



Memorial Hospital of Sweetwater County

Board of Trustees Regular Meeting

Wednesday - June 6, 2018

2:00 PM

Classrooms 1, 2 & 3

Meeting Book - Wednesday - June 6, 2018 Board of Trustees Regular Meeting

Board Meeting Agenda

<hr/>			Richard Mathey
I. Call to Order			
A. Pledge of Allegiance			Richard Mathey
B. Our Mission and Vision			Barbara Sowada
Mission Vision Values Strategies 2018.pdf - Page 5			
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II. Minutes	For Approval		Richard Mathey
Minutes for January 25 2018 Special Joint Meeting with Foundation.docx - Page 6			
Minutes for April 26 2018 Special Joint Meeting with Foundation.docx - Page 9			
Minutes for May 2 2018.docx - Page 12			
Minutes for May 22 2018 Special Joint Meeting with General Medical Staff.docx - Page 18			
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III. Community Communication			Richard Mathey
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IV. Scholarship Presentations			Irene Richardson, Chief Executive Officer and David Dansie, Medical Staff President
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V. Medical Staff Report			Dr. David Dansie
No report included in the meeting packet.			
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VI. Old Business			Richard Mathey
A. Compliance Reporting Structure	For Review		Clayton Radakovich, Director of Compliance and Risk Management
Draft 2018 Corporate Compliance Plan.docx - Page 20			
B. Board Survey to Staff			Irene Richardson
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VII. New Business			Richard Mathey
A. Miners' Hospital Board Report			Ed Tardoni
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VIII. Chief Executive Officer Report			Irene Richardson
No report included in the meeting packet.			
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IX. Committee Reports			Richard Mathey
A. Building & Grounds Committee			
(No verbal report this month - Committee did not meet)			
B. Foundation Board			

(No verbal report this month)

1. Grant Award

Tiffany
Marshall,
Foundation
Director

C. Finance and Audit Committee

1. Capital Expenditures

For Approval

Taylor Jones

FY 18 27.pdf - Page 26

FY 18 30.pdf - Page 32

FY 18 31.pdf - Page 37

2. Narratives

(No verbal report this month - see packet)

Tami Love,
Chief
Financial
Officer
Ron Cheese,
Patient
Financial
Services
Director
Tami Love

3. Bad Debt

Final numbers distributed near or on meeting date.

For Approval

4. Investment Recommendation

For Approval

Investments April 2018.pdf - Page 44

5. FY19 Budget - Page 146

For Approval

Tami Love

meeting book - wednesday - may 30, 2018 finance & audit
committee meeting.pdf - Page 45

D. Human Resources Committee

(No verbal report this month - see packet)

HR Committee Agenda May 2018.pdf - Page 163

E. Quality Committee

(No verbal report this month - see packet)

1. Charter Revision

For Approval

Suzan
Campbell,
Chief Legal
Executive and
General
Counsel

Quality Charter final draft 2017 revised june 2018.docx -
Page 171

Quality Committee Summary Report May 2018.docx - Page 174

5 16 18 Quality Minutes.doc - Page 177

X. Contract Review

Suzan
Campbell

A. Contract Consent Agenda

For Approval

Conduent Care Management Inc for Midas Software.pdf - Page
180

Radio Network 2018.pdf - Page 184

Rocket Miner Classified Advertising Contract.pdf - Page 187

Steris.pdf - Page 189

B. Contracts Approved by CEO since Last Board Meeting

For Your Information

Apertiva for Joint Commission Check List.pdf - Page 216

Cummins Check List.pdf - Page 218

Education Agreement with Sweetwater Fire District 1 Check
List.pdf - Page 219

Fresenius Contract Amendment for Peritoneal Dialysis PD
Supplies Check List.pdf - Page 220

WyoRadio Digital Ads Check List.pdf - Page 222

WyoRadio Radio Ads Check List.pdf - Page 223

XI. Good of the Order

Richard
Mathey

XII. Executive Session (W.S. 16-4-405(a)(ii), (a)(iii), (a)(x))

Richard
Mathey

XIII. Credentials

Confidential information available for review in the Board Portal.

For Approval

Richard
Mathey

XIV. Adjourn

Richard
Mathey



Memorial Hospital

OF SWEETWATER COUNTY

OUR MISSION

*Compassionate care for
every life we touch.*

OUR VISION

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

OUR VALUES

Be Kind

Be Respectful

Be Accountable

Work Collaboratively

Embrace Excellence

OUR STRATEGIES

Patient Experience

Quality & Safety

Workplace Experience

Growth, Opportunity & Community

Financial Stewardship

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

January 25, 2018

The Board of Trustees of Memorial Hospital of Sweetwater County met in special session with the Hospital Foundation Board on January 25, 2018, at 6:00 PM with Dr. Barbara Sowada, Vice President, presiding.

CALL TO ORDER

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

Officially present: Ms. Irene Richardson–Chief Executive Officer; Ms. Tiffany Marshall–Foundation Director; Mr. John Kolb–Sweetwater Board of County Commissioners; Foundation Board: Ms. Dianne Blazovich, Ms. Becky Costantino, Ms. Teresa Noble, Ms. Kelly Sugihara, Mr. Charlie Van Over, and Mr. Fred Von Ahrens.

FOUNDATION BOARD UPDATE

Mr. Van Over thanked the Board for the opportunity to meet. He said the Foundation Board focus right now is the Red Tie Gala. Mr. Van Over said he thinks Ms. Marshall has done a fabulous job and has put together a great team. Mr. Van Over said the Foundation Board has been busy in the past quarter. He said Ms. Marshall is working on a massive grant that is due shortly after the Gala. He said we are excited about our goals for the year and excited to get committees going. He said the Foundation established the Planned Gifts Committee in 2016. With the fall-out that happened in 2017, the Committee took a break and we are hoping to get it up and going again this year. Mr. Van Over said they are building and rebuilding. He said the Foundation Board is excited about opportunities to help the Hospital for example obtaining equipment. He said the Foundation Board wants to get more involved in that type of thing and they are looking forward to seeing the new Hospital mission statement. Dr. Sowada recognized the Foundation Board for all of their hard work and support.

FOUNDATION DIRECTOR UPATE

Ms. Marshall said the Gala is around the corner. She said we are excited for the event and outlined the evening events. There will be a special paddle event to help purchase 3D mammo software. Ms. Marshall reported the Foundation gave over \$78K last year for Hospital department needs. She said the Foundation received a small grant for cancer awareness and are working on hosting an event in downtown Rock Springs. Ms. Marshall said she is working on another grant to hire a person to offer five different programs throughout the year for cancer

prevention. She said she attended a recent Eagles dinner where the group donated \$9,680 to the Foundation. We received \$2,500 from the Marines for the Waldner House. Ms. Marshall said we will keep building on the support of our community. She said she does not anticipate changes in tax laws will impact the Foundation. Ms. Noble said many people do not donate to write off their donations. She said we may see some decreases in donors but she is not sure of the real impact yet. Ms. Marshall said our Foundation promotes the mission and purpose rather than highlighting the tax side. She said one of our key goals is getting the committees moving. She asked the Board of Trustees if they are interested in helping build the committees for a collaborative effort. Mr. Jones asked Ms. Marshall to send the Board an email with more information.

HOSPITAL BOARD OF TRUSTEES UPDATE

Dr. Sowada reflected on the past year and said on February 7th we hit Class 5 rapids. She recognized all of the groups that brought us through the rapids. She said Leaders, Physicians, and Staff worked together to do what was needed. She recognized the Foundation for their help and for their courage to stick with this “boat.” Dr. Sowada recognized the County Commissioners for taking a stand and moving forward. She recognized the Hospital Board for working together well. She said they are very different people but collectively have the right set of skills. She said instability in the container is the most risky stage in change. Dr. Sowada said we must commit to the ride, be willing to help one another, be trustworthy and trust, and have the right intention to protect and preserve the Hospital in the community’s control. She said we all did it together. Dr. Sowada said finances have improved and she is hearing positive comments in the community. She said the Red Tie event is larger than ever and we have re-engaged the community with the Hospital. Mr. Jones thanked the County Commissioners for pitching in and working to generate some enthusiasm for the event. Mr. Kolb said we are all in this together.

CHIEF EXECUTIVE OFFICER UPDATE

Ms. Richardson said we are all doing this together and echoed Dr. Sowada’s comments. She said she has been asked to speak at various places around the community and is working to schedule those events. Ms. Richardson expressed special thanks to the Foundation Board for the items they have purchased. She invited the Foundation Board to the upcoming strategic planning retreat. Ms. Richardson discussed the multiple visits from The Joint Commission in the previous few months. She added that the Hospital received full accreditation in December. The Joint Commission will return in March 2018. Ms. Richardson said through December, MHSC sat at a \$168K gain. We have reduced agency outsourcing and recruited staff to fill those positions. We have reduced the length of stay through improvement of our efficiencies. Ms. Richardson said patient revenue is trending the same as the previous year. We are recruiting physicians for Ortho and Pediatrics. Ms. Richardson said we are excited to have Dr. Banu Symington join us soon. We will host Town Halls quarterly in April, July, October, and January. Ms. Richardson said she is excited for the Gala. We are excited to work on our mission, vision, and value statements. She said we really want to make sure that we have some great goals that we can support and work toward. We expect MHSC to provide exceptional care. Ms. Costantino congratulated Ms. Richardson on a great job pulling the Hospital through some hard times. Mr. Kolb complimented the Foundation for purchasing the white boards in the patient rooms. Mr. Van Over mentioned that he is very proud to be a member of the Foundation and excited to move forward.

ADJOURNMENT

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

The next joint meeting is scheduled Thursday – April 26, 2018, at 6:00 PM. Dinner will be provided at 5:30 PM.

Respectfully submitted by Ms. Cindy Nelson & Ms. Tiffany Marshall.

Mr. Richard Mathey, President

Attest:

Mr. Marty Kelsey, Secretary

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

April 26, 2018

The Board of Trustees of Memorial Hospital of Sweetwater County met in special session with the Hospital Foundation Board on April 26, 2018, at 6:00 PM with Mr. Richard Mathey, President, presiding.

CALL TO ORDER

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

Mr. Mathey welcomed the Foundation Board. Present: Ms. Dianne Blazovich, Ms. Becky Costantino, Mr. Fred Von Ahrens.

Officially present: Ms. Irene Richardson - Chief Executive Officer, Ms. Tiffany Marshall – Foundation Director, Ms. Suzan Campbell – Chief Legal Executive and General Counsel, and Mr. John Kolb – Sweetwater Board of County Commissioners.

FOUNDATION BOARD UPDATE

Mr. Von Ahrens said it has been an interesting year. He said there is a lot of excitement about the strategic plan. Mr. Von Ahrens reported the Gala was successful and said Ms. Marshall did a super job. He said we had \$85,000 net last year and \$121,000 this year. Mr. Von Ahrens thanked the Board of Trustees for their presence and their good humor. Mr. Kolb said he thought the fundraiser was great. He said he enjoyed the interaction with the Board. Mr. Von Ahrens said the Foundation is working on a golf classic August 5. He said the Foundation Board is watching employee contributions closely. He said Ms. Marshall is involved in grant work. Mr. Von Ahrens said when he talks to doctors and nurses in the facility he gets good feedback on what the Foundation and Hospital Board are doing.

FOUNDATION DIRECTOR UPDATE

Ms. Marshall provided more details on the golf event. Mr. Von Ahrens said we need to be visible in all areas of the County and feels it's good to have the golf event in Green River. Ms. Marshall said we are planning to make the golf event as fun as possible. She said employee contributions took a big hit this year. She said our employees donated over \$40,000 last year. With only four payments left this year, we are at \$14,198. She said there were over 90 donors last year and only 26 this year. She said the decrease has completely destroyed the Fellow Employee Assistant Team (FEAT) and Patient Financial Assistance (PFA) programs. Ms. Blazovich said we cannot use Gala funds for the FEAT grants, we can only use employee donations. She said the Gala funds are earmarked. Ms. Marshall said the Hospital has been paying the PFA expenses. She said the Hospital now has our strategy and Senior Leaders are in place so we can get this going again. She is hoping the next campaign will go better. Ms. Marshall is looking into getting every employee to donate at least \$1. Another idea is if employees support the Foundation, the Foundation supports you outside of work. She said we are not ready to roll that one out yet. Ms. Marshall said she would like to move to continual donations instead of annual donations. Mr. Jones suggested an

end-of-year campaign push. Ms. Blazovich suggested asking former recipients of FEAT grants to submit a brief testimonial in an employee newsletter. Ms. Marshall said she is focusing on the new campaign. Mr. Mathey asked Ms. Campbell to add and emphasize donations to the Foundation in the new Human Resources policies. Ms. Marshall shared the process the hospital in Sheridan follows where all new hires are enrolled in donations when hired. Ms. Marshall outlined the guardian angel program. She cut that program when she first arrived because it was costing more than we were getting back. She is going to bring it back with some changes. Ms. Marshall wants to incorporate it into the “Guide to your Stay” we are working on. She said we are looking at different ways to bring in dollars from different avenues. Ms. Marshall asked people to let her know about any programs they have heard other hospitals are doing. Ms. Marshall reported we recently hosted the Rock Springs Chamber Leadership group. She took the group on a hospital tour. She said she enjoys having groups in because it helps her get contacts. Ms. Marshall invited anyone with groups to please let her know if they would like a tour. Ms. Marshall reported on two grants: 1) breast health initiative for \$5,000; 2) regional cancer prevention and cancer care coordination site \$196K over two years. Ms. Marshall is developing press releases. She distributed packets of information to the Foundation Board for review.

HOSPITAL BOARD UPDATE & RELATIONSHIP BETWEEN BOARDS

Mr. Mathey said service on the Board is more gratifying and satisfying these days and reviewed the work of the Board over the past year. He said the Board is spending more time doing what a hospital board should be doing and working to make the Hospital better. He said they are still learning. Mr. Mathey said that from his perspective the workload is way down and he appreciates that. He said he was spending about 20 hours a week and is now at the Hospital about 8 hours a week. He said he finds working with Ms. Richardson to be a delight. Mr. Mathey said the Board has the luxury to talk about what kind of Board they are and what kind they want to be regarding governance and management. He said it is an interesting and appropriate conversation to have at this time. Mr. Mathey said about a year ago, Ms. Campbell was requested to help with Foundation bylaws. The work caught the attention of the Board’s legal counsel because the Foundation is a separate legal entity and there were questions about appropriateness and potential conflict-of-interest issues. A bigger concern was vicarious liability to the Hospital. Mr. Mathey said this is not prompted by any of the Board of Trustees and not due to him personally being dissatisfied with the Foundation Board. He said that when reviewing the bylaws, the Foundation Board may want to make some changes and mentioned the process where the Trustees must approve new members on the Foundation Board. Mr. Mathey said we looked into insurance coverage. The Foundation is insured under the Hospital’s policy but there were gaps in coverage and those have now been filled by riders to our policy. Mr. Mathey has been concerned about our risk of losing 501(c)(3) status. He said Ms. Teresa Noble from the Foundation Board has reviewed the information and is not concerned. Ms. Blazovich reviewed her service on the Foundation Board, the changes that have occurred over that time, and the relationship between the Hospital Board and the Foundation Board. Mr. Von Ahrens said he is involved with many boards and said he hopes we keep the open relationship and transparency. He feels the new strategy will help. It’s important to be informed and aligned. Ms. Marshall said she would add this discussion to the May 9th Foundation Board meeting agenda for discussion. Mr. Kolb said it’s clear we all have the same goal here to support the Hospital. He thanked everyone for what they do.

CHIEF EXECUTIVE OFFICER UPDATE

Ms. Richardson said it has been a pleasure working with the Hospital Board, Commissioner Kolb as our Liaison, and the Foundation Board. She said she appreciates the Foundation helping bridge the gap when

we froze our capital to increase our cash. She said we are so appreciative to everything the Foundation does. Ms. Richardson thanked everyone who attended the strategic planning retreat. She reviewed the process and said the group created a skeleton outline for Board approval. We are creating workgroups to develop plans, timelines, and budgets. She invited everyone interested to participate. Ms. Richardson reviewed an article on kindness and said she would distribute. She provided a financial update and outlined the budget process. Ms. Richardson said The Joint Commission was onsite earlier in the day and would return the following day. She said the Facilities group did an excellent job. Ms. Richardson announced the April 27th celebration of being at this location 40 years and invited everyone to join us for cookies in the lobby. She said she is working with Ms. Deb Sutton, Public Relations and Marketing Director, to plan a huge community event in November to celebrate 125 years. Ms. Richardson said we are celebrating Hospital Week May 7 – 11. We have different celebrations each day. She invited everyone to participate in events that week. Ms. Richardson said she will speak at the June 1 Proud Wyoming Woman event. She said we were awarded a grant for care transition about three or four years ago. The program completely took off and when the money ran out, we decided to keep it going with our funding. We currently have 350 patients in the program and it is led by Ms. Patty O'Lexey. Ms. Richardson said the Wyoming Mountain States Council asked us if we would be the pilot program of their chronic care management program. She said this will be excellent for our patients.

ADJOURNMENT

There being no further business to discuss, the meeting adjourned at 8:15 PM.

The next joint meeting is scheduled Thursday – July 26, 2018, at 6:00 PM. Dinner will be provided at 5:30 PM.

Mr. Richard Mathey, President

Attest:

Mr. Marty Kelsey, Secretary

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

May 2 2018

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

CALL TO ORDER

Mr. Mathey called the meeting to order and asked that the minutes reflect there was a quorum. The following Trustees were present: Mr. Marty Kelsey, Mr. Taylor Jones, Mr. Richard Mathey, Dr. Barbara Sowada, and Mr. Ed Tardoni.

Officially present: Ms. Irene Richardson, CEO; Dr. David Dansie, Medical Staff President; Mr. Jim Phillips, Legal Counsel; and Mr. John Kolb, Sweetwater County Board of County Commissioners.

Mr. Mathey led the audience in the Pledge of Allegiance. He asked Ms. Richardson to read aloud the mission and vision statements.

APPROVAL OF MINUTES

The motion to approve the minutes of the March 5, 2018, special planning retreat meeting as presented was made by Mr. Jones; second by Dr. Sowada. Mr. Kelsey abstained. Motion carried. The motion to approve the minutes of the April 4, 2018, regular meeting as presented was made by Mr. Jones; second by Mr. Tardoni. Motion carried.

COMMUNITY COMMUNICATION

Mr. Mathey invited members of the community to address the Board. There were no comments.

EXECUTIVE SESSION

Mr. Mathey said there would be an Executive Session to discuss personnel and litigation. The motion to go into Executive Session was made by Dr. Sowada; second by Mr. Tardoni. Motion carried.

RECONVENE INTO REGULAR SESSION

The Board of Trustees reconvened into Regular Session at 4:30 PM. Mr. Phillips was no longer in attendance.

The motion to approve the April 16, 2018 Credentials Committee Recommendations as follows for appointment to the Medical Staff was made by Dr. Sowada; second by Mr. Tardoni. Motion carried.

1. Initial Appointment to Locum Tenens (1 years)
 - Dr. Erik McClure, Anesthesia
 - Dr. Ronald Robinson, Anesthesia
 - Dr. Kurt Smith, Anesthesia
2. Initial Appointment to Consulting Staff
 - Dr. Scott Sullivan, Tele Radiology (VRC)
3. Reappointment to Active Staff (2 years)
 - Dr. Samer Kattan, OB/GYN
4. Reappointment to Consulting Staff (2 years)
 - Dr. Thomas Boden, Tele Radiology (VRC)
 - Dr. David Hunter, Tele Radiology (VRC)
 - Dr. Kendall Jones, Tele Radiology (VRC)
 - Dr. Krishnan Kartha, Tele Radiology (VRC)
 - Dr. William Wong, Tele Radiology (VRC)
5. Reappointment to AHP Staff (2years)
 - Aliya Robbins, PPC (SWCS)
6. Additional Privileges
 - Dr. Bikram Sharma, Hospitalist – Cardiovascular Stress Testing

CONTRACT REVIEW

Contract Consent Agenda

Ms. Suzan Campbell, Chief Legal Executive/General Counsel, reviewed the agreements. The motion to approve the CEO and President of the Board where designated to sign the agreements on behalf of the Hospital was made by Dr. Sowada; second by Mr. Jones. Motion carried.

MEDICAL STAFF REPORT

Dr. Dansie reported a recent educational presentation by two physicians from the University of Utah was well-attended and well-received. He said the Surgery Department is reviewing peer review standards and will reassess triggers. Dr. Dansie said bylaws revisions work continues.

OLD BUSINESS

None.

NEW BUSINESS

Compliance Reporting Structure

Ms. Campbell said when she began employment at MHSC she was asked to serve as the Compliance Officer. With the changes in our structure, we haven't had a program in place. Ms.

Campbell said she learned the Compliance Officer cannot be the hospital's attorney. She said we have documents in-place but don't really have a program in-place. Ms. Campbell said Mr. Clayton Radakovich, Risk Management/Compliance/Safety Director, has willingly agreed to take that responsibility on in addition to his other duties. Ms. Campbell said we will have a better reporting structure. Mr. Radakovich said we are required to have a direct line to the Board and reviewed some options. He said the Board needs to know everything that is going on in the facility. Mr. Radakovich said he will provide additional information and process options to the Board for review and approval.

Governance and Management

Mr. Mathey said that it is appropriate to refocus as a board. Following a lengthy discussion of governance and management, Mr. Mathey asked the audience for comments and observations. Dr. Dansie, Ms. Richardson, and Ms. Leslie Taylor, Clinic Operations Manager, provided feedback. Mr. Mathey said it seems to be the consensus of the Board some feedback is desirable. The motion to institute an online survey critiquing the Board of Trustees and administered by the CEO was made by Mr. Jones; second by Mr. Tardoni. Motion carried. Mr. Mathey said this will be an ongoing and open matter. Mr. Jones said we have a unified Board. Dr. Sowada said we are capable of self-inflection and that is an important skill.

Mr. Mathey called for a five-minute recess. The Board reconvened into regular session at 5:00 PM.

CEO REPORT

Mr. Richardson thanked everyone for their hard work. She said we are working on the strategic plan. We had signup sheets for workgroups at the recent Town Hall meetings. Staff are excited to help. The kick-off meeting will be May 10 at 9:30 a.m. and the Board is invited to attend. Initiatives with timelines and budgets will be brought back to the Board. Ms. Richardson said Hospital Week and Nurses' Week is coming up and is an opportunity to honor, thank, and congratulate staff. Events are scheduled every day of the week. We will honor employees with 5 to 40 years of service. Ms. Richardson reported we are in full swing with the budget. It is a long, detailed, involved process for the Budget Committee. She said we are going to have an attainable, realistic budget for a gain. We are down in FTE's following hard work in that area. The Joint Commission was here April 26 and 27. Ms. Richardson said we had a great survey and commended Mr. Jim Horan, Ms. Stevie Nosich and the Facilities staff. The Joint Commission was impressed and commended us. Ms. Richardson thanked Dr. Sowada for attending both of the closing sessions with them. The Joint Commission realized we have the support of the Board. Ms. Richardson said the nurse surveyor said our BCG (mycobacterium bovis) high level disinfectant process is a best practice as well as our risk assessment on the behavioral health rooms and wants us to submit the information to share with others. Ms. Richardson thanked all staff for their hard work. Physician recruitment efforts continue. Ms. Richardson is scheduled to speak at the Proud Wyoming Woman Retreat June 1. She said she is trying to get out to meet with groups as often as she can. We are preparing to give our yearly report to the Board of County Commissioners. Mr. Mathey asked that we get on their agenda for their second meeting in June.

COMMITTEE REPORTS

Building and Grounds Committee

Mr. Horan, Facilities Director, said we are going to tour the nurses old dormitory building on May 22 at 5 p.m. The CT replacement project is going well. We are still looking at alternate methods of cooling in the laundry. The failed steam expansion joint has been altered thanks to Mr. Gerry Johnston in Facilities. The collapsing retaining wall is stable for now. We are considering engineering to repair the wall in the near future. Mr. Horan said we are replacing some ceilings and sprinkler heads on the main floor. We sent our plans to the State for review for the Medical Office Building changes. Mr. Horan thanked Ms. Richardson for supporting The Joint Commission efforts. By our next survey, he feels we will be in even better shape physically. Mr. Jones thanked Mr. Horan for making it happen.

Foundation Board

Mr. Kelsey said the Foundation Board and Hospital Board had a joint meeting the prior week. He thought it went well. The Foundation Board meets the next week. They are working on bylaws. Mr. Kelsey said he does not think the CEO or the Trustee Liaison should be an officer of the Foundation Board. Ms. Tiffany Marshall, Foundation Director, said she thought the meeting went well. She said she will get marketing collateral out in the next week for the golf tournament.

Finance and Audit Committee

Capital Expenditure: The motion to approve FY 18-22 for \$192,500 for off-site back-up was made by Mr. Jones; second by Mr. Kelsey. Motion carried. Mr. Kelsey said he is excited about the project and we need this badly. Mr. Kelsey said Mr. Rich Tyler, I.T. Director, explained this request well at the Committee meeting. The annual costs will save us about \$15K/yr. and Mr. Kelsey thinks this is a great solution. He expressed appreciation to Mr. Tyler and his staff for coming up with it. Mr. Tyler offered to show the Trustees the equipment after it is set up. He commended his staff for doing their due diligence on this project.

Narratives: Ms. Tami Love, Chief Financial Officer, reviewed the narratives included in the packet. She said the bottom line was a gain for March and year-to-date. She said we had experienced a \$4M loss at this same time last fiscal year. This March was our highest revenue month in history. Expenses were under budget. Ms. Love said our expenses were \$5.9M over budget at this time last year. She said our loss in the Clinic was under budget for March. The Clinic also had a record revenue month. Ms. Love shared the April outlook and highlighted some supply chain trends. She said we are in the process of implementing a two-bin method in the Operating Room. Ms. Love said we tackled this project on our own. If it works, we will incorporate the method in OB and Central Supply. Ms. Love said another trend is the revenue cycle. We are currently looking at different proposals to help with automatic posting. We are looking at software to help with the pre-op process. Dr. Sowada asked about a financial navigator. Ms. Love said we have discussed it mostly in the context of the Cancer Center. The Cancer Center put a part time position into their budget to help with that. Ms. Richardson said we can look into it for other areas.

Investment Recommendation: The motion to approve the investment recommendation of \$17,015,243.57 as requested was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

Bad Debt: Ms. Love said Mr. Ron Cheese, Patient Financial Services Director, had to leave to attend a Veterans' Administration meeting so she presented the Bad Debt information. The motion to approve the net potential bad debt for \$608,142.35 as presented was made by Mr. Jones; second by Mr. Kelsey. Motion carried.

Human Resources Committee

Ms. Amber Fisk, Human Resources Director, distributed drafts of new exempt and non-exempt policies. She said they slightly differ from the information in the meeting packets. Ms. Fisk said we needed to separate these policies and clarify the information. She said we are asking to change these immediately. Mr. Mathey said they were distributed at the last meeting for approval at this meeting. The motion to approve and adopt the new exempt and non-exempt policies as presented was made by Mr. Tardoni; second by Dr. Sowada. Motion carried.

Quality Committee

Mr. Mathey said Dr. Banu Symington has been here several months and is particularly interested in quality. He said he is authorized and required to make appointments to committees and he has appointed Dr. Symington to the Quality Committee.

Mr. Jones said he thinks we are fine tuning what we have been looking at and focusing on what we are working on. We are making improvements and making progress.

Executive Oversight and Compensation

Mr. Mathey said we have a plan. The Committee generally handles personnel so most discussions are in executive session. We are working on the performance criteria for the CEO. Ms. Richardson started as the regular, full-time CEO on October 1, 2017. The end of the fiscal year is June 30. There is no performance criteria in the current contract so there is no criteria to really evaluate her on. Mr. Mathey said by the end of the fiscal year, we will have something in place for FY19. He said we intend to do an evaluation based on those criteria for FY18 to get some experience at doing it.

GOOD OF THE ORDER

Mr. Tardoni said his term is ended at the end of June. He said he will apply for consideration to be reappointed to both the Board of Trustees and the Miners' Board. Mr. Mathey said Mr. Tardoni is a very valued member of this Board and has the full support of the Board. Mr. Mathey said he would like Mr. Tardoni to be reappointed. Mr. Kolb said he is pleased with what's been going on and supports Mr. Tardoni's reappointment.

Dr. Dansie thanked the Emergency Room staff and Dr. Augusto Jamias for their help with a couple of patients from Castle Rock. Dr. Dansie thanked the Hospital for our relationship with that entity. Dr. Dansie said serious issues were caught with the patients because of the time he's given to round

there. He said we are in need of long term care facilities. Dr. Dansie said we can take patients with higher acuity at Castle Rock because of the relationship with the Hospital. Dr. Dansie is the physician for 52 of the 54 patients there. He said it is a big responsibility and he takes it seriously. Mr. Jones said this is a reminder that it is all about the patients.

ADJOURNMENT

There being no further business to discuss, the motion was made, second and carried to adjourn. The meeting adjourned at 5:59 PM.

Mr. Richard Mathey, President

Attest:

Mr. Marty Kelsey, Secretary

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

May 22, 2018

The Board of Trustees of Memorial Hospital of Sweetwater County met in special session with the General Medical Staff on May 22, 2018, at 6:00 PM with Mr. Richard Mathey, President, presiding.

CALL TO ORDER

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

Officially present: Mr. Irene Richardson, CEO; Dr. David Dansie, Medical Staff President; Mr. John Kolb, Sweetwater County Board of County Commissioners.

WELCOME MEDICAL STAFF

Mr. Mathey welcomed the Medical Staff.

MEDICAL STAFF UPDATE

Dr. Dansie reported the Medical Executive Committee met with legal counsel and reviewed bylaws. He said two scholarships are awarded each year. There were no applicants from Green River so both scholarships were awarded to Sweetwater School District #1 applicants. Dr. Dansie welcomed Ms. Jessica Mason as the Administrative Assistant in the Medical Staff Services office.

HOSPITAL BOARD UPDATE

Mr. Mathey reported the Board has been able to have some introspection and has a goal to be a better Board to better-serve MHSC. Mr. Mathey said the Board had a discussion at the May Board meeting regarding the function of the Board and governance versus management. He said the Board is going to conduct a self-assessment and authorized a staff survey of the Board. Mr. Mathey shared highlights from a recent Trustee Magazine article on overcoming barriers. He said he feels the Board focuses on safety and quality. They want to be transparent and do not abuse executive sessions. Mr. Mathey noted the balance in the composition of the Board and thanked Mr. Kolb for the work the Board of County Commissioners did to appoint Trustees. Mr. Mathey said we are working on antiquated materials and information. He said he feels the Board has a good relationship with the Medical Staff, mentioned the contract procedure, and thanked the Medical Staff.

CEO UPDATE

Ms. Richardson said we continue to work on the strategic plan. Budget work continues. The Joint Commission returned and we have full accreditation. Ms. Richardson said we continue to work

on the medical staff bylaws. She provided a physician recruitment update. Ms. Richardson thanked the Medical Staff for everything they have done to help with volume. She said she is trying to reach out and be proactive. She said she wants everyone to be happy to be here and agrees the contract procedure is good and helpful. Ms. Richardson thanked the Board for their work and support.

Mr. Kolb provided an update on the County budget. He made a suggestion to increase funding for the Hospital especially for maintenance. The Board of County Commissioners is going to review a Hospital project for the possibility of additional funds. Mr. Kolb said they are trying to do more to help this institution and are supportive of the Hospital and mission. He said everything at the Hospital is owned by the public and said the Board members are volunteers looking over things for the benefit of the public. He said they are good people and commends everyone doing all the work they are to keep the doors open. Mr. Kolb said the Hospital is a public institution and everyone in this county owns this hospital. He said the public needs the Medical Staff and they are an integral part of this community. Mr. Mathey invited questions.

ADJOURNMENT

There being no further business to discuss, the meeting adjourned at 6:40 PM.

Mr. Richard Mathey, President

Attest:

Mr. Marty Kelsey, Secretary



Corporate Compliance Plan - Draft

I. PURPOSE AND INTRODUCTION

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

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

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

II. MISSION

Compassionate care for every life we touch.

Vision: To be our community's trusted healthcare leader

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

III. VALUES

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

IV. STRUCTURE-COMPLIANCE OFFICER AND COMPLIANCE COMMITTEE

Appointment

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

Duties

The Compliance Officer is responsible for the day to day operations, planning and activities of the Compliance Program. The Compliance Officer oversees all on-going activities related to the development, implementation, maintenance and adherence to the organization's policies and procedures covering Corporate Compliance and HIPAA Privacy Compliance. The Compliance Officer works closely with Senior Leadership to implement internal controls and plans of correction when appropriate. In addition, the Compliance Officer develops and implements policies and procedures as required by the HIPAA privacy regulation, and for compliance with other applicable federal and state patient privacy regulations.

Reporting

The Compliance Officer reports concurrently to General Counsel and Board of Trustees. The Compliance Officer shall report directly to the Board of Trustees at **chosen interval**. Such reports may be written or oral. The Compliance Officer has the ability to participate in an Executive Session of the Board at the Board's discretion. The Compliance Officer has the authority to engage the services of outside agencies for internal audits and investigations.

Corporate Compliance Committee

The Corporate Compliance Committee is a Committee of **the Board of Trustees**. The Committee is charged with the responsibility of operating and monitoring the Program and initiating any actions to correct problems encountered. The Committee shall consist of **needs to be decided**. The duties of the Corporate Compliance Committee include but are not limited to:

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

V. CODE OF CONDUCT

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

VI. EDUCATION AND TRAINING

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

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

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

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

VII. MONITORING COMPLIANCE

The Compliance Officer, in conjunction with the Compliance Committee and Senior Leadership will create an annual work plan. Pursuant to that plan, the Compliance Officer will conduct or direct periodic audits of all departments to assess compliance with the standards and policies established with the program. Reports of audits shall be provided to the Compliance Committee upon completion, and the Board of Trustees at a **given interval, but not less than annually.**

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

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

VIII. REPORTING CONCERNS AND COMPLAINTS; NON-RETALIATION POLICY

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

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

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

IX. INVESTIGATION AND CORRECTION OF IDENTIFIED PROBLEMS

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

The Compliance Officer, or his or her designee, is responsible for directing the investigation of the alleged situation or problem. In undertaking investigations, the Compliance Officer may utilize other employees (consistent with appropriate confidentiality), outside attorneys, outside accountants and auditors or other consultants or experts for assistance or advice.

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

The Compliance Officer reports the results of each investigation to the Corporate Compliance Committee, and Chief Legal Executive. When appropriate based on significance, the Board of Trustees and Senior Leadership will also be notified. The Compliance Officer may recommend a course of discipline and/or other corrective action. Corrective action recommendations by the Compliance Officer will be provided concurrently to the Human Resources Department and the Senior Leader over the service area.

Self-Disclosure Protocol

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

X. ENFORCEMENT AND DISCIPLINE

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

Individuals may also be subject to disciplinary action for:

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

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

XI. REAPPRAISAL OF PLAN

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

Assigned: FY 18-27

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: Medical Oncology

Submitted by: Tasha Harris

Date:

Provide a detailed description of the capital expenditure requested:

We will soon be transitioning the medical oncology department to ARIA for their EMR and this software, Looking Glass, will be a great asset to helping things run smoothly between pharmacy and med onc. This software will allow things to run more efficiently and safely and will eliminate manual entry and redundancy, which open up more room for error. It would allow us to use bar code scanners and recording start and stop times of chemo delivery. It would help with chemo drug inventory, etc. This software would allow the pharmacy and med onc to use their EMR to the fullest potential.

Preferred Vendor: Unlimited Systems: Looking Glass software

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

1. Renovation	\$
2. Equipment	\$
3. Installation	\$
4. Shipping	\$
5. Accessories	\$
6. Training	\$
7. Travel costs	\$
8. Other e.g. interfaces	\$
Total Costs (add 1-8)	\$ 58,750

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): N/A

Increases/Decreases

Budgeted Item:

Projected Annual Procedures (NEW not existing)

☐ YES ☐ NO

Revenue per procedure

\$

Projected gross revenue

\$

Projected net revenue

\$

Projected Additional FTE's

of bids obtained? 1

☐ Copies and/or Summary attached.

If no other bids obtained, reason:

Salaries

\$

Benefits

\$

Maintenance

\$

Supplies

\$

This is the only pharmacy/med onc software that is compatible with ARIA Med Onc and would work with the systems we already have in place.

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Total Annual Expenses \$

Net Income/(loss) from new service \$

Review and Approvals

Submitted by: Tasha Harris

Verified enough Capital to purchase

Department Leader

☐ YES ☐ NO

Vice President of Operations

☐ YES ☐ NO

Chief Financial Officer

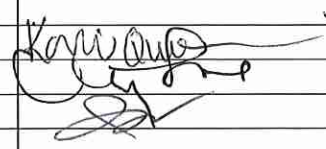
☒ YES ☐ NO

Chief Executive Officer

☒ YES ☐ NO

Board of Trustees Representative

☐ YES ☐ NO



OTHER CONSIDERATIONS

Please note: I received an original quote for this software and had we gone with that I would have been able to turn this Capital Request in before the deadline. I felt the original quote we were given was much too high so I gave them information on what we were going to pay originally, what we had paid, etc. and asked that they please give us a new quote. It has been a lengthy process to acquire a new quote from them because there were glitches in their quoting software and they finally turned it over to Unlimited to get us the quote instead of the quote coming from Varian.

The original quote was for \$161,000 and this quote is down to \$58,750, which I believe is very reasonable.

I believe it will be a much smoother process if we can get this software up and going in the beginning when we are already starting and building something new (with ARIA). I am asking that you please consider approving this software so that it can be a part of our upcoming ARIA transition.

Also we are very fortunate that Varian was willing to re-do the training for ARIA Med Onc and supply a lot of resources and man power to help us get up and running without charging us for it. That saved us a lot of money.

Submitted by: Signature

Date

Looking Glass™ (Oncology Pharmacy Extension) for ARIA Oncology Information System

Oncology Pharmacy and Infusion Suite Workflow Automation

Installation at: Memorial Hospital Outpatient Infusion Clinic

Prepared for: Memorial Hospital of Sweetwater County

Prepared by: Looking Glass Systems, LLC

May 1, 2018

Sweetwater Memorial Hospital has identified Looking Glass as a preferred mechanism to optimize Oncology Pharmacy Workflow, Activity Capture/Billing, and Bar Code Medication Administration in the context of ARIA Medical Oncology (Varian Medical Systems). The software licensure and professional services package detailed below supports Sweetwater's goals and timelines. Unique credits have been provided to in recognition of Sweetwater Memorial's previous investment in Looking Glass and the ARIA Business Office platform.

Software & Services to support Chemotherapy Dispensing and Treatment Verification Requirements Looking Glass Extensions for deployment in ARIA EMR Environment

	Quantity	Unit Price	Extended Price
Application Software Licenses			
<u>Looking Glass - Base Software Foundation</u>			
1. One (1) g4 Framework Server License.	} Package	1	\$ 23,500.00
2. One (1) ARIA Clinical Integration Extension License.			
3. One (1) Interlink Extension License.			
4. One (1) Reflect Share Extension License.			
5. One (1) Unity Extension License.			
6. Annual Software Maintenance for Base Software Foundation			\$ 4,230.00
7. Waiver of Annual Software Maintenance through initial annual term of use			\$ (4,230.00)
<u>Looking Glass Extension for ARIA Medical Oncology EMR</u>			
1. One (1) Ordering Provider † Licenses for the Oncology Pharmacy Workflow Features	1	\$ 8,500.00	\$ 8,500.00
2. One (1) Ordering Provider † Licenses for the Infusion Suite Workflow Features	1	\$ 10,500.00	\$ 10,500.00
3. Annual Software Maintenance for Looking Glass Extension			\$ 3,420.00
4. Waiver of Annual Software Maintenance through initial annual term of use			\$ (3,420.00)
Software License Subtotal:			\$ 42,500.00

NOTE(S): Looking Glass Extension software assignment sufficient to support the primary Medical Oncologists who will order Medication Treatment using ARIA at the Memorial Hospital Outpatient Infusion Clinic at initial Varian Go Live. Subsequent expansion of the provider base who submit medication orders to Looking Glass via the ARIA system (or the activity level of the community-based physicians) will require additional licenses to the Oncology Pharmacy and Infusion Suite Workflow features. However, no incremental investment in the ABO Base Foundation or Systems Integration software would be required.

† The cost of both one-time Provider License(s) and any associated recurring maintenance is reduced by 50% for qualifying "Low Volume" (LV) Ordering Providers. In the case that Looking Glass licenses are required for "Ultra Low Volume" (ULV) Ordering Providers then Unlimited shall grant those as-needed on a fee-waived basis:

- LV: Medication order volume at or below 50% of scale established by full-time Internal Providers.
- ULV: Medication order volume at or below 15% of scale established by full-time Internal Providers.

* * ITEMIZED DETAIL CONTINUES ON NEXT PAGE * *

Software & Services to support Chemotherapy Dispensing and Treatment Verification Requirements
Looking Glass Extensions for deployment in ARIA EMR Environment

Project Management		Flat Charge	\$	7,875.00
Allowance (up to 35 hours) for Project Management Services and IT infrastructure support†				
Technical Services & Application Support				
<u>Allowance for Technical Services - Installation, Configuration, Testing & Training†</u>				
1.	Configuration of Master Files for new Extension(s) - Define inventory stock Items and all Item Attribute values (including NDC) - Configure Stocking Location and Clinical Location parameters - Build out application security and workflow messaging rules	4 days	\$ 1,750.00	\$ 7,000.00
2.	Installation, Initial Configuration and Testing of Integrated Connectivity Components - Demographic exchange validation with ARIA EMR - Implement inbound Orders interface from ARIA EMR - Configure and test conduit messaging for 3rd party software communication	3 days	\$ 1,875.00	\$ 5,625.00
3.	Application Training for Pharmacy, Clinical and Business Office End Users - Oncology Pharmacy stock management including add/remove inventory - NDC code capture for medical billing and reporting - Point of Destocking and Point of Care training for Treatment Verification Extension	12 days	\$ 1,750.00	\$ 21,000.00
<u>Select Access Technical Support Plan (renewing annual subscription per Ordering Provider)</u>				
1.	Renewing annual subscription per Ordering Provider	}	1	\$ 4,500.00
2.	Unrestricted access to Looking Glass Product Support without incident limits or night/weekend surcharges			
Services & Support Subtotal:			\$	38,125.00

† Professional Services (all categories cumulative) in excess of 250 total hours would require supplemental funding. Offered for purchase in 8 hour service blocks at \$1,400 each if required.

TOTAL FIRST YEAR COST FOR SOFTWARE & PROFESSIONAL SERVICES		\$	88,500.00
PREFERRED CUSTOMER CREDIT	<i>Institutional site with concurrent ARIA Business Office implementation via Unlimited Systems.</i>	\$	(8,500.00)
CREDIT FOR 2014 COMMITMENT TO LOOKING GLASS PLATFORM		\$	(21,250.00)
REVISED TOTAL FIRST YEAR COST FOR SOFTWARE & PROFESSIONAL SERVICES		\$	58,750.00

This first year package also includes:

1. Initial Service Support (ISS) composed of a 90-day software warranty and subsequent 9 months Service Support Contract.

RECURRING ANNUAL COST FOR MAINTENANCE & SUPPORT AFTER FIRST YEAR OF USE‡	\$	12,150.00
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‡ Additional software licenses issued in the future to support medication orders from incremental providers shall require separate SSA funding to be determined at that time.

* * ITEMIZED DETAIL CONTINUES ON NEXT PAGE * *

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Software & Services to support Chemotherapy Dispensing and Treatment Verification Requirements
Looking Glass Extensions for deployment in ARIA EMR Environment

**** Proposal Notes ****

Use of Looking Glass Extensions requires that the end user customer maintain a First Databank subscription via Unlimited Systems to provide weekly updates to key drug reference libraries. Specifically: FDB MEDKNOWLEDGE and the HCPS Select (TM) (Medicare Module). The annual cost of this subscription (~\$2,250 per Clinical Location) shall be treated as a recurring direct expense of the project and qualify for reimbursement to Looking Glass Systems, LLC by the end user customer.

The cost of any tablet computers, specialized peripherals (bar code readers and/or printers) or computer supplies (i.e. bar-code label stock) selected by a customer to use with any Looking Glass Extension is not an obligation of Looking Glass. In the event that a customer directs Looking Glass to purchase such items on its behalf, then the equipment/supply expense incurred by Looking Glass Systems, LLC shall be deemed to qualify for full reimbursement by the customer as a Direct Expense of the project.

Maintenance and support does not cover computer hardware or data networking support for any equipment Looking Glass may provide under the terms of this contract.

Sweetwater Memorial Hospital is not obligated to fund maintenance and support for any predetermined future term and would retain the perpetual software licenses irrespective of the funding status of maintenance and support. However, end user is advised that a failure to fund maintenance and support would terminate Looking Glass Systems' obligation to ensure that the software continues to operate and would relieve Looking Glass of any application support burden, including for interface connectivity.

Direct Expenses (including Travel, Meals, Lodging) to be reimbursed at cost.

Pricing on this proposal is effective through June 30, 2018.


**** Payment Terms ****

Total First Year Cost payable in three installments to be invoiced separately each with NET 30 terms; 50% invoiced at Signing, 25% invoiced at production Go Live for Looking Glass; 25% (final balance) invoiced 60 days after production Go Live for Looking Glass.

Looking Glass Systems, LLC

Software Products / Professional Services Authorization Form

- Existing Clients in Good Standing
- Special Projects & per diem/per hour professional services where applicable

AUTHORIZATION NUMBER: 420058	
<u>REQUEST DETAILS</u>	
Issue Date:	<input type="text" value="05/01/2018"/>  Valid when authorized within 60 days
Description of Requested Service(s):	<div>This Authorization provides licensing and services related to the implementation of the Looking Glass platform for Sweetwater Memorial Hospital. This provides use for 1 full-time ordering provider, as well as onsite support for training and go-live on the system.</div> <div>Special pricing concessions were provide given Sweetwater Memorial's previous commitment to the solution in 2014. See attached Authorization Detail for more information.</div>
Authorization Limit:	<input type="text" value="\$ 58,750.00"/> <small>Software products can be expected to result in incremental annual maintenance and application support fees in future years.</small>
Requested By:	<input type="text" value="Tasha Harris"/>
Organization:	<input type="text" value="Sweetwater Regional Cancer Center"/>

<u>AUTHORIZATION</u>	
Printed Name:	<input type="text"/>
Signature:	<input type="text"/>
Date:	<input type="text" value="/ / 2018"/>
<p><i>By my signature I order the above requested services from Looking Glass Systems and attest that I have the organizational authority to do so. I further acknowledge that the Standard Terms and Conditions of the Software License and Professional Services Agreements already on file with Looking Glass Systems, LLC govern this purchase.</i></p>	



Assigned: FY 18 -30

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: 800

Submitted by: JH

Date: 5/24/2018

Provide a detailed description of the capital expenditure requested: Retaining wall design.

Preferred Vendor: Western Engineers and Geologists

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

1. Renovation	\$ 23530
2. Equipment	\$
3. Installation	\$
4. Shipping	\$
5. Accessories	\$
6. Training	\$
7. Travel costs	\$
8. Other e.g. interfaces	\$ 3335
Total Costs (add 1-8) \$ 26865	

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.)

Engineering

\$

\$

\$

\$

\$

\$

Annualized impact on operations (if applicable):

Increases/Decreases

Budgeted Item?

Projected Annual Procedures (NEW not existing)

☐ YES ☐ NO

Revenue per procedure

\$

Projected gross revenue

\$

Projected net revenue

\$

Projected Additional FTE's

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

☐ YES ☐ NO

Vice President of Operations

☐ YES ☐ NO

Chief Financial Officer

☒ YES ☐ NO

Chief Executive Officer

☒ YES ☐ NO

Board of Trustees Representative

☐ YES ☐ NO

OTHER CONSIDERATIONS

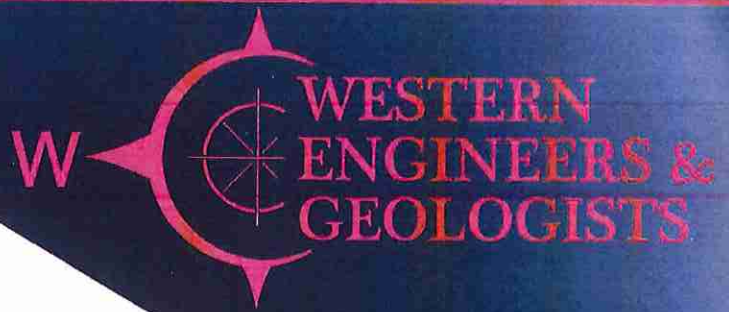
The following description is the justification for this capital request:

The retaining wall by our HR entrance is finally falling apart. We have it secured with plywood to prevent collapse. But we are in a place where we must make some changes. At "first blush", it would appear that simply tearing-down the wall and replacing it is in order. And that this can be done without an engineer. But immediately beneath the area is our utility tunnel. Concrete contractors refuse to consider this work without an engineers design. Also, the issue with the wall is due to water seepage from run-off. An engineer will re-design the offending fire-lane to assure runoff is away from the building. This request is for engineering only. The cost to perform this yet-to-be designed work cannot be accurately estimated. It will involve regrading and repaving sections of the fire-lane driveway and redesign of existing storm drains.

The "other" amount requested (\$3,335.00) is to re-engineer the design for storm water control in and around our loading dock area. During severe weather, our loading dock (situated below grade), cannot handle the water run-off, creating a serious flooding potential. As the retaining wall reconstruction will involve renovation of our fire-lane, it seems prudent to include this issue, which also involves our fire-lane drainage as well.

Submitted by: Signature _____

Date _____



PROPOSAL

MEMORIAL HOSPITAL OF SWEETWATER COUNTY NORTHWEST ENTRANCE RECONSTRUCTION

PROFESSIONAL SERVICES

APRIL 2018

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1329 Ninth Street
Rock Springs, WY 82901
(307) 362-5180
western@westernegi.com
www.westernegi.com

Bidding and Construction Management Services

Per the RFP, we will provide bidding and construction related services to MHSC for the project. Specifically, the following tasks will be included:

- ☞ Western will be available for a prebid walk through of the project with potential bidders and MHSC and will answer questions presented by bidders during the bidding process. Western will also review completed bids for accuracy and completeness prior to awarding the contract.
- ☞ Once a contractor has been selected, Western will review material submittals and shop drawings submitted by the contractor.
- ☞ Western will provide a minimum of two onsite inspections during the course of work. We will also provide material testing for compacted soils and concrete used in construction.
- ☞ Western will review contractor pay application to ensure accuracy in time and materials used on the project. After substantial completion of the construction has been reached, we will perform a final walkthrough of the work and create a punchlist of items to be fixed or completed before final payment is advertised. Once the punchlist is completed, we will advertise for final payment for a minimum of 41 days, and per Wyoming Statutes.
- ☞ We will complete and deliver to MHSC final as-built drawings that will include elevations and locations of features and utilities of the project.
- ☞ We will perform a site visit and walk through of the project after the project 11 months after final payment has been made to determine if any warranty issues need to be addressed.

Design Alternates

MHSC has asked that we look at and provide a Scope of Services for two design alternatives:

- ☞ MHSC may add handicapped access to the entrance. This would entail constructing a ADA compliant ramp in conjunction with steps at the door and would require that an ADA ramp be constructed from the elevated parking lot adjacent to the access lane. If this alternate is selected it will be incorporated into the plans created for the project.
- ☞ Flooding has occurred several times at the loading dock that is located southwest of the project site. Flooding has been relatively severe at times and impeded operations at MHSC. As part of the project, we can incorporate the design and construction of additional storm sewer and grading to control runoff in the loading dock area and alleviate flooding issues. As discussed in the Scope of Services presented for the main design, the condition of the existing area drain near the entrance doors may necessitate the implementation of a portion or all of this alternate in the design of the project.
- ☞ If MHSC chooses to add one or both of these alternate design options, they can also be incorporated into the plans as bid alternates, meaning that construction can occur based on construction price rather than be committed to once design is completed.

F. Fee And Schedule

Our fees for the project are based on the hours that we currently believe will be necessary to complete the Scope of Services as outlined in this proposal. Additional services that are performed either due to unforeseen conditions found during investigation, or requests from MHSC during design that are not part of the described Scope of Services will be negotiated at that time. Additional work will not be completed until authorized in writing by MHSC.

Base Design Services	\$14,685.00
Bidding and Construction Services	\$8,845.00
Base Services	\$23,530.00
ADA Compliant Ramp Design	\$920.00
Loading Dock Storm Water Control	\$2,415.00
Total Alternates	\$3,335.00

Because no firm date for awarding the project was given, our schedule is based on projections from the notice to proceed. We will begin field investigation within two weeks of a notice to proceed. It is anticipated that the field investigation and design will be completed in 6 weeks. Bidding typically takes around 3 weeks, and we believe that a 120-calendar-day construction period is adequate for construction of the base project and alternates if selected. Assuming that we are given a notice to proceed on or around

April 15, we anticipate being complete with design and ready for bidding on June 4. If this is immediately followed by bidding, bids can be received and opened by July 1. Assuming 10 days for contract negotiations, construction could begin around July 16, allowing for completion by November 30, 2018.

Memorial Hospital

OF SWEETWATER COUNTY

# Assigned: FY <u>18-31</u>	
Capital Request	
Instructions: YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity. Note: When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.	
Department: Urology	Submitted by:
Date: 3-8-18	
Provide a detailed description of the capital expenditure requested: This equipment is needed in order to be able to perform SpaceOAR procedures. This procedure involves the Urologist injecting a periprostic gel spacer into a prostate cancer patient before they undergo radiation therapy. This gel spacer leads to a significantly lower rectum exposure to radiation which leads to few side effects and higher quality of life. This procedure could be performed on every prostate cancer patient that will be undergoing radiation therapy.	
Preferred Vendor: Hitachi Healthcare Americas	
Total estimated cost of project (Check all required components and list related expense)	
1. Renovation	\$
2. Equipment	\$ 30,574
3. Installation	\$
4. Shipping	\$
5. Accessories	\$
6. Training	\$
7. Travel costs	\$
8. Other e.g. interfaces	\$
Total Costs (add 1-8)	\$
Does the requested item:	
Require annual contract renewal? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	
Fit into existing space? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Explain:
Attach to a new service? <input 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) 60	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Revenue per procedure \$ 9,750	# of bids obtained? <u>2</u>
Projected gross revenue \$ 585,000	
Projected net revenue \$ 292,500	<input type="checkbox"/> Copies and/or Summary attached. If no other bids obtained, reason:
Projected Additional FTE's	
Salaries \$	
Benefits \$	
Maintenance \$	
Supplies \$	
Total Annual Expenses \$ 177,900 (cost of gel spacers)	
Net Income/(loss) from new service \$ 114,600	
Review and Approvals	
Submitted by:	Verified enough Capital to purchase
Department Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO
Vice President of Operations	<input type="checkbox"/> YES <input type="checkbox"/> NO
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO

OTHER CONSIDERATIONS

The revenue that will be gained from offering this procedure will pay for this equipment and then some within one year of purchasing this equipment. This procedure is also a very beneficial service that we can offer to patients to reduce their side effects and improve their quality of life. We can market the fact that we offer this to patients and the SpaceOAR company will provide us with marketing tools, press releases, etc.

Doing this procedure will also be a great opportunity for the Urology and Radiation Oncology departments to work together and collaborate in offering the latest and greatest to our patients to enhance their experience here at our hospital.

Leslie Taylor
Submitted by: Signature

3/8/18
Date

HITACHI HEALTHCARE AMERICAS CORPORATION
1959 Summit Commerce Park, Twinsburg, Ohio 44087
Tel: 800-800-3106 Fax: 330-425-1410
www.hitachihealthcare.com

Quotation #: QUO-04383-F0R4N1
Revision #: 0
Quotation Date: 3/1/2018



Memorial Hospital Urology Services

HHAC Quotation for:

Memorial Hospital Urology Services

1180 College Drive
Third Floor
Rock Springs, WY 82901

This quotation constitutes Hitachi Healthcare Americas Corporation's offer to sell products described herein. By signing below, the Purchaser unconditionally accepts Hitachi Healthcare Americas Corporation's offer, including all of the terms and conditions of the sale contained herein.

This agreement shall not bind Hitachi Healthcare Americas Corporation until it has been countersigned by an authorized representative in its corporate offices in Twinsburg, Ohio.

Ship To Address:

Memorial Hospital Urology Services

1180 College Drive
Third Floor
Rock Springs, WY 82901

Quotation Valid: 45
Expiration Date: 4/15/2018
Account Executive: Kevin Mycoskie
Phone Number: (330) 425-1313 x3455
Email Address: mycoskiek@hitachihealthcare.com



Customer Acceptance

Hitachi Healthcare Americas Corporation

Signature: _____	Submitted by: _____ Date _____
Print Name: _____	
Print Title: _____	Accepted by: _____ Date _____
Date: _____	

NON-DISCLOSURE STATEMENT: The CONTENTS OF THIS QUOTATION SHALL NOT BE DISCLOSED TO ANYONE EXCEPT TO EMPLOYEES OF CUSTOMER WITH A LEGITIMATE NEED TO KNOW SUCH INFORMATION WITHOUT FIRST OBTAINING THE EXPRESS WRITTEN CONSENT OF HHAC.

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Memorial Hospital Urology Services

Included Items

Quantity	Item	Part Number	Description	List Price	Unit Price	Extended Price
1	6235104	610-974	Civco Multipurpose Workstation Stabilizer Floor Mount	7,139.00	7,139.00	7,139.00
1	2035954	644-066	Civco Multipurpose Workstation Stepper for Hitachi Probe	4,235.00	4,235.00	4,235.00
1	4277403	EZU-AB8	PROBE EXTENSION UNIT	6,400.00	4,800.00	4,800.00
1	7887794	C41L47RP	PROSTATE BIPLANE PROBE, SMALL	19,200.00	14,400.00	14,400.00

Payment Terms:

Net 30

Total Amount: \$30,574.00

Customer Loyalty Discount

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Revision #: 0

Quotation Date: 3/1/2018

**Memorial Hospital Urology Services****QUOTE TERMS AND CONDITIONS**

1. Refer to Sales Terms and Conditions section in the Specifications portion of the quotation for complete terms and conditions.
2. Customer is responsible for providing all site preparation necessary for installation and operation of the equipment.
3. While HHAC will use its best effort to deliver all purchased options with the system, Purchaser agrees that availability, or lack thereof, of a specific option will not hold up acceptance or any progress payments on the remainder of the system.
4. The customer is responsible for its compliance with any applicable local or state laws and regulations that may be applicable to the purchase and/or installation of the equipment quoted herein.
The customer is responsible for its compliance with any applicable local or state laws and regulations that may be applicable to the purchase and/or installation of the equipment quoted herein.
5. The Service Maintenance Agreement attached includes Point of Sale discounts applicable if it is signed at the time of equipment purchase.
6. Credit card payments over \$25K are subject to 3% processing fee.
7. This contract shall be governed by the laws of the State of Ohio, without application of its conflict of laws provision. The customer and Hitachi Healthcare Americas Corporation agree to submit to the jurisdiction of the state or federal courts located in Ohio for any suits involving this agreement: with such jurisdiction and venue being exclusive.

Memorial Hospital Urology Services

TERMS AND CONDITIONS OF SALE

1. **TERMS AND CONDITIONS OF CONTRACT.** This contract for sale of goods by Hitachi Healthcare Americas Corporation shall be only upon the terms stated herein. Any additional or different terms proposed by the Customer (whether in any purchase order, acknowledgment or other document no or hereafter submitted by the Customer) are hereby rejected and will be of no effect upon Hitachi Healthcare Americas Corporation unless expressly agreed to in writing by an authorized representative at Hitachi Healthcare Americas Corporation executive offices in Twinsburg, Ohio.
2. **ENTIRE AGREEMENT; MODIFICATION.** This contract constitutes the entire and only agreement between Hitachi Healthcare Americas Corporation and the Customer concerning the subject matter covered herein. No modification of this contract shall be binding on Hitachi Healthcare Americas Corporation unless agreed to in writing by an authorized representative at Hitachi Healthcare Americas Corporation executive offices in Twinsburg, Ohio.
3. **TAXES.** Prices do not include applicable sales, excise, use or other taxes, duties or fees now in effect or hereinafter levied which Hitachi Healthcare Americas Corporation may be required to pay or collect in connection with the sale of goods to the customer, whether or not expressly set forth herein or in any quotation furnished with respect to the goods; all such taxes, duties and fees shall be the obligation of the Customer who shall promptly pay the same to Hitachi Healthcare Americas Corporation upon request.
4. **PAYMENT.** Each invoice for goods shipped shall be paid net 30 days from the date of invoice, unless otherwise specified. Hitachi Healthcare Americas Corporation reserves the right to change the terms of payment or to require payment prior to delivery if, in Hitachi Healthcare Americas Corporation's opinion, the Customer's financial condition, the Customer's failure to pay Hitachi Healthcare Americas Corporation for other orders, or other circumstances so warrant. Overdue payments shall be charged at the rate of 18% per annum or the maximum permitted by applicable law, whichever is less. If Hitachi Healthcare Americas Corporation retains a collection agency or attorney to collect overdue payments, all collection costs, including attorney's fees, shall be payable by the Customer. Furthermore, the Customer's failure to pay Hitachi Healthcare Americas Corporation for goods sold hereunder shall entitle Hitachi Healthcare Americas Corporation without prior notice to the Customer, to withhold service on such goods.
5. **SECURITY INTEREST.** The customer hereby grants to Hitachi Healthcare Americas Corporation a purchase money security interest in and the right to possession of the goods upon the Customer's default in payment thereof until all payments hereunder have been made in full. Customer authorizes Hitachi Healthcare Americas Corporation to execute and/or file any documents necessary for Hitachi Healthcare Americas Corporation to perfect such security interest. If the Customer fails to pay any amount when due hereunder, Hitachi Healthcare Americas Corporation may, without limitation, and without prior notice to the Customer, peaceably enter any premises in which the goods may be found and render inoperable or remove the same. Neither the foregoing nor any provision of paragraph 5 shall constitute an election of remedies on the part of Hitachi Healthcare Americas Corporation.
6. **DELIVERY.** Unless otherwise specified, goods shall be delivered to the Customer F.O.B. Hitachi Healthcare Americas Corporation facilities at Twinsburg, Ohio. Title to and risk of loss of any goods shall pass to the Customer on delivery. Delivery of the goods to a common carrier will be deemed a satisfactory delivery by Hitachi Healthcare Americas Corporation to the customer. All shipping cost including insurance shall be for the account of and paid by the Customer. In connection with delivery of the goods, the Customer may designate in writing not less than ten (10) days prior to the shipment date the carrier for shipment and the amount of insurance and the nature of coverage. If the Customer fails to so designate any or all such items, Hitachi Healthcare Americas Corporation will, on behalf of and for the benefit of the Customer, insure to full value the goods shipped or declare full value thereof at the time of delivery to the common carrier selected by Hitachi Healthcare Americas Corporation. In any case, Hitachi Healthcare Americas Corporation will select, at its discretion, the types and amount of packaging and the carrier of any insurance. In the event of loss or damage of any of the goods during shipment, the Customer should make claim against the carrier. Hitachi Healthcare Americas Corporation shall have the right to make shipments and/or deliveries in separate lots and each such shipment or delivery shall constitute a distinct and separate contract.
7. **INSPECTION.** The Customer shall promptly inspect the goods upon receipt. The Customer will be deemed to have accepted the goods if the Customer fails to give written notice of rejection of the items shipped with a statement as to the deficiencies with the item within 10 days of receipt of goods.
8. **DELAY.** Hitachi Healthcare Americas Corporation shall be excused from any delay or failure in performance of this contract due to acts of God, perils of the sea, fire, flood, epidemic, war, civil disorder, government acts or restrictions, accidents, plant conditions, strikes, labor difficulties, failure or delay in transportation, shortages of fuel, energy, labor or materials, failure of Hitachi Healthcare Americas Corporation's supplier(s) to perform its contract(s) with Hitachi Healthcare Americas Corporation or any other causes beyond Hitachi Healthcare Americas Corporation's reasonable control affecting production, transportation or delivery of the goods.

