



Memorial Hospital of Sweetwater County

Board of Trustees Regular Meeting

Wednesday - May 1, 2019

2:00 PM

Classrooms 1, 2 & 3

Meeting Book - Wednesday - May 1, 2019 Board of Trustees Regular Meeting

Board Meeting Agenda

Agenda

I. Call to Order		Taylor Jones
A. Pledge of Allegiance		Taylor Jones
B. Our Mission and Vision - Page 5		Barbara Sowada
II. Agenda	For Approval	Taylor Jones
III. Minutes	For Approval	Taylor Jones
Minutes for April 3 2019.docx - Page 6		
Minutes for April 11 2019 Special Meeting.docx - Page 12		
Minutes for April 25 2019 Special Joint Meeting with Foundation.docx - Page 14		
IV. Community Communication		Taylor Jones
V. Old Business		Taylor Jones
A. (From the Human Resources Committee)	For Approval	Ed Tardoni
1. Social Media Policy - Page 16		
B. (From the Compliance Committee)	For Approval	Barbara Sowada
Code of Conduct Policy - Page 18		
C. (From the Medical Staff Credentials Committee)	For Approval	Dr. Lawrence Lauridsen, Medical Staff President
1. Residents in Training Policy - Page 22		
2. Approval of U of U Emergency Medicine Residents Rotation at MHSC - Page 25		
D. Board Meetings and Workshops	For Discussion	Taylor Jones
E. Outstanding - Not Ready for Board Consideration (Placed on the agenda as a reminder of uncompleted business)		Taylor Jones
1. Credentialing Policy		
VI. New Business		Taylor Jones
VII. Chief Executive Officer Report		Irene Richardson, Chief Executive Officer
No report included in the meeting packet		
VIII. Committee Reports		
A. Quality Committee		Barbara Sowada
Consent Agenda Summary April 2019.pdf - Page 39		

B. Human Resources Committee

Ed Tardoni

HR Chair report April meeting Tardoni 2019.docx - Page 42

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C. Finance and Audit Committee

Marty Kelsey

1. Capital Expenditure Requests

For Approval

Marty Kelsey

Capital Expenditure FY19-36.pdf - Page 49

Capital Expenditure FY19-37.pdf - Page 60

Capital Expenditure FY19-38.pdf - Page 71

2. Narratives - Pages

Tami Love,
Chief
Financial
Officer

Narrative to March 2019 Financial Statement.pdf - Page 76

Narrative Provider Clinic March 2019.pdf - Page 78

3. Bad Debt

For Approval

Ron Cheese,
Patient
Financial
Services
Director

Final numbers distributed near or on meeting date.

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committee meeting.pdf - Page 80

D. Building & Grounds Committee

Ed Tardoni

April BG Chair Report Tardoni 2019.docx - Page 193

Minutes 2019 Apr.doc - Page 194

Metrics.xlsx - Page 195

E. Foundation Board

Taylor Jones

F. Compliance Committee

Barbara
Sowada

Minutes Compliance April 24 2019.docx - Page 196

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meeting.pdf - Page 197

IX. Contract Review

Suzan
Campbell,
Chief Legal
Executive /
General
Counsel

A. Contract Consent Agenda

For Approval

1. NRC - Page 212

B. Contracts Approved by CEO Since Last Board Meeting

For Your Information

1. Bio-Rad D-10 Analyzer - Page 226

3. Merge Healthcare - Page 228

2. DFM (Dietary Food Management) Point of Sale - Page 230

X. Medical Staff Report

No report included in the meeting packet.

Dr. Lawrence
Lauridsen

XI. Community Communication

Taylor Jones

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

Taylor Jones

XIII. Action Following Executive Session

Confidential information available for review in the Board Portal.

For Approval

Taylor Jones

XIV. Adjourn

Taylor Jones



Memorial Hospital

OF SWEETWATER COUNTY

OUR MISSION

*Compassionate care for
every life we touch.*

OUR VISION

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

OUR VALUES

Be Kind

Be Respectful

Be Accountable

Work Collaboratively

Embrace Excellence

OUR STRATEGIES

Patient Experience

Quality & Safety

Workplace Experience

Growth, Opportunity & Community

Financial Stewardship

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

April 3, 2019

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session on April 3, 2019, at 2:00 PM with Mr. Richard Mathey, President, presiding.

CALL TO ORDER

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

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

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

APPROVAL OF AGENDA

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

APPROVAL OF MINUTES

The motion to approve the minutes of the March 6, 2019, regular meeting as presented was made by Mr. Jones; second by Mr. Tardoni. Dr. Sowada abstained from the vote. Motion carried. The motion to approve the minutes of the March 11, 2019, special workshop as presented was made by Mr. Jones; second by Mr. Tardoni. Dr. Sowada and Mr. Kelsey abstained from the vote. Motion carried.

COMMUNITY COMMUNICATION

Dr. Sowada shared two compliments from patients in the community. She said it was rewarding to hear.

Ms. Richardson announced the University of Utah (U of U) recently bestowed an honor on one of our local physicians. Dr. Melinda Poyer received the outstanding clinical leadership award at the recent University of Utah Affiliate Network Leadership Symposium. Ms. Richardson thanked Dr. Poyer for all she does for our community. The audience watched a short video tribute produced by the U of U. Dr. Poyer said she appreciates the opportunity to serve and said she appreciates this incredible honor.

OLD BUSINESS

Board Meetings and Workshops

Mr. Mathey said we have consensus on fewer meetings but we have not finalized the schedule. The Board will meet with the Foundation Board April 25 and the Medical Staff May 28. Mr. Mathey said we will review the rest of the year's schedule at those meetings. He said he will miss the May Board meeting.

NEW BUSINESS

Social Media Policy

Mr. Tardoni reviewed the policy in the meeting packet. He reported the Human Resources Committee sent it to the Board with a do-pass recommendation. The yellow highlights are changes to the existing policy. There was discussion of using personal devices during work time.

Insurance Renewal

Mr. Mathey said we are not quite ready for Board action so this item was deferred.

Neurology Privileges

Ms. Suzan Campbell, Chief Legal Executive and General Counsel, said this is to grant privileges for neurology services. She said Dr. Prachi Pawar, neurologist, reviewed and gave her approval. Approval has been given by the Credentials Committee and the Medical Executive Committee. We do not have neurology currently listed as a specialty. We will formalize the specialty listing prior to offering those services. The motion to approve the neurology privileges as presented was made by Dr. Sowada; second by Mr. Jones. Motion carried.

Residents in Training Policy

Mr. Mathey said the Board will continue to review and discuss this policy at the next meeting.

CHIEF EXECUTIVE OFFICER REPORT

Ms. Richardson reported she held a "State of the Strategic Plan" Retreat March 11. Updates were provided on each pillar in the strategic plan. Ms. Richardson will provide highlights at the May 1 Board meeting. Ms. Richardson reported we are working on a blood draw procedure with the police department and it is undergoing physician review. Ms. Deb Sutton, Public Relations and Marketing Director, is trying to coordinate a county-wide open meetings law presentation. Ms. Richardson said we are still evaluating the pros and cons of critical access status. We continue review of ambulance service opportunities. Ms. Richardson said we have met with a number of vendors on developing a new website. We are doing some great things in the Clinic. Ms. Leslie Taylor, Clinic Director, will present updates to the Board in a couple of months. Ms. Richardson provided a physician recruitment update. She thanked Commissioner Smith, the Board of County Commissioners, and Mr. Robb Slaughter, County Treasurer, for their work to distribute the special purpose tax funds. She reviewed a statutory change effective July 1 regarding sixth cent tax money.

Commissioner Smith said Sweetwater County has always done a good job with laying out what happens to excess funds. Ms. Richardson congratulated everyone on achieving the Centers for Medicare and Medicaid Services (CMS) 4-Star Rating achievement. Staff will celebrate April 24. Ms. Richardson reported the Health Fair in March was a huge success with a record 46 booths. She thanked everyone that made it happen. We will celebrate Doctors' Day April 10. Ms. Richardson announced Town Halls will begin April 23. Dr. Kristy Nielson, Chief Nursing Officer, Ms. Kari Quickenden, Chief Clinical Officer, and Ms. Tiffany Marshall, Foundation Director, will present information to staff at the meetings. The Rock Springs Kiwanis group meetings weekly at the Hospital. Physicians and department leaders have been presenting monthly. Kiwanis will host a breakfast for staff June 19 in appreciation. The Rock Springs Enterprise Committee meets in the classrooms monthly. Ms. Richardson said hospital budget meetings begin April 5.

COMMITTEE REPORTS

Quality Committee

Dr. Sowada introduced Ms. Kara Jackson, Quality Director. Ms. Jackson reported the recent quality forum went very well. She reviewed the forum presentation and reviewed her LEAN process of scheduling the induction of OB patients. Ms. Jackson said the goal is to liberate the people who do the work and it requires a culture change. We want to create a supportive environment of LEAN, which should result in happier employees, happier patients, increased capacity, and lower costs. Ms. Jackson said staff selected processes following review of data. She said it is a slow, steady process and we are not sure how training will look in the future. Our next step will be to help our trainers teach the second group.

Human Resources Committee

Mr. Tardoni said the Committee did not meet in March.

Finance and Audit Committee

Mr. Kelsey reported the Committee did not meet in March.

Narratives: Ms. Jan Layne, Controller, reviewed the narrative highlights included in the meeting packet. Mr. Kelsey noted a strange metric of a February loss of \$200,000 yet visits were up substantially. Mr. Ron Cheese, Patient Financial Services Director, said Blue Cross Blue Shield of Wyoming changed their software and the transition did not go well. This has resulted in late payment from them to the Hospital.

Bad Debt: The motion to approve the net potential bad debt of \$925,746.56 as presented by Mr. Cheese was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

Mr. Kelsey noted an internal policy available for review in the meeting packet. He has asked staff to review approval of financial statements. Mr. Kelsey said he does not know if there needs to be approval at the Board level. Ms. Richardson said we will ask our auditors for additional information.

Building and Grounds Committee

Mr. Horan, Facilities Director, reviewed the information provided in the meeting packet. Mr. Tardoni asked Mr. Horan to share information from a presentation he recently made to the City of Rock Springs on a local suicide prevention program. Mr. Horan said Wyoming ranks among the top four states in suicides. A local church has partnered with Southwest Counseling and other groups to provide support to suicide survivors. The group meets on the first Monday of every month at the Rock Springs Library on C Street at 6:00 p.m. Mr. Horan thanked the Board for their support. Mr. Tardoni commended Mr. Horan on his efforts.

Foundation Board

Mr. Jones asked Ms. Marshall to report. She said March was really busy. The Foundation Board approved the purchase of an ultrasound and PICC system. The Foundation Golf Classic will be held in Green River Sunday, August 18. Ms. Marshall said she has been asking for a donor wall since she arrived at the Hospital and she will have six bids later in the month for review. She thanked the Board for meeting in April so she can show the bids to them. Ms. Marshall said she looked at the Foundation structure and strategy created years ago and is excited to show it to the Board of Trustees later in the month. She said we need collaboration and support of working together. Ms. Marshall reported 96 employees are currently contributing to the employee campaign. She continues to work on grant opportunities. Ms. Kelly Sugihara, employed through a successful cancer grant, is doing a great job. Ms. Marshall said her work within our community and surrounding counties is phenomenal and she is making an impact. Through a grant opportunity, we hope to implement free sunscreen stations in local parks and water parks. The motion to commend the employees of MHSC for their support of the Foundation was made by Mr. Jones; second by Mr. Kelsey. Motion carried.

Compliance Committee

Dr. Sowada said the Committee met at the end of March. She said everything is moving along well. Mr. Mathey said the Code of Conduct policy is an excellent piece of work. He will place approval under "Old Business" for the May meeting.

Governance Committee

Mr. Mathey said the Committee met last month. One of their jobs is to come up with a slate of officers for the next year. He and Dr. Sowada are making the following recommendation now and the election will be held in July:

President:	Mr. Taylor Jones
Vice President:	Mr. Richard Mathey
Secretary:	Mr. Ed Tardoni
Treasurer:	Mr. Marty Kelsey

Mr. Mathey said turnover at the position of President is healthy for an institution. The bylaws say no one may hold the office more than three years.

Joint Conference Committee

Mr. Mathey reported the Committee did not meet last month. They will meet when the Medical Staff Bylaws are ready for review.

CONTRACT REVIEW

Contract Consent Agenda

Ms. Campbell asked for any questions on the contracts included in the meeting packet. Dr. Sowada asked about continuity and care for our patients with rotating providers in the GammaWest agreement. Ms. Tasha Harris, Director of the Cancer Center, said our ultimate goal is consistency and continuity for our patients. We are exploring some good options. The motion to authorize the CEO to sign the agreements as presented on behalf of MHSC was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

Contracts Approved By CEO Since Last Board Meeting

Ms. Campbell said the checklists for the contracts approved by the CEO since the last meeting were available in the packet.

MEDICAL STAFF REPORT

Dr. Lauridsen thanked Ms. Richardson and the Hospital on behalf of the Medical Staff for the upcoming Doctors' Day celebration. The General Medical Staff met March 26. The Medical Executive Committee (MEC) met March 18. The Bylaws Committee meeting is pending.

GOOD OF THE ORDER

Mr. Mathey said he is so happy for Dr. Poyer and her award.

Commissioner Smith said we have cleared all hurdles except County Legal Counsel regarding the voucher system for the maintenance fund. He said we will continue to work on it. Commissioner Smith said the Board of County Commissioners wholeheartedly supports the Hospital continuing to look into ambulance service.

EXECUTIVE SESSION

The motion to go into Executive Session for the reasons noted on the agenda with exception of W.S. 16-4-405(xi) was made by Mr. Jones; second by Dr. Sowada. Motion carried.

RECONVENE INTO REGULAR SESSION

The motion to return to open session at 5:33 p.m. was made by Mr. Jones; second by Mr. Kelsey. Motion carried. Mr. Phillips was no longer in attendance.

ACTION FOLLOWING EXECUTIVE SESSION

Approval of Privileges

The motion to approve the March 12, 2019, Credentials Committee Recommendations as follows for appointment to the Medical Staff was made by Mr. Jones; second by Dr. Sowada. Motion carried.

1. Initial Appointment to Consulting Staff (1years)
 - Dr. Christopher Hull, Dermatology (U of U)
2. Reappointment to Active Staff (2 years)
 - Dr. David Dansie, Family Practice
 - Dr. Michael Bowers, Family Practice
3. Reappointment to Consulting Staff (2 years)
 - Dr. Donald Nicell, Tele Radiology (VRAD) *
 - Dr. David Massinople, Cardiology (Heart and Lung Institute) *

The motion to approve the waiver of certification as discussed for the time period recommended by the MEC was made by Mr. Jones; second by Dr. Sowada. Motion carried.

The motion to authorize the CEO to accept the USI quote for renewal of MHSC insurance on April 12, 2019, unless authorization is revoked prior to April 12, 2019, was made by Mr. Jones; second by Mr. Kelsey. Motion carried.

The motion to authorize the CEO to sign the contracts of two physicians as discussed was made by Mr. Jones; second by Dr. Sowada. Motion carried.

ADJOURNMENT

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

Mr. Richard Mathey, President

Attest:

Mr. Ed Tardoni, Secretary

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

April 11, 2019

The Board of Trustees of Memorial Hospital of Sweetwater County met in special session on April 11, 2019, at 5:00 PM with Mr. Richard Mathey, President, presiding.

CALL TO ORDER

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

Officially present: Ms. Irene Richardson, Chief Executive Officer; Ms. Tami Love, Chief Financial Officer; Ms. Suzan Campbell, Chief Legal Executive and General Counsel; Dr. Lawrence Lauridsen, Medical Staff President (*via telephone*); and Mr. Jim Phillips, Legal Counsel (*via telephone*).

EXECUTIVE SESSION

The motion to go into Executive Session to consider the matter of insurance for April 15, 2019 to April 15, 2020 was made by Mr. Jones; second by Dr. Sowada. Motion carried.

RECONVENE INTO REGULAR SESSION

The motion to return to open session at 5:51 p.m. was made by Mr. Jones; second by Dr. Sowada. Motion carried.

ACTION FOLLOWING EXECUTIVE SESSION

The motion to approve the 2019-2020 insurance renewal option in the last column on the left in the information provided by staff with excess of \$186,535 physician premium and keep the \$5M umbrella was made by Mr. Kelsey; second by Mr. Jones. Motion did not carry.

The motion to obtain a \$10M umbrella coverage, modifying the last column of the premium pricing proposal by Ms. Love was made by Mr. Jones; second by Mr. Tardoni. Motion carried.

The motion to obtain coverage as provided in the last column of the premium pricing prepared by Ms. Love (as the last column was modified by passage of the previous motion), but without the Excess Facility Medical and Physician was made by Mr. Jones; second by Dr. Sowada. Motion carried.

The motion to authorize Ms. Love to execute the insurance binder on behalf of MHSC was made by Mr. Jones; second by Dr. Sowada. Motion carried.

ADJOURNMENT

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

Mr. Richard Mathey, President

Attest:

Mr. Ed Tardoni, Secretary

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

April 25, 2019

The Board of Trustees of Memorial Hospital of Sweetwater County met in special session with the Hospital Foundation Board of Directors on April 25, 2019, at 5:30 PM with Mr. Richard Mathey, President, presiding.

CALL TO ORDER

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

Mr. Mathey welcomed the Foundation Board of Directors. Present: Ms. Dianne Blazovich, Ms. Becky Costantino, Ms. Gina Harvey, and Ms. Teresa Noble. Mr. Fred Von Ahrens arrived later in the meeting.

Officially present: Ms. Irene Richardson, Chief Executive Officer; Ms. Suzan Campbell, Chief Financial Officer; and Ms. Tiffany Marshall, Foundation Director.

HOSPITAL BOARD UPDATE

Mr. Mathey said the current Board has been in place for two years and are becoming actively engaged and focused on MHSC's future including capital needs, maintenance needs and payments, and deferred maintenance. He said the Board is paying attention to the staff. Employees perform better when happier. That performance makes or breaks the Hospital. Job postings are fewer and that is progress of the right kind. Mr. Mathey said we are striving to become better than we are. He said he read the proposed organization structure for the Foundation and thinks it is a good piece of work. He said it focuses the Board's attention and direction and gets more effort out of everybody. Mr. Mathey said one of the benefits of things working well is we don't have to meet as often. He said we will keep the current schedule for 2019 and may look at moving to three meetings in 2020. We can always call a special meeting if needed. Ms. Marshall said she wants all Executive Leadership to attend meetings.

CHIEF EXECUTIVE OFFICER UPDATE

Ms. Richardson reported we are working on our strategic plan and provided an overview of activities. She provided financial highlights and a physician recruitment update. Ms. Richardson reported earlier in the week we celebrated achievement of the CMS quality measures 4-Star accomplishment. She said we are so grateful to the Foundation for everything done for our hospital and patients.

FOUNDATION BOARD UPDATE

Mr. Von Ahrens shared a patient experience someone shared with him involving Dr. Curry. He said the person could not rave enough about this hospital and the overall great experience. Mr. Von Ahrens said the Foundation Board started awhile ago and did some research work on how to work harder on different layers of funding. He said they got away from it for a couple of years and want to get back to that again. He said

the Foundation Board wants to be more targeted and active in the community. They feel it is the right time to implement their plan.

FOUNDATION DIRECTOR UPDATE

Ms. Marshall reported Ms. Blazovich asked her to explore having a presence with information in funeral homes in the event there is interest to honor a loved one and support our Foundation. Ms. Marshall has developed a brochure. Ms. Marshall reported Ms. Robin Fife, Clinical Administrative Assistant, found a large amount of collateral for the previous Guardian Angel program. The program was for patients and family members to thank and honor someone through a donation to the Foundation. Ms. Marshall wants to start the program again and put information in cardholders throughout the Hospital and in discharge information. She said this gives us an opportunity to recognize and honor our staff. The Foundation golf tournament will be August 18. The theme is Poker, Brew and BBQ, too. Western Wyoming Beverages, Teton Distributors, and Wind River Casino are sponsors. Ms. Marshall said this event is intended to cultivate donors. Ms. Marshall distributed donor wall examples. Following discussion, the suggestion was made for her to pursue more information on option "D." Ms. Marshall distributed information on the proposed Foundation Board structure and asked for feedback. She requested everyone come up with options for names for committees. Mr. Tardoni suggested contacting local organizations to see if anyone is interested in helping. Ms. Blazovich asked Ms. Marshall to present the information to the Chamber of Commerce. She said we should pinpoint leaders in our community. Mr. Mathey asked about the role of the Trustees. Ms. Marshall said everyone is invited to participate by serving on a committee and by thinking of people who would be a good fit to serve on the committees. Ms. Marshall reviewed recent training and distributed information to the Foundation Board with requests for feedback. Ms. Marshall reported on the coffee shop project and asked if the Foundation Board wants her to pursue. She provided an employee campaign update. Ms. Marshall reported Ms. Noble has resigned and Ms. Harvey will be the new Treasurer for the Foundation Board.

ADJOURNMENT

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

The next joint meeting date will be determined by Ms. Richardson and Ms. Marshall.

Attest:

Mr. Richard Mathey, President

Mr. Ed Tardoni, Secretary



Approved: N/A
 Review Due: N/A
 Document Area: *Employee Policies*
 Reg. Standard:

EMPLOYEE POLICIES- USE OF SOCIAL MEDIA

Purpose

MHSC wants to ensure that employees understand social media and what is acceptable access to or posting on social media sites.

Policy

- I. Personal use of social media is never permitted on working time by means of MHSC's computers, hospital issued mobile devices, networks, and other IT resources and communication systems.
 - A. Social media postings by an employee on a blog, wiki, or social networking sites are considered personal communications and are not MHSC communications.
 - B. All postings on a blog, wiki, or social networking sites on behalf of MHSC are only allowed by authorized employees. Such employees will be authorized through Administration and/or the IT department.
- II. Personal postings by an employee regarding MHSC matters are not to be done from Hospital computers.
- III. Employees are not prohibited from posting to social media sites as long as the post includes a disclaimer making it clear the posting is your own opinion and belongs to you and does not represent the Hospital's positions, strategies or policies.
- IV. When you use social media, use good judgment and **ensure that your social networking activity does not interfere with your work or workplace.**
 - A. Be respectful of the Hospital and any all relevant laws and regulations such as copyright laws, fair use laws and HIPAA.
 - B. Please be advised that any posts or responses to posts by a Hospital employee which reference a patient by name or other identifying information will be subject to corrective action up to and including termination.
- V. **In addition to these guidelines, MHSC employees who are posting to social media need to be aware that they are also subject to other MHSC policies including but not limited to MHSC HIPAA Policy, MHSC Computer Usage policy and MHSC Code of Conduct.**
- VI. Employees posting in violation of these policies will be not be tolerated and will be subject to corrective action.

