Forum Discussion

Mr. Kelsey asked for discussion on critical areas we need to think about for the upcoming FY21 Budget. Ms. Love and Ms. Richardson handed out information to review. Mr. Kelsey asked Ms. Richardson to summarize based on what she thought was top priority. Ms. Richardson feels that focusing on the revenue cycle will give the most help to the bottom line. She also feels we need to look at group health. She thinks that we need to implement a new EHR. She feels we are very disjointed with the number of systems we are currently running and this is hindering us. Mr. Kelsey asked for a write-up on how a new EHR will help improve our bottom line. Ms. Richardson also brought up the idea of looking into becoming a critical access hospital. The reimbursement rates are much higher.

Mr. Kelsey asked we have a discussion concerning the timing of the next finance meeting. He said that the board meeting for the budget workshop is on January 30th at 5pm. He suggested we hold Finance and Audit at 3:30pm that day. It was agreed this time would work. Ms. Love also asked if they wanted to keep Finance and Audit meetings on the last Wednesday of every month and it was decided to keep them the same.

Mr. Kelsey reminded everyone he would like to see the policies on the collection procedures and the plan for reducing self-pay AR, as discussed in a previous meeting, presented in February.

With no further business, the meeting adjourned at 5:37 PM.

Submitted by Jan Layne

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

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

January 25, 2020

PROVIDER CLINIC – DECEMBER 2019

CLINIC BOTTOM LINE. The bottom line for the Provider Clinic for December was a loss of \$659,933, compared to a loss of \$598,848 in the budget. The YTD net operating loss is \$3,281,118, compared to a loss of \$3,301,981 in the budget.

VOLUME. Total visits were 4,520 for December.

REVENUE. Revenue for the Clinic for December was \$1,413,207, under budget by \$177,380. YTD revenue is \$8,652,929, under budget by \$333,249.

The Clinic providers also generate hospital enterprise revenue, including Lab, Imaging and Surgery. Gross enterprise revenue year to date is \$26,063,702. This equates to \$12,622,542 of net enterprise revenue with an impact to the bottom line of \$849,497. The gross enterprise revenue is 29.4% of the total Hospital revenue year to date.

Net patient revenue for the Clinic for December was \$776,122, under budget by \$105,834. YTD net patient revenue was \$4,686,156, which was under budget by \$273,566.

Deductions from revenue for the Clinic were booked at 45.1% for December and at 45.8% year to date, which is slightly over budget for the year.

In December, the YTD payer mix was as follows; Commercial Insurance and Blue Cross is 55.4% of revenue, Medicare and Medicaid is 38.4% 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 December are at 55 in the Clinic, up two days from November and at 32 days in the Ortho clinic, down eleven days from last month.

EXPENSES. Total expenses for the month were \$1,500,455, under budget by \$52,392. The majority of the expenses consist of Salaries and Benefits; at 80% of total expenses. The following categories were over budget for December:

Fringe Benefits – This expense is over budget by \$10,024 due to group health.

Other Physician Fees – This expense is over budget \$101,983 for the month due to locums coverage for the Ob/Gyn and Pulmonology clinics.

Purchased Services – This expense is over budget by \$2,937 for the month.

OVERALL ASSESSMENT. Through December, the Provider Clinic revenue plus enterprise revenue makes up 39.1% of total hospital gross patient revenue.

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

NARRATIVE TO DECEMBER 2019 FINANCIAL STATEMENTS

THE BOTTOM LINE. The bottom line from operations for December was a gain of \$227,619, compared to a loss of \$24,596 in the budget. This yields a 2.82% operating margin for the month compared to -.32%. The YTD net operating loss is \$588,578, compared to a loss of \$173,356 in the budget. This represents a YTD operating margin of -1.30% compared with -0.38% in the budget.

The total net gain is \$294,193, compared to a loss of \$28,416 in the budget. The YTD total net loss is \$530,882, compared to a loss of \$196,275 in the budget. This represents a YTD profit margin of -1.18% compared to -0.43% in the budget.

REVENUE. Revenue for the month was \$14,934,858, over budget by \$582,818. Inpatient revenue was under budget by \$396,852, outpatient revenue was over budget by \$1,157,049 and the employed Provider Clinic was under budget by \$177,380.

Combined Days in AR were 45; 45 in the Hospital, down four days and 55 in the Clinic, up two days from last month. Annual Debt Service Coverage came in at 4.20.

REDUCTION OF REVENUE. Deductions from revenue were booked at 48.1% for December. Total accounts receivable decreased \$1.276 million from November resulting in the favorable reductions of revenue for the month. The majority of the decrease in AR came from Medicare, down \$700,000 and Self-Pay, down \$170,000. Total collections for the month were \$7,973,324. Days of Cash on Hand are 126 in December, up 4 days from last month. Daily cash expense is \$230,000.

December						
Payer	Avg prior 2 months	Collection %	Expected Collections	Actual	Act Variance	Act Coll %
BLUE CROSS	3,325,510.50	82%	2,726,918.61	2,971,288.00	244,369.39	89%
COMMERCIAL	1,780,672.00	83%	1,477,957.76	1,689,507.00	211,549.24	95%
GOVERNMENT	559,361.50	17%	95,091.46	169,085.00	73,993.55	30%
MEDICAID	976,728.00	19%	185,578.32	253,391.00	67,812.68	26%
MEDICARE	5,356,239.00	32%	1,713,996.48	1,316,059.00	(397,937.48)	25%
SELF PAY	1,006,880.00	50%	503,440.00	705,215.00	201,775.00	70%
WORKERS COMP	172,140.50	35%	60,249.18	58,075.00	(2,174.18)	34%
TOTAL HOSPITAL	13,177,531.50	51.3%	6,763,231.80	7,162,620.00	399,388.20	54%

The table shows the December variance of expected to actual collections by payer for the Hospital only. The total collections variance is a positive \$399,388. Medicare still has a negative variance at \$397,937. Overall collections were at 54% as compared to our goal of 51%.

The goal for days in AR is 45 days by December and 43 days by June 2020. The December goal was met.

PAYER	Current	FY19	FY18
BLUE CROSS	33.45	45.74	29.85
COMMERCIAL	50.11	38.68	47.39
GOVERNMENT	117.77	111.55	133.98
MEDICAID	28.80	44.68	26.07
MEDICARE	29.70	32.77	31.63
SELF PAY	162.05	175.65	178.38
WORKERS COMP	42.83	74.14	67.94
TOTAL HOSPITAL	47.78	52.58	48.23

EXPENSES. Total expenses for the month were \$7,850,560, over budget by \$224,982 and over budget \$396,409 year to date. The following line items were over budget:

Group Health – Group health is over budget by \$146,171 for December and over budget \$678,340 year to date. We have seen an increase over prior year of \$990,290 or 41%.

Other Physician Fees – Locum physician costs are over budget due to unbudgeted physician vacancies in OB/Gyn and Urology. We have seen some corresponding decrease in Salary & Wage.

Supplies - Patient chargeables, implants, med/surg supplies, contrast and non med/surg supplies are over budget in December.

Leases and Rentals – Building rent lease is over budget by \$15,700 and \$27,250 year to date.

OUTLOOK FOR JANUARY. Gross patient revenue is projecting to come in under budget at \$15 million. With collections projecting to 51%, net revenue will be around \$7.9 million. Expenses are projecting to come in over budget at \$7.8 million. This table shows projected collections compared to expected collections for January.

Payer	Avg prior 2 months	Collection %	Expected Collections	Actual	Act Variance	Act Coll %	Projected	Prj Variance	Prj Coll %
BLUE CROSS	3,519,993.50	82%	2,886,394.67	2,114,050.00	(772,344.67)	60%	3,120,740.48	234,345.81	89%
COMMERCIAL	1,978,151.00	83%	1,641,865.33	1,094,892.00	(546,973.33)	55%	1,616,269.14	(25,596.19)	82%
GOVERNMENT	462,519.50	17%	78,628.32	80,608.00	1,979.69	17%	118,992.76	40,364.45	26%
MEDICAID	1,188,907.00	19%	225,892.33	142,662.00	(83,230.33)	12%	210,596.29	(15,296.04)	18%
MEDICARE - IP	994,371.50	51%	507,129.47	143,130.36	(363,999.10)	14%	211,287.68	(295,841.79)	21%
MEDICARE - OP	3,879,974.00	20%	775,994.80	558,485.64	(217,509.16)	14%	824,431.18	48,436.38	21%
SELF PAY	997,649.50	44%	438,965.78	385,537.00	(53,428.78)	39%	569,126.05	130,160.27	57%
WORKERS COMP	160,376.00	35%	56,131.60	10,709.00	(45,422.60)	7%	15,808.52	(40,323.08)	10%
TOTAL HOSPITAL	13,181,942.00	50.2%	6,611,002.29	4,530,074.00	(2,080,928.29)	34%	6,687,252.10	76,249.81	51%

Medicare - The State has released the peritoneal dialysis certificate to CMS. It takes between 45 – 90 days to validate and for claims to be processed.

Reduction of revenue – January payer mix is showing a slight increase in Medicare, decreases in Blue Cross, Commercial and Medicaid and a larger increase in Self-Pay.



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

Unaudited Financial Statements

for

Six months ended December 31, 2019

Certification Statement:

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

Certified by:

Tami Love

Chief Financial Officer

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

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

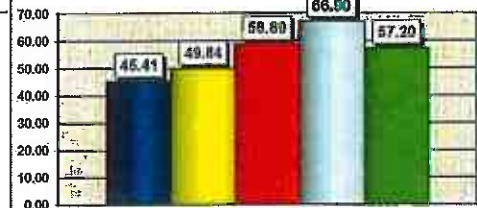
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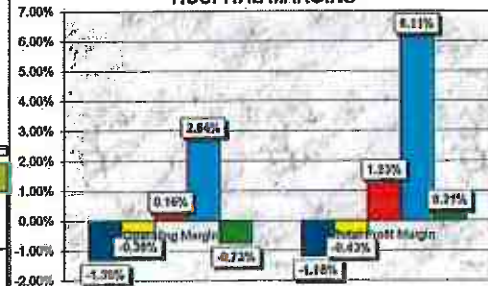
BALANCE SHEET

	YTD 12/31/2019	Prior FYE 6/30/2019
ASSETS		
Current Assets	\$30,377,948	\$29,841,920
Assets Whose Use is Limited	22,532,543	22,466,542
Property, Plant & Equipment (Net)	62,912,403	63,726,102
Other Assets	228,532	234,709
Total Unrestricted Assets	116,051,426	116,269,273
Restricted Assets	273,519	256,963
Total Assets	\$116,324,944	\$116,526,235
LIABILITIES AND NET ASSETS		
Current Liabilities	\$7,955,116	\$7,491,981
Long-Term Debt	27,829,369	27,858,240
Other Long-Term Liabilities	626,178	747,408
Total Liabilities	36,410,664	36,097,629
Net Assets	79,914,281	80,428,606
Total Liabilities and Net Assets	\$116,324,944	\$116,526,235

NET DAYS IN ACCOUNTS RECEIVABLE



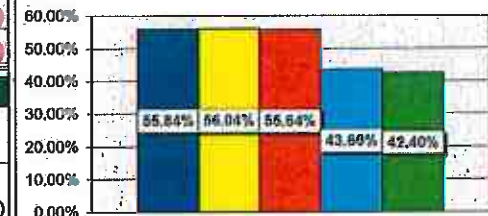
HOSPITAL MARGINS



DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



KEY STATISTICS AND RATIOS

	12/31/19 ACTUAL	12/31/19 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	299	380	2,005	2,271
Average Acute Length of Stay	2.4	2.9	2.7	3.0
Total Emergency Room Visits	1,234	1,287	8,009	7,938
Outpatient Visits	7,687	6,946	46,620	40,054
Total Surgeries	169	183	975	976
Total Worked FTE's	432.07	445.00	428.44	445.00
Total Paid FTE's	480.33	488.40	472.48	488.40
Net Revenue Change from Prior Yr	12.50%	5.85%	3.88%	3.92%
EBIDA - 12 Month Rolling Average			6.31%	7.13%
Current Ratio			3.82	
Days Expense in Accounts Payable			29.48	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	
Budget	12/31/19
Prior Fiscal Year End	06/30/19
WYOMING	All Hospitals
< \$90M Net Rev.	Rural

FINANCIAL STRENGTH INDEX - 0.43	
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
Six months ended December 31, 2019

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↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Year to Date 12/31/2019	Budget 6/30/2020	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)
Profitability:								
Operating Margin	↑	-1.30%	1.90%	0.10%	0.30%	0.16%	2.64%	-0.73%
Total Profit Margin	↑	-1.18%	0.76%	0.80%	1.00%	1.23%	6.11%	0.21%
Liquidity:								
Days Cash, All Sources **	↑	126.37	129.76	91.30	129.00	135.19	62.00	37.80
Net Days in Accounts Receivable	↓	45.41	50.02	52.40	51.80	58.80	66.90	57.20
Capital Structure:								
Average Age of Plant (Annualized)	↓	14.30	12.58	15.10	11.20	12.38	9.50	12.40
Long Term Debt to Capitalization	↓	28.40%	25.75%	48.20%	41.60%	26.29%	16.80%	10.00%
Debt Service Coverage Ratio **	↑	4.20	3.97	1.80	2.30	3.76	N/A	2.64
Productivity and Efficiency:								
Paid FTE's per Adjusted Occupied Bed	↓	8.41	8.43			7.86	6.60	4.83
Salary Expense per Paid FTE		\$84,170	\$86,892			\$84,711	\$62,436	\$48,150
Salary and Benefits as a % of Total Operating Exp		55.84%	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

Six months ended December 31, 2019

	Current Month 12/31/2019	Prior Month 11/30/2019	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2019
Current Assets					
Cash and Cash Equivalents	\$10,033,000	\$8,918,675	\$1,114,325	12.49%	\$10,487,324
Gross Patient Accounts Receivable	22,970,970	24,247,039	(1,276,069)	-5.26%	24,217,308
Less: Bad Debt and Allowance Reserves	(11,765,636)	(12,712,107)	946,471	7.45%	(11,984,053)
Net Patient Accounts Receivable	11,205,333	11,534,932	(329,598)	-2.86%	12,233,255
Interest Receivable	0	0	0	0.00%	0
Other Receivables	3,406,537	3,177,904	228,633	7.19%	1,919,165
Inventories	3,059,200	3,037,073	22,127	0.73%	2,917,250
Prepaid Expenses	2,673,878	2,489,084	184,794	7.42%	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
Total Current Assets	30,377,948	29,157,667	1,220,280	4.19%	29,841,920
Assets Whose Use is Limited					
Cash	24,091	22,697	1,394	6.14%	19,800
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	3,058,704	2,948,749	109,955	3.73%	3,059,212
Trustee Held Funds - SPT	13,589	12,441	1,148	9.23%	168
Board Designated Funds	4,800,923	4,793,744	7,179	0.15%	4,752,127
Other Limited Use Assets	14,635,235	14,635,235	0	0.00%	14,635,235
Total Limited Use Assets	22,532,543	22,412,866	119,677	0.53%	22,466,542
Property, Plant, and Equipment					
Land and Land Improvements	2,957,673	2,957,673	0	0.00%	2,957,673
Building and Building Improvements	38,379,317	38,355,047	24,270	0.06%	38,215,213
Equipment	112,322,439	112,127,044	195,395	0.17%	110,985,975
Construction In Progress	1,756,768	1,435,246	321,522	22.40%	762,258
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	155,416,197	154,875,010	541,187	0.35%	152,921,119
Less: Accumulated Depreciation	(92,503,794)	(91,944,637)	(559,157)	-0.61%	(89,185,017)
Net Property, Plant, and Equipment	62,912,403	62,930,373	(17,970)	-0.03%	63,726,102
Other Assets					
Unamortized Loan Costs	228,532	229,562	(1,029)	-0.45%	234,709
Other	0	0	0	0.00%	0
Total Other Assets	228,532	229,562	(1,029)	-0.45%	234,709
TOTAL UNRESTRICTED ASSETS	116,051,426	114,730,468	1,320,958	1.15%	116,269,273
Restricted Assets	273,519	255,760	17,759	6.94%	256,963
TOTAL ASSETS	\$116,324,944	\$114,986,228	\$1,338,716	1.16%	\$116,526,235

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Six months ended December 31, 2019

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	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2019
	Current Month 12/31/2019	Prior Month 11/30/2019	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$3,730,679	\$3,162,036	(\$568,643)	-17.98%	\$3,176,158
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,405,999	1,029,288	(376,711)	-36.60%	1,481,176
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	2,149,221	2,150,955	1,734	0.08%	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	371,912	264,854	(107,058)	-40.42%	397,008
Total Current Liabilities	7,955,116	6,904,439	(1,050,677)	-15.22%	7,491,981
Long Term Debt					
Bonds/Mortgages Payable	28,126,675	28,131,487	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
Total Long Term Debt (Net of Current)	27,829,369	27,834,181	4,812	0.02%	27,858,240
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	626,178	645,279	19,101	2.96%	747,408
Total Other Long Term Liabilities	626,178	645,279	19,101	2.96%	747,408
TOTAL LIABILITIES	36,410,664	35,383,899	(1,026,765)	-2.90%	36,097,629
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	382,877	365,119	(17,759)	-4.86%	366,321
Net Revenue/(Expenses)	(530,882)	(825,075)	N/A	N/A	1,068,160
TOTAL NET ASSETS	79,914,281	79,602,329	(311,951)	-0.39%	80,428,606
TOTAL LIABILITIES AND NET ASSETS	\$116,324,944	\$114,986,228	(\$1,338,716)	-1.16%	\$116,526,235

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Six months ended December 31, 2019

	CURRENT MONTH				Prior Year 12/31/18
	Actual 12/31/19	Budget 12/31/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$2,709,104	\$3,105,955	(\$396,852)	-12.78%	\$2,955,935
Outpatient Revenue	10,812,548	9,655,499	1,157,049	11.98%	9,010,217
Clinic Revenue	1,143,776	1,349,372	(205,596)	-15.24%	1,254,113
Specialty Clinic Revenue	269,431	241,214	28,216	11.70%	180,950
Total Gross Patient Revenue	14,934,858	14,352,040	582,818	4.06%	13,401,215
Deductions From Revenue					
Discounts and Allowances	(5,867,948)	(5,886,658)	18,709	0.32%	(5,230,819)
Bad Debt Expense (Governmental Providers Only)	(857,289)	(932,623)	75,342	8.08%	(557,421)
Medical Assistance	(453,298)	(143,480)	(309,818)	-215.93%	(653,219)
Total Deductions From Revenue	(7,178,535)	(6,962,761)	(215,774)	-3.10%	(6,440,659)
Net Patient Revenue	7,756,331	7,389,280	367,052	4.97%	6,960,556
Other Operating Revenue	321,846	211,702	110,144	52.03%	220,308
Total Operating Revenue	8,078,178	7,600,982	477,196	6.28%	7,180,863
Operating Expenses					
Salaries and Wages	3,353,001	3,466,680	113,679	3.28%	3,269,823
Fringe Benefits	935,213	788,856	(146,358)	-18.55%	717,581
Contract Labor	52,546	94,983	42,437	44.68%	65,504
Physicians Fees	377,567	280,835	(96,732)	-34.44%	388,350
Purchased Services	389,987	411,714	21,726	5.28%	360,563
Supply Expense	1,299,752	1,185,432	(114,320)	-9.64%	1,032,789
Utilities	98,722	96,313	(2,409)	-2.50%	88,476
Repairs and Maintenance	427,780	416,497	(11,283)	-2.71%	320,266
Insurance Expense	52,652	52,336	(317)	-0.60%	68,606
All Other Operating Expenses	231,240	210,622	(20,618)	-9.79%	140,791
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	72,943	60,240	(12,704)	-21.09%	75,445
Depreciation and Amortization	559,157	561,071	1,914	0.34%	619,201
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	7,850,560	7,625,578	(224,982)	-2.95%	7,147,397
Net Operating Surplus/(Loss)	227,618	(24,596)	252,214	-1025.42%	33,467
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	17,625	13,333	4,292	32.19%	5,279
Tax Subsidies (Except for GO Bond Subsidies)	1,148	0	1,148	0.00%	183,959
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(108,725)	(113,824)	(5,099)	4.48%	(116,158)
Other Non-Operating Revenue/(Expenses)	156,527	96,671	59,857	61.92%	14,017
Total Non Operating Revenue/(Expense)	66,575	(3,820)	70,395	-1842.89%	87,097
Total Net Surplus/(Loss)	\$294,193	(\$28,416)	\$322,609	-1135.31%	\$120,563
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/Decrease in Unrestricted Net Assets	\$294,193	(\$28,416)	\$322,609	-1135.31%	\$120,563
Operating Margin	2.82%	-0.32%			0.47%
Total Profit Margin	3.64%	-0.37%			1.68%
EBIDA	9.75%	7.06%			11.36%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Six months ended December 31, 2019

	YEAR-TO-DATE				Prior Year 12/31/18
	Actual 12/31/19	Budget 12/31/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$17,216,816	\$18,183,391	(\$966,575)	-5.32%	\$17,447,893
Outpatient Revenue	62,926,737	58,116,721	4,810,016	8.28%	54,696,910
Clinic Revenue	7,194,131	7,785,211	(591,080)	-7.59%	7,119,667
Specialty Clinic Revenue	1,458,498	1,200,666	257,831	21.47%	1,030,173
Total Gross Patient Revenue	88,796,181	85,285,989	3,510,192	4.12%	80,294,642
Deductions From Revenue					
Discounts and Allowances	(37,884,893)	(34,975,825)	(2,909,268)	-8.32%	(31,942,625)
Bad Debt Expense (Governmental Providers Only)	(5,688,804)	(5,544,377)	(24,427)	-0.44%	(5,144,029)
Medical Assistance	(1,599,991)	(852,981)	(747,010)	-87.58%	(1,409,623)
Total Deductions From Revenue	(45,053,688)	(41,372,882)	(3,680,706)	-8.90%	(38,496,277)
Net Patient Revenue	43,742,494	43,913,007	(170,513)	-0.39%	41,798,365
Other Operating Revenue	1,376,594	1,224,894	151,700	12.38%	1,636,384
Total Operating Revenue	45,119,087	45,137,901	(18,814)	-0.04%	43,434,749
Operating Expenses					
Salaries and Wages	19,414,545	19,862,014	447,469	2.25%	18,876,478
Fringe Benefits	5,476,812	4,849,125	(627,687)	-12.94%	4,326,606
Contract Labor	833,144	585,398	(247,746)	-8.16%	487,596
Physicians Fees	2,142,166	1,984,758	(157,408)	-7.93%	1,708,581
Purchased Services	2,441,061	2,464,087	23,026	0.93%	2,150,487
Supply Expense	7,127,218	7,082,847	(44,372)	-0.63%	6,624,228
Utilities	595,273	590,019	(5,253)	-0.89%	550,775
Repairs and Maintenance	2,565,283	2,522,255	(43,028)	-1.71%	2,212,264
Insurance Expense	325,004	311,705	(13,299)	-4.27%	400,929
All Other Operating Expenses	1,141,214	1,185,570	44,355	3.74%	1,142,916
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	465,458	483,538	18,079	3.74%	479,133
Depreciation and Amortization	3,380,488	3,389,942	9,455	0.28%	3,664,655
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	45,707,665	45,311,257	(396,408)	-0.87%	42,624,548
Net Operating Surplus/(Loss)	(588,578)	(173,356)	(415,222)	239.52%	810,201
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	151,116	79,998	71,118	88.90%	44,012
Tax Subsidies (Except for GO Bond Subsidies)	13,421	0	13,421	0.00%	183,959
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(614,713)	(682,941)	68,228	-9.99%	(661,893)
Other Non-Operating Revenue/(Expense)	507,873	580,024	(72,151)	-12.44%	106,071
Total Non Operating Revenue/(Expense)	57,697	(22,919)	80,616	-351.74%	(827,791)
Total Net Surplus/(Loss)	(\$530,882)	(\$196,275)	(\$334,606)	170.48%	\$482,410
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(\$530,882)	(\$196,275)	(\$334,606)	170.48%	\$482,410
Operating Margin	-1.30%	-0.38%			1.87%
Total Profit Margin	-1.18%	-0.43%			1.11%
EBIDA	6.22%	7.13%			10.68%

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

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	Actual 12/31/2019	Actual 11/30/2019	Actual 10/31/2019	Actual 9/30/2019	Actual 8/31/2019	Actual 7/31/2019
Gross Patient Revenue						
Inpatient Revenue	\$2,709,104	\$2,982,847	\$3,144,192	\$2,730,901	\$2,726,154	\$2,923,619
Inpatient Psych/Rehab Revenue						
Outpatient Revenue	\$10,812,548	\$9,944,805	\$10,345,137	\$10,230,467	\$10,859,314	\$10,734,465
Clinic Revenue	\$1,143,776	\$1,083,719	\$1,354,373	\$1,165,208	\$1,275,579	\$1,191,478
Specialty Clinic Revenue	\$269,431	\$309,619	\$313,861	\$204,888	\$202,768	\$157,931
Total Gross Patient Revenue	\$14,934,858	\$14,300,990	\$15,157,564	\$14,331,462	\$15,063,815	\$15,007,493
Deductions From Revenue						
Discounts and Allowances	\$5,867,948	\$5,637,701	\$6,692,232	\$6,032,602	\$6,515,178	\$7,139,232
Bad Debt Expense (Governmental Providers Only)	\$857,280	\$724,765	\$797,098	\$1,180,264	\$992,458	\$1,016,938
Charity Care	\$453,298	\$482,120	\$168,867	\$114,653	\$173,200	\$200,053
Total Deductions From Revenue	7,178,526	6,854,586	7,655,997	7,327,518	7,680,836	8,356,223
Net Patient Revenue	\$7,756,331	\$7,446,403	\$7,501,567	\$7,003,944	\$7,382,978	\$6,651,270
Other Operating Revenue	321,840	168,314	288,120	195,787	198,885	207,641
Total Operating Revenue	8,078,178	7,614,717	7,787,687	7,199,731	7,579,864	6,858,911
Operating Expenses						
Salaries and Wages	\$3,353,001	\$3,302,746	\$3,394,387	\$3,189,351	\$3,150,410	\$3,024,639
Fringe Benefits	\$935,213	\$982,139	\$1,014,021	\$879,852	\$970,094	\$895,692
Contract Labor	\$52,546	\$115,484	\$65,915	\$121,333	\$131,399	\$148,497
Physicians Fees	\$377,567	\$277,808	\$442,922	\$336,815	\$341,822	\$365,232
Purchased Services	\$389,987	\$420,497	\$406,071	\$430,288	\$382,555	\$411,362
Supply Expense	\$1,299,752	\$992,804	\$1,280,326	\$1,072,316	\$1,280,524	\$1,221,496
Utilities	\$98,722	\$105,485	\$98,172	\$101,061	\$95,614	\$98,218
Repairs and Maintenance	\$427,780	\$434,367	\$428,532	\$461,821	\$403,366	\$409,417
Insurance Expense	\$52,652	\$52,662	\$53,986	\$54,483	\$52,627	\$58,574
All Other Operating Expenses	\$231,240	\$178,892	\$210,413	\$151,438	\$175,292	\$196,139
Bad Debt Expense (Non-Governmental Providers)						
Leases and Rentals	\$72,943	\$83,881	\$83,761	\$46,560	\$86,974	\$91,340
Depreciation and Amortization	\$559,157	\$564,202	\$563,653	\$565,315	\$567,122	\$561,039
Interest Expense (Non-Governmental Providers)						
Total Operating Expenses	\$7,860,560	\$7,508,757	\$8,020,168	\$7,410,433	\$7,638,101	\$7,279,646
Net Operating Surplus/(Loss)	\$227,618	\$105,960	(\$232,481)	(\$210,703)	(\$58,237)	(\$420,735)
Non-Operating Revenue:						
Contributions						
Investment Income	17,625	39,088	32,300	20,296	22,692	19,116
Tax Subsidies (Except for GO Bond Subsidies)						
Tax Subsidies for GO Bonds	1,148	9,170	(2,103)	265	3,513	1,429
Interest Expense (Governmental Providers Only)	(108,725)	(99,888)	(99,513)	(107,630)	(99,323)	(99,633)
Other Non-Operating Revenue/(Expenses)	156,527	50,253	58,224	101,757	114,856	28,255
Total Non Operating Revenue/(Expense)	\$66,575	(\$1,377)	(\$13,093)	\$14,687	\$41,738	(\$50,834)
Total Net Surplus/(Loss)	\$294,193	\$104,583	(\$245,574)	(\$196,016)	(\$16,499)	(\$471,569)
Change in Unrealized Gains/(Losses) on Investments						
Increase/(Decrease in Unrestricted Net Assets)	\$294,193	\$104,583	(\$245,574)	(\$196,016)	(\$16,499)	(\$471,569)
Operating Margin	2.82%	1.39%	-2.99%	-2.93%	-0.77%	-6.13%
Total Profit Margin	3.64%	1.37%	-3.15%	-2.72%	-0.22%	-6.88%
EBIDA	9.74%	8.80%	4.25%	4.93%	6.71%	2.05%

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
\$2,440,090	\$2,841,844	\$2,956,480	\$3,361,712	\$3,219,822	\$3,505,789	\$2,955,935
\$9,137,727	\$9,721,418	\$9,778,210	\$10,025,117	\$9,455,323	\$9,655,343	\$9,010,217
\$1,351,020	\$1,229,230	\$1,411,951	\$1,460,747	\$1,009,031	\$1,069,404	\$1,254,113
\$140,838	\$170,624	\$169,268	\$175,633	\$127,930	\$207,548	\$180,950
\$13,069,676	\$13,962,917	\$14,315,908	\$15,023,209	\$13,812,107	\$14,438,082	\$13,401,215
\$5,748,583	\$6,036,217	\$5,968,334	\$6,429,282	\$5,729,959	\$5,973,408	\$5,230,019
\$1,035,734	\$1,106,128	\$1,112,048	\$925,904	\$861,776	\$1,068,211	\$557,421
\$135,657	\$410,835	\$154,144	\$75,643	\$39,094	\$9,144	\$653,219
6,919,954	7,553,180	7,234,527	7,430,829	6,630,829	7,050,760	6,440,659
\$8,149,721	\$6,409,737	\$7,081,381	\$7,592,380	\$7,181,278	\$7,387,322	\$6,960,556
216,040	445,830	339,098	152,004	120,379	263,747	220,308
6,365,762	6,855,666	7,420,479	7,744,384	7,301,657	7,651,070	7,180,863
\$3,046,743	\$3,155,581	\$2,977,715	\$3,305,068	\$3,088,986	\$3,186,722	\$3,269,823
\$767,821	\$1,000,635	\$933,863	\$988,234	\$865,091	\$865,517	\$717,581
\$128,111	\$64,948	\$98,792	\$97,501	\$74,652	\$69,678	\$65,504
\$450,449	\$418,232	\$350,865	\$341,727	\$356,528	\$385,122	\$388,350
\$398,748	\$375,159	\$413,790	\$381,823	\$317,228	\$389,034	\$380,563
\$866,426	\$1,064,799	\$1,078,865	\$1,123,055	\$1,129,337	\$1,157,310	\$1,032,789
\$95,714	\$86,783	\$83,836	\$90,794	\$82,401	\$104,011	\$89,476
\$425,390	\$513,170	\$428,617	\$417,236	\$375,266	\$415,540	\$320,266
\$40,019	\$37,934	\$68,473	\$67,452	\$67,452	\$68,029	\$68,006
\$232,721	\$190,218	\$98,643	\$84,278	\$158,971	\$175,580	\$140,791
\$87,293	\$112,094	\$79,258	\$84,907	\$83,369	\$94,749	\$75,445
\$581,397	\$575,850	\$596,566	\$592,419	\$593,713	\$604,188	\$619,201
\$7,120,832	\$7,595,383	\$7,209,082	\$7,674,294	\$6,992,995	\$7,515,479	\$7,147,397
(\$755,074)	(\$739,816)	\$211,397	\$170,090	\$308,662	\$135,591	\$33,467
58,715	143,065	10,344	20,255	13,010	3,852	5,279
168	274	828	4,181	1,827	2,132	183,959
(109,246)	(100,342)	(99,853)	(111,832)	(100,799)	(101,257)	(116,158)
186,888	59,675	29,196	327,170	9,719	1,027,547	13,517
\$116,628	\$102,672	(\$69,584)	\$239,753	(\$76,443)	\$932,074	\$86,597
(\$638,545)	(\$537,244)	\$151,812	\$409,844	\$232,219	\$1,067,665	\$120,063
41,259	174,489					
(\$597,286)	(\$462,755)	\$151,812	\$409,844	\$232,219	\$1,067,665	\$120,063
-11.86%	-10.79%	2.85%	2.20%	4.23%	1.77%	0.47%
-10.03%	-9.30%	2.05%	5.29%	3.18%	13.95%	1.67%
-2.73%	-2.39%	10.89%	9.85%	12.36%	9.67%	9.09%

Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Six months ended December 31, 2019

	CASH FLOW	
	Current Month 12/31/2019	Current Year-To-Date 12/31/2019
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	\$294,193	(\$530,882)
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	559,157	3,380,488
(Increase)/Decrease in Net Patient Accounts Receivable	329,598	1,027,921
(Increase)/Decrease in Other Receivables	(228,633)	(1,487,372)
(Increase)/Decrease in Inventories	(22,127)	(141,949)
(Increase)/Decrease in Pre-Paid Expenses	(184,794)	(388,952)
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	568,643	554,521
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	374,977	(40,181)
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	(25,096)
Net Cash Provided by Operating Activities:	1,798,072	2,348,497
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(541,187)	(2,566,789)
(Increase)/Decrease in Limited Use Cash and Investments	(118,282)	(61,709)
(Increase)/Decrease in Other Limited Use Assets	(1,394)	(4,291)
(Increase)/Decrease in Other Assets	1,029	6,177
Net Cash Used by Investing Activities	(659,834)	(2,626,612)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(4,812)	(54,979)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(19,101)	(121,230)
Net Cash Used for Financing Activities	(23,913)	(176,209)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	(0)	0
Net Increase/(Decrease) in Cash	1,114,325	(454,324)
Cash, Beginning of Period	8,918,675	10,487,324
Cash, End of Period	\$10,033,000	\$10,033,000

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Six months ended December 31, 2019

Current Month									Year-To-Date			
Actual 12/31/19	Budget 12/31/19	Positive/ (Negative) Variance	Prior Year 12/31/18	STATISTICS					Actual 12/31/19	Budget 12/31/19	Positive/ (Negative) Variance	Prior Year 12/31/18
Discharges												
127	133	(6)	133	Acute					741	765	(24)	765
127	133	(6)	133	Total Adult Discharges					741	765	(24)	765
40	39	1	39	Newborn					233	207	26	207
167	172	(5)	172	Total Discharges					974	972	2	972
Patient Days:												
299	380	(81)	380	Acute					2,005	2,271	(266)	2,271
299	380	(81)	380	Total Adult Patient Days					2,005	2,271	(266)	2,271
68	59	9	59	Newborn					388	344	44	344
367	439	(72)	439	Total Patient Days					2,393	2,615	(222)	2,615
Average Length of Stay (ALOS)												
2.4	2.9	(0.5)	2.9	Acute					2.7	3.0	(0.3)	3.0
2.4	2.9	(0.5)	2.9	Total Adult ALOS					2.7	3.0	(0.3)	3.0
1.7	1.5	0.2	1.5	Newborn ALOS					1.7	1.7	0.0	1.7
Average Daily Census (ADC)												
9.6	12.3	(2.6)	12.3	Acute					10.9	12.3	(1.4)	12.3
9.6	12.3	(2.6)	12.3	Total Adult ADC					10.9	12.3	(1.4)	12.3
2.2	1.9	0.3	1.9	Newborn					2.1	1.9	0.2	1.9
Emergency Room Statistics												
122	133	(11)	133	ER Visits - Admitted					807	813	(6)	813
1,112	1,154	(42)	1,154	ER Visits - Discharged					7,202	7,125	77	7,125
1,234	1,287	(53)	1,287	Total ER Visits					8,009	7,938	71	7,938
9.89%	10.33%		10.33%	% of ER Visits Admitted					10.08%	10.24%		10.24%
96.06%	100.00%		100.00%	ER Admissions as a % of Total					108.91%	106.27%		106.27%
Outpatient Statistics:												
7,687	6,946	741	6,946	Total Outpatients Visits					46,620	40,054	6,566	40,054
114	102	12	102	Observation Bed Days					723	609	114	609
3,949	4,439	(490)	3,927	Clinic Visits - Primary Care					24,456	27,139	(2,683)	23,994
571	576	(5)	262	Clinic Visits - Specialty Clinics					3,045	2,826	219	2,363
20	29	(9)	29	IP Surgeries					151	157	(6)	157
149	154	(5)	154	OP Surgeries					824	819	5	819
Productivity Statistics:												
432.07	445.00	(12.93)	430.73	FTE's - Worked					428.44	445.00	(16.56)	407.56
480.33	488.40	(8.07)	459.47	FTE's - Paid					472.48	488.40	(15.92)	448.60
1.2537	1.5657	(0.31)	1.5657	Case Mix Index -Medicare					1.3389	8.0019	(6.66)	1.3337
0.9757	0.8160	0.16	0.8160	Case Mix Index - All payers					0.8853	4.7578	(3.87)	0.7930

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

12/31/19

	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	47.60	53.30
Net Days in Accounts Receivable	45.41	58.80
Number of Gross Days in Unbilled Revenue	3.40	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	30.72%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	3.04%	1.00%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	1.80%	1.00%
Bad Debts as a % of Gross Patient Revenue - Current Month	5.74%	6.50%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	6.27%	6.50%
Collections as a Percentage of Net Revenue - Current Month	102.80%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	101.18%	100% or >
Percentage of Blue Cross Receivable > 90 Days	12.24%	< 10%
Percentage of Insurance Receivable > 90 Days	17.43%	< 15%
Percentage of Medicaid Receivable > 90 Days	15.28%	< 20%
Percentage of Medicare Receivable > 60 Days	11.83%	< 6%

Variance Analysis**MEMORIAL HOSPITAL OF SWEETWATER COUNTY****PAGE 13****ROCK SPRINGS, WYOMING****Six months ended December 31, 2019**

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	582,818	4.06%	3,510,192	4.12%

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 9.6 in December which is under budget by 2.6

Deductions from Revenue	(215,766)	-3.16%	(3,686,706)	-3.90%
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Deductions from revenue are over budget for December and over budget year to date.

They are currently booked at 48.1% for December and 50.7% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.

Bad Debt Expense	75,342	8.08%	(24,427)	-0.44%
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Bad debt expense is booked at 5.7% for December and 6.2% year to date.

