

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
REGULAR MEETING OF THE BOARD OF TRUSTEES
December 4, 2019
1:00 p.m.
Classrooms 1, 2 & 3**

AGENDA

- I. Call to Order Taylor Jones
 - A. Pledge of Allegiance
 - B. [Our Mission and Vision](#) Ed Tardoni
 - C. Mission Moment Irene Richardson, *Chief Executive Officer*
- II. Agenda (*For Approval*) Taylor Jones
- III. Insurance Discussion Irene Richardson
- IV. [Minutes](#) (*For Approval*) Taylor Jones
- V. Community Communication Taylor Jones
- VI. Old Business Taylor Jones
 - A. From the Credentials Committee (*For Approval*) Dr. Lawrence Lauridsen
 - 1. [Surgical 1st Assistant Privileges](#)
 - B. Outstanding – Not Ready for Board Consideration (Placed on the agenda as a reminder of uncompleted business)
 - 1. Credentialing Criteria (*presented following approval of new medical staff bylaws*)
- VII. New Business Taylor Jones
 - A. From the Human Resources Committee (*For Review*) Marty Kelsey
 - 1. [Telecommuting Policy](#)
 - B. January 2020 Meeting Date Taylor Jones
- VIII. Chief Executive Officer Report Irene Richardson
- IX. Committee Reports
 - A. [Quality Committee](#) Barbara Sowada
 - B. [Human Resources Committee](#) Marty Kelsey
 - C. Finance & Audit Committee Marty Kelsey
 - 1. [Capital Expenditure Requests](#) (*For Approval*) Marty Kelsey
 - 2. [Narratives](#) Tami Love, *Chief Financial Officer*
 - 3. Bad Debt (*For Approval*) Ron Cheese, *Director of Patient Financial Services*
 - 4. Board Budget Workshop Request Marty Kelsey
 - [Finance and Audit Committee Draft Minutes and Meeting Book](#)
 - D. [Building & Grounds Committee](#) Barbara Sowada
 - E. Foundation Board Taylor Jones
 - F. [Compliance Committee](#) Barbara Sowada

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

December 4, 2019

1:00 p.m.

Classrooms 1, 2 & 3

AGENDA

- X. Contract Review Suzan Campbell, *Chief Legal Executive/General Counsel*
 - A. Contract Consent Agenda *(For Approval)*
 - 1. [CLA Cybersecurity Assessment and Consulting Services](#)
 - B. Contracts Approved by CEO since Last Board Meeting *(For Your Information)*
 - 1. [HarperDB MSA and SOW](#)
 - 2. [Speech-Language Services with Hospice](#)
- XI. Medical Staff Report Dr. Lawrence Lauridsen
- XII. Good of the Order Taylor Jones
- XIII. Executive Session Taylor Jones
- XIV. Action Following Executive Session Taylor Jones
 - A. Approval of Privileges
- XV. Adjourn Taylor Jones



Memorial Hospital

OF SWEETWATER COUNTY

OUR MISSION

*Compassionate care for
every life we touch.*

OUR VISION

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

OUR VALUES

Be Kind

Be Respectful

Be Accountable

Work Collaboratively

Embrace Excellence

OUR STRATEGIES

Patient Experience

Quality & Safety

Workplace Experience

Growth, Opportunity & Community

Financial Stewardship

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

November 6, 2019

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session on November 6, 2019, at 2:00 p.m. with Mr. Taylor Jones, President, presiding.

CALL TO ORDER

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

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

Pledge of Allegiance

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

Our Mission and Vision

Mr. Kelsey read aloud the mission and vision statements.

Mission Moment

Ms. Richardson shared a mission moment. A group from the University of Wyoming recently visited. The person leading the group said she had her babies at MHSC and everything always went well. She spoke highly of the Hospital and Ms. Richardson said it was a great experience to be in the room listening to a person who was a patient share her feelings about MHSC. Ms. Richardson invited people to let us know about the good things going on at the Hospital.

APPROVAL OF AGENDA

Mr. Jones said the Board planned to move into Executive Session at 5:00 PM so the agenda order may need to change as the meeting progressed. The motion to approve the agenda as presented was made by Mr. Kelsey; second by Dr. Sowada. Motion carried.

APPROVAL OF MINUTES

The motion to approve the minutes of the October 2, 2019, regular meeting as presented was made by Dr. Sowada; second by Mr. Tardoni. Motion carried. The motion to approve the minutes of the September 30, 2019, special meeting as presented was made by Mr. Mathey; second by Dr. Sowada. Motion carried.

COMMUNITY COMMUNICATION

There were no comments.

OLD BUSINESS

Professional Practice Evaluation Committee Policy

The motion to approve the policy as presented was made by Mr. Mathey; second by Mr. Tardoni. Dr. Sowada asked if the Medical Staff has seen the policy. Ms. Kerry Downs, Medical Staff Services Supervisor, said the Medical Executive Committee (MEC) has reviewed it but not the General Medical Staff. The policy will come before them at the next meeting. Ms. Downs said usually MEC approves the policies. Mr. Tardoni and Mr. Kelsey requested grammar corrections on Pg. 14 of 202, item G under “professional behavior will be address[ed] by [the] MEC.” Ms. Downs said she would forward the information to Ms. Kara Jackson, Quality Director, to make the corrections. Following discussion, the motion carried.

Credentialing Policy

Ms. Downs said the policy is finished. We are waiting until the bylaws are done to make sure the policy correlates to the new bylaws. She said it will probably be a few months before the policy is presented to the Board for approval.

NEW BUSINESS

There was no new business presented.

CHIEF EXECUTIVE OFFICER REPORT

Ms. Richardson provided a Strategic Plan update. She said approximately 49% of staff have completed the person centered care workshops. She said she has attended three sessions and has cleared her schedule to attend four more before the end of the year. Ms. Richardson said she can already see results. She said she is excited to be a workshop trainer and said we have had good feedback on the information presented. Ms. Richardson said the 2021 contract is in effect with HeathtechS3. We are re-evaluating our direction with Lean. Ms. Richardson has a call with Simpler November 8. Ms. Richardson reported the Community Health Needs Assessment Steering Committee met and continue discussions around behavioral health. We have created a multi-disciplinary group where we collaborate. The senior leaders talked to all directors about ways to be more efficient to improve. They came up with some good, creative ideas and we are looking forward to implementing some of those ideas. Ms. Richardson presented the MHSC six-penny projects to the Board of County Commissioners October 15. The Medical Staff Bylaws Committee met October 14. We hope to schedule a Joint Conference Committee meeting by the end of November. Ms. Richardson said representatives from the University of Utah (U of U) Emergency Department (ED) and others met with us onsite October 8 to tour the ED and have meetings. They were very complimentary of our hospital and ED. We talked about completing an ED survey and are developing plans for quarterly calls with the U of U. The U of U invited Ms. Richardson, Dr. Sowada, and Dr. Melinda Poyer, Chief Medical Officer, to attend one of their Board meetings and attend the March 30 and 31 U of U affiliate symposium. Ms. Richardson said the group looked at

services the U can provide to help keep patients here. She said they discussed the patient experience, ED thru-put times, and overall feedback. Ms. Richardson reported it was a good, collaborative meeting. We are looking at what is out there for electronic health record systems (EHR). Epic Connect is available through the U of U. Cerner and Meditech have offered to provide on-site demos. We have five or six physicians on the EHR Committee. Ms. Richardson reported the Cancer Center was awarded an American Society of Clinical Oncology (ASCO) grant for studies. They provide collaboration and support with the grant for 3.5 years. Dr. Banu Symington was appointed to an ASCO committee. She had to turn the appointment down due to timing but asked if we could apply for the grant. Ms. Richardson reported the MHSC community Halloween event brought over 1,200 children to the Hospital. Ms. Richardson thanked all of the numerous volunteers. The community Veteran's Day lunch will be November 11. The community Christmas event will be December 6. Ms. Richardson thanked everyone for all the work they have been doing. She said she appreciates everyone and said all the work has been challenging but fun.

COMMITTEE REPORTS

Quality Committee

Dr. Sowada said the minutes of the last meeting and narrative to the dashboard are in the meeting packet. She highlighted the quarterly HCAHP scores. Dr. Sowada said they have improved and she said she is happy for everyone involved. She said "hats off" to the Quality Department for sharing information with leaders from the patient satisfaction survey vendor to help coach and train. Department leaders have been using the tools with staff to help improve.

Human Resources Committee

Mr. Tardoni said his comments are in the meeting packet. He said last month had historic low turnover and the trend continues. Mr. Tardoni said we may see an impact from local employment activity. He said the Committee is working on the telecommuting policy.

Finance and Audit Committee

Narratives: Ms. Tami Love, Chief Financial Officer, reviewed the narrative highlights for September included in the meeting packet. Revenue was over budget. There were 47.6 days in accounts receivable, which is down eight days. There were 60 days in accounts receivable for the clinic. Debt service was 3.19. September was one of the highest collections months ever. Days of cash on hand was 133, which was up six days from the previous month. Expenses were under budget. The shift in payer mix and delays in reimbursement are impacting the losses. Ms. Love said we are focusing with departments on charges. We are also looking at point-of-service collection opportunities. Ms. Love said we are forecasting to break even for October if reductions of revenue stay at about 51%. She noted the debt service information in the packet. Mr. Kelsey asked Ms. Love to share her greatest concern. Ms. Love said it is the shift in the payer mix. She thinks we will keep seeing that and said gross revenue and expenses are the key. Ms. Love said the high point is the revenue cycle team and that is going well. Ms. Love said we had a great senior leadership meeting where we shared ideas from our teams. Dr. Sowada asked for Committee draft minutes to be included in the Board meeting packet if possible. She said it is more meaningful to see the current information. Mr. Kelsey said net patient revenue is a concern. He said we need to

follow best practices to try to make a dent and he said he thinks staff are doing the best they can. Ms. Richardson said we are focusing on being more efficient.

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

Mr. Jones thanked the Finance Department for their hard work.

Building & Grounds Committee

Mr. Tardoni said his comments are in the meeting packet. He noted the LED lighting and fixtures. Mr. Jim Horan, Facilities Director, thanked the Board for approving the funding for the LED lighting. We recently converted the kitchen from electric to gas and Mr. Horan said that is more energy efficient. He said BHI has mobilized on-site and is doing some preliminary groundwork. The ED concrete renovation and crosswalks are complete. Mr. Horan said the rest of the project information is included in the meeting packet.

Foundation Board

Ms. Tiffany Marshall, Foundation Director, said the Foundation Board meeting was canceled due to so many people being sick and unable to attend. The December 6 community Christmas event theme is “Gingerbread Village.” She said we have been mailing out Gala invitations and we are doing well with table reservations. Ms. Marshall said she sent out donor wall information. The Can Am is on display and we have started selling tickets.

Governance Committee

Dr. Sowada distributed self-assessment information. She said the Board completed a self-assessment survey in 2018 using The Governance Institute (TGI) tool. The overall average score for MHSC was 7.6 out of 10. The overall average score for all TGI hospitals completing the survey was 8.3. Dr. Sowada said a brand new Board came together quite well. She said there were things we could not cover at that time and did well under some strenuous conditions. Dr. Sowada said The Joint Commission (TJC) requires a Board self-assessment. She said the purpose of the current conversation is to see where we can improve. She said she would like to approach it as a conversation and expects to hear the voices of Dr. Lauridsen and Ms. Richardson also. In supporting the mission, the group agreed they think the way they are doing it is right. Mr. Jones said one of his concerns is still governing verses managing. The group agreed to work on goals and expectations for the CEO. Dr. Lauridsen said the Medical Staff has enjoyed the great communication with administration and the Board. Regarding industry trends and developments, Dr. Sowada said her take on this is the Board does this amongst themselves on an informal rather than formal basis. Mr. Jones said the Trustees should be here for Committee meetings and that’s about it. If more than that, they are doing more than they should. He said every time we walk in we should ask are we here for the right reason? Mr. Kelsey said he liked the longer self-assessment format better. Mr. Mathey said he wants to know what staff think of the Board and what they need to do better. Ms. Love said she feels the Finance & Audit Committee has come a long way. She said she thinks the changes have helped her think and be better. Dr. Kristy Nielson, Chief Nursing Officer, said at first it was overbearing and an impediment. She said relationships evolve and we

have to learn and grow the relationship. She said she appreciates the desire to let us work because there is so much going on. Mr. Tardoni suggested a special listening session meeting. Ms. Richardson said she appreciates the transparency and likes the open communication.

Mr. Jones announced a ten-minute break.

Mr. Jones called the meeting back to order at 4:07 PM.

CONTRACT REVIEW

Ms. Suzan Campbell, Chief Legal Executive and General Counsel, said the current agreement presented for approval is for one survey. Ms. Richardson said we talked about becoming an employer of choice and we meant within Sweetwater County. As we were looking at the information received, we found there are actual employer of choice awards. The first step is to complete an assessment and then complete an employee engagement survey. The motion to approve the Gallagher Employee Engagement Survey agreement as presented and authorize the CEO to execute the contract on behalf of MHSC was made by Mr. Mathey; second by Mr. Tardoni. Motion carried.

MEDICAL STAFF REPORT

Dr. Lauridsen reported the Bylaws Committee convened October 14. Some cleanup work was needed and he feels they are on the home stretch. The Medical Executive Committee met October 15. The meeting was largely informational. The Medical Staff bids a fond farewell to Dr. Wallace Curry and Dr. Preetpal Grewal. New Frontier imaging is closing and that will put a large burden on our radiology department. Dr. Lauridsen said there will probably be some requests for support coming from some current providers that will be time-critical. Dr. Alicia Gray and Dr. Tony Pedri are doing great. Dr. Lauridsen said the Medical Staff enjoyed a fun Halloween party and there is high morale.

GOOD OF THE ORDER

Mr. Ron Cheese, Patient Financial Services Director, said he has heard some amazing things about Dr. Cody Christensen. Mr. Cheese shared a personal experience regarding his health and the need to see Dr. Christensen. Mr. Cheese said it is the best personal experience with a physician he has ever had in his entire life.

Dr. Sowada said Western Wyoming Community College featured Dr. Pedri on their website and it was a nice article and picture. Dr. Sowada said it's nice when community agencies support each other.

EXECUTIVE SESSION

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

RECONVENE INTO REGULAR SESSION

The motion to reconvene the meeting at 5:51 PM was made by Dr. Sowada; second by Mr. Mathey. Motion carried.

ACTION FOLLOWING EXECUTIVE SESSION

Approval of Privileges

The motion to approve the October 8, 2019, Credentials Committee Recommendations for physician and healthcare provider privileges as presented was made by Mr. Mathey; second by Dr. Sowada. Motion carried.

1. Initial Appointment to Associate Staff (1 year)
 - Dr. Tony Pedri, Orthopaedic Surgery
2. Initial Appointment to Locum Tenens Staff (1 year)
 - Dr. Gabrielle Grundy, OB/GYN
 - Dr. Mary Bundy, Pediatrics
3. Reappointment to Active Staff (2 years)
 - Dr. Melinda Poyer, Family Practice
 - Dr. John Iliya, General Surgery
4. Reappointment to Locum Tenens Staff (1 year)
 - Dr. Jonathan Roddy, Emergency Medicine
 - Dr. Philip Najm, Emergency Medicine
 - Dr. Wagner Veronese, OB/GYN
5. Reappointment to Consulting Staff (2 years)
 - Dr. Barbara McCorvey, Tele Radiology (VRad)
 - Dr. Keiron Kennedy, Tele Radiology (VRad)
6. Old Business
 - Surgical 1st Assistant Privileges
7. New Business
 - OPPE Profile Statement

The motion to authorize the CEO to sign physician contracts as discussed in executive session was made by Mr. Mathey; second by Mr. Tardoni. Motion carried.

ADJOURNMENT

There being no further business to discuss, the meeting adjourned at 5:52 PM.

Mr. Taylor Jones, President

Attest:

Mr. Ed Tardoni, Secretary

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

November 13, 2019

The Board of Trustees of Memorial Hospital of Sweetwater County met in special session on November 13, 2019, at 5:30 PM with Mr. Taylor Jones, President, presiding.

CALL TO ORDER

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

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

Pledge of Allegiance

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

APPROVAL OF AGENDA

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

EXECUTIVE SESSION

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

RECONVENE INTO REGULAR SESSION

The motion to reconvene the meeting at 9:07 PM was made by Mr. Mathey; second by Dr. Sowada. Motion carried.

ADJOURNMENT

There being no further business to discuss, the meeting was adjourned at 9:07 PM.

Mr. Taylor Jones, President

Attest:

Mr. Ed Tardoni, Secretary

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
CLINICAL PRIVILEGES- SURGICAL ASSISTANT (NON-RN)**

Name: _____

☐ Initial Appointment

☐ Reappointment

QUALIFICATIONS FOR SURGICAL FIRST ASSISTS (NON-RN)

To be eligible to apply for core privileges as a surgical first assist (SFA) or certified surgical assistant (CSA), the initial applicant must meet the following criteria:

Current certification as a surgical first assistant by The National Board of Surgical Technology and Surgical Assisting (NBSTSA) or certification as a surgical assistant by the National Commission for the Certification of Surgical Assistants (NCCSA);

Required Previous Experience: Applicants for initial appointment must be able to demonstrate clinical experience as a SFA or CSA during the past 24 months or demonstrate successful completion of SFA or CSA certification within the past 12 months.

Reappointment Requirements: To be eligible to renew core privileges as an SFA or CSA, the applicant must meet the following maintenance of privilege criteria:

Current demonstrated competence and an adequate volume of experience, with acceptable results, reflective of the scope of privileges requested, for the past 24 months based on results of ongoing professional practice evaluation. Evidence of current ability to perform privileges requested is required of all applicants for renewal of privileges.

Applicant: Check off the “Requested” box for each privilege requested. Applicants have the burden of producing information deemed adequate by the Hospital for a proper evaluation of current competence, current clinical activity, and other qualifications and for resolving any doubts related to qualifications for requested privileges. If you wish to exclude any procedures, please strike through those procedures that you do not wish to request, initial, and date.

Other Requirements

- Note that privileges granted may only be exercised at the site(s) and setting(s) that have the appropriate equipment, license, beds, staff, and other support required to provide the services defined in this document. Site-specific services may be defined in hospital or department policy.
- This document is focused on defining qualifications related to competency to exercise clinical privileges. The applicant must also adhere to any additional organizational, regulatory, or accreditation requirements that the organization is obligated to meet.

CORE PRIVILEGES

SURGICAL FIRST ASSIST (NON-RN) CORE PRIVILEGES

☐ Requested

Provides care to patients intra-operatively including the tasks and procedures on the attached list. All privileges are performed under the direct supervision of the surgeon. The core privileges in this specialty include the tasks and procedures below. ***If you wish to exclude any procedures, please strike through those procedures which you do not wish to request. Procedures that are not in concert with your supervising physician's privileges should be stricken from this list.***

☐ Intra-operatively:

- ___ Assists with patient positioning, skin preparation, and draping
- ___ Provides wound exposure, closure and dressing application
- ___ Handles tissue appropriately to reduce the potential for injury
- ___ Uses and manipulates surgical instruments
- ___ Assists in controlling blood loss
- ___ Sutures tissue

SPECIAL NON-CORE PRIVILEGES (SEE SPECIFIC CRITERIA)

If desired, Non-Core Privileges are requested individually in addition to requesting the Core. Each individual requesting Non-Core Privileges must meet the specific threshold criteria governing the exercise of the privilege requested including training, required previous experience, and for maintenance of clinical competence.

Criteria: As for core

Required Previous Experience: Applicants for initial appointment must demonstrate performance of a sufficient number of each procedure during the past 24 months or must demonstrate successful completion of a SFA program that meets the NBSTSA standards or CSA program that meets the NCCSA standards for surgical assistant education programs within the past 12 months that included training in each requested item. Additionally, applicants must meet any additional proctoring requirements noted with each specific privilege.

Maintenance of Privilege: Demonstrated current competence and evidence of the successful performance of a sufficient number of each requested procedure in the past 24 months based on results of ongoing professional practice evaluation and outcomes.

Requested:

- ☐ _____
- ☐ _____
- ☐ _____

ACKNOWLEDGEMENT OF PRACTITIONER

I have requested only those privileges for which by education, training, current experience, and demonstrated performance I am qualified to perform and for which I wish to exercise at Memorial Hospital of Sweetwater County, and I understand that:

a. In exercising any clinical privileges granted, I am constrained by Hospital and Medical Staff policies and rules applicable generally and any applicable to the particular situation.

b. Any restriction on the clinical privileges granted to me is waived in an emergency situation and in such situation my actions are governed by the applicable section of the Medical Staff Bylaws or related documents.

Signature: _____ *Date:* _____

Supervising physicians:

Signature: _____ *Printed Name:* _____ *Date:* _____

Signature: _____ *Printed Name:* _____ *Date:* _____

Signature: _____ *Printed Name:* _____ *Date:* _____

FOR MEDICAL STAFF OFFICE USE ONLY

Credentials Committee approval *Date:* _____

Medical Executive Committee approval *Date:* _____

Board of Trustees approval *Date:* _____

Privileges Effective From: _____ To: _____

EMPLOYEE POLICIES-TELECOMMUTING

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

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

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

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

Employees wishing to telecommute:

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

Application

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

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

Agreement

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

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

General Provisions

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

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

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

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

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

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

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

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

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

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

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

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

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

Present: Clayton Radakovich, Dr. Cielette Karn, Dr. Banu Symington, Dr. Kristy Nielson, Leslie Taylor, Suzan Campbell, Kari Quickenden, Marty Kelsey, Dr. Barbara Sowada, Irene Richardson, Kara Jackson, Gabrielle Seilbach, Kayla Peterson, Corey Worden

Absent/Excused: Tami Love

Chair: Dr. Barbara Sowada

Call to Order and Introductions

Dr. Sowada called the meeting to order at 8:15 am. Ms. Taylor introduced Kayla Peterson, the new Chronic Care Manager. Ms. Jackson introduced Gabrielle Seilbach, new Quality staff member.

Approval of Agenda & Minutes

Dr. Sowada presented the Agenda and the October 16, 2019 Quality Minutes for approval, both with moved to approve individually by Mr. Radakovich and seconded by Dr. Symington.

Old Business

Dr. Sowada questioned previous action item – Hospitalist going to ED to access patients before they are transferred out for appropriateness. Dr. Nielson stated although it is not a rule, it is a process we are working to make permanent.

Dr. Sowada further questioned the Telemedicine process. Providers met with Dr. Kimbal who explained the use and access, with the Providers agreeing to make better use of this opportunity, especially with flu season coming on.

Lastly, Dr. Sowada questioned the Sepsis Protocol. Ms. Jackson noted we are working to streamline the process. Dr. Theodosios is working with his staff, the nurses are helping by reminding the providers.

Dr. Quickenden reported on the Medical Imaging update. They continue to work on the process. We are finding some communication disconnect with the software systems, but are looking into a "patch".

Dr. Sowada requested updates again next month, for Old Business.

New Business

Dr. Quickenden reported on CHNA – working on expanding objectives based on highlighted initiatives. There should be more to report next month.

Ms. Jackson gave update on Quality. Ms. Jackson noted CMS will be adding a few new measures related to our electronic process. It will be less manual and more automated. They will be monitoring safe use of Opioids. A few perinatal measures will be retired.

Dr. Sowada questioned if we are looking at a new computer system. Ms. Richardson noted we are evaluating new systems and if we do not move forward with EPIC we will be looking for a return of the \$40,000 to apply to a new system. Dr. Karn stated the QuadraMed system is a "boat that is going over". Dr. Symington noted that Cerner has desirable attributes to be considered in our decision process.

Ms. Jackson reviewed the new Hospital Compare spread sheet that Corey Worden has been working on. Currently metrics are moving in the right direction. The refresh came out in October, allowing us to refocus on improvements. We will bring this report again next month.

Mr. Radakovich reported on the Credentialing Process Audit. He started with the conclusion – 100%! We did well. Federal government requires us to have a credentialing policy. Ms. Prado has worked to ensure our policy flows the standards and that our staff follows the process.

Mr. Radakovich also reported on the Safety Culture survey. We will use survey as is, without changes, through Survey Monkey. We will be sending out survey in January, with expected results in March.

Ms. Taylor discussed Chronic Care Management, noting we started training in Feb 2018. We amassed a group of over 100, including many facilities within the county. In 2020 the fees for CCM will be increasing, which will be a positive for us. We have been able to sustain our momentum, with Ms. Peterson now managing the most patients in the state. She works with patients, helping with annual wellness visits, Medicare enrollment, medical interventions, etc. Ms. Peterson stated patients are at first concerned with "what extra will they have to do". Ms. Peterson reported they don't HAVE to do anything extra, she will assist them along the way. Currently she is assisting 68 patients. Please see attached CCM Agreement and introduction, which is distributed to those patients meeting the chronic diagnosis criteria. Medicaid has also started a referral process that will help manage our Medicaid process. Ms. Taylor further noted that some of the job Ms. Peterson is doing is not billable, because only one agency can bill and home health will have that option, but the job is about doing the right thing, building trust and a community bond.

Dr. Karn gave update on the TJC Lab survey, although not fun, we did a stellar job. There were only 5 findings, ironically one was one we were in the process of rectifying. Dr. Karn further reported on Perinatal, noting that we are finding the issues and fixing them. Dr. Karn further noted that Megan Jacobsen, OB Director is doing an excellent job, and understands the process better than anyone. Ms. Jacobsen teaches Prenatal classes and work to educate patients for best outcomes.

Consent Agenda

Dr. Sowada had questions on page 19, 22, and 25.

Audits on Sepsis fluids – Dr. Sowada questioned why weights are a standard process. Dr. Karn noted sometime patients aren't able to stand. Dr. Nielson stated we have purchased two scales that are on "sepsis" beds that should fix this issue.

Dr. Sowada questioned how cost savings are calculated. Ms. Jackson stated that the cost calculator comes from AHRM.

Rounding for Medical Imaging department – are these opportunities for improvement easy fixes? Quick fix is a safer storage area, which Tracie Soller, MI Director is working on. Others will require greater intervention.

Meeting Adjourned

The meeting adjourned at 9:22 am

Next Meeting

December 18, 2019 at 08:15 am, CR 2 & 3.

Respectfully Submitted,

Robin Fife, Recording Secretary

DRAFT

Quality Committee
Consent Agenda Quality Summary
October 2019

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

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

1) Star Rating

- a. There are seven categories within the Star Rating and they are as follows: mortality, readmission, safety of care, efficient use of medical imaging, timeliness of care, patient experience (see next bullet) and effectiveness of care. Each of these seven categories contain several data metrics. Data within the following categories continues to trend in right direction: mortality, safety of care, and readmission. Efficient use of medical imaging has mixed results. OP – 8: MRI Lumbar Spine for Low Back Pain measure is a claims based measure and we receive data annually. We are not able to replicate OP-8 (as we have in OP-10), due to the complexity of the measure. Kari Quickenden will provide update regarding improvement efforts. For OP-10, we are projected to continue improvement towards the national average of 7.8%. In the past, Dr. Matti has sent educational newsletter to all of our providers, as well as providers within the community, to help with improvement efforts for this measure. We have also included it in our internal review process, as each case is ordered, Dr. Matti reviews for appropriateness, and sent for further review as necessary. Dr. Matti also provides education to individual physicians based on the results of this process. Within the Timeliness of Care category, **Ed-2b: ED Median Admit Decision Time to ED Departure Time** continues to see fluctuation. Two Lean projects are complete for ED Patient Flow. ED department has completed second value stream map and recently completed associated data collection. Next step is picking storm cloud and developing an A3. Please note that the 6-month average is down to 110 minutes and ED has consistently remained near or under the goal of 120 minutes. Discussions are in place to decide future goals for ED-2B. Within the Effectiveness of Care category, we are seeing fluctuations with the data for **Core Sep1 – Early Management Bundle, Severe Sepsis/Septic Shock**. We are working closely with medical staff and nursing staff to develop a nurse driven protocol to improve our compliance with sepsis bundle, which in turn improves patient outcomes. MEC approved the protocol and we are working with our sepsis work team to combine previous documents in Policy Stat and ensure the protocol is incorporated into the EMR. We continue to monitor data for Core Op - 29 Colonoscopy-Follow up for average risk patients to ensure sustainment of improvement.
- b. **Patient Experience-HCAHPS:** The “Overall Inpatient HCAHPS Dashboard” is the survey data that affects our Star Rating and Value Based Purchasing reimbursement

program. This survey includes OB, ICU, and Med-Surg. Within this survey, we closed third quarter of 2019 with two questions in the 75th percentile and one question in the 50th percentile saw a steady increase in our scores in six out of eight “categories” of questions compared to quarter two of 2019. While Q3 2019 data is not complete, we each seven out of eight questions are above the 50th percentile. Each department continues to work on improvements specific to their area and chosen key driver in order to keep this momentum moving in the right direction.

- i. In May of 2019, we adopted a new focus on the “Overall Quality of Care” question score at the QAPI Committee level. Our vendor for HCAHPS provides a statistical analysis of our HCAHPS and targets the three questions, known as Key Drivers, within the HCAHPS that will improve our “Overall Quality of Care” Score. Research has shown that if our patients perceive our “Overall Quality of Care” as excellent, they are more likely to rate us better in all HCAHPS questions. Each department has been provided with three key drivers, specific to their department, and are asked to pick a key driver to focus on and incorporate into a quality improvement project already occurring in the department. The Medical Staff have also received the Key Drivers pertaining to their departments and we are providing simple suggestions for improvement. The Quality Department, along with department leaders, continue rounding on the floors to assist in educating staff on HCAHPS. The Quality Department has also completed presentations to the Planetree Steering Committee and the Leadership Team to help raise awareness and provide education regarding HCAHPS and each employee’s role in improving patient experience. Department leaders and their staff have each picked one Key Driver to focus on and continue to practice their chosen counter measures.
- ii. Data for Overall Quality of Care by Department
 1. ED: Goal 42.2% - Q3 2019- 42.6%; Q4 2019* 44.4%- Met goal Q3 2019, highest result since July 2016, trending up for last four quarters.
 2. ICU: Goal 59% - Q3 2019 – 60.0%*, Q4 2019* 25%- Met goal quarter 3, results decreased so far this quarter- Low sample size can contribute to fluctuation in data.
 3. Med/Surg: Goal 60.6% - Q3 2019 – 61.3%*; Q4 2019* 100%- Goal met and seeing improvements over the last 4 quarters.
 4. OB: Goal 71.9% - Q3 2019* –75%; Q4 2019* 75%- Meeting goal & improvement seen over last three quarters.
 5. Surgery: Goal 73.1% - Q3 2019 – 76.2%*, Q4 2019* 66.7%- - Meeting goal, some downward trends in last four quarters.
- iii. *data not yet complete

2) Risk/Safety

- a. Safety – The committee approved the committee charter at the October meeting. The committee also voted to register for the American Hospital Association Age Friendly Health Systems initiative. A work group will be scheduled to perform a Diagnostic Error Risk Assessment in November. The committee also reviewed plans for the Safety Culture Survey. The survey will be released to staff in January of 2020
- b. Exploration/Research teams are working on the following topics.

- i. Falls – Team leader: Valerie Boggs – The team is currently analyzing the data. There is a presentation that has been created. No actions have been presented at this time.
 - ii. Medication Overrides – Team Leader: None – Project placed on hold during transition of Director of Pharmacy.
 - iii. Violence Risk Assessment – Team Leader: Jessica Van Valkenburg and Dirk Anderson – No report provided.
 - iv. Hand-off – Team leader: Melissa Anderson – The implementation of hand-off has completed the pilot project phase at the end of October. A write-up from the team will be provided to Safety in November and Quality in December.
 - c. October occurrence report numbers have rebounded positively. Numbers are going to continue to be monitored. The event types remain static this month.
 - d. Guest Relations – The grievance outcome report is included in the risk dashboard. The grievances reviewed were from various departments in October. The group is still meeting as planned. No system trends were identified from September-October events.
- 3) PI Standards
- a. Our PI Standards within the dashboard include data metrics defined by Centers for Medicare and Medicaid Services (CMS) and The Joint Commission (TJC), as well as priorities identified by MHSC on the Quality Assessment Performance Improvement (QAPI) plan. Data is trending in right direction on all metrics except Maternal Deliveries - % with Labor Induction. We have completed a Lean project surrounding the scheduling of inductions. Our physicians recently defined the term “postdates”, which with help with streamlining improvement efforts. Dr. Karn is working with OB department and Perinatal Committee to further evaluate data. Updates will be provided at meeting by Dr. Karn.
- 4) Accreditation
- a. Rounding reports are included in this dashboard. Portions of the building that are older have more environmental findings, which is consistent with previous rounds.
 - b. The Laboratory Survey window is currently open and closes December 7th. We expect to see 1 surveyors on-site for 3 days. No issues with survey are expected at this time. The Lab has done an excellent job preparing for this survey.

DRAFT

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Human Resources Committee Meeting- **Minutes Draft**
Monday, November 18th, 2019
MOB Conference

Trustee Members Present: Marty Kelsey

Members Present: Amber Fisk, Irene Richardson, Suzan Campbell

Guests: Amy Lucy, Ruthann Wolfe, Noah Newman, Kristy Nielson, Kari Quickenden, Tami Love

Members Absent: Ed Tardoni

Marty K. called the meeting to order at 3:03pm.

OLD BUSINESS:

I. Turnover Report:

Amber F. shared the following:

- Overall turnover through end of Oct. is 20%
- Rolling 12 month turnover (Oct. '18 – Oct. '19) at 22%, 118 separations
- Clinic 12 month turnover (Oct. '18 – Sep '18) at 13%, 15 separations. Just two separations for the year.
- Rolling 12 Month Re-hire Rate (Oct. '18-Oct. '19) at 24%
- 528 Total Employees

II. Open Positions:

Amy L. shared the following:

- 11 open positions; which include
- 5 Full time
- 3 Part time
- 3 PRN

III. Telecommuting Agreement:

Section E. under General Provisions was changed to include specific language for periods of downtime and work output. The new draft was reviewed and a couple small changes were made. It was agreed to make those changes in a final draft and then to bring the policy to the board.

NEW BUSINESS

Next Meeting:

Monday, December 16th, 2019.

-Meeting adjourned.

Capital Request Summary

Capital Request #

FY20-26

Name of Capital Request:

Dynamics GP upgrade to v2018 R2

Requestor/Department:

Jan Layne – Fiscal Services

Sole Source Purchase: Yes or No

Reason: P3 Consulting is vendor for Dynamics GP support

Quotes/Bids/ Proposals received:

	Vendor	City	Amount
1.	P3 Consulting	Highland, UT	\$30,000
2.			
3.			

Recommendation:

P3 Consulting, Highland, UT - \$30,000

Assigned: FY 20 - 26

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: 930-FISCAL SERVICES

Submitted by: JAN LAYNE

Date: 11/07/19

Provide a detailed description of the capital expenditure requested:

UPGRADE MICROSOFT GP DYNAMICS FROM VERSION 2015 TO 2018.2

Preferred Vendor:

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

- | | |
|--------------------------|-----------|
| 1. Renovation | \$ |
| 2. Equipment | \$ |
| 3. Installation | \$ 30,000 |
| 4. Shipping | \$ |
| 5. Accessories | \$ |
| 6. Training | \$ |
| 7. Travel costs | \$ |
| 8. Other e.g. interfaces | \$ |

Total Costs (add 1-8) \$ 30,000

Does the requested item:

Require annual contract renewal? ☐ YES ☐ NO

Fit into existing space?

☒ YES ☐ NO

Explain:

Attach to a new service?

☐ YES ☒ NO

Explain:

Require physical plan modifications?

If yes, list to the right:

☐ YES ☒ NO

Electrical

HVAC

Safety

Plumbing

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

\$

\$

\$

\$

\$

Annualized impact on operations (if applicable):

Increases/Decreases

Projected Annual Procedures (NEW not existing)

Revenue per procedure

\$

Projected gross revenue

\$

Projected net revenue

\$

Projected Additional FTE's

Salaries

\$

Benefits

\$

Maintenance

\$

Supplies

\$

Total Annual Expenses

\$

Net Income/(loss) from new service

\$

Budgeted Item:

☒ YES ☐ NO

of bids obtained? _____

☐ Copies and/or Summary attached.

If no other bids obtained, reason:

SOLE SOURCE

Review and Approvals

Submitted by:

Verified enough Capital to purchase

Department Leader

☒ YES ☐ NO

Vice President of Operations

☐ YES ☐ NO

Chief Financial Officer

☒ YES ☐ NO

Chief Executive Officer

☒ YES ☐ NO

Board of Trustees Representative

☐ YES ☐ NO

Jan Layne
C. Layne

OTHER CONSIDERATIONS

Microsoft Dynamics GP is our current accounting software. We use this software in accounting for payroll, accounts payable and general accounting. Materials management uses this software for inventory and purchase orders. This software is also used in Human Resources for employee and benefit management. We have used this software since 2008. We are currently running version 2015 and it will no longer be supported as of April 2020. We need to upgrade to a newer version as soon as possible so that we have plenty of time to test the new system before placing it into production.

Jan Layne
Submitted by: Signature

11-7-19
Date

P3 Consulting

6741 Madison Ave
Highland, UT 84003

SOW 102 for Agreement to Perform Consulting Services to Memorial Hospital of Sweetwater County

Date	Services Performed By:	Services Performed For:
February 6, 2019	P3 Consulting 6741 Madison Ave Highland, UT 84003	Memorial Hospital of Sweetwater County 1200 College Drive, Rock Springs, WY 82901

Scope of Work

P3C shall provide the Services and Deliverable(s) as follows:

Upgrade Dynamics GP to v2018 R2 along with the following related 3rd parties:

- 1.) Dynamics GP
- 2.) Management Reporter
- 3.) Binary Stream Materials Management including scan guns
- 4.) Paramount WorkPlace
- 5.) eOne Smartlist Builder
- 6.) eOne SmartConnect
- 7.) Mekorma MICR
- 8.) Integrity Data
- 9.) Greenshades
- 10.) Go live support

Assumptions:

- It is assumed that all work will be conducted remotely by P3C unless requested by MHSC for onsite activity.

- It is assumed that administrative access to Microsoft Dynamics GP servers and applications will be granted to P3C.

Professional Services

This engagement will be conducted as a fixed fee project.

Item Description	Fee Amount
Upgrade Dynamics GP to v2018 R2	\$30,000

Services will be billed based on the following schedule:

- 1.) Project kickoff - \$5,000
- 2.) Begin user acceptance testing - \$10,000
- 3.) Go live - \$15,000

Payment terms are net (15) days.

Services Timeline

Any estimate regarding time of completion, costs, or other estimates which may be provided by P3C are given in good faith, but are not to be construed as a guarantee.

IN WITNESS WHEREOF, this SOW has been duly executed and delivered by the authorized representative of each party hereto, to be effective as of the SOW Date.

Memorial Hospital of Sweetwater County

P3 Consulting, LLC

Signature: _____	Signature: _____
Name: _____	Name: _____
Title: _____	Title: _____
Date: _____	Date: _____

Capital Request Summary

Capital Request #

FY20-28

Name of Capital Request:

Vyntus One PFT machine with Body Box

Requestor/Department:

Crystal Hamblin - Cardiopulmonary

Sole Source Purchase: Yes or No

Reason:

Quotes/Bids/ Proposals received:

	Vendor	City	Amount
1.	Care Fusion	Mettawa, IL	\$57,570.99 support \$2,070/year
2.	Morgan	Haverhill, MA	\$58,888.00 Support \$3,100/year
3.	MGC Diagnostics	St. Paul, MN	\$49,613.00 Support \$3,719/year

Recommendation:

Care Fusion, Mettawa, IL - \$57,570.99

		# Assigned: FY 20 - 28
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.		

Note: Before ordering equipment requiring sterilization, check with Surgical Services/Central Sterile to ensure we have the proper sterilizing equipment.		
Department: Cardiopulmonary	Submitted by: Crystal Hamblin	Date: 10/02/2019
Provide a detailed description of the capital expenditure requested: Vyntus One PFT machine with Body Box to meet accreditation standards (see other considerations). FY 2018: PFT 282 (\$104,105), Plethysmography 173 (\$33,562), DLCO 193 (\$38,793) FY 2019: PFT 312 (\$122,316), Plethysmography 208 (\$41,600), DLCO 241 (\$50,128), Nitrogen Washout 13 (\$2054) Projected FY 2020: PFT (\$192,360), Plethysmography 350 (\$76,300), DLCO (\$78,234), Nitrogen Washout 60 (\$10,380)		
Preferred Vendor: Care Fusion		
Total estimated cost of project (Check all required components and list related expense)		
1. Renovation		\$
2. Equipment		\$54070.99
3. Installation		\$
4. Shipping		\$
5. Accessories		\$
6. Training		\$3500.00
7. Travel costs		\$
8. Other e.g. interfaces		\$
Total Costs (add 1-8)		\$57570.99
Does the requested item:		
Require annual contract renewal? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO \$2070/year		
Fit into existing space? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Explain:	
Attach to a new service? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Explain: Bronchoprovocation, Exercise Testing for Bronchospasm, and Pulmonary Stress Testing	
Require physical plan modifications? If yes, list to the right: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Electrical HVAC Safety Plumbing Infrastructure (I/S cabling, software, etc.)	\$ \$ \$ \$ \$
Annualized impact on operations (if applicable):		Budgeted Item:
Increases/Decreases		
Projected Annual Procedures (NEW not existing)		<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Revenue per procedure	\$ 1055 (doesn't include pro fee)	# of bids obtained? <u>4</u> <input checked="" type="checkbox"/> Copies and/or Summary attached. If no other bids obtained, reason:
Projected gross revenue	\$357,274	
Projected net revenue	\$	
Projected Additional FTE's		
Salaries	\$	
Benefits	\$	
Maintenance	\$	
Supplies	\$	
Training Staff (NIOSH Certification)	\$ 5,000	
Total Annual Expenses	\$	
Net Income/(loss) from new service	\$	

Review and Approvals		
Submitted by: Crystal Hamblin	Verified enough Capital to purchase	
Department Leader	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Vice President of Operations CEO	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Kare G
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Crystal Hamblin
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

Pulmonary function laboratories produce information that has important clinical impact, including diagnosis and classification of disease severity, choice of therapy, response to therapy, and disease progression. The equipment used to diagnose respiratory diseases must be accurate and precise. The Joint Commission will soon mandate that all Pulmonary Function Testing Labs obtain accreditation once the updated American Thoracic Society (ATS) Standards are published. Key components of accreditation are qualified personnel, appropriate operating manual of procedures, robust quality control, and reliable and accurate lung function testing equipment.

Our current spirometry equipment vendor (nSpire) dissolved in April 2019. We are no longer able to service the equipment through nSpire. We are unable to obtain replacement parts, as they are no longer manufactured through nSpire. We are working with MHSC's Biomed Department on preventable maintenance and calibration issues. More frequently, we are required to outsource repairs to a third party.

The Vyntus One has measurement capabilities of performing complete spirometry testing (FVC, SVC, MVV) pre/post bronchodilator, bronchial challenge testing, lung volumes, FRC by N2 washout, body plethysmography, and diffusion capacity. Vyntus One offers a modern ergonomic design, with ultrasonic sensor technology for consistent and accurate respiratory testing, with efficient hygiene and maintenance protocols for patient safety. The Vyntus One has been FDA cleared and validated and meets updated 2017 ATS/ERS & DLCO Testing Guidelines.

My recommendation is to purchase the Vyntus One PFT machine with Body Box. This machine meets all regulatory and infection control requirements with quality assurance analytics for accreditation.

