

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
REGULAR MEETING OF THE BOARD OF TRUSTEES
May 6, 2020
2:00 p.m.
Dial: 301-715-8592
Meeting ID: 842 7042 4922
Password: 772202**

AGENDA

- I. Call to Order Taylor Jones
 - A. Roll Call
 - B. [Pledge of Allegiance](#)
 - C. [Our Mission and Vision](#) Ed Tardoni
 - D. Mission Moment Irene Richardson, *Chief Executive Officer*
- II. Agenda *(For Action)* Taylor Jones
- III. [Minutes](#) *(For Action)* Taylor Jones
- IV. Community Communication Taylor Jones
- V. Old Business Taylor Jones
 - A. COVID-19 Preparation and Recovery
 - 1. Incident Command Team Update Kim White, *Incident Commander*
 - B. Outstanding – Not Ready for Board Consideration (Placed on the agenda as a reminder of uncompleted business)
 - 1. Credentialing Criteria *(presented following approval of new medical staff bylaws)*
- VI. New Business Taylor Jones
 - A. [Financial Hardship Policy](#) *(For Action)* Marty Kelsey
 - B. [Plan for Providing Patient Care Services](#) Kristy Nielson, *Chief Nursing Officer*
And Scopes of Care *(For Review)*
 - C. Charter
 - 1. [Executive Oversight & Compensation](#) *(For Review)* Richard Mathey
- 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 Request](#) *(For Action)*

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- 2. Bad Debt (*For Action*)
[April 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
- IX. Medical Staff Report Dr. Lawrence Lauridsen, *President*
- A. [Emergency Disaster Privileges](#) (*For Your Information*)
- X. Good of the Order Taylor Jones
- XI. Executive Session Taylor Jones
- XII. Action Following Executive Session Taylor Jones
 - A. Approval of Privileges
- XIII. 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**

April 1, 2020

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session via Zoom on April 1, 2020, at 2:00 PM with Mr. Taylor Jones, President, presiding.

CALL TO ORDER

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

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

Mr. Jones led the audience in the Pledge of Allegiance. Mr. Kelsey read aloud the mission and vision statements. Ms. Richardson shared a mission moment about how amazing the community has been in their support. We have received encouragement as well as donations of supplies and food. The community has come together and we are so very appreciative. Ms. Richardson said “hats off” to staff, physicians, and everyone who has prepared and planned for response to the Covid-19 pandemic. She said it is an honor to be part of the kind and compassionate team we have here. The agenda was approved following the addition of approval of an emergency resolution. Mr. Jones noted charters were placed under new business and the Board may vote on any that were included in the committee reports last month.

MESSAGE FROM PRESIDENT

Mr. Jones said we are unable to celebrate National Doctors Day as planned and we will make up for that in the future. He said the Board knows there is a lot going on and this is the time we all need to stay calm, cool, collected, and make good decisions. Mr. Jones asked the Board to shorten or postpone as many meetings as possible. The Board does not want to hinder anything staff is trying to do. This is not intended to skip over important topics or just to shorten meetings. He said we need to still take care of business. Mr. Jones said we need to let the professionals do what they need to do. Mr. Jones reported Dr. Sowada obtained some information from the American Hospital Association and one suggestion was to shorten meetings. He said we do not steer with emotions and we need to make sure we make good decisions. Mr. Jones said we have a great Board and he said Ms. Richardson is keeping the Board informed. Mr. Jones thanked everyone for their hard work and dedication to the Hospital and the community. He said he has complete confidence we will all get through this together.

APPROVAL OF MINUTES

The motion to approve the minutes of the March 4, 2020, regular meeting as presented was made by Mr. Mathey; second by Mr. Kelsey. Motion carried.

COMMUNITY COMMUNICATION

There were no comments.

OLD BUSINESS

None.

NEW BUSINESS

COVID-19 Preparation and Recovery – Incident Command Team

Ms. Kim White, Incident Commander, provided an update of Covid-19 Incident Command Team activities. She said the Emergency Department is doing a great job of triaging patients. We are experiencing a shortage of personal protective equipment (PPE) and recently received 800 N95 masks from the national stockpile. Ms. White said we are working to ensure staff have the PPE they need. She said staff and physicians have been very responsive to the constant changes. Ms. White said we are taking care of our patients and keeping staff safe. Ms. White reviewed Wyoming statistics and testing information. Ms. Richardson said Incident Command keeps our website updated and State information is included. Mr. Jones expressed appreciation to Ms. White for the good information and to everyone involved for their hard work.

Charters

Mr. Mathey noted all updated charters must show the revision date of April 1, 2020, following approval. He said the shaded block indicating “orientation resource handbook” should be removed. The Board agreed to include the same authority wording in all of the charters, “The committee has no expressed or implied power or authority.”

The motion to approve the Building and Grounds Committee charter with the changes discussed was made by Mr. Tardoni; second by Mr. Mathey. Motion carried.

The motion to approve the Compliance Committee charter with the changes discussed was made by Dr. Sowada; second by Mr. Tardoni. Motion carried.

The motion to approve the Finance and Audit Committee charter with the changes discussed was made by Mr. Kelsey; second by Mr. Mathey. Motion carried.

The motion to approve the Governance Committee charter with the changes discussed was made by Dr. Sowada; second by Mr. Mathey. Motion carried.

The motion to approve the Human Resources Committee charter with the changes discussed was made by Mr. Tardoni; second by Mr. Kelsey. Motion carried.

The motion to approve the Quality Committee charter with the changes discussed was made by Dr. Sowada; second by Mr. Kelsey. Motion carried.

Mr. Mathey said the Executive Oversight and Compensation Committee charter is not ready for review at the present time.

Dr. Sowada thanked everyone involved in updating the charters.

Emergency Resolution

Mr. Phillips reported he has talked with the Wyoming Attorney General's office and the County Attorney's office about the resolution. He said Dr. Sowada has had communication with the American Hospital Association. Mr. Phillips said many other entities are doing something like this and hopefully, we won't have the need to use these emergency powers, but we should have them in place. Mr. Phillips said the Board can ratify after action but he feels it's a good idea to have this in place. He suggested any action taken be ratified at a special meeting or the next regular meeting. Mr. Jones said approving this resolution shows the Board's support of Ms. Richardson and staff doing the right things. He said everyone agrees Ms. Richardson will only take actions in the best interest of the Hospital. Following this process will help keep the Board informed. The motion to approve the emergency resolution and authorize the Board President to sign the resolution was made by Mr. Tardoni; second by Dr. Sowada. Motion carried.

CHIEF EXECUTIVE OFFICER REPORT

Ms. Richardson reviewed the information included in her report in the meeting packet. She said we have a very experienced and highly trained team on the Incident Command Team. We are doing our best to keep our community, staff, and patients safe. Ms. Richardson said she appreciates everyone having these remote meetings. The strategic plan update retreat will be rescheduled. The person-centered care workshops are on-hold until at least the end of April. Ms. Richardson said she would forward to the Board a link on person-centered care in a pandemic for review. She recognized Ms. Megan Jacobsen and Ms. Emily James in OB for the amazing job they are doing in leading improvement in our Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) scores. Ms. Richardson also recognized Ms. Melissa Anderson and Emergency Department staff and physicians for their huge leaps in their scores. She expressed appreciation for all departments for their efforts and to the Board for supporting holding on some activities so we may focus on Covid-19. Ms. Richardson reported the walk-in clinic efforts are amazing and recognized Ms. Leslie Taylor and the staff. Ms. Richardson said the Standard and Poor's call will take place in April. They have issued a negative outlook for not-for-profit hospitals as Covid-19 unfolds. Ms. Richardson said there have been no 6 Penny updates. We will be ready when The Joint Commission starts visiting sites again. Budget meetings begin the week of April 13. The Wyoming Hospital Association Trustee and CEO education event April 30 has been canceled. The University of Utah Symposium at the end of March was canceled. We canceled our participation in The Governance Institute leadership conference in April. Ms. Richardson said we are doing what we can to "slow the spread." The Health Fair was held March 7 and Ms. Richardson recognized Ms. Janae Gale and everyone involved for offering a wonderful event. Ms. Richardson expressed appreciation to the physicians and said we will reschedule the Doctors Day celebration. She thanked the Board for passing the emergency resolution. She thanked the Board, staff, leaders, physicians, commissioners, and the community. Ms. Richardson said we literally are in this together.

COMMITTEE REPORTS

Quality Committee

Dr. Sowada said all information is in the packet and there is nothing new to report.

Human Resources Committee

Mr. Tardoni said there were no comments.

Finance and Audit Committee

Bad Debt: The motion to approve the net potential bad debt of \$799,483.94 as presented was made by Mr. Kelsey; second by Mr. Mathey. Motion carried.

Mr. Kelsey said we did not get March numbers yet but we know it will be financially challenging moving forward. He said we need to do all we can to cut costs for things that are non-essential. He said staff has been working hard on self-pay accounts and we are working on a 5-step plan. We are not ready to roll it out yet. There will be a financial hardship policy for Board approval next month. Mr. Kelsey said the staff is doing a great job coming up with ideas and ways to address issues and opportunities. He said he is confident we will move forward in a positive way.

Building & Grounds Committee

Mr. Tardoni said the new cooling tower is up at the central plant.

Foundation Board

Mr. Jones announced Ms. Tiffany Marshall had her baby and expressed congratulations. He said the Foundation is setting up an account for Covid-19 monetary donations. He said Ms. Deb Sutton is leading the charge to set that up for people to donate to the Hospital. Mr. Jones said it is greatly appreciated and we know it will be well-spent and greatly appreciated by staff. Ms. Richardson said Ms. Marshall has been helping to identify any grants that can help with obtaining supplies.

Compliance Committee

Dr. Sowada said there were no comments.

Governance Committee

Dr. Sowada said the minutes are in the packet for review. She said there are some things we may want to address in our bylaws regarding the American Hospital Association guidelines and recommendations.

Executive Oversight and Compensation Committee

Mr. Mathey said the Board will review the Committee work in executive session.

Joint Conference Committee

Mr. Mathey said the Committee has not met. The Medical Executive Committee (MEC) was going to meet March 24. Dr. Lauridsen said MEC had other pressing matters on that date and the meeting will be rescheduled.

The Board took a 10-minute break. The meeting reconvened at 3:40 PM.

MEDICAL STAFF REPORT

Dr. Lauridsen said the doctors and providers have been very understanding and supportive. He expressed gratitude to Incident Command and Administration. We are striving to provide expanded hours and options to meet patient needs. The bylaws will be placed on-hold for awhile. Dr. Knight resigned and will be missed. The motion to approve the trauma resolution as presented and authorization for the Board President to sign was made by Dr. Sowada; second by Mr. Tardoni. Motion carried.

GOOD OF THE ORDER

Mr. Smith said the City of Rock Springs has decided to withdraw their 6 Penny request at this time. He said there will be continued discussions around timing and needs. Mr. Smith said he will keep Ms. Richardson updated.

Mr. Mathey asked which way the wind is blowing regarding financials. He said, as a Board member, he doesn't have much of a feel about what is happening day-to-day. Ms. Richardson said she was planning to discuss some issues during executive session and thanked Mr. Mathey for the opportunity to share some information at this time. She reviewed the timeline and some general information. She reported we have seen a decrease of about 25% in volume since March 1. If this continues, we could expect about a loss of about \$1.5M for April. Days of cash on hand and debt service ratio are two items we are watching and must be in compliance with for our bond covenants. We are looking at decisions we will have to make moving forward. Ms. Richardson said we are waiting to see what the future holds. She said we will probably see similar outcomes for May and June if this continues. We have reached out on bond covenant questions but all we are seeing indicates we must meet our bond covenants. Ms. Richardson said we want to make good decisions. Mr. Mathey thanked Ms. Richardson. Mr. Kelsey said he thinks Finance and Audit might be more active than other committees moving forward for a little while. He foresees a situation where some tough decisions will need to come down. He said we will have to strategize what to do moving forward.

EXECUTIVE SESSION

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

RECONVENE INTO REGULAR SESSION

At 5:30 PM, the motion to come out of executive session and into open session was made by Dr. Sowada; second by Mr. Kelsey. 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 Dr. Sowada; second by Mr. Kelsey. Motion carried.

Credentials Committee Recommendations from March 10, 2020

1. Initial Appointment to Locum Tenens Staff (1 year)
 - Dr. Arnold Willis, Urology
2. Initial Appointment to AHP Staff (1 year)
 - Brian Barton, PA-C, Physician Assistant/Family Medicine
3. Reappointment to Active Staff (2 years)
 - Dr. Samer Kattan, OB/GYN
4. Reappointment to Consulting Staff (2 years)
 - Dr. Giavonni Lewis, Tele Burn (U of U)
 - Dr. Larry Kraiss, Vascular Surgery (U of U)
 - Dr. Anwar Tandar, Cardiovascular Disease (U of U)
 - Dr. Omar Wever-Pinzon, Cardiovascular Disease (U of U)
 - Dr. Christopher Hull, Dermatology (U of U)
 - Dr. Stephanie Runyan, Tele Radiology (VRad)
 - Dr. Krishnan Kartha, Tele Radiology (VRad)
 - Dr. William Wong, Tele Radiology (VRad)
 - Dr. Thomas Boden, Tele Radiology (VRad)
 - Dr. Kendall Jones, Tele Radiology (VRad)
5. Reappointment to AHP Staff (2 years)
 - Jennie Vagher, CGC, Genetic Counseling (Huntsman)

The motion to approve the executive oversight and compensation minutes and table the proposal going forward included in those minutes was made by Dr. Sowada; second by Mr. Kelsey. Motion carried.

The motion to deny a notice of claim was made by Dr. Sowada; second by Mr. Mathey. Motion carried.

ADJOURNMENT

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

Mr. Taylor Jones, President

Attest:

Mr. Ed Tardoni, Secretary

DRAFT

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

April 23, 2020

The Board of Trustees of Memorial Hospital of Sweetwater County met in special session via Zoom on April 23, 2020, at 5:00 PM with Mr. Taylor Jones, President, presiding.

CALL TO ORDER

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

Officially present: Ms. Irene Richardson, Chief Executive Officer; Dr. Lawrence Lauridsen, Medical Staff President; and Mr. Jim Phillips, Legal Counsel.

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

INSURANCE DISCUSSION

Ms. Richardson said we wanted to put our property and liability insurance out to bid and at the beginning of the year we asked Mr. James Graham of Applied Risk Solutions to help us with this process. She said he has done an excellent job of researching information. Ms. Richardson said we received an excellent proposal and we feel ready to approve it. Mr. Kelsey said he has gone through all of the numbers and they appear accurate to him. There are still a couple of outstanding coverages we need to talk about. One involves the helipad and we are working with the University of Utah on this. The other is a site pollution liability item. He said he feels comfortable approving with authorization for senior management to do what they need to do to cover the missing items. Mr. Graham said he believes broker services are performance based. A service agreement helps memorialize and creates a better dynamic and continues the learning process. Mr. Phillips said regarding medical malpractice we do not want to be under-insured and we do not want to be over-insured. He said as a hospital we cannot indemnify. Mr. Graham said he can update the wording. The motion to approve MHSC accept the proposal for insurance coverages as presented on the document dated April 22, 2020 by Applied Risk Solutions for \$507,878 with the understanding if it's determined that different insurance for the helipad and site pollution is needed, management can make the decision as recommended by Mr. Graham was made by Mr. Kelsey; second by Mr. Tardoni. Motion carried. Mr. Jones expressed appreciation to everyone involved in this process and thanked Mr. Graham for his time. Mr. Kelsey said Mr. Graham has been a rock star through all of this and all of us have learned a lot. Mr. Kelsey said he is grateful Mr. Graham is on our team. Mr. Graham said it has been a pleasure working with the Hospital.

EXECUTIVE SESSION

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

RECONVENE INTO REGULAR SESSION

At 6:12 PM, the motion to come out of executive session and into open session was made by Dr. Sowada; second by Mr. Tardoni. Motion carried.

ACTION FOLLOWING EXECUTIVE SESSION

The motion to deny a notice of claim was made by Mr. Kelsey; 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



**Memorial
Hospital**
OF SWEETWATER COUNTY

Approved: N/A
Review Due: N/A
Document Area: Patient Financial Services
Reg. Standards:

Financial Hardship Policy

STATEMENT OF PURPOSE

The purpose of this Financial Hardship policy and procedure is to address the dual interests of providing access to medical care at Memorial Hospital of Sweetwater County and its ancillary departments for those with limited ability to pay for such services. Memorial Hospital of Sweetwater County has put three (3) separate programs into place to identify and assist patients with limited ability to pay for such services.

TEXT

I. Self-Pay Rate

- A. Memorial Hospital of Sweetwater County will offer a 50% discount off gross or billed charges to all uninsured patients regardless of income that have received emergency and/or other medically necessary care at our institution.
- B. An uninsured patient is defined as a patient without benefit of a third-party insurance (corporation, company, health plan or trust, automobile medical pay benefit, Workers' Compensation, health insurance, government or entitlement program, etc.).
- C. This offer will be made to self-pay patients that have demonstrated an inability to pay for all or a portion of such services after receiving a "Final Statement".

II. Medical Assistance

- A. Memorial Hospital of Sweetwater County offers a Medical Assistance program for emergency and/or other medically necessary care at our institution to uninsured and under-insured patients based upon a variety of qualifications that must be met and demonstrated including income, household size, and savings and investment amounts.
- B. The program is designed to assist patients whereby their gross family income falls below 300% of the Federal Poverty Level amounts and their investment levels fall below a certain criterion.

III. Payment Arrangement

- A. We understand that the recent shift from higher insurance payments for health care services to lower insurance payments and coverage sometimes creates a financial hardship for our patients as the patient's financial responsibility for services increases. Memorial Hospital of Sweetwater County offers our patients the opportunity to ease the financial hardship that medical expenses sometimes create by offering our patients the opportunity to set up formal payment arrangements in an effort to retire their debt with us.

B. The guideline for formal payment arrangement is below:

Account Balance		Payment Arrangement
\$0.01	\$150.00	Paid in full within 60 days of service
\$151.00	\$1,000.00	Minimum of \$100.00 per month
\$1,001.00	\$1,500.00	Minimum of \$150.00 per month
\$1,501.00	\$2,500.00	Minimum of \$200.00 per month
\$2,501.00	\$4,000.00	Minimum of \$250.00 per month
\$4,001.00	\$10,000.00	Minimum of \$300.00 per month
\$10,001.00	or larger	Minimum of \$500.00 per month

IV. Non-Discrimination

- A. Memorial Hospital of Sweetwater County does not exclude, deny benefits to, or otherwise discriminate against any person on the grounds of race, color, national origin, religion, sex, sexual orientation, gender identity/expression, genetic information, protected veteran status, or on the basis of disability or age in admission to, participation in, or receipt of services and benefits under any of its programs or activities.

REFERENCES

Attachments

No Attachments



Approved: N/A
 Review Due: 1 year after approval
 Document Area: Administration
 Reg. Standards: TJC LD 01.03.01 EP 3, TJC LD.04.03.01, TJC LD.04.03.07, TJC PC.01.01.01, EP 7

Plan for Providing Patient Care Services and Scopes of Care

STATEMENT OF PURPOSE:

Memorial Hospital of Sweetwater County (MHSC) provides care to patients in a variety of settings and service lines. As a community-based hospital affiliated with the University of Utah, our focus is that of patient and family-centered care. The health of citizens of Sweetwater County is our legacy.

Patient care services provided at MHSC are based on its mission and vision, as well as on the needs of the community it serves.

- **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.

Accreditations:

- The Joint Commission
- American Academy of Sleep Medicine
- American College of Radiology

The plan for providing patient care takes into consideration:

1. The areas of the organization in which care is provided to patients and its defined scope of service
2. The mechanisms used in each area to identify patient care needs
3. The needs of the population(s) served and how decisions are guided by care provided directly or through referral, consultation, contractual arrangements or other agreements
4. The process used for assessing and acting on staffing variances
5. The plan for improving the quality and safety of patient care in each area.

The organization's plan is approved by the Board of Trustees and the leadership team of the organization.

Planning and ongoing evaluation for patient care services is part of the organization's strategic plan as determined by the Board of Trustees and the Chief Executive Officer. Specific strategies have action plans and time frames that define how patient care services will be implemented, maintained or provided. Planning processes for such strategies take into consideration community needs, internal and external valid data resources, the ability to provide a service, internal and external customer and community surveys, medical staff and other provider input, networking with community/state/national agencies, market research, healthcare research, and professional organizations that guide evidence-based practice.

Data monitored for ongoing strategic decision-making includes, but is not limited to:

1. Quality improvement data and outcome measure results
2. Patient safety events, including root cause analyses (RCA)
3. Staffing variances and cause and effect relationships to evaluate the impact on patient care
4. Customer satisfaction scores to monitor for trends related to the impact of staffing
5. Recruitment and retention data of human resources
6. Acuity of patients and the correlation to events or dissatisfaction
7. Effect of fiscal and budgetary parameters on ability to provide patient care
8. Ability to recruit staff and develop them to the necessary standard established

9. Impact of new technology including electronic medical records (EMR), information systems and the effectiveness of such systems.

PLAN FOR PATIENT SERVICES

- I. MHSC is licensed as a 99-bed acute care, non-profit community hospital with a multi-specialty physician/provider clinic. Founded in July of 1890, the MHSC continues to extend services to persons as far as north as Big Piney, Wyoming, as far west as Utah, as far east as Rawlins, Wyoming, as far south as Utah and Colorado border areas, and any person in need who passes through Sweetwater County. Patient and family-centered care is promoted through therapeutic relationships, compassionate care and the use of evidence-based practice. Essential services provided by MHSC include, but are not limited to:
- Anesthesia services
 - Cardiac and pulmonary rehabilitation
 - Cardiopulmonary care
 - Cardiac stress testing
 - Sleep lab
 - CaRe management
 - Care transition
 - Case Management
 - Chronic care management
 - Clinical documentation improvement
 - Chronic hemodialysis and peritoneal dialysis
 - Diagnostic imaging
 - Cat Scan
 - Mammography
 - MRI
 - Nuclear medicine
 - Ultrasound
 - Dietary and nutritional service
 - Emergency and trauma care
 - Endoscopy
 - Infection prevention and control services
 - Medical records/information technology
 - Nursing care in the specialties of adult and pediatric medical/surgical, outpatient infusion, outpatient wound care, surgical services, obstetrical/newborn care, intensive care, and end stage chronic dialysis
 - Oncology, including outpatient chemotherapy administration and radiation oncology Ppathology/histopathology, clinical laboratory and transfusion services
 - Pharmaceutical
 - Physical rehabilitation, occupational and speech therapy
 - Provider services include orthopedics, obstetrics, pediatrics, general surgery, family medicine, internal medicine, Occupational medicine, pulmonology, nephrology, urology and ear/nose and throat
 - Quality improvement
 - Social work
 - Telemedicine-stroke and burn
 - Volunteers.
- II. Services not available at the MHSC include acute cardiology and cardiac surgery, acute intensive burn care, neurosurgery or neurology, transplantation of major organs, pediatric cancer services, and infectious disease as an advanced specialty. The organization does not have skilled long-term care or inpatient rehabilitation beds.

III. MHSC is affiliated with the following organizations:

- University of Utah
- Huntsman Cancer Center
- Shriner's Hospital for Children
- Wyoming Hospital Association
- University of Utah Health & Huntsman Cancer Institute
- Western Wyoming Community College
- University of Wyoming
- Other academic institutions - MHSC partners with a number of other colleges and universities throughout the region whenever possible to educate and train students in a variety of healthcare disciplines.
- WWAMI Regional Medical Education Program

IV. Patient services provided by contracted organizations include:

- Emergency medicine
- Pharmacy services
- Radiologist services
- Sterilizer support and maintenance

V. Contractual arrangements for extension of care include:

- Reference laboratories
- Hospice and end of life care
- Home health agencies
- Organ and tissue donation

VI. Data related to services in calendar year 2018:

Campus Size	Hospital = 188,470 square feet, Medical Office Building = 77,392 square feet, Specialty Clinic = 14,797 square feet, Central Plant = 19,781 square feet, Paving area = 378,865 square feet and Total lot area = 1,472, 289 square feet or 33.8 acres
Licensed Beds	99
Staffed Beds	58
Employees	498
Full-time employee equivalent (FTE)	448.2
FTEs/Occupied Bed	6.68
Average patient length of stay (LOS)	2.8
Average Daily Inpatient Census	12.35
Inpatient Discharges	2048
Births	436
Non-ED Outpatient Visits	78,054
ED Visits	16,076
ED Visits Admitted	1,686
Inpatient Surgeries	329
Outpatient Surgeries	1,580
Medical Office Building Clinic Visits	53,477

VII. Located on the I-80 corridor, MHSC provides trauma care as an essential service and is an Area Trauma Center as designated by the State of Wyoming.

VIII. As an important part of clinical care the hospital serves as a clinical practice site for schools of nursing (Western Wyoming

Community College and University of Wyoming being the majority), and schools of medicine (Wyoming, Montana, Alaska and Idaho educational program).

- IX. Care provided to the patient are determined by the types and availability of services offered within the organization. If the service cannot be provided, patients can be transferred via fixed wing air ambulance and helicopter service or ground transportation. Consultation via telephone with Wyoming, Utah, Colorado and other major medical centers takes place as needed. During times in which weather does not permit safe transportation patients will be stabilized to the best of the organization's ability to provide emergency care. MHSC does not use a process in which emergency medical services (EMS) are requested and used to divert patients to other health care facilities. Rather, patients are brought to the hospital where solutions for care are investigated. MHSC has an emergency plan for patient surge that is activated when immediate problem solving is not successful.
- X. Patients with the same diagnosis and health care needs can be expected to receive the same standard and level of care throughout the organization. Each patient care area has a scope of service describing the focus of care, capacity of the area, staffing for the area, triage of patients from the area and competencies of staff. Outcomes are measured and monitored through quality improvement processes.
- XI. The medical staff of the organization is a key partner in the success of patient care outcomes. The role of the medical staff is defined in the organizational Medical Staff Bylaws. As partners in care the medical staff is to be actively engaged in the patient care and quality work of the organization. The structure through which this is accomplished is defined in the Bylaws. The medical staff is actively involved in the process of policy development and approval, service improvement through customer relations scores, quality improvement processes, governance through committees and representation, communication through daily mechanisms, information management through electronic medical records (EMR), and oversight of care through peer review and utilization management.

INFRASTRUCTURE

I. PROFESSIONAL PATIENT CARE STAFF

- Professional practice at MHSC is defined in accordance with state licensure laws, applicable Federal and State regulations, standards as established by MHSC and the use of evidence based practice.
- Professional staff qualifications are listed per specific Job Description.
- Professional staff members who provide patient care receive an annual performance review based on specific job descriptions and job standards. Each staff member must demonstrate beginning and ongoing competency and education. Self-directed lifelong learning is an expectation. Attainment of advanced and terminal degrees and national certifications in one's area of expertise is desired and encouraged.

II. PATIENT CARE STANDARDS

- Each patient care area is responsible for establishing patient care standards that are evidence-based and congruent with current standard of practice and care.
- Evidence-based resources are available 24 hours per day through electronic means.

III. PATIENT CARE OUTCOMES

- Patient outcomes are described in the mission and vision of the organization and throughout a variety of patient care standards. Patient and family centered care is the care delivery model that is essential to the success of patient outcomes.
- Further patient care outcomes are defined in the Quality Assurance Performance Improvement (QAPI) and Safety Plan, and in the Utilization Review plan.

IV. PATIENT CARE QUALITY AND PATIENT SAFETY PLAN

- Refer to the Quality Assurance Performance Improvement (QAPI) and Safety Plan.

V. ORGANIZATIONAL STRUCTURE

- The organization structure is defined in the organizational chart. Responsibility incurred in each position within the organizational chart is defined with job descriptions.

VI. SERVICE AVAILABILITY

- Each patient area defines service availability specific to the the patient care area, which is found under each scope of service outlined in this document. Medical Staff Bylaws define medical care coverage and rules.

VII. FINANCIAL PLANNING/BUDGETING FOR SERVICE DELIVERY

- MHSC plans for patient care needs and services through an annual budgeting process, program development planning, capital equipment needs and monthly review of financial resources to meet patient needs. If there are urgent census fluctuations demanding more resources, the areas have plans to respond to those needs. External resources may be considered to achieve safe staffing levels that take into account the current number of staff, staff qualifications, experience, and education.
- Census trends are evaluated annually. Numbers of staff on-boarded and staff turnover are reviewed. MHSC data trends are compared against industry trends, reimbursement changes, factors that could affect patient volumes, lengths of stay trends, patient day utilization including average number of admits and discharges daily, acuity of patients and service demands of patients as well as other important factors affecting the delivery of patient care. Each director plans for changes and includes anticipated changes in the budget planning process. The annual budget is finalized through the Board Finance and Audit Committee and is approved by the Board of Trustees.

VIII. STAFF EDUCATION

- MHSC maintains specific policies and standards on orientation, competency and annual education. Each clinical area is responsible for outlining education needs and how the education needs will be met. Education needs are re-evaluated annually and then periodically as needed. The Wright Competency Model is used, which is also the competency model preferred by The Joint Commission.
- MHSC maintains resources available to all staff on a variety of educational topics through on-line resources such as Lippincott, NetLearning, UpToDate, and Ovid. Education is also available through the University of Utah with offerings such as Grand Rounds from various disciplines, STABLE, Neonatal Resuscitation Program (NPR), and similar offerings. The Education Department, a collaboration between Nursing and Human Resources, is MHSC's contact for educational resources.
- Course certifications through the American Heart Association include Basic Life Support (BLS), Advanced Cardiac Life Support (ACLS), Pediatric Life Support (PALS) are required for specific departments and employees. Additionally, Trauma Nurse Core Course (TNCC) is required for all Emergency Department nurses.

IX. PATIENT RIGHTS AND RESPONSIBILITIES

- See all documents and policies on Patient Rights and Responsibilities.

X. FAIR BILLING PRACTICE

- MHSC will invoice patients or third parties only for services actually rendered to patients. Patient Financial Services will provide assistance to patients who seek to understand billing costs relative to their care. Any questions or objections to patient bills or insurance coverage related to care delivered will be reviewed and addressed through the patient complaint process.

XI. CONTRACTED SERVICES

- For information regarding MHSC contract management, see the Contracts Management Policy. A full list of contracted services can be obtained from General Legal Counsel.

GOVERNANCE

I. BOARD OF TRUSTEES

- The hospital Board of Trustees' role is to serve as the governing body of the hospital.
- Board of Trustee (BOT) meetings open to the public occur the first Wednesday of every month from 2:00 - 5:00 PM. Board members serve on several other committees that meet at various times, dates and hours of the day.
- The BOT is responsible for oversight of the hospital.
- The BOT responsibilities include making strategic decisions for the organization, hiring and monitoring an effective CEO, ensuring the organization is providing safe, quality care, overseeing the organization's financial well-being, staying educated in health care industry news and best practices, and being a representative of the organization in the community.
- The BOT is not involved in the day-to-day operations of the hospital. The daily operation of the hospital is Senior Leadership's responsibility.
- The Board of Trustees consists of five (5) members who are citizens of Sweetwater County and appointed by the Sweetwater County Commissioners.
- A County Commission liaison attends monthly Board of Trustee meetings and other meetings attended by Board of Trustee members whenever possible.

- **CONTRACTED SERVICES**

- Legal services

- **AFFILIATIONS OR SOURCES OF REFERENCE**

- American Hospital Association (AHA)
- Wyoming Hospital Association (WHA)

II. SENIOR LEADERSHIP

- The role of Senior Leadership is to provide overall leadership and management of the hospital, including the development of strategies related to the delivery of patient care. The plan for the provision of patient care is enacted through the planning, evaluating, directing, coordinating and implementing the services of the organization to meet or exceed the needs of the patient.
- Senior Leadership consists of the Chief Executive Officer, Chief Financial Officer, Chief Clinical Officer, and Chief Nursing Officer, and Chief Medical Officer.
- One (1) Executive Administrative Assistant to the Chief Executive Officer and one (1) Administrative Assistant for the Chief Financial Officer, Chief Clinical Officer and Chief Nursing Officer work to ensure that functions within the executive offices are carried out and flow smoothly.
- Administration office hours are from 8:00 AM - 5:00 PM Monday - Friday, with the exception of holidays. However, a member of Senior Leadership serves as Administrator On-Call on a rotating basis to ensure at least one senior leader is available by telephone, in person or email 24 hours a day, 7 days per week, 365 days per year.
- Senior Leadership is accountable for the quality of care, safety and satisfaction of all patients and staff served at the MHSC. Members of Senior Leadership interact with patients and citizens of Sweetwater Country through direct and indirect communication. Members of Senior Leadership with a clinical background may assist in direct patient care during times of crisis or extreme clinical staff shortages.
- The MHSC contracts with numerous services in order to provide health care services to all persons needing care at the MHSC. The Board of Trustees, Chief Executive Officer and General Legal Counsel are responsible for reviewing, updating and maintaining all contracts, memorandum of understanding and other agreements with contracted services.
- **AFFILIATIONS OR SOURCES OF REFERENCE**
 - American Hospital Association (AHA)
 - Wyoming Hospital Association (WHA)
 - American Nurses Association (ANA)
 - American Organization of Nurse Leaders (AONL)

III. LEADERSHIP TEAM

- Each clinical and non-clinical area has a director or manager who is responsible for departmental functional activities, operations, quality and patient experience and patient safety initiatives, and for managing the resources of the department to meet the needs of the patient.

SCOPES OF SERVICE

Scopes of Service will be specific to area within the organization and will include:

1. **Definition of Service:** Definition of service and how it supports patient care needs
2. **Hours / Days of the Week of Service**
3. **Types of Services:** Types of services provided and if the service directly serves patients the types and/or ages of patient served. This may also include the types of services or patients not served.
4. **Contracted Services**
5. **Staffing:** Staff, Staffing Patterns or Staffing Types and Numbers
6. **Affiliations or Sources of Reference**

SCOPE OF SERVICE: ADMITTING

DEFINITION OF SERVICE

- The Admitting Department is comprised of Admitting, Emergency Department Admitting, Medical Imaging Admitting, and the Communications departments. Admitting is a non-clinical department that performs the initial greeting, registration and admitting of all patients to our facility.
- Excellent customer service is provided by accurately registering each patient into the system and opening an accurate medical record. Additionally required are consents for treatment and an Assignment of Benefits along with consents to submit billing to the patient's insurance carrier or entitlement program from each patient. Each patient's insurance card and driver's license is scanned into the patient's medical record. Customer service is provided in an attempt to take care of the patient's basic needs and answer any questions that patients might have about their visit prior to assisting patients with directions of where they need to go for their hospital services.

