



Memorial Hospital of Sweetwater County

Board of Trustees Regular Meeting

Wednesday - December 5, 2018

2:00 PM

MHSC Classrooms 1, 2 & 3

Meeting Book - Wednesday - December 5, 2018 Board of Trustees Regular Meeting

Board Meeting Agenda

Agenda

I. Call to Order

Richard
Mathey

A. Pledge of Allegiance

Richard
Mathey

B. Our Mission and Vision

Barbara
Sowada

Mission Vision Values Strategies March 2018.pdf - Page 5

II. Agenda

For Approval

III. Minutes

For Approval

Richard
Mathey

Minutes for November 7 2018.docx - Page 6

Minutes for November 27 2018 Special Joint Meeting with General
Medical Staff.docx - Page 13

IV. Community Communication

Richard
Mathey

V. Executive Session (W.S. 16-4-405(a)(iii), (i)(ix), (a)(x))

Richard
Mathey

VI. Credentials

For Approval

Richard
Mathey

A. Approval of Privileges

Confidential information available for review in the Board Portal.

B. Approval of Credentialing Policy

Credentialing Policy.pdf - Page 15

VII. Medical Staff Report

No report included in the meeting packet.

Dr. David
Dansie,
Medical Staff
President
Richard
Mathey

VIII. Old Business

A. For Board Approval

1. Corporate Compliance Plan

Draft 2018 Corporate Compliance Plan for December 5 2018
Board Meeting.docx - Page 21

2. Board Procedure: Board Agenda Draft

From the Governance Committee

Board Procedure Agenda December 5 2018.docx - Page 27

3. Board Procedure : E-mail Communication Draft

From the Governance Committee

Board Procedure email communication.docx - Page 28

B. Outstanding - Not Ready for Board Consideration (Placed on the agenda as a reminder of uncompleted business)

1. Drug and Alcohol Policy for Staff

2. Drug and Alcohol Policy for Employed and Credentialed Physicians
3. Employee Grievance Procedure and Conflict/Dispute
4. Approval of Credentialing Criteria (Delineation of Privileges)

IX. New Business

A. Investment Policy

From the Finance and Audit Committee

For Review

Richard
Mathey

Marty Kelsey

Investment Policy-Board for December 5 2018 Meeting.pdf - Page 29

B. Schedule Board of Trustees Workshop on FY2020 Budget

C. January 2019 Meeting Date

Richard
Mathey

Richard
Mathey

Irene
Richardson,
Chief
Executive
Officer

X. Chief Executive Officer Report

No report included in the meeting packet.

Richard
Mathey

XI. Committee Reports

A. Quality Committee

Quality Committee Summary Report- Dashboard November 2018.docx - Page 33

Focused Dashboard- Q3 2018.pdf - Page 35

11 14 18 Quality Minutes.doc - Page 36

Barbara
Sowada

B. Human Resources Committee

Ed Tardoni

HR Chair report to the Board November meeting Tardoni 2018.docx - Page 39

meeting book - monday - november 12, 2018 human resources committee meeting.pdf - Page 40

C. Finance and Audit Committee

Marty Kelsey

1. Narratives

Tami Love,
Chief
Financial
Officer

Narrative to October 2018 Financial Statement.pdf - Page 55

Provider Clinic October 2018.pdf - Page 57

2. Investment Recommendation

For Approval

Tami Love

Investment 10 31 18.pdf - Page 59

3. Bad Debt

For Approval

Ron Cheese,
Patient
Financial
Services
Director

Final numbers distributed near or on meeting date.

meeting book - wednesday - november 28, 2018 finance & audit committee meeting.pdf - Page 60

D. Building & Grounds Committee

Ed Tardoni

November Maintenance Report to the Board Tardoni 2018.docx - Page 177

E. Foundation Board

Taylor Jones

F. Compliance Committee

Barbara
Sowada

Agenda November 2018 Corporate Compliance.docx - Page 182

Corporate Compliance Minutes November 2018 Sowada.docx -
Page 183

XII. Contract Review

Suzan
Campbell,
Chief Legal
Executive/General
Counsel

A. Contract Consent Agenda

For Approval

1. Phreesia

Phreesia 2018.pdf - Page 184

XIII. Good of the Order

Richard
Mathey

XIV. Adjourn

Richard
Mathey



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 7, 2018

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

CALL TO ORDER

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

Officially present: Dr. David Dansie, Medical Staff President, and Ms. Irene Richardson, Chief Executive Officer. Mr. John Kolb, Sweetwater County Board of County Commissioners Liaison, and Mr. Jim Phillips, Legal Counsel, arrived later in the meeting.

Mr. Mathey led the audience in the Pledge of Allegiance. Mr. Jones read aloud the mission and vision statements.

APPROVAL OF MINUTES

The motion to approve the minutes of the October 3, 2018, regular meeting as presented was made by Mr. Jones; second by Mr. Tardoni. Motion carried. The motion to approve the minutes of the October 17, 2018, special meeting as presented was made by Mr. Jones; second by Mr. Tardoni. Mr. Kelsey abstained. Motion carried.

COMMUNITY COMMUNICATION

Mr. Tardoni said one of his hobbies is looking at what happened 100 years ago. He said he read the Spanish flu was going around Rock Springs. There were four to five deaths each day. He read aloud a news article dated November 8, 1918. The motion to note the death and service of Nurse Helen Louise McElhiney was made by Mr. Tardoni; second by Mr. Jones. Motion carried.

EXECUTIVE SESSION

The motion to go into Executive Session for the reasons noted on the agenda was made by Mr. Jones; second by Dr. Sowada. Motion carried.

RECONVENE INTO REGULAR SESSION

The Board of Trustees reconvened into Regular Session at 3:57 PM. Mr. Phillips was no longer in attendance.

The motion to approve the CEO to sign a physician contract on behalf of the Hospital as presented was made by Dr. Sowada; second by Mr. Kelsey. Motion carried.

The motion to make no additional recommendations to the Executive Oversight and Compensation Committee as discussed was made by Dr. Sowada; second by Mr. Kelsey. Motion carried.

CREDENTIALS

Approval of Privileges

The motion to approve the October 15, 2018, Credentials Committee Recommendations as follows for appointment to the Medical Staff was made by Dr. Sowada; second by Mr. Jones. Motion carried.

1. Initial Appointment to Locum Tenens Staff (1 year)
 - Dr. Eric Porritt, Orthopaedic Surgery
2. Reappointment to Locum Tenens Staff (1 year)
 - Dr. Philip Najm, Emergency Medicine (U of U)
 - Dr. Norkamari Bandolin, Emergency Medicine (U of U)
3. Reappointment to Consulting Staff (2 years)
 - Dr. Christian Van Kirk, Tele Radiology (VRAD)
 - Dr. Edward Kimball, Tele ICU (U of U)
 - Dr. Raoul Joubran, Gastroenterology

Approval of Credentialing Criteria

Mr. Mathey referenced a list of forms e-mailed by Ms. Kerry Downs, Medical Staff Services Manager, to the Board of Trustees. Dr. Sowada expressed concern with the format differences. She said the occupational medicine format was easier to read and asked if we can update all of the forms to make them easier to read and more clear. Mr. Kelsey said he thinks standardization of format will be wonderful. Mr. Mathey said he thinks we should defer action until the forms are in the same format. Ms. Downs said she will take the request to the Medical Staff. She said she will need to have others review the forms before she brings them back to the Board.

MEDICAL STAFF REPORT

Dr. Dansie reported the General Medical Staff had the shortest meeting on record October 23 when Ms. Richardson and Administration hosted a costume party. He said it was very well-received and he had only thanks from the medical staff to extend. Dr. Dansie reported the surgery department met. Dr. Steven Croft remains the Chair and Dr. Jacques Denker is the Vice-Chair. Dr. Dansie said if the bylaws formatting is ready by the next Medical Executive Committee meeting then Dr. Dansie will call a Joint Conference Committee meeting. If approved by that group, the bylaws may then be moved on to the full general medical staff for review and vote. Dr. Dansie said it has been his pleasure to serve as Medical Staff President.

OLD BUSINESS

For Board Approval

2018-2021 Strategic Plan

Mr. Mathey said the plan was in the previous month's packet for action. Ms. Richardson was not in attendance and the document was mistitled so action was moved to the current meeting. The motion to approve the 2018-2021 Strategic Plan as presented was made by Mr. Jones; second by Mr. Tardoni. Motion carried.

Corporate Compliance Plan

Mr. Mathey said the plan has been before the Board for review and discussion and is now ready for action. The motion to approve the Corporate Compliance Plan as presented was made by Dr. Sowada; second by Mr. Jones. Mr. Mathey shared several concerns he had regarding the plan including "cost of organization retention", "code of conduct", and "independent authority". Mr. Mathey apologized for bringing this up at this meeting and not at the previous meeting. Dr. Sowada withdrew her motion; second by Mr. Jones. The motion to table the request for approval was made by Mr. Tardoni; second by Dr. Sowada. Motion carried.

For Board Discussion/Action

Mr. Kelsey's Finance Position Paper

Mr. Mathey referenced Mr. Kelsey's information in the meeting packet and Mr. Mathey's comments. Mr. Mathey said he understands Mr. Jones and Ms. Richardson provided comments that are not in the packet. Mr. Kelsey said he appreciated the feedback. He said he wrote the paper to provoke some thinking. He said it wasn't his view to discuss the points in a meeting. He thinks he might want to discuss them at some point, perhaps in a more informal setting like a workshop. Mr. Kelsey said he thinks it's good to discuss these things. Mr. Mathey agreed this was valuable. He said no action has been called for except perhaps getting together in the future. A budget workshop was suggested. Ms. Richardson said the best timing would probably be January or February. She said these are definitely conversations we want to have with the entire Board. Ms. Tami Love, Chief Financial Officer, said February would be best. Dr. Sowada said she read the paper through the lens of the Quality Committee. She said it resonated with the Quality Committee as a call to take the next steps forward as a Board and senior leaders in our interactions together. She said she would really appreciate something like a workshop with Quality. She said the Board doesn't often hear what senior leadership is thinking because there is no time in a meeting for a deep conversation.

Outstanding – Not Ready For Board Consideration

Mr. Tardoni briefly outlined items the Human Resources Committee is working on.

NEW BUSINESS

From the Governance Committee

Board Procedure: Board Agenda Draft

Mr. Mathey said the Governance Committee is attempting to improve procedures. Information will be introduced this month with a request for action the following month. Mr. Tardoni said this process imposes some things that require some lead time. It will take two months lead time so people need to be aware to get things in early. Dr. Sowada said the safety valve is the ability to add an agenda item at the meeting. Mr. Mathey said it is not the intent of the Governance Committee to delay action where action is necessary. Dr. Sowada said she would amend the procedure to include language regarding urgent issues.

Board Procedure: E-mail Communication Draft

Mr. Mathey said this is a topic we have received the advice of counsel on and asked if the Trustees want an expert identified by media to address the Board regarding open meetings law. Mr. Kolb said in general he thinks a lot of people would benefit from this type of conversation. Ms. Deb Sutton, Public Relations and Marketing Director, shared information regarding the Wyoming Press Association and offered to help coordinate a workshop. Mr. Mathey said we will pursue opportunities.

From the Human Resources Committee

Health Insurance Recommendation

Ms. Amber Fisk, Human Resources Director, reported we want to make a change to our health insurance effective January 1, 2019. Mr. Mathey said the request will be handled through the committee reports process.

CHIEF EXECUTIVE OFFICER REPORT

Ms. Richardson thanked everyone for their hard work. She reviewed the strategic plan. She said everyone is working hard on it and she is excited for us to move forward. Ms. Richardson said we are continuing recruitment for pulmonology, orthopedic surgery, and pediatrics. Town Halls were conducted in October and will be held again in January. The Paint the Town Pink Cancer Center event was well attended. The community Halloween event was a huge success. The 125th Hospital Birthday Celebration will be November 8. The community Christmas event will be November 30. The medical staff costume party was really fun and we look forward to doing more things together in the future. Our United Way campaign is underway. Ms. Richardson said we made a presentation on the opioid crises to the Pulse of Southwest Wyoming group. She said she would like to present the information to the Board. Kiwanis weekly meetings are held at the Hospital as well as the Rock Springs Enterprise Committee monthly meetings. Ms. Richardson said it is important to us to be good community partners. She thanked Mr. Kolb and Mr. West for

everything they have done to help us over the years. She congratulated new commissioners Jeff Smith and Roy Lloyd, as well as returning commissioner Randy Wendling.

COMMITTEE REPORTS

Quality Committee

Dr. Sowada reported we are continuing to do capacity building and thanked Mr. Mathey for attending the committee meetings.

Human Resources Committee

Mr. Tardoni distributed a written report. He said his notes are not minutes, just work-in-progress to bring the Trustees up to speed for now, and not have them read what happened two months ago. Ms. Fisk distributed health insurance information. The motion to approve the health insurance recommendation as presented was made by Mr. Kelsey; second by Mr. Tardoni. Motion carried.

Finance and Audit Committee

Capital Expenditure Requests: The motion to approve capital expenditure request FY 19-14 for \$27,891 for the DR Bridge program upgrade was made by Mr. Kelsey; second by Mr. Jones. Motion carried. The motion to approve capital expenditure request FY 19-15 for \$113,772.96 for a Steris sterilizer for surgical equipment upgrade was made by Mr. Kelsey; second by Mr. Jones. Motion carried. The motion to approve capital expenditure request FY19-16 for \$84,657 for an HR software package was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

Narratives: Ms. Love reviewed the narrative highlights included in the meeting packet. She said the outlook is to be ahead of budget.

Investment Recommendation:

Open Bid Investment Summary - The motion to approve the investment recommendation of \$16,597,201.01 as requested was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

Investment Plan – Bank of the West Funds – Ms. Love distributed information. She said the investment plan for the funds that were approved at the last meeting of \$8,754,513 includes market value of bonds and one money market account. She reviewed the recommendations. The motion to approve the plan for the funds to be transferred from the Bank of the West to various entities as described by the CFO with the understanding the final amounts will be as of the 10/31 balance amounts was made by Mr. Kelsey; second by Mr. Jones. Mr. Tardoni abstained. Motion carried.

Bad Debt: The motion to approve the net potential bad debt for \$745,708.32 as presented by Mr. Ron Cheese, Patient Financial Services Director, was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

Building and Grounds Committee

Mr. Tardoni distributed his notes and reviewed the information.

Foundation Board Committee

Ms. Tiffany Marshall, Foundation Director, reported a donor wall was discussed at the last joint meeting. She said she will look at pricing for the selected options. There were two options that tied (Tie #1) and two other options that tied (Tie #2). Ms. Marshall expressed appreciation for everyone working together on this project. She hopes it will be up in 2019. Ms. Marshall said she is super excited for the November 30 Christmas event. She asked both the Foundation Board and Board of Trustees to participate in the Hospital BRAVO recognition program. It is still in the rough draft phase. We will roll it out in 2019. Ms. Marshall reported the Foundation Board of Directors and Ms. Love looked at buying items for the Hospital. \$200,000 will be invested in the Hospital. Ms. Marshall said we are really excited to help out and hope to do it again next year. She said the Red Tie Gala is off to a good start. Mr. Mathey extended a huge thank you to the Foundation Board for the equipment purchases.

Compliance Committee

Dr. Sowada reported this was covered earlier in the meeting.

Executive Oversight and Compensation Committee

Mr. Mathey said this was executive session material.

Governance Committee

Mr. Mathey said the minutes are in the meeting packet. He said we have discussed the two procedural measures.

Joint Conference Committee

Mr. Mathey said there is nothing to report.

CONTRACT REVIEW

Contract Consent Agenda

Ms. Suzan Campbell, Chief Legal Executive and General Counsel, asked for any questions on the contracts included in the meeting packet. She said at the last meeting, Mr. Mathey had a great question on dates in the Change Healthcare from Interqual agreement. She said it has been ongoing since 2006 with add-ons every two to three years. She said this one was supposed to start on June 26. This request is to approve the add-ons. Ms. Campbell said we are not paying for three years of service and getting two and a half years. The motion to authorize the CEO to sign

the agreements as presented on behalf of MHSC was made by Dr. Sowada; second by Mr. Jones. Motion carried.

GOOD OF THE ORDER

Mr. Jones thanked Mr. Kolb for all he has done for the Hospital, Events Complex, Justice Center, and a variety of things. He said there were some huge undertakings and accomplishments. Mr. Kolb said he did it for the right reason. He said there are consequences for doing that. He said he values all the board members and this board especially. Mr. Kolb said this hospital has turned around. He said there are five people really involved and actually working on the hospital board. He said this board will continue on for years doing the right things for the right reason, thanked the Board, and thanked everybody here for doing what they have done.

Mr. Kelsey said he had an idea he'd like to float by the Board. He said he thinks it might help improve communication. He said the Board relies heavily on their committees in terms of governance and he enjoys them. Mr. Kelsey said there is a little bit of a consequence of this model in that it creates silos. He said hearing a report is not the same as being there and gave examples of finance and quality. Mr. Kelsey said it is a little bit troubling to him and asked why not maybe cut back on committee meetings board members attend. For example, Quality meets maybe 10 times instead of 12 times a year. He suggested substituting for that four board workshops a year where everyone can hear everything. Mr. Tardoni said he thinks what Mr. Kelsey is talking about would be good for a new board member but now there are four who are current. Mr. Tardoni said he thinks maybe new board members go to every committee meeting and maybe you rotate through all. Dr. Sowada said she likes the idea of rotating through for new members. She said she very much values the different perspectives each member bring to whatever they are involved in. She said she knows senior leaders have perspectives she doesn't have. Dr. Sowada said healthcare changes on a dime. Having a broader conversation two to four times a year would help board members be stronger voices for the hospital back to the community. Mr. Kelsey said he is not looking for any more meetings. He said that's why he thought we could cut back on some. Mr. Jones said he agrees and a "refresher" on committees would be nice. Mr. Mathey said he has wanted workshops but it is apparent there is not appetite among board members for more meetings. He said he has attended the quality meetings and cleared that with Mr. Phillips, Legal Counsel. Mr. Jones said a return to a seven-person board may be needed.

ADJOURNMENT

There being no further business to discuss, the motion was made, second and carried to adjourn.

Mr. Richard Mathey, President

Attest:

Mr. Ed Tardoni, Secretary

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

November 27, 2018

The Board of Trustees of Memorial Hospital of Sweetwater County met in special session with the General Medical Staff on November 27, 2018, at 6:00 PM with Mr. Taylor Jones, Vice President, presiding.

CALL TO ORDER

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

Officially present: Mr. Irene Richardson, Chief Executive Officer, and Dr. David Dansie, Medical Staff President.

WELCOME MEDICAL STAFF

Mr. Jones welcomed the Medical Staff to the meeting. He thanked them for attending.

MEDICAL STAFF UPDATE

Dr. Dansie reported the nominating committee met. Elections for medical staff officers will be held later in the evening. The nominees for officers are: Dr. Lauridsen (President), Dr. Curry (Vice President), and Dr. Stewart (Secretary/Treasurer).

HOSPITAL BOARD UPDATE

Mr. Jones said he hopes work in the various board committees is helpful to the staff. We asked the County Commissioners for extra funding for some much-needed work. The Red Tie Gala is scheduled February 2. The Foundation voted unanimously to provide a gift of about \$200,000 in equipment purchases to the Hospital. Mr. Kelsey said one of the board's main concerns is the HVAC system for the Hospital. He said we are looking at a three year plan to make sure we care adequately cool in the summers and have better temperature control year-round. The cost will be several million dollars. Mr. Kelsey said we are looking at plans to start that. He said there are many other needs but that is one of the most pressing. Mr. Jones thanked everyone for all they do. He said their hard work and dedication are appreciated. Mr. Jones said the Hospital would not be what it is without the medical staff.

CEO UPDATE

Ms. Richardson thanked everyone for all they do. She asked everyone to let her know if there are any questions or concerns. Ms. Richardson reviewed the strategic plan and schedule for Planetree information sessions. She said Planetree is the patient experience and person-centered culture group and invited everyone to attend an information session December 11 and 12 if at all possible. We continue to recruit in pediatrics, pulmonology, ortho and neurology. The community Christmas event is November 30. The lighted parade is December 1. The staff Christmas lunch and dinner is December 6. Ms. Richardson thanked physicians who have presented at the Kiwanis meetings held on-site weekly. The Hospital is a Tree of Sharing site. Ms. Kerry Downs, Medical Staff Services Manager, said we have four names left and invited anyone interested in helping provide Christmas for community children in need to contact her. Our staff and guests have already taken 27 children names. Dr. Jamias asked if Alicia Gray is still interested in coming. Ms. Richardson said the job is here if she wants it. Dr. Jamias asked about hospitalist coverage. Ms. Downs gave an update and said we have a schedule through the end of January and we are starting work on February. Dr. Symington said she knows someone who is a hard worker who may be interested in helping provide coverage.

ADJOURNMENT

There being no further business to discuss, the meeting adjourned at 6:17 PM.

Mr. Richard Mathey, President

Attest:

Mr. Ed Tardoni, Secretary

SUBJECT: Initial Application for Staff Membership and Clinical Privileges	
DEPARTMENT: Medical Staff Services	PAGE: 1 OF: 4
APPROVED BY (individuals and committees): Board:	EFFECTIVE:
REVIEWED:	REVISED:

POLICY: Practitioners applying for Medical Staff or Non-Physician Professional (NPP) membership and/or clinical privileges at Memorial Hospital of Sweetwater County (the "Hospital") must submit required application materials. Completed applications shall be reviewed by the Credentials Committee, and its recommendations forwarded to the Medical Executive Committee, whose recommendations shall be acted upon by the Board of Trustees.

I. DEFINITIONS

COMPLETED APPLICATION: An application that the Medical Staff Office deems complete upon receipt and verification of all required documentation listed below.

PRIMARY SOURCE VERIFICATION: Obtaining verification from the primary source of a practitioner's credentials; e.g. the practitioner's academic institution, internship/residency program, hospital affiliations, American Medical Association profile, etc.

STAFF: As defined in the Medical Staff Bylaws, Definitions, "Staff" means appointees to the Medical Staff or as a NPP.

PRACTITIONER: As defined in the Medical Staff Bylaws, Definitions, "practitioner" shall mean, unless otherwise limited, any physician, dentist, podiatrist, psychologist, or chiropractor, or other licensed independent practitioner applying for, or exercising clinical privileges in, the Hospital.

II. PROCEDURE

A. INITIAL APPLICATION PROCESS

Each practitioner applying for Medical Staff or NPP membership and/or clinical privileges will be given an application packet, including those documents below and incorporated into this Policy:

- Application cover letter
- Please be aware that MHSC will consider the application a pre-application until eligibility of the applicant is established. Upon establishment of eligibility, the application will become an official application and will be moved forward in the process. If it is determined that the applicant is not eligible for appointment, then MHSC will notify the applicant.
- The application shall include an appropriate waiver of any claims practitioner may have against any person providing information in good faith to Hospital in connection with Hospital's inquiry and evaluation of the practitioner's qualifications for Medical Staff or NPP membership, authorization to all persons queried by Hospital pursuant to this policy to disclose such information in good faith as Hospital may require, and an agreement to indemnify and hold harmless Hospital, and all such queried persons, from all claims and damages as a result of providing or requesting information pursuant to this policy.
- Application form approved by Credentials Committee, MEC, and the Board of Trustees
- Appropriate privilege list(s)
- Physical and mental health statement
- Application checklist
- Employee Health Requirements
- Consent for Background Check

B. DUTIES OF PRACTITIONER APPLYING FOR STAFF MEMBERSHIP:

The practitioner applying for Medical Staff or NPP membership, and/or clinical privileges, shall provide all the information required by the application packet to the Medical Staff Office, along with the items listed below.

- Copy of applicable current Wyoming professional license;
- Copy of current DEA registration, if applicable;
- Copy of Wyoming State Board of Pharmacy registration, if applicable;
- Copy of the cover sheet of current malpractice insurance policy showing dates of coverage as well as the amount of coverage. Minimum limit of liability must be \$1,000,000/\$3,000,000. Coverage must be provided by an insurer that is licensed to provide insurance by the Office of the Wyoming Insurance Commissioner;
- Contact information (phone, email, and/or fax numbers) for three references, including two from physicians and one from a practitioner in the same specialty with substantially the same level of training or higher. References shall be able to attest regarding applicant's suitability for Medical Staff or NPP membership, and if applicable, ability to safely and competently exercise the clinical privileges requested in his/her chosen field;
- Evidence of TB testing per hospital policy
- Documentation of required immunizations
- Copy of appropriate Board certification (if applicable), or confirmation of Board-certification eligibility.
- Copy of curriculum vitae
- Copy of government-issued photo identification, ie. driver's license or passport
- Documentation of CME for the past three years

- Evidence of negative drug test results (for all employed providers)
- Application fee (submitted with application)
 - \$100 non-refundable application fee for initial appointment
 - \$50 non-refundable application fee for reappointment
- Dues (practitioner will be billed)
 - \$50 per year for all credentialed providers

C. DUTIES OF MEDICAL STAFF OFFICE:

Upon receiving a completed application packet, as set out in Subsection A, above, the Medical Staff Office will¹:

1. Obtain primary source verification of the practitioner's credentials by doing the following:

- Query the National Practitioner Data Bank (NPDB), Federation of State Medical Boards (FSMB), American Medical Association (AMA), American Osteopathic Association (AOA), or other applicable medical or surgical specialty board, Office of Inspector General (OIG), Fraud and Abuse Control Information System (FACIS), Excluded Parties Listing System (EPLS)
- Query the medical licensing board in each state in which the practitioner has practiced, and verify that there have been no successful challenges to licensure, certification or registration.
- Enter application information into the credentialing software system.
- Query practitioner's insurance company(s) requesting information regarding any claims which have been filed or are in process.
- Verify education and training;
- Complete background check;
- Query the practitioner's references and verify that the practitioner is competent to perform the requested privileges;
- Query the practitioner's current and past hospital affiliations (for the past ten years), and verify that the practitioner has not been the subject of involuntary termination of medical staff membership and/or clinical privileges at another organization.

2. When the application is deemed **complete** by the Medical Staff Office, it will be forwarded sequentially to the Credentials Committee and Medical Executive Committee for review and recommendation, and then to the Board of Trustees for action.

- **Completeness of Application.** An application will not be considered **complete** until all required information, including letters of reference, have been provided to the Medical Staff Office. It is the sole responsibility of the applicant to assure that all required information is

provided. Once a practitioner has submitted any of the items required under Section II.B, the practitioner's application will be considered "open". If the application is not complete within sixty (60) days of being opened, it will be filed as incomplete. An incomplete application may be re-opened upon written request of the practitioner within four (4) months from initial opening. If an application remains incomplete within six months of initial opening, it shall be considered to have been abandoned, and shall be closed permanently. Any new application after an application is closed shall be considered a new application.

- Information will be obtained using standardized formats which have been approved by the Credentials Committee, and standardized processes, such as electronic inquiries.

3. Once the Board of Trustees has made its final decision on the practitioner's Medical Staff or NPP membership and/or clinical privileges application, the Medical Staff Office will:

- Draft a letter to the practitioner (to be signed by the Chief Executive Officer) notifying the practitioner of the results of the credentialing/privileging process.
- If applicable,
 - Post a copy of the privilege letter and the practitioner's delineation of privileges on PolicyStat. This system is accessible to clinical department of the Hospital.
 - Create and maintain a separate credentials file for each practitioner.

4. Maintain a confidential peer review file for each practitioner, separate from the practitioner's regular credentials file, which will contain correspondence/documentation regarding quality/performance improvement/peer review, corrective action matters, focused and ongoing professional practice evaluation information and other sensitive information not appropriate for the regular credentials file.

E. DEPARTMENT CHAIR, CREDENTIALS COMMITTEE and MEDICAL EXECUTIVE COMMITTEE REVIEW

When the Medical Staff Office deems an application complete, it will be reviewed by the appropriate department chair. If the department chair recommends approval, the credentials file will be sent to the Credentials Committee for recommendation. Following Credentials Committee review and recommendation, applications will be forwarded to the Medical Executive Committee for review and recommendation. In instances where there is a doubt about an applicant's ability to perform the privileges requested, an evaluation by an external and/or internal source may be required. The department chair, Credentials Committee, or Medical Executive Committee can request such evaluations.

F. Prior to the application advancing to the Medical Executive Committee, additional inquiries and/or references may be required by the department chair or Credentials Committee to clarify certain situations, such as an indication of prior disruptive behavior. The Medical Executive Committee may also require additional information before the application is forwarded to the Board of Trustees for final approval.

G. BOARD OF TRUSTEES ACTION

The Board of Trustees will take action upon the credentialing recommendations of the Credentials Committee and Medical Executive Committee.

IV. TEMPORARY PRIVILEGES

If an expedited process is needed in order to grant temporary clinical privileges pursuant to the Medical Staff Bylaws, Article IX, section 6, the Medical Staff Office will obtain a completed application and privilege delineation form as well as primary source verification of the items listed previously in this policy. The requirements of the Medical Staff Bylaws, Article IX, section 6 must be met for any application for temporary Medical Staff membership and/or clinical privileges. Temporary privileges may be granted only by the Chief Executive Officer with the concurrence of the departmental Chair concerned and the Medical Executive Committee Chair. The practitioner's application for temporary clinical privileges shall go through the ordinary clinical privileging process outlined herein (to the extent the application does not go through this process in the temporary clinical privilege process), as soon as possible after the granting of temporary clinical privileges. The practitioner shall not be eligible for this expedited process if the practitioner submits an incomplete application for Medical Staff or NPP membership or clinical privileges, or the Medical Executive Committee makes a final recommendation that is adverse or has limitations. The practitioner may not be eligible for this expedited process if:

- There is a current challenge or previously successful challenge to the practitioner's licensure;
- The practitioner has received an involuntary termination of his or her medical staff membership at another hospital;
- The practitioner has received involuntary limitation, reduction, denial or loss of clinical privileges; or
- The Hospital determines that there has been either an unusual pattern of, or an excessive number of, professional liability actions resulting in a final judgment against the practitioner.

V. REAPPOINTMENT PROCESS

At least ninety (90) days before the expiration of a medical staff appointment or expiration of privileges, the Medical Staff Office shall send a reappointment packet to the applicant. When the completed application is received, all new information will be verified for accuracy. The Medical Staff Office will also gather information from Quality concerning On-going Professional Performance Evaluation (OPPE), patient experience and/or patient satisfaction scores, and any other pertinent data.

Thereafter, the process for re-appointment shall be the same as for initial Appointment as to the review and recommendation of the department chair, Credentials Committee, and the Medical Executive Committee, and the action of the Board of Trustees.

VI. REAPPLICATION AFTER INITIAL APPOINTMENT OR RESIGNATION

If a Staff Member's Membership or clinical privileges expire, or the Staff Member resigns, while in good standing the Staff Member may apply for reappointment to Membership. The practitioner shall be required to provide all information required by the re-application form most recently approved by the Medical Staff and Board of Trustees. The Staff Member's most recent application or reapplication for Membership shall be incorporated by reference into the Staff Member's application for reappointment, except to the extent the practitioner indicates that any of the information has changed or is no longer accurate in such application or reapplication or such information is of a type identified by the Credentials Committee as lacking sufficient reliability after six (6) months, such as results of a state licensing board query. The Staff Member shall be required to warrant that all such information is accurate. If the Staff Member is reapplying after less than 12 months of non-Membership, the Medical Staff Office shall not be required to verify such information as the practitioner warrants is accurate. The Medical Staff Office shall contact the practitioner's references and verify that each reference is still accurate and unchanged.



**Compliance Plan – Draft
Updated 11/30/18 C. Radakovich**

I. PURPOSE AND INTRODUCTION

Memorial Hospital of Sweetwater County (MHSC) is committed to conducting business in accordance with its mission, vision and values, in compliance with the established Code of Conduct and to exercise high ethical standards in business decision making. In addition, as a non-profit tax exempt entity, MHSC is committed to serving and promoting the health of the community who are the stakeholders.

This plan and the accompanying Compliance Program help ensure that service is delivered to patients and business is conducted with third party payors, employees, independent contractors, and other individuals who are representing MHSC using honest and ethical behavior. This plan provides an infrastructure supporting transparency in patient care and business dealings as well as accountability on the part of its workforce.

The Corporate Compliance Program develops appropriate processes, policies and procedures that help ensure regular compliance with Federal and State laws and regulations. This creates a framework to prevent and detect violations of the law by its employees, medical staff, resident physicians, clinical affiliates, volunteers and other individuals who are representing MHSC. In addition, the Program through education and training promotes the understanding of and adherence to applicable federal and state laws and regulations, and makes a sincere effort to create a System-wide awareness of the importance of preventing, detecting, and correcting any fraud, waste or abuse at MHSC in connection with state and federally funded health care programs and private health plans.

II. MISSION

Compassionate care for every life we touch.

Vision: To be our community's trusted healthcare leader

MHSC is a community-based organization that partners with its physicians, employees and the communities it serves, to provide quality patient centered care. The Corporate Compliance program upholds the mission and vision by establishing and supporting a hospital-wide culture of honesty and respect to guide everyone's actions by developing standards, increasing awareness and promoting honest behavior and professional responsibility through education, awareness and shared accountability that promotes compliance with applicable laws, regulations and hospital policies.

III. VALUES

- a. Be Kind
- b. Be Respectful
- c. Be Accountable
- d. Work Collaboratively
- e. Embrace Excellence

IV. STRUCTURE-COMPLIANCE OFFICER AND COMPLIANCE COMMITTEE

Appointment

The Director of Compliance and Risk Management has been designated as the Corporate Compliance Officer. The Compliance Officer has access to all documents and information relevant to compliance activities including but not limited to patient records, billing records, marketing records, contracts and written arrangements or agreements with others. The Compliance Officer has the ultimate responsibility and accountability for creating and facilitating a comprehensive strategy to ensure that MHSC is consistently complying with the federal and state regulations, and ethical business standards. However, each member of the workforce remains responsible and accountable for his or her own compliance with applicable laws.

Duties

The Compliance Officer is responsible for the day to day operations, planning and activities of the Compliance Program. The Compliance Officer oversees all on-going activities related to the development, implementation, maintenance and adherence to the organization's policies and procedures covering Corporate Compliance and Health Insurance Portability and Accountability Act (HIPAA) Privacy Compliance. The Compliance Officer works closely with Senior Leadership to implement internal controls and plans of correction when appropriate. In addition, the Compliance Officer develops and implements policies and procedures as required for compliance with all applicable federal and state regulations and guidelines, including the Federal Sentencing Guidelines and their enforcement provisions.

Reporting

The Compliance Officer reports to In-house Counsel. The Compliance Officer is a member of the Compliance Committee of the Board and meets monthly with the committee. The Compliance Officer shall report directly to the Board of Trustees at least annually. Such reports may be written or oral. The Compliance Officer has the ability to participate in an Executive Session of the Board at the Board's discretion.

Compliance Committee

The Corporate Compliance program will be supported by two committees. The Compliance Committee is a Committee of the Board of Trustees which functions according to its charter. The internal Compliance Work Team is charged with the responsibility of operating and monitoring the Program and initiating any actions to correct problems encountered. The duties of the internal compliance work team include but are not limited to:

- a. Advising the Compliance Officer and assisting in the implementation and maintenance of the Compliance Program;
- b. Recommending and monitoring, in conjunction with the relevant service areas, the development of internal systems and controls to carry out the Hospital's standards, policies and procedures;
- c. Determining the appropriate strategy and/or approach to promote adherence to the Compliance Program and the detection of potential violations;
- d. Recommending and monitoring a system to solicit, evaluate and respond to complaints and problems;
- e. Monitoring results of external and internal audits;
- f. Keeping apprised of all applicable requirements.

V. CODE OF CONDUCT

For a successful program to be in place, MHSC expects its medical staff, senior management, department directors, managers and supervisors to understand the Compliance Program and to comply with the Code of Conduct. These individuals are also expected to set an example for all other employees by following the Code of Conduct and ensuring that their employees understand the policy. In addition to policies concerning general employee conduct, the Code of Conduct focuses on employee conduct with respect to the laws that most frequently and directly impact the business conduct of an organization.

VI. EDUCATION AND TRAINING

Compliance and ethics training for all employees is integral to the effectiveness of a Compliance Program. The objective of this education is to establish a clear understanding of each employee's role and rights under this Plan. All employees will receive education and training on an annual basis.

The content of the education will be determined by the internal compliance work team on an annual basis. Additionally, the internal compliance work team, in conjunction with the Compliance Officer, will determine if individual departments will need supplemental education.

The Compliance Officer shall also establish a mechanism for employees to raise questions and receive prompt, appropriate guidance regarding compliance issues. This is separate and distinct from the anonymous reporting mechanism.

Changes in the Plan/Program or the addition of relevant information will be disseminated throughout the organization in a timely manner via various methods intended to maximize the saturation of the information.

VII. MONITORING COMPLIANCE

The Compliance Officer, in conjunction with the internal compliance work team will create an annual work plan. Pursuant to that plan, the Compliance Officer will conduct or direct periodic audits of all departments to assess compliance with the standards and policies established with the program. Reports of audits shall be provided to the Board Compliance Committee.

As part of the ongoing monitoring and auditing efforts in the plan, the Compliance Officer in conjunction with the internal compliance work team will ensure appropriate policies and procedures are updated appropriately to reflect the most relevant laws and regulations.

The Compliance Officer will be notified of all external audits, and have access to audit documentation, excluding protected peer review information. Further action, if necessary, by the Compliance Officer with respect to any deviation or discrepancy revealed by an audit will be taken under the provisions of this plan.

VIII. REPORTING CONCERNS AND COMPLAINTS; NON-RETALIATION POLICY

MHSC encourages and maintains open communications between its workforce and the Compliance Officer or Compliance Committee. Without help from the workforce it may be difficult to learn of possible compliance problems and to make necessary corrections.

The Compliance Officer monitors and maintains a “Compliance Hotline” that enables anonymous reporting without the fear of retaliation. Individuals are encouraged to call the hotline if they have any question about whether their concern should be reported. A written record of every report received will be kept for a period of five years. Every reasonable effort will be made to preserve confidentiality of reports of non-compliance. Individuals must understand, however, that circumstances may arise in which it is necessary or appropriate to disclose information. In such cases, disclosure will be on a “need to know” basis.

No member of the workforce shall in any way intimidate or retaliate against another individual for reporting, in good faith, an act of non-compliance. Acts of intimidation or retaliation should be reported to the Compliance Office and will be investigated. Any confirmed act of intimidation or retaliation shall result in discipline. Furthermore, the workforce is required to report acts of non-compliance. Any individual found to have known of such acts but failed to report, may be subject to disciplinary action.

IX. INVESTIGATION AND CORRECTION OF IDENTIFIED PROBLEMS

Reports or reasonable indications of fraud, waste or abuse, violations of this Compliance Program, violations of organization policy or procedure, or violations of applicable law or regulation are promptly investigated. The purpose of the investigation shall be to identify these situations, and to implement procedures necessary to ensure future compliance.

The Compliance Officer, or his or her designee, is responsible for directing the investigation of the alleged situation or problem. In undertaking investigations, the Compliance Officer may utilize other employees (consistent with appropriate confidentiality), outside attorneys, outside accountants and auditors or other consultants or experts for assistance or advice. Prior to independently retaining the aforementioned types of organizations, the following facility contacts will be made in this order depending on the presence of conflict of interest and cost of organization retention:

- a. Chief Legal Executive
- b. Chief Executive Officer
- c. Compliance Committee of the Board
- d. President of the Board of Trustees

Because of the many situations or problems that are possible, the process and method of investigation is left to the judgment and discretion of the Compliance Officer. However, the Compliance Officer or his or her designee, may conduct interviews with any individual necessary and may review any documents including but not limited to those related to the claim development and submission process, patient records, e-mail and the contents of computers.

The Compliance Officer reports the results of each investigation to the Board Compliance Committee, and Chief Legal Executive, and when appropriate based on significance, the Board of Trustees. Corrective action recommendations by the Compliance Officer will be provided concurrently to the Human Resources Department and the Senior Leader over the service area.

Self-Disclosure Protocol

MHSC complies with all relevant federal and state statutes, rules and regulations to self-assess and to self-identify any matters that in reasonable assessment are potentially in violation of Federal or State criminal, civil or administrative laws and/or indicate internal billing patterns or operational issues that might affect the right to Medicaid or Medicare reimbursement. Upon identification, MHSC will report and refund any overpayments to Medicare and Medicaid within the statutory required mandates.

X. ENFORCEMENT AND DISCIPLINE

Sanctions may be imposed on any member of the workforce who is found to have intentionally or unintentionally violated established policies or procedures. These sanctions may result in disciplinary action, removal of privileges, discharge of employment, contract penalties, and in some cases civil and/or criminal prosecution. This is not an exhaustive list, as other sanctions may be recommended by the Compliance Committee.

Individuals may also be subject to disciplinary action for:

- a. Failure to perform any obligation or duty required of employees relating to compliance with the program, or applicable laws and regulations.
- b. Failure of the leadership personnel to detect non-compliance with applicable policies, laws, and regulations where reasonable diligence on the part of the leader would have led to the discovery of any violations or problems.
- c. Failure to report knowledge of suspected fraud, waste or abuse.

The disciplinary action will follow existing facility policies and procedures. Depending on the severity of the event, progressive discipline may not be required.

XI. REAPPRAISAL OF PLAN

This plan will be reviewed at least annually by the Compliance Officer, Compliance Work Team, and Board Compliance Committee. Revisions will be made as needed and education will be provided to staff as explained in Section VI.

Board Procedure: Board Agenda

Board of Trustees Orientation and Resource Handbook

Category: Governance Committee

Title: Board Agenda

Original adoption:

Revision:

-
1. **Amending the agenda.** It is recommended that the only permissible action be changing the order of the agenda items. However, in the case of a true emergency, agenda items may be added or deleted.
 - a. An emergency is defined as a circumstance that could not have been reasonably foreseen, that has serious financial and/or patient care implications, and that requires action to be taken at the current, regular monthly board meeting.
 - b. The Board President or any two of the trustees may decide that an item constitutes an emergency
 2. **Agenda items added by individual board members.**
 - a. If an individual board member has an item that s/he wishes to add, either for discussion or action, it is recommended that the person send the item to the CEO and the Board chair for inclusion in that month's agenda. The item will be placed on the agenda and discussed at that month's meeting, but no action will be taken. Any action to be taken will occur at the following month, as part of Old Business.
 - b. The alternative method is for the individual to bring the agenda item to the appropriate board committee. The committee, then, as part of its routine business recommends that the item come before the board for consideration. Once placed on the board agenda, the item will be discussed at that month's meeting, and any action to be taken will occur on at the following month, as part of Old Business.

Draft 2 November 14, 2018

Draft 3 November 16, 2018

Board Procedure: E-mail Communication

Board of Trustees Orientation and Resource Handbook

Category: Governance Committee

Title: E-mail Communication

Original adoption:

Revision:

Procedure for communicating with each other by email regarding the Board's business. Individual comments regarding any agenda item, including those placed by individual board members, are to be emailed to the CEO's administrative assistant. So that everyone, including the public can see them, the comments will be included in that month's board meeting packet.

DRAFT



Approved: N/A
 Review Due: N/A
 Document Area: *Fiscal Services*
 Reg. Standard:

Investment Policy

Statement of Purpose

This Statement of Investment Policy is adopted pursuant to the requirements of Wyoming Statute 9-4-831(h). It is the policy of Memorial Hospital of Sweetwater County to invest public funds in a manner which will provide a reasonable rate of investment return while assuring the maximum security of principal, meeting the daily cash flow demands, conforming to all federal, state and local laws and regulations governing the investment of public funds.

Text

I. Scope

- a. This investment policy applies to all activities of Memorial Hospital of Sweetwater County (MHSC) with regard to investing surplus public assets held in various hospital restricted and unrestricted funds.
- b. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

II. General Objectives – the primary objectives, in priority order, of investment activity shall be safety, liquidity, and yield.

- a. **Safety** – Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.
 - i. **Credit Risk** – MHSC will minimize credit risk, which is the risk of loss due to the failure of the security issuer or backer by:
 1. Pre-qualifying the financial institutions, broker/dealers, intermediaries, and advisers with which MHSC will do business in accordance with Section IV.
 2. Diversifying the investment portfolio so that the impact of potential losses from any one type of security or from any one individual issuer will be minimized.
 - ii. **Interest Rate Risk** – MHSC will minimize interest rate risk, which is the risk that the market value of securities in the portfolio will fall due to changes in market interest rates by:
 1. Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby minimizing the need to sell securities on the open market prior

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to maturity.

2. Investing operating funds primarily in shorter-term securities, money market mutual funds or similar investment pools and limiting the average maturity of the portfolio in accordance with this policy and Section VII.
- b. **Liquidity** – The investment portfolio shall be structured to remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This will be accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands. Furthermore, since all possible cash demands cannot be anticipated, the portfolio shall consist of securities with active secondary or resale markets. Alternatively, a portion of the portfolio may be placed in money market mutual funds or local government investment pools which offer same day liquidity for short-term funds.
- c. **Yield** - The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core of investments are limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall generally be held until maturity with the following exceptions:
 - i. A security with declining credit may be sold early to minimize loss of principal.
 - ii. A security swap would improve the quality, yield, or target duration of the portfolio.
 - iii. The security has increased in value and may be sold at an increase in value.
 - iv. Liquidity needs of the portfolio require that the security be sold.
- d. **Local Considerations** - Where possible, funds may be invested for the betterment of the local economy or that of local entities within the State. MHSC may invest a portion of the investment portfolio with eligible financial institutions at a lower rate of interest when the investment officer deems that the investment may benefit the local economy.

III. Standards of Care

- a. **Prudence** - The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and this investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and the liquidity and the sale of the securities are carried out in accordance with the terms of this policy. The "prudent person" standard states that, "Investments shall be made with judgement and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived."
- b. **Ethics and Conflict of Interest** - Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio.
- c. **Delegation of Authority** – Authority to manage the investment program is delegated to the Chief

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Financial Officer, who shall act in accordance with established written procedures and internal controls for the operation of the investment program consistent with this investment policy. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions.

- i. In order to facilitate direct communication to the Board of Trustees, the Finance and Audit Committee will be responsible for activities regarding the investment program including:
 - a. The periodic review of Hospital's investment activities.
 - b. The periodic review of the Hospital's investment policy.
- ii. The Board of Trustees will be responsible for approving any new investment activity as follows:
 - a. New investment types and instruments not previously approved by the Board.
 - b. New brokerage or dealer firms not previously approved by the Board.

IV. Authorized Financial Institutions, Depositories and Broker/Dealers

- a. A list will be maintained of financial institutions and depositories authorized to provide investment services. In addition, a list will be maintained of approved security brokers and dealers.
- b. No public deposit shall be made except in a qualified public depository as established by Wyoming Statutes 9-4-817 through 9-4-828.
- c. All financial institutions and broker/dealer firms who desire to become qualified for investment transactions must provide a copy of a current Application of for Deposit of Public Funds. These documents will be reviewed annually by the Finance and Audit Committee.

V. Suitable and Authorized Investments

- a. **Investment Types** - In order to provide the broadest selection of investment opportunities, yet maintain satisfactory control of market and interest rate risk, the investment officer may invest in all instruments approved in W.S. 9-4-831.
- b. **Collateralization** - Collateralization will be required on investments with financial institutions when public monies on deposit exceed the amount insured by the Federal Deposit Insurance Corporation (FDIC). Collateral will be limited to the list of securities as described in Wyoming Statute 9-4-821.

VI. Safekeeping and Custody

- a. **Delivery vs. Payment** - All trades of marketable securities will be executed by delivery vs. payment (DVP) to ensure that securities are deposited in an eligible financial institution prior to the release of funds.
- b. **Safekeeping** - Securities will generally be held by an independent third-party custodian selected by the Chief Financial Officer as evidenced by safekeeping receipts in the name of MHSC. There may arise some instances where the securities may be held by the broker/dealer. The safekeeping institution shall provide information on their internal controls when requested by the Chief Financial Officer.
- c. **Internal Controls** - The Chief Financial Officer is responsible for establishing and maintaining an internal control structure designed to ensure that assets of MHSC are protected from loss, theft or misuse. Accordingly, the Chief Financial Officer will ensure that an annual independent review of compliance is performed as part of the MHSC annual financial audit.

VII. Investment Parameters

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- a. **Diversification** – MHSC will attempt to diversify its investments by security type and institution. To provide assurance that the hospital will be able to continue financial operations without interruption and dependent upon interest rates, satisfaction with services and practicality, the hospital will generally attempt to utilize at least two financial institutions as depositories.
- b. **Maximum Maturities** - To the extent possible, the Chief Financial Officer shall attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the Chief Financial Officer will not directly invest in securities maturing more that (5) years from the date of purchase or in accordance with state statutes.
- c. **Competitive Bids** - To ensure that securities are purchased at competitive prices, the Chief Financial Officer must maintain open communication with multiple broker/dealers and approved local banking contacts at all times. MHSC may invest a portion of the investment portfolio with eligible financial institutions at a lower rate of interest when the investment officer deems that the investment may benefit the local economy.

VIII. Policy Considerations

- a. **Exemption** - Any investment currently held that does not meet the guidelines of this policy shall be temporarily exempted from the requirements of this policy. At maturity or liquidation, such monies shall be reinvested only as provided by this policy.
- b. **Amendments** - This policy shall be reviewed on an annual basis. Any changes must be approved by the Finance and Audit Committee and any other appropriate authority, as well as the individuals charged with maintaining internal controls.

IX. Approval of Investment Policy

- a. The investment policy shall be approved by the Board of Trustees. The policy shall be reviewed periodically by the Finance and Audit Committee and any modifications made thereto must be approved by the Board of Trustees.

References

Wyoming State Statute 9-4-817 through 9-4-828, 9-4-831

Attachments:

No Attachments

Applicability

Memorial Hospital of Sweetwater County

MHSC Quality Dashboard

Background. The MHSC Quality Dashboard is a monthly snapshot of measures that reflect the quality and safety of patient care at MHSC. Metrics include internal goals and opportunities for improvement that have been identified by teams and outlined in the annual Quality Assessment Performance Improvement Plan (QAPI). Other metrics are defined, prioritized and benchmarked by the Centers for Medicare and Medicaid Services (CMS), The Joint Commission (TJC) and/or MIDAS comparative databases. Measures may be added, changed or re-evaluated annually, at a minimum, to best represent outcomes and goals. The data is used by the hospital to identify improvement opportunities, evaluate trends, and assist in moving MSHC towards strategic initiatives. Data is represented monthly, with the most recent, completed data. There is a lag in completion of data as teams have to manually abstract and collect the information. While a lag in the data exists on the dashboard, internal teams are still monitoring and responding to deviations from expected as occurrences arise in real time. The current dashboard reflects elements of CMS' Star Rating program as part of the strategic plan.

CMS Star Ratings- Overall Hospital

Mortality. No deviations from expected. Mortality rates similar to comparison benchmarks.

Readmission. Pneumonia readmission rate at 14.29%, down from 16.67% in August.

Safety of Care. Refer to safety report.

Infection prevention. Zero reportable hospital acquired infections in September.

Efficient Use of Medical Imaging. Concurrent data metric built within MHSC's data analytic system. Concurrent data monitoring of performance. Cases meeting criteria for review included in physician peer review process. September performance at 10.25%. MHSC goal of 7.8%.

Timeliness of Care. Median time for ED arrival to ED departure for admitted patients was 239.5 minutes in September, down from 310 minutes in August. Current goal is to be under 250 minutes. Average composite time for past six months at 301 minutes. Median time from admit decision time to departure was 124.5 minutes in September, down from 131 minutes in August. MHSC goal is 75 minutes. Lean process improvement education started November 6, 2018. Emergency Department and Medical-Surgical Department team in education and applying new techniques to individual processes within the throughput process.

Median time from ED arrival to ED departure for discharged patients at 133 minutes in September, down from 155 minutes in August. MHSC goal is 100 minutes.

Median time to ECG at 13 minutes for September, up from 9 minutes in August. MHSC goal is 7 minutes or less.

Effectiveness of Care. Colonoscopy follow-up for average risk patients at 66.67% in September. Physician has been notified of documentation necessity and provided performance feedback. Data shared with surgery department. Indicator placed on medical staff peer review list for review.

QUALITY ASSESSMENT PERFORMANCE IMPROVEMENT (QAPI)

Opportunities for improvement.

Sepsis bundle performance at 37.5% in September, down from 57.14% in August. Areas of opportunity identified in appropriate fluid volumes and cultures after antibiotics. Items to be discussed at QAPI on November 12th.

Labor induction rate at 21.74% in September, down from 41.67% in August. MHSC goal is under 17%.

Patient Experience. Refer to HCAHPS report.

Memorial Hospital of Sweetwater County

Quality Overview

		Meeting goal	Evaluating process/QAPI	Actively Reassessing Interventions/QAPI	NA- No Applicable Cases						
						2nd Qtr 17	3rd Qtr 17	4th Qtr 17	1st Qtr 18	2nd Qtr 18	3rd Qtr 18
Readmissions	Overall CMS Readm Rdcn-% Readmit within 30 days	Goal: <10%				6.37%	9.40%	6.19%	5.95%	6.17%	6.52%
Safety of Care	Healthcare Associated Infections	Goal: 0				1	0	2	3	1	
	Hospital Acquired Conditions (Patient Safety Indicator Composite)	Goal: <0.47				2.986	0.339	0	2.381	0	0
	Falls- per 1000 Acute Care Patient Days	Goal: <2.12				1.862	2.309	0	2.956	1.136	2.186
	Severe Risk Events	Goal: 0				1	0	1	0	1	1
	Patient Grievances	Trend				38	32	34	22	18	18
Efficient Use of Medical Imaging	Abdomen Computed Tomography-Use of Double Scans (with and w/o contrast)	Goal: <7.8%				6.89%	6.74%	7.11%	9.73%	8.00%	8.19%
Timeliness of Care	Median Time ED Arrival to ED Departure for Admitted Pts	Goal <250 min				331	325	297	320	311	300
	Median Time ED Admit Decision to ED Departure for Admitted Pts	Goal <75min				163.5	146	121	163	145.5	126
	Median Time ED Arrival to ED Departure- Discharged Pts	Goal <100min				136	137	138.5	145	138	144.5
	Median Time to ECG	Goal: <7 min				11	12	12	12	12	9
Effectiveness of Care	Influenza Vaccine Coverage among Healthcare Personnel	Goal: >85%							75%	NA	
	Head CT/MRI Results for Stroke Pts w/in 45 min of arrival	Goal: >72%				100%	0%	0%	75%	66.67%	50%
	Colonoscopy: Recommended Follow-up for Average Risk Patients	Goal: >85%				91%	100%	100%	80%	95%	80%
Sepsis	Severe Sepsis and Septic Shock: Management Bundle	Goal >70%, Ntl avg 40%				31.25%	40.00%	41.67%	46.67%	60.00%	45.83%
Perinatal Care	Elective Delivery <39 weeks	Goal 0%				0%	0%	0%	0%	0%	0%
	Maternal Deliveries- % Total C-Section	Goal: <33%				19.35%	24.59%	26.92%	34.11%	18.56%	22.12%
	Maternal Deliveries- % with Labor Induction	Goal: <17%				38.21%	31.97%	34.62%	27.48%	23.96%	24.76%
Star Ratings	Hospital - Overall		☆☆☆☆●								
	Dialysis		☆☆☆☆☆☆								
Medicare Payment Reduction Programs	Value Based Purchasing (2%- \$280,000 withheld, earn back through performance)										
	Readmissions Reduction (3% at risk, \$420,000)										
	Hospital Acquired Conditions (1% at risk, \$140,000)										
	MIPS (4% at risk)										
					FY 2019						
					No Penalty, 3.06% earned (+1.06%) = \$421,480.00						
					Partial Penalty, loss of 0.07%, loss of \$9,800						
					No Penalty, \$0 loss						
					No Penalty, incentive gain of \$22,752						

FY 2019

No Penalty, 3.06% earned (+1.06%) = \$421,480.00

Partial Penalty, loss of 0.07%, loss of \$9,800

No Penalty, \$0 loss

No Penalty, incentive gain of \$22,752

Present: Clayton Radakovich, Dr. Cielette Karn, Dr. Banu Symington, Dr. Kristy Nielson, Leslie Taylor, Tami Love, Marty Kelsey, Dr. Kari Quickenden, Dr. Barbara Sowada, Irene Richardson, Amanda Molski

Guest: Richard Mathey

Absent/Excused: Suzan Campbell

Chair: Taylor Jones

Minutes

October 17, 2018 Quality Minutes were presented. Motion to approve by Dr. Nielson, seconded by Dr. Symington. Motion approved

Agenda presented. Motion to approve by Mr. Kelsey, seconded by Dr. Symington. Motion approved.