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Memorial Hospital Urology Services

9. WARRANTY; LIMITATION OF CONTRACT REMEDIES. Hitachi Healthcare Americas Corporation warrants that the goods, at the time of delivery to the Customer, shall be free from defects in material and workmanship. This warranty is conditioned upon the Customer giving Hitachi Healthcare Americas Corporation written notice of any defect within 1 year of delivery of the goods; provided, however, such notice must be given within 90 days of delivery in the case of static transducers and software, and within 30 days of delivery in the case of spare parts. EXCEPT AS EXPRESSLY STATED HEREIN HITACHI HEALTHCARE AMERICAS CORPORATION MAKES NO OTHER WARRANTIES, EXPRESS OR IMPLIED, INCLUDING WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE AND TRADE, OR SAMPLES PREVIOUSLY SUPPLIED. Hitachi Healthcare Americas Corporation obligation and liability under this warranty are limited solely, at Hitachi Healthcare Americas Corporation's option, to: (a) repair or replacement of defective goods or (b) repayment of or reduction in a reasonable portion of the defective goods purchase price. Hitachi Healthcare Americas Corporation shall not be liable to the Customer for any special, indirect, incidental or consequential damages, or for any lost profits resulting from breach of warranty or any other provision of this contract, or for any liability of the customer to any third party. In no event will any claim against or recovery from Hitachi Healthcare Americas Corporation be greater in amount than the purchase price of the goods with respect to which such claim or recovery is made. Hitachi Healthcare Americas Corporation warranties and obligations hereunder shall terminate without notice to the Customer if the goods are subject to misuse, improper application or alteration or are repaired by other than a Hitachi Healthcare Americas Corporation authorized service representative.

10. RETURN. No part of the goods purchased are to be returned to Hitachi Healthcare Americas Corporation unless prior authorization in writing has been secured from an authorized representative of Hitachi Healthcare Americas Corporation's executive offices at Twinsburg, Ohio. All returned goods are subject to a restocking fee. Customer is responsible for all shipping changes and the goods returned shall be shipped F.O.B. Hitachi Healthcare Americas Corporation facilities at Twinsburg, Ohio.

11. ASSIGNMENT. No assignment of rights or delegation of duties under this contract shall be binding upon Hitachi Healthcare Americas Corporation without its written consent executed by an authorized representative at Hitachi Healthcare Americas Corporation's executive offices in Twinsburg, Ohio.

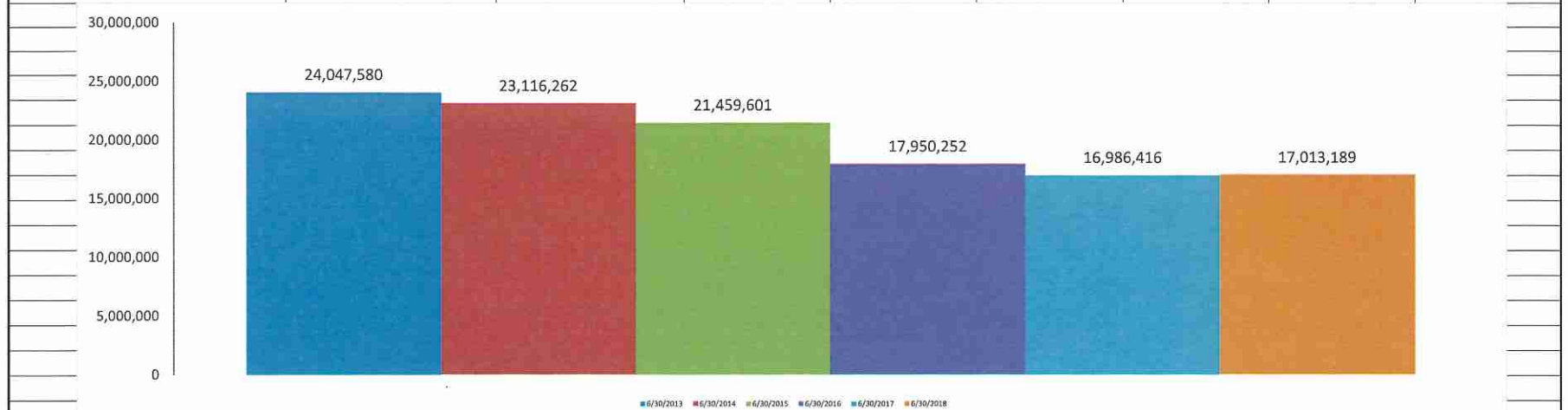
12. CHANGES IN GOODS. Hitachi Healthcare Americas Corporation may change the construction or design of the goods without notice to the Customer so long as the function and performance of the goods are not thereby substantially altered.

13. UPGRADES. Unless otherwise specified in writing, the price of all upgrades assumes the return or replaced components to Hitachi Healthcare Americas Corporation in exchange for the upgrade components supplied by Hitachi Healthcare Americas Corporation

"Provisions of 38USC 2012, the Vietnam Era Veterans Readjustment Assistant Act of 1974, provisions of Section 503 of the Rehabilitation Act of 1973 and provisions of Section 202 of Executive Order 11246, as amended are herein included by reference."

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
OPEN BID INVESTMENT SUMMARY REPORT
04/30/18**

		INTEREST						
ACCOUNT	FINANCIAL INST	RATE	6/30/2013	6/30/2014	6/30/2015	6/30/2016	6/30/2017	6/30/2018
GENERAL	BANK OF WEST	0.300%	8,700,000	8,710,751	5,295,564	4,330,411	4,362,377	4,388,806
RESERVE	BANK OF WEST	0.300%	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
GENERAL	BANK OF WEST	0.860%			2,460,272	2,983,016	2,964,992	2,964,346
CAPITAL DEVELOPMENT	KEYBANK	1.500%	13,539,405	13,001,178	12,299,119	9,231,852	8,253,433	8,253,433
E. BOICE	WYOSTAR	1.016%	404,098	39	39	39	40	40
LIFELINE	WYOSTAR	1.016%	104,078	104,294	104,607	104,934	105,575	106,564
TOTAL			24,047,580	23,116,262	21,459,601	17,950,252	16,986,416	17,013,189



INFORMATION:								
CURRENT INVESTMENT BALANCE:		\$ 17,013,188.83						
GENERAL FUND BALANCE AS OF 04/30/18		4,368,961						
REPRESENTING DAYS OF CASH ON HAND		20						
RECOMMENDATION:								
MAINTAIN FUNDS IN CURRENT INVESTMENTS DUE TO LIQUIDITY OF FUNDS.								
START LOOKING INTO OTHER OPTIONS WITH HIGHER INTEREST RATES.								



Wednesday - May 30, 2018 Finance & Audit Committee Meeting

May 30, 2018

Classrooms 1 & 2

Meeting Book - Wednesday - May 30, 2018 Finance & Audit Committee Meeting

Agenda

Agenda

Agenda Finance Comm May 30, 2018.docx

I. Call Meeting to Order

Taylor
Jones
Taylor
Jones

II. Approve Meeting Minutes

Finance and Audit Comm Draft Minutes April 25 2018.doc

III. Capital Requests FY18

Taylor
Jones

CAPITAL REQUESTS May 30, 2018.pdf

FY18-27.pdf

FY18-30.pdf

18 CAPITAL - APRIL.pdf

IV. Building & Grounds Committee Report

James
Horan
Rich Tyler

V. IT Report

IT Report fo Finance May 2018.docx

VI. Financial Report

A. Monthly Financial Statements & Statistical Data

Tami Love

1. Financial Statements

Tami Love

NARRATIVE TO APRIL 2018 FINANCIALS.doc

FY18 FINANCIALS COMBINED - APRIL 2018.pdf

FY18 Other Operating Revenue Detail.xlsx

CLINIC NARRATIVE TO APRIL 2018 FINANCIALS.doc

FY18 FINANCIALS CLINIC- APRIL 2018.pdf

FY18 FINANCIALS HOSPITAL-APRIL 2018.pdf

HDRHCD April 2018 Board.pdf

Key Financial Ratio Definitions.pdf

2. Statistics

Tami Love

18 Board Graphs April.pdf

18 FTE REPORT - 042918.pdf

18 MHSC STATISTICS.pdf

3. Accounts Receivable report

Tami Love

FY18 DAYS IN AR April 2018.pdf

18 PAYOR MIX.pdf

4. Budget Adherence	Tami Love
B. Approve Investment Report	Tami Love
18 INVESTMENT SUMMARY 04-30-18.pdf	
18 DAYS OF CASH ON HAND APRIL 2018.pdf	
C. Other Business	
1. Preliminary Bad Debt	Ron Cheese
2. Title 25 County Voucher	Ron Cheese
FY18 County Maintenance & Title 25 Voucher-April.pdf	
3. Legal Summary	Tami Love
18 BOARD LEGAL EXPENSE HISTORY-April.pdf	
4. Cash Disbursements	Tami Love
FY18 CASH DISBURSEMENTS - April 2018.pdf	
VII. New Business	
A. Financial Forum Discussions	Taylor Jones
FY19 Capital & Operating Budget.pdf	
VIII. Adjournment	Taylor Jones

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

Wednesday ~ May 30, 2018

4:00 p.m.

Classrooms 1 & 2

Voting Members:

Taylor Jones, Chairman
Marty Kelsey
Irene Richardson
Tami Love
Jan Layne

Non-Voting Members:

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

Guests:

John Kolb, Commission
Tasha Harris

Jim Horan

Leslie Taylor

- | | |
|--|--------------|
| I. Call Meeting to Order | Taylor Jones |
| II. Approve April 25th Meeting Minutes | Taylor Jones |
| III. Capital Requests FY 18 | Taylor Jones |
| IV. Building Project Review | Jim Horan |
| V. IT Report | Rich Tyler |
| VI. Financial Report | |
| A. Monthly Financial Statements & Statistical Data | Tami Love |
| 1. Financial Statements | Tami Love |
| 2. Statistics | Tami Love |
| 3. Accounts Receivable report | Tami Love |
| 4. Department Budget Adherence | Tami Love |
| B. Approve Investment Report | Taylor Jones |
| C. Other Business | |
| 1. Preliminary Bad Debt | Ron Cheese |
| 2. Title 25 County Voucher | Ron Cheese |
| 3. Legal Summary | Tami Love |
| 4. Cash Disbursements | Tami Love |
| VII. New Business | |
| A. FY19 Capital and Operating Budget | Tami Love |
| B. Financial Forum Discussion | Taylor Jones |
| VIII. Adjournment | |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Finance & Audit Committee Meeting

April 25, 2018

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

Voting Members Absent: Mr. Taylor Jones, *Trustee Chair*

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

Non-Voting Members Absent: Dr. Augusto Jamias
Dr. Kristy Nielson, *CNO*

Guests: Mr. Jim Horan, *Facilities Director*

Call Meeting to Order

Mr. Kelsey called the meeting to order and welcomed everyone. He said Mr. Jones was out of town.

Approve Meeting Minutes

A motion to approve the meeting minutes of March 28, 2018, as presented was made by Ms. Love; second by Ms. Layne. Motion carried.

Capital Request FY 18

Mr. Tyler reviewed request FY18-22 for an off-site backup solution. He said it was recommended by the group that completes our annual IT security audit and also by our insurance company. Mr. Tyler obtained two quotes. Ms. Love said this selection will result in a cost savings over our current plan. Mr. Kelsey asked a number of questions about the expenditure request. The motion to approve forwarding FY18-22 to the full Board for review and a request for approval was made by Ms. Richardson; second by Ms. Love. Motion carried. Mr. Tyler said he would clarify some information on the request paperwork for the Board.

Ms. Love distributed updated capital budget information. She said she and Mr. Cheese attended a recent Board of County Commissioners meeting and requested they move Title 25 funds to the maintenance fund. They agreed to do that. Ms. Love noted those funds are not for capital expenditures.

Building and Grounds Committee Report

Mr. Horan reviewed a report distributed at the meeting. He said the Committee will tour the old hospital property on May 22 at 5:00 PM.

IT Report

Mr. Tyler reviewed the report included in the meeting packet. He added he is starting to look at PHI auditing software.

Financial Report

Monthly Finance Statements & Statistical Data

Ms. Love reviewed the narrative and financial highlights included in the meeting packet. She said March was a historical high revenue month. Mr. Kelsey asked what we attribute the gains in March to. Ms. Love said she looked back a number of years and it appears March is usually one of our busier months and this March was even better than last year. Ms. Love said we may see a dip in days of cash on hand with a three-pay-period month in May.

Approve Investment Report

The motion to approve to forward to the full Board for review and consideration the investment report as presented was made by Ms. Love; second by Ms. Layne. Motion carried.

Other Business

Mr. Cheese distributed the preliminary bad debt information for review. Mr. Cheese said he is seeing a trend of people having higher deductibles, in particular people going to the marketplace for coverage. Mr. Kelsey asked for a trend write-up from Mr. Cheese and Ms. Love on the impact to the hospital from legislation and insurance.

Mr. Cheese said the County has paid us for all Title 25 vouchers previously submitted. He just sent charges for approximately \$11,000 that was from the University of Utah Emergency Physicians for treatment.

Ms. Love said it looks like legal expenses are coming down.

New Business

Financial Forum Discussion

Ms. Love said we are working on budgets and looking at a break-even year. Mr. Kelsey asked if we feel managers understand what is expected as they submit their requests. Ms. Love and Ms. Richardson said they think they've been clear in all meetings about wanting a bottom line but we need to be realistic. Ms. Richardson said the key point has been adherence. Ms. Love said Standard & Poor's was concerned we did not meet budget. Supply costs are going up faster than

inflation. Salary and wage is 54.2% of the budget. Mr. Kelsey asked what type of pressures we are sensing with the budget in this area. Ms. Love said we still feel we are over in FTE's. We are still working on a productivity model and we are trying to handle savings through attrition. Ms. Richardson said we have some people requesting a salary review. She said we would be happy to do that. We have some people leaving to nearby facilities. Ms. Richardson is wondering if they can offer more because they are more right-sized. Ms. Quickenden said she thinks a total compensation statement of all benefits would be useful and very powerful. Ms. Love said she thinks Arthur Gallagher is supposed to be putting something like that together for us. Mr. Kelsey said we have to have the best fit of proper staffing and pay and benefits.

With no further business, the meeting adjourned.

Submitted by Cindy Nelson

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

WEDNESDAY ~ MAY 30, 2018

	YTD CAPITAL APPROVED	GRANT OR DONATION REIMBURSED	2018 APPROVED BUDGET	REMAINING YTD BALANCE
AS OF MAY 2018	1,846,047.00	-	2,000,000.00	153,953.00

CAPITAL REQUEST #	REQUESTED ITEM/REQUESTOR	AMOUNT REQUESTED	COMMENTS
FY18-27	ARIA Software for Medical Oncology Tasha Harris	58,750.00	
FY18-30	Engineering for retaining wall James Horan	26,865.00	

TOTAL AMOUNT REQUESTED

85,615.00

-

-

# Assigned: FY <u>18-27</u>	
Capital Request	
Instructions: YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity. Note: When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.	
Department: Medical Oncology	Submitted by: Tasha Harris
Date:	
Provide a detailed description of the capital expenditure requested: We will soon be transitioning the medical oncology department to ARIA for their EMR and this software, Looking Glass, will be a great asset to helping things run smoothly between pharmacy and med onc. This software will allow things to run more efficiently and safely and will eliminate manual entry and redundancy, which open up more room for error. It would allow us to use bar code scanners and recording start and stop times of chemo delivery. It would help with chemo drug inventory, etc. This software would allow the pharmacy and med onc to use their EMR to the fullest potential.	
Preferred Vendor: Unlimited Systems: Looking Glass software	
Total estimated cost of project (Check all required components and list related expense)	
1. Renovation	\$
2. Equipment	\$
3. Installation	\$
4. Shipping	\$
5. Accessories	\$
6. Training	\$
7. Travel costs	\$
8. Other e.g. interfaces	\$
Total Costs (add 1-8) \$ 58,750	
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): N/A	
Increases/Decreases	
Projected Annual Procedures (NEW not existing)	Budgeted Item: <input type="checkbox"/> YES <input type="checkbox"/> NO
Revenue per procedure	\$
Projected gross revenue	\$
Projected net revenue	\$
Projected Additional FTE's	
Salaries	\$
Benefits	\$
Maintenance	\$
Supplies	\$
Total Annual Expenses	\$
Net Income/(loss) from new service	\$
Review and Approvals	
Submitted by: Tasha Harris	Verified enough Capital to purchase
Department Leader	<input type="checkbox"/> YES <input type="checkbox"/> NO
Vice President of Operations	<input type="checkbox"/> YES <input type="checkbox"/> NO
Chief Financial Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Chief Executive Officer	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Board of Trustees Representative	<input type="checkbox"/> YES <input type="checkbox"/> NO

of bids obtained? 1

☐ Copies and/or Summary attached.
If no other bids obtained, reason:
 This is the only pharmacy/med onc software that is compatible with ARIA Med Onc and would work with the systems we already have in place.

OTHER CONSIDERATIONS

Please note: I received an original quote for this software and had we gone with that I would have been able to turn this Capital Request in before the deadline. I felt the original quote we were given was much too high so I gave them information on what we were going to pay originally, what we had paid, etc. and asked that they please give us a new quote. It has been a lengthy process to acquire a new quote from them because there were glitches in their quoting software and they finally turned it over to Unlimited to get us the quote instead of the quote coming from Varian.

The original quote was for \$161,000 and this quote is down to \$58,750, which I believe is very reasonable.

I believe it will be a much smoother process if we can get this software up and going in the beginning when we are already starting and building something new (with ARIA). I am asking that you please consider approving this software so that it can be a part of our upcoming ARIA transition.

Also we are very fortunate that Varian was willing to re-do the training for ARIA Med Onc and supply a lot of resources and man power to help us get up and running without charging us for it. That saved us a lot of money.

Submitted by: Signature

Date

Looking Glass™ (Oncology Pharmacy Extension) for ARIA Oncology Information System

Oncology Pharmacy and Infusion Suite Workflow Automation

Installation at: Memorial Hospital Outpatient Infusion Clinic

Prepared for: Memorial Hospital of Sweetwater County

Prepared by: Looking Glass Systems, LLC

May 1, 2018

Sweetwater Memorial Hospital has identified Looking Glass as a preferred mechanism to optimize Oncology Pharmacy Workflow, Activity Capture/Billing, and Bar Code Medication Administration in the context of ARIA Medical Oncology (Varian Medical Systems). The software licensure and professional services package detailed below supports Sweetwater's goals and timelines. Unique credits have been provided to in recognition of Sweetwater Memorial's previous investment in Looking Glass and the ARIA Business Office platform.

Software & Services to support Chemotherapy Dispensing and Treatment Verification Requirements

Looking Glass Extensions for deployment in ARIA EMR Environment

	Quantity	Unit Price	Extended Price
Application Software Licenses			
<u>Looking Glass - Base Software Foundation</u>			
1. One (1) g4 Framework Server License.	} Package	\$ 23,500.00	\$ 23,500.00
2. One (1) ARIA Clinical Integration Extension License.			
3. One (1) Interlink Extension License.			
4. One (1) Reflect Share Extension License.			
5. One (1) Unity Extension License.			
6. Annual Software Maintenance for Base Software Foundation		\$	4,230.00
7. Waiver of Annual Software Maintenance through initial annual term of use		\$	(4,230.00)
<u>Looking Glass Extension for ARIA Medical Oncology EMR</u>			
1. One (1) Ordering Provider † Licenses for the Oncology Pharmacy Workflow Features	1	\$ 8,500.00	\$ 8,500.00
2. One (1) Ordering Provider † Licenses for the Infusion Suite Workflow Features	1	\$ 10,500.00	\$ 10,500.00
3. Annual Software Maintenance for Looking Glass Extension		\$	3,420.00
4. Waiver of Annual Software Maintenance through initial annual term of use		\$	(3,420.00)
Software License Subtotal:			\$ 42,500.00

NOTE(S): Looking Glass Extension software assignment sufficient to support the primary Medical Oncologists who will order Medication Treatment using ARIA at the Memorial Hospital Outpatient Infusion Clinic at initial Varian Go Live. Subsequent expansion of the provider base who submit medication orders to Looking Glass via the ARIA system (or the activity level of the community-based physicians) will require additional licenses to the Oncology Pharmacy and Infusion Suite Workflow features. However, no incremental investment in the ABO Base Foundation or Systems Integration software would be required.

† The cost of both one-time Provider License(s) and any associated recurring maintenance is reduced by 50% for qualifying "Low Volume" (LV) Ordering Providers. In the case that Looking Glass licenses are required for "Ultra Low Volume" (ULV) Ordering Providers then Unlimited shall grant those as-needed on a fee-waived basis:

- LV: Medication order volume at or below 50% of scale established by full-time Internal Providers.
- ULV: Medication order volume at or below 15% of scale established by full-time Internal Providers.

* * ITEMIZED DETAIL CONTINUES ON NEXT PAGE * *

Software & Services to support Chemotherapy Dispensing and Treatment Verification Requirements
Looking Glass Extensions for deployment in ARIA EMR Environment

Project Management	<i>Flat Charge</i>	\$	7,875.00
Allowance (up to 35 hours) for Project Management Services and IT infrastructure support†			

Technical Services & Application Support

Allowance for Technical Services - Installation, Configuration, Testing & Training†

- | | | | |
|--|---------|-------------|--------------|
| 1. <i>Configuration of Master Files for new Extension(s)</i> | 4 days | \$ 1,750.00 | \$ 7,000.00 |
| <ul style="list-style-type: none"> - Define inventory stock items and all Item Attribute values (including NDC) - Configure Stocking Location and Clinical Location parameters - Build out application security and workflow messaging rules | | | |
| 2. <i>Installation, Initial Configuration and Testing of Integrated Connectivity Components</i> | 3 days | \$ 1,875.00 | \$ 5,625.00 |
| <ul style="list-style-type: none"> - Demographic exchange validation with ARIA EMR - Implement inbound Orders interface from ARIA EMR - Configure and test conduit messaging for 3rd party software communication | | | |
| 3. <i>Application Training for Pharmacy, Clinical and Business Office End Users</i> | 12 days | \$ 1,750.00 | \$ 21,000.00 |
| <ul style="list-style-type: none"> - Oncology Pharmacy stock management including add/remove inventory - NDC code capture for medical billing and reporting - Point of Destocking and Point of Care training for Treatment Verification Extension | | | |

Select Access Technical Support Plan (renewing annual subscription per Ordering Provider)

- | | | | | |
|--|---|---|-------------|-------------|
| 1. <i>Renewing annual subscription per Ordering Provider</i> | } | 1 | \$ 4,500.00 | \$ 4,500.00 |
| 2. <i>Unrestricted access to Looking Glass Product Support without incident limits or night/weekend surcharges</i> | | | | |

Services & Support Subtotal:		\$	38,125.00
---	--	----	------------------

† Professional Services (all categories cumulative) in excess of 250 total hours would require supplemental funding. Offered for purchase in 8 hour service blocks at \$1,400 each if required.

TOTAL FIRST YEAR COST FOR SOFTWARE & PROFESSIONAL SERVICES	→	\$	88,500.00
PREFERRED CUSTOMER CREDIT	→	\$	(8,500.00)
<i>Institutional site with concurrent ARIA Business Office implementation via Unlimited Systems.</i>			
CREDIT FOR 2014 COMMITMENT TO LOOKING GLASS PLATFORM	→	\$	(21,250.00)
REVISED TOTAL FIRST YEAR COST FOR SOFTWARE & PROFESSIONAL SERVICES	→	\$	58,750.00

This first year package also includes:

1. *Initial Service Support (ISS) composed of a 90-day software warranty and subsequent 9 months Service Support Contract.*

RECURRING ANNUAL COST FOR MAINTENANCE & SUPPORT AFTER FIRST YEAR OF USE‡	→	\$	12,150.00
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‡ Additional software licenses issued in the future to support medication orders from incremental providers shall require separate SSA funding to be determined at that time.

* * ITEMIZED DETAIL CONTINUES ON NEXT PAGE * *

Software & Services to support Chemotherapy Dispensing and Treatment Verification Requirements
Looking Glass Extensions for deployment in ARIA EMR Environment

**** Proposal Notes ****

Use of Looking Glass Extensions requires that the end user customer maintain a First Databank subscription via Unlimited Systems to provide weekly updates to key drug reference libraries. Specifically: FDB MEDKNOWLEDGE and the HCPS Select (TM) (Medicare Module). The annual cost of this subscription (~\$2,250 per Clinical Location) shall be treated as a recurring direct expense of the project and qualify for reimbursement to Looking Glass Systems, LLC by the end user customer.

The cost of any tablet computers, specialized peripherals (bar code readers and/or printers) or computer supplies (i.e. bar-code label stock) selected by a customer to use with any Looking Glass Extension is not an obligation of Looking Glass. In the event that a customer directs Looking Glass to purchase such items on its behalf, then the equipment/supply expense incurred by Looking Glass Systems, LLC shall be deemed to qualify for full reimbursement by the customer as a Direct Expense of the project.

Maintenance and support does not cover computer hardware or data networking support for any equipment Looking Glass may provide under the terms of this contract.

Sweetwater Memorial Hospital is not obligated to fund maintenance and support for any predetermined future term and would retain the perpetual software licenses irrespective of the funding status of maintenance and support. However, end user is advised that a failure to fund maintenance and support would terminate Looking Glass Systems' obligation to ensure that the software continues to operate and would relieve Looking Glass of any application support burden, including for interface connectivity.

Direct Expenses (including Travel, Meals, Lodging) to be reimbursed at cost.

Pricing on this proposal is effective through June 30, 2018.


**** Payment Terms ****

Total First Year Cost payable in three installments to be invoiced separately each with NET 30 terms; 50% invoiced at Signing, 25% invoiced at production Go Live for Looking Glass; 25% (final balance) invoiced 60 days after production Go Live for Looking Glass.

Looking Glass Systems, LLC

Software Products / Professional Services Authorization Form

- Existing Clients in Good Standing
- Special Projects & per diem/per hour professional services where applicable

AUTHORIZATION NUMBER: 420058	
<u>REQUEST DETAILS</u>	
Issue Date:	<input type="text" value="05/01/2018"/>  Valid when authorized within <u>60</u> days
Description of Requested Service(s):	<p>This Authorization provides licensing and services related to the implementation of the Looking Glass platform for Sweetwater Memorial Hospital. This provides use for 1 full-time ordering provider, as well as onsite support for training and go-live on the system.</p> <p>Special pricing concessions were provide given Sweetwater Memorial's previous commitment to the solution in 2014. See attached Authorization Detail for more information.</p>
Authorization Limit:	<input type="text" value="\$ 58,750.00"/> <small>Software products can be expected to result in incremental annual maintenance and application support fees in future years.</small>
Requested By:	<input type="text" value="Tasha Harris"/>
Organization:	<input type="text" value="Sweetwater Regional Cancer Center"/>

<u>AUTHORIZATION</u>	
Printed Name:	<input type="text"/>
Signature:	<input type="text"/>
Date:	<input type="text" value="/ / 2018"/>
<p><i>By my signature I order the above requested services from Looking Glass Systems and attest that I have the organizational authority to do so. I further acknowledge that the Standard Terms and Conditions of the Software License and Professional Services Agreements already on file with Looking Glass Systems, LLC govern this purchase.</i></p>	



Assigned: FY 18 -30

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: 800

Submitted by: JH

Date: 5/24/2018

Provide a detailed description of the capital expenditure requested: Retaining wall design.

Preferred Vendor: Western Engineers and Geologists

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

1. Renovation	\$ 23530
2. Equipment	\$
3. Installation	\$
4. Shipping	\$
5. Accessories	\$
6. Training	\$
7. Travel costs	\$
8. Other e.g. interfaces	\$ 3335
Total Costs (add 1-8) \$ 26865	

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.)

Engineering

\$
\$
\$
\$
\$
\$

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

Review and Approvals

Submitted by:

Verified enough Capital to purchase

Department Leader

☐ YES ☐ NO

Vice President of Operations

☐ YES ☐ NO

Chief Financial Officer

☒ YES ☐ NO

Chief Executive Officer

☐ YES ☐ NO

Board of Trustees Representative

☐ YES ☐ NO

OTHER CONSIDERATIONS

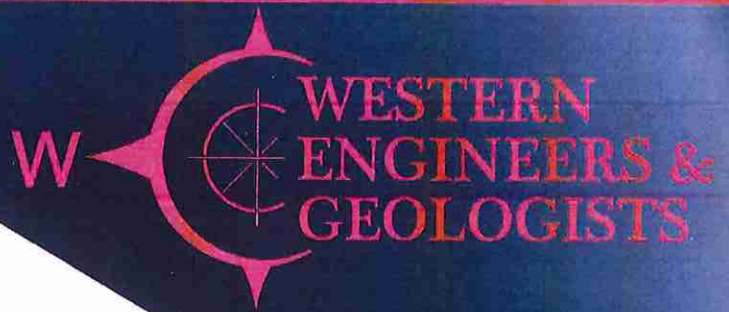
The following description is the justification for this capital request:

The retaining wall by our HR entrance is finally falling apart. We have it secured with plywood to prevent collapse. But we are in a place where we must make some changes. At "first blush", it would appear that simply tearing-down the wall and replacing it is in order. And that this can be done without an engineer. But immediately beneath the area is our utility tunnel. Concrete contractors refuse to consider this work without an engineers design. Also, the issue with the wall is due to water seepage from run-off. An engineer will re-design the offending fire-lane to assure runoff is away from the building. This request is for engineering only. The cost to perform this yet-to-be designed work cannot be accurately estimated. It will involve regrading and repaving sections of the fire-lane driveway and redesign of existing storm drains.

The "other" amount requested (\$3,335.00) is to re-engineer the design for storm water control in and around our loading dock area. During severe weather, our loading dock (situated below grade), cannot handle the water run-off, creating a serious flooding potential. As the retaining wall reconstruction will involve renovation of our fire-lane, it seems prudent to include this issue, which also involves our fire-lane drainage as well.

Submitted by: Signature _____

Date _____



PROPOSAL

MEMORIAL HOSPITAL OF SWEETWATER COUNTY NORTHWEST ENTRANCE RECONSTRUCTION

PROFESSIONAL SERVICES

APRIL 2018

Page 61 of 223

1329 Ninth Street
Rock Springs, WY 82901
(307) 362-5180
western@westernegi.com
www.westernegi.com

Bidding and Construction Management Services

Per the RFP, we will provide bidding and construction related services to MHSC for the project. Specifically, the following tasks will be included:

- ☞ Western will be available for a prebid walk through of the project with potential bidders and MHSC and will answer questions presented by bidders during the bidding process. Western will also review completed bids for accuracy and completeness prior to awarding the contract.
- ☞ Once a contractor has been selected, Western will review material submittals and shop drawings submitted by the contractor.
- ☞ Western will provide a minimum of two onsite inspections during the course of work. We will also provide material testing for compacted soils and concrete used in construction.
- ☞ Western will review contractor pay application to ensure accuracy in time and materials used on the project. After substantial completion of the construction has been reached, we will perform a final walkthrough of the work and create a punchlist of items to be fixed or completed before final payment is advertised. Once the punchlist is completed, we will advertise for final payment for a minimum of 41 days, and per Wyoming Statutes.
- ☞ We will complete and deliver to MHSC final as-built drawings that will include elevations and locations of features and utilities of the project.
- ☞ We will perform a site visit and walk through of the project after the project 11 months after final payment has been made to determine if any warranty issues need to be addressed.

Design Alternates

MHSC has asked that we look at and provide a Scope of Services for two design alternatives:

- ☞ MHSC may add handicapped access to the entrance. This would entail constructing a ADA compliant ramp in conjunction with steps at the door and would require that an ADA ramp be constructed from the elevated parking lot adjacent to the access lane. If this alternate is selected it will be incorporated into the plans created for the project.
- ☞ Flooding has occurred several times at the loading dock that is located southwest of the project site. Flooding has been relatively severe at times and impeded operations at MHSC. As part of the project, we can incorporate the design and construction of additional storm sewer and grading to control runoff in the loading dock area and alleviate flooding issues. As discussed in the Scope of Services presented for the main design, the condition of the existing area drain near the entrance doors may necessitate the implementation of a portion or all of this alternate in the design of the project.
- ☞ If MHSC chooses to add one or both of these alternate design options, they can also be incorporated into the plans as bid alternates, meaning that construction can occur based on construction price rather than be committed to once design is completed.

F. Fee And Schedule

Our fees for the project are based on the hours that we currently believe will be necessary to complete the Scope of Services as outlined in this proposal. Additional services that are performed either due to unforeseen conditions found during investigation, or requests from MHSC during design that are not part of the described Scope of Services will be negotiated at that time. Additional work will not be completed until authorized in writing by MHSC.

Base Design Services	\$14,685.00
Bidding and Construction Services	\$8,845.00
Base Services	\$23,530.00
ADA Compliant Ramp Design	\$920.00
Loading Dock Storm Water Control	\$2,415.00
Total Alternates	\$3,335.00

Because no firm date for awarding the project was given, our schedule is based on projections from the notice to proceed. We will begin field investigation within two weeks of a notice to proceed. It is anticipated that the field investigation and design will be completed in 6 weeks. Bidding typically takes around 3 weeks, and we believe that a 120-calendar-day construction period is adequate for construction of the base project and alternates if selected. Assuming that we are given a notice to proceed on or around

April 15, we anticipate being complete with design and ready for bidding on June 4. If this is immediately followed by bidding, bids can be received and opened by July 1. Assuming 10 days for contract negotiations, construction could begin around July 16, allowing for completion by November 30, 2018.

MHSC Capital Budget for FYE 6/30/2018

Department	ITEM	Approved	Purch/Amt	Variance	FY#
MEDICAL IMAGING	AS+ 128 slice CT Scanner	701,967	701,967		FY18-1
MEDICAL IMAGING	CT REPLACEMENT CONSTRUCTION - A Pleasant	513,482	513,482		FY18-1
MEDICAL IMAGING	CT REPLACEMENT CONSTRUCTION - Plan One/ST&B	45,450	45,450		FY18-1
MEDICAL IMAGING	C10-3V ULTRASOUND TRANSDUCER	12,762	12,762	-	FY18-2
RESPIRATORY	PURITAN BENNETT 980 VENTILATOR	34,342	34,342	-	FY18-3
RESPIRATORY	ARTERIAL BLOOD GAS/ELECTROLYTE ANALYZER	31,500	31,920	420	FY18-4
INFORMATION SERVICES	VIRTUAL SERVER EXPANSION	39,281	39,281	-	FY18-5
INFECTION CONTROL	TROPHON EPR (2)	19,526	19,526	-	FY18-6
LABORATORY	BIOLOGICAL HOOD	9,566	9,241	(325)	FY18-7
LABORATORY	PLASMA THAWER	2,858	2,857	(1)	FY18-8
UROLOGY CLINIC	GOBY WIRELESS URODYNAMICS SYSTEM	20,720	20,720	-	FY18-9
MEDICAL IMAGING	EMC CENTERA 2 NODE UPGRADE	12,772	12,773	1	FY18-10
SURGERY	GLIDE SCOPE PEDIATRIC BATON	6,143	6,143	-	FY18-11
INFORMATION SERVICES	T-SYSTEM SERVER UPGRADE	TABLED			FY18-12
LABORATORY	BLOOD CULTURE SYSTEM	12,499	12,499	-	FY18-13
LABORATORY	BLOOD CULTURE SYSTEM	12,499	12,499	-	FY18-14
FACILITIES	MOB RETURN AIR DUCTS - ENGINEERING	24,900	24,900	-	FY18-15
NUTRITION SERVICES	GAS CONVECTION OVEN	7,002	7,002	-	FY18-16
FACILITIES	FIRST FLOOR SPRINKLER HEADS	9,000	8,060	(940)	FY18-17
FACILITIES	CEILING TILES-MEDICAL IMAGING	22,000		-	FY18-18
INFORMATION SERVICES	UPS BATTERY BACKUP UNIT	6,324	5,900	-	FY18-19
FACILITIES	UTILITY RISK ASSESSMENT SOFTWARE	21,500	21,500	-	FY18-20
DIALYSIS	DIALOG HEMODIALYSIS SYSTEM	13,500	13,500	-	FY18-21
INFORMATION SERVICES	OFFSITE BACKUP SERVERS	192,500		(192,500)	FY18-22
FACILITIES	HANDICAP RAILING	10,500		(10,500)	FY18-23
HISTOLOGY	DIGITAL CAMERA	6,575		(6,575)	FY18-24
HISTOLOGY	CYTOSPIN	11,087		(11,087)	FY18-25
FACILITIES	AUTOCLAVE CARTS	17,970		(17,970)	FY18-26
HOUSEKEEPING	FLOOR SCRUBBER	7,023		(7,023)	FY18-28
MAMMOGRAPHY	RADIFORCE COLOR MONITOR	20,799		(20,799)	FY18-29
				-	
				-	
Total Budgeted	2,000,000	1,846,047	1,556,323	(267,300)	

Capital Expenditure Dollars Authorized

1,846,047

Net Capital Outlay FYTD 2018

1,846,047

Remaining Balance FY2018 Capital Budget

153,953

Finance and Audit Committee

IT report

May 2018

Rich Tyler

1. The T-Systems migration is going well. The hardware is ready and currently being built out by T-systems staff. We have been assigned a new project manager, and are awaiting an estimated date for go-live. We have also been encountering multiple issues with our current environment, and hope to have them fixed asap.
2. The OBIX upgrade is going well. We are currently still on schedule and are looking at a go-live date in June/July time frame.
3. We are awaiting the delivery of our new off-site backup solutions. We expect it will arrive within the next week or two.
4. We are currently live with the modified immunization interface to the state.
5. We are still researching possible third party vendors that can provide penetration testing services as well as cyber-attack mitigation services. We have recently received one quote, and are waiting on two additional quotes from different vendors.
6. We are researching security auditing software and have a quote.
7. We have recently hired a new report writer, and a new helpdesk analyst. They should start sometime near the end of May to beginning of June.

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

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

May 21, 2018

NARRATIVE TO APRIL 2018 FINANCIAL STATEMENT

THE BOTTOM LINE. The bottom line from operations for April was a loss of \$396,277, compared to a gain of \$310,646 in the budget. This yields a -5.69% operating margin for the month compared to 4.14% in the budget. The YTD net operating loss is \$45,864, compared to a gain of \$1,915,080 in the budget. This represents a YTD operating margin of -0.06% compared with 2.55% in the budget.

The total net loss for the month was \$256,494, compared to a gain of \$505,751 in the budget. The YTD total net gain is \$2,221,408, compared to a gain of \$3,866,130. This represents a YTD total profit margin of 3.07% compared with 5.16% in the budget.

Annual Debt Service Coverage came in at 3.30. The existing bond covenants require that we maintain Debt Service Coverage of 1.25 for compliance.

VOLUME. Average inpatient census for the month was 12.5; under budget by 4. YTD average census is 11.8 compared to 17.9 in the budget and prior year.

Inpatient surgeries were 8 under budget at 25 and outpatient surgeries were 17 under budget at 123. There were 5,935 outpatient visits, under budget by 742.

Total ER visits were 1,348, which was over budget by 45. There were 26 newborns in April, under budget by 14. Births are under budget by 13 year to date.

REVENUE. Revenue for the month was \$12,518,293, under budget by \$1,102,562. Inpatient revenue was under budget by \$957,598, outpatient revenue was over budget by \$152,792 and the employed Provider Clinic was under budget by \$297,756.

YTD total revenue was \$131,719,892, under budget by \$4,163,833. Inpatient revenue is under budget by \$11,258,378, outpatient revenue is over budget by \$8,876,193 and the Provider Clinic is under budget by \$1,781,648.

Net patient revenue for the month was \$6,567,449, under budget by \$785,853. YTD net patient revenue was \$70,325,796, under budget by \$3,085,900.

Deductions from revenue were booked at 47.5% for April compared to 46% in the budget. YTD deductions from revenue are 46.6%, compared to 46% in the budget and 45% for the same period in FY 2017.

EXPENSES. Total expenses for the month were \$7,362,685 over budget by \$169,681. Salary & Wage, Insurance, Leases & Rentals and Depreciation were under budget for April. The following categories were over budget for April:

Benefits – This expense is over budget by \$175,090. Group health and Retirement are over budget. There were 3 pay periods posted in April.

Contract Labor – This expense is over budget by \$122,359. Behavior Health, Surgery, Dialysis, Emergency Room, Ultrasound and Respiratory Therapy are over budget for the month.

Physician Fees – This expense is over budget by \$134,973. Locum tenens fees for Pediatrics and Anesthesia are over budget.

Purchased Services – This expense is over budget by \$43,028. Consulting fees, Legal fees, Collection agency and Department management service are all over budget for the month.

Supplies – This expense is over budget by \$126,673. Lab supplies, Blood, Med/Surg supplies, Drugs, Minor equipment and Outdated supplies are over budget.

Utilities – This expense is over budget by \$6,577. Fuel and water expense are both over budget.

Repairs & Maintenance - This expense is over budget by \$33,551. Contract maintenance, Maintenance & repair and Bio Med maintenance are over budget for the month.

Other Operating – This expense is over budget by \$2,287. Education & travel, Postage, Freight and Employee recruitment are over budget.

Through ten months, the daily cash expense is at \$217,000, down from a high of \$236,000 in last fiscal year.

BALANCE SHEET. Operating cash at month end was \$15,177,865, a decrease of \$428,674 from March. Collections for the month of April were \$6,525,332. The Days of Cash on Hand decreased in April to 114, down two days from March. The existing bond covenants require that we maintain 75 days of cash on hand for compliance.

Gross receivables at month end were \$22,640,964, up \$72,215 from the prior month. Net patient receivables at month end were \$12,061,907, up \$37,897 from last month. Days in Receivables are 55 for April, up 7 days from March.

OUTLOOK FOR MAY. Gross revenue is projected to come in under budget in the Hospital and the Clinic. Patient days, admits, discharges, ER visits, Clinic visits and births are all projecting to come in under budget. Outpatient services are projecting to be at budget in May. Gross patient revenue is projecting to come in at \$12M, which is under budget with net revenue projecting to \$6.6M. Collections are projecting to come in at \$7.2M, which is over budget.

TRENDS IN HEALTH CARE FINANCE.

Uninsured Rate – The number of working-age Americans without health insurance grew by an estimated 4 million since March 2017, bringing the uninsured rate among the working-age up to 15.5 percent. Lower income families saw the biggest increase in uninsured rates when compared to 2016 numbers. The 2018 open enrollment resulted in 11.8 million people enrolled in marketplace health plans, down about 1 million from 2016. Further suspected changes, including the repeal of the individual mandate penalty, actions to increase the availability of insurance policies that don't comply with ACA minimum benefit standards and support of new Medicaid work requirements, point towards continued increases in the uninsured population.

Luckily, at MHSC we haven't seen the same dynamics as the rest of the country. We have experienced a decrease in the number of Self-Pay and Medicaid patients over the last year, 1% and 3% respectively. The majority of these patients have fortunately shifted to Commercial and Blue Cross insurers and we have realized a corresponding increase of over 2% in those payers. Even with the lower volumes of uninsured patients, we continue to be cognizant of our community's needs and public perception as our patients may be required to pay more for co-insurance and deductibles through new higher pay plans. The result has been a slight increase in our Self-Pay accounts receivable balance from last year.



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

Unaudited Financial Statements

for

Ten months ended April 30, 2018

Certification Statement:

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

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Certified by:

Tami Love

Chief Financial Officer

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Ten months ended April 30, 2018

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

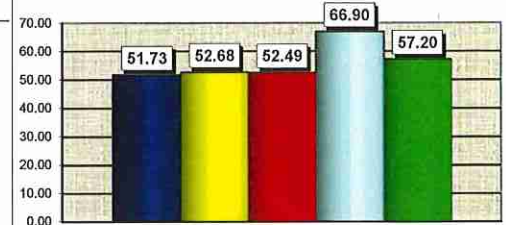
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Ten months ended April 30, 2018

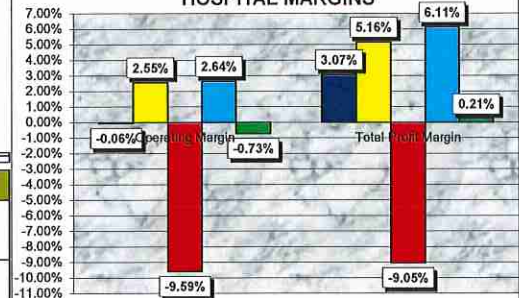
BALANCE SHEET

	YTD 4/30/2018	Prior FYE 6/30/2017
ASSETS		
Current Assets	\$33,560,996	\$28,430,788
Assets Whose Use is Limited	15,464,006	15,912,634
Property, Plant & Equipment (Net)	68,381,608	73,152,948
Other Assets	249,121	259,415
Total Unrestricted Assets	117,655,731	117,755,785
Restricted Assets	429,718	75,515
Total Assets	\$118,085,449	\$117,831,300
LIABILITIES AND NET ASSETS		
Current Liabilities	\$10,054,257	\$9,201,224
Long-Term Debt	27,925,607	30,738,726
Other Long-Term Liabilities	1,037,814	1,122,980
Total Liabilities	39,017,678	41,062,930
Net Assets	79,067,771	76,768,370
Total Liabilities and Net Assets	\$118,085,449	\$117,831,300

NET DAYS IN ACCOUNTS RECEIVABLE



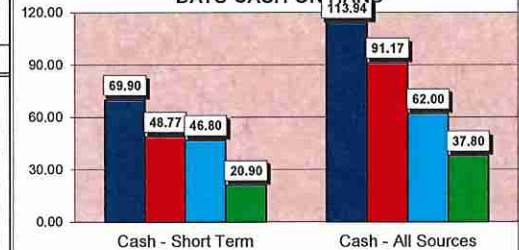
HOSPITAL MARGINS



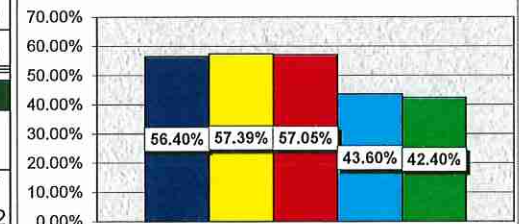
STATEMENT OF REVENUE AND EXPENSES - YTD

	04/30/18 ACTUAL	04/30/18 BUDGET	YTD ACTUAL	YTD BUDGET
Revenue:				
Gross Patient Revenues	\$12,518,293	\$13,620,855	\$131,719,892	\$135,883,725
Deductions From Revenue	(5,950,844)	(6,267,552)	(61,394,096)	(62,472,028)
Net Patient Revenues	6,567,449	7,353,302	70,325,796	73,411,696
Other Operating Revenue	398,959	150,347	2,141,085	1,583,484
Total Operating Revenues	6,966,408	7,503,649	72,466,882	74,995,180
Expenses:				
Salaries, Benefits & Contract Labor	4,098,063	4,237,817	40,895,739	43,041,820
Purchased Serv. & Physician Fees	784,423	606,422	6,570,910	6,125,545
Supply Expenses	1,080,684	954,011	10,798,802	9,594,654
Other Operating Expenses	789,081	761,908	7,743,812	7,566,646
Bad Debt Expense	0	0	0	0
Depreciation & Interest Expense	610,433	632,846	6,503,481	6,751,435
Total Expenses	7,362,685	7,193,004	72,512,745	73,080,100
NET OPERATING SURPLUS	(396,277)	310,646	(45,864)	1,915,080
Non-Operating Revenue/(Exp.)	139,783	195,105	2,267,272	1,951,050
TOTAL NET SURPLUS	(\$256,494)	\$505,751	\$2,221,408	\$3,866,130

DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



KEY STATISTICS AND RATIOS

	04/30/18 ACTUAL	04/30/18 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	374	494	3,584	5,427
Average Acute Length of Stay	2.7	3.0	2.7	3.2
Total Emergency Room Visits	1,348	1,303	13,635	13,764
Outpatient Visits	5,935	6,677	63,932	69,523
Total Surgeries	148	173	1,765	1,845
Total Worked FTE's	405.46	442.90	408.30	442.90
Total Paid FTE's	444.54	486.41	452.34	486.41
Net Revenue Change from Prior Yr	-0.75%	6.90%	-1.08%	2.37%
EBIDA - 12 Month Rolling Average			5.81%	14.74%
Current Ratio			3.34	
Days Expense in Accounts Payable			34.95	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	04/30/18
Budget	06/30/17
Prior Fiscal Year End	All Hospitals
WYOMING	Rural
< \$90M Net Rev.	

FINANCIAL STRENGTH INDEX -				0.27
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

PAGE 3

ROCK SPRINGS, WY

Ten months ended April 30, 2018

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 4/30/2018	Year to Date 4/30/2018	Prior Fiscal Year End 06/30/17	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev. (See Note 2)
Profitability:						
Operating Margin	↑	-5.69%	-0.06%	-9.59%	2.64%	-0.73%
Total Profit Margin	↑	-3.68%	3.07%	-9.05%	6.11%	0.21%
Return on Assets	↑	-0.26%	2.26%	-6.59%	4.21%	0.23%
Inpatient Gross Revenue Percentage		24.79%	24.12%	31.08%	36.90%	28.70%
Outpatient Gross Revenue Percentage		65.34%	75.88%	68.92%	64.10%	71.70%
Liquidity:						
Days of Cash on Hand, Short Term	↑	N/A	69.90	48.77	46.80	20.90
Days Cash, All Sources	↑	N/A	113.94	91.17	62.00	37.80
Net Days in Accounts Receivable	↓	55.10	51.73	52.49	66.90	57.20
Average Payment Period	↓	44.67	45.01	40.28	44.80	49.20
Current Ratio	↑	3.34	3.34	3.08	3.66	1.74
Capital Structure:						
Average Age of Plant (Annualized)	↓	10.49	10.49	8.42	9.50	12.40
Capital Costs as a % of Total Expense		6.97%	7.44%	8.08%	5.19%	5.47%
Long Term Debt to Equity	↓	35.32%	35.32%	40.11%	13.71%	4.42%
Long Term Debt to Capitalization	↓	26.10%	26.10%	28.63%	16.80%	10.00%
Debt Service Coverage Ratio	↑	N/A	3.30	1.33	N/A	2.64
Productivity and Efficiency:						
Paid FTE's per Adjusted Occupied Bed	↓	8.84	8.45	8.07	6.60	4.63
Salary Expense per Paid FTE		N/A	\$86,446	\$90,170	\$62,436	\$48,150
Salary and Benefits as a % of Total Operating Exp		55.66%	56.40%	57.05%	43.60%	42.40%
Inventory Ratio	↑	N/A	32.72	32.16	52.24	49.04
		MTD - Actual 4/30/2018	YTD - Actual 4/30/2018	Prior FYE 6/30/2017	YTD - Budget 4/30/2018	
Other Ratios:						
Gross Days in Accounts Receivable	↓	54.26	52.02	46.55	53.68	
Net Revenue per Adjusted Discharge	↑	\$12,336	\$11,849	\$12,261	\$13,221	
Operating Expenses per Adj. Discharge	↓	\$13,038	\$11,856	\$13,438	\$12,883	

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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.

Balance Sheet - Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Ten months ended April 30, 2018

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	Current Month 4/30/2018	Prior Month 3/31/2018	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2017
Current Assets					
Cash and Cash Equivalents	\$15,177,865	\$15,606,539	(\$428,674)	-2.75%	\$11,368,899
Gross Patient Accounts Receivable	22,640,964	22,568,750	72,215	0.32%	19,972,096
Less: Bad Debt and Allowance Reserves	(10,579,057)	(10,544,739)	(34,318)	-0.33%	(9,329,712)
Net Patient Accounts Receivable	12,061,907	12,024,010	37,897	0.32%	10,642,384
Interest Receivable	0	0	0	0.00%	0
Other Receivables	1,567,721	1,197,885	369,836	30.87%	1,750,578
Inventories	2,659,423	2,626,498	32,926	1.25%	2,664,302
Prepaid Expenses	2,094,080	1,728,747	365,333	21.13%	2,004,625
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	33,560,996	33,183,679	377,317	1.14%	28,430,788
Assets Whose Use is Limited					
Cash	9,745	6,136	3,610	58.83%	328,882
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	2,807,334	2,694,378	112,956	4.19%	3,017,205
Trustee Held Funds - SPT	3,093,494	2,860,201	233,293	8.16%	3,013,114
Board Designated Funds	1,300,000	1,300,000	0	0.00%	1,300,000
Other Limited Use Assets	8,253,433	8,253,433	0	0.00%	8,253,433
Total Limited Use Assets	15,464,006	15,114,147	349,859	2.31%	15,912,634
Property, Plant, and Equipment					
Land and Land Improvements	2,928,057	2,928,057	0	0.00%	2,928,057
Building and Building Improvements	38,041,246	38,033,185	8,060	0.02%	38,027,734
Equipment	107,369,432	107,330,140	39,292	0.04%	105,824,759
Construction In Progress	631,802	538,120	93,683	17.41%	483,257
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	148,970,536	148,829,502	141,035	0.09%	147,263,807
Less: Accumulated Depreciation	(80,588,928)	(79,979,206)	(609,723)	-0.76%	(74,110,859)
Net Property, Plant, and Equipment	68,381,608	68,850,296	(468,688)	-0.68%	73,152,948
Other Assets					
Unamortized Loan Costs	249,121	250,150	(1,029)	-0.41%	259,415
Other	0	0	0	0.00%	0
Total Other Assets	249,121	250,150	(1,029)	-0.41%	259,415
TOTAL UNRESTRICTED ASSETS	117,655,731	117,398,272	257,459	0.22%	117,755,785
Restricted Assets	429,718	434,291	(4,572)	-1.05%	75,515
TOTAL ASSETS	\$118,085,449	\$117,832,563	\$252,886	0.21%	\$117,831,300

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Ten months ended April 30, 2018

	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2017
	Current Month 4/30/2018	Prior Month 3/31/2018	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$4,194,893	\$3,961,710	(\$233,183)	-5.89%	\$4,177,439
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,898,049	1,668,461	(229,588)	-13.76%	1,026,503
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	1,859,409	1,847,762	(11,647)	-0.63%	2,001,046
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)	1,939,318	1,939,318	0	0.00%	1,585,000
Current Portion of LTD (Leases)	0	0	0	0.00%	0
Other Current Liabilities	162,588	52,003	(110,585)	-212.65%	411,236
Total Current Liabilities	10,054,257	9,469,254	(585,003)	-6.18%	9,201,224
Long Term Debt					
Bonds/Mortgages Payable	29,864,925	29,869,737	4,812	0.02%	32,323,726
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	1,939,318	1,939,318	0	0.00%	1,585,000
Total Long Term Debt (Net of Current)	27,925,607	27,930,419	4,812	0.02%	30,738,726
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	1,037,814	1,104,053	66,239	6.00%	1,122,980
Total Other Long Term Liabilities	1,037,814	1,104,053	66,239	6.00%	1,122,980
TOTAL LIABILITIES	39,017,678	38,503,726	(513,952)	-1.33%	41,062,930
Net Assets:					
Unrestricted Fund Balance	74,418,512	74,418,512	0	0.00%	81,992,892
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	468,731	473,304	4,572	0.97%	441,378
Net Revenue/(Expenses)	2,221,408	2,477,902	N/A	N/A	(7,625,019)
TOTAL NET ASSETS	79,067,771	79,328,837	261,066	0.33%	76,768,370
TOTAL LIABILITIES AND NET ASSETS	\$118,085,449	\$117,832,563	(\$252,886)	-0.21%	\$117,831,300

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Ten months ended April 30, 2018

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	CURRENT MONTH				Prior Year 04/30/17
	Actual 04/30/18	Budget 04/30/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$3,103,402	\$4,061,001	(\$957,598)	-23.58%	\$3,639,447
Outpatient Revenue	8,179,117	8,026,325	152,792	1.90%	7,816,452
Clinic Revenue	1,045,617	1,208,889	(163,272)	-13.51%	1,327,433
Specialty Clinic Revenue	190,157	324,641	(134,484)	-41.43%	244,602
Total Gross Patient Revenue	12,518,293	13,620,855	(1,102,562)	-8.09%	13,027,934
Deductions From Revenue					
Discounts and Allowances	(5,180,571)	(5,035,390)	(145,181)	-2.88%	(5,339,351)
Bad Debt Expense (Governmental Providers Only)	(608,142)	(958,349)	350,206	36.54%	(692,173)
Charity Care	(162,130)	(273,814)	111,684	40.79%	(124,361)
Total Deductions From Revenue	(5,950,844)	(6,267,552)	316,709	5.05%	(6,155,885)
Net Patient Revenue	6,567,449	7,353,302	(785,853)	-10.69%	6,872,049
Other Operating Revenue	398,959	150,347	248,612	165.36%	147,263
Total Operating Revenue	6,966,408	7,503,649	(537,241)	-7.16%	7,019,312
Operating Expenses					
Salaries and Wages	2,982,785	3,419,988	437,202	12.78%	3,195,654
Fringe Benefits	992,919	817,829	(175,090)	-21.41%	844,352
Contract Labor	122,359	0	(122,359)	0.00%	128,602
Physicians Fees	346,772	211,799	(134,973)	-63.73%	305,224
Purchased Services	437,651	394,623	(43,028)	-10.90%	571,988
Supply Expense	1,080,684	954,011	(126,673)	-13.28%	982,868
Utilities	90,887	84,309	(6,577)	-7.80%	89,300
Repairs and Maintenance	378,782	345,232	(33,551)	-9.72%	342,089
Insurance Expense	53,077	65,472	12,395	18.93%	74,540
All Other Operating Expenses	198,362	196,075	(2,287)	-1.17%	162,144
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	67,974	70,820	2,846	4.02%	85,156
Depreciation and Amortization	610,433	632,846	22,414	3.54%	728,887
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	7,362,685	7,193,004	(169,681)	-2.36%	7,510,804
Net Operating Surplus/(Loss)	(396,277)	310,646	(706,923)	-227.57%	(491,492)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	(1,767)	7,100	(8,867)	-124.89%	92,646
Tax Subsidies (Except for GO Bond Subsidies)	233,293	279,743	(46,450)	-16.60%	233,796
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(104,431)	(111,593)	(7,162)	6.42%	(108,951)
Other Non-Operating Revenue/(Expenses)	12,688	19,855	(7,167)	-36.10%	(26,551)
Total Non Operating Revenue/(Expense)	139,783	195,105	(55,322)	-28.36%	(69,040)
Total Net Surplus/(Loss)	(\$256,494)	\$505,751	(\$762,245)	-150.72%	(\$560,532)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	97,892
Increase/(Decrease in Unrestricted Net Assets	(\$256,494)	\$505,751	(\$762,245)	-150.72%	(\$462,640)
Operating Margin	-5.69%	4.14%			-7.00%
Total Profit Margin	-3.68%	6.74%			-7.99%
EBIDA	6.21%	15.72%			6.50%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Ten months ended April 30, 2018

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	YEAR-TO-DATE				Prior Year 04/30/17
	Actual 04/30/18	Budget 04/30/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$29,010,424	\$40,268,803	(\$11,258,378)	-27.96%	\$38,215,740
Outpatient Revenue	89,380,075	80,503,882	8,876,193	11.03%	76,875,254
Clinic Revenue	11,425,430	11,969,550	(544,120)	-4.55%	11,853,481
Specialty Clinic Revenue	1,903,962	3,141,490	(1,237,528)	-39.39%	3,292,370
Total Gross Patient Revenue	<u>131,719,892</u>	<u>135,883,725</u>	<u>(4,163,833)</u>	<u>-3.06%</u>	<u>130,236,844</u>
Deductions From Revenue					
Discounts and Allowances	(52,762,941)	(50,237,370)	(2,525,571)	-5.03%	(48,511,549)
Bad Debt Expense (Governmental Providers Only)	(7,020,581)	(9,515,846)	2,495,264	26.22%	(8,196,186)
Charity Care	(1,610,573)	(2,718,813)	1,108,240	40.76%	(1,893,161)
Total Deductions From Revenue	<u>(61,394,096)</u>	<u>(62,472,028)</u>	<u>1,077,933</u>	<u>1.73%</u>	<u>(58,600,896)</u>
Net Patient Revenue	<u>70,325,796</u>	<u>73,411,696</u>	<u>(3,085,900)</u>	<u>-4.20%</u>	<u>71,635,948</u>
Other Operating Revenue	<u>2,141,085</u>	<u>1,583,484</u>	<u>557,601</u>	<u>35.21%</u>	<u>1,621,900</u>
Total Operating Revenue	<u>72,466,882</u>	<u>74,995,180</u>	<u>(2,528,299)</u>	<u>-3.37%</u>	<u>73,257,848</u>
Operating Expenses					
Salaries and Wages	31,288,348	34,358,091	3,069,743	8.93%	34,887,150
Fringe Benefits	8,327,676	8,107,604	(220,072)	-2.71%	8,020,970
Contract Labor	1,279,716	576,125	(703,590)	-122.12%	2,130,514
Physicians Fees	2,276,397	1,904,773	(371,623)	-19.51%	2,532,459
Purchased Services	4,294,514	4,220,772	(73,742)	-1.75%	5,318,418
Supply Expense	10,798,802	9,594,654	(1,204,148)	-12.55%	9,825,070
Utilities	927,157	958,360	31,203	3.26%	963,171
Repairs and Maintenance	3,708,235	3,529,332	(178,902)	-5.07%	3,449,457
Insurance Expense	609,722	652,175	42,453	6.51%	800,107
All Other Operating Expenses	1,831,815	1,786,311	(45,504)	-2.55%	2,278,820
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	666,883	640,467	(26,416)	-4.12%	922,955
Depreciation and Amortization	6,503,481	6,751,435	247,953	3.67%	7,400,282
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	<u>72,512,745</u>	<u>73,080,100</u>	<u>567,355</u>	<u>0.78%</u>	<u>78,529,374</u>
Net Operating Surplus/(Loss)	<u>(45,864)</u>	<u>1,915,080</u>	<u>(1,960,944)</u>	<u>-102.39%</u>	<u>(5,271,526)</u>
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	40,743	71,000	(30,257)	-42.62%	104,134
Tax Subsidies (Except for GO Bond Subsidies)	3,246,601	2,797,430	449,171	16.06%	2,661,485
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(1,200,574)	(1,115,930)	(84,644)	7.59%	(1,107,404)
Other Non-Operating Revenue/(Expense)	180,502	198,550	(18,048)	-9.09%	(1,059,641)
Total Non Operating Revenue/(Expense)	<u>2,267,272</u>	<u>1,951,050</u>	<u>316,222</u>	<u>16.21%</u>	<u>598,575</u>
Total Net Surplus/(Loss)	<u>\$2,221,408</u>	<u>\$3,866,130</u>	<u>(\$1,644,722)</u>	<u>-42.54%</u>	<u>(\$4,672,951)</u>
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	97,892
Increase/(Decrease) in Unrestricted Net Assets	<u>\$2,221,408</u>	<u>\$3,866,130</u>	<u>(\$1,644,722)</u>	<u>-42.54%</u>	<u>(\$4,575,059)</u>
Operating Margin	-0.06%	2.55%			-7.20%
Total Profit Margin	3.07%	5.16%			-6.38%
EBIDA	12.82%	14.74%			6.31%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