Charity Care	(309,818)	-216.93%	(747,810)	-87.68%
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Charity care yields a high degree of variability month over month and is dependent on patient needs. Patient Financial Services evaluates accounts consistently to determine when charity adjustments are appropriate in accordance with our Charity Care Policy.

Other Operating Revenue	110,144	52.03%	151,700	12.38%
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Other Operating Revenue is over budget for the month and is over budget year to date.

Salaries and Wages	113,679	3.28%	447,469	2.25%
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Salary and Wages are under budget and remain under budget year to date.

Paid FTEs are under budget by 8.07 FTEs for the month and under 15.9 FTEs year to date.

Fringe Benefits	(146,358)	-18.55%	(927,687)	-12.94%
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Fringe benefits are over budget in December and remain over budget year to date.

Group Health remains over budget.

Contract Labor	42,437	44.68%	(47,746)	-6.16%
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Contract labor is under budget for December and over budget year to date. L&D and Respiratory are over budget for the month.

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WYOMING

Six months ended December 31, 2019

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	(96,732)	-34.44%	(157,408)	-7.93%
Physician fees are over budget in December and over budget year to date. Radiation Oncology, ER, Hospitalist and Locums Clinic are over budget.				
Purchased Services	21,726	5.28%	23,026	0.93%
Purchased services are under budget for December and under budget year to date. Services over budget are Proficiency testing and Other Purchased Services				
Supply Expense	(114,320)	-9.64%	(44,372)	-0.63%
Supplies are over budget for December and over budget year to date. Line items over budget include Chargables, implants, Other med supplies, Contrast and Non-med supplies.				
Repairs & Maintenance	(11,283)	-2.71%	(43,028)	-1.71%
Repairs and Maintenance are over budget for December and over budget year to date.				
All Other Operating Expenses	(20,618)	-9.79%	44,355	3.74%
This expense is over budget in December and under budget year to date. Other expenses over budget are Ed & Travel, Physician Recruitment and Foundation Other expenses.				
Leases and Rentals	(12,704)	-21.09%	18,079	3.74%
This expense is over budget for December and remains under budget year to date.				
Depreciation and Amortization	1,914	0.34%	9,455	0.28%
Depreciation is under budget for December and remains under budget year to date.				
BALANCE SHEET				
Cash and Cash Equivalents	\$1,114,325	12.49%		
Cash increased in December. Cash collections for December were \$7.9 million. Days Cash on Hand decreased to 126 days.				
Gross Patient Accounts Receivable	(\$1,276,069)	-5.26%		
This receivable decreased in December due to collections.				

Variance Analysis**MEMORIAL HOSPITAL OF SWEETWATER COUNTY****PAGE 15****ROCK SPRINGS, WYOMING****Six months ended December 31, 2019**

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Bad Debt and Allowance Reserves	946,471	7.45%		
Bad Debt and Allowances decreased.				
Other Receivables	228,633	7.19%		
Other Receivables increased in December due to County and Occ Med invoices and sign-on bonus'				
Prepaid Expenses	184,794	7.42%		
Prepaid expenses increased due to the normal activity in this account.				
Limited Use Assets	119,677	0.53%		
These assets increased due to the payment on the bonds.				
Plant Property and Equipment	(17,970)	-0.03%		
The decrease in these assets is due to the increase in Capital equipment and the normal increase in accumulated depreciation.				
Accounts Payable	(568,643)	-17.98%		
This liability increased due to the normal activity in this account.				
Accrued Payroll	(378,711)	-36.60%		
This liability increased in December. The payroll accrual for December was 9 days.				
Accrued Benefits	1,734	0.08%		
This liability decreased in December with the normal accrual and usage of PTO .				
Other Current Liabilities	(107,058)	-40.42%		
This liability increased due to the payment on the bonds.				
Other Long Term Liabilities	19,101	2.96%		
This liability decreased due to the payments on leases				
Total Net Assets	(311,951)	-0.39%		
The net gain from operations for December is \$227,617				



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

PHYSICIAN CLINICS

Unaudited Financial Statements

for

Six months ended December 31, 2019

Certification Statement:

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

Certified by:

Tami Love

Chief Financial Officer

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

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Six months ended December 31, 2019

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Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 2

ROCK SPRINGS, WY

Six months ended December 31, 2019

⬇ ⬆ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 12/31/2019	Year to Date 12/31/2019	Prior Fiscal Year End 06/30/19	MGMA Hospital Owned Rural
Profitability:					
Operating Margin	⬆	-78.51%	-64.36%	-54.76%	-36.58%
Total Profit Margin	⬆	-78.51%	-64.36%	-54.76%	-36.58%
Contractual Allowance %	⬇	45.08%	45.84%	44.34%	
Liquidity:					
Net Days in Accounts Receivable	⬇	53.86	51.86	56.77	39.58
Gross Days in Accounts Receivable	⬇	57.86	54.47	60.14	72.82
Productivity and Efficiency:					
Patient Visits Per Day	⬇	127.39	132.91	135.96	
Total Net Revenue per FTE	⬆	N/A	\$135,926	\$147,646	
Salary Expense per Paid FTE		N/A	\$155,169	\$163,884	
Salary and Benefits as a % of Net Revenue		142.05%	132.70%	128.22%	91.26%
Employee Benefits %		15.65%	16.24%	15.52%	6.10%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Six months ended December 31, 2019

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	CURRENT MONTH				Prior Year 12/31/18
	Actual 12/31/19	Budget 12/31/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	1,143,777	1,349,372	(205,596)	-15.24%	1,254,113
Specialty Clinic Revenue	269,430	241,214	28,216	11.70%	180,950
Total Gross Patient Revenue	1,413,207	1,590,586	(177,380)	-11.15%	1,435,063
Deductions From Revenue					
Discounts and Allowances	(637,085)	(708,631)	71,546	10.10%	(641,731)
Total Deductions From Revenue	(637,085)	(708,631)	71,546	10.10%	(641,731)
Net Patient Revenue	776,122	881,956	(105,834)	-12.00%	793,332
Other Operating Revenue	64,399	72,043	(7,644)	-10.61%	56,661
Total Operating Revenue	840,521	953,999	(113,477)	-11.89%	849,993
Operating Expenses					
Salaries and Wages	1,032,409	1,162,109	129,700	11.16%	988,124
Fringe Benefits	161,562	151,538	(10,024)	-6.61%	113,727
Contract Labor	0	0	0	0.00%	0
Physicians Fees	147,283	45,300	(101,983)	-225.13%	20,783
Purchased Services	8,426	5,489	(2,937)	-53.50%	6,153
Supply Expense	12,817	25,776	12,959	50.28%	11,076
Utilities	1,713	1,219	(494)	-40.52%	1,859
Repairs and Maintenance	25,840	32,033	6,192	19.33%	30,589
Insurance Expense	17,812	20,218	2,406	11.90%	16,099
All Other Operating Expenses	65,983	82,015	16,031	19.55%	71,337
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	4,857	3,334	(1,523)	-45.67%	5,061
Depreciation and Amortization	21,754	23,816	2,063	8.66%	24,654
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,500,465	1,552,846	52,382	3.37%	1,289,462
Net Operating Surplus/(Loss)	(659,933)	(598,848)	(61,086)	10.20%	(439,468)
Total Net Surplus/(Loss)	(659,933)	(598,848)	(61,086)	10.20%	(439,468)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(659,933)	(598,848)	(61,086)	10.20%	(439,468)
Operating Margin	-78.51%	-62.77%			-51.70%
Total Profit Margin	-78.51%	-62.77%			-51.70%
EBIDA	-75.93%	-60.28%			-48.80%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Six months ended December 31, 2019

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	YEAR-TO-DATE				Prior Year 12/31/18
	Actual 12/31/19	Budget 12/31/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	7,194,132	7,785,211	(591,079)	-7.59%	7,119,668
Specialty Clinic Revenue	1,458,497	1,200,666	257,831	21.47%	1,030,173
Total Gross Patient Revenue	8,652,629	8,985,877	(333,249)	-3.71%	8,149,840
Deductions From Revenue					
Discounts and Allowances	(3,966,473)	(4,026,155)	59,683	1.48%	(3,833,129)
Total Deductions From Revenue	(3,966,473)	(4,026,155)	59,683	1.48%	(3,833,129)
Net Patient Revenue	4,686,156	4,959,722	(273,566)	-5.52%	4,516,711
Other Operating Revenue	411,842	425,308	(13,466)	-3.17%	401,276
Total Operating Revenue	5,097,998	5,385,030	(287,032)	-5.33%	4,917,987
Operating Expenses					
Salaries and Wages	5,819,737	6,240,028	420,290	6.74%	5,464,582
Fringe Benefits	945,231	910,941	(34,291)	-3.76%	694,963
Contract Labor	0	0	0	0.00%	0
Physicians Fees	532,812	411,800	(121,012)	-29.39%	169,940
Purchased Services	57,419	32,674	(24,745)	-75.73%	33,383
Supply Expense	125,993	110,785	(15,208)	-13.73%	75,483
Utilities	6,524	7,305	781	10.69%	8,539
Repairs and Maintenance	129,304	192,177	62,873	32.72%	173,508
Insurance Expense	113,515	118,997	5,482	4.61%	96,551
All Other Operating Expenses	490,323	498,342	8,019	1.61%	456,594
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	26,781	19,854	(6,927)	-34.89%	32,230
Depreciation and Amortization	131,476	144,108	12,632	8.77%	146,476
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	8,379,116	8,687,011	307,894	3.64%	7,352,248
Net Operating Surplus/(Loss)	(3,281,118)	(3,301,981)	20,862	-0.63%	(2,434,261)
Total Net Surplus/(Loss)	(3,281,118)	(3,301,981)	\$20,862	-0.63%	(\$2,434,261)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(3,281,118)	(3,301,981)	\$20,862	-0.63%	(\$2,434,261)
Operating Margin	-64.36%	-61.32%			-49.50%
Total Profit Margin	-64.36%	-61.32%			-49.50%
EBIDA	-61.78%	-58.64%			-46.52%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY

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	Actual 12/31/2019	Actual 11/30/2019	Actual 10/31/2019	Actual 9/30/2019	Actual 8/31/2019
Gross Patient Revenue					
Clinic Revenue	\$1,143,777	\$1,063,719	\$1,354,373	\$1,165,206	\$1,275,579
Specialty Clinic Revenue	\$269,430	\$309,619	\$313,861	\$204,888	\$202,768
Total Gross Patient Revenue	\$1,413,207	\$1,373,338	\$1,668,235	\$1,370,094	\$1,478,347
Deductions From Revenue					
Discounts and Allowances	\$637,085	\$657,305	\$768,291	\$658,181	\$637,953
Total Deductions From Revenue	637,085	657,305	768,291	658,181	637,953
Net Patient Revenue	\$776,122	\$716,033	\$899,944	\$711,913	\$840,394
Other Operating Revenue	\$64,399	\$58,298	\$79,575	\$67,413	\$68,365
Total Operating Revenue	840,521	774,331	979,519	779,326	908,759
Operating Expenses					
Salaries and Wages	\$1,032,409	\$976,184	\$963,743	\$986,099	\$911,293
Fringe Benefits	\$161,562	\$165,925	\$179,354	\$142,365	\$163,131
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$147,283	\$72,557	\$177,148	\$46,927	\$63,872
Purchased Services	\$8,426	\$10,650	\$10,397	\$10,324	\$9,505
Supply Expense	\$12,817	\$20,632	\$22,796	\$27,662	\$13,686
Utilities	\$1,713	\$877	\$910	\$1,672	\$514
Repairs and Maintenance	\$25,840	\$17,344	\$22,517	\$20,680	\$21,820
Insurance Expense	\$17,812	\$17,368	\$20,493	\$19,281	\$19,281
All Other Operating Expenses	\$65,983	\$88,337	\$101,086	\$70,188	\$84,732
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$4,857	\$4,699	\$4,079	\$4,804	\$5,815
Depreciation and Amortization	\$21,754	\$21,755	\$21,983	\$21,983	\$21,983
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,500,455	\$1,396,328	\$1,524,507	\$1,351,974	\$1,305,631
Net Operating Surplus/(Loss)	(\$659,933)	(\$621,997)	(\$544,988)	(\$572,648)	(\$396,872)
Total Net Surplus/(Loss)	(\$659,933)	(\$621,997)	(\$544,988)	(\$572,648)	(\$396,872)
Change in Unrealized Gains/(Losses) on Investr	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets	(\$659,933)	(\$621,997)	(\$544,988)	(\$572,648)	(\$396,872)
Operating Margin	-78.51%	-80.33%	-55.64%	-73.48%	-43.67%
Total Profit Margin	-78.51%	-80.33%	-55.64%	-73.48%	-43.67%
EBIDA	-75.93%	-77.52%	-53.39%	-70.66%	-41.25%

Actual 7/31/2019	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
\$1,191,478	\$1,321,234	\$1,259,017	\$1,411,951	\$1,460,747	\$1,008,031	\$1,069,404	\$1,254,113
\$157,931	\$170,824	\$140,838	\$169,268	\$175,633	\$127,930	\$207,546	\$180,950
\$1,349,408	\$1,491,858	\$1,399,854	\$1,581,218	\$1,636,380	\$1,136,961	\$1,276,950	\$1,435,063
\$607,658	\$663,221	\$653,333	\$678,453	\$724,127	\$471,341	\$568,699	\$641,731
607,658	663,221	653,333	678,453	724,127	471,341	568,699	641,731
\$741,750	\$828,637	\$746,522	\$902,765	\$912,253	\$665,621	\$708,251	\$793,332
\$73,791	\$74,280	\$65,005	\$64,816	\$65,231	\$59,719	\$71,679	\$56,861
815,541	902,917	811,526	967,581	977,484	725,339	779,930	849,993
\$958,028	\$1,034,223	\$955,533	\$867,396	\$1,034,389	\$927,267	\$908,217	\$988,124
\$132,895	\$155,564	\$189,439	\$175,919	\$195,204	\$145,304	\$180,466	\$113,727
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$35,025	\$31,732	\$79,281	\$71,597	\$50,250	\$66,314	\$72,313	\$20,783
\$8,118	\$19,046	\$11,013	\$5,281	\$5,530	\$82	\$9,273	\$6,153
\$28,401	\$26,804	\$13,053	\$23,682	\$13,897	\$33,502	\$14,809	\$11,076
\$838	\$1,112	\$813	\$803	\$1,687	\$1,311	\$1,639	\$1,859
\$21,102	\$24,224	\$24,064	\$30,175	\$33,896	\$33,616	\$34,184	\$30,589
\$19,281	\$16,109	\$16,109	\$16,109	\$16,109	\$16,109	\$16,109	\$16,098
\$79,997	\$64,052	\$110,309	\$89,265	\$82,065	\$86,287	\$79,560	\$71,337
\$2,526	\$3,317	\$5,139	\$5,508	\$5,425	\$5,103	\$5,652	\$5,061
\$22,019	\$22,017	\$20,750	\$20,751	\$20,751	\$20,937	\$24,416	\$24,654
\$1,300,222	\$1,398,199	\$1,425,503	\$1,306,487	\$1,439,183	\$1,335,831	\$1,346,620	\$1,289,462
(\$484,681)	(\$495,282)	(\$613,977)	(\$338,905)	(\$461,698)	(\$610,492)	(\$566,689)	(\$439,468)
0	0	0	0	0	0	0	0
(\$484,681)	(\$495,282)	(\$613,977)	(\$338,905)	(\$461,698)	(\$610,492)	(\$566,689)	(\$439,468)
-59.43%	-54.85%	-75.66%	-35.03%	-47.23%	-84.17%	-72.66%	-51.70%
-59.43%	-54.85%	-75.66%	-35.03%	-47.23%	-84.17%	-72.66%	-51.70%
-56.73%	-52.42%	-73.10%	-32.88%	-45.11%	-81.28%	-69.53%	-48.80%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Six months ended December 31, 2019

Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative) Variance	Prior Year 12/31/18		Actual	Budget	Positive/ (Negative) Variance	Prior Year 12/31/18
12/31/19	12/31/19				12/31/19	12/31/19		
Outpatient Statistics:								
3,949	4,439	(490)	3,927	Clinic Visits - Primary Care	24,456	26,442	(1,986)	23,994
571	576	(5)	262	Clinic Visits - Specialty Clinics	3,045	2,652	393	2,363
Productivity Statistics:								
68.79	71.98	(3.19)	66.62	FTE's - Worked	67.55	71.98	(4.43)	59.85
77.28	79.10	(1.82)	69.29	FTE's - Paid	74.40	79.10	(4.70)	65.43

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

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	718	6,709,672.89
CAPITAL EQUIPMENT (PLANT FUND)	8	139,962.75
CONSTRUCTION IN PROGRESS (BUILDING FUND)	5	405,256.78
PAYROLL DECEMBER 8, 2019	N/A	1,468,460.91
PAYROLL DECEMBER 22, 2019	N/A	1,433,955.20
TOTAL CASH OUTFLOW		<u>\$7,254,892.42</u>
CASH COLLECTIONS		<u>\$7,973,324.36</u>
INCREASE/DECREASE IN CASH		<u>\$718,431.94</u>

**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	HOODS EQUIPMENT & SPRINKLER, LLC	8,394.00	REPLACEMENT MOWER		
002257	7/17/2019	CDW GOVERNMENT LLC	17,256.96	SECURITY CAMERA SYSTEM		
002258	7/17/2019	QUADRAMED CORPORATION	1,705.00	MUSE CARDIOLOGY IS		
JULY TOTALS					49,235.06	49,235.06

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002259	8/1/2019	DATBX-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 ACQUIE	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	GB HEALTHCARE FINANCIAL SERVICE	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		
AUGUST TOTALS					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	SYNTHES LTD	14,703.92	STRYKER NEPTUNE 3 WASTE MANAGEMENT SY		
SEPTEMBER TOTALS					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		
OCTOBER TOTALS					45,600.00	1,033,150.98

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002281	11/13/2019	SYNTHES 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	SYNTHES LTD	301.00	TRAUMA IMPLANT SYSTEM		
002286	11/27/2019	MRS SYSTEMS, INC	24,900.00	ASPEN BREAST REPORTING SYSTEM		
NOVEMBER TOTALS					68,867.17	1,102,018.15

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002287	12/5/2019	CDW GOVERNMENT LLC	5,300.00	DELL PRECISION 5820 COMP TOWERS/MONITORS		
002288	12/5/2019	QUADRAMED CORPORATION	10,000.00	QCPR INTERFACE FOR LAB INSTRUMENT		
002289	12/5/2019	WERNLI, INC.	20,533.00	FREEZER/COOLER INSTALLATION		
002290	12/12/2019	QUADRAMED CORPORATION	8,750.00	QCPR INTERFACE FOR LAB INSTRUMENT		
002291	12/19/2019	QUALITY BUILDERS, INC.	64,500.00	REPLACEMENT GROUNDS BUILDING		
002292	12/19/2019	WASATCH CONTROLS (HARRIS ACQUIS	15,238.19	ADDITIONAL SECURITY CAMERSA FOR SYS UPGRADE		
002292	12/19/2019	WASATCH CONTROLS (HARRIS ACQUIS	14,503.36	SECURITY CAMERA SYSTEM		
002293	12/24/2019	SYNTHESES LTD	1,138.20	TRAUMA IMPLANT SYSTEM		
DECEMBER TOTALS					139,962.75	1,241,980.90

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

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
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JULY TOTALS					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		
AUGUST TOTALS					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		
SEPTEMBER TOTALS					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 MAR	55,895.00	ASPHALT REPAIR AND SEAL		
W/T	10/11/2019	WELLS FARGO	107,058.07	WF DEBT SERVICE		
OCTOBER TOTALS					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 MAR	24,825.00	PARKING LOT PROJECT		
W/T	11/13/2019	WELLS FARGO	107,058.07	WF DEBT SERVICE		
NOVEMBER TOTALS					332,086.98	1,019,020.22

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001051	12/5/2019	HIGH DESERT CONSTRUCTION, INC.	111,275.51	ED CONCRETE PROJECT		
001052	12/19/2019	B H INC.	169,717.70	CENTRAL PLANT UPGRADE		
001053	12/19/2019	WESTERN ENGINEERS & GEOLOGI	3,031.25	ED CONCRETE PROJECT		
001054	12/24/2019	WESTERN ENGINEERS & GEOLOGI	14,174.25	CENTRAL PLANT UPGRADE		
W/T	12/17/2019	WELLS FARGO	107,058.07	WF DEBT SERVICE		
DECEMBER TOTALS					405,256.78	1,424,277.00

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
12/31/19

Amount	Description
24,212.41	Advertising Total
4,358.60	Billing Services Total
19,579.89	Blood Total
19,200.00	Building Lease Total
2,454.02	Cellular Telephone Total
501.46	Collection Agency Total
13,658.49	Computer Equipment Total
6,233.92	Consulting Fees Total
323,675.21	Contract Maintenance Total
125,792.09	Contract Personnel Total
589.32	Courier Services Total
17,830.80	Dental Insurance Total
10,105.80	Dialysis Supplies Total
2,028.00	Education & Travel Total
80.00	Education Material Total
12,100.45	Employee Recruitment Total
6,556.16	Employee Vision Plan Total
46,713.43	Equipment Lease Total
65,209.87	Food Total
1,006.37	Freight Total
1,117.02	Fuel Total
1,501.47	Garbage Collection Total
686,191.06	Group Health Total
333.11	Guest Relation Total
12,250.00	Hospital Membership Total
261,279.10	Hospital Supplies Total
10,150.84	Implant Supplies Total
746.00	Instruments Total
23,980.51	Insurance Premium Total
10,844.45	Insurance Refund Total
190,087.10	Laboratory Supplies Total
1,326.71	Laundry Supplies Total
13,426.00	Legal Fees Total
429.00	License/Fees Total
230.00	Licenses & Taxes Total
3,305.24	Life Insurance Total
362.76	Linen Total
278,921.10	Locum Tenens Total
51,737.24	Maintenance & Repair Total
29,145.11	Maintenance Supplies Total
6,520.27	Med Surg Supplies Total
865.00	Membership Fee Total
2,117.22	MHSC Foundation Total
21,236.80	Minor Equipment Total
874.00	Monthly Pest Control Total
5,627.16	Non Medical Supplies Total
19,116.96	Office Supplies Total

12/31/19

87/113
105/204

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
12/31/19

Check Number	Date	Vendor Check Name	Amount	Description
167754	12/5/2019	RUMOR ADVERTISING	5,871.49	Advertising
EFT000000005431	12/5/2019	IN105ITY INTERACTIVE, LLC	1,710.00	Advertising
167902	12/12/2019	THE RADIO NETWORK	3,166.66	Advertising
EFT000000005452	12/12/2019	JOURNAL COMMUNICATIONS	3,395.00	Advertising
EFT000000005453	12/12/2019	LAMAR ADVERTISING	1,200.00	Advertising
EFT000000005460	12/12/2019	ROCKET MINER	1,425.00	Advertising
EFT000000005462	12/12/2019	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
168136	12/19/2019	ROYAL FLUSH ADVERTISING	525.00	Advertising
EFT000000005477	12/19/2019	LAMAR ADVERTISING	700.00	Advertising
EFT000000005483	12/19/2019	ROCKET MINER	29.51	Advertising
168153	12/24/2019	BIG THICKET BROADCASTING	3,193.75	Advertising
168240	12/24/2019	SUBLETTE EXAMINER	445.00	Advertising
168217	12/24/2019	PINEDALE ROUNDUP	100.00	Advertising
EFT000000005498	12/24/2019	GREEN RIVER STAR	1,780.00	Advertising
EFT000000005501	12/24/2019	LAMAR ADVERTISING	391.00	Advertising
168131	12/19/2019	TRUE COMMERCE, INC	108.60	Billing Services
168222	12/24/2019	RECONDO TECHNOLOGY, INC	4,250.00	Billing Services
167930	12/12/2019	VITALANT	15,735.49	Blood
168253	12/24/2019	VITALANT	3,844.40	Blood
168056	12/19/2019	BIG SANDY CLINIC	2,200.00	Building Lease
168049	12/19/2019	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
168078	12/19/2019	HILLTOP PROPERTIES, LLC	13,500.00	Building Lease
167777	12/5/2019	VERIZON WIRELESS, LLC	2,454.02	Cellular Telephone
167690	12/5/2019	COLLECTION PROFESSIONALS, INC	220.00	Collection Agency
168162	12/24/2019	COLLECTION PROFESSIONALS, INC	281.46	Collection Agency
167606	12/5/2019	CDW GOVERNMENT LLC	1,137.30	Computer Equipment
167820	12/12/2019	CDW GOVERNMENT LLC	3,372.98	Computer Equipment
168040	12/19/2019	CDW GOVERNMENT LLC	3,748.21	Computer Equipment
168159	12/24/2019	CDW GOVERNMENT LLC	5,400.00	Computer Equipment
168137	12/19/2019	WOODARD & CURRAN INC.	6,233.92	Consulting Fees
W/T	12/4/2019	APEX EDIT MOV FEES	67.00	Contract Maintenance
167759	12/5/2019	SOUTHWESTERN BIOMEDICAL ELECT.	725.00	Contract Maintenance
167693	12/5/2019	CONVERGEONE, INC.	1,176.42	Contract Maintenance
167744	12/5/2019	NEXTGEN HEALTHCARE, INC.	36,000.00	Contract Maintenance
EFT000000005440	12/5/2019	STATE FIRE DC SPECIALTIES	705.00	Contract Maintenance
167855	12/12/2019	KRONOS INCORPORATED	607.50	Contract Maintenance
167876	12/12/2019	PHILIPS HEALTHCARE	2,432.98	Contract Maintenance
167801	12/12/2019	AMERICAN PHARMA, INC.	6,690.00	Contract Maintenance
167824	12/12/2019	CONVERGEONE, INC.	1,462.44	Contract Maintenance
167868	12/12/2019	NEXTGEN HEALTHCARE, INC.	587.00	Contract Maintenance
167886	12/12/2019	SDFI-TELEMEDICINE LLC	900.00	Contract Maintenance
167911	12/12/2019	VSR2 LIMITED	408.50	Contract Maintenance
167913	12/12/2019	WYODATA SECURITY INC.	1,165.00	Contract Maintenance
EFT000000005444	12/12/2019	ARRENDALE ASSOCIATES, INC	1,435.00	Contract Maintenance
EFT000000005449	12/12/2019	GE HEALTHCARE	27,780.93	Contract Maintenance
EFT000000005465	12/12/2019	STATE FIRE DC SPECIALTIES	1,020.00	Contract Maintenance
W/T	12/13/2019	CARE CLOUD	349.00	Contract Maintenance
168088	12/19/2019	KRONOS INCORPORATED	107.50	Contract Maintenance
168095	12/19/2019	MEDNET	122,060.15	Contract Maintenance
168108	12/19/2019	PHILIPS HEALTHCARE	545.52	Contract Maintenance
168122	12/19/2019	SOUTHWESTERN BIOMEDICAL ELECT.	250.00	Contract Maintenance
168136	12/19/2019	WASATCH CONTROLS	1,267.00	Contract Maintenance
168029	12/19/2019	BD DIAGNOSTICS	2,100.00	Contract Maintenance

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS

12/31/19

168053	12/19/2019	DEXPRO DYNAMICS LLC	828.75	Contract Maintenance
168139	12/19/2019	QUADRAMED	1,852.50	Contract Maintenance
168120	12/19/2019	SOLERAN INC	6,040.00	Contract Maintenance
168132	12/19/2019	UNITED AUDIT SYSTEMS, INC.	1,075.00	Contract Maintenance
EFT000000005470	12/19/2019	ARRENDALE ASSOCIATES, INC	1,435.00	Contract Maintenance
W/T	12/20/2019	ZENITH	561.80	Contract Maintenance
W/T	12/20/2019	GATEWAY EDI	3,725.00	Contract Maintenance
168187	12/24/2019	HEALTHCARE SOLUTIONS OF NC	1,024.00	Contract Maintenance
168189	12/24/2019	HENRY SCHEIN PRACTICE SOLUTIONS	1,261.50	Contract Maintenance
168211	12/24/2019	OPTIMIS CORP	200.00	Contract Maintenance
168215	12/24/2019	PHILIPS HEALTHCARE	2,864.00	Contract Maintenance
168214	12/24/2019	PHILIPS MEDICAL SYSTEM N.A.CO	1,616.75	Contract Maintenance
168226	12/24/2019	SIEMENS MEDICAL SOLUTIONS USA	8,973.00	Contract Maintenance
168249	12/24/2019	TRACTMANAGER INC	1,004.85	Contract Maintenance
168254	12/24/2019	WASATCH CONTROLS	640.00	Contract Maintenance
168177	12/24/2019	FIRST FINANCIAL HOLDINGS, LLC	7,248.00	Contract Maintenance
168192	12/24/2019	CONTRACTS	802.00	Contract Maintenance
168218	12/24/2019	QUADRAMED	19,961.19	Contract Maintenance
168257	12/24/2019	WYODATA SECURITY INC.	1,165.00	Contract Maintenance
EFT000000005497	12/24/2019	GE HEALTHCARE	27,780.93	Contract Maintenance
EFT000000005511	12/24/2019	SYSMEX AMERICA INC.	23,774.00	Contract Maintenance
167703	12/5/2019	ELWOOD STAFFING SERVICES, INC	1,266.07	Contract Personnel
167700	12/5/2019	FOCUSONE SOLUTIONS LLC	20,293.85	Contract Personnel
167755	12/5/2019	SARAH ROTH	2,250.00	Contract Personnel
167834	12/12/2019	ELWOOD STAFFING SERVICES, INC	539.22	Contract Personnel
167842	12/12/2019	FOCUSONE SOLUTIONS LLC	39,683.95	Contract Personnel
167851	12/12/2019	JIM LANE	4,070.00	Contract Personnel
168058	12/19/2019	ELWOOD STAFFING SERVICES, INC	398.26	Contract Personnel
168065	12/19/2019	FOCUSONE SOLUTIONS LLC	22,006.45	Contract Personnel
168172	12/24/2019	ELWOOD STAFFING SERVICES, INC	101.94	Contract Personnel
168180	12/24/2019	FOCUSONE SOLUTIONS LLC	35,180.35	Contract Personnel
167897	12/12/2019	SUSAN K CROFUTT	589.32	Courier Services
167699	12/5/2019	DELTA DENTAL	1,584.60	Dental Insurance
168051	12/19/2019	DELTA DENTAL	16,246.20	Dental Insurance
167716	12/5/2019	HENRY SCHEIN INC	124.95	Dialysis Supplies
167710	12/5/2019	FRESENIUS USA MARKETING, INC.	4,074.23	Dialysis Supplies
168076	12/19/2019	HENRY SCHEIN INC	194.32	Dialysis Supplies
168068	12/19/2019	FRESENIUS USA MARKETING, INC.	5,227.35	Dialysis Supplies
168186	12/24/2019	HENRY SCHEIN INC	395.00	Dialysis Supplies
168181	12/24/2019	FRESENIUS USA MARKETING, INC.	89.95	Dialysis Supplies
168060	12/19/2019	EMERGENCY NURSES ASSOC.	2,028.00	Education & Travel
167742	12/5/2019	MY EDUCATIONAL RESOURCES	32.00	Education Material
168102	12/19/2019	MY EDUCATIONAL RESOURCES	48.00	Education Material
167718	12/5/2019	HOLIDAY INN - ROCK SPRINGS	218.00	Employee Recruitment
167849	12/12/2019	INSIGHT INVESTIGATIONS, INC	972.45	Employee Recruitment
EFT000000005464	12/12/2019	SST TESTING +, INC.	910.00	Employee Recruitment
167836	12/12/2019	ERIN CHRISTENSEN	10,000.00	Employee Recruitment
167909	12/12/2019	VISION SERVICE PLAN - WY	6,556.16	Employee Vision Plan
167756	12/5/2019	SHADOW MOUNTAIN WATER CO ,WY	733.00	Equipment Lease
167774	12/5/2019	US BANK EQUIPMENT FINANCE	1,521.35	Equipment Lease
167826	12/12/2019	COMIER & SUPPLY COMPANY	43.35	Equipment Lease
167843	12/12/2019	GE HEALTHCARE FINANCIAL SERVICES	13,081.09	Equipment Lease
167907	12/12/2019	US BANK EQUIPMENT FINANCE	778.27	Equipment Lease
168134	12/19/2019	US BANK EQUIPMENT FINANCE	1,392.15	Equipment Lease

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168166	12/24/2019	COPIER & SUPPLY COMPANY	9,977.64	Equipment Lease
168225	12/24/2019	SHADOW MOUNTAIN WATER CO ,WY	766.95	Equipment Lease
168227	12/24/2019	SIEMENS FINANCIAL SERVICES, INC	18,429.63	Equipment Lease
167706	12/5/2019	F B MCFADDEN WHOLESale	3,660.45	Food
167705	12/5/2019	FARMER BROS CO	955.30	Food
167727	12/5/2019	LLORENS PHARMACEUTICAL INTERNATIONAL DIVISION INC	400.61	Food
167730	12/5/2019	MEADOW GOLD DAIRY	1,308.42	Food
167789	12/5/2019	MEADOW GOLD DAIRY	99.60	Food
167745	12/5/2019	NICHOLAS & CO INC	17,132.66	Food
167790	12/5/2019	PAPA MURPHY'S - QUICK FIXINGS, LLC	92.00	Food
167770	12/5/2019	SYSO INTERMOUNTAIN FOOD	6,921.25	Food
167791	12/5/2019	SYSO INTERMOUNTAIN FOOD	929.90	Food
167782	12/5/2019	WESTERN WYOMING BEVERAGES INC	1,353.54	Food
167792	12/5/2019	WESTERN WYOMING BEVERAGES INC	541.00	Food
EFT000000005428	12/5/2019	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	1,015.50	Food
167839	12/12/2019	F B MCFADDEN WHOLESale	1,351.66	Food
167859	12/12/2019	LLORENS PHARMACEUTICAL INTERNATIONAL DIVISION INC	227.40	Food
167869	12/12/2019	NICHOLAS & CO INC	1,811.71	Food
168061	12/19/2019	F B MCFADDEN WHOLESale	2,260.72	Food
168176	12/24/2019	F B MCFADDEN WHOLESale	5,671.90	Food
168175	12/24/2019	FARMER BROS CO	805.75	Food
168200	12/24/2019	MEADOW GOLD DAIRY	782.74	Food
168209	12/24/2019	NICHOLAS & CO INC	10,696.24	Food
168245	12/24/2019	SYSO INTERMOUNTAIN FOOD	4,852.47	Food
168256	12/24/2019	WESTERN WYOMING BEVERAGES INC	1,819.15	Food
EFT000000005495	12/24/2019	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	518.50	Food
168062	12/19/2019	FED EX	29.45	Freight
168133	12/19/2019	UPS STORE	976.92	Freight
167881	12/12/2019	RED HORSE OIL COMPANIES INC	1,117.02	Fuel
EFT000000005466	12/12/2019	WWS - ROCK SPRINGS	1,501.47	Garbage Collection
W/T	12/3/2019	FURTHER FLEX 11/27/19	4,036.10	Group Health
W/T	12/6/2019	BCBS 11/29/19	194,144.94	Group Health
W/T	12/7/2019	FURTHER FLEX 12/4/19	806.79	Group Health
W/T	12/13/2019	FURTHER FLEX 12/11/19	1,143.65	Group Health
W/T	12/13/2019	BCBS 12/5/19	174,223.70	Group Health
W/T	12/20/2019	FURTHER FLEX 12/18/19	982.18	Group Health
W/T	12/20/2019	BCBS 12/13/19	191,073.25	Group Health
W/T	12/24/2019	FURTHER FLEX ADMIN	292.50	Group Health
W/T	12/27/2019	BCBS 12/2019	118,293.18	Group Health
W/T	12/30/2019	FURTHER FLEX 12/26/19	1,184.77	Group Health
168092	12/19/2019	LINCARE INC	333.11	Guest Relation
167795	12/12/2019	THE ADVISORY BOARD COMPANY	12,250.00	Hospital Membership
167666	12/5/2019	ABBOTT LABORATORIES	1,480.87	Hospital Supplies
167673	12/5/2019	APPLIED MEDICAL	1,164.00	Hospital Supplies
167674	12/5/2019	AKTHREX INC.	285.00	Hospital Supplies
167678	12/5/2019	B BRAUN MEDICAL INC.	176.00	Hospital Supplies
167677	12/5/2019	BAXTER HEALTHCARE CORP/IV	3,542.52	Hospital Supplies
167682	12/5/2019	BOSTON SCIENTIFIC CORP	376.36	Hospital Supplies
167697	12/5/2019	C R BARD INC	378.20	Hospital Supplies
167685	12/5/2019	CARDINAL HEALTH/V. MUELLER	5,599.09	Hospital Supplies
167694	12/5/2019	COOK MEDICAL INC.	242.00	Hospital Supplies
167695	12/5/2019	COOK MEDICAL INCORPORATED	1,041.00	Hospital Supplies
167700	12/5/2019	DIAGNOSTICA STAGO INC	1,219.72	Hospital Supplies
167701	12/5/2019	DJ ORTHOPEDICS, LLC	12.09	Hospital Supplies