Dr. Sowada requested pull-out of several Consent agenda items, if time allows at the end: Stroke Protocol CMS Measures and HCAPS Outpatient scores.

Consent Agenda - Hospital

No action taken.

Consent Agenda – Patient Experience

Dr. Sowada circled back to the Outpatient scores and questioned the “red”. As noted the scores are varied in color, but very close in statistical ratings, there is very little range in the steps. The majority of facilities are performing similarly, with many seeing good scores in the individual sections, but the overall falling short.

Consent Agenda – Safety

No action taken.

Consent Agenda – Clinic

No action taken.

Consent Agenda – Survey & Inspections

No action taken.

AHA Quality Engagement Diagnostic Assessment

Dr. Sowada started the conversation by introducing questions #5 (Learn from others and from each other) and #6 (Establish executive accountability). Dr. Symington question whether we do sub-question #51, Mr. Radakovich noted we do, just not in this group. “Could it happen here?” is addressed in committees like ISMP.

Next month, as we look forward, evaluate these questions and what really applies. Dr. Sowada stated training from PlainTree and LEAN will help us focus on our needs and resources.

OPPE Review

OPPE (Ongoing Professional Practice Evaluation) was presented by Dr. Karn. Dr. Karn reviewed the form, noting many of the aspects don't apply to her. Ms. Molski agreed that that was true for many of the Clinic physicians also.

Dr. Karn provided an additional report on Non-Gynecologic studies (see attached), reviewing more pertinent studies, with statistics for 2016 and 2017. Historically too many slides a day were being evaluated, until the government stepped in and regulated numbers and times. Too much with too little time means too much can be missed.

Dr. Karn suggested these cases and categories should be included in her OPPE. Dr. Symington agreed that this sample was an excellent quality review, noting "You can't improve, what you don't measure". Dr. Symington stated from a previous stint as Chief of Staff, that they requested different practices offered up 3 pertinent specific measures for quality review.

Dr. Sowada and Dr. Karn both agreed this an opportunity to change this review for the better. Ms. Molski noted these numbers are often hard or time consuming to gather as they are manually pulled. Dr. Karn agreed, but also noted many are required by TJC.

Ms. Taylor thanked Dr. Karn for providing this information, noting it was interesting and valuable, she also noted that it was nice that self-evaluation was able to be done. Dr. Karn agreed that it was important, and felt that all physicians should be providing the information, rather than requiring an external entity pull and present those numbers.

CMS Star Rating

Ms. Molski reviewed the Hospital Compare reports, noting the Star rating can be found near the top left. We are currently a 3-star rating, on average with most of the state. Dr. Karn questioned "Do we go through these numbers and pull out issues for improvement?". Ms. Molski affirmed that is what we do, we evaluate low performing numbers for improvement processes. Dr. Sowada requested possibly including the Hospital Compare numbers in the BOT packets, not just within the Board Portal. She noted these statistics are public knowledge and should be more readily accessible to the members of the Board.

New Dashboard

Ms. Molski presented the Quality Overview report, which is color coded and easier to read. Mr. Kelsey noted this was "the best shot" at comprehension of the statistics. Dr. Karn noted that we should use the same color coding on both charts – blue is best on one, while green is best on the other. Dr. Sowada requested including this report to the Board Packet.

Old Business

No old business was brought forth for discussion.

New Business

No new business was brought forth for discussion.

Regular Meeting Adjourned

The meeting adjourned at 0930 am

Next Meeting

December 19, 2018 at 0800 am, CR 1 & 2

Respectfully Submitted,

Robin Fife, Recording Secretary

DRAFT

Report to the Board
From Chairman of Human Resources Committee

November meeting 2018

- The committee was informed that employee response to the recent change in insurance has been positive.
- It was noted that employee turnover has been lower than past history for the last few months.

The following items were approved by majority vote of the HR Committee

CONFLICT RESOLUTION POLICY

1. The Conflict Resolution policy was taken up and a number of comments were adopted for inclusion.
2. A recommended (do pass) copy of the Conflict Resolution policy will be submitted for inclusion in the December Board Packet.

DRUG AND ALCOHOL FREE WORKPLACE AND TESTING POLICY

3. The committee engaged in discussion of the Drug and Alcohol Free Workplace and Testing Policy.
 - A for comment copy will be distributed to committee members along with the comment deadline.
 - The policy will be taken up at the December committee meeting with the goal of sending a “do pass” recommendation for inclusion in the January 2019 Board packet.
 - The committee concluded that a separate policy for employed and credentialed physicians will not be required.

DECEMBER MEETING

4. The December HR Committee meeting will be held Dec. 17th at 3:00 P.M.

Meeting Book - Monday - November 12, 2018 Human Resources Committee Meeting

Agenda

Old Business

Approval of minutes

HR Committee Minutes 10.15.2018.pdf - Page 2

Turnover Report

Turnover 10-30-18 for 11-15-18.pdf - Page 4

Job Postings

11-2-18.pdf - Page 8

New Business

Employee Policy Update

Draft - Employee Policies - Drug and Alcohol Free Workplace.pdf -
Page 9

Edits to Drug and Alcohol Testing policy.pdf - Page 12

11-12-18 Packet Amendment - Supplement.pdf - Page 13

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Human Resources Committee Meeting
Monday, October 15th, 2018
MOB Conference Room

TRUSTEE MEMBER(S) PRESENT: Ed Tardoni, Marty Kelsey

MEMBERS PRESENT: Irene Richardson, Amber Fisk, Suzan Campbell

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

MEMBERS ABSENT: None

Amber Fisk called meeting to order at 3:06 pm.

OLD BUSINESS

Approval of Minutes

Amber made a motion to approve the minutes from September's meeting. Irene Richardson seconded. All ayes, none opposed. Motion carried.

Turnover

Amber shared that through September 30 the turnover rate is 16%, but 26% for the previous 12-month period.

Open Positions

Amy shared the following:

- 10 open positions
- 6 are full-time
- 1 is part-time
- 3 PRN

Amy shared she had offered an Ultrasound Technologist, but they had recently backed out and rescinded their acceptance of the offer.

Update on TPA (third-party administrator for employee health insurance plan)

Amber handed out two sheets of paper. Both containing comparisons of proposals received from Blue Cross Blue Shield, University of Utah Health Plans (current TPA) and UMR. Amber shared that the consensus that we as an organization would like to return to BCBS as it will save money in the long term, and we will see a larger network along with discounts not seen in current TPA. Amber shared that employees are vocal about wanting to return to BCBS because of the ease and network availabilities. Ed asked questions about the numbers on the provided sheets specifically about projections. A discussion commenced about what employee pay for premiums and what we as the employer pay. A discussion was also had about increasing the premiums that employees pay to help cover some of the increased costs that are projected to be incurred by the hospital. Marty wanted to clarify further the employee premiums. Clarity was obtained after explanation of premium costs. Marty asked for a copy of the benefit summary to see what the health plan offers. Further discussion was had about employer paid benefits like short-term disability and term life insurance. The maximum premium cost of approximately \$180 per month for family coverage was discussed. Marty and Ed asked what was needed of them to

move this decision forward which was ultimately decided as a “do pass recommendation” to the full board.

HR Committee Employee Policies discussion

Ed asked if the “Nursing Services, PRN” policy was to be discussed and approved through the committee. Kristy Nielson, C.N.O., explained that it was just as a courtesy and was not seeking approval, just making available to read.

Ed asked to make a motion to clarify the changes made to the Corrective Action Policy were only clerical and grammatical changes. Irene motioned, Amber seconded, all ayes, none opposed, motion carried.

Ed began to talk about policies coming through the committee and how they should be commented on and ultimately approved. Marty discussed wording changes in Corrective Action policy.

It was discussed decided that an annual review of all employee policies would be done. Amber made a motion, Irene seconded, all ayes, none opposed, motion carried.

Irene asked about policies in general throughout the facility, and if ED and Marty in particular would like to see them go to the board for approval. Ed and Marty both agreed that they would not need to see all policies just ones needing to be discussed and/or recommendations needed.

Ed talked about the weapons policy, Suzan mentioned that she was working on them “on her own” through security. No further discussion was needed through this committee.

Discussion about the Grievance and dispute policy: Suzan had found that a version exists within the county clerk that has been being followed by HR and the hospital. It was motioned to comment to the board that we, as a committee, have found that our current policies are adequate and do not care to change them at this time, rather they will be reviewed annually as motioned above. Amber motioned, Irene seconded, all ayes, none opposed, motion carries.

More discussion was had about the policies housed at the county. Suzan will be looking into them further and reporting to the committee.

NEW BUSINESS

No new business

Next Meeting

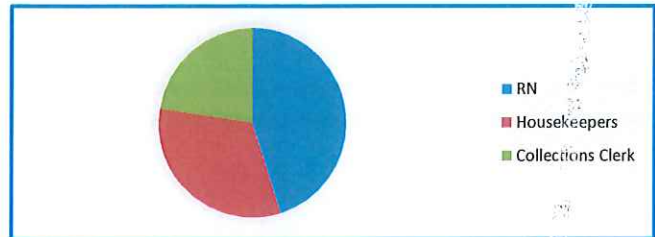
Monday, November 12th at 3:30 pm.

Meeting Adjourned.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
2018 Overall Turnover Data (As of 10/31/2018)

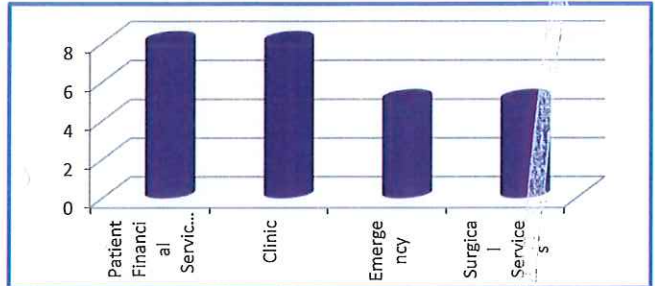
Top Position(s) / Turnover

	2018	%
RN	14	12%
Housekeepers	10	38%
Collections Clerk	7	78%



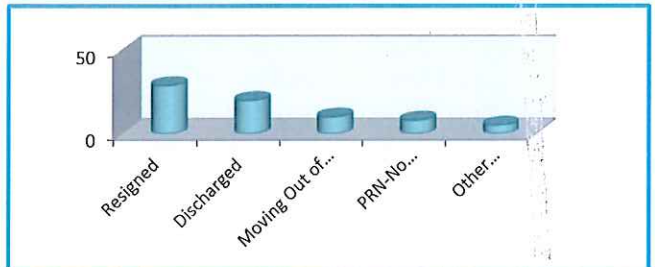
Top Department(s) / Turnover

	2018	%
Housekeeping	10	12%
Patient Financial Services	8	10%
Clinic	8	10%
Emergency	5	6%
Surgical Services	5	6%



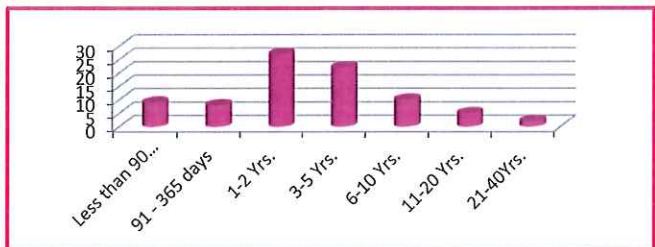
Top 5 Reasons / Turnover

	2018	%
Resigned	29	35%
Discharged	20	24%
Moving Out of Area/Relocation	10	12%
PRN-No Available Work	8	10%
Other Employment	5	6%



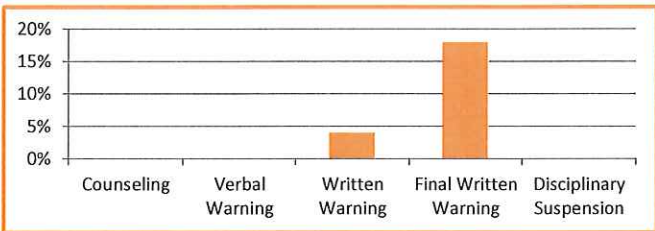
Length of Service

	2018	%
Less than 90 days	9	11%
91 - 365 days	8	10%
1-2 Yrs.	27	33%
3-5 Yrs.	22	27%
6-10 Yrs.	10	12%
11-20 Yrs.	5	6%
21-40Yrs.	2	2%
Total	83	



Corrective Action

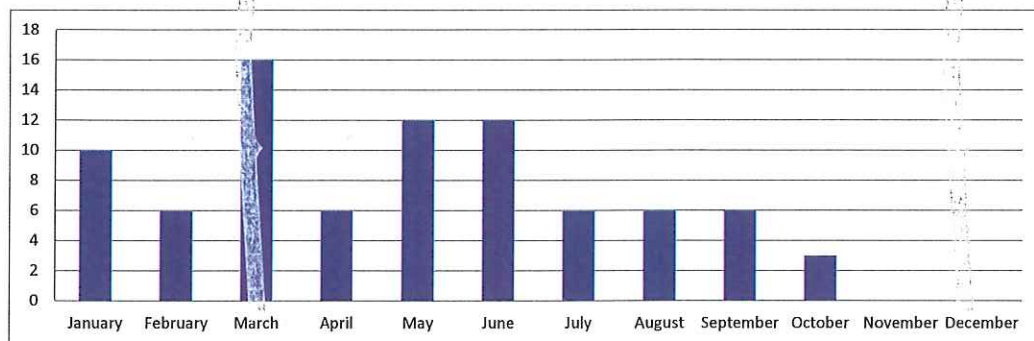
Counseling	
Verbal Warning	
Written Warning	4%
Final Written Warning	18%
Disciplinary Suspension	



2018 Separations - Hospital Wide

	Separations	New Employees	Total Employees
			502 505
January	10	7	501
February	6	5	494
March	16	9	500
April	6	16	510
May	12	13	511
June	12	10	509
July	6	9	512
August	6	6	512
September	6	12	518
October	3	15	530
November			
December			
Total	83	102	

16%



Separations

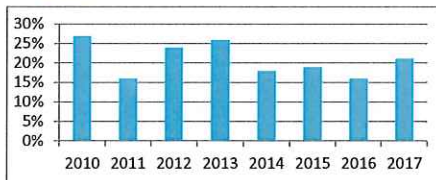
Involuntary	20
Voluntary	63
Total	83

Classifications

RN	13
Classified	70
Total	83

Overall Turnover

2009	96	25%
2010	98	27%
2011	79	16%
2012	104	24%
2013	113	26%
2014	88	18%
2015	97	19%
2016	86	16%
2017	116	21%
2018	83	16%



12 Month Turnover



Rolling 12

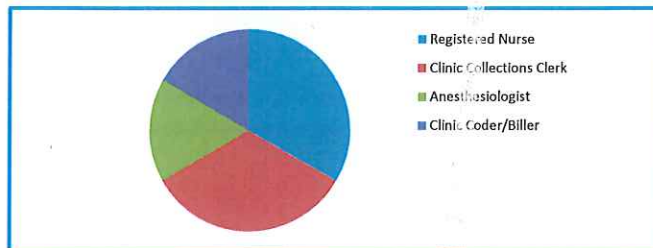
Period	Separations	%
March 17-18	147	30%
April 17-18	146	29%
May 17-18	134	26%
June 17-18	139	27%
July 17-18	139	27%
August 17-18	136	27%
September 17-18	136	26%
October 17-18	129	24%

MEMORIAL HOSPITAL OF SWEETWATER COUNTY - CLINIC DATA

2018 Clinic Turnover Data (as of 10/31/2018)

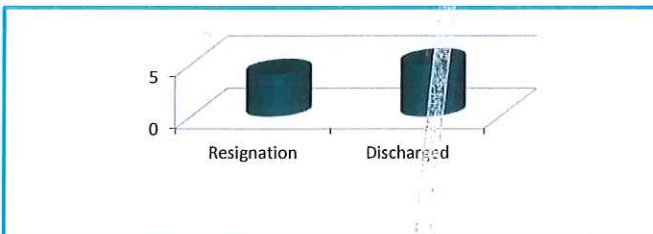
Top Position(s) / Turnover

	2018	%
Registered Nurse	2	35%
Clinic Collections Clerk	2	33%
Anesthesiologist	1	33%
Clinic Coder/Biller	1	33%



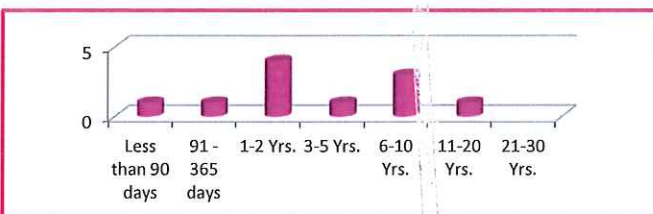
Top Reason(s) / Turnover

	2018	%
Resignation	4	36%
Discharged	5	45%



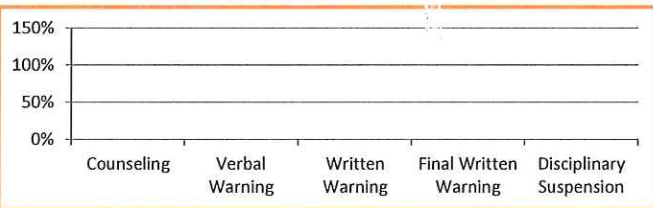
Length of Service

	2018	%
Less than 90 days	1	9%
91 - 365 days	1	9%
1-2 Yrs.	4	36%
3-5 Yrs.	1	9%
6-10 Yrs.	3	9%
11-20 Yrs.	1	9%
21-30 Yrs.		
Total	11	



Corrective Action

Counseling
Verbal Warning
Written Warning
Final Written Warning
Disciplinary Suspension

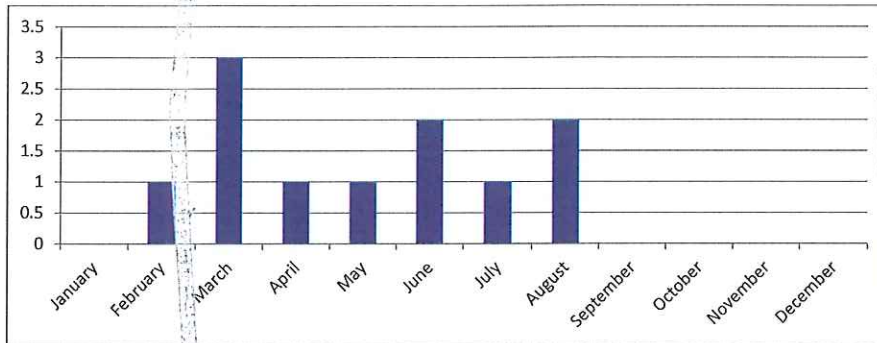


2018 Separations - Clinic

	Separations	New Employees	Total Employees
January	0	0	111
February	1	0	110
March	3	0	107
April	1	1	107
May	1	2	108
June	2	1	107
July	1	0	106
August	2	0	104
September	0	3	107
October	0	2	109
November			
December			
Total	11		

111

10%



<u>Separations</u>	
Involuntary	5
Voluntary	6
Total	11

<u>Classifications</u>	
RN	1
Classified	10
Total	11

<u>Overall Turnover</u>		
2014	20	26%
2015	11	18%
2016	16	14%
2017	26	23%
2018	11	10%



Overall turnover starting Sept
September 17-18
October 17-18

25	24%
19	17%



Job Postings as of 11/02/2018



Position	Req #	Position Status	Shift: Days / Hours	Position Qualifications
<u>EMERGENCY</u> Registered Nurse - Internal Only	2190	Regular Part-Time	Nights	Current Wyoming Nursing License and hold a current BLS certification.
<u>FOUNDATION</u> Foundation Associate	2181	Regular Part-Time	Variable	High School diploma or equivalent and/or technical school with courses in related field required.
<u>LABORATORY</u> Medical Laboratory Scientist (MT/MLT)	2189	PRN	Variable	Requires a Bachelor degree in Chemistry, Biology, Medical Technology or a related health field. Must also have attended an accredited Medical Technology/Medical Laboratory Scientist clinical program.
<u>MEDICAL IMAGING</u> Ultrasound Tech	2158	Regular Full-Time	Variable	Must be registered by the ARDMS, RVT, RDCS, or any other accredited ultrasound registry. Must be registered by ARRT if required to work in the role of Radiologic Technologist or other specialized modality, multiple modalities preferred.
<u>MEDICAL OFFICE BUILDING/CLINIC</u> Registered Nurse	2151	Regular Full-Time	Days	Current Wyoming Nursing License and hold a current BLS certification.
Clinic Biller/Coder	2180	Regular Full-Time	Days	Minimum of high school diploma or equivalent. Certification in coding preferred but not required.
<u>NUTRITION SERVICES</u> Dietary Aide	2186	Regular Part-Time	Variable	High School diploma or equivalent required.
<u>OB</u> Registered Nurse	2168	Regular Full-Time	Nights	Current Wyoming Nursing License and hold a current BLS certification.
Director of OB	2191	Regular Full-Time	Days/Variable	Graduate of an accredited School of Nursing. The accredited school is defined as the specific school of nursing accreditation which is commonly either NLNAC and/or CCNE. If the Clinical Director does not have a Bachelor's Degree in Nursing (BSN) on hire they will begin a program within the year of hire and will have six years to complete the degree.
<u>REHABILITATION</u> Speech Therapist	1447	PRN	Days	Masters Degree in Speech Pathology. Certificate of Clinical Competence from American Speech Language and Hearing Association or presently completing clinical fellowship year. Wyoming License in Speech Pathology. BLS certification.
Occupational Therapist	1997	PRN	Days	Minimum of Bachelor's degree in Occupational Therapy. Master's degree in Occupational Therapy preferred. State of Wyoming Occupational Therapist License required. BLS certification.
Physical Therapist	2173	PRN	Days	Minimum of Bachelor's degree in Physical Therapy. Master's degree in Physical Therapy preferred. State of Wyoming Physical Therapist License required. Must have a current BLS certification.
<u>SURGICAL SERVICES</u> Registered Nurse - PACU	2185	Regular Part-Time	Days + Call	Current Wyoming Nursing License and hold a current BLS certification.



Approved:
Review Due:
Policy Area:
Reg. Standard:

Employee Policies

N/A
N/A

EMPLOYEE POLICIES - DRUG AND ALCOHOL FREE WORKPLACE AND TESTING POLICY

STATEMENT OF PURPOSE

MHSC is a drug and alcohol free workplace. As such, MHSC prohibits the use of non-prescribed drugs or alcohol during work hours. If an employee comes to work under the influence of drugs or alcohol or uses drugs or alcohol during work time, the employee will be subject to drug or alcohol testing as outlined in this policy.

This policy applies to all employees including part-time and contract employees. The policy is applicable in all MHSC facilities and wherever MHSC employees are performing duties for the Hospital. It is also applicable while operating any hospital vehicle or equipment at any time, or any personal, rental or other vehicle while on Hospital business. This policy will be under the purview of the Human Resources Department.

ADA Compliance

Consistent with MHSC's general policy against discrimination, the Hospital recognizes that disabled individuals should be protected from discriminatory treatment. Under the Americans with Disabilities Act, a disabled person is someone who has a medical or psychological condition that materially impairs a major life activity. However, also in accordance with the Americans with Disabilities Act, disability does not include any condition resulting from alcohol or other drug abuse which prevents a person from performing essential functions of the job or which creates a direct threat to property or the safety of individuals.

As MHSC is a drug and alcohol free workplace the Hospital may notify the appropriate law enforcement agency when it believes that an employee may have illegal drugs in his/her possession or is involved in other illegal conduct involving drugs at MHSC facilities.

Employees who wish to undertake rehabilitation for drug or alcohol abuse may make a request to the Human Resources Director to participate in a rehabilitation program (see MHSC's EAP). The Hospital may grant the employee an unpaid leave of absence for this purpose if the employee seeks help before the drug or alcohol abuse adversely affects the employee's work performance or before the employee tests positive under this or any other applicable testing policy. **An "introductory period" employee is not eligible for unpaid leave to attend a rehabilitation program.**

Page 9806f1802

ALCOHOL AND DRUG TESTING POLICY

All current and prospective employees are subject to this drug testing policy. Prospective employee's will be asked to submit to a test once a conditional offer of employment has been extended and accepted. An offer of employment by MHSC is conditioned on the prospective employee testing negative for illegal substances. MHSC's policy is intended to comply with all state and federal laws governing drug testing and is designed to

safeguard employee privacy rights to the fullest extent of the law.

If there is reasonable cause to suspect that an employee is working while under the influence of drugs or alcohol, the employee will be suspended without pay until the results of a drug and alcohol test are made available to the HR Department by the testing laboratory. Whenever an employee is operating machinery at the Hospital or driving a Hospital vehicle and is involved in an accident the employee will be suspended without pay until the results of a drug and alcohol test are made available to the HR Department by the testing laboratory. Where drug or alcohol testing is part of a routine physical or random testing, there will be no adverse employment action or suspension taken until the test results are returned and reviewed by the HR department.

Before being asked to submit to a drug test, the employee will receive written notice of the request or requirements. The employee must also sign a testing authorization and acknowledgement form confirming that he or she is aware of this policy and the employee's rights. Any drug testing required or requested by MHSC will be conducted by a laboratory licensed by the state. All expenses related to the test will be incurred by the hospital.

what form

If the employee receives notice that the employee's test results were confirmed positive, the employee will be given the opportunity to explain the positive result to HR. In addition, the employee may have the same sample retested at a laboratory of the employee's choice as a confirmatory test.

The Hospital may discipline an employee up to and including termination of employment if the employee tests positive on the first test (if the positive test is not requested by the employee to be sent for a confirmatory test) or upon a positive confirmatory test. An employee who has a positive confirmatory test, but is not terminated will be required to participate in and complete a drug or alcohol treatment program. Refer to the Employee Assistance Plan (EAP).

All testing results will remain confidential and will be maintained in a separate employee file. Employee must sign a consent form prior to the release of results to a third party. Test results may be used in arbitration, administrative hearings and court cases arising as a result of the employee's drug testing. Results will be sent to federal agencies as required by federal law. If the employee is to be referred to a treatment facility for evaluation, the employee's test results will also be made available to the employee's counselor at the facility.

I. In order to carry out the Hospital's commitment to be an alcohol and drug-free workplace, the Hospital reserves the right to conduct:

A. **Random Testing** The Hospital will implement random drug testing to ensure, to the best of its ability, the safety of patients. employees will be random tested each . The process is ??

B. **Reasonable Cause Drug and Alcohol Testing** Any employee who is reasonably suspected of using alcohol or illegal drugs or of abusing controlled substances in the workplace or of performing official duties while under the influence of alcohol, illegal drugs, or abused controlled substances will be required to undergo an alcohol and/or drug test. "Reasonable cause" exists when an employee exhibits patterns of behavior that suggest impairment from drug or alcohol use. (See Attachment A)

C. **Post-Accident Testing** Whenever an employee is operating machinery at the Hospital or driving a Hospital vehicle and is involved in an accident he/she will be required to submit to a drug test. Test will be performed as soon as possible after the accident.

Refusal to Participate. An employee has the right to refuse testing. However, a refusal of testing will be

Page 49 of 282

treated as a failure to comply with the Hospital policy and will result in disciplinary action up to and including termination of employment.

Attachments:

[SUBSTANCE ABUSE POLICY - Attachment A.pdf](#)

Applicability

Memorial Hospital of Sweetwater County

DRAFT

Notes and suggested edits to: Employee Policies – Drug and Alcohol Free Workplace and Testing Policy. PolicyStat ID: 4989773

Second page, second paragraph: What acknowledgement and testing form is being referenced?

Second page 1. A. Random Testing:

Highlighted portion: ALL employees will be subject to random testing each quarter. However, the hospital reserves the right to conduct periodic testing on a regularly scheduled basis in designated departments, classifications or workgroups. As used in this policy "random testing," means a method of selection of employees for testing, performed by an outside third party. Positive tests will be subject to the above procedure(s).



Approved:
Review Due:
Policy Area:
Reg. Standard:

N/A
N/A

Employee Policies

EMPLOYEE POLICIES - CONFLICT RESOLUTION

STATEMENT OF PURPOSE

Memorial Hospital of Sweetwater County is committed to sustaining a positive work environment in which employees work constructively together. This Conflict Resolution policy has been created to ensure that the working relationship between employees and their leaders remains productive and transparent. **This policy is not the process to dispute the results of employee corrective actions.**

PROCESS

- I. Initially, employees should bring their concern, conflict or complaint to their immediate supervisor.
- II. If your immediate supervisor is unable to resolve the conflict, to the employee's satisfaction, the employee should take the matter to their Senior Leader.
- III. If resolution of the conflict is not achieved through the Senior Leader the Human Resources Director should be notified as soon as possible by the employee.
 - The HR Director will fully investigate the conflict/complaint and will provide a response to the employee as soon as possible.

If resolution cannot be reached through the above channels the employee and the HR Director may choose to bring the unresolved matter to the attention of the CEO. The CEO will review the conflict and determine, with input from employee and supervisor, a final resolution of the matter.

If the conflict is between the CEO and one of his/her direct reports the direct report will attempt to resolve the issue with the CEO. If it is not resolved to the satisfaction of the direct report, the direct report may take the matter to the Board of Trustees.

RETALIATION PROHIBITED

Retaliation against an employee who initiates conflict resolution or participates in a conflict resolution investigation will not be tolerated and will subject the leader who is retaliating against the employee to corrective action.

Page 53 of 282

Approved:

Attachments:

No Attachments

Applicability

Memorial Hospital of Sweetwater County

DRAFT

Page 53 of 262

Marty Kelsey's comments from 10/20/2018 email -

Suzan, here are my comments regarding the proposed **Conflict Resolution policy. (Policy Stat 5275513, Retrieved 10/17/2018)**

Statement of Purpose

After the word "transparent", add the following words: "and that employee complaints are addressed promptly, equitably, and if possible, informally."

Process

I. After the word "employees", replace "should" with "may". Add the following words to the end of the sentence: "in an attempt to resolve the conflict informally."

II. Replace the word "your" with "the". Remove comma after the word "conflict". After the word "satisfaction", add the following words: "or does not respond within a reasonable time"...the employee (replace the word "should" with "may"). After the word "Leader"...add 3 new sentences as follows: "This appeal to their Senior Leader shall be in writing and shall be submitted within thirty (30) calendar days of the event giving rise to the conflict. The employee may request assistance from the HR Department to write the appeal. Absent compelling reasons, if the employee fails to submit the appeal within the above-referenced time limit, the matter shall be considered closed".

III. Add a comma and the following words after the word "conflict" "to the satisfaction of the employee,". After the word "Leader", add the following words: "within thirty (30) calendar days of submittal of the appeal,"...

In the bulleted sentence, replace the words "as soon as possible" with the words "in a timely manner".

In the paragraph beginning with the words "If Resolution cannot be reached...place a comma after the words "channels" and remove the words "and the HR Director"

In the second sentence in this paragraph, remove the words "employee and supervisor" and replace with the words "all appropriate parties"

In the paragraph beginning with the words "If the conflict", add a comma after the word "reports".

Thanks for the opportunity to review and comment.

Marty

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

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

November 13, 2018

NARRATIVE TO OCTOBER 2018 FINANCIAL STATEMENT

THE BOTTOM LINE. The bottom line from operations for October was a gain of \$100,145, compared to a gain of \$419,861 in the budget. This yields a 1.36% operating margin for the month compared to 5.35% in the budget. The YTD net operating gain is \$772,721, compared to a gain of \$525,750 in the budget. This represents a YTD operating margin of 2.65% compared with 1.76% in the budget.

The total net gain for the month was \$24,301, compared to a gain of \$327,526 in the budget. The YTD total net gain is \$432,603, compared to a loss of \$156,412. This represents a YTD total profit margin of 1.48% compared with .52% in the budget.

Annual Debt Service Coverage came in at 3.13. The existing bond covenants require that we maintain Debt Service Coverage of 1.25 for compliance.

VOLUME. Average inpatient census for the month was 12.7; over budget by 1.9. YTD average census is 11.9 compared to 11.4 in the budget and 16.4 in the prior year.

Inpatient surgeries were 4 over budget at 29 and outpatient surgeries were 48 under budget at 130. There were 6,719 outpatient visits, under budget by 53.

Total ER visits were 1,316, under budget by 15. There were 30 newborns in October, under budget by 10. Births are under budget year to date by 26.

REVENUE. Revenue for the month was \$13,795,813, under budget by \$535,860. Inpatient revenue was over budget by \$188,324, outpatient revenue was under budget by \$772,724 and the employed Provider Clinic was over budget by \$48,540.

YTD total revenue was \$53,682,340, under budget by \$973,815. Inpatient revenue is under budget by \$304,257, outpatient revenue is under budget by \$754,229 and the Provider Clinic is over budget by \$84,671.

Page 55 of 202

Net patient revenue for the month was \$7,169,480, under budget by \$418,515. YTD net patient revenue was \$28,024,563, under budget by \$957,070.

Deductions from revenue were booked at 48% for October compared to 47.1% in the budget. YTD deductions from revenue are 47.8%, compared to 47% in the budget and 47.6% for the same period in fiscal year 2018.

EXPENSES. Total expenses for the month were \$7,242,736 under budget by \$192,478. All expense categories were under budget for October except Salaries and Wages, Contract Labor, Insurance expense, Other Operating expenses and Leases and Rentals.

Salaries and Wages – This expense is over budget by \$64,108 but remains under budget by \$261,080 year to date.

Contract Labor – This expense is over budget by \$7,106. Contract staff is currently being used for Behavioral Health, Labor and Delivery and Surgical Services.

Insurance expense – This expense is over budget by \$5,789 and over budget \$20,968 year to date.

Other Operating expense – This expense is over budget by \$52,645. Education and travel, Postage, Freight, Employee recruitment and Pharmacy Floor allocation are all over budget for the month.

Leases and Rentals - This expense is over budget by \$14,443 and remains over budget year to date.

Through four months, the daily cash expense is at \$211,000, down from a high of \$236,000 in last fiscal year.

BALANCE SHEET. Operating cash at month end was \$15,644,616, a decrease of \$939,594 from September. Cash was affected by a third payroll at the end of October. Collections for the month of October were \$6,554,631. The Days of Cash on Hand are 117 in October, down five days from September. The existing bond covenants require that we maintain 75 days of cash on hand for compliance.

Gross receivables at month end were \$23,084,608, an increase of \$1,139,146 from the prior month. Net patient receivables at month end were \$11,884,706, up \$473,988 from last month. Days in Receivables are 53 for October, up 3 days from September.

OUTLOOK FOR NOVEMBER. Gross revenue is projected to come in under budget in the Hospital and the Clinic. Inpatient admits, Patient days, Infusions, Chemo and Lab and other Outpatient visits are all projecting to come in above or to budget. Surgeries, ER visits, Births and Clinic visits are projecting to be under budget in November. Gross patient revenue is projecting to come in at \$12.6M, with net revenue projecting to \$6.6M, both under budget. Collections are projecting to come in at \$5.2M, which is under budget. With expenses expected to come in around \$7M, we are projecting to a slight loss in November.

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

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

November 13, 2018

PROVIDER CLINIC – OCTOBER 2018

THE CLINIC BOTTOM LINE. The bottom line for the Provider Clinic for October was a loss of \$457,021, compared to a loss of \$484,943 in the budget. The YTD net operating loss is \$1,693,392, compared to a loss of \$1,875,043 in the budget.

VOLUME. Total visits were 4,786 for October, over budget by 334 visits. YTD patient visits are 17,614, over budget by 516 visits.

REVENUE. Revenue for the Clinic for October was \$1,478,677, over budget by \$48,540. YTD revenue was \$5,475,706, over budget by \$84,671. The Clinic physicians also generate hospital revenue, called enterprise revenue, which consists of various sources, including Lab, Medical Imaging and Surgery. The amount of gross enterprise revenue generated year to date through October from the Clinic is \$14,323,309. This equates to \$7,448,121 of net enterprise revenue with an impact to the bottom line of \$730,661. The gross enterprise revenue represents 26.7% of the total Hospital revenue year to date.

Net patient revenue for the Clinic for October was \$831,505, over budget by \$75,437. YTD net patient revenue was \$3,026,389, which was over budget by \$122,743.

Deductions from revenue for the Clinic were booked at 43.8% for October. In October, the YTD payer mix was as follows; Commercial Insurance and Blue Cross consisted of 54.5% of revenue, Medicare and Medicaid consisted of 39.4% of revenue and Self Pay consisted of 5.5% of revenue.

EXPENSES. Total expenses for the month were \$1,360,108, which was over budget by \$49,416. YTD expenses were \$4,983,975, which was under budget by \$68,534. The majority of the expenses consist of Salaries and Benefits; which are 83.7% of YTD total expenses. The following categories were over budget for October:

Salaries and Wages – This expense is over budget by \$27,596 but remains under budget \$85,445 year to date.

Supply expense – This expense is over budget by \$6,249. Other med/surg supplies and Outdated supplies are over for the month.

Repairs and Maintenance – This expense is over budget by \$1,102 and remains over budget \$4,162 year to date.

Other Operating expense – This expense is over budget by \$48,673. Pharmacy floor allocation is over budget for the month due to the increase in flu vaccines.

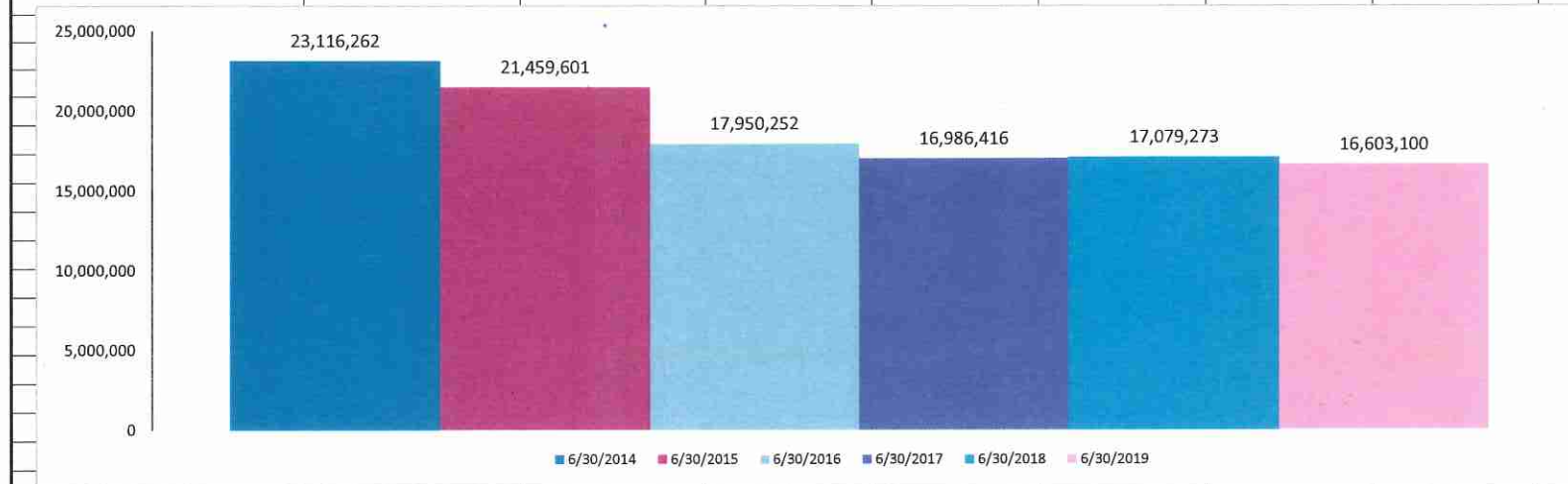
Leases and Rentals - This expense is over budget by \$695 and remains over budget \$2,600 year to date.

Depreciation – This expense is over budget by \$2,322 and remains over budget \$7,218 year to date.

OVERALL ASSESSMENT. Through October, the Provider Clinic revenue plus enterprise revenue makes up 36.9% of total hospital gross patient revenue.

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
OPEN BID INVESTMENT SUMMARY REPORT
10/31/18**

ACCOUNT	FINANCIAL INST	INTEREST RATE	6/30/2014	6/30/2015	6/30/2016	6/30/2017	6/30/2018	6/30/2019
GENERAL	BANK OF WEST	0.300%	8,710,751	5,295,564	4,330,411	4,362,377	4,894,328	4,906,094
RESERVE	BANK OF WEST	0.300%	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
GENERAL	BANK OF WEST	1.000%		2,460,272	2,983,016	2,964,992	2,474,121	2,485,069
CAPITAL DEVELOPMENT	KEYBANK & MBS	1.620%	13,001,178	12,299,119	9,231,852	8,253,433	8,303,935	7,804,410
E. BOICE	WYOSTAR	1.934%	39	39	39	40	40	40
LIFELINE	WYOSTAR	1.934%	104,294	104,607	104,934	105,575	106,849	107,487
TOTAL			23,116,262	21,459,601	17,950,252	16,986,416	17,079,273	16,603,100



INFORMATION:								
CURRENT INVESTMENT BALANCE:		\$ 16,603,099.74						
GENERAL FUND BALANCE AS OF 10/31/18		2,769,847						
REPRESENTING DAYS OF CASH ON HAND		13.12						
RECOMMENDATION:								
MAINTAIN FUNDS IN CURRENT INVESTMENTS DUE TO LIQUIDITY OF FUNDS.								



Wednesday - November 28, 2018 Finance & Audit Committee Meeting

%date

Classrooms 1 & 2

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

Agenda

Agenda

Agenda Finance Comm November 28, 2018.docx

I. Call Meeting to Order

Marty
Kelsey
Marty
Kelsey

II. Approve Meeting Minutes

Finance and Audit Comm Draft Minutes October 29 2018.doc

III. Capital Requests FY19

Marty
Kelsey

CAPITAL REQUESTS November 28.xls

FY19-24.pdf

FY19-24 revised.pdf

19 CAPITAL-Oct.pdf

Capital Priority by Quarter 103118.pdf

IV. Financial Report

A. Monthly Financial Statements & Statistical Data

Tami Love

1. Financial reports and Narratives

Tami Love

NARRATIVE TO OCTOBER 2018 FINANCIALS.doc

FY19 FINANCIALS COMBINED - Oct 2018.pdf

FY19 Other Operating Revenue Detail.xlsx

CLINIC NARRATIVE OCTOBER 2018 FINANCIALS.doc

FY19 FINANCIALS CLINIC- Oct 2018.pdf

FY19 FINANCIALS HOSPITAL - Oct 2018.pdf

Key Financial Ratio Definitions.pdf

19 Board Graphs Oct.pdf

19 MHSC STATISTICS-OCT.pdf

19 FTE REPORT - 102818.pdf

19 PAYOR MIX-OCT.pdf

Days in AR-Oct.pdf

19 DAYS CASH ON HAND-OCT.pdf

19 BOARD LEGAL EXPENSE-OCT.pdf

19 Cash Disbursements-Oct.pdf

2. Budget Adherence

Tami Love

B. Approve Investment Report

Tami Love

C. Other Business

1. Preliminary Bad Debt

Ron
Cheese

2. County Title 25 and Maintenance Voucher

Ron
Cheese

FY19 County Maintenance & Title 25 Voucher-Oct.pdf

3. Other Reports

Building and Grounds-Oct.doc

IT Report fo Finance November 2018.docx

V. Old Business

VI. New Business

A. Financial Forum Discussions

Marty
Kelsey

VII. Adjournment

Marty
Kelsey

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

Wednesday ~ November 28, 2018

4:00 p.m.

Classrooms 1 & 2

Voting Members:

Marty Kelsey, Chairman
Taylor Jones
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:

John Kolb, Commission

Jim Horan

Leslie Taylor

- | | |
|--|--------------|
| I. Call Meeting to Order | Marty Kelsey |
| II. Approve October 29, 2018 Meeting Minutes | Marty Kelsey |
| III. Capital Requests FY 19 | Marty Kelsey |
| IV. Financial Report | |
| A. Monthly Financial Statements & Statistical Data | |
| 1. Narratives | Tami Love |
| 2. Budget Adherence | Tami Love |
| B. Approve Investment Report | Marty Kelsey |
| 1. Investment Policy | Tami Love |
| C. Other Business | |
| 1. Preliminary Bad Debt | Ron Cheese |
| 2. Title 25 County Voucher | Ron Cheese |
| VII. Old Business | |
| A. Comparator Hospitals | Marty Kelsey |
| VIII. New Business | |
| A. Financial Forum Discussion | Marty Kelsey |
| 1. Capital Equipment Plan | Marty Kelsey |
| IX. Adjournment | Marty Kelsey |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Finance & Audit Committee Meeting
October 29, 2018

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

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

Non-Voting Members Absent: Mr. Rich Tyler, *Director of Information Technology*
Dr. Augusto Jamias

Guests: Ms. Suzan Campbell, *Chief Legal Exec/General Counsel*
Ms. Amber Fisk, *Human Resources Director*
Ms. Leslie Taylor, *Clinic Director*
Mr. Jerry Love, *Medical Imaging*
Ms. Alisha Mackie, *Surgical Services Interim Director*
Ms. Nicole Manus, *Medical Imaging*
Mr. Jim Horan, *Facilities Director*
Mr. John Kolb, *Sweetwater County Commissioners Liaison*

Call Meeting to Order

Mr. Kelsey called the meeting to order.

Approve Meeting Minutes

A motion to approve the meeting minutes of September 26, 2018, as amended (clarification of two different subjects: investment policy and Bank of the West funds on page 3) was made by Mr. Jones; second by Ms. Love. Motion carried.

Capital Requests FY 19

Ms. Manus reviewed request FY 19-14 for a DR Bridge Program for \$27,891. The motion to approve the request as presented to forward to the Board of Trustees for review and a request for approval was made by Mr. Jones; second by Ms. Layne. Motion carried.

Ms. Mackie reviewed request FY 19-15 for a Steris V-Pro Max Hydrogen Peroxide Sterilizer for \$111,829. Mr. Kelsey said when we enter into agreements with a company, the motion should be for the full amount, and not just the amount deemed “capital.” Mr. Kelsey said that is the way he has done business for over 40 years. Mr. Jones asked if we can present the request to the full

Board for the full amount. Ms. Love asked if they want all information on the capital form. Mr. Jones and Mr. Kelsey agreed it is in the best interest of transparency and it would be best to include all information on the same form. Mr. Kelsey asked Mr. Kolb knew how the County handles their requests. Mr. Kolb said all accounting happens behind the scenes. The Board of County Commissioners approves the total and offers the full amount for public discussion. Mr. Jones suggested including the total breakdown on the second page of the request form. The motion to approve the request as revised for \$113,772.96 to forward to the Board of Trustees for review and a request for approval was made by Mr. Jones; second by Ms. Love. Motion carried.

Ms. Fisk reviewed request FY 19-16 for Healthcare Source IT healthcare-specific HR software for \$34,025. She said it will save at least 1.5 FTE's (currently vacant). Mr. Kolb asked if the Board of Trustees approves the FTE positions. The group discussed they were approved when the Board approves the annual budget. Dr. Nielson said this system is part of a LEAN process improvement. Ms. Love said there are additional expenses for an interface with our current system. Mr. Kelsey asked Ms. Love to revise the request form to make it as clear as possible to include both capital and annual operating costs. The motion to approve the request as revised for \$94,657 to forward to the Board of Trustees for review and a request for approval was made by Mr. Jones; second by Ms. Richardson. Motion carried.

Mr. Kelsey thanked everyone involved in putting together the capital priority report. He requested a title change from "budget" to "requests."

Building and Grounds Committee Report

Mr. Horan referenced his report in the packet and noted the metrics. Mr. Kelsey said we need to be planning for a 6 penny tax. Ms. Richardson said we understood we would have to wait to submit a request in the next election cycle, however she said we are starting to look at options now. Mr. Kelsey agreed it is never too early. Ms. Richardson said we don't really have a project yet. Mr. Kelsey said he doesn't want us to lose track. Mr. Jones said it is nice to know what's going on with Building and Grounds but this Committee meeting is for approvals. He said he doesn't think this Committee needs information from the Building and Grounds Committee until there is a request for money. He said he doesn't see a problem with still including something in the meeting packet but he doesn't think Mr. Horan needs to attend to present information. Mr. Kolb said in the future there are going to be discussions about the cities being able to lobby for their own taxes. His opinion is that will effectively kill the 6 cent. He strongly advised the Hospital to lobby against cities having this ability.

IT Report

Ms. Love said Mr. Tyler was unable to attend due to being in another meeting. She referenced his report in the meeting packet. Mr. Jones said the same about Mr. Tyler's report. He said he feels Mr. Tyler should not have to attend just to read aloud his report.

Financial Report

Monthly Finance Statements & Statistical Data

Ms. Love reviewed the narratives and financial highlights included in the meeting packet. Mr. Jones said it is nice to see lower expenses when there is lower revenue. He expressed his appreciation for the efforts in improving losses in the Clinic. Ms. Love said she removed listing the individual reports in the agenda. She said the information is still in the packet, just not listed.

Approve Investment Report

The motion to approve investments as presented to forward to the Board for review and a request for approval was made by Mr. Jones; second by Ms. Layne. Motion carried.

Investment Policy: Ms. Love said the current policy was approved in 1996. The meeting packet included a proposed draft. Mr. Jones asked for a breakdown of the differences. Ms. Love noted the changes and said the County's current policy is very close to our 1996 version. Mr. Kelsey said he has read the proposed draft very carefully, thinks it is good, and really likes it. He requested different wording with more clarity on page 131 of the meeting packet. Ms. Love said we will check to make sure the proposed draft is in compliance with current Board policies. Mr. Kelsey said he thinks the language in 7C is a little bit vague regarding competitive bids. Mr. Kolb said the Board of County Commissioners approves all depositories and then the County Treasurer decides how the investments are made. Ms. Richardson and Ms. Love said they will further review the section of the draft and bring it back to the Committee for review and consideration. Mr. Kelsey asked Ms. Love to remove "resolution" and said the Committee will not vote on the proposal at the current time.

Investment Plan: Ms. Love reviewed the proposal to move \$6M from Bank of the West and said finance staff also recommends moving the other \$2.5M that they have learned is "portable." Ms. Richardson said Multi-Bank Securities (MBS) is an entity the County uses quite a bit. Mr. Kelsey suggested adding more information in the packet to the Board. He asked Ms. Love to include in the narrative all eligible entities were invited to participate. Mr. Kelsey and Mr. Jones asked Ms. Love to be more clear in the Bank of the West plan and be prepared to explain the proposal to the Board.

Restricted Funds: Ms. Campbell read aloud W.S. 18-8-105 regarding restricted funds. Ms. Love said the proposal is to move the current restricted funds to the Foundation. Mr. Kelsey and Mr. Jones both agreed with the proposal. Ms. Love will draft a letter to the Foundation.

Other Business

Preliminary Bad Debt: Mr. Cheese distributed the preliminary bad debt information for review only. He said the amount will be modified before the November Board meeting.

Title 25 County Voucher: Mr. Cheese reported Title 25 related vouchers have been forwarded to the County. He said everything we have billed has been paid by the County. He will submit \$22,000 in October. Mr. Cheese said the State revamped how they pay outpatient Title 25. They are processing them through Medicaid which presents issues for our reimbursement. Mr. Cheese

is writing a letter to fight the change. He said we are losing \$400-500/day based on this recent change. Mr. Kolb said this is another thing for our legislators to lobby for us.

New Business

Financial Forum Discussion

Mr. Kelsey asked where we are on our search for comparative hospitals. Ms. Love said she and Ms. Richardson met with our auditors via phone call the previous week. She distributed information. Ms. Richardson and Ms. Love expressed some concerns with the information and Mr. Kelsey and Mr. Jones agreed that the entities listed are not comparative. Ms. Richardson suggested we look at an average. Mr. Kelsey said he feels strongly we need some comparative data. He said it doesn't have to be a facility in Wyoming. He said we will continue to discuss.

The November meeting is scheduled November 28th. Due to the timing of Christmas, the Committee meeting is moved to Thursday, December 20 at 4:00 PM.

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

Submitted by Cindy Nelson

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

WEDNESDAY ~ NOVEMBER 28, 2018

		YTD CAPITAL APPROVED	GRANT OR DONATION REIMBURSED	2019 APPROVED BUDGET	REMAINING YTD BALANCE
AS OF OCTOBER 2018		1,029,164.00	-	3,000,000.00	1,970,836.00

CAPITAL REQUEST #	REQUESTED ITEM/REQUESTOR	CAPITAL AMOUNT TO BE APPROVED	MAINTENANCE SUPPORT COSTS	FREIGHT COSTS	TOTAL AMOUNT	COMMENTS
FY19-24	Phase 0 and Phase 1 Central Plant Upgrade Jim Horan	269,000.00	-	-	269,000.00	
TOTAL AMOUNT REQUESTED		269,000.00	-	-	269,000.00	

Assigned: FY 19 - 24

Capital Request

Instructions: YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity.

Note: When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.

Department: Facilities

Submitted by: JH

Date: 10/31/2018

Provide a detailed description of the capital expenditure requested:

Phase 0 and phase 1 for Central plant upgrade. Purchase of new chiller, pumps, controls and assorted piping to provide improved cooling capacity for entire facility.

Preferred Vendor: Engineering = "ST&B"; Chiller = "Trane"

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

1. Renovation	\$
2. Equipment	\$ 250,000
3. Installation	\$
4. Shipping	\$
5. Accessories	\$
6. Training	\$
7. Travel costs	\$
8. Other e.g. interfaces	\$ 19,000
Total Costs (add 1-8)	\$ 269,000

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

Budgeted Item:

Projected Annual Procedures (NEW not existing)

☒ YES ☐ NO

Revenue per procedure

\$

Projected gross revenue

\$

Projected net revenue

\$

Projected Additional FTE's

of bids obtained? _____

Salaries

\$

Benefits

\$

Maintenance

\$

Supplies

\$

☐ Copies and/or Summary attached.

