

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

July 10, 2019

2:00 p.m.

Classrooms 1, 2 & 3

AGENDA

- I. Call to Order Richard Mathey
 - A. Pledge of Allegiance
 - B. [Our Mission and Vision](#) Ed Tardoni
- II. Agenda *(For Approval)* Richard Mathey
- III. [Minutes](#) *(For Approval)* Richard Mathey
- IV. Election of Officers & Committee Assignments
 - A. [Thank You Note from Richard Mathey](#)
- V. Community Communication *Board President*
 - A. Scholarship Recipients Recognition Dr. Lawrence Lauridsen, *Medical Staff President*
- VI. Central Plant Upgrade Engineers Presentation
- VII. Old Business
 - A. (From the Quality Committee) *(For Approval)* Barbara Sowada
 - 1. [Quality Assessment Performance Improvement \(QAPI\) Plan](#)
 - B. Outstanding – Not Ready for Board Consideration (Placed on the agenda as a reminder of uncompleted business)
 - 1. Credentialing Policy
 - 2. Code of Conduct Policy
- VIII. New Business
 - A. [Approval of Proposed Changes to Medical Staff Bylaws](#) Dr. Lawrence Lauridsen
- IX. Chief Executive Officer Report Irene Richardson
- X. Committee Reports
 - A. Quality Committee Barbara Sowada
 - B. [Human Resources Committee](#) Ed Tardoni
 - C. Finance & Audit Committee Marty Kelsey
 - 1. [Capital Expenditure Requests](#) *(For Approval)*
 - 2. [Narratives](#) Tami Love, *Chief Financial Officer*
 - 3. Bad Debt *(For Approval)* Ron Cheese, *Director of Patient Financial Services*
 - 4. [Committee Meeting Packet](#)
 - D. [Building & Grounds Committee](#) Ed Tardoni
 - E. Foundation Board Tiffany Marshall, *Foundation Director*
 - F. [Compliance Committee](#) Barbara Sowada

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

July 10, 2019

2:00 p.m.

Classrooms 1, 2 & 3

AGENDA

- I. Contract Review Suzan Campbell, *Chief Legal Executive/General Counsel*
 - A. Contracts Consent Agenda *(For Approval)*
 - 1. [Hologic Equipment and Supply Purchase](#)
 - 2. [Keith Williams and Associates](#)
 - 3. [The Radio Network](#)
 - 4. [Wyodata Security](#)
 - 5. [WyoRadio](#)
 - B. Contracts Approved by CEO since Last Board Meeting *(For Your Information)*
 - 1. [Check List for OVID Technologies](#)
 - 2. [Check List for Relias](#)
- II. Medical Staff Report Dr. Lawrence Lauridsen
- III. Good of the Order *Board President*
- IV. Executive Session (W.S. 16-4-405 (a)(ii), (ix), (x)) *Board President*
- V. Action Following Executive Session *Board President*
 - A. Approval of Privileges *(For Approval)*
- VI. Adjourn *Board President*



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**

June 5, 2019

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session on June 5, 2019 at 2:00 PM with Mr. Richard Mathey, President, presiding.

CALL TO ORDER

Mr. Mathey called the meeting to order and announced a quorum was present. The following Trustees were present: Mr. Taylor Jones (via telephone), Mr. Marty Elsey, Mr. Richard Mathey, Mr. Barbara Sowada and Mr. Ed Cardoni.

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

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

APPROVAL OF AGENDA

The motion to approve the agenda was made by Mr. Elsey, second by Mr. Cardoni. Motion carried.

APPROVAL OF MINUTES

The motion to approve the minutes of the May 1, 2019 regular meeting as presented was made by Mr. Cardoni, second by Mr. Sowada. Mr. Jones and Mr. Mathey abstained. Motion carried. The motion to approve the minutes of the May 28, 2019 special meeting as presented was made by Mr. Sowada, second by Mr. Cardoni. Mr. Elsey abstained. Motion carried.

COMMUNITY COMMUNICATION

There were no comments.

OLD BUSINESS

Residents in Training Policy

Ms. Kerry Downs, Medical Staff Services Supervisor, said the policy contains information required by the Joint Commission. The section under review was reworded to help alleviate any concerns. Mr. Lauridsen said pertinent information is funneled to the Board of Trustees. Mr. Elsey and Mr. Cardoni said they agreed with the revised wording. The motion to approve the amended Residents in Training Policy as presented was made by Mr. Elsey, second by Mr. Sowada. Motion carried.

NEW BUSINESS

Community Health Needs Assessment

Ms. Mari Quicenden, Chief Clinical Officer, introduced Ms. Carolyn St. Charles of HealthTechS3. Ms. St. Charles reviewed a Power Point presentation. Ms. Quicenden said the Community Health Needs Assessment (CHNA) Steering Committee would meet June 6 to determine priorities. She said the first step is to find out what we need to focus on. The work is about the community and how we work together. Ms. St. Charles said part of the goal is to leverage what is already being done in the community.

Quality Assessment Performance Improvement (QAPI) Plan

Mr. Sowada recognized the hard work of Ms. Tara Jackson, Quality Director, Mr. Clayton Radaovich, Director of Compliance and Risk Management, and the QAPI Committee for their work putting the plan together. Mr.elsey said he feels it is very well done. Mr. Sowada said that to the Quality Committee, the Plan is like the Budget is to the Finance Committee. She said we approve the Plan annually. Mr. Sowada reminded everyone a Clean Forum is scheduled June 19 in place of the Quality Committee meeting.

Fiscal Year 2020 Budget

Mr.elsey said the Budget was modified via email due to a recent Board of County Commissioners decision. Ms. Richardson reviewed the narrative to the Budget. She recognized Ms. Ami Love, Chief Financial Officer, Ms. Jan Payne, Controller, and their team for their detailed and diligent work. Mr.ones noted the hard work to prepare the Budget and expressed his confidence in the team and their work and thanked everyone involved. Mr.elsey agreed and expressed appreciation to the Board of County Commissioners for their support. The motion to approve the 2020 Budget as presented was made by Mr.elsey, second by Mr.ones. Motion carried.

CHIEF EXECUTIVE OFFICER REPORT

Ms. Richardson provided a Strategic Plan Update:

Patient Experience: Ms. Karen Andola from Planetree was onsite and met with Executive Leadership, the Leadership Team, the Person Centered Care Steering Committee, and participated in the first Patient and Family Advisory Council meeting. We are providing Person Centered Care Workshops to staff each Wednesday.

Quality & Safety: We continue to work on Clean projects and scheduling. Everyone is encouraged to attend the Quarterly Clean Forum June 19. We are excited for the QAPI plan.

Community & Growth: Ms. Quicenden and the Steering Committee were recognized for their excellent work on the CHNA. We have good information and we want to serve our community. We have good things happening in the Clinic.

Workplace Experience: We are working to make this an employer of choice.

Financial Stewardship: We are working to meet and exceed the AAA rating requirements and we are looking at possible six penny tax projects.

Ms. Richardson said we are working to keep our momentum going on the Strategic Plan.

Ms. Richardson said we are getting closer to completion on the Medical Staff bylaws revisions. June 13 is the first meeting with the consultant regarding ambulance service options. We are presenting our annual report to the Board of County Commissioners June 18. We have upcoming site visits for physician recruits. Ms. Richardson thanked the Board of County Commissioners for all of their help with our budget. Ms. Love will present financial information at the July Town Hall meetings. Wiwanis will provide an appreciation breakfast to hospital staff June 19. Ms. Richardson thanked Mr. Mathey for the time he has served as our Board President. Mr. Mathey said it has been his privilege and his pleasure.

COMMITTEE REPORTS

Quality Committee

Mr. Sowada said she did not have anything additional to report following the QAPI plan discussion.

Human Resources Committee

Mr. Mathey thanked Mr. Cardoni for his report. Mr. Cardoni said it is important for the Board to see what is current. He said the Committee agreed they would include draft minutes.

Finance and Audit Committee

Capital Expenditures: Mr. Elsey reported seven requests were approved to forward to the full Board for approval. The motion to approve 1941 for a refurbished ultrasound system for \$89,000 from Siemens Medical Solutions as presented was made by Mr. Elsey second by Mr. Jones. Motion carried. The motion to approve 1942 for a replacement security camera system for \$61,673.98 from Harris Company and C of Illinois as presented was made by Mr. Elsey second by Mr. Jones. Motion carried. The motion to approve 1943 for the roofing replacement project for \$96,050 by Clark's Quality Roofing as presented was made by Mr. Elsey second by Mr. Jones. Motion carried. The motion to approve 1944 for a coagulation analyzer for \$45,670.64 from Diagnostica as presented was made by Mr. Elsey second by Mr. Jones. Motion carried. The motion to approve 1945 for a refurbished process from Hologenic for \$33,000 as presented was made by Mr. Elsey second by Mr. Jones. Motion carried. The motion to approve 1946 for a design build for a building and grounds replacement building as presented was made by Mr. Elsey second by Mr. Jones. Following discussion Mr. Elsey withdrew his motion. The motion to approve 1946 up to and not to exceed \$140,000 as discussed was made by Mr. Cardoni second by Mr. Elsey. Motion carried. The motion to approve 1947 for \$ac up coverage from Ruffin for \$99,698.91 as presented was made by Mr. Elsey second by Mr. Jones. Motion carried. Mr. Elsey reported we have money left over from the capital budget. Ms. Richardson said we are reviewing possible expenditures. Mr. Elsey said as a governing board he does not think we need all of the pages and pages they receive with the capital expenditure request. He said he would like to see an expansion of the form we use to have more of a concise summary for example these are the quotes and this is our recommendation. Mr. Sowada said she would like both the concise summary and the \$ac up information. Mr. Cardoni said he wants all of the \$ac up information. Ms. Richardson said staff will review and see how we may improve the process.

Narratives: Ms. Love reviewed the narrative highlights included in the meeting packet. She said we are projecting to a \$ac up even month for May. Ms. Love thanked Ms. Payne and her staff for

their work on the budget. Ms. Love thanked the board of their approval of the budget. She said her staff will communicate with department leaders prior to July 1 so they are aware of their approved budget.

Bad Debt: The motion to approve the net potential bad debt of \$1,105,641.93 as presented was made by Mr.elsey second by Mr. Sowada. Motion carried. Mr. Cardoni requested a detailed bad debt presentation at a future board meeting. Mr.elsey said it would be nice to know how our bad debt ratios compare to other hospitals.

Building & Grounds Committee

Mr. Cardoni said engineers are working on the central plant upgrade and he feels it is time to provide an update to the board including an updated cost estimate. Mr. Jim Horan Facilities Director provided a brief update of projects.

Foundation Board

Ms. Tiffany Marshall Foundation Director continues work on a donor wall. The Potter crew and QQ golf tournament is August 18 in Green River. Mr. Cardoni suggested Ms. Marshall look into promotions involving the Shakespeare Festival in Utah.

Compliance Committee

Mr. Sowada reported the Committee met May 29. They reviewed the Code of Conduct and referred the work to the Human Resources Committee. Review will not come back through the Compliance Committee. Mr. Radaovich is working on risk assessment methodology.

Mr. Mathey announced a ten minute recess.

Mr. Sowada called the meeting back to order at 4:54 p.m. Mr. Mathey was no longer in attendance. Mr. Sowada noted the board still had a quorum in attendance.

CONTRACT REVIEW

The motion to authorize the CEO to sign the Sweetwater flow agreement as presented on behalf of MHSC was made by Mr.elsey second by Mr. Cardoni. Motion carried.

MEDICAL STAFF REPORT

Mr. Lauridsen reported General Medical Staff met May 28 and are considering some current bylaws changes. The Medical Executive Committee met May 21 and reviewed scholarship applications. The bylaws Committee has reviewed about 40 pages of the new bylaws. It or should be ready soon to present to the Joint Conference Committee for review. Mr. Lauridsen said they are anticipating another three to four months to get through the remainder of the new bylaws review. Ms. Richardson said the Medical Staff is doing a great job with the work and she thanked Ms. Downs for her assistance.

GOOD OF THE ORDER

Ms. Sue Sutton Marketing and Public Relations Director invited everyone to walk in the Claming George Days Parade June 29. She also needs volunteers to walk in the Rock Springs parade in July and help at the Sweetwater County Fair in August. Mr. Sowada thanked Ms. Sutton for all she does to put the Hospital in front of the community.

EXECUTIVE SESSION

The motion to go into Executive Session for reasons of personnel as stated by Ms. Susan Campbell Chief Legal Executive and General Counsel was made by Mr. Cardoni second by Mr. Elsey. Motion carried.

RECONVENE INTO REGULAR SESSION

The motion to reconvene the meeting at 5:19 p.m. was made by Mr. Elsey second by Mr. Cardoni. Motion carried.

ACTION FOLLOWING EXECUTIVE SESSION

Approval of Privileges

The motion to approve the May 14 2019 Credentials Committee Recommendations for privileges and waivers as presented was made by Mr. Elsey second by Mr. Cardoni. Motion carried.

1. Initial Appointment to Locum Tenens Staff (1 year)
 - Mr. Robert Harris Radiation Oncology (Gamma West)
2. Initial Appointment to Consulting Staff (1 year)
 - Mr. Dave Reddy Tele Stroke (of)
3. Reappointment to Active Staff (2 years)
 - Mr. Rahul Pawar Nephrology
4. Reappointment to Consulting Staff (2 years)
 - Mr. Ana Gold Tele Stroke (of)
 - Mr. Raymond Roman Tele Radiology (rad)
5. Reappointment to AHP Staff (2 years)
 - Michael Bauer PC (S CS)
 - Scott Wilco PC (S CS)
 - Thomas Miller CS (S CS)
 - Julie Scott PC A (S CS)
 - Leslie Stringham PC (S CS)
6. Old Business
 - Board Certifications

The motion to approve a success sharing bonus for full time casual part time and PR staff with floor and ceiling as discussed to be paid in July 2019 was made by Mr. Elsey second by Mr. Sowada. Motion carried.

ADJOURNMENT

Where being no further business to discuss the meeting adjourned at 4:12 p.m.

Mr. Taylor Jones President

Attest:

Mr. Ed Cardoni Secretary

DRAFT

July 3, 2019

Thank You Note from Richard Mathey

This is not a “state of the hospital” address, nor is it an account, from my perspective, of my strange and exhilarating time as an MHSC trustee. Instead this is a thank you note together with an expression of appreciation to the people with whom I have served. Observations were made during my service that made me question whether people were innately petty and self-serving. Fortunately, there were many more positive observations the weight of which easily offset the negative ones. And verified that talented, well-meaning people capable of pulling in team for a common good and toward a shared goal are in abundance at MHSC.

The order in which people are thanked is chronological. The order certainly is not based on the relative amount of credit I think people deserve. One – who am I to say? And two – the credit isn’t apportionable. Instead, the people who participated in putting MHSC back on track were each part of an equation. Take any one of them out of the equation and you get a different outcome.

To the county commissioner who appointed me and to the hospital liaison, John Kolb, thank you for having recognized that things weren’t right at MHSC and thank you for having acted in time to avoid ruination. Even more, thank you for having given me a fair appraisal of the problems that existed at the time of my appointment and for being steadfast in your support of me and my fellow trustees. The hospital is a perennial hot political issue in Sweetwater County; you could have abandoned it when it got too hot to hold and you could have used the trustees as shields against political fires, but you did not.

To Taylor Jones, thank you for being my lion brother. A few months went by during which all I had was Taylor and all Taylor had was me. He did not let me down. When I needed help he provided it and when I was surrounded by adversity he came to my side. No hesitation, no weighing the cost to him. He could have conducted himself much differently during that time, but he did not. He demonstrated his character and character doesn’t get higher.

To Barbara Sowada, thank you first for your perseverance. You knew about decay at the core of the institution. You were not listened to and you were cast out. Most people would have smoldered in frustration until they just smoldered out, but not you. When the opportunity arose to act positively you were ready, willing, and capable. Thank you also for your wise counsel, and your perseverance on the paramount issue of quality.

To Ed Tardoni, my hidden guiding hand, thank you for both redirecting me and demonstrating for me how to make a large organization work. I think of

my service on the Board of Trustees in two parts. The first part was dealing with the past. This part lasted into the spring of 2018, and when it came to an end I had a dilemma. What had to be done by the Board of Trustees during the “dealing with the past” part was rather obvious, but it was done. The dilemma? Now what do we do? Well, we head off into the future. We improve. We get better. But what does that look like? Ed never sat me on his knee and said, “Look, son...” He was much more subtle than that, but I credit him for dissuading me from tampering with the Board/Hospital committee system. And I credit him for showing through demonstration how to make the committee system a working and productive system. And I credit him for demonstrating where the elusive line lies between governance and management.

To Marty Kelsey, thank you for perfecting and fine-tuning board practices and functions. Marty began serving on the board in July of 2017. It took me a while to see what he wanted to accomplish as a Board member. I, and everyone else at MHSC, thank him for shorter, more concise meetings; more efficient functioning of committees; and for providing the exact location of the line between governance and management.

Chronologically Irene could have fit between Dr. Sowada and Mr. Tardoni because she became interim CEO in early February, 2017. But she fits ok after Mr. Kelsey because she became MHSC’s CEO, without qualifiers, in the fall of 2017. The Board has much to thank Irene for; the institution that is MHSC has much to thank Irene for; and I have much to thank Irene for. Thank you, Irene, for consenting to serve as interim CEO in February, 2017. This took courage. From Irene’s perspective, she was being asked to serve as interim CEO by the three people who had just escorted the previous CEO out of the building. She was being asked to serve as interim CEO knowing that the MHSC staff was divided on what the previous CEO had done, what the Board of Trustees had done, and what she may do. And she was being given orders before she accepted. “You have to get a grip on spending. Immediately. And you can’t do it by laying people off!” “And you’ll probably be blamed if you can’t pull it off.” The only plausible rational for her acceptance was dedication and loyalty to MHSC.

Also, thank you for consenting to serve as CEO when the board of trustees drafted you to play at that position. The hospital may not have survived had the board chosen the wrong person as CEO. Indeed, the hospital may not have survived had the board chosen Irene, and had Irene said no.

To Jim Phillips, thank you for agreeing to serve as MHSC’s general counsel. I’m keenly aware that you could have said “no.” I’m keenly aware that you knew you were taking on a difficult client in difficult times. The legal guidance and advice was on point and pitch perfect. And you gently directed me away from the impulse to be MHSC’s attorney instead of its board president.

To everyone who works at and works with MHSC, thank you for having kept an open mind during difficult times. Blind trust of the new board and the new hospital administration was never expected or demanded. Instead you were told that trust is earned and you were asked to give us the latitude to earn your trust. You gave us that latitude and I hope you have found me and my fellow trustees worthy.

From my perspective as of July 1, 2016, when I began serving on the board, I knew two of the people who worked here. Now, three years later, I find I have an extended circle of friends and acquaintances at MHSC. Its been great for me, and I look forward to continuing to serve you.



Approved: N/A
 Review Due: N/A
 Document Area: General - Housewide
 Reg. Standard:

Quality Assessment Performance Improvement (QAPI) Plan

MISSION

Compassionate care for every life we touch.

VISION

To be our community's trusted healthcare leader.

STATEMENT OF PURPOSE

The organizational-wide Quality Assessment Performance Improvement (QAPI) Plan is designed to provide a systematic and organized approach by which Memorial Hospital of Sweetwater County (MHSC) utilizes objective measures to monitor and evaluate the quality of services provided to patients in alignment with the organization's strategic plan. The QAPI plan encompasses a multidisciplinary and integrated approach, to include all disciplines and departments, to identify and act upon opportunities to improve processes, patient outcomes and reduce the risks associated with safety in a manner consistent with MHSC's mission, vision, values and strategic objectives. Refer to Appendix 1- MHSC 2018-2021 Strategic Plan for outline of strategic objectives. The QAPI plan includes activities related to quality improvement, patient experience, and safety. This annual hospital plan is approved by the Board of Trustees. Data, reports, and other work resulting from the QAPI plan are used by the Board to assist in fulfilling its oversight responsibilities.

QUALITY DEFINITION

Memorial Hospital of Sweetwater County aligns itself with the National Academy of Medicine's (formerly Institute of Medicine) definition of healthcare quality in that "quality of care is the degree to which health care services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge" (Agency for Healthcare Research and Quality [AHRQ], 2018; Institute of Medicine [IOM], 1990). Implicit in MHSC's QAPI activities are the National Academy of Medicine's six aims for improvement: care is safe, effective, timely, patient-centered, equitable and efficient.

STRUCTURE & LEADERSHIP

Memorial Hospital of Sweetwater County carries out quality improvement activities through multi-disciplinary approaches. Key employees from senior leadership, department directors, Quality Department staff, and front-line leaders comprise the hospital's QAPI Committee. These leaders are responsible for the development of the QAPI plan and work directly and openly with improvement teams to enhance quality by setting goals, modeling

behaviors that lead to quality improvement, acting on recommendations and opportunities for improvement, and allocating resources for improvement.

Specific relationships that enable the QAPI Committee to accomplish quality assessment, performance improvement, patient experience and safety initiatives include designated work teams and the activities of the medical staff. These groups and the key individuals on the teams are supported by a structure of formal and informal committees or work groups where components of the program are defined, implemented, refined, and monitored. Individual work teams report to the QAPI Committee. The QAPI Committee reports opportunities, interventions and performance to the Quality Committee of the Board.

RESPONSIBILITIES

Quality is the responsibility of everyone employed by, on the Medical Staff of, or contracted with MHSC. Engagement in quality improvement activities is an expectation while working at MHSC.

Employees are responsible for reporting safety and quality events and working to fix system issues. Employees work collaboratively with leadership to achieve quality, patient experience and safety goals. The following areas have the additional responsibilities:

Department and/or Service

Each department and/or service is responsible for establishing specific quality improvement indicators and metrics that are supportive and in congruence with the strategic objectives and/or other focus areas as identified as opportunities for improvement. Each department and/or service is responsible for identifying and participating in the analysis of identified occurrences impacting system processes and functions vital to the delivery of care, safety of the environment, and process efficiency.

Each department and/or service is responsible to communicate and disseminate information and data as appropriate, as well as take active roles in initiating and following through with Lean methodology and/or MHSC's model for improvement (Appendix 2- MHSC Model for Improvement or Appendix 5 - A3 Template) when opportunities for improvement exist. Departments and/or Services will:

1. Promote the development of standards of care and criteria to objectively measure the quality, patient experience and safety of care/services rendered in their departments.
2. Monitor and analyze the processes in their areas that affect patient care, safety, process efficiency, outcomes or satisfaction.
3. Design and evaluate work processes to improve quality, patient experience and safety.
4. Collect data identified and assigned through the QAPI initiatives.
5. Report performance improvement findings and actions.
6. Communicate the status of departmental quality, safety, patient experience and survey readiness initiatives regularly to departmental staff members.
7. Evaluate the performance of all clinically contracted services and report the results of the evaluation.
8. Take active roles in initiating and following through with Lean methodology and/or MHSC's model for improvement when opportunities for improvement exist.
9. Understand and support the use of Lean methodology and/or MSHC's model for improvement (Appendix 2- MHSC Model for Improvement or Appendix 5 - A3 Template).

Medical Staff

The organized medical staff of MHSC has a leadership role in organizational quality, patient experience and

safety activities to improve the quality and safety of care, treatment, and services, and is ultimately accountable to the Board of Trustees. The organized medical staff oversees the quality of care provided by those individuals with clinical privileges. The Ongoing Professional Practice Evaluation (OPPE) process provides opportunities for improvements in processes, structures, or systems and identified opportunities for improvement will be integrated into the QAPI Plan as appropriate. Refer to the Professional Practice Review Process (Medical Staff Peer Review).

The organized Medical Staff will:

1. Participate in developing specific patient care quality indicators. This may be accomplished by individual medical staff departments or medical staff committees.
2. Through its Officers, Committees, and individual members, review and evaluate the results of ongoing monitoring and evaluation of patient care. This includes, but is not limited to, the required Medical Staff peer review functions as well as risk management, safety, patient experience, infection prevention, resource management, environment of care (EOC), root cause analysis (RCA), sentinel event processes and/or organizational initiatives.
3. Identify and analyze problems and opportunities, take appropriate actions and monitor the effect of the actions taken to determine that problems have been resolved or there has been significant improvement to the highest achievable level that can be expected.
4. Monitor the appropriateness of clinical practice patterns and significant departures from established patterns of evidence-based clinical practice.
5. Report Medical Staff quality, patient experience and safety results to the Quality Committee of the Board or MEC by way of written reports and summaries with Medical Staff representation. Results are then reported to the Board.

Organizational Leadership

Organizational leadership supports the maintenance of the QAPI process through allocation of staff and resources necessary to fulfill the requirements of the program. Leaders will:

1. Promote the participation of appropriate staff members and departments in the program through collaborative monitoring and evaluation of patient outcomes, process efficiency, and important functions.
2. Set expectations for using data and information to improve the safety and quality of care.
3. Promote collaborative monitoring and evaluation of patient outcomes and key functions.
4. Analyze data and information in decision-making that supports the safety and quality of care.
5. Evaluate how effectively data and information are used throughout the organization, including contracted services.
6. Manage change and quality improvements that foster the safety of the patient and environment, the quality of care, the patient experience, and process efficiency and effectiveness.
7. Regularly evaluate the culture of safety and quality using valid and reliable tools.

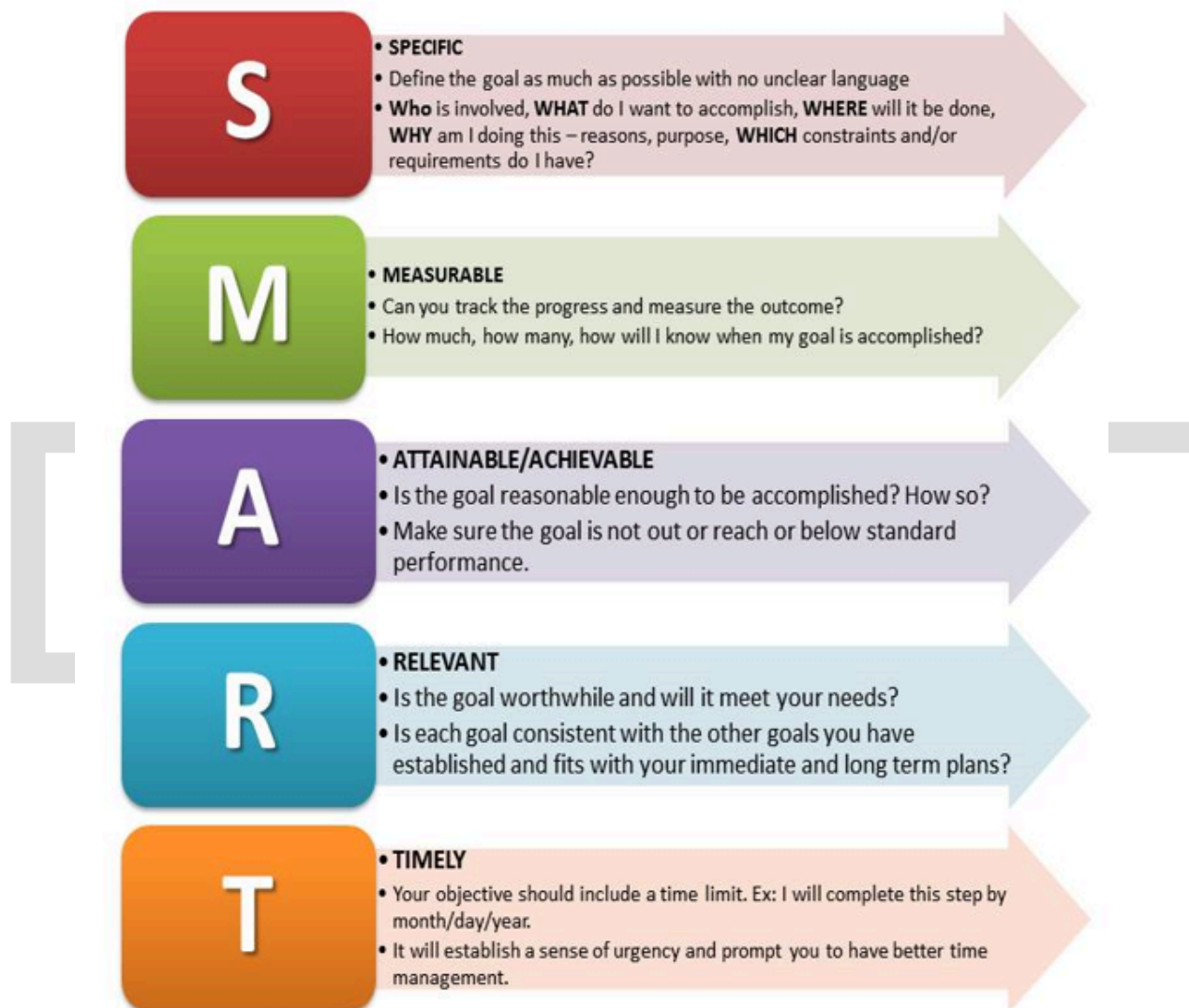
QUALITY ASSESSMENT AND PERFORMANCE IMPROVEMENT PROCESS

QAPI MODEL

Memorial Hospital of Sweetwater County has a strategic goal to fully implement Lean methodology by Fiscal Year 2021. MHSC utilizes a combination of Lean methodology as well as processes outlined by the Institute for Healthcare Improvement (IHI) Model for Improvement, which incorporates process observation designed to

determine targeted areas for process improvement. These models for improvement are person-centered, aim for the ideal state, outline, implement, and test interventions, as well as ensure changes have become standard of work. Specific, Measurable, Achievable, Realistic, and Time-bound (S.M.A.R.T.) goals are encouraged to be utilized when appropriate in setting aims. See Appendix 2 - MHSC Model for Improvement or Appendix 5 - A3 Template for reference.

S.M.A.R.T. Goals



(Minute Movement, 2015)

Scope of Activities

Memorial Hospital of Sweetwater County's QAPI Plan includes activities that are designed to assess key functions that impact patient care, overall quality, safety of the environment and process efficiency and effectiveness. The intent is to identify, study, correct problems and address improvement opportunities found within the process of the QAPI functions to enhance care delivery. Through this process, MHSC collaborates with, and is engaged in, regional and national initiatives to enhance the delivery of patient care and improve patient outcomes. All departments, and/or services at MHSC are included in the QAPI process.

Establishing Priorities

The Quality Committee of the Board will oversee the setting of priorities and measurement for quality, patient experience and safety activities. The QAPI Committee will be responsible for annually prioritizing operational objectives to meet strategic plan initiatives (see Appendix 4 - QAPI Work Plan 2019-2020). Priorities are identified based on strategic objectives, leadership objectives, regulatory requirements, survey outcomes, deviations from expected outcomes or benchmarks, opportunities identified through analysis of safety events and sentinel events, evidence-based standard of care findings, financial opportunities and/or financial performance or Root Cause Analysis findings. Objectives or topics will be evaluated annually, at minimum, through the Quality Committee to review priority areas for MHSC. The QAPI Work Plan outlines active projects that MHSC has identified as priority focuses needing improvement interventions. The QAPI Committee will be responsible for ensuring adequate resource allocation for agreed upon operational objectives. See Appendix 4- QAPI Work Plan & Goals 2019-2020.

Developing Measure Specifications

Work groups or committees define the metrics (indicators, goals, benchmarks, time lines, etc.) for each focus area based on identified opportunities. These teams work collaboratively to develop specific measures and guidelines along with data collection tools when necessary. The teams will utilize members of the QAPI Committee to assist in developing meaningful measures consistent with project objectives and intervention. Measures for improvement should be developed using S.M.A.R.T Goals. See Appendix 2- MHSC Model for Improvement.

Data Gathering and Reporting

Each committee, sub-committee or work group will be responsible for collecting data pertinent to their area of focus based on the specifications for measurement. This will be collected by a designated person on that committee or work group. This individual will be responsible for gathering the information and having data available for review by the committee's pre-determined reporting dates. Sampling of data is determined by the work group when applicable. Real time, concurrent data is collected when possible. A summary of the data and interventions are reported to the QAPI Committee to promote transparency and reduce overlap in improvement efforts. Data reporting to follow accepted facility guidelines.

Data Analysis

Data analysis is expected to be objective and ethical in nature, consistent with MHSC's values. The QAPI Committee will review and discuss data to assist teams in determining what interventions must be carried out to attain desired outcomes. When possible and appropriate, comparison with published benchmarks is used to analyze quality, patient experience and safety measures. In the absence of published benchmarks internal benchmarks will be created to measure success.

The QAPI committee will analyze the data for trends and outliers to assess the need for intervention. If intervention is required, the committee will adjust objective priorities and appropriately reallocate resources. An overview of the analysis and interventions will be shared with the Medical Staff and the Quality Committee of the Board, as appropriate.

Implementation of Interventions

Interventions will be based off of countermeasures and will have a target and anticipated completion date. Interventions will be measured to determine if they have become standard of work. This process is conducted using Lean methodology or through the Plan, Do, Study, Act (PDSA) model used by MHSC for process improvement activities. See Appendix 2- MHSC Model for Improvement or Appendix 5 - A3 Template.

PATIENT EXPERIENCE

Memorial Hospital of Sweetwater County integrates concepts from Planetree and is focused on fostering a culture of person centered care where patients, families, and staff consistently experience quality, compassion, and partnership.

Planetree utilizes five primary drivers to create an effective and lasting culture of person-centered care. The primary drivers are expected to be implemented and practiced at all levels within the organization when interacting with patients and families. The primary drivers include:

1. Create organizational structures that promote engagement.
2. Connect values, strategies and action
3. Implement practices that promote partnership
4. Know what matters
5. Use evidence to drive improvement

Patient experience is a priority at MHSC and is included as part of the QAPI plan and organizational strategic plan. Planetree initiatives and development of person centered care culture will assist us in improving our overall Patient experience at MHSC. Improving patient experience and providing person-centered care is the responsibility of everyone employed by, on the Medical Staff of, or contracted with MHSC. Engagement in patient experience activities and training is an expectation while working at MHSC.

SAFETY

Safety is a leadership and governance priority at MHSC. Safety is critical to quality outcomes and impacts financial objectives and standards of practice. Therefore, safety is integrated with all QAPI activities. It encompasses risk assessment and mitigation, systemic reviews (Failure Mode Effect Analysis, Root Cause Analysis, etc), external resources, safety events, and/or employee surveys. Refer to the Risk Management Plan.

QUALITY IMPROVEMENT RESOURCES

The Quality Department and Compliance & Risk Department support and facilitate ongoing organizational quality assessment, performance improvement, patient experience and safety activities. Resources within the Quality Department and Compliance & Risk are provided to assist hospital employees and providers with identification of appropriate data resources, development, and coordination of quality assessment performance improvement activities and analysis of data to support and evaluate quality performance improvement efforts. Refer to supplemental appendices/attachments for additional information on goal setting and Lean worksheets to guide you through implementation of interventions and tests of change.

Additional tools and resources for quality assessment performance improvement, patient experience and safety are made available as electronic attachments to this plan. These tools and resources will be reviewed on an annual basis and may be updated more frequently as deemed appropriate.

UNUSUAL CHANGES OR EVENTS

The QAPI Plan is flexible to accommodate changes in service, structure, unusual events, or other similar occurrences. Objectives and areas for focus can be introduced at any time based on new or additional findings, trends, or data and will be included in the scope of the QAPI Plan as deemed necessary. The QAPI Committee will adjust and reallocate resources to accommodate any changes in prioritization of improvement projects. The plan, including appendices, will be reviewed annually, at a minimum. Appendices may be updated more frequently as information is updated to reflect a change in practice or organizational needs.

IMMUNITY/CONFIDENTIALITY CLAUSES

WY Stat § 35-2-910. Quality management functions for health care facilities; confidentiality; immunity; whistle blowing; peer review.

Subsection A. "Each licensee [hospital, healthcare facility and health services] shall implement a quality management function to evaluate and improve patient and resident care and services in accordance with the rules and regulations promulgated by the division. Quality management information relating to the evaluation or improvement of the quality of health care services is confidential. Any person who in good faith and within the scope of the functions of a quality management program participates in the reporting, collection, evaluation, or use of quality management information or performs other functions as part of a quality management program with regards to a specific circumstance shall be immune from suit in any civil action based on such functions brought by a health care provider or person to whom the quality information pertains. In no event shall this immunity apply to any negligent or intentional act or omission in the provision of care."

Confidentiality shall be maintained, based on full respect of the patient's right to privacy and in keeping with Hospital Policy and State and Federal Regulations governing the confidentiality of quality and patient safety work. All quality and patient safety data and information shall be considered the property of Memorial Hospital of Sweetwater County.

References

Agency for Healthcare Research and Quality [AHRQ]. (2018). *Quality*. Retrieved from <https://www.ahrq.gov/topics/quality.html>

Institute for Healthcare Improvement [IHI]. (2015). *Science of improvement: How to improve*. Retrieved from <http://www.ih.org/resources/Pages/HowtoImprove/ScienceofImprovementHowtoImprove.aspx>

Institute of Medicine [IOM]. (1990). Medicare: A strategy for quality assurance: Volume II sources and methods. *Institute of Medicine (US) committee to design a strategy for quality review and assurance in Medicare*. Washington (DC): National Academies Press.

Langley, G., Moen, R., Nolan, M., Nolan, W., Norman, L., & Provost, L.P. (2009). *The improvement guide: A practical approach to enhancing organizational performance* (2nd ed.). San Francisco, CA: Jossey-Bass Publishers.

Minute Movement. (2015). *SMART goals*. Retrieved from <http://www.minutemovement.com/smart-goals/>

Planetree. (2015). Retrieved May 7, 2019, from <https://www.planetree.org>

The University of Toledo Medical Center. (2014). Quality Assessment, Performance Improvement, and Patient Safety Plan. Retrieved from http://www.utoledo.edu/policies/utmc/Administrative_Plans/pdfs/Quality%20Assessment%20Performance%20Improvement%20and%20Patient%20Safety%20Plan%202015.pdf

Wyoming Laws. (2015). Title 35, Public Health and Safety. Wyoming Statute W.S. §35-2-910 (1977). Quality management functions for health care facilities; confidentiality; immunity; whistle blowing; peer review. Retrieved from Thomson Reuters WestlawNext.

Approval:

Quality Assessment Performance Improvement Committee -5/14/2019

Quality Committee of the Board - 5/30/19

Medical Executive Committee - 5/21/2019

Attachments:

[Appendix 1- MHSC 2018-2021 Strategic Plan](#)

[Appendix 2- MSHC Model for Improvement](#)

[Appendix 3 - MHSC Quality Dashboard](#)

[Appendix 4 - QAPI Work Plan 2019-2020](#)

[Appendix 5 - A3 Template](#)

DRAFT

OUR VISION
To be our community's trusted healthcare leader.
2018 – 2021 STRATEGIC PLAN

Patient Experience *(Irene Richardson)*

1. Customer Service in Healthcare Training
2. Improve Star Rating
 - Improve Communication with Doctors & Nurses (HCAHPS “Hospital Consumer Assessment of Healthcare Providers and Systems”)
 - Improve Perception of Hospital & Emergency Department
3. Guide to Your Stay

Workplace Experience *(Suzan Campbell)*

1. Staff Communication Improvement at All Levels
2. Become Employer of Choice
3. Professional Development

Quality & Safety *(Kristy Nielson)*

1. Improve Star Rating
 - Mortality, Safety of Care, Readmissions, Effectiveness of Care, Timeliness of Care, Efficient Use of Medical Imaging
2. Universal Training (LEAN)

Growth/Opportunity/Community *(Kari Quickenden)*

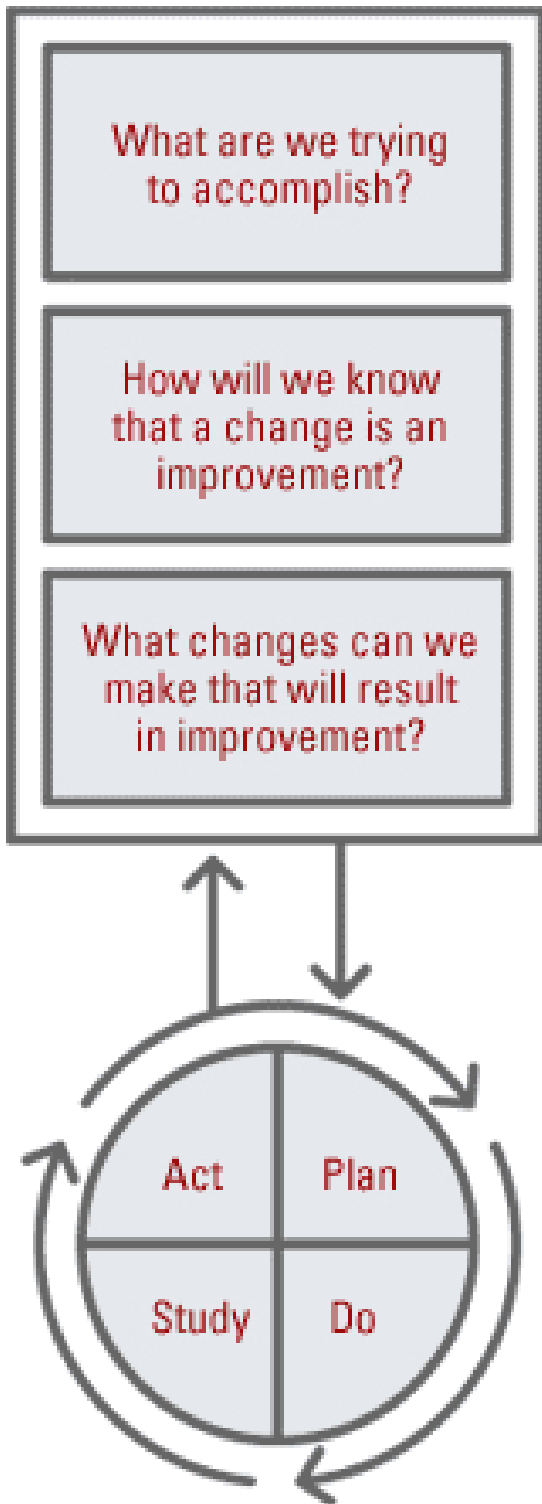
1. Clinic Improvements
 - Contact with Patients (before, after, reminders, etc.)
 - Telemedicine Visits
 - Concierge Service/Membership
2. Explore Avenues to Improve Access to Care (i.e., patient transportation service)
3. Collaborate with Chamber and College to Research Options for Performing a Community Needs Assessment

Financial Stewardship *(Tami Love)*

1. Improve Bond Rating
2. Increase Profit Margin Within Benchmarks
 - Improve Gross Revenue
 - Decrease Expenses
3. Decrease Reduction of Revenue
 - Utilization Review
4. 6 Cent Tax Project



MHSC Model for Improvement*



Forming the Team

- Including the right people on your team is critical to success
- Teams may vary in size and composition
- Each team should include members that are relevant and specific to suit your needs and drive your outcome

Setting Aims

- Any change or improvement requires setting an aim
- The aim should be time specific and measurable
- The aim should include the specific population or system that will be affected
- Refer to S.M.A.R.T goals for specific aims

Establishing Measures

- Use quantitative measures to determine if a specific change actually leads to improvement
- The Quality Department is available to assist you in determining ways to obtain quantitative data

Selecting Changes

- Ideas for change may come from insights of those who work in the system or by borrowing the experience from others who have been successful in driving change
- Do not be afraid to be creative and innovative
- Do not be afraid to reach out to others and utilize their ideas- why re-invent the wheel?

Testing Changes

- The Plan-Do-Study-Act (PDSA) cycle is used for testing changes in the work setting
- Plan it, try it, observe results, and act on what is learned- repeat if needed

Implementing Changes

- After testing change on a small scale using the PSDA cycle, learning from each test, and refining your change (through several cycles if needed), you may begin to implement change on a larger scale

Spreading Changes

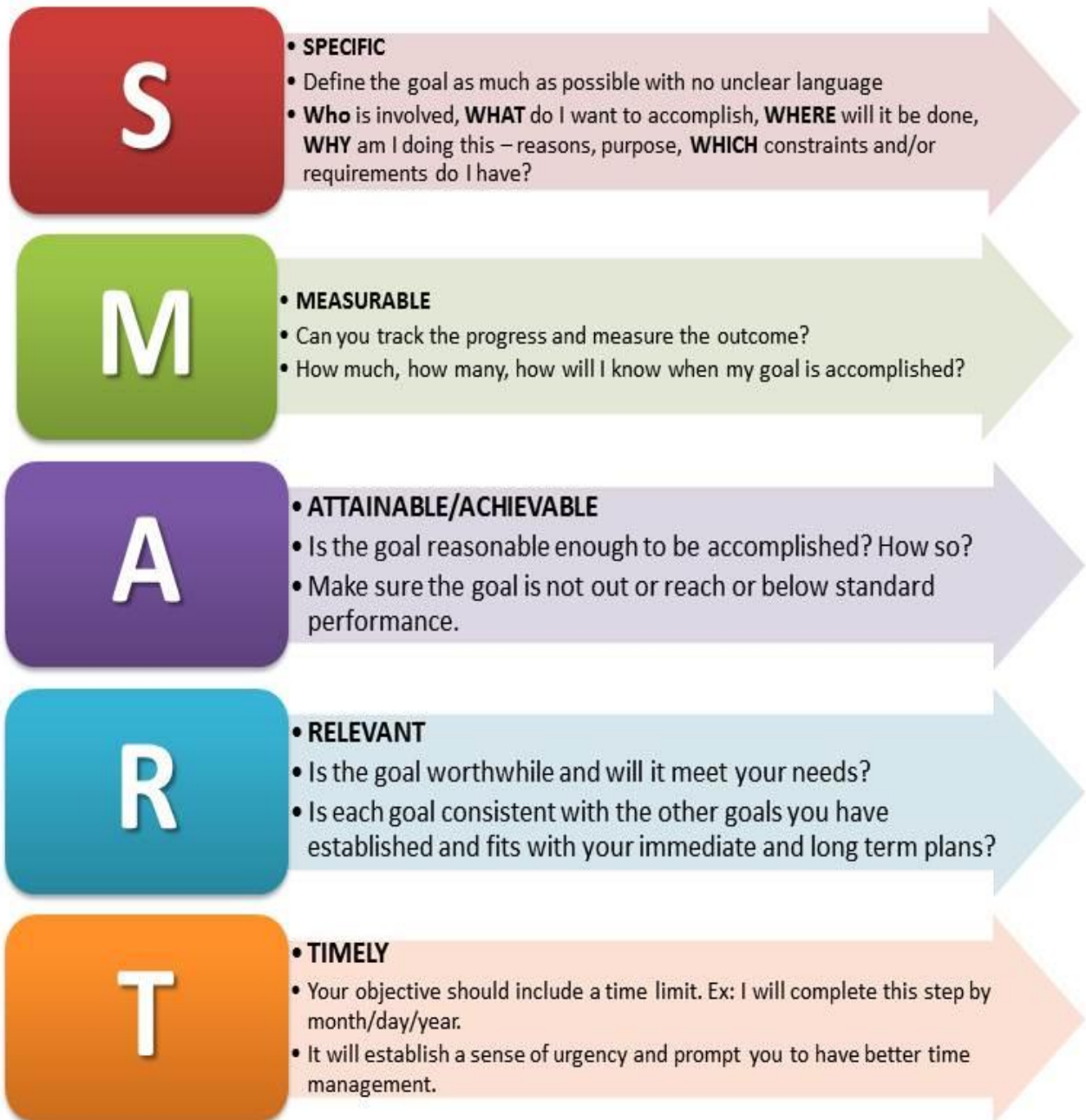
- After successful implementation of change, spread it!
- Do not be afraid to share your ideas and spread change throughout MHSC!

*MHSC Model for Improvement based on IHI's and Associates in Process Improvement Model for Improvement.

Institute for Healthcare Improvement [IHI]. (2015). *Science of improvement: How to improve*. Retrieved from <http://www.ihi.org/resources/Pages/HowtoImprove/ScienceofImprovementHowtoImprove.aspx>

Langley G., Moen, R., Nolan K., Nolan T., Norman C., & Provost L. (2009). *The improvement guide: A practical approach to enhancing organizational performance* (2nd edition). San Francisco: Jossey-Bass Publishers.

S.M.A.R.T. Goals



















(<http://www.minutemovement.com/smart-goals/>)

Profile Title: MHSC Quality Dashboard
Facility: MHSC

Indicator	Benchmark	MHSC Goal	Improvement Direction	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019	Trend	6 month Average
	CDB 2018	(if differ from Benchmark)									
CMS Star Ratings- Overall Hospital											
Mortality-HVBP											
CDB009 - Acute Care - Mortality Rate	2.50%		↓	1.98%	0.00%	1.08%	0.00%	0.95%	0.00%		0.67%
CDB2258 - PSI 04 (v7.0) Death in Surgical IP w/Ser Comp, Overall - Per 1000 ACA	155.48	0	↓	0	0	0	0	0	0		0.00%
CDB2178 - PSI 04a (v7.0) Death in Surgical IP w/Ser Comp, PE/DVT - Per 1000 Inpatients (r	42.16	0	↓	0	0	0	0	0	0		0.00%
CDB2182 - PSI 04b (v7.0) Death in Surgical IP w/Ser Comp, Pneumonia - Per 1000 Inpatient	96.28	0	↓	0	0	0	0	0	0		0.00%
CDB2186 - PSI 04c (v7.0) Death in Surgical IP w/Ser Comp, Sepsis - Per 1000 Inpatients (numerator)		0	↓	0	0	0	0	0	0		0.00%
CDB2190 - PSI 04d (v7.0) Death in Surgical IP w/Ser Comp, Cardiac - Per 1000 Inpatients (r	354.91	0	↓	0	0	0	0	0	0		0.00%
CDB2194 - PSI 04e (v7.0) Death in Surgical IP w/Ser Comp, GI - Per 1000 Inpatients (numerator)		0	↓	0	0	0	0	0	0		0.00%
Readmission-HRRP, OQR											
CDB1540 - HWR, Overall, CMS Readm Rdctn - % Readmit within 30 Days, Same Facility, AC	10.63%		↓	4.70%	2.44%	4.05%	8.33%	4.25%	9.47%		5.54%
OP-32 7-Day Hospital Visit Rate after Outpt. Colonoscopy*(OQR)	16.40%		↓								
CDB1534 - COPD, CMS Readm Rdctn - % Readmit within 30 Days, Same Facility, ACA	15.61%	12%	↓	0%	0%	0%	0%	0%	0%		0.00%
CDB1533 - Hip/Knee Arthroplasty, Total, CMS Readm Rdctn - % Readmit w/in 30 Days, Sar	2.42%		↓	0%	0%	0%	0%	0%	0%		0.00%
CDB1532 - Pneumonia, CMS Readm Rdctn - % Readmit within 30 Days, Same Facility, ACA	12.27%	10%	↓	0%	0%	16.67%	10.52%	14.28%	11.11%		8.76%
CDB1542 - Stroke, CMS Readm Rdctn - Percent Readmit within 30 Days, Same Facility, AC	7.20%		↓	0%	0%	0%	0%	0%	0%		0.00%
Safety of Care-IQR, VBP, HACP											
CAUTI - Catheter Assoc. Urinary Tract Infection		0	↓	0	1	0	0	0			0.20
CLABSI - Central Line Assoc. Blood Stream Infection		0	↓	0	0	0	0	0			0.00
SSI - Surgical Site Infection - Colon		0	↓	0	0	0	0	0			0.00
SSI - Surgical Site Infection - Abdominal hysterectomy		0	↓	0	0	0	0	0			0.00
C Diff. - Clostridium Difcile		0	↓	0	0	0	0	0			0.00
MRSA - Methicillin-resistant Staphylococcus aureus		0	↓	0	0	0	0	0			0.00
CDB1828 - CMS Hip/Knee Arthroplasty, All Payer - Complication Rate	1.47%		↓	0	0	0	0	0	0		0.00
CDB2170 - PSI 03 (v7.0) Pressure Ulcer - Per 1000 ACA	0.79		↓	0	0	0	0	0	0		0.00
CDB2202 - PSI 06 (v7.0) Iatrogenic Pneumothorax - Per 1000 ACA	0.23		↓	0	0	0	0	0	11.62		1.94
CDB2210 - PSI 08 (v7.0) In Hospital Fall with Hip Fracture - Per 1000 ACA	0.07		↓	0	0	0	0	0	0		0.00
CDB2214 - PSI 09 (v7.0) Perioperative Hemorrhage or Hematoma - Per 1000 ACA	2.4		↓	0	0	0	0	0	0		0.00
CDB2219 - PSI 10 (v7.0) Postop Acute Kidney Injury Requiring Dialysis - Per 1000 ACA	0		↓	0	0	0	0	0	0		0.00
CDB2223 - PSI 11 (v7.0) Postoperative Respiratory Failure - Per 1000 ACA	4.36		↓	0	0	0	0	0	0		0.00
CDB2226 - PSI 12 (v7.0) Perioperative Pulmonary Embolism or DVT - Per 1000 ACA	3.39		↓	0	0	90.9	0	0	0		15.15
CDB2230 - PSI 13 (v7.0) Postoperative Sepsis - Per 1000 ACA	3.44		↓	0	0	0	0	0	0		0.00
CDB2234 - PSI 14 (v7.0) Postoperative Wound Dehiscence - Per 1000 ACA	0.77		↓	0	0	0	0	0	0		0.00
CDB2239 - PSI 15 (v7.0) Accidental Puncture or Laceration - Per 1000 ACA	1.16		↓	0	0	0	0	0	0		0.00
CDB2249 - PSI 90 (v7.0) Midas Patient Safety Indicators Composite, ACA	0.44		↓	0	0	13.06	0	0	1.51		2.43

Star Rating Metrics

	Benchmark	MHSC Goal	Improvement Direction	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019	Trend	6 month Average
	CDB 2018	(if differ from Benchmark)									
Efficient Use of Medical Imaging (QOR)	Ntl Avg										
OP-8: MRI Lumbar Spine for Low Back Pain*	40.40%		↓						53.30%		53.30%
OP-10: Abdomen Computed Tomography CT (MIDAS-MHSC Rate)	7.80%	<7.8%	↓	7.17%	5.33%	4.88%	7.20%	4.83%	10.00%		6.57%
OP-13: Cardiac Imaging for Preoperative Non-Cardiac Low Risk Surgery*	4.40%		↓						7.20%		7.20%
Timeliness of Care (IQR, OQR)											
CDB1831 - Emergency Department - Average Length of Stay		213 min		163	149	155	161	180	170.00		163
ED-2b: ED Median Admit Decision Time to ED Departure Time (IQR)	56 mins	75 min	↓	135	91	126	114	143	175.00		130.7
OP-3b: Median Time to Txfer to Fac for Acute Coronary Intv (OQR)	64 mins		↓	N/A	N/A	N/A	N/A	N/A	N/A		
OP-18b: Median Time ED Arrival to ED Departure (OQR)	134 mins	100 min	↓	159	107	122	140.5	134	146.00		134.8
OP-5a: Median Time to ECG (OQR)	7 mins		↓	29	10	8.5	8	10	9.00		12.4
Effectiveness of Care (IQR, OQR)											
Core IMM-2 - Influenza Immunization (IQR)	92.40%		↑	94.73%	97.43%	95.12%	90.69%	92.10%	93.54%		93.94%
Core SEP1 - Early Management Bundle, Severe Sepsis/Septic Shock (IQR)	50%	70%	↑	37.50%	50.00%	62.50%	28.57%	62.50%	30.00%		45.18%
Core OP-2 - Fibrinolytic Therapy Received Within 30 Minutes (OQR)	55.90%		↑	0%	N/A	0%	100%	100%	50%		50.00%
OP-22: Left Without Being Seen (OQR)	2%		↓	0.70%	1.00%	0.70%	1.00%	1.00%	1.00%		0.90%
Core OP-23 - Head CT/MRI Results for STK Pts w/in 45 Min of Arrival (OQR)	71.60%		↑	N/A	100%	100%	N/A	100%	N/A		100.00%
Core OP29/ASC9 - Colonoscopy:F/U for Avg Risk Pts (OQR)	85%		↑	100.00%	50.00%	87.50%	100.00%	50.00%	20.00%		67.92%
Core OP33 - External Beam Radiotherapy For Bone Metastases (OQR)	82%		↑	N/A	100%	N/A	100%	50%	100%		87.50%
Core PC-1 - Elective Delivery (IQR)	<5.88%	0%	↓	0%	0%	0%	0%	0%	0%		0.00%

MHSC Overall- Hospital



MHSC Dialysis



Quality Assessment Performance Improvement- QAPI

Indicator	Benchmark	MHSC Goal								6 month
	CDB 2018	(if differ from Benchmark)	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019	Trend	Average
Risk/Safety										
Safety Events										
Total Occurrence Reports by Location	T	-	71	71	61	84	81	74		71.17
Severe Risk Events	T	-	0	1	0	1	0	0		0.33
Falls										
CDB133 - Falls - Per 1000 Acute Care Patient Days	2.12	↓	0	2.69	9.67	5.36	0	7.67		4.2316667
Injurious Falls/1000 Acute Care Days			0	0	0	2.68	0	0		0.9471429
ADE-Adverse Drug Event										
Total Significant ADE			1	8	11	13	9	7		7.29
Total Non-Significant ADE			41	13	26	30	16	8		23.57
Significant Med Error/Non-Significant Ratio			0.02	0.62	0.42	0.43	0.56	0.88		0.43
Staffing										
Staffing Events	T		0	0	0	0	0	0		0.00
Patient Relations										
Total Patient Relations	T		10	6	8	19	5	6		8.71
Unresolved Patient Relations	T		7	4	2	9	3	5		5.14
Reduce Harm (HRET HIIN)										
Total Harms /1000 discharges	49.00	↓	38.00	31.80	35.30	29.10	29.10	55.60		36.48
Total Cost Savings	T		\$719,609	\$794,621	\$873,385	\$389,499	\$764,822	\$772,615		\$719,092
Adverse Drug Event (ADE)- Excessive Anticoagulation	T	-	0	0	0	1	1	0		0.33
ADE-Hypoglycemia	T	-	0	0	1	0	0	0		0.17
ADE-Use of Narcan	T	-	2	1	0	1	0	0		0.67
OP-27: Influenza Vac Coverage among Healthcare Personnel* (OQR)	88%	85%	↑							
PI Standards										
Meaningful Use										
Medication Reconciliation	>50%	↑	50.72%	67.11%	63.80%	63.04%	60.79%			61.09%
Summary of Care	10%	↑	5.62%	0.00%	0.00%	9.68%	9.09%			5%
Patient Portal Usage	1 person	↑	0	0	0	0	0			0
Antimicrobial Stewardship										
Reduce total inpatient days of therapy	1262	↓	1273.88	1775.64	1029.94	1296.29	1204.76	1440.00		1336.75
Perinatal Care										
Core PC-2a - Cesarean Birth - Overall	24%	↓	12.50%	22.22%	37.50%	20.00%	22.22%	36.36%		25.13%
Core PC-3 - Antenatal Steroids		↓	N/A	N/A	0	0	0	0		0
Core PC-4 - Health Care-Assoc Bloodstream Infections in Newborns		↓	N/A	N/A	0	0	0	0		0
Core PC-5 - Exclusive Breast Milk Feeding	52.80%	↑	8.33%	72.72%	45.45%	27.27%	36.36%	50.00%		40.02%
Core PC-6.0 - Unexpected Complications Trm Nwbrn - Overall Rate (as of 1/19)			N/A	N/A	N/A	0.00%	4.65%	3.33%		2.66%
Core PC-6.1 - Unexpected Complications Trm Nwbrn - Severe Rate (as of 1/19)			N/A	N/A	N/A	0.00%	0.00%	3.33%		1.11%
Core PC-6.2 - Unexpected Complications Trm Nwbrn - Moderate Rate (as of 1/19)			N/A	N/A	N/A	0.00%	4.65%	0.00%		1.55%
CDB083 - Maternal Deliveries - % Total C-Section	32.68%	↓	33.33%	29.03%	33.33%	27.50%	30.00%	28.12%		30.22%
CDB868 - Maternal Deliveries - % with Labor Induction	23.52%	↓	40.00%	31.25%	43.59%	27.50%	37.25%	12.12%		31.95%

Benchmark MHSC Goal

	CDB 2018	(if differ from Benchmark)	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019	Trend	6 month Average
Operative Procedures										
CDB1427 - Intraoperative Injuries, NPOA - Per 1000 ACA with Surgical Procedure	3.47	↓	0	0	0	0	0	0.00		0
CDB1428 - Postoperative Pulmonary Edema, NPOA - Per 1000 ACA with Surgical Procedure	1.66	↓	0	0	0	0	0	0.00		0
CDB1546 - Postoperative Hemorrhage/Hematoma, NPOA - Per 1000 ACA with Surgical Procedure	6.04	↓	0	0	0	25	0	0.00		4.167
CDB135 - Inpatients - % Returned to Surgery	5.60%	↓	8.33%	0.00%	8.33%	0.00%	14.28%	7%		6.35%
Sedation										
Total Anesthesia Impact Events	T	-	0	0	0	0	0	0		0
Blood Utilization										
Transfusion Reaction Rate	T	-	0%	0%	0%	0%	0%	0%		0%
Resuscitation										
Results of Resuscitation-Survival Rate	25%	↑	N/A	50%	0%	0%	50%	0%		20%
Medical Imaging/Radiation Safety										
Thermal Injuries- MRI	0	↓	0	0	0	0	0	0		0
Ferromagnetic objects entering MRI room	0	↓	0	0	0	0	0	0		0
Injuries - MRI- Ferromagnetic object	0	↓	0	0	0	0	0	0		0
Patient Perception of Safety and Quality										
Overall Safety of Care	77%	↑			61.60%			54.70%		58.15%
Overall Quality of Care	80%	↑			63.20%			58.40%		60.80%
Emergency Department Transfers										
CDB132 - Emergency Department - % Discharged to Outside Acute Care	4.48%	-	4.28%	4.74%	3.80%	4.65%	3.40%	4.38%		4.21%
CDB1845 - Emergency Department - % Transferred to Inpatient	8.99%	-	7.45%	6.73%	7.37%	7.11%	7.02%	7.67%		7.23%

<100 beds average

* Data reported annually, most recent data listed, although may not reflect actual month related to data

IQR- Inpatient Quality Reporting Program-2% penalty if not participated
 OQR-Outpatient Quality Reporting Program-2% penalty if not participated
 HVBP-2% of Medicare \$ withheld. Pay for performance
 HACP-1% penalty
 HRRP-3% penalty