References:

Culver, B. H., Graham, B. L., Coates, A. L., Wanger, J., Berry, C. E., Clarke, P. K., . . . ATS Committee on Proficiency Standards for Pulmonary Function Laboratories. (2017). Recommendations for a standardized pulmonary function report. an official american thoracic society technical statement. *American Journal of Respiratory and Critical Care Medicine*, 196(11), 1463-1472. doi:10.1164/rccm.201710-1981ST

Kaminsky, D. A., McIntyre, N., & Culver, B. (2017). The pulmonary function laboratory: Something old and something new. *Annals of the American Thoracic Society*, 14(1), 10-11. doi:10.1513/AnnalsATS.201610-763ED

Submitted by: Signature

Date



Respiratory Products Proposal



Quote 2019-77158

Prepared for: Crystal Hamblin
Memorial Hospital Sweetwater County
Rock Springs, WY
(307) 352-8117

Equipment 57,570.99
Training 2,070.00
Service Contract

Trade In 12,000

Prepared by:
Mark Williams
CareFusion Respiratory Technologies
7149227461
mark.williams1@vyaire.com



CareFusion



Price Quotation

Customer: Memorial Hospital Sweetwater County

Quotation Number: 2019-77158

1200 College Dr
Rock Springs, WY 82901

Quote Date: 9/10/2019
Quote Expiration: 11/9/2019

Attn: Crystal Hamblin

We are pleased to quote the following items based on Intalere Tier 1 (Ventilation); Contract: VQ25800, Expires: 12/31/2021 pricing (if applicable):

Product	Description	Qty	List Price Each	Unit Price	Extended Price
Vyntus One PFT					
31783-001	Vyntus ONE PFT System. Includes analyzer module (O2, CO2, Multigas), breathing circuit (including Ultrasonic sensor, Flow Path Valve, and Demand Valve), SentrySuite software, standard cart and arm with adjustable height and left/right mousepad, validated WIN 10 PC with sanitizable medical keyboard/mouse, 27 flat panel infinity-edge monitor, Office Jet printer, 3-L manual syringe, O2, DLCO and calibration gas regulators, 6 cylinder gas stand, 1 box of MicroGard IIB and IIC (80 each) filters. Tests performed: Spirometry (FVC, SVC, MVV), Lung subdivisions (VTG, FRC-N2, RV, TLC), Real-time DLCO (both Single Breath and (No Suggestions)), MIP/MEP, pre/post bronchodilator. Standard software includes: Guidance and Stabilitrac instructional applications, pre-formatted reports and reference sets with design tools for modification, automated interpretation algorithms, QA checks and physician interpretation templates. 1st year warranty included.	1	\$51,300.00	\$41,040.00	\$41,040.00
768093	GAS .3%CO .3%CH4 21%O2 BAL N2 (ED)	1	\$169.00	\$135.20	\$135.20
V-892590-13	GAS 16%O2 5%CO2 0.3%CO/CH4/BAL N2 E CYL	1	\$369.74	\$295.79	\$295.79
97075-PM2-OS	PULMONARY OR EXERCISE ONSITE TRAINING 2 DAYS Pulmonary Function and/or Cardiopulmonary Exercise Onsite Training Course for 2 days with a Vyaire Medical, Inc. Clinical Applications Specialist. Attendee/s will participate in an interactive session on the proper operation of Vyaire pulmonary function and/or cardiopulmonary exercise device/s. Includes AARC CRCE credits for up to 3 persons IF the attendee/s are present the entire course with limited interruptions and complete a written exam and survey per AARC requirements. CEUs for additional trainees are available for purchase. - Cancellation notice must be received from customer in writing (via email is acceptable) 15 business days prior to	1	\$3,500.00	\$3,500.00	\$3,500.00



Price Quotation

Customer: Memorial Hospital Sweetwater County

Quotation Number: 2019-77158

Product	Description	Qty	List Price Each	Unit Price	Extended Price
	the confirmed start date of the Training Course, or the following fees will be assessed per the Vyair Training Course cancellation policy.* *No fee applied if cancellation notice received from the Customer prior to 15 business days before the start date of the confirmed Training Course. *½ the cost of purchased training cancellation fee applied if cancellation notice received from the Customer less than 15 business days, but prior to 5 business days, before start date of confirmed Training Course. *Full cost of purchased training cancellation fee applied if cancellation notice received from Customer less than 5 business days before start date of confirmed Training Course. The full cost of purchased training will also be applied to "no shows" by Customer when scheduled to attend training at Vyair training facility. -Training must be completed within 60 days of purchase date when sold as training only, or within 60 days of installation of capital device when training sold with a capital sale, not to exceed one calendar year from original date of purchase.				
28568-001	SES STANDALONE Device to be configured as a standalone	1	\$0.00		\$0.00
Additional					
31803-001	Vyntus BODY Diffusion system, no PC, no cart. System will connect to shared computer and license of SentrySuite. Includes: 1110L body plethysmograph with 551 pound patient bench and 25 inch telescoping arm, breathing circuit (including Ultrasonic sensor, Flow Path Valve, and Demand Valve), SentrySuite software, 3-L manual syringe, DLCO pressure regulator. On board analyzers to perform in box: Spirometry (FVC, SVC, MVV), Lung subdivisions (VTG, FRCpl, RV, TLC, Raw, Conductance and specific resistance and Resistance Volume Loops), Real-time DLCO (both Single Breath and Intrabreath), MIP/MEP, and pre/post bronchodilator. 1st year warranty included.	1	\$29,300.00	\$23,500.00	\$23,500.00
Additional					
32925-001	Additional Breathing Circuit for Vyntus BODY. Includes: 1 each of USS Module with polytube adapter, Flow Path Valve, Shutter and 1 pk of 5 Silicone Valves.	1	\$1,100.00	\$1,100.00	\$1,100.00

Total List Price: \$85,498.99



Price Quotation

Customer: Memorial Hospital Sweetwater County

Quotation Number: 2019-77158

Total Line Item Discounts:	\$15,928.00
Total Discount Percent:	18.63%
<hr/>	
Total:	\$69,570.99
Trade in:	- \$12,000.00
Total Price:	\$57,570.99

Terms: Net 30 days / FOB: FOB Destination, prepay and add

The prices quoted above are from the listed price list if the part number is on contract, or a discount from list price, or list price. Some prices quoted above may be a price concession that is not on any specific pricing schedule or GPO/customer specific contract.



Trade-in Information

Customer: Memorial Hospital Sweetwater County

Quotation Number: 2019-77158

The trade-in total on the quotation page is based on trading in the following products and quantities of product. Unless otherwise agreed in writing, this trade-in commitment is valid only when executed with the full proposal outlined above. Trade-in units will be picked-up when installation of the proposed equipment is complete or mutually agreeable time.

Manufacturer	Quantity	Amount per unit	Extended traded-in amount
CareFusion	1	\$12,000.00	\$12,000.00



Price Quotation

Customer: Memorial Hospital Sweetwater County

Quotation Number: 2019-77158

To place a Purchase order

Please fax or email a signed copy of this quote along with your purchase order unless noted otherwise by your sales consultant. Also reference the CareFusion Quotation Number located at the top of this form on your PO.

E-mail: Capitalorders@vyaire.com

Fax: 877.781.2335

Federal ID: 16-1721349

Mailing Address: **CareFusion 211, Inc.**
CAPITAL CUSTOMER SERVICE
26125 N. Riverwoods Blvd
Mettawa, IL 60045

Installation Details

Please provide the primary contact information for this order. Providing the information below allows our customer service team to contact you with information and/or questions pertaining to the order or shipment of product. Thank you.

Contact Name: _____

Dept: _____

Phone: _____

E-mail: _____

- 1. Quotation/Purchase Agreement; Effective Date; Product.** This Quotation/Purchase Agreement is comprised of the terms and pricing set forth in this document, including these Terms and Conditions (this "Agreement"). Customer acceptance of this Agreement is expressly limited to the terms of this Agreement. The "Effective Date" of this Agreement shall be the date set forth at the top of the first page of this Agreement. "Product" means each CareFusion product and/or service identified in this Agreement.
- 2. Performance.** Each Party shall bear the cost of the Party's performance of this Agreement. Each Party shall comply with all federal and state laws and regulations applicable to the Party's performance of this Agreement.
- 3. Purchase Orders; Minimum Order.** Any terms stated in, or otherwise provided in connection with, a Customer purchase order ("Purchase Order") that are in addition to or conflict with this Agreement shall have no force or effect. No Purchase Order shall be less than \$75.00.
- 4. Delivery.** Except as set forth in any applicable group purchasing organization agreement or above in this Agreement, CareFusion shall: (i) deliver Products to Customer at CareFusion's shipping dock as soon as commercially reasonable after complete execution of this Agreement; and (ii) arrange carriage of the Products on Customer's behalf from CareFusion's shipping dock to Customer's facility and, in that case, Customer shall pay CareFusion the freight charges CareFusion incurs to ship the Products.
- 5. Risk of Loss.** From the time CareFusion delivers a Product until Customer pays for the Product in full, Customer shall be responsible for any loss of or damage to the Product from any cause ("Loss") except for Loss caused by CareFusion's negligence.
- 6. Acceptance.** A Product will be deemed accepted by Customer upon delivery or upon completion of the applicable CareFusion implementation services, provided that such Product functions substantially in accordance with the specifications of its Operating Manual (defined below). Customer may reject a Product only if the Product fails to function substantially in accordance with the specifications of its Operating Manual.
- 7. Payment Terms.** After CareFusion delivers a Product (or completes performance, if the Product is a service), CareFusion shall deliver an invoice to Customer that identifies and states the price for each Product. For sales within the United States, Customer shall pay the price stated for Products within thirty (30) days after CareFusion delivers such invoice to Customer. For sales outside the United States, Customer shall pay the price stated for Products within thirty (30) days after CareFusion delivers such invoice to Customer.
- 8. Taxes.** Prices and fees stated for Products do not include any taxes, if applicable. Customer shall pay when due any sales, property or other taxes or other assessments of any kind (other than any tax based solely on CareFusion's net income) and related interest and penalties arising from Customer's acquisition or possession of the Products.
- 9. Operating Manual.** If applicable, CareFusion shall deliver to Customer, solely for Customer's internal use, one (1) copy of the then-current operating manual ("Operating Manual") for each Product. Customer shall not reproduce any Operating Manual.
- 10. Limited Warranty.** Each Product shall perform in accordance with the material specifications of the Product's Operating Manual (the "Limited Warranty"). If a Product fails to perform in accordance with the Limited Warranty because of a defect in workmanship or material, then, as Customer's sole remedy (not limiting any right to indemnification pursuant to Sections 15 and 17), CareFusion shall promptly repair or replace, at CareFusion's option, the Product, or any part thereof. **EXCEPT FOR THE LIMITED WARRANTY STATED IN THIS SECTION, CAREFUSION DISCLAIMS ANY AND ALL WARRANTIES REGARDING THE PRODUCTS, INCLUDING ANY IMPLIED WARRANTY OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE.** The Limited Warranty does not apply to any Product that: (i) has been modified, repaired or altered, except by CareFusion; (ii) has not been properly installed, used, handled, operated or maintained in accordance with any handling or operating instructions provided by CareFusion; or (iii) has been subjected to physical or electrical stress, misuse, abuse, negligence, accidents or causes beyond CareFusion's reasonable control.
- 11. Restriction on Use of Products.** Customer shall use each Product only: (i) for Customer's internal use; (ii) in the manner described in the Product's Operating Manual; and (iii) in accordance with applicable laws and regulations. Customer shall not install or use on a Product any software other than software licensed from CareFusion for use with that Product. Customer shall not remove or alter any tags, labels or identifying markings placed by, or on behalf of, CareFusion on any Products or packaging.
- 12. Returned Goods Authorization.** Customer shall request, and CareFusion shall then provide, a Returned Goods Authorization number for a Product prior to Customer delivering that Product to CareFusion for warranty or repair services pursuant to this Agreement.
- 13. Product Software.** "Product Software" means all CareFusion-owned software, (e.g. application software, embedded and/or integrated software, interface software, custom drivers), and "Third Party Software" is any software distributed with the Products owned by a third party for which there is no separate license agreement between you and the owner of the Third Party Software (collectively the "Software"). CareFusion is not selling any Software and all title and intellectual property rights in and to the Software is owned by the owner of the Software. CareFusion licenses Software to Customer solely pursuant to the terms of this Agreement; there are no implied rights. Customer shall not: (i) translate, disassemble, decompile, reverse engineer, alter, modify or create any derivative work of any portion of the Software; (ii) make any copies of Software, except for one (1) copy to store for emergency back-up purposes only; or (iii) sell, assign, sublicense, distribute, rent or transfer Software to a third party.
- 14. Decontamination.** Customer shall clean and decontaminate any previously-used Product prior to delivering or tendering that Product to CareFusion to permit CareFusion to perform implementation or repair services.
- 15. Intellectual Property Indemnity.**
- (a) **Notice and Cooperation.** Customer shall provide notice in accordance with Section 27(c) to CareFusion promptly after Customer receives actual notice of any demand, claim, suit, or proceeding against Customer that contends that a Product used by Customer consistent with the Operating Manual infringes any United States patent, copyright, trade secret or other proprietary right of a third party (each, an "Infringement Claim"). Customer shall authorize CareFusion to have sole control of the defense and/or settlement of the Infringement Claim. Upon CareFusion's request, Customer shall provide reasonable cooperation in the defense and/or settlement of the Infringement Claim.
- (b) **Indemnity.** CareFusion at its expense shall: (i) defend the Infringement Claim; (ii) pay any damages and costs assessed against Customer (or payable by Customer pursuant to a settlement agreement) arising out of the Infringement Claim; and (iii) reimburse Customer for reasonable costs and expenses incurred by Customer to provide the cooperation requested by CareFusion pursuant to Section 15(a) of these General Terms.
- (c) **Indemnity for Injunction.** If Customer is enjoined ("Enjoined") from using a Product related to an Infringement Claim, then CareFusion shall immediately use commercially reasonable efforts to dissolve the injunction, replace the Product with a substantially equivalent Product and/or modify the Product so that the Product's use is no longer Enjoined in a manner that does not substantially affect the performance of the Product. If Customer is Enjoined for a period exceeding sixty (60) consecutive days and, if Customer provides notice (the "Election Notice") to CareFusion while Customer is Enjoined, then, within fifteen (15) days after the Election Notice, CareFusion shall take possession of and title to the Product and shall pay Customer the amount of the net Purchase Price or net License Fee paid by Customer for the Product less 1/60th of that net Purchase Price or net License Fee for each calendar month that elapsed between the date the Product was delivered to Customer and the date of the Election Notice.
- (d) **Exclusive Remedy.** This Section 15 states Customer's exclusive remedy and CareFusion's total liability to Customer regarding an Infringement Claim.
- 16. Option to Modify.** If CareFusion determines that a Product might infringe any United States patent, copyright, trade secret or other proprietary right of a third party, then CareFusion may, at its option, replace the Product with a substantially equivalent Product or modify the Product in a manner that does not adversely affect the performance or functionality of the Product.
- 17. Indemnification.** Each Party ("Indemnifying Party") shall indemnify and defend the other Party (the "Indemnified Party") against any claims asserted against the Indemnified Party by a third party for losses, injuries, or damages caused by the Indemnifying Party's conduct. In addition, CareFusion shall indemnify and defend Customer against any claim asserted against Customer by a third party based upon a Product that has not been modified other than by or on behalf of CareFusion.

Terms and Conditions

18. Exclusion of Consequential Damages. NEITHER PARTY SHALL BE LIABLE TO THE OTHER PARTY FOR INCIDENTAL, CONSEQUENTIAL OR SPECIAL DAMAGES, INCLUDING, WITHOUT LIMITATION, LOSS OF BUSINESS OR PROFITS. This Section shall not limit a Party's right to indemnification from the other Party pursuant to Sections 15 and 17.

19. Insurance. CareFusion will maintain: (i) commercial general liability insurance, with per occurrence limits and aggregate limits (including, without limitation, any excess or umbrella coverage) of not less than \$2,000,000 and \$5,000,000, respectively; (ii) Products and Completed Operations insurance, and at Customer's written request naming Customer as an additional insured with per occurrence limits and aggregate limits of not less than \$5,000,000 and \$5,000,000 respectively; (iii) professional errors and omissions insurance that contains cyber liability and privacy notification insurance with per occurrence limits and aggregate limits of not less than \$1,000,000 and \$3,000,000; and (iv) workers' compensation insurance in compliance with statutory requirement and employers' liability insurance in an amount of not less than \$1,000,000 per occurrence. Notwithstanding the foregoing, the Parties understand and agree that CareFusion may self-insure for all or part of the insurance required hereunder. If any of the required policies are written on a claims-made basis, then such policies will be maintained for a period of not less than three (3) years following the termination or expiration of this Agreement.

20. Default by Customer. If Customer (i) fails to pay any payment required by this Agreement within ten (10) days after CareFusion delivers notice to Customer that the payment is past due or (ii) fails to cure any other default of this Agreement within thirty (30) days after CareFusion delivers notice to Customer identifying the default, then CareFusion may by notice declare Customer to be in breach and may elect, to the extent permitted by applicable law and in addition to and without prejudice to any other remedy available at law or equity, cancel the then-remaining performance of this Agreement and/or repossess any Product for which Customer has not paid CareFusion in full.

21. Default by CareFusion. If CareFusion fails to cure a material default of this Agreement within thirty (30) days after Customer delivers notice to CareFusion identifying such default, then Customer may by notice declare CareFusion to be in breach and may elect, to the extent permitted by applicable law and in addition to and without prejudice to any other remedy available at law or equity, to cancel the then-remaining performance of this Agreement, except for payment due for Product delivered to Customer and for which Customer has not paid CareFusion in full.

22. Proper Reporting of Discounts and Pricing. The prices under this Agreement may reflect "discounts or other reduction in price" as that term is used in the "safe harbor" regulations in the Medicare/Medicaid Anti-Kickback Statute, 42 C.F.R. § 1001.952(h). The parties hereto shall: (i) comply with all applicable laws and regulations relating to the accounting, application, and proper reporting of discounts and pricing under this Agreement, including but not limited to the requirements of the discount "safe harbor" located at 42 C.F.R. § 1001.952(h); (ii) properly report and appropriately reflect all prices paid under this Agreement net of all discounts as required by applicable laws and regulations, including but not limited to on Medicare, Medicaid and state agency cost reports; and (iii) retain a copy of this Agreement and all other documentation regarding this Agreement, together with the invoices for purchase of products hereunder and shall permit representatives of the U.S. Department of Health & Human Services or any relevant state agency access to such records upon request.

23. Access to Records. For a period of four (4) years after CareFusion has performed this Agreement, CareFusion shall make available, upon written request of the Secretary of the Department of Health and Human Services ("Secretary"), or upon request of the Comptroller General of the United States ("Comptroller"), or any of their duly authorized representatives (collectively, the "Requesting Party"), this Agreement, any books, documents, and records necessary to certify the nature and extent of the costs paid by Customer to CareFusion pursuant to this Agreement ("Access"). If CareFusion pays a subcontractor more than \$10,000 over a twelve (12) month period to perform any services in connection with this Agreement, then CareFusion shall obligate the subcontractor to permit Access to the Requesting Party.

24. Confidentiality. Except as required by law, neither Party shall disclose to a third party the terms of, or issue any public statement regarding, this Agreement without the other Party's prior written approval.

25. Exclusion. CareFusion is not excluded from participation from any federally-funded health care program, including Medicare and Medicaid (each, a "Program"). If CareFusion is excluded from any Program, then CareFusion shall immediately deliver notice to Customer and, subject to the satisfaction of any rights then-accrued by the Parties, Customer may elect by notice to cancel any remaining obligations in connection herewith.

26. Customer Policies. CareFusion and its employees shall comply with Customer's reasonable security rules, policies and procedures provided in writing and agreed to in advance by CareFusion ("Customer Policies"). Customer will notify CareFusion in writing of any material changes to Customer Policies. Any terms of the Customer Policies that are in addition to or conflict with this Agreement (e.g., terms related to purchase, delivery, payment, or termination) will have no force or effect unless adopted via a written amendment to this Agreement signed by each Party.

27. General.

(a) **Force Majeure.** If a Party is reasonably prevented from performing an obligation of this Agreement because of fire, flood, wind, earthquake, explosion or other disaster, acts of military authorities, acts of civil authorities unrelated to any violation of law by the Party, war, riot, insurrection, act of terrorism or other cause beyond the Party's reasonable control (collectively, a "Force Majeure Event"), then that Party shall not be in breach of this Agreement during the period that Party is prevented from performing that obligation, provided that the Party: (i) promptly delivers notice to the other Party identifying the Force Majeure Event; and (ii) immediately uses best efforts to perform the obligation notwithstanding the Force Majeure Event.

(b) **Assignment.** Neither Party may assign any rights or obligations under this Agreement without the other Party's prior written consent, which shall not be unreasonably withheld, conditioned or delayed, provided that either Party may assign such Party's rights and obligations under this Agreement without the other Party's consent: (i) to an affiliate; or (ii) incident to the transfer of all or substantially all of such Party's business assets in connection with the subject matter of this Agreement.

(c) **Notices.** Any notice from one Party to the other Party related to this Agreement shall be in writing and delivered either by hand, overnight courier or first class mail (certified or registered, return receipt requested, postage prepaid) to the receiving Party's Notice Address stated below. A notice shall be deemed to be given when delivered if by hand or by overnight courier and three days after it is mailed if by certified or registered mail. Either Party may change its Notice Address upon delivery of notice to the other Party.

(d) **Severability; Non-Waiver.** If a court or other body of competent jurisdiction declares any term of this Agreement invalid or unenforceable, then the remaining terms shall continue in full force and effect. No right created by this Agreement shall be deemed waived unless specifically and expressly waived in a writing signed by the Party possessing the right.

(e) **Governing Law.** This Agreement shall be governed by the laws of the state identified in Customer's Notice Address below, without regard to that state's conflicts of law provisions.

(f) **Prevailing Party.** If a Party prevails against another Party regarding any claim arising from or related to this Agreement, then the non-prevailing Party shall reimburse the prevailing Party for costs, expenses, and attorneys' fees reasonably incurred by the prevailing Party regarding such claim.

(g) **Entire Agreement; Amendment.** This Agreement constitutes the entire agreement and understanding of the Parties regarding the subject matter of this Agreement and supersedes all prior written and oral agreements, quotes, proposals, bids/bid responses, and understandings between the Parties regarding the subject matter of this Agreement. No changes to this Agreement shall be effective unless in a writing signed by both Parties. Any terms of Customer's Vendor Policies that are in addition to or conflict with this Agreement shall have no force or effect.

28. Applicable Terms of GPO Agreement. If a Group Purchasing Organization agreement ("GPO Agreement") is applicable to a Quotation/Purchase Agreement ("QPA") as of the Effective Date of the QPA and if the GPO Agreement states that identified terms of the GPO Agreement are incorporated into the QPA related to that Product, then the identified terms of the GPO Agreement shall be incorporated into the QPA related to that Product and shall supersede any conflicting term or condition applicable to the QPA related to that Product.

Terms and Conditions

Each person signing below represents that he/she intends, and has the authority, to bind his/her respective Party to this Agreement.

[CUSTOMER'S LEGAL NAME]

Notice Address: _____

City, State, Zip: _____

By: _____

Print: _____

Title: _____

Date: _____

CAREFUSION 211, INC.

22745 Savi Ranch Parkway

Yorba Linda, CA 92887-4645

By: _____

Print: _____

Title: _____

Date: _____

Capital Request Summary

Capital Request #

FY20-29

Name of Capital Request:

Laptop Computers (50)

Requestor/Department:

Rich Tyler - IT

Sole Source Purchase: Yes or **No**

Reason:

Quotes/Bids/ Proposals received:

	Vendor	City	Amount
1.	CDW	Vernon Hills, IL	\$90,000.00
2.	PC Connection Sales Corp	Merrimack, NH	\$96,100.00
3.			

Recommendation:

CDW, Vernon Hills, IL - \$90,000.00



		# Assigned: FY <u>20 - 29</u>
Capital Request		
Instructions: YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity. Note: When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.		
Department: IT	Submitted by: Rich Tyler	Date: 11/15/19
Provide a detailed description of the capital expenditure requested: Purchase 50 laptop computers to replace older out-dated hardware.		
Preferred Vendor: CDW		
Total estimated cost of project (Check all required components and list related expense)		
1. Renovation		\$
2. Equipment		\$
3. Installation		\$
4. Shipping		\$
5. Accessories		\$
6. Training		\$
7. Travel costs		\$
8. Other e.g. interfaces		\$
Total Costs (add 1-8)		\$ 90,000
Does the requested item:		
Require annual contract renewal? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		
Fit into existing space?	Explain:	
<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		
Attach to a new service?	Explain:	
<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		
Require physical plan modifications?	Electrical	\$
If yes, list to the right:	HVAC	\$
<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Safety	\$
	Plumbing	\$
	Infrastructure (I/S cabling, software, etc.)	\$
Annualized impact on operations (if applicable):		Budgeted Item:
Increases/Decreases		<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Projected Annual Procedures (NEW not existing)		
Revenue per procedure	\$	# of bids obtained? <u>2</u>
Projected gross revenue	\$	
Projected net revenue	\$	<input checked="" type="checkbox"/> Copies and/or Summary attached.
Projected Additional FTE's		If no other bids obtained, reason:
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 checked="" type="checkbox"/> NO	

OTHER CONSIDERATIONS

This request is to purchase 50 laptop computers to replace old, outdated hardware. The majority of our laptops were purchased in 2016 or before. We currently try to get 3-5 years out of our desktops and 2-4 years out of our laptops. (laptops are more prone to wear and tear than desktops are)

The first quote is from CDWG for \$90,000 for 50 laptops.

The second quote is from PC Connection for \$96,100.00 for 50 laptops.

We are recommending we purchase the 50 laptops from CDWG for \$90,000.

Rich Tyler

Digitally signed by Rich Tyler
Date: 2019.11.15 04:52:36 -07'00'

Submitted by: Signature

11/15/19

Date

QUOTE CONFIRMATION



DEAR RICH TYLER,

Thank you for considering CDW•G for your computing needs. The details of your quote are below. [Click here](#) to convert your quote to an order.

QUOTE #	QUOTE DATE	QUOTE REFERENCE	CUSTOMER #	GRAND TOTAL
KZSJ947	10/30/2019	50 COMPUTERS	1423698	\$90,000.00

QUOTE DETAILS				
ITEM	QTY	CDW#	UNIT PRICE	EXT. PRICE
DELL PRECISION 5540 CTO TYPE C BASE Mfg. Part#: 210-ASCL Contract: Intalere Tier 4 (VH10213)	50	5671654	\$1,800.00	\$90,000.00

PURCHASER BILLING INFO		SUBTOTAL	\$90,000.00
Billing Address: MEMORIAL HOSPITAL OF SWEETWATER ATTN ACCTS PAYABLE PO BOX 1359 ROCK SPRINGS, WY 82902-1359 Phone: (307) 362-3711 Payment Terms: Net 30 Days-Healthcare		SHIPPING	\$0.00
		SALES TAX	\$0.00
		GRAND TOTAL	\$90,000.00
DELIVER TO		Please remit payments to:	
Shipping Address: MEMORIAL HOSPITAL OF SWEETWATER 1200 COLLEGE DR ROCK SPRINGS, WY 82901-5868 Phone: (307) 362-3711 Shipping Method: DROP SHIP-GROUND		CDW Government 75 Remittance Drive Suite 1515 Chicago, IL 60675-1515	

Need Assistance? CDW•G SALES CONTACT INFORMATION



Sammi Hintze

(877) 698-5221

sammhin@cdwg.com

This quote is subject to CDW's Terms and Conditions of Sales and Service Projects at <http://www.cdwg.com/content/terms-conditions/product-sales.aspx>
For more information, contact a CDW account manager

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SALES QUOTE

PC Connection Sales Corp.
730 Milford Road
Merrimack, NH 03054-4631
(603) 683-2000

Salesperson: Eddie Fuentes
Phone: (800) 800-0014
Fax:
Email:

11362105.01

PLEASE REFER TO THE ABOVE
QUOTE # WHEN ORDERING

Date: 11/14/2019
Valid Through: 11/24/2019

Customer Contact: Bryan Bear
Email: bbear@sweetwatermemorial.com

Phone: (307) 362-3711
Fax:

BILL TO:	SHIP TO:
AB#: 15405209 MEMORIAL HOSPITAL OF SWEETWATER COUNTY ACCOUNTS PAYABLE 1200 COLLEGE DR PO BOX 1359 ROCK SPRINGS, WY 82901 (307) 875-7730	AB#: 15506108 MHSC BRYAN BEAR 1200 COLLEGE DR ROCK SPRINGS, WY 82901 (307) 362-3711

DELIVERY	FOB	SHIP VIA	SHIP WEIGHT	TERMS	FEDERAL ID#
	Destination	Small Package Ground Service Level	.00 lbs	NET 30	02-0497006

* Line #	Qty	Item #	Mfg. Part #	Description	Mfg.	Price	Ext
10	50		1000424388667	Dell Precision 5540 CTO Base, Intel® Core™ Processor i7-9750H, 6 Core, 12M Cache, 2.60GHz up to 4.5GHz Turbo, 45W Dell	Dell	\$ 1,922.00	\$ 96,100.00
Subtotal							\$ 96,100.00
Fee							\$ 0.00
Shipping and Handling							\$ 0.00
Tax							\$ 0.00
Total							\$ 96,100.00

*Lease for as low as: \$2,749.42/Mo.

* The amount is indicative of a 36-month, Fair Market Value (FMV) lease provided by Connection Financial Services and/or other Connection finance partners. Assumes order is predominantly made up of hardware. If the majority of this quote represents software and/or services, please contact your Connection Account Manager to seek a custom lease quote. Lease offerings are subject to credit approval and other lease terms and conditions.

Important Notice - Standard Terms of Sale: Pricing valid for quantities shown until expiration date, excluding memory and hard drives. All purchases from PC Connection, Inc. are subject to the Company's Standard Terms of Sale, which describe important legal rights and obligations. You may review the Standard Terms of Sale on the Company's website - pcconnection.com, or you may request a copy via fax, e-mail, or mail by calling 1-800-800-0011 or your account representative. It is the end user's responsibility to review, understand and agree to the terms of any End User License Agreement ("EULA").

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

NARRATIVE TO OCTOBER 2019 FINANCIAL STATEMENTS

THE BOTTOM LINE. The bottom line from operations for October was a loss of \$232,481, compared to a gain of \$1,439 in the budget. This yields a -2.99% operating margin for the month compared to 0.02%. The YTD net operating loss is \$922,156, compared to a loss of \$59,338 in the budget. This represents a YTD operating margin of -3.13% compared with -0.20% in the budget.

The total net loss is \$245,574, compared to a loss of \$2,381 in the budget. The YTD total net loss is \$929,658, compared to a loss of \$74,617 in the budget. This represents a YTD profit margin of -3.16% compared to -0.20% in the budget.

REVENUE. Revenue for the month was \$15,157,564, over budget by \$536,149. Inpatient revenue was under budget by \$72,776, outpatient revenue was over budget by \$530,815 and the employed Provider Clinic was over budget by \$78,109.

Net patient revenue for the month was \$7,501,567, under budget by \$14,312. YTD net patient revenue is \$28,539,759, under budget by \$744,801.

Total operating revenue for the month was \$7,787,687, over budget by \$48,857. YTD total operating revenue is \$29,426,192, under budget by \$690,508.

Combined Days in AR were 45; 44 in the Hospital, down 1 day and 51 in the Clinic, down nine days from last month.

Annual Debt Service Coverage came in at 3.14.

REDUCTION OF REVENUE. Deductions from revenue were booked at 50.5% for October. Reduction of revenue is over budget \$550,461. Total collections for the month were \$7,669,231. Days of Cash on Hand are 127 in October, down 7 days from last month. Daily cash expense is \$228,000.

Payer	Avg prior 2 months	Collection %	Expected Collections	Actual	Act Variance	Act Coll %
BLUE CROSS	3,312,572.42	82%	2,716,309.38	2,576,718.00	(139,591.38)	78%
COMMERCIAL	1,808,398.31	83%	1,500,970.59	1,451,243.00	(49,727.59)	80%
GOVERNMENT	580,416.95	17%	98,670.88	110,052.00	11,381.12	19%
MEDICAID	1,172,054.53	19%	222,690.36	316,516.00	93,825.64	27%
MEDICARE	5,013,010.93	32%	1,604,163.50	1,380,704.00	(223,459.50)	28%
SELF PAY	1,168,521.41	46%	537,519.85	726,756.00	189,236.15	62%
WORKERS COMP	221,636.16	35%	77,572.65	65,846.00	(11,726.65)	30%
TOTAL HOSPITAL	13,276,610.69	50.9%	6,757,897.22	6,627,835.00	(130,062.22)	50%

The table shows the October variance of expected to actual collections by payer for the Hospital only. The total collections variance is a negative \$130,062. Blue Cross and Commercial payers were under by \$189,318. Medicare still has the largest negative variance at \$223,459. Overall collections were at 50% as compared to our goal of 51%.

Medicare – Unbilled peritoneal dialysis accounts equal about \$65,000 a month. Medicare inpatient claims are being held until the October 2019 pricing updates are uploaded into their system, equaling more than \$500,000 for October.

Blue Cross - At the close of October, BCBS accounts receivable balance is \$3,300,934 compared to prior year average balances of \$2.9 million. Current claims are processing correctly and days in AR have decreased to 33 days. We continue weekly calls and correspondence with Blue Cross to follow up on aging accounts estimated at \$250K at month end.

Collection goal for October ~ \$6,920,000:

- 51% of prior two months charges ~ \$6,720,000
- Portion of aging AR ~ \$200,000

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

	Current	FY19	FY18
BLUE CROSS	33.74	45.74	29.85
COMMERCIAL	41.84	38.68	47.39
GOVERNMENT	130.72	111.55	133.98
MEDICAID	17.80	44.68	26.07
MEDICARE	30.24	32.77	31.63
SELF PAY	183.41	175.65	178.38
WORKERS COMP	48.26	74.14	67.94
TOTAL HOSPITAL	48.04	52.58	48.23

EXPENSES. Total expenses for the month were \$8,020,168, over budget by \$282,777 and over budget \$172,310 year to date. The following line items were over budget:

Group Health – Group health is over budget by \$158,864 for October, over budget \$357,856 year to date. We have seen an increase over prior year of \$596,000 or 28%. Gross revenue from employee usage of hospital and clinic services is projecting 26% higher than the prior calendar year under UUHP. We are working with Arthur J Gallagher to review the paid claims to see where the increase is coming from and to audit the BCBS payments.

Physician Fees – Locum fees for Hospitalists and OB/GYN Clinic came in over budget in October.

Drugs – Drug expense from Cardinal was \$904,000, over budget by \$270,000. IUD expense came in at \$106,000 in October for the OB Clinic as they stocked up for future months. We had \$18,600 for flu vaccines across the hospital and clinics. We also saw an increase in chemotherapy drugs of \$102,500 plus \$87,000 in chemotherapy drugs purchased at the end of the month for November.

Supplies – Implants for urology and orthopedic surgeries and patient chargeables are over budget but we saw the corresponding increase in department revenue.

Maintenance & Repair Service – Boiler and tank repairs and bobcat equipment maintenance were expensed in October. Year to date, \$357,926 has been sent for reimbursement from the County maintenance fund.

OUTLOOK FOR NOVEMBER. Gross patient revenue is projecting to come in right at budget of \$14 million. Expenses are projecting to come in near budget at \$7.6 million. This table shows projected collections compared to expected collections for November.

Payer	Avg prior 2 months	Collection %	Expected Collections	Actual	Act Variance	Act Coll %	Projected	Prj Variance	Prj Coll %
BLUE CROSS	3,170,166.50	82%	2,599,536.53	1,700,479.00	(899,057.53)	54%	2,834,131.67	234,595.14	89%
COMMERCIAL	1,716,248.00	83%	1,424,485.84	816,375.00	(608,110.84)	48%	1,360,625.00	(63,860.84)	79%
GOVERNMENT	693,897.00	17%	117,962.49	61,906.00	(56,056.49)	9%	103,176.67	(14,785.82)	15%
MEDICAID	970,963.00	19%	184,482.97	82,302.00	(102,180.97)	8%	137,170.00	(47,312.97)	14%
MEDICARE - Inpatient	1,633,769.00	56%	914,910.64	109,438.00	(805,472.64)	7%	182,396.67	(732,513.97)	11%
MEDICARE - Outpatient	3,812,128.50	23%	876,789.55	499,000.00	(377,789.56)	13%	831,666.67	(45,122.89)	22%
SELF PAY	1,075,269.00	50%	537,634.50	258,296.00	(279,338.50)	24%	430,493.33	(107,141.17)	40%
WORKERS COMP	184,359.00	35%	64,525.65	17,510.00	(47,015.65)	9%	29,183.33	(35,342.32)	16%
TOTAL HOSPITAL	13,256,800.00	50.7%	6,720,328.18	3,545,306.00	(3,175,022.18)	27%	5,908,843.33	(811,484.84)	45%

Medicare - We have seen an increase in Medicare inpatient accounts receivable due to the delay in updating their system. All of our Medicare billing is current and should pay as soon as the update is complete. We are currently under expected collections by \$732,000, with the majority of delayed collections in Dialysis, Emergency Room, Inpatient, Surgery and Radiation Oncology accounts.

We continue to wait for State certification of the peritoneal dialysis unit and are holding claims of \$350,000. Due to the increase in volumes in chemotherapy and infusion, Medicare has started pulling these claims for medical review. This delays payments by 45 – 60 days. We are still working with our software vendor on creating reports that will break out collections by inpatient and outpatient dollars.

Blue Cross - Blue Cross collections are projecting to \$2.3 million for the month. The variance on accounts > 90 days has decreased slightly from the end of last month. We continue to work with their staff and are prioritizing based on dollar amount of claim.

Self-Pay – With the large cleanup of older BCBS accounts in September, balances after insurance have now moved to self-pay, about \$143,000 growth since June 2019. The Self-Pay team is working on moving these to payment plans if possible. Per policy, the accounts will remain in self-pay for 90 days before bad debt processes begin. We are working on a plan to decrease our Self-Pay accounts receivable by the end of the fiscal year to include point of service collections, reviewing medical assistance and payment plan policies and looking at the bad debt process.

Reduction of revenue – Payer mix is projecting to be better in November with increases in Blue Cross and Commercial and decreases in Medicare and Self Pay. If this trend continues and Medicare inpatient payments are received by the end of the month, we may see a decrease in our reduction of revenue for the month. Reduction of revenue will also be greatly affected as we work on Self-Pay accounts.

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

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

November 18, 2019

PROVIDER CLINIC – OCTOBER 2019

CLINIC BOTTOM LINE. The bottom line for the Provider Clinic for October was a loss of \$544,988, compared to a loss of \$630,725 in the budget. The YTD net operating loss is \$1,999,188, compared to a loss of \$2,062,634 in the budget.

VOLUME. Total visits were 5,195 for October.

REVENUE. Revenue for the Clinic for October was \$1,668,235, over budget by \$78,109. YTD revenue is \$5,866,084, under budget by \$170,021.

The Clinic providers also generate hospital enterprise revenue, including Lab, Imaging and Surgery. Gross enterprise revenue year to date is \$16,178,966. This equates to \$7,634,375 of net enterprise revenue with an impact to the bottom line of \$293,160. The gross enterprise revenue is 27.2% of the total Hospital revenue year to date.

Net patient revenue for the Clinic for October was \$899,944, over budget by \$28,303. YTD net patient revenue was \$3,194,001, which was under budget by \$135,689.

Deductions from revenue for the Clinic were booked at 46.1% for October and at 45.6% year to date, which is slightly over budget for the year.

In October, the YTD payer mix was as follows; Commercial Insurance and Blue Cross is 55.1% of revenue, Medicare and Medicaid is 38.2% of revenue and Self Pay is 6.2% of revenue. The current payer mix is in line with the prior year.

Days in receivable for October are at 51 in the Clinic, down nine days from September and at 37 days in the Ortho clinic, down three days from last month.

EXPENSES. Total expenses for the month were \$1,524,507, which was under budget by \$48,951. The majority of the expenses consist of Salaries and Benefits; at 80% of total expenses. The following categories were over budget for October:

Fringe Benefits – This expense is over budget by \$19,583 for the month due to group health.

Other Physician Fees – This expense is over budget \$11,848 for the month due to locums coverage for the OB/GYN clinic.

Purchased Services – This expense is over budget by \$4,128 for the month.

Supplies – This expense is over budget \$4,565 for the month. Ortho and Pediatric clinic supplies came in over budget for the new providers.

Other Operating Expenses – This expense is over budget by \$13,686 for the month. Pharmacy Floor allocation was over budget.

OVERALL ASSESSMENT. Through October, the Provider Clinic revenue plus enterprise revenue makes up 37% of total hospital gross patient revenue.

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

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

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

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

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

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

Call Meeting to Order

Mr. Kelsey called the meeting to order.

Approve Meeting Minutes

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

Capital Requests

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

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

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

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

Financial Report

Monthly Finance Statements & Statistical Data

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

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

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

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

Financial Forum Discussion

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

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

Submitted by Tami Love

DRAFT

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

Wednesday ~ November 21, 2019

4:00 p.m.

Classrooms 1 & 2

Voting Members:

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

Non-Voting Members:

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

Guests:

Jeff Smith, Commission
Crystal Hamblin

Jim Horan

Leslie Taylor

- | | |
|--|--------------|
| I. Call Meeting to Order | Marty Kelsey |
| II. Approve October 30, 2019 Meeting Minutes | Marty Kelsey |
| III. Capital Requests FY 20 | Marty Kelsey |
| IV. Financial Report | |
| A. Monthly Financial Statements & Statistical Data | |
| 1. Narratives | Tami Love |
| 2. Financial Information | Tami Love |
| 3. Budget Adherence | Tami Love |
| B. Other Business | |
| 1. Preliminary Bad Debt | Ron Cheese |
| V. Old Business | |
| A. BCBS Update | Ron Cheese |
| VI. New Business | |
| A. Financial Forum Discussion | Marty Kelsey |
| VIII. Adjournment | Marty Kelsey |

Finance and Audit Comm Minutes October 30 2019 Draft (002)

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Finance & Audit Committee Meeting
October 30, 2019

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

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

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

Guests: Mr. Taylor Jones, *Trustee*
Mr. Jim Horan, *Director of Facilities*
Ms. Leslie Taylor, *Clinic Director*
Mr. Robb Slaughter, *Sweetwater County*

Call Meeting to Order

Mr. Kelsey called the meeting to order.

Approve Meeting Minutes

A motion to approve the meeting minutes of September 25, 2019 as presented was made by Mr. Mathey; second by Ms. Richardson. Motion carried.

Capital Requests

There were not any requests for Capital purchases this month.

Special Purpose Tax Bonding

Robb Slaughter from Sweetwater County was a guest at this meeting. He was there to answer any questions on the bonding of the special purpose tax. He explained some of the requirements for getting the special purpose tax placed on the ballot. A discussion ensued concerning the amount the commissioners might approve. Mr. Slaughter explained the difference between bonding the special purpose tax and not bonding it. He said that the majority of the approved

projects get bonded. He also said that if you bond, your interest rate will be determined by your current bond rating. He explained that the advantage of bonding is you get all the money up front. Your costs could increase over the approximate 6 years it takes to get the full payment if you decide not to bond. He said please contact him if there are any questions.

Financial Report

Monthly Finance Statements & Statistical Data

Ms. Love reviewed the narrative to the September financial statements. She noted that collections came in at \$8.5 million. One of the highest collection months ever. BCBS caught up on many back payments. Mr. Cheese added that BCBS is down to owing \$200,000 on old accounts. New accounts seem to be paying faster. Ms. Love also said that they are seeing an increase in the medicare payor mix for October. This will mean a higher reduction of revenue for October. She said the State has still not been here to certify the peritoneal dialysis service line. We are still unable to bill medicare for this service. Medicare has also delayed processing of accounts for 2 weeks while they upgrade their system.