If no other bids obtained, reason:

Total Annual Expenses

\$

Net Income/(loss) from new service

\$

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

[Signature]
11-20-18

OTHER CONSIDERATIONS

Last summer, our central-plant cooling equipment was unable to meet cooling demands with our antique chillers running at full capacity. We have several critical areas that require adequate cooling as well as several pieces of expensive, critical equipment that rely upon this chilled water. The engineering for a complete central plant renovation was performed as part of the abandoned ASC project. This capital request is for one critical piece of equipment of that design. This piece will enable us to achieve proper chilled water temperatures for the next cooling season.

NOTE: There will be successive capital requests in subsequent FY to complete the central plant upgrade. The more expensive phases are yet to come:

- ♦ New cooling towers.
- ♦ Two replacement chillers (requires structural alterations to the central-plant building).
- ♦ Replacement DA tank for boilers.

THIS PROJECT WILL BE FUNDED FROM THE ANNUAL MAINTENANCE ALLOCATION SUPPLIED BY THE "COUNTY".

Submitted by: Signature

Date

October 18th, 2018

**James Horan, Director
Facilities Support Services
Memorial Hospital of Sweetwater County
1200 College Drive
Rock Springs, WY 82901**

**RE: Memorial Hospital of Sweetwater County (MHSC)
Phased Chilled Water Plant Upgrade
Proposal for MEP Engineering Services**

Dear Mr. Horan:

Spacek Timbie and Blevins Engineering, Inc. ("ST+B") is pleased to submit a proposal for engineering services for the above referenced project. We respectfully propose the following:

GENERAL PROPOSAL OVERVIEW:

During the recent Medical Office Building (MOB) expansion, the chilled water plant was expanded to add capacity to support the additional MOB cooling load. At that time, the plant was also upgraded to include economizer capability which allows chilled water to be produced without chiller compressors during low outdoor air temperatures. While the recent plant expansion added a new chiller with robust compressor and heat exchanger technology, the two pre-existing modular machines remained due to budget constraints. The chiller machines and the outdoor cooling towers have far exceeded their useful service life and are overdue for Capital Expenditure to replace and update. Due to the anticipated cost magnitudes of this project, this proposal envisions a phased approach that spreads capital outlay over multiple years. Furthermore, select phases of the work are anticipated to be self-performed in order to manage required

SCOPE OF SERVICES:

Phase Descriptions

Phase 0 – Master Planning

1. Review with Facilities Management team the original plant design concepts initiated during the 2015 Plant Expansion and Upgrade that was associated with the planning phases of the Ambulatory Surgery Center (ASC) expansion.
2. Preliminary discussion of the overall concepts has occurred over the past years since the ASC concept was put on hold. The following proposed phases are based on ST+B having been involved in the original design and various conversations since then. These concepts are not fixed; rather, subject to change and potentially evolve during and after the master planning phase.

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Phase 1 – Chiller Addition (Winter 2018/19)

1. The MOB expansion established location for future fourth chiller. While originally conceived to house a 200-Ton machine, Facilities Management team has inquired regarding possibility of augmenting capacity of machine in vacant slot.
2. MHSC has explicitly stated goal of new chiller being installed at largest size reasonably feasible, preferably with capacity to support entire building in conjunction with most recently installed chiller.
3. ST+B to investigate for spatial demand, power, piping and any other potential plant design impacts associated with upsizing chiller for the vacant slot. Based on preliminary analysis, a 300-Ton machine appears feasible.
4. Provide findings and recommendations to Owner.
5. Provide MEP drawings and equipment specifications for installation of new chiller of agreed upon size to occupy the vacant slot. Anticipated equipment includes chiller, chilled water pump, condenser pump, and piping ancillaries.
6. Proposal is based on the understanding that MHSC plans to self-perform this work and will Owner-direct purchase chiller, pumps, piping and ancillary equipment.

Phase 2 – Cooling Tower Replacement

1. Both cooling towers, especially the original unit, have far exceeded useful service life. Furthermore, both cooling towers are required to operate during summer conditions to maintain building temperatures. Failure of either would result of overheating the building due to limited cooling service.
2. Since existing towers must remain operational, new cooling towers must be established in a new location or temporary towers must be employed. Otherwise, project must bear rental costs. The 2015 plant upgrade design concept establishes new cooling tower plant west of the existing towers.
3. Cooling towers require elevated structural system to address piping/pumping needs. During 2015 design efforts, the structural engineer reviewed opportunity to establish cooling towers on roof and objected. Phase 2 efforts can revisit this decision once structural engineer is retained on the design team.

Phase 3 – Replace Aged Chillers

1. Demolish existing cooling towers to acquire access to back of plant.
2. New overhead coil garage door(s) on north side of original chiller room.
3. Relocation of building gas service required.
4. Remove existing chillers and ancillary equipment.
5. Install new chillers and associated pumping.

Engineering Services Description:

Page 72 of 202

1. Review existing conditions and document.
2. Provide Mechanical Electrical Plumbing Drawings and Specifications as needed to support the specific project phase.
3. Provide Permitting Phase services as required to submit for required Permits with the local Authority Having Jurisdiction (City of Rock Springs, Electrical and Fire Safety Only) and the

- State Department of Health Office of Licensing and Survey.
4. Provide Bid Package and Bidding Phase services as required to support Contract Procurement including Conducting Pre-Bid conference, Answer Bidder Questions, producing Addenda as needed, and participation in Bid Opening, Evaluation of Bids and Contractor selection.
 5. Perform Construction Administration Services including review and approval of Application for Payment, Submittals, Shop Drawings and Change Order request.
 6. Respond to requests for information and provide clarification of the Contract Documents as necessary.
 7. Perform Construction Observation visits to review the Installed Work for consistency with Design Intent and provide follow up report.
 8. Perform Construction Closeout visit for Final Punch.
 9. Perform Final Inspection.

Engineering services for Items 4, 5, and 7 through 9 above are not anticipated for the self-performed portions of the scope.

PROPOSED FEE: Fixed for Phase 1 Services only and with proposed allowances based on Percent of Construction Cost for the Remaining Phases as follows:

- **Phase 0 & 1 – Planning and Chiller Addition – Not to Exceed \$19,000 (Nineteen Thousand Dollars).** No subconsultants anticipated; Work Self-Performed by MHSC with Subcontracts limited to Controls and Mechanical Insulation. Recommended Project budget hard cost allowance - \$250,000 (Two Hundred Fifty Thousand Dollars)
- **Phase 2 – Cooling Tower Addition – Proposed fee of 8.5% of Construction Cost,** including Structural and Civil Engineering subconsultants. Architectural subconsultant not anticipated. **Recommended allowance of \$102,000 (One Hundred Two Thousand Dollars)** soft cost based on estimated hard cost of \$1.2M
- **Phase 3 – New Chillers – Proposed fee of 8.5% of Construction Cost,** including Structural, Civil and Architectural Subconsultants. **Recommended Cost allowance of \$153,000 (One Hundred Fifty-Three Thousand Dollars)** soft cost based on estimated hard cost of \$1.8M.

Authorization of this proposal can be considered to apply to Phase 0 & Phase 1 Scope of Services only.

FEE BASIS:

Owner agrees to pay ST+B's fee as invoiced for this project based on ST+B's fees set forth above and all, incurred interest, REIMBURSABLE EXPENSES and SUPPLEMENTARY SERVICES.

Page 73 of 202

TERMS AND CONDITIONS: See attached.

Thank you for the opportunity to provide this proposal. We sincerely hope to work with you on this project, and we are available to begin these services immediately upon receiving written authorization to proceed.

Proposal for: **Memorial Hospital of Sweetwater County**
MEP Engineering Services for Phased Cooling Plant Upgrade

If you have any questions or need any additional information, please do not hesitate to contact me.

Best Regards,

Jacob S Blevins, PE
Principal | Mechanical Engineer

Attachments: Terms and Conditions

Please sign below as an indication of your acceptance of the terms of this proposal and return a signed copy for our records.

Signature

Approval Name

Approval Date

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180-430 Ton Water-Cooled Optimus (TM)

Job Information

		MHSC Chiller Plant Denver Main Office (S77)Gavin Chapman	
Tag	300 Ton	Compressor configuration	C2
Model Number	RTHD	Evap configuration	D4
Quantity	1	Cond configuration	E4
TOPSS version number	217		

Unit Information

Refrigeration capacity	300.0 tons	Operating weight	13672.0 lb
Cooling efficiency	0.5602 kW/ton	Shipping weight	12972.0 lb
NPLV.IP	0.5262 kW/ton	Length	124.700 in
IPLV.IP	0.5257 kW/ton	Width	67.900 in
Oil cooler	With Oil Cooler	Height	76.200 in
A weighted sound pressure (AHRI)	83 dBA	Refrigerant charge	490.0 lb

Evaporator Information

Leaving fluid evap	42.00 F	Number of evap passes	2 pass
Entering fluid evap	52.00 F	Evap fouling factor	0.000100 hr-sq ft-deg F/ Btu
Flow evap	716.6 gpm	Min flow evap	476.0 gpm
Fluid pressure drop evap	7.23 ft H2O	Fluid pressure drop min flow evap	3.15 ft H2O
Evap fluid type	Water	Max flow evap	1542 gpm
Evap fluid concentration	0.00 %	Fluid pressure drop max flow evap	30.1 ft H2O
Evap fluid freeze point	32.00 F	Saturated evap temp	37.6 F
Evap tube type	Water only		

Condenser Information

Entering fluid cond	75.00 F	Number of cond passes	2 pass
Leaving fluid cond	85.00 F	Cond fouling factor	0.000250 hr-sq ft-deg F/ Btu
Flow cond	822.5 gpm	Min flow cond	660.0 gpm
Fluid pressure drop cond	21.2 ft H2O	Fluid pressure drop min flow cond	14.2 ft H2O
Cond fluid type	Water	Max flox cond	1080 gpm
Cond fluid concentration	0.00 %	Fluid pressure drop max flow cond	34.9 ft H2O
Cond tube type	0.025" - enhanced	Saturated cond temp	91.9 F

Electrical Information

Unit voltage	460.V/60.Hz/3Ph	Starter type	Wye-delta
Total power	168.1 kW	Min circuit ampacity	317.65 A
Max overcurrent protection	500.00 A	Starter expected inrush	469.00 A
Motor locked rotor amps	1453.00 A	Run load amps/AFD input amps	254.12 A
Short circuit current rating	5000.00 A		

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180-430 Ton Water-Cooled Optimus (TM)

Job Information



MHSC Chiller Plant
Denver Main Office
(S77)Gavin Chapman

Tag	300 Ton	Compressor configuration	C2
Model Number	RTHD	Evap configuration	D4
Quantity	1	Cond configuration	E4
TOPSS version number	217		

Information for LEED Projects

Refrigerant charge	490.0 lb	IPLV,IP	0.5257 kW/ton
Rated refrigeration capacity (AHRI)	296.9 tons	Rated cooling efficiency (AHRI)	0.6451 kW/ton

Note: This product meets the minimum efficiency requirements of ASHRAE Standard 90.1 and CANS/CSA C743 for all versions (which are based on AHRI standard rating conditions) and, therefore, also meets the LEED "Minimum Energy Performance" prerequisite in the Energy and Atmosphere section.

The LEED Green Building Rating System™, developed by the U.S. Green Building Council, provides independent, third-party verification that a building project meets green building and performance measures.

Notes: All weights +/- 3%. Weights include 150 psig water boxes.

Operating weights include refrigerant, oil, and water charges.

Sound pressure measured in accordance with AHRI Standard 575-94.

Certified in accordance with the AHRI Water-Cooled Water-Chilling and Heat Pump Water-Heating Packages Certification Program, which is based on AHRI Standard 550/590 (I-P) and AHRI Standard 551/591 (SI). Certified units may be found in the AHRI Directory at www.ahridirectory.org.

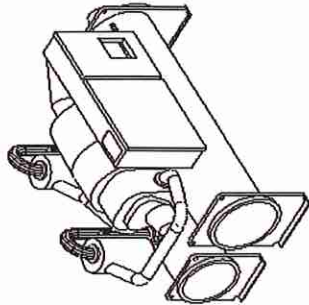




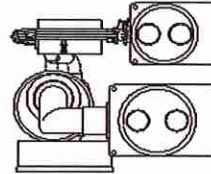
- NOTES:
1. Dimensional Tolerance $\pm 1/4"$
 2. Evaporator and Condenser Entering Fluid Connection is the Bottom Connection. Evaporator and Condenser Leaving Fluid Connection is the Top Connection.

Evaporator Water Storage	52 Cals (197 Liters)
Condenser Water Storage	52 Cals (121 Liters)

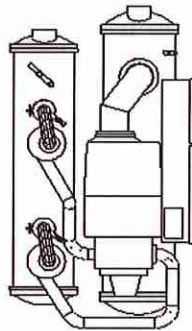
Evaporator Water Connection Size	8 in (203.2 mm)	NPS Pipe Size
Condenser Water Connection Size	8 in (203.2 mm)	NPS Pipe Size
Short Circuit Withstand Rating (RMS Symmetrical / AMPS)		
5000.00 A		



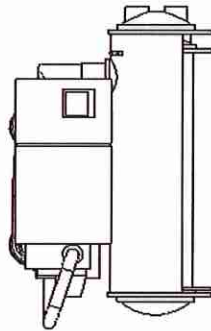
ISOMETRIC VIEW



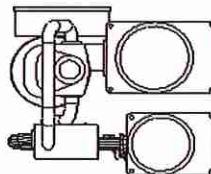
RIGHT END VIEW



PLAN VIEW



FRONT VIEW



LEFT END VIEW

Assigned: FY 19 - 24

Capital Request

Instructions: YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity.

Note: When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.

Department: Facilities

Submitted by: JH

Date: 11/27/2018

Provide a detailed description of the capital expenditure requested:

Engineering for phase 0 and phase 1 for Central plant upgrade (see attached engineering proposal for complete phasing). This engineering will lead to the purchase of new chiller, pumps, controls and assorted piping to provide improved cooling capacity for entire facility (a second capital request will follow this one for the purchase of the engineered components, once engineering is completed).

Preferred Vendor: Engineering = "ST&B";

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	\$ 19,000
Total Costs (add 1-8)	\$ 19,000

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

Budgeted Item:

Projected Annual Procedures (NEW not existing)

☒ YES ☐ NO

Revenue per procedure

\$

Projected gross revenue

\$

Projected net revenue

\$

Projected Additional FTE's

of bids obtained? 0

Salaries

\$

Benefits

\$

Maintenance

\$

Supplies

\$

☐ Copies and/or Summary attached.

If no other bids obtained, reason:

Total Annual Expenses

\$

Net Income/(loss) from new service

\$

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

OTHER CONSIDERATIONS

Last summer, our central-plant cooling equipment was unable to meet cooling demands with our antique chillers running at full capacity. We have several critical areas that require adequate cooling as well as several pieces of expensive, critical equipment that rely upon this chilled water. Engineering for a complete central plant renovation was 90% completed as part of the abandoned ASC project. This capital request is for the first phase of engineering to purchase one critical component of that design. This requested engineering will provide direction to purchase all the necessary elements that will enable us to achieve proper chilled water temperatures for the next cooling season.

NOTE: There will be successive capital requests in subsequent FY to complete the central plant upgrade. The more expensive phases are yet to come:

- ◆ New cooling towers.
- ◆ Two replacement chillers (requires structural alterations to the central-plant building).
- ◆ Replacement DA tank for boilers.

THIS PROJECT WILL BE FUNDED FROM THE ANNUAL MAINTENANCE ALLOCATION SUPPLIED BY THE "COUNTY".

Submitted by: Signature

Date

11-29-18

October 18th, 2018

**James Horan, Director
Facilities Support Services
Memorial Hospital of Sweetwater County
1200 College Drive
Rock Springs, WY 82901**

**RE: Memorial Hospital of Sweetwater County (MHSC)
Phased Chilled Water Plant Upgrade
Proposal for MEP Engineering Services**

Dear Mr. Horan:

Spacek Timbie and Blevins Engineering, Inc. ("ST+B") is pleased to submit a proposal for engineering services for the above referenced project. We respectfully propose the following:

GENERAL PROPOSAL OVERVIEW:

During the recent Medical Office Building (MOB) expansion, the chilled water plant was expanded to add capacity to support the additional MOB cooling load. At that time, the plant was also upgraded to include economizer capability which allows chilled water to be produced without chiller compressors during low outdoor air temperatures. While the recent plant expansion added a new chiller with robust compressor and heat exchanger technology, the two pre-existing modular machines remained due to budget constraints. The chiller machines and the outdoor cooling towers have far exceeded their useful service life and are overdue for Capital Expenditure to replace and update. Due to the anticipated cost magnitudes of this project, this proposal envisions a phased approach that spreads capital outlay over multiple years. Furthermore, select phases of the work are anticipated to be self-performed in order to manage required

SCOPE OF SERVICES:

Phase Descriptions

Phase 0 – Master Planning

1. Review with Facilities Management team the original plant design concepts initiated during the 2015 Plant Expansion and Upgrade that was associated with the planning phases of the Ambulatory Surgery Center (ASC) expansion.
2. Preliminary discussion of the overall concepts has occurred over the past years since the ASC concept was put on hold. The following proposed phases are based on ST+B having been involved in the original design and various conversations since then. These concepts are not fixed; rather, subject to change and potentially evolve during and after the master planning phase.

Phase 1 – Chiller Addition (Winter 2018/19)

1. The MOB expansion established location for future fourth chiller. While originally conceived to house a 200-Ton machine, Facilities Management team has inquired regarding possibility of augmenting capacity of machine in vacant slot.
2. MHSC has explicitly stated goal of new chiller being installed at largest size reasonably feasible, preferably with capacity to support entire building in conjunction with most recently installed chiller.
3. ST+B to investigate for spatial demand, power, piping and any other potential plant design impacts associated with upsizing chiller for the vacant slot. Based on preliminary analysis, a 300-Ton machine appears feasible.
4. Provide findings and recommendations to Owner.
5. Provide MEP drawings and equipment specifications for installation of new chiller of agreed upon size to occupy the vacant slot. Anticipated equipment includes chiller, chilled water pump, condenser pump, and piping ancillaries.
6. Proposal is based on the understanding that MHSC plans to self-perform this work and will Owner-direct purchase chiller, pumps, piping and ancillary equipment.

Phase 2 – Cooling Tower Replacement

1. Both cooling towers, especially the original unit, have far exceeded useful service life. Furthermore, both cooling towers are required to operate during summer conditions to maintain building temperatures. Failure of either would result of overheating the building due to limited cooling service.
2. Since existing towers must remain operational, new cooling towers must be established in a new location or temporary towers must be employed. Otherwise, project must bear rental costs. The 2015 plant upgrade design concept establishes new cooling tower plant west of the existing towers.
3. Cooling towers require elevated structural system to address piping/pumping needs. During 2015 design efforts, the structural engineer reviewed opportunity to establish cooling towers on roof and objected. Phase 2 efforts can revisit this decision once structural engineer is retained on the design team.

Phase 3 – Replace Aged Chillers

1. Demolish existing cooling towers to acquire access to back of plant.
2. New overhead coil garage door(s) on north side of original chiller room.
3. Relocation of building gas service required.
4. Remove existing chillers and ancillary equipment.
5. Install new chillers and associated pumping.

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Engineering Services Description:

1. Review existing conditions and document.
2. Provide Mechanical Electrical Plumbing Drawings and Specifications as needed to support the specific project phase.
3. Provide Permitting Phase services as required to submit for required Permits with the local Authority Having Jurisdiction (City of Rock Springs, Electrical and Fire Safety Only) and the

- State Department of Health Office of Licensing and Survey.
4. Provide Bid Package and Bidding Phase services as required to support Contract Procurement including Conducting Pre-Bid conference, Answer Bidder Questions, producing Addenda as needed, and participation in Bid Opening, Evaluation of Bids and Contractor selection.
 5. Perform Construction Administration Services including review and approval of Application for Payment, Submittals, Shop Drawings and Change Order request.
 6. Respond to requests for information and provide clarification of the Contract Documents as necessary.
 7. Perform Construction Observation visits to review the Installed Work for consistency with Design Intent and provide follow up report.
 8. Perform Construction Closeout visit for Final Punch.
 9. Perform Final Inspection.

Engineering services for Items 4, 5, and 7 through 9 above are not anticipated for the self-performed portions of the scope.

PROPOSED FEE: Fixed for Phase 1 Services only and with proposed allowances based on Percent of Construction Cost for the Remaining Phases as follows:

- **Phase 0 & 1 – Planning and Chiller Addition – Not to Exceed \$19,000 (Nineteen Thousand Dollars).** No subconsultants anticipated; Work Self-Performed by MHSC with Subcontracts limited to Controls and Mechanical Insulation. Recommended Project budget hard cost allowance - \$250,000 (Two Hundred Fifty Thousand Dollars)
- **Phase 2 – Cooling Tower Addition – Proposed fee of 8.5% of Construction Cost,** including Structural and Civil Engineering subconsultants. Architectural subconsultant not anticipated. **Recommended allowance of \$102,000 (One Hundred Two Thousand Dollars)** soft cost based on estimated hard cost of \$1.2M
- **Phase 3 – New Chillers – Proposed fee of 8.5% of Construction Cost,** including Structural, Civil and Architectural Subconsultants. **Recommended Cost allowance of \$153,000 (One Hundred Fifty-Three Thousand Dollars)** soft cost based on estimated hard cost of \$1.8M.

Authorization of this proposal can be considered to apply to Phase 0 & Phase 1 Scope of Services only.

FEE BASIS:

Owner agrees to pay ST+B's fee as invoiced for this project based on ST+B's fees set forth above and all, incurred interest, REIMBURSABLE EXPENSES and SUPPLEMENTARY SERVICES.

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TERMS AND CONDITIONS: See attached.

Thank you for the opportunity to provide this proposal. We sincerely hope to work with you on this project, and we are available to begin these services immediately upon receiving written authorization to proceed.

Proposal for: **Memorial Hospital of Sweetwater County**
MEP Engineering Services for Phased Cooling Plant Upgrade

If you have any questions or need any additional information, please do not hesitate to contact me.

Best Regards,

Jacob S Blevins, PE
Principal | Mechanical Engineer

Attachments: Terms and Conditions

Please sign below as an indication of your acceptance of the terms of this proposal and return a signed copy for our records.

Signature

Approval Name

Approval Date

MHSC Capital Budget for FYE 6/30/2019

Department	ITEM	Approved	Purch/Amt	Variance	FY#
Facilities	MOB Duct Renovation	278,240	155,100	(123,140)	FY19-1
Cancer Center	Looking Glass/ARIA equipment	9,168	9,168	-	FY19-2
Urology	Flexible Video Cystoscope	29,984	29,984	-	FY19-4
IT	Desktop Computers	55,938	55,223	(715)	FY19-5
IT	Laptop Computers	32,652	32,652	-	FY19-6
Cancer Center	Looking Glass/ARIA equipment	1,476	1,020	(455)	FY19-7
IT	Quadramed Electronic Health Record Upgrade	234,300	234,300	-	FY19-8
IT	Virtual Server Upgrade	155,843	155,843	-	FY19-9
Facilities	2019 Can Am 4 Wheeler w/ Plow	6,987	6,987	-	FY19-10
IT	WAN Bandwidth upgrade	16,985	16,985	-	FY19-11
IT	iPrism internet content filter appliance	21,995	21,995	-	FY19-12
Respiratory	Trilogy Transport Ventilator	11,697	11,697	0	FY19-13
Medical Imaging	DR Bridge Program	27,891	27,891	-	FY19-14
Surgical Services	Steris V-Pro Max Sterilizer	111,829	111,829	-	FY19-15
Human Resources	Healthcare Source HT	24,025	24,025	-	FY19-16
Cancer Center	Centricity software update	9,852	9,852	-	FY19-17
IT	Mirth Connect interface engine	12,000	12,000	-	FY19-18
Dietary	Walk-in Cooler and Freezer w/ renovation	81,588	81,588	-	FY19-19
Clinic	Wall mounted otoscopes and ophthalmoscopes	11,002	11,002	-	FY19-20
Laboratory	-30 Degree Freezer	5,947	5,947	-	FY19-21
Blood Bank	Cell Washer	6,475	6,475	-	FY19-22
Emergency Room	SANE Evidence camera	25,500			FY19-23
				-	
Total Budgeted		3,000,000	1,021,563	(124,310)	

Capital Expenditure Dollars Authorized

1,171,374

Less Donated Capital

FY19-13 Trilogy Transport Ventilator
FY19-19 Walk-in Cooler & Freezer
FY19-20 Oscopes & Ophthalmoscopes
FY19-21 -30 Degree Freezer
FY19-22 Cell Washer
FY19-23 SANE evidence camera

Foundation purchase
Foundation purchase
Foundation purchase
Foundation purchase
Foundation purchase
DVS grant

(11,697)
(81,588)
(11,002)
(5,947)
(6,475)
(25,500)
(142,210)

Net Capital Outlay FYTD 2019

1,029,164

Remaining Balance FY2019 Capital Budget

1,970,836

Capital Expenditures Budget by Fiscal Quarter

Budget For The Year Ending 6/30/2019

Department	Requested Item	Priority	Number of Units	Capital Budget	Notes	FY#
Quarter 1: July - September						
MAINTENANCE	MOB duct return project	1	1	\$278,240	approved	FY19-1
IT	Looking Glass equipment			\$9,168	approved	FY19-2
CLINIC - Urology	Cystoscope		1	\$29,984	approved	FY19-4
IT	Desktop Computers and Monitors	3	50	\$55,938	approved	FY19-5
IT	Laptops for Providers and Replacements	2	18	\$32,652	approved	FY19-6
IT	Looking Glass equipment			\$1,438	approved	FY19-7
IT	Upgrade QCPR to Version 6.2	4	1	\$234,300	approved	FY19-8
IT	Virtual Environment upgrade	1		\$155,843	approved	FY19-9
IT	WAN Bandwith upgrade	5	1	\$16,985	approved	FY19-11
IT	iPrism internet content filter appliance	5	1	\$21,995	approved	FY19-12
				\$836,543	\$836,543	
Quarter 2: October - December						
MAINTENANCE	2019 Can-Am 4-wheeler with Snow Plow		1	\$6,987	approved	FY19-10
HR	Healthcare Source HT	1	1	\$34,025	approved	FY19-16
RADIOLOGY	DR Bridge Program Enterprise CR	1	1	\$27,891	approved	FY19-14
SURGERY	V-Pro Max Sterilizer	4	1	\$111,829	approved	FY19-15
IT	Upgrade Mirth appliances			\$12,000	approved	FY19-18
CANCER CENTER	Centricity software update			\$9,852	approved	FY19-17
MAINTENANCE	Central Plant Upgrade phase 1	6	1	\$269,000		FY19-24
SECURITY	Security Camera System	1	1	\$57,034		
SURGERY	Ultrasound System and PICC Placement device	6	1	\$35,225		
IT	Replace Core Network Switches	6	1	\$80,269		
IT	QCPR Server upgrade	7	1	\$120,000		
				\$764,112	\$1,600,655	
Quarter 3: January - March						
SURGERY	Endoscopic System Replacement	3	1	\$331,834		
LABORATORY	Automated Urinalysis Analyzer	1	1	\$130,195		
MAINTENANCE - Other Depts	Engineering Medical Imaging remodel	5	1	\$15,000		
MAINTENANCE - Other Depts	OR Architectural/Engineering/Redesign of patient spaces	8	1	\$90,000		
MAINTENANCE	IT Heat Resolution	7	1	\$85,000		
CARDIOPULMONARY	Muse Cardiology IS	1	1	\$174,094		
OB	Fetal Monitor Carts	1	1	\$9,095	possible grant	
LABORATORY	Fluorescent Microscope	5	1	\$7,371		
BLOOD BANK	Blood Bank double door refrigerator	4	1	\$13,196		

\$855,785 \$2,456,440

Quarter 4: April - June

RADIOLOGY	Digital Portable X-Ray Unit #2	2	1	\$172,535	possible grant
RADIOLOGY	Digital Portable X-Ray Unit #1	3	1	\$172,535	possible grant
BLOOD BANK	Automated Blood Bank Analyzer	1	1	\$113,500	
RADIOLOGY-ECHO	EPIC 7C Cardiac Ultrasound System	4	1	\$151,557	
RADIATION ONCOLOGY	Sterotactic Cone System	2	1	\$96,015	
OB	Wireless Fetal Monitor	2	1	\$5,308	possible grant
LABORATORY	Centrifuge, replacement	3	1	\$6,810	
LABORATORY	Refrigerator	4	1	\$7,196	
BLOOD BANK	Blood Bank -20 degrees freezer	3	1	\$10,573	
RADIOLOGY	DR for the GE Precision 500	5	1	\$88,560	
DIETARY	Refrigeration Unit For Cooks Line	3	1	\$12,889	
MAINTENANCE - Other Depts	Kitchen Refrigerator Prep Line		1	\$10,000	
				\$847,478	\$3,303,918

Possible Grants:	345,000.00	Helmsley radiology equipment
	10,000.00	WY Community Foundation

MAINTENANCE-College Hill	Fire Notification System	2	1	\$24,957	tabled	FY19-3
EMERGENCY ROOM	SDFI Camera for SANE nurses	1	1	\$25,500	DVS grant	FY19-23
DIETARY	Walk-In Cooler and Freezer Units/Including Renovation	1	1	\$81,588	Foundation	FY19-19
SURGERY	Percutaneous Nephrolithotomy System	2	1	\$11,920	Foundation	
LABORATORY	-30 degrees freezer	2	1	\$5,947	Foundation	FY19-21
BLOOD BANK	Blood Bank Cell Washer	2	1	\$6,475	Foundation	FY19-22
RESPIRATORY	Respironics Trilogy Vent	2	1	\$11,687	Foundation	FY19-13
SURGERY	Pediatric Foreign Body Removal	1	1	\$31,453	Foundation	
CLINIC	Wall mounted otoscopes and ophthalmoscopes		32	\$11,002	Foundation	FY19-20
				\$160,072		

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

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

November 13, 2018

NARRATIVE TO OCTOBER 2018 FINANCIAL STATEMENT

THE BOTTOM LINE. The bottom line from operations for October was a gain of \$100,145, compared to a gain of \$419,861 in the budget. This yields a 1.36% operating margin for the month compared to 5.35% in the budget. The YTD net operating gain is \$772,721, compared to a gain of \$525,750 in the budget. This represents a YTD operating margin of 2.65% compared with 1.76% in the budget.

The total net gain for the month was \$24,301, compared to a gain of \$327,526 in the budget. The YTD total net gain is \$432,603, compared to a loss of \$156,412. This represents a YTD total profit margin of 1.48% compared with .52% in the budget.

Annual Debt Service Coverage came in at 3.13. The existing bond covenants require that we maintain Debt Service Coverage of 1.25 for compliance.

VOLUME. Average inpatient census for the month was 12.7; over budget by 1.9. YTD average census is 11.9 compared to 11.4 in the budget and 16.4 in the prior year.

Inpatient surgeries were 4 over budget at 29 and outpatient surgeries were 48 under budget at 130. There were 6,719 outpatient visits, under budget by 53.

Total ER visits were 1,316, under budget by 15. There were 30 newborns in October, under budget by 10. Births are under budget year to date by 26.

REVENUE. Revenue for the month was \$13,795,813, under budget by \$535,860. Inpatient revenue was over budget by \$188,324, outpatient revenue was under budget by \$772,724 and the employed Provider Clinic was over budget by \$48,540.

YTD total revenue was \$53,682,340, under budget by \$973,815. Inpatient revenue is under budget by \$304,257, outpatient revenue is under budget by \$754,229 and the Provider Clinic is over budget by \$84,671.

Net patient revenue for the month was \$7,169,480, under budget by \$418,515. YTD net patient revenue was \$28,024,563, under budget by \$957,070.

Deductions from revenue were booked at 48% for October compared to 47.1% in the budget. YTD deductions from revenue are 47.8%, compared to 47% in the budget and 47.6% for the same period in fiscal year 2018.

EXPENSES. Total expenses for the month were \$7,242,736 under budget by \$192,478. All expense categories were under budget for October except Salaries and Wages, Contract Labor, Insurance expense, Other Operating expenses and Leases and Rentals.

Salaries and Wages – This expense is over budget by \$64,108 but remains under budget by \$261,080 year to date.

Contract Labor – This expense is over budget by \$7,106. Contract staff is currently being used for Behavioral Health, Labor and Delivery and Surgical Services.

Insurance expense – This expense is over budget by \$5,789 and over budget \$20,968 year to date.

Other Operating expense – This expense is over budget by \$52,645. Education and travel, Postage, Freight, Employee recruitment and Pharmacy Floor allocation are all over budget for the month.

Leases and Rentals - This expense is over budget by \$14,443 and remains over budget year to date.

Through four months, the daily cash expense is at \$211,000, down from a high of \$236,000 in last fiscal year.

BALANCE SHEET. Operating cash at month end was \$15,644,616, a decrease of \$939,594 from September. Cash was affected by a third payroll at the end of October. Collections for the month of October were \$6,554,631. The Days of Cash on Hand are 117 in October, down five days from September. The existing bond covenants require that we maintain 75 days of cash on hand for compliance.

Gross receivables at month end were \$23,084,608, an increase of \$1,139,146 from the prior month. Net patient receivables at month end were \$11,884,706, up \$473,988 from last month. Days in Receivables are 53 for October, up 3 days from September.

OUTLOOK FOR NOVEMBER. Gross revenue is projected to come in under budget in the Hospital and the Clinic. Inpatient admits, Patient days, Infusions, Chemo and Lab and other Outpatient visits are all projecting to come in above or to budget. Surgeries, ER visits, Births and Clinic visits are projecting to be under budget in November. Gross patient revenue is projecting to come in at \$12.6M, with net revenue projecting to \$6.6M, both under budget. Collections are projecting to come in at \$5.2M, which is under budget. With expenses expected to come in around \$7M, we are projecting to a slight loss in November.



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

Unaudited Financial Statements

for

Four months ended October 31, 2018

Certification Statement:

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

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Certified by:

Tami Love

Chief Financial Officer

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Four months ended October 31, 2018

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

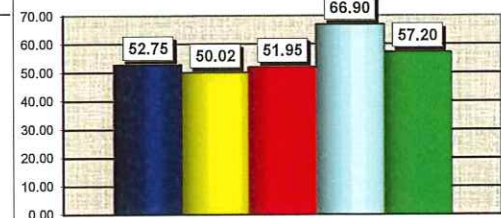
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Four months ended October 31, 2018

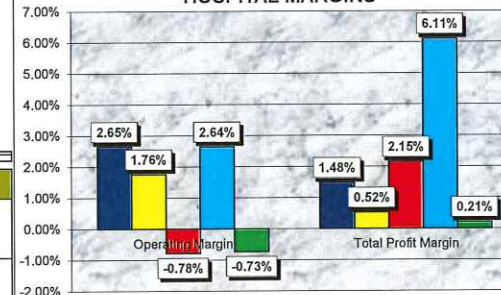
BALANCE SHEET

	YTD 10/31/2018	Prior FYE 6/30/2018
ASSETS		
Current Assets	\$34,667,140	\$32,985,887
Assets Whose Use is Limited	14,116,736	16,103,800
Property, Plant & Equipment (Net)	66,323,329	68,224,600
Other Assets	242,944	247,062
Total Unrestricted Assets	115,350,148	117,561,349
Restricted Assets	419,298	426,203
Total Assets	\$115,769,447	\$117,987,552
LIABILITIES AND NET ASSETS		
Current Liabilities	\$7,380,058	\$9,791,188
Long-Term Debt	27,896,736	27,915,983
Other Long-Term Liabilities	848,362	1,070,720
Total Liabilities	36,125,155	38,777,891
Net Assets	79,644,292	79,209,661
Total Liabilities and Net Assets	\$115,769,447	\$117,987,552

NET DAYS IN ACCOUNTS RECEIVABLE



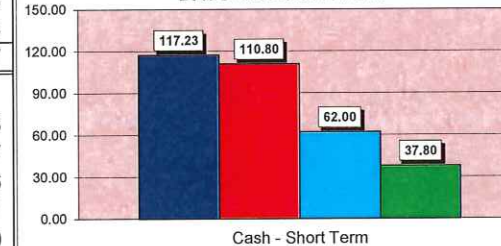
HOSPITAL MARGINS



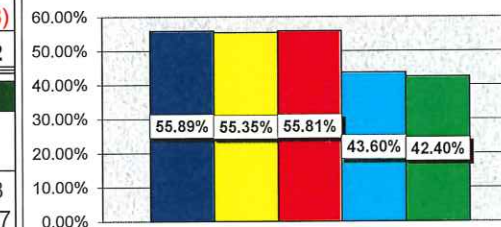
STATEMENT OF REVENUE AND EXPENSES - YTD

	10/31/18 ACTUAL	10/31/18 BUDGET	YTD ACTUAL	YTD BUDGET
Revenue:				
Gross Patient Revenues	\$13,795,813	\$14,331,673	\$53,682,340	\$54,656,155
Deductions From Revenue	(6,626,333)	(6,743,678)	(25,657,777)	(25,674,523)
Net Patient Revenues	7,169,480	7,587,995	28,024,563	28,981,633
Other Operating Revenue	173,401	267,080	1,161,565	943,424
Total Operating Revenues	7,342,881	7,855,075	29,186,128	29,925,057
Expenses:				
Salaries, Benefits & Contract Labor	4,101,462	4,177,891	15,880,553	16,564,758
Purchased Serv. & Physician Fees	622,816	692,507	2,416,502	2,646,237
Supply Expenses	1,103,598	1,155,958	4,493,835	4,581,776
Other Operating Expenses	815,853	787,467	3,174,718	3,086,341
Bad Debt Expense	0	0	0	0
Depreciation & Interest Expense	599,007	621,391	2,447,799	2,520,195
Total Expenses	7,242,736	7,435,214	28,413,407	29,399,307
NET OPERATING SURPLUS	100,145	419,861	772,721	525,750
Non-Operating Revenue/(Exp.)	(75,844)	(92,335)	(340,118)	(369,338)
TOTAL NET SURPLUS	\$24,301	\$327,526	\$432,603	\$156,412

DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



KEY STATISTICS AND RATIOS

	10/31/18 ACTUAL	10/31/18 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	394	336	1,463	1,398
Average Acute Length of Stay	2.9	2.7	2.9	2.7
Total Emergency Room Visits	1,316	1,331	5,290	5,408
Outpatient Visits	6,719	6,772	25,764	25,948
Total Surgeries	159	203	645	741
Total Worked FTE's	414.62	427.27	403.82	427.27
Total Paid FTE's	448.00	464.23	446.20	464.23
Net Revenue Change from Prior Yr	-3.00%	3.77%	2.71%	5.31%
EBIDA - 12 Month Rolling Average			9.26%	10.18%
Current Ratio			4.70	
Days Expense in Accounts Payable			25.96	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	
Budget	10/31/18
Prior Fiscal Year End	06/30/18
WYOMING	All Hospitals
< \$90M Net Rev.	Rural

FINANCIAL STRENGTH INDEX -				1.07
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, 2018

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📉 📈 - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Year to Date 10/31/2018	Budget 6/30/2019	BB+ Credit Rating	BBB- Credit Rating	Prior Fiscal Year End 06/30/18	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev. (See Note 2)
Profitability:								
Operating Margin	📈	2.65%	1.90%	0.10%	0.30%	-0.78%	2.64%	-0.73%
Total Profit Margin	📈	1.48%	0.76%	0.80%	1.00%	2.15%	6.11%	0.21%
Liquidity:								
Days Cash, All Sources **	📈	117.23	129.76	91.30	129.00	110.80	62.00	37.80
Net Days in Accounts Receivable	📉	52.75	50.02	52.40	51.80	51.95	66.90	57.20
Capital Structure:								
Average Age of Plant (Annualized)	📉	12.30	12.58	15.10	11.20	10.19	9.50	12.40
Long Term Debt to Capitalization	📉	25.94%	25.75%	48.20%	41.60%	26.19%	16.80%	10.00%
Debt Service Coverage Ratio **	📈	3.13	3.97	1.80	2.30	3.15	N/A	2.64
Productivity and Efficiency:								
Paid FTE's per Adjusted Occupied Bed	📉	7.92	8.43			8.43	6.60	4.63
Salary Expense per Paid FTE		\$86,580	\$86,892			\$85,976	\$62,436	\$48,150
Salary and Benefits as a % of Total Operating Exp		55.89%	56.43%			55.81%	43.60%	42.40%

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

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

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

Balance Sheet - Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Four months ended October 31, 2018

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	Current Month 10/31/2018	Prior Month 9/30/2018	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2018
Current Assets					
Cash and Cash Equivalents	\$15,644,616	\$16,584,209	(\$939,594)	-5.67%	\$14,404,653
Gross Patient Accounts Receivable	23,084,608	21,945,462	1,139,146	5.19%	21,199,648
Less: Bad Debt and Allowance Reserves	(11,199,901)	(10,534,744)	(665,157)	-6.31%	(9,770,080)
Net Patient Accounts Receivable	11,884,706	11,410,718	473,988	4.15%	11,429,568
Interest Receivable	0	0	0	0.00%	0
Other Receivables	2,267,468	2,171,518	95,950	4.42%	1,957,332
Inventories	2,812,796	2,818,569	(5,773)	-0.20%	2,829,223
Prepaid Expenses	2,057,553	2,274,820	(217,267)	-9.55%	2,365,112
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	34,667,140	35,259,834	(592,695)	-1.68%	32,985,887
Assets Whose Use is Limited					
Cash	(504)	15,119	(15,623)	-103.33%	12,573
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	2,820,283	2,706,903	113,380	4.19%	3,034,341
Trustee Held Funds - SPT	2,192,547	2,192,547	0	0.00%	3,452,951
Board Designated Funds	1,300,000	1,300,000	0	0.00%	1,300,000
Other Limited Use Assets	7,804,410	7,804,410	0	0.00%	8,303,935
Total Limited Use Assets	14,116,736	14,018,979	97,757	0.70%	16,103,800
Property, Plant, and Equipment					
Land and Land Improvements	2,952,098	2,952,098	(0)	0.00%	2,928,057
Building and Building Improvements	38,071,388	38,071,388	0	0.00%	38,041,246
Equipment	108,600,636	108,352,288	248,348	0.23%	108,303,077
Construction In Progress	1,163,276	1,035,655	127,621	12.32%	1,010,882
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	150,787,397	150,411,429	375,968	0.25%	150,283,261
Less: Accumulated Depreciation	(84,464,069)	(83,886,786)	(577,283)	-0.69%	(82,058,661)
Net Property, Plant, and Equipment	66,323,329	66,524,643	(201,314)	-0.30%	68,224,600
Other Assets					
Unamortized Loan Costs	242,944	243,974	(1,030)	-0.42%	247,062
Other	0	0	0	0.00%	0
Total Other Assets	242,944	243,974	(1,030)	-0.42%	247,062
TOTAL UNRESTRICTED ASSETS	115,350,148	116,047,430	(697,282)	-0.60%	117,561,349
Restricted Assets	419,298	417,045	2,253	0.54%	426,203
TOTAL ASSETS	\$115,769,447	\$116,464,475	(\$695,029)	-0.60%	\$117,987,552

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Four months ended October 31, 2018

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	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2018
	Current Month 10/31/2018	Prior Month 9/30/2018	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$2,785,851	\$4,081,454	\$1,295,603	31.74%	\$4,934,966
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	2,066,643	1,638,463	(428,180)	-26.13%	910,902
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	1,757,079	1,672,614	(84,465)	-5.05%	1,702,057
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)	575,631	575,631	0	0.00%	1,810,631
Current Portion of LTD (Leases)	0	0	0	0.00%	0
Other Current Liabilities	194,854	85,088	(109,766)	-129.00%	432,632
Total Current Liabilities	7,380,058	8,053,250	673,193	8.36%	9,791,188
Long Term Debt					
Bonds/Mortgages Payable	28,472,367	28,477,178	4,811	0.02%	29,726,614
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	575,631	575,631	0	0.00%	1,810,631
Total Long Term Debt (Net of Current)	27,896,736	27,901,547	4,811	0.02%	27,915,983
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	848,362	891,940	43,578	4.89%	1,070,720
Total Other Long Term Liabilities	848,362	891,940	43,578	4.89%	1,070,720
TOTAL LIABILITIES	36,125,155	36,846,737	721,582	1.96%	38,777,891
Net Assets:					
Unrestricted Fund Balance	76,794,258	76,794,258	0	0.00%	74,388,532
Temporarily Restricted Fund Balance	1,959,119	1,959,119	(0)	0.00%	1,959,119
Restricted Fund Balance	458,312	456,059	(2,253)	-0.49%	465,216
Net Revenue/(Expenses)	432,603	408,302	N/A	N/A	2,396,794
TOTAL NET ASSETS	79,644,292	79,617,738	(26,553)	-0.03%	79,209,661
TOTAL LIABILITIES AND NET ASSETS	\$115,769,447	\$116,464,475	\$695,029	0.60%	\$117,987,552

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Four months ended October 31, 2018

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	CURRENT MONTH				Prior Year 10/31/17
	Actual 10/31/18	Budget 10/31/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$3,043,704	\$2,855,380	\$188,324	6.60%	\$2,788,873
Outpatient Revenue	9,273,432	10,046,156	(772,724)	-7.69%	9,761,390
Clinic Revenue	1,361,778	1,220,570	141,208	11.57%	1,220,406
Specialty Clinic Revenue	116,899	209,566	(92,668)	-44.22%	205,457
Total Gross Patient Revenue	13,795,813	14,331,673	(535,860)	-3.74%	13,976,126
Deductions From Revenue					
Discounts and Allowances	(5,646,755)	(5,860,421)	213,666	3.65%	(5,490,404)
Bad Debt Expense (Governmental Providers Only)	(706,393)	(712,436)	6,044	0.85%	(945,198)
Charity Care	(273,186)	(170,821)	(102,365)	-59.93%	(196,604)
Total Deductions From Revenue	(6,626,333)	(6,743,678)	117,345	1.74%	(6,632,206)
Net Patient Revenue	7,169,480	7,587,995	(418,515)	-5.52%	7,343,920
Other Operating Revenue	173,401	267,080	(93,679)	-35.08%	226,027
Total Operating Revenue	7,342,881	7,855,075	(512,194)	-6.52%	7,569,947
Operating Expenses					
Salaries and Wages	3,318,255	3,254,147	(64,108)	-1.97%	3,195,966
Fringe Benefits	702,719	850,363	147,644	17.36%	899,647
Contract Labor	80,488	73,381	(7,106)	-9.68%	129,775
Physicians Fees	268,744	285,007	16,263	5.71%	188,302
Purchased Services	354,072	407,501	53,429	13.11%	412,633
Supply Expense	1,103,598	1,155,958	52,360	4.53%	1,087,098
Utilities	88,710	101,259	12,549	12.39%	85,365
Repairs and Maintenance	348,112	380,053	31,941	8.40%	325,228
Insurance Expense	67,412	61,623	(5,789)	-9.39%	63,804
All Other Operating Expenses	225,179	172,535	(52,645)	-30.51%	215,922
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	86,440	71,998	(14,443)	-20.06%	(50,868)
Depreciation and Amortization	599,007	621,391	22,384	3.60%	738,261
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	7,242,736	7,435,214	192,478	2.59%	7,291,132
Net Operating Surplus/(Loss)	100,145	419,861	(319,716)	-76.15%	278,815
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	10,560	3,985	6,575	164.98%	4,510
Tax Subsidies (Except for GO Bond Subsidies)	0	0	0	0.00%	308,743
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(102,369)	(113,824)	(11,455)	10.06%	(179,936)
Other Non-Operating Revenue/(Expenses)	15,965	17,504	(1,539)	-8.79%	20,605
Total Non Operating Revenue/(Expense)	(75,844)	(92,335)	16,490	-17.86%	162,862
Total Net Surplus/(Loss)	\$24,301	\$327,526	(\$303,225)	-92.58%	\$441,677
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets)	\$24,301	\$327,526	(\$303,225)	-92.58%	\$441,677
Operating Margin	1.36%	5.35%			3.68%
Total Profit Margin	0.33%	4.17%			5.83%
EBIDA	9.52%	13.26%			16.83%

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Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

Four months ended October 31, 2018

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	YEAR-TO-DATE				Prior Year 10/31/17
	Actual 10/31/18	Budget 10/31/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$11,340,319	\$11,644,577	(\$304,257)	-2.61%	\$11,382,753
Outpatient Revenue	36,866,315	37,620,544	(754,229)	-2.00%	36,396,983
Clinic Revenue	4,731,384	4,531,133	200,251	4.42%	4,465,691
Specialty Clinic Revenue	744,321	859,902	(115,581)	-13.44%	857,831
Total Gross Patient Revenue	<u>53,682,340</u>	<u>54,656,155</u>	<u>(973,815)</u>	<u>-1.78%</u>	<u>53,103,258</u>
Deductions From Revenue					
Discounts and Allowances	(21,360,896)	(22,141,495)	780,599	3.53%	(20,850,204)
Bad Debt Expense (Governmental Providers Only)	(3,600,522)	(2,849,745)	(750,776)	-26.35%	(3,687,392)
Charity Care	(696,359)	(683,282)	(13,077)	-1.91%	(739,002)
Total Deductions From Revenue	<u>(25,657,777)</u>	<u>(25,674,523)</u>	<u>16,745</u>	<u>0.07%</u>	<u>(25,276,598)</u>
Net Patient Revenue	<u>28,024,563</u>	<u>28,981,633</u>	<u>(957,070)</u>	<u>-3.30%</u>	<u>27,826,660</u>
Other Operating Revenue	<u>1,161,565</u>	<u>943,424</u>	<u>218,141</u>	<u>23.12%</u>	<u>589,614</u>
Total Operating Revenue	<u>29,186,128</u>	<u>29,925,057</u>	<u>(738,929)</u>	<u>-2.47%</u>	<u>28,416,274</u>
Operating Expenses					
Salaries and Wages	12,671,218	12,932,298	261,080	2.02%	12,798,549
Fringe Benefits	2,862,075	3,233,808	371,733	11.50%	2,854,136
Contract Labor	347,260	398,652	51,392	12.89%	571,030
Physicians Fees	977,256	1,063,550	86,294	8.11%	666,191
Purchased Services	1,439,246	1,582,687	143,441	9.06%	1,698,326
Supply Expense	4,493,835	4,581,776	87,941	1.92%	4,241,372
Utilities	366,266	391,160	24,894	6.36%	365,847
Repairs and Maintenance	1,476,762	1,517,285	40,523	2.67%	1,396,468
Insurance Expense	263,717	242,748	(20,968)	-8.64%	264,045
All Other Operating Expenses	751,687	647,721	(103,966)	-16.05%	788,552
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	316,287	287,428	(28,859)	-10.04%	229,878
Depreciation and Amortization	2,447,799	2,520,195	72,396	2.87%	2,823,451
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	<u>28,413,407</u>	<u>29,399,307</u>	<u>985,900</u>	<u>3.35%</u>	<u>28,697,844</u>
Net Operating Surplus/(Loss)	<u>772,721</u>	<u>525,750</u>	<u>246,971</u>	<u>46.97%</u>	<u>(281,570)</u>
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	35,399	15,940	19,459	122.08%	26,210
Tax Subsidies (Except for GO Bond Subsidies)	0	0	0	0.00%	1,346,651
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(443,691)	(455,294)	11,603	-2.55%	(509,493)
Other Non-Operating Revenue/(Expense)	68,174	70,016	(1,842)	-2.63%	57,999
Total Non Operating Revenue/(Expense)	<u>(340,118)</u>	<u>(369,338)</u>	<u>29,220</u>	<u>-7.91%</u>	<u>921,366</u>
Total Net Surplus/(Loss)	<u>\$432,603</u>	<u>\$156,412</u>	<u>\$276,191</u>	<u>176.58%</u>	<u>\$639,797</u>
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	<u>\$432,603</u>	<u>\$156,412</u>	<u>\$276,191</u>	<u>176.58%</u>	<u>\$639,797</u>
Operating Margin	2.65%	1.76%			-0.99%
Total Profit Margin	1.48%	0.52%			2.25%
EBIDA	11.03%	10.18%			13.07%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

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	Actual 10/31/2018	Actual 9/30/2018	Actual 8/31/2018	Actual 7/31/2018	Actual 6/30/2018
Gross Patient Revenue					
Inpatient Revenue	\$3,043,704	\$2,499,813	\$2,459,161	\$3,337,641	\$2,691,073
Inpatient Psych/Rehab Revenue					
Outpatient Revenue	\$9,273,432	\$8,246,354	\$9,927,413	\$9,424,838	\$8,882,234
Clinic Revenue	\$1,361,778	\$1,076,083	\$1,193,552	\$1,094,250	\$1,252,867
Specialty Clinic Revenue	\$116,899	\$146,133	\$215,242	\$266,047	\$179,865
Total Gross Patient Revenue	\$13,795,813	\$11,968,383	\$13,795,368	\$14,122,776	\$13,006,039
Deductions From Revenue					
Discounts and Allowances	\$5,646,755	\$4,581,170	\$5,240,990	\$5,891,982	\$4,273,304
Bad Debt Expense (Governmental Providers Only)	\$706,393	\$1,072,535	\$972,129	\$849,465	\$1,232,693
Charity Care	\$273,186	\$135,091	\$202,867	\$85,215	\$419,740
Total Deductions From Revenue	6,626,333	5,788,796	6,415,986	6,826,662	5,925,738
Net Patient Revenue	\$7,169,480	\$6,179,587	\$7,379,382	\$7,296,114	\$7,080,302
Other Operating Revenue	173,401	678,067	159,188	150,909	482,048
Total Operating Revenue	7,342,881	6,857,654	7,538,570	7,447,023	7,562,349
Operating Expenses					
Salaries and Wages	\$3,318,255	\$3,014,576	\$3,132,114	\$3,206,273	\$2,975,968
Fringe Benefits	\$702,719	\$648,010	\$825,597	\$685,749	\$694,860
Contract Labor	\$80,488	\$45,634	\$87,004	\$134,135	\$46,590
Physicians Fees	\$268,744	\$239,881	\$211,428	\$257,203	\$443,327
Purchased Services	\$354,072	\$342,090	\$366,075	\$377,009	\$439,285
Supply Expense	\$1,103,598	\$1,060,199	\$1,133,975	\$1,196,063	\$1,010,111
Utilities	\$88,710	\$90,628	\$104,407	\$82,521	\$98,439
Repairs and Maintenance	\$348,112	\$351,939	\$417,795	\$358,916	\$369,736
Insurance Expense	\$67,412	\$66,217	\$66,217	\$63,871	\$61,525
All Other Operating Expenses	\$225,179	\$138,767	\$193,415	\$194,326	\$270,617
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$86,440	\$85,136	\$72,008	\$72,703	\$100,598
Depreciation and Amortization	\$599,007	\$604,823	\$621,957	\$622,012	\$952,632
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$7,242,736	\$6,687,899	\$7,231,993	\$7,250,778	\$7,463,688
Net Operating Surplus/(Loss)	\$100,145	\$169,755	\$306,577	\$196,245	\$98,661
Non-Operating Revenue:					
Contributions					
Investment Income	10,560	4,652	14,772	5,416	18,869
Tax Subsidies (Except for GO Bond Subsidies)					
Tax Subsidies for GO Bonds					51,516
Interest Expense (Governmental Providers Only)	(102,369)	(127,030)	(102,944)	(111,348)	(197,203)
Other Non-Operating Revenue/(Expenses)	15,965	16,934	14,644	20,631	12,052
Total Non Operating Revenue/(Expense)	(\$75,844)	(\$105,445)	(\$73,528)	(\$85,301)	(\$114,766)
Total Net Surplus/(Loss)	\$24,301	\$64,310	\$233,049	\$110,943	(\$16,105)
Change in Unrealized Gains/(Losses) on Investments					
Increase/(Decrease in Unrestricted Net Assets	\$24,301	\$64,310	\$233,049	\$110,943	(\$16,105)
Operating Margin	1.36%	2.48%	4.07%	2.64%	1.30%
Total Profit Margin	0.33%	0.94%	3.09%	1.49%	-0.21%
EBIDA	9.52%	11.30%	12.32%	10.99%	13.90%