HOURS / DAYS OF THE WEEK OF SERVICE

- The main Admitting Department is staffed Monday through Friday from 7:00 a.m. until 4:00 p.m., except holidays.
- The Medical Imaging Admitting area is staffed Monday through Friday from 6:30 a.m. until 5:00 p.m., except holidays.
- However, all services are also able to be admitted in the Emergency Department admitting area 24 hours per day 7 days per week.
- The Communications department is staffed from 6:30 a.m. until 9:00 p.m. Monday through Friday and from 8:00 a.m. until 9:00 p.m. on weekends and holidays.

TYPES OF SERVICES

- Initial welcoming of patient's and visitors to our facility. The Admitting Department also provides registration of all patients into our facility in addition to answering any questions that those patients and visitors might have.

CONTRACTED SERVICES

- Emdeon, Recondo Technologies, and REV360 are companies that provide electronic transaction capabilities that allow us to verify insurance coverage and benefits along with patient address verification.

STAFFING

- The Admitting department uses full-time employees and part-time employees to ensure staffing for the main admitting areas between the hours of 6:30 a.m. - 5:00 p.m., along with 24/7 coverage in the Emergency Department.
- The staff includes a Patient Registration Supervisor, Admissions Specialists, and Operator/Receptionists.
- All personnel report directly to the Director of Patient Financial Services.

AFFILIATIONS OR SOURCES OF REFERENCE

- Healthcare Financial Management Association (HFMA)

SCOPE OF SERVICE: ANESTHESIA

DEFINITION OF SERVICE:

- Chief of Surgery with collaboration of Anesthesiology is responsible for all anesthesia standards of care and practice. All types of non-flammable agents may be provided by an anesthesiologist where deemed appropriate and necessary. All anesthesia is provided by physicians.
- Types of anesthesia services provided are:
 - General
 - Inhalational
 - Major conduction block, caudal, epidural, spinal
 - Local with or without intravenous analgesia and monitored anesthesia care
 - Pain control
 - Airway management
 - Intravenous regional blocks
 - Major vascular access placement
- Approved anesthesia locations are:
 - OR-all types (5 suites and endoscopy)
 - OB-all types (1 Suite and labor and delivery)
 - ED-topical, Bier Block, intravenous sedation

- Radiology-local and moderate sedation.

HOURS / DAYS OF THE WEEK OF SERVICE

- Anesthesia is provided Monday through Friday during regularly scheduled Surgical Services Department hours.
- Emergency Anesthesia is provided as needed per patient population 24 hour 7 days a week, including holidays and weekends throughout the facility.

TYPES OF SERVICES

- General anesthesia, Monitored Anesthesia Care (MAC), regional, spinal, epidural, and local.
- Ages served are both adult and pediatrics. Neonates are served post-delivery and during emergencies only.

CONTRACTED SERVICES

- None

STAFFING

- Based upon the needs of the patient population at least one anesthesiologist will maintain at least a 1:1 ratio during invasive procedures.

AFFILIATIONS OR SOURCES OF REFERENCE

- American Board of Anesthesiologists; American Society of Anesthesiologists

SCOPE OF SERVICE: CARDIAC/PULMONARY REHABILITATION

DEFINITION OF SERVICE

- Cardiac and Pulmonary Rehabilitation department is located on the ground level of the Medical Office Building. The department includes a patient exercise area, education area and waiting area.
- The primary purpose of Cardiac and Pulmonary Rehabilitation is to decrease mortality and recurrent morbidity after cardiac and pulmonary events through patient-centered care and education. The goal is to decrease symptoms, improve quality of life, increase exercise tolerance, decrease utilization of extended medical services, and increase independence for activities of daily living.

HOURS / DAYS OF THE WEEK OF SERVICE

Monday through Friday, 8:00 a.m. - 4:30 p.m., except holidays.

TYPES OF SERVICES

- Phase II: Cardiac Rehabilitation/Secondary Prevention and Pulmonary Rehabilitation provide adult outpatient and family centered interdisciplinary care including but not limited to assessment, exercise prescription, monitored and supervised progressive exercise program and interdisciplinary education. Outcomes are managed and reported to meet the American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR) requirements.
- Phase III: Unmonitored exercise sessions that are paid for directly by the participant after completing Phase II. These are provided on a monthly basis. Continuing education and support are provided by the staff.
- Objectives of the service are to ensure proper care and support of patients suffering from Cardiovascular and Pulmonary Disease, ensure the educational development of the patients and their family, so as to promote an understanding of Cardiovascular and Pulmonary disease and related risk factors, provide a complete Phase II Cardiac and Pulmonary Rehabilitation Program, and permit the staff to carry out its works under favorable conditions.

CONTRACTED SERVICES

- None

STAFFING

- The department is assigned a Medical Director and Department Director with the following responsibilities:
 1. The Medical Director will direct the medical administrative activities of the Cardiac/Pulmonary Rehabilitation Service and will provide medical consultation.
 2. The Department Director will oversee operational activities of the Cardiac/Pulmonary Rehabilitation Service and provide direction to staff.
- The staffing for the department is determined but not limited by the following:
 1. Patient volume.

2. Staff competencies.
 3. Operational budget.
 4. Scheduling staff to meet core and nonproductive needs.
- Staff may consist of Advanced Cardiac Life Support (ACLS) and Basic Life Support (BLS) certified RN, Exercise Specialist, Physical Therapist and other certified staff members.

AFFILIATIONS OR SOURCES OF REFERENCE

- Guidelines for Cardiac Rehabilitation and Secondary Prevention Programs, 5th ed. (2013). American association of Cardiovascular and Pulmonary Rehabilitation

SCOPE OF SERVICE: CARDIOPULMONARY

DEFINITION OF SERVICE:

- MHSC operates a fully functional Cardiopulmonary Services Department. The combining of Respiratory Care, Cardiovascular, and Sleep Lab allow for an interdisciplinary approach to the provision of patient care. Patient care is provided to inpatients and outpatients. Cardiopulmonary services provides optimum assistance to nurses and physicians in maintaining preventive and restorative health needs for patients. Cardiopulmonary Services staff provides quality, conscientious, cost effective, and competent care with respect for life and dignity at every stage of the human experience.

HOURS / DAYS OF THE WEEK OF SERVICE

- Services will be provided twenty-four (24) hours a day 7 days per week.

TYPES OF SERVICES

- The patient population served by Cardiopulmonary Services consists of newborn, pediatric, adolescent, adult and geriatric patients requiring cardiac and respiratory care, services, treatment or testing to maintain optimum physiological maintenance of cardiac and respiratory systems.
- Patient care services provided by the department, through an order of a physician or under formal hospital protocols or guidelines.
- **Services of the Cardiopulmonary Department will include, but are not limited to:**
 - Cardiac:
 1. Stress testing – Cardiolite, Lexiscan/Cardiolite, Dobutamine/Cardiolite, Dobutamine Stress Echocardiogram, Plain Stress Echocardiogram, and Plain Stress
 2. Holter Monitor recording and scanning
 3. Electrocardiograms (ECG)
 4. Event monitors (30 Days)
 5. Cardioversion
 - Respiratory
 1. All forms of mechanical ventilation (excluding that provided by anesthesiologist during surgical procedures) including:
 - a. Conventional ventilation in all forms and modes
 - b. Assist physicians with endotracheal intubations and extubations performed outside the surgical suite
 - c. Reposition and stabilize endotracheal tubes
 - d. Tracheostomy care, including changing tracheostomy tubes, and assist with decannulation procedures
 - e. Non-invasive ventilation including Bipap and CPAP
 2. All forms of airway clearance techniques including:
 - a. Positive Expiratory Pressure (PEP) therapy
 - b. Chest Physiotherapy (CPT)
 - c. Autogenic Drainage
 - d. Assisted Cough
 - e. Therapy Vest
 3. Medications are administered by respiratory therapists via the following routes:
 - a. Small and large volume nebulizers

- b. Metered dose inhalers (MDI)
- c. Small particle aerosol generators (SPAG)
- d. Direct instillation via endotracheal tubes or tracheostomy routinely or during emergency resuscitation procedures under direct supervision of a physician
- 4. Qualified and trained respiratory therapists can perform:
 - a. Nasotracheal, nasopharyngeal and oral suctioning, as well as suctioning of all forms of artificial airways
 - b. Placement of nasopharyngeal and oral airways
 - c. Assist with respiratory emergencies and performing CPR as a member of the code team.
 - d. Set-up, monitor and change all oxygen and aerosol therapy equipment and supplies for inpatients
 - e. Manually ventilate patients when required
 - f. Accompany patients requiring assisted ventilation during hospital transports.
 - g. Assessments of respiratory status of patients with recommendations to physicians for the care plan.
 - h. Administration of medical gases, including medical air, medical oxygen, helium/oxygen mixtures, nitrogen, carbon dioxide, and nitric oxide.
 - i. Directed cough with various devices
- 5. Diagnostic Services
 - a. Complete assessment of respiratory status
 - b. Measurement of pulmonary mechanics
 - c. Capnography & end-tidal monitoring
 - d. Pulse oximetry
 - e. Arterial/capillary blood gas drawing
 - f. Point of care (POC) blood gas analysis
 - g. Exercise testing for evaluation of hypoxemia and/or hypoxia
 - h. Pulmonary function testing (PFT), including body plethysmography and diffusing capacity of the lungs for carbon monoxide (DLCO)
 - i. Assist physicians with bronchoscopy procedures
- 6. Sleep Lab
 - a. Polysomnography. Reports contract to off-site pulmonologist.
 - b. PAP titration studies
 - c. Oxygen titration studies
 - d. Home sleep apnea testing (HSAT)
- 7. Support Services
 - a. Training of nurses and physicians in applied respiratory care
 - b. Monitoring, updating, stocking, and maintaining records on code carts
 - c. Ordering and maintaining inventory of oxygen and aerosol therapy equipment and supplies
 - d. Stocking of respiratory supplies and equipment
 - e. Collaborate with biomedical engineering to maintain preventive maintenance records on equipment
- 8. Education
 - a. The hospital serves as a clinical teaching facility for students from Western Wyoming Community College and Independence University. MHSC has formal agreements with both schools and department staff members may be asked to serve as clinical mentors.

CONTRACTED SERVICES

- University of Utah - Read Holter Monitor Studies and occasionally ECGs
- Lifetouch & iRhythm - Holter/Event Monitors

- Siemens - EPOC Blood Gas Analyzer
- Sleep Specialist - sleep study reports

STAFFING

- There is at least one (1) licensed therapist on shift at all times to assist patients and physicians with procedures, treatments, ventilator care and any other emergencies requiring his/her assistance. Availability of therapists on various shifts meet the needs of our patients. There shall be at least one credentialed staff member in-house 24 hours per day 7 days per week. Daily patient volume is assessed and staffing adjustments are made as necessary.

AFFILIATIONS OR SOURCES OF REFERENCE

- Clinical Practice Guidelines of the American Association for Respiratory Care (AARC)
- American Thoracic Society (ATS) and European Respiratory Society (ERS)
- American Academy of Sleep Medicine (AASM)
- American Association of Respiratory Care (AARC) & National Board of Respiratory Care (NBRC)

SCOPE OF SERVICE: CARE TRANSITION

DEFINITION OF SERVICE

- Transitions of care, also known as care transition, occurs when a patient is transferred to a different setting or level of care. Care transitions can occur when the patient moves to a different unit within the hospital, when a patient moves to a rehabilitation or skilled nursing facility, or when a patient is discharged back home. Among older patients or those with complex conditions, research shows that care transitions that are not managed well can be associated with adverse events, poorer outcomes, and higher overall costs. Lack of well managed care transitions can also lead to an increase in potentially preventable hospital readmissions. The most important factor in successful care transition is communication during the hand-off process.

HOURS / DAYS OF THE WEEK OF SERVICE

- Basic hours of operation are Monday through Friday, with typical hours of 8:30 a.m. - 5:00 p.m. There is no coverage on holidays. Coverage is provided on evenings and weekends depending on the needs of patients when discharged at various times of day.

TYPES OF SERVICES

- All ages throughout the life span are served through Care Transition, with the majority of those served are 65 years of age and older.
- The Care Transition nurse is a member of the Case Management Department. The Care Transition nurse visits patients in the hospital setting and then through home visits and to provider appointments as needed to provide the following:
 - Teach disease specific information:
 - Medication management
 - Use of equipment
 - Disease process
- Provide patients with specialized, written material, information and self-management skills
- Prepare patient and caregivers to identify and respond quickly to worsening symptoms
- Assist patient and caregivers to create/update personal health record
- Advocate and encourage patient and/or caregivers to be the leader of their health care in an effort to improve quality of life
- Teach patients about how to communicate with healthcare providers
- Coach patient and/or caregivers regarding the importance of follow up with their primary care providers
- Target patients transitioning from hospital to home who are at high risk for poor outcomes
- Establish and maintain a trusting relationship with the patient and family caregivers involved in the patients' care
- Engage patients in design and implementation of the plan of care aligned with their preferences, values and goals
- Identify and address patient priority risk factors and symptoms
- Promote consensus on the plan of care between patients and members of the care team
- Prevent breakdowns in care from hospital to home by having same clinician involved across these sites, inasmuch as possible
- Promote communication and connections between MHSC providers and the MHSC as an organization and community-based practitioners.

CONTRACTED SERVICE

- None

STAFFING

- 1 FTE Care Transition Registered Nurse.

AFFILIATIONS OR SOURCES OF REFERENCE

- American Case Management Association (ACMA)
- American Nurses Association (ANA)
- National Transitions of Care Coalition (NTCC)
- University of Wyoming Rural Health ECHO Care Transition
- Care Coordination and Transition Management (CCTM)

SCOPE OF SERVICE: CASE MANAGEMENT

DEFINITION OF SERVICE

- Patients at MHSC benefit from individualized Case Management Services for inpatients or outpatients as needed, including ED patients. Case Managers bridge the clinical and financial aspects of health care. Discharge planning, utilization management, and coordination of care are key focus areas of this department.
- The Case Manager works with the patient, family, and the clinical team to set priorities for coordination of care, planning for anticipated needs at discharge, and insurance authorization. Specific services may include but are not limited to:
 - Level of care determination in conjunction with the attending physician
 - Insurance precertification and continued stay approvals
 - Acute rehabilitation, extended care and long term acute care and assisted living facility placement
 - Home Health Care, Hospice, outpatient therapy and durable medical equipment arrangements
 - Providing social support and resources for patients who have complex social needs to provide resources related to prescription vouchers, travel assistance, etc.

HOURS / DAYS OF THE WEEK OF SERVICE

- Case Management providers full time service Monday - Friday with hours typically that of 8:00 a.m. - 5:00 p.m., though the Case Managers work variable hours to meet the needs of patients and families. There is no holiday coverage.

TYPES OF SERVICES

- Case findings are determined through use of census reports and the MIDAS work list each business day. Each patients record will be accessed and patients interviewed by a Case Manager to assess discharge needs to ensure a safe discharge. Communication with medical staff, nursing staff and interdisciplinary staff to develop plans of care and promote patient centered care amongst the team is the foundation of Case Management.
- Referrals for all Discharge Planning and Case Management services are accepted from physicians, hospital personnel, patients, families, outside agencies and other health care professionals as appropriate. The Case Managers work closely with interdisciplinary teams to develop a holistic plan of care for the patient.
- Case Managers work with patients who are experiencing complex social needs related to diagnosis, support, adjustment and resources. Refer to the Case Management Activities Policy. Case Managers are not qualified to assist in treatment modalities including crisis intervention, situational counseling, or psychosocial assessments for patients who have complex psychosocial needs. Once patients in this population are evaluated by a Licensed Professional Counselor (LPC), Psychiatric Nurse Practitioner, Psychiatrist, or attending physician, and it is determined these patients need a higher level of care, Case Managers can assist with the discharge planning needs related only to finding a bed and accepting facility for the patient in need. In the absence of social workers, Case Managers assist in coordinating the Title 25 process by attending court hearings as scheduled by the County Attorney's Office. Case Managers notify all appropriate individuals such as patient, family member, attending physician, Southwest Counseling Service, and MHSC Security personnel.

CONTRACTED SERVICES

- Interqual for determination of patient criteria of admittance

STAFFING

- Case Manager Registered Nurses: 3 full time, 1 PRN and 2 cross-trained on as as needed basis.

AFFILIATIONS OR SOURCES OF REFERENCE

- American Case Management Association (ACMA)
- American Nurses Association (ANA)

SCOPE OF SERVICE: CLINIC DOCUMENTATION IMPROVEMENT

DEFINITION OF SERVICE

- Clinical Documentation Improvement services translates a patient's clinical status into coded data. Coded data is then translated into quality reporting, physician report cards, reimbursement, public health data, and disease tracking and trending. A Clinical Documentation Improvement (CDI) Specialist is a registered nurse who manages, assesses, and reviews a patient's medical records to ensure that all the information documented reflects the patient's severity of illness, clinical treatment, and the accuracy of documentation.

HOURS / DAYS OF THE WEEK OF SERVICE

- Hours are typically 8:00 a.m. - 5:00 p.m., Monday - Friday but are flexible to match inpatient hospital census. CDI specialists review charts remotely on weekends and holidays.

TYPES OF SERVICES

- CDI specialists perform concurrent reviews of medical records, validate diagnosis codes, identify missing diagnosis, and query physicians and other health care providers for more specifics so documentation accurately reflects the patient's severity of illness.

CONTRACTED SERVICES

- None

STAFFING

- One (1) CDI nurse reviews inpatient charts on a full-time basis as part of the Health Information Management Services Department. Outpatient chart review by CDI nurses is new to the health care industry thus an evolving function within the CDI role.

AFFILIATIONS OR SOURCES OF REFERENCE

- American Health Information Management Association (AHIMA)
- Association of Clinical Documentation Improvement Specialists (ACDIS)

SCOPE OF SERVICE: CLINICAL INFORMATICS

DEFINITION OF SERVICE

- Clinical Informatics is a specialty that integrates nursing and clinical science, computer science and information science to manage and communicate data, information, and knowledge about information systems. The Clinical informatics specialist is focused on safety and quality outcomes as driven by information systems. Clinical informatics specialists are responsible for conceptually using systems to gather data and provide a system of evidence based care, evaluating use of resources and accessibility for measuring and documenting patient outcomes. Clinical informatics addresses systems for its ability to access data, measure responses, facilitate patient care and enhance patient workflow.
- The MHSC Informatics Department is here to help everyone use the electronic medical record in a way that makes workflow and processes more efficient and effective. By working together, in teams, and using evidence-based electronic medical record (EMR) practices, we impact patient outcomes in a meaningful and favorable way.

HOURS/DAYS OF THE WEEK OF SERVICE:

- The typical hours of service are from 7:00 a.m. - 5:00 p.m., Monday - Friday, excluding holidays. The department is flexible with hours and occasionally works night, weekends and holidays.
- The department also provides 24/7/365 phone support.

TYPES OF SERVICES

- Maintain and support the informatics component of the hospital EMR system. This includes, but is not limited to, QCPR and T-system software.
- Abstract accurate data for use in determining patient outcomes.
- Education relating to using the EMR.

STAFFING

- The Clinical Informatics department is staffed by Clinical Informatics Specialists.

CONTRACTED SERVICES

- Quadramed
- T-Systems

AFFILIATIONS OR SOURCES OF REFERENCE

- American Health Information Management Association (AHIMA)
- American Nursing Informatics Association (ANIA)
- American Nurses Association (ANA)

SCOPE OF SERVICE: CHRONIC CARE MANAGEMENT (CCM)

DEFINITION OF SERVICE

- The CCM service is extensive, including structured recording of patient health information, maintaining a comprehensive electronic care plan, managing transitions of care and other care management services, and coordinating and sharing patient health information timely within and outside the practice.

HOURS / DAYS OF THE WEEK OF SERVICE

- The CCM is typically available 8:00 a.m. - 4:30 p.m., Monday through Friday excluding holidays. After hour phone calls are to be sent to the house supervisor on shift.

TYPES OF SERVICES

- All ages throughout the life span are served through Care Transition, with the majority of those served are 65 years of age and older.
- The care coordination nurse visits patients in the hospital setting and then through home visits and to provider appointments as well as follow up phone calls and electronic health record patient portal messages as needed to provide the following:
 - Teach disease specific information:
 1. Medication management
 2. Use of equipment
 3. Disease process
 4. Provide patients with specialized, written material, information and self-management skills
 5. Prepare patient and caregivers to identify and respond quickly to worsening symptoms.
 - Assist patient and caregivers to create/update personal health record.
 - Advocate and encourage patient and/or caregivers to be the leader of their health care in an effort to improve quality of life.
 1. Teach patients about how to communicate with healthcare providers.
 2. Coach patient and/or caregivers regarding the importance of follow up with their primary care providers.
 - Target patients transitioning from hospital to home who are at high risk for poor outcomes.
 - Establish and maintain a trusting relationship with the patient and family caregivers involved in the patients' care.
 - Engage patients in design and implementation of the plan of care aligned with their preferences, values and goals.
 - Identify and address patient priority risk factors and symptoms.
 - Promote consensus on the plan of care between patients and members of the care team.
 - Prevent breakdowns in care from hospital to home by having the same clinician involved across these sites, inasmuch as possible.
 - Promote communication and connections between MHSC providers and the MHSC as an organization and community-based practitioners.

CONTRACTED SERVICES

- None

STAFFING

- 1 registered nurse and 1 medical assistant

AFFILIATIONS OR SOURCES OF REFERENCE

- None

SCOPE OF SERVICE: DIALYSIS

DEFINITION OF SERVICE

- The MHSC Dialysis Unit provides chronic hemodialysis and peritoneal dialysis care to patients in an outpatient setting. The eight (8) chair unit is located on the third floor of the Medical Office Building adjacent to the hospital.
- Chronic hemodialysis is offered to patients in Sweetwater County and the surrounding area who are experiencing end-stage renal disease (ESRD). The age range of the population served is 16 years of age and above. Acute dialysis is not offered at MHSC at this time. Patients in need of acute dialysis are transferred to a facility with acute dialysis care services.
- The primary goal of the chronic hemodialysis and peritoneal dialysis are to adjust and/or restore the health, and functional status of patients with ESRD or kidney disease to improve quality of life to the greatest extent possible. In an effort to meet the needs of these patients, their families and significant others, a holistic and multidisciplinary approach is used, involving social, medical, economic, spiritual, nutritional, educational and psychological aspects of care.
- In addition to hemodialysis, peritoneal dialysis is a treatment modality of choice offered at the MHSC Dialysis Unit when appropriate. Patients are educated to, and assisted with the further exploration and possible change to this modality by dialysis staff of MHSC.
- Arrangements for those interested in kidney transplant are made with the kidney transplant programs of the University of Colorado Medical center in Denver, Colorado, the University of Utah in Salt Lake City Utah, or Intermountain Health Hospitals in Salt Lake City Utah.
- An additional goal of staff in the MHSC Dialysis Unit is to provide education for the care of patients receiving hemodialysis or peritoneal dialysis or who are experiencing chronic renal disease to other health care professionals within the MHSC and any other interested community individuals, groups, or educational institutions. Care for patients requiring chronic hemodialysis or peritoneal dialysis augments the medical and nursing care provided by at the MHSC.

HOURS / DAYS OF THE WEEK OF SERVICE

- The MHSC Dialysis Unit hours of operation for hemodialysis are 5:30 a.m. - 6:00 p.m., Monday through Saturday. Holiday coverage is provided according to the patients' needs. Three shifts of patients are treated each day, starting the first shift of patient's at 6:00 a.m. and sending the last patient's home around 5:00 or 6:00 pm.
- Hours for peritoneal dialysis are typically Monday through Friday, 8:00 a.m. – 5:00 p.m. Peritoneal dialysis nursing staff carry an on-call phone 24/7 to field calls from patients on peritoneal dialysis who have questions or concerns.
- Operational hours for the unit may change in accordance to patient census and staffing changes. All patients will be informed in writing of any change in operational hours and/or days. Any changes in patient schedules will result in the patients being informed verbally and in writing no less than 24 hours prior to the patient's time of treatment. Every effort is made to schedule treatment time that is convenient to the patient.

TYPES OF SERVICES

- The patient population is under the care of a nephrologist, who also serves as the medical director of the unit. The chronic patients that are receiving treatment are patients of the nephrologist. Other patients who may be traveling through or are moving into the area may have their charts reviewed and then be accepted for treatment by the nephrologist.
- Peritoneal dialysis is offered to patients who meet the Centers for Medicare & Medicaid Services (CMS) criteria for peritoneal dialysis. The MHSC Peritoneal Dialysis program achieved full certification by the Wyoming Department of Health in December 2019.

CONTRACTED SERVICES

- B-Braun-annual contract for maintenance on the dialysis machines, water purification system and supplies.
- Fresenius USA for dialysate and dialyzers.

STAFFING

- During the hours of operation the hemodialysis unit is covered by two staff members, either a combination of registered nurse and one patient care technician or two registered nurses. One nurse covers the peritoneal dialysis service with two additional staff members cross-trained to allow additional nursing care coverage to patients on peritoneal dialysis. The unit nursing director oversees the day to day operations and care of patients. Each dialysis patient is visited monthly by a registered dietitian and receives a monthly visit from a social worker. Once a quarter the multidisciplinary team meets to discuss patient outcomes and discusses each individual and their care to better provide service to them.

AFFILIATIONS OR SOURCES OF REFERENCE

- End Stage Renal Disease Network #15: <http://www.esrdnet15.org/>
- <http://www.fistularfirst.org/Home.aspx>
- Dialysis Facility Reports
- <http://www.dialysisreports.org/>
- American Nephrology Nurses Association

SCOPE OF SERVICE: EDUCATION DEPARTMENT

DEFINITION OF SERVICE:

- The Education Department is an interdisciplinary collaboration between the Nursing Services Department and Human Resources Department.
- The Human Resources Department collaborates with the Education department staff to conduct hospital orientation for all new hires, with the exception of licensed independent practitioners, as well as expanded and individualized orientation for newly hired nurses. Services include, but are not limited to: teaching classes, organizing classes and in-services, administering and managing the organization's learning management system, coordination of American Heart Association courses to meet compliance, conducting competency assessments and assisting in the development of competencies throughout the organization, conducting preceptor training and evaluating the effectiveness of educational activities.
- A nursing professional facilitates and oversees all nursing education in the organization and reports to the Chief Nursing Officer.
- Human Resources staff share education duties and work with all other departments in the organization to meet the learning needs of employees in non-nursing departments.
- The Education department staff and the staff in Human Resources facilitates lifelong learning and professional development activities with the goal of personal and professional growth, competency, and proficiency for all employees at MHSC. Professionals facilitating nursing education use knowledge and skills in educational theory, and application thereof, career development, leadership, curriculum, and program management to assist employees in providing safe, evidence-based and exceptional patient care.
- Learning needs of employees in all departments guide meaningful continuing education opportunities necessary, and pertinent to position description.
- Continuing education opportunities include mandatory education needed to meet the requirements of regulatory agencies.
- The nurse educator and Human Resources staff disseminates information and educational/learning opportunities to employees who may not otherwise know such opportunities exist, thus expanding growth in knowledge, critical thinking and looking at issues from multiple perspectives.

HOURS / DAYS OF THE WEEK OF SERVICE

- The Human Resource staff facilitating non-nursing education have standard hours Monday through Friday, no holidays. Educational opportunities are available on weekends on an as needed basis.
- The nurse educator facilitating nursing education has flexible hours that include weekends, but are typically 8:00 a.m. - 4:30 p.m., Monday through Friday. Hours of availability of the nurse educator are flexible dependent on the learning needs of Nursing Services employees who work in an organization that functions twenty-four hours a day, seven days a week.

TYPE OF SERVICE PROVIDED

- Education staff conducts hospital orientation for all new hires, with the exception of licensed independent practitioners, as well as expanded and individualized orientation for newly hired nurses. Services provided by the staff facilitating education include, but are not limited to: teaching classes, organizing classes and in-services, administering and managing the organization's learning management system, coordination of American Heart Association courses to meet compliance, conducting competency assessments and assisting in the development of competencies throughout the organization, writing and assisting in the writing of grants, conducting preceptor training, and evaluating the effectiveness of educational activities. The nurse educator provides career and academic counseling and guidance to those seeking careers in the nursing profession.
- The MHSC philosophy fosters professional development and self-directed learning and believes that those with the most appropriate expertise are those best to conduct department-specific orientation and training on the use of the electronic medical record. The nurse educator and others in the organization with the appropriate experience serve as a resource whenever needed. The nurse educator routinely shares with the facility the many continuing education activities available in today's environment of in-the-moment online learning. Currently, continuing education units courses are not offered through MHSC but are offered through the Lippincott Learning system, the NetLearning system and a plethora of easily accessible outside resources.

CONTRACTED SERVICES

- Lippincott
- OVID
- Up To Date
- NetLearning through HealthCareSource
- American Association of Critical Care Nurses (AACN)

STAFFING

- The Education Department consists of a nurse educator who reports to the Chief Nursing Officer, and as well as the Human

Resource staff who share education responsibilities and report to the Director of Human Resources. .

AFFILIATIONS OR SOURCES OF REFERENCE

- The nurse educator and Chief Nursing Office have developed relationships with educators at the University of Utah, Primary Children's Hospital in Salt Lake City, Utah, University of Wyoming, and Western Wyoming Community College. These affiliations have led to opportunities to be involved in certain educational activities provided by these organizations.
 - American Association of Nurses in Professional Development (ANPD)
 - American Nurses Association (ANA)
 - Revolutionizing Nursing Education in Wyoming (ReNEW)

SCOPE OF SERVICE: EMERGENCY DEPARTMENT

DEFINITION OF SERVICE

- The Emergency Department (ED) is a full service, ambulance receiving department that provides emergency services including but not limited to the following:
 - Assessment and prioritizing with triage for all the emergency situations: abdominal, cardiovascular, dental, ENT, environmental, genitourinary, gynecological, neurological, obstetrical, ocular, orthopedic, psychiatric, respiratory, substance abuse, surface trauma, toxicological, and other trauma
 - Stabilization and care for all patients with transfer by ground/air to tertiary and specialty care centers as needed
 - Sexual Assault Nurse Examiner (SANE) program
 - The health status of patients range from minor illness or injury to acute and/or critically ill or injured.

HOURS / DAYS OF THE WEEK OF SERVICE

- The ED is open 24 hours per day, 365 days per year, and 7 days a week.

TYPES OF SERVICES

- Emergency services without acute hemodialysis, interventional cardiology, and interventional radiology.
- Access to tele-stroke services.
- The ED is designated as an Area Trauma Hospital by the State of Wyoming which correlates to a Level III trauma designation by the American College of Surgeons.
- The department consists of 22 private patient rooms, 2 behavioral health rooms, and has a helipad in close proximity as well as laboratory, cardiopulmonary, and medical imaging services. A connected ambulance bay provides covered access for ambulance arrivals.

CONTRACTED SERVICES

- University of Utah Emergency Department Physicians

STAFFING

- The ED is staffed by board certified emergency physicians 24/7, and provides physician overlap coverage from 11:00 a.m. - 11:00 p.m.
- Registered nurses (RN) staff the unit by census and acuity trends and work 12 hours shifts that are staggered throughout the day to meet volume demands. Shifts are typically 7:00 a.m.- 7:00 p.m., 10:00 a.m. - 10:00 p.m., and 7:00 p.m. - 7:00 a.m.
- Additional support staff include nursing unit secretaries, ED technicians, EMTs, and certified nursing assistants (CNA) with varying hours and coverage.
- The ED has access to other physician specialties that fulfill call availability to the department including, but not limited to; hospitalist care, pediatrics, orthopedics, general surgery, urology, and obstetrics.

AFFILIATIONS OR SOURCES OF REFERENCE

- University of Utah
- Air Med Flight Services
- Emergency Nurses Association (ENA)
- American Nurses Association (ANA)

SCOPE OF SERVICE: ENVIRONMENTAL SERVICES

DEFINITION OF SERVICE

- The Environmental Services Department is responsible for the hygienic and aesthetic cleanliness of the hospital's internal physical environment. The Department's objectives are to ensure that the services provided by the department are effective in maintaining

a hygienic and aesthetically pleasing environment for patient care, also to identify problems in, and opportunities to improve the quality and cost-effectiveness of these services.

HOURS / DAYS OF THE WEEK OF SERVICE

- The Environmental Services Department offers services daily, 7 days per week, including holidays.
- The hours of operation are as follows:
 - Housekeeping Services 6:00 a.m. - 11:00 p.m.
 - Laundry Services 5:00 a.m. - 2:00 p.m.
 - Laundry and linen deliveries to patient care areas after 2:00pm will be handled by the Housekeeping personnel.

TYPES OF SERVICES

- In carrying out its mission, the Environmental Services Department performs the following functions:
- Routinely cleans patient care and non-patient care areas of the internal hospital environment in accordance with schedules appropriate to each area.
 - Cleans inpatient occupied rooms during a patient stay if over a 24 hour period
 - Cleans inpatient rooms after patients have been discharged, and prepares them for the admission of new patients
 - Provides an adequate supply of clean laundry and linens, that are free from infectious contaminants to the hospital and the external outpatient clinic
 - Routinely cleans outpatient and clinic areas of the external hospital environment, including leased spaces, in accordance with schedules appropriate to each area.
- The Environmental Services Department offers support and assistance to clinical staff in the event of emergent situations.
- As well as its routine services, the Environmental Services Department will respond to urgent requests for cleaning services on the hospital campus needed for reasons of health, safety, or patient care.

CONTRACTED SERVICES

- Fibertech Window Cleaning
- Martin Ray Laundry Equipment Services

STAFFING

- Urgent, non-urgent and routine services are provided between the hours of 6:00 a.m. and 11:00 p.m., 7 days a week.

AFFILIATIONS OR SOURCES OF REFERENCE

- American Society for Healthcare Engineering (ASHE)
- Centers for Disease Control and Prevention (CDC)
- American Operating Room Nurses (AORN)
- Healthcare Infection Control Practices Advisory Committee (HICPAC)

SCOPE OF SERVICE: FACILITY SUPPORT SERVICES

DEFINITION OF SERVICE:

- Facility Support Services (FSS) is responsible for maintaining the physical health and condition of the hospital, the Medical Office Building, physical plant buildings (including the power house, emergency diesel generator building, and other associated out buildings on campus) plus several off-site facilities. In addition, the Bio-Medical Department is part of FSS and its personnel report to the FSS Director.

HOURS / DAYS OF THE WEEK OF SERVICE

- FSS personnel are available 24 hours a day.
- FSS working hours are typically Monday-Friday from 6:30 a.m. - 9:00 p.m. Saturday, Sunday and holiday hours vary. Typically on weekends and holidays the on-call staff member will work 10 hours during the day and evening. FSS personnel are assigned on-call for after-hours emergencies or when the shop is not otherwise staffed.