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167713	12/5/2019	GYNEX CORP	517.30	Hospital Supplies
167714	12/5/2019	HEALTHCARE LOGISTICS INC	127.35	Hospital Supplies
167719	12/5/2019	HIOLOGIC, INC.	1,025.00	Hospital Supplies
167767	12/5/2019	LEICA BIOSYSTEMS RICHMOND	131.09	Hospital Supplies
167731	12/5/2019	MEDELA INC	654.22	Hospital Supplies
167738	12/5/2019	MINDRAY DS USA, INC.	195.00	Hospital Supplies
167746	12/5/2019	OLYMPUS AMERICA INC	291.00	Hospital Supplies
167748	12/5/2019	OWENS & MINOR 90005430	34,128.23	Hospital Supplies
167752	12/5/2019	RESPIRONICS	178.00	Hospital Supplies
167761	12/5/2019	SPACELABS MEDICAL	79.32	Hospital Supplies
167765	12/5/2019	STERIS CORPORATION	337.42	Hospital Supplies
167772	12/5/2019	TRI-ANIM HEALTH SERVICES INC	452.31	Hospital Supplies
167775	12/5/2019	UTAH MEDICAL PRODUCTS INC	567.12	Hospital Supplies
167779	12/5/2019	WAXIE SANITARY SUPPLY	5,354.05	Hospital Supplies
167702	12/5/2019	EDGE PHARMACEUTICALS, LLC	417.13	Hospital Supplies
EFT000000005421	12/5/2019	APPLIED CARDIAC SYSTEM	2,415.00	Hospital Supplies
EFT000000005424	12/5/2019	BIODEX MEDICAL SYSTEMS INC	641.12	Hospital Supplies
EFT000000005426	12/5/2019	BREG INC	607.03	Hospital Supplies
EFT000000005430	12/5/2019	HARDY DIAGNOSTICS	309.16	Hospital Supplies
EFT000000005441	12/5/2019	STRYKER INSTRUMENTS	1,150.78	Hospital Supplies
EFT000000005442	12/5/2019	ZOLL MEDICAL CORPORATION	1,207.45	Hospital Supplies
167805	12/12/2019	ABBOTT NUTRITION	46.50	Hospital Supplies
167796	12/12/2019	AESCULAP INC	75.36	Hospital Supplies
167804	12/12/2019	APPLIED MEDICAL	558.00	Hospital Supplies
167805	12/12/2019	ARTHREX INC.	1,100.00	Hospital Supplies
167811	12/12/2019	BARD PERIPHERAL VASCULAR INC	1,044.00	Hospital Supplies
167812	12/12/2019	BAYER HEALTHCARE LLC	1,858.86	Hospital Supplies
167817	12/12/2019	BOSTON SCIENTIFIC CORP	392.04	Hospital Supplies
167819	12/12/2019	CARDINAL HEALTH/V. MUELLER	19,176.85	Hospital Supplies
167825	12/12/2019	COOK MEDICAL INCORPORATED	1,699.43	Hospital Supplies
167831	12/12/2019	DIAGNOSTICA STAGO INC	2,703.05	Hospital Supplies
167832	12/12/2019	DOCTOR EASY MEDICAL PRODUCTS	33.00	Hospital Supplies
167837	12/12/2019	EXPAND-A-BAND, LLC	120.00	Hospital Supplies
167846	12/12/2019	HILL-ROM	160.23	Hospital Supplies
167847	12/12/2019	HIOLOGIC, INC.	201.00	Hospital Supplies
167850	12/12/2019	INTEGRATED MEDICAL SYSTEMS	156.00	Hospital Supplies
167854	12/12/2019	KARL STORZ ENDOSCOPY-AMERICA	598.32	Hospital Supplies
167896	12/12/2019	LEICA BIOSYSTEMS RICHMOND	447.12	Hospital Supplies
167860	12/12/2019	MARKET LAB, INC	215.13	Hospital Supplies
167861	12/12/2019	MCKESSON MEDICAL-SURGICAL	2,414.45	Hospital Supplies
167870	12/12/2019	OLYMPUS AMERICA INC	279.54	Hospital Supplies
167875	12/12/2019	PERFORMANCE HEALTH SUPPLY INC	106.11	Hospital Supplies
167878	12/12/2019	PREFERRED MEDICAL PRODUCTS	38.20	Hospital Supplies
167880	12/12/2019	RADIOMETER AMERICA INC	259.64	Hospital Supplies
167882	12/12/2019	RESPIRONICS	380.00	Hospital Supplies
167889	12/12/2019	SMITHS MEDICAL ASD INC	851.61	Hospital Supplies
167890	12/12/2019	SPACELABS MEDICAL	113.81	Hospital Supplies
167894	12/12/2019	STERIS CORPORATION	3,247.18	Hospital Supplies
167904	12/12/2019	TRI-ANIM HEALTH SERVICES INC	605.28	Hospital Supplies
167908	12/12/2019	UTAH MEDICAL PRODUCTS INC	567.12	Hospital Supplies
167912	12/12/2019	WAXIE SANITARY SUPPLY	843.80	Hospital Supplies
167828	12/12/2019	CR BARD, INC	195.00	Hospital Supplies
167833	12/12/2019	EDGE PHARMACEUTICALS, LLC	419.52	Hospital Supplies
EFT000000005446	12/12/2019	BREG INC	273.75	Hospital Supplies

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EFT00000005447	12/12/2019	BSN MEDICAL INC	246.23	Hospital Supplies
EFT00000005450	12/12/2019	HARDY DIAGNOSTICS	283.06	Hospital Supplies
EFT00000005451	12/12/2019	IN PRO CORPORATION	411.84	Hospital Supplies
168020	12/19/2019	AESCLAP INC	161.75	Hospital Supplies
168022	12/19/2019	AMAZON.COM CREDIT PLAN	2,765.19	Hospital Supplies
168025	12/19/2019	APPLIED MEDICAL	395.00	Hospital Supplies
168026	12/19/2019	ARTHREX INC.	480.00	Hospital Supplies
168028	12/19/2019	B BRAUN MEDICAL INC.	2,328.16	Hospital Supplies
168032	12/19/2019	BG MEDICAL LLC	1,405.00	Hospital Supplies
168038	12/19/2019	CARDINAL HEALTH/V. MUELLER	6,022.10	Hospital Supplies
168045	12/19/2019	CONMED CORPORATION	151.60	Hospital Supplies
168046	12/19/2019	COOK MEDICAL INCORPORATED	285.00	Hospital Supplies
168069	12/19/2019	GEM MEDICAL SUPPLIES, LLC	595.60	Hospital Supplies
168070	12/19/2019	GENERAL HOSPITAL SUPPLY CORPORATION	221.00	Hospital Supplies
168080	12/19/2019	INNOVATIVE PRODUCTS INC.	130.95	Hospital Supplies
168085	12/19/2019	KARL STORZ ENDOSCOPY-AMERICA	11,396.40	Hospital Supplies
168101	12/19/2019	M V A P MEDICAL SUPPLIES, INC.	300.00	Hospital Supplies
168107	12/19/2019	OWENS & MINOR 90005430	4,177.48	Hospital Supplies
168126	12/19/2019	STERIS CORPORATION	2,279.41	Hospital Supplies
168130	12/19/2019	TRI-ANIM HEALTH SERVICES INC	430.27	Hospital Supplies
168057	12/19/2019	EDGE PHARMACEUTICALS, LLC	914.43	Hospital Supplies
168071	12/19/2019	GETINGE USA SALES, LLC	624.92	Hospital Supplies
168009	12/19/2019	LAERDAL MEDICAL CORP	595.00	Hospital Supplies
EFT00000005471	12/19/2019	MODER MEDICAL SYSTEMS INC	641.12	Hospital Supplies
EFT00000005473	12/19/2019	BREG INC	919.83	Hospital Supplies
EFT00000005476	12/19/2019	HARDY DIAGNOSTICS	798.18	Hospital Supplies
EFT00000005480	12/19/2019	OVATION MEDICAL	899.00	Hospital Supplies
168140	12/24/2019	ABBOTT LABORATORIES	1,418.59	Hospital Supplies
168142	12/24/2019	AESCLAP INC	149.52	Hospital Supplies
168144	12/24/2019	ALPHA SOURCE INC	287.50	Hospital Supplies
168146	12/24/2019	APPLIED MEDICAL	8,166.00	Hospital Supplies
168150	12/24/2019	B BRAUN MEDICAL INC.	2,918.16	Hospital Supplies
168147	12/24/2019	BARD PERIPHERAL VASCULAR INC	1,044.00	Hospital Supplies
168148	12/24/2019	BAXTER HEALTHCARE CORPORATION	848.39	Hospital Supplies
168149	12/24/2019	BAYER HEALTHCARE LLC	1,858.86	Hospital Supplies
168152	12/24/2019	BG MEDICAL LLC	2,050.00	Hospital Supplies
168156	12/24/2019	BOSTON SCIENTIFIC CORP	990.12	Hospital Supplies
168158	12/24/2019	CARDINAL HEALTH/V. MUELLER	31,566.42	Hospital Supplies
168163	12/24/2019	CONE INSTRUMENTS	199.95	Hospital Supplies
168164	12/24/2019	CONMED CORPORATION	836.10	Hospital Supplies
168165	12/24/2019	COOK MEDICAL INCORPORATED	3,883.17	Hospital Supplies
168171	12/24/2019	DIAGNOSTICA STAGO INC	1,428.40	Hospital Supplies
168185	12/24/2019	GYNEX CORP	115.40	Hospital Supplies
168186	12/24/2019	HEALTHCARE LOGISTICS INC	212.25	Hospital Supplies
168190	12/24/2019	HILL-ROM	160.23	Hospital Supplies
168191	12/24/2019	HOLOGIC, INC.	2,894.00	Hospital Supplies
168195	12/24/2019	KCI USA	243.15	Hospital Supplies
168242	12/24/2019	LEICA BIOSYSTEMS RICHMOND	663.78	Hospital Supplies
168206	12/24/2019	M V A P MEDICAL SUPPLIES, INC.	425.00	Hospital Supplies
168198	12/24/2019	MARKET LAB, INC	397.25	Hospital Supplies
168199	12/24/2019	MCKESSON MEDICAL-SURGICAL	359.34	Hospital Supplies
168202	12/24/2019	MICROTEK MEDICAL INC.	429.18	Hospital Supplies
168203	12/24/2019	MINDRAY DS USA, INC.	274.56	Hospital Supplies
168207	12/24/2019	NATUS MEDICAL INC	82.12	Hospital Supplies

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168208	12/24/2019	NEOTECH PRODUCTS, INC	82.25	Hospital Supplies
168210	12/24/2019	OLYMPUS AMERICA INC	548.11	Hospital Supplies
168212	12/24/2019	OWENS & MINOR 90005430	13,705.21	Hospital Supplies
168213	12/24/2019	PERFORMANCE HEALTH SUPPLY INC	27.10	Hospital Supplies
168219	12/24/2019	QUESET MEDICAL	230.46	Hospital Supplies
168223	12/24/2019	RESPIRONICS	278.00	Hospital Supplies
168230	12/24/2019	SMITHS MEDICAL ASD INC	436.05	Hospital Supplies
168231	12/24/2019	SPACELABS MEDICAL	13,564.98	Hospital Supplies
168237	12/24/2019	STERIS CORPORATION	5,852.49	Hospital Supplies
168250	12/24/2019	TRI-ANIM HEALTH SERVICES INC	702.94	Hospital Supplies
168252	12/24/2019	UTAH MEDICAL PRODUCTS INC	567.12	Hospital Supplies
168255	12/24/2019	WAXIE SANITARY SUPPLY	6,652.35	Hospital Supplies
168167	12/24/2019	CR BARD, INC	195.00	Hospital Supplies
168182	12/24/2019	GETINGE USA SALES, LLC	515.00	Hospital Supplies
EFT00000005488	12/24/2019	APPLIED CARDIAC SYSTEM	3,645.00	Hospital Supplies
EFT00000005491	12/24/2019	BEEKLEY CORPORATION	166.00	Hospital Supplies
EFT00000005493	12/24/2019	BREG INC	227.21	Hospital Supplies
EFT00000005499	12/24/2019	HARDY DIAGNOSTICS	1,333.42	Hospital Supplies
EFT00000005510	12/24/2019	STRYKER INSTRUMENTS	822.82	Hospital Supplies
167873	12/12/2019	PARAGON 28 INC.	4,560.84	Implant Supplies
168129	12/19/2019	TREACE MEDICAL CONCEPTS, INC.	5,590.00	Implant Supplies
EFT00000005427	12/5/2019	CIVCO MEDICAL INSTRUMENTS	746.00	Instruments
167906	12/12/2019	PROVIDENT LIFE & ACCIDENT	23,980.51	Insurance Premium
168243	12/24/2019	INSURANCE REFUND	75.00	Insurance Refund
167768	12/5/2019	INSURANCE REFUND	2,046.32	Insurance Refund
167784	12/5/2019	INSURANCE REFUND	375.00	Insurance Refund
167946	12/19/2019	INSURANCE REFUND	1,507.68	Insurance Refund
167977	12/19/2019	INSURANCE REFUND	465.56	Insurance Refund
167984	12/19/2019	INSURANCE REFUND	47.04	Insurance Refund
167952	12/19/2019	INSURANCE REFUND	70.00	Insurance Refund
167972	12/19/2019	INSURANCE REFUND	492.02	Insurance Refund
168006	12/19/2019	INSURANCE REFUND	51.72	Insurance Refund
168007	12/19/2019	INSURANCE REFUND	12.06	Insurance Refund
167959	12/19/2019	INSURANCE REFUND	110.20	Insurance Refund
167988	12/19/2019	INSURANCE REFUND	1,169.07	Insurance Refund
168016	12/19/2019	INSURANCE REFUND	88.35	Insurance Refund
167926	12/19/2019	INSURANCE REFUND	1,200.80	Insurance Refund
167924	12/19/2019	INSURANCE REFUND	56.05	Insurance Refund
167925	12/19/2019	INSURANCE REFUND	293.04	Insurance Refund
167956	12/19/2019	INSURANCE REFUND	56.05	Insurance Refund
167958	12/19/2019	INSURANCE REFUND	56.05	Insurance Refund
167961	12/19/2019	INSURANCE REFUND	56.05	Insurance Refund
167978	12/19/2019	INSURANCE REFUND	56.05	Insurance Refund
167934	12/19/2019	INSURANCE REFUND	449.33	Insurance Refund
167943	12/19/2019	INSURANCE REFUND	1,124.24	Insurance Refund
167960	12/19/2019	INSURANCE REFUND	987.37	Insurance Refund
167671	12/5/2019	AMERICAN ASSOCIATION OF BIOANALYSTS	349.00	Laboratory Services
167800	12/12/2019	AMERICAN ASSOCIATION OF BIDANALYSTS	643.00	Laboratory Services
167863	12/12/2019	METABOLIC NEWBORN SCREENING	3,444.00	Laboratory Services
168097	12/19/2019	METABOLIC NEWBORN SCREENING	1,700.00	Laboratory Services
EFT00000005490	12/24/2019	ARUP LABORATORIES, INC.	55,349.17	Laboratory Services
167684	12/5/2019	CARDINAL HEALTH	27,722.01	Laboratory Supplies
167687	12/5/2019	CEPHEID	1,143.50	Laboratory Supplies
167708	12/5/2019	FISHER HEALTHCARE	9,398.56	Laboratory Supplies

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167732	12/5/2019	MEDIVATORS REPROCESSING SYSTEM	218.00	Laboratory Supplies
167722	12/5/2019	PLATINUM CODE	192.02	Laboratory Supplies
167680	12/5/2019	BIOFIRE DIAGNOSTICS, LLC	5,790.00	Laboratory Supplies
167763	12/5/2019	STATLAB MEDICAL PRODUCTS, INC	1,999.35	Laboratory Supplies
EFT000000005425	12/5/2019	BIO-RAD LABORATORIES	3,048.64	Laboratory Supplies
EFT000000005434	12/5/2019	ORTHO-CLINICAL DIAGNOSTICS INC	245.45	Laboratory Supplies
167813	12/12/2019	BECKMAN COULTER, INC	154.18	Laboratory Supplies
167818	12/12/2019	CARDINAL HEALTH	7,850.75	Laboratory Supplies
167841	12/12/2019	FISHER HEALTHCARE	613.90	Laboratory Supplies
167815	12/12/2019	BIOFIRE DIAGNOSTICS, LLC	4,050.00	Laboratory Supplies
EFT000000005445	12/12/2019	BIO-RAD LABORATORIES	1,520.91	Laboratory Supplies
EFT000000005456	12/12/2019	ORTHO-CLINICAL DIAGNOSTICS INC	1,788.49	Laboratory Supplies
EFT000000005459	12/12/2019	PDC HEALTHCARE	355.31	Laboratory Supplies
168023	12/19/2019	ANAEROBE SYSTEMS	24.00	Laboratory Supplies
168030	12/19/2019	BECKMAN COULTER, INC	333.80	Laboratory Supplies
168037	12/19/2019	CARDINAL HEALTH	732.83	Laboratory Supplies
168041	12/19/2019	CEPHID	4,355.80	Laboratory Supplies
168054	12/19/2019	FISHER HEALTHCARE	8,258.03	Laboratory Supplies
168093	12/19/2019	MEDIVATORS REPROCESSING SYSTEM	279.00	Laboratory Supplies
168081	12/19/2019	PLATINUM CODE	192.02	Laboratory Supplies
EFT000000005472	12/19/2019	BIO-RAD LABORATORIES	3,634.36	Laboratory Supplies
EFT000000005479	12/19/2019	ORTHO-CLINICAL DIAGNOSTICS INC	1,884.95	Laboratory Supplies
EFT000000005482	12/19/2019	PDC HEALTHCARE	1,614.29	Laboratory Supplies
168151	12/24/2019	BECKMAN COULTER, INC	1,372.56	Laboratory Supplies
168157	12/24/2019	CARDINAL HEALTH	26,973.75	Laboratory Supplies
168160	12/24/2019	CEPHID	230.00	Laboratory Supplies
168178	12/24/2019	FISHER HEALTHCARE	5,217.54	Laboratory Supplies
168154	12/24/2019	BIOFIRE DIAGNOSTICS, LLC	4,050.00	Laboratory Supplies
EFT000000005492	12/24/2019	BIO-RAD LABORATORIES	3,672.48	Laboratory Supplies
EFT000000005503	12/24/2019	ORTHO-CLINICAL DIAGNOSTICS INC	245.45	Laboratory Supplies
EFT000000005433	12/5/2019	MARTIN-RAY LAUNDRY SYSTEMS	290.39	Laundry Supplies
EFT000000005455	12/12/2019	MARTIN-RAY LAUNDRY SYSTEMS	1,096.32	Laundry Supplies
168048	12/19/2019	CROWLEY FLECK ATTORNEYS	1,045.00	Legal Fees
168216	12/24/2019	PHILLIPS LAW, LLC	2,381.00	Legal Fees
W/T	12/20/2019	HUNTINGTON BANK	10,000.00	Legal Fees
168043	12/19/2019	CITY OF ROCK SPRINGS	429.00	License/Fees
167783	12/5/2019	WYOMING SECRETARY OF STATE	30.00	Licenses & Taxes
168138	12/19/2019	WY DEPT OF ENVIRONMENT, QUALITY	200.00	Licenses & Taxes
167867	12/12/2019	NEW YORK LIFE INSURANCE COMPANY	3,305.24	Life Insurance
168233	12/24/2019	STANDARD TEXTILE	362.76	Linon
167691	12/5/2019	COMPHEALTH, INC.	53,703.78	Locum Tenens
167780	12/5/2019	WEATHERBY LOCUMS, INC	9,478.96	Locum Tenens
167778	12/5/2019	DR. WAGNER VERONESE	11,891.79	Locum Tenens
168267	12/31/2019	COMPHEALTH, INC.	78,391.74	Locum Tenens
168270	12/31/2019	WEATHERBY LOCUMS, INC	69,694.18	Locum Tenens
167728	12/5/2019	LOCUM TENENS.COM	55,760.65	Locum Tenens
167665	12/4/2019	AUTOSPA, INC	100.00	Maintenance & Repair
167698	12/5/2019	CRUM ELECTRIC SUPPLY COMPANY	6.93	Maintenance & Repair
167717	12/5/2019	HIGH SECURITY LOCK & ALARM	36.00	Maintenance & Repair
167721	12/5/2019	HOSE & RUBBER	131.88	Maintenance & Repair
167760	12/5/2019	SOUTHWEST DOORS	105.00	Maintenance & Repair
167764	12/5/2019	STEALTH TECHNOLOGIES C.S.	1,485.66	Maintenance & Repair
167668	12/5/2019	ALLIED GLASS SERVICE	275.00	Maintenance & Repair
167781	12/5/2019	WERNLI, INC.	3,265.81	Maintenance & Repair

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EFT000000005435	12/5/2019	PARTSSOURCE	145.96	Maintenance & Repair
EFT000000005438	12/5/2019	SERVO	1,195.49	Maintenance & Repair
167810	12/12/2019	BADGER DAYLIGHTING CORP	3,689.01	Maintenance & Repair
167816	12/12/2019	BOBCAT OF CASPER	169.00	Maintenance & Repair
167830	12/12/2019	CUMMINS ROCKY MOUNTAIN, LLC	349.58	Maintenance & Repair
167919	12/12/2019	SERVO	9,326.54	Maintenance & Repair
167793	12/12/2019	ABLE EQUIPMENT CO. (BUSTER INC.)	2,223.15	Maintenance & Repair
167806	12/12/2019	ASPEN CONSTRUCTION	7,200.00	Maintenance & Repair
167835	12/12/2019	ENTRY SYSTEMS INC.	540.00	Maintenance & Repair
167872	12/12/2019	PARADISE FLOORING & DESIGN INC.	1,687.00	Maintenance & Repair
167877	12/12/2019	PLAN ONE/ARCHITECTS	1,885.00	Maintenance & Repair
EFT000000005457	12/12/2019	PARTSSOURCE	3,668.71	Maintenance & Repair
168034	12/19/2019	BOBCAT OF CASPER	109.66	Maintenance & Repair
168077	12/19/2019	HIGH SECURITY LOCK & ALARM	37.50	Maintenance & Repair
168044	12/19/2019	COMPRESSION LEASING SERVICES, INC	1,970.36	Maintenance & Repair
168099	12/19/2019	MONEYHUN EQUIPMENT SALES & SERVICE CO INC	1,100.00	Maintenance & Repair
EFT000000005474	12/19/2019	COLORADO DOORWAYS, INC	953.55	Maintenance & Repair
EFT000000005481	12/19/2019	PARTSSOURCE	387.00	Maintenance & Repair
168155	12/24/2019	BOBCAT OF CASPER	98.67	Maintenance & Repair
168161	12/24/2019	CLARK'S QUALITY ROOFING, INC	324.00	Maintenance & Repair
168179	12/24/2019	FLOORING PROFESSIONALS INC	413.75	Maintenance & Repair
168241	12/24/2019	SURFACES	411.00	Maintenance & Repair
168232	12/24/2019	SPECIALTY WATER TECHNOLOGIES INC	451.61	Maintenance & Repair
EFT000000005494	12/24/2019	CARRIER COMMERCIAL SERVICE	1,685.00	Maintenance & Repair
EFT000000005504	12/24/2019	PARTSSOURCE	1,583.82	Maintenance & Repair
EFT000000005508	12/24/2019	SERVO	4,725.00	Maintenance & Repair
167676	12/5/2019	BARD ACCESS SYSTEMS	1,340.49	Maintenance Supplies
167609	12/5/2019	CODALE ELECTRIC SUPPLY, INC	1,010.00	Maintenance Supplies
167711	12/5/2019	GRAINGER	121.60	Maintenance Supplies
167720	12/5/2019	HOME DEPOT	549.01	Maintenance Supplies
167773	12/5/2019	UNIPOWER	545.97	Maintenance Supplies
EFT000000005420	12/5/2019	ACE HARDWARE	162.68	Maintenance Supplies
EFT000000005423	12/5/2019	ALPINE PURE SOFT WATER	676.20	Maintenance Supplies
EFT000000005436	12/5/2019	ROCK SPRINGS WINNELSON CO	812.57	Maintenance Supplies
EFT000000005439	12/5/2019	SHERWIN WILLIAMS CO	144.78	Maintenance Supplies
167822	12/12/2019	CODALE ELECTRIC SUPPLY, INC	890.75	Maintenance Supplies
167844	12/12/2019	GRAINGER	32.00	Maintenance Supplies
167848	12/12/2019	HOME DEPOT	540.39	Maintenance Supplies
EFT000000005461	12/12/2019	ROCK SPRINGS WINNELSON CO	1,279.55	Maintenance Supplies
168027	12/19/2019	BARD ACCESS SYSTEMS	212.20	Maintenance Supplies
168072	12/19/2019	GRAINGER	2,161.79	Maintenance Supplies
168103	12/19/2019	NAPA AUTO PARTS	80.25	Maintenance Supplies
168059	12/19/2019	EMEDCO	167.71	Maintenance Supplies
168100	12/19/2019	MOUNTAIN STATES SUPPLY CO.	1,133.00	Maintenance Supplies
EFT000000005467	12/19/2019	ACE HARDWARE	332.16	Maintenance Supplies
EFT000000005469	12/19/2019	ALPINE PURE SOFT WATER	676.20	Maintenance Supplies
EFT000000005484	12/19/2019	ROCK SPRINGS WINNELSON CO	5,069.94	Maintenance Supplies
EFT000000005486	12/19/2019	ULINE, INC	66.50	Maintenance Supplies
168183	12/24/2019	GRAINGER	629.66	Maintenance Supplies
168194	12/24/2019	ISI WATER CHEMISTRIES	2,475.40	Maintenance Supplies
168205	12/24/2019	MOUNTAIN STATES SUPPLY CO.	1,207.47	Maintenance Supplies
EFT000000005487	12/24/2019	ACE HARDWARE	225.14	Maintenance Supplies
EFT000000005506	12/24/2019	ROBERT I MERRILL COMPANY	4,740.00	Maintenance Supplies
EFT000000005507	12/24/2019	ROCK SPRINGS WINNELSON CO	1,403.93	Maintenance Supplies

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EFT00000005509	12/24/2019	SHERWIN WILLIAMS CO	284.69	Maintenance Supplies
EFT00000005500	12/24/2019	PACE ANALYTICAL SERVICES, LLC	173.00	Maintenance Supplies
167679	12/5/2019	BECTON DICKINSON	590.00	Med Surg Supplies
167741	12/5/2019	MUSCULOSKELETAL TRANSPLANT FOUNDATION	789.33	Med Surg Supplies
167814	12/12/2019	BECTON DICKINSON	739.20	Med Surg Supplies
167900	12/12/2019	TELEFLEX LLC	139.50	Med Surg Supplies
168031	12/19/2019	BECTON DICKINSON	506.00	Med Surg Supplies
168128	12/19/2019	TELEFLEX LLC	1,284.24	Med Surg Supplies
168246	12/24/2019	TELEFLEX LLC	2,472.00	Med Surg Supplies
168184	12/24/2019	GREEN RIVER CHAMBER OF COMMERCE	865.00	Membership Fee
167864	12/12/2019	MHSC-FOUNDATION	1,049.86	MHSC Foundation
168260	12/24/2019	MHSC-FOUNDATION	1,067.36	MHSC Foundation
167681	12/5/2019	BONE FOAM INC.	757.74	Minor Equipment
167688	12/5/2019	CIVCO RADIOTHERAPY	440.00	Minor Equipment
167692	12/5/2019	CONTROL SOLUTIONS, INC	294.00	Minor Equipment
167669	12/5/2019	THE ALTERNATIVE SOURCE MEDICAL, LLC	4,510.00	Minor Equipment
EFT00000005437	12/5/2019	ROYCE ROLLS RINGER CO	2,188.00	Minor Equipment
W/T	12/5/2019	SIEMENS EDI	9,017.12	Minor Equipment
167887	12/12/2019	SEASONICS, INC	199.97	Minor Equipment
168082	12/19/2019	JACKSON LUMBER, INC	3,829.97	Minor Equipment
167901	12/12/2019	TERMINIX OF WYOMING	637.00	Monthly Pest Control
168247	12/24/2019	TERMINIX OF WYOMING	237.00	Monthly Pest Control
167733	12/5/2019	MEDLINE INDUSTRIES INC	1,126.99	Non Medical Supplies
167747	12/5/2019	ORIENTAL TRADING COMPANY	43.44	Non Medical Supplies
167758	12/5/2019	SMILEMAKERS	239.35	Non Medical Supplies
167862	12/12/2019	MEDLINE INDUSTRIES INC	1,195.02	Non Medical Supplies
167871	12/12/2019	OPTUM360 LLC	241.40	Non Medical Supplies
168050	12/19/2019	CURRENT TECHNOLOGY, INC	28.20	Non Medical Supplies
168086	12/19/2019	FOLLETT CORPORATION	282.41	Non Medical Supplies
168094	12/19/2019	MEDLINE INDUSTRIES INC	756.51	Non Medical Supplies
168119	12/19/2019	SMILEMAKERS	227.84	Non Medical Supplies
168201	12/24/2019	MEDLINE INDUSTRIES INC	1,486.00	Non Medical Supplies
167704	12/5/2019	ENCOMPASS GROUP, LLC	483.84	Office Supplies
167762	12/5/2019	STAPLES BUSINESS ADVANTAGE	4,197.59	Office Supplies
167891	12/12/2019	STANDARD REGISTER COMPANY	362.26	Office Supplies
167892	12/12/2019	STAPLES BUSINESS ADVANTAGE	460.96	Office Supplies
167856	12/12/2019	LABELMATCH	89.95	Office Supplies
EFT00000005463	12/12/2019	SMYTH PRINTING	1,997.25	Office Supplies
168079	12/19/2019	IDENTISYS INC	3,580.00	Office Supplies
168124	12/19/2019	STANDARD REGISTER COMPANY	849.46	Office Supplies
168125	12/19/2019	STAPLES BUSINESS ADVANTAGE	832.41	Office Supplies
168123	12/19/2019	SPECIALTY INCENTIVES, INC.	202.73	Office Supplies
168234	12/24/2019	STANDARD REGISTER COMPANY	5,679.80	Office Supplies
168235	12/24/2019	STAPLES BUSINESS ADVANTAGE	282.76	Office Supplies
168196	12/24/2019	LABELMATCH	97.95	Office Supplies
167743	12/5/2019	NANOSONICS, INC	140.00	Other Medical Surgical Supplies
167883	12/12/2019	ROCK SPRINGS IV. CENTER	955.79	Other Medical Surgical Supplies
168033	12/19/2019	BLUE ENDO	279.61	Other Medical Surgical Supplies
168224	12/24/2019	ROCK SPRINGS IV. CENTER	39.13	Other Medical Surgical Supplies
168145	12/24/2019	ALTA MEDICAL SPECIALTIES	216.50	Other Medical Surgical Supplies
168173	12/24/2019	EMERSON HEALTHCARE, LLC	685.00	Other Medical Surgical Supplies
168042	12/19/2019	CITY CAB	21.00	Other Purchased Services
167726	12/5/2019	QUICK RESPONSE TAXI	30.00	Other Purchased Services
167858	12/12/2019	QUICK RESPONSE TAXI	40.00	Other Purchased Services

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168067	12/19/2019	FOTOS BY JENNI	682.50	Other Purchased Services
168075	12/19/2019	HARPERDB, INC.	2,129.04	Other Purchased Services
168091	12/19/2019	QUICK RESPONSE TAXI	155.00	Other Purchased Services
168118	12/19/2019	SCORPION HEALTHCARE LLC	2,049.00	Other Purchased Services
168197	12/24/2019	QUICK RESPONSE TAXI	50.00	Other Purchased Services
168141	12/24/2019	ADVANCED MEDICAL REVIEWS, INC	158.43	Other Purchased Services
EFT00000005422	12/5/2019	AIRGAS INTERMOUNTAIN INC	611.21	Oxygen Rental
EFT00000005443	12/12/2019	AIRGAS INTERMOUNTAIN INC	929.99	Oxygen Rental
EFT00000005468	12/19/2019	AIRGAS INTERMOUNTAIN INC	504.23	Oxygen Rental
EFT00000005489	12/24/2019	AIRGAS INTERMOUNTAIN INC	4,325.94	Oxygen Rental
167785	12/5/2019	PATIENT REFUND	400.00	Patient Refund
167786	12/5/2019	PATIENT REFUND	70.00	Patient Refund
167787	12/5/2019	PATIENT REFUND	25.00	Patient Refund
167918	12/12/2019	PATIENT REFUND	10.00	Patient Refund
167915	12/12/2019	PATIENT REFUND	40.00	Patient Refund
167916	12/12/2019	PATIENT REFUND	14.56	Patient Refund
167917	12/12/2019	PATIENT REFUND	30.20	Patient Refund
167921	12/19/2019	PATIENT REFUND	17.70	Patient Refund
167922	12/19/2019	PATIENT REFUND	499.02	Patient Refund
167927	12/19/2019	PATIENT REFUND	9.74	Patient Refund
167928	12/19/2019	PATIENT REFUND	103.53	Patient Refund
167929	12/19/2019	PATIENT REFUND	38.99	Patient Refund
167930	12/19/2019	PATIENT REFUND	56.05	Patient Refund
167931	12/19/2019	PATIENT REFUND	100.01	Patient Refund
167932	12/19/2019	PATIENT REFUND	267.88	Patient Refund
167933	12/19/2019	PATIENT REFUND	38.15	Patient Refund
167935	12/19/2019	PATIENT REFUND	49.39	Patient Refund
167936	12/19/2019	PATIENT REFUND	63.23	Patient Refund
167937	12/19/2019	PATIENT REFUND	11.43	Patient Refund
167938	12/19/2019	PATIENT REFUND	28.60	Patient Refund
167939	12/19/2019	PATIENT REFUND	13.24	Patient Refund
167940	12/19/2019	PATIENT REFUND	20.09	Patient Refund
167941	12/19/2019	PATIENT REFUND	150.00	Patient Refund
167942	12/19/2019	PATIENT REFUND	1,571.25	Patient Refund
167944	12/19/2019	PATIENT REFUND	43.60	Patient Refund
167945	12/19/2019	PATIENT REFUND	7.91	Patient Refund
167947	12/19/2019	PATIENT REFUND	13.95	Patient Refund
167948	12/19/2019	PATIENT REFUND	53.26	Patient Refund
167949	12/19/2019	PATIENT REFUND	13.34	Patient Refund
167950	12/19/2019	PATIENT REFUND	525.35	Patient Refund
167951	12/19/2019	PATIENT REFUND	55.44	Patient Refund
167952	12/19/2019	PATIENT REFUND	40.09	Patient Refund
167953	12/19/2019	PATIENT REFUND	259.25	Patient Refund
167954	12/19/2019	PATIENT REFUND	122.55	Patient Refund
167955	12/19/2019	PATIENT REFUND	19.29	Patient Refund
167956	12/19/2019	PATIENT REFUND	47.76	Patient Refund
167957	12/19/2019	PATIENT REFUND	235.60	Patient Refund
167958	12/19/2019	PATIENT REFUND	50.00	Patient Refund
167963	12/19/2019	PATIENT REFUND	5.16	Patient Refund
167964	12/19/2019	PATIENT REFUND	61.69	Patient Refund
167965	12/19/2019	PATIENT REFUND	27.42	Patient Refund
167967	12/19/2019	PATIENT REFUND	24.11	Patient Refund
168017	12/19/2019	PATIENT REFUND	261.00	Patient Refund
168018	12/19/2019	PATIENT REFUND	139.00	Patient Refund

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167970	12/19/2019	PATIENT REFUND	69.12	Patient Refund
167969	12/19/2019	PATIENT REFUND	50.00	Patient Refund
168019	12/19/2019	PATIENT REFUND	200.00	Patient Refund
167973	12/19/2019	PATIENT REFUND	145.60	Patient Refund
167974	12/19/2019	PATIENT REFUND	15.58	Patient Refund
167975	12/19/2019	PATIENT REFUND	35.00	Patient Refund
167976	12/19/2019	PATIENT REFUND	18.55	Patient Refund
167979	12/19/2019	PATIENT REFUND	476.13	Patient Refund
167980	12/19/2019	PATIENT REFUND	190.40	Patient Refund
167981	12/19/2019	PATIENT REFUND	704.72	Patient Refund
167982	12/19/2019	PATIENT REFUND	64.00	Patient Refund
167983	12/19/2019	PATIENT REFUND	52.19	Patient Refund
167985	12/19/2019	PATIENT REFUND	195.20	Patient Refund
167986	12/19/2019	PATIENT REFUND	268.80	Patient Refund
167987	12/19/2019	PATIENT REFUND	68.42	Patient Refund
167923	12/19/2019	PATIENT REFUND	45.03	Patient Refund
167989	12/19/2019	PATIENT REFUND	291.60	Patient Refund
167990	12/19/2019	PATIENT REFUND	572.37	Patient Refund
167991	12/19/2019	PATIENT REFUND	100.00	Patient Refund
167992	12/19/2019	PATIENT REFUND	213.12	Patient Refund
167993	12/19/2019	PATIENT REFUND	83.60	Patient Refund
167994	12/19/2019	PATIENT REFUND	205.80	Patient Refund
167995	12/19/2019	PATIENT REFUND	336.00	Patient Refund
167996	12/19/2019	PATIENT REFUND	7.70	Patient Refund
167997	12/19/2019	PATIENT REFUND	794.32	Patient Refund
167998	12/19/2019	PATIENT REFUND	85.00	Patient Refund
167999	12/19/2019	PATIENT REFUND	976.00	Patient Refund
168000	12/19/2019	PATIENT REFUND	164.72	Patient Refund
168001	12/19/2019	PATIENT REFUND	249.92	Patient Refund
168002	12/19/2019	PATIENT REFUND	724.80	Patient Refund
168003	12/19/2019	PATIENT REFUND	49.85	Patient Refund
168004	12/19/2019	PATIENT REFUND	275.50	Patient Refund
168005	12/19/2019	PATIENT REFUND	192.36	Patient Refund
168006	12/19/2019	PATIENT REFUND	11.44	Patient Refund
168009	12/19/2019	PATIENT REFUND	24.00	Patient Refund
168010	12/19/2019	PATIENT REFUND	40.00	Patient Refund
168011	12/19/2019	PATIENT REFUND	1,057.92	Patient Refund
168012	12/19/2019	PATIENT REFUND	38.56	Patient Refund
168013	12/19/2019	PATIENT REFUND	32.18	Patient Refund
168014	12/19/2019	PATIENT REFUND	17.33	Patient Refund
168015	12/19/2019	PATIENT REFUND	18.00	Patient Refund
168271	12/31/2019	PATIENT REFUND	95.00	Patient Refund
167905	12/12/2019	UNITED WAY OF SWEETWATER COUNTY	334.47	Payroll Deduction
168264	12/24/2019	UNITED WAY OF SWEETWATER COUNTY	344.28	Payroll Deduction
167838	12/12/2019	FAMILY SUPPORT REGISTRY	403.84	Payroll Garnishment
167893	12/12/2019	STATE OF WYOMING DFS/CSES	1,705.74	Payroll Garnishment
167896	12/12/2019	SWEETWATER CIRCUIT COURT	687.90	Payroll Garnishment
167903	12/12/2019	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
168259	12/24/2019	FAMILY SUPPORT REGISTRY	403.84	Payroll Garnishment
168261	12/24/2019	STATE OF WYOMING DFS/CSES	1,629.58	Payroll Garnishment
168262	12/24/2019	SWEETWATER CIRCUIT COURT	1,293.29	Payroll Garnishment
168263	12/24/2019	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
W/T	12/10/2019	PAYROLL 25	1,450,000.00	Payroll Transfer
W/T	12/23/2019	PAYROLL 26	1,500,000.00	Payroll Transfer