	Process	Project	A3 Issue	Performance Target Process/Outcome Metric	Start Date	Target Completion Date	Accountable Leader	Executive Sponsor	Quality Liaison/ Lean Trainer	Counter Measure	Implementation Steps	Complete	Follow Up/Test Initiated	Standard Work Metric: How/When
	Goal: Improve Star Rating													
E D P a t i e n t F l o w	ED 2B: Median Decision to Admit to ED Departure Time Baseline (3/1 -3/19): 153 minutes SMART Goal: Reduce time to 120 minutes by July 2020	Lean 1: Admitting Patient ED to ICU (Bedside Reporting) Melissa	The ER department T-sheet overview is not consistently given to accepting ICU unit from ER, to initiate well informed bedside report, therefore delaying of patient transportation to floor.	Process Metric-standardizing reviewing overview Outcome Metric: Reduce time from call to floor for room assignment to patient leaving ED by 10 minutes	December 17, 2018	June 2019	Melissa Anderson	Kristy Nielson	Karali Plonsky	1. Develop consistent method of sending overview	1. Provide staff access to Tsystems June 3rd 2. Train staff in ICU, Med/surg, and ER for new process to print/evaluate overview by June 3rd	50%		audit process 15 times in August
		Lean 2: Room Assignment ED to ICU: Carol	Miscommunication between departments to obtain room assignment for admitted patient	Process Metric-standardizing admit sheet Outcome Metric: Reduce time from call to floor for room assignment to patient leaving ED by 10 minutes	December 17, 2018	May 2019	Melissa Anderson	Kristy Nielson	Karali Plonsky	1. ICU will provide 3 questions to add to existing admit sheet 2. New admit sheet will allow staff member other than RN to take call	1. Identify team & expectations - Jan 3, 2019 2. Add questions - Jan 7, 2019 3. Present value stream map at ED staff meeting for validation - Jan 10, 2019 4. Present value stream map at ICU staff meeting for validation - Jan 14, 2019 5. Team meets, goes over and adds input, if any - if not, final draft - Jan 21, 2019	100%	In Testing Phase - May 2019	audit process 15 times in July
		Lean 3: Admitting Patient ED to Med/Surg Kelsey/Afton	Patient transport up stairs is delayed due to Charge Nurse not being available at time of admit call	Process Metric- standardize admit sheet and room assignment acuity chart Outcome Metric: Reduce time from call to floor for room assignment to patient leaving ED by 10 minutes	December 17, 2018	July 2019	Melissa Anderson	Kristy Nielson	Karali Plonsky	1. Make chart with information about room assignments for acuity for staff 2. Make standardized admit sheet for M/S & ED staff to use with admits	1. Acuity/Room chart - July 2019 2. Standardized information sheet for ED admits - July, 2019	50%		audit process 15 times in September
S e p s i s	Overall Sepsis Bundle Compliance: Improve overall sepsis bundle compliance to 100% by July 2020	Lean Project 1: Sepsis fluid administration in the ED Corey/Megan T.	The recommended amount of 30 ml/kg of crystalloid fluids is not consistently ordered/calculated when fluids are indicated for patients	Process: Standardize process for obtaining weights and calculation of fluids for sepsis patients Outcome: Increase compliance with obtaining weights and ordering of appropriate fluids to 90%	December 17, 2018	June 2019	Melissa Anderson	Kristy Nielson	Corey Worden	1ai. Dedicate space to store/access bedscale 1aii. Develop process to weigh patients in trauma situations 2a. Define role of who will calculate fluid volume 2bi. Develop communication process of sepsis diagnosis between provider and nurse 2cii. Develop calculation process for fluid resuscitation in septic people	1. Identify stakeholders - Jan, 3, 2019 2. Meet with stakeholders - Jan 10, 2019 3. Identify space for scale - Jan 17, 2019 4. Educate ED on scale - Jan 17, 2019 5. Contact Biomed to fix/improve scale May 2019 6. Process to weigh in trauma - April, 2019 7. Educate on weight process - April, 2019 8. Develop calculation plan April, 2019 9. Gain buy-in on plan - May, 2019 10. Educate physicians regarding surviving sepsis campaign guidelines for fluid administration 11. Educate on calculation plan - May, 2019 12. Validate process - May, 2019	50%		
		OB	Key Drivers: 1. Doctor Courtesy/Friendliness 2. Nurse Understanding/Caring 3. Staff Management of Pain	Improve Overall Quality of Care score and chosen Key Driver by 3 percentage points by September 2019	May 28, 2019	September 2019	Megan/Emily	Kristy Nielson	Kara Jackson					
		Med/Surg	Key Drivers: 1. Doctor Courtesy/Respect 2. Staff Courtesy and Friendliness 3. Food Delivered to Room	Improve Overall Quality of Care score and chosen Key Driver by 3 percentage points by September 2019	May 28, 2019	September 2019	Melissa/Val	Kristy Nielson	Karali Plonsky					

	Process	Project	A3 Issue	Performance Target Process/Outcome Metric	Start Date	Target Completion Date	Accountable Leader	Executive Sponsor	Quality Liaison/ Lean Trainer	Counter Measure	Implementation Steps	□ Complete	Follow Up/Test Initiated	Standard Work Metric: How/When
	Goal: Improve Star Rating													
H C A H P S	Overall Quality of Care: Improve Overall Quality of Care (cumulative score) by 3 percentage points by July 2020	ICU	Key Drivers: 1. Doctor Easing Worries/Fears 2. Bathroom Help 3. Nurse Understanding/Caring	Improve Overall Quality of Care score and chosen Key Driver by 3 percentage points by September 2019	May 28, 2019	September 2019	Melissa/Vai	Kristy Nielson	Karali Plonsky					
		ED	Key Drivers: 1. Doctor Understanding/Caring 2. Overall Safety 3. Instructions for Care at Home/Discharge	Improve Overall Quality of Care score and chosen Key Driver by 3 percentage points by September 2019	May 28, 2019	September 2019	Melissa/Carol	Kristy Nielson	Corey Worden					
		OAS	Key Drivers: 1. Overall Safety 2. Overall Teamwork 3. Pre-Procedure Preparation Instructions	Improve Overall Quality of Care score and chosen Key Driver by 3 percentage points by September 2019	May 28, 2019	September 2019	Alisha/Danielle	Kristy Nielson	Karali Plonsky					
		Out Clinic	Key Drivers: 1. Overall Teamwork 2. Instructions for Care at Home 3. Exam Room Cleanliness	Improve Overall Quality of Care score and chosen Key Driver by 3 percentage points by September 2019	May 28, 2019	September 2019	Leslie/Jodi	Irene Richardson	Kara Jackson					
H a o n d f	Develop and Implement Standardize Hand off Tool by July 2020													

Project Owner	Project	A3 Issue	Performance Target Process/Outcome Metric	Start Date	Target Completion Date	Accountable Leader	Executive Sponsor	Quality Liaison/Lean Trainer	Counter Measures	Implementation Steps	Complete	Follow Up Initiated	Standard Work Metric: How/When
Goal: Improve Star Rating													
Melissa Anderson	Admitting Patient ED to ICU (Bedside Reporting)	The ER department T-sheet overview is not consistently given to accepting ICU unit from ER, to initiate well informed bedside report, therefore delaying of patient transportation.	Process Metric-standardizing reviewing overview Outcome Metric: Reduce time from call to floor for room assignment to patient leaving ED by 10 minutes	December, 2018	June 2019	Melissa Anderson	Kristy Nielson	Karali Plonsky	1. Develop consistent method of sending overview	1. Provide staff access to Tsystems June 3rd 2. Train staff in ICU, Med/surg, and ER for new process to evaluating overview by June 3rd	50%		audit process 15 times in August
Carol Mackie	Room Assignment ED to ICU	Misscommunication between departments to obtain room assignment for admitted patient	Process Metric-standardizing admit sheet Outcome Metric: Reduce time from call to floor for room assignment to patient leaving ED by 10 minutes	December, 2018	May 2019	Melissa Anderson	Kristy Nielson	Karali Plonsky	1. ICU will provide 3 questions to add to existing admit sheet 2. New admit sheet will allow staff member other than RN to take call 3. Present new process at ED staff meeting using value stream map 4. Present new process at ICU staff meeting using value stream map	1. Identify team & expectations - Jan 3, 2019 2. Add questions - Jan 7, 2019 3. Present value stream map at ED staff meeting for validation - Jan 10, 2019 4. Present value stream map at ICU staff meeting for validation - Jan 14, 2019 5. Team meets, goes over and adds input, if any - if not, final draft - Jan 21, 2019	100%	Testing Phase	Audit process 15 times in July
Kelsey Pearson Alton Kozak	Admitting Patient ED to Med/Surg.	Patient transport up stairs is delayed due to Charge Nurse not being available at time of admit call	Process Metric- standardize admit sheet and room assignment acuity chart Outcome Metric: Reduce time from call to floor for room assignment to patient leaving ED by 10 minutes	December, 2018	July 2019	Melissa Anderson	Kristy Nielson	Karali Plonsky	1. Make chart with information about room assignments for acuity for staff 2. Make standardized admit sheet for M/S & ED staff to use with admits	1. Acuity/Room chart - Jan 1, 2019 2. Standardized information sheet for ED admits - Jan 1, 2019	50%		
Corey Worden	Reportable lab values to the Wyoming Department of Health	Duplicate reports are sent to the State Health Department. This process can cause delays in the care of patients.	Automate required duplicative process of sending reportable labs to Wyoming DOH.	December, 2018	July 2019	Kara Jackson	Kari Quickenden	Corey Worden	1. Ensure that interfaces are working and up to date 2. Develop a standardized process for manually reported labs that has built in checks to ensure all labs are sent in confidence 3. State lab wants them duplicated, speak with stakeholders at State Lab to show process doesn't require wasteful duplication.	1. Monitor interface daily - Jan 2, 2019 2. Lab assistant manual lab retrieval process standardized 3. Contact state lab to discuss termination of duplication or reports May 2019	100%		Next Step: Work with State and future IP to standardize & automate process to send duplicate information to state lab
Corey Worden, Megan Tozzi	Sepsis fluid administration in the ED	The recommended amount of 30 ml/kg of crystalloid fluids is not consistently ordered/calculated when fluids are indicated for patients	Process: Standardize process for obtaining weights and calculation of fluids for sepsis patients Outcome: Increase compliance with obtaining weights and ordering of appropriate fluids to 90%	December, 2018	July 2019	Melissa Anderson	Kristy Nielson	Corey Worden	1ai. Dedicate space to store/access bedscale 1aii. Develop process to weigh patients in trauma situations 2a. Define role of who will calculate fluid volume 2bi. Develop communication process of sepsis diagnosis between provider and nurse 2cii. Develop calculation process for fluid resuscitation in septic people	1. Identify stakeholders - Jan, 3, 2019 2. Meet with stakeholders - Jan 10, 2019 3. Identify space for scale - Jan 17, 2019 4. Educate ED on scale - Jan 17, 2019 5. Contact Biomed to fix/improve scale April 2019 6. Process to weigh in trauma - April, 2019 7. Educate on weight process - April, 2019 8. Develop calculation plan April, 2019 9. Gain buy-in on plan - May, 2019 10. Educate on calculation plan - May, 2019 11. Validate process - May, 2019	40%		
Kara Jackson	Scheduling inductions for OB patients	Process of scheduling induction is confusing causing frustration amongst OB staff	Process: Standardize scheduling of induction for OB patients	December, 2018	May 2019	Megan Jacobsen	Dr. Poyer	Kara Jackson	1ai. Develop guidelines for scheduling induction that account for staffing and patient risk factors 1b. Develop guidelines/expectations for deciding who's most urgent 1c. Develop guidelines/expectations and determine role for rescheduling patients	1. Identify stakeholders - Jan 7, 2019 2. Revise induction-scheduling form to include more details, Bishop score - Jan 14, 2019 3. Onboard new OB Director - January 14, 2019 4. Gather information on staffing guidelines - Jan 14, 2019 5. Schedule meetings to develop guidelines and counter measures - Feb 18, 2019 6. Implement new process to schedule OB inductions- OB Director/CC schedules, removed if info not received in 24 hours 7. Begin observing and gathering more data (staffing) to assess total impact on patient care, patient safety, and patient outcomes - March 1, 2019 8. Guidelines to physicians/Perinatal/Surg Dept - March 22, 2019 9. Develop educational plan, current and ongoing - April 1, 2019 10. Roll out - April 1, 2019	100%	testing phase	Audit process 15 times to ensure changes have become standard of work.

Project Owner	Project	A3 Issue	Performance Target Process/Outcome Metric	Start Date	Target Completion Date	Accountable Leader	Executive Sponsor	Quality Liaison/Lean Trainer	Counter Measures	Implementation Steps	Complete	Follow Up Initiated	Standard Work Metric: How/When
Goal: Improve Star Rating													
Valerie Boggs	Multi-Disciplinary rounding process	Less than efficient process and lack of education to patient and families surrounding MDR is causing delays in patient care and impacting patient experience.	Process: number of times RN is present and prepared with standardized tool at correct time	December, 2018	May 2018	Melissa Anderson	Kristy Nielson	Karali Plonsky	1ai. Standardize MDR patient expectation process 1aii. MDR cards incorporated into standardized MDR patient expectations 2ai. Standardize MDR scheduling process 2aii. Standardize MDR re-scheduling process (for emergent care) 2bi. Define RN role in MDR process (which RN for which patient in what order) 3ai. Define standardized tool used to collect information needed at MDR 3aii. Standardize MDR patient education process 3bi. Standardize structure to meetings	1. Create standardized MDR patient expectation process - Dec 18, 2018 2. Create standardized MDR meeting structure - Dec 21, 2018 3. Update MDR patient information cards - April 1, 2019 4. Print, laminate MDR patient information cards - May 7, 2019 5. Distribute MDR patient information tool - Dec 17, 2018 6. Prep current staff education - Dec 19, 2018 7. Distribute MDR Patient Information Tool - May 8, 2019 8. Prep new staff education - Dec 19, 2018 9. Update nurse orientation plans - May 7, 2019 10. Prep physician information on MDR process and structure - Dec 21, 2018 11. Educate physicians on MDR process and structure - Dec 30, 2018	100%		audit process 15 times, in July to ensure standard of work
Karali Plonsky	First Case On Time Starts - Surgery Dept.	Delays in completion of patient interviews results in a deviation in patient scheduled surgery start time and actual surgery start time.	Process: Increase staff awareness of patient and financial perspectives related to not starting surgery on time and report start times monthly at huddle.	December, 2018	May 2019	Alisha Mackie and Danielle Bernatis	Kristy Nielson	Faith Jones	1i. Develop ideas to bring patient perspective to the forefront 1ii. Share financial impact with staff 2a. Set patient interview completion time 2a. Share with staff how completion times affect patients, families, and MHCS	1. Identify stake holders - Jan 7, 2019 2. Schedule meeting to develop ideas to bring the patient perspective to the forefront - Jan 16, 2019 3. Update staff on current FOT data - Feb 13, 2019 Update staff on new interview completion time - Next SSEC meeting 4. Share patient feedback and financial impact with OR team - ongoing	100%		audit process in July to ensure financial and patient perspective are at the forefront. Next steps: VSM and A3 relating to pre-admit testing process & potential to impact first case on time starts
Kari Quickenden	Scheduling of breast biopsies through Central Scheduling	Complex rules complicated scheduling process and negatively impacted patient experience	Process: Standardize and streamline process for scheduling. Outcome: Reduce wait time (number of days) for scheduling procedure by 50%.	December, 2018	July 2019	Kristy Nielson	Kari Quickenden	Faith Jones	1. Receive radiologist approval to perform breast biopsy if exam interpreted by another radiologist 2. Allow breast biopsy to be scheduled in any schedule opening with sufficient time and resources	1. Identify stakeholders - Dec 30, 2018 2. Layout team expectations - Dec 30, 2018 3. Disseminate info - Dec 30, 2018 4. Gather input - Dec 2018 to May 2019 5. Education to staff - July, 2019 6. Roll out - July 2019	50%		
Kristy Nielson	Intravesical chemotherapy administration in the Urology clinic	Patients of MHSC diagnosed with bladder cancer are faced with limited options for standard, common, evidence-based treatment of intravesical chemotherapy at MHSC	Process: Increase ability to offer all options of treatment for bladder cancer patients.	December, 2018	July 2019	Kari Quickenden	Kristy Nielson	Faith Jones	1. Provide the resources to offer all options of intravesical chemotherapy for bladder cancer 2. Offer all options for intravesical chemotherapy	1. Identify 2 more nurses to become chemo certified - Dec 15, 2018 [1 RN identified - KN] 2. Orient 2 more PT nurse - Jan 7, 2019 [1 PT RN hired - KN] 3. Arrange for nurses to take ONS course - Jan 14, 2019 [1 PT completing course April 15 2019 - KN] 4. Hands-on competency validation - March 1, 2019 [Hands-on competency in progress - April 4 2019 - KN] 5. Precept new chemo nurses - March 4-8, 2019 [Precepting of new chemo nurse started late March 2019 - KN] 6. Ensure exposure of orienting nurse to all treatment options (awaiting orders for each type of treatment) to provide adequate training 7. Offer all intravesical chemo options - July 2019	83% of the modified plan of 1 PT nurse vs 2 in original plan		
Clay Radakovich	Occurrence reporting process	Complex reporting process may discourage reporting of occurrences, thereby affecting patient safety	Process: Standardize and streamline process for entering occurrence report	December, 2018	June 2019	Kari Quickenden	Kari Quickenden	Faith Jones	1. Create new reporting process 2. Educate on reporting process	1. Engage State holders - Jan 7, 2019 2. Ensure Software capability - Jan 15, 2019 3. Create new value stream map - Jan 17, 2019 4. Build process in intranet - Jan 30, 2019 5. Test phase (awaiting decision on new intranet, as this will affect test and roll out - June 2019 6. Roll out - July, 2019	67%		

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Report to the Board of Trustees On Medical Staff Vote for Proposed Changes to the Medical Staff Bylaws and Rules and Regulations

From the General Medical Staff Meeting of
June 25, 2019

President Mathey and Board of Trustees:

At their most recent General Medical Staff meeting, several changes to the current medical staff bylaws were presented for a vote. MEC decided it was important to make these changes to the current bylaws, while continuing to work on the new bylaws. The following changes were approved and are now being presented, for your approval:

1. FPPE Requirements in Associate Staff Category (bylaws p 10)
This change is to update the bylaws to match our current policy and process for Focused Professional Performance Evaluation (FPPE).
2. Consultant Documentation in EMR (bylaws p 11) (RR p 30)
This change is to ensure that a note from all consulting providers is included in the Medical Record.
3. Omissions or Misstatements on application (bylaws p 17, 26) (RR p 3, p 9)
This change is to advise applicants that they need to disclose all pertinent information on their application, or their privileges can be denied.
4. CME Requirements (bylaws p. 20)
After some research, it was discovered that there are some situations where the Wyoming Board of Medicine (WBOM) does NOT require physicians to complete Continuing Medical Education (CME). For example, Physicians are not required to submit CME for the first three years after they are granted a Wyoming language. This additional language ensures that our requirements are stricter than those of the WBOM.
5. Credentials Committee action upon Department Chair Denial (bylaws p. 21, 29) (RR p 5, 11)
This section clarifies the action that Credential's Committee can take, after receiving the recommendation of the Department Chair.
6. Board Certification (bylaws p 36 – 37)
This language changes the requirement for board certification from seven years to "board certified or board eligible as determined by physician's individual college." Some colleges allow more or less than seven years to become board certified. The medical staff decided that it was best to follow the requirements of each specific college, such as the American College of Obstetricians and Gynecologists, which allows eight years for board certification.
7. Remove General Services Department (bylaws p 42)
If the board approves this language, Pathology will become part of the Surgery Department and ER and Radiology will become part of the Medicine Department.

3. The Associate Physician Staff

- a. The Associate Physician Staff shall consist of Physicians who, following their initial appointment, are being considered for advancement to the Active Physician Staff. The duration of Associate Medical Staff status shall be for one (1) year from such Applicant's initial appointment to the Medical Staff. During this time, the Associate Medical Staff Appointee's performance will be monitored ~~by the Chair of the department in which such Physician is assigned~~ to determine eligibility of such Associate Medical Staff Appointee for appointment to the Active Physician Staff.
- b. ~~Monitoring of the Associate Staff member shall be accomplished through Focused Professional Practice Evaluation (FPPE) as provided for in these Medical Staff Bylaws, Rules and Regulations, and policies. The nature and scope of the required observation shall be determined on a department by department basis. Re The Associate Staff Member must successfully complete FPPE to determine their competence to practice the clinical privileges granted. The results of such FPPE shall be considered in conjunction with the Associate Staff Member's application for renewal of clinical privileges.~~
- c. ~~If the Associate Staff Member does not complete FPPE within the required time period, he/she shall not be eligible to apply for renewal of clinical privileges, and his/her grant of clinical privileges shall expire at the end of the initial grant period. This expiration of clinical privileges will not entitle the Associate Staff member to a fair hearing, as their failure to complete FPPE will be interpreted as not meeting threshold criteria.~~
- a.d. ~~A~~appointments to the Associate Medical Staff may not exceed one (1) full ~~Medical Staff~~ Year (with an additional one (1) Medical Staff Year extension for up to 12 months, for good reason ~~cause~~, as recommended by Credentials Committee and approved by the Medical Executive Committee, at which time failure to remove such provisional status shall be deemed a termination of his/her Medical Staff appointment. An Associate Medical Staff member whose membership is terminated shall have the rights accorded by the Medical Staff Bylaws to an Active Physician Staff member who has failed to be reappointed to the Active Medical Staff.
- eb. The Associate Staff shall be appointed to a specific department, shall be eligible to vote and serve on all Medical Staff committees, and it is recommended that they attend all meetings of the Medical Staff, such Physician's department meetings, and any committee on which such Physician serves. The Associate Staff members shall be ineligible to hold office in this Medical Staff organization. They shall assume all other duties and responsibilities of a Medical Staff member.

4. The Consulting Physician Staff

- a. The Consulting Physician Staff shall consist of Physicians of recognized professional ability, experience, and maturity who occasionally come to the Hospital on a pre-defined schedule or to act as a consultant upon request of any credentialed of the Medical Staff.
- b. The Consulting Physician Staff must possess expertise or training materially valuable to the Hospital, as such is determined by the MEC, and approved by the Governing Board, not available from active or Associate Staff members. Consulting Physician staff members may admit patients under special circumstances, not to exceed 12 admits per year. Non-admitting Physicians (radiologists, pathologists, emergency Physicians, etc.) working at the Hospital may not engage in more than 50 hours of work, per year.
- c. Consulting physicians will provide documentation for the hospital's EMR. This documentation will be entered directly, scanned in, or dictated.
- e.d. Consulting Physician Staff members shall not be permitted to vote or hold office. Consulting Staff members may attend meetings of the Medical Staff and Departments of which he/she is a member and any staff or Hospital educational programs.
- d.e. Consultation shall not be limited to members of this Medical Staff category.
- e.f. Each member of the Consulting Physician Staff expressly authorize the Hospital to monitor and evaluate such member's professional performance in such manners as authorized pursuant to the Rules and Regulations and the Policies, regardless of whether such member comes to or sees patients at the Hospital's facilities.

5. Locum Tenens Staff

This category is for Physicians who provide temporary service to the Hospital. Locum Tenens Privileges may be granted only for a specific period of time, not to exceed twelve (12) months per appointment, and shall automatically expire at the end of the specified period, without recourse by the Practitioner under the Medical Staff Bylaws. Locum Tenens Appointees shall not be eligible to vote or to hold office in the Medical Staff organization. They may, however, attend staff and departmental meetings and any staff or Hospital educational meetings

6. The Affiliate Physician Staff

- a. The Affiliate Physician Staff shall consist of Physicians who perform same day/outpatient surgery procedures at the Hospital. Affiliate Staff members shall

and past malpractice insurance carrier(s);

11. a statement whereby the Practitioner agrees that, when an adverse ruling is made with respect to his/her staff membership, staff status and/or privileges, he/she will resort to the administrative remedies afforded by the Medical Staff Bylaws Rules & regulation before resorting to formal legal action;
12. evidence of current, adequate professional liability insurance as determined by the Governing Board;
13. a statement regarding physical/mental health status, including alcohol abuse and/or drug dependency, as permitted by applicable law;
14. satisfactory completion of such continuing education requirements as may be imposed by law, this Hospital, or applicable accreditation agencies and as required by the Wyoming Board of Medicine to maintain licensure;
15. a statement as to whether the Applicant has ever withdrawn his/her application for appointment, reappointment, or clinical privileges, or resigned from a Medical Staff before the final decision of the Governing Board of such entity;
16. information as to whether the Applicant has ever been named as a defendant and/or convicted in a criminal action and details about any such instances;
17. information on the citizenship or visa status of the Applicant; and
18. information regarding whether the Applicant has ever been sanctioned by, or excluded or suspended from participation in Medicare, Medicaid or any other governmental reimbursement programs.

ii. Responsibility of Applicant

- iii. The Practitioner shall have the burden of producing adequate information for a proper evaluation of his/her competence, character, ethics, health status and other qualifications, and for resolving any doubts about such qualifications. Any material misrepresentation in, or omission from, the application and related documents, shall be grounds for denial of privileges or corrective action regardless of when the misrepresentation or omission is discovered.

3. completion of training programs, specialty, date of completion;
4. the granting of state licenses, dates and history of adverse action;
5. the granting of staff membership and privileges at other institutions and adverse actions;
6. specialty board certifications;
7. querying the National Practitioner Data Bank;
8. at least three references from persons who can provide adequate references pertaining to the Practitioner's professional competence and ethical character; and
9. satisfactory completion of such continuing education requirements as may be imposed by law, this Hospital, or applicable accreditation agencies; **and as required by the Wyoming Board of Medicine to maintain licensure. Beginning their fourth year after completion of residency or fellowship, Physicians who aren't yet board certified must complete and provide documentation of CME. Physicians who have a lifetime certification and aren't participating in Maintenance of Certification must also provide CME documentation. Documentation must be provided for 20 hours of CME per year, or at least sixty (60) hours of CME within the previous three (3) years.**
10. Upon completion of the verification the Medical Staff Services Manager will forward the application to the appropriate staff Departmental Chair.

vi.vii. Responsibilities of Departmental Chair

The Departmental Chair or his/her designated representative, to which the application is forwarded, will review the application, and within ten (10) working days make a written report to the Credentials Committee on the qualifications of the Practitioner for admission to the Medical Staff as well as for specific privileges requested. In making this report, the Departmental Chair or his/her designated representative shall examine evidence of the character, professional competence, qualifications, health status and ethical standing of the Practitioner, and shall determine, through information contained in the references given and from other sources available to him/her whether the Practitioner has established and meets all of the

necessary qualifications for the Medical Staff category and the clinical privileges requested by him/her.

~~vii~~.viii. Responsibilities of the Credentials Committee

1. The Credentials Committee shall review the Practitioner's application for staff membership as well as for specific clinical privileges along with the report of the Departmental Chair or his/her representative at its first meeting following receipt of all these materials/ documents. **The Credentials Committee shall review the Chair's recommendation, and either approve and adopt the Chair's recommendation, in whole or in part, or formulate its own written recommendation, and transmit the recommendation to the Medical Executive Committee.**
2. Following review of the Practitioner's application and report of the department Chair or his/her designated representative; the Credentials Committee shall make a recommendation with respect to the Practitioner's appointment and/or clinical privileges. If favorable, it will be submitted, together with all supporting documentation, to the Medical Executive Committee for review and comment, and then to the Governing Board for final action.

~~viii~~.ix. Adverse Recommendation of Credentials Committee

When the recommendation of the Credentials Committee is adverse to the Practitioner either in respect to appointment or clinical privileges, the Medical Executive Committee shall be so advised and the Medical Staff Services Manager shall promptly notify the Applicant by certified mail, return receipt requested. No such adverse recommendation may be forwarded to the Governing Board until after the Applicant has exercised, or has been deemed to have waived, his/her rights to a hearing as provided by Article XIII of these Bylaws.

~~ix~~.x. Favorable Recommendation of Credentials Committee

At its next regular meeting after receipt of a favorable recommendation by the Credentials Committee, along with comments from the Medical Executive Committee, the Governing Board shall act in the matter. If the Governing Board's decision is adverse to the Practitioner in respect to either appointment or clinical privileges, the Medical Staff Services Manager shall promptly notify him/her of such adverse decision by certified mail, return receipt requested, and such adverse decision shall be held in abeyance until the Applicant has exercised, or has been deemed to have waived, his/her rights under Article XIII of these Bylaws. The fact that the adverse decision is held in abeyance shall not be deemed to confer clinical privileges where

ever been sanctioned by, or excluded or suspended from participation in Medicare, Medicaid or any other governmental reimbursement programs

ii. Responsibilities of Allied Health Professional

- iii. The Allied Health Professional shall have the burden of producing adequate information for a proper evaluation of his/her competence, character, ethics and other qualifications, and for resolving any doubts about such qualifications. Any material misrepresentation in, or omission from, the application and related documents, shall be grounds for denial of privileges or corrective action regardless of when the misrepresentation or omission is discovered.

iii.iv. Appearance, Authorization and Consent

By applying for appointment to the Allied Health Professional staff, each Allied Health Professional thereby signifies:

1. his/her willingness to appear for interviews in regard to his/her application;
2. his/her authorization for the Hospital to consult with members of Medical Staffs of other Hospitals with which the Allied Health Professional has been associated and with others who may have information bearing on his/her competence, character, health status and ethical qualifications;
3. his/her consent to the Hospital's inspection of all records and documents that may be material to an evaluation of his/her professional qualifications and competence to carry out the clinical privileges he/she requests as well as his/her moral and ethical qualifications for Allied Health Professional staff membership;
4. his/her release from any liability of all representatives of the Hospital and its Medical Staff for their acts performed in good faith and without malice in connection with evaluating the Allied Health Professional and his/her credentials; and
5. his/her release from any liability all individuals and organizations who provide information to the Hospital in good faith and without malice concerning the Allied Health Professional's competence,

membership as well as for specific clinical privileges along with the report of the Departmental Chair or his/her representative at its first meeting following receipt of all these materials/ documents. The Credentials Committee shall review the Chair's recommendation, and either approve and adopt the Chair's recommendation, in whole or in part, or formulate its own written recommendation, and transmit the recommendation to the Medical Executive Committee.

2. Following review of the Allied Health Professional's application and report of the Department Chair or his/her designated representative; the Credentials Committee shall make a recommendation with respect to the Allied Health Professional's appointment or clinical privileges. If favorable, it will be submitted, together with all supporting documentation, to the Medical Executive Committee for review and comment, then to the Governing Board for final action.

~~viii~~-ix. Adverse Recommendation of Credentials Committee

When the recommendation of the Credentials Committee is adverse to the Allied Health Professional, either in respect to appointment or clinical privileges, the Medical Executive Committee shall be so advised and the Chief Executive Officer shall promptly notify the Allied Health Professional by certified mail, return receipt requested. No such adverse recommendation may be forwarded to the Governing Board until after the Allied Health Professional has exercised or has been deemed to have waived, his/her rights as provided by Article V of these Bylaws.

~~ix~~-x. Favorable Recommendation of Credentials Committee

At its next regular meeting after receipt of a favorable recommendation by the Credentials Committee, along with comments from the Medical Executive Committee, the Governing Board shall act in the matter. If the Governing Board's decision is adverse to the Allied Health Professional, in respect to either appointment or clinical privileges, the Medical Staff Services Manager shall promptly notify him/her of such adverse decision by certified mail, return receipt requested, and such adverse decision shall be held in abeyance until the Allied Health Professional has exercised, or has been deemed to have waived, his/her rights under Article XIII of the Bylaws. The fact that the adverse decision is held in abeyance shall not be deemed to confer privileges where none existed before.

- d. The individual distant site Practitioner holds an appropriate license issued by the State of Wyoming by the appropriate licensing entity.
- e. The Hospital maintains documentation of its internal review of the performance of each distant site Practitioner and sends the distant site such performance information for use in the distant site's periodic appraisal of the distant site Practitioner. At a minimum, this information must include:
 - i. All adverse events that result from the telemedicine services provided by the distant site Practitioner to Hospital patients; and
 - ii. All complaints the Hospital receives about the distant site Practitioner.

5. Board Certification

Applicants for appointment or re-appointment to the Medical Staff are required to adhere to the following requirements relative to board certification:

- a. Board certification or the active pursuit of board certification in the specialty in which the Applicant seeks privileges, conferred by the American Board of Medical Specialties or the American Osteopathic Association is required.
- b. In the absence of board certification, an Applicant must have successfully completed a residency training program in conjunction with the specialty in which the Applicant seeks privileges that is approved by the Accreditation Council for Graduate Medical Education or the American Osteopathic Association, or from another recognized accredited training program approved by the Governing Board, and must be qualified to pursue and receive board certification.
- c. Any physician granted clinical privileges, who does not attain board certification by their individual certifying board's deadline will be determined to not meet threshold criteria.
- d. If a physician does not meet threshold criteria for their specialty, their medical staff membership and clinical privileges will be revoked. As this revocation is based solely on the failure of the physician to meet threshold criteria, this will not be reportable, and the Physician will not be entitled to a fair hearing.
- e. Physician's eligibility for board certification (board eligible period) expires on a date determined by their individual certifying board. On appointment applications, physicians will be required to indicate the date that their board certification or board eligibility (if not certified) expires. The Medical Staff Office will track these expiration dates.
- f. When a Physician's board eligibility lapses and certification has not been achieved, the physician must immediately notify the Medical Staff Office. If their

certifying board allows them to re-establish board eligibility, the candidate must complete all requirements set by their board, and must provide documentation of such, proving that they are once again board eligible or board certified.

~~b. Board certification must be obtained within seven (7) years from completion of residency or fellowship.~~

~~c. Applicants whose board certification has expired or whose board requires recertification must become re-certified as per their specific specialty board requirements.~~

~~d. Applicants who are not board certified and who have been Active, Consulting, or Locum Tenens, Temporary, Physician Staff members of the Hospital for a period of not less than five (5) years prior to March 10, 2004 shall not be required to obtain board certification.~~

~~6. Waiver of Criteria~~

~~a. Any individual who does not satisfy an eligibility criterion may request that it be waived. The individual requesting the waiver bears the burden of demonstrating that his or her qualifications are equivalent to, or exceed, the criterion in question.~~

~~b. The Board may grant waivers in exceptions cases after considering the findings of the Credentials Committee and the Medical Executive Committee, the specific qualifications of the individual in question, and the best interests of the Hospital and the community it serves. The granting of a waiver in a particular case is not intended to set a precedent for any other individual or group of individuals.~~

~~c. No individual is entitled to a waiver or to a hearing if the Board determines not to grant a waiver.~~

~~d. A determination that an individual is not entitled to a waiver is not a "denial" of appointment or clinical privileges.~~

Section E. AGREEMENT OF APPLICANTS

1. Physicians and Licensed Independent Practitioners seeking appointment or reappointment agree that if an adverse ruling or other decision which is unfavorable to the Application is made with respect to Medical Staff membership, status, and/or clinical privileges, the Applicant must resort to the administrative remedies afforded by these Bylaws in Article XIII before seeking to pursue to any formal legal action.
2. Allied Health Professionals are not members of the Medical Staff and accordingly shall have no recourse to the procedural rights set forth in these Bylaws in Article XIII, but

by a two-thirds (2/3) majority vote of the Medical Staff present at any annual or special meeting at which a quorum is present, but no such removal shall be effective unless and until it has been ratified by the Governing Board . Cause for such removal may be for reasons unrelated to professional capabilities or the exercise of clinical privileges, and may include failing to perform the duties of the position or exhibiting conduct detrimental to the interests of the Hospital. Without further action pursuant to these Bylaws, removal from office does not affect the Medical Staff appointment or clinical privileges of the Physician or Licensed Independent Practitioner so removed.

ARTICLE VIII CLINICAL DEPARTMENTS

Section A. ORGANIZATION OF CLINICAL DEPARTMENTS

Each department shall be organized as a separate part of the Medical Staff and shall have a Chair and a Vice-Chair. The Chair shall be responsible for the overall supervision of the clinical work within the department. In the absence of the Chair the Vice-Chair shall assume all the duties and have the authority of the Chair. The Medical Staff of Memorial Hospital of Sweetwater County shall be organized into the following departments:

1. Surgery Department

The Surgery Department shall include those Practitioners primarily engaged in surgical care.

2. Medicine Department

The Medicine Department shall include those Practitioners primarily engaged in non-surgical medical care.

~~3. General Services Department~~

~~The General Services Department shall include those Practitioners who are primarily based in a clinical area located within the Hospital.~~

Section B. FUNCTIONS OF DEPARTMENTS

1. Responsibilities

Each clinical department shall:

- a. through the Departmental Chair, recommend to the Credentials Committee written criteria for the assignment of clinical privileges that are consistent with,

- l. evidence of current, adequate professional liability insurance as determined by the governing body; and
 - m. a statement regarding physical/mental health status, including alcohol abuse and/or drug dependency.
 - n. satisfactory completion of such continuing education requirements as may be imposed by law, this hospital, or applicable accreditation agencies and as required by the Wyoming Board of Medicine to maintain licensure.
2. Responsibility of Applicant

The practitioner shall have the burden of producing adequate information for a proper evaluation of his/her competence, character, ethics, health status and other qualifications, and for resolving any doubts about such qualifications. **Any material misrepresentation in, or omission from, the application and related documents, shall be grounds for denial of privileges or corrective action regardless of when the misrepresentation or omission is discovered.**

3. Applicant Authorization and Consent

By applying for appointment to the medical staff, each practitioner thereby signifies:

- a. his/her willingness to appear for interviews in regard to his/her application;
- b. his/her authorization for the hospital to consult with members of medical staffs of other hospitals with which the practitioner has been associated and with others who may have information bearing on his/her competence, character, health status and ethical qualifications;
- c. his/her consent to the hospital's inspection of all records and documents that may be material to an evaluation of his/her professional qualifications and competence to carry out the clinical privileges he/she requests as well as his/her moral and ethical qualifications for medical staff membership;
- d. his/her release from any liability of all representatives of the hospital and its medical staff for their acts performed in good faith and without malice in connection with evaluating the practitioner and his/her credentials; and
- e. his/her release from any liability all individuals and organizations who provide information to the hospital in good faith and without malice concerning the practitioner's competence, ethics, character, health status and other qualifications for medical staff appointment and clinical privileges including otherwise privileged or confidential information.

ethical standing of the practitioner, and shall determine, through information contained in the references given and from other sources available to him/her whether the practitioner has established and meets all of the necessary qualifications for the medical staff category and the clinical privileges requested by him/her.

7. Responsibilities of the Credentials Committee

a. ~~a.~~—The Credentials Committee shall review the practitioner's application for staff membership as well as for specific clinical privileges along with the report of the departmental chairman or his/her representative at its first meeting following receipt of all these materials/ documents.

a.b. Following review of the practitioner's application and report of the department chairman or his/her designated representative, the Credentials Committee shall make a recommendation with respect to the practitioner's appointment and/or clinical privileges. ~~The Credentials Committee shall review the Chair's recommendation, and either approve and adopt the Chair's recommendation, in whole or in part, or formulate its own written recommendation, and transmit the recommendation to the Medical Executive Committee. If favorable, it will be submitted, together with all supporting documentation, to the Medical Executive Committee will for review and comment, and then forward the credentials file to the governing body for final action.~~

8. Adverse Recommendation of Credentials Committee

When the recommendation of the Credentials Committee is adverse to the practitioner either in respect to appointment or clinical privileges, the Medical Executive Committee shall be so advised and the Executive Director shall promptly notify the applicant by certified mail, return receipt requested. No such adverse recommendation may be forwarded to the governing body until after the applicant has exercised, or has been deemed to have waived, his/her rights to a hearing as provided by Article XIII of the bylaws.

9. Favorable Recommendation of Credentials Committee

At its next regular meeting after receipt of a favorable recommendation by the Credentials Committee, along with comments from the Medical Executive Committee, the governing body shall act in the matter. If the governing body's decision is adverse to the practitioner in respect to either appointment or clinical privileges, the Executive Director shall promptly notify him/her of such adverse decision by certified mail, return receipt requested, and such adverse decision shall be held in abeyance until the applicant has exercised, or has been deemed to have waived, his/her rights under Article XIII of the bylaws. The fact that the adverse decision is held in abeyance shall not be deemed to confer clinical privileges where none existed before.

10. Responsibilities of the Governing Body

1. the governing body; and
 1. a statement regarding physical/mental health status, including alcohol abuse and/or drug dependency;
 1. satisfactory completion of such continuing education requirements as may be imposed by law, this hospital, or applicable accreditation agencies.
2. Responsibilities of Allied Health Professional

The allied health professional shall have the burden of producing adequate information for a proper evaluation of his/her competence, character, ethics and other qualifications, and for resolving any doubts about such qualifications. **Any material misrepresentation in, or omission from, the application and related documents, shall be grounds for denial of privileges or corrective action regardless of when the misrepresentation or omission is discovered.**

3. Appearance, Authorization and Consent

By applying for appointment to the allied health professional staff, each allied health professional thereby signifies:

- a. his/her willingness to appear for interviews in regard to his/her application;
- b. his/her authorization for the hospital to consult with members of medical staffs of other hospitals with which the allied health professional has been associated and with others who may have information bearing on his/her competence, character, health status and ethical qualifications;
- c. his/her consent to the hospital's inspection of all records and documents that may be material to an evaluation of his/her professional qualifications and competence to carry out the clinical privileges he/she requests as well as his/her moral and ethical qualifications for allied health professional staff membership;
- d. his/her release from any liability of all representatives of the hospital and its medical staff for their acts performed in good faith and without malice in connection with evaluating the allied health professional and his/her credentials; and
- e. his/her release from any liability all individuals and organizations who provide information to the hospital in good faith and without malice concerning the allied health professional's competence, ethics, character, health status and other qualifications for allied health professional staff appointment and clinical privileges including otherwise privileged or confidential information.

sources available to him/her whether the allied health professional has established, and meets all of the necessary qualifications, for the allied health professional staff category and the clinical privileges requested by him/her.

7. Responsibilities of the Credentials Committee

- a. ~~a.~~—The Credentials Committee shall review the allied health professional's application for allied health professional staff membership as well as for specific clinical privileges along with the report of the departmental chairman or his/her representative at its first meeting following receipt of all these materials/ documents.
- b. ~~b.~~—
- c. Following review of the practitioner's application and report of the department chairman or his/her designated representative, the Credentials Committee shall make a recommendation with respect to the practitioner's appointment and/or clinical privileges. The Credentials Committee shall review the Chair's recommendation, and either approve and adopt the Chair's recommendation, in whole or in part, or formulate its own written recommendation, and transmit the recommendation to the Medical Executive Committee. The Medical Executive Committee will review and comment, and then forward the credentials file to the governing body for final action.

~~Following review of the allied health professional's application and report of the department chairman or his/her designated representative, the Credentials Committee shall make a recommendation with respect to the allied health professional's appointment or clinical privileges. If favorable, it will be submitted, together with all supporting documentation, to the Medical Executive Committee for review and comment, then to the governing body for final action.~~

8. Adverse Recommendation of Credentials Committee

When the recommendation of the Credentials Committee is adverse to the allied health professional, either in respect to appointment or clinical privileges, the Medical Executive Committee shall be so advised and the chief executive officer shall promptly notify the allied health professional by certified mail, return receipt requested. No such adverse recommendation may be forwarded to the governing body until after the allied health professional has exercised or has been deemed to have waived, his/her rights to a hearing as provided by Article XIII of these bylaws.

9. Favorable Recommendation of Credentials Committee

At its next regular meeting after receipt of a favorable recommendation by the Credentials Committee, along with comments from the Medical Executive Committee, the governing body shall act in the matter. If the governing body's decision is adverse to the allied health professional, in respect to either appointment or clinical privileges, the

require written consultation from at least two disinterested, qualified physician consultants.

Section VIII. CONSULTATIONS

A. Responsibilities of Practitioners

The good conduct of medical practice includes the proper and timely use of consultation. Judgment as to the serious nature of the illness, and the question of doubt as to the diagnosis and treatment, rests with the practitioner who has responsibility for the care of the patient. On the other hand, it is the duty of the organized medical staff, through its departmental chairmen and the Medical Executive Committee, to see that those with clinical privileges do not fail in the matter of consultants as needed.

B. Qualifications for Consultants

Any qualified practitioner with clinical privileges in this hospital can be called for consultation within his area of expertise. Consulting physicians will provide documentation for the hospital's EMR. This documentation shall be entered directly, scanned in, or dictated.

C. Requests for Consultation

1. Recommendations for Consultation

Except in an emergency, consultation is recommended in the following situations:

- a. when the patient is not a good risk for operation or treatment;
- b. where the diagnosis is obscure after ordinary diagnostic procedures have been completed;
- c. where there is doubt as to the choice of therapeutic measures to be utilized;
- d. in unusually complicated situations where specific skills of other practitioners may be needed;
- e. when requested by the family; and
- f. for therapeutic abortions.

D. Responsibilities of Attending Practitioner

The attending practitioner is primarily responsible for requesting consultation when indicated and for calling a qualified consultant. He/she will provide written authorization to permit another attending practitioner to attend or examine his/her patient, except in an emergency.

Human Resources Committee Meeting
Monday, June 17th, 2019
3:00 PM – MOB Conference Room
AGENDA

Old Business

- I. Turnover Report - Amber
- II. Open Positions –Amy
- III. Code of Conduct – Principle 6 – Item C, for discussion

New Business

- I. Committee member reports, other discussion(s) – as needed
- II. Determination of Next Meeting Date

DRAFT

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Human Resources Committee Meeting- **Minutes Draft**
Monday, May 20th, 2019
MOB Conference

Trustee Members Present: Marty Kelsey, Ed Tardoni

Members Present: Amber Fisk, Irene Richardson, Suzan Campbell.

Guests: Tami Love, Amy Lucy, Ruthann Wolfe, Noah Newman

Members Absent: None

Ed Tardoni called the meeting to order at 3:02pm.

OLD BUSINESS:

Approval of Minutes:

Ed Tardoni brought forth an idea on having up-to-date minutes from the previous HR committee meeting put into the next month's Board Meeting. These minutes that would be put into the board packet would be a "DRAFT" until approved by the next HR Committee meeting. All members agreed as long as it is blatant that it is a draft.

Turnover Report:

Amber shared the turnover report from April 1st through April 30st of 2019 30 total separations that yielded a 6% turnover rate for the year, but that from a rolling twelve month (yearly period), the percentage is 23%. The clinic is sitting at 1 separations for the year. Added corrective actions to turnover report: This month there was 7% on written warnings and 14% on Final warnings.

Open Positions:

Amy Lucy shared the following:

- Two Admitting position were filled.
- 20 open positions total; which include
- 14 Full Time
- 1 Part Time
- 1 Temp
- 4 PRN

Amy shared that there were 6 RN positions but some will move over internally so we have not been recruiting as heavily. Have had several candidates for the Ultrasound position, one weirdly fell through and there have been other interviews but still no one chosen. We have some people recruiting for us.

DRAFT

Appeal Process brought that Suzan brought forth a few months back:

Ed Tardoni reminded us about the appeal process that has been used once in 25 years. Took to board president and it was decided that the procedures were sound and nothing needs to be done.

Marty's concern was that it is really an old document and was hoping we could put it into our system and maybe update the wording to modernize it. Ed said the best way to proceed is for Marty to talk with Taylor about that.

Code of Conduct: VII, Principle 6, Item C that has to do with Gifts:

At the board meeting Marty raised issues that made the board refer the gift provision procedure back to the HR committee. Marty voiced his concerns about this: His issues were that as a public organization he feels uncomfortable that employees can receive up to \$300 from vendors and that the wordage was too liberal. Basically it's not good public policy to allow that to happen. Ed left it with everyone there to bring back language to change this...What action is needed?

NEW BUSINESS:

Telecommuting Agreement:

Ed had questions about what the applications of this would be. Basically, who would be telecommuting? Amber informed him that we have transcriptionists that work remotely, we have someone helping us with Infection Prevention. In the future we could even have people working in IT as telecommuters. Just that this would solidify a policy for the hospital. Eds concerns are things like home office inspections, are we going to ship an IT supervisor to Oregon to do this type of thing for example? Ed can see someone doing this short time if they were hurt and worked from home from recovering. Locked file cabinets were of concern if they had file records and we couldn't ensure them being locked all the time. Could this be mitigated by having everything totally electronic? Maybe we reconsider expanding definitions?

DRAFT

Marty's Comments:

>Scope of agreement- 1ST PP, 2ND Sen. after word "preform" add word "some or all of"

>S of A- 2nd PP, 3rd Sent. Take out word "pension"

>Question regarding termination of employment of telecommuter...Is an employee at will? What is the termination status of telecommuter employee...Is it the same as normal employee? Yes it is.

>Refusal to allow IT access. Is language strong enough?...Add to say that refusing could result in corrective action that could lead up to termination.

> Safety and Injury: We say they have to maintain their work play in a safe condition. That implies we can inspect that worksite. What happens if someone falls on the sidewalk and breaks their neck?

Ed adds a comment about not caring on when or where they get the work done, just caring about it getting done with the proper security. As long as we have proper security and the work is done can we remove ourselves from keeping a home office and the requirements that entails? Amber said we can take out the time and place requirements but that as far as workplace safety issues we probably need wordage on that.

Marty said we should tidy up this policy and then take it to our liability insurance people and see what they say.

The committee decided to have the policy reworked and then revisited in next meeting.

Next Meetings:

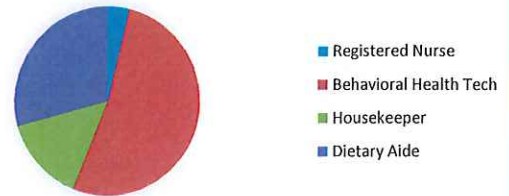
Monday, June 17th, 2019.

Meeting adjourned.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
2019 Overall Turnover Data (As of 05/31/2019)

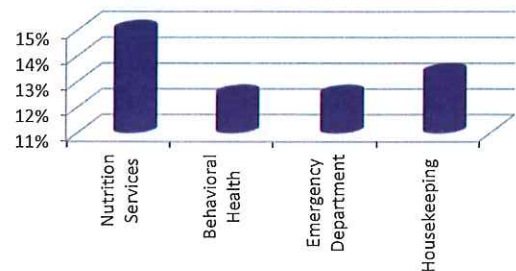
Top Position(s) / Turnover

	2019	%
Registered Nurse	6	5%
Behavioral Health Tech	5	71%
Housekeeper	4	20%
Dietary Aide	4	40%



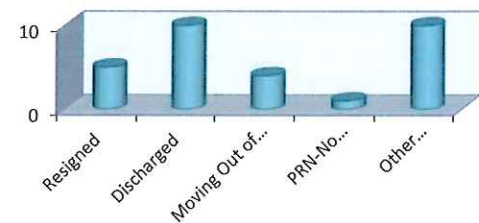
Top Department(s) / Turnover

	2019	%
Nutrition Services	6	15%
Behavioral Health	5	13%
Emergency Department	4	13%
Housekeeping	4	13%



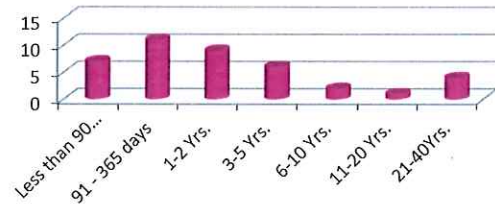
Top Reasons / Turnover

	2019	%
Resigned	5	13%
Discharged	10	25%
Moving Out of Area/Relocation	4	10%
PRN-No Available Work	1	3%
Other Employment	10	25%



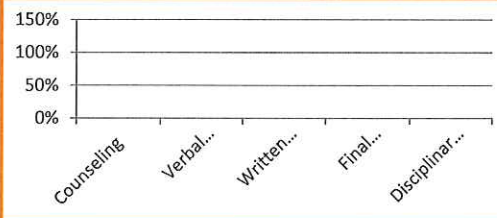
Length of Service

	2019	%
Less than 90 days	7	18%
91 - 365 days	11	28%
1-2 Yrs.	9	23%
3-5 Yrs.	6	15%
6-10 Yrs.	2	5%
11-20 Yrs.	1	3%
21-40Yrs.	4	10%
Total	40	



Corrective Action

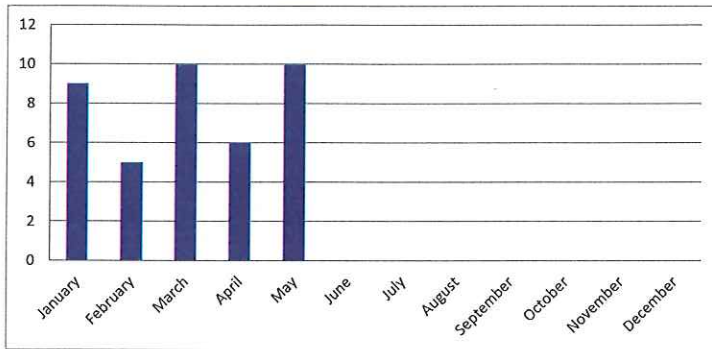
Counseling
 Verbal Warning
 Written Warning
 Final Written Warning
 Disciplinary Suspension



Total Employees

2019 Separations - Hospital Wide

	Separations	New Employees	496
January	9	12	499
February	5	9	503
March	10	13	506
April	6	12	512
May	10	5	507
June			
July			
August			
September			
October			
November			
December			
Total	40	51	8%



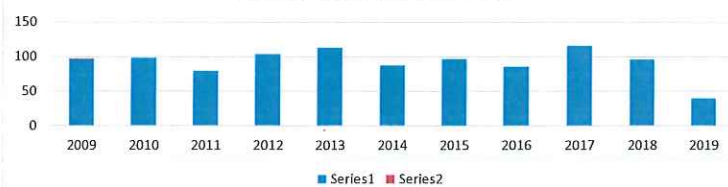
	Separations
Involuntary	10
Voluntary	30
Total	40

	Classifications
RN	6
Classified	34
Total	40

Overall Turnover

2009	96
2010	98
2011	79
2012	104
2013	113
2014	88
2015	97
2016	86
2017	116
2018	96
2019	40

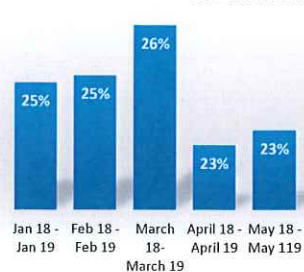
Overall Turnover 2009 - 2019



Rolling 12

	Separations	%
Jan 18 - Jan 19	123	25%
Feb 18 - Feb 19	125	25%
March 18 - March 19	133	26%
April 18 - April 19	117	23%
May 18 - May 19	118	23%

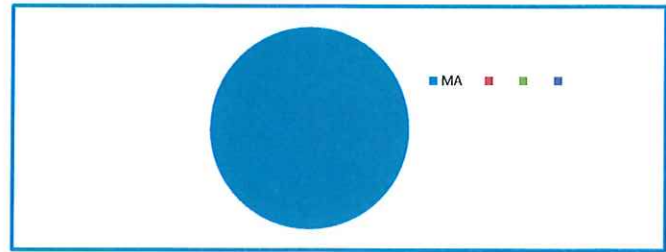
12 Month Turnover



MEMORIAL HOSPITAL OF SWEETWATER COUNTY - CLINIC DATA
2019 Clinic Turnover Data (as of 05/31/2019)

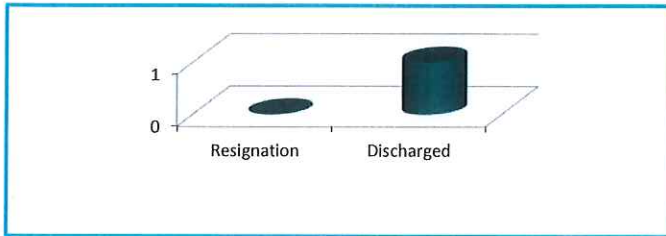
Top Position(s) / Turnover
 MA

2019 **%**
 1 8%



Top Reason(s) / Turnover
 Resignation
 Discharged

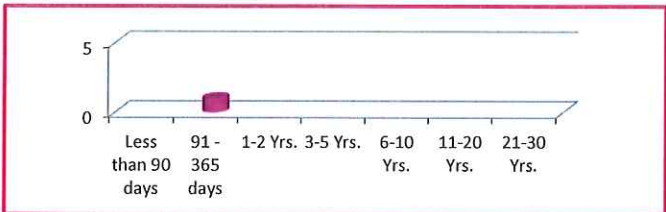
2019 **%**
 0
 1



Length of Service

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

2019 **%**

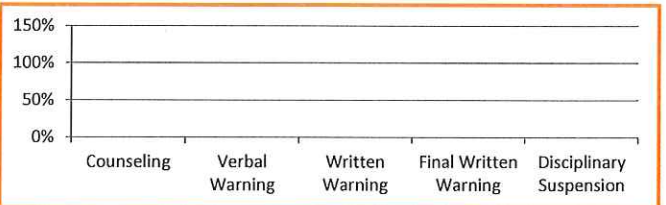


Total

1

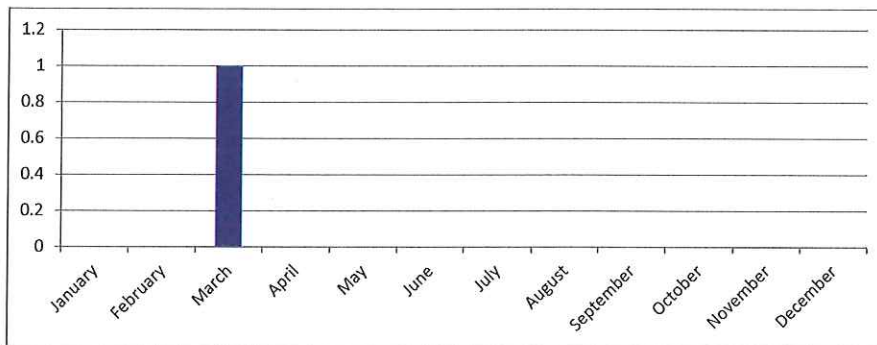
Corrective Action

Counseling
 Verbal Warning
 Written Warning
 Final Written Warning
 Disciplinary Suspension



2019 Separations - Clinic

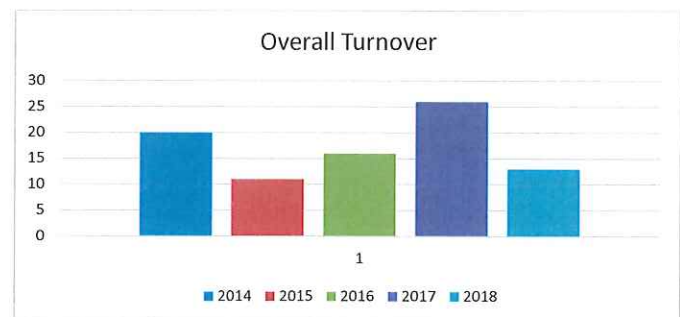
	Separations	New Employees	Total Employees	110
January	0	0	110	
February	0	2	112	
March	1	2	113	
April				
May				
June				
July				
August				
September				
October				
November				
December				
Total				



<u>Separations</u>	
Involuntary	1
Voluntary	0
Total	1

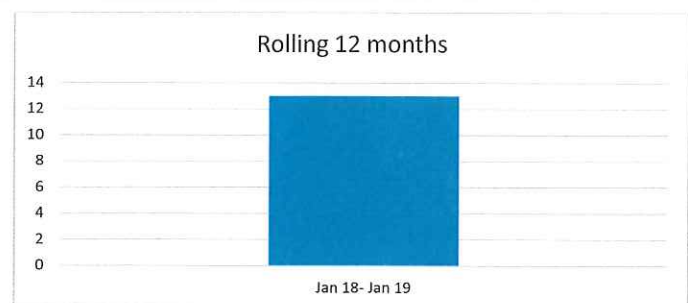
<u>Classifications</u>	
RN	0
Classified	0
Total	0

<u>Overall Turnover</u>		
2014	20	26%
2015	11	18%
2016	16	14%
2017	26	23%
2018	13	12%



Overall turnover starting Sept
Jan 18- Jan 19

13 12%





Job Postings as of 06/07/19



Position	Req #	Position Status	Shift: Days / Hours	Position Qualifications
<u>ADMITTING</u>				
Admitting Specialist	2276	PRN	Variable	High School diploma or equivalent required. Typing test required, complete at Workforce Services
<u>BEHAVIORAL HEALTH</u>				
BHT - TEMP	2277	TEMP FT	Variable	High School diploma or equivalent required.
<u>CARDIOPULMONARY</u>				
Respiratory Therapist	2260	Regular Full-Time	Variable	Completion of AMA approved School for Respiratory Therapy. NBRC (National Respiratory Care) license required. Wyoming Respiratory License required. Must have passed National Registry exams.
Respiratory Therapist	2303	Regular Full-Time	Variable	Completion of AMA approved School for Respiratory Therapy. NBRC (National Respiratory Care) license required. Wyoming Respiratory License required. Must have passed National Registry exams.
Respiratory Therapist/Sleep Tech	2289	Regular Full-Time	Nights	Completion of AMA approved School for Respiratory Therapy. NBRC (National Respiratory Care) license required. Wyoming Respiratory License required. Must have passed National Registry exams.
<u>COMMUNICATION</u>				
Operator/Receptionist	2301	Regular Full-Time	Variable	High School diploma or equivalent required. Typing test required, complete at Workforce Services
<u>EMERGENCY</u>				
Registered Nurse	2278	Regular Full-Time	Nights	Current Wyoming Nursing License and hold a current BLS certification.
<u>MEDICAL IMAGING</u>				
Ultrasound Tech	2273	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.
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.
Ultrasound Tech - Echo	2223	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 - Cardiopulmonary-Internal	2290	Regular Full-Time	Variable	Current Wyoming Nursing License and hold a current BLS certification.
<u>QUALITY</u>				
Quality Analyst Registered Nurse	2286	Regular Full-Time	Days	Current Wyoming Nursing License and hold a current BLS certification. One year as staff nurse required. A minimum of two years of hospital based nursing in any clinical area is required or ability to demonstrate clinical skills from other fields of nursing that may be applicable if related to current practice and clinically pertinent knowledge.
<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.
<u>SURGICAL SERVICES</u>				
Registered Nurse - PACU	2185	Regular Part-Time	Days + Call	Current Wyoming Nursing License and hold a current BLS certification.