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	Actual 4/30/2018	Actual 3/31/2018	Actual 2/28/2018	Actual 1/31/2018	Actual 12/31/2017
Gross Patient Revenue					
Inpatient Revenue	\$3,103,402	\$3,572,487	\$2,539,861	\$3,482,532	\$2,372,167
Inpatient Psych/Rehab Revenue					
Outpatient Revenue	\$8,179,117	\$9,117,338	\$8,217,125	\$9,046,087	\$9,332,424
Clinic Revenue	\$1,045,617	\$1,318,708	\$1,119,761	\$1,215,537	\$1,048,027
Specialty Clinic Revenue	\$190,157	\$247,601	\$83,134	\$157,597	\$191,061
Total Gross Patient Revenue	\$12,518,293	\$14,256,134	\$11,959,881	\$13,901,753	\$12,943,679
Deductions From Revenue					
Discounts and Allowances	\$5,180,571	\$5,699,847	\$4,779,964	\$5,865,394	\$4,987,914
Bad Debt Expense (Governmental Providers Only)	\$608,142	\$888,176	\$510,331	\$432,591	\$595,394
Charity Care	\$162,130	(\$6,620)	\$160,500	\$105,168	\$261,972
Total Deductions From Revenue	5,950,844	6,581,403	5,450,794	6,403,153	5,845,280
Net Patient Revenue	\$6,567,449	\$7,674,731	\$6,509,087	\$7,498,600	\$7,098,399
Other Operating Revenue	398,959	122,609	246,357	202,830	219,842
Total Operating Revenue	6,966,408	7,797,340	6,755,443	7,701,430	7,318,241
Operating Expenses					
Salaries and Wages	\$2,982,785	\$3,211,428	\$3,005,037	\$3,269,915	\$3,145,250
Fringe Benefits	\$992,919	\$649,692	\$990,578	\$1,119,679	\$854,959
Contract Labor	\$122,359	\$44,526	\$79,857	\$166,621	\$111,766
Physicians Fees	\$346,772	\$254,190	\$255,063	\$250,758	\$292,891
Purchased Services	\$437,651	\$439,077	\$421,063	\$427,741	\$364,808
Supply Expense	\$1,080,684	\$1,182,216	\$972,465	\$1,200,722	\$1,032,955
Utilities	\$90,887	\$107,529	\$81,728	\$95,685	\$94,092
Repairs and Maintenance	\$378,782	\$376,215	\$440,924	\$389,140	\$368,249
Insurance Expense	\$53,077	\$56,861	\$56,861	\$58,940	\$58,919
All Other Operating Expenses	\$198,362	\$201,300	\$154,373	\$177,214	\$139,568
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$67,974	\$73,351	\$75,743	\$78,591	\$68,724
Depreciation and Amortization	\$610,433	\$610,991	\$610,388	\$612,267	\$617,326
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$7,362,685	\$7,207,378	\$7,144,081	\$7,847,273	\$7,149,507
Net Operating Surplus/(Loss)	(\$396,277)	\$589,963	(\$388,637)	(\$145,843)	\$168,734
Non-Operating Revenue:					
Contributions					
Investment Income	(1,767)	10,816	4,898	(2,148)	1,833
Tax Subsidies (Except for GO Bond Subsidies)					
Tax Subsidies for GO Bonds	233,293	291,849	379,346	322,567	334,349
Interest Expense (Governmental Providers Only)	(104,431)	(148,675)	(105,421)	(105,774)	(120,482)
Other Non-Operating Revenue/(Expenses)	12,688	40,555	8,609	26,104	11,269
Total Non Operating Revenue/(Expense)	\$139,783	\$194,545	\$287,431	\$240,749	\$228,968
Total Net Surplus/(Loss)	(\$256,494)	\$784,508	(\$101,206)	\$94,906	\$395,702
Change in Unrealized Gains/(Losses) on Investments					
Increase/(Decrease in Unrestricted Net Assets	(\$256,494)	\$784,508	(\$101,206)	\$94,906	\$395,702
Operating Margin	-5.69%	7.57%	-5.75%	-1.89%	2.31%
Total Profit Margin	-3.68%	10.06%	-1.50%	1.23%	5.41%
EBIDA	3.07%	15.40%	3.28%	6.06%	10.74%

Actual 11/30/2017	Actual 10/31/2017	Actual 9/30/2017	Actual 8/31/2017	Actual 7/31/2017	Actual 6/30/2017	Actual 5/31/2017	Actual 4/30/2017
\$2,557,222	\$2,788,873	\$2,847,824	\$2,623,367	\$3,122,689	\$2,539,451	\$3,335,977	\$3,639,447
\$9,091,002	\$9,761,390	\$8,831,699	\$9,336,438	\$8,467,456	\$8,682,306	\$8,442,688	\$7,816,452
\$1,212,089	\$1,220,406	\$1,103,975	\$1,181,300	\$960,010	\$1,369,601	\$1,168,237	\$1,327,433
\$176,581	\$205,457	\$236,113	\$206,155	\$210,106	\$259,241	\$217,138	\$244,602
\$13,036,894	\$13,976,126	\$13,019,611	\$13,347,260	\$12,760,261	\$12,850,599	\$13,164,040	\$13,027,934
\$5,399,047	\$5,490,404	\$5,069,104	\$5,202,389	\$5,088,307	\$5,712,822	\$6,333,953	\$5,339,351
\$298,556	\$945,198	\$982,992	\$976,726	\$782,476	\$747,176	\$802,116	\$692,173
\$188,422	\$196,604	\$63,706	\$195,376	\$283,316	\$317,868	\$301,201	\$124,361
5,886,024	6,632,206	6,115,802	6,374,491	6,154,099	6,777,866	7,437,270	6,155,885
\$7,150,870	\$7,343,920	\$6,903,809	\$6,972,769	\$6,606,162	\$6,072,733	\$5,726,770	\$6,872,049
360,875	226,027	132,021	98,430	133,136	137,619	491,885	147,263
7,511,744	7,569,947	7,035,830	7,071,199	6,739,298	6,210,352	6,218,655	7,019,312
\$2,875,383	\$3,195,966	\$2,960,550	\$3,386,967	\$3,255,066	\$3,247,880	\$3,364,610	\$3,195,654
\$865,713	\$899,647	\$620,573	\$663,774	\$670,142	\$790,698	\$858,790	\$844,352
\$183,557	\$129,775	\$137,000	\$102,834	\$201,421	\$119,467	\$150,585	\$128,602
\$210,531	\$188,302	\$157,462	\$157,081	\$163,346	\$175,409	\$284,816	\$305,224
\$505,848	\$412,633	\$480,197	\$404,375	\$401,121	\$406,476	\$399,760	\$571,988
\$1,088,388	\$1,087,098	\$1,086,034	\$1,092,210	\$976,030	\$1,471,285	\$1,063,925	\$982,868
\$91,389	\$85,365	\$106,004	\$93,656	\$80,822	\$99,366	\$93,475	\$89,300
\$358,456	\$325,228	\$343,702	\$385,354	\$342,184	\$371,836	\$386,767	\$342,089
\$61,018	\$63,804	\$66,589	\$66,544	\$67,107	\$67,671	\$67,671	\$74,540
\$172,447	\$215,922	\$169,070	\$241,806	\$161,754	\$186,813	\$171,802	\$162,144
\$72,622	(\$50,868)	\$89,248	\$119,792	\$71,706	\$82,688	\$92,824	\$85,156
\$618,625	\$738,261	\$682,349	\$698,636	\$704,205	\$706,240	\$718,016	\$728,887
\$7,103,978	\$7,291,132	\$6,898,778	\$7,413,029	\$7,094,904	\$7,725,829	\$7,653,041	\$7,510,804
\$407,767	\$278,815	\$137,052	(\$341,830)	(\$355,606)	(\$1,515,477)	(\$1,434,386)	(\$491,492)
902	4,510	10,888	9,201	1,610	43,218	10,494	92,646
338,547	308,743	420,876	310,001	307,031	302,717	246,405	233,796
(106,298)	(170,996)	(107,709)	(124,049)	(106,739)	(129,860)	(109,196)	(108,951)
23,279	20,605	1,481	19,418	16,495	(232,314)	(264,249)	(286,531)
\$256,429	\$162,862	\$325,536	\$214,571	\$218,397	(\$16,239)	(\$116,546)	(\$69,046)
\$664,196	\$441,677	\$462,588	(\$127,259)	(\$137,209)	(\$1,531,716)	(\$1,550,932)	(\$560,532)
					10,679		97,892
\$664,196	\$441,677	\$462,588	(\$127,259)	(\$137,209)	(\$1,521,037)	(\$1,550,932)	(\$462,640)
5.43%	3.68%	1.95%	-4.83%	-5.28%	-24.40%	-23.07%	-7.00%
8.84%	5.83%	6.57%	-1.80%	-2.04%	-24.66%	-24.94%	-7.99%
13.66%	13.44%	11.65%	5.05%	5.17%	-13.03%	-11.52%	3.38%

Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Ten months ended April 30, 2018

	CASH FLOW	
	Current Month 4/30/2018	Current Year-To-Date 4/30/2018
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	(\$256,494)	\$2,221,408
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	610,433	6,503,481
(Increase)/Decrease in Net Patient Accounts Receivable	(37,897)	(1,419,523)
(Increase)/Decrease in Other Receivables	(369,836)	182,857
(Increase)/Decrease in Inventories	(32,926)	4,879
(Increase)/Decrease in Pre-Paid Expenses	(365,333)	(89,455)
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	233,183	17,454
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	241,235	729,909
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	110,585	(248,648)
Net Cash Provided by Operating Activities:	132,951	7,902,363
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(141,745)	(1,732,142)
(Increase)/Decrease in Limited Use Cash and Investments	(346,249)	129,491
(Increase)/Decrease in Other Limited Use Assets	(3,610)	319,137
(Increase)/Decrease in Other Assets	1,029	10,294
Net Cash Used by Investing Activities	(490,574)	(1,273,219)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(4,812)	(2,458,801)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(66,239)	(85,166)
Net Cash Used for Financing Activities	(71,051)	(2,543,967)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	(0)	(276,211)
Net Increase/(Decrease) in Cash	(428,674)	3,808,966
Cash, Beginning of Period	15,606,539	11,368,899
Cash, End of Period	\$15,177,865	\$15,177,865

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Ten months ended April 30, 2018

Current Month				Year-To-Date				
Actual 04/30/18	Budget 04/30/18	Positive/ (Negative) Variance	Prior Year 04/30/17	STATISTICS	Actual 04/30/18	Budget 04/30/18	Positive/ (Negative) Variance	Prior Year 04/30/17
Discharges								
140	167	(27)	167	Acute	1,347	1,681	(334)	1,681
140	167	(27)	167	Total Adult Discharges	1,347	1,681	(334)	1,681
26	40	(14)	40	Newborn	414	427	(13)	427
166	207	(41)	207	Total Discharges	1,761	2,108	(347)	2,108
Patient Days:								
374	494	(120)	494	Acute	3,584	5,427	(1,843)	5,427
374	494	(120)	494	Total Adult Patient Days	3,584	5,427	(1,843)	5,427
51	60	(9)	60	Newborn	721	673	48	673
425	554	(129)	554	Total Patient Days	4,305	6,100	(1,795)	6,100
Average Length of Stay (ALOS)								
2.7	3.0	(0.3)	3.0	Acute	2.7	3.2	(0.6)	3.2
2.7	3.0	(0.3)	3.0	Total Adult ALOS	2.7	3.2	(0.6)	3.2
2.0	1.5	0.5	1.5	Newborn ALOS	1.7	1.6	0.2	1.6
Average Daily Census (ADC)								
12.5	16.5	(4.0)	16.5	Acute	11.8	17.9	(6.1)	17.9
12.5	16.5	(4.0)	16.5	Total Adult ADC	11.8	17.9	(6.1)	17.9
1.7	2.0	(0.3)	2.0	Newborn	2.4	2.2	0.2	2.2
Emergency Room Statistics								
127	150	(23)	150	ER Visits - Admitted	1,388	1,527	(139)	1,527
1,221	1,153	68	1,153	ER Visits - Discharged	12,247	12,237	10	12,237
1,348	1,303	45	1,303	Total ER Visits	13,635	13,764	(129)	13,764
9.42%	11.51%		11.51%	% of ER Visits Admitted	10.18%	11.09%		11.09%
90.71%	89.82%		89.82%	ER Admissions as a % of Total	103.04%	90.84%		90.84%
Outpatient Statistics:								
5,935	6,677	(742)	6,677	Total Outpatients Visits	63,932	69,523	(5,591)	69,523
77	81	(4)	81	Observation Bed Days	1,091	999	92	999
3,841	4,382	(541)	4,255	Clinic Visits - Primary Care	40,399	43,402	(3,003)	44,099
359	575	(216)	500	Clinic Visits - Specialty Clinics	4,071	5,529	(1,458)	5,643
25	33	(8)	33	IP Surgeries	296	364	(68)	364
123	140	(17)	140	OP Surgeries	1,469	1,481	(12)	1,481
Productivity Statistics:								
405.46	442.90	(37.44)	439.40	FTE's - Worked	408.30	442.90	(34.60)	448.08
444.54	486.41	(41.87)	477.34	FTE's - Paid	452.34	486.41	(34.07)	490.60
1.4145	1.3054	0.11	1.3054	Case Mix Index -Medicare	1.3628	1.0435	0.32	1.4296
1.0262	0.9212	0.11	0.9212	Case Mix Index - All payers	0.8788	0.8446	0.03	0.8839

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

04/30/18

	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	52.02	46.55
Net Days in Accounts Receivable	51.73	52.49
Number of Gross Days in Unbilled Revenue	4.08	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	29.28%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	1.30%	2.01%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	1.22%	2.00%
Bad Debts as a % of Gross Patient Revenue - Current Month	4.86%	7.04%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	5.33%	7.00%
Collections as a Percentage of Net Revenue - Current Month	99.36%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	96.89%	100% or >
Percentage of Blue Cross Receivable > 90 Days	11.34%	< 10%
Percentage of Insurance Receivable > 90 Days	14.04%	< 15%
Percentage of Medicaid Receivable > 90 Days	27.75%	< 20%
Percentage of Medicare Receivable > 60 Days	17.27%	< 6%

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Ten months ended April 30, 2018

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Gross Patient Revenue	(1,102,562)	-8.09%	(4,163,833)	-3.06%

Gross patient revenue is under budget for the month and under budget year to date. Patient statistics under budget include Discharges, Patient Days, Outpatient visits, Clinic Visits and Surgeries.
Average Daily Census is 12.5 in April which is under budget by 4.0.

Deductions from Revenue	316,709	5.05%	1,077,933	1.73%
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Deductions from revenue are under budget for April and under budget year to date.
They are currently booked at 47.5% for April and 46.6% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.

Bad Debt Expense	350,206	36.54%	2,495,264	26.22%
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Bad debt expense is booked at 4.9% for April and 5.3% year to date.

Charity Care	111,684	40.79%	1,108,240	40.76%
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Charity care yields a high degree of variability month over month and is dependent on patient needs.
Patient Financial Services evaluates accounts consistently to determine when charity adjustments are appropriate in accordance with our Charity Care Policy.

Other Operating Revenue	248,612	165.36%	557,601	35.21%
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Other Operating Revenue is over budget for the month and is over budget year to date.

Salaries and Wages	437,202	12.78%	3,069,743	8.93%
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Salary and Wages are under budget for April and remain under budget year to date. With the lower census, departments have been very mindful of sending employees home to balance staffing and patient needs. Paid FTEs are under budget by 41.87 FTEs for the month and 34.07 FTEs year to date.

Fringe Benefits	(175,090)	-21.41%	(220,072)	-2.71%
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Fringe benefits are over budget in April and remain over budget year to date. Group Health was over budget in April.

Contract Labor	(122,359)	0.00%	(703,590)	-122.12%
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Contract labor is over budget for April and remains over budget year to date. Behavioral Health, Surgery, Recovery, Dialysis, Respiratory, Ultrasound and Emergency Room are over budget for the month.

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Ten months ended April 30, 2018

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	%
Physician Fees	(134,973)	-63.73%	(371,623)	-19.51%
Physician fees are over budget in April and remain over budget year to date. Costs for Radiology are under budget for April and costs for ICU, ER, Sleep lab, Locums and locum Pediatrics are over budget.				
Purchased Services	(43,028)	-10.90%	(73,742)	-1.75%
Purchased services are over budget for April and over budget year to date. Services over budget include Consulting fees, Sponsorships, Legal Fees, Collection Agency and Pharmacy management.				
Supply Expense	(126,673)	-13.28%	(1,204,148)	-12.55%
Supplies are over budget for April and remain over budget year to date. Line items over budget include Lab Supplies, Blood, Other Med/Surg Supplies, Drugs, Minor Equipment and Outdated Supplies.				
Repairs & Maintenance	(33,551)	-9.72%	(178,902)	-5.07%
Repairs and Maintenance are over budget for April and over budget year to date.				
All Other Operating Expenses	(2,287)	-1.17%	(45,504)	-2.55%
This expense is over budget in April and over budget year to date. Other expenses over budget are Education & Travel, Memberships, Freight, Postage, Physician Recruitment, Employee Recruitment, Other Expenses and Committee Meeting Meals.				
Leases and Rentals	2,846	4.02%	(26,416)	-4.12%
This expense is under budget for April but remains over budget year to date.				
Depreciation and Amortization	22,414	3.54%	247,953	3.67%
Depreciation is under budget for April and remains under budget year to date.				
BALANCE SHEET				
Cash and Cash Equivalents	(428,674)	-2.75%		
Cash decreased in April. Cash collections for April were \$6.5 million. Days Cash on Hand decreased to 114 days.				
Gross Patient Accounts Receivable	\$72,215	0.32%		
This receivable increased in April.				

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Ten months ended April 30, 2018

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	(34,318)	-0.33%		
Bad Debt and Allowances increased due to the adjustment made to better reflect historical write-offs, decreased revenue and the continuing trend of increased Self Pay patients.				
Other Receivables	369,836	30.87%		
Other Receivables increased in April due to Occ Med and County Maintenance invoices outstanding.				
Prepaid Expenses	365,333	21.13%		
Prepaid expenses decreased due to the normal activity in this account.				
Limited Use Assets	349,859	2.31%		
These assets increased due to the special purpose tax.				
Plant Property and Equipment	(468,688)	-0.68%		
The decrease in these assets is due to the increase in Capital equipment and the normal increase in accumulated depreciation.				
Accounts Payable	(233,183)	-5.89%		
This liability increased due to the normal activity in this account.				
Accrued Payroll	(229,588)	-13.76%		
This liability increased in April. The payroll accrual for April was 14 days.				
Accrued Benefits	(11,647)	-0.63%		
This liability increased in April with the normal accrual and usage of PTO .				
Other Current Liabilities	(110,585)	-212.65%		
This liability increased due to accrued bond interest.				
Other Long Term Liabilities	66,239	6.00%		
This liability decreased due to the normal monthly lease payments.				
Total Net Assets	261,066	0.33%		

The net loss from operations for April is \$396,277

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

OTHER OPERATING REVENUE - Detail

YEAR TO DATE APRIL 2018

JULY		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	9,938.82		
Medical Records	919.99		
Document Copy Service	140.25		
Pharmacy sales	14.22		
Prenatal Reimbursement	(31.88)		
HPSA	35,411.30		
PALS Class	110.00		
BLS Classes	279.00		
Vending machine commissions	433.32		
Hampton & Newman Deposition	500.00		
Interlare	1,819.62		
Lifeline reclass	(40.00)		
Reduction SCHHC (from Corrected Reversal)	(1,110.56)		
Pacific Steel	33.21		
Sports Physicals	1,025.00		
County Maintenance Fund	1,187.70		
UOFU Payment - sent to wrong venue	141.55		
Reverse Sw. Peds Dup Inv.	(2,100.00)		
Solvay Occupation Med retainer	900.00		
Castle Rehab Transport	780.00		
Rocky Mountain Home Care	80.00		
Jim Bridger Retainer	800.00		
Foundation Reimbursement Pointer	2,715.00		
Jim Bridger Physician Services	14,875.00		
Mission at Castle Rock Physician Services-Reverse Dup	3,846.00		
Tata Occupation Medicine on site	15,150.00		
Shriners Hospital	346.36		
High Desert Rural Health Clinic District Wamsutter	21,222.87		
Cafeteria sales	23,749.88		
July Totals		133,136.65	133,136.65

AUGUST		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	9,750.93		
Medical Records	113.20		
Document Copy Service	20.00		
Radiology Film Copies	5.00		
HPSA	604.84		
BLS Classes	155.00		
Black Butte Coal	494.11		
Central Supply	34.29		
Disproportionate Share	179.00		
Pacific Steel	169.02		
BCBS Refund Check	1,774.28		
Sports Physicals	1,300.00		
County Maintenance Fund	512.64		
UOFU Payment - sent to wrong venue will be reversed	206.00		
Solvay Occupation Med retainer	900.00		
Castle Rehab Lab Courier	260.00		
Prenatal Classes	60.00		
Jim Bridger Retainer	1,600.00		
Jim Bridger Physician Services	16,480.00		
Tata Occupation Medicine on site	13,050.00		
High Desert Rural Health Clinic District Wamsutter	18,438.39		
Cafeteria sales	32,323.35		
August Totals		98,430.05	231,566.70

SEPTEMBER		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	7,161.16		
Medical Records	628.70		
Radiology Film Copies	5.00		
Pharmacy sales	86.05		
ACLS/BLS Classes	555.00		
HEALTH CARE SERVICES	0.03		
Reclass Black Lung/Clinic	(494.11)		
Central Supply	626.68		
Meaningful Use	19,208.52		
Interlare	12,489.95		
BCBS Refund Check	(747.80)		
U OF U Payment - sent to us by mistake.	41.20		
Sports Physicals	100.00		
County Maintenance Fund	10,297.70		
Vending Machine Refunds	158.99		
Shriners	346.36		
Solvay Occupation Med retainer	900.00		
Castle Rock	3,749.85		
Jim Bridger Retainer	800.00		
Jim Bridger Physician Services	11,730.00		
Sweetwater Peds	1,280.00		
Tata Occupation Medicine on site	13,050.00		
High Desert Rural Health Clinic District Wamsutter	23,604.96		
Foundation	1,123.66		
Cafeteria sales	25,319.18		
SEPTEMBER Totals		132,021.08	363,587.78

OCTOBER		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	7,266.90		
Medical Records	559.20		
Pharmacy sales	77.98		
ACLS/BLS/PALS Classes	186.00		
Prenatal Classes	99.22		
Cache Valley Oil Rebate	10.00		
Castle Rock Lab Courier	260.00		
Affiliated Insurance Claim	44,949.01		
HPSA	30,730.96		
Law Office Cullmore	25.00		
Interlare	2,714.30		
County Maintenance Fund	43,489.18		
Vending machine commissions	663.13		
Shriners	346.36		
Solvay Occupation Med retainer	900.00		
Jim Bridger Retainer	800.00		
Castle Rock	2,403.95		
Jim Bridger Physician Services	12,230.00		
Tata Occupation Medicine on site	15,150.00		
High Desert Rural Health Clinic District Wamsutter	25,979.19		
Cafeteria sales	37,186.41		
OCTOBER Totals		226,026.79	589,614.57

NOVEMBER		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	14,110.32		
Medical Records	80.85		
Prenatal Classes	136.10		
Castle Rock Lab Courier	260.00		
BCBS take back	(206.00)		
Inmar Rebates	127.29		
Red Tie Gala	2,300.00		
Supplies	3.72		
Copies	40.00		
Grants	(393.81)		

Rocky Mountain Home Care	480.00	
HPSA	335.04	
County Maintenance Fund	269,311.46	
Jim Bridger Retainer	1,600.00	
Castle Rock	2,980.65	
Jim Bridger Physician Services	10,412.50	
Tata Occupation Medicine on site	15,150.00	
High Desert Rural Health Clinic District Wamsutter	17,172.80	
Cafeteria sales	26,973.80	
NOVEMBER Totals	360,874.72	950,489.29

DECEMBER		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	9,195.29		
Medical Records	487.70		
Pharmacy sales	36.24		
BLS Classes	159.00		
Cache Valley Oil Rebate	10.00		
Pacific Steel	37.79		
WWB Comission	158.14		
BCBS	333.40		
Disproportionate share	46,082.11		
Grants	(180.89)		
Pacificorp Rebate	16,997.90		
Murance & Bostwock	320.36		
Red Tie Gala	2,918.00		
Foundation - Tree of Light	20.00		
County Maintenance Fund	2,352.82		
County Maintenance Fund	43,000.00		
Rocky Mountain Home Care	400.00		
Shriners	346.36		
Solvay	1,800.00		
Jim Bridger Retainer	800.00		
Jim Bridger Physician Services	9,860.00		
Tata Occupation Medicine on site	9,000.00		
Castle Rock	2,211.45		
High Desert Rural Health Clinic District Wamsutter-November	24,407.63		
High Desert Rural Health Clinic District Wamsutter-December	27,000.00		
Cafeteria sales	22,088.27		
DECEMBER Totals	219,841.57	1,170,330.86	

JANUARY		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	9,171.37		
Medical Records	127.00		
Pharmacy sales	13.92		
Document Copy Service	88.87		
Radiology Film	5.00		
Prenatal Classes	100.86		
University of Washington	3,000.00		
Wind River Vending	172.32		
WWB Comission	576.39		
Supplies	393.39		
Interlare	358.83		
Red Tie Gala	3,175.00		
HPSA	32,359.41		
Sports Physicals	50.00		
Flu Clinic	4,905.00		
E-Waste	10.00		
BCBS take back	(101.00)		
County Maintenance Fund	(43,000.00)		
County Maintenance Fund	43,689.71		
Castle Rock-PACS Storage	2,224.00		
Lab Courier	520.00		
Shriners	346.36		
Solvay	900.00		
Jim Bridger Retainer	800.00		

Jim Bridger Physician Services	13,302.50		
Tata Occupation Medicine on site	15,750.00		
Castle Rock	3,076.80		
Sage View	4,800.00		
Foundation	37,084.87		
High Desert Rural Health Clinic District Wamsutter- December			
Accrual	(27,000.00)		
High Desert Rural Health Clinic District Wamsutter- December	27,229.15		
High Desert Rural Health Clinic District Wamsutter - January	25,799.74		
Catering/Dietary	8,142.00		
Cafeteria sales	34,758.07		
JANUARY Totals		202,829.56	1,373,160.42

FEBRUARY		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	14,128.42		
Medical Records	1,143.10		
Pharmacy sales	27.68		
Radiology Film	5.00		
WWB Comission	131.67		
Coca Cola Commission	131.48		
Supplies	2,278.81		
Reclass Rent	(393.39)		
Red Tie Gala	46,886.00		
Reimburse Foundation/Red Tie Gala	(55,299.00)		
HPSA	198.20		
Airmed	3,223.02		
Lab Courier	260.00		
Foundation	42,429.96		
Rocky Mountain Home Care	80.00		
Jim Bridger Retainer	800.00		
Jim Bridger Physician Services	11,677.50		
Tata Occupation Medicine on site	14,400.00		
Castle Rock	2,884.50		
Sage View	2,400.00		
County Maintenance Fund	100,352.13		
High Desert Rural Health Clinic District Wamsutter - January	34,792.80		
Catering/Dietary	1,696.20		
Cafeteria sales	22,122.61		
FEBRUARY Totals		246,356.69	1,619,517.11

MARCH		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	11,261.52		
Medical Records	282.90		
Pharmacy sales	76.64		
BLS Classes	135.00		
Prenatal Classes	230.76		
Interlare	10,286.96		
CASTLE ROCK/PACS STORAGE	556.00		
Supplies	263.21		
Grants	(340.79)		
Jim Bridger Retainer	800.00		
Jim Bridger Physician Services	13,302.50		
Tata Occupation Medicine on site	15,150.00		
Castle Rock	2,211.45		
Castle Rock-JAN ADJ	96.15		
Sage View	2,400.00		
High Desert Rural Health Clinic District Wamsutter - MARCH	31,370.60		
Catering/Dietary	8,760.00		
Cafeteria sales	25,766.39		
MARCH Totals		122,609.29	1,742,126.40

APRIL		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	9,269.38		
Medical Records	278.40		
BLS Classes	45.00		
Interlare	8,277.71		

HPSA	25,393.89		
CASTLE ROCK/PACS STORAGE	1,140.00		
Cache Valley Oil Rebate	12.00		
Commissions	1,274.58		
Hospital Payment	79.00		
BCBS payment	164.80		
Jim Bridger Retainer	800.00		
Jim Bridger Physician Services	13,812.50		
Grants	(33.47)		
Shriners	346.36		
Tata Occupation Medicine on site	14,550.00		
Castle Rock	2,499.90		
Sage View	2,400.00		
Reverse Sw. Peds Inv.	(1,280.00)		
County Maintenance Fund	255,944.56		
High Desert Rural Health Clinic District Wamsutter - APRIL	29,298.30		
Catering/Dietary	16,126.00		
Cafeteria sales	18,560.21		
APRIL Totals		398,959.12	2,141,085.52

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

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

May 21, 2018

PROVIDER CLINIC – APRIL 2018

THE CLINIC BOTTOM LINE. The bottom line for the Provider Clinic for April was a loss of \$587,748, compared to a loss of \$563,036 in the budget. The YTD net operating loss is \$6,058,709, compared to a loss of \$6,166,768 in the budget.

VOLUME. Total visits were 4,200 for April, under budget by 757 visits. YTD patient visits are 44,470, under budget by 4,461 visits.

REVENUE. Revenue for the Clinic for April was \$1,235,774, under budget by \$297,756. YTD revenue was \$13,329,393, under budget by \$1,781,646. The Clinic physicians also generate hospital revenue, called enterprise revenue, which consists of various sources, including Lab, Medical Imaging and Surgery. The amount of gross enterprise revenue generated for April from the Clinic is \$3,442,341. This equates to \$1,790,017 of net enterprise revenue with an impact to the bottom line of \$138,368. The gross enterprise revenue represents 27.5% of the total Hospital revenue for April.

Net patient revenue for the Clinic for April was \$682,039, under budget by \$180,115. YTD net patient revenue was \$7,236,659, which was under budget by \$1,269,291.

Deductions from revenue for the Clinic were booked at 44.8% for April. In April, the YTD payer mix was as follows; Commercial Insurance and Blue Cross consisted of 56.3% of revenue, Medicare and Medicaid consisted of 37.7% of revenue and Self Pay consisted of 5.5% of revenue.

EXPENSES. Total expenses for the month were \$1,332,214, which was under budget by \$144,976. YTD expenses were \$13,896,606, which was under budget by \$1,296,113. The majority of the expenses consist of Salaries and Benefits; which are about 83.5% of YTD total expenses. The following categories were over budget for April:

Benefits – This expense is over budget by \$28,579. Group health and retirement are both over budget.

Physician Fees – This expense is over budget by \$34,970. Locum tenens fees for Pediatrics are over budget.

Supply Expense – This expense is over budget by \$6,876. Med/Surg supplies and outdated and unused supplies are over budget.

Other Operating Expenses - This expense is over budget by \$7,062. Education & travel and physician recruitment are over budget.

OVERALL ASSESSMENT. The Provider Clinic revenue plus enterprise revenue makes up 37.4% of total hospital gross patient revenue for April.



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

PHYSICIAN CLINICS

Unaudited Financial Statements

for

Ten months ended April 30, 2018

Certification Statement:

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

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Certified by:

Tami Love

Chief Financial Officer

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Ten months ended April 30, 2018

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Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY Ten months ended April 30, 2018

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↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 4/30/2018	Year to Date 4/30/2018	Prior Fiscal Year End 06/30/17	MGMA Hospital Owned Rural
Profitability:					
Operating Margin	↑	-78.95%	-77.30%	-108.66%	-36.58%
Total Profit Margin	↑	-78.95%	-77.30%	-108.66%	-36.58%
Contractual Allowance %	↓	44.81%	45.71%	45.28%	
Liquidity:					
Net Days in Accounts Receivable	↓	59.58	58.01	48.86	39.58
Gross Days in Accounts Receivable	↓	66.70	59.76	50.23	72.82
Productivity and Efficiency:					
Patient Visits Per Day	↓	128.03	133.55	247.20	
Total Net Revenue per FTE	↑	N/A	\$137,824	\$124,265	
Salary Expense per Paid FTE		N/A	\$180,731	\$179,022	
Salary and Benefits as a % of Net Revenue		149.41%	151.39%	164.96%	91.26%
Employee Benefits %		19.69%	15.45%	14.50%	6.10%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 3

ROCK SPRINGS, WY

Ten months ended April 30, 2018

	CURRENT MONTH				Prior Year 04/30/17
	Actual 04/30/18	Budget 04/30/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	1,045,617	1,208,889	(163,272)	-13.51%	1,327,433
Specialty Clinic Revenue	190,157	324,641	(134,484)	-41.43%	244,602
Total Gross Patient Revenue	1,235,774	1,533,529	(297,756)	-19.42%	1,572,035
Deductions From Revenue					
Discounts and Allowances	(553,735)	(671,375)	117,641	17.52%	(696,587)
Total Deductions From Revenue	(553,735)	(671,375)	117,641	17.52%	(696,587)
Net Patient Revenue	682,039	862,154	(180,115)	-20.89%	875,448
Other Operating Revenue	62,427	52,000	10,427	20.05%	52,177
Total Operating Revenue	744,466	914,154	(169,688)	-18.56%	927,625
Operating Expenses					
Salaries and Wages	929,322	1,132,120	202,798	17.91%	1,111,333
Fringe Benefits	182,950	154,371	(28,579)	-18.51%	200,857
Contract Labor	0	0	0	0.00%	0
Physicians Fees	46,770	11,800	(34,970)	-296.36%	36,162
Purchased Services	5,124	15,970	10,846	67.92%	60,702
Supply Expense	26,988	20,112	(6,876)	-34.19%	13,857
Utilities	1,917	2,535	618	24.38%	780
Repairs and Maintenance	23,559	28,356	4,797	16.92%	30,199
Insurance Expense	18,396	21,143	2,748	12.99%	29,117
All Other Operating Expenses	65,989	58,927	(7,062)	-11.98%	57,325
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	5,328	5,663	335	5.91%	77,311
Depreciation and Amortization	25,871	26,193	323	1.23%	30,719
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,332,214	1,477,190	144,976	9.81%	1,648,362
Net Operating Surplus/(Loss)	(587,748)	(563,036)	(24,712)	4.39%	(720,737)
Total Net Surplus/(Loss)	(587,748)	(563,036)	(24,712)	4.39%	(720,737)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(587,748)	(563,036)	(24,712)	4.39%	(720,737)
Operating Margin	-78.95%	-61.59%			-77.70%
Total Profit Margin	-78.95%	-61.59%			-77.70%
EBIDA	-75.47%	-58.73%			-74.39%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Ten months ended April 30, 2018

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	YEAR-TO-DATE				Prior Year 04/30/17
	Actual 04/30/18	Budget 04/30/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	11,425,431	11,969,551	(544,119)	-4.55%	11,853,480
Specialty Clinic Revenue	1,903,962	3,141,489	(1,237,527)	-39.39%	3,292,369
Total Gross Patient Revenue	13,329,393	15,111,040	(1,781,646)	-11.79%	15,145,849
Deductions From Revenue					
Discounts and Allowances	(6,092,734)	(6,605,089)	512,355	7.76%	(6,828,846)
Total Deductions From Revenue	(6,092,734)	(6,605,089)	512,355	7.76%	(6,828,846)
Net Patient Revenue	7,236,659	8,505,950	(1,269,291)	-14.92%	8,317,003
Other Operating Revenue	601,237	520,000	81,237	15.62%	566,271
Total Operating Revenue	7,837,896	9,025,950	(1,188,054)	-13.16%	8,883,274
Operating Expenses					
Salaries and Wages	10,277,967	11,625,573	1,347,606	11.59%	12,860,508
Fringe Benefits	1,588,118	1,624,978	36,860	2.27%	1,840,205
Contract Labor	0	0	0	0.00%	0
Physicians Fees	258,309	73,025	(185,284)	-253.73%	562,415
Purchased Services	102,020	161,140	59,120	36.69%	674,720
Supply Expense	134,044	202,716	68,672	33.88%	267,484
Utilities	16,220	25,351	9,131	36.02%	23,765
Repairs and Maintenance	295,625	279,360	(16,265)	-5.82%	296,024
Insurance Expense	187,099	208,885	21,786	10.43%	299,644
All Other Operating Expenses	726,334	673,075	(53,260)	-7.91%	900,447
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	53,738	55,905	2,167	3.88%	766,686
Depreciation and Amortization	257,131	262,711	5,580	2.12%	289,383
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	13,896,604	15,192,719	1,296,114	8.53%	18,781,279
Net Operating Surplus/(Loss)	(6,058,708)	(6,166,768)	108,060	-1.75%	(9,898,005)
Total Net Surplus/(Loss)	(6,058,708)	(6,166,768)	\$108,060	-1.75%	(\$9,898,005)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	
Increase/(Decrease) in Unrestricted Net Assets	(6,058,708)	(6,166,768)	\$108,060	-1.75%	(9,898,005)
Operating Margin	-77.30%	-68.32%			-111.42%
Total Profit Margin	-77.30%	-68.32%			-111.42%
EBIDA	-74.02%	-65.41%			-108.17%

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

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	Actual 4/30/2018	Actual 3/31/2018	Actual 2/28/2018	Actual 1/31/2018	Actual 12/31/2017
Gross Patient Revenue					
Clinic Revenue	\$1,045,617	\$1,318,709	\$1,119,761	\$1,215,537	\$1,048,027
Specialty Clinic Revenue	\$190,157	\$247,601	\$83,134	\$157,597	\$191,061
Total Gross Patient Revenue	\$1,235,774	\$1,566,309	\$1,202,895	\$1,373,134	\$1,239,088
Deductions From Revenue					
Discounts and Allowances	553,735	713,615	704,136	623,009	543,305
Total Deductions From Revenue	553,735	713,615	704,136	623,009	543,305
Net Patient Revenue	\$682,039	\$852,694	\$498,759	\$750,126	\$695,783
Other Operating Revenue	62,427	65,331	92,755	39,205	75,425
Total Operating Revenue	744,466	918,025	591,514	789,330	771,208
Operating Expenses					
Salaries and Wages	\$929,322	\$996,616	\$1,044,644	\$1,050,815	\$1,074,475
Fringe Benefits	\$182,950	\$149,196	\$208,855	\$229,329	\$150,556
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$46,770	\$54,331	\$35,838	\$49,360	\$27,509
Purchased Services	\$5,124	\$6,119	\$6,909	\$6,934	\$3,674
Supply Expense	\$26,988	\$15,838	\$13,586	\$11,743	\$13,090
Utilities	\$1,917	\$1,612	\$1,292	\$1,924	\$1,576
Repairs and Maintenance	\$23,559	\$23,975	\$44,024	\$24,693	\$44,360
Insurance Expense	\$18,396	\$17,662	\$17,762	\$17,762	\$17,762
All Other Operating Expenses	\$65,989	\$69,590	\$52,427	\$58,416	\$67,389
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$5,328	\$4,923	\$5,658	\$5,487	\$4,823
Depreciation and Amortization	\$25,871	\$25,156	\$25,537	\$25,690	\$25,820
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,332,214	\$1,365,018	\$1,456,533	\$1,482,153	\$1,431,033
Net Operating Surplus/(Loss)	(\$587,748)	(\$446,994)	(\$865,019)	(\$692,823)	(\$659,824)
Total Net Surplus/(Loss)	(\$587,748)	(\$446,994)	(\$865,019)	(\$692,823)	(\$659,824)
Change in Unrealized Gains/(Losses) on Investm	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets)	(\$587,748)	(\$446,994)	(\$865,019)	(\$692,823)	(\$659,824)
Operating Margin	-78.95%	-48.69%	-146.24%	-87.77%	-85.56%
Total Profit Margin	-78.95%	-48.69%	-146.24%	-87.77%	-85.56%
EBIDA	-75.47%	-45.95%	-141.92%	-84.52%	-82.21%

Actual 11/30/2017	Actual 10/31/2017	Actual 9/30/2017	Actual 8/31/2017	Actual 7/31/2017	Actual 6/30/2017	Actual 5/31/2017	Actual 4/30/2017
\$1,212,089	\$1,220,406	\$1,103,975	\$1,181,300	\$960,010	\$1,369,601	\$1,168,237	\$1,327,433
\$176,581	\$205,457	\$236,113	\$206,155	\$210,106	\$259,241	\$217,138	\$244,602
\$1,388,670	\$1,425,863	\$1,340,088	\$1,387,455	\$1,170,116	\$1,628,842	\$1,385,376	\$1,572,035
612,876	692,936	555,237	608,792	485,094	760,859	633,239	696,587
612,876	692,936	555,237	608,792	485,094	760,859	633,239	696,587
\$775,795	\$732,927	\$784,851	\$778,663	\$685,022	\$867,983	\$752,136	\$875,448
47,316	57,810	55,461	50,468	55,040	39,611	56,796	52,177
823,111	790,737	840,312	829,131	740,062	907,594	808,932	927,625
\$911,619	\$1,011,079	\$981,413	\$1,231,456	\$1,046,527	\$1,214,764	\$1,195,299	\$1,111,333
\$141,429	\$154,715	\$115,658	\$129,549	\$125,879	\$193,095	\$181,519	\$200,857
\$0							
\$8,750	\$13,500	\$8,000	\$5,500	\$8,750	\$5,250	\$37,370	\$36,162
\$16,060	\$14,349	\$14,339	\$13,213	\$15,299	\$30,068	\$16,317	\$60,702
\$6,673	\$12,143	\$12,121	\$12,785	\$10,087	\$10,932	\$15,371	\$13,857
\$1,293	\$1,885	\$1,574	\$1,566	\$1,584	\$1,564	\$1,684	\$780
\$27,672	\$25,772	\$28,910	\$26,427	\$26,233	\$27,118	\$25,153	\$30,199
\$19,353	\$18,963	\$19,406	\$19,406	\$20,627	\$21,360	\$21,360	\$29,117
\$60,479	\$75,621	\$65,091	\$137,030	\$74,302	\$56,952	\$71,115	\$57,325
\$5,002	\$4,831	\$5,018	\$5,391	\$7,277	\$75,265	\$76,910	\$77,311
\$25,820	\$25,820	\$25,747	\$25,747	\$25,924	\$27,194	\$30,719	\$30,719
\$1,224,150	\$1,358,677	\$1,277,277	\$1,608,070	\$1,362,489	\$1,663,563	\$1,672,816	\$1,648,362
(\$401,039)	(\$567,940)	(\$436,964)	(\$778,939)	(\$622,427)	(\$755,969)	(\$863,885)	(\$720,737)
(\$401,039)	(\$567,940)	(\$436,964)	(\$778,939)	(\$622,427)	(\$755,969)	(\$863,885)	(\$720,737)
0	0	0	0	0	0	0	0
(\$401,039)	(\$567,940)	(\$436,964)	(\$778,939)	(\$622,427)	(\$755,969)	(\$863,885)	(\$720,737)
-48.72%	-71.82%	-52.00%	-93.95%	-84.10%	-83.29%	-106.79%	-77.70%
-48.72%	-71.82%	-52.00%	-93.95%	-84.10%	-83.29%	-106.79%	-77.70%
-45.59%	-68.56%	-48.94%	-90.84%	-80.60%	-80.30%	-103.00%	-74.39%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

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Ten months ended April 30, 2018

Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative)	Prior Year		Actual	Budget	Positive/ (Negative)	Prior Year
04/30/18	04/30/18	Variance	04/30/17		04/30/18	04/30/18	Variance	04/30/17
Outpatient Statistics:								
3,841	4,382	(541)	4,255	Clinic Visits - Primary Care	40,599	43,379	(2,780)	44,099
359	575	(216)	500	Clinic Visits - Specialty Clinics	4,071	5,644	(1,573)	5,643
Productivity Statistics:								
58.78	75.74	(16.96)	77.49	FTE's - Worked	61.08	75.74	(14.66)	78.30
64.82	83.23	(18.41)	83.70	FTE's - Paid	68.28	82.23	(13.95)	86.80



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

HOSPITAL ONLY

Unaudited Financial Statements

for

Ten months ended April 30, 2018

Certification Statement:

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

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Certified by:

Tami Love

Chief Financial Officer

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Ten months ended April 30, 2018

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Key Financial Ratios








MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Ten months ended April 30, 2018


 - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 4/30/2018	Year to Date 4/30/2018	Prior Fiscal Year End 06/30/17	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev (See Note 2)
Profitability:						
Operating Margin		3.08%	9.30%	6.04%	2.64%	-0.73%
Total Profit Margin		5.32%	12.81%	11.04%	6.11%	0.21%
Contractual Allowance %		41.01%	39.42%	31.23%	34.31%	53.86%
Inpatient Gross Revenue Percentage		27.51%	24.50%	34.51%	36.90%	28.70%
Outpatient Gross Revenue Percentage		72.49%	75.50%	65.49%	64.10%	71.70%
Liquidity:						
Net Days in Accounts Receivable		54.80	51.12	53.22	66.90	57.20
Gross Days in Accounts Receivable		53.13	51.21	52.36		
Productivity and Efficiency:						
Paid FTE's per Adjusted Occupied Bed		8.66	7.98	7.35	6.60	4.63
Total Net Revenue per FTE		N/A	\$202,045	\$176,393	\$132,369	\$109,053
Salary Expense per Paid FTE		N/A	\$69,684	\$63,287	\$62,436	\$48,150
Salary and Benefits as a % of Net Revenue		47.99%	44.92%	46.65%	43.60%	42.40%
Employee Benefits %		39.44%	32.08%	30.51%	22.98%	29.27%

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

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

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Ten months ended April 30, 2018

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	CURRENT MONTH				Prior Year 04/30/17
	Actual 04/30/18	Budget 04/30/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$3,103,402	\$4,061,001	(\$957,598)	-23.58%	\$3,639,447
Outpatient Revenue	8,179,117	8,026,325	152,792	1.90%	7,816,452
Clinic Revenue	0	0	0	0.00%	0
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	11,282,519	12,087,326	(804,807)	-6.66%	11,455,900
Deductions From Revenue					
Discounts and Allowances	(4,626,836)	(4,364,015)	(262,822)	-6.02%	(4,642,764)
Bad Debt Expense (Governmental Providers Only)	(608,142)	(958,349)	350,206	36.54%	(692,173)
Charity Care	(162,130)	(273,814)	111,684	40.79%	(124,361)
Total Deductions From Revenue	(5,397,109)	(5,596,177)	199,068	3.56%	(5,459,298)
Net Patient Revenue	5,885,410	6,491,148	(605,738)	-9.33%	5,996,602
Other Operating Revenue	336,532	98,347	238,185	242.19%	95,086
Total Operating Revenue	6,221,942	6,589,495	(367,553)	-5.58%	6,091,688
Operating Expenses					
Salaries and Wages	2,053,463	2,287,868	234,405	10.25%	2,084,321
Fringe Benefits	809,969	663,458	(146,511)	-22.08%	643,495
Contract Labor	122,359	0	(122,359)	0.00%	128,602
Physicians Fees	300,002	199,999	(100,003)	-50.00%	269,062
Purchased Services	432,527	378,653	(53,874)	-14.23%	511,286
Supply Expense	1,053,696	933,899	(119,797)	-12.83%	969,012
Utilities	88,970	81,774	(7,196)	-8.80%	88,520
Repairs and Maintenance	355,223	316,876	(38,348)	-12.10%	311,890
Insurance Expense	34,681	44,329	9,648	21.76%	45,423
All Other Operating Expenses	132,373	137,148	4,775	3.48%	104,819
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	62,646	65,157	2,511	3.85%	7,845
Depreciation and Amortization	584,562	606,653	22,091	3.64%	698,168
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	6,030,471	5,715,813	(314,658)	-5.51%	5,862,442
Net Operating Surplus/(Loss)	191,471	873,682	(682,211)	-78.08%	229,246
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	(1,767)	7,100	(8,867)	-124.89%	92,646
Tax Subsidies (Except for GO Bond Subsidies)	233,293	279,743	(46,450)	-16.60%	233,796
Tax Subsidies for GO Bonds	12,688	0	12,688	0.00%	0
Interest Expense (Governmental Providers Only)	(104,431)	(111,593)	(7,162)	6.42%	(108,951)
Other Non-Operating Revenue/(Expenses)	0	19,855	(19,855)	-100.00%	(28,532)
Total Non Operating Revenue/(Expense)	139,783	195,105	(55,322)	-28.36%	(69,040)
Total Net Surplus/(Loss)	\$331,254	\$1,068,787	(\$737,533)	-69.01%	\$160,205
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	(97,892)
Increase/(Decrease) in Unrestricted Net Assets	\$331,254	\$1,068,787	(\$737,533)	-69.01%	\$62,313
Operating Margin	3.08%	13.26%			3.76%
Total Profit Margin	5.32%	16.22%			2.63%
EBIDA	15.64%	25.62%			18.36%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Ten months ended April 30, 2018

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	YEAR-TO-DATE				Prior Year 04/30/17
	Actual 04/30/18	Budget 04/30/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$29,010,424	\$40,268,803	(\$11,258,379)	-27.96%	\$38,215,740
Outpatient Revenue	89,380,075	80,503,883	8,876,192	11.03%	76,875,256
Clinic Revenue	0	0	0	0.00%	0
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	<u>118,390,499</u>	<u>120,772,686</u>	<u>(2,382,187)</u>	<u>-1.97%</u>	<u>115,090,996</u>
Deductions From Revenue					
Discounts and Allowances	(46,670,206)	(43,632,279)	(3,037,927)	-6.96%	(41,682,703)
Bad Debt Expense (Governmental Providers Only)	(7,020,582)	(9,515,846)	2,495,264	26.22%	(8,196,186)
Charity Care	(1,610,573)	(2,718,813)	1,108,240	40.76%	(1,893,162)
Total Deductions From Revenue	<u>(55,301,361)</u>	<u>(55,866,938)</u>	<u>565,577</u>	<u>1.01%</u>	<u>(51,772,051)</u>
Net Patient Revenue	<u>63,089,138</u>	<u>64,905,747</u>	<u>(1,816,610)</u>	<u>-2.80%</u>	<u>63,318,945</u>
Other Operating Revenue	<u>1,539,848</u>	<u>1,063,484</u>	<u>476,364</u>	<u>44.79%</u>	<u>1,055,629</u>
Total Operating Revenue	<u>64,628,985</u>	<u>65,969,231</u>	<u>(1,340,246)</u>	<u>-2.03%</u>	<u>64,374,574</u>
Operating Expenses					
Salaries and Wages	21,010,381	22,732,518	1,722,137	7.58%	22,026,642
Fringe Benefits	6,739,556	6,482,625	(256,931)	-3.96%	6,180,764
Contract Labor	1,279,716	576,126	(703,590)	-122.12%	2,130,515
Physicians Fees	2,018,087	1,831,748	(186,340)	-10.17%	1,970,044
Purchased Services	4,192,495	4,059,634	(132,861)	-3.27%	4,643,699
Supply Expense	10,664,757	9,391,938	(1,272,820)	-13.55%	9,557,589
Utilities	910,937	933,010	22,072	2.37%	939,405
Repairs and Maintenance	3,412,610	3,249,972	(162,638)	-5.00%	3,153,433
Insurance Expense	422,622	443,290	20,668	4.66%	500,463
All Other Operating Expenses	1,105,481	1,113,237	7,756	0.70%	1,378,372
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	613,146	584,563	(28,582)	-4.89%	156,270
Depreciation and Amortization	6,246,350	6,488,723	242,373	3.74%	7,110,899
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	<u>58,616,140</u>	<u>57,887,383</u>	<u>(728,756)</u>	<u>-1.26%</u>	<u>59,748,095</u>
Net Operating Surplus/(Loss)	6,012,845	8,081,848	(2,069,003)	-25.60%	4,626,479
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	40,742	71,000	(30,258)	-42.62%	104,134
Tax Subsidies (Except for GO Bond Subsidies)	3,246,601	2,797,430	449,171	16.06%	2,661,486
Tax Subsidies for GO Bonds	180,667	0	180,667	0.00%	0
Interest Expense (Governmental Providers Only)	(1,200,574)	(1,115,930)	(84,644)	7.59%	(1,107,405)
Other Non-Operating Revenue/(Expense)	(164)	198,550	(198,714)	-100.08%	(1,059,641)
Total Non Operating Revenue/(Expense)	<u>2,267,271</u>	<u>1,951,050</u>	<u>316,221</u>	<u>16.21%</u>	<u>598,574</u>
Total Net Surplus/(Loss)	\$8,280,117	\$10,032,898	(\$1,752,781)	-17.47%	\$5,225,053
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	(97,892)
Increase/(Decrease) in Unrestricted Net Assets	\$8,280,117	\$10,032,898	(\$1,752,781)	-17.47%	\$5,127,161
Operating Margin	9.30%	12.25%			7.19%
Total Profit Margin	12.81%	15.21%			8.12%
EBIDA	22.84%	25.26%			21.48%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

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	Actual 4/30/2018	Actual 3/31/2018	Actual 2/28/2018	Actual 1/31/2018	Actual 12/31/2017
Gross Patient Revenue					
Inpatient Revenue	\$3,103,402	\$3,572,487	\$2,539,861	\$3,482,532	\$2,372,167
Inpatient Psych/Rehab Revenue					
Outpatient Revenue	8,179,117	9,117,337	8,217,125	9,046,087	9,332,424
Clinic Revenue					
Specialty Clinic Revenue					
Total Gross Patient Revenue	\$11,282,519	\$12,689,825	\$10,756,986	\$12,528,619	\$11,704,591
Deductions From Revenue					
Discounts and Allowances	4,626,836	4,986,232	4,075,828	5,242,385	4,444,609
Bad Debt Expense (Governmental Providers On	608,142	888,176	510,331	432,591	595,394
Charity Care	162,130	(6,620)	160,500	105,168	261,972
Total Deductions From Revenue	5,397,109	5,867,788	4,746,658	5,780,144	5,301,974
Net Patient Revenue	\$5,885,410	\$6,822,037	\$6,010,328	\$6,748,475	\$6,402,616
Other Operating Revenue	336,532	57,279	153,602	163,625	144,416
Total Operating Revenue	6,221,942	6,879,315	6,163,930	6,912,100	6,547,032
Operating Expenses					
Salaries and Wages	\$2,053,463	\$2,214,812	\$1,960,393	\$2,219,100	\$2,070,775
Fringe Benefits	\$809,969	\$500,496	\$781,722	\$890,349	\$704,402
Contract Labor	\$122,359	\$44,526	\$79,857	\$166,621	\$111,766
Physicians Fees	\$300,002	\$199,858	\$219,225	\$201,398	\$265,382
Purchased Services	\$432,527	\$432,958	\$414,154	\$420,807	\$361,134
Supply Expense	\$1,053,696	\$1,166,378	\$958,879	\$1,188,979	\$1,019,865
Utilities	\$88,970	\$105,918	\$80,437	\$93,761	\$92,517
Repairs and Maintenance	\$355,223	\$352,240	\$396,900	\$364,448	\$323,889
Insurance Expense	\$34,681	\$39,199	\$39,099	\$41,178	\$41,157
All Other Operating Expenses	\$132,373	\$131,711	\$101,946	\$118,798	\$72,178
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$62,646	\$68,428	\$70,085	\$73,104	\$63,901
Depreciation and Amortization	\$584,562	\$585,835	\$584,851	\$586,577	\$591,507
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$6,030,471	\$5,842,359	\$5,687,548	\$6,365,120	\$5,718,475
Net Operating Surplus/(Loss)	\$191,471	\$1,036,956	\$476,382	\$546,980	\$828,558
Non-Operating Revenue:					
Contributions					
Investment Income	(1,767)	10,816	4,898	(2,148)	1,833
Tax Subsidies (Except for GO Bond Subsidies)					
Tax Subsidies for GO Bonds	233,293	291,849	379,346	322,567	334,349
Interest Expense (Governmental Providers Only)	(104,431)	(148,675)	(105,421)	(105,774)	(120,482)
Other Non-Operating Revenue/(Expenses)	12,688	40,555	8,609	26,104	11,269
Total Non Operating Revenue/(Expense)	\$139,783	\$194,545	\$287,432	\$240,749	\$226,968
Total Net Surplus/(Loss)	\$331,254	\$1,231,501	\$763,813	\$787,729	\$1,055,526
Change in Unrealized Gains/(Losses) on Investments					
Increase/(Decrease in Unrestricted Net Assets	\$331,254	\$1,231,501	\$763,813	\$787,729	\$1,055,526
Operating Margin	3.08%	15.07%	7.73%	7.91%	12.66%
Total Profit Margin	5.32%	17.90%	12.39%	11.40%	16.12%
EBIDA	12.47%	23.59%	17.22%	16.40%	21.69%

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Actual 11/30/2017	Actual 10/31/2017	Actual 9/30/2017	Actual 8/31/2017	Actual 7/31/2017	Actual 6/30/2017	Actual 5/31/2017	Actual 4/30/2017
\$2,557,222	\$2,788,873	\$2,847,823	\$2,623,367	\$3,122,689	\$2,539,451	\$3,335,977	\$3,639,447
9,091,002	9,761,390	8,831,699	9,336,438	8,467,456	8,682,306	8,442,688	7,816,452
\$11,648,224	\$12,550,263	\$11,679,522	\$11,959,805	\$11,590,145	\$11,221,757	\$11,778,665	\$11,455,900
4,786,171	4,797,468	4,513,867	4,593,597	4,603,213	4,951,964	5,700,714	4,642,764
298,556	945,198	982,992	976,726	782,476	747,176	802,116	692,173
188,422	196,604	63,706	195,376	283,316	317,868	301,201	124,361
5,273,149	5,939,270	5,560,565	5,765,698	5,669,005	6,017,007	6,804,031	5,459,298
\$6,375,075	\$6,610,993	\$6,118,958	\$6,194,106	\$5,921,140	\$5,204,749	\$4,974,634	\$5,996,602
313,559	168,217	76,560	47,962	78,096	97,919	435,090	95,086
6,688,634	6,779,210	6,195,517	6,242,068	5,999,236	5,302,668	5,409,723	6,091,688
\$1,963,764	\$2,184,887	\$1,979,137	\$2,155,511	\$2,208,539	\$2,033,115	\$2,169,311	\$2,084,321
\$724,284	\$744,932	\$504,914	\$534,224	\$544,263	\$597,603	\$677,271	\$643,495
\$183,557	\$129,775	\$137,000	\$102,834	\$201,421	\$119,467	\$150,585	\$128,602
\$201,781	\$174,802	\$149,461	\$151,581	\$154,596	\$170,159	\$247,447	\$269,062
\$489,788	\$398,284	\$465,859	\$391,162	\$385,822	\$376,408	\$383,443	\$511,286
\$1,081,715	\$1,074,955	\$1,073,913	\$1,079,424	\$965,943	\$1,460,352	\$1,048,554	\$969,012
\$90,096	\$83,480	\$104,431	\$92,091	\$79,238	\$97,802	\$91,791	\$88,520
\$330,784	\$299,456	\$314,793	\$358,927	\$315,951	\$344,718	\$361,615	\$311,890
\$41,666	\$44,841	\$47,183	\$47,137	\$46,481	\$46,311	\$46,311	\$45,423
\$111,968	\$140,301	\$103,978	\$104,777	\$87,451	\$129,785	\$100,687	\$104,819
\$67,620	(\$55,699)	\$84,230	\$114,401	\$64,429	\$7,423	\$15,913	\$7,845
\$592,805	\$712,442	\$656,602	\$672,888	\$678,280	\$679,047	\$687,296	\$698,168
\$5,879,828	\$5,932,455	\$5,621,502	\$5,804,959	\$5,732,416	\$6,062,191	\$5,980,224	\$5,862,442
\$808,806	\$846,755	\$574,016	\$437,110	\$266,820	(\$759,522)	(\$570,501)	\$229,246
902	4,510	10,888	9,201	1,610	17,507	10,494	92,646
338,547	308,743	420,876	310,001	307,031	302,717	246,405	233,796
(106,298)	(170,996)	(107,709)	(124,049)	(106,739)	(129,860)	(109,197)	(108,951)
23,279	20,605	1,481	19,419	16,496	(232,314)	(264,249)	(286,531)
\$256,429	\$162,862	\$325,536	\$214,571	\$218,397	(\$41,950)	(\$116,546)	(\$69,040)
\$1,065,235	\$1,009,617	\$899,552	\$651,681	\$485,217	(\$801,472)	(\$687,047)	\$160,205
					(10,679)		(97,892)
\$1,065,235	\$1,009,617	\$899,552	\$651,681	\$485,217	(\$812,151)	(\$687,047)	\$62,313
12.09%	12.49%	9.27%	7.00%	4.45%	-14.32%	-10.55%	3.76%
15.93%	14.89%	14.52%	10.44%	8.09%	-15.11%	-12.70%	2.63%
20.96%	23.00%	19.86%	17.78%	15.75%	-1.52%	2.16%	15.22%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Ten months ended April 30, 2018

Current Month				Year-To-Date				
Actual 04/30/18	Budget 04/30/18	Positive/ (Negative) Variance	Prior Year 04/30/17	STATISTICS	Actual 04/30/18	Budget 04/30/18	Positive/ (Negative) Variance	Prior Year 04/30/17
Discharges								
140	167	(27)	167	Acute	1,347	1,681	(334)	1,681
140	167	(27)	167	Total Adult Discharges	1,347	1,681	(334)	1,681
26	40	(14)	40	Newborn	414	427	(13)	588
166	207	(41)	207	Total Discharges	1,761	2,108	(347)	2,269
Patient Days:								
374	494	(120)	494	Acute	3,584	5,427	(1,843)	5,427
374	494	(120)	494	Total Adult Patient Days	3,584	5,427	(1,843)	5,427
51	60	(9)	60	Newborn	721	673	48	673
425	554	(129)	554	Total Patient Days	4,305	6,100	(1,795)	6,100
Average Length of Stay (ALOS)								
2.7	3.0	(0.3)	3.0	Acute	2.7	3.2	(0.6)	3.2
2.7	3.0	(0.3)	3.0	Total Adult ALOS	2.7	3.2	(0.6)	3.2
2.0	1.5	0.5	1.5	Newborn ALOS	1.7	1.6	0.2	1.1
Average Daily Census (ADC)								
12.1	15.9	(3.9)	15.9	Acute	11.8	17.9	(6.1)	17.9
12.1	15.9	(3.9)	15.9	Total Adult ADC	11.8	17.9	(6.1)	17.9
1.6	1.9	(0.3)	1.9	Newborn	2.4	2.2	0.2	2.2
Emergency Room Statistics								
127	150	(23)	150	ER Visits - Admitted	1,388	1,527	(139)	1,527
1,221	1,153	68	1,153	ER Visits - Discharged	12,247	12,237	10	12,237
1,348	1,304	44	1,304	Total ER Visits	13,635	13,765	(130)	13,765
9.42%	11.50%		11.50%	% of ER Visits Admitted	10.18%	11.09%		11.09%
90.71%	89.82%		89.82%	ER Admissions as a % of Total	103.04%	90.84%		90.84%
Outpatient Statistics:								
5,935	6,677	(742)	6,677	Total Outpatients Visits	63,932	69,523	(5,591)	69,523
77	81	(4)	81	Observation Bed Days	1,091	999	92	999
25	33	(8)	33	IP Surgeries	296	364	(68)	364
123	140	(17)	140	OP Surgeries	1,469	1,481	(12)	1,481
Productivity Statistics:								
346.68	367.16	(20.48)	361.91	FTE's - Worked	347.22	367.16	(19.94)	369.78
379.72	403.18	(23.46)	393.64	FTE's - Paid	384.06	403.18	(19.12)	404.40
1.4145	1.3054	0.11	1.3054	Case Mix Index -Medicare	1.3628	0.9600	0.40	1.1187
1.0262	0.9212	0.11	0.9212	Case Mix Index - All payers	0.8788	0.8500	0.03	0.8839

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
WAMSUTTER, WY
NARRATIVE TO THE FINANCIAL STATEMENT**

To: HDRHD Board of Trustees
From: Tami Love, MHSC CFO

May 9, 2018

HIGH DESERT RURAL HEALTHCARE DISTRICT – APRIL 2018

THE HDRHD BOTTOM LINE. The bottom line for the HDRHD Clinic for April was a loss of \$29,298 compared to a loss of \$30,416 in the Budget. The YTD Clinic loss is \$258,093 compared with a YTD loss of \$304,160 in the Budget.