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Approval: Board 6.6.18

Attachments:

No Attachments

DRAFT

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Approved: N/A
Review Due: N/A
Document Area: Corporate Compliance
Reg. Standard:

Code of Conduct

STATEMENT OF PURPOSE

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

TEXT

I. General

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

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

- A. Employees and subcontractors are expected to follow these guidelines for compliance with applicable laws. Knowledge (first or second hand) or suspicion of any violation of any law, regulation or rule must be reported to the Compliance Hotline (307 ~ 362 ~ 5291) or other appropriate staff. MHSC employees:
 - 1. Will not solicit, receive or offer to give anything of value to anyone in exchange for referral of patients.
 - 2. Will not accept bribes or kickbacks of any kind intended to induce referrals.
 - 3. Will not make false statements or representations to any person or entity in order to gain or retain participation in a federal program or to obtain payment for any service.
 - 4. Will submit claims for reimbursement accurately and only for services rendered.
 - 5. Will not enter into any agreements with competitors to share or fix prices.
 - 6. Will maintain complete and accurate medical records to support all medical decisions.
 - 7. Will collect all applicable co-payments and deductibles in accordance with acceptable business practices.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

IX. Responsibility and Enforcement

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

REFERENCES

Attachments:

No Attachments

STATEMENT OF PURPOSE:

To outline the process for credentialing and supervision of residents, sponsored by a member of the Medical Staff, who provide services to patients of Memorial Hospital of Sweetwater County (MHSC). This policy defines the mechanism of how the residents are credentialed and the scope of practice or privileges that defines their role at MHSC.

TEXT:

Graduate Medical Education (GME) is the second phase of the formal education process that prepares doctors for medical practice. This phase of medical education is conducted primarily in clinical settings and requires direct participation by residents in the delivery of patient care services. MHSC wishes to support residents for short-term clinical rotations to enhance a resident's experience in practicing in a rural healthcare facility.

A physician must always supervise residents performing patient care activities. All clinical services provided by resident physicians must be supervised appropriately to maintain high standards of care, safeguard patient safety, and ensure high quality education. Individual resident programs will provide written guidelines governing supervision of residents.

PROCEDURE:

1. MHSC and the sponsoring educational institution shall enter into a cooperative education agreement. The educational institution must be ACGME accredited.
2. The residency program will provide a letter stating the following:
 - a. That the resident physician is enrolled and in good standing in their program.
 - b. That the resident is covered by the program's liability insurance while he or she is performing as a resident.
 - c. The resident will be functioning under the supervision of an attending physician at Memorial Hospital of Sweetwater County.
3. All residents will be required to follow the MHSC credentialing process, and must submit a complete application to the Medical Staff Office.
4. Credentials Committee, MEC, and the hospital Board of Trustees will review the resident's application. If approved, the residents will be allowed to complete a rotation in a specific specialty for a certain time period.
5. The resident will wear a name badge for identification.
6. The resident will be provided with an orientation and tour of the facility before beginning their rotation.

7. No health care benefits, workers' compensation, or other benefits are provided by MHSC in the event of illness or injury.

Supervision of Residents/Resident's Role

1. A resident may write orders for the care of patients under the supervision of the attending physician. All records of resident cases must document the attending physician's involvement in the supervision of the patient's care, including co-signature of the history and physical, operative report, and discharge summary. All admissions will be designated in name and responsibility to include an attending physician.
2. The attending/supervising physician is ultimately responsible for patient care although he or she may delegate responsibilities for care to the resident consistent with the resident's level of training and ability.
3. Any orders written must be countersigned by the attending physician within 24 hours.
4. The hospital staff may contact the attending physician regarding any orders that are questionable or need clarification prior to their being executed.
5. Discharge summaries, histories and physicals, operative reports, etc., must be cosigned by the attending physician.
6. The hospital attending physician is responsible for the quality of all the clinical care services provided to his/her patients.
7. Residents may not be supervised by Advance Practice Clinicians (APC's) such as Nurse Practitioners or Physician Assistants.

Supervising Physician's Responsibilities:

1. Each residency program will designate a supervising physician who will serve as the contact with the residency program and who will oversee training of the residents. This supervising physician will act as the liaison between the graduate education committee and the organized medical staff and the governing body.
2. Written descriptions of the roles, responsibilities, and patient care activities of the participants of graduate education programs are provided to the supervising physician. The supervising physician is responsible for sharing this information with the organized medical staff and hospital staff. The supervising physician will send email communication alerting the hospital and medical staff that a resident is rotating through

their department. The email will include the resident's name, dates of rotation, roles, responsibilities, patient care activities, treatment, and services provided by each resident. The email will also include the supervisory needs of each resident and that they will be following the rules and policies of the hospital and the medical staff.

3. The supervising physician responsible for overseeing each resident communicates to the organized medical staff and its governing body about the patient care, treatment, and services provided by, and the related educational and supervisory needs of, each participant in the professional graduate education program. The supervising physician will send a brief report to the monthly General Medical Staff meeting and the monthly Board of Trustees Meeting, communicating information concerning each resident. The supervising physician will inform the organized medical staff and its governing body about the patient care, treatment, and services provided by, and the related educational and supervisory needs of, each participant in the professional graduate education program.
4. The supervising physician is responsible to communicate information to the GMEC of the residency program about the quality of care, treatment, and services and educational needs of the participants. The supervising physician is responsible to complete all required evaluation forms for each resident in each residency program. The supervising physician will also meet regularly with the GMEC and will submit all required documentation.
5. The supervising physician may delegate resident training to an attending physician, when needed.
6. Medical Staff Services will notify those areas in the hospital where a resident physician would be involved with patient care (for example, nursing units, lab, x-ray, etc.).

REFERENCES:

TJC Medical Staff Standards, MS.04.01.01

Sponsoring Department: Medical Staff Services

Date of Origin: September 2017

Date of Last Review: February 2019

Date of Last Revision: February 2019

Reviewed/Approved: Credentials Committee 03/12/2019

MEC:

**UNIVERSITY OF UTAH HOSPITALS AND CLINICS
GRADUATE MEDICAL EDUCATION**

2015-2020 RESIDENCY TRAINING AGREEMENT

With no Master Agreement in place. For all locations except University Hospital locations, Intermountain Medical Center (IMC), Primary Children's Hospital, Shriners Hospitals for Children, Veterans Administrative Medical Center, and Salt Lake Regional Medical Center.

**RESIDENCY TRAINING AGREEMENT
BETWEEN UNIVERSITY OF UTAH SCHOOL OF MEDICINE
Emergency Medicine Residency
And
Memorial Hospital of Sweetwater County
For the period**

July 1, 2019, to June 30, 2020

This Residency Training Agreement (the "Agreement"), is entered into and effective as of July 1, 2019, by and between the University of Utah, a body politic and corporate of the State of Utah ("University"), on behalf of its School of Medicine ("School of Medicine"), and Memorial Hospital of Sweetwater County ("Training Institution").

RECITALS

-
- A. University is committed to providing opportunities for graduate medical education and research with facilities and institutions outside of the School of Medicine; and
 - B. Training Institution wishes to participate with University in graduate medical education and research, and derives certain benefits from its association with University and University physicians engaged in graduate medical education and research; and
 - C. University and Training Institution wish to work cooperatively and for their mutual benefit in developing and implementing an Emergency Medicine Residency graduate medical education and research program at Training Institution.

AGREEMENT

NOW, THEREFORE, in consideration of the mutual covenants, conditions and undertakings herein set forth, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

1. Description of Training Program. The parties agree to work cooperatively in the development and implementation of a graduate medical education and research **Emergency Medicine Residency** program at Training Institution (the "Training Program"), in which the School of Medicine shall place resident physicians for graduate medical education. Such physicians are referred to herein collectively as "Residents" or individually as "Resident." Residents shall be assigned by the School of Medicine to the Training Institution on a monthly rotating basis, with no fewer than 0 Residents per month participating

during any month of the Training Program. Any resident who participates in this elective rotation will be in their PGY3 (final) year of the training program. (ACGME Requirement I.B.1.c)

2. Obligations of University. In furtherance of the purposes and mutual benefits described herein, University and School of Medicine shall:

- a) Maintain primary responsibility for the development and oversight of all education and research conducted pursuant to this Agreement which shall be under the direction of Susan Stroud, MD.
 - b) Work in consultation and cooperation with Training Institution in the development and implementation of the Training Program and the administration of this Agreement.
 - c) Exercise their best efforts to ensure that all Residents participating in the Training Program are at all times during the term hereof properly licensed and credentialed by all applicable governing authorities.
 - d) Maintain master records of all Residents assigned to Training Institution, including information necessary for certification, rotation scheduling, payroll, and fringe benefits administration.
 - e) Obtain a fully executed Houseofficer Agreement from each Resident assigned to the Training Program. Upon request, the Houseofficer Agreements shall be available for inspection and copying by Training Institution, and its representatives, at the School of Medicine Office of Graduate Medical Education during normal business hours.
 - f) Assist in preparation of data and scheduling of site visits for accreditation of the Training Program by the Accreditation Council for Graduate Medical Education ("ACGME") and other official accreditation bodies.
-
- g) Provide central payroll administration for paychecks of all Residents assigned to the Training Institution.
 - h) Provide such additional administrative support services as may be reasonably necessary or useful in accomplishing the purposes of the Training Program.
 - i) As compensation for preceptor's supervision of resident training, preceptor shall receive all benefits available to the University of Utah School of Medicine volunteer clinical faculty. Preceptor's eligibility to receive these benefits shall be contingent upon preceptor's compliance with this agreement and all requirements and policies applicable to his/her faculty appointment.

3. Obligations of Training Institution. In furtherance of the purposes and mutual benefits described herein, Training Institution shall:

- a) Work in consultation and cooperation with the School of Medicine and the Program Director in the development and implementation of the Training Program and the administration of this agreement.
- b) Comply with all institutional policies and requirements of the School of Medicine Graduate Medical Education Committee (the "GME Committee") and the ACGME.

- c) Appoint Dr. Christian Theodosi, or such other person approved by the Dean of the School of Medicine, to act as the Director of the Training Program (the "Teaching Service Chief"). The Teaching Service Chief must at all times during the term hereof have an appointment to the faculty of the School of Medicine, and shall be responsible to the Program Director for all education and research conducted under this agreement. In general, all patients admitted in the care of physicians who are members of the Teaching Staff shall be available for participation in the Training Program.
- d) (ACGME Requirement I.B.1.a & b) Appoint Drs. Christian Theodosi to the clinical faculty for the Training Program (collectively referred to herein as "Teaching Staff"). Any changes to this list will be provided by the program on an annual basis and attached to this agreement. Any additional members of the Teaching Staff shall first be approved by the Department Chair and by the Teaching Service Chief. Each member of the Teaching Staff shall have an appointment to the faculty of the School of Medicine at all times while participating in the Training Program. University does not assume any obligation whatsoever under this Agreement to pay any salary or other benefits to the Teaching Service Chief or any member of the Teaching Staff. The Teaching Staff shall be responsible for teaching and direct supervision of Residents during each rotation of the Training Program. The Teaching Staff will also be responsible for a written evaluation of the Resident's performance, according to program procedures.
- e) Include in the Training Program: (ACGME Requirement I.B.1.c)

Specifics of this elective rotation in the Emergency Department at Memorial Hospital of Sweetwater County:

- l) All supervising physicians will hold faculty appointments in the Division of Emergency Medicine at the University of Utah.
- j) The period of time for any elective rotation undertaken by a PGY3 Emergency Medicine resident will be one calendar month.
- k) The rotating resident will be scheduled to work a minimum of three shifts per week in the Emergency Department on average during the rotation. The rotating resident will be allowed to accompany their supervising physicians to assist in any codes they respond to in other parts of the hospital, but will not be allowed to respond to those codes alone, nor to direct any codes or perform any procedures in these settings without the presence and direct supervision of their supervising physician.
- l) The rotating resident schedule will be created by the Teaching Service Chief, in conjunction with the Residency Training Director.
- m) There will be a maximum of one PGY3 Emergency Medicine resident on this rotation in any given month.
- n) When available, rotating residents will be provided housing by MHSC when they are on this rotation.
- o) The rotating resident will not provide any patient care independently. All of the patients whose care they are involved in will also be evaluated independently by a supervising physician.
- p) Rotating residents may participate in all resuscitations and procedures that fall under the procedural privileges granted to attending emergency physicians at MHSC. They may not perform any of these procedures independently without the direct supervision and permission of a supervising faculty member.
- q) All rotating residents will receive written performance evaluations upon completion of their rotation. This will be completed by the supervising physicians the resident worked with during their rotation. The evaluations will be assigned to

the supervising physicians by the Training Program electronically using MedHub, a web-based Residency Management System. The evaluating supervising physicians will be identified using their monthly work schedule along with the rotating residents work schedule.

The period of assignment for each Resident is specified in No. 1 (above) and in the department's rotation schedule.

Educational experiences for each rotation shall include: See attached goals and objectives

- f) The University shall be responsible for all salary, benefits, and other compensation of Residents assigned to the Training Program.
 - g) The parties acknowledge the possibility that Hospital may fund fewer or more positions than specified in or in connection with this document and that University may deliver fewer or more residents than the number specified in or in connection with this document. Prior to December 15 of the year prior to the commencement of the Training Program, the parties will meet by phone or in person to discuss and agree upon any such changes in funding or resident numbers. If there are changes in the funding agreed to in this document, the Training Institution will notify the University one month before the effective date of this agreement.
 - h) If the Training Institution files a CMS Cost Report, the Training Institution may report the resident's time spent training at Training Institution on the Training Institution's CMS Cost Report as governed by applicable CMS reporting rules. If the Training Institution does not file a CMS Cost Report, the University may claim the residents on its CMS Cost Report for Direct Medical Education reimbursement so long as the University continues to bear substantially all of the training costs for the resident.
 - i) Ensure that the Training Institution and all Teaching Staff are at all times during the term hereof properly licensed, accredited and credentialed by all applicable governing authorities and, upon request, provide proof of such accreditation to University.
 - j) Allow Residents participating in the Training Program access to and utilization of its facilities and patients, as appropriate to the purposes of the Training Program, taking into account the availability of patients and Teaching Staff necessary for supervision. In general, all patients admitted in the care of physicians who are members of the Teaching Staff shall be available for participation in the Training Programs
 - k) (ACGME Requirement I.B.1.d) Advise Residents regarding those policies and procedures which govern the Resident's education while participating in the Training Program. Those policies can be found in the University of Utah and Affiliated Hospitals Housestaff Policy Manual, located at <http://medicine.utah.edu/gme/>.
4. Medical Treatment for Residents. Training Institution shall provide baseline medical treatment to any Resident for any injury, illness or exposure incident incurred while participating in the Training Program, including without limitation, source-patient testing or screening as appropriate. In the event of any such medical treatment, Training Institution shall transfer to University copies of Resident's medical records. University shall assume responsibility to provide Workers' Compensation coverage to Residents for any injury, illness, or exposure incident related to an occurrence in the work place.

5. Insurance.

The University of Utah School of Medicine waives the Training Institution's obligation to provide professional liability insurance. The Training Program and the waiver of professional liability insurance have been approved by the Graduate Medical Education Committee in accordance with established procedures. Professional liability insurance for each Resident participating in the Training Program will be provided by the University.

6. Indemnification. Training Institution shall indemnify and hold harmless University and the School of Medicine, and the respective directors, officers, agents, and employees thereof, from all claims and liabilities arising from or incurred in connection with any negligent act or omission of Training Institution or any member of the Teaching Staff. The University shall assume responsibility for any and all claims and liabilities to the extent caused by the negligence of University, the School of Medicine, and their respective directors, officers, agents, employees and any Resident participating in the Training Program. Nothing in this agreement shall be construed as a waiver of any rights or defenses applicable to University under the Utah Governmental Immunity Act, Section 63G-7-101 et seq., Utah Code Ann. as amended, including without limitation, the provisions of Section 63G-7-604 regarding limitation of judgments.

7. Grievance Procedures and Due Process. The University of Utah, the University of Utah Hospital, and the University of Utah Hospital Housestaff have adopted policies and procedures governing housestaff grievances and due process. This Residency Training Agreement incorporates within it applicable University of Utah and University of Utah Hospital Policies and Procedures (available on the Internet at <http://www.regulations.utah.edu/humanResources/>) and University Hospital Housestaff Policies and Procedures (available on the Internet at <http://medicine.utah.edu/gme/policies1.htm>), including the Housestaff Counseling Programs policy (which programs include counseling, employee assistance of house officers and family members, and substance abuse treatment assistance and/or diversion). Housestaff policies are also available through the Graduate Medical Education Office and at housestaff orientation. Any changes, updates, or additions, and all other policies and procedures of the University of Utah, University of Utah Hospital, and University Hospital Housestaff will be posted to the electronic manual websites referenced, respectively, above, and any changes or updates will be incorporated and effective as of the date of the change or update.

8. Term. The term of this Agreement shall be for a period of one year from the effective date hereof.

9. Confidentiality. Each party agrees to maintain the confidentiality of the terms, conditions and operations of this Agreement; provided, however, that neither party is prohibited from providing information to federal agencies, accrediting institutions, insurance carriers or other entities that may require such information pursuant to legal process. The parties acknowledge that School of Medicine is a governmental entity subject to the Government Records Access Management Act, Section 63-2-101 et seq., Utah Code Ann., as amended. Each party agrees to exercise its best efforts to implement policies and procedures and to

comply with all other requirements of the Health Insurance Portability and Accountability Act (HIPAA) including, but not limited to, executing documents such as business associate agreements, as necessary.

10. Disclosure of Records to HHS. As required by law, until the expiration of four (4) years after the furnishing of the services called for by this Agreement, the parties shall make available upon request to the United States Department of Health and Human Services ("HHS"), the United States Comptroller General, and their representatives, this Agreement and all other books, documents, and records necessary to certify the nature and extent of the costs incurred by the parties in connection with services provided under this Agreement. If either party provides such services through a subcontract worth \$10,000 or more with a related organization over a twelve-month period, such subcontract shall also contain a clause permitting access by HHS, the Comptroller General and their representatives to the books and records of the related organization.
11. Compliance with Applicable Laws. The parties shall comply with all applicable statutes, laws, rules, regulations, licenses, certificates and authorizations of any governmental body or authority in the performance of its obligations under this Agreement. Each party shall assure that its employees shall participate in any applicable antitrust compliance programs, and the parties shall comply with applicable antitrust consent decrees.

12. General Provisions

- a) Notices. Any notice or other communication required under this Agreement shall be in writing and delivered to the respective addresses given below, or to such other address as either party shall designate in writing:

If to Training Institution:

Memorial Hospital of Sweetwater County
1200 College Drive
Rock Springs, WY 82901
Attention: Kerry Downs

If to University:

Office of Graduate Medical Education
University of Utah School of Medicine
30 North 1900 East #1C412
Salt Lake City, UT 84132
Attn: Sharee Bracken

- b) Assignment. Neither party shall assign, transfer, or attempt to assign or transfer, any right, interest, duty, function or part of this Agreement without the prior written consent of other party.
- c) Applicable Law. This Agreement and any controversy arising under or related to this Agreement shall be governed by and construed in accordance with the laws of the State of Utah without application of any principles of choice of laws.
- d) Relationship between the Parties. Nothing in this Agreement shall be construed as establishing a partnership or joint venture between the parties and neither party shall in any way be considered

an agent or employee of the other party for any purposes whatsoever.

- e) Equal Opportunity. Neither party shall discriminate against any Resident, employee, applicant for employment, or recipient of services on the basis of race, religion, color, sex, age, disability, gender orientation, or national origin.
- f) Execution by Counterpart. This Agreement may be executed separately or independently by the parties in counterpart, each of which together shall be deemed to have been executed simultaneously and for all purposes to be one instrument.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the date first written above.

This Program Letter Agreement is effective for 2015-2020 housestaff years beginning July 1, 2019, and ending June 30, 2020.

Susan Stroud, MD
Program Director, Emergency Medicine
University of Utah, School of Medicine

Sharee Bracken, C-TAGME
Director, Graduate Medical Ed.
University of Utah School of Medicine

Please indicate Hospital's acceptance of the terms of this Letter Agreement by signing below and returning a fully executed original to the School of Medicine at the address above.