Mr. Kelsey reviewed an analysis he had done comparing the first quarter of this year to the first quarter of last year. He found it interesting that our gross revenue was up \$4.5 million, but the net revenue was only up \$183,000. He said he thinks it is important to keep an eye on the longer-term trends. Ms. Love said that the revenue cycle committee is currently working on charge capture. They are starting to work with every department on their processes and making sure all patient charges are captured.

Mr. Cheese presented the preliminary bad debt. He said that October is down to \$787,000. He noted that they had great recoveries this month.

New Business

Ms. Love handed out a packet that explains how the debt service ratio is calculated. Our bond covenant requirement is 1.25 or higher.

Financial Forum Discussion

Mr. Kelsey asked if there was an update on the insurance consultant. Mr. Love said that proposals have gone out to brokers. He asked if any local companies were on the list. He felt that it was important to give the locals a chance also.

Mr. Tyler provided an update on cyber penetration testing. He said that they have picked a vendor. The contract is currently being reviewed by in-house council. He is hoping to start by January.

With no further business, the meeting adjourned at 5:50PM.

DRAFT

Capital Requests FY 20

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

WEDNESDAY ~ November 21, 2019

		YTD CAPITAL APPROVED	GRANT OR DONATION REIMBURSED	2020 APPROVED BUDGET	REMAINING YTD BALANCE
As of October 2019		635,845.00	-	3,000,000.00	2,364,155.00

CAPITAL REQUEST #	REQUESTED ITEM/REQUESTOR	CAPITAL AMOUNT TO BE APPROVED	MAINTENANCE SUPPORT COSTS	FREIGHT COSTS	TOTAL AMOUNT	COMMENTS
FY20-26	Dynamics GP upgrade to v2018.R2 Tami Love	30,000.00			30,000.00	
FY20-28	Vyntus One PFT machine with Body Box Crystal Hamblin	57,570.90	2,070.00		59,640.90	
FY20-29	Laptop Computers (50)	90,000.00			90,000.00	
TOTAL AMOUNT REQUESTED		177,570.90	2,070.00	-	179,640.90	

FY20-26 - P3 Consulting GP upgrade

Capital Request Summary

Capital Request #

FY20-26

Name of Capital Request:

Dynamics GP upgrade to v2018 R2

Requestor/Department:

Jan Layne – Fiscal Services

Sole Source Purchase: Yes or No

Reason: P3 Consulting is vendor for Dynamics GP support

Quotes/Bids/ Proposals received:

	Vendor	City	Amount
1.	P3 Consulting	Highland, UT	\$30,000
2.			
3.			

Recommendation:

P3 Consulting, Highland, UT - \$30,000

Assigned: FY 20 - 26

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: 930-FISCAL SERVICES

Submitted by: JAN LAYNE

Date: 11/07/19

Provide a detailed description of the capital expenditure requested:

UPGRADE MICROSOFT GP DYNAMICS FROM VERSION 2015 TO 2018.2

Preferred Vendor:

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

1. Renovation	\$
2. Equipment	\$
3. Installation	\$ 30,000
4. Shipping	\$
5. Accessories	\$
6. Training	\$
7. Travel costs	\$
8. Other e.g. interfaces	\$
Total Costs (add 1-8)	\$ 30,000

Does the requested item:

Require annual contract renewal? ☐ YES ☐ NO

Fit into existing space?

☒ YES ☐ NO

Explain:

Attach to a new service?

☐ YES ☒ NO

Explain:

Require physical plan modifications?

If yes, list to the right:

☐ YES ☒ NO

Electrical

HVAC

Safety

Plumbing

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

\$

\$

\$

\$

\$

Annualized impact on operations (if applicable):

Increases/Decreases

Projected Annual Procedures (NEW not existing)

Revenue per procedure

\$

Projected gross revenue

\$

Projected net revenue

\$

Projected Additional FTE's

Salaries

\$

Benefits

\$

Maintenance

\$

Supplies

\$

Total Annual Expenses

\$

Net Income/(loss) from new service

\$

Budgeted Item:

☒ YES ☐ NO

of bids obtained? _____

☐ Copies and/or Summary attached.

If no other bids obtained, reason:

SOLE SOURCE

Review and Approvals

Submitted by:

Verified enough Capital to purchase

Department Leader

☒ YES ☐ NO

Vice President of Operations

☐ YES ☐ NO

Chief Financial Officer

☒ YES ☐ NO

Chief Executive Officer

☒ YES ☐ NO

Board of Trustees Representative

☐ YES ☐ NO

Jan Layne

Cynthia

OTHER CONSIDERATIONS

Microsoft Dynamics GP is our current accounting software. We use this software in accounting for payroll, accounts payable and general accounting. Materials management uses this software for inventory and purchase orders. This software is also used in Human Resources for employee and benefit management. We have used this software since 2008. We are currently running version 2015 and it will no longer be supported as of April 2020. We need to upgrade to a newer version as soon as possible so that we have plenty of time to test the new system before placing it into production.

Jan Layne
Submitted by: Signature

11-7-19
Date

P3 Consulting

6741 Madison Ave
Highland, UT 84003

SOW 102 for Agreement to Perform Consulting Services to Memorial Hospital of Sweetwater County

Date	Services Performed By:	Services Performed For:
February 6, 2019	P3 Consulting 6741 Madison Ave Highland, UT 84003	Memorial Hospital of Sweetwater County 1200 College Drive, Rock Springs, WY 82901

Scope of Work

P3C shall provide the Services and Deliverable(s) as follows:

Upgrade Dynamics GP to v2018 R2 along with the following related 3rd parties:

- 1.) Dynamics GP
- 2.) Management Reporter
- 3.) Binary Stream Materials Management including scan guns
- 4.) Paramount WorkPlace
- 5.) eOne Smartlist Builder
- 6.) eOne SmartConnect
- 7.) Mekorma MICR
- 8.) Integrity Data
- 9.) Greenshades
- 10.) Go live support

Assumptions:

- It is assumed that all work will be conducted remotely by P3C unless requested by MHSC for onsite activity.

- It is assumed that administrative access to Microsoft Dynamics GP servers and applications will be granted to P3C.

Professional Services

This engagement will be conducted as a fixed fee project.

Item Description	Fee Amount
Upgrade Dynamics GP to v2018 R2	\$30,000

Services will be billed based on the following schedule:

- 1.) Project kickoff - \$5,000
- 2.) Begin user acceptance testing - \$10,000
- 3.) Go live - \$15,000

Payment terms are net (15) days.

Services Timeline

Any estimate regarding time of completion, costs, or other estimates which may be provided by P3C are given in good faith, but are not to be construed as a guarantee.

IN WITNESS WHEREOF, this SOW has been duly executed and delivered by the authorized representative of each party hereto, to be effective as of the SOW Date.

Memorial Hospital of Sweetwater County

P3 Consulting, LLC

Signature: _____	Signature: _____
Name: _____	Name: _____
Title: _____	Title: _____
Date: _____	Date: _____

FY20-28 - Vyntus PFT

Capital Request Summary

Capital Request #

FY20-28

Name of Capital Request:

Vyntus One PFT machine with Body Box

Requestor/Department:

Crystal Hamblin - Cardiopulmonary

Sole Source Purchase: Yes or **No**

Reason:

Quotes/Bids/ Proposals received:

	Vendor	City	Amount
1.	Care Fusion	Mettawa, IL	\$57,570.99 support \$2,070/year
2.	Morgan	Haverhill, MA	\$58,888.00 Support \$3,100/year
3.	MGC Diagnostics	St. Paul, MN	\$49,613.00 Support \$3,719/year

Recommendation:

Care Fusion, Mettawa, IL - \$57,570.99



		# Assigned: FY 20 - 28
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.		

Note: Before ordering equipment requiring sterilization, check with Surgical Services/Central Sterile to ensure we have the proper sterilizing equipment.		
Department: Cardiopulmonary	Submitted by: Crystal Hamblin	Date: 10/02/2019
Provide a detailed description of the capital expenditure requested: Vyntus One PFT machine with Body Box to meet accreditation standards (see other considerations). FY 2018: PFT 282 (\$104,105), Plethysmography 173 (\$33,562), DLCO 193 (\$38,793) FY 2019: PFT 312 (\$122,316), Plethysmography 208 (\$41,600), DLCO 241 (\$50,128), Nitrogen Washout 13 (\$2054) Projected FY 2020: PFT (\$192,360), Plethysmography 350 (\$76,300), DLCO (\$78,234), Nitrogen Washout 60 (\$10,380)		
Preferred Vendor: Care Fusion		
Total estimated cost of project (Check all required components and list related expense)		
1. Renovation		\$
2. Equipment		\$54070.99
3. Installation		\$
4. Shipping		\$
5. Accessories		\$
6. Training		\$3500.00
7. Travel costs		\$
8. Other e.g. interfaces		\$
Total Costs (add 1-8)		\$57570.99
Does the requested item:		
Require annual contract renewal? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO \$2070/year		
Fit into existing space? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Explain:	
Attach to a new service? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Explain: Bronchoprovocation, Exercise Testing for Bronchospasm, and Pulmonary Stress Testing	
Require physical plan modifications? If yes, list to the right: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Electrical HVAC Safety Plumbing Infrastructure (I/S cabling, software, etc.)	\$ \$ \$ \$ \$
Annualized impact on operations (if applicable):		Budgeted Item:
Increases/Decreases		
Projected Annual Procedures (NEW not existing)		<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Revenue per procedure	\$ 1055 (doesn't include pro fee)	# of bids obtained? 4
Projected gross revenue	\$357,274	
Projected net revenue	\$	<input checked="" type="checkbox"/> Copies and/or Summary attached. If no other bids obtained, reason:
Projected Additional FTE's		
Salaries	\$	
Benefits	\$	
Maintenance	\$	
Supplies	\$	
Training Staff (NIOSH Certification)	\$ 5,000	
Total Annual Expenses		
Net Income/(loss) from new service		

Review and Approvals

Submitted by: Crystal Hamblin	Verified enough Capital to purchase	
Department Leader	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Vice President of Operations ceo	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Kan G
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Cynthia
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	[Signature]
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO	

OTHER CONSIDERATIONS

Pulmonary function laboratories produce information that has important clinical impact, including diagnosis and classification of disease severity, choice of therapy, response to therapy, and disease progression. The equipment used to diagnose respiratory diseases must be accurate and precise. The Joint Commission will soon mandate that all Pulmonary Function Testing Labs obtain accreditation once the updated American Thoracic Society (ATS) Standards are published. Key components of accreditation are qualified personnel, appropriate operating manual of procedures, robust quality control, and reliable and accurate lung function testing equipment.

Our current spirometry equipment vendor (nSpire) dissolved in April 2019. We are no longer able to service the equipment through nSpire. We are unable to obtain replacement parts, as they are no longer manufactured through nSpire. We are working with MHSC's Biomed Department on preventable maintenance and calibration issues. More frequently, we are required to outsource repairs to a third party.

The Vyntus One has measurement capabilities of performing complete spirometry testing (FVC, SVC, MVV) pre/post bronchodilator, bronchial challenge testing, lung volumes, FRC by N2 washout, body plethysmography, and diffusion capacity. Vyntus One offers a modern ergonomic design, with ultrasonic sensor technology for consistent and accurate respiratory testing, with efficient hygiene and maintenance protocols for patient safety. The Vyntus One has been FDA cleared and validated and meets updated 2017 ATS/ERS & DLCO Testing Guidelines.

My recommendation is to purchase the Vyntus One PFT machine with Body Box. This machine meets all regulatory and infection control requirements with quality assurance analytics for accreditation.

References:

Culver, B. H., Graham, B. L., Coates, A. L., Wanger, J., Berry, C. E., Clarke, P. K., . . . ATS Committee on Proficiency Standards for Pulmonary Function Laboratories. (2017). Recommendations for a standardized pulmonary function report. an official american thoracic society technical statement. *American Journal of Respiratory and Critical Care Medicine*, 196(11), 1463-1472. doi:10.1164/rccm.201710-1981ST

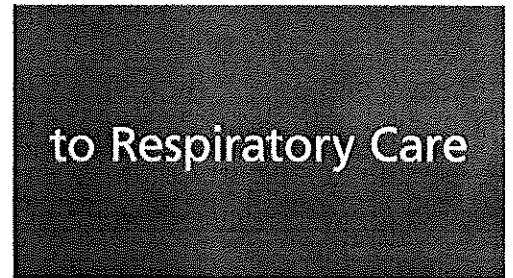
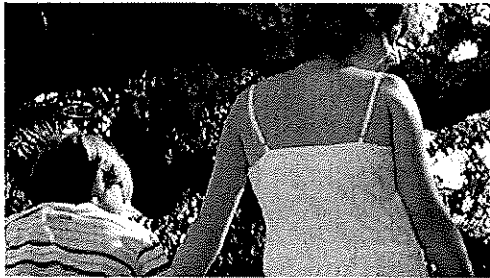
Kaminsky, D. A., McIntyre, N., & Culver, B. (2017). The pulmonary function laboratory: Something old and something new. *Annals of the American Thoracic Society*, 14(1), 10-11. doi:10.1513/AnnalsATS.201610-763ED

Submitted by: Signature

Date



Respiratory Products Proposal



Quote 2019-77158

Prepared for: Crystal Hamblin
Memorial Hospital Sweetwater County
Rock Springs, WY
(307) 352-8117

Equipment/ 57,570.99
Training 2,070.00
Service Contract

Trade In 12,000

Prepared by:
Mark Williams
CareFusion Respiratory Technologies
7149227461
mark.williams1@vyaire.com





CareFusion

Price Quotation

Customer: Memorial Hospital Sweetwater County

Quotation Number: 2019-77158

1200 College Dr
Rock Springs, WY 82901

Quote Date: 9/10/2019

Quote Expiration: 11/9/2019

Attn: Crystal Hamblin

We are pleased to quote the following items based on Intalere Tier 1 (Ventilation); Contract: VQ25800, Expires: 12/31/2021 pricing (if applicable):

Product	Description	Qty	List Price Each	Unit Price	Extended Price
Vyntus One PFT					
31783-001	Vyntus ONE PFT System. Includes analyzer module (O2, CO2, Multigas), breathing circuit (including Ultrasonic sensor, Flow Path Valve, and Demand Valve), SentrySuite software, standard cart and arm with adjustable height and left/right mousepad, validated WIN 10 PC with sanitizable medical keyboard/mouse, 27 flat panel Infinity-edge monitor, Office Jet printer, 3-L manual syringe, O2, DLCO and calibration gas regulators, 6 cylinder gas stand, 1 box of MicroGard IIB and IIC (80 each) filters. Tests performed: Spirometry (FVC, SVC, MVV), Lung subdivisions (VTG, FRC-N2, RV, TLC), Real-time DLCO (both Single Breath and (No Suggestions)), MIP/MEP, pre/post bronchodilator. Standard software includes: Guidance and Stabilitrac instructional applications, pre-formatted reports and reference sets with design tools for modification, automated interpretation algorithms, QA checks and physician interpretation templates. 1st year warranty included.	1	\$51,300.00	\$41,040.00	\$41,040.00
768093	GAS .3%CO .3%CH4 21%O2 BAL N2 (ED)	1	\$169.00	\$135.20	\$135.20
V-892590-13	GAS 16%O2 5%CO2 0.3%CO/CH4/BAL N2 E CYL	1	\$369.74	\$295.79	\$295.79
97075-PM2-OS	PULMONARY OR EXERCISE ONSITE TRAINING 2 DAYS Pulmonary Function and/or Cardiopulmonary Exercise Onsite Training Course for 2 days with a Vyaire Medical, Inc. Clinical Applications Specialist. Attendee/s will participate in an interactive session on the proper operation of Vyaire pulmonary function and/or cardiopulmonary exercise device/s. Includes AARC CRCE credits for up to 3 persons IF the attendee/s are present the entire course with limited interruptions and complete a written exam and survey per AARC requirements. CEUs for additional trainees are available for purchase. - Cancellation notice must be received from customer in writing (via email is acceptable) 15 business days prior to	1	\$3,500.00	\$3,500.00	\$3,500.00



Price Quotation

Customer: Memorial Hospital Sweetwater County

Quotation Number: 2019-77158

Product	Description	Qty	List Price Each	Unit Price	Extended Price
	the confirmed start date of the Training Course, or the following fees will be assessed per the Vyaire Training Course cancellation policy.* *No fee applied if cancellation notice received from the Customer prior to 15 business days before the start date of the confirmed Training Course. *½ the cost of purchased training cancellation fee applied if cancellation notice received from the Customer less than 15 business days, but prior to 5 business days, before start date of confirmed Training Course. *Full cost of purchased training cancellation fee applied if cancellation notice received from Customer less than 5 business days before start date of confirmed Training Course. The full cost of purchased training will also be applied to "no shows" by Customer when scheduled to attend training at Vyaire training facility. -Training must be completed within 60 days of purchase date when sold as training only, or within 60 days of installation of capital device when training sold with a capital sale, not to exceed one calendar year from original date of purchase.				
28568-001	SES STANDALONE Device to be configured as a standalone	1	\$0.00		\$0.00
Additional					
31803-001	Vyntus BODY Diffusion system, no PC, no cart. System will connect to shared computer and license of SentrySuite. Includes: 1110L body plethysmograph with 551 pound patient bench and 25 inch telescoping arm, breathing circuit (including Ultrasonic sensor, Flow Path Valve, and Demand Valve), SentrySuite software, 3-L manual syringe, DLCO pressure regulator. On board analyzers to perform in box: Spirometry (FVC, SVC, MVV), Lung subdivisions (VTG, FRCpl, RV, TLC, Raw, Conductance and specific resistance and Resistance Volume Loops), Real-time DLCO (both Single Breath and Intra-breath), MIP/MEP, and pre/post bronchodilator. 1st year warranty included.	1	\$29,300.00	\$23,500.00	\$23,500.00
Additional					
32925-001	Additional Breathing Circuit for Vyntus BODY. Includes: 1 each of USS Module with polytube adapter, Flow Path Valve, Shutter and 1 pk of 5 Silicone Valves.	1	\$1,100.00	\$1,100.00	\$1,100.00

Total List Price: \$85,498.99



Price Quotation

Customer: Memorial Hospital Sweetwater County

Quotation Number: 2019-77158

Total Line Item Discounts: \$15,928.00

Total Discount Percent: 18.63%

Total: \$69,570.99

Trade in: - \$12,000.00

Total Price: \$57,570.99

Terms: Net 30 days / FOB: FOB Destination, prepay and add

The prices quoted above are from the listed price list if the part number is on contract, or a discount from list price, or list price. Some prices quoted above may be a price concession that is not on any specific pricing schedule or GPO/customer specific contract.



Trade-in Information

Customer: Memorial Hospital Sweetwater County

Quotation Number: 2019-77158

The trade-in total on the quotation page is based on trading in the following products and quantities of product. Unless otherwise agreed in writing, this trade-in commitment is valid only when executed with the full proposal outlined above. Trade-in units will be picked-up when installation of the proposed equipment is complete or mutually agreeable time.

Manufacturer	Quantity	Amount per unit	Extended traded-in amount
CareFusion	1	\$12,000.00	\$12,000.00



Price Quotation

Customer: Memorial Hospital Sweetwater County

Quotation Number: 2019-77158

To place a Purchase order

Please fax or email a signed copy of this quote along with your purchase order unless noted otherwise by your sales consultant. Also reference the CareFusion Quotation Number located at the top of this form on your PO.

E-mail: Capitalorders@vyaire.com

Fax: 877.781.2335

Federal ID: 16-1721349

Mailing Address: **CareFusion 211, Inc.**

CAPITAL CUSTOMER SERVICE

26125 N. Riverwoods Blvd

Mettawa, IL 60045

Installation Details

Please provide the primary contact information for this order. Providing the information below allows our customer service team to contact you with information and/or questions pertaining to the order or shipment of product. Thank you.

Contact Name: _____

Dept: _____

Phone: _____

E-mail: _____



- 1. Quotation/Purchase Agreement; Effective Date; Product.** This Quotation/Purchase Agreement is comprised of the terms and pricing set forth in this document, including these Terms and Conditions (this "Agreement"). Customer acceptance of this Agreement is expressly limited to the terms of this Agreement. The "Effective Date" of this Agreement shall be the date set forth at the top of the first page of this Agreement. "Product" means each CareFusion product and/or service identified in this Agreement.
- 2. Performance.** Each Party shall bear the cost of the Party's performance of this Agreement. Each Party shall comply with all federal and state laws and regulations applicable to the Party's performance of this Agreement.
- 3. Purchase Orders; Minimum Order.** Any terms stated in, or otherwise provided in connection with, a Customer purchase order ("Purchase Order") that are in addition to or conflict with this Agreement shall have no force or effect. No Purchase Order shall be less than \$75.00.
- 4. Delivery.** Except as set forth in any applicable group purchasing organization agreement or above in this Agreement, CareFusion shall: (i) deliver Products to Customer at CareFusion's shipping dock as soon as commercially reasonable after complete execution of this Agreement; and (ii) arrange carriage of the Products on Customer's behalf from CareFusion's shipping dock to Customer's facility and, in that case, Customer shall pay CareFusion the freight charges CareFusion incurs to ship the Products.
- 5. Risk of Loss.** From the time CareFusion delivers a Product until Customer pays for the Product in full, Customer shall be responsible for any loss of or damage to the Product from any cause ("Loss") except for Loss caused by CareFusion's negligence.
- 6. Acceptance.** A Product will be deemed accepted by Customer upon delivery or upon completion of the applicable CareFusion implementation services, provided that such Product functions substantially in accordance with the specifications of its Operating Manual (defined below). Customer may reject a Product only if the Product fails to function substantially in accordance with the specifications of its Operating Manual.
- 7. Payment Terms.** After CareFusion delivers a Product (or completes performance, if the Product is a service), CareFusion shall deliver an invoice to Customer that identifies and states the price for each Product. For sales within the United States, Customer shall pay the price stated for Products within thirty (30) days after CareFusion delivers such invoice to Customer. For sales outside the United States, Customer shall pay the price stated for Products within thirty (30) days after CareFusion delivers such invoice to Customer.
- 8. Taxes.** Prices and fees stated for Products do not include any taxes, if applicable. Customer shall pay when due any sales, property or other taxes or other assessments of any kind (other than any tax based solely on CareFusion's net income) and related interest and penalties arising from Customer's acquisition or possession of the Products.
- 9. Operating Manual.** If applicable, CareFusion shall deliver to Customer, solely for Customer's internal use, one (1) copy of the then-current operating manual ("Operating Manual") for each Product. Customer shall not reproduce any Operating Manual.
- 10. Limited Warranty.** Each Product shall perform in accordance with the material specifications of the Product's Operating Manual (the "Limited Warranty"). If a Product fails to perform in accordance with the Limited Warranty because of a defect in workmanship or material, then, as Customer's sole remedy (not limiting any right to indemnification pursuant to Sections 15 and 17), CareFusion shall promptly repair or replace, at CareFusion's option, the Product, or any part thereof. **EXCEPT FOR THE LIMITED WARRANTY STATED IN THIS SECTION, CAREFUSION DISCLAIMS ANY AND ALL WARRANTIES REGARDING THE PRODUCTS, INCLUDING ANY IMPLIED WARRANTY OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE.** The Limited Warranty does not apply to any Product that: (i) has been modified, repaired or altered, except by CareFusion; (ii) has not been properly installed, used, handled, operated or maintained in accordance with any handling or operating instructions provided by CareFusion; or (iii) has been subjected to physical or electrical stress, misuse, abuse, negligence, accidents or causes beyond CareFusion's reasonable control.
- 11. Restriction on Use of Products.** Customer shall use each Product only: (i) for Customer's internal use; (ii) in the manner described in the Product's Operating Manual; and (iii) in accordance with applicable laws and regulations. Customer shall not install or use on a Product any software other than software licensed from CareFusion for use with that Product. Customer shall not remove or alter any tags, labels or identifying markings placed by, or on behalf of, CareFusion on any Products or packaging.
- 12. Returned Goods Authorization.** Customer shall request, and CareFusion shall then provide, a Returned Goods Authorization number for a Product prior to Customer delivering that Product to CareFusion for warranty or repair services pursuant to this Agreement.
- 13. Product Software.** "Product Software" means all CareFusion-owned software, (e.g. application software, embedded and/or integrated software, interface software, custom drivers), and "Third Party Software" is any software distributed with the Products owned by a third party for which there is no separate license agreement between you and the owner of the Third Party Software (collectively the "Software"). CareFusion is not selling any Software and all title and intellectual property rights in and to the Software is owned by the owner of the Software. CareFusion licenses Software to Customer solely pursuant to the terms of this Agreement; there are no implied rights. Customer shall not: (i) translate, disassemble, decompile, reverse engineer, alter, modify or create any derivative work of any portion of the Software; (ii) make any copies of Software, except for one (1) copy to store for emergency back-up purposes only; or (iii) sell, assign, sublicense, distribute, rent or transfer Software to a third party.
- 14. Decontamination.** Customer shall clean and decontaminate any previously-used Product prior to delivering or tendering that Product to CareFusion to permit CareFusion to perform implementation or repair services.
- 15. Intellectual Property Indemnity.**
 - (a) **Notice and Cooperation.** Customer shall provide notice in accordance with [Section 27\(c\)](#) to CareFusion promptly after Customer receives actual notice of any demand, claim, suit, or proceeding against Customer that contends that a Product used by Customer consistent with the Operating Manual infringes any United States patent, copyright, trade secret or other proprietary right of a third party (each, an "Infringement Claim"). Customer shall authorize CareFusion to have sole control of the defense and/or settlement of the Infringement Claim. Upon CareFusion's request, Customer shall provide reasonable cooperation in the defense and/or settlement of the Infringement Claim.
 - (b) **Indemnity.** CareFusion at its expense shall: (i) defend the Infringement Claim; (ii) pay any damages and costs assessed against Customer (or payable by Customer pursuant to a settlement agreement) arising out of the Infringement Claim; and (iii) reimburse Customer for reasonable costs and expenses incurred by Customer to provide the cooperation requested by CareFusion pursuant to [Section 15\(a\)](#) of these General Terms.
 - (c) **Indemnity for Injunction.** If Customer is enjoined ("Enjoined") from using a Product related to an Infringement Claim, then CareFusion shall immediately use commercially reasonable efforts to dissolve the injunction, replace the Product with a substantially equivalent Product and/or modify the Product so that the Product's use is no longer Enjoined in a manner that does not substantially affect the performance of the Product. If Customer is Enjoined for a period exceeding sixty (60) consecutive days and, if Customer provides notice (the "Election Notice") to CareFusion while Customer is Enjoined, then, within fifteen (15) days after the Election Notice, CareFusion shall take possession of and title to the Product and shall pay Customer the amount of the net Purchase Price or net License Fee paid by Customer for the Product less 1/60th of that net Purchase Price or net License Fee for each calendar month that elapsed between the date the Product was delivered to Customer and the date of the Election Notice.
 - (d) **Exclusive Remedy.** This [Section 15](#) states Customer's exclusive remedy and CareFusion's total liability to Customer regarding an Infringement Claim.
- 16. Option to Modify.** If CareFusion determines that a Product might infringe any United States patent, copyright, trade secret or other proprietary right of a third party, then CareFusion may, at its option, replace the Product with a substantially equivalent Product or modify the Product in a manner that does not adversely affect the performance or functionality of the Product.
- 17. Indemnification.** Each Party ("Indemnifying Party") shall indemnify and defend the other Party (the "Indemnified Party") against any claims asserted against the Indemnified Party by a third party for losses, injuries, or damages caused by the Indemnifying Party's conduct. In addition, CareFusion shall indemnify and defend Customer against any claim asserted against Customer by a third party based upon a Product that has not been modified other than by or on behalf of CareFusion.

Terms and Conditions

18. Exclusion of Consequential Damages. NEITHER PARTY SHALL BE LIABLE TO THE OTHER PARTY FOR INCIDENTAL, CONSEQUENTIAL OR SPECIAL DAMAGES, INCLUDING, WITHOUT LIMITATION, LOSS OF BUSINESS OR PROFITS. This Section shall not limit a Party's right to indemnification from the other Party pursuant to Sections 15 and 17.

19. Insurance. CareFusion will maintain: (i) commercial general liability insurance, with per occurrence limits and aggregate limits (including, without limitation, any excess or umbrella coverage) of not less than \$2,000,000 and \$5,000,000, respectively; (ii) Products and Completed Operations insurance, and at Customer's written request naming Customer as an additional insured with per occurrence limits and aggregate limits of not less than \$5,000,000 and \$5,000,000 respectively; (iii) professional errors and omissions insurance that contains cyber liability and privacy notification insurance with per occurrence limits and aggregate limits of not less than \$1,000,000 and \$3,000,000; and (iv) workers' compensation insurance in compliance with statutory requirement and employers' liability insurance in an amount of not less than \$1,000,000 per occurrence. Notwithstanding the foregoing, the Parties understand and agree that CareFusion may self-insure for all or part of the insurance required hereunder. If any of the required policies are written on a claims-made basis, then such policies will be maintained for a period of not less than three (3) years following the termination or expiration of this Agreement.

20. Default by Customer. If Customer (i) fails to pay any payment required by this Agreement within ten (10) days after CareFusion delivers notice to Customer that the payment is past due or (ii) fails to cure any other default of this Agreement within thirty (30) days after CareFusion delivers notice to Customer identifying the default, then CareFusion may by notice declare Customer to be in breach and may elect, to the extent permitted by applicable law and in addition to and without prejudice to any other remedy available at law or equity, cancel the then-remaining performance of this Agreement and/or repossess any Product for which Customer has not paid CareFusion in full.

21. Default by CareFusion. If CareFusion fails to cure a material default of this Agreement within thirty (30) days after Customer delivers notice to CareFusion identifying such default, then Customer may by notice declare CareFusion to be in breach and may elect, to the extent permitted by applicable law and in addition to and without prejudice to any other remedy available at law or equity, to cancel the then-remaining performance of this Agreement, except for payment due for Product delivered to Customer and for which Customer has not paid CareFusion in full.

22. Proper Reporting of Discounts and Pricing. The prices under this Agreement may reflect "discounts or other reduction in price" as that term is used in the "safe harbor" regulations in the Medicare/Medicaid Anti-Kickback Statute, 42 C.F.R. § 1001.952(h). The parties hereto shall: (i) comply with all applicable laws and regulations relating to the accounting, application, and proper reporting of discounts and pricing under this Agreement, including but not limited to the requirements of the discount "safe harbor" located at 42 C.F.R. § 1001.952(h); (ii) properly report and appropriately reflect all prices paid under this Agreement net of all discounts as required by applicable laws and regulations, including but not limited to on Medicare, Medicaid and state agency cost reports; and (iii) retain a copy of this Agreement and all other documentation regarding this Agreement, together with the invoices for purchase of products hereunder and shall permit representatives of the U.S. Department of Health & Human Services or any relevant state agency access to such records upon request.

23. Access to Records. For a period of four (4) years after CareFusion has performed this Agreement, CareFusion shall make available, upon written request of the Secretary of the Department of Health and Human Services ("Secretary"), or upon request of the Comptroller General of the United States ("Comptroller"), or any of their duly authorized representatives (collectively, the "Requesting Party"), this Agreement, any books, documents, and records necessary to certify the nature and extent of the costs paid by Customer to CareFusion pursuant to this Agreement ("Access"). If CareFusion pays a subcontractor more than \$10,000 over a twelve (12) month period to perform any services in connection with this Agreement, then CareFusion shall obligate the subcontractor to permit Access to the Requesting Party.

24. Confidentiality. Except as required by law, neither Party shall disclose to a third party the terms of, or issue any public statement regarding, this Agreement without the other Party's prior written approval.

25. Exclusion. CareFusion is not excluded from participation from any federally-funded health care program, including Medicare and Medicaid (each, a "Program"). If CareFusion is excluded from any Program, then CareFusion shall immediately deliver notice to Customer and, subject to the satisfaction of any rights then-accrued by the Parties, Customer may elect by notice to cancel any remaining obligations in connection herewith.

26. Customer Policies. CareFusion and its employees shall comply with Customer's reasonable security rules, policies and procedures provided in writing and agreed to in advance by CareFusion ("Customer Policies"). Customer will notify CareFusion in writing of any material changes to Customer Policies. Any terms of the Customer Policies that are in addition to or conflict with this Agreement (e.g., terms related to purchase, delivery, payment, or termination) will have no force or effect unless adopted via a written amendment to this Agreement signed by each Party.

27. General.

(a) **Force Majeure.** If a Party is reasonably prevented from performing an obligation of this Agreement because of fire, flood, wind, earthquake, explosion or other disaster, acts of military authorities, acts of civil authorities unrelated to any violation of law by the Party, war, riot, insurrection, act of terrorism or other cause beyond the Party's reasonable control (collectively, a "Force Majeure Event"), then that Party shall not be in breach of this Agreement during the period that Party is prevented from performing that obligation, provided that the Party: (i) promptly delivers notice to the other Party identifying the Force Majeure Event; and (ii) immediately uses best efforts to perform the obligation notwithstanding the Force Majeure Event.

(b) **Assignment.** Neither Party may assign any rights or obligations under this Agreement without the other Party's prior written consent, which shall not be unreasonably withheld, conditioned or delayed, provided that either Party may assign such Party's rights and obligations under this Agreement without the other Party's consent: (i) to an affiliate; or (ii) incident to the transfer of all or substantially all of such Party's business assets in connection with the subject matter of this Agreement.

(c) **Notices.** Any notice from one Party to the other Party related to this Agreement shall be in writing and delivered either by hand, overnight courier or first class mail (certified or registered, return receipt requested, postage prepaid) to the receiving Party's Notice Address stated below. A notice shall be deemed to be given when delivered if by hand or by overnight and three days after it is mailed if by certified or registered mail. Either Party may change its Notice Address upon delivery of notice to the other Party.

(d) **Severability; Non-Waiver.** If a court or other body of competent jurisdiction declares any term of this Agreement invalid or unenforceable, then the remaining terms shall continue in full force and effect. No right created by this Agreement shall be deemed waived unless specifically and expressly waived in a writing signed by the Party possessing the right.

(e) **Governing Law.** This Agreement shall be governed by the laws of the state identified in Customer's Notice Address below, without regard to that state's conflicts of law provisions.

(f) **Prevailing Party.** If a Party prevails against another Party regarding any claim arising from or related to this Agreement, then the non-prevailing Party shall reimburse the prevailing Party for costs, expenses, and attorneys' fees reasonably incurred by the prevailing Party regarding such claim.

(g) **Entire Agreement; Amendment.** This Agreement constitutes the entire agreement and understanding of the Parties regarding the subject matter of this Agreement and supersedes all prior written and oral agreements, quotes, proposals, bids/bid responses, and understandings between the Parties regarding the subject matter of this Agreement. No changes to this Agreement shall be effective unless in a writing signed by both Parties. Any terms of Customer's Vendor Policies that are in addition to or conflict with this Agreement shall have no force or effect.

28. Applicable Terms of GPO Agreement. If a Group Purchasing Organization agreement ("GPO Agreement") is applicable to a Quotation/Purchase Agreement ("QPA") as of the Effective Date of the QPA and if the GPO Agreement states that identified terms of the GPO Agreement are incorporated into the QPA related to that Product, then the identified terms of the GPO Agreement shall be incorporated into the QPA related to that Product and shall supersede any conflicting term or condition applicable to the QPA related to that Product.

Terms and Conditions

Each person signing below represents that he/she intends, and has the authority, to bind his/her respective Party to this Agreement.

[CUSTOMER'S LEGAL NAME]

Notice Address: _____

City, State, Zip: _____

By: _____

Print: _____

Title: _____

Date: _____

CAREFUSION 211, INC.

22745 Savi Ranch Parkway

Yorba Linda, CA 92887-4645

By: _____

Print: _____

Title: _____

Date: _____

FY20-29 - CDW Laptops

Capital Request Summary

Capital Request #

FY20-29

Name of Capital Request:

Laptop Computers (50)

Requestor/Department:

Rich Tyler - IT

Sole Source Purchase: Yes or **No**

Reason:

Quotes/Bids/ Proposals received:

	Vendor	City	Amount
1.	CDW	Vernon Hills, IL	\$90,000.00
2.	PC Connection Sales Corp	Merrimack, NH	\$96,100.00
3.			

Recommendation:

CDW, Vernon Hills, IL - \$90,000.00



		# Assigned: FY <u>20 - 29</u>
Capital Request		
Instructions: YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity. Note: When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.		
Department: IT	Submitted by: Rich Tyler	Date: 11/15/19
Provide a detailed description of the capital expenditure requested: Purchase 50 laptop computers to replace older out-dated hardware.		
Preferred Vendor: CDW		
Total estimated cost of project (Check all required components and list related expense)		
1. Renovation		\$
2. Equipment		\$
3. Installation		\$
4. Shipping		\$
5. Accessories		\$
6. Training		\$
7. Travel costs		\$
8. Other e.g. interfaces		\$
Total Costs (add 1-8)		\$ 90,000
Does the requested item:		
Require annual contract renewal? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		
Fit into existing space?	Explain:	
<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		
Attach to a new service?	Explain:	
<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		
Require physical plan modifications?	Electrical	\$
If yes, list to the right:	HVAC	\$
<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Safety	\$
	Plumbing	\$
	Infrastructure (I/S cabling, software, etc.)	\$
Annualized impact on operations (if applicable):		Budgeted Item:
Increases/Decreases		<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Projected Annual Procedures (NEW not existing)		
Revenue per procedure	\$	# of bids obtained? <u>2</u>
Projected gross revenue	\$	
Projected net revenue	\$	<input checked="" type="checkbox"/> Copies and/or Summary attached.
Projected Additional FTE's		If no other bids obtained, reason:
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 checked="" type="checkbox"/> NO	

OTHER CONSIDERATIONS

This request is to purchase 50 laptop computers to replace old, outdated hardware. The majority of our laptops were purchased in 2016 or before. We currently try to get 3-5 years out of our desktops and 2-4 years out of our laptops. (laptops are more prone to wear and tear than desktops are)

The first quote is from CDWG for \$90,000 for 50 laptops.

The second quote is from PC Connection for \$96,100.00 for 50 laptops.

We are recommending we purchase the 50 laptops from CDWG for \$90,000.

Rich Tyler

Digitally signed by Rich Tyler
Date: 2019.11.15 04:52:36 -07'00'

Submitted by: Signature

11/15/19

Date

QUOTE CONFIRMATION



DEAR RICH TYLER,

Thank you for considering CDW•G for your computing needs. The details of your quote are below. [Click here](#) to convert your quote to an order.

QUOTE #	QUOTE DATE	QUOTE REFERENCE	CUSTOMER #	GRAND TOTAL
KZSJ947	10/30/2019	50 COMPUTERS	1423698	\$90,000.00

QUOTE DETAILS				
ITEM	QTY	CDW#	UNIT PRICE	EXT. PRICE
DELL PRECISION 5540 CTO TYPE C BASE Mfg. Part#: 210-ASCL Contract: Intalere Tier 4 (VH10213)	50	5671654	\$1,800.00	\$90,000.00

PURCHASER BILLING INFO	SUBTOTAL	\$90,000.00
Billing Address: MEMORIAL HOSPITAL OF SWEETWATER ATTN ACCTS PAYABLE PO BOX 1359 ROCK SPRINGS, WY 82902-1359 Phone: (307) 362-3711 Payment Terms: Net 30 Days-Healthcare	SHIPPING	\$0.00
	SALES TAX	\$0.00
	GRAND TOTAL	\$90,000.00
DELIVER TO	Please remit payments to: CDW Government 75 Remittance Drive Suite 1515 Chicago, IL 60675-1515	
Shipping Address: MEMORIAL HOSPITAL OF SWEETWATER 1200 COLLEGE DR ROCK SPRINGS, WY 82901-5868 Phone: (307) 362-3711 Shipping Method: DROP SHIP-GROUND		

Need Assistance? CDW•G SALES CONTACT INFORMATION



Sammi Hintze

(877) 698-5221

sammhin@cdwg.com

This quote is subject to CDW's Terms and Conditions of Sales and Service Projects at <http://www.cdwg.com/content/terms-conditions/product-sales.aspx>
For more information, contact a CDW account manager

© 2019 CDW•G LLC, 200 N. Milwaukee Avenue, Vernon Hills, IL 60061 | 800.808.4239



SALES QUOTE

PC Connection Sales Corp.
730 Milford Road
Merrimack, NH 03054-4631
(603) 683-2000

Salesperson: Eddie Fuentes
Phone: (800) 800-0014
Fax:
Email:

11362105.01

PLEASE REFER TO THE ABOVE
QUOTE # WHEN ORDERING

Date: 11/14/2019
Valid Through: 11/24/2019

Customer Contact: Bryan Bear
Email: bbear@sweetwatermemorial.com

Phone: (307) 362-3711
Fax:

BILL TO:	SHIP TO:
AB#: 15405209 MEMORIAL HOSPITAL OF SWEETWATER COUNTY ACCOUNTS PAYABLE 1200 COLLEGE DR PO BOX 1359 ROCK SPRINGS, WY 82901 (307) 875-7730	AB#: 15506108 MHSC BRYAN BEAR 1200 COLLEGE DR ROCK SPRINGS, WY 82901 (307) 362-3711

DELIVERY	FOB	SHIP VIA	SHIP WEIGHT	TERMS	FEDERAL ID#
	Destination	Small Package Ground Service Level	.00 lbs	NET 30	02-0497006

* Line #	Qty	Item #	Mfg. Part #	Description	Mfg.	Price	Ext
10	50		1000424388667	Dell Precision 5540 CTO Base, Intel® Core™ Processor i7-9750H, 6 Core, 12M Cache, 2.60GHz up to 4.5GHz Turbo, 45W Dell	Dell	\$ 1,922.00	\$ 96,100.00
Subtotal							\$ 96,100.00
Fee							\$ 0.00
Shipping and Handling							\$ 0.00
Tax							\$ 0.00
Total							\$ 96,100.00

*Lease for as low as: \$2,749.42/Mo.

* The amount is indicative of a 36-month, Fair Market Value (FMV) lease provided by Connection Financial Services and/or other Connection finance partners. Assumes order is predominantly made up of hardware. If the majority of this quote represents software and/or services, please contact your Connection Account Manager to seek a custom lease quote. Lease offerings are subject to credit approval and other lease terms and conditions.

Important Notice - Standard Terms of Sale: Pricing valid for quantities shown until expiration date, excluding memory and hard drives. All purchases from PC Connection, Inc. are subject to the Company's Standard Terms of Sale, which describe important legal rights and obligations. You may review the Standard Terms of Sale on the Company's website - pconnection.com, or you may request a copy via fax, e-mail, or mail by calling 1-800-800-0011 or your account representative. It is the end user's responsibility to review, understand and agree to the terms of any End User License Agreement ("EULA").

20 CAPITAL-OCT

MHSC Capital Budget for FYE 6/30/2020

[illegible]

Capital Expenditure Dollars Authorized		978,037
Less Donated Capital		
Asphalt & Crack sealing @ 3000 College	County	(54,900)
Roof fall protection	County	(271,348)
ED patient room guest chairs	Foundation	(7,834)
ED patient room guest chairs	Foundation	(8,110)
		(342,192)
Net Capital Outlay FYTD 2020		635,845
Remaining Balance FY2020 Capital Budget		2,364,155

Narratives

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

NARRATIVE TO OCTOBER 2019 FINANCIAL STATEMENTS

THE BOTTOM LINE. The bottom line from operations for October was a loss of \$232,481, compared to a gain of \$1,439 in the budget. This yields a -2.99% operating margin for the month compared to 0.02%. The YTD net operating loss is \$922,156, compared to a loss of \$59,338 in the budget. This represents a YTD operating margin of -3.13% compared with -0.20% in the budget.