TYPES OF SERVICES

- FSS provides preventative maintenance, responds to trouble calls or maintenance requests, operates and maintains the boiler plants, HVAC equipment, and emergency generators.
- FSS is responsible for proper handling and disposal of medical waste generated by patient care functions.
- FSS maintains or manages contracts for the maintenance of life safety equipment and systems. FSS provides project management support for remodels and special projects as assigned. Through the Bio-Medical department, FSS manages service contracts and coordinates or affects the repairs to biomedical equipment.

- FSS subcontracts certain technical repairs and inspections. These include boiler overhauls, emergency generator repairs and load testing, fire alarm and monitoring system inspection and repairs, central plant water chemistry support, pest control, medical gas system certification and asbestos abatement.

CONTRACTED SERVICES

- Original Equipment Manufacturer (OEM) or other professional services are contracted on the basis of bids, time and material contracts or annual/multiyear contract basis to perform repair, services and maintenance on select systems and components. This is especially true where certifications or advanced training beyond what is typical of in house personnel or where special tools and equipment are required and the cost of this equipment or training is not cost effective as an in-house service.

STAFFING

- Typically a FSS staff-member is on site for approximately 14.5 hours on week days and 10 hours on weekends. When FSS personnel are not on site, a designated member of FSS Department is on call and available, thereby assuring FSS coverage 24/7. The PBX operator and House Supervisors are given the on-call schedule with updates made as needed to ensure 100% availability of FSS personnel. All on-call personnel are provided cell phones and the list of FSS cell numbers are provided to PBX operators and House Supervisors. The PBX operator and House Supervisors know that they can escalate calls for support by contracting the FSS Facility Supervisor or the FSS Director. These phone numbers are also available to the PBX operator and House Supervisor.
- FSS personnel are typically general maintenance personnel trained in a variety of typical building maintenance skills. Some members of the staff have specific trade skills including licensed electrician and licensed plumber. Staff also have specialized certifications such as UST Operator, Certified Welder, Building Automation Specialist, Carpenter and HVAC technician.

AFFILIATIONS OR SOURCES OF REFERENCE:

- FSS personnel have affiliations, licensing, certification or memberships with the following organizations:
 - National Fire Protection Association (NFPA)
 - American Society of Healthcare Engineers (ASHE)
 - Wyoming Department of Fire Prevention and Electrical Safety
 - Wyoming Department of Environmental Quality (Wyoming DEQ)
 - Wyoming Society of Healthcare Engineers (WSHE)
 - American Medical Association (AMA)

SCOPE OF SERVICE: FISCAL SERVICES

DEFINITION OF SERVICE

- Fiscal Services is a non-clinical department that provides the following services: Payroll, Accounts Payable, Fixed Assets, Budgeting, General Ledger, and Financial and Statistical reporting. Fiscal Services personnel are non-clinical and do not provide direct patient care. Fiscal Services work in a collaborative effort to provide all other hospital departments with financial and reporting assistance.

HOURS / DAYS OF THE WEEK OF SERVICE

- Fiscal Services personnel are available 7:00 am - 4:30 pm, Monday through Friday, except holidays.

TYPES OF SERVICES

- Services provided include Payroll, Accounts Payable, Fixed Assets, Budgeting, General Ledger and Financial and Statistical reporting.

CONTRACTED SERVICES

- None

STAFFING

- Staff includes the Controller, Staff Accountant, Accounting Clerk, Payroll Clerk and Accounts Payable Clerk.

AFFILIATIONS OR SOURCES OF REFERENCE

- HFMA

SCOPE OF SERVICE: HEALTH INFORMATION MANAGEMENT

DEFINITION OF SERVICE

- The Health Information Management Department is responsible for patient information management as applied to health and health care. It is the practice of acquiring, analyzing and protecting digital and traditional medical information vital to providing quality patient care.

HOURS / DAYS OF THE WEEK OF SERVICE

- The Health Information Management Department is staffed as follows:
 - **Medical Records Department Access:**
 - Monday through Friday, 6:30 a.m. - 4:30 p.m.
 - Saturday and Sunday – Closed
 - Holidays Recognized by Hospital – Closed
 - **General Medical Transcription**
 - Monday through Thursday – 5:00 a.m. - 11:00 p.m., and Friday from 5:00 a.m. - 10:00 p.m.
 - All weekends and holidays covered for minimal hours per day, depending on dictation back log. H&Ps and any dictations dictated are done within required turnaround time frames.
 - On-call for any after-hours transfer summaries that need done STAT, unless other arrangements are made in advance.
 - **Health Information Management Director**
 - Monday through Friday, 7:00 a.m. - 3:30 p.m.
 - Saturday and Sunday, or after hours, available by cell phone

TYPES OF SERVICES

- All patients – Information faxed to continuing care facilities per request
- Previous patients – We copy charts per patient requests as they walk in or call
- Birth certificate completion and submission to State of Wyoming
- Completing Acknowledgment of Paternity document with single parents
- Collecting paper chart documentation from all patient care areas in the hospital
- Analyzing and verifying that patient documentation (including orders for admission) are in the correct chart and the documentation is complete
- Scanning paper documents into electronic medical record into the correct section and attaching to the appropriate patient's record
- Verifying that physicians have completed necessary documentation in each patient's chart
- Notifying physician of deficient or delinquent information in patient records
- Delivering paper charts to the appropriate patient care areas when requested by clinical staff
- Locating and accessing microfilm records for patient care
- Identifying and pulling old records from shelf to be microfilmed
- Verifying that appropriate orders are documented before coding chart
- Verifying appropriate ICD-9 codes to correspond with patient's diagnosis
- Verifying CPT or procedure codes are correct for the patient's procedures
- Verifying inpatient data has correct codes before being submitted to Medicare
- Coding and abstracting charts in a timely manner to allow days in AR to be minimal
- Provide Health Information to requesting physicians from outside clinics or hospitals
- Faxing information to other health care providers for continuing patient care
- Transcribing all pathology/cytology reports, general medical transcription and sleep studies
- Identifying and submitting all cancer cases diagnosed at our hospital to the State of Wyoming
- Locating and copying records for attorneys and patients
- Bill for records copied and submitted to attorneys and patients
- Copying charts requested by Medicare and health insurance companies who request appropriate documentation was completed
- Repairing folders and maintaining personal health information
- Notifying physicians to complete outstanding dictations or authenticate incomplete patient records
- Two notaries are located in our office. We will notarize any legal documents for the convenience of patients and staff members
- Working with case managers to improve physician documentation
- Work closely with admission staff to ensure proper identification of patients
- In conjunction with Information Technology, merge together duplicate medical records on the same patient
- In conjunction with Compliance Officer, responsible for policies regarding personal health information
- Setting up accounts for the Patient Access Module (PAM)
- Locating Advanced Directives for patient, when not present in most recent record.

CONTRACTED SERVICES

- United Auditing Services (external chart review and back-up coding)
- Arrendale and Associates (contracted to transcribe backlogs and for dictation and transcription software)

- Care Consultants Better Solutions (release of information for legal charts)

STAFFING

- 1 – Health Information Management Director
- 1 - HIM Supervisor
- 2 - Inpatient coders
- 3 - Outpatient coders
- 2.5 - General medical transcriptionists (1 FT, 3 PT)
- 3.5 - Health Information Management Technicians (3 FT, 1 PT)

AFFILIATIONS OR SOURCES OF REFERENCE

- Association for Healthcare Documentation Integrity (AHDI)
- American Health Information Management Association (AHIMA)
- Centers for Medicare and Medicaid Services (CMS)
- The Joint Commission (TJC)

SCOPE OF SERVICE: HUMAN RESOURCES

DEFINITION OF SERVICE

- Recruits, hires, and orients new employees, with exception of providers.
- Manages employee benefits, including compensation, health insurance and workers' compensation.
- Conducts hospital orientation, in collaboration with Nursing Services, through the Education department for all new hires, with the exception of licensed independent practitioners.
- Works closely with departments and staff to identify and mentor existing staff into advanced training, experiences and leadership opportunities, both formal and informal, in an effort to create depth of experience and aptitude within our workforce.
- Facilitates lifelong learning and professional development activities with the goal of personal and professional growth, competency and proficiency for all employees at MHSC, including clinical and non-clinical departments.
- Staff in the Human Resources Department provide career and academic counseling and guidance.
- Maintains relationships between employees and leadership by promoting communication and fairness within the organization/
- Interprets and enforces employment and labor laws and regulations.
- Together, through recruitment and retention efforts that focus on the development of a workforce that is competent in knowledge, skill, aptitude and attitude, MHSC continues to be progressive and proactive in taking on the challenges of an ever changing health care world.

HOURS / DAYS OF THE WEEK OF SERVICE

- Human Resource staff is available 7:30 a.m. - 4:30 p.m., Monday through Friday, except holidays.

TYPES OF SERVICES

- Services provided include recruitment, orientation, benefits administration, management and maintenance of employee information, leadership training, compensation analysis and management, policy deployment and interpretation, performance management support and assistance, and employee assistance.

CONTRACTED SERVICES

- Focus One Staffing Services for contract personnel
- CompHealth for the recruitment of therapist positions
- ComPsych for the provision of Employee Assistance Program
- Alliance Benefit Group for Retirement Benefits
- Arthur J. Gallagher for the Administration of Health/Dental/Vision/Disability and Life insurances

STAFFING

- The Human Resource Department is staffed by a Director of Human Resources, a Human Resource Specialist in Benefits, a Human Resource Generalist, and a Human Resource Assistant.

AFFILIATIONS OR SOURCES OF REFERENCE

- ASHHRA – American Society for HealthCare Human Resource Administration
- Employers Council - Compensation, Employment Law
- SHRM - Society for Human Resource Management
- HRCI - Human Resources Certification Institute

- HDRA - High Desert Human Resources (SHRM Regional Affiliate)
- WHA - Wyoming Hospital Association

SCOPE OF SERVICE: INFECTION PREVENTION & EMPLOYEE HEALTH

DEFINITION OF THE SERVICE

- The Infection Prevention (IP) & Employee Health (EH) Department is responsible for monitoring the hospital, employees, and patients for any infectious processes or potential infectious process. This department also collects and reports information regarding infectious processes to regulatory agencies as required. The IP & EH department are also involved with new construction/remodels to assure all infection control processes and regulatory requirements are followed. Family Practice physicians and providers who offer occupational health services works in conjunction with Infection Prevention to regulate and provide education regarding immunizations for preventable communicable diseases, blood borne pathogen prevention, and follow-up when applicable or noted by CMS, local and state public health, TJC and OSHA.

HOURS / DAYS OF THE WEEK OF SERVICE

- The Infection Prevention & Employee Health Department operates from 8:00 a.m. - 4:30 p.m., Monday through Friday, no holidays.

TYPES OF SERVICES

- IP&EH provides monitoring and investigation of any infectious diseases, whether occurring in patients or employees; assures that hospital policies regarding infections are correctly followed; evaluates for compliance with immunizations; and instructs all new employees, students, licensed independent practitioners, volunteers and contracted personnel on infection prevention techniques.
- IP&EH is also responsible for reducing the risk for the transmission of infections in the health care environment for patients, personnel and visitors.
- Other functions include serving as the institution's liaison to regulatory agencies and health departments regarding incidence reporting and other communications concerning communicable diseases and conditions as needed. Hospital acquired infection performance improvement, and emergency management and disaster preparedness are also included in the scope of service.
- IP&EH ensures that a sanitary environment is present to avoid sources and transmission of infections and communicable diseases. The entire campus, departments and all services are included. Construction activities are carefully monitored to ensure a safe and sanitary environment by the IC department.
- This department does not provide on-site Infectious Disease Physician or services of an Infectious Disease physician, except for phone consultation through the affiliation of the University of Utah.

CONTRACTED SERVICES

- An infectious disease MD can be contacted by telephone for consults.
- In addition the Wyoming State Department of Health is available to consult.

STAFFING

- Two RNs staff this department who are licensed in the State of Wyoming.
- A qualified physician licensed in the State of Wyoming acts as the Medical Director.

AFFILIATIONS OR SOURCES OF REFERENCE

- Centers for Disease Control and Prevention (CDC)
- The Joint Commission (TJC)
- Chinese Medical Association (CMA)
- Association of Professionals in Infection Control and Epidemiology (APIC)
- Association of Occupational Health Professionals in Health Care (AOHP)
- Healthcare Infection Control Practices Advisory Council (HICPAC)
- Occupational Safety and Health Administration (OSHA)
- National Institute for Occupational Safety and Health (NIOSH)
- American Association of Operating Room Nurses (AORN)
- Association for Advancement of Medical Instrumentation (AAMI)
- American Society of Healthcare Engineering (ASHE)
- Department of Health (DOH)
- American National Standards Institute (ANSI)
- American Institute of Architects (AIA)

- Facilities Guideline Institute
- Wyoming Department of Health (WDOH)
- Sweetwater County Public Health

SCOPE OF SERVICE: INFORMATION TECHNOLOGY SERVICES

DEFINITION OF SERVICES

- Information Technology Services (IT) provides MHSC with all its computer, printer, network security, and application needs. IT provides each department in the hospital with computer hardware and software support, networking and security support as well as applications support..
- ITs role in the hospital is to provide the entire organization with the necessary hardware and software in order for them to care for the patients. Those items include:
 - Hospital desktop computers and laptops
 - Bar code scanners
 - Printers
 - Label Printers
 - Core networks including wired and wireless
 - Internet connectivity
 - Application support

HOURS / DAYS OF THE WEEK OF SERVICE

- The IT Department is staffed Monday-Friday excluding holidays. The department does provide 24/7/365 phone support.
- The typical hours of service are from 7:00 am - 5:00 pm.
- The department is flexible with hours and occasionally works night, weekends and holidays.

TYPES OF SERVICES

- The IT department provides hardware and software supports to all hospital employees and related services of the organization.
- The IT department does not provide IS support to personal equipment of employees or patients.
- Contact for the department is through the Help Desk at ext. 8425 or by email at helpdesk@sweetwatermemorial.com

CONTRACTED SERVICES

- None

STAFFING HOURS/PATTERN AND TYPE/ NUMBERS

- The IT department consists of the following job titles:
 - IT Director
 - Senior Systems Administrator
 - Systems Administrator
 - Senior Network Administrator
 - Help Desk Analysts

AFFILIATION OR SOURCES OF REFERENCE

- Health Information Management Systems Society (HIMSS)
- College of Healthcare Information Management Executives (CHIME)
- Utah Health Information Network (UHIN)
- Utah Health Information Exchange (CHIE)

SCOPE OF SERVICE: INTENSIVE CARE UNIT - Level I & II

DEFINITION OF SERVICE

Intensive Care Unit (ICU) Level I cares for patients with severe and life-threatening severe illnesses and injuries that require constant, close monitoring and support from specialized equipment and medications in order to ensure normal bodily functions.

Intensive Care Unit Level II / Step-down Unit - is an intermediary step between ICU and a Med/Surg floor. These patients still need a high level of skilled nursing care and surveillance but are more stable.

HOURS / DAYS OF THE WEEK OF SERVICE

- Seven days a week, 24 hours per day, 365 days a year. The unit is only closed when no patients are present. Staff remains

available per on call standards to open the unit should patient care needs arise requiring ICU trained nursing staff.

TYPES OF SERVICES

- ICU Level I
 - Has a maximum capacity of 4 critical beds located in private rooms. The patient population is predominantly adult, with occasional pediatric patients. Patients may be admitted from the Emergency Department, transferred from the Medical/Surgical Unit, Obstetrical Services, direct admission, or transferred from PACU. All ICU rooms have bedside monitors with central monitoring and recording. There is the capability of invasive monitoring of arterial blood pressure, central venous pressure lines, cardiac rate and rhythm, SpO₂, respiratory rate, and non-invasive cardiac output. There are cameras located in each room. Each patient head wall has 3 oxygen outlets, compressed air, and 2 suction outlets. Other equipment available includes ventilators, volumetric pumps, external pacers and defibrillators, PCA pumps, enteric feeding pumps, BiPap, and Vapotherm.
- ICU Level II / Step-down Unit
 - Has a capacity of six acute care/step down beds located in private rooms, one of which has a negative pressure relationship. The population is predominately adult, with occasional pediatric patients. Patients may be admitted from the Emergency Department, transferred from the ICU, Medical/Surgical Unit, Obstetrical Services, or from PACU, or admitted directly from physicians' offices. All Step-down rooms have bedside monitors with central monitoring and recording. There is the capability of monitoring of cardiac rhythms, blood pressure, SpO₂, and respiratory rate. Each patient head wall has oxygen outlets, compressed air, and suction outlets. Other equipment available includes volumetric pumps, PCA pumps, enteric feeding pumps, BiPAP, and Vapotherm.
- Both units are physically located in the same department.
- In the event of a higher census in other areas, either the step-down or intensive care unit may take non-ICU patients as overflow for patient care needs, care and treatment.

CONTRACTED SERVICES

- University of Utah Tele-ICU

STAFFING

- The staff on this unit includes a Unit Director, Clinical Coordinator, Registered Nurses and Certified Nursing Assistants.
- The unit uses a multidisciplinary approach of care which includes services of physical therapy, dietitians, laboratory, respiratory therapy, case managers, physicians, and behavioral health counselors.
- Each 12 hour shift is staffed with two RNs as a baseline with shifts starting at 6:00 a.m or 6:00 p.m. respectfully. Depending on the census and acuity there may be a CNA from 6:00 a.m - 6:00 p.m.

AFFILIATIONS OR SOURCES OF REFERENCE

- American Association of Critical Care Nurses (AACN)
- American Nurses Association (ANA)
- American Heart Association (AHA)

SCOPE OF SERVICE: LABORATORY & PATHOLOGY

DEFINITION OF SERVICE

- The Clinical Laboratory provides inpatient and outpatient laboratory services that include clinical laboratory, transfusion/blood bank, and histopathology.

HOURS / DAYS OF THE WEEK OF SERVICE

- The Laboratory provides services 24/7/365 for inpatient services. Outpatient hours are Monday-Friday 7:00 a.m. - 7:00 p.m. and Saturday-Sunday 9:00 a.m. - 2:00 p.m.

TYPES OF SERVICES

- The Laboratory provides service to all ages of clients. Services provided includes, but are not limited to:
 - Clinical Laboratory
 - General chemistry
 - Special chemistry
 - Therapeutic drug testing
 - Microbiology
 - Complete bacteriology
 - Parasitology

- Acid fast smears
- Urinalysis
- Hematology
- Coagulation
- Immunology
- Drug screens
- Serology
- Transfusion/blood bank services
 - Prenatal screening
 - Cord blood workup
 - ABO, Rh
 - Antibody screens
 - Antibody identification
 - Compatibility testing
 - Blood products
 - Packed RBC units
 - Fresh frozen plasma
 - Platelets-by special order
- Histopathology
 - Non-gynecology cytology
 - Complete histology
 - Special stains
 - Frozen sections
 - Testing not provided in house by MHSC Laboratory will be sent to a reputable and licensed reference laboratory.

CONTRACTED SERVICES

- Vitalant – provides blood and blood products
- ARUP Laboratories

STAFFING

- The Laboratory is staffed with a Medical Director/Pathologist who oversees the Laboratory's CLIA license and all laboratory testing. The Medical Director may perform the roles of the Technical Consultant and Technical supervisor, but may delegate, in writing, to qualified personnel duties to the Technical Supervisor, Technical Consultant, and/or General Supervisor.
- Director, Coordinator, Medical Technologists/Medical Laboratory Scientists, Medical Laboratory Technicians and Lab Assistants/ Phlebotomists

AFFILIATIONS OR SOURCES OF REFERENCE

- ARUP Laboratories, Salt Lake City, UT - reference laboratory
- ASCP – American Society of Clinical Pathologists
- AABB - American Association of Blood Banks
- FDA - Food and Drug Administration
- The Joint Commission
- Unipath
- Mayo Laboratories
- Colorado Public Health
- Wyoming Public Health
- Integrated Oncology
- Oncotype Dx
- Labcorp
- Prometheus
- Quest Diagnostics
- Vitalant

SCOPE OF SERVICE: MARKETING & PUBLIC RELATIONS

DEFINITION OF SERVICE

- Performs duties pertaining to the marketing and promotion of a positive public image for MHSC, it's medical staff, employees, programs, and services. Assist with community plans and directs activities. Directs overall marketing functions for the organization.

Designs and maintains the hospitals website and its social media persona.

HOURS / DAYS OF THE WEEK OF SERVICE

- Monday through Friday, except holidays.

TYPES OF SERVICES

- Responsible for creating, implementing and measuring the success of a comprehensive marketing, communications and public relations program that includes communications and public relations activities and materials including publication, media relations, and so forth.
- Is responsible for the development of an annual budget for the department, maintaining the website, and other assigned duties.
- Responsible for drafting written and graphic marketing material for both internal and external clients. May involve editing and designing physical layout of marketing materials.
- Responsible for planning and implementing all publicity, advertising, marketing, and promotion activities and material that represents the organization to the press and public; develops and manages budgets; plans and implements public relations policies; oversees press releases, and may act as chief spokesperson to the media.
- Designs, implements and maintains websites (hospital external, hospital internal and clinic).
- Develops and implements social media and monitors activity.

CONTRACTED SERVICES

- Advertising contracts, annual and short-term, including radio, digital, outdoor, television and other services that fall under the category of marketing the hospital.

STAFFING

- Staff consists of the Marketing & Public Relations Manager.

AFFILIATIONS OR SOURCES OF REFERENCE

- None

SCOPE OF SERVICE: MATERIALS MANAGEMENT

DEFINITION OF SERVICES:

- Materials Management is a non-clinical department comprised of two divisions: Purchasing and Central Supply. The department procures and distributes all medical and non-medical product needed by the entire hospital, with the exception of pharmaceuticals.

HOURS / DAYS OF THE WEEK OF SERVICE

- The Purchasing Office is available Monday through Friday 7:00 a.m. - 3:30 p.m., no holidays.
- The Central Supply department is available Monday through Friday 6:30 a.m. - 5:00 p.m., no holidays.

TYPES OF SERVICES

- The Purchasing office is responsible for all the buying functions for the procurement of all supplies and equipment for the hospital. This service is located in the basement of the hospital. Shipping and receiving is also part of this division and located in the basement next to the loading dock. The function of this area is to ship and receive all supplies and shipments to and from the hospital.
- The Central Supply division of Materials Management is responsible for the distribution and replenishment of medical supplies throughout the entire hospital. This department is located in the basement of the hospital next to the loading dock..
- Both divisions work in a collaborative manner to ensure all necessary supplies are available in a timely manner to all departments of the hospital.

CONTRACTED SERVICES

- Intalere

STAFFING

- The staff includes a Director, 3 Buyers, Receiving Clerk, and Central Supply Aides.

AFFILIATIONS OR SOURCES OF REFERENCE

- Association for Health Care Resources and Materials Management

SCOPE OF SERVICE: MEDICAL IMAGING

DEFINITION OF SERVICE:

- The Medical Imaging Department includes the following modalities; general radiology, DEXA, mammography, CT scanning, diagnostic ultrasound, magnetic resonance imaging (MRI), nuclear medicine and radiographic procedures, which constitute the majority of the daily procedural load. PET scanning is offered through a contractual service.
- Services related or concomitant to imaging include quality assurance monitoring and evaluation, quality control - including protecting patients and staff from harmful radiation, image interpretation, dictation, transcription, record filing/management, patient billing, marketing, equipment purchasing and continuing education.
- Fluoroscopic procedures for in-patients requested after hours will be performed on an emergent basis only, after direct physician consultation with the radiologist on-call.
- Patients of all ages, race, sex and financial status are served. Range of treatment comprises diagnostic procedures, invasive/ intraoperative and noninvasive techniques and radiation, with or without the use of contrast media.

HOURS / DAYS OF THE WEEK OF SERVICE

- The normal operating hours for:
 - Diagnostic Radiology section of the Medical Imaging Department are 24 hours per day, seven days a week.
 - Out-patient Ultrasound are Monday through Friday. There will be an Ultrasound technologist available for ultrasound emergencies seven days a week.
 - MRI scanner are Monday-Friday. There is no evening, night or weekend coverage available.
 - Out-patient CT are Monday - Friday. There is a CT Technologist available for CT emergencies seven days a week.
 - PET/CT services are available every other Friday.
- After routine hours of the Imaging Services Department, a technologist is on duty to cover all Imaging Services Department general radiology procedures. The technologist is to be contacted by the hospital Nursing Supervisor/Charge Nurse on duty for any and all emergencies, external and internal disasters, etc. The technologist is directly responsible to the Director of Medical Imaging at all times.

TYPES OF SERVICES

- Diagnostic radiology (X-ray):
 - The normal operating hours for the Diagnostic Radiology section of Medical Imaging are 24 hours per day, seven days a week.
 - There is a registered and licensed radiologic technologist on duty at all times.
 - Diagnostic radiology procedures are available for Emergency Department patients and inpatients 24 hours per day. Services for outpatients are during normal operating hours.
 - After hours fluoroscopic procedures, will be performed on an emergent basis only and after direct physician consultation with the radiologist on call..
- Ultrasound:
 - The normal operating hours for Ultrasound are 7:00 am-6:00 pm, Monday through Friday.
 - Due to the specialized nature of Ultrasound, these procedures will be performed after normal operating hours for emergencies only.
 - There will be an Ultrasound technologist on call for Ultrasound emergencies from 6:00 pm until 7:00 am Monday through Friday and all day Saturday and Sunday.
- Nuclear Medicine:
 - The normal operating hours for Nuclear Medicine are 7:00 am - 3:30 pm, Monday through Friday. There is no evening, night or weekend coverage available.
 - Due to the specialized nature of Nuclear Medicine these procedures will be performed after normal operating hours for emergencies, and only after direct physician consultation with the radiologist on-call.
- CT:
 1. The normal operating hours for outpatient CT are 7:30 am – 4:00 pm.
 2. Due to the specialized nature of CT, these procedures will be performed after normal operating hours for emergencies only, and after direct physician consultation with the radiologist on call. There is a registered technologist with CT competency on duty at all times.
- Magnetic Resonance Imaging (MRI)
 - The normal operating hours for the MRI scanner are Monday-Friday from 7:00 a.m. through 4:00 p.m. There is no evening, night or weekend coverage available.
 - Due to the specialized nature of MRI and the limited number of time slots available, emergencies or add-on scans must be

approved by a radiologist.

- PET Scanning
 - PET Services are provided through a mobile service.
 - The normal operating hours for the PET scanner are every Friday beginning at 8:00 a.m.
 - Due to the specialized nature of the PET/CT exam, scheduling for this exam will cease at noon the day preceding the exam. The mobile service company reserves the right to ask that the PET exam be rescheduled in the event only one patient is scheduled for any day of contracted service.
- Radiologist Consultation
 - A radiologist is available in the hospital 8:00 a.m. - 5:00 p.m., Monday through Friday.
 - Imaging studies are read daily.
 - In the event there is a "critical" finding the radiologist will call the report to the requesting physician.
- Medical Imaging does not provide conventional angiography using a catheter and contrast injection, intravascular shunt placement, complex biliary drainage procedures, or TIPS procedures.

CONTRACTED SERVICES

- PET/CT services are provided through Mile High Mobile PET, LLC. Mile High Mobile PET provides the PET/CT scanning services unit, personnel to operate the unit, and the radioisotope ("FDG") required to perform each PET scan. The scanning unit is made available to MHSC every other Friday.
- Advanced Medical Imaging-professional medical services in the specialty of radiology

STAFFING

- Diagnostic Radiology is staffed 24 hours per day with technologist registered by the American Registry of Radiologic Technologists and certified by the state of Wyoming. The techs are scheduled on staggered shifts to allow for more coverage during peak hours.
- Mammography is staffed with two technologists Monday through Friday. No after-hours coverage is provided. Technologists are registered by the American Registry of Radiologic Technologists and certified by the State of Wyoming.
- Ultrasound is staffed with 3 to 4 technologists from 6:30 a.m. - 6:00 p.m. Monday through Friday. One technologist is scheduled for after hours and weekend stand-by to cover emergent procedures. Ultrasound technologists must be registered in Ultrasound by the ARDMS or ARRT.
- Nuclear Medicine is staffed with two technologists Monday through Friday. There is no weekend or after-hours coverage. Technologists are registered by the American Registry of Radiologic Technologists, and/or the Nuclear Medicine Technology Certification Board and must be certified by the State of Wyoming.
- CT is staffed 24 hours per day. Technologists are registered by the American Registry of Radiologic Technologists and must be certified by the State of Wyoming.
- MRI is generally staffed 6:30 a.m. - 5:00 p.m. by one technologist Monday through Friday. There is no weekend or after hours coverage scheduled. Technologists are registered by the American Registry of Radiologic Technologists.

AFFILIATIONS OR SOURCES OF REFERENCE

- The Mammography program is accredited through the American College of Radiology.
- The Ultrasound program is accredited through the American College of Radiology.
- The CT program is accredited through the American College of Radiology.

SCOPE OF SERVICE: MEDICAL ONCOLOGY

DEFINITION OF SERVICE

- Medical Oncology is a branch of medicine that involves the prevention, diagnosis and treatment of cancer. Treatment may involve chemotherapy, hormonal therapy, biological therapy, and targeted therapy. A medical oncologist often is the main health care provider for someone who has cancer. A medical oncologist also gives supportive care and may coordinate treatment given by other medical specialists. Care is provided by a multidisciplinary team of a dietitian, social worker, care coordinator, and financial navigator.

HOURS / DAYS OF THE WEEK OF SERVICE

- The Medical Oncology and Hematology Department is open Monday through Thursday, 8:00 a.m. - 5:00 p.m., Friday 8:00 a.m. to 2:30 p.m., except on holidays.

TYPES OF SERVICES

- In the Medical Oncology and Hematology Clinic medical history, vital signs and history of illness are obtained. Patients are treated with appropriate medical attention, including ordering of necessary tests and procedures. Results of those procedures will determine the disposition of the patient. Patients may be discharged home, started on a treatment plan, admitted to the hospital, or

referred to another physician.

- In the Medical Oncology and Hematology infusion area patients can be provided chemotherapy and biotherapy treatments, adjunct treatment, hematology disorder related treatments, transfusions of blood and blood related products, education, and services offered in conjunction with The American Cancer Society.

CONTRACTED SERVICES

- None

STAFFING

- The clinic area is staffed by a medical assistant, a receptionist, a clinical coordinator, a nurse practitioner and a medical oncologist/hematologist physician who is also the Medical Director.
- The chemotherapy infusion area has 2 RNs working daily.

AFFILIATIONS OR SOURCES OF REFERENCE

- American Cancer Society (ACS)
- Oncology Nurses Society (ONS)
- Affiliate of Huntsman Cancer Institute-University of Utah

SCOPE OF SERVICE: MEDICAL/SURGICAL UNIT

DEFINITION OF SERVICE

- The Medical/Surgical Unit is a 35 bed unit with private and semi-private rooms. This unit provides care for patients requiring observational and inpatient care for medical or surgical needs.
- The unit uses a multidisciplinary approach of care which includes services of physical therapy, dietitian, laboratory, respiratory therapy, case managers, physicians and counseling.

HOURS / DAYS OF THE WEEK OF SERVICE

- The Medical/Surgical Units is open 24 hours a day, 7 days a week, 365 days a year.

TYPES OF SERVICES PROVIDED/ NOT PROVIDED/AGES OF PATIENTS SERVED

- Patients cared for range from pediatric to geriatric age groups with medical, social, psychiatric and surgical diagnoses. Surgical procedures involve general and specialty procedures including but not limited to, orthopedic, ENT, gynecologic, urologic and cosmetic. The Medical Surgical Unit also provides after hours and weekend coverage for outpatient infusions as necessary outside of normal operating hours for Same Day Surgery.
- Monday through Friday, excluding holidays, an interdisciplinary team provides care which can include physical therapy, speech therapy, occupational therapy, dietician, and case managers. Every day of the year, the interdisciplinary team includes the aforementioned services and also includes physicians, respiratory therapy, counseling services contracted through Southwest Counseling Services, laboratory, and radiology.

CONTRACTED SERVICES

- None

STAFFING

- The staff on the unit includes a Unit director, one Clinical Coordinator, Registered Nurses, Certified Nursing Assistants, and Nursing Unit Secretaries.
- The typical staffing standard is 1 RN to 5 patients. Each shift is staffed by a charge nurse or Clinical Coordinator, RNs and 1-2 CNAs. Staffing adjustments are made according to census and acuity. Typical shifts are 7:00 a.m. - 7:00 p.m. and 7:00 p.m. to 7:00 a.m. CNA 12 hour shifts start at 6:00 a.m, and 6:00 p.m.
- Student nurses rotate through this unit for clinical practicum training. Students in other disciplines also participate in multidisciplinary training with appropriate preceptors in their specialty in this unit.

AFFILIATIONS OR SOURCES OF REFERENCE

- Academy of Medical Surgical Nurses (AMSN), <http://www.amsn.org>
- American Nurses Association (ANA)

SCOPE OF SERVICE: MEDICAL STAFF SERVICES

DEFINITION OF SERVICE

- The MHSC Medical Staff Services Office (MSSO) is responsible for coordination and oversight of the Medical Staff Services Department. The MSSO develops, manages, performs, and directly supports governance, and credentialing and privileging activities related to Medical Staff, Nurse Practitioners and Physician Assistants at Memorial Hospital.
- Provides overall support to Medical Staff leaders; serves as a liaison between Medical Staff and the Senior Leadership Team, and communicates information from medical staff through the Medical Executive Committee and the Governing Board.

HOURS / DAYS OF THE WEEK OF SERVICE

- The Medical Staff Services Office is open Monday through Friday, 8:00 a.m. - 5:00 p.m., with the exception of holidays.

TYPES OF SERVICES PROVIDED/ NOT PROVIDED/AGES OF PATIENTS SERVED

- Supports the MHSC organized medical staff leadership and committees by providing expert consultation and assists in ensuring leaders and members adhere to the MHSC Medical Staff Bylaws, Rules and Regulations, and all pertinent policies.
- Ensure current compliance with all state, federal, health plan, and non-federal national regulations and requirements.
- Ensures that all medical staff and allied health professional (AHP) members are properly vetted according to the requirements of the Medical Staff Bylaws, The Joint Commission, State of Wyoming, Centers for Medicare and Medicaid Services (CMS), and other regulatory requirements by providing primary-source and accurate verification services.
- Facilitates and supports the Ongoing Professional Practice Evaluation (OPPE), and Focused Professional Practice Evaluation (FPPE) programs of the medical staff, AHP staff and mental health providers. Works with the Quality & Accreditation Department to ensure medical staff quality assurance and improvement.
- Maintains and/or supervises the maintenance of required medical staff documentation and credentialing database.
- Coordinates and manages the Medical Staff Department, committees, subcommittees, and general staff meetings. Ensures all department and committee recommendations and correspondence are channeled from one committee/department to another.
- Arranges for and schedules locum tenens physicians to provide adequate call coverage, arranges housing.
- Oversees completion of provider billing paperwork for Medicare, Medicaid, Blue Cross, and other entities.
- Oversees hospital owned apartment complex and townhouses, coordinates scheduling, maintenance, and cleaning schedules.
- Compiles and distributes monthly emergency on-call schedule.
- Oversees, schedules, and conducts physician orientation.
- Assists the CEO with physician contracts.
- Assists the CEO and Human Resources with J1/H1B waiver requirements.