Actual 5/31/2018	Actual 4/30/2018	Actual 3/31/2018	Actual 2/28/2018	Actual 1/31/2018	Actual 12/31/2017	Actual 11/30/2017	Actual 10/31/2017
\$2,473,613	\$3,103,402	\$3,572,487	\$2,539,861	\$3,482,532	\$2,372,167	\$2,557,222	\$2,788,873
\$9,045,341	\$8,179,117	\$9,117,338	\$8,217,125	\$9,046,087	\$9,332,424	\$9,091,002	\$9,761,390
\$1,294,418	\$1,045,617	\$1,318,708	\$1,119,761	\$1,215,537	\$1,048,027	\$1,212,089	\$1,220,406
\$209,960	\$190,157	\$247,601	\$83,134	\$157,597	\$191,061	\$176,581	\$205,457
\$13,023,332	\$12,518,293	\$14,256,134	\$11,959,881	\$13,901,753	\$12,943,679	\$13,036,894	\$13,976,126
\$5,120,197	\$5,180,571	\$5,699,847	\$4,779,964	\$5,865,394	\$4,987,914	\$5,399,047	\$5,490,404
\$750,881	\$608,142	\$888,176	\$510,331	\$432,591	\$595,394	\$298,556	\$945,198
\$188,399	\$162,130	(\$6,620)	\$160,500	\$105,168	\$261,972	\$188,422	\$196,604
6,059,477	5,950,844	6,581,403	5,450,794	6,403,153	5,845,280	5,886,024	6,632,206
\$6,963,855	\$6,567,449	\$7,674,731	\$6,509,087	\$7,498,600	\$7,098,399	\$7,150,870	\$7,343,920
116,501	398,959	122,609	246,357	202,830	219,842	360,875	226,027
7,080,357	6,966,408	7,797,340	6,755,443	7,701,430	7,318,241	7,511,744	7,569,947
\$3,095,577	\$2,982,785	\$3,211,428	\$3,005,037	\$3,269,915	\$3,145,250	\$2,875,383	\$3,195,966
\$852,917	\$992,919	\$649,692	\$990,578	\$1,119,679	\$854,959	\$865,713	\$899,647
\$106,303	\$122,359	\$44,526	\$79,857	\$166,621	\$111,766	\$183,557	\$129,775
\$364,555	\$346,772	\$254,190	\$255,063	\$250,758	\$292,891	\$210,531	\$188,302
\$420,404	\$437,651	\$439,077	\$421,063	\$427,741	\$364,808	\$505,848	\$412,633
\$1,002,232	\$1,080,684	\$1,182,216	\$972,465	\$1,200,722	\$1,032,955	\$1,088,388	\$1,087,098
\$93,552	\$90,887	\$107,529	\$81,728	\$95,685	\$94,092	\$91,389	\$85,365
\$343,807	\$378,782	\$376,215	\$440,924	\$389,140	\$368,249	\$358,456	\$325,228
\$67,521	\$53,077	\$56,861	\$56,861	\$58,940	\$58,919	\$61,018	\$63,804
\$195,498	\$198,362	\$201,300	\$154,373	\$177,214	\$139,568	\$172,447	\$215,922
\$69,589	\$67,974	\$73,351	\$75,743	\$78,591	\$68,724	\$72,622	(\$50,868)
\$608,857	\$610,433	\$610,991	\$610,388	\$612,267	\$617,326	\$618,625	\$738,261
\$7,220,813	\$7,362,685	\$7,207,378	\$7,144,081	\$7,847,273	\$7,149,507	\$7,103,978	\$7,291,132
(\$140,456)	(\$396,277)	\$589,963	(\$388,637)	(\$145,843)	\$168,734	\$407,767	\$278,815
103,261	(1,767)	10,816	4,898	(2,148)	1,833	902	4,510
315,887	233,293	291,849	379,346	322,567	334,349	338,547	308,743
(104,082)	(104,431)	(148,675)	(105,421)	(105,774)	(120,482)	(106,298)	(170,996)
16,881	12,688	40,555	8,609	26,104	11,269	23,279	20,609
\$331,947	\$139,783	\$194,545	\$287,431	\$240,749	\$226,968	\$256,429	\$162,862
\$191,491	(\$256,494)	\$784,508	(\$101,206)	\$94,906	\$395,702	\$664,196	\$441,677
\$191,491	(\$256,494)	\$784,508	(\$101,206)	\$94,906	\$395,702	\$664,196	\$441,677
-1.98%	-5.69%	7.57%	-5.75%	-1.89%	2.31%	5.43%	3.68%
2.70%	-3.68%	10.06%	-1.50%	1.23%	5.41%	8.84%	5.83%
6.62%	3.07%	15.40%	3.28%	6.06%	10.74%	13.66%	13.44%

Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Four months ended October 31, 2018

	CASH FLOW	
	Current Month 10/31/2018	Current Year-To-Date 10/31/2018
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	\$24,301	\$432,603
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	599,007	2,447,799
(Increase)/Decrease in Net Patient Accounts Receivable	(473,988)	(455,139)
(Increase)/Decrease in Other Receivables	(95,950)	(310,137)
(Increase)/Decrease in Inventories	5,773	16,427
(Increase)/Decrease in Pre-Paid Expenses	217,267	307,559
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	(1,295,603)	(2,149,115)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	512,645	1,210,763
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	109,766	(237,778)
Net Cash Provided by Operating Activities:	(396,784)	1,262,981
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(397,692)	(546,527)
(Increase)/Decrease in Limited Use Cash and Investments	(113,380)	1,973,987
(Increase)/Decrease in Other Limited Use Assets	15,623	13,077
(Increase)/Decrease in Other Assets	1,030	4,118
Net Cash Used by Investing Activities	(494,420)	1,444,655
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(4,811)	(1,254,247)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(43,578)	(222,358)
Net Cash Used for Financing Activities	(48,389)	(1,476,606)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	(1)	8,932
Net Increase/(Decrease) in Cash	(939,594)	1,239,963
Cash, Beginning of Period	16,584,209	14,404,653
Cash, End of Period	\$15,644,616	\$15,644,616

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Four months ended October 31, 2018

Current Month				Year-To-Date				
Actual 10/31/18	Budget 10/31/18	Positive/ (Negative) Variance	Prior Year 10/31/17					
STATISTICS				Actual 10/31/18	Budget 10/31/18	Positive/ (Negative) Variance	Prior Year 10/31/17	
Discharges								
135	124	11	158	Acute	504	522	(18)	647
135	124	11	158	Total Adult Discharges	504	522	(18)	647
30	40	(10)	63	Newborn	136	162	(26)	277
165	164	1	221	Total Discharges	640	684	(44)	924
Patient Days:								
394	336	58	545	Acute	1,463	1,398	65	2,022
394	336	58	545	Total Adult Patient Days	1,463	1,398	65	2,022
52	71	(19)	69	Newborn	236	288	(52)	321
446	407	39	614	Total Patient Days	1,699	1,686	13	2,343
Average Length of Stay (ALOS)								
2.9	2.7	0.2	3.4	Acute	2.9	2.7	0.2	3.1
2.9	2.7	0.2	3.4	Total Adult ALOS	2.9	2.7	0.2	3.1
1.7	1.8	(0.0)	1.1	Newborn ALOS	1.7	1.8	(0.0)	1.2
Average Daily Census (ADC)								
12.7	10.8	1.9	17.6	Acute	11.9	11.4	0.5	16.4
12.7	10.8	1.9	17.6	Total Adult ADC	11.9	11.4	0.5	16.4
1.7	2.3	(0.6)	2.2	Newborn	1.9	2.3	(0.4)	2.6
Emergency Room Statistics								
134	125	9	138	ER Visits - Admitted	539	524	15	563
1,182	1,206	(24)	1,216	ER Visits - Discharged	4,751	4,884	(133)	4,945
1,316	1,331	(15)	1,354	Total ER Visits	5,290	5,408	(118)	5,508
10.18%	9.39%		10.19%	% of ER Visits Admitted	10.19%	9.69%		10.22%
99.26%	100.81%		87.34%	ER Admissions as a % of Total	106.94%	100.38%		87.02%
Outpatient Statistics:								
6,719	6,772	(53)	7,094	Total Outpatients Visits	25,764	25,948	(184)	27,720
92	103	(11)	97	Observation Bed Days	421	449	(28)	401
4,352	3,991	361	4,316	Clinic Visits - Primary Care	15,837	15,251	586	17,363
434	461	(27)	566	Clinic Visits - Specialty Clinics	1,777	1,847	(70)	2,255
29	25	4	40	IP Surgeries	100	111	(11)	153
130	178	(48)	136	OP Surgeries	545	630	(85)	600
Productivity Statistics:								
414.62	427.27	(12.65)	416.23	FTE's - Worked	403.82	427.27	(23.45)	408.84
448.00	464.23	(16.23)	452.92	FTE's - Paid	446.20	464.23	(18.03)	458.02
1.3670	1.3417	0.03	0.7894	Case Mix Index -Medicare	1.2649	5.1949	(3.93)	0.9583
0.8060	0.9207	(0.11)	0.7894	Case Mix Index - All payers	0.7657	3.5529	(2.79)	0.8396

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY

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10/31/18

	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	53.69	50.05
Net Days in Accounts Receivable	52.75	51.95
Number of Gross Days in Unbilled Revenue	3.01	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	29.99%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	1.98%	1.19%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	1.30%	1.25%
Bad Debts as a % of Gross Patient Revenue - Current Month	5.12%	4.97%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	6.71%	5.21%
Collections as a Percentage of Net Revenue - Current Month	91.42%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	97.13%	100% or >
Percentage of Blue Cross Receivable > 90 Days	17.41%	< 10%
Percentage of Insurance Receivable > 90 Days	10.47%	< 15%
Percentage of Medicaid Receivable > 90 Days	8.85%	< 20%
Percentage of Medicare Receivable > 60 Days	27.15%	< 6%

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Four months ended October 31, 2018

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Monthly Variances in excess of \$10,000 as well as in excess of 10% explained below.
Year-To-Date Variances in excess of \$30,000 as well as in excess of 5% explained below.

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Gross Patient Revenue	(535,860)	-3.74%	(973,815)	-1.78%
Gross patient revenue is under budget for the month and under budget year to date. Patient statistics under budget include ER visit, Outpatient Visits and Surgeries. Average Daily Census is 12.7 in October which is over budget by 1.9.				
Deductions from Revenue	117,345	1.74%	16,745	0.07%
Deductions from revenue are under budget for Sept and over budget year to date. They are currently booked at 48% for Oct and 48% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.				
Bad Debt Expense	6,044	0.85%	(750,776)	-26.35%
Bad debt expense is booked at 5% for Oct. and 7% year to date.				
Charity Care	(102,365)	-59.93%	(13,077)	-1.91%
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	(93,679)	-35.08%	218,141	23.12%
Other Operating Revenue is under budget for the month and is over budget year to date.				
Salaries and Wages	(64,108)	-1.97%	261,080	2.02%
Salary and Wages are over budget and remain under budget year to date. With the lower census, departments have been very mindful of sending employees home to balance staffing and patient needs. Paid FTEs are under budget by 16.23 FTEs for the month and 18.03 FTEs year to date.				
Fringe Benefits	147,644	17.36%	371,733	11.50%
Fringe benefits are under budget in Oct. and remain under budget year to date.				
Contract Labor	(7,106)	-9.68%	51,392	12.89%
Contract labor is over budget for Oct. and remains under budget year to date. Behavioral Health, Labor & Delivery and Recovery are over budget for the month.				

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Four months ended October 31, 2018

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Physician Fees	16,263	5.71%	86,294	8.11%
Physician fees are under budget in Oct. and remain under budget year to date. Sleep Lab and Locum Radiology are over budget				
Purchased Services	53,429	13.11%	143,441	9.06%
Purchased services are under budget for Oct. and under budget year to date. Services over budget include Sponsorships and Legal Fees.				
Supply Expense	52,360	4.53%	87,941	1.92%
Supplies are under budget for Oct. and remain under budget year to date. Line items over budget include Radioactive materials, Lab Supplies, Implants, Other Med Supplies, Food, Maintenance Supplies and Outdated Supplies.				
Repairs & Maintenance	31,941	8.40%	40,523	2.67%
Repairs and Maintenance are under budget for Oct. and under budget year to date.				
All Other Operating Expenses	(52,645)	-30.51%	(103,966)	-16.05%
This expense is under budget in Oct. and over budget year to date. Other expenses over budget are Memberships, Travel, Postage, Freight, Employee Recruitment and Pharmacy Floor Direct.				
Leases and Rentals	(14,443)	-20.06%	(28,859)	-10.04%
This expense is over budget for Oct. and remains over budget year to date.				
Depreciation and Amortization	22,384	3.60%	72,396	2.87%
Depreciation is under budget for Oct. and remains under budget year to date.				
BALANCE SHEET				
Cash and Cash Equivalents	(939,594)	-5.67%		
Cash decreased in Oct. Cash collections for Oct. were \$6.5 million. Days Cash on Hand increased to 117 days.				
Gross Patient Accounts Receivable	\$1,139,146	5.19%		
This receivable increased in Oct.				

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Four months ended October 31, 2018

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Bad Debt and Allowance Reserves	(665,157)	-6.31%		
Bad Debt and Allowances increased due to the Medicare funds coming in.				
Other Receivables	95,950	4.42%		
Other Receivables increased in Oct. due to Occ Med and County Maintenance invoices.				
Prepaid Expenses	(217,267)	-9.55%		
Prepaid expenses decreased due to the normal activity in this account.				
Limited Use Assets	97,757	0.70%		
These assets increased due to the payment of the bonds.				
Plant Property and Equipment	(201,314)	-0.30%		
The decrease in these assets is due to the increase in Capital equipment and the normal increase in accumulated depreciation.				
Accounts Payable	1,295,603	31.74%		
This liability decreased due to the normal activity in this account.				
Accrued Payroll	(428,180)	-26.13%		
This liability increased in Oct. The payroll accrual for Oct was 17 days.				
Accrued Benefits	(84,465)	-5.05%		
This liability increased in Oct. with the normal accrual and usage of PTO .				
Other Current Liabilities	(109,766)	-129.00%		
This liability decreased due to payment of the bonds.				
Other Long Term Liabilities	43,578	4.89%		
This liability decreased due to the normal monthly lease payments.				
Total Net Assets	(26,553)	-0.03%		

The net gain from operations for Oct. is \$100,145

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

OTHER OPERATING REVENUE - Detail

YEAR TO DATE 2019

JULY		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	9,917.17		
Pharmacy sales	15.51		
Coca Cola Commission	146.08		
Medical Records	558.15		
HPSA	30,015.62		
Cache Valley Rebate	12.00		
Inmar Rebate	1,768.95		
Interlare	4,055.66		
Foundation Golf Trny	2,250.00		
MCR Test Amount	0.02		
Olympus Thunderbeat	1,800.00		
PACS Storage	1,000.00		
County Maintenance Fund	13,120.28		
BCBS Payment Received Incorrectly - Wil be reversed	72.00		
WWB Commissions	460.89		
Post Partum Supplies	(189.51)		
Foundation	(47.96)		
Grants	(4,163.39)		
Lab Courier	520.00		
Shriners	346.36		
Solvay	3,600.00		
Jim Bridger Physician Services	12,750.00		
Castle Rock	3,653.70		
Tata Occupation Medicine on site	14,550.00		
Sage View	2,400.00		
High Desert Rural Health Clinic District Wamsutter - July	28,503.61		
Cafeteria sales	23,793.98		
July Totals		150,909.12	150,909.12
AUGUST		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	15,521.30		
Retirement Forfeiture	11.17		
Medical Records	639.65		
Pharmacy sales	80.46		
BLS	204.00		
HPSA	757.48		
Foundation - Reimburse Golf Tournament	(2,850.00)		
Wind River Vending	8.75		
Sports Physicals	3,650.00		
PACS Storage	380.00		
WWB Commissions	241.86		
Blood Systems Reversal	(72.00)		
Sweetwater Medics-Linens	2,500.00		
County Maintenance Fund	48,851.71		
Prenatal Class	60.00		
Grants	(522.28)		
Lab Courier	260.00		
Shriners	262.62		
Solvay	900.00		
Jim Bridger Retainer	800.00		
Jim Bridger Physician Services	13,812.50		
Castle Rock	2,115.30		
Tata Occupation Medicine on site	16,650.00		
Sage View	2,400.00		
High Desert Rural Health Clinic District Wamsutter - August	27,723.96		
Cafeteria sales	24,801.23		
August Totals		159,187.71	310,096.83
SEPTEMBER		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL

Collection Agency interest income	14,347.07		
Retirement Forfeiture	641.46		
Medical Records	186.55		
Pharmacy sales	14.00		
Radiology Films	5.00		
BLS	361.00		
HPSA	13.19		
BCBS Entered incorrectly - reversed on 10/1	3,469.66		
Inmar Rebate	59.92		
Interlare	11,763.70		
MCR Temp Allowance	29,017.00		
Supplies	1,362.32		
PACS Storage	576.00		
WWB Commissions	115.28		
Foundation	496,842.20		
Prenatal Class	122.30		
Grants	(1,190.46)		
County Maintenance Fund	21,866.14		
Shriners	234.70		
Solvay	900.00		
Jim Bridger Retainer	800.00		
Jim Bridger Physician Services	11,687.50		
Castle Rock	2,596.05		
Tata Occupation Medicine on site	12,450.00		
Sage View	2,400.00		
High Desert Rural Health Clinic District Wamsutter - August	31,076.00		
Cafeteria sales	33,766.83		
Catering	2,583.66		
September Totals		678,067.07	988,163.90

OCTOBER		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	28,224.56		
Medical Records	280.10		
Pharmacy sales	22.44		
Radiology Films	10.00		
Document Copy Service	279.25		
UUHP Pmt w/no remit	10.52		
HPSA	40,368.81		
BCBS Entered incorrectly - reversed	(3,469.66)		
Cache Valley Rebate	12.00		
Coca Cola Commission	131.24		
MCR Temp Allowance-overpayment	(27,623.59)		
Supplies	1,072.84		
PACS Storage	656.00		
WWB Commissions	115.03		
Wind River Vending	184.40		
Grants	8,748.29		
Shriners	346.36		
County Maintenance Fund	24,844.65		
Solvay	2,080.00		
Jim Bridger Retainer	800.00		
Jim Bridger Physician Services	14,875.00		
Castle Rock	3,365.25		
Tata Occupation Medicine on site	14,400.00		
Sage View	2,400.00		
High Desert Rural Health Clinic District Wamsutter -October	33,315.76		
Cafeteria sales	24,812.64		
Catering	3,139.10		
October Totals		173,400.99	1,161,564.89

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

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

November 13, 2018

PROVIDER CLINIC – OCTOBER 2018

THE CLINIC BOTTOM LINE. The bottom line for the Provider Clinic for October was a loss of \$457,021, compared to a loss of \$484,943 in the budget. The YTD net operating loss is \$1,693,392, compared to a loss of \$1,875,043 in the budget.

VOLUME. Total visits were 4,786 for October, over budget by 334 visits. YTD patient visits are 17,614, over budget by 516 visits.

REVENUE. Revenue for the Clinic for October was \$1,478,677, over budget by \$48,540. YTD revenue was \$5,475,706, over budget by \$84,671. The Clinic physicians also generate hospital revenue, called enterprise revenue, which consists of various sources, including Lab, Medical Imaging and Surgery. The amount of gross enterprise revenue generated year to date through October from the Clinic is \$14,323,309. This equates to \$7,448,121 of net enterprise revenue with an impact to the bottom line of \$730,661. The gross enterprise revenue represents 26.7% of the total Hospital revenue year to date.

Net patient revenue for the Clinic for October was \$831,505, over budget by \$75,437. YTD net patient revenue was \$3,026,389, which was over budget by \$122,743.

Deductions from revenue for the Clinic were booked at 43.8% for October. In October, the YTD payer mix was as follows; Commercial Insurance and Blue Cross consisted of 54.5% of revenue, Medicare and Medicaid consisted of 39.4% of revenue and Self Pay consisted of 5.5% of revenue.

EXPENSES. Total expenses for the month were \$1,360,108, which was over budget by \$49,416. YTD expenses were \$4,983,975, which was under budget by \$68,534. The majority of the expenses consist of Salaries and Benefits; which are 83.7% of YTD total expenses. The following categories were over budget for October:

Salaries and Wages – This expense is over budget by \$27,596 but remains under budget \$85,445 year to date.

Supply expense – This expense is over budget by \$6,249. Other med/surg supplies and Outdated supplies are over for the month.

Repairs and Maintenance – This expense is over budget by \$1,102 and remains over budget \$4,162 year to date.

Other Operating expense – This expense is over budget by \$48,673. Pharmacy floor allocation is over budget for the month due to the increase in flu vaccines.

Leases and Rentals - This expense is over budget by \$695 and remains over budget \$2,600 year to date.

Depreciation – This expense is over budget by \$2,322 and remains over budget \$7,218 year to date.

OVERALL ASSESSMENT. Through October, the Provider Clinic revenue plus enterprise revenue makes up 36.9% of total hospital gross patient revenue.



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

PHYSICIAN CLINICS

Unaudited Financial Statements

for

Four months ended October 31, 2018

Certification Statement:

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

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Certified by:

Tami Love

Chief Financial Officer

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ROCK SPRINGS, WY

Four months ended October 31, 2018

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Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY Four months ended October 31, 2018

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⬇ ⬆ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 10/31/2018	Year to Date 10/31/2018	Prior Fiscal Year End 06/30/18	MGMA Hospital Owned Rural
Profitability:					
Operating Margin	⬆	-50.61%	-51.46%	-76.57%	-36.58%
Total Profit Margin	⬆	-50.61%	-51.46%	-76.57%	-36.58%
Contractual Allowance %	⬇	43.77%	44.73%	46.36%	
Liquidity:					
Net Days in Accounts Receivable	⬇	57.47	62.93	62.33	39.58
Gross Days in Accounts Receivable	⬇	57.21	61.08	55.18	72.82
Productivity and Efficiency:					
Patient Visits Per Day	⬇	140.39	128.76	133.67	
Total Net Revenue per FTE	⬆	N/A	\$151,204	\$139,450	
Salary Expense per Paid FTE		N/A	\$170,350	\$181,602	
Salary and Benefits as a % of Net Revenue		121.85%	126.79%	150.24%	91.26%
Employee Benefits %		11.65%	12.54%	15.36%	6.10%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Four months ended October 31, 2018

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	CURRENT MONTH				Prior Year 10/31/17
	Actual 10/31/18	Budget 10/31/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	1,361,778	1,220,570	141,208	11.57%	1,220,406
Specialty Clinic Revenue	116,899	209,566	(92,668)	-44.22%	205,457
Total Gross Patient Revenue	1,478,677	1,430,136	48,540	3.39%	1,425,863
Deductions From Revenue					
Discounts and Allowances	(647,172)	(674,069)	26,896	3.99%	(692,936)
Total Deductions From Revenue	(647,172)	(674,069)	26,896	3.99%	(692,936)
Net Patient Revenue	831,505	756,068	75,437	9.98%	732,927
Other Operating Revenue	71,582	69,682	1,901	2.73%	57,810
Total Operating Revenue	903,087	825,749	77,338	9.37%	790,737
Operating Expenses					
Salaries and Wages	985,567	957,971	(27,596)	-2.88%	1,011,079
Fringe Benefits	114,843	144,536	29,693	20.54%	154,715
Contract Labor	0	0	0	0.00%	0
Physicians Fees	53,865	59,693	5,829	9.76%	13,500
Purchased Services	4,278	5,986	1,709	28.54%	14,349
Supply Expense	21,975	15,726	(6,249)	-39.74%	12,143
Utilities	1,563	1,554	(9)	-0.58%	1,885
Repairs and Maintenance	30,519	29,417	(1,102)	-3.75%	25,772
Insurance Expense	16,088	16,089	0	0.00%	18,963
All Other Operating Expenses	102,317	53,644	(48,673)	-90.73%	75,621
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	5,403	4,708	(695)	-14.75%	4,831
Depreciation and Amortization	23,690	21,368	(2,322)	-10.87%	25,820
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,360,108	1,310,692	(49,416)	-3.77%	1,358,677
Net Operating Surplus/(Loss)	(457,021)	(484,943)	27,922	-5.76%	(567,940)
Total Net Surplus/(Loss)	(457,021)	(484,943)	\$27,922	-5.76%	(567,940)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets)	(457,021)	(484,943)	\$27,922	-5.76%	(567,940)
Operating Margin	-50.61%	-58.73%			-71.82%
Total Profit Margin	-50.61%	-58.73%			-71.82%
EBIDA	-47.98%	-56.14%			-68.56%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Four months ended October 31, 2018

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	YEAR-TO-DATE				Prior Year 10/31/17
	Actual 10/31/18	Budget 10/31/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	4,731,385	4,640,196	91,189	1.97%	4,465,691
Specialty Clinic Revenue	744,321	750,840	(6,519)	-0.87%	857,831
Total Gross Patient Revenue	5,475,706	5,391,035	84,671	1.57%	5,323,522
Deductions From Revenue					
Discounts and Allowances	(2,449,317)	(2,487,390)	38,073	1.53%	(2,342,059)
Total Deductions From Revenue	(2,449,317)	(2,487,390)	38,073	1.53%	(2,342,059)
Net Patient Revenue	3,026,389	2,903,645	122,743	4.23%	2,981,463
Other Operating Revenue	264,195	273,822	(9,627)	-3.52%	218,779
Total Operating Revenue	3,290,583	3,177,467	113,116	3.56%	3,200,242
Operating Expenses					
Salaries and Wages	3,707,259	3,792,704	85,445	2.25%	4,270,474
Fringe Benefits	464,854	551,522	86,668	15.71%	525,801
Contract Labor	0	0	0	0.00%	0
Physicians Fees	100,400	119,593	19,193	16.05%	35,750
Purchased Services	22,748	23,513	765	3.25%	57,200
Supply Expense	54,172	51,211	(2,961)	-5.78%	47,136
Utilities	5,112	6,206	1,094	17.62%	6,608
Repairs and Maintenance	114,874	110,712	(4,162)	-3.76%	107,342
Insurance Expense	64,353	64,355	1	0.00%	78,402
All Other Operating Expenses	332,034	224,344	(107,690)	-48.00%	352,045
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	20,869	18,269	(2,600)	-14.23%	22,517
Depreciation and Amortization	97,300	90,082	(7,218)	-8.01%	103,238
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	4,983,975	5,052,510	68,534	1.36%	5,606,513
Net Operating Surplus/(Loss)	(1,693,392)	(1,875,043)	181,650	-9.69%	(2,406,271)
Total Net Surplus/(Loss)	(1,693,392)	(1,875,043)	\$181,650	-9.69%	(\$2,406,271)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(1,693,392)	(1,875,043)	\$181,650	-9.69%	(\$2,406,271)
Operating Margin	-51.46%	-59.01%			-75.19%
Total Profit Margin	-51.46%	-59.01%			-75.19%
EBIDA	-48.50%	-56.18%			-71.96%

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

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	Actual 10/31/2018	Actual 9/30/2018	Actual 8/31/2018	Actual 7/31/2018	Actual 6/30/2018
Gross Patient Revenue					
Clinic Revenue	\$1,361,778	\$1,076,083	\$1,193,552	\$1,099,971	\$1,246,901
Specialty Clinic Revenue	\$116,899	\$146,133	\$215,242	\$266,047	\$179,865
Total Gross Patient Revenue	\$1,478,677	\$1,222,216	\$1,408,794	\$1,366,018	\$1,426,767
Deductions From Revenue					
Discounts and Allowances	\$647,172	\$580,856	\$628,019	\$593,270	721,946
Total Deductions From Revenue	647,172	580,856	628,019	593,270	721,946
Net Patient Revenue	\$831,505	\$641,360	\$780,776	\$772,749	\$704,821
Other Operating Revenue	\$71,582	\$62,144	\$64,664	\$65,804	56,368
Total Operating Revenue	903,087	703,504	845,440	838,552	761,188
Operating Expenses					
Salaries and Wages	\$985,567	\$863,345	\$905,846	\$952,502	\$997,175
Fringe Benefits	\$114,843	\$100,447	\$133,815	\$115,748	\$130,925
Contract Labor	\$0	\$0	\$0	\$0	
Physicians Fees	\$53,865	\$38,235	\$4,150	\$4,150	\$44,124
Purchased Services	\$4,278	\$5,363	\$6,258	\$6,849	\$5,025
Supply Expense	\$21,975	\$10,863	\$14,751	\$6,583	\$31,946
Utilities	\$1,563	\$1,267	\$1,563	\$719	\$1,296
Repairs and Maintenance	\$30,519	\$29,160	\$27,304	\$27,891	\$25,292
Insurance Expense	\$16,088	\$16,088	\$16,088	\$16,088	\$18,578
All Other Operating Expenses	\$102,317	\$45,658	\$93,350	\$90,708	\$95,556
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$5,403	\$4,874	\$5,276	\$5,317	\$5,457
Depreciation and Amortization	\$23,690	\$23,690	\$24,915	\$25,005	\$24,495
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,360,108	\$1,138,991	\$1,233,317	\$1,251,560	\$1,379,869
Net Operating Surplus/(Loss)	(\$457,021)	(\$435,487)	(\$387,877)	(\$413,008)	(\$618,681)
Total Net Surplus/(Loss)	(\$457,021)	(\$435,487)	(\$387,877)	(\$413,008)	(\$618,681)
Change in Unrealized Gains/(Losses) on Investm	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets	(\$457,021)	(\$435,487)	(\$387,877)	(\$413,008)	(\$618,681)
Operating Margin	-50.61%	-61.90%	-45.88%	-49.25%	-81.28%
Total Profit Margin	-50.61%	-61.90%	-45.88%	-49.25%	-81.28%
EBIDA	-47.98%	-58.54%	-42.93%	-46.27%	-78.06%

Actual 5/31/2018	Actual 4/30/2018	Actual 3/31/2018	Actual 2/28/2018	Actual 1/31/2018	Actual 12/31/2017	Actual 11/30/2017	Actual 10/31/2017
\$1,294,418	\$1,045,617	\$1,318,709	\$1,119,761	\$1,215,537	\$1,048,027	\$1,212,089	\$1,220,406
\$209,960	\$190,157	\$247,601	\$83,134	\$157,597	\$191,061	\$176,581	\$205,457
\$1,504,378	\$1,235,774	\$1,566,309	\$1,202,895	\$1,373,134	\$1,239,088	\$1,388,670	\$1,425,863
723,707	553,735	713,615	704,136	623,009	543,305	612,876	692,936
723,707	553,735	713,615	704,136	623,009	543,305	612,876	692,936
\$780,671	\$682,039	\$852,694	\$498,759	\$750,126	\$695,783	\$775,795	\$732,927
51,230	62,427	65,331	92,755	39,205	75,425	47,316	57,810
831,901	744,466	918,025	591,514	789,330	771,208	823,111	790,737
\$1,006,587	\$929,322	\$996,616	\$1,044,644	\$1,050,815	\$1,074,475	\$911,619	\$1,011,079
\$167,936	\$182,950	\$149,196	\$208,855	\$229,329	\$150,556	\$141,429	\$154,715
\$20,989	\$46,770	\$54,331	\$35,838	\$49,360	\$27,509	\$8,750	\$13,500
\$4,336	\$5,124	\$6,119	\$6,909	\$6,934	\$3,674	\$16,060	\$14,349
\$15,134	\$26,988	\$15,838	\$13,586	\$11,675	\$12,148	\$6,673	\$12,143
\$1,296	\$1,917	\$1,612	\$1,292	\$1,924	\$1,576	\$1,293	\$1,885
\$30,760	\$23,559	\$23,975	\$44,024	\$24,693	\$44,360	\$27,672	\$25,772
\$18,396	\$18,396	\$17,662	\$17,762	\$17,762	\$17,762	\$19,353	\$18,963
\$80,282	\$65,989	\$69,590	\$52,427	\$58,416	\$67,389	\$60,479	\$75,621
\$5,130	\$5,328	\$4,923	\$5,658	\$5,487	\$4,823	\$5,002	\$4,831
\$24,525	\$25,871	\$25,156	\$25,537	\$25,690	\$25,820	\$25,820	\$25,820
\$1,375,371	\$1,332,214	\$1,365,018	\$1,456,533	\$1,482,085	\$1,430,091	\$1,224,150	\$1,358,677
(\$543,470)	(\$587,748)	(\$446,994)	(\$865,019)	(\$692,755)	(\$658,883)	(\$401,039)	(\$567,940)
0	0	0	0	0	0	0	0
(\$543,470)	(\$587,748)	(\$446,994)	(\$865,019)	(\$692,755)	(\$658,883)	(\$401,039)	(\$567,940)
-65.33%	-78.95%	-48.69%	-146.24%	-87.76%	-85.44%	-48.72%	-71.82%
-65.33%	-78.95%	-48.69%	-146.24%	-87.76%	-85.44%	-48.72%	-71.82%
-62.38%	-75.47%	-45.95%	-141.92%	-84.51%	-82.09%	-45.59%	-68.56%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Four months ended October 31, 2018

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Current Month				STATISTICS	Year-To-Date			
Actual 10/31/18	Budget 10/31/18	Positive/ (Negative) Variance	Prior Year 10/31/17		Actual 10/31/18	Budget 10/31/18	Positive/ (Negative) Variance	Prior Year 10/31/17
Outpatient Statistics:								
4,352	3,991	361	4,261	Clinic Visits - Primary Care	15,837	15,251	586	16,017
434	461	(27)	457	Clinic Visits - Specialty Clinics	1,777	1,847	(70)	1,916
Productivity Statistics:								
63.07	65.96	(2.89)	61.08	FTE's - Worked	58.84	65.96	(7.12)	62.29
66.78	71.70	(4.92)	65.51	FTE's - Paid	64.58	71.70	(7.12)	71.09



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

HOSPITAL ONLY

Unaudited Financial Statements

for

Four months ended October 31, 2018

Certification Statement:

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

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Certified by:

Tami Love

Chief Financial Officer

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Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Four months ended October 31, 2018

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 10/31/2018	Year to Date 10/31/2018	Prior Fiscal Year End 06/30/18	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev (See Note 2)
Profitability:						
Operating Margin	↑	8.65%	9.52%	6.04%	2.64%	-0.73%
Total Profit Margin	↑	7.47%	8.21%	11.04%	6.11%	0.21%
Contractual Allowance %	↓	40.59%	39.23%	31.23%	34.31%	53.86%
Inpatient Gross Revenue Percentage		24.71%	23.52%	34.51%	36.90%	28.70%
Outpatient Gross Revenue Percentage		75.29%	76.48%	65.49%	64.10%	71.70%
Liquidity:						
Net Days in Accounts Receivable	↓	50.59	51.51	53.22	66.90	57.20
Gross Days in Accounts Receivable	↓	51.23	52.83	52.36		
Productivity and Efficiency:						
Paid FTE's per Adjusted Occupied Bed	↓	7.41	7.69	7.35	6.60	4.63
Total Net Revenue per FTE	↑	N/A	\$197,709	\$176,393	\$132,369	\$109,053
Salary Expense per Paid FTE		N/A	\$71,090	\$63,287	\$62,436	\$48,150
Salary and Benefits as a % of Net Revenue		46.60%	45.21%	46.65%	43.60%	42.40%
Employee Benefits %		25.20%	26.74%	30.51%	22.98%	29.27%

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

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

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

Four months ended October 31, 2018

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	CURRENT MONTH				Prior Year 10/31/17
	Actual 10/31/18	Budget 10/31/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$3,043,704	\$2,855,380	\$188,324	6.60%	\$2,788,873
Outpatient Revenue	9,273,432	10,046,156	(772,724)	-7.69%	9,761,390
Clinic Revenue	0	0	0	0.00%	0
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	12,317,136	12,901,536	(584,400)	-4.53%	12,550,263
Deductions From Revenue					
Discounts and Allowances	(4,999,582)	(5,186,352)	186,770	3.60%	(4,797,468)
Bad Debt Expense (Governmental Providers Only)	(706,393)	(712,436)	6,044	0.85%	(945,198)
Charity Care	(273,186)	(170,821)	(102,365)	-59.93%	(196,604)
Total Deductions From Revenue	(5,979,161)	(6,069,609)	90,448	1.49%	(5,939,270)
Net Patient Revenue	6,337,975	6,831,927	(493,952)	-7.23%	6,610,993
Other Operating Revenue	101,819	197,398	(95,579)	-48.42%	168,217
Total Operating Revenue	6,439,794	7,029,325	(589,531)	-8.39%	6,779,210
Operating Expenses					
Salaries and Wages	2,332,689	2,296,176	(36,513)	-1.59%	2,184,887
Fringe Benefits	587,876	705,827	117,951	16.71%	744,932
Contract Labor	80,488	73,381	(7,106)	-9.68%	129,775
Physicians Fees	214,879	225,314	10,434	4.63%	174,802
Purchased Services	349,794	401,514	51,720	12.88%	398,284
Supply Expense	1,081,623	1,140,231	58,609	5.14%	1,074,955
Utilities	87,147	99,705	12,558	12.59%	83,480
Repairs and Maintenance	317,592	350,636	33,043	9.42%	299,456
Insurance Expense	51,323	45,534	(5,789)	-12.71%	44,841
All Other Operating Expenses	122,862	118,890	(3,972)	-3.34%	140,301
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	81,038	67,290	(13,748)	-20.43%	(55,699)
Depreciation and Amortization	575,317	600,023	24,706	4.12%	712,442
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	5,882,628	6,124,522	241,893	3.95%	5,932,455
Net Operating Surplus/(Loss)	557,166	904,804	(347,638)	-38.42%	846,755
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	10,560	3,985	6,575	164.98%	4,510
Tax Subsidies (Except for GO Bond Subsidies)	0	0	0	0.00%	308,743
Tax Subsidies for GO Bonds	15,965	0	15,965	0.00%	20,605
Interest Expense (Governmental Providers Only)	(102,369)	(113,824)	(11,455)	10.06%	(170,996)
Other Non-Operating Revenue/(Expenses)	0	17,504	(17,504)	-100.00%	0
Total Non Operating Revenue/(Expense)	(75,844)	(92,335)	16,490	-17.86%	162,862
Total Net Surplus/(Loss)	\$481,321	\$812,469	(\$331,148)	-40.76%	\$1,009,617
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$481,321	\$812,469	(\$331,148)	-40.76%	\$1,009,617
Operating Margin	8.65%	12.87%			12.49%
Total Profit Margin	7.47%	11.56%			14.89%
EBIDA	17.59%	21.41%			26.35%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Four months ended October 31, 2018

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	YEAR-TO-DATE				Prior Year 10/31/17
	Actual 10/31/18	Budget 10/31/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$11,340,320	\$11,644,577	(\$304,257)	-2.61%	\$11,382,752
Outpatient Revenue	36,866,315	37,620,543	(754,229)	-2.00%	36,396,984
Clinic Revenue	0	0	0	0.00%	0
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	48,206,634	49,265,120	(1,058,486)	-2.15%	47,779,735
Deductions From Revenue					
Discounts and Allowances	(18,911,579)	(19,654,105)	742,526	3.78%	(18,508,144)
Bad Debt Expense (Governmental Providers Only)	(3,600,521)	(2,849,745)	(750,776)	-26.35%	(3,687,392)
Charity Care	(696,359)	(683,282)	(13,076)	-1.91%	(739,002)
Total Deductions From Revenue	(23,208,460)	(23,187,133)	(21,327)	-0.09%	(22,934,539)
Net Patient Revenue	24,998,175	26,077,987	(1,079,813)	-4.14%	24,845,197
Other Operating Revenue	897,370	669,602	227,768	34.02%	370,835
Total Operating Revenue	25,895,545	26,747,589	(852,044)	-3.19%	25,216,032
Operating Expenses					
Salaries and Wages	8,963,958	9,139,595	175,636	1.92%	8,528,075
Fringe Benefits	2,397,221	2,682,286	285,065	10.63%	2,328,334
Contract Labor	347,261	398,652	51,391	12.89%	571,030
Physicians Fees	876,856	943,957	67,100	7.11%	630,441
Purchased Services	1,416,498	1,559,173	142,676	9.15%	1,641,127
Supply Expense	4,439,662	4,530,565	90,903	2.01%	4,194,236
Utilities	361,154	384,954	23,800	6.18%	359,240
Repairs and Maintenance	1,361,888	1,406,572	44,685	3.18%	1,289,126
Insurance Expense	199,363	178,394	(20,970)	-11.75%	185,642
All Other Operating Expenses	419,653	423,377	3,724	0.88%	436,507
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	295,418	269,159	(26,259)	-9.76%	207,361
Depreciation and Amortization	2,350,499	2,430,113	79,614	3.28%	2,720,213
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	23,429,431	24,346,797	917,366	3.77%	23,091,331
Net Operating Surplus/(Loss)	2,466,114	2,400,793	65,321	2.72%	2,124,701
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	35,399	15,940	19,459	122.08%	26,209
Tax Subsidies (Except for GO Bond Subsidies)	0	0	0	0.00%	1,346,651
Tax Subsidies for GO Bonds	67,813	0	67,813	0.00%	55,175
Interest Expense (Governmental Providers Only)	(443,691)	(455,294)	11,603	-2.55%	(509,493)
Other Non-Operating Revenue/(Expense)	360	70,016	(69,656)	-99.49%	2,824
Total Non Operating Revenue/(Expense)	(340,118)	(369,338)	29,220	-7.91%	921,366
Total Net Surplus/(Loss)	\$2,125,995	\$2,031,455	\$94,541	4.65%	\$3,046,068
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$2,125,995	\$2,031,455	\$94,541	4.65%	\$3,046,068
Operating Margin	9.52%	8.98%			8.43%
Total Profit Margin	8.21%	7.59%			12.08%
EBIDA	18.60%	18.06%			23.31%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

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	Actual 10/31/2018	Actual 9/30/2018	Actual 8/31/2018	Actual 7/31/2018	Actual 6/30/2018
Gross Patient Revenue					
Inpatient Revenue	\$3,043,704	\$2,499,813	\$2,459,161	\$3,337,641	\$2,691,073
Inpatient Psych/Rehab Revenue					
Outpatient Revenue	\$9,273,432	\$8,246,353	\$9,927,413	\$9,419,117	\$8,888,200
Clinic Revenue					
Specialty Clinic Revenue					
Total Gross Patient Revenue	\$12,317,136	\$10,746,167	\$12,386,574	\$12,756,758	\$11,579,273
Deductions From Revenue					
Discounts and Allowances	\$4,999,582	\$4,000,314	\$4,612,971	\$5,298,713	\$3,551,358
Bad Debt Expense (Governmental Providers On Charity Care)	\$706,393	\$1,072,535	\$972,129	\$849,465	\$1,232,693
Charity Care	\$273,186	\$135,091	\$202,867	\$85,215	\$419,740
Total Deductions From Revenue	5,979,161	5,207,939	5,787,967	6,233,393	5,203,792
Net Patient Revenue	\$6,337,975	\$5,538,227	\$6,598,607	\$6,523,365	\$6,375,481
Other Operating Revenue	\$101,819	\$615,923	\$94,523	\$85,105	425,680
Total Operating Revenue	6,439,794	6,154,150	6,693,130	6,608,471	6,801,161
Operating Expenses					
Salaries and Wages	\$2,332,689	\$2,151,231	\$2,226,268	\$2,253,771	\$1,978,793
Fringe Benefits	\$587,876	\$547,562	\$691,782	\$570,001	\$563,935
Contract Labor	\$80,488	\$45,634	\$87,004	\$134,135	\$46,590
Physicians Fees	\$214,879	\$201,646	\$207,278	\$253,053	\$399,203
Purchased Services	\$349,794	\$336,727	\$359,817	\$370,160	\$434,260
Supply Expense	\$1,081,623	\$1,049,336	\$1,119,224	\$1,189,480	\$978,165
Utilities	\$87,147	\$89,361	\$102,844	\$81,802	\$97,143
Repairs and Maintenance	\$317,592	\$322,779	\$390,492	\$331,025	\$344,444
Insurance Expense	\$51,323	\$50,129	\$50,129	\$47,783	\$42,948
All Other Operating Expenses	\$122,862	\$93,109	\$100,065	\$103,617	\$175,061
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$81,038	\$80,262	\$66,732	\$67,386	\$95,141
Depreciation and Amortization	\$575,317	\$581,133	\$597,042	\$597,007	\$928,137
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$5,882,628	\$5,548,909	\$5,998,676	\$5,999,218	\$6,083,819
Net Operating Surplus/(Loss)	\$557,166	\$605,241	\$694,454	\$609,252	\$717,342
Non-Operating Revenue:					
Contributions					
Investment Income	\$10,560	\$4,652	\$14,772	\$5,416	\$18,869
Tax Subsidies (Except for GO Bond Subsidies)			\$0		
Tax Subsidies for GO Bonds	(\$102,369)	(\$127,030)	(\$102,944)	0	51,516
Interest Expense (Governmental Providers Only)				(111,348)	(197,203)
Other Non-Operating Revenue/(Expenses)	\$15,965	\$16,934	\$14,644	20,631	12,052
Total Non Operating Revenue/(Expense)	(\$75,844)	(\$105,445)	(\$73,528)	(\$85,301)	(\$114,766)
Total Net Surplus/(Loss)	\$481,321	\$499,797	\$620,926	\$523,951	\$602,576
Change in Unrealized Gains/(Losses) on Investments					(7,438)
Increase/(Decrease in Unrestricted Net Assets)	\$481,321	\$499,797	\$620,926	\$523,951	\$595,138
Operating Margin	8.65%	9.83%	10.38%	9.22%	10.55%
Total Profit Margin	7.47%	8.12%	9.28%	7.93%	8.86%
EBIDA	17.59%	19.28%	19.30%	18.25%	24.19%

Actual 5/31/2018	Actual 4/30/2018	Actual 3/31/2018	Actual 2/28/2018	Actual 1/31/2018	Actual 12/31/2017	Actual 11/30/2017	Actual 10/31/2017
\$2,473,613	\$3,103,402	\$3,572,487	\$2,539,861	\$3,482,532	\$2,372,167	\$2,557,222	\$2,788,873
9,045,342	8,179,117	9,117,337	8,217,125	9,046,087	9,332,424	9,091,002	9,761,390
\$11,518,954	\$11,282,519	\$12,689,825	\$10,756,986	\$12,528,619	\$11,704,591	\$11,648,224	\$12,550,263
4,396,490	4,626,836	4,986,232	4,075,828	5,242,385	4,444,609	4,786,171	4,797,468
750,881	608,142	888,176	510,331	432,591	595,394	298,556	945,198
188,399	162,130	(6,620)	160,500	105,168	261,972	188,422	196,604
5,335,770	5,397,109	5,867,788	4,746,658	5,780,144	5,301,974	5,273,149	5,939,270
\$6,183,184	\$5,885,410	\$6,822,037	\$6,010,328	\$6,748,475	\$6,402,616	\$6,375,075	\$6,610,993
65,272	336,532	57,279	153,602	163,625	144,416	313,559	168,217
6,248,456	6,221,942	6,879,315	6,163,930	6,912,100	6,547,032	6,688,634	6,779,210
\$2,088,990	\$2,053,463	\$2,214,812	\$1,960,393	\$2,219,100	\$2,070,775	\$1,963,764	\$2,184,887
\$684,981	\$809,969	\$500,496	\$781,722	\$890,349	\$704,402	\$724,284	\$744,932
\$106,303	\$122,359	\$44,526	\$79,857	\$166,621	\$111,766	\$183,557	\$129,775
\$343,566	\$300,002	\$199,858	\$219,225	\$201,398	\$265,382	\$201,781	\$174,802
\$416,068	\$432,527	\$432,958	\$414,154	\$420,807	\$361,134	\$489,788	\$398,284
\$987,098	\$1,053,696	\$1,166,378	\$958,879	\$1,188,979	\$1,019,865	\$1,081,715	\$1,074,955
\$92,256	\$88,970	\$105,918	\$80,437	\$93,761	\$92,517	\$90,096	\$83,480
\$313,047	\$355,223	\$352,240	\$396,900	\$364,448	\$323,889	\$330,784	\$299,456
\$49,126	\$34,681	\$39,199	\$39,099	\$41,178	\$41,157	\$41,666	\$44,841
\$115,217	\$132,373	\$131,711	\$101,946	\$118,798	\$72,178	\$111,968	\$140,301
\$64,460	\$62,646	\$68,428	\$70,085	\$73,104	\$63,901	\$67,620	(\$55,699)
\$584,332	\$584,562	\$585,835	\$584,851	\$586,577	\$591,507	\$592,805	\$712,442
\$5,845,442	\$6,030,471	\$5,842,359	\$5,687,548	\$6,365,120	\$5,718,475	\$5,879,828	\$5,932,455
\$403,014	\$191,471	\$1,036,956	\$476,382	\$546,980	\$828,558	\$808,806	\$846,755
103,261	(1,767)	10,816	4,898	(2,148)	1,833	902	4,510
315,887	233,293	291,849	379,346	322,567	334,349	338,547	308,743
(104,082)	(104,431)	(148,675)	(105,421)	(105,774)	(120,482)	(106,298)	(170,996)
16,881	12,688	40,555	8,609	26,104	11,269	23,279	20,835
\$331,947	\$139,783	\$194,545	\$287,432	\$240,749	\$226,968	\$256,429	\$162,862
\$734,961	\$331,254	\$1,231,501	\$763,813	\$787,729	\$1,055,526	\$1,065,235	\$1,009,617
58,630							
\$793,591	\$331,254	\$1,231,501	\$763,813	\$787,729	\$1,055,526	\$1,065,235	\$1,009,617
6.45%	3.08%	15.07%	7.73%	7.91%	12.66%	12.09%	12.49%
11.76%	5.32%	17.90%	12.39%	11.40%	16.12%	15.93%	14.89%
15.80%	12.47%	23.59%	17.22%	16.40%	21.69%	20.96%	23.00%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
 ROCK SPRINGS, WY
 Four months ended October 31, 2018

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Current Month				STATISTICS	Year-To-Date			
Actual 10/31/18	Budget 10/31/18	Positive/ (Negative) Variance	Prior Year 10/31/17		Actual 10/31/18	Budget 10/31/18	Positive/ (Negative) Variance	Prior Year 10/31/17
Discharges								
135	124	11	124	Acute	504	522	(18)	522
135	124	11	124	Total Adult Discharges	504	522	(18)	522
30	40	(10)	40	Newborn	136	162	(26)	162
165	164	1	164	Total Discharges	640	684	(44)	684
Patient Days:								
394	336	58	336	Acute	1,463	1,398	65	1,398
394	336	58	336	Total Adult Patient Days	1,463	1,398	65	1,398
52	71	(19)	71	Newborn	236	288	(52)	288
446	407	39	407	Total Patient Days	1,699	1,686	13	1,686
Average Length of Stay (ALOS)								
2.9	2.7	0.2	2.7	Acute	2.9	2.7	0.2	2.7
2.9	2.7	0.2	2.7	Total Adult ALOS	2.9	2.7	0.2	2.7
1.7	1.8	(0.0)	1.8	Newborn ALOS	1.7	1.8	(0.0)	1.8
Average Daily Census (ADC)								
12.7	10.8	1.9	10.8	Acute	11.6	11.1	0.5	11.1
12.7	10.8	1.9	10.8	Total Adult ADC	11.6	11.1	0.5	11.1
1.7	2.3	(0.6)	2.3	Newborn	1.9	2.3	(0.4)	2.3
Emergency Room Statistics								
134	125	9	125	ER Visits - Admitted	539	524	15	524
1,182	1,206	(24)	1,206	ER Visits - Discharged	4,751	4,884	(133)	4,884
1,316	1,331	(15)	1,331	Total ER Visits	5,290	5,408	(118)	5,408
10.18%	9.39%		9.39%	% of ER Visits Admitted	10.19%	9.69%		9.69%
99.26%	100.81%		100.81%	ER Admissions as a % of Total	106.94%	100.38%		100.38%
Outpatient Statistics:								
6,719	6,772	(53)	6,772	Total Outpatients Visits	25,764	25,948	(184)	25,948
92	103	(11)	103	Observation Bed Days	421	449	(28)	449
29	25	4	25	IP Surgeries	100	111	(11)	111
130	178	(48)	178	OP Surgeries	545	630	(85)	630
Productivity Statistics:								
351.55	361.31	(9.76)	355.15	FTE's - Worked	340.75	361.31	(20.56)	347.76
381.22	392.53	(11.31)	387.41	FTE's - Paid	379.42	392.53	(13.11)	392.51
1.3670	1.3417	0.03	1.3417	Case Mix Index -Medicare	1.2649	0.9600	0.30	1.2987
0.8060	0.9207	(0.11)	0.9207	Case Mix Index - All payers	0.7657	0.8500	(0.08)	0.8882

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 its patient care operations.