The total net loss is \$245,574, compared to a loss of \$2,381 in the budget. The YTD total net loss is \$929,658, compared to a loss of \$74,617 in the budget. This represents a YTD profit margin of -3.16% compared to -0.20% in the budget.

REVENUE. Revenue for the month was \$15,157,564, over budget by \$536,149. Inpatient revenue was under budget by \$72,776, outpatient revenue was over budget by \$530,815 and the employed Provider Clinic was over budget by \$78,109.

Net patient revenue for the month was \$7,501,567, under budget by \$14,312. YTD net patient revenue is \$28,539,759, under budget by \$744,801.

Total operating revenue for the month was \$7,787,687, over budget by \$48,857. YTD total operating revenue is \$29,426,192, under budget by \$690,508.

Combined Days in AR were 45; 44 in the Hospital, down 1 day and 51 in the Clinic, down nine days from last month.

Annual Debt Service Coverage came in at 3.14.

REDUCTION OF REVENUE. Deductions from revenue were booked at 50.5% for October. Reduction of revenue is over budget \$550,461. Total collections for the month were \$7,669,231. Days of Cash on Hand are 127 in October, down 7 days from last month. Daily cash expense is \$228,000.

Payer	Avg prior 2 months	Collection %	Expected Collections	Actual	Act Variance	Act Coll %
BLUE CROSS	3,312,572.42	82%	2,716,309.38	2,576,718.00	(139,591.38)	78%
COMMERCIAL	1,808,398.31	83%	1,500,970.59	1,451,243.00	(49,727.59)	80%
GOVERNMENT	580,416.95	17%	98,670.88	110,052.00	11,381.12	19%
MEDICAID	1,172,054.53	19%	222,690.36	316,516.00	93,825.64	27%
MEDICARE	5,013,010.93	32%	1,604,163.50	1,380,704.00	(223,459.50)	28%
SELF PAY	1,168,521.41	46%	537,519.85	726,756.00	189,236.15	62%
WORKERS COMP	221,636.16	35%	77,572.65	65,846.00	(11,726.65)	30%
TOTAL HOSPITAL	13,276,610.69	50.9%	6,757,897.22	6,627,835.00	(130,062.22)	50%

The table shows the October variance of expected to actual collections by payer for the Hospital only. The total collections variance is a negative \$130,062. Blue Cross and Commercial payers were under by \$189,318. Medicare still has the largest negative variance at \$223,459. Overall collections were at 50% as compared to our goal of 51%.

Medicare – Unbilled peritoneal dialysis accounts equal about \$65,000 a month. Medicare inpatient claims are being held until the October 2019 pricing updates are uploaded into their system, equaling more than \$500,000 for October.

Blue Cross - At the close of October, BCBS accounts receivable balance is \$3,300,934 compared to prior year average balances of \$2.9 million. Current claims are processing correctly and days in AR have decreased to 33 days. We continue weekly calls and correspondence with Blue Cross to follow up on aging accounts estimated at \$250K at month end.

Collection goal for October ~ \$6,920,000:

- 51% of prior two months charges ~ \$6,720,000
- Portion of aging AR ~ \$200,000

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

	Current	FY19	FY18
BLUE CROSS	33.74	45.74	29.85
COMMERCIAL	41.84	38.68	47.39
GOVERNMENT	130.72	111.55	133.98
MEDICAID	17.80	44.68	26.07
MEDICARE	30.24	32.77	31.63
SELF PAY	183.41	175.65	178.38
WORKERS COMP	48.26	74.14	67.94
TOTAL HOSPITAL	48.04	52.58	48.23

EXPENSES. Total expenses for the month were \$8,020,168, over budget by \$282,777 and over budget \$172,310 year to date. The following line items were over budget:

Group Health – Group health is over budget by \$158,864 for October, over budget \$357,856 year to date. We have seen an increase over prior year of \$596,000 or 28%. Gross revenue from employee usage of hospital and clinic services is projecting 26% higher than the prior calendar year under UUHP. We are working with Arthur J Gallagher to review the paid claims to see where the increase is coming from and to audit the BCBS payments.

Physician Fees – Locum fees for Hospitalists and OB/GYN Clinic came in over budget in October.

Drugs – Drug expense from Cardinal was \$904,000, over budget by \$270,000. IUD expense came in at \$106,000 in October for the OB Clinic as they stocked up for future months. We had \$18,600 for flu vaccines across the hospital and clinics. We also saw an increase in chemotherapy drugs of \$102,500 plus \$87,000 in chemotherapy drugs purchased at the end of the month for November.

Supplies – Implants for urology and orthopedic surgeries and patient chargeables are over budget but we saw the corresponding increase in department revenue.

Maintenance & Repair Service – Boiler and tank repairs and bobcat equipment maintenance were expensed in October. Year to date, \$357,926 has been sent for reimbursement from the County maintenance fund.

OUTLOOK FOR NOVEMBER. Gross patient revenue is projecting to come in right at budget of \$14 million. Expenses are projecting to come in near budget at \$7.6 million. This table shows projected collections compared to expected collections for November.

Payer	Avg prior 2 months	Collection %	Expected Collections	Actual	Act Variance	Act Coll %	Projected	Prj Variance	Prj Coll %
BLUE CROSS	3,170,166.50	82%	2,599,536.53	1,700,479.00	(899,057.53)	54%	2,834,131.67	234,595.14	89%
COMMERCIAL	1,716,248.00	83%	1,424,485.84	816,375.00	(608,110.84)	48%	1,360,625.00	(63,860.84)	79%
GOVERNMENT	693,897.00	17%	117,962.49	61,906.00	(56,056.49)	9%	103,176.67	(14,785.82)	15%
MEDICAID	970,963.00	19%	184,482.97	82,302.00	(102,180.97)	8%	137,170.00	(47,312.97)	14%
MEDICARE - Inpatient	1,633,769.00	56%	914,910.64	109,438.00	(805,472.64)	7%	182,396.67	(732,513.97)	11%
MEDICARE - Outpatient	3,812,128.50	23%	876,789.56	499,000.00	(377,789.56)	13%	831,666.67	(45,122.89)	22%
SELF PAY	1,075,269.00	50%	537,634.50	258,296.00	(279,338.50)	24%	430,493.33	(107,141.17)	40%
WORKERS COMP	184,359.00	35%	64,525.65	17,510.00	(47,015.65)	9%	29,183.33	(35,342.32)	16%
TOTAL HOSPITAL	13,256,800.00	50.7%	6,720,328.18	3,545,306.00	(3,175,022.18)	27%	5,908,843.33	(811,484.84)	45%

Medicare - We have seen an increase in Medicare inpatient accounts receivable due to the delay in updating their system. All of our Medicare billing is current and should pay as soon as the update is complete. We are currently under expected collections by \$732,000, with the majority of delayed collections in Dialysis, Emergency Room, Inpatient, Surgery and Radiation Oncology accounts.

We continue to wait for State certification of the peritoneal dialysis unit and are holding claims of \$350,000. Due to the increase in volumes in chemotherapy and infusion, Medicare has started pulling these claims for medical review. This delays payments by 45 – 60 days. We are still working with our software vendor on creating reports that will break out collections by inpatient and outpatient dollars.

Blue Cross - Blue Cross collections are projecting to \$2.3 million for the month. The variance on accounts > 90 days has decreased slightly from the end of last month. We continue to work with their staff and are prioritizing based on dollar amount of claim.

Self-Pay – With the large cleanup of older BCBS accounts in September, balances after insurance have now moved to self-pay, about \$143,000 growth since June 2019. The Self-Pay team is working on moving these to payment plans if possible. Per policy, the accounts will remain in self-pay for 90 days before bad debt processes begin. We are working on a plan to decrease our Self-Pay accounts receivable by the end of the fiscal year to include point of service collections, reviewing medical assistance and payment plan policies and looking at the bad debt process.

Reduction of revenue – Payer mix is projecting to be better in November with increases in Blue Cross and Commercial and decreases in Medicare and Self Pay. If this trend continues and Medicare inpatient payments are received by the end of the month, we may see a decrease in our reduction of revenue for the month. Reduction of revenue will also be greatly affected as we work on Self-Pay accounts.

CLINIC NARRATIVE OCT 2019 FINANCIALS

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

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

November 18, 2019

PROVIDER CLINIC – OCTOBER 2019

CLINIC BOTTOM LINE. The bottom line for the Provider Clinic for October was a loss of \$544,988, compared to a loss of \$630,725 in the budget. The YTD net operating loss is \$1,999,188, compared to a loss of \$2,062,634 in the budget.

VOLUME. Total visits were 5,195 for October.

REVENUE. Revenue for the Clinic for October was \$1,668,235, over budget by \$78,109. YTD revenue is \$5,866,084, under budget by \$170,021.

The Clinic providers also generate hospital enterprise revenue, including Lab, Imaging and Surgery. Gross enterprise revenue year to date is \$16,178,966. This equates to \$7,634,375 of net enterprise revenue with an impact to the bottom line of \$293,160. The gross enterprise revenue is 27.2% of the total Hospital revenue year to date.

Net patient revenue for the Clinic for October was \$899,944, over budget by \$28,303. YTD net patient revenue was \$3,194,001, which was under budget by \$135,689.

Deductions from revenue for the Clinic were booked at 46.1% for October and at 45.6% year to date, which is slightly over budget for the year.

In October, the YTD payer mix was as follows; Commercial Insurance and Blue Cross is 55.1% of revenue, Medicare and Medicaid is 38.2% of revenue and Self Pay is 6.2% of revenue. The current payer mix is in line with the prior year.

Days in receivable for October are at 51 in the Clinic, down nine days from September and at 37 days in the Ortho clinic, down three days from last month.

EXPENSES. Total expenses for the month were \$1,524,507, which was under budget by \$48,951. The majority of the expenses consist of Salaries and Benefits; at 80% of total expenses. The following categories were over budget for October:

Fringe Benefits – This expense is over budget by \$19,583 for the month due to group health.

Other Physician Fees – This expense is over budget \$11,848 for the month due to locums coverage for the OB/GYN clinic.

Purchased Services – This expense is over budget by \$4,128 for the month.

Supplies – This expense is over budget \$4,565 for the month. Ortho and Pediatric clinic supplies came in over budget for the new providers.

Other Operating Expenses – This expense is over budget by \$13,686 for the month. Pharmacy Floor allocation was over budget.

OVERALL ASSESSMENT. Through October, the Provider Clinic revenue plus enterprise revenue makes up 37% of total hospital gross patient revenue.

Financial Information



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

Unaudited Financial Statements

for

Four months ended October 31, 2019

Certification Statement:

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

Certified by:

Tami Love

Chief Financial Officer

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

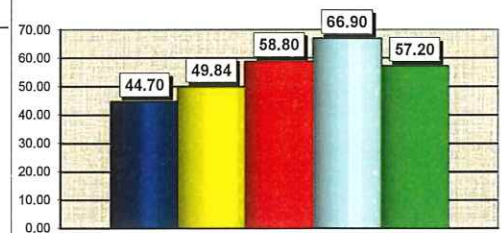
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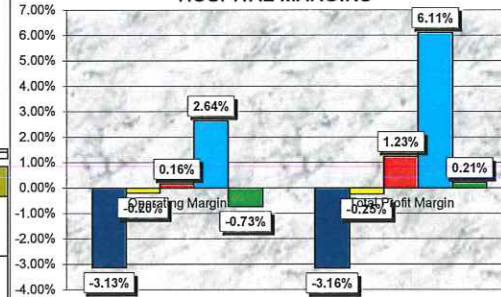
BALANCE SHEET

	YTD 10/31/2019	Prior FYE 6/30/2019
ASSETS		
Current Assets	\$29,002,100	\$29,841,920
Assets Whose Use is Limited	22,285,296	22,466,542
Property, Plant & Equipment (Net)	63,122,375	63,726,102
Other Assets	230,591	234,709
Total Unrestricted Assets	114,640,363	116,269,273
Restricted Assets	255,760	256,963
Total Assets	\$114,896,123	\$116,526,235
LIABILITIES AND NET ASSETS		
Current Liabilities	\$6,886,658	\$7,491,981
Long-Term Debt	27,838,993	27,858,240
Other Long-Term Liabilities	672,726	747,408
Total Liabilities	35,398,377	36,097,629
Net Assets	79,497,746	80,428,606
Total Liabilities and Net Assets	\$114,896,123	\$116,526,235

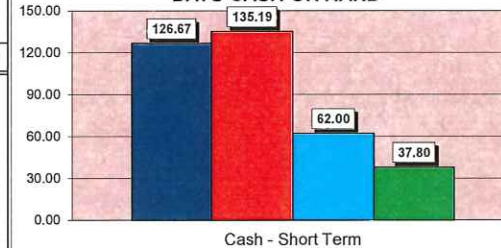
NET DAYS IN ACCOUNTS RECEIVABLE



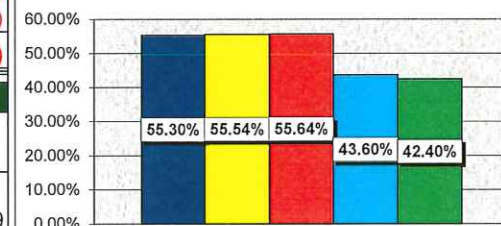
HOSPITAL MARGINS



DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



KEY STATISTICS AND RATIOS

	10/31/19 ACTUAL	10/31/19 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	372	394	1,368	1,463
Average Acute Length of Stay	2.6	2.9	2.8	2.9
Total Emergency Room Visits	1,296	1,316	5,504	5,290
Outpatient Visits	8,244	6,719	31,391	25,764
Total Surgeries	155	159	643	645
Total Worked FTE's	441.81	445.00	424.60	445.00
Total Paid FTE's	482.20	488.40	470.02	488.40
Net Revenue Change from Prior Yr	6.06%	5.39%	0.82%	3.19%
EBIDA - 12 Month Rolling Average			6.22%	7.33%
Current Ratio			4.21	
Days Expense in Accounts Payable			28.72	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	
Budget	10/31/19
Prior Fiscal Year End	06/30/19
WYOMING	All Hospitals
< \$90M Net Rev.	Rural

FINANCIAL STRENGTH INDEX -	0.32
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

Four months ended October 31, 2019

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📉 📈 - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Year to Date 10/31/2019	Budget 6/30/2019	BB+ Credit Rating	BBB- Credit Rating	Prior Fiscal Year End 06/30/19	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev. (See Note 2)
Profitability:								
Operating Margin	📈	-3.13%	1.90%	0.10%	0.30%	0.16%	2.64%	-0.73%
Total Profit Margin	📈	-3.16%	0.76%	0.80%	1.00%	1.23%	6.11%	0.21%
Liquidity:								
Days Cash, All Sources **	📈	126.67	129.76	91.30	129.00	135.19	62.00	37.80
Net Days in Accounts Receivable	📉	44.70	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	📉	26.51%	25.75%	48.20%	41.60%	26.29%	16.80%	10.00%
Debt Service Coverage Ratio **	📈	3.14	3.97	1.80	2.30	3.76	N/A	2.64
Productivity and Efficiency:								
Paid FTE's per Adjusted Occupied Bed	📉	8.18	8.43			7.86	6.60	4.63
Salary Expense per Paid FTE		\$83,490	\$86,892			\$84,711	\$62,436	\$48,150
Salary and Benefits as a % of Total Operating Exp		55.30%	56.43%			55.64%	43.60%	42.40%

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

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

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

Balance Sheet - Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Four months ended October 31, 2019

	Current Month 10/31/2019	Prior Month 9/30/2019	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2019
Current Assets					
Cash and Cash Equivalents	\$9,904,109	\$10,919,044	(\$1,014,934)	-9.30%	\$10,487,324
Gross Patient Accounts Receivable	22,729,825	23,114,858	(385,032)	-1.67%	24,217,308
Less: Bad Debt and Allowance Reserves	(12,094,078)	(12,220,235)	126,157	1.03%	(11,984,053)
Net Patient Accounts Receivable	10,635,748	10,894,623	(258,875)	-2.38%	12,233,255
Interest Receivable	0	0	0	0.00%	0
Other Receivables	2,923,242	2,683,692	239,550	8.93%	1,919,165
Inventories	3,024,065	2,918,901	105,164	3.60%	2,917,250
Prepaid Expenses	2,514,935	2,491,365	23,570	0.95%	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	29,002,100	29,907,625	(905,525)	-3.03%	29,841,920
Assets Whose Use is Limited					
Cash	20,810	24,569	(3,759)	-15.30%	19,800
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	2,838,303	2,727,483	110,820	4.06%	3,059,212
Trustee Held Funds - SPT	3,271	5,375	(2,103)	-39.14%	168
Board Designated Funds	4,787,676	4,779,474	8,203	0.17%	4,752,127
Other Limited Use Assets	14,635,235	14,635,235	0	0.00%	14,635,235
Total Limited Use Assets	22,285,296	22,172,137	113,160	0.51%	22,466,542
Property, Plant, and Equipment					
Land and Land Improvements	2,957,673	2,957,673	0	0.00%	2,957,673
Building and Building Improvements	38,215,213	38,215,213	0	0.00%	38,215,213
Equipment	112,093,575	112,052,897	40,678	0.04%	110,985,975
Construction In Progress	1,257,280	1,068,115	189,165	17.71%	762,258
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	154,523,741	154,293,898	229,842	0.15%	152,921,119
Less: Accumulated Depreciation	(91,401,365)	(90,861,522)	(539,844)	-0.59%	(89,195,017)
Net Property, Plant, and Equipment	63,122,375	63,432,376	(310,001)	-0.49%	63,726,102
Other Assets					
Unamortized Loan Costs	230,591	231,621	(1,029)	-0.44%	234,709
Other	0	0	0	0.00%	0
Total Other Assets	230,591	231,621	(1,029)	-0.44%	234,709
TOTAL UNRESTRICTED ASSETS	114,640,363	115,743,758	(1,103,396)	-0.95%	116,269,273
Restricted Assets	255,760	255,760	0	0.00%	256,963
TOTAL ASSETS	\$114,896,123	\$115,999,519	(\$1,103,396)	-0.95%	\$116,526,235

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Four months ended October 31, 2019

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	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2019
	Current Month 10/31/2019	Prior Month 9/30/2019	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$3,633,387	\$3,546,049	(\$87,338)	-2.46%	\$3,176,158
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	757,554	1,831,102	1,073,548	58.63%	1,481,176
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	2,040,615	1,987,026	(53,589)	-2.70%	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	157,796	50,738	(107,058)	-211.00%	397,008
Total Current Liabilities	6,886,658	7,712,221	825,563	10.70%	7,491,981
Long Term Debt					
Bonds/Mortgages Payable	28,136,299	28,141,111	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)	27,838,993	27,843,805	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	672,726	700,173	27,447	3.92%	747,408
Total Other Long Term Liabilities	672,726	700,173	27,447	3.92%	747,408
TOTAL LIABILITIES	35,398,377	36,256,198	857,822	2.37%	36,097,629
Net Assets:					
Unrestricted Fund Balance	78,103,166	78,103,166	0	0.00%	77,035,006
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	365,119	365,118	(0)	0.00%	366,321
Net Revenue/(Expenses)	(929,658)	(684,083)	N/A	N/A	1,068,160
TOTAL NET ASSETS	79,497,746	79,743,320	245,574	0.31%	80,428,606
TOTAL LIABILITIES AND NET ASSETS	\$114,896,123	\$115,999,519	\$1,103,396	0.95%	\$116,526,235

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

Four months ended October 31, 2019

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	CURRENT MONTH				Prior Year 10/31/18
	Actual 10/31/19	Budget 10/31/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$3,144,192	\$3,216,968	(\$72,776)	-2.26%	\$3,043,704
Outpatient Revenue	10,345,137	9,814,322	530,815	5.41%	9,273,432
Clinic Revenue	1,354,373	1,444,359	(89,985)	-6.23%	1,361,778
Specialty Clinic Revenue	313,861	145,767	168,095	115.32%	116,899
Total Gross Patient Revenue	15,157,564	14,621,415	536,149	3.67%	13,795,813
Deductions From Revenue					
Discounts and Allowances	(6,692,232)	(6,011,916)	(680,316)	-11.32%	(5,646,755)
Bad Debt Expense (Governmental Providers Only)	(797,098)	(947,804)	150,706	15.90%	(706,393)
Medical Assistance	(166,667)	(145,816)	(20,851)	-14.30%	(273,186)
Total Deductions From Revenue	(7,655,997)	(7,105,536)	(550,461)	-7.75%	(6,626,333)
Net Patient Revenue	7,501,567	7,515,879	(14,312)	-0.19%	7,169,480
Other Operating Revenue	286,120	222,951	63,169	28.33%	173,401
Total Operating Revenue	7,787,687	7,738,830	48,857	0.63%	7,342,881
Operating Expenses					
Salaries and Wages	3,394,397	3,376,749	(17,648)	-0.52%	3,318,255
Fringe Benefits	1,014,021	850,003	(164,018)	-19.30%	702,719
Contract Labor	65,915	96,983	31,068	32.03%	80,488
Physicians Fees	442,922	403,835	(39,087)	-9.68%	268,744
Purchased Services	406,071	398,709	(7,362)	-1.85%	354,072
Supply Expense	1,260,326	1,179,032	(81,294)	-6.89%	1,103,598
Utilities	96,172	100,017	3,845	3.84%	88,710
Repairs and Maintenance	428,532	417,591	(10,941)	-2.62%	348,112
Insurance Expense	53,986	52,336	(1,651)	-3.15%	67,412
All Other Operating Expenses	210,413	207,163	(3,250)	-1.57%	225,179
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	83,761	84,765	1,004	1.18%	86,440
Depreciation and Amortization	563,653	570,209	6,556	1.15%	599,007
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	8,020,168	7,737,391	(282,777)	-3.65%	7,242,736
Net Operating Surplus/(Loss)	(232,481)	1,439	(233,920)	-16253.81%	100,145
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	32,300	13,333	18,967	142.25%	10,560
Tax Subsidies (Except for GO Bond Subsidies)	(2,103)	0	(2,103)	0.00%	0
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(99,514)	(113,824)	(14,309)	12.57%	(102,369)
Other Non-Operating Revenue/(Expenses)	56,224	96,671	(40,446)	-41.84%	15,965
Total Non Operating Revenue/(Expense)	(13,093)	(3,820)	(9,274)	242.77%	(75,844)
Total Net Surplus/(Loss)	(\$245,574)	(\$2,381)	(\$243,193)	10215.38%	\$24,301
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(\$245,574)	(\$2,381)	(\$243,193)	10215.38%	\$24,301
Operating Margin	-2.99%	0.02%			1.36%
Total Profit Margin	-3.15%	-0.03%			0.33%
EBIDA	4.23%	7.39%			9.52%

10/2/12/16

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Four months ended October 31, 2019

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	YEAR-TO-DATE				Prior Year 10/31/18
	Actual 10/31/19	Budget 10/31/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$11,524,866	\$11,772,819	(\$247,953)	-2.11%	\$11,340,319
Outpatient Revenue	42,169,384	39,090,958	3,078,426	7.88%	36,866,315
Clinic Revenue	4,986,636	5,225,270	(238,634)	-4.57%	4,731,384
Specialty Clinic Revenue	879,448	810,834	68,614	8.46%	744,321
Total Gross Patient Revenue	59,560,334	56,899,882	2,660,452	4.68%	53,682,340
Deductions From Revenue					
Discounts and Allowances	(26,379,244)	(23,345,872)	(3,033,372)	-12.99%	(21,360,896)
Bad Debt Expense (Governmental Providers Only)	(3,986,758)	(3,700,190)	(286,568)	-7.74%	(3,600,522)
Medical Assistance	(654,573)	(569,260)	(85,313)	-14.99%	(696,359)
Total Deductions From Revenue	(31,020,575)	(27,615,322)	(3,405,253)	-12.33%	(25,657,777)
Net Patient Revenue	28,539,759	29,284,560	(744,801)	-2.54%	28,024,563
Other Operating Revenue	886,433	832,140	54,293	6.52%	1,161,565
Total Operating Revenue	29,426,192	30,116,700	(690,508)	-2.29%	29,186,128
Operating Expenses					
Salaries and Wages	12,758,797	13,085,017	326,220	2.49%	12,671,218
Fringe Benefits	3,559,460	3,247,261	(312,199)	-9.61%	2,862,075
Contract Labor	465,143	395,432	(69,711)	-17.63%	347,260
Physicians Fees	1,486,792	1,416,089	(70,703)	-4.99%	977,256
Purchased Services	1,630,576	1,658,981	28,405	1.71%	1,439,246
Supply Expense	4,834,662	4,720,133	(114,530)	-2.43%	4,493,835
Utilities	391,065	394,194	3,128	0.79%	366,266
Repairs and Maintenance	1,703,136	1,682,683	(20,453)	-1.22%	1,476,762
Insurance Expense	219,670	207,034	(12,636)	-6.10%	263,717
All Other Operating Expenses	733,282	764,260	30,978	4.05%	751,687
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	308,635	338,609	29,974	8.85%	316,287
Depreciation and Amortization	2,257,128	2,266,345	9,217	0.41%	2,447,799
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	30,348,348	30,176,038	(172,310)	-0.57%	28,413,407
Net Operating Surplus/(Loss)	(922,156)	(59,338)	(862,818)	1454.08%	772,721
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	94,404	53,332	41,072	77.01%	35,399
Tax Subsidies (Except for GO Bond Subsidies)	3,103	0	3,103	0.00%	0
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(406,101)	(455,294)	49,193	-10.80%	(443,691)
Other Non-Operating Revenue/(Expense)	301,092	386,683	(85,591)	-22.13%	68,174
Total Non Operating Revenue/(Expense)	(7,502)	(15,279)	7,778	-50.90%	(340,118)
Total Net Surplus/(Loss)	(\$929,658)	(\$74,617)	(\$855,040)	1145.90%	\$432,603
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(\$929,658)	(\$74,617)	(\$855,040)	1145.90%	\$432,603
Operating Margin	-3.13%	-0.20%			2.65%
Total Profit Margin	-3.16%	-0.25%			1.48%
EBIDA	4.55%	7.33%			11.03%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

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	Actual 10/31/2019	Actual 9/30/2019	Actual 8/31/2019	Actual 7/31/2019	Actual 6/30/2019	Actual 5/31/2019
Gross Patient Revenue						
Inpatient Revenue	\$3,144,192	\$2,730,901	\$2,726,154	\$2,923,619	\$2,440,090	\$2,841,644
Inpatient Psych/Rehab Revenue						
Outpatient Revenue	\$10,345,137	\$10,230,467	\$10,859,314	\$10,734,465	\$9,137,727	\$9,721,418
Clinic Revenue	\$1,354,373	\$1,165,206	\$1,275,579	\$1,191,478	\$1,351,020	\$1,229,230
Specialty Clinic Revenue	\$313,861	\$204,888	\$202,768	\$157,931	\$140,838	\$170,624
Total Gross Patient Revenue	\$15,157,564	\$14,331,462	\$15,063,815	\$15,007,493	\$13,069,675	\$13,962,917
Deductions From Revenue						
Discounts and Allowances	\$6,692,232	\$6,032,602	\$6,515,178	\$7,139,232	\$5,748,563	\$6,036,217
Bad Debt Expense (Governmental Providers Only)	\$797,098	\$1,180,264	\$992,458	\$1,016,938	\$1,035,734	\$1,106,128
Charity Care	\$166,667	\$114,653	\$173,200	\$200,053	\$135,657	\$410,835
Total Deductions From Revenue	7,655,997	7,327,518	7,680,836	8,356,223	6,919,954	7,553,180
Net Patient Revenue	\$7,501,567	\$7,003,944	\$7,382,978	\$6,651,270	\$6,149,721	\$6,409,737
Other Operating Revenue	286,120	195,787	196,885	207,641	216,040	445,830
Total Operating Revenue	7,787,687	7,199,731	7,579,864	6,858,911	6,365,762	6,855,566
Operating Expenses						
Salaries and Wages	\$3,394,397	\$3,189,351	\$3,150,410	\$3,024,639	\$3,046,743	\$3,155,561
Fringe Benefits	\$1,014,021	\$879,652	\$970,094	\$695,692	\$767,821	\$1,000,635
Contract Labor	\$65,915	\$121,333	\$131,399	\$146,497	\$128,111	\$64,948
Physicians Fees	\$442,922	\$336,815	\$341,822	\$365,232	\$450,449	\$418,232
Purchased Services	\$406,071	\$430,288	\$382,855	\$411,362	\$398,748	\$375,159
Supply Expense	\$1,260,326	\$1,072,316	\$1,280,524	\$1,221,496	\$866,426	\$1,064,799
Utilities	\$96,172	\$101,061	\$95,614	\$98,218	\$95,714	\$86,783
Repairs and Maintenance	\$428,532	\$461,821	\$403,366	\$409,417	\$425,390	\$513,170
Insurance Expense	\$53,986	\$54,483	\$52,627	\$58,574	\$40,019	\$37,934
All Other Operating Expenses	\$210,413	\$151,438	\$175,292	\$196,139	\$232,721	\$190,218
Bad Debt Expense (Non-Governmental Providers)						
Leases and Rentals	\$83,761	\$46,560	\$86,974	\$91,340	\$87,293	\$112,094
Depreciation and Amortization	\$563,653	\$565,315	\$567,122	\$561,039	\$581,397	\$575,850
Interest Expense (Non-Governmental Providers)						
Total Operating Expenses	\$8,020,168	\$7,410,433	\$7,638,101	\$7,279,646	\$7,120,832	\$7,595,383
Net Operating Surplus/(Loss)	(\$232,481)	(\$210,703)	(\$58,237)	(\$420,735)	(\$755,071)	(\$739,816)
Non-Operating Revenue:						
Contributions						
Investment Income	32,300	20,296	22,692	19,116	58,715	143,065
Tax Subsidies (Except for GO Bond Subsidies)						
Tax Subsidies for GO Bonds	(2,103)	265	3,513	1,429	168	274
Interest Expense (Governmental Providers Only)	(99,514)	(107,630)	(99,323)	(99,633)	(109,246)	(100,442)
Other Non-Operating Revenue/(Expenses)	56,224	101,757	114,856	28,255	166,888	59,675
Total Non Operating Revenue/(Expense)	(\$13,093)	\$14,687	\$41,738	(\$50,834)	\$116,526	\$102,572
Total Net Surplus/(Loss)	(\$245,574)	(\$196,016)	(\$16,499)	(\$471,569)	(\$638,545)	(\$637,244)
Change in Unrealized Gains/(Losses) on Investments					41,259	174,489
Increase/(Decrease in Unrestricted Net Assets	(\$245,574)	(\$196,016)	(\$16,499)	(\$471,569)	(\$597,286)	(\$462,755)
Operating Margin	-2.99%	-2.93%	-0.77%	-6.13%	-11.86%	-10.79%
Total Profit Margin	-3.15%	-2.72%	-0.22%	-6.88%	-10.03%	-9.30%
EBIDA	4.25%	4.93%	6.71%	2.05%	-2.73%	-2.39%

Actual 4/30/2019	Actual 3/31/2019	Actual 2/28/2019	Actual 1/31/2019	Actual 12/31/2018	Actual 11/30/2018	Actual 10/31/2018
\$2,956,480	\$3,361,712	\$3,219,822	\$3,505,789	\$2,955,935	\$3,151,638	\$3,043,704
\$9,778,210	\$10,025,117	\$9,455,323	\$9,655,343	\$9,010,217	\$8,820,378	\$9,273,432
\$1,411,951	\$1,460,747	\$1,009,031	\$1,069,404	\$1,254,113	\$1,134,169	\$1,361,778
\$169,268	\$175,633	\$127,930	\$207,546	\$180,950	\$104,902	\$116,899
\$14,315,908	\$15,023,209	\$13,812,107	\$14,438,082	\$13,401,215	\$13,211,087	\$13,795,813
\$5,968,334	\$6,429,282	\$5,729,959	\$5,973,406	\$5,230,019	\$5,351,709	\$5,646,755
\$1,112,048	\$925,904	\$861,776	\$1,068,211	\$557,421	\$986,087	\$706,393
\$154,144	\$75,643	\$39,094	\$9,144	\$653,219	\$60,045	\$273,186
7,234,527	7,430,829	6,630,829	7,050,760	6,440,659	6,397,840	6,626,333
\$7,081,381	\$7,592,380	\$7,181,278	\$7,387,322	\$6,960,556	\$6,813,247	\$7,169,480
339,098	152,004	120,379	263,747	220,308	254,511	173,401
7,420,479	7,744,384	7,301,657	7,651,070	7,180,863	7,067,758	7,342,881
\$2,977,715	\$3,305,068	\$3,088,986	\$3,186,722	\$3,269,823	\$2,935,437	\$3,318,255
\$933,863	\$988,234	\$665,091	\$865,517	\$717,581	\$746,950	\$702,719
\$98,792	\$97,501	\$74,652	\$69,678	\$65,504	\$74,832	\$80,488
\$350,665	\$341,727	\$356,528	\$385,122	\$388,350	\$342,975	\$268,744
\$413,790	\$381,623	\$317,228	\$389,034	\$360,563	\$350,678	\$354,072
\$1,078,865	\$1,123,055	\$1,129,337	\$1,157,310	\$1,032,789	\$1,097,604	\$1,103,598
\$83,836	\$90,794	\$82,401	\$104,011	\$88,476	\$96,033	\$88,710
\$428,617	\$417,236	\$375,266	\$415,540	\$320,266	\$415,236	\$348,112
\$68,473	\$67,452	\$67,452	\$68,029	\$68,606	\$68,606	\$67,412
\$98,643	\$84,278	\$158,971	\$175,580	\$140,791	\$250,438	\$225,179
\$79,258	\$84,907	\$83,369	\$94,749	\$75,445	\$87,400	\$86,440
\$596,566	\$592,419	\$593,713	\$604,188	\$619,201	\$597,556	\$599,007
\$7,209,082	\$7,574,294	\$6,992,995	\$7,515,479	\$7,147,397	\$7,063,744	\$7,242,736
\$211,397	\$170,090	\$308,662	\$135,591	\$33,467	\$4,014	\$100,145
10,344	20,255	13,010	3,652	5,279	3,333	10,560
828	4,161	1,627	2,132	183,959		
(99,953)	(111,832)	(100,799)	(101,257)	(116,158)	(101,983)	(102,369)
29,196	327,170	9,719	1,027,547	13,517	23,880	15,965
(\$59,584)	\$239,753	(\$76,443)	\$932,074	\$86,597	(\$74,770)	(\$75,844)
\$151,812	\$409,844	\$232,219	\$1,067,665	\$120,063	(\$70,756)	\$24,301
\$151,812	\$409,844	\$232,219	\$1,067,665	\$120,063	(\$70,756)	\$24,301
2.85%	2.20%	4.23%	1.77%	0.47%	0.06%	1.36%
2.05%	5.29%	3.18%	13.95%	1.67%	-1.00%	0.33%
10.89%	9.85%	12.36%	9.67%	9.09%	8.51%	9.52%

Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Four months ended October 31, 2019

	CASH FLOW	
	Current Month 10/31/2019	Current Year-To-Date 10/31/2019
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	(\$245,574)	(\$929,658)
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	563,653	2,257,128
(Increase)/Decrease in Net Patient Accounts Receivable	258,875	1,597,507
(Increase)/Decrease in Other Receivables	(239,550)	(1,004,077)
(Increase)/Decrease in Inventories	(105,164)	(106,815)
(Increase)/Decrease in Pre-Paid Expenses	(23,570)	(230,009)
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	87,338	457,229
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	(1,019,959)	(797,232)
Increase/(Decrease) in Accrued Expenses	0	0
Increase/(Decrease) in Patient Refunds Payable	0	0
Increase/(Decrease) in Third Party Advances/Liabilities	0	0
Increase/(Decrease) in Other Current Liabilities	107,058	(239,213)
Net Cash Provided by Operating Activities:	(616,894)	1,004,861
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(253,652)	(1,653,402)
(Increase)/Decrease in Limited Use Cash and Investments	(116,919)	182,256
(Increase)/Decrease in Other Limited Use Assets	3,759	(1,010)
(Increase)/Decrease in Other Assets	1,029	4,118
Net Cash Used by Investing Activities	(365,782)	(1,468,038)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(4,812)	(45,356)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(27,447)	(74,682)
Net Cash Used for Financing Activities	(32,259)	(120,037)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	0	0
Net Increase/(Decrease) in Cash	(1,014,934)	(583,214)
Cash, Beginning of Period	10,919,044	10,487,324
Cash, End of Period	\$9,904,109	\$9,904,109

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Four months ended October 31, 2019

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Current Month				Year-To-Date				
Actual 10/31/19	Budget 10/31/19	Positive/ (Negative) Variance	Prior Year 10/31/18					
STATISTICS				Actual 10/31/19	Budget 10/31/19	Positive/ (Negative) Variance	Prior Year 10/31/18	
Discharges								
141	135	6	135	Acute	495	504	(9)	504
141	135	6	135	Total Adult Discharges	495	504	(9)	504
36	30	6	30	Newborn	153	136	17	136
177	165	12	165	Total Discharges	648	640	8	640
Patient Days:								
372	394	(22)	394	Acute	1,368	1,463	(95)	1,463
372	394	(22)	394	Total Adult Patient Days	1,368	1,463	(95)	1,463
54	52	2	52	Newborn	261	236	25	236
426	446	(20)	446	Total Patient Days	1,629	1,699	(70)	1,699
Average Length of Stay (ALOS)								
2.6	2.9	(0.3)	2.9	Acute	2.8	2.9	(0.1)	2.9
2.6	2.9	(0.3)	2.9	Total Adult ALOS	2.8	2.9	(0.1)	2.9
1.5	1.7	(0.2)	1.7	Newborn ALOS	1.7	1.7	(0.0)	1.7
Average Daily Census (ADC)								
12.0	12.7	(0.7)	12.7	Acute	11.1	11.9	(0.8)	11.9
12.0	12.7	(0.7)	12.7	Total Adult ADC	11.1	11.9	(0.8)	11.9
1.7	1.7	0.1	1.7	Newborn	2.1	1.9	0.2	1.9
Emergency Room Statistics								
148	134	14	134	ER Visits - Admitted	560	539	21	539
1,148	1,182	(34)	1,182	ER Visits - Discharged	4,944	4,751	193	4,751
1,296	1,316	(20)	1,316	Total ER Visits	5,504	5,290	214	5,290
11.42%	10.18%		10.18%	% of ER Visits Admitted	10.17%	10.19%		10.19%
104.96%	99.26%		99.26%	ER Admissions as a % of Total	113.13%	106.94%		106.94%
Outpatient Statistics:								
8,244	6,719	1,525	6,719	Total Outpatients Visits	31,391	25,764	5,627	25,764
156	92	64	92	Observation Bed Days	501	421	80	421
4,621	5,192	(571)	4,427	Clinic Visits - Primary Care	16,679	18,233	(1,554)	16,100
574	353	221	434	Clinic Visits - Specialty Clinics	1,926	1,892	34	1,777
23	29	(6)	29	IP Surgeries	101	100	1	100
132	130	2	130	OP Surgeries	542	545	(3)	545
Productivity Statistics:								
441.81	445.00	(3.19)	414.62	FTE's - Worked	424.60	445.00	(20.40)	403.82
482.20	488.40	(6.20)	448.00	FTE's - Paid	470.02	488.40	(18.38)	446.20
1.2887	1.3670	(0.08)	1.3670	Case Mix Index -Medicare	1.3406	5.0597	(3.72)	1.2649
1.0954	0.8060	0.29	0.8060	Case Mix Index - All payers	0.8069	3.0628	(2.26)	0.7657

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 12

ROCK SPRINGS, WY

10/31/19

	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	46.94	53.30
Net Days in Accounts Receivable	44.70	58.80
Number of Gross Days in Unbilled Revenue	3.81	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	33.58%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	1.10%	1.00%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	1.10%	1.00%
Bad Debts as a % of Gross Patient Revenue - Current Month	5.26%	6.48%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	6.69%	6.50%
Collections as a Percentage of Net Revenue - Current Month	102.24%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	104.37%	100% or >
Percentage of Blue Cross Receivable > 90 Days	18.39%	< 10%
Percentage of Insurance Receivable > 90 Days	9.00%	< 15%
Percentage of Medicaid Receivable > 90 Days	24.69%	< 20%
Percentage of Medicare Receivable > 60 Days	8.99%	< 6%

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Four months ended October 31, 2019

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Gross Patient Revenue	536,149	3.67%	2,660,452	4.68%
Gross patient revenue is over budget for the month and over budget year to date. Patient statistics under budget include ER visits, Surgeries and Clinic visits. Average Daily Census is 12.0 in October which is under budget by 0.7				
Deductions from Revenue	(550,461)	-7.75%	(3,405,253)	-12.33%
Deductions from revenue are over budget for October and over budget year to date. They are currently booked at 50.5% for October and 52.1% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.				
Bad Debt Expense	150,706	15.90%	(286,568)	-7.74%
Bad debt expense is booked at 5.3% for October and 6.7% year to date.				
Charity Care	(20,851)	-14.30%	(85,313)	-14.99%
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	63,169	28.33%	54,293	6.52%
Other Operating Revenue is over budget for the month and is over budget year to date because of County maintenance invoices				
Salaries and Wages	(17,648)	-0.52%	326,220	2.49%
Salary and Wages are over budget and remain under budget year to date. Paid FTEs are under budget by 6.2 FTEs for the month and under 18.38 FTEs year to date.				
Fringe Benefits	(164,018)	-19.30%	(312,199)	-9.61%
Fringe benefits are over budget in October and remain over budget year to date. Group Health is over budget.				
Contract Labor	31,068	32.03%	(69,711)	-17.63%
Contract labor is under budget for October and over budget year to date. ICU, ER Respiratory and Ultrasound are over budget for the month.				

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Four months ended October 31, 2019

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Physician Fees	(39,087)	-9.68%	(70,703)	-4.99%
Physician fees are over budget in October and over budget year to date. ER, Sleep Lab, Hospitalist, Locum Peds and Locums Clinic are over budget in October.				
Purchased Services	(7,362)	-1.85%	28,405	1.71%
Purchased services are over budget for October and under budget year to date. Services over budget Sponsorships, Audit Fee's and Other Purchased Services				
Supply Expense	(81,294)	-6.89%	(114,530)	-2.43%
Supplies are over budget for October and over budget year to date. Line items over budget include Oxygen, Blood, Instruments, Chargable, Drugs, Food, Linen and Other Med Supplies				
Repairs & Maintenance	(10,941)	-2.62%	(20,453)	-1.22%
Repairs and Maintenance are over budget for October and over budget year to date.				
All Other Operating Expenses	(3,250)	-1.57%	30,978	4.05%
This expense is over budget in October and over budget year to date. Other expenses over budget are Postage, Software and Pharmacy Floor Direct.				
Leases and Rentals	1,004	1.18%	29,974	8.85%
This expense is under budget for October and remains under budget year to date.				
Depreciation and Amortization	6,556	1.15%	9,217	0.41%
Depreciation is under budget for October and remains under budget year to date.				
BALANCE SHEET				
Cash and Cash Equivalents	(\$1,014,934)	-9.30%		
Cash decreased in October. Cash collections for October were \$7.7 million. Days Cash on Hand decreased to 126 days.				
Gross Patient Accounts Receivable	(\$385,032)	-1.67%		
This receivable decreased in October due to collections.				