Approved: N/A
Review Due: 3 years after approval
Document Area: Corporate Compliance
Reg. Standard:

Code of Conduct

STATEMENT OF PURPOSE

It is the policy of Memorial Hospital of Sweetwater County (MHSC) that all of the business be conducted according to high ethical standards, including compliance with applicable laws, rules, and regulations. This Code of Conduct (henceforth referred to as Code) is integral to the MHSC Compliance Plan and the provision of care and services that is consistent with the mission and vision of MHSC. This Code applies to any and all members of the workforce operating for or within MHSC. This includes employees, providers, volunteers and contractors.

TEXT

I. General

- A. The underlying principles of these standards are based on common sense, courtesy, ethical and legal conduct that are essential to govern the business of MHSC.
- B. It is important that the entire workforce understand these standards and abide by them daily.

II. PRINCIPLE 1 - Legal Compliance: We will strive to ensure all activity by or on behalf of the organization is in compliance with applicable laws.

- A. Employees and subcontractors are expected to follow these guidelines for compliance with applicable laws. Knowledge (first or second hand) or suspicion of any violation of any law, regulation or rule must be reported to the Compliance Hotline (307 ~ 362 ~ 5291) or other appropriate staff.

MHSC employees:

- 1. Will not solicit, receive or offer to give anything of value to anyone in exchange for referral of patients.
- 2. Will not accept bribes or kickbacks of any kind intended to induce referrals.
- 3. Will not make false statements or representations to any person or entity in order to gain or retain participation in a federal program or to obtain payment for any service.
- 4. Will submit claims for reimbursement accurately and only for services rendered.
- 5. Will not enter into any agreements with competitors to share or fix prices.
- 6. Will maintain complete and accurate medical records to support all medical decisions.
- 7. Will collect all applicable co-payments and deductibles in accordance with acceptable business practices.

8. Will store, dispense and transport all drugs and biologicals in accordance with accepted guidelines.
9. Will adhere to sound environmental and safety practices, including the proper handling of medical or hazardous waste.
10. Will respect our obligations as individuals and as health care providers, and neither express nor imply a promise of performance which we cannot reasonably expect to fulfill.
11. Will assure that all practices of write-offs, discounts, or forgiveness of debt are based solely on justifiable business practices and conform to federal and state statutes.

III. PRINCIPLE 2 - Quality of Care: We are committed to providing the highest quality of care and delivering services in an ethical manner. MHSC employees:

- A. Will treat patients with dignity, respect, and compassion at all times.
- B. Will provide high quality care to patients without regard to race, creed, age, gender, religion, national origin, or disability.
- C. Will honor the rights afforded to patients, advocates and family to receive education in a manner that is understandable and to provide informed consent for care.
- D. Will honor the right of patients, or their legal designees, to participate in decision making regarding their care, including refusing treatment to the extent permitted by law and being informed of the consequences of such action.

IV. PRINCIPLE 3 - Confidentiality: We shall strive to maintain the confidentiality of patient and other confidential information in accordance with applicable legal and ethical standards. MHSC employees:

- A. Will protect the confidentiality of patient information in accordance with all applicable laws and regulations. (Such as HIPAA)
- B. Will refrain from revealing any personal or confidential information concerning patients or members unless supported by legitimate business or patient care purposes.
- C. Information pertaining to our competitive position or business strategies, payment and reimbursement information, and information relating to negotiations with the workforce or third parties should be protected and shared only with those having a need to know such information in order to perform their job responsibilities.
- D. Will hold all investigatory information, data, and reports collected and/or made in connection with compliance issues in the highest confidence and not disclose such information outside of the confines of the activities of the Compliance Work Team or Compliance Committee of the Board of Trustees, except as is otherwise required by applicable law.
- E. Will ensure that information received in confidence is not used for personal gain and divulge no such information with the intent of giving or receiving an unfair advantage in a personal business transaction.

V. PRINCIPLE 4 - Valuing The MHSC Workforce: We value our workforce and are committed to their protection and success.

- A. MHSC shall afford all people equal employment and advancement opportunities without regard to age, gender, race, creed, national origin, religion, or disability.
- B. No form of harassment or discrimination will be permitted.

- C. We shall treat each other with respect, dignity, and fairness.
- D. Sexual harassment, sexual advances, request for sexual favors or other verbal or physical conduct of a sexual nature that would create a hostile working environment are absolutely prohibited.
- E. We shall exhibit acceptable behaviors that enhance the quality with which we meet the mission of MHSC. Such behaviors include but are not limited to, those that help to promote quality in the work place, integrity, innovation, diversity in the work place and teamwork.
- F. We shall refrain from displaying inappropriate behaviors in the work place. Inappropriate behaviors are those that are disruptive to the work environment and interpersonal relationships and surroundings.

VI. PRINCIPLE 5 - Conflicts of Interest: We shall avoid conflicts or the appearance of conflicts of interest between our private interest and the fulfillment of our duties.

- A. No employee may represent MHSC in any transaction in which he or she or a member of their immediate family has a personal interest.
- B. We shall not disclose or use confidential, special or inside information of or about MHSC for personal profit or advantage.
- C. MHSC workforce shall disclose all potentially conflicting activities in the annual Conflict of Interest disclosure statement.
- D. We shall avoid any real or potential conflicts of interest and disclose, to the fullest extent possible, any significant proprietary or financial interest in any organization with which MHSC does business.

VII. PRINCIPLE 6 - Business Relationships: Business relationships with third parties shall be free from offers or solicitation of gifts or other inducements in exchange for influence or business.

- A. We will not *solicit* tips, personal gratuities or gifts from patients or vendors.
- B. We will not accept gifts, favors, services, entertainment or other things of value to the extent that decision-making of MHSC might be influenced. Similarly, the offer or giving of money, services or other things of value with the expectation of influencing the decision making process of any purchaser, supplier, customer, government official or other person by MHSC is absolutely prohibited.
- C. Employees may retain gifts from vendors that will not influence decision making which have a nominal value of less than \$50 per gift and \$300 per year in the aggregate. If there is any concern whether a gift should be accepted, the Compliance Department should be consulted.
- D. We shall recognize that character is the greatest personal asset in business and give it major consideration in the selection of individuals and companies with whom we do business.
- E. We shall take no action which would otherwise be suspect merely because it appears to be customary in a particular location or particular area of business activity.

VIII. PRINCIPLE 7 - Protection of Assets/Research: All employees will strive to preserve and protect the organization's assets by making prudent and effective use of MHSC resources and properly and accurately reporting its financial condition.

- A. MHSC has established control standards and procedures to ensure that assets are protected and properly used and that financial records and reports are accurate and reliable.
- B. All financial reports, accounting records, research reports, expense accounts, time sheets and other documents must accurately and clearly represent the relevant facts or the true nature of a transaction.

- C. All employees are expected to refrain from converting assets of the organization to personal use.
- D. All property and business of the organization shall be conducted in the manner designed to further the organization's interest rather than the personal interest of an individual.
- E. Employees are prohibited from the unauthorized use or taking of equipment, supplies, materials or services.
- F. We shall collect and report scientific research validly and accurately, consistent with the Belmont report provisions.

IX. Responsibility and Enforcement

- A. All employees must abide by the principles set forth in this Code.
- B. Failure to abide by the principles set forth in this Code may lead to corrective action.
- C. Any suspected violation of this Code must be reported to the Compliance Officer, the Compliance Hotline, or other authorized reporting mechanism without the fear of retaliation.
- D. Reports of suspected violations may be made anonymously.
- E. All employees must understand that actions will be taken to uphold and enforce these standards.
- F. This standards set for in this Code are integral to the facility compliance program.
- G. This Code will be read and acknowledged in writing upon hire and annually.
- H. Employee acknowledgements shall be maintained in the employee file housed in Human Resource Department.

REFERENCES

Attachments:

No Attachments

Approval Signatures

Approver	Date
Irene Richardson: CEO	pending
Suzan Campbell: In House Legal Counsel	03/2019
Clayton Radakovich: Director Accreditation	03/2019

Capital Request Summary

Capital Request #

FY20-1

Name of Capital Request:

Website Redesign and Host Service - Internet

Requestor/Department:

Deb Sutton – Marketing & Public Relations

Sole Source Purchase: Yes or **No**

Reason:

Quotes/Bids/ Proposals received:

	Vendor	City	Amount
1.	Scorpion	Valencia, CA	\$25,000 Capital \$34,188 Annual \$59,188 Total
2.	Rumor	Salt Lake City, UT	\$69,050 Capital \$7,800 plus Annual \$76,850 Total
3.	Creative Marketing Services	Salt Lake City, UT	\$72,500 Capital \$7,200 plus hosting Annual \$79,700 Total

Recommendation:

Scorpion, Valencia, CA for \$59,188

Assigned: FY 20 - 1

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: Marketing

Submitted by: Deb Sutton

Date: 3-29-19

Provide a detailed description of the capital expenditure requested:

Website redesign and host services.

Preferred Vendor: Scorpion

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

1. Renovation	\$
2. Equipment	\$
3. Installation	\$ 25,000.00
4. Shipping	\$
5. Accessories	\$
6. Training	\$
7. Travel costs	\$
8. Other e.g. interfaces	\$ 34,188.00 annual support
Total Costs (add 1-8)	\$ 59,188.00

Does the requested item:

Require annual contract renewal? ☒ YES ☐ NO

Fit into existing space?

☒ YES ☐ NO

Explain:

Attach to a new service?

☐ YES ☒ NO

Explain:

Require physical plan modifications?

If yes, list to the right:

☐ YES ☒ NO

Electrical

HVAC

Safety

Plumbing

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

\$

\$

\$

\$

\$

Annualized impact on operations (if applicable):

Increases/Decreases

Projected Annual Procedures (NEW not existing)

Revenue per procedure

\$

Projected gross revenue

\$

Projected net revenue

\$

Projected Additional FTE's

Salaries

\$

Benefits

\$

Maintenance

\$

Supplies

\$

Total Annual Expenses

\$

Net Income/(loss) from new service

\$

Budgeted Item:

☒ YES ☐ NO

of bids obtained? 3

☒ Copies and/or Summary attached.

If no other bids obtained, reason:

Review and Approvals

Submitted by: Deb Sutton

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

Cory Farnsworth
Trend Miller

OTHER CONSIDERATIONS

Moving forward with the strategic plan and an emphasis on patient-centered care, Memorial Hospital of Sweetwater County's internet website — sweetwatermemorial.com — must be more patient-friendly. Our current provider no longer meets our needs and has limitations moving forward.

Sweetwatermemorial.com must be upgraded and redesigned to effectively market MHSC, the specialty clinics and its service lines.

An MHSC team of eight received bids from three companies with on-site presentations. When broken down, there is not a large cost difference between the three. The differences lie in what is offered and how well they can meet our growing needs.

Scorpion Digital Healthcare Solutions proved to be the best option for a variety of reasons:

- There are no limitations on file size or storage space. (We do not currently have that option with our current provider, and will not have that capability even with an upgrade of their services.)
- Scorpion offers the ability to utilize encryption such as SSL/HTTPS. SSL certificates are now required by Google.
- The monthly charge will increase from \$1055/mo. to \$2849/mo., which includes \$349 for WCAG 2.1 ADA monitoring and management – something we do not currently have. This WCAG 2.1 will cost \$4188 annually, which is lower than one of the other providers. The third provider did not include this option. (Web Content Accessibility Guidelines (WCAG) 2.1 defines how to make Web content more accessible to people with disabilities. Accessibility involves a wide range of disabilities, including visual, auditory, physical, speech, cognitive, language, learning, and neurological disabilities.)
- Scorpion's bid includes building all of MHSC's pages. There is no add-on for a turnkey product. Bids from other vendor candidates included a limited number of pages and/or a per-page design, which will increase costs.
- Scorpion also will help load or load all new material and page changes to the site if need be. This will reduce any immediate need to hire a second person in the marketing/PR department to help with our growing digital needs.
- Scorpion offers a free website redesign every 36 months.
- The Scorpion representative assigned to site design has designed websites for other Wyoming hospitals, so is familiar with Wyoming and its needs.


Website design, development and production: \$25,000.00

Annual marketing and support services: \$34,188.00

Total contract: \$59,188.00

Capital: \$25,000

Expense: \$34,188


Submitted by: Signature

6-21-19
Date



27750 Entertainment Drive
Valencia, CA 91355
Toll Free: (866) 332-3230
Fax: (661) 752-8558
Email: contracts@scorpionhealthcare.com

Services Agreement

This Services agreement (the "Agreement") is hereby made and entered into between Scorpion Healthcare, LLC, with its principal place of business in Valencia, California, and Memorial Hospital Of Sweetwater County, with its principal place of business in Rock Springs, Wyoming.

This Agreement shall be valid and binding only if executed and received by Scorpion no later than 5:00pm PST on 8/15/2019.

I. Recitals

In consideration of the promises, the mutual covenants and agreements contained herein and for other good and valuable consideration, the receipt and sufficiency of which are expressly acknowledged, the Parties hereto, intending to be legally bound, agree as follows:

II. Agreement

A. Services

1. Website Design, Development & Production Project

- a. Scorpion will design, develop, produce and host one (1) Customized Responsive Website for Client which can contain an unlimited number of web pages on Client's existing website or as mutually agreed upon by the Parties;
Advanced ADA Audit: Scorpion will perform a biannual audit of your applicable Website (up to 250 web pages, collectively "Maximum ADA Pages") and then perform best efforts to have it comply with Official ADA Guidelines. If Website's web pages ever exceeds Maximum ADA Pages then Client shall automatically be enrolled in the next higher up applicable ADA audit package where such monthly Scorpion Services shall increase beginning on the next billing cycle.
- b. Scorpion will review and carryover any unique and valuable Website Content from Client's existing website(s) as-is, as determined by Scorpion;
- c. Scorpion will write up to twenty-five (25) new Content Pages or as mutually agreed upon to support the pre-launch development of the Website;
- d. Scorpion will migrate Client's existing physician profiles into Scorpion's Physicians Directory system;
- e. Scorpion will create and/or manage Google Analytics & Google Webmaster Tools accounts for Website;
- f. Scorpion will verify Client's GoogleMyBusiness listing for each of Client's hospital locations which have a unique physical address ("Hospital Locations") as necessary;
- g. Scorpion will verify Client's existing social media accounts for Hospital Locations as mutually agreed upon;
- h. Scorpion will perform an initial search engine optimization of the Website's metadata at Launch (including updating title tags, meta keywords, meta descriptions, alt tags, etc.);
- i. Scorpion will either embed or link within the Website to any acceptable third-party systems, e.g., Patient Portal, etc. as mutually agreed upon;

2. Scorpion Technology Platform Access

- a. Scorpion grants Clients' specified administrators a license to use the **Scorpion Content Management System (CMS)**. Each user login will have specific security permissions that may enable them to perform actions such as adding, deleting, or modifying: profiles, Web Content, page names, and service types at their convenience;
- b. Scorpion grants Clients' specified users a license to use the **Scorpion Marketing System (SMS) Platform** to have access to monitoring website analytics, online reviews and the monitoring of Scorpion-managed paid digital advertising media campaigns.
- c. Client may request Scorpion to provide additional platform logins at no-additional charge.
- d. Scorpion will deploy standard versions of any of the applicable systems below based upon the goals of Client's project:
 - Physicians Directory;
 - Online Bill Payment;
 - Scorpion Blog System;
 - Press Center;
 - Online Donation System;
 - eCard System;
 - Events Calendar System;
 - Locations System;
 - Photo Gallery;
 - Video Vault; and
 - 800 or local call-tracking technology.
- e. License to use Professional Stock Photography only for the images necessary to create the graphical design to Launch the Website.

3. Ongoing Monthly Marketing & Support Services Includes:

- a. A Scorpion Marketing Manager will be assigned to your account;
- b. Scorpion will submit Hospital Location data to Data Aggregators for Local SEO;
- c. Scorpion will monitor organic rankings of critical and high value keyword terms in search engines;
- d. Client shall have real-time access to analytic reports through Scorpion's Marketing Solution Platform;
- e. Scorpion will provide copyediting of existing content as mutually agreed upon;
- f. Ongoing reputation monitoring where the identified results are accessible via the Scorpion Marketing Solution Platform;
- g. Ongoing tracking and reporting, as applicable, of any campaign generated in-bound phone calls and website form submissions which are accessible via the Scorpion Marketing Solution Platform;
- h. Scorpion's support team (both technical and marketing) will respond to any Client request in less than twenty-four (24) hours;
- i. Ongoing Hosting and Maintenance of Website during the Term;
- j. 24/7 Monitoring of Website Health;
- k. Every 36 months, Scorpion will Refresh Client's Website. The Refresh process involves migrating the existing Website content onto the then most current Scorpion Healthcare Framework. This Framework will incorporate the best practice for user experience, conversion optimization and technical SEO and where the refreshed website will Launch meeting the Official ADA Guidelines. The Refresh may also include replacing the primary imagery, updating the branding colors and/or iconography if desired.

B. Description of Charges

1. Initial Charge pursuant to the following schedule ("Schedule"):
 - a. \$25,000.00 on Effective Date.

2. Monthly Charge of \$2,849.00 beginning on date Website(s) Launch ("Charge Date")
3. Charges will never increase during the Term unless mutually agreed upon by the Parties.

C. Agreement Term

This Agreement will continue in force for thirty-six (36) consecutive months after Charge Date ("Initial Term"). If not canceled by Client, Agreement shall automatically renew on a year-to-year basis ("Renewal Term").

- D. Ownership Date** Client shall acquire all rights, title and ownership to the Launched Graphical Design and the Scorpion Content upon completion of the Initial Term.

Instructions: (1) Click on the CHECKBOX below, (2) Enter your NAME, and (3) Click the "I AGREE" button to accept this Agreement.

☐ As an authorized agent, I hereby acknowledge and agree to the [Legal Terms and Conditions](#) and accept this Agreement.

By: /s/

A legal representative of
Memorial Hospital Of Sweetwater County

June 17, 2019

By: /s/ Jono Scott
Jono Scott
Scorpion Design, Inc.

June 17, 2019

CONFIDENTIAL

Authentication:
IP Address: 206.217.1.162
Internet Provider: Sweetwater Television Company
CI: 246761

Internet Proposal Summary

Vendor	Website design & development	Monthly support	Hosting services	WCAG 2.1 ADA Management	Additional design management
Scorpion Healthcare Internet Marketing	\$ 25,000.00	\$ 2,500.00	included	\$4,188/year	included
Rumor	\$ 50,675.00	\$ 650.00	not available	\$18,375 one time	\$175/hr
Creative Marketing Services	\$ 72,500.00	\$ 600.00	included	not available	\$150/page

Capital Request Summary

Capital Request #

FY20-2

Name of Capital Request:

Website Design – Intranet upgrade

Requestor/Department:

Amber Fisk – Human Resources

Sole Source Purchase: Yes or **No?**

Reason:

Quotes/Bids/ Proposals received:

	Vendor	City	Amount
1.	Interact	Tampa, FL	\$29,475 Capital \$17,571.84 Annual \$47,046.84 Total
2.	Constant Contact	Waltham, MA	\$25,426 Capital \$26,574 Annual \$52,000 Total
3.	Simpplr	Milpitas, CA	\$68,458 Capital \$20,000 + Annual \$88,458 Total

Recommendation:

Interact, Tampa, FL for \$47,046.84



# Assigned: FY 20 - 2	
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: Human Resources	Submitted by: Amber Fisk
Date: 06/20/2019	
Provide a detailed description of the capital expenditure requested: Intranet website design and upgrade	
Preferred Vendor: Interact	
Total estimated cost of project (Check all required components and list related expense)	
1. Renovation	\$
2. Equipment	\$ 29,475.00
3. Installation	\$
4. Shipping	\$
5. Accessories	\$
6. Training	\$
7. Travel costs	\$
8. Other e.g. interfaces	\$ 17,571.84 (support - 1st year)
Total Costs (add 1-8)	\$ 47,046.84
Does the requested item:	
Require annual contract renewal? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Fit into existing space? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Explain:
Attach to a new service? <input type="checkbox"/> YES <input type="checkbox"/> NO	Explain:
Require physical plan modifications? If yes, list to the right: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Electrical \$ HVAC \$ Safety \$ Plumbing \$ Infrastructure (I/S cabling, software, etc.) \$
Annualized impact on operations (if applicable):	
Increases/Decreases	Budgeted Item:
Projected Annual Procedures (NEW not existing)	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Revenue per procedure	\$
Projected gross revenue	\$
Projected net revenue	\$
Projected Additional FTE's	# of bids obtained? 3 <input checked="" type="checkbox"/> Copies and/or Summary attached. If no other bids obtained, reason:
Salaries	
Benefits	
Maintenance	
Supplies	
Total Annual Expenses	
Net Income/(loss) from new service	\$
Review and Approvals	
Submitted by:	Verified enough Capital to purchase
Department Leader	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Vice President of Operations	<input type="checkbox"/> YES <input type="checkbox"/> NO
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO

OTHER CONSIDERATIONS

Intranet website design and upgrade with additional capabilities to align with Strategic Plan. Specifically: WorkPlace Experience, through the BRAVO Committee.

Interact - Company Chosen (see attached).

Other Bids/Demos provided:

1. Constant Contact:

Offers an Intranet "landing page much like the current one with Intensity. Capabilities were limited, but offered an alternative to email communications through a secure text messaging system. Even though these services were limited, it offered more administrative support, but at a much higher cost.

1st Year: \$52,000. \$26,574 annually (limited support hours).

2. Simpplr:

Offered services same or similar to Interact. Platforms with customers typically have 1,000 users (employee admins) or more. Inability to be it's own landing page, would have to instead be tied to a website and email system (available separately for purchase). Opted for quick demo, quickly ruled out.

1st year: \$68,458 (implementation + website). Annual costs differed based on users and number of email addresses. Ranged \$20,000 to \$45,000 annually).

Amber Fisk

Digitally signed by Amber Fisk
Date: 2019.06.20 16:09:33 -06'00'

Submitted by: Signature

06/20/2019

Date



Interact Sales Agreement

Customer Information and Contact Details

Company Name	Memorial Hospital of Sweetwater County
Company Registration Number	
Commencement Date	August 1, 2019

Interact Information and Contract Details

Sales Contact	Dominick Chiarenza
Email	dominick.chiarenza@interact-intranet.com
Phone	917-859-7939
Subscription Term Length	3 Years



Subscription Details

Name	Item/s	Description
Interact Licenses	<ul style="list-style-type: none"> 256 Online Licenses 256 Offline Licenses 	Number of agreed user licenses.
Interact Applications	<ul style="list-style-type: none"> Interact Teams Mobile Apps (iOS, Android) People Directory Office 365 Integration Interact Analytics Workflow & Forms Version Control Interact CMS 	A selection of Interact's included core applications.
Hosting, Backup & Support	<ul style="list-style-type: none"> Unlimited storage Back-up & recovery 24/7/365 monitoring Secure hosting 	Accreditations: ISO 27001 (Interact & AWS), SOC1, SOC2, & SOC3 (via AWS)
Additional Features	<ul style="list-style-type: none"> Custom URL 	Agreed additional features built into per user per month cost.
Support Level	<ul style="list-style-type: none"> Gold Support 	Agreed support level built into per user per month cost.

Subscription Pricing

Name	Item/s	Description
Subscription Term	3 Years	Agreed contract length.
Subscription Term Discount	30%	Discount for multi-year commitment for subscription term.

Quantity	Original Price	Discounted Price	Discount	Total Per Year
256	\$5.44	\$3.81	\$5,007.36	\$11,704.32
Online User Licenses	Per user per month	Per user per month	Per year	
256	\$2.72	\$1.91	\$2,488.32	\$5,867.52
Offline User Licenses	Per user per month	Per user per month	Per year	
TOTAL				\$17,571.84



Professional Services Summary

The following table details the pricing for the recommended professional services for your Intranet project.

Service	Cost
Project Management	\$7,000.00
Strategy Services	\$6,875.00
Training Services	\$5,600.00
Design & Branding	\$5,600.00
Build Services	\$2,800.00
Technical Services	\$1,600.00
Lifetime Support Services	\$0
TOTAL	\$29,475.00

Summary

Interact are pleased to have been identified as a potential partner to help deliver a successful Intranet solution and are confident in achieving the results required.

Interact's extensive level of experience in delivering successful Intranets will ensure that both the launch of your intranet, and the early days of your lifetime partnership with us, are a complete success.

We'll be in touch to agree the next actions and look forward to working with you.



Sales Agreement Confirmation

Purchase Order Information

Purchase Order No (if applicable)

Finance Contact Name and Email Address

Payment Method

Invoiced (according to Invoice Schedule below).

Authorized Signature

Name

Date Signed

Signed by Interact Intranet Inc (trading as 'Interact'). *

* By signing this agreement, you agree to Interact's Subscriber Agreement at: www.interact-intranet.com/terms/ which are incorporated into this Agreement by reference.

Invoice Schedule

Item	Payment	Schedule
Total Subscription payable In Year 1	\$17,571.84	100% on signing of this agreement
Onboarding Services In Year 1	\$29,475.00	100% on signing of this agreement
Total Payable In Year 1	\$47,046.84	
Total Subscription payable In Year 2	\$17,571.84	100% on 1st year anniversary of Commencement Date
Total Subscription payable In Year 3	\$17,571.84	100% on 2nd year anniversary of Commencement Date

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

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

June 17, 2019

NARRATIVE TO MAY 2019 FINANCIAL STATEMENT

THE BOTTOM LINE. The bottom line from operations for May was a loss of \$739,816, compared to a loss of \$54,411 in the budget. This yields a -10.8% operating margin for the month compared to -.72% in the budget. The YTD net operating gain is \$896,124, compared to a gain of \$1,481,597 in the budget. This represents a YTD operating margin of 1.11% compared with 1.79% in the budget.

The total net loss for the month was \$637,244, compared to a loss of \$146,745 in the budget. The YTD total net gain is \$1,706,705, compared to a gain of \$465,917 in the budget. This yields a YTD total profit margin of 2.12% compared to 0.56% in the budget.

Annual Debt Service Coverage came in at 4.08. The existing bond covenants require that we maintain Debt Service Coverage of 1.25 for compliance.

VOLUME. Average inpatient census for the month was 12.1, under budget by 2.2. YTD average daily census is 12.8 compared to 11.6 in the budget and 16.9 in the prior year.

Surgeries were under budget for the month. There were 7,680 outpatient visits, over budget by 1,140.

Total ER visits were 1,433, over budget by 33. There were 35 newborns in May, over budget by 3. Births are under budget year to date by 38.

REVENUE. Revenue for the month was \$13,962,917, over budget by \$189,508. Inpatient revenue was under budget by \$99,376, outpatient revenue was over budget by \$304,886 and the employed Provider Clinic was over budget by \$16,001.

YTD total revenue was \$151,846,865, over budget by \$639,108. Inpatient revenue is over budget by \$964,986, outpatient revenue is under budget by \$77,886 and the Provider Clinic is under budget by \$247,992.

Net patient revenue for the month was \$6,409,737, under budget by \$900,041. YTD net patient revenue was \$77,450,463, under budget by \$2,795,091.

Deductions from revenue were booked at 54.1% for May compared to 46.9% in the budget. YTD deductions from revenue are 49%, compared to 46.9% in the budget and 46.6% for the same period in fiscal year 2018.

EXPENSES. Total expenses for the month were \$7,595,383, under budget by \$4,109. YTD expenses are under budget by \$1,825,175. The following expense categories were over budget in May:

Fringe Benefits – This expense is over budget by \$125,023, but remains under budget year to date. Group health claims came in over budget by \$103,091 in May due to the accelerated BCBS payments.

Contract Labor – This expense is over budget by \$20,911 for the month and over budget year to date. Currently, contract labor is used in Behavioral Health, Surgery, Emergency Room, Ultrasound, Infection Control and BioMed.

Physician Fees – This expense is over budget by \$65,260 for the month but remains under budget year to date.

Repairs and Maintenance – This expense is over budget by \$120,934 and over budget year to date. Vouchers for reimbursement from the County maintenance fund were submitted to offset these expenses.

Leases and Rentals - This expense is over budget by \$39,988 and remains over budget year to date.

BALANCE SHEET. Operating cash at month end was \$9,433,560, a decrease of \$518,396 from April. Collections for the month of May were \$8,233,133. The balance of the Special Purpose Tax fund was received from the County in May. The Days of Cash on Hand are at 130 in May, up 9 days from last month. The existing bond covenants require that we maintain 75 days of cash on hand for compliance.

Gross receivables at month end were \$24,998,623, a decrease of \$2,225,127 from the prior month. Net patient receivables at month end were \$13,755,531, down \$1,945,306 from last month. Collectively, days in receivables are 60 for May, down 3 days from April. The Hospital days in AR are at 50, down 4 days from April.

OUTLOOK FOR JUNE. Gross revenue is projecting to be under budget in the Hospital and under budget in the Clinic. Admits, Discharges, Births, ER visits and Outpatient visits are all projecting to come in under budget. Gross patient revenue is projecting to come in at \$12.7m, which is under budget, net revenue is projecting to \$6.7m, which is under budget. Collections are projecting to come in around \$7m. With expenses expected to come in at budget of \$7.3m, we are projecting to a loss in the month of June and a breakeven for the fiscal year.

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

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

June 17, 2019

PROVIDER CLINIC – MAY 2019

THE CLINIC BOTTOM LINE. The bottom line for the Provider Clinic for May was a loss of \$613,977, compared to a loss of \$539,899 in the budget. The YTD net operating loss is \$5,026,023, compared to a loss of \$4,979,550 in the budget.

VOLUME. Total visits were 4,675 for May, over budget by 121 visits. YTD patient visits are 50,207, over budget by 629 visits.

REVENUE. Revenue for the Clinic for May was \$1,399,854, under budget by \$16,001. YTD revenue was \$15,181,204, under budget by \$247,992.

The Clinic providers also generate hospital enterprise revenue from various sources, including Lab, Medical Imaging and Surgery. Gross enterprise revenue generated year to date from the Clinic providers is \$40,301,218. This equates to \$20,349,074 of net enterprise revenue with an impact to the bottom line of \$1,922,988. The gross enterprise revenue represents 26.5% of the total Hospital revenue year to date.

Net patient revenue for the Clinic for May was \$746,522, under budget by \$25,725. YTD net patient revenue was \$8,452,123, which was over budget by \$9,264.

Deductions from revenue for the Clinic were booked at 46.7% for May and are at 44.3% year to date.

In May, the YTD payer mix was as follows; Commercial Insurance and Blue Cross consisted of 55.9% of revenue, Medicare and Medicaid consisted of 38% of revenue and Self Pay consisted of 5.7% of revenue.

May's days in receivable are 56 in the Clinic and 42 in Ortho, down 16 days and 3 days respectively, from April.

EXPENSES. Total expenses for the month were \$1,425,503, which was over budget by \$43,676. YTD expenses were \$14,205,871, which was under budget by \$21,871. The majority of the expenses consist of Salaries and Benefits; which are 80.3% of YTD total expenses. The following categories were over budget for May:

Fringe Benefits – This expense is over budget by \$35,649 for the month but remains under budget year to date.

Purchased Services – This expense is over budget by \$4,095 for the month but remains under budget year to date. Other Physician fees for Locum Pulmonology is over budget for the month and year-to-date.

Other Operating Expenses – This expense is over budget by \$55,570 for the month and remains over budget year to date. Pharmacy floor allocation was over budget by \$50,712.

Depreciation – This expense is over budget by \$2,034 and remains over budget year to date.

OVERALL ASSESSMENT. Through May, the Provider Clinic revenue plus enterprise revenue makes up 36.5% of total hospital gross patient revenue.

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

Wednesday ~ June 26, 2019

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:

Jeff Smith, Commission
Amber Fisk

Jim Horan
Deb Sutton

Leslie Taylor

- | | |
|----------------------------------------------------------|--------------|
| I. Call Meeting to Order | Marty Kelsey |
| II. Approve May 29, 2019 Meeting Minutes | Marty Kelsey |
| III. Capital Requests FY 20 | Marty Kelsey |
| IV. Financial Report | |
| A. Monthly Financial Statements & Statistical Data | |
| 1. Narratives | ami ove |
| 2. Financial Information | ami ove |
| 3. Budget Adherence | ami ove |
| B. Other Business | |
| 1. Preliminary Budget | Ron Cheese |
| 2. Title 25 Countyoucher | Ron Cheese |
| II. Old Business | |
| A. C/S Updates | Ron Cheese |
| VIII. New Business | |
| A. Financial Forum Discussion | Marty Kelsey |
| IX. Adjournment | Marty Kelsey |

Finance and Audit Comm Minutes May 29 2019 Draft

MEMORANDUM FOR THE BOARD OF DIRECTORS
Finance & Audit Committee Meeting
May 29, 2019

Voting Members Present:

Mr. Marty Welsey *Trustee - Chair*
Mr. Taylor Jones *Trustee*
Ms. Irene Richardson *CEO*
Ms. Kami Love *CFO*
Ms. Jan Payne *Controller*

Non-Voting Members Present:

Mr. Ron Cheese *Director of Patient Financial Services*
Mr. Rich Tyler *Director of Information Technology*
Ms. Angel Bennett *Director of Materials*
Ms. Mari Quicenden *CCO*
Mr. Barry Lauridsen

Non-Voting Members Absent:

Ms. Susan Campbell *Chief Legal Exec/General Counsel*
Mr. Kristy Nielson *CNO*
Mr. Augusto Amias

Guests:

Mr. Dave Beltran *Director of Security*
Mr. Bill Mullen *Security Supervisor*
Ms. Leslie Taylor *Clinic Director*
Ms. Racie Soller *Director of Medical Imaging*
Mr. Jim Horan *Director of Facilities*
Ms. Mary Fischer, *Director of Lab*
Mr. Cielette Arn

Call Meeting to Order

Mr. Welsey called the meeting to order.

Approve Meeting Minutes

A motion to approve the meeting minutes of April 24, 2019 as presented was made by Mr. Jones second by Ms. Love. Motion carried.

Capital Requests

Ms. Soller explained capital request 19-41 for the Refurbished Ultrasound System. Currently the Ultrasound and Echocardiography departments share equipment. She explained that this machine would be dedicated to Echocardiography. The cardiac volumes have been increasing and this would allow them to perform more ultrasounds to better serve our patients. The motion to approve the requests to forward to the full board was made by Mr. Welsey second by Mr. Jones. Motion carried.

Mr. Beltran presented 19-42 for a Security Camera System. He explained that our current system is old with outdated technology. It has reached the end of its useful life. This project consists of replacing the cameras as well as installing new network cabling and server storage. This system has newer technology, better image quality and longer retention. Two quotes were

obtained. Harris came in with the lower quote and is the preferred vendor. The motion to approve the request to forward to the full board was made by Mr. Jones second by Ms. Payne. Motion carried.

Mr. Horan presented capital request 1943 for a Replacement IC Roof. Mr. Horan said that the IC roof is the last of the original roofs. They have had to make many repairs to the roof and it is now time to replace it. Two bids were obtained. Clark's Quality Roofing had the lower bid. The motion to approve the request to forward to the full board was made by Mr. Jones second by Ms. Dove. Motion carried.

Ms. Fischer explained 1944 for a Coagulation Analyzer for the Lab. She said that they need a backup analyzer that is the same as the current analyzer. The required tests with the current backup are not going well. This new unit will provide better coagulation results and will be easier to use. Mr. Jones asked if it was a budgeted item. Ms. Fischer said that it is. The motion to approve the request to forward to the full board was made by Mr. Jones second by Ms. Dove. Motion carried.

Mr. Barn presented the need for request 1945 for the Clinprep 2000 Processor. This unit is needed to process urine samples. The current process is not catching all the cells and Mr. Barn does not think we are doing our best with this process. She explained that the urologists are very busy and this will help process their requests and keep business here. This is a higher quality processing system. Mr. Elsey asked if it has a warranty. Ms. Fischer said that it has a 1 year warranty. The motion to approve the request to forward to the full board was made by Mr. Jones second by Ms. Dove. Motion carried.

Capital request 1946 for a Replacement Grounds Building was presented by Mr. Horan. The existing ground's building will be removed for the Central Plant Upgrade project. This building will be placed directly next to the carpenter shop. Mr. Elsey noted that A. Pleasant's bid addresses more issues than the bid from Quality Builders. Mr. Horan explained that not everything in A. Pleasant's bid was necessary. He was comfortable with Quality Builders' bid. A building permit is not needed we just need an electrical permit from the City. Mr. Elsey asked if the concrete would be tested with the Quality Builders' bid. Mr. Horan said that it was not. Mr. Jones suggested that we should have the concrete tested. Mr. Elsey asked if any utilities would need to be relocated. Mr. Horan explained that the gas line will be moved with the Central Plant upgrade project. The motion to approve the request to forward to the full board was made by Mr. Jones second by Ms. Richardson. Motion carried.

Mr. Tyler presented request 1947 for the Rubri Backup Appliance for IT. We currently have one of these appliances and are in need of another one. We can only store a certain number of days of backup here and then it must be pulled from the cloud and takes longer. Mr. Elsey asked why there is a large difference in price between the two quotes. Mr. Tyler wasn't sure why. He compared to quotes to make sure the units were the same. ConvergeOne offered the discount while Rubri Direct did not. The motion to approve the request to forward to the full board was made by Mr. Jones second by Ms. Dove. Motion carried.

Financial Report

Monthly Finance Statements & Statistical Data

Ms. Love reviewed the narratives included in the meeting packet. Mr. Jones asked if there was any update on the MCS funds. Mr. Cheese explained that we have received MCS payments on the old claims but not all of them. We still have about \$1.8 million outstanding. Mr. Elsey asked if this was the first month we had ever had a 50% reduction of revenue. Ms. Richardson said that it was. Ms. Love explained that our payor mix is increasing for Medicare.

Mr. Jones asked what the lowest month for loss was for the clinic. Mr. Love said that it was November with a loss of \$381,000.

Other Business

Mr. Cheese distributed the potential bad debt information for review. Mr. Elsey asked if the bad debt number would change before the board meeting next week. Mr. Cheese said that it would. Mr. Elsey said that there was no need to act on it then. Mr. Elsey mentioned a slide show Mr. Cardoni had sent them concerning bad debt. The slide show was from law firm Holland and Hart. It showed a different way of doing bad debt. Ms. Richardson was going to reach out to Wyoming Hospital Association to see if they knew anything about this presentation.

Ms. Love mentioned that the county had met on the process for submitting maintenance fund requests. Commissioner Smith is supposed to let us know what was decided.

New Business

Financial Forum Discussion

Ms. Richardson presented the 2020 Operating and Capital Budget. She explained that we are budgeting at current volumes and using Standard and Poors as a benchmark. She said that we are budgeting for a 5% aggregate increase in charges. This is only a 2.58% increase in net patient revenue. She said that last year we only increased charges 2%. This keeps up with inflation. Our reduction of revenue percentage has increased due the change in payor mix. A 1.5% aggregate wage increase was also placed in the budget. A capital budget of \$3 million is budgeted for next year.

She said that the County has requested the hospital be present for the June 4th meeting to explain the amount requested from the County. Ms. Richardson said that we are requesting the same as last year. Mr. Jones said that he heard that the County was short \$6 million and was requesting that all entities that were requesting large amounts come before the Commissioners. Mr. Richardson explained that it will not change our operating margin if decreased.

Ms. Richardson mentioned the possibilities for projects to submit for the 6 cent tax for next year. She asked how much involvement the board wanted on these projects. Mr. Jones said the hospital knows what they need. He would like to see a list of the possible projects.

The motion to approve the 2020 Operating and Capital Budget and to forward to the full Board was made by Mr. Elsey second by Mr. Jones. Motion carried. Mr. Elsey said thank you for everybody's efforts on this budget.

Ms. Love said that our preliminary audit visit is scheduled for June 18²⁰. A meeting is needed with the auditors and a Board member on the finance committee. Mr. Elsey said that he could meet with them on June 19th.

With no further business the meeting adjourned at 5:30PM.

Submitted by Jan Layne

Capital Requests FY 20

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

WEDNESDAY ~ June 26, 2019

		YTD CAPITAL APPROVED	GRANT OR DONATION REIMBURSED	2020 APPROVED BUDGET	REMAINING YTD BALANCE	
As of June 2019		-	-	3,000,000.00	3,000,000.00	

CAPITAL REQUEST #	REQUESTED ITEM/REQUESTOR	CAPITAL AMOUNT TO BE APPROVED	MAINTENANCE SUPPORT COSTS	FREIGHT COSTS	TOTAL AMOUNT	COMMENTS
FY20-1	Website Redesign and Host Service-Internet Deb Sutton	25,000.00	34,188.00		59,188.00	
FY20-2	Webiste Design-Intranet upgrade Amber Fisk	29,475.00	17,571.84	-	47,046.84	
TOTAL AMOUNT REQUESTED		54,475.00	51,759.84	-	106,234.84	

FY20-1

Capital Request Summary

Capital Request #

FY20-1

Name of Capital Request:

Website Redesign and Host Service - Internet

Requestor/Department:

Deb Sutton – Marketing & Public Relations

Sole Source Purchase: Yes or **No**

Reason:

Quotes/Bids/ Proposals received:

	Vendor	City	Amount
1.	Scorpion	Valencia, CA	\$25,000 Capital \$34,188 Annual \$59,188 Total
2.	Rumor	Salt Lake City, UT	\$69,050 Capital \$7,800 plus Annual \$76,850 Total
3.	Creative Marketing Services	Salt Lake City, UT	\$72,500 Capital \$7,200 plus hosting Annual \$79,700 Total

Recommendation:

Scorpion, Valencia, CA for \$59,188



		# Assigned: FY 20 - 1
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: Marketing	Submitted by: Deb Sutton	Date: 3-29-19
Provide a detailed description of the capital expenditure requested: Website redesign and host services.		
Preferred Vendor: Scorpion		
Total estimated cost of project (Check all required components and list related expense)		
1. Renovation		\$
2. Equipment		\$
3. Installation		\$ 25,000.00
4. Shipping		\$
5. Accessories		\$
6. Training		\$
7. Travel costs		\$
8. Other e.g. interfaces		\$ 34,188.00 annual support
Total Costs (add 1-8)		\$ 59,188.00
Does the requested item:		
Require annual contract renewal? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		
Fit into existing space?	Explain:	
<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		
Attach to a new service?	Explain:	
<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		
Require physical plan modifications?	Electrical	\$
If yes, list to the right:	HVAC	\$
<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Safety	\$
	Plumbing	\$
	Infrastructure (I/S cabling, software, etc.)	\$
Annualized impact on operations (if applicable):		Budgeted Item:
Increases/Decreases		
Projected Annual Procedures (NEW not existing)		<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Revenue per procedure	\$	# of bids obtained? 3
Projected gross revenue	\$	
Projected net revenue	\$	<input checked="" type="checkbox"/> Copies and/or Summary attached. If no other bids obtained, reason:
Projected Additional FTE's		
Salaries	\$	
Benefits	\$	
Maintenance	\$	
Supplies	\$	
	\$	
	\$	
Total Annual Expenses	\$	
Net Income/(loss) from new service	\$	
Review and Approvals		
Submitted by: Deb Sutton	Verified enough Capital to purchase	
Department Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO	
Vice President of Operations	<input type="checkbox"/> YES <input type="checkbox"/> NO	
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Chief Executive Officer	<input type="checkbox"/> YES <input type="checkbox"/> NO	
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO	

OTHER CONSIDERATIONS

Moving forward with the strategic plan and an emphasis on patient-centered care, Memorial Hospital of Sweetwater County's internet website — sweetwatermemorial.com — must be more patient-friendly. Our current provider no longer meets our needs and has limitations moving forward.

Sweetwatermemorial.com must be upgraded and redesigned to effectively market MHSC, the specialty clinics and its service lines.

An MHSC team of eight received bids from three companies with on-site presentations. When broken down, there is not a large cost difference between the three. The differences lie in what is offered and how well they can meet our growing needs.

Scorpion Digital Healthcare Solutions proved to be the best option for a variety of reasons:

- There are no limitations on file size or storage space. (We do not currently have that option with our current provider, and will not have that capability even with an upgrade of their services.)
- Scorpion offers the ability to utilize encryption such as SSL/HTTPS. SSL certificates are now required by Google.
- The monthly charge will increase from \$1055/mo. to \$2849/mo., which includes \$349 for WCAG 2.1 ADA monitoring and management – something we do not currently have. This WCAG 2.1 will cost \$4188 annually, which is lower than one of the other providers. The third provider did not include this option. (Web Content Accessibility Guidelines (WCAG) 2.1 defines how to make Web content more accessible to people with disabilities. Accessibility involves a wide range of disabilities, including visual, auditory, physical, speech, cognitive, language, learning, and neurological disabilities.)
- Scorpion's bid includes building all of MHSC's pages. There is no add-on for a turnkey product. Bids from other vendor candidates included a limited number of pages and/or a per-page design, which will increase costs.
- Scorpion also will help load or load all new material and page changes to the site if need be. This will reduce any immediate need to hire a second person in the marketing/PR department to help with our growing digital needs.
- Scorpion offers a free website redesign every 36 months.
- The Scorpion representative assigned to site design has designed websites for other Wyoming hospitals, so is familiar with Wyoming and its needs.

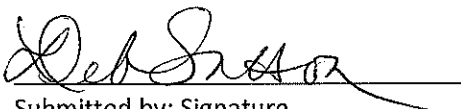
Website design, development and production: \$25,000.00

Annual marketing and support services: \$34,188.00

Total contract: \$59,188.00

Capital: \$25,000

Expense: \$34,188


Submitted by: Signature

6-21-19
Date



27750 Entertainment Drive
Valencia, CA 91355
Toll Free: (866) 332-3230
Fax: (661) 752-8558
Email: contracts@scorpionhealthcare.com

Services Agreement

This Services agreement (the "Agreement") is hereby made and entered into between Scorpion Healthcare, LLC, with its principal place of business in Valencia, California, and Memorial Hospital Of Sweetwater County, with its principal place of business in Rock Springs, Wyoming.

This Agreement shall be valid and binding only if executed and received by Scorpion no later than 5:00pm PST on 8/15/2019.

I. Recitals

In consideration of the promises, the mutual covenants and agreements contained herein and for other good and valuable consideration, the receipt and sufficiency of which are expressly acknowledged, the Parties hereto, intending to be legally bound, agree as follows:

II. Agreement

A. Services

1. Website Design, Development & Production Project

- a. Scorpion will design, develop, produce and host one (1) Customized Responsive Website for Client which can contain an unlimited number of web pages on Client's existing website or as mutually agreed upon by the Parties;
Advanced ADA Audit: Scorpion will perform a biannual audit of your applicable Website (up to 250 web pages, collectively "Maximum ADA Pages") and then perform best efforts to have it comply with Official ADA Guidelines. If Website's web pages ever exceeds Maximum ADA Pages then Client shall automatically be enrolled in the next higher up applicable ADA audit package where such monthly Scorpion Services shall increase beginning on the next billing cycle.
- b. Scorpion will review and carryover any unique and valuable Website Content from Client's existing website(s) as-is, as determined by Scorpion;
- c. Scorpion will write up to twenty-five (25) new Content Pages or as mutually agreed upon to support the pre-launch development of the Website;
- d. Scorpion will migrate Client's existing physician profiles into Scorpion's Physicians Directory system;
- e. Scorpion will create and/or manage Google Analytics & Google Webmaster Tools accounts for Website;
- f. Scorpion will verify Client's GoogleMyBusiness listing for each of Client's hospital locations which have a unique physical address ("Hospital Locations") as necessary;
- g. Scorpion will verify Client's existing social media accounts for Hospital Locations as mutually agreed upon;
- h. Scorpion will perform an initial search engine optimization of the Website's metadata at Launch (including updating title tags, meta keywords, meta descriptions, alt tags, etc.);
- i. Scorpion will either embed or link within the Website to any acceptable third-party systems, e.g., Patient Portal, etc. as mutually agreed upon;

2. Scorpion Technology Platform Access

- a. Scorpion grants Clients' specified administrators a license to use the **Scorpion Content Management System (CMS)**. Each user login will have specific security permissions that may enable them to perform actions such as adding, deleting, or modifying: profiles, Web Content, page names, and service types at their convenience;
- b. Scorpion grants Clients' specified users a license to use the **Scorpion Marketing System (SMS) Platform** to have access to monitoring website analytics, online reviews and the monitoring of Scorpion-managed paid digital advertising media campaigns.
- c. Client may request Scorpion to provide additional platform logins at no-additional charge.
- d. Scorpion will deploy standard versions of any of the applicable systems below based upon the goals of Client's project:
 - Physicians Directory;
 - Online Bill Payment;
 - Scorpion Blog System;
 - Press Center;
 - Online Donation System;
 - eCard System;
 - Events Calendar System;
 - Locations System;
 - Photo Gallery;
 - Video Vault; and
 - 800 or local call-tracking technology.

- e. License to use Professional Stock Photography only for the images necessary to create the graphical design to Launch the Website.

3. Ongoing Monthly Marketing & Support Services Includes:

- a. A Scorpion Marketing Manager will be assigned to your account;
- b. Scorpion will submit Hospital Location data to Data Aggregators for Local SEO;
- c. Scorpion will monitor organic rankings of critical and high value keyword terms in search engines;
- d. Client shall have real-time access to analytic reports through Scorpion's Marketing Solution Platform;
- e. Scorpion will provide copyediting of existing content as mutually agreed upon;
- f. Ongoing reputation monitoring where the identified results are accessible via the Scorpion Marketing Solution Platform;
- g. Ongoing tracking and reporting, as applicable, of any campaign generated in-bound phone calls and website form submissions which are accessible via the Scorpion Marketing Solution Platform;
- h. Scorpion's support team (both technical and marketing) will respond to any Client request in less than twenty-four (24) hours;
- i. Ongoing Hosting and Maintenance of Website during the Term;
- j. 24/7 Monitoring of Website Health;
- k. Every 36 months, Scorpion will Refresh Client's Website. The Refresh process involves migrating the existing Website content onto the then most current Scorpion Healthcare Framework. This Framework will incorporate the best practice for user experience, conversion optimization and technical SEO and where the refreshed website will Launch meeting the Official ADA Guidelines. The Refresh may also include replacing the primary imagery, updating the branding colors and/or iconography if desired.

B. Description of Charges

1. Initial Charge pursuant to the following schedule ("Schedule"):
- a. \$25,000.00 on Effective Date.

93/225

2. Monthly Charge of \$2,849.00 beginning on date Website(s) Launch ("Charge Date")
3. Charges will never increase during the Term unless mutually agreed upon by the Parties.

C. Agreement Term

This Agreement will continue in force for thirty-six (36) consecutive months after Charge Date ("Initial Term"). If not canceled by Client, Agreement shall automatically renew on a year-to-year basis ("Renewal Term").

D. Ownership Date Client shall acquire all rights, title and ownership to the Launched Graphical Design and the Scorpion Content upon completion of the Initial Term.

Instructions: (1) Click on the CHECKBOX below, (2) Enter your NAME, and (3) Click the "I AGREE" button to accept this Agreement.

☐ As an authorized agent, I hereby acknowledge and agree to the [Legal Terms and Conditions](#) and accept this Agreement.

By: /s/

A legal representative of
Memorial Hospital Of Sweetwater County

June 17, 2019

By: /s/ Jono Scott
Jono Scott
Scorpion Design, Inc.

June 17, 2019

CONFIDENTIAL

Authentication:

IP Address: 206.217.1.162

Internet Provider: Sweetwater Television Company

CI: 246761

Internet Proposal Summary

Vendor	Website design & development	Monthly support	Hosting services	WCAG 2.1 ADA Management	Additional design management
Scorpion Healthcare Internet Marketing	\$ 25,000.00	\$ 2,500.00	included	\$4,188/year	included
Rumor	\$ 50,675.00	\$ 650.00	not available	\$18,375 one time	\$175/hr
Creative Marketing Services	\$ 72,500.00	\$ 600.00	included	not available	\$150/page

FY20-2

Capital Request Summary

Capital Request #

FY20-2

Name of Capital Request:

Website Design – Intranet upgrade

Requestor/Department:

Amber Fisk – Human Resources

Sole Source Purchase: Yes or **No**

Reason:

Quotes/Bids/ Proposals received:

	Vendor	City	Amount
1.	Interact	Tampa, FL	\$29,475 Capital \$17,571.84 Annual \$47,046.84 Total
2.	Constant Contact	Waltham, MA	\$25,426 Capital \$26,574 Annual \$52,000 Total
3.	Simpplr	Milpitas, CA	\$68,458 Capital \$20,000 + Annual \$88,458 Total

Recommendation:

Interact, Tampa, FL for \$47,046.84



# Assigned: FY 20 - 2	
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: Human Resources	Submitted by: Amber Fisk
Date: 06/20/2019	
Provide a detailed description of the capital expenditure requested: Intranet website design and upgrade	
Preferred Vendor: Interact	
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	\$ \$ 29,475.00 \$ \$ \$ \$ \$ \$ 17,571.84 (support - 1st year) Total Costs (add 1-8) \$ 47,046.84
Does the requested item:	
Require annual contract renewal? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
Fit into existing space? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Explain:
Attach to a new service? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Explain:
Require physical plan modifications? If yes, list to the right: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Electrical \$ HVAC \$ Safety \$ Plumbing \$ Infrastructure (I/S cabling, software, etc.) \$
Annualized impact on operations (if applicable):	
Increases/Decreases	Budgeted Item:
Projected Annual Procedures (NEW not existing)	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Revenue per procedure \$	# of bids obtained? 3
Projected gross revenue \$	<input checked="" type="checkbox"/> Copies and/or Summary attached. If no other bids obtained, reason:
Projected net revenue \$	
Projected Additional FTE's	
Salaries \$	
Benefits \$	
Maintenance \$ 17,571.84 (annually after 1st year)	
Supplies \$	
Total Annual Expenses \$ 17,571.84	
Net Income/(loss) from new service \$	
Review and Approvals	
Submitted by:	Verified enough Capital to purchase
Department Leader	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Vice President of Operations	<input type="checkbox"/> YES <input type="checkbox"/> NO
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Chief Executive Officer	<input type="checkbox"/> YES <input type="checkbox"/> NO
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO

OTHER CONSIDERATIONS

Intranet website design and upgrade with additional capabilities to align with Strategic Plan. Specifically: WorkPlace Experience, through the BRAVO Committee.

Interact - Company Chosen (see attached).

Other Bids/Demos provided:

1. Constant Contact:

Offers an Intranet "landing page much like the current one with Intensity. Capabilities were limited, but offered an alternative to email communications through a secure text messaging system. Even though these services were limited, it offered more administrative support, but at a much higher cost.

1st Year: \$52,000. \$26,574 annually (limited support hours).

2. Simplr:

Offered services same or similar to Interact. Platforms with customers typically have 1,000 users (employee admins) or more. Inability to be it's own landing page, would have to instead be tied to a website and email system (available separately for purchase). Opted for quick demo, quickly ruled out.

1st year: \$68,458 (implementation + website). Annual costs differed based on users and number of email addresses. Ranged \$20,000 to \$45,000 annually).

Amber Fisk

Digitally signed by Amber Fisk
Date: 2019.06.20 16:09:33 -06'00'

Submitted by: Signature

06/20/2019

Date



Interact Sales Agreement

Customer Information and Contact Details

Company Name	Memorial Hospital of Sweetwater County
Company Registration Number	
Commencement Date	August 1, 2019

Interact Information and Contract Details

Sales Contact	Dominick Chiarenza
Email	dominick.chiarenza@interact-intranet.com
Phone	917-859-7939
Subscription Term Length	3 Years



Subscription Details

Name	Item/s	Description
Interact Licenses	<ul style="list-style-type: none"> 256 Online Licenses 256 Offline Licenses 	Number of agreed user licenses.
Interact Applications	<ul style="list-style-type: none"> Interact Teams Mobile Apps (iOS, Android) People Directory Office 365 Integration Interact Analytics Workflow & Forms Version Control Interact CMS 	A selection of Interact's included core applications.
Hosting, Backup & Support	<ul style="list-style-type: none"> Unlimited storage Back-up & recovery 24/7/365 monitoring Secure hosting 	Accreditations: ISO 27001 (Interact & AWS), SOC1, SOC2, & SOC3 (Via AWS)
Additional Features	<ul style="list-style-type: none"> Custom URL 	Agreed additional features built into per user per month cost.
Support Level	<ul style="list-style-type: none"> Gold Support 	Agreed support level built into per user per month cost.

Subscription Pricing

Name	Item/s	Description
Subscription Term	3 Years	Agreed contract length.
Subscription Term Discount	30%	Discount for multi-year commitment for subscription term.

Quantity	Original Price	Discounted Price	Discount	Total Per Year
256	\$5.44	\$3.81	\$5,007.36	\$11,704.32
Online User Licenses	Per user per month	Per user per month	Per year	
256	\$2.72	\$1.91	\$2,488.32	\$5,867.52
Offline User Licenses	Per user per month	Per user per month	Per year	
TOTAL				\$17,571.84



Professional Services Summary

The following table details the pricing for the recommended professional services for your Intranet project.

Service	Cost
Project Management	\$7,000.00
Strategy Services	\$6,875.00
Training Services	\$5,600.00
Design & Branding	\$5,600.00
Build Services	\$2,800.00
Technical Services	\$1,600.00
Lifetime Support Services	\$0
TOTAL	\$29,475.00

Summary

Interact are pleased to have been identified as a potential partner to help deliver a successful Intranet solution and are confident in achieving the results required.

Interact's extensive level of experience in delivering successful Intranets will ensure that both the launch of your intranet, and the early days of your lifetime partnership with us, are a complete success.

We'll be in touch to agree the next actions and look forward to working with you.



Sales Agreement Confirmation

Purchase Order Information

Purchase Order No (if applicable)

Finance Contact Name and Email Address

Payment Method

Invoiced (according to Invoice Schedule below).

Authorized Signature

Name

Date Signed

Signed by Interact Intranet Inc (trading as 'Interact'). *

* By signing this agreement, you agree to Interact's Subscriber Agreement at: www.interact-intranet.com/terms/ which are incorporated into this Agreement by reference.

Invoice Schedule

Item	Payment	Schedule
Total Subscription payable in Year 1	\$17,571.84	100% on signing of this agreement
Onboarding Services in Year 1	\$29,475.00	100% on signing of this agreement
Total Payable in Year 1	\$47,046.84	
Total Subscription payable in Year 2	\$17,571.84	100% on 1st year anniversary of Commencement Date
Total Subscription payable in Year 3	\$17,571.84	100% on 2nd year anniversary of Commencement Date

19 CAPITAL-May.pdf

MHSC Capital Budget for FYE 6/30/2019

[illegible]

Capital Expenditure Dollars Authorized

3,559,578

Less Donated Capital

19:13 Crilogy Transport Centiator	Foundation purchase	(11,697)
19:19 al Lin Cooler Free'er	Foundation purchase	(81,588)
19:20 Otoposcopy Ophthalmoscopy	Foundation purchase	(11,002)
19:21 30egree Free'er	Foundation purchase	(5,947)
19:22 Cellasher	Foundation purchase	(7,220)
19:23 SA evidence camera	ES grant	(25,500)
19:25 Pediatric Foreign Body Instruments	Foundation purchase	(15,254)
19:26 ephroscope	Foundation purchase	(11,321)
19:24 Central Plant engineering	County Maintenance	(255,000)
19:32 Vision Ultrasound System and PICC placement device	Foundation purchase	(35,125)
19:33 Retaining Wall	County Maintenance	(298,609)
19:43 IC Roof		(96,050)
19:49 Asphalt Patching and Crack Sealing for 3000 College Drive	County Maintenance	(20,905)
19:50 Asphalt Patching and Crack Sealing for 1200 College Drive	County Maintenance	(21,500)
		<u>(896,718)</u>

Net Capital Outlay FYTD 2019

2,662,860

Remaining Balance FY2019 Capital Budget

337,140

Capital Priority by Quarter1-May

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 Bandwidth 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
				\$202,584	\$1,039,127	
Quarter 3: January - March						
CARDIOPULMONARY	Muse Cardiology IS	1	1	\$174,094	approved	FY19-27
IT	Replace Core Network Switches	6	2	\$79,777	approved	FY19-28
SURGERY	Autoclavable Cystoscopy Camera heads			\$11,995	approved	FY19-29
SURGERY	Endoscopic System Replacement	3	1	\$359,120	approved	FY19-30
SURGERY	Stryker 32" surgical monitor			\$13,599	approved	FY19-31
				\$638,585	\$1,677,712	
Quarter 4: April - June						
CLINIC	Multifunction Copier/Printer - OB/GYN		1	\$8,750	approved	FY19-34
CLINIC	Multifunction Copier/Printer - General Surgery		1	\$9,560	approved	FY19-35
RADIOLOGY	Digital Portable X-Ray Unit #1	3	1	\$131,288	approved	FY19-36
RADIOLOGY	Digital Portable X-Ray Unit #2	4	1	\$193,876	approved	FY19-37
IT	QCPR Server upgrade	7	1	\$78,535	approved	FY19-38
LABORATORY	Freezer		1	\$6,094	approved	FY19-39
FISCAL	Dynamics Budget software		1	\$14,500	approved	FY19-40
SECURITY	Security Camera System	1	1	\$57,567	approved	FY19-42

LABOR & DELIVERY	Panda iRes Bedded Warmer	1	1	\$22,780	approved	FY19-48
UROLOGY CLINIC	Storz Scope		1	\$17,866	approved	FY19-56
UROLOGY CLINIC	Olympus Scope		1	\$18,708	approved	FY19-55
UROLOGY CLINIC	Camera for Scope		1	\$3,971	approved	FY19-57
HIM	Digital Microform Reader/Printer/Viewer/Scanner System		1	\$11,075	approved	FY19-51
IT	Rubrik backup system		1	\$71,390	approved	FY19-47
RADIOLOGY-ECHO	Acuson SC2000 refurbished Cardiac Ultrasound System	4	1	\$89,000	approved	FY19-41
DIETARY	Posiflex 2	5	1	\$6,031	approved	FY19-54
DIETARY	Tilt Skillet	7	1	\$15,181	approved	FY19-53
FACILITIES	Standup mower	10	1	\$8,394	approved	FY19-52
LABORATORY	Coagulation Analyzer		1	\$45,671	approved	FY19-44
LABORATORY	Thinprep Processor		1	\$32,000	approved	FY19-45
FACILITIES	Grounds maintenance building	4	1	\$104,660	approved	FY19-46
CARDIAC REHAB	PhysioMill Rehabilitation Treadmill w/handrails (2)		2	\$10,923		FY19-58
EMERGENCY	Stryker stretchers (2)		2	\$19,778		FY19-62
BLOOD BANK	Freezer		1	\$11,345	approved	FY19-59
BLOOD BANK	Refrigerator		1	\$13,680	approved	FY19-60
FACILITIES	Truck		1	\$24,590	approved	FY19-61
RESPIRATORY THERAPY	Vest Airway Clearance System		1	\$9,100		FY19-64
LABORATORY	Cap Piercing Kit for Coagulation Analyzer		1	\$8,704		FY19-63
LABORATORY	Accuspin 24C Centrifuge		1	\$5,267		FY19-65

\$1,050,284 **\$2,727,996**
\$272,004

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	\$12,217	Foundation	FY19-26
LABORATORY	-30 degrees freezer	2	1	\$5,947	Foundation	FY19-21
BLOOD BANK	Blood Bank Cell Washer	2	1	\$7,220	Foundation	FY19-22
RESPIRATORY	Respironics Trilogy Vent	2	1	\$11,687	Foundation	FY19-13
SURGERY	Pediatric Foreign Body Removal	1	1	\$15,254	Foundation	FY19-25
CLINIC	Wall mounted otoscopes and ophthalmoscopes		32	\$11,002	Foundation	FY19-20
SURGERY	Ultrasound System and PICC Placement device	6	1	\$35,225	Foundation	FY19-32
	Foundation total			\$180,140		

MAINTENANCE	Central Plant Upgrade phase 1	6	1	\$255,000	approved	FY19-24
MAINTENANCE	Retaining Wall		1	\$298,609	approved	FY19-33
MAINTENANCE	Asphalt Patching & Crack Sealing 3000 College Drive		1	\$20,905	approved	FY19-49
MAINTENANCE	Asphalt Patching & Crack Sealing Hospital		1	\$21,500	approved	FY19-50
MAINTENANCE	Replace ICU Roof	9	1	\$96,050	approved	FY19-43
	County Maintenance Fund total			\$553,609		

Narratives

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

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

June 17, 2019

NARRATIVE TO MAY 2019 FINANCIAL STATEMENT

THE BOTTOM LINE. The bottom line from operations for May was a loss of \$739,816 compared to a loss of \$54,411 in the budget. This yields a 10.8% operating margin for the month compared to 72% in the budget. The net operating gain is \$896,124 compared to a gain of \$1,481,597 in the budget. This represents a 1.11% operating margin of 1.11% compared with 1.79% in the budget.