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167736	12/5/2019	MHSC - PETTY CASH	50.00	Petty Cash
167865	12/12/2019	MHSC - PETTY CASH	26.55	Petty Cash
168039	12/19/2019	CARDINAL HEALTH PHARMACY MGMT	604,846.39	Pharmacy Management
167724	12/5/2019	JOHN A. ILIYA, M.D.	21,000.00	Physician Services
167794	12/12/2019	ADVANCED MEDICAL IMAGING, LLC	17,112.00	Physician Services
168248	12/24/2019	THE SLEEP SPECIALISTS	8,750.00	Physician Services
168251	12/24/2019	UNIVERSITY OF UTAH HEALTH CARE	92,626.67	Physician Services
167845	12/12/2019	GREAT LAKES	5,000.01	Physician Student Loan
168052	12/19/2019	DEPARTMENT OF EDUCATION	3,861.44	Physician Student Loan
168054	12/19/2019	DISCOVER STUDENT LOANS	539.64	Physician Student Loan
168055	12/19/2019	DRB EDUCATION FINANCE	5,833.33	Physician Student Loan
168063	12/19/2019	FEDLOAN SERVICING	11,712.49	Physician Student Loan
168073	12/19/2019	GREAT LAKES	1,666.67	Physician Student Loan
168104	12/19/2019	NAVIENT	1,347.03	Physician Student Loan
168105	12/19/2019	NAVIENT	1,500.00	Physician Student Loan
168106	12/19/2019	NELNET LOAN SERVICES, INC	719.89	Physician Student Loan
168135	12/19/2019	US DEPARTMENT OF EDUCATION	2,500.00	Physician Student Loan
168083	12/19/2019	DR. JACQUES DENKER	6,498.33	Physician Student Loan
168265	12/24/2019	US DEPARTMENT OF EDUCATION	329.90	Physician Student Loan
168109	12/19/2019	POSTMASTER	454.00	Postage
167776	12/5/2019	VEREYS INC.	55.00	Professional Service
167715	12/5/2019	HEININGER ENTERPRISES, LLC	4,551.00	Professional Service
167740	12/5/2019	MOUNTAIN STATES MEDICAL PHYSICS	7,237.15	Professional Service
167857	12/12/2019	CUFTON LARSON ALLEN LLP	1,450.00	Professional Service
167866	12/12/2019	MILE HIGH MOBILE PET	8,620.00	Professional Service
168121	12/19/2019	SOUTHWEST COUNSELING SERVICE	100.00	Professional Service
EFT000000005485	12/19/2019	SWEETWATER MEDICS LLC	2,305.00	Professional Service
168174	12/24/2019	CE BROKER	267.24	Professional Service
168258	12/24/2019	WYOMING DEPARTMENT OF HEALTH	192.00	Professional Service
EFT000000005512	12/24/2019	WESTERN STAR COMMUNICATIONS	777.90	Professional Service
167751	12/5/2019	RADIATION DETECTION COMPANY	10.00	Radiation Monitoring
168112	12/19/2019	RADIATION DETECTION COMPANY	23.00	Radiation Monitoring
168221	12/24/2019	RADIATION DETECTION COMPANY	4.50	Radiation Monitoring
168096	12/19/2019	MERRY X-RAY	76.66	Radiology Film
167683	12/5/2019	BRACCO DIAGNOSTICS INC	1,036.78	Radiology Material
EFT000000005432	12/5/2019	LANTHEUS MEDICAL IMAGING, INC	3,330.13	Radiology Material
EFT000000005429	12/5/2019	GE HEALTHCARE INC	509.55	Radiology Material
EFT000000005454	12/12/2019	LANTHEUS MEDICAL IMAGING, INC	1,069.06	Radiology Material
EFT000000005458	12/12/2019	PHARMALLIGENCE, INC	373.00	Radiology Material
EFT000000005476	12/19/2019	LANTHEUS MEDICAL IMAGING, INC	5,001.17	Radiology Material
168193	12/24/2019	INTERMOUNTAIN RADIOPHARMACY - UNIVERSITY OF UTAH	1,710.00	Radiology Material
EFT000000005502	12/24/2019	LANTHEUS MEDICAL IMAGING, INC	9,990.39	Radiology Material
EFT000000005505	12/24/2019	PHARMALLIGENCE, INC	2,348.00	Radiology Material
167675	12/5/2019	DR. BANU SYMMINGTON	1,190.00	Reimbursement - CME
167734	12/5/2019	DR. MELINDA POYER	2,000.00	Reimbursement - CME
167757	12/5/2019	DR. SIGSBEE DUCK	1,008.10	Reimbursement - CME
167723	12/5/2019	JOCELYN PALINEK	4,671.89	Reimbursement - CME
167809	12/12/2019	AUGUSTO JAMIAS	3,565.00	Reimbursement - CME
168266	12/31/2019	DR. BANU SYMMINGTON	2,137.38	Reimbursement - CME
168268	12/31/2019	ISRAEL STEWART, DO	904.00	Reimbursement - CME
168269	12/31/2019	JOSEPH J. OLIVER, M.D.	3,397.32	Reimbursement - CME
167729	12/5/2019	MARY TYLER	27.54	Reimbursement - Education & Travel
167725	12/5/2019	DR. JONATHAN SCHWARTZ	1,675.77	Reimbursement - Education & Travel
167737	12/5/2019	DR. MICHAEL NEYMAN	3,005.16	Reimbursement - Education & Travel

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167712	12/5/2019	GWEN MILLER	174.06	Reimbursement - Education & Travel
167749	12/5/2019	PATTY O'LEKEY	102.51	Reimbursement - Education & Travel
167753	12/5/2019	ROB FAIR	214.20	Reimbursement - Education & Travel
167771	12/5/2019	TINA FRULLO	12.24	Reimbursement - Education & Travel
167802	12/12/2019	ANGEL BENNETT	193.80	Reimbursement - Education & Travel
167852	12/12/2019	JENNIFER TAYLOR	1,072.88	Reimbursement - Education & Travel
167874	12/12/2019	PATTY O'LEKEY	36.01	Reimbursement - Education & Travel
168024	12/19/2019	ANGELIC RUBY	330.25	Reimbursement - Education & Travel
168086	12/19/2019	KELLY SUGIHARA	153.06	Reimbursement - Education & Travel
168090	12/19/2019	LARRY D. MACY	450.00	Reimbursement - Education & Travel
168113	12/19/2019	ROB FAIR	248.90	Reimbursement - Education & Travel
168117	12/19/2019	SAMANTHA WHITE	583.50	Reimbursement - Education & Travel
168169	12/24/2019	DANYLLE GOMEZ	361.60	Reimbursement - Education & Travel
168170	12/24/2019	DESEREE PADILLA	60.00	Reimbursement - Education & Travel
167672	12/5/2019	AMY LUCY	32.00	Reimbursement - Non Hospital Supplies
167799	12/12/2019	AMBER FISK	125.40	Reimbursement - Non Hospital Supplies
167803	12/12/2019	ANN FIEDOR	25.00	Reimbursement - Non Hospital Supplies
167829	12/12/2019	CRISTOL GREENE	19.65	Reimbursement - Non Hospital Supplies
167853	12/12/2019	KARALI FLONSKY	25.00	Reimbursement - Non Hospital Supplies
168036	12/19/2019	BRIANNA RICHARDS	14.70	Reimbursement - Non Hospital Supplies
168004	12/19/2019	JAN LAYNE	25.00	Reimbursement - Non Hospital Supplies
168007	12/19/2019	KERRY DOWNS	23.05	Reimbursement - Non Hospital Supplies
167670	12/5/2019	ALVARO HERNANDEZ	150.00	Reimbursement - Uniforms
W/T	12/10/2019	ABG 11/28/19	134,773.36	Retirement
W/T	12/23/2019	ABG 12/12/19	129,445.02	Retirement
168236	12/24/2019	STATE OF WYO.DEPT.OF REVENUE	1,180.28	Sales Tax Payment
167735	12/5/2019	MHSC MEDICAL STAFF	150.00	Scholarship
168035	12/19/2019	BOOKCLIFF SALES INC	81.68	Scrub Sale deductions
168074	12/19/2019	GREEN RIVER GIRLS SOFTBALL ASSOCIATION	200.00	Sponsorship
168114	12/19/2019	RSHS GIRLS BASKETBALL	200.00	Sponsorship
167739	12/5/2019	MOBILE INSTRUMENT SERVICE	5,300.00	Surgery Equipment
168098	12/19/2019	MOBILE INSTRUMENT SERVICE	1,859.00	Surgery Equipment
168204	12/24/2019	MOBILE INSTRUMENT SERVICE	2,912.25	Surgery Equipment
167667	12/5/2019	ALI MED INC	214.20	Surgery Supplies
167696	12/5/2019	COVIDIEN SALES LLC, DBA GIVEN IMAGING	1,494.26	Surgery Supplies
167766	12/5/2019	STRYKER ENDOSCOPY	719.00	Surgery Supplies
167769	12/5/2019	SYNTHES LTD	1,711.60	Surgery Supplies
167797	12/12/2019	ALI MED INC	265.03	Surgery Supplies
167823	12/12/2019	CONMED LINVATEC	31.50	Surgery Supplies
167827	12/12/2019	COVIDIEN SALES LLC, DBA GIVEN IMAGING	360.00	Surgery Supplies
167888	12/12/2019	SMITH & NEPHEW ENDOSCOPY INC	2,135.64	Surgery Supplies
167895	12/12/2019	STRYKER ENDOSCOPY	3,161.20	Surgery Supplies
167899	12/12/2019	SYNTHES LTD	32,340.00	Surgery Supplies
EFT000000005448	12/12/2019	COOPER SURGICAL	685.13	Surgery Supplies
168021	12/19/2019	ALI MED INC	454.16	Surgery Supplies
168047	12/19/2019	COVIDIEN SALES LLC, DBA GIVEN IMAGING	576.46	Surgery Supplies
168127	12/19/2019	SYNTHES LTD	10,735.40	Surgery Supplies
EFT000000005475	12/19/2019	COOPER SURGICAL	3,318.57	Surgery Supplies
168143	12/24/2019	ALI MED INC	129.24	Surgery Supplies
168168	12/24/2019	CR BARD INC	182.49	Surgery Supplies
168228	12/24/2019	SMITH & NEPHEW ENDOSCOPY INC	1,333.16	Surgery Supplies
168229	12/24/2019	SMITH & NEPHEW INC.	630.17	Surgery Supplies
168239	12/24/2019	STRYKER ENDOSCOPY	1,931.28	Surgery Supplies
168244	12/24/2019	SYNTHES LTD	31,905.27	Surgery Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
12/31/19

[illegible]

**Memorial Hospital of Sweetwater County
County Voucher Summary
as of month ending December 31, 2019**

Vouchers Submitted by MHSC at agreed discounted rate	
July 2019	\$0.00
August 2019	\$73,870.18
September 2019	\$0.00
October 2019	\$0.00
November 2019	\$65,432.31
December 2019	\$35,815.10
County Requested Total Vouchers Submitted	\$175,117.59
Total Vouchers Submitted FY 2020	\$175,117.59
Less: Total Approved by County and Received by MHSC FY 2020	\$139,302.49
Total Vouchers Pending Approval by County	\$35,815.10

FY20 Title 25 Fund Budget from Sweetwater County	\$262,548.00
Funds Received From Sweetwater County	\$139,302.49
FY20 Title 25 Fund Budget Remaining	\$123,245.51
Total Budgeted Vouchers Pending Submittal to County	\$0.00

FY20 Maintenance Fund Budget from Sweetwater County	\$1,650,456.00
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
County Maintenance FY20 - December	\$181,511.34
	\$708,554.26
FY20 Maintenance Fund Budget Remaining	\$941,901.74

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

Wednesday~ February 26, 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	Dr. Larry Lauridsen
Dr. Augusto Jamias	

Guests:

Jeff Smith, Commission
Tracie Soller

Jim Horan
Alicia Mackie

Leslie Taylor

- | | |
|--|--------------|
| I. Call Meeting to Order | Marty Kelsey |
| II. Approve January 30, 2020 Meeting Minutes | Marty Kelsey |
| III. Capital Requests FY 20 | Marty Kelsey |
| IV. Financial Report | |
| A. Monthly Financial Statements & Statistical Data | |
| 1. Narratives | Tami Love |
| 2. Financial Information | Tami Love |
| 3. Budget Adherence | Tami Love |
| B. Other Business | |
| 1. Preliminary Bad Debt | Ron Cheese |
| V. Old Business | |
| A. Peritoneal Dialysis Update | Ron Cheese |
| B. Review Charter | Tami Love |
| VI. New Business | |
| A. Self-pay Plan | Tami Love |
| B. Financial Forum Discussion | Marty Kelsey |
| VIII. Adjournment | Marty Kelsey |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Finance & Audit Committee Meeting
January 30, 2020

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

Voting Members Absent:

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

Non-Voting Members Absent: Dr. Augusto Jamias
Dr. Kristy Nielson, *CNO*
Ms. Angel Bennett, *Director of Materials*

Guests: Mr. Jim Horan, *Director of Facilities*
Ms. Leslie Taylor, *Clinic Director*
Mr. Taylor Jones, *Trustee*
Dr. Christian Theodosius
Tim Mickle, *Interim Director of Pharmacy*
Ms. Suzan Campbell, *Chief Legal Exec/General Counsel*

Call Meeting to Order

Mr. Kelsey called the meeting to order.

Approve Meeting Minutes

A motion to approve the meeting minutes of January 06, 2020 as presented was made by Mr. Mathey; second by Ms. Richardson. Motion carried.

Capital Requests

Dr. Theodosius presented capital request FY20-34 for the Airway Intubation Equipment for the emergency department. Dr. Theodosius explained this equipment will make it easier to intubate patients. The camera allows the physician to see exactly where they are placing the tube. He explained that in the ER, the patient is more at risk than when they are in the OR. In the OR, the patient has usually been instructed to not eat before surgery. This is not the case in the ER. He said that currently, they have many different intubation tools. The parts do not fit all the tools. He would like to have one set that fits everything. Mr. Mathey asked if this equipment is new to the market. Dr. Theodosius said that this equipment has been out around 10 years. Mr. Kelsey asked about the identical machine in the OR. Dr. Theodosius said that the committee was misinformed last month. It is not an identical machine in the OR. Mr. Kelsey asked that this

machine is more useful for non-prepped patients. Dr. Theodosios said that is correct. Mr. Kelsey noted that this was not budgeted. Dr. Theodosios said that it was not budgeted due to his lack of knowledge in the capital process. They have had a turnover in nursing leadership over the last several years in the ED and things have been missed. Mr. Jones asked if anyone had asked the Foundation if they would consider purchasing this equipment. Ms. Richardson said that the Foundation has not been asked. Mr. Jones suggested the Foundation be asked. Mr. Mathey moved to approve FY20-34 to submit to the Foundation board for discussion; second by Ms. Richardson. Motion carried.

Mr. Mickle, Interim Director of the Pharmacy, presented FY20-35 for the Compounding Room in the pharmacy. Mr. Kelsey noted that last month this was tabled due to a lawsuit in motion. Mr. Mickle said they reached out to a source that is on the committee for USP 797 and they were assured the physical requirements of the room will not change. The lawsuit is concerning expiration dates. The physical aspects will not change. He said the room failed requirements back in September and they have been doing work arounds since then. Mr. Kelsey said we need two motions. The motion to approve the Harris bid request to forward to the full Board was made by Mr. Mathey; second by Ms. Love. The motion to approve the full request to forward to the full Board was made by Mr. Mathey; second by Ms. Richardson. Motion carried.

Financial Report

Monthly Finance Statements & Statistical Data

Ms. Love reviewed the narrative to the December financial statements. She noted our gross revenue continues to come in over budget but our reductions of revenue remain higher than budget. Our reduction of revenue was down in December to 48.1%. Expenses came in over budget. Group health continues to be over budget. The Days in AR came in at 45. This was the lowest it has been in 13 months. She noted that we are starting to see the results of the revenue cycle team.

Mr. Cheese said the State was here to certify the peritoneal dialysis service line. We have received the certificate and it has been uploaded to Medicare. We currently have about \$403,000 in AR for peritoneal dialysis charges. This amounts to about \$65,000 in payments. There are currently five peritoneal patients, three of them have Medicare and two have commercial insurance. The cost is about \$17,000 a month per patient. Mr. Kelsey asked how this compares to regular dialysis. Mr. Cheese said they are very similar in cost.

Ms. Love handed out information on Group Health. She noted that we are currently over budget by \$678,000. This is \$990,000 over actuals from last year. They have been working with Arthur J. Gallagher to find out where the increases are from. They have determined that \$327,000 is due to volume increases and another \$250,000 is due to high claims for this year. Our stop loss per employee is \$150,000. Mr. Kelsey asked for thoughts on the next 6 months. Ms. Love said that she thinks it will continue to be about the same. Mr. Kelsey asked how long we have been self-insured. Ms. Richardson said that we have been self-insured for at least 10 years. Mr. Kelsey said that we will watch this and continue to have discussions going forward.

Financial Forum Discussion

Mr. Kelsey said at the last board meeting he asked for a written explanation on how a new EMR will help the bottom line. Ms. Richardson said that they are currently working on this. He also asked about the benefits of critical access hospitals. Ms. Love said that they have reached out to our cost report contact and are working getting this information. He also reminded everyone that we would be reviewing the collection procedures at the next meeting. Ms. Love asked about reviewing the Finance and Audit committee charter. Mr. Kelsey said that he and Mr. Mathey had discussed this and he will email Ms. Love the recommended changes.

With no further business, the meeting adjourned at 4:50 PM.

Submitted by Jan Layne



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

Unaudited Financial Statements

for

Seven months ended January 31, 2020

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

EXECUTIVE FINANCIAL SUMMARY

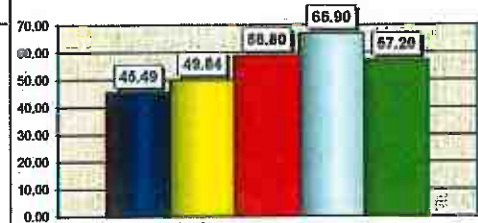
PAGE 2

Seven months ended January 31, 2020

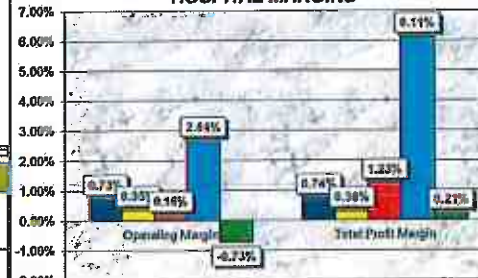
BALANCE SHEET

	YTD 1/31/2020	Prior FYE 6/30/2019
ASSETS		
Current Assets	\$31,241,427	\$29,841,920
Assets Whose Use is Limited	22,652,746	22,466,542
Property, Plant & Equipment (Net)	62,630,750	63,726,102
Other Assets	227,503	234,709
Total Unrestricted Assets	116,752,426	116,269,273
Restricted Assets	273,519	256,953
Total Assets	\$117,025,945	\$116,526,235
LIABILITIES AND NET ASSETS		
Current Liabilities	\$7,741,186	\$7,491,981
Long-Term Debt	27,824,557	27,858,240
Other Long-Term Liabilities	598,731	747,408
Total Liabilities	36,164,475	36,097,629
Net Assets	80,861,470	80,428,606
Total Liabilities and Net Assets	\$117,025,945	\$116,526,235

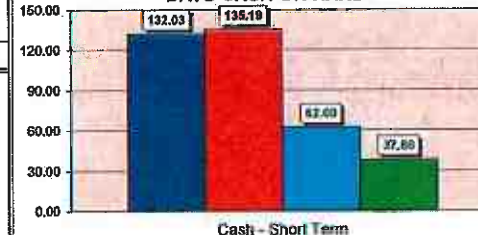
NET DAYS IN ACCOUNTS RECEIVABLE



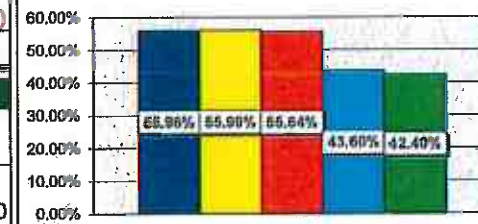
HOSPITAL MARGINS



DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



STATEMENT OF REVENUE AND EXPENSES - YTD

	01/31/20 ACTUAL	01/31/20 BUDGET	YTD ACTUAL	YTD BUDGET
Revenue:				
Gross Patient Revenues	\$16,052,901	\$15,340,331	\$104,849,082	\$100,626,320
Deductions From Revenue	(7,764,182)	(7,595,106)	(52,817,870)	(48,878,086)
Net Patient Revenues	8,288,719	7,835,225	52,031,213	51,748,232
Other Operating Revenue	274,722	214,394	1,651,315	1,439,288
Total Operating Revenues	8,563,441	8,049,619	53,682,528	53,187,520
Expenses:				
Salaries, Benefits & Contract Labor	4,297,630	4,482,927	29,822,131	29,779,463
Purchased Serv. & Physician Fees	748,002	648,170	5,331,229	5,097,015
Supply Expenses	1,171,456	1,176,910	8,298,674	8,259,756
Other Operating Expenses	805,830	832,831	5,898,062	5,925,918
Bad Debt Expense	0	0	0	0
Depreciation & Interest Expense	559,141	551,260	3,939,629	3,941,202
Total Expenses	7,582,059	7,692,099	53,289,724	53,003,356
NET OPERATING SURPLUS	981,382	357,520	392,804	184,164
Non-Operating Revenue/(Exp.)	(54,057)	(3,820)	3,640	(26,739)
TOTAL NET SURPLUS	\$927,325	\$353,701	\$396,443	\$157,425

KEY STATISTICS AND RATIOS

	01/31/20 ACTUAL	01/31/20 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	391	436	2,396	2,707
Average Acute Length of Stay	2.7	3.1	2.7	3.0
Total Emergency Room Visits	1,385	1,410	9,394	9,348
Outpatient Visits	8,594	8,165	55,214	48,219
Total Surgeries	171	163	1,146	1,139
Total Worked FTE's	417.23	445.00	426.95	445.00
Total Paid FTE's	471.29	488.40	472.28	488.40
Net Revenue Change from Prior Yr	11.92%	5.21%	5.08%	4.11%
EBIDA - 12 Month Rolling Average			7.24%	7.76%
Current Ratio			4.04	
Days Expense in Accounts Payable			25.62	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	
Budget	01/31/20
Prior Fiscal Year End	06/30/19
WYOMING	All Hospitals
< \$90M Net Rev.	Rural

FINANCIAL STRENGTH INDEX - 0.80	
Excellent - Greater than 3.0	Good - 3.0 to 0.0
Fair - 0.0 to (2.0)	Poor - Less than (2.0)

Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Seven months ended January 31, 2020

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📈 📉 - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Year to Date 1/31/2020	Budget 6/30/2020	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)
Profitability:								
Operating Margin	📈	0.73%	1.90%	0.10%	0.30%	0.16%	2.64%	-0.73%
Total Profit Margin	📈	0.74%	0.76%	0.80%	1.00%	1.23%	8.11%	0.21%
Liquidity:								
Days Cash, All Sources **	📈	132.03	128.76	91.30	129.00	135.19	62.00	37.80
Net Days in Accounts Receivable	📉	45.49	50.02	52.40	51.80	58.80	66.90	57.20
Capital Structure:								
Average Age of Plant (Annualized)	📉	14.34	12.58	15.10	11.20	12.38	9.50	12.40
Long Term Debt to Capitalization	📉	28.16%	25.75%	48.20%	41.60%	26.29%	16.80%	10.00%
Debt Service Coverage Ratio **	📈	5.24	3.97	1.80	2.30	3.76	N/A	2.64
Productivity and Efficiency:								
Paid FTE's per Adjusted Occupied Bed	📉	8.39	8.43			7.86	6.60	4.63
Salary Expense per Paid FTE		\$83,873	\$86,892			\$84,711	\$82,436	\$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

Seven months ended January 31, 2020

	Current Month 1/31/2020	Prior Month 12/31/2019	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2019
Current Assets					
Cash and Cash Equivalents	\$11,274,057	\$10,033,000	\$1,241,057	12.37%	\$10,487,324
Gross Patient Accounts Receivable	23,969,130	22,970,970	998,160	4.35%	24,217,308
Less: Bad Debt and Allowance Reserves	(12,352,658)	(11,765,636)	(587,022)	-4.99%	(11,984,033)
Net Patient Accounts Receivable	11,616,472	11,205,333	411,138	3.67%	12,233,255
Interest Receivable	0	0	0	0.00%	0
Other Receivables	2,818,141	3,406,537	(588,395)	-17.27%	1,919,165
Inventories	3,102,047	3,059,200	42,848	1.40%	2,917,250
Prepaid Expenses	2,430,710	2,673,878	(243,168)	-9.09%	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
Total Current Assets	31,241,427	30,377,948	863,479	2.84%	29,841,920
Assets Whose Use is Limited					
Cash	26,667	24,091	2,576	10.69%	19,800
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	3,168,762	3,058,704	110,058	3.60%	3,059,212
Trustee Held Funds - SPT	13,837	13,589	249	1.83%	168
Board Designated Funds	4,808,244	4,800,923	7,321	0.15%	4,752,127
Other Limited Use Assets	14,635,235	14,635,235	0	0.00%	14,635,235
Total Limited Use Assets	22,652,746	22,532,543	120,203	0.53%	22,466,542
Property, Plant, and Equipment					
Land and Land Improvements	3,226,492	2,957,673	268,820	9.09%	2,957,673
Building and Building Improvements	38,379,317	38,379,317	0	0.00%	38,215,213
Equipment	112,424,997	112,322,439	102,557	0.09%	110,985,975
Construction In Progress	1,616,815	1,756,768	(139,953)	-7.97%	762,258
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	155,647,621	155,416,197	231,424	0.15%	152,921,119
Less: Accumulated Depreciation	(93,018,871)	(92,503,794)	(515,077)	-0.55%	(88,195,017)
Net Property, Plant, and Equipment	62,630,750	62,912,403	(281,653)	-0.45%	63,726,102
Other Assets					
Unamortized Loan Costs	227,503	228,532	(1,029)	-0.45%	234,709
Other	0	0	0	0.00%	0
Total Other Assets	227,503	228,532	(1,029)	-0.45%	234,709
TOTAL UNRESTRICTED ASSETS	116,752,426	116,051,426	701,000	0.60%	116,269,273
Restricted Assets	273,519	273,519	0	0.00%	256,963
TOTAL ASSETS	\$117,025,945	\$116,324,944	\$701,000	0.60%	\$116,526,235

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Seven months ended January 31, 2020

	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2019
	Current Month 1/31/2020	Prior Month 12/31/2019	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$3,173,169	\$3,730,879	\$557,510	14.94%	\$3,176,158
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,660,002	1,405,999	(254,003)	-18.07%	1,481,176
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	2,131,739	2,149,221	17,482	0.81%	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	478,970	371,912	(107,058)	-28.79%	397,008
Total Current Liabilities	7,741,186	7,955,116	213,930	2.69%	7,491,981
Long Term Debt					
Bonds/Mortgages Payable	28,121,863	28,126,875	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
Total Long Term Debt (Net of Current)	27,824,557	27,829,369	4,812	0.02%	27,858,240
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	598,731	626,178	27,447	4.38%	747,408
Total Other Long Term Liabilities	598,731	626,178	27,447	4.38%	747,408
TOTAL LIABILITIES	36,164,475	36,410,664	246,189	0.68%	36,097,629
Net Assets:					
Unrestricted Fund Balance	78,123,030	78,103,166	(19,864)	-0.03%	77,035,006
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	382,877	382,877	(0)	0.00%	366,321
Net Revenue/(Expenses)	396,443	(539,882)	N/A	N/A	1,068,160
TOTAL NET ASSETS	80,861,470	79,914,281	(947,189)	-1.19%	80,428,606
TOTAL LIABILITIES AND NET ASSETS	\$117,025,945	\$116,324,944	(\$701,000)	-0.60%	\$116,526,235

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Seven months ended January 31, 2020

	CURRENT MONTH				Prior Year 01/31/19
	Actual 01/31/20	Budget 01/31/20	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$3,543,613	\$3,662,923	(\$119,311)	-3.26%	\$3,505,789
Outpatient Revenue	10,775,879	10,209,397	566,482	5.55%	9,655,343
Clinic Revenue	1,485,917	1,178,907	307,011	26.04%	1,069,404
Specialty Clinic Revenue	247,493	289,104	(41,611)	-14.39%	207,546
Total Gross Patient Revenue	16,052,901	15,340,331	712,570	4.65%	14,438,082
Deductions From Revenue					
Discounts and Allowances	(7,065,871)	(6,358,423)	(707,449)	-11.13%	(5,973,486)
Bad Debt Expense (Governmental Providers Only)	(746,898)	(993,792)	246,894	24.84%	(1,068,211)
Medical Assistance	48,587	(152,891)	201,478	131.78%	(9,144)
Total Deductions From Revenue	(7,764,182)	(7,505,106)	(259,076)	-3.45%	(7,050,760)
Net Patient Revenue	8,288,719	7,835,225	453,494	5.79%	7,387,322
Other Operating Revenue	274,722	214,394	60,328	28.14%	263,747
Total Operating Revenue	8,563,441	8,049,619	513,822	6.38%	7,651,070
Operating Expenses					
Salaries and Wages	3,210,137	3,511,192	301,056	8.57%	3,186,722
Fringe Benefits	1,012,357	905,561	(106,796)	-11.79%	865,517
Contract Labor	75,137	66,173	(8,964)	-13.55%	69,678
Physicians Fees	297,440	270,835	(26,605)	-9.82%	385,122
Purchased Services	450,562	377,336	(73,226)	-19.41%	389,034
Supply Expense	1,171,456	1,176,910	5,454	0.46%	1,157,310
Utilities	91,522	96,063	4,541	4.73%	104,011
Repairs and Maintenance	504,386	418,897	(85,489)	-20.41%	415,540
Insurance Expense	56,143	52,336	(3,807)	-7.27%	68,029
All Other Operating Expenses	77,399	205,296	127,898	62.30%	175,580
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	76,381	60,240	(16,142)	-26.80%	94,749
Depreciation and Amortization	559,141	551,260	(7,881)	-1.43%	604,188
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	7,582,059	7,692,099	110,040	1.43%	7,515,479
Net Operating Surplus/(Loss)	981,382	357,520	623,861	174.50%	135,591
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	19,081	13,333	5,748	43.11%	3,652
Tax Subsidies (Except for GO Bond Subsidies)	249	0	249	0.00%	2,132
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(100,275)	(113,824)	(13,549)	11.90%	(101,267)
Other Non-Operating Revenue/(Expenses)	26,889	96,671	(69,782)	-72.19%	1,027,547
Total Non Operating Revenue/(Expense)	(54,057)	(9,820)	(50,237)	1315.17%	932,074
Total Net Surplus/(Loss)	\$927,325	\$353,701	\$573,624	162.18%	\$1,067,665
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	\$927,325	\$353,701	\$573,624	162.18%	\$1,067,665
Operating Margin	11.46%	4.44%			1.77%
Total Profit Margin	10.83%	4.39%			13.95%
EBIDA	17.99%	11.29%			9.69%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Seven months ended January 31, 2020

	YEAR-TO-DATE				Prior Year
	Actual 01/31/20	Budget 01/31/20	Positive (Negative) Variance	Percentage Variance	01/31/19
Gross Patient Revenue					
Inpatient Revenue	\$20,760,429	\$21,846,315	(\$1,085,886)	-4.97%	\$20,953,682
Outpatient Revenue	73,702,615	68,326,118	5,376,498	7.87%	64,352,253
Clinic Revenue	8,680,048	8,964,118	(284,069)	-3.17%	8,189,072
Specialty Clinic Revenue	1,705,990	1,489,770	216,220	14.51%	1,237,718
Total Gross Patient Revenue	104,849,082	100,626,320	4,222,763	4.20%	94,732,724
Deductions From Revenue					
Discounts and Allowances	(44,950,764)	(41,334,047)	(3,616,717)	-8.75%	(37,916,930)
Bad Debt Expense (Governmental Providers Only)	(6,315,762)	(6,538,169)	222,467	3.40%	(6,212,240)
Medical Assistance	(1,551,404)	(1,005,672)	(545,832)	-54.23%	(1,418,767)
Total Deductions From Revenue	(52,817,870)	(48,878,888)	(3,939,782)	-8.06%	(45,547,937)
Net Patient Revenue	52,031,213	51,748,232	282,981	0.55%	49,185,687
Other Operating Revenue	1,651,315	1,439,288	212,027	14.73%	1,900,131
Total Operating Revenue	53,682,528	53,187,520	495,008	0.93%	51,085,818
Operating Expenses					
Salaries and Wages	22,624,682	23,373,206	748,524	3.20%	22,063,200
Fringe Benefits	6,489,169	5,754,687	(734,482)	-12.76%	5,192,122
Contract Labor	708,280	651,571	(56,709)	-8.70%	557,275
Physicians Fees	2,439,606	2,255,593	(184,014)	-8.16%	2,093,703
Purchased Services	2,891,623	2,841,423	(50,200)	-1.77%	2,539,521
Supply Expense	8,298,674	8,259,756	(38,917)	-0.47%	7,781,537
Utilities	686,795	686,082	(712)	-0.10%	654,786
Repairs and Maintenance	3,069,669	2,941,152	(128,517)	-4.37%	2,627,803
Insurance Expense	381,147	364,040	(17,106)	-4.70%	468,959
All Other Operating Expenses	1,218,613	1,390,866	172,253	12.38%	1,318,496
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	541,840	543,778	1,938	0.36%	573,882
Depreciation and Amortization	3,939,629	3,941,202	1,574	0.04%	4,268,743
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	53,289,724	53,003,356	(286,368)	-0.54%	50,140,027
Net Operating Surplus/(Loss)	392,804	184,164	208,640	113.29%	945,792
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	170,197	93,331	76,866	82.36%	47,664
Tax Subsidies (Except for GO Bond Subsidies)	13,669	0	13,669	0.00%	186,091
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(714,988)	(798,765)	81,776	-10.26%	(765,990)
Other Non-Operating Revenue/(Expense)	534,762	676,695	(141,933)	-20.97%	1,133,618
Total Non Operating Revenue/(Expense)	3,640	(26,739)	30,378	-113.61%	604,283
Total Net Surplus/(Loss)	\$396,443	\$157,425	\$239,018	151.83%	\$1,550,075
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$396,443	\$157,425	\$239,018	151.83%	\$1,550,075
Operating Margin	0.73%	0.35%			1.85%
Total Profit Margin	0.74%	0.30%			3.03%
EBIDA	8.09%	7.76%			10.53%

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

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	Actual 1/31/2020	Actual 12/31/2019	Actual 11/30/2019	Actual 10/31/2019	Actual 9/30/2019	Actual 8/31/2019
Gross Patient Revenue						
Inpatient Revenue	\$3,543,613	\$2,709,104	\$2,982,847	\$3,144,192	\$2,730,901	\$2,726,154
Inpatient Psych/Rehab Revenue						
Outpatient Revenue	\$10,775,879	\$10,812,548	\$9,944,805	\$10,345,137	\$10,230,467	\$10,859,314
Clinic Revenue	\$1,485,917	\$1,143,776	\$1,083,719	\$1,354,373	\$1,165,208	\$1,275,579
Specialty Clinic Revenue	\$247,493	\$269,431	\$309,619	\$313,861	\$204,888	\$202,768
Total Gross Patient Revenue	\$16,052,901	\$14,934,858	\$14,300,990	\$15,157,564	\$14,331,462	\$15,063,815
Deductions From Revenue						
Discounts and Allowances	\$7,085,871	\$5,867,948	\$5,837,701	\$6,682,232	\$6,032,602	\$6,515,178
Bad Debt Expense (Governmental Providers Only)	\$746,898	\$857,280	\$724,765	\$797,098	\$1,180,264	\$992,458
Charity Care	(\$48,587)	\$453,288	\$492,120	\$166,667	\$114,533	\$173,200
Total Deductions From Revenue	7,764,182	7,178,526	6,854,566	7,655,997	7,327,518	7,680,836
Net Patient Revenue	\$8,288,719	\$7,756,331	\$7,446,403	\$7,501,567	\$7,003,944	\$7,382,978
Other Operating Revenue	274,722	321,846	168,314	286,120	195,787	196,885
Total Operating Revenue	8,563,441	8,078,178	7,614,717	7,787,687	7,199,731	7,579,864
Operating Expenses						
Salaries and Wages	\$3,210,137	\$3,353,001	\$3,302,746	\$3,394,387	\$3,189,351	\$3,150,410
Fringe Benefits	\$1,012,357	\$935,213	\$962,139	\$1,014,021	\$879,652	\$970,094
Contract Labor	\$75,137	\$52,546	\$115,454	\$65,915	\$121,333	\$131,399
Physicians Fees	\$297,440	\$377,567	\$277,808	\$442,922	\$336,815	\$341,822
Purchased Services	\$450,582	\$389,987	\$420,497	\$406,071	\$430,288	\$382,855
Supply Expense	\$1,171,458	\$1,299,752	\$992,804	\$1,280,326	\$1,072,316	\$1,280,524
Utilities	\$91,522	\$98,722	\$105,485	\$96,172	\$101,061	\$95,614
Repairs and Maintenance	\$504,386	\$427,780	\$434,367	\$426,532	\$461,821	\$403,386
Insurance Expense	\$56,143	\$52,652	\$52,682	\$53,986	\$54,483	\$52,627
All Other Operating Expenses	\$77,399	\$231,240	\$176,692	\$210,413	\$151,438	\$175,292
Bad Debt Expense (Non-Governmental Providers)						
Leases and Rentals	\$76,381	\$72,943	\$83,881	\$83,761	\$46,560	\$86,974
Depreciation and Amortization	\$559,141	\$559,157	\$564,202	\$583,653	\$565,315	\$567,122
Interest Expense (Non-Governmental Providers)						
Total Operating Expenses	\$7,582,059	\$7,850,560	\$7,508,757	\$8,020,168	\$7,410,433	\$7,638,101
Net Operating Surplus/(Loss)	\$981,382	\$227,618	\$105,960	(\$232,481)	(\$249,703)	(\$58,237)
Non-Operating Revenue:						
Contributions						
Investment Income	19,081	17,625	39,088	32,300	20,296	22,692
Tax Subsidies (Except for GO Bond Subsidies)						
Tax Subsidies for GO Bonds	249	1,148	9,170	(2,103)	265	3,513
Interest Expense (Governmental Providers Only)	(100,275)	(198,725)	(99,888)	(99,514)	(107,630)	(99,323)
Other Non-Operating Revenue/(Expenses)	26,889	156,827	60,253	58,224	101,757	114,856
Total Non Operating Revenue/(Expense)	(\$54,057)	\$66,575	(\$1,377)	(\$13,093)	\$14,687	\$41,738
Total Net Surplus/(Loss)	\$927,325	\$294,193	\$104,583	(\$245,674)	(\$196,816)	(\$16,499)
Change in Unrealized Gains/(Losses) on Investments						
Increase/(Decrease in Unrestricted Net Assets)	\$927,325	\$294,193	\$104,583	(\$245,674)	(\$196,816)	(\$16,499)
Operating Margin	11.46%	2.82%	1.39%	-2.99%	-2.93%	-0.77%
Total Profit Margin	10.83%	3.64%	1.37%	-3.15%	-2.72%	-0.22%
EBIDA	17.99%	9.74%	8.80%	4.25%	4.93%	6.71%