Irene Richardson, CEO
Executive Director
Memorial Hospital of Sweetwater County

Christlan Theodosios, MD
Chief of Teaching Service
Memorial Hospital of Sweetwater County

Revised 02/14

Clinical Rotation Summary

Rotation	Emergency Medicine Elective
Institution	Elective Memorial Hospital of Sweetwater County (MHSC)
Duration in months	1 month elective rotation
Year of training	PGY3
Educational Objectives (corresponding ACGME core competencies in parentheses):	
<p>PGY3</p> <p>The EM PGY3 resident is expected to perfect clinical skills, and improve their supervisory, teaching and administrative skills throughout this year. By the completion of this year the resident must develop the capacity for taking charge of a busy emergency department. This includes directing resuscitations, managing multiple patients simultaneously, and coordinating patient flow throughout the emergency department. At the end of this period, the resident must demonstrate the skills necessary to competently and independently practice emergency medicine without direct supervision. In addition, residents are expected to demonstrate clear goals for their future career and an understanding of the tools necessary to continue developing professional skills.</p> <ol style="list-style-type: none"> 1. Demonstrate appropriate history and physical examination skills for patients with a wide variety of illnesses and injuries (PC, MK, PBL, ICS, PR, SBP) 2. Demonstrate the ability to rapidly evaluate, diagnose, stabilize and prioritize the management of emergency department patients with direct supervision of faculty (PC, MK, PBL, ICS, PR, SBP) 3. Demonstrate proficiency in all emergency medicine procedures. (PC, MK, PBL) 4. Demonstrate proficiency in all common bedside ultrasound examinations, and complete program requirements for ultrasound credentialing (PC, MK, PR, PBL) 5. Demonstrate appropriate chart documentation (PC, MK, ICS, PR, SBP) 6. Demonstrate the ability to supervise the management of multiple patients simultaneously (PC, MK, PBL, ICS, PR, SBP) 7. Demonstrate the ability to evaluate and manage all emergency department patients under faculty observation (PC, MK, ICS, PR, PBL, SBP) 8. Demonstrate the ability to lead medical and traumatic resuscitations of both adult and pediatric patients under direct faculty supervision (PC, MK, ICS, PBL, PR, SBP) 9. Demonstrate the ability to appropriately order and interpret data from laboratory, radiographic, and other diagnostic tests in the management of emergency department patients (PC, MK, PBL, ICS, PR, SBP) 10. Demonstrate expert level knowledge of the pathophysiology and emergency medicine approach to the evaluation and management of acute illnesses and injuries (PC, MK, PBL, ICS, PR, SBP) 11. Demonstrate the ability to appropriately communicate with emergency department patients and their families (PC, MK, PBL, ICS, PR, SBP) 12. Demonstrate the ability to effectively lead sign out rounds in the ED (PC, ICS, PR, SBP) 13. Demonstrate the ability to lead the integrated health care team in the management of patient flow throughout the emergency department (PC, MK, PBL, ICS, PR, SBP) 14. Demonstrate the ability to function as part of the integrated health care team by being open and responsive to input/feedback from other team members and peers (ICS, PR, SBP) 15. Demonstrate the ability to accept responsibility and accountability (ICS, PR) 16. Demonstrate the ability to identify patients requiring transfer to tertiary care facilities and understand the logistics of these transfers (PC, MK, ICS, PR, SBP) 17. Demonstrate an understanding of the challenges and advantages of practicing rural emergency medicine (PC, PBL, ICS, SBP) 	
<p>Description of clinical experiences: EM PGY3 residents have the opportunity to do a one month elective rotation in the ED at MHSC. Residents will be supervised directly by board certified emergency medicine faculty. PGY3 residents will evaluate and manage a wide variety of patients in the ED. The PGY3 resident is the primary provider for all patient encounters, and will lead medical and trauma resuscitations under faculty observation. PGY3 residents will be responsible for responding to all critically ill patients</p>	

presenting to the ED. PGY3 residents will perform all necessary procedures for patients under their care, with the permission and under direct supervision of the faculty. PGY3 residents rotating in the ED will follow all ACGME duty hour guidelines for emergency medicine during these rotations. The MHSC hospital uses an electronic medical record system available to the resident 24 hours a day.

Description of didactic experiences: All EM residents are required to participate in all weekly EM educational conferences. While on the MHSC elective, viewing any available online video of conference may complete this requirement, and this will count as conference participation during the elective rotation. All EM residents are required to complete a follow up log on 4 cases they see during the month, and enter these into medhub.com.

Evaluation process: Residents will be evaluated using an electronic evaluation form completed by the supervising faculty. This global evaluation form incorporates the core competencies. All evaluations are available to the resident immediately upon their receipt.

Feedback mechanisms: Residents are given active feedback by the faculty and senior residents during the process of discussing management decisions.

OFF-SITE ELECTIVE TRAINING AGREEMENT

University of Utah Hospitals and Clinics - Graduate Medical Education
University of Utah Medical Center
30 North 1900 East, Suite 1C412
Salt Lake City, UT 84132
Phone: 801-581-2401 Fax: 801-585-2507

This Off-Site Training Agreement is to be completed for all house officers doing rotations in any location that is not approved by the Accreditation Council for Graduate Medical Education for the house officer's training program, or for which there does not exist an alternative Residency Training Agreement. This form must be completed, in advance, for the house officer to receive liability coverage while on this rotation. We regret that we cannot provide liability coverage for any out-of-state rotations without formal approval by the University of Utah Risk Management Committee.

Name of House Officer: _____

UT Medical License No.: _____

Program Name: University of Utah Emergency Medicine Residency

Rotation: Emergency Medicine Elective

Dates of Off-Site Training: _____

Name of Off-Site Facility: Memorial Hospital of Sweetwater County

Address of Off-Site Facility: 1200 College Drive, Rock Springs, WY 82901

☐ Approved in state rotation covered by University of Utah Liability Insurance;
(all signatures required before rotation starts)

☐ The Off-Site Training location will provide liability insurance coverage in the amounts of \$1 Million per occurrence and \$3 Million aggregate to include continued (tail) coverage for at least two years following the end of the rotation.

☒ Out-of-state rotation approved by Risk Management and therefore house officer is covered by University of Utah Liability Insurance.

☐ Non-clinical /no patient research only elective or clinical observer without patient contact elective; no professional liability coverage required.

Supervising Physician Information -

Name of Supervising Physician: Christian Theodosia

Board Certification/Eligibility: Emergency Medicine

Supervising Physician's Liability Insurance Coverage (company, policy number, coverage amount):

University of Utah Liability Insurance

Medical License (state effective dates):

Utah 8/7/14-1/31/20 Wyoming: 4/10/14-6/30/19

Description of Supervising Physician Responsibilities (for Home Program Director to Complete):

Scheduling, direct clinical supervision, evaluation

Email Address: christian.theodosia@hsc.utah.edu Phone #: 307-200-9365

Description of Educational Experience and Learning Outcomes (brief statement, or attach documents to this agreement): Clinical experience treating patients of all ages and acuity presenting to the Sweetwater Memorial ED under the direct supervision of attending faculty. Responsible for all aspects of care, including medical record documentation and arrangement of transfer if needed.

1. The off-site facility and supervising physician have been granted approval by the University of Utah Graduate Medical Education Committee to train house staff.
2. The supervising physician has been given a description of his/her responsibilities during this rotation and agrees to provide supervision of house officer's training. An evaluation of the house officer's performance will be submitted by the supervising physician upon completion of the off-site rotation.
3. The policies and procedures which govern the house officer's off-site training can be found in the University of Utah and Affiliated Hospitals Housestaff Policy Manual, located at www.medicine.utah.edu/gme/. House officers are required to receive training in and to comply with the privacy provisions of HIPAA.
4. If the off-site training location is a "non-hospital" setting, the University of Utah Hospitals and Clinics may report the house officer's time spent training at the off-site location on the University's CMS cost report. If the off-site training location is a "hospital" setting, the training location may report the house officer's time spent training on its CMS cost report.

Any changes in the above will invalidate the approval below. Dated January 28, 2019.

Susan Stroud, MD

Signature, UUMC Program Director

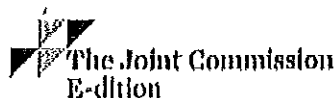
Signature, House Officer

Signature, Director of Graduate Medical Education

Signature, Supervising Physician / Facility
Representative

Copies to: House Officer's File, House Officer, Supervising Physician, Program Director

Revised by Graduate Medical Education Office February 2017



Effective Date: January 1, 2019

Program: Hospital

Chapter: Medical Staff

MS.04.01.01: In hospitals participating in a professional graduate education program(s), the organized medical staff has a defined process for supervision by a licensed independent practitioner with appropriate clinical privileges of each member in the program in carrying out his or her patient care responsibilities.

Rationale: This standard applies to participants registered in a professional graduate education program when the graduate practitioner will be a licensed independent practitioner. The management of each patient's care, treatment, and services (including patients under the care of participants in professional graduate education programs) is the responsibility of a licensed independent practitioner with appropriate clinical privileges.

Introduction: Not applicable

Elements of Performance

1. The organized medical staff has a defined process for supervision by a licensed independent practitioner with appropriate clinical privileges of each participant in the program in carrying out patient care responsibilities.

EP Attributes

New	FSA	CMS	DOC	ESP
- Medical Staff			D	ESP-1

2. Written descriptions of the roles, responsibilities, and patient care activities of the participants of graduate education programs are provided to the organized medical staff and hospital staff.

EP Attributes

New	FSA	CMS	DOC	ESP
- Medical Staff			D	ESP-1

3. The descriptions include identification of mechanisms by which the supervisor(s) and graduate education program director make decisions about each participant's progressive involvement and independence in specific patient care activities.

EP Attributes

New	FSA	CMS	DOC	ESP
				ESP-1

- 4 Organized medical staff rules and regulations and policies delineate participants in professional education programs who may write patient care orders, the circumstances under which they may do so (without prohibiting licensed independent practitioners from writing orders), and what entries, if any, must be countersigned by a supervising licensed independent practitioner.

EP Attributes

New	FSA	CMS	DOC	ESP
			D	ESP-1

- 5 There is a mechanism for effective communication between the committee(s) responsible for professional graduate education and the organized medical staff and the governing body.

EP Attributes

New	FSA	CMS	DOC	ESP
				ESP-1

- 6 There is responsibility for effective communication (whether training occurs at the organization that is responsible for the professional graduate education program or in a participating local or community organization or hospital).

- The professional graduate medical education committee(s) (GMEC) must communicate with the medical staff and governing body about the safety and quality of patient care, treatment, and services provided by, and the related educational and supervisory needs of, the participants in professional graduate education programs.
- If the graduate medical education program uses a community or local participating hospital or organization, the person(s) responsible for overseeing the participants from the program communicates to the organized medical staff and its governing body about the patient care, treatment, and services provided by, and the related educational and supervisory needs of, its participants in the professional graduate education programs.

Note: The GMEC can represent one or multiple graduate education programs depending on the number of specialty graduate programs within the organization.

EP Attributes

New	FSA	CMS	DOC	ESP
-----	-----	-----	-----	-----

There is a mechanism for an appropriate person from the community or local hospital or organization to communicate information to the GMEC about the quality of care, treatment, and services and educational needs of the participants.

EP Attributes

New	FSA	CMS	DOC	ESP
				ESP-1

- 8 Information about the quality of care, treatment, and services and educational needs is included in the communication that the GMEC has with the governing board of the sponsoring hospital.

EP Attributes

New	FSA	CMS	DOC	ESP
-----	-----	-----	-----	-----

- 9 The medical staff demonstrates compliance with residency review committee citations.

Note: Graduate medical education programs accredited by the Accreditation Council on Graduate Medical Education (ACGME), the American Osteopathic Association (AOA), or the American Dental Association's Commission on Dental Accreditation are expected to be in compliance with the above requirements; the hospital should be able to demonstrate compliance with any postgraduate education review committee citations related to this standard.

EP Attributes

New	FSA	CMS	DOC	ESP
-----	-----	-----	-----	-----

Quality Committee
Consent Agenda Summary
Month: April 2019

1) Star Rating

- a. There are seven categories within the Star Rating and they are as follows: mortality, readmission, safety of care, efficient use of medical imaging, timeliness of care, and effectiveness of care. Each of these seven categories have several data metrics under them. Data within the following categories continues to trend in right direction: mortality, readmissions, and efficient use of medical imaging. Within the Safety of Care category, the data metric, PSI 90 Composite, increased in December (one case with opportunity for improvement surrounding DVT prophylaxis, case has been addressed) but has decreased since and is trending in the right direction. Within the Timeliness of Care category, one data metric, Ed-2b: ED Median Admit Decision Time to ED Departure Time, is seeing fluctuation and the 6 month trend is above our benchmark and MHSC goal. We currently have three separate Lean projects addressing this data metric and will continue to work on these. Within the Effectiveness of Care category, we have fluctuations with the data for Core Sep1 – Early Management Bundle, Severe Sepsis/Septic Shock, and also have a Lean project addressing this data metric and will continue to work on this.
- b. Patient Experience-HCAHPS: The “Dashboard for HCAHPS” is the survey data that affects our Star Rating and Value Based Purchasing reimbursement program. Within this survey, we were seeing an overall improvement in the majority of the questions through quarters 2 and 3 in 2018, and have since seen a steady decrease in our scores within all questions through Q4 2018 and Q1 2019 (Q1 2019 data is not complete, may see some movement within this quarter still). We have identified Nurse and Doctor Communication and Quietness as our focus areas and are working at the department level to improve our scores.

2) Risk/Safety

- a. Occurrence report numbers are up, and we hope to continue the trend. No recent serious safety events. Falls rates have increased in 2019 (6.01 Falls/1000 Pt Days), and small work team has been initiated to address recent increase. Multidisciplinary adverse drug event (ADE) group continues to meet and review ADEs to good effect. Projects will likely arise from this meeting. Employee hazard analysis is now 30% complete with plans to continue in the next months. Risk management plan is progressing with a full report available next month. Grievance data remains steady with the grievance committee meeting to discuss five of the complaints. New grievance process dubbed "Patient Relations" to be rolled out in May and will include all complaints (i.e. Care, Behavior, Billing) and service recovery.

3) PI Standards

- a. Our PI Standards within the dashboard include data metrics defined by Centers for Medicare and Medicaid Services (CMS) and The Joint Commission (TJC), as well as priorities identified by MHSC on the Quality Assessment Performance Improvement (QAPI) plan. Data is trending in right direction on all metrics except the following: Maternal Deliveries - % with Labor Induction, which we have identified and have a Lean project addressing this data metric.

4) Accreditation

- a. Improvements resulting from the recent ICM survey are at 86% completion with an expected completion of June/July of this year. Rounding will resume on 4/19 and will be absorbed into Leadership rounding when that begins. Ongoing concerns with High Level Disinfection in the MOB have resulted in the transition of this process into the Sterile Processing Department in the OR. This transition initiated on 4/8/19 and is being slowly moved over to accommodate the new work flow. New standards, effective in July 2019, have been shared with leaders in various areas. Plans are being created to ensure compliance by that time. More to come on this topic. The full lab survey window opens in September 2019. It is possible to have this survey within 2019, but will likely occur within 2020. No other survey scheduled at this time.

Present: Clayton Radakovich, Dr. Cielette Karn, Dr. Banu Symington, Dr. Kristy Nielson, Leslie Taylor, Tami Love, Kari Quickenden, Marty Kelsey, Patty Stickney, Cindy Nelson, Karali Plonsky

Absent/Excused: Suzan Campbell, Dr. Barbara Sowada, Irene Richardson,

Chair: Dr. Barbara Sowada

Agenda

Mr. Kelsey called the meeting to order at 8:15 am. Mr. Kelsey is acting chair in Dr. Sowada's absence. Agenda was presented for approval. Mr. Kelsey requested to pull out LEAN updates. Mr. Radakovich moved to approve, Dr. Karn seconded the motion. Motion approved.

Minutes

February 20, 2019 Minutes were presented for approval. Dr. Karn motioned to approve, Mr. Radakovich seconded the motion. Motion approved.

Old Business

Mr. Radakovich presented the Environment of Care Report (EOC). James Horan, Director of Facilities has updated the 6 Management Plans (Fire Safety, Security, Safety, Utility, Medical Equipment and Hazardous Materials), see attached.

New Business

Ms. Corley presented the Medicare Incentive Program (MIP) information. The potential reimbursement is + or – 4%. We received 1.7% additional bonus for submitted 2017 data.

Ms. Nelson presented the PlaneTree information. A committee has been formed and has already met 3 times. A dinner is planned, with 28 patients invited to begin forming the Patient Centered Care Workshops. 100% of staff will be trained in the process.

Consent Agenda

Mr. Kelsey broke out the LEAN project – how will LEAN be implemented, who decides, who does what? Ms. Jackson noted that 70% of plans are complete, with the plan to bring Faith Jones back in August for another 6 week course. Twelve Trainers will be trained, with education for middle management – learning how to support front line staff. Discussions are in process to also bring Board members in for training.

The Quality Summary was changed up, bringing all together comprehensively. Dr. Karn questioned the Blood Utilization stats at 0%, as there are some that are being reviewed. Ms. Jackson and Dr. Karn will work to update the information in MIDAS. Dr. Karn also noted that we should be looking at other aspects of blood utilization, i.e. unnecessary transfusions. A meeting will be scheduled to review and update the process.

Ms. Jackson noted that we have LEAN processes in place for several areas and we are updating the QAPI plan. She stated she was concerned that we had spread ourselves too thin and is working to refocus our efforts. Mr. Kelsey asked "what keeps you up at night?". Ms. Jackson stated Sepsis, ED flow and HCAHPs are our three top concerns. Ms. Jackson further noted we need to stop the "shotgun" approach. We need to break out projects, implement processes and review. Mr. Radakovich commented that improving the perception of Overall Quality of Care should drive scores of all other metrics. He further stated that PlaneTree is an indirect affecter to the Patient Experience.

Mr. Kelsey questioned what a "sparkline" is? Ms. Jackson noted that it is just another term for a trend line. The goal of the trend line is to look deeper at the statistics.

Mr. Radakovich spoke to our Guest and Grievance process and the move toward rebranding as Patient Relations. A meeting is scheduled with Patient Financial next week. In the future they will be pulling in Finance, the same as Nursing and eventually bring in the Clinic to form one central committee.

Ms. Taylor introduced Patty Stickney their new Patient Navigator and Financial Representative for the Clinic.

Meeting Adjourned

The meeting adjourned at 9:00 am

Next Meeting

May 15, 2019 at 08:15 am, CR 1 & 2

Respectfully Submitted,

Robin Fife, Recording Secretary

HR Chair Report to the Board for April 2019

The Turnover and Open Positions Reports were reviewed and may be found in the Board Packet. The CEO and CLO were out of town so the committee agreed that no discussion of revised policies would occur at this meeting.

Employ Engagement Survey

The committee charter calls for conducting a yearly employee engagement survey. A vendor proposal for such a survey was reviewed. The cost is within the approval authority of the CEO so would require no Board action. The potential for duplication of activity due to programs related to the strategic plan was discussed. No committee action was taken at this meeting.

Employee Interviews

HR currently conducts exit and new employee interviews. However no standard form for current employee interviews exists. HR opened discussions of such a format. Examples questions were presented and the purpose of such interviews discussed. No committee action was taken at this meeting.

Financial Planning

A proposal from a vendor offering financial planning services was discussed. The cost of such a program is significant and would require board action. No committee action was taken at this meeting.

Next Meeting

The next HR Committee meeting is scheduled for May 20, 2019.

Meeting Book - Human Resources Committee

HR Committee

Approval of Minutes

MHSC HR Committee Minutes February 2019.pdf

Approval of February minutes Amber Fisk

Turnover Report

March 2019 Turnover for April meeting.pdf

None Amber Fisk

Job Postings

4-13-19 Job Postings for 4-15-19 HR Comm.pdf

Amy Lucy

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Human Resources Committee Meeting
Monday, February 18th, 2019
Classroom 1

Trustee Members Present: Marty Kelsey, Ed Tardoni

Members Present: Amber Fisk and Irene Richardson

Guests: Kari Quickenden, Kristy Nielson, Amy Lucy, Ruthann Wolfe, Noah Newman and, Deseriee Padilla.

Members Absent: None.

Ed Tardoni called the meeting to order at 3:06pm.

OLD BUSINESS:

Approval of Minutes:

Amber Fisk made a motion to approve the October 2018, November 2018, and January 2019 HR Committee meeting minutes, Ed Tardoni seconded. Marty Kelsey abstained due to his absence in January 2019. All ayes, none opposed. Motion carried.

Turnover Report:

Amber shared the turnover report from January 1st through January 31st of 2019 that yielded a 7% turnover rate, but that from a rolling twelve month (yearly period), the percentage is 23% which is typical, and lower than the previous months' which was 26%.

Open Positions:

Amy Lucy shared the following:

- Two Admitting position were filled.
- 14 open positions total; which include
- 11 Full Time
- 1 Part Time
- 2 PRN

Amy shared that she had an offer out for the PBX Operator position that had later been declined, but had another candidate ready to offer on as well as an offer for the Registrar position.

Employee Health Plan Policy Discussion:

Des Padilla shared that a new Employee Health Plan Policy had been drafted and approved, and wanted to share with the committee as a courtesy. She shared that it had been carefully drafted using the CDC guidelines, and that the Hospital has opted to make vaccinations

required. Amber shared that this would be the largest impact/change in the policy would be this change. She shared that we currently have about eight individual employees that have declined vaccinations in the past. She also shared that the policy addresses the Influenza policy, which changed to require those that decline the vaccination to wear masks in any clinical areas. No action needed.

NEW BUSINESS:

Policies: Modifications to: Employee Policy: Social Media (id#5095824):

Amber Fisk explained that the policy had been drafted by Suzan Campbell and herself, and had been originated from the Society of Human Resources Management (SHRM). Amber shared that Marty Kelsey had a comment about performance issues related to being on your personal device on social media. Ed Tardoni shared that having a personal cellular device usage is different from posting on social media (i.e. texting). Discussion was had about the use of the organization's computers, Amber shared that a Computer Usage policy has been in effect for some time, which covers that issue, and is signed off on by new employees as well as yearly for existing employees. Mr. Tardoni requested a motion to approve the policy with a due pass recommendation to the full board. Amber Fisk motioned. Irene Richardson seconded. All ayes, none opposed. Motion carried.

Discussion began regarding the Rules of Practice and Appeal Rights for employee terminations that resides with the County Clerk's office. Ed Tardoni mentioned that Chairman, Richard Mathey has the information, and it is being reviewed by him, Suzan Campbell, and Jim Phillips. No action needed by the committee.

Next Meetings:

Monday, March 18th, 2019.

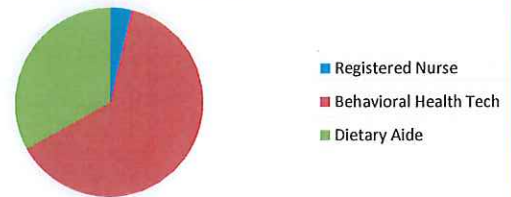
Meeting adjourned.