REVENUE. Revenue for the Clinic for April was \$115, under Budget by \$18,386. YTD Revenue is \$19,943, under Budget by \$165,064. The Budget was based on 5 visits per day. Deductions from Revenue for the Clinic were \$415 for April.

EXPENSES. Total Expenses for the month were \$28,883 under Budget by \$12,263. YTD Expenses were \$266,269 under Budget by \$145,195 Included in the packet is the detail trial balance, copies of invoices and additional support for all the expenses.

VOLUME. The volume for April was 34 patients, compared to 32 patients in March.

Check Number: _____
 Voucher Number: _____
 Inspected by _____
 Trustee: _____
 Certified to Under Penalty of Perjury
 Trustee: _____
 Certified to Under Penalty of Perjury
 Date : _____

I, Tami Love,
 Certify that the foregoing bill is just and
 Correct and is certified to under penalty of
 perjury.



 Signature of Claimant

Bills to be Paid Must Be Accompanied by this Signed Voucher

[illegible]

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HIGH DESERT RURAL HEALTH DISTRICT

MHSC Wamsutter Clinic

Ten months ended April 30, 2018

STATEMENT OF REVENUE AND EXPENSES

	CURRENT PERIOD		YEAR TO DATE	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Gross Revenue	115.00	18,500.63	19,942.75	185,006.30
Deductions	(530.00)	(7,770.26)	(11,767.63)	(77,702.60)
Net Revenue	(415.00)	10,730.37	8,175.12	107,303.70
Other Operating Revenue				
Total Net Operating Revenue	(415.00)	10,730.37	8,175.12	107,303.70
Operating Expenses				
Salaries and Wage	20,647.45	32,736.37	195,903.62	327,363.70
Fringe Benefits	4,844.49	2,650.00	33,915.60	26,500.00
Advertising	860.00	2,300.00	8,600.00	23,000.00
Other Purchased Services		50.00	402.00	500.00
Instruments		10.00	-	100.00
Other Med/Surg Supplies	55.41	300.00	816.40	3,000.00
Minor Equipment		300.00	365.00	3,000.00
Office & Admin Supplies	12.00	50.00	157.27	500.00
Maintenance Supplies		50.00	-	500.00
Outdates Unused Supplies		-	47.60	-
Other Non Med Supplies		50.00	19.88	500.00
Telephone	1,158.51	350.00	11,108.15	3,500.00
Cable Television	60.47	50.00	570.51	500.00
Contract Maintenance		100.00	220.50	1,000.00
Professional Liability Insurance		150.00	892.50	1,500.00
License & Taxes		10.00	-	100.00
Education & Travel		65.00	143.92	650.00
Pharmacy		500.00	325.98	5,000.00
Equipment Lease	19.75	200.00	527.57	2,000.00
Vehicle Lease	1,225.22	1,225.00	12,252.20	12,250.00
Total Operating Expenses	28,883.30	41,146.37	266,268.70	411,463.70
Total Clinic Gain (Loss)	\$ (29,298.30)	\$ (30,416.00)	\$ (258,093.58)	\$ (304,160.00)

REVENUE DETAIL

Gross Clinic Patient Revenue	CURRENT PERIOD		YEAR TO DATE	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Dr. Michael Bowers	25.00		6,103.13	
Dr. Larry Lauridsen	-		4,388.04	
Dr. Brytton Long	-		6,807.01	
PA Melissa Lehman	90.00		2,644.57	
Total Revenue	\$ 115.00	\$ 18,500.63	\$ 19,942.75	\$ 185,006.30

HIGH DESERT RURAL HEALTH DISTRICT
MHSC Wamsutter Clinic
Ten months ended April 30, 2018

PAYOR MIX DATA

PAYOR MIX	CURRENT PERIOD	YEAR TO DATE
	ACTUAL	ACTUAL
Commercial	0.0%	0.8%
Blue Cross	0.0%	0.4%
Medicaid	0.0%	0.0%
Medicare	0.0%	5.9%
Self Pay	0.0%	0.3%
Work Comp	0.0%	0.0%
Occ Med	100.0%	92.5%
TOTAL	100%	100%

PATIENT OFFICE VISITS

	CURRENT PERIOD		YEAR TO DATE	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Dr. Michael Bowers	16		128	
Dr. David Dansie	2		6	
PA Amy Dolce	0		1	
Dr. Larry Lauridsen	8		55	
Dr. Brytton Long	1		62	
PA Melissa Lehman	7		73	
Total Clinic Statistics	34	60	325	600

HDRHCD VOUCHERS

	Received	Pending	Total
July	18,438.39		18,438.39
August	23,604.96		23,604.96
September	17,172.80		17,172.80
October	25,979.19		25,979.19
November	24,407.63		24,407.63
December	27,229.15		27,229.15
January	25,799.74		25,799.74
February	34,792.80		34,792.80
March	31,370.60		31,370.60
April		29,298.30	29,298.30
Total Vouchers	\$ 228,795.26	\$ 29,298.30	\$ 258,093.56

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

EBITDA

(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.

Higher Values are Favorable

Net Operating Gain/Loss

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.

Higher Values are Favorable

Total Net Gain/Loss

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.

Higher Values are Favorable

Operating Margin

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.

Higher Values are Favorable

Total Profit Margin

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.

Higher Values are Favorable

Return on Assets

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.

Higher Values are Favorable

Contractual Allowance Percentage

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.

Lower Values are Favorable

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

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

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.

Lower Values are Favorable

Long Term Debt to Capitalization

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.

Lower Values are Favorable

Debt Service Coverage Ratio

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

Higher Values are Favorable

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

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

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

Lower Values are Favorable

Paid FTE's per Adjusted Occupied Bed

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.

Lower Values are Favorable

Net Revenue per Adjusted Discharge

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.

Higher Values are Favorable

Operating Expenses per Adjusted Discharge

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

Lower Values are Favorable

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

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

Higher Values are Favorable

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

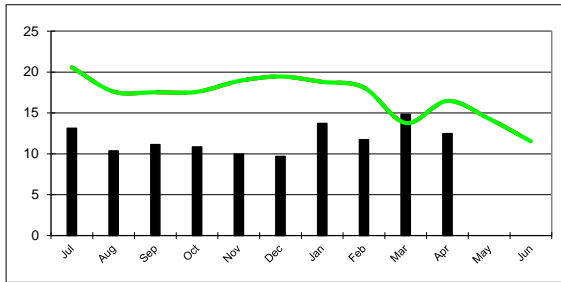
**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
"DASHBOARD" GRAPHS
APRIL 2018**

— FYE 2017 ACTUAL

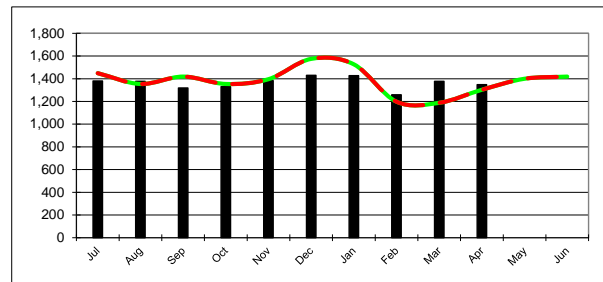
- - - FYE 2018 BUDGET

■ FYE 2018 ACTUAL

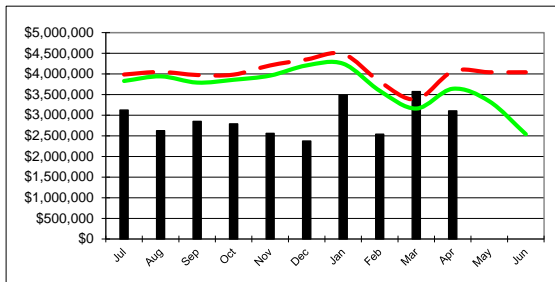
AVERAGE ACUTE CENSUS



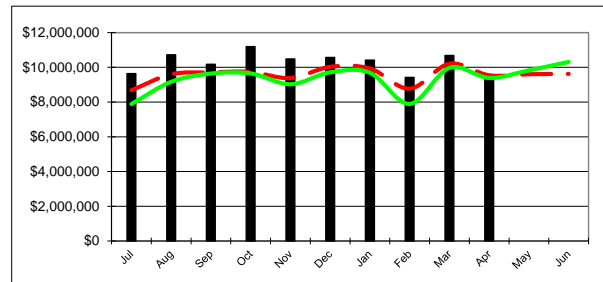
ER IP+OP VISITS



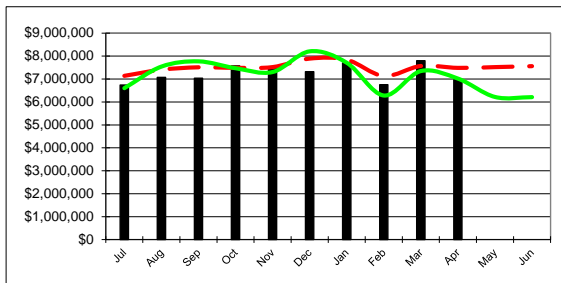
INPATIENT CHARGES



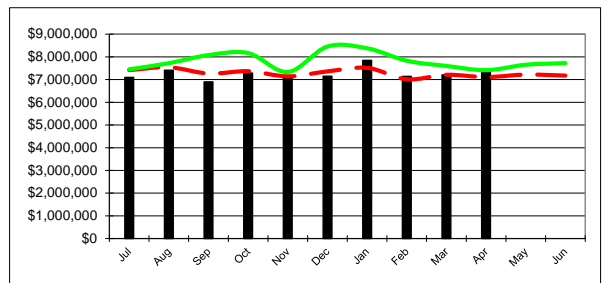
OUTPATIENT CHARGES



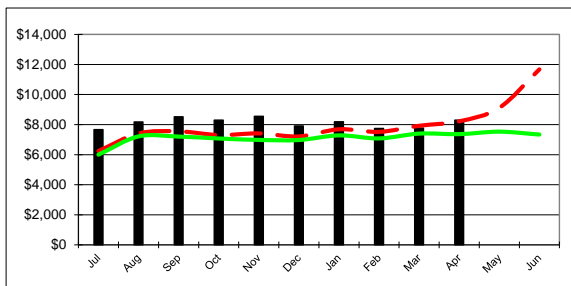
TOTAL NET OPERATING REVENUE



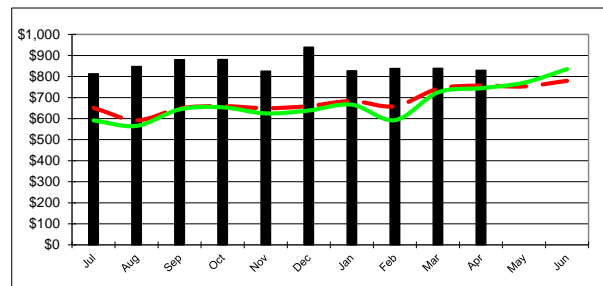
OPERATING EXPENSE



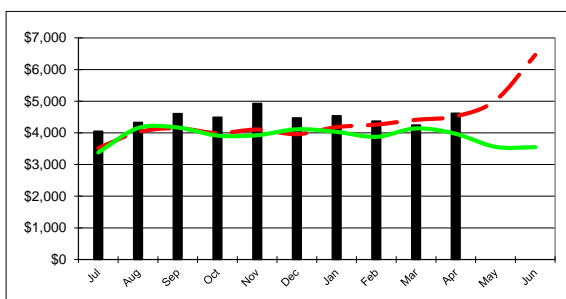
AVERAGE CHARGE PER ADJUSTED PATIENT DAY



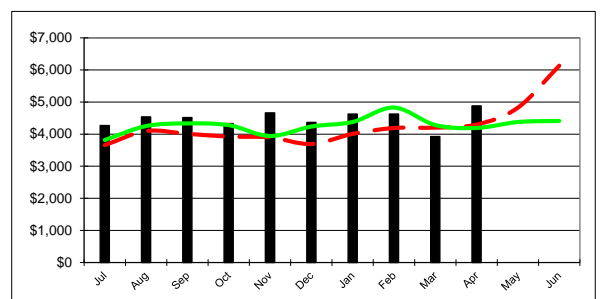
AVERAGE CHARGE PER OUTPATIENT VISIT (Inc. ER)



AVERAGE NET OPERATING REVENUE PER ADJUSTED PATIENT DAY



AVERAGE OPERATING EXPENSE PER ADJUSTED PATIENT DAY



MEMORIAL HOSPITAL OF SWEETWATER COUNTY

	PPE	4/1/2018	4/15/2018	4/29/2018	Variance	CHANGE FROM LAST PAY PERIOD		YTD	Variance
BUDGET					from Bud	Increase	Decrease		from budget
AVG CENSUS	18.00	13.8	11.7	13.6	(4.4)	1.86	-	11.8	(6.3)
ER VISITS (Avg Day)	46	44.9	42.4	45.3	(0.2)	2.93	-	44.4	(1.1)
SURGERIES (IP+OP)	84	91	68	67	(17.2)	-	1.00	1699.0	
BIRTHS	20	23	15	11	(8.9)	-	4.00	418.0	
CHARGES -IP \$000	1,860	1471	1435	1492	(368.0)	57.00	-	29342.0	
-OP \$000	4,416	4989	4356	4405	(11.0)	49.00	-	101829.0	
-TOTAL \$000	6,276	6460	5791	5897	(379.0)	106.00	-	131171.0	
Adjusted Patient Days	850	848	662	751	(99.3)	(89.13)	-	16173.3	

Paid FTEs (Including Contract)

600	MEDICAL FLOOR	30.8	23.5	22.0	23.8	(6.9)	1.77	-	23.5	(7.2)
605	BEHAVIORAL HEALTH	8.0	2.2	5.2	4.1	(3.9)	-	1.08	6.1	(1.9)
610	OB FLOOR	5.9	6.0	5.6	5.7	(0.2)	0.10	-	5.7	(0.2)
611	NURSERY	7.3	7.1	6.8	6.9	(0.4)	0.09	-	7.0	(0.3)
612	LABOR & DELIVERY	6.1	5.1	5.1	4.5	(1.6)	-	0.54	5.5	(0.6)
620	ICU	13.9	11.6	13.6	11.9	(2.0)	-	1.69	13.4	(0.5)
630	OR	13.3	14.0	13.7	13.2	(0.1)	-	0.51	13.8	0.5
631	SAME DAY SURGERY	7.1	7.0	6.3	5.6	(1.5)	-	0.65	6.1	(1.0)
633	RECOVERY	2.0	4.4	4.5	2.7	0.7	-	1.83	3.1	1.1
634	CENTRAL STERILE	3.1	3.2	3.0	2.8	(0.3)	-	0.19	2.9	(0.2)
640	DIALYSIS	5.0	6.5	6.2	6.4	1.4	0.21	-	5.1	0.1
650	ER	25.6	23.2	22.9	23.7	(1.9)	0.87	-	24.5	(1.1)
651	TRAUMA	1.0	2.2	2.2	2.1	1.1	-	0.12	1.8	0.8
652	SANE	0.5	1.0	1.1	1.0	0.5	-	0.03	1.1	0.6
660	RADIATION ONC	6.6	6.0	5.9	6.0	(0.6)	0.04	-	6.0	(0.6)
661	MEDICAL ONC	5.5	5.1	5.2	5.2	(0.3)	-	0.02	4.8	(0.7)
700	LABORATORY	29.5	28.1	27.4	31.9	2.4	4.50	-	29.5	(0.0)
701	HISTOLOGY	2.0	1.9	1.9	2.0	(0.0)	0.06	-	1.9	(0.1)
702	BLOOD BANK	1.0	1.2	1.1	1.1	0.1	-	0.05	1.0	0.0
710	RADIOLOGY	7.7	8.5	8.5	9.5	1.8	0.99	-	9.2	1.5
711	MAMMOGRAPY	2.0	1.2	1.2	1.2	(0.8)	0.03	-	1.1	(0.9)
712	ULTRASOUND	3.6	4.2	4.2	4.3	0.7	0.11	-	4.3	0.7
713	NUC MED	1.9	2.0	1.7	1.9	(0.0)	0.14	-	1.8	(0.1)
714	CAT SCAN	5.1	5.1	6.0	4.8	(0.3)	-	1.20	4.6	(0.5)
715	MRI	1.0	1.7	1.4	1.0	(0.0)	-	0.44	1.3	0.3
716	PET SCAN	0.1	-	0.1	-	(0.1)	-	0.10	0.1	(0.0)
720	RESPIRATORY	6.1	5.7	6.0	7.2	1.1	1.21	-	5.6	(0.5)
721	SLEEP LAB	1.8	1.4	1.9	1.6	(0.2)	-	0.35	1.6	(0.2)
722	CARDIO	2.8	3.4	2.0	1.9	(0.9)	-	0.06	2.8	(0.0)
723	CARDIAC REHAB	2.4	2.3	2.1	2.2	(0.2)	0.09	-	2.3	(0.1)
730	PHYSICAL THERAPY	4.0	3.5	3.5	3.5	(0.5)	0.01	-	3.6	(0.4)
780	EDUCATION	2.5	2.0	1.0	1.9	(0.6)	0.92	-	2.1	(0.4)
781	SOCIAL SERVICES	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
782	QUALITY	5.5	4.1	4.3	4.2	(1.3)	-	0.14	4.4	(1.1)
783	INFECTION CONTROL	1.0	1.3	1.9	1.9	0.9	-	0.02	1.6	0.6
784	ACCREDITATION	2.0	2.0	2.0	2.0	(0.0)	-	0.02	2.0	(0.0)
786	NURSING INFORMATICS	3.0	3.0	3.1	3.0	-	-	0.07	3.0	0.0
790	HEALTH INFORMATION	11.7	13.3	12.9	12.9	1.2	-	0.00	12.6	0.9
791	CASE MANAGEMENT	5.0	4.3	4.5	4.2	(0.8)	-	0.27	4.3	(0.7)
800	MAINTENANCE	11.0	9.6	10.0	9.6	(1.4)	-	0.40	10.5	(0.5)
801	HOUSEKEEPING	23.5	24.0	22.6	21.3	(2.2)	-	1.30	23.4	(0.1)
802	LAUNDRY	6.5	7.6	7.7	6.6	0.1	-	1.15	6.3	(0.2)
803	BIO MED	2.0	1.1	1.1	1.1	(0.9)	-	0.01	1.0	(1.0)
810	SECURITY	8.1	9.3	8.2	8.1	(0.0)	-	0.14	7.8	(0.3)
850	PURCHASING	5.0	5.0	5.0	5.0	0.0	0.00	-	5.0	(0.0)
855	CENTRAL SUPPLY	3.0	3.0	3.0	3.0	-	-	-	3.0	0.0
870	DIETARY	17.6	15.7	17.5	17.7	0.0	0.18	-	16.9	(0.8)
871	DIETICIANS	1.3	1.0	1.0	1.0	(0.3)	-	-	1.3	(0.0)
900	ADMINISTRATION	6.0	6.0	6.2	6.0	-	-	0.15	5.7	(0.3)
901	COMM SVC	1.0	1.0	1.0	1.0	-	-	-	1.0	(0.0)
902	MED STAFF SVC	2.0	2.0	2.0	2.0	0.0	0.00	-	2.0	0.0
903	MHSC FOUNDATION	1.5	1.0	1.1	1.6	0.1	0.49	-	1.3	(0.2)
904	VOLUNTEER SRV	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
905	NURSING ADMIN	5.3	4.7	4.8	4.8	(0.5)	-	0.01	5.2	(0.1)
907	PHYSICIAN RECRUIT	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
910	INFORMATION SYSTEMS	8.0	7.0	6.0	6.0	(2.0)	-	-	7.4	(0.6)
920	HUMAN RESOURCES	4.7	5.3	5.2	6.2	1.5	0.97	-	4.5	(0.2)
930	FISCAL SERVICES	5.0	4.8	4.8	4.8	(0.2)	-	0.05	4.5	(0.5)
940	BUSINESS OFFICE	14.8	13.9	13.2	14.6	(0.2)	1.36	-	14.3	(0.5)
941	ADMITTING	13.4	14.4	15.3	16.6	3.2	1.25	-	14.4	1.0
942	COMMUNICATION	2.9	2.3	2.3	3.3	0.5	1.02	-	2.8	(0.1)
943	CENTRAL SCHEDULING	4.0	4.0	4.0	4.0	0.0	0.01	-	3.9	(0.1)
949	DENKER	3.8	3.5	3.0	3.0	(0.8)	-	0.01	3.7	(0.1)
950	OLIVER	3.7	3.2	3.1	3.0	(0.7)	-	0.14	3.0	(0.7)
951	JOHNSON	4.3	-	-	-	(4.3)	-	-	1.3	(3.0)

	PPE	4/1/2018	4/15/2018	4/29/2018	Variance	LAST PAY PERIOD		YTD	from budget
BUDGET					from Bud	Increase	Decrease		
953 STEWART	1.0	1.0	1.0	1.0	-	-	-	0.5	(0.5)
954 WHEELER	2.0	2.0	2.0	2.0	0.0	0.03	-	2.0	(0.0)
955 CHOU	1.0	-	-	-	(1.0)	-	-	0.3	(0.7)
956 KATTAN	2.0	1.5	1.5	1.5	(0.5)	-	-	1.8	(0.2)
958 VERONESE	2.0	1.5	1.1	1.0	(1.0)	-	0.06	1.2	(0.8)
959 GREWAL	2.0	2.0	2.0	2.0	0.0	-	0.01	2.0	(0.0)
960 SANDERS	2.0	2.2	2.2	2.2	0.2	-	0.00	2.2	0.2
961 DANSIE	1.5	2.1	2.0	2.0	0.5	0.09	-	2.0	0.5
962 BOWERS	1.5	1.6	1.6	1.8	0.3	0.22	-	1.7	0.2
963 LONG	1.5	0.9	1.0	0.9	(0.6)	-	0.10	1.1	(0.4)
964 JAKE JOHNSON	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
965 DOLCE	1.0	0.4	-	1.0	-	1.00	-	0.9	(0.1)
966 OCC MED	2.0	1.2	1.2	1.2	(0.8)	-	0.02	1.5	(0.5)
968 GILMARTIN	2.0	-	-	-	(2.0)	-	-	0.6	(1.4)
969 PAWAR	2.0	2.0	2.0	2.0	(0.0)	-	-	2.0	0.0
970 CROFTS	1.3	1.0	1.0	1.0	(0.3)	-	-	1.0	(0.3)
971 WAMSUTTER CLINIC	1.5	1.9	1.9	1.8	0.3	-	0.08	1.6	0.1
972 FARSON CLINIC	-	-	-	-	-	-	-	0.0	0.0
973 LAURIDSEN	1.5	0.9	0.9	0.8	(0.7)	-	0.13	1.0	(0.5)
974 SMG ADMIN/BILLING	24.9	23.2	23.8	24.6	(0.3)	0.86	-	21.7	(3.2)
975 NEUPANE	2.0	1.0	1.0	1.0	(1.0)	-	-	1.5	(0.5)
976 LEHMAN	1.5	0.8	0.8	0.8	(0.7)	-	-	0.8	(0.7)
978 HOSPITALIST	4.2	4.2	4.2	4.2	-	-	-	4.6	0.4
981 CROFT	1.0	1.0	1.0	1.0	-	-	-	1.1	0.1
982 CHRISTENSEN	1.0	1.0	1.0	1.0	-	-	-	0.9	(0.1)
983 MACK	1.0	-	-	-	(1.0)	-	-	1.0	(0.0)
984 FRANKS	1.3	-	-	-	(1.3)	-	-	0.5	(0.8)
985 NELSON	-	-	-	-	-	-	-	0.0	0.0
986 BONGIORNO	1.0	-	-	-	(1.0)	-	-	0.3	(0.7)
988 CURRY	3.5	3.9	3.6	3.9	0.4	0.23	-	3.7	0.2
989 SHAMO	-	-	-	-	-	-	-	0.0	0.0
991 JAMIAS	1.3	1.6	1.7	1.6	0.3	-	0.08	1.4	0.1
992 ASPER	1.0	1.0	1.0	1.0	-	-	-	1.1	0.1
993 LIU	2.0	2.0	2.0	2.0	0.0	0.01	-	2.0	0.0
994 DUCK	1.5	0.3	0.4	1.4	(0.1)	1.05	-	0.9	(0.6)
995 A. BROWN	2.0	1.4	-	-	(2.0)	-	-	1.7	(0.3)
996 SARETTE	0.6	1.4	0.3	0.6	(0.0)	0.30	-	0.4	(0.2)
997 OUTSIDE SERVICES	-	-	0.1	-	-	-	0.11	0.0	0.0

TOTAL Paid FTEs	483.4	446.9	442.2	449.1	(34.3)	6.92	-	452.2	(31.2)
TOTAL WORKED FTEs	439.9	413.1	397.8	411.2	(28.7)	13.40	-	408.4	(31.5)

WORKED % Paid	91%	92%	90%	92%	1%	0.02	-	90%	(0.0)
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CONTRACT FTES (Inc above)	3.0	5.9	6.5	4.8	1.8	-	1.73	9.0	6.0
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GROSS EMPLOYEE PAYROLL	1,599,017	1,360,497	1,364,282	1,370,587	(228,430)	6,305.00	-	30,998,985	
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Average Employee Hourly Rate	\$41.35	\$38.05	\$38.57	\$38.15	(\$3.20)	-	0.42	39.74	(1.60)
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Benchmark Paid FTEs	6.63	7.38	9.35	8.37	1.74	-	0.98	7.44	0.81
per Adj. Occupied Bed (APD)									

WORKED FTEs (Including Contract)

600 MEDICAL FLOOR	28.0	21.0	19.6	22.1	(5.9)	2.51	-	21.3	(6.7)
605 BEHAVIORAL HEALTH	7.3	2.1	5.2	4.0	(3.3)	-	1.23	5.9	(1.4)
610 OB FLOOR	5.4	5.4	4.1	4.0	(1.3)	-	0.07	5.0	(0.3)
611 NURSERY	6.6	6.8	5.6	6.1	(0.6)	0.43	-	6.3	(0.3)
612 LABOR & DELIVERY	5.6	4.7	4.8	3.7	(1.9)	-	1.13	5.2	(0.4)
620 ICU	12.6	10.8	12.6	10.8	(1.8)	-	1.75	12.0	(0.7)
630 OR	12.1	12.9	12.3	12.1	(0.1)	-	0.24	12.7	0.6
631 SAME DAY SURGERY	6.5	5.4	4.9	4.9	(1.6)	0.02	-	5.4	(1.1)
633 RECOVERY	1.8	3.8	4.0	2.5	0.7	-	1.51	2.8	0.9
634 CENTRAL STERILE	2.8	2.5	2.7	2.6	(0.3)	-	0.17	2.6	(0.2)
640 DIALYSIS	4.6	6.0	6.2	6.4	1.9	0.23	-	4.9	0.3
650 ER	23.3	21.7	21.6	22.9	(0.4)	1.32	-	22.4	(0.9)
651 TRAUMA	0.9	2.2	2.0	2.0	1.1	0.01	-	1.6	0.7
652 SANE	0.5	1.0	1.1	1.0	0.6	-	0.03	1.0	0.5
660 RADIATION ONC	6.0	5.9	5.3	5.5	(0.5)	0.24	-	5.4	(0.6)
661 MEDICAL ONC	5.0	5.1	4.6	4.7	(0.3)	0.09	-	4.3	(0.7)
700 LABORATORY	26.8	26.0	24.8	28.9	2.1	4.10	-	26.2	(0.7)
701 HISTOLOGY	1.8	1.8	1.9	1.9	0.1	0.02	-	1.7	(0.1)

	PPE	4/1/2018	4/15/2018	4/29/2018	Variance	LAST PAY PERIOD		YTD	from budget
	BUDGET				from Bud	Increase	Decrease		
702	BLOOD BANK	0.9	1.2	1.1	1.1	0.1	-	0.05	1.0
710	RADIOLOGY	7.0	8.3	7.8	8.3	1.3	0.47	-	8.3
711	MAMMOGRPAHY	1.8	1.2	1.2	1.2	(0.6)	0.03	-	1.1
712	ULTRASOUND	3.3	4.1	3.2	4.2	0.9	1.02	-	4.0
713	NUC MED	1.7	1.6	1.6	1.2	(0.5)	-	0.42	1.5
714	CAT SCAN	4.6	4.3	5.6	4.2	(0.4)	-	1.43	4.2
715	MRI	0.9	1.4	1.1	1.0	0.1	-	0.17	1.2
716	PET SCAN	0.1	-	0.1	-	(0.1)	-	0.10	0.1
720	RESPIRATORY	5.6	4.9	5.1	7.0	1.4	1.92	-	5.0
721	SLEEP LAB	1.6	1.3	1.9	1.6	(0.1)	-	0.37	1.5
722	CARDIO	2.5	2.4	1.9	1.7	(0.8)	-	0.18	2.4
723	CARDIAC REHAB	2.2	2.1	2.1	2.0	(0.2)	-	0.14	2.1
730	PHYSICAL THERAPY	3.6	3.4	3.2	2.9	(0.8)	-	0.28	3.2
780	PATIENT ED	2.3	1.0	0.4	1.0	(1.3)	0.63	-	1.8
781	SOCIAL SERVICES	0.9	0.5	1.0	0.9	(0.0)	-	0.13	0.9
782	QUALITY & ACCREDIT	5.0	3.9	3.5	2.9	(2.1)	-	0.65	3.8
783	INFECTION CONTROL	0.9	1.3	1.9	1.8	0.9	-	0.11	1.5
784	COMPLIANCE	1.8	1.9	1.8	1.8	(0.0)	0.02	-	1.8
786	NURSING INFORMATICS	2.7	3.0	2.8	3.0	0.3	0.18	-	2.7
790	HEALTH INFORMATION	10.6	12.7	11.1	11.0	0.4	-	0.09	11.3
791	CASE MANAGEMENT	4.6	4.0	4.2	4.2	(0.3)	-	-	3.9
800	MAINTENANCE	10.0	9.1	9.4	9.2	(0.8)	-	0.17	9.6
801	HOUSEKEEPING	21.4	21.9	19.7	18.9	(2.5)	-	0.75	21.3
802	LAUNDRY	5.9	7.0	7.1	6.3	0.4	-	0.71	5.8
803	BIO MED	1.8	1.1	1.1	1.1	(0.7)	0.03	-	0.9
810	SECURITY	7.4	7.9	7.5	8.0	0.6	0.46	-	6.9
850	PURCHASING	4.6	4.7	4.8	4.5	(0.0)	-	0.23	4.3
855	CENTRAL SUPPLY	2.7	2.6	2.8	2.7	(0.1)	-	0.17	2.6
870	DIETARY	16.1	15.4	17.0	16.1	0.0	-	0.87	15.6
871	DIETICIANS	1.2	1.0	1.0	1.0	(0.2)	-	-	1.1
900	ADMINISTRATION	5.5	5.7	4.4	5.4	(0.1)	1.05	-	4.8
901	COMM SVC	0.9	1.0	0.8	0.8	(0.1)	-	-	0.9
902	MED STAFF SVC	1.8	2.0	1.8	1.8	(0.0)	0.00	-	1.8
903	MHSC FOUNDATION	1.4	1.0	1.1	1.6	0.2	0.49	-	1.2
904	VOLUNTEER SRV	0.9	1.0	1.0	1.0	0.1	-	-	0.9
905	NURSING ADMIN	4.8	4.5	3.6	4.7	(0.2)	1.04	-	4.6
907	PHYSICIAN RECRUIT	0.9	1.0	1.0	1.0	0.1	-	-	0.9
910	INFORMATION SYSTEMS	7.3	6.7	5.2	6.0	(1.3)	0.80	-	6.7
920	HUMAN RESOURCES	4.3	5.3	4.4	4.6	0.3	0.21	-	4.2
930	FISCAL SERVICES	4.6	4.4	4.6	4.7	0.2	0.11	-	4.0
940	BUSINESS OFFICE	13.5	13.2	11.8	13.7	0.2	1.88	-	12.5
941	ADMITTING	12.2	13.7	14.3	14.8	2.6	0.46	-	13.4
942	COMMUNICATION	2.6	2.3	2.3	3.3	0.7	1.02	-	2.6
943	CENTRAL SCHEDULING	3.6	3.8	3.6	3.9	0.2	0.28	-	3.5
949	DENKER	3.5	3.2	2.9	2.9	(0.6)	-	0.01	3.3
950	OLIVER	3.4	2.6	2.4	2.8	(0.6)	0.38	-	2.7
951	JOHNSON	3.9	-	-	-	(3.9)	-	-	1.2
953	STEWART	0.9	1.0	0.9	0.6	(0.3)	-	0.30	0.5
954	WHEELER	1.8	1.8	1.5	2.0	0.2	0.53	-	1.8
955	CHOU	0.9	-	-	-	(0.9)	-	-	0.2
956	KATTAN	1.8	1.5	1.5	1.5	(0.3)	-	-	1.6
958	VERONESE	1.8	1.0	0.9	1.0	(0.8)	0.13	-	1.0
959	GREWAL	1.8	2.0	1.9	2.0	0.2	0.09	-	1.7
960	SANDERS	1.8	2.2	2.1	2.2	0.4	0.13	-	2.0
961	DANSIE	1.4	2.1	2.0	2.0	0.6	0.01	-	1.9
962	BOWERS	1.4	1.4	1.6	1.4	(0.0)	-	0.23	1.4
963	LONG	1.4	0.9	0.5	0.8	(0.6)	0.28	-	0.9
964	JAKE JOHNSON	0.9	1.0	0.9	0.8	(0.1)	-	0.09	0.9
965	DOLCE	0.9	0.4	-	0.7	(0.2)	0.70	-	0.8
966	OCC MED	1.8	1.2	1.2	1.2	(0.7)	-	0.02	1.4
968	GILMARTIN	1.8	-	-	-	(1.8)	-	-	0.4
969	PAWAR	1.8	2.0	1.8	2.0	0.2	0.16	-	1.7
970	CROFTS	1.2	0.9	0.9	0.9	(0.3)	-	-	0.9
971	WAMSUTTER CLINIC	1.4	1.9	1.4	1.8	0.5	0.43	-	1.5
972	FARSON CLINIC	-	-	-	-	-	-	-	0.0
973	LAURIDSEN	1.4	0.9	0.8	0.8	(0.6)	-	-	0.8
974	SMG ADMIN/BILLING	22.7	21.7	21.7	23.0	0.4	1.30	-	19.9
975	NEUPANE	1.8	0.5	1.0	0.2	(1.6)	-	0.80	1.3
976	LEHMAN	1.4	0.8	0.5	0.8	(0.6)	0.25	-	0.7
978	HOSPITALIST	3.8	4.2	4.2	4.2	0.4	-	-	4.4
981	CROFT	0.9	1.0	0.7	1.0	0.1	0.30	-	0.9
982	CHRISTENSEN	0.9	1.0	0.5	1.0	0.1	0.50	-	0.8
983	MACK	0.9	-	-	-	(0.9)	-	-	0.6
984	FRANKS	1.2	-	-	-	(1.2)	-	-	0.4
986	BONGIORNO	0.9	-	-	-	(0.9)	-	-	0.2
988	CURRY	3.2	3.9	3.5	3.9	0.7	0.39	-	3.4
991	JAMIAS	1.2	0.9	1.2	1.6	0.4	0.43	-	1.2
992	ASPER	0.9	0.8	0.7	0.5	(0.4)	-	0.20	0.9
993	LIU	1.8	2.0	2.0	2.0	0.2	0.06	-	1.8

	PPE	4/1/2018	4/15/2018	4/29/2018	Variance	LAST PAY PERIOD		YTD	from budget
	BUDGET				from Bud	Increase	Decrease		
994 DUCK	1.4	0.3	0.4	1.3	(0.1)	0.90	-	0.7	(0.7)
995 A. BROWN	1.8	0.7	-	-	(1.8)	-	-	1.5	(0.3)
996 SARETTE	0.6	1.4	0.3	0.6	0.0	0.30	-	0.4	(0.1)
997 OUTSIDE CLINICS	-	-	0.1	-	-	-	0.11	0.0	0.0
TOTAL WORKED FTEs	439.9	413.1	397.8	411.2	(28.73)	13.40	-	408.4	(31.5)
CONTRCT FTEs (Inc above)	3.0	5.9	6.5	4.8	1.75	-	1.73	9.0	6.0

OVERTIME HOURS

				Current OT			YTD Hours	
				OT Dollars				
600 MEDICAL FLOOR	15.8	8.0	1.5	34.19	-	6.50	148.0	
605 BEHAVIORAL HEALTH	-	-	-	-	-	-	647.5	
610 OB FLOOR	0.5	-	-	-	-	-	28.3	
611 NURSERY	-	-	3.5	156.07	3.50	-	22.3	
612 LABOR & DELIVERY	5.8	-	4.0	183.92	4.00	-	22.5	
620 ICU	11.3	-	1.3	51.46	1.25	-	148.5	
630 OR	20.0	-	-	-	-	-	207.8	
631 SAME DAY SURGERY	3.0	-	-	-	-	-	76.8	
633 RECOVERY	15.8	0.5	-	-	-	0.50	30.3	
634 CENTRAL STERILE	-	0.5	-	-	-	0.50	23.8	
640 DIALYSIS	18.5	21.8	32.5	1,679.53	10.75	-	146.8	
650 ER	17.9	13.0	7.3	331.70	-	5.75	362.9	
651 TRAUMA	13.3	0.8	10.8	243.81	10.00	-	67.5	
652 SANE	3.0	5.8	1.5	77.88	-	4.25	25.3	
660 RADIATION ONC	0.5	-	1.0	80.97	1.00	-	84.3	
661 MEDICAL ONC	0.5	0.5	1.0	28.49	0.50	-	7.7	
700 LABORATORY	27.8	35.8	19.8	545.94	-	16.00	493.8	
701 HISTOLOGY	1.3	-	4.0	113.72	4.00	-	27.0	
702 BLOOD BANK	1.0	0.8	0.8	22.34	-	-	8.3	
710 RADIOLOGY	2.0	3.5	2.3	85.52	-	1.25	49.0	
711 MAMMOGRPAHY	-	-	-	-	-	-	1.0	
712 ULTRASOUND	3.0	7.5	4.8	334.66	-	2.75	65.3	
713 NUC MED	0.8	7.0	1.3	75.40	-	5.75	34.5	
714 CAT SCAN	5.3	27.5	11.5	394.45	-	16.00	74.8	
715 MRI	2.0	-	0.5	28.52	0.50	-	15.0	
716 PET SCAN	-	1.3	-	-	-	1.25	2.3	
720 RESPIRATORY	7.3	13.0	-	-	-	13.00	81.3	
721 SLEEP LAB	4.3	23.5	-	-	-	23.50	131.3	
722 CARDIO	-	0.8	-	-	-	0.75	19.8	
723 CARDIAC REHAB	-	-	-	-	-	-	-	
730 PHYSICAL THERAPY	-	-	-	-	-	-	-	
780 PATIENT ED	-	-	-	-	-	-	25.5	
781 SOCIAL SERVICES	-	-	-	-	-	-	-	
782 QUALITY & ACCREDIT	-	-	-	-	-	-	25.0	
783 INFECTION CONTROL	-	-	-	-	-	-	4.8	
784 COMPLIANCE	-	-	-	-	-	-	0.8	
786 NURSING INFORMATICS	-	-	-	-	-	-	-	
790 HEALTH INFORMATION	-	-	-	-	-	-	14.0	
791 CASE MANAGEMENT	22.5	23.3	15.5	925.80	-	7.75	315.0	
800 MAINTENANCE	0.3	14.0	0.8	25.66	-	13.25	145.3	
801 HOUSEKEEPING	33.5	60.8	23.0	481.66	-	37.75	530.0	
802 LAUNDRY	1.3	5.5	14.0	242.39	8.50	-	159.3	
803 BIO MED	1.0	1.5	2.0	119.54	0.50	-	9.3	
810 SECURITY	7.3	3.5	15.5	477.13	12.00	-	254.3	
850 PURCHASING	-	-	0.3	8.06	0.25	-	1.5	
855 CENTRAL SUPPLY	-	-	-	-	-	-	-	
870 DIETARY	36.0	21.8	36.0	680.16	14.25	-	1,053.5	
871 DIETICIANS	-	-	-	-	-	-	-	
900 ADMINISTRATION	-	-	-	-	-	-	-	
901 COMM SVC	-	-	-	-	-	-	-	
902 MED STAFF SVC	-	-	-	-	-	-	-	
903 MHSC FOUNDATION	-	-	-	-	-	-	-	
904 VOLUNTEER SRV	-	-	-	-	-	-	-	
905 NURSING ADMIN	-	-	0.3	8.53	0.25	-	113.8	
907 PHYSICIAN RECRUIT	-	-	-	-	-	-	-	
910 INFORMATION SYSTEMS	-	-	-	-	-	-	-	
920 HUMAN RESOURCES	-	-	-	-	-	-	1.5	
930 FISCAL SERVICES	-	0.3	-	-	-	0.25	0.3	
940 BUSINESS OFFICE	43.3	30.5	35.0	962.96	4.50	-	186.3	
941 ADMITTING	144.5	154.8	243.3	5,869.47	88.50	-	2,850.5	
942 COMMUNICATION	15.3	20.3	14.3	429.66	-	6.00	268.0	
943 CENTRAL SCHEDULING	0.3	0.3	0.3	5.39	-	-	37.5	
949 DENKER	0.1	1.0	0.8	22.22	-	0.25	30.2	
950 OLIVER	4.9	2.0	5.3	189.56	3.25	-	46.4	
951 JOHNSON	-	-	-	-	-	-	8.4	
953 STEWART	-	-	-	-	-	-	-	
954 WHEELER	-	1.5	1.0	24.38	-	0.50	12.5	

	PPE	4/1/2018	4/15/2018	4/29/2018	Variance	LAST PAY PERIOD		YTD	from budget
BUDGET					from Bud	Increase	Decrease		
955	CHOU	-	-	-	-	-	-	-	
956	KATTAN	-	-	-	-	-	-	6.8	
958	VERONESE	-	-	-	-	-	-	-	
959	GREWAL	2.0	2.3	2.0	63.72	-	0.25	31.8	
960	SANDERS	17.0	9.8	15.5	487.17	5.75	-	255.8	
961	DANSIE	3.3	2.0	1.6	87.85	-	0.38	52.2	
962	BOWERS	-	3.0	3.0	71.70	-	-	44.0	
963	LONG	-	-	-	-	-	-	1.0	
964	JAKE JOHNSON	-	-	-	-	-	-	-	
965	DOLCE	-	-	-	-	-	-	1.0	
966	OCC MED	19.3	14.5	12.5	629.50	-	2.00	321.3	
968	GILMARTIN	-	-	-	-	-	-	10.5	
969	PAWAR	1.8	-	-	-	-	-	11.3	
970	CROFTS	-	-	-	-	-	-	-	
971	WAMSUTTER CLINIC	5.0	2.0	4.0	88.68	2.00	-	15.5	
972	FARSON CLINIC	-	-	-	-	-	-	-	
973	LAURIDSEN	-	-	-	-	-	-	-	
974	SMG ADMIN/BILLING	19.0	16.0	12.0	403.48	-	4.00	581.8	
975	NEUPANE	-	-	-	-	-	-	17.0	
976	PA LEHMAN	3.3	2.0	1.6	88.39	-	0.37	52.3	
978	HOSPITALIST	-	-	-	-	-	-	-	
981	CROFT	-	-	-	-	-	-	-	
982	CHRISTENSEN	9.0	2.0	8.0	226.28	5.99	-	60.3	
983	MACK	-	-	-	-	-	-	-	
984	FRANKS	-	-	-	-	-	-	-	
986	BONGIORNO	-	-	-	-	-	-	-	
988	CURRY	9.0	2.0	8.0	226.84	6.01	-	123.9	
991	JAMIAS	-	-	-	-	-	-	-	
992	ASPER	-	-	-	-	-	-	-	
993	LIU	0.6	-	0.8	36.56	0.75	-	6.3	
994	DUCK	0.6	-	0.8	36.56	0.75	-	6.4	
995	A. BROWN	-	-	-	-	-	-	48.5	
996	SARETTE	-	-	-	-	-	-	-	
997	OUTSIDE CLINICS	-	-	-	-	-	-	-	

TOTAL OT HOURS	579.9	567.5	585.8	17,388	18.25	-	10,793.6
TOTAL OT FTEs	7.2	7.1	7.3		0.23	-	6.1
OT % WORKED HOURS	1.8%	1.8%	1.8%		-	0.0%	

CONTRACT HOURS					CHANGE FROM LAST PAY PERIOD			Variance
	PPE	4/1/2018	4/15/2018	4/29/2018	Current FTE	Increase	Decrease	from budget
BUDGET							FTE YTD	
600	MEDICAL FLOOR	-	-	-	-	-	-	-
605	BEHAVIORAL HEALTH	24.0	41.8	27.0	0.3	-	14.75	0.26
610	OB FLOOR	-	-	-	-	-	-	-
611	NURSERY	-	-	-	-	-	-	-
612	LABOR & DELIVERY	0.3	-	-	-	-	-	0.2
620	ICU	0.4	-	-	-	-	-	0.1
630	OR	0.5	112.0	137.5	1.4	-	26.00	2.1
631	SAME DAY SURGERY		10.0	10.0	0.1	10.00	-	0.1
633	RECOVERY		16.5	3.3	0.0	3.25	-	0.4
634	CENTRAL STERILE		-	-	-	-	-	-
640	DIALYSIS		97.5	77.0	1.0	4.75	-	0.5
650	ER	0.8	130.0	171.8	1.8	-	25.00	2.2
651	TRAUMA		-	-	-	-	-	-
652	SANE		-	-	-	-	-	-
660	RADIATION ONC		-	-	-	-	-	0.1
661	MEDICAL ONC		-	-	-	-	-	-
700	LABORATORY		-	-	-	-	-	-
701	HISTOLOGY		-	-	-	-	-	-
702	BLOOD BANK		-	-	-	-	-	-
710	RADIOLOGY		-	-	-	-	-	-
711	MAMMOGRAPAHY		-	-	-	-	-	-
712	ULTRASOUND	0.5	85.0	90.8	-	-	90.75	0.5
713	NUC MED		-	-	-	-	-	-
714	CAT SCAN		-	-	-	-	-	-
715	MRI		-	-	-	-	-	-
716	PET SCAN		-	-	-	-	-	-
720	RESPIRATORY		-	-	-	-	-	-
721	SLEEP LAB		-	-	-	-	-	-
722	CARDIO		-	-	-	-	-	-
723	CARDIAC REHAB		-	-	-	-	-	-
730	PHYSICAL THERAPY	0.5	-	-	-	-	-	(0.5)
780	PATIENT ED		-	-	-	-	-	-
781	SOCIAL SERVICES		-	-	-	-	-	-
782	QUALITY & ACCREDIT		-	-	-	-	-	-
783	INFECTION CONTROL		-	-	-	-	-	-
784	ACCREDITATION		-	-	-	-	-	-

	PPE	4/1/2018	4/15/2018	4/29/2018	Variance	LAST PAY PERIOD		YTD	from budget
BUDGET					from Bud	Increase	Decrease		
786	NURSING INFORMATICS	-	-	-	-	-	-	-	-
790	HEALTH INFORMATION	-	-	-	-	-	-	-	-
791	CASE MANAGEMENT	-	-	-	-	-	-	-	-
800	MAINTENANCE	-	-	-	-	-	-	-	-
801	HOUSEKEEPING	-	-	-	-	-	-	-	-
802	LAUNDRY	-	-	-	-	-	-	-	-
803	BIO MED	-	-	-	-	-	-	-	-
810	SECURITY	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-
949	DENKER	-	-	-	-	-	-	-	-
950	OLIVER	-	-	-	-	-	-	-	-
951	JOHNSON	-	-	-	-	-	-	-	-
953	STEWART	-	-	-	-	-	-	-	-
954	WHEELER	-	-	-	-	-	-	-	-
955	CHOU	-	-	-	-	-	-	-	-
956	KATTAN	-	-	-	-	-	-	-	-
958	VERONESE	-	-	-	-	-	-	-	-
959	GREWAL	-	-	-	-	-	-	-	-
960	SANDERS PA	-	-	-	-	-	-	-	-
961	DANSIE	-	-	-	-	-	-	-	-
962	BOWERS	-	-	-	-	-	-	-	-
963	LONG	-	-	-	-	-	-	-	-
964	JAKE JOHNSON	-	-	-	-	-	-	-	-
965	DOLCE	-	-	-	-	-	-	-	-
966	OCC MED	-	-	-	-	-	-	-	-
968	GILMARTIN	-	-	-	-	-	-	-	-
969	PAWAR	-	-	-	-	-	-	-	-
970	CROFTS	-	-	-	-	-	-	-	-
971	WAMSUTTER CLINIC	-	-	-	-	-	-	-	-
972	FARSON CLINIC	-	-	-	-	-	-	-	-
973	LAURIDSEN	-	-	-	-	-	-	-	-
974	SMG ADMIN/BILLING	-	-	-	-	-	-	-	-
975	NEUPANE	-	-	-	-	-	-	-	-
978	HOSPITALIST	-	-	-	-	-	-	-	-
981	CROFT	-	-	-	-	-	-	-	-
982	CHRISTENSEN	-	-	-	-	-	-	-	-
983	MACK	-	-	-	-	-	-	-	-
984	FRANKS	-	-	-	-	-	-	-	-
985	NELSON	-	-	-	-	-	-	-	-
986	BONGIORNO	-	-	-	-	-	-	-	-
988	CURRY	-	-	-	-	-	-	-	-
991	JAMIAS	-	-	-	-	-	-	-	-
992	ASPER	-	-	-	-	-	-	-	-
993	LIU	-	-	-	-	-	-	-	-
994	DUCK	-	-	-	-	-	-	-	-
995	A. BROWN	-	-	-	-	-	-	-	-
996	SARETTE	-	-	-	-	-	-	-	-
997	OUTSIDE CLINICS	-	-	-	-	-	-	-	-

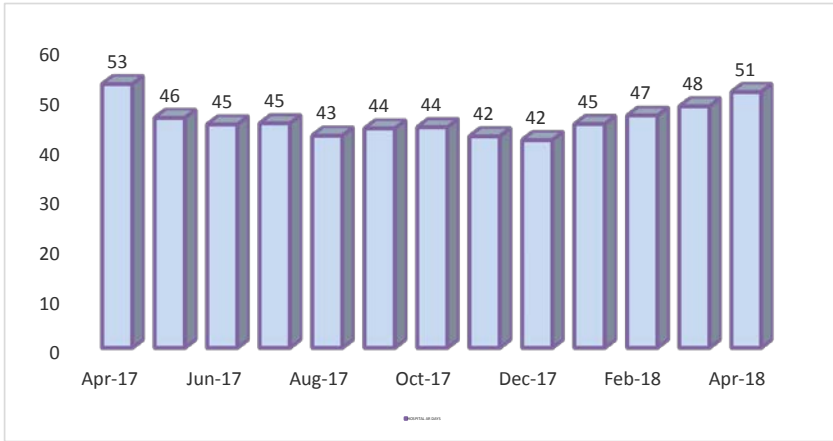
TOTAL CONTRACT HOURS		475.0	518.8	380.3		-	138.5		
TOTAL CONTRACT FTEs	3.0	5.9	6.5	4.8	1.8	-	1.7	9.0	6.0
CONTRACT % WORKED HOURS		1.4%	1.6%	1.2%		0.0%	0.5%		

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
APRIL 2018

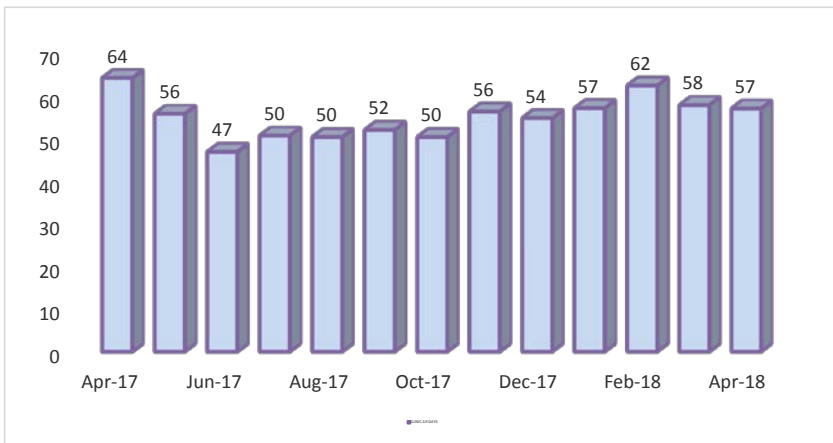
STATISTICS	Actual Apr-18	Budget Apr-18	PY Apr-17	YTD Apr-18	YTD Apr-17	YTD Apr-16	YTD Apr-15
Volumes:							
Case Mix							
Medicare	1.4145	1.3054	1.3054	1.3121	1.4443	1.4184	1.2679
All payers	1.0262	0.9212	0.9212	0.8914	0.8691	0.8595	0.9440
Admissions							
Med	63	89	89	599	842	870	938
ICU	30	31	31	249	317	300	348
Surgery	13	5	5	75	89	104	122
OB	29	45	45	421	442	474	454
Newborn	28	41	41	414	429	463	428
Total Admissions	163	211	211	1,758	2,119	2,211	2,290
Discharges							
Med	79	98	98	710	972	952	964
ICU	20	14	14	125	139	175	250
Surgery	13	12	12	92	133	149	195
OB	28	43	43	420	437	474	449
Newborn	26	40	40	414	427	463	423
Total Discharges	166	207	207	1,761	2,108	2,213	2,281
Patient Days:							
Med	245	292	292	2,069	3,516	3,480	3,129
ICU	56	86	86	501	783	826	1,125
Surgery	29	44	44	317	391	399	532
OB	44	72	72	697	737	778	719
Newborn	51	60	60	721	673	702	632
Total Patient Days	425	554	554	4,305	6,100	6,185	6,137
Observation Bed Days	77	81	81	1,091	999	805	663
Surgery Statistics:							
IP Surgeries	25	33	33	296	364	345	347
OP Surgeries	123	140	140	1,469	1,481	1,503	1,460
Outpatient Statistics:							
X-ray	746	704	704	7,471	7,311	7,430	7,301
Mammography	117	122	122	1,386	1,367	1,545	1,585
Ultrasound	290	270	270	2,965	2,686	2,712	2,663
Cat Scan	402	405	405	4,243	3,973	3,990	3,362
MRI	119	101	101	1,106	1,012	1,054	1,119
Nuclear Medicine	40	44	44	470	395	387	257
PET Scan	4	5	5	91	90	78	71
Laboratory	2,259	2,913	2,913	24,783	30,385	28,191	26,625
Histology	162	101	101	1,616	1,251	1,576	1,372
Respiratory Therapy	223	278	278	2,655	2,844	2,414	2,268
Cardiovascular	426	421	421	4,407	4,494	4,743	4,102
Sleep Lab	37	41	41	318	294	201	175
Cardiac Rehab	357	420	420	3,504	4,243	4,504	3,970
Physical Therapy	111	248	248	1,605	2,303	2,357	3,001
Dialysis	367	271	271	3,259	2,530	2,690	2,656
Medical Oncology	149	170	170	1,673	1,787	1,886	1,343
Radiation Oncology	126	163	163	2,380	2,558	2,725	1,877
Total Outpatients Visits	5,935	6,677	6,677	63,932	69,523	68,483	63,747
Clinic Visits - Primary Care	3,841	4,382	4,255	40,399	44,099	59,090	53,365
Clinic Visits - Specialty Clinics	359	575	500	4,071	5,643	4,975	4,867
ER visits admitted	127	150	150	1,388	1,527	1,457	1,511
ER visits Discharged	1,221	1,153	1,153	12,247	12,237	12,604	12,746
Total ER visits	1,348	1,303	1,303	13,635	13,764	14,061	14,257

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
DAYS IN A/R
04/30/18

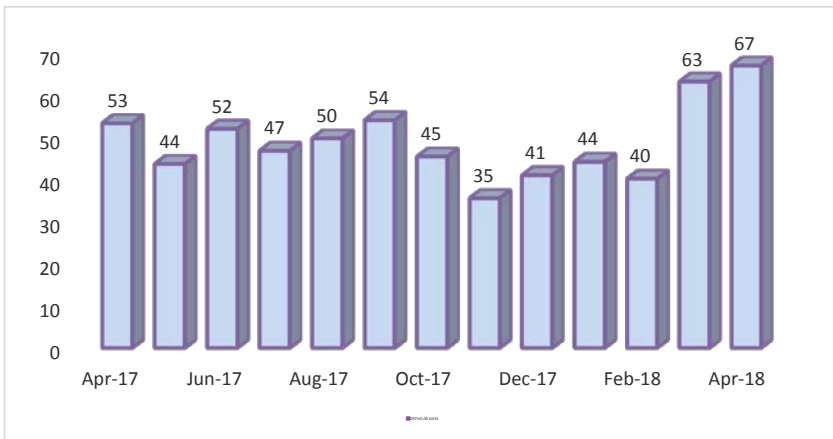
	HOSPITAL AR DAYS
Apr-17	53
May-17	46
Jun-17	45
Jul-17	45
Aug-17	43
Sep-17	44
Oct-17	44
Nov-17	42
Dec-17	42
Jan-18	45
Feb-18	47
Mar-18	48
Apr-18	51



	CLINIC AR DAYS
Apr-17	64
May-17	56
Jun-17	47
Jul-17	50
Aug-17	50
Sep-17	52
Oct-17	50
Nov-17	56
Dec-17	54
Jan-18	57
Feb-18	62
Mar-18	58
Apr-18	57



	ORTHO AR DAYS
Apr-17	53
May-17	44
Jun-17	52
Jul-17	47
Aug-17	50
Sep-17	54
Oct-17	45
Nov-17	35
Dec-17	41
Jan-18	44
Feb-18	40
Mar-18	63
Apr-18	67



MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Ten months ended April 30, 2018

PAYOR MIX DATA

HOSPITAL	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	18.65%	19.58%	18.37%
Blue Cross	24.33%	23.43%	23.66%
Medicaid	7.97%	8.90%	9.99%
Medicare	38.99%	37.44%	36.77%
Self Pay	7.59%	7.93%	9.42%
Other	2.47%	2.73%	1.79%
TOTAL	100%	100%	100%

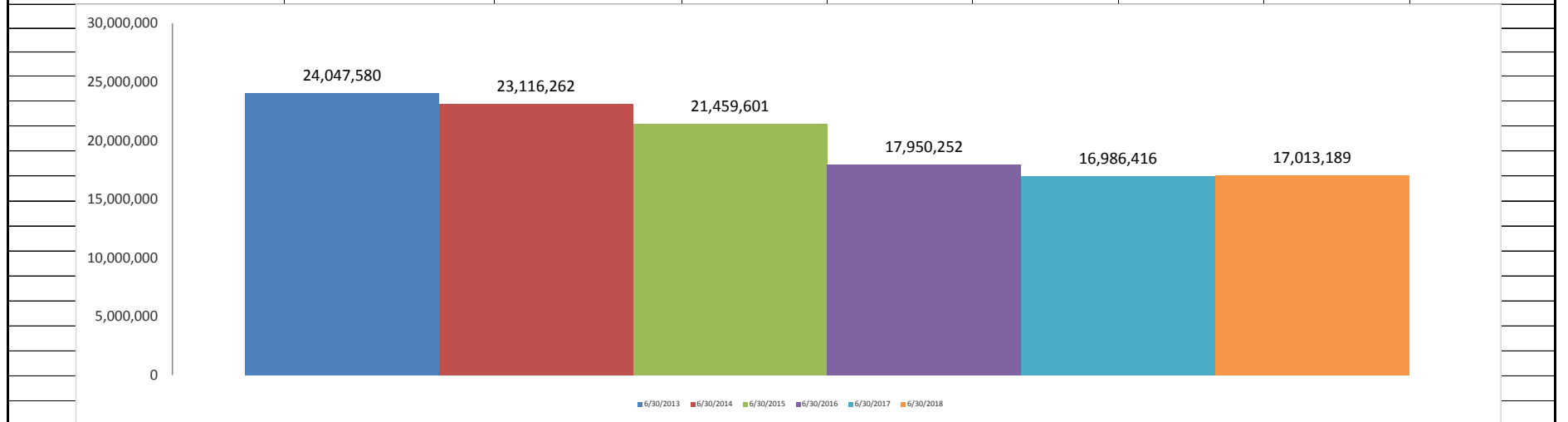
CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	25.94%	27.00%	28.94%
Blue Cross	31.05%	29.26%	30.49%
Medicaid	11.04%	13.63%	14.70%
Medicare	25.72%	24.04%	19.07%
Self Pay	5.95%	5.47%	6.18%
Other	0.31%	0.61%	0.62%
TOTAL	100%	100%	100%

ORTHO CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	39.23%	39.74%	39.50%
Blue Cross	15.92%	28.65%	27.91%
Medicaid	2.44%	4.26%	6.32%
Medicare	40.33%	22.43%	23.02%
Self Pay	1.73%	3.84%	2.71%
Other	0.35%	1.07%	0.54%
TOTAL	100%	100%	100%

COMBINED	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	19.59%	20.53%	19.86%
Blue Cross	24.78%	24.02%	24.39%
Medicaid	8.15%	9.25%	10.34%
Medicare	37.87%	36.03%	34.80%
Self Pay	7.36%	7.65%	8.96%
Other	2.25%	2.52%	1.65%
TOTAL	100%	100%	100%

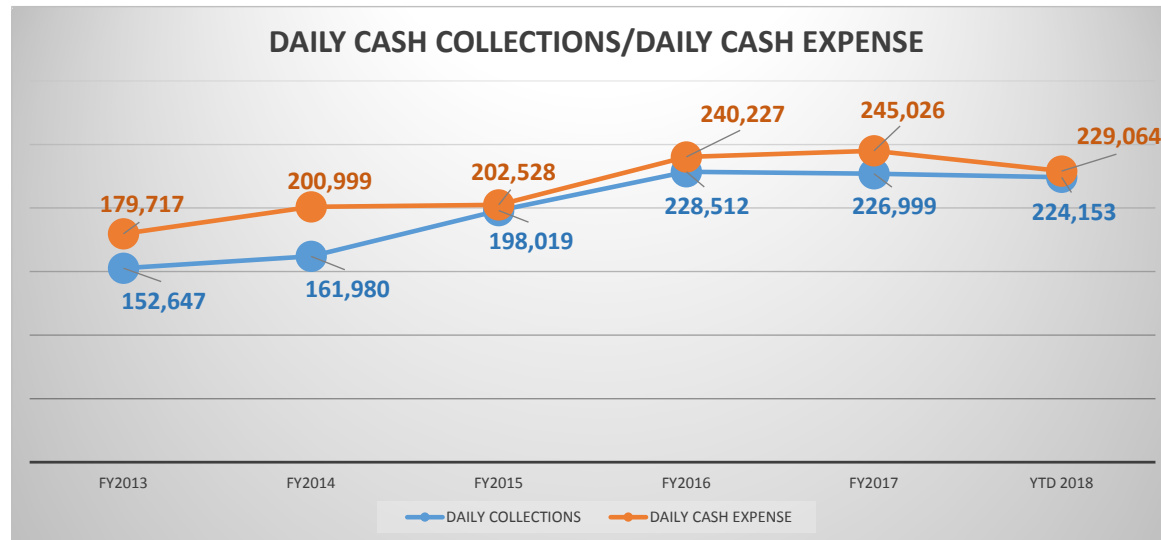
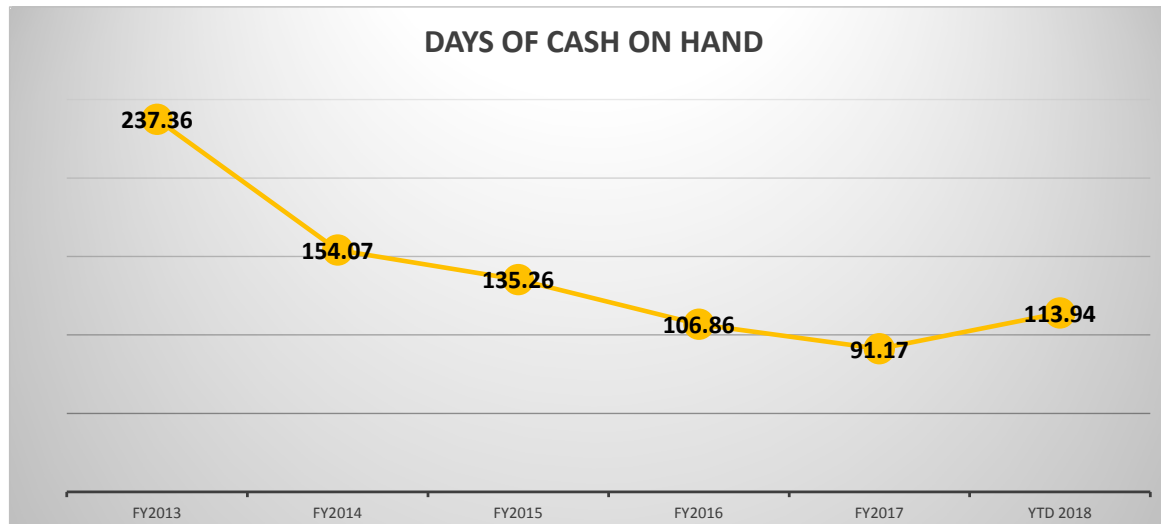
**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
OPEN BID INVESTMENT SUMMARY REPORT
04/30/18**

		INTEREST						
ACCOUNT	FINANCIAL INST	RATE	6/30/2013	6/30/2014	6/30/2015	6/30/2016	6/30/2017	6/30/2018
GENERAL	BANK OF WEST	0.300%	8,700,000	8,710,751	5,295,564	4,330,411	4,362,377	4,388,806
RESERVE	BANK OF WEST	0.300%	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
GENERAL	BANK OF WEST	0.860%			2,460,272	2,983,016	2,964,992	2,964,346
CAPITAL DEVELOPMENT	KEYBANK	1.500%	13,539,405	13,001,178	12,299,119	9,231,852	8,253,433	8,253,433
E. BOICE	WYOSTAR	1.016%	404,098	39	39	39	40	40
LIFELINE	WYOSTAR	1.016%	104,078	104,294	104,607	104,934	105,575	106,564
TOTAL			24,047,580	23,116,262	21,459,601	17,950,252	16,986,416	17,013,189



INFORMATION:								
CURRENT INVESTMENT BALANCE:		\$ 17,013,188.83						
GENERAL FUND BALANCE AS OF 04/30/18		4,368,961						
REPRESENTING DAYS OF CASH ON HAND		20						
RECOMMENDATION:								
MAINTAIN FUNDS IN CURRENT INVESTMENTS DUE TO LIQUIDITY OF FUNDS.								
START LOOKING INTO OTHER OPTIONS WITH HIGHER INTEREST RATES.								