Actual 7/31/2019	Actual 6/30/2019	Actual 5/31/2019	Actual 4/30/2019	Actual 3/31/2019	Actual 2/28/2019	Actual 1/31/2019
\$2,923,619	\$2,440,090	\$2,841,644	\$2,956,480	\$3,361,712	\$3,219,822	\$3,505,789
\$10,734,465	\$9,137,727	\$9,721,418	\$9,778,210	\$10,025,117	\$9,455,323	\$9,855,343
\$1,191,478	\$1,351,020	\$1,229,230	\$1,411,951	\$1,480,747	\$1,009,031	\$1,069,404
\$157,931	\$140,838	\$170,624	\$169,288	\$175,633	\$127,930	\$207,546
\$15,007,493	\$13,069,675	\$13,962,917	\$14,315,908	\$15,023,209	\$13,812,107	\$14,438,082
\$7,139,232	\$5,748,563	\$6,036,217	\$5,968,334	\$6,429,282	\$5,729,959	\$5,973,408
\$1,016,938	\$1,035,734	\$1,106,128	\$1,112,048	\$925,904	\$861,776	\$1,008,211
\$200,053	\$135,657	\$410,835	\$154,144	\$75,843	\$39,094	\$9,144
8,366,223	6,919,954	7,553,180	7,234,527	7,430,829	6,630,829	7,050,760
\$6,651,270	\$6,149,721	\$6,409,737	\$7,081,381	\$7,592,380	\$7,181,278	\$7,387,322
297,641	216,040	445,830	339,098	152,904	120,379	263,747
6,858,911	6,365,762	6,855,566	7,420,479	7,744,384	7,301,657	7,651,070
\$3,024,639	\$3,046,743	\$3,155,561	\$2,977,715	\$3,305,068	\$3,088,986	\$3,186,722
\$895,692	\$767,821	\$1,000,635	\$933,863	\$988,234	\$865,091	\$865,517
\$148,497	\$128,111	\$84,948	\$98,792	\$97,501	\$74,652	\$89,678
\$385,232	\$450,449	\$418,232	\$350,865	\$341,727	\$356,528	\$385,122
\$411,962	\$398,748	\$375,159	\$413,790	\$381,623	\$317,228	\$389,034
\$1,221,496	\$866,426	\$1,064,799	\$1,078,865	\$1,123,055	\$1,129,337	\$1,157,310
\$98,218	\$95,714	\$86,783	\$83,836	\$90,794	\$82,401	\$104,011
\$409,417	\$425,390	\$513,170	\$428,617	\$417,236	\$375,286	\$415,540
\$58,574	\$40,019	\$37,934	\$68,473	\$67,452	\$67,452	\$68,029
\$198,139	\$232,721	\$190,218	\$98,643	\$84,278	\$158,971	\$175,580
\$91,340	\$87,293	\$112,094	\$79,258	\$84,907	\$83,369	\$94,749
\$581,039	\$581,397	\$575,850	\$598,568	\$592,419	\$593,713	\$604,188
\$7,279,646	\$7,120,832	\$7,595,363	\$7,209,082	\$7,574,294	\$6,992,995	\$7,515,479
(\$420,736)	(\$755,071)	(\$739,816)	\$211,397	\$170,090	\$308,662	\$135,591
19,116	59,715	143,065	10,344	20,255	13,010	3,652
1,429	168	274	828	4,181	1,527	2,182
(99,633)	(109,240)	(100,442)	(99,959)	(111,632)	(100,799)	(101,257)
28,253	168,888	59,875	29,196	327,170	9,719	1,027,547
(\$50,834)	\$116,526	\$102,572	(\$59,584)	\$239,763	(\$76,443)	\$932,074
(\$471,589)	(\$638,545)	(\$637,244)	\$161,812	\$409,844	\$232,219	\$1,067,665
	41,259	174,489				
(\$471,589)	(\$697,285)	(\$662,755)	\$161,812	\$409,844	\$232,219	\$1,067,665
-6.13%	-11.86%	-10.79%	2.85%	2.20%	4.23%	1.77%
-6.88%	-10.03%	-9.30%	2.05%	5.29%	3.18%	13.95%
2.05%	-2.73%	-2.39%	10.89%	9.85%	12.36%	9.67%

Statement of Cash Flows
MEMORIAL HOSPITAL OF SWEETWATER COUNTY
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ROCK SPRINGS, WY
Seven months ended January 31, 2020
CASH FLOW

	Current Month 1/31/2020	Current Year-To-Date 1/31/2020
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	\$927,325	\$396,443
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	559,141	3,939,629
(Increase)/Decrease in Net Patient Accounts Receivable	(411,138)	616,783
(Increase)/Decrease in Other Receivables	588,395	(898,976)
(Increase)/Decrease in Inventories	(42,848)	(184,797)
(Increase)/Decrease in Pre-Paid Expenses	243,168	(145,783)
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	(557,510)	(2,989)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	236,521	196,340
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	81,962
Net Cash Provided by Operating Activities:	1,650,114	3,998,611
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(277,488)	(2,844,277)
(Increase)/Decrease in Limited Use Cash and Investments	(117,627)	(179,336)
(Increase)/Decrease in Other Limited Use Assets	(2,576)	(6,867)
(Increase)/Decrease in Other Assets	1,029	7,206
Net Cash Used by Investing Activities	(396,662)	(3,023,275)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(4,812)	(59,791)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(27,447)	(148,676)
Net Cash Used for Financing Activities	(32,259)	(208,468)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	19,864	19,864
Net Increase/(Decrease) in Cash	1,241,057	786,733
Cash, Beginning of Period	10,033,000	10,487,324
Cash, End of Period	\$11,274,057	\$11,274,057

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Seven months ended January 31, 2020

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Current Month				Year-To-Date				
Actual 01/31/20	Budget 01/31/20	Positive/ (Negative) Variance	Prior Year 01/31/19	STATISTICS	Actual 01/31/20	Budget 01/31/20	Positive/ (Negative) Variance	Prior Year 01/31/19
Discharges								
145	142	3	142	Acute	886	907	(21)	907
145	142	3	142	Total Adult Discharges	886	907	(21)	907
41	40	1	40	Newborn	274	247	27	247
186	182	4	182	Total Discharges	1,160	1,154	6	1,154
Patient Days:								
391	436	(45)	436	Acute	2,396	2,707	(311)	2,707
391	436	(45)	436	Total Adult Patient Days	2,396	2,707	(311)	2,707
59	62	(3)	62	Newborn	447	406	41	406
450	498	(48)	498	Total Patient Days	2,843	3,113	(270)	3,113
Average Length of Stay (ALOS)								
2.7	3.1	(0.4)	3.1	Acute	2.7	3.0	(0.3)	3.0
2.7	3.1	(0.4)	3.1	Total Adult ALOS	2.7	3.0	(0.3)	3.0
1.4	1.6	(0.1)	1.6	Newborn ALOS	1.6	1.6	(0.0)	1.6
Average Daily Census (ADC)								
12.6	14.1	(1.5)	14.1	Acute	11.1	12.6	(1.4)	12.6
12.6	14.1	(1.5)	14.1	Total Adult ADC	11.1	12.6	(1.4)	12.6
1.9	2.0	(0.1)	2.0	Newborn	2.1	1.9	0.2	1.9
Emergency Room Statistics								
144	162	(18)	162	ER Visits - Admitted	951	975	(24)	975
1,241	1,248	(7)	1,248	ER Visits - Discharged	8,443	8,373	70	8,373
1,385	1,410	(25)	1,410	Total ER Visits	9,394	9,348	46	9,348
10.40%	11.49%		11.49%	% of ER Visits Admitted	10.12%	10.43%		10.43%
99.31%	114.08%		114.08%	ER Admissions as a % of Total	107.34%	107.50%		107.50%
Outpatient Statistics:								
8,594	8,165	429	8,165	Total Outpatients Visits	55,214	48,219	6,995	48,219
109	156	(47)	156	Observation Bed Days	832	765	67	765
4,807	4,194	613	4,569	Clinic Visits - Primary Care	29,263	31,333	(2,070)	28,563
565	689	(124)	452	Clinic Visits - Specialty Clinics	3,610	3,515	95	2,815
38	25	13	25	IP Surgeries	189	182	7	182
133	138	(5)	138	OP Surgeries	957	957	0	957
Productivity Statistics:								
417.23	445.00	(27.77)	395.27	FTE's - Worked	426.95	445.00	(18.05)	405.92
471.29	488.40	(17.11)	451.38	FTE's - Paid	472.28	488.40	(16.12)	448.97
1.4093	1.1323	0.28	1.1323	Case Mix Index - Medicare	1.3490	9.1342	(7.79)	1.3049
1.1023	0.7020	0.40	0.7020	Case Mix Index - All payers	0.9163	5.4598	(4.54)	0.7800

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 12

ROCK SPRINGS, WY

01/31/20

	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	48.69	53.30
Net Days in Accounts Receivable	45.49	58.80
Number of Gross Days in Unbilled Revenue	3.17	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	31.49%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	-0.30%	1.00%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	1.48%	1.00%
Bad Debts as a % of Gross Patient Revenue - Current Month	4.65%	6.48%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	6.02%	6.50%
Collections as a Percentage of Net Revenue - Current Month	93.71%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	99.99%	100% or >
Percentage of Blue Cross Receivable > 90 Days	9.90%	< 10%
Percentage of Insurance Receivable > 90 Days	17.01%	< 15%
Percentage of Medicaid Receivable > 90 Days	16.97%	< 20%
Percentage of Medicare Receivable > 60 Days	12.77%	< 6%

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WYOMING

Seven months ended January 31, 2020

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	712,570	4.65%	4,222,763	4.20%

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

Average Daily Census is 12.6 in January which is under budget by 1.5

Deductions from Revenue	(259,076)	-3.45%	(3,939,782)	-8.06%
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Deductions from revenue are over budget for January and over budget year to date.

They are currently booked at 48.3% for January and 50.4% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.

Bad Debt Expense	246,894	24.84%	222,467	3.40%
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Bad debt expense is booked at 4.7% for January and 6.0% year to date.

Charity Care	201,478	131.78%	(545,532)	-54.23%
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Charity care yields a high degree of variability month over month and is dependent on patient needs. Patient Financial Services evaluates accounts consistently to determine when charity adjustments are appropriate in accordance with our Charity Care Policy.

Other Operating Revenue	60,328	28.14%	212,027	14.73%
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Other Operating Revenue is over budget for the month and is over budget year to date.

Salaries and Wages	301,056	8.57%	748,524	3.20%
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Salary and Wages are under budget and remain under budget year to date.

Paid FTEs are under budget by 17.1 FTEs for the month and under 16.1 FTEs year to date.

Fringe Benefits	(105,796)	-11.79%	(734,482)	-12.76%
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Fringe benefits are over budget in January and remain over budget year to date.

Group Health remains over budget.

Contract Labor	(8,984)	-13.55%	(56,709)	-8.70%
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Contract labor is over budget for January and over budget year to date. L&D, ER, and Respiratory are over budget for the month.

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WYOMING

Seven months ended January 31, 2020

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	(25,605)	-9.82%	(184,014)	-8.16%
Physician fees are over budget in January and over budget year to date. Radiation Oncology, Sleep Lab and Locums Clinic are over budget in January.				
Purchased Services	(73,226)	-19.41%	(50,200)	-1.77%
Purchased services are over budget for January and over budget year to date. Services over budget are Consulting, Advertising, Legal and Collection Agency.				
Supply Expense	5,454	0.46%	(38,917)	-0.47%
Supplies are under budget for January and over budget year to date. Line items over budget include Lab supplies, Contrast, Community Food and Maintenance Supplies.				
Repairs & Maintenance	(85,489)	-20.41%	(128,517)	-4.37%
Repairs and Maintenance are over budget for January and over budget year to date.				
All Other Operating Expenses	127,898	62.30%	172,253	12.38%
This expense is under budget in January and under budget year to date. Other expenses over budget are Postage, Freight and Physician Recruitment				
Leases and Rentals	(16,142)	-26.80%	1,938	0.36%
This expense is over budget for January and remains under budget year to date.				
Depreciation and Amortization	(7,681)	-1.43%	1,574	0.04%
Depreciation is over budget for January and remains under budget year to date.				
BALANCE SHEET				
Cash and Cash Equivalents	\$1,241,057	12.37%		
Cash increased in January. Cash collections for January were \$7.7 million. Days Cash on Hand decreased to 132 days.				
Gross Patient Accounts Receivable	\$998,160	4.35%		
This receivable increased in January higher revenue				

Variance Analysis**MEMORIAL HOSPITAL OF SWEETWATER COUNTY****PAGE 15****ROCK SPRINGS, WYOMING****Seven months ended January 31, 2020**

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

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

	Current Month Amount	%	Year-to-Date Amount	%
Bad Debt and Allowance Reserves	(587,022)	-4.99%		
Bad Debt and Allowances increased.				
Other Receivables	(588,395)	-17.27%		
Other Receivables decreased in January due to payment from the county				
Prepaid Expenses	(243,168)	-9.89%		
Prepaid expenses decreased due to the normal activity in this account.				
Limited Use Assets	120,203	0.53%		
These assets increased due to the payment on the bonds.				
Plant Property and Equipment	(281,653)	-0.45%		
The decrease in these assets is due to the increase in Capital equipment and the normal increase in accumulated depreciation.				
Accounts Payable	557,510	14.94%		
This liability decreased due to the normal activity in this account.				
Accrued Payroll	(254,893)	-18.07%		
This liability increased in January. The payroll accrual for January was 13 days.				
Accrued Benefits	17,482	0.81%		
This liability decreased in January with the normal accrual and usage of PTO .				
Other Current Liabilities	(107,058)	-28.79%		
This liability increased due to the accrued interest on the bonds.				
Other Long Term Liabilities	27,447	4.38%		
This liability decreased due to the payments on leases				
Total Net Assets	(947,188)	-1.19%		
The net gain from operations for January is \$981,382				



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

PHYSICIAN CLINICS

Unaudited Financial Statements

for

Seven months ended January 31, 2020

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

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Seven months ended January 31, 2020

PAGE 3

	CURRENT MONTH				Prior Year 01/31/19
	Actual 01/31/20	Budget 01/31/20	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	1,485,917	1,178,907	307,011	26.04%	1,069,404
Specialty Clinic Revenue	247,493	289,104	(41,611)	-14.39%	207,546
Total Gross Patient Revenue	1,733,410	1,468,010	265,399	18.08%	1,276,950
Deductions From Revenue					
Discounts and Allowances	(757,358)	(642,032)	(115,325)	-17.96%	(568,689)
Total Deductions From Revenue	(757,358)	(642,032)	(115,325)	-17.96%	(568,689)
Net Patient Revenue	976,052	825,978	150,074	18.17%	708,251
Other Operating Revenue	68,061	72,043	(3,982)	-5.53%	71,679
Total Operating Revenue	1,044,113	898,021	146,092	16.27%	779,930
Operating Expenses					
Salaries and Wages	938,454	1,144,023	205,568	17.97%	908,217
Fringe Benefits	208,849	210,425	1,576	0.75%	180,456
Contract Labor	0	0	0	0.00%	0
Physicians Fees	118,254	45,300	(72,954)	-161.05%	72,313
Purchased Services	12,082	5,177	(6,905)	-133.38%	9,273
Supply Expense	19,220	17,180	(2,040)	-11.87%	14,809
Utilities	1,704	1,219	(485)	-39.77%	1,639
Repairs and Maintenance	20,942	32,033	11,090	34.62%	34,184
Insurance Expense	17,812	20,218	2,406	11.90%	16,109
All Other Operating Expenses	75,204	76,360	1,155	1.51%	79,550
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	6,363	3,334	(3,029)	-90.85%	5,652
Depreciation and Amortization	21,436	23,816	2,380	9.99%	24,416
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,440,322	1,579,084	138,762	8.79%	1,346,620
Net Operating Surplus/(Loss)	(396,209)	(681,063)	284,854	-41.82%	(566,689)
Total Net Surplus/(Loss)	(\$396,209)	(\$681,063)	\$284,854	-41.82%	(\$566,689)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(396,209)	(681,063)	284,854	-41.82%	(566,689)
Operating Margin	-37.95%	-75.84%			-72.66%
Total Profit Margin	-37.95%	-75.84%			-72.66%
EBIDA	-35.89%	-73.19%			-69.53%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Seven months ended January 31, 2020

	YEAR-TO-DATE				Prior Year 01/31/19
	Actual 01/31/20	Budget 01/31/20	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	8,680,049	8,984,118	(284,069)	-3.17%	8,189,072
Specialty Clinic Revenue	1,705,990	1,489,770	216,220	14.51%	1,237,718
Total Gross Patient Revenue	10,386,038	10,453,888	(67,849)	-0.65%	9,426,790
Deductions From Revenue					
Discounts and Allowances	(4,723,830)	(4,668,188)	(55,643)	-1.19%	(4,201,828)
Total Deductions From Revenue	(4,723,830)	(4,668,188)	(55,643)	-1.19%	(4,201,828)
Net Patient Revenue	5,662,208	5,785,700	(123,492)	-2.13%	5,224,962
Other Operating Revenue	479,903	497,351	(17,448)	-3.51%	472,955
Total Operating Revenue	6,142,111	6,283,051	(140,940)	-2.24%	5,697,917
Operating Expenses					
Salaries and Wages	6,758,192	7,384,050	625,859	8.48%	6,372,799
Fringe Benefits	1,154,081	1,121,366	(32,715)	-2.92%	875,419
Contract Labor	0	0	0	0.00%	0
Physicians Fees	651,066	457,100	(193,966)	-42.43%	242,253
Purchased Services	69,502	37,851	(31,651)	-83.62%	42,656
Supply Expense	145,213	127,965	(17,248)	-13.48%	90,292
Utilities	8,228	8,524	296	3.48%	10,177
Repairs and Maintenance	150,246	224,210	73,963	32.99%	207,692
Insurance Expense	131,327	139,215	7,888	5.67%	112,660
All Other Operating Expenses	565,528	574,702	9,174	1.60%	536,144
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	33,144	23,188	(9,956)	-42.94%	37,883
Depreciation and Amortization	152,913	167,924	15,012	8.94%	170,892
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	9,819,438	10,266,095	446,657	4.35%	8,698,867
Net Operating Surplus/(Loss)	(3,677,327)	(3,983,044)	305,717	-7.68%	(3,000,950)
Total Net Surplus/(Loss)	(3,677,327)	(3,983,044)	\$305,717	-7.68%	(3,000,950)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(3,677,327)	(3,983,044)	\$305,717	-7.68%	(3,000,950)
Operating Margin	-59.87%	-63.39%			-62.67%
Total Profit Margin	-59.87%	-63.39%			-62.67%
EBIDA	-57.38%	-60.72%			-49.67%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY

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	Actual 1/31/2020	Actual 12/31/2019	Actual 11/30/2019	Actual 10/31/2019	Actual 9/30/2019
Gross Patient Revenue					
Clinic Revenue	\$1,485,917	\$1,143,777	\$1,063,719	\$1,354,373	\$1,165,206
Specialty Clinic Revenue	\$247,493	\$289,430	\$309,619	\$313,861	\$204,888
Total Gross Patient Revenue	\$1,733,410	\$1,413,207	\$1,373,338	\$1,668,235	\$1,370,094
Deductions From Revenue					
Discounts and Allowances	\$757,358	\$637,085	\$657,305	\$768,291	\$658,181
Total Deductions From Revenue	757,358	637,085	657,305	768,291	658,181
Net Patient Revenue	\$976,052	\$776,122	\$716,033	\$899,944	\$711,913
Other Operating Revenue	\$88,061	\$64,399	\$58,298	\$79,575	\$87,413
Total Operating Revenue	1,044,113	840,521	774,331	979,519	779,326
Operating Expenses					
Salaries and Wages	\$938,454	\$1,032,409	\$976,184	\$963,743	\$986,089
Fringe Benefits	\$208,849	\$161,562	\$165,925	\$179,354	\$142,365
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$118,254	\$147,283	\$72,557	\$177,148	\$46,927
Purchased Services	\$12,082	\$8,426	\$10,650	\$10,397	\$10,324
Supply Expense	\$19,220	\$12,817	\$20,632	\$22,796	\$27,062
Utilities	\$1,704	\$1,713	\$877	\$910	\$1,672
Repairs and Maintenance	\$20,942	\$25,840	\$17,344	\$22,517	\$20,680
Insurance Expense	\$17,812	\$17,812	\$17,368	\$20,493	\$19,281
All Other Operating Expenses	\$75,204	\$65,983	\$68,337	\$101,086	\$70,188
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$6,363	\$4,857	\$4,699	\$4,079	\$4,804
Depreciation and Amortization	\$21,436	\$21,754	\$21,755	\$21,983	\$21,983
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,440,322	\$1,500,455	\$1,396,328	\$1,524,507	\$1,351,974
Net Operating Surplus/(Loss)	(\$396,209)	(\$659,933)	(\$621,997)	(\$544,988)	(\$572,648)
Total Net Surplus/(Loss)	(\$396,209)	(\$659,933)	(\$621,997)	(\$544,988)	(\$572,648)
Change in Unrealized Gains/(Losses) on Investr	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets	(\$396,209)	(\$659,933)	(\$621,997)	(\$544,988)	(\$572,648)
Operating Margin	-37.95%	-78.51%	-80.33%	-55.64%	-73.48%
Total Profit Margin	-37.95%	-78.51%	-80.33%	-55.64%	-73.48%
EBIDA	-35.89%	-75.93%	-77.52%	-53.39%	-70.66%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Seven months ended January 31, 2020

Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative)	Prior		Actual	Budget	Positive/ (Negative)	Prior
01/31/20	01/31/20	Variance	Year 01/31/19		01/31/20	01/31/20	Variance	Year 01/31/19
Outpatient Statistics:								
4,807	4,399	408	4,569	Clinic Visits - Primary Care	29,263	30,841	(1,578)	28,563
565	426	139	452	Clinic Visits - Specialty Clinics	3,610	3,078	532	2,815
Productivity Statistics:								
64.85	71.98	(7.13)	58.14	FTE's - Worked	67.19	71.98	(4.79)	59.62
73.95	79.10	(5.15)	67.54	FTE's - Paid	74.40	79.10	(4.70)	65.71

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
CASH DISBURSEMENT SUMMARY FOR JANUARY 20**

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	762	7,175,619.73
CAPITAL EQUIPMENT (PLANT FUND)	7	156,913.33
CONSTRUCTION IN PROGRESS (BUILDING FUND)	4	383,260.98
PAYROLL JANUARY 5, 2020	N/A	1,349,705.67
PAYROLL JANUARY 19, 2020	N/A	1,501,620.71
TOTAL CASH OUTFLOW		<u>\$7,715,794.04</u>
CASH COLLECTIONS		\$7,767,134.80
INCREASE/DECREASE IN CASH		\$51,340.76

**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	HOODS 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		
JULY TOTALS					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 ACQUIE	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 SERVICE	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		
AUGUST TOTALS					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	SYNTHES LTD	14,703.92	STRYKER NEPTUNE 3 WASTE MANAGEMENT SY		
SEPTEMBER TOTALS					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	10/16/2019	QUADRAMED CORPORATION	11,500.00	QCPR 6.3 UPGRADE WITH LINUX SERVER		
OCTOBER TOTALS					45,600.00	1,033,150.98

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002281	11/13/2019	SYNTHES 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	SYNTHES LTD	301.00	TRAUMA IMPLANT SYSTEM		
002286	11/27/2019	MRS SYSTEMS, INC	24,900.00	ASPEN BREAST REPORTING SYSTEM		
NOVEMBER TOTALS					68,867.17	1,102,018.15

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002287	12/5/2019	CDW GOVERNMENT LLC	5,300.00	DELL PRECISION 5820 COMP TOWERS/MONITORS		
002288	12/5/2019	QUADRAMED CORPORATION	10,000.00	QCPR INTERFACE FOR LAB INSTRUMENT		
002289	12/5/2019	WERNLI, INC.	20,533.00	FREEZER/COOLER INSTALLATION		
002290	12/12/2019	QUADRAMED CORPORATION	8,750.00	QCPR INTERFACE FOR LAB INSTRUMENT		
002291	12/19/2019	QUALITY BUILDERS, INC.	64,500.00	REPLACEMENT GROUNDS BUILDING		
002292	12/19/2019	WASATCH CONTROLS (HARRIS ACQUIE	15,238.19	ADDITIONAL SECURITY CAMERAS FOR SYS UPGRADE		
002292	12/19/2019	WASATCH CONTROLS (HARRIS ACQUIE	14,503.36	SECURITY CAMERA SYSTEM		
002293	12/24/2019	SYNTHES LTD	1,138.20	TRAUMA IMPLANT SYSTEM		
DECEMBER TOTALS					139,962.75	1,241,980.90

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002294	1/9/2020	CDW GOVERNMENT LLC	90,000.00	LAPTOPS		
002295	1/9/2020	COVIDIEN SALES LLC, DBA GIVEN IMA	4,000.00	BRAVO CALIBRATION FREE REFLUX SYS		
002296	1/9/2020	DIAGNOSTIGA STAGO INC	45,670.64	COAGULATION ANALYZER		
002297	1/9/2020	QUADRAMED CORPORATION	1,250.00	QCPR INTERFACE FOR LAB		
002298	1/9/2020	STAPLES	8,564.85	PATIENT ROOM GUEST CHAIRS		
002299	1/23/2020	CLAFIN SERVICE COMPANY (CME)	6,572.84	VISION SCANNER - PEDIATRICS		
002300	1/23/2020	KRONOS INCORPORATED	855.00	KRONOS 8.1.3 UPGRADE		
JANUARY TOTALS					156,913.33	1,398,894.23

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

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
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JULY TOTALS					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		
AUGUST TOTALS					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		
SEPTEMBER TOTALS					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		
OCTOBER TOTALS					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		
NOVEMBER TOTALS					332,086.98	1,019,020.22

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001051	12/5/2019	HIGH DESERT CONSTRUCTION, INC	111,275.51	ED CONCRETE PROJECT		
001052	12/19/2019	B H INC.	169,717.70	CENTRAL PLANT UPGRADE		
001053	12/19/2019	WESTERN ENGINEERS & GEOLOGI	3,031.25	ED CONCRETE PROJECT		
001054	12/24/2019	WESTERN ENGINEERS & GEOLOGI	14,174.25	CENTRAL PLANT UPGRADE		
W/T	12/17/2019	WELLS FARGO	107,058.07	WF DEBT SERVICE		
DECEMBER TOTALS					405,256.78	1,424,277.00

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001055	1/15/2020	B H INC.	125,266.54	CENTRAL PLANT UPGRADE		
001056	1/15/2020	HIGH DESERT CONSTRUCTION, INC	18,352.37	ED CONCRETE PROJECT		
001057	1/23/2020	ROOFTOP ANCHOR, INC.	132,584.00	ROOF FALL PROTECTION		
W/T	1/15/2020	WELLS FARGO	107,058.07	WF DEBT SERVICE		
JANUARY TOTALS					383,260.98	1,807,537.98

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
1/31/2020

Amount	Description
48,586.98	Advertising Total
3,410.36	Billing Services Total
12,596.90	Blood Total
12,450.00	Building Lease Total
4,929.76	Cellular Telephone Total
97,200.10	Collection Agency Total
7,605.45	Computer Equipment Total
13,869.29	Consulting Fees Total
311,257.71	Contract Maintenance Total
59,180.71	Contract Personnel Total
15.00	Courier Services Total
26,170.75	Dental Insurance Total
24,237.85	Dialysis Supplies Total
323.95	Education Travel Total
2,299.50	Employee Recruitment Total
6,868.80	Employee Vision Plan Total
113,090.01	Equipment Lease Total
41,107.49	Food Total
10,070.37	Freight Total
1,230.56	Fuel Total
2,210.59	Garbage Collection Total
577,470.00	Group Health Total
295,716.72	Hospital Supplies Total
5,590.00	Implant Supplies Total
26,772.65	Insurance Premium Total
25,014.52	Insurance Refund Total
20.00	Internet Services Total
53,292.98	Laboratory Services Total
124,397.89	Laboratory Supplies Total
16,963.75	Laboratory Supplies Total
5,507.74	Laundry Supplies Total
18,972.50	Legal Fees Total
25.00	Licenses & Taxes Total
3,285.74	Life Insurance Total
302.40	Linen Total
15,500.00	Lithotripsy Services Total
26,008.99	Locum Tenens Total
17,831.45	Maintenance & Repair Total
13,782.48	Maintenance Supplies Total
120.00	Marketing & Promotional Supplies Total
6,040.55	Med Surg Supplies Total
72,167.00	Membership Fee Total
2,207.22	MHSC Foundation Total
237.00	Monthly Pest Control Total
22,536.77	Non Medical Supplies Total
150.00	Notary Bond Total
14,631.66	Office Supplies Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
1/31/2020

3,940.00	Other Employee Benefits Total
33,348.28	Other Purchased Services Total
1,124.05	Oxygen Rental Total
7,863.84	Patient Refund Total
7,686.14	Payroll Deduction Total
344.00	Payroll Garnishment Total
3,000,000.00	Payroll Transfer Total
128.65	Petty Cash Total
849,029.08	Pharmacy Management Total
883.75	Physican Recruitment Total
3,199.92	Physican Services Total
15,039.05	Physician Recruitment Total
5,000.00	Physician Retention Total
254,498.75	Physician Services Total
36,628.92	Physician Student Loan Total
6,240.00	Postage Total
114,516.00	Professional Liability Insurance Total
56,381.33	Professional Service Total
13,704.38	Proficiency Testing Total
161.10	Radiation Monitoring Total
521.44	Radiology Film Total
19,025.20	Radiology Material Total
26.82	Reimbursement - Badge Balance Total
15,062.67	Reimbursement - CME Total
5,226.52	Reimbursement - Education & Travel Total
814.66	Reimbursement - Insurance Premium Total
470.54	Reimbursement - Non Hospital Supplies Total
717.86	Reimbursement - Payroll Total
4,853.30	Reimbursement-Education & Travel Total
292,200.41	Retirement Total
1,087.29	Sales Tax Payment Total
71.14	Scrub Sale Deductions Total
6,722.00	Sponsorship Total
902.50	Surgery Equipment Total
71,293.12	Surgery Supplies Total
9,306.50	Surveys Total
1,805.86	Transcription Services Total
1,726.22	Translation Services Total
351.01	Uniforms Total
96,601.01	Utilities Total
998.23	Waste Disposal Total
2,055.00	Window Cleaning Total
90,806.05	Workman's Comp Total
7,175,619.73	Grand Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
1/31/2020

Check Number	Date	Vendor Check Name	Amount	Description
168510	1/15/2020	PID.COM, INC	15,734.56	Advertising
168398	1/9/2020	SWEETWATER NOW, LLC	2,900.00	Advertising
168537	1/15/2020	THE RADIO NETWORK	4,166.66	Advertising
168564	1/23/2020	BIG THICKET BROADCASTING	3,193.75	Advertising
168607	1/23/2020	KEMMERER GAZETTE	210.00	Advertising
168642	1/23/2020	RUMOR ADVERTISING	4,894.28	Advertising
168656	1/23/2020	SUBLETTE EXAMINER	345.00	Advertising
168778	1/30/2020	SWEETWATER NOW, LLC	6,900.00	Advertising
168375	1/9/2020	PILOT BUTTE BROADCASTING	345.00	Advertising
168386	1/9/2020	ROYAL FLUSH ADVERTISING	1,512.00	Advertising
168753	1/30/2020	PILOT BUTTE BROADCASTING	500.00	Advertising
168612	1/23/2020	LOOPSCREEN LLC	420.00	Advertising
EFT00000005523	1/9/2020	IN105ITY INTERACTIVE, LLC	1,710.00	Advertising
EFT00000005531	1/9/2020	ROCKET MINER	1,012.50	Advertising
EFT00000005541	1/16/2020	LAMAR ADVERTISING	1,900.00	Advertising
EFT00000005556	1/23/2020	GREEN RIVER STAR	2,500.00	Advertising
EFT00000005561	1/23/2020	ROCKET MINER	63.23	Advertising
EFT00000005562	1/23/2020	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
168325	1/9/2020	EXPRESS MEDICAID BILLING SERV	2,559.66	Billing Services
168464	1/15/2020	EXPRESS MEDICAID BILLING SERV	740.60	Billing Services
168684	1/23/2020	TRUE COMMERCE, INC	110.10	Billing Services
168419	1/9/2020	VITALANT	6,801.39	Blood
168673	1/23/2020	VITALANT	5,795.51	Blood
168586	1/23/2020	BIG SANDY CLINIC	2,200.00	Building Lease
168578	1/23/2020	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
168602	1/23/2020	HILLTOP PROPERTIES, LLC	6,750.00	Building Lease
168417	1/9/2020	VERIZON WIRELESS, LLC	2,454.29	Cellular Telephone
168790	1/30/2020	VERIZON WIRELESS, LLC	2,475.47	Cellular Telephone
168573	1/23/2020	COLLECTION PROFESSIONALS, INC	570.37	Collection Agency
168420	1/9/2020	WAKEFIELD & ASSOCIATES, INC.	45,669.78	Collection Agency
168791	1/30/2020	WAKEFIELD & ASSOCIATES, INC.	50,959.95	Collection Agency
168305	1/9/2020	CDW GOVERNMENT LLC	6,246.05	Computer Equipment
168702	1/30/2020	CDW GOVERNMENT LLC	1,359.40	Computer Equipment
168342	1/9/2020	HOMEWOOD SUITES	1,069.29	Consulting Fees
168551	1/15/2020	WOODARD & CURRAN INC.	12,800.00	Consulting Fees
168451	1/15/2020	CHANGE HEALTHCARE SOLUTIONS, LLC	8,057.88	Contract Maintenance
168365	1/9/2020	NUANCE COMMUNICATIONS, INC	616.50	Contract Maintenance
168505	1/15/2020	OTIS ELEVATOR COMPANY	30,033.41	Contract Maintenance
168374	1/9/2020	PHILIPS HEALTHCARE	1,299.98	Contract Maintenance
168507	1/15/2020	PHILIPS HEALTHCARE	1,133.00	Contract Maintenance
168378	1/9/2020	PROVIDER ADVANTAGE NW INC	1,140.00	Contract Maintenance
168512	1/15/2020	PROVIDER ADVANTAGE NW INC	1,140.00	Contract Maintenance
168389	1/9/2020	SIEMENS MEDICAL SOLUTIONS USA	9,543.33	Contract Maintenance
168525	1/15/2020	SIEMENS MEDICAL SOLUTIONS USA	9,543.33	Contract Maintenance
168435	1/15/2020	ABILITY NETWORK INC	1,550.84	Contract Maintenance
168298	1/9/2020	BIOFIRE DIAGNOSTICS, LLC	11,900.00	Contract Maintenance
168475	1/15/2020	HEALTHICITY LLC	11,000.00	Contract Maintenance
168682	1/23/2020	GE HEALTHCARE	27,780.93	Contract Maintenance

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
1/31/2020

168598	1/23/2020	GREENSHADES SOFTWARE	100.19	Contract Maintenance
168600	1/23/2020	HEALTHCARE SOLUTIONS OF NC	1,024.00	Contract Maintenance
168748	1/30/2020	NUANCE COMMUNICATIONS, INC	44,481.32	Contract Maintenance
168630	1/23/2020	OPTIMIS CORP	200.00	Contract Maintenance
168635	1/23/2020	PHILIPS HEALTHCARE	3,304.69	Contract Maintenance
168634	1/23/2020	PHILIPS MEDICAL SYSTEM N.A.CO	1,616.75	Contract Maintenance
168754	1/30/2020	PLAYNETWORK, INC.	179.70	Contract Maintenance
168645	1/23/2020	SIEMENS MEDICAL SOLUTIONS USA	8,973.00	Contract Maintenance
168768	1/30/2020	SOUTHWESTERN BIOMEDICAL ELECT.	2,645.00	Contract Maintenance
168784	1/30/2020	TRACTMANAGER INC	1,004.85	Contract Maintenance
168455	1/15/2020	CLINICAL INNOVATIONS, LLC	1,908.75	Contract Maintenance
168494	1/15/2020	MGMA	2,775.00	Contract Maintenance
168498	1/15/2020	MNU TECHNOLOGIES DIRECT	1,620.58	Contract Maintenance
168488	1/15/2020	MRS SYSTEMS, INC	5,665.00	Contract Maintenance
168424	1/9/2020	WYODATA SECURITY INC.	1,867.00	Contract Maintenance
168794	1/30/2020	WYODATA SECURITY INC.	1,770.00	Contract Maintenance
168643	1/23/2020	SCORPION HEALTHCARE LLC	2,849.00	Contract Maintenance
168637	1/23/2020	QUADRAMED	7,337.50	Contract Maintenance
168627	1/23/2020	NEXTGEN HEALTHCARE, INC.	587.00	Contract Maintenance
168605	1/23/2020	ISI WATER CHEMISTRIES	2,315.00	Contract Maintenance
168610	1/23/2020	LEXISNEXIS	7,383.94	Contract Maintenance
168412	1/9/2020	UNITED AUDIT SYSTEMS, INC.	990.00	Contract Maintenance
168565	1/23/2020	BIOFIRE DIAGNOSTICS, LLC	7,920.00	Contract Maintenance
168574	1/23/2020	CONVERGEONE, INC.	17,888.91	Contract Maintenance
168581	1/23/2020	DEXPRO DYNAMICS LLC	1,084.00	Contract Maintenance
168715	1/30/2020	FIRST FINANCIAL HOLDINGS, LLC	7,248.00	Contract Maintenance
168558	1/23/2020	AMERICAN PHARMA, INC.	1,160.00	Contract Maintenance
EFT000000005517	1/9/2020	ARRENDALE ASSOCIATES, INC	1,435.00	Contract Maintenance
EFT000000005534	1/9/2020	T-SYSTEM, INC	13,877.67	Contract Maintenance
EFT000000005549	1/16/2020	STATE FIRE DC SPECIALTIES	700.00	Contract Maintenance
EFT000000005566	1/23/2020	T-SYSTEM, INC	8,249.33	Contract Maintenance
EFT000000005569	1/30/2020	ARRENDALE ASSOCIATES, INC	1,740.00	Contract Maintenance
EFT000000005573	1/30/2020	GE HEALTHCARE	27,780.93	Contract Maintenance
W/T	1/6/2020	APEX EDI DEC	67.00	Contract Maintenance
W/T	1/10/2020	ZENITH	235.40	Contract Maintenance
W/T	1/22/2020	CARE CLOUD	349.00	Contract Maintenance
W/T	1/21/2020	GATEWAY EDI	3,925.00	Contract Maintenance
168474	1/15/2020	HEALTHCARESOURCE HR, INC.	2,250.00	Contract Maintenance
168324	1/9/2020	ELWOOD STAFFING SERVICES, INC	716.09	Contract Personnel
168463	1/15/2020	ELWOOD STAFFING SERVICES, INC	1,233.67	Contract Personnel
168331	1/9/2020	FOCUSONE SOLUTIONS LLC	14,783.76	Contract Personnel
168468	1/15/2020	FOCUSONE SOLUTIONS LLC	12,104.10	Contract Personnel
168560	1/23/2020	AVALIS WAYFINDING SOLUTIONS, INC.	620.00	Contract Personnel
168711	1/30/2020	ELWOOD STAFFING SERVICES, INC	1,911.87	Contract Personnel
168595	1/23/2020	FOCUSONE SOLUTIONS LLC	15,533.95	Contract Personnel
168717	1/30/2020	FOCUSONE SOLUTIONS LLC	8,064.27	Contract Personnel
168749	1/30/2020	NURSE ASSIST INC	660.00	Contract Personnel
168480	1/15/2020	JIM LANE	2,728.00	Contract Personnel
168523	1/15/2020	SARAH ROTH	825.00	Contract Personnel