On March 7, 2019, Amber Fisk requested that the March meeting be cancelled. Next meeting will be:
Monday, April 15th, 2019.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
2019 Overall Turnover Data (As of 03/31/2019)

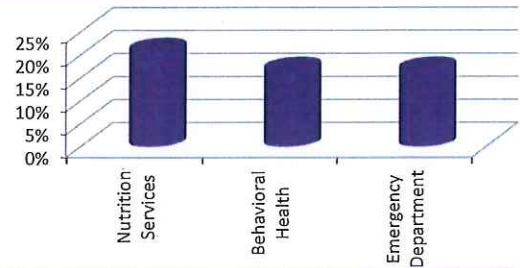
Top Position(s) / Turnover

	2019	%
Registered Nurse	4	3%
Behavioral Health Tech	4	57%
Dietary Aide	3	30%



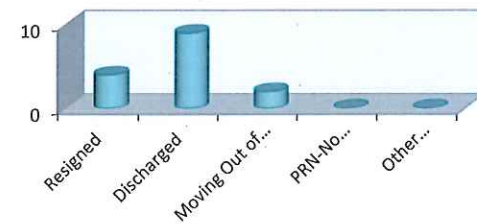
Top Department(s) / Turnover

	2019	%
Nutrition Services	5	21%
Behavioral Health	4	17%
Emergency Department	3	17%



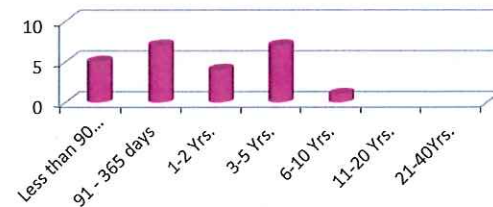
Top 5 Reasons / Turnover

	2019	%
Resigned	4	17%
Discharged	9	38%
Moving Out of Area/Relocation	2	8%
PRN-No Available Work	0	0%
Other Employment	0	0%



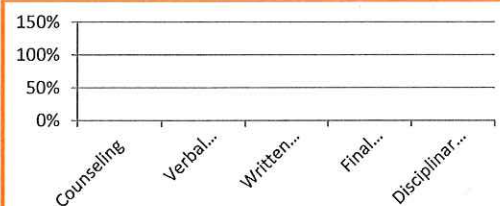
Length of Service

	2019	%
Less than 90 days	5	21%
91 - 365 days	7	29%
1-2 Yrs.	4	17%
3-5 Yrs.	7	29%
6-10 Yrs.	1	4%
11-20 Yrs.		
21-40Yrs.		
Total	24	



Corrective Action

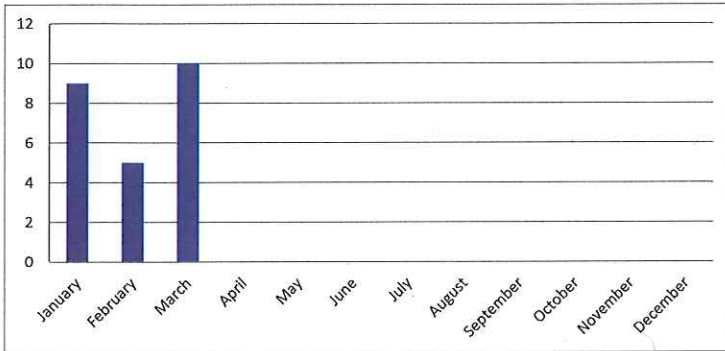
Counseling
 Verbal Warning
 Written Warning
 Final Written Warning
 Disciplinary Suspension



2019 Separations - Hospital Wide

	Total Employees	
	523	
	Separations	New Employees
		528
January	9	12
February	5	9
March	10	13
April		
May		
June		
July		
August		
September		
October		
November		
December		
Total	24	34

5%

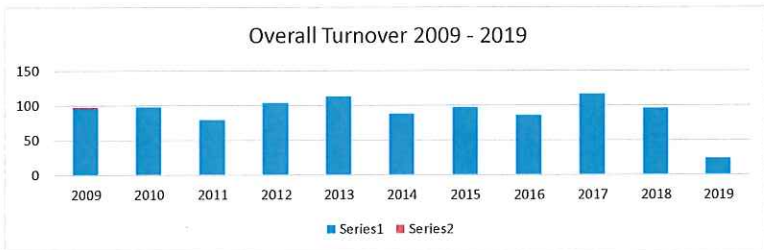


Separations	
Involuntary	9
Voluntary	15
Total	24

Classifications	
RN	4
Classified	20
Total	24

Overall Turnover

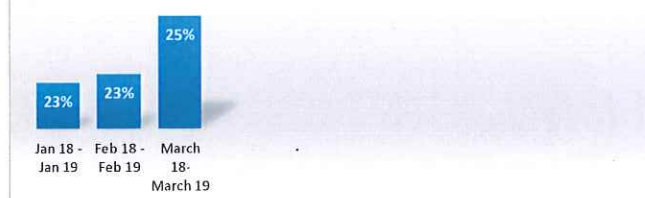
2009	96
2010	98
2011	79
2012	104
2013	113
2014	88
2015	97
2016	86
2017	116
2018	96
2019	24



Rolling 12

	Separations	%
Jan 18 - Jan 19	123	23%
Feb 18 - Feb 19	125	23%
March 18- March 19	133	25%

12 Month Turnover





Job Postings as of 04/13/19



Position	Req #	Position Status	Shift: Days / Hours	Position Qualifications
<u>CARDIOPULMONARY</u>				
Respiratory Therapist	2260	Regular Full-Time	Variable	Completion of AMA approved School for Respiratory Therapy. NBRC (National Respiratory Care) license required. Wyoming Respiratory License required. Must have passed National Registry exams.
<u>DIALYSIS</u>				
Patient Care Tech	2266	Regular Full-Time	Variable	High School Diploma or equivalent required. Current EMT I license or CAN.
<u>EMERGENCY</u>				
Registered Nurse	2230	Regular Full-Time	Variable	Current Wyoming Nursing License and hold a current BLS certification.
<u>HOUSEKEEPING</u>				
Housekeeper	2267	Regular Part-Time	Variable	High school diploma or equivalent preferred.
<u>MEDICAL IMAGING</u>				
Ultrasound Tech	2158	Regular Full-Time	Variable	Must be registered by the ARDMS, RVT, RDCS, or any other accredited ultrasound registry. Must be registered by ARRT if required to work in the role of Radiologic Technologist or other specialized modality, multiple modalities preferred.
Ultrasound Tech - Echo	2223	Regular Full-Time	Variable	Must be registered by the ARDMS, RVT, RDCS, or any other accredited ultrasound registry. Must be registered by ARRT if required to work in the role of Radiologic Technologist or other specialized modality, multiple modalities preferred.
<u>MED/SURG</u>				
NUS	2268	Regular Full-Time	Variable	High school diploma or equivalent required.
<u>MEDICAL OFFICE BUILDING</u>				
Clinic Collections Clerk/Receptionist	2271	Regular Full-Time	Days	High School diploma or equivalent required. Typing test required, complete in HR.
<u>REHABILITATION</u>				
Speech Therapist	1447	PRN	Days	Masters Degree in Speech Pathology. Certificate of Clinical Competence from American Speech Language and Hearing Association or presently completing clinical fellowship year. Wyoming License in Speech Pathology. BLS certification.
Occupational Therapist	1997	PRN	Days	Minimum of Bachelor's degree in Occupational Therapy. Master's degree in Occupational Therapy preferred. State of Wyoming Occupational Therapist License required. BLS certification.
<u>SURGICAL SERVICES</u>				
Registered Nurse - PACU	2185	Regular Part-Time	Days + Call	Current Wyoming Nursing License and hold a current BLS certification.
Registered Nurse OR Circulator	2232	Regular Full-Time	Days + Call	Current Wyoming Nursing License and hold a current BLS certification.

Assigned: FY 19 - 36

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 Imaging

Submitted by: Tracie Soller

Date: 2/15/2019

Provide a detailed description of the capital expenditure requested:

Portable unit #1. Mobilett Mira Max is a versatile, high-performance digital mobile X-ray system for wireless acquisitions with a flat panel detector. It's designed for use in ICU, ER, OR and directly at the patient's bedside. Easy mobility and positioning flexibility, designed for continuous availability. The syngo FLC digital on-stop workflow from patient registration to image documentation offers fast and easy operation for consistent exam setting and a consistent image impression.

Preferred Vendor: Siemens

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

1. Renovation	\$
2. Equipment	\$ 131288.00
3. Installation	\$
4. Shipping	\$
5. Accessories	\$
6. Training	\$
7. Travel costs	\$
8. Other e.g. interfaces	\$
Total Costs (add 1-8)	\$ 131288.00

Does the requested item:

Require annual contract renewal? ☒ YES ☐ NO

Fit into existing space?

☒ YES ☐ NO

Explain:

Attach to a new service?

☐ YES ☒ NO

Explain:

Require physical plan modifications?

If yes, list to the right:

☐ YES ☒ NO

Electrical

HVAC

Safety

Plumbing

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

\$

\$

\$

\$

\$

Annualized impact on operations (if applicable):

Increases/Decreases

Projected Annual Procedures (NEW not existing)

Revenue per procedure

\$

Projected gross revenue

\$

Projected net revenue

\$

Projected Additional FTE's

Salaries

\$

Benefits

\$

Maintenance

\$

Supplies

\$

Total Annual Expenses

\$

Net Income/(loss) from new service

\$

Budgeted Item:

☒ YES ☐ NO

of bids obtained? 2

☒ Copies and/or Summary attached.

If no other bids obtained, reason:

Review and Approvals

Submitted by: Tracie Soller

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

Tracie Soller
Kate O'Neil 3-18-19
Andrew

OTHER CONSIDERATIONS

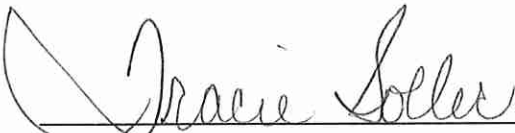
Portable x-ray equipment is a vital and necessary part of the Radiology department; it is used in the event a patient is too critical or otherwise unable to be transported to the Medical Imaging department for imaging studies. The newer models are quieter than the existing portables which should help with patient satisfaction regarding noise levels here at MHSC. The Siemens Mobilett Mira Max is more compact, fits into tighter spaces and is much easier to maneuver. The unique MAXreach tube arm introduces an extraordinary level of flexibility which will enable the technologists to obtain some of the views more easily. Our current portable equipment is bigger and bulky, technologists who are shorter in stature have a difficult time seeing over and around the equipment while transporting it to and from the patients room which sometimes inadvertently leads to some wall damage when trying to park the equipment. Digital image technology has a higher resolution which means the quality of the x-ray is sharper than the current CR technology we utilize.

Acquisition of newer digital technology will also improve the technologist work flow and productivity, as well as improve patient care. The current CR technology requires that the technologist take the x-ray and then run the cassette down to the Medical Imaging Department to process the image through the CR reader which converts the image from analog to digital. The image cannot be assessed until it has been processed; being able to review and assess the image as soon as it is taken will eliminate this step, if an image needs to be repeated, it can be done immediately. Physicians needing to assess line placement, tube placement, foreign body, etc. can see the image on the monitor on the machine in real time, they will not need to wait for the technologist to run back to the department, process the image on the CR reader and then put the study on-line in the PACS system.

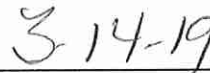
Our current portable x-ray machines are older, approximately 18-20 yrs old and will need to be replaced. We are currently having constant issues with a generator errors and due to the age of the equipment it is becoming extremely difficult to find parts for them. A digital model will provide an image with higher resolution and meet the CMS requirement for digital x-ray that must be met as of January 2018. Under a provision in the Consolidated Appropriations Act of 2016, which was enacted into law in December 2015, starting in 2018, payments for imaging studies performed on CR equipment have been reduced by 7% for the next five years, and 10% after that. Since we are operating on predominantly CR in our department we need to start converting the department to a digital environment.

Portable #1 is used primarily for Surgery, OB/Nursery, Med/Surg and ICU. The machine is utilized on average 2 to 5 times per day; at times when the census is high this portable is used as much as 20 to 30 times in a day.

Both of the portable machines we are requesting have equipment that is interchangeable. The quote for portable #1 includes the MAX wi-D/MAX mini charger which is not included in the quote for portable #2; it charges the replacement batteries for the MAX mini and the MAX wi-D detectors. The detectors are the plates used to acquire the image. The mini detector which is included in the Port #2 quote can only be charged with this charger. Keeping the replacement batteries charged is necessary to avoid delays in patient care.



Submitted by: Signature



Date



Siemens Medical Solutions USA, Inc.
40 Liberty Boulevard, Malvern, PA 19355
Fax: (866) 486-3602

SIEMENS REPRESENTATIVE
John Karel - (303) 807-0920

Customer Number: 0000007986

Date: 2/15/2019

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

Siemens Medical Solutions USA, Inc. is pleased to submit the following quotation for the products and services described herein at the stated prices and terms, subject to your acceptance of the terms and conditions on the face and back hereof, and on any attachment hereto.

<u>Table of Contents</u>	<u>Page</u>
Mobilett Mira Max (Quote Nr. 1-8DS2OQ Rev. 2).....	3
OPTIONS for Mobilett Mira Max (Quote Nr. 1-8DS2OQ Rev. 2)	5
General Terms and Conditions.....	6
Warranty Information.....	14
Detailed Technical Specifications.....	16

Contract Total: \$131,288
(total does not include any Optional or Alternate components which may be selected)

Proposal valid until 3/29/2019

Estimated Delivery Date: June 2019

Estimated delivery date is subject to change based upon factory lead times, acceptance date of this quote, customer site readiness, and other factors. A Siemens representative will contact you regarding the final delivery date.

This offer is only valid if firm, non-contingent orders for the following Mobilett Mira Max quotes are simultaneously placed with Siemens:

1-GQ0HHT
1-8DS2OQ

Accepted and Agreed to by:

Siemens Medical Solutions USA, Inc.

MEMORIAL HOSPITAL OF SWEETWATER

By (sign): _____
Name: John Karel
Title: Account Executive
Date: _____

By (sign): _____
Name: _____
Title: _____
Date: _____

Page 51 of 230

By signing below, signor certifies that no modifications or additions have been made to the Quotation. Any such modifications or additions will be void.

Siemens Medical Solutions USA, Inc.
40 Liberty Boulevard, Malvern, PA 19355
Fax: (866) 486-3602



SIEMENS REPRESENTATIVE
John Karel - (303) 807-0920

By (sign): _____

Siemens Medical Solutions USA, Inc.
40 Liberty Boulevard, Malvern, PA 19355
Fax: (866) 486-3602



SIEMENS REPRESENTATIVE
John Karel - (303) 807-0920

Quote Nr: 1-8DS2OQ Rev. 2

Terms of Payment: 00% Down, 80% Delivery, 20% Installation
Free On Board: Destination

Purchasing Agreement: INTALERE INC #VQ10309 (ex Amerinet)

INTALERE INC #VQ10309 (ex Amerinet) terms and conditions apply to Quote Nr 1-8DS2OQ

Mobilett Mira Max

All items listed below are included for this system: (See Detailed Technical Specifications at end of Proposal.)

Qty	Part No.	Item Description
1	✓14449046	<p>Mobilett Mira Max</p> <p>Mobilett Mira Max is a versatile, high-performance digital mobile X-ray system for wireless acquisitions with a flat panel detector. For use in intensive care units, neonatal intensive care units, emergency rooms, operating rooms and directly at the patients's bedside.</p> <p>Mobilett Mira Max unites a generator power of 35 kW (450 mA) with easy mobility and positioning flexibility, and is also designed for continuous availability.</p> <p>The MAXswap concept allows fast detector sharing throughout our most advanced MAX radiography, fluoroscopy, and mobile X-ray portfolio.</p> <p>The syngo FLC digital one-stop workflow from patient registration to image documentation offers fast and easy operation for consistent exam settings and a consistent image impression.*</p> <p>Following items are included in the standard delivery:</p> <ul style="list-style-type: none">- Storage capacity: 10.000 RAD images- DICOM Send and Print- Diamond View Plus- DICOM Query / Retrieve- DICOM Worklist- CD / DVD recorder <p>* The description in the "DICOM Conformance Statement" downloadable from the Internet is exclusively binding for the functionality of the DICOM interface(s).</p>
1	✓14418454	<p>Integrated dose area product</p> <p>DAP meter for recording the dose area product (DAP) and/or standardized patient entry dose. Resolution 0.01 uGym².</p>
1	✓14443285	<p>MAX wi-D</p> <p>Lightweight mobile, wireless 35 cm x 43 cm (14" x 17") detector with handle for comfortable and safe handling. The detector can be used with all other MAX systems based on the MAXswap feature.</p> <p>It can be charged automatically in the system's detector holder.</p>
1	✓14443286	<p>Snap-on grid MAX wi-D 5/85 F115</p> <p>Highly selective clip-on anti-scatter grid to reduce scatter radiation for free acquisitions with MAX wi-D.</p>



Siemens Medical Solutions USA, Inc.
40 Liberty Boulevard, Malvern, PA 19355
Fax: (866) 486-3602

SIEMENS REPRESENTATIVE
John Karel - (303) 807-0920

Qty	Part No.	Item Description
✓	14443295	MAX wi-D / MAX mini charger Charges the replacement batteries for the MAX mini and MAX wi-D detectors. Note: The MAX mini battery can only be charged with this charger.
✓	14443284	WLAN detector US Integrated WLAN access point for operating the MAX wi-D and MAX mini detector.
✓	14443291	Hospital WLAN US Industrial-strength wireless connection to the hospital network (RIS / PACS/HIS)
✓	14443293	Storage accessories Mira Safely store pens, markers, a cup and a standard, round 5 inch container e.g. for disinfectant wipes on top of the unit.
✓	SPC_INITIAL_2 4	Initial onsite trng 24 hrs Up to (24) hours of on-site clinical education training, scheduled consecutively during standard business hours for a maximum of (4) imaging professionals. Training will cover agenda items on the ASRT approved checklist. Uptime Clinical Education phone support is provided during the warranty period for specified posted hours. This educational offering must be completed (12) months from install end date. If training is not completed within the applicable time period, Siemens obligation to provide the training will expire without refund.
✓	SY_PR_TEAM PLAY	teampay Welcome & Registration Package teampay is a cloud-based network that brings together your imaging modality users, the systems' dose and utilization data, and the users' expertise to help you improve the delivery of care to your patients. Basic features are provided free of charge. Premium features (benchmarking, non-Siemens devices) are provided on a trial basis for three months at no charge, and may be used thereafter on a subscription fee basis. To register: http://teampay.siemens.com/#!/institutionRegistration/1

System Total: \$131,288



GE Healthcare

Date: 03-02-2018
Quote #: PR3-C113523
Version #: 1

Memorial Hospital of Sweetwater
County
1200 College Dr
Rock Springs WY 82901-5868

Attn: Tracie Soller
1200 College Drive, PO Box 1359 Rock
Springs
WY 82901-5868

Customer Number : 1-23LBLM
Quotation Expiration Date: 05-31-2018

The terms of the Master Purchasing Agreement, Strategic Alliance Agreement or GPO Agreement referenced below as the Governing Agreement shall govern this Quotation. No additional or different terms shall apply unless agreed to in writing by authorized representatives of both parties.

Governing Agreement:	Novation - Vizient Supply LLC
Terms of Delivery:	FOB Destination
Billing Terms:	80% delivery / 20% Installation
Payment Terms:	Net Due in 45 Days
Total Quote Net Selling Price:	\$172,535.00

Please Select Tax Status Of Order

- ☐ Exempt from Sales and Use Tax (Note: GEHC must have a Current Tax Exemption Certificate)
☐ Subject to Sales and Use Tax

INDICATE FORM OF PAYMENT:

If "GE HEF Loan" or "GE HEF Lease" is NOT selected at the time of signature, then you may NOT elect to seek financing with GE Healthcare Equipment Finance (GE HEF) to fund this arrangement after shipment.

- ☐ Cash/Third Party Loan
☐ GE HEF Lease
☐ GE HEF Loan
☐ Third Party Lease (please identify financing company) _____

By signing below, each party certifies that it has not made any handwritten modifications. Manual changes or mark-ups on this Agreement (except signatures in the signature blocks and an indication in the form of payment section below) will be void.

Each party has caused this agreement to be executed by its duly authorized representative as of the date set forth below.

CUSTOMER

Authorized Customer Signature Date

Print Name Print Title

Purchase Order Number (if applicable)

GE HEALTHCARE
Warren Longhurst

Signature

Account Manager - Vaso - Mfr Rep

Email: josh.longhurst@ge.com
Office: 307-277-2177

03-02-2018

Date



GE Healthcare

Date: 03-02-2018
Quote #: PR3-C113523
Version #: 1

Total Quote Selling Price	\$172,535.00
Trade-In and Other Credits	\$0.00

Total Quote Net Selling Price	\$172,535.00

To Accept this Quotation

Please sign and return this Quotation together with your Purchase Order To:
Warren Longhurst
Office: 307-277-2177
Email: josh.longhurst@ge.com

Payment Instructions

Please Remit Payment for invoices associated with this quotation to:

GE Healthcare
P.O. Box 96483
Chicago, IL 60693

To Accept This Quotation

- Please sign the quote and any included attachments (where requested).
- If requested, please indicate, your form of payment.
- If you include the purchase order, please make sure it references the following information
 - The correct Quote number and version number above
 - The correct Remit To information as indicated in "Payment Instructions" above
 - The correct SHIP TO site name and address
 - The correct BILL TO site name and address
 - The correct Total Quote Net Selling Price as indicated above

"Upon submission of a purchase order in response to this quotation, GE Healthcare requests the following to evidence agreement to contract terms.

Signature page on quote filled out with signature and P.O. number.

*****OR*****

Verbiage on the purchase order must state one of the following: (i) Per the terms of Quotation #____; (ii) Per the terms of GPO#____; (iii) Per the terms of MPA #____; or (iv) Per the terms of SAA #____. Include the applicable quote/agreement number with the reference on the purchase order.