CONTRACTED SERVICES

- There are no contracted services directly related to the services of the Medical Staff Services Office. Locum physicians/providers are contracted on an as needed basis through various companies.

STAFFING

- Staff includes the director of Medical Staff Services, the credentialing clerk and a provider enrollment clerk.

AFFILIATIONS OR SOURCES OF REFERENCE

- Affiliation with the Wyoming Association of Medical Staff Services, and the National Association of Medical Staff Services

SCOPE OF SERVICE: NUTRITION SERVICES DEPARTMENT

DEFINITION OF SERVICE

- The Nutrition Service staff is dedicated to serving the patients, staff, and community well-balanced nutritious meals.

HOURS / DAYS OF THE WEEK OF SERVICE

- In room dining for patients is available from 7:00 a.m. - 7:00 p.m., Monday through Sunday, 365 days a year. The Cafeteria hours are Monday through Sunday: Breakfast 8:00 a.m. - 10:30a.m.; Lunch 11:30 a.m. - 1:30 p.m.; Dinner 5:00 p.m. - 6:30 p.m.

TYPES OF SERVICES

- Both inpatients and outpatients are given a room service menu and have the opportunity to select their menu according to their diet prescription.
- The hospital cafeteria is open to all employees and visitors. Employees receive a 35% discount on all meal items.
- The Executive Chef, and kitchen staff, prepares a wide range of dishes each week. The cafeteria also offers an all-you-care to eat salad bar, daily, to satisfy almost any demand.
- Visitors are welcome to order room service while visiting patients, and are also welcome to utilize the cafeteria for meal service.
- The Nutrition Services Department also caters the meetings of MHSC as well as community events on, and off, property.
- MHSC offers two full time Registered Dietitians for inpatient and outpatient services based on the needs of the patient.

- The dietitians are responsible for the nutritional care of all Dialysis unit and Cancer Center patients.
- Dietitians assess inpatient and outpatient nutritional needs, develop and implement nutrition care plans and advise people on what to eat in order to achieve specific health related goals.
- Dietitians are part of the community Diabetic Education program.

CONTRACTED SERVICES

- Hobart Services – Dishwasher
- DFM – Register System
- Western Wyoming Beverage
- Coca Cola Bottling

STAFFING

- Executive Chef
- 2 full time Dietitians, Monday through Friday
- Dietary support staff

AFFILIATIONS OR SOURCES OF REFERENCE

- NCM – Nutrition Care Manual
- American Diabetes Association (ADA)
- Academy of Nutrition and Dietetics
- National Association of Nutrition Professionals (NANP)
- Community Nursing - Diabetes Self-Management Education

SCOPE OF SERVICE: OBSTETRICAL SERVICES

DEFINITION OF SERVICE

- The Obstetrical Department (OB) provides a securely locked badge-access only unit. The unit is comprised of 3 labor & delivery room (LDR) suites, 5 private postpartum rooms, a Level II A Nursery that accommodates nine well-newborn beds, a special care nursery that accommodates two sick-newborn beds, a procedural/isolation room for newborns, 1 surgical suite, and a two bay Post-Anesthesia Care Unit (PACU).
- The OB Department provides outpatient, observational, and inpatient services to pregnant patients, postpartum patients, and newborns up to twenty-eight days of age. The OB staff coordinates care with the Surgical Services Department to meet the needs of patients who require Cesarean section delivery or postpartum tubal ligations.
- The unit uses a multidisciplinary approach of care that includes services of case management, dietitians, laboratory, respiratory therapy, radiology, and physicians

HOURS / DAYS OF THE WEEK OF SERVICE

- Unit is open 24 hours a day, 7 days a week, 365 days a year.

TYPES OF SERVICES

- Populations served include adolescent and adults who are of childbearing age and neonates 0 to 28 days of age.
- **Obstetrical Observational/Antepartum Services:**
 - Obstetrical Triage Services
 - Non-Stress Test
 - External Fetal Monitoring
 - Oxytocin Challenge Test
 - External Version
 - Premature Labor Management
 - Subcutaneous, Oral, and IV tocolytics
 - Betamethasone injections (Intramuscular)
 - Fetal Fibronectin Testing
 - Ultrasound evaluation
 - IV Therapy, Hydration
 - ROM (rupture of membranes) Plus Testing
 - Hyperemesis Gravidarum
 - Pyelonephritis
 - Preeclampsia
- **Intrapartum**

- Low-Risk Pregnancies
- Stabilization/Transport of High-Risk Pregnancies
- Labor and Delivery Care
 - > 35 Weeks Gestation
- External/Internal Fetal Monitoring
- Cesarean Section Delivery
- Gestational Diabetes
- Preeclampsia, Eclampsia, HELLP Syndrome
- Spontaneous rupture of membranes (SROM) and artificial rupture of membranes (AROM)
- IV Therapy, Hydration
- Fetal Demise
- Induction and Augmentation of labor
- Amnioinfusion
- Epidural Services
- Intrauterine Growth Restriction
- **Postpartum**
 - Couplet Care
 - Postpartum Care
 - Up to 6 weeks postpartum
 - Post-op cesarean section care
 - Postpartum tubal ligation
 - Preeclampsia, Eclampsia, HELLP
 - Post-op Gynecology
- **Nursery**
 - Couplet Care
 - Newborn Care
 - > 35 Weeks Gestation
 - Safe Haven Nursery
 - Level II A Nursery and Special Care Nursery
 - Stabilization/Transportation of the High-Risk Newborn
 1. High-Flow Oxygenation
 2. Sepsis
 3. Respiratory Distress Syndrome (RDS)
 4. Continuous Positive Airway Pressure (CPAP)
 5. Ventilation Support
 6. Surfactant administration
 - IV Therapy
 - Glucose Management
 - Transient Tachypnea of the Newborn (TTN)
 - Oxygen Support
 - Premie Feeder and Grower
 - Phototherapy
 - Large for gestational age (LGA), small for gestational age (SGA) newborns
 - Circumcisions up to 12 weeks of age
 - Newborn Hearing Screen
 - Newborn Genetic Screening
 - Back transport to Level I/Special Care Nursery
 - Breastfeeding Support (Certified Lactation Counselors)

CONTRACTED SERVICES

- Marshall Industries (Infant Security System)
- OBIX (Fetal Monitoring System)

STAFFING

- The Director of OB has 24/7 responsibility for the day to day operations of the unit with assistance of the Clinical Coordinator. Staffing is comprised of Registered Nurses, Certified Nursing Assistances, and Unit Secretaries.

- Staffing for the OB Department follows AWHONN Perinatal Nursing Staffing Guidelines ensuring safe patient care for antepartum, intrapartum, postpartum and newborn patients. At a minimum, 2 RNs are staffed at all times.

AFFILIATIONS OR SOURCES OF REFERENCE

- Neonatal Resuscitation Program (NRP) Certification
- American Women's Health, Obstetrics and Neonatal Nursing (AWHONN)
- American Nurses Association (ANA)
- American Association of Pediatrics Neonatal S.T.A.B.L.E program

SCOPE OF SERVICE: OUTPATIENT SERVICES

DEFINITION OF SERVICE

- Outpatient Services provides for the patients who require infusions of medications, treatments, transfusions, or wound care that doesn't require a hospital stay.
- Outpatient Services operates out of the Medical/Surgical department with one designated patient room, and accesses additional patient rooms as needed.

HOURS / DAYS OF THE WEEK OF SERVICE

- Typically Monday through Friday excluding holidays, 8:00 a.m. - 5:00 p.m., but alternate arrangements can be made for after hours and weekends.

TYPES OF SERVICES

- Services for a diverse patient population includes:
 - blood disorders
 - intravenous antibiotics
 - medication injections
 - central line care
 - hydration therapy
 - antibiotic therapy
 - therapeutic phlebotomy
 - blood transfusions
 - wound care

CONTRACTED SERVICES

- None

STAFFING

- 1 registered nurse with support from hospital-wide nursing staff

AFFILIATIONS OR SOURCES OF REFERENCE

- None

SCOPE OF SERVICE: PATIENT FINANCIAL SERVICES

DEFINITION OF THE SERVICE

- Patient Financial Services (PFS) is a non-clinical department that performs the following services: preparation and submission of claims to insurance carriers, entitlement programs, and patient guarantors.
- PFS ensures the accuracy of patient charges, including answering any questions that patients might have in reference to services and the associated charges. PFS works to ensure the accuracy of insurance carrier payable benefits and coverage. We work to expedite payment from all payers in addition to working with patients to retire their debt with us and ensure an accurate accounting of patient accounts.
- PFS works closely with indigent patients who are unable to pay their debt for services rendered.
- PFS attempts to qualify indigent patients for our Medical Assistance program and sets up payment arrangements.

HOURS / DAYS OF THE WEEK OF SERVICE

- The PFS department is open from 8:00 a.m. - 4:30 p.m., Monday through Friday, except holidays, and by appointment.

TYPES OF SERVICES

- Services provided include charge master preparation, charge capture, claim preparation, claim submission, claim follow-up and appeal, account collection, statement and letter preparation, payment plan assistance, Medical Assistance education and application, and patient accounting.

CONTRACTED SERVICES

- Contracted services include electronic transactions through EMDEON and Recondo, statement and letter preparation and mailing through Key Bank, out-of-state Medicaid collections through Express Medicaid Billing Service, and patient collections through Rocky Mountain Service Bureau.

STAFFING

- Staff includes director of Patient Financial Services, Patient Accounts Representative, Cashier/Collection Clerk, Cash Poster/Collection Clerk, Collection Specialist, Collection Clerk Pre-Admit Registrar, Patient Navigator and Financial Representative and Collection Clerks.

AFFILIATIONS OR SOURCES OF REFERENCE

- Healthcare Finance Management Association (HFMA)

SCOPE OF SERVICE: PHARMACY SERVICES

DEFINITION OF SERVICE

- The Pharmacy Department is responsible for providing safe and effective medication therapy.
- The scope of pharmacy services is provided in accordance with laws, rules, regulations, and recognized standards and practice guidelines.
- The Pharmacy Department is responsible for systems that control the procurement and distribution of medications, ensuring that patients receive right medication, in right dose, at right time.

HOURS / DAYS OF THE WEEK OF SERVICE

- On-site pharmacy services are provided 06:30 a.m. - 8:30 p.m. Monday through Friday, 7:00 a.m. - 5:00 p.m. weekends and 7:00 a.m. - 3:00 p.m. on holidays.
- After hours, a pharmacist is available on call and remote order entry is provided.

TYPES OF SERVICES

- Pharmaceutical care is provided to patients through monitoring of patient medication therapy, provision of drug information to professional staff, and patient medication education. Specific services include:
 1. Oversight of medication management including establishing policies and practices concerning planning, selection, storage, ordering, dispensing, administering, monitoring, and evaluating to promote safe use
 2. Identifying high-alert drugs (including insulin, anticoagulants, concentrated electrolytes, neuromuscular blockers and others designated by the organization)
 3. Identifying hazardous drugs and implementing policies for safe handling of these agents
 4. Procurement of medications from suppliers approved by the hospital's purchasing organization
 5. Review of medication orders
 6. Evaluation of potential drug interactions
 7. Packaging, labeling, and dispensing all medications, chemicals, and other pharmaceutical preparations to patient care areas consistent with current recommended practices
 8. Provision of a unit-dose drug distribution system
 9. Compounding sterile preparations to meet federal and state requirements
 10. Inspection of all areas where medications are stored, dispensed, or administered
 11. Assessment of patient's medication therapy for potential problems such as adverse drug reactions, drug interactions, inappropriate dose or dosing interval, or allergy
 12. Assessment of drug therapy for renal impaired patients
 13. Ensure rational and appropriate antibiotic therapy based on culture sensitivity results
 14. Participation in patient medication education through counseling selected inpatients and appropriate medication use prior to discharge and participation in selected outpatient education

15. Monitors, reports, and assesses adverse drug events
 16. Monitors medication usage and identifying opportunities for improvement in cooperation with the Pharmacy and Therapeutics Committee
 17. Participation in in-service education programs for professional and nonprofessional staff of the hospital
- Medication therapy is reviewed by a pharmacist at the time of order entry for inpatients. Medication therapy management includes monitoring and intervention protocols designed to promote positive patient outcomes. Monitoring includes but is not limited to:
 1. Therapeutic dose monitoring of aminoglycosides and vancomycin
 2. IV to PO Conversions
 3. Adverse drug reaction monitoring
 4. Creatinine clearance estimation/renal dosing
 5. Antibiotic streamlining
 6. TPN electrolyte monitoring
 7. Medication use evaluation
 - Medication therapies targeted for specific monitoring include those that are high volume, potentially problem prone, and/or possess a narrow therapeutic index.
 - The Department of Pharmacy is committed to supporting the hospital's mission and goals. This includes but is not limited to: budgetary and financial responsibility, active participation in multi-disciplinary task forces and committees, and participation in education programs.
 - Important functions are identified by hospital leaders as those that have the greatest impact on patient care. Those processes which are high-volume, high risk, or problem prone are the aspects of care given the highest priority for monitoring and evaluation.
 - The Pharmacy, in collaboration with other departments, addresses the following important functions and processes:
 1. Infection prevention and control
 2. Management of information
 3. Management of human resources
 4. Management of environment of care
 5. Improving organization performance education
 6. Patient rights and organizational Ethics
 - The Director of Pharmacy is a co-chair on the Pharmacy and Therapeutics (P&T) Committee. Committee activities include:
 1. Developing medication-related policies and procedures
 2. Developing policies for therapeutic interchange
 3. Developing and maintaining a formulary system and approving a formulary (list of medications) acceptable for use in the facility
 4. Defining and reviewing significant adverse drug events (medication errors, adverse drug events, incompatibilities)
 5. Participating in activities relating to the review and evaluation of medication usage
 6. Participating, as necessary, in establishing standards and protocols for the use of investigational drugs and medications in clinical trials
 7. Communicating decisions to the medical, pharmacy, and patient care area staff
 - The Department of Pharmacy provides drug information and education to patient care providers via newsletters, in-service education programs, IV administration guidelines, flow rate charts, and patient medication specific information.
 - Pharmacy provides education and information to the medical staff via presentations at medical committees, newsletters, the clinical pharmacy intervention program, the antibiogram, and patient/medication specific information as requested.
 - The Pharmacy participates in the organization-wide Performance Improvement and Patient Safety (PIPS) Program.

CONTRACTED SERVICES

- Pharmacy management is provided by Cardinal Health Pharmacy Solutions. After hours remote order management is provided by Cardinal Health Rx e-source. Automated distribution cabinets and service is provided by BD Carefusion.

STAFFING

- Pharmacy staff includes: Director of Pharmacy, staff Pharmacists, certified pharmacy technicians, and technicians in training

AFFILIATIONS OR SOURCES OF REFERENCE

- Reference MHSC Pharmacy Standards

SCOPE OF SERVICE: PROVIDER PRACTICES

DEFINITION OF SERVICE

- A clinic or office setting is intended as the primary means of establishing a physician/patient relationship. Care provided in a clinic is the first line of defense with diagnosis and treatment of sickness, injury, pain or abnormality. Promotion of wellness and the prevention of illness is a primary focus. Chronic conditions are monitored and managed.
- The Medical and Specialty Clinics are multi-specialty physicians' offices. The practice areas include providers in Family Practice, Pediatrics, Internal Medicine, Pulmonary, Nephrology, Obstetrics/Gynecology, Orthopedics, Urology, General Surgery, ENT, and Occupational Medicine.

HOURS / DAYS OF THE WEEK OF SERVICE

- Patients are seen by appointment.
- Office hours are from 8:00 a.m. - 6:00 p.m., Monday-Thursday and 8:00 a.m. - 4:30 p.m. on Fridays, depending on clinic. The offices are closed on holidays.
- Appointments can be made for acute conditions within 24 hours, in most cases.
- New patients are accepted regardless of type of insurance and self-pay is accepted. Patients can be referred or self-referred.

TYPES OF SERVICES

- The clinic provides comprehensive medical services, including but not limited to, medication management, injections, immunizations, well child checks, primary care, disease process management and education, employment and DOT physicals, audiology services, allergy testing, flu shot clinics, minor invasive office procedures, preventive health maintenance assessments and services, ordering of diagnostic tests, and ordering of preventative health services and patient education to patients throughout the lifespan. Services are provided to people of all ages, from newborn to geriatrics.
- Medical history, vital signs and history of illness are obtained. Patients are treated with appropriate medical attention, including ordering of necessary tests and procedures. Results of those procedures will determine the disposition of the patient. Patients may be discharged home, be admitted to the hospital, or referred to another physician.
- Primary care providers provide services to the communities of Wamsutter and Farson. Primary care and occupational medicine services are provided at the Jim Bridger Power Plant, Solvay and Tata in Sweetwater County.
- Procedural sedation is not performed in the clinic.
- These services are provided in keeping with the philosophy, mission, vision, values of MHSC; the philosophy of the Department of Nursing Service; and in compliance with the standards of nursing practice, and all pertinent MHSC hospital policies and procedures.

CONTRACTED SERVICES

- None

STAFFING

- The medical staff is supported by senior leadership, registered nurses, licensed professional nurses, certified nursing assistants, medical assistants, reception and billing staff.

AFFILIATIONS OR SOURCES OF REFERENCE

- University of Utah
- Each physician and physician assistant in the Sweetwater Medical Clinic uses the evidence-based standards and guidelines of their specialty.
- Wyoming State Board of Nursing regulates the collaborative relationship between nurses and medical assistants.
- Wyoming Board of Medicine regulates the relationship between physicians and physicians' assistants and physicians and medical assistants.

SCOPE OF SERVICE: QUALITY & ACCREDITATION DEPARTMENT

DEFINITION OF SERVICE

- The Quality & Accreditation Department at MHSC (MHSC) provides direction, coordination, and facilitation of processes and activities that promote continuous improvement impacting patient outcomes and effective delivery of care services in acute care and outpatient settings. The scope of services provided assure the integration of services along the health care continuum. We are

dedicated to support and assist in providing a systematic and organized approach in the delivery of safe, effective, patient-centered, timely, efficient, and equitable health care.

HOURS / DAYS OF THE WEEK OF SERVICE

- Monday through Friday- 8:00 a.m. to 5:00 p.m., except holidays.

TYPES OF SERVICES

- The patients that are served for any service at MHSC are part of the services the Quality & Accreditation Department represents. These patients can be grouped either by diagnosis, national regulatory requirements, or by quality improvement activities the organization wishes to pursue.
- The Quality & Accreditation Department functions as a resource to support organizational wide performance improvement activities, including annual quality and patient safety goals as defined in the Performance Improvement & Patient Safety (PIPS) Plan. The Quality & Accreditation Department monitors and works to improve system issues that arise in providing health care services to patients in a culture that is non-punitive and proactive. Services provided impact all patients, visitors, advocates, and employees, organizational wide through a multi-disciplinary, systematic approach. The scope of the organizational quality program includes an overall assessment of the efficacy of performance improvement activities with a focus on continually improving care provided throughout the hospital and population based and community settings.
- Objective, measurable and clinically significant indicators of processes and outcomes of care are designed, measured and assessed by all appropriate departments/services and disciplines of the facility in an effort to improve organizational performance. A summary of the significant findings is reported at the Medical Executive Committee and the Quality Committee of the Board for further review, evaluation and action, as indicated.
- The Quality & Accreditation Department maintains Joint Commission accreditation through continuous improvement in patient care, by implementing evidenced based practices and by meeting regulatory standards to provide safe, high quality care.
- MHSC Leadership supports continuous performance improvement through:
 - Professional development
 - Efforts towards quality and safety annual goals
 - Encouraging and engaging all employees in quality improvement initiatives
 - Referral of opportunities for improvement

CONTRACTED SERVICES

- Clinical quality data requiring vendor submission

AFFILIATIONS OR SOURCES OF REFERENCE

- National Quality Forum (NQF)
- Agency for Healthcare Research and Quality (AHRQ)
- Institute for Healthcare Improvement (IHI)
- Centers for Medicare and Medicaid Services (CMS)
- Hospital Improvement and Innovation Network/Health Research and Educational Trust (HIIN/HRET)
- The Joint Commission (TJC)
- Centers for Disease Control and Prevention (CDC)
- National Association for Healthcare Quality (NAHQ)
- University of Utah Health Care- Value Affiliate Network (UUHC)
- American Nurses Association (ANA)
- American Society for Quality (ASQ)
- Mountain Pacific Quality Health - Quality Improvement Organization (MPQH)

SCOPE OF SERVICE: RADIATION ONCOLOGY

DEFINITION OF SERVICE

- Radiation therapy uses targeted energy to kill cancer cells, shrink tumors, and provide relief of certain cancer-related symptoms. Our highly trained staff is experienced in delivering prescribed radiation doses to tumors with precision. By focusing the radiation directly on the tumor, and limiting the amount of radiation to non-cancerous cells, the risk of common side effects associated with radiation treatments is minimized. Depending on specific cancer and needs, radiation may also be combined with other treatments, such as chemotherapy. As patients receive radiation treatments, any side-effects experienced are treated to keep patients and their family as comfortable as possible.

HOURS / DAYS OF THE WEEK OF SERVICE

- The Radiation Oncology Department is open Monday through Friday, 8:00 a.m. - 4:30 p.m., except on holidays.

- Treatments will be given outside of normal office hours **only** in an emergency situation.

TYPES OF SERVICES

- External beam radiation therapy serves mostly adult patients, or those not requiring intubation or anesthesia for treatment. We prefer to refer pediatric patients to a pediatric hospital.
- Radiation therapy uses high energy x-rays to damage the tumor cells, thereby preventing them from dividing, growing and spreading. During radiation therapy, normal cells are damaged as well. However, normal cells are able to repair this damage better. In order to give normal cells time to heal and to reduce side effects, treatments are typically given in small daily doses, five days a week, Monday through Friday, for a period of time prescribed by the radiation oncologist. During external radiation a beam of radiation is directed at the treatment site from outside the body. This is typically done using a machine called a linear accelerator.
- At this time, we do not deliver radiation to persons requiring intubation or anesthesia for treatment. We don't provide Brachytherapy (high dose rate (HDR) or low dose rate (LDR), intraoperative radiotherapy (IORT), Gamma knife or Cyber knife treatments.

CONTRACTED SERVICES

- Physics support is provided by Mountain States Medical Physics

STAFFING

- Radiation Oncology is fully staffed from 8:00 a.m. - 4:30 p.m., Monday through Friday. Staff to Patient ratio: A minimum of two (2) radiation therapists per day on the treatment machine, as recommended by the American Society of Radiologic Technologists (ASRT).
- The clinic area is staffed with a receptionist, a nurse, two radiation therapists, a dosimetrist/director, a physicist, a clinical trials facilitator, a nurse practitioner and a radiation oncologist.

AFFILIATIONS OR SOURCES OF REFERENCE

- The Cancer Center is affiliated with the University of Utah and The Huntsman Cancer Center.
- American Society for Radiation Oncology (ASTRO)
- Oncology Nurses Society (ONS)
- American Nurses Association (ANA)

SCOPE OF SERVICE: REHABILITATION DEPARTMENT

DEFINITION OF SERVICE

This clinical department provides physical, occupational, and speech therapy to inpatients and outpatients. to hasten the rehabilitation of disabled, injured, frail or diseased patients.

- Cooperate with physicians by following prescriptions, communicating progress or changes in condition and effectiveness of treatment.
- Promotes an environment that strives for optimum care to the patient through:
 - Knowledgeable, pleasant, cheerful, concerned and progressive personnel,
 - Updated and safe equipment,
 - And a neat department.
- Schedule treatments at a time most convenient to the patient and to the therapist
- Maintains the established hospital standards through progressive, cooperative attitudes, open communication, and an involvement in hospital internal and external activities and progress.
- Provision of in-service and/or continuing education to share and increase therapists' knowledge and expertise as health care providers.
- Documentation of activities especially the patient care plans and all related data dealing with the patient's visits.
- Assessment our services enabling positive change.

HOURS / DAYS OF THE WEEK OF SERVICE

The department is staffed from 8:00 a.m. - 5:00 p.m., Monday through Friday, except for holidays or as altered secondary to patient's needs. Weekend coverage and after hours staffing is provided by a licensed therapist as arranged by the patient, physician, and director.

- Licensed Physical Therapists provide outpatient and inpatient services from 8:00 a.m. - 5:00 p.m., Monday through Friday.
- Licensed Speech Therapist provide services 9:00 a.m. - 2:30 p.m., Monday through Thursday.
- Licensed Occupational Therapist provided on PRN basis.

- Each therapist's personal hours may be changed in accordance with the patient and department's needs as approved by department head.

TYPES OF SERVICES

- Physical therapy, speech therapy, and occupational therapy provided for inpatients and outpatients with functional deficits as a result of an injury or disease process.
- Therapist provide services for both outpatients in the Rehabilitation Department and inpatients (Med/Surg, ICU, Same Day Surgery, and the Emergency Department). The department does not have aquatic therapy available.
 - Treatment occurs in the hospital facilities, and/or in the patient's home
 - Patients are comprised of all ages from pediatrics to geriatrics and a variety of injuries, disabilities, and disease process from neurological and orthopedic patients, treatment of pain, wounds, cognitive impairments, ADL deficits, speech and language difficulties, and swallowing difficulties
- **Physical Therapy Services**
 - Provision of modalities and treatments such as hot packs, cold packs, ultrasound, contrast baths, ice massage, electrical stimulation, neuromuscular electrical stimulation, intermittent traction, paraffin, Phonophoresis · with 1% hydrocortisone cream, Iontophoresis - with Dexamethasone and/or Lidocaine, and Hydrotherapy
 - Provision of physical assessment, therapeutic exercise, proprioceptive neuromuscular facilitation, gait training - with appropriate assistive devices, functional development training, balance and coordination, therapeutic massage, joint and soft tissue mobilization
 - Fit for custom made support stocking, prefabricated braces, and orthotics
 - Rehabilitative application and use of therapeutic equipment
 - Provision wound care
- **Speech Therapy Service**
 - Assessment, diagnostic, treatment, and help to prevent disorders related to speech, language, cognitive-communication, voice, swallowing, and fluency
 - Services for people who cannot produce speech sounds or cannot produce them clearly
 - Speech rhythm and fluency problems
 - Voice disorders
 - Problems understanding and producing language
 - Communication skills improvement
 - Cognitive communication impairments, such as attention, memory, and problem-solving disorders
 - Assessment and treatment patient with swallowing difficulties
 - Development of individualized plan of care, tailored to each patient's needs
 - Educate patients on how to make sounds, improve their voices, or increase their oral or written language skills to communicate more effectively
 - Education of individuals on how to strengthen muscles or use compensatory strategies to swallow without choking or inhaling food or liquid
 - Speech-language pathologists help patients develop, or recover, reliable communication and swallowing skills so patients can fulfill their educational, vocational, and social roles
 - Counseling of individuals and their families concerning communication disorders and how to cope with the stress and misunderstanding that often accompany them
 - Work with family members to recognize and change behavior patterns that impede communication and treatment.
 - Show them communication-enhancing techniques to use at home

Occupational Therapy Services (Not available at this time)

- *Provision of modalities and treatments such as: Hot packs, cold packs, ultrasound, contrast baths, ice massage, electrical stimulation, neuromuscular electrical stimulation, intermittent traction, paraffin*
- *Provision of functional, cognitive and visual perceptual assessment and treatment, therapeutic exercise, proprioceptive neuromuscular facilitation, activities of daily living with appropriate adaptive devices, functional development training, gross and fine motor function, therapeutic massage, joint and soft tissue mobilization*
- *Fit for custom made or prefabricated upper extremity braces, splints and orthotics*

CONTRACTED SERVICES

- None

STAFFING

- Personnel for the Rehabilitation department includes 2 full-time and 1 part-time licensed physical therapists, one acting as the director of the department, and a full time secretary.

- Part-time speech therapist.
- Occupational therapist services (not available at this time).

AFFILIATIONS OR SOURCES OF REFERENCE

- American Physical Therapy Association (APTA)
- American Speech-Language-Hearing Association (ASHA)
- American Occupational Therapy Association (AOTA)

SCOPE OF SERVICE: RISK MANAGEMENT & COMPLIANCE

DEFINITION OF SERVICE

- The Risk Management & Compliance Department provides logistical and functional oversight of multiple disciplines that are critical to successful delivery of quality care. The department works with both clinical and non-clinical departments within the facility. The department also works with any and all regulatory bodies that govern the operation of health facilities and business function. Staff in the Risk Management & Compliance Department are responsible for:
 - Compliance and Regulatory Oversight
 - Risk Management Program Oversight
 - Patient, Staff and Environmental Safety
 - Guest Relations
 - Occurrence Reporting

HOURS / DAYS OF THE WEEK OF SERVICE

- Monday through Friday during normal business hours, excluding holidays

TYPES OF SERVICES

- **Compliance**
 - This department ensures that staff in the facility follow any and all regulations governing the function of MHSC. The goal is to stay current with new regulations as they become available, and prepare the facility for regulatory surveys of any kind. This is done through compliance monitoring, and proactive survey preparation within the various departments.
- **Risk Management**
 - Risk Management services are under the direction and support of Senior Leadership, medical staff, administrative and other health care providers throughout the organization. The designated officer is notified immediately of any significant occurrences to patients, visitors, volunteers or personnel which have the potential for serious harm or impact. Appropriate documentation of unusual occurrences is performed within a 24-hour time frame of the occurrence.
 - Educational support is provided to all personnel and volunteers to ensure the provision and respect of patient rights. Assuring patient rights is the responsibility of all hospital personnel, members of the medical staff and volunteers. Resolution and appeal processes of patient complaints are accessed through the Director of Risk Management & Compliance.
- **Patient, Staff and Environmental Safety**
 - Patient and environmental safety initiatives allow MHSC to improve interdisciplinary processes and to eliminate avoidable patient harm, injury and death. This department utilizes monitoring, process improvement initiatives and coordination of services to reach the goal of exceptional patient and employee experience congruent with the facility QAPI and Safety Plan. All staff members aid in this endeavor by the completion of on-line occurrence reports which direct the investigations in the areas of most need/highest risk.
- **Guest Relations**
 - Guest relation services provide for patient advocacy, complaint management, and crisis intervention and ethics consultation in a non-judgmental, non-defensive, harassment free manner. Consumers are provided with access to health care information and resources in a safe environment of care. Services include a centralized system for addressing patient and guest concerns, complaints and grievances, the provision of information related to MHSC policies, procedures and services as well as a compassionate advocate within the health care system and community. The Guest Relations Specialist facilitates the resolution of complaints and grievances per CMS/Joint commission requirements, and hospital policy.

CONTRACTED SERVICES

- MIDAS
- MSDS Online
- Soleran-eMeditrack
- The Joint Commission (TJC)
- Advanced Medical Reviews

STAFFING

- Oversight by Infection Prevention, Risk & Compliance Director
- Compliance auditor

AFFILIATIONS OR SOURCES OF REFERENCE

- The Joint Commission (TJC)
- Occupational Safety and Health Administration (OSHA)
- National Fire Protection Association (NFPA)
- Agency for Healthcare Research and Quality (AHRQ)
- Institute for Healthcare Improvement (IHI)
- Centers for Medicare and Medicaid Services (CMS)
- National Database of Nursing Quality Indicators (NDNQI)
- Wyoming Department of Health (WDOH)
- United States Department of Health and Human Services (DHHS)

SCOPE OF SERVICE: SECURITY DEPARTMENT

DEFINITION OF SERVICE

- General conduct and responsibilities include taking the appropriate action to:
 - **Protect life and property**
 - To provide services which contribute to the preservation of life, the protection of property, and safety of the hospital.
 - **Preserve the Peace. Prevent crime. Detect criminal activity**
 - To prevent crime through aggressive patrol which limits the opportunity for a crime to occur. We have a continuing education program through the International Association of Hospital Safety and Security. All Officers are required to complete self-directed training pertaining to security training on multiple levels. The officers provide staff education to reduce the likelihood of them becoming victims.
 - **Detect violation of the law.**
 - The Security Department remains vigilant regarding all laws under its jurisdiction. This is done in the following manner:
 1. Location and reporting of all safety violations
 2. Maintaining awareness of equipment theft
 3. Insuring all vehicles are parked in proper areas
 4. Ensuring proper identification is present on persons and vehicles at all times
 - **Compliance to ethical standards**
 - To ensure the integrity and adherence to professional standards of the department by receiving and investigating all complaints against departmental personnel of alleged misconduct or misuse of force.

HOURS / DAYS OF THE WEEK OF SERVICE

- The Security Department of MHSC provides service to all employees, patients and families on a 24 hour / 7 days a week schedule.

TYPES OF SERVICES

- Security provides many services. These services include but are not limited to:
 - Providing a safe secure environment for all persons coming and going from our campus.
 - Security officers patrol the entire campus including our exterior buildings and clinic on a routine basis
 - Assists when needed with Title 25 Patients
 - Coordinates and assists with monitoring of behavioral health patients
 - Traffic control of entire facility
 - Managing of the security access system
 - Managing of the key system
 - Assist ambulance services, flight crews, county coroner's office, and local law enforcement agencies
 - Monitor the CCTV system
 - Controlling and restraining combative patients
 - Removal of the deceased
 - Repair and service locks
 - Customer service as needed
 - Responds to all emergencies including and not limited to Critical Response, trauma level one and two

STAFFING

- The director of security is responsible for any and all actions of the department. The security supervisor assists the director and accepts departmental responsibility in the absence of the director. Additional staff include security officers and one emergency management deputy.
- Behavioral health staff consists of 1 coordinator, and nine on-call monitors that assist with behavioral health issues, and report to the Director of Security.

AFFILIATIONS OR SOURCES OF REFERENCE

- International Association of Hospital Safety and Security (IAHSS)
- Managing of Aggressive Behaviors training (MOAB)

SCOPE OF SERVICE: SURGICAL SERVICES DEPARTMENT

DEFINITION OF SERVICE

- The Surgical Services Department of MHSC provides services for surgical care including diagnostic, operative, and treatment for procedures and immediate care for post-operative cases on a 24-hour basis, including weekends and holidays. The Surgical Services Departments consist of Same Day Surgery (SDS) for both pre and post-operative care, Pre-Anesthesia Testing (PAT), the Operating Suites (OR), Post Anesthesia Care Unit (PACU) and Central Sterile Processing (CST).
- Surgical Services consist of but are not limited to: urology, OB/GYN, general, plastic, orthopedics, ENT, pediatric dentistry, podiatry, endoscopy and anesthesia.
- Surgical Services is located on the hospital's main level with easy access to Medical Imaging and the Emergency Department. It contains 12 Same Day Surgery rooms, 4-bed recovery room, 4 operating rooms, an endoscopy room, and minor procedure room. An Obstetric operating suite is located in the Obstetrics Department. All operating rooms have an anesthesia machine with pulse oximetry, CO2 monitoring, and a module to monitor EKG, arterial blood pressure, and central venous pressure. Air, oxygen, nitrous oxide, and vacuum are piped in.