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Days of Cash on Hand
4/30/2018



**Memorial Hospital of Sweetwater County
County Voucher Summary
as of month ending April 30, 2018**

Vouchers Submitted by MHSC at agreed discounted rate	
August 2017	\$25,316.51
August 2017	\$6,466.36
August 2017	\$12,235.93
September 2017	\$24,309.75
October 2017	\$19,404.20
November 2017	\$4,335.89
January 2018	\$28,319.19
February 2018	\$19,655.19
April 2018	\$17,306.55
County Requested Total Vouchers Submitted as of April 30, 2018	\$157,349.57
Total Vouchers Submitted FY 2018	\$157,349.57
Less: Total Approved by County and Received by MHSC FY 2018	\$157,349.57
Total Vouchers Pending Approval by County	\$0.00

FY18 Title 25 Fund Budget from Sweetwater County	\$266,304.70
Funds Received From Sweetwater County	\$157,349.57
FY18 Title 25 Fund Budget Remaining	\$108,955.13
Total Budgeted Vouchers Pending Submittal to County	\$0.00

FY18 Maintenance Fund Budget from Sweetwater County	\$933,812.00
County Maintenance FY18 - July	\$1,187.70
County Maintenance FY18 - August	\$512.64
County Maintenance FY18 - September	\$10,297.70
County Maintenance FY18 - October	\$43,489.18
County Maintenance FY18 - November	\$269,311.46
County Maintenance FY18 - December	\$2,352.82
County Maintenance FY18 - January	\$43,689.71
County Maintenance FY18 - February	\$100,352.13
County Maintenance FY18 - March & April	\$255,944.56
	\$727,137.90
FY18 Maintenance Fund Budget Remaining	\$206,674.10

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

FY 2018		
	Advanced Medical Reviews, Inc.	\$40,778.10
	Barry J. Walker	\$2,671.72
	Dray, Dyekman, Reed & Healey PC	\$4,642.96
	Edwards Law Office, P.C.	\$94,665.00
	Hirst Applegate, LLP	\$94,187.75
	Jamieson & Robinson, LLC	\$29,046.52
	John H. Robinson, P.C.	\$95,014.60
	Phillips Law, LLC	\$185,019.12
	Ray Quinney & Nebeker P.C.	\$6,262.00
	Settlements	\$50,120.55
	Sundahl, Powers, Kapp & Martin, LLC	\$3,972.67
	Total FYTD 2018	\$606,380.99

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

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	703	6,762,855.26
CAPITAL EQUIPMENT (PLANT FUND)	6	86,940.99
CONSTRUCTION IN PROGRESS (BUILDING FUND)	3	127,490.55
PAYROLL APRIL 1, 2018	N/A	1,326,492.75
PAYROLL APRIL 15, 2018	N/A	1,323,543.62
PAYROLL APRIL 29, 2018	N/A	1,320,837.72
TOTAL CASH OUTFLOW		<u>\$6,977,286.80</u>
CASH COLLECTIONS		6,525,332.00
INCREASE/DECREASE IN CASH		\$ (451,954.80)

**PLANT FUND CASH DISBURSEMENTS
FISCAL YEAR 2018**

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002137	7/13/2017	SYSCO INTERMOUNTAIN FOOD	\$5,617.77	REFRIGERATED UNITS FOR AIDE LINE		
002138	7/27/2017	CDW GOVERNMENT LLC	\$879.39	MOBILE SCAN GUNS FOR MATERIALS AND OR (10)		
002139	7/27/2017	KRONOS INCORPORATED	\$2,145.00	KRONOS SCHEDULER		
JULY TOTALS					8,642.16	8,642.16

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002140	8/3/2017	CACHE VALLEY ELECTRIC CO.	\$3,200.00	FIBER CONDUIT FOR COLLEGE HILL		
002142	8/16/2017	SUPERIOR AUDIOMETRICS, LLC	\$6,313.00	AUDIOLOGY BOOTH FOR 3000 COLLEGE HILL LOCATION		
002142	8/16/2017	SUPERIOR AUDIOMETRICS, LLC	\$8,829.00	AUDIOMETER FOR 3000 COLLEGE HILL LOCATION		
002143	8/30/2017	ALERE NORTH AMERICA, LLC	\$6,506.62	ARTERIAL BLOOD GAS/ELECTROLYTE ANALYZER		
002144	8/30/2017	KRONOS INCORPORATED	\$1,320.00	KRONOS SCHEDULER		
AUGUST TOTALS					26,168.62	34,810.78

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002145	9/14/2017	PHILIPS HEALTHCARE	\$12,761.60	C10-3V ULTRASOUND TRANSDUCER		
002146	9/14/2017	QUADRAMED CORPORATION	\$7,500.00	ARTERIAL BLOOD GAS/ELECTROLYTE ANALYZER		
002147	9/28/2017	ALERE NORTH AMERICA, LLC	\$10,000.00	ARTERIAL BLOOD GAS/ELECTROLYTE ANALYZER		
002148	9/28/2017	KRONOS INCORPORATED	\$12,251.25	KRONOS SCHEDULER		
SEPTEMBER TOTALS					42,512.85	77,323.63

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002149	10/5/2017	NANOSONICS, INC	\$17,326.00	TROPHON EPR (2)		
002150	10/25/2017	KRONOS INCORPORATED	\$1,567.50	KRONOS SCHEDULER		
002151	10/26/2017	CATALINA LABORATORY PRODUCTS LLC	\$4,620.50	BIOLOGICAL HOOD		
OCTOBER TOTALS					23,514.00	100,837.63

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002152	11/1/2017	QUADRAMED CORPORATION	\$6,250.00	ARTERIAL BLOOD GAS/ELECTROLYTE ANALYZER		
002153	11/22/2017	KRONOS INCORPORATED	\$2,227.50	KRONOS SCHEDULER		
002154	11/30/2017	CATALINA LABORATORY PRODUCTS LLC	\$4,988.88	BIOLOGICAL HOOD		
NOVEMBER TOTALS					13,466.38	114,304.01

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002155	12/14/2017	QUADRAMED CORPORATION	\$1,250.00	ARTERIAL BLOOD GAS/ELECTROLYTE ANALYZER		
002156	12/20/2017	KRONOS INCORPORATED	\$4,578.75	KRONOS SCHEDULER		
002157	12/20/2017	LABORIE MEDICAL TECHNOLOGIES CORP	\$17,720.00	GOBY WIRELESS URODYNAMICS SYSTEM		
DECEMBER TOTALS					23,548.75	137,852.76

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
NO DISBURSEMENTS						
JANUARY TOTALS					0.00	137,852.76

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002158	2/1/2018	VENTURE TECHNOLOGIES (ISC, INC)	\$39,280.80	VIRTUAL SERVER EXPANSION		
002159	2/1/2018	KRONOS INCORPORATED	\$3,266.99	KRONOS SCHEDULER		
002160	2/1/2018	LABORIE MEDICAL TECHNOLOGIES CORP	\$3,000.00	GOBY WIRELESS URODYNAMICS SYSTEM		
002161	2/1/2018	VERATHON MEDICAL	\$6,143.00	GLIDE SCOPE PEDIATRIC BATON		
002162	2/22/2018	KRONOS INCORPORATED	\$247.50	KRONOS SCHEDULER		
002163	2/22/2018	MERGE HEALTHCARE SOLUTIONS, INC	\$13,612.37	EMC CENTERA 2 NODE UPGRADE		
FEBRUARY TOTALS					65,550.66	203,403.42

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002164	3/21/2018	KRONOS INCORPORATED	1,072.50	KRONOS SCHEDULER		
002165	3/28/2018	ACCURANT LLC	21,500.00	UTILIZATION SOFTWARE		
002166	3/28/2018	THE WASSERSTROM COMPANY	7,361.63	GAS CONVECTION OVEN		
MARCH TOTALS					29,934.13	233,337.55

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002167	4/11/2018	BD DIAGNOSTICS	\$24,998.00	BLOOD CULTURE SYSTEM		
002168	4/11/2018	KARL STORZ ENDOSCOPY-AMERICA	\$13,995.00	FLEX VIDEO URETERO SCOPE		
002169	4/25/2018	CDW GOVERNMENT LLC	\$6,328.84	UPS BACK-UP BATTERY UNIT		
002170	4/25/2018	KARL STORZ ENDOSCOPY-AMERICA	\$7,217.15	SEMI RIGID URETERO ENDOSCOPE		
002171	4/25/2018	KRONOS INCORPORATED	\$660.00	KRONOS SCHEDULER		
002172	4/25/2018	COVIDIEN SALES LLC, DBA GIVEN IMAGING	\$33,742.00	PURITAN BENNET 980 VENTILATOR		
APRIL TOTALS					86,940.99	320,278.54

**CONSTRUCTION IN PROGRESS (BUILDING FUND) CASH DISBURSEMENTS
FISCAL YEAR 2018**

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
W/T	7/19/2017	WELLS FARGO	111,593.00	WF DEBT SERVICE		
JULY TOTALS					111,593.00	111,593.00

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
2141	8/3/2017	ST+B ENGINEERING (SPACEK TIMBIE AND BLEV	5,451.03	MRI REPLACEMENT PROJECT		
W/T	8/16/2017	WELLS FARGO	111,593.00	WF DEBT SERVICE		
AUGUST TOTALS					117,044.03	228,637.03

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
W/T	9/18/2017	WELLS FARGO	111,593.00	WF DEBT SERVICE		
SEPTEMBER TOTALS					111,593.00	340,230.03

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
W/T	10/17/2017	WELLS FARGO	111,593.00	WF DEBT SERVICE		
OCTOBER TOTALS					111,593.00	451,823.03

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
W/T	11/20/2017	WELLS FARGO	111,435.65	WF DEBT SERVICE		
000989	11/30/2017	INSULATION INC.	605.00	CT REPLACEMENT		
NOVEMBER TOTALS					112,040.65	563,863.68

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
000990	12/14/2017	PLAN ONE/ARCHITECTS	8643.00	CT REPLACEMENT		
W/T	12/19/2017	WELLS FARGO	111,435.65	WF DEBT SERVICE		
000992	12/20/2017	PLAN ONE/ARCHITECTS	5427.00	CT REPLACEMENT		
DECEMBER TOTALS					125,505.65	689,369.33

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
W/T	1/22/2018	WELLS FARGO	111,435.65	WF DEBT SERVICE		
JANUARY TOTALS					111,435.65	800,804.98

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
W/T	2/16/2018	WELLS FARGO	111,435.65	WF DEBT SERVICE		
000993	2/1/2018	PLAN ONE/ARCHITECTS	22,614.73	CT REPLACEMENT		
FEBRUARY TOTALS					134,050.38	934,855.36

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
W/T	3/16/2018	WELLS FARGO	110,584.76	WF DEBT SERVICE		
000994	3/21/2018	PLAN ONE/ARCHITECTS	1,005.00	CT REPLACEMENT		
MARCH TOTALS					111,589.76	1,046,445.12

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
000995	4/11/2018	PLAN ONE/ARCHITECTS	2,526.04	CT REPLACEMENT		
000995	4/11/2018	PLAN ONE/ARCHITECTS	14,379.75	DUCT RENO MOB		
W/T	4/16/2018	WELLS FARGO	110,584.76	WF DEBT SERVICE		
APRIL TOTALS					127,490.55	1,173,935.67

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
04/30/18

Amount	Description
301,117.24	ABG Retirement Total
29,605.02	Advertising Total
6,991.31	Billing Services Total
21,581.79	Blood Bank Services Total
29,600.00	Building Lease Total
56,922.12	Collection Agency Total
9,316.18	Computer Equipment Total
1,666.00	Contract Labor Total
457,631.96	Contract Maintenance Total
53,129.46	Contract Personnel Total
294.66	Courier Services Total
26,109.80	Dental Insurance Total
2,971.78	Diabetes Education Program Total
8,304.15	Dialysis Supplies Total
5,640.00	Education & Travel Total
354.90	Education Material Total
3,070.60	Employee Recruitment Total
12,752.13	Employee Vision Plan Total
107,823.74	Equipment Lease Total
38,127.76	Food Total
9,484.41	Freight Total
713.09	Fuel Total
1,934.77	Garbage Collection Total
607,361.71	Group Health Total
337.76	Guest Relations Total
249,623.72	Hospital Supplies Total
20.00	Internet Services Total
44,007.76	Laboratory Services Total
114,422.44	Laboratory Supplies Total
204.29	Laundry Supplies Total
81,449.53	Legal Fees Total
190,536.08	Liability Insurance Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
04/30/18

150.00	License Renewal Total
12,694.06	Life Insurance Total
5,595.68	Linen Total
3,100.00	Lithotripsy Service Total
154,683.28	Locum Tenens Total
35,265.89	Maintenance & Repair Total
19,592.94	Maintenance Supplies Total
4,507.51	Marketing & Promotional Supplies Total
260.00	Memberships Total
1,399.71	MHSC Foundation Total
874.00	Monthly Pest Control Total
6,120.87	Non Medical Supplies Total
12,990.08	Office Supplies Total
5,165.19	Other Employee Benefits Total
2,008.00	Other Med Surg Supplies Total
8,458.27	Other Purchased Services Total
5,187.20	Oxygen Rental Total
3,798.04	Patient Refund Total
240.00	Payroll Deduction Total
4,586.87	Payroll Garnishment Total
2,605,758.26	Payroll Transfer Total
37.50	Petty Cash Total
634,403.03	Pharmacy Management Total
28,735.05	Physician Recruitment Total
271,907.73	Physician Services Total
52,524.10	Physician Student Loan Total
1,149.48	Postage Total
23,100.29	Professional Service Total
487.77	Radiology Film Total
30,685.94	Radiology Material Total
9,686.80	Reimbursement - CME Total
11,493.83	Reimbursement - Education & Travel Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
04/30/18

[illegible]

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
4/30/18

Check Number	Date	Vendor Check Name	Amount	Description
W/T	4/3/2018	ABG 031818	\$147,061.58	ABG Retirement
W/T	4/17/2018	ABG 041118	\$154,055.66	ABG Retirement
153517	4/11/2018	BIG THICKET BROADCASTING	\$3,154.00	Advertising
153671	4/18/2018	BRIDGER VALLEY PIONEER	\$324.30	Advertising
EFT000000003635	4/11/2018	GREEN RIVER STAR	\$372.50	Advertising
EFT000000003609	4/4/2018	IN10SITY INTERACTIVE, LLC	\$655.00	Advertising
EFT000000003639	4/11/2018	IN10SITY INTERACTIVE, LLC	\$125.00	Advertising
EFT000000003691	4/25/2018	IN10SITY INTERACTIVE, LLC	\$1,055.00	Advertising
153706	4/18/2018	KEMMERER GAZETTE	\$612.35	Advertising
EFT000000003642	4/11/2018	LAMAR ADVERTISING	\$2,060.00	Advertising
EFT000000003664	4/18/2018	LAMAR ADVERTISING	\$380.00	Advertising
EFT000000003649	4/11/2018	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	\$280.00	Advertising
EFT000000003616	4/4/2018	ROCKET MINER	\$207.43	Advertising
EFT000000003669	4/18/2018	ROCKET MINER	\$5,692.19	Advertising
153472	4/4/2018	RUMOR ADVERTISING	\$6,000.00	Advertising
153888	4/25/2018	RUMOR ADVERTISING	\$1,050.00	Advertising
153745	4/18/2018	SUBLETTE EXAMINER	\$279.25	Advertising
153609	4/11/2018	SWEETWATER NOW, LLC	\$2,250.00	Advertising
153751	4/18/2018	SWEETWATER NOW, LLC	\$908.00	Advertising
153613	4/11/2018	THE RADIO NETWORK	\$4,000.00	Advertising
153391	4/4/2018	APEX ELECTRONIC DATA INTERCHANGE INC	\$67.00	Billing Services
153510	4/11/2018	APEX ELECTRONIC DATA INTERCHANGE INC	\$67.00	Billing Services
153824	4/25/2018	EXPRESS MEDICAID BILLING SERV	\$2,607.31	Billing Services
153884	4/25/2018	RECONDO TECHNOLOGY, INC	\$4,250.00	Billing Services
153618	4/11/2018	UNITED BLOOD SERVICES	\$12,750.83	Blood Bank Services
153918	4/25/2018	UNITED BLOOD SERVICES	\$8,830.96	Blood Bank Services
153821	4/25/2018	BIG SANDY CLINIC	\$2,200.00	Building Lease
153811	4/25/2018	CURRENT PROPERTIES, LLC	\$3,500.00	Building Lease
153838	4/25/2018	HILLTOP PROPERTIES, LLC	\$23,900.00	Building Lease
153678	4/18/2018	COLLECTION PROFESSIONALS, INC	\$1,308.51	Collection Agency
153470	4/4/2018	ROCKY MOUNTAIN SERVICE BUREAU	\$55,613.61	Collection Agency
153411	4/4/2018	CDW GOVERNMENT LLC	\$3,633.20	Computer Equipment
153523	4/11/2018	CDW GOVERNMENT LLC	\$2,915.53	Computer Equipment
153682	4/18/2018	DELL COMPUTER CORPORATION	\$2,327.53	Computer Equipment
153813	4/25/2018	DELL COMPUTER CORPORATION	\$439.92	Computer Equipment
153699	4/18/2018	HOMEWOOD SUITES	\$833.00	Contract Labor
153840	4/25/2018	HOMEWOOD SUITES	\$833.00	Contract Labor
153771	4/25/2018	ALCOR SCIENTIFIC INC	\$1,500.00	Contract Maintenance
EFT000000003624	4/11/2018	ARRENDALE ASSOCIATES, INC	\$1,200.00	Contract Maintenance
W/T	4/24/2018	CARE CLOUD	\$349.00	Contract Maintenance
153798	4/25/2018	CHANGE HEALTHCARE SOLUTIONS, LLC	\$3,879.75	Contract Maintenance
153800	4/25/2018	CLINICAL COMPUTER SYSTEM INC.	\$51,874.00	Contract Maintenance
153679	4/18/2018	COLLEGE OF HEALTHCARE INFORMATION MANAGEMENT EXECUTIVES	\$375.00	Contract Maintenance
153802	4/25/2018	COLORADO DOCUMENT SECURITY	\$2,361.00	Contract Maintenance
153536	4/11/2018	DELL FINANCIAL SERVICES	\$1,905.74	Contract Maintenance
W/T	4/27/2018	DEXPRO	\$50,261.12	Contract Maintenance
EFT000000003606	4/4/2018	GE HEALTHCARE	\$23,567.81	Contract Maintenance
EFT000000003688	4/25/2018	GE HEALTHCARE	\$27,204.10	Contract Maintenance
153697	4/18/2018	HEALTHCARE SOLUTIONS OF NC	\$1,024.00	Contract Maintenance
153557	4/11/2018	HENRY SCHEIN PRACTICE SOLUTIONS	\$841.50	Contract Maintenance
153701	4/18/2018	IBM CORPORATION	\$207.00	Contract Maintenance
EFT000000003610	4/4/2018	INDUSTRIAL SOLUTIONS, INC	\$2,315.00	Contract Maintenance
EFT000000003692	4/25/2018	INDUSTRIAL SOLUTIONS, INC	\$2,315.00	Contract Maintenance
153447	4/4/2018	MEDACIST	\$449.82	Contract Maintenance
153852	4/25/2018	MEDACIST	\$449.82	Contract Maintenance
153872	4/25/2018	OPTIMIS CORP	\$200.00	Contract Maintenance
153583	4/11/2018	PEAK 10, INC	\$8,637.00	Contract Maintenance
153461	4/4/2018	PHILIPS HEALTHCARE	\$1,124.72	Contract Maintenance
153585	4/11/2018	PHILIPS HEALTHCARE	\$12,802.64	Contract Maintenance
153878	4/25/2018	PHILIPS HEALTHCARE	\$3,014.83	Contract Maintenance
153877	4/25/2018	PHILIPS MEDICAL SYSTEM N.A.CO	\$1,616.75	Contract Maintenance
153590	4/11/2018	PROVIDER ADVANTAGE NW INC	\$1,140.00	Contract Maintenance
153462	4/4/2018	QUADRAMED	\$1,800.00	Contract Maintenance
153881	4/25/2018	QUADRAMED	\$8,232.00	Contract Maintenance
153465	4/4/2018	REMI CORPORATION	\$3,557.77	Contract Maintenance

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
4/30/18

153885	4/25/2018	REMI CORPORATION	\$3,082.41	Contract Maintenance
153930	4/25/2018	SENCORP WHITE, INC	\$4,617.00	Contract Maintenance
153890	4/25/2018	SIEMENS MEDICAL SOLUTIONS USA	\$8,270.08	Contract Maintenance
153474	4/4/2018	SOUTHWESTERN BIOMEDICAL ELECT.	\$1,995.00	Contract Maintenance
153598	4/11/2018	SOUTHWESTERN BIOMEDICAL ELECT.	\$1,030.00	Contract Maintenance
153895	4/25/2018	SOUTHWESTERN BIOMEDICAL ELECT.	\$1,200.00	Contract Maintenance
EFT000000003672	4/18/2018	STATE FIRE DC SPECIALTIES	\$1,470.00	Contract Maintenance
EFT000000003700	4/25/2018	STATE FIRE DC SPECIALTIES	\$675.00	Contract Maintenance
153913	4/25/2018	THOMSON REUTERS	\$749.10	Contract Maintenance
153487	4/4/2018	TRACTMANAGER INC	\$962.50	Contract Maintenance
EFT000000003701	4/25/2018	T-SYSTEM, INC	\$8,249.00	Contract Maintenance
153621	4/11/2018	UTAH HEALTH INFORMATION NETWORK, INC	\$13,221.00	Contract Maintenance
153622	4/11/2018	VARIAN MEDICAL SYSTEMS, INC	\$184,272.00	Contract Maintenance
153624	4/11/2018	VERIATO, INC	\$11,188.50	Contract Maintenance
153926	4/25/2018	VOLGISTICS	\$324.00	Contract Maintenance
153763	4/18/2018	VSR2 LIMITED	\$2,014.00	Contract Maintenance
W/T	4/4/2018	ZENITH	\$107.00	Contract Maintenance
153663	4/18/2018	AVALIS WAYFINDING SOLUTIONS, INC.	\$333.70	Contract Personnel
153421	4/4/2018	ELWOOD STAFFING SERVICES, INC	\$847.39	Contract Personnel
153541	4/11/2018	ELWOOD STAFFING SERVICES, INC	\$683.51	Contract Personnel
153686	4/18/2018	ELWOOD STAFFING SERVICES, INC	\$510.59	Contract Personnel
153822	4/25/2018	ELWOOD STAFFING SERVICES, INC	\$2,514.19	Contract Personnel
153427	4/4/2018	FOCUSONE SOLUTIONS LLC	\$10,272.02	Contract Personnel
153546	4/11/2018	FOCUSONE SOLUTIONS LLC	\$10,778.42	Contract Personnel
153692	4/18/2018	FOCUSONE SOLUTIONS LLC	\$14,127.25	Contract Personnel
153830	4/25/2018	FOCUSONE SOLUTIONS LLC	\$13,062.39	Contract Personnel
153749	4/18/2018	SUSAN K CROFUTT	\$294.66	Courier Services
153683	4/18/2018	DELTA DENTAL	\$24,644.60	Dental Insurance
153814	4/25/2018	DELTA DENTAL	\$1,465.20	Dental Insurance
153649	4/18/2018	SWEETWATER COUNTY DISTRICT BOARD OF HEALTH	\$2,971.78	Diabetes Education Program
153428	4/4/2018	FRESENIUS USA MANUFACTURING	\$5,159.01	Dialysis Supplies
153547	4/11/2018	FRESENIUS USA MANUFACTURING	\$2,157.37	Dialysis Supplies
153433	4/4/2018	HACH COMPANY	\$30.64	Dialysis Supplies
EFT000000003608	4/4/2018	HENRY SCHEIN INC	\$167.17	Dialysis Supplies
EFT000000003637	4/11/2018	HENRY SCHEIN INC	\$213.70	Dialysis Supplies
EFT000000003662	4/18/2018	HENRY SCHEIN INC	\$165.80	Dialysis Supplies
EFT000000003690	4/25/2018	HENRY SCHEIN INC	\$410.46	Dialysis Supplies
153509	4/11/2018	AORN	\$380.00	Education & Travel
153837	4/25/2018	HEALTHTECHS3	\$1,074.00	Education & Travel
153836	4/25/2018	HFMA	\$1,005.00	Education & Travel
153858	4/25/2018	MHSC MEDICAL STAFF	\$200.00	Education & Travel
153778	4/25/2018	PROEDTECH LLC	\$999.00	Education & Travel
153894	4/25/2018	SOCIETY FOR HUMAN RES. MANAGE.	\$418.00	Education & Travel
153933	4/25/2018	WYO PRIMARY CARE ASSOCIATION	\$75.00	Education & Travel
153653	4/18/2018	WYO. SOCIETY-HEALTHCARE ENGIN.	\$75.00	Education & Travel
153864	4/25/2018	MY EDUCATIONAL RESOURCES	\$14.00	Education & Travel
153628	4/11/2018	WEST PARK HOSPITAL	\$1,400.00	Education & Travel
153414	4/4/2018	CHANNING L BETE CO	\$98.45	Education Material
153525	4/11/2018	CHANNING L BETE CO	\$256.45	Education Material
153776	4/25/2018	AMERICU CREDIT UNION	\$932.31	Employee Recruitment
153661	4/18/2018	ARTHUR L. DAVIS PUBLISHING AGENCY	\$439.99	Employee Recruitment
153435	4/4/2018	HOLIDAY INN - ROCK SPRINGS	\$250.00	Employee Recruitment
EFT000000003675	4/25/2018	4IMPRINT, INC.	\$1,448.30	Employee Recruitment
153762	4/18/2018	VISION SERVICE PLAN - WY	\$12,752.13	Employee Vision Plan
153409	4/4/2018	CAREFUSION SOLUTIONS, LLC	\$20,521.00	Equipment Lease
153799	4/25/2018	CISCO SYSTEMS CAPITAL CORP	\$16,131.08	Equipment Lease
153808	4/25/2018	COPIER & SUPPLY COMPANY	\$9,133.44	Equipment Lease
153426	4/4/2018	FIRST FINANCIAL CORPORATE LEASING, LLC	\$7,344.00	Equipment Lease
153549	4/11/2018	GE HEALTHCARE FINANCIAL SERVICES	\$22,661.09	Equipment Lease
153700	4/18/2018	HP FINANCIAL SERVICES	\$292.36	Equipment Lease
W/T	4/9/2018	SEIMENS	\$9,017.12	Equipment Lease
EFT000000003650	4/11/2018	SHADOW MOUNTAIN WATER CO ,WY	\$453.76	Equipment Lease
EFT000000003670	4/18/2018	SHADOW MOUNTAIN WATER CO ,WY	\$446.77	Equipment Lease
EFT000000003698	4/25/2018	SHADOW MOUNTAIN WATER CO ,WY	\$20.25	Equipment Lease
153891	4/25/2018	SIEMENS FINANCIAL SERVICES, INC	\$18,429.63	Equipment Lease
EFT000000003651	4/11/2018	TIMEPAYMENT CORP	\$1,950.00	Equipment Lease

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
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153492	4/4/2018	US BANK EQUIPMENT FINANCE	\$237.54	Equipment Lease
153620	4/11/2018	US BANK EQUIPMENT FINANCE	\$1,002.25	Equipment Lease
153760	4/18/2018	US BANK EQUIPMENT FINANCE	\$183.45	Equipment Lease
EFT000000003600	4/4/2018	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	\$204.00	Food
EFT000000003658	4/18/2018	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	\$239.20	Food
153425	4/4/2018	F B MCFADDEN WHOLESale	\$2,394.97	Food
153543	4/11/2018	F B MCFADDEN WHOLESale	\$6,377.12	Food
153689	4/18/2018	F B MCFADDEN WHOLESale	\$3,237.28	Food
153826	4/25/2018	F B MCFADDEN WHOLESale	\$1,354.95	Food
EFT000000003604	4/4/2018	FARMER BROS CO	\$342.53	Food
EFT000000003659	4/18/2018	FARMER BROS CO	\$737.50	Food
153446	4/4/2018	MEADOW GOLD DAIRY	\$269.59	Food
153715	4/18/2018	MEADOW GOLD DAIRY	\$1,012.54	Food
153456	4/4/2018	NICHOLAS & CO INC	\$1,205.12	Food
153580	4/11/2018	NICHOLAS & CO INC	\$3,186.42	Food
153727	4/18/2018	NICHOLAS & CO INC	\$4,906.36	Food
153870	4/25/2018	NICHOLAS & CO INC	\$177.78	Food
153610	4/11/2018	SYSCO INTERMOUNTAIN FOOD	\$7,592.54	Food
153752	4/18/2018	SYSCO INTERMOUNTAIN FOOD	\$2,950.83	Food
153493	4/4/2018	WESTERN WYOMING BEVERAGES INC	\$426.70	Food
153766	4/18/2018	WESTERN WYOMING BEVERAGES INC	\$1,512.33	Food
153544	4/11/2018	FED EX	\$103.04	Freight
153690	4/18/2018	FED EX	\$50.91	Freight
153755	4/18/2018	TRIOSE, INC	\$9,330.46	Freight
153593	4/11/2018	RED HORSE OIL COMPANIES INC	\$713.09	Fuel
EFT000000003653	4/11/2018	WWS - ROCK SPRINGS	\$1,934.77	Garbage Collection
153668	4/18/2018	BLUE CROSS BLUE SHIELD OF WYOM	\$234.00	Group Health
153724	4/18/2018	MUNICH RE STOP LOSS, INC	\$76,789.54	Group Health
153759	4/18/2018	UNUM LIFE INS. CO OF AMERICA	\$49,431.74	Group Health
W/T	4/6/2018	UUHP 040418	\$165,462.42	Group Health
W/T	4/12/2018	UUHP 041118	\$70,795.36	Group Health
W/T	4/19/2018	UUHP 041818	\$150,366.18	Group Health
W/T	4/26/2018	UUHP 042618	\$94,282.47	Group Health
153710	4/18/2018	LINCARE INC	\$337.76	Guest Relations
153502	4/11/2018	ABBOTT LABORATORIES	\$2,536.34	Hospital Supplies
153736	4/18/2018	ABBOTT NUTRITION	\$469.54	Hospital Supplies
153887	4/25/2018	ABBOTT NUTRITION	\$29.38	Hospital Supplies
153504	4/11/2018	AESCU LAP INC	\$1,387.73	Hospital Supplies
153656	4/18/2018	ALPHA SOURCE INC	\$18.00	Hospital Supplies
153769	4/25/2018	APPLIED CARDIAC SYSTEM	\$3,595.00	Hospital Supplies
153392	4/4/2018	APPLIED MEDICAL	\$840.00	Hospital Supplies
153511	4/11/2018	APPLIED MEDICAL	\$1,635.00	Hospital Supplies
153658	4/18/2018	APPLIED MEDICAL	\$8,415.00	Hospital Supplies
153777	4/25/2018	APPLIED MEDICAL	\$768.00	Hospital Supplies
153512	4/11/2018	ARMSTRONG MEDICAL INDUSTRIES	\$93.00	Hospital Supplies
153659	4/18/2018	ARMSTRONG MEDICAL INDUSTRIES	\$216.00	Hospital Supplies
153513	4/11/2018	ARROW INTERNATIONAL, INC.	\$1,366.00	Hospital Supplies
153393	4/4/2018	ARTHREX INC.	\$2,200.00	Hospital Supplies
153514	4/11/2018	ARTHREX INC.	\$1,550.00	Hospital Supplies
153660	4/18/2018	ARTHREX INC.	\$528.00	Hospital Supplies
153779	4/25/2018	AUGMENIX INC	\$11,860.00	Hospital Supplies
153397	4/4/2018	B BRAUN MEDICAL INC.	\$470.72	Hospital Supplies
153666	4/18/2018	B BRAUN MEDICAL INC.	\$485.91	Hospital Supplies
153783	4/25/2018	B BRAUN MEDICAL INC.	\$2,138.12	Hospital Supplies
153395	4/4/2018	BAXTER BIO SCIENCE	\$2,581.32	Hospital Supplies
153664	4/18/2018	BAXTER BIO SCIENCE	\$1,283.16	Hospital Supplies
153781	4/25/2018	BAXTER BIO SCIENCE	\$825.14	Hospital Supplies
153429	4/4/2018	BAXTER HEALTHCARE CORP	\$708.19	Hospital Supplies
153548	4/11/2018	BAXTER HEALTHCARE CORP	\$1,428.04	Hospital Supplies
153831	4/25/2018	BAXTER HEALTHCARE CORP	\$719.85	Hospital Supplies
EFT000000003625	4/11/2018	BAXTER HEALTHCARE CORP/IV	\$905.58	Hospital Supplies
EFT000000003682	4/25/2018	BAXTER HEALTHCARE CORP/IV	\$750.00	Hospital Supplies
153394	4/4/2018	BAXTER HEALTHCARE CORPORATION	\$587.96	Hospital Supplies
153396	4/4/2018	BAYER HEALTHCARE LLC	\$1,856.82	Hospital Supplies
153665	4/18/2018	BAYER HEALTHCARE LLC	\$1,856.82	Hospital Supplies
153782	4/25/2018	BAYER HEALTHCARE LLC	\$1,856.82	Hospital Supplies

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
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153399	4/4/2018	BECTON DICKINSON	\$312.87	Hospital Supplies
153667	4/18/2018	BECTON DICKINSON	\$140.00	Hospital Supplies
EFT000000003656	4/18/2018	BEEKLEY CORPORATION	\$480.00	Hospital Supplies
153518	4/11/2018	BIOMET SPORTS MEDICINE	\$1,880.00	Hospital Supplies
153786	4/25/2018	BIOMET SPORTS MEDICINE	\$3,760.00	Hospital Supplies
153401	4/4/2018	BOSTON SCIENTIFIC CORP	\$277.95	Hospital Supplies
153789	4/25/2018	BOSTON SCIENTIFIC CORP	\$1,129.76	Hospital Supplies
EFT000000003628	4/11/2018	BREG INC	\$359.75	Hospital Supplies
EFT000000003657	4/18/2018	BREG INC	\$198.58	Hospital Supplies
EFT000000003683	4/25/2018	BREG INC	\$373.10	Hospital Supplies
EFT000000003629	4/11/2018	BSN MEDICAL INC	\$69.35	Hospital Supplies
EFT000000003684	4/25/2018	BSN MEDICAL INC	\$78.65	Hospital Supplies
153407	4/4/2018	CARDINAL HEALTH/V. MUELLER	\$292.44	Hospital Supplies
153521	4/11/2018	CARDINAL HEALTH/V. MUELLER	\$216.83	Hospital Supplies
153410	4/4/2018	CAREFUSION 2200 INC	\$1,200.00	Hospital Supplies
153522	4/11/2018	CAREFUSION 2200 INC	\$65.00	Hospital Supplies
153796	4/25/2018	CAREFUSION 2200 INC	\$1,200.00	Hospital Supplies
153797	4/25/2018	CARSTENS HEALTH INDUSTRIES INC	\$87.64	Hospital Supplies
153816	4/11/2018	CENTURION MEDICAL PRODUCTS	\$860.55	Hospital Supplies
153756	4/18/2018	CENTURION MEDICAL PRODUCTS	\$684.60	Hospital Supplies
153416	4/4/2018	CONE INSTRUMENTS	\$200.83	Hospital Supplies
153417	4/4/2018	CONMED CORPORATION	\$118.25	Hospital Supplies
153680	4/18/2018	CONMED CORPORATION	\$137.84	Hospital Supplies
153805	4/25/2018	CONMED CORPORATION	\$124.45	Hospital Supplies
153418	4/4/2018	COOK MEDICAL INC.	\$632.00	Hospital Supplies
153529	4/11/2018	COOK MEDICAL INC.	\$504.75	Hospital Supplies
153806	4/25/2018	COOK MEDICAL INC.	\$1,187.32	Hospital Supplies
153530	4/11/2018	COOK MEDICAL INCORPORATED	\$86.89	Hospital Supplies
153681	4/18/2018	COOK MEDICAL INCORPORATED	\$1,551.33	Hospital Supplies
153807	4/25/2018	COOK MEDICAL INCORPORATED	\$2,599.62	Hospital Supplies
153533	4/11/2018	CR BARD, INC	\$390.00	Hospital Supplies
153810	4/25/2018	CURBELL MEDICAL	\$536.30	Hospital Supplies
153534	4/11/2018	DATEx-OHMEDA, INC.	\$486.90	Hospital Supplies
153538	4/11/2018	DIAGNOSTIGA STAGO INC	\$7,352.82	Hospital Supplies
EFT000000003603	4/4/2018	DJ ORTHOPEDICS, LLC	\$35.92	Hospital Supplies
EFT000000003633	4/11/2018	DJ ORTHOPEDICS, LLC	\$234.91	Hospital Supplies
153420	4/4/2018	EDGE PHARMACEUTICALS, LLC	\$144.85	Hospital Supplies
153685	4/18/2018	EDGE PHARMACEUTICALS, LLC	\$2,113.99	Hospital Supplies
153693	4/18/2018	GEM MEDICAL SUPPLIES, LLC	\$295.59	Hospital Supplies
153832	4/25/2018	GEM MEDICAL SUPPLIES, LLC	\$1,002.45	Hospital Supplies
153550	4/11/2018	GENERAL HOSPITAL SUPPLY CORPORATION	\$737.00	Hospital Supplies
153551	4/11/2018	GETINGE USA SALES, LLC	\$630.00	Hospital Supplies
153554	4/11/2018	GYNEX CORP	\$239.90	Hospital Supplies
EFT000000003607	4/4/2018	HARDY DIAGNOSTICS	\$1,109.65	Hospital Supplies
EFT000000003636	4/11/2018	HARDY DIAGNOSTICS	\$1,930.41	Hospital Supplies
EFT000000003661	4/18/2018	HARDY DIAGNOSTICS	\$322.30	Hospital Supplies
EFT000000003689	4/25/2018	HARDY DIAGNOSTICS	\$859.47	Hospital Supplies
153434	4/4/2018	HEALTHCARE LOGISTICS INC	\$153.20	Hospital Supplies
153556	4/11/2018	HEALTHCARE LOGISTICS INC	\$113.68	Hospital Supplies
153696	4/18/2018	HEALTHCARE LOGISTICS INC	\$184.65	Hospital Supplies
153559	4/11/2018	HOLOGIC, INC.	\$10,020.00	Hospital Supplies
153440	4/4/2018	IN PRO CORPORATION	\$853.64	Hospital Supplies
153560	4/11/2018	IN PRO CORPORATION	\$171.11	Hospital Supplies
153704	4/18/2018	KARL STORZ ENDOSCOPY-AMERICA	\$858.70	Hospital Supplies
153565	4/11/2018	KCI USA	\$1,494.00	Hospital Supplies
153479	4/4/2018	LEICA BIOSYSTEMS RICHMOND	\$592.25	Hospital Supplies
153607	4/11/2018	LEICA BIOSYSTEMS RICHMOND	\$872.97	Hospital Supplies
153748	4/18/2018	LEICA BIOSYSTEMS RICHMOND	\$287.92	Hospital Supplies
153906	4/25/2018	LEICA BIOSYSTEMS RICHMOND	\$584.05	Hospital Supplies
153455	4/4/2018	M V A P MEDICAL SUPPLIES, INC.	\$55.99	Hospital Supplies
153725	4/18/2018	M V A P MEDICAL SUPPLIES, INC.	\$127.11	Hospital Supplies
153712	4/18/2018	MAQUET MEDICAL SYSTEMS USA	\$774.00	Hospital Supplies
153444	4/4/2018	MARK COSTELLO COMPANY	\$992.87	Hospital Supplies
153713	4/18/2018	MARKET LAB, INC	\$294.67	Hospital Supplies
153849	4/25/2018	MARKET LAB, INC	\$76.02	Hospital Supplies
EFT000000003666	4/18/2018	MARSHALL INDUSTRIES	\$271.95	Hospital Supplies

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153445	4/4/2018	MCKESSON MEDICAL-SURGICAL	\$18,372.55	Hospital Supplies
153570	4/11/2018	MCKESSON MEDICAL-SURGICAL	\$2,178.51	Hospital Supplies
153714	4/18/2018	MCKESSON MEDICAL-SURGICAL	\$357.88	Hospital Supplies
153851	4/25/2018	MCKESSON MEDICAL-SURGICAL	\$1,258.54	Hospital Supplies
153716	4/18/2018	MEDELA INC	\$103.60	Hospital Supplies
153853	4/25/2018	MEDELA INC	\$124.43	Hospital Supplies
153719	4/18/2018	MEDTRONIC USA INC	\$740.00	Hospital Supplies
153574	4/11/2018	MEDTRONIC, USA	\$103.75	Hospital Supplies
153723	4/18/2018	MINDRAY DS USA, INC.	\$97.50	Hospital Supplies
153861	4/25/2018	MINDRAY DS USA, INC.	\$97.50	Hospital Supplies
153579	4/11/2018	NATUS MEDICAL INC	\$81.90	Hospital Supplies
153457	4/4/2018	OLYMPUS AMERICA INC	\$344.42	Hospital Supplies
153581	4/11/2018	OLYMPUS AMERICA INC	\$1,100.04	Hospital Supplies
153871	4/25/2018	OLYMPUS AMERICA INC	\$278.16	Hospital Supplies
EFT000000003695	4/25/2018	OVATION MEDICAL	\$629.30	Hospital Supplies
153582	4/11/2018	OWENS & MINOR 90005430	\$32,873.50	Hospital Supplies
153728	4/18/2018	OWENS & MINOR 90005430	\$11,284.74	Hospital Supplies
153873	4/25/2018	OWENS & MINOR 90005430	\$26,361.95	Hospital Supplies
153874	4/25/2018	PATTERSON DENTAL - 408	\$73.81	Hospital Supplies
153460	4/4/2018	PERFORMANCE HEALTH SUPPLY INC	\$83.67	Hospital Supplies
153584	4/11/2018	PERFORMANCE HEALTH SUPPLY INC	\$85.27	Hospital Supplies
153876	4/25/2018	PERFORMANCE HEALTH SUPPLY INC	\$168.94	Hospital Supplies
153463	4/4/2018	QUESET MEDICAL	\$73.68	Hospital Supplies
153464	4/4/2018	RADIOMETER AMERICA INC	\$3,538.93	Hospital Supplies
153466	4/4/2018	RESMED CORP	\$255.00	Hospital Supplies
153467	4/4/2018	RESPIRONICS	\$279.00	Hospital Supplies
153886	4/25/2018	RESPIRONICS	\$594.89	Hospital Supplies
153889	4/25/2018	S & W HEALTHCARE CORPORATION	\$197.00	Hospital Supplies
153599	4/11/2018	SPACELABS MEDICAL	\$79.32	Hospital Supplies
153896	4/25/2018	SPACELABS MEDICAL	\$79.32	Hospital Supplies
153477	4/4/2018	STERIS CORPORATION	\$5,172.14	Hospital Supplies
153603	4/11/2018	STERIS CORPORATION	\$1,117.01	Hospital Supplies
153742	4/18/2018	STERIS CORPORATION	\$1,002.58	Hospital Supplies
153903	4/25/2018	STERIS CORPORATION	\$6,842.77	Hospital Supplies
153478	4/4/2018	STRYKER MEDICAL	\$41.20	Hospital Supplies
153482	4/4/2018	TELEFLEX MEDICAL INC.	\$490.00	Hospital Supplies
153612	4/11/2018	TELEFLEX MEDICAL INC.	\$618.85	Hospital Supplies
153911	4/25/2018	TELEFLEX MEDICAL INC.	\$29.10	Hospital Supplies
153488	4/4/2018	TRAIL RIDGE PRODUCTS INC	\$88.54	Hospital Supplies
153753	4/18/2018	TRAIL RIDGE PRODUCTS INC	\$111.29	Hospital Supplies
153489	4/4/2018	TRI-ANIM HEALTH SERVICES INC	\$563.68	Hospital Supplies
153615	4/11/2018	TRI-ANIM HEALTH SERVICES INC	\$2,029.60	Hospital Supplies
153754	4/18/2018	TRI-ANIM HEALTH SERVICES INC	\$150.78	Hospital Supplies
153916	4/25/2018	TRI-ANIM HEALTH SERVICES INC	\$504.61	Hospital Supplies
153924	4/25/2018	UTAH MEDICAL PRODUCTS INC	\$71.40	Hospital Supplies
153623	4/11/2018	VERATHON INC.	\$360.00	Hospital Supplies
153626	4/11/2018	WAXIE SANITARY SUPPLY	\$7,356.95	Hospital Supplies
153764	4/18/2018	WAXIE SANITARY SUPPLY	\$564.96	Hospital Supplies
153928	4/25/2018	WAXIE SANITARY SUPPLY	\$5,463.82	Hospital Supplies
153765	4/18/2018	WEST COAST MEDICAL RESOURCES, LLC	\$600.00	Hospital Supplies
EFT000000003674	4/18/2018	ZOLL MEDICAL CORPORATION	\$29.20	Hospital Supplies
EFT000000003704	4/25/2018	ZOLL MEDICAL CORPORATION	\$545.31	Hospital Supplies
153495	4/4/2018	WYOMING.COM	\$20.00	Internet Services
EFT000000003679	4/25/2018	ARUP LABORATORIES, INC.	\$37,321.36	Laboratory Services
EFT000000003601	4/4/2018	COMMONWEALTH MEDICAL LABORATORIES, INC	\$455.00	Laboratory Services
EFT000000003631	4/11/2018	COMMONWEALTH MEDICAL LABORATORIES, INC	\$525.00	Laboratory Services
EFT000000003686	4/25/2018	COMMONWEALTH MEDICAL LABORATORIES, INC	\$465.00	Laboratory Services
153569	4/11/2018	MAYO COLLABORATIVE SERVICES, INC.	\$299.40	Laboratory Services
153721	4/18/2018	METABOLIC NEWBORN SCREENING	\$4,942.00	Laboratory Services
153390	4/4/2018	ANAEROBE SYSTEMS	\$151.31	Laboratory Supplies
153508	4/11/2018	ANAEROBE SYSTEMS	\$34.30	Laboratory Supplies
153398	4/4/2018	BECKMAN COULTER, INC	\$321.36	Laboratory Supplies
153516	4/11/2018	BECKMAN COULTER, INC	\$190.55	Laboratory Supplies
153784	4/25/2018	BECKMAN COULTER, INC	\$1,774.27	Laboratory Supplies
EFT000000003598	4/4/2018	BIO-RAD LABORATORIES	\$2,008.04	Laboratory Supplies
EFT000000003627	4/11/2018	BIO-RAD LABORATORIES	\$10,519.42	Laboratory Supplies

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153406	4/4/2018	CARDINAL HEALTH	\$1,486.78	Laboratory Supplies
153520	4/11/2018	CARDINAL HEALTH	\$31,335.43	Laboratory Supplies
153672	4/18/2018	CARDINAL HEALTH	\$4,548.10	Laboratory Supplies
153794	4/25/2018	CARDINAL HEALTH	\$1,400.18	Laboratory Supplies
153412	4/4/2018	CEPHEID	\$70.00	Laboratory Supplies
153524	4/11/2018	CEPHEID	\$70.00	Laboratory Supplies
153673	4/18/2018	CEPHEID	\$4,470.80	Laboratory Supplies
EFT000000003605	4/4/2018	FISHER HEALTHCARE	\$21,663.88	Laboratory Supplies
EFT000000003634	4/11/2018	FISHER HEALTHCARE	\$9,202.79	Laboratory Supplies
EFT000000003660	4/18/2018	FISHER HEALTHCARE	\$5,798.09	Laboratory Supplies
EFT000000003687	4/25/2018	FISHER HEALTHCARE	\$9,465.17	Laboratory Supplies
EFT000000003640	4/11/2018	INTER-MOUNTAIN LABORATORIES	\$350.00	Laboratory Supplies
153562	4/11/2018	INTERNATIONAL MED EQUIP BROKER	\$213.56	Laboratory Supplies
153707	4/18/2018	KENTEC MEDICAL INC	\$1,858.35	Laboratory Supplies
EFT000000003612	4/4/2018	MASTER TECH	\$63.32	Laboratory Supplies
153571	4/11/2018	MEDI BADGE INC.	\$143.66	Laboratory Supplies
153448	4/4/2018	MEDIVATORS REPROCESSING SYSTEM	\$111.65	Laboratory Supplies
153718	4/18/2018	MEDIVATORS REPROCESSING SYSTEM	\$102.00	Laboratory Supplies
153451	4/4/2018	MERCEDES MEDICAL	\$170.25	Laboratory Supplies
EFT000000003613	4/4/2018	ORTHO-CLINICAL DIAGNOSTICS INC	\$158.32	Laboratory Supplies
EFT000000003645	4/11/2018	ORTHO-CLINICAL DIAGNOSTICS INC	\$1,388.60	Laboratory Supplies
EFT000000003667	4/18/2018	ORTHO-CLINICAL DIAGNOSTICS INC	\$495.25	Laboratory Supplies
EFT000000003694	4/25/2018	ORTHO-CLINICAL DIAGNOSTICS INC	\$158.32	Laboratory Supplies
EFT000000003646	4/11/2018	PDC HEALTHCARE	\$185.34	Laboratory Supplies
EFT000000003668	4/18/2018	PDC HEALTHCARE	\$55.49	Laboratory Supplies
153587	4/11/2018	PIPETTE.COM	\$420.00	Laboratory Supplies
153441	4/4/2018	PLATINUM CODE	\$94.69	Laboratory Supplies
153561	4/11/2018	PLATINUM CODE	\$218.15	Laboratory Supplies
EFT000000003619	4/4/2018	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	\$2,654.36	Laboratory Supplies
EFT000000003699	4/25/2018	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	\$151.25	Laboratory Supplies
153917	4/25/2018	TYPENEX MEDICAL, LLC	\$190.00	Laboratory Supplies
153919	4/25/2018	UROLITHIASIS LABORATORY	\$252.00	Laboratory Supplies
153921	4/25/2018	US LABS	\$477.41	Laboratory Supplies
EFT000000003644	4/11/2018	MARTIN-RAY LAUNDRY SYSTEMS	\$204.29	Laundry Supplies
153770	4/25/2018	ADVANCED MEDICAL REVIEWS, INC	\$40,778.10	Legal Fees
EFT000000003680	4/25/2018	BARRY J. WALKER	\$171.72	Legal Fees
153540	4/11/2018	DRAY, DYKMAN, REED & HEALEY PC	\$192.50	Legal Fees
153535	4/11/2018	EICO TECHNOLOGIES	\$120.55	Legal Fees
153586	4/11/2018	PHILLIPS LAW, LLC	\$27,406.49	Legal Fees
153880	4/25/2018	PHILLIPS LAW, LLC	\$12,780.17	Legal Fees
153761	4/18/2018	USI INSURANCE SERVICES WYOMING	\$190,536.08	Liability Insurance
153676	4/18/2018	CLIA LABORATORY PROGRAM	\$150.00	License Renewal
153726	4/18/2018	NEW YORK LIFE INSURANCE COMPANY	\$12,694.06	Life Insurance
153475	4/4/2018	STANDARD TEXTILE	\$113.40	Linen
153897	4/25/2018	STANDARD TEXTILE	\$113.40	Linen
153422	4/4/2018	ENCOMPASS GROUP, LLC	\$3,218.20	Linen
153823	4/25/2018	ENCOMPASS GROUP, LLC	\$2,150.68	Linen
153501	4/5/2018	WYOMING UROLOGICAL SERV. INC	\$3,100.00	Lithotripsy Service
EFT000000003596	4/4/2018	BARTON ASSOCIATES	\$15,448.81	Locum Tenens
EFT000000003681	4/25/2018	BARTON ASSOCIATES	\$55,105.98	Locum Tenens
153803	4/25/2018	COMPHEALTH, INC.	\$70,725.86	Locum Tenens
153563	4/11/2018	JAD J. WAKIM	\$13,404.63	Locum Tenens
153775	4/25/2018	AMERI WATER	\$323.74	Maintenance & Repair
153793	4/25/2018	BUILDING SPECIALTIES INC	\$627.20	Maintenance & Repair
EFT000000003599	4/4/2018	CARRIER COMMERCIAL SERVICE	\$1,681.50	Maintenance & Repair
EFT000000003630	4/11/2018	COLORADO DOORWAYS, INC	\$339.41	Maintenance & Repair
EFT000000003685	4/25/2018	COLORADO DOORWAYS, INC	\$693.40	Maintenance & Repair
153804	4/25/2018	COMPLETE CARPET CARE	\$4,728.53	Maintenance & Repair
153527	4/11/2018	COMPLETE CARPET CARE	\$3,192.30	Maintenance & Repair
153531	4/11/2018	COUNTERWISE	\$1,017.28	Maintenance & Repair
153809	4/25/2018	CUMMINS ROCKY MOUNTAIN, LLC	\$4,426.92	Maintenance & Repair
153691	4/18/2018	FLOORING PROFESSIONALS INC	\$1,260.45	Maintenance & Repair
153694	4/18/2018	GOODWAY TECHNOLOGIES CORPORATION	\$325.00	Maintenance & Repair
153437	4/4/2018	HOSE & RUBBER	\$60.23	Maintenance & Repair
153439	4/4/2018	INJECTOR SUPPORT AND SERVICE LLC	\$4,636.91	Maintenance & Repair
153846	4/25/2018	LABCONCO CORPORATION	\$1,914.27	Maintenance & Repair

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153567	4/11/2018	LIGHTING MAINTENANCE & SERVICE, INC	\$568.50	Maintenance & Repair
EFT000000003614	4/4/2018	PARTSSOURCE	\$877.80	Maintenance & Repair
EFT000000003696	4/25/2018	PARTSSOURCE	\$552.52	Maintenance & Repair
153602	4/11/2018	STEALTH TECHNOLOGIES C.S.	\$294.75	Maintenance & Repair
153741	4/18/2018	STEALTH TECHNOLOGIES C.S.	\$288.00	Maintenance & Repair
153902	4/25/2018	STEALTH TECHNOLOGIES C.S.	\$2,786.10	Maintenance & Repair
153605	4/11/2018	STERILMED INC.	\$2,761.53	Maintenance & Repair
153905	4/25/2018	SUEZ TREATMENT SOLUTIONS INC.	\$388.00	Maintenance & Repair
153747	4/18/2018	SURFACES	\$249.50	Maintenance & Repair
153480	4/4/2018	SWEETWATER PLUMBING & HEATING	\$62.15	Maintenance & Repair
153608	4/11/2018	SWEETWATER PLUMBING & HEATING	\$144.90	Maintenance & Repair
153923	4/25/2018	UTAH CONTROLS INC	\$105.00	Maintenance & Repair
153827	4/11/2018	WESTERN MICROSCOPE	\$960.00	Maintenance & Repair
EFT000000003593	4/4/2018	ACE HARDWARE	\$29.92	Maintenance Supplies
EFT000000003622	4/11/2018	ACE HARDWARE	\$109.74	Maintenance Supplies
EFT000000003676	4/25/2018	ACE HARDWARE	\$82.95	Maintenance Supplies
EFT000000003595	4/4/2018	ALPINE PURE SOFT WATER	\$676.20	Maintenance Supplies
EFT000000003678	4/25/2018	ALPINE PURE SOFT WATER	\$676.20	Maintenance Supplies
EFT000000003597	4/4/2018	BENNETT'S	\$7,346.98	Maintenance Supplies
EFT000000003626	4/11/2018	BENNETT'S	\$165.20	Maintenance Supplies
153787	4/25/2018	BLOEDORN LUMBER	\$106.80	Maintenance Supplies
153528	4/11/2018	CODALE ELECTRIC SUPPLY, INC	\$85.30	Maintenance Supplies
153677	4/18/2018	CODALE ELECTRIC SUPPLY, INC	\$303.57	Maintenance Supplies
153801	4/25/2018	CODALE ELECTRIC SUPPLY, INC	\$1,458.71	Maintenance Supplies
153553	4/11/2018	GRAINGER	\$842.79	Maintenance Supplies
153834	4/25/2018	GRAINGER	\$19.80	Maintenance Supplies
EFT000000003638	4/11/2018	HOMAX OIL SALES	\$45.05	Maintenance Supplies
153436	4/4/2018	HOME DEPOT	\$227.50	Maintenance Supplies
153698	4/18/2018	HOME DEPOT	\$168.12	Maintenance Supplies
153866	4/25/2018	NAPA AUTO PARTS	\$32.22	Maintenance Supplies
EFT000000003647	4/11/2018	ROBERT I MERRILL COMPANY	\$395.00	Maintenance Supplies
EFT000000003617	4/4/2018	ROCK SPRINGS WINNELSON CO	\$4,380.04	Maintenance Supplies
EFT000000003648	4/11/2018	ROCK SPRINGS WINNELSON CO	\$360.88	Maintenance Supplies
EFT000000003697	4/25/2018	ROCK SPRINGS WINNELSON CO	\$85.27	Maintenance Supplies
EFT000000003618	4/4/2018	SHERWIN WILLIAMS CO	\$99.37	Maintenance Supplies
EFT000000003671	4/18/2018	SHERWIN WILLIAMS CO	\$62.49	Maintenance Supplies
EFT000000003702	4/25/2018	ULINE, INC	\$219.50	Maintenance Supplies
153617	4/11/2018	UNIPOWER	\$912.94	Maintenance Supplies
153922	4/25/2018	US PLASTIC PALLETS & HANDLING, INC	\$700.40	Maintenance Supplies
153402	4/4/2018	BOTTOM LINE MARKETING	\$3,098.74	Marketing & Promotional Supplies
153669	4/18/2018	BOTTOM LINE MARKETING	\$491.02	Marketing & Promotional Supplies
153790	4/25/2018	BOTTOM LINE MARKETING	\$426.25	Marketing & Promotional Supplies
153729	4/18/2018	PURPLE LIZARDS, LLC	\$491.50	Marketing & Promotional Supplies
153630	4/11/2018	WYAMSS	\$160.00	Memberships
153768	4/18/2018	WYAMSS	\$100.00	Memberships
153387	4/4/2018	ALBERTSONS PHARMACY	\$64.54	MHSC Foundation
153654	4/18/2018	ALBERTSONS PHARMACY	\$145.13	MHSC Foundation
153382	4/4/2018	MHSC-FOUNDATION	\$520.52	MHSC Foundation
153644	4/18/2018	MHSC-FOUNDATION	\$510.52	MHSC Foundation
153737	4/18/2018	SANDS CATERING	\$159.00	MHSC Foundation
153483	4/4/2018	TERMINIX OF WYOMING	\$237.00	Monthly Pest Control
153912	4/25/2018	TERMINIX OF WYOMING	\$637.00	Monthly Pest Control
153788	4/25/2018	BLOXR SOLUTIONS LLC	\$836.25	Non Medical Supplies
153405	4/4/2018	BROWN INDUSTRIES INC	\$396.59	Non Medical Supplies
153431	4/4/2018	GLOBAL EQUIPMENT COMPANY	\$506.16	Non Medical Supplies
153552	4/11/2018	GLOBAL EQUIPMENT COMPANY	\$394.56	Non Medical Supplies
153833	4/25/2018	GLOBAL EQUIPMENT COMPANY	\$436.20	Non Medical Supplies
153449	4/4/2018	MEDLINE INDUSTRIES INC	\$84.05	Non Medical Supplies
153573	4/11/2018	MEDLINE INDUSTRIES INC	\$661.17	Non Medical Supplies
153854	4/25/2018	MEDLINE INDUSTRIES INC	\$261.77	Non Medical Supplies
153458	4/4/2018	ORIENTAL TRADING COMPANY	\$251.18	Non Medical Supplies
EFT000000003615	4/4/2018	POSITIVE PROMOTIONS	\$2,292.94	Non Medical Supplies
153566	4/11/2018	LABELMATCH	\$469.23	Office Supplies
153568	4/11/2018	MARK AND MEND INC.	\$174.88	Office Supplies
153572	4/11/2018	MEDICAL ARTS PRESS	\$141.95	Office Supplies
153459	4/4/2018	PACIFIC IMAGING SERVICES INC	\$2,916.50	Office Supplies