The total net loss for the month was \$637,244 compared to a loss of \$146,745 in the budget. The total net gain is \$1,706,705 compared to a gain of \$465,917 in the budget. This yields a 2.12% total profit margin of 2.12% compared to 0.56% in the budget.

Annual Debt Service Coverage came in at 4.08. The existing bond covenants require that we maintain Debt Service Coverage of 1.25 for compliance.

VOLUME. Average inpatient census for the month was 12.1 under budget by 2.2. The average daily census is 12.8 compared to 11.6 in the budget and 16.9 in the prior year.

Surgeries were under budget for the month. There were 7,680 outpatient visits over budget by 1,140.

Total ER visits were 1,433 over budget by 33. There were 35 new births in May over budget by 3. Births are under budget year to date by 38.

REVENUE. Revenue for the month was \$1,396,291 over budget by \$189,508. Inpatient revenue was under budget by \$99,376 outpatient revenue was over budget by \$304,886 and the employed Provider Clinic was over budget by \$16,001.

The total revenue was \$1,518,468 over budget by \$639,108. Inpatient revenue is over budget by \$964,986 outpatient revenue is under budget by \$77,886 and the Provider Clinic is under budget by \$247,992.

Net patient revenue for the month was \$640,737 under budget by \$900,041. The net patient revenue was \$77,450 over budget by \$2,795,091.

Deductions from revenue were booked at 54.1% for May compared to 46.9% in the budget. The deductions from revenue are 49% compared to 46.9% in the budget and 46.6% for the same period in fiscal year 2018.

EXPENSES. Total expenses for the month were \$7,595,383 under budget by \$4,109. Total expenses are under budget by \$1,825,175. The following expense categories were over budget in May:

Fringe Benefits – This expense is over budget by \$125,023 but remains under budget year to date. Group health claims came in over budget by \$103,091 in May due to the accelerated COS payments.

Contract Labor – This expense is over budget by \$20,911 for the month and over budget year to date. Currently contract labor is used in Behavioral Health, Surgery, Emergency Room, Ultrasound, Infection Control and BioMed.

Physician Fees – This expense is over budget by \$65,260 for the month but remains under budget year to date.

Repairs and Maintenance – This expense is over budget by \$120,934 and over budget year to date. Vouchers for reimbursement from the County maintenance fund were submitted to offset these expenses.

Leases and Rentals - This expense is over budget by \$39,988 and remains over budget year to date.

BALANCE SHEET. Operating cash at month end was \$9,433,560 a decrease of \$518,396 from April. Collections for the month of May were \$8,233,133. The balance of the Special Purpose fund was received from the County in May. The days of Cash on Hand are at 130 in May up 9 days from last month. The existing bond covenants require that we maintain 75 days of cash on hand for compliance.

Gross receivables at month end were \$24,998,623 a decrease of \$2,225,127 from the prior month. Net patient receivables at month end were \$13,755,531 down \$1,945,306 from last month. Collectively days in receivables are 60 for May down 3 days from April. The Hospital days in AR are at 50 down 4 days from April.

OUTLOOK FOR JUNE. Gross revenue is projecting to be under budget in the Hospital and under budget in the Clinic. Admits/discharges/births/ER visits and Outpatient visits are all projecting to come in under budget. Gross patient revenue is projecting to come in at \$12.7m which is under budget net revenue is projecting to \$6.7m which is under budget. Collections are projecting to come in around \$7m. With expenses expected to come in at budget of \$7.3m we are projecting to a loss in the month of June and a near-even for the fiscal year.

CLINIC NARRATIVE MAY 2019 FINANCIALS

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

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

June 17, 2019

PROVIDER CLINIC – MAY 2019

THE CLINIC BOTTOM LINE. The bottom line for the Provider Clinic for May was a loss of \$613,977 compared to a loss of \$539,899 in the budget. The net operating loss is \$502,602 compared to a loss of \$497,550 in the budget.

VOLUME. Total visits were 4,675 for May over budget by 121 visits. Outpatient visits are 50,207 over budget by 629 visits.

REVENUE. Revenue for the Clinic for May was \$1,399,854 under budget by \$16,001. Outpatient revenue was \$1,518,120 under budget by \$247,992.

The Clinic providers also generate hospital enterprise revenue from various sources including Outpatient Medical Imaging and Surgery. Gross enterprise revenue generated year to date from the Clinic providers is \$40,301,218. This equates to \$20,349,074 of net enterprise revenue with an impact to the bottom line of \$1,922,988. The gross enterprise revenue represents 26.5% of the total Hospital revenue year to date.

Outpatient patient revenue for the Clinic for May was \$746,522 under budget by \$25,725. Outpatient net patient revenue was \$845,212 which was over budget by \$9,264.

Deductions from revenue for the Clinic were booked at 46.7% for May and are at 44.3% year to date.

In May the outpatient payer mix was as follows: Commercial Insurance and Blue Cross consisted of 55.9% of revenue; Medicare and Medicaid consisted of 38% of revenue and Self Pay consisted of 5.7% of revenue.

May's days in receivable are 56 in the Clinic and 42 in Ortho down 16 days and 3 days respectively from April.

EXPENSES. Total expenses for the month were \$1,425,503 which was over budget by \$43,676. Outpatient expenses were \$1,420,587 which was under budget by \$21,871. The majority of the expenses consist of Salaries and Benefits which are 80.3% of outpatient total expenses. The following categories were over budget for May:

Fringe Benefits – This expense is over budget by \$35,649 for the month but remains under budget year to date.

Purchased Services – This expense is over budget by \$4,095 for the month but remains under budget year to date. Other Physician fees for Locum Pulmonology is over budget for the month and year to date.

Other Operating Expenses – This expense is over budget by \$55,570 for the month and remains over budget year to date. Pharmacy floor allocation was over budget by \$50,712.

Depreciation – This expense is over budget by \$2,034 and remains over budget year to date.

OVERALL ASSESSMENT. Through May, the Provider Clinic revenue plus enterprise revenue makes up 36.5% of total hospital gross patient revenue.

Financial Information



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

Unaudited Financial Statements

for

Eleven months ended May 31, 2019

Certification Statement:

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

Certified by:

Tami Love

Chief Financial Officer

Table of Contents

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Eleven months ended May 31, 2019

PAGE 1

TABLE OF CONTENTS

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

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

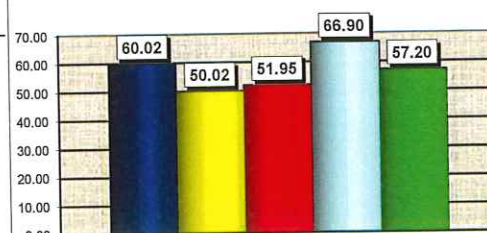
PAGE 2

Eleven months ended May 31, 2019

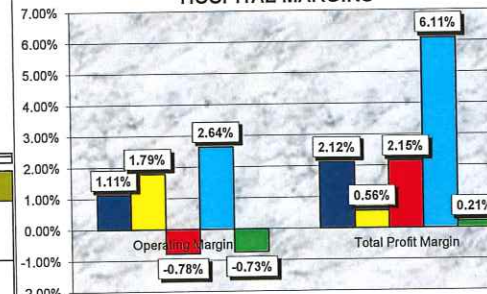
BALANCE SHEET

	YTD 5/31/2019	Prior FYE 6/30/2018
ASSETS		
Current Assets	\$29,813,123	\$32,985,887
Assets Whose Use is Limited	22,258,412	16,103,800
Property, Plant & Equipment (Net)	64,073,798	68,224,600
Other Assets	235,738	247,062
Total Unrestricted Assets	116,381,071	117,561,349
Restricted Assets	256,837	426,203
Total Assets	\$116,637,908	\$117,987,552
LIABILITIES AND NET ASSETS		
Current Liabilities	\$6,936,701	\$9,791,188
Long-Term Debt	27,863,052	27,915,983
Other Long-Term Liabilities	812,389	1,070,720
Total Liabilities	35,612,142	38,777,891
Net Assets	81,025,766	79,209,661
Total Liabilities and Net Assets	\$116,637,908	\$117,987,552

NET DAYS IN ACCOUNTS RECEIVABLE



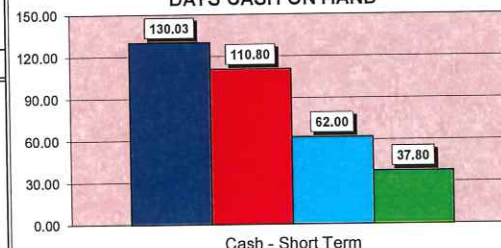
HOSPITAL MARGINS



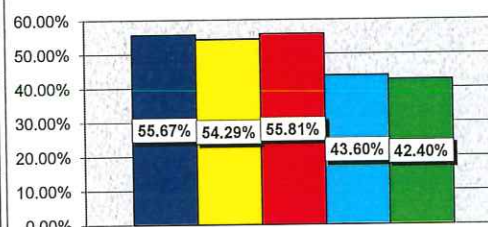
STATEMENT OF REVENUE AND EXPENSES - YTD

	05/31/19 ACTUAL	05/31/19 BUDGET	YTD ACTUAL	YTD BUDGET
Revenue:				
Gross Patient Revenues	\$13,962,917	\$13,773,408	\$151,846,865	\$151,207,757
Deductions From Revenue	(7,553,180)	(6,463,630)	(74,396,402)	(70,962,204)
Net Patient Revenues	6,409,737	7,309,778	77,450,463	80,245,554
Other Operating Revenue	445,830	227,085	2,957,442	2,572,999
Total Operating Revenues	6,855,566	7,536,863	80,407,904	82,818,552
Expenses:				
Salaries, Benefits & Contract Labor	4,221,144	4,244,489	44,263,643	44,960,948
Purchased Serv. & Physician Fees	793,391	773,500	7,588,177	8,110,079
Supply Expenses	1,064,799	1,141,581	12,177,594	12,661,030
Other Operating Expenses	940,199	829,207	8,855,076	8,776,263
Bad Debt Expense	0	0	0	0
Depreciation & Interest Expense	575,850	602,496	6,627,291	6,828,636
Total Expenses	7,595,383	7,591,274	79,511,780	81,336,956
NET OPERATING SURPLUS	(739,816)	(54,411)	896,124	1,481,597
Non-Operating Revenue/(Exp.)	102,572	(92,335)	810,581	(1,015,680)
TOTAL NET SURPLUS	(\$637,244)	(\$146,745)	\$1,706,705	\$465,917

DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



KEY STATISTICS AND RATIOS

	05/31/19 ACTUAL	05/31/19 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	375	308	4,298	3,892
Average Acute Length of Stay	2.6	2.7	2.9	2.7
Total Emergency Room Visits	1,433	1,400	14,964	15,035
Outpatient Visits	7,680	6,540	80,082	70,472
Total Surgeries	148	165	1,779	1,930
Total Worked FTE's	419.91	427.27	432.71	427.27
Total Paid FTE's	466.17	464.23	475.69	464.23
Net Revenue Change from Prior Yr	-3.17%	6.45%	1.08%	4.11%
EBIDA - 12 Month Rolling Average			8.87%	10.03%
Current Ratio			4.30	
Days Expense in Accounts Payable			26.70	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	
Budget	05/31/19
Prior Fiscal Year End	06/30/18
WYOMING	All Hospitals
< \$90M Net Rev.	Rural

FINANCIAL STRENGTH INDEX -		0.89
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

Eleven months ended May 31, 2019

PAGE 3

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Year to Date 5/31/2019	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	↑	1.11%	1.90%	0.10%	0.30%	-0.78%	2.64%	-0.73%
Total Profit Margin	↑	2.12%	0.76%	0.80%	1.00%	2.15%	6.11%	0.21%
Liquidity:								
Days Cash, All Sources **	↑	130.03	129.76	91.30	129.00	110.80	62.00	37.80
Net Days in Accounts Receivable	↓	60.02	50.02	52.40	51.80	51.95	66.90	57.20
Capital Structure:								
Average Age of Plant (Annualized)	↓	12.36	12.58	15.10	11.20	10.19	9.50	12.40
Long Term Debt to Capitalization	↓	26.15%	25.75%	48.20%	41.60%	26.19%	16.80%	10.00%
Debt Service Coverage Ratio **	↑	4.08	3.97	1.80	2.30	3.15	N/A	2.64
Productivity and Efficiency:								
Paid FTE's per Adjusted Occupied Bed	↓	8.14	8.43			8.43	6.60	4.63
Salary Expense per Paid FTE		\$81,274	\$86,892			\$85,976	\$62,436	\$48,150
Salary and Benefits as a % of Total Operating Exp		55.67%	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

Eleven months ended May 31, 2019

PAGE 4

	Current Month 5/31/2019	Prior Month 4/30/2019	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2018
Current Assets					
Cash and Cash Equivalents	\$9,433,560	\$9,951,956	(\$518,396)	-5.21%	\$14,404,653
Gross Patient Accounts Receivable	24,998,623	27,223,750	(2,225,127)	-8.17%	21,199,648
Less: Bad Debt and Allowance Reserves	(11,243,092)	(11,522,913)	279,821	2.43%	(9,770,080)
Net Patient Accounts Receivable	13,755,531	15,700,837	(1,945,306)	-12.39%	11,429,568
Interest Receivable	0	0	0	0.00%	0
Other Receivables	1,676,567	1,257,606	418,961	33.31%	1,957,332
Inventories	2,797,819	2,820,856	(23,037)	-0.82%	2,829,223
Prepaid Expenses	2,149,646	2,502,140	(352,494)	-14.09%	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	29,813,123	32,233,395	(2,420,272)	-7.51%	32,985,887
Assets Whose Use is Limited					
Cash	9,472	16,560	(7,088)	-42.80%	12,573
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	2,946,177	2,833,399	112,778	3.98%	3,034,341
Trustee Held Funds - SPT	0	2,385,254	(2,385,254)	-100.00%	3,452,951
Board Designated Funds	4,736,425	2,313,540	2,422,885	104.73%	1,300,000
Other Limited Use Assets	14,566,338	14,289,514	276,825	1.94%	8,303,935
Total Limited Use Assets	22,258,412	21,838,267	420,145	1.92%	16,103,800
Property, Plant, and Equipment					
Land and Land Improvements	2,957,673	2,957,673	0	0.00%	2,928,057
Building and Building Improvements	38,215,213	38,215,213	0	0.00%	38,041,246
Equipment	110,760,277	110,728,982	31,294	0.03%	108,303,077
Construction In Progress	754,256	582,136	172,119	29.57%	1,010,882
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	152,687,418	152,484,005	203,413	0.13%	150,283,261
Less: Accumulated Depreciation	(88,613,620)	(88,038,320)	(575,300)	-0.65%	(82,058,661)
Net Property, Plant, and Equipment	64,073,798	64,445,684	(371,887)	-0.58%	68,224,600
Other Assets					
Unamortized Loan Costs	235,738	236,768	(1,029)	-0.43%	247,062
Other	0	0	0	0.00%	0
Total Other Assets	235,738	236,768	(1,029)	-0.43%	247,062
TOTAL UNRESTRICTED ASSETS	116,381,071	118,754,114	(2,373,042)	-2.00%	117,561,349
Restricted Assets	256,837	256,899	(62)	-0.02%	426,203
TOTAL ASSETS	\$116,637,908	\$119,011,013	(\$2,373,104)	-1.99%	\$117,987,552

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Eleven months ended May 31, 2019

PAGE 5

	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2018
	Current Month 5/31/2019	Prior Month 4/30/2019	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$3,242,791	\$4,174,228	\$931,437	22.31%	\$4,934,966
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	897,025	1,964,625	1,067,600	54.34%	910,902
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	2,194,990	2,194,652	(339)	-0.02%	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)	313,097	575,631	262,534	45.61%	1,810,631
Current Portion of LTD (Leases)	0	0	0	0.00%	0
Other Current Liabilities	288,798	180,587	(108,211)	-59.92%	432,632
Total Current Liabilities	6,936,701	9,089,723	2,153,022	23.69%	9,791,188
Long Term Debt					
Bonds/Mortgages Payable	28,176,149	28,443,495	267,346	0.94%	29,726,614
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	313,097	575,631	262,534	45.61%	1,810,631
Total Long Term Debt (Net of Current)	27,863,052	27,867,864	4,812	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	812,389	564,842	(247,547)	-43.83%	1,070,720
Total Other Long Term Liabilities	812,389	564,842	(247,547)	-43.83%	1,070,720
TOTAL LIABILITIES	35,612,142	37,522,429	1,910,287	5.09%	38,777,891
Net Assets:					
Unrestricted Fund Balance	76,993,747	76,819,258	(174,489)	-0.23%	74,388,532
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	366,195	366,257	62	0.02%	465,216
Net Revenue/(Expenses)	1,706,705	2,343,949	N/A	N/A	2,396,794
TOTAL NET ASSETS	81,025,766	81,488,584	462,817	0.57%	79,209,661
TOTAL LIABILITIES AND NET ASSETS	\$116,637,908	\$119,011,013	\$2,373,104	1.99%	\$117,987,552

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Eleven months ended May 31, 2019

PAGE 6

	CURRENT MONTH				Prior Year 05/31/18
	Actual 05/31/19	Budget 05/31/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$2,841,644	\$2,941,020	(\$99,376)	-3.38%	\$2,473,613
Outpatient Revenue	9,721,418	9,416,533	304,885	3.24%	9,045,341
Clinic Revenue	1,229,230	1,224,896	4,334	0.35%	1,294,418
Specialty Clinic Revenue	170,624	190,960	(20,335)	-10.65%	209,960
Total Gross Patient Revenue	13,962,917	13,773,408	189,508	1.38%	13,023,332
Deductions From Revenue					
Discounts and Allowances	(6,036,217)	(5,580,373)	(455,844)	-8.17%	(5,120,197)
Bad Debt Expense (Governmental Providers Only)	(1,106,128)	(712,436)	(393,692)	-55.26%	(750,881)
Medical Assistance	(410,835)	(170,821)	(240,014)	-140.51%	(188,399)
Total Deductions From Revenue	(7,553,180)	(6,463,630)	(1,089,550)	-16.86%	(6,059,477)
Net Patient Revenue	6,409,737	7,309,778	(900,041)	-12.31%	6,963,855
Other Operating Revenue	445,830	227,085	218,745	96.33%	116,501
Total Operating Revenue	6,855,566	7,536,863	(681,296)	-9.04%	7,080,357
Operating Expenses					
Salaries and Wages	3,155,561	3,324,840	169,280	5.09%	3,095,577
Fringe Benefits	1,000,635	875,612	(125,023)	-14.28%	852,917
Contract Labor	64,948	44,037	(20,911)	-47.49%	106,303
Physicians Fees	418,232	352,972	(65,260)	-18.49%	364,555
Purchased Services	375,159	420,528	45,369	10.79%	420,404
Supply Expense	1,064,799	1,141,581	76,781	6.73%	1,002,232
Utilities	86,783	98,292	11,509	11.71%	93,552
Repairs and Maintenance	513,170	392,236	(120,934)	-30.83%	343,807
Insurance Expense	37,934	62,123	24,189	38.94%	67,521
All Other Operating Expenses	190,218	204,451	14,233	6.96%	195,498
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	112,094	72,106	(39,988)	-55.46%	69,589
Depreciation and Amortization	575,850	602,496	26,646	4.42%	608,857
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	7,595,383	7,591,274	(4,109)	-0.05%	7,220,813
Net Operating Surplus/(Loss)	(739,816)	(54,411)	(685,405)	1259.68%	(140,456)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	143,065	3,985	139,080	3490.08%	103,261
Tax Subsidies (Except for GO Bond Subsidies)	274	0	274	0.00%	315,887
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(100,442)	(113,824)	(13,382)	11.76%	(104,082)
Other Non-Operating Revenue/(Expenses)	59,675	17,504	42,171	240.92%	16,881
Total Non Operating Revenue/(Expense)	102,572	(92,335)	194,906	-211.09%	331,947
Total Net Surplus/(Loss)	(\$637,244)	(\$146,745)	(\$490,499)	334.25%	\$191,491
Change in Unrealized Gains/(Losses) on Investments	164,172	0	164,172	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(\$473,072)	(\$146,745)	(\$326,327)	222.38%	\$191,491
Operating Margin	-10.79%	-0.72%			-1.98%
Total Profit Margin	-9.30%	-1.95%			2.70%
EBIDA	-2.39%	7.27%			10.60%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Eleven months ended May 31, 2019

PAGE 7

	YEAR-TO-DATE				Prior Year 05/31/18
	Actual 05/31/19	Budget 05/31/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$33,333,341	\$32,368,355	\$964,986	2.98%	\$31,484,037
Outpatient Revenue	103,332,321	103,410,207	(77,886)	-0.08%	98,425,416
Clinic Revenue	13,300,030	13,263,039	36,992	0.28%	12,719,848
Specialty Clinic Revenue	1,881,174	2,166,157	(284,983)	-13.16%	2,113,923
Total Gross Patient Revenue	<u>151,846,865</u>	<u>151,207,757</u>	<u>639,108</u>	<u>0.42%</u>	<u>144,743,224</u>
Deductions From Revenue					
Discounts and Allowances	(62,079,824)	(61,246,378)	(833,446)	-1.36%	(57,883,138)
Bad Debt Expense (Governmental Providers Only)	(10,218,096)	(7,836,800)	(2,381,296)	-30.39%	(7,771,462)
Medical Assistance	(2,098,483)	(1,879,026)	(219,456)	-11.68%	(1,798,972)
Total Deductions From Revenue	<u>(74,396,402)</u>	<u>(70,962,204)</u>	<u>(3,434,199)</u>	<u>-4.84%</u>	<u>(67,453,572)</u>
Net Patient Revenue	<u>77,450,463</u>	<u>80,245,554</u>	<u>(2,795,091)</u>	<u>-3.48%</u>	<u>77,289,652</u>
Other Operating Revenue	<u>2,957,442</u>	<u>2,572,999</u>	<u>384,443</u>	<u>14.94%</u>	<u>2,257,587</u>
Total Operating Revenue	<u>80,407,904</u>	<u>82,818,552</u>	<u>(2,410,648)</u>	<u>-2.91%</u>	<u>79,547,238</u>
Operating Expenses					
Salaries and Wages	34,590,530	35,125,964	535,434	1.52%	34,383,924
Fringe Benefits	8,779,945	9,064,386	284,440	3.14%	9,180,593
Contract Labor	893,167	770,598	(122,569)	-15.91%	1,386,019
Physicians Fees	3,560,855	3,659,979	99,124	2.71%	2,640,951
Purchased Services	4,027,322	4,450,100	422,778	9.50%	4,714,918
Supply Expense	12,177,594	12,661,030	483,436	3.82%	11,801,034
Utilities	998,599	1,043,161	44,562	4.27%	1,020,709
Repairs and Maintenance	4,362,091	4,250,602	(111,490)	-2.62%	4,052,042
Insurance Expense	710,270	675,452	(34,818)	-5.15%	677,243
All Other Operating Expenses	1,850,607	2,013,179	162,572	8.08%	2,027,314
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	933,509	793,869	(139,640)	-17.59%	736,473
Depreciation and Amortization	6,627,291	6,828,636	201,345	2.95%	7,112,338
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	<u>79,511,780</u>	<u>81,336,956</u>	<u>1,825,175</u>	<u>2.24%</u>	<u>79,733,558</u>
Net Operating Surplus/(Loss)	<u>896,124</u>	<u>1,481,597</u>	<u>(585,473)</u>	<u>-39.52%</u>	<u>(186,320)</u>
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	234,337	43,835	190,502	434.59%	144,004
Tax Subsidies (Except for GO Bond Subsidies)	192,981	0	192,981	0.00%	3,562,488
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(1,176,115)	(1,252,059)	75,943	-6.07%	(1,304,655)
Other Non-Operating Revenue/(Expense)	1,559,378	192,544	1,366,834	709.88%	197,383
Total Non Operating Revenue/(Expense)	<u>810,581</u>	<u>(1,015,680)</u>	<u>1,826,260</u>	<u>-179.81%</u>	<u>2,599,219</u>
Total Net Surplus/(Loss)	<u>\$1,706,705</u>	<u>\$465,917</u>	<u>\$1,240,788</u>	<u>266.31%</u>	<u>\$2,412,900</u>
Change in Unrealized Gains/(Losses) on Investments	164,172	0	164,172	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	<u>\$1,870,877</u>	<u>\$465,917</u>	<u>\$1,404,960</u>	<u>301.55%</u>	<u>\$2,412,900</u>
Operating Margin	1.11%	1.79%			-0.23%
Total Profit Margin	2.12%	0.56%			3.03%
EBIDA	9.57%	10.03%			12.62%

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

PAGE 8

	Actual 5/31/2019	Actual 4/30/2019	Actual 3/31/2019	Actual 2/28/2019	Actual 1/31/2019	Actual 12/31/2018
Gross Patient Revenue						
Inpatient Revenue	\$2,841,644	\$2,956,480	\$3,361,712	\$3,219,822	\$3,505,789	\$2,955,935
Inpatient Psych/Rehab Revenue						
Outpatient Revenue	\$9,721,418	\$9,778,210	\$10,025,117	\$9,455,323	\$9,655,343	\$9,010,217
Clinic Revenue	\$1,229,230	\$1,411,951	\$1,460,747	\$1,009,031	\$1,069,404	\$1,254,113
Specialty Clinic Revenue	\$170,624	\$169,268	\$175,633	\$127,930	\$207,546	\$180,950
Total Gross Patient Revenue	\$13,962,917	\$14,315,908	\$15,023,209	\$13,812,107	\$14,438,082	\$13,401,215
Deductions From Revenue						
Discounts and Allowances	\$6,036,217	\$5,968,334	\$6,429,282	\$5,729,959	\$5,973,406	\$5,230,019
Bad Debt Expense (Governmental Providers Only)	\$1,106,128	\$1,112,048	\$925,904	\$861,776	\$1,068,211	\$557,421
Charity Care	\$410,835	\$154,144	\$75,643	\$39,094	\$9,144	\$653,219
Total Deductions From Revenue	7,553,180	7,234,527	7,430,829	6,630,829	7,050,760	6,440,659
Net Patient Revenue	\$6,409,737	\$7,081,381	\$7,592,380	\$7,181,278	\$7,387,322	\$6,960,556
Other Operating Revenue	445,830	339,098	152,004	120,379	263,747	220,308
Total Operating Revenue	6,855,566	7,420,479	7,744,384	7,301,657	7,651,070	7,180,863
Operating Expenses						
Salaries and Wages	\$3,155,561	\$2,977,715	\$3,305,068	\$3,088,986	\$3,186,722	\$3,269,823
Fringe Benefits	\$1,000,635	\$933,863	\$988,234	\$665,091	\$865,517	\$717,581
Contract Labor	\$64,948	\$98,792	\$97,501	\$74,652	\$69,678	\$65,504
Physicians Fees	\$418,232	\$350,665	\$341,727	\$356,528	\$385,122	\$388,350
Purchased Services	\$375,159	\$413,790	\$381,623	\$317,228	\$389,034	\$360,563
Supply Expense	\$1,064,799	\$1,078,865	\$1,123,055	\$1,129,337	\$1,157,310	\$1,032,789
Utilities	\$86,783	\$83,836	\$90,794	\$82,401	\$104,011	\$88,476
Repairs and Maintenance	\$513,170	\$428,617	\$417,236	\$375,266	\$415,540	\$320,266
Insurance Expense	\$37,934	\$68,473	\$67,452	\$67,452	\$68,029	\$68,606
All Other Operating Expenses	\$190,218	\$98,643	\$84,278	\$158,971	\$175,580	\$140,791
Bad Debt Expense (Non-Governmental Providers)						
Leases and Rentals	\$112,094	\$79,258	\$84,907	\$83,369	\$94,749	\$75,445
Depreciation and Amortization	\$575,850	\$596,566	\$592,419	\$593,713	\$604,188	\$619,201
Interest Expense (Non-Governmental Providers)						
Total Operating Expenses	\$7,595,383	\$7,209,082	\$7,574,294	\$6,992,995	\$7,515,479	\$7,147,397
Net Operating Surplus/(Loss)	(\$739,816)	\$211,397	\$170,090	\$308,662	\$135,591	\$33,467
Non-Operating Revenue:						
Contributions						
Investment Income	143,065	10,344	20,255	13,010	3,652	5,279
Tax Subsidies (Except for GO Bond Subsidies)						
Tax Subsidies for GO Bonds	274	828	4,161	1,627	2,132	183,959
Interest Expense (Governmental Providers Only)	(100,442)	(99,953)	(111,832)	(100,799)	(101,257)	(116,158)
Other Non-Operating Revenue/(Expenses)	59,675	29,196	327,170	9,719	1,027,547	13,517
Total Non Operating Revenue/(Expense)	\$102,572	(\$59,584)	\$239,753	(\$76,443)	\$932,074	\$86,597
Total Net Surplus/(Loss)	(\$637,244)	\$151,812	\$409,844	\$232,219	\$1,067,665	\$120,063
Change in Unrealized Gains/(Losses) on Investments	174,489					
Increase/(Decrease in Unrestricted Net Assets	(\$462,755)	\$151,812	\$409,844	\$232,219	\$1,067,665	\$120,063
Operating Margin	-10.79%	2.85%	2.20%	4.23%	1.77%	0.47%
Total Profit Margin	-9.30%	2.05%	5.29%	3.18%	13.95%	1.67%
EBIDA	-2.39%	10.89%	9.85%	12.36%	9.67%	9.09%

12/2/2021

Actual 11/30/2018	Actual 10/31/2018	Actual 9/30/2018	Actual 8/31/2018	Actual 7/31/2018	Actual 6/30/2018	Actual 5/31/2018	Actual 4/30/2018
\$3,151,638	\$3,043,704	\$2,499,813	\$2,459,161	\$3,337,641	\$2,691,073	\$2,473,613	\$3,103,402
\$8,820,378	\$9,273,432	\$8,246,354	\$9,927,413	\$9,424,838	\$8,882,234	\$9,045,341	\$8,179,117
\$1,134,169	\$1,361,778	\$1,076,083	\$1,193,552	\$1,094,250	\$1,252,867	\$1,294,418	\$1,045,617
\$104,902	\$116,899	\$146,133	\$215,242	\$266,047	\$179,865	\$209,960	\$190,157
\$13,211,087	\$13,795,813	\$11,968,383	\$13,795,368	\$14,122,776	\$13,006,039	\$13,023,332	\$12,518,293
\$5,351,709	\$5,646,755	\$4,581,170	\$5,240,990	\$5,891,982	\$4,273,304	\$5,120,197	\$5,180,571
\$986,087	\$706,393	\$1,072,535	\$972,129	\$849,465	\$1,232,693	\$750,881	\$608,142
\$60,045	\$273,186	\$135,091	\$202,867	\$85,215	\$419,740	\$188,399	\$162,130
6,397,840	6,626,333	5,788,796	6,415,986	6,826,662	5,925,738	6,059,477	5,950,844
\$6,813,247	\$7,169,480	\$6,179,587	\$7,379,382	\$7,296,114	\$7,080,302	\$6,963,855	\$6,567,449
254,511	173,401	678,067	159,188	150,909	482,048	116,501	398,959
7,067,758	7,342,881	6,857,654	7,538,570	7,447,023	7,562,349	7,080,357	6,966,408
\$2,935,437	\$3,318,255	\$3,014,576	\$3,132,114	\$3,206,273	\$2,975,968	\$3,095,577	\$2,982,785
\$746,950	\$702,719	\$648,010	\$825,597	\$685,749	\$694,860	\$852,917	\$992,919
\$74,832	\$80,488	\$45,634	\$87,004	\$134,135	\$46,590	\$106,303	\$122,359
\$342,975	\$268,744	\$239,881	\$211,428	\$257,203	\$443,327	\$364,555	\$346,772
\$350,678	\$354,072	\$342,090	\$366,075	\$377,009	\$439,285	\$420,404	\$437,651
\$1,097,604	\$1,103,598	\$1,060,199	\$1,133,975	\$1,196,063	\$1,010,111	\$1,002,232	\$1,080,684
\$96,033	\$88,710	\$90,628	\$104,407	\$82,521	\$98,439	\$93,552	\$90,887
\$415,236	\$348,112	\$351,939	\$417,795	\$358,916	\$369,736	\$343,807	\$378,782
\$68,606	\$67,412	\$66,217	\$66,217	\$63,871	\$61,525	\$67,521	\$53,077
\$250,438	\$225,179	\$138,767	\$193,415	\$194,326	\$270,617	\$195,498	\$198,362
\$87,400	\$86,440	\$85,136	\$72,008	\$72,703	\$100,598	\$69,589	\$67,974
\$597,556	\$599,007	\$604,823	\$621,957	\$622,012	\$952,632	\$608,857	\$610,433
\$7,063,744	\$7,242,736	\$6,687,899	\$7,231,993	\$7,250,778	\$7,463,688	\$7,220,813	\$7,362,685
\$4,014	\$100,145	\$169,755	\$306,577	\$196,245	\$98,661	(\$140,456)	(\$396,277)
3,333	10,560	4,652	14,772	5,416	18,869	103,261	(1,767)
(101,983)	(102,369)	(127,030)	(102,944)	(111,348)	51,516	315,887	233,293
23,880	15,965	16,934	14,644	20,631	(197,203)	(104,082)	(104,431)
(\$74,770)	(\$75,844)	(\$105,445)	(\$73,528)	(\$85,301)	12,052	16,881	12,688
(\$70,756)	\$24,301	\$64,310	\$233,049	\$110,943	(\$114,766)	\$331,947	\$139,783
(\$70,756)	\$24,301	\$64,310	\$233,049	\$110,943	(\$16,105)	\$191,491	(\$256,494)
0.06%	1.36%	2.48%	4.07%	2.64%	1.30%	-1.98%	-5.69%
-1.00%	0.33%	0.94%	3.09%	1.49%	-0.21%	2.70%	-3.68%
8.51%	9.52%	11.30%	12.32%	10.99%	13.90%	6.62%	3.07%

Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Eleven months ended May 31, 2019

PAGE 10

	CASH FLOW	
	Current Month 5/31/2019	Current Year-To-Date 5/31/2019
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	(\$637,244)	\$1,706,705
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	575,850	6,627,291
(Increase)/Decrease in Net Patient Accounts Receivable	1,945,306	(2,325,963)
(Increase)/Decrease in Other Receivables	(418,961)	280,765
(Increase)/Decrease in Inventories	23,037	31,404
(Increase)/Decrease in Pre-Paid Expenses	352,494	215,466
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	(931,437)	(1,692,175)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	(1,067,261)	479,056
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	108,211	(143,834)
Net Cash Provided by Operating Activities:	(50,007)	5,178,714
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(203,963)	(2,476,488)
(Increase)/Decrease in Limited Use Cash and Investments	(427,234)	(6,157,714)
(Increase)/Decrease in Other Limited Use Assets	7,088	3,101
(Increase)/Decrease in Other Assets	1,029	11,324
Net Cash Used by Investing Activities	(623,079)	(8,619,777)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(267,346)	(1,550,465)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	247,547	(258,331)
Net Cash Used for Financing Activities	(19,799)	(1,808,796)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	174,489	278,766
Net Increase/(Decrease) in Cash	(518,396)	(4,971,093)
Cash, Beginning of Period	9,951,956	14,404,653
Cash, End of Period	\$9,433,560	\$9,433,560

ROCK SPRINGS, WY

Eleven months ended May 31, 2019

Current Month				Year-To-Date				
Actual 05/31/19	Budget 05/31/19	Positive/ (Negative) Variance	Prior Year 05/31/18	STATISTICS	Actual 05/31/19	Budget 05/31/19	Positive/ (Negative) Variance	Prior Year 05/31/18
Discharges								
146	116	30	168	Acute	1,482	1,463	19	1,841
146	116	30	168	Total Adult Discharges	1,482	1,463	19	1,841
35	32	3	48	Newborn	408	446	(38)	641
181	148	33	216	Total Discharges	1,890	1,909	(19)	2,482
Patient Days:								
375	308	67	443	Acute	4,298	3,892	406	5,646
375	308	67	443	Total Adult Patient Days	4,298	3,892	406	5,646
60	62	(2)	82	Newborn	659	783	(124)	769
435	370	65	525	Total Patient Days	4,957	4,675	282	6,415
Average Length of Stay (ALOS)								
2.6	2.7	(0.1)	2.6	Acute	2.9	2.7	0.2	3.1
2.6	2.7	(0.1)	2.6	Total Adult ALOS	2.9	2.7	0.2	3.1
1.7	1.9	(0.2)	1.7	Newborn ALOS	1.6	1.8	(0.1)	1.2
Average Daily Census (ADC)								
12.1	9.9	2.2	14.3	Acute	12.8	11.6	1.2	16.9
12.1	9.9	2.2	14.3	Total Adult ADC	12.8	11.6	1.2	16.9
1.9	2.0	(0.1)	2.6	Newborn	2.0	2.3	(0.4)	2.3
Emergency Room Statistics								
162	129	33	151	ER Visits - Admitted	1,595	1,517	78	1,670
1,271	1,271	0	1,249	ER Visits - Discharged	13,369	13,518	(149)	13,425
1,433	1,400	33	1,400	Total ER Visits	14,964	15,035	(71)	15,095
11.30%	9.21%		10.79%	% of ER Visits Admitted	10.66%	10.09%		11.06%
110.96%	111.21%		89.88%	ER Admissions as a % of Total	107.62%	103.69%		90.71%
Outpatient Statistics:								
7,680	6,540	1,140	6,569	Total Outpatients Visits	80,082	70,472	9,610	75,871
134	111	23	114	Observation Bed Days	1,331	1,202	129	1,145
4,248	4,142	106	4,343	Clinic Visits - Primary Care	45,768	44,921	847	48,293
427	412	15	594	Clinic Visits - Specialty Clinics	4,439	4,657	(218)	6,331
21	28	(7)	32	IP Surgeries	277	324	(47)	386
127	137	(10)	158	OP Surgeries	1,502	1,606	(104)	1,686
Productivity Statistics:								
419.91	427.27	(7.36)	402.59	FTE's - Worked	432.71	427.27	5.44	407.94
466.17	464.23	1.94	448.34	FTE's - Paid	475.69	464.23	11.46	451.86
1.1983	1.4125	(0.21)	1.2835	Case Mix Index - Medicare	1.3008	15.0405	(13.74)	1.1293
0.7336	0.9342	(0.20)	0.8387	Case Mix Index - All payers	0.7562	9.7222	(8.97)	0.8781

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 12

ROCK SPRINGS, WY

05/31/19

	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	53.11	50.05
Net Days in Accounts Receivable	60.02	51.95
Number of Gross Days in Unbilled Revenue	3.23	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	29.16%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	2.94%	1.24%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	1.38%	1.24%
Bad Debts as a % of Gross Patient Revenue - Current Month	7.92%	5.17%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	6.73%	5.18%
Collections as a Percentage of Net Revenue - Current Month	128.45%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	95.76%	100% or >
Percentage of Blue Cross Receivable > 90 Days	27.69%	< 10%
Percentage of Insurance Receivable > 90 Days	19.16%	< 15%
Percentage of Medicaid Receivable > 90 Days	32.40%	< 20%
Percentage of Medicare Receivable > 60 Days	16.52%	< 6%

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Eleven months ended May 31, 2019

PAGE 13

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Gross Patient Revenue	189,508	1.38%	639,108	0.42%
Gross patient revenue is over budget for the month and over budget year to date. Patient statistics under budget include Surgeries. Average Daily Census is 12.1 in May which is over budget				
Deductions from Revenue	(1,089,550)	-16.86%	(3,434,199)	-4.84%
Deductions from revenue are over budget for May and over budget year to date. They are currently booked at 54% for May and 48.9% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.				
Bad Debt Expense	(393,692)	-55.26%	(2,381,296)	-30.39%
Bad debt expense is booked at 8% for May and 6.7% year to date.				
Charity Care	(240,014)	-140.51%	(219,456)	-11.68%
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	218,745	96.33%	384,443	14.94%
Other Operating Revenue is over budget for the month and is over budget year to date.				
Salaries and Wages	169,280	5.09%	535,434	1.52%
Salary and Wages are under budget and remain under budget year to date. Paid FTEs are over budget by 1.94 FTEs for the month and over 11.46 FTEs year to date.				
Fringe Benefits	(125,023)	-14.28%	284,440	3.14%
Fringe benefits are over budget in May and remain under budget year to date.				
Contract Labor	(20,911)	-47.49%	(122,569)	-15.91%
Contract labor is over budget for May and over budget year to date. Behavioral Health, Central Sterile, ER, Infection Control and Ultrasound are over budget for the month.				

Variance Analysis**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WYOMING
Eleven months ended May 31, 2019****PAGE 14**

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Physician Fees	(65,260)	-18.49%	99,124	2.71%
Physician fees are over budget in May and remain under budget year to date. Lab, Hospitalists, Locums Clinic and Locum Radiology are over budget in May.				
Purchased Services	45,369	10.79%	422,778	9.50%
Purchased services are under budget for May and under budget year to date. Services are all under budget this month.				
Supply Expense	76,781	6.73%	483,436	3.82%
Supplies are under budget for May and remain under budget year to date. Line items over budget include Instruments, Med Supplies, Contrast and Food.				
Repairs & Maintenance	(120,934)	-30.83%	(111,490)	-2.62%
Repairs and Maintenance are over budget for May and over budget year to date.				
All Other Operating Expenses	14,233	6.96%	162,572	8.08%
This expense is under budget in May and under budget year to date. Other expenses over budget are Memberships, Licenses, Education & Travel, Software and Pharmacy Floor Direct.				
Leases and Rentals	(39,988)	-55.46%	(139,640)	-17.59%
This expense is over budget for May and remains over budget year to date.				
Depreciation and Amortization	26,646	4.42%	201,345	2.95%
Depreciation is under budget for May and remains under budget year to date.				
BALANCE SHEET				
Cash and Cash Equivalents	(\$518,396)	-5.21%		
Cash decreased in May. Cash collections for May were \$8.2 million. Days Cash on Hand increased to 130 days.				
Gross Patient Accounts Receivable	(\$2,225,127)	-8.17%		
This receivable decreased in May.				

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

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	279,821	2.43%		
Bad Debt and Allowances decreased.				
Other Receivables	418,961	33.31%		
Other Receivables increased in May due to Occ Med invoices & QRA				
Prepaid Expenses	(352,494)	-14.09%		
Prepaid expenses decreased due to the normal activity in this account.				
Limited Use Assets	420,145	1.92%		
These assets increased due to the payment on the bonds				
Plant Property and Equipment	(371,887)	-0.58%		
The decrease in these assets is due to the increase in Capital equipment and the normal increase in accumulated depreciation.				
Accounts Payable	931,437	22.31%		
This liability increased due to the normal activity in this account.				
Accrued Payroll	1,067,600	54.34%		
This liability decreased in May. The payroll accrual for May was 6 days.				
Accrued Benefits	(339)	-0.02%		
This liability increased in May with the normal accrual and usage of PTO .				
Other Current Liabilities	(108,211)	-59.92%		
This liability increased due to the monthly interest payment on the bonds.				
Other Long Term Liabilities	(247,547)	-43.83%		
This liability increased due to the normal monthly lease payments.				
Total Net Assets	462,817	0.57%		

The net loss from operations for May is \$739,816

FY19 Other Operating Revenue Detail-May

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

NOVEMBER		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	19,875.30		
Retirement Forfeiture	57,400.00		
Medical Records	273.40		
Pharmacy sales	25.32		
Radiology Films	1,009.90		
HPSA	(7,631.94)		
Becton, Dickinson and Co	90.00		
BLS	135.00		
Inmar Rebate	204.18		
Supplies	447.46		
PACS Storage	552.00		
Interlare	1,838.97		
Pacific Steel	39.10		
WWB Commissions	130.44		
Red Tie Gala	750.00		
Foundation	40,250.45		
Grants	(818.15)		
Post Partum	120.92		
Castle Rock - Lab Courier	780.00		
Shriners	458.02		
County Maintenance Fund	23,729.06		
Solvay	900.00		
Jim Bridger Retainer	1,600.00		
Jim Bridger Physician Services	10,625.00		
Castle Rock	2,596.05		
Tata Occupation Medicine on site	13,500.00		
Sage View	2,400.00		
High Desert Rural Health Clinic District Wamsutter	48,341.04		
Cafeteria sales	25,619.43		
Catering	9,270.00		
November Totals		254,510.95	1,416,075.84
DECEMBER		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	12,432.17		
Retirement Forfeiture	24,109.90		
Medical Records	418.03		
HPSA	0.86		
WWB Commissions	136.57		
BLS	400.00		
Castle Rock to be Reversed	80.60		
Supplies	195.48		
PACS Storage	624.00		
Disproportionate Share	31,490.14		
Red Tie Gala	3,000.00		
Grants	(430.74)		
Post Partum	60.04		
Castle Rock - Lab Courier	260.00		
Reversal of Other Op Rev	(280.00)		
County Maintenance Fund	59,200.07		
Jim Bridger Physician Services	12,687.50		
Castle Rock	2,019.15		
Tata Occupation Medicine on site	13,050.00		
Sage View	1,800.00		
High Desert Rural Health Clinic District Wamsutter	27,384.74		
Cafeteria sales	22,737.29		
Catering	8,932.00		
December Totals		220,307.80	1,636,383.64

JANUARY		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	21,825.30		
Radiology Films	10.00		
Pharmacy sales	13.52		
Medical Records	49.65		
HPSA	34,281.32		
Cache Valley Rebate	12.00		
WWB Commissions	138.52		
Wind River Vending	174.43		
Coca Cola Commission	94.23		
Pacific Steel	116.25		
BLS	70.00		
Interlare	975.30		
Castle Rock Reversal	(80.60)		
Red Tie Gala	7,608.00		
Grants	1,426.87		
Post Partum	147.10		
County Maintenance Fund	98,522.57		
Solvay Reclass	4,781.69		
Jim Bridger Physician Services	13,812.50		
Jim Bridger Retainer	800.00		
Castle Rock	3,172.95		
Tata Occupation Medicine on site	15,300.00		
Sage View	2,400.00		
High Desert Rural Health Clinic District Wamsutter	31,411.89		
Cafeteria sales	26,683.95		
January Totals		263,747.44	1,900,131.08
FEBRUARY		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	15,046.69		
Radiology Films	10.00		
Pharmacy sales	19.58		
Medical Records	307.90		
HPSA	759.84		
WWB Commissions	175.71		
BLS	315.00		
Interlare	16,971.81		
Red Tie Gala Reimbursement	(10,850.00)		
Phressia Test System	0.66		
Grants	5,847.16		
County Maintenance Fund	7,308.27		
Jim Bridger Physician Services	12,750.00		
Jim Bridger Retainer	800.00		
Castle Rock	3,076.80		
Tata Occupation Medicine on site	11,400.00		
Sage View	2,400.00		
High Desert Rural Health Clinic District Wamsutter	29,291.96		
Catering	767.00		
Cafeteria sales	23,980.74		
FEBRUARY Totals		120,379.12	2,020,510.20

MARCH		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	21,560.02		
Retirement Forfeiture	39,547.05		
Radiology Films	10.00		
Pharmacy sales	1.02		
Medical Records	499.12		
Red Tie Gala	375.00		
WWB Commissions	161.12		
Rocky Mountain Service Bureau	446.35		
PACS Storage	1,360.00		
BLS	180.00		
Supplies	175.00		
Inmar Rebate	62.72		
Pacific Steel	13.80		
Post Partum	(83.00)		
Grants	(2,503.30)		
Lab Courier	520.00		
Shriners	569.68		
Solvay	900.00		
Jim Bridger Physician Services	13,812.50		
Castle Rock	3,076.80		
Tata Occupation Medicine on site	14,400.00		
Sage View	3,000.00		
High Desert Rural Health Clinic District Wamsutter	29,472.01		
Cafeteria sales	24,448.39		
MARCH Totals		152,004.28	2,172,514.48
APRIL		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	19,835.94		
Pharmacy sales	35.61		
BLS	200.00		
Cache Valley Rebate	18.00		
Coca Cola Commission	184.12		
HPSA	28,969.19		
Interlare	8,664.88		
Pacific Steel	10.80		
PACS Storage	612.00		
Foundation Red Tie Gala Reimbursement	(375.00)		
Supplies	504.37		
Foundation Bunny Brunch	80.00		
Wind River Vending	207.91		
WWB Commissions	180.43		
Post Partum	210.00		
Grants	4,771.97		
Lab Courier	260.00		
Foundation Other Op Rev.	179,627.00		
Jim Bridger Retainer	1,600.00		
Jim Bridger Physician Services	12,750.00		
Castle Rock	2,499.90		
Tata Occupation Medicine on site	12,600.00		
Sage View	2,400.00		
High Desert Rural Health Clinic District Wamsutter	32,965.95		
Cafeteria sales	30,284.49		
APRIL Totals		339,097.56	2,511,612.04

MAY		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	14,804.14		
Pharmacy sales	118.43		
Medical Records	160.60		
Radiology Films	20.00		
HPSA	(211.30)		
Foundation Gift basket Reimbursement	(1,140.02)		
Pacificorp CT Project	2,141.80		
Keybank Yearly Payment for EFT's	14,640.31		
Wind River Vending	19.25		
WWB Commissions	145.96		
County Maintenance Fund	310,192.66		
County Impact Assistance	26,018.02		
Post Partum	(1,675.59)		
Grants	(7,173.18)		
Lab Courier	260.00		
Solvay	6,970.72		
Jim Bridger Retainer	800.00		
Jim Bridger Physician Services	9,562.50		
Castle Rock	3,450.00		
Tata Occupation Medicine on site	8,850.00		
Sage View	2,400.00		
High Desert Rural Health Clinic District Wamsutter	32,971.41		
Catering	144.00		
Cafeteria sales	22,359.99		
MAY Totals		445,829.70	2,957,441.74

FY19 FINANCIALS CLINIC -MAY 2019



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

PHYSICIAN CLINICS

Unaudited Financial Statements

for

Eleven months ended May 31, 2019

Certification Statement:

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

Certified by:

Tami Love

Chief Financial Officer

Table of Contents

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 1

ROCK SPRINGS, WY

Eleven months ended May 31, 2019

TABLE OF CONTENTS

FINANCIAL RATIOS AND BENCHMARKS	PAGE 2
STATEMENT OF OPERATIONS - CURRENT MONTH	PAGE 3
STATEMENT OF OPERATIONS - YEAR-TO-DATE	PAGE 4
STATEMENT OF OPERATIONS - 13 MONTH TREND	PAGE 5
KEY OPERATING STATISTICS	PAGE 7

Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 2

ROCK SPRINGS, WY

Eleven months ended May 31, 2019

⬇️ ⬆️ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 5/31/2019	Year to Date 5/31/2019	Prior Fiscal Year End 06/30/18	MGMA Hospital Owned Rural
Profitability:					
Operating Margin	⬆️	-75.66%	-54.75%	-76.57%	-36.58%
Total Profit Margin	⬆️	-75.66%	-54.75%	-76.57%	-36.58%
Contractual Allowance %	⬇️	46.67%	44.33%	46.36%	
Liquidity:					
Net Days in Accounts Receivable	⬇️	70.11	61.98	62.33	39.58
Gross Days in Accounts Receivable	⬇️	68.38	62.89	55.18	72.82
Productivity and Efficiency:					
Patient Visits Per Day	⬇️	137.03	136.62	133.67	
Total Net Revenue per FTE	⬆️	N/A	\$141,350	\$139,450	
Salary Expense per Paid FTE		N/A	\$156,402	\$181,602	
Salary and Benefits as a % of Net Revenue		141.09%	127.87%	150.24%	91.26%
Employee Benefits %		19.83%	15.57%	15.36%	6.10%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 3

ROCK SPRINGS, WY

Eleven months ended May 31, 2019

	CURRENT MONTH				Prior Year 05/31/18
	Actual 05/31/19	Budget 05/31/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	1,229,230	1,245,231	(16,001)	-1.28%	1,294,418
Specialty Clinic Revenue	170,624	170,624	0	0.00%	209,960
Total Gross Patient Revenue	1,399,854	1,415,855	(16,001)	-1.13%	1,504,378
Deductions From Revenue					
Discounts and Allowances	(653,333)	(643,609)	(9,724)	-1.51%	(723,707)
Total Deductions From Revenue	(653,333)	(643,609)	(9,724)	-1.51%	(723,707)
Net Patient Revenue	746,522	772,246	(25,725)	-3.33%	780,671
Other Operating Revenue	65,005	69,682	(4,677)	-6.71%	51,230
Total Operating Revenue	811,526	841,928	(30,402)	-3.61%	831,901
Operating Expenses					
Salaries and Wages	955,533	1,024,327	68,793	6.72%	1,006,587
Fringe Benefits	189,439	153,790	(35,649)	-23.18%	167,936
Contract Labor	0	0	0	0.00%	0
Physicians Fees	79,281	56,405	(22,875)	-40.55%	20,989
Purchased Services	11,013	6,919	(4,095)	-59.18%	4,336
Supply Expense	13,053	12,950	(103)	-0.80%	15,134
Utilities	813	1,562	749	47.97%	1,296
Repairs and Maintenance	24,064	31,484	7,420	23.57%	30,760
Insurance Expense	16,109	16,119	10	0.06%	18,396
All Other Operating Expenses	110,309	54,739	(55,570)	-101.52%	80,282
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	5,139	4,816	(322)	-6.69%	5,130
Depreciation and Amortization	20,750	18,716	(2,034)	-10.87%	24,525
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,425,503	1,381,827	(43,676)	-3.16%	1,375,371
Net Operating Surplus/(Loss)	(613,977)	(539,899)	(74,078)	13.72%	(543,470)
Total Net Surplus/(Loss)	(\$613,977)	(\$539,899)	(\$74,078)	13.72%	(\$543,470)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(\$613,977)	(\$539,899)	(\$74,078)	13.72%	(\$543,470)
Operating Margin	-75.66%	-64.13%			-65.33%
Total Profit Margin	-75.66%	-64.13%			-65.33%
EBIDA	-73.10%	-61.90%			-62.38%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Eleven months ended May 31, 2019

PAGE 4

	YEAR-TO-DATE				Prior Year 05/31/18
	Actual 05/31/19	Budget 05/31/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	13,300,031	13,461,937	(161,906)	-1.20%	12,719,849
Specialty Clinic Revenue	1,881,174	1,967,259	(86,086)	-4.38%	2,113,922
Total Gross Patient Revenue	15,181,204	15,429,196	(247,992)	-1.61%	14,833,771
Deductions From Revenue					
Discounts and Allowances	(6,729,081)	(6,986,337)	257,256	3.68%	(6,816,441)
Total Deductions From Revenue	(6,729,081)	(6,986,337)	257,256	3.68%	(6,816,441)
Net Patient Revenue	8,452,123	8,442,859	9,264	0.11%	8,017,330
Other Operating Revenue	727,725	761,593	(33,867)	-4.45%	652,467
Total Operating Revenue	9,179,848	9,204,451	(24,603)	-0.27%	8,669,797
Operating Expenses					
Salaries and Wages	10,157,385	10,324,928	167,544	1.62%	11,284,554
Fringe Benefits	1,581,285	1,640,721	59,436	3.62%	1,756,054
Contract Labor	0	0	0	0.00%	0
Physicians Fees	509,695	584,613	74,918	12.81%	279,298
Purchased Services	64,562	69,426	4,864	7.01%	106,356
Supply Expense	174,426	140,945	(33,481)	-23.75%	149,178
Utilities	14,770	17,124	2,354	13.74%	17,517
Repairs and Maintenance	329,443	331,899	2,456	0.74%	326,385
Insurance Expense	177,097	177,160	63	0.04%	205,495
All Other Operating Expenses	884,071	616,280	(267,791)	-43.45%	806,616
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	59,058	51,983	(7,075)	-13.61%	58,867
Depreciation and Amortization	254,081	228,922	(25,158)	-10.99%	281,656
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	14,205,872	14,184,001	(21,871)	-0.15%	15,271,975
Net Operating Surplus/(Loss)	(5,026,023)	(4,979,550)	(46,474)	0.93%	(6,602,178)
Total Net Surplus/(Loss)	(5,026,023)	(4,979,550)	(46,474)	0.93%	(6,602,178)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(5,026,023)	(4,979,550)	(46,474)	0.93%	(6,602,178)
Operating Margin	-54.75%	-54.10%			-76.15%
Total Profit Margin	-54.75%	-54.10%			-76.15%
EBIDA	-51.98%	-51.61%			-72.90%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 5

ROCK SPRINGS, WY

	Actual 5/31/2019	Actual 4/30/2019	Actual 3/31/2019	Actual 2/28/2019	Actual 1/31/2019
Gross Patient Revenue					
Clinic Revenue	\$1,229,230	\$1,411,951	\$1,460,747	\$1,009,031	\$1,069,404
Specialty Clinic Revenue	\$170,624	\$169,268	\$175,633	\$127,930	\$207,546
Total Gross Patient Revenue	\$1,399,854	\$1,581,218	\$1,636,380	\$1,136,961	\$1,276,950
Deductions From Revenue					
Discounts and Allowances	\$653,333	\$678,453	\$724,127	\$471,341	\$568,699
Total Deductions From Revenue	653,333	678,453	724,127	471,341	568,699
Net Patient Revenue	\$746,522	\$902,765	\$912,253	\$665,621	\$708,251
Other Operating Revenue	\$65,005	\$64,816	\$65,231	\$59,719	\$71,679
Total Operating Revenue	811,526	967,581	977,484	725,339	779,930
Operating Expenses					
Salaries and Wages	\$955,533	\$867,396	\$1,034,389	\$927,267	\$908,217
Fringe Benefits	\$189,439	\$175,919	\$195,204	\$145,304	\$180,456
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$79,281	\$71,597	\$50,250	\$66,314	\$72,313
Purchased Services	\$11,013	\$5,281	\$5,530	\$82	\$9,273
Supply Expense	\$13,053	\$23,682	\$13,897	\$33,502	\$14,809
Utilities	\$813	\$803	\$1,667	\$1,311	\$1,639
Repairs and Maintenance	\$24,064	\$30,175	\$33,896	\$33,616	\$34,184
Insurance Expense	\$16,109	\$16,109	\$16,109	\$16,109	\$16,109
All Other Operating Expenses	\$110,309	\$89,265	\$62,065	\$86,287	\$79,550
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$5,139	\$5,508	\$5,425	\$5,103	\$5,652
Depreciation and Amortization	\$20,750	\$20,751	\$20,751	\$20,937	\$24,416
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,425,503	\$1,306,487	\$1,439,183	\$1,335,831	\$1,346,620
Net Operating Surplus/(Loss)	(\$613,977)	(\$338,905)	(\$461,698)	(\$610,492)	(\$566,689)
Total Net Surplus/(Loss)	(\$613,977)	(\$338,905)	(\$461,698)	(\$610,492)	(\$566,689)
Change in Unrealized Gains/(Losses) on Investr	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets	(\$613,977)	(\$338,905)	(\$461,698)	(\$610,492)	(\$566,689)
Operating Margin	-75.66%	-35.03%	-47.23%	-84.17%	-72.66%
Total Profit Margin	-75.66%	-35.03%	-47.23%	-84.17%	-72.66%
EBIDA	-73.10%	-32.88%	-45.11%	-81.28%	-69.53%