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Four months ended October 31, 2019

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

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

	Current Month Amount	%	Year-to-Date Amount	%
Bad Debt and Allowance Reserves	126,157	1.03%		
Bad Debt and Allowances decreased.				
Other Receivables	239,550	8.93%		
Other Receivables increased in October due to County and Occ Med invoices and sign-on bonus'				
Prepaid Expenses	23,570	0.95%		
Prepaid expenses increased due to the normal activity in this account.				
Limited Use Assets	113,160	0.51%		
These assets increased due to the payment on the bonds.				
Plant Property and Equipment	(310,001)	-0.49%		
The decrease in these assets is due to the increase in Capital equipment and the normal increase in accumulated depreciation.				
Accounts Payable	(87,338)	-2.46%		
This liability increased due to the normal activity in this account.				
Accrued Payroll	1,073,548	58.63%		
This liability decreased in October. The payroll accrual for October was 4 days.				
Accrued Benefits	(53,589)	-2.70%		
This liability increased in October with the normal accrual and usage of PTO .				
Other Current Liabilities	(107,058)	-211.00%		
This liability decreased due to the payment on the bonds.				
Other Long Term Liabilities	27,447	3.92%		
This liability decreased due to the payments on leases				
Total Net Assets	245,574	0.31%		

The net loss from operations for October is \$232,481

MHSC Clinic Financial Statements 103119



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

PHYSICIAN CLINICS

Unaudited Financial Statements

for

Four months ended October 31, 2019

Certification Statement:

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

Certified by:

Tami Love

Chief Financial Officer

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Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY Four months ended October 31, 2019

PAGE 2

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 10/31/2019	Year to Date 10/31/2019	Prior Fiscal Year End 06/30/19	MGMA Hospital Owned Rural
Profitability:					
Operating Margin	↑	-55.64%	-57.40%	-54.76%	-36.58%
Total Profit Margin	↑	-55.64%	-57.40%	-54.76%	-36.58%
Contractual Allowance %	↓	46.05%	45.55%	44.34%	
Liquidity:					
Net Days in Accounts Receivable	↓	40.24	43.83	56.77	39.58
Gross Days in Accounts Receivable	↓	48.47	53.13	60.14	72.82
Productivity and Efficiency:					
Patient Visits Per Day	↓	149.06	135.60	135.96	
Total Net Revenue per FTE	↑	N/A	\$140,000	\$147,646	
Salary Expense per Paid FTE		N/A	\$153,183	\$163,884	
Salary and Benefits as a % of Net Revenue		116.70%	127.15%	128.22%	91.26%
Employee Benefits %		18.61%	16.21%	15.52%	6.10%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 3

ROCK SPRINGS, WY

Four months ended October 31, 2019

	CURRENT MONTH				Prior Year 10/31/18
	Actual 10/31/19	Budget 10/31/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	1,354,373	1,444,359	(89,985)	-6.23%	1,361,778
Specialty Clinic Revenue	313,861	145,767	168,095	115.32%	116,899
Total Gross Patient Revenue	1,668,235	1,590,125	78,109	4.91%	1,478,677
Deductions From Revenue					
Discounts and Allowances	(768,291)	(718,485)	(49,806)	-6.93%	(647,172)
Total Deductions From Revenue	(768,291)	(718,485)	(49,806)	-6.93%	(647,172)
Net Patient Revenue	899,944	871,640	28,303	3.25%	831,505
Other Operating Revenue	79,575	71,093	8,482	11.93%	71,582
Total Operating Revenue	979,519	942,733	36,786	3.90%	903,087
Operating Expenses					
Salaries and Wages	963,743	1,056,177	92,434	8.75%	985,567
Fringe Benefits	179,354	159,771	(19,583)	-12.26%	114,843
Contract Labor	0	0	0	0.00%	0
Physicians Fees	177,148	165,300	(11,848)	-7.17%	53,865
Purchased Services	10,397	5,619	(4,778)	-85.04%	4,278
Supply Expense	22,796	18,231	(4,565)	-25.04%	21,975
Utilities	910	1,223	313	25.57%	1,563
Repairs and Maintenance	22,517	32,067	9,549	29.78%	30,519
Insurance Expense	20,493	20,218	(275)	-1.36%	16,088
All Other Operating Expenses	101,086	87,400	(13,686)	-15.66%	102,317
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	4,079	3,409	(670)	-19.66%	5,403
Depreciation and Amortization	21,983	24,044	2,061	8.57%	23,690
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,524,507	1,573,459	48,951	3.11%	1,360,108
Net Operating Surplus/(Loss)	(544,988)	(630,725)	85,737	-13.59%	(457,021)
Total Net Surplus/(Loss)	(\$544,988)	(\$630,725)	\$85,737	-13.59%	(\$457,021)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(544,988)	(630,725)	\$85,737	-13.59%	(\$457,021)
Operating Margin	-55.64%	-66.90%			-50.61%
Total Profit Margin	-55.64%	-66.90%			-50.61%
EBIDA	-53.39%	-64.35%			-47.98%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Four months ended October 31, 2019

	YEAR-TO-DATE				
	Actual 10/31/19	Budget 10/31/19	Positive (Negative) Variance	Percentage Variance	Prior Year 10/31/18
Gross Patient Revenue					
Clinic Revenue	4,986,636	5,225,270	(238,634)	-4.57%	4,731,385
Specialty Clinic Revenue	879,448	810,834	68,614	8.46%	744,321
Total Gross Patient Revenue	5,866,084	6,036,104	(170,021)	-2.82%	5,475,706
Deductions From Revenue					
Discounts and Allowances	(2,672,083)	(2,706,415)	34,332	1.27%	(2,449,317)
Total Deductions From Revenue	(2,672,083)	(2,706,415)	34,332	1.27%	(2,449,317)
Net Patient Revenue	3,194,001	3,329,690	(135,689)	-4.08%	3,026,389
Other Operating Revenue	289,144	281,722	7,422	2.63%	264,195
Total Operating Revenue	3,483,145	3,611,412	(128,266)	-3.55%	3,290,583
Operating Expenses					
Salaries and Wages	3,811,145	4,023,571	212,426	5.28%	3,707,259
Fringe Benefits	617,745	613,101	(4,644)	-0.76%	464,854
Contract Labor	0	0	0	0.00%	0
Physicians Fees	312,971	301,200	(11,771)	-3.91%	100,400
Purchased Services	38,344	22,008	(16,336)	-74.23%	22,748
Supply Expense	92,544	66,833	(25,711)	-38.47%	54,172
Utilities	3,934	4,868	934	19.18%	5,112
Repairs and Maintenance	86,120	128,112	41,992	32.78%	114,874
Insurance Expense	78,335	78,562	227	0.29%	64,353
All Other Operating Expenses	336,003	326,358	(9,645)	-2.96%	332,034
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	17,225	13,186	(4,039)	-30.63%	20,869
Depreciation and Amortization	87,968	96,247	8,280	8.60%	97,300
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	5,482,334	5,674,046	191,712	3.38%	4,983,975
Net Operating Surplus/(Loss)	(1,999,188)	(2,062,634)	63,446	-3.08%	(1,693,392)
Total Net Surplus/(Loss)	(1,999,188)	(2,062,634)	\$63,446	-3.08%	(\$1,693,392)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(1,999,188)	(2,062,634)	\$63,446	-3.08%	(\$1,693,392)
Operating Margin	-57.40%	-57.11%			-51.46%
Total Profit Margin	-57.40%	-57.11%			-51.46%
EBIDA	-54.87%	-54.45%			-48.50%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

	Actual 10/31/2019	Actual 9/30/2019	Actual 8/31/2019	Actual 7/31/2019	Actual 6/30/2019
Gross Patient Revenue					
Clinic Revenue	\$1,354,373	\$1,165,206	\$1,275,579	\$1,191,478	\$1,321,234
Specialty Clinic Revenue	\$313,861	\$204,888	\$202,768	\$157,931	\$170,624
Total Gross Patient Revenue	\$1,668,235	\$1,370,094	\$1,478,347	\$1,349,408	\$1,491,858
Deductions From Revenue					
Discounts and Allowances	\$768,291	\$658,181	\$637,953	\$607,658	\$663,221
Total Deductions From Revenue	768,291	658,181	637,953	607,658	663,221
Net Patient Revenue	\$899,944	\$711,913	\$840,394	\$741,750	\$828,637
Other Operating Revenue	\$79,575	\$67,413	\$68,365	\$73,791	\$74,280
Total Operating Revenue	979,519	779,326	908,759	815,541	902,917
Operating Expenses					
Salaries and Wages	\$963,743	\$986,089	\$911,293	\$950,020	\$1,034,223
Fringe Benefits	\$179,354	\$142,365	\$163,131	\$132,895	\$155,564
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$177,148	\$46,927	\$53,872	\$35,025	\$31,732
Purchased Services	\$10,397	\$10,324	\$9,505	\$8,118	\$19,046
Supply Expense	\$22,796	\$27,662	\$13,686	\$28,401	\$26,804
Utilities	\$910	\$1,672	\$514	\$838	\$1,112
Repairs and Maintenance	\$22,517	\$20,680	\$21,820	\$21,102	\$24,224
Insurance Expense	\$20,493	\$19,281	\$19,281	\$19,281	\$16,109
All Other Operating Expenses	\$101,086	\$70,188	\$84,732	\$79,997	\$64,052
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$4,079	\$4,804	\$5,815	\$2,526	\$3,317
Depreciation and Amortization	\$21,983	\$21,983	\$21,983	\$22,019	\$22,017
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,524,507	\$1,351,974	\$1,305,631	\$1,300,222	\$1,398,199
Net Operating Surplus/(Loss)	(\$544,988)	(\$572,648)	(\$396,872)	(\$484,681)	(\$495,282)
Total Net Surplus/(Loss)	(\$544,988)	(\$572,648)	(\$396,872)	(\$484,681)	(\$495,282)
Change in Unrealized Gains/(Losses) on Investr	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets	(\$544,988)	(\$572,648)	(\$396,872)	(\$484,681)	(\$495,282)
Operating Margin	-55.64%	-73.48%	-43.67%	-59.43%	-54.85%
Total Profit Margin	-55.64%	-73.48%	-43.67%	-59.43%	-54.85%
EBIDA	-53.39%	-70.66%	-41.25%	-56.73%	-52.42%

Actual 5/31/2019	Actual 4/30/2019	Actual 3/31/2019	Actual 2/28/2019	Actual 1/31/2019	Actual 12/31/2018	Actual 11/30/2018	Actual 10/31/2018
\$1,259,017	\$1,411,951	\$1,460,747	\$1,009,031	\$1,069,404	\$1,254,113	\$1,134,169	\$1,361,778
\$140,838	\$169,268	\$175,633	\$127,930	\$207,546	\$180,950	\$104,902	\$116,899
\$1,399,854	\$1,581,218	\$1,636,380	\$1,136,961	\$1,276,950	\$1,435,063	\$1,239,071	\$1,478,677
\$653,333	\$678,453	\$724,127	\$471,341	\$568,699	\$641,731	\$542,081	\$647,172
653,333	678,453	724,127	471,341	568,699	641,731	542,081	647,172
\$746,522	\$902,765	\$912,253	\$665,621	\$708,251	\$793,332	\$696,990	\$831,505
\$65,005	\$64,816	\$65,231	\$59,719	\$71,679	\$56,661	\$80,420	\$71,582
811,526	967,581	977,484	725,339	779,930	849,993	777,410	903,087
\$955,533	\$867,396	\$1,034,389	\$927,267	\$908,217	\$988,124	\$769,198	\$985,567
\$189,439	\$175,919	\$195,204	\$145,304	\$180,456	\$113,727	\$116,382	\$114,843
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$79,281	\$71,597	\$50,250	\$66,314	\$72,313	\$20,783	\$48,757	\$53,865
\$11,013	\$5,281	\$5,530	\$82	\$9,273	\$6,153	\$4,481	\$4,278
\$13,053	\$23,682	\$13,897	\$33,502	\$14,809	\$11,076	\$10,235	\$21,975
\$813	\$803	\$1,667	\$1,311	\$1,639	\$1,859	\$1,568	\$1,563
\$24,064	\$30,175	\$33,896	\$33,616	\$34,184	\$30,589	\$28,045	\$30,519
\$16,109	\$16,109	\$16,109	\$16,109	\$16,109	\$16,099	\$16,099	\$16,088
\$110,309	\$89,265	\$62,065	\$86,287	\$79,550	\$71,337	\$53,223	\$102,317
\$5,139	\$5,508	\$5,425	\$5,103	\$5,652	\$5,061	\$6,300	\$5,403
\$20,750	\$20,751	\$20,751	\$20,937	\$24,416	\$24,654	\$24,523	\$23,690
\$1,425,503	\$1,306,487	\$1,439,183	\$1,335,831	\$1,346,620	\$1,289,462	\$1,078,811	\$1,360,108
(\$613,977)	(\$338,905)	(\$461,698)	(\$610,492)	(\$566,689)	(\$439,468)	(\$301,400)	(\$457,021)
0	0	0	0	0	0	0	0
(\$613,977)	(\$338,905)	(\$461,698)	(\$610,492)	(\$566,689)	(\$439,468)	(\$301,400)	(\$457,021)
-75.66%	-35.03%	-47.23%	-84.17%	-72.66%	-51.70%	-38.77%	-50.61%
-75.66%	-35.03%	-47.23%	-84.17%	-72.66%	-51.70%	-38.77%	-50.61%
-73.10%	-32.88%	-45.11%	-81.28%	-69.53%	-48.80%	-35.62%	-47.98%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Four months ended October 31, 2019

Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative)	Prior		Actual	Budget	Positive/ (Negative)	Prior
10/31/19	10/31/19	Variance	Year 10/31/18		10/31/19	10/31/19	Variance	Year 10/31/18
Outpatient Statistics:								
4,621	5,024	(403)	4,427	Clinic Visits - Primary Care	16,679	17,536	(857)	16,100
574	343	231	434	Clinic Visits - Specialty Clinics	1,926	1,718	208	1,777
Productivity Statistics:								
69.94	71.98	(2.04)	63.07	FTE's - Worked	66.00	71.98	(5.98)	58.84
76.87	79.10	(2.23)	66.78	FTE's - Paid	73.83	79.10	(5.27)	64.58

Key Financial Ratio Definitions

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

EBITDA

Higher Values are Favorable

(Earnings Before Interest, Taxes, Depreciation & Amortization)

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

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

Net Operating Gain/Loss

Higher Values are Favorable

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

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

Total Net Gain/Loss

Higher Values are Favorable

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

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

Operating Margin

Higher Values are Favorable

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

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

Total Profit Margin

Higher Values are Favorable

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

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

Return on Assets

Higher Values are Favorable

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

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

Contractual Allowance Percentage

Lower Values are Favorable

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

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

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

Days Cash on Hand, Short Term

Higher Values are Favorable

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

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

Days Cash on Hand, All Sources

Higher Values are Favorable

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

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

Gross Days in Accounts Receivable

Lower Values are Favorable

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

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

Net Days in Accounts Receivable

Lower Values are Favorable

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

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

Average Payment Period

Lower Values are Favorable

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

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

Current Ratio

Higher Values are Favorable

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

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

Average Age of Plant

Lower Values are Favorable

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

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

Capital Costs as a Percentage of Total Expenses

Lower Values are Favorable

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

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

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

Long Term Debt to Equity

Lower Values are Favorable

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

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

Long Term Debt to Capitalization

Lower Values are Favorable

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

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

Debt Service Coverage Ratio

Higher Values are Favorable

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

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

Salary Expense per Paid FTE

Lower Values are Favorable

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

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

Paid FTE's per Adjusted Occupied Bed

Lower Values are Favorable

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

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

Net Revenue per Adjusted Discharge

Higher Values are Favorable

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

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

Operating Expenses per Adjusted Discharge

Lower Values are Favorable

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

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

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

Financial Strength Index

Higher Values are Favorable

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

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

20 Board Graphs Oct

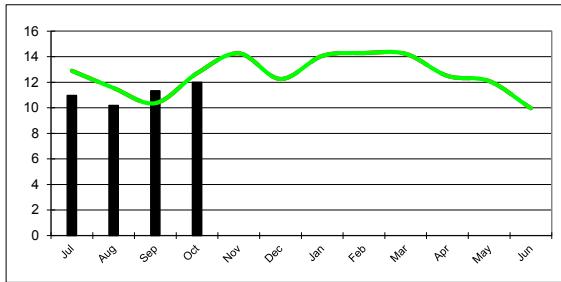
**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
"DASHBOARD" GRAPHS
OCTOBER 2019**

— FYE 2019 ACTUAL

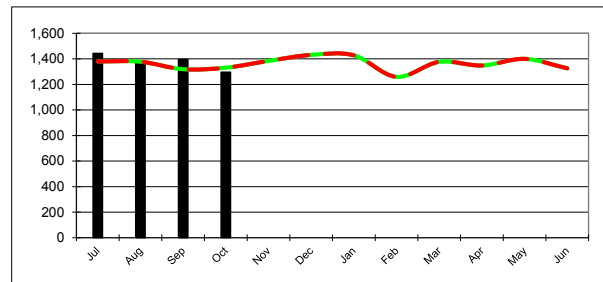
- - - FYE 2020 BUDGET

■ FYE 2020 ACTUAL

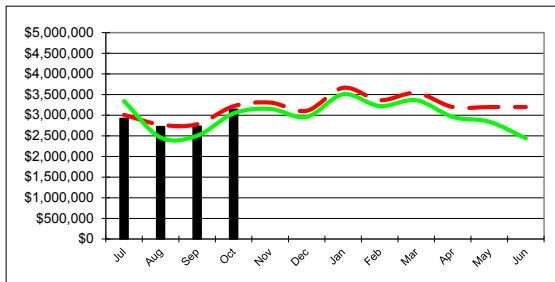
AVERAGE ACUTE CENSUS



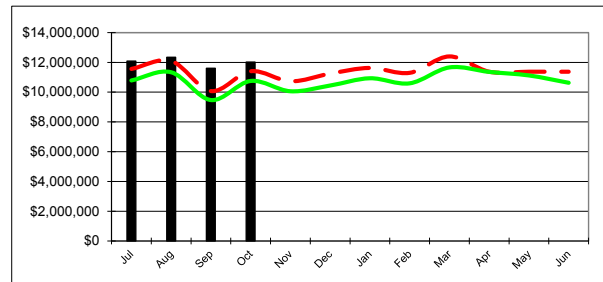
ER IP+OP VISITS



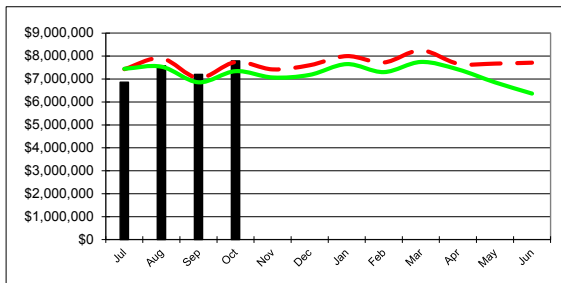
INPATIENT CHARGES



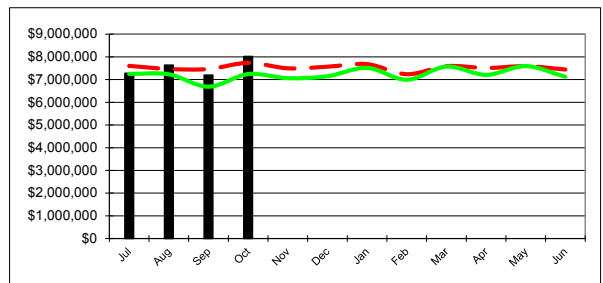
OUTPATIENT CHARGES



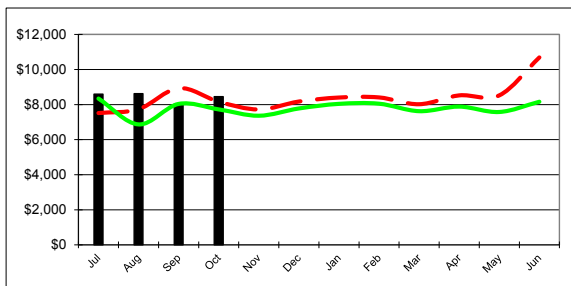
TOTAL NET OPERATING REVENUE



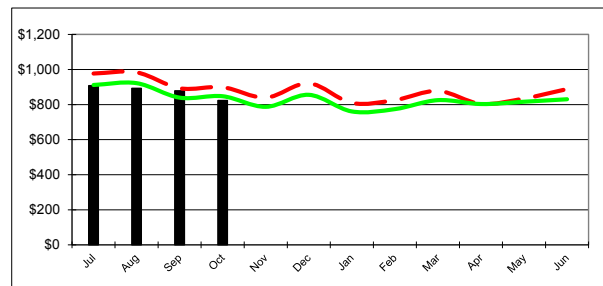
OPERATING EXPENSE



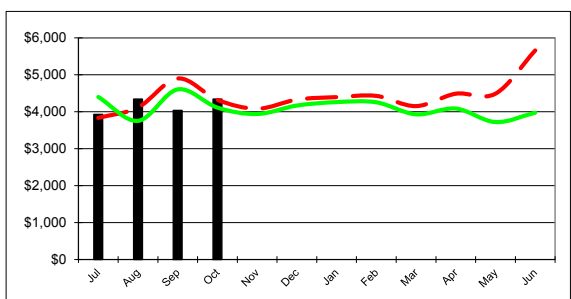
AVERAGE CHARGE PER ADJUSTED PATIENT DAY



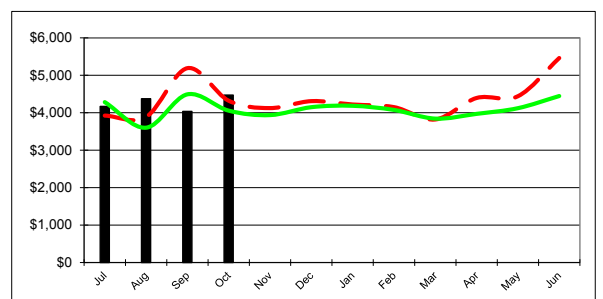
AVERAGE CHARGE PER OUTPATIENT VISIT (Inc. ER)



AVERAGE NET OPERATING REVENUE PER ADJUSTED PATIENT DAY



AVERAGE OPERATING EXPENSE PER ADJUSTED PATIENT DAY



20 MHSC STATISTICS-OCT

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
OCTOBER 2019

STATISTICS	Actual Oct-19	Budget Oct-19	PY Oct-18	YTD Oct-19	YTD Oct-18	YTD Oct-17	YTD Oct-16
Volumes:							
Case Mix							
Medicare	1.2887	1.3670	1.3670	1.3406	1.2649	1.2987	1.4792
All payers	1.0954	0.8060	0.8060	0.8069	0.7657	0.8882	0.8443
Admissions							
Med	61	64	64	222	254	239	298
ICU	26	25	25	90	80	95	127
Surgery	12	8	8	28	31	22	36
OB	32	32	32	158	139	167	199
Newborn	33	31	31	153	137	164	191
Total Admissions	164	160	160	651	641	687	851
Discharges							
Med	83	88	88	260	290	271	349
ICU	13	9	9	51	36	51	58
Surgery	10	8	8	26	40	35	53
OB	35	30	30	158	138	165	195
Newborn	36	30	30	153	136	162	188
Total Discharges	177	165	165	648	640	684	843
Patient Days:							
Med	215	260	260	808	931	779	1,476
ICU	47	44	44	192	157	200	305
Surgery	50	39	39	98	153	133	139
OB	60	51	51	270	222	286	326
Newborn	54	52	52	261	236	288	307
Total Patient Days	426	446	446	1,629	1,699	1,686	2,553
Observation Bed Days	156	92	92	501	421	449	369
Surgery Statistics:							
IP Surgeries	23	29	29	101	100	111	163
OP Surgeries	132	130	130	542	545	630	553
Outpatient Statistics:							
X-ray	690	714	714	2,814	2,817	2,865	2,788
Mammography	228	184	184	592	545	600	578
Ultrasound	336	333	333	1,238	1,207	1,190	1,076
Cat Scan	456	467	467	1,901	1,743	1,715	1,591
MRI	154	125	125	508	495	450	403
Nuclear Medicine	41	41	41	125	148	196	139
PET Scan	6	8	8	26	22	49	44
Echo	60	67	67	183	176		0
Laboratory	3,932	2,681	2,681	14,997	10,553	10,239	12,059
Histology	206	172	172	772	690	634	568
Respiratory Therapy	275	198	198	913	811	1,035	977
Cardiovascular	399	419	419	1,710	1,651	1,740	1,821
Sleep Lab	43	38	38	167	128	119	87
Cardiac Rehab	332	338	338	1,212	1,153	1,334	1,915
Physical Therapy	178	162	162	598	549	822	977
Dialysis	446	407	407	1,828	1,560	1,252	952
Medical Oncology	176	180	180	665	673	662	770
Radiation Oncology	286	185	185	1,104	791	1,046	1,196
Total Outpatients Visits	8,244	6,719	6,719	31,353	25,712	25,948	27,941
Clinic Visits - Primary Care	4,621	5,192	4,427	16,679	16,100	16,017	17,512
Clinic Visits - Specialty Clinics	574	353	434	1,926	1,777	1,916	2,161
ER visits admitted	148	134	134	560	539	524	571
ER visits Discharged	1,148	1,182	1,182	4,944	4,751	4,884	5,006
Total ER visits	1,296	1,316	1,316	5,504	5,290	5,408	5,577

20 FTE REPORT - 102719

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

BUDGET	PPE	9/15/2019	9/29/2019	10/13/2019	10/27/2019	Variance from Bud	CHANGE FROM LAST PAY PERIOD		YTD	Variance from budget
							Increase	Decrease		
AVG CENSUS	11.80	10.6	11.5	13.1	12.4	(0.3)	-	0.71	90.8	
ER VISITS (Avg Day)	45	44.5	46.3	42.9	39.8	1.5	-	3.14	348.3	
SURGERIES (IP+OP)	78	70	63	73	56	(14.6)	-	17.00	627.0	
BIRTHS	19	19	23	21	14	4.0	-	7.00	145.0	
CHARGES -IP \$000	1,358	1189	1264	1476	1485	(94)	9.00	-	10623.0	
-OP \$000	4,987	5137	5426	5437	4896	439	-	541.00	41851.0	
-TOTAL \$000	6,345	6326	6690	6412	5881	345	-	531.00	51473.0	
Adjusted Patient Days	772	787	852	799	689	80	-	110.24	6165.7	

Paid FTEs (Including Contract)

600	MEDICAL FLOOR	26.3	25.1	25.4	26.7	26.2	0.4	-	0.52	25.1	(1.2)
605	BEHAVIORAL HEALTH	10.1	5.3	8.6	8.0	10.6	(2.1)	2.61	-	7.6	(2.5)
610	OB FLOOR	6.3	6.1	7.0	5.6	7.2	(0.7)	1.53	-	6.2	(0.1)
611	NURSERY	8.1	8.0	8.2	7.4	7.1	(0.7)	-	0.36	7.3	(0.8)
612	LABOR & DELIVERY	4.9	5.0	4.9	5.5	4.4	0.6	-	1.14	5.3	0.4
615	OUTPATIENT SERVICES	1.5	1.7	1.8	2.0	1.5	0.5	-	0.52	1.8	0.3
620	ICU	12.9	12.7	13.0	12.3	13.3	(0.6)	0.94	-	12.5	(0.4)
630	OR	12.5	11.8	11.7	12.7	12.0	0.2	-	0.71	12.3	(0.2)
631	SAME DAY SURGERY	6.2	5.3	7.4	7.5	6.7	1.3	-	0.75	6.3	0.1
633	RECOVERY	2.1	2.4	2.0	2.4	2.5	0.3	0.11	-	2.6	0.5
634	CENTRAL STERILE	3	3.1	3.1	3.1	3.3	0.1	0.14	-	3.6	0.6
640	DIALYSIS	9	9.9	8.3	7.2	8.2	(1.8)	1.03	-	9.2	0.2
650	ER	21.6	23.6	23.3	24.8	24.0	3.2	-	0.79	23.6	2.0
651	TRAUMA	0.8	1.7	0.8	0.6	0.9	(0.2)	0.33	-	1.5	0.7
652	SANE	0.5	0.0	0.6	0.2	0.2	(0.3)	-	0.07	0.3	(0.2)
660	RADIATION ONC	7	7.0	7.0	7.0	7.0	(0.0)	-	0.02	6.7	(0.3)
661	MEDICAL ONC	7	6.4	6.4	6.2	6.3	(0.8)	0.10	-	6.5	(0.5)
700	LABORATORY	33.1	28.6	30.5	30.5	30.7	(2.6)	0.19	-	30.2	(2.9)
701	HISTOLOGY	3.1	3.1	3.1	3.0	3.0	(0.1)	0.01	-	3.0	(0.1)
702	BLOOD BANK	1	1.0	1.2	1.2	1.1	0.2	-	0.11	1.1	0.1
710	RADIOLOGY	8.2	8.3	6.8	8.9	8.6	0.7	-	0.29	8.1	(0.1)
711	MAMMOGRAPHY	1.6	1.1	1.0	1.1	1.3	(0.5)	0.23	-	1.1	(0.5)
712	ULTRASOUND	4.5	3.2	4.6	4.3	4.7	(0.2)	0.35	-	4.2	(0.3)
713	NUC MED	2	2.1	2.4	1.8	2.2	(0.2)	0.42	-	2.1	0.1
714	CAT SCAN	4.9	5.4	5.5	6.0	5.3	1.1	-	0.67	5.4	0.5
715	MRI	1.3	1.0	1.2	1.2	0.9	(0.1)	-	0.23	1.2	(0.1)
716	PET SCAN	0	-	-	-	-	-	-	-	0.0	0.0
717	ECHOCARDIOGRAPHY	1	0.9	0.8	1.1	1.0	0.1	-	0.03	1.0	0.0
720	RESPIRATORY	6.6	6.9	6.8	6.4	7.2	(0.2)	0.80	-	6.7	0.1
721	SLEEP LAB	1.8	2.0	1.9	1.9	1.4	0.1	-	0.50	1.9	0.1
722	CARDIO	2.4	1.9	1.9	1.9	1.9	(0.5)	-	0.01	1.9	(0.5)
723	CARDIAC REHAB	2.5	2.2	2.3	2.3	2.3	(0.2)	-	0.01	2.3	(0.2)
730	PHYSICAL THERAPY	3.7	3.4	3.7	3.7	3.7	(0.0)	-	-	3.6	(0.1)
780	EDUCATION	0.5	0.5	0.5	0.5	0.4	(0.0)	-	0.03	0.7	0.2
781	SOCIAL SERVICES	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
782	QUALITY	5	3.6	4.3	4.7	4.7	(0.3)	0.03	-	4.0	(1.0)
783	INFECTION CONTROL	2	1.9	2.8	3.0	2.9	1.0	-	0.07	2.1	0.1
784	ACCREDITATION	4	4.0	4.0	4.0	3.9	0.0	-	0.08	4.0	(0.0)
786	NURSING INFORMATICS	3	3.0	3.0	3.0	3.0	-	-	-	3.0	0.0
790	HEALTH INFORMATION	13.7	13.0	13.7	13.4	14.0	(0.3)	0.60	-	13.2	(0.5)
791	CASE MANAGEMENT	4.3	4.1	4.3	4.1	4.5	(0.2)	0.41	-	4.2	(0.1)
800	MAINTENANCE	11.8	11.1	11.0	11.2	11.8	(0.6)	0.53	-	11.0	(0.8)
801	HOUSEKEEPING	26	23.4	24.1	24.1	24.7	(1.9)	0.64	-	24.2	(1.8)
802	LAUNDRY	6.5	6.4	6.7	6.9	5.8	0.4	-	1.10	6.5	(0.0)
803	BIO MED	1	1.1	2.0	2.0	1.9	1.0	-	0.14	1.3	0.3
810	SECURITY	8.1	8.0	8.0	8.1	7.4	0.0	-	0.75	8.0	(0.1)
811	EMERGENCY MGMT	0.1	0.1	-	0.1	-	0.0	-	0.12	0.1	(0.0)
850	PURCHASING	5	5.0	5.0	5.0	5.0	-	-	-	5.0	0.0
855	CENTRAL SUPPLY	3	3.0	3.0	3.0	3.0	-	-	-	3.0	0.0
870	DIETARY	16.9	17.1	17.0	17.0	17.4	0.1	0.43	-	17.1	0.2
871	DIETICIANS	2	2.0	2.0	2.0	2.0	-	-	-	2.0	0.0
900	ADMINISTRATION	6	6.5	6.5	6.5	6.5	0.5	-	-	6.4	0.4
901	COMM SVC	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
902	MED STAFF SVC	3	2.8	2.8	2.8	2.8	(0.3)	-	-	2.8	(0.2)
903	MHSC FOUNDATION	1.5	1.3	1.4	1.5	1.5	0.0	-	0.03	1.5	(0.0)
904	VOLUNTEER SRV	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
905	NURSING ADMIN	4.3	4.0	4.1	4.2	4.6	(0.1)	0.34	-	4.1	(0.2)
907	PHYSICIAN RECRUIT	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
910	INFORMATION SYSTEMS	7.5	5.0	5.0	5.0	5.0	(2.5)	-	-	5.0	(2.5)
920	HUMAN RESOURCES	4.8	4.6	4.8	4.8	4.9	(0.0)	0.12	-	4.8	(0.0)
930	FISCAL SERVICES	5	4.8	4.8	4.8	4.8	(0.2)	0.01	-	4.8	(0.2)
940	BUSINESS OFFICE	14	13.6	14.5	13.1	13.0	(0.9)	-	0.13	13.8	(0.2)
941	ADMITTING	13.3	15.9	16.4	16.1	15.7	2.8	-	0.41	15.4	2.1
942	COMMUNICATION	3	2.9	3.0	2.9	2.8	(0.2)	-	0.00	2.7	(0.3)
943	CENTRAL SCHEDULING	4	4.2	4.0	4.1	4.0	0.1	-	0.07	4.0	0.0
948	PEDRI	1	-	-	1.0	1.0	-	-	-	0.2	(0.8)
949	DENKER	3	5.4	3.0	3.0	3.0	(0.0)	0.01	-	3.3	0.3
950	OLIVER	2.2	2.2	2.2	2.2	2.2	0.0	-	-	2.2	0.0
952	NEW PULMONOLOGIST	0	-	-	-	-	-	-	-	0.0	0.0
953	STEWART	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
954	WHEELER	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
955	AESTHETICS	0.3	-	-	-	-	-	-	-	-	-
956	KATTAN	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
957	STARLA LEETE	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
958	VERONESE	0	-	-	-	-	-	-	-	0.0	0.0
959	GREWAL	1	1.0	1.0	1.0	2.3	-	1.25	-	1.5	0.5
960	SANDERS	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
961	DANSIE	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
962	BOWERS	1.5	0.6	0.6	0.6	1.0	(1.0)	0.45	-	0.7	(0.8)
963	LONG	2.1	0.9	0.9	0.9	0.9	(1.2)	-	-	0.9	(1.2)
964	JAKE JOHNSON	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
966	OCC MED	0	1.0	1.1	1.2	1.1	1.2	-	0.12	1.1	1.1
967	PA PALINEK	1	1.0	1.0	1.0	0.9	-	-	0.10	1.0	(0.0)
969	PAWAR	2	2.2	2.0	2.0	2.0	0.0	0.01	-	2.0	0.0

	BUDGET	PPE	9/15/2019	9/29/2019	10/13/2019	10/27/2019	Variance from Bud	LAST PAY PERIOD		YTD	from budget
								Increase	Decrease		
970 CROFTS	1		1.2	1.0	1.0	1.0	-	-	-	1.0	0.0
971 WAMSUTTER CLINIC	0		2.0	1.9	1.9	1.8	1.9	-	0.05	1.9	1.9
972 FARSON CLINIC	0		-	-	-	-	-	-	-	0.0	0.0
973 LAURIDSEN	2.1		0.9	0.9	0.9	0.9	(1.2)	-	-	0.9	(1.2)
974 SMG ADMIN/BILLING	45.7		39.6	44.4	43.1	44.8	(2.6)	1.76	-	42.1	(3.6)
976 LEHMAN	1.3		0.8	0.8	0.8	0.9	(0.5)	0.13	-	0.8	(0.5)
978 HOSPITALIST	5.5		3.5	1.9	4.9	5.3	(0.6)	0.40	-	2.7	(2.8)
980 JENSEN	1		1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
981 CROFT	1		1.0	1.0	1.0	1.0	-	-	-	1.1	0.1
982 CHRISTENSEN	1.3		1.0	1.0	1.6	2.0	0.3	0.45	-	1.3	0.0
986 HANSON	1		1.0	1.0	1.0	0.6	-	-	0.40	0.9	(0.1)
988 CURRY	1.5		1.0	0.9	1.0	-	(0.5)	-	1.00	1.1	(0.4)
990 NEW PEDIATRICIAN	0		-	-	-	-	-	-	-	0.0	0.0
991 JAMIAS	1		1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
992 ASPER	1		1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
993 LIU	1		1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
994 DUCK	1		0.6	0.9	1.0	0.7	0.0	-	0.31	0.8	(0.2)
996 SARETTE	1.1		0.9	1.4	-	2.1	(1.1)	2.10	-	1.0	(0.1)
997 OUTPATIENT SERVICES	0		-	-	-	-	-	-	-	0.0	0.0

TOTAL Paid FTEs	488.4	461.4	475.5	478.0	484.9	(10.4)	6.82	-	469.9	(18.5)
TOTAL WORKED FTEs	444.4	411.1	437.4	441.2	442.4	(3.3)	1.27	-	424.8	(19.7)

WORKED % Paid	91%	89%	92%	92%	91%	1%	-	0.01	90%	(0.0)
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CONTRACT FTES (Inc above)	6.2	9.1	8.1	7.6	8.0	1.4	0.46	-	9.2	3.0
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GROSS EMPLOYEE PAYROLL	1,489,370	1,411,220	1,535,820	1,479,246	-	-	56,574	12,989,742		
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Average Employee Hourly Rate	\$40.35	\$37.10	\$40.16	\$38.14	\$40.16	-	2.02	#DIV/0!	#DIV/0!	
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Benchmark Paid FTEs	6.63	8.20	7.81	8.37	9.85	1.74	1.17	-	-	-
per Adj. Occupied Bed (APD)										

WORKED FTEs (Including Contract)

600 MEDICAL FLOOR	23.9	21.6	22.9	24.5	24.8	0.6	0.25	-	22.8	(1.1)
605 BEHAVIORAL HEALTH	9.2	5.0	8.0	7.8	10.4	(1.4)	2.61	-	7.3	(1.9)
610 OB FLOOR	5.7	5.5	5.6	4.7	4.5	(1.1)	-	0.16	5.4	(0.4)
611 NURSERY	7.4	7.9	7.8	6.8	7.0	(0.5)	0.14	-	6.8	(0.5)
612 LABOR & DELIVERY	4.5	4.6	4.3	4.3	4.2	(0.2)	-	0.09	4.7	0.2
615 OUTPATIENT SERVICES	1.4	1.7	1.8	1.9	1.5	0.6	-	0.45	1.6	0.3
620 ICU	11.7	10.0	12.1	11.6	12.1	(0.2)	0.53	-	11.1	(0.6)
630 OR	11.4	10.9	10.5	12.2	10.6	0.8	-	1.63	11.2	(0.2)
631 SAME DAY SURGERY	5.6	4.3	6.6	7.1	5.8	1.4	-	1.24	5.5	(0.1)
633 RECOVERY	1.9	2.4	2.0	2.3	2.4	0.4	0.11	-	2.4	0.5
634 CENTRAL STERILE	2.7	2.8	2.9	2.8	3.0	0.1	0.16	-	3.4	0.7
640 DIALYSIS	8.2	7.9	7.1	6.7	7.9	(1.5)	1.20	-	8.1	(0.1)
650 ER	19.7	22.2	22.3	22.3	21.9	2.7	-	0.41	21.8	2.2
651 TRAUMA	0.7	1.0	0.8	0.6	0.6	(0.1)	0.03	-	1.1	0.4
652 SANE	0.5	0.0	0.1	0.2	0.2	(0.2)	-	0.07	0.2	(0.2)
660 RADIATION ONC	6.4	6.1	6.0	5.7	6.0	(0.7)	0.36	-	5.8	(0.5)
661 MEDICAL ONC	6.4	5.6	5.8	5.7	6.0	(0.6)	0.28	-	6.0	(0.4)
700 LABORATORY	30.1	25.4	28.6	27.8	29.2	(2.3)	1.41	-	27.3	(2.9)
701 HISTOLOGY	2.8	2.9	2.6	2.9	2.8	0.1	-	0.12	2.8	(0.0)
702 BLOOD BANK	0.9	1.0	1.2	1.2	1.1	0.3	-	0.11	1.1	0.2
710 RADIOLOGY	7.5	6.7	5.5	7.7	7.5	0.2	-	0.22	6.9	(0.6)
711 MAMMOGRAPHY	1.5	1.1	1.0	1.1	1.3	(0.4)	0.23	-	1.0	(0.4)
712 ULTRASOUND	4.1	3.2	4.6	4.1	4.5	0.0	0.43	-	4.1	0.0
713 NUC MED	1.8	1.8	2.0	1.5	2.0	(0.3)	0.46	-	1.9	0.0
714 CAT SCAN	4.5	5.2	5.3	5.5	5.1	1.0	-	0.35	5.0	0.5
715 MRI	1.2	0.9	1.1	1.1	0.8	(0.1)	-	0.30	1.1	(0.1)
716 PET SCAN	-	-	-	-	-	-	-	-	0.0	0.0
717 ECHOCARDIOGRAPHY	0.9	0.9	0.8	1.1	1.0	0.2	-	0.03	1.0	0.1
720 RESPIRATORY	6.0	6.5	5.8	5.9	6.9	(0.1)	0.94	-	6.1	0.1
721 SLEEP LAB	1.6	1.5	1.9	1.9	1.4	0.2	-	0.50	1.8	0.2
722 CARDIO	2.2	1.8	1.5	1.4	1.7	(0.8)	0.30	-	1.6	(0.6)
723 CARDIAC REHAB	2.3	2.0	1.9	2.3	2.1	(0.0)	-	0.16	2.1	(0.2)
730 PHYSICAL THERAPY	3.4	3.2	3.5	3.6	3.6	0.2	0.06	-	3.3	(0.1)
780 PATIENT ED	0.5	0.5	0.5	0.5	0.4	0.0	-	0.03	0.7	0.3
781 SOCIAL SERVICES	0.9	1.0	1.0	0.6	1.0	(0.3)	0.38	-	0.9	(0.0)
782 QUALITY & ACCREDIT	4.6	2.9	4.1	4.5	4.6	(0.0)	0.07	-	3.6	(0.9)
783 INFECTION CONTROL	1.8	1.9	2.8	2.9	2.8	1.1	-	0.11	1.9	0.1
784 COMPLIANCE	3.6	3.6	3.5	4.0	3.6	0.4	-	0.38	3.6	(0.0)
786 NURSING INFORMATICS	2.7	3.0	2.9	2.0	1.6	(0.7)	-	0.38	2.6	(0.2)
790 HEALTH INFORMATION	12.5	11.9	12.5	12.3	12.9	(0.2)	0.61	-	11.8	(0.7)
791 CASE MANAGEMENT	3.9	3.1	4.0	3.6	3.6	(0.3)	-	0.02	3.5	(0.4)
800 MAINTENANCE	10.7	10.4	10.2	10.4	11.5	(0.3)	1.07	-	10.0	(0.7)
801 HOUSEKEEPING	23.7	21.7	22.7	21.6	22.0	(2.1)	0.39	-	22.0	(1.6)
802 LAUNDRY	5.9	5.3	6.7	6.5	5.4	0.5	-	1.06	5.8	(0.1)
803 BIO MED	0.9	0.8	2.0	1.8	1.3	0.9	-	0.42	1.1	0.2
810 SECURITY	7.4	6.4	6.8	6.3	6.6	(1.0)	0.29	-	6.7	(0.6)
811 EMERGENCY MGMT	0.1	0.1	-	0.1	-	0.0	-	0.12	0.1	(0.0)
850 PURCHASING	4.6	4.2	4.4	4.4	4.4	(0.1)	-	0.03	4.3	(0.2)
855 CENTRAL SUPPLY	2.7	2.6	2.6	2.9	2.7	0.2	-	0.23	2.6	(0.1)
870 DIETARY	15.4	15.9	16.6	16.4	17.1	1.0	0.77	-	16.0	0.6
871 DIETICIANS	1.8	1.6	1.8	2.0	1.7	0.2	-	0.30	1.8	(13.5)
900 ADMINISTRATION	5.5	5.6	6.1	6.0	6.2	0.5	0.20	-	5.6	3.7
901 COMM SVC	0.9	0.9	0.9	1.0	1.0	0.1	-	-	0.9	(4.5)
902 MED STAFF SVC	2.7	2.5	2.2	2.5	2.6	(0.3)	0.12	-	2.5	1.6
903 MHSC FOUNDATION	1.4	1.3	1.4	1.5	1.4	0.2	-	0.13	1.4	(1.4)