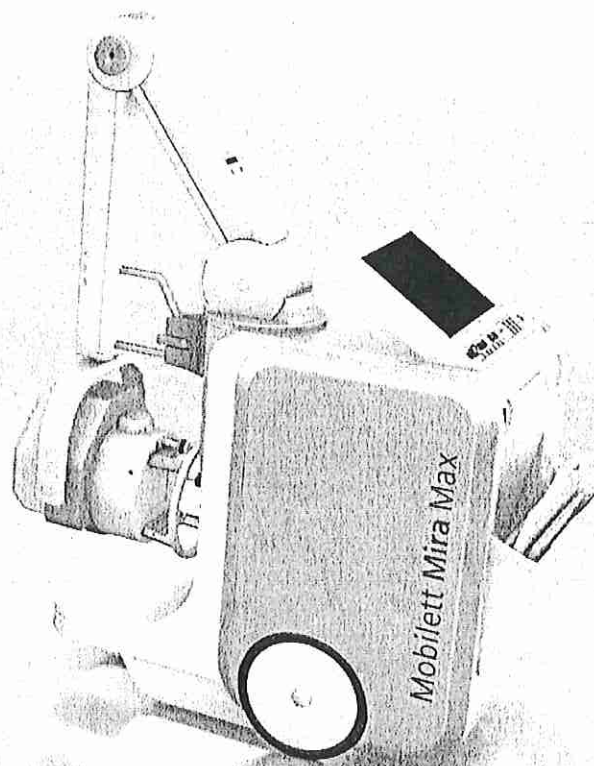
In addition, source of funds (choice of: Cash/Third Party Loan or GE HFS Lease or GE HFS Loan or Third Party Lease through _____), must be indicated, which must be done on the quote signature page (for signed quotes), on the purchase order (where quotes are not signed) or via a separate written source of funds statement (if provided by GE Healthcare)." Page 36 of 230

Mobilett Mira Max

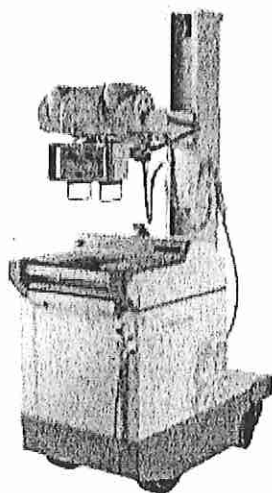
Your mobile imaging companion

MAXreach –

exceptional tube positioning flexibility
even in challenging situations



Current Equipment
GE AMX-4





10/10/10

Assigned: FY 19 - 37

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 Imaging

Submitted by: Tracie Soller

Date: 2/15/2019

Provide a detailed description of the capital expenditure requested:

Portable unit #2. Mobilett Mira Max is a versatile, high-performance digital mobile X-ray system for wireless acquisitions with a flat panel detector. Includes a smaller detector that can be used for orthopedic, pediatric and trauma acquisitions; fits into incubator trays. It's designed for use in ICU, ER, OR and directly at the patient's bedside. Easy mobility and positioning flexibility, designed for continuous availability. The syngo FLC digital on-stop workflow from patient registration to image documentation offers fast and easy operation for consistent exam setting and a consistent image impression.

Preferred Vendor: Siemens

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

1. Renovation	\$
2. Equipment	\$ 193876.00
3. Installation	\$
4. Shipping	\$
5. Accessories	\$
6. Training	\$
7. Travel costs	\$
8. Other e.g. interfaces	\$
Total Costs (add 1-8)	\$ 193876.00

Does the requested item:

Require annual contract renewal? ☒ YES ☐ NO

Fit into existing space?

☒ YES ☐ NO

Explain:

Attach to a new service?

☐ YES ☒ NO

Explain:

Require physical plan modifications?

If yes, list to the right:

☐ YES ☒ NO

Electrical

HVAC

Safety

Plumbing

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

\$

\$

\$

\$

\$

Annualized impact on operations (if applicable):

Increases/Decreases

Projected Annual Procedures (NEW not existing)

Revenue per procedure

\$

Projected gross revenue

\$

Projected net revenue

\$

Projected Additional FTE's

Salaries

\$

Benefits

\$

Maintenance

\$

Supplies

\$

Total Annual Expenses

\$

Net Income/(loss) from new service

\$

Budgeted Item:

☒ YES ☐ NO

of bids obtained? 2

☒ Copies and/or Summary attached.

If no other bids obtained, reason:

Review and Approvals

Submitted by: Tracie Soller

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

Tracie Soller
Karen Duckworth
[Signature]

OTHER CONSIDERATIONS

Portable x-ray equipment is a vital and necessary part of the Radiology department; it is used in the event a patient is too critical or otherwise unable to be transported to the Medical Imaging department for imaging studies. The newer models are quieter than the existing portables which should help with patient satisfaction regarding noise levels here at MHSC. The Siemens Mobilett Mira Max is more compact, fits into tighter spaces and is much easier to maneuver. The unique MAXreach tube arm introduces an extraordinary level of flexibility which will enable the technologists to obtain some of the views more easily. Our current portable equipment is bigger and bulky, technologists who are shorter in stature have a difficult time seeing over and around the equipment while transporting it to and from the patients room which sometimes inadvertently leads to some wall damage when trying to park the equipment. Digital image technology has a higher resolution which means the quality of the x-ray is sharper than the current CR technology we utilize.

Acquisition of newer digital technology will also improve the technologist work flow and productivity, as well as improve patient care. The current CR technology requires that the technologist take the x-ray and then run the cassette down to the Medical Imaging Department to process the image through the CR reader which converts the image from analog to digital. The image cannot be assessed until it has been processed; being able to review and assess the image as soon as it is taken will eliminate this step, if an image needs to be repeated, it can be done immediately. Physicians needing to assess line placement, tube placement, foreign body, etc. can see the image on the monitor on the machine in real time, they will not need to wait for the technologist to run back to the department, process the image on the CR reader and then put the study on-line in the PACS system.

Our current portable x-ray machines are older, approximately 18-20 yrs old and will need to be replaced. We are currently having constant issues with a generator errors and due to the age of the machines it is becoming extremely difficult to find parts for them. A digital model will provide an image with higher resolution and meet the CMS requirement for digital x-ray that must be met as of January 2018. Under a provision in the Consolidated Appropriations Act of 2016, which was enacted into law in December 2015, starting in 2018, payments for imaging studies performed on CR equipment have been reduced by 7% for the next five years, and 10% after that. Since we are operating on predominantly CR in our department we need to start converting the department to a digital environment.

Portable #2 is used primarily for the Emergency Department. The machine is utilized on average 10 to 15 times per day.

Both of the portable machines we are requesting have equipment that is interchangeable. The quote for portable #2 is higher because it includes the MAX mini detector; a mobile wireless flat detector sized for casset format 12" x 9" used for orthopedic, pediatric and trauma acquisitions. It more easily fits into incubator trays and will also be utilized for Port #1 in the nursery for neonatal xrays. The detectors are the plates used to acquire the images.



Submitted by: Signature

3/15/19

Date



Siemens Medical Solutions USA, Inc.
40 Liberty Boulevard, Malvern, PA 19355
Fax: (866) 486-3602

SIEMENS REPRESENTATIVE
John Karel - (303) 807-0920

Customer Number: 0000007986

Date: 2/15/2019

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

Siemens Medical Solutions USA, Inc. is pleased to submit the following quotation for the products and services described herein at the stated prices and terms, subject to your acceptance of the terms and conditions on the face and back hereof, and on any attachment hereto.

<u>Table of Contents</u>	<u>Page</u>
Mobilett Mira Max (Quote Nr. 1-GQ0HHT Rev. 2)	3
OPTIONS for Mobilett Mira Max (Quote Nr. 1-GQ0HHT Rev. 2)	5
General Terms and Conditions	6
Warranty Information	14
Detailed Technical Specifications	16

Contract Total: \$193,876
(total does not include any Optional or Alternate components which may be selected)

Proposal valid until 3/29/2019

Estimated Delivery Date: June 2019

Estimated delivery date is subject to change based upon factory lead times, acceptance date of this quote, customer site readiness, and other factors. A Siemens representative will contact you regarding the final delivery date.

This offer is only valid if firm, non-contingent orders for the following Mobilett Mira Max quotes are simultaneously placed with Siemens:

1-GQ0HHT
1-8DS2OQ

Accepted and Agreed to by:

Siemens Medical Solutions USA, Inc.

By (sign): _____
Name: John Karel
Title: Account Executive
Date: _____

MEMORIAL HOSPITAL OF SWEETWATER

By (sign): _____
Name: _____
Title: _____
Date: _____

Page 62 of 230

By signing below, signor certifies that no modifications or additions have been made to the Quotation. Any such modifications or additions will be void.

Siemens Medical Solutions USA, Inc.
40 Liberty Boulevard, Malvern, PA 19355
Fax: (866) 486-3602



SIEMENS REPRESENTATIVE
John Karel - (303) 807-0920

By (sign): _____

Siemens Medical Solutions USA, Inc.
40 Liberty Boulevard, Malvern, PA 19355
Fax: (866) 486-3602



SIEMENS REPRESENTATIVE
John Karel - (303) 807-0920

Quote Nr:	1-GQ0HHT Rev. 2
Terms of Payment:	00% Down, 80% Delivery, 20% Installation Free On Board: Destination
Purchasing Agreement:	INTALERE INC #VQ10309 (ex Amerinet) INTALERE INC #VQ10309 (ex Amerinet) terms and conditions apply to Quote Nr 1-GQ0HHT

Mobilett Mira Max

All items listed below are included for this system: (See Detailed Technical Specifications at end of Proposal.)

Qty	Part No.	Item Description
1	✓14449046	Mobilett Mira Max Mobilett Mira Max is a versatile, high-performance digital mobile X-ray system for wireless acquisitions with a flat panel detector. For use in intensive care units, neonatal intensive care units, emergency rooms, operating rooms and directly at the patients's bedside. Mobilett Mira Max unites a generator power of 35 kW (450 mA) with easy mobility and positioning flexibility, and is also designed for continuous availability. The MAXswap concept allows fast detector sharing throughout our most advanced MAX radiography, fluoroscopy, and mobile X-ray portfolio. The syngo FLC digital one-stop workflow from patient registration to image documentation offers fast and easy operation for consistent exam settings and a consistent image impression.* Following items are included in the standard delivery: - Storage capacity: 10.000 RAD images - DICOM Send and Print - Diamond View Plus - DICOM Query / Retrieve - DICOM Worklist - CD / DVD recorder * The description in the "DICOM Conformance Statement" downloadable from the Internet is exclusively binding for the functionality of the DICOM interface(s).
1	✓14418454	Integrated dose area product DAP meter for recording the dose area product (DAP) and/or standardized patient entry dose. Resolution 0.01 uGym ² .
1	✓14443285	MAX wi-D Lightweight mobile, wireless 35 cm x 43 cm (14" x 17") detector with handle for comfortable and safe handling. The detector can be used with all other MAX systems based on the MAXswap feature. It can be charged automatically in the system's detector holder.
1	✓14443286	Snap-on grid MAX wi-D 5/85 F115 Highly selective clip-on anti-scatter grid to reduce scatter radiation for free acquisitions with MAX wi-D.



Siemens Medical Solutions USA, Inc.
40 Liberty Boulevard, Malvern, PA 19355
Fax: (866) 486-3602

SIEMENS REPRESENTATIVE
John Karel - (303) 807-0920

Qty	Part No.	Item Description
✓ 1	14443287	MAX mini Mobile, wireless flat detector sized for cassette format 24 cm x 30 cm (12" x 9"), for orthopedic, pediatric, and trauma acquisitions. Especially fits into incubator trays. The detector can be used with all other MAX systems based on the feature MAXswap. Please note: Requires separate MAX wi-D / MAX mini charger.
✓ 1	14443284	WLAN detector US Integrated WLAN access point for operating the MAX wi-D and MAX mini detector.
✓ 1	14443291	Hospital WLAN US Industrial-strength wireless connection to the hospital network (RIS / PACS / HIS)
✓ 1	14443293	Storage accessories Mira Safely store pens, markers, a cup and a standard, round 5 inch container e.g. for disinfectant wipes on top of the unit.
✓ 1	SPC_INITIAL_2 4	Initial onsite trng 24 hrs Up to (24) hours of on-site clinical education training, scheduled consecutively during standard business hours for a maximum of (4) imaging professionals. Training will cover agenda items on the ASRT approved checklist. Uptime Clinical Education phone support is provided during the warranty period for specified posted hours. This educational offering must be completed (12) months from install end date. If training is not completed within the applicable time period, Siemens obligation to provide the training will expire without refund.
✓ 1	SY_PR_TEAM PLAY	teamplay Welcome & Registration Package teamplay is a cloud-based network that brings together your imaging modality users, the systems' dose and utilization data, and the users' expertise to help you improve the delivery of care to your patients. Basic features are provided free of charge. Premium features (benchmarking, non-Siemens devices) are provided on a trial basis for three months at no charge, and may be used thereafter on a subscription fee basis. To register: http://teamplay.siemens.com/#!/institutionRegistration/1

System Total: \$193,876



GE Healthcare

Date: 03-02-2018
Quote #: PR3-C113523
Version #: 1

Memorial Hospital of Sweetwater
County
1200 College Dr
Rock Springs WY 82901-5868

Attn: Tracie Soller
1200 College Drive, PO Box 1359 Rock
Springs
WY 82901-5868

Customer Number : 1-23LBLM
Quotation Expiration Date: 05-31-2018

The terms of the Master Purchasing Agreement, Strategic Alliance Agreement or GPO Agreement referenced below as the Governing Agreement shall govern this Quotation. No additional or different terms shall apply unless agreed to in writing by authorized representatives of both parties.

Governing Agreement:	Novation - Vizient Supply LLC
Terms of Delivery:	FOB Destination
Billing Terms:	80% delivery / 20% Installation
Payment Terms:	Net Due in 45 Days
Total Quote Net Selling Price:	\$172,535.00

Please Select Tax Status Of Order

- ☐ Exempt from Sales and Use Tax (Note: GEHC must have a Current Tax Exemption Certificate)
☐ Subject to Sales and Use Tax

INDICATE FORM OF PAYMENT:

If "GE HEF Loan" or "GE HEF Lease" is NOT selected at the time of signature, then you may NOT elect to seek financing with GE Healthcare Equipment Finance (GE HEF) to fund this arrangement after shipment.

- ☐ Cash/Third Party Loan
☐ GE HEF Lease
☐ GE HEF Loan
☐ Third Party Lease (please identify financing company) _____

By signing below, each party certifies that it has not made any handwritten modifications. Manual changes or mark-ups on this Agreement (except signatures in the signature blocks and an indication in the form of payment section below) will be void.

Each party has caused this agreement to be executed by its duly authorized representative as of the date set forth below.

CUSTOMER

Authorized Customer Signature Date

Print Name Print Title

Purchase Order Number (if applicable)

GE HEALTHCARE
Warren Longhurst

Signature Date

Account Manager - Vaso - Mfr Rep

Email: josh.longhurst@ge.com
Office: 307-277-2177

03-02-2018

Date



GE Healthcare

Date: 03-02-2018
Quote #: PR3-C113523
Version #: 1

Total Quote Selling Price	\$172,535.00
Trade-In and Other Credits	\$0.00
Total Quote Net Selling Price	\$172,535.00

To Accept this Quotation

Please sign and return this Quotation together with your Purchase Order To:
Warren Longhurst
Office: 307-277-2177
Email: josh.longhurst@ge.com

Payment Instructions

Please Remit Payment for invoices associated with this quotation to:
GE Healthcare
P.O. Box 96483
Chicago, IL 60693

To Accept This Quotation

- Please sign the quote and any included attachments (where requested).
- If requested, please indicate, your form of payment.
- If you include the purchase order, please make sure it references the following information
 - The correct Quote number and version number above
 - The correct Remit To information as indicated in "Payment Instructions" above
 - The correct SHIP TO site name and address
 - The correct BILL TO site name and address
 - The correct Total Quote Net Selling Price as indicated above

"Upon submission of a purchase order in response to this quotation, GE Healthcare requests the following to evidence agreement to contract terms.

Signature page on quote filled out with signature and P.O. number.

*****OR*****

Verbiage on the purchase order must state one of the following: (i) Per the terms of Quotation # _____; (ii) Per the terms of GPO# _____; (iii) Per the terms of MPA # _____; or (iv) Per the terms of SAA # _____. Include the applicable quote/agreement number with the reference on the purchase order.

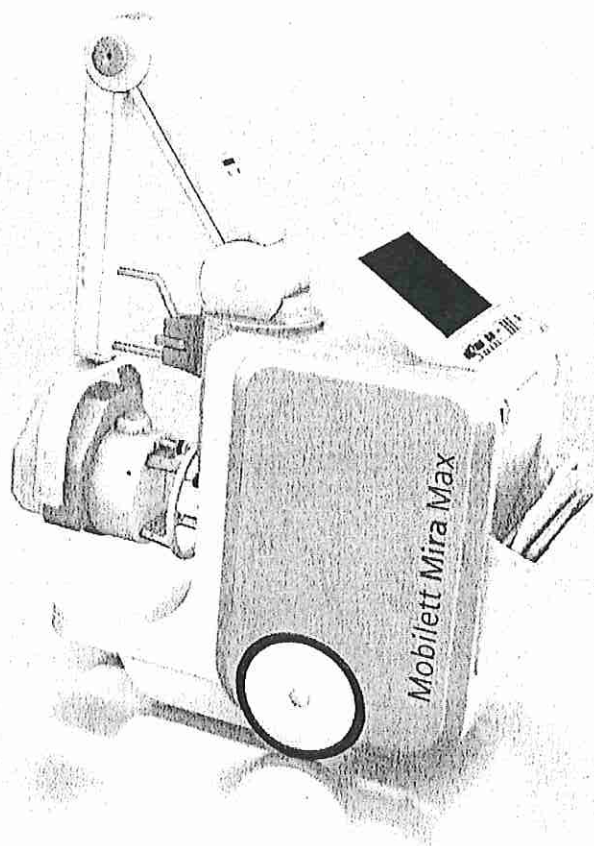
In addition, source of funds (choice of: Cash/Third Party Loan or GE HFS Lease or GE HFS Loan or Third Party Lease through _____), must be indicated, which may be done on the quote signature page (for signed quotes), on the purchase order (where quotes are not signed) or via a separate written source of funds statement (if provided by GE Healthcare)." Page 67 of 230

Mobilett Mira Max

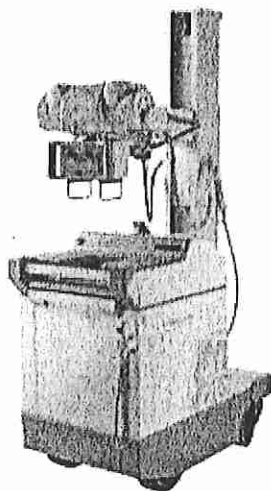
Your mobile imaging companion

MAXreach –

exceptional tube positioning flexibility
even in challenging situations



Current Equipment
GE AMX-4





0.000000



		# Assigned: FY <u>19-38</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: <u>IT</u>	Submitted by: <u>Rich Tyler</u>	Date: <u>4/16/19</u>
Provide a detailed description of the capital expenditure requested: <u>Request for replacement Quadramed QCPR server hardware</u>		
Preferred Vendor: <u>Converge One</u>		
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)		\$ 122,899.00
Does the requested item:		
Require annual contract renewal? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		
Fit into existing space? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Explain:	
Attach to a new service? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Explain:	
Require physical plan modifications? If yes, list to the right: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Electrical HVAC Safety Plumbing Infrastructure (I/S cabling, software, etc.)	\$ \$ \$ \$ \$
Annualized impact on operations (if applicable):		Budgeted Item:
Increases/Decreases		
Projected Annual Procedures (NEW not existing)		<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Revenue per procedure	\$	# of bids obtained? <u>2</u>
Projected gross revenue	\$	
Projected net revenue	\$	<input checked="" type="checkbox"/> Copies and/or Summary attached. If no other bids obtained, reason:
Projected Additional FTE's		
Salaries	\$	
Benefits	\$	
Maintenance	\$	
Supplies	\$	
Total Annual Expenses	\$	
Net Income/(loss) from new service	\$	
Review and Approvals		
Submitted by:	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

This request is to purchase additional hard drive storage that is needed to migrate our Quadramed QCPR software from the current hardware that has reached end of life to our new virtual server environment. The current hardware was purchased approximately 9 years ago. It has reached its end of life and we will lose support on it this calendar year.

Quote1:

\$122,899.00 - Converge One

Quote2:

\$126,297.39 -- CDWG


We are recommending purchasing via Converge One for a total of \$122,899.00

Capital = \$78,535.00

Freight = \$300.00

Support = \$44,064.00

Total: \$122,899.00


Submitted by: Signature

Date

Solution Quote

Pure Storage Array

Customer: Memorial Hospital of Sweetwater County		Primary Contact: Stacey Nutt	
Ship To Address: ,		Email: snutt@sweetwatermemorial.com	
Bill To Address: 1200 College Dr PO Box 1359 Rock Springs, WY 82901-5868		Phone: (307) 352-8288	
Customer ID: VTWMEMHOS0003		National Account Manager: James Voorhies	
Customer PO:		NAM Email: jvoorhies@convergeone.com	
		NAM Phone: +13079952000	

#	Item Number	Description	Term	Qty	Unit Price	Extended Price
Pure X20 Array with 36 months Gold Maintenance						
1	FA-X20R2-14.4TB-1MO	FA-X20R2-14.4TB-1MO - 1 Month Evergreen Gold Subscription, NBD Delivery, 24/7 Support		36	\$1,224.00	\$44,064.00
2	FA-X20R2-FC-14.4TB-9.6/4.8-SMEZZ	FA-X20R2-FC-14.4TB-9.6/4.8-SMEZZ - Pure Storage FlashArray		1	\$74,875.00	\$74,875.00
C1 Services						
3	Professional Services	Professional Services				\$3,660.00

Solution Summary

Pure Storage Array

Customer: Memorial Hospital of Sweetwater County	Primary Contact: Stacey Nutt
Ship To Address: ,	Email: snutt@sweetwatermemorial.com
Bill To Address: 1200 College Dr PO Box 1359 Rock Springs, WY 82901-5868	Phone: (307) 352-8288
Customer ID: VTWMEMHOS0003	National Account Manager: James Voorhies
Customer PO:	NAM Email: jvoorhies@convergeone.com
	NAM Phone: +13079952000

Solution Summary	Current Due	Next Invoice	Due	Remaining	Total Project
Hardware	\$118,939.00		One-Time		\$118,939.00
Professional Services	\$3,660.00		One-Time		\$3,660.00
Project Subtotal	\$122,599.00				\$122,599.00
Estimated Tax	NOT INCLUDED				
Estimated Freight	\$300.00				
Project Total	\$122,899.00				\$122,899.00

This Solution Summary summarizes the documents(s) that are attached hereto and such documents are incorporated herein by reference. Customer's signature on this Solution Summary (or Customer's issuance of a purchase order in connection with this Solution Summary) shall represent Customer's agreement with each attached document and acknowledgement that such attached document(s) are represented accurately by this Solution Summary. Unless otherwise specified in this Solution Summary or its attachment(s), this Solution Summary and its attachments shall be subject to the terms and conditions of: (i) the Master Sales Agreement or other applicable master agreement in effect as of the date hereof between ConvergeOne, Inc. and/or its subsidiaries and affiliates (collectively, "C1" or "ConvergeOne" or "Seller") and Customer; or (ii) if no such master agreement is currently in place between C1 and Customer, the Online General Terms and Conditions currently found on the internet at: <https://www.convergeone.com/online-general-terms-and-conditions/>. If Customer has a master agreement with one of ConvergeOne, Inc.'s predecessors, affiliates and/or subsidiaries, ("Legacy Master Agreement"), the terms and conditions of such Legacy Master Agreement shall apply to this Solution Summary, subject to any modifications, located at <https://www.convergeone.com/online-general-terms-and-conditions/>.