Actual 12/31/2018	Actual 11/30/2018	Actual 10/31/2018	Actual 9/30/2018	Actual 8/31/2018	Actual 7/31/2018	Actual 6/30/2018	Actual 5/31/2018
\$1,254,113	\$1,134,169	\$1,361,778	\$1,076,083	\$1,193,552	\$1,099,971	\$1,246,901	\$1,294,418
\$180,950	\$104,902	\$116,899	\$146,133	\$215,242	\$266,047	\$179,865	\$209,960
\$1,435,063	\$1,239,071	\$1,478,677	\$1,222,216	\$1,408,794	\$1,366,018	\$1,426,767	\$1,504,378
\$641,731	\$542,081	\$647,172	\$580,856	\$628,019	\$593,270	721,946	723,707
641,731	542,081	647,172	580,856	628,019	593,270	721,946	723,707
\$793,332	\$696,990	\$831,505	\$641,360	\$780,776	\$772,749	\$704,821	\$780,671
\$56,661	\$80,420	\$71,582	\$62,144	\$64,664	\$65,804	56,368	51,230
849,993	777,410	903,087	703,504	845,440	838,552	761,188	831,901
\$988,124	\$769,198	\$985,567	\$863,345	\$905,846	\$952,502	\$997,175	\$1,006,587
\$113,727	\$116,382	\$114,843	\$100,447	\$133,815	\$115,748	\$130,925	\$167,936
\$0	\$0	\$0	\$0	\$0	\$0		
\$20,783	\$48,757	\$53,865	\$38,235	\$4,150	\$4,150	\$44,124	\$20,989
\$6,153	\$4,481	\$4,278	\$5,363	\$6,258	\$6,849	\$5,025	\$4,336
\$11,076	\$10,235	\$21,975	\$10,863	\$14,751	\$6,583	\$31,946	\$15,134
\$1,859	\$1,568	\$1,563	\$1,267	\$1,563	\$719	\$1,296	\$1,296
\$30,589	\$28,045	\$30,519	\$29,160	\$27,304	\$27,891	\$25,292	\$30,760
\$16,099	\$16,099	\$16,088	\$16,088	\$16,088	\$16,088	\$18,578	\$18,396
\$71,337	\$53,223	\$102,317	\$45,658	\$93,350	\$90,708	\$95,556	\$80,282
\$5,061	\$6,300	\$5,403	\$4,874	\$5,276	\$5,317	\$5,457	\$5,130
\$24,654	\$24,523	\$23,690	\$23,690	\$24,915	\$25,005	\$24,495	\$24,525
\$1,289,462	\$1,078,811	\$1,360,108	\$1,138,991	\$1,233,317	\$1,251,560	\$1,379,869	\$1,375,371
(\$439,468)	(\$301,400)	(\$457,021)	(\$435,487)	(\$387,877)	(\$413,008)	(\$618,681)	(\$543,470)
0	0	0	0	0	0	0	0
(\$439,468)	(\$301,400)	(\$457,021)	(\$435,487)	(\$387,877)	(\$413,008)	(\$618,681)	(\$543,470)
-51.70%	-38.77%	-50.61%	-61.90%	-45.88%	-49.25%	-81.28%	-65.33%
-51.70%	-38.77%	-50.61%	-61.90%	-45.88%	-49.25%	-81.28%	-65.33%
-48.80%	-35.62%	-47.98%	-58.54%	-42.93%	-46.27%	-78.06%	-62.38%

Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative)	Prior		Actual	Budget	Positive/ (Negative)	Prior
05/31/19	05/31/19	Variance	Year 05/31/18		05/31/19	05/31/19	Variance	Year 05/31/18
Outpatient Statistics:								
4,248	4,142	106	4,156	Clinic Visits - Primary Care	45,768	44,921	847	44,755
427	412	15	449	Clinic Visits - Specialty Clinics	4,439	4,657	(218)	4,520
Productivity Statistics:								
66.46	65.96	0.50	60.89	FTE's - Worked	64.97	65.96	(0.99)	67.87
73.57	71.70	1.87	67.95	FTE's - Paid	70.76	71.70	(0.94)	60.85

Key Financial Ratio Definitions

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

EBITDA

Higher Values are Favorable

(Earnings Before Interest, Taxes, Depreciation & Amortization)

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

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

Net Operating Gain/Loss

Higher Values are Favorable

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

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

Total Net Gain/Loss

Higher Values are Favorable

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

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

Operating Margin

Higher Values are Favorable

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

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

Total Profit Margin

Higher Values are Favorable

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

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

Return on Assets

Higher Values are Favorable

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

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

Contractual Allowance Percentage

Lower Values are Favorable

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

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

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

Days Cash on Hand, Short Term

Higher Values are Favorable

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

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

Days Cash on Hand, All Sources

Higher Values are Favorable

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

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

Gross Days in Accounts Receivable

Lower Values are Favorable

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

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

Net Days in Accounts Receivable

Lower Values are Favorable

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

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

Average Payment Period

Lower Values are Favorable

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

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

Current Ratio

Higher Values are Favorable

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

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

Average Age of Plant

Lower Values are Favorable

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

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

Capital Costs as a Percentage of Total Expenses

Lower Values are Favorable

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

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

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

Long Term Debt to Equity

Lower Values are Favorable

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

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

Long Term Debt to Capitalization

Lower Values are Favorable

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

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

Debt Service Coverage Ratio

Higher Values are Favorable

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

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

Salary Expense per Paid FTE

Lower Values are Favorable

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

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

Paid FTE's per Adjusted Occupied Bed

Lower Values are Favorable

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

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

Net Revenue per Adjusted Discharge

Higher Values are Favorable

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

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

Operating Expenses per Adjusted Discharge

Lower Values are Favorable

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

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

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

Financial Strength Index

Higher Values are Favorable

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

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

19 Board Graphs May

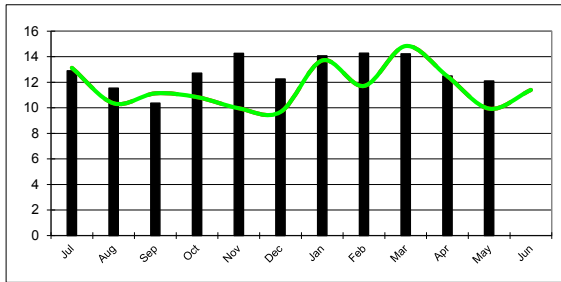
**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
"DASHBOARD" GRAPHS
MAY 2019**

— FYE 2018 ACTUAL

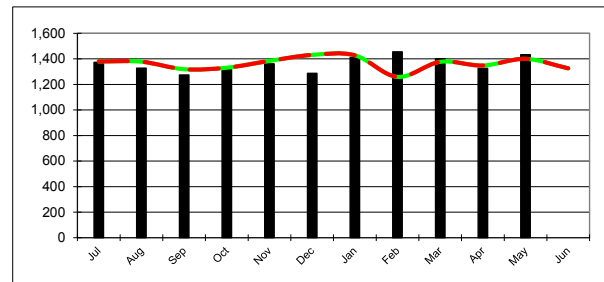
- - - FYE 2019 BUDGET

■ FYE 2019 ACTUAL

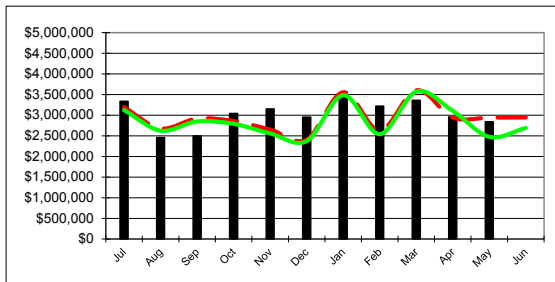
AVERAGE ACUTE CENSUS



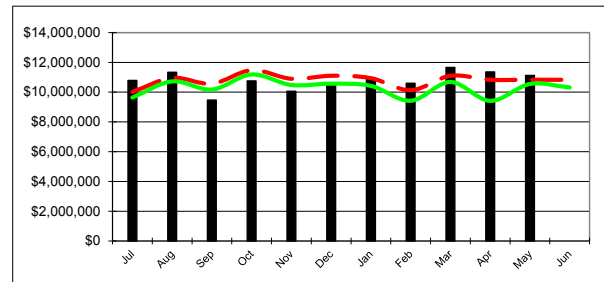
ER IP+OP VISITS



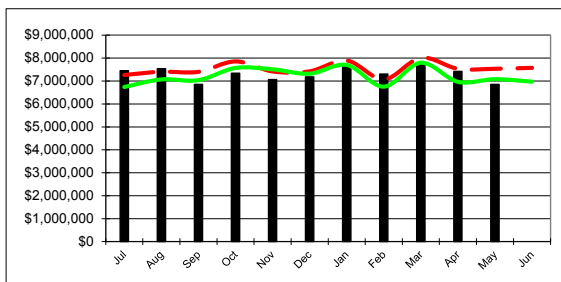
INPATIENT CHARGES



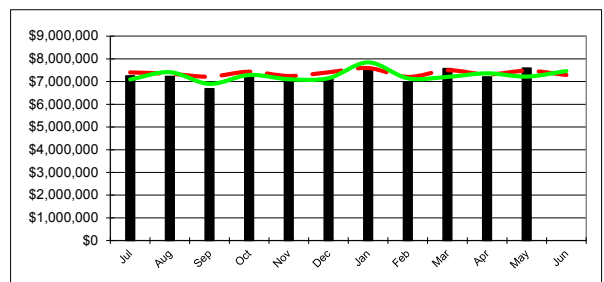
OUTPATIENT CHARGES



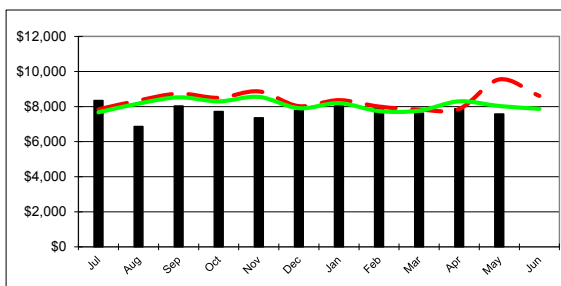
TOTAL NET OPERATING REVENUE



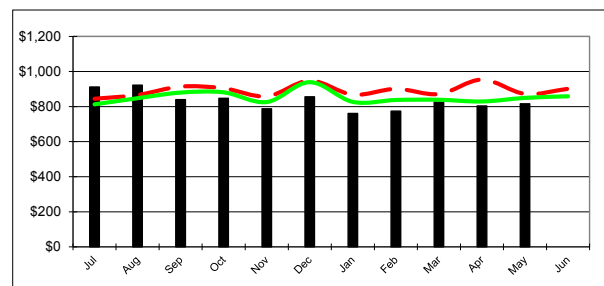
OPERATING EXPENSE



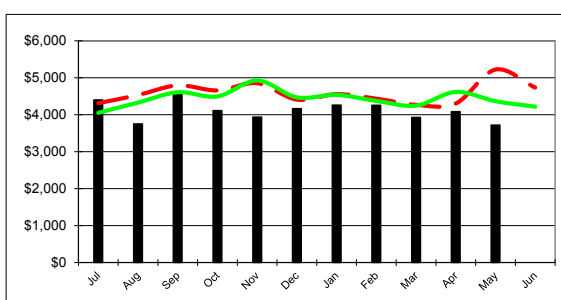
AVERAGE CHARGE PER ADJUSTED PATIENT DAY



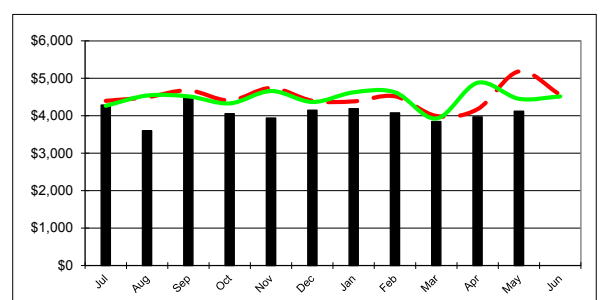
AVERAGE CHARGE PER OUTPATIENT VISIT (Inc. ER)



AVERAGE NET OPERATING REVENUE PER ADJUSTED PATIENT DAY



AVERAGE OPERATING EXPENSE PER ADJUSTED PATIENT DAY



19 MHSC STATISTICS-May

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
MAY 2019

STATISTICS	Actual May-19	Budget May-19	PY May-18	YTD May-19	YTD May-18	YTD May-17	YTD May-16
Volumes:							
Case Mix							
Medicare	1.1983	1.4125	1.4125	1.2486	1.3119	1.4423	1.4267
All payers	0.7336	0.9342	0.9342	0.7567	0.8830	0.8616	0.8601
Admissions							
Med	74	48	48	730	647	909	936
ICU	26	25	25	262	274	358	326
Surgery	6	8	8	76	83	99	114
OB	35	40	40	407	461	486	521
Newborn	35	35	35	408	449	476	509
Total Admissions	176	156	156	1,883	1,914	2,328	2,406
Discharges							
Med	86	59	59	848	769	1,069	1,025
ICU	20	10	10	127	135	153	188
Surgery	5	8	8	94	100	143	163
OB	35	39	39	413	459	484	522
Newborn	35	32	32	408	446	475	509
Total Discharges	181	148	148	1,890	1,909	2,324	2,407
Patient Days:							
Med	248	154	154	2,697	2,223	3,751	3,788
ICU	55	57	57	600	558	868	900
Surgery	16	32	32	329	349	432	436
OB	56	65	65	672	762	819	856
Newborn	60	62	62	659	783	755	770
Total Patient Days	435	370	370	4,957	4,675	6,625	6,750
Observation Bed Days	134	111	111	1,331	1,202	1,113	891
Surgery Statistics:							
IP Surgeries	21	28	28	277	324	396	371
OP Surgeries	127	137	137	1,502	1,606	1,639	1,634
Outpatient Statistics:							
X-ray	755	756	756	7,979	8,227	8,111	8,274
Mammography	112	126	126	1,476	1,512	1,509	1,671
Ultrasound	273	321	321	3,203	3,286	3,008	2,974
Cat Scan	431	431	431	4,790	4,674	4,365	4,428
MRI	140	117	117	1,340	1,223	1,134	1,157
Nuclear Medicine	47	48	48	395	518	425	422
PET Scan	4	6	6	65	97	97	90
Echo	65	0	0	174	0	0	0
Laboratory	3,710	2,506	2,506	37,198	27,289	32,904	31,049
Histology	232	226	226	1,987	1,842	1,370	1,745
Respiratory Therapy	255	235	235	2,567	2,890	3,140	2,699
Cardiovascular	477	446	446	4,676	4,853	4,885	5,245
Sleep Lab	50	42	42	421	360	327	222
Cardiac Rehab	276	352	352	3,122	3,856	4,689	5,043
Physical Therapy	108	158	158	1,719	1,763	2,527	2,619
Dialysis	429	382	382	4,474	3,641	2,827	2,945
Medical Oncology	141	170	170	1,918	1,843	1,947	2,047
Radiation Oncology	175	218	218	2,107	2,598	2,827	2,913
Total Outpatients Visits	7,680	6,540	6,540	79,611	70,472	76,092	75,543
Clinic Visits - Primary Care	4,248	4,142	4,156	45,768	44,555	48,442	64,302
Clinic Visits - Specialty Clinics	427	412	449	4,439	4,520	6,237	5,449
ER visits admitted	162	129	129	1,595	1,517	1,678	1,585
ER visits Discharged	1,271	1,271	1,271	13,369	13,518	13,486	13,867
Total ER visits	1,433	1,400	1,400	14,964	15,035	15,164	15,452

|

19 FTE REPORT - 052619

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

	PPE BUDGET	4/28/2019	5/12/2019	5/26/2019	Variance from Bud	CHANGE FROM LAST PAY PERIOD		YTD	Variance from budget
						Increase	Decrease		
AVG CENSUS	11.80	10.7	13.0	12.0	0.2	-	1.00	310.5	
ER VISITS (Avg Day)	45	42.1	42.1	46.3	1.5	4.21	-	1,054.21	
SURGERIES (IP+OP)	78	82	66	68	(9.6)	2.00	-	1,772.00	
BIRTHS	19	21	18	16	(3.0)	-	2.00	417.00	
CHARGES -IP \$000	1,358	1267	1682	1337	(21)	-	345.00	34,070.00	
-OP \$000	4,987	4962	4481	4928	(59)	447.00	-	112,923.00	
-TOTAL \$000	6,345	6229	6163	6265	(80)	102.00	-	146,993.00	
Adjusted Patient Days	772	737	667	787	15	120.36	-	18,809.43	

Paid FTEs (Including Contract)

600	MEDICAL FLOOR	24.5	19.6	23.3	22.3	(2.2)	-	1.03	22.9	(1.6)
605	BEHAVIORAL HEALTH	7.2	5.2	6.9	7.2	0.0	0.30	-	8.2	1.0
610	OB FLOOR	5.3	5.4	5.7	6.0	0.7	0.33	-	6.2	0.9
611	NURSERY	7.2	7.3	6.9	7.5	0.3	0.54	-	7.1	(0.1)
612	LABOR & DELIVERY	4.9	4.6	4.7	5.3	0.4	0.53	-	4.7	(0.2)
615	OUTPATIENT SERVICES	0.9	1.4	1.7	2.3	1.4	0.59	-	1.7	0.8
620	ICU	12.5	10.8	10.5	11.8	(0.7)	1.35	-	11.4	(1.1)
630	OR	12.1	11.5	11.0	11.6	(0.5)	0.61	-	13.1	1.0
631	SAME DAY SURGERY	6.8	5.4	5.8	6.1	(0.7)	0.37	-	6.1	(0.7)
633	RECOVERY	2.8	3.8	2.9	2.5	(0.3)	-	0.42	3.5	0.7
634	CENTRAL STERILE	3	3.8	4.4	4.8	1.8	0.45	-	3.2	0.2
640	DIALYSIS	7	8.9	8.8	8.8	1.8	-	0.04	8.2	1.2
650	ER	21.5	24.3	22.1	24.9	3.4	2.81	-	23.3	1.8
651	TRAUMA	1.3	1.0	1.4	1.9	0.6	0.53	-	1.9	0.6
652	SANE	0.9	1.5	1.0	1.1	0.2	0.07	-	1.3	0.4
660	RADIATION ONC	6.6	6.9	6.6	6.0	(0.6)	-	0.60	7.2	0.6
661	MEDICAL ONC	6	6.1	5.8	5.6	(0.4)	-	0.18	6.2	0.2
700	LABORATORY	31.1	28.6	30.7	32.1	1.0	1.37	-	31.3	0.2
701	HISTOLOGY	2	2.0	1.9	1.9	(0.1)	-	0.01	2.1	0.1
702	BLOOD BANK	1	1.1	1.0	1.2	0.2	0.18	-	1.1	0.1
710	RADIOLOGY	9.7	8.9	8.6	7.9	(1.8)	-	0.76	9.3	(0.4)
711	MAMMOGRAPHY	1.6	1.4	1.1	1.1	(0.5)	0.00	-	1.2	(0.4)
712	ULTRASOUND	3.25	3.9	6.4	3.3	0.0	-	3.08	4.1	0.8
713	NUC MED	1.6	1.9	2.3	2.2	0.6	-	0.06	1.8	0.2
714	CAT SCAN	4.7	4.4	4.7	5.1	0.4	0.39	-	4.7	0.0
715	MRI	1.3	1.1	1.2	1.3	(0.0)	0.11	-	1.3	(0.0)
716	PET SCAN	0.1	-	-	-	(0.1)	-	-	0.0	(0.1)
717	ECHOCARDIOGRAPHY	1.25	1.2	1.5	1.0	(0.2)	-	0.47	1.1	(0.1)
720	RESPIRATORY	6	5.2	5.2	5.2	(0.8)	-	0.03	6.8	0.8
721	SLEEP LAB	2.3	2.0	1.8	1.8	(0.5)	-	-	1.9	(0.4)
722	CARDIO	2.3	2.8	2.8	2.8	0.5	0.00	-	2.5	0.2
723	CARDIAC REHAB	2.4	2.3	2.3	2.3	(0.1)	-	0.01	2.4	(0.0)
730	PHYSICAL THERAPY	3.5	3.7	3.7	3.7	0.2	-	0.02	3.6	0.1
780	EDUCATION	2	0.6	0.9	0.7	(1.3)	-	0.22	0.8	(1.2)
781	SOCIAL SERVICES	1	1.0	1.0	1.0	-	-	-	1.0	0.0
782	QUALITY	4	3.7	3.9	3.6	(0.4)	-	0.28	4.3	0.3
783	INFECTION CONTROL	2	0.9	0.9	0.9	(1.1)	-	0.06	1.8	(0.2)
784	ACCREDITATION	3	3.0	3.0	4.0	1.0	0.96	-	3.0	(0.0)
786	NURSING INFORMATICS	3	3.0	3.0	3.0	-	-	-	3.1	0.1
790	HEALTH INFORMATION	12.6	13.0	13.1	13.0	0.4	-	0.12	13.4	0.8
791	CASE MANAGEMENT	5.3	4.4	4.1	4.4	(0.9)	0.27	-	5.4	0.1
800	MAINTENANCE	11.7	12.0	11.7	10.9	(0.9)	-	0.82	12.0	0.3
801	HOUSEKEEPING	23.5	25.3	25.0	26.7	3.2	1.63	-	24.7	1.2
802	LAUNDRY	6.5	6.6	6.6	6.7	0.2	0.07	-	6.7	0.2
803	BIO MED	2	1.1	1.2	1.2	(0.8)	-	0.02	1.1	(0.9)
810	SECURITY	8.3	8.0	8.0	8.1	(0.2)	0.13	-	8.5	0.2
811	EMERGENCY MGMT	0.1	0.8	0.2	-	(0.1)	-	0.21	0.1	0.0
850	PURCHASING	5	5.0	5.0	5.0	0.0	0.01	-	5.2	0.2
855	CENTRAL SUPPLY	3	3.0	3.0	3.0	-	-	-	3.1	0.1
870	DIETARY	17.6	17.7	18.7	17.1	(0.5)	-	1.55	17.9	0.3
871	DIETICIANS	1.5	2.0	2.0	2.0	0.5	-	-	1.7	0.2
900	ADMINISTRATION	6	6.0	6.0	6.0	-	-	-	6.3	0.3
901	COMM SVC	1	1.0	1.0	1.0	-	-	-	1.0	0.0
902	MED STAFF SVC	2.5	2.8	2.8	2.8	0.3	0.01	-	2.7	0.2
903	MHSC FOUNDATION	1.3	1.5	1.5	1.5	0.2	-	0.04	1.3	(0.0)
904	VOLUNTEER SRV	1	1.0	1.0	1.0	-	-	-	1.0	0.0
905	NURSING ADMIN	4.3	3.8	4.0	4.1	(0.2)	0.09	-	4.3	0.0
907	PHYSICIAN RECRUIT	1	1.0	1.0	1.0	-	-	-	1.0	0.0
910	INFORMATION SYSTEMS	8	7.6	7.0	7.0	(1.0)	-	-	8.2	0.2
920	HUMAN RESOURCES	4.6	4.8	4.9	4.8	0.2	-	0.09	4.7	0.1
930	FISCAL SERVICES	5	4.8	4.8	4.8	(0.2)	-	0.01	5.0	0.0
940	BUSINESS OFFICE	14	13.7	13.7	13.8	(0.2)	0.05	-	14.1	0.1
941	ADMITTING	13.4	16.2	15.2	15.4	2.0	0.13	-	15.9	2.5
942	COMMUNICATION	3	3.3	2.9	2.9	(0.1)	-	0.00	3.0	0.0
943	CENTRAL SCHEDULING	4	4.1	4.0	4.0	0.0	-	0.01	4.0	(0.0)
948	NEW ORTHO	1	-	-	-	(1.0)	-	-	0.0	(1.0)
949	DENKER	3	3.0	3.0	3.1	0.1	0.13	-	3.2	0.2
950	OLIVER	3.1	2.3	2.3	2.2	(0.9)	-	0.06	2.8	(0.3)
952	NEW PULMONOLOGIST	2	-	-	-	(2.0)	-	-	0.0	(2.0)
953	STEWART	2.5	1.0	1.0	1.0	(1.5)	-	-	1.2	(1.3)
954	WHEELER	3	1.0	1.0	1.0	(2.0)	-	-	1.3	(1.7)
956	KATTAN	3.5	1.0	1.0	3.8	0.3	2.75	-	1.4	(2.1)
957	STARLA LETTE	2	1.0	1.0	1.0	(1.0)	-	-	1.1	(0.9)
958	VERONESE	0	-	-	-	-	-	-	0.1	0.1
959	GREWAL	3	1.0	1.0	1.0	(2.0)	-	-	1.2	(1.8)
960	SANDERS	2	1.0	1.0	1.0	(1.0)	-	-	1.2	(0.8)
961	DANSIE	2.5	0.9	1.0	1.0	(1.5)	-	-	1.2	(1.3)
962	BOWERS	2	0.7	0.6	0.4	(1.6)	-	0.13	0.8	(1.2)
963	LONG	3	0.9	1.0	1.0	(2.0)	-	-	1.1	(1.9)
964	JAKE JOHNSON	2	1.0	1.0	1.0	(1.0)	-	-	1.0	(1.0)
966	OCC MED	1	1.0	1.1	1.0	0.0	-	0.07	1.1	0.1
967	PA PALINEK	1.5	1.0	0.9	1.0	(0.5)	0.10	-	0.6	(0.9)
969	PAWAR	2	2.0	2.1	2.0	0.0	-	0.05	2.1	0.1
970	CROFTS	2.5	1.0	1.0	1.0	(1.5)	-	-	1.2	(1.3)

	PPE	4/28/2019	5/12/2019	5/26/2019	Variance	LAST PAY PERIOD		YTD	from budget
	BUDGET				from Bud	Increase	Decrease		
971	WAMSUTTER CLINIC	1	1.9	1.7	1.9	0.9	0.26	-	1.9
972	FARSON CLINIC	0	-	-	-	-	-	-	0.0
973	LAURIDSEN	1	0.9	0.9	0.9	(0.1)	-	-	(0.0)
974	SMG ADMIN/BILLING	13.5	40.7	41.4	41.9	28.4	0.50	-	37.3
976	LEHMAN	2	0.8	1.0	0.8	(1.2)	-	0.23	0.9
978	HOSPITALIST	4.2	1.4	1.6	1.9	(2.3)	0.30	-	3.5
980	JENSEN	1	1.0	1.0	1.0	-	-	-	0.9
981	CROFT	1	1.0	1.0	1.0	-	-	-	1.0
982	CHRISTENSEN	3	1.0	1.0	1.0	(2.0)	-	-	1.3
986	HANSON	1	1.0	1.0	1.0	-	-	-	0.4
988	CURRY	2	1.4	1.7	1.6	(0.4)	-	0.02	1.5
990	NEW PEDIATRICIAN	0	-	-	-	-	-	-	0.0
991	JAMIAS	2	1.0	1.0	1.0	(1.0)	-	-	1.1
992	ASPER	1	1.0	1.0	1.0	-	-	-	1.1
993	LIU	2	1.0	1.0	1.0	(1.0)	-	-	1.1
994	DUCK	2	1.1	0.2	0.4	(1.6)	0.19	-	0.7
996	SARETTE	0.6	2.0	0.8	1.5	0.9	0.75	-	1.1
997	OUTPATIENT SERVICES	0.5	-	-	0.0	(0.5)	0.03	-	0.0

TOTAL Paid FTEs	465.2	457.3	462.1	470.3	5.1	8.22	-	475.7	10.5
TOTAL WORKED FTEs	422.9	419.2	421.9	417.9	(5.0)	-	4.00	432.9	10.0

WORKED % Paid	91%	92%	91%	89%	-2%	-	0.02	91%	0.0
----------------------	------------	------------	------------	------------	------------	----------	-------------	------------	------------

CONTRACT FTES (Inc above)	2.3	6.0	7.5	7.4	5.1	-	0.17	6.0	3.7
----------------------------------	------------	------------	------------	------------	------------	----------	-------------	------------	------------

GROSS EMPLOYEE PAYROLL	1,357,226	1,406,026	1,377,455	1,377,455	-	28,571.51	30,666,506		
-------------------------------	------------------	------------------	------------------	------------------	----------	------------------	-------------------	--	--

Average Employee Hourly Rate	\$37.10	\$38.04	\$36.61	\$36.61	-	1.42	670,306.13	670,306.13	
-------------------------------------	----------------	----------------	----------------	----------------	----------	-------------	-------------------	-------------------	--

Benchmark Paid FTEs	6.63	8.68	9.70	8.36	1.73	-	1.34	#DIV/0!	#DIV/0!
per Adj. Occupied Bed (APD)									

WORKED FTEs (Including Contract)

600	MEDICAL FLOOR	22.3	17.3	23.0	20.3	(2.0)	-	2.65	20.8	(1.5)
605	BEHAVIORAL HEALTH	6.6	4.9	6.3	5.8	(0.8)	-	0.54	7.8	1.2
610	OB FLOOR	4.8	5.0	5.1	5.0	0.1	-	0.16	5.7	0.9
611	NURSERY	6.6	6.0	6.2	6.5	(0.0)	0.32	-	6.2	(0.3)
612	LABOR & DELIVERY	4.5	4.2	4.4	5.1	0.7	0.76	-	4.4	(0.1)
615	OUTPATIENT SERVICES	0.8	1.4	1.6	2.3	1.4	0.64	-	1.6	0.8
620	ICU	11.4	10.0	10.1	11.6	0.2	1.46	-	10.5	(0.9)
630	OR	11.0	11.3	10.7	10.9	(0.1)	0.18	-	12.3	1.3
631	SAME DAY SURGERY	6.2	5.2	5.0	5.7	(0.5)	0.69	-	5.4	(0.8)
633	RECOVERY	2.5	3.7	2.9	2.5	(0.0)	-	0.42	3.3	0.7
634	CENTRAL STERILE	2.7	3.2	3.5	4.3	1.6	0.88	-	2.9	0.1
640	DIALYSIS	6.4	8.0	7.7	8.3	1.9	0.57	-	7.7	1.3
650	ER	19.6	22.8	21.3	21.9	2.4	0.59	-	21.5	1.9
651	TRAUMA	1.2	1.0	1.4	1.4	0.2	0.04	-	1.7	0.5
652	SANE	0.8	1.0	0.8	0.4	(0.4)	-	0.38	1.2	0.4
660	RADIATION ONC	6.0	5.9	5.7	5.4	(0.6)	-	0.33	6.4	0.4
661	MEDICAL ONC	5.5	4.6	5.1	5.0	(0.5)	-	0.05	5.4	(0.1)
700	LABORATORY	28.3	25.2	26.9	26.9	(1.4)	-	0.05	27.8	(0.5)
701	HISTOLOGY	1.8	2.0	1.9	1.7	(0.2)	-	0.26	1.9	0.1
702	BLOOD BANK	0.9	1.1	1.0	1.2	0.3	0.18	-	1.1	0.2
710	RADIOLOGY	8.8	8.3	7.7	7.6	(1.2)	-	0.06	8.5	(0.4)
711	MAMMOGRAPY	1.5	1.1	1.0	1.0	(0.4)	0.05	-	1.1	(0.3)
712	ULTRASOUND	3.0	3.8	4.5	3.0	0.0	-	1.50	3.6	0.7
713	NUC MED	1.5	1.8	2.2	2.0	0.6	-	0.16	1.6	0.1
714	CAT SCAN	4.3	4.3	3.8	4.0	(0.3)	0.12	-	4.4	0.2
715	MRI	1.2	1.0	1.2	1.3	0.1	0.09	-	1.1	(0.1)
716	PET SCAN	0.1	-	-	-	(0.1)	-	-	0.0	(0.1)
717	ECHOCARDIOGRAPHY	1.1	1.2	1.5	1.0	(0.1)	-	0.47	1.1	(0.1)
720	RESPIRATORY	5.5	4.9	4.5	4.7	(0.7)	0.25	-	6.1	0.6
721	SLEEP LAB	2.1	2.0	1.7	1.7	(0.4)	-	0.03	1.7	(0.4)
722	CARDIO	2.1	2.5	2.7	2.7	0.6	0.02	-	2.2	0.1
723	CARDIAC REHAB	2.2	2.1	2.1	2.1	(0.0)	-	0.01	2.1	(0.0)
730	PHYSICAL THERAPY	3.2	3.1	3.2	3.1	(0.1)	-	0.07	3.2	0.0
780	PATIENT ED	1.8	0.6	0.9	0.7	(1.2)	-	0.22	0.8	(1.0)
781	SOCIAL SERVICES	0.9	0.8	1.0	1.0	0.1	-	-	1.0	0.0
782	QUALITY & ACCREDIT	3.6	3.4	3.7	3.5	(0.1)	-	0.13	3.9	0.3
783	INFECTION CONTROL	1.8	0.9	0.9	0.9	(1.0)	-	0.06	1.5	(0.4)
784	COMPLIANCE	2.7	2.8	2.9	3.8	1.0	0.80	-	2.7	0.0
786	NURSING INFORMATICS	2.7	2.6	3.0	2.6	(0.1)	-	0.38	2.8	0.1
790	HEALTH INFORMATION	11.5	11.3	12.0	12.5	1.1	0.50	-	12.0	0.5
791	CASE MANAGEMENT	4.8	4.0	3.9	3.5	(1.3)	-	0.31	4.8	0.0
800	MAINTENANCE	10.6	11.5	11.0	10.0	(0.6)	-	1.00	11.1	0.4
801	HOUSEKEEPING	21.4	23.0	21.9	24.0	2.6	2.09	-	22.6	1.2
802	LAUNDRY	5.9	6.4	6.3	5.9	(0.0)	-	0.43	6.1	0.1
803	BIO MED	1.8	1.1	1.0	1.1	(0.7)	0.15	-	1.0	(0.9)
810	SECURITY	7.6	7.0	7.9	6.5	(1.1)	-	1.40	7.6	0.0
811	EMERGENCY MGMT	0.1	0.8	0.2	-	(0.1)	-	0.21	0.1	0.0
850	PURCHASING	4.6	4.7	4.2	4.2	(0.3)	0.02	-	0.1	(4.4)
855	CENTRAL SUPPLY	2.7	2.6	2.7	2.4	(0.3)	-	0.30	4.6	1.9
870	DIETARY	16.0	14.9	16.0	14.5	(1.6)	-	1.53	2.7	(13.3)
871	DIETICIANS	1.4	1.8	1.5	1.8	(14.2)	0.30	-	16.1	0.1
900	ADMINISTRATION	5.5	4.9	5.4	5.6	4.2	0.20	-	1.6	0.2
901	COMM SVC	0.9	0.7	1.0	1.0	(4.5)	-	-	5.5	0.0
902	MED STAFF SVC	2.3	2.5	2.6	2.6	1.7	-	0.01	0.9	0.0
903	MHSC FOUNDATION	1.2	1.5	1.3	1.5	(0.8)	0.16	-	2.4	0.2
904	VOLUNTEER SRV	0.9	0.8	1.0	0.7	(0.5)	-	0.30	1.2	(0.0)

	PPE	4/28/2019	5/12/2019	5/26/2019	Variance	LAST PAY PERIOD		YTD	from budget
	BUDGET				from Bud	Increase	Decrease		
905 NURSING ADMIN	3.9	3.7	3.5	3.5	2.6	-	0.02	0.9	0.0
907 PHYSICIAN RECRUIT	0.9	1.0	0.8	0.9	(3.0)	0.10	-	3.9	(0.0)
910 INFORMATION SYSTEMS	7.3	7.0	6.3	5.8	4.9	-	0.48	0.9	0.0
920 HUMAN RESOURCES	4.2	4.6	4.9	4.1	(3.2)	-	0.74	7.5	0.2
930 FISCAL SERVICES	4.6	4.8	4.7	3.9	(0.3)	-	0.85	4.5	0.3
940 BUSINESS OFFICE	12.7	12.7	12.3	11.7	7.2	-	0.53	4.5	(0.1)
941 ADMITTING	12.2	14.8	13.6	13.9	1.2	0.29	-	12.6	(0.1)
942 COMMUNICATION	2.7	3.3	2.9	2.8	(9.4)	-	0.07	15.0	2.8
943 CENTRAL SCHEDULING	3.6	3.9	3.5	3.4	0.7	-	0.12	2.9	0.2
948 NEW OTHO	0.9	-	-	-	(3.6)	-	-	3.6	(0.0)
949 DENKER	2.7	3.0	2.9	2.5	1.6	-	0.32	0.0	(0.9)
950 OLIVER	2.8	2.1	2.1	2.2	(0.6)	0.04	-	2.9	0.2
952 NEW PULMONOLOGIST	1.8	-	-	-	(2.8)	-	-	2.5	(0.3)
953 STEWART	2.3	1.0	1.0	1.0	(0.8)	-	-	0.0	(1.8)
954 WHEELER	2.7	1.0	1.0	1.0	(1.3)	-	-	1.1	(1.2)
956 KATTAN	3.2	1.0	1.0	1.0	(1.7)	-	-	1.1	(1.6)
957 STARLA LETTE	1.8	1.0	1.0	0.6	(2.6)	-	0.38	1.2	(2.0)
958 VERONESE	-	-	-	-	(1.8)	-	-	1.1	(0.7)
959 GREWAL	2.7	1.0	1.0	1.0	1.0	-	-	0.0	0.0
960 SANDERS	1.8	0.9	1.0	1.0	(1.7)	-	-	1.1	(1.6)
961 DANSIE	2.3	0.6	1.0	1.0	(0.8)	-	-	1.1	(0.8)
962 BOWERS	1.8	0.5	0.6	0.4	(1.9)	-	0.13	1.1	(1.2)
963 LONG	2.7	0.9	-	0.7	(1.1)	0.70	-	0.6	(1.2)
964 JAKE JOHNSON	1.8	0.9	-	0.6	(2.1)	0.63	-	0.9	(1.8)
966 OCC MED	0.9	0.9	1.1	1.0	(0.8)	-	0.07	0.9	(0.9)
967 PA PALINEK	1.4	1.0	0.9	0.8	(0.1)	-	0.10	1.1	0.2
969 PAWAR	1.8	2.0	2.1	2.0	0.6	-	0.05	0.5	(0.8)
970 CROFTS	2.3	0.9	1.0	0.6	(1.2)	-	0.40	1.9	0.1
971 WAMSUTTER CLINIC	0.9	1.9	1.6	1.9	(0.4)	0.32	-	1.0	(1.3)
972 FARSON CLINIC	-	-	-	-	(0.9)	-	-	1.8	0.9
973 LAURIDSEN	0.9	0.9	0.9	0.9	0.9	-	-	0.0	0.0
974 SMG ADMIN/BILLING	12.3	38.7	39.1	39.0	38.1	-	0.12	0.8	(0.1)
976 LEHMAN	1.8	0.8	1.0	0.8	(11.5)	-	0.23	34.5	22.2
978 HOSPITALIST	3.8	1.4	1.6	1.9	0.1	0.30	-	0.8	(1.0)
980 JENSEN	0.9	0.9	1.0	1.0	(2.8)	-	-	3.5	(0.3)
981 CROFT	0.9	1.0	0.5	0.9	(0.0)	0.40	-	0.9	(0.0)
982 CHRISTENSEN	1.0	1.0	1.0	1.0	0.1	-	-	0.9	(0.0)
986 HANSON	2.7	1.0	1.0	1.0	-	-	-	1.2	0.2
988 CURRY	1.8	1.4	1.7	1.6	(1.1)	-	0.02	1.2	(1.6)
990 NEW PEDIATRICIAN	-	-	-	-	(1.8)	-	-	0.4	(1.4)
991 JAMIAS	1.8	1.0	0.5	1.0	1.0	0.50	-	1.3	1.3
992 ASPER	0.9	0.8	1.0	0.7	(1.1)	-	0.30	0.0	(1.8)
993 LIU	1.8	1.0	1.0	0.2	(0.7)	-	0.78	1.0	0.1
994 DUCK	1.8	1.1	0.2	0.2	(1.7)	-	0.06	0.9	(0.9)
996 SARETTE	0.5	2.0	0.8	1.5	(0.3)	0.75	-	1.0	(0.8)
997 OUTSIDE CLINICS	0.46	-	-	0.0	(0.5)	0.03	-	0.7	0.1
TOTAL WORKED FTEs	422.9	419.2	421.9	417.9	(5.00)	-	4.00	432.9	10.0
CONTRACT FTEs (inc above)	2.3	6.0	7.5	7.4	5.05	-	0.17	6.0	3.7

OVERTIME HOURS

				Current OT			
				OT Dollars		YTD Hours	
600 MEDICAL FLOOR	-	0.8	6.3	309.54	5.50	-	80.8
605 BEHAVIORAL HEALTH	8.0	12.3	14.0	316.91	1.75	-	1,699.8
610 OB FLOOR	-	-	0.5	12.63	0.50	-	122.8
611 NURSERY	-	7.3	-	-	-	7.25	66.8
612 LABOR & DELIVERY	1.3	-	-	-	-	-	7.3
615 OUTPATIENT SERVICES	-	-	-	-	-	-	2.3
620 ICU	18.5	-	-	-	-	-	52.3
630 OR	-	2.8	0.8	33.74	-	2.00	270.3
631 SAME DAY SURGERY	9.8	5.5	4.8	221.70	-	0.75	228.3
633 RECOVERY	-	-	-	-	-	-	53.8
634 CENTRAL STERILE	56.5	57.3	4.0	92.82	-	53.25	221.8
640 DIALYSIS	9.5	5.3	11.3	577.33	6.00	-	421.5
650 ER	94.3	73.5	131.8	5,951.96	58.25	-	1,211.8
651 TRAUMA	-	-	0.5	11.39	0.50	-	90.8
652 SANE	-	-	-	-	-	-	124.8
660 RADIATION ONC	-	0.5	5.8	445.12	5.25	-	28.3
661 MEDICAL ONC	0.8	0.5	-	-	-	0.50	18.3
700 LABORATORY	28.5	24.0	29.9	901.36	5.87	-	684.0
701 HISTOLOGY	5.3	1.0	1.8	50.75	0.75	-	55.8
702 BLOOD BANK	0.5	1.8	-	-	-	1.75	18.0
710 RADIOLOGY	1.3	7.0	5.3	191.90	-	1.75	96.3
711 MAMMOGRAPHY	2.0	-	-	-	-	-	4.3
712 ULTRASOUND	2.8	1.5	2.3	134.57	0.75	-	77.5
713 NUC MED	-	4.8	2.0	120.64	-	2.75	38.5
714 CAT SCAN	-	0.3	-	-	-	0.25	23.3
715 MRI	-	0.3	1.5	87.02	1.25	-	14.0
716 PET SCAN	-	-	-	-	-	-	4.0
717 ECHOCARDIOGRAPHY	-	-	-	-	-	-	26.8
720 RESPIRATORY	5.3	-	-	-	-	-	32.0
721 SLEEP LAB	4.3	4.3	0.3	11.87	-	4.00	112.3
722 CARDIO	0.5	-	-	-	-	-	21.5
723 CARDIAC REHAB	-	-	-	-	-	-	-
730 PHYSICAL THERAPY	-	-	-	-	-	-	-
780 PATIENT ED	-	-	-	-	-	-	3.0
781 SOCIAL SERVICES	-	-	-	-	-	-	-
782 QUALITY & ACCREDIT	0.3	0.3	0.5	21.51	0.25	-	7.0
783 INFECTION CONTROL	-	-	-	-	-	-	36.0
784 COMPLIANCE	1.8	1.3	-	-	-	1.25	7.5
786 NURSING INFORMATICS	-	-	-	-	-	-	-
790 HEALTH INFORMATION	20.8	25.5	19.3	462.98	-	6.25	92.3
791 CASE MANAGEMENT	5.8	1.5	18.0	1,090.23	16.50	-	289.5
800 MAINTENANCE	2.5	-	0.8	30.14	0.75	-	162.5
801 HOUSEKEEPING	17.3	69.0	59.0	1,131.66	-	10.00	1,279.3
802 LAUNDRY	1.8	9.3	9.3	160.50	-	-	419.0

	PPE	4/28/2019	5/12/2019	5/26/2019	Variance	LAST PAY PERIOD		YTD	from budget
	BUDGET				from Bud	Increase	Decrease		
803	BIO MED	2.3	0.3	1.3	76.61	1.00	-	14.0	
810	SECURITY	12.0	3.5	3.0	84.29	-	0.50	396.3	
811	EMERGENCY MGMT	5.0	-	-	-	-	-	6.0	
850	PURCHASING	-	-	0.8	23.26	0.75	-	13.3	
855	CENTRAL SUPPLY	-	-	-	-	-	-	0.3	
870	DIETARY	57.5	76.0	28.5	653.42	-	47.50	1,411.8	
871	DIETICIANS	-	-	-	-	-	-	-	
900	ADMINISTRATION	-	-	-	-	-	-	-	
901	COMM SVC	-	-	-	-	-	-	-	
902	MED STAFF SVC	-	-	-	-	-	-	1.8	
903	MHSC FOUNDATION	-	-	-	-	-	-	1.0	
904	VOLUNTEER SRV	-	-	-	-	-	-	-	
905	NURSING ADMIN	-	3.3	11.0	812.54	7.75	-	171.8	
907	PHYSICIAN RECRUIT	-	-	-	-	-	-	-	
910	INFORMATION SYSTEMS	-	-	-	-	-	-	-	
920	HUMAN RESOURCES	0.8	-	-	-	-	-	4.8	
930	FISCAL SERVICES	-	0.3	-	-	-	0.25	1.8	
940	BUSINESS OFFICE	9.0	8.8	1.5	36.46	-	7.25	235.5	
941	ADMITTING	175.0	106.0	129.1	2,862.77	23.13	-	3,333.3	
942	COMMUNICATION	0.3	3.0	-	-	-	3.00	371.8	
943	CENTRAL SCHEDULING	6.3	2.3	2.3	53.52	-	-	37.8	
948	NEW ORTHO	-	-	-	-	-	-	-	
949	DENKER	0.6	-	-	-	-	-	13.7	
950	OLIVER	1.6	1.3	-	-	-	1.25	55.1	
952	NEW PULMONOLOGIST	-	-	-	-	-	-	1.3	
953	STEWART	-	-	-	-	-	-	10.3	
954	WHEELER	-	-	-	-	-	-	5.3	
956	KATTAN	-	-	-	-	-	-	4.3	
957	STARLA LETTE	-	-	-	-	-	-	0.8	
958	VERONESE	-	-	-	-	-	-	-	
959	GREWAL	-	-	-	-	-	-	1.3	
960	SANDERS	-	-	-	-	-	-	12.8	
961	DANSIE	-	-	-	-	-	-	21.5	
962	BOWERS	-	-	-	-	-	-	2.4	
963	LONG	-	-	-	-	-	-	0.3	
964	JAKE JOHNSON	-	-	-	-	-	-	3.5	
966	OCC MED	-	7.8	2.3	116.15	-	5.50	157.3	
967	PA PALINEK	-	-	-	-	-	-	32.0	
969	PAWAR	-	4.5	0.5	30.01	-	4.00	9.8	
970	CROFTS	-	-	-	-	-	-	0.5	
971	WAMSUTTER CLINIC	2.5	0.3	1.3	28.91	1.00	-	46.8	
972	FARSON CLINIC	-	-	-	-	-	-	2.0	
973	LAURIDSEN	-	-	-	-	-	-	-	
974	SMG ADMIN/BILLING	50.8	78.8	47.3	1,495.55	-	31.50	1,204.5	
976	PA LEHMAN	-	-	-	-	-	-	17.5	
978	HOSPITALIST	-	-	-	-	-	-	2.4	
980	JENSEN	-	-	-	-	-	-	-	
981	CROFT	-	-	-	-	-	-	-	
982	CHRISTENSEN	-	-	-	-	-	-	3.9	
986	HANSON	-	-	-	-	-	-	-	
988	CURRY	-	-	-	-	-	-	9.6	
990	NEW PEDIATRICIAN	-	-	-	-	-	-	5.3	
991	JAMIAS	-	-	-	-	-	-	-	
992	ASPER	-	-	-	-	-	-	-	
993	LIU	-	-	-	-	-	-	-	
994	DUCK	-	-	-	-	-	-	1.0	
996	SARETTE	-	-	-	-	-	-	1.0	
997	OUTSIDE CLINICS	-	-	-	-	-	-	-	

TOTAL OT HOURS	622.3	612.8	557.8	18,642	-	55.00	15,831.3
TOTAL OT FTEs	7.8	7.7	7.0	-	-	0.69	8.2
OT % WORKED HOURS	1.9%	1.8%	1.7%	-	-	0.2%	-

CONTRACT HOURS					CHANGE FROM LAST PAY PERIOD			Variance
	PPE	4/28/2019	5/12/2019	5/26/2019	Current FTE	Increase	Decrease	from budget
	BUDGET						FTE YTD	
600	MEDICAL FLOOR	-	-	-	-	-	-	-
605	BEHAVIORAL HEALTH	52.3	50.5	47.3	0.6	-	3.25	1.13
610	OB FLOOR	0.5	-	-	-	-	-	(0.50)
611	NURSERY	-	-	-	-	-	-	-
612	LABOR & DELIVERY	-	-	-	-	-	0.83	0.83
615	OUTPATIENT SERVICES	-	-	-	-	-	-	-
620	ICU	-	-	-	-	-	0.02	0.02
630	OR	1.0	162.2	133.3	1.5	-	13.00	0.84
631	SAME DAY SURGERY	-	-	-	-	-	-	-
633	RECOVERY	-	-	-	-	-	0.00	0.00
634	CENTRAL STERILE	-	60.8	148.0	1.9	87.25	-	0.11
640	DIALYSIS	-	-	-	-	-	-	-
650	ER	0.3	99.0	74.0	1.2	24.25	-	0.38
651	TRAUMA	-	-	-	-	-	-	-
652	SANE	-	-	-	-	-	-	-
660	RADIATION ONC	-	-	-	-	-	-	-
661	MEDICAL ONC	-	-	-	-	-	-	-
700	LABORATORY	-	-	-	-	-	-	-
701	HISTOLOGY	-	-	-	-	-	0.06	0.06
702	BLOOD BANK	-	-	-	-	-	-	-
710	RADIOLOGY	-	-	-	-	-	-	-
711	MAMMOGRAPHY	-	-	-	-	-	-	-
712	ULTRASOUND	0.5	82.5	163.8	1.2	-	71.50	0.35
713	NUC MED	-	-	-	-	-	-	-
714	CAT SCAN	-	-	-	-	-	-	-
715	MRI	-	-	-	-	-	-	-
716	PET SCAN	-	-	-	-	-	-	-
717	ECHOCARDIOGRAPHY	-	86.3	119.5	1.0	-	37.50	0.28
720	RESPIRATORY	-	-	-	-	-	0.21	0.21
721	SLEEP LAB	-	-	-	-	-	-	-
722	CARDIO	-	-	-	-	-	-	-

	PPE BUDGET	4/28/2019	5/12/2019	5/26/2019	Variance from Bud	LAST PAY PERIOD		YTD	from budget
						Increase	Decrease		
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	-	-	-	-	-	-	-	-
958	VERONESE	-	-	-	-	-	-	-	-
959	GREWAL	-	-	-	-	-	-	-	-
960	SANDERS PA	-	-	-	-	-	-	-	-
961	DANSIE	-	-	-	-	-	-	-	-
962	BOWERS	-	-	-	-	-	-	-	-
963	LONG	-	-	-	-	-	-	-	-
964	JAKE JOHNSON	-	-	-	-	-	-	-	-
966	OCC MED	-	-	-	-	-	-	-	-
967	PA PALINEK	-	-	-	-	-	-	-	-
969	PAWAR	-	-	-	-	-	-	-	-
970	CROFTS	-	-	-	-	-	-	-	-
971	WAMSUTTER CLINIC	-	-	-	-	-	-	-	-
972	FARSON CLINIC	-	-	-	-	-	-	-	-
973	LAURIDSEN	-	-	-	-	-	-	-	-
974	SMG ADMIN/BILLING	-	-	-	-	-	-	-	-
978	HOSPITALIST	-	-	-	-	-	-	-	-
980	JENSEN	-	-	-	-	-	-	-	-
981	CROFT	-	-	-	-	-	-	-	-
982	CHRISTENSEN	-	-	-	-	-	-	-	-
986	NICHOLAS	-	-	-	-	-	-	-	-
988	CURRY	-	-	-	-	-	-	-	-
990	NEW PEDIATRICIAN	-	-	-	-	-	-	-	-
991	JAMIAS	-	-	-	-	-	-	-	-
992	ASPER	-	-	-	-	-	-	-	-
993	LIU	-	-	-	-	-	-	-	-
994	DUCK	-	-	-	-	-	-	-	-
996	SARETTE	-	-	-	-	-	-	-	-
997	OUTSIDE CLINICS	-	-	-	-	-	-	-	-

TOTAL CONTRACT HOURS		482.2	601.8	588.0		-	13.8		
TOTAL CONTRACT FTEs	2.3	6.0	7.5	7.4	5.1	-	0.2	6.0	3.7
CONTRACT % WORKED HOURS		1.4%	1.8%	1.8%		0.0%	0.0%		

Paid FTEs (Excluding Contract)

Paid FTEs (Excluding Contract)					Budget Variance					
600	MEDICAL FLOOR	24.5	19.6	23.3	22.3	(2.2)	-	1.03	22.9	(1.6)
605	BEHAVIORAL HEALTH	7.2	4.5	6.3	6.6	(0.6)	0.34	-	7.0	(0.2)
610	OB FLOOR	4.8	5.4	5.7	6.0	1.2	0.33	-	6.2	1.4
611	NURSERY	7.2	7.3	6.9	7.5	0.3	0.54	-	7.1	(0.1)
612	LABOR & DELIVERY	4.9	4.6	4.7	5.3	0.4	0.53	-	3.9	(1.0)
615	OUTPATIENT SERVICES	0.9	1.4	1.7	2.3	1.4	0.59	-	1.7	0.8
620	ICU	12.5	10.8	10.5	11.8	(0.7)	1.35	-	11.4	(1.1)
630	OR	11.1	9.5	9.3	10.1	(1.0)	0.77	-	11.2	0.1
631	SAME DAY SURGERY	6.8	5.4	5.8	6.1	(0.7)	0.37	-	6.1	(0.7)
633	RECOVERY	2.8	3.8	2.9	2.5	(0.3)	-	0.42	3.5	0.7
634	CENTRAL STERILE	3.0	3.8	3.6	3.0	(0.0)	-	0.65	3.1	0.1
640	DIALYSIS	7.0	8.9	8.8	8.8	1.8	-	0.04	8.2	1.2
650	ER	21.2	23.0	21.2	23.7	2.5	2.51	-	22.6	1.4
651	TRAUMA	1.3	1.0	1.4	1.9	0.6	0.53	-	1.9	0.6
652	SANE	0.9	1.5	1.0	1.1	0.2	0.07	-	1.3	0.4
660	RADIATION ONC	6.6	6.9	6.6	6.0	(0.6)	-	0.60	7.2	0.6

	PPE BUDGET	4/28/2019	5/12/2019	5/26/2019	Variance from Bud	LAST PAY PERIOD		YTD	from budget
						Increase	Decrease		
661 MEDICAL ONC	6.0	6.1	5.8	5.6	(0.4)	-	0.18	6.2	0.2
700 LABORATORY	31.1	28.6	30.7	32.1	1.0	1.37	-	31.3	0.2
701 HISTOLOGY	2.0	2.0	1.9	1.9	(0.1)	-	0.01	2.0	0.0
702 BLOOD BANK	1.0	1.1	1.0	1.2	0.2	0.18	-	1.1	0.1
710 RADIOLOGY	9.7	8.9	8.6	7.9	(1.8)	-	0.76	9.3	(0.4)
711 MAMMOGRAPHY	1.6	1.4	1.1	1.1	(0.5)	0.00	-	1.2	(0.4)
712 ULTRASOUND	2.8	2.9	4.3	2.1	(0.6)	-	2.18	3.2	0.4
713 NUC MED	1.6	1.9	2.3	2.2	0.6	-	0.06	1.8	0.2
714 CAT SCAN	4.7	4.4	4.7	5.1	0.4	0.39	-	4.7	0.0
715 MRI	1.3	1.1	1.2	1.3	(0.0)	0.11	-	1.3	(0.0)
716 PET SCAN	0.1	-	-	-	(0.1)	-	-	0.0	(0.1)
717 ECHOCARDIOGRAPHY	1.3	0.1	-	-	(1.3)	-	-	0.8	(0.4)
720 RESPIRATORY	6.0	5.2	5.2	5.2	(0.8)	-	0.03	6.6	0.6
721 SLEEP LAB	2.3	2.0	1.8	1.8	(0.5)	-	-	1.9	(0.4)
722 CARDIO	2.3	2.8	2.8	2.8	0.5	0.00	-	2.5	0.2
723 CARDIAC REHAB	2.4	2.3	2.3	2.3	(0.1)	-	0.01	2.4	(0.0)
730 PHYSICAL THERAPY	3.5	3.7	3.7	3.7	0.2	-	0.02	3.6	0.1
780 PATIENT ED	2.0	0.6	0.9	0.7	(1.3)	-	0.22	0.8	(1.2)
781 SOCIAL SERVICES	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
782 QUALITY & ACCREDIT	4.0	3.7	3.9	3.6	(0.4)	-	0.28	4.3	0.3
783 INFECTION CONTROL	2.0	0.9	0.9	0.9	(1.1)	-	0.06	1.8	(0.2)
784 COMPLIANCE	3.0	3.0	3.0	4.0	1.0	0.96	-	3.0	(0.0)
786 NURSING INFORMATICS	3.0	3.0	3.0	3.0	-	-	-	3.1	0.1
790 HEALTH INFORMATION	12.6	13.0	13.1	13.0	0.4	-	0.12	13.4	0.8
791 CASE MANAGEMENT	5.3	4.4	4.1	4.4	(0.9)	0.27	-	5.4	0.1
800 MAINTENANCE	11.7	12.0	11.7	10.9	(0.9)	-	0.82	12.0	0.3
801 HOUSEKEEPING	23.5	25.3	25.0	26.7	3.2	1.63	-	24.7	1.2
802 LAUNDRY	6.5	6.6	6.6	6.7	0.2	0.07	-	6.7	0.2
803 BIO MED	2.0	1.1	1.2	1.2	(0.8)	-	0.02	1.1	(0.9)
810 SECURITY	8.3	8.0	8.0	8.1	(0.2)	0.13	-	8.5	0.2
811 EMERGENCY MGMT	0.1	0.8	0.2	-	(0.1)	-	0.21	0.1	0.0
850 PURCHASING	5.0	5.0	5.0	5.0	0.0	0.01	-	5.2	0.2
855 CENTRAL SUPPLY	3.0	3.0	3.0	3.0	-	-	-	3.1	0.1
870 DIETARY	17.6	17.7	18.7	17.1	(0.5)	-	1.55	17.9	0.3
871 DIETICIANS	1.5	2.0	2.0	2.0	0.5	-	-	1.7	0.2
900 ADMINISTRATION	6.0	6.0	6.0	6.0	-	-	-	6.3	0.3
901 COMM SVC	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
902 MED STAFF SVC	2.5	2.8	2.8	2.8	0.3	0.01	-	2.7	0.2
903 MHSC FOUNDATION	1.3	1.5	1.5	1.5	0.2	-	0.04	1.3	(0.0)
904 VOLUNTEER SRV	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
905 NURSING ADMIN	4.3	3.8	4.0	4.1	(0.2)	0.09	-	4.3	0.0
907 PHYSICIAN RECRUIT	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
910 INFORMATION SYSTEMS	8.0	7.6	7.0	7.0	(1.0)	-	-	8.2	0.2
920 HUMAN RESOURCES	4.6	4.8	4.9	4.8	0.2	-	0.09	4.7	0.1
930 FISCAL SERVICES	5.0	4.8	4.8	4.8	(0.2)	-	0.01	5.0	0.0
940 BUSINESS OFFICE	14.0	13.7	13.7	13.8	(0.2)	0.05	-	14.1	0.1
941 ADMITTING	13.4	16.2	15.2	15.4	2.0	0.13	-	15.9	2.5
942 COMMUNICATION	3.0	3.3	2.9	2.9	(0.1)	-	0.00	3.0	0.0
943 CENTRAL SCHEDULING	4.0	4.1	4.0	4.0	0.0	-	0.01	4.0	(0.0)
948 NEW ORTHO	1.0	-	-	-	(1.0)	-	-	0.0	(1.0)
949 DENKER	3.0	3.0	3.0	3.1	0.1	0.13	-	3.2	0.2
950 OLIVER	3.1	2.3	2.3	2.2	(0.9)	-	0.06	2.8	(0.3)
952 NEW PULMONOLOGIST	2.0	-	-	-	(2.0)	-	-	0.0	(2.0)
953 STEWART	2.5	1.0	1.0	1.0	(1.5)	-	-	1.2	(1.3)
954 WHEELER	3.0	1.0	1.0	1.0	(2.0)	-	-	1.3	(1.7)
956 KATTAN	3.5	1.0	1.0	3.8	0.3	2.75	-	1.4	(2.1)
957 STARLA LETTE	2.0	1.0	1.0	1.0	(1.0)	-	-	1.1	(0.9)
958 VERONESE	-	-	-	-	-	-	-	0.1	0.1
959 GREWAL	3.0	1.0	1.0	1.0	(2.0)	-	-	1.2	(1.8)
960 SANDERS PA	2.0	1.0	1.0	1.0	(1.0)	-	-	1.2	(0.8)
961 DANSIE	2.5	0.9	1.0	1.0	(1.5)	-	-	1.2	(1.3)
962 BOWERS	2.0	0.7	0.6	0.4	(1.6)	-	0.13	0.8	(1.2)
963 LONG	3.0	0.9	1.0	1.0	(2.0)	-	-	1.1	(1.9)
964 JAKE JOHNSON	2.0	1.0	1.0	1.0	(1.0)	-	-	1.0	(1.0)
966 OCC MED	1.0	1.0	1.1	1.0	0.0	-	0.07	1.1	0.1
967 PA PALINEK	1.5	1.0	0.9	1.0	(0.5)	0.10	-	0.6	(0.9)
969 PAWAR	2.0	2.0	2.1	2.0	0.0	-	0.05	2.1	0.1
970 CROFTS	2.5	1.0	1.0	1.0	(1.5)	-	-	1.2	(1.3)
971 WAMSUTTER CLINIC	1.0	1.9	1.7	1.9	0.9	0.26	-	1.9	0.9
972 FARSON CLINIC	-	-	-	-	-	-	-	0.0	-
973 LAURIDSEN	1.0	0.9	0.9	0.9	(0.1)	-	-	1.0	(0.0)
974 SMG ADMIN/BILLING	13.5	40.7	41.4	41.9	28.4	0.50	-	37.3	23.8
976 LEHMAN	2.0	0.8	1.0	0.8	(1.2)	-	0.23	0.9	(1.1)
978 HOSPITALIST	4.2	1.4	1.6	1.9	(2.3)	0.30	-	3.5	(0.7)
980 JENSEN	1.0	1.0	1.0	1.0	-	-	-	0.9	(0.1)
981 CROFT	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
982 CHRISTENSEN	3.0	1.0	1.0	1.0	(2.0)	-	-	1.3	(1.7)
986 HANSON	1.0	1.0	1.0	1.0	-	-	-	0.4	(0.6)
988 CURRY	2.0	1.4	1.7	1.6	(0.4)	-	0.02	0.4	(1.6)
990 NEW PEDIATRICIAN	-	-	-	-	-	-	-	1.5	1.5
991 JAMIAS	2.0	1.0	1.0	1.0	(1.0)	-	-	0.0	(2.0)
992 ASPER	1.0	1.0	1.0	1.0	-	-	-	1.1	0.1
993 LIU	2.0	1.0	1.0	1.0	(1.0)	-	-	1.1	(0.9)
994 DUCK	2.0	1.1	0.2	0.4	(1.6)	0.19	-	1.1	(0.9)
996 SARETTE	0.6	2.0	0.8	1.5	0.9	0.75	-	0.7	0.1
997 OUTSIDE CLINICS	0.5	-	-	0.0	(0.5)	0.03	-	1.1	0.6
TOTAL Paid FTEs (no Contr	462.9	451.2	454.5	462.9		8.4	-	469.8	6.9