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153600	4/11/2018	STANDARD REGISTER COMPANY	\$926.31	Office Supplies
153739	4/18/2018	STANDARD REGISTER COMPANY	\$313.30	Office Supplies
153898	4/25/2018	STANDARD REGISTER COMPANY	\$1,245.16	Office Supplies
153476	4/4/2018	STAPLES BUSINESS ADVANTAGE	\$16.99	Office Supplies
153601	4/11/2018	STAPLES BUSINESS ADVANTAGE	\$4,974.21	Office Supplies
153740	4/18/2018	STAPLES BUSINESS ADVANTAGE	\$479.46	Office Supplies
153899	4/25/2018	STAPLES BUSINESS ADVANTAGE	\$1,332.09	Office Supplies
153684	4/18/2018	DOMINOS	\$40.13	Other Employee Benefits
153564	4/11/2018	JOY'S FLOWERS & GIFTS	\$38.49	Other Employee Benefits
153703	4/18/2018	JOY'S FLOWERS & GIFTS	\$49.29	Other Employee Benefits
153845	4/25/2018	JOY'S FLOWERS & GIFTS	\$252.28	Other Employee Benefits
EFT000000003641	4/11/2018	LAGOON CORPORATION	\$2,241.00	Other Employee Benefits
153471	4/4/2018	ROCKY MOUNTAIN CAPITAL GROUP LLC	\$300.00	Other Employee Benefits
153637	4/11/2018	YOUNG AT HEART SENIOR CITIZENS CENTER	\$274.00	Other Employee Benefits
153638	4/11/2018	YOUNG AT HEART SENIOR CITIZENS CENTER	\$1,970.00	Other Employee Benefits
153839	4/25/2018	HITACHI HEALTHCARE AMERICAS CORPORATION	\$600.00	Other Med Surg Supplies
153709	4/18/2018	LABORIE MEDICAL TECHNOLOGIES CORP	\$942.00	Other Med Surg Supplies
153847	4/25/2018	LABORIE MEDICAL TECHNOLOGIES CORP	\$341.00	Other Med Surg Supplies
153865	4/25/2018	NANOSONICS, INC	\$125.00	Other Med Surg Supplies
153432	4/4/2018	GREENSHADES SOFTWARE	\$26.66	Other Purchased Services
153674	4/18/2018	CJ SIGNS	\$50.00	Other Purchased Services
153424	4/4/2018	EZ-STREET TAXI	\$28.00	Other Purchased Services
153542	4/11/2018	EZ-STREET TAXI	\$56.00	Other Purchased Services
153688	4/18/2018	EZ-STREET TAXI	\$28.00	Other Purchased Services
153825	4/25/2018	EZ-STREET TAXI	\$850.00	Other Purchased Services
153555	4/11/2018	HEALTHSTREAM, INC	\$1,072.61	Other Purchased Services
153438	4/4/2018	ICONTRACTS	\$382.00	Other Purchased Services
153841	4/25/2018	ICONTRACTS	\$382.00	Other Purchased Services
153730	4/18/2018	QUADRAMED	\$1,170.00	Other Purchased Services
153900	4/25/2018	STAR TRANSIT	\$20.00	Other Purchased Services
153746	4/18/2018	SUPERO HEALTHCARE SOLUTIONS	\$3,750.00	Other Purchased Services
153757	4/18/2018	TRUE COMMERCE, INC	\$108.00	Other Purchased Services
153619	4/11/2018	UPDOX LLC	\$535.00	Other Purchased Services
EFT000000003594	4/4/2018	AIRGAS INTERMOUNTAIN INC	\$691.08	Oxygen Rental
EFT000000003623	4/11/2018	AIRGAS INTERMOUNTAIN INC	\$408.81	Oxygen Rental
EFT000000003655	4/18/2018	AIRGAS INTERMOUNTAIN INC	\$722.66	Oxygen Rental
EFT000000003677	4/25/2018	AIRGAS INTERMOUNTAIN INC	\$3,364.65	Oxygen Rental
153484	4/4/2018	PATIENT REFUND	\$749.10	Patient Refund
153497	4/4/2018	PATIENT REFUND	\$154.94	Patient Refund
153498	4/4/2018	PATIENT REFUND	\$143.15	Patient Refund
153499	4/4/2018	PATIENT REFUND	\$100.00	Patient Refund
153500	4/4/2018	PATIENT REFUND	\$120.30	Patient Refund
153632	4/11/2018	PATIENT REFUND	\$37.45	Patient Refund
153633	4/11/2018	PATIENT REFUND	\$192.45	Patient Refund
153634	4/11/2018	PATIENT REFUND	\$448.00	Patient Refund
153635	4/11/2018	PATIENT REFUND	\$697.70	Patient Refund
153636	4/11/2018	PATIENT REFUND	\$62.00	Patient Refund
153935	4/25/2018	PATIENT REFUND	\$23.99	Patient Refund
153936	4/25/2018	PATIENT REFUND	\$22.45	Patient Refund
153937	4/25/2018	PATIENT REFUND	\$157.11	Patient Refund
153938	4/25/2018	PATIENT REFUND	\$67.00	Patient Refund
153939	4/25/2018	PATIENT REFUND	\$35.00	Patient Refund
153940	4/25/2018	PATIENT REFUND	\$15.00	Patient Refund
153941	4/25/2018	PATIENT REFUND	\$70.00	Patient Refund
153942	4/25/2018	PATIENT REFUND	\$30.00	Patient Refund
153943	4/25/2018	PATIENT REFUND	\$63.20	Patient Refund
153944	4/25/2018	PATIENT REFUND	\$100.00	Patient Refund
153945	4/25/2018	PATIENT REFUND	\$20.00	Patient Refund
153946	4/25/2018	PATIENT REFUND	\$31.79	Patient Refund
153947	4/25/2018	PATIENT REFUND	\$25.00	Patient Refund
153948	4/25/2018	PATIENT REFUND	\$46.25	Patient Refund
153949	4/25/2018	PATIENT REFUND	\$188.91	Patient Refund
153950	4/25/2018	PATIENT REFUND	\$25.00	Patient Refund
153951	4/25/2018	PATIENT REFUND	\$46.91	Patient Refund
153952	4/25/2018	PATIENT REFUND	\$25.34	Patient Refund
153953	4/25/2018	PATIENT REFUND	\$30.00	Patient Refund

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153954	4/25/2018	PATIENT REFUND	\$45.00	Patient Refund
153955	4/25/2018	PATIENT REFUND	\$25.00	Patient Refund
153385	4/4/2018	UNITED WAY OF SWEETWATER COUNTY	\$100.00	Payroll Deduction
153652	4/18/2018	UNITED WAY OF SWEETWATER COUNTY	\$140.00	Payroll Deduction
153651	4/18/2018	CIRCUIT COURT 3RD JUDICIAL	\$185.95	Payroll Garnishment
153379	4/4/2018	FAMILY SUPPORT REGISTRY	\$595.84	Payroll Garnishment
153643	4/18/2018	FAMILY SUPPORT REGISTRY	\$595.84	Payroll Garnishment
153381	4/4/2018	OFFICE OF CHILD SUPPORT ENFORCEMENT	\$104.40	Payroll Garnishment
153646	4/18/2018	OFFICE OF CHILD SUPPORT ENFORCEMENT	\$104.40	Payroll Garnishment
153380	4/4/2018	OFFICE OF THE ATTORNEY GENERAL	\$242.31	Payroll Garnishment
153645	4/18/2018	OFFICE OF THE ATTORNEY GENERAL	\$242.31	Payroll Garnishment
153383	4/4/2018	STATE OF WYOMING DFS/CSES	\$730.29	Payroll Garnishment
153647	4/18/2018	STATE OF WYOMING DFS/CSES	\$730.29	Payroll Garnishment
153384	4/4/2018	SWEETWATER CIRCUIT COURT	\$571.01	Payroll Garnishment
153648	4/18/2018	SWEETWATER CIRCUIT COURT	\$484.23	Payroll Garnishment
W/T	4/27/2018	MFSA/DFSA 041518	\$2,929.13	Payroll Transfer
W/T	4/15/2018	MFSA/DFSA PR 7	\$2,829.13	Payroll Transfer
W/T	4/2/2018	Payroll 7	\$1,300,000.00	Payroll Transfer
W/T	4/16/2018	Payroll 8	\$1,300,000.00	Payroll Transfer
153722	4/18/2018	MHSC - PETTY CASH	\$37.50	Petty Cash
153408	4/4/2018	CARDINAL HEALTH PHARMACY MGMT	\$630,139.03	Pharmacy Management
153795	4/25/2018	CARDINAL HEALTH PHARMACY MGMT	\$4,264.00	Pharmacy Management
153772	4/25/2018	DR. ALICIA GRAY	\$3,000.00	Physician Recruitment
153400	4/4/2018	DR. BENJAMIN JENSEN	\$240.01	Physician Recruitment
153558	4/11/2018	HOLIDAY INN EXPRESS - LONE TREE HOSPITALITY, LLC	\$199.98	Physician Recruitment
153743	4/18/2018	STEVEN CROFT, M.D.	\$168.59	Physician Recruitment
153720	4/18/2018	MERRITT, HAWKINS & ASSOC.INC.	\$14,073.75	Physician Recruitment
153857	4/25/2018	MERRITT, HAWKINS & ASSOC.INC.	\$11,052.72	Physician Recruitment
153503	4/11/2018	ADVANCED MEDICAL IMAGING, LLC	\$39,558.00	Physician Services
153708	4/18/2018	DR. KEVIN SHILLING	\$750.00	Physician Services
153442	4/4/2018	JOHN A. ILIYA, M.D.	\$24,000.00	Physician Services
153469	4/4/2018	ROCK SPRINGS FAMILY PRACTICE	\$5,769.23	Physician Services
153733	4/18/2018	ROCK SPRINGS FAMILY PRACTICE	\$5,769.23	Physician Services
153413	4/4/2018	SWEETWATER PEDIATRICS	\$8,750.00	Physician Services
153490	4/4/2018	UNIVERSITY OF UTAH DIVISION OF CARDIOVASCULAR MEDICINE	\$177.93	Physician Services
153491	4/4/2018	UNIVERSITY OF UTAH HEALTH CARE	\$80,916.67	Physician Services
153758	4/18/2018	UNIVERSITY OF UTAH HEALTH CARE	\$91,216.67	Physician Services
153932	4/25/2018	WYOMING PATHOLOGY	\$15,000.00	Physician Services
153815	4/25/2018	DEPARTMENT OF EDUCATION	\$7,311.56	Physician Student Loan
153817	4/25/2018	DISCOVER STUDENT LOANS	\$519.64	Physician Student Loan
153820	4/25/2018	DRB EDUCATION FINANCE	\$5,833.33	Physician Student Loan
153827	4/25/2018	FEDLOAN SERVICING	\$6,343.34	Physician Student Loan
153828	4/25/2018	FIRSTMARK SERVICES	\$4,812.50	Physician Student Loan
153835	4/25/2018	GREAT LAKES	\$6,722.91	Physician Student Loan
153867	4/25/2018	NAVIENT	\$5,869.25	Physician Student Loan
153868	4/25/2018	NAVIENT	\$1,500.00	Physician Student Loan
153869	4/25/2018	NELNET LOAN SERVICES, INC	\$2,330.74	Physician Student Loan
153386	4/4/2018	US DEPARTMENT OF EDUCATION	\$143.68	Physician Student Loan
153650	4/18/2018	US DEPARTMENT OF EDUCATION	\$141.30	Physician Student Loan
153920	4/25/2018	US DEPARTMENT OF EDUCATION	\$8,111.23	Physician Student Loan
153929	4/25/2018	WELLS FARGO EDUCATION FINANCIAL SERVICES	\$2,884.62	Physician Student Loan
153588	4/11/2018	PURCHASE POWER	\$1,149.48	Postage
153423	4/4/2018	CE BROKER	\$246.95	Professional Service
153687	4/18/2018	CE BROKER	\$246.80	Professional Service
153642	4/13/2018	CLEANIQUE PROFESSIONAL SERVICES	\$2,100.00	Professional Service
153675	4/18/2018	CLEANIQUE PROFESSIONAL SERVICES	\$4,775.00	Professional Service
153717	4/18/2018	MEDICAL PHYSICS CONSULTANTS, INC	\$1,075.00	Professional Service
153860	4/25/2018	MILE HIGH MOBILE PET	\$5,250.00	Professional Service
153454	4/4/2018	MOUNTAIN STATES MEDICAL PHYSICS	\$6,875.00	Professional Service
EFT000000003620	4/4/2018	SWEETWATER MEDICS LLC	\$670.44	Professional Service
153925	4/25/2018	VERISYS INC.	\$87.00	Professional Service
EFT000000003621	4/4/2018	WESTERN STAR COMMUNICATIONS	\$746.00	Professional Service
EFT000000003673	4/18/2018	WESTERN STAR COMMUNICATIONS	\$803.10	Professional Service
153494	4/4/2018	WYOMING DEPARTMENT OF HEALTH	\$84.00	Professional Service
153767	4/18/2018	WYOMING DEPARTMENT OF HEALTH	\$141.00	Professional Service
153452	4/4/2018	MERRY X-RAY	\$276.56	Radiology Film

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153575	4/11/2018	MERRY X-RAY	\$211.21	Radiology Film
153403	4/4/2018	BRACCO DIAGNOSTICS INC	\$654.72	Radiology Material
153519	4/11/2018	BRACCO DIAGNOSTICS INC	\$4,625.15	Radiology Material
153670	4/18/2018	BRACCO DIAGNOSTICS INC	\$895.03	Radiology Material
153791	4/25/2018	BRACCO DIAGNOSTICS INC	\$1,526.14	Radiology Material
153842	4/25/2018	INTERMOUNTAIN RADIOPHARMACY - UNIVERSITY OF UTAH	\$3,160.00	Radiology Material
EFT000000003611	4/4/2018	LANTHEUS MEDICAL IMAGING, INC	\$4,470.80	Radiology Material
EFT000000003643	4/11/2018	LANTHEUS MEDICAL IMAGING, INC	\$7,902.88	Radiology Material
EFT000000003665	4/18/2018	LANTHEUS MEDICAL IMAGING, INC	\$2,912.72	Radiology Material
EFT000000003693	4/25/2018	LANTHEUS MEDICAL IMAGING, INC	\$2,007.36	Radiology Material
153443	4/4/2018	MALLINCKRODT NUCLEAR MEDICINE LLC	\$1,386.06	Radiology Material
153711	4/18/2018	MALLINCKRODT NUCLEAR MEDICINE LLC	\$1,145.08	Radiology Material
153792	4/25/2018	BRIANNE CROFTS	\$332.00	Reimbursement - CME
153859	4/25/2018	DR MICHAEL BOWERS	\$332.00	Reimbursement - CME
153780	4/25/2018	DR. BANU SYMINGTON	\$1,596.10	Reimbursement - CME
153785	4/25/2018	DR. BIKRAM SHARMA	\$332.00	Reimbursement - CME
153812	4/25/2018	DR. DAVID LIU	\$542.54	Reimbursement - CME
153843	4/25/2018	DR. JACOB JOHNSON	\$332.00	Reimbursement - CME
153883	4/25/2018	DR. RAHUL PAWAR	\$1,936.66	Reimbursement - CME
153892	4/25/2018	DR. SIGSBEE DUCK	\$82.00	Reimbursement - CME
153927	4/25/2018	DR. WALLACE CURRY	\$4,037.50	Reimbursement - CME
153934	4/25/2018	DR. ZACHARY NICHOLAS	\$82.00	Reimbursement - CME
153856	4/25/2018	MELISSA LEHMAN	\$82.00	Reimbursement - CME
153507	4/11/2018	AMANDA MOLSKI	\$1,530.80	Reimbursement - Education & Travel
153774	4/25/2018	AMBER FISK	\$183.60	Reimbursement - Education & Travel
153389	4/4/2018	AMY CHAVEZ	\$39.24	Reimbursement - Education & Travel
153657	4/18/2018	AMY LUCY	\$426.40	Reimbursement - Education & Travel
153404	4/4/2018	BRIANNA RICHARDS	\$45.90	Reimbursement - Education & Travel
153639	4/12/2018	CAROL DANA	\$357.80	Reimbursement - Education & Travel
153419	4/4/2018	CRYSTAL HAMBLIN	\$217.91	Reimbursement - Education & Travel
153537	4/11/2018	DESERIEE PADILLA	\$235.99	Reimbursement - Education & Travel
153816	4/25/2018	DESERIEE PADILLA	\$22.51	Reimbursement - Education & Travel
153539	4/11/2018	DON RIZZI	\$411.16	Reimbursement - Education & Travel
153819	4/25/2018	DONALD ADAMS	\$234.60	Reimbursement - Education & Travel
153430	4/4/2018	GINA ELKINS	\$71.40	Reimbursement - Education & Travel
153702	4/18/2018	IRENE RICHARDSON	\$189.72	Reimbursement - Education & Travel
153378	4/4/2018	MARY TYLER	\$33.66	Reimbursement - Education & Travel
153450	4/4/2018	MELIDA MARIN	\$46.92	Reimbursement - Education & Travel
153855	4/25/2018	MELIDA MARIN	\$231.54	Reimbursement - Education & Travel
153576	4/11/2018	MINDY BYRD	\$29.58	Reimbursement - Education & Travel
153862	4/25/2018	MINDY BYRD	\$21.42	Reimbursement - Education & Travel
153453	4/4/2018	MONTE GARRETT	\$906.29	Reimbursement - Education & Travel
153578	4/11/2018	NATALIE HARRISON	\$42.84	Reimbursement - Education & Travel
153875	4/25/2018	PATTY O'LEXY	\$131.58	Reimbursement - Education & Travel
153879	4/25/2018	PHILLIP FLAKE	\$440.64	Reimbursement - Education & Travel
153468	4/4/2018	ROB FAIR	\$357.00	Reimbursement - Education & Travel
153594	4/11/2018	ROBIN SNOWBERGER	\$59.71	Reimbursement - Education & Travel
153640	4/12/2018	SALLY LAMMERS	\$335.00	Reimbursement - Education & Travel
153750	4/18/2018	SUZAN CAMPBELL	\$183.60	Reimbursement - Education & Travel
153907	4/25/2018	SUZAN CAMPBELL	\$1,570.00	Reimbursement - Education & Travel
153611	4/11/2018	TAMMIE HENDERSON	\$30.60	Reimbursement - Education & Travel
153910	4/25/2018	TASHA HARRIS	\$2,718.78	Reimbursement - Education & Travel
153485	4/4/2018	TIFFANY URANKER	\$65.93	Reimbursement - Education & Travel
153614	4/11/2018	TIFFANY URANKER	\$129.00	Reimbursement - Education & Travel
153914	4/25/2018	TIFFANY URANKER	\$168.73	Reimbursement - Education & Travel
153486	4/4/2018	TINA FRULLO	\$9.18	Reimbursement - Education & Travel
153915	4/25/2018	TONIA GAILEY	\$15.00	Reimbursement - Education & Travel
153844	4/25/2018	DR. JACQUES DENKER	\$6,498.33	Reimbursement - Physician Student Loan
153625	4/11/2018	DR. WALLACE CURRY	\$50,000.00	Retention Bonus
153850	4/25/2018	MARK SANDERS	\$25,000.00	Retention Bonus
153901	4/25/2018	STATE OF WYO.DEPT.OF REVENUE	\$1,375.15	Sales Tax Payment
153829	4/25/2018	FLAMING GORGE DAYS, INC.	\$5,000.00	Sponsorship
153695	4/18/2018	GREEN RIVER ARTS COUNCIL COMM CHEST	\$100.00	Sponsorship
153705	4/18/2018	KD FOUNDATION	\$500.00	Sponsorship
153956	4/25/2018	R.S. CHAMBER OF COMMERCE	\$25.00	Sponsorship
153734	4/18/2018	ROCK SPRINGS RENEWAL FUND	\$200.00	Sponsorship

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
4/30/18

153596	4/11/2018	RSBS CLASS OF 2018	\$200.00	Sponsorship
153908	4/25/2018	SWEETWATER EVENTS COMPLEX	\$6,000.00	Sponsorship
EFT000000003652	4/11/2018	WHITE MOUNTAIN MALL, LLC	\$2,500.00	Sponsorship
EFT000000003703	4/25/2018	WHITE MOUNTAIN MALL, LLC	\$2,500.00	Sponsorship
153577	4/11/2018	MOBILE INSTRUMENT SERVICE	\$2,604.35	Surgery Equipment
153863	4/25/2018	MOBILE INSTRUMENT SERVICE	\$931.00	Surgery Equipment
153388	4/4/2018	ALI MED INC	\$36.85	Surgery Supplies
153505	4/11/2018	ALI MED INC	\$345.37	Surgery Supplies
153655	4/18/2018	ALI MED INC	\$194.00	Surgery Supplies
153773	4/25/2018	ALI MED INC	\$161.49	Surgery Supplies
153528	4/11/2018	CONMED LINVATEC	\$294.55	Surgery Supplies
EFT000000003602	4/4/2018	COOPER SURGICAL	\$1,984.50	Surgery Supplies
EFT000000003632	4/11/2018	COOPER SURGICAL	\$4,588.16	Surgery Supplies
153532	4/11/2018	COVIDIEN SALES LLC, DBA GIVEN IMAGING	\$617.24	Surgery Supplies
153473	4/4/2018	SMITH & NEPHEW ENDOSCOPY INC	\$1,379.88	Surgery Supplies
153597	4/11/2018	SMITH & NEPHEW ENDOSCOPY INC	\$705.00	Surgery Supplies
153738	4/18/2018	SMITH & NEPHEW ENDOSCOPY INC	\$3,264.00	Surgery Supplies
153893	4/25/2018	SMITH & NEPHEW ENDOSCOPY INC	\$2,990.42	Surgery Supplies
153606	4/11/2018	STRYKER ENDOSCOPY	\$2,356.80	Surgery Supplies
153744	4/18/2018	STRYKER ENDOSCOPY	\$642.00	Surgery Supplies
153904	4/25/2018	STRYKER ENDOSCOPY	\$2,682.70	Surgery Supplies
153481	4/4/2018	SYNTHESE LTD	\$6,177.16	Surgery Supplies
153909	4/25/2018	SYNTHESE LTD	\$3,351.04	Surgery Supplies
EFT000000003854	4/11/2018	ZIMMER	\$5,437.00	Surgery Supplies
153589	4/11/2018	PROFESSIONAL RESEARCH CONSULTANTS	\$3,097.50	Surveys
EFT000000003663	4/18/2018	KEYSTROKE TRANSCRIPTION SERVICE, INC.	\$92.23	Transcription Services
153848	4/25/2018	LANGUAGE LINE SERVICES	\$712.53	Translation Services
153415	4/4/2018	CHOTA OUTFITTERS, LLC	\$465.60	Uniforms
153591	4/11/2018	QUARTERMASTER	\$174.40	Uniforms
153506	4/11/2018	ALL WEST COMMUNICATIONS	\$3,918.44	Utilities
153515	4/11/2018	AT&T	\$83.45	Utilities
153662	4/18/2018	AT&T	\$1,530.27	Utilities
153592	4/11/2018	CENTURY LINK	\$28,804.24	Utilities
153732	4/18/2018	CENTURY LINK	\$352.83	Utilities
153882	4/25/2018	CENTURY LINK	\$5,593.41	Utilities
153641	4/13/2018	DISH NETWORK LLC	\$60.56	Utilities
153818	4/25/2018	DISH NETWORK LLC	\$70.47	Utilities
153731	4/18/2018	DOMINION ENERGY WYOMING	\$26,277.05	Utilities
153595	4/11/2018	ROCK SPRINGS MUNICIPAL UTILITY	\$8,235.31	Utilities
153735	4/18/2018	ROCKY MOUNTAIN POWER	\$37,712.33	Utilities
153931	4/25/2018	WHITE MOUNTAIN WATER & SEWER DISTRICT	\$57.50	Utilities
153604	4/11/2018	STERICYCLE, INC.	\$1,225.15	Waste Disposal
153545	4/11/2018	FIBERTECH	\$3,315.00	Window Cleaning
153629	4/11/2018	WYOMING DEPT WORKFORCE SERVICES	\$70,681.47	Workman's Comp

\$6,762,855.26



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

Operating Budget and Capital Budget

for the Fiscal Year Ending

June 30, 2019

RECOMMENDATION: RATE 2%, WAGE 2%

Prepared and Submitted for Board Approval by:

TAMI LOVE

CFO

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Budget for the Year Ending 06/30/19**

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**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Budget for the Year Ending 06/30/19**

- 1) PATIENT DAYS:
BUDGETED AT FY 2018 PROJECTION : 5,166
- 2) DISCHARGES:
BUDGETED AT FY 2018 PROJECTION : 2,113
- 3) LENGTH OF STAY:
BUDGETED AT FY 2018 PROJECTION : 2.7
- 4) EMERGENCY DEPARTMENT VISITS:
BUDGETED AT FY 2018 PROJECTION: 16,362
FY 2017 ACTUAL VISITS: 16,583
FY 2016 ACTUAL VISITS: 16,673
FY 2015 ACTUAL VISITS: 16,988
- 5) SURGICAL PROCEDURES:
BUDGETED AT FY 2018 PROJECTION: 2,018
FY 2017 ACTUAL PROCEDURES: 2,198
FY 2016 ACTUAL PROCEDURES: 2,200
FY 2015 ACTUAL PROCEDURES: 2,198
- 6) OUTPATIENT VISITS:
BUDGETED AT FY 2018 PROJECTION: 77,329
FY 2017 ACTUAL VISITS: 82,497
FY 2016 ACTUAL VISITS: 82,218
FY 2015 ACTUAL VISITS: 76,405
- 7) CLINIC VISITS
BUDGETED AT FY 2018 PROJECTION: 53,604
FY 2017 ACTUAL VISITS: 59,329
FY 2016 ACTUAL VISITS: 75,169
FY 2015 ACTUAL VISITS: 68,737
- 8) GROSS REVENUE:
0% VOLUME INCREASE

CURRENT PROVIDERS BUDGETED AT FY2018 PROJECTION
NEW PROVIDERS RAMPED UP OVER ONE YEAR

BUDGET INCLUDES 2% AGGREGATE RATE INCREASE FOR FY 2019: \$3,234,994
NET PATIENT REVENUE INCREASES 1.48%
PHARMACY INCREASE REALIZED AFTER CHARGEMASTER REVIEW COMPLETED : ~6%
NO INCREASE IN ROOM RATES - HISTORICALLY WE HAVE INCREASED ROOM RATES ANNUALLY BY 5%
- 9) PAYER MIX - INPATIENT AND OUTPATIENT:
SELF PAY 7.7% - Decreased 1% from prior year
MEDICARE 34% - Same as prior year
MEDICAID 12.81% - Increased 2% from prior year
BLUE CROSS 22.2% - Decreased 2% from prior year
PRIVATE INSURANCE 20.8% - Increased 1% from prior year
- 10) CONTRACTUAL ALLOWANCES:
CHARITY BUDGETED AT 1.2% OF GROSS PATIENT REVENUE
BAD DEBT BUDGETED AT 5.2% OF GROSS PATIENT REVENUE
TOTAL DEDUCTIONS OF REVENUE ARE BUDGETED AT 46.9% OF GROSS REVENUE AS COMPARED TO FY18 PROJECTION OF 46.5%

MEDICAID CONTINUES 10% REDUCTION OF PAYMENTS
COUNTY BUDGET REQUEST: TITLE 25 SUBSIDY - \$338,580
- 11) OTHER OPERATING REVENUE:
COUNTY BUDGET REQUEST: MAINTENANCE FUND \$861,537
OCCUPATIONAL MEDICINE & OFFSITE SERVICES: \$831,000

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Budget for the Year Ending 06/30/19

12) SALARY AND WAGE

BUDGET INCLUDES 2% WAGE INCREASE FOR EMPLOYEES, EXCLUDES PROVIDERS: \$620,267 INCLUDING ASSOCIATED INCREASE IN BENEFITS

CURRENT FTEs: 452.2 FOR PAY PERIOD ENDING 04/29/18

FY2018 BUDGET: 484.8

FY 2019 BUDGETED FTEs: 464.2

NEW PHYSICIANS/PROVIDERS: 3.0

NURSE PRACTITIONER: 2.0

ORTHOPEDIC: 1.0

NEW DEPARTMENT REQUESTS: 5.6 FTEs

CANCER CENTER: 1.60

LABORATORY: 1.0

MEDICAL IMAGING: 1.0

DIALYSIS: 1.0

CLINIC: 1.0

VACANT POSITIONS: 15.7 FTEs

PHYSICIAN IMPACT:

ORTHOPEDIC: 1.0

PULMONOLOGIST: 1.0

PEDIATRICIAN: 1.0

ANESTHESIOLOGIST: 1.0

NURSE PRACTITIONER: 2.0

RECRUITMENT EXPENSES:

MOVING EXPENSES: \$60,000

LIVING EXPENSES NEW PHYSICIANS 6 MONTHS EACH: \$36,000

LIVING EXPENSES FUTURE PHYSICIANS: \$36,000 DR. ALICIA GRAY

RECRUITMENT PLACEMENT FEES: \$63,000

STUDENT LOANS:

CURRENT ANNUAL PHYSICIAN STUDENT LOAN EXPENSE: \$550,750

NEW ANNUAL PHYSICIAN STUDENT LOAN EXPENSE: \$160,000

* DECREASE FROM FY17 - **\$476,000**

CONTINUING EDUCATION:

CURRENT ANNUAL CONTINUING EDUCATION EXPENSE: \$145,500

ADDITIONAL CONTINUING EDUCATION EXPENSE: \$30,000

SIGN ON BONUS: \$150,000

ADDITIONAL INFORMATION:

STARLA LEETE, CERTIFIED MIDWIFE - STARTED MAY 2018

DR. JENSEN, ANESTHESIOLOGIST - STARTS AUGUST 2018

13) CONTRACT LABOR:

\$73,000 FOR LABOR & DELIVERY

\$525,000 FOR SURGERY

\$110,000 FOR EMERGENCY ROOM

\$102,204 FOR ULTRASOUND - 1/2 YEAR CONTRACT, 1/2 YEAR SALARY & WAGE

* DECREASE FROM FY18 PROJECTION - **\$723,000**

14) OTHER PURCHASED SERVICES:**CONSULTING FEES:**

HUNTSMAN CANCER CENTER CONSULTING: \$125,000

STRATEGIC PLANNING INITIATIVES: \$95,000

* DECREASE FROM FY17 - **\$1,183,000**

LEGAL FEES:

\$300,000 - DECREASE FROM FY 2018 PROJECTION - **\$455,000**

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15) SUPPLIES:

BUDGETING 7% INCREASE IN DRUG COSTS - CANCER CENTER & OUTPATIENT INFUSION SERVICES

INCLUDES INFLATIONARY INCREASES PER INTALERE GPO CONTRACT

~2% ENVIRONMENTAL SERVICES (CLEANING SUPPLIES, LINEN, SOAP)

~3% FOOD

~1.5% LABORATORY SUPPLIES

~ 2% MEDICAL SUPPLIES

~3% OFFICE SUPPLIES - 5% PAPER

~ 5% PHARMACY DRUGS

~ 3% MAINTENANCE SUPPLIES

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Budget for the Year Ending 06/30/19**

- 16) UTILITIES:
3% OVERALL INCREASE
- 17) LICENSE AND TAXES:
HUNTSMAN CANCER CENTER: \$50,000
- 18) EDUCATION & TRAVEL:
INCLUDES EMPLOYEE TUITION REIMBURSEMENT: \$20,000
- 19) DAYS CASH ON HAND:
CURRENT DAYS OF CASH ON HAND: 116
FY 2018 PROJECTION: 115
FY 2019 BUDGET: 130
BB+ BENCHMARK: 91
BBB- BENCHMARK: 129
- 20) DAILY CASH EXPENSE:
FY 2019 BUDGET: \$222,712
FY 2018 PROJECTION: \$216,464
FY 2017 ACTUAL: \$233,106
FY 2016 ACTUAL: \$218,567
- 21) CAPITAL BUDGET:
FY 2019 CAPITAL BUDGET REQUESTS: \$13,599,784
FY 2019 CAPITAL BUDGET RECOMMENDATION: \$3,000,000
- 22) ACCOUNTS RECEIVABLE:
DAYS IN A/R BUDGETED AT 50
BB+ BENCHMARK: 52.4
BBB- BENCHMARK: 51.8
- 23) OPERATING MARGIN:
FY 2019 BUDGET: 1.90%
FY 2018 PROJECTION: .53%
FY 2017 ACTUAL: -9.4%
BB+ BENCHMARK: .10%
BBB- BENCHMARK: .30%
- 24) TOTAL MARGIN:
FY 2019 BUDGET: .76%
FY 2018 PROJECTION: 3.78%
FY 2017 ACTUAL: -8.88%
BB+ BENCHMARK: .80%
BBB- BENCHMARK: 1.00%
- 25) AVERAGE AGE OF PLANT:
FY 2019 BUDGET: 12.58
FY 2018 PROJECTION: 10.85
FY2017 ACTUAL: 8.40
DECREASE IN DEPRECIATION: EQUIPMENT & COMPUTERS FROM MOB CONSTRUCTION FULLY DEPRECIATED IN FY 2019
DECREASE IN CAPITAL PURCHASES IN FY 2017 & FY 2018
BB+ BENCHMARK: 15.10
BBB- BENCHMARK: 11.20

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

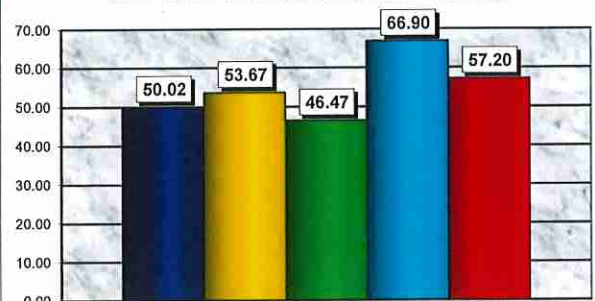
Budget for the Year Ending 06/30/19

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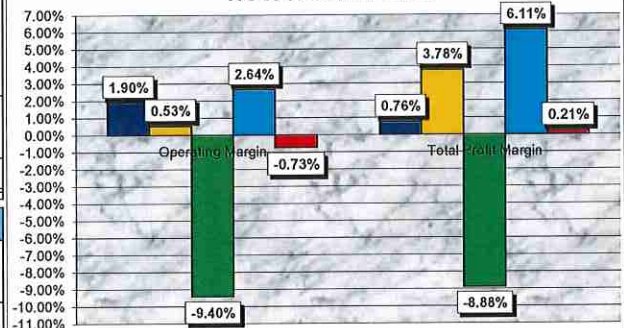
BALANCE SHEET

	Budget 6/30/2019	Projected 6/30/2018
ASSETS		
Current Assets	\$35,600,000	\$33,190,500
Assets Whose Use is Limited	14,445,201	16,384,701
Property, Plant and Equipment (Net)	60,868,869	65,668,869
Other Assets	234,715	247,050
Total Unrestricted Assets	111,148,785	115,491,120
Restricted Assets	600,000	435,000
Total Assets	\$111,748,785	\$115,926,120
LIABILITIES AND NET ASSETS		
Current Liabilities	\$6,928,913	\$8,187,000
Long-Term Debt	26,790,000	28,615,000
Other Long-Term Liabilities	773,251	950,250
Total Liabilities	34,492,164	37,752,250
Net Assets	77,256,621	78,173,870
Total Liabilities and Net Assets	\$111,748,785	\$115,926,120

NET DAYS IN ACCOUNTS RECEIVABLE



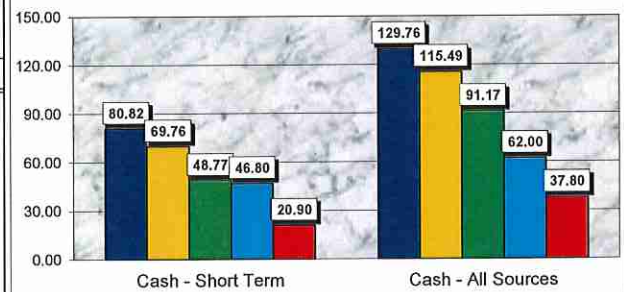
HOSPITAL MARGINS



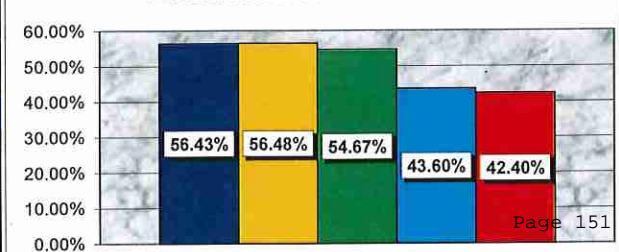
STATEMENT OF REVENUE AND EXPENSES - YTD

	Budget 6/30/2019	Projected 6/30/2018
Revenue:		
Gross Patient Revenues	\$164,984,717	\$158,935,465
Deductions From Revenue	(77,417,894)	(73,924,335)
Net Patient Revenues	87,566,823	85,011,130
Other Operating Revenue	2,840,078	2,322,835
Total Operating Revenues	90,406,901	87,333,965
Expenses:		
Salaries, Benefits & Contract Labor	50,049,048	49,063,567
Purchased Services & Physician Fees	7,860,034	7,715,316
Supply Expenses	13,812,112	12,957,491
Other Operating Expenses	9,568,744	9,272,975
Bad Debt Expense	0	0
Depreciation & Interest Expense	7,398,886	7,857,398
Total Expenses	88,688,824	86,866,747
NET OPERATING SURPLUS	1,718,077	467,218
Non-Operating Revenue/(Expenses)	(1,033,015)	2,836,651
TOTAL NET SURPLUS	\$685,062	\$3,303,869

DAYS CASH ON HAND



SALARY AND BENEFIT EXPENSE AS A PERCENTAGE OF NET REVENUE



KEY STATISTICS AND RATIOS - YTD

	Budget 6/30/2019	Projected 6/30/2018
Total Acute Patient Days	4,301	4,301
Average Acute Length of Stay	2.7	2.7
Total Emergency Room Visits	16,362	16,362
Outpatient Visits	77,329	77,329
Total Surgeries	2,018	2,018
Net Revenue Change from Prior Year	3.52%	1.74%
EBIDA	10.08%	13.51%
Days Expense in Accounts Payable	35.47	
FINANCIAL STRENGTH INDEX - 2.58		
Total Worked FTE's	425.02	408.07
Total Paid FTE's	461.98	443.55
Total Contract Labor	2.25	9.54

Budget for Fiscal Year End	6/30/2019
Projected	6/30/2018
Prior Fiscal Year End	6/30/2017
WYOMING	All Hospitals
National Hospital Benchmark	Rural

Excellent - Greater than 3.0	Good - 3.0 to 0.0
Fair - 0.0 to (2.0)	Poor - Less than (2.0)

Statement of Revenue and Expense

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Budget for the Year Ending 06/30/19

	Budget 06/30/19	Projected 06/30/18	Budget 06/30/18	Actual 06/30/17	Actual 06/30/16
Gross Patient Revenue					
Inpatient Revenue	\$35,312,721	\$34,542,695	\$48,358,156	\$44,091,168	\$43,424,681
Outpatient Revenue	112,216,333	108,267,944	96,667,119	94,000,248	86,372,799
Clinic Revenue	14,734,332	13,834,476	14,367,927	14,391,319	13,255,507
Specialty Clinic - Ortho Revenue	2,721,331	2,290,350	3,790,771	3,768,749	0
Total Gross Patient Revenue	<u>164,984,717</u>	<u>158,935,465</u>	<u>163,183,973</u>	<u>156,251,484</u>	<u>143,052,987</u>
Deductions From Revenue					
Discounts and Allowances	(66,818,811)	(63,443,159)	(60,352,580)	(60,408,324)	(51,737,948)
Bad Debt Expense (Governmental Providers Only)	(8,549,236)	(8,549,919)	(11,431,185)	(9,745,478)	(8,906,443)
Detention Write-Offs	0	0	0	0	0
Charity Care	(2,049,847)	(1,931,257)	(3,266,053)	(2,512,230)	(2,728,255)
Total Deductions From Revenue	<u>(77,417,894)</u>	<u>(73,924,335)</u>	<u>(75,049,818)</u>	<u>(72,666,032)</u>	<u>(63,372,646)</u>
Net Patient Revenue	<u>87,566,823</u>	<u>85,011,130</u>	<u>88,134,155</u>	<u>83,585,452</u>	<u>79,680,341</u>
Other Operating Revenue	<u>2,840,078</u>	<u>2,322,835</u>	<u>1,934,180</u>	<u>2,251,404</u>	<u>3,586,490</u>
Total Operating Revenue	<u>90,406,901</u>	<u>87,333,965</u>	<u>90,068,335</u>	<u>85,836,856</u>	<u>83,266,831</u>
Operating Expenses					
Salaries and Wages	39,322,517	37,740,750	41,574,446	41,499,640	36,646,764
Fringe Benefits	9,906,897	9,779,674	9,776,131	9,670,458	8,773,984
Contract Labor	819,634	1,543,143	576,126	2,400,566	3,029,708
Physicians Fees	2,940,204	2,572,832	2,255,283	2,992,684	4,000,829
Purchased Services	4,919,830	5,142,484	5,019,385	6,124,654	5,405,418
Supply Expense	13,812,112	12,957,491	11,502,249	12,360,280	11,473,696
Utilities	1,147,628	1,115,028	1,151,379	1,156,012	1,134,490
Repairs and Maintenance	4,640,159	4,439,271	4,232,969	4,208,060	4,037,570
Insurance Expense	737,100	742,193	783,119	935,449	928,312
All Other Operating Expenses	2,177,878	2,177,938	2,093,398	2,637,435	3,483,670
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0	0
Leases and Rentals	865,979	798,545	1,040,779	1,098,467	862,586
Depreciation and Amortization	7,398,886	7,857,398	7,719,849	8,824,538	8,851,488
Interest Expense (Non-Governmental Providers)	0	0	0	0	0
Total Operating Expenses	<u>88,688,824</u>	<u>86,866,747</u>	<u>87,725,113</u>	<u>93,908,243</u>	<u>88,628,515</u>
Net Operating Surplus/(Loss)	<u>1,718,077</u>	<u>467,218</u>	<u>2,343,222</u>	<u>(8,071,387)</u>	<u>(5,361,684)</u>
Non-Operating Revenue:					
Investment Income	122,819	56,679	85,200	157,846	233,116
Tax Subsidies (Except for GO Bond Subsidies)	0	4,017,744	3,356,916	3,210,607	3,616,607
Interest Expense (Governmental Providers Only)	(1,365,882)	(1,461,525)	(1,339,116)	(1,365,880)	(1,398,213)
Other Non-Operating Revenue/(Expenses)	210,048	223,753	238,260	(1,556,203)	153,998
Total Non Operating Revenue/(Expense)	<u>(1,033,015)</u>	<u>2,836,651</u>	<u>2,341,260</u>	<u>446,370</u>	<u>2,605,508</u>
Total Net Surplus/(Loss)	<u>\$685,062</u>	<u>\$3,303,869</u>	<u>\$4,684,482</u>	<u>(\$7,625,017)</u>	<u>(\$2,756,176)</u>
Operating Margin	1.90%	0.53%	2.60%	-9.40%	-6.44%
Total Profit Margin	0.76%	3.78%	5.20%	-8.88%	-3.31%
EBIDA	10.08%	13.51%	14.36%	4.45%	8.18%
Cash Flow Margin	8.94%	12.22%	13.28%	1.35%	7.02%

Balance Sheet - Assets

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Budget for the Year Ending 06/30/19

	ASSETS			
	Budget 6/30/2019	Projected 6/30/2018	Actual 6/30/2017	Actual 6/30/2016
Current Assets				
Cash and Cash Equivalents	18,000,000	\$15,100,000	\$11,368,899	\$12,376,083
Gross Patient Accounts Receivable	22,500,000	23,000,000	19,972,096	20,368,716
Less: Bad Debt and Allowance Reserves	(10,500,000)	(10,500,000)	(9,329,712)	(9,572,203)
Net Patient Accounts Receivable	12,000,000	12,500,000	10,642,384	10,796,513
Interest Receivable	0	0	0	0
Other Receivables	1,300,000	1,290,500	1,750,578	1,441,817
Inventories	2,500,000	2,600,000	2,664,302	2,888,683
Prepaid Expenses	1,800,000	1,700,000	2,004,625	2,182,745
Due From Third Party Payers	0	0	0	0
Due From Affiliates/Related Organizations	0	0	0	0
Other Current Assets	0	0	0	0
Total Current Assets	35,600,000	33,190,500	28,430,788	29,685,841
Assets Whose Use is Limited				
Cash	350,000	350,000	328,882	383,403
Investments	0	0	0	0
Bond Reserve/Debt Retirement Fund	0	0	0	0
Trustee Held Funds - Project	1,320,000	3,024,500	3,017,205	3,014,837
Trustee Held Funds - SPT	2,225,201	3,460,201	3,013,114	3,698,497
Board Designated Funds	1,300,000	1,300,000	1,300,000	1,300,000
Other Limited Use Assets	9,250,000	8,250,000	8,253,433	9,231,852
Total Limited Use Assets	14,445,201	16,384,701	15,912,634	17,628,589
Property, Plant, and Equipment				
Land and Land Improvements	2,928,057	2,928,057	2,928,057	2,259,642
Building and Building Improvements	39,000,000	38,500,000	38,027,734	38,085,446
Equipment	111,500,000	109,000,000	105,824,759	104,127,038
Construction In Progress	500,000	500,000	483,257	2,476,102
Capitalized Interest	0	0	0	0
Gross Property, Plant, and Equipment	153,928,057	150,928,057	147,263,807	146,948,228
Less: Accumulated Depreciation	(93,059,188)	(85,259,188)	(74,110,859)	(65,472,021)
Net Property, Plant, and Equipment	60,868,869	65,668,869	73,152,948	81,476,207
Other Assets				
Unamortized Loan Costs	234,715	247,050	259,415	271,768
Assets Held for Future Use	0	0	0	0
Investments in Subsidiary/Affiliated Org.	0	0	0	0
Other	0	0	0	0
Total Other Assets	234,715	247,050	259,415	271,768
TOTAL UNRESTRICTED ASSETS	111,148,785	115,491,120	117,755,785	129,062,405
Restricted Assets	600,000	435,000	75,515	70,707
TOTAL ASSETS	\$111,748,785	\$115,926,120	\$117,831,300	\$129,133,112

Balance Sheet - Liabilities and Net Assets

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Budget for the Year Ending 06/30/19

	LIABILITIES AND FUND BALANCE			
	Budget 6/30/2019	Projected 6/30/2018	Actual 6/30/2017	Actual 6/30/2016
Current Liabilities				
Accounts Payable	\$4,000,000	\$3,960,000	\$4,177,438	\$4,042,609
Notes and Loans Payable	0	0	0	0
Accrued Payroll	795,600	780,000	1,026,503	875,396
Accrued Payroll Taxes	0	0	0	0
Accrued Benefits	1,836,000	1,800,000	2,001,046	2,013,694
Accrued Pension Expense (Current Portion)	0	0	0	0
Other Accrued Expenses	0	0	0	0
Patient Refunds Payable	0	0	0	0
Property Tax Payable	0	0	0	0
Due to Third Party Payers	0	0	0	0
Advances From Third Party Payers	0	0	0	0
Current Portion of LTD (Bonds/Mortgages)	0	1,235,000	1,585,000	1,530,000
Current Portion of LTD (Leases)	0	0	0	0
Other Current Liabilities	297,313	412,000	411,236	446,253
Total Current Liabilities	6,928,913	8,187,000	9,201,223	8,907,952
Long Term Debt				
Bonds/Mortgages Payable	26,790,000	29,850,000	32,323,726	36,181,468
Leases Payable	0	0	0	0
Less: Current Portion Of Long Term Debt	0	(1,235,000)	(1,585,000)	(1,530,000)
Total Long Term Debt (Net of Current)	26,790,000	28,615,000	30,738,726	34,651,468
Other Long Term Liabilities				
Deferred Revenue	0	0	0	0
Accrued Pension Expense (Net of Current)	0	0	0	0
Other	773,251	950,250	1,122,980	1,066,767
Total Other Long Term Liabilities	773,251	950,250	1,122,980	1,066,767
TOTAL LIABILITIES	34,492,164	37,752,250	41,062,929	44,626,187
Net Assets:				
Unrestricted Fund Balance	74,012,440	72,435,882	81,992,891	80,881,353
Temporarily Restricted Fund Balance	1,959,119	1,959,119	1,959,119	1,959,119
Restricted Fund Balance	600,000	475,000	441,378	489,059
Net Revenue/(Expenses)	685,062	3,303,869	(7,625,017)	1,177,394
TOTAL NET ASSETS	77,256,621	78,173,870	76,768,371	84,506,925
TOTAL LIABILITIES AND NET ASSETS	\$111,748,785	\$115,926,120	\$117,831,300	\$129,133,112

Budgeted Key Patient Statistics

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY Budget for the Year Ending 06/30/19

STATISTICS	Budget 06/30/19	Projected 06/30/18	Budget 06/30/18	Actual 06/30/17	Actual 06/30/16
Discharges					
Acute	1,616	1,616	2,100	1,972	2,049
Total Adult Discharges	1,616	1,616	2,100	1,972	2,049
Newborn	497	497	556	512	577
Total Discharges	2,113	2,113	2,656	2,484	2,626
Patient Days:					
Acute	4,301	4,301	6,580	6,216	6,544
Total Adult Patient Days	4,301	4,301	6,580	6,216	6,544
Newborn	865	865	842	813	887
Total Patient Days	5,166	5,166	7,422	7,029	7,431
Average Length of Stay (ALOS)					
Acute	2.7	2.7	3.1	3.2	3.2
Total Adult ALOS	2.7	2.7	3.1	3.2	3.2
Newborn ALOS	1.7	1.7	1.5	1.6	1.5
Average Daily Census (ADC)					
Acute	11.8	11.8	18.0	17.0	17.9
Total Adult ADC	11.8	11.8	18.0	17.0	17.9
Newborn	2.4	2.4	2.3	2.2	2.4
Emergency Room Statistics					
ER Visits - Admitted	1,666	1,666	1,747	1,806	1,706
ER Visits - Discharged	14,696	14,696	15,157	14,777	14,967
ER - Urgent Care Visits	0	0	0	0	0
Total ER Visits	16,362	16,362	16,904	16,583	16,673
% of ER Visits Admitted	10.18%	10.18%	10.33%	10.89%	10.23%
ER Admissions as a % of Total	103.29%	103.29%	83.27%	91.44%	83.83%
Productivity Statistics:					
FTE's - Worked	425.02	408.07	443.21	429.54	398.86
FTE's - Paid	461.98	443.55	481.75	472.35	440.12
Contract Labor	2.25	9.54	3.02	14.51	18.90
Case Mix Index - Medicare	1.3000	1.3072	1.4000	1.4563	1.4206
Case Mix Index - All payers	0.8700	0.8713	0.9000	0.8607	0.8622
Outpatient Statistics:					
Total Outpatients Visits	77,329	77,329	77,795	82,497	82,218
Observation Bed Days	1,297	1,297	950	1,207	987
Clinic Visits - Primary Care	48,719	48,719	70,908	52,546	69,232
Clinic Visits - Specialty Clinics	4,885	4,885	5,771	6,783	5,937
IP Surgeries	355	355	414	426	411
OP Surgeries	1,663	1,663	1,804	1,772	1,789

Budgeted Key Patient Statistics**PAGE 10****MEMORIAL HOSPITAL OF SWEETWATER COUNTY****ROCK SPRINGS, WY****Budget for the Year Ending 06/30/19**

STATISTICS	Budget 06/30/19	Projected 06/30/18	Budget 06/30/18	Actual 06/30/17	Actual 06/30/16
Ancillary Statistics:					
Laboratory:					
Inpatient	89,575	89,575	113,717	111,711	112,872
Outpatient	394,814	394,814	359,863	359,619	358,520
Radiology					
Inpatient	2,099	2,099	3,569	3,291	3,534
Outpatient	28,264	28,264	27,341	27,214	27,440
Rehab Services (PT, OT, Speech)					
Inpatient	1,219	1,219	2,245	2,193	2,321
Outpatient	5,978	5,978	8,789	8,227	8,908
Cardiac Rehab					
Inpatient	0	0	0	0	0
Outpatient	4,205	4,205	5,405	5,093	5,593
Respiratory Therapy					
Inpatient	16,110	16,110	19,749	21,517	21,173
Outpatient	5,574	5,574	5,784	6,214	5,761
Cardiology					
Inpatient	587	587	1,061	816	709
Outpatient	6,018	6,018	5,865	6,334	5,903

Statement of Cash Flows

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY Budget for the Year Ending 06/30/19

	CASH FLOW	
	Budget 6/30/2019	Projected 6/30/2018
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	\$1,718,077	\$467,218
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	7,800,000	11,148,329
(Increase)/Decrease in Net Patient Accounts Receivable	500,000	(1,857,616)
(Increase)/Decrease in Other Receivables	(9,500)	460,078
(Increase)/Decrease in Inventories	100,000	64,302
(Increase)/Decrease in Pre-Paid Expenses	(100,000)	304,625
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	40,000	(217,438)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	51,600	(447,549)
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	(114,687)	764
Net Cash Provided by Operating Activities:	9,985,490	9,922,713
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(3,000,000)	(3,664,250)
(Increase)/Decrease in Limited Use Cash and Investments	1,939,500	(472,067)
(Increase)/Decrease in Other Limited Use Assets	0	0
(Increase)/Decrease in Other Assets	(152,665)	(347,120)
Net Cash Used by Investing Activities	(1,213,165)	(4,483,437)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(3,060,000)	(2,473,726)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	0	0
Net Cash Used for Financing Activities	(3,060,000)	(2,473,726)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	(2,635,326)	938,281
Net Increase/(Decrease) in Cash	3,076,999	3,903,831
Cash, Beginning of Period	15,272,730	11,368,899
Cash, End of Period	\$18,349,729	\$15,272,730

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Budget for the Year Ending 06/30/19

	Budget 6/30/2019	Projected 6/30/2018	Budget 6/30/2018	Actual 6/30/2017	Actual 6/30/2016
600 Medical/Surgical Nursing/OP Svcs	25.4	23.6	30.8	25.2	23.2
605 Behavioral Health	7.2	6.2	8.0	7.5	8.7
610 OB/Delivery/Nursery/LDRP	17.4	17.6	19.3	17.4	15.8
620 Intensive Care Unit	12.5	12.9	14.8	13.4	12.5
630 Surgical Services	21.9	19.9	24.5	22.2	21.1
633 Recovery Room	2.8	2.6	2.0	3.0	2.7
640 Dialysis	7.0	4.5	5.0	3.2	4.0
650 Emergency Department	23.7	24.4	27.1	24.7	24.1
660 Oncology Services	12.6	10.7	12.3	11.6	11.7
700 Laboratory	34.1	32.4	32.5	31.0	30.4
710 Radiology Diagnostic	9.8	9.2	7.7	9.4	10.8
711 Mammography	1.6	1.1	2.1	1.6	1.8
712 Ultrasound/Echo	4.5	3.3	4.3	3.9	3.6
713 Nuclear Medicine/PET	1.7	1.8	2.0	2.0	2.0
714 CT Scan	4.7	4.5	5.1	4.9	4.2
715 MRI	1.3	1.3	1.3	1.3	1.4
720 Respiratory Therapy	6.0	5.5	6.1	6.2	6.8
722 EKG and Sleep Lab	4.6	4.4	4.6	3.8	2.3
723 Cardiac Rehab	2.4	2.3	2.4	2.8	2.7
730 Physical Therapy	3.5	3.6	4.5	4.4	4.6
782 Quality/Compliance/Inf Cntrl	9.0	8.0	8.5	7.0	6.1
781 Social Worker	1.0	1.0	1.0	1.0	0.9
786 Nursing Informatics	3.0	3.0	3.0	3.0	2.1
790 Health Information Management	12.6	12.5	11.7	12.4	12.3
791 Case Management/Care Transition	5.3	4.3	4.1	5.0	4.3
800 Plant Operations/BioMed	13.7	11.7	13.0	13.9	13.9
801 Housekeeping	23.5	23.5	23.5	23.1	22.4
802 Laundry and Linen	6.5	6.1	6.5	6.8	6.0
810 Security	8.3	7.7	8.1	7.7	7.9
850 Materials Management	8.0	8.0	8.0	7.1	6.6
870 Dietary, Dieticians	19.1	18.1	18.9	18.6	18.2
901 Marketing	1.0	1.0	1.0	0.9	1.0
900 Administration	6.0	5.7	6.0	7.8	6.5
905 Nursing Administration	4.3	5.2	6.5	5.7	5.1
910 Information Systems	8.0	7.6	8.0	7.2	5.5
920 Human Resources	4.6	4.3	4.7	5.1	5.9
930 General Accounting	5.0	4.5	5.0	4.9	4.9
940 Patient Accounting	14.0	14.4	14.8	13.0	12.0
941 Admitting and Outpatient Registration	13.4	14.3	13.4	14.5	14.9
942 Communications	3.0	2.8	2.9	2.8	2.6
943 Central Scheduling	4.0	3.9	4.0	3.9	2.6
950 Orthopedic Clinic (no physician)	4.1	6.2	9.3	9.1	8.1
974 Primary Care Clinic (no physician)	41.9	37.5	42.2	44.7	34.9
All Other (Educ, MedStf, Volunteer, Found, Phys Rec)	7.8	7.5	8.0	8.0	7.7
Sub-Total	431.7	410.6	448.3	432.3	406.8
Physicians/PAs/Nurse Practitioners	30.3	33.0	33.4	40.1	34.3
TOTALS	462.0	443.6	481.8	472.4	441.1
Contract Labor					
Emergency Room	0.3	3.2	0.8	3.3	6.1
Med/Surg	0.0	0.0	0.0	2.3	3.0
OB/Delivery/Nursery/LDRP	0.5	0.6	0.3	0.8	1.6
Special Care Unit (ICU)	0.0	0.6	0.4	1.8	2.3
Surgical Services	1.0	3.3	0.5	3.5	4.3
Ultrasound	0.5	1.1	0.5	0.5	0.7
Laboratory	0.0	0.0	0.0	0.7	0.6
Behavioral Health	0.0	0.2	0.0	0.0	0.0
EKG and Sleep Lab	0.0	0.0	0.0	0.6	0.8
Oncology Services	0.0	0.1	0.0	0.1	0.2
Dialysis	0.0	0.4	0.0	0.5	0.0
Maintenance	0.0	0.0	0.0	0.1	0.0
Physical Therapy	0.0	0.0	0.5	0.4	0.2
Sub-Total	2.3	9.5	3.0	14.5	19.8
Total Employed FTEs and Contract Labor	464.2	453.1	484.8	486.9	460.9

Key Financial Ratios

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY Budget for the Year Ending 06/30/19

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Budget 6/30/2019	Projected 6/30/2018	Actual 06/30/17	BB+ Credit Rating Current	BBB- Credit Rating Median	WYOMING All Hospitals (See Note 1)	National Rural <\$90M Net Rev (See Note 2)
Profitability:								
Operating Margin	↑	1.90%	0.53%	-9.40%	0.10%	0.30%	2.64%	-0.73%
Total Profit Margin	↑	0.76%	3.78%	-8.88%	0.80%	1.00%	6.11%	0.21%
Return on Assets	↑	0.61%	2.85%	-6.47%			4.21%	0.23%
Contractual Allowance %	↓	40.50%	39.92%	38.66%			34.31%	53.86%
Inpatient Gross Revenue Percentage		23.50%	23.81%	31.08%			36.90%	28.70%
Outpatient Gross Revenue Percentage		76.50%	76.19%	68.92%			64.10%	71.70%
Liquidity:								
Days of Cash on Hand, Short Term	↑	80.82	69.76	48.77			46.80	20.90
Days Cash, All Sources	↑	129.76	115.49	91.17	91.30	**129	62.00	37.80
Net Days in Accounts Receivable	↓	50.02	53.67	46.47	52.40	51.80	66.90	57.20
Average Payment Period	↓	31.20	37.82	39.47			44.80	49.20
Current Ratio	↑	5.14	4.05	3.09			3.66	1.74
Capital Structure:								
Average Age of Plant (Annualized)	↓	12.58	10.85	8.40	15.10	11.20	9.50	12.40
Capital Costs as a % of Total Exp.		6.91%	7.49%	8.06%			5.19%	5.47%
Long Term Debt to Equity	↓	34.68%	36.60%	40.04%			13.71%	4.42%
Long Term Debt to Capitalization	↓	25.75%	26.80%	28.59%	48.20%	41.60%	16.80%	10.00%
Debt Service Coverage Ratio	↑	3.97	3.43	1.33	1.80	**2.3	N/A	2.64
Productivity and Efficiency:								
Including Providers								
Paid FTE's per Adjusted Occupied Bed	↓	8.43	8.36	8.07			6.60	4.63
Salary Expense per Paid FTE		\$86,892	\$88,567	\$92,940			\$62,436	\$48,150
Excluding Providers								
Paid FTE's per Adjusted Occupied Bed	↓	7.88	7.75	7.51			6.60	4.63
Salary Expense per Paid FTE		\$59,288	\$60,457	\$63,334			\$62,436	\$48,150
Salary and Benefits as a % of Total Operating Expense		56.43%	56.48%	54.67%			43.60%	42.40%
Total Net Revenue per FTE	↑	\$195,694	\$196,898	\$181,723			\$132,369	\$109,053
Employee Benefits %		25.19%	25.91%	23.30%			22.98%	29.27%
Supply Expense Per Adj. Discharge - CMI Adj.	↓	\$1,829	\$1,743	\$1,769			\$1,270	\$713
Inventory Ratio	↑	36.16	33.59	32.22			52.24	49.04
Other Ratios:								
Gross Days in Accounts Receivable	↓	49.78	52.82	46.65				
Net Revenue per Adjusted Discharge	↑	\$ 11,974	\$ 11,746	\$12,283				
Operating Expenses per Adj. Discharge	↓	\$ 11,747	\$ 11,683	\$13,438				

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

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

21 of 28 hospitals in Wyoming are Critical Access

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

Capital Expenditures Budget

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Budget For The Year Ending 6/30/2019