	PPE	9/15/2019	9/29/2019	10/13/2019	10/27/2019	Variance	LAST PAY PERIOD		YTD	from budget
	BUDGET					from Bud	Increase	Decrease		
904	VOLUNTEER SRV	0.9	0.7	0.7	1.0	1.0	0.1	-	0.9	(0.5)
905	NURSING ADMIN	3.9	3.1	3.4	3.5	3.4	(0.5)	0.04	3.3	2.4
907	PHYSICIAN RECRUIT	0.9	1.0	0.4	0.9	1.0	(0.0)	0.10	0.9	(3.0)
910	INFORMATION SYSTEMS	6.8	4.8	4.6	5.0	4.6	(1.8)	0.40	4.7	3.8
920	HUMAN RESOURCES	4.4	3.9	4.4	4.7	3.4	0.4	1.38	4.2	(2.7)
930	FISCAL SERVICES	4.6	3.8	4.6	4.5	3.8	(0.1)	0.73	4.3	(0.1)
940	BUSINESS OFFICE	12.7	12.1	12.7	11.9	12.3	(0.8)	0.35	12.6	8.1
941	ADMITTING	12.1	15.5	15.6	14.8	14.0	2.7	0.85	14.5	1.7
942	COMMUNICATION	2.7	2.8	3.0	2.9	2.8	0.1	0.00	2.7	(9.4)
943	CENTRAL SCHEDULING	3.6	3.4	3.8	3.8	3.9	0.2	0.08	3.6	0.9
948	PEDRI	0.9	-	-	1.0	1.0	0.1	-	0.2	(3.4)
949	DENKER	2.7	2.7	3.0	2.9	2.7	0.2	0.28	2.8	1.9
950	OLIVER	2.0	1.7	2.2	2.0	1.7	0.0	0.31	1.9	(0.8)
952	NEW PULMONOLOGIST	-	-	-	-	-	-	-	0.0	(2.0)
953	STEWART	0.9	0.9	1.0	0.7	0.9	(0.2)	0.18	0.9	0.9
954	WHEELER	0.9	0.5	1.0	1.0	1.0	0.1	-	0.9	0.0
955	AESTHETICS	0.3	-	-	-	-	(0.3)	-	0.0	-
956	KATTAN	0.9	1.0	1.0	1.0	1.0	0.1	-	1.0	0.1
957	STARLA LEETE	0.9	0.9	0.9	1.0	1.0	0.1	-	0.9	0.0
958	VERONESE	-	-	-	-	-	-	-	0.0	(0.9)
959	GREWAL	0.9	1.0	1.0	1.0	1.0	0.1	-	0.9	0.9
960	SANDERS	0.9	0.9	0.5	1.0	0.3	0.1	0.70	0.7	(0.2)
961	DANSIE	0.9	1.0	1.0	1.0	1.0	0.1	-	0.8	(0.1)
962	BOWERS	1.4	0.6	0.6	0.6	1.0	(0.8)	0.45	0.6	(0.4)
963	LONG	1.9	0.9	0.9	0.9	0.3	(1.0)	0.60	0.8	(0.6)
964	JAKE JOHNSON	0.9	1.0	0.5	1.0	1.0	0.1	-	0.9	(1.0)
966	OCC MED	-	0.8	1.1	1.2	1.1	1.2	0.12	0.9	0.0
967	PA PALINEK	0.9	1.0	1.0	1.0	0.7	0.1	0.30	0.8	0.8
969	PAWAR	1.8	1.9	1.9	2.0	2.0	0.2	0.01	1.9	1.0
970	CROFTS	0.9	1.0	1.0	1.0	0.9	0.1	0.10	0.9	(1.0)
971	WAMSUTTER CLINIC	-	1.9	1.8	1.7	1.8	1.7	0.10	1.8	0.9
972	FARSON CLINIC	-	-	-	-	-	-	-	0.0	0.0
973	LAURIDSEN	1.9	0.9	0.9	0.9	0.9	(1.0)	-	0.8	0.8
974	SMG ADMIN/BILLING	41.6	35.4	41.2	40.7	41.5	(0.9)	0.88	38.4	36.5
976	LEHMAN	1.2	0.8	0.8	0.8	0.9	(0.4)	0.13	0.7	(40.9)
978	HOSPITALIST	5.0	3.5	1.9	4.9	5.3	(0.1)	0.40	2.7	1.5
980	JENSEN	0.9	1.0	1.0	1.0	0.9	0.1	0.10	0.8	(4.2)
981	CROFT	0.9	0.9	1.0	1.0	0.9	0.1	0.10	0.9	(0.1)
982	CHRISTENSEN	1.2	1.0	1.0	1.4	1.6	0.2	0.26	1.1	0.2
986	HANSON	0.9	1.0	1.0	1.0	0.6	0.1	0.40	0.9	(0.3)
988	CURRY	1.4	1.0	0.9	1.0	-	(0.4)	1.00	0.9	(0.1)
990	NEW PEDIATRICIAN	-	-	-	-	-	-	-	0.0	(1.4)
991	JAMIAS	0.9	1.0	0.5	-	-	(0.9)	-	0.7	0.7
992	ASPER	0.9	0.9	1.0	0.9	1.0	(0.0)	0.10	0.9	(0.0)
993	LIU	0.9	1.0	1.0	1.0	-	0.1	1.00	0.9	(0.0)
994	DUCK	0.9	0.1	0.8	1.0	0.7	0.1	0.31	0.7	(0.2)
995	WALKER	-	-	-	0.5	1.0	0.5	0.50	0.2	(0.7)
996	SARETTE	1.0	0.9	1.4	-	2.1	(1.0)	2.10	0.2	(0.7)
997	OUTSIDE CLINICS	-	-	-	-	-	-	-	1.0	0.0

TOTAL WORKED FTEs	444.4	411.1	437.4	441.2	442.4	(3.28)	1.27	-	424.8	(19.7)
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CONTRCT FTES (Inc above)	6.2	9.1	8.1	7.6	8.0	1.37	0.46	-	9.2	3.0
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OVERTIME HOURS

OVERTIME HOURS					Current OT			YTD Hours	
					OT Dollars				
600	MEDICAL FLOOR	5.3	3.3	8.0	1.0	36.31	-	7.00	46.0
605	BEHAVIORAL HEALTH	17.0	51.8	45.3	90.8	1,891.00	45.50	-	492.8
610	OB FLOOR	0.8	7.5	-	0.8	19.10	0.75	-	13.8
611	NURSERY	4.5	-	-	-	-	-	-	10.0
612	LABOR & DELIVERY	-	-	0.5	-	-	-	0.50	0.5
615	OUTPATIENT SERVICES	-	-	3.5	-	-	-	3.50	3.5
620	ICU	-	-	-	6.0	254.58	6.00	-	21.0
630	OR	5.0	-	45.5	16.0	725.51	-	29.50	109.8
631	SAME DAY SURGERY	10.8	3.3	18.5	3.5	149.70	-	15.00	71.3
633	RECOVERY	-	-	-	-	-	-	-	0.3
634	CENTRAL STERILE	5.0	3.5	5.3	9.8	260.73	4.50	-	42.0
640	DIALYSIS	8.3	5.5	2.8	13.5	531.70	10.75	-	81.3
650	ER	114.8	80.3	147.5	94.5	4,408.07	-	53.00	955.8
651	TRAUMA	-	-	-	-	-	-	-	3.0
652	SANE	-	-	-	-	-	-	-	19.5
660	RADIATION ONC	-	0.3	0.3	0.3	14.06	-	-	16.0
661	MEDICAL ONC	-	0.3	0.5	0.3	7.37	-	0.25	2.8
700	LABORATORY	44.9	22.6	35.4	15.6	459.17	-	19.75	328.8
701	HISTOLOGY	5.0	5.0	2.8	3.3	97.66	0.50	-	45.0
702	BLOOD BANK	0.8	1.3	0.5	0.3	13.26	-	0.25	7.8
710	RADIOLOGY	1.0	1.3	3.3	1.8	96.95	-	1.50	23.3
711	MAMMOGRAPY	0.5	0.5	2.5	-	-	-	2.50	3.8
712	ULTRASOUND	0.8	0.8	-	0.3	15.28	0.25	-	1.8
713	NUC MED	0.8	-	-	0.8	33.01	0.75	-	5.3
714	CAT SCAN	0.3	0.3	5.3	1.0	42.35	-	4.25	14.8
715	MRI	-	0.3	-	-	-	-	-	1.0
716	PET SCAN	-	-	-	-	-	-	-	-
717	ECHOCARDIOGRAPHY	0.5	0.8	3.3	2.8	185.63	-	0.50	7.8
720	RESPIRATORY	-	9.3	13.5	-	-	-	13.50	59.8
721	SLEEP LAB	-	6.8	46.0	31.0	1,543.49	-	15.00	150.0
722	CARDIO	-	-	0.8	-	-	-	0.75	1.5
723	CARDIAC REHAB	-	-	-	-	-	-	-	-
730	PHYSICAL THERAPY	-	-	-	-	-	-	-	-
780	PATIENT ED	-	-	-	-	-	-	-	-
781	SOCIAL SERVICES	-	-	-	-	-	-	-	-
782	QUALITY & ACCREDIT	-	-	-	0.5	22.02	0.50	-	1.0
783	INFECTION CONTROL	-	-	-	-	-	-	-	0.5
784	COMPLIANCE	1.8	-	1.8	-	-	-	1.75	4.5
786	NURSING INFORMATICS	-	-	-	-	-	-	-	-
790	HEALTH INFORMATION	31.0	26.5	1.0	0.5	9.88	-	0.50	111.5
791	CASE MANAGEMENT	2.3	15.3	8.3	30.5	1,901.90	22.25	-	80.0

	PPE BUDGET	9/15/2019	9/29/2019	10/13/2019	10/27/2019	Variance from Bud	LAST PAY PERIOD		YTD	from budget
							Increase	Decrease		
800 MAINTENANCE		1.5	6.3	17.8	4.3	182.37	-	13.50	52.3	
801 HOUSEKEEPING		29.5	50.8	75.8	42.3	940.50	-	33.50	405.8	
802 LAUNDRY		21.3	24.5	11.0	13.0	241.33	2.00	-	177.5	
803 BIO MED		-	0.8	-	0.5	20.05	0.50	-	1.3	
810 SECURITY		2.8	4.5	9.0	9.0	265.49	-	-	61.8	
811 EMERGENCY MGMT		-	-	-	-	-	-	-	-	
850 PURCHASING		-	-	-	-	-	-	-	2.8	
855 CENTRAL SUPPLY		-	-	-	-	-	-	-	-	
870 DIETARY		47.5	35.0	39.3	62.0	1,236.23	22.75	-	520.3	
871 DIETICIANS		-	-	-	-	-	-	-	-	
900 ADMINISTRATION		-	-	-	-	-	-	-	-	
901 COMM SVC		-	-	-	-	-	-	-	-	
902 MED STAFF SVC		-	-	-	-	-	-	-	8.5	
903 MHSC FOUNDATION		-	-	-	-	-	-	-	-	
904 VOLUNTEER SRV		-	-	-	-	-	-	-	-	
905 NURSING ADMIN		18.3	10.5	24.5	-	-	-	24.50	93.5	
907 PHYSICIAN RECRUIT		-	-	-	-	-	-	-	-	
910 INFORMATION SYSTEMS		-	-	-	-	-	-	-	-	
920 HUMAN RESOURCES		-	-	-	0.3	6.29	0.25	-	0.3	
930 FISCAL SERVICES		-	0.3	-	-	-	-	-	1.0	
940 BUSINESS OFFICE		11.3	25.0	15.3	21.5	562.04	6.25	-	180.5	
941 ADMITTING		130.1	185.1	130.6	119.4	2,763.49	-	11.25	1,453.7	
942 COMMUNICATION		-	2.5	-	-	-	-	-	134.0	
943 CENTRAL SCHEDULING		-	1.0	8.5	3.5	114.24	-	5.00	14.3	
948 PEDRI		-	-	-	-	-	-	-	-	
949 DENKER		-	0.8	0.3	0.1	3.59	-	0.13	2.6	
950 OLIVER		-	3.0	0.3	0.9	34.51	0.63	-	23.4	
952 NEW PULMONOLOGIST		-	-	-	-	-	-	-	-	
953 STEWART		-	-	-	-	-	-	-	-	
954 WHEELER		-	-	-	-	-	-	-	-	
955 AESTHETICS		-	-	-	-	-	-	-	-	
956 KATTAN		-	-	-	-	-	-	-	-	
957 STARLA LEETE		-	-	-	-	-	-	-	-	
958 VERONESE		-	-	-	-	-	-	-	-	
959 GREWAL		-	-	-	-	-	-	-	-	
960 SANDERS		-	-	-	-	-	-	-	-	
961 DANSIE		-	-	-	-	-	-	-	-	
962 BOWERS		-	-	-	-	-	-	-	-	
963 LONG		-	-	-	-	-	-	-	-	
964 JAKE JOHNSON		-	-	-	-	-	-	-	-	
966 OCC MED		-	11.3	13.0	5.5	289.08	-	7.50	53.3	
967 PA PALINEK		-	-	-	-	-	-	-	-	
969 PAWAR		-	0.3	0.3	1.3	76.13	1.00	-	5.3	
970 CROFTS		-	-	-	-	-	-	-	-	
971 WAMSUTTER CLINIC		1.8	-	-	2.1	50.40	2.13	-	6.4	
972 FARSON CLINIC		-	-	-	-	-	-	-	-	
973 LAURIDSEN		-	-	-	-	-	-	-	-	
974 SMG ADMIN/BILLING		32.0	59.0	59.3	29.5	1,102.69	-	29.75	398.5	
976 PA LEHMAN		-	-	-	-	-	-	-	-	
978 HOSPITALIST		-	-	-	-	-	-	-	-	
980 JENSEN		-	-	-	-	-	-	-	-	
981 CROFT		-	-	-	-	-	-	-	-	
982 CHRISTENSEN		-	-	-	-	-	-	-	-	
986 HANSON		-	-	-	-	-	-	-	-	
988 CURRY		-	-	-	-	-	-	-	4.0	
990 NEW PEDIATRICIAN		-	-	-	-	-	-	-	-	
991 JAMIAS		-	-	-	-	-	-	-	-	
992 ASPER		-	-	-	-	-	-	-	-	
993 LIU		-	-	-	-	-	-	-	-	
994 DUCK		-	-	-	-	-	-	-	-	
995 WALKER		-	-	-	-	-	-	-	-	
996 SARETTE		-	-	-	-	-	-	-	-	
997 OUTSIDE CLINICS		-	-	-	-	-	-	-	-	

TOTAL OT HOURS	556.5	666.3	806.3	639.4	20,607	-	166.87	6,337.4
TOTAL OT FTEs	7.0	8.3	10.1	8.0	-	-	2.09	13.2
OT % WORKED HOURS	1.7%	1.9%	2.3%	1.8%	-	-	0.5%	

	PPE BUDGET	9/15/2019	9/29/2019	10/13/2019	10/27/2019	CHANGE FROM LAST PAY PERIOD		FTE YTD	Variance from budget
						Increase	Decrease		
CONTRACT HOURS					Current FTE				
600 MEDICAL FLOOR		-	-	-	-	-	-	0.04	0.04
605 BEHAVIORAL HEALTH	1.0	2.8	4.8	17.8	0.2	-	13.75	0.14	(0.86)
610 OB FLOOR		-	-	-	-	-	-	-	-
611 NURSERY		-	-	-	-	-	-	-	-
612 LABOR & DELIVERY		-	-	-	-	-	-	-	-
615 OUTPATIENT SERVICES		-	-	-	-	-	-	-	-
620 ICU	1.0	162.3	117.8	127.5	1.6	45.50	-	1.82	0.82
630 OR	1.0	100.8	89.3	83.0	1.0	-	24.00	1.08	0.08
631 SAME DAY SURGERY		-	-	-	-	-	-	-	-
633 RECOVERY		-	-	-	-	-	-	-	-
634 CENTRAL STERILE		-	-	-	-	-	-	0.41	0.41
640 DIALYSIS		-	-	-	-	-	-	-	-
650 ER	0.5	87.5	87.3	100.5	1.3	-	24.75	0.83	0.33
651 TRAUMA		-	-	-	-	-	-	-	-
652 SANE		-	-	-	-	-	-	-	-
660 RADIATION ONC		-	-	-	-	-	-	-	-
661 MEDICAL ONC		-	-	-	-	-	-	-	-
700 LABORATORY		-	-	-	-	-	-	-	-
701 HISTOLOGY	0.1	-	-	-	-	-	-	-	(0.10)
702 BLOOD BANK		-	-	-	-	-	-	-	-
710 RADIOLOGY		-	-	-	-	-	-	-	-
711 MAMMOGRAPHY		-	-	-	-	-	-	-	-
712 ULTRASOUND	1.0	125.3	165.8	166.5	2.1	1.25	-	2.30	1.30
713 NUC MED		-	-	-	-	-	-	-	-
714 CAT SCAN		-	-	-	-	-	-	-	-
715 MRI		-	-	-	-	-	-	-	-

PPE		9/15/2019	9/29/2019	10/13/2019	10/27/2019	Variance	LAST PAY PERIOD		YTD	from budget
BUDGET						from Bud	Increase	Decrease		
716	PET SCAN	-	-	-	-	-	-	-	-	-
717	ECHOCARDIOGRAPHY	-	-	-	-	-	-	-	0.50	0.50
720	RESPIRATORY	74.3	34.3	-	77.8	-	77.75	-	0.68	0.68
721	SLEEP LAB	86.5	63.0	25.0	-	0.3	-	25.00	0.66	0.66
722	CARDIO	-	-	-	-	-	-	-	-	-
723	CARDIAC REHAB	-	-	-	-	-	-	-	-	-
730	PHYSICAL THERAPY	-	-	-	-	-	-	-	-	-
780	PATIENT ED	-	-	-	-	-	-	-	-	-
781	SOCIAL SERVICES	-	-	-	-	-	-	-	-	-
782	QUALITY & ACCREDIT	-	-	-	-	-	-	-	-	-
783	INFECTION CONTROL	1.0	85.3	85.0	85.0	1.1	-	-	0.71	(0.29)
784	ACCREDITATION	-	-	-	-	-	-	-	-	-
786	NURSING INFORMATICS	-	-	-	-	-	-	-	-	-
790	HEALTH INFORMATION	-	-	-	-	-	-	-	-	-
791	CASE MANAGEMENT	-	-	-	-	-	-	-	-	-
800	MAINTENANCE	0.1	-	-	-	-	-	-	-	(0.10)
801	HOUSEKEEPING	-	-	-	-	-	-	-	-	-
802	LAUNDRY	-	-	-	-	-	-	-	-	-
803	BIO MED	-	-	-	-	-	-	-	-	-
810	SECURITY	-	-	-	-	-	-	-	-	-
811	EMERGENCY MGMT	-	-	-	-	-	-	-	-	-
850	PURCHASING	-	-	-	-	-	-	-	-	-
855	CENTRAL SUPPLY	-	-	-	-	-	-	-	-	-
870	DIETARY	-	-	-	-	-	-	-	-	-
871	DIETICIANS	-	-	-	-	-	-	-	-	-
900	ADMINISTRATION	-	-	-	-	-	-	-	-	-
901	COMM SVC	-	-	-	-	-	-	-	-	-
902	MED STAFF SVC	-	-	-	-	-	-	-	-	-
903	MHSC FOUNDATION	-	-	-	-	-	-	-	-	-
904	VOLUNTEER SRV	-	-	-	-	-	-	-	-	-
905	NURSING ADMIN	-	-	-	-	-	-	-	-	-
907	PHYSICIAN RECRUIT	-	-	-	-	-	-	-	-	-
910	INFORMATION SYSTEMS	0.5	-	-	-	-	-	-	-	(0.50)
920	HUMAN RESOURCES	-	-	-	-	-	-	-	-	-
930	FISCAL SERVICES	-	-	-	-	-	-	-	-	-
940	BUSINESS OFFICE	-	-	-	-	-	-	-	-	-
941	ADMITTING	-	-	-	-	-	-	-	-	-
942	COMMUNICATION	-	-	-	-	-	-	-	-	-
943	CENTRAL SCHEDULING	-	-	-	-	-	-	-	-	-
948	PEDRI	-	-	-	-	-	-	-	-	-
949	DENKER	-	-	-	-	-	-	-	-	-
950	OLIVER	-	-	-	-	-	-	-	-	-
952	NEW PULMONOLOGIST	-	-	-	-	-	-	-	-	-
953	STEWART	-	-	-	-	-	-	-	-	-
954	WHEELER	-	-	-	-	-	-	-	-	-
955	AESTHETICS	-	-	-	-	-	-	-	-	-
956	KATTAN	-	-	-	-	-	-	-	-	-
957	STARLA LEETE	-	-	-	-	-	-	-	-	-
958	VERONESE	-	-	-	-	-	-	-	-	-
959	GREWAL	-	-	-	-	-	-	-	-	-
960	SANDERS PA	-	-	-	-	-	-	-	-	-
961	DANSIE	-	-	-	-	-	-	-	-	-
962	BOWERS	-	-	-	-	-	-	-	-	-
963	LONG	-	-	-	-	-	-	-	-	-
964	JAKE JOHNSON	-	-	-	-	-	-	-	-	-
966	OCC MED	-	-	-	-	-	-	-	-	-
967	PA PALINEK	-	-	-	-	-	-	-	-	-
969	PAWAR	-	-	-	-	-	-	-	-	-
970	CROFTS	-	-	-	-	-	-	-	-	-
971	WAMSUTTER CLINIC	-	-	-	-	-	-	-	-	-
972	FARSON CLINIC	-	-	-	-	-	-	-	-	-
973	LAURIDSEN	-	-	-	-	-	-	-	-	-
974	SMG ADMIN/BILLING	-	-	-	-	-	-	-	-	-
978	HOSPITALIST	-	-	-	-	-	-	-	-	-
980	JENSEN	-	-	-	-	-	-	-	-	-
981	CROFT	-	-	-	-	-	-	-	-	-
982	CHRISTENSEN	-	-	-	-	-	-	-	-	-
986	NICHOLAS	-	-	-	-	-	-	-	-	-
988	CURRY	-	-	-	-	-	-	-	-	-
990	NEW PEDIATRICIAN	-	-	-	-	-	-	-	-	-
991	JAMIAS	-	-	-	-	-	-	-	-	-
992	ASPER	-	-	-	-	-	-	-	-	-
993	LIU	-	-	-	-	-	-	-	-	-
994	DUCK	-	-	-	-	-	-	-	-	-
995	WALKER	-	-	-	-	-	-	-	-	-
996	SARETTE	-	-	-	-	-	-	-	-	-
997	OUTSIDE CLINICS	-	-	-	-	-	-	-	-	-

TOTAL CONTRACT HOURS	724.5	647.0	605.3	642.3		37.0	-			
TOTAL CONTRACT FTEs	6.2	9.1	8.1	7.6	8.0	1.4	0.5	-	9.2	3.0
CONTRACT % WORKED HOURS		2.2%	1.8%	1.7%	1.8%		0.1%	0.0%		

Paid FTEs (Excluding Contract)

Paid FTEs (Excluding Contract)						Budget					
						Variance					
600	MEDICAL FLOOR	26.3	25.1	25.4	26.7	26.2	0.4	-	0.52	25.0	(1.3)
605	BEHAVIORAL HEALTH	9.1	5.3	8.6	7.8	10.5	(1.3)	2.78	-	7.4	(1.7)
610	OB FLOOR	6.3	6.1	7.0	5.6	7.2	(0.7)	1.53	-	6.2	(0.1)
611	NURSERY	8.1	8.0	8.2	7.4	7.1	(0.7)	-	0.36	7.3	(0.8)
612	LABOR & DELIVERY	4.9	5.0	4.9	5.5	4.4	0.6	-	1.14	5.3	0.4
615	OUTPATIENT SERVICES	1.5	1.7	1.8	2.0	1.5	0.5	-	0.52	1.8	0.3
620	ICU	11.9	10.6	11.5	10.7	11.1	(1.2)	0.38	-	10.7	(1.2)
630	OR	11.5	10.6	10.6	11.6	11.2	0.1	-	0.41	11.2	(0.3)
631	SAME DAY SURGERY	6.2	5.3	7.4	7.5	6.7	1.3	-	0.75	6.3	0.1

	PPE	9/15/2019	9/29/2019	10/13/2019	10/27/2019	Variance	LAST PAY PERIOD		YTD	from budget	
	BUDGET					from Bud	Increase	Decrease			
633	RECOVERY	2.1	2.4	2.0	2.4	2.5	0.3	0.11	-	2.6	0.5
634	CENTRAL STERILE	3.0	3.1	3.1	3.1	3.3	0.1	0.14	-	3.2	0.2
640	DIALYSIS	9.0	9.9	8.3	7.2	8.2	(1.8)	1.03	-	9.2	0.2
650	ER	21.1	22.5	22.2	23.6	23.1	2.5	-	0.48	22.8	1.7
651	TRAUMA	0.8	1.7	0.8	0.6	0.9	(0.2)	0.33	-	1.5	0.7
652	SANE	0.5	0.0	0.6	0.2	0.2	(0.3)	-	0.07	0.3	(0.2)
660	RADIATION ONC	7.0	7.0	7.0	7.0	7.0	(0.0)	-	0.02	6.7	(0.3)
661	MEDICAL ONC	7.0	6.4	6.4	6.2	6.3	(0.8)	0.10	-	6.5	(0.5)
700	LABORATORY	33.1	28.6	30.5	30.5	30.7	(2.6)	0.19	-	30.2	(2.9)
701	HISTOLOGY	3.0	3.1	3.1	3.0	3.0	(0.0)	0.01	-	3.0	0.0
702	BLOOD BANK	1.0	1.0	1.2	1.2	1.1	0.2	-	0.11	1.1	0.1
710	RADIOLOGY	8.2	8.3	6.8	8.9	8.6	0.7	-	0.29	8.1	(0.1)
711	MAMMOGRPAHY	1.6	1.1	1.0	1.1	1.3	(0.5)	0.23	-	1.1	(0.5)
712	ULTRASOUND	3.5	1.7	2.6	2.2	2.6	(1.3)	0.33	-	1.9	(1.6)
713	NUC MED	2.0	2.1	2.4	1.8	2.2	(0.2)	0.42	-	2.1	0.1
714	CAT SCAN	4.9	5.4	5.5	6.0	5.3	1.1	-	0.67	5.4	0.5
715	MRI	1.3	1.0	1.2	1.2	0.9	(0.1)	-	0.23	1.2	(0.1)
716	PET SCAN	-	-	-	-	-	-	-	-	0.0	-
717	ECHOCARDIOGRAPHY	1.0	0.9	0.8	1.1	1.0	0.1	-	0.03	0.5	(0.5)
720	RESPIRATORY	6.6	5.9	6.4	6.4	6.2	(0.2)	-	0.17	6.1	(0.5)
721	SLEEP LAB	1.8	0.9	1.1	1.6	1.4	(0.2)	-	0.19	1.3	(0.5)
722	CARDIO	2.4	1.9	1.9	1.9	1.9	(0.5)	-	0.01	1.9	(0.5)
723	CARDIAC REHAB	2.5	2.2	2.3	2.3	2.3	(0.2)	-	0.01	2.3	(0.2)
730	PHYSICAL THERAPY	3.7	3.4	3.7	3.7	3.7	(0.0)	-	-	3.6	(0.1)
780	PATIENT ED	0.5	0.5	0.5	0.5	0.4	(0.0)	-	0.03	0.7	0.2
781	SOCIAL SERVICES	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
782	QUALITY & ACCREDIT	5.0	3.6	4.3	4.7	4.7	(0.3)	0.03	-	4.0	(1.0)
783	INFECTION CONTROL	1.0	0.9	1.8	1.9	1.9	0.9	-	0.08	1.4	0.4
784	COMPLIANCE	4.0	4.0	4.0	4.0	3.9	0.0	-	0.08	4.0	(0.0)
786	NURSING INFORMATICS	3.0	3.0	3.0	3.0	3.0	-	-	-	3.0	-
790	HEALTH INFORMATION	13.7	13.0	13.7	13.4	14.0	(0.3)	0.60	-	13.2	(0.5)
791	CASE MANAGEMENT	4.3	4.1	4.3	4.1	4.5	(0.2)	0.41	-	4.2	(0.1)
800	MAINTENANCE	11.7	11.1	11.0	11.2	11.8	(0.5)	0.53	-	11.0	(0.7)
801	HOUSEKEEPING	26.0	23.4	24.1	24.1	24.7	(1.9)	0.64	-	24.2	(1.8)
802	LAUNDRY	6.5	6.4	6.7	6.9	5.8	0.4	-	1.10	6.5	(0.0)
803	BIO MED	1.0	1.1	2.0	2.0	1.9	1.0	-	0.14	1.3	0.3
810	SECURITY	8.1	8.0	8.0	8.1	7.4	0.0	-	0.75	8.0	(0.1)
811	EMERGENCY MGMT	0.1	0.1	-	0.1	-	0.0	-	0.12	0.1	(0.0)
850	PURCHASING	5.0	5.0	5.0	5.0	5.0	-	-	-	5.0	0.0
855	CENTRAL SUPPLY	3.0	3.0	3.0	3.0	3.0	-	-	-	3.0	0.0
870	DIETARY	16.9	17.1	17.0	17.0	17.4	0.1	0.43	-	17.1	0.2
871	DIETICIANS	2.0	2.0	2.0	2.0	2.0	-	-	-	2.0	-
900	ADMINISTRATION	6.0	6.5	6.5	6.5	6.5	0.5	-	-	6.4	0.4
901	COMM SVC	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
902	MED STAFF SVC	3.0	2.8	2.8	2.8	2.8	(0.3)	-	-	2.8	(0.2)
903	MHSC FOUNDATION	1.5	1.3	1.4	1.5	1.5	0.0	-	0.03	1.5	(0.0)
904	VOLUNTEER SRV	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
905	NURSING ADMIN	4.3	4.0	4.1	4.2	4.6	(0.1)	0.34	-	4.1	(0.2)
907	PHYSICIAN RECRUIT	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
910	INFORMATION SYSTEMS	7.0	5.0	5.0	5.0	5.0	(2.0)	-	-	5.0	(2.0)
920	HUMAN RESOURCES	4.8	4.6	4.8	4.8	4.9	(0.0)	0.12	-	4.8	(0.0)
930	FISCAL SERVICES	5.0	4.8	4.8	4.8	4.8	(0.2)	0.01	-	4.8	(0.2)
940	BUSINESS OFFICE	14.0	13.6	14.5	13.1	13.0	(0.9)	-	0.13	13.8	(0.2)
941	ADMITTING	13.3	15.9	16.4	16.1	15.7	2.8	-	0.41	15.4	2.1
942	COMMUNICATION	3.0	2.9	3.0	2.9	2.8	(0.2)	-	0.00	2.7	(0.3)
943	CENTRAL SCHEDULING	4.0	4.2	4.0	4.1	4.0	0.1	-	0.07	4.0	0.0
948	PEDRI	1.0	-	-	1.0	1.0	-	-	-	0.2	(0.8)
949	DENKER	3.0	5.4	3.0	3.0	3.0	(0.0)	0.01	-	3.3	0.3
950	OLIVER	2.2	2.2	2.2	2.2	2.2	0.0	-	-	2.2	0.0
952	NEW PULMONOLOGIST	-	-	-	-	-	-	-	-	0.0	-
953	STEWART	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
954	WHEELER	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
955	AESTHETICS	0.3	-	-	-	-	(0.3)	-	-	0.0	(0.3)
956	KATTAN	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
957	STARLA LEETE	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
958	VERONESE	-	-	-	-	-	-	-	-	0.0	-
959	GREWAL	1.0	1.0	1.0	1.0	2.3	-	1.25	-	1.5	0.5
960	SANDERS PA	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
961	DANSIE	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
962	BOWERS	1.5	0.6	0.6	0.6	1.0	(1.0)	0.45	-	0.7	(0.8)
963	LONG	2.1	0.9	0.9	0.9	0.9	(1.2)	-	-	0.9	(1.2)
964	JAKE JOHNSON	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
966	OCC MED	-	1.0	1.1	1.2	1.1	1.2	-	0.12	1.1	1.1
967	PA PALINEK	1.0	1.0	1.0	1.0	0.9	-	-	0.10	1.0	(0.0)
969	PAWAR	2.0	2.2	2.0	2.0	2.0	0.0	0.01	-	2.0	0.0
970	CROFTS	1.0	1.2	1.0	1.0	1.0	-	-	-	1.0	0.0
971	WAMSUTTER CLINIC	-	2.0	1.9	1.9	1.8	1.9	-	0.05	1.9	1.9
972	FARSON CLINIC	-	-	-	-	-	-	-	-	0.0	-
973	LAURIDSEN	2.1	0.9	0.9	0.9	0.9	(1.2)	-	-	0.9	(1.2)
974	SMG ADMIN/BILLING	45.7	39.6	44.4	43.1	44.8	(2.6)	1.76	-	42.1	(3.6)
976	LEHMAN	1.3	0.8	0.8	0.8	0.9	(0.5)	0.13	-	0.8	(0.5)
978	HOSPITALIST	5.5	3.5	1.9	4.9	5.3	(0.6)	0.40	-	2.7	(2.8)
980	JENSEN	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
981	CROFT	1.0	1.0	1.0	1.0	1.0	-	-	-	1.1	0.1
982	CHRISTENSEN	1.3	1.0	1.0	1.6	2.0	0.3	0.45	-	1.3	0.0
986	HANSON	1.0	1.0	1.0	1.0	0.6	-	-	0.40	0.9	(0.1)
988	CURRY	1.5	1.0	0.9	1.0	-	(0.5)	-	1.00	1.1	(0.4)
990	NEW PEDIATRICIAN	-	-	-	-	-	-	-	-	0.0	-
991	JAMIAS	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
992	ASPER	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
993	LIU	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
994	DUCK	1.0	0.6	0.9	1.0	0.7	0.0	-	0.31	0.8	(0.2)
995	WALKER	-	-	-	0.5	1.0	0.5	0.50	-	0.2	0.2
996	SARETTE	1.1	0.9	1.4	-	2.1	(1.1)	2.10	-	0.2	(0.9)
997	OUTSIDE CLINICS	-	-	-	-	-	-	-	-	1.0	1.0
	TOTAL Paid FTEs (no Contr	482.2	452.4	467.4	471.0	477.8	(11.2)	6.9	-	461.0	(21.2)

20 PAYOR MIX-OCT

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Four months ending October 31, 2019

PAYOR MIX DATA

HOSPITAL	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	14.00%	15.17%	16.16%
Blue Cross	24.08%	23.77%	22.38%
Medicaid	6.14%	7.96%	8.96%
Medicare	42.41%	40.26%	41.13%
Self Pay	8.31%	8.71%	8.58%
Other	5.07%	4.14%	2.80%
TOTAL	100%	100%	100%

CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	19.11%	22.43%	26.52%
Blue Cross	35.59%	32.69%	29.33%
Medicaid	12.80%	12.46%	12.86%
Medicare	25.35%	25.76%	25.22%
Self Pay	6.69%	6.15%	5.70%
Other	0.47%	0.50%	0.39%
TOTAL	100%	100%	100%

ORTHO CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	42.24%	39.50%	43.41%
Blue Cross	31.37%	32.64%	21.43%
Medicaid	2.79%	3.00%	3.92%
Medicare	22.63%	20.31%	26.53%
Self Pay	0.95%	4.54%	3.76%
Other	0.00%	0.00%	0.94%
TOTAL	100%	100%	100%

COMBINED	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	15.06%	16.19%	17.48%
Blue Cross	25.31%	24.70%	23.02%
Medicaid	6.70%	8.28%	9.26%
Medicare	40.39%	38.66%	39.45%
Self Pay	8.00%	8.42%	8.25%
Other	4.53%	3.75%	2.55%
TOTAL	100%	100%	100%

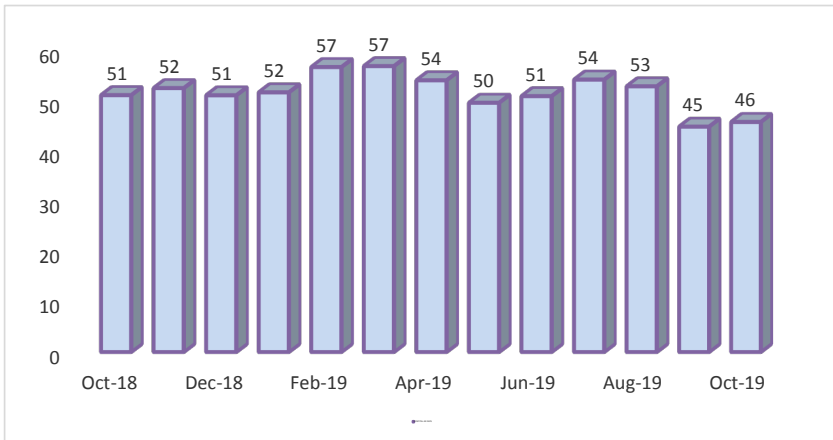
Use Ron's AR Analysis Rev FY19

This is Govt

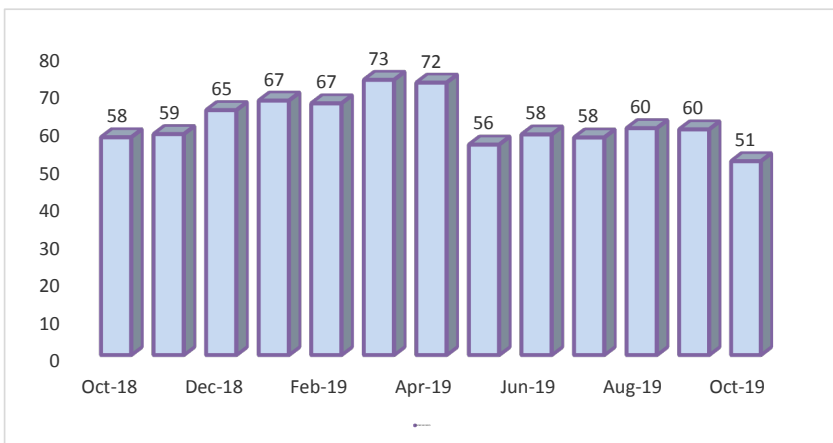
Days in AR-Oct

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
DAYS IN A/R
10/31/19

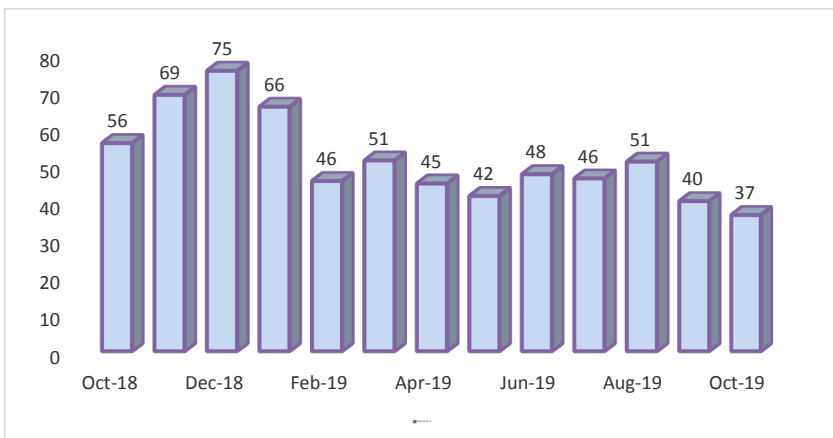
	HOSPITAL AR DAYS
Oct-18	51
Nov-18	52
Dec-18	51
Jan-19	52
Feb-19	57
Mar-19	57
Apr-19	54
May-19	50
Jun-19	51
Jul-19	54
Aug-19	53
Sep-19	45
Oct-19	46



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



	ORTHO AR DAYS
Oct-18	56
Nov-18	69
Dec-18	75
Jan-19	66
Feb-19	46
Mar-19	51
Apr-19	45
May-19	42
Jun-19	48
Jul-19	46
Aug-19	51
Sep-19	40
Oct-19	37



20 BOARD LEGAL EXPENSE HISTORY-OCT

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

FY 2020

CROWLEY FLECK ATTORNEYS	\$797.50
PHILLIPS LAW, LLC	\$13,644.56
SETTLEMENTS	\$40,000.00
Total FYTD 2020	\$54,442.06

Cash Disbursements-Oct

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

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	715	8,189,110.20
CAPITAL EQUIPMENT (PLANT FUND)	3	45,600.00
CONSTRUCTION IN PROGRESS (BUILDING FUND)	6	246,117.80
PAYROLL OCTOBER 1, 2019	N/A	1,364,167.02
PAYROLL OCTOBER 13, 2019	N/A	1,487,406.45
PAYROLL OCTOBER 27, 2019	N/A	1,476,906.22
TOTAL CASH OUTFLOW		<u>\$8,480,828.00</u>
CASH COLLECTIONS		\$7,669,231.00
INCREASE/DECREASE IN CASH		-\$811,597.00

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

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

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

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001037	10/3/2019	VAUGHNS PLUMBING & HEATING	5,085.00	CENTRAL PLANT UPGRADE		
001042	10/10/2019	CLARK'S QUALITY ROOFING, INC	51,809.00	ICU ROOF REPLACEMENT		
001043	10/10/2019	HIGH DESERT CONSTRUCTION, INC	26,010.73	RETAINING WALL		
001044	10/10/2019	PLAN ONE/ARCHITECTS	260.00	SULENTICH SUITE		
001045	10/30/2019	R & D SWEEPING & ASPHALT MAINT	55,895.00	ASPHALT REPAIR AND SEAL		
W/T	10/11/2019	WELLS FARGO	107,058.07	WF DEBT SERVICE		
OCTOBER TOTALS					246,117.80	686,933.24