Products and/or services not specifically itemized are not provided hereunder. This Solution Summary (including any attachment(s) hereto) will be valid for a period of thirty (30) days following the date of this Solution Summary. Thereafter, this Solution Summary and any attachment(s) hereto will no longer be of any force and effect.

This order is a configured order and/or contains software.

ACCEPTED BY:

BUYER: _____ DATE: _____ SELLER: _____ DATE: _____
TITLE: _____ TITLE: _____

QUOTE CONFIRMATION



DEAR RICH TYLER,

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

QUOTE #	QUOTE DATE	QUOTE REFERENCE	CUSTOMER #	GRAND TOTAL
KMQR081	3/21/2019	PURE	1423698	\$126,297.39

QUOTE DETAILS				
ITEM	QTY	CDW#	UNIT PRICE	EXT. PRICE
Pure Storage X20R2-FC 14.4TB Flash Array Mfg. Part#: FA-X20R2-FC-14.4TB-9.6/4.8-SME Contract: MARKET	1	5196939	\$62,110.48	\$62,110.48
Pure Storage Evergreen Gold Subscription - extended service agreement - 1 m Mfg. Part#: FA-X20R2-14.4TB 1MO,ADV,GOLD UNSPSC: 81112301 Electronic distribution - NO MEDIA Contract: MARKET	36	5138294	\$1,607.54	\$57,871.44
PURE STORAGE FLASH ARRAY INSTALL SVC Mfg. Part#: PS-FLASHARRAY-INSTALL Electronic distribution - NO MEDIA Contract: MARKET	1	4811830	\$5,418.88	\$5,418.88

PURCHASER BILLING INFO		SUBTOTAL	\$125,400.80
Billing Address: MEMORIAL HOSPITAL OF SWEETWATER ATTN ACCTS PAYABLE PO BOX 1359 ROCK SPRINGS, WY 82902-1359 Phone: (307) 362-3711 Payment Terms: Net 30 Days-Healthcare		SHIPPING	\$896.59
		SALES TAX	\$0.00
		GRAND TOTAL	\$126,297.39
DELIVER TO Shipping Address: MEMORIAL HOSPITAL OF SWEETWATER 1200 COLLEGE DR ROCK SPRINGS, WY 82901-5868 Phone: (307) 362-3711 Shipping Method: DROP SHIP-COMMON CARRIER		Please remit payments to: CDW Government 75 Remittance Drive Suite 1515 Chicago, IL 60675-1515	

Need Assistance? CDW•G SALES CONTACT INFORMATION



Sammi Hintze

(877) 698-5221

sammhin@cdwg.com

Page 75 of 230

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

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

April 16, 2019

NARRATIVE TO MARCH 2019 FINANCIAL STATEMENT

THE BOTTOM LINE. The bottom line from operations for March was a gain of \$170,090, compared to a gain of \$511,912 in the budget. This yields a 2.2% operating margin for the month compared to 6.4% in the budget. The YTD net operating gain is \$1,424,544, compared to a gain of \$1,391,432 in the budget. This represents a YTD operating margin of 2.2% compared with 2.1% in the budget.

The total net gain for the month was \$409,844, compared to a gain of \$419,578 in the budget. The YTD total net gain is \$2,192,137, compared to a gain of \$560,421 in the budget. This yields a YTD total profit margin of 3.3% compared to .8% in the budget.

Annual Debt Service Coverage came in at 4.52. The existing bond covenants require that we maintain Debt Service Coverage of 1.25 for compliance.

VOLUME. Average inpatient census for the month was 14.2, under budget by .6. YTD average daily census is 12.9 compared to 11.7 in the budget and 17.2 in the prior year.

Inpatient and outpatient surgeries were under budget for the month. There were 7,998 outpatient visits, over budget by 1,282.

Total ER visits were 1,402, over budget by 25. There were 33 newborns in March, under budget by 22. Births are under budget year to date by 57.

REVENUE. Revenue for the month was \$15,023,209, over budget by \$323,270. Inpatient revenue was under budget by \$241,136, outpatient revenue was over budget by \$485,222 and the employed Provider Clinic was over budget by \$79,184.

YTD total revenue was \$123,568,040, under budget by \$91,208. Inpatient revenue is over budget by \$1,050,595, outpatient revenue is under budget by \$744,448 and the Provider Clinic is under budget by \$397,354.

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Net patient revenue for the month was \$7,430,829, over budget by \$514,947. YTD net patient revenue was \$59,608,695, under budget by \$1,574,540.

Deductions from revenue were booked at 49.5% for March compared to 47% in the budget. YTD deductions from revenue are 48.2%, compared to 46.9% in the budget and 46.5% for the same period in fiscal year 2018.

EXPENSES. Total expenses for the month were \$7,574,294, over budget by \$75,065. YTD expenses are under budget by \$1,645,179. The following expense categories were over budget:

Salary & Wage – This expense is over budget by \$105,388, but remains under budget \$228,899 year to date.

Fringe Benefits – This expense is over budget by \$135,746, but remains under budget \$511,043 year to date. Group health claims came in over budget by \$105,606 in March.

Contract Labor – This expense is over budget by \$53,464 for the month and over budget \$49,903 year to date. Currently, contract labor is being used in Behavioral Health, OB, Surgery, Emergency Room and Ultrasound.

Utilities – This expense is over budget by \$13,411 but remains under budget \$29,172. Fuel was over budget by \$10,590 in March.

Repairs and Maintenance – This expense is over budget by \$13,737, but remains under budget \$51,191 year to date. Bio Med repairs were over budget by \$19,888 in March for multiple surgery scope repairs.

Insurance expense – This expense is over budget by \$5,110 and over budget \$52,187 year to date.

Leases and Rentals - This expense is over budget by \$12,801 and remains over budget \$94,200 year to date.

BALANCE SHEET. Operating cash at month end was \$8,562,134, an increase of \$383,486 from February. Collections for the month of March were back up at \$6,617,272. The Days of Cash on Hand are at 115 in March, up 2 days from last month. The existing bond covenants require that we maintain 75 days of cash on hand for compliance.

Gross receivables at month end were \$28,633,603, an increase of \$1,293,981 from the prior month. Net patient receivables at month end were \$16,674,277, up \$921,238 from last month. Days in Receivables are 68 for March, up 2 days from February.

OUTLOOK FOR APRIL. Gross revenue is projecting to be over budget in the Hospital and over budget in the Clinic. Patient days, Births, Surgeries, ER visits, Lab and other Outpatient visits are all projecting to come in above budget. Gross patient revenue is projecting to come in at \$14.4m, which is over budget, net revenue is projecting to \$7.6m, which is over budget. Collections are projecting to come in over \$8m, which is over budget and reflects the receipt of the delayed payments from BCBS. With expenses expected to come in at budget of \$7.4M, we are projecting to a \$200k gain in April.

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

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

April 16, 2019

PROVIDER CLINIC – MARCH 2019

THE CLINIC BOTTOM LINE. The bottom line for the Provider Clinic for March was a loss of \$461,698, compared to a loss of \$413,545 in the budget. The YTD net operating loss is \$4,073,141, compared to a loss of \$3,996,788 in the budget.

VOLUME. Total visits were 4,888 for March, under budget by 157 visits. YTD patient visits are 40,087, under budget by 383 visits.

REVENUE. Revenue for the Clinic for March was \$1,636,380, over budget by \$79,184. YTD revenue was \$12,200,132, under budget by \$397,354. The Clinic physicians also generate hospital enterprise revenue from various sources, including Lab, Medical Imaging and Surgery. Gross enterprise revenue generated year to date from the Clinic providers is \$32,824,125. This equates to \$16,870,398 of net enterprise revenue with an impact to the bottom line of \$1,579,069. The gross enterprise revenue represents 26.6% of the total Hospital revenue year to date.

Net patient revenue for the Clinic for March was \$912,253, over budget by \$85,786. YTD net patient revenue was \$6,802,836, which was under budget by \$95,530.

Deductions from revenue for the Clinic were booked at 44.1% for March and are at 44.2% year to date. In March, the YTD payer mix was as follows; Commercial Insurance and Blue Cross consisted of 55.7% of revenue, Medicare and Medicaid consisted of 38.1% of revenue and Self Pay consisted of 5.9% of revenue.

EXPENSES. Total expenses for the month were \$1,439,183, which was over budget by \$129,489. YTD expenses were \$11,473,882, which was under budget by \$43,502. The majority of the expenses consist of Salaries and Benefits; which are 83.2% of YTD total expenses. The following categories were over budget for March:

Salaries and Wages – This expense is over budget by \$111,155 for the month but remains under budget year to date.

Fringe Benefits – This expense is over budget by \$32,410 for the month but remains under budget year to date.

Repairs and Maintenance – This expense is over budget \$2,412 in March and \$6,273 over budget year to date.

Other Operating Expenses – This expense is over budget by \$2,596 for the month and year to date. Pharmacy floor allocation was over budget by \$9,576.

Depreciation – This expense is over budget by \$2,034 and remains over budget \$21,090 year to date.

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OVERALL ASSESSMENT. Through March, the Provider Clinic revenue plus enterprise revenue makes up 36.4% of total hospital gross patient revenue.



Wednesday - April 24, 2019 Finance & Audit Committee Meeting

%date

Classrooms 1 & 2

Meeting Book - Wednesday - April 24, 2019 Finance & Audit Committee Meeting

Agenda

Agenda

Agenda Finance Comm April 24, 2019.docx - Page 4

I. Call Meeting to Order

Marty
Kelsey

II. Approve Meeting Minutes

Marty
Kelsey

Finance and Audit Comm Minutes February 27 2019
Draft.doc - Page 5

III. Capital Requests FY19

Marty
Kelsey

CAPITAL REQUESTS APRIL 24.xls - Page 8

FY19-36.pdf - Page 9

FY19-37.pdf - Page 20

FY19-38.pdf - Page 31

19 CAPITAL-MARCH.pdf - Page 36

Capital Priority by Quarter1-March.pdf - Page 37

IV. Financial Report

A. Monthly Financial Statements & Statistical Data

Tami Love

1. Financial reports and Narratives

Tami Love

NARRATIVE TO MARCH 2019
FINANCIALS.doc - Page 39

FY19 FINANCIALS COMBINED- MARCH
2019.pdf - Page 42

FY19 Other Operating Revenue Detail-
March.pdf - Page 58

CLINIC NARRATIVE MARCH 2019
FINANCIALS.doc - Page 63

FY19 FINANCIALS CLINIC - MARCH
2019.pdf - Page 65

Key Financial Ratio Definitions.pdf - Page 73

19 Board Graphs March.pdf - Page 77

19 MHSC STATISTICS-MARCH.pdf - Page 78

19 FTE REPORT - 033119.pdf - Page 79

19 PAYOR MIX-MARCH.pdf - Page 85

Days in AR-March.pdf - Page 87

19 BOARD LEGAL EXPENSE HISTORY-MARCH.pdf - Page 88

Cash Disbursements-March.pdf - Page 89

19 INVESTMENT SUMMARY 03-31-19.pdf - Page 108

2. Budget Adherence

Tami Love

C. Other Business

1. Preliminary Bad Debt

Ron
Cheese

2. County Title 25 and Maintenance Voucher

Ron
Cheese

FY19 County Maintenance & Title 25
Voucher-March.pdf - Page 109

3. Other Reports

IT Report fo Finance April 2019.docx - Page 110

Building and Grounds-March.pdf.doc - Page 112

V. Old Business

Financial Statement approval policy.pdf - Page 113

VI. New Business

A. Financial Forum Discussions

Marty
Kelsey
Marty
Kelsey

VII. Adjournment

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

Wednesday ~ April 24, 2019

4:00 p.m.

Classrooms 1 & 2

Voting Members:

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

Non-Voting Members:

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

Guests:

Jeff Smith, Commission
Tracie Soller

Jim Horan

Leslie Taylor

- | | |
|--|--------------|
| I. Call Meeting to Order | Marty Kelsey |
| II. Approve February 27, 2019 Meeting Minutes | Marty Kelsey |
| III. Capital Requests FY 19 | Marty Kelsey |
| IV. Financial Report | |
| A. Monthly Financial Statements & Statistical Data | |
| 1. Narratives | Tami Love |
| 2. Budget Adherence | Tami Love |
| B. Other Business | |
| 1. Preliminary Bad Debt | Ron Cheese |
| 2. Title 25 County Voucher | Ron Cheese |
| VII. Old Business | |
| A. Title 25 Update | Ron Cheese |
| B. Financial Statement Approval Policy | Tami Love |
| VIII. New Business | |
| A. Financial Forum Discussion | Marty Kelsey |
| IX. Adjournment | Marty Kelsey |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Finance & Audit Committee Meeting

February 27, 2019

Voting Members Present:

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

Non-Voting Members Present:

Mr. Ron Cheese, *Director of Patient Financial Services*
Dr. Kristy Nielson, *CNO*
Mr. Rich Tyler, *Director of Information Technology*
Ms. Angel Bennet, *Director of Materials*
Dr. Larry Lauridsen

Non-Voting Members Absent:

Ms. Suzan Campbell, *Chief Legal Exec/General Counsel*
Ms. Kari Quickenden, *CCO*
Dr. Augusto Jamias

Guests:

Ms. Leslie Taylor, *Clinic Director*
Ms. Alisha Mackie, *Director of Surgical Services*
Mr. Jim Horan, *Director of Facilities*

Call Meeting to Order

Mr. Kelsey called the meeting to order.

Approve Meeting Minutes

A motion to approve the meeting minutes of January 30, 2019 as presented was made by Mr. Jones; second by Ms. Love. Motion carried.

Capital Requests

Ms. Mackie explained capital request FY19-30 for the Endoscopic System. She explained it would replace the current system that is past the useful life. The current system is failing leak tests. The current scopes have been out for repairs several times in the last year. The new system is more advanced with better quality and easier to navigate. Olympus is the preferred vendor due to compatibility reasons. The motion to approve the request to forward to the full Board was made by Mr. Jones; second by Ms. Love. Motion carried.

Ms. Mackie presented FY19-31 for the surgical monitor for use with the new endoscopic system. This is a necessary purchase if the endoscopic system is approved. Ms. Kelsey inquired as to why this item was brought for committee approval because it is less than the \$25,000 required. Ms. Love explained that we were trying to be transparent because it is for use with FY19-30. Mr. Kelsey said that no action is needed on FY19-31.

Dr. Nielsen presented FY19-32 for Ultrasound System and PICC placement device. Ms. Nielsen explained how this is a new technology for this hospital. It provides state of the art technology when undergoing vascular device placement. It should reduce the need for x-rays and need less physician involvement. The motion to approve the request to forward to the full Board was made by Mr. Jones; second by Ms. Richardson. Motion carried.

Mr. Kelsey would like to see the Capital Request form modified. He would like to have it broken out into Sole Source Purchases, Quotes, and Bids.

Financial Report

Monthly Finance Statements & Statistical Data

Ms. Love reviewed the narratives included in the meeting packet. Mr. Jones asked if there was any update on the Title 25 funds. Mr. Cheese explained that they are still following claims to see how much they will receive on them. Mr. Kelsey asked if Ms. Love had any comments on the financial statements. Ms. Love explained that the collections for February are down even though the revenue is looking good. Blue Cross Blue Shield changed to a new system that is not working properly. They are having to manually process all claims. This has slowed down the funds we are receiving from them. Mr. Cheese explained that we are also still working on cleaning up the Medicare from the fraud earlier in the fiscal year.

Ms. Love presented the graph showing the enterprise revenue and gain/loss for the clinic for the last three fiscal years as requested last month by Mr. Jones. It was explained that the enterprise revenue is down from last fiscal year due to losing a few physicians.

The Investment Summary was revised right before the finance meeting with Mr. Kelsey's recommendations. Mr. Kelsey explained how it is possible to lose principal with WyoStar.

Other Business

Mr. Cheese distributed the potential bad debt information for review.

New Business

Financial Forum Discussion

Mr. Jones asked when we will receive the funds from the county for the overage on the Special Purpose Tax. Ms. Love said that it should be in April or May. There was discussion on who decides where the funds will go with the recent passing of HB95 by the legislature. Ms. Richardson spoke with Robb Slaughter at the County and it sounded like we would receive funds. Ms. Richardson will look into this.

Ms. Richardson and Ms. Love met with the commissioners concerning the carry-over of the maintenance funds. Ms. Love said that the commission is okay with the carry-over and requesting lump-sum amounts. Ms. Love also reported that a voucher has been submitted for the retaining wall.

Ms. Richardson said that we received our rating from Standard & Poor's. Our rating remained at BB+, but our outlook was downgraded from stable to negative. This downgrade in outlook was due to the declining volumes of inpatients. Ms. Richardson said that they were very shocked by the reason. A decline in inpatients is a trend all over the country in hospitals. Ms. Love said that our inpatient revenue is only about 30% of our total revenue. We depend more on our outpatient revenue. She said another factor that works against us is the fact that we are in a rural location. Mr. Kelsey recommended that Ms. Richardson and Ms. Love write a letter to S & P to request answers on how we can improve our rating.

Mr. Kelsey mentioned a policy on reviewing and approving financial statements that he had read on Policystat. The policy states that the board needs to approve the financial statements. He asked Ms. Love to check on this policy and decide if this is something they need to do.

Mr. Kelsey asked that all information be included on bids before given to the board. He would like to see the engineer's estimate included and all the names of the bidders.

With no further business, the meeting adjourned at 5:20 PM.

Submitted by Jan Layne

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

WEDNESDAY ~ April 24, 2019

		YTD CAPITAL APPROVED	GRANT OR DONATION REIMBURSED	2019 APPROVED BUDGET	REMAINING YTD BALANCE	
As of March 2019		1,686,059.00	-	3,000,000.00	1,313,941.00	
CAPITAL REQUEST #	REQUESTED ITEM/REQUESTOR	CAPITAL AMOUNT TO BE APPROVED	MAINTENANCE SUPPORT COSTS	FREIGHT COSTS	TOTAL AMOUNT	COMMENTS
FY19-36	Portable X-ray unit Tracie Soller	131,288.00			131,288.00	
FY19-37	Portable X-ray unit w/Max mini detector Tracie Soller	193,876.00		-	193,876.00	
FY19-38	QCPR Server Upgrade Rich Tyler	78,535.00	44,064.00	300.00	122,899.00	
TOTAL AMOUNT REQUESTED		403,699.00	44,064.00	300.00	448,063.00	

Assigned: FY **19 - 36**

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 Imaging

Submitted by: Tracie Soller

Date: 2/15/2019

Provide a detailed description of the capital expenditure requested:

Portable unit #1. Mobilett Mira Max is a versatile, high-performance digital mobile X-ray system for wireless acquisitions with a flat panel detector. It's designed for use in ICU, ER, OR and directly at the patient's bedside. Easy mobility and positioning flexibility, designed for continuous availability. The syngo FLC digital on-stop workflow from patient registration to image documentation offers fast and easy operation for consistent exam setting and a consistent image impression.

Preferred Vendor: Siemens

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

1. Renovation	\$
2. Equipment	\$ 131288.00
3. Installation	\$
4. Shipping	\$
5. Accessories	\$
6. Training	\$
7. Travel costs	\$
8. Other e.g. interfaces	\$
Total Costs (add 1-8)	\$ 131288.00

Does the requested item:

Require annual contract renewal? ☒ YES ☐ NO

Fit into existing space?

Explain:

☒ YES ☐ NO

Attach to a new service?

Explain:

☐ YES ☒ NO

Require physical plan modifications?

Electrical

\$

If yes, list to the right:

HVAC

\$

☐ YES ☒ NO

Safety

\$

Plumbing

\$

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

\$

Annualized impact on operations (if applicable):

Increases/Decreases

Projected Annual Procedures (NEW not existing)

Revenue per procedure

\$

Projected gross revenue

\$

Projected net revenue

\$

Projected Additional FTE's

Salaries

\$

Benefits

\$

Maintenance

\$

Supplies

\$

Total Annual Expenses

\$

Net Income/(loss) from new service

\$

Budgeted Item:

☒ YES ☐ NO

of bids obtained? 2

☒ Copies and/or Summary attached.

If no other bids obtained, reason:

Review and Approvals

Submitted by: Tracie Soller

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

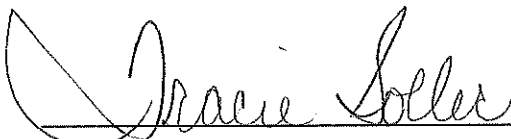
Portable x-ray equipment is a vital and necessary part of the Radiology department; it is used in the event a patient is too critical or otherwise unable to be transported to the Medical Imaging department for imaging studies. The newer models are quieter than the existing portables which should help with patient satisfaction regarding noise levels here at MHSC. The Siemens Mobilett Mira Max is more compact, fits into tighter spaces and is much easier to maneuver. The unique MAXreach tube arm introduces an extraordinary level of flexibility which will enable the technologists to obtain some of the views more easily. Our current portable equipment is bigger and bulky, technologists who are shorter in stature have a difficult time seeing over and around the equipment while transporting it to and from the patients room which sometimes inadvertently leads to some wall damage when trying to park the equipment. Digital image technology has a higher resolution which means the quality of the x-ray is sharper than the current CR technology we utilize.