		6/30/2019			6/30/2020		6/30/2021	
Department	Requested Item	Number of Units	Unit Cost	Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget
BLOOD BANK	Blood Bank Cell Washer	1	\$7,403	\$7,403				
BLOOD BANK	Automated Blood Bank Analyzer	1	\$93,500	\$93,500				
BLOOD BANK	Blood Bank double door refrigerator	1	\$13,196	\$13,196				
BLOOD BANK	Blood Bank -20 degrees freezer	1	\$10,573	\$10,573				
BLOOD BANK	Automated Blood Bank Analyzer	1	\$113,500	\$113,500				
CARDIOPULMONARY	Muse Cardiology IS	1	\$174,094	\$174,094				
DIALYSIS	Dialysis Machine	2	\$13,500	\$27,000				
FISCAL	GP Upgrade	1	\$75,880		\$75,880			
DIETARY	Diet Office Room Service Software/Hardware	1	\$94,600	\$94,600				
DIETARY	Refrigeration Unit For Cooks Line	1	\$12,889	\$12,889				
DIETARY	Conveyor Belt Dishwasher	1	\$47,000	\$47,000				
DIETARY	Floor Fill	1	\$10,000	\$10,000				
DIETARY	Posiflex 2	1	\$5,079	\$5,079				
DIETARY	Steamers	1	18000	\$18,000				
DIETARY	Tilt Skillet	1	\$17,736	\$17,736				
DIETARY	Walk-In Cooler and Freezer Units/Including Renovation	1	\$81,588	\$81,588				
HISTOLOGY	Hologic Thin Prep2000 Processor (Histology)							\$42,238
HR	Healthcare Source HT	1	\$40,317	\$40,317				
IT	Upgrade Iprism	1	\$30,000	\$30,000				
IT	Upgrade Mirth Support	1	\$36,000	\$36,000				
IT	Replace Core Network Switches	1	\$167,000	\$167,000				
IT	Upgrade QCPR to Version 6.2	1	\$234,000	\$234,000				
IT	Laptops for Providers and Replacements	40	\$2,400	\$96,000				
IT	Desktop Computers and Monitors	75	\$1,160	\$87,000				
IT	Upgrade WAN Optimization	1	\$20,000	\$20,000				
IT	Upgrade QCPR Server Hardware	1	\$120,000	\$120,000				
IT	Additional Fax Gateway	1	\$8,000	\$8,000				
IT	Interface to Lab's Biofire Instrument	1	\$20,000	\$20,000				
IT	ClinDoc Software Module for QCPR	1	\$350,000	\$350,000				

Department	Requested Item	Number of Units	Unit Cost	6/30/2019			6/30/2020			6/30/2021		
				Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget
LABORATORY	Automated Urinalysis analyzer, Clinitek auwi	1	\$110,195			\$110,195						
LABORATORY	Automated Urinalysis analyzer, Clinitek advantus	1	\$17,429			\$17,429						
LABORATORY	Refrigerator	1	\$7,196			\$7,196						
LABORATORY	-20 degrees freezer	1	\$7,088			\$7,088						
LABORATORY	Fluorescent Microscope	1	\$7,371			\$7,371						
LABORATORY	Centrifuge, replacement	1	\$6,810			\$6,810						
LABORATORY	T2Dx	1	\$102,000			\$102,000						
LABORATORY	Automated Urinalysis Analyzer	1	\$130,195			\$130,195						
LABORATORY	Microscan, automated microbiology/walkaway system								\$45,000			
LABORATORY	Bruker MALDI TOF and Phoenix system								\$295,500			
LABORATORY	Novabio StatStrip glucometers								\$70,000			
LABORATORY	Chemistry analyzer (purchased in 2014)										\$300,000	
LABORATORY	Coagulation analyzers (purchased in 2014)										\$100,000	
MAINTENANCE	Central Plant Upgrade	1	\$1,900,000			\$1,900,000						
MAINTENANCE	Replace S1 HVAC unit including Laundry Upgrade	1	\$1,850,000			\$1,850,000						
MAINTENANCE	Retaining Wall Design	1	\$24,000			\$24,000						
MAINTENANCE	Replace De-Aerator Tank in Powerhouse	1	\$350,000			\$350,000						
MAINTENANCE	Replacement of S3	1	\$1,000,000			\$1,000,000						
MAINTENANCE	Replacement of S6	1	\$1,100,000			\$1,100,000						
MAINTENANCE	Upgrade of S2 HVAC Unit	1	\$21,000			\$21,000						
MAINTENANCE	Basement Level Fire Sprinkler Replacement	1	\$9,000			\$9,000						
MAINTENANCE	Basement Level Ceiling Replacement	1	\$22,000			\$22,000						
MAINTENANCE	ICU Roof	1	\$110,000			\$110,000						
MAINTENANCE	Roof Fall Protection System	1	\$71,000			\$71,000						
MAINTENANCE	Resolve Steam Condensate Issues	1	\$23,000			\$23,000						
MAINTENANCE	Lawn Tractor - Ventrac 3400Y	1	\$48,000			\$48,000						
MAINTENANCE	Resolve Air Balancing issues in Lab/Fiscal	1	\$198,000			\$198,000						
MAINTENANCE	Resolve domestic HW issues	1	\$24,500			\$24,500						
MAINTENANCE	Remove asbestos ACM flooring on B-level-vinyl tile	1	\$70,000			\$70,000						
MAINTENANCE	Dust Collection System for carpenter shop	1	\$4,200			\$4,200						
MAINTENANCE	Build Lean-To Storage Shed onto Carpenter Shop	1	\$5,000			\$5,000						
MAINTENANCE	New Underground Storage Tank for Additional Fuel	1	\$225,000			\$225,000						
MAINTENANCE	Engineering for Window Wells	1	\$10,000			\$10,000						
MAINTENANCE	Engineering for Generator Building Fire Suppression	1	\$10,000			\$10,000						
MAINTENANCE	Parking Lot revisions	1	\$344,000			\$344,000						
MAINTENANCE	Engineering for Emergency Diesel Generators	1	\$135,000			\$135,000						
MAINTENANCE	Ambulance Bay Drains	1	\$87,000			\$87,000						
MAINTENANCE-College Hill	Fire Notification System	1	\$30,000			\$30,000						
MAINTENANCE-College Hill	Lawn Sprinkler Systems	1	\$30,000			\$30,000						
MAINTENANCE - Off Site	Off site - Replace Front Steps/Porch Townhouse	1	\$8,000			\$8,000						
MAINTENANCE - Other Depts	OR Architectural/Engineering/Redesign of patient spaces	1	\$90,000			\$90,000						
MAINTENANCE - Other Depts	Private Room in Medical Oncology	1	\$40,000			\$40,000						
MAINTENANCE - Other Depts	Remodel Rad-Room 3	1	\$210,000			\$210,000						
MAINTENANCE - Other Depts	Remodel Rad-Room 4	1	\$175,000			\$175,000						
MAINTENANCE - Other Depts	Kitchen Dish Room	1	\$20,000			\$20,000						
MAINTENANCE - Other Depts	Kitchen Walk-In Refrigerator/Freezer Reno	1	\$20,000			\$20,000						
MAINTENANCE - Other Depts	Kitchen Refrigerator Prep Line	1	\$10,000			\$10,000						

Department	Requested Item	Number of Units	Unit Cost	Capital Budget	6/30/2019	6/30/2020	6/30/2021
OB	Fetal Monitor Carts	1	\$9,095	\$9,095			
OB	Wireless Fetal Monitor	1	\$5,308	\$5,308			
RADIATION ONCOLOGY	Stereotactic Cone System	1	\$96,015	\$96,015			
RADIATION ONCOLOGY	18x Photon Beam	1	\$35,512	\$35,512			
RADIOLOGY-ECHO	EPIC 7C Cardiac Ultrasound System	1	\$151,557	\$151,557			
RADIOLOGY	PACS Software Upgrade and Prof Service	1	\$38,550	\$38,550			
RADIOLOGY	MRS7 Results Sys Upgrade	1	\$6,625	\$6,625			
RADIOLOGY-MAMMO	Tomo-Tech Software for 3D Breast Imaging	1	\$150,000	\$150,000			
RADIOLOGY	DR Bridge Program Enterprise CR	1	\$27,891	\$27,891			
RADIOLOGY	Digital Portable X-Ray Unit #1	1	\$172,535	\$172,535			
RADIOLOGY	Digital Portable X-Ray Unit #2	1	\$172,535	\$172,535			
RADIOLOGY	DR for the GE Precision 500	1	\$88,560	\$88,560			
RADIOLOGY	Rad Room - Multiram Rax	1	\$741,485	\$741,485			
RADIOLOGY	Rad Room - Ysio Max	1	\$473,541	\$473,541			
RADIOLOGY-CT	Overhead Mount CT Injection System	1	\$48,000	\$48,000			
RESPIRATORY	VestSystem	1	\$9,500	\$9,500			
RESPIRATORY	Second Epoc Blood Gas Device	1	\$7,160	\$7,160			
RESPIRATORY	Non-Invasive Ventilator	1	\$25,980	\$25,980			
RESPIRATORY	Respironics Trilogy Vent	1	\$11,687	\$11,687			
SECURITY	Inet Operating Control Boards	1	\$35,454	\$35,454			
SURGERY	Endoscopic System Replacement	1	\$331,834	\$331,834			
SURGERY	Pediatric Foreign Body Removal	1	\$31,453	\$31,453			
SURGERY	Percutaneous Nephrolithotomy System	1	\$11,920	\$11,920			
SURGERY	Phase II operating room overhead lights	1	\$100,000	\$100,000			
SURGERY	OR Scheduling System	1	\$10,995	\$10,995			
SURGERY	V-Pro Max Sterilizer	1	\$128,773	\$128,773			
SURGERY	Choledoscopes	1	\$15,560	\$15,560			
SURGERY	Ultrasound System and PICC Placement device	1	\$35,225	\$35,225			
UROLOGY	Equipment for SpaceOAR Procedures	1	\$30,574	\$30,574			
TOTAL CAPITAL REQUESTS				\$13,599,784	\$486,380	\$442,238	

**Human Resources Committee Meeting
Monday, May 15, 2018
3:00 PM – MOB Conference Room
AGENDA**

Old Business

- I. Approval of Minutes
- II. Turnover Report - Amber
- III. Open Positions –Amy
- IV. Employee Policies Update - Suzan

New Business

- I. Determination of Next Meeting Date

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Human Resources Committee Meeting
Monday, April 23rd, 2018
Classroom 1

TRUSTEE MEMBER(S) PRESENT: Richard Mathey, Ed Tardoni

MEMBERS PRESENT: Irene Richardson, Suzan Campbell, Amber Fisk

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

Richard Mathey called meeting to order at 3:05 pm.

Richard asked for a motion to approve minutes. Tami Love made the first motion with the correction of Irene's last name. Irene Richardson seconded the motion. All ayes, none opposed. Motion carried.

OLD BUSINESS

Arthur J Gallagher

Brandon Nelson called Michael Wiener with Arthur J Gallagher to join the meeting. Michael reviewed the data he had emailed over that compared claims for 2016 and 2017. Michael shared that claims had gone up significantly due to 3 employees having \$500,000 worth of claims so it made sense that finance was trying to figure out why our health was costing us so much. The data confirms that UUHP is running our plan properly, the high claims is where that high cost was coming from. In comparison to BCBSWY, the administrative costs with UUHP are a little less. Michael let the committee know that they are working on a data dump to analyze what claims would be with BCBSWY versus UUHP. For example, what does a baby being delivered cost with BCBSWY and what would it cost with UUHP. He stated he is waiting for the underwriters to put this together as well as some more data that was requested from BCBSWY.

Turnover

Amber shared that a rolling calendar was added to the bottom in a chart. Richard asked what Annual Education was as a termination reason. Amber explained that it was those employees that are PRN and fail to do their annual education and so they are termed as they are required to complete it like every other employee. She shared it is a Joint Commission requirement. In March 5 out of 6 terms were on written warnings and 3 resigned.

Open Positions

Amy shared the following:

- 24 open positions
- 15 are full-time
- 4 are part-time
- 5 PRN

Amy shared that she has had to repost 3 different jobs; an OR Nurse, OR Aide and Report Writer.

Updates on Policies

Discussion to fix the PTO chart took place and what wording to use to make it clear. Also on page 3, 1st sentence it was suggested to move under the PTO chart; "No PTO hours will accrue beyond the maximum, 320 hours". Wording also adjusted was, "A new work week begins each Sunday at midnight".

Ed asked about Hardship Withdrawals and what criteria would be used. Amber shared she planned on using the same criteria that our retirement uses for hardship withdrawals. Susan stated she would give Richard all other employee policies for him to review.

Discussion about exempt versus non-exempt employees took place in regards to IT and Nursing Informatics. Kari Quickenden shared that she spoke with Nursing Informatics and they all seemed receptive to no extra pays and remaining exempt. Tami shared that IT was upset per an email she received. It was determined that we as an employer need to remain consistent with our exempt and non-exempt employees.

NEW BUSINESS

No new business

Next Meeting

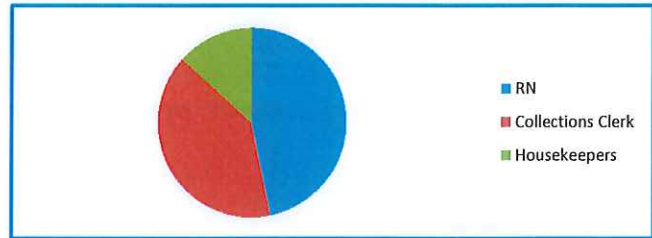
Tuesday, May 15th at 3:00 pm.

Meeting adjourned.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
2018 Overall Turnover Data (As of 04/30/2018)

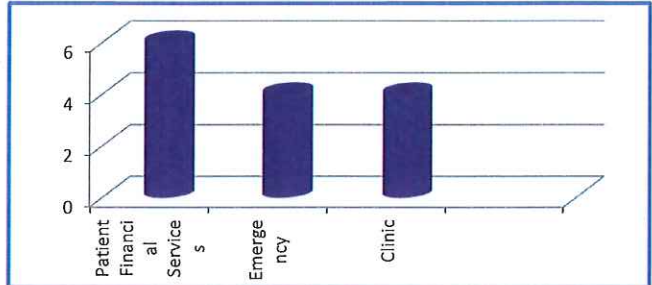
Top Position(s) / Turnover

	2018	%
RN	7	6%
Collections Clerk	6	67%
Housekeepers	2	8%



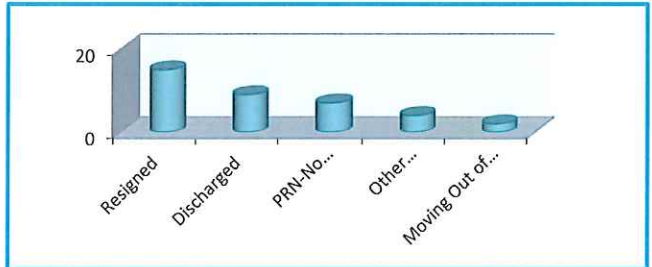
Top Department(s) / Turnover

	2018	%
Patient Financial Services	6	20%
Emergency	4	11%
Clinic	4	11%



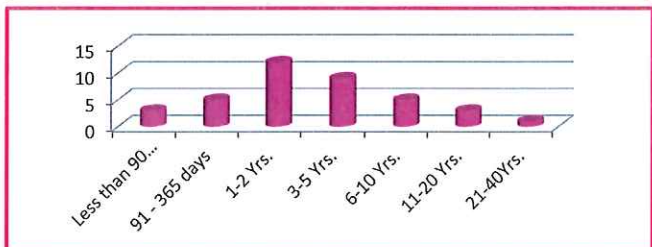
Top 5 Reasons / Turnover

	2018	%
Resigned	15	39%
Discharged	9	24%
PRN-No Available Work	7	18%
Other Employment	4	11%
Moving Out of Area/Relocation	2	5%



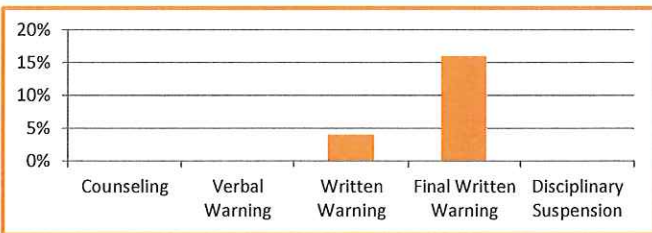
Length of Service

	2018	%
Less than 90 days	3	8%
91 - 365 days	5	13%
1-2 Yrs.	12	32%
3-5 Yrs.	9	24%
6-10 Yrs.	5	13%
11-20 Yrs.	3	8%
21-40Yrs.	1	3%
Total	38	



Corrective Action

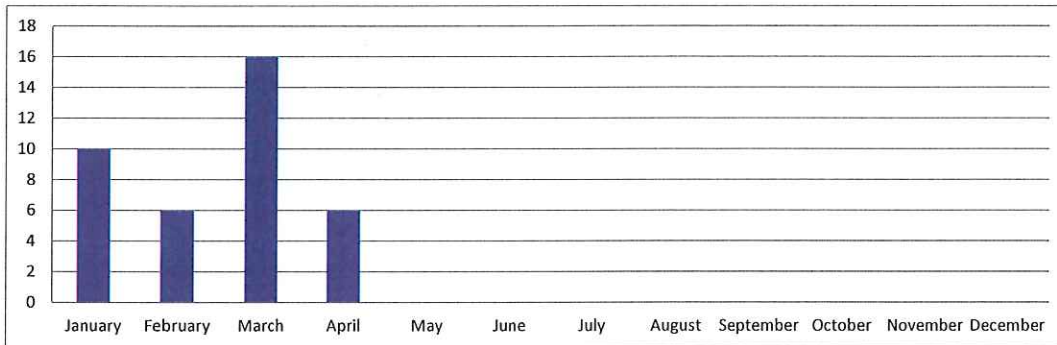
Counseling	
Verbal Warning	
Written Warning	4%
Final Written Warning	16%
Disciplinary Suspension	



2018 Separations - Hospital Wide

	Separations	New Employees	Total Employees
January	10	7	502
February	6	5	501
March	16	9	494
April	6	16	500
May			
June			
July			
August			
September			
October			
November			
December			
Total	38		

8%

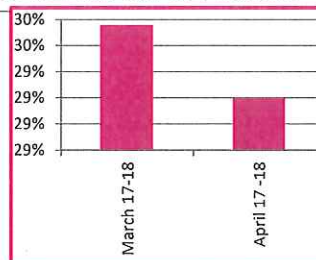
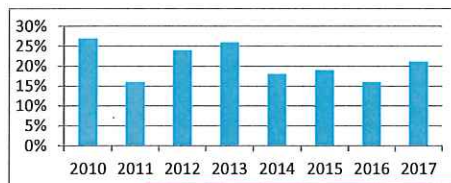


Involuntary	9
Voluntary	29
Total	38

<u>Classifications</u>	
RN	7
Classified	31
Total	38

<u>2009</u>	<u>Overall Turnover</u>
2010	96
2011	98
2012	79
2013	104
2014	113
2015	88
2016	97
2017	86
2018	116
	38

25%
27%
16%
24%
26%
18%
19%
16%
21%
8%



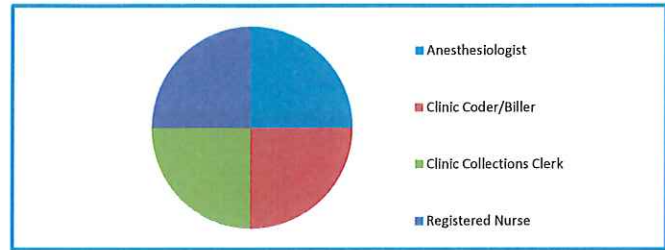
Rolling 12 months

	Separations	%
March 17-18	147	30%
April 17-18	146	29%

MEMORIAL HOSPITAL OF SWEETWATER COUNTY - CLINIC DATA
2018 Clinic Turnover Data (as of 04/30/2018)

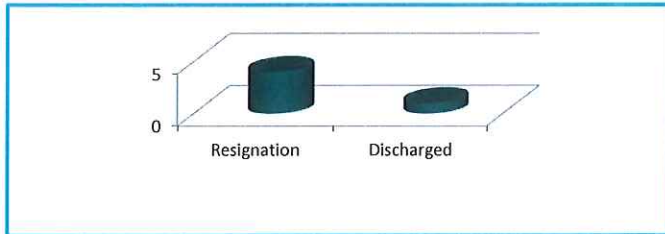
Top Position(s) / Turnover

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



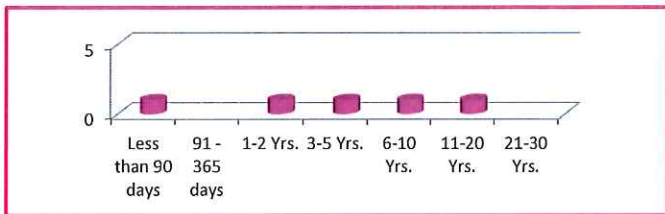
Top Reason(s) / Turnover

	2018	%
Resignation	4	80%
Discharged	1	20%



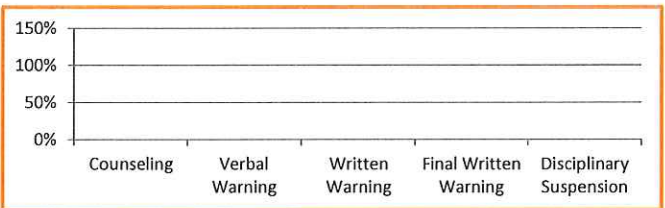
Length of Service

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



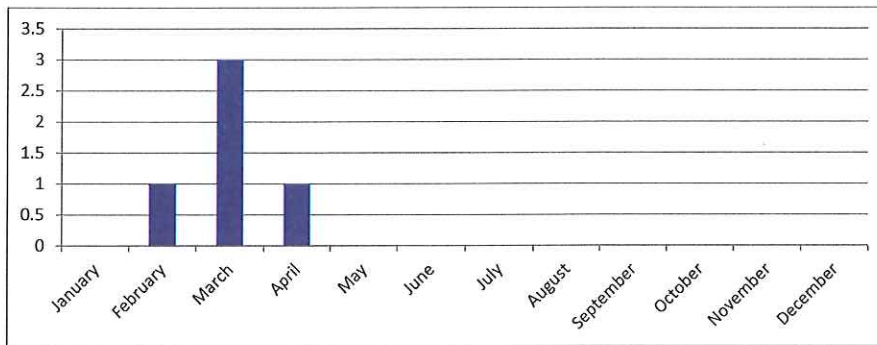
Corrective Action

Counseling
 Verbal Warning
 Written Warning
 Final Written Warning
 Disciplinary Suspension



2018 Separations - Clinic

	Separations	New Employees	Total Employees	
January	0	0	111	111
February	1	0	110	
March	3	0	107	
April	1	1	107	
May				
June				
July				
August				
September				
October				
November				
December				
Total	5			5%



<u>Separations</u>	
Involuntary	1
Voluntary	4
Total	5

<u>Classifications</u>	
RN	1
Classified	4
Total	5

<u>Overall Turnover</u>		
2014	20	26%
2015	11	18%
2016	16	14%
2017	26	23%
2018	5	5%





Job Postings as of 05/11/2018



Position	Req #	Position Status	Shift: Days / Hours	Position Qualifications
<u>CASE MANAGEMENT</u>				
CDI - Internal Only	2110	Regular Full-Time	Variable	The CDIC is a registered nurse and licensed as such under the Wyoming State Board of Nursing. The RN must have graduated from an accredited school of nursing. BSN required, Masters preferred. Must be willing to obtain the Certified Clinical Documentation Specialist (CCDS) within 3 years of hire.
<u>Dietitian</u>				
Dietitian	2023	Regular Full-Time	Days	Possession of a Bachelor's or advanced degree from an accredited institution with a B.A. or B.S. degree in food and nutrition or equivalent. American Dietician Association registration required, Wyoming Dietitian License or ability to acquire within 6 months of hire date, and 1-2 years clinical nutrition experience preferred.
<u>EDUCAITON</u>				
Clinical Education Coordinator	2102	Regular Part-Time	Variable Days	Currently licensed Registered Nurse with a master's degree in nursing or willing to enroll in a master's in nursing program within 6 months of hire into the position and must have master's completed within four years of start date.
<u>HOUSEKEEPING</u>				
Housekeeper	2112	Regular Full-Time	Variable	High School Diploma or Equivalent preferred.
Housekeeper	2113	Regular Full-Time	Variable	High School Diploma or Equivalent preferred.
Ultrasound Tech	2061	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.
Cardiac Sonographer	2103	Regular Full-Time	Days	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 ONCOLOGY</u>				
	2108	Regular Full-Time	Days	Bachelor's Degree or equivalent of 4 years of experience in community engagement, marketing, public relations, or in a related area is preferred.
<u>MOB/CLINIC</u>				
Registered Nurse	2098	Regular Full-Time	Days	Current Wyoming Nursing License and hold a current BLS certification.
Registered Nurse	2106	Regular Full-Time	Days	Current Wyoming Nursing License and hold a current BLS certification.
Clinic Collections Clerk/Receptionist	2111	Regular Full-Time	Days	40 WPM Required - High School diploma or equivalent and/or technical school with courses in related field required.
Clinic Collections Clerk/Receptionist	2099	Regular Full-Time	Days	40 WPM Required - High School diploma or equivalent and/or technical school with courses in related field required.
<u>OB</u>				
Registered Nurse	2090	Regular Full-Time	Nights	Current Wyoming Nursing License and hold a current BLS certification.
<u>QUALITY</u>				
Quality Analyst	2114	Regular Full-Time	Days	A Bachelor's Degree in a health related field is preferred, or accomplished within 4 years of accepting the position. A minimum of two years in a health related field is required or ability to demonstrate competent skills related to the position.
<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>RESPIRATORY THERAPY</u>				
Respiratory Therapist	1615	PRN	Variable	High School diploma or equivalent required. Completion of AMA approved School for Respiratory Therapy. NBRC (National Respiratory Care) license required. Wyoming Respiratory License required. Must have passed National Registry exams.

Board Charter for Quality Committee

Board of Trustees Orientation and Resource Manual

Category: Board Committee & Committee Charters

Title: Quality Committee

Original adoption: June 14, 2010

Revision: October 4, 2017 and June 6, 2018

Purpose:

The purpose of the Quality Committee is **to represent and assist the Board in its fiduciary and oversight duties regarding the delivery of safe quality care as set forth below.**

Definition of Quality: “Quality at Memorial Hospital of Sweetwater County is a patient-centered commitment to excellence, consistently using best practice for process improvement to achieve the best outcomes for our patients and organizational culture.”

The American Institute of Medicine (IAM) defines the six (6) dimension of quality as:

1. **SAFE**, *does not harm*
2. **TIMELY**, *delivered without unnecessary delays*
3. **EFFECTIVE**, *based on the best scientific knowledge currently available*
4. **EFFICIENT**, *does not waste resources*
5. **EQUITABLE**, *based health needs not personal characteristics*
6. **PATIENT-CENTERED**, *respectful and customized according to patients needs and values*

Responsibilities:

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

1. Reviews monthly the quality, safety and patient experience reports as well as priority focus topics as identified by the committee.
2. Develops Board level policies regarding the delivery of safe, patient centered, quality care, as needed.
3. Develops organizational strategy regarding the delivery of safe patient centered, quality care as aligned with the organizational strategic plan.
4. Reviews the hospital’s annual “Quality Assessment Performance Improvement (QAPI) and Safety Plan and makes recommendations to the Board regarding approval of said plan.

5. Monitors overall quality, safety, and patient experience of the organization as aligned with approved plans, goals and regulatory requirements.
6. Reviews all *Serious Safety Events*, as defined by our organization, the National Quality Forum, Wyoming Department of Health, Joint Commission and/or other agencies along with improvement plans. The committee designee reports it to the Board in executive session.
7. Assures that quality and cost are appropriately inter-related and that the hospital's culture and resources are sufficient to support efforts to improve quality and reduce costs.
8. In executive session, participates with medical staff to set criteria and processes for credentialing and the ongoing quality monitoring of clinicians, and recommends Board approval. Monitors credentialing process for consistency, fairness and effectiveness. Review of high level reports and outcomes from the Medical Staff Ongoing Professional Practice Evaluation process bi-annually.
9. Requires that major new programs and/or service additions or enhancements have met specific quality-related performance criteria including, but not limited to, volume, staffing, and accreditation requirements.
10. Recommend education programs to the Board.

Composition

The committee shall consist of two (2) members of the Board, one of whom shall serve as Chair; the Chief Medical Officer and at least one other physician; ~~the Chief Executive Officer, the Chief Financial Officer, the Chief Nursing Officer, the Chief Clinical Officer,~~ Senior Leadership, Compliance/Risk Manager Director, Quality Director, ~~Accreditation, the Director of Quality, Director of Infection Prevention and the Clinic~~ Director/Manager-designee. Each of these members shall have voting privileges.

~~Meetings should be attended by the Director of Information Technology, the Medical Staff Supervisor, and representatives from other patient care departments. These individuals shall not have voting privileges.~~

Meeting Schedule

The committee shall meet monthly, and as needed.

Reports

The committee will regularly receive and review the following reports and executive summaries will be reported to the Board:

- The reports for quality, patient safety, and patient experience monthly. .
Payment adjustment program information and publicly reported quality metrics as made available by the Centers for Medicare and Medicaid Services

- *Serious Safety* Events, as they occur.
- Root Cause Analysis (RCA) and Failure Mode and Effects Analysis (FMEA) reports as they occur.
- Environmental safety reports quarterly.
- Progress on performance improvements and/or safety goals as aligned with identified priority areas in the QAPI Plan and/or other priorities identified by the committee monthly in action plan format.
- Quality Assessment Performance Improvement and Safety Plan annually.
- Culture of Safety survey biennially.
- Accreditation reports when received.
- Audit of credentialing process at least every two years.
- Audit of peer review and focused monitoring annually.
- Audit clinical contract quality review annually.

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

QUALITY

Mortality. No deviations from expected. Mortality rates similar to national averages.

Readmission. Hospital-wide all cause 30-day readmission rate for acute care inpatients is at 6.86% for March. Our goal is less than 12%. We are currently meeting goals and continue to monitor. Readmission work team in place and meet quarterly. Opportunities for improvement targeted at Chronic Obstructive Pulmonary Disease (COPD) populations and Pneumonia populations.

Safety of Care. Refer to safety report.

Infection prevention. There was 1 reportable Catheter Associated Urinary Tract Infection (CAUTI) and 1 reportable hospital acquired Clostridium Difficile (C.diff) infection. Individual cases and data is shared with the Infection Prevention committee and specific units as applicable. Opportunities for improvement are addressed with each occurrence.

Efficient Use of Medical Imaging. Data updated annually. Opportunities for improvement identified in areas of mammography follow-up, abdomen CT and Thorax CT- use of contrast material. Data and opportunities have been shared with the Director of Radiology and Radiologist. Annual data made available in May. Evaluation of interventions for improvement to begin after evaluation of most recent data.

Timeliness of Care. Median time for ED arrival to ED departure for admitted patients was 306 minutes in March, down from 317 minutes in February. Current goal is to be under 300 minutes. Target goal not yet reached and sustained. Target date for goal set at June 2018. Initiation of 2 new paramedics to evaluate patients more timely based on presenting symptoms started April 16th. Bedside report in progress among day shift. Evaluation of expanding to night shift in progress. Goal date of June 2018 for bedside report in place. Communication between inpatient unit and ED continues with tracking of times for admitted patients. Goal of less than 1 hour established from report time to bed time within transition phase. Currently meeting goal. Re-evaluation of throughput goal time will be evaluated in June.

Median time to ECG at 5.5 minutes in March, down from 24 minutes in February. Our goal is less than 8 minutes. All cases for March have been reviewed. Interventions: changes to the documentation process of ECGs performed by EMS prior to arrival- initiated March 2018. New work team has been established with focused interventions. New work team scheduled to meet on May 16, 2018.

Effectiveness of Care. Head CT or MRI scan results for stroke within 45 minutes is at 100% for March, up from 0% in February. Our goal is greater than 71.6%. Opportunities for improvement discussed with radiologist and ED team as issues are identified. All cases not meeting standard are individually reviewed through the peer review process.

QUALITY ASSESSMENT PERFORMANCE IMPROVEMENT (QAPI)

Opportunities for improvement. Sepsis management bundle adherence increased to 75% from 25% in February. Our goal is 40%. Improvement is not yet sustained and teams continue to monitor and evaluate opportunities. All deviations from the standard are individually reviewed through the medical staff peer review process. Discussing education options with lab and inpatient units. Discussion will take place in May 2018 with follow up in June.

Meaningful use measures identified as opportunity for improvement. Medication reconciliation at 48.6% for March. A threshold of 50% for a 90 day period is required to avoid payment penalty. Informatics to review data and communicate deviations from standard with individual physicians. Summary of Care is at 7.02%. A threshold of 10% for a 90 day period is required to avoid payment penalty. Inpatient units will be calling informatics to assist in meeting standard among transferred patients. Patient portal usage has 0 patients that has accessed the portal. A threshold of 1 patient is required to avoid payment penalty. Will be finding 1 patient to assist with sign-on process to meet threshold by June 2018. A lack of process for portal usage has been identified, along with assessment of current portal revealing minimal usefulness to patients and cumbersome sign-on process. Discussion about future options for portal at June QAPI meeting.

PATIENT EXPERIENCE

Inpatient HCAHPS.

Q1 2018 review. Opportunity for improvement identified in area of “Doctors respect, listening, and explaining” for Q1 2018. Interventions: Identified in strategic plan as priority of focus, integrated on physician profiles for applicable inpatient physicians, will be communicated at applicable medical staff meetings in May.

Opportunity for improvement in “Nurses respect, listen, and explaining.” Interventions: rounding in ICU began February 2018. Rounding on medical floor began April 2018. Explanation of data at medical floor staff meeting occurred in May with discussions about department specific interventions.

Noise reduction strategies include purchase of “Yacker Trackers” for ICU, Medical Floor and Obstetrical departments. Arrival of product in May.

Medical floor exploring options for enhancing discharge information process, including targeted focus on explaining medications and side effects of medications. Follow up to occur May 28th on potential interventions.

Meetings with clinical directors have been set up to review how to access, interpret, and share patient experience data for unit specific interventions throughout May. Patient experience integrated into strategic plan with work team focus beginning in May.

MERIT-BASED INCENTIVE PROGRAM (MIPS)

Refer to Clinic Quality report.

Present: Priscilla Anderson, Kim White, Melissa Anderson, Jodi Corley, Leslie Taylor, Dr. Banu Symington, Dr. Kristy Nielson, Clayton Radakovich, Rich Tyler, Irene Richardson, Cindy Nelson, Kari Quickenden, Suzan Campbell, Dr. Melinda Poyer, Taylor Jones, Dr. Barbara Sowada, Kerry Downs, Tracie Soller, Amanda Molski, Renee Petty, Shawna Welter

Absent/Excused: Dr. David Liu, Dr. Christian Theodosios, Sara Roth, Melissa Mansfield, Holly Ellison, Valerie Boggs, Tami Love, Crystal Hamblin,

Chair: Taylor Jones

Minutes

April 18, 2018 Minutes were presented, motion to approve by Mr. Radakovich, seconded by Dr. Sowada. Motion carried.

Consent Agenda - Hospital

Dr. Sowada thanked Ms. Molski and the QAPI Committee for their work in reorganizing the Quality dashboard. Dr. Sowada questioned where the C-section statistics were? Ms. Molski stated they were moved to the Perinatal dashboard, and that we could continue to bring them to Quality.

Dr. Sowada congratulated the team and staff on all their hard work and completing the TJC survey. She further noted how complimentary the surveyor was with the work we have done.

Lastly, as a board member, Dr. Sowada requested analyzing patient transfers. Mr. Radakovich noted that they had just been having that conversation and have started correlating the data. Currently, with the limited data we have gathered, there has been no statistical change noted. Dr. Sowada noted that historically the perception and belief is we are transferring more than needed. Dr. Poyer said they have already asked Mr. Radakovich to dig down and pull all the statistics back to 2014. Statistically, it has shown that most transfers relate to changes in standard of care, and some of those standards of care we cannot support, and must transfer for the appropriate care. The numbers suggest we are transferring within the same range of other facilities our size, not that we don't have some room for improvement. Our concern needs to be the perception, and addressing those questions.

Dr. Symington noted since she has started in Hematology/Oncology that although she has seen many new hematology referrals, she has not seen an increase in new oncology cases. Some seem to be referred to Huntsman first for the initial procedures, then self-electing to do continued care here. Additionally, those referrals she does get are not always accompanied with a professional call. Ms. White stated she will be working more closely with discharge planning through the ED and can help with that decision making process. Dr. Sowada questioned, could we make those referrals and follow up appointments for patients? Mr. Radakovich stated we could as long as we did it for all patients, obviously within the time frames

of office hours. Dr. Poyer suggested we create a referral list that allows us to refer unassigned patients to a community physician, without showing favoritism, based on "who's day it is". Ms. Petty stated one problem we run into with ED discharged patients is medications: cost, physician follow up and ordering medications we can't provide in this community. Ms. Petty recently hired an ex-Walgreen pharmacist and has learned a lot about retail pharmacy. She feels the need to reach out to other area pharmacists and determine what our areas of medication concern are. Her concern is that we NOT be the foolish hospital that keeps prescribing a medication that is not attainable.

Ms. Richardson questioned is the low inpatient volume (i.e. 1-2 in ICU and 6-7 in Med/Surg) our new norm? Ms. Priscilla Anderson agreed that with CDI, care coordination and the trend for more home follow up and care we will continue to see a lower inpatient census. Ms. Taylor noted we have continued to see an increase in outpatient appointments. Additionally, we could probably see more outpatients if our nurses could keep up. We may need to look at moving more nurses to the outpatient setting, from the inpatient setting.

Consent Agenda – Patient Experience

Motion to approve by Mr. Radakovich, seconded by Dr. Sowada. Motion carried.

Consent Agenda – Safety

Dr. Sowada questioned our attention to detail and the need to focus on the mundane and routine. Ms. Taylor stated that we have been doing rounding on areas that are not necessarily their expertise, which makes for more questions to confirm understanding of the appropriate processes. Mr. Radakovich also noted standardization of documenting, i.e. patient refrigerator temperatures, has been very successful.

Consent Agenda – Clinic

Mr. Jones questioned the spike and drop in patient satisfaction from one quarter to the next. Ms. Taylor noted one change that occurred was in the month prior to the spike she had distributed everyone's PRC statistics with all names visible. Historically, we have provided their information with other's names blocked. Many were upset with this information, but some looked at it competitively. Those on the bottom prior, turned it around and were on the top the next month, and at least one who's scores didn't change reached out and asked how they could improve. The next month their scores were presented with names blocked out, but many asked who their "competitors" were? Moving forward we will likely continue providing the information with no "black-out".

Consent Agenda – Survey & Inspections

We are done with surveys! Mr. Radakovich will forward the accreditation letter to the Board for their information. Department rounding will continue weekly. Ms. Petty noted we need to move away from "we have to do this because TJC said so" and move towards "we need to do this because otherwise it's a danger to patients" and it's the right thing to do.

Old Business

Due to lack of time we skipped old business.

New Business

Due to lack of time we skipped new business.

Wins

EKG times have moved down to 5 minutes with our change in process.

Dr. Theodosios created a poster in the ED, where the providers got a sticker when they did something right. The competition was effective!

Regular Meeting Adjourned The meeting adjourned at 10:00am

Closed Session There was no closed session.

Closed Session Adjourned N/A

Next Meeting June 20, 2018 at 0830 am, CR 1 & 2

Respectfully Submitted,

Robin Fife, Recording Secretary

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: **Conduent Care Management Inc for Midas software**

2. Purpose of contract, including scope and description: **This is the contract for maintenance of our Midas software. Midas is a data repository and analysis system. The reliability of the analysis is strengthened by the Datavision addition to the program. The data comes out of our ADT system (Affinity) and is collected in a way that allows us to easily identify issues. The program integrates with the following existing programs:**

- Affinity
- Quadramed
- T-Systems (Through Affinity)
- Great Plains
- Seeker (Medical Staff Services)

The program is also the main documentation source for the following departments:

Risk Management – This is the occurrence reporting and claims management program.

- **Quality – Quality reviews and Peer reviews are generated within this program. Abstractions that are submitted to the federal government are also done within this program. This program is our vendor for submitting this data to the government, as well.**
- **Case Management – A majority of the Case Management and Utilization Review documentation is completed in Midas and then funneled to Quadramed.**
- **Infection Control – Cases are triggered for review in Midas. Midas is also contracted to be our vendor for NHSN, I believe.**
- **Care Transition – Patty recently started using her module in Midas to document patient contact.**

- **QAPI Work Teams – many different QAPI work teams use user generated “Focus Studies” to track and report their improvement project data.**
- **Blood bank and the lab- for data collection and blood review fallouts**
- **Surgery department- for surgery specific occurrences and tracking of surgery start times**
- **There is a lot in regards to finance and denial tracking also**
- **Employee health tracking**
- **HR tracking of employees and database**

3. Effective Date. **August 1 2018**

4. Expiration Date: **July 31, 2019**

5. Rights of renewal and termination: **No** Is this auto-renew? **No**

6. Monetary cost of the contract and is the cost included in the department budget? **\$34,152.00 in budget**

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

8. Any confidentiality provisions? **No**

9. Indemnification clause present? **No**

10. Is this contract appropriate for other bids? **Not another company that does all of the things this program does in one program.**

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

12. Is County Attorney review required?



4801 East Broadway Blvd., Ste. 200
Tucson, AZ 85711

April 26, 2018

**IMPORTANT
Dated Material
Must Respond By
June 15, 2018**

Conduent Software Maintenance Renewal For:
Memorial Hospital of Sweetwater County

Consistent with the terms of the current Software Maintenance Agreement between Memorial Hospital of Sweetwater County and Conduent Care Management, Inc., f/k/a MidasPlus, Inc., the renewal term is August 1, 2018 - July 31, 2019. In accordance with the Agreement, the annual increase will be based on the Conduent prevailing fee. There is no increase for this renewal term.

The fees to be invoiced in July, 2018 are:

Software Maintenance	\$	34,152.00
TOTAL:	\$	34,152.00

We require a Purchase Order for this renewal. Please email a copy of your Purchase Order to midasrenewals@conduent.com no later than June 15, 2018. You will receive an invoice for this renewal in July, 2018.

Thank you for your attention to this matter.

Warm regards,

Michelle L. Gilliland
Billing Analyst
midasrenewals@conduent.com



1200 College Drive
Rock Springs, WY 82901
Phone: (307) 352-8487
Fax: (307) 362-8391
Tax ID: 83-6000-295

Vendor: CONDU001

CONDUENT CARE MANAGEMENT, INC.
PO BOX 201322
DALLAS TX 75320-1322

Phone: (000) 000-0000 Fax: (000) 000-0000

Customer ID:

Purchase Order	
Purchase Order No	CON018086
Date	5/7/2018

Ship To:

Memorial Hospital
of Sweetwater County
1200 College Drive
Rock Springs WY 82901

Buyer: ANGE4069

^ Changed Since the Previous Revision

Shipping Method		Payment Terms		Confirm With		Page	
		NET 30				1	
L/N	Item Number	Description	Reg. Date	U/M	Ordered	Unit Price	Ext. Price
Shipping Method		Reference Number		FOB			
1	SOFTWARE MAINTEN	08/01/18 THRU 07/31/19	5/7/2018	Each	1	\$34,152.00	\$34,152.00
		SOFTWARE MAINTENANCE		1600-100-01		IT	

Page 183 of 223

Subtotal	\$34,152.00
Trade Discount	\$0.00
Freight	\$0.00
Miscellaneous	\$0.00
Tax	\$0.00
Order Total	\$34,152.00

Authorized Signature

If freight contractually applies, ship freight collect via UPS acct# Y2R527. All shipments over 150 lbs, call TRIOSE 866-241-2268 ext 204 for routing.
Our PO# must be on all shipments labels and/or Bills of Lading.

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: **Radio Network**
2. Purpose of contract, including scope and description: **Agreement for all 5 Radio Network radio stations to run 104- 30 second spots per month on each of the 5 radio stations over the next year.**
3. Effective Date: **July 1, 2018**
4. Expiration Date: **June 30, 2019**
5. Rights of renewal and termination: **billed monthly so we could stop running the ads** Is this auto-renew? **no**
6. Monetary cost of the contract and is the cost included in the department budget? 5 radio stations @ \$583.33 per station (\$2916.65) per month x 12 months = \$34,999.00 additional \$250.00 for 9 months for the Green River station to run additional ads during Wolves sporting events \$250.00 x 9 \$2250.00 Total cost **\$37249.00 annual**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so.
8. Any confidentiality provisions? **No**
9. Indemnification clause present? **No**
10. Is this contract appropriate for other bids? **No**
11. In-house Counsel Reviewed: **Yes**
12. Is County Attorney review required?

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 5-30-18

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

KYCS

7-1-18 ~~June 18~~
Start June 18
6-30-19 ~~Aug 19~~
Stop Aug 19
Rep. TV

Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Special Instructions:
							Cart # <u>1087</u>
# of Time <u>104</u> Sec. <u>30</u> Rate <u>6.99</u> Total <u>229.25 583.33</u>							

KUGR

7-1-18 ~~June 18~~
Start June 18
6-30-19 ~~Aug 19~~
Stop Aug 19
Rep. TV

Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Special Instructions:
# of Time <u>104</u> Sec. <u>30</u> Rate <u>6.99</u> Total <u>229.25 583.33</u>							

KFRZ

7-1-18 ~~June 18~~
Start June 18
6-30-19 ~~Aug 19~~
Stop Aug 19
Rep. DT

Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Special Instructions:
# of Time <u>104</u> Sec. <u>30</u> Rate <u>6.99</u> Total <u>229.25 583.33</u>							

KZWB

7-1-18 ~~June 18~~
Start June 18
6-30-19 ~~Aug 19~~
Stop Aug 19
Rep. TV

Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Special Instructions:
# of Time <u>104</u> Sec. <u>30</u> Rate <u>6.99</u> Total <u>229.25 583.33</u>							

60-7P.

Sch to follow

Authorized Signature _____ Date 5-30-18

240 East Pine Street
Pinedale, Wyoming 82941

THE FREEZE
KFZE 104.3FM
A RADIO NETWORK STATION

Phone (307) 367-42

Client Memorial Hospital Address _____ Date 5-30-18

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

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Special Instructions:
7-1-18 Staff <u>June 18</u>								Cart # <u>108T</u> <u>Sch. to follow</u>
6-30-18 <u>4-19</u>								
Stop								
Rep. <u>TV</u>								
# of Time <u>104</u>	Sec. <u>30</u>		Rate <u>6.99</u>		Total <u>729.25</u>			

588.33

Signature _____

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: **Rocket-Miner Classified Advertising Contract**
2. Purpose of contract, including scope and description: **Annual contract with Rock Miner for ads.**
3. Effective Date. **July 1, 2018**
4. Expiration Date: **July 1, 2019**
5. Rights of renewal and termination: **We could decide not to place ads in the Rocket so contract would end. There aren't any penalties or fees to end the contract.** Is this auto-renew? **No**
6. Monetary cost of the contract and is the cost included in the department budget? **Have to spend at least \$35,000.00 in advertising to receive 30% discount.**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **NA**
8. Any confidentiality provisions? **NA**
9. Indemnification clause present? **NA**
10. Is this contract appropriate for other bids? **NA**
11. In-house Counsel Reviewed: **Yes**
12. Is County Attorney review required? **No**

Rocket-Miner

Your news source since 1881

215 D. Street

Rock Springs, Wyoming 82902

307-362-3736

Retail and Classified Display Advertising Contract

Date: 05/18/2018

Name of Business: Memorial Hospital of Sweetwater County

Contact Person: Deb Sutton

Address: 1200 College Dr.

City: Rock Springs State: WY

Zip: 82901

Phone: 307.362.3711

Fax:

Email: dsutton@sweetwatermemorial.com

Start Date: 7/1/2018

End Date: 06/30/2019

Commitment Level: \$35,000 (or more)

Color Rates*

See publication rates for color flat charges, per ad.

Per Column Inch Rates*

Daily Open Rate: \$12.50 (before discount)

Daily Class Display: \$12.50 (before discount)

Discount Rate: 30% - this includes modular and non-modular rates and applies to Display and Classified Display Rates.

Guaranteed Placement +25%

*Discounts from per column inch available for modular newspaper sizes. See addendum attached. Color flat rates are not available for discount.

General Conditions

There is no penalty clause. Advertiser will not be subject for paying a rate difference if the minimum commitment level is not achieved. Future rates and discounts will be reviewed annually, based upon performance of contract.

For contract fulfillment, the following applies towards commitment level: Display Advertising (ROP), Digital Advertising, Special Sections, Event Sponsorships, and Classified Display (Box Ads, only). Line ads and WPA ads are not available for discounted rates.

For value received, Advertiser assigns to the Rocket-Miner all rights, title and interest to all layouts of advertisements placed with the Rocket-Miner, which represents the creative effort of the newspaper and/ or utilizations of its own illustrations, labor, composition or material. Advertiser understands that because of said assignments, s/he cannot authorize photographic or other reproduction of any such advertising layout appearing in the Rocket-Miner newspapers in any other publication without the express written consent of the Rocket-Miner.

It is further understood that this assignment does not preclude Advertiser from supplying to other publications similar or identical material or information for production of advertisements by such publications or from suggesting the content or form of such advertisements.

The Advertiser agrees to the schedule of rate and all terms, conditions, and regulations of the most recent advertising rate card of the Rocket-Miner. This contract agreement included in this form will take precedence over the publication rate card. Advertiser acknowledges receipt of a copy of our current rates. Publisher may revise the schedule of rates and alter any of the terms, conditions, and regulations of said rate card by giving Advertiser thirty (30) days written notice of such intention. Advertiser has the right to terminate this contract during said thirty (30) days by written notice to Publisher. If no such notice of cancellation is given by Advertiser, Advertiser agrees to be bound to the terms of this agreement as amended or altered by Publisher's notice to Advertiser. If disaster, work stoppage, newsprint rationing, or other emergency shall cause publishing difficulties, the Publisher shall have the right to revise this contract so as to pro-rate the available space on an equitable basis.

Rocket-Miner Representative: _____ Advertising Manager: _____

Authorized Signature: _____

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: **Steris**
2. Purpose of contract, including scope and description: **This is a contract for the service and twice a year inspections of the sterilizers in the OR. And for parts and labor if they need to be repaired.**
3. Effective Date: **July 1, 2018**
4. Expiration Date: **3 years or June 30, 2021**
5. Rights of renewal and termination: **terminate for insolvency, breach.** Is this auto-renew? **No**
6. Monetary cost of the contract and is the cost included in the department budget? **\$59,932.00 per year of contract for total outlay by 2021 of \$179,798.00**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **Jurisdiction is company headquarters which is in Ohio**
8. Any confidentiality provisions? **Yes- states on bottom of each page that "this document is confidential information. Disclosure to third parties is not permitted."**
9. Indemnification clause present? **YES**
10. Is this contract appropriate for other bids? **Steris makes the equipment and this is their service agreement to cover their proprietary equipment.**
11. In-house Counsel Reviewed: **YES**
12. Is County Attorney review required?

STERIS®



RSR039

Rev 15.2

AGREEMENT

QUOTED AGREEMENT #:	1-1346856947/8	DATE PRINTED:	03/02/2018
INVOICE TO:	41894	PO #:	*** PO Required
	MEMORIAL HOSP OF SWEETWATER CNTY	PARTS PO #:	
ATTN:		AGREEMENT TERM:	07/01/2018- 06/30/2021
	1200 COLLEGE DR	BILLING FREQUENCY:	Monthly
	ROCK SPRINGS, Wyoming, 82901		

Please return a signed copy of the equipment listing and a hard copy of the purchase order as acceptance to the attention of your contract administrator at:

STERIS Corporation
5960 Heisley Road
Mentor OH 44060
ATTN: Service Contracts Administration Department
PHONE: 1-800-333-8828 with Agreement Questions
FAX: 1-440-392-8932

This agreement cannot be active and no PM inspections performed, until the receipt of a hard copy purchase order showing the payment terms, agreement numbers or serial numbers, start date, applicable taxes and the full value of the contract. The purchase order has to be received no later than the 1st day of the agreement term, or PM Service will be delayed. Providing the PO within the required timeline will ensure we can maintain the agreement term, scheduled PM dates, and maintain contract customer status for preferred unscheduled hourly rates.

Agreement Comments: Please contact Skye Warner at 440.392.8447 or email skye_warner@steris.com. Please remember to include your PO on this Quote when signing or include this agreement #, term dates, and billing frequency on your PO; return by email or fax 440.392.8932



RSR039

Rev 15.2

EQUIPMENT LISTING

QUOTED AGREEMENT #: 1-1346856947/8
EQUIPMENT ADDRESS: MEMORIAL HOSP OF SWEETWATER CNTY
 1200 COLLEGE DR
 ROCK SPRINGS, Wyoming, 82901

Equipment Description	Serial #	Dept	Agreement Product	Status	Coverage Type	Annual Price	Total Line Price
16 IN. CENT VAC SD 480V CAB Start Date 07/01/2018 **Inspection Schedule	030850803		SelectChoice Agreement	Renewal	Comprehensive	\$ 6,661.32	\$ 6,661.32
	End Date	06/30/2019	No. of Annual Inspections	2			
16 IN. CENT VAC SD STM CAB Start Date 07/01/2018 **Inspection Schedule	033051029		SelectChoice Agreement	Renewal	Comprehensive	\$ 4,123.90	\$ 4,123.90
	End Date	06/30/2019	No. of Annual Inspections	2			
3017 100% EO GAS STER. Start Date 07/01/2018 **Inspection Schedule	031931008	Basement	SelectChoice Agreement	Renewal	Comprehensive	\$ 7,855.05	\$ 7,855.05
	End Date	06/30/2019	No. of Annual Inspections	2			
CAVIWAVE ULTRASONIC CLEANER 15 GAL 208V/3PH/132KHZ Start Date 07/01/2018 **Inspection Schedule	1010C0893	STERILE ROOM	SelectChoice Agreement	Renewal	Comprehensive	\$ 1,368.74	\$ 1,368.74
	End Date	06/30/2019	No. of Annual Inspections	2			
20 IN. CENT VAC SD STM CAB Start Date 07/01/2018 **Inspection Schedule	033121019		SelectChoice Agreement	Renewal	Comprehensive	\$ 4,123.90	\$ 4,123.90
	End Date	06/30/2019	No. of Annual Inspections	2			
V-PRO 1 PLUS SGL DOOR CAB 208-230V	033071015	Back of OR	SelectChoice Agreement	Renewal	Comprehensive	\$13,903.43	\$ 13,903.43

This document is confidential information. Disclosure to third parties is not permitted.

Page 2 of 4



RSR039

Rev 15.2

60HZ (ENGLISH)

Start Date 07/01/2018

End Date 06/30/2019

No. of Annual Inspections

2

****Inspection Schedule**

48 IN. PLATFORM
PREVAC
STERILIZER, SGL
HINGE, LH, REC, 208/240V

033051111

BASEMENT
CS

SelectChoice Agreement

Renewal

Comprehensive

\$ 5,296.01

\$ 5,296.01

Start Date 07/01/2018

End Date 06/30/2019

No. of Annual Inspections

2

****Inspection Schedule**

PACKAGED SYSTEM 1E
Start Date 07/01/2018

401556

End Date 06/30/2019

SelectChoice Agreement

Renewal

Comprehensive

\$ 5,523.38

\$ 5,523.38

****Inspection Schedule**

PACKAGED SYSTEM 1E
Start Date 07/01/2018

402004

Cysto rm

End Date 06/30/2019

SelectChoice Agreement

Renewal

Comprehensive

\$ 5,523.38

\$ 5,523.38

****Inspection Schedule**

RELIANCE SYNERGY
WASHER/DISINFECTOR
208V, 3PH, 4 WIRE, 60HZ-
(SFDA 20081573688)

363071401
1

OR SPD

End Date 06/30/2019

SelectChoice Agreement

Renewal

Comprehensive

\$ 5,553.62

\$ 5,553.62

Start Date 07/01/2018

No. of Annual Inspections

4

****Inspection Schedule**

No. of items to be inspected:

10

Billing Frequency:

Monthly

Address Sub Total: \$ 59,932.73

First Year Price: \$ 59,932.73

Second Year Price: \$ 59,932.73

Third Year Price: \$ 59,932.73

\$

\$

Total Agreement Price: \$ 179,798.19

STERIS®



RSR039

Rev 15.2

The Service Coverage Description set forth in Attachment A and the Terms and Conditions, set forth in Attachment B shall apply to the provisions of services under this Agreement and are incorporated herein by reference.

STERIS Agreement #: 1-1346856947/8

SUBSCRIBER

By: _____
Name: _____
Title: _____
Date: _____
PO #: _____

STERIS

By: _____
Name: _____
Title: _____
Date: _____

**ATTACHMENT A
SERVICE COVERAGE DESCRIPTIONS**

1. Comprehensive (Platinum): Comprehensive service includes all parts and labor to perform (i) scheduled preventive maintenance in accordance with STERIS's then current Preventive Maintenance Check List ("PMCL") and (ii) unscheduled repair visits, provided that parts required during unscheduled repair visits are not subject to the parts exclusions as outlined in Section 5(d). Subscriber is eligible to participate in STERIS's current Surgical Upgrade Program with the purchase of new Surgical Capital Equipment.

STERIS Service Maintenance Coverage	Comprehensive
	Complete maintenance and repair package for those who want the simplest way to cover their investment
EQUIPMENT MAINTENANCE	
Meets OEM Recommended Maintenance & Safety Standards	●
Scheduled Maintenance Labor	●
Scheduled Maintenance Parts (Where applies)	●
Travel Charges	●
Repair Labor	●
Repair Parts	●
CUSTOMER SUPPORT	
Priority Technical Support 24/7	●
Customer Care Center	●
Place Service Request online at eService.com	●
Detailed Service Documentation	●

2. Priority Technical Support is also included in addition to Remote Monitoring if the covered equipment is capable and enabled with this technology. Subscriber can also use eservice.steris.com to schedule and track service requests, and also purchase service parts.
3. Normal Working Hours – The Services for surgical equipment will be performed Monday through Friday, 8:00 A.M. to 8:00 P.M., local time, excluding federal holidays ("Normal Working Hours"). The Services for infection prevention equipment will be performed Monday through Friday, 8:00 A.M. to 5:00 P.M., local time, excluding federal holidays ("Normal Working Hours"). Any Service not performed during Normal Working Hours shall be billed at the then current applicable rate as set forth in Attachment A section 4(a).
4. Overtime Coverage Options: Overtime coverage, unless included as part of a Service Option and indicated on the Equipment List, will be charged at prevailing rates for any service performed outside Normal Working Hours.
 - a. Overtime coverage options must be noted on the Equipment List and are as follows:

Option	Equipment Type	Hours	Description
PM Late	Infection prevention	M-F 5:00 PM – 12:00 AM	Provides scheduled PMs during the hours indicated, excludes holidays
PM Late	surgical	M-F 8:00 PM – 12:00 AM	Provides scheduled PMs during the hours indicated, excludes holidays
PM 24x5	Both	M-F 24 hrs	Provides scheduled PMs during the hours indicated, excludes holidays
OT 24x7	Both	24x7	Provides unscheduled maintenance at any time, includes holidays
5. Priority Technical Support: Priority Technical Support service for STERIS equipment for the term of the Agreement to include; unlimited calls to the STERIS service hotline, calls related to STERIS equipment shall be placed ahead of calls related to equipment that is not registered for Priority Support coverage and STERIS shall route all calls to the appropriate Technical Support resource based on the equipment serial number.
6. 1st Year Preventive Maintenance Service Option: During the warranty period for new Equipment purchased by Subscriber, Subscriber will have for surgical equipment a Performance Check Service Option. Infection preventive equipment will have a 1st Year Preventive Maintenance Service Option. The Performance Check Service Option includes labor to perform a scheduled inspection in accordance with STERIS's then current Performance Checklist. The 1st Year Preventive Maintenance Service Option includes all parts (if applicable) and labor to perform scheduled preventive maintenance in accordance with STERIS's then

current PMCL. Parts and labor for unscheduled repair visits during the warranty period are covered by the standard equipment warranty. Priority Technical Support is also included, as well as access to eservice.steris.com to schedule and track service requests, and also purchase service parts.

7. Block of Time: Subscriber agrees to purchase an annual prepaid retainer for a specific value of STERIS labor and travel.
8. Block of Parts: Subscriber agrees to purchase an annual prepaid retainer for a specific value of STERIS parts.
9. Additional Service Options: In addition to the Service Options set forth in paragraphs 1 – 5 above, Subscriber may select from one or both of the following additional Service Options. If selected, the prices for additional Service Options selected by Subscriber shall be set forth on the Equipment List and such prices are not included in the price for the other Service Options selected by Subscriber. The following additional Service Options may be selected by Subscriber on the Equipment List for any piece of Equipment:
 - a. Chamber Cleaning – STERIS will provide periodic interior surface cleaning of the chamber walls of certain sterilizers included on the Equipment List. Unless otherwise included in the Service Option selected by Subscriber, the chamber cleaning services do not include any repairs or maintenance service that may be discovered during the course of the chamber cleaning services. All chemicals and equipment used in connection with such chamber cleaning services will be provided by STERIS. The Equipment List indicates the frequency of the chamber cleaning that is included in the Services.
 - b. Calibration Services – STERIS will provide NIST (National Institute of Standards and Technology) traceable on-site calibration of process measuring equipment used in manufacturing and manufacturing-support environments. The calibration services do not include any repairs or maintenance service that is discovered during the course of the calibration services. The Equipment List indicates the frequency of the calibration services that is included in the Services.
10. Prices:
 - a. Prices: During the Initial Term of this Agreement, the Prices for the Service Options for each piece of Equipment selected by Subscriber are listed in the service agreement.
 - b. Zone Charges (flat travel fee from STERIS primary technician's residence for unscheduled, billable work):
 - i. Zone 1 0-161M Prevailing Rate
 - ii. Zone 2 162-402M Prevailing Rate
 - iii. Zone 3 403-803M Prevailing Rate
 - iv. Zone 4 >804M Prevailing Rate

Attachment B – STERIS Terms & Conditions

1. Terms and Conditions:

- (a) The terms and conditions set forth in this Agreement ("STERIS's Terms") apply to all Services sold or provided by STERIS pursuant to this Agreement. The terms and conditions contained in or referenced by any purchase order or other document issued by Subscriber shall not take precedence over STERIS's Terms unless signed by an authorized representative of both STERIS and Subscriber. No course of dealing, custom or usage that is contrary to STERIS's Terms shall apply.
- (b) STERIS reserves the right to correct any typographical or clerical errors in price, specifications, quotations or acknowledgements.

2. Services:

Subscriber has selected from the service options described in Attachment A (each a "Service Option") for each piece of equipment listed in this agreement (the "Equipment List"). The Service Options selected by Subscriber are referred to in this Agreement as the "Services". STERIS agrees to provide Subscriber with the Services according to the terms and conditions of this Agreement.

3. Service Parameters:

- (a) STERIS will perform the Services according to the following parameters and in accordance with the Service Options selected by Subscriber
- (b) Recall Alerts - STERIS will provide a recall alert monitoring and notification service for STERIS equipment.
- (c) Documentation - The parties agree to provide each other with the following documentation with respect to the Equipment:
 - (i) an accurate inventory of the Equipment, the current form of which is included in this agreement (the "Equipment List").
 - (ii) Subject to the confidentiality obligations contained in Section 14 below, STERIS will provide Subscriber with copies of all field service corrective maintenance work orders related to the Equipment that is owned or operated by Subscriber.
- (d) Normal Working Hours - The Services will be performed Monday through Friday, 8:00 A.M. to 5:00 P.M., local time, excluding federal holidays ("Normal Working Hours"). Any Services not performed during Normal Working Hours shall be billed at the then current applicable rate as set forth on Attachment A.
- (e) Response Time - STERIS will provide the following response times for unscheduled service calls placed through the STERIS Call Center at 1-800-333-8828: (i) initial phone contact with the Subscriber within four (4) hours and (ii) on-site service within 48 hours. All response times are in accordance with Section 3(c).
- (f) ProConnect Response Center - STERIS will include priority access to the ProConnect Response Center. Depending on the service option selected, this includes high priority technical support, online service management and remote monitoring of enabled STERIS products. If selected, STERIS will remotely monitor all connected equipment from its ProConnect Response Center via an internet connection.