**PLANT FUND CASH DISBURSEMENTS
FISCAL YEAR 2020**

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

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

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

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

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/19

Amount	Description
38,787.65	Advertising Total
1,274.00	Auto Insurance Total
13,405.67	Billing Services Total
21,280.55	Blood Total
30,892.27	Building Lease Total
2,370.57	Cellular Telephone Total
273.72	Collection Agency Total
14,024.42	Computer Equipment Total
12,934.84	Consulting Fees Total
300,548.73	Contract Maintenance Total
165,361.53	Contract Personnel Total
589.32	Courier Services Total
25,886.90	Dental Insurance Total
15,379.36	Dialysis Supplies Total
19,237.47	Education & Travel Total
270.00	Education Material Total
2,825.50	Employee Recruitment Total
6,403.89	Employee Vision Plan Total
75,910.07	Equipment Lease Total
42,036.97	Food Total
1,416.00	Foundation Golf Tournament Total
6,131.30	Freight Total
1,911.84	Garbage Collection Total
393,857.78	Group Health Total
10.80	Guest Relations Total
300,952.82	Hospital Supplies Total
15,252.00	Implant Supplies Total
14,058.06	Insurance Premium Total
4,522.42	Insurance Refund Total
10.00	Internet Services Total
6,300.00	Laboratory Services Total
190,855.73	Laboratory Supplies Total
321.96	Laundry Supplies Total
11,534.56	Legal Fees Total
50.00	License Total
492.36	Linen Total
929.77	Locum Tenens Total
37,075.80	Maintenance & Repair Total
29,897.37	Maintenance Supplies Total
638.00	Marketing & Promotional Supplies Total
5,060.20	Med Surg Supplies Total
770.00	Memberships Total
2,760.12	MHSC Foundation Total
358.00	Minor Equipment Total
462.00	Monthly Pest Control Total
7,032.39	Non Medical Supplies Total
10,674.01	Office Supplies Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/19

5,746.54	Other Employee Benefits Total
3,364.01	Other Medical Surgical Supplies Total
215.76	Other Non Medical Surgical Supplies Total
860.05	Other Purchased Services Total
9,101.96	Oxygen Rental Total
3,649.98	Patient Refund Total
719.94	Payroll Deduction Total
6,537.75	Payroll Garnishment Total
4,250,000.00	Payroll Transfer Total
694,857.83	Pharmacy Management Total
96,339.00	Physician Recruitment Total
587,301.36	Physician Services Total
34,292.15	Physician Student Loan Total
5,000.00	Postage Total
37,626.00	Professional Liability Insurance Total
45,727.52	Professional Service Total
147.90	Radiation Monitoring Total
542.97	Radiology Film Total
34,798.56	Radiology Material Total
336.21	Radiology Supplies Total
102.83	Reimbursement - Committee Meeting Meals Total
116.35	Reimbursement - Badge Balance Total
14,038.17	Reimbursement - CME Total
8,976.86	Reimbursement - Education & Travel Total
972.44	Reimbursement - Insurance Premium Total
471.11	Reimbursement - Non Hospital Supplies Total
1,434.61	Reimbursement - Physician Recruitment Total
86.72	Reimbursement - Supplies Total
424.94	Reimbursement - Uniforms Total
275,445.29	Retirement Total
1,092.46	Sales Tax Payment Total
50.00	Scholarships Total
10,000.00	Settlement Total
6,084.00	Sponsorship Total
1,651.24	Surgery Equipment Total
29,213.78	Surgery Supplies Total
8,958.87	Surveys Total
1,815.16	Transcription Services Total
291.08	Translation Services Total
201.15	Unclaimed Property Total
142.90	Uniforms Total
99,382.11	Utilities Total
1,060.03	Waste Disposal Total
1,846.00	Window Cleaning Total
75,057.89	Workman's Comp Total
8,189,110.20	Grand Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/19

Check Number	Date	Vendor Check Name	Amount	Description
166562	10/17/2019	BIG THICKET BROADCASTING	3,493.75	Advertising
166619	10/17/2019	RUMOR ADVERTISING	5,892.58	Advertising
166321	10/3/2019	SWEETWATER NOW, LLC	4,500.00	Advertising
166329	10/3/2019	THE RADIO NETWORK	3,166.66	Advertising
166633	10/17/2019	THE RADIO NETWORK	6,083.32	Advertising
166297	10/3/2019	PILOT BUTTE BROADCASTING	500.00	Advertising
166710	10/24/2019	KEMMERER GAZETTE	1,050.00	Advertising
166757	10/24/2019	SUBLETTE EXAMINER	838.50	Advertising
166759	10/24/2019	SWEETWATER NOW, LLC	2,900.00	Advertising
166335	10/3/2019	UINTA COUNTY HERALD	331.40	Advertising
166734	10/24/2019	PINEDALE ROUNDUP	625.00	Advertising
EFT000000005248	10/3/2019	IN10SITY INTERACTIVE, LLC	3,420.00	Advertising
EFT000000005250	10/3/2019	LAMAR ADVERTISING	391.00	Advertising
EFT000000005278	10/10/2019	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
EFT000000005293	10/17/2019	LAMAR ADVERTISING	1,200.00	Advertising
EFT000000005299	10/17/2019	ROCKET MINER	2,176.94	Advertising
EFT000000005314	10/24/2019	GREEN RIVER STAR	567.50	Advertising
EFT000000005317	10/24/2019	LAMAR ADVERTISING	700.00	Advertising
EFT000000005334	10/31/2019	LAMAR ADVERTISING	391.00	Advertising
EFT000000005340	10/31/2019	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
166764	10/24/2019	THE HARTFORD	1,274.00	Auto Insurance
166689	10/24/2019	EXPRESS MEDICAID BILLING SERV	9,050.67	Billing Services
166737	10/24/2019	RECONDO TECHNOLOGY, INC	4,250.00	Billing Services
166525	10/10/2019	TRUE COMMERCE, INC	105.00	Billing Services
166534	10/10/2019	VITALANT	17,796.25	Blood
166776	10/24/2019	VITALANT	3,484.30	Blood
166685	10/24/2019	BIG SANDY CLINIC	2,200.00	Building Lease
166679	10/24/2019	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
166703	10/24/2019	HILLTOP PROPERTIES, LLC	25,000.00	Building Lease
EFT000000005310	10/24/2019	CASTLE ROCK HSP DIST	192.27	Building Lease
166340	10/3/2019	VERIZON WIRELESS, LLC	2,370.57	Cellular Telephone
166671	10/24/2019	COLLECTION PROFESSIONALS, INC	273.72	Collection Agency
166231	10/3/2019	CDW GOVERNMENT LLC	13,094.27	Computer Equipment
166442	10/10/2019	CDW GOVERNMENT LLC	272.85	Computer Equipment
166667	10/24/2019	CDW GOVERNMENT LLC	657.30	Computer Equipment
166657	10/24/2019	APPLIED RISK SOLUTIONS, INC.	5,000.00	Consulting Fees
166750	10/24/2019	ST+B ENGINEERING	7,934.84	Consulting Fees
166258	10/3/2019	HENRY SCHEIN PRACTICE SOLUTIONS	841.50	Contract Maintenance
166501	10/10/2019	PHILIPS HEALTHCARE	1,299.98	Contract Maintenance
166611	10/17/2019	PHILIPS HEALTHCARE	1,573.69	Contract Maintenance
166505	10/10/2019	PROVIDER ADVANTAGE NW INC	1,140.00	Contract Maintenance
166514	10/10/2019	SOUTHWESTERN BIOMEDICAL ELECT.	600.00	Contract Maintenance
166331	10/3/2019	TRACTMANAGER INC	1,004.85	Contract Maintenance
166211	10/3/2019	ABILITY NETWORK INC	1,502.65	Contract Maintenance
166425	10/10/2019	ALL WEST COMMUNICATIONS	3,978.05	Contract Maintenance
166571	10/17/2019	CONVERGEONE, INC.	17,058.25	Contract Maintenance
166253	10/3/2019	FRONTSTREAM HOLDINGS, LLC	600.00	Contract Maintenance
166464	10/10/2019	GE MEDICAL SYSTEMS INFO TECH	35,768.00	Contract Maintenance
166491	10/10/2019	MOUNTAIN STATES MEDICAL PHYSICS	7,237.15	Contract Maintenance
166493	10/10/2019	NEXTGEN HEALTHCARE, INC.	587.00	Contract Maintenance
166606	10/17/2019	NEXTGEN HEALTHCARE, INC.	2,000.00	Contract Maintenance
166427	10/10/2019	NRDR	600.00	Contract Maintenance
166506	10/10/2019	QUADRAMED	46,225.18	Contract Maintenance

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/19

166668	10/24/2019	CHANGE HEALTHCARE SOLUTIONS, LLC	8,070.23	Contract Maintenance
166674	10/24/2019	CONDUENT BUSINESS SERVICES, LLC	2,500.00	Contract Maintenance
166700	10/24/2019	HEALTHCARE SOLUTIONS OF NC	1,024.00	Contract Maintenance
166719	10/24/2019	MEDNET	6,489.00	Contract Maintenance
166729	10/24/2019	OPTIMIS CORP	200.00	Contract Maintenance
166732	10/24/2019	PHILIPS HEALTHCARE	2,864.00	Contract Maintenance
166731	10/24/2019	PHILIPS MEDICAL SYSTEM N.A.CO	1,616.75	Contract Maintenance
166738	10/24/2019	REMI CORPORATION	2,651.41	Contract Maintenance
166746	10/24/2019	SIEMENS MEDICAL SOLUTIONS USA	8,973.00	Contract Maintenance
166748	10/24/2019	SOUTHWESTERN BIOMEDICAL ELECT.	250.00	Contract Maintenance
166769	10/24/2019	TRACTMANAGER INC	1,004.85	Contract Maintenance
166635	10/17/2019	UNITED AUDIT SYSTEMS, INC.	990.00	Contract Maintenance
166344	10/3/2019	WYODATA SECURITY INC.	1,059.45	Contract Maintenance
166681	10/24/2019	DEXPRO DYNAMICS LLC	390.00	Contract Maintenance
166701	10/24/2019	HEALTHCARESOURCE HR, INC.	63,577.20	Contract Maintenance
166705	10/24/2019	ISI WATER CHEMISTRIES	2,315.00	Contract Maintenance
EFT000000005245	10/3/2019	GE HEALTHCARE	28,170.68	Contract Maintenance
EFT000000005257	10/3/2019	STATE FIRE DC SPECIALTIES	4,513.00	Contract Maintenance
EFT000000005263	10/10/2019	ARRENDALE ASSOCIATES, INC	1,435.00	Contract Maintenance
EFT000000005313	10/24/2019	GE HEALTHCARE	27,780.93	Contract Maintenance
EFT000000005324	10/24/2019	T-SYSTEM, INC	8,249.33	Contract Maintenance
EFT000000005341	10/31/2019	STATE FIRE DC SPECIALTIES	75.00	Contract Maintenance
W/T	10/21/2019	GATEWAY EDI 10/21/19	3,725.00	Contract Maintenance
W/T	10/21/2019	CARE CLOUD 10/21/19	349.00	Contract Maintenance
W/T	10/22/2019	ZENITH 10/22/19	192.60	Contract Maintenance
W/T	10/2/2019	APEX EDI 10/2/19	67.00	Contract Maintenance
166244	10/3/2019	ELWOOD STAFFING SERVICES, INC	759.48	Contract Personnel
166577	10/17/2019	ELWOOD STAFFING SERVICES, INC	322.44	Contract Personnel
166251	10/3/2019	FOCUSONE SOLUTIONS LLC	26,486.27	Contract Personnel
166460	10/10/2019	FOCUSONE SOLUTIONS LLC	24,540.37	Contract Personnel
166581	10/17/2019	FOCUSONE SOLUTIONS LLC	24,187.87	Contract Personnel
166263	10/3/2019	JIM LANE	3,806.00	Contract Personnel
166512	10/10/2019	SARAH ROTH	750.00	Contract Personnel
166308	10/3/2019	SIGNATURE STAFF RESOURCES, LLC	5,800.00	Contract Personnel
166513	10/10/2019	SIGNATURE STAFF RESOURCES, LLC	5,800.00	Contract Personnel
166620	10/17/2019	SIGNATURE STAFF RESOURCES, LLC	5,800.00	Contract Personnel
166694	10/24/2019	FOCUSONE SOLUTIONS LLC	54,909.10	Contract Personnel
166744	10/24/2019	SARAH ROTH	600.00	Contract Personnel
166747	10/24/2019	SIGNATURE STAFF RESOURCES, LLC	11,600.00	Contract Personnel
166319	10/3/2019	SUSAN K CROFUTT	589.32	Courier Services
166241	10/3/2019	DELTA DENTAL	1,554.20	Dental Insurance
166452	10/10/2019	DELTA DENTAL	24,332.70	Dental Insurance
166256	10/3/2019	HACH COMPANY	30.34	Dialysis Supplies
166470	10/10/2019	HENRY SCHEIN INC	287.00	Dialysis Supplies
166252	10/3/2019	FRESENIUS USA MARKETING, INC.	8,865.73	Dialysis Supplies
166461	10/10/2019	FRESENIUS USA MARKETING, INC.	1,727.28	Dialysis Supplies
166702	10/24/2019	HENRY SCHEIN INC	220.00	Dialysis Supplies
166695	10/24/2019	FRESENIUS USA MARKETING, INC.	4,249.01	Dialysis Supplies
166586	10/17/2019	IAHSS	150.00	Education & Travel
166537	10/10/2019	WYOMING HOSPITAL ASSOCIATION	275.00	Education & Travel
166643	10/17/2019	WYOMING MEDICAL SOCIETY	9,975.00	Education & Travel
166455	10/10/2019	DQE, INC	4,300.00	Education & Travel
166648	10/24/2019	ACADEMY OF NUTRITION AND DIETETICS	98.47	Education & Travel
166645	10/21/2019	DQE, INC	4,300.00	Education & Travel

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EFT000000005256	10/3/2019	R.S. CHAMBER OF COMMERCE	139.00	Education & Travel
166492	10/10/2019	MY EDUCATIONAL RESOURCES	270.00	Education Material
166473	10/10/2019	INSIGHT INVESTIGATIONS, INC	1,220.50	Employee Recruitment
166313	10/3/2019	STATE OF WYOMING	20.00	Employee Recruitment
166536	10/10/2019	WESTERN WY COLLEGE	125.00	Employee Recruitment
166345	10/3/2019	WYOMING NURSES ASSOCIATION INC	500.00	Employee Recruitment
EFT000000005279	10/10/2019	SST TESTING +, INC.	960.00	Employee Recruitment
166341	10/3/2019	VISION SERVICE PLAN - WY	6,403.89	Employee Vision Plan
166237	10/3/2019	COPIER & SUPPLY COMPANY	88.22	Equipment Lease
166448	10/10/2019	COPIER & SUPPLY COMPANY	2,697.26	Equipment Lease
166249	10/3/2019	FIRST FINANCIAL CORPORATE LEASING, LLC	7,248.00	Equipment Lease
166463	10/10/2019	GE HEALTHCARE FINANCIAL SERVICES	13,081.09	Equipment Lease
166584	10/17/2019	HP FINANCIAL SERVICES	292.36	Equipment Lease
166298	10/3/2019	PITNEY BOWES GLOBAL FINANCIAL SERVICES, LLC	1,149.48	Equipment Lease
166306	10/3/2019	SHADOW MOUNTAIN WATER CO ,WY	784.83	Equipment Lease
166307	10/3/2019	SIEMENS FINANCIAL SERVICES, INC	18,429.63	Equipment Lease
166339	10/3/2019	US BANK EQUIPMENT FINANCE	1,366.72	Equipment Lease
166530	10/10/2019	US BANK EQUIPMENT FINANCE	778.27	Equipment Lease
166637	10/17/2019	US BANK EQUIPMENT FINANCE	901.70	Equipment Lease
166677	10/24/2019	COPIER & SUPPLY COMPANY	10,083.01	Equipment Lease
166692	10/24/2019	FIRST FINANCIAL CORPORATE LEASING, LLC	7,248.00	Equipment Lease
166772	10/24/2019	US BANK EQUIPMENT FINANCE	743.05	Equipment Lease
EFT000000005303	10/17/2019	TIMEPAYMENT CORP	2,001.33	Equipment Lease
W/T	10/9/2019	SIEMEN'S EDI 10/9/19	9,017.12	Equipment Lease
166247	10/3/2019	F B MCFADDEN WHOLESale	1,862.02	Food
166457	10/10/2019	F B MCFADDEN WHOLESale	3,336.96	Food
166578	10/17/2019	F B MCFADDEN WHOLESale	2,153.49	Food
166596	10/17/2019	LLORENS PHARMACEUTICAL INTERNATIONAL DIVISION INC	189.50	Food
166282	10/3/2019	MEADOW GOLD DAIRY	514.87	Food
166599	10/17/2019	MEADOW GOLD DAIRY	654.14	Food
166292	10/3/2019	NICHOLAS & CO INC	4,408.34	Food
166494	10/10/2019	NICHOLAS & CO INC	2,822.69	Food
166607	10/17/2019	NICHOLAS & CO INC	4,966.78	Food
166323	10/3/2019	SYSCO INTERMOUNTAIN FOOD	5,965.22	Food
166630	10/17/2019	SYSCO INTERMOUNTAIN FOOD	4,288.05	Food
166343	10/3/2019	WESTERN WYOMING BEVERAGES INC	796.25	Food
166641	10/17/2019	WESTERN WYOMING BEVERAGES INC	2,484.55	Food
166690	10/24/2019	F B MCFADDEN WHOLESale	3,228.04	Food
166728	10/24/2019	NICHOLAS & CO INC	2,418.49	Food
EFT000000005242	10/3/2019	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	549.00	Food
EFT000000005244	10/3/2019	FARMER BROS CO	551.17	Food
EFT000000005290	10/17/2019	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	472.75	Food
EFT000000005291	10/17/2019	FARMER BROS CO	374.66	Food
166328	10/3/2019	THE HITCHING POST RESTAURANT AND SALOON (WILD HORSE SALOON	1,416.00	Foundation Golf Tournament
166248	10/3/2019	FED EX	91.77	Freight
166458	10/10/2019	FED EX	28.51	Freight
166634	10/17/2019	TRIOSE, INC	4,998.79	Freight
166529	10/10/2019	UPS STORE	232.60	Freight
166509	10/10/2019	RED HORSE OIL COMPANIES INC	779.63	Fuel
EFT000000005283	10/10/2019	WWS - ROCK SPRINGS	1,911.84	Garbage Collection
W/T	10/25/2019	BLUE CROSS BLUE SHIELD 10/18/19	138,386.11	Group Health
W/T	10/18/2019	BLUE CROSS BLUE SHIELD 10/11/19	133,657.04	Group Health
W/T	10/11/2019	BLUE CROSS BLUE SHIELD 10/4/19	115,726.78	Group Health
W/T	10/3/2019	UUHP 10/2/19	1,192.71	Group Health

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W/T	10/4/2019	FURTHER FLEX 10/3/19	1,037.80	Group Health
W/T	10/25/2019	FURTHER FLEX 10/24/19	962.92	Group Health
W/T	10/11/2019	FURTHER FLEX 10/10/19	799.00	Group Health
W/T	10/17/2019	UUHP 10/16/19	740.89	Group Health
W/T	10/18/2019	FURTHER FLEX 10/17/19	629.43	Group Health
W/T	10/24/2019	UUHP 10/23/19	423.60	Group Health
W/T	10/23/2019	FURTHER FLEX ADMIN FEE	301.50	Group Health
166561	10/17/2019	BEST HOME HEALTH	10.80	Guest Relations
166210	10/3/2019	ABBOTT LABORATORIES	145.54	Hospital Supplies
166546	10/17/2019	ABBOTT LABORATORIES	43.50	Hospital Supplies
166618	10/17/2019	ABBOTT NUTRITION	65.33	Hospital Supplies
166212	10/3/2019	AESCULAP INC	289.26	Hospital Supplies
166423	10/10/2019	AESCULAP INC	355.42	Hospital Supplies
166548	10/17/2019	AESCULAP INC	1,880.59	Hospital Supplies
166216	10/3/2019	AMAZON.COM CREDIT PLAN	123.51	Hospital Supplies
166551	10/17/2019	AMAZON.COM CREDIT PLAN	9.62	Hospital Supplies
166428	10/10/2019	APPLIED MEDICAL	2,634.00	Hospital Supplies
166555	10/17/2019	APPLIED MEDICAL	756.00	Hospital Supplies
166219	10/3/2019	AQUACAST LINER	1,194.00	Hospital Supplies
166220	10/3/2019	ARTHREX INC.	940.00	Hospital Supplies
166429	10/10/2019	ARTHREX INC.	850.00	Hospital Supplies
166433	10/10/2019	B BRAUN MEDICAL INC.	940.43	Hospital Supplies
166558	10/17/2019	B BRAUN MEDICAL INC.	2,577.38	Hospital Supplies
166223	10/3/2019	BAYER HEALTHCARE LLC	1,815.42	Hospital Supplies
166557	10/17/2019	BAYER HEALTHCARE LLC	1,871.40	Hospital Supplies
166225	10/3/2019	BG MEDICAL LLC	1,700.00	Hospital Supplies
166227	10/3/2019	BOSTON SCIENTIFIC CORP	12,840.00	Hospital Supplies
166437	10/10/2019	BOSTON SCIENTIFIC CORP	961.96	Hospital Supplies
166564	10/17/2019	BOSTON SCIENTIFIC CORP	240.77	Hospital Supplies
166238	10/3/2019	C R BARD INC	889.76	Hospital Supplies
166450	10/10/2019	C.R. BARD, INC.	154.20	Hospital Supplies
166230	10/3/2019	CARDINAL HEALTH/V. MUELLER	56,348.21	Hospital Supplies
166440	10/10/2019	CARDINAL HEALTH/V. MUELLER	7,528.69	Hospital Supplies
166567	10/17/2019	CARDINAL HEALTH/V. MUELLER	9,294.69	Hospital Supplies
166441	10/10/2019	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
166570	10/17/2019	CONMED CORPORATION	248.90	Hospital Supplies
166446	10/10/2019	COOK MEDICAL INC.	7,020.00	Hospital Supplies
166236	10/3/2019	COOK MEDICAL INCORPORATED	1,554.94	Hospital Supplies
166447	10/10/2019	COOK MEDICAL INCORPORATED	2,505.83	Hospital Supplies
166572	10/17/2019	COOK MEDICAL INCORPORATED	696.00	Hospital Supplies
166575	10/17/2019	CURBELL MEDICAL	318.60	Hospital Supplies
166453	10/10/2019	DIAGNOSTIGA STAGO INC	13,722.54	Hospital Supplies
166454	10/10/2019	DJ ORTHOPEDICS, LLC	4.80	Hospital Supplies
166576	10/17/2019	DJ ORTHOPEDICS, LLC	88.13	Hospital Supplies
166465	10/10/2019	GENERAL HOSPITAL SUPPLY CORPORATION	737.00	Hospital Supplies
166257	10/3/2019	HEALTHCARE LOGISTICS INC	113.40	Hospital Supplies
166469	10/10/2019	HEALTHCARE LOGISTICS INC	184.65	Hospital Supplies
166471	10/10/2019	HILL-ROM	160.23	Hospital Supplies
166585	10/17/2019	HULL ANESTHESIA INC	92.50	Hospital Supplies
166478	10/10/2019	KARL STORZ ENDOSCOPY-AMERICA	775.68	Hospital Supplies
166273	10/3/2019	KCI USA	22.96	Hospital Supplies
166479	10/10/2019	KCI USA	627.32	Hospital Supplies
166592	10/17/2019	KCI USA	739.73	Hospital Supplies
166318	10/3/2019	LEICA BIOSYSTEMS RICHMOND	847.70	Hospital Supplies

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166628	10/17/2019	LEICA BIOSYSTEMS RICHMOND	151.01	Hospital Supplies
166291	10/3/2019	M V A P MEDICAL SUPPLIES, INC.	100.00	Hospital Supplies
166279	10/3/2019	MARKET LAB, INC	243.28	Hospital Supplies
REMIT00000000000004	10/17/2019	MARKET LAB, INC	0.00	Hospital Supplies
166281	10/3/2019	MCKESSON MEDICAL-SURGICAL	1,211.91	Hospital Supplies
166484	10/10/2019	MCKESSON MEDICAL-SURGICAL	742.51	Hospital Supplies
166598	10/17/2019	MCKESSON MEDICAL-SURGICAL	1,732.12	Hospital Supplies
166603	10/17/2019	MEDTRONIC, USA	29,145.00	Hospital Supplies
166289	10/3/2019	MINDRAY DS USA, INC.	616.20	Hospital Supplies
166293	10/3/2019	OLYMPUS AMERICA INC	2,938.19	Hospital Supplies
166495	10/10/2019	OLYMPUS AMERICA INC	415.72	Hospital Supplies
166608	10/17/2019	OLYMPUS AMERICA INC	415.06	Hospital Supplies
166295	10/3/2019	OWENS & MINOR 90005430	5,148.03	Hospital Supplies
166497	10/10/2019	OWENS & MINOR 90005430	20,996.79	Hospital Supplies
166609	10/17/2019	OWENS & MINOR 90005430	7,484.94	Hospital Supplies
166296	10/3/2019	PERFORMANCE HEALTH SUPPLY INC	279.30	Hospital Supplies
166500	10/10/2019	PERFORMANCE HEALTH SUPPLY INC	36.34	Hospital Supplies
166610	10/17/2019	PERFORMANCE HEALTH SUPPLY INC	61.73	Hospital Supplies
166613	10/17/2019	PREFERRED MEDICAL PRODUCTS	38.20	Hospital Supplies
166303	10/3/2019	RADIOMETER AMERICA INC	528.60	Hospital Supplies
166615	10/17/2019	RADIOMETER AMERICA INC	117.17	Hospital Supplies
REMIT00000000000004	10/3/2019	SMITHS MEDICAL ASD	0.00	Hospital Supplies
166621	10/17/2019	SMITHS MEDICAL ASD INC	827.61	Hospital Supplies
166310	10/3/2019	SPACELABS MEDICAL	105.76	Hospital Supplies
166316	10/3/2019	STERIS CORPORATION	3,901.78	Hospital Supplies
166516	10/10/2019	STERIS CORPORATION	1,056.00	Hospital Supplies
166624	10/17/2019	STERIS CORPORATION	838.55	Hospital Supplies
166333	10/3/2019	TRI-ANIM HEALTH SERVICES INC	1,094.47	Hospital Supplies
166524	10/10/2019	TRI-ANIM HEALTH SERVICES INC	288.32	Hospital Supplies
166531	10/10/2019	UTAH MEDICAL PRODUCTS INC	72.42	Hospital Supplies
166532	10/10/2019	VAPOTHERM INC.	1,020.00	Hospital Supplies
166533	10/10/2019	VERATHON INC.	180.00	Hospital Supplies
166535	10/10/2019	WAXIE SANITARY SUPPLY	52.61	Hospital Supplies
166640	10/17/2019	WAXIE SANITARY SUPPLY	206.90	Hospital Supplies
166574	10/17/2019	CR BARD, INC	195.00	Hospital Supplies
166243	10/3/2019	EDGE PHARMACEUTICALS, LLC	542.32	Hospital Supplies
166456	10/10/2019	EDGE PHARMACEUTICALS, LLC	285.94	Hospital Supplies
166254	10/3/2019	GETINGE USA SALES, LLC	298.31	Hospital Supplies
166647	10/24/2019	ABBOTT LABORATORIES	3,200.00	Hospital Supplies
166653	10/24/2019	AMAZON.COM CREDIT PLAN	2,693.34	Hospital Supplies
166656	10/24/2019	APPLIED MEDICAL	108.00	Hospital Supplies
166658	10/24/2019	ARTHREX INC.	285.00	Hospital Supplies
166663	10/24/2019	BOSTON SCIENTIFIC CORP	284.96	Hospital Supplies
166665	10/24/2019	CARDINAL HEALTH/V. MUELLER	18,376.28	Hospital Supplies
166675	10/24/2019	COOK MEDICAL INC.	677.59	Hospital Supplies
166676	10/24/2019	COOK MEDICAL INCORPORATED	1,527.26	Hospital Supplies
166698	10/24/2019	GYNEX CORP	182.45	Hospital Supplies
166699	10/24/2019	HEALTHCARE LOGISTICS INC	32.80	Hospital Supplies
166758	10/24/2019	LEICA BIOSYSTEMS RICHMOND	737.30	Hospital Supplies
166724	10/24/2019	M V A P MEDICAL SUPPLIES, INC.	503.50	Hospital Supplies
166717	10/24/2019	MCKESSON MEDICAL-SURGICAL	13.64	Hospital Supplies
166720	10/24/2019	MEDTRONIC USA INC	2,635.00	Hospital Supplies
166723	10/24/2019	MINDRAY DS USA, INC.	1,965.60	Hospital Supplies
166730	10/24/2019	PERFORMANCE HEALTH SUPPLY INC	56.22	Hospital Supplies

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166739	10/24/2019	RESPIRONICS	190.00	Hospital Supplies
166749	10/24/2019	SPACELABS MEDICAL	105.76	Hospital Supplies
166755	10/24/2019	STERIS CORPORATION	256.43	Hospital Supplies
166770	10/24/2019	TRI-ANIM HEALTH SERVICES INC	1,275.48	Hospital Supplies
166774	10/24/2019	VERATHON INC.	229.00	Hospital Supplies
166777	10/24/2019	WAXIE SANITARY SUPPLY	4,703.72	Hospital Supplies
166326	10/3/2019	TELEFLEX LLC	925.00	Hospital Supplies
166523	10/10/2019	TELEFLEX LLC	305.26	Hospital Supplies
166632	10/17/2019	TELEFLEX LLC	279.00	Hospital Supplies
166686	10/24/2019	EDGE PHARMACEUTICALS, LLC	1,321.81	Hospital Supplies
166763	10/24/2019	TELEFLEX LLC	14.55	Hospital Supplies
EFT000000005237	10/3/2019	BAXTER HEALTHCARE CORP/IV	1,771.26	Hospital Supplies
EFT000000005238	10/3/2019	BEEKLEY CORPORATION	166.00	Hospital Supplies
EFT000000005240	10/3/2019	BREG INC	434.46	Hospital Supplies
EFT000000005247	10/3/2019	HARDY DIAGNOSTICS	2,043.18	Hospital Supplies
EFT000000005249	10/3/2019	IN PRO CORPORATION	1,503.22	Hospital Supplies
EFT000000005258	10/3/2019	STRYKER INSTRUMENTS	250.89	Hospital Supplies
EFT000000005260	10/3/2019	ZOLL MEDICAL CORPORATION	1,115.20	Hospital Supplies
EFT000000005266	10/10/2019	BREG INC	257.51	Hospital Supplies
EFT000000005268	10/10/2019	HARDY DIAGNOSTICS	585.34	Hospital Supplies
EFT000000005274	10/10/2019	OVATION MEDICAL	899.00	Hospital Supplies
EFT000000005280	10/10/2019	STRYKER INSTRUMENTS	14,710.50	Hospital Supplies
EFT000000005287	10/17/2019	BIODEX MEDICAL SYSTEMS INC	351.02	Hospital Supplies
EFT000000005289	10/17/2019	BREG INC	158.97	Hospital Supplies
EFT000000005292	10/17/2019	HARDY DIAGNOSTICS	245.96	Hospital Supplies
EFT000000005295	10/17/2019	MARSHALL INDUSTRIES	271.95	Hospital Supplies
EFT000000005304	10/17/2019	ZOLL MEDICAL CORPORATION	30.75	Hospital Supplies
EFT000000005309	10/24/2019	BREG INC	202.39	Hospital Supplies
EFT000000005311	10/24/2019	CLINICAL CHOICE	48.93	Hospital Supplies
EFT000000005315	10/24/2019	HARDY DIAGNOSTICS	564.03	Hospital Supplies
EFT000000005316	10/24/2019	IN PRO CORPORATION	1,603.76	Hospital Supplies
EFT000000005329	10/31/2019	BREG INC	263.92	Hospital Supplies
EFT000000005330	10/31/2019	BSN MEDICAL INC	332.57	Hospital Supplies
EFT000000005332	10/31/2019	HARDY DIAGNOSTICS	163.43	Hospital Supplies
EFT000000005333	10/31/2019	IN PRO CORPORATION	6,870.00	Hospital Supplies
EFT000000005342	10/31/2019	STRYKER INSTRUMENTS	629.75	Hospital Supplies
EFT000000005343	10/31/2019	ZOLL MEDICAL CORPORATION	1,115.20	Hospital Supplies
166498	10/10/2019	PARAGON 28 INC.	5,672.00	Implant Supplies
166436	10/10/2019	BIOVENTUS LLC	1,090.00	Implant Supplies
166332	10/3/2019	TREACE MEDICAL CONCEPTS, INC.	6,245.00	Implant Supplies
EFT000000005264	10/10/2019	ARTHROSURFACE INCORPORATED	2,245.00	Implant Supplies
166338	10/3/2019	PROVIDENT LIFE & ACCIDENT	14,058.06	Insurance Premium
166782	10/24/2019	INSURANCE REFUND	3,618.36	Insurance Refund
166784	10/24/2019	INSURANCE REFUND	212.85	Insurance Refund
166785	10/24/2019	INSURANCE REFUND	454.66	Insurance Refund
166788	10/24/2019	INSURANCE REFUND	236.55	Insurance Refund
166538	10/10/2019	WYOMING.COM	10.00	Internet Services
166488	10/10/2019	METABOLIC NEWBORN SCREENING	1,800.00	Laboratory Services
166605	10/17/2019	METABOLIC NEWBORN SCREENING	3,192.00	Laboratory Services
166214	10/3/2019	ALLERMETRIX INC	1,308.00	Laboratory Services
166716	10/24/2019	MAYO COLLABORATIVE SERVICES, INC.	934.20	Laboratory Services
EFT000000005307	10/24/2019	ARUP LABORATORIES, INC.	44,058.74	Laboratory Services
166224	10/3/2019	BECKMAN COULTER, INC	345.03	Laboratory Supplies
166559	10/17/2019	BECKMAN COULTER, INC	2,660.62	Laboratory Supplies

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166229	10/3/2019	CARDINAL HEALTH	31,389.38	Laboratory Supplies
166439	10/10/2019	CARDINAL HEALTH	22,936.41	Laboratory Supplies
166566	10/17/2019	CARDINAL HEALTH	1,234.75	Laboratory Supplies
166250	10/3/2019	FISHER HEALTHCARE	15,631.26	Laboratory Supplies
166459	10/10/2019	FISHER HEALTHCARE	12,932.38	Laboratory Supplies
166580	10/17/2019	FISHER HEALTHCARE	8,061.03	Laboratory Supplies
166595	10/17/2019	LIFELOC TECHNOLOGIES	290.00	Laboratory Supplies
166601	10/17/2019	MEDIVATORS REPROCESSING SYSTEM	293.00	Laboratory Supplies
166262	10/3/2019	PLATINUM CODE	148.95	Laboratory Supplies
166474	10/10/2019	PLATINUM CODE	61.83	Laboratory Supplies
166317	10/3/2019	STRECK LABORATORIES INC	425.37	Laboratory Supplies
166334	10/3/2019	TYPENEX MEDICAL, LLC	190.00	Laboratory Supplies
166526	10/10/2019	TYPENEX MEDICAL, LLC	687.90	Laboratory Supplies
166226	10/3/2019	BIOFIRE DIAGNOSTICS, LLC	4,050.00	Laboratory Supplies
166435	10/10/2019	BIOFIRE DIAGNOSTICS, LLC	4,495.00	Laboratory Supplies
166563	10/17/2019	BIOFIRE DIAGNOSTICS, LLC	4,050.00	Laboratory Supplies
166315	10/3/2019	STATLAB MEDICAL PRODUCTS, INC	69.38	Laboratory Supplies
166655	10/24/2019	ANAEROBE SYSTEMS	23.30	Laboratory Supplies
166659	10/24/2019	ASSOCIATES OF CAPE COD INC	961.87	Laboratory Supplies
166791	10/24/2019	CARDINAL HEALTH	2,534.40	Laboratory Supplies
166693	10/24/2019	FISHER HEALTHCARE	2,285.78	Laboratory Supplies
166718	10/24/2019	MEDIVATORS REPROCESSING SYSTEM	120.00	Laboratory Supplies
166745	10/24/2019	SENSORS SAFETY PRODUCTS	111.02	Laboratory Supplies
166652	10/24/2019	ALLERMETRIX INC	1,887.00	Laboratory Supplies
166662	10/24/2019	BIOFIRE DIAGNOSTICS, LLC	5,083.19	Laboratory Supplies
166754	10/24/2019	STATLAB MEDICAL PRODUCTS, INC	201.05	Laboratory Supplies
EFT000000005239	10/3/2019	BIO-RAD LABORATORIES	9,644.73	Laboratory Supplies
EFT000000005253	10/3/2019	ORTHO-CLINICAL DIAGNOSTICS INC	1,590.18	Laboratory Supplies
EFT000000005254	10/3/2019	PDC HEALTHCARE	167.40	Laboratory Supplies
EFT000000005265	10/10/2019	BIO-RAD LABORATORIES	1,721.80	Laboratory Supplies
EFT000000005273	10/10/2019	ORTHO-CLINICAL DIAGNOSTICS INC	245.45	Laboratory Supplies
EFT000000005288	10/17/2019	BIO-RAD LABORATORIES	1,304.20	Laboratory Supplies
EFT000000005296	10/17/2019	NCL, INC	3,700.00	Laboratory Supplies
EFT000000005297	10/17/2019	ORTHO-CLINICAL DIAGNOSTICS INC	910.38	Laboratory Supplies
EFT000000005308	10/24/2019	BIO-RAD LABORATORIES	2,719.51	Laboratory Supplies
EFT000000005319	10/24/2019	ORTHO-CLINICAL DIAGNOSTICS INC	546.78	Laboratory Supplies
EFT000000005322	10/24/2019	PDC HEALTHCARE	53.89	Laboratory Supplies
EFT000000005338	10/31/2019	PDC HEALTHCARE	98.57	Laboratory Supplies
EFT000000005252	10/3/2019	MARTIN-RAY LAUNDRY SYSTEMS	213.69	Laundry Supplies
EFT000000005272	10/10/2019	MARTIN-RAY LAUNDRY SYSTEMS	108.27	Laundry Supplies
166503	10/10/2019	PHILLIPS LAW, LLC	6,785.29	Legal Fees
166733	10/24/2019	PHILLIPS LAW, LLC	4,749.27	Legal Fees
166346	10/3/2019	WYOMING DEPT OF AGRICULTURE	50.00	License
166751	10/24/2019	STANDARD TEXTILE	492.36	Linen
166261	10/3/2019	HOMWOOD SUITES	518.84	Locum Tenens
166704	10/24/2019	HOMWOOD SUITES	410.93	Locum Tenens
166449	10/10/2019	COUNTERWISE	1,997.60	Maintenance & Repair
166475	10/10/2019	JIM'S UPHOLSTERY	2,050.00	Maintenance & Repair
166627	10/17/2019	SUEZ TREATMENT SOLUTIONS INC.	1,801.00	Maintenance & Repair
166519	10/10/2019	SWEETWATER PLUMBING & HEATING	45.05	Maintenance & Repair
166209	10/3/2019	A & B HOME IMPROVEMENTS	5,960.00	Maintenance & Repair
166215	10/3/2019	ALLIED GLASS SERVICE	325.00	Maintenance & Repair
166552	10/17/2019	AMERICAN PHARMA, INC.	250.00	Maintenance & Repair
166430	10/10/2019	ASPEN CONSTRUCTION	1,600.00	Maintenance & Repair

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166612	10/17/2019	PLAN ONE/ARCHITECTS	910.00	Maintenance & Repair
166299	10/3/2019	PRECISION TESTING TECHNOLOGIES, INC.	1,178.00	Maintenance & Repair
166767	10/24/2019	THE WINDOW AND DOOR STORE, INC	25.00	Maintenance & Repair
166781	10/24/2019	WYOMING TRUCKS AND CARS INC	65.00	Maintenance & Repair
166673	10/24/2019	COMPRESSION LEASING SERVICES, INC	1,064.64	Maintenance & Repair
EFT000000005241	10/3/2019	CARRIER COMMERCIAL SERVICE	1,952.58	Maintenance & Repair
EFT000000005275	10/10/2019	PARTSSOURCE	1,002.38	Maintenance & Repair
EFT000000005300	10/17/2019	SERVCO	13,845.00	Maintenance & Repair
EFT000000005281	10/10/2019	THE IRON ANVIL	1,230.00	Maintenance & Repair
EFT000000005320	10/24/2019	PARTSSOURCE	183.81	Maintenance & Repair
EFT000000005321	10/24/2019	PLATT ELECTRIC SUPPLY	414.24	Maintenance & Repair
EFT000000005336	10/31/2019	PARTSSOURCE	1,176.50	Maintenance & Repair
166222	10/3/2019	BARD ACCESS SYSTEMS	1,722.06	Maintenance Supplies
166556	10/17/2019	BARD ACCESS SYSTEMS	1,340.49	Maintenance Supplies
166234	10/3/2019	CODALE ELECTRIC SUPPLY, INC	709.54	Maintenance Supplies
166445	10/10/2019	CODALE ELECTRIC SUPPLY, INC	8,926.31	Maintenance Supplies
166569	10/17/2019	CODALE ELECTRIC SUPPLY, INC	857.62	Maintenance Supplies
166255	10/3/2019	GRAINGER	98.45	Maintenance Supplies
166467	10/10/2019	GRAINGER	267.41	Maintenance Supplies
166260	10/3/2019	HOME DEPOT	821.47	Maintenance Supplies
166472	10/10/2019	HOME DEPOT	397.19	Maintenance Supplies
166527	10/10/2019	UNIPOWER	484.19	Maintenance Supplies
166697	10/24/2019	GRAINGER	202.14	Maintenance Supplies
EFT000000005235	10/3/2019	ACE HARDWARE	119.98	Maintenance Supplies
EFT000000005255	10/3/2019	ROCK SPRINGS WINNELSON CO	10,239.66	Maintenance Supplies
EFT000000005259	10/3/2019	ULINE, INC	151.50	Maintenance Supplies
EFT000000005261	10/10/2019	ACE HARDWARE	79.90	Maintenance Supplies
EFT000000005277	10/10/2019	ROCK SPRINGS WINNELSON CO	280.70	Maintenance Supplies
EFT000000005282	10/10/2019	ULINE, INC	229.50	Maintenance Supplies
EFT000000005284	10/17/2019	ACE HARDWARE	369.10	Maintenance Supplies
EFT000000005286	10/17/2019	ALPINE PURE SOFT WATER	676.20	Maintenance Supplies
EFT000000005301	10/17/2019	SHERWIN WILLIAMS CO	308.65	Maintenance Supplies
EFT000000005305	10/24/2019	ACE HARDWARE	183.91	Maintenance Supplies
EFT000000005323	10/24/2019	ROCK SPRINGS WINNELSON CO	1,223.16	Maintenance Supplies
EFT000000005325	10/24/2019	ULINE, INC	66.50	Maintenance Supplies
EFT000000005327	10/31/2019	ACE HARDWARE	106.71	Maintenance Supplies
EFT000000005339	10/31/2019	ROCK SPRINGS WINNELSON CO	35.03	Maintenance Supplies
166242	10/3/2019	DESKTOP DESIGN	638.00	Marketing & Promotional Supplies
166434	10/10/2019	BECTON DICKINSON	2,287.20	Med Surg Supplies
166560	10/17/2019	BECTON DICKINSON	1,978.00	Med Surg Supplies
166444	10/10/2019	CIVCO RADIOTHERAPY	795.00	Med Surg Supplies
166259	10/3/2019	WYOMING HFMA	415.00	Memberships
166347	10/3/2019	WYOMING STATE BAR	355.00	Memberships
166285	10/3/2019	MHSC-FOUNDATION	1,750.26	MHSC Foundation
166541	10/17/2019	MHSC-FOUNDATION	1,009.86	MHSC Foundation
166587	10/17/2019	INNOVATIVE MEDICAL SYSTEMS	358.00	Minor Equipment
166327	10/3/2019	TERMINIX OF WYOMING	462.00	Monthly Pest Control
166549	10/17/2019	ALADDIN TEMP-RITE LLC	61.00	Non Medical Supplies
166466	10/10/2019	GLOBAL EQUIPMENT COMPANY	673.00	Non Medical Supplies
166583	10/17/2019	HITACHI HEALTHCARE AMERICAS CORPORATION	374.00	Non Medical Supplies
166283	10/3/2019	MEDLINE INDUSTRIES INC	1,049.87	Non Medical Supplies
166485	10/10/2019	MEDLINE INDUSTRIES INC	283.98	Non Medical Supplies
166602	10/17/2019	MEDLINE INDUSTRIES INC	3,031.34	Non Medical Supplies
166294	10/3/2019	ORIENTAL TRADING COMPANY	93.13	Non Medical Supplies