19 PAYOR MIX-MAY

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Eleven months ending May 31, 2019

PAYOR MIX DATA

HOSPITAL	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	12.89%	16.47%	18.37%
Blue Cross	21.97%	22.14%	23.66%
Medicaid	10.10%	8.98%	9.99%
Medicare	43.97%	41.10%	36.77%
Self Pay	7.66%	8.52%	9.42%
Other	3.41%	2.79%	1.79%
TOTAL	100%	100%	100%

CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	23.97%	26.77%	28.94%
Blue Cross	31.37%	29.11%	30.49%
Medicaid	12.33%	12.82%	14.70%
Medicare	26.80%	25.19%	19.07%
Self Pay	4.82%	5.68%	6.18%
Other	0.71%	0.42%	0.62%
TOTAL	100%	100%	100%

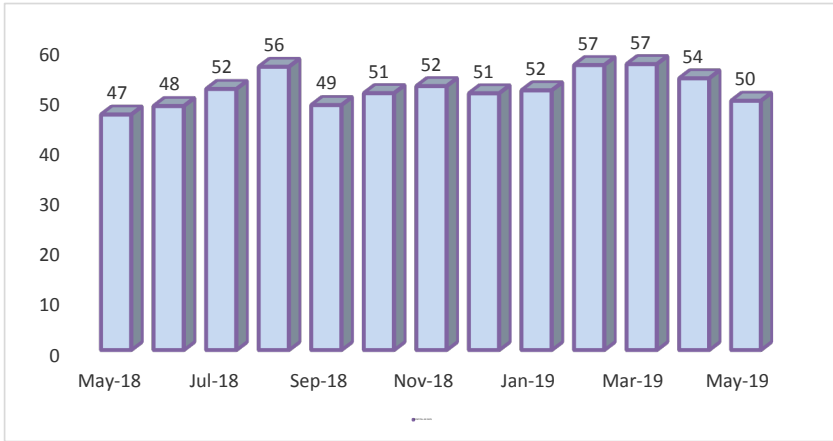
ORTHO CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	58.03%	44.16%	39.50%
Blue Cross	19.12%	21.40%	27.91%
Medicaid	4.35%	3.70%	6.32%
Medicare	16.53%	25.95%	23.02%
Self Pay	1.61%	3.81%	2.71%
Other	0.35%	0.99%	0.54%
TOTAL	100%	100%	100%

COMBINED	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	14.48%	17.78%	19.86%
Blue Cross	22.82%	22.78%	24.39%
Medicaid	10.24%	9.26%	10.34%
Medicare	42.02%	39.43%	34.80%
Self Pay	7.32%	8.20%	8.96%
Other	3.12%	2.55%	1.65%
TOTAL	100%	100%	100%

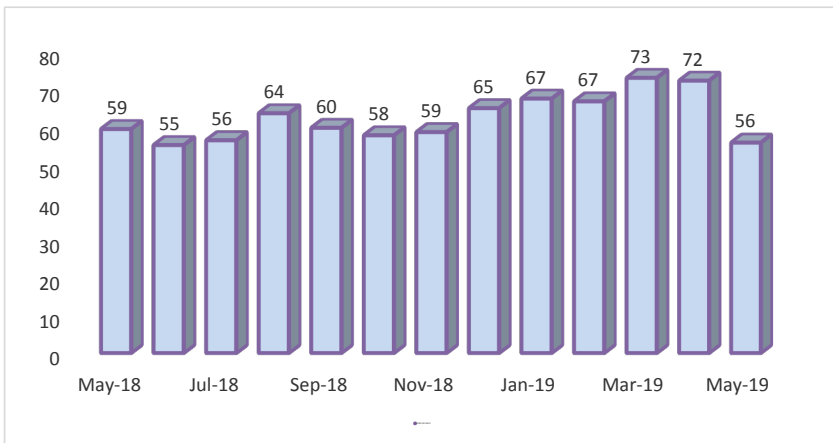
Days in AR-May

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
DAYS IN A/R
05/31/19

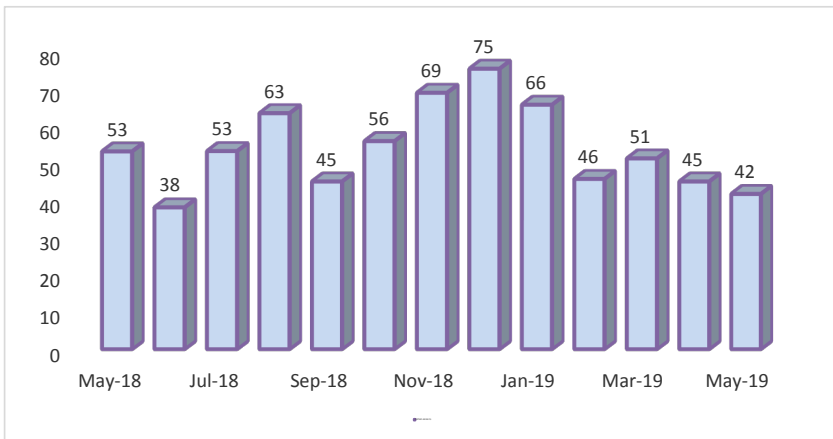
	HOSPITAL AR DAYS
May-18	47
Jun-18	48
Jul-18	52
Aug-18	56
Sep-18	49
Oct-18	51
Nov-18	52
Dec-18	51
Jan-19	52
Feb-19	57
Mar-19	57
Apr-19	54
May-19	50



	CLINIC AR DAYS
May-18	59
Jun-18	55
Jul-18	56
Aug-18	64
Sep-18	60
Oct-18	58
Nov-18	59
Dec-18	65
Jan-19	67
Feb-19	67
Mar-19	73
Apr-19	72
May-19	56



	ORTHO AR DAYS
May-18	53
Jun-18	38
Jul-18	53
Aug-18	63
Sep-18	45
Oct-18	56
Nov-18	69
Dec-18	75
Jan-19	66
Feb-19	46
Mar-19	51
Apr-19	45
May-19	42



19 BOARD LEGAL EXPENSE HISTORY - May

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

FY 2019

BARY & WALSH	3,000.00
CROWLEY FLECK ATTORNEYS	9,155.00
DRAYDYE & MANREED & HEALEY PC	12,055.10
SETTLEMENTS	110,500.00
PHILLIPS LAW LLC	5,300.00
ING & SPALDING LLP	9,090.09
Total FYTD 2019	22,300.20

19 Cash Disbursements-May

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

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	957	7,041,191.77
CAPITAL EQUIPMENT (PLANT FUND)	4	377,592.44
CONSTRUCTION IN PROGRESS (BUILDING FUND)	8	259,073.78
PAYROLL MAY 12, 2019	N/A	1,351,437.03
PAYROLL MAY 26, 2019	N/A	1,366,590.52
TOTAL CASH OUTFLOW		<u>\$7,677,857.99</u>
CASH COLLECTIONS		\$7,957,510.45
INCREASE/DECREASE IN CASH		\$ 279,652.46

**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	WF DEBT SERVICES	109,765.48	WF DEBT SERVICES		
OCTOBER TOTALS					121,427.19	456,465.67

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001006	11/7/2018	PLAN ONE/ARCHITECTS	1,245.00	MHSC DUCT RENOVATION		
001007	11/14/2018	A. PLEASANT CONSTRUCTION, INC	127,773.00	MHSC DUCT RENOVATION		
W/T	11/13/2018	WF DEBT SERVICES	109,765.48	WF DEBT SERVICES		
NOVEMBER TOTALS					238,783.48	695,249.15

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001008	12/5/2018	A. PLEASANT CONSTRUCTION, INC	122,643.00	MHSC DUCT RENOVATION		
001009	12/12/2018	A. PLEASANT CONSTRUCTION, INC	64,032.80	CT REPLACEMENT		
001010	12/19/2018	PLAN ONE/ARCHITECTS	2,407.50	DUCT RENO/PRIVATE CHEMO ROOM		
001011	12/19/2018	SHADOW MOUNTAIN WATER CO ,	1,500.00	MHSC DUCT RENOVATION		
W/T	12/17/2018	WF DEBT SERVICES	109,765.48	WF DEBT SERVICE		
DECEMBER TOTALS					300,348.78	995,597.93

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001012	1/3/2019	WESTERN ENGINEERS & GEOLOGI	2,006.00	RETAINING WALL		
001013	1/9/2019	PLAN ONE/ARCHITECTS	3,727.50	DUCT RENO/PRIVATE CHEMO ROOM		
W/T	1/18/2019	WF DEBT SERVICES	109,765.48	WF DEBT SERVICE		
JANUARY TOTALS					115,498.98	1,111,096.91

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001014	2/7/2019	A. PLEASANT CONSTRUCTION, INC	27,824.00	MHSC DUCT RENOVATION		
001015	2/21/2019	WESTERN ENGINEERS & GEOLOGI	1,020.00	RETAINING WALL		
001016	2/27/2019	PLAN ONE/ARCHITECTS	2,270.16	DUCT RENO/CT REPLACEMENT		
W/T	2/15/2019	WELLS FARGO	109,765.48	WF DEBT SERVICE		
FEBRUARY TOTALS					140,879.64	1,251,976.55

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001017	3/21/2019	PARADISE FLOORING & DESIGN IN	755.00	KITCHEN RENO		
W/T	3/18/2019	WELLS FARGO	108,210.68	WF DEBT SERVICE		
MARCH TOTALS					108,965.68	1,360,942.23

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001018	4/18/2019	STATE FIRE DC SPECIALTIES (INTE	4,927.80	RE-DO SPRINKLER HEADS		
001019	4/25/2019	DANIEL DORMAN	1,500.00	FREEZER AREA FLOOR PREP		
W/T	4/16/2019	WELLS FARGO	108,210.68	WF DEBT SERVICE		
APRIL TOTALS					114,638.48	1,475,580.71

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001020	5/2/2019	HIGH DESERT CONSTRUCTION	62,586.87	RETAINING WALL		
001021	5/9/2019	INSULATION INC.	479.00	PRIVATE CHEMO ROOM		
001022	5/9/2019	ST+B ENGINEERING (SPACEK TIME	737.07	CENTRAL PLANT UPGRADE		
001023	5/16/2019	JM ELECTRICAL SERVICES	185.00	RETAINING WALL		
001024	5/16/2019	ST+B ENGINEERING (SPACEK TIME	77,105.66	CENTRAL PLANT UPGRADE		
001025	5/23/2019	WESTERN ENGINEERS & GEOLOGI	4,942.50	RETAINING WALL		
001026	5/23/2019	PARADISE FLOORING & DESIGN IN	4,827.00	KITCHEN RENOVATION		
W/T	5/14/2019	WELLS FARGO	108,210.68	WF DEBT SERVICE		
MAY TOTALS					259,073.78	1,734,654.49

**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 COI	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	AUTOCCLAVE 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 RAJ	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 & /	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	AUTOCCLAVE CARTS		
OCTOBER TOTALS					195,561.66	366,488.56

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002202	11/7/2018	DELL COMPUTER CORPORATION	55,637.84	DESKTOP COMPUTERS		
002203	11/7/2018	MNI TECHNOLOGIES DIRECT, INC	16,985.30	WAN BANDWITH UPGRADE		
002204	11/14/2018	CDW GOVERNMENT LLC	32,652.00	LAPTOPS		
002205	11/28/2018	HEALTHCARESOURCE HR, INC.	84,653.00	HEALTHCARE SOURCE HR		
002206	11/28/2018	VENTURE TECHNOLOGIES (ISC, INC)	150,202.66	VIRTUAL SERVER UPGRADE		
002207	11/28/2018	MITCHELL ACOUSTICS, INC	4,548.95	MEDICAL IMAGING CEILING TILES		
002208	11/28/2018	NEXTGEN HEALTHCARE, INC.	12,000.00	MIRTH CONNECT INTERFACE ENGINE		
NOVEMBER TOTALS					356,679.75	723,168.31

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002209	12/5/2018	OWENS & MINOR 90005430	11,002.40	WALL MOUNTED OTOSCOPES		
002210	12/12/2018	NEXTGEN HEALTHCARE, INC.	4,000.00	MIRTH CONNECT INTERFACE ENGINE		
002211	12/19/2018	FISHER HEALTHCARE	6,614.70	CELL WASHER		
002211	12/19/2018	FISHER HEALTHCARE	5,914.94	-30 DEGREE FREEZER		
002212	12/19/2018	VENTURE TECHNOLOGIES (ISC, INC)	5,640.00	VIRTUAL SERVER UPGRADE		
002213	12/19/2018	PHILIPS HEALTHCARE	11,529.61	TRILOGY TRANSPORT SYSTEM		
002214	12/19/2018	SDFI-TELEMEDICINE LLC	25,500.00	SANE EVIDENCE CAMERA		
002215	12/19/2018	UNLIMITED TECHNOLOGY SYSTEMS, I	4,926.00	CENTRICITY SOFTWARE UPDATE		
DECEMBER TOTALS					75,127.65	798,295.96

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002216	1/3/2019	FISHER HEALTHCARE	808.94	CELL WASHER		
002217	1/9/2019	FISHER HEALTHCARE	185.01	-30 DEGREE FREEZER		
002218	1/9/2019	QUADRAMED CORPORATION	58,575.00	QUADRAMED UPGRADE		
002219	1/9/2019	OLYMPUS AMERICA INC	10,304.73	PERCUTANEOUS NEPHROLOGY SYSTEM		
002220	1/17/2019	KARL STORZ ENDOSCOPY-AMERICA	15,313.58	PEDIATRIC FOREIGN BODY REMOVAL		
002221	1/23/2019	UNLIMITED TECHNOLOGY SYSTEMS, I	4,926.00	CENTRICITY SOFTWARE UPDATE		
002222	1/30/2019	KONICA MINOLTA MEDICAL IMAGING	27,891.00	DR BRIDGE PROGRAM		
JANUARY TOTALS					118,004.26	916,300.22

193/1251

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002223	2/7/2019	OLYMPUS AMERICA INC	1,016.49	QUADRAMED UPGRADE		
002224	2/27/2019	QUADRAMED CORPORATION	917.73	QUADRAMED UPGRADE		
FEBRUARY TOTALS					1,934.22	918,234.44

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002225	3/14/2019	STERIS CORPORATION	111,574.21	STERIS V-PRO MAX STERILIZER		
002226	3/14/2019	SURGICAL DIRECT	6,058.49	AUTOCLAVE CYTOSCOPE		
002227	3/21/2019	SURGICAL DIRECT	6,057.99	AUTOCLAVE CYTOSCOPE		
MARCH TOTALS					123,690.69	1,041,925.13

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002228	4/4/2019	VAUGHNS PLUMBING & HEATING	2,401.43	WALK-IN COOLER AND FREEZER WITH/RENOVATION		
002229	4/4/2019	WERNLI, INC.	59,255.00	WALK-IN COOLER AND FREEZER WITH/RENOVATION		
002230	4/11/2019	VENTURE TECHNOLOGIES (ISC, INC)	82,732.50	REPLACE CORE SWITCHES		
002231	4/11/2019	OLYMPUS AMERICA INC	2,970.88	ENDOSCOPIC SYSTEM		
002232	4/11/2019	STRYKER ENDOSCOPY	13,598.91	STRYKER 32" 4K SURGICAL MONITOR		
002233	4/18/2019	BARD ACCESS SYSTEMS	35,125.00	VISION ULTRASOUND		
002234	4/18/2019	QUADRAMED CORPORATION	910.28	QUADRAMED ELECTRONIC UPGRADE		
002235	4/25/2019	OLYMPUS AMERICA INC	16,556.61	ENDOSCOPIC SYSTEM		
002236	4/25/2019	GE MEDICAL SYSTEMS INFO TECH	145,742.70	MUSE CARDIOLOGY IS		
APRIL TOTALS					359,293.31	1,401,218.44

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002237	5/2/2019	OLYMPUS AMERICA INC	339,592.44	ENDOSCOPIC SYSTEM		
002238	5/2/2019	QUADRAMED CORPORATION	12,500.00	QUADRAMED ELECTRONIC UPGRADE		
002239	5/23/2019	DEXPRO DYNAMICS LLC	16,750.00	DEXPRO DYNAMICS BUDGET		
002241	5/30/2019	QUADRAMED CORPORATION	8,750.00	QUADRAMED ELECTRONIC UPGRADE		
MAY TOTALS					377,592.44	1,778,810.88

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
5/31/19

Amount	Description
43,574.81	Advertising Total
12,702.24	Auto Insurance Total
9,459.81	Billing Services Total
11,555.33	Blood Services Total
30,700.00	Building Lease Total
2,275.21	Cellular Telephone Total
46,697.48	Collection Agency Total
3,708.89	Computer Equipment Total
240,231.63	Computer Software Total
4,645.72	Consulting Fees Total
264,589.42	Contract Maintenance Total
115,436.38	Contract Personnel Total
4,632.30	Contrast Total
294.66	Courier Services Total
29,507.95	Dental Insurance Total
910.12	Dialysis Supplies Total
4,411.95	Education & Travel Total
686.14	Education Material Total
7,029.00	Employee Recruitment Total
6,183.87	Employee Vision Plan Total
121,190.95	Equipment Lease Total
37,985.89	Food Total
4,438.59	Freight Total
746.14	Fuel Total
1,529.31	Garbage Collection Total
632,109.61	Group Health Total
324.67	Guest Relations Total
840.00	Homeowner Dues Total
12,250.00	Hospital Membership Total
287,041.00	Hospital Supplies Total
6,779.00	Implant Supplies Total
7,545.00	Implant Supplies Total
2,044.00	Implant Supplies Total
25,926.22	Insurance Premiums Total
53,300.59	Insurance Premiums Total
36,847.45	Insurance Refund Total
10.00	Internet Services Total
60,099.03	Laboratory Services Total
83,204.16	Laboratory Supplies Total
13,257.98	Legal Fees Total
195,508.26	Liability Insurance Total
300.00	Licence & Taxes Total
340.00	License Renewal Total
6,801.55	Life Insurance Total
6,859.40	Linen Total
9,300.00	Lithotripsy Service Total
56,760.77	Locum Tenens Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
5/31/19

40,380.85	Maintenance & Repair Total
38,816.24	Maintenance Supplies Total
6,269.00	Marketing & Promotional Supplies Total
1,000.00	Memberships Total
3,100.45	MHSC Foundation Total
699.00	Monthly Pest Control Total
14,826.97	Non Medical Supplies Total
250.00	Notary Bond Total
12,873.85	Office Supplies Total
20,714.15	Other Employee Benefits Total
557.09	Other Non Medical Surgical Supplies Total
13,439.96	Other Physician Fees Total
7,874.54	Other Purchased Services Total
9,976.27	Oxygen Rental Total
25,393.54	Patient Refund Total
1,354.84	Payroll Deduction Total
8,325.37	Payroll Garnishment Total
2,600,000.00	Payroll Transfer Total
9.85	Petty Cash Total
733,971.88	Pharmacy Management Total
18,000.00	Physician Recruitment Total
214,806.71	Physician Services Total
43,321.24	Physician Student Loan Total
32,823.11	Professional Services Total
35,000.00	Quarterly Non Compete Total
719.07	Radiation Monitoring Total
11,674.07	Radiology Material Total
534.00	Radiology Supplies Total
19,773.94	Reimbursement - CME Total
19,832.78	Reimbursement - Education & Travel Total
110.17	Reimbursement - Food Total
681.77	Reimbursement - Insurance Premiums Total
1,463.85	Reimbursement - Non Hospital Supplies Total
49.99	Reimbursement - Other Purchased Services Total
452,337.28	Retirement Total
1,771.69	Sales Tax Payment Total
10,000.00	Settlement Total
1,795.00	Software Total
11,456.00	Sponsorship Total
1,014.79	Surgery Equipment Total
24,570.84	Surgery Supplies Total
6,437.50	Surveys Total
3,470.17	Transcription Services Total
13.60	Uniforms Total
85,836.27	Utilities Total
1,291.60	Waste Disposal Total
7,041,191.77	Grand Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
5/31/19

Check Number	Date	Vendor Check Name	Amount	Description
162778	5/2/2019	IN10SITY INTERACTIVE, LLC	1,710.00	Advertising
162743	5/2/2019	PILOT BUTTE BROADCASTING	300.00	Advertising
162867	5/8/2019	RUMOR ADVERTISING	5,312.69	Advertising
162877	5/8/2019	SWEETWATER NOW, LLC	900.00	Advertising
162883	5/8/2019	THE RADIO NETWORK	2,916.65	Advertising
162884	5/8/2019	TOPP PUBLISHING LLC	570.00	Advertising
163014	5/15/2019	RUMOR ADVERTISING	4,939.79	Advertising
162964	5/15/2019	GOLF SKOR, LLC	1,590.00	Advertising
163229	5/23/2019	BIG THICKET BROADCASTING	3,717.00	Advertising
163232	5/23/2019	BRIDGER VALLEY PIONEER	342.19	Advertising
163282	5/23/2019	KEMMERER GAZETTE	2,134.38	Advertising
163464	5/30/2019	PILOT BUTTE BROADCASTING	300.00	Advertising
163307	5/23/2019	PINEDALE ROUNDUP	650.00	Advertising
163328	5/23/2019	SUBLETTE EXAMINER	945.00	Advertising
163476	5/30/2019	SUBLETTE EXAMINER	538.50	Advertising
163329	5/23/2019	SWEETWATER NOW, LLC	1,850.00	Advertising
163339	5/23/2019	UINTA COUNTY HERALD	337.19	Advertising
163486	5/30/2019	UINTA COUNTY HERALD	1,008.00	Advertising
EFT000000004815	5/2/2019	LAMAR ADVERTISING	1,200.00	Advertising
EFT000000004823	5/2/2019	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
EFT000000004827	5/9/2019	IN10SITY INTERACTIVE, LLC	1,710.00	Advertising
EFT000000004829	5/9/2019	ROCKET MINER	4,450.87	Advertising
EFT000000004846	5/16/2019	LAMAR ADVERTISING	391.00	Advertising
EFT000000004867	5/23/2019	GREEN RIVER STAR	3,983.75	Advertising
EFT000000004871	5/23/2019	ROCKET MINER	297.80	Advertising
EFT000000004889	5/30/2019	LAMAR ADVERTISING	1,200.00	Advertising
162882	5/8/2019	THE HARTFORD	12,539.00	Auto Insurance
163056	5/22/2019	THE HARTFORD	163.24	Auto Insurance
162862	5/8/2019	RECONDO TECHNOLOGY, INC	4,250.00	Billing Services
162956	5/15/2019	EXPRESS MEDICAID BILLING SERV	853.16	Billing Services
163312	5/23/2019	RECONDO TECHNOLOGY, INC	4,250.00	Billing Services
163337	5/23/2019	TRUE COMMERCE, INC	106.65	Billing Services
162766	5/2/2019	TTE LABORATORIES	151.11	Blood Services
162911	5/9/2019	VITALANT	11,404.22	Blood Services
163255	5/23/2019	BIG SANDY CLINIC	2,200.00	Building Lease
163248	5/23/2019	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
163399	5/29/2019	HILLTOP PROPERTIES, LLC	25,000.00	Building Lease
163040	5/15/2019	VERIZON WIRELESS, LLC	2,275.21	Cellular Telephone
162800	5/8/2019	COLLECTION PROFESSIONALS, INC	820.14	Collection Agency
162897	5/8/2019	WAKEFIELD & ASSOCIATES, INC.	45,877.34	Collection Agency
163243	5/23/2019	COLLECTION PROFESSIONALS, INC	593.67	Collection Agency
162694	5/2/2019	CDW GOVERNMENT LLC	320.49	Computer Equipment
162935	5/15/2019	CDW GOVERNMENT LLC	320.50	Computer Equipment
163237	5/23/2019	CDW GOVERNMENT LLC	372.63	Computer Equipment
163416	5/30/2019	CDW GOVERNMENT LLC	2,101.60	Computer Equipment
162859	5/8/2019	QUADRAMED	240,231.63	Computer Software
162719	5/2/2019	HEALTHTECHS3	2,341.03	Consulting Fees
162820	5/8/2019	HEALTHTECHS3	2,304.69	Consulting Fees
162711	5/2/2019	FLEXENTIAL CORP.	521.30	Contract Maintenance
162812	5/8/2019	FLEXENTIAL CORP.	8,445.00	Contract Maintenance
162819	5/8/2019	HEALTHSTREAM INC.	1,263.86	Contract Maintenance
162828	5/8/2019	IMPRIVATA	9,432.00	Contract Maintenance
162725	5/2/2019	ISC, INC dba VENTURE TECHNOLOGIES	184.92	Contract Maintenance

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
5/31/19

162742	5/2/2019	PHILIPS MEDICAL SYSTEM N.A.CO	1,616.75	Contract Maintenance
162746	5/2/2019	REMI CORPORATION	2,474.63	Contract Maintenance
162870	5/8/2019	SOUTHWESTERN BIOMEDICAL ELECT.	110.00	Contract Maintenance
162885	5/8/2019	TRACTMANAGER INC	1,004.85	Contract Maintenance
162889	5/8/2019	UNLIMITED TECHNOLOGY SYSTEMS, LLC	42,584.00	Contract Maintenance
162770	5/2/2019	WESTERN STATES FIRE PROTECTION	170.00	Contract Maintenance
162899	5/8/2019	WYOMING UROLOGICAL SERVICES, LP	9,300.00	Contract Maintenance
162833	5/8/2019	ISI WATER CHEMISTRIES	2,315.00	Contract Maintenance
162822	5/8/2019	HENINGER ENTERPRISES, LLC	1,022.00	Contract Maintenance
162915	5/15/2019	ABILITY NETWORK INC	733.00	Contract Maintenance
163002	5/15/2019	PHILIPS HEALTHCARE	1,133.00	Contract Maintenance
163004	5/15/2019	PROVIDER ADVANTAGE NW INC	1,140.00	Contract Maintenance
163041	5/15/2019	VOLGISTICS	324.00	Contract Maintenance
163268	5/23/2019	HEALTHCARE SOLUTIONS OF NC	1,024.00	Contract Maintenance
163276	5/23/2019	JSC, INC dba VENTURE TECHNOLOGIES	48,815.42	Contract Maintenance
163299	5/23/2019	OPTIMIS CORP	200.00	Contract Maintenance
163305	5/23/2019	PHILIPS HEALTHCARE	3,304.69	Contract Maintenance
163463	5/30/2019	PHILIPS HEALTHCARE	7,051.80	Contract Maintenance
163304	5/23/2019	PHILIPS MEDICAL SYSTEM N.A.CO	1,616.75	Contract Maintenance
163468	5/30/2019	REMI CORPORATION	2,651.41	Contract Maintenance
163317	5/23/2019	SIEMENS MEDICAL SOLUTIONS USA	8,973.00	Contract Maintenance
163319	5/23/2019	SOUTHWESTERN BIOMEDICAL ELECT.	1,560.00	Contract Maintenance
163333	5/23/2019	TRACTMANAGER INC	1,004.85	Contract Maintenance
163419	5/30/2019	CIVCO RADIOTHERAPY	22,500.00	Contract Maintenance
163277	5/23/2019	ISI WATER CHEMISTRIES	2,315.00	Contract Maintenance
163272	5/23/2019	ICONTRACTS	802.00	Contract Maintenance
EFT000000004812	5/2/2019	GE HEALTHCARE	27,790.86	Contract Maintenance
EFT000000004826	5/9/2019	ARRENDALE ASSOCIATES, INC	1,200.00	Contract Maintenance
EFT000000004864	5/23/2019	COLORADO DOCUMENT SECURITY	4,243.00	Contract Maintenance
EFT000000004866	5/23/2019	GE HEALTHCARE	3,853.00	Contract Maintenance
EFT000000004875	5/23/2019	STATE FIRE DC SPECIALTIES	1,529.50	Contract Maintenance
EFT000000004876	5/23/2019	T-SYSTEM, INC	8,249.33	Contract Maintenance
EFT000000004886	5/30/2019	GE HEALTHCARE	27,989.50	Contract Maintenance
W/T	5/20/2019	GATEWAY EDI	3,725.00	Contract Maintenance
W/T	5/23/2019	CARE CLOUD	349.00	Contract Maintenance
W/T	5/2/2019	APEX EDI	67.00	Contract Maintenance
162808	5/8/2019	ELWOOD STAFFING SERVICES, INC	1,222.04	Contract Personnel
162712	5/2/2019	FOCUSONE SOLUTIONS LLC	23,953.64	Contract Personnel
162813	5/8/2019	FOCUSONE SOLUTIONS LLC	22,023.58	Contract Personnel
162738	5/2/2019	NURSE ASSIST INC	660.00	Contract Personnel
162953	5/15/2019	ELWOOD STAFFING SERVICES, INC	998.33	Contract Personnel
162960	5/15/2019	FOCUSONE SOLUTIONS LLC	22,175.28	Contract Personnel
163430	5/30/2019	ELWOOD STAFFING SERVICES, INC	1,325.53	Contract Personnel
163263	5/23/2019	FOCUSONE SOLUTIONS LLC	19,537.67	Contract Personnel
163434	5/30/2019	FOCUSONE SOLUTIONS LLC	23,540.31	Contract Personnel
EFT000000004813	5/2/2019	GE HEALTHCARE INC	4,632.30	Contract
163027	5/15/2019	SUSAN K CROFUTT	294.66	Courier Services
162806	5/8/2019	DELTA DENTAL	27,961.35	Dental Insurance
163428	5/30/2019	DELTA DENTAL	1,546.60	Dental Insurance
162720	5/2/2019	HENRY SCHEIN INC	124.95	Dialysis Supplies
162823	5/8/2019	HENRY SCHEIN INC	225.00	Dialysis Supplies
163269	5/23/2019	HENRY SCHEIN INC	395.00	Dialysis Supplies
163441	5/30/2019	HENRY SCHEIN INC	165.17	Dialysis Supplies
162781	5/8/2019	ACADEMY OF NUTRITION AND DIETETICS	544.00	Education & Travel

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
5/31/19

162721	5/2/2019	HFMA	425.00	Education & Travel
162824	5/8/2019	HFMA	850.00	Education & Travel
162850	5/8/2019	MY EDUCATIONAL RESOURCES	85.00	Education & Travel
162772	5/2/2019	WYO. SOCIETY-HEALTHCARE ENGIN.	75.00	Education & Travel
162821	5/8/2019	HEALTHCARESOURCE HR, INC.	2,250.00	Education & Travel
162989	5/15/2019	MHSC MEDICAL STAFF	100.00	Education & Travel
162696	5/2/2019	CHANNING L BETE CO	82.95	Education Material
163239	5/23/2019	CHANNING L BETE CO	686.14	Education Material
162724	5/2/2019	IRONSIDE HUMAN RESOURCES	4,000.00	Employee Recruitment
163046	5/15/2019	INSIGHT INVESTIGATIONS, INC	825.50	Employee Recruitment
163022	5/15/2019	STATE OF WYOMING	10.00	Employee Recruitment
163442	5/30/2019	HOLIDAY INN - ROCK SPRINGS	1,022.00	Employee Recruitment
EFT000000004828	5/9/2019	INSIGHT INVESTIGATIONS, INC	811.50	Employee Recruitment
EFT000000004830	5/9/2019	SST TESTING +, INC.	360.00	Employee Recruitment
162895	5/8/2019	VISION SERVICE PLAN - WY	6,183.87	Employee Vision Plan
162799	5/8/2019	CISCO SYSTEMS CAPITAL CORP	16,131.08	Equipment Lease
162709	5/2/2019	FIRST FINANCIAL CORPORATE LEASING, LLC	7,248.00	Equipment Lease
162815	5/8/2019	GE HEALTHCARE FINANCIAL SERVICES	22,661.09	Equipment Lease
162827	5/8/2019	HP FINANCIAL SERVICES	292.36	Equipment Lease
162891	5/8/2019	US BANK EQUIPMENT FINANCE	1,618.00	Equipment Lease
162945	5/15/2019	COPIER & SUPPLY COMPANY	3,992.42	Equipment Lease
163016	5/15/2019	SHADOW MOUNTAIN WATER CO ,WY	719.83	Equipment Lease
163037	5/15/2019	US BANK EQUIPMENT FINANCE	1,428.69	Equipment Lease
163413	5/30/2019	CAREFUSION SOLUTIONS, LLC	20,524.00	Equipment Lease
163418	5/30/2019	CISCO SYSTEMS CAPITAL CORP	16,131.08	Equipment Lease
163246	5/23/2019	COPIER & SUPPLY COMPANY	10,506.57	Equipment Lease
163432	5/30/2019	FIRST FINANCIAL CORPORATE LEASING, LLC	7,248.00	Equipment Lease
163342	5/23/2019	US BANK EQUIPMENT FINANCE	743.05	Equipment Lease
163489	5/30/2019	US BANK EQUIPMENT FINANCE	928.29	Equipment Lease
EFT000000004832	5/9/2019	TIMEPAYMENT CORP	2,001.37	Equipment Lease
W/T	5/13/2019	SIEMENS EDI	9,017.12	Equipment Lease
162708	5/2/2019	F B MCFADDEN WHOLESALE	2,651.05	Food
162809	5/8/2019	F B MCFADDEN WHOLESALE	2,403.48	Food
162730	5/2/2019	MEADOW GOLD DAIRY	885.69	Food
162737	5/2/2019	NICHOLAS & CO INC	2,595.73	Food
162854	5/8/2019	NICHOLAS & CO INC	2,329.76	Food
162761	5/2/2019	SYSO INTERMOUNTAIN FOOD	5,530.45	Food
162769	5/2/2019	WESTERN WYOMING BEVERAGES INC	807.29	Food
162958	5/15/2019	F B MCFADDEN WHOLESALE	2,332.28	Food
162981	5/15/2019	MEADOW GOLD DAIRY	842.86	Food
162996	5/15/2019	NICHOLAS & CO INC	4,644.60	Food
163030	5/15/2019	SYSO INTERMOUNTAIN FOOD	3,668.31	Food
163043	5/15/2019	WESTERN WYOMING BEVERAGES INC	970.55	Food
163259	5/23/2019	F B MCFADDEN WHOLESALE	4,145.12	Food
163431	5/30/2019	F B MCFADDEN WHOLESALE	2,070.56	Food
163287	5/23/2019	LLORENS PHARMACEUTICAL INTERNATIONAL DIVISION INC	454.80	Food
EFT000000004808	5/2/2019	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	263.75	Food
EFT000000004811	5/2/2019	FARMER BROS CO	385.70	Food
EFT000000004842	5/16/2019	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	353.00	Food
EFT000000004844	5/16/2019	FARMER BROS CO	650.91	Food
163260	5/23/2019	FED EX	82.50	Freight
163336	5/23/2019	TRIOSE, INC	4,356.09	Freight
163008	5/15/2019	RED HORSE OIL COMPANIES INC	746.14	Fuel
163480	5/30/2019	SWEETWATER COUNTY SOLID WASTE	15.00	Garbage Collection

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
5/31/19

EFT000000004855	5/16/2019	WWS - ROCK SPRINGS	1,514.31	Garbage Collection
W/T	5/2/2019	BLUE CROSS BLUE SHIELD	175,263.91	Group Health
W/T	5/10/2019	BLUE CROSS BLUE SHIELD	127,111.74	Group Health
W/T	5/31/2019	BLUE CROSS BLUE SHIELD	117,558.33	Group Health
W/T	5/17/2019	BLUE CROSS BLUE SHIELD	107,824.93	Group Health
W/T	5/24/2019	BLUE CROSS BLUE SHIELD	87,443.90	Group Health
W/T	5/30/2019	UUHP 5/29/19	4,470.14	Group Health
W/T	5/17/2019	FURTHER FLEX 5/17/19	2,848.30	Group Health
W/T	5/24/2019	FURTHER FLEX 5/24/19	2,622.42	Group Health
W/T	5/10/2019	FURTHER FLEX 5/10/19	2,139.98	Group Health
W/T	5/16/2019	UUHP 5/22/19	2,119.69	Group Health
W/T	5/3/2019	FURTHER FLEX 5/3/19	1,518.29	Group Health
W/T	5/31/2019	FURTHER FLEX 5/29/19	764.58	Group Health
W/T	5/22/2019	FURTHER FLEX 5/22/19	423.40	Group Health
162873	5/8/2019	STAR TRANSIT	40.00	Guest Relations
162977	5/15/2019	LINCARE INC	218.67	Guest Relations
163398	5/24/2019	SMITHS FOOD	66.00	Guest Relations
162793	5/8/2019	BLUFFS HOMEOWNERS ASSN.	840.00	Homeowner Dues
162916	5/15/2019	THE ADVISORY BOARD COMPANY	12,250.00	Hospital Membership
EFT000000004888	5/30/2019	LABORIE MEDICAL TECHNOLOGIES CORP	874.00	Hospital Supplies
162676	5/2/2019	ABBOTT LABORATORIES	1,147.58	Hospital Supplies
162783	5/8/2019	AESCLAP INC	370.11	Hospital Supplies
162680	5/2/2019	AMAZON.COM CREDIT PLAN	2,264.52	Hospital Supplies
162684	5/2/2019	APPLIED MEDICAL	699.00	Hospital Supplies
162685	5/2/2019	ARTHREX INC.	1,100.00	Hospital Supplies
162687	5/2/2019	B BRAUN MEDICAL INC.	277.83	Hospital Supplies
162686	5/2/2019	BAYER HEALTHCARE LLC	1,856.82	Hospital Supplies
162791	5/8/2019	BECTON DICKINSON	506.00	Hospital Supplies
162688	5/2/2019	BIOMET SPORTS MEDICINE	600.00	Hospital Supplies
162689	5/2/2019	BOSTON SCIENTIFIC CORP	392.04	Hospital Supplies
162702	5/2/2019	C.R. BARD, INC.	48.60	Hospital Supplies
162691	5/2/2019	CARDINAL HEALTH/V. MUELLER	761.90	Hospital Supplies
162796	5/8/2019	CARDINAL HEALTH/V. MUELLER	1,253.27	Hospital Supplies
162692	5/2/2019	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
162699	5/2/2019	CONMED CORPORATION	137.84	Hospital Supplies
162801	5/8/2019	CONMED CORPORATION	118.25	Hospital Supplies
162700	5/2/2019	COOK MEDICAL INC.	88.53	Hospital Supplies
162701	5/2/2019	COOK MEDICAL INCORPORATED	4,674.75	Hospital Supplies
162803	5/8/2019	COOK MEDICAL INCORPORATED	2,090.78	Hospital Supplies
162705	5/2/2019	EDGE PHARMACEUTICALS, LLC	74.65	Hospital Supplies
162807	5/8/2019	EDGE PHARMACEUTICALS, LLC	607.22	Hospital Supplies
162714	5/2/2019	GENERAL HOSPITAL SUPPLY CORPORATION	988.00	Hospital Supplies
162718	5/2/2019	HEALTHCARE LOGISTICS INC	64.60	Hospital Supplies
162818	5/8/2019	HEALTHCARE LOGISTICS INC	170.50	Hospital Supplies
162825	5/8/2019	HOLOGIC, INC.	4,193.00	Hospital Supplies
162829	5/8/2019	INNOVATIVE PRODUCTS INC.	130.50	Hospital Supplies
162839	5/8/2019	KARL STORZ ENDOSCOPY-AMERICA	772.78	Hospital Supplies
162875	5/8/2019	LEICA BIOSYSTEMS RICHMOND	153.14	Hospital Supplies
162736	5/2/2019	M V A P MEDICAL SUPPLIES, INC.	352.25	Hospital Supplies
162729	5/2/2019	MCKESSON MEDICAL-SURGICAL	298.41	Hospital Supplies
162846	5/8/2019	MCKESSON MEDICAL-SURGICAL	3,491.00	Hospital Supplies
162732	5/2/2019	MEDTRONIC, USA	307.00	Hospital Supplies
162739	5/2/2019	OLYMPUS AMERICA INC	438.39	Hospital Supplies
162855	5/8/2019	OLYMPUS AMERICA INC	2,754.02	Hospital Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
5/31/19

162740	5/2/2019	OWENS & MINOR 90005430	19,450.96	Hospital Supplies
162856	5/8/2019	OWENS & MINOR 90005430	26,383.50	Hospital Supplies
162860	5/8/2019	QUESET MEDICAL	156.78	Hospital Supplies
162745	5/2/2019	RADIOMETER AMERICA INC	1,576.61	Hospital Supplies
162861	5/8/2019	RADIOMETER AMERICA INC	2,232.44	Hospital Supplies
162747	5/2/2019	RESPIRONICS	83.26	Hospital Supplies
162750	5/2/2019	S & W HEALTHCARE CORPORATION	197.00	Hospital Supplies
162780	5/8/2019	SPACELABS MEDICAL	624.90	Hospital Supplies
162757	5/2/2019	STERIS CORPORATION	4,578.83	Hospital Supplies
162874	5/8/2019	STERIS CORPORATION	537.60	Hospital Supplies
162763	5/2/2019	TELEFLEX MEDICAL INC.	32.97	Hospital Supplies
162878	5/8/2019	TELEFLEX MEDICAL INC.	198.85	Hospital Supplies
162764	5/2/2019	TIDI PRODUCTS, LC	500.00	Hospital Supplies
162765	5/2/2019	TRI-ANIM HEALTH SERVICES INC	796.10	Hospital Supplies
162886	5/8/2019	TRI-ANIM HEALTH SERVICES INC	623.38	Hospital Supplies
162893	5/8/2019	UTAH MEDICAL PRODUCTS INC	64.26	Hospital Supplies
162894	5/8/2019	VERATHON INC.	360.00	Hospital Supplies
162898	5/8/2019	WAXIE SANITARY SUPPLY	1,343.85	Hospital Supplies
162914	5/15/2019	ABBOTT LABORATORIES	1,074.88	Hospital Supplies
163013	5/15/2019	ABBOTT NUTRITION	230.41	Hospital Supplies
162918	5/15/2019	ALLEN MEDICAL SYSTEMS INC	495.42	Hospital Supplies
162919	5/15/2019	APPLIED MEDICAL	2,496.00	Hospital Supplies
162925	5/15/2019	B BRAUN MEDICAL INC.	1,754.08	Hospital Supplies
162922	5/15/2019	BARD PERIPHERAL VASCULAR INC	1,044.00	Hospital Supplies
162923	5/15/2019	BAXTER BIO SCIENCE	1,320.15	Hospital Supplies
162924	5/15/2019	BAYER HEALTHCARE LLC	1,815.42	Hospital Supplies
162926	5/15/2019	BECTON DICKINSON	1,291.00	Hospital Supplies
162947	5/15/2019	C R BARD INC	123.24	Hospital Supplies
162933	5/15/2019	CARDINAL HEALTH/V. MUELLER	1,227.80	Hospital Supplies
162943	5/15/2019	COOK MEDICAL INC.	145.00	Hospital Supplies
162944	5/15/2019	COOK MEDICAL INCORPORATED	666.73	Hospital Supplies
162952	5/15/2019	EDGE PHARMACEUTICALS, LLC	1,400.50	Hospital Supplies
162962	5/15/2019	GENERAL HOSPITAL SUPPLY CORPORATION	205.00	Hospital Supplies
162966	5/15/2019	HILL-ROM	160.23	Hospital Supplies
162968	5/15/2019	HOLOGIC, INC.	1,025.00	Hospital Supplies
162970	5/15/2019	HULL ANESTHESIA INC	180.00	Hospital Supplies
162971	5/15/2019	J & J HEALTH CARE SYSTEMS INC	5,875.01	Hospital Supplies
163026	5/15/2019	LEICA BIOSYSTEMS RICHMOND	273.57	Hospital Supplies
162994	5/15/2019	M V A P MEDICAL SUPPLIES, INC.	98.50	Hospital Supplies
162979	5/15/2019	MARKET LAB, INC	79.96	Hospital Supplies
162980	5/15/2019	MCKESSON MEDICAL-SURGICAL	682.33	Hospital Supplies
162985	5/15/2019	MEDTRONIC, USA	103.75	Hospital Supplies
162993	5/15/2019	MINDRAY DS USA, INC.	97.50	Hospital Supplies
162995	5/15/2019	NEOTECH PRODUCTS, INC	103.00	Hospital Supplies
162997	5/15/2019	OLYMPUS AMERICA INC	978.32	Hospital Supplies
162998	5/15/2019	OWENS & MINOR 90005430	40,094.74	Hospital Supplies
163001	5/15/2019	PERFORMANCE HEALTH SUPPLY INC	61.73	Hospital Supplies
163007	5/15/2019	RADIOMETER AMERICA INC	2,000.00	Hospital Supplies
163009	5/15/2019	RESMED CORP	340.00	Hospital Supplies
163025	5/15/2019	STERIS CORPORATION	2,775.43	Hospital Supplies
163034	5/15/2019	TRI-ANIM HEALTH SERVICES INC	369.28	Hospital Supplies
163042	5/15/2019	WAXIE SANITARY SUPPLY	253.76	Hospital Supplies
163316	5/23/2019	ABBOTT NUTRITION	29.38	Hospital Supplies
163224	5/23/2019	AMAZON.COM CREDIT PLAN	1,966.66	Hospital Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
5/31/19

163405	5/30/2019	ARROW INTERNATIONAL, INC.	288.00	Hospital Supplies
163408	5/30/2019	B BRAUN MEDICAL INC.	765.44	Hospital Supplies
163227	5/23/2019	BARD MEDICAL	45.96	Hospital Supplies
163228	5/23/2019	BAXTER BIO SCIENCE	1,443.80	Hospital Supplies
163437	5/30/2019	BAXTER HEALTHCARE CORP	2,965.77	Hospital Supplies
163407	5/30/2019	BAYER HEALTHCARE LLC	1,815.42	Hospital Supplies
163230	5/23/2019	BOSTON SCIENTIFIC CORP	5,930.00	Hospital Supplies
163247	5/23/2019	C R BARD INC	378.20	Hospital Supplies
163234	5/23/2019	CARDINAL HEALTH/V. MUELLER	1,462.07	Hospital Supplies
163412	5/30/2019	CARDINAL HEALTH/V. MUELLER	586.72	Hospital Supplies
163236	5/23/2019	CAREFUSION 2200 INC	31.37	Hospital Supplies
163414	5/30/2019	CAREFUSION 2200 INC	1,294.11	Hospital Supplies
163244	5/23/2019	CONE INSTRUMENTS	96.91	Hospital Supplies
163245	5/23/2019	COOK MEDICAL INCORPORATED	45.92	Hospital Supplies
163422	5/30/2019	COOK MEDICAL INCORPORATED	275.12	Hospital Supplies
163256	5/23/2019	EDGE PHARMACEUTICALS, LLC	298.60	Hospital Supplies
163429	5/30/2019	EDGE PHARMACEUTICALS, LLC	673.76	Hospital Supplies
163439	5/30/2019	GYNEX CORP	87.45	Hospital Supplies
163267	5/23/2019	HEALTHCARE LOGISTICS INC	172.89	Hospital Supplies
163440	5/30/2019	HEALTHCARE LOGISTICS INC	40.00	Hospital Supplies
163443	5/30/2019	HOLOGIC, INC.	4,193.00	Hospital Supplies
163281	5/23/2019	KARL STORZ ENDOSCOPY-AMERICA	188.77	Hospital Supplies
163479	5/30/2019	LEICA BIOSYSTEMS RICHMOND	1,032.16	Hospital Supplies
163288	5/23/2019	MARKET LAB, INC	417.95	Hospital Supplies
163453	5/30/2019	MARKET LAB, INC	131.85	Hospital Supplies
163290	5/23/2019	MCKESSON MEDICAL-SURGICAL	10,723.23	Hospital Supplies
163454	5/30/2019	MEDELA INC	124.43	Hospital Supplies
163298	5/23/2019	OLYMPUS AMERICA INC	391.73	Hospital Supplies
163461	5/30/2019	OLYMPUS AMERICA INC	645.69	Hospital Supplies
163300	5/23/2019	OWENS & MINOR 90005430	17,576.05	Hospital Supplies
163462	5/30/2019	OWENS & MINOR 90005430	19,214.25	Hospital Supplies
163313	5/23/2019	RESPIRONICS	89.00	Hospital Supplies
163471	5/30/2019	SPACELABS MEDICAL	757.10	Hospital Supplies
163324	5/23/2019	STERIS CORPORATION	937.77	Hospital Supplies
163474	5/30/2019	STERIS CORPORATION	4,714.08	Hospital Supplies
163331	5/23/2019	TELEFLEX MEDICAL INC.	534.16	Hospital Supplies
163482	5/30/2019	TELEFLEX MEDICAL INC.	262.52	Hospital Supplies
163335	5/23/2019	TRI-ANIM HEALTH SERVICES INC	29.45	Hospital Supplies
163485	5/30/2019	TRI-ANIM HEALTH SERVICES INC	464.20	Hospital Supplies
163343	5/23/2019	UTAH MEDICAL PRODUCTS INC	4,488.00	Hospital Supplies
163490	5/30/2019	VERATHON INC.	180.00	Hospital Supplies
163346	5/23/2019	WAXIE SANITARY SUPPLY	289.32	Hospital Supplies
163491	5/30/2019	WAXIE SANITARY SUPPLY	4,921.47	Hospital Supplies
EFT000000004803	5/2/2019	BAXTER HEALTHCARE CORP/IV	1,922.52	Hospital Supplies
EFT000000004804	5/2/2019	BEEKLEY CORPORATION	117.00	Hospital Supplies
EFT000000004806	5/2/2019	BREG INC	418.03	Hospital Supplies
EFT000000004807	5/2/2019	BSN MEDICAL INC	372.34	Hospital Supplies
EFT000000004810	5/2/2019	DJ ORTHOPEDICS, LLC	26.56	Hospital Supplies
EFT000000004814	5/2/2019	HARDY DIAGNOSTICS	2,508.11	Hospital Supplies
EFT000000004817	5/2/2019	OVATION MEDICAL	1,303.55	Hospital Supplies
EFT000000004824	5/2/2019	ZOLL MEDICAL CORPORATION	61.50	Hospital Supplies
EFT000000004835	5/16/2019	APPLIED CARDIAC SYSTEM	4,495.00	Hospital Supplies
EFT000000004839	5/16/2019	BREG INC	124.08	Hospital Supplies
EFT000000004840	5/16/2019	BSN MEDICAL INC	78.42	Hospital Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
5/31/19

EFT000000004845	5/16/2019	HARDY DIAGNOSTICS	426.85	Hospital Supplies
EFT000000004849	5/16/2019	PACIFIC MEDICAL LLC	839.99	Hospital Supplies
EFT000000004856	5/16/2019	ZOLL MEDICAL CORPORATION	1,115.20	Hospital Supplies
EFT000000004862	5/23/2019	BREG INC	960.27	Hospital Supplies
EFT000000004863	5/23/2019	BSN MEDICAL INC	138.01	Hospital Supplies
EFT000000004868	5/23/2019	HARDY DIAGNOSTICS	132.18	Hospital Supplies
EFT000000004870	5/23/2019	OVATION MEDICAL	179.80	Hospital Supplies
EFT000000004879	5/23/2019	ZOLL MEDICAL CORPORATION	605.07	Hospital Supplies
EFT000000004882	5/30/2019	BEEKLEY CORPORATION	160.00	Hospital Supplies
EFT000000004884	5/30/2019	BREG INC	353.61	Hospital Supplies
EFT000000004887	5/30/2019	HARDY DIAGNOSTICS	829.01	Hospital Supplies
EFT000000004891	5/30/2019	MARSHALL INDUSTRIES	249.90	Hospital Supplies
162735	5/2/2019	MUSCULOSKELETAL TRANSPLANT FOUNDATION	678.70	Hospital Supplies
163254	5/23/2019	DYNASTHETICS, LLC	599.00	Hospital Supplies
162703	5/2/2019	CR BARD, INC	195.00	Hospital Supplies
162713	5/2/2019	FRESENIUS USA MARKETING, INC.	367.05	Hospital Supplies
162814	5/8/2019	FRESENIUS USA MARKETING, INC.	2,301.60	Hospital Supplies
162967	5/15/2019	HITACHI HEALTHCARE AMERICAS CORPORATION	384.00	Hospital Supplies
162954	5/15/2019	EMERSON HEALTHCARE, LLC	685.00	Hospital Supplies
162961	5/15/2019	FRESENIUS USA MARKETING, INC.	1,988.28	Hospital Supplies
163264	5/23/2019	FRESENIUS USA MARKETING, INC.	2,083.15	Hospital Supplies
163436	5/30/2019	FRESENIUS USA MARKETING, INC.	150.00	Hospital Supplies
EFT000000004853	5/16/2019	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	1,352.18	Hospital Supplies
163334	5/23/2019	TREACE MEDICAL CONCEPTS, INC.	5,995.00	Implant Supplies
162857	5/8/2019	PARAGON 28 INC.	784.00	Implant Supplies
163033	5/15/2019	TREACE MEDICAL CONCEPTS, INC.	7,545.00	Implant Supplies
163303	5/23/2019	PARAGON 28 INC.	2,044.00	Implant Supplies
162890	5/8/2019	PROVIDENT LIFE & ACCIDENT	25,926.22	Insurance Premiums
163341	5/23/2019	PROVIDENT LIFE & ACCIDENT	9,970.44	Insurance Premiums
163488	5/30/2019	PROVIDENT LIFE & ACCIDENT	43,330.15	Insurance Premiums
162901	5/8/2019	INSURANCE REFUND	47.85	Insurance Refund
163045	5/15/2019	INSURANCE REFUND	300.00	Insurance Refund
163051	5/22/2019	INSURANCE REFUND	181.30	Insurance Refund
163053	5/22/2019	INSURANCE REFUND	181.30	Insurance Refund
163054	5/22/2019	INSURANCE REFUND	188.86	Insurance Refund
163212	5/22/2019	INSURANCE REFUND	1,364.00	Insurance Refund
163208	5/22/2019	INSURANCE REFUND	41.80	Insurance Refund
163209	5/22/2019	INSURANCE REFUND	1,999.90	Insurance Refund
163406	5/30/2019	INSURANCE REFUND	1,200.00	Insurance Refund
163057	5/22/2019	INSURANCE REFUND	209.74	Insurance Refund
163094	5/22/2019	INSURANCE REFUND	129.86	Insurance Refund
163213	5/22/2019	INSURANCE REFUND	75.72	Insurance Refund
163409	5/30/2019	INSURANCE REFUND	279.92	Insurance Refund
163058	5/22/2019	INSURANCE REFUND	423.45	Insurance Refund
163060	5/22/2019	INSURANCE REFUND	1,817.35	Insurance Refund
163068	5/22/2019	INSURANCE REFUND	1,116.25	Insurance Refund
163090	5/22/2019	INSURANCE REFUND	324.91	Insurance Refund
163211	5/22/2019	INSURANCE REFUND	1,117.20	Insurance Refund
163217	5/22/2019	INSURANCE REFUND	19,468.35	Insurance Refund
163095	5/22/2019	INSURANCE REFUND	71.93	Insurance Refund
163093	5/22/2019	INSURANCE REFUND	612.75	Insurance Refund
163076	5/22/2019	INSURANCE REFUND	203.15	Insurance Refund
163061	5/22/2019	INSURANCE REFUND	265.06	Insurance Refund
163074	5/22/2019	INSURANCE REFUND	773.29	Insurance Refund

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
5/31/19

163361	5/23/2019	INSURANCE REFUND	121.96	Insurance Refund
163059	5/22/2019	INSURANCE REFUND	3.01	Insurance Refund
163078	5/22/2019	INSURANCE REFUND	13.34	Insurance Refund
163064	5/22/2019	INSURANCE REFUND	223.87	Insurance Refund
163065	5/22/2019	INSURANCE REFUND	40.09	Insurance Refund
163206	5/22/2019	INSURANCE REFUND	49.39	Insurance Refund
163207	5/22/2019	INSURANCE REFUND	13.34	Insurance Refund
163089	5/22/2019	INSURANCE REFUND	2,564.28	Insurance Refund
163048	5/22/2019	INSURANCE REFUND	204.87	Insurance Refund
163079	5/22/2019	INSURANCE REFUND	19.30	Insurance Refund
163080	5/22/2019	INSURANCE REFUND	134.59	Insurance Refund
163081	5/22/2019	INSURANCE REFUND	405.60	Insurance Refund
163087	5/22/2019	INSURANCE REFUND	237.50	Insurance Refund
163214	5/22/2019	INSURANCE REFUND	17.10	Insurance Refund
163215	5/22/2019	INSURANCE REFUND	22.23	Insurance Refund
163394	5/23/2019	INSURANCE REFUND	134.24	Insurance Refund
163072	5/22/2019	INSURANCE REFUND	248.80	Insurance Refund
162900	5/8/2019	WYOMING.COM	10.00	Internet Services
162987	5/15/2019	METABOLIC NEWBORN SCREENING	1,700.00	Laboratory Services
163289	5/23/2019	MAYO COLLABORATIVE SERVICES, INC.	622.80	Laboratory Services
163292	5/23/2019	METABOLIC NEWBORN SCREENING	2,772.00	Laboratory Services
163220	5/23/2019	ALLERMETRIX INC	2,096.00	Laboratory Services
EFT000000004859	5/23/2019	ARUP LABORATORIES, INC.	52,908.23	Laboratory Services
162683	5/2/2019	ANAEROBE SYSTEMS	23.30	Laboratory Supplies
162690	5/2/2019	CARDINAL HEALTH	6,343.01	Laboratory Supplies
162795	5/8/2019	CARDINAL HEALTH	2,477.10	Laboratory Supplies
162695	5/2/2019	CEPHEID	70.00	Laboratory Supplies
162710	5/2/2019	FISHER HEALTHCARE	1,221.70	Laboratory Supplies
162810	5/8/2019	FISHER HEALTHCARE	3,311.70	Laboratory Supplies
162847	5/8/2019	MEDIVATORS REPROCESSING SYSTEM	102.00	Laboratory Supplies
162920	5/15/2019	ASSOCIATES OF CAPE COD INC	37.53	Laboratory Supplies
162932	5/15/2019	CARDINAL HEALTH	12.04	Laboratory Supplies
162937	5/15/2019	CEPHEID	8,448.30	Laboratory Supplies
162959	5/15/2019	FISHER HEALTHCARE	2,614.96	Laboratory Supplies
162983	5/15/2019	MEDIVATORS REPROCESSING SYSTEM	522.50	Laboratory Supplies
163024	5/15/2019	STATLAB MEDICAL PRODUCTS, INC	376.21	Laboratory Supplies
163233	5/23/2019	CARDINAL HEALTH	15,834.93	Laboratory Supplies
163411	5/30/2019	CARDINAL HEALTH	11,476.69	Laboratory Supplies
163238	5/23/2019	CEPHEID	35.00	Laboratory Supplies
163417	5/30/2019	CEPHEID	1,143.50	Laboratory Supplies
163242	5/23/2019	CLINICAL & LAB STANDARDS INSTITUTE	198.00	Laboratory Supplies
163262	5/23/2019	FISHER HEALTHCARE	7,380.06	Laboratory Supplies
163433	5/30/2019	FISHER HEALTHCARE	5,352.22	Laboratory Supplies
163291	5/23/2019	MEDIVATORS REPROCESSING SYSTEM	102.00	Laboratory Supplies
163456	5/30/2019	MEDIVATORS REPROCESSING SYSTEM	177.00	Laboratory Supplies
163459	5/30/2019	MERCEDES MEDICAL	105.62	Laboratory Supplies
163446	5/30/2019	PLATINUM CODE	327.26	Laboratory Supplies
163323	5/23/2019	STATLAB MEDICAL PRODUCTS, INC	561.91	Laboratory Supplies
163338	5/23/2019	TYPENEX MEDICAL, LLC	190.00	Laboratory Supplies
163345	5/23/2019	VITALANT	5,680.59	Laboratory Supplies
EFT000000004805	5/2/2019	BIO-RAD LABORATORIES	3,479.80	Laboratory Supplies
EFT000000004816	5/2/2019	ORTHO-CLINICAL DIAGNOSTICS INC	1,800.04	Laboratory Supplies
EFT000000004838	5/16/2019	BIO-RAD LABORATORIES	2,668.83	Laboratory Supplies
EFT000000004852	5/16/2019	PDC HEALTHCARE	55.56	Laboratory Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
5/31/19