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
1/31/2020

168571	1/23/2020	CITY CAB	15.00	Courier Services
168459	1/15/2020	DELTA DENTAL	1,661.40	Dental Insurance
168579	1/23/2020	DELTA DENTAL	22,847.95	Dental Insurance
168710	1/30/2020	DELTA DENTAL	1,661.40	Dental Insurance
168332	1/9/2020	FRESENIUS USA MARKETING, INC.	6,675.88	Dialysis Supplies
168470	1/15/2020	FRESENIUS USA MARKETING, INC.	7,327.66	Dialysis Supplies
168599	1/23/2020	HACH COMPANY	52.29	Dialysis Supplies
168601	1/23/2020	HENRY SCHEIN INC	220.00	Dialysis Supplies
168596	1/23/2020	FRESENIUS USA MARKETING, INC.	8,819.27	Dialysis Supplies
168718	1/30/2020	FRESENIUS USA MARKETING, INC.	1,142.75	Dialysis Supplies
168312	1/9/2020	CODING STRATEGIES INC	323.95	Education & Travel
168476	1/15/2020	HOLIDAY INN - ROCK SPRINGS	327.00	Employee Recruitment
168478	1/15/2020	INSIGHT INVESTIGATIONS, INC	618.50	Employee Recruitment
168725	1/30/2020	HOLIDAY INN - ROCK SPRINGS	654.00	Employee Recruitment
EFT00000005548	1/16/2020	SST TESTING +, INC.	700.00	Employee Recruitment
168548	1/15/2020	VISION SERVICE PLAN - WY	6,868.80	Employee Vision Plan
168304	1/9/2020	CAREFUSION SOLUTIONS, LLC	21,293.00	Equipment Lease
168471	1/15/2020	GE HEALTHCARE FINANCIAL SERVICES	13,081.09	Equipment Lease
168509	1/15/2020	PITNEY BOWES GLOBAL FINANCIAL SERVICES, LLC	1,149.48	Equipment Lease
168388	1/9/2020	SHADOW MOUNTAIN WATER CO, WY	2,857.25	Equipment Lease
168390	1/9/2020	SIEMENS FINANCIAL SERVICES, INC	7,700.95	Equipment Lease
168414	1/9/2020	US BANK EQUIPMENT FINANCE	1,872.23	Equipment Lease
168700	1/30/2020	CAREFUSION SOLUTIONS, LLC	21,293.00	Equipment Lease
168576	1/23/2020	COPPER & SUPPLY COMPANY	7,944.19	Equipment Lease
168644	1/23/2020	SHADOW MOUNTAIN WATER CO, WY	1,500.00	Equipment Lease
168765	1/30/2020	SHADOW MOUNTAIN WATER CO, WY	1,067.15	Equipment Lease
168766	1/30/2020	SIEMENS FINANCIAL SERVICES, INC	18,429.63	Equipment Lease
168668	1/23/2020	US BANK EQUIPMENT FINANCE	2,973.42	Equipment Lease
168787	1/30/2020	US BANK EQUIPMENT FINANCE	801.22	Equipment Lease
EFT00000005533	1/9/2020	TIMEPAYMENT CORP	2,110.28	Equipment Lease
W/T	1/8/2020	SIEMENS EDI	9,017.12	Equipment Lease
168323	1/9/2020	DOMINOS	37.40	Food
168462	1/15/2020	DOMINOS	116.14	Food
168328	1/9/2020	F B MCFADDEN WHOLESALE	3,025.07	Food
168465	1/15/2020	F B MCFADDEN WHOLESALE	2,196.30	Food
168326	1/9/2020	FARMER BROS CO	285.85	Food
168356	1/9/2020	MEADOW GOLD DAIRY	543.62	Food
168364	1/9/2020	NICHOLAS & CO INC	6,039.63	Food
168401	1/9/2020	SYSCO INTERMOUNTAIN FOOD	2,905.71	Food
168422	1/9/2020	WESTERN WYOMING BEVERAGES INC	1,431.24	Food
168591	1/23/2020	F B MCFADDEN WHOLESALE	14.95	Food
168714	1/30/2020	F B MCFADDEN WHOLESALE	4,071.05	Food
168590	1/23/2020	FARMER BROS CO	666.75	Food
168735	1/30/2020	LLORENS PHARMACEUTICAL INTERNATIONAL DIVISION INC	227.40	Food
168615	1/23/2020	MEADOW GOLD DAIRY	972.84	Food
168738	1/30/2020	MEADOW GOLD DAIRY	359.82	Food
168628	1/23/2020	NICHOLAS & CO INC	8,298.08	Food
168747	1/30/2020	NICHOLAS & CO INC	3,415.42	Food
168659	1/23/2020	SYSCO INTERMOUNTAIN FOOD	2,319.63	Food

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
1/31/2020

168675	1/23/2020	WESTERN WYOMING BEVERAGES INC	1,927.79	Food
168793	1/30/2020	WESTERN WYOMING BEVERAGES INC	716.00	Food
EFT00000005520	1/9/2020	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	475.00	Food
EFT00000005555	1/23/2020	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	406.00	Food
EFT00000005571	1/30/2020	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	575.00	Food
168466	1/15/2020	FED EX	85.85	Freight
168408	1/9/2020	TRIOSE, INC	6,491.79	Freight
168541	1/15/2020	TRIOSE, INC	110.10	Freight
168592	1/23/2020	FED EX	13.07	Freight
168685	1/23/2020	TRIOSE, INC	3,369.56	Freight
168381	1/9/2020	RED HORSE OIL COMPANIES INC	1,230.56	Fuel
EFT00000005535	1/9/2020	WWS - ROCK SPRINGS	2,210.59	Garbage Collection
W/T	1/11/2020	FURTHER FLEX 1/8/2020	1,526.68	Group Health
W/T	1/4/2020	FURTHER FLEX 1/10/2020	2,778.70	Group Health
W/T	1/17/2020	FURTHER FLEX 1/15/2020	4,146.16	Group Health
W/T	1/31/2020	FURTHER FLEX 1/29/2020	4,297.60	Group Health
W/T	1/24/2020	FURTHER FLEX 1/22/2020	5,097.23	Group Health
W/T	1/10/2020	BCBS 1/3/2020	78,324.41	Group Health
W/T	1/17/2020	BCBS 1/10/2020	106,594.39	Group Health
W/T	1/24/2020	BCBS 1/17/2020	109,562.58	Group Health
W/T	1/31/2020	BCBS 1/24/2020	113,326.51	Group Health
W/T	1/3/2020	BCBS 12/27/19	149,813.74	Group Health
168279	1/9/2020	ABBOTT LABORATORIES	2,611.16	Hospital Supplies
168281	1/9/2020	AESCULAP INC	587.56	Hospital Supplies
168283	1/9/2020	ALLEN MEDICAL SYSTEMS INC	418.00	Hospital Supplies
168287	1/9/2020	APPLIED MEDICAL	894.00	Hospital Supplies
168442	1/15/2020	APPLIED MEDICAL	96.00	Hospital Supplies
168288	1/9/2020	ARTHREX INC.	2,316.19	Hospital Supplies
168295	1/9/2020	B BRAUN MEDICAL INC.	26,455.00	Hospital Supplies
168446	1/15/2020	B BRAUN MEDICAL INC.	335.20	Hospital Supplies
168292	1/9/2020	BARD PERIPHERAL VASCULAR INC	996.00	Hospital Supplies
168293	1/9/2020	BAXTER HEALTHCARE CORPORATION	4,647.61	Hospital Supplies
168294	1/9/2020	BAYER HEALTHCARE LLC	8,078.41	Hospital Supplies
168447	1/15/2020	BG MEDICAL LLC	3,400.00	Hospital Supplies
168300	1/9/2020	BOSTON SCIENTIFIC CORP	784.08	Hospital Supplies
168318	1/9/2020	C R BARD INC	700.00	Hospital Supplies
168303	1/9/2020	CARDINAL HEALTH/V. MUELLER	43,240.01	Hospital Supplies
168449	1/15/2020	CARDINAL HEALTH/V. MUELLER	13,550.94	Hospital Supplies
168314	1/9/2020	CONE INSTRUMENTS	80.05	Hospital Supplies
168458	1/15/2020	CONE INSTRUMENTS	211.35	Hospital Supplies
168316	1/9/2020	COOK MEDICAL INCORPORATED	7,541.36	Hospital Supplies
168321	1/9/2020	DIAGNOSTICA STAGO INC	2,911.70	Hospital Supplies
168461	1/15/2020	DIAGNOSTICA STAGO INC	2,237.73	Hospital Supplies
168334	1/9/2020	GENERAL HOSPITAL SUPPLY CORPORATION	221.00	Hospital Supplies
168337	1/9/2020	HEALTHCARE LOGISTICS INC	171.30	Hospital Supplies
168473	1/15/2020	HEALTHCARE LOGISTICS INC	76.30	Hospital Supplies
168339	1/9/2020	HOLOGIC, INC.	1,025.00	Hospital Supplies
168346	1/9/2020	KARL STORZ ENDOSCOPY-AMERICA	664.85	Hospital Supplies
168397	1/9/2020	LEICA BIOSYSTEMS RICHMOND	1,012.62	Hospital Supplies

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168489	1/15/2020	M V A P MEDICAL SUPPLIES, INC.	1,076.85	Hospital Supplies
168493	1/9/2020	MARKET LAB, INC	439.74	Hospital Supplies
168499	1/9/2020	MCKESSON MEDICAL-SURGICAL	299.15	Hospital Supplies
168489	1/15/2020	MCKESSON MEDICAL-SURGICAL	913.50	Hospital Supplies
168493	1/15/2020	MEDTRONIC USA INC	272.00	Hospital Supplies
168358	1/9/2020	MEDTRONIC, USA	4,355.00	Hospital Supplies
168492	1/15/2020	MEDTRONIC, USA	13,871.00	Hospital Supplies
168497	1/15/2020	MINDRAY DS USA, INC.	549.12	Hospital Supplies
168366	1/9/2020	OLYMPUS AMERICA INC	46.97	Hospital Supplies
168503	1/15/2020	OLYMPUS AMERICA INC	888.42	Hospital Supplies
168369	1/9/2020	OWENS & MINOR 90005430	13,690.40	Hospital Supplies
168506	1/15/2020	OWENS & MINOR 90005430	18.00	Hospital Supplies
168373	1/9/2020	PERFORMANCE HEALTH SUPPLY INC	109.71	Hospital Supplies
168513	1/15/2020	QUESET MEDICAL	73.68	Hospital Supplies
168515	1/15/2020	RADIOMETER AMERICA INC	8,789.00	Hospital Supplies
168517	1/15/2020	RESPIRONICS	285.00	Hospital Supplies
168392	1/9/2020	SPACELABS MEDICAL	36.57	Hospital Supplies
168531	1/15/2020	STERIS CORPORATION	874.44	Hospital Supplies
168405	1/9/2020	TIDY PRODUCTS, LC	500.00	Hospital Supplies
168539	1/15/2020	TRAIL RIDGE PRODUCTS INC	268.11	Hospital Supplies
168407	1/9/2020	TRI-ANIM HEALTH SERVICES INC	693.50	Hospital Supplies
168540	1/15/2020	TRI-ANIM HEALTH SERVICES INC	531.68	Hospital Supplies
168416	1/9/2020	VERATHON INC.	195.18	Hospital Supplies
168545	1/15/2020	VERATHON INC.	180.00	Hospital Supplies
168421	1/9/2020	WAXIE SANITARY SUPPLY	1,514.65	Hospital Supplies
168761	1/30/2020	ABBOTT NUTRITION	206.64	Hospital Supplies
168553	1/23/2020	AESCLAP INC	75.36	Hospital Supplies
168557	1/23/2020	AMAZON.COM CREDIT PLAN	1,690.30	Hospital Supplies
168691	1/30/2020	APPLIED MEDICAL	1,990.00	Hospital Supplies
168562	1/23/2020	B BRAUN MEDICAL INC.	956.80	Hospital Supplies
168692	1/30/2020	BARD PERIPHERAL VASCULAR INC	1,044.00	Hospital Supplies
168561	1/23/2020	BAYER HEALTHCARE LLC	1,858.06	Hospital Supplies
168695	1/30/2020	BIOMET SPORTS MEDICINE	2,030.00	Hospital Supplies
168697	1/30/2020	BOSTON SCIENTIFIC CORP	3,655.46	Hospital Supplies
168567	1/23/2020	CARDINAL HEALTH/V. MUELLER	54.14	Hospital Supplies
168699	1/30/2020	CARDINAL HEALTH/V. MUELLER	43,595.27	Hospital Supplies
168701	1/30/2020	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
168705	1/30/2020	CONE INSTRUMENTS	177.94	Hospital Supplies
168706	1/30/2020	CONMED CORPORATION	124.45	Hospital Supplies
168575	1/23/2020	COOK MEDICAL INCORPORATED	1,414.15	Hospital Supplies
168707	1/30/2020	COOK MEDICAL INCORPORATED	3,070.32	Hospital Supplies
168584	1/23/2020	DJ ORTHOPEDICS, LLC	17.58	Hospital Supplies
168719	1/30/2020	GEM MEDICAL SUPPLIES, LLC	124.12	Hospital Supplies
168720	1/30/2020	GENERAL HOSPITAL SUPPLY CORPORATION	222.00	Hospital Supplies
168722	1/30/2020	HEALTHCARE LOGISTICS INC	104.80	Hospital Supplies
168727	1/30/2020	HOLOGIC, INC.	3,715.00	Hospital Supplies
168729	1/30/2020	HULL ANESTHESIA INC	272.50	Hospital Supplies
168732	1/30/2020	KARL STORZ ENDOSCOPY-AMERICA	598.32	Hospital Supplies
168776	1/30/2020	LEICA BIOSYSTEMS RICHMOND	155.24	Hospital Supplies

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168622	1/23/2020	M V A P MEDICAL SUPPLIES, INC.	25.85	Hospital Supplies
168746	1/30/2020	M V A P MEDICAL SUPPLIES, INC.	36.75	Hospital Supplies
168736	1/30/2020	MARKET LAB, INC	259.04	Hospital Supplies
168614	1/23/2020	MCKESSON MEDICAL-SURGICAL	1,351.40	Hospital Supplies
168737	1/30/2020	MCKESSON MEDICAL-SURGICAL	1,569.45	Hospital Supplies
168616	1/23/2020	MEDTRONIC USA INC	521.00	Hospital Supplies
168742	1/30/2020	MES	83.30	Hospital Supplies
168629	1/23/2020	OLYMPUS AMERICA INC	232.19	Hospital Supplies
168603	1/23/2020	OVATION MEDICAL	899.00	Hospital Supplies
168632	1/23/2020	OWENS & MINOR 90005430	12,581.51	Hospital Supplies
168751	1/30/2020	OWENS & MINOR 90005430	10,710.59	Hospital Supplies
168633	1/23/2020	PERFORMANCE HEALTH SUPPLY INC	92.54	Hospital Supplies
168752	1/30/2020	PERFORMANCE HEALTH SUPPLY INC	110.76	Hospital Supplies
168640	1/23/2020	RADIOMETER AMERICA INC	1,809.24	Hospital Supplies
168758	1/30/2020	RESMED CORP	85.00	Hospital Supplies
168759	1/30/2020	RESPIRONICS	285.00	Hospital Supplies
168648	1/23/2020	SMITHS MEDICAL ASD	2,545.60	Hospital Supplies
168772	1/30/2020	STERIS CORPORATION	5,337.87	Hospital Supplies
168775	1/30/2020	SUREMARK CO	294.00	Hospital Supplies
168780	1/30/2020	TELEFLEX MEDICAL INC.	745.14	Hospital Supplies
168663	1/23/2020	TRI-ANIM HEALTH SERVICES INC	115.00	Hospital Supplies
168785	1/30/2020	TRI-ANIM HEALTH SERVICES INC	852.79	Hospital Supplies
168672	1/23/2020	UTAH MEDICAL PRODUCTS INC	72.42	Hospital Supplies
168788	1/30/2020	UTAH MEDICAL PRODUCTS INC	567.12	Hospital Supplies
168789	1/30/2020	VERATHON INC.	180.00	Hospital Supplies
168674	1/23/2020	WAXIE SANITARY SUPPLY	47.20	Hospital Supplies
168792	1/30/2020	WAXIE SANITARY SUPPLY	55.28	Hospital Supplies
168709	1/30/2020	CR BARD, INC	195.00	Hospital Supplies
EFT00000005518	1/9/2020	BREG INC	375.67	Hospital Supplies
EFT00000005521	1/9/2020	HARDY DIAGNOSTICS	3,348.55	Hospital Supplies
EFT00000005529	1/9/2020	PACIFIC MEDICAL LLC	85.00	Hospital Supplies
EFT00000005538	1/16/2020	BEEKLEY CORPORATION	169.00	Hospital Supplies
EFT00000005539	1/16/2020	BREG INC	41.24	Hospital Supplies
EFT00000005550	1/16/2020	STRYKER INSTRUMENTS	592.87	Hospital Supplies
EFT00000005554	1/23/2020	BREG INC	197.96	Hospital Supplies
EFT00000005557	1/23/2020	HARDY DIAGNOSTICS	348.51	Hospital Supplies
EFT00000005565	1/23/2020	STRYKER INSTRUMENTS	193.29	Hospital Supplies
EFT00000005570	1/30/2020	BREG INC	106.48	Hospital Supplies
EFT00000005574	1/30/2020	HARDY DIAGNOSTICS	690.77	Hospital Supplies
EFT00000005585	1/30/2020	ZOLL MEDICAL CORPORATION	1,168.50	Hospital Supplies
EFT00000005564	1/23/2020	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	1,500.00	Hospital Supplies
EFT00000005583	1/30/2020	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	1,070.00	Hospital Supplies
168661	1/23/2020	TREACE MEDICAL CONCEPTS, INC.	5,590.00	Implant Supplies
168413	1/9/2020	PROVIDENT LIFE & ACCIDENT	10,929.42	Insurance Premium
168544	1/15/2020	PROVIDENT LIFE & ACCIDENT	15,843.23	Insurance Premium
168431	1/9/2020	INSURANCE REFUND	248.90	Insurance Refund
168432	1/9/2020	INSURANCE REFUND	2,250.94	Insurance Refund
168923	1/30/2020	INSURANCE REFUND	71.82	Insurance Refund
168929	1/30/2020	INSURANCE REFUND	521.12	Insurance Refund

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168943	1/30/2020	INSURANCE REFUND	56.05	Insurance Refund
168934	1/30/2020	INSURANCE REFUND	25.00	Insurance Refund
160924	1/30/2020	INSURANCE REFUND	114.00	Insurance Refund
160936	1/30/2020	INSURANCE REFUND	403.78	Insurance Refund
160944	1/30/2020	INSURANCE REFUND	178.36	Insurance Refund
160930	1/30/2020	INSURANCE REFUND	133.51	Insurance Refund
160931	1/30/2020	INSURANCE REFUND	133.51	Insurance Refund
160933	1/30/2020	INSURANCE REFUND	13.34	Insurance Refund
160938	1/30/2020	INSURANCE REFUND	313.50	Insurance Refund
160919	1/30/2020	INSURANCE REFUND	191.38	Insurance Refund
160921	1/30/2020	INSURANCE REFUND	236.51	Insurance Refund
160926	1/30/2020	INSURANCE REFUND	5,597.58	Insurance Refund
160927	1/30/2020	INSURANCE REFUND	6,058.61	Insurance Refund
160937	1/30/2020	INSURANCE REFUND	388.55	Insurance Refund
160941	1/30/2020	INSURANCE REFUND	694.45	Insurance Refund
160920	1/30/2020	INSURANCE REFUND	29.42	Insurance Refund
160925	1/30/2020	INSURANCE REFUND	7,230.11	Insurance Refund
160600	1/23/2020	INSURANCE REFUND	83.99	Insurance Refund
160042	1/30/2020	INSURANCE REFUND	40.09	Insurance Refund
160578	1/23/2020	WYOMING.COM	20.00	Internet Services
160513	1/23/2020	MAYO COLLABORATIVE SERVICES, INC.	311.40	Laboratory Services
160743	1/30/2020	METABOLIC NEWBORN SCREENING	4,438.00	Laboratory Services
160555	1/23/2020	ALLERMATRIX INC	465.00	Laboratory Services
EFT00000000552	1/23/2020	AKUP LABORATORIES, INC.	48,078.58	Laboratory Services
160301	1/9/2020	CANCER DIAGNOSTICS, INC	86.45	Laboratory Supplies
160302	1/9/2020	CARDINAL HEALTH	30,645.44	Laboratory Supplies
160307	1/9/2020	CEPHEID	1,028.50	Laboratory Supplies
160310	1/9/2020	CLINICAL & LAB STANDARDS INSTITUTE	500.00	Laboratory Supplies
160330	1/9/2020	FISHER HEALTHCARE	13,077.58	Laboratory Supplies
160467	1/15/2020	FISHER HEALTHCARE	329.18	Laboratory Supplies
160352	1/9/2020	MAINE STANDARD	1,950.00	Laboratory Supplies
160490	1/15/2020	MEDIVATORS REPROCESSING SYSTEM	204.00	Laboratory Supplies
160344	1/9/2020	PLATINUM CODE	346.71	Laboratory Supplies
160380	1/9/2020	R&D SYSTEMS INC	71.75	Laboratory Supplies
160559	1/23/2020	ANAEROBIC SYSTEMS	48.55	Laboratory Supplies
160563	1/23/2020	BECKMAN COULTER, INC	357.68	Laboratory Supplies
160693	1/30/2020	BECKMAN COULTER, INC	1,337.30	Laboratory Supplies
160566	1/23/2020	CARDINAL HEALTH	13,497.08	Laboratory Supplies
160698	1/30/2020	CARDINAL HEALTH	32,924.32	Laboratory Supplies
160703	1/30/2020	CEPHEID	5,419.30	Laboratory Supplies
160594	1/23/2020	FISHER HEALTHCARE	16,802.50	Laboratory Supplies
160716	1/30/2020	FISHER HEALTHCARE	4,873.34	Laboratory Supplies
160618	1/23/2020	MERCEDES MEDICAL	47.81	Laboratory Supplies
160654	1/23/2020	STRECK LABORATORIES INC	276.40	Laboratory Supplies
160786	1/30/2020	TYPENEX MEDICAL, LLC	572.00	Laboratory Supplies
160395	1/9/2020	STATLAB MEDICAL PRODUCTS, INC	265.26	Laboratory Supplies
160696	1/30/2020	BIOMERIEUX, INC.	4,532.58	Laboratory Supplies
EFT000000005516	1/9/2020	AMERICAN PROFICIENCY INSTITUTE	5,130.00	Laboratory Supplies
EFT000000005528	1/9/2020	ORTHO-CLINICAL DIAGNOSTICS INC	5,619.12	Laboratory Supplies

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EFT000000005544	1/16/2020	ORTHO-CLINICAL DIAGNOSTICS INC	552.80	Laboratory Supplies
EFT000000005546	1/16/2020	PDC HEALTHCARE	107.50	Laboratory Supplies
EFT000000005553	1/23/2020	BIO-RAD LABORATORIES	237.04	Laboratory Supplies
EFT000000005560	1/23/2020	PDC HEALTHCARE	107.07	Laboratory Supplies
EFT000000005577	1/30/2020	ORTHO-CLINICAL DIAGNOSTICS INC	245.91	Laboratory Supplies
EFT000000005580	1/30/2020	PDC HEALTHCARE	166.47	Laboratory Supplies
EFT000000005526	1/9/2020	MARTIN-RAY LAUNDRY SYSTEMS	2,022.81	Laundry Supplies
EFT000000005543	1/16/2020	MARTIN-RAY LAUNDRY SYSTEMS	2,995.00	Laundry Supplies
EFT000000005576	1/30/2020	MARTIN-RAY LAUNDRY SYSTEMS	489.93	Laundry Supplies
168636	1/23/2020	PHILLIPS LAW, LLC	6,269.00	Legal Fees
168577	1/23/2020	CROWLEY FLECK ATTORNEYS	2,703.50	Legal Fees
W/T	1/24/2020	HUNTINGTON BANK	10,000.00	Legal Fees
168687	1/24/2020	WY DEPARTMENT OF AUDIT	25.00	Licenses & Taxes
168502	1/15/2020	NEW YORK LIFE INSURANCE COMPANY	3,285.74	Life Insurance
168769	1/30/2020	STANDARD TEXTILE	302.40	Linen
168426	1/9/2020	WYOMING UROLOGICAL SERVICES, LP	6,200.00	Lithotripsy Services
168796	1/30/2020	WYOMING UROLOGICAL SERVICES, LP	9,300.00	Lithotripsy Services
168457	1/15/2020	COMPHEALTH, INC.	7,675.00	Locum Tenens
168549	1/15/2020	DR. WAGNER VERONESE	930.87	Locum Tenens
168481	1/15/2020	JHR MEDICAL ASSOCIATES	17,403.12	Locum Tenens
168538	1/15/2020	TIRE DEN	18.95	Maintenance & Repair
168415	1/9/2020	UTAH CONTROLS INC	157.50	Maintenance & Repair
168434	1/15/2020	A & B HOME IMPROVEMENTS	8,640.00	Maintenance & Repair
168568	1/23/2020	CARRIER COMMERCIAL SERVICE	1,998.65	Maintenance & Repair
168724	1/30/2020	HIGH SECURITY LOCK & ALARM	19.50	Maintenance & Repair
168777	1/30/2020	SWEETWATER PLUMBING & HEATING	466.45	Maintenance & Repair
168671	1/23/2020	UTAH CONTROLS INC	105.00	Maintenance & Repair
168676	1/23/2020	WHISLER CHEVROLET	204.75	Maintenance & Repair
168371	1/9/2020	PARADISE FLOORING & DESIGN INC.	1,185.88	Maintenance & Repair
168376	1/9/2020	PLAN ONE/ARCHITECTS	84.50	Maintenance & Repair
EFT000000005519	1/9/2020	CARRIER COMMERCIAL SERVICE	313.65	Maintenance & Repair
EFT000000005530	1/9/2020	PARTSSOURCE	2,184.25	Maintenance & Repair
EFT000000005545	1/16/2020	PARTSSOURCE	705.26	Maintenance & Repair
EFT000000005522	1/9/2020	HOMAX OIL SALES	65.70	Maintenance & Repair
EFT000000005559	1/23/2020	PARTSSOURCE	1,603.57	Maintenance & Repair
EFT000000005578	1/30/2020	PARTSSOURCE	77.84	Maintenance & Repair
168311	1/9/2020	CODALE ELECTRIC SUPPLY, INC	2,007.32	Maintenance Supplies
168456	1/15/2020	CODALE ELECTRIC SUPPLY, INC	69.51	Maintenance Supplies
168327	1/9/2020	FASTENAL COMPANY	1.12	Maintenance Supplies
168335	1/9/2020	GRAINGER	1,255.09	Maintenance Supplies
168472	1/15/2020	GRAINGER	53.40	Maintenance Supplies
168341	1/9/2020	HOME DEPOT	514.08	Maintenance Supplies
168477	1/15/2020	HOME DEPOT	258.94	Maintenance Supplies
168309	1/9/2020	MSC INDUSTRIAL SUPPLY CO	222.46	Maintenance Supplies
168501	1/15/2020	NAPA AUTO PARTS	124.95	Maintenance Supplies
168411	1/9/2020	UNIPOWER	368.72	Maintenance Supplies
168572	1/23/2020	CODALE ELECTRIC SUPPLY, INC	152.96	Maintenance Supplies
168704	1/30/2020	CODALE ELECTRIC SUPPLY, INC	2,513.09	Maintenance Supplies
168721	1/30/2020	GRAINGER	193.87	Maintenance Supplies

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168603	1/23/2020	HOME DEPOT	1,116.68	Maintenance Supplies
168728	1/30/2020	HOME DEPOT	129.00	Maintenance Supplies
168623	1/23/2020	NAPA AUTO PARTS	53.95	Maintenance Supplies
EFT000000005514	1/9/2020	ACE HARDWARE	76.94	Maintenance Supplies
EFT000000005532	1/9/2020	SHERWIN WILLIAMS CO	97.49	Maintenance Supplies
EFT000000005537	1/16/2020	ALPINE PURE SOFT WATER	676.20	Maintenance Supplies
EFT000000005547	1/16/2020	ROCK SPRINGS WINNELSON CO	32.10	Maintenance Supplies
EFT000000005563	1/23/2020	SHERWIN WILLIAMS CO	125.67	Maintenance Supplies
EFT000000005581	1/30/2020	ROCK SPRINGS WINNELSON CO	3,542.92	Maintenance Supplies
EFT000000005582	1/30/2020	SHERWIN WILLIAMS CO	90.52	Maintenance Supplies
EFT000000005584	1/30/2020	UULINE, INC	105.50	Maintenance Supplies
168460	1/15/2020	DESKTOP DESIGN	120.00	Marketing & Promotional Supplies
168404	1/9/2020	TELEFLEX LLC	418.50	Med Surg Supplies
168536	1/15/2020	TELEFLEX LLC	29.10	Med Surg Supplies
168660	1/23/2020	TELEFLEX LLC	683.00	Med Surg Supplies
168781	1/30/2020	TELEFLEX LLC	1,032.81	Med Surg Supplies
168296	1/9/2020	BECTON DICKINSON	1,279.60	Med Surg Supplies
168308	1/9/2020	CIVCO RADIOTHERAPY	236.00	Med Surg Supplies
168338	1/9/2020	HERAEUS MEDICAL	714.95	Med Surg Supplies
168619	1/23/2020	MERCURY MEDICAL	264.64	Med Surg Supplies
168694	1/30/2020	BECTON DICKINSON	1,012.00	Med Surg Supplies
168723	1/30/2020	HERAEUS MEDICAL	369.95	Med Surg Supplies
EFT000000005527	1/9/2020	MOUNTAIN STATES EMPLOYERS COUNCIL	59.00	Membership
168425	1/9/2020	WYOMING HOSPITAL ASSOCIATION	71,639.00	Membership Fee
168336	1/9/2020	GREEN RIVER CHAMBER OF COMMERCE	134.00	Membership Fee
168500	1/15/2020	NAMSS	185.00	Membership Fee
168552	1/15/2020	WYAMSS	150.00	Membership Fee
168272	1/9/2020	MHSC-FOUNDATION	1,114.06	MHSC Foundation
168621	1/23/2020	MHSC-FOUNDATION	1,092.36	MHSC Foundation
168782	1/30/2020	TERMINIX OF WYOMING	237.00	Monthly Pest Control
168357	1/9/2020	MEDLINE INDUSTRIES INC	719.03	Non Medical Supplies
168491	1/15/2020	MEDLINE INDUSTRIES INC	3,311.14	Non Medical Supplies
168367	1/9/2020	OPTUM360 LLC	1,962.92	Non Medical Supplies
168504	1/15/2020	OPTUM360 LLC	327.91	Non Medical Supplies
168368	1/9/2020	ORIENTAL TRADING COMPANY	228.99	Non Medical Supplies
168524	1/15/2020	SHARN ANESTHESIA INC	165.19	Non Medical Supplies
168527	1/15/2020	SMILEMAKERS	118.42	Non Medical Supplies
168284	1/9/2020	ALTA MEDICAL SPECIALTIES	414.00	Non Medical Supplies
168286	1/9/2020	AMERICAN PHARMA, INC.	118.00	Non Medical Supplies
168290	1/9/2020	ASI BUSINESS GROUP	11,773.08	Non Medical Supplies
168740	1/30/2020	MEDLINE INDUSTRIES INC	2,156.73	Non Medical Supplies
168631	1/23/2020	OPTUM360 LLC	251.88	Non Medical Supplies
168359	1/9/2020	MERIT MEDICAL SYSTEMS, INC	588.81	Non Medical Supplies
168556	1/23/2020	ALTA MEDICAL SPECIALTIES	216.50	Non Medical Supplies
168690	1/30/2020	ALTA MEDICAL SPECIALTIES	184.17	Non Medical Supplies
168403	1/9/2020	TEGELER & ASSOCIATES-RS	100.00	Notary Bond
168535	1/15/2020	TEGELER & ASSOCIATES-RS	50.00	Notary Bond
168393	1/9/2020	STANDARD REGISTER COMPANY	868.14	Office Supplies
168529	1/15/2020	STANDARD REGISTER COMPANY	748.57	Office Supplies

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168433	1/9/2020	STAPLES BUSINESS ADVANTAGE	4,918.01	Office Supplies
168530	1/15/2020	STAPLES BUSINESS ADVANTAGE	3,268.80	Office Supplies
168587	1/23/2020	ENCOMPASS GROUP, LLC	2,157.33	Office Supplies
168713	1/30/2020	ENCOMPASS GROUP, LLC	1,739.40	Office Supplies
168739	1/30/2020	MEDICAL ARTS PRESS	52.30	Office Supplies
168770	1/30/2020	STANDARD REGISTER COMPANY	165.98	Office Supplies
168650	1/23/2020	STAPLES BUSINESS ADVANTAGE	331.68	Office Supplies
168771	1/30/2020	STAPLES BUSINESS ADVANTAGE	381.45	Office Supplies
168797	1/30/2020	YOUNG AT HEART SENIOR CITIZENS CENTER	3,940.00	Other Employee Benefits
168469	1/15/2020	FOTOS BY JENNI	594.83	Other Purchased Services
168289	1/9/2020	GALLAGHER BENEFIT SERVICES, INC.	11,995.00	Other Purchased Services
168484	1/15/2020	JOY'S FLOWERS & GIFTS	119.00	Other Purchased Services
168349	1/9/2020	QUICK RESPONSE TAXI	60.00	Other Purchased Services
168385	1/9/2020	ROCK SPRINGS KIWANIS	1,365.00	Other Purchased Services
168649	1/23/2020	SPECIALTY INCENTIVES, INC.	3,284.00	Other Purchased Services
168608	1/23/2020	QUICK RESPONSE TAXI	235.50	Other Purchased Services
168734	1/30/2020	QUICK RESPONSE TAXI	110.00	Other Purchased Services
168570	1/23/2020	CHESTNUT LIGHTING	12,842.05	Other Purchased Services
EFT000000005540	1/16/2020	DANIEL'S JEWELRY, INC	2,742.90	Other Purchased Services
EFT000000005515	1/9/2020	AIRGAS INTERMOUNTAIN INC	574.21	Oxygen Rental
EFT000000005536	1/16/2020	AIRGAS INTERMOUNTAIN INC	354.77	Oxygen Rental
EFT000000005551	1/23/2020	AIRGAS INTERMOUNTAIN INC	124.69	Oxygen Rental
EFT000000005568	1/30/2020	AIRGAS INTERMOUNTAIN INC	70.38	Oxygen Rental
168423	1/9/2020	PATIENT REFUND	283.75	Patient Refund
168430	1/9/2020	PATIENT REFUND	132.00	Patient Refund
168508	1/15/2020	PATIENT REFUND	260.00	Patient Refund
168915	1/30/2020	PATIENT REFUND	171.00	Patient Refund
168914	1/30/2020	PATIENT REFUND	175.00	Patient Refund
168916	1/30/2020	PATIENT REFUND	20.00	Patient Refund
168917	1/30/2020	PATIENT REFUND	37.92	Patient Refund
168918	1/30/2020	PATIENT REFUND	182.00	Patient Refund
168945	1/30/2020	PATIENT REFUND	93.10	Patient Refund
168908	1/30/2020	PATIENT REFUND	25.00	Patient Refund
168909	1/30/2020	PATIENT REFUND	74.35	Patient Refund
168910	1/30/2020	PATIENT REFUND	10.00	Patient Refund
168911	1/30/2020	PATIENT REFUND	35.00	Patient Refund
168946	1/30/2020	PATIENT REFUND	7.21	Patient Refund
168912	1/30/2020	PATIENT REFUND	50.00	Patient Refund
168913	1/30/2020	PATIENT REFUND	35.00	Patient Refund
168895	1/30/2020	PATIENT REFUND	50.00	Patient Refund
168896	1/30/2020	PATIENT REFUND	30.50	Patient Refund
168898	1/30/2020	PATIENT REFUND	25.00	Patient Refund
168897	1/30/2020	PATIENT REFUND	119.00	Patient Refund
168899	1/30/2020	PATIENT REFUND	25.00	Patient Refund
168902	1/30/2020	PATIENT REFUND	20.00	Patient Refund
168901	1/30/2020	PATIENT REFUND	35.00	Patient Refund
168900	1/30/2020	PATIENT REFUND	30.00	Patient Refund
168903	1/30/2020	PATIENT REFUND	6.10	Patient Refund
168904	1/30/2020	PATIENT REFUND	15.00	Patient Refund