4. Term and Termination:

- (a) Term - The Term of this Agreement is as stated on page one of the Agreement.
- (b) Termination for Insolvency -
Either party may terminate this Agreement by written notice to the other if such other party shall make any assignment or any general arrangement for the benefit of creditors, shall file a petition or otherwise commence, authorize or acquiesce in the commencement or continuance of a proceeding under any bankruptcy, insolvency, creditors protection or similar law, have any such proceeding filed against it and remain outstanding for thirty (30) days or otherwise become bankrupt or insolvent (however evidenced) or be unable to pay its debts as they fall due.
- (c) Termination for Breach - This Agreement may also be terminated by either party in the event of a material breach of the terms of this Agreement by the other party, provided that the breaching party shall have a period of sixty (60) days following receipt of written notice of an alleged breach of any of the terms of this Agreement within which to correct such breach. If the breach is not corrected within that period, the non breaching party may terminate this Agreement immediately by providing written notice of termination. Payment and service will continue until the effective date of the termination. This Agreement shall be automatically terminated, however, as to any item of Equipment at the time that such item leaves the exclusive control of Subscriber.
- (d) Refunds/Cancellation Charges - If this Agreement is terminated by Subscriber other than in accordance with Section 4(c) above, Subscriber will pay to STERIS the difference, if any, between
 - (i) the value of the Services provided by STERIS during the then current term of this Agreement, as calculated at STERIS's then current time and material rates, as of the effective date of such termination and

- (ii) the total fees paid by Subscriber during the then current term of this Agreement as of the effective date of such termination. The parties acknowledge and agree that the payment contemplated by this Section 4(d) is not a penalty, but is instead a reasonable attempt to quantify the damages to STERIS in the event of the termination contemplated by this Section 4(d) and that this Section 4(d) is reasonable under the circumstances.
- (e) End of Term – if the entire value of the Block of Parts and/or Block of Time Contract is not used by Subscriber prior to expiration of this Agreement, Subscriber will not be entitled to a refund for any portion of the remaining value of the Agreement.
- (f) Returns / Restocking Charges – STERIS will accept returns of service parts purchased pursuant to this Agreement and issue Subscriber a credit for such service parts subject to the following restrictions.
 - (i) Return must be requested within 30 days of the purchase date, as indicated on the packing slip.
 - (ii) Items must be a STERIS catalog item. "Special" or "made to order" items manufactured by STERIS or purchased from a vendor are not eligible for return.
 - (iii) Items must be in "new" condition. Damaged or used items are not eligible for return.
 - (iv) Items must be complete. All accessories, instructions and special packaging material must be included. Incomplete items are subjected to additional restocking charges.
 - (v) If an item is sold sterile, then the item must be in the original, unopened, and undamaged packaging.
 - (vi) If an item has an expiration date, then there must be at least 120 days remaining until the expiration date.
 - (vii) Temperature sensitive and electronic/electrical components are not eligible for return.
 - (viii) Printed circuit boards may be returned only if the seal has not been broken on the package (package has not been opened).
 - (xi) All returns are subject to a 20% restocking charge, plus freight, crating, and re-certification charges, as appropriate.

5. Pricing and Payment:

- (a) Pricing - The prices for the Services are set forth in the Equipment List (the "Prices"). The Prices shall be firm for the first year of the Initial Term. Thereafter, STERIS shall have the right to increase the Prices on an annual basis by providing at least sixty (60) days prior notice of such increase to Subscriber.
- (b) Taxes - All charges are exclusive of applicable federal, state or local taxes. Unless Subscriber supplies an exemption or direct payment certificate, Subscriber shall pay, or reimburse STERIS for paying, any such taxes and STERIS may add such taxes to its invoices.
- (c) Payment – Invoices shall be sent to Subscriber on a monthly basis with the exception of Block of Time, Block of Parts and Priority Technical Support Agreements which will be invoiced in advance on an annual basis. Subscriber shall pay all invoices within thirty (30) days of receipt. STERIS may assess interest charges for late payment at the rate of 1½% per month or the highest rate allowed by law, whichever is less, and Subscriber agrees to pay such charges. STERIS will be relieved of any obligation to render Services during the period of time in which Subscriber's account is in arrears, provided that STERIS has given Subscriber thirty (30) days prior written notice. STERIS shall not be obligated to make up or provide reimbursement for Services not performed as a result of Subscriber's delinquent account status.
- (d) Exclusions -The Services do not include, and Subscriber agrees to pay STERIS at its then prevailing labor rates and parts prices for, any services not included in the Service Option selected by Subscriber for any given piece of Equipment, including, without limitation, the following:
 - (i) Equipment overhauls, welding, rebuilds, upgrades and/or relocations, door assemblies, Light cameras, surgical monitors or recorders not purchased from STERIS, generators, water tanks, reservoirs, Surgical Table Shrouds, Sonic Tanks, SYSTEM 1e trays and monochrome display. For life science Subscribers, all pumps, transducers, or components with a sales price greater than \$5,000.
 - (ii) Consumable and expendable items including, but not limited to, filters, cleaning agents, biological and chemical indicators, recording charts, paper, ink pens, ribbons, pen arms, surgical lamps, light handles, batteries, and all hydraulic oils;
 - (iii) Surgical table accessories; hand controls, arm boards, x-ray tops, table pads
 - (iv) Visits made at Subscriber's request to perform Services on Equipment which was not available or which could not be located;
 - (v) Services requested by Subscriber due to failure of defective accessory items;
 - (vi) Services or parts requested by anyone other than STERIS, unless authorized in writing by STERIS;
 - (vii) Parts, manuals and/or labor found necessary to bring Equipment up to normal operating condition during the Pre-PMI Inspection, provided that if Subscriber does not wish to bring the Equipment up to normal operating condition, STERIS will delete the Equipment from the Equipment List;
 - (viii) Repairs resulting from operator error, misuse, abuse, improper operation or installation, defective accessories, being dropped, fire, loss, theft, utility failure, negligence by any party or acts beyond the reasonable control of STERIS, or where STERIS determines that in fact no repair is actually required;
 - (ix) Parts or labor required for recall or safety oriented modifications to non-STERIS Equipment;
 - (x) Any repairs which are estimated by STERIS to cost in excess of 50% of the unit's current value (STERIS will provide Subscriber with a written estimate in such cases);

- (xi) Services performed outside of Normal Working Hours, unless work outside Normal Working Hours is provided for in the Equipment List; and
- (xii) Service lines, shut off valves, disconnect switches or other components not a part of the Equipment unless otherwise specified.
- (xiii) Any parts for Equipment that is not designated as parts inclusive on the Equipment List; and
- (xiv) Unless the 1st Year Preventive Maintenance Option listed on Attachment A is selected by the Subscriber, preventive maintenance during the Warranty Period for capital equipment is not covered by this Agreement and is available through a separate agreement with STERIS.
- (xv) All oil changes in excess of the quantity of (2) for all V-PRO units with a standard maintenance agreement are billable events to be charged at then current parts and labor rates. Oil changes above the standard quantity of (2) may be included in the maintenance agreement for an additional fee.

6. Additions or Deletions of Equipment:

- (a) Additions or deletions of Equipment to or from the Equipment List may be made at any time, subject to both the inspection contemplated by Section 6(b) below and to the advance written agreement of both STERIS and Subscriber. Additions to contract after the 15th (fifteenth) of the month will be effective the 1st (first) of the following month. Additions to contract made before the 15th (fifteenth) of the month will be eligible for immediate coverage but will be invoiced for the entire month. Deletions may be made only where Equipment has been taken out of service. If Subscriber elects to keep an item of Equipment in service after STERIS has determined that the item can no longer be effectively or safely maintained, Subscriber will assume full responsibility for that decision and will defend and indemnify STERIS for any claims or liability arising from the condition or use of that item including any personal injuries to or death of any employees of Subscriber or STERIS.
- (b) Prior to the addition of any equipment to the Equipment List during the term of this Agreement, a Pre-PM inspection may be required to verify that the equipment is operating in accordance with the manufacturer's original equipment specifications (the "Pre-PM Inspection"). The Pre-PM Inspection will be at Subscriber's expense.
- (c) If ProConnect Remote Monitoring is included in this agreement, it will be enabled on any equipment added to the agreement that is capable of supporting this feature. Remote monitoring will be enabled as part of the next scheduled service visit, where applicable.

7. Shipment & Delivery:

- (a) STERIS shall select the method and carrier for delivery of all service parts. All shipments of service parts by STERIS pursuant to this Agreement shall be FOB Origin. Title and risk of loss or damage to the service parts shall pass from STERIS to Subscriber upon delivery to a carrier at point of shipment.
- (b) Any shipment, delivery, or performance date stated in the Subscriber's purchase order or other document delivered in connection with an order for service parts pursuant of this Agreement is approximate only and does not constitute any guarantee of shipment, delivery, or performance on any particular date.
- (c) Shipping and handling of any parts covered under the terms of this contract shall be the responsibility of STERIS with the exception of Exclusions as outlined in Section 5(d). Shipping and handling outlined in parts in Section 5(d) will be the responsibility of the Subscriber. Any extra charges incurred for additional services, such as shipment from point specified by customer, or customer's carrier, or special handling at the destination, must be paid by the Subscriber.

8. Equipment Manuals:

Subscriber will be responsible for acquiring any necessary operating and maintenance manuals for non-STERIS equipment covered under this Agreement. The cost of such manuals will be paid by Subscriber.

9. Subscriber's Responsibilities:

- (a) Access to Equipment - Subscriber shall provide STERIS's personnel with free and safe access to the Equipment on each date that service calls are made pursuant to this Agreement and shall assist STERIS's representative in any reasonable manner (including the provision of appropriate services such as electrical power, water, etc.) in said representative's performance of the Services. Subscriber will make all Equipment available for the Services as scheduled. STERIS will not be responsible for providing the Services for Equipment that is not made available. Subscriber shall be responsible for paying any and all fees or costs associated with security or other facility access requirements. STERIS shall only provide information that it deems reasonable and appropriate to secure access to the facility.
- (b) Current Vendors - Subscriber, as a contractor of current service vendors, will be responsible for paying
 - (i) any amounts owed to a vendor that is terminated as a result of this Agreement or
 - (ii) any amounts owed to STERIS for Services performed prior to the time this Agreement either terminates or expires.
- (c) Employee Training - Subscriber acknowledges that it is the responsibility of Subscriber for ensuring that all personnel permitted to operate the Equipment will be adequately trained and supervised and that the Equipment will be operated in compliance with the manufacturer's instructions and all applicable laws, rules, regulations and/or standards.
- (d) Parking - Subscriber will provide STERIS personnel with suitable parking facilities, at no charge, while performing the Services.

- (e) Unauthorized Repair Personnel - Subscriber will permit only STERIS representatives, or any other party acting on behalf of STERIS, to make repairs or to replace parts of the Equipment.
- (f) Invoices - With respect to services or parts provided by STERIS which are excluded from the Services under the terms of this Agreement, such services or parts will be charged at STERIS's then prevailing rate. Subscriber will maintain a standing purchase order to cover any such service and parts billing, and will pay all such charges in full within thirty (30) days of the date of STERIS's invoice. While payment for such services is not part of the Services, the rendering of such additional services shall otherwise be subject to the terms and conditions of this Agreement, notwithstanding the provisions of any purchase order issued by Subscriber.
- (g) Hazard Communication - Subscriber will provide STERIS with information as to all known hazards or hazardous materials which STERIS's personnel may encounter when working on Equipment and in the environments within which Equipment is located.
- (h) ProConnect Response Center – if Subscriber elects to utilize the ProConnect Response Center, Subscriber agrees to:
 - (i) Work with STERIS Technical Support prior to dispatching a service technician
 - (ii) Allow STERIS to monitor all connected equipment from its ProConnect Response Center
 - (iii) Computer Requirements
 - 1. Desktop, server or virtual computer that meets the following minimum hardware/software requirements to run the ProConnect Remote Monitoring software, service agent and support software.
 - a. Windows XP SP 2 or higher or Windows Server 2003
 - b. 2.8 GHz Processor Speed
 - c. 512 MB RAM
 - d. 5 GB Free Hard Drive Space
 - e. CD-ROM Drive
 - f. Login for STERIS assigned
 - g. Connected on facility network
 - h. Continuous access to Internet through ports 80 and 443
 - (iv) Network Requirements at Each Sterilizer or Washer
 - 1. An active TCP/IP 10/100 BaseT Ethernet network drop with a RJ45 jack within 10' of each unit
 - 2. An IP address is required for each unit
 - 3. Ethernet patch cables to connect each unit to provided RJ45 jack
 - 4. ProConnect will run on a wireless network if hard wiring to an Ethernet network is not practical.
 - 5. If physical access to the computer running the ProConnect software is not practical, some method of remote access such as Remote Desktop should be enabled.
 - (v) Some equipment requires 120 VAC power for an external router.

10. Excused Performance:

STERIS's obligation to provide the Services will be relieved during any period during which STERIS's employees do not have access to Equipment or parts by reason of war, act of terrorism, military action, nuclear hazard, energy shortage, government action, labor unrest, fire, act of God, obsolescence or any other reason not within STERIS's reasonable control. It is understood that certain manufacturers of Equipment may have or may hereafter adopt a policy whereby replacement parts will be sold only to Equipment users. In the event that STERIS notifies Subscriber that a part or parts cannot be obtained directly from a manufacturer by STERIS, Subscriber will use its best efforts to obtain such parts directly from the manufacturer or assist STERIS in obtaining such parts. If a part or parts are so purchased by Subscriber, STERIS will credit Subscriber's account for the cost of such part or parts. STERIS will not be responsible if Equipment is removed from service by virtue of its or Subscriber's inability to obtain necessary replacement parts.

11. Limited Warranty:

STERIS warrants that the Services and parts, and the labor associated with such parts, provided hereunder will be free from defects in material and workmanship under normal use and operation for a period of ninety (90) days from the date provided (the "Warranty Period"). During the Warranty Period, STERIS will repair such defects or replace any defective parts or labor at STERIS's expense. All replacement parts (whether new or reconditioned) will be of equivalent quality to the parts replaced, and

replaced parts will become the property of STERIS. Parts generally considered as expendable during normal use are not covered under this warranty, nor is any repair or part replacement made necessary by operator error, misuse, abuse, improper operation, defective accessories, being dropped, fire, loss, theft, power failure, negligence by any party other than STERIS, or other acts or omissions beyond the reasonable control of STERIS, or where STERIS determines that in fact no repairs actually required. EXCEPT AS PROVIDED HEREIN, STERIS MAKES NO REPRESENTATION OR WARRANTY OF ANY KIND, EXPRESS OR IMPLIED, INCLUDING WITHOUT LIMITATION ANY WARRANTY OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE, WITH RESPECT TO THE SUBJECT MATTER HEREOF, SERVICES TO BE PERFORMED BY STERIS PURSUANT TO THE TERMS HEREOF, OR PARTS TO BE SUPPLIED HEREUNDER.

12. Limitation of Liability:

In no case, whether as a result of breach of contract, breach of warranty or tort (including STERIS's or Subscriber's willful acts or negligence or strict liability) shall STERIS or Subscriber be liable to the other for any consequential or incidental damages incurred by the other, including but not limited to loss of revenue, profits or goodwill.

13. Indemnity:

Nothing contained in this Agreement is intended to relieve either STERIS or Subscriber from claims, liability, damages or expenses resulting from bodily injury, including death, or from property damage incurred due to the willful acts, the negligence or the strict liability of that party. STERIS agrees to defend, indemnify and hold Subscriber harmless from any and all claims, liability, damages or expenses (including reasonable attorneys' fees) due to personal injuries, including death to employees of STERIS or Subscriber or to third parties and for property damage to the extent caused by the willful acts or the negligence of STERIS or the strict liability of STERIS. Subscriber agrees to defend, indemnify and hold STERIS harmless from any and all claims, liability, damages or expenses (including reasonable attorneys' fees) due to personal injuries, including death, to employees of Subscriber or STERIS or to third parties and from property damage to the extent caused by the willful acts or the negligence of Subscriber or the strict liability of Subscriber.

14. Non Disclosure:

Subscriber acknowledges that in the course of preparing to perform and performing its obligations under this Agreement, STERIS has spent and will spend considerable effort and expense in compiling information and developing maintenance schedules, reports, protocols and procedures for STERIS's use in administering this Agreement. Portions of this information, including but not limited to maintenance schedules, reports, compilations of information, procedure manuals and forms, may be provided to Subscriber and its employees from time to time in written materials (the "STERIS Materials"). In addition, STERIS will make use of a computer system utilizing custom software developed by STERIS at great expense (the "STERIS Software"). Subscriber acknowledges that the STERIS Materials, STERIS Software, and the compilations of data prepared for use with the STERIS Software are the property of STERIS; agrees to treat them as confidential; agrees not to permit their disclosure to any third party; and agrees not to copy or use the STERIS Materials or STERIS Software except in accordance with this Agreement. Upon termination of this Agreement, Subscriber agrees to return all STERIS Materials, STERIS Software, or any copies thereof which are within its possession or control (other than reports which have been delivered to Subscriber by STERIS and which must be maintained by Subscriber for regulatory compliance) to STERIS and to refrain from making any claim to or use of the STERIS Materials, STERIS Software and related compilations of data. STERIS agrees that all information of Subscriber which is marked "Confidential" and which comes into STERIS's possession during the term of this Agreement will be treated as such, will be used only for provision of the Services, and will not be disclosed by STERIS to third parties. Subscriber acknowledges that all equipment data collected through ProConnect Remote Monitoring shall be considered STERIS confidential information.

15. Non Solicitation:

For the duration of this Agreement and for a period of two (2) years thereafter, Subscriber agrees not to solicit for employment or employ any STERIS technician or manager who has been engaged in providing services in connection with this Agreement. Due to the difficulty of ascertaining damages in the event of a breach of this provision, Subscriber agrees to pay STERIS as liquidated damages a sum equal to twelve (12) months pay for each hired technician or manager at the rate of the last full month of employment with STERIS. This charge shall be in addition to, and not in lieu of, the Company's right to terminate this contract pursuant to Section 4, obtain an injunction against the continued employment of the covered employee, as well as to pursue any other legal or equitable remedies which may be available.

16. Notices:

Any notice, instruction or other document pertaining to this Agreement shall be in writing and shall be delivered personally or sent by United States certified mail, return receipt requested, and addressed to Subscriber or STERIS as shown on the face of this contract, unless otherwise specified.

17. Severability:

Any portion of this Agreement found to be invalid by a court of competent jurisdiction shall not be cause for the cancellation or invalidation of the remaining clauses of this Agreement.

18. Waivers:

The failure to enforce any term of this Agreement by either party shall not act as a waiver of that party's right to insist on later performance of that or any other term of this Agreement, nor shall it act as a waiver of any of the party's rights with respect to the non performance.

19. Independent Contractor:

STERIS and Subscriber hereby acknowledge that STERIS shall perform the Services for Subscriber as an independent contractor. Nothing in this Agreement shall be construed to create the relationship of employer and employee or principal and agent between STERIS and Subscriber.

20. Complete Agreement, Modification and Applicable Law:

This Agreement, including the Attachments hereto, constitutes the entire agreement and understanding between the parties hereto and supersedes all other agreements (whether written or oral) with respect to the subject matter hereof. No waiver or modification shall be effective unless in writing and signed by an authorized representative of each party. No course of dealing or trade usage not contained herein will be binding upon the parties hereto. This Agreement shall be governed by the laws of Ohio and the United States, applicable therein. For the purposes of any legal proceedings arising in connection with this Agreement, each of the parties agrees to the original and non-exclusive jurisdictions of the courts of Ohio.

SUBSCRIBER

STERIS CORPORATION

By: _____

By: _____

Name:

Name:

Title:

Title:

Date:

Date:

PO #:

STERIS Agreement #: ____1-1346856947/8____

April 1, 2017



Subject: Sole Source

Dear Customer:

Please be advised that STERIS is the sole factory-authorized supplier of parts and service for the equipment that we manufacture including products under the brand names of AMSCO, Finn Aqua, HAMO, Black Diamond Video, and Medisafe.

All replacement parts manufactured or marketed by STERIS Corporation are compliant with original equipment manufacturer (OEM) specifications. These parts are sold and shipped directly to the end user of the products. STERIS does not utilize a distributor model.

STERIS has over 950 factory trained personnel who maintain our equipment through preventive maintenance agreements assuring that STERIS-manufactured equipment continues to operate in compliance with OEM specifications.

As the manufacturer of STERIS equipment, we recommend taking a number of factors into consideration when determining the appropriate number of annual preventive maintenance (PM) inspections for equipment that is outside the warranty period. These factors include, but are not limited to: previous experience with the machine, adherence to recommended routine operator maintenance protocol, quality of utilities, technical expertise of the service provider, and equipment usage rates.

Unless there are complicating factors, as described above, the routine maintenance set forth in the chart is recommended and is consistent with the PM visits covered by our current standard service agreement. Please work with your STERIS service representative to determine, taking into consideration all relevant factors, if the appropriate PM visits for your equipment differ from the standard service agreement. STERIS is in the process of revising service and maintenance manuals to reflect our updated recommendations.

Routine Maintenance:

Steam Sterilizers	<input type="checkbox"/> 2 PM inspections annually
Electric Sterilizers	<input type="checkbox"/> 4 PM inspections annually
Generators – Stand Alone	<input type="checkbox"/> 4 PM inspections annually
V-PRO® Low Temperature Sterilization Systems (VHP)	<input type="checkbox"/> 2 PM inspections annually or every 750 cycles, whichever is more frequent
Washers	<input type="checkbox"/> 4 PM inspections annually
Surgical Equipment-Lights, Tables, EMS, Scrub Sinks, Warming Cabinets & OR Integration	<input type="checkbox"/> 2 PM inspections annually
SYSTEM 1E® Liquid Chemical Sterilant Processing System	<input type="checkbox"/> 4 PM inspections annually
Ultrasonic – Floor Models	<input type="checkbox"/> 2 PM inspections annually

Recommended Chamber Cleaning:

Sterilizer Chamber Cleanings	<input type="checkbox"/> 1 annual cleaning
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Sincerely,

Debra Huya

Debra Huya Manager, Service Contracts
(440) 392-7629 phone
(440) 392-8932 fax



RSR039

Rev 15.2

AGREEMENT

QUOTED AGREEMENT #:	1-1346856947/8	DATE PRINTED:	03/02/2018
INVOICE TO:	41894	PO #:	*** PO Required
	MEMORIAL HOSP OF SWEETWATER CNTY	PARTS PO #:	
ATTN:	1200 COLLEGE DR	AGREEMENT TERM:	07/01/2018- 06/30/2021
	ROCK SPRINGS, Wyoming, 82901	BILLING FREQUENCY:	Monthly

Please return a signed copy of the equipment listing and a hard copy of the purchase order as acceptance to the attention of your contract administrator at:

STERIS Corporation
5960 Heisley Road
Mentor OH 44060
ATTN: Service Contracts Administration Department
PHONE: 1-800-333-8828 with Agreement Questions
FAX: 1-440-392-8932

This agreement cannot be active and no PM inspections performed, until the receipt of a hard copy purchase order showing the payment terms, agreement numbers or serial numbers, start date, applicable taxes and the full value of the contract. The purchase order has to be received no later than the 1st day of the agreement term, or PM Service will be delayed. Providing the PO within the required timeline will ensure we can maintain the agreement term, scheduled PM dates, and maintain contract customer status for preferred unscheduled hourly rates.

Agreement Comments: Please contact Skye Warner at 440.392.8447 or email skye_warner@steris.com. Please remember to include your PO on this Quote when signing or include this agreement #, term dates, and billing frequency on your PO; return by email or fax 440.392.8932

STERIS®



RSR039

Rev 15.2

EQUIPMENT LISTING

QUOTED AGREEMENT #: 1-1346856947/8
EQUIPMENT ADDRESS: MEMORIAL HOSP OF SWEETWATER CNTY

1200 COLLEGE DR
 ROCK SPRINGS, Wyoming, 82901

Equipment Description	Serial #	Dept	Agreement Product	Status	Coverage Type	Annual Price	Total Line Price
16 IN. CENT VAC SD 480V CAB Start Date 07/01/2018 **Inspection Schedule	030850803		SelectChoice Agreement	Renewal	Comprehensive	\$ 6,661.32	\$ 6,661.32
	End Date	06/30/2019	No. of Annual Inspections	2			
16 IN. CENT VAC SD STM CAB Start Date 07/01/2018 **Inspection Schedule	033051029		SelectChoice Agreement	Renewal	Comprehensive	\$ 4,123.90	\$ 4,123.90
	End Date	06/30/2019	No. of Annual Inspections	2			
3017 100% EO GAS STER. Start Date 07/01/2018 **Inspection Schedule	031931008	Basement	SelectChoice Agreement	Renewal	Comprehensive	\$ 7,855.05	\$ 7,855.05
	End Date	06/30/2019	No. of Annual Inspections	2			
CAVIWAVE ULTRASONIC CLEANER 15 GAL 208V/3PH/132KHZ Start Date 07/01/2018 **Inspection Schedule	1010C0893	STERILE ROOM	SelectChoice Agreement	Renewal	Comprehensive	\$ 1,368.74	\$ 1,368.74
	End Date	06/30/2019	No. of Annual Inspections	2			
20 IN. CENT VAC SD STM CAB Start Date 07/01/2018 **Inspection Schedule	033121019		SelectChoice Agreement	Renewal	Comprehensive	\$ 4,123.90	\$ 4,123.90
	End Date	06/30/2019	No. of Annual Inspections	2			
V-PRO 1 PLUS SGL DOOR CAB 208-230V	033071015	Back of OR	SelectChoice Agreement	Renewal	Comprehensive	\$13,903.43	\$ 13,903.43

This document is confidential information. Disclosure to third parties is not permitted.

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Rev 15.2

60HZ (ENGLISH)

Start Date 07/01/2018

End Date 06/30/2019

No. of Annual Inspections

2

****Inspection Schedule**

48 IN. PLATFORM
PREVAC
STERILIZER, SGL
HINGE, LH, REC, 208/240V

033051111

BASEMENT
CS

SelectChoice Agreement

Renewal

Comprehensive

\$ 5,296.01

\$ 5,296.01

Start Date 07/01/2018

End Date 06/30/2019

No. of Annual Inspections

2

****Inspection Schedule**

PACKAGED SYSTEM 1E

401556

SelectChoice Agreement

Renewal

Comprehensive

\$ 5,523.38

\$ 5,523.38

Start Date 07/01/2018

End Date 06/30/2019

No. of Annual Inspections

4

****Inspection Schedule**

PACKAGED SYSTEM 1E

402004

Cysto rm

SelectChoice Agreement

Renewal

Comprehensive

\$ 5,523.38

\$ 5,523.38

Start Date 07/01/2018

End Date 06/30/2019

No. of Annual Inspections

4

****Inspection Schedule**

RELIANCE SYNERGY
WASHER/DISINFECTOR
208V, 3PH, 4 WIRE, 60HZ-
(SFDA 20081573688)

363071401
1

OR SPD

SelectChoice Agreement

Renewal

Comprehensive

\$ 5,553.62

\$ 5,553.62

Start Date 07/01/2018

End Date 06/30/2019

No. of Annual Inspections

4

****Inspection Schedule**

No. of items to be inspected:

10

Billing Frequency:

Monthly

Address Sub Total: \$ 59,932.73

First Year Price: \$ 59,932.73

Second Year Price: \$ 59,932.73

Third Year Price: \$ 59,932.73

\$

\$

Total Agreement Price: \$ 179,798.19

STERIS®



RSR039

Rev 15.2

The Service Coverage Description set forth in Attachment A and the Terms and Conditions, set forth in Attachment B shall apply to the provisions of services under this Agreement and are incorporated herein by reference.

STERIS Agreement #: _____1-1346856947/8_____

SUBSCRIBER

STERIS

By: _____
Name: _____
Title: _____
Date: _____
PO #: _____

By: _____
Name: _____
Title: _____
Date: _____

**ATTACHMENT A
SERVICE COVERAGE DESCRIPTIONS**

1. Comprehensive (Platinum): Comprehensive service includes all parts and labor to perform (i) scheduled preventive maintenance in accordance with STERIS's then current Preventive Maintenance Check List ("PMCL") and (ii) unscheduled repair visits, provided that parts required during unscheduled repair visits are not subject to the parts exclusions as outlined in Section 5(d). Subscriber is eligible to participate in STERIS's current Surgical Upgrade Program with the purchase of new Surgical Capital Equipment.

STERIS Service Maintenance Coverage	Comprehensive
	Complete maintenance and repair package for those who want the simplest way to cover their investment
EQUIPMENT MAINTENANCE	
Meets OEM Recommended Maintenance & Safety Standards	●
Scheduled Maintenance Labor	●
Scheduled Maintenance Parts (Where applies)	●
Travel Charges	●
Repair Labor	●
Repair Parts	●
CUSTOMER SUPPORT	
Priority Technical Support 24/7	●
Customer Care Center	●
Place Service Request online at eService.com	●
Detailed Service Documentation	●

2. Priority Technical Support is also included in addition to Remote Monitoring if the covered equipment is capable and enabled with this technology. Subscriber can also use eservice.steris.com to schedule and track service requests, and also purchase service parts.
3. Normal Working Hours – The Services for surgical equipment will be performed Monday through Friday, 8:00 A.M. to 8:00 P.M., local time, excluding federal holidays ("Normal Working Hours"). The Services for infection prevention equipment will be performed Monday through Friday, 8:00 A.M. to 5:00 P.M., local time, excluding federal holidays ("Normal Working Hours"). Any Service not performed during Normal Working Hours shall be billed at the then current applicable rate as set forth in Attachment A section 4(a).
4. Overtime Coverage Options: Overtime coverage, unless included as part of a Service Option and indicated on the Equipment List, will be charged at prevailing rates for any service performed outside Normal Working Hours.
 - a. Overtime coverage options must be noted on the Equipment List and are as follows:

Option	Equipment Type	Hours	Description
PM Late	Infection prevention	M-F 5:00 PM – 12:00 AM	Provides scheduled PMs during the hours indicated, excludes holidays
PM Late	surgical	M-F 8:00 PM – 12:00 AM	Provides scheduled PMs during the hours indicated, excludes holidays
PM 24x5	Both	M-F 24 hrs	Provides scheduled PMs during the hours indicated, excludes holidays
OT 24x7	Both	24x7	Provides unscheduled maintenance at any time, includes holidays
5. Priority Technical Support: Priority Technical Support service for STERIS equipment for the term of the Agreement to include; unlimited calls to the STERIS service hotline, calls related to STERIS equipment shall be placed ahead of calls related to equipment that is not registered for Priority Support coverage and STERIS shall route all calls to the appropriate Technical Support resource based on the equipment serial number.
6. 1st Year Preventive Maintenance Service Option: During the warranty period for new Equipment purchased by Subscriber, Subscriber will have for surgical equipment a Performance Check Service Option. Infection preventive equipment will have a 1st Year Preventive Maintenance Service Option. The Performance Check Service Option includes labor to perform a scheduled inspection in accordance with STERIS's then current Performance Checklist. The 1st Year Preventive Maintenance Service Option includes all parts (if applicable) and labor to perform scheduled preventive maintenance in accordance with STERIS's then

current PMCL. Parts and labor for unscheduled repair visits during the warranty period are covered by the standard equipment warranty. Priority Technical Support is also included, as well as access to eservice.steris.com to schedule and track service requests, and also purchase service parts.

7. Block of Time: Subscriber agrees to purchase an annual prepaid retainer for a specific value of STERIS labor and travel.
8. Block of Parts: Subscriber agrees to purchase an annual prepaid retainer for a specific value of STERIS parts.
9. Additional Service Options: In addition to the Service Options set forth in paragraphs 1 – 5 above, Subscriber may select from one or both of the following additional Service Options. If selected, the prices for additional Service Options selected by Subscriber shall be set forth on the Equipment List and such prices are not included in the price for the other Service Options selected by Subscriber. The following additional Service Options may be selected by Subscriber on the Equipment List for any piece of Equipment:
 - a. Chamber Cleaning – STERIS will provide periodic interior surface cleaning of the chamber walls of certain sterilizers included on the Equipment List. Unless otherwise included in the Service Option selected by Subscriber, the chamber cleaning services do not include any repairs or maintenance service that may be discovered during the course of the chamber cleaning services. All chemicals and equipment used in connection with such chamber cleaning services will be provided by STERIS. The Equipment List indicates the frequency of the chamber cleaning that is included in the Services.
 - b. Calibration Services – STERIS will provide NIST (National Institute of Standards and Technology) traceable on-site calibration of process measuring equipment used in manufacturing and manufacturing-support environments. The calibration services do not include any repairs or maintenance service that is discovered during the course of the calibration services. The Equipment List indicates the frequency of the calibration services that is included in the Services.
10. Prices:
 - a. Prices: During the Initial Term of this Agreement, the Prices for the Service Options for each piece of Equipment selected by Subscriber are listed in the service agreement.
 - b. Zone Charges (flat travel fee from STERIS primary technician's residence for unscheduled, billable work):

i.	Zone 1	0-161M	Prevailing Rate
ii.	Zone 2	162-402M	Prevailing Rate
iii.	Zone 3	403-803M	Prevailing Rate
iv.	Zone 4	>804M	Prevailing Rate

Attachment B – STERIS Terms & Conditions

1. Terms and Conditions:

- (a) The terms and conditions set forth in this Agreement ("STERIS's Terms") apply to all Services sold or provided by STERIS pursuant to this Agreement. The terms and conditions contained in or referenced by any purchase order or other document issued by Subscriber shall not take precedence over STERIS's Terms unless signed by an authorized representative of both STERIS and Subscriber. No course of dealing, custom or usage that is contrary to STERIS's Terms shall apply.
- (b) STERIS reserves the right to correct any typographical or clerical errors in price, specifications, quotations or acknowledgements.

2. Services:

Subscriber has selected from the service options described in Attachment A (each a "Service Option") for each piece of equipment listed in this agreement (the "Equipment List"). The Service Options selected by Subscriber are referred to in this Agreement as the "Services". STERIS agrees to provide Subscriber with the Services according to the terms and conditions of this Agreement.

3. Service Parameters:

- (a) STERIS will perform the Services according to the following parameters and in accordance with the Service Options selected by Subscriber
- (b) Recall Alerts - STERIS will provide a recall alert monitoring and notification service for STERIS equipment.
- (c) Documentation - The parties agree to provide each other with the following documentation with respect to the Equipment:
 - (i) an accurate inventory of the Equipment, the current form of which is included in this agreement (the "Equipment List").
 - (ii) Subject to the confidentiality obligations contained in Section 14 below, STERIS will provide Subscriber with copies of all field service corrective maintenance work orders related to the Equipment that is owned or operated by Subscriber.
- (d) Normal Working Hours - The Services will be performed Monday through Friday, 8:00 A.M. to 5:00 P.M., local time, excluding federal holidays ("Normal Working Hours"). Any Services not performed during Normal Working Hours shall be billed at the then current applicable rate as set forth on Attachment A.
- (e) Response Time - STERIS will provide the following response times for unscheduled service calls placed through the STERIS Call Center at 1-800-333-8828: (i) initial phone contact with the Subscriber within four (4) hours and (ii) on-site service within 48 hours. All response times are in accordance with Section 3(c).
- (f) ProConnect Response Center - STERIS will include priority access to the ProConnect Response Center. Depending on the service option selected, this includes high priority technical support, online service management and remote monitoring of enabled STERIS products. If selected, STERIS will remotely monitor all connected equipment from its ProConnect Response Center via an internet connection.

4. Term and Termination:

- (a) Term - The Term of this Agreement is as stated on page one of the Agreement.
- (b) Termination for Insolvency -
Either party may terminate this Agreement by written notice to the other if such other party shall make any assignment or any general arrangement for the benefit of creditors, shall file a petition or otherwise commence, authorize or acquiesce in the commencement or continuance of a proceeding under any bankruptcy, insolvency, creditors protection or similar law, have any such proceeding filed against it and remain outstanding for thirty (30) days or otherwise become bankrupt or insolvent (however evidenced) or be unable to pay its debts as they fall due.
- (c) Termination for Breach - This Agreement may also be terminated by either party in the event of a material breach of the terms of this Agreement by the other party, provided that the breaching party shall have a period of sixty (60) days following receipt of written notice of an alleged breach of any of the terms of this Agreement within which to correct such breach. If the breach is not corrected within that period, the non breaching party may terminate this Agreement immediately by providing written notice of termination. Payment and service will continue until the effective date of the termination. This Agreement shall be automatically terminated, however, as to any item of Equipment at the time that such item leaves the exclusive control of Subscriber.
- (d) Refunds/Cancellation Charges - If this Agreement is terminated by Subscriber other than in accordance with Section 4(c) above, Subscriber will pay to STERIS the difference, if any, between
 - (i) the value of the Services provided by STERIS during the then current term of this Agreement, as calculated at STERIS's then current time and material rates, as of the effective date of such termination and

- (ii) the total fees paid by Subscriber during the then current term of this Agreement as of the effective date of such termination. The parties acknowledge and agree that the payment contemplated by this Section 4(d) is not a penalty, but is instead a reasonable attempt to quantify the damages to STERIS in the event of the termination contemplated by this Section 4(d) and that this Section 4(d) is reasonable under the circumstances.
- (e) End of Term – if the entire value of the Block of Parts and/or Block of Time Contract is not used by Subscriber prior to expiration of this Agreement, Subscriber will not be entitled to a refund for any portion of the remaining value of the Agreement.
- (f) Returns / Restocking Charges – STERIS will accept returns of service parts purchased pursuant to this Agreement and issue Subscriber a credit for such service parts subject to the following restrictions.
 - (i) Return must be requested within 30 days of the purchase date, as indicated on the packing slip.
 - (ii) Items must be a STERIS catalog item. "Special" or "made to order" items manufactured by STERIS or purchased from a vendor are not eligible for return.
 - (iii) Items must be in "new" condition. Damaged or used items are not eligible for return.
 - (iv) Items must be complete. All accessories, instructions and special packaging material must be included. Incomplete items are subjected to additional restocking charges.
 - (v) If an item is sold sterile, then the item must be in the original, unopened, and undamaged packaging.
 - (vi) If an item has an expiration date, then there must be at least 120 days remaining until the expiration date.
 - (vii) Temperature sensitive and electronic/electrical components are not eligible for return.
 - (viii) Printed circuit boards may be returned only if the seal has not been broken on the package (package has not been opened).
 - (xi) All returns are subject to a 20% restocking charge, plus freight, crating, and re-certification charges, as appropriate.

5. Pricing and Payment:

- (a) Pricing - The prices for the Services are set forth in the Equipment List (the "Prices"). The Prices shall be firm for the first year of the Initial Term. Thereafter, STERIS shall have the right to increase the Prices on an annual basis by providing at least sixty (60) days prior notice of such increase to Subscriber.
- (b) Taxes - All charges are exclusive of applicable federal, state or local taxes. Unless Subscriber supplies an exemption or direct payment certificate, Subscriber shall pay, or reimburse STERIS for paying, any such taxes and STERIS may add such taxes to its invoices.
- (c) Payment – Invoices shall be sent to Subscriber on a monthly basis with the exception of Block of Time, Block of Parts and Priority Technical Support Agreements which will be invoiced in advance on an annual basis. Subscriber shall pay all invoices within thirty (30) days of receipt. STERIS may assess interest charges for late payment at the rate of 1½% per month or the highest rate allowed by law, whichever is less, and Subscriber agrees to pay such charges. STERIS will be relieved of any obligation to render Services during the period of time in which Subscriber's account is in arrears, provided that STERIS has given Subscriber thirty (30) days prior written notice. STERIS shall not be obligated to make up or provide reimbursement for Services not performed as a result of Subscriber's delinquent account status.
- (d) Exclusions -The Services do not include, and Subscriber agrees to pay STERIS at its then prevailing labor rates and parts prices for, any services not included in the Service Option selected by Subscriber for any given piece of Equipment, including, without limitation, the following:
 - (i) Equipment overhauls, welding, rebuilds, upgrades and/or relocations, door assemblies, Light cameras, surgical monitors or recorders not purchased from STERIS, generators, water tanks, reservoirs, Surgical Table Shrouds, Sonic Tanks, SYSTEM 1e trays and monochrome display. For life science Subscribers, all pumps, transducers, or components with a sales price greater than \$5,000.
 - (ii) Consumable and expendable items including, but not limited to, filters, cleaning agents, biological and chemical indicators, recording charts, paper, ink pens, ribbons, pen arms, surgical lamps, light handles, batteries, and all hydraulic oils;
 - (iii) Surgical table accessories; hand controls, arm boards, x-ray tops, table pads
 - (iv) Visits made at Subscriber's request to perform Services on Equipment which was not available or which could not be located;
 - (v) Services requested by Subscriber due to failure of defective accessory items;
 - (vi) Services or parts requested by anyone other than STERIS, unless authorized in writing by STERIS;
 - (vii) Parts, manuals and/or labor found necessary to bring Equipment up to normal operating condition during the Pre-PM Inspection, provided that if Subscriber does not wish to bring the Equipment up to normal operating condition, STERIS will delete the Equipment from the Equipment List;
 - (viii) Repairs resulting from operator error, misuse, abuse, improper operation or installation, defective accessories, being dropped, fire, loss, theft, utility failure, negligence by any party or other acts beyond the reasonable control of STERIS, or where STERIS determines that in fact no repair is actually required;
 - (ix) Parts or labor required for recall or safety oriented modifications to non-STERIS Equipment;
 - (x) Any repairs which are estimated by STERIS to cost in excess of 50% of the unit's current value (STERIS will provide Subscriber with a written estimate in such cases);

- (xi) Services performed outside of Normal Working Hours, unless work outside Normal Working Hours is provided for in the Equipment List; and
- (xii) Service lines, shut off valves, disconnect switches or other components not a part of the Equipment unless otherwise specified.
- (xiii) Any parts for Equipment that is not designated as parts inclusive on the Equipment List; and
- (xiv) Unless the 1st Year Preventive Maintenance Option listed on Attachment A is selected by the Subscriber, preventive maintenance during the Warranty Period for capital equipment is not covered by this Agreement and is available through a separate agreement with STERIS.
- (xv) All oil changes in excess of the quantity of (2) for all V-PRO units with a standard maintenance agreement are billable events to be charged at then current parts and labor rates. Oil changes above the standard quantity of (2) may be included in the maintenance agreement for an additional fee.

6. Additions or Deletions of Equipment:

- (a) Additions or deletions of Equipment to or from the Equipment List may be made at any time, subject to both the inspection contemplated by Section 6(b) below and to the advance written agreement of both STERIS and Subscriber. Additions to contract after the 15th (fifteenth) of the month will be effective the 1st (first) of the following month. Additions to contract made before the 15th (fifteenth) of the month will be eligible for immediate coverage but will be invoiced for the entire month. Deletions may be made only where Equipment has been taken out of service. If Subscriber elects to keep an item of Equipment in service after STERIS has determined that the item can no longer be effectively or safely maintained, Subscriber will assume full responsibility for that decision and will defend and indemnify STERIS for any claims or liability arising from the condition or use of that item including any personal injuries to or death of any employees of Subscriber or STERIS.
- (b) Prior to the addition of any equipment to the Equipment List during the term of this Agreement, a Pre-PM inspection may be required to verify that the equipment is operating in accordance with the manufacturer's original equipment specifications (the "Pre-PM Inspection"). The Pre-PM Inspection will be at Subscriber's expense.
- (c) If ProConnect Remote Monitoring is included in this agreement, it will be enabled on any equipment added to the agreement that is capable of supporting this feature. Remote monitoring will be enabled as part of the next scheduled service visit, where applicable.

7. Shipment & Delivery:

- (a) STERIS shall select the method and carrier for delivery of all service parts. All shipments of service parts by STERIS pursuant to this Agreement shall be FOB Origin. Title and risk of loss or damage to the service parts shall pass from STERIS to Subscriber upon delivery to a carrier at point of shipment.
- (b) Any shipment, delivery, or performance date stated in the Subscriber's purchase order or other document delivered in connection with an order for service parts pursuant of this Agreement is approximate only and does not constitute any guarantee of shipment, delivery, or performance on any particular date.
- (c) Shipping and handling of any parts covered under the terms of this contract shall be the responsibility of STERIS with the exception of Exclusions as outlined in Section 5(d). Shipping and handling outlined in parts in Section 5(d) will be the responsibility of the Subscriber. Any extra charges incurred for additional services, such as shipment from point specified by customer, or customer's carrier, or special handling at the destination, must be paid by the Subscriber.

8. Equipment Manuals:

Subscriber will be responsible for acquiring any necessary operating and maintenance manuals for non-STERIS equipment covered under this Agreement. The cost of such manuals will be paid by Subscriber.

9. Subscriber's Responsibilities:

- (a) Access to Equipment - Subscriber shall provide STERIS's personnel with free and safe access to the Equipment on each date that service calls are made pursuant to this Agreement and shall assist STERIS's representative in any reasonable manner (including the provision of appropriate services such as electrical power, water, etc.) in said representative's performance of the Services. Subscriber will make all Equipment available for the Services as scheduled. STERIS will not be responsible for providing the Services for Equipment that is not made available. Subscriber shall be responsible for paying any and all fees or costs associated with security or other facility access requirements. STERIS shall only provide information that it deems reasonable and appropriate to secure access to the facility.
- (b) Current Vendors - Subscriber, as a contractor of current service vendors, will be responsible for paying
 - (i) any amounts owed to a vendor that is terminated as a result of this Agreement or
 - (ii) any amounts owed to STERIS for Services performed prior to the time this Agreement either terminates or expires.
- (c) Employee Training - Subscriber acknowledges that it is the responsibility of Subscriber for ensuring that all personnel permitted to operate the Equipment will be adequately trained and supervised and that the Equipment will be operated in compliance with the manufacturer's instructions and all applicable laws, rules, regulations and/or standards.
- (d) Parking - Subscriber will provide STERIS personnel with suitable parking facilities, at no charge, while performing the Services.

- (e) Unauthorized Repair Personnel - Subscriber will permit only STERIS representatives, or any other party acting on behalf of STERIS, to make repairs or to replace parts of the Equipment.
- (f) Invoices - With respect to services or parts provided by STERIS which are excluded from the Services under the terms of this Agreement, such services or parts will be charged at STERIS's then prevailing rate. Subscriber will maintain a standing purchase order to cover any such service and parts billing, and will pay all such charges in full within thirty (30) days of the date of STERIS's invoice. While payment for such services is not part of the Services, the rendering of such additional services shall otherwise be subject to the terms and conditions of this Agreement, notwithstanding the provisions of any purchase order issued by Subscriber.
- (g) Hazard Communication - Subscriber will provide STERIS with information as to all known hazards or hazardous materials which STERIS's personnel may encounter when working on Equipment and in the environments within which Equipment is located.
- (h) ProConnect Response Center - if Subscriber elects to utilize the ProConnect Response Center, Subscriber agrees to:
 - (i) Work with STERIS Technical Support prior to dispatching a service technician
 - (ii) Allow STERIS to monitor all connected equipment from its ProConnect Response Center
 - (iii) Computer Requirements
 - 1. Desktop, server or virtual computer that meets the following minimum hardware/software requirements to run the ProConnect Remote Monitoring software, service agent and support software.
 - a. Windows XP SP 2 or higher or Windows Server 2003
 - b. 2.8 GHz Processor Speed
 - c. 512 MB RAM
 - d. 5 GB Free Hard Drive Space
 - e. CD-ROM Drive
 - f. Login for STERIS assigned
 - g. Connected on facility network
 - h. Continuous access to Internet through ports 80 and 443
 - (iv) Network Requirements at Each Sterilizer or Washer
 - 1. An active TCP/IP 10/100 BaseT Ethernet network drop with a RJ45 jack within 10' of each unit
 - 2. An IP address is required for each unit
 - 3. Ethernet patch cables to connect each unit to provided RJ45 jack
 - 4. ProConnect will run on a wireless network if hard wiring to an Ethernet network is not practical.
 - 5. If physical access to the computer running the ProConnect software is not practical, some method of remote access such as Remote Desktop should be enabled.
 - (v) Some equipment requires 120 VAC power for an external router.

10. Excused Performance:

STERIS's obligation to provide the Services will be relieved during any period during which STERIS's employees do not have access to Equipment or parts by reason of war, act of terrorism, military action, nuclear hazard, energy shortage, government action, labor unrest, fire, act of God, obsolescence or any other reason not within STERIS's reasonable control. It is understood that certain manufacturers of Equipment may have or may hereafter adopt a policy whereby replacement parts will be sold only to Equipment users. In the event that STERIS notifies Subscriber that a part or parts cannot be obtained directly from a manufacturer by STERIS, Subscriber will use its best efforts to obtain such parts directly from the manufacturer or assist STERIS in obtaining such parts. If a part or parts are so purchased by Subscriber, STERIS will credit Subscriber's account for the cost of such part or parts. STERIS will not be responsible if Equipment is removed from service by virtue of its or Subscriber's inability to obtain necessary replacement parts.

11. Limited Warranty:

STERIS warrants that the Services and parts, and the labor associated with such parts, provided hereunder will be free from defects in material and workmanship under normal use and operation for a period of ninety (90) days from the date provided (the "Warranty Period"). During the Warranty Period, STERIS will repair such defects or replace any defective parts or labor at STERIS's expense. All replacement parts (whether new or reconditioned) will be of equivalent quality to the parts replaced, and

replaced parts will become the property of STERIS. Parts generally considered as expendable during normal use are not covered under this warranty, nor is any repair or part replacement made necessary by operator error, misuse, abuse, improper operation, defective accessories, being dropped, fire, loss, theft, power failure, negligence by any party other than STERIS, or other acts or omissions beyond the reasonable control of STERIS, or where STERIS determines that in fact no repairs actually required. EXCEPT AS PROVIDED HEREIN, STERIS MAKES NO REPRESENTATION OR WARRANTY OF ANY KIND, EXPRESS OR IMPLIED, INCLUDING WITHOUT LIMITATION ANY WARRANTY OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE, WITH RESPECT TO THE SUBJECT MATTER HEREOF, SERVICES TO BE PERFORMED BY STERIS PURSUANT TO THE TERMS HEREOF, OR PARTS TO BE SUPPLIED HEREUNDER.

12. Limitation of Liability:

In no case, whether as a result of breach of contract, breach of warranty or tort (including STERIS's or Subscriber's willful acts or negligence or strict liability) shall STERIS or Subscriber be liable to the other for any consequential or incidental damages incurred by the other, including but not limited to loss of revenue, profits or goodwill.

13. Indemnity:

Nothing contained in this Agreement is intended to relieve either STERIS or Subscriber from claims, liability, damages or expenses resulting from bodily injury, including death, or from property damage incurred due to the willful acts, the negligence or the strict liability of that party. STERIS agrees to defend, indemnify and hold Subscriber harmless from any and all claims, liability, damages or expenses (including reasonable attorneys' fees) due to personal injuries, including death to employees of STERIS or Subscriber or to third parties and for property damage to the extent caused by the willful acts or the negligence of STERIS or the strict liability of STERIS. Subscriber agrees to defend, indemnify and hold STERIS harmless from any and all claims, liability, damages or expenses (including reasonable attorneys' fees) due to personal injuries, including death, to employees of Subscriber or STERIS or to third parties and from property damage to the extent caused by the willful acts or the negligence of Subscriber or the strict liability of Subscriber.

14. Non Disclosure:

Subscriber acknowledges that in the course of preparing to perform and performing its obligations under this Agreement, STERIS has spent and will spend considerable effort and expense in compiling information and developing maintenance schedules, reports, protocols and procedures for STERIS's use in administering this Agreement. Portions of this information, including but not limited to maintenance schedules, reports, compilations of information, procedure manuals and forms, may be provided to Subscriber and its employees from time to time in written materials (the "STERIS Materials"). In addition, STERIS will make use of a computer system utilizing custom software developed by STERIS at great expense (the "STERIS Software"). Subscriber acknowledges that the STERIS Materials, STERIS Software, and the compilations of data prepared for use with the STERIS Software are the property of STERIS; agrees to treat them as confidential; agrees not to permit their disclosure to any third party; and agrees not to copy or use the STERIS Materials or STERIS Software except in accordance with this Agreement. Upon termination of this Agreement, Subscriber agrees to return all STERIS Materials, STERIS Software, or any copies thereof which are within its possession or control (other than reports which have been delivered to Subscriber by STERIS and which must be maintained by Subscriber for regulatory compliance) to STERIS and to refrain from making any claim to or use of the STERIS Materials, STERIS Software and related compilations of data. STERIS agrees that all information of Subscriber which is marked "Confidential" and which comes into STERIS's possession during the term of this Agreement will be treated as such, will be used only for provision of the Services, and will not be disclosed by STERIS to third parties. Subscriber acknowledges that all equipment data collected through ProConnect Remote Monitoring shall be considered STERIS confidential information.

15. Non Solicitation:

For the duration of this Agreement and for a period of two (2) years thereafter, Subscriber agrees not to solicit for employment or employ any STERIS technician or manager who has been engaged in providing services in connection with this Agreement. Due to the difficulty of ascertaining damages in the event of a breach of this provision, Subscriber agrees to pay STERIS as liquidated damages a sum equal to twelve (12) months pay for each hired technician or manager at the rate of the last full month of employment with STERIS. This charge shall be in addition to, and not in lieu of, the Company's right to terminate this contract pursuant to Section 4, obtain an injunction against the continued employment of the covered employee, as well as to pursue any other legal or equitable remedies which may be available.

16. Notices:

Any notice, instruction or other document pertaining to this Agreement shall be in writing and shall be delivered personally or sent by United States certified mail, return receipt requested, and addressed to Subscriber or STERIS as shown on the face of this contract, unless otherwise specified.

17. Severability:

Any portion of this Agreement found to be invalid by a court of competent jurisdiction shall not be cause for the cancellation or invalidation of the remaining clauses of this Agreement.

18. Waivers:

The failure to enforce any term of this Agreement by either party shall not act as a waiver of that party's right to insist on later performance of that or any other term of this Agreement, nor shall it act as a waiver of any of the party's rights with respect to the non performance.

19. Independent Contractor:

STERIS and Subscriber hereby acknowledge that STERIS shall perform the Services for Subscriber as an independent contractor. Nothing in this Agreement shall be construed to create the relationship of employer and employee or principal and agent between STERIS and Subscriber.

20. Complete Agreement, Modification and Applicable Law:

This Agreement, including the Attachments hereto, constitutes the entire agreement and understanding between the parties hereto and supersedes all other agreements (whether written or oral) with respect to the subject matter hereof. No waiver or modification shall be effective unless in writing and signed by an authorized representative of each party. No course of dealing or trade usage not contained herein will be binding upon the parties hereto. This Agreement shall be governed by the laws of Ohio and the United States, applicable therein. For the purposes of any legal proceedings arising in connection with this Agreement, each of the parties agrees to the original and non-exclusive jurisdictions of the courts of Ohio.

SUBSCRIBER

STERIS CORPORATION

By: _____

By: _____

Name:

Name:

Title:

Title:

Date:

Date:

PO #:

STERIS Agreement #: ____1-1346856947/8____

April 1, 2017



Subject: Sole Source

Dear Customer:

Please be advised that STERIS is the sole factory-authorized supplier of parts and service for the equipment that we manufacture including products under the brand names of AMSCO, Finn Aqua, HAMO, Black Diamond Video, and Medisafe.

All replacement parts manufactured or marketed by STERIS Corporation are compliant with original equipment manufacturer (OEM) specifications. These parts are sold and shipped directly to the end user of the products. STERIS does not utilize a distributor model.

STERIS has over 950 factory trained personnel who maintain our equipment through preventive maintenance agreements assuring that STERIS-manufactured equipment continues to operate in compliance with OEM specifications.

As the manufacturer of STERIS equipment, we recommend taking a number of factors into consideration when determining the appropriate number of annual preventive maintenance (PM) inspections for equipment that is outside the warranty period. These factors include, but are not limited to: previous experience with the machine, adherence to recommended routine operator maintenance protocol, quality of utilities, technical expertise of the service provider, and equipment usage rates.

Unless there are complicating factors, as described above, the routine maintenance set forth in the chart is recommended and is consistent with the PM visits covered by our current standard service agreement. Please work with your STERIS service representative to determine, taking into consideration all relevant factors, if the appropriate PM visits for your equipment differ from the standard service agreement. STERIS is in the process of revising service and maintenance manuals to reflect our updated recommendations.

Routine Maintenance:

Steam Sterilizers	<input type="checkbox"/> 2 PM inspections annually
Electric Sterilizers	<input type="checkbox"/> 4 PM inspections annually
Generators – Stand Alone	<input type="checkbox"/> 4 PM inspections annually
V-PRO® Low Temperature Sterilization Systems (VHP)	<input type="checkbox"/> 2 PM inspections annually or every 750 cycles, whichever is more frequent
Washers	<input type="checkbox"/> 4 PM inspections annually
Surgical Equipment-Lights, Tables, EMS, Scrub Sinks, Warming Cabinets & OR Integration	<input type="checkbox"/> 2 PM inspections annually
SYSTEM 1E® Liquid Chemical Sterilant Processing System	<input type="checkbox"/> 4 PM inspections annually
Ultrasonic – Floor Models	<input type="checkbox"/> 2 PM inspections annually

Recommended Chamber Cleaning:

Sterilizer Chamber Cleanings	<input type="checkbox"/> 1 annual cleaning
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Sincerely,

Debra Huya

Debra Huya Manager, Service Contracts
(440) 392-7629 phone
(440) 392-8932 fax

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: **Apervita for Joint Commission**
2. Purpose of contract, including scope and description: **The Joint Commission, in alignment with the Centers for Medicare and Medicaid Services, requires hospitals to submit data on electronic clinical quality measures (eCQMs). The eCQMs are the quality measures obtained from the electronic health record and in alignment with the meaningful use program. In order to successfully submit the measures, the hospital can choose to submit measures straight from the electronic health to TJC or can use a platform (Apervita) to securely upload the measures to TJC. The hospital's current electronic health record, Quadramed, is not capable of directly submitting the data to TJC. The hospital will have to submit measures using the Apervita platform. Apervita is the company TJC has contracted with to securely transfer data and upload to TJC. Submission of the measures is a requirement. The hospital is required to submit the data both to CMS and TJC. The hospital has successfully submitted to CMS and is now submitting to TJC.**
3. Effective Date. **5/18/2018**
4. Expiration Date: **continues until terminated by JC or until we obtain a different EMR that would give us the capability to upload to JC directly.**
5. Rights of renewal and termination: **Termination for breach provisions or Apervita can terminate if our account has been inactive for more than 30 days. Is this auto-renew? No**
6. Monetary cost of the contract and is the cost included in the department budget? **\$300.00 total per year for all eCQM measures transmitted. This will**

be billed to the organization following the June 29th submission deadline. This has not been included in Quality's budget for FY 2019.

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

8. Any confidentiality provisions? **Yes 3.4 The data being transferred is confidential but the agreement itself is not confidential**

9. Indemnification clause present? **Yes section 7**

10. Is this contract appropriate for other bids? No why not? **Apervita is the contracted agency TJC is using for submission of the electronic clinical quality measures.**

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

12. Is County Attorney review required? **NA**

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: **Cummins**
2. Purpose of contract, including scope and description: **Service on the Cummins diesel fired generator sets. For the 2 stand-by generators.**
3. Effective Date. **Quote date is May 16, 2018. This quote is for one service visit between May 16 2018 and May 16 2019. It will be scheduled after the service agreement is approved.**
4. Expiration Date: **1 year to May 16, 2019.**
5. Rights of renewal and termination: **Not addressed but we wouldn't terminate unless we had another provider for the service.** Is this auto-renew? **No**
6. Monetary cost of the contract and is the cost included in the department budget? **\$3444.00 year or \$1722.00 per generator.**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **NA**
8. Any confidentiality provisions? **NA**
9. Indemnification clause present? **NA**
10. Is this contract appropriate for other bids? **Use Cummins as the generator sets are a Cummins product and they are the only ones who can provide us with OEM (Original Equipment Manufacturer).**
11. In-house Counsel Reviewed: **YES**
12. Is County Attorney review required? **NA**

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: **Education Agreement with Sweetwater Fire Dt #1**
2. Purpose of contract, including scope and description: **Agreement between MHSC and fire district for EMT training and other health care delivery studies.**
3. Effective Date: **May 22, 2018.**
4. Expiration Date: **no expiration date continues until terminated by either party.**
5. Rights of renewal and termination: **Can terminate with 90 days' notice** Is this auto-renew? **no**
6. Monetary cost of the contract and is the cost included in the department budget? **None**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **State of Wyoming**
8. Any confidentiality provisions? **no**
9. Indemnification clause present? **Yes each party liable for their own negligent acts.**
10. Is this contract appropriate for other bids? **No**
11. In-house Counsel Reviewed: **Yes**
12. Is County Attorney review required? **NA**

Contract Check List

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

1. Name of Contract: **Fresenius Contract Amendment for peritoneal dialysis (PD) supplies.**
2. Purpose of contract, including scope and description: Currently have a contract with Fresenius for our dialysis equipment and acid concentrate to run hemodialysis. **This amendment to the Fresenius contract allows us to order supplies and equipment for peritoneal dialysis. PD is done at home after training with our nurses in dialysis. Having the ability to do PD will help patients who currently drive to SLC and other places for training and maintenance care such as monthly labs, dietician and social work counseling. MHSC cannot do PD until it has a contract in place for supplies. Once this contract is in place we can order the supplies, train staff on how to train patients and apply for a state license to run a PD clinic out of the hospital.**
3. Effective Date: **of the original contract with Fresenius has an effective date of Feb 24, 2016.**
4. Expiration Date: **4 years from 2016 so the entire agreement with amendments would end 2/29/2020.**
5. Rights of renewal and termination: **If we don't purchase up to our volume commitments Fresenius may terminate** Is this auto-renew? **No**
6. Monetary cost of the contract and is the cost included in the department budget? **\$2000.00 to \$2500.00 for supplies. These costs will be billed to the PD patients through Medicare once they are trained on how to use the supplies.**

7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **Jurisdiction is in MASS. Nationwide company with form contract for to sell supplies in any state.**

8. Any confidentiality provisions? Not in amendment

9. Indemnification clause present? Not in amendment

10. Is this contract appropriate for other bids? **No This company is the only company we could find that will provide us with dialysis supplies.**

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

12. Is County Attorney review required?

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: **This is a contract for digital marketing including 2 minute videos inserted into live streamed football games. These will also be on the Wyo 4 website and facebook page. Crawler go along the bottom of live stream of games. Digital, video etc for sport sponsorship for the Tiger sport season.**
3. Effective Date: **July 1, 2018 for 7 months of tiger sports**
4. Expiration Date: **June 30, 2019**
5. Rights of renewal and termination: **no** Is this auto-renew? **no**
6. Monetary cost of the contract and is the cost included in the department budget? **\$15,000 for the 7 month season but paid over the year at \$1250.00 month.**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **No**
8. Any confidentiality provisions? **No**
9. Indemnification clause present? **No**
10. Is this contract appropriate for other bids? **No**
11. In-house Counsel Reviewed: **Yes**
12. Is County Attorney review required?

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: **Contract for radio ads for the year. Ads will be run during Cowgirl games, Cowboy games. Will get a total of 3822 radio spots**
3. Effective Date: **July 1 2018**
4. Expiration Date: **1 year June 30, 2019**
5. Rights of renewal and termination: **No** Is this auto-renew? **no**
6. Monetary cost of the contract and is the cost included in the department budget? **\$24,600.00 or \$2050.00 month**
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? **No**
11. In-house Counsel Reviewed: **Yes**
12. Is County Attorney review required?