Operating Expenses per Adjusted Discharge

Lower Values are Favorable

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

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

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

Financial Strength Index

Higher Values are Favorable

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

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

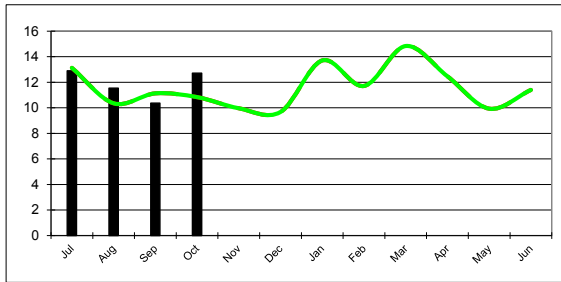
**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
"DASHBOARD" GRAPHS
OCTOBER 2018**

— FYE 2018 ACTUAL

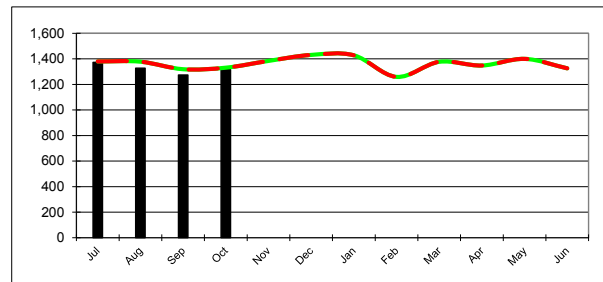
- - - FYE 2019 BUDGET

■ FYE 2019 ACTUAL

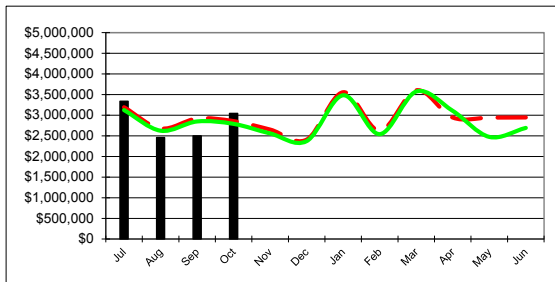
AVERAGE ACUTE CENSUS



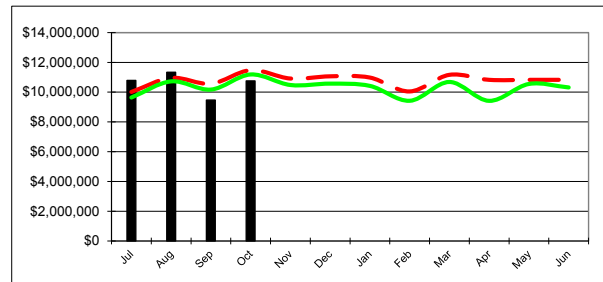
ER IP+OP VISITS



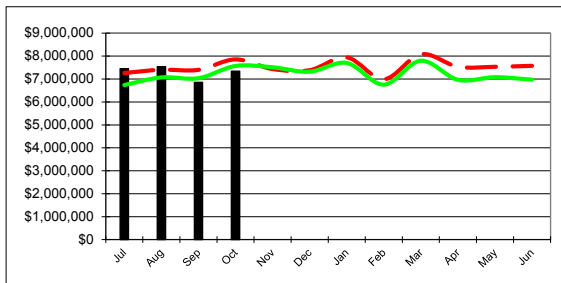
INPATIENT CHARGES



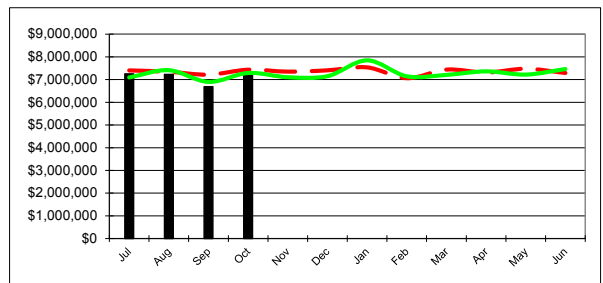
OUTPATIENT CHARGES



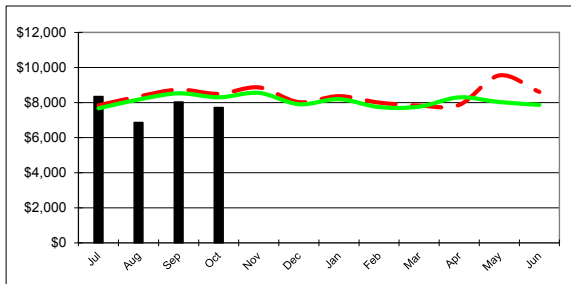
TOTAL NET OPERATING REVENUE



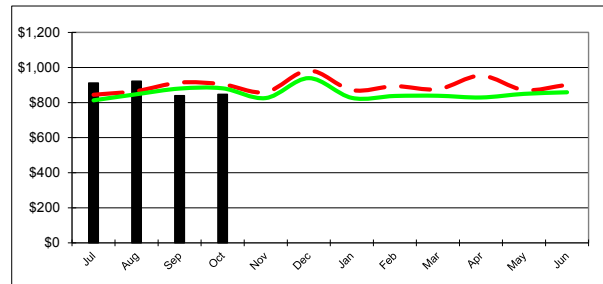
OPERATING EXPENSE



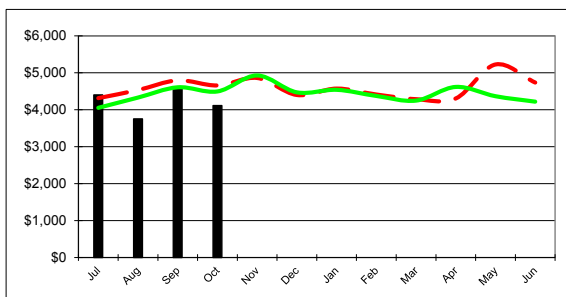
AVERAGE CHARGE PER ADJUSTED PATIENT DAY



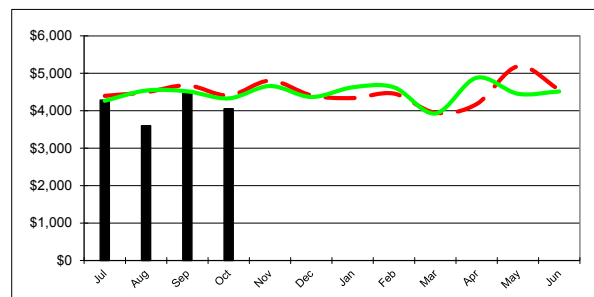
AVERAGE CHARGE PER OUTPATIENT VISIT (Inc. ER)



AVERAGE NET OPERATING REVENUE PER ADJUSTED PATIENT DAY



AVERAGE OPERATING EXPENSE PER ADJUSTED PATIENT DAY



MEMORIAL HOSPITAL OF SWEETWATER COUNTY
OCTOBER 2018

STATISTICS	Actual Oct-18	Budget Oct-18	PY Oct-17	YTD Oct-18	YTD Oct-17	YTD Oct-16	YTD Oct-15
Volumes:							
Case Mix							
Medicare	1.3670	1.3417	1.3417	1.2649	1.2987	1.4792	1.4059
All payers	0.8060	0.9207	0.9207	0.7657	0.8882	0.8443	0.8576
Admissions							
Med	64	55	55	254	239	298	354
ICU	25	26	26	80	95	127	124
Surgery	8	2	2	31	22	36	40
OB	32	42	42	139	167	199	183
Newborn	31	42	42	137	164	191	178
Total Admissions	160	167	167	641	687	851	879
Discharges							
Med	88	62	62	290	271	349	397
ICU	9	14	14	36	51	58	68
Surgery	8	8	8	40	35	53	60
OB	30	40	40	138	165	195	185
Newborn	30	40	40	136	162	188	181
Total Discharges	165	164	164	640	684	843	891
Patient Days:							
Med	260	192	192	931	779	1,476	1,464
ICU	44	48	48	157	200	305	333
Surgery	39	29	29	153	133	139	173
OB	51	67	67	222	286	326	298
Newborn	52	71	71	236	288	307	268
Total Patient Days	446	407	407	1,699	1,686	2,553	2,536
Observation Bed Days	92	103	103	421	449	369	295
Surgery Statistics:							
IP Surgeries	29	25	25	100	111	163	132
OP Surgeries	130	178	178	545	630	553	579
Outpatient Statistics:							
X-ray	714	748	748	2,817	2,865	2,788	2,858
Mammography	184	214	214	545	600	578	679
Ultrasound	333	335	335	1,207	1,190	1,076	1,057
Cat Scan	467	411	411	1,743	1,715	1,591	1,570
MRI	125	123	123	495	450	403	445
Nuclear Medicine	41	44	44	148	196	139	155
PET Scan	8	10	10	22	49	44	27
Echo	67	0	0	176		0	0
Laboratory	2,681	2,584	2,584	10,553	10,239	12,059	10,561
Histology	172	171	171	690	634	568	519
Respiratory Therapy	198	274	274	811	1,035	977	894
Cardiovascular	419	483	483	1,651	1,740	1,821	1,851
Sleep Lab	38	31	31	128	119	87	78
Cardiac Rehab	338	322	322	1,153	1,334	1,915	1,707
Physical Therapy	162	196	196	549	822	977	1,027
Dialysis	407	329	329	1,560	1,252	952	1,072
Medical Oncology	180	179	179	673	662	770	846
Radiation Oncology	185	318	318	791	1,046	1,196	1,333
Total Outpatients Visits	6,719	6,772	6,772	25,712	25,948	27,941	26,679
Clinic Visits - Primary Care	4,352	3,991	4,261	15,837	16,017	17,512	23,613
Clinic Visits - Specialty Clinics	434	461	457	1,777	1,916	2,161	1,994
ER visits admitted	134	125	125	539	524	571	578
ER visits Discharged	1,182	1,206	1,206	4,751	4,884	5,006	5,207
Total ER visits	1,316	1,331	1,331	5,290	5,408	5,577	5,785

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

BUDGET	PPE	9/2/2018	9/16/2018	9/30/2018	10/14/2018	10/28/2018	Variance from Bud	CHANGE FROM LAST PAY PERIOD		YTD	Variance from budget
								Increase	Decrease		
AVG CENSUS	11.80	12.0	10.1	10.2	13.9	11.6	(0.2)	-	2.29	108.9	
ER VISITS (Avg Day)	45	40.7	45.3	38.9	41.7	40.6	(4.2)	-	1.14	384.9	
SURGERIES (IP+OP)	78	78	70	76	69	65	(12.6)	-	4.00	663.0	
BIRTHS	19	13	23	21	17	13	(6.0)	-	4.00	149.0	
CHARGES -IP \$000	1,358	1237	1202	1015	1480	1238	(120)	-	242.00	11820.0	
-OP \$000	4,987	4946	4298	4229	4469	4429	(558)	-	40.00	41279.0	
-TOTAL \$000	6,345	6183	5500	5244	5949	5667	(678)	-	282.00	53099.0	
Adjusted Patient Days	772	840	650	739	784	746	(26)	-	37.68	6,889.90	

Paid FTEs (Including Contract)

600	MEDICAL FLOOR	24.5	20.7	20.9	19.9	22.6	20.4	(4.1)	-	2.26	21.2	(3.3)
605	BEHAVIORAL HEALTH	7.2	7.2	4.5	5.9	6.7	5.4	(1.8)	-	1.30	7.6	0.4
610	OB FLOOR	5.3	6.9	6.9	6.7	6.5	6.4	1.1	-	0.11	6.3	1.0
611	NURSERY	7.2	6.7	7.3	6.5	6.3	6.3	(0.9)	0.03	-	6.7	(0.5)
612	LABOR & DELIVERY	4.9	2.9	3.4	3.0	3.2	3.0	(1.9)	-	0.16	3.1	(1.8)
615	OUTPATIENT SERVICES	0.9	1.5	1.2	2.0	1.9	1.6	0.7	-	0.38	1.6	0.7
620	ICU	12.5	11.6	10.0	9.2	9.5	10.0	(2.5)	0.47	-	10.3	(2.2)
630	OR	12.1	13.7	11.9	13.4	12.4	14.1	2.0	1.70	-	13.2	1.1
631	SAME DAY SURGERY	6.8	6.2	6.1	5.9	4.7	5.7	(1.1)	1.03	-	5.7	(1.1)
633	RECOVERY	2.8	3.6	2.6	2.1	2.9	2.6	(0.2)	-	0.24	3.1	0.3
634	CENTRAL STERILE	3	1.5	2.8	2.6	3.2	2.9	(0.1)	-	0.28	2.7	(0.3)
640	DIALYSIS	7	7.8	8.0	8.3	7.9	7.7	0.7	-	0.22	7.3	0.3
650	ER	21.5	21.8	21.4	20.3	21.0	20.2	(1.3)	-	0.83	21.8	0.3
651	TRAUMA	1.3	2.2	2.1	1.9	2.1	2.1	0.8	0.00	-	1.9	0.6
652	SANE	0.9	1.1	1.0	1.1	1.3	1.1	0.2	-	0.19	1.2	0.3
660	RADIATION ONC	6.6	6.9	6.8	7.0	7.0	7.0	0.4	0.00	-	6.8	0.2
661	MEDICAL ONC	6	5.7	5.8	6.3	6.0	5.7	(0.3)	-	0.27	6.2	0.2
700	LABORATORY	31.1	30.1	29.9	28.4	28.9	30.0	(1.2)	1.04	-	29.6	(1.5)
701	HISTOLOGY	2	2.1	2.0	2.0	2.0	1.6	(0.4)	-	0.39	2.0	0.0
702	BLOOD BANK	1	1.0	0.9	1.2	1.1	1.1	0.1	-	0.00	1.1	0.1
710	RADIOLOGY	9.7	9.6	10.0	9.3	9.1	9.0	(0.7)	-	0.09	9.5	(0.2)
711	MAMMOGRAPHY	1.6	1.1	0.7	1.5	1.1	1.2	(0.4)	0.04	-	1.2	(0.4)
712	ULTRASOUND	3.25	4.1	4.3	3.8	3.1	3.2	(0.1)	0.03	-	3.9	0.6
713	NUC MED	1.6	1.0	1.2	1.1	1.1	1.3	(0.3)	0.23	-	1.3	(0.3)
714	CAT SCAN	4.7	4.4	4.2	4.2	4.5	4.8	0.1	0.32	-	4.4	(0.3)
715	MRI	1.3	1.1	1.0	1.2	1.2	1.1	(0.2)	-	0.13	1.1	(0.2)
716	PET SCAN	0.1	-	-	-	-	0.1	0.0	0.11	-	0.0	(0.1)
717	ECHOCARDIOGRAPHY	1.25	1.0	0.5	0.3	1.0	0.8	(0.4)	-	0.19	0.8	(0.5)
720	RESPIRATORY	6	7.7	7.1	6.7	6.4	6.7	0.7	0.30	-	7.3	1.3
721	SLEEP LAB	2.3	1.6	1.6	1.9	2.0	1.6	(0.7)	-	0.32	1.6	(0.7)
722	CARDIO	2.3	1.9	2.0	1.9	1.9	1.9	(0.4)	0.01	-	1.9	(0.4)
723	CARDIAC REHAB	2.4	2.3	2.2	2.3	2.3	2.3	(0.1)	-	0.00	2.2	(0.2)
730	PHYSICAL THERAPY	3.5	3.5	3.0	3.5	3.5	3.5	(0.0)	0.01	-	3.3	(0.2)
780	EDUCATION	2	0.5	0.5	0.6	0.3	1.2	(0.8)	0.88	-	0.5	(1.5)
781	SOCIAL SERVICES	1	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
782	QUALITY	4	4.6	4.1	4.1	4.3	4.3	0.3	0.07	-	4.4	0.4
783	INFECTION CONTROL	2	3.0	4.0	2.0	2.0	1.9	(0.1)	-	0.09	2.3	0.3
784	ACCREDITATION	3	2.8	3.0	3.0	3.0	2.9	(0.1)	-	0.08	2.5	(0.5)
786	NURSING INFORMATICS	3	3.0	3.0	3.0	3.0	3.0	-	-	-	3.0	0.0
790	HEALTH INFORMATION	12.6	12.5	12.7	14.9	12.6	12.8	0.2	0.21	-	12.9	0.3
791	CASE MANAGEMENT	5.3	5.1	5.0	5.1	5.3	5.2	(0.1)	-	0.06	5.3	0.0
800	MAINTENANCE	11.7	11.6	11.3	11.8	11.7	11.6	(0.1)	-	0.12	11.3	(0.4)
801	HOUSEKEEPING	23.5	22.3	21.4	23.0	23.1	25.2	1.7	2.17	-	23.0	(0.5)
802	LAUNDRY	6.5	5.7	5.6	6.6	6.7	6.4	(0.1)	-	0.26	6.1	(0.4)
803	BIO MED	2	1.1	1.0	1.0	1.0	1.1	(0.9)	0.03	-	1.0	(1.0)
810	SECURITY	8.3	8.1	8.0	8.1	8.5	8.1	(0.2)	-	0.40	8.2	(0.1)
811	EMERGENCY MGMT	0.1	0.0	0.1	-	0.5	-	(0.1)	-	0.55	0.1	(0.0)
850	PURCHASING	5	5.0	5.1	5.0	5.0	5.0	0.0	-	-	5.0	0.0
855	CENTRAL SUPPLY	3	3.0	3.0	3.0	3.0	3.0	-	-	-	3.0	0.0
870	DIETARY	17.6	16.2	16.7	16.5	16.4	16.2	(1.4)	-	0.21	16.4	(1.2)
871	DIETICIANS	1.5	1.0	1.0	0.8	1.0	2.0	0.5	1.00	-	1.1	(0.4)
900	ADMINISTRATION	6	6.0	6.0	6.0	6.0	6.0	-	-	-	6.0	0.0
901	COMM SVC	1	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
902	MED STAFF SVC	2.5	2.0	2.2	2.8	2.8	2.8	0.3	-	0.00	2.4	(0.1)
903	MHSC FOUNDATION	1.3	1.0	1.0	1.0	1.0	1.0	(0.3)	-	-	1.0	(0.3)
904	VOLUNTEER SRV	1	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
905	NURSING ADMIN	4.3	4.1	4.1	4.0	3.8	3.7	(0.6)	-	0.07	4.5	0.2
907	PHYSICIAN RECRUIT	1	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
910	INFORMATION SYSTEMS	8	8.0	8.0	8.0	8.0	8.0	-	-	-	7.9	(0.1)
920	HUMAN RESOURCES	4.6	4.4	4.3	4.4	4.3	4.4	(0.2)	0.04	-	4.4	(0.2)
930	FISCAL SERVICES	5	4.8	4.8	4.8	4.8	4.8	(0.2)	0.01	-	4.8	(0.2)
940	BUSINESS OFFICE	14	13.7	13.8	14.4	14.0	13.8	(0.2)	-	0.12	14.0	(0.0)
941	ADMITTING	13.4	14.4	14.6	16.2	16.1	16.1	2.7	0.02	-	14.8	1.4
942	COMMUNICATION	3	2.8	2.6	2.7	3.3	3.1	0.1	-	0.11	2.9	(0.1)
943	CENTRAL SCHEDULING	4	3.9	4.0	4.0	4.0	4.0	0.0	-	0.00	3.7	(0.3)
948	NEW ORTHO	1	-	-	-	-	-	(1.0)	-	-	0.0	(1.0)
949	DENKER	3	3.0	3.0	3.0	3.0	3.0	0.0	0.00	-	3.2	0.2
950	OLIVER	3.1	2.2	3.0	3.1	3.0	3.0	(0.1)	-	0.05	2.9	(0.2)
952	NEW PULMONOLOGIST	2	-	-	-	-	-	(2.0)	-	-	0.0	(2.0)
953	STEWART	2.5	1.0	1.0	1.0	1.0	1.0	(1.5)	-	-	1.3	(1.2)
954	WHEELER	3	1.0	1.0	1.0	1.0	1.0	(2.0)	-	-	1.5	(1.5)
956	KATTAN	3.5	1.0	1.0	1.0	1.0	1.0	(2.5)	-	-	1.6	(1.9)

	PPE	9/2/2018	9/16/2018	9/30/2018	10/14/2018	10/28/2018	Variance from Bud	LAST PAY PERIOD		YTD	from budget
	BUDGET							Increase	Decrease		
957 STARLA LETTE	2	1.0	1.0	1.0	1.0	1.0	(1.0)	-	-	1.3	(0.7)
958 VERONESE	0	-	-	-	-	-	-	-	-	0.2	0.2
959 GREWAL	3	1.0	1.0	1.0	1.0	1.0	(2.0)	-	-	1.5	(1.5)
960 SANDERS	2	1.0	1.0	1.0	1.0	1.0	(1.0)	-	-	1.4	(0.6)
961 DANSIE	2.5	1.0	1.0	1.0	1.0	1.0	(1.5)	-	-	1.4	(1.1)
962 BOWERS	2	0.5	0.7	0.6	0.6	0.6	(1.5)	-	-	1.0	(1.0)
963 LONG	3	1.0	0.9	0.9	0.9	0.9	(2.1)	0.03	-	1.2	(1.8)
964 JAKE JOHNSON	2	1.0	1.0	1.0	1.0	1.0	(1.0)	-	-	1.0	(1.0)
966 OCC MED	1	1.0	1.0	1.1	1.1	1.1	0.1	0.02	-	1.1	0.1
967 PA PALINEK	1.5	-	-	-	-	-	(1.5)	-	-	0.0	(1.5)
969 PAWAR	2	2.0	2.0	2.0	2.0	2.0	0.0	-	-	2.1	0.1
970 CROFTS	2.5	1.0	1.0	1.0	1.0	1.0	(1.5)	-	-	1.3	(1.2)
971 WAMSUTTER CLINIC	1	1.8	1.7	1.9	2.0	1.9	0.9	-	0.11	1.9	0.9
972 FARSON CLINIC	0	-	-	-	-	-	-	-	-	0.0	0.0
973 LAURIDSEN	1	0.9	0.8	0.9	0.9	0.9	(0.1)	0.03	-	0.9	(0.1)
974 SMG ADMIN/BILLING	13.5	34.5	32.8	36.9	37.0	39.0	25.5	2.05	-	29.5	16.0
976 LEHMAN	2	0.9	0.9	0.8	0.8	0.8	(1.2)	-	-	0.8	(1.2)
978 HOSPITALIST	4.2	4.2	4.2	4.2	4.2	4.2	-	-	-	4.2	0.0
980 JENSEN	1	1.0	1.0	1.0	1.0	1.0	-	-	-	0.7	(0.3)
981 CROFT	1	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
982 CHRISTENSEN	3	1.0	1.0	1.0	1.0	1.0	(2.0)	-	-	1.6	(1.4)
988 CURRY	2	1.0	1.0	1.0	1.0	1.0	(1.0)	-	-	1.7	(0.3)
990 NEW PEDIATRICIAN	0	-	-	-	-	-	-	-	-	0.0	0.0
991 JAMIAS	2	1.0	1.0	1.0	1.0	1.0	(1.0)	-	-	1.3	(0.7)
992 ASPER	1	1.0	1.0	1.0	1.0	1.0	-	-	-	1.2	0.2
993 LIU	2	1.0	1.0	1.0	1.0	1.0	(1.0)	-	-	1.1	(0.9)
994 DUCK	2	1.1	-	1.1	-	1.1	(0.9)	1.08	-	1.0	(1.0)
996 SARETTE	0.6	1.1	-	2.1	0.9	1.2	0.6	0.30	-	1.0	0.4
997 OUTPATIENT SERVICES	0.5	-	-	-	0.1	-	(0.5)	-	0.12	0.0	(0.5)

TOTAL Paid FTEs	464.2	445.6	435.3	446.7	446.2	449.8	(14.4)	3.56	-	446.2	(18.0)
TOTAL WORKED FTEs	422.4	410.1	388.8	414.5	416.1	413.2	(9.2)	-	2.87	403.9	(18.5)

WORKED % Paid	91%	92%	89%	93%	93%	92%	1%	-	0.01	91%	(0.0)
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CONTRACT FTES (Inc above)	2.3	5.6	4.1	4.6	4.2	3.3	1.0	-	0.81	5.7	3.4
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GROSS EMPLOYEE PAYROLL	1,437,662	1,340,218	1,376,400	1,411,127	1,367,862	1,367,862	-	43,265.37	36,544,337		
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Average Employee Hourly Rate	\$40.33	\$38.48	\$38.52	\$39.53	\$38.01	\$38.01	-	1.52	#DIV/0!	#DIV/0!	
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Benchmark Paid FTEs	6.63	7.43	9.38	8.46	7.97	8.44	1.81	0.47	-	17.23	10.60
per Adj. Occupied Bed (APD)											

WORKED FTEs (Including Contract)

600 MEDICAL FLOOR	22.3	18.5	17.5	17.6	20.2	19.0	(3.3)	-	1.18	18.9	(3.4)
605 BEHAVIORAL HEALTH	6.6	7.1	2.8	5.5	6.7	5.3	(1.3)	-	1.45	7.3	0.7
610 OB FLOOR	4.8	6.4	6.7	6.1	5.9	6.0	1.2	0.06	-	5.8	1.0
611 NURSERY	6.6	5.4	6.7	5.6	5.3	5.4	(1.1)	0.18	-	5.5	(1.1)
612 LABOR & DELIVERY	4.5	2.6	3.0	2.5	3.2	2.4	(2.0)	-	0.76	2.7	(1.7)
615 OUTPATIENT SERVICES	0.8	1.5	1.2	2.0	1.9	1.3	0.5	-	0.55	1.5	0.7
620 ICU	11.4	8.9	8.9	8.3	8.8	8.9	(2.4)	0.13	-	9.3	(2.1)
630 OR	11.0	12.8	11.4	12.9	12.1	13.1	2.1	1.01	-	12.4	1.4
631 SAME DAY SURGERY	6.2	5.4	5.1	5.7	4.2	5.5	(0.6)	1.31	-	5.1	(1.1)
633 RECOVERY	2.5	3.3	2.3	1.9	2.8	2.5	(0.0)	-	0.30	3.0	0.4
634 CENTRAL STERILE	2.7	1.2	2.7	2.5	2.4	2.7	(0.1)	0.30	-	2.4	(0.3)
640 DIALYSIS	6.4	7.6	7.2	7.7	7.6	7.5	1.1	-	0.04	6.8	0.5
650 ER	19.6	19.8	19.9	19.8	19.8	19.4	(0.2)	-	0.37	20.1	0.5
651 TRAUMA	1.2	1.8	1.7	1.9	1.9	1.8	0.6	-	0.09	1.7	0.5
652 SANE	0.8	1.1	0.8	1.1	1.3	1.1	0.3	-	0.22	1.1	0.3
660 RADIATION ONC	6.0	6.8	5.2	7.0	6.7	5.9	(0.1)	-	0.75	6.0	0.0
661 MEDICAL ONC	5.5	5.6	4.3	5.8	5.5	5.2	(0.3)	-	0.36	5.3	(0.2)
700 LABORATORY	28.3	26.3	26.3	25.7	26.2	27.0	(1.3)	0.80	-	26.5	(1.8)
701 HISTOLOGY	1.8	2.1	1.7	1.9	1.6	1.2	(0.6)	-	0.31	1.8	(0.0)
702 BLOOD BANK	0.9	1.0	0.9	1.2	1.1	1.1	0.2	-	0.00	1.1	0.2
710 RADIOLOGY	8.8	8.8	8.7	9.2	8.9	8.6	(0.3)	-	0.35	8.7	(0.1)
711 MAMMOGRAPHY	1.5	1.1	0.7	1.1	1.1	1.2	(0.3)	0.04	-	1.0	(0.4)
712 ULTRASOUND	3.0	3.6	4.1	3.5	2.5	3.1	0.2	0.60	-	3.6	0.6
713 NUC MED	1.5	1.0	0.9	1.0	1.0	1.0	(0.5)	-	0.01	1.1	(0.4)
714 CAT SCAN	4.3	4.1	4.1	4.2	4.4	4.7	0.5	0.37	-	4.2	(0.1)
715 MRI	1.2	1.1	0.8	1.2	1.0	1.0	(0.2)	-	0.03	1.0	(0.2)
716 PET SCAN	0.1	-	-	-	-	0.1	0.0	0.11	-	0.0	(0.1)
717 ECHOCARDIOGRAPHY	1.1	1.0	0.5	0.3	1.0	0.8	(0.3)	-	0.19	0.8	(0.3)
720 RESPIRATORY	5.5	7.1	6.9	6.4	6.1	6.3	0.9	0.20	-	6.5	1.1
721 SLEEP LAB	2.1	1.6	1.1	1.4	2.0	1.5	(0.6)	-	0.47	1.5	(0.6)
722 CARDIO	2.1	1.6	1.8	1.9	1.8	1.9	(0.2)	0.11	-	1.6	(0.5)
723 CARDIAC REHAB	2.2	2.2	1.8	2.1	2.0	2.1	(0.1)	0.09	-	2.1	(0.1)
730 PHYSICAL THERAPY	3.2	3.3	2.6	3.3	3.4	3.2	0.0	-	0.19	2.9	(0.3)
780 PATIENT ED	1.8	0.5	0.5	0.6	0.3	1.2	(0.6)	0.88	-	0.5	(1.3)

	PPE	9/2/2018	9/16/2018	9/30/2018	10/14/2018	10/28/2018	Variance from Bud	LAST PAY PERIOD		YTD	from budget
	BUDGET							Increase	Decrease		
781	SOCIAL SERVICES	0.9	1.0	1.0	0.8	0.5	0.5	(0.4)	-	0.8	(0.1)
782	QUALITY & ACCREDIT	3.6	4.1	3.8	4.0	4.1	3.8	0.1	-	3.9	0.3
783	INFECTION CONTROL	1.8	2.7	1.6	1.7	1.4	1.8	(0.0)	0.41	1.7	(0.1)
784	COMPLIANCE	2.7	2.8	2.3	2.8	2.7	2.8	0.1	0.12	2.3	(0.4)
786	NURSING INFORMATICS	2.7	2.5	2.8	2.9	2.9	2.9	0.1	-	2.8	0.0
790	HEALTH INFORMATION	11.5	11.7	10.9	11.7	12.0	11.1	(0.4)	-	11.3	(0.2)
791	CASE MANAGEMENT	4.8	4.5	4.4	4.8	5.1	5.0	0.2	-	4.8	(0.0)
800	MAINTENANCE	10.6	11.4	10.1	10.9	11.2	10.6	(0.0)	-	10.3	(0.4)
801	HOUSEKEEPING	21.4	20.1	19.1	21.4	22.2	23.3	2.0	1.15	20.8	(0.6)
802	LAUNDRY	5.9	5.4	5.0	6.2	6.2	6.1	0.2	-	5.5	(0.4)
803	BIO MED	1.8	1.1	0.9	1.0	0.8	0.8	(1.0)	0.03	0.9	(0.9)
810	SECURITY	7.6	7.0	7.3	7.7	7.4	6.9	(0.7)	-	7.2	(0.4)
811	EMERGENCY MGMT	0.1	0.0	0.1	-	0.5	-	(0.1)	-	0.1	(0.0)
850	PURCHASING	4.6	4.3	4.6	4.3	4.9	4.1	(0.4)	-	0.1	(4.5)
855	CENTRAL SUPPLY	2.7	3.0	2.6	2.5	2.6	2.1	(0.6)	-	4.5	1.8
870	DIETARY	16.0	15.9	15.5	16.1	15.4	14.5	(1.5)	-	2.4	(13.6)
871	DIETICIANS	1.4	1.0	1.0	0.6	1.0	2.0	0.6	1.00	15.2	13.9
900	ADMINISTRATION	5.5	4.9	4.3	5.9	5.8	6.0	0.5	0.20	1.0	(4.5)
901	COMM SVC	0.9	0.9	0.8	1.0	0.9	0.6	(0.3)	-	5.4	4.4
902	MED STAFF SVC	2.3	1.9	1.6	2.3	2.7	2.4	0.1	-	0.9	(1.4)
903	MHSC FOUNDATION	1.2	1.0	0.8	1.0	1.0	0.7	(0.5)	-	2.1	0.9
904	VOLUNTEER SRV	0.9	1.0	1.0	0.5	1.0	0.9	(0.0)	-	0.9	0.0
905	NURSING ADMIN	3.9	3.8	3.8	3.3	3.5	3.5	(0.4)	0.02	0.8	(3.1)
907	PHYSICIAN RECRUIT	0.9	1.0	1.0	0.3	1.0	1.0	0.1	-	3.9	3.0
910	INFORMATION SYSTEMS	7.3	7.6	7.5	7.9	6.7	6.4	(0.9)	-	0.9	(6.4)
920	HUMAN RESOURCES	4.2	4.2	4.2	4.1	3.9	4.4	0.2	0.44	7.2	3.0
930	FISCAL SERVICES	4.6	4.1	4.3	4.1	4.6	3.8	(0.7)	-	4.2	(0.3)
940	BUSINESS OFFICE	12.7	12.5	12.2	13.5	12.7	12.1	(0.6)	-	4.1	(8.6)
941	ADMITTING	12.2	13.9	14.1	15.6	15.0	14.9	2.7	-	12.6	0.4
942	COMMUNICATION	2.7	2.8	1.9	2.6	3.3	3.1	0.3	-	14.1	11.4
943	CENTRAL SCHEDULING	3.6	3.8	3.5	3.7	4.0	3.8	0.1	-	2.8	(0.9)
948	NEW OTHO	0.9	-	-	-	-	-	(0.9)	-	3.4	2.5
949	DENKER	2.7	3.0	2.8	2.9	2.8	2.9	0.2	0.09	0.0	(2.7)
950	OLIVER	2.8	2.2	2.8	2.5	3.0	2.9	0.1	-	2.8	(0.1)
952	NEW PULMONOLOGIST	1.8	-	-	-	-	-	(1.8)	-	2.6	0.8
953	STEWART	2.3	1.0	0.8	0.9	1.0	0.8	(1.5)	-	0.0	(2.3)
954	WHEELER	2.7	1.0	1.0	0.5	1.0	0.8	(2.0)	-	1.2	(1.5)
956	KATTAN	3.2	0.9	1.0	1.0	1.0	0.8	(2.4)	-	1.3	(1.9)
957	STARLA LETTE	1.8	1.0	1.0	1.0	1.0	1.0	(0.8)	-	1.5	(0.4)
958	VERONESE	-	-	-	-	-	-	-	-	1.2	1.2
959	GREWAL	2.7	1.0	1.0	1.0	1.0	1.0	(1.7)	-	0.1	(2.6)
960	SANDERS	1.8	1.0	1.0	0.5	1.0	0.2	(1.6)	-	1.3	(0.6)
961	DANSIE	2.3	1.0	1.0	1.0	1.0	1.0	(1.3)	-	1.1	(1.1)
962	BOWERS	1.8	0.5	0.6	0.6	0.6	0.6	(1.3)	-	1.3	(0.6)
963	LONG	2.7	1.0	0.9	0.8	0.4	0.9	(1.8)	0.53	0.9	(1.9)
964	JAKE JOHNSON	1.8	1.0	1.0	1.0	1.0	1.0	(0.8)	-	1.1	(0.7)
966	OCC MED	0.9	1.0	0.9	1.1	1.1	1.1	0.2	0.02	1.0	0.1
967	PA PALINEK	1.4	-	-	-	-	-	(1.4)	-	1.0	(0.3)
969	PAWAR	1.8	1.5	1.9	2.0	2.0	2.0	0.2	-	0.0	(1.8)
970	CROFTS	2.3	0.9	1.0	0.9	1.0	1.0	(1.3)	-	1.9	(0.4)
971	WAMSUTTER CLINIC	0.9	1.8	1.7	1.9	1.8	1.9	1.0	0.09	1.2	0.2
972	FARSON CLINIC	-	-	-	-	-	-	-	-	1.8	1.8
973	LAURIDSEN	0.9	0.4	0.8	0.9	0.9	0.9	(0.0)	0.03	0.0	(0.9)
974	SMG ADMIN/BILLING	12.3	32.6	29.9	35.2	34.8	37.6	25.3	2.79	0.8	(11.5)
976	LEHMAN	1.8	0.4	0.7	0.7	0.8	0.8	(1.0)	-	27.3	25.5
978	HOSPITALIST	3.8	4.2	4.2	4.2	4.2	4.2	0.4	-	0.7	(3.1)
980	JENSEN	0.9	1.0	0.9	1.0	1.0	0.9	(0.0)	-	4.2	3.3
981	CROFT	0.9	1.0	1.0	1.0	1.0	0.9	(0.0)	-	0.7	(0.2)
982	CHRISTENSEN	2.7	1.0	1.0	1.0	0.7	0.7	(2.0)	-	0.9	(1.9)
988	CURRY	1.8	1.0	0.9	0.6	0.7	1.0	(0.8)	0.30	1.4	(0.4)
990	NEW PEDIATRICIAN	-	-	-	-	-	-	-	-	1.4	1.4
991	JAMIAS	1.8	1.0	1.0	1.0	0.7	1.0	(0.8)	0.30	0.0	(1.8)
992	ASPER	0.9	0.9	0.9	0.9	1.0	1.0	0.1	-	1.2	0.2
993	LIU	1.8	1.0	1.0	1.0	1.0	1.0	(0.8)	-	0.8	(1.0)
994	DUCK	1.8	1.1	1.4	1.1	-	1.1	(0.7)	1.08	1.0	(0.8)
996	SARETTE	0.5	1.1	-	2.1	0.9	1.2	0.7	0.30	1.0	0.5
997	OUTSIDE CLINICS	0.5	-	-	-	0.1	-	(0.5)	-	0.9	0.5

TOTAL WORKED FTEs	422.4	410.1	388.8	414.5	416.1	413.2	(9.23)	-	2.87	403.9	(18.5)
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CONTRCT FTEs (Inc above)	2.3	5.6	4.1	4.6	4.2	3.3	1.04	-	0.81	5.7	3.4
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OVERTIME HOURS

	Current OT						YTD Hours	
	OT Dollars							
600	MEDICAL FLOOR	8.3	10.0	2.0	4.8	0.8	30.59	25.8
605	BEHAVIORAL HEALTH	24.8	-	36.0	22.0	7.3	174.74	394.8
610	OB FLOOR	2.5	-	2.8	6.0	-	-	37.0
611	NURSERY	-	8.3	-	-	9.5	468.64	18.5
612	LABOR & DELIVERY	-	-	-	-	-	-	-
615	OUTPATIENT SERVICES	-	-	-	-	-	-	-
620	ICU	-	1.8	-	0.3	-	-	2.5
630	OR	18.3	20.5	7.0	6.0	9.0	379.06	110.0
631	SAME DAY SURGERY	8.8	5.3	1.8	-	-	-	45.3
633	RECOVERY	0.5	-	-	-	-	-	6.5
634	CENTRAL STERILE	1.0	13.0	0.8	14.3	-	-	39.0

	PPE	9/2/2018	9/16/2018	9/30/2018	10/14/2018	10/28/2018	Variance from Bud	LAST PAY PERIOD		YTD	from budget
	BUDGET							Increase	Decrease		
640	DIALYSIS	7.8	8.8	34.3	9.5	10.5	578.55	1.00	-	132.3	
650	ER	14.8	23.0	36.0	34.3	23.5	1,286.30	-	10.75	202.0	
651	TRAUMA	9.5	-	-	18.3	-	-	-	18.25	40.5	
652	SANE	0.5	1.8	5.0	5.5	2.0	108.18	-	3.50	20.3	
660	RADIATION ONC	0.5	-	0.8	-	3.8	203.18	3.75	-	8.8	
661	MEDICAL ONC	-	-	1.0	0.8	1.0	29.06	0.25	-	10.3	
700	LABORATORY	6.0	26.5	14.3	15.0	51.5	1,852.95	36.50	-	236.5	
701	HISTOLOGY	5.5	3.5	3.0	-	0.8	38.59	0.75	-	21.5	
702	BLOOD BANK	0.3	-	0.5	1.0	0.3	7.60	-	0.75	6.5	
710	RADIOLOGY	1.0	5.3	3.5	3.8	3.8	178.64	-	-	34.0	
711	MAMMOGRAPHY	-	1.3	-	-	0.5	16.92	0.50	-	1.8	
712	ULTRASOUND	1.8	3.5	8.0	5.3	2.5	183.33	-	2.75	36.5	
713	NUC MED	0.3	2.5	-	-	-	-	-	-	6.5	
714	CAT SCAN	-	-	0.3	6.5	-	-	-	6.50	8.3	
715	MRI	-	-	3.3	-	2.0	79.60	2.00	-	7.0	
716	PET SCAN	-	-	-	-	2.8	165.88	2.75	-	2.8	
717	ECHOCARDIOGRAPHY	0.3	-	5.0	1.3	0.3	18.71	-	1.00	7.8	
720	RESPIRATORY	-	3.3	-	-	-	-	-	-	12.0	
721	SLEEP LAB	4.3	-	9.5	13.0	1.3	59.36	-	11.75	46.0	
722	CARDIO	-	-	0.3	-	1.3	30.68	1.25	-	1.5	
723	CARDIAC REHAB	-	-	-	-	-	-	-	-	-	
730	PHYSICAL THERAPY	-	-	-	-	-	-	-	-	-	
780	PATIENT ED	-	-	-	-	-	-	-	-	-	
781	SOCIAL SERVICES	-	-	-	-	-	-	-	-	-	
782	QUALITY & ACCREDIT	-	-	0.3	-	3.0	144.39	3.00	-	3.3	
783	INFECTION CONTROL	22.8	-	2.5	-	-	-	-	-	30.5	
784	COMPLIANCE	-	-	3.0	-	-	-	-	-	3.0	
786	NURSING INFORMATICS	-	-	-	-	-	-	-	-	-	
790	HEALTH INFORMATION	-	-	-	-	-	-	-	-	0.3	
791	CASE MANAGEMENT	12.3	1.3	5.5	18.0	8.0	479.60	-	10.00	88.3	
800	MAINTENANCE	0.3	0.8	24.8	1.3	3.3	92.88	2.00	-	37.3	
801	HOUSEKEEPING	36.3	16.8	10.8	32.0	49.8	877.31	17.75	-	344.0	
802	LAUNDRY	20.3	2.5	12.3	3.3	4.8	80.10	1.50	-	168.0	
803	BIO MED	2.8	1.3	0.3	-	2.0	125.50	2.00	-	6.3	
810	SECURITY	4.8	3.8	11.5	24.0	4.3	118.32	-	19.75	87.3	
811	EMERGENCY MGMT	-	-	-	-	-	-	-	-	-	
850	PURCHASING	-	8.0	-	0.3	0.3	6.52	-	-	11.3	
855	CENTRAL SUPPLY	-	0.3	-	-	-	-	-	-	0.3	
870	DIETARY	3.8	26.8	10.8	50.3	51.0	963.62	0.75	-	275.8	
871	DIETICIANS	-	-	-	-	-	-	-	-	-	
900	ADMINISTRATION	-	-	-	-	-	-	-	-	-	
901	COMM SVC	-	-	-	-	-	-	-	-	-	
902	MED STAFF SVC	-	-	-	-	-	-	-	-	0.3	
903	MHSC FOUNDATION	-	-	-	-	-	-	-	-	-	
904	VOLUNTEER SRV	-	-	-	-	-	-	-	-	-	
905	NURSING ADMIN	4.0	4.0	13.0	-	-	-	-	-	92.0	
907	PHYSICIAN RECRUIT	-	-	-	-	-	-	-	-	-	
910	INFORMATION SYSTEMS	-	-	-	-	-	-	-	-	-	
920	HUMAN RESOURCES	-	-	-	-	-	-	-	-	-	
930	FISCAL SERVICES	0.3	-	0.3	-	-	-	-	-	1.0	
940	BUSINESS OFFICE	6.5	10.3	41.0	9.0	2.0	46.40	-	7.00	165.3	
941	ADMITTING	141.5	149.5	204.5	199.5	128.3	3,026.12	-	71.25	1,297.3	
942	COMMUNICATION	11.5	14.8	15.8	21.3	29.3	600.96	8.00	-	147.5	
943	CENTRAL SCHEDULING	-	0.5	0.5	1.0	0.8	16.49	-	0.25	5.0	
948	NEW ORTHO	-	-	-	-	-	-	-	-	-	
949	DENKER	1.3	1.0	-	0.9	-	-	-	0.87	5.0	
950	OLIVER	0.3	1.0	10.0	4.4	2.0	79.86	-	2.38	24.0	
952	NEW PULMONOLOGIST	-	-	-	-	-	-	-	-	-	
953	STEWART	-	-	-	-	-	-	-	-	14.5	
954	WHEELER	-	-	-	-	-	-	-	-	4.3	
956	KATTAN	-	-	-	-	-	-	-	-	1.8	
957	STARLA LETTE	-	-	-	-	-	-	-	-	-	
958	VERONESE	-	-	-	-	-	-	-	-	-	
959	GREWAL	-	-	-	-	-	-	-	-	5.5	
960	SANDERS	-	-	-	-	-	-	-	-	26.5	
961	DANSIE	-	-	-	-	-	-	-	-	5.9	
962	BOWERS	-	-	-	-	-	-	-	-	-	
963	LONG	-	-	-	-	-	-	-	-	3.8	
964	JAKE JOHNSON	-	-	-	-	-	-	-	-	-	
966	OCC MED	2.5	4.3	5.8	7.5	9.5	489.06	2.00	-	80.5	
967	PA PALINEK	-	-	-	-	-	-	-	-	-	
969	PAWAR	-	0.3	-	0.5	0.5	29.99	-	-	3.5	
970	CROFTS	-	-	-	-	-	-	-	-	-	
971	WAMSUTTER CLINIC	3.0	4.8	4.3	4.3	0.3	5.78	-	4.00	31.3	
972	FARSON CLINIC	-	-	-	-	-	-	-	-	-	
973	LAURIDSEN	-	-	-	-	-	-	-	-	-	
974	SMG ADMIN/BILLING	51.0	27.8	53.3	59.5	61.5	1,965.10	2.00	-	354.5	
976	PA LEHMAN	-	-	-	-	-	-	-	-	2.4	
978	HOSPITALIST	-	-	-	-	-	-	-	-	-	
980	JENSEN	-	-	-	-	-	-	-	-	-	
981	CROFT	-	-	-	-	-	-	-	-	-	
982	CHRISTENSEN	-	-	-	-	-	-	-	-	10.4	
988	CURRY	-	-	-	-	-	-	-	-	8.4	
990	NEW PEDIATRICIAN	-	-	-	-	-	-	-	-	-	
991	JAMIAS	-	-	-	-	-	-	-	-	-	
992	ASPER	-	-	-	-	-	-	-	-	-	

	PPE	9/2/2018	9/16/2018	9/30/2018	10/14/2018	10/28/2018	Variance from Bud	LAST PAY PERIOD		YTD	from budget
	BUDGET							Increase	Decrease		
993	LIU	-	-	-	-	-	-	-	-	1.0	
994	DUCK	-	-	-	-	-	-	-	-	1.0	
996	SARETTE	-	-	-	-	-	-	-	-	-	
997	OUTSIDE CLINICS	-	-	-	-	-	-	-	-	-	

TOTAL OT HOURS	441.0	417.3	604.5	604.0	494.3	15,039	-	109.75	4,869.3
TOTAL OT FTEs	5.5	5.2	7.6	7.6	6.2		-	1.37	6.8
OT % WORKED HOURS	1.4%	1.4%	1.8%	1.8%	1.5%		-	0.3%	

CONTRACT HOURS		PPE	9/2/2018	9/16/2018	9/30/2018	10/14/2018	10/28/2018	CHANGE FROM LAST PAY PERIOD		FTE YTD	Variance from budget
	BUDGET							Current FTE	Increase	Decrease	
600	MEDICAL FLOOR		-	-	-	-	-	-	-	-	-
605	BEHAVIORAL HEALTH		127.3	29.3	126.8	146.5	30.5	0.4	-	116.00	1.69
610	OB FLOOR	0.5	-	-	-	-	-	-	-	-	(0.50)
611	NURSERY		-	-	-	-	-	-	-	-	-
612	LABOR & DELIVERY		-	-	-	-	-	-	-	-	-
615	OUTPATIENT SERVICES		-	-	-	-	-	-	-	-	-
620	ICU		-	24.0	-	-	-	-	-	-	0.07
630	OR	1.0	167.2	171.6	239.6	185.7	236.7	3.0	51.04	-	1.19
631	SAME DAY SURGERY		-	-	-	-	-	-	-	-	-
633	RECOVERY		-	-	-	-	-	-	-	-	-
634	CENTRAL STERILE		-	-	-	-	-	-	-	-	-
640	DIALYSIS		-	-	-	-	-	-	-	-	-
650	ER	0.3	-	-	-	-	-	-	-	-	0.10
651	TRAUMA		-	-	-	-	-	-	-	-	-
652	SANE		-	-	-	-	-	-	-	-	-
660	RADIATION ONC		-	-	-	-	-	-	-	-	-
661	MEDICAL ONC		-	-	-	-	-	-	-	-	-
700	LABORATORY		-	-	-	-	-	-	-	-	-
701	HISTOLOGY		-	-	-	-	-	-	-	-	0.16
702	BLOOD BANK		-	-	-	-	-	-	-	-	-
710	RADIOLOGY		-	-	-	-	-	-	-	-	-
711	MAMMOGRAPY		-	-	-	-	-	-	-	-	-
712	ULTRASOUND	0.5	79.0	68.8	-	-	-	-	-	-	0.10
713	NUC MED		-	-	-	-	-	-	-	-	-
714	CAT SCAN		-	-	-	-	-	-	-	-	-
715	MRI		-	-	-	-	-	-	-	-	-
716	PET SCAN		-	-	-	-	-	-	-	-	-
717	ECHOCARDIOGRAPHY		-	-	-	-	-	-	-	-	-
720	RESPIRATORY	-	71.8	36.0	-	-	-	-	-	-	0.56
721	SLEEP LAB		-	-	-	-	-	-	-	-	-
722	CARDIO		-	-	-	-	-	-	-	-	-
723	CARDIAC REHAB		-	-	-	-	-	-	-	-	-
730	PHYSICAL THERAPY		-	-	-	-	-	-	-	-	-
780	PATIENT ED		-	-	-	-	-	-	-	-	-
781	SOCIAL SERVICES		-	-	-	-	-	-	-	-	-
782	QUALITY & ACCREDIT		-	-	-	-	-	-	-	-	-
783	INFECTION CONTROL		-	-	-	-	-	-	-	-	-
784	ACCREDITATION		-	-	-	-	-	-	-	-	-
786	NURSING INFORMATICS		-	-	-	-	-	-	-	-	-
790	HEALTH INFORMATION		-	-	-	-	-	-	-	-	-
791	CASE MANAGEMENT		-	-	-	-	-	-	-	-	-
800	MAINTENANCE		-	-	-	-	-	-	-	-	-
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		-	-	-	-	-	-	-	-	-
920	HUMAN RESOURCES		-	-	-	-	-	-	-	-	-
930	FISCAL SERVICES		-	-	-	-	-	-	-	-	-
940	BUSINESS OFFICE		-	-	-	-	-	-	-	-	-
941	ADMITTING		-	-	-	-	-	-	-	-	-
942	COMMUNICATION		-	-	-	-	-	-	-	-	-
943	CENTRAL SCHEDULING		-	-	-	-	-	-	-	-	-
948	NEW ORTHO		-	-	-	-	-	-	-	-	-
949	DENKER		-	-	-	-	-	-	-	-	-
950	OLIVER		-	-	-	-	-	-	-	-	-
952	NEW PULMONOLOGIST		-	-	-	-	-	-	-	-	-
953	STEWART		-	-	-	-	-	-	-	-	-
954	WHEELER		-	-	-	-	-	-	-	-	-
956	KATTAN		-	-	-	-	-	-	-	-	-
957	STARLA LETTE		-	-	-	-	-	-	-	-	-

	PPE	9/2/2018	9/16/2018	9/30/2018	10/14/2018	10/28/2018	Variance from Bud	LAST PAY PERIOD		YTD	from budget
	BUDGET							Increase	Decrease		
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	-	-	-	-	-	-	-	-	-	-
988	CURRY	-	-	-	-	-	-	-	-	-	-
990	NEW PEDIATRICIAN	-	-	-	-	-	-	-	-	-	-
991	JAMIAS	-	-	-	-	-	-	-	-	-	-
992	ASPER	-	-	-	-	-	-	-	-	-	-
993	LIU	-	-	-	-	-	-	-	-	-	-
994	DUCK	-	-	-	-	-	-	-	-	-	-
996	SARETTE	-	-	-	-	-	-	-	-	-	-
997	OUTSIDE CLINICS	-	-	-	-	-	-	-	-	-	-

TOTAL CONTRACT HOURS		445.2	329.6	366.3	332.2	267.2		-	65.0		
TOTAL CONTRACT FTEs	2.3	5.6	4.1	4.6	4.2	3.3	1.0	-	0.8	5.7	3.4
CONTRACT % WORKED HOURS		1.4%	1.1%	1.1%	1.0%	0.8%		0.0%	0.2%		

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Four months ending October 31, 2018

PAYOR MIX DATA

HOSPITAL	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	17.55%	17.27%	18.37%
Blue Cross	19.55%	20.75%	23.66%
Medicaid	7.93%	8.10%	9.99%
Medicare	43.16%	41.92%	36.77%
Self Pay	8.60%	9.21%	9.42%
Other	3.21%	2.74%	1.79%
TOTAL	100%	100%	100%

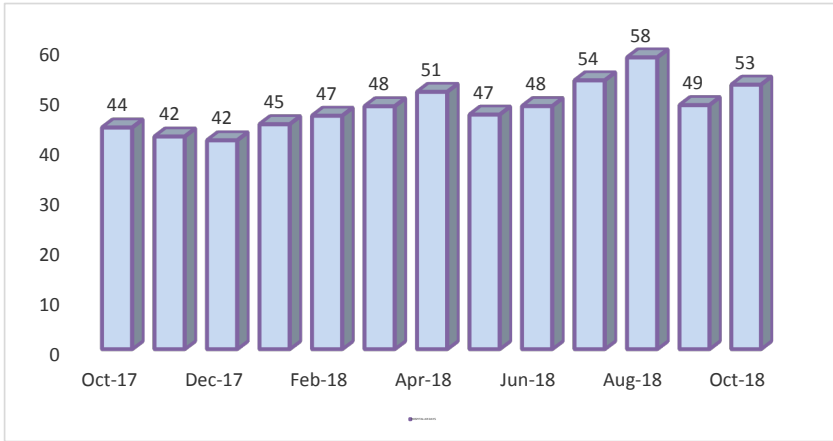
CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	28.51%	27.05%	28.94%
Blue Cross	24.57%	27.47%	30.49%
Medicaid	15.40%	13.65%	14.70%
Medicare	25.70%	25.79%	19.07%
Self Pay	5.33%	5.46%	6.18%
Other	0.49%	0.58%	0.62%
TOTAL	100%	100%	100%

ORTHO CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	40.16%	33.39%	39.50%
Blue Cross	25.12%	22.85%	27.91%
Medicaid	2.89%	4.15%	6.32%
Medicare	25.67%	35.23%	23.02%
Self Pay	5.54%	4.06%	2.71%
Other	0.62%	0.33%	0.54%
TOTAL	100%	100%	100%

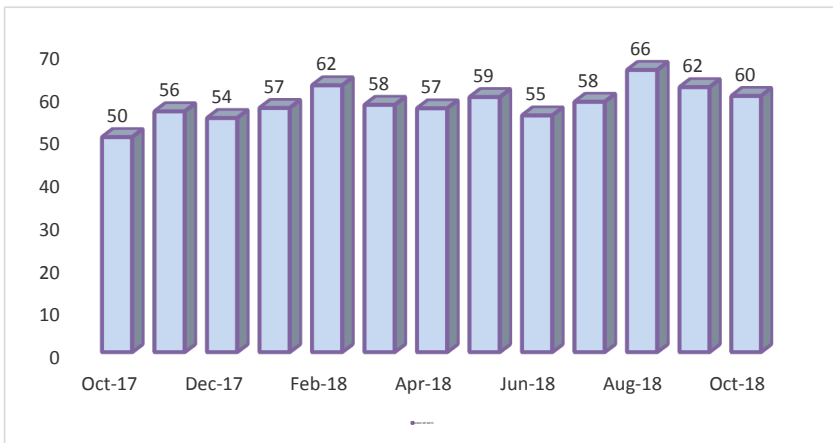
COMBINED	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	18.88%	18.40%	19.86%
Blue Cross	20.11%	21.40%	24.39%
Medicaid	8.65%	8.56%	10.34%
Medicare	41.21%	40.34%	34.80%
Self Pay	8.24%	8.79%	8.96%
Other	2.91%	2.51%	1.65%
TOTAL	100%	100%	100%