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1688906	1/30/2020	PATIENT REFUND	30.00	Patient Refund
1688905	1/30/2020	PATIENT REFUND	24.03	Patient Refund
1688907	1/30/2020	PATIENT REFUND	20.00	Patient Refund
1688886	1/30/2020	PATIENT REFUND	182.00	Patient Refund
1688887	1/30/2020	PATIENT REFUND	40.00	Patient Refund
1688889	1/30/2020	PATIENT REFUND	6.00	Patient Refund
1688888	1/30/2020	PATIENT REFUND	20.00	Patient Refund
1688890	1/30/2020	PATIENT REFUND	40.00	Patient Refund
1688891	1/30/2020	PATIENT REFUND	5.45	Patient Refund
1688893	1/30/2020	PATIENT REFUND	50.00	Patient Refund
1688892	1/30/2020	PATIENT REFUND	20.00	Patient Refund
1688894	1/30/2020	PATIENT REFUND	32.25	Patient Refund
1688939	1/30/2020	PATIENT REFUND	200.00	Patient Refund
1688883	1/30/2020	PATIENT REFUND	20.00	Patient Refund
1688884	1/30/2020	PATIENT REFUND	20.00	Patient Refund
1688885	1/30/2020	PATIENT REFUND	75.00	Patient Refund
1688863	1/30/2020	PATIENT REFUND	121.00	Patient Refund
1688865	1/30/2020	PATIENT REFUND	108.00	Patient Refund
1688864	1/30/2020	PATIENT REFUND	40.00	Patient Refund
1688867	1/30/2020	PATIENT REFUND	25.00	Patient Refund
1688866	1/30/2020	PATIENT REFUND	119.00	Patient Refund
1688871	1/30/2020	PATIENT REFUND	30.00	Patient Refund
1688868	1/30/2020	PATIENT REFUND	90.00	Patient Refund
1688861	1/23/2020	PATIENT REFUND	25.00	Patient Refund
1688870	1/30/2020	PATIENT REFUND	20.00	Patient Refund
1688869	1/30/2020	PATIENT REFUND	15.00	Patient Refund
1688872	1/30/2020	PATIENT REFUND	25.00	Patient Refund
1688873	1/30/2020	PATIENT REFUND	30.00	Patient Refund
1688874	1/30/2020	PATIENT REFUND	20.00	Patient Refund
1688875	1/30/2020	PATIENT REFUND	30.00	Patient Refund
1688878	1/30/2020	PATIENT REFUND	7.18	Patient Refund
1688879	1/30/2020	PATIENT REFUND	35.00	Patient Refund
1688877	1/30/2020	PATIENT REFUND	30.00	Patient Refund
1688876	1/30/2020	PATIENT REFUND	68.15	Patient Refund
1688881	1/30/2020	PATIENT REFUND	60.00	Patient Refund
1688880	1/30/2020	PATIENT REFUND	80.00	Patient Refund
1688882	1/30/2020	PATIENT REFUND	25.00	Patient Refund
1688833	1/30/2020	PATIENT REFUND	25.00	Patient Refund
1688834	1/30/2020	PATIENT REFUND	30.00	Patient Refund
1688845	1/30/2020	PATIENT REFUND	50.00	Patient Refund
1688835	1/30/2020	PATIENT REFUND	10.00	Patient Refund
1688836	1/30/2020	PATIENT REFUND	195.20	Patient Refund
1688837	1/30/2020	PATIENT REFUND	50.00	Patient Refund
1688838	1/30/2020	PATIENT REFUND	70.00	Patient Refund
1688839	1/30/2020	PATIENT REFUND	20.00	Patient Refund
1688840	1/30/2020	PATIENT REFUND	35.00	Patient Refund
1688842	1/30/2020	PATIENT REFUND	20.00	Patient Refund
1688843	1/30/2020	PATIENT REFUND	35.00	Patient Refund
1688844	1/30/2020	PATIENT REFUND	20.00	Patient Refund

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168841	1/30/2020	PATIENT REFUND	25.00	Patient Refund
168846	1/30/2020	PATIENT REFUND	16.20	Patient Refund
168847	1/30/2020	PATIENT REFUND	182.00	Patient Refund
168848	1/30/2020	PATIENT REFUND	20.00	Patient Refund
168849	1/30/2020	PATIENT REFUND	61.70	Patient Refund
168850	1/30/2020	PATIENT REFUND	30.00	Patient Refund
168851	1/30/2020	PATIENT REFUND	25.00	Patient Refund
168852	1/30/2020	PATIENT REFUND	60.00	Patient Refund
168853	1/30/2020	PATIENT REFUND	10.00	Patient Refund
168854	1/30/2020	PATIENT REFUND	25.00	Patient Refund
168855	1/30/2020	PATIENT REFUND	50.00	Patient Refund
168856	1/30/2020	PATIENT REFUND	60.00	Patient Refund
168928	1/30/2020	PATIENT REFUND	50.00	Patient Refund
168857	1/30/2020	PATIENT REFUND	35.00	Patient Refund
168858	1/30/2020	PATIENT REFUND	10.00	Patient Refund
168859	1/30/2020	PATIENT REFUND	25.00	Patient Refund
168860	1/30/2020	PATIENT REFUND	50.00	Patient Refund
168932	1/30/2020	PATIENT REFUND	136.58	Patient Refund
168861	1/30/2020	PATIENT REFUND	55.00	Patient Refund
168862	1/30/2020	PATIENT REFUND	15.00	Patient Refund
168798	1/30/2020	PATIENT REFUND	20.00	Patient Refund
168799	1/30/2020	PATIENT REFUND	30.00	Patient Refund
168800	1/30/2020	PATIENT REFUND	100.00	Patient Refund
168801	1/30/2020	PATIENT REFUND	15.00	Patient Refund
168802	1/30/2020	PATIENT REFUND	75.00	Patient Refund
168804	1/30/2020	PATIENT REFUND	182.00	Patient Refund
168803	1/30/2020	PATIENT REFUND	182.00	Patient Refund
168805	1/30/2020	PATIENT REFUND	40.00	Patient Refund
168807	1/30/2020	PATIENT REFUND	25.00	Patient Refund
168806	1/30/2020	PATIENT REFUND	20.00	Patient Refund
168809	1/30/2020	PATIENT REFUND	21.97	Patient Refund
168808	1/30/2020	PATIENT REFUND	182.00	Patient Refund
168810	1/30/2020	PATIENT REFUND	77.10	Patient Refund
168812	1/30/2020	PATIENT REFUND	20.00	Patient Refund
168811	1/30/2020	PATIENT REFUND	27.00	Patient Refund
168813	1/30/2020	PATIENT REFUND	80.00	Patient Refund
168814	1/30/2020	PATIENT REFUND	30.00	Patient Refund
168815	1/30/2020	PATIENT REFUND	120.00	Patient Refund
168816	1/30/2020	PATIENT REFUND	10.00	Patient Refund
168817	1/30/2020	PATIENT REFUND	10.60	Patient Refund
168818	1/30/2020	PATIENT REFUND	171.00	Patient Refund
168819	1/30/2020	PATIENT REFUND	5.00	Patient Refund
168820	1/30/2020	PATIENT REFUND	31.00	Patient Refund
168821	1/30/2020	PATIENT REFUND	70.00	Patient Refund
168822	1/30/2020	PATIENT REFUND	10.00	Patient Refund
168823	1/30/2020	PATIENT REFUND	18.30	Patient Refund
168922	1/30/2020	PATIENT REFUND	68.00	Patient Refund
168824	1/30/2020	PATIENT REFUND	100.00	Patient Refund
168825	1/30/2020	PATIENT REFUND	70.00	Patient Refund

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168826	1/30/2020	PATIENT REFUND	56.00	Patient Refund
168827	1/30/2020	PATIENT REFUND	20.00	Patient Refund
168828	1/30/2020	PATIENT REFUND	20.00	Patient Refund
168829	1/30/2020	PATIENT REFUND	30.00	Patient Refund
168830	1/30/2020	PATIENT REFUND	192.00	Patient Refund
168935	1/30/2020	PATIENT REFUND	231.20	Patient Refund
168831	1/30/2020	PATIENT REFUND	45.00	Patient Refund
168832	1/30/2020	PATIENT REFUND	182.00	Patient Refund
168276	1/9/2020	UNITED WAY OF SWEETWATER COUNTY	1,192.07	Payroll Deduction
168666	1/23/2020	UNITED WAY OF SWEETWATER COUNTY	384.07	Payroll Deduction
168273	1/9/2020	FAMILY SUPPORT REGISTRY	403.84	Payroll Garnishment
168274	1/9/2020	STATE OF WYOMING DFS/CSES	1,594.97	Payroll Garnishment
168275	1/9/2020	SWEETWATER CIRCUIT COURT	932.80	Payroll Garnishment
168509	1/23/2020	FAMILY SUPPORT REGISTRY	403.84	Payroll Garnishment
168652	1/23/2020	STATE OF WYOMING DFS/CSES	1,594.97	Payroll Garnishment
168657	1/23/2020	SWEETWATER CIRCUIT COURT	1,179.58	Payroll Garnishment
168278	1/9/2020	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
168662	1/23/2020	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
W/T	1/7/2020	PAYROLL 1	1,500,000.00	Payroll Transfer
W/T	1/21/2020	PAYROLL 2	1,500,000.00	Payroll Transfer
168361	1/9/2020	MHSC - PETTY CASH	100.00	Petty Cash
168744	1/30/2020	MHSC - PETTY CASH	28.65	Petty Cash
168450	1/15/2020	CARDINAL HEALTH PHARMACY MGMT	849,029.06	Pharmacy Management
168763	1/30/2020	SANDS CATERING	883.75	Physician Recruitment
168382	1/9/2020	ROBERT S. SWIFT, MD	3,199.92	Physician Services
168351	1/9/2020	DR. LUCY RYAN	10,000.00	Physician Recruitment
168495	1/15/2020	DR. MICHAEL NEYMAN	3,540.67	Physician Recruitment
168496	1/15/2020	DR. MICHAEL VANBIBBER	1,238.40	Physician Recruitment
168726	1/30/2020	HOLIDAY INN EXPRESS - LONE TREE HOSPITALITY, LLC	259.96	Physician Recruitment
168617	1/23/2020	MEUSSA JEWELL	5,000.00	Physician Retention
168280	1/9/2020	ADVANCED MEDICAL IMAGING, LLC	400.00	Physician Services
168436	1/15/2020	ADVANCED MEDICAL IMAGING, LLC	17,112.00	Physician Services
168487	1/15/2020	LOCUM TENENS.COM	53,539.43	Physician Services
168520	1/15/2020	ROCK SPRINGS MY PLACE, LLC	1,700.40	Physician Services
168437	1/15/2020	ADVANCED MEDICAL REVIEWS, INC	820.25	Physician Services
168333	1/9/2020	GAMMA WEST BRACHYTHERAPY, LLC	8,125.00	Physician Services
168783	1/30/2020	THE SLEEP SPECIALISTS	12,175.00	Physician Services
168667	1/23/2020	UNIVERSITY OF UTAH HEALTH CARE	144,876.67	Physician Services
168345	1/9/2020	JOHN A. ILIYA, M.D.	15,750.00	Physician Services
168277	1/9/2020	US DEPARTMENT OF EDUCATION	323.77	Physician Student Loan
168580	1/23/2020	DEPARTMENT OF EDUCATION	3,861.44	Physician Student Loan
168582	1/23/2020	DISCOVER STUDENT LOANS	140.67	Physician Student Loan
168686	1/23/2020	DISCOVER STUDENT LOANS	378.97	Physician Student Loan
168585	1/23/2020	DRB EDUCATION FINANCE	5,833.33	Physician Student Loan
168593	1/23/2020	FEDLOAN SERVICING	11,712.49	Physician Student Loan
168597	1/23/2020	GREAT LAKES	1,666.67	Physician Student Loan
168624	1/23/2020	NAVIENT	1,147.03	Physician Student Loan
168625	1/23/2020	NAVIENT	1,500.00	Physician Student Loan
168626	1/23/2020	NELNET LOAN SERVICES, INC	719.89	Physician Student Loan

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168669	1/23/2020	US DEPARTMENT OF EDUCATION	346.33	Physician Student Loan
168670	1/23/2020	US DEPARTMENT OF EDUCATION	2,500.00	Physician Student Loan
168606	1/23/2020	DR. JACQUES DIENKER	6,498.33	Physician Student Loan
168377	1/9/2020	POSTMASTER	1,240.00	Postage
168757	1/30/2020	RESERVE ACCOUNT	5,000.00	Postage
168410	1/9/2020	UMIA INSURANCE, INC	113,337.00	Professional Liability Insurance
168543	1/15/2020	UMIA INSURANCE, INC	276.00	Professional Liability Insurance
168665	1/23/2020	UMIA INSURANCE, INC	903.00	Professional Liability Insurance
168285	1/9/2020	AMERICAN COLLEGE OF RADIOLOGY	500.00	Professional Service
168453	1/15/2020	CLEANIQUE PROFESSIONAL SERVICES	8,830.00	Professional Service
168362	1/9/2020	MILE HIGH MOBILE PET	8,920.00	Professional Service
168370	1/9/2020	P3 CONSULTING LLC	1,890.00	Professional Service
168546	1/15/2020	VERISYS INC.	65.00	Professional Service
168454	1/15/2020	CLEARDATA NETWORKS, INC	9,250.00	Professional Service
168588	1/23/2020	CE BROKER	305.16	Professional Service
168730	1/30/2020	JOINT COMMISSION RESOURCES	5,975.00	Professional Service
168795	1/30/2020	WYOMING DEPARTMENT OF HEALTH	150.00	Professional Service
168363	1/9/2020	MOUNTAIN STATES MEDICAL PHYSICS	7,237.15	Professional Service
168547	1/15/2020	VERTIV SERVICES, INC.	12,500.02	Professional Service
EFT000000005567	1/23/2020	WESTERN STAR COMMUNICATIONS	759.00	Professional Service
168313	1/9/2020	COLLEGE OF AMERICAN PATHOLOGY	13,704.38	Proficiency Testing
EFT000000005524	1/9/2020	LANDAUER INC	161.10	Radiation Monitoring
168360	1/9/2020	MENRY X-RAY	521.44	Radiology Film
168320	1/9/2020	CURILUM US LLC	1,642.82	Radiology Material
168604	1/23/2020	INTERMOUNTAIN RADIOPHARMACY - UNIVERSITY OF UTAH	630.00	Radiology Material
EFT000000005525	1/9/2020	LANTHEUS MEDICAL IMAGING, INC	3,330.13	Radiology Material
EFT000000005542	1/16/2020	LANTHEUS MEDICAL IMAGING, INC	3,330.13	Radiology Material
EFT000000005558	1/23/2020	LANTHEUS MEDICAL IMAGING, INC	3,330.13	Radiology Material
EFT000000005575	1/30/2020	LANTHEUS MEDICAL IMAGING, INC	4,399.99	Radiology Material
EFT000000005579	1/30/2020	PHARMALUCENCE, INC	2,362.00	Radiology Material
168611	1/23/2020	LISA HARRELL	26.82	Reimbursement - Badge Balance
168522	1/15/2020	DR SAMER KATTAN	1,175.00	Reimbursement - CME
168438	1/15/2020	DR. ALICIA GRAY	5,000.00	Reimbursement - CME
168445	1/15/2020	DR. BANU SYMINGTON	420.00	Reimbursement - CME
168448	1/15/2020	DR. BRIANNE CROFTS	967.25	Reimbursement - CME
168482	1/15/2020	DR. JANENE GLYN	1,421.24	Reimbursement - CME
168483	1/15/2020	DR. JONATHAN SCHWARTZ	2,274.04	Reimbursement - CME
168526	1/15/2020	DR. SIGSBEE DUCK	533.00	Reimbursement - CME
168550	1/15/2020	DR. WALLACE CURRY	3,272.14	Reimbursement - CME
168354	1/9/2020	MARY TYLER	30.60	Reimbursement - Education & Travel
168441	1/15/2020	ANEDA HAZELETT	121.40	Reimbursement - Education & Travel
168297	1/9/2020	BETHANY BETTOLO	750.00	Reimbursement - Education & Travel
168479	1/15/2020	IRENE RICHARDSON	102.00	Reimbursement - Education & Travel
168495	1/15/2020	KELLY SUGIHARA	462.83	Reimbursement - Education & Travel
168350	1/9/2020	LUCRETIE ELLISON	1,655.05	Reimbursement - Education & Travel
168372	1/9/2020	PATTY O'LEXY	102.51	Reimbursement - Education & Travel
168383	1/9/2020	ROB FAIR	178.50	Reimbursement - Education & Travel
168518	1/15/2020	ROB FAIR	178.50	Reimbursement - Education & Travel
168384	1/9/2020	ROBIN SNOWBERGER	25.09	Reimbursement - Education & Travel

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168387	1/9/2020	SAMANTHA WHITE	80.58	Reimbursement - Education & Travel
168402	1/9/2020	TAMMIE HENDERSON	92.82	Reimbursement - Education & Travel
168406	1/9/2020	TINA FRULLO	18.36	Reimbursement - Education & Travel
168418	1/9/2020	VIRGINIA MARIN	4.08	Reimbursement - Education & Travel
168762	1/30/2020	RUTHANN WOLFE	15.00	Reimbursement - Education & Travel
168764	1/30/2020	SARAH CORHN	18.21	Reimbursement - Education & Travel
168773	1/30/2020	STEVIE NOSICH	312.41	Reimbursement - Education & Travel
168760	1/30/2020	ROB FAIR	214.20	Reimbursement - Education & Travel
168741	1/30/2020	MEGAN JACOBSEN	568.13	Reimbursement - Education & Travel
168569	1/23/2020	CHELSEA AYRES	296.25	Reimbursement - Education & Travel
168731	1/30/2020	JOSEPH J. OLIVER, M.D.	814.66	Reimbursement - Insurance Premium
168452	1/15/2020	CINDY NELSON	41.49	Reimbursement - Non Hospital Supplies
168347	1/9/2020	KERRY DOWNS	24.15	Reimbursement - Non Hospital Supplies
168609	1/23/2020	LESLIE TAYLOR	110.47	Reimbursement - Non Hospital Supplies
168712	1/30/2020	EMILY JAMES	294.43	Reimbursement - Non Hospital Supplies
168608	1/27/2020	HAILEE ZANATIAN	717.86	Reimbursement - Payroll
168516	1/15/2020	DR. RAHUL PAWAR	4,853.30	Reimbursement - Education & Travel
W/T	1/6/2020	ABG 12/26/19	129,388.48	Retirement
W/T	1/22/2020	ABG 1/9/2020	162,811.93	Retirement
168651	1/23/2020	STATE OF WYO. DEPT. OF REVENUE	1,007.29	Sales Tax Payment
168299	1/9/2020	BOOKCLIFF SALES INC	71.14	Scrub Sale deductions
168533	1/15/2020	SWEETWATER EVENTS COMPLEX	2,900.00	Sponsorship
168750	1/30/2020	OVERLAND STAGE STAMPEDE	2,000.00	Sponsorship
168755	1/30/2020	PMS SCREEN PRINTING	272.00	Sponsorship
168340	1/9/2020	HOLY SPIRIT CATHOLIC SCHOOL	600.00	Sponsorship
168399	1/9/2020	SWEETWATER DIRT RACING ALLIANCE	500.00	Sponsorship
168542	1/15/2020	UINTA COUNTY SCHOOL DISTRICT	200.00	Sponsorship
168641	1/23/2020	ROCK SPRINGS AMATEUR HOCKEY ASSOCIATION	250.00	Sponsorship
168745	1/30/2020	MOBILE INSTRUMENT SERVICE	902.50	Surgery Equipment
168282	1/9/2020	ALI MED INC	305.10	Surgery Supplies
168439	1/15/2020	ALI MED INC	312.04	Surgery Supplies
168315	1/9/2020	CONMED LINVATEC	540.08	Surgery Supplies
168317	1/9/2020	COVIDIEN SALES LLC, DRA GIVEN IMAGING	4,658.68	Surgery Supplies
168319	1/9/2020	CR BARD INC	355.29	Surgery Supplies
168486	1/15/2020	KEY SURGICAL INC.	47.00	Surgery Supplies
168528	1/15/2020	SMITH & NEPHEW ENDOSCOPY INC	4,515.84	Surgery Supplies
168391	1/9/2020	SMITH & NEPHEW INC.	1,224.23	Surgery Supplies
168396	1/9/2020	STRYKER ENDOSCOPY	1,219.00	Surgery Supplies
168532	1/15/2020	STRYKER ENDOSCOPY	678.40	Surgery Supplies
168400	1/9/2020	SYNTHEIS LTD	17,636.85	Surgery Supplies
168534	1/15/2020	SYNTHEIS LTD	3,276.24	Surgery Supplies
168427	1/9/2020	ZIMMER BIOMET	15,095.00	Surgery Supplies
168554	1/23/2020	ALI MED INC	129.24	Surgery Supplies
168609	1/30/2020	ALI MED INC	92.93	Surgery Supplies
168708	1/30/2020	COOPER SURGICAL	319.54	Surgery Supplies
168646	1/23/2020	SMITH & NEPHEW ENDOSCOPY INC	1,680.00	Surgery Supplies
168767	1/30/2020	SMITH & NEPHEW ENDOSCOPY INC	739.72	Surgery Supplies
168647	1/23/2020	SMITH & NEPHEW INC.	1,493.01	Surgery Supplies
168655	1/23/2020	STRYKER ENDOSCOPY	719.00	Surgery Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
1/31/2020

[illegible]

**Memorial Hospital of Sweetwater County
County Voucher Summary
as of month ending January 31, 2020**

Vouchers Submitted by MHSC at agreed discounted rate	
July 2019	\$0.00
August 2019	\$73,870.18
September 2019	\$0.00
October 2019	\$0.00
November 2019	\$65,432.31
December 2019	\$35,815.10
January 2020	\$0.00
County Requested Total Vouchers Submitted	<u>\$175,117.59</u>
Total Vouchers Submitted FY 2020	\$175,117.59
Less: Total Approved by County and Received by MHSC FY 2020	\$175,117.59
Total Vouchers Pending Approval by County	<u><u>\$0.00</u></u>

FY20 Title 25 Fund Budget from Sweetwater County	\$262,548.00
Funds Received From Sweetwater County	<u>\$175,117.59</u>
FY20 Title 25 Fund Budget Remaining	\$87,430.41
Total Budgeted Vouchers Pending Submittal to County	<u><u>\$0.00</u></u>

FY20 Maintenance Fund Budget from Sweetwater County	\$1,650,456.00
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
County Maintenance FY20 - December	\$181,511.34
County Maintenance FY20 - January	\$44,532.05
	<u>\$753,086.31</u>
FY20 Maintenance Fund Budget Remaining	<u><u>\$897,369.69</u></u>

BUILDING AND GROUNDS COMMITTEE CHAIR REPORT TO THE BOARD

FEBRUARY 2020

Ed Tardoni

The minutes of the committee usually appear as part of the Finance and Audit package so they will not be included here to prevent duplication.

Maintenance Metrics

This measure continues steady. Facilities continues to clean up the data base to improve accuracy of work order tracking.

Central Plant Project

The engineer attended the committee meeting and provided an update.

Mr. Horan has been asked to make a verbal update at the March Board meeting.

Mr. Gerry Johnston (MHSC Facilities) continues to follow the project closely. He had raised a question about welding quality. The contractor and engineer responded properly. Three welds needed to be redone. Mr. Johnston reported that weld quality is much improved.

The previous concern with the emergency exit door has been resolved by raising the door threshold.

Cooling tower foundations are complete. The cooling tower and support structure are due to arrive in March. The Facilities group and engineering firm are currently focusing on staging and scheduling of equipment installation.

Building and Grounds Lean-to

This project is essentially complete and has been occupied by the Facilities Group. Only a concrete apron has yet to be poured.

Pharmacy Clean Room

Design drawings in hand.

Building and Grounds Charter Review

This charter has been reviewed and approved by the committee. One word was removed. The charter is included in the March Board package for approval.

Board Charter: The Building & Grounds Committee

Board of Trustees Orientation and Resource Handbook

Category: Board Committees & Committee Charters

Title: Building & Grounds Committee

Original adoption: October 4, 2017

Revision: 2020

Purpose:

The purpose of the Building & Grounds Committee is to assist the Board of Trustees (Board) in discharging its duties in respect to protecting and maintaining the real properties of Memorial Hospital of Sweetwater County (Hospital), including its off-site properties, in support of a safe, efficient, and aesthetic environment.

Responsibilities:

In fulfilling its charge, the Building & Grounds Committee is responsible for the following activities and functions:

1. Monitor the functional integrity and safety of the Hospital's real properties, including its off-site properties, and reports to the Board any needs for action to maintain or improve its real properties.
2. Assess the needs, and governmental and regulatory mandates, to set priorities that support the overall mission of the Hospital for safe, efficient care.
3. Recommend, review, and assess proposed projects and renovations.
4. Identify future needs and improvements that are beyond normal maintenance activities.
5. Monitor capital construction projects.
6. Recommend to the Board an annual Building and Grounds plan consistent with the Hospital's annual budget and strategic plan.

Composition:

The Building & Grounds Committee will consist of two (2) members of the Board, one of whom will function as chair person; the Chief Executive and Chief Financial Officers; and the Director of Facilities. Each of these members shall have voting privileges.

The Director of Facilities, at his discretion, may invite other attendees who have involvement with, or can contribute information about, any current issue under

consideration at a meeting of the committee. Such additional attendees will not have voting rights.

Meeting Schedule:

The committee shall meet monthly, or as needed.

Board Compliance Committee

Minutes

January 29, 2020

Present: Barbara Sowada, Ed Tardoni, Irene Richardson, Suzan Campbell, and Noreen Hove, RN.

Barbara Sowada called the meeting to order at 1:00 pm.

No minutes to approve; agenda was approved as written.

The following items were discussed:

1. Noreen Hove, RN was introduced and welcomed to the committee. Ms. Hove is the new compliance officer for the hospital.
2. New Business
 - a. In keeping with the Board's request that this is the year to review and revise, as needed, all committee charters, the Compliance Committee charter was reviewed. It was agreed that the charter does not need to be revised and is in accordance with the hospital's and Board's needs

Meeting was adjourned at 1:45 pm.

Respectfully submitted,

Barbara J. Sowada, Ph.D
Chair, Board Compliance Committee

Board Charter: The Compliance Committee

Board of Trustees Orientation and Resource Handbook

Category: Board Committees & Committee Charters

Title: Compliance Committee

Original adoption: 7/4/2018

Revision: 7/25/2018; 1/29/2020

Purpose:

The purpose of the committee is to ~~represent and~~ assist the Board of Trustees (Board) in discharging its duties in respect to ensuring the compliance activities of Memorial Hospital of Sweetwater County (Hospital) are vigorous, appropriate and continuous.

Responsibilities:

In fulfilling its charge, the Compliance Committee is responsible for the following activities and functions:

1. Oversee the Hospital's compliance program and monitor its performance.
2. Make recommendations to the Board regarding compliance practices.
3. Ensure the Board is aware of significant compliance issues.
4. Review compliance risk areas and the steps the Hospital has taken to assess, control, and report such compliance risk exposures.
5. Review monthly reports of compliance audits to assess the appropriateness of audit activity.
6. Ensure the Hospital has all applicable policies related to compliance with state and federal regulations.

Composition

The Compliance Committee will consist of two (2) members of the Board, one of whom will function as chair person; the Chief Executive Officer, General Legal Counsel, and Compliance Officer. Each of these members shall have voting privileges.

Meeting Schedule

The committee shall meet monthly, or as needed.

Memorial Hospital of Sweetwater County
Governance Committee Meeting
February 7, 2020

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

Call Meeting to Order

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

Discussion

Old business:

1. The charter for the Governance Committee was reviewed and revised. (Revised version is attached.)
2. Briefly reviewed the BOT bylaws and agreed to begin review of same at Section 7, so as to coordinate it with the Med Staff Bylaws.

With no further business to conduct, the meeting was adjourned at 3:00 pm.

Submitted by Barbara J. Sowada, Ph.D.

Memorial Hospital of Sweetwater County
Governance Committee Meeting
January 10, 2020

Voting Members Present: Richard Mathey and Barbara Sowada

Members Absent: Irene Richardson

Call Meeting to Order

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

Discussion

New business:

1. The charter for the Governance Committee was reviewed and revised. (Revised version is attached.) The revised charter is based on the following goals: 1) to comply with TJC standards, 2) to delete or revise duties that are not relevant, and 3) to assure that duties comply with best practice standards.

Although all elements of the 2017 charter were discussed, two items generated the most discussion: the annual slate of board officers and annual education for the board. Because this is a five-member board that has four officers, it is not realistic to have a ballot with multiple candidates for each office; hence, the rewording of that duty. Second, the duty regarding the educational needs of the board was reworded to encourage the board members to avail themselves of the large variety of educational opportunities —such as, professional meetings, webinars, board workshops, etc.—through a variety of formats.

2. While discussing the charter, the need for the following board policies were identified: 1) bids for capital improvement and 2) maintenance of a database for all contracts.
3. Board orientation was discussed with the intent of assuring that future boards and/or board members have complete and easily accessible materials regarding roles, fiduciary responsibilities, etc. Job descriptions for board officers were identified needed to be written.

With no further business, the meeting was adjourned at 4:00 pm.

Submitted by Barbara J. Sowada, Ph.D.

Board Charter: The Governance Committee

Board of Trustees Orientation and Resource Handbook

Category: Board Committees & Committee Charters

Title: Governance Committee

Original adoption: June 14, 2010

Revision: 2011; 2017; **2020**

Purpose:

The purpose of the committee is to assist the Board of Trustees (Board) in discharging its duties in respect to institutional governance and to Board composition and education.

Responsibilities:

The Governance Committee is responsible for the following activities and functions:

- ~~• May recommend new Trustee candidates to the County Commissioners, who are charged with appointing Board members. In making such recommendations, the Governance committee shall consider the skills and the attributes of the candidate, the needs of the Board, and representation of the residents of Sweetwater County.~~
- As part of the annual July meeting, assists the Board in electing its officers—president, vice president, secretary, and treasurer—by accepting suggested soliciting potential candidates nominees and presenting a ballot, subject to nominations made from the floor, of nominees for Board vote.
- In the event an office is vacated, accepts nominees for the open office. The ballot is presented and voted upon within sixty (60) days of the office being vacated. Nominees from the floor shall also be accepted.
- Plans and assists management senior leadership with new Trustee orientation.
- Recommends, for Board approval, by-laws, charters, and policies in order for the Board to carry out its fiduciary and strategic responsibilities.
- Reviews and updates Board by-laws, charters, and policies at least every other third year, bringing any changes to the Board for approval.
- Maintains and updates charters and policy statements regarding roles, responsibilities, duties, and job descriptions for the Board itself and its members, officers, and committees, bringing any changes to the Board for approval.
- Confirms compliance with hospital's conflict of interest policy.

- Conducts an annual evaluation of the Board's performance. Periodically, assesses the educational needs of the Board and ~~plans an annual education program that is delivered through a variety of formats~~ encourages the board members to avail themselves of the large variety of educational opportunities —such as, professional meetings, webinars, board workshops, etc.
- May recommend new Trustee candidates to the County Commissioners, who are charged with appointing Board members. In making such recommendations, the Governance committee shall consider the skills and the attributes of the candidate, the needs of the Board, and representation of the residents of Sweetwater County.

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Composition

The committee shall consist of two (2) members of the Board; and the Chief Executive Officer (CEO), ~~and In-house Counsel who will be members without voting privileges.~~

Meeting Schedule

The committee shall meet quarterly, or as needed.

Reports

The committee will receive and review the following reports and present a summary report to the Board:

- Board self-assessment survey and follow up improvement plan.
- Annual board education plan.
- In-house Counsel's and/or the CEO's report(s) on current legal and regulatory issues affecting governance, plus an analysis of whether any changes to Board bylaws or policies are necessary.

Contract Check List

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

1. Name of Contract: **e-PSYCHIATRY CLIENT SERVICE AGREEMENT**
2. Purpose of contract, including scope and description: **this agreement is with e-Psychiatry to use their services to provide us with tele-psych physicians. Works like locums provider in that they will provide us with a panel of providers and we can select the ones we think would work best for us. That provider will then work through our credentialing process to become a credentialed provider for us. An internal MHSC tele-psych group has been meeting. They extensively reviewed various providers and companies to provide e-psych services and selected this company.**
3. Effective Date: **January 21, 2020 is listed as effective date but company has been informed that Board needs to approve.**
4. Expiration Date: **initial term is 3 years.**
5. Termination provisions: **90 days with or without cause Is this auto-renew? Yes for one-year terms after initial 3 years. Can terminate with 90 days' notice during first 3 years as well. Termination provision language requested by SC was agreed to and added.**
6. Monetary cost of the contract: **Fee schedule Exhibit A- These are fees we will pay e-Psychiatry for their providers MHSC does not pay any additional fees to E-Psychiatry. We pay a single all-inclusive hourly fee, which includes the provider's services, tech platform, medical malpractice insurance, and our admin fee**
Budgeted? NO
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **Yes change of jurisdiction requested by SC and agreed to**
8. Any confidentiality provisions? **Section 10**

9. Indemnification clause present? **Yes, #8 removal of language requested by SC was agreed to and changed in contract.**

10. Is this contract appropriate for other bids? **Tele-psych group reviewed other companies or providers extensively and is requesting approval of this company.**

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

e-PSYCHIATRY CLIENT SERVICE AGREEMENT

This Service Agreement (the "Agreement") is made effective January 21, 2020 between Memorial Hospital of Sweetwater County (hereinafter "Client"), a Wyoming corporation with its primary office located 1200 College Drive, Rock Springs, WY 82901, and L&R Physician Services, LLC d.b.a. e-Psychiatry (hereinafter "e-Psychiatry"), an Indiana corporation with its primary office located at 7873 W Deaver Road, Columbus IN 47201. Each a "Party" and collectively the "Parties".

RECITALS:

WHEREAS, e-Psychiatry is in the business of providing Healthcare Providers via its network of Healthcare Providers (hereinafter "Panel") and related technology (the "Services") to healthcare payers, facilities and other institutions that treat patients; and e-Psychiatry holds administrative agency agreements with independently practicing, state licensed providers (the "Healthcare Provider") on whose behalf e-Psychiatry has express authority to negotiate service agreements for staffing, network participation, and other business purposes.

WHEREAS, Client desires to engage the Services of e-Psychiatry to provide access to e-Psychiatry's Panel and/or its Healthcare Providers, administrative support, and technology to facilitate Client's treatment of patients.

NOW THEREFORE, in consideration of the mutual promises and obligations specified in this Agreement, the Parties agree as follows:

1. Incorporation of Recitals. The Recital provisions set forth above are hereby incorporated by reference into this Agreement and made a part hereof as if set forth in their entirety in this Section 1.
2. Affiliates. For the purposes of this Agreement, "Affiliates" shall be defined as an individual, corporation, partnership, limited liability company, association, trust or other entity or organization that, now or hereafter, directly or indirectly, through one or more intermediaries, controls or is controlled by, or is under common control with Client.
3. Term and Termination. The term of this Agreement shall commence on the Effective Date of this Agreement, as set forth above, and shall continue for an initial term of three (3) years. Thereafter, this Agreement will automatically renew for successive one (1) year terms. This Agreement may be terminated by either party, with or without cause, upon ninety (90) days prior written notice. The Agreement shall be deemed terminated on the ninetieth (90th) day following such written notice to terminate. Client non-payment of invoices in a timely manner would constitute a material breach of this agreement under which circumstances e-Psychiatry and its providers will have the option of working with the Client to secure timely payment or terminating further Services upon 7 days notice to Client. Upon termination of this agreement, Client shall pay any and all outstanding fees and costs for Services rendered prior to the termination of this Agreement.
4. Compensation.
 - a. Payments for services rendered hereunder ("Services") by e-Psychiatry and Healthcare Provider are the sole responsibility of the Client. e-Psychiatry shall provide billing and collection services to facilitate payment for services between Client and Healthcare Provider. e-Psychiatry shall submit invoices to Client for payment of the Services as set forth in Exhibit A, Fee Schedule, attached hereto and incorporated by reference herein. The Parties agree that the invoices submitted to Client reflect the fair market value for the Services, which may include the recruitment, training and scheduling of personnel and related

administrative support, processing and submission of the Healthcare Provider(s) invoices, collection of Client fees, the provision of related technology including telephone and fax services, internet based marketing, website and related services, EMR, HIPAA compliant televideo, technology training and 24/7 support by e-Psychiatry, and the clinical services provided by the Healthcare Provider. The Parties agree that e-Psychiatry is not involved in, responsible for, nor compensated in any direct or indirect way for the treatment of patients, and that such obligations and responsibilities between Client and Healthcare Providers may be addressed in a separate agreement between Client and Healthcare Provider the terms of which must be consistent with the present agreement.

b. e-Psychiatry shall invoice Client for Services and reimbursable expenses on at least a monthly basis. Complete and accurate billing invoices will be processed and paid within fifteen (15) days after the invoice is submitted to Client. Invoices not paid within thirty (30) days will be subject to a 2.5% late fee.

c. e-Psychiatry shall submit payment to the Healthcare Provider(s) for the Services they rendered to Client once Client has paid e-Psychiatry's invoice for Services.

d. In exchange for the favorable terms and conditions addressed in the present contract, Client agrees to use e-Psychiatry as their exclusive vendor for the recruitment of psychiatrists and ARNPs for telepsychiatry and on-site psychiatric services at all of their treatment sites.