EFT000000004861	5/23/2019	BIO-RAD LABORATORIES	596.37	Laboratory Supplies
EFT000000004869	5/23/2019	ORTHO-CLINICAL DIAGNOSTICS INC	245.45	Laboratory Supplies
EFT000000004883	5/30/2019	BIO-RAD LABORATORIES	232.88	Laboratory Supplies
162948	5/15/2019	CROWLEY FLECK ATTORNEYS	137.50	Legal Fees
163306	5/23/2019	PHILLIPS LAW, LLC	13,120.48	Legal Fees
162892	5/8/2019	USI INSURANCE SERVICES WYOMING	124,157.36	Liability Insurance
163039	5/15/2019	USI INSURANCE SERVICES WYOMING	44,549.00	Liability Insurance
162881	5/8/2019	THE DOCTORS COMPANY	26,801.90	Liability Insurance
162903	5/8/2019	TREASURER, STATE OF WYOMING	200.00	License & Taxes
162904	5/8/2019	TREASURER, STATE OF WYOMING	100.00	License & Taxes
163493	5/30/2019	WYOMING STATE BOARD OF PHARMACY	340.00	License Renewal
162853	5/8/2019	NEW YORK LIFE INSURANCE COMPANY	3,429.75	Life Insurance
163460	5/30/2019	NEW YORK LIFE INSURANCE COMPANY	3,371.80	Life Insurance
162706	5/2/2019	ENCOMPASS GROUP, LLC	4,798.64	Linen
162754	5/2/2019	STANDARD TEXTILE	675.36	Linen
163257	5/23/2019	ENCOMPASS GROUP, LLC	1,385.40	Linen
163492	5/30/2019	WYOMING UROLOGICAL SERVICES, LP	9,300.00	Lithotripsy Service
162942	5/15/2019	COMPHEALTH, INC.	56,760.77	Locum Tenens
162682	5/2/2019	AMERI WATER	266.00	Maintenance & Repair
162741	5/2/2019	PACIFIC STEEL HIDES FURS RECYC	34.35	Maintenance & Repair
162734	5/2/2019	MOUNTAIN MEDICAL GAS LLC	1,200.00	Maintenance & Repair
162774	5/2/2019	A & B HOME IMPROVEMENTS	8,425.00	Maintenance & Repair
162928	5/15/2019	BIO-MED ENGINEERING INC	4,464.00	Maintenance & Repair
162939	5/15/2019	CLARK'S QUALITY ROOFING, INC	483.00	Maintenance & Repair
162976	5/15/2019	LIGHTING MAINTENANCE & SERVICE, INC	617.00	Maintenance & Repair
162999	5/15/2019	PACIFIC STEEL HIDES FURS RECYC	34.35	Maintenance & Repair
162913	5/15/2019	A & B HOME IMPROVEMENTS	8,290.00	Maintenance & Repair
163279	5/23/2019	JIM'S UPHOLSTERY	1,900.00	Maintenance & Repair
163286	5/23/2019	LIGHTING MAINTENANCE & SERVICE, INC	596.95	Maintenance & Repair
163301	5/23/2019	PACIFIC WATER INC	1,136.00	Maintenance & Repair
163478	5/30/2019	SUEZ TREATMENT SOLUTIONS INC.	2,061.00	Maintenance & Repair
163221	5/23/2019	ALLIED GLASS SERVICE	40.00	Maintenance & Repair
163273	5/23/2019	INDEPENDENT TEST & BALANCE	550.00	Maintenance & Repair
163302	5/23/2019	PARADISE FLOORING & DESIGN INC.	1,672.18	Maintenance & Repair
EFT000000004818	5/2/2019	PARTSSOURCE	2,750.19	Maintenance & Repair
EFT000000004841	5/16/2019	CARRIER COMMERCIAL SERVICE	1,572.75	Maintenance & Repair
EFT000000004850	5/16/2019	PARTSSOURCE	1,893.33	Maintenance & Repair
EFT000000004892	5/30/2019	PARTSSOURCE	794.75	Maintenance & Repair
162677	5/2/2019	ACCUVEIN INC	1,600.00	Maintenance & Repair
162698	5/2/2019	CODALE ELECTRIC SUPPLY, INC	571.12	Maintenance Supplies
162716	5/2/2019	GRAINGER	1,182.72	Maintenance Supplies
162816	5/8/2019	GRAINGER	474.92	Maintenance Supplies
162722	5/2/2019	HOME DEPOT	111.63	Maintenance Supplies
162826	5/8/2019	HOME DEPOT	102.91	Maintenance Supplies
162852	5/8/2019	NAPA AUTO PARTS	6.99	Maintenance Supplies
162941	5/15/2019	CODALE ELECTRIC SUPPLY, INC	863.42	Maintenance Supplies
162965	5/15/2019	GRAINGER	425.24	Maintenance Supplies
162969	5/15/2019	HOME DEPOT	141.54	Maintenance Supplies
162940	5/15/2019	MSC INDUSTRIAL SUPPLY CO	195.88	Maintenance Supplies
163222	5/23/2019	ALLRED'S INC.	67.18	Maintenance Supplies
163226	5/23/2019	BARD ACCESS SYSTEMS	426.42	Maintenance Supplies
163420	5/30/2019	CODALE ELECTRIC SUPPLY, INC	1,121.92	Maintenance Supplies
163438	5/30/2019	GRAINGER	84.82	Maintenance Supplies
163271	5/23/2019	HOME DEPOT	92.85	Maintenance Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
5/31/19

163444	5/30/2019	HOME DEPOT	254.39	Maintenance Supplies
163445	5/30/2019	INSULATION INC.	3,900.00	Maintenance Supplies
163240	5/23/2019	MSC INDUSTRIAL SUPPLY CO	62.78	Maintenance Supplies
163314	5/23/2019	RMI	113.03	Maintenance Supplies
EFT000000004800	5/2/2019	ACE HARDWARE	16.99	Maintenance Supplies
EFT000000004802	5/2/2019	ALPINE PURE SOFT WATER	676.20	Maintenance Supplies
EFT000000004821	5/2/2019	ROBERT I MERRILL COMPANY	9,870.00	Maintenance Supplies
EFT000000004822	5/2/2019	ROCK SPRINGS WINNELSON CO	10,222.96	Maintenance Supplies
EFT000000004834	5/16/2019	ACE HARDWARE	11.48	Maintenance Supplies
EFT000000004837	5/16/2019	BENNETT'S	1,894.71	Maintenance Supplies
EFT000000004857	5/23/2019	ACE HARDWARE	108.92	Maintenance Supplies
EFT000000004860	5/23/2019	BENNETT'S	830.82	Maintenance Supplies
EFT000000004872	5/23/2019	ROCK SPRINGS WINNELSON CO	116.65	Maintenance Supplies
EFT000000004873	5/23/2019	SHERWIN WILLIAMS CO	101.34	Maintenance Supplies
EFT000000004877	5/23/2019	ULINE, INC	3,261.02	Maintenance Supplies
EFT000000004880	5/30/2019	ACE HARDWARE	204.87	Maintenance Supplies
EFT000000004893	5/30/2019	ROCK SPRINGS WINNELSON CO	1,266.74	Maintenance Supplies
EFT000000004894	5/30/2019	SHERWIN WILLIAMS CO	33.78	Maintenance Supplies
162744	5/2/2019	PURPLE LIZARDS, LLC	4,247.94	Marketing & Promotional Supplies
162697	5/2/2019	CJ SIGNS	30.00	Marketing & Promotional Supplies
162880	5/8/2019	THE CERTIF-A-GIFT COMPANY	1,181.06	Marketing & Promotional Supplies
163308	5/23/2019	PURPLE LIZARDS, LLC	810.00	Marketing & Promotional Supplies
162817	5/8/2019	GREEN RIVER CHAMBER OF COMMERCE	1,000.00	Memberships
162733	5/2/2019	MHSC-FOUNDATION	900.44	MHSC Foundation
162988	5/15/2019	MHSC-FOUNDATION	899.86	MHSC Foundation
163293	5/23/2019	MHSC-FOUNDATION	370.29	MHSC Foundation
163401	5/29/2019	MHSC-FOUNDATION	929.86	MHSC Foundation
162879	5/8/2019	TERMINIX OF WYOMING	237.00	Monthly Pest Control
163483	5/30/2019	TERMINIX OF WYOMING	462.00	Monthly Pest Control
162715	5/2/2019	GLOBAL EQUIPMENT COMPANY	199.90	Non Medical Supplies
162834	5/8/2019	J.J. KELLER & ASSOCIATES, INC.	109.95	Non Medical Supplies
162731	5/2/2019	MEDLINE INDUSTRIES INC	276.60	Non Medical Supplies
162848	5/8/2019	MEDLINE INDUSTRIES INC	5,971.26	Non Medical Supplies
162752	5/2/2019	SMILEMAKERS	196.86	Non Medical Supplies
162963	5/15/2019	GLOBAL EQUIPMENT COMPANY	414.95	Non Medical Supplies
162984	5/15/2019	MEDLINE INDUSTRIES INC	1,550.45	Non Medical Supplies
163435	5/30/2019	FOLLETT CORPORATION	4,322.16	Non Medical Supplies
163457	5/30/2019	MEDLINE INDUSTRIES INC	971.28	Non Medical Supplies
EFT000000004820	5/2/2019	POSITIVE PROMOTIONS	813.56	Non Medical Supplies
163330	5/23/2019	TEGELER & ASSOCIATES-RS	250.00	Notary Bond
162755	5/2/2019	STAPLES BUSINESS ADVANTAGE	28.96	Office Supplies
162872	5/8/2019	STAPLES BUSINESS ADVANTAGE	172.88	Office Supplies
162982	5/15/2019	MEDICAL ARTS PRESS	45.99	Office Supplies
163019	5/15/2019	STANDARD REGISTER COMPANY	4,800.00	Office Supplies
163020	5/15/2019	STAPLES BUSINESS ADVANTAGE	569.02	Office Supplies
163455	5/30/2019	MEDICAL ARTS PRESS	87.98	Office Supplies
163320	5/23/2019	STANDARD REGISTER COMPANY	484.05	Office Supplies
163472	5/30/2019	STANDARD REGISTER COMPANY	449.06	Office Supplies
163321	5/23/2019	STAPLES BUSINESS ADVANTAGE	349.23	Office Supplies
163473	5/30/2019	STAPLES BUSINESS ADVANTAGE	3,897.38	Office Supplies
EFT000000004854	5/16/2019	SMYTH PRINTING	1,719.00	Office Supplies
EFT000000004874	5/23/2019	SMYTH PRINTING	270.30	Office Supplies
162837	5/8/2019	JOY'S FLOWERS & GIFTS	246.50	Other Employee Benefits
162751	5/2/2019	SANTA FE TRAIL RESTAURANT	2,376.83	Other Employee Benefits

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
5/31/19

162868	5/8/2019	SANTA FE TRAIL RESTAURANT	6,580.82	Other Employee Benefits
162789	5/8/2019	A TIME TO BREATHE PHOTOGRAPHY	200.00	Other Employee Benefits
EFT000000004833	5/16/2019	4JMPRINT, INC.	11,310.00	Other Employee Benefits
163404	5/30/2019	ALTA MEDICAL SPECIALTIES	557.09	Other Non Medical Surgical Supplies
162843	5/8/2019	LUDWIG KRONER, M.D.	13,180.54	Other Physician Fees
162723	5/2/2019	HOMWOOD SUITES	259.42	Other Physician Fees
162842	5/8/2019	QUICK RESPONSE TAXI	165.00	Other Purchased Services
162792	5/8/2019	BEST HOME HEALTH	316.20	Other Purchased Services
162777	5/2/2019	CACHE VALLEY ELECTRIC CO.	3,035.89	Other Purchased Services
162888	5/8/2019	UNITED AUDIT SYSTEMS, INC.	990.00	Other Purchased Services
162975	5/15/2019	QUICK RESPONSE TAXI	40.00	Other Purchased Services
162931	5/15/2019	CACHE VALLEY ELECTRIC CO.	1,937.45	Other Purchased Services
162951	5/15/2019	DEXPRO DYNAMICS LLC	97.50	Other Purchased Services
163285	5/23/2019	QUICK RESPONSE TAXI	85.00	Other Purchased Services
163451	5/30/2019	QUICK RESPONSE TAXI	90.00	Other Purchased Services
163487	5/30/2019	UNITED AUDIT SYSTEMS, INC.	1,117.50	Other Purchased Services
EFT000000004801	5/2/2019	AIRGAS INTERMOUNTAIN INC	3,209.67	Oxygen Rental
EFT000000004825	5/9/2019	AIRGAS INTERMOUNTAIN INC	2,777.27	Oxygen Rental
EFT000000004836	5/16/2019	AIRGAS INTERMOUNTAIN INC	197.19	Oxygen Rental
EFT000000004858	5/23/2019	AIRGAS INTERMOUNTAIN INC	3,376.29	Oxygen Rental
EFT000000004881	5/30/2019	AIRGAS INTERMOUNTAIN INC	415.85	Oxygen Rental
162773	5/2/2019	PATIENT REFUND	4,125.10	Patient Refund
162902	5/8/2019	PATIENT REFUND	17.25	Patient Refund
163096	5/22/2019	PATIENT REFUND	349.44	Patient Refund
163202	5/22/2019	PATIENT REFUND	17.19	Patient Refund
163091	5/22/2019	PATIENT REFUND	80.15	Patient Refund
163350	5/23/2019	PATIENT REFUND	100.00	Patient Refund
163199	5/22/2019	PATIENT REFUND	32.49	Patient Refund
163200	5/22/2019	PATIENT REFUND	80.94	Patient Refund
163351	5/23/2019	PATIENT REFUND	43.00	Patient Refund
163049	5/22/2019	PATIENT REFUND	75.88	Patient Refund
163352	5/23/2019	PATIENT REFUND	24.60	Patient Refund
163353	5/23/2019	PATIENT REFUND	66.08	Patient Refund
163050	5/22/2019	PATIENT REFUND	252.00	Patient Refund
163495	5/30/2019	PATIENT REFUND	190.00	Patient Refund
163097	5/22/2019	PATIENT REFUND	110.00	Patient Refund
163198	5/22/2019	PATIENT REFUND	50.00	Patient Refund
163197	5/22/2019	PATIENT REFUND	28.13	Patient Refund
163196	5/22/2019	PATIENT REFUND	525.44	Patient Refund
163190	5/22/2019	PATIENT REFUND	44.74	Patient Refund
163191	5/22/2019	PATIENT REFUND	223.20	Patient Refund
163055	5/22/2019	PATIENT REFUND	43.11	Patient Refund
163354	5/23/2019	PATIENT REFUND	25.00	Patient Refund
163355	5/23/2019	PATIENT REFUND	200.00	Patient Refund
163192	5/22/2019	PATIENT REFUND	17.36	Patient Refund
163356	5/23/2019	PATIENT REFUND	21.00	Patient Refund
163193	5/22/2019	PATIENT REFUND	76.95	Patient Refund
163357	5/23/2019	PATIENT REFUND	200.00	Patient Refund
163194	5/22/2019	PATIENT REFUND	24.15	Patient Refund
163216	5/22/2019	PATIENT REFUND	25.00	Patient Refund
163185	5/22/2019	PATIENT REFUND	12.97	Patient Refund
163186	5/22/2019	PATIENT REFUND	11.26	Patient Refund
163195	5/22/2019	PATIENT REFUND	144.95	Patient Refund
163098	5/22/2019	PATIENT REFUND	21.95	Patient Refund

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
5/31/19

163358	5/23/2019	PATIENT REFUND	5.00	Patient Refund
163359	5/23/2019	PATIENT REFUND	13.54	Patient Refund
163187	5/22/2019	PATIENT REFUND	74.29	Patient Refund
163188	5/22/2019	PATIENT REFUND	252.13	Patient Refund
163189	5/22/2019	PATIENT REFUND	177.57	Patient Refund
163496	5/30/2019	PATIENT REFUND	333.93	Patient Refund
163099	5/22/2019	PATIENT REFUND	23.37	Patient Refund
163176	5/22/2019	PATIENT REFUND	87.20	Patient Refund
163362	5/23/2019	PATIENT REFUND	300.00	Patient Refund
163364	5/23/2019	PATIENT REFUND	30.00	Patient Refund
163363	5/23/2019	PATIENT REFUND	116.00	Patient Refund
163497	5/30/2019	PATIENT REFUND	22.00	Patient Refund
163365	5/23/2019	PATIENT REFUND	338.67	Patient Refund
163177	5/22/2019	PATIENT REFUND	33.06	Patient Refund
163178	5/22/2019	PATIENT REFUND	68.86	Patient Refund
163179	5/22/2019	PATIENT REFUND	9.04	Patient Refund
163498	5/30/2019	PATIENT REFUND	40.00	Patient Refund
163499	5/30/2019	PATIENT REFUND	18.50	Patient Refund
163180	5/22/2019	PATIENT REFUND	68.66	Patient Refund
163181	5/22/2019	PATIENT REFUND	19.15	Patient Refund
163182	5/22/2019	PATIENT REFUND	8.65	Patient Refund
163183	5/22/2019	PATIENT REFUND	109.82	Patient Refund
163366	5/23/2019	PATIENT REFUND	164.00	Patient Refund
163367	5/23/2019	PATIENT REFUND	20.00	Patient Refund
163184	5/22/2019	PATIENT REFUND	25.00	Patient Refund
163062	5/22/2019	PATIENT REFUND	41.85	Patient Refund
163063	5/22/2019	PATIENT REFUND	100.00	Patient Refund
163100	5/22/2019	PATIENT REFUND	79.30	Patient Refund
163162	5/22/2019	PATIENT REFUND	90.00	Patient Refund
163101	5/22/2019	PATIENT REFUND	29.66	Patient Refund
163368	5/23/2019	PATIENT REFUND	495.60	Patient Refund
163092	5/22/2019	PATIENT REFUND	281.84	Patient Refund
163170	5/22/2019	PATIENT REFUND	93.80	Patient Refund
163171	5/22/2019	PATIENT REFUND	23.40	Patient Refund
163172	5/22/2019	PATIENT REFUND	12.01	Patient Refund
163173	5/22/2019	PATIENT REFUND	47.05	Patient Refund
163174	5/22/2019	PATIENT REFUND	20.00	Patient Refund
163175	5/22/2019	PATIENT REFUND	20.92	Patient Refund
163052	5/22/2019	PATIENT REFUND	623.38	Patient Refund
163102	5/22/2019	PATIENT REFUND	100.13	Patient Refund
163066	5/22/2019	PATIENT REFUND	81.07	Patient Refund
163067	5/22/2019	PATIENT REFUND	54.29	Patient Refund
163204	5/22/2019	PATIENT REFUND	57.00	Patient Refund
163500	5/30/2019	PATIENT REFUND	22.44	Patient Refund
163369	5/23/2019	PATIENT REFUND	20.00	Patient Refund
163370	5/23/2019	PATIENT REFUND	245.00	Patient Refund
163501	5/30/2019	PATIENT REFUND	56.15	Patient Refund
163103	5/22/2019	PATIENT REFUND	101.84	Patient Refund
163372	5/23/2019	PATIENT REFUND	18.60	Patient Refund
163371	5/23/2019	PATIENT REFUND	150.88	Patient Refund
163502	5/30/2019	PATIENT REFUND	14.70	Patient Refund
163104	5/22/2019	PATIENT REFUND	8.68	Patient Refund
163205	5/22/2019	PATIENT REFUND	18.55	Patient Refund
163503	5/30/2019	PATIENT REFUND	83.48	Patient Refund

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
5/31/19

163505	5/30/2019	PATIENT REFUND	80.00	Patient Refund
163504	5/30/2019	PATIENT REFUND	35.00	Patient Refund
163105	5/22/2019	PATIENT REFUND	41.80	Patient Refund
163506	5/30/2019	PATIENT REFUND	23.00	Patient Refund
163106	5/22/2019	PATIENT REFUND	67.85	Patient Refund
163373	5/23/2019	PATIENT REFUND	20.00	Patient Refund
163374	5/23/2019	PATIENT REFUND	14.77	Patient Refund
163107	5/22/2019	PATIENT REFUND	239.40	Patient Refund
163507	5/30/2019	PATIENT REFUND	40.00	Patient Refund
163108	5/22/2019	PATIENT REFUND	230.09	Patient Refund
163375	5/23/2019	PATIENT REFUND	149.00	Patient Refund
163508	5/30/2019	PATIENT REFUND	10.00	Patient Refund
163509	5/30/2019	PATIENT REFUND	27.40	Patient Refund
163109	5/22/2019	PATIENT REFUND	13.31	Patient Refund
163110	5/22/2019	PATIENT REFUND	77.90	Patient Refund
163069	5/22/2019	PATIENT REFUND	61.42	Patient Refund
163111	5/22/2019	PATIENT REFUND	200.00	Patient Refund
163376	5/23/2019	PATIENT REFUND	5.00	Patient Refund
163112	5/22/2019	PATIENT REFUND	50.00	Patient Refund
163377	5/23/2019	PATIENT REFUND	18.40	Patient Refund
163113	5/22/2019	PATIENT REFUND	44.18	Patient Refund
163114	5/22/2019	PATIENT REFUND	7.33	Patient Refund
163070	5/22/2019	PATIENT REFUND	25.83	Patient Refund
163115	5/22/2019	PATIENT REFUND	161.65	Patient Refund
163378	5/23/2019	PATIENT REFUND	40.00	Patient Refund
163494	5/30/2019	PATIENT REFUND	68.37	Patient Refund
163116	5/22/2019	PATIENT REFUND	45.25	Patient Refund
163071	5/22/2019	PATIENT REFUND	700.41	Patient Refund
163117	5/22/2019	PATIENT REFUND	180.12	Patient Refund
163118	5/22/2019	PATIENT REFUND	68.21	Patient Refund
163119	5/22/2019	PATIENT REFUND	220.00	Patient Refund
163120	5/22/2019	PATIENT REFUND	92.15	Patient Refund
163122	5/22/2019	PATIENT REFUND	27.75	Patient Refund
163123	5/22/2019	PATIENT REFUND	30.00	Patient Refund
163121	5/22/2019	PATIENT REFUND	49.60	Patient Refund
163124	5/22/2019	PATIENT REFUND	59.95	Patient Refund
163126	5/22/2019	PATIENT REFUND	343.71	Patient Refund
163147	5/22/2019	PATIENT REFUND	20.00	Patient Refund
163127	5/22/2019	PATIENT REFUND	212.86	Patient Refund
163128	5/22/2019	PATIENT REFUND	12.00	Patient Refund
163379	5/23/2019	PATIENT REFUND	9.00	Patient Refund
163380	5/23/2019	PATIENT REFUND	20.00	Patient Refund
163510	5/30/2019	PATIENT REFUND	10.00	Patient Refund
163129	5/22/2019	PATIENT REFUND	6.36	Patient Refund
163130	5/22/2019	PATIENT REFUND	39.04	Patient Refund
163073	5/22/2019	PATIENT REFUND	9.45	Patient Refund
163131	5/22/2019	PATIENT REFUND	6.69	Patient Refund
163381	5/23/2019	PATIENT REFUND	387.66	Patient Refund
163511	5/30/2019	PATIENT REFUND	60.00	Patient Refund
163132	5/22/2019	PATIENT REFUND	62.70	Patient Refund
163133	5/22/2019	PATIENT REFUND	14.40	Patient Refund
163134	5/22/2019	PATIENT REFUND	87.70	Patient Refund
163382	5/23/2019	PATIENT REFUND	20.00	Patient Refund
163383	5/23/2019	PATIENT REFUND	11.75	Patient Refund

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
5/31/19

163135	5/22/2019	PATIENT REFUND	223.30	Patient Refund
163136	5/22/2019	PATIENT REFUND	93.15	Patient Refund
163137	5/22/2019	PATIENT REFUND	175.75	Patient Refund
163384	5/23/2019	PATIENT REFUND	30.00	Patient Refund
163385	5/23/2019	PATIENT REFUND	40.00	Patient Refund
163138	5/22/2019	PATIENT REFUND	35.91	Patient Refund
163139	5/22/2019	PATIENT REFUND	104.47	Patient Refund
163140	5/22/2019	PATIENT REFUND	123.65	Patient Refund
163386	5/23/2019	PATIENT REFUND	99.00	Patient Refund
163141	5/22/2019	PATIENT REFUND	233.00	Patient Refund
163142	5/22/2019	PATIENT REFUND	330.68	Patient Refund
163387	5/23/2019	PATIENT REFUND	20.00	Patient Refund
163512	5/30/2019	PATIENT REFUND	10.00	Patient Refund
163388	5/23/2019	PATIENT REFUND	32.00	Patient Refund
163143	5/22/2019	PATIENT REFUND	16.00	Patient Refund
163075	5/22/2019	PATIENT REFUND	300.00	Patient Refund
163513	5/30/2019	PATIENT REFUND	80.00	Patient Refund
163144	5/22/2019	PATIENT REFUND	105.90	Patient Refund
163145	5/22/2019	PATIENT REFUND	212.48	Patient Refund
163514	5/30/2019	PATIENT REFUND	23.66	Patient Refund
163515	5/30/2019	PATIENT REFUND	50.00	Patient Refund
163077	5/22/2019	PATIENT REFUND	100.00	Patient Refund
163516	5/30/2019	PATIENT REFUND	40.00	Patient Refund
163146	5/22/2019	PATIENT REFUND	104.05	Patient Refund
163517	5/30/2019	PATIENT REFUND	40.00	Patient Refund
163518	5/30/2019	PATIENT REFUND	20.00	Patient Refund
163389	5/23/2019	PATIENT REFUND	20.00	Patient Refund
163148	5/22/2019	PATIENT REFUND	44.21	Patient Refund
163519	5/30/2019	PATIENT REFUND	264.20	Patient Refund
163149	5/22/2019	PATIENT REFUND	88.19	Patient Refund
163125	5/22/2019	PATIENT REFUND	44.71	Patient Refund
163150	5/22/2019	PATIENT REFUND	35.91	Patient Refund
163390	5/23/2019	PATIENT REFUND	20.00	Patient Refund
163151	5/22/2019	PATIENT REFUND	21.46	Patient Refund
163152	5/22/2019	PATIENT REFUND	9.95	Patient Refund
163153	5/22/2019	PATIENT REFUND	37.54	Patient Refund
163154	5/22/2019	PATIENT REFUND	11.17	Patient Refund
163520	5/30/2019	PATIENT REFUND	35.00	Patient Refund
163082	5/22/2019	PATIENT REFUND	121.60	Patient Refund
163521	5/30/2019	PATIENT REFUND	34.00	Patient Refund
163391	5/23/2019	PATIENT REFUND	30.00	Patient Refund
163155	5/22/2019	PATIENT REFUND	177.77	Patient Refund
163156	5/22/2019	PATIENT REFUND	76.10	Patient Refund
163083	5/22/2019	PATIENT REFUND	43.31	Patient Refund
163203	5/22/2019	PATIENT REFUND	207.00	Patient Refund
163392	5/23/2019	PATIENT REFUND	12.77	Patient Refund
163157	5/22/2019	PATIENT REFUND	100.00	Patient Refund
163522	5/30/2019	PATIENT REFUND	20.00	Patient Refund
163393	5/23/2019	PATIENT REFUND	40.00	Patient Refund
163523	5/30/2019	PATIENT REFUND	20.26	Patient Refund
163524	5/30/2019	PATIENT REFUND	28.00	Patient Refund
163158	5/22/2019	PATIENT REFUND	151.99	Patient Refund
163201	5/22/2019	PATIENT REFUND	75.00	Patient Refund
163159	5/22/2019	PATIENT REFUND	35.78	Patient Refund

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
5/31/19

163160	5/22/2019	PATIENT REFUND	53.91	Patient Refund
163161	5/22/2019	PATIENT REFUND	13.78	Patient Refund
163525	5/30/2019	PATIENT REFUND	19.20	Patient Refund
163084	5/22/2019	PATIENT REFUND	125.00	Patient Refund
163085	5/22/2019	PATIENT REFUND	8.54	Patient Refund
163163	5/22/2019	PATIENT REFUND	5.59	Patient Refund
163164	5/22/2019	PATIENT REFUND	25.00	Patient Refund
163165	5/22/2019	PATIENT REFUND	239.41	Patient Refund
163086	5/22/2019	PATIENT REFUND	1,865.34	Patient Refund
163166	5/22/2019	PATIENT REFUND	546.70	Patient Refund
163395	5/23/2019	PATIENT REFUND	40.00	Patient Refund
163088	5/22/2019	PATIENT REFUND	39.76	Patient Refund
163167	5/22/2019	PATIENT REFUND	129.39	Patient Refund
163396	5/23/2019	PATIENT REFUND	28.50	Patient Refund
163397	5/23/2019	PATIENT REFUND	200.00	Patient Refund
163168	5/22/2019	PATIENT REFUND	14.55	Patient Refund
163169	5/22/2019	PATIENT REFUND	27.00	Patient Refund
163360	5/23/2019	PATIENT REFUND	395.00	Patient Refund
162767	5/2/2019	UNITED WAY OF SWEETWATER COUNTY	384.92	Payroll Deduction
162887	5/8/2019	UNITED WAY OF SWEETWATER COUNTY	570.00	Payroll Deduction
163035	5/15/2019	UNITED WAY OF SWEETWATER COUNTY	399.92	Payroll Deduction
162707	5/2/2019	FAMILY SUPPORT REGISTRY	496.14	Payroll Garnishment
162756	5/2/2019	STATE OF WYOMING DFS/CSES	1,797.12	Payroll Garnishment
162759	5/2/2019	SWEETWATER CIRCUIT COURT	776.69	Payroll Garnishment
162957	5/15/2019	FAMILY SUPPORT REGISTRY	403.84	Payroll Garnishment
163023	5/15/2019	STATE OF WYOMING DFS/CSES	1,797.12	Payroll Garnishment
163028	5/15/2019	SWEETWATER CIRCUIT COURT	605.03	Payroll Garnishment
163400	5/29/2019	FAMILY SUPPORT REGISTRY	403.84	Payroll Garnishment
163402	5/29/2019	STATE OF WYOMING DFS/CSES	1,797.12	Payroll Garnishment
163403	5/29/2019	SWEETWATER CIRCUIT COURT	248.47	Payroll Garnishment
W/T	5/14/2019	PAYROLL 10	1,300,000.00	Payroll Transfer
W/T	5/24/2019	PAYROLL 11	1,300,000.00	Payroll Transfer
162990	5/15/2019	MHSC - PETTY CASH	9.85	Petty Cash
162797	5/8/2019	CARDINAL HEALTH PHARMACY MGMT	14,828.41	Pharmacy Management
162934	5/15/2019	CARDINAL HEALTH PHARMACY MGMT	718,940.87	Pharmacy Management
163235	5/23/2019	CARDINAL HEALTH PHARMACY MGMT	202.60	Pharmacy Management
163218	5/23/2019	DR. ALICIA GRAY	3,000.00	Physician Recruitment
162972	5/15/2019	JACKIE LINDSEY	15,000.00	Physician Recruitment
162782	5/8/2019	ADVANCED MEDICAL IMAGING, LLC	31,600.00	Physician Services
162835	5/8/2019	JOHN A. ILIYA, M.D.	15,750.00	Physician Services
162748	5/2/2019	ROCK SPRINGS FAMILY PRACTICE	5,769.23	Physician Services
162866	5/8/2019	ROCK SPRINGS MY PLACE, LLC	2,774.40	Physician Services
162798	5/8/2019	SWEETWATER PEDIATRICS	7,833.42	Physician Services
162978	5/15/2019	LOCUM TENENS.COM	41,075.68	Physician Services
163011	5/15/2019	ROCK SPRINGS FAMILY PRACTICE	5,769.23	Physician Services
163036	5/15/2019	UNIVERSITY OF UTAH DIVISION OF CARDIOVASCULAR MEDICINE	98.85	Physician Services
163469	5/30/2019	ROCK SPRINGS FAMILY PRACTICE	5,769.23	Physician Services
163332	5/23/2019	THE SLEEP SPECIALISTS	10,750.00	Physician Services
163340	5/23/2019	UNIVERSITY OF UTAH HEALTH CARE	87,616.67	Physician Services
162768	5/2/2019	US DEPARTMENT OF EDUCATION	156.90	Physician Student Loan
163038	5/15/2019	US DEPARTMENT OF EDUCATION	147.19	Physician Student Loan
163250	5/23/2019	DEPARTMENT OF EDUCATION	3,861.44	Physician Student Loan
163251	5/23/2019	DISCOVER STUDENT LOANS	519.64	Physician Student Loan
163253	5/23/2019	DRB EDUCATION FINANCE	5,833.33	Physician Student Loan

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
5/31/19

163261	5/23/2019	FEDLOAN SERVICING	11,712.49	Physician Student Loan
163266	5/23/2019	GREAT LAKES	11,225.00	Physician Student Loan
163295	5/23/2019	NAVIENT	1,147.03	Physician Student Loan
163296	5/23/2019	NAVIENT	1,500.00	Physician Student Loan
163297	5/23/2019	NELNET LOAN SERVICES, INC	719.89	Physician Student Loan
163278	5/23/2019	DR. JACQUES DENKER	6,498.33	Physician Student Loan
162992	5/15/2019	MILE HIGH MOBILE PET	8,920.00	Professional Service
163018	5/15/2019	STANDARD AND POOR'S	7,000.00	Professional Service
163223	5/23/2019	ALLTIME TAXI & TRANSPORTATION SERVICE	230.00	Professional Service
163258	5/23/2019	CE BROKER	263.58	Professional Service
163241	5/23/2019	CLEANIQUE PROFESSIONAL SERVICES	3,900.00	Professional Service
163284	5/23/2019	KONICA MINOLTA MEDICAL IMAGING USA, INC	486.00	Professional Service
163294	5/23/2019	MOUNTAIN STATES MEDICAL PHYSICS	7,060.63	Professional Service
163344	5/23/2019	VERISYS INC.	51.00	Professional Service
163348	5/23/2019	WYOMING DEPARTMENT OF HEALTH	81.00	Professional Service
EFT000000004831	5/9/2019	SWEETWATER MEDICS LLC	4,050.00	Professional Service
EFT000000004878	5/23/2019	WESTERN STAR COMMUNICATIONS	780.90	Professional Service
163318	5/23/2019	DR. SIGSBEE DUCK	35,000.00	Quarterly Non Compete
163311	5/23/2019	RADIATION DETECTION COMPANY	418.25	Radiation Monitoring
EFT000000004847	5/16/2019	LANDAUER INC	300.82	Radiation Monitoring
162776	5/2/2019	BRACCO DIAGNOSTICS INC	1,728.97	Radiology Material
162805	5/8/2019	CURIUM US LLC	346.92	Radiology Material
162840	5/8/2019	LABELMATCH	89.95	Radiology Material
162929	5/15/2019	BRACCO DIAGNOSTICS INC	754.48	Radiology Material
162949	5/15/2019	CURIUM US LLC	346.92	Radiology Material
163231	5/23/2019	BRACCO DIAGNOSTICS INC	556.84	Radiology Material
163274	5/23/2019	INTERMOUNTAIN RADIOPHARMACY - UNIVERSITY OF UTAH	100.00	Radiology Material
EFT000000004819	5/2/2019	PHARMALUCENCE, INC	2,325.00	Radiology Material
EFT000000004848	5/16/2019	LANTHEUS MEDICAL IMAGING, INC	1,069.86	Radiology Material
EFT000000004851	5/16/2019	PHARMALUCENCE, INC	1,025.00	Radiology Material
EFT000000004890	5/30/2019	LANTHEUS MEDICAL IMAGING, INC	3,330.13	Radiology Material
163467	5/30/2019	RADIATION PRODUCTS DESIGN, INC	534.00	Radiology Supplies
162930	5/15/2019	BRIANNE CROFTS	350.00	Reimbursement - CME
162991	5/15/2019	DR MICHAEL BOWERS	240.00	Reimbursement - CME
163015	5/15/2019	DR SAMER KATTAN	335.00	Reimbursement - CME
162921	5/15/2019	DR. BANU SYMINGTON	2,504.27	Reimbursement - CME
162927	5/15/2019	DR. BENJAMIN JENSEN	4,026.44	Reimbursement - CME
162950	5/15/2019	DR. DAVID DANSIE	698.00	Reimbursement - CME
162974	5/15/2019	DR. LAWRENCE LAURIDSEN	1,296.19	Reimbursement - CME
163003	5/15/2019	DR. PREETPAL GREWAL	320.00	Reimbursement - CME
163017	5/15/2019	DR. SIGSBEE DUCK	2,151.04	Reimbursement - CME
163044	5/15/2019	DR. WILLIAM SARETTE	1,975.00	Reimbursement - CME
163021	5/15/2019	STARLA LEETE	5,000.00	Reimbursement - CME
163427	5/30/2019	DR. DAVID DANSIE	878.00	Reimbursement - CME
162845	5/8/2019	MARY TYLER	55.81	Reimbursement - Education & Travel
162679	5/2/2019	ALIJA ORR	2,649.63	Reimbursement - Education & Travel
162681	5/2/2019	AMBER FISK	183.60	Reimbursement - Education & Travel
162786	5/8/2019	AMBER FISK	784.65	Reimbursement - Education & Travel
162787	5/8/2019	AMBER TYHURST	51.00	Reimbursement - Education & Travel
162790	5/8/2019	BARBARA SOWADA	161.65	Reimbursement - Education & Travel
162693	5/2/2019	CASEY CHRISTIANSEN	2,019.84	Reimbursement - Education & Travel
162704	5/2/2019	DEBORAH DEFAUW	75.00	Reimbursement - Education & Travel
162726	5/2/2019	ISRAEL STEWART, DO	641.30	Reimbursement - Education & Travel
162727	5/2/2019	KARA JACKSON	2,759.97	Reimbursement - Education & Travel

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
5/31/19

162838	5/8/2019	KARISSA CORLEY	33.05	Reimbursement - Education & Travel
162858	5/8/2019	PHILIP FLAKE	73.44	Reimbursement - Education & Travel
162863	5/8/2019	ROB FAIR	214.20	Reimbursement - Education & Travel
162864	5/8/2019	ROBIN SNOWBERGER	546.54	Reimbursement - Education & Travel
162876	5/8/2019	SUZAN CAMPBELL	204.00	Reimbursement - Education & Travel
162762	5/2/2019	TARYN DUKE	178.05	Reimbursement - Education & Travel
162938	5/15/2019	CINDY NELSON	806.70	Reimbursement - Education & Travel
162986	5/15/2019	MEGAN TOZZI	352.89	Reimbursement - Education & Travel
163000	5/15/2019	PATTY O'LEXY	115.77	Reimbursement - Education & Travel
163031	5/15/2019	TASHA HARRIS	75.00	Reimbursement - Education & Travel
163421	5/30/2019	CONNIE FIELDS	721.08	Reimbursement - Education & Travel
163424	5/30/2019	COREY WORDEN	230.00	Reimbursement - Education & Travel
163249	5/23/2019	DEBORAH DEFAUW	96.70	Reimbursement - Education & Travel
163447	5/30/2019	DR. JACOB JOHNSON	1,237.26	Reimbursement - Education & Travel
163450	5/30/2019	DR. JOSHUA BINKS	530.45	Reimbursement - Education & Travel
163265	5/23/2019	GERRY JOHNSTON	283.56	Reimbursement - Education & Travel
163275	5/23/2019	IRENE BREWER	238.35	Reimbursement - Education & Travel
163448	5/30/2019	JAMIE WEBB	246.91	Reimbursement - Education & Travel
163449	5/30/2019	JESSICA ICE	275.00	Reimbursement - Education & Travel
163280	5/23/2019	KALPANA POKHREL	41.91	Reimbursement - Education & Travel
163047	5/20/2019	KELLY SUGIHARA	1,440.35	Reimbursement - Education & Travel
163283	5/23/2019	KERRY DOWNS	101.21	Reimbursement - Education & Travel
163452	5/30/2019	MARIANNE SANDERS	200.00	Reimbursement - Education & Travel
163458	5/30/2019	MEGAN TOZZI	67.30	Reimbursement - Education & Travel
163315	5/23/2019	ROB FAIR	214.20	Reimbursement - Education & Travel
163326	5/23/2019	STEVIE NOSICH	919.52	Reimbursement - Education & Travel
163477	5/30/2019	SUE BAKER	223.03	Reimbursement - Education & Travel
163484	5/30/2019	TIFFANY URANKER	522.79	Reimbursement - Education & Travel
163426	5/30/2019	DANIELLE TURNER	261.07	Reimbursement - Education & Travel
163032	5/15/2019	TIFFANY MARSHALL	95.58	Reimbursement - Food
163225	5/23/2019	AMY MAGANA	14.59	Reimbursement - Food
162836	5/8/2019	JOSEPH J. OLIVER, M.D.	681.77	Reimbursement - Insurance Premiums
162841	5/8/2019	LAURIE STOCKS	592.87	Reimbursement - Non Hospital Supplies
162844	5/8/2019	MARY FISCHER	849.98	Reimbursement - Non Hospital Supplies
162973	5/15/2019	JOY OHNSTAD	21.00	Reimbursement - Non Hospital Supplies
163415	5/30/2019	CAROL J. MACKIE	49.99	Reimbursement - Other Purchased Services
W/T	5/15/2019	ABG 5/2/19	152,052.09	Retirement
W/T	5/29/2019	ABG 5/29/19	151,127.86	Retirement
W/T	5/1/2019	ABG 5/1/19	149,157.33	Retirement
163322	5/23/2019	STATE OF WYO.DEPT.OF REVENUE	1,771.69	Sales Tax Payment
W/T	5/24/2019	HUNTINGTON BANK	10,000.00	Settlement
163349	5/23/2019	ZOHO CORPORATION	1,795.00	Software
162811	5/8/2019	FLAMING GORGE DAYS, INC.	5,000.00	Sponsorship
162865	5/8/2019	ROCK SPRINGS RENEWAL FUND	200.00	Sponsorship
162779	5/2/2019	SWEETWATER EVENTS COMPLEX	3,600.00	Sponsorship
162794	5/8/2019	BSA TROOP 4	240.00	Sponsorship
162749	5/2/2019	CLASS OF 2019 PARENT COMMITTEE	200.00	Sponsorship
162912	5/9/2019	VITALANT	500.00	Sponsorship
162717	5/2/2019	WOLVES BOOSTER CLUB	500.00	Sponsorship
163410	5/30/2019	BOYS & GIRLS CLUB OF SWEETWATER COUNTY	800.00	Sponsorship
163465	5/30/2019	PMS SCREEN PRINTING	416.00	Sponsorship
162849	5/8/2019	MOBILE INSTRUMENT SERVICE	1,014.79	Surgery Equipment
162678	5/2/2019	ALI MED INC	279.87	Surgery Supplies
162784	5/8/2019	ALI MED INC	102.92	Surgery Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
5/31/19

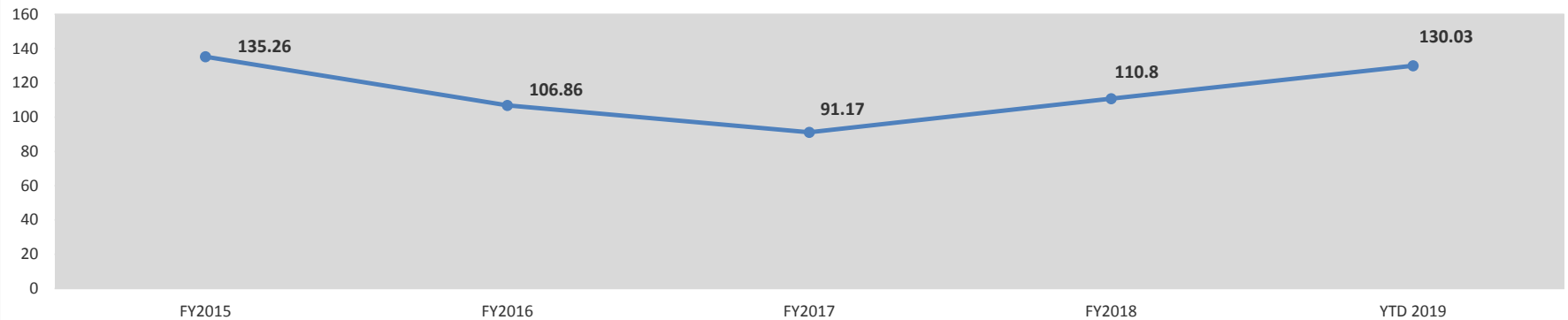
162802	5/8/2019	CONMED LINVATEC	.31.50	Surgery Supplies
162804	5/8/2019	COVIDIEN SALES LLC, DBA GIVEN IMAGING	250.00	Surgery Supplies
162832	5/8/2019	INTEGRA SURGICAL	101.81	Surgery Supplies
162728	5/2/2019	KEY SURGICAL INC	70.00	Surgery Supplies
162851	5/8/2019	NANOSONICS, INC	518.00	Surgery Supplies
162753	5/2/2019	SMITH & NEPHEW ENDOSCOPY INC	732.00	Surgery Supplies
162869	5/8/2019	SMITH & NEPHEW ENDOSCOPY INC	577.32	Surgery Supplies
162758	5/2/2019	STRYKER ENDOSCOPY	1,081.20	Surgery Supplies
162760	5/2/2019	SYNTHES LTD	4,230.16	Surgery Supplies
162917	5/15/2019	ALI MED INC	198.59	Surgery Supplies
162946	5/15/2019	COVIDIEN SALES LLC, DBA GIVEN IMAGING	4,000.00	Surgery Supplies
163029	5/15/2019	SYNTHES LTD	1,275.12	Surgery Supplies
163219	5/23/2019	ALI MED INC	254.29	Surgery Supplies
163423	5/30/2019	COOPER SURGICAL	602.91	Surgery Supplies
163425	5/30/2019	COVIDIEN SALES LLC, DBA GIVEN IMAGING	500.00	Surgery Supplies
163470	5/30/2019	SMITH & NEPHEW ENDOSCOPY INC	680.95	Surgery Supplies
163327	5/23/2019	STRYKER ENDOSCOPY	1,081.20	Surgery Supplies
163475	5/30/2019	STRYKER ENDOSCOPY	1,356.80	Surgery Supplies
163481	5/30/2019	SYNTHES LTD	4,542.56	Surgery Supplies
EFT000000004809	5/2/2019	COOPER SURGICAL	825.80	Surgery Supplies
EFT000000004843	5/16/2019	COOPER SURGICAL	635.03	Surgery Supplies
EFT000000004865	5/23/2019	COOPER SURGICAL	129.92	Surgery Supplies
EFT000000004885	5/30/2019	COOPER SURGICAL	512.89	Surgery Supplies
163466	5/30/2019	PROFESSIONAL RESEARCH CONSULTANTS	6,437.50	Surveys
162936	5/15/2019	CSG, LLC	3,470.17	Transcription Services
162831	5/8/2019	INSYNC	13.60	Translation Services
162771	5/2/2019	WYOMING WORK WAREHOUSE	94.99	Uniforms
162785	5/8/2019	ALL WEST COMMUNICATIONS	3,978.05	Utilities
162775	5/2/2019	AT&T	6,406.67	Utilities
162788	5/8/2019	AT&T	83.12	Utilities
163006	5/15/2019	CENTURY LINK	1,435.74	Utilities
163005	5/15/2019	DOMINION ENERGY WYOMING	84.01	Utilities
162955	5/15/2019	ENVIRO CARE INC.	1,866.24	Utilities
163010	5/15/2019	ROCK SPRINGS MUNICIPAL UTILITY	12,504.01	Utilities
163012	5/15/2019	ROCKY MOUNTAIN POWER	36,598.85	Utilities
163310	5/23/2019	CENTURY LINK	3,698.75	Utilities
163252	5/23/2019	DISH NETWORK LLC	65.48	Utilities
163309	5/23/2019	DOMINION ENERGY WYOMING	18,962.86	Utilities
163347	5/23/2019	WHITE MOUNTAIN WATER & SEWER DISTRICT	57.50	Utilities
163325	5/23/2019	STERICYCLE, INC.	1,291.60	Waste Disposal
			7,041,191.77	

19 INVESTMENT SUMMARY 05-31-19

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
INVESTMENT SUMMARY AND CASH ON HAND REPORT
05/31/19**

	FINANCIAL		INTEREST					
	INSTITUTION	TYPE	RATE	6/30/2015	6/30/2016	6/30/2017	6/30/2018	3/31/2019
	BANK OF WEST	Money Market	0.300%					306
	UINTA BANK	Money Market	2.207%					1,008,703
	KEYBANK	US Govt Bonds	1.547%					7,161,241
	MBS	US Govt Bonds, CD's	2.341%					5,880,339
	WELLS FARGO	CD's	3.080%					1,524,759
	WYOSTAR - Board Funded Depreciation	US Govt Bonds	2.305%					4,736,425
	WYOSTAR - Boice Fund	US Govt Bonds	2.107%					41
	WYOSTAR - Lifeline Fund	US Govt Bonds	2.107%					108,672
TOTAL				21,459,601	17,950,252	16,986,416	17,079,273	20,420,485
	Operating Cash							5,711,934
	Plant and Building Cash							9,472
	Foundation Unrestricted Cash							2,603,905
	TOTAL FOR "DAYS CASH ON HAND"							28,745,796

DAYS OF CASH ON HAND



Building and Grounds-June

BUILDING AND GROUNDS COMMITTEE
Memorial Hospital of Sweetwater County
5/21/2019

Voting Board Committee Members Present: Ed Tardoni, Barbara Sowada

Voting Staff Committee Members Present: Jim Horan, Tami Love

Non-Voting Committee Members Present: Gerry Johnston

Invited Guests: Leslie Taylor

Minutes taken by: Jim Horan

Location: Classroom 1

Time Started: 3:30PM

TOPIC	DISCUSSION	RESPONSIBLE	ACTION	TIMELINE
Review Minutes	None	E. Tardoni	Approved	None
Maintenance Metric #1, Number of open W/O?	162	J. Horan	Continue to report each month. Send metric to committee members as soon as possible.	Report each meeting
Maintenance Metric #2, Number of open W/O > 30 days?	> 30 days = 134 ≤ 30 days = 28	J. Horan	Continue to report each month. Send metric to committee members as soon as possible.	Report each meeting
Maintenance Metric #3, Amount of OT for the month?	Slight amount for call-back	J. Horan	Continue to report each month	Report each meeting
Maintenance Metric #4, Over/ under budget for the month?	Close to budget	J. Horan	Continue to report each month	Report each meeting
Laundry upgrade	Clean laundry room to be created within existing laundry area.	J. Horan	Expect to start in late summer	Review next Meeting
Itemized Maintenance projects.	1. Collapsing retaining wall. Change order for concrete pad instead of asphalt by auxiliary oxygen connection. 2. HVAC Coil Replacement	J. Horan	1. Project slightly delayed (change order/ weather) Completion early June. 2. Completed with no issues.	1. Review next meeting. 2. Noted
Utility systems upgrades	Conference-phone conversation with ST&B regarding progress. Suggested presentation before full Board. Time TBD.	J. Horan	E. Tardoni to determine Board's pleasure regarding Engineer presentation to full board. E. Tardoni to notify J. Horan who will orchestrate with ST&B.	Review next meeting.
LED parking lot lighting	Light fixtures have arrived. Installation to be completed May 27-30	J. Horan	Noted	Review next meeting
PP presentation	Photos of various projects	J. Horan	Noted	None

Time Adjourned: 4:30P

Next Meeting: May 21, 2019 3:30P-4:30P

Respectfully Submitted: Jim Horan

IT Report fo Finance June 2019

Finance and Audit Committee

IT report

June 2019

Rich Tyler

1. Continuing work on auditing software implementation. This project will be ongoing for a while as we continue to add all of our software packages to the auditing software.
2. Continuing working with the Cancer Center team and Pharmacy team to implement the new Looking Glass software. Also working to implement Varian Aria for the medical oncology department. Possible go-live in June 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 printer consolidation project to reduce costs.
5. Continuing work on the new Muse software project. We are hoping to go live in the next few weeks after training.
6. Currently working with the Utah HIE (Health Information Exchange) to upgrade our DIRECT send messaging system we use to send clinical documents to other health facilities securely. Progress was made and we have successfully send messages in our development environment.
7. Currently recruiting for an open help desk analyst position in the IT department.
8. Starting the planning phase of our Quadramed QCPR migration from independent hardware in an AIX environment to virtual hardware utilizing Red Hat Linux.
9. Cleaning up old cabling in our data center and facility wide network closets.

IT News / Topics:

1. Recently a hospital in Georgia mailed letters to 10,970 patients to alert them that their personal health information may have been exposed. One of the hospital's third party vendors was affected by a cyberattack.
2. A hospital in Greeley Colorado recently implemented a chatbot service for patients visiting its emergency room. ER patients who opt into the service receive a text message on their smartphone, which allows them to interact with the chatbot. When asked a question, such as when lab or imaging results will be available, the service pulls information from the patients EHR to provide answers in real time.
3. A recent survey was done on 15,000 people in 15 countries regarding their opinion on EHRs impact on healthcare. 82% of patients who have access to the electronic health record said they have a greater personal experience with their providers.
4. A new model of delivering healthcare in Jackson is coming to light. Jackson Hole Direct Primary Care is Jackson's first direct care practice. It is membership based and patients pay a monthly fee. The fee covers most primary care services, no matter how frequently they are required. Unlimited office visits, home visits, telemedicine visits. They do not accept insurance.

Title 25 County Voucher

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

Vouchers Submitted by MHSC at agreed discounted rate

July 201	25,233.00
August 201	19,000.15
September 201	1,555.00
October 201	22,530.05
November 201	1,391.00
January 2019	3,521.00
February 2019	3,339.91
April 2019	2,531.00
June 2019	59,032.00

County Requested Total Vouchers Submitted

205,955.00

Total Vouchers Submitted FY 2019

205,955.00

Less: Total Approved by County and Received by MHSC FY 2019

201,532.53

Total Vouchers Pending Approval by County

4,422.47

FY19 Title 25 Fund Budget from Sweetwater County

33,500.00

Funds Received From Sweetwater County

201,532.53

FY19 Title 25 Fund Budget Remaining

13,000.00

Total Budgeted Vouchers Pending Submittal to County

0.00

FY19 Maintenance Fund Budget from Sweetwater County

10,352.00

County Maintenance FY19 - July

13,120.20

County Maintenance FY19 - August

51.01

County Maintenance FY19 - September

2,111.10

County Maintenance FY19 - October

2,111.05

County Maintenance FY19 - November

23,290.00

County Maintenance FY19 - December

59,200.00

County Maintenance FY19 - January

105,30.00

Retaining Wall FY19 - February

29,093.30

County Maintenance FY19 - May

310,192.00

County Maintenance FY19 - Capital project assistance

15,500.29

10,352.00

FY19 Maintenance Fund Budget Remaining

0.00

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

Tuesday – June 26, 2019

Board Committee Members

**Ed Tardoni - *Chairman*
Barbara Sowada**

Voting Members

**Irene Richardson
Jim Horan
Tami Love**

Non Voting Members

**Gerry Johnson – *Facilities*
Stevie Nosich – *Facilities*
Leslie Taylor – *Clinic*
Jeff Smith – *Sweetwater County Commissioner***

Agenda

- 1. Approve May 21, 2019 Minutes**
- 2. Metrics Report**
- 3. Project(s) Review**
 - A. Old Business**
 - B. New Business**
- 4. Meeting Schedule**

BUILDING AND GROUNDS COMMITTEE
Memorial Hospital of Sweetwater County
5/21/2019

Voting Board Committee Members Present: Ed Tardoni, Barbara Sowada

Voting Staff Committee Members Present: Jim Horan, Tami Love

Non-Voting Committee Members Present: Gerry Johnston

Invited Guests: Leslie Taylor

Minutes taken by: Jim Horan

Location: Classroom 1

Time Started: 3:30PM

TOPIC	DISCUSSION	RESPONSIBLE	ACTION	TIMELINE
Review Minutes	None	E. Tardoni	Approved	None
Maintenance Metric #1, Number of open W/O?	162	J. Horan	Continue to report each month. Send metric to committee members as soon as possible.	Report each meeting
Maintenance Metric #2, Number of open W/O > 30 days?	> 30 days = 134 ≤ 30 days = 28	J. Horan	Continue to report each month. Send metric to committee members as soon as possible.	Report each meeting
Maintenance Metric #3, Amount of OT for the month?	Slight amount for call-back	J. Horan	Continue to report each month	Report each meeting
Maintenance Metric #4, Over/ under budget for the month?	Close to budget	J. Horan	Continue to report each month	Report each meeting
Laundry upgrade	Clean laundry room to be created within existing laundry area.	J. Horan	Expect to start in late summer	Review next Meeting
Itemized Maintenance projects.	1. Collapsing retaining wall. Change order for concrete pad instead of asphalt by auxiliary oxygen connection. 2. HVAC Coil Replacement	J. Horan	1. Project slightly delayed (change order/ weather) Completion early June. 2. Completed with no issues.	1. Review next meeting. 2. Noted
Utility systems upgrades	Conference-phone conversation with ST&B regarding progress. Suggested presentation before full Board. Time TBD.	J. Horan	E. Tardoni to determine Board's pleasure regarding Engineer presentation to full board. E. Tardoni to notify J. Horan who will orchestrate with ST&B.	Review next meeting.
LED parking lot lighting	Light fixtures have arrived. Installation to be completed May 27-30	J. Horan	Noted	Review next meeting
PP presentation	Photos of various projects	J. Horan	Noted	None
Time Adjourned: 4:30P				
Next Meeting: May 21, 2019 3:30P-4:30P				
Respectfully Submitted: Jim Horan				

Agenda
Board Compliance Committee
June 26, 2019

1:05 pm	Call to Order	B Sowada
1:10 pm	Approve Agenda	B Sowada
1:15 pm	Approve Minutes of May 22, 2019	B Sowada
1:20 pm	Old Business	
	a. Risk Assessment Update	C Radakovich
	b. Fair Warning Software	C Radakovich
1:35 pm	New Business	
	a. No Compliance Report	
	b. OSHA Survey	C Radakovich
	c. Gift Update	C Radakovich
2:00 pm	Adjourn	B Sowada

Contract Check List

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

1. Name of Contract: **HOLOGIC EQUIPMENT AND SUPPLY PURCHASE**
2. Purpose of contract, including scope and description: **Purchasing THINPREP 2000 processor, refurbished and the supplies for the processor.**
 - a. This analyzer aids in the preparation of smears made from fluid to diagnose disease states including cancer or infections. The pathologist will be able to look at smears prepared on this analyzer to detect microscopic cytological changes in cells which are exfoliated and captured by fluid extraction from body cavity, brushings, washings, urine or fine needle aspirations. Most often, these are urine specimens submitted for cytology by the Urology department.
 - b. Our laboratory performs about 300 non-gyn cytologies per year. The purchase of this analyzer will enable us to automate a manual process, optimizing department work flow and performance, improve specimen adequacy and keep this testing in house. Without the automation, the current manual method is not meeting the expectations of the Medical Director.
 - c. The manual system currently in place increases the chance of cross contamination between specimens and or loss of specimen. To minimize contamination, currently stain is filtered after each specimen, a time consuming, laborious process. This analyzer is single sample processing, reducing the risk of errors.

The \$5500.00 service agreement fee will assist with any field service engineer visits and preventative maintenance requirements. When the analyzer is down and in need of service this fee ensures the maximum paid per year for those services. Without it, we are at risk for going over

that amount on any given visit (they will charge time, travel costs and parts).

3. Effective Date: **on or before 8/14/2019 date signed by MHSC**

4. Expiration Date: **60 month for supplies. For purchased equipment it completed when we receive the equipment.**

5. Termination provisions: **after initial term of 60 months can terminate with 90 days written notice before end of the then current year. Is this auto-renew? Yes annually after 60 months.**

6. Monetary cost of the contract: **\$32,000.00 for Thinprep 2000 processor refurbished. \$5500.00 on site service. Supply costs are \$1320 per year. Page 1 of supply program attachment Committed to purchase 3 kits with 100 filters per kit for total of 300 filters. 1 box \$440.00 x 3=\$1320.00 We currently spend a similar amount in consumables with the current manual process. TOTAL COST FOR PROCESSOR \$32000.00 + \$5500.00 for annual on-site service and at least \$1320.00 in filters per year.**

Budgeted? **YES**

7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **NO**

8. Any confidentiality provisions? **Yes as to the terms of the agreement**

9. Indemnification clause present? **NO**

10. Is this contract appropriate for other bids? **Yes, the other bid came in at approximately \$85,000.**

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



Equipment Purchase Attachment

Customer Name ("CUSTOMER")	Customer Number	Purchase Order Number
MEMORIAL HOSPITAL OF SWEETWATER COUNTY	72104	
Contact Name	Contact Phone Number	Contact Email
Mary Fischer	307-352-8364	mfischer@sweetwatermemorial.com
Bill To Address	Ship To Address	Hologic Representative
MEMORIAL HOSPITAL OF SWEETWATER COUNTY PO BOX 1359 ROCK SPRINGS, WY US 82902-1359	MEMORIAL HOSPITAL OF SWEETWATER COUNTY 1200 COLLEGE DR ROCK SPRINGS, WY US 82901	James Goodwin 303-887-5455 james.goodwin@hologic.com

This Equipment Purchase Attachment ("Attachment") by and between Hologic (MA), LLC. ("Hologic"), and Customer (as defined above) (collectively, the "Parties") is effective as of the date of full execution by the Parties (the "Effective Date") and is executed in connection with that certain Sale Agreement dated _____ between Hologic, Inc. and Customer ("Sale Agreement") (this Attachment and the Sale Agreement are collectively referred to herein as the "Agreement"). To the extent not modified by this Attachment, the terms and conditions of the Sale Agreement are incorporated herein in full as if fully stated herein. Any capitalized terms contained in the Sale Agreement and not defined herein shall take the meaning as defined in the Sale Agreement. Customer agrees to purchase the Equipment listed below in the quantity and at the price stated.

Equipment

Product #	Description	Unit Price	Serial Number	Quantity to Ship
PRD-04184	FINAL ASSEMBLY, THINPREP 2000 PROCESSOR, REFURBISHED	\$32,000.00	TBD	1
T2000 ON SITE	T2000 ON SITE SERVICE	\$5,500.00		0

Additional Terms:

- Applicable approximate shipping and handling charges for the Equipment and components are not included in the quote and will be applied to the invoice

Accepted and agreed to:

Customer (by its authorized representative)		Hologic (MA), LLC. (by its authorized representative)	
Name	Title		
Signature	Date	Signature	Date

The offer contained in this Agreement is null and void if this Agreement is not executed by Customer (and returned to Hologic) on or before 8/14/2019 ("Offer Expiration Date"), or accepted by Hologic as indicated by Hologic's signature above.

PLEASE FAX OR EMAIL COMPLETED AND SIGNED AGREEMENT TO
nationalcontracts@hologic.com
 OR (844) 749-3816

Sale Agreement

This Sale Agreement by and between Hologic, Inc., together with its subsidiaries and affiliates ("Hologic"), and MEMORIAL HOSPITAL OF SWEETWATER COUNTY ("Customer") (collectively, the "Parties") is effective from the date of full execution by the Parties (the "Effective Date"). The Parties agree that the terms and conditions contained herein ("Terms") apply to the sale or use of Hologic medical equipment ("Medical Equipment"), Hologic aesthetic equipment ("Aesthetic Equipment"), (Medical Equipment and Aesthetic Equipment, collectively "Equipment") and Hologic supplies ("Supplies") (Equipment, Supplies, and any included Software, as defined in Section 14, collectively, "Product(s)") between Hologic and Customer (collectively "Party" or "Parties,") as more particularly described in the applicable Hologic quote(s) or other purchasing program documents ("Attachment" or "Attachments") attached to this Agreement. The term of this Agreement shall begin on the Effective Date and shall run concurrent with the term of each applicable Attachment. The Parties, intending to be legally bound, agree as follows:

1. **Agreement.** These Terms, together with any applicable Hologic quotes or other attachments or other purchasing program documents executed by the Parties, constitute the entire agreement between the Parties (the "Agreement") with respect to the Products. This Agreement supersedes all other quotations, agreements, understandings, warranties and representations (whether written or oral) between the Parties with respect to the subject matter set forth in this Agreement. Any Customer documentation (including Customer's purchase order terms and conditions) that conflicts with or attempts to modify this Agreement in any way is hereby rejected and of no effect unless specifically agreed to in writing and signed by the Parties. Customer acknowledges that there are no warranties or representations which have been made by Hologic or any of its agents other than those expressly contained herein. If any action in law or equity is necessary to enforce or interpret the terms of this Agreement, the prevailing Party is entitled to reasonable attorneys' fees, costs and necessary disbursements, in addition to any other relief to which the Party may be entitled. No provision of this Agreement shall be waived, amended, modified, superseded, canceled, terminated, renewed, or extended except in a written document signed by both Parties or signed by the Party against whom the modification is sought to be enforced. Headings and captions in this Agreement are for convenience only, and in no way affect its interpretation.