HOURS / DAYS OF THE WEEK OF SERVICE

- The Surgical Services Department is covered twenty four hours a day, seven days a week including holidays. Elective scheduled cases are done Monday through Friday with normal business hours of 5:00 am to 6:00pm.
- Routine sterile processing hours are from 6:00 a.m. to 6:30 p.m., Monday through Friday, with weekend and holiday coverage from 6:00 a.m. to 10:00 a.m., and on call availability 10:00 a.m. to 10:00 p.m.

TYPES OF SERVICES

- The patient population served by the Surgical Services Department consists of the newborn, pediatric, adolescent, adult and geriatric patients requiring or seeking surgical intervention to maintain or restore an optimum level of wellness.
- The Surgical Services Department provides a safe and comfortable environment for both patients and personnel in order to provide optimum assistance to the surgeons in meeting the emergency, preventative and restorative health needs of the patients. The Surgical Services staff provides safe, high quality, and cost effective care with respect for life and dignity.
- Procedures performed in the Surgical Services Department include general, ENT, pediatric dental, limited vascular, urological, orthopedic, pain management, diagnostic and treatment endoscopy, obstetrical and gynecological operative, organ harvesting, and other invasive procedures.
- PICC line placement is also performed in the Surgical Services Department.
- Procedures not performed are thoracic, organ transplant, neurology, spine, and ophthalmology.
- The patient's physical, psychological and social needs are assessed initially upon admission. Intra-operatively and postoperatively, the patient is continually reassessed; modifications to that plan of care are based on reassessment of the patient. In the immediate postoperative phase, the patient is under the direct supervision of the anesthesiologist who maintains responsibility for the needs of the patient until the patient has been appropriately discharged from the PACU. Disposition of the patient from the PACU is based on the complexity of the patient's care needs. This decision is made collaboratively between the anesthesiologist and surgeon, with information related from clinical data provide by the PACU staff. Upon discharge from PACU phase 1, the patient is under the direct supervision of the surgeon who maintains responsibility for the needs of the patient until the patient has been appropriately discharged home or care is transferred to the hospitalist for inpatients.

CONTRACTED SERVICES

- Wyoming Urological for Extracorporeal Shock Wave Lithotripsy (ESWL) for urological procedures

STAFFING HOURS/PATTERN AND TYPE/ NUMBERS

- The basic staffing plan for each operating suite is at least one Registered Nurse, a scrub nurse/ tech. Additional circulator and/or

scrub tech will be added to the case based on the patient's complexity and/or complexity of the instrumentation and care needs required of the specific procedure. There is a nursing unit secretary.

- The PACU is staffed with at least 2 RN, with at least 1 of those RNs being PACU trained to care for the patient. Additional supplemental RN staff is provided based on the patient's acuity and assessment of the patient's needs.
- Ambulatory Care Unit for both pre/post procedure is staffed on a 1:3 patient ratio and a nursing unit secretary that can assist as a certified nursing assistant.
- Central Sterile has three sterile processing technicians who work staggered shifts to accommodate instrumentation needs.
- Biomedical Engineering and volunteer services are used as needed.
- Surgeons and anesthesiologists who provide care through the Surgical Services Department follow medical staff bylaws, rules and regulations

AFFILIATIONS OR SOURCES OF REFERENCE

- American Association of Operating Room Nurses (AORN)
- American Society of Perianesthesia Services (ASPA)
- Association for Advancement of Medical Instrumentation (AAMI)
- American Association of Moderate Sedation Nurses (AAMSN)
- American Academy of Ambulatory Care Nurses (AAACN)
- American Nurses Association (ANA)
- The AORN (Association of Operating Room Nurses), ASPAN, AAMI (Association for Advancement of Medical Instrumentation), CDC (Center for Disease Control and Prevention), and public health department standards are references used in the formulation and review of policies, procedures and standards of practice in the Surgical Services Department, as well as collaborative input from the knowledge and expertise of the surgical staff. To assist in meeting patient core needs, support is readily available from most equipment and instrument manufacturers.

SCOPE OF SERVICE: VOLUNTEER/AUXILIARY SERVICES

DEFINITION OF SERVICE

- Volunteer/Auxiliary Services provide volunteers who assist in daily activities throughout the facility providing focused assistance to departments as needed.
- Volunteers may assist in patient care and no-patient care areas.
- Volunteers also may assist in large hospital foundation events, such as the health fair and the Red Tie Gala event.

HOURS / DAYS OF THE WEEK OF SERVICE

- Volunteer office is open Monday through Friday excluding holidays. Mail route and Comfort Cart are staffed with 1-2 volunteers daily. Gift shop is staffed with volunteers Monday through Friday working variable hours between 8:00 a.m. and 5 p.m.

TYPES OF SERVICES

- Mail service, flower delivery, Comfort Cart, Gift Shop, Chaplain Services, and assistance to departments such as filing, laminating and clerical duties.

CONTRACTED SERVICES

- None

STAFFING

- Director
- Volunteers
- Chaplains are provided on an on call basis

AFFILIATIONS OR SOURCES OF REFERENCE

- None

Approved: Board of Trustees 9/12/18

Attachments

No Attachments

Approval Signatures

Approver	Date
Robin Fife: Clinical Administrative Assistant	pending
Suzan Campbell: General Legal Counsel	02/2020
Suzan Campbell: In House Legal Counsel	01/2020

COPY

Board Charter: The Executive Oversight and Compensation Committee

Category: Board Committee & Committee Charters

Title: Executive Oversight and Compensation Committee

Original adoption: June 14, 2010

Revision: 2017; June 3, 2020

Purpose:

The purpose of the committee is to assist the Board of Trustees (Board) in discharging its fiduciary and oversight duties in respect to conducting oversight, evaluation, and compensation review, in accordance with Board's Oversight and Compensation Policy, for the Chief Executive Officer (CEO) and in respect to establishing the compensation range of other Chief Officers.

Authority:

The Committee has no express or implied power or authority.

Responsibilities:

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

- Provides direction and oversight for the CEO evaluation process.
- In conjunction with the full Board, meets monthly with the CEO to review progress toward meeting performance expectations and responses to unanticipated situations.
 - The secretary of the Committee shall document and maintain records of these proceeding.
 - Annually, the records will be summarized for Board approval, which then becomes the annual CEO evaluation.

- Recommends policies and processes to the Board for the regular and orderly review of the performance, compensation, and development of the CEO. The process shall include provisions for input from the full Board.
- Develops, for Board approval, the job description for the CEO, including responsibilities, as well as education and experience recommendations.
- Monitors the contractual relations between the hospital and the CEO so that the charitable, tax-exempt mission of the hospital is not jeopardized and the contractual provisions are in compliance with all Federal and State regulations.
- Periodically reviews CEO compensation for reasonableness and competitiveness and, if appropriate, recommends to the Board, changes in salary, benefits, and other forms of compensation for the hospital's chief officers.
- Directs the CEO to prepare and annually update a CEO and other chief officers succession and management development plan, which shall be reviewed with the Committee and shall be reported to and approved by the Board.

Composition

The Committee shall consist of two (2) members of the Board, one of whom is the President of the Board, who shall serve as chair. The other shall be the secretary of this committee. The Chief Executive Officer attends committee meetings by invitation.

Meeting Schedule

The Committee shall meet quarterly, or as needed.

Reports

The Committee will receive and review the following reports.

- Data from independent sources on executive compensation for comparable positions in comparable organization, when appropriate.
- Management succession plan.
- The annual summary of the monthly performance review proceedings with the CEO, which summary shall be presented to the Board for approval before discussing the report with the CEO.

HUMAN RESOURCES COMMITTEE CHAIR REPORT TO THE BOARD

APRIL 2020

Ed Tardoni

The Human Resources Committee did not meet in April but will hold a Zoom meeting in May.

The HR Director instructed staff to prepare the usual report for inclusion in the May Board packet.

The Committee has the Revised Termination and Appeal Policy under discussion. The Agenda for the May meeting has been restricted to finishing that discussion and reaching a decision that will allow it to be included in the June Board Packet

The Revised Termination and Appeal Policy is the Policy that was drafted by the team of Marty Kelsey, Irene Richardson and Jim Phillips. There is consensus that it is a well written policy and a significant improvement to the existing documents. There are only a few items to resolve. Those are related to some wording improvements that have been proposed by Marty Kelsey and arrival at a consensus on the length of the promotion probationary period. There are two option of that to be decided upon.

Tami Love has provided a list and information on the other existing policies that would be impacted by adoption of the Revised Termination and Appeal Policy. The Committee needs to decide on a plan of action for that effort.

Capital Request Summary

Capital Request #

FY20-55

Name of Capital Request:

Domestic Hot Water Heat Exchanger

Requestor/Department:

Jim Horan - Facilities

Sole Source Purchase: Yes or No

Reason: local distributor for the same brand as current equipment

☐

This Quote/Bid/Proposal contains discount pricing which parties agree not to disclose other than is required by law or court order.

Quotes/Bids/ Proposals received:

	Vendor	City	Amount
1.	Winnelson	Rock Springs, WY	\$27,110.98
2.			
3.			

Recommendation:

Winnelson - \$27,110.98

Memorial Hospital

OF SWEETWATER COUNTY


# Assigned: FY 2020 - 55	
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: Facilities	Submitted by: JH
Date: 4/20/2020	
Provide a detailed description of the capital expenditure requested: Domestic Hot Water Heat Exchanger	
Preferred Vendor: Winnelson	
Total estimated cost of project (Check all required components and list related expense)	
1. Renovation	\$
2. Equipment	\$ 27,110.98
3. Installation	\$
4. Shipping	\$
5. Accessories	\$
6. Training	\$
7. Travel costs	\$
8. Other e.g. interfaces	\$
Total Costs (add 1-8)	\$ 27,110.98
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):	
Increases/Decreases	Budgeted Item:
Projected Annual Procedures (NEW not existing)	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
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	\$
Review and Approvals	
Submitted by:	Verified enough Capital to purchase
Department Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO
Vice President of Operations	<input type="checkbox"/> YES <input type="checkbox"/> NO
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO

OTHER CONSIDERATIONS

By code requirements, essential services (like domestic hot water) are required to have back-up redundancy ($N+1$ = the number of components needed to provide the essential service plus 1 more). If one component fails (in this case a domestic hot water heat exchanger that heats utility supplied water to appropriate temperatures) then there is one to take its place while repairs or replacement of the failed component takes place.

This winter, we had one heat exchanger develop problems. It is still operating with plans to rebuild, but this underscored the need for this request. This capital request gives the necessary resiliency to this essential service.

This will be submitted to the County for reimbursement from the maintenance fund.


Submitted by: Signature

7-23-20
Date



P O BOX 2127
 1000 ELK ST
 ROCK SPRINGS, WY 82902
 PHONE (307) 382-5730
 FAX (307) 362-3914

Quoted To Customer

SWEETWATER MEMORIAL HOSPITAL
 1200 COLLEGE DR
 ROCK SPRINGS, WY 82901-5868

Phone (307) 362-3711
 Fax (307) 362-8391

Job Name

Heat exchanger

Quote No

0010791

Date

4/14/20

Page

1

Expiration Date

4/25/20

Revised Date

4/03/20

Bid Due Date

3/26/20

Quoted By

Pete Frullo
 pafurullo@winnelson.com
 (307) 382-5730

Customer	Payment Terms	Quoted To	Salesperson	FOB
000120	2% 10TH NET 30	GERRY	PETE FRULLO	S

Line	Qty	Description	Unit Price	UOM	Extended Price
1.0	1	SINGLE WALL FLO-RITE-TEMP INSTANTANEOUS WATER HEATER TO INCLUDE LEAD FREE CONTROL SHELL & TUBE HEAT EXCHANGER STEAM TRAP AND 1/2 TS 2 ANGLE THERMOSTAT AIR VENT TRAP AND AIR VENT SHIPPED LOOSE OTHER OPTIONS ARE: HEAT EXC FOR TEMP < 160 DEG HEAT EXC FOR TEMP > 160 DEG 2 WEEKS OUT ARO FOB SHIP POINT	27110.9800	EA	27110.98

1. This quotation is itemized for information only. Although effort has been made to include all materials needed, this is not necessarily a complete list.
2. This quotation is for immediate acceptance and applies to this proposal only.
3. Prices are subject to change without notice, and also subject to all Federal, State, City and/or other local taxes that may apply.
4. We are not responsible for damages resulting from strikes, accidents, and delays by carrier or causes beyond our control.
5. This quotation is not to be considered a contract and we reserve the right to retract this quotation at any time for any reason.
6. F.O.B. Shipping Point.
7. Fabricated or specialty items are subject to manufacturer's acceptance and return policies.

Tax Area Id	Net Sales	27,110.98
510370150	Freight	.00
	Tax	.00
	Quotation Total	27,110.98

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Finance & Audit Committee Meeting
April 29, 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. Angel Bennett, *Director of Materials*
Dr. Kristy Nielson, *CNO*
Dr. Lawrence Lauridsen

Non-Voting Members Absent: Dr. Augusto Jamias
Ms. Kari Quickenden, *CCO*

Guests: Mr. Taylor Jones, *Trustee*

Call Meeting to Order

Mr. Kelsey called the meeting to order via teleconference.

Approve Meeting Minutes

A motion to approve the meeting minutes of March 25, 2020 as presented was made by Mr. Mathey; second by Ms. Richardson. Motion carried.

Capital Requests

Capital request FY20-55 was included in the packet for a Domestic Hot Water Heat Exchanger. Mr. Kelsey noted that this item was not budgeted for, but the other considerations page explained why this is a necessary purchase at this time. Hot water is an essential service. The motion to approve the request to forward to the full Board was made by Mr. Mathey; second by Ms. Richardson. Motion carried.

Mr. Kelsey referred to the Capital Summary included in the packet that lists all capital that has been approved this year. He asked about the Lucas Chest Compression System that was added to the list this month for \$48,541. He was wondering why it was not approved at finance. Ms. Love explained that the Helmsley Foundation is paying for these machines. They approached the hospital about purchasing them for us and requested a PO right away to get the process started. Ms. Love explained that we would buy the machines and then the MHSC Foundation would reimburse the hospital and then the Foundation would receive reimbursement from the

Helmsley Foundation. Mr. Kelsey said that because the hospital is purchasing the equipment, they need to be approved by the Finance and Audit Committee. Ms. Love said she will add the capital request for the machines to the next meeting packet. Mr. Kelsey also asked if we had a donation policy in place. Ms. Love and Ms. Richardson said that they did not think that such a policy exists and there was discussion if it was needed.

Financial Report

Monthly Finance Statements & Statistical Data

Mr. Kelsey asked Ms. Love to summarize key points to the March financial statements. Ms. Love reported that we saw a decrease in volumes over the last 2 weeks of March due to the Covid pandemic. The revenue for March was down by 10%. Our expenses increased in March due to the preparation for the Covid pandemic. More supplies and labor were needed as we stood up our Incident Command center. She also explained that we can submit Covid overtime and Covid expenses to FEMA for reimbursement. Collections for March were \$7.8 million and our days of cash on hand increased to 139.

She said our revenues are down for April. We have also seen a decrease in salary and wage of \$300,000 from March. This is due to employees using PTO and utilizing low census in some departments. She said we are seeing a 25-30% decrease in our revenue due to this pandemic.

Ms. Richardson said that we received word this week that elective surgeries are allowed. The issue is the PPE. We cannot use FEMA supplies for elective surgeries and it is difficult to get supplies from other vendors. She also said that we are testing all inpatients and all surgery patients for Covid. Ms. Bennett said we are placed behind some of the bigger hospitals in receiving supplies. She does not know what we will receive until it lands on the dock. Mr. Jones suggested she speak with ALSCO. He knows they have masks, he is just not sure what kind.

Old Business

Mr. Cheese provided an update on peritoneal dialysis payments. He said that we have finally received the majority of the payments. We only have \$50,000 out of the total \$360,000 remaining to collect.

Mr. Cheese presented the Financial Hardship Policy. He explained that there are 3 different programs. The first program is the Self-Pay Rate. This program offers a 50% discount to uninsured patients if they meet the criteria. The second program is the Medical Assistance Program. This program is designed to assist patients when their gross income falls below 300% of the federal poverty level. The third program is Payment Arrangements. This is very similar to the payment arrangement plan that has always been in place, it just adds more levels. The top level now requires a minimum payment of \$500 for balances over \$10,000. Mr. Cheese said that these plans are in place to help with the growing self-pay portion of accounts receivable.

Mr. Mathey said that this was much improved and easier to understand. Mr. Kelsey said the policy was ready for approval and asked for a motion. The motion to approve the request to forward to the full Board was made by Mr. Mathey; second by Ms. Love. Motion carried.

Mr. Kelsey asked if the self-pay plans discussed a couple of months ago need to be approved by the finance committee. Ms. Love did not think that they did. Mr. Kelsey asked for an update on the plans. Ms. Love explained that some of them have been put on hold due to Covid. We have hired another patient navigator, but she is not working in that position yet. Some of the other plans are included in the Financial Hardship Policy that was just presented. Mr. Cheese said that the Recondo upgrade for upfront collections will be started in 2-3 weeks. Mr. Cheese said he would keep the committee up-to-date with the success of the plans.

Financial Forum Discussion

Ms. Love said that the committee needs to decide on a date to hold a budget workshop meeting. She explained that the Finance Committee will need to approve the budget at the May meeting to be sent to the full Board for approval at their June meeting. She suggested sometime mid-May for the meeting. It was decided to hold the meeting May 19, 2020 at 1pm. Mr. Kelsey said that this is going to be a challenging budget year. It might be a year where the budget would need to be modified mid-year.

Ms. Richardson asked if the finance sub-committee still needed to meet on Friday. She said they did not have any new information to report. Mr. Kelsey said he was good with cancelling this Friday and meeting the following Friday.

With no further business, the meeting adjourned at 5:00 PM.

Submitted by Jan Layne

Finance & Audit Special Meeting Minutes

Friday, April 17, 2020

Present via Zoom: Members - Marty Kelsey, Irene Richardson, Tami Love and Jan Layne

Guests: Suzan Campbell and James Graham – Applied Risk Solutions

Absent: Richard Mathey

Mr. Kelsey called the meeting to order.

James Graham from Applied Risk Solutions presented the new proposed insurance policy. Mr. Graham said they have been working hard with UMIA and USI to present a plan everyone involved would be happy with. Mr. Graham presented a detailed summary of the proposed plan including potential savings.

Mr. Kelsey said Mr. Graham's presentation was very helpful. Ms. Richardson said it was very educational and thanked Mr. Graham. Mr. Kelsey said that we needed to act on the insurance proposal right away and asked that a Special Board Meeting be scheduled. Ms. Richardson said that she would contact Mr. Taylor Jones to get that scheduled. Mr. Kelsey asked Mr. Graham if he would provide a one-page written summary for the Board Meeting. He would like it to include a comparison of what our current insurance policy provides compared to the proposed policy.

Ms. Richardson made a motion to forward the insurance proposal for selection of coverages to the Board; second by Ms. Love. Motion carried.

Mr. Kelsey adjourned the meeting at 9:30 am.

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

Wednesday~ April 29, 2020

4:00 p.m.

Teleconference

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 Jim Horan Leslie Taylor

- | | | |
|-------|---|--------------|
| I. | Call Meeting to Order | Marty Kelsey |
| II. | <u>Approve March 25, 2020 Meeting Minutes</u> | Marty Kelsey |
| III. | <u>Capital Requests FY 20</u> | Marty Kelsey |
| IV. | Financial Report | |
| | A. Monthly Financial Statements & Statistical Data | |
| | 1. <u>Narratives</u> | Tami Love |
| | 2. <u>Financial Information</u> | Tami Love |
| | B. Other Business | |
| | 1. <u>Preliminary Bad Debt</u> | Ron Cheese |
| V. | Old Business | |
| | A. Peritoneal Dialysis Update | Ron Cheese |
| | B. <u>Financial Hardship Policy</u> | Ron Cheese |
| VI. | New Business | |
| | A. Financial Forum Discussion | Marty Kelsey |
| VIII. | Adjournment | Marty Kelsey |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Finance & Audit Committee Meeting
March 25, 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. Angel Bennett, *Director of Materials*

Non-Voting Members Absent: Dr. Augusto Jamias
Ms. Kari Quickenden, *CCO*
Dr. Kristy Nielson, *CNO*
Dr. Lawrence Lauridsen

Guests: Ms. Leslie Taylor, *Clinic Director*
Mr. Taylor Jones, *Trustee*

Call Meeting to Order

Mr. Kelsey called the meeting to order via teleconference.

Approve Meeting Minutes

A motion to approve the meeting minutes of February 26, 2020 as presented was made by Ms. Love; second by Ms. Richardson. Motion carried.

Capital Requests

The capital request included in the packet for the Lumenis Pulse laser was withdrawn.

Financial Report

Monthly Finance Statements & Statistical Data

The finance statements and data were not discussed this month to give the hospital employees on the Finance Committee more time while dealing with the COVID-19 pandemic.

Old Business

A change was made to the Finance & Audit Committee charter. A motion to re-approve the charter and move it on to the next Board Meeting was made by Ms. Richardson; second by Ms. Love.

New Business

Included in the packet was a proposed Financial Hardship Policy and the current Credit and Collection Policy and Medical Assistance Program Process. The Credit and Collection Policy will be changed to a process and the Financial Hardship Policy will take its place when approved. The Medical Assistance program will also be a process. This process is updated every year to include new federal poverty levels. Mr. Kelsey had a few suggestions on the Financial Hardship Policy draft. On the Self pay Rate, under letter C, he suggested the wording read 'for those with limited ability to pay' rather than 'inability to pay.' He also suggested the guidelines for payment be consistent with using no cents and using the whole dollar. Mr. Mathey said that it was confusing trying to tie the 3 sections together. Ms. Love said that the 3 programs are independent of each other. She said they will bring it back next month with more clarification.

Mr. Kelsey asked if the self-pay plan would be a policy. Ms. Love said that it is just a plan, but processes included in the plan will need to be approved by the Finance Committee. She noted that we have hired another patient navigator, but most of the other plans have been delayed due to COVID-19. Mr. Kelsey would like to see the plan brought to the next finance meeting for approval by the committee.

Financial Forum Discussion

Ms. Richardson gave an update on everything the hospital is doing during this COVID-19 pandemic. She said they are preparing in case the wave hits us. We have added triage phone lines, a swabbing station, a fever tent and opened the walk-in clinic. As of March 13, many patients are cancelling visits and procedures and we had to cancel elective surgeries. We are re-deploying staff in those areas to help in other needed areas. The leaders have been encouraged to let their employees use PTO and send them home on low census if possible in their areas. She said we are trying to be mindful of the expenses as much as we can. We are losing revenue every day. She said we will know more about the financial impact after we close March.

Mr. Jones thanked everyone for what they are doing. He said this is foreign territory and he appreciates all the hard work and dedication. He said that he asked the Board to limit time taken during meetings or to consider postponing them if they can to give the hospital employees and leaders more time during this pandemic.

Mr. Tyler said that he is working on a Zoom meeting for the Board Meeting next Wednesday.

With no further business, the meeting adjourned at 5:15 PM.

Submitted by Jan Layne

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

NARRATIVE TO MARCH 2020 FINANCIAL STATEMENTS

THE BOTTOM LINE. The bottom line from operations for March was a loss of \$566,364, compared to a gain of \$610,469 in the budget. This yields a -7.64% operating margin for the month compared to 7.45%. The YTD net operating loss is \$320,330, compared to a gain of \$1,227,472 in the budget. This represents a YTD operating margin of -0.47% compared with 1.78% in the budget.

The total net loss for the month is \$559,361, compared to a gain of \$606,649 in the budget. The YTD total net loss is \$230,104, compared to a gain of \$1,193,093 in the budget. This represents a YTD profit margin of -0.34% compared to 1.73% in the budget.

REVENUE. Revenue for the month was \$14,343,521, under budget by \$1,534,635. Inpatient revenue was under budget by \$759,240, outpatient revenue was under budget by \$277,674 and the employed Provider Clinic was under budget by \$497,721.

Combined Days in AR were 46; 48 in the Hospital, down one day and 49 in the Clinic, up one day from last month. Annual Debt Service Coverage came in at 3.00.

REDUCTION OF REVENUE. Deductions from revenue were booked at 49.9% for March. Accounts receivable decreased \$1,051,000 from February. The majority of the decrease in AR came from Medicare, down \$400,000, Medicaid down \$200,000, Blue Cross and Commercial down \$900,000. Self-Pay accounts receivable increased by \$500,000. Self-pay continues to increase patients' deductibles are reset for the calendar year. Total collections for the month were \$7,836,712. Days of Cash on Hand are 139 in March, up eight days from last month. Daily cash expense is \$232,000.

MARCH						
Payer	Avg prior 2 months	Collection %	Expected Collections	Actual	Act Variance	Act Coll %
BLUE CROSS	3,123,985.00	82%	2,561,667.70	2,587,662.00	25,994.30	83%
COMMERCIAL	2,030,367.00	83%	1,685,204.61	1,832,848.00	147,643.39	90%
GOVERNMENT	719,506.00	17%	122,316.02	205,224.00	82,907.98	29%
MEDICAID	1,098,503.00	19%	208,715.57	219,327.00	10,611.43	20%
MEDICARE - IP	1,088,553.23	51%	555,162.15	283,000.24	(272,161.90)	26%
MEDICARE - OP	4,247,464.70	20%	849,492.94	1,104,248.76	254,755.82	26%
SELF PAY	1,327,995.50	57%	756,957.44	837,714.00	80,756.57	63%
WORKERS COMP	124,266.00	35%	43,493.10	67,769.00	24,275.90	55%
TOTAL HOSPITAL	13,760,640.43	49.3%	6,783,009.52	7,137,793.00	354,783.48	52%

The table shows the March variance of expected to actual collections by payer for the Hospital only. The total collections variance is a positive \$354,783 due to the high collection month. 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 a decrease in March with the high collection month.

PAYER	Days in AR		FY19	FY18	FY17
	Current				
BLUE CROSS	27.6		45.74	29.85	34.17
COMMERCIAL	48.3		38.68	47.39	39.49
GOVERNMENT	128.9		111.55	133.98	190.83
MEDICAID	19.8		44.68	26.07	37.58
MEDICARE	33		32.77	31.63	26.98
SELF PAY	198.4		175.65	178.38	141.88
WORKERS COMP	49.3		74.14	67.94	65.46
TOTAL HOSPITAL	51.22		52.58	48.23	46.16

EXPENSES. Total expenses for the month were \$7,981,317, over budget by \$398,605 and over budget \$897,369 year to date. The following line items were over budget:

Fringe Benefits – Group health is over budget by \$55,193 for March and over budget \$826,111 year to date.

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

Supplies – Lab supplies, Med/Surg supplies and Drugs came in over budget in March due to the increase in testing and stocking up of supplies and PPE.

OUTLOOK FOR APRIL. Gross patient revenue is projecting to be under budget at \$10.8 million. We have seen a decrease in gross charges of 30%. We continue to see lower volumes in Lab, Medical Imaging, Surgeries, ER visits and Clinic visits. Collections are projecting high at \$7.6 in April. With the receipt of \$1.2 million from the CARES Act, we are estimating a \$1 million loss for April.

Payer	Avg prior 2 months	Collection %	Expected Collections	Actual	Act Variance	Act Coll %	Projected	Prj Variance	Prj Coll %
BLUE CROSS	2,992,272.00	83%	2,483,585.76	1,754,256.00	(729,329.76)	59%	2,392,167.27	(91,418.49)	80%
COMMERCIAL	2,047,082.00	83%	1,699,078.06	1,306,205.00	(392,873.06)	64%	1,781,188.64	82,110.58	87%
GOVERNMENT	848,040.00	20%	169,608.00	353,311.00	183,703.00	42%	481,787.73	312,179.73	57%
MEDICAID	950,616.00	19%	180,617.04	97,317.00	(83,300.04)	10%	132,705.00	(47,912.04)	14%
MEDICARE - IP	1,054,392.41	56%	590,459.75	235,293.73	(355,166.02)	22%	320,855.08	(269,604.66)	30%
MEDICARE - OP	4,114,172.59	22%	905,117.97	918,101.27	12,983.30	22%	1,251,956.28	346,838.31	30%
SELF PAY	1,237,383.00	57%	705,308.31	587,765.00	(117,543.31)	48%	801,497.73	96,189.42	65%
WORKERS COMP	89,771.00	40%	35,908.40	56,775.00	20,866.60	63%	77,420.45	41,512.05	86%
TOTAL HOSPITAL	13,333,729.00	50.8%	6,769,683.29	5,309,024.00	(1,460,659.29)	40%	7,239,578.18	469,894.89	54%

Variances - Collections are projecting to come in higher than the expected 51% rate.

Reduction of revenue – April payer mix is showing slight increases in Medicare and Blue Cross decreases in Commercial, Medicaid and Self-Pay. This will result in reductions of revenue staying around 50% for April.

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

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

April 20, 2020

PROVIDER CLINIC – MARCH 2020

CLINIC BOTTOM LINE. The bottom line for the Provider Clinic for March was a loss of \$897,239 compared to a loss of \$521,198 in the budget. The YTD net operating loss is \$5,343,236, compared to a loss of \$5,159,679 in the budget.

VOLUME. Total visits were 4,381 for March.

REVENUE. Revenue for the Clinic for March was \$1,229,007, under budget by \$497,721. YTD revenue is \$13,039,119, under budget by \$441,386.

The Clinic providers also generate hospital enterprise revenue, including Lab, Imaging and Surgery. Gross enterprise revenue year to date is \$35,165,223. This equates to \$17,260,029 of net enterprise revenue with an impact to the bottom line of \$1,451,568. The gross enterprise revenue is 26% of the total Hospital revenue year to date.

Net patient revenue for the Clinic for March was \$672,404, under budget by \$266,066. YTD net patient revenue was \$7,083,374, under budget by \$373,789.

Deductions from revenue for the Clinic were booked at 45.3% for March and at 45.7% year to date, which is slightly over budget for the year.

In March, the YTD payer mix was as follows; Commercial Insurance and Blue Cross is 54.3% of revenue, Medicare and Medicaid is 38.7% of revenue and Self Pay is 6.5% of revenue. There has been a slight decrease in Blue Cross and Commercial and some increase in Medicare and Self-Pay compared to the prior year.

Days in receivable for March are at 49 in the Clinic, up one day from February and at 47 days in the Ortho clinic, down two days from last month.

EXPENSES. Total expenses for the month were \$1,613,368, over budget by \$81,157. The majority of the expenses consist of Salaries and Benefits; at 77% of total expenses. The following categories were over budget for March:

Fringe Benefits – This expense is over budget \$32,662 due to group health expense.

Other Physician Fees – This expense is over budget \$115,115 for the month due to locums coverage for the Ob/Gyn, Urology and Pulmonology clinics.

Purchased Services – This expense is over budget by \$8,256 for the month.

OVERALL ASSESSMENT. Through March, the Provider Clinic revenue plus enterprise revenue makes up 36% of total hospital gross patient revenue.



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

Unaudited Financial Statements

for

Nine months ended March 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

Table of Contents

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

PAGE 1

Nine months ended March 31, 2020

TABLE OF CONTENTS

EXECUTIVE SUMMARY	PAGE 2
FINANCIAL RATIOS AND BENCHMARKS	PAGE 3
BALANCE SHEET - ASSETS	PAGE 4
BALANCE SHEET - LIABILITIES AND NET ASSETS	PAGE 5
STATEMENT OF OPERATIONS - CURRENT MONTH	PAGE 6
STATEMENT OF OPERATIONS - YEAR-TO-DATE	PAGE 7
STATEMENT OF OPERATIONS - 13 MONTH TREND	PAGE 8
STATEMENT OF CASH FLOWS	PAGE 10
KEY OPERATING STATISTICS	PAGE 11
ACCOUNTS RECEIVABLE REPORT	PAGE 12
REVENUE AND EXPENSE VARIANCE ANALYSIS	PAGE 13
KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE	PAGE S-A

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

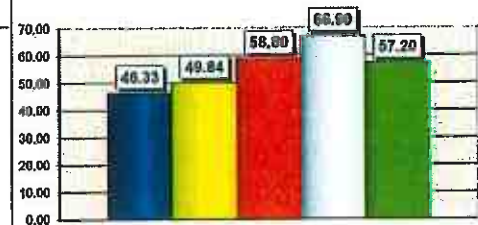
PAGE 2

Nine months ended March 31, 2020

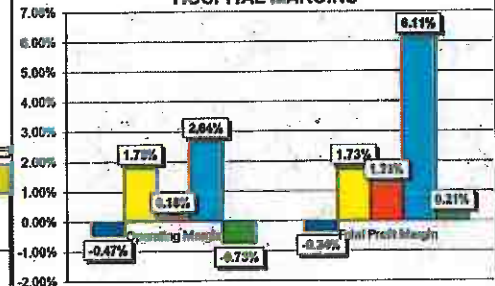
BALANCE SHEET

	YTD 3/31/2020	Prior FYE 6/30/2019
ASSETS		
Current Assets	\$32,003,800	\$29,841,920
Assets Whose Use is Limited	22,224,720	22,466,542
Property, Plant & Equipment (Net)	62,998,347	63,726,102
Other Assets	225,444	234,709
Total Unrestricted Assets	117,452,312	116,269,273
Restricted Assets	280,919	256,963
Total Assets	\$117,733,231	\$116,526,235
LIABILITIES AND NET ASSETS		
Current Liabilities	\$9,124,449	\$7,491,981
Long-Term Debt	27,814,933	27,858,240
Other Long-Term Liabilities	551,526	747,408
Total Liabilities	37,490,909	36,097,629
Net Assets	80,242,322	80,428,606
Total Liabilities and Net Assets	\$117,733,231	\$116,526,235

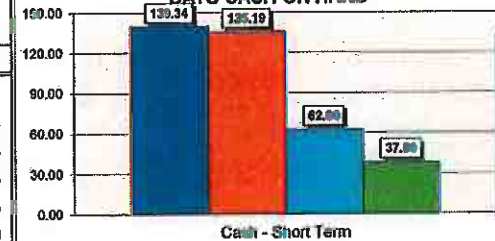
NET DAYS IN ACCOUNTS RECEIVABLE



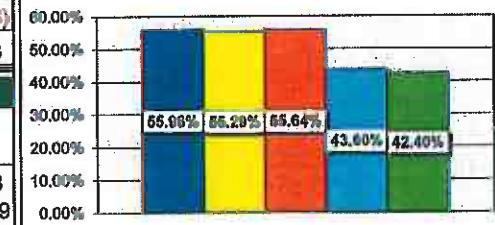
HOSPITAL MARGINS



DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



KEY STATISTICS AND RATIOS

	03/31/20 ACTUAL	03/31/20 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	317	441	3,012	3,548
Average Acute Length of Stay	2.8	3.0	2.7	2.9
Total Emergency Room Visits	1,254	1,402	11,899	12,205
Outpatient Visits	7,090	8,009	70,138	64,407
Total Surgeries	115	165	1,417	1,460
Total Worked FTE's	445.34	445.00	432.55	445.00
Total Paid FTE's	480.86	488.40	475.14	488.40
Net Revenue Change from Prior Yr	-4.25%	5.80%	3.55%	4.53%
EBIDA - 12 Month Rolling Average			5.83%	9.06%
Current Ratio			3.51	
Days Expense in Accounts Payable			34.50	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	03/31/20
Budget	06/30/19
Prior Fiscal Year End	All Hospitals
WYOMING	Rural
< \$50M Net Rev.	