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
DAYS IN A/R
10/31/18

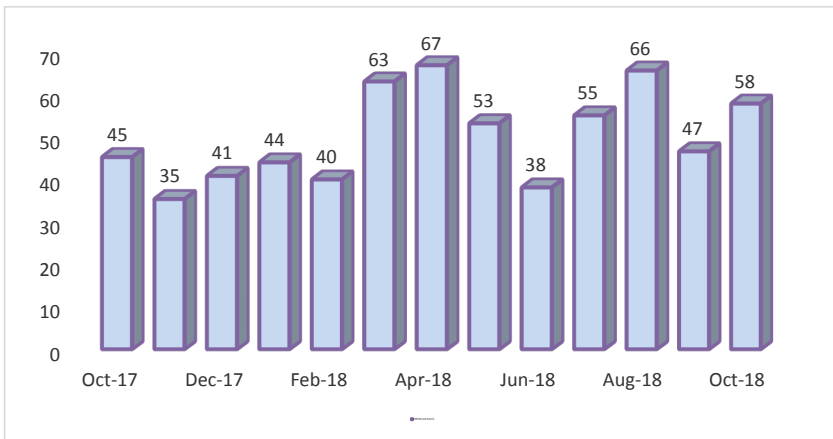
	HOSPITAL AR DAYS
Oct-17	44
Nov-17	42
Dec-17	42
Jan-18	45
Feb-18	47
Mar-18	48
Apr-18	51
May-18	47
Jun-18	48
Jul-18	54
Aug-18	58
Sep-18	49
Oct-18	53



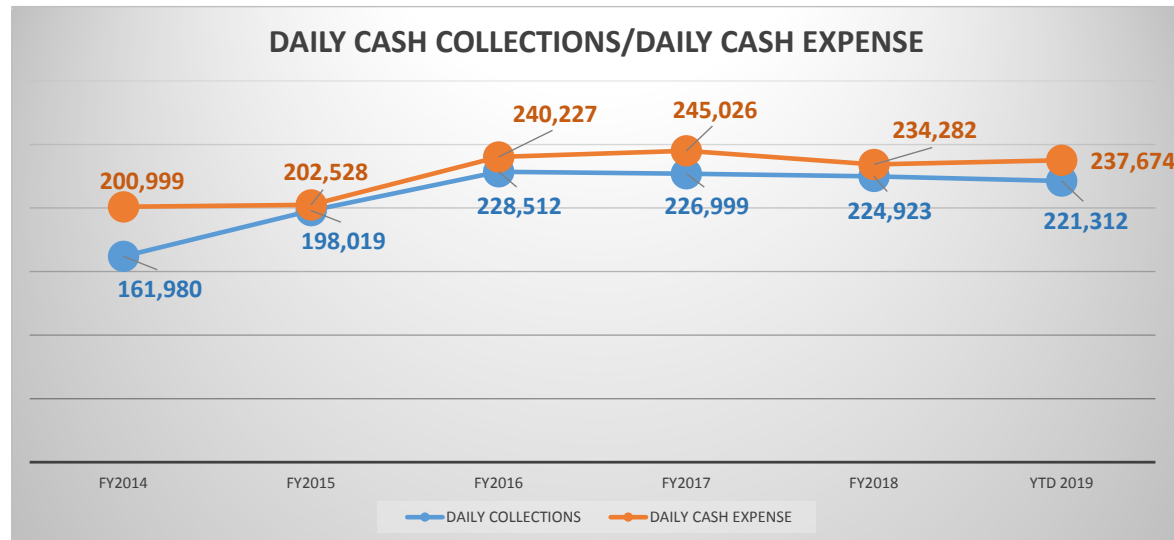
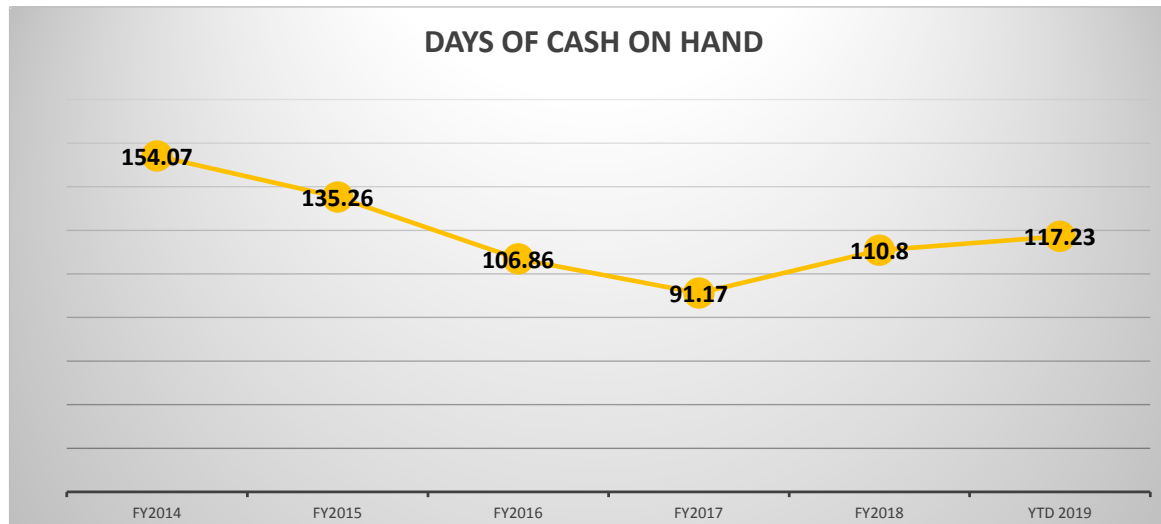
	CLINIC AR DAYS
Oct-17	50
Nov-17	56
Dec-17	54
Jan-18	57
Feb-18	62
Mar-18	58
Apr-18	57
May-18	59
Jun-18	55
Jul-18	58
Aug-18	66
Sep-18	62
Oct-18	60



	ORTHO AR DAYS
Oct-17	45
Nov-17	35
Dec-17	41
Jan-18	44
Feb-18	40
Mar-18	63
Apr-18	67
May-18	53
Jun-18	38
Jul-18	55
Aug-18	66
Sep-18	47
Oct-18	58



MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Days of Cash on Hand
10/31/2018



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

FY 2019

BARY J WALKER	\$3,000.00
DRAY, DYEKMAN, REED & HEALEY PC	\$11,650.00
SETTLEMENTS	\$40,000.00
PHILLIPS LAW, LLC	\$37,613.08
Total FYTD 2019	\$92,263.08

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

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	862	8,784,673.84
CAPITAL EQUIPMENT (PLANT FUND)	10	195,561.66
CONSTRUCTION IN PROGRESS (BUILDING FUND)	4	121,427.19
PAYROLL October 1, 2018	N/A	1,340,045.70
PAYROLL October 14, 2018	N/A	1,365,687.14
PAYROLL October28 , 2018	N/A	1,329,665.24
TOTAL CASH OUTFLOW		<u>\$9,101,662.69</u>
CASH COLLECTIONS		\$6,554,631.00
INCREASE/DECREASE IN CASH		\$ (2,547,031.69)

**PLANT FUND CASH DISBURSEMENTS
FISCAL YEAR 2019**

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002181	7/19/2018	CHEETAH MEDICAL, INC	18,675.00	CARDIAC MONITORING SYS		
002182	7/19/2018	HITACHI HEALTHCARE AMERICAS COF	30,574.00	MERGE UNITY		
002183	7/19/2018	LOOKING GLASS SYSTEMS, LLC	29,375.00	ARIA-LOOKING GLASS SOFTWARE		
002184	7/19/2018	WAXIE SANITARY SUPPLY	7,023.40	FLOOR SCRUBBER		
002185	7/25/2018	MARK COSTELLO COMPANY	8,985.00	AUTOCLAVE CARTS		
002186	7/25/2018	SIEMENS MEDICAL SOLUTIONS USA	8,618.80	CT SCANNER		
002187	7/25/2018	MERGE HEALTHCARE SOLUTIONS, INC	21,772.83	RADIFORCE COLOR MONITORS		
002187	7/25/2018	MERGE HEALTHCARE SOLUTIONS, INC	8,931.26	MERGE UNITY		
JULY TOTALS					133,955.29	133,955.29

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002188	8/1/2018	ACCURATE ENTERPRISED	12,020.50	SPRINKLER SYSTEM/COLLEGE DRIVE		
AUGUST TOTALS					12,020.50	145,975.79

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002191	9/27/2018	CODALE ELECTRIC SUPPLY, INC	3,887.50	PARKING LOT LIGHTS		
002189	9/6/2018	CDW GOVERNMENT LLC	9,043.11	ARIA		
002190	9/27/2018	ACCURATE ENTERPRISES(ANNA M RAI	12,020.50	SPRINKLER SYSTEM/COLLEGE DRIVE		
SEPTEMBER TOTALS					24,951.11	170,926.90

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002192	10/3/2018	CODALE ELECTRIC SUPPLY, INC	2,250.76	PARKING LOT LIGHTS		
002193	10/3/2018	LOOKING GLASS SYSTEMS, LLC	2,054.66	ARIA		
002194	10/12/2018	ROCKY MOUNTAIN POWERSPORTS & A	6,986.80	CAN AM 4 WHEELER		
002195	10/17/2018	CDW GOVERNMENT LLC	1,020.16	ARIA		
002196	10/17/2018	KARL STORZ ENDOSCOPY-AMERICA	30,043.18	FLEXIBLE VIDEO SCOPE		
002197	10/24/2018	CDW GOVERNMENT LLC	438.20	ARIA		
002198	10/24/2018	EDGEWAVE, INC	24,959.00	IPRISM INTERNET FILTER		
002199	10/24/2018	QUADRAMED CORPORATION	117,150.00	QUADRAMED UPGRADE		
002200	10/31/2018	CDW GOVERNMENT LLC	1,039.90	ARIA		
002201	10/31/2018	MARK COSTELLO COMPANY	9,619.00	AUTOCLAVE CARTS		
OCTOBER TOTALS					195,561.66	366,488.56

**CONSTRUCTION IN PROGRESS (BUILDING FUND) CASH DISBURSEMENTS
FISCAL YEAR 2019**

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
000999	7/19/2018	INSULATION INC.	1,115.48	ASBESTOS SURBEY - MOB		
001000	7/19/2018	PLAN ONE/ARCHITECTS	1,743.00	MHSC DUCT RENOVATION		
W/T	7/17/2018	WF DEBT SERVICES	110,584.76	WF DEBT SERVICES		
JULY TOTALS					113,443.24	113,443.24

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001001	8/9/2018	PLAN ONE/ARCHITECTS	622.50	MHSC DUCT RENOVATION		
W/T	8/15/2018	WF DEBT SERVICES	110,584.76	WF DEBT SERVICES		
AUGUST TOTALS					111,207.26	224,650.50

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001002	9/6/2018	PLAN ONE/ARCHITECTS	622.50	MHSC DUCT RENOVATION		
W/T	9/14/2018	WF DEBT SERVICES	109,765.48	WF DEBT SERVICES		
SEPTEMBER TOTALS					110,387.98	335,038.48

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001003	10/3/2018	WESTERN ENGINEERS	7,804.21	MHSC DUCT RENOVATION		
001004	10/10/2018	PLAN ONE/ARCHITECTS	1,245.00	MHSC DUCT RENOVATION		
001005	10/3/2018	WESTERN ENGINEERS	2,612.50	MHSC DUCT RENOVATION		
W/T	10/12/2018	WELLS FARGO	109,765.48	WF DEBT SERVICES		
OCTOBER TOTALS					121,427.19	456,465.67

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS

10/31/18

Amount	Description
37,458.80	Advertising Total
106.80	Billing Service Total
16,851.31	Billing Services Total
24,372.92	Blood Bank Services Total
30,150.00	Building Lease Total
4,145.87	Cellular Telephone Total
50,161.56	Collection Agency Total
97,047.45	Computer Equipment Total
21,000.00	Consulting Services Total
297,163.52	Contract Maintenance Total
93,629.11	Contract Personnel Total
27,623.59	Cost Report Total
294.66	Courier Service Total
6,860.18	Credit Card Payment Total
1,493.40	Dental Insurance Total
2,644.69	Diabetes Education Program Total
2,357.75	Dialysis Supplies Total
12,340.98	Education & Travel Total
3,335.81	Employee Recruitment Total
172,316.19	Equipment Lease Total
55,195.92	Food Total
6,243.87	Freight Total
854.34	Fuel Total
1,671.68	Garbage Collection Total
156.51	Grant Total
356,135.90	Group Health Total
343,477.01	Hospital Supplies Total
534.00	Instruments Total
1,489.65	Insurance Refund Total
20.00	Internet Services Total
49,689.68	Laboratory Services Total
209,599.59	Laboratory Supplies Total
7,867.95	Laundry Supplies Total
22,106.42	Legal Fees Total
3,459.00	License Renewal Total
5,671.68	Linen Total
12,400.00	Lithotripsy Services Total
87,596.89	Locum Tenens Total
34,817.44	Maintenance & Repair Total
13,776.31	Maintenance Supplies Total
5,340.00	Marketing & Promotional Supplies Total
7,773.00	Memberships Total
2,791.38	MHSC Foundation Total
250.00	Minor Equipment Total
1,099.00	Monthly Pest Control Total
11,988.58	Non Medical Supplies Total
9,436.83	Office Supplies Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
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4,282.09	Other Employee Benefits Total
763.00	Other Medical Surgical Supplies Total
179.25	Other Purchased Services Total
6,511.44	Oxygen Rental Total
5,687.71	Patient Refund Total
433.21	Payroll Deduction Total
7,669.90	Payroll Garnishment Total
4,003,106.69	Payroll Transfer Total
1,574,669.35	Pharmacy Management Total
3,359.97	Physician Recruitment Total
230,266.79	Physician Services Total
55,041.94	Physician Student Loan Total
5,000.00	Postage Total
153,845.00	Professional Liability Insurance Total
42,860.16	Professional Service Total
4,657.05	Q4 941 Taxes Total
236.05	Radiation Monitoring Total
468.36	Radiology Film Total
33,597.30	Radiology Material Total
160.00	Radiology Supplies Total
27.00	Reimbursement - Badge Balance Total
9,230.79	Reimbursement - CME Total
26,905.19	Reimbursement - Education & Travel Total
60.00	Reimbursement - Other Employee Benefits Total
31.06	Reimbursement - Hospital Supplies Total
385.00	Reimbursement - Licensing Total
383.21	Reimbursement - Non Hospital Supplies Total
905.00	Reimbursement - Payroll Deduction Total
106.34	Reimbursement - Sponsorship Total
136.48	Reimbursement - Uniforms Total
233,113.50	Retirement Total
2,329.02	Sales Tax Payment Total
10,000.00	Settlement Total
9,212.00	Sponsorship Total
18.30	Surgery Equipment Total
29,974.00	Surgery Supplies Total
1,500.00	Surveys Total
2,052.21	Transcription Services Total
1,103.67	Translation Services Total
250.42	Unclaimed Property Total
459.73	Uniforms Total
95,455.81	Utilities Total
824.57	Waste Disposal Total
1,742.00	Window Cleaning Total
72,876.06	Workman's Comp Total
8,784,673.84	Grand Total

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Check Number	Date	Vendor Check Name	Amount
158580	10/3/2018	BIG THICKET BROADCASTING	3,300.00
158680	10/3/2018	SUBLETTE EXAMINER	220.00
158686	10/3/2018	SWEETWATER NOW, LLC	1,350.00
158692	10/3/2018	THE RADIO NETWORK	2,916.65
158626	10/3/2018	IMPACT DISPLAY ASSOCIATES, LLC	698.00
158806	10/10/2018	RUMOR ADVERTISING	6,154.69
158824	10/10/2018	THE RADIO NETWORK	2,916.65
158905	10/17/2018	HISPANICS IN WYOMING NETWORK, LLC	225.00
159038	10/24/2018	KEMMERER GAZETTE	375.00
159082	10/24/2018	SUBLETTE EXAMINER	220.00
159084	10/24/2018	SWEETWATER NOW, LLC	1,350.00
159078	10/24/2018	SPORTS MEDIA	1,000.00
159093	10/24/2018	UINTA COUNTY HERALD	470.00
159095	10/24/2018	UW - STUDENT MEDIA	150.00
159151	10/31/2018	BIG THICKET BROADCASTING	3,300.00
EFT000000004181	10/3/2018	LAMAR ADVERTISING	380.00
EFT000000004187	10/3/2018	ROCKET MINER	1,717.00
EFT000000004201	10/10/2018	GREEN RIVER STAR	2,030.00
EFT000000004203	10/10/2018	IN10SITY INTERACTIVE, LLC	1,710.00
EFT000000004228	10/17/2018	LAMAR ADVERTISING	1,200.00
EFT000000004233	10/17/2018	ROCKET MINER	99.05
EFT000000004260	10/24/2018	ROCKET MINER	44.26
EFT000000004261	10/24/2018	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00
EFT000000004278	10/31/2018	LAMAR ADVERTISING	380.00
EFT000000004284	10/31/2018	ROCKET MINER	4,972.50
158827	10/10/2018	TRUE COMMERCE, INC	106.80
158893	10/17/2018	EXPRESS MEDICAID BILLING SERV	901.81
158941	10/17/2018	RECONDO TECHNOLOGY, INC	12,750.00
158966	10/17/2018	TRUE COMMERCE, INC	3,199.50
158699	10/3/2018	UNITED BLOOD SERVICES	5,467.78
158829	10/10/2018	UNITED BLOOD SERVICES	15,320.10
159094	10/24/2018	UNITED BLOOD SERVICES	3,585.04
159009	10/24/2018	BIG SANDY CLINIC	2,200.00
159003	10/24/2018	CURRENT PROPERTIES, LLC	3,500.00
159026	10/24/2018	HILLTOP PROPERTIES, LLC	24,450.00
158706	10/3/2018	VERIZON WIRELESS, LLC	2,094.01
159238	10/31/2018	VERIZON WIRELESS, LLC	2,051.86
158751	10/10/2018	COLLECTION PROFESSIONALS, INC	1,043.34
158884	10/17/2018	COLLECTION PROFESSIONALS, INC	549.43

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158944	10/17/2018	ROCKY MOUNTAIN SERVICE BUREAU	48,568.79
158746	10/10/2018	CDW GOVERNMENT LLC	67.71
158758	10/10/2018	DELL COMPUTER CORPORATION	469.92
158880	10/17/2018	CDW GOVERNMENT LLC	437.84
158889	10/17/2018	DELL COMPUTER CORPORATION	46,101.07
158894	10/17/2018	FAIR WARNING SERVICES, LLC	49,284.00
159157	10/31/2018	CDW GOVERNMENT LLC	638.91
159168	10/31/2018	DELL COMPUTER CORPORATION	48.00
158903	10/17/2018	HEALTHTECHS3	21,000.00
158593	10/3/2018	CHANGE HEALTHCARE SOLUTIONS, LLC	4,156.40
158621	10/3/2018	HENRY SCHEIN PRACTICE SOLUTIONS	841.50
158653	10/3/2018	OPTIMIS CORP	200.00
158659	10/3/2018	PHILIPS HEALTHCARE	82.91
158658	10/3/2018	PHILIPS MEDICAL SYSTEM N.A.CO	2,000.25
158664	10/3/2018	QUALITY SYSTEMS, INC	36,000.00
158667	10/3/2018	REMI CORPORATION	2,739.79
158681	10/3/2018	SUN NUCLEAR CORPORATION	5,190.00
158694	10/3/2018	THOMSON REUTERS	749.10
158697	10/3/2018	TRACTMANAGER INC	985.60
158567	10/3/2018	AMERICAN PHARMA, INC.	6,690.00
158613	10/3/2018	FLEXENTIAL CORP.	8,445.00
158625	10/3/2018	ICONTRACTS	382.00
158663	10/3/2018	QUADRAMED	72,721.58
158712	10/3/2018	WYOMING DEPT OF AGRICULTURE	50.00
158770	10/10/2018	ISC,INC dba VENTURE TECHNOLOGIES	227.43
158777	10/10/2018	KRONOS INCORPORATED	618.75
158795	10/10/2018	PHILIPS HEALTHCARE	1,215.91
158811	10/10/2018	SOUTHWESTERN BIOMEDICAL ELECT.	110.00
158885	10/17/2018	COLORADO DOCUMENT SECURITY	2,464.00
158904	10/17/2018	HEALTHCARE SOLUTIONS OF NC	1,024.00
158933	10/17/2018	NUANCE COMMUNICATIONS, INC	19,327.69
158935	10/17/2018	OTIS ELEVATOR COMPANY	2,047.50
158938	10/17/2018	PROVIDER ADVANTAGE NW INC	3,420.00
158861	10/17/2018	ABILITY NETWORK INC	733.00
158898	10/17/2018	FLEXENTIAL CORP.	168.12
158953	10/17/2018	SUPERO HEALTHCARE SOLUTIONS	3,750.00
158999	10/24/2018	CHANGE HEALTHCARE SOLUTIONS, LLC	3,874.31
159035	10/24/2018	ISC,INC dba VENTURE TECHNOLOGIES	311.79
159040	10/24/2018	KRONOS INCORPORATED	412.50
159047	10/24/2018	MCKESSON HEALTH SOLUTIONS	830.00

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159063	10/24/2018	OPTIMIS CORP	200.00
159067	10/24/2018	PHILIPS HEALTHCARE	2,864.00
159066	10/24/2018	PHILIPS MEDICAL SYSTEM N.A.CO	1,616.75
159072	10/24/2018	REMI CORPORATION	2,651.41
159102	10/24/2018	SENCORP WHITE, INC	4,839.25
159076	10/24/2018	SIEMENS MEDICAL SOLUTIONS USA	8,973.00
159090	10/24/2018	THOMSON REUTERS	749.10
159091	10/24/2018	TRACTMANAGER INC	1,004.85
158988	10/24/2018	BD DIAGNOSTICS	2,100.00
159018	10/24/2018	FLEXENTIAL CORP.	463.67
159029	10/24/2018	ICONTRACTS	382.00
159061	10/24/2018	NEXTGEN HEALTHCARE,INC.	587.00
159161	10/31/2018	CITRIX SYSTEMS, INC.	1,700.00
159203	10/31/2018	PHILIPS HEALTHCARE	372.78
159284	10/31/2018	LAGOON CORPORATION	2,241.17
EFT000000004179	10/3/2018	GE HEALTHCARE	27,538.21
EFT000000004190	10/3/2018	STATE FIRE DC SPECIALTIES	1,081.30
EFT000000004191	10/3/2018	T-SYSTEM, INC	8,749.00
EFT000000004195	10/10/2018	ARRENDALE ASSOCIATES, INC	1,200.00
EFT000000004250	10/24/2018	GE HEALTHCARE	27,790.90
EFT000000004252	10/24/2018	INDUSTRIAL SOLUTIONS, INC	2,315.00
EFT000000004263	10/24/2018	STATE FIRE DC SPECIALTIES	1,470.00
EFT000000004265	10/24/2018	T-SYSTEM, INC	8,249.00
EFT000000004287	10/31/2018	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	420.00
W/T	10/2/2018	APEX EDI SEPT 19	67.00
W/T	10/9/2018	SOLUTION REACH	339.00
W/T	10/9/2018	SOLUTION REACH	339.00
W/T	10/9/2018	SOLUTION REACH	339.00
W/T	10/9/2018	SOLUTION REACH	339.00
W/T	10/9/2018	SOLUTION REACH	339.00
W/T	10/22/2018	CARE CLOUD 10/22/18	349.00
W/T	10/22/2018	GATEWAY EDI	3,725.00
158606	10/3/2018	ELWOOD STAFFING SERVICES, INC	1,120.22
158614	10/3/2018	FOCUSONE SOLUTIONS LLC	29,784.75
158761	10/10/2018	FOCUSONE SOLUTIONS LLC	13,507.13
158899	10/17/2018	FOCUSONE SOLUTIONS LLC	13,988.25
158909	10/17/2018	HOMEWOOD SUITES	833.00
159012	10/24/2018	ELWOOD STAFFING SERVICES, INC	2,734.27
159019	10/24/2018	FOCUSONE SOLUTIONS LLC	14,669.88
159172	10/31/2018	ELWOOD STAFFING SERVICES, INC	766.11

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GENERAL FUND DISBURSEMENTS
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159179	10/31/2018	FOCUSONE SOLUTIONS LLC	16,225.50
158890	10/17/2018	EHR HITECH INCENTIVE PAYMENT CENTER	27,623.59
158955	10/17/2018	SUSAN K CROFUTT	294.66
W/T	10/30/2018	UMB BANK	3,156.43
W/T	10/2/2018	UMB BANK	3,703.75
158602	10/3/2018	DELTA DENTAL	1,493.40
158687	10/3/2018	SWEETWATER COUNTY DISTRICT BOARD OF HEALTH	2,644.69
158615	10/3/2018	FRESENIUS USA MANUFACTURING	1,672.63
158766	10/10/2018	HENRY SCHEIN INC	519.95
159025	10/24/2018	HENRY SCHEIN INC	165.17
158728	10/10/2018	ACADEMY OF NUTRITION AND DIETETICS	289.98
158839	10/10/2018	WYOMING MEDICAL SOCIETY	11,875.00
159057	10/24/2018	MY EDUCATIONAL RESOURCES	76.00
159054	10/24/2018	MHSC MEDICAL STAFF	100.00
158980	10/24/2018	AMERICU CREDIT UNION	932.31
159163	10/31/2018	COMPDATA SURVEYS / CONSULTING	699.00
EFT000000004227	10/17/2018	INSIGHT INVESTIGATIONS, INC	804.50
EFT000000004238	10/17/2018	SST TESTING +, INC.	900.00
158590	10/3/2018	CAREFUSION SOLUTIONS, LLC	20,524.00
158594	10/3/2018	CISCO SYSTEMS CAPITAL CORP	16,131.08
158600	10/3/2018	COPIER & SUPPLY COMPANY	9,692.23
158612	10/3/2018	FIRST FINANCIAL CORPORATE LEASING, LLC	7,344.00
158616	10/3/2018	GE HEALTHCARE FINANCIAL SERVICES	9,580.00
158702	10/3/2018	US BANK EQUIPMENT FINANCE	565.50
158719	10/3/2018	WHITE MOUNTAIN LUMBER	230.45
158763	10/10/2018	GE HEALTHCARE FINANCIAL SERVICES	13,081.09
158797	10/10/2018	PITNEY BOWES GLOBAL FINANCIAL SERVICES, LLC	1,149.48
158832	10/10/2018	US BANK EQUIPMENT FINANCE	1,401.62
158887	10/17/2018	COPIER & SUPPLY COMPANY	6.48
158910	10/17/2018	HP FINANCIAL SERVICES	292.36
158968	10/17/2018	US BANK EQUIPMENT FINANCE	265.18
158996	10/24/2018	CAREFUSION SOLUTIONS, LLC	20,524.00
159002	10/24/2018	COPIER & SUPPLY COMPANY	10,270.33
159017	10/24/2018	FIRST FINANCIAL CORPORATE LEASING, LLC	7,344.00
159097	10/24/2018	US BANK EQUIPMENT FINANCE	1,299.81
159107	10/24/2018	WYOMING RENTS, LLC	701.50
159160	10/31/2018	CISCO SYSTEMS CAPITAL CORP	16,131.08
159214	10/31/2018	RON'S ACE RENTALS & EQUIP. SALE	255.00
159216	10/31/2018	SIEMENS FINANCIAL SERVICES, INC	18,429.63
159236	10/31/2018	US BANK EQUIPMENT FINANCE	1,786.21

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EFT000000004189	10/3/2018	SHADOW MOUNTAIN WATER CO ,WY	294.18
EFT000000004236	10/17/2018	SHADOW MOUNTAIN WATER CO ,WY	549.86
EFT000000004286	10/31/2018	SHADOW MOUNTAIN WATER CO ,WY	3,500.00
EFT000000004289	10/31/2018	TIMEPAYMENT CORP	1,950.00
W/T	10/9/2018	SIEMENS FINANCIAL SERVICES, INC	9,017.12
158611	10/3/2018	F B MCFADDEN WHOLESale	5,276.43
158637	10/3/2018	MEADOW GOLD DAIRY	384.49
158649	10/3/2018	NICHOLAS & CO INC	5,628.70
158689	10/3/2018	SYSCO INTERMOUNTAIN FOOD	6,922.68
158708	10/3/2018	WESTERN WYOMING BEVERAGES INC	611.71
158760	10/10/2018	F B MCFADDEN WHOLESale	3,529.38
158895	10/17/2018	F B MCFADDEN WHOLESale	2,802.89
158921	10/17/2018	MEADOW GOLD DAIRY	715.38
158932	10/17/2018	NICHOLAS & CO INC	5,886.35
158959	10/17/2018	SYSCO INTERMOUNTAIN FOOD	8,184.06
158970	10/17/2018	WESTERN WYOMING BEVERAGES INC	882.44
159015	10/24/2018	F B MCFADDEN WHOLESale	2,654.07
159176	10/31/2018	F B MCFADDEN WHOLESale	2,331.10
159192	10/31/2018	MEADOW GOLD DAIRY	941.14
159197	10/31/2018	NICHOLAS & CO INC	4,814.97
159240	10/31/2018	WESTERN WYOMING BEVERAGES INC	1,298.89
EFT000000004175	10/3/2018	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	224.25
EFT000000004177	10/3/2018	FARMER BROS CO	396.08
EFT000000004223	10/17/2018	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	433.55
EFT000000004274	10/31/2018	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	418.60
EFT000000004276	10/31/2018	FARMER BROS CO	858.76
158701	10/3/2018	UPS STORE	560.79
158831	10/10/2018	UPS STORE	273.81
158896	10/17/2018	FED EX	32.45
159177	10/31/2018	FED EX	100.37
159234	10/31/2018	TRIOSE, INC	5,276.45
158801	10/10/2018	RED HORSE OIL COMPANIES INC	854.34
EFT000000004213	10/10/2018	WWS - ROCK SPRINGS	1,671.68
159230	10/31/2018	THE LIQUOR DEPOT	156.51
W/T	10/25/2018	UUHP 10/24/18	36,357.42
W/T	10/11/2018	UUHP 10/10/18	73,884.70
W/T	10/4/2018	UUHP 10/03/18	97,623.15
W/T	10/18/2018	UUHP 10/17/18	148,270.63
158562	10/3/2018	ABBOTT LABORATORIES	2,159.52
158563	10/3/2018	AESCU LAP INC	2,083.98

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158565	10/3/2018	ALLEN MEDICAL SYSTEMS INC	398.00
158570	10/3/2018	APPLIED MEDICAL	2,414.00
158572	10/3/2018	ARROW INTERNATIONAL, INC.	1,450.00
158573	10/3/2018	ARTHREX INC.	264.00
158577	10/3/2018	BAYER HEALTHCARE LLC	2,641.80
158579	10/3/2018	BG MEDICAL LLC	745.00
158581	10/3/2018	BIOMET SPORTS MEDICINE	1,880.00
158584	10/3/2018	BOSTON SCIENTIFIC CORP	1,052.20
158589	10/3/2018	CARDINAL HEALTH/V. MUELLER	179.51
158591	10/3/2018	CAREFUSION 2200 INC	1,200.00
158597	10/3/2018	CONE INSTRUMENTS	1,363.27
158598	10/3/2018	COOK MEDICAL INC.	894.75
158599	10/3/2018	COOK MEDICAL INCORPORATED	2,754.55
158603	10/3/2018	DIAGNOSTICA STAGO INC	2,142.60
158617	10/3/2018	GENERAL HOSPITAL SUPPLY CORPORATION	202.00
158727	10/4/2018	HARDY DIAGNOSTICS	166.03
158620	10/3/2018	HEALTHCARE LOGISTICS INC	346.40
158622	10/3/2018	HOLOGIC, INC.	7,835.00
158624	10/3/2018	HULL ANESTHESIA INC	176.15
158630	10/3/2018	KCI USA	354.02
158682	10/3/2018	LEICA BIOSYSTEMS RICHMOND	311.92
158646	10/3/2018	M V A P MEDICAL SUPPLIES, INC.	45.12
158636	10/3/2018	MCKESSON MEDICAL-SURGICAL	1,392.02
158641	10/3/2018	MEDTRONIC, USA	38,868.00
158645	10/3/2018	MINDRAY DS USA, INC.	572.52
158648	10/3/2018	NEOTECH PRODUCTS, INC	103.00
158650	10/3/2018	NSPIRE HEALTH, INC	4,256.00
158652	10/3/2018	OLYMPUS AMERICA INC	2,255.69
158655	10/3/2018	OWENS & MINOR 90005430	29,283.81
158656	10/3/2018	PATTERSON DENTAL - 408	35.95
158657	10/3/2018	PERFORMANCE HEALTH SUPPLY INC	206.95
158666	10/3/2018	RADIOMETER AMERICA INC	4,652.68
158668	10/3/2018	RESPIRONICS	89.00
158672	10/3/2018	SMITHS MEDICAL ASD	325.00
158673	10/3/2018	SPACELABS MEDICAL	105.76
158679	10/3/2018	STERIS CORPORATION	6,545.59
158690	10/3/2018	TELEFLEX MEDICAL INC.	268.05
158695	10/3/2018	TIDI PRODUCTS, LC	360.00
158698	10/3/2018	TRI-ANIM HEALTH SERVICES INC	115.08
158704	10/3/2018	UTAH MEDICAL PRODUCTS INC	64.26

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158707	10/3/2018	WAXIE SANITARY SUPPLY	4,512.61
158571	10/3/2018	ARMSTRONG MEDICAL INDUSTRIES	234.00
158605	10/3/2018	EDGE PHARMACEUTICALS, LLC	1,514.88
158647	10/3/2018	NANOSONICS, INC	100.00
158729	10/10/2018	AESULAP INC	191.82
158734	10/10/2018	APPLIED MEDICAL	1,522.00
158738	10/10/2018	B BRAUN MEDICAL INC.	25,255.75
158762	10/10/2018	BAXTER HEALTHCARE CORP	1,079.77
158737	10/10/2018	BAYER HEALTHCARE LLC	1,856.82
158739	10/10/2018	BECTON DICKINSON	2,111.32
158740	10/10/2018	BG MEDICAL LLC	1,405.00
158741	10/10/2018	BIOMET SPORTS MEDICINE	220.00
158757	10/10/2018	C R BARD INC	378.20
158745	10/10/2018	CARDINAL HEALTH/V. MUELLER	435.71
158753	10/10/2018	COOK MEDICAL INC.	494.75
158754	10/10/2018	COOK MEDICAL INCORPORATED	1,631.93
158765	10/10/2018	HEALTHCARE LOGISTICS INC	8.50
158767	10/10/2018	HOLOGIC, INC.	40.00
158784	10/10/2018	MEDTRONIC, USA	924.00
158788	10/10/2018	OLYMPUS AMERICA INC	595.02
158791	10/10/2018	OWENS & MINOR 90005430	14,640.09
158799	10/10/2018	PREFERRED MEDICAL PRODUCTS	38.20
158810	10/10/2018	SHIPPERT MEDICAL TECHNOLOGIES	246.00
158815	10/10/2018	STERIS CORPORATION	1,152.71
158818	10/10/2018	STRYKER MEDICAL	444.06
158819	10/10/2018	SUREMARK CO	200.00
158822	10/10/2018	TELEFLEX MEDICAL INC.	352.55
158826	10/10/2018	TRI-ANIM HEALTH SERVICES INC	1,343.05
158833	10/10/2018	VERATHON INC.	409.00
158834	10/10/2018	WAXIE SANITARY SUPPLY	325.03
158787	10/10/2018	NANOSONICS, INC	140.00
158860	10/17/2018	ABBOTT LABORATORIES	1,471.21
158865	10/17/2018	ALLEN MEDICAL SYSTEMS INC	1,164.79
158867	10/17/2018	AMAZON.COM CREDIT PLAN	548.45
158869	10/17/2018	ASPEN SURGICAL	374.03
158872	10/17/2018	B BRAUN MEDICAL INC.	336.40
158870	10/17/2018	BARD PERIPHERAL VASCULAR INC	1,044.00
158871	10/17/2018	BAYER HEALTHCARE LLC	1,856.82
158874	10/17/2018	BOSTON SCIENTIFIC CORP	240.77
158878	10/17/2018	CARDINAL HEALTH/V. MUELLER	1,236.00

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158886	10/17/2018	COOK MEDICAL INCORPORATED	786.61
158892	10/17/2018	EXPAND-A-BAND,LLC	80.00
158883	10/17/2018	GI SUPPLY, INC	369.75
158901	10/17/2018	GYNEX CORP	115.40
158902	10/17/2018	HEALTHCARE LOGISTICS INC	129.20
158954	10/17/2018	LEICA BIOSYSTEMS RICHMOND	861.69
158924	10/17/2018	MEDTRONIC USA INC	1,091.00
158923	10/17/2018	MEDTRONIC, USA	15,833.00
158929	10/17/2018	MINDRAY DS USA, INC.	549.12
158934	10/17/2018	OLYMPUS AMERICA INC	1,440.33
158936	10/17/2018	OWENS & MINOR 90005430	21,623.57
158937	10/17/2018	PERFORMANCE HEALTH SUPPLY INC	202.14
158949	10/17/2018	SMITHS MEDICAL ASD INC	280.54
158960	10/17/2018	TELEFLEX MEDICAL INC.	84.50
158965	10/17/2018	TRI-ANIM HEALTH SERVICES INC	328.60
158981	10/24/2018	APPLIED MEDICAL	672.00
158982	10/24/2018	ARROW INTERNATIONAL, INC.	1,765.00
158987	10/24/2018	B BRAUN MEDICAL INC.	287.04
158985	10/24/2018	BARD PERIPHERAL VASCULAR INC	2,454.00
158986	10/24/2018	BAXTER BIO SCIENCE	437.57
159020	10/24/2018	BAXTER HEALTHCARE CORP	1,449.29
158990	10/24/2018	BECTON DICKINSON	1,134.13
158992	10/24/2018	BOSTON SCIENTIFIC CORP	284.96
158997	10/24/2018	CAREFUSION 2200 INC	1,200.00
159001	10/24/2018	COOK MEDICAL INCORPORATED	1,274.28
159005	10/24/2018	DIAGNOSTIGA STAGO INC	3,982.39
159023	10/24/2018	HEALTHCARE LOGISTICS INC	20.00
159028	10/24/2018	HULL ANESTHESIA INC	92.50
159083	10/24/2018	LEICA BIOSYSTEMS RICHMOND	631.56
159056	10/24/2018	M V A P MEDICAL SUPPLIES, INC.	167.49
159048	10/24/2018	MCKESSON MEDICAL-SURGICAL	1,127.09
159051	10/24/2018	MEDTRONIC, USA	146.00
159055	10/24/2018	MINDRAY DS USA, INC.	85.80
159062	10/24/2018	OLYMPUS AMERICA INC	112.52
159064	10/24/2018	OWENS & MINOR 90005430	37,417.33
159065	10/24/2018	PERFORMANCE HEALTH SUPPLY INC	132.63
159071	10/24/2018	RANFAC CORPORATION	954.00
159074	10/24/2018	RESMED CORP	170.00
159077	10/24/2018	SPACELABS MEDICAL	75.90
159081	10/24/2018	STERIS CORPORATION	1,243.17

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159087	10/24/2018	TELEFLEX MEDICAL INC.	1,301.60
159092	10/24/2018	TRI-ANIM HEALTH SERVICES INC	782.49
159099	10/24/2018	WAXIE SANITARY SUPPLY	2,148.77
159010	10/24/2018	EDGE PHARMACEUTICALS, LLC	853.93
158863	10/17/2018	MIADERM	624.00
159215	10/31/2018	ABBOTT NUTRITION	125.73
159138	10/31/2018	AMAZON.COM CREDIT PLAN	391.30
159142	10/31/2018	APPLIED MEDICAL	96.00
159143	10/31/2018	ARROW INTERNATIONAL, INC.	546.00
159144	10/31/2018	ARTHREX INC.	1,095.00
159146	10/31/2018	AZTECMED, INC	1,176.00
159148	10/31/2018	B BRAUN MEDICAL INC.	191.36
159147	10/31/2018	BAYER HEALTHCARE LLC	1,856.82
159149	10/31/2018	BECTON DICKINSON	1,165.00
159155	10/31/2018	CARDINAL HEALTH/V. MUELLER	1,365.28
REMIT000000000000	10/31/2018	CONE INSTRUMENTS	0.00
159164	10/31/2018	COOK MEDICAL INCORPORATED	4,473.66
159170	10/31/2018	DIAGNOSTIGA STAGO INC	45.55
159181	10/31/2018	HEALTHCARE LOGISTICS INC	97.20
159184	10/31/2018	J & J HEALTH CARE SYSTEMS INC	207.60
159226	10/31/2018	LEICA BIOSYSTEMS RICHMOND	395.31
159189	10/31/2018	MARKET LAB, INC	134.27
159191	10/31/2018	MCKESSON MEDICAL-SURGICAL	135.76
159193	10/31/2018	MEAD JOHNSON NUTRITION	284.00
159195	10/31/2018	MEDTRONIC, USA	323.00
159200	10/31/2018	OLYMPUS AMERICA INC	653.77
159201	10/31/2018	OWENS & MINOR 90005430	6,051.82
159202	10/31/2018	PERFORMANCE HEALTH SUPPLY INC	36.64
159209	10/31/2018	RESPIRONICS	89.00
159217	10/31/2018	SMITHS MEDICAL ASD INC	184.55
159218	10/31/2018	SPACELABS MEDICAL	105.76
159222	10/31/2018	STERIS CORPORATION	5,060.39
159233	10/31/2018	TRI-ANIM HEALTH SERVICES INC	762.51
EFT000000004171	10/3/2018	BIODEX MEDICAL SYSTEMS INC	74.00
EFT000000004173	10/3/2018	BREG INC	161.76
EFT000000004180	10/3/2018	HARDY DIAGNOSTICS	1,607.96
EFT000000004198	10/10/2018	BREG INC	376.68
EFT000000004202	10/10/2018	HARDY DIAGNOSTICS	107.87
EFT000000004208	10/10/2018	PACIFIC MEDICAL LLC	280.00
EFT000000004212	10/10/2018	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	1,352.18

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EFT000000004214	10/10/2018	ZOLL MEDICAL CORPORATION	1,115.20
EFT000000004216	10/17/2018	BAXTER HEALTHCARE CORP/IV	1,811.16
EFT000000004217	10/17/2018	BEEKLEY CORPORATION	480.00
EFT000000004220	10/17/2018	BREG INC	360.03
EFT000000004221	10/17/2018	BSN MEDICAL INC	246.23
EFT000000004226	10/17/2018	HARDY DIAGNOSTICS	419.35
EFT000000004240	10/17/2018	ZOLL MEDICAL CORPORATION	557.60
EFT000000004245	10/24/2018	BAXTER HEALTHCARE CORP/IV	1,811.16
EFT000000004247	10/24/2018	BREG INC	432.79
EFT000000004248	10/24/2018	DJ ORTHOPEDICS, LLC	143.71
EFT000000004251	10/24/2018	HARDY DIAGNOSTICS	961.26
EFT000000004256	10/24/2018	OVATION MEDICAL	899.00
EFT000000004264	10/24/2018	STRYKER INSTRUMENTS	517.17
EFT000000004267	10/24/2018	ZOLL MEDICAL CORPORATION	30.75
EFT000000004272	10/31/2018	BREG INC	373.87
EFT000000004273	10/31/2018	CLINICAL CHOICE	48.93
EFT000000004275	10/31/2018	DJ ORTHOPEDICS, LLC	50.26
EFT000000004277	10/31/2018	HARDY DIAGNOSTICS	554.65
EFT000000004281	10/31/2018	OVATION MEDICAL	155.35
EFT000000004290	10/31/2018	ZOLL MEDICAL CORPORATION	61.50
EFT000000004174	10/3/2018	CIVCO MEDICAL INSTRUMENTS	534.00
158717	10/3/2018	INSURANCE REFUND	59.00
158842	10/10/2018	INSURANCE REFUND	295.99
159110	10/24/2018	INSURANCE REFUND	18.76
159109	10/24/2018	INSURANCE REFUND	650.00
159246	10/31/2018	INSURANCE REFUND	465.90
158836	10/10/2018	WYOMING.COM	10.00
159241	10/31/2018	WYOMING.COM	10.00
158643	10/3/2018	METABOLIC NEWBORN SCREENING	4,472.00
158927	10/17/2018	METABOLIC NEWBORN SCREENING	2,100.00
158866	10/17/2018	ALLERMETRIX INC	194.00
159053	10/24/2018	METABOLIC NEWBORN SCREENING	1,250.00
EFT000000004243	10/24/2018	ARUP LABORATORIES, INC.	41,673.68
158568	10/3/2018	ANAEROBE SYSTEMS	11.60
158574	10/3/2018	ASSOCIATES OF CAPE COD INC	131.32
158578	10/3/2018	BECKMAN COULTER, INC	79.44
158588	10/3/2018	CARDINAL HEALTH	23,202.58
158592	10/3/2018	CEPHEID	5,304.30
158718	10/3/2018	FISHER HEALTHCARE	23,937.18
158639	10/3/2018	MEDIVATORS REPROCESSING SYSTEM	589.00

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158661	10/3/2018	PIPETTE.COM	320.00
158628	10/3/2018	PLATINUM CODE	123.92
158631	10/3/2018	LABORIE MEDICAL TECHNOLOGIES CORP	433.00
158744	10/10/2018	CARDINAL HEALTH	11,842.52
158781	10/10/2018	MEDI BADGE INC.	251.47
158782	10/10/2018	MEDIVATORS REPROCESSING SYSTEM	349.00
158796	10/10/2018	PIPETTE.COM	320.00
158769	10/10/2018	PLATINUM CODE	176.88
158873	10/17/2018	BECKMAN COULTER, INC	338.33
158877	10/17/2018	CARDINAL HEALTH	4,417.74
158881	10/17/2018	CEPHEID	265.00
158974	10/17/2018	FISHER HEALTHCARE	7,164.56
158975	10/17/2018	MASTER TECH	390.03
158989	10/24/2018	BECKMAN COULTER, INC	4,765.38
158995	10/24/2018	CARDINAL HEALTH	15,470.06
159049	10/24/2018	MEDIVATORS REPROCESSING SYSTEM	156.00
159034	10/24/2018	PLATINUM CODE	94.98
159080	10/24/2018	STATLAB MEDICAL PRODUCTS, INC	569.70
159140	10/31/2018	ANAEROBE SYSTEMS	23.30
159153	10/31/2018	CANCER DIAGNOSTICS, INC	168.85
159154	10/31/2018	CARDINAL HEALTH	26,187.53
159158	10/31/2018	CEPHEID	5,269.30
159178	10/31/2018	FISHER HEALTHCARE	44,703.33
159187	10/31/2018	KENTEC MEDICAL INC	78.39
EFT000000004172	10/3/2018	BIO-RAD LABORATORIES	498.70
EFT000000004178	10/3/2018	FISHER HEALTHCARE	5,146.43
EFT000000004184	10/3/2018	ORTHO-CLINICAL DIAGNOSITCS INC	611.24
EFT000000004197	10/10/2018	BIO-RAD LABORATORIES	2,560.00
EFT000000004200	10/10/2018	FISHER HEALTHCARE	443.48
EFT000000004207	10/10/2018	ORTHO-CLINICAL DIAGNOSITCS INC	158.32
EFT000000004219	10/17/2018	BIO-RAD LABORATORIES	1,002.98
EFT000000004225	10/17/2018	FISHER HEALTHCARE	7,769.71
EFT000000004249	10/24/2018	FISHER HEALTHCARE	9,193.34
EFT000000004255	10/24/2018	ORTHO-CLINICAL DIAGNOSITCS INC	2,673.31
EFT000000004259	10/24/2018	PDC HEALTHCARE	63.37
EFT000000004271	10/31/2018	BIO-RAD LABORATORIES	979.60
EFT000000004280	10/31/2018	ORTHO-CLINICAL DIAGNOSITCS INC	355.04
EFT000000004283	10/31/2018	PDC HEALTHCARE	1,009.38
EFT000000004231	10/17/2018	MARTIN-RAY LAUNDRY SYSTEMS	7,867.95
158604	10/3/2018	DRAY, DYEKMAN, REED & HEALEY PC	1,760.00

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158660	10/3/2018	PHILLIPS LAW, LLC	7,397.96
159171	10/31/2018	DRAY, DYKMAN, REED & HEALEY PC	9,532.50
159204	10/31/2018	PHILLIPS LAW, LLC	3,415.96
159162	10/31/2018	CLIA LABORATORY PROGRAM	150.00
159169	10/31/2018	DFM	3,309.00
158607	10/3/2018	ENCOMPASS GROUP, LLC	2,229.48
158674	10/3/2018	STANDARD TEXTILE	151.20
159173	10/31/2018	ENCOMPASS GROUP, LLC	3,291.00
158710	10/3/2018	WYOMING UROLOGICAL SERV.INC	12,400.00
158752	10/10/2018	COMPHEALTH,INC.	12,264.23
159000	10/24/2018	COMPHEALTH,INC.	13,453.03
159045	10/24/2018	LUDWIG KRONER, M.D.	19,915.21
EFT000000004196	10/10/2018	BARTON ASSOCIATES	26,031.28
EFT000000004244	10/24/2018	BARTON ASSOCIATES	15,933.14
158583	10/3/2018	BOBCAT OF CASPER	43.60
158587	10/3/2018	BUILDING SPECIALTIES INC	6,291.96
158678	10/3/2018	STEALTH TECHNOLOGIES C.S.	72.00
158685	10/3/2018	SWEETWATER PLUMBING & HEATING	28.00
158755	10/10/2018	COUNTERWISE	2,022.50
158793	10/10/2018	PACIFIC STEEL HIDES FURS RECYC	105.31
158813	10/10/2018	STEALTH TECHNOLOGIES C.S.	108.00
158820	10/10/2018	SWEETWATER PLUMBING & HEATING	156.35
158798	10/10/2018	PLAN ONE/ARCHITECTS	1,162.50
158804	10/10/2018	ROCK SPRINGS TIRE & SERVICE	686.55
158919	10/17/2018	LIGHTING MAINTENANCE & SERVICE, INC	685.26
158957	10/17/2018	SWEETWATER PLUMBING & HEATING	142.75
158964	10/17/2018	TIRE DEN	490.49
158969	10/17/2018	UTAH CONTROLS INC	1,800.00
158972	10/17/2018	WYOMING TRUCKS AND CARS INC	249.99
158979	10/24/2018	ALPHA PETROLEUM SERVICES, INC	2,507.50
158983	10/24/2018	BADGER DAYLIGHTING CORP	6,260.40
159030	10/24/2018	INJECTOR SUPPORT AND SERVICE LLC	632.28
159206	10/31/2018	POLY PRO	2,811.11
EFT000000004185	10/3/2018	PARTSSOURCE	1,248.52
EFT000000004209	10/10/2018	PARTSSOURCE	231.01
EFT000000004222	10/17/2018	CARRIER COMMERCIAL SERVICE	1,380.00
EFT000000004232	10/17/2018	PARTSSOURCE	230.23
EFT000000004235	10/17/2018	SERVCO	4,610.26
EFT000000004257	10/24/2018	PARTSSOURCE	790.22
EFT000000004282	10/31/2018	PARTSSOURCE	70.65

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GENERAL FUND DISBURSEMENTS
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158582	10/3/2018	BLOEDORN LUMBER	567.97
158596	10/3/2018	CODALE ELECTRIC SUPPLY, INC	131.25
158610	10/3/2018	FASTENAL COMPANY	344.57
158618	10/3/2018	GRAINGER	522.20
158623	10/3/2018	HOME DEPOT	486.89
158629	10/3/2018	KAMAN INDUSTRIAL TECHNOLOGIES	281.28
158750	10/10/2018	CODALE ELECTRIC SUPPLY, INC	313.49
158764	10/10/2018	GRAINGER	432.79
158768	10/10/2018	HOME DEPOT	311.61
158747	10/10/2018	MSC INDUSTRIAL SUPPLY CO	177.01
158900	10/17/2018	GRAINGER	84.67
158908	10/17/2018	HOME DEPOT	1,114.69
REMIT000000000000	10/24/2018	CODALE ELECTRIC SUPPLY, INC	0.00
159014	10/24/2018	FASTENAL COMPANY	65.76
159021	10/24/2018	GRAINGER	324.63
159027	10/24/2018	HOME DEPOT	128.81
159180	10/31/2018	GRAINGER	347.22
159182	10/31/2018	HOME DEPOT	225.58
159210	10/31/2018	RMI	735.00
EFT000000004168	10/3/2018	ACE HARDWARE	87.33
EFT000000004170	10/3/2018	BENNETT'S	90.74
EFT000000004188	10/3/2018	ROCK SPRINGS WINNELSON CO	2,918.60
EFT000000004192	10/3/2018	ULINE, INC	771.50
EFT000000004210	10/10/2018	ROBERT I MERRILL COMPANY	335.00
EFT000000004211	10/10/2018	ROCK SPRINGS WINNELSON CO	924.91
EFT000000004218	10/17/2018	BENNETT'S	100.00
EFT000000004234	10/17/2018	ROCK SPRINGS WINNELSON CO	90.96
EFT000000004237	10/17/2018	SHERWIN WILLIAMS CO	194.18
EFT000000004239	10/17/2018	ULINE, INC	572.50
EFT000000004242	10/24/2018	ALPINE PURE SOFT WATER	676.20
EFT000000004246	10/24/2018	BENNETT'S	322.00
EFT000000004269	10/31/2018	ACE HARDWARE	84.71
EFT000000004285	10/31/2018	ROCK SPRINGS WINNELSON CO	12.26
158759	10/10/2018	DESKTOP DESIGN	710.50
159068	10/24/2018	PURPLE LIZARDS, LLC	2,620.25
159207	10/31/2018	PURPLE LIZARDS, LLC	989.00
159232	10/31/2018	TIP TOP CLEANERS & EMBROIDERY	1,020.25
EFT000000004206	10/10/2018	MOUNTAIN STATES EMPLOYERS COUNCIL	5,600.00
158619	10/3/2018	GREEN RIVER CHAMBER OF COMMERCE	50.00
158840	10/10/2018	WYOMING STATE BAR	355.00

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GENERAL FUND DISBURSEMENTS
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159024	10/24/2018	HEALTHTECHS3	595.00
159139	10/31/2018	AMERICAN ACADEMY OF SLEEP MEDICINE	1,173.00
158723	10/4/2018	MHSC-FOUNDATION	807.54
158859	10/17/2018	MHSC-FOUNDATION	822.54
158928	10/17/2018	MHSC-FOUNDATION	333.76
159196	10/31/2018	MHSC-FOUNDATION	827.54
158991	10/24/2018	BETTY N RITTER	250.00
158691	10/3/2018	TERMINIX OF WYOMING	225.00
158961	10/17/2018	TERMINIX OF WYOMING	237.00
159088	10/24/2018	TERMINIX OF WYOMING	637.00
158640	10/3/2018	MEDLINE INDUSTRIES INC	2,501.51
158654	10/3/2018	ORIENTAL TRADING COMPANY	1,038.63
158743	10/10/2018	BURTON & MAYER, INC.	540.00
158783	10/10/2018	MEDLINE INDUSTRIES INC	1,016.32
158789	10/10/2018	OPTUM360 LLC	302.00
158790	10/10/2018	ORIENTAL TRADING COMPANY	199.84
158882	10/17/2018	CHANNEL PUBLISHING, LTD	284.80
158922	10/17/2018	MEDLINE INDUSTRIES INC	973.86
158948	10/17/2018	SMILEMAKERS	181.88
158967	10/17/2018	UNIQUE SIGNS AND DESIGN LLC	105.00
158962	10/17/2018	THE CERTIF-A-GIFT COMPANY	597.17
158971	10/17/2018	WOOL WAREHOUSE	48.00
159050	10/24/2018	MEDLINE INDUSTRIES INC	1,697.71
159136	10/31/2018	ALADDIN TEMP-RITE LLC	61.00
159186	10/31/2018	J.J. KELLER & ASSOCIATES, INC.	873.00
159194	10/31/2018	MEDLINE INDUSTRIES INC	1,567.86
158675	10/3/2018	STAPLES BUSINESS ADVANTAGE	3,577.07
158812	10/10/2018	STAPLES BUSINESS ADVANTAGE	1,356.35
158950	10/17/2018	STANDARD REGISTER COMPANY	243.40
158951	10/17/2018	STAPLES BUSINESS ADVANTAGE	363.41
159079	10/24/2018	STAPLES BUSINESS ADVANTAGE	1,976.06
159075	10/24/2018	SETON	225.35
159219	10/31/2018	STAPLES BUSINESS ADVANTAGE	273.73
159183	10/31/2018	INHEALTH SYSTEMS & SERVICES	1,012.50
EFT000000004262	10/24/2018	SMYTH PRINTING	408.96
158825	10/10/2018	TRANSFORMATIONS FACE PAINTING, LLC	150.00
158973	10/17/2018	YOUNG AT HEART SENIOR CITIZENS CENTER	1,970.00
EFT000000004268	10/31/2018	4IMPRINT, INC.	344.81
159150	10/31/2018	BEST WESTERN OUTLAW INN	1,817.28
158906	10/17/2018	HITACHI HEALTHCARE AMERICAS CORPORATION	763.00