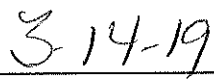
Acquisition of newer digital technology will also improve the technologist work flow and productivity, as well as improve patient care. The current CR technology requires that the technologist take the x-ray and then run the cassette down to the Medical Imaging Department to process the image through the CR reader which converts the image from analog to digital. The image cannot be assessed until it has been processed; being able to review and assess the image as soon as it is taken will eliminate this step, if an image needs to be repeated, it can be done immediately. Physicians needing to assess line placement, tube placement, foreign body, etc. can see the image on the monitor on the machine in real time, they will not need to wait for the technologist to run back to the department, process the image on the CR reader and then put the study on-line in the PACS system.

Our current portable x-ray machines are older, approximately 18-20 yrs old and will need to be replaced. We are currently having constant issues with a generator errors and due to the age of the equipment it is becoming extremely difficult to find parts for them. A digital model will provide an image with higher resolution and meet the CMS requirement for digital x-ray that must be met as of January 2018. Under a provision in the Consolidated Appropriations Act of 2016, which was enacted into law in December 2015, starting in 2018, payments for imaging studies performed on CR equipment have been reduced by 7% for the next five years, and 10% after that. Since we are operating on predominantly CR in our department we need to start converting the department to a digital environment.

Portable #1 is used primarily for Surgery, OB/Nursery, Med/Surg and ICU. The machine is utilized on average 2 to 5 times per day; at times when the census is high this portable is used as much as 20 to 30 times in a day.

Both of the portable machines we are requesting have equipment that is interchangeable. The quote for portable #1 includes the MAX wi-D/MAX mini charger which is not included in the quote for portable #2; it charges the replacement batteries for the MAX mini and the MAX wi-D detectors. The detectors are the plates used to acquire the image. The mini detector which is included in the Port #2 quote can only be charged with this charger. Keeping the replacement batteries charged is necessary to avoid delays in patient care.


Submitted by: Signature


Date



Siemens Medical Solutions USA, Inc.
40 Liberty Boulevard, Malvern, PA 19355
Fax: (866) 486-3602

SIEMENS REPRESENTATIVE
John Karel - (303) 807-0920

Customer Number: 0000007986

Date: 2/15/2019

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

Siemens Medical Solutions USA, Inc. is pleased to submit the following quotation for the products and services described herein at the stated prices and terms, subject to your acceptance of the terms and conditions on the face and back hereof, and on any attachment hereto.

<u>Table of Contents</u>	<u>Page</u>
Mobilett Mira Max (Quote Nr. 1-8DS2OQ Rev. 2).....	3
OPTIONS for Mobilett Mira Max (Quote Nr. 1-8DS2OQ Rev. 2)	5
General Terms and Conditions.....	6
Warranty Information.....	14
Detailed Technical Specifications.....	16

Contract Total: \$131,288
(total does not include any Optional or Alternate components which may be selected)

Proposal valid until 3/29/2019

Estimated Delivery Date: June 2019

Estimated delivery date is subject to change based upon factory lead times, acceptance date of this quote, customer site readiness, and other factors. A Siemens representative will contact you regarding the final delivery date.

This offer is only valid if firm, non-contingent orders for the following Mobilett Mira Max quotes are simultaneously placed with Siemens:

1-GQ0HHT
1-8DS2OQ

Accepted and Agreed to by:

Siemens Medical Solutions USA, Inc.

MEMORIAL HOSPITAL OF SWEETWATER

By (sign): _____
Name: John Karel
Title: Account Executive
Date: _____

By (sign): _____
Name: _____
Title: _____
Date: _____

By signing below, signor certifies that no modifications or additions have been made to the Quotation. Any such modifications or additions will be void.

Siemens Medical Solutions USA, Inc.
40 Liberty Boulevard, Malvern, PA 19355
Fax: (866) 486-3602



SIEMENS REPRESENTATIVE
John Karel - (303) 807-0920

By (sign): _____

Siemens Medical Solutions USA, Inc.
40 Liberty Boulevard, Malvern, PA 19355
Fax: (866) 486-3602



SIEMENS REPRESENTATIVE
John Karel - (303) 807-0920

Quote Nr: 1-8DS2OQ Rev. 2

Terms of Payment: 00% Down, 80% Delivery, 20% Installation
Free On Board: Destination

Purchasing Agreement: INTALERE INC #VQ10309 (ex Amerinet)

INTALERE INC #VQ10309 (ex Amerinet) terms and conditions apply to Quote Nr 1-8DS2OQ

Mobilett Mira Max

All items listed below are included for this system: (See Detailed Technical Specifications at end of Proposal.)

Qty	Part No.	Item Description
1	✓14449046	<p>Mobilett Mira Max</p> <p>Mobilett Mira Max is a versatile, high-performance digital mobile X-ray system for wireless acquisitions with a flat panel detector. For use in intensive care units, neonatal intensive care units, emergency rooms, operating rooms and directly at the patients's bedside.</p> <p>Mobilett Mira Max unites a generator power of 35 kW (450 mA) with easy mobility and positioning flexibility, and is also designed for continuous availability.</p> <p>The MAXswap concept allows fast detector sharing throughout our most advanced MAX radiography, fluoroscopy, and mobile X-ray portfolio.</p> <p>The syngo FLC digital one-stop workflow from patient registration to image documentation offers fast and easy operation for consistent exam settings and a consistent image impression.*</p> <p>Following items are included in the standard delivery:</p> <ul style="list-style-type: none">- Storage capacity: 10.000 RAD images- DICOM Send and Print- Diamond View Plus- DICOM Query / Retrieve- DICOM Worklist- CD / DVD recorder <p>* The description in the "DICOM Conformance Statement" downloadable from the Internet is exclusively binding for the functionality of the DICOM interface(s).</p>
1	✓14418454	<p>Integrated dose area product</p> <p>DAP meter for recording the dose area product (DAP) and/or standardized patient entry dose. Resolution 0.01 uGym².</p>
1	✓14443285	<p>MAX wi-D</p> <p>Lightweight mobile, wireless 35 cm x 43 cm (14" x 17") detector with handle for comfortable and safe handling. The detector can be used with all other MAX systems based on the MAXswap feature.</p> <p>It can be charged automatically in the system's detector holder.</p>
1	✓14443286	<p>Snap-on grid MAX wi-D 5/85 F115</p> <p>Highly selective clip-on anti-scatter grid to reduce scatter radiation for free acquisitions with MAX wi-D.</p>



Siemens Medical Solutions USA, Inc.
40 Liberty Boulevard, Malvern, PA 19355
Fax: (866) 486-3602

SIEMENS REPRESENTATIVE
John Karel - (303) 807-0920

Qty	Part No.	Item Description
✓ 1	14443295	MAX wi-D / MAX mini charger Charges the replacement batteries for the MAX mini and MAX wi-D detectors. Note: The MAX mini battery can only be charged with this charger.
✓ 1	14443284	WLAN detector US Integrated WLAN access point for operating the MAX wi-D and MAX mini detector.
✓ 1	14443291	Hospital WLAN US Industrial-strength wireless connection to the hospital network (RIS / PACS/HIS)
✓ 1	14443293	Storage accessories Mira Safely store pens, markers, a cup and a standard, round 5 inch container e.g. for disinfectant wipes on top of the unit.
✓ 1	SPC_INITIAL_2 4	Initial onsite trng 24 hrs Up to (24) hours of on-site clinical education training, scheduled consecutively during standard business hours for a maximum of (4) imaging professionals. Training will cover agenda items on the ASRT approved checklist. Uptime Clinical Education phone support is provided during the warranty period for specified posted hours. This educational offering must be completed (12) months from install end date. If training is not completed within the applicable time period, Siemens obligation to provide the training will expire without refund.
✓ 1	SY_PR_TEAM PLAY	teampay Welcome & Registration Package teampay is a cloud-based network that brings together your imaging modality users, the systems' dose and utilization data, and the users' expertise to help you improve the delivery of care to your patients. Basic features are provided free of charge. Premium features (benchmarking, non-Siemens devices) are provided on a trial basis for three months at no charge, and may be used thereafter on a subscription fee basis. To register: http://teampay.siemens.com/##institutionRegistration/1

System Total: \$131,288



GE Healthcare

Date: 03-02-2018
Quote #: PR3-C113523
Version #: 1

Memorial Hospital of Sweetwater
County
1200 College Dr
Rock Springs WY 82901-5868

Attn: Tracie Soller
1200 College Drive, PO Box 1359 Rock
Springs
WY 82901-5868

Customer Number : 1-23LBLM
Quotation Expiration Date: 05-31-2018

The terms of the Master Purchasing Agreement, Strategic Alliance Agreement or GPO Agreement referenced below as the Governing Agreement shall govern this Quotation. No additional or different terms shall apply unless agreed to in writing by authorized representatives of both parties.

Governing Agreement:	Novation - Vizient Supply LLC
Terms of Delivery:	FOB Destination
Billing Terms:	80% delivery / 20% Installation
Payment Terms:	Net Due in 45 Days
Total Quote Net Selling Price:	\$172,535.00

Please Select Tax Status Of Order

- ☐ Exempt from Sales and Use Tax (Note: GEHC must have a Current Tax Exemption Certificate)
☐ Subject to Sales and Use Tax

INDICATE FORM OF PAYMENT:

If "GE HEF Loan" or "GE HEF Lease" is NOT selected at the time of signature, then you may NOT elect to seek financing with GE Healthcare Equipment Finance (GE HEF) to fund this arrangement after shipment.

- ☐ Cash/Third Party Loan
☐ GE HEF Lease
☐ GE HEF Loan
☐ Third Party Lease (please identify financing company) _____

By signing below, each party certifies that it has not made any handwritten modifications. Manual changes or mark-ups on this Agreement (except signatures in the signature blocks and an indication in the form of payment section below) will be void.

Each party has caused this agreement to be executed by its duly authorized representative as of the date set forth below.

CUSTOMER

Authorized Customer Signature Date

Print Name Print Title

Purchase Order Number (if applicable)

GE HEALTHCARE
Warren Longhurst

Signature

Account Manager - Vaso - Mfr Rep

Email: josh.longhurst@ge.com

Office: 307-277-2177

03-02-2018

Date



GE Healthcare

Date: 03-02-2018
Quote #: PR3-C113523
Version #: 1

Total Quote Selling Price	\$172,535.00
Trade-In and Other Credits	\$0.00
Total Quote Net Selling Price	\$172,535.00

To Accept this Quotation

Please sign and return this Quotation together with your Purchase Order To:
Warren Longhurst
Office: 307-277-2177
Email: josh.longhurst@ge.com

Payment Instructions

Please Remit Payment for invoices associated with this quotation to:
GE Healthcare
P.O. Box 96483
Chicago, IL 60693

To Accept This Quotation

- Please sign the quote and any included attachments (where requested).
- If requested, please indicate, your form of payment.
- If you include the purchase order, please make sure it references the following information
 - The correct Quote number and version number above
 - The correct Remit To information as indicated in "Payment Instructions" above
 - The correct SHIP TO site name and address
 - The correct BILL TO site name and address
 - The correct Total Quote Net Selling Price as indicated above

"Upon submission of a purchase order in response to this quotation, GE Healthcare requests the following to evidence agreement to contract terms.
Signature page on quote filled out with signature and P.O. number.

*****OR*****

Verbiage on the purchase order must state one of the following: (i) Per the terms of Quotation #_____; (ii) Per the terms of GPO#_____; (iii) Per the terms of MPA #_____; or (iv) Per the terms of SAA #_____. Include the applicable quote/agreement number with the reference on the purchase order.

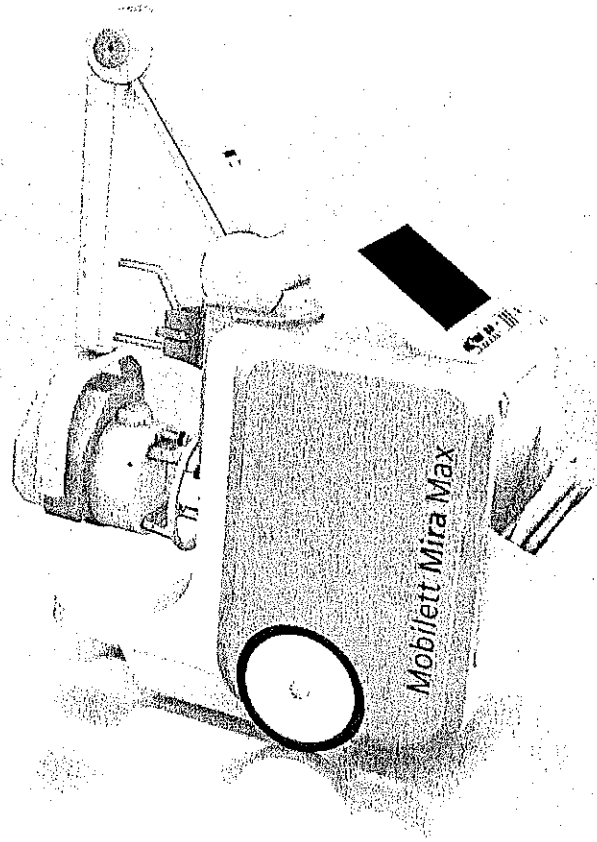
In addition, source of funds (choice of: Cash/Third Party Loan or GE HFS Lease or GE HFS Loan or Third Party Lease through _____), must be indicated, which may be done on the quote signature page (for signed quotes), on the purchase order (where quotes are not signed) or via a separate written source of funds statement (if provided by GE Healthcare)."

Mobilett Mira Max

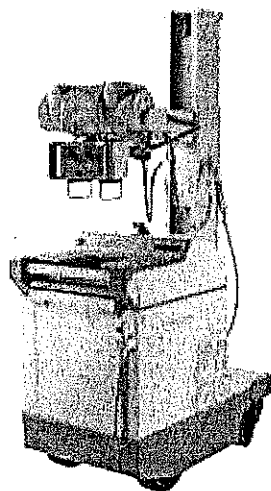
Your mobile imaging companion

MAXreach –

exceptional tube positioning flexibility
even in challenging situations



Current Equipment
GE AMX-4





6/1/2019

Assigned: FY 19 - 37

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 Imaging

Submitted by: Tracie Soller

Date: 2/15/2019

Provide a detailed description of the capital expenditure requested:

Portable unit #2. Mobilett Mira Max is a versatile, high-performance digital mobile X-ray system for wireless acquisitions with a flat panel detector. Includes a smaller detector that can be used for orthopedic, pediatric and trauma acquisitions; fits into incubator trays. It's designed for use in ICU, ER, OR and directly at the patient's bedside. Easy mobility and positioning flexibility, designed for continuous availability. The syngo FLC digital on-stop workflow from patient registration to image documentation offers fast and easy operation for consistent exam setting and a consistent image impression.

Preferred Vendor: Siemens

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

1. Renovation	\$
2. Equipment	\$ 193876.00
3. Installation	\$
4. Shipping	\$
5. Accessories	\$
6. Training	\$
7. Travel costs	\$
8. Other e.g. interfaces	\$
Total Costs (add 1-8)	\$ 193876.00

Does the requested item:

Require annual contract renewal? ☒ YES ☐ NO

Fit into existing space?

☒ YES ☐ NO

Explain:

Attach to a new service?

☐ YES ☒ NO

Explain:

Require physical plan modifications?

If yes, list to the right:

☐ YES ☒ NO

Electrical

HVAC

Safety

Plumbing

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

\$

\$

\$

\$

\$

Annualized impact on operations (if applicable):

Increases/Decreases

Projected Annual Procedures (NEW not existing)

Revenue per procedure

\$

Projected gross revenue

\$

Projected net revenue

\$

Projected Additional FTE's

Salaries

\$

Benefits

\$

Maintenance

\$

Supplies

\$

Total Annual Expenses

\$

Net Income/(loss) from new service

\$

Budgeted Item:

☒ YES ☐ NO

of bids obtained? 2

☒ Copies and/or Summary attached.

If no other bids obtained, reason:

Review and Approvals

Submitted by: Tracie Soller

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

Tracie Soller
Kim Quach
[Signature]

OTHER CONSIDERATIONS

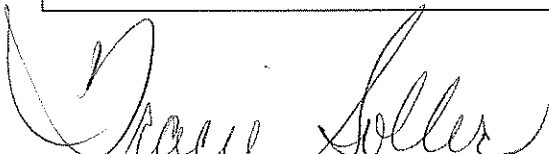
Portable x-ray equipment is a vital and necessary part of the Radiology department; it is used in the event a patient is too critical or otherwise unable to be transported to the Medical Imaging department for imaging studies. The newer models are quieter than the existing portables which should help with patient satisfaction regarding noise levels here at MHSC. The Siemens Mobilett Mira Max is more compact, fits into tighter spaces and is much easier to maneuver. The unique MAXreach tube arm introduces an extraordinary level of flexibility which will enable the technologists to obtain some of the views more easily. Our current portable equipment is bigger and bulky, technologists who are shorter in stature have a difficult time seeing over and around the equipment while transporting it to and from the patients room which sometimes inadvertently leads to some wall damage when trying to park the equipment. Digital image technology has a higher resolution which means the quality of the x-ray is sharper than the current CR technology we utilize.

Acquisition of newer digital technology will also improve the technologist work flow and productivity, as well as improve patient care. The current CR technology requires that the technologist take the x-ray and then run the cassette down to the Medical Imaging Department to process the image through the CR reader which converts the image from analog to digital. The image cannot be assessed until it has been processed; being able to review and assess the image as soon as it is taken will eliminate this step, if an image needs to be repeated, it can be done immediately. Physicians needing to assess line placement, tube placement, foreign body, etc. can see the image on the monitor on the machine in real time, they will not need to wait for the technologist to run back to the department, process the image on the CR reader and then put the study on-line in the PACS system.

Our current portable x-ray machines are older, approximately 18-20 yrs old and will need to be replaced. We are currently having constant issues with a generator errors and due to the age of the machines it is becoming extremely difficult to find parts for them. A digital model will provide an image with higher resolution and meet the CMS requirement for digital x-ray that must be met as of January 2018. Under a provision in the Consolidated Appropriations Act of 2016, which was enacted into law in December 2015, starting in 2018, payments for imaging studies performed on CR equipment have been reduced by 7% for the next five years, and 10% after that. Since we are operating on predominantly CR in our department we need to start converting the department to a digital environment.

Portable #2 is used primarily for the Emergency Department. The machine is utilized on average 10 to 15 times per day.

Both of the portable machines we are requesting have equipment that is interchangeable. The quote for portable #2 is higher because it includes the MAX mini detector; a mobile wireless flat detector sized for casset format 12" x 9" used for orthopedic, pediatric and trauma acquisitions. It more easily fits into incubator trays and will also be utilized for Port #1 in the nursery for neonatal xrays. The detectors are the plates used to acquire the images.


Submitted by: Signature

3/15/19

Date



Siemens Medical Solutions USA, Inc.
40 Liberty Boulevard, Malvern, PA 19355
Fax: (866) 486-3602

SIEMENS REPRESENTATIVE
John Karel - (303) 807-0920

Customer Number: 0000007986

Date: 2/15/2019

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

Siemens Medical Solutions USA, Inc. is pleased to submit the following quotation for the products and services described herein at the stated prices and terms, subject to your acceptance of the terms and conditions on the face and back hereof, and on any attachment hereto.

<u>Table of Contents</u>	<u>Page</u>
Mobilett Mira Max (Quote Nr. 1-GQ0HHT Rev. 2)	3
OPTIONS for Mobilett Mira Max (Quote Nr. 1-GQ0HHT Rev. 2).....	5
General Terms and Conditions.....	6
Warranty Information	14
Detailed Technical Specifications.....	16

Contract Total: \$193,876
(total does not include any Optional or Alternate components which may be selected)

Proposal valid until 3/29/2019

Estimated Delivery Date: June 2019

Estimated delivery date is subject to change based upon factory lead times, acceptance date of this quote, customer site readiness, and other factors. A Siemens representative will contact you regarding the final delivery date.

This offer is only valid if firm, non-contingent orders for the following Mobilett Mira Max quotes are simultaneously placed with Siemens:

1-GQ0HHT
1-8DS2OQ

Accepted and Agreed to by:

Siemens Medical Solutions USA, Inc.

MEMORIAL HOSPITAL OF SWEETWATER

By (sign): _____
Name: John Karel
Title: Account Executive
Date: _____

By (sign): _____
Name: _____
Title: _____
Date: _____

Page 20106f1230

By signing below, signor certifies that no modifications or additions have been made to the Quotation. Any such modifications or additions will be void.

Siemens Medical Solutions USA, Inc.
40 Liberty Boulevard, Malvern, PA 19355
Fax: (866) 486-3602

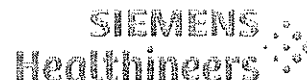


SIEMENS REPRESENTATIVE
John Karel - (303) 807-0920

By (sign): _____

Page 20206f1230

Siemens Medical Solutions USA, Inc.
40 Liberty Boulevard, Malvern, PA 19355
Fax: (866) 486-3602



SIEMENS REPRESENTATIVE
John Karel - (303) 807-0920

Quote Nr: 1-GQ0HHT Rev. 2

Terms of Payment: 00% Down, 80% Delivery, 20% Installation
Free On Board: Destination

Purchasing Agreement: INTALERE INC #VQ10309 (ex Amerinet)

INTALERE INC #VQ10309 (ex Amerinet) terms and conditions apply to Quote Nr 1-GQ0HHT

Mobilett Mira Max

All items listed below are included for this system: (See Detailed Technical Specifications at end of Proposal.)

Qty	Part No.	Item Description
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1	✓14449046	
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Mobilett Mira Max

Mobilett Mira Max is a versatile, high-performance digital mobile X-ray system for wireless acquisitions with a flat panel detector. For use in intensive care units, neonatal intensive care units, emergency rooms, operating rooms and directly at the patients's bedside.

Mobilett Mira Max unites a generator power of 35 kW (450 mA) with easy mobility and positioning flexibility, and is also designed for continuous availability.