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166496	10/10/2019	ORIENTAL TRADING COMPANY	1,466.07	Non Medical Supplies
166591	10/17/2019	KAISER AND BLAIR INC.	514.28	Office Supplies
166311	10/3/2019	STANDARD REGISTER COMPANY	350.53	Office Supplies
166622	10/17/2019	STANDARD REGISTER COMPANY	411.24	Office Supplies
166312	10/3/2019	STAPLES BUSINESS ADVANTAGE	1,257.61	Office Supplies
166515	10/10/2019	STAPLES BUSINESS ADVANTAGE	700.77	Office Supplies
166623	10/17/2019	STAPLES BUSINESS ADVANTAGE	738.04	Office Supplies
166275	10/3/2019	LABELMATCH	89.95	Office Supplies
166687	10/24/2019	ENCOMPASS GROUP, LLC	3,068.78	Office Supplies
166752	10/24/2019	STAPLES BUSINESS ADVANTAGE	3,542.81	Office Supplies
166644	10/17/2019	YOUNG AT HEART SENIOR CITIZENS CENTER	1,970.00	Other Employee Benefits
EFT000000005269	10/10/2019	LAGOON CORPORATION	3,776.54	Other Employee Benefits
166305	10/3/2019	ROCK SPRINGS IV. CENTER	1,069.85	Other Medical Surgical Supplies
166486	10/10/2019	MERCURY MEDICAL	264.79	Other Medical Surgical Supplies
166604	10/17/2019	MERIT MEDICAL SYSTEMS, INC	1,647.19	Other Medical Surgical Supplies
EFT000000005302	10/17/2019	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	382.18	Other Medical Surgical Supplies
166426	10/10/2019	ALTA MEDICAL SPECIALTIES	215.76	Other Non Medical Surgical Supplies
166270	10/3/2019	JOY'S FLOWERS & GIFTS	227.75	Other Purchased Services
166276	10/3/2019	QUICK RESPONSE TAXI	10.00	Other Purchased Services
166480	10/10/2019	QUICK RESPONSE TAXI	360.00	Other Purchased Services
166594	10/17/2019	QUICK RESPONSE TAXI	70.00	Other Purchased Services
166709	10/24/2019	JOY'S FLOWERS & GIFTS	172.30	Other Purchased Services
166713	10/24/2019	QUICK RESPONSE TAXI	20.00	Other Purchased Services
EFT000000005236	10/3/2019	AIRGAS INTERMOUNTAIN INC	1,180.73	Oxygen Rental
EFT000000005262	10/10/2019	AIRGAS INTERMOUNTAIN INC	226.59	Oxygen Rental
EFT000000005285	10/17/2019	AIRGAS INTERMOUNTAIN INC	74.06	Oxygen Rental
EFT000000005306	10/24/2019	AIRGAS INTERMOUNTAIN INC	7,362.12	Oxygen Rental
EFT000000005328	10/31/2019	AIRGAS INTERMOUNTAIN INC	258.46	Oxygen Rental
166348	10/3/2019	PATIENT REFUND	20.00	Patient Refund
166349	10/3/2019	PATIENT REFUND	35.00	Patient Refund
166350	10/3/2019	PATIENT REFUND	30.00	Patient Refund
166351	10/3/2019	PATIENT REFUND	20.00	Patient Refund
166352	10/3/2019	PATIENT REFUND	45.00	Patient Refund
166353	10/3/2019	PATIENT REFUND	20.00	Patient Refund
166354	10/3/2019	PATIENT REFUND	10.00	Patient Refund
166355	10/3/2019	PATIENT REFUND	35.00	Patient Refund
166356	10/3/2019	PATIENT REFUND	20.00	Patient Refund
166357	10/3/2019	PATIENT REFUND	90.00	Patient Refund
166359	10/3/2019	PATIENT REFUND	60.00	Patient Refund
166358	10/3/2019	PATIENT REFUND	35.00	Patient Refund
166360	10/3/2019	PATIENT REFUND	25.00	Patient Refund
166362	10/3/2019	PATIENT REFUND	25.00	Patient Refund
166361	10/3/2019	PATIENT REFUND	20.00	Patient Refund
166363	10/3/2019	PATIENT REFUND	35.00	Patient Refund
166364	10/3/2019	PATIENT REFUND	10.00	Patient Refund
166539	10/10/2019	PATIENT REFUND	200.00	Patient Refund
166365	10/3/2019	PATIENT REFUND	25.00	Patient Refund
166366	10/3/2019	PATIENT REFUND	52.82	Patient Refund
166367	10/3/2019	PATIENT REFUND	25.00	Patient Refund
166368	10/3/2019	PATIENT REFUND	25.46	Patient Refund
166369	10/3/2019	PATIENT REFUND	25.00	Patient Refund
166370	10/3/2019	PATIENT REFUND	40.00	Patient Refund
166371	10/3/2019	PATIENT REFUND	5.00	Patient Refund
166372	10/3/2019	PATIENT REFUND	10.00	Patient Refund

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166373	10/3/2019	PATIENT REFUND	56.29	Patient Refund
166374	10/3/2019	PATIENT REFUND	55.00	Patient Refund
166375	10/3/2019	PATIENT REFUND	25.00	Patient Refund
166376	10/3/2019	PATIENT REFUND	20.00	Patient Refund
166377	10/3/2019	PATIENT REFUND	20.00	Patient Refund
166378	10/3/2019	PATIENT REFUND	20.00	Patient Refund
166379	10/3/2019	PATIENT REFUND	25.00	Patient Refund
166380	10/3/2019	PATIENT REFUND	20.00	Patient Refund
166381	10/3/2019	PATIENT REFUND	35.00	Patient Refund
166382	10/3/2019	PATIENT REFUND	25.00	Patient Refund
166383	10/3/2019	PATIENT REFUND	105.00	Patient Refund
166384	10/3/2019	PATIENT REFUND	40.00	Patient Refund
166385	10/3/2019	PATIENT REFUND	80.00	Patient Refund
166386	10/3/2019	PATIENT REFUND	90.00	Patient Refund
166387	10/3/2019	PATIENT REFUND	20.00	Patient Refund
166389	10/3/2019	PATIENT REFUND	20.00	Patient Refund
166388	10/3/2019	PATIENT REFUND	239.54	Patient Refund
166390	10/3/2019	PATIENT REFUND	35.00	Patient Refund
166391	10/3/2019	PATIENT REFUND	10.00	Patient Refund
166392	10/3/2019	PATIENT REFUND	10.00	Patient Refund
166393	10/3/2019	PATIENT REFUND	45.00	Patient Refund
166394	10/3/2019	PATIENT REFUND	70.00	Patient Refund
166396	10/3/2019	PATIENT REFUND	30.00	Patient Refund
166399	10/3/2019	PATIENT REFUND	40.00	Patient Refund
166398	10/3/2019	PATIENT REFUND	20.00	Patient Refund
166400	10/3/2019	PATIENT REFUND	40.00	Patient Refund
166397	10/3/2019	PATIENT REFUND	15.80	Patient Refund
166395	10/3/2019	PATIENT REFUND	50.00	Patient Refund
166401	10/3/2019	PATIENT REFUND	190.00	Patient Refund
166402	10/3/2019	PATIENT REFUND	60.00	Patient Refund
166403	10/3/2019	PATIENT REFUND	14.00	Patient Refund
166404	10/3/2019	PATIENT REFUND	20.00	Patient Refund
166405	10/3/2019	PATIENT REFUND	10.00	Patient Refund
166406	10/3/2019	PATIENT REFUND	25.00	Patient Refund
166410	10/3/2019	PATIENT REFUND	20.00	Patient Refund
166409	10/3/2019	PATIENT REFUND	319.42	Patient Refund
166408	10/3/2019	PATIENT REFUND	110.00	Patient Refund
166407	10/3/2019	PATIENT REFUND	10.00	Patient Refund
166411	10/3/2019	PATIENT REFUND	35.00	Patient Refund
166412	10/3/2019	PATIENT REFUND	30.00	Patient Refund
166413	10/3/2019	PATIENT REFUND	35.00	Patient Refund
166414	10/3/2019	PATIENT REFUND	20.00	Patient Refund
166415	10/3/2019	PATIENT REFUND	20.00	Patient Refund
166416	10/3/2019	PATIENT REFUND	25.00	Patient Refund
166417	10/3/2019	PATIENT REFUND	120.00	Patient Refund
166418	10/3/2019	PATIENT REFUND	105.00	Patient Refund
166419	10/3/2019	PATIENT REFUND	42.00	Patient Refund
166420	10/3/2019	PATIENT REFUND	10.87	Patient Refund
166421	10/3/2019	PATIENT REFUND	25.00	Patient Refund
166783	10/24/2019	PATIENT REFUND	103.33	Patient Refund
166786	10/24/2019	PATIENT REFUND	27.85	Patient Refund
166787	10/24/2019	PATIENT REFUND	7.60	Patient Refund
166789	10/24/2019	PATIENT REFUND	60.00	Patient Refund
166337	10/3/2019	UNITED WAY OF SWEETWATER COUNTY	356.47	Payroll Deduction

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166545	10/17/2019	UNITED WAY OF SWEETWATER COUNTY	363.47	Payroll Deduction
166246	10/3/2019	FAMILY SUPPORT REGISTRY	403.84	Payroll Garnishment
166540	10/17/2019	FAMILY SUPPORT REGISTRY	403.84	Payroll Garnishment
166314	10/3/2019	STATE OF WYOMING DFS/CSES	1,728.81	Payroll Garnishment
166542	10/17/2019	STATE OF WYOMING DFS/CSES	1,728.81	Payroll Garnishment
166320	10/3/2019	SWEETWATER CIRCUIT COURT	1,037.46	Payroll Garnishment
166543	10/17/2019	SWEETWATER CIRCUIT COURT	1,062.99	Payroll Garnishment
166544	10/17/2019	TREASURER STATE OF MAINE	172.00	Payroll Garnishment
W/T	10/29/2019	PAYROLL 22	1,450,000.00	Payroll Transfer
W/T	10/1/2019	PAYROLL 20	1,400,000.00	Payroll Transfer
W/T	10/11/2019	PAYROLL 21	1,400,000.00	Payroll Transfer
166568	10/17/2019	CARDINAL HEALTH PHARMACY MGMT	689,729.33	Pharmacy Management
166792	10/24/2019	CARDINAL HEALTH PHARMACY MGMT	5,128.50	Pharmacy Management
166268	10/3/2019	DR. JONATHAN SCHWARTZ	25,000.00	Physician Recruitment
166269	10/3/2019	DR. JOSHUA BINKS	45,000.00	Physician Recruitment
166288	10/3/2019	DR. MICHAEL NEYMAN	25,000.00	Physician Recruitment
166765	10/24/2019	THE PRESERVE AT ROCK SPRINGS	1,339.00	Physician Recruitment
166235	10/3/2019	COMPHEALTH, INC.	133,031.35	Physician Services
166342	10/3/2019	WEATHERBY LOCUMS, INC	10,237.50	Physician Services
166264	10/3/2019	DR. JAMES RAO	21,949.16	Physician Services
166278	10/3/2019	LUDWIG KRONER, M.D.	10,580.54	Physician Services
166672	10/24/2019	COMPHEALTH, INC.	83,519.13	Physician Services
166778	10/24/2019	WEATHERBY LOCUMS, INC	27,695.18	Physician Services
166707	10/24/2019	JHHR MEDICAL ASSOCIATES	17,403.12	Physician Services
166277	10/3/2019	LOCUM TENENS.COM	42,026.65	Physician Services
166636	10/17/2019	UNIVERSITY OF UTAH DIVISION OF CARDIOVASCULAR MEDICINE	144.98	Physician Services
166528	10/10/2019	UNIVERSITY OF UTAH HEALTH CARE	100.00	Physician Services
166554	10/17/2019	DR. ANNE MOORE	6,620.28	Physician Services
166462	10/10/2019	GAMMA WEST BRACHYTHERAPY, LLC	24,076.00	Physician Services
166582	10/17/2019	GAMMA WEST BRACHYTHERAPY, LLC	24,076.00	Physician Services
166267	10/3/2019	JOHN A. ILIYA, M.D.	22,750.00	Physician Services
166649	10/24/2019	ADVANCED MEDICAL IMAGING, LLC	17,112.00	Physician Services
166715	10/24/2019	LOCUM TENENS.COM	47,177.80	Physician Services
166766	10/24/2019	THE SLEEP SPECIALISTS	8,125.00	Physician Services
166793	10/24/2019	UNIVERSITY OF UTAH HEALTH CARE	90,676.67	Physician Services
166680	10/24/2019	DEPARTMENT OF EDUCATION	3,861.44	Physician Student Loan
166682	10/24/2019	DISCOVER STUDENT LOANS	519.64	Physician Student Loan
166684	10/24/2019	DRB EDUCATION FINANCE	5,833.33	Physician Student Loan
166691	10/24/2019	FEDLOAN SERVICING	11,712.49	Physician Student Loan
166725	10/24/2019	NAVIENT	1,147.03	Physician Student Loan
166726	10/24/2019	NAVIENT	1,500.00	Physician Student Loan
166727	10/24/2019	NELNET LOAN SERVICES, INC	719.89	Physician Student Loan
166773	10/24/2019	US DEPARTMENT OF EDUCATION	2,500.00	Physician Student Loan
166706	10/24/2019	DR. JACQUES DENKER	6,498.33	Physician Student Loan
166616	10/17/2019	RESERVE ACCOUNT	5,000.00	Postage
166336	10/3/2019	UMIA INSURANCE, INC	37,626.00	Professional Liability Insurance
166245	10/3/2019	CE BROKER	263.14	Professional Service
166600	10/17/2019	MEDICAL PHYSICS CONSULTANTS, INC	2,150.00	Professional Service
166489	10/10/2019	MILE HIGH MOBILE PET	9,220.00	Professional Service
166790	10/24/2019	AMERICAN COLLEGE OF RADIOLOGY	1,700.00	Professional Service
166670	10/24/2019	CLEANIQUE PROFESSIONAL SERVICES	3,600.00	Professional Service
166712	10/24/2019	CLIFTONLARSONALLEN LLP	12,363.94	Professional Service
166775	10/24/2019	VERISYS INC.	36.00	Professional Service
166780	10/24/2019	WYOMING DEPARTMENT OF HEALTH	436.00	Professional Service

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EFT000000005243	10/3/2019	DISASTER PROFESSIONALS, LLC	15,179.34	Professional Service
EFT000000005326	10/24/2019	WESTERN STAR COMMUNICATIONS	779.10	Professional Service
EFT000000005270	10/10/2019	LANDAUER INC	147.90	Radiation Monitoring
166284	10/3/2019	MERRY X-RAY	76.66	Radiology Film
166487	10/10/2019	MERRY X-RAY	466.31	Radiology Film
166438	10/10/2019	BRACCO DIAGNOSTICS INC	550.46	Radiology Material
166565	10/17/2019	BRACCO DIAGNOSTICS INC	731.84	Radiology Material
166239	10/3/2019	CURIUM US LLC	1,778.40	Radiology Material
EFT000000005251	10/3/2019	LANTHEUS MEDICAL IMAGING, INC	8,570.12	Radiology Material
EFT000000005271	10/10/2019	LANTHEUS MEDICAL IMAGING, INC	5,536.10	Radiology Material
EFT000000005276	10/10/2019	PHARMALUCENCE, INC	2,721.00	Radiology Material
EFT000000005294	10/17/2019	LANTHEUS MEDICAL IMAGING, INC	3,330.13	Radiology Material
EFT000000005298	10/17/2019	PHARMALUCENCE, INC	721.00	Radiology Material
EFT000000005246	10/3/2019	GE HEALTHCARE INC	1,019.10	Radiology Material
EFT000000005318	10/24/2019	LANTHEUS MEDICAL IMAGING, INC	4,399.99	Radiology Material
EFT000000005335	10/31/2019	LANTHEUS MEDICAL IMAGING, INC	5,067.42	Radiology Material
EFT000000005337	10/31/2019	PHARMALUCENCE, INC	373.00	Radiology Material
166325	10/3/2019	TECHNO-AIDE	240.21	Radiology Supplies
166631	10/17/2019	TECHNO-AIDE	96.00	Radiology Supplies
166593	10/17/2019	KERRY DOWNS	102.83	Reimbursement - Committee Meeting Meals
166233	10/3/2019	CHRIS STOUT	85.35	Reimbursement - Badge Balance
166265	10/3/2019	JESSICA FIFE	5.51	Reimbursement - Badge Balance
166272	10/3/2019	KAREN CURRY	25.49	Reimbursement - Badge Balance
166287	10/3/2019	DR MICHAEL BOWERS	837.22	Reimbursement - CME
166228	10/3/2019	DR. BRYTTON LONG	4,257.16	Reimbursement - CME
166232	10/3/2019	DR. CHARLES KNIGHT	605.00	Reimbursement - CME
166240	10/3/2019	DR. DAVID DANSIE	375.00	Reimbursement - CME
166588	10/17/2019	ISRAEL STEWART, DO	884.59	Reimbursement - CME
166266	10/3/2019	JOCELYN PALINEK	95.00	Reimbursement - CME
166660	10/24/2019	AUGUSTO JAMIAS	755.00	Reimbursement - CME
166661	10/24/2019	DR. BANU SYMINGTON	2,100.60	Reimbursement - CME
166669	10/24/2019	DR. CIELETTE KARN	4,128.60	Reimbursement - CME
166280	10/3/2019	MARY TYLER	22.44	Reimbursement - Education & Travel
166547	10/17/2019	ADAM PINEGAR	300.00	Reimbursement - Education & Travel
166218	10/3/2019	ANGEL BENNETT	183.60	Reimbursement - Education & Travel
166553	10/17/2019	ANGEL BENNETT	98.33	Reimbursement - Education & Travel
166589	10/17/2019	DR. JONATHAN SCHWARTZ	1,508.58	Reimbursement - Education & Travel
166304	10/3/2019	DR. RAHUL PAWAR	901.80	Reimbursement - Education & Travel
166590	10/17/2019	JOY OHNSTAD	470.74	Reimbursement - Education & Travel
166597	10/17/2019	MARY DAVIES	429.00	Reimbursement - Education & Travel
166499	10/10/2019	PATTY O'LEXY	221.85	Reimbursement - Education & Travel
166502	10/10/2019	PHILLIP FLAKE	330.48	Reimbursement - Education & Travel
166510	10/10/2019	ROB FAIR	71.40	Reimbursement - Education & Travel
166324	10/3/2019	TAMI LOVE	110.49	Reimbursement - Education & Travel
166521	10/10/2019	TASHA HARRIS	304.80	Reimbursement - Education & Travel
166522	10/10/2019	TAYLOR JONES	264.18	Reimbursement - Education & Travel
166330	10/3/2019	TINA FRULLO	12.24	Reimbursement - Education & Travel
166638	10/17/2019	VANESSA JAMIAS	696.82	Reimbursement - Education & Travel
166639	10/17/2019	VICTORIA RADOVANIC	1,094.32	Reimbursement - Education & Travel
166650	10/24/2019	AIMEE URBIN	110.00	Reimbursement - Education & Travel
166722	10/24/2019	DR. MICHAEL NEYMAN	197.88	Reimbursement - Education & Travel
166696	10/24/2019	GINA ELKINS	74.46	Reimbursement - Education & Travel
166721	10/24/2019	MELISSA MUNOZ	847.65	Reimbursement - Education & Travel
166740	10/24/2019	ROB FAIR	265.20	Reimbursement - Education & Travel

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/19

166741	10/24/2019	ROBIN SNOWBERGER	23.97	Reimbursement - Education & Travel
166743	10/24/2019	SARAH CORHN	102.00	Reimbursement - Education & Travel
166762	10/24/2019	TAMI LOVE	161.67	Reimbursement - Education & Travel
166768	10/24/2019	TIFFANY URANKER	172.96	Reimbursement - Education & Travel
166451	10/10/2019	DANIELLE SAUNDERS	37.28	Reimbursement - Insurance Premium
166271	10/3/2019	KAITLIN BERBERICH	45.94	Reimbursement - Insurance Premium
166482	10/10/2019	MADELYN MALAN	74.56	Reimbursement - Insurance Premium
166708	10/24/2019	JOSEPH J. OLIVER, M.D.	814.66	Reimbursement - Insurance Premium
166476	10/10/2019	KARA JACKSON	110.90	Reimbursement - Non Hospital Supplies
166477	10/10/2019	KARALI PLONSKY	126.51	Reimbursement - Non Hospital Supplies
166666	10/24/2019	CAROL J. MACKIE	97.92	Reimbursement - Non Hospital Supplies
166688	10/24/2019	EVA WASSEEN	135.78	Reimbursement - Non Hospital Supplies
166483	10/10/2019	MARIANNE SANDERS	1,434.61	Reimbursement - Physician Recruitment
166714	10/24/2019	LESLIE TAYLOR	86.72	Reimbursement - Supplies
166221	10/3/2019	ASHTON DUPAPE	124.94	Reimbursement - Uniforms
166626	10/17/2019	STEVEN O'BRIEN	150.00	Reimbursement - Uniforms
166625	10/17/2019	STEVEN SKORCZ, JR	150.00	Reimbursement - Uniforms
W/T	10/29/2019	ABG 10/17/19	141,309.95	Retirement
W/T	10/11/2019	ABG 10/3/19	134,135.34	Retirement
166753	10/24/2019	STATE OF WYO.DEPT.OF REVENUE	1,092.46	Sales Tax Payment
166286	10/3/2019	MHSC MEDICAL STAFF	50.00	Scholarship
W/T	10/23/2019	HUNTINGTON BANK	10,000.00	Settlement
166217	10/3/2019	AMERICAN LEGION TOM WHITMORE POST 28	250.00	Sponsorship
166573	10/17/2019	COWBOYS AGAINST CANCER	2,000.00	Sponsorship
166468	10/10/2019	GRHS SENIOR CLASS	200.00	Sponsorship
166300	10/3/2019	PRONGHORN POWER BOOSTER CLUB	1,000.00	Sponsorship
166735	10/24/2019	PMS SCREEN PRINTING	1,534.00	Sponsorship
166742	10/24/2019	ROCK SPRINGS HIGH SCHOOL WRESTLING	500.00	Sponsorship
166760	10/24/2019	SWEETWATER COUNTY CHILD DEVELOPMENTAL CENTER	600.00	Sponsorship
166290	10/3/2019	MOBILE INSTRUMENT SERVICE	735.49	Surgery Equipment
166490	10/10/2019	MOBILE INSTRUMENT SERVICE	915.75	Surgery Equipment
166213	10/3/2019	ALI MED INC	119.24	Surgery Supplies
166424	10/10/2019	ALI MED INC	620.19	Surgery Supplies
166550	10/17/2019	ALI MED INC	212.00	Surgery Supplies
166274	10/3/2019	KEY SURGICAL INC	72.00	Surgery Supplies
166309	10/3/2019	SMITH & NEPHEW ENDOSCOPY INC	6,725.02	Surgery Supplies
166518	10/10/2019	STRYKER ENDOSCOPY	2,438.00	Surgery Supplies
166322	10/3/2019	SYNTHES LTD	1,464.32	Surgery Supplies
166520	10/10/2019	SYNTHES LTD	1,396.56	Surgery Supplies
166629	10/17/2019	SYNTHES LTD	6,562.52	Surgery Supplies
166422	10/10/2019	3M COMPANY	999.99	Surgery Supplies
166651	10/24/2019	ALI MED INC	119.24	Surgery Supplies
166678	10/24/2019	CR BARD INC	182.49	Surgery Supplies
166761	10/24/2019	SYNTHES LTD	1,923.68	Surgery Supplies
166646	10/24/2019	3M COMPANY	2,116.20	Surgery Supplies
166756	10/24/2019	SCL HEALTH	2,215.44	Surgery Supplies
EFT000000005267	10/10/2019	COOPER SURGICAL	635.03	Surgery Supplies
EFT000000005312	10/24/2019	COOPER SURGICAL	606.59	Surgery Supplies
EFT000000005331	10/31/2019	COOPER SURGICAL	805.27	Surgery Supplies
166504	10/10/2019	PROFESSIONAL RESEARCH CONSULTANTS	8,958.87	Surveys
166443	10/10/2019	CSG,LLC	1,815.16	Transcription Services
166711	10/24/2019	LANGUAGE LINE SERVICES	291.08	Translation Services
166642	10/17/2019	WYOMING STATE TREASURER	201.15	Unclaimed Property
166301	10/3/2019	QUARTERMASTER	100.57	Uniforms

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/19

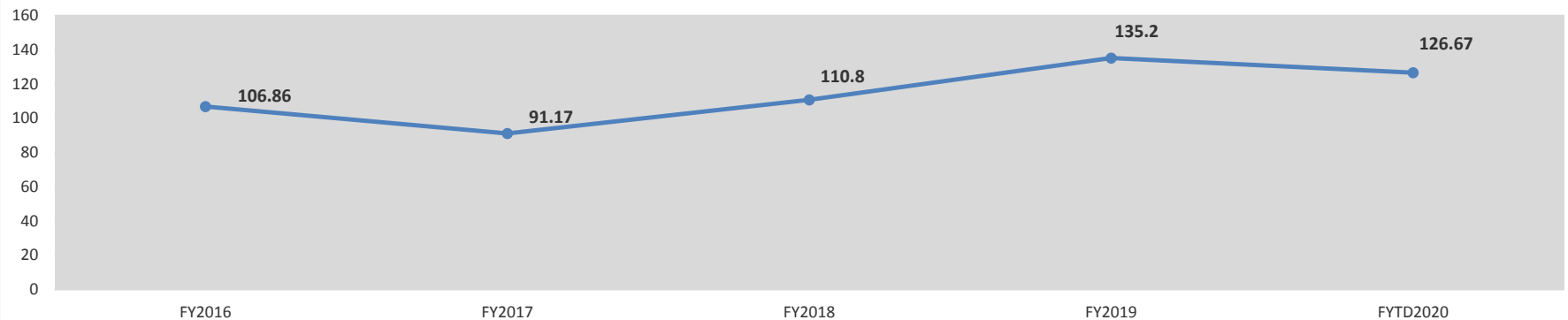
166507	10/10/2019	QUARTERMASTER	42.33	Uniforms
166431	10/10/2019	AT&T	12,003.91	Utilities
166432	10/10/2019	AT&T	89.20	Utilities
166302	10/3/2019	CENTURY LINK	5,811.81	Utilities
166508	10/10/2019	CENTURY LINK	1,142.21	Utilities
166614	10/17/2019	CENTURY LINK	2,296.80	Utilities
166511	10/10/2019	ROCK SPRINGS MUNICIPAL UTILITY	13,130.57	Utilities
166617	10/17/2019	ROCKY MOUNTAIN POWER	45,508.62	Utilities
166683	10/24/2019	DISH NETWORK LLC	65.48	Utilities
166736	10/24/2019	DOMINION ENERGY WYOMING	19,276.01	Utilities
166779	10/24/2019	WHITE MOUNTAIN WATER & SEWER DISTRICT	57.50	Utilities
166517	10/10/2019	STERICYCLE, INC.	1,060.03	Waste Disposal
166579	10/17/2019	FIBERTECH	1,846.00	Window Cleaning
W/T	10/11/2019	WORKMAN'S COMPENSATION	75,057.89	Workman's Comp
			8,189,110.20	

20 INVESTMENT SUMMARY 10-31-19

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
INVESTMENT SUMMARY AND CASH ON HAND REPORT
10/31/19**

	FINANCIAL INSTITUTION	TYPE	INTEREST RATE	6/30/2015	6/30/2016	6/30/2017	6/30/2018	7/31/2019
	BANK OF WEST	Money Market	0.300%					231
	UINTA BANK	Money Market	2.219%					1,018,425
	KEYBANK	US Govt Bonds	1.780%					7,232,662
	MBS	US Govt Bonds, CD's	2.300%					5,904,893
	WELLS FARGO	CD's	2.770%					1,572,418
	WYOSTAR - Board Funded Depreciation	US Govt Bonds	2.119%					4,787,676
	WYOSTAR - Boice Fund	US Govt Bonds	2.119%					41
	WYOSTAR - Lifeline Fund	US Govt Bonds	2.119%					109,938
TOTAL				21,459,601	17,950,252	16,986,416	17,079,273	20,626,286
	Operating Cash							6,224,416
	Plant and Building Cash							20,810
	Foundation Unrestricted Cash							2,551,058
	TOTAL FOR "DAYS CASH ON HAND"							29,422,570

DAYS OF CASH ON HAND



FY20 County Maintenance & Title 25 Voucher-Nov

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

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

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

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
	<u>\$442,796.77</u>
FY20 Maintenance Fund Budget Remaining	<u><u>\$1,207,659.23</u></u>

IT Report fo Finance November 2019

Finance and Audit Committee

IT report

September 2019

Rich Tyler

1. Continuing work on auditing software implementation. This project will be ongoing for a while as we continue to add all of our software packages to the auditing software.
2. Continuing working with the Cancer Center team and Pharmacy team to implement the new Looking Glass software. Also working to implement Varian Aria for the medical oncology department. Go-Live TBD
3. Continuing to work with the state of Wyoming HIE (Health Information Exchange). We are still testing out interfaces, and working on getting the correct formatting of the data.
4. Currently recruiting for an open help desk analyst position in the IT department.
5. Completed QCPR migration to new hardware.
6. Scheduling QCPR upgrade to Version 6.3
7. Tentatively scheduled penetration testing for January 2020.
8. Completed security camera upgrade. Although we have been requested to add additional cameras to enhance facility wide coverage.
9. Started Windows 10 rollout to all facility computers. This project is projected to be completed by Jan 2020.
10. Completed annual HIPAA security audit. Awaiting the final report from third party vendor.
11. Continuing on-going discussions to implement tele-psych services.
12. The EMR steering group continues work on researching a new facility wide EMR system. We are currently researching a total of three separate vendors and this process will take at least 6-8 months to complete.
13. Currently working on implementing a new and more robust antivirus across the facility.
14. Researching new VOIP vendors other than Centurylink.
15. Researching new security software to help fight phishing attacks, malware, and viruses.
16. Attended cyber security symposium in Cheyenne that was hosted by the state.

IT News / Topics:

1. A state insurance provider in Tennessee notified 43,847 members that their information may have been exposed in a security incident at the agency's pharmacy management vendor. It was due to a phishing scam.
2. A few recent studies were conducted on EMR software. The finding showed interesting results.
 - a. A total of 216 EMR related medical malpractice claims closed between 2010-2018.
 - b. About 10 percent of discharged hospital patients who have online access to their health records actually view their information.
 - c. Nearly one in five clinicians associate EMR design and use with workplace stress and burnout.
3. A recent report by Coveware released some interesting facts regarding ransomware.
 - a. The average ransomware payment in the third quarter of 2019 increased 13 percent to \$41,198 compared to the second quarter of 2019.
 - b. During the quarter the average downtime a ransomware attack caused jumped from 9.6 days to 12.1 days. This was due to the increased number of successful attacks against large organizations.
 - c. For companies that decided to pay the ransom, 98 percent received working decryption tools. From there, 94 percent of organizations were able to recover the encrypted data.
 - d. Healthcare organizations accounted for 12.8 percent of the ransomware attacks.

Building and Grounds

BUILDING AND GROUNDS COMMITTEE
Memorial Hospital of Sweetwater County

11/19/2019

Voting Board Committee Members Present: Barbara Sowada

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

Non-Voting Committee Members Present: Gerry Johnston

Minutes taken by: Jim Horan **Location:** Classroom 1 **Time Started:** 3:30P

TOPIC	DISCUSSION	RESPONSIBLE	ACTION	TIMELINE
Review Minutes	None	E. Tardoni	None	None
Maintenance Metric #1, Number of open W/O?	245	J. Horan	Continue to report each month	Report each meeting
Maintenance Metric #2, Number of open W/O > 30 days?	> 30 days = 111 ≤ 30 days = 134	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 project list.	1. Pharmacy clean room renovation = in progress; start date = January 2020 2. Oncology private room. = patient-care issue; approved, not started. 3. Door replacement in old "Case Management" office = approved, start 11/25/19. 4. Door replacement in Kitchen storeroom = approved; start date = January 2020 5. Laundry upgrade = start in late winter 6. Steam piping upgrades = ongoing this winter	J. Horan/ G. Johnston	Noted	Review next meeting
Central Plant upgrade	Work had begun. Underground electrical feed from Gen Bldg. to Power House is underway. Some demolition work in interior of Power House. ~\$14K change order to locate underground services.	J. Horan/ G. Johnston	Noted	Review next meeting
Kitchen cooler and freezer	Finished. Very successful project.	J. Horan/ G. Johnston	Noted	Drop next meeting
Six-penny tax projects	No further discussion needed... for now	J. Horan/ G. Johnston	Noted	Drop next meeting
Concrete replacement by ED	Successful completion	J. Horan/ G. Johnston	Noted	Drop next meeting
Grounds lean-to	In progress. Concrete foundation completed. Steel frame is being erected.	J. Horan/ G. Johnston	Noted	Review next meeting
Fireplace removal in MOB	Space needed for patient seating. Jim to contact "Plan-1" for proposal to prepare final plans and coordinate project Also provide an architectural cost estimate.	J. Horan	Noted.	Review next meeting
Dr. Sulentic remodel	Discussion regarding his proposed space. Plans are at the "State" for assessment and approval.	I. Richardson/ T. Love	Noted	Review next meeting
Medical Imaging refresh	Reviewed need to refresh spaces in Medical Imaging. This project is included in our SPT proposal before voters autumn 2020.	J. Horan/ G. Johnston	Noted	Review next meeting
Basement ceiling	Completed.	J. Horan	Noted	Drop next meeting
Underground Diesel Tank	Tank sump failed annual inspection and repair is pending. DEQ is aware and monitoring compliance.	J. Horan/ G. Johnston	Repairs are being closely followed by MHSC	Review next meeting

Time Adjourned: 4:15P

Next Meeting: December 16 3:30P-4:30P

Respectfully Submitted: Jim Horan

B&G Chair Report to the Board for November, 2019

The B&G Committee meeting was held November 19, 2019.

Central Plant Upgrade Project.

1. Central plant area is being prepared for inside work.
2. Ground shed (lean-to) construction has begun.
3. Trench dug for electrical.
4. Essential change order of \$14,000 made due to unexpected discovery of water pipes and electrical conduit discovered when began to prepare grade around exits. The \$14,000 is for engineering only; will not cover remediation.

Projects Completed

1. Concrete Replacement by ED.
2. Basement ceiling
3. Kitchen cooler and freezer

Projects in Process

1. Dr. Sulentic remodel: plans at WDH for review
2. MOB fireplace removal: waiting for architect estimate
3. Medical Imaging refresh: waiting for outcome of special purpose tax
4. The sump component of the diesel fuel tank failed inspection. Hospital is outside the 30-day window for remediation due to parts. Because parts are on back order, WDH is letting the hospital use the tank on “good faith” that repairs will be made as soon as possible.

The next meeting will be held on December 16, 2019.

Respectfully submitted,

Barbara J. Sowada

Board Compliance Committee Minutes ~ November 20, 2019

Present: Barbara Sowada, Irene Richardson, Clayton Radakovich, Suzan Campbell

Excused: Ed Tardoni

Barbara called the meeting to order.

Minutes and agenda were approved as written.

The following items were discussed:

1. Positive Patient/Staff Story

Clayton shared a story about a man who contacted us with a grievance. There were two charges on his bill and he did not know what they were. We reviewed and found an error and corrected it. We are reviewing this particular process to ensure we are compliant every time. The patient thanked Clayton and said he appreciated us making it right.

2. Old Business

- a. Grievance Update: Clayton said with the new process in-place, we did not feel we needed to change anything. So far, we have done an exemplary job resolving within two weeks. We are at least contacting within one week. In general, Clayton has zero real concerns about the new process. Stakeholders have valuable input. Irene said we have been able to improve processes and we can let people know and thank them for alerting us to something that needs to be fixed. Clayton said we had good conversations about responsibility level. Patients come to the Hospital for care so we, globally, need to provide that good care. Global responsibility is a good way to look at doing what is right for the patient. Barbara said efforts are showing in the data. Irene said it is educational for us, too. Clayton said the brainstorm meeting about what to do was so valuable. Suzan said they are talking about things in the Medical Executive Committee (MEC) and doing follow-ups. Clayton said it is insane what happens with the right people at the table.
- b. Status of Cyber Security Risk Assessment: Clayton said the business continuity and disaster recovery assessment is completed and Rich Tyler is evaluating. Suzan said the penetration testing agreement will go to the Board for approval at the December meeting. Clayton said the IT Department is taking a very proactive approach to the work and wants to get a good third party 1,000 foot view on it.

3. New Business

- a. November Compliance Report: Clayton said we are receiving infrequent fair warning flags. We enabled the co-worker fair warning flag. Clayton only brings items here after the work team sees them. If they are not done yet, they stay on the list. There are still no hotline calls. We will reinforce with staff over the next year how to report various things.
- b. Compliance Work Plan Update: Clayton continues to troubleshoot printing the heat map. There is a prioritized list from the assessment. The ratings they have are different than the ones we were using but they are the equivalent. Everything we can audit, we will audit. The work plan will show mitigations in-place. Mitigate means we are going to explore, dig in. Accept means we accept the risk itself. We will leave as-is for the moment because it is working. Clayton said the work plan is coming to various committees in December and he does not anticipate any issues.
- c. Credentialing Process Audit: Clayton said for all audits, you will see the checklist so you can see the process. The checklist comes out of compliance manager and we add the policy questions. Suzan will remind Kerry Downs to add the audit results to the MEC meeting for review. Clayton said Kerry's group is very organized. He said we plan to standardize the audit process. Barbara said as the word spreads that we are making things better, it will be a good thing, a positive thing. Suzan suggested a certificate following compliance audits.

Next Meeting: Wednesday – December 18, 2019 at 3:00 pm

Meeting was adjourned at 3:33 PM.

Contract Check List

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

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

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

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



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

October 22, 2019

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

RE: Cybersecurity Assessment and Consulting Services - 2020

Dear Rich:

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

Objective and approach

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

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

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

Additional services

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

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Client information requirements and management responsibilities

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

HIPAA Business Associate Agreement

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

Deliverables

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

Timing

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

Personnel

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

Payment for Employment of Our Personnel

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

Subcontractors

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

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

Scope of agreement

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

Professional fees and expenditures

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

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

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

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

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

Invoicing, finance charges and collection expenses

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

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

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

Other fees

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

Limitation on remedies

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

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

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

Time limitation

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

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

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

Confidentiality and restricted use of information

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

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

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

Legal compliance

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

Record retention

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

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

Other

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

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

Agreement

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

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

We look forward to a successful completion of the project.

CLA (CliftonLarsonAllen LLP)



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

Acceptance and acknowledgement

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

By: _____

Print Name: _____

Title: _____

Date: _____

Addendum A

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

Overview Application Penetration Testing is designed to verify that Internet facing applications are configured and operating in a secure manner. The test focuses on both anonymous and credentialed access to validate appropriate Confidentiality, Integrity, and Availability are maintained. Application inputs, processing, and functionality are thoroughly reviewed.

Objective Identify potential vulnerabilities within the application that might be used to:

- Gain unauthorized access to sensitive confidential information.
- Modify or destroy data.
- Operate trusted business systems for non-business purposes.

Benchmarks We will rely on your policies, procedures, and documented standards to define accepted standards of operation. In the absence of such documentation we will utilize generally accepted Information Security industry best practices and our own experience. CLA's Web Application Penetration Testing framework incorporates the standards from SANS, OWASP, NIST, and other industry best practice standards.

If the organization possesses reports from previous penetration tests, we will verify that any previous findings have been adequately addressed.

Approach CLA Information Security Services will use a variety of manual and automated tools to test the Web Application interfaces. Depending on the final agreed upon scope, we may also review back end systems (application processing systems, databases, etc.), server side source code, application source code, and/or device configurations. We will then obtain appropriate documentation to verify that our activity was properly detected and logged.

The complete Web Application Penetration test occurs in the following phases:

- Information Gathering
- Configuration Management Testing
- Business logic testing
- Authentication Testing
- Authorization Testing
- Session Management Testing
- Data Validation Testing
- Testing for Denial of Service
- Web Services Testing

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

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

Outcome

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

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

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

INTERNAL NETWORK PENETRATION TESTING AND VULNERABILITY ASSESSMENT

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

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

Outcome

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

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

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

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

NETWORK PENETRATION TESTING – WIRELESS (802.11) SERVICES

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

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

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

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

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

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

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

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

Addendum B

HIPAA BUSINESS ASSOCIATE AGREEMENT

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

RECITALS

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

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

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

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

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

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

TERMS OF AGREEMENT

1. Obligations and Activities of CLA.

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

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

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

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

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

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

3. **Termination of Agreement.**

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

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

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

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

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

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

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

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

Attention: Darryn McGarvey, Principal

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

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

IN WITNESS WHEREOF, the parties have signed this Agreement.

Memorial Hospital of Sweetwater County

CliftonLarsonAllen LLP



By: _____

By: _____

Print Name: _____

Print Name: Darryn McGarvey

Title: _____

Title: Principal

Date: _____

Date: 10/21/2019

Contract Check List

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

1. Name of Contract: **HarperDB MSA and SOW**
2. Purpose of contract, including scope and description: **SOW for HarperDB is to come into the hospital and evaluate our current issues with data integration and retrieval from our multiple EMR, Affinity and data systems used throughout the hospital. Once they complete the evaluation they will give us recommendations for improvements in data integration and retrieval.**
This initial phase is to interview stake holders and develop an system architecture recommendation.
3. Effective Date: **As soon as signed by CEO.**
4. Expiration Date: **when deliverable are provided this SOW would conclude.**
5. Termination provisions: **30 days written notice** Is this auto-renew? **no**
6. Monetary cost of the contract: **\$8800.00** Budgeted? **Yes**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **Colorado (MSA)**
8. Any confidentiality provisions? **Yes (MSA)**
9. Indemnification clause present? **Intellectual property indemnification**
10. Is this contract appropriate for other bids? **No**
11. Is County Attorney review required? **No**

Contract Check List

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

1. Name of Contract: **SPEECH-LANGUAGE SERVICES WITH HOSPICE**
2. Purpose of contract, including scope and description: **Agreement with Hospice of Sweetwater County for MHSC Speech Therapy department to provide speech and language services to hospice patients.**
3. Effective Date: **November 5, 2019**
4. Expiration Date: **November 5, 2020**
5. Termination provisions: **30 days-notice** Is this auto-renew? **Yes for one year terms unless terminated.**
6. Monetary cost of the contract: Budgeted? **Hospice will pay MHSC \$80.00 per patient visit.**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **NA**
8. Any confidentiality provisions? **Yes section 9.7**
9. Indemnification clause present? **Yes section 5.4**
10. Is this contract appropriate for other bids? **No**
11. Is County Attorney review required? **NO**