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158633	10/3/2018	QUICK RESPONSE TAXI	40.00
158671	10/3/2018	SANTA FE TRAIL RESTAURANT	89.25
158917	10/17/2018	QUICK RESPONSE TAXI	30.00
159043	10/24/2018	QUICK RESPONSE TAXI	10.00
159188	10/31/2018	QUICK RESPONSE TAXI	10.00
EFT000000004169	10/3/2018	AIRGAS INTERMOUNTAIN INC	3,016.37
EFT000000004194	10/10/2018	AIRGAS INTERMOUNTAIN INC	446.75
EFT000000004215	10/17/2018	AIRGAS INTERMOUNTAIN INC	137.30
EFT000000004241	10/24/2018	AIRGAS INTERMOUNTAIN INC	2,308.10
EFT000000004270	10/31/2018	AIRGAS INTERMOUNTAIN INC	602.92
158713	10/3/2018	PATIENT REFUND	108.45
158714	10/3/2018	PATIENT REFUND	34.40
158715	10/3/2018	PATIENT REFUND	937.35
158716	10/3/2018	PATIENT REFUND	45.00
158843	10/10/2018	PATIENT REFUND	60.00
158844	10/10/2018	PATIENT REFUND	59.00
158845	10/10/2018	PATIENT REFUND	35.00
158846	10/10/2018	PATIENT REFUND	22.54
158847	10/10/2018	PATIENT REFUND	20.00
158848	10/10/2018	PATIENT REFUND	40.00
158849	10/10/2018	PATIENT REFUND	91.93
159112	10/24/2018	PATIENT REFUND	300.00
159113	10/24/2018	PATIENT REFUND	20.07
159114	10/24/2018	PATIENT REFUND	7.01
159115	10/24/2018	PATIENT REFUND	6.94
159116	10/24/2018	PATIENT REFUND	60.00
159117	10/24/2018	PATIENT REFUND	10.00
159111	10/24/2018	PATIENT REFUND	386.95
159118	10/24/2018	PATIENT REFUND	20.00
159119	10/24/2018	PATIENT REFUND	25.00
159120	10/24/2018	PATIENT REFUND	73.26
159122	10/24/2018	PATIENT REFUND	65.00
159121	10/24/2018	PATIENT REFUND	90.00
159123	10/24/2018	PATIENT REFUND	29.00
159124	10/24/2018	PATIENT REFUND	20.00
159125	10/24/2018	PATIENT REFUND	40.00
159126	10/24/2018	PATIENT REFUND	15.00
159127	10/24/2018	PATIENT REFUND	50.00
159128	10/24/2018	PATIENT REFUND	81.45
159129	10/24/2018	PATIENT REFUND	25.00

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159130	10/24/2018	PATIENT REFUND	30.00
159108	10/24/2018	PATIENT REFUND	13.30
159131	10/24/2018	PATIENT REFUND	25.00
159132	10/24/2018	PATIENT REFUND	40.00
159243	10/31/2018	PATIENT REFUND	192.94
159242	10/31/2018	PATIENT REFUND	20.00
159244	10/31/2018	PATIENT REFUND	25.00
159245	10/31/2018	PATIENT REFUND	30.00
159247	10/31/2018	PATIENT REFUND	50.00
159248	10/31/2018	PATIENT REFUND	30.00
159249	10/31/2018	PATIENT REFUND	5.75
159250	10/31/2018	PATIENT REFUND	32.65
159251	10/31/2018	PATIENT REFUND	25.00
159252	10/31/2018	PATIENT REFUND	10.61
159253	10/31/2018	PATIENT REFUND	20.00
159254	10/31/2018	PATIENT REFUND	24.40
159255	10/31/2018	PATIENT REFUND	273.00
159256	10/31/2018	PATIENT REFUND	8.55
159257	10/31/2018	PATIENT REFUND	139.99
159258	10/31/2018	PATIENT REFUND	267.00
159259	10/31/2018	PATIENT REFUND	7.40
159260	10/31/2018	PATIENT REFUND	40.00
159261	10/31/2018	PATIENT REFUND	58.17
159262	10/31/2018	PATIENT REFUND	100.49
159263	10/31/2018	PATIENT REFUND	567.00
159264	10/31/2018	PATIENT REFUND	25.00
159265	10/31/2018	PATIENT REFUND	5.00
159266	10/31/2018	PATIENT REFUND	20.00
159267	10/31/2018	PATIENT REFUND	20.00
159268	10/31/2018	PATIENT REFUND	30.55
159269	10/31/2018	PATIENT REFUND	35.00
159270	10/31/2018	PATIENT REFUND	25.00
159271	10/31/2018	PATIENT REFUND	213.00
159272	10/31/2018	PATIENT REFUND	30.00
159273	10/31/2018	PATIENT REFUND	40.00
159274	10/31/2018	PATIENT REFUND	20.00
159275	10/31/2018	PATIENT REFUND	40.00
159276	10/31/2018	PATIENT REFUND	40.00
159277	10/31/2018	PATIENT REFUND	25.00
159278	10/31/2018	PATIENT REFUND	20.00

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
10/31/18

159279	10/31/2018	PATIENT REFUND	7.40
159280	10/31/2018	PATIENT REFUND	30.00
159281	10/31/2018	PATIENT REFUND	42.86
159282	10/31/2018	PATIENT REFUND	184.00
159283	10/31/2018	PATIENT REFUND	20.30
158700	10/3/2018	UNITED WAY OF SWEETWATER COUNTY	100.00
158651	10/3/2018	OFFICE OF CHILD SUPPORT ENFORCEMENT	104.40
158857	10/17/2018	UNITED WAY OF SWEETWATER COUNTY	128.81
159235	10/31/2018	UNITED WAY OF SWEETWATER COUNTY	100.00
158609	10/3/2018	FAMILY SUPPORT REGISTRY	496.14
158677	10/3/2018	STATE OF WYOMING DFS/CSES	1,787.44
158684	10/3/2018	SWEETWATER CIRCUIT COURT	72.03
158854	10/17/2018	FAMILY SUPPORT REGISTRY	496.14
158856	10/17/2018	STATE OF WYOMING DFS/CSES	1,787.44
158855	10/17/2018	OFFICE OF CHILD SUPPORT ENFORCEMENT	104.40
159175	10/31/2018	FAMILY SUPPORT REGISTRY	496.14
159221	10/31/2018	STATE OF WYOMING DFS/CSES	1,787.44
159228	10/31/2018	SWEETWATER CIRCUIT COURT	226.50
159199	10/31/2018	OFFICE OF CHILD SUPPORT ENFORCEMENT	104.40
159239	10/31/2018	WASHINGTON STATE SUPPORT REGISTRY	311.83
W/T	10/17/2018	MFSA/DFSA SEPT	3,106.69
W/T	10/2/2018	PAYROLL 20	1,300,000.00
W/T	10/12/2018	PAYROLL 21	1,300,000.00
W/T	10/29/2018	PAYROLL 22	1,400,000.00
158850	10/10/2018	CARDINAL HEALTH PHARMACY MGMT	819,828.34
158879	10/17/2018	CARDINAL HEALTH PHARMACY MGMT	4,537.77
159156	10/31/2018	CARDINAL HEALTH PHARMACY MGMT	750,303.24
158907	10/17/2018	HOLIDAY INN EXPRESS - LONE TREE HOSPITALITY, LLC	359.97
158977	10/24/2018	DR. ALICIA GRAY	3,000.00
158670	10/3/2018	ROCK SPRINGS FAMILY PRACTICE	5,769.23
158693	10/3/2018	THE SLEEP SPECIALISTS	8,625.00
158772	10/10/2018	JOHN A. ILIYA. M.D.	19,500.00
158780	10/10/2018	LOCUM TENENS.COM	33,229.70
158830	10/10/2018	UNIVERSITY OF UTAH DIVISION OF CARDIOVASCULAR MEDICINE	65.90
158862	10/17/2018	ADVANCED MEDICAL IMAGING, LLC	32,332.00
158943	10/17/2018	ROCK SPRINGS FAMILY PRACTICE	5,769.23
158853	10/17/2018	SWEETWATER PEDIATRICS	8,854.18
159044	10/24/2018	LOCUM TENENS.COM	2,015.34
159089	10/24/2018	THE SLEEP SPECIALISTS	6,400.00
159096	10/24/2018	UNIVERSITY OF UTAH HEALTH CARE	86,816.67

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS

10/31/18

159106	10/24/2018	WYOMING PATHOLOGY	15,000.00
159135	10/31/2018	ADVANCED MEDICAL IMAGING, LLC	120.31
159212	10/31/2018	ROCK SPRINGS FAMILY PRACTICE	5,769.23
158703	10/3/2018	US DEPARTMENT OF EDUCATION	142.97
158858	10/17/2018	US DEPARTMENT OF EDUCATION	165.46
159004	10/24/2018	DEPARTMENT OF EDUCATION	7,311.56
159006	10/24/2018	DISCOVER STUDENT LOANS	519.64
159008	10/24/2018	DRB EDUCATION FINANCE	5,833.33
159016	10/24/2018	FEDLOAN SERVICING	11,712.49
159022	10/24/2018	GREAT LAKES	11,697.91
159058	10/24/2018	NAVIENT	5,869.25
159059	10/24/2018	NAVIENT	1,500.00
159060	10/24/2018	NELNET LOAN SERVICES, INC	719.89
159100	10/24/2018	WELLS FARGO EDUCATION FINANCIAL SERVICES	2,884.62
159036	10/24/2018	DR. JACQUES DENKER	6,498.33
159237	10/31/2018	US DEPARTMENT OF EDUCATION	186.49
159073	10/24/2018	RESERVE ACCOUNT	5,000.00
158828	10/10/2018	UMIA INSURANCE, INC	153,845.00
158595	10/3/2018	CLEANIQUE PROFESSIONAL SERVICES	2,550.00
158638	10/3/2018	MEDICAL PHYSICS CONSULTANTS, INC	1,075.00
158705	10/3/2018	VERISYS INC.	37.00
158709	10/3/2018	WYOMING DEPARTMENT OF HEALTH	184.00
158748	10/10/2018	CLEANIQUE PROFESSIONAL SERVICES	4,375.00
158778	10/10/2018	CLIFTONLARSONALLEN LLP	7,500.00
158786	10/10/2018	MOUNTAIN STATES MEDICAL PHYSICS	7,060.63
158792	10/10/2018	P3 CONSULTING LLC	3,592.18
159013	10/24/2018	CE BROKER	327.50
159105	10/24/2018	WYOMING DEPARTMENT OF HEALTH	328.00
EFT000000004193	10/3/2018	WESTERN STAR COMMUNICATIONS	825.00
EFT000000004266	10/24/2018	WESTERN STAR COMMUNICATIONS	869.85
EFT000000004288	10/31/2018	SWEETWATER MEDICS LLC	3,636.00
158749	10/10/2018	CLEARDATA NETWORKS, INC	10,500.00
159033	10/24/2018	UNITED STATES TREASURY	4,657.05
159208	10/31/2018	RADIATION DETECTION COMPANY	156.25
EFT000000004229	10/17/2018	LANDAUER INC	79.80
158642	10/3/2018	MERRY X-RAY	358.64
158926	10/17/2018	MERRY X-RAY	109.72
158586	10/3/2018	BRACCO DIAGNOSTICS INC	3,052.31
158627	10/3/2018	INTERMOUNTAIN RADIOPHARMACY - UNIVERSITY OF UTAH	1,850.00
158742	10/10/2018	BRACCO DIAGNOSTICS INC	1,766.08

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS

10/31/18

158875	10/17/2018	BRACCO DIAGNOSTICS INC	2,646.30
158993	10/24/2018	BRACCO DIAGNOSTICS INC	430.50
159032	10/24/2018	INTERMOUNTAIN RADIOPHARMACY - UNIVERSITY OF UTAH	2,540.00
159046	10/24/2018	MALLINCKRODT NUCLEAR MEDICINE LLC	830.60
EFT000000004182	10/3/2018	LANTHEUS MEDICAL IMAGING, INC	840.00
EFT000000004186	10/3/2018	PHARMALUCENCE, INC	2,835.00
EFT000000004205	10/10/2018	LANTHEUS MEDICAL IMAGING, INC	6,404.10
EFT000000004230	10/17/2018	LANTHEUS MEDICAL IMAGING, INC	3,202.05
EFT000000004254	10/24/2018	LANTHEUS MEDICAL IMAGING, INC	5,810.36
EFT000000004258	10/24/2018	PHARMALUCENCE, INC	550.00
EFT000000004279	10/31/2018	LANTHEUS MEDICAL IMAGING, INC	840.00
159086	10/24/2018	TECHNO-AIDE	160.00
158683	10/3/2018	SVETLANA WELLS	27.00
158835	10/10/2018	DR. WILLIAM SARETTE	25.00
158841	10/10/2018	DR. ZACHARY NICHOLAS	1,899.48
158994	10/24/2018	BRIANNE CROFTS	1,330.00
158984	10/24/2018	DR. BANU SYMINGTON	2,450.75
159098	10/24/2018	DR. WALLACE CURRY	2,943.56
159104	10/24/2018	DR. WILLIAM SARETTE	500.00
159052	10/24/2018	MELISSA LEHMAN	82.00
158635	10/3/2018	MARY TYLER	36.72
158634	10/3/2018	MARY FISCHER	1,088.51
158669	10/3/2018	ROBIN SNOWBERGER	844.48
158696	10/3/2018	TINA FRULLO	15.30
158576	10/3/2018	AUTUMN MOFFATT	14.75
158608	10/3/2018	EVE PIZA	30.00
158733	10/10/2018	AMANDA MOLSKI	287.44
158771	10/10/2018	DR. JACOB JOHNSON	1,284.69
158773	10/10/2018	KARALI PLONSKY	217.26
158774	10/10/2018	KATHERINE MOCZULSKI	237.66
158775	10/10/2018	KERRY DOWNS	840.88
158779	10/10/2018	LESLIE TAYLOR	782.84
158785	10/10/2018	MEGAN JACOBSEN	30.00
158794	10/10/2018	PATTY O'LEXY	103.02
158802	10/10/2018	ROB FAIR	357.00
158807	10/10/2018	SAISHA MONTOYA	71.61
158808	10/10/2018	SAMANTHA FORAN	2,000.00
158809	10/10/2018	SARAH WAGNER	63.92
158814	10/10/2018	STEPHANIE WELSH	17.58
158821	10/10/2018	TAMMIE HENDERSON	6.38

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS

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158876	10/17/2018	BROOKE FRANDRICH	436.49
158891	10/17/2018	EVE PIZA	285.00
158911	10/17/2018	IRENE RICHARDSON	426.36
158912	10/17/2018	JESSICA VAN VALKENBURG	312.30
158913	10/17/2018	JODI CORLEY	208.70
158914	10/17/2018	JOE MANSFIELD	181.56
158915	10/17/2018	KRISTY NIELSON	408.19
158916	10/17/2018	LAURIE MYERS	789.17
158918	10/17/2018	LESLIE TAYLOR	693.26
158920	10/17/2018	MACAYLA ARRINGTON	506.24
158925	10/17/2018	MELIDA MARIN	49.98
158931	10/17/2018	MONICA BARBEAU	88.85
158956	10/17/2018	SUZAN CAMPBELL	855.24
159133	10/25/2018	AMY LUCY	21.00
159042	10/24/2018	DR. LAWRENCE LAURIDSEN	590.78
159070	10/24/2018	DR. RAHUL PAWAR	2,518.84
159037	10/24/2018	JANAE GALE	443.04
159039	10/24/2018	YOUR HOSPITALIST TEAM	6,399.39
159190	10/31/2018	MARY TYLER	48.96
159141	10/31/2018	ANGEL BENNETT	353.92
159145	10/31/2018	AUGUSTO JAMIAS	432.48
159165	10/31/2018	COREY WORDEN	152.42
159174	10/31/2018	ERIKA TAYLOR	261.34
159185	10/31/2018	JAN LAYNE	127.96
159198	10/31/2018	NICOLE HALSTEAD	109.93
159211	10/31/2018	ROB FAIR	499.80
159225	10/31/2018	SUE BAKER	769.77
159227	10/31/2018	SUZAN CAMPBELL	595.00
159231	10/31/2018	TINA FRULLO	9.18
158566	10/3/2018	AMBER FISK	30.00
158868	10/17/2018	AMBER FISK	30.00
158569	10/3/2018	ANGIE OVERY	31.06
158823	10/10/2018	TENNY HANSON	385.00
158942	10/17/2018	ROBIN FIFE	14.45
158946	10/17/2018	SAISHA MONTOYA	46.02
158963	10/17/2018	TIFFANY MARSHALL	255.13
159159	10/31/2018	CINDY NELSON	67.61
158720	10/4/2018	CATHY BRITT	75.00
158722	10/4/2018	KORI STASSINOS	20.00
158725	10/4/2018	SHAYLA DEAN	10.00

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS

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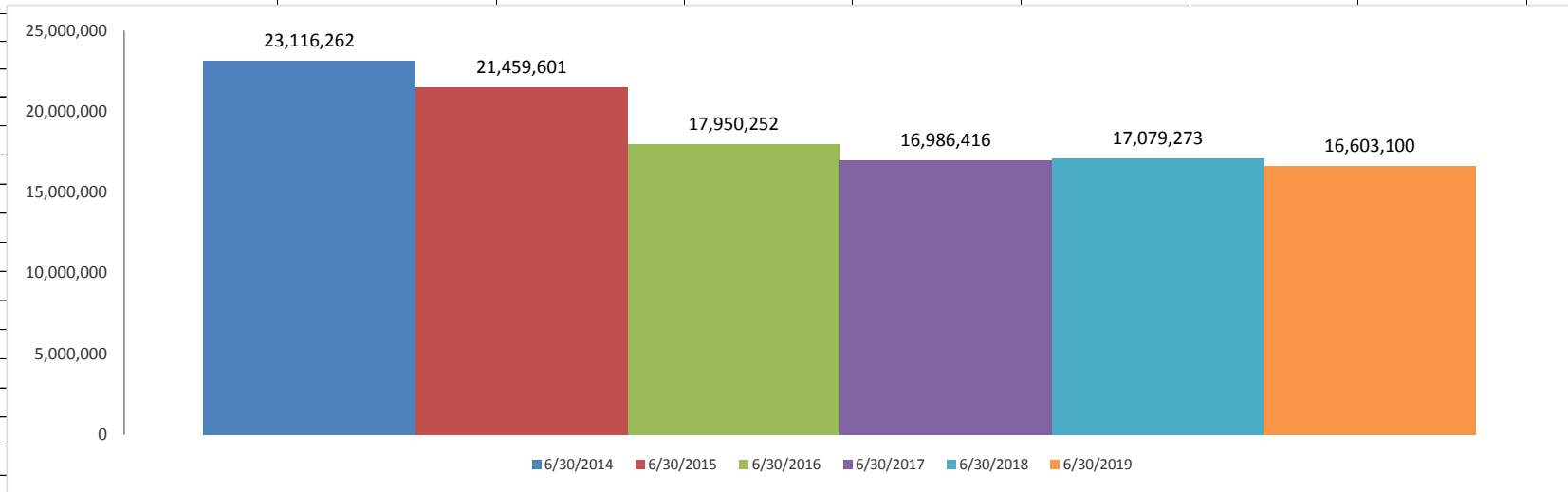
158726	10/4/2018	TASHA HARRIS	100.00
158721	10/4/2018	CYNTHIA HARKINS	100.00
158724	10/4/2018	MONICA BENNETT	600.00
158947	10/17/2018	SHAWNA WELTER	106.34
158952	10/17/2018	STEVEN SKORCZ, JR	136.48
W/T	10/1/2018	ABG RETIREMENT 9/16/18	115,129.06
W/T	10/22/2018	ABG RETIREMENT 9/30/18	117,984.44
158676	10/3/2018	STATE OF WYO.DEPT.OF REVENUE	1,216.72
159220	10/31/2018	STATE OF WYO.DEPT.OF REVENUE	1,112.30
W/T	10/25/2018	HUNTINGTON BANK WIRE	10,000.00
158585	10/3/2018	BOYS & GIRLS CLUB OF SWEETWATER COUNTY	5,000.00
158730	10/10/2018	ALA TOM WHITMORE UNIT 28	200.00
159205	10/31/2018	PMS SCREEN PRINTING	312.00
159213	10/31/2018	ROCK SPRINGS RENEWAL FUND	1,200.00
159152	10/31/2018	TRAPPER TRAILS COUNCIL	500.00
159166	10/31/2018	COWBOYS AGAINST CANCER	2,000.00
158930	10/17/2018	MOBILE INSTRUMENT SERVICE	18.30
158564	10/3/2018	ALI MED INC	100.43
158601	10/3/2018	COVIDIEN SALES LLC, DBA GIVEN IMAGING	1,014.26
158688	10/3/2018	SYNTHES LTD	1,671.12
158731	10/10/2018	ALI MED INC	736.76
158756	10/10/2018	COVIDIEN SALES LLC, DBA GIVEN IMAGING	500.00
158776	10/10/2018	KEY SURGICAL INC	48.00
158817	10/10/2018	STRYKER ENDOSCOPY	2,896.98
158735	10/10/2018	ARMSTRONG MEDICAL INDUSTRIES	144.00
158864	10/17/2018	ALI MED INC	100.43
158888	10/17/2018	COVIDIEN SALES LLC, DBA GIVEN IMAGING	250.00
158958	10/17/2018	SYNTHES LTD	128.48
158978	10/24/2018	ALI MED INC	100.43
159085	10/24/2018	SYNTHES LTD	10,404.88
159137	10/31/2018	ALI MED INC	23.65
159167	10/31/2018	CR BARD INC	182.12
159224	10/31/2018	STRYKER ENDOSCOPY	1,397.40
159229	10/31/2018	SYNTHES LTD	6,523.44
EFT000000004176	10/3/2018	COOPER SURGICAL	625.65
EFT000000004199	10/10/2018	COOPER SURGICAL	1,012.41
EFT000000004224	10/17/2018	COOPER SURGICAL	2,113.56
158662	10/3/2018	PROFESSIONAL RESEARCH CONSULTANTS	1,500.00
EFT000000004204	10/10/2018	KEYSTROKE TRANSCRIPTION SERVICE,INC.	827.55
EFT000000004253	10/24/2018	KEYSTROKE TRANSCRIPTION SERVICE,INC.	1,224.66

10/31/18

8,784,673.84

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
OPEN BID INVESTMENT SUMMARY REPORT
10/31/18**

		INTEREST						
ACCOUNT	FINANCIAL INST	RATE	6/30/2014	6/30/2015	6/30/2016	6/30/2017	6/30/2018	6/30/2019
GENERAL	BANK OF WEST	0.300%	8,710,751	5,295,564	4,330,411	4,362,377	4,894,328	4,906,094
RESERVE	BANK OF WEST	0.300%	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
GENERAL	BANK OF WEST	1.000%		2,460,272	2,983,016	2,964,992	2,474,121	2,485,069
CAPITAL DEVELOPMENT	KEYBANK & MBS	1.620%	13,001,178	12,299,119	9,231,852	8,253,433	8,303,935	7,804,410
E. BOICE	WYOSTAR	1.934%	39	39	39	40	40	40
LIFELINE	WYOSTAR	1.934%	104,294	104,607	104,934	105,575	106,849	107,487
TOTAL			23,116,262	21,459,601	17,950,252	16,986,416	17,079,273	16,603,100



INFORMATION:								
CURRENT INVESTMENT BALANCE:		\$ 16,603,099.74						
GENERAL FUND BALANCE AS OF 10/31/18		2,769,847						
REPRESENTING DAYS OF CASH ON HAND		13.12						
RECOMMENDATION:								
MAINTAIN FUNDS IN CURRENT INVESTMENTS DUE TO LIQUIDITY OF FUNDS.								



Approved: N/A
 Review Due: N/A
 Policy Area: Fiscal Services
 Reg. Standard:

Investment Policy

Statement of Purpose

This Statement of Investment Policy is adopted pursuant to the requirements of Wyoming Statute 9-4-831(h). It is the policy of Memorial Hospital of Sweetwater County to invest public funds in a manner which will provide a reasonable rate of investment return while assuring the maximum security of principal, meeting the daily cash flow demands, conforming to all federal, state and local laws and regulations governing the investment of public funds.

Text

I. Scope

- a. This investment policy applies to all activities of Memorial Hospital of Sweetwater County (MHSC) with regard to investing surplus public assets held in various hospital restricted and unrestricted funds.
- b. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

II. General Objectives – the primary objectives, in priority order, of investment activity shall be safety, liquidity, and yield.

- a. **Safety** – Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.

- i. **Credit Risk** – MHSC will minimize credit risk, which is the risk of loss due to the failure of the security issuer or backer by:

1. Pre-qualifying the financial institutions, broker/dealers, intermediaries, and advisers with which MHSC will do business in accordance with Section IV.
2. Diversifying the investment portfolio so that the impact of potential losses from any one type of security or from any one individual issuer will be minimized.

- ii. **Interest Rate Risk** – MHSC will minimize interest rate risk, which is the risk that the market value of securities in the portfolio will fall due to changes in market interest rates by:

1. Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby minimizing the need to sell securities on the open market prior

to maturity.

2. Investing operating funds primarily in shorter-term securities, money market mutual funds or similar investment pools and limiting the average maturity of the portfolio in accordance with this policy and Section VII.
- b. **Liquidity** – The investment portfolio shall be structured to remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This will be accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands. Furthermore, since all possible cash demands cannot be anticipated, the portfolio shall consist of securities with active secondary or resale markets. Alternatively, a portion of the portfolio may be placed in money market mutual funds or local government investment pools which offer same day liquidity for short-term funds.
- c. **Yield** - The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core of investments are limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall generally be held until maturity with the following exceptions:
 - i. A security with declining credit may be sold early to minimize loss of principal.
 - ii. A security swap would improve the quality, yield, or target duration of the portfolio.
 - iii. The security has increased in value and may be sold at an increase in value.
 - iv. Liquidity needs of the portfolio require that the security be sold.
- d. **Local Considerations** - Where possible, funds may be invested for the betterment of the local economy or that of local entities within the State. MHSC may invest a portion of the investment portfolio with eligible financial institutions at a lower rate of interest when the investment officer deems that the investment may benefit the local economy.

III. Standards of Care

- a. **Prudence** - The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and this investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and the liquidity and the sale of the securities are carried out in accordance with the terms of this policy. The "prudent person" standard states that, "Investments shall be made with judgement and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived."
- b. **Ethics and Conflict of Interest** - Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio.
- c. **Delegation of Authority** – Authority to manage the investment program is delegated to the Chief

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Financial Officer, who shall act in accordance with established written procedures and internal controls for the operation of the investment program consistent with this investment policy. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions.

- i. In order to facilitate direct communication to the Board of Trustees, the Finance and Audit Committee will be responsible for activities regarding the investment program including:
 1. The periodic review of and approval of Hospital's investment activities
 2. The periodic review of the Hospital's investment policy
- ii. The Board of Trustees will be responsible for approving any new investment activity.

IV. Authorized Financial Institutions, Depositories and Broker/Dealers

- a. A list will be maintained of financial institutions and depositories authorized to provide investment services.
- b. No public deposit shall be made except in a qualified public depository as established by Wyoming Statutes 9-4-817 through 9-4-828.

V. Suitable and Authorized Investments

- a. **Investment Types** - In order to provide the broadest selection of investment opportunities, yet maintain satisfactory control of market and interest rate risk, the investment officer may invest in all instruments approved in W.S. 9-4-831.
- b. **Collateralization** - Collateralization will be required on investments with financial institutions when public monies on deposit exceed the amount insured by the Federal Deposit Insurance Corporation (FDIC). Collateral will be limited to the list of securities as described in Wyoming Statute 9-4-821.

VI. Safekeeping and Custody

- a. **Delivery vs. Payment** - All trades of marketable securities will be executed by delivery vs. payment (DVP) to ensure that securities are deposited in an eligible financial institution prior to the release of funds.
- b. **Safekeeping** - Securities will generally be held by an independent third-party custodian selected by the Chief Financial Officer as evidenced by safekeeping receipts in the name of MHSC. There may arise some instances where the securities may be held by the broker/dealer. The safekeeping institution shall provide information on their internal controls when requested by the Chief Financial Officer.
- c. **Internal Controls** - The Chief Financial Officer is responsible for establishing and maintaining an internal control structure designed to ensure that assets of MHSC are protected from loss, theft or misuse. Accordingly, the Chief Financial Officer will ensure that an annual independent review of compliance is performed as part of the MHSC annual financial audit.

VII. Investment Parameters

- a. **Diversification** - MHSC will attempt to diversify its investments by security type and institution. To provide assurance that the hospital will be able to continue financial operations without interruption and dependent upon interest rates, satisfaction with services and practicality, the hospital will generally attempt to utilize at least two financial institutions as depositories.
- b. **Maximum Maturities** - To the extent possible, the Chief Financial Officer shall attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the

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Chief Financial Officer will not directly invest in securities maturing more that (5) years from the date of purchase or in accordance with state statutes.

- c. **Competitive Bids** - To ensure that securities are purchased at competitive prices, the Chief Financial Officer must maintain open communication with multiple broker/dealers and approved local banking contacts at all times. MHSC may invest a portion of the investment portfolio with eligible financial institutions at a lower rate of interest when the investment officer deems that the investment may benefit the local economy.

VIII. Policy Considerations

- a. **Exemption** - Any investment currently held that does not meet the guidelines of this policy shall be temporarily exempted from the requirements of this policy. At maturity or liquidation, such monies shall be reinvested only as provided by this policy.
- b. **Amendments** - This policy shall be reviewed on an annual basis. Any changes must be approved by the Finance and Audit Committee and any other appropriate authority, as well as the individuals charged with maintaining internal controls.

IX. Approval of Investment Policy

- a. The investment policy shall be approved by the Board of Trustees. The policy shall be reviewed periodically by the Finance and Audit Committee and any modifications made thereto must be approved by the Board of Trustees.

References

Wyoming State Statute 9-4-817 through 9-4-828, 9-4-831

Attachments:

No Attachments

Applicability

Memorial Hospital of Sweetwater County

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

Vouchers Submitted by MHSC at agreed discounted rate		
July 2018		\$25,263.47
August 2018		\$19,080.15
September 2018		\$16,565.76
October 2018		\$22,530.05
County Requested Total Vouchers Submitted		<u>\$83,439.43</u>
Total Vouchers Submitted FY 2019		\$83,439.43
Less: Total Approved by County and Received by MHSC FY 2019		\$60,909.38
Total Vouchers Pending Approval by County		<u><u>\$22,530.05</u></u>

FY19 Title 25 Fund Budget from Sweetwater County	\$338,580.00
Funds Received From Sweetwater County	<u>\$60,909.38</u>
FY19 Title 25 Fund Budget Remaining	\$277,670.62
Total Budgeted Vouchers Pending Submittal to County	<u><u>\$0.00</u></u>

FY18 Maintenance Fund Budget from Sweetwater County	\$1,063,752.00
County Maintenance FY19 - July	\$13,120.28
County Maintenance FY19 - August	\$48,851.71
County Maintenance FY19 - September	\$21,866.14
County Maintenance FY19 - October	\$24,844.65
	<u>\$108,682.78</u>
FY18 Maintenance Fund Budget Remaining	<u><u>\$955,069.22</u></u>

BUILDING AND GROUNDS COMMITTEE
Memorial Hospital of Sweetwater County
11/20/2018

Trustee Committee Members Present: Ed Tardoni, Barbara Sowada
Committee Members Present: Irene Richardson, Jim Horan, Tami Love
Guests Present: Gerry Johnston, Stevie Nosich, Leslie Taylor
Minutes taken by: Cindy Nelson
Location: Classroom 1 & 2
Time Started: 3:30PM

TOPIC	DISCUSSION	RESPONSIBLE	ACTION	TIMELINE
Review Minutes	None	E. Tardoni	Approved	None
Maintenance Metric #1, Number of open W/O?	224	J. Horan/ S. Nosich	Continue to report each month	Report each meeting
Maintenance Metric #2, Number of open W/O > 30 days?	201... October open W/O = 23	J. Horan/ S. Nosich	Continue to report each month	Report each meeting
Maintenance Metric #3, Amount of OT for the month?	Projected slightly more due to snow removal season.	J. Horan	Continue to report each month	Report each meeting
Maintenance Metric #4, Over/ under budget for the month?	Projected slightly over budget for the month due to TJC expenses	J. Horan	Continue to report each month	Report each meeting
Laundry upgrade	Plan to start this winter to resolve issues	J. Horan	Give update.	Next Meeting
Itemized Maintenance projects.	1. Collapsing retaining wall. 2. Seal mechanical room floor.	J. Horan	1. Go to bid in Jan/ Feb. 2019 2. This winter	Review progress next meeting.
Wyoming Department of Health (WDH) inspection of our Medical Office Building (MOB) and 3000 College Hill (CH)	Several items will need to be addressed for licensing by WDH: 1. Return-air ducts for invasive procedure rooms. All work will be completed by the end of November. Offices will be restored to normal on December 10-11. Contractor is performing work conscientiously and carefully.	J. Horan/ C. Radakovich	1. Give update.	Review progress next meeting.
Utility systems upgrades	Discussed engineered phasing	J. Horan	Awaiting proposal from ST&B	Review progress next meeting.
Power-point presentation	Showed various photos depicting work performed over the previous month and various TJC issues and resolutions.	J. Horan	Noted	None
New CT machine installation	Revised electrical work according to plan has been completed.	J. Horan	Noted	Review progress next meeting.
LED parking lot lighting	Purchase of lighting is pending. Installation to be completed in spring 2019	J. Horan	Noted	Progress report next meeting.
Time Adjourned: 4:30P				
Next Meeting: December 19, 2018 3:30P-4:30P				
Respectfully Submitted: Jim Horan				

Finance and Audit Committee

IT report

November 2018

Rich Tyler

1. Continuing work on auditing software implementation. Currently looking at a go-live in March 2019.
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. Possible go-live in Jan 2019.
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. Continuing to work on expanding our virtual infrastructure environment.
5. Continuing to work on migrating mirth interface engine software from older appliances to new virtual environment.
6. Continuing work on the telehealth project.

IT News and Info:

1. The Center for Connected Medicine partnered with The Health Management Academy to research what projects will have the biggest impact in Health IT in 2019.
 - a. CyberSecurity
 - i. Between 2010 and 2017 the health care industry was hit with 2,149 breaches compromising a total of 176.4 million records. The number of breaches has increased every year since then.
 - b. Telehealth
 - i. Telehealth is becoming more widely available because of improved technologies, indications that reimbursement policies will be more favorable, and the normalization of virtual interactions. The report shows that telehealth will increase by 10% or more over the next 3 years.
 - ii. The majority significant barrier to adopting telehealth is lack of reimbursement. The other barrier that seems to stand out is provider availability, readiness, and interest.
 - c. Interoperability
 - i. Now that most health systems and hospitals have gone to an Electronic Health Record (EHR), the next step is to make that data easier for patients and providers to access. Freeing up the patient data from proprietary IT systems, and making it easier for patients to access their health information.
 - ii. The report stated that the top two priorities that health systems are unable to address because of lack of interoperability are : Improved efficiency / Cost Reduction and Advanced Analytics.
2. When asked what the top priorities in Health IT would be 5 years from now, the report listed:
 - a. AI – Precision medicine
 - b. Consumer Technology
 - c. Genomics
 - d. AI – imaging / diagnostics
 - e. Telemedicine

**Report to the Board
From Chairman of Building and Grounds Committee
November meeting 2018**

Maintenance Metrics

October	22 / 199 / 221	age less than 30 days / age over 30 days / total work orders
November	23 / 201 / 224	

It was reported that much work is done on standing work orders. They are reviewing them as some work orders are over 40 years old and may not now apply.

The department is projected to have slightly more than usual overtime this month for the following reason.

- Onset of winter conditions

The department is projected to be slightly but not substantially over budget for the month.

Jim provided a slide show update of current projects (ie photos of work in progress)

- Photos were provided of some of the work completed during the MOB ductwork project. The photos showed details of construction used to seal off sections of the area. The project is drawing to a close.
- The electrical issue with the new CT scanner power supply has been resolved..
- Photos showing items related to the life safety audit were shown and a number of the items were discussed. These included resolution of the entry way problem. Revision of the bulk oxygen storage area is one of the items on the list that is a high priority.
- Staff discussed the intent to submit a capital request to F&A for purchase of a new chiller. The Sweetwater County Commissioners have approved use of their maintenance funding contribution for this purpose. The physical side of the installation was discussed. Staff plans for the facilities group to do the installation. It was suggested that staff be prepared to discuss the costs associated with installation with the F&A committee.
- Facilities will be focusing to insure we are ready for the December 17th Joint Commission visit.

The next B&G meeting is scheduled for Dec. 19th.



Memorial Hospital of Sweetwater County Board of Trustees

Building & Grounds Committee Meeting

Tuesday - November 20, 2018

3:30 PM

MHSC Classrooms 1 & 2

**Memorial Hospital of Sweetwater County
Building & Grounds Committee
Classrooms 1 & 2
3:30 PM**

Tuesday – November 20, 2018

Board Committee Members

**Ed Tardoni
Barbara Sowada**

Staff Committee Members

**Irene Richardson
Jim Horan
Tami Love**

Guests

**Gerry Johnson – *Facilities*
Stevie Nosich – *Facilities*
Leslie Taylor - *Clinic*
John Kolb – *Board of Sweetwater County Commissioners***

Agenda

- 1. Approve October 16, 2018 Minutes**
- 2. Metrics Report**
- 3. Project(s) Review**
 - A. Old Business**
 - B. New Business**
- 4. Meeting Schedule**

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Building & Grounds Committee Meeting
October 16, 2018
3:30 PM

Trustee Committee Members Present: Mr. Ed Tardoni
Dr. Barbara Sowada

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

Staff Committee Member Excused: Ms. Irene Richardson

Guests: Ms. Leslie Taylor
Mr. John Kolb, *County Commissioner Liaison*

Call Meeting to Order

Mr. Tardoni called the meeting to order.

Minutes

The motion to approve the minutes of the September 18, 2018, meeting as presented was made by Mr. Horan; second by Ms. Love. Motion carried.

Metrics Report

Open Work Orders: 221
Greater Than 30 Days: 198
Overtime for Month: Yes – Some is related to the Medical Office Building (MOB) return ducting project, also some snow removal.
Over Budget: Yes – Will be over some due to a building automation issue.

Old Business

Mr. Horan reported we have not acted on the laundry project. It will probably be worked on in winter. Most of the engineering by Western Engineering is done for the retaining wall project. The mechanical room floor sealing work is not done yet. We went for a lower bid and are waiting on their timeline. Mr. Horan said we are still waiting on the engineering proposal for the utility system upgrades. He said we are also waiting for the engineering proposal for the central plant upgrade.

New Business

Mr. Horan said there will be Christmas lights on the Hospital, Medical Office Building, and College Hill location. There have been complaints about the outdoor lighting at the College Hill building. We are in the process of replacing lights. Mr. Horan said he wants to start showing pictures of work at each meeting. He reviewed the slides.

Next Meeting

The next meeting is scheduled November 20 at 3:30 PM.

Submitted by Cindy Nelson.

DRAFT

Agenda
Board Compliance Committee
November 28, 2018

1:15 pm	Call to order	B Sowada
1:20 pm	Approve agenda	B Sowada
1:25 pm	Approve minutes of October 24, 2018	B Sowada
1:30 pm	Old Business	
	a. Review for approval Revised Corporate Compliance Plan (See Corporate Compliance Plan: email Clayton Radokovich, Nov 21, 2018)	C Radakovich
	b. Update on Hospital Compliance Plan	C Radakovich
2:00 pm	New Business	
	a. November Compliance Report	C Radakovich
	b. Administrative support	B Sowada
	c. Frequency of meetings	B Sowada
2:15 pm	Adjourn	B Sowada

Board Compliance Committee

Minutes

November 28, 2018

Present: Barbara Sowada, Ed Tardoni, Irene Richardson, Suzan Campbell, and Clayton Radakovich

Barbara Sowada called the meeting to order at 1:15 pm.

Minutes and agenda were approved as written.

The following items were discussed:

1. Old Business

- a. Revised Corporate Compliance Plan was reviewed. Changes recommended at the November Board of Trustee's meeting were incorporated into the revised plan. Questions about Code of Conduct were answered through the determination that the hospital does have a Code of Conduct policy in place. Committee recommends revised Corporate Compliance Plan for Board approval.
- b. Update given on annual internal hospital committee work plan by C. Radakovich. Tentative date of completion is February, 2019. There was discussion regarding the type of information to be sent to the Board Compliance (Compliance) Committee by the Internal Hospital Work (Internal) Committee (See New Business, Compliance Report for details). It was decided that Internal Committee shall receive the minutes of the Compliance Committee.

2. New Business

- a. November Compliance Report was reviewed by C. Radakovich. Members suggested the following changes:
 - i. **Status:** use these three options 1) in progress, 2) investigation completed; no corrective action needed, and 3) investigation completed; corrective action in place and monitored.
 - ii. Add **Calls to Hotline** section to the report. This section should include the monthly 1) the number of calls received, 2) number of calls investigated, and 3) number needing corrective action.
 - iii. Add **Patterns and Trends** section to the report.
- b. Administrative support for Compliance Committee will be found by C. Radakovich.
- c. Because this committee is new and in the development stage, the committee will continue to meet monthly until its program of work is more fully developed.

Meeting was adjourned at 1:45 pm.

Respectfully submitted,

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

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: **Phreesia- product and service**
2. Purpose of contract, including scope and description: **See attached explanation of product from Phreesia consultant. Clinic wants to test run this software product which will allow patients to check-in from their phones, hospital can provide wellness and preventative reminders to patients, send out appointment reminders, payments can be made from phone, paperless patient information input customized messaging and a patient surveyor are all part of the system.**
3. Effective Date: **1/1/2019 3-month trial period begins**
4. Expiration Date: **initial term is 12 months. 3 months' introductory period to test run and then if we keep the program the monthly fees will begin.**
5. Rights of renewal and termination- **will auto renew in 12 months unless either party gives 60 days' notice prior to the end of the initial term or any renewal term. Is this auto-renew? Yes**
6. Monetary cost of the contract and is the cost included in the department budget? **Summary of the pricing**
In phase 1 (90 day trial period) we will pay \$8,125 upfront to Phreesia for the one-time subscription fee and \$3,000 to eMDs for database integration. (\$8,125 + \$3,000 = \$11,125). This will cover implementation costs plus a 90 day no cost trial period of Phreesia. If satisfied, we will start paying the monthly fee after 90 days. If not satisfied, the one-time fee of \$11,125 is not refundable, but there will be no additional costs. Training (\$1,250/day) is included for no cost but we will be responsible for two days of travel and lodging expenses up to \$750/day.

If we keep the program and all of the add-ons it will be \$8747.00/month for a total of \$104,964/year.

Budgeted for? We currently pay \$61,992/year, or \$5,166/month for Trizetto and Solution Reach which both will be replaced by Phreesia. The \$61,992 was budgeted for in FY2019. Impact on the budget will be an additional \$3,596:

3 months of Phreesia = \$26,241 (\$8,747 * 3)

Less 8 months of SolutionReach = -\$11,752 (contract termed as of Nov 1st)

Less 3 months of Trizetto = \$10,893

Impact to FY2019 budget = \$3,596 (not budgeted)

7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. Jurisdiction is in Wyoming (state of customer's corporate residence).

8. Any confidentiality provisions? Yes section 8 and they have attached a BAA which is required by HIPAA when we are sharing patient information with an outside entity.

9. Indemnification clause present? No

10. Is this contract appropriate for other bids? Sole source vendor. Leslie looked at other products but this one is the only product that will work with our eMD databases.

11. Is County Attorney review required? No

Product and Service Order Form

Phreesia Consultant: Philip Martini	Void if not Signed By: 12/16/2018	Bill Start Date: 1/1/2019	Initial Term (in months): 12
Legal Name & Billing Address: Memorial Hospital of Sweetwater County Clinic 1200 College Drive Rock Springs, WY 82901 United States		Email Address: irichardson@sweetwatermemorial.com	
# of Provider Licenses: 24	# of PhreesiaPads: 11	# of Locations: 1	# of Arrival Stations: 0

Monthly Services

The Customer is contracting for and will be billed the following:

Base Specialty Package**Phase 1 - 90 Days of Utilization**

Product Name	Unit of Measure	Qty	Start Date	Unit Cost	Extended Cost
Intake Base Package - Full Time Provider	Per Provider Per Month	19.00	1/1/2019	\$0.00	\$0.00
Intake Base Package - Part Time Provider	Per Provider Per Month	5.00	1/1/2019	\$0.00	\$0.00

Phase 2

Product Name	Unit of Measure	Qty	Start Date	Unit Cost	Extended Cost
Intake Base Package - Full Time Provider	Per Provider Per Month	19.00	4/1/2019	\$100.00	\$1,900.00
Intake Base Package - Part Time Provider	Per Provider Per Month	5.00	4/1/2019	\$80.00	\$400.00

Applications**Phase 1 - 90 Days of Utilization**

Product Name	Unit of Measure	Qty	Start Date	Unit Cost	Extended Cost
Wellness Express for Primary Care	Per Provider Per Month	24.00	1/1/2019	\$0.00	\$0.00
Preventive Express for Medicare	Per Provider Per Month	24.00	1/1/2019	\$0.00	\$0.00
Patient Surveys	Per Provider Per Month	24.00	1/1/2019	\$0.00	\$0.00

Online Appointments	Per Provider Per Month	24.00	1/1/2019	\$0.00	\$0.00
Mobile	Per Provider Per Month	24.00	1/1/2019	\$0.00	\$0.00

Phase 2

Product Name	Unit of Measure	Qty	Start Date	Unit Cost	Extended Cost
Wellness Express for Primary Care	Per Provider Per Month	24.00	4/1/2019	\$20.00	\$480.00
Preventive Express for Medicare	Per Provider Per Month	24.00	7/1/2019	\$28.00	\$672.00
Preventive Express for Medicare - PROMO	Per Provider Per Month	24.00	4/1/2019	\$0.00	\$0.00
Patient Surveys	Per Provider Per Month	24.00	4/1/2019	\$20.00	\$480.00
Online Appointments	Per Provider Per Month	24.00	7/1/2019	\$40.00	\$960.00
Online Appointments Monthly - PROMO	Per Provider Per Month	24.00	4/1/2019	\$0.00	\$0.00
Mobile	Per Provider Per Month	24.00	4/1/2019	\$50.00	\$1,200.00

Add-On Notes - The Customer has received a 20% discount for contracting for 4 Add Ons. Should the Customer remove any one Add On, the discount will be reduced to 15%. Should the Customer remove 2 Add Ons, the discount will be reduced to 10%, and so forth.

Intake Modalities

Phase 1 - 90 Days of Utilization

Product Name	Unit of Measure	Qty	Start Date	Unit Cost	Extended Cost
PhreesiaPad 6 - Rental	Per Pad Per Month	11.00	1/1/2019	\$0.00	\$0.00
Card Reader (valued at \$70 per unit)	Per Reader One Time	6.00	1/1/2019	\$0.00	\$0.00

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Phase 2

Product Name	Unit of Measure	Qty	Start Date	Unit Cost	Extended Cost
PhreesiaPad 6 - Rental	Per Pad Per Month	11.00	4/1/2019	\$45.00	\$495.00

Intake Modalities Notes - Additional Card Readers will be billed at a one-time fee of \$70 per unit.

Messaging

Phase 1 - 90 Days of Utilization

Product Name	Unit of Measure	Qty	Start Date	Unit Cost	Extended Cost
Practice Sponsored Messaging	Per Provider Per Month	24.00	1/1/2019	\$0.00	\$0.00

Phase 2

Product Name	Unit of Measure	Qty	Start Date	Unit Cost	Extended Cost
Practice Sponsored Messaging	Per Provider Per Month	24.00	4/1/2019	\$90.00	\$2,160.00

Messaging Notes - The Customer is contracting for Practice Sponsored Messaging, where it can promote other services to its patients. Should the Customer wish to show blank messages instead of custom service promotions, the Customer will be billed \$75 per provider per month instead of \$90 per provider per month.

Card Processing

Phase 1 - 90 Days of Utilization

Product Name	Start Date	Monthly Cost
Payments Gateway	1/1/2019	\$.10 Per Transaction

Phase 2

Product Name	Start Date	Monthly Cost
Payments Gateway	4/1/2019	\$.10 Per Transaction

Subject to additional terms below.

Card Processing Notes - The Customer has elected to use Phreesia's Payment Gateway platform, where the customer's patient payments are processed by the Customer's Bank/Merchant account provider rather than by Phreesia. The Phreesia Payment Gateway facilitates a payment transaction by transferring information between a payment portal and the Customer's acquiring bank. The Customer will be billed a \$0.15 per Gateway transaction, defined in the terms and conditions of the Product and Services Agreement below.

Phase 1 - 90 Days of Utilization Total Monthly Services	\$0.00
Phase 2 Total Monthly Services	\$8,747.00

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Integration/Installation

Phase 1 - 90 Days of Utilization

Product Name	List Price	Discount %	One Time Unit Cost
Database Integration Fee	\$3,000.00	0.000	\$3,000.00
One Time Subscription Fee	\$0.00	0.000	\$8,125.00
Product Installation Fee	\$12,000.00	100.000	\$0.00

Integration Notes - The One-Time Subscription Fee is non-refundable and due at signing.

Database Fees

Database Fee Notes - The Setup Fee covers standard installation and configuration for one PM database and one EHR database. Each additional database is \$1500.

Other

Restocking Fee

Restocking Fee Notes - If the Customer elects to return PhreesiaPads, the Customer will be billed a one-time restocking fee of \$75 per PhreesiaPad. Pads returned in Phase 1 will not incur a Restocking Fee.

Professional Services Package

Phase 1 - 90 Days of Utilization

Product Name	Unit of Measure	Qty	Unit Cost	Extended Cost
On-Site Training	Per Person Per Day	1.00	\$1,250.00	\$1,250.00
On-Site Training T & E	Per Person Per Day	1.00	\$750.00	\$750.00

Phase 2

Product Name	Unit of Measure	Qty	Unit Cost	Extended Cost
On-Site Training	Per Person Per Day	1.00	\$1,250.00	\$1,250.00
On-Site Training T & E	Per Person Per Day	1.00	\$750.00	\$750.00

Professional Services Notes - The Customer will receive 2 On-Site Training days at no cost. The Customer is responsible for T&E.

Renewal

After the initial term, the Contract will automatically renew for additional twelve (12) month terms, unless and until terminated in accordance with Section 7 of the Product and Services Agreement. Phreesia will increase its software subscription fees by up to 5.000% every twelve (12) months this Contract is in place.

Phreesia Product and Services Agreement

Customer and Phreesia, Inc. ("Phreesia") (collectively, the "Parties") agree to be bound by the Order Form ("Order"), this Product and Services Agreement (this "Agreement"), the Business Associate Agreement ("BAA"), and other Exhibits hereto in connection with Customer's license, purchase and use of Phreesia's proprietary Products and Services.

1 DEFINITIONS

- 1.1 "Bill Start Date" is the date on which Phreesia will commence subscription billing to Customer, as set forth on the Order.
- 1.2 "Clinical Screener" is a patient-reported outcome assessment or patient-completed questionnaire used to evaluate healthcare risks, symptom impact, and/or other clinical details for healthcare or treatment purposes.
- 1.3 "Contract" is the Order, Agreement, BAA, Exhibits, and any addendums or change orders.
- 1.4 "Customer" is the legal entity provided for in the Order.
- 1.5 "DDA" is Customer's designated demand deposit account.
- 1.6 "Hardware Fees" are those recurring fees listed in the Order related to PhreesiaPads, Arrivals Stations, or other hardware.
- 1.7 "Kick Off" is the date on which Phreesia meets with Customer to plan the implementation of Phreesia Products and Services.
- 1.8 "Initial Setup and Integration Fees" are non-recurring configuration, installation, activation, remote training and custom build fees, including third party fees (e.g., PM/EMR vendor and/or integrator) as described on the Order.
- 1.9 "Other Fees" include restocking, professional services, renewal and early termination fees described in the Order.
- 1.10 "Provider" shall mean any clinician or resource that has scheduled appointments. Each Provider will have a unique schedule in the Phreesia Dashboard.
- 1.11 "Provider License" is the license as delineated in Section 2.1 below for a Provider.
- 1.12 "Services" are those services to be provided by Phreesia and as enumerated on the Order, addendum or change order.
- 1.13 "Software Subscription Fees" are software (including firmware) fees listed on the Order, including but not limited to Base Package, Phreesia Mobile, and Advanced Applications.

2 PRODUCT LICENSE

- 2.1 License. Phreesia grants to Customer a non-exclusive, non-transferable, revocable license, during the term of the applicable Order, to use the software and firmware of the Products and Services ("Software") at the Designated Sites solely for Customer's own internal use and solely in accordance with the Contract. Products shall only be accessed by Customer's patients, employees and independent contractors. Customer shall monitor location of the Products and shall take all reasonable efforts to protect the Products from damage and theft. Upon termination of this Agreement or the applicable Order, Customer shall return the Products to Phreesia in good working condition (reasonable wear and tear excepted). Customer shall immediately notify Phreesia in the event that any Products have been stolen, lost or damaged. Customer shall not remove the Products from the Designated Sites without Phreesia's notification and express prior written consent. Customer agrees to use commercially reasonable best efforts to assist Phreesia in completing Kick Off, and use the Products with all or a majority of Customer's new and returning patients and to encourage such patients to use the Products for such purpose. Phreesia or its designated subcontractors shall assist Customer with the installation of the Products and Customer shall promptly schedule the installation, integration and implementation of the Products with Phreesia upon receipt of the Products. If Customer adds Providers or resources to the Practice Management Appointment Schedule, Customer will be charged an additional monthly subscription fee at the rates in the Order Form. Customer may also remove Providers from the Practice Management Appointment Schedule and request a reduction in the Subscription Fee, but the minimum monthly Software Subscription Fee is set at 90% of the amount listed in the Order Form.
- 2.2 Ownership. Except for the sale of certain Products such as PhreesiaPads and Arrivals Stations, when Customer licenses such Products, the Products are owned by Phreesia and are licensed (and not sold) to Customer. Title to the Products and all intellectual property rights in and to the Products and all updates, modifications and derivative works thereto are retained by Phreesia. Customer shall not allow any lien, security interest or other encumbrance to attach to Products owned by Phreesia. Purchased Products are non-refundable.
- 2.3 Restrictions. Regardless whether Customer has purchased any Phreesia Products, Customer will not (and will not allow any employee or third party to): (i) decompile, reverse engineer or disassemble the Products or otherwise attempt to derive, analyze or use any source code or underlying ideas or algorithms of the Products by any means whatsoever, except and only to the minimal extent the provisions of this Section are expressly prohibited by applicable statutory law; or (ii) provide, lease, lend, use for timesharing or service bureau purposes or otherwise use or allow others to use the Products to or for the benefit of third parties. Customer agrees to hold in confidence, not disclose, and not use the Software or related technology, ideas, algorithms or information except as expressly permitted herein. Customer shall be responsible for the unauthorized use or disclosure of any protected health information (PHI) or security incident as a result of Customer's acts or omissions (including misusing or misconfiguring the Product).