2. **Prices.** Prices, fees and charges for Products and services (including maintenance, installation, and training as described in Hologic's then-published service description) ("Service(s)") are payable in United States (U.S.) Dollars only, and do not include any applicable taxes or shipping charges. If Customer claims any tax exemption, it must furnish a valid tax exemption certificate to Hologic before shipment of Products. Unless price protection is explicitly agreed to by Hologic in writing, Hologic reserves the right to increase prices on 30 days written notice to Customer.

3. **Payment.** Customer shall pay invoices net 30 days from the invoice date. Aesthetic Equipment shall require a 15% non-refundable deposit. Hologic may charge monthly interest at the maximum rate permitted by law on all amounts not paid by the invoice due date until all such amounts are paid in full. Hologic retains a purchase money security interest in all Equipment sold to Customer to secure payment of the total purchase price thereof; Customer hereby grants Hologic the right to file a copy of this Agreement, with any appropriate authorities, to evidence its security interest; and Customer shall execute and deliver documents as Hologic requests. Hologic is not obligated to deliver any Product or perform any Service when Customer's payment is past due.

4. **Product Shipment and Risk of Loss.** All Products shall be shipped F.O.B. Origin, regardless of any provisions for payment of freight, insurance, the form of shipping documents, or selection of carrier by Hologic. F.O.B. Origin means title and risk of loss to the Products passes to the Customer at the shipping dock of Hologic or Hologic's supplier or authorized agent. Customer is responsible for shipping charges. Hologic is responsible for the cost of insurance paid to cover any losses from Hologic's shipment point to Customer's receipt. Hologic shall assist Customer in processing any loss claims and Customer shall be paid directly by Hologic's insurer.

5. **Delivery.** Hologic shall use good faith efforts to ship Products on the dates and in the quantities listed in Customer's purchase orders but all delivery dates are estimates and not binding on Hologic. Hologic may make shipments of Product(s) as available and each shipment shall be separately invoiced. All Products shall be adequately packed for shipment in Hologic-standard containers, marked for shipment to the address listed in this Agreement. Orders received from Customer are not binding on Hologic until accepted by Hologic.

6. **Installation and Acceptance.** Product orders are subject to written acceptance by Hologic, receipt of specified deposits, as applicable, and continuing credit approval. Orders may be canceled by written notice to Hologic prior to shipment. If applicable, Hologic shall install all Equipment that requires installation, at no charge, at the agreed upon location. Installation of Medical Equipment is complete and acceptance occurs upon Hologic's demonstration that the Medical Equipment meets Hologic's then-current specifications ("Installation"). Installation is subject to Customer cooperating in preparing and maintaining the site in compliance with Hologic specifications, including, but not limited to, applicable regulations including all electrical and other connections and all environmental conditions. If Customer fails to accept shipment of Products ordered by Customer or contemplated by the Agreement, Customer shall be responsible for Hologic's reasonable insurance, handling and storage charges. If Hologic decides not to store Customer ordered Products refused by Customer, it is hereby authorized to arrange shipment and storage in a bonded warehouse at Customer's sole

risk and expense. All sales of Aesthetic Equipment are final upon delivery with no right of return and Customer shall be responsible for storage if installation is refused.

7. Delay of Performance. The Parties' obligations herein are subject to force majeure, including, but not limited to, civil insurrection, terrorism, fire, flood, labor disputes, shortages, delays of suppliers or contractors, or government priority systems, actions taken or threatened by any governmental agencies, acts of God or other contingencies or acts not within the sole control of Hologic. Hologic reserves the right during any shortage period to (a) make Products available to Customer as it sees fit without any Hologic liability to Customer, and (b) make substitutions and modifications in the specification of any Products, provided such substitutions or modifications do not materially affect the performance of Products.

8. Warranties. Warranty terms for Aesthetic Equipment shall be as provided in the applicable paperwork accompanying the Product. Except as otherwise expressly stated in this Agreement: (i) Equipment manufactured by Hologic is warranted to the original Customer to perform substantially in accordance with published product specifications for 1 year starting from the date of shipment, or if Installation is required, from the date of Installation ("Warranty Period"); (ii) digital imaging mammography x-ray tubes are warranted for 24 months, during which the x-ray tubes are fully warranted for the first 12 months and are warranted on a straight-line prorated basis during months 13-24; (iii) replacement parts and remanufactured items are warranted for the remainder of the Warranty Period or 90 days from shipment, whichever is longer; (iv) consumable Supplies are warranted to conform to published specifications for a period ending on the expiration date shown on their respective packages; (v) licensed Software is warranted to operate in accordance with published specifications; (vi) Services are warranted to be supplied in a workman-like manner; (vii) non-Hologic Manufactured Equipment is warranted through its manufacturer and such manufacturer's warranties shall extend to Hologic's customers, to the extent permitted by the manufacturer of such non-Hologic Manufactured Equipment. Hologic does not warrant that use of Products shall be uninterrupted or error-free, or that Products shall operate with non-Hologic authorized third-party products.

9. Warranty Claims and Remedies. Warranty terms for Aesthetic Equipment shall be as provided in the applicable paperwork accompanying the Product. In the event of any warranty claim, Hologic shall replace with new or remanufactured items any Medical Equipment, part, component, or consumable supply that is in breach of warranty, and shall use reasonable efforts to promptly fix or provide a workaround for any Software defect or bug which prevents operation in substantial conformity with functional specifications. Alternatively, Hologic may elect to repay or credit to Customer an amount equal to the purchase price of the defective Medical Equipment, component, Software, consumable supply, or Service. Items replaced shall become Hologic property. All claims shall be initiated by contacting Hologic within the applicable Warranty Period and 30 days after discovery of the breach or non-conformity. Hologic must be given reasonable access and an opportunity to inspect all associated materials. If Customer has not notified Hologic within one (1) year after the claim arises, Customer shall be barred from instituting any legal action against Hologic thereafter. These remedies shall comprise Hologic's entire liability and Customer's exclusive remedy for breach of warranty and are in lieu of any other remedies at law or equity. HOLOGIC'S ENTIRE WARRANTY RESPONSIBILITY IS EXPRESSLY LIMITED TO REPAIR OR REPLACEMENT (AT HOLOGIC'S OPTION AND IN THE FORM ORIGINALLY SHIPPED) OF PRODUCT OR CORRECTION OF SERVICE SUBJECT TO ANY CLAIM, OR, AT HOLOGIC'S ELECTION, REPAYMENT OF, OR CREDITING CUSTOMER WITH, AN AMOUNT EQUAL TO THE HOLOGIC PRICE, FEE OR CHARGE THEREFOR. THE FOREGOING WARRANTIES ARE IN LIEU OF AND EXCLUDE ALL OTHER WARRANTIES NOT EXPRESSLY SET FORTH HEREIN, WHETHER EXPRESS OR IMPLIED BY OPERATION OF LAW OR OTHERWISE, INCLUDING BUT NOT LIMITED TO ANY IMPLIED WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE. SUCH LIMITED WARRANTY IS GIVEN SOLELY TO THE ORIGINAL CUSTOMER AND IS NOT GIVEN TO, NOR MAY IT BE RELIED UPON BY, ANY THIRD PARTY INCLUDING, WITHOUT LIMITATION, CUSTOMERS OF CUSTOMER. THIS WARRANTY IS VOID UPON TRANSFER OF PRODUCT BY CUSTOMER TO ANY ENTITY WHO IS NOT AN AFFILIATE OF CUSTOMER. SOME STATES DO NOT ALLOW THE EXCLUSION OF IMPLIED WARRANTIES SO THE ABOVE EXCLUSIONS MAY NOT APPLY TO CUSTOMER. CUSTOMER MAY ALSO HAVE OTHER RIGHTS, WHICH VARY, FROM STATE TO STATE. These warranties do not apply to any item that is: (a) repaired, moved, or altered other than by Hologic authorized service personnel; (b) subjected to physical (including thermal or electrical) abuse, stress, or misuse; (c) stored, maintained, or operated in any manner inconsistent with applicable Hologic specifications or instructions, including Customer's refusal to allow Hologic recommended Software upgrades; or (d) designated as supplied subject to a non-Hologic warranty or on a pre-release or "as-is" basis.

10. LIMIT OF LIABILITY. EXCEPT FOR PERSONAL INJURY OR DEATH TO THE EXTENT RESULTING FROM HOLOGIC'S NEGLIGENT OR INTENTIONALLY WRONGFUL ACTS OR OMISSIONS, HOLOGIC IS NOT LIABLE FOR ANY SPECIAL, INCIDENTAL, PUNITIVE, EXEMPLARY OR CONSEQUENTIAL LOSSES, DAMAGES, OR EXPENSES (INCLUDING BUT NOT LIMITED TO LOSS OF PROFITS, DATA, OR USE), DIRECTLY OR INDIRECTLY ARISING FROM THE SALE, HANDLING, SERVICE OR USE OF PRODUCT ORDERED OR FURNISHED PURSUANT TO THIS AGREEMENT, OR FROM ANY CAUSE RELATING THERETO UNLESS EXPRESSLY AGREED TO BY THE PARTIES IN WRITING. EXCEPT FOR PERSONAL INJURY OR DEATH TO THE EXTENT RESULTING FROM HOLOGIC'S NEGLIGENT OR INTENTIONALLY WRONGFUL ACTS OR OMISSIONS, HOLOGIC IS NOT LIABLE UNDER ANY LEGAL THEORY OR FOR ANY CAUSE WHATSOEVER, WHETHER BASED UPON WARRANTY, CONTRACT, TORT, NEGLIGENCE, OR OTHER THEORY, EVEN IF ADVISED OF THE POSSIBILITY THEREOF, FOR ANY AMOUNT IN EXCESS OF THE PRICE, FEE OR CHARGE THEREFOR RECEIVED BY HOLOGIC.

11. Insurance. During the term of this Agreement, Hologic shall maintain in effect the following insurance with respect to Customer's location (i) worker's compensation insurance covering any and all of its employees, agents or representatives who provide services to Customer, in amounts and coverage complying with the requirements of the applicable state; (ii) general liability insurance covering the acts or omissions of Hologic and its employees, agents or representatives, and any and all Equipment and other personal property of Hologic; and (iii) product liability insurance. At Customer's request, Hologic shall provide a certificate of insurance to Customer.

12. Governmental Authorizations. Customer is responsible for compliance and costs associated with all required licenses, permits, or other governmental authorizations, including, but not limited to, any license or certification needed for Customer to use the Product, and any export or import license, exchange permit, or the like ("Licenses"), even if applied for by Hologic on Customer's behalf. If any authorization is delayed, denied, revoked, restricted or not renewed, Hologic is not liable, and Customer is not relieved of its obligations. Customer represents and agrees that it shall handle all Product and technical data related to the Licenses so that it conforms to all applicable U.S. laws and regulations, including U.S. export licensing laws and the U.S. Foreign Corrupt Practices Act. Customer shall not trans-ship, divert, re-export or otherwise dispose of any U.S. origin goods or technology obtained from Hologic except as U.S. laws and regulations expressly permit.

13. Intellectual Property Indemnity. Hologic shall defend, indemnify, and hold harmless Customer against any third-party claim that Customer's use of Products infringes a valid U.S. patent, copyright, or trademark, provided that: (1) Products are used as approved by Hologic and have not been altered other than by Hologic or its authorized service personnel; (2) Customer promptly notifies Hologic of such claim; (3) Hologic has sole control of the defense, settlement, or compromise thereof and Customer is solely responsible for attorneys' fees and costs it incurs independently of Hologic's representation; and (4) Customer cooperates with Hologic and furnishes all aid, information, and assistance necessary or useful to defend such claim. If a final injunction is obtained against the Customer's use of any Product, or if in the opinion of Hologic the Product is likely to become the subject of a successful claim, Hologic may, at its option and in its sole discretion: (i) obtain for Customer the right to continue using the Product; (ii) replace or modify the Product so that it becomes non-infringing; or (iii) if neither (i) or (ii) are reasonably available, accept return of such Products held by Customer, grant a credit therefor as depreciated on a five-year straight-line basis, and terminate this Agreement without any further obligation or liability. The remedy selected by Hologic is Customer's exclusive remedy for any damage, cost, or expense resulting from any court order or settlement enjoining Customer's use of the Product.

14. Software License. The term "Software" includes all Hologic (and third-party) computer software, firmware and associated documentation, whether in printed or machine-readable form supplied by reason of this Agreement or for use in connection with Equipment or Services. To the extent the Product includes Software, Customer is granted a non-exclusive, non-transferable, royalty-free license to use Software solely on the Equipment on which it is first installed or as designated in this Agreement, in connection with the Equipment in the normal course of Customer's business, and for no other purpose or business. No license is provided under this Agreement to use Software for multi-site quality control or data review purposes or for source code of any type. Software, at all times, remains the sole property of Hologic. Software is agreed to contain, and shall be treated as, confidential information. Customer shall maintain all copyright, proprietary, and other notices on the Software, and shall not de-compile, disassemble, or reverse engineer the Software. The Parties agree that all information needed for interoperability is available from Hologic in accordance with applicable government directives. From time to time, Hologic may develop new versions or updates for this software. Customer shall allow Hologic access to the Equipment to implement any new versions or updates to the software. If Customer transfers Equipment to a third-party, Customer may assign the right to use Software on the Equipment; provided that, the third-party agrees in writing with Hologic to be bound by and to permit Hologic to enforce the provisions of this section. Customer has no other right to use, sell, assign, transfer, copy, or sublicense Software. As identified in the applicable software product specifications, some third-party software vendors (including Microsoft Corporation) provide different warranties and require different or additional terms applicable to software which they supply; such warranties and terms supersede this Agreement and Customer agrees to abide by such terms with respect to such third-party software. The Microsoft End User License is located on the applicable installation CD-ROM (file name is EULAtxt). In addition to all other rights and remedies Hologic may have at law or in equity, Hologic may immediately terminate any Software license agreement if Customer defaults on any portion of this section.

15. Confidential Information. Both Parties agree to hold in strict confidence the terms of this Agreement and all information provided to the other in connection with the performance of their respective obligations under this Agreement, including, without limitation, financial and pricing information, except to the extent that disclosure is required by applicable law. Notwithstanding the above, the terms and conditions of this Agreement must not be disclosed to any third-party without the prior written consent of the other Party, except either Party may disclose the terms and conditions of this Agreement to its employees, professional advisors, agents or independent contractors who require knowledge of the terms and conditions of this Agreement, so long as such individuals are subject to applicable non-disclosure agreements.

16. Use Restrictions. Products are only intended for the uses listed in the applicable operator's manual or instructions for use and are subject to the specifications and requirements set forth therein. Customer assumes all risks associated with non-listed uses of Products and/or use of Products which is inconsistent with the specifications and requirements applicable to such Products, and Customer hereby indemnifies and holds Hologic harmless from any claim associated with any such uses. Customer is not licensed to, and agrees not to: (a) resell any Product, unless otherwise authorized by Hologic in

writing; (b) transfer, or distribute any Product, directly or indirectly, to any third party for any purpose or use, except as otherwise approved by Hologic in writing; (c) use or allow anyone to dilute any Product; or (d) reverse engineer, disassemble, or conduct unauthorized analysis of any Product and/or its method of use.

17. Compliance with Laws. Hologic and Customer shall comply with all federal and state laws that govern the enforceability and performance of this Agreement.

18. HIPAA Compliance. To the extent HIPAA (as defined below) applies, both Parties shall comply with the applicable provisions of the privacy regulations within the Health Insurance Portability and Accountability Act of 1996, as enacted in 45 C.F.R. parts 160, 162, and 164 and as codified at 42 U.S.C. § 1320d, as amended from time to time ("HIPAA"). Hologic agrees that if it directly or indirectly gains access to Protected Health Information ("PHI") during any interaction with Customer it shall keep the PHI confidential pursuant to the terms of this Agreement.

19. Federal and State Reporting/Disclosure Laws. Customer acknowledges and agrees that federal and state reporting laws, including, but not limited to, the Federal Physician Payments Sunshine Act, may require Hologic to disclose certain aspects of this arrangement. Unless otherwise noted in this Agreement, the cost of any Product training provided by Hologic is included in the purchase price of the Product where applicable.

20. Fraud and Abuse. Hologic hereby certifies that it is not currently a listed vendor in the: (a) Federal General Services Administration's "List of Parties Excluded from Federal Procurement or Nonprocurement Programs" in accordance with Presidential Executive Orders 12549 and 12689 "Debarment and Suspension," and (b) Office of the Inspector General of the Department of Health and Human Services' "List of Excluded Individuals/Entities." Any discounted pricing terms offered under this Agreement may be a "discount or other reduction in price" under the Federal Anti-Kickback Statute, 42 U.S.C. § 1320a-7b(b). Customer shall take all actions necessary to comply with the Anti-Kickback Statute discount safe harbor regulations, 42 C.F.R. § 1001.952(h), including but not limited to, (1) maintaining accurate records reflecting the pricing terms of items and Services purchased under the Agreement, (2) fully and accurately reporting any discount received under the Agreement if applicable, and (3) making available information provided to Customer by Hologic concerning cost reports and other filings with the government, including but not limited to, the Secretary of the U.S. Department of Health and Human Services or other state agencies.

21. Access to Books and Records. Until the expiration of 4 years after the furnishing of Services under this Agreement, Hologic shall make available upon written request of the Secretary of Health and Human Services or the Comptroller General of the United States, or any of their duly authorized representatives, this Agreement and such books, documents and records of Hologic as are necessary to certify the nature and extent of the costs hereunder. If Hologic carries out any of its duties under this Agreement through a subcontract, for the value or cost of \$10,000 or more over a 12-month period, with a related organization, such contract must contain a clause placing the same duty on the subcontractor as the agreement places on Hologic. This section survives the termination of this Agreement according to its terms. If the law or regulations are effectively amended to increase or decrease the annual amount necessary to require this clause, the amount set forth herein shall be amended accordingly. Notwithstanding the presence of this clause in this Agreement, this clause only applies if the actual dollar amount paid during any 12-month period equals or exceeds the government threshold amount.

22. Default. In addition to any default events specified elsewhere in this Agreement, the occurrence of any of the following events constitutes a default ("Default") by either applicable Party: (a) non-payment when due of any amount payable by Customer in accordance with this Agreement; or (b) failure to materially perform any covenant or condition of this Agreement. In the event of Default by Customer hereunder, all indebtedness of Customer may, at the option of Hologic and without demand or notice of any kind, immediately become due and payable, and in addition to all other remedies, Hologic may (i) require Customer to return any Hologic-owned Equipment and/or (ii) immediately terminate this Agreement. The non-Defaulting Party is entitled to recover from the Defaulting Party any and all expenses and damages that the non-Defaulting Party sustains by reason of Default including, but not limited to, reasonable attorneys' fees, and in the case of Hologic, all expenses of repossession, removal, storage and disposition of the Equipment. The remedies and rights specified herein are cumulative and not exclusive. The exercise or the non-exercise of any right or remedy does not limit or prejudice the non-defaulting Party as to that right or remedy or as to any other rights or remedies provided by applicable law.

23. Bankruptcy. Except as may be prohibited by applicable bankruptcy laws, a Party to this Agreement may elect to cancel any unfulfilled obligations if any of the following situations arise: (1) the other Party becomes insolvent or is unable to pay debts as they become due; (2) a voluntary or involuntary bankruptcy proceeding is instituted by or against a Party hereto; or (3) an appointment of a receiver or assignee for the benefit of creditors occurs on behalf of a Party hereto. After delivery Aesthetic Product purchases may not be cancelled for any reason.

24. Waiver and Severability. If either Party fails to perform obligations under this Agreement, such nonperformance does not affect the other Party's right to enforce performance at any time. Waiver of any remedy or material breach of any subject matter contained in this Agreement is not a waiver unless agreed to by the Parties in writing. Each provision of this Agreement is separate and independent of one another, and the unenforceability of any provision shall not affect the enforceability of any other provision. If any provision is held to be excessively broad or unenforceable, such provision shall be modified accordingly so that it is enforceable to the fullest extent possible by law.

25. Assignment. Subject to the limitations provided in Section 14, Customer shall not assign this Agreement without the prior written consent of Hologic, which consent shall not be unreasonably withheld or delayed. Subject to the foregoing, the rights and obligations herein shall be binding upon the successors and assigns of Customer.

26. Notices. Any notification required under this Agreement is deemed to have been given either 1 day after being given to an express overnight carrier with a reliable system for tracking delivery; or when sent by a confirmed facsimile with another copy sent by any other means specified in this paragraph; or 3 business days after having been mailed postage prepaid by United States registered or certified mail. Any required notices to Customer shall be delivered to the address set forth in the applicable Hologic quote or other purchasing program document, and to Hologic at the addresses listed below. Either Party may change its mailing address by notice as provided by this section.

Hologic, Inc.
250 Campus Drive
Marlborough, MA 01752
Attn: Contracts Department
Fax: 866-523-8691

With a copy to:
Hologic, Inc.
250 Campus Drive
Marlborough, MA 01752
Attn: Legal Department
Fax: 508-263-2959

27. Governing Law. Upon execution, this Agreement is considered to be a Massachusetts contract, entered into in Massachusetts, and shall be governed and viewed under the laws of the Commonwealth of Massachusetts without reference to its conflict of laws provisions. The Parties specifically agree that any action relating to the relationship between the Parties, this Agreement, Products, or Services provided, purchased or licensed hereunder, shall be brought and tried in the Courts of Massachusetts. Customer hereby waives all objections to and consents to the jurisdiction of the Massachusetts Courts.

28. Counterparts and Electronic Signatures. This Agreement may be executed in two or more counterparts, each of which is deemed an original but all of which together constitutes one and the same agreement. The Parties agree that this Agreement, agreements ancillary to this Agreement, and related documents to be entered into in connection with this Agreement shall be considered signed when the signature of a party is delivered by facsimile transmission or delivered by scanned image (e.g. .pdf or .tiff file extension name) as an attachment to electronic mail (email). Such facsimile or scanned signature must be treated in all respects as having the same effect as an original signature.

29. Miscellaneous. See applicable Hologic quote, attachment or purchasing program for additional terms and conditions, which supplement and/or supersede this Agreement, as applicable and may include, but are not limited to: Term, Termination, and Right of Returns or Cancellation.

30. Execution Authority. By signing below, the Customer (i) is representing to Hologic that it has the requisite corporate authority to execute and deliver this Agreement and (ii) is entering into a binding agreement for the purchase of the Product and/or Services described above and accepts all of the terms and conditions as stated in this document.

31. Equal Employment Opportunity Policy. Hologic is an equal opportunity employer and federal contractor or subcontractor. Consequently, the parties agree that, as applicable, they will abide by the requirements of 41 CFR 60-1.4(a), 41 CFR 60-300.5(a) and 41 CFR 60-741.5(a) and that these laws are incorporated herein by reference. These regulations prohibit discrimination against qualified individuals based on their status as protected veterans or individuals with disabilities, and prohibit discrimination against all individuals based on their race, color, religion, sex, sexual orientation, gender identity or national origin. These regulations require that covered prime contractors and subcontractors take affirmative action to employ and advance in employment individuals without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, protected veteran status or disability. The parties also agree that, as applicable, they will abide by the requirements of Executive Order 13496 (29 CFR Part 471, Appendix A to Subpart A), relating to the notice of employee rights under federal labor laws.

[Signatures Appear on Following Page]

Accepted and agreed to:

Customer (by its authorized representative)		Hologic, Inc. (by its authorized representative)	
Name	Title		
Signature	Date	Signature	Date

PLEASE EMAIL OR FAX COMPLETED AND SIGNED AGREEMENT TO
nationalcontracts@hologic.com
OR (844) 749-3816

[Remainder of Page Intentionally Left Blank]



Supply Program Attachment

Customer Name ("CUSTOMER")	Customer Number	Purchase Order Number
MEMORIAL HOSPITAL OF SWEETWATER COUNTY	72104	
Contact Name	Contact Phone Number	Contact Email
Mary Fischer	307-352-8364	mfischer@sweetwatermemorial.com
Bill To Address	Ship To Address	Hologic Representative
MEMORIAL HOSPITAL OF SWEETWATER COUNTY PO BOX 1359 ROCK SPRINGS, WY US 82902-1359	MEMORIAL HOSPITAL OF SWEETWATER COUNTY 1200 COLLEGE DR ROCK SPRINGS, WY US 82901	James Goodwin 303-887-5455 james.goodwin@hologic.com
Term of Agreement: 60 Months		

This Supply Program Attachment ("Attachment") by and between Hologic (MA), LLC, together with its subsidiaries and affiliates ("Hologic"), and Customer (as defined above) (collectively, the "Parties") is effective as of the date of full execution by the Parties (the "Effective Date") and is executed in connection with that certain Sale Agreement dated _____ between Customer and Hologic, Inc., together with its subsidiaries and affiliates ("Sale Agreement") (this Attachment and the Sale Agreement are collectively referred to herein as the "Agreement"). To the extent not modified by this Attachment, the terms and conditions of the Sale Agreement are incorporated herein in full as if fully stated herein. Any capitalized terms contained in the Sale Agreement and not defined herein shall take the meaning as defined in the Sale Agreement.

General Terms:

- 1. Term.** The initial term of this Attachment shall begin on the Effective Date and terminate upon completion of the "Term of Agreement" period designated above ("Initial Term"). Following the Initial Term and, if Customer has complied with all of the terms of the Agreement, including, but not limited to, paying all monies due and owed to Hologic, and is not in material breach hereof, this Attachment shall automatically renew on an annual basis (each a "Renewal Term") unless either Party provides written notice to the other Party of its intention not to renew ninety (90) days before the end of the then current term. Hereinafter, the Initial Term and all Renewal Terms shall be collectively referred to as the "Term".
- 2. Modifications.** The Sale Agreement shall continue in full force and effect in accordance with its terms as stated therein, but, to the extent expressly modified by this Attachment, the provisions of this Attachment shall supersede those of the Sale Agreement with respect to this Attachment only.
- 3. Order Management.** Customer shall place all orders concerning this Attachment directly with Hologic, at 250 Campus Drive, Marlborough, MA 01752. Orders may be placed by: Phone at 800-442-9892, Fax at 800-409-7591 or at Customersupport@Hologic.com.

ThinPrep Pap Test (Non-GYN)

• Commitment: 3 Kits/Boxes Annually

Product Number	Description	Price per Kit/Box
70205-001	FILTER, THINPREP NON-GYNECOLOGICAL 100 PK	\$440.00

Non-Committed

Product Number	Description	Price per Kit/Box
0236004	CYTOLYT, 32 OZ. 4 PACK	\$137.00
0234005	PRESERVCYT, 50 VIAL PACK	\$63.00
70372-001	THINPREP MICROSCOPE SLIDES, NON-GYN, 100 PK	\$14.00
0234004	PRESERVCYT 32 OZ. 4 PACK	\$137.00

0236050	CYTOLYT CUPS, 50 PACK	\$142.00
0236080	CYTOLYT TUBES, 80 PACK	\$233.00

Additional Terms:

- **Pricing.** The Parties agree and acknowledge that Customer may purchase Products at the prices listed above during the Term

Accepted and agreed to:

Customer (by its authorized representative)		Hologic (MA), LLC. (by its authorized representative)	
Name	Title		
Signature	Date	Signature	Date

The offer contained in this Agreement is null and void if this Agreement is not executed by Customer (and returned to Hologic) on or before 9/12/2019 ("Offer Expiration Date"), or accepted by Hologic as indicated by Hologic's signature above.

PLEASE FAX OR EMAIL COMPLETED AND SIGNED AGREEMENT TO
nationalcontracts@hologic.com
OR (844) 749-3816

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: **KEITH WILLIAMS AND ASSOCIATES**

2. Purpose of contract, including scope and description: **Letter agreement for KW to provide our CFO and Finance Committee with Medicare/Medicaid cost report. This cost report is an annual licensure requirement of The Center for Medicare and Medicaid Services (CMS). Medicaid Indigent Trust Fund surveys include the Disproportionate Share (DSH) survey that is done periodically.**

3. Effective Date: **Once the letter agreement is agreed to by MHSC. Cost report will begin with years ending June 30 2020, June 30 2021 and June 30 2022.**

4. Expiration Date: **June 30, 2023.**

5. Termination provisions: **Thirty day written notice by either party.** Is this auto-renew? **No**

6. Monetary cost of the contract: **\$9500.00 for 2020 report \$3000.00 for ICTF survey; \$9500.00 for 2021 report \$3000.00 for Wyoming ICFT survey and; \$9750.00 for 2022 cost report \$3000.00 for the Wyoming ICTF survey. Total is \$19,970.00 with the potential of additional \$9000.00 over three years plus out of pocket travel expenses for onsite services once per year, estimated at \$2,000.**

Budgeted? **Yes**

7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **The terms of the Agreement will be governed by laws of the State of Wyoming. Suit can be brought in Wyoming or Tennessee but mediation should be attempted first.**

8. Any confidentiality provisions? **Yes the working papers for this engagement are the property of KW&A. KW&A will provide its working papers to MHSC upon completion of the engagement.**

9. Indemnification clause present? **No**

10. Is this contract appropriate for other bids? **No, we currently wish to remain with this vendor due to the exceptional work and customer service.**

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



May 17, 2019

Mrs. Tami Love
Chief Financial Officer
Memorial Hospital of Sweetwater County
1200 College Drive
Rock Springs, Wyoming 82902

Dear Tami:

Memorial Hospital of Sweetwater County ("MHSC") and Keith Williams & Associates, Inc. ("KW&A") (hereinafter collectively "Parties") hereby enter into this letter of agreement (the "Agreement") effective May 17, 2019 (the "Effective Date"). Pursuant to our discussions, this Agreement will memorialize the principles under which the Parties have been working and clarify the understandings, the scope and timing of services, payment terms, the reports, and the actions that MHSC and KW&A agree will govern their business relationship during the term of the Agreement. The Agreement shall run from the Effective Date until the completion of Services, herein defined, for the year ending June 30, 2023.

Pursuant to this Agreement, KW&A will provide Services for MHSC for the year(s) ending June 30, 2020, June 30, 2021 and June 30, 2022 (the "Term").

KW&A will provide the following Services for the Term of the Agreement: KW&A will compile MHSC's Medicare/Medicaid cost report (the "Cost Report") for the above-mentioned years exclusively from data furnished to KW&A by MHSC and its staff. KW&A makes no representation that its services will identify any or all opportunities to maximize reimbursement. KW&A understands that MHSC currently owns, leases and/or manages: Memorial Hospital of Sweetwater County in Rock Springs, Wyoming (collectively, the "Facility").

The Parties agree that the Cost Report will be prepared in accordance with the requirements of The Center for Medicare and Medicaid Services ("CMS"), which differs from accounting principles generally accepted in the United States of America.

A compilation is limited to presenting information that is the representation of MHSC in the form prescribed by CMS. KW&A will not audit or review such prescribed form. Accordingly, KW&A will not express an opinion or any other form of assurance on it. Furthermore, the Services are not



Mrs. Tami Love
Chief Financial Officer
Memorial Hospital of Sweetwater County
May 17, 2019
Page 2

designed and cannot be relied upon to disclose errors, fraudulent financial reporting, and misappropriation of assets or illegal acts, should any exist. However, KW&A will inform the appropriate level of MHSC's management of any material errors, fraudulent financial reporting, misappropriation of assets, or illegal acts that come to KW&A's attention, unless they are clearly inconsequential.

As stated above, in preparing the Cost Reports, KW&A relies exclusively on the data and information provided by MHSC. KW&A can only provide an effective, thorough, and proper Cost Report if MHSC provides accurate and sufficient data and information. Due to the fact that KW&A relies solely upon MHSC for such data and information, MHSC expressly agrees that KW&A is not responsible and shall not be held liable for any inaccuracies, misstatements, errors, omissions, and the like in the Cost Reports resulting from MHSC's failure to provide KW&A with necessary, timely, and/or accurate data and information.

All the information and data included in the Cost Report is the express representation of MHSC. MHSC has the sole responsibility for the proper recording of the transactions in the books of account, for the safeguarding of assets, for the substantial accuracy of the Cost Report, and for identifying and ensuring that MHSC complies with the laws and regulations applicable to its activities. Moreover, MHSC has the final responsibility for the accuracy of the Cost Report. Therefore, MHSC shall review the Cost Report carefully before executing it, and, by executing such Cost Report, MHSC expressly affirms the accuracy and completeness of the information and data contained therein.

During the Term of this Agreement, KW&A may accumulate records containing data, which should be reflected in MHSC's books and records. MHSC will determine that all such data will be so reflected. Accordingly, KW&A is under no obligation to maintain copies of such records in its possession, unless an officer of KW&A expressly agrees, in writing, to do so.

KW&A will render such accounting and bookkeeping assistance as it finds necessary for the preparation of the Cost Report and as may be arranged with MHSC through its CEO or authorized employees. The assistance to be supplied by MHSC's personnel in the preparation of schedules and analyses of accounts will be discussed and coordinated with its CEO. The timely and accurate completion of this work is an essential condition to KW&A's completion of the engagement and issuance of the cost report.

The following reports will be covered by this Agreement:

- **Memorial Hospital of Sweetwater County**
 - June 30, 2020 - June 30, 2022, Medicare & Medicaid Cost Report;

Mrs. Tami Love
Chief Financial Officer
Memorial Hospital of Sweetwater County
May 17, 2019
Page 3

- State of Wyoming Medicaid Indigent Care Trust Fund (ICTF) Survey, when requested by the State
- **Memorial Hospital of Sweetwater County**
 - \$ 9,500 for the 2020 cost report, \$3,000 for the Wyoming ICTF Survey
 - \$ 9,500 for the 2021 cost report, \$3,000 for the Wyoming ICTF Survey
 - \$ 9,750 for the 2022 cost report, \$3,000 for the Wyoming ICTF Survey

These fees do not include additional out-of-pocket travel and other related expenses. The fees for the Annual Cost Report(s) will be billed 1/2 upon the approval of this agreement and remaining 1/2 due upon completion of the report but before the filing of the Cost Report. A late fee of ten percent (10%) will be added to any payments that are outstanding more than thirty (30) days from the date of the invoice. In addition, the rates quoted above will not be adjusted by KW&A during the Term of this Agreement. Billings are due upon submission.

This agreement may be cancelled at any time by either party with 30 days' notice. Also, the payment of all fees due or the delivery of any services and products on-going at the time of cancellation.

KW&A agrees to provide other Third-Party Reimbursement Assistance during this period. The only item excluded is any Due Diligence involving the sale or purchase of MHSC or of any other existing Healthcare Facilities. KW&A's billing rate for the Due Diligence assistance will be one hundred fifty dollars (\$150) per hour. Should MHSC request KW&A to assist it in completing certain project(s) not described herein, the Parties will discuss the project and decide whether MHSC would like a fixed fee or the hourly fee noted above. This flexibility allows MHSC to have the best services available and the ability to better budget for the cost of these services.

MHSC, including its successors and assigns, hereby agrees to indemnify, defend, and hold harmless KW&A, its owners, employees, agents, subcontractors, investors, successors, and assigns from any and all claims, liabilities, losses, damages, expenses and costs (including reasonable attorney's fees and court costs (collectively, "Claims")) to the extent that such Claims are caused by negligence or willful misconduct of MHSC or caused by a knowing or willful misrepresentation by MHSC, regardless of whether such person was acting in MHSC's interest. This indemnification will survive termination of this Agreement.

In the event that KW&A is requested or authorized by MHSC or is required by government regulation, subpoena, or other legal process to produce KW&A documents or personnel as witnesses with respect to KW&A's obligations herein, MHSC will, so long as KW&A is not party to

Mrs. Tami Love
Chief Financial Officer
Memorial Hospital of Sweetwater County
May 17, 2019
Page 4

the proceeding in which the information is sought, reimburse KW&A for its professional time and expenses, as well as the fees and expenses of its counsel, incurred in responding to such requests.

The working papers for this engagement are the property of KW&A and constitute confidential information. KW&A will provide a complete set of its working papers to MHSC upon completion of this engagement. Also, as required by Public Law 96-0499, Sec 952, KW&A is required to make certain of its work papers, books, documents and records available to the Secretary of Health and Human Services or the Comptroller General upon request for their regulatory oversight purposes. Access to the requested work papers will be provided to the Secretary of Health and Human Services or the Comptroller General under the supervision of KW&A personnel and at a location designated by KW&A.

The terms of this Agreement shall be governed by the laws of the State of Wyoming.

The Parties will attempt in good faith to resolve any controversy or claim arising out of or relating to the interpretation of the terms, conditions or provisions of this Agreement within thirty (30) days (any such controversy or claim being hereinafter referred to as a "Dispute") through discussions between the Parties at the operational level. After thirty (30) days, either Party can elect to have the Dispute settled through mediation by informing the other party in writing. If mediation fails to resolve the Dispute, either party may elect to resolve the Dispute by filing suit in the state court in Wyoming or Tennessee or the federal district court in Wyoming or Tennessee. Both parties expressly agree to accept the venue and waive any jurisdictional objections.

It is agreed by MHSC and KW&A, or any successors in interest, that no claim arising out of or related to this Agreement by or on behalf of MHSC shall be asserted more than two (2) years after the date of the last cost report issued by KW&A or the Date of the Notice of Program Reimbursement.

In the event that, in the future, federal laws, regulations or CMS instruction are enacted or modified to require certain language, or revised language to be included herein, this Agreement is hereby revised, and such required or revised language is hereby incorporated by this reference, effective thirty (30) days after the Parties receive written notice by certified mail, containing the newly required or revised language.

All applicable laws, rules, and regulations of the State of Tennessee, the State of Wyoming, the United States Government, and any related agencies are incorporated by this reference into this Agreement to the same extent as if they were set forth verbatim herein.

Mrs. Tami Love
Chief Financial Officer
Memorial Hospital of Sweetwater County
May 17, 2019
Page 5

This Agreement, together with any exhibits hereto, constitutes the complete and exclusive understanding between KW&A and MHSC, and the Agreement shall supersede all proposals oral or written and all other communications, with respect to the terms of the engagement between the Parties.

If this letter defines the arrangements as you understand them, please sign and date the enclosed copy and return it to KW&A.

Sincerely,

KEITH WILLIAMS & ASSOCIATES, INC.



Keith G. Williams, President

Confirmed on behalf of the addressee:

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: **The Radio Network**
2. Purpose of contract, including scope and description: **Radio advertising**
3. Effective Date: **July 1, 2019**
4. Expiration Date: **One year from effective date. June 30, 2020**
5. Rights of renewal and termination yes month to month after initial year. **Advertiser (MHSC) has the right to terminate this contract by written notice to RadioNetwork within 30 days of termination date. Is this auto-renew? No**
6. Monetary cost of the contract and is the cost included in the department budget? **\$583.33 per station (5) for 12 months for an annual total of \$35,000.**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **Not addressed.**
8. Any confidentiality provisions? **No**
9. Indemnification clause present? **No**
10. Is this contract appropriate for other bids? **No**
11. Is County Attorney review required? **No**

40 Shoshone Ave.
Green River, WY 82935
P.O. Box 970

THE RADIO NETWORK

KYCS **KUGR** **KUGR** **KFRZ** **KZWB**
95.1 FM 1490 AM 104.9 FM 92.1 FM 97.9 FM

(370) 875-6666
(307) 362-6746
Fax: (307) 875-5847

Client Memorial Hospital Address _____

Date 6-4-19

E-mail _____ ☐ Last Sunday ☐ Exact Time ☐ CO-OP ☐ Schedule Only ☒ Contract

KYCS

Start 7-1-19
Stop 6-30-20
Rep. TV

Mon	Tues	Wed	Thurs	Fri	Sat	Sun
# of Time <u>104</u> Sec. <u>30</u> Rate <u>6.99</u> Total <u>583.33</u>						

Special Instructions:
Cart # 108T
108W

KUGR

Start 7-1-19
Stop 6-30-20
Rep. TV

Mon	Tues	Wed	Thurs	Fri	Sat	Sun
# of Time <u>104</u> Sec. <u>30</u> Rate <u>6.99</u> Total <u>583.33</u>						

Loc. 7P

Sch to follow

KFRZ

Start 7-1-19
Stop 6-30-20
Rep. _____

Mon	Tues	Wed	Thurs	Fri	Sat	Sun
# of Time <u>104</u> Sec. <u>30</u> Rate <u>6.99</u> Total <u>583.33</u>						

Live reads
+ Facebook posts

KZWB

Start 7-1-19
Stop 6-30-20
Rep. TV

Mon	Tues	Wed	Thurs	Fri	Sat	Sun
# of Time <u>104</u> Sec. <u>30</u> Rate <u>6.99</u> Total <u>583.33</u>						

Advertiser
m HSC
has the right to
terminate this contract
to TRN
within 30
days of
terminate Dk.
6-4-19

Authorized Signature _____

N. Naught
TRN

Date _____

240 East Pine Street
Pinedale, Wyoming 82941

THE FREEZE
KFZE 104.3FM
A RADIO NETWORK STATION

Phone (307) 367-4211

Client Memorial Hospital Address _____ Date 6-4-19

E-mail _____ ☐ Last Sunday ☐ Exact Time ☐ CO-OP ☐ Schedule Only ☒ Contract

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Special Instructions:
Start <u>7-1-19</u>								Cart # <u>108T</u>
Stop <u>6-3000</u>								<u>6-7</u> <u>Sch to follow</u>
Rep. <u>TV</u>								Advertiser <u>UMHS</u> has the right to terminate this contract to <u>TRN</u> within 30 days of termination date.
# of Time <u>104</u>								
Sec. <u>30</u>								
Rate <u>6.99</u>								
Total <u>583.33</u>								

Signature [Signature]
TRN

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: **WYODATA SECURITY SHRED SERVICES**

Purpose of contract, including scope and description: **WyoData Security, Inc. is the only local (Rock Springs) Personal Information (PIN) security service. We offer secure, confidential on-site document shredding, hard drive destruction, electronic waste removal, record retention plans, document scanning and storage. Being local allows us to provide and maintain punctual and timely service. We understand that you would like one (1) 96 gallon, four (4) 65 gallon, fifty-one (51) 32 gallon, four (4) professional consoles and sixteen (16) under the desk, shredders for your facilities. All document collection containers are locked and secure. Our pricing structure is based on volume, not the type or size of each container.**

2. Effective Date: **Proposal is dated June 2019 but start date will be August 15, 2019.**


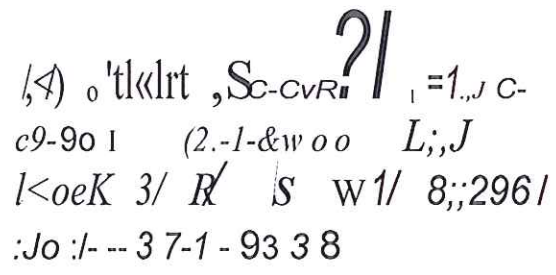


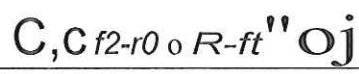
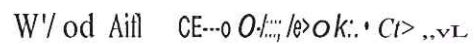

3. Expiration Date: **3 years from effective date.**

5. Termination provisions: **Not addressed in proposal so legally not to any written terms so could terminate with notice** Is this auto-renew? **No**

6. Monetary cost of the contract: **The price structure for the original company and "WYO data Security" are the same. So the annual cost, historically based on actual usage, is ~\$30K- \$36K/ annum. Hospital is only charged for the amount of paper shredded on each visit not the number of containers serviced** Budgeted? **YES**

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

8. Any confidentiality provisions? **NO**
9. Indemnification clause present? **NO**
10. Is this contract appropriate for other bids? **Moving from a Colorado Co. to a local company**
11. Is County Attorney review required? **NO**

		REQUEST FOR PROPOSAL (RFP) FOR CONFIDENTIAL DOCUMENT DESTRUCTION AGREEMENT	
RFP Title: MHSC Proposal for Confidential Document Destruction			
RFP Response Due Date and Time: June 28, 2019/ 12:00 PM MDT		Number of pages including this cover:... <u>h.</u>	Issue Date: June 17, 2019
ISSUING AGENCY INFORMATION			
Memorial Hospital of Sweetwater County 1200 College Drive Rock Springs, Wyoming 82901 Single Point of Contact (SPOC): James Horan, Director of Facilities Support Services P = (307) 352-8239, F = (307)352-8504, jhoran@sweetwatermemorial.com			
INSTRUCTION TO FIRMS			
Return Sealed Proposal to: Memorial Hospital of Sweetwater County 1200 College Drive Rock Springs, Wyoming 82901 Attn: James Horan, Director of Facilities Support Services		Mark face of envelope/package: <i>RFP Response- Confidential Document Destruction Proposal"</i>	
Special Instructions:			
FIRMS MUST COMPLETE THE FOLLOWING			
Firm Name/ Address: 		 (Print Name)  (Signature) Print name, title and sign in ink. By submitting a response to this RFP, applicant acknowledges understanding and compliance with the RFP specifications and requirements.	
Type of Entity (e.g. Corporation, LLC, etc.) 		Phone Number: (307-) 3- 1-1 - 8338	
E-mail Address: 		FAX number: 	
COMPANIES MUST RETURN THIS COVER SHEET WITH RFP RESPONSES			



WWW.WYODATASECURITY.COM

24, June 2019

Mr. James Horan
Facilities Director
Memorial Hospital of Sweetwater County
Rock Springs, WY 82902

RE: RFP Response - Confidential Document Destruction Services.

Dear Jim,

Thank you for considering the use of WyoData Security, Inc. to provide superior confidential and secure document destruction services to Memorial Hospital of Sweetwater County (MHSC).

The following "bid" is in response to the Memorial Hospital of Sweetwater County's request for Confidential Document Destruction Services dated June 2019.

This proposal will follow the key points of the request in order to ensure clarity and directness to each point. First the company information:

WyoData Security, Inc.
2901 Driftwood Lane (Mailing)
100 Blair Ave (Physical)

Rock Springs, WY 82901

(307) 371-8338

wyodata@outlook.com

Attn: Bill Cunent or Blaine Tate

WyoData Security, Inc. was started in November 2016 when two local citizens wanted to provide secure and confidential document (and other personal information source) destruction services locally. We immediately became members of the National Association for Information Destruction (NAID) and attended training and strictly adopted their procedures to ensure the safest and most confidential services available. Great care and maintenance is given to all machinery and equipment again to provide safe and efficient operations that exceed all federal, state and local laws or regulations that relate to Personal Information (PIN).

WyoData Security, Inc. becomes your business partner and earns your business and respect every time we are at your facility(s). If for any reason you are dissatisfied with our service simply call and cancel. There are no penalties or requirements to cancel our service immediately. We will work hard to earn your business and respect.

WyoData Security, Inc. is the only local Personal Information (PIN) security service. We offer secure, confidential on-site document shredding, hard drive destruction, electronic waste removal, record retention plans, document scanning and storage. Being local allows us to provide and maintain punctual and timely service. We can keep scheduled services no matter what the weather or conditions. In the event you need additional service to your regularly scheduled service, we are generally never more than 48 hours out. We are proud of this community and equally proud to partner with many local organizations and agencies.

WyoData Security, Inc. believes that recycling is important to the local community as well as being environmentally responsible to our resources. WyoData Security, Inc. partners with local businesses such as the Ray Lovato Recycling Center and Pacific Steel to assist with these recycling efforts. All of the materials gathered,

collected and destroyed are recycled locally (paper, metal, plastic, copper, etc.) and all funds generated from the recycling efforts are donated to local charities.

Again, WyoData Security, Inc. is a proud member of the National Association of Information Destruction (NAID). WyoData Security, Inc. has adopted and strictly follows every guideline and requirement to ensure that your data is properly destroyed, avoiding any type of data breach. WyoData Security, Inc. mandates and requires all staff to understand and comply with specific data laws such as HIPPA, FACTA, GLBA, FERPA, HITECH and others. We take the security of your data and its proper destruction very seriously!

WyoData Security, Inc. maintains uniquely designed, document destruction industry specific, insurance in excess of \$2 million. Thus, protecting you and your data in the unlikely event of any type of breach.

WyoData Security, Inc. is growing daily as the community realizes our presence as well as the importance of this industry. Our clients include attorneys, banks, medical clinics, surgical centers, insurance agencies, auto dealerships, hotels, accounting agencies, law enforcement (including sheriff, police, detention and court systems), mines, power plants and various other business types, county and state government offices (i.e., Hospice, Joint Communication, Dept. of Family Services, Community Health groups, etc.). We are proud to include the following business partners for references to our commitment and our services:

Commerce Bank, 1575 Dewar Drive, Suite #100, Rock Springs, WY 82901, (307) 362-4455, Robin or Lisa. We have provided bi-monthly service to their Rock Springs facility since our start. We have also partnered with them on several occasions to provide "Community Shred Day" events for the past three years.

Wyoming Financial Insurance, 200 N. Center Street, Rock Springs, WY 82901, (307) 362-3743, Rob Zotti or Charlene. We have provided service for them since our start.

Southwest Counseling Services, 2300 Foothill and 1124 College Drive, Rock Springs, WY, (307) 352-6677, Melisa or Richard Brickner. We have provided monthly service for their documents, hard drives and electronic waste at their Rock Springs facilities since our start.

WyoData Security, Inc. proposes to provided services at, but not limited to, the three primary MHSC facilities for a period of three years from August 15, 2019 until August 14, 2022.

The three primary locations are:

- o MHSC Hospital (1200 College Drive).
- o MHSC MOB {1180 College Drive).
- o MHSC Family Medicine and Occupational Health Clinic {3000 College Drive).

We understand that you would like one (1) 96 gallon, four (4) 65 gallon, fifty-one (51) 32 gallon, four (4) professional consoles and sixteen (16) under the desk, shreddinators for your facilities. All document collection containers are locked and secure. Our pricing structure is based on volume, not the type or size of each container. I have included our basic pricing, but your actual cost per visit is based solely upon the amount shredded.

Let us say we have the above mentioned 76 containers at your site. No matter how full they are, they will be emptied into the larger 96 gallon container. Once that container is full it is shredded and there is a charge for a 96 gallon shred. It may be that one visit all of your containers are full and all get shredded. The next visit they may only be half full, in which case you will pay half of the last visit. We do not have, nor have been given, your normal document shredding load or volume so exact price per visit can not be determined.

A Document of Destruction is provided at each visit which documents the time, place, date, and amount of the shred as well as the employee that conducted the shred. This certificate is signed by a member of your staff to confirm that we have done what we documented.

PLEASE remember that **you are only charged for the amount of paper shredded on each visit not the number of containers serviced.** There is no minimum service charge. Memorial Hospital of Sweetwater County has requested service every two weeks.

Thank you for this opportunity. WyoData Security, Inc. is your local and reliable secure and confidential document destruction service. We are excited to partner with you!

Please do not hesitate to contact us with any questions, concerns or comments.

Sincerely,

Bill Current or Blaine Tate
WyoData Security, Inc.
307-371-8338
wyodata@outlook.com

WYO DATA *Security* Inc.

MHSC HOSPITAL RATES

MOBILE ON-SITE SHREDDING

	MHSC	REGULAR
16 GALLON UNDER DESK	\$ 9.00	\$ 20.00
32 GALLON BIN	\$ 29.00	\$ 40.00
PROFESSIONAL CONSOLE	\$ 31.00	\$ 45.00
65 GALLON BIN	\$ 45.00	\$ 60.00
96 GALLON BIN	\$ 70.00	\$ 90.00
HARD DRIVE DESTRUCTION		\$ 10.00
ELECTRONIC WASTE REMOVAL (PER MACHINE OR MONITOR)		\$ 2.00

ALL MATERIALS ARE GUARNTIED RECYCLED

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: **WyoRadio**
2. Purpose of contract, including scope and description: **Billboard advertising at the top of their website, a feature/floating ad on Wyo4News, radio advertising and a complete 9-month radio/website sports package. Contract includes monthly advertising of 125 .30 spots on and the same on KSIT. It includes 75 .30 spots on KMRZ. We also receive 75 free .30-second spots on KRKK.**
3. Effective Date: **When approved and signed by MHSC**
4. Expiration Date: **One year from effective date**
5. Rights of renewal and termination yes month to month after initial year. **Advertiser has the right to terminate this contract by written notice to RadioNetwork within 30 days of termination date. Is this auto-renew? No**
6. Monetary cost of the contract and is the cost included in the department budget? **Averaged to \$3493.75 monthly for a total of \$41,925.**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **Not addressed.**
8. Any confidentiality provisions? **No**
9. Indemnification clause present? **No**
10. Is this contract appropriate for other bids? **No**
11. Is County Attorney review required? **No**

MASTER AGREEMENT

Date:	5/28/19	Sales Rep:	Mike		5/18/2018	WYORADIO																																																																																				
Client:	Memorial Hospital of Sweetwater County				<div style="display: flex; justify-content: space-around;"> </div> <div style="display: flex; justify-content: space-around;"> </div>																																																																																					
Agency:																																																																																										
Contact:	Deb Sutton																																																																																									
Street:	1200 College Drive																																																																																									
City:	Rock Springs																																																																																									
State / Zip:	WY 82901				2717 Yellowstone Road PO Box 2128 Rock Springs, WY 82902 RS: (307) 362-3793 GR: (307) 875-5755 Fax: (307) 362-8727																																																																																					
E-Mail:	dsutton@sweetwatermemorial.com				KSIT	x	KRKK	x	Web	x																																																																																
Phone:	307-262-3711				KQSW	x	KMRZ	x	Social Media	x																																																																																
Fax:																																																																																										
BILLING																																																																																										
<input checked="" type="checkbox"/>	NEW CONTRACT		PURCHASE ORDER #		MONTHLY	<input checked="" type="checkbox"/>	BROAD CAST	EOS																																																																																		
	NEW BUSINESS				TRADE		CASH	<input checked="" type="checkbox"/>																																																																																		
					SPECIAL																																																																																					
SPONSORSHIP OR PACKAGE: Contract 4 Station Drive Pck					CONFLICT CODE(S):																																																																																					
START DATE 7/1/2019					END DATE 6/30/20					CO-OP: No Yes																																																																																
										x																																																																																
<table border="1" style="width:100%; border-collapse: collapse; font-size: 0.8em;"> <thead> <tr> <th colspan="4">STATION(S)</th> <th colspan="4">STATION(S)</th> </tr> <tr> <th>SCHEDULE</th> <th># SPOTS</th> <th>:60 RATE</th> <th>SCHEDULE</th> <th># SPOTS</th> <th>:60 RATE</th> <th>SCHEDULE</th> <th># SPOTS</th> <th>:60 RATE</th> </tr> </thead> <tbody> <tr><td>12A-5A</td><td></td><td></td><td>12A-5A</td><td></td><td></td><td>12A-5A</td><td></td><td></td></tr> <tr><td>12A-12A</td><td></td><td></td><td>12A-12A</td><td></td><td></td><td>12A-12A</td><td></td><td></td></tr> <tr><td>5A-12A</td><td></td><td></td><td>5A-12A</td><td></td><td></td><td>5A-12A</td><td></td><td></td></tr> <tr><td>6A-7P</td><td></td><td></td><td>6A-7P</td><td></td><td></td><td>6A-7P</td><td></td><td></td></tr> <tr><td>6A-10A</td><td></td><td></td><td>6A-10A</td><td></td><td></td><td>6A-10A</td><td></td><td></td></tr> <tr><td>6A-8P SA</td><td></td><td></td><td>6A-8P SA</td><td></td><td></td><td>6A-8P SA</td><td></td><td></td></tr> <tr><td>6A-8P SU</td><td></td><td></td><td>6A-8P SU</td><td></td><td></td><td>6A-8P SU</td><td></td><td></td></tr> </tbody> </table>											STATION(S)				STATION(S)				SCHEDULE	# SPOTS	:60 RATE	SCHEDULE	# SPOTS	:60 RATE	SCHEDULE	# SPOTS	:60 RATE	12A-5A			12A-5A			12A-5A			12A-12A			12A-12A			12A-12A			5A-12A			5A-12A			5A-12A			6A-7P			6A-7P			6A-7P			6A-10A			6A-10A			6A-10A			6A-8P SA			6A-8P SA			6A-8P SA			6A-8P SU			6A-8P SU			6A-8P SU		
STATION(S)				STATION(S)																																																																																						
SCHEDULE	# SPOTS	:60 RATE	SCHEDULE	# SPOTS	:60 RATE	SCHEDULE	# SPOTS	:60 RATE																																																																																		
12A-5A			12A-5A			12A-5A																																																																																				
12A-12A			12A-12A			12A-12A																																																																																				
5A-12A			5A-12A			5A-12A																																																																																				
6A-7P			6A-7P			6A-7P																																																																																				
6A-10A			6A-10A			6A-10A																																																																																				
6A-8P SA			6A-8P SA			6A-8P SA																																																																																				
6A-8P SU			6A-8P SU			6A-8P SU																																																																																				
TERMS OF AGREEMENT - 3-12 Month Agreements are Discounted																																																																																										
<p>WyoRadio 4 Station Drive: 1) Customer to receive [125] - :30 - 5am-8pm ads M-Sun on KQSW-FM each month. Monthly Cost - (\$843.75) Customer to receive [125] - :30 second-5am-8pm ads M-Sun on KSIT-FM each month. Monthly Cost - (\$843.75) 3) Customer to receive [75] - :30 second 5am-8pm ads M-Sun on KMRZ-FM each month. Monthly Cost - (\$356.25) 4) Customer to receive [75] - :30 second - 5am-8pm ads M-Sun on KRKK-AM each month. Monthly Cost - (\$0.00)</p> <p>As a Wyoming Cowboy/Cowgirl Sponsor you will receive:</p> <p>(2) - 30 second ads in every Wyoming Cowboy Football/Basketball game broadcast on WyoRadio's 99.7 JACK-FM and streamed on 99KSIT.com from August 2019 through March 2020 (includes any and all post season games).</p> <p>(2) - 30 second ads in every Wyoming Cowgirl Basketball game broadcast on WyoRadio's 1360 KRKK and streamed on 1360KRKK.com from November 2019 - March 2020 (includes any and all post season games).</p> <p>(22) - 30 second 5a-12a ads per month on 99.7 JACK-FM in July and August 2019 and April, May and June 2020 when Cowboy Football/Basketball is idle.</p> <p>(22) - 30 second 5a- 8p ads per month on 1360 KRKK in July, August, September, October 2019 and April, May and June 2020 when Cowgirl Basketball is idle.. Monthly Cost:(\$225.00)</p> <p>SPORTS BROADCAST SPONSORSHIP</p> <p>MIX 106.7 KMRZ & 106kmrz.com: (\$300/month) Half-Time Segment Sponsor Includes a minimum of (2):30 second radio commercial in each broadcast. One sponsor per segment. Live on-air mentions during segment and during the broadcast. Includes all football games, plus Tiger and Lady Tiger basketball games. Digital: Floating Ad on Wyo4News each month post season Tiger Games, (\$300). Top Banner ads on Wyo4News annually (\$450) per month, Embedded Display Ads- (\$300) per month. (1) Feature Ad on Wyo4News per month (\$175) Added value: Client will also receive Wyo4News Facebook support through the term of this agreement.</p>																																																																																										
JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC																																																																															
3493.75	3493.75	3493.75	3493.75	3493.75	3493.75	3493.75	3493.75	3493.75	3473.75	3473.75	3493.75																																																																															
TOTAL AMOUNT:			\$41,925.00			TOTAL SPOTS:			5050																																																																																	
Advertiser Signature:						Date:																																																																																				
<p><small>Advertiser acknowledges that this document is a legal, binding contract. Invoices are due and payable on receipt. Advertiser further agrees to pay collection costs and attorney's fees. Late charges of 1.5% per month may be applied to balances over thirty days past due. A 3% processing fee will be added to all accounts paid by credit card at the time of payment. Advertiser has the right to terminate this contract by written notice to WyoRadio within 30 days of termination date.</small></p> <p><small>NON DISCRIMINATION POLICY: (Licensee) and its station(s) do not discriminate in advertising contracts on the basis of race or ethnicity and will not accept any advertising which is intended to discriminate on the basis of race or ethnicity. Advertiser represents and warrants that it is not purchasing advertising time from (Licensee) or its station(s) that is intended to discriminate on the basis of race or ethnicity.</small></p>																																																																																										
Rev - 102916																																																																																										

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: **OVID TECHNOLOGIES, INC**
2. Purpose of contract, including scope and description: **This is another library/research service from Wolters Kluwer. Ovid is the on-line library that gives 24/7 access to physicians and other employees for virtual information. Ovid is used constantly by our physicians and it is a valuable tool that the doctors really need and have requested.**
3. Effective Date: **August 31, 2019**
4. Expiration Date: **August 31, 2020**
5. Termination provisions: **not addressed in quote** Is this auto-renew? **No**
6. Monetary cost of the contract: **Basic hospital collection \$7036.00; NEJM \$2706.00 and OVID/MD Collection \$6253.00 TOTAL ANNUAL COST \$15,995.00**
Budgeted? **YES**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **N/A**
8. Any confidentiality provisions? **NO**
9. Indemnification clause present? **NO**
10. Is this contract appropriate for other bids? **NO**
11. Is County Attorney review required? **No**

Contract Check List

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

1. Name of Contract: **RELIAS**
2. Purpose of contract, including scope and description: **Relias provides clinical competency assessments for nurses via on online subscription service that includes training courses, tests, assessments, surveys, audio and sound records and videos. Also purchasing the OB component that has same services listed above but specific to the OB nurses and doctors. This program will also track nurse education and store data for JC and focused education in specific clinical areas.**
3. Effective Date: **July 1, 2019**
4. Expiration Date: **June 30, 2024**
5. Termination provisions: **only if there is a material breach and other party fails to cure the breach** Is this auto-renew? **Yes unless notice is given 60 days prior to the end of the initial term.**
6. Monetary cost of the contract: **\$12,726.20 annual cost + \$3500.00 one time professional service fee. This service fee will drop off in year 2 forward as this is the initial set up fee. TOTAL ANNUAL COST year one \$16226.20**

Budgeted? **Yes**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **Choice of law is Delaware-court of jurisdiction for disputes is North Carolina**
8. Any confidentiality provisions? **Yes section 5**
9. Indemnification clause present? **Yes Section 8**

10. Is this contract appropriate for other bids? **CNO looked for other assessment tools and this one was the one selected.**

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