5. e-Psychiatry Duties.

a. e-Psychiatry shall provide the following Services, as applicable: identification, recruitment and presentation of potential personnel and their credentials to Client for the Client's selection and approval for use in on-site or telemedicine-based patient care, the provision of technology to facilitate the Client's use of personnel, reporting, and such other similar services as may be requested from time to time.

b. Client acknowledges that e-Psychiatry is not a payer or healthcare provider, licensed or otherwise. e-Psychiatry shall neither have nor exercise any authority, control or direction over the Healthcare Provider's professional medical judgment, treatment decisions or methods by which provider performs professional medical services for Client. e-Psychiatry will not assume responsibility for or control over the care of any patient treated by Healthcare Provider, or the assignment of Healthcare Provider to treat patients, or any other activity that involves the practice of medicine or the provision of healthcare services. Healthcare Providers' care to patients will remain Client's responsibility at all times.

c. e-Psychiatry shall require that Healthcare Providers observe the following responsibilities in their service to Client. Client acknowledges that e-Psychiatry's requirement that Healthcare Providers observe the following responsibilities represents e-Psychiatry's good faith effort to compel Healthcare Providers to perform in a manner which is consistent with the present agreement. Client agrees that e-Psychiatry cannot ultimately control Healthcare Provider's clinical or administrative duties, responsibilities or performance as an independent practitioner, and should Healthcare Provider not meet the business needs of Client, Client's recourse shall be limited to the right to require e-Psychiatry to make a good faith effort to replace Healthcare Provider with an alternative Healthcare Provider, subject to Client's approval.

d. e-Psychiatry will identify, recruit and present to Client physicians and healthcare practitioners licensed in particular specialties (the "Healthcare Providers") for Client's review and selection within a reasonable period of time.

e. e-Psychiatry shall require that its Healthcare Providers exercise their independent medical judgment and observe the appropriate standard of care in performing patient care services for Client.

f. e-Psychiatry shall require that its Healthcare Providers learn and comply with Client's policies and procedures and complete all forms and reports which may be requested by Client in connection with the conduct of its business.

g. e-Psychiatry shall require that Healthcare Providers provide all Services in accordance with Client's policies and procedures that are established to observe requirements by the Center for Medicare and Medicaid Service (CMS), NCQA or other applicable regulatory or accrediting organizations to which Client may be accountable. This includes agreement that in accordance with the Omnibus Budget Reconciliation Act of 1989 (OBRA 1989) [42 U.S.C. § 1395], the parties acknowledge and agree that the providers shall comply with applicable federal fraud and abuse statutes, otherwise known as the physician self-referral statute ("Stark Law"), which prohibits a physician from referring Medicare or Medicaid patients to receive designated health services (DHS) to entities with which the physician (or an immediate family member) has a financial relationship, unless an exception applies.

h. e-Psychiatry shall require Healthcare Providers comply with the applicable terms of this Agreement, including but not limited to the Confidentiality and HIPAA terms outlined herein

i. e-Psychiatry shall require that Healthcare Providers cooperate and participate with the Client's Quality Improvement (QI) Program and participate in all mandatory trainings.

j. e-Psychiatry shall respond to any deficiencies in Service identified by Client, whether pursuant to audit or otherwise within thirty (30) days, or such longer period as Client may agree. e-Psychiatry's response shall either a) dispute the existence of a deficiency and provide supporting evidence, or b) present a corrective action plan, including procedures and timeframes.

k. e-Psychiatry shall provide the appropriate technology (i.e., televideo portal), if requested, to facilitate Client's access to and use of Healthcare Providers. Unless otherwise agreed to, Client will remain responsible for ensuring that Healthcare Providers have either their own computer hardware to conduct telemedicine services (e.g., computer with webcam and speakers), or hardware supplied by the Client. Unless otherwise agreed to, Client will remain responsible for providing all computer hardware and a room for patients who Client wishes to have treated through a telemedicine connection by a Healthcare Provider.

l. e-Psychiatry shall, at the request of Client's medical director and/or designee, make a good faith effort to replace a Healthcare Provider with an alternative Healthcare Provider, subject to Client's approval.

m. e-Psychiatry shall, upon request by Client, assist Client in collecting Healthcare Provider's credentialing materials for review by Client. Client will remain responsible for primary source verification of appropriate credentials, and for approving Healthcare Provider's credentials, and agreeing to use Healthcare Provider as an agent of the Client in treating Client's patients as a Healthcare Provider who is duly licensed, qualified and authorized to practice, and in good standing without sanction or restriction in practice in the various states in which Client requests that Healthcare Provider provide services. Unless otherwise agreed to in writing, Client will remain responsible for ensuring that Healthcare Providers carry adequate medical malpractice insurance to meet Client's requirements, or that Client will provide such medical malpractice insurance to Healthcare Provider. Client hereby releases e-Psychiatry from any and all liability for acts performed in good faith and without malice in connection with evaluating the credentials and qualifications of Healthcare Providers. Client shall require that Healthcare provider notify Client if their license or privileges to treat patients are revoked, suspended in any other way encumbered, and under such circumstances, Client shall have a right to require that e-Psychiatry terminate Healthcare Provider's services to Client. Under such circumstances, e-Psychiatry agrees to make a good faith effort to offer an alternative Healthcare Provider to Client in a timely manner, and at no additional expense to Client to recruit the alternative Healthcare Provider.

n. e-Psychiatry acknowledges and agrees that Healthcare Providers who Client identifies as having an expired license or Board Certification and/or license sanctions or restrictions in practice shall become immediately ineligible to provide Services for Client.

o. e-Psychiatry agrees to invoice Client for Healthcare Provider's appropriate time and services each month. e-Psychiatry agrees to accept payment from Client for Healthcare Provider's services, and to pay Healthcare Provider their contracted fees for services.

p. e-Psychiatry shall require a minimum of 30 days notice from Healthcare Provider should they wish to terminate their services to Client, and shall require that Healthcare Provider assist Client in transferring the care of any of Client's patients in their caseload to another Healthcare Provider. If Client wishes to terminate its relationship with the Healthcare Provider, then Client shall provide e-Psychiatry with a minimum of 30 days written notice of Client's interest in terminating its relationship with the Healthcare Provider.

q. e-Psychiatry agrees to provide certain types of technology (e.g., HIPAA compliant televideo capabilities) to Client upon request for Client's use only within the context of the present agreement. e-Psychiatry agrees to make good faith efforts to ensure that the technology functions properly and consistently. Client agrees that the functioning of e-Psychiatry's technology is subject to various factors such as malicious third party vendors, viruses, worms, Trojan horses, power failures, problematic internet access, etc. which could impact the functioning of e-Psychiatry's technology. Client agrees to hold e-Psychiatry harmless and without liability for any and all financial, clinical and administrative issues associated with the use of e-Psychiatry's technology.

r. **Qualifications.** Healthcare Provider shall be, at all times under this Agreement, qualified by education, training and experience to provide Professional Services. Healthcare Provider shall be licensed to practice medicine in the State of Wyoming and have all necessary narcotics and controlled substances permit numbers and licenses. Healthcare Provider shall be a participating provider in the Medicare and Medicaid programs at all times during the term of this Agreement. Healthcare Provider is solely responsible for the costs associated with and for attending continuing education programs, seminars or special courses designed to keep the Healthcare Provider informed of advances and current developments and to maintain compliance with applicable regulatory requirements.

s. **Medical Records.** Healthcare Provider shall timely prepare and complete written reports of all examinations, procedures and other Professional Services performed pursuant to this Agreement. Healthcare Provider shall prepare such reports in accordance with the standards of the Hospital and its Medical Staff and the requirements of any other applicable regulatory, licensing or accreditation body. All medical reports and records prepared as part of or in connection with the Professional Services provided shall remain within and be the property of the Hospital.

t. **Quality Assessment and Risk Management Programs.** Healthcare Provider shall participate in the Hospital's Quality Assessment and Risk Management Program and any other case management or utilization review initiatives of the Hospital, and shall cooperate and participate in reviews by the appropriate committee of the Medical Staff or Hospital.

u. **Compliance.** Healthcare Provider shall assume and discharge all responsibilities and duties hereunder in conformity with applicable federal and state laws and regulations, the bylaws, policies, rules and regulations of the Hospital and Medical Staff, the requirements of the Hospital's compliance program, and the standards of the Joint Commission, the applicable national Board of Healthcare Provider's specialty and any other applicable regulatory or accreditation bodies. At all times during the term of this

Agreement, if and/or when the Healthcare Provider becomes aware, they shall immediately advise the Hospital in writing if:

- i. Healthcare Provider has clinical privileges at any health care facility suspended, curtailed or revoked; receives reprimands, sanctions or disciplinary actions by any state or local professional board or society; or receives disciplinary actions or limitations taken or imposed by any other entity regulating any aspect of Healthcare Provider's practice;
- ii. Healthcare Provider enters into a settlement or has a final judgment awarded against Healthcare Provider in a medical malpractice or quality of care action in an amount in excess of One Million Dollars (\$1,000,000);
- iii. Healthcare Provider becomes aware of any allegations or investigations of professional negligence, professional misconduct (including fraud and abuse) or quality of care issues; or
- iv. Healthcare Provider is suspended, debarred or excluded from any federal health care program, or if Healthcare Provider receives an initial sanction notice, notice of proposed sanction, or of the commencement of a formal investigation, or the filing of charges, by a Medicare peer review organization, or any law enforcement agency or health regulatory agency of the United States or the State of Wyoming.

6. Relationship of Parties.

a. e-Psychiatry is hereby engaged as an independent contractor under this Agreement. This Agreement shall not be construed as a partnership. Nothing in this Agreement shall be construed in any way to create the relationship of employer and employee between Client and e-Psychiatry; and neither e-Psychiatry nor Healthcare Providers shall be eligible to participate in any of Client's employment benefits, including but not limited to, any retirement plan provided by the Client.

b. e-Psychiatry acknowledges and agrees that Client will not pay or withhold from the compensation paid to e-Psychiatry pursuant to this Agreement any sums customarily paid or withheld on behalf of employees for income tax, unemployment insurance, social security, workers' compensation or any other withholding tax, insurance, or payment pursuant to any law or governmental requirement.

c. It is expressly acknowledged by both parties that Client shall at all times remain responsible for the activities, performance, treatment decisions and clinical outcomes of the Healthcare Providers that e-Psychiatry presents to Client for review, approval and use as consultants or employees. e-Psychiatry shall only be deemed to be providing personnel recruitment, administration and technology services to Client, and shall in no way be held accountable, liable or responsible for the patient care provided by Healthcare Providers. All such authority and responsibility for the treatment of patient by Healthcare Providers shall remain with Client, as addressed in a separate Client and Healthcare Provider Agreement.

d. Client understands that they must complete and maintain a separate Business Associate Agreement with e-Psychiatry's Healthcare Providers.

7. Authority. Nothing in this Agreement shall give e-Psychiatry or Client any right or authority, either express or implied, to assume or create on behalf of the other party any contract or commitment of any kind or nature without the written consent of the other party.

8. Indemnification. Each party agrees to defend, indemnify and hold harmless the other party for any claims, actions, suits, damages, judgments, liabilities, costs or expenses including reasonable attorneys' fees, arising directly from any act or omission, intentional or negligent of that party or any of their employees, agents or designated representatives arising from or relating to this Agreement.

9. Insurance. During the term of this Agreement, e-Psychiatry shall maintain insurance coverage for professional liability, general liability, workers compensation and/or other coverage for e-Psychiatry as necessary for the present business agreement.

10. Confidentiality and Non-Disclosure.

a. For the purposes of this mutual Agreement, "Disclosing Party" refers to the person or entity that offers confidential information to the Receiving Party. "Receiving Party" refers to the person or entity that obtains confidential information from the Disclosing Party. "Confidential Information" means all information and data furnished by Disclosing Party to Receiving Party, in any form, including but not limited to documentation, inventions, products, personnel, provider lists, contractors, customers, prospective customers, and other information possessed by Disclosing Party which is not readily available to the public. Confidential information also includes the terms discussed between Parties which must not be disclosed to any person, company, client, provider or other entity which is not a Party to the present agreement. Notwithstanding the foregoing, "Confidential Information" is not information which: (1) has entered the public domain through no action or failure to act of Receiving Party; (2) prior to disclosure hereunder was already lawfully in Receiving Party's possession without any obligation of confidentiality; or (3) subsequent to disclosure hereunder is obtained by Receiving Party on a non-confidential basis from a third party who has the right to disclose such information to Receiving Party.

b. Receiving Party shall not use Confidential Information for its own benefit, nor make Confidential Information available for review or use by, or use it for the benefit of, any other party. Receiving Party shall only disclose Confidential Information to those employees and affiliates of the Receiving Party who are bound by this same written confidentiality agreement and have a legitimate need to review the Confidential Information. The Receiving Party shall return the Confidential Information to Disclosing Party upon request by the Disclosing Party. The confidentiality of the terms discussed between parties shall remain confidential during the term of this agreement and for a period of not less than two years following the termination of the present agreement or any subsequent agreement between parties whichever is longer.

c. Both parties agree not to disclose or appropriate to its own use, or to the use of any third party, any proprietary or confidential information of the other party which becomes known during the term of this agreement, including but not limited to, information disclosed by one party to the other relating to the party's business activities, and the results from the Services rendered hereunder as part of the present agreement ("Confidential Information"), except such information previously known to either party or publicly disclosed to either party prior to or subsequent to either party's disclosure to the other, or lawfully disclosed in accordance with applicable laws and regulations

d. e-Psychiatry acknowledges and agrees that Confidential Information includes protected health information ("PHI"), as defined in the Health Insurance Portability and Accountability Act of 1996, as amended, and its accompanying regulations at 45 CFR Parts 160 and 164 ("HIPAA"), and "Non-Public Personal Information" about a consumer in regards to health coverage as that term is defined in Title V of the Gramm-Leach-Bliley Act of 1999 and set forth in 16 CFR Part 13, including: (i) name (ii) address (iii) social security number (s) (iv) names of spouse and dependents (v) eligibility data and (iv) claims information.

11. Mutual Non-Solicitation. During the term of this Agreement, and for a period of two years following the expiration or termination of this Agreement, neither Party shall directly or indirectly through any third

party solicit any employee or consultant of the other Party for employment or consultation. This includes any employee or consultant of e-Psychiatry who becomes known to the Client, who is presented for consideration, or who becomes contracted by Client for duties associated with e-Psychiatry's services.

12. Record Retention and Audit. e-Psychiatry shall maintain for a period of ten (10) years from the expiration of the Agreement all records, documents, and accounts in connection with the performance of this Agreement. Client, or its representatives, shall have the right to examine, audit and copy, at reasonable times and with advance notification and at its own expense, such records, documents, and accounts. To the extent required by law, e-Psychiatry shall permit government agencies to audit the e-Psychiatry' records as they relate to performance of Services pursuant to the terms of this Agreement. In no event shall e-Psychiatry be required to provide or permit access to any records, documents or accounts that are not directly related to the Services performed or the costs incurred pursuant to the terms of this Agreement, or that contain the confidential or proprietary information of any of e-Psychiatry' other clients.

13. Miscellaneous.

a. Notice. Any notice given pursuant to this Agreement shall be deemed effective if sent by registered, express mail, or certified mail, postage prepaid, addressed as follows:

If to e-Psychiatry:

e-Psychiatry
7873 W Deaver Road, Columbus IN 47201
Attn: Scott Bernard, PhD, MBA, MPH
CEO & President
Scott.Bernard@e-Psychiatry.com

If to Client:

Memorial Hospital of Sweetwater County
1200 College Drive, Rock Springs, WY 8290
Attn: Irene Richardson
Email: irichardson@sweetwatermemorial.com

b. Entire Agreement and Amendment. This Agreement constitutes the entire agreement and Business Associates Agreement between the Parties, including incorporation of the Non-Disclosure Agreement terms if previously signed between the Parties. The present agreement replaces any prior agreement. It may be amended only by a written document signed by a duly qualified officer of each party.

c. Non-Assignment and Benefit. This Agreement shall not be assignable by either party without the written consent of the other, which consent shall not be unreasonably withheld, and shall bind and inure to the benefit of the parties hereto and their respective legal successors and permitted assigns.

d. Partial Invalidity. Should any provision of this Agreement be held unenforceable, the remainder of the Agreement shall continue in full force and effect notwithstanding the partial invalidity ruling.

e. Force Majeure. No Party to this Agreement shall be liable for failure or delay of performance of any of its obligations hereunder if such failure or delay is due to causes beyond its reasonable control including, without limitation, natural disasters, fires, earthquake or storm, strikes, failures of public utilities or common carriers, acts of war, or regulations of any governmental authority, including compliance with any order of any governmental considerations; provided that any such delay or failure shall be remedied by such Party as soon as possible using commercially reasonable efforts after removal of the cause of such failure. A Party suffering such delay or which expects to suffer such delay shall promptly notify the

other Party in writing of the cause and expected duration of such delay. If such delay impacts the parties for greater than one week, then both Parties will discuss alternate ways to remedy the situation. In the event a delay lasts or is expected to last more than thirty (30) days, then either Party shall have the option to terminate this Agreement upon written notice.

f. Applicable Law. This Agreement has been made in and shall be governed by and construed by the laws of the State of Wyoming. You agree that any dispute, controversy or disagreement arising out of or relating to this Terms of Services, the breach thereof, or the subject matter thereof, shall be settled exclusively by binding arbitration, which shall be conducted in accordance with the American Health Lawyers Association Alternative Dispute Resolution Service Rules of Procedure for Arbitration, and which to the extent of the subject matter of the arbitration, shall be binding not only on all parties to the Terms of Services, but on any other entity controlled by, in control of or under common control with the party to the extent that such affiliate joins in the arbitration, and judgment on the award rendered by the arbitrator may be entered in any court having jurisdiction thereof.

g. Regulatory. Client remains responsible for confirming that the services provided by Healthcare Provider, on behalf of Client, to Client's patients are consistent with the laws of the state(s) in which Client operates.

h. Waiver. Failure of either party hereto to insist upon strict compliance with any of the terms, covenants and conditions hereof shall not be deemed a waiver or relinquishment of any similar right or power hereunder at any subsequent time.

IN WITNESS WHEREOF, this Agreement has been executed by duly authorized officers of each party to be effective as of the date first above written.

Client: Memorial Hospital of Sweetwater County

Signature: _____

Name: Irene Richardson

Title: Chief Executive Officer

Date: _____

e-Psychiatry

Signature: _____

Name: Scott Bernard, PhD, MBA, MPH

Title: CEO & President

Date: _____

EXHIBIT A
FEE SCHEDULE

This Exhibit A, Fee Schedule supplements the Agreement and may be modified from time to time upon agreement by the parties. If any of the provisions of this Exhibit are inconsistent with the provisions of the Agreement, then this Exhibit shall control as to all fee schedule arrangements. All of terms and provisions of the Agreement not modified as set forth herein shall remain in full force and affect.

Client and e-Psychiatry hereby agree as follows:

1. In exchange for the Services, Client will pay e-Psychiatry invoices for the Services at the rates described below.
 - Services – Regular business hours (M-F, 8:00 AM – 5:00 PM)
 - i. MDs \$205.00 / hour
 - Services - After hours, holidays, weekends
 - i. MDs \$225.00/ hour
 - For meetings and other administrative services required by Client (e.g. initial training/orientation & on-going training, QI, IRRs, etc.)
 - i. MDs \$205.00 / hour
2. e-Psychiatry agrees to perform the Services described in the Agreement, the fees for which are already incorporated into the service rates above, and for which there are no additional charges to Client. Depending on the Client's business needs, these Services may include:
 - Initial identification of personnel via e-Psychiatry's in-house database
 - Processing, submission and collection of Services invoices
 - 24/7 technology support for technology e-Psychiatry provides
 - No-cost videoconference platform
 - Good faith efforts to replace a provider who terminates with client

Business Associate Agreement

This Business Consulting Agreement ("Agreement"), is made and entered into as of January 21, 2020, (the "Effective Date"), between Memorial Hospital of Sweetwater County ("hereinafter Client"), and L&R Physician Services, LLC (d.b.a. e-Psychiatry) (hereinafter "Business Associate) an Indiana corporation.

1. Definitions. With regard to this Agreement the following terms have the following meanings:

"Protected Health Information" means any and all information, in any form and in any media created or received by Business Associate from Client or from any third party regarding any patient treated by Client, including any information received by mail or through remittances on behalf of Client, so long as that information related to either the past, present, or future physical or mental health condition of the patient, the provision of health care to the patient, or the future payment for the provision of health care to the patient, and so long as the information identifies the individual or provides a reasonable basis to believe that the information can be used to identify the individual.

"Designated Record Set" has the same meaning as the term is defined in 45 CFR §164.504.

"Privacy rule" means the Standards for Privacy of Individually Identifiable Health Information at 45 CFR Part 160 and part 164, subparts A and E.

2. Permitted Uses and Disclosures by Business Associate. Except as otherwise limited in this Agreement, Business Associate may use or disclose Protected Health Information to perform functions, activities, or services for, or on behalf of, Client as specified in the Agreement, provided that such use or disclosure would not violate the Privacy Rule if used or disclosed in the same manner by Client.

3. Business Associate's Obligations

- (a) Business Associate agrees not to use or disclose Protected Health Information other than as allowed by this Agreement, or as required by law. Additionally, Business Associate agrees to use appropriate safeguards to prevent use or disclosure of Protected Health Information except for those allowed or required purposes.
- (b) Business Associate agrees to report to Client any use or disclosure of the Protected Health Information not permitted by this Agreement of which it becomes aware.
- (c) Business Associate agrees to ensure that any agent, including a subcontractor, to whom it provides or allows access to Protected Health information agrees to the same restrictions and conditions that apply through this Agreement to Business Associate with respect to such information.
- (d) At the reasonable request of Client, Business Associate agrees to provide Client access to Protected Health Information in a Designated Record Set, in order that Client may satisfy the individual access requirements of the Privacy Rule located at 45 CFR § 164.524
- (e) Business Associate agrees that at the reasonable request of Client it will make available protected health information for amendment and incorporate any amendments to protected health information in accordance with §164.526.
- (f) Business Associate agrees that upon request, it will make its internal practices, books, and records, including policies and procedures relating to the use and disclosure of Protected Health Information received from, or created or received by Business Associate on behalf of Client, available to the Secretary of the Department of Health and Human Services for purposes of the Secretary determining Client's compliance with the Privacy Rule.
- (g) Business Associate agrees to document disclosures of Protected Health Information and information related to such disclosures as would be required for Client to respond to a request by an individual for an account of disclosures of Protected Health Information in accordance with 45

CFR § 164.528. Additionally, Business Associate agrees to provide the information relating to such documentation within a reasonable time of Client's request for such information.

- (h) Upon termination of the Agreement, and so long as it is feasible, Business Associate will immediately return or destroy all Protected Health Information in its possession. In the event that Business Associate determines that returning or destroying the Protected Health Information is infeasible, Business Associate shall provide to Client written notification of the conditions that make return or destruction infeasible. In such circumstances, Business Associate shall extend the protections of the Agreement to such Protected Health Information and limit further uses and disclosures of such Protected Health Information to those purposes that make the return or destruction infeasible, for so long as Business Associate maintains such Protected Health Information.

4. Client's Obligations

- (a) Client shall provide Business Associate with the notice of privacy practices that Client produces in accordance with 45 CFR § 164.520, as well as any amendments to such notice.
- (b) Client shall notify Business Associate of restrictions or prohibitions relating to the use or disclosure of an individual's Protected Health Information, if such changes affect Business Associate's permitted or required uses and disclosures of that individual's information.

5. Term and Termination

- (a) Term. The Term of this Agreement shall be effective as of the Effective Date of the Service Agreement, and shall terminate upon the Service Agreement's termination and when all of the Protected Health Information provided by Client to Business Associate, or created or received by Business Associate on behalf of Client, is destroyed or returned to Business Associate, or, if it is unfeasible to return or destroy Protected Health Information, protections are extended to such information, in accordance with the termination provisions in this Section.
- (b) Termination for Cause. Upon Client's knowledge of a material breach of this Agreement by Business Associate, Client shall either:
 - 1. Provide an opportunity for Business Associate to cure the breach or end the violation and terminate this Agreement if Business Associate does not cure the breach or end the violation within the time specified by Client.
 - 2. Immediately terminate this Agreement if Business Associate has breached a material term of this Agreement and cure is not possible; or
 - 3. If neither termination nor cure is feasible, Client shall report the violation to the Secretary.

Client:

Business Associate:

By: _____
(please sign)

By: _____
(please sign)

Name: Irene Richardson

Name: Scott Bernard, PhD, MBA, MPH

Title: Chief Executive Officer

Title: CEO / President

Date: _____

Date: _____

Contract Check List

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

1. Name of Contract: **FIBERTECH**
2. Purpose of contract, including scope and description: **WINDOW WASHING FOR 1200 COLLEGE DRIVE AND 3000 COLLEGE DRIVE. CONTRACT SPELLS OUT WHICH WINDOWS AND WHEN THEY WILL BE WASHED DURING THE CONTRACT YEAR**
3. Effective Date: **JULY 1, 2020**
4. Expiration Date: **JUNE 30 2021**
5. Termination provisions: **NOT SPECIFIED.**
6. Monetary cost of the contract: **\$29,660.00** Budgeted? **YES**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **NA**
8. Any confidentiality provisions? **NO**
9. Indemnification clause present? **NO**

10. Is this contract appropriate for other bids? **CORINNA HAS CALLED OTHER COMPANIES IN SWEETWATER COUNTY AND FIBERTECH IS THE ONLY ONE THAT CAN PROVIDE SERVICES WE NEED**

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

FIBERTECH
391 E. Flaming Gorge Way
Green River, WY 82935
875-5057 Cell 307-203-9788

January 8, 2020

Memorial Hospital of Sweetwater County
P.O. Box 1359
Rock Springs, WY 82902

ATTENTION CORINNA ROGERS

Gentlemen:

Please accept this letter as **FIBERTECH's** contract for performing window-cleaning services at your facilities located at 1200 College Drive and 3000 College Drive for fiscal year July 1, 2020 through June 30, 2021.

The window cleaning scheduling and pricing will be as follows:

Front, Back, and Southwest Side exterior windows, including Dialysis and Ambulance;
and MOB ground level exterior windows—
scheduled in September 2020, January 2021, and May 2021 \$1,846 per cleaning
Emergency Room, Front Entrance, and MOB ground level exterior windows—
scheduled in August 2020, October 2020, December 2020, February 2021,
April 2021, and June 2021 2,055 per cleaning
Emergency Room and Front Entrance Skylights interior windows,
including high dusting, light fixtures, and vent cleaning—
scheduled in August 2020 and March 2021 1,287 per cleaning
All levels MOB building exterior windows—
scheduled in July 2020, November 2020, and March 2021 2,226 per cleaning
3000 College Hill exterior windows—
scheduled in July 2020, October 2020, January 2021, April 2021 260 per cleaning
Gift Shop and all interior Front Lobby windows—
scheduled in October 2020, April 2021 750 per cleaning

Our total annual fee for these services will be \$29,660.

If this meets with your approval, please sign and return the enclosed copy. Thank you very much for the opportunity of serving you.

Very truly yours,

Marcus B. Petersen

Marcus B. Petersen
Owner, **FIBERTECH**

Signed

Date

Contract Check List

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

1. Name of Contract: **FRESENIUS-- DIALYSIS SUPPLIES Second amendment to MSA**
2. Purpose of contract, including scope and description: **Fresenius provides the hospital with supplies for hemodialysis including dialysate drums of acid, dialyzers, and all the supplies to run the machines. Also provides hospital with all peritoneal supplies. This contract helps us to ensure that buying bulk supplies to operate our unit and solely from Fresenius, we get a better rate than buying them individually. We agree to spend a minimum amount to get this bulk price. If we did not contract with this company, we could not provide dialysis services, as Fresenius is the only dialysis vendor that covers our rural area. This amendment reflects changes in volume and discounts for volume. Dialysis program is growing so need more supplies to accommodate more dialysis and peritoneal patients.**
3. Effective Date: **extended to May 31, 2020 so board could approve**
4. Expiration Date: **February 28, 2023.**
5. Rights of renewal and termination: **if hospital fails to meet its volume commitment then the contract can be terminated by Fresenius Is this auto-renew: contract is in effect until February 28, 2023.**
6. Monetary cost of the contract and is the cost included in the department budget? **Our payment for treatment is set up under a Bundle plan through CMS. For Each treatment, Medicare grants us a specific amount of payment and we use these funds to pay for our supplies. Hospital is committed to purchase at least \$25,500.00 in hard supplies per year. \$7492.00 acid/liquid portion (per year) needed for treatment.**

7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **NA**

8. Any confidentiality provisions? **Not included in amendment**

9. Indemnification clause present? **Not included in amendment**

10. Is this contract appropriate for other bids? **No only provider of these supplies for this area**

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

12. Is County Attorney review required? **No**



February 20, 2020

Ms. Nicole Halstead
Memorial Hospital Of Sweetwater County
1200 College Drive
Rock Springs, Wyoming, 82901

Dear Ms. Halstead:

Fresenius USA Marketing, Inc. ("FUSA") and Memorial Hospital Of Sweetwater County ("Purchaser") agree to continue to abide by the Supply Agreement, dated 12/4/2015, by and between FUSA and Purchaser, until 5/31/2020. This includes any previously incorporated addenda and/or revisions relating to said Supply Agreement.

Please sign below and return this letter as acceptance of this arrangement. Should this arrangement not be accepted by 2/29/2020, this arrangement shall be considered withdrawn. The Effective Date of this arrangement shall be the date it is countersigned and deemed accepted by FUSA. All terms and conditions previously agreed upon will apply. If you have any questions, or if I can be of further assistance, please do not hesitate to contact me.

Sincerely,

Brad Reese
Regional Sales Manager

/JC

cc: Rebate Analyst

Fresenius USA Marketing, Inc.
Waltham, Massachusetts

Purchaser: Memorial Hospital Of Sweetwater County
Rock Springs, Wyoming

By: _____

(print name)

(print title)

(date)

By: Suzan Campbell

Suzan Campbell
(print name)

In House Counsel
(print title)

2-27-20
(date)

Fresenius USA Marketing, Inc. -- an affiliate of Fresenius Medical Care - North America

Corporate Headquarters: 920 Winter Street, Waltham, MA 02451-1457 • (800) 662-1237

Memorial Hospital Of Sweetwater County, 4030, 25484.0

**SECOND AMENDMENT TO THE SUPPLY AGREEMENT BY AND BETWEEN
FRESENIUS USA MARKETING, INC. AND MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

THIS SECOND AMENDMENT (the "Second Amendment"), dated 1/16/2020, is made by and between Fresenius USA Marketing, Inc. ("FUSA"), a Delaware corporation with its principal place of business located at 920 Winter Street, Waltham, Massachusetts 02451 and Memorial Hospital Of Sweetwater County ("PURCHASER"), a Wyoming corporation with its principal place of business located at 1200 College Drive, Rock Springs, Wyoming 82901. FUSA and PURCHASER may each be referred to as a "Party" and collectively as the "Parties".

WHEREAS, FUSA and PURCHASER are Parties to the Supply Agreement ("Agreement"), dated 12/4/2015, with an Effective Date of 2/24/2016, pursuant to which FUSA agreed to sell and PURCHASER agreed to purchase PRODUCTS from FUSA; and

WHEREAS, the Parties desire to amend the Agreement as provided herein.

NOW THEREFORE, in consideration of the foregoing promises and of the mutual covenants contained herein and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Parties hereto, intending to be legally bound, agree as follows:

1. Definitions. The second paragraph of the Agreement titled "Definitions" is hereby amended by inserting the following:

CONTRACT YEAR ONE (1). The period of time commencing on 2/24/2016 and ending 2/28/2017.

CONTRACT YEAR TWO (2). The period of time commencing on 3/1/2017 and ending 2/28/2018.

CONTRACT YEAR THREE (3). The period of time commencing on 3/1/2018 and ending 2/28/2019.

CONTRACT YEAR FOUR (4). The period of time commencing on 3/1/2019 and ending 2/29/2020.

CONTRACT YEAR FIVE (5). The period of time commencing on 3/1/2020 and ending 2/28/2021.

CONTRACT YEAR SIX (6). The period of time commencing on 3/1/2021 and ending 2/28/2022.

CONTRACT YEAR SEVEN (7). The period of time commencing on 3/1/2022 and ending 2/28/2023.

2. Effective Date. SECOND AMENDMENT EFFECTIVE DATE (the "Second Amendment Effective Date") shall mean 3/1/2020, if fully executed on or prior to 2/29/2020. If not fully executed on or prior to 2/29/2020, the SECOND AMENDMENT EFFECTIVE DATE shall mean the date the Amendment is countersigned and deemed accepted by FUSA.

3. Drug and Service State Licensing Requirements. **Section 1.9** of the Agreement shall hereby be deleted in its entirety and replaced with the following:

1.9 Drug and Service State Licensing Requirements: PURCHASER agrees to obtain and maintain all state-mandated licenses and/or permits required for the purpose of purchase, use, and distribution of FUSA PRODUCT(S). PURCHASER shall provide all applicable license and permit information to FUSA immediately upon execution hereof to daacctsetup@fmc-na.com.

4. Term and Termination. **Section 2.1** of the Agreement shall hereby be deleted in its entirety and replaced with the following:

2.1 Unless earlier terminated pursuant to any Section(s) below, this Agreement shall be for a term of seven (7) years, commencing on the EFFECTIVE DATE and terminating on **2/28/2023**.

5. Warranty. **Section 6.0** titled "Warranty" shall hereby be deleted in its entirety.

6. General Provisions. A new **Section 9.7** shall hereby be added to the Agreement and shall read as follows:

9.7 As stated in the Fresenius Medical Care Code of Ethics and Business Conduct, FUSA upholds the values of quality, honesty and integrity, innovation and improvement, respect and dignity, as well as lawful conduct, especially with regard to anti-bribery and anti-corruption. Fresenius Medical Care upholds these values in its own operations, as well as in its relationships with business partners. FUSA's continued success and reputation depends on a common commitment to act accordingly. Together with FUSA, the PURCHASER is committed to uphold these fundamental values by adherence to applicable laws and regulations.

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7. Volume Commitments. The Attachment of the Agreement, titled "**VOLUME COMMITMENTS**," shall hereby be deleted in its entirety and replaced with the attached amended Attachment, titled "**VOLUME COMMITMENTS**."
8. Counterparts; Facsimile/PDF Signatures. This Second Amendment may be executed in any number of counterparts, each of which, when so executed and delivered, shall be deemed an original, and all of which when taken together shall constitute one and the same Instrument. The Parties agree that this Second Amendment may be executed by the Parties by exchanging signed copies via facsimile or PDF (such facsimile or PDF which may also be forwarded by email).
9. Sign By Date. If this Second Amendment is not received and accepted by **2/29/2020**, this Second Amendment will be considered withdrawn.
10. No Other Changes. Except as expressly provided in this Second Amendment, all other terms and conditions of the Agreement and subsequent addenda will continue in full force and effect. All terms used but not defined herein shall have the meaning ascribed to such terms in the Agreement. In the event of a conflict between the terms of this Second Amendment and the terms of the Agreement and subsequent addenda, the terms of this Second Amendment will govern.

IN WITNESS WHEREOF, the Parties have caused their duly authorized representatives to execute this Second Amendment as of the date and year indicated below their respective signatures.

Fresenius USA Marketing, Inc.
Waltham, Massachusetts

Purchaser: Memorial Hospital Of Sweetwater County
Rock Springs, Wyoming

By: _____

By: _____

(print name)

(print name)

(print title)

(print title)

(date)

(date)

**ATTACHMENT
VOLUME COMMITMENTS**

Section 1.0 The general terms and conditions for purchases of PRODUCTS are described in the Agreement.

1.1 Compliance with minimum volume purchase commitments shall be calculated on NET PURCHASES. NET PURCHASES shall mean billed sales for products contained herein less returns, credit allowances, credit rebates, freight, and applicable taxes.

1.2 PURCHASER shall purchase a minimum volume of PRODUCT(S) from FUSA in each CONTRACT YEAR as follows, provided that purchase volumes shall be prorated for a partial CONTRACT YEAR:

a) Total NET PURCHASES of non-reuse dialyzers shall be as follows:

1. Total NET PURCHASES of non-reuse dialyzers shall be at least \$25,500 per CONTRACT YEAR in CONTRACT YEAR ONE (1), CONTRACT YEAR TWO (2), CONTRACT YEAR THREE (3), and CONTRACT YEAR FOUR (4).

2. Total NET PURCHASES of non-reuse dialyzers shall be at least \$48,000 per CONTRACT YEAR in CONTRACT YEAR FIVE (5), CONTRACT YEAR SIX (6), CONTRACT YEAR SEVEN (7), and any subsequent CONTRACT YEAR.

b) Total NET PURCHASES of concentrate PRODUCTS, including liquid acid concentrate, liquid bicarbonate, bicarbonate powder, and dry acid concentrate shall be as follows:

1. Total NET PURCHASES of concentrate PRODUCTS, including liquid acid concentrate, liquid bicarbonate, bicarbonate powder, and dry acid concentrate shall be at least \$7,492 per CONTRACT YEAR in CONTRACT YEAR ONE (1), CONTRACT YEAR TWO (2), CONTRACT YEAR THREE (3), and CONTRACT YEAR FOUR (4).

2. Total NET PURCHASES of concentrate PRODUCTS, including liquid acid concentrate, liquid bicarbonate, bicarbonate powder, and dry acid concentrate shall be at least \$12,000 per CONTRACT YEAR, in CONTRACT YEAR FIVE (5), CONTRACT YEAR SIX (6), CONTRACT YEAR SEVEN (7), and any subsequent CONTRACT YEAR.

1.3 PURCHASER shall pay to FUSA an amount equal to one hundred percent (100%) of any shortfall between actual NET PURCHASES and the annual minimum purchase commitment during a CONTRACT YEAR.

1.4 Purchase commitments for non-reuse dialyzers, and concentrate PRODUCTS shall be measured individually, and a shortfall of one (1) commitment shall not be offset by an excess of another commitment.

1.5 FUSA shall calculate the annual NET PURCHASES and notify PURCHASER within ninety (90) days of the end of the CONTRACT YEAR, and payment of any amounts owing shall be due to FUSA within thirty (30) days of notice.

1.6 If PURCHASER is unable to comply with purchase commitments due to unforeseen market conditions or census changes, the one hundred percent (100%) charge may not apply.

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Contract Check List

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

1. Name of Contract: **MARTIN-RAY**
2. Purpose of contract, including scope and description: **SCHEDULED MAINTENANCE AGREEMENT FOR LAUNDRY EQUIPMENT. COST IS BASED ON 2080 OPERATING HOURS PER YEAR. PARTS ARE BILLED SEPERATELY. LABOR OUTSIDE OF MAINTENANCE AGREEMENT WILL BE BILLED SEPERATLEY AT \$105.00 HOUR**
3. Effective Date: **JULY 1, 2020**
4. Expiration Date: **JUNE 30 2021**
5. Termination provisions: **NOT SPECIFIED.**
6. Monetary cost of the contract: **\$12,800.00** Budgeted? **YES**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **NO**
8. Any confidentiality provisions? **NO**
9. Indemnification clause present? **NO**

10. Is this contract appropriate for other bids? **CORINNA HAS CALLED OTHER COMPANIES FOR BIDS AND MARTIN RAY IS THE ONLY ONE THAT HAS RESPONDED**

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

Contract Check List

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

1. Name of Agreement: **ORGAN AND TISSUE DONATION PARTNERSHIP AGREEMENT**
2. Purpose of contract, including scope and description: **CMS CONDITIONS OF PARTICIPATION FOR HOSPITALS MANDATE CERTAIN ACITIVITES TO PROMOTE AND SUPPORT ORGAN AND TISSUE DONATION AND TRANSPLANT. AS A DONOR HOSPITAL, WE ARE REQUIRED TO HAVE AN AGREEMENT WITH A FEDERALLY DESIGNATED ORGAN PROCURMENT ORGANIZATION (OPO). THE OPO FOR OUR REGION IS DONORCONNECT.**
3. Effective Date: **UPON EXECUTION**
4. Expiration Date: **EXPIRES IF DONORCONNECT CEASES TO BE THE DESIGNATED OPO. TERMINATES IMMEDIATELY IF THE LICENSE OF EITHER PARTY IS REVOKED BY GOVT OR OTHER ACCREDITING AGENCY.**
5. Rights of renewal and termination: **NA** Is this auto-renew:: **NO**
6. Monetary cost of the contract and is the cost included in the department budget? **NONE**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **NA**
8. Any confidentiality provisions? **YES 1.17**
9. Indemnification clause present? **NA**
10. Is this contract appropriate for other bids? **NA**
11. In-house Counsel Reviewed: **YES**

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