3 FEES AND PAYMENT TERMS; SERVICES

- 3.1 Customer shall pay Phreesia the Software Subscription Fees, Hardware Fees, Initial Setup and Integration Fees, and Other Fees, including shipping and handling, for all Products and Services as specified in the Contract and billing. Billing for hardware and software subscription starts on the earlier of Bill Start Date or Kick Off. All Initial Setup and Integration Fees, and all fees for Arrival Stations listed in the Contract are non-refundable. Setup Fees and Integration Fees are due upon contract execution. Customer shall also pay price increases as detailed in the Contract.

The Parties shall determine the amount of PhreesiaPads, Arrivals Stations, or other Products provided to Customer based on the number of Customer patients, patient demographics, physical layout of the medical practice, and patient utilization of the PhreesiaPads. Customer may return up to twenty-five (25%) of the initial number of PhreesiaPads upon fifteen (15) days prior written notice to Phreesia (rounded down to the nearest whole number). Commencing with the first month after such PhreesiaPads are returned to Phreesia, the aggregate Phreesia Hardware fees shall be proportionately reduced. In Phreesia's sole discretion, and only for Customers that rent PhreesiaPads, Phreesia may provide to Customer at no additional non-recurring cost or incremental monthly increase future PhreesiaPad Hardware version upgrades, provided that Customer continues to pay the monthly Hardware subscription fees. Should Customer not pay the fees or charges, within thirty (30) days following Customer's receipt of an invoice from Phreesia, Customer agrees to pay a service charge in an amount equal to one percent (1%) per month of the total outstanding balance, or the highest rate permitted by applicable law, whichever is less, until paid in full. This service charge will accrue daily. Customer authorizes Phreesia to deposit funds and initiate debit entries to the DDA associated with the voided check provided by Customer to Phreesia. Customer authorizes Phreesia to debit the DDA monthly for any fees and expenses associated with the Order and this Agreement. If Customer payment is unable to be debited because of insufficient funds, Customer agrees to pay a \$25 NSF fee per incident. Customer must notify Phreesia ten (10) days in advance if it changes or closes its DDA. Unless Customer is tax exempt and provides a valid tax exemption certificate to Phreesia, Customer shall be responsible for any sales, use or similar taxes levied on any transaction under this Agreement excluding any tax based on Phreesia's net income.

4 **PRODUCTS AND SERVICES**

- 4.1 **Technical Support Services.** Phreesia will provide Customer with technical support services, Client Success and Support, which consist of: (i) assistance related to questions about the installation and operational use of the Products and the Dashboard; (ii) assistance in identifying and verifying the causes of suspected errors in the Product; and (iii) providing workarounds for identified Product errors or malfunctions, where reasonably available to Phreesia. When Phreesia sends its employees or contractors to Customer's locations, Customer shall reimburse Phreesia for all travel and related expenses actually incurred and without markup as described in the Order, and shall be pursuant to Phreesia's Travel Policies, which are available upon request. Phreesia can make copies of receipts and any other documentation available to Customer upon request. Customer shall designate a reasonable number of Customer employees to act as support liaisons to utilize the technical support services and will ensure that such persons will be properly trained in the operation and usage of the Product. Customer agrees to provide reasonable access to all necessary personnel to answer questions about any problems reported by Customer regarding the Product. Customer agrees to promptly implement all updates and error corrections provided by Phreesia under this Agreement. Designated Customer employees may contact Customer Support directly from 8:00 a.m. to 8:00 p.m., EST, Monday through Friday and on Saturday from 9:00 am to 5:00 pm, excluding Phreesia holidays. Customer may request additional support outside of these hours of operation, but acknowledges that there may be additional fees for such support. Customer Support will not reduce these hours without notice to Customer. Client Success and Support also includes access to Phreesia University, which provides a learning platform to train staff to use Phreesia Products and Services.
- 4.2 **Dashboard.** During the Term of the applicable Order, Phreesia will provide Customer with access to the Dashboard. In connection with Customer's use of the Dashboard, Customer may access, manage and store certain data entered by patients on a PhreesiaPad, mobile device or Arrival Station and this data shall be protected in accordance with the BAA entered into between the parties. Customer and its personnel are responsible for maintaining and safeguarding the security of their accounts, passwords and files and Customer shall ensure that its personnel do not share their account information or passwords with any other person or allow any other person to access the Dashboard under their account. Customer shall terminate access to the Dashboard for any personnel whose employment or consulting relationship with Customer has ended.
- 4.3 **Promotions.** Customer may utilize services promoted by Phreesia provided for on the Order Form ("Promotions") without charge for the number of days or months indicated on the Order Form ("Promotion Term"). At the end of the Promotion Term, Customer may elect to either: (1) discontinue the Promotions entirely and provide notice to Phreesia that Customer does not want to continue with the Promotions service, or (2) continue using the Promotions service at the rates specified on the Order Form for the remaining term of the Contract. If Customer elects to discontinue the Promotions, Customer shall notify Phreesia in no less than fifteen (15) days from the end of the Promotion Term and Phreesia shall terminate such Promotions and reflect that cancellation at the next billing period.
- 4.4 **Availability.** Subject to the terms and conditions of this Agreement along with the Service Level Agreement ("SLA"), which is made part of this Agreement, Phreesia shall use commercially reasonable efforts to make the Dashboard available to Customer twenty-four (24) hours a day, seven (7) days a week throughout the term of the applicable Order. Customer agrees that from time to time the Dashboard may be inaccessible or inoperable for various reasons, including (i) equipment malfunctions; (ii) periodic maintenance procedures or repairs which Phreesia may undertake from time to time; or (iii) interruption in Customer's internet connectivity or failure of telecommunications links, attacks against Customer's network, congestion, or (iv) other causes beyond the control of, or not reasonably foreseeable by Phreesia, (collectively "Downtime").
- 4.5 **Payment Processing.** The Customer has elected to keep its existing Merchant Processor and use Phreesia's Gateway Platform. If the Customer elects to contract for Phreesia's Payment Processing Platform, the following will apply. Customer shall be required to enter into such Merchant Application Pursuant to Payment Card Industry Data Security Standards ("PCI-DSS") rules, Customers using payment processing services from Phreesia must complete an application and separate Merchant Services Agreement ("MSA") provided by Phreesia and its Payment Processor and commit to payment processing exclusively with Phreesia. Customer must obtain and provide a PCI compliance certificate ("PCI Certificate") within six (6) months of the date of the MSA, and annually thereafter, as required by PCI-DSS. Phreesia can support Customer's PCI Certification upon request. Failure to submit the PCI Certificate on time may result in the assessment of non-compliance fees contained in the Order. Data Incident Coverage will pay, on behalf of Customer, certain expenses which Customer is contractually obligated to pay under the Merchant Service Agreement, up to \$50,000 per merchant ID (MID) and up to \$500,000 per incident. Additional terms and conditions apply, details are available in the MSA and at: <http://www.royalgroupservices.com/phreesia/>
- 4.6 **Messaging.** Messaging is provided under one of three (3) options and pricing as delineated on the Order and Exhibit D, and such communication services must be opted into by Customer before Phreesia initiates such communications. At Customer's option, Messaging includes: (i) Phreesia-provided third party messaging, (ii) Customer and Phreesia-provided messaging, or (iii) Customer-only messaging ("Customer Content"). Messaging is only provided to patients who have opted-in to receive such messages on the PhreesiaPad, on the patient's mobile devices, or to the patient's text or email address and on receipts. To the extent that Customer and patient have elected to participate in these communications, Customer acknowledges and agrees that: (i) Phreesia shall offer to Customer's patients general health and well-being or similar, relevant condition-specific messaging from Customer or healthcare-related and/or condition-specific content from Phreesia or other entities, (ii) Customer grants to Phreesia a non-exclusive, royalty-free, right and license to use Customer's logo and trademarks on communications to be sent to Customer's patients, and (iii) in the event that Phreesia uses Customer Content to be sent to Customer's patients then Customer shall be solely responsible for its Customer Content and Customer shall indemnify, defend and hold Phreesia harmless from and against all losses, damages, costs and claims as a result of any Customer Content. Customer may change Customer's Messaging election at any time and for any reason upon thirty (30) days prior

notice to the other party. Customer's participation in Messaging shall not affect any other Products or Services then being provided to Customer. Patients will have the right at any time to opt-out of Messaging.

- 4.7 Communications with Patients. Subject at all times to the BAA, Phreesia will provide communications, such as Mobile check-in, to patients to assist in patient intake and to improve patient service.

5 USE OF PRODUCTS

- 5.1 Generally Customer shall use the Products as expressly set forth in the applicable documentation. Customer is responsible at its sole cost and expense for maintaining a high speed internet connection in accordance with specifications in Exhibit E, required to use the Products. Phreesia does not guarantee the accuracy, integrity or quality of any data, information or content entered into the Products by Customer, or any of Customer's employees, contractors or patients. Customer shall not directly or indirectly use the Products (including, without limitation, the Dashboard) to: (a) upload or otherwise transmit any content that is unlawful, threatening, abusive, harassing, tortious, defamatory, vulgar, obscene, libelous, invasive of another's privacy, hateful, or racially, ethnically or otherwise objectionable or that infringes any trademark, trade secret, copyright or other proprietary or intellectual property rights of any person; or (b) upload or otherwise transmit any material that contains software viruses or any other computer code, files or programs designed to interrupt, destroy or limit the functionality of the Products and Services. Customer will implement the Integration Exhibit E, and provide a secure wireless infrastructure with strong signal coverage in areas of intended use, and represents that areas of intended use will be free from excessive interference from other wireless networks, and will make available an individual with sufficient technical knowledge of such matters to work with Phreesia's implementation team.
- 5.2 Data Storage Phreesia and Customer acknowledge and agree that all information, content and data entered into the Products by Customer or its employees, contractors or patients will be securely stored by Phreesia at designated data centers in accordance with HIPAA and all other applicable laws. Phreesia agrees to use physical and technical security measures to protect patient data, including, but not limited to, encrypted data connections to designated data centers, encrypted data storage, firewalls, and electronic surveillance of designated data centers. Phreesia is responsible for the security of cardholder data that it possesses or otherwise stores, processes, or transmits on behalf of Customer on Phreesia's networks and systems.
- 5.3 Data Use. Customer acknowledges and agrees that all information, content and data entered into the Products by Customer or its employees, contractors or patients may be used by Phreesia solely in accordance with the terms and conditions of this Agreement and the separate HIPAA BAA entered into simultaneously herewith.
- 5.4 Medical Decisions Notwithstanding anything in this Agreement to the contrary, Customer acknowledges and agrees that Phreesia is not engaged in the practice of medicine, and is not determining appropriate medical use of any of its Products and Services that are, or may be, offered pursuant to this Agreement or results from any advertisements or content displayed on the Products. Medical treatment and diagnostic decisions, including but not limited to those arising from the results of any patient interview or Clinical Screener, are solely the responsibility of Customer and its professional healthcare providers. Customer shall defend, indemnify and hold harmless, Phreesia and its officers, agents, consultants, employees and third-party suppliers from and against all claims, actions, proceedings, damages, losses, liabilities and expenses, including reasonable attorney fees ("Losses"), arising from any claim of malpractice, misdiagnosis, or any other medical treatment matter in connection with the use by Customer, Customer personnel, patients, or any third parties, of any Products and Services supplied to Customer by Phreesia or in the reliance on any content or advertising shown thereon; provided that such Losses do not result from any willful or grossly negligent action or omission of Phreesia or its agents.
- 5.5 CLINICAL DISCLAIMER. CUSTOMER ACKNOWLEDGES AND AGREES THAT ANY CONTENT OR OTHER INFORMATION CONTAINED IN OR MADE AVAILABLE VIA THE PRODUCTS SHOULD BE REVIEWED BY A QUALIFIED PHYSICIAN PRIOR TO USE AND IS NOT INTENDED AS A SUBSTITUTE FOR THE KNOWLEDGE, EXPERTISE, SKILL AND JUDGMENT OF MEDICAL PROFESSIONALS. ALL CONTENT IS MADE AVAILABLE ON AN "AS IS, WHERE IS" BASIS WITHOUT WARRANTY OF ANY KIND.
- 5.6 Clinical Screeners. To the extent that Customer has asked Phreesia to include a Clinical Screener in the Phreesia Platform that is not an existing Product or Service and that Customer has either developed itself or obtained from a source other than Phreesia ("Non-Standard Screener"), Customer understands and agrees to the requirements set forth in subparagraphs (a) through (e) below. For avoidance of doubt, a Non-Standard Screener is a Clinical Screener that is not a part of Phreesia's standard Clinical Screener applications.
- (a) Customer represents and warrants that it has all proper right, title and interest in or possesses valid license rights to the Non-Standard Screener, and can legally authorize Phreesia to: (1) reproduce and administer the Non-Standard Screener through the Products and Services, (2) collect, aggregate, analyze, and store patient responses from such Non-Standard Screener, and (3) carry out other permitted activities, as set forth in the Agreement.
- (b) As between the parties, Customer assumes any and all liability that directly or indirectly results from Customer's use or Phreesia's utilization of a Non-Standard Screener.
- (c) Customer shall indemnify, defend, and hold Phreesia and its employees, directors, trustees, officers, representatives and agents (collectively the "Indemnitees") harmless from and against all claims, causes of action, liabilities, judgments, fines, assessments, penalties, damages, awards or other expenses, of any kind or nature whatsoever, including, without limitation, attorneys' fees, expert witness fees, and costs of investigation, litigation or dispute resolution, incurred by the Indemnitees relating to or arising out of any matter that is a direct or indirect result of Customer's use of the Non-Standard Screener through the Agreement or Customer's breach of warranty set forth in subparagraph (a) above, without regard to any limitation of liability or exclusion of damages provision otherwise set forth in the Agreement or any other agreement between the Parties.
- (d) In the event Customer wishes to include a Clinical Screener in the Phreesia Platform that is not included in an existing Product or Service, Customer agrees to purchase a Clinical Expansion Pack for each such Clinical Screener. A "Clinical Expansion Pack" means the automation of one clinical screener, including the delivery, scoring, and storage of the clinical screener content. By way of example, if Customer wishes to automate two Clinical Screeners not included in an existing Product or Service, then Customer must purchase two Clinical Expansion Packs. The pricing for such purchase shall be set forth on a separate order, addendum, or other document. This subparagraph (d) shall not apply to any Clinical Screener that Customer has developed for itself.
- (e) Phreesia reserves the right, in its sole discretion, to remove the Non-Standard Screener from the Products and Services without prior notice to Customer if Phreesia is notified that the Non-Standard Screener violates any intellectual property rights and/or any other applicable law, rule, regulation, or policy.

6 LIMITED WARRANTY

- 6.1 **Warranty.** Phreesia provides a warranty for its PhreesiaPads and Arrival Stations through Phreesia Care and through the SLA. In addition, Phreesia warrants that all Services will be provided with commercially reasonable skill and care. If the above warranty is breached, and unless covered by the SLA, Phreesia will, at its option and at no cost to Customer (a) provide remedial services necessary to enable the Services to conform to the warranty, or (b) refund amounts paid by Customer and received by Phreesia solely in respect of the defective Services. Customer will provide Phreesia with a reasonable opportunity to remedy any breach and reasonable assistance in remedying any defects. The remedies set out in this subsection, the SLA, and in the Phreesia Care terms and conditions are Customer's sole and exclusive remedies for breach of the above warranty.
- 6.2 **No Other Warranty.** PHREESIA DOES NOT GUARANTEE THAT ITS PRODUCTS AND SERVICES WILL BE PROVIDED ERROR-FREE OR UNINTERRUPTED OR THAT PHREESIA WILL CORRECT ALL ERRORS. EXCEPT AS EXPRESSLY SET FORTH IN THIS SECTION, THE PRODUCTS, SERVICES AND THE DASHBOARD ARE PROVIDED TO CUSTOMER ON AN "AS IS, WHERE IS" BASIS WITHOUT WARRANTY OF ANY KIND. EXCEPT FOR THE EXPRESS WARRANTY MADE ABOVE IN THIS SECTION, AND IN PHREESIACARE (ATTACHED) PHREESIA MAKES NO OTHER WARRANTIES AND HEREBY DISCLAIMS ALL OTHER WARRANTIES, EXPRESS OR IMPLIED, INCLUDING WITHOUT LIMITATION, WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, OR NONINFRINGEMENT OF THIRD PARTIES RIGHTS.
- 6.3 **LIMITATION OF LIABILITY.** Except as may arise out of Customer's breach of Section 2.1 and 2.3 above, neither party nor any of Phreesia's suppliers, licensors and/or its or their respective officers, directors, employees or agents will be liable to the other party or any third party for loss of profits, or for any special, indirect, incidental, consequential or exemplary damages, including costs, in connection with the supply, use or performance of the Products or Services, or the performance of its other obligations under this Agreement, even if it is aware of the possibility of the occurrence of such damages. In any event, the total cumulative liability of Phreesia (including any of its suppliers, licensors and/or its or their officers, directors, employees or agents) to Customer and/or any third party for any and all claims and damages under this Agreement, whether arising by statute, contract, tort or otherwise, will not exceed the amounts paid by Customer to Phreesia for the Products or Services which form the subject of the claim during the twelve month period (or shorter period if the Contract has not been in place for 12 months) immediately preceding the event giving rise to the claim. The pricing set forth on the Order reflects this allocation of risk and the limitation of liability specified herein. Nothing in this Agreement shall, however, operate so as to restrict or exclude any liability for death or personal injury caused by the gross negligence or willful misconduct of either party.

7 **TERM AND TERMINATION**

- 7.1 **Term.** The term of the Order, Agreement and BAA commences on the Bill Start Date (as provided on the Order) and will continue for the length of the Initial Term provided for on the Order ("Initial Term"). This Agreement will automatically renew for additional terms of one (1) year ("Renewal Term(s)") unless either party notifies the other party at least sixty (60) days prior to the expiration of the Initial Term or any Renewal Term. The term will continue in effect until otherwise terminated in accordance with Section 7.2 below.
- 7.2 **Termination.** Either party may terminate this Agreement or any Order (i) immediately in the event of a material breach of this Agreement by the other party that is not cured within thirty (30) days of written notice thereof from the other party, (ii) immediately if the other party ceases doing business or is the subject of a voluntary or involuntary bankruptcy, insolvency or similar proceeding, that is not dismissed within sixty (60) days of filing, or (iii) as delineated in the SLA. Termination of an Order shall not be deemed a termination of this Agreement. Termination of this Agreement shall, however, terminate all outstanding Orders. Unless terminated through the SLA, if Customer terminates within the initial term, Customer will be billed an early termination fee in the amount indicated on the Order, and customer will be billed the Restocking Fee for any returned product and a fee for the value of unreturned products.
- 7.3 **Effect of Termination.** Upon any termination of this Agreement or an Order, (i) all applicable licenses are revoked, (ii) each party shall promptly return or destroy the other party's Confidential Information and Customer shall immediately cease use of the applicable Products and the Dashboard and, (iii) within 10 (ten) days of termination shall return the Products to Phreesia. Notwithstanding the foregoing, Customer shall have the right during the forty-five (45) day period immediately following the termination of this Agreement or an Order to access the Dashboard for the sole purpose of copying and downloading all of its data and records stored in connection with the Dashboard. If Customer terminates an Order or this Agreement during the Initial Term or if Phreesia terminates the Order anytime during the Initial Term as a result of any Customer breach or payment default, Customer shall, within ten (10) days: (i) return all Phreesia Products, and (ii) pay the termination fee (the "Early Termination Fee"). The Early Termination Fee is equal to 6 times the monthly Software Subscription and Hardware Fees, or all Subscription and Hardware Fees for the remaining Initial Term, at Customer's option, and shall be adjusted up proportionally if the number of licenses and/or products increases, or down proportionally if the number of licenses and/or products decreases subject to Section 2.1 above. The Early Termination Fee does not apply during any Renewal Term. Termination of this Agreement shall not limit either party from pursuing any remedies available to it, including injunctive relief, or relieve Customer of its obligation to pay all fees that have accrued, have been paid, or have become payable by Customer hereunder. All rights and obligations of the parties which by their nature are reasonably intended to survive such termination, such as e.g., confidentiality, will survive termination or expiration of this Agreement and each Order.

7.4 **EARLY TERMINATION RIGHT AND GOOD TRY EXCEPTION**

Notwithstanding anything to the contrary in Section 7.3 of the Agreement, Customer shall have no obligation to pay Phreesia the Early Termination Fees listed in the Order and the Agreement if:

- (i) Customer elects its Early Termination Right within the first 90 days from GO LIVE, and
- (ii) At the time Customer elects its Early Termination right described above, Customer has:
 - (a) used the PhreesiaPads, Mobile application, and Phreesia Dashboard functionality for a period of no less than seventy-five (75) consecutive days, and
 - (b) Customer has utilized the number of Initial PhreesiaPads and/or Mobile application (as set forth on the this Order Form) for no less than an average of 70% of patients on the schedule.
 - (c) Established measurable objectives with pre-Phreesia baseline data and a bi-weekly leadership meeting to review project impact with appropriate stakeholders and decision makers.

8 **CONFIDENTIALITY**

- 8.1 **Confidential Information.** For the purpose of this Contract, "Confidential Information" means non-public information disclosed by either party to the other party, either directly or indirectly, in writing, orally or by inspection of tangible objects, or to which the other party may have access, or any other information which a reasonable person would consider confidential and/or which is marked "confidential" or "proprietary" or some similar

designation by the disclosing party or which is of a confidential nature even though not specifically so designated. Confidential Information will not, however, include any information that (i) was publicly known and made generally available in the public domain prior to the time of disclosure by the disclosing party; (ii) becomes publicly known and made generally available after disclosure by the disclosing party to the receiving party through no action or inaction of the receiving party; (iii) is already in the possession of the receiving party at the time of disclosure by the disclosing party, as shown by the receiving party's files and records; (iv) is obtained by the receiving party from a third party without a breach of the third party's obligations of confidentiality; or (v) is independently developed by the receiving party without use of or reference to the disclosing party's Confidential Information, as shown by documents and other competent evidence in the receiving party's possession. Each of the parties agrees: (a) not to disclose any of the other party's Confidential Information to any third parties except as mandated by law and except to those agents, advisors, or subcontractors who have a reasonable need to access such information, and who agree to be bound by confidentiality obligations no less stringent than those set forth in this Agreement; (b) not to use any of the other party's Confidential Information for any purposes except carrying out such party's rights and responsibilities under this Agreement; and (c) to keep the other party's Confidential Information confidential using the same degree of care such party uses to protect its own confidential information; provided, however, that such party shall use at least reasonable care. These obligations shall survive termination of this Agreement. If a party is required by law to disclose the other party's Confidential Information, it will promptly notify the other party (providing notice prior to disclosure if permitted by law), and provide reasonable assistance in seeking protection of such Confidential Information. This section shall survive termination of this Agreement.

9 GENERAL PROVISIONS

- 9.1 Entire Agreement. This Contract entered into by the parties constitutes the entire agreement and understanding of the parties with respect to the subject matter hereof and supersedes all prior and contemporaneous agreements and undertakings, both written and oral, with respect to the subject matter hereof. Any inconsistent or conflicting terms and conditions contained in any purchase order issued by Customer shall be of no force or effect, even if the purchase order is accepted by Phreesia.
- 9.2 Amendment. This Agreement and each Order may not be modified except in writing entered into by each of the parties. Notwithstanding the foregoing, amendments may also be made via a change order notification.
- 9.3 Authority and Assignment. Each party represents and warrants that it has full power and authority to execute the Contract. This Contract shall be binding upon and for the benefit of Phreesia, Customer and their permitted successors and assigns. Neither party may assign its rights or duties under this Contract either in whole or in part without the prior written consent of the other party, and any attempted assignment without such consent will be void; provided however, that either party may assign this Contract without the other party's consent as part of a corporate reorganization, consolidation, merger, or sale of substantially all of its assets.
- 9.4 Governing Law; Jurisdiction. This Agreement shall be governed by and construed in accordance with the laws of the State of Customer's corporate residence as written in the Order Form, without regard to its conflict of law provisions. Each party consents to, and agrees that each party is subject to, the exclusive jurisdiction of the state and federal courts located in Customer's state of residence with respect to any actions for enforcement of or breach of this Agreement. By execution and delivery of this Agreement, each of the parties hereto accepts for itself and in respect of its property, generally and unconditionally, the exclusive jurisdiction of the aforesaid courts. ANY ACTION, DEMAND, CLAIM OR COUNTERCLAIM ARISING UNDER OR RELATING TO THIS AGREEMENT WILL BE RESOLVED BY A JUDGE ALONE AND EACH OF THE CUSTOMER AND PHREESIA WAIVE ANY RIGHT TO A JURY TRIAL THEREOF.
- 9.5 Headings/No Presumption Against Drafter. The headings to the sections of this Agreement are for ease of reference only and shall not affect the interpretation or construction of this Agreement. This Agreement shall be construed and interpreted fairly, in accordance with the plain meaning of its terms, and there shall be no presumption or inference against the party drafting this Agreement in construing or interpreting the provisions hereof.
- 9.6 Relationship of the Parties. Phreesia and Customer are independent contractors, and nothing in this Agreement shall be construed as making them partners or creating the relationships of employer and employee, for any purpose whatsoever. Neither party shall make any contracts, warranties or representations or assume or create any obligations, express or implied, in the other party's name or on its behalf.
- 9.7 Usage Verification. Phreesia will monitor the number of Products, registered Providers, and usage and will revise Customer's fees as delineated in the Order accordingly. Customer may dispute any invoice, fee or change for up to ninety (90) days after receipt of the invoice or fee change by presenting records of its deployment and use of the Products, provided however, that final counts, usage calculations and associated fee changes will be made by Phreesia in its commercially reasonable judgment.
- 9.8 Force Majeure. Except for the obligation to make payments, nonperformance of either party shall be excused to the extent that performance is rendered impossible by strike, fire, flood, governmental acts or orders or restrictions, failure of suppliers, or any other reason where failure to perform is beyond the reasonable control of the non-performing party.
- 9.9 No Third Party Beneficiaries. Nothing contained in this Agreement is intended or shall be construed to confer upon any person any rights, benefits or remedies of any kind or character whatsoever, or to create any obligation of a party to any such person.
- 9.10 Counterpart and Facsimile Execution. The parties agree that all Orders and this Agreement may be executed in counterparts and delivered electronically or by facsimile, each of which when so executed and delivered by Customer (including delivery by facsimile) shall be deemed an original, and all of which together shall constitute one and the same agreement.
- 9.11 Waiver and Severability. Performance of any obligation required by a party hereunder may be waived only by a written waiver signed by an authorized representative of the other party, which waiver shall be effective only with respect to the specific obligation described therein. The failure of either party to exercise any of its rights under this Agreement will not be deemed a waiver or forfeiture of such rights. The invalidity or unenforceability of one or more provisions of this Agreement will not affect the validity or enforceability of any of the other provisions hereof, and this Agreement will be construed in all respects as if such invalid or unenforceable provision(s) were omitted.
- 9.12 Notices. Any demand, notice, consent, or other communication required by this Agreement or Order must be given in writing or by email and shall be deemed delivered upon receipt when delivered personally or upon confirmation of receipt following delivery by a nationally recognized overnight courier service or by confirmation that such email has been received, in each case addressed to the receiving Party at its address or designated email address set forth on the applicable Order (or any additional address designated by a Party in writing). Phreesia's contact information is: 432

Park Avenue South, 12th Floor, New York, N.Y. 10016 ATTN: CFO, Phreesia is hereby authorized to send invoices to and to otherwise send communications to Customer's designated email address set forth on the Order or to Customer's designated representative set forth on the Order.

Bank Information

Phreesia may request a copy of a void check or bank letter to verify the banking information provided below.

Bank Name

Routing Number

Account Number

Signatures

Accepted By Phreesia:

Accepted by Memorial Hospital of Sweetwater County Clinic:

Name:

Name:

Signature:

Signature:

Title:

Date:

Title:

Date:

This Business Associate Agreement ("BAA") is entered into by and between Customer ("Practice" or "Covered Entity") and Phreesia, Inc. ("Phreesia" or "Business Associate") (each a "Party" and collectively the "Parties").

RECITALS

WHEREAS Practice is a "Covered Entity" and Phreesia is a "Business Associate," each subject to the Health Insurance Portability and Accountability Act of 1996, as amended and supplemented by the Health Information Technology for Economic and Clinical Health Act, and the regulations promulgated thereunder (all such laws and regulations shall collectively be referred to herein as "HIPAA").

WHEREAS Phreesia is a "Business Associate" and provides products and services to Practice as set forth in the Parties' Product and Services Agreement ("Agreement") to which this BAA is attached as Exhibit A.

WHEREAS, in the course of providing such products and services to Practice, Phreesia may come into contact with Protected Health Information of Practice's patients.

WHEREAS, this BAA shall remain in effect during the entire period the Agreement is in effect. In addition, portions of this BAA shall remain in effect subsequent to the termination of the Agreement, as provided in this BAA.

NOW THEREFORE, the Parties agree as follows:

1. Definitions

Capitalized terms used, but not otherwise defined, in this BAA shall have the same meaning as those terms in HIPAA. Protected Health Information ("PHI") and Electronic Protected Health Information ("ePHI") shall have the same meanings as those terms in 45 C.F.R. § 160.103, limited to the information created or received by Business Associate from or on behalf of Covered Entity.

2. Obligations and Activities of Business Associate

- a. Business Associate acknowledges that it shall provide products and services consistent with the Agreement.
- b. Business Associate agrees to not use or further disclose PHI other than as permitted or required by the Agreement, BAA, or as Required by Law.
- c. Business Associate agrees to use appropriate safeguards to prevent the unauthorized use or disclosure of PHI consistent with the HIPAA Security Rule (45 C.F.R. Part 160 and Subpart C of 45 C.F.R. Part 164), including appropriate administrative, physical, and technical safeguards. Business Associate will follow generally accepted system security principles.
- d. Business Associate agrees to mitigate, to the extent practicable, any harmful effect that is known to Business Associate of a use or disclosure of PHI by Business Associate in violation of this BAA or HIPAA.
- e. Business Associate agrees to report to Practice any use or disclosure of PHI not provided for by this BAA of which Business Associate becomes aware, including breaches of unsecured PHI and Security Incidents ("Notifying Event"). Such report must be provided to Practice within ten (10) business days of Business Associate's discovery of such Notifying Event. Business Associate shall cooperate and coordinate with Practice to determine additional actions that may be required of Business Associate for mitigation of a Notifying Event. Business Associate otherwise agrees to comply with all applicable requirements concerning breach notification as required by HIPAA.
- f. Notwithstanding the foregoing, the Parties agree to the following reporting procedure for Security Incidents that do not result in unauthorized access, use, disclosure, modification, destruction of ePHI, or interference with system operations ("Unsuccessful Security Incidents"). For Unsuccessful Security Incidents, the Parties agree that this paragraph constitutes notice of such Unsuccessful Security Incidents. By way of example, the Parties consider the following to be illustrative of Unsuccessful Security Incidents when they do not result in actual unauthorized access, use, disclosure, modification, destruction of ePHI, or interference with system operations: (i) pings on firewall; (ii) port scans; (iii) attempts to log on to a system or enter a database with an invalid password or username; (iv) denial-of-service attacks that do not result in a server being taken off-line; and (v) malware (worms, viruses, etc.).
- g. Business Associate agrees to ensure that any agent, including a Subcontractor, to whom it provides PHI received from, or created or received by Business Associate on behalf of Practice, agrees to the same restrictions and conditions that apply through this BAA to Business Associate with respect to such information.
- h. Business Associate agrees to provide access, at the request of Practice, and in a reasonable time and manner, to PHI in a Designated Record Set, to Practice or, as directed by Practice, to an Individual in order to meet the requirements under 45 C.F.R. § 164.524. To the extent that such PHI is maintained in an Electronic Health Record, Business Associate agrees to produce a copy of such PHI in electronic format upon Practice's or a patient's request in accordance with HIPAA.
- i. Business Associate agrees to make any amendment(s) to PHI in a Designated Record Set that Practice directs or agrees to pursuant to 45 C.F.R. § 164.526 at the request of Practice or an Individual, and in a reasonable time and manner.
- j. Business Associate agrees to make internal practices, books, and records relating to the use and disclosure of PHI received from, or created or received by Business Associate on behalf of, Practice available to the Secretary for purposes of the Secretary determining Practice's compliance with HIPAA.
- k. Business Associate agrees to document such disclosures of PHI and information related to such disclosures as would be required for Practice to respond to a request by an Individual for an accounting of disclosures and to provide Practice or an Individual, in a reasonable time and manner, information collected in accordance with this BAA, to permit Practice to respond to a request by an Individual for an accounting and disclosures of PHI in accordance with 45 C.F.R. § 164.528.
- l. Business Associate agrees to use or disclose the minimum necessary PHI pursuant to HIPAA.
- m. Business Associate agrees to comply with the prohibition on the sale of PHI without an Individual's authorization in accordance with HIPAA.
- n. Business Associate agrees to comply with the restrictions on marketing set forth in HIPAA unless permitted by this BAA and HIPAA.
- o. To the extent that Business Associate is to carry out Practice's obligation under Subpart E of 45 C.F.R. Part 164, Business Associate agrees to comply with the requirements of Subpart E that apply to Practice in the performance of such obligation.

3. Permitted Uses and Disclosures by Business Associate

- a. Except as otherwise limited in this BAA, Business Associate may use or disclose PHI to perform functions, activities, or services for, or on behalf of, Practice as permitted under the Agreement or this BAA, provided that such use or disclosure would not violate the HIPAA if done by Practice.
- b. Except as otherwise limited in this BAA, Business Associate may present an Authorization to an Individual for signature in accordance with HIPAA as permitted by, and consistent with, 45 C.F.R. § 164.508.
- c. Except as otherwise limited in this BAA, Business Associate may use PHI for the proper management and administration of Business Associate or to carry out the legal responsibilities of Business Associate.
- d. Except as otherwise limited in this BAA, Business Associate may disclose PHI for the proper management and administration of Business Associate or to carry out the legal responsibilities of Business Associate, provided that disclosures are required by law, or Business Associate obtains reasonable assurances from the person to whom the information is disclosed that it will remain confidential and be used or further disclosed only as required by law or for the purpose for which it was disclosed to the person, and the person notifies Business Associate of any instances of which it is aware in which the confidentiality of the information has been breached.
- e. Except as otherwise limited in this BAA, Business Associate may use PHI to provide data aggregation services as permitted by 45 C.F.R. § 164.504(e)(2)(i)(B).
- f. Except as otherwise expressly set forth in this BAA, Business Associate may, on behalf of Practice, use PHI to create de-identified data and limited data sets, each as defined under HIPAA for the express purpose of improving Business Associate's Products, Services and Dashboard (each as defined in the Agreement) and conducting research that studies how use of the Products promotes public health, improves physician efficiency and decreases errors in

collecting patient intake information. Business Associate may further use and disclose such limited data sets for the same purpose, provided Business Associate, as an agent for Practice, enters into a data use agreement that satisfies HIPAA requirements concerning limited data sets with each recipient of a limited data set.

4. Obligations of Practice

- a. Practice represents and warrants that it will comply with HIPAA as amended.
- b. Practice shall notify Business Associate of any limitations in its Notice of Privacy Practices to the extent that such limitation may affect Business Associate's use or disclosure of PHI.
- c. Practice shall provide Business Associate with any changes in, or revocation of, permission by Individual to use or disclose PHI, if such changes affect Business Associate's permitted or required uses and disclosures.
- d. Practice shall notify Business Associate of any restriction to the use or disclosure of PHI that Practice has agreed to in accordance with 45 C.F.R. § 164.522, to the extent that such restriction may affect Business Associate's use or disclosure of PHI.
- e. Practice shall provide Business Associate with a copy of its current Notice of Privacy Practices as required by 45 C.F.R. § 164.520 and will provide revised copies of the Notice should the Notice be amended in any way.

5. Permissible Requests by Practice

Practice shall not request Business Associate to use or disclose PHI in any manner that would not be permissible under the Privacy Rule if done by Practice, except that Business Associate may use or disclose PHI for data aggregation services, management and administrative activities, and legal responsibilities.

6. Term and Termination

- a. The Term of this BAA shall be co-terminus with the Agreement. In addition, upon either Party's ("Terminating Party") knowledge of a material breach by the other Party, the Terminating Party may immediately terminate this BAA, provided cure is not possible.
- b. Continued Safeguard of Information. Practice and Business Associate have mutually determined and agreed that return or destruction of the PHI created or received by Business Associate, its agents and Subcontractors, on behalf of Practice (including but not limited to that PHI contained in Business Associate's and its agents' and Subcontractors' data processing, data storage, and other computer systems): (i) is not feasible; and (ii) Business Associate, its agents and Subcontractors shall not be obligated to return or destroy such PHI. Notwithstanding the termination of this BAA, Business Associate hereby agrees to extend the protections of this BAA to such PHI to those purposes that make the return or destruction infeasible, for so long as Business Associate maintains such PHI. This provision shall survive termination of this BAA and the Agreement.

7. Miscellaneous

- a. Regulatory References. A reference in this BAA to a section in the Privacy Rule or Security Rule means the section as in effect or as amended, and for which compliance is required.
 - b. Amendment. The Parties agree to take such action necessary to implement the standards and requirements of HIPAA or any other applicable federal or state privacy law or regulation relating to the security or privacy of information, or the exchange of health information by electronic means. Upon the effective date of any final regulation or amendment to HIPAA and any applicable federal or state privacy law or regulation, this BAA will automatically be amended such that the obligations they impose (or require Practice to impose) on Business Associate will be included in this BAA without further action of the Parties, effective as of the required compliance date of such regulation or amendment.
 - c. Interpretation. Any ambiguity in this BAA shall be resolved in favor of a meaning that permits Practice and Business Associate to comply with the Privacy and/or Security Rule.
 - d. Privacy and Security Responsibility. Customer shall be solely responsible for any HIPAA Privacy Rule or Security Rule requirements, including those comprising physical, technical, or administrative safeguards, that Customer chooses not to elect Phreesia to implement on its behalf. Customer shall indemnify Phreesia to the maximum extent permitted by applicable law for the unauthorized use or disclosure of any PHI or Security Incident as a result of Customer's acts or omissions.
 - e. No Third Party Beneficiary Rights. Nothing express or implied in this BAA is intended to give, nor shall anything herein give any person other than the Parties and the respective successors or assigns of the Parties, any rights, remedies, obligations, or liabilities whatsoever.
 - f. Choice of Law. This BAA shall be construed, and the Parties' rights shall be determined in accordance with, the laws of New York (without giving effect to principles of conflicts of law) and applicable federal law.
 - g. Any notice required or permitted hereunder shall be addressed in accordance with the Parties' email or physical addresses listed above.
- Entire BAA. This BAA sets forth the entire BAA and understanding between the Parties as to the subject matter hereof and supersedes all prior discussions, agreements and understandings relating to such subject matter. This BAA is hereby incorporated into and made a part of the Agreement as an addendum thereto.

Exhibit B: SERVICE LEVEL AGREEMENT

DEFINITIONS

The following definitions shall apply to Phreesia Network (i.e. "Dashboard") SLA:

"Downtime" means, the aggregate number of minutes that the full material functionality of the Phreesia Network or other applicable Phreesia Network Covered Services are not available for use by Customer or are degraded in any material respect – not related to issues with PhreesiaPads.

"Phreesia Network Covered Services" means the PhreesiaPad software, Dashboard, and Payment Services, to the extent purchased by Customer. This excludes Phreesia reporting, hosting, website, integration or any other Phreesia services or Hardware (for Hardware, please see PhreesiaCare, Exhibit C).

"Maintenance Downtime" means downtime to perform maintenance and upgrades between the hours of 12:00 am EST- 6:00 am EST.

"Monthly Uptime Percentage" means the percentage calculated by the following formula:

$$\frac{[total - non-excluded - excluded]}{total - excluded} * 100\%$$

Where:

total means the total number of minutes for the month

nonexcluded means Downtime that is not excluded

excluded means the following:

- Any Maintenance Downtime
- Any Scheduled Downtime
- Any unavailability caused by circumstances described below under the heading "Exclusions."

"Scheduled Downtime" means those times where Phreesia notifies Customer of periods of Downtime at least twenty four hours prior to the commencement of such Downtime. Scheduled Downtime is not considered Downtime for purposes of this Phreesia Network SLA, and will not be counted towards any Downtime. Notwithstanding anything to the contrary, in no event shall the total amount of Scheduled Downtime in a month exceed one (1) hour. Any amount of Scheduled Downtime in a month above one (1) hours shall count as non-excluded Downtime.

"Service" means the service provided by Phreesia to its Customer in accordance with its Product and Services Agreement.

"Service Credit" means the following:

Monthly Uptime Percentage	Service Credit
97%-99%	5%
94%-96.99%	10%
90%-93.99%	25%
Below 90%	50%

During the term of the Customer Agreement, the applicable Phreesia Network Covered Services will have a Monthly Uptime Percentage of at least 99% in any calendar month (the "Uptime Guarantee"). If Phreesia does not meet the Uptime Guarantee, and if Customer meets its obligations under this Phreesia Network SLA, Customer will be eligible to receive the Service Credits as further described above. Except as otherwise provided, such Service Credits state Customer's sole and exclusive remedy for any failure by Phreesia to meet the Uptime Guarantee. Notwithstanding the foregoing, if Phreesia fails to meet the Uptime Guarantee three (3) times in any six (6) month period, then Customer shall have the right to terminate this Agreement immediately without penalty by providing written notice to Phreesia. The Service Credits are applicable to monthly PhreesiaPad Subscription fees owed to Phreesia.

If Phreesia fails to meet the Uptime Guarantee, Customer shall receive the applicable Service Credit stated above. Any such credit shall be applied to Customer's next monthly subscription payment (i.e. the per Phreesia Pad per month fee) coming due (or refunded if there are no forthcoming invoices or payments dues).

The Customer has the following general responsibilities under this Phreesia Network SLA:

- The Customer will conduct business in a courteous and professional manner with Phreesia.
- The Customer must notify Phreesia and request the Service Credit within thirty days (30) from the time the Customer becomes eligible to receive the Service Credit.
- Service Credit is only available to Customers who are actively enrolled in the paid subscription version of the Phreesia Network service.
- Failure to comply with these responsibilities will forfeit Customer's right to receive a Service Credit.

The Phreesia Network SLA does not apply to any services that expressly exclude this Phreesia Network SLA (as stated in the Order Form for such services) or any performance issues: (i) caused by factors outside of Phreesia's reasonable primary control, including without limitation, acts of God, acts of government, flood, fire, earthquakes, civil unrest, acts of terror, strikes or other labor problems (other than those involving Phreesia employees), or Internet service provider failures or delays, or (ii) that resulted from Customer's equipment or third party equipment or services, or both (not within the primary control of Phreesia).

Exhibit C Phreesia Care

1. **Phreesia Care.** This contract governs the hardware services and technical support provided to you by Phreesia under the PhreesiaCare Plan (referred to herein as the "Plan") for the PhreesiaPad ("Pad") contained in its original packaging, or Arrivals Stations, in its packaging (collectively, Pads and Arrivals Stations are "Equipment").

2. **Start of Phreesia Care Coverage.** The Coverage Period begins when you purchase Equipment, or if you rent Pads or Arrivals Stations from Phreesia, at Bill Start Date, and ends on the date of expiration of Phreesia services (as delineated in the Order and Agreement) ("Order"). The terms of this Plan are made part of your Order. The price of the Plan is listed in the Order or a Change Order or Addendum.

3. What Is Covered?

3.1. **Hardware Service** - If during the Coverage Period, you submit a valid claim by notifying Phreesia of a defect in materials and workmanship in Equipment, Phreesia will either (a) repair the defect at no charge, using new or refurbished parts that are equivalent to new in performance and reliability, or (b) exchange the Equipment with a replacement that is new or equivalent to new in performance and reliability, and is at least functionally equivalent to the original product. For Equipment sold to Customer if Phreesia exchanges Equipment, the original product is Phreesia's and the replacement product is made part of your Order for the remaining period of the Plan.

3.2. **Pad** - The Pad product and accessories contained in the original packaging, ("Pad")

3.3. **Arrivals Station** - The Arrival Station and accessories contained in the original packaging.

3.4. **Technical Support** - During the Coverage Period, Phreesia will provide you with access to telephone and/or web-based technical support resources. Technical support may include assistance with installation, launch, configuration, troubleshooting, and recovery, including storing, retrieving, and managing files; interpreting system error messages; and determining when hardware service is required. Phreesia will provide support for the then-current version of the supported software, and the prior software release. For purposes of this section, a "release" means a significant version of software that is commercially released by Phreesia and which is not in beta or pre-release form. The scope of technical support provided to you will vary according to your Plan.

3.5. **Scope of Technical Support** - Phreesia will provide technical support for the Equipment, and Phreesia's software.

4. What Is not Covered?

4.1. **Hardware Service.** The Plan does not apply to:

- I. Removal or disposal of the Equipment, or the provision of equipment while the Equipment is being serviced;
- II. Damage caused to the Equipment because of: (a) operating the Pad outside the permitted or intended uses described by the manufacturer, or (b) service (including upgrades and expansions) performed by anyone who is not a representative of Phreesia or an Phreesia authorized service provider;
- III. Cosmetic damage to the Equipment including but not limited to scratches, dents and broken plastic;
- IV. Consumable parts, such as batteries unless failure has occurred due to a defect in materials and workmanship;
- V. Preventative maintenance on the Equipment;
- VI. Lost or stolen Equipment; or
- VII. Defects caused by normal wear and tear or otherwise due to normal aging of the product.

4.2. **Technical Support.** The Plan does not include:

- I. Issues that could be resolved by upgrading software to the then current version; and
- II. Your use of or modification to the Equipment in a manner for which the Arrival Station, Pad or software is not intended to be used or modified.

5. How to Obtain Service and Support

You may obtain hardware services and technical support by accessing the Phreesia website (www.Phreesia.com) or calling the telephone number listed below. If calling, a Phreesia technical support representative will answer, and may request the Pad serial number, or Arrival Station serial number before providing assistance.

6. Hardware Service Options

6.1. Phreesia or one of its third-party contractors will provide hardware services through the following options:

- I. Mail-in service. Direct mail-in service is available for Pads and shipping is available for service of Arrival Stations. If Phreesia determines that your Equipment is eligible for mail-in service, you will ship the Pad to a designated location in accordance with Phreesia's instructions. Once service is complete, Phreesia will return the Pad to you unless Phreesia previously supplied a replacement.
- II. Arrival Station Repairs on-site. Repairs to your Arrival Stations at your location may be available in certain circumstances. Please check to see about availability from Phreesia customer support. There could be additional charges for repairs on-site.

6.2. Phreesia reserves the right to change the method by which Phreesia may provide repair or replacement service to you, and your Pad's or Arrival Station's eligibility to receive a particular method of service.

7. Your Responsibilities

To receive service or support under the Plan, you agree to comply with the following:

- I. Provide your sales information, if requested;
- II. Provide information about the symptoms and causes of the issues with the Equipment;
- III. Respond to requests for information, including but not limited to allowing Phreesia Technical Support to remote in to the Equipment, the Equipment serial number, model, any error messages displayed, actions taken before the Equipment experienced the issue and steps taken to resolve the issue;
- IV. Follow instructions Phreesia gives you, including but not limited to refraining from sending Phreesia products that are not subject to repair or replacement service and packing the Equipment in accordance with shipping instructions;
- V. Update software to currently published releases prior to seeking service.

8. Limitation of Liability

TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW, PHREESIA AND ITS EMPLOYEES AND AGENTS WILL UNDER NO CIRCUMSTANCES BE LIABLE TO YOU OR ANY SUBSEQUENT OWNER FOR ANY INDIRECT OR CONSEQUENTIAL DAMAGES, INCLUDING BUT NOT LIMITED TO COSTS OF RECOVERING, REPROGRAMMING, OR REPRODUCING ANY PROGRAM OR DATA OR ANY LOSS OF BUSINESS, PROFITS, REVENUE OR ANTICIPATED SAVINGS, RESULTING FROM PHREESIA'S OBLIGATIONS UNDER THIS PLAN. TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW, THE LIMIT OF PHREESIA AND ITS EMPLOYEES AND AGENT'S LIABILITY TO YOU AND ANY SUBSEQUENT OWNER ARISING UNDER THE PLAN SHALL NOT EXCEED THE ORIGINAL PRICE PAID FOR THE ARRIVAL STATION OR PAD, OR THE TOTAL VALUE OF THE RENTAL PAYMENTS MADE TO PHREESIA. PHREESIA SPECIFICALLY DOES NOT WARRANT THAT (i) IT WILL BE ABLE TO REPAIR OR REPLACE PAD OR ARRIVAL STATION WITHOUT RISK TO OR LOSS OF DATA, (ii) OR THAT THE OPERATION OF THE PRODUCT WILL BE UNINTERRUPTED OR ERROR-FREE.

9. Cancellation

If you bought your Equipment, you may cancel this Plan at any time for any reason. If you rent your Equipment, you cannot cancel this Plan during the term. Upon the effective date of your early cancellation, Phreesia's future obligations under this Plan to you are fully extinguished.

10. General

- I. Phreesia may subcontract or assign performance of its obligations to third parties but shall not be relieved of its obligations to you in doing so.
- II. Phreesia is not responsible for any failures or delays in performing under the Plan that are due to events outside Phreesia's reasonable control.
- III. You must keep the Pads or Arrival Stations clean
- IV. This Plan is offered and valid only if your practice is resident in the fifty states of the United States of America, the District of Columbia,
- V. In carrying out its obligations Phreesia may, at its discretion and solely for the purposes of monitoring the quality of Phreesia's response, record part or all the calls between you and Phreesia.
- VI. The terms of the Plan prevail over any conflicting, additional, or other terms of any Order or other document, and constitute your and Phreesia's entire understanding with respect to the Plan.
- VII. Phreesia is not obligated to renew this Plan. If Phreesia does offer a renewal, it will determine the price and terms.
- VIII. There is no informal dispute settlement process available under this Plan.
- IX. The Administrator for Plans sold in the United States is Phreesia, Inc. (the "Administrator"), a Delaware corporation with its office at 432 Park Avenue South, 12th Floor, New York, NY 10012. The Administrator is responsible for the collection of claims under the Plan.
- X. Except where prohibited by law, the laws of the State of New York govern Plans purchased in the United States.

Telephone Number: 888-534-6099
Seven days a week/24 hours per day

Telephone number and hours of operation may vary and are subject to change. You can find the most up-to-date local and international contact information at <http://www.phreesia.com>.

Exhibit D:

As patients complete their check in on the PhreesiaPad or on Mobile, they will be presented with the option to view sponsored and non-sponsored health content. Patients can choose to receive content that is compiled uniquely for them based on information in their Phreesia record. Also, your organization may choose to provide its own content and present it at the end of the check in process. There are several options for providing your own content summarized below:

Additional Monthly cost: Included in Phreesia Base Package Subscription Fees

- Phreesia provides sponsored and non-sponsored content, and no content is provided by your organization
- Content is viewable at the end of the patient check in
- Patients electronically sign an authorization permitting Phreesia to deliver content compiled uniquely for them; general content not specific to the patient does not require authorization
- After patients have checked in, a screen is presented and informs them that the information they are about to see may be sponsored or non-sponsored content
- Content can also be displayed on patient receipt

Additional Monthly Cost: Custom content: \$30 per message Per Provider Per Month (PPPM) entitles Customer to one message per quarter

- Choose custom content configuration. Phreesia and your organization both provide content, with your content displaying first, or your practice can provide all content
- Promote your organization's services and updates
- Deliver your organization's messages based on unique patient attributes
- Patients electronically sign an authorization permitting Phreesia to deliver content compiled uniquely for them; general content not specific to the patient does not require authorization
- Include custom messages on the PhreesiaPad or Mobile per quarter (4 per year) using the Phreesia Health Content Template (customize with Phreesia market specialist)
- Select from pre-formatted health content that can be modified to include your logo and minor text revisions
- Phreesia will configure content for display and your organization will provide quality assurance checks and final approval for your content
- After patients have viewed your organization's content, a screen is presented and informs them that the information they are about to see may be sponsored or non-sponsored content

Additional Monthly Cost: Custom content only (no sponsored content): \$120 PPPM for 4 messages (rotates quarterly)

- Choose custom content configuration. Your organization alone provides all content
- Promote your organization's services and updates
- Deliver your organization's messages based on unique patient attributes
- Includes custom messages on the PhreesiaPad or Mobile per quarter (4 per year) using the Phreesia Health Content Template (customize with Phreesia market specialist)
- Select from pre-formatted health content that can be modified to include your logo and minor text revisions
- Phreesia will configure content for display and your organization will provide quality assurance checks and final approval for your content

e-MDs Solution Series Integration Summary

Product Name: e-MDs Solution Series **Version:** 8.0.0.1391 or higher **Integration Type:** Bidirectional (Real-time)

Workflow

Although the workflow is customized for each medical group's unique needs, a typical workflow with the e-MDs Solution Series integration is as follows:



Integration Details - Included Fields

e-MDs Solution Series → Phreesia

Appointment

Appointment Date
Appointment Time
Attending Physician

Demographics

Name (first, middle, last)
Address Line 1
Address Line 2
City, State, Zip
DOB
Gender
Home Phone
Work Phone
Email
Marital Status
Emergency Contact Name (first, middle, last)
Emergency Contact Address
Emergency Contact Phone Number
SSN

Insurance

Primary Insurance Name
Primary Insurance Policy #
Primary Policy Group #
Primary Insurance Address
Primary Insured Person Information
Secondary Insurance Name
Secondary Insurance Policy #
Secondary Insurance Group #
Secondary Insured Person Information
Secondary Insurance Address

Financial

Patient Balance

Other

Pharmacy Name
Pharmacy Phone

Phreesia → e-MDs Solution Series

Demographics

Name (first, middle, last)
Home Address Line 1
Home Address Line 2
City, State, Zip
Race
Ethnic Group
Religion
DOB
Gender
Primary Home Phone
Work Phone
Cell Phone
Email
SSN
Language

Financial

Balance
Copayment

PDF Documents Attached to DocMan

Demographic Report(s)
Clinical Report(s)
Policy Report with Electronic Signature