FINANCIAL STRENGTH INDEX -		0.57
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
Nine months ended March 31, 2020

PAGE 3

📊 📈 - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Year to Date 3/31/2020	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	📈	-0.47%	1.80%	0.10%	0.30%	0.16%	2.64%	-0.73%
Total Profit Margin	📈	-0.34%	0.76%	0.80%	1.00%	1.23%	6.11%	0.21%
Liquidity:								
Days Cash, All Sources **	📈	139.34	129.76	91.30	129.00	135.19	62.00	37.80
Net Days in Accounts Receivable	📈	46.33	50.02	52.40	51.80	58.80	66.90	57.20
Capital Structure:								
Average Age of Plant (Annualized)	📈	14.32	12.58	15.10	11.20	12.38	9.50	12.40
Long Term Debt to Capitalization	📈	26.31%	25.75%	48.20%	41.60%	26.28%	18.80%	10.00%
Debt Service Coverage Ratio **	📈	3.00	3.97	1.80	2.30	3.76	N/A	2.64
Productivity and Efficiency:								
Paid FTE's per Adjusted Occupied Bed	📈	8.50	8.43			7.85	6.80	4.63
Salary Expense per Paid FTE		\$84,315	\$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 ROCK SPRINGS, WY

Nine months ended March 31, 2020

PAGE 4

	Current Month 3/31/2020	Prior Month 2/29/2020	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2019
Current Assets					
Cash and Cash Equivalents	\$13,274,720	\$11,126,560	\$2,148,160	19.31%	\$10,487,324
Gross Patient Accounts Receivable	24,510,913	25,561,889	(1,050,976)	-4.11%	24,217,308
Less: Bad Debt and Allowance Reserves	(12,940,801)	(13,213,704)	272,904	2.07%	(11,984,053)
Net Patient Accounts Receivable	11,570,113	12,348,185	(778,072)	-6.30%	12,233,255
Interest Receivable	0	0	0	0.00%	0
Other Receivables	1,725,270	3,068,451	(1,343,181)	-43.77%	1,919,165
Inventories	3,102,993	3,091,012	11,981	0.39%	2,917,250
Prepaid Expenses	2,330,704	2,068,542	262,162	12.67%	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	32,003,800	31,702,750	301,050	0.95%	29,841,920
Assets Whose Use is Limited					
Cash	38,236	27,220	11,016	40.47%	19,800
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	2,716,447	3,278,887	(562,440)	-17.15%	3,059,212
Trustee Held Funds - SPT	13,794	14,210	(416)	-2.92%	168
Board Designated Funds	4,821,007	4,814,818	6,189	0.13%	4,752,127
Other Limited Use Assets	14,635,235	14,635,235	0	0.00%	14,635,235
Total Limited Use Assets	22,224,720	22,770,371	(545,651)	-2.40%	22,466,542
Property, Plant, and Equipment					
Land and Land Improvements	3,226,492	3,226,492	0	0.00%	2,957,673
Building and Building Improvements	38,379,317	38,379,317	0	0.00%	38,215,213
Equipment	112,434,416	112,345,411	89,005	0.08%	110,985,975
Construction In Progress	3,017,437	1,805,357	1,212,080	67.14%	762,258
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	157,057,662	155,756,577	1,301,085	0.84%	152,921,119
Less: Accumulated Depreciation	(94,059,314)	(93,506,993)	(552,321)	-0.59%	(89,195,017)
Net Property, Plant, and Equipment	62,998,347	62,249,584	748,764	1.20%	63,726,102
Other Assets					
Unamortized Loan Costs	225,444	226,473	(1,029)	-0.45%	234,709
Other	0	0	0	0.00%	0
Total Other Assets	225,444	226,473	(1,029)	-0.45%	234,709
TOTAL UNRESTRICTED ASSETS	117,452,312	116,949,179	503,133	0.43%	116,269,273
Restricted Assets	280,919	275,119	5,800	2.11%	256,963
TOTAL ASSETS	\$117,733,231	\$117,224,298	\$508,933	0.43%	\$116,526,235

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 5

ROCK SPRINGS, WY

Nine months ended March 31, 2020

	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2019
	Current Month 3/31/2020	Prior Month 2/29/2020	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$4,342,620	\$2,997,681	(\$1,344,939)	-44.87%	\$3,176,158
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	2,064,062	1,861,502	(202,560)	-10.88%	1,481,176
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	2,399,835	2,294,867	(104,967)	-4.57%	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	20,626	586,028	565,402	96.48%	397,008
Total Current Liabilities	9,124,449	8,037,385	(1,087,064)	-13.53%	7,491,981
Long Term Debt					
Bonds/Mortgages Payable	28,112,239	28,117,051	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)	27,814,933	27,819,745	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	551,526	571,285	19,759	3.46%	747,408
Total Other Long Term Liabilities	551,526	571,285	19,759	3.46%	747,408
TOTAL LIABILITIES	37,490,909	36,428,415	(1,062,494)	-2.92%	36,097,629
Net Assets:					
Unrestricted Fund Balance	78,123,030	78,123,030	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	390,277	384,477	(5,800)	-1.51%	366,321
Net Revenue/(Expenses)	(230,104)	329,257	N/A	N/A	1,068,160
TOTAL NET ASSETS	80,242,322	80,795,883	553,561	0.69%	80,428,606
TOTAL LIABILITIES AND NET ASSETS	\$117,733,231	\$117,224,298	(\$508,933)	-0.43%	\$116,526,235

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Nine months ended March 31, 2020

PAGE 6

	CURRENT MONTH				Prior Year 03/31/19
	Actual 03/31/20	Budget 03/31/20	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$2,777,538	\$3,536,777	(\$759,240)	-21.47%	\$3,381,712
Outpatient Revenue	10,336,977	10,614,651	(277,674)	-2.62%	10,025,117
Clinic Revenue	984,201	1,494,954	(510,753)	-34.17%	1,460,747
Specialty Clinic Revenue	244,806	231,774	13,032	5.62%	175,633
Total Gross Patient Revenue	14,343,521	15,878,156	(1,534,635)	-9.67%	15,023,209
Deductions From Revenue					
Discounts and Allowances	(6,081,666)	(6,661,678)	580,011	8.71%	(6,429,282)
Bad Debt Expense (Governmental Providers Only)	(813,846)	(1,035,848)	222,002	21.43%	(926,904)
Medical Assistance	(254,993)	(159,361)	(104,732)	-65.72%	(75,649)
Total Deductions From Revenue	(7,150,505)	(7,856,887)	697,281	8.87%	(7,430,829)
Net Patient Revenue	7,183,916	8,021,269	(837,353)	-10.44%	7,592,380
Other Operating Revenue	231,037	171,912	59,125	34.39%	152,004
Total Operating Revenue	7,414,953	8,193,181	(778,228)	-9.50%	7,744,384
Operating Expenses					
Salaries and Wages	3,411,912	3,411,082	(830)	-0.02%	3,305,068
Fringe Benefits	933,298	863,678	(69,620)	-8.06%	988,234
Contract Labor	49,063	66,173	17,110	25.86%	97,501
Physicians Fees	366,453	270,835	(95,618)	-35.30%	341,727
Purchased Services	485,887	395,947	(89,940)	-22.72%	381,623
Supply Expense	1,321,818	1,171,790	(150,028)	-12.80%	1,123,055
Utilities	84,093	84,513	420	0.50%	90,794
Repairs and Maintenance	446,244	433,494	(12,750)	-2.94%	417,236
Insurance Expense	54,964	52,336	(2,628)	-5.02%	67,452
All Other Operating Expenses	208,356	228,078	19,721	8.65%	84,278
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	66,908	60,240	(6,669)	-11.07%	84,907
Depreciation and Amortization	552,321	544,548	(7,773)	-1.43%	592,419
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	7,981,317	7,582,712	(398,605)	-5.26%	7,574,294
Net Operating Surplus/(Loss)	(566,364)	610,469	(1,176,833)	-192.78%	170,090
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	21,491	13,333	8,158	61.18%	20,255
Tax Subsidies (Except for GO Bond Subsidies)	(416)	0	(416)	0.00%	4,161
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(105,292)	(113,824)	(8,532)	7.50%	(111,832)
Other Non-Operating Revenue/(Expenses)	91,220	96,671	(5,451)	-5.64%	327,170
Total Non Operating Revenue/(Expense)	7,003	(3,820)	10,823	-283.33%	239,763
Total Net Surplus/(Loss)	(559,361)	\$606,649	(\$1,166,010)	-192.21%	\$409,844
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(559,361)	\$606,649	(\$1,166,010)	-192.21%	\$409,844
Operating Margin	-7.64%	7.45%			2.20%
Total Profit Margin	-7.54%	7.40%			5.29%
EBIDA	-0.19%	14.10%			9.89%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Nine months ended March 31, 2020

PAGE 7

	YEAR-TO-DATE				Prior Year 03/31/19
	Actual 03/31/20	Budget 03/31/20	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$26,260,848	\$28,746,172	(\$2,485,324)	-8.65%	\$27,535,217
Outpatient Revenue	94,786,297	88,962,460	5,823,838	6.55%	83,832,693
Clinic Revenue	10,825,459	11,551,805	(726,347)	-6.29%	10,658,850
Specialty Clinic Revenue	2,213,661	1,928,700	284,961	14.77%	1,541,281
Total Gross Patient Revenue	134,086,264	131,189,137	2,897,128	2.21%	123,568,040
Deductions From Revenue					
Discounts and Allowances	(57,852,044)	(54,051,571)	(3,800,473)	-6.86%	(50,075,272)
Bad Debt Expense (Governmental Providers Only)	(7,987,167)	(8,527,056)	559,890	6.57%	(7,999,920)
Medical Assistance	(1,998,255)	(1,311,855)	(686,400)	-52.32%	(1,533,504)
Total Deductions From Revenue	(67,837,466)	(63,890,482)	(3,946,984)	-5.83%	(59,608,696)
Net Patient Revenue	66,468,799	67,298,654	(829,855)	-1.23%	63,959,345
Other Operating Revenue	2,008,251	1,828,829	179,422	9.81%	2,172,514
Total Operating Revenue	68,477,050	69,127,483	(650,434)	-0.94%	66,131,859
Operating Expenses					
Salaries and Wages	29,384,759	29,968,122	583,363	1.95%	28,457,255
Fringe Benefits	8,317,597	7,469,716	(847,881)	-11.35%	6,845,448
Contract Labor	798,634	783,917	(14,717)	-1.88%	729,428
Physicians Fees	3,217,376	2,807,262	(410,114)	-14.61%	2,791,957
Purchased Services	3,700,033	3,617,528	(82,505)	-2.28%	3,238,372
Supply Expense	10,797,109	10,603,625	(193,483)	-1.82%	10,033,930
Utilities	858,269	857,708	(561)	-0.07%	827,980
Repairs and Maintenance	3,936,605	3,800,137	(136,468)	-3.59%	3,420,305
Insurance Expense	495,849	468,711	(27,138)	-5.79%	603,863
All Other Operating Expenses	1,568,822	1,824,234	255,412	14.00%	1,561,745
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	676,357	664,257	(12,100)	-1.82%	742,158
Depreciation and Amortization	5,045,969	5,034,795	(11,175)	-0.22%	5,454,875
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	68,797,380	67,900,012	(897,368)	-1.32%	64,707,316
Net Operating Surplus/(Loss)	(320,330)	1,227,472	(1,547,802)	-126.10%	1,424,544
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	212,764	119,997	92,767	77.31%	80,928
Tax Subsidies (Except for GO Bond Subsidies)	13,626	0	13,626	0.00%	191,879
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(926,489)	(4,024,412)	103,922	-10.14%	(975,721)
Other Non-Operating Revenue/(Expense)	784,325	870,036	(85,711)	-9.85%	1,470,507
Total Non Operating Revenue/(Expense)	90,226	(34,378)	124,604	-362.45%	767,594
Total Net Surplus/(Loss)	(\$230,104)	\$1,193,093	(\$1,423,198)	-119.29%	\$2,192,137
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(\$230,104)	\$1,193,093	(\$1,423,198)	-119.29%	\$2,192,137
Operating Margin	-0.47%	1.78%			2.15%
Total Profit Margin	-0.34%	1.73%			3.31%
EBIDA	6.92%	9.06%			10.66%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

PAGE 8

	Actual 3/31/2020	Actual 2/29/2020	Actual 1/31/2020	Actual 12/31/2019	Actual 11/30/2019	Actual 10/31/2019
Gross Patient Revenue						
Inpatient Revenue	\$2,777,538	\$2,722,882	\$3,543,813	\$2,789,104	\$2,982,847	\$3,144,192
Inpatient Psych/Rehab Revenue						
Outpatient Revenue	\$10,336,977	\$10,746,706	\$10,775,879	\$10,812,548	\$9,944,805	\$10,345,137
Clinic Revenue	\$984,201	\$1,161,210	\$1,488,917	\$1,143,776	\$1,063,719	\$1,354,373
Specialty Clinic Revenue	\$244,806	\$262,885	\$247,493	\$269,431	\$309,819	\$313,881
Total Gross Patient Revenue	\$14,343,521	\$14,893,681	\$16,056,101	\$14,934,858	\$14,300,990	\$15,157,583
Deductions From Revenue						
Discounts and Allowances	\$6,081,666	\$6,819,613	\$7,065,871	\$5,867,948	\$5,637,701	\$6,692,232
Bad Debt Expense (Governmental Providers Only)	\$813,846	\$837,619	\$748,898	\$887,280	\$724,765	\$797,098
Charity Care	\$264,093	\$182,758	(\$48,587)	\$453,298	\$492,120	\$166,667
Total Deductions From Revenue	7,159,605	7,839,991	7,764,182	7,178,526	6,854,586	7,655,997
Net Patient Revenue	\$7,183,916	\$7,253,671	\$8,288,719	\$7,756,331	\$7,446,403	\$7,501,567
Other Operating Revenue	231,037	128,899	274,722	321,846	168,314	286,120
Total Operating Revenue	7,414,953	7,379,569	8,563,441	8,078,178	7,614,717	7,787,687
Operating Expenses						
Salaries and Wages	\$3,411,912	\$3,348,166	\$3,210,137	\$3,353,001	\$3,302,746	\$3,394,397
Fringe Benefits	\$933,298	\$895,130	\$1,012,357	\$935,213	\$982,139	\$1,014,021
Contract Labor	\$49,083	\$41,291	\$75,137	\$52,546	\$115,454	\$66,916
Physicians Fees	\$366,453	\$411,317	\$297,440	\$377,567	\$277,808	\$442,822
Purchased Services	\$485,887	\$322,523	\$450,562	\$389,987	\$420,497	\$406,071
Supply Expense	\$1,321,818	\$1,176,617	\$1,171,468	\$1,299,752	\$982,884	\$1,280,326
Utilities	\$84,093	\$87,382	\$91,522	\$98,722	\$105,485	\$98,172
Repairs and Maintenance	\$446,244	\$420,693	\$504,386	\$427,780	\$434,367	\$428,532
Insurance Expense	\$54,964	\$59,739	\$68,143	\$52,652	\$52,682	\$53,986
All Other Operating Expenses	\$208,358	\$141,853	\$77,399	\$231,240	\$176,692	\$210,413
Bad Debt Expense (Non-Governmental Providers)						
Leases and Rentals	\$68,908	\$67,609	\$76,381	\$72,943	\$83,881	\$83,761
Depreciation and Amortization	\$552,321	\$554,019	\$559,141	\$559,157	\$564,202	\$563,653
Interest Expense (Non-Governmental Providers)						
Total Operating Expenses	\$7,981,317	\$7,526,339	\$7,682,059	\$7,860,660	\$7,608,757	\$8,020,168
Net Operating Surplus/(Loss)	(\$566,364)	(\$146,770)	\$981,382	\$227,518	\$105,960	(\$232,481)
Non-Operating Revenue:						
Contributions						
Investment Income	21,491	21,076	19,081	17,625	39,088	32,300
Tax Subsidies (Except for GO Bond Subsidies)						
Tax Subsidies for GO Bonds	(\$16)	373	249	1,148	9,170	(2,103)
Interest Expense (Governmental Providers Only)	(185,292)	(100,209)	(100,275)	(108,725)	(99,888)	(99,514)
Other Non-Operating Revenue/(Expenses)	91,220	188,344	26,889	158,627	50,253	86,224
Total Non Operating Revenue/(Expense)	\$7,003	\$79,583	(\$54,057)	\$66,675	(\$1,377)	(\$13,093)
Total Net Surplus/(Loss)	(\$559,361)	(\$67,187)	\$927,325	\$294,193	\$104,583	(\$245,574)
Change in Unrealized Gains/(Losses) on Investments						
Increase/(Decrease in Unrestricted Net Assets)	(\$559,361)	(\$67,187)	\$927,325	\$294,193	\$104,583	(\$245,574)
Operating Margin	-7.64%	-1.99%	11.46%	2.82%	1.39%	-2.99%
Total Profit Margin	-7.64%	-0.91%	10.83%	3.64%	1.37%	-3.15%
EBIDA	-0.19%	5.62%	17.99%	9.74%	8.80%	4.25%

Actual 9/30/2019	Actual 8/31/2019	Actual 7/31/2019	Actual 6/30/2019	Actual 5/31/2019	Actual 4/30/2019	Actual 3/31/2019
\$2,730,901	\$2,726,164	\$2,923,619	\$2,440,980	\$2,641,644	\$2,956,480	\$3,361,712
\$10,230,467	\$10,859,314	\$10,734,465	\$9,137,727	\$9,721,418	\$9,778,210	\$10,025,117
\$1,186,206	\$1,278,579	\$1,191,478	\$1,351,020	\$1,229,230	\$1,411,951	\$1,460,747
\$204,888	\$202,768	\$157,931	\$140,838	\$170,624	\$199,268	\$175,833
\$14,331,462	\$15,063,815	\$15,007,493	\$13,069,675	\$13,962,917	\$14,315,908	\$15,023,209
\$8,032,602	\$8,615,178	\$7,139,232	\$5,748,583	\$6,036,217	\$5,968,334	\$6,429,282
\$1,180,264	\$992,458	\$1,016,938	\$1,035,734	\$1,106,128	\$1,112,048	\$925,904
\$114,653	\$173,200	\$200,053	\$135,867	\$419,835	\$154,144	\$75,643
7,327,518	7,680,836	8,356,223	6,919,954	7,553,180	7,234,527	7,430,829
\$7,003,944	\$7,382,978	\$6,651,270	\$6,149,721	\$6,409,737	\$7,081,381	\$7,592,380
195,787	196,885	207,641	218,040	445,830	339,998	152,004
7,199,731	7,679,864	6,858,911	6,365,762	6,855,566	7,420,479	7,744,384
\$3,189,351	\$3,150,410	\$3,024,639	\$3,046,743	\$3,155,561	\$2,977,715	\$3,305,068
\$879,652	\$970,094	\$695,692	\$767,821	\$1,000,635	\$933,863	\$988,234
\$121,333	\$131,399	\$146,497	\$128,111	\$64,948	\$96,792	\$97,501
\$338,818	\$341,822	\$365,232	\$450,449	\$418,232	\$380,885	\$341,727
\$430,288	\$382,855	\$411,382	\$398,748	\$375,159	\$413,790	\$381,823
\$1,072,316	\$1,280,524	\$1,221,496	\$866,426	\$1,064,799	\$1,078,985	\$1,123,855
\$101,081	\$95,614	\$98,218	\$95,714	\$86,783	\$83,836	\$90,794
\$461,821	\$403,366	\$409,417	\$425,390	\$513,170	\$428,617	\$417,236
\$54,483	\$52,627	\$58,574	\$40,019	\$37,934	\$68,473	\$67,452
\$151,436	\$175,292	\$198,139	\$232,721	\$190,218	\$98,643	\$84,278
\$46,560	\$86,974	\$91,340	\$87,293	\$112,094	\$79,258	\$84,907
\$565,315	\$567,122	\$561,039	\$581,397	\$575,850	\$596,566	\$592,419
\$7,410,433	\$7,639,101	\$7,279,646	\$7,120,832	\$7,595,383	\$7,209,082	\$7,574,294
(\$210,793)	(\$58,287)	(\$420,785)	(\$765,071)	(\$739,516)	\$211,397	\$170,090
20,296	22,682	19,115	58,715	143,065	10,344	20,255
265	3,513	1,429	168	274	828	4,181
(107,630)	(99,323)	(99,639)	(109,246)	(100,442)	(99,953)	(111,832)
101,757	114,856	28,253	186,868	59,675	29,196	327,170
\$14,687	\$41,738	(\$50,834)	\$116,526	\$102,572	(\$59,694)	\$239,763
(\$196,016)	(\$18,499)	(\$471,569)	(\$638,545)	(\$637,244)	\$151,812	\$409,844
			41,250	174,489		
(\$196,016)	(\$18,499)	(\$471,569)	(\$637,286)	(\$462,755)	\$151,812	\$409,844
-2.93%	-0.77%	-6.13%	-11.86%	-10.79%	2.85%	2.20%
-2.72%	-0.22%	-6.88%	-10.03%	-9.30%	2.05%	5.29%
4.93%	6.71%	2.05%	-2.73%	-2.39%	10.89%	9.85%

Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 10

ROCK SPRINGS, WY

Nine months ended March 31, 2020

	CASH FLOW	
	Current Month 3/31/2020	Current Year-To-Date 3/31/2020
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	(\$559,361)	(\$280,104)
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	552,321	5,045,969
(Increase)/Decrease in Net Patient Accounts Receivable	778,072	663,142
(Increase)/Decrease in Other Receivables	1,343,181	193,895
(Increase)/Decrease in Inventories	(11,981)	(185,743)
(Increase)/Decrease in Pre-Paid Expenses	(262,162)	(45,778)
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	1,344,939	1,166,462
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	307,527	868,496
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	(565,402)	(376,382)
Net Cash Provided by Operating Activities:	2,927,135	7,099,957
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(1,301,085)	(4,318,215)
(Increase)/Decrease in Limited Use Cash and Investments	556,667	260,258
(Increase)/Decrease in Other Limited Use Assets	(11,016)	(18,436)
(Increase)/Decrease in Other Assets	1,029	9,265
Net Cash Used by Investing Activities	(754,405)	(4,067,128)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(4,812)	(69,415)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(19,759)	(195,882)
Net Cash Used for Financing Activities	(24,570)	(265,297)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	(0)	19,864
Net Increase/(Decrease) in Cash	2,148,160	2,787,396
Cash, Beginning of Period	11,126,560	10,487,324
Cash, End of Period	\$13,274,720	\$13,274,720

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 11

ROCK SPRINGS, WY

Nine months ended March 31, 2020

Current Month				Year-To-Date				
Actual 03/31/20	Budget 03/31/20	Positive/ (Negative) Variance	Prior Year 03/31/19	STATISTICS	Actual 03/31/20	Budget 03/31/20	Positive/ (Negative) Variance	Prior Year 03/31/19
Discharges								
112	148	(36)	148	Acute	1,107	1,210	(103)	1,210
112	148	(36)	148	Total Adult Discharges	1,107	1,210	(103)	1,210
36	33	3	33	Newborn	332	331	1	331
148	181	(33)	181	Total Discharges	1,439	1,541	(102)	1,541
Patient Days:								
317	441	(124)	441	Acute	3,012	3,548	(536)	3,548
317	441	(124)	441	Total Adult Patient Days	3,012	3,548	(536)	3,548
59	55	4	55	Newborn	548	536	12	536
376	496	(120)	496	Total Patient Days	3,560	4,084	(524)	4,084
Average Length of Stay (ALOS)								
2.8	3.0	(0.1)	3.0	Acute	2.7	2.9	(0.2)	2.9
2.8	3.0	(0.1)	3.0	Total Adult ALOS	2.7	2.9	(0.2)	2.9
1.6	1.7	(0.0)	1.7	Newborn ALOS	1.7	1.6	0.0	1.6
Average Daily Census (ADC)								
10.2	14.2	(4.0)	14.2	Acute	11.0	12.9	(1.9)	12.9
10.2	14.2	(4.0)	14.2	Total Adult ADC	11.0	12.9	(1.9)	12.9
1.9	1.8	0.1	1.8	Newborn	2.0	1.9	0.0	1.9
Emergency Room Statistics								
112	158	(46)	158	ER Visits - Admitted	1,193	1,298	(105)	1,298
1,142	1,244	(102)	1,244	ER Visits - Discharged	10,706	10,907	(201)	10,907
1,254	1,402	(148)	1,402	Total ER Visits	11,899	12,205	(306)	12,205
8.93%	11.27%		11.27%	% of ER Visits Admitted	10.03%	10.63%		10.63%
100.00%	106.76%		106.76%	ER Admissions as a % of Total	107.77%	107.27%		107.27%
Outpatient Statistics:								
7,090	8,009	(919)	8,009	Total Outpatients Visits	70,138	64,407	5,731	64,407
99	136	(37)	136	Observation Bed Days	1,047	1,086	(39)	1,086
511	587	(76)	4,490	Clinic Visits - Primary Care	33,858	35,751	(1,893)	36,996
3,870	3,510	360	398	Clinic Visits - Specialty Clinics	7,982	7,525	457	3,578
13	25	(12)	25	IP Surgeries	228	232	(4)	232
102	140	(38)	140	OP Surgeries	1,189	1,228	(39)	1,228
Productivity Statistics:								
445.34	445.00	0.34	427.54	FTE's - Worked	432.55	445.00	(12.45)	413.06
480.86	488.40	(7.54)	469.09	FTE's - Paid	475.14	488.40	(13.26)	454.19
0.9778	1.3523	(0.37)	1.3523	Case Mix Index - Medicare	1.3242	11.7175	(10.39)	1.3019
1.0927	0.7756	0.32	0.7756	Case Mix Index - All payers	0.9687	6.9329	(5.96)	0.7703

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 12

ROCK SPRINGS, WY

03/31/20

	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	49.25	53.30
Net Days in Accounts Receivable	46.33	58.80
Number of Gross Days in Unbilled Revenue	1.14	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	35.18%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	1.84%	1.00%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	1.49%	1.00%
Bad Debts as a % of Gross Patient Revenue - Current Month	5.67%	6.52%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	5.94%	6.50%
Collections as a Percentage of Net Revenue - Current Month	109.09%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	99.85%	100% or >
Percentage of Blue Cross Receivable > 90 Days	15.78%	< 10%
Percentage of Insurance Receivable > 90 Days	10.61%	< 15%
Percentage of Medicaid Receivable > 90 Days	28.80%	< 20%
Percentage of Medicare Receivable > 60 Days	12.75%	< 6%

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 13

ROCK SPRINGS, WYOMING

Nine months ended March 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	(1,534,635)	-9.67%	2,897,128	2.21%

Gross patient revenue is under budget for the month and over budget year to date. Patient statistics under budget include discharges, ER visits, surgeries and clinic visits
Average Daily Census is 10.2 in March which is under budget by 4.0

Deductions from Revenue	697,281	8.87%	(3,726,983)	-5.83%
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Deductions from revenue are over budget for March and over budget year to date.
They are currently booked at 49.9% for March 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	222,002	21.43%	559,890	6.57%
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Bad debt expense is booked at 5.7% for March and 5.9% year to date.

Charity Care	(104,732)	-66.72%	(686,400)	-52.32%
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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	59,125	34.39%	179,422	9.81%
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Other Operating Revenue is over budget for the month and is over budget year to date.

Salaries and Wages	(830)	-0.02%	583,363	1.95%
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Salary and Wages are over budget and remain under budget year to date.

Paid FTEs are under budget by 7.54 FTEs for the month and under 13.26 FTEs year to date.

Fringe Benefits	(69,620)	-8.06%	(847,881)	-11.36%
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Fringe benefits are over budget in March and remain over budget year to date.
Group Health remains over budget YTD.

Contract Labor	17,110	25.86%	(14,717)	-1.88%
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Contract labor is under budget for March and over budget year to date. L&D, ER, Behavioral Health and Respiratory are over budget for the month.

Variance Analysis**MEMORIAL HOSPITAL OF SWEETWATER COUNTY****PAGE 14****ROCK SPRINGS, WYOMING****Nine months ended March 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	(95,618)	-35.30%	(410,114)	-14.61%
Physician fees are over budget in March and over budget year to date. ED, Radiation Oncology, Sleep Lab, Hospitalist and Locums Clinic are over budget in March.				
Purchased Services	(89,940)	-22.72%	(82,506)	-2.28%
Purchased services are over budget for March and over budget year to date. Expenses over budget are consulting, legal, bank card fees, collection fees and dept. management service				
Supply Expense	(159,028)	-12.89%	(193,483)	-1.82%
Supplies are over budget for March and over budget year to date. Line items over budget include Oxygen, Lab supplies, Implants, Med supplies, Drugs, Food and Maintenance supplies				
Repairs & Maintenance	(12,759)	-2.94%	(136,468)	-3.59%
Repairs and Maintenance are over budget for March and over budget year to date.				
All Other Operating Expenses	19,721	8.65%	255,412	14.00%
This expense is under budget in March and under budget year to date. Other expenses over budget are Postage, Freight, Other expenses and Physician Recruitment				
Leases and Rentals	(6,669)	-11.07%	(12,100)	-1.82%
This expense is over budget for March and remains under budget year to date.				
Depreciation and Amortization	(7,773)	-1.43%	(11,175)	-0.22%
Depreciation is over budget for March and is over budget year to date.				
BALANCE SHEET				
Cash and Cash Equivalents	\$2,148,160	19.31%		
Cash increased in March. Cash collections for March were \$7.8 million. Days Cash on Hand increased to 139 days.				
Gross Patient Accounts Receivable	(\$1,859,976)	-4.11%		
This receivable decreased in March.				

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 15

ROCK SPRINGS, WYOMING

Nine months ended March 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	%
Bad Debt and Allowance Reserves	272,904	2.07%		
Bad Debt and Allowances decreased.				
Other Receivables	(1,343,181)	-43.77%		
Other Receivables decreased in March due to the QRA payment				
Prepaid Expenses	262,162	12.67%		
Prepaid expenses increased due to the normal activity in this account.				
Limited Use Assets	(545,651)	-2.40%		
These assets decreased due to the payment on the bonds.				
Plant Property and Equipment	748,764	1.20%		
The increase in these assets is due to the increase in Capital equipment and the normal increase in accumulated depreciation.				
Accounts Payable	(1,344,939)	-44.87%		
This liability increased due to the normal activity in this account.				
Accrued Payroll	(202,960)	-10.88%		
This liability increased in March. The payroll accrual for March was 16 days.				
Accrued Benefits	(104,967)	-4.57%		
This liability increased in March with the normal accrual and usage of PTO .				
Other Current Liabilities	565,402	96.48%		
This liability decreased due to the payment on the bonds				
Other Long Term Liabilities	19,759	3.46%		
This liability decreased due to the payments on leases				
Total Net Assets	553,561	0.69%		
The net loss from operations for March is \$566,364				



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

PHYSICIAN CLINICS

Unaudited Financial Statements

for

Nine months ended March 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

Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Nine months ended March 31, 2020

PAGE 2

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 3/31/2020	Year to Date 3/31/2020	Prior Fiscal Year End 06/30/19	MGMA Hospital Owned Rural
Profitability:					
Operating Margin	↑	-125.29%	-69.65%	-54.76%	-36.58%
Total Profit Margin	↑	-125.29%	-69.65%	-54.76%	-36.58%
Contractual Allowance %	↓	45.29%	45.68%	44.34%	
Liquidity:					
Net Days in Accounts Receivable	↓	64.39	53.02	56.77	39.58
Gross Days in Accounts Receivable	↓	62.32	51.26	60.14	72.82
Productivity and Efficiency:					
Patient Visits Per Day	↓	124.84	135.33	135.96	
Total Net Revenue per FTE	↑	N/A	\$134,384	\$147,646	
Salary Expense per Paid FTE		N/A	\$154,525	\$163,884	
Salary and Benefits as a % of Net Revenue		174.23%	135.32%	128.22%	91.26%
Employee Benefits %		21.02%	17.68%	15.52%	6.10%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 3

ROCK SPRINGS, WY

Nine months ended March 31, 2020

	CURRENT MONTH				Prior Year 03/31/19
	Actual 03/31/20	Budget 03/31/20	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	984,201	1,494,954	(510,753)	-34.17%	1,460,747
Specialty Clinic Revenue	244,806	231,774	13,032	5.62%	175,633
Total Gross Patient Revenue	1,229,007	1,726,727	(497,721)	-28.82%	1,636,380
Deductions From Revenue					
Discounts and Allowances	(556,603)	(788,257)	231,654	29.39%	(724,127)
Total Deductions From Revenue	(556,603)	(788,257)	231,654	29.39%	(724,127)
Net Patient Revenue	672,404	938,470	(266,066)	-28.35%	912,253
Other Operating Revenue	43,725	72,543	(28,818)	-39.72%	65,231
Total Operating Revenue	716,129	1,011,013	(294,884)	-29.17%	977,484
Operating Expenses					
Salaries and Wages	1,031,014	1,097,883	66,869	6.09%	1,034,389
Fringe Benefits	216,704	184,042	(32,662)	-17.75%	195,204
Contract Labor	0	0	0	0.00%	0
Physicians Fees	160,415	45,300	(115,115)	-254.12%	50,260
Purchased Services	13,433	5,177	(8,256)	-159.48%	5,530
Supply Expense	25,468	17,285	(8,183)	-47.34%	13,897
Utilities	1,818	1,219	(599)	-49.11%	1,667
Repairs and Maintenance	23,881	32,033	8,152	25.45%	33,896
Insurance Expense	17,874	20,218	2,344	11.59%	16,109
All Other Operating Expenses	96,350	103,405	7,054	6.82%	62,065
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	4,976	3,334	(1,642)	-49.25%	5,425
Depreciation and Amortization	21,436	22,317	880	3.94%	20,751
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,613,368	1,532,211	(81,157)	-5.30%	1,439,183
Net Operating Surplus/(Loss)	(897,239)	(521,198)	(376,041)	72.15%	(461,698)
Total Net Surplus/(Loss)	(897,239)	(521,198)	(376,041)	72.15%	(461,698)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(897,239)	(521,198)	(376,041)	72.15%	(461,698)
Operating Margin	-125.29%	-51.55%			-47.23%
Total Profit Margin	-125.29%	-51.55%			-47.23%
EBIDA	-122.30%	-49.34%			-45.11%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Nine months ended March 31, 2020

PAGE 4

	YEAR-TO-DATE				Prior Year 03/31/19
	Actual 03/31/20	Budget 03/31/20	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	10,825,459	11,551,805	(726,346)	-6.29%	10,658,850
Specialty Clinic Revenue	2,213,660	1,928,700	284,960	14.77%	1,541,281
Total Gross Patient Revenue	13,039,119	13,480,505	(441,386)	-3.27%	12,200,132
Deductions From Revenue					
Discounts and Allowances	(5,955,745)	(6,023,342)	67,597	1.12%	(5,397,295)
Total Deductions From Revenue	(5,955,745)	(6,023,342)	67,597	1.12%	(5,397,295)
Net Patient Revenue	7,083,374	7,457,163	(373,789)	-5.01%	6,802,836
Other Operating Revenue	588,178	642,437	(54,259)	-8.45%	597,905
Total Operating Revenue	7,671,552	8,099,600	(428,048)	-5.28%	7,400,741
Operating Expenses					
Salaries and Wages	8,821,386	9,529,069	707,683	7.43%	8,334,455
Fringe Benefits	1,559,981	1,496,218	(63,762)	-4.26%	1,215,927
Contract Labor	0	0	0	0.00%	0
Physicians Fees	1,018,038	547,700	(470,338)	-85.88%	358,817
Purchased Services	94,239	48,205	(46,034)	-95.50%	48,268
Supply Expense	185,506	165,500	(20,006)	-12.09%	137,691
Utilities	11,937	10,962	(974)	-8.89%	13,155
Repairs and Maintenance	196,401	288,275	91,873	31.87%	275,204
Insurance Expense	167,074	179,650	12,576	7.00%	144,879
All Other Operating Expenses	721,679	751,286	29,607	3.94%	684,496
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	42,762	29,856	(12,906)	-43.23%	48,411
Depreciation and Amortization	195,785	212,557	16,772	7.89%	212,580
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	13,014,788	13,259,279	244,491	1.84%	11,473,882
Net Operating Surplus/(Loss)	(5,343,236)	(5,159,679)	(183,557)	3.56%	(4,073,141)
Total Net Surplus/(Loss)	(5,343,236)	(5,159,679)	(183,557)	3.56%	(4,073,141)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(5,343,236)	(5,159,679)	(183,557)	3.56%	(4,073,141)
Operating Margin	-69.65%	-63.70%			-55.04%
Total Profit Margin	-69.65%	-63.70%			-55.04%
EBIDA	-67.10%	-61.08%			-52.16%

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

PAGE 5

	Actual 2/29/2020	Actual 1/31/2020	Actual 12/31/2019	Actual 11/30/2019	Actual 10/31/2019
Gross Patient Revenue					
Clinic Revenue	\$1,161,210	\$1,485,917	\$1,143,777	\$1,063,719	\$1,354,373
Specialty Clinic Revenue	\$282,865	\$247,493	\$269,430	\$309,619	\$313,861
Total Gross Patient Revenue	\$1,424,074	\$1,733,410	\$1,413,207	\$1,373,338	\$1,668,235
Deductions From Revenue					
Discounts and Allowances	\$676,312	\$757,358	\$637,085	\$657,305	\$768,291
Total Deductions From Revenue	676,312	757,358	637,085	657,305	768,291
Net Patient Revenue	\$748,762	\$976,052	\$776,122	\$716,033	\$899,944
Other Operating Revenue	\$64,550	\$68,061	\$64,399	\$58,298	\$79,575
Total Operating Revenue	813,312	1,044,113	840,521	774,331	979,519
Operating Expenses					
Salaries and Wages	\$1,032,181	\$938,454	\$1,032,409	\$976,184	\$963,743
Fringe Benefits	\$189,196	\$208,849	\$161,562	\$185,925	\$179,354
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$206,558	\$118,254	\$147,283	\$72,557	\$177,148
Purchased Services	\$11,304	\$12,082	\$8,426	\$10,650	\$10,397
Supply Expense	\$14,825	\$19,220	\$12,817	\$20,632	\$22,796
Utilities	\$1,891	\$1,704	\$1,713	\$877	\$910
Repairs and Maintenance	\$22,274	\$20,942	\$25,840	\$17,344	\$22,517
Insurance Expense	\$17,874	\$17,812	\$17,812	\$17,368	\$26,483
All Other Operating Expenses	\$59,801	\$75,204	\$65,983	\$88,337	\$101,086
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$4,642	\$8,383	\$4,857	\$4,699	\$4,079
Depreciation and Amortization	\$21,436	\$21,436	\$21,754	\$21,755	\$21,983
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,581,982	\$1,440,322	\$1,500,455	\$1,396,328	\$1,524,507
Net Operating Surplus/(Loss)	(\$768,670)	(\$396,209)	(\$659,933)	(\$621,997)	(\$544,988)
Total Net Surplus/(Loss)	(\$768,670)	(\$396,209)	(\$659,933)	(\$621,997)	(\$544,988)
Change in Unrealized Gains/(Losses) on Investr	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets)	(\$768,670)	(\$396,209)	(\$659,933)	(\$621,997)	(\$544,988)
Operating Margin	-94.51%	-37.95%	-78.51%	-80.33%	-55.64%
Total Profit Margin	-94.51%	-37.95%	-78.51%	-80.33%	-55.64%
EBIDA	-91.88%	-35.89%	-75.93%	-77.52%	-53.39%

Actual 9/30/2019	Actual 8/31/2019	Actual 7/31/2019	Actual 6/30/2019	Actual 5/31/2019	Actual 4/30/2019	Actual 3/31/2019	Actual 2/28/2019
\$1,165,206	\$1,275,579	\$1,191,478	\$1,321,234	\$1,259,017	\$1,411,951	\$1,460,747	\$1,009,031
\$204,888	\$202,768	\$157,931	\$170,824	\$140,838	\$169,288	\$175,633	\$127,930
\$1,370,094	\$1,478,347	\$1,349,408	\$1,491,858	\$1,399,854	\$1,581,218	\$1,636,380	\$1,136,961
\$658,181	\$637,953	\$607,658	\$663,221	\$653,333	\$678,453	\$724,127	\$471,341
658,181	637,953	607,658	663,221	653,333	678,453	724,127	471,341
\$711,913	\$840,394	\$741,750	\$828,637	\$746,522	\$902,765	\$912,253	\$665,621
\$67,413	\$68,365	\$73,791	\$74,280	\$65,005	\$64,816	\$65,231	\$59,719
779,326	908,759	815,541	902,917	811,526	967,581	977,484	725,339
\$986,089	\$911,293	\$950,020	\$1,034,223	\$955,533	\$867,396	\$1,034,389	\$927,287
\$142,365	\$163,131	\$132,895	\$155,564	\$189,439	\$175,919	\$195,204	\$145,304
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$46,927	\$53,872	\$35,025	\$31,732	\$79,281	\$71,697	\$50,250	\$86,314
\$10,324	\$9,505	\$8,118	\$19,046	\$11,013	\$5,281	\$5,530	\$82
\$27,662	\$13,686	\$28,401	\$26,804	\$13,053	\$23,682	\$13,897	\$33,502
\$1,872	\$514	\$838	\$1,112	\$813	\$803	\$1,867	\$1,311
\$20,680	\$21,820	\$21,102	\$24,224	\$24,064	\$30,175	\$33,896	\$33,616
\$19,281	\$19,281	\$19,281	\$16,109	\$16,109	\$16,109	\$16,109	\$16,109
\$70,188	\$84,732	\$79,997	\$64,052	\$110,309	\$89,265	\$62,065	\$96,287
\$4,804	\$5,815	\$2,526	\$3,317	\$5,139	\$5,508	\$5,425	\$5,103
\$21,983	\$21,983	\$22,019	\$22,017	\$20,750	\$20,751	\$20,751	\$20,937
\$1,351,974	\$1,305,631	\$1,300,222	\$1,398,199	\$1,425,503	\$1,306,487	\$1,439,183	\$1,335,831
(\$572,648)	(\$396,872)	(\$484,681)	(\$495,282)	(\$613,977)	(\$338,905)	(\$461,698)	(\$610,492)
0	0	0	0	0	0	0	0
(\$572,648)	(\$396,872)	(\$484,681)	(\$495,282)	(\$613,977)	(\$338,905)	(\$461,698)	(\$610,492)
-73.48%	-43.67%	-59.43%	-54.85%	-75.66%	-35.03%	-47.23%	-84.17%
-73.48%	-43.67%	-59.43%	-54.85%	-75.66%	-35.03%	-47.23%	-84.17%
-70.66%	-41.25%	-56.73%	-52.42%	-73.10%	-32.88%	-45.11%	-81.28%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Nine months ended March 31, 2020

PAGE 7

Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative)	Prior Year		Actual	Budget	Positive/ (Negative)	Prior Year
03/31/20	03/31/20	Variance	03/31/19		03/31/20	03/31/20	Variance	03/31/19
Outpatient Statistics:								
3,870	3,510	360	4,490	Clinic Visits - Primary Care	37,217	38,327	(1,110)	36,996
511	587	(76)	398	Clinic Visits - Specialty Clinics	4,623	4,165	458	3,578
Productivity Statistics:								
71.83	71.98	(0.15)	66.60	FTE's - Worked	69.06	71.98	(2.92)	61.25
77.46	79.10	(1.64)	69.99	FTE's - Paid	75.77	79.10	(3.33)	66.91

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

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	503	8,204,371.18
CAPITAL EQUIPMENT (PLANT FUND)	7	56,377.07
CONSTRUCTION IN PROGRESS (BUILDING FUND)	3	848,744.61
PAYROLL MARCH 1, 2020	N/A	1,428,631.77
PAYROLL MARCH 15, 2020	N/A	1,441,038.18
PAYROLL MARCH 31, 2020	N/A	1,421,253.49
TOTAL CASH OUTFLOW		<u>\$9,109,492.86</u>
CASH COLLECTIONS		\$7,836,712.06
INCREASE/DECREASE IN CASH		-\$1,272,780.80

**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	8/1/2019	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 THINPRP 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 ACQUISITION)	15,238.19	ADDITIONAL SECURITY CAMERA FOR SYS UPGRADE		
002292	12/19/2019	WASATCH CONTROLS (HARRIS ACQUISITION)	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

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	DIAGNOSTICA 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	CLAPLIN SERVICE COMPANY (CMB)	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

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002304	2/6/2020	APPLIED STATISTICS & MANAGEMENT	44,900.00	MD-STAFF CREDENTIALING SOFTWARE		
002305	2/6/2020	WASATCH CONTROLS (HARRIS ACQUISITION)	2,776.61	SECURITY ALARM SYSTEM		
002306	2/14/2020	KRONOS INCORPORATED	90.00	KRONOS 8.1.3 UPGRADE		
002307	2/14/2020	P3 CONSULTING LLC	6,800.00	DYNAMICS GP 2018R UPGRADE		
002308	2/19/2020	COVIDIEN SALES LLC, DBA GIVEN IMA	6,841.88	BRAVO CALIBRATION-FREE REFLUX TESTING SYSTEM		
FEBRUARY TOTALS					61,408.49	1,460,302.72

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002309	3/5/2020	KARL STORZ ENDOSCOPY-AMERICA	34,120.32	AIRWAY INTUBATION SYSTEM		
002310	3/5/2020	INNOVATION WIRELESS	9,508.80	SYNCHRONIZED CLOCK SYSTEM		
002311	3/11/2020	KARL STORZ ENDOSCOPY-AMERICA	2,065.78	AIRWAY INTUBATION SYSTEM		
002312	3/19/2020	KARL STORZ ENDOSCOPY-AMERICA	4,512.36	AIRWAY INTUBATION SYSTEM		
002313	3/19/2020	KRONOS INCORPORATED	360.00	KRONOS 8.1.3 UPGRADE		
002314	3/26/2020	CAREFUSION 211, INC.	491.99	VYNTUS ONE PFT W/BODY BOX		
002315	3/26/2020	KARL STORZ ENDOSCOPY-AMERICA	5,317.82	AIRWAY INTUBATION SYSTEM		
MARCH TOTALS					56,377.07	1,516,679.79

**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 & GEOLOG	4,434.00	CENTRAL PLANT UPGRADE		
001032	8/6/2019	PLAN ONE/ARCHITECTS	1,750.00	DIALYSIS SUITE RENOVATION		
001033	8/13/2019	CITY OF ROCK SPRING	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	9/3/2019	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 & GEOLOG	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 MAI	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	18,593.88	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 MAI	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 & GEOLOG	3,031.25	ED CONCRETE PROJECT		
001054	12/24/2019	WESTERN ENGINEERS & GEOLOG	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

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001058	2/6/2020	B H INC.	3,600.00	CENTRAL PLANT UPGRADE		
W/T	2/19/2020	WELLS FARGO	107,058.07	WF DEBT SERVICE		
FEBRUARY TOTALS					110,658.07	1,918,196.05

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001059	3/5/2020	B H INC.	108,999.26	CENTRAL PLANT UPGRADE		
001060	3/26/2020	B H INC.	635,397.17	CENTRAL PLANT UPGRADE		
W/T	3/16/2020	WELLS FARGO	104,348.18	WF DEBT SERVICE		
MARCH TOTALS					848,744.61	2,766,940.66

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/2020

Amount	Description
12,745.76	Advertising Total
683.00	Auto Insurance Total
108.00	Billing Services Total
6,765.43	Blood Total
3,500.00	Building Lease Total
2,580.69	Cellular Telephone Total
47,553.10	Collection Agency Total
5,287.04	Computer Equipment Total
78,243.84	Contract Maintenance Total
35,624.51	Contract Personnel Total
29,629.45	Dental Insurance Total
10,686.42	Dialysis Supplies Total
4,270.28	Education & Travel Total
580.00	Education Material Total
2,128.00	Employee Recruitment Total
6,835.97	Employee Vision Plan Total
27,226.64	Equipment Lease Total
7,113.14	Food Total
268.67	Freight Total
673.61	Fuel Total
1,860.51	Garbage Collection Total
558,269.47	Group Health Total
154,158.66	Hospital Supplies Total
11,284.44	Implant Supplies Total
11,633.35	Insurance Refund Total
10.00	Internet Services Total
48,108.15	Laboratory Services Total
76,615.22	Laboratory Supplies Total
2,995.00	Laundry Supplies Total
12,196.00	Legal Fees Total
30.00	Licenses & Taxes Total
1,606.05	Linen Total
122,197.32	Locum Tenens Total
28,857.08	Maintenance & Repair Total
11,854.49	Maintenance Supplies Total
26,884.88	Med Surg Supplies Total
1,125.00	Membership Fee Total
5,113.32	MHSC Foundation Total
2,710.03	Non Medical Supplies Total
2,367.72	Office Supplies Total
2,644.00	Other Employee Benefits Total
5,557.89	Other Purchased Services Total
1,272.38	Oxygen Rental Total
5,515.60	Patient Refund Total
1,062.21	Payroll Deduction Total
23,724.37	Payroll Garnishment Total
4,500,000.00	Payroll Transfer Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/2020

[illegible]

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/2020

Check Number	Date	Vendor Check Name	Amount	Description
170172	3/19/2020	RUMOR ADVERTISING	4,073.19	Advertising
170182	3/19/2020	THE RADIO NETWORK	3,166.66	Advertising
170169	3/19/2020	RESCUE 1 STUDIOS	2,200.00	Advertising
EFT000000004642	3/7/2019	IN10SITY INTERACTIVE, LLC	1,710.00	Advertising
EFT000000004644	3/7/2019	LAMAR ADVERTISING	1,200.00	Advertising
EFT000000004649	3/7/2019	ROCKET MINER	48.47	Advertising
EFT000000004669	3/14/2019	MOCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
EFT000000004688	3/21/2019	ROCKET MINER	67.44	Advertising
169889	3/5/2020	THE HARTFORD	683.00	Auto Insurance
170070	3/11/2020	TRUE COMMERCE, INC.	108.00	Billing Services
170074	3/11/2020	VITALANT	6,765.43	Blood
169804	3/3/2020	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
169888	3/5/2020	VERIZON WIRELESS, LLC	2,580.69	Cellular Telephone
169900	3/5/2020	WAKEFIELD & ASSOCIATES, INC.	47,553.10	Collection Agency
169827	3/5/2020	CDW GOVERNMENT LLC	4,704.37	Computer Equipment
170107	3/19/2020	CDW GOVERNMENT LLC	582.67	Computer Equipment
170026	3/11/2020	GREENSHADES SOFTWARE	606.78	Contract Maintenance
170131	3/19/2020	HEALTHCARE SOLUTIONS OF NC	1,024.00	Contract Maintenance
169858	3/5/2020	MEDNET	3,660.00	Contract Maintenance
170043	3/11/2020	NETWORK CONSULTING SERVICES, INC.	27,393.00	Contract Maintenance
169867	3/5/2020	NUANCE COMMUNICATIONS, INC.	208.33	Contract Maintenance
170049	3/11/2020	PHILIPS HEALTHCARE	2,735.00	Contract Maintenance
170163	3/19/2020	PHILIPS HEALTHCARE	70.76	Contract Maintenance
170164	3/19/2020	PROVIDER ADVANTAGE NW INC	1,140.00	Contract Maintenance
170057	3/11/2020	SIEMENS MEDICAL SOLUTIONS USA	632.67	Contract Maintenance
169880	3/5/2020	SOUTH-WESTERN BIOMEDICAL ELECT.	365.00	Contract Maintenance
169892	3/5/2020	TRACTMANAGER INC	1,004.85	Contract Maintenance
169851	3/5/2020	ISI WATER CHEMISTRIES	15,523.55	Contract Maintenance
170143	3/19/2020	LENOVO GLOBAL TECHNOLOGY	4,217.82	Contract Maintenance
170044	3/11/2020	NEXTGEN HEALTHCARE, INC.	587.00	Contract Maintenance
170165	3/19/2020	QUADRAMED	1,121.25	Contract Maintenance
170054	3/11/2020	SCORPION HEALTHCARE LLC	2,849.00	Contract Maintenance
170075	3/11/2020	WYODATA SECURITY INC.	1,375.00	Contract Maintenance
EFT000000004639	3/7/2019	GE HEALTHCARE	5,548.68	Contract Maintenance
EFT000000004643	3/7/2019	INDUSTRIAL SOLUTIONS, INC.	2,315.00	Contract Maintenance
W/T	3/3/2020	APEX EDI	7.90	Contract Maintenance
W/T	3/20/2020	ZENITH	294.25	Contract Maintenance
W/T	3/17/2020	CARE CLOUD	349.00	Contract Maintenance
W/T	3/20/2020	GATEWAY EDI	5,215.00	Contract Maintenance
169838	3/5/2020	ELWOOD STAFFING SERVICES, INC.	1,485.36	Contract Personnel
169843	3/5/2020	FOCUSONE SOLUTIONS LLC	9,137.93	Contract Personnel
170021	3/11/2020	FOCUSONE SOLUTIONS LLC	7,626.08	Contract Personnel
170126	3/19/2020	FOCUSONE SOLUTIONS LLC	13,836.34	Contract Personnel
169852	3/5/2020	JIM LANE	2,728.00	Contract Personnel
169878	3/5/2020	SARAH ROTH	540.00	Contract Personnel
170173	3/19/2020	SARAH ROTH	270.00	Contract Personnel
170116	3/19/2020	DELTA DENTAL	29,629.45	Dental Insurance
169848	3/5/2020	HENRY SCHEIN INC	285.00	Dialysis Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/2020

170028	3/11/2020	HENRY SCHJEN INC	124.95	Dialysis Supplies
170022	3/11/2020	FRESENIUS USA MARKETING, INC.	8,754.76	Dialysis Supplies
170126	3/19/2020	FRESENIUS USA MARKETING, INC.	1,521.71	Dialysis Supplies
169812	3/5/2020	AACVPR	380.00	Education & Travel
169807	3/5/2020	ACADEMY OF NUTRITION AND DIETETICS	289.58	Education & Travel
170082	3/19/2020	AMERICAN MEDICAL ASSOCIATION	3,175.00	Education & Travel
170042	3/11/2020	NATIONAL FIRE PROTECTION ASSN	425.30	Education & Travel
170156	3/19/2020	MY EDUCATIONAL RESOURCES	580.00	Education Material
EFT000000004662	3/14/2019	INSIGHT INVESTIGATIONS, INC	1,303.00	Employee Recruitment
EFT000000004671	3/14/2019	SST TESTING +, INC.	825.00	Employee Recruitment
169839	3/5/2020	VISION SERVICE PLAN - WY	6,835.97	Employee Vision Plan
170023	3/11/2020	GE HEALTHCARE FINANCIAL SERVICES	13,081.09	Equipment Lease
169879	3/5/2020	SHADOW MOUNTAIN WATER CO, WY	731.80	Equipment Lease
170056	3/11/2020	SHADOW MOUNTAIN WATER CO, WY	150.00	Equipment Lease
170072	3/11/2020	US BANK EQUIPMENT FINANCE	337.49	Equipment Lease
170184	3/19/2020	US BANK EQUIPMENT FINANCE	1,909.14	Equipment Lease
EFT000000004673	3/14/2019	TIMEPAYMENT CORP	2,000.00	Equipment Lease
W/T	3/9/2020	SIEMENS EDI	9,017.12	Equipment Lease
170118	3/19/2020	DOMINOS	94.51	Food
169840	3/5/2020	F B MCFADDEN WHOLESAL	1,539.95	Food
170019	3/11/2020	F B MCFADDEN WHOLESAL	1,616.40	Food
170122	3/19/2020	F B MCFADDEN WHOLESAL	1,189.70	Food
169887	3/5/2020	SYSCO INTERMOUNTAIN FOOD	1,378.15	Food
EFT000000004638	3/7/2019	FARMER BROS CO	756.18	Food
EFT000000004679	3/21/2019	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	538.25	Food
169841	3/5/2020	FED EX	22.49	Freight
170123	3/19/2020	FED EX	16.68	Freight
169896	3/5/2020	UPS STORE	229.50	Freight
170051	3/11/2020	RED HORSE OIL COMPANIES INC	673.61	Fuel
EFT000000004675	3/14/2019	WWS - ROCK SPRINGS	1,860.51	Garbage Collection
W/T	3/24/2020	FURTHER FLEX ADMIN FEE	198.25	Group Health
W/T	3/27/2020	FURTHER FLEX 3/25/2020	1,275.82	Group Health
W/T	3/20/2020	FURTHER FLEX 3/18/2020	1,538.03	Group Health
W/T	3/13/2020	FURTHER FLEX 3/11/2020	2,875.71	Group Health
W/T	3/6/2020	FURTHER FLEX 3/4/2020	4,761.95	Group Health
W/T	3/27/2020	BLUE CROSS BLUE SHIELD 3/20/20	85,135.02	Group Health
W/T	3/13/2020	BLUE CROSS BLUE SHIELD 3/6/20	99,755.95	Group Health
W/T	3/6/2020	BLUE CROSS BLUE SHIELD 2/28/20	163,318.62	Group Health
W/T	3/20/2020	BLUE CROSS BLUE SHIELD 3/13/20	199,410.12	Group Health
169806	3/5/2020	ABBOTT LABORATORIES	3,473.04	Hospital Supplies
170053	3/11/2020	ABBOTT NUTRITION	46.50	Hospital Supplies
170090	3/19/2020	AESCULAP INC	55.88	Hospital Supplies
169814	3/5/2020	APPLIED MEDICAL	204.00	Hospital Supplies
169996	3/11/2020	APPLIED MEDICAL	108.00	Hospital Supplies
170093	3/19/2020	APPLIED MEDICAL	336.00	Hospital Supplies
169818	3/5/2020	B BRAUN MEDICAL INC.	500.00	Hospital Supplies
170004	3/11/2020	B BRAUN MEDICAL INC.	1,663.20	Hospital Supplies
169816	3/5/2020	BARD PERIPHERAL VASCULAR INC	1,044.00	Hospital Supplies
170002	3/11/2020	BAXTER HEALTHCARE CORP/IV	2,581.26	Hospital Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/2020

169817	3/5/2020	BAYER HEALTHCARE LLC	1,858.86	Hospital Supplies
170003	3/11/2020	BAYER HEALTHCARE LLC	2,217.25	Hospital Supplies
170098	3/19/2020	BAYER HEALTHCARE LLC	1,858.86	Hospital Supplies
170006	3/11/2020	BOSTON SCIENTIFIC CORP	738.63	Hospital Supplies
169826	3/5/2020	CARDINAL HEALTH/V. MUELLER	12,738.24	Hospital Supplies
170104	3/19/2020	CARDINAL HEALTH/V. MUELLER	35,761.42	Hospital Supplies
170012	3/11/2020	CONE INSTRUMENTS	271.89	Hospital Supplies
169832	3/5/2020	CONMED CORPORATION	265.50	Hospital Supplies
170013	3/11/2020	CONMED CORPORATION	124.45	Hospital Supplies
169834	3/5/2020	COOK MEDICAL INC.	175.10	Hospital Supplies
170112	3/19/2020	COOK MEDICAL INCORPORATED	233.66	Hospital Supplies
169837	3/5/2020	DIAGNOSTICA STAGO INC	565.44	Hospital Supplies
170016	3/11/2020	DIAGNOSTICA STAGO INC	506.16	Hospital Supplies
170117	3/19/2020	DIAGNOSTICA STAGO INC	3,483.78	Hospital Supplies
170024	3/11/2020	GENERAL HOSPITAL SUPPLY CORPORATION	739.00	Hospital Supplies
169829	3/5/2020	GI SUPPLY, INC	389.75	Hospital Supplies
169847	3/5/2020	HEALTHCARE LOGISTICS INC	408.02	Hospital Supplies
170027	3/11/2020	HEALTHCARE LOGISTICS INC	298.02	Hospital Supplies
170130	3/19/2020	HEALTHCARE LOGISTICS INC	262.58	Hospital Supplies
170132	3/19/2020	HILL-ROM	70.00	Hospital Supplies
169849	3/5/2020	HOLOGIC, INC.	1,805.54	Hospital Supplies
170029	3/11/2020	HOLOGIC, INC.	86.00	Hospital Supplies
170031	3/11/2020	HULL ANESTHESIA INC	92.50	Hospital Supplies
169853	3/5/2020	KARL STORZ ENDOSCOPY-AMERICA	7,136.60	Hospital Supplies
170138	3/19/2020	KARL STORZ ENDOSCOPY-AMERICA	4,734.45	Hospital Supplies
170063	3/11/2020	LEICA BIOSYSTEMS RICHMOND	289.81	Hospital Supplies
169863	3/5/2020	M V A P MEDICAL SUPPLIES, INC.	42.85	Hospital Supplies
170041	3/11/2020	M V A P MEDICAL SUPPLIES, INC.	180.00	Hospital Supplies
169855	3/5/2020	MARKET LAB, INC	500.88	Hospital Supplies
170145	3/19/2020	MARKET LAB, INC	248.68	Hospital Supplies
170035	3/11/2020	MCKESSON MEDICAL-SURGICAL	1,534.40	Hospital Supplies
170036	3/11/2020	MEDI-DOSE INCORPORATED	37.10	Hospital Supplies
170153	3/19/2020	MICROTEK MEDICAL INC.	429.18	Hospital Supplies
170154	3/19/2020	MINDRAY DS USA, INC.	274.56	Hospital Supplies
169864	3/5/2020	NATUS MEDICAL INC	258.64	Hospital Supplies
169865	3/5/2020	NEOTECH PRODUCTS, INC	106.25	Hospital Supplies
169868	3/5/2020	OLYMPUS AMERICA INC	105.00	Hospital Supplies
170045	3/11/2020	OLYMPUS AMERICA INC	830.47	Hospital Supplies
170157	3/19/2020	OLYMPUS AMERICA INC	5,629.40	Hospital Supplies
169869	3/5/2020	OWENS & MINOR 90005430	4,060.21	Hospital Supplies
170047	3/11/2020	OWENS & MINOR 90005430	12,954.10	Hospital Supplies
170158	3/19/2020	OWENS & MINOR 90005430	393.54	Hospital Supplies
169871	3/5/2020	PERFORMANCE HEALTH SUPPLY INC	155.44	Hospital Supplies
170048	3/11/2020	PERFORMANCE HEALTH SUPPLY INC	61.73	Hospital Supplies
170162	3/19/2020	PERFORMANCE HEALTH SUPPLY INC	211.44	Hospital Supplies
169873	3/5/2020	QUESSET MEDICAL	75.35	Hospital Supplies
169876	3/5/2020	RESMED CORP	170.00	Hospital Supplies
169877	3/5/2020	RESPIRONICS	275.00	Hospital Supplies
169883	3/5/2020	STERIS CORPORATION	3,625.20	Hospital Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/2020

170061	3/11/2020	STERIS CORPORATION	3,998.09	Hospital Supplies
170177	3/19/2020	STERIS CORPORATION	504.64	Hospital Supplies
170179	3/19/2020	STRYKER MEDICAL	42.06	Hospital Supplies
169894	3/5/2020	TRI-ANIM HEALTH SERVICES INC	686.20	Hospital Supplies
170069	3/11/2020	TRI-ANIM HEALTH SERVICES INC	117.50	Hospital Supplies
170183	3/19/2020	TRI-ANIM HEALTH SERVICES INC	384.01	Hospital Supplies
170073	3/11/2020	UTAH MEDICAL PRODUCTS INC	5,361.12	Hospital Supplies
170185	3/19/2020	VERATHON INC.	1,545.00	Hospital Supplies
169901	3/5/2020	WAXIE SANITARY SUPPLY	7,916.54	Hospital Supplies
170187	3/19/2020	WAXIE SANITARY SUPPLY	501.39	Hospital Supplies
170119	3/19/2020	EDGE PHARMACEUTICALS, LLC	1,410.32	Hospital Supplies
170033	3/11/2020	JEDMED INSTRUMENT COMPANY	505.00	Hospital Supplies
170140	3/19/2020	LAERDAL MEDICAL CORP	282.10	Hospital Supplies
EFT00000004634	3/7/2019	INDEX MEDICAL SYSTEMS INC	828.96	Hospital Supplies
EFT00000004636	3/7/2019	BREG INC	226.03	Hospital Supplies
EFT00000004641	3/7/2019	HARDY DIAGNOSTICS	488.42	Hospital Supplies
EFT00000004653	3/7/2019	ZOLL MEDICAL CORPORATION	1,145.95	Hospital Supplies
EFT00000004657	3/14/2019	BAXTER HEALTHCARE CORP/IV	1,620.00	Hospital Supplies
EFT00000004658	3/14/2019	BEEKLEY CORPORATION	480.00	Hospital Supplies
EFT00000004660	3/14/2019	BREG INC	138.74	Hospital Supplies
EFT00000004661	3/14/2019	HARDY DIAGNOSTICS	491.75	Hospital Supplies
EFT00000004665	3/14/2019	PACIFIC MEDICAL LLC	1,275.00	Hospital Supplies
EFT00000004672	3/14/2019	STRYKER INSTRUMENTS	348.74	Hospital Supplies
EFT00000004678	3/21/2019	BREG INC	100.89	Hospital Supplies
EFT00000004681	3/21/2019	HARDY DIAGNOSTICS	2,060.49	Hospital Supplies
EFT00000004685	3/21/2019	OVATION MEDICAL	626.91	Hospital Supplies
EFT00000004650	3/7/2019	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	1,780.00	Hospital Supplies
169870	3/5/2020	PARAGON 28 INC.	5,694.44	Implant Supplies
170068	3/11/2020	TREACE MEDICAL CONCEPTS, INC.	5,590.09	Implant Supplies
170196	3/19/2020	INSURANCE REFUND	22.72	Insurance Refund
170208	3/19/2020	INSURANCE REFUND	47.76	Insurance Refund
170211	3/19/2020	INSURANCE REFUND	187.72	Insurance Refund
170195	3/19/2020	INSURANCE REFUND	746.30	Insurance Refund
170196	3/19/2020	INSURANCE REFUND	2,997.87	Insurance Refund
170219	3/19/2020	INSURANCE REFUND	484.50	Insurance Refund
170218	3/19/2020	INSURANCE REFUND	7.91	Insurance Refund
170220	3/19/2020	INSURANCE REFUND	294.64	Insurance Refund
170209	3/19/2020	INSURANCE REFUND	49.40	Insurance Refund
170203	3/19/2020	INSURANCE REFUND	40.10	Insurance Refund
170225	3/19/2020	INSURANCE REFUND	85.48	Insurance Refund
170226	3/19/2020	INSURANCE REFUND	23.35	Insurance Refund
170204	3/19/2020	INSURANCE REFUND	99.53	Insurance Refund
170205	3/19/2020	INSURANCE REFUND	22.81	Insurance Refund
170224	3/19/2020	INSURANCE REFUND	396.70	Insurance Refund
170194	3/19/2020	INSURANCE REFUND	129.88	Insurance Refund
170217	3/19/2020	INSURANCE REFUND	1,001.00	Insurance Refund
170207	3/19/2020	INSURANCE REFUND	203.11	Insurance Refund
170216	3/19/2020	INSURANCE REFUND	424.34	Insurance Refund
170215	3/19/2020	INSURANCE REFUND	367.51	Insurance Refund

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/2020

170200	3/19/2020	INSURANCE REFUND	60.00	Insurance Refund
170213	3/19/2020	INSURANCE REFUND	3,939.92	Insurance Refund
169802	3/5/2020	WYOMING.COM	10.00	Internet Services
170150	3/19/2020	METABOLIC NEWBORN SCREENING	4,536.00	Laboratory Services
EFT00000004690	3/21/2019	ARUP LABORATORIES, INC.	43,572.15	Laboratory Services
169997	3/11/2020	ANAEROBE SYSTEMS	24.00	Laboratory Supplies
169999	3/11/2020	ASSOCIATES OF CAPE COD INC	37.49	Laboratory Supplies
169819	3/5/2020	BECKMAN COULTER, INC	171.81	Laboratory Supplies
170005	3/11/2020	BECKMAN COULTER, INC	729.14	Laboratory Supplies
169825	3/5/2020	CARDINAL HEALTH	1,099.57	Laboratory Supplies
170007	3/11/2020	CARDINAL HEALTH	1,973.67	Laboratory Supplies
170103	3/19/2020	CARDINAL HEALTH	26,278.47	Laboratory Supplies
169828	3/5/2020	CEPHID	1,028.50	Laboratory Supplies
170009	3/11/2020	CEPHID	4,310.80	Laboratory Supplies
170108	3/19/2020	CEPHID	146.00	Laboratory Supplies
169842	3/5/2020	FISHER HEALTHCARE	3,526.58	Laboratory Supplies
170020	3/11/2020	FISHER HEALTHCARE	5,272.72	Laboratory Supplies
170125	3/19/2020	FISHER HEALTHCARE	2,360.76	Laboratory Supplies
170037	3/11/2020	MEDIVATORS REPROCESSING SYSTEM	204.00	Laboratory Supplies
170149	3/19/2020	MESA LABORATORIES	268.99	Laboratory Supplies
170032	3/11/2020	PLATINUM CODE	196.96	Laboratory Supplies
170167	3/19/2020	R&D SYSTEMS INC	72.85	Laboratory Supplies
170071	3/11/2020	TYPENEX MEDICAL, LLC	94.00	Laboratory Supplies
169820	3/5/2020	BECTON DICKINSON	1,237.40	Laboratory Supplies
170099	3/19/2020	BECTON DICKINSON	410.20	Laboratory Supplies
169821	3/5/2020	BIOFIRE DIAGNOSTICS, LLC	16,800.00	Laboratory Supplies
169822	3/5/2020	BIOMERIEUX, INC	4,542.09	Laboratory Supplies
170050	3/11/2020	PIPETTE.COM	355.00	Laboratory Supplies
EFT00000004635	3/7/2019	BIO-RAD LABORATORIES	820.81	Laboratory Supplies
EFT00000004645	3/7/2019	ORTHO-CLINICAL DIAGNOSTICS INC	363.20	Laboratory Supplies
EFT00000004648	3/7/2019	PDC HEALTHCARE	638.15	Laboratory Supplies
EFT00000004664	3/14/2019	ORTHO-CLINICAL DIAGNOSTICS INC	535.10	Laboratory Supplies
EFT00000004677	3/21/2019	BIO-RAD LABORATORIES	720.52	Laboratory Supplies
EFT00000004684	3/21/2019	ORTHO-CLINICAL DIAGNOSTICS INC	2,335.94	Laboratory Supplies
EFT00000004687	3/21/2019	PDC HEALTHCARE	60.50	Laboratory Supplies
EFT00000004683	3/21/2019	MARTIN-RAY LAUNDRY SYSTEMS	2,995.00	Laundry Supplies
170113	3/19/2020	CROWLEY FLECK ATTORNEYS	2,030.00	Legal Fees
170133	3/19/2020	HOLLAND & HART, LLP	166.00	Legal Fees
W/T	3/17/2020	HUNTINGTON BANK	10,000.00	Legal Fees
170077	3/11/2020	WYOMING SECRETARY OF STATE	30.00	Licenses & Taxes
169810	3/5/2020	ALSCO AMERICAN LINEN	1,606.05	Linen
170111	3/19/2020	COMPHEALTH, INC.	49,749.73	Locum Tenens
170188	3/19/2020	WEATHERBY LOCUMS, INC	34,971.97	Locum Tenens
170144	3/19/2020	LOCUM TENENS.COM	37,475.62	Locum Tenens
170096	3/19/2020	BADGER DAYLIGHTING CORP	1,534.35	Maintenance & Repair
170106	3/19/2020	CARRIER COMMERCIAL SERVICE	11,667.00	Maintenance & Repair
169831	3/5/2020	COLONIAL FLAG	1,977.39	Maintenance & Repair
170121	3/19/2020	ENTRY SYSTEMS INC.	1,712.00	Maintenance & Repair
170160	3/19/2020	PARADISE FLOORING & DESIGN INC.	884.20	Maintenance & Repair

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/2020

170064	3/11/2020	SURGICAL DIRECT	8,159.99	Maintenance & Repair
EFT000000004646	3/7/2019	PARTSSOURCE	953.93	Maintenance & Repair
EFT000000004666	3/14/2019	PARTSSOURCE	1,397.66	Maintenance & Repair
EFT000000004686	3/21/2019	PARTSSOURCE	570.56	Maintenance & Repair
169815	3/5/2020	BARD ACCESS SYSTEMS	929.07	Maintenance Supplies
170001	3/11/2020	BARD ACCESS SYSTEMS	1,287.45	Maintenance Supplies
170011	3/11/2020	CODALE ELECTRIC SUPPLY, INC	1,349.73	Maintenance Supplies
170110	3/19/2020	CODALE ELECTRIC SUPPLY, INC	474.89	Maintenance Supplies
169844	3/5/2020	GRAINGER	522.20	Maintenance Supplies
170025	3/11/2020	GRAINGER	61.92	Maintenance Supplies
170129	3/19/2020	GRAINGER	137.02	Maintenance Supplies
169850	3/5/2020	HOME DEPOT	2,060.20	Maintenance Supplies
170030	3/11/2020	HOME DEPOT	277.56	Maintenance Supplies
170134	3/19/2020	HOME DEPOT	640.61	Maintenance Supplies
170155	3/19/2020	MOUNTAIN STATES SUPPLY CO.	723.93	Maintenance Supplies
EFT000000004654	3/14/2019	ACE HARDWARE	41.96	Maintenance Supplies
EFT000000004656	3/14/2019	ALPINE PURE SOFT WATER	676.20	Maintenance Supplies
EFT000000004659	3/14/2019	BENNETT'S	1,344.78	Maintenance Supplies
EFT000000004674	3/14/2019	ULINE, INC	379.89	Maintenance Supplies
EFT000000004689	3/21/2019	ULINE, INC	947.50	Maintenance Supplies
169805	3/5/2020	3M COMPANY	750.01	Med Surg Supplies
169813	3/5/2020	APPLIED MEDICAL TECHNOLOGY	552.22	Med Surg Supplies
170094	3/19/2020	ARMSTRONG MEDICAL INDUSTRIES	150.00	Med Surg Supplies
170017	3/11/2020	EMERSON HEALTHCARE, LLC	685.00	Med Surg Supplies
169862	3/5/2020	MUSCULOSKELETAL TRANSPLANT FOUNDATION	385.00	Med Surg Supplies
169866	3/5/2020	NEOTRACT, INC.	23,400.00	Med Surg Supplies
169888	3/5/2020	TELEFLEX LLC	640.00	Med Surg Supplies
170067	3/11/2020	TELEFLEX LLC	279.00	Med Surg Supplies
170181	3/19/2020	TELEFLEX LLC	43.65	Med Surg Supplies
169845	3/5/2020	GREEN RIVER CHAMBER OF COMMERCE	1,000.00	Membership Fee
170189	3/19/2020	WYOMING PRESS ASSOCIATION	125.00	Membership Fee
169859	3/5/2020	MHSC-FOUNDATION	1,589.86	MHSC Foundation
170082	3/17/2020	MHSC-FOUNDATION	1,084.06	MHSC Foundation
169857	3/5/2020	MEDLINE INDUSTRIES INC	2,438.60	Non Medical Supplies
170038	3/11/2020	MEDLINE INDUSTRIES INC	531.62	Non Medical Supplies
170146	3/19/2020	MEDLINE INDUSTRIES INC	163.17	Non Medical Supplies
170046	3/11/2020	ORIENTAL TRADING COMPANY	1,083.89	Non Medical Supplies
170174	3/19/2020	SMILEMAKERS	220.21	Non Medical Supplies
169811	3/5/2020	ALTA MEDICAL SPECIALTIES	410.26	Non Medical Supplies
169996	3/11/2020	ALTA MEDICAL SPECIALTIES	183.78	Non Medical Supplies
EFT000000004647	3/7/2019	POSITIVE PROMOTIONS	117.10	Non Medical Supplies
170120	3/19/2020	ENCOMPASS GROUP, LLC	365.40	Office Supplies
170058	3/11/2020	STANDARD REGISTER COMPANY	503.41	Office Supplies
169881	3/5/2020	STAPLES BUSINESS ADVANTAGE	479.71	Office Supplies
170059	3/11/2020	STAPLES BUSINESS ADVANTAGE	457.98	Office Supplies
170176	3/19/2020	STAPLES BUSINESS ADVANTAGE	65.58	Office Supplies
170139	3/19/2020	LABELMATCH	89.95	Office Supplies
EFT000000004651	3/7/2019	SMYTH PRINTING	287.79	Office Supplies
EFT000000004670	3/14/2019	SMYTH PRINTING	117.90	Office Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/2020

170190	3/19/2020	YOUNG AT HEART SENIOR CITIZENS CENTER	1,970.00	Other Employee Benefits
EFT000000004632	3/7/2019	4IMPINT, INC.	674.00	Other Employee Benefits
169824	3/5/2020	CACHE VALLEY ELECTRIC CO.	3,712.89	Other Purchased Services
170127	3/19/2020	FOTOS BY JENNI	682.50	Other Purchased Services
169846	3/5/2020	HALL NOBLE & ASSOCIATES P.C.	750.00	Other Purchased Services
169854	3/5/2020	QUICK RESPONSE TAXI	322.50	Other Purchased Services
170142	3/19/2020	QUICK RESPONSE TAXI	90.00	Other Purchased Services
EFT000000004633	3/7/2019	AIRGAS INTERMOUNTAIN INC	232.26	Oxygen Rental
EFT000000004655	3/14/2019	AIRGAS INTERMOUNTAIN INC	867.61	Oxygen Rental
EFT000000004676	3/21/2019	AIRGAS INTERMOUNTAIN INC	172.51	Oxygen Rental
169904	3/5/2020	PATIENT REFUND	5.00	Patient Refund
169905	3/5/2020	PATIENT REFUND	20.00	Patient Refund
169906	3/5/2020	PATIENT REFUND	40.00	Patient Refund
169907	3/5/2020	PATIENT REFUND	20.00	Patient Refund
169908	3/5/2020	PATIENT REFUND	10.00	Patient Refund
169909	3/5/2020	PATIENT REFUND	20.00	Patient Refund
169910	3/5/2020	PATIENT REFUND	35.00	Patient Refund
169911	3/5/2020	PATIENT REFUND	30.00	Patient Refund
169912	3/5/2020	PATIENT REFUND	90.00	Patient Refund
170193	3/19/2020	PATIENT REFUND	129.20	Patient Refund
169914	3/5/2020	PATIENT REFUND	20.00	Patient Refund
169913	3/5/2020	PATIENT REFUND	25.00	Patient Refund
169915	3/5/2020	PATIENT REFUND	35.00	Patient Refund
169916	3/5/2020	PATIENT REFUND	20.00	Patient Refund
169917	3/5/2020	PATIENT REFUND	35.00	Patient Refund
169918	3/5/2020	PATIENT REFUND	30.00	Patient Refund
170197	3/19/2020	PATIENT REFUND	450.00	Patient Refund
169919	3/5/2020	PATIENT REFUND	10.00	Patient Refund
169920	3/5/2020	PATIENT REFUND	30.00	Patient Refund
170199	3/19/2020	PATIENT REFUND	33.44	Patient Refund
169921	3/5/2020	PATIENT REFUND	20.00	Patient Refund
169923	3/5/2020	PATIENT REFUND	20.00	Patient Refund
169924	3/5/2020	PATIENT REFUND	31.00	Patient Refund
169925	3/5/2020	PATIENT REFUND	35.00	Patient Refund
169926	3/5/2020	PATIENT REFUND	100.00	Patient Refund
169927	3/5/2020	PATIENT REFUND	20.00	Patient Refund
169928	3/5/2020	PATIENT REFUND	30.00	Patient Refund
169929	3/5/2020	PATIENT REFUND	60.00	Patient Refund
170201	3/19/2020	PATIENT REFUND	129.85	Patient Refund
170202	3/19/2020	PATIENT REFUND	323.00	Patient Refund
169931	3/5/2020	PATIENT REFUND	20.00	Patient Refund
169930	3/5/2020	PATIENT REFUND	25.00	Patient Refund
169932	3/5/2020	PATIENT REFUND	25.00	Patient Refund
169934	3/5/2020	PATIENT REFUND	10.00	Patient Refund
169935	3/5/2020	PATIENT REFUND	30.00	Patient Refund
169936	3/5/2020	PATIENT REFUND	25.00	Patient Refund
169937	3/5/2020	PATIENT REFUND	58.41	Patient Refund
169938	3/5/2020	PATIENT REFUND	20.00	Patient Refund
169939	3/5/2020	PATIENT REFUND	30.00	Patient Refund

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/2020

169941	3/5/2020	PATIENT REFUND	15.00	Patient Refund
169942	3/5/2020	PATIENT REFUND	70.00	Patient Refund
169943	3/5/2020	PATIENT REFUND	12.80	Patient Refund
169944	3/5/2020	PATIENT REFUND	25.00	Patient Refund
169945	3/5/2020	PATIENT REFUND	25.00	Patient Refund
169947	3/5/2020	PATIENT REFUND	25.00	Patient Refund
169948	3/5/2020	PATIENT REFUND	67.00	Patient Refund
169946	3/5/2020	PATIENT REFUND	30.00	Patient Refund
169949	3/5/2020	PATIENT REFUND	40.00	Patient Refund
169950	3/5/2020	PATIENT REFUND	39.00	Patient Refund
169951	3/5/2020	PATIENT REFUND	30.00	Patient Refund
170206	3/19/2020	PATIENT REFUND	6.00	Patient Refund
169952	3/5/2020	PATIENT REFUND	7.35	Patient Refund
169953	3/5/2020	PATIENT REFUND	70.00	Patient Refund
170210	3/19/2020	PATIENT REFUND	37.54	Patient Refund
169954	3/5/2020	PATIENT REFUND	20.00	Patient Refund
169955	3/5/2020	PATIENT REFUND	15.00	Patient Refund
169958	3/5/2020	PATIENT REFUND	171.00	Patient Refund
169959	3/5/2020	PATIENT REFUND	25.00	Patient Refund
169956	3/5/2020	PATIENT REFUND	344.96	Patient Refund
169957	3/5/2020	PATIENT REFUND	10.00	Patient Refund
170212	3/19/2020	PATIENT REFUND	150.10	Patient Refund
169960	3/5/2020	PATIENT REFUND	100.00	Patient Refund
169961	3/5/2020	PATIENT REFUND	14.03	Patient Refund
169962	3/5/2020	PATIENT REFUND	153.20	Patient Refund
170221	3/19/2020	PATIENT REFUND	150.00	Patient Refund
170214	3/19/2020	PATIENT REFUND	535.08	Patient Refund
169963	3/5/2020	PATIENT REFUND	20.00	Patient Refund
169964	3/5/2020	PATIENT REFUND	25.00	Patient Refund
169965	3/5/2020	PATIENT REFUND	35.00	Patient Refund
169966	3/5/2020	PATIENT REFUND	80.00	Patient Refund
169967	3/5/2020	PATIENT REFUND	30.00	Patient Refund
169968	3/5/2020	PATIENT REFUND	20.00	Patient Refund
169969	3/5/2020	PATIENT REFUND	110.21	Patient Refund
169970	3/5/2020	PATIENT REFUND	25.00	Patient Refund
169971	3/5/2020	PATIENT REFUND	119.00	Patient Refund
169972	3/5/2020	PATIENT REFUND	29.53	Patient Refund
169973	3/5/2020	PATIENT REFUND	25.00	Patient Refund
169974	3/5/2020	PATIENT REFUND	90.00	Patient Refund
169975	3/5/2020	PATIENT REFUND	30.00	Patient Refund
170223	3/19/2020	PATIENT REFUND	80.00	Patient Refund
169978	3/5/2020	PATIENT REFUND	57.40	Patient Refund
169976	3/5/2020	PATIENT REFUND	20.00	Patient Refund
169977	3/5/2020	PATIENT REFUND	30.00	Patient Refund
169979	3/5/2020	PATIENT REFUND	20.00	Patient Refund
169980	3/5/2020	PATIENT REFUND	59.50	Patient Refund
169983	3/5/2020	PATIENT REFUND	10.00	Patient Refund
169981	3/5/2020	PATIENT REFUND	40.00	Patient Refund
169984	3/5/2020	PATIENT REFUND	35.00	Patient Refund

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/2020

169905	3/5/2020	PATIENT REFUND	65.00	Patient Refund
169902	3/5/2020	PATIENT REFUND	92.00	Patient Refund
170222	3/19/2020	PATIENT REFUND	75.00	Patient Refund
169906	3/5/2020	PATIENT REFUND	35.00	Patient Refund
169907	3/5/2020	PATIENT REFUND	30.00	Patient Refund
169995	3/5/2020	UNITED WAY OF SWEETWATER COUNTY	354.07	Payroll Deduction
170006	3/17/2020	UNITED WAY OF SWEETWATER COUNTY	354.07	Payroll Deduction
170351	3/31/2020	UNITED WAY OF SWEETWATER COUNTY	354.07	Payroll Deduction
169839	3/5/2020	FAMILY SUPPORT REGISTRY	403.84	Payroll Garnishment
170080	3/17/2020	FAMILY SUPPORT REGISTRY	403.84	Payroll Garnishment
169882	3/5/2020	STATE OF WYOMING DFS/CSES	1,594.97	Payroll Garnishment
170083	3/17/2020	STATE OF WYOMING DFS/CSES	1,594.97	Payroll Garnishment
169830	3/5/2020	CIRCUIT COURT 3RD JUDICIAL-GR	323.80	Payroll Garnishment
169888	3/5/2020	CIRCUIT COURT 3RD JUDICIAL-GR	307.54	Payroll Garnishment
169990	3/5/2020	CIRCUIT COURT 3RD JUDICIAL-GR	319.22	Payroll Garnishment
170078	3/17/2020	CIRCUIT COURT 3RD JUDICIAL-GR	321.64	Payroll Garnishment
169836	3/5/2020	DAVID G. PEAKE	3,484.62	Payroll Garnishment
170079	3/17/2020	DAVID G. PEAKE	3,484.62	Payroll Garnishment
170084	3/17/2020	SWEETWATER CIRCUIT COURT-RS	813.42	Payroll Garnishment
170088	3/17/2020	SWEETWATER CIRCUIT COURT-RS	988.88	Payroll Garnishment
170089	3/17/2020	SWEETWATER CIRCUIT COURT-RS	1,286.51	Payroll Garnishment
170192	3/19/2020	SWEETWATER CIRCUIT COURT-RS	1,050.37	Payroll Garnishment
169893	3/5/2020	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
170085	3/17/2020	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
170347	3/31/2020	FAMILY SUPPORT REGISTRY	403.84	Payroll Garnishment
170348	3/31/2020	STATE OF WYOMING DFS/CSES	1,594.97	Payroll Garnishment
170345	3/31/2020	CIRCUIT COURT 3RD JUDICIAL-GR	338.42	Payroll Garnishment
170346	3/31/2020	DAVID G. PEAKE	3,484.62	Payroll Garnishment
170349	3/31/2020	SWEETWATER CIRCUIT COURT-RS	1,008.28	Payroll Garnishment
170350	3/31/2020	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
W/T	3/3/2020	PAYROLL 5	1,500,000.00	Payroll Transfer
W/T	3/16/2020	PAYROLL 6	1,500,000.00	Payroll Transfer
W/T	3/31/2020	PAYROLL 7	1,500,000.00	Payroll Transfer
170105	3/19/2020	CARDINAL HEALTH PHARMACY MGMT	4,196.40	Pharmacy Management
169808	3/5/2020	ADVANCED MEDICAL IMAGING, LLC	17,112.00	Physician Services
170106	3/19/2020	DR. WAGNER VERONESE	29,169.71	Physician Services
170136	3/19/2020	JHHR MEDICAL ASSOCIATES	13,995.12	Physician Services
170137	3/19/2020	JOHN A. ILIYA, M.D.	18,500.00	Physician Services
169887	3/5/2020	US DEPARTMENT OF EDUCATION	286.52	Physician Student Loan
170087	3/17/2020	US DEPARTMENT OF EDUCATION	168.45	Physician Student Loan
169872	3/5/2020	POSTMASTER	965.00	Postage
170159	3/19/2020	P3 CONSULTING LLC	63,516.60	Professional Service
169861	3/5/2020	MOUNTAIN STATES MEDICAL PHYSICS	7,237.15	Professional Service
EFT000000004652	3/7/2019	SWEETWATER MEDICS LLC	4,050.00	Professional Service
W/T	3/3/2020	DIVISION OF HEALTHCARE FINANCING, MEDICAID	1,483,556.00	QRA Payment
170039	3/11/2020	MERRY X-RAY	124.16	Radiology Film
170148	3/19/2020	MERRY X-RAY	350.37	Radiology Film
169823	3/5/2020	BRACCO DIAGNOSTICS INC	1,160.61	Radiology Material
170101	3/19/2020	BRACCO DIAGNOSTICS INC	1,592.08	Radiology Material

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/2020

170141	3/19/2020	LANTHEUS MEDICAL IMAGING, INC	3,531.57	Radiology Material
170015	3/11/2020	CURIUM US LLC	366.66	Radiology Material
EFT00000004663	3/14/2019	LANTHEUS MEDICAL IMAGING, INC	10,830.39	Radiology Material
EFT00000004667	3/14/2019	PHARMALUCENCE, INC	2,285.00	Radiology Material
EFT00000004682	3/21/2019	LANTHEUS MEDICAL IMAGING, INC	3,330.13	Radiology Material
EFT00000004640	3/7/2019	GE HEALTHCARE INC	9,264.60	Radiology Material
170097	3/19/2020	DR. BANU SYMINGTON	603.12	Reimbursement - CME
170102	3/19/2020	DR. BRYTON LONG	600.00	Reimbursement - CME
170115	3/19/2020	DR. DAVID LIU	5,000.00	Reimbursement - CME
170135	3/19/2020	DR. JACOB JOHNSON	575.00	Reimbursement - CME
170147	3/19/2020	MELISSA JEWELL	280.25	Reimbursement - CME
169856	3/5/2020	MARY TYLER	27.54	Reimbursement - Education & Travel
170091	3/19/2020	AMBER FISK	48.00	Reimbursement - Education & Travel
170114	3/19/2020	DAVID BELTRAN	321.55	Reimbursement - Education & Travel
170109	3/19/2020	DR. CHARLES KNIGHT	794.34	Reimbursement - Education & Travel
170152	3/19/2020	DR. MICHAEL NEYMAN	2,626.68	Reimbursement - Education & Travel
170168	3/19/2020	DR. RAHUL PAWAR	2,253.96	Reimbursement - Education & Travel
170018	3/11/2020	EVA WASSEEN	1,216.81	Reimbursement - Education & Travel
170034	3/11/2020	KELLY SUGIHARA	1,244.14	Reimbursement - Education & Travel
170052	3/11/2020	NOB FAIR	226.44	Reimbursement - Education & Travel
170066	3/11/2020	TASHA HARRIS	2,917.20	Reimbursement - Education & Travel
169891	3/5/2020	TINA FRULLO	27.54	Reimbursement - Education & Travel
169890	3/5/2020	TIFFANY MARSHALL	84.72	Reimbursement - Non Hospital Supplies
170081	3/17/2020	JENNY LARGENT	531.54	Reimbursement - Payroll
170191	3/19/2020	JENNY LARGENT	267.00	Reimbursement - Payroll
169992	3/5/2020	STEPHANIE HARTFORD	344.04	Reimbursement - Payroll
170055	3/11/2020	SCOTT MONTGOMERY	136.45	Reimbursement - Uniforms
W/T	3/3/2020	ABG 2/20/20	131,207.97	Retirement
W/T	3/19/2020	ABG 3/5/20	170,195.39	Retirement
W/T	3/30/2020	ABG 3/19/20	171,619.37	Retirement
170060	3/11/2020	STATE OF WYO. DEPT. OF REVENUE	1,106.81	Sales Tax Payment
170151	3/19/2020	MHSC MEDICAL STAFF	1,100.00	Scholarship
170100	3/19/2020	BOOKCLIFF SALES INC	721.02	Scrub Sale deductions
169875	3/5/2020	RED DESERT ROUNDUP RODEO	3,000.00	Sponsorship
170161	3/19/2020	PEOPLE FOR KIDS	100.00	Sponsorship
169860	3/5/2020	MOBILE INSTRUMENT SERVICE	1,503.10	Surgery Equipment
170040	3/11/2020	MOBILE INSTRUMENT SERVICE	902.50	Surgery Equipment
169809	3/5/2020	ALI MED INC	844.69	Surgery Supplies
169994	3/11/2020	ALI MED INC	129.24	Surgery Supplies
169839	3/5/2020	COMMED LINVATEC	294.55	Surgery Supplies
169835	3/5/2020	COMVIDEN SALES LLC, DBA GIVEN IMAGING	296.24	Surgery Supplies
170014	3/11/2020	CR BARD INC	1,060.99	Surgery Supplies
170175	3/19/2020	SMITH & NEPHEW ENDOSCOPY INC	1,316.00	Surgery Supplies
169884	3/5/2020	STRYKER ENDOSCOPY	1,081.20	Surgery Supplies
170062	3/11/2020	STRYKER ENDOSCOPY	678.40	Surgery Supplies
170178	3/19/2020	STRYKER ENDOSCOPY	1,467.12	Surgery Supplies
169886	3/5/2020	SYNTHE LTD	9,196.88	Surgery Supplies
170065	3/11/2020	SYNTHE LTD	3,251.60	Surgery Supplies
170180	3/19/2020	SYNTHE LTD	15,534.64	Surgery Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/2020

169903	3/5/2020	ZIMMER BIOMET	28,023.17	Surgery Supplies
EFT000000004637	3/11/2019	COOPER SURGICAL	62.00	Surgery Supplies
EFT000000004680	3/21/2019	COOPER SURGICAL	635.03	Surgery Supplies
170008	3/11/2020	CSG, LLC	2,693.18	Transcription Services
170010	3/11/2020	CHOTA OUTFITTERS, LLC	395.68	Uniforms
170076	3/11/2020	WYOMING WORK WAREHOUSE	208.99	Uniforms
170000	3/11/2020	AT&T	326.79	Utilities
170095	3/19/2020	AT&T	85.25	Utilities
169874	3/5/2020	CENTURY LINK	176.42	Utilities
170166	3/19/2020	CENTURY LINK	3,409.40	Utilities
170170	3/19/2020	ROCK SPRINGS MUNICIPAL UTILITY	9,954.26	Utilities
170171	3/19/2020	ROCKY MOUNTAIN POWER	37,704.65	Utilities
169995	3/11/2020	ALL WEST COMMUNICATIONS	4,162.13	Utilities
170124	3/19/2020	FIBERTECH	2,055.00	Window Cleaning
			8,204,371.18	

**Memorial Hospital of Sweetwater County
County Voucher Summary
as of month ending March 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	
February 2020	\$0.00	
March 2020	\$73,717.48	
County Requested Total Vouchers Submitted	<u>\$248,835.07</u>	
Total Vouchers Submitted FY 2020		\$248,835.07
Less: Total Approved by County and Received by MHSC FY 2020		\$175,117.59
Total Vouchers Pending Approval by County		<u><u>\$73,717.48</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
County Maintenance FY20 - February	\$178,729.74
County Maintenance FY20 - March	\$95,866.03
	<u>\$1,027,682.08</u>
FY20 Maintenance Fund Budget Remaining	<u><u>\$622,773.92</u></u>

BUILDING AND GROUNDS COMMITTEE CHAIR REPORT TO THE BOARD

APRIL 2020

Ed Tardoni

The B&G Committee held a Zoom meeting in April. The agenda was restricted to a project update.

Maintenance Metrics

Mr. Horan did report on a significant step improvement in Maintenance Metrics. He said it was due to the fact that Facilities could move directly from one repair to initiating work on the next. This without the usual restriction of working and scheduling around patient flow.

PROJECT REVIEW

B&G STORAGE LEANTO.

There are a few items left on this project. A concrete apron has yet to be poured. That work has been delayed to avoid impacting the Central Plant Contractor workflow. It was always planned for Facilities to do the electrical. They have the necessary certified electricians and license and permits to do so. That work has been delayed in favor of taking the opportunity to efficiently execute in hospital maintenance work. The unit is roofed, doors installed, and Facilities Group is using it.

CENTRAL PLANT

At the time of the meeting this project was under rapid change. It will be necessary to have Mr. Horan or Tami Love update the Board at the May meeting.

Project status at the time of the meeting is as follows:

- The new cooling tower was being filled.
- The cutover to the new boiler deareoater was scheduled for later in the day.
- The start up of the first new chiller was being planned.
- The only outstanding items were changes to the doors on the end of the building; but that was being left until after the new operations equipment was up and proven reliable.
- No change orders had been requested and none were anticipated.

Challenges at the time of the meeting were as follows:

- The contractor was two weeks behind schedule due to some manpower restrictions but had begun working Saturdays and Sundays to catch up.
- The critical issue was getting the first new chiller running and proven reliable before outside temperatures reached 70 degrees. This was critical as it would be to great a risk to take the old chiller equipment out of service, at 70 degree outside temperature, without having proven the new chiller reliable.

Gerry Johnston

Mr. Horan commended Gerry Johnston for his work on the Central Plant Project. He has been the contact and project manger on this job. He noted his tracking of the project and actions taken with the contractor. Mr. Horan's commendation was echoed by Committee Members. Mr. Johnston has performed in a very admirable way and had demonstrated exceptional competence.

DOMESTIC HOT WATER HEAT EXCHANGER.

The tube bundle in one of the exchangers used in this service has been a maintenance problem. It has experienced repeated broken tubes to the point that it is no longer reliable and must be replaced.

Mr. Horan reviewed the proposed solution. The solution involves purchase of a new (\$27,000) unit that would be located on the floor below the existing equipment. This would allow the tube bundle to be easily removed. That is in contrast to the exchanger it would replace that does not allow extraction of the bundle due to space limitations.

Mr. Horan said a document had been prepared for the Finance and Audit committee proposing the purchase. Dr. Sowada asked that the F&A Committee be made aware of B&G Committee agreement with the project and that it be included in the meeting minutes. I concurred with that action.

It should be understood that a B&G Committee recommendation to the F&A Committee is never an attempt to pressure F&A. It is only a formal statement that B&G has examined the mechanical, operational and compliance aspects of the project and attended possible solutions and finds the direction chosen appropriate from those perspectives. Purchasing recommendations to the Board are made only by action of the F&A Committee.

BUILDING AND GROUNDS COMMITTEE (via "Zoom")
Memorial Hospital of Sweetwater County

4/21/2020

Voting Board Committee Members Present: Ed Tardoni, Barbara Sowada

Voting Staff Committee Members Present: Tami Love, Jim Horan, Irene Richardson

Non-Voting Committee Members Present: Gerry Johnston

Guests: Minutes taken by: Jim Horan **Location:** Facilities' Office **Time Started:** 2:00P

TOPIC	DISCUSSION	RESPONSIBLE	ACTION	TIMELINE
Review Minutes	None	E. Tardoni	None	None
Maintenance Metric #1, Number of open W/O?	108.. Great effort by Gerry and staff!	J. Horan	Continue to report each month	Report each meeting
Maintenance Metric #2, Number of open W/O > 30 days?	> 30 days = 97 ≤ 30 days = 11	J. Horan	Continue to report each month.	Report each meeting
Maintenance Metric #3, Amount of OT for the month?	slight amount due to work	J. Horan	Continue to report each month	Report each meeting
Maintenance Metric #4, Over/ under budget for the month?	Slightly... several maintenance items are reimbursable from the County	J. Horan	Continue to report each month	Report each meeting
Prioritized upcoming small project list.	1. Pharmacy clean room renovation = on-hold... no discussion 2. Oncology private room. = on-hold... no discussion 3. Laundry upgrade = on-hold... no discussion 4. Steam piping upgrades = on-hold... no discussion	J. Horan/ G. Johnston		Review next meeting
Central Plant upgrade	2 weeks behind. Working to minimize any issues with late start-up of chillers.	J. Horan/ G. Johnston	Monitor and work with BHI as start-up occurs.	Review next meeting
Six-penny tax projects	No discussion	J. Horan/ G. Johnston		Review next meeting
Grounds lean-to	Exterior concrete apron still to be done,	J. Horan/ G. Johnston	Apron to be completed in spring.	Review next meeting
Dr. Sulentic remodel	No discussion	I. Richardson/ T. Love		Review next meeting
Medical Imaging refresh	No discussion.	J. Horan/ G. Johnston		Review next meeting
Underground Diesel Tank	No discussion.	J. Horan/ G. Johnston		Review next meeting
Walk-in Clinic at 3000 College Drive	No discussion	J. Horan/ G. Johnston/ L. Taylor.		Review next meeting.
Chemo Mixing Room	No discussion	J. Horan		Review next meeting.
Handicap ramp for MOB	No discussion	J. Horan		Review next meeting
IT heat issues	No discussion	J. Horan		Review next meeting
Heat exchanger (HX)	Domestic hot water HX needed to give us complete N+1 coverage. Currently have "N" with one HX needing repair. Precarious. Underscores the need for the "+1".	J. Horan	Sent Capital request for HX. Approval pending	Review next meeting
Time Adjourned: 4:15 PM				
Next Meeting: May 19, 2020 3:00p-4:00p				
Respectfully Submitted: Jim Horan				



Disaster Privilege Request Form

Applicant name, title (please print): _____

I certify that I am licensed/certified as a _____
(Specialty)

In the state of: _____ License #: _____

Hospital Affiliations:

I currently have privileges to practice at the following hospital(s):

Hospital Name: _____ Phone Number: _____

Hospital Name: _____ Phone Number: _____

Professional Liability Insurance:

☐ I have professional liability insurance coverage through the following company:

☐ **I do not** have professional liability insurance coverage. I am volunteering under W.S. 1-1-120. **Persons rendering emergency assistance exempt from civil liability.** (a) Any person licensed as a physician and surgeon under the laws of the state of Wyoming, or any other person, who in good faith renders emergency care or assistance without compensation at the place of an emergency or accident, is not liable for any civil damages for acts or omissions in good faith.

Attestation:

I hereby volunteer my medical services to Memorial Hospital of Sweetwater County (MHSC) of Rock Springs, Wyoming. During this emergency/disaster, I agree to practice as directed and under the supervision of a medical staff member of MHSC.

I also acknowledge that my privileges at Memorial Hospital of Sweetwater County shall **immediately terminate** once the emergency/disaster has ended, as notified by MHSC.

Printed Name of Practitioner

Signature of Practitioner

Date

Disaster privileges are granted based upon recommendation by any of the following:

- Chief of Staff
- Vice Chief of Staff
- Any Medical Staff Department Chair
- CEO or His/Her Designee

The information provided by the practitioner has been reviewed, and he/she is granted disaster privileges.

Signature of Grantor

Title

Date