The MAXswap concept allows fast detector sharing throughout our most advanced MAX radiography, fluoroscopy, and mobile X-ray portfolio.

The syngo FLC digital one-stop workflow from patient registration to image documentation offers fast and easy operation for consistent exam settings and a consistent image impression.*

Following items are included in the standard delivery:

- Storage capacity: 10.000 RAD images
- DICOM Send and Print
- Diamond View Plus
- DICOM Query / Retrieve
- DICOM Worklist
- CD / DVD recorder

* The description in the "DICOM Conformance Statement" downloadable from the Internet is exclusively binding for the functionality of the DICOM interface(s).

1	✓14418454	
---	-----------	--

Integrated dose area product

DAP meter for recording the dose area product (DAP) and/or standardized patient entry dose. Resolution 0.01 uGym².

1	✓14443285	
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MAX wi-D

Lightweight mobile, wireless 35 cm x 43 cm (14" x 17") detector with handle for comfortable and safe handling. The detector can be used with all other MAX systems based on the MAXswap feature. Page 20306f1230

It can be charged automatically in the system's detector holder.

1	✓14443286	
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Snap-on grid MAX wi-D 5/85 F115

Highly selective clip-on anti-scatter grid to reduce scatter radiation for free acquisitions with MAX wi-D.



Siemens Medical Solutions USA, Inc.
40 Liberty Boulevard, Malvern, PA 19355
Fax: (866) 486-3602

SIEMENS REPRESENTATIVE
John Karel - (303) 807-0920

Qty	Part No.	Item Description
✓ 1	14443287	MAX mini Mobile, wireless flat detector sized for cassette format 24 cm x 30 cm (12" x 9"), for orthopedic, pediatric, and trauma acquisitions. Especially fits into incubator trays. The detector can be used with all other MAX systems based on the feature MAXswap. Please note: Requires separate MAX wi-D / MAX mini charger.
✓ 1	14443284	WLAN detector US Integrated WLAN access point for operating the MAX wi-D and MAX mini detector.
✓ 1	14443291	Hospital WLAN US Industrial-strength wireless connection to the hospital network (RIS / PACS/HIS)
✓ 1	14443293	Storage accessories Mira Safely store pens, markers, a cup and a standard, round 5 inch container e.g. for disinfectant wipes on top of the unit.
✓ 1	SPC_INITIAL_2 4	Initial onsite trng 24 hrs Up to (24) hours of on-site clinical education training, scheduled consecutively during standard business hours for a maximum of (4) imaging professionals. Training will cover agenda items on the ASRT approved checklist. Uptime Clinical Education phone support is provided during the warranty period for specified posted hours. This educational offering must be completed (12) months from install end date. If training is not completed within the applicable time period, Siemens obligation to provide the training will expire without refund.
✓ 1	SY_PR_TEAM PLAY	teamplay Welcome & Registration Package teamplay is a cloud-based network that brings together your imaging modality users, the systems' dose and utilization data, and the users' expertise to help you improve the delivery of care to your patients. Basic features are provided free of charge. Premium features (benchmarking, non-Siemens devices) are provided on a trial basis for three months at no charge, and may be used thereafter on a subscription fee basis. To register: http://teamplay.siemens.com/#!/institutionRegistration/1

System Total: \$193,876

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GE Healthcare

Date: 03-02-2018
Quote #: PR3-C113523
Version #: 1

Memorial Hospital of Sweetwater
County
1200 College Dr
Rock Springs WY 82901-5868

Attn: Tracie Soller
1200 College Drive, PO Box 1359 Rock
Springs
WY 82901-5868

Customer Number : 1-23LBLM
Quotation Expiration Date: 05-31-2018

The terms of the Master Purchasing Agreement, Strategic Alliance Agreement or GPO Agreement referenced below as the Governing Agreement shall govern this Quotation. No additional or different terms shall apply unless agreed to in writing by authorized representatives of both parties.

Governing Agreement:	Novation - Vizient Supply LLC
Terms of Delivery:	FOB Destination
Billing Terms:	80% delivery / 20% Installation
Payment Terms:	Net Due in 45 Days
Total Quote Net Selling Price:	\$172,535.00

Please Select Tax Status Of Order

- ☐ Exempt from Sales and Use Tax (Note: GEHC must have a Current Tax Exemption Certificate)
☐ Subject to Sales and Use Tax

INDICATE FORM OF PAYMENT:

If "GE HEF Loan" or "GE HEF Lease" is NOT selected at the time of signature, then you may NOT elect to seek financing with GE Healthcare Equipment Finance (GE HEF) to fund this arrangement after shipment.

- ☐ Cash/Third Party Loan
☐ GE HEF Lease
☐ GE HEF Loan
☐ Third Party Lease (please identify financing company) _____

By signing below, each party certifies that it has not made any handwritten modifications. Manual changes or mark-ups on this Agreement (except signatures in the signature blocks and an indication in the form of payment section below) will be void.

Each party has caused this agreement to be executed by its duly authorized representative as of the date set forth below.

CUSTOMER

Authorized Customer Signature Date

Print Name Print Title

Purchase Order Number (if applicable)

GE HEALTHCARE
Warren Longhurst

Signature

Account Manager - Vaso - Mfr Rep

Email: josh.longhurst@ge.com
Office: 307-277-2177

03-02-2018

Date



GE Healthcare

Date: 03-02-2018
Quote #: PR3-C113523
Version #: 1

Total Quote Selling Price	\$172,535.00
Trade-In and Other Credits	\$0.00
Total Quote Net Selling Price	\$172,535.00

To Accept this Quotation

Please sign and return this Quotation together with your Purchase Order To:

Warren Longhurst

Office: 307-277-2177

Email: josh.longhurst@ge.com

Payment Instructions

Please **Remit** Payment for invoices associated with this quotation to:

GE Healthcare

P.O. Box 96483

Chicago, IL 60693

To Accept This Quotation

- Please sign the quote and any included attachments (where requested).
- If requested, please indicate, your form of payment.
- If you include the purchase order, please make sure it references the following information
 - The correct Quote number and version number above
 - The correct Remit To information as indicated in "Payment Instructions" above
 - The correct SHIP TO site name and address
 - The correct BILL TO site name and address
 - The correct Total Quote Net Selling Price as indicated above

"Upon submission of a purchase order in response to this quotation, GE Healthcare requests the following to evidence agreement to contract terms.

Signature page on quote filled out with signature and P.O. number.

*****OR*****

Verbiage on the purchase order must state one of the following: (i) Per the terms of Quotation # _____; (ii) Per the terms of GPO# _____; (iii) Per the terms of MPA # _____; or (iv) Per the terms of SAA # _____. Include the applicable quote/agreement number with the reference on the purchase order.

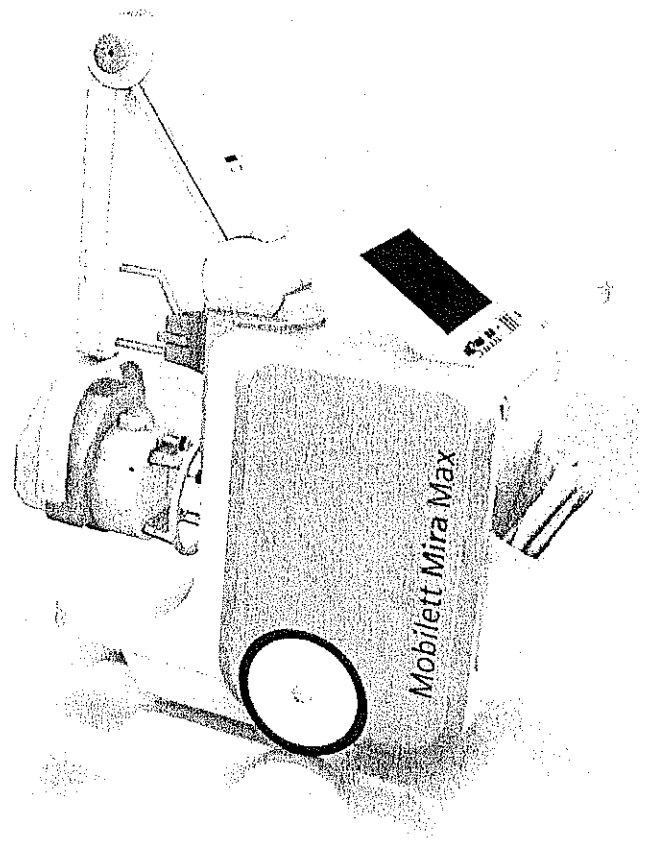
In addition, source of funds (choice of: Cash/Third Party Loan or GE HFS Lease or GE HFS Loan or Third Party Lease through _____), must be indicated, which may be done on the quote signature page (for signed quotes), on the purchase order (where quotes are not signed) or via a separate written source of funds statement (if provided by GE Healthcare)." Page 206 of 1230

Mobilett Mira Max

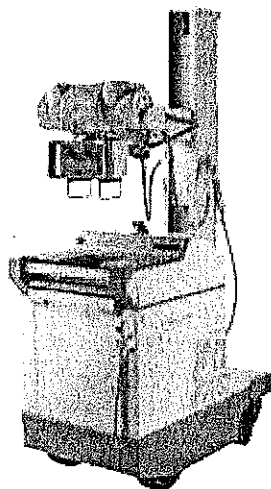
Your mobile imaging companion

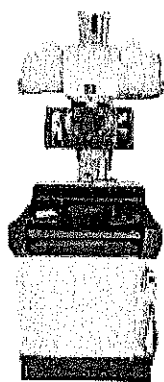
MAXreach –

exceptional tube positioning flexibility
even in challenging situations



Current Equipment
GE AMX-4





0.000000

		# Assigned: FY <u>19-38</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: <u>IT</u>	Submitted by: <u>Rich Tyler</u>	Date: <u>4/16/19</u>
Provide a detailed description of the capital expenditure requested: Request for replacement Quadramed QCPR server hardware		
Preferred Vendor: <u>Converge One</u>		
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)		\$ 122,899.00
Does the requested item:		
Require annual contract renewal? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		
Fit into existing space? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	Explain:	
Attach to a new service? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Explain:	
Require physical plan modifications? If yes, list to the right: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	Electrical HVAC Safety Plumbing Infrastructure (I/S cabling, software, etc.)	\$ \$ \$ \$ \$
Annualized impact on operations (if applicable):		Budgeted Item:
Increases/Decreases		<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Projected Annual Procedures (NEW not existing)		
Revenue per procedure	\$	# of bids obtained? <u>2</u>
Projected gross revenue	\$	
Projected net revenue	\$	<input checked="" type="checkbox"/> Copies and/or Summary attached. If no other bids obtained, reason:
Projected Additional FTE's		
Salaries	\$	
Benefits	\$	
Maintenance	\$	
Supplies	\$	
Total Annual Expenses	\$	
Net Income/(loss) from new service	\$	
Review and Approvals		
Submitted by:	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

This request is to purchase additional hard drive storage that is needed to migrate our Quadramed QCPR software from the current hardware that has reached end of life to our new virtual server environment. The current hardware was purchased approximately 9 years ago. It has reached its end of life and we will lose support on it this calendar year.

Quote1:

\$122,899.00 - Converge One

Quote2:

\$126,297.39 -- CDWG

We are recommending purchasing via Converge One for a total of \$122,899.00

Capital = \$78,535.00

Freight = \$300.00

Support = \$44,064.00

Total: \$122,899.00


Submitted by: Signature

Date

Solution Quote

Pure Storage Array

Customer: Memorial Hospital of Sweetwater County		Primary Contact: Stacey Nutt	
Ship To Address: ,		Email: snutt@sweetwatermemorial.com	
Bill To Address: 1200 College Dr PO Box 1359 Rock Springs, WY 82901-5868		Phone: (307) 352-8288	
Customer ID: VTWMEMHOS0003		National Account Manager: James Voorhies	
Customer PO:		NAM Email: jvoorhies@convergeone.com	
		NAM Phone: +13079952000	

#	Item Number	Description	Term	Qty	Unit Price	Extended Price
Pure X20 Array with 36 months Gold Maintenance						
1	FA-X20R2-14.4TB-1MO	FA-X20R2-14.4TB-1MO - 1 Month Evergreen Gold Subscription, NBD Delivery, 24/7 Support		36	\$1,224.00	\$44,064.00
2	FA-X20R2-FC-14.4TB-9.6/4.8-SMEZZ	FA-X20R2-FC-14.4TB-9.6/4.8-SMEZZ - Pure Storage FlashArray		1	\$74,875.00	\$74,875.00
C1 Services						
3	Professional Services	Professional Services				\$3,660.00

Solution Summary

Pure Storage Array

Customer: Memorial Hospital of Sweetwater County	Primary Contact: Stacey Nutt
Ship To Address: ,	Email: snutt@sweetwatermemorial.com
Bill To Address: 1200 College Dr PO Box 1359 Rock Springs, WY 82901-5868	Phone: (307) 352-8288
Customer ID: VTWMEMHOS0003	National Account Manager: James Voorhies
Customer PO:	NAM Email: jvoorhies@convergeone.com
	NAM Phone: +13079952000

Solution Summary	Current Due	Next Invoice	Due	Remaining	Total Project
Hardware	\$118,939.00		One-Time		\$118,939.00
Professional Services	\$3,660.00		One-Time		\$3,660.00
Project Subtotal	\$122,599.00				\$122,599.00
Estimated Tax	NOT INCLUDED				
Estimated Freight	\$300.00				
Project Total	\$122,899.00				\$122,899.00

This Solution Summary summarizes the documents(s) that are attached hereto and such documents are incorporated herein by reference. Customer's signature on this Solution Summary (or Customer's issuance of a purchase order in connection with this Solution Summary) shall represent Customer's agreement with each attached document and acknowledgement that such attached document(s) are represented accurately by this Solution Summary. Unless otherwise specified in this Solution Summary or its attachment(s), this Solution Summary and its attachments shall be subject to the terms and conditions of: (i) the Master Sales Agreement or other applicable master agreement in effect as of the date hereof between ConvergeOne, Inc. and/or its subsidiaries and affiliates (collectively, "C1" or "ConvergeOne" or "Seller") and Customer; or (ii) if no such master agreement is currently in place between C1 and Customer, the Online General Terms and Conditions currently found on the internet at: <https://www.convergeone.com/online-general-terms-and-conditions/>. If Customer has a master agreement with one of ConvergeOne, Inc.'s predecessors, affiliates and/or subsidiaries, ("Legacy Master Agreement"), the terms and conditions of such Legacy Master Agreement shall apply to this Solution Summary, subject to any modifications, located at <https://www.convergeone.com/online-general-terms-and-conditions/>.

Products and/or services not specifically itemized are not provided hereunder. This Solution Summary (including any attachment(s) hereto) will be valid for a period of thirty (30) days following the date of this Solution Summary. Thereafter, this Solution Summary and any attachment(s) hereto will no longer be of any force and effect.

This order is a configured order and/or contains software.

ACCEPTED BY:

BUYER: _____ DATE: _____ SELLER: _____ DATE: _____

TITLE: _____ TITLE: _____

QUOTE CONFIRMATION



DEAR RICH TYLER,

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

QUOTE #	QUOTE DATE	QUOTE REFERENCE	CUSTOMER #	GRAND TOTAL
KMQR081	3/21/2019	PURE	1423698	\$126,297.39

QUOTE DETAILS				
ITEM	QTY	CDW#	UNIT PRICE	EXT. PRICE
Pure Storage X20R2-FC 14.4TB Flash Array Mfg. Part#: FA-X20R2-FC-14.4TB-9.6/4.8-SME Contract: MARKET	1	5196939	\$62,110.48	\$62,110.48
Pure Storage Evergreen Gold Subscription - extended service agreement - 1 m Mfg. Part#: FA-X20R2-14.4TB 1MO,ADV,GOLD UNSPSC: 81112301 Electronic distribution - NO MEDIA Contract: MARKET	36	5138294	\$1,607.54	\$57,871.44
PURE STORAGE FLASH ARRAY INSTALL SVC Mfg. Part#: PS-FLASHARRAY-INSTALL Electronic distribution - NO MEDIA Contract: MARKET	1	4811830	\$5,418.88	\$5,418.88

PURCHASER BILLING INFO	SUBTOTAL	\$125,400.80
Billing Address: MEMORIAL HOSPITAL OF SWEETWATER ATTN ACCTS PAYABLE PO BOX 1359 ROCK SPRINGS, WY 82902-1359 Phone: (307) 362-3711 Payment Terms: Net 30 Days-Healthcare	SHIPPING	\$896.59
	SALES TAX	\$0.00
	GRAND TOTAL	\$126,297.39
DELIVER TO	Please remit payments to:	
Shipping Address: MEMORIAL HOSPITAL OF SWEETWATER 1200 COLLEGE DR ROCK SPRINGS, WY 82901-5868 Phone: (307) 362-3711 Shipping Method: DROP SHIP-COMMON CARRIER	CDW Government 75 Remittance Drive Suite 1515 Chicago, IL 60675-1515	

Need Assistance? CDW•G SALES CONTACT INFORMATION



Sammi Hintze

(877) 698-5221

sammhin@cdwg.com

Page 15406f1230

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

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MHSC Capital Budget for FYE 6/30/2019

Department	ITEM	Approved	Purch/Amt	Variance	FY#
Facilities	MOB Duct Renovation	278,240	277,743	(497)	FY19-1
Cancer Center	Looking Glass/ARIA equipment	9,168	9,168	-	FY19-2
Urology	Flexible Video Cystoscope	29,984	29,984	-	FY19-4
IT	Desktop Computers	55,938	55,223	(715)	FY19-5
IT	Laptop Computers	32,652	32,652	-	FY19-6
Cancer Center	Looking Glass/ARIA equipment	1,476	1,020	(455)	FY19-7
IT	Quadramed Electronic Health Record Upgrade	234,300	234,300	-	FY19-8
IT	Virtual Server Upgrade	155,843	155,843	-	FY19-9
Facilities	2019 Can Am 4 Wheeler w/ Plow	6,987	6,987	-	FY19-10
IT	WAN Bandwidth upgrade	16,985	16,985	-	FY19-11
IT	iPrism internet content filter appliance	21,995	21,995	-	FY19-12
Respiratory	Trilogy Transport Ventilator	11,697	11,697	0	FY19-13
Medical Imaging	DR Bridge Program	27,891	27,891	-	FY19-14
Surgical Services	Steris V-Pro Max Sterilizer	111,829	111,829	-	FY19-15
Human Resources	Healthcare Source HT	24,025	24,025	-	FY19-16
Cancer Center	Centricity software update	9,852	9,852	-	FY19-17
IT	Mirth Connect interface engine	12,000	12,000	-	FY19-18
Dietary	Walk-in Cooler and Freezer w/ renovation	81,588	81,588	-	FY19-19
Clinic	Wall mounted otoscopes and ophthalmoscopes	11,002	11,002	-	FY19-20
Laboratory	-30 Degree Freezer	5,947	5,947	-	FY19-21
Blood Bank	Cell Washer	7,220	6,475	-	FY19-22
Emergency Room	SANE Evidence camera	25,500	25,500	-	FY19-23
Surgical Services	Pediatric Foreign Body Removal Instruments	15,254	15,254	-	FY19-25
Surgical Services	Percutaneous Nephrolithotomy System (nephroscope)	11,321	11,321	-	FY19-26
Cardiopulmonary	Muse Cardiology IS	174,094	174,094	-	FY19-27
IT	Replace Core Network Switches	79,777	79,777	-	FY19-28
Facilities	Central Plant upgrade engineering	255,000	-	-	FY19-24
Surgical Services	Autoclavable Cystoscopy Camera Heads	11,995	11,995	-	FY19-29
Surgical Services	Endoscopic System	359,120	359,120	-	FY19-30
Surgical Services	Stryker 32" 4K Surgical Monitor	13,599	13,599	-	FY19-31
Surgical Services	Vision Ultrasound System and PICC placement device	35,125	35,125	-	FY19-32
Facilities	Retaining Wall	298,609	-	-	FY19-33
Clinic	Multifunction Copier/Printer - OB/GYN	8,750	-	-	FY19-34
Clinic	Multifunction Copier/Printer - General Surgery	9,560	-	-	FY19-35
				-	
Total Budgeted		3,000,000	2,444,322	1,869,991	(1,667)

Capital Expenditure Dollars Authorized

2,444,322

Less Donated Capital

FY19-13 Trilogy Transport Ventilator	Foundation purchase	(11,697)
FY19-19 Walk-in Cooler & Freezer	Foundation purchase	(81,588)
FY19-20 Oscopes & Ophthalmoscopes	Foundation purchase	(11,002)
FY19-21 -30 Degree Freezer	Foundation purchase	(5,947)
FY19-22 Cell Washer	Foundation purchase	(7,220)
FY19-23 SANE evidence camera	DVS grant	(25,500)
FY19-25 Pediatric Foreign Body Instruments	Foundation purchase	(15,254)
FY19-26 Nephroscope	Foundation purchase	(11,321)
FY19-24 Central Plant engineering	County Maintenance	(255,000)
FY19-32 Vision Ultrasound System and PICC placement device	Foundation purchase	(35,125)
FY19-33 Retaining Wall	County Maintenance	(298,609)
		<u>(758,263)</u>

Net Capital Outlay FYTD 2019

1,686,059

Remaining Balance FY2019 Capital Budget

1,313,941

Capital Expenditures Budget by Fiscal Quarter

Budget For The Year Ending 6/30/2019

Department	Requested Item	Priority	Number of Units	Capital Budget	Notes	FY#
Quarter 1: July - September						
MAINTENANCE	MOB duct return project	1	1	\$278,240	approved	FY19-1
IT	Looking Glass equipment			\$9,168	approved	FY19-2
CLINIC - Urology	Cystoscope		1	\$29,984	approved	FY19-4
IT	Desktop Computers and Monitors	3	50	\$55,938	approved	FY19-5
IT	Laptops for Providers and Replacements	2	18	\$32,652	approved	FY19-6
IT	Looking Glass equipment			\$1,438	approved	FY19-7
IT	Upgrade QCPR to Version 6.2	4	1	\$234,300	approved	FY19-8
IT	Virtual Environment upgrade	1		\$155,843	approved	FY19-9
IT	WAN Bandwidth upgrade	5	1	\$16,985	approved	FY19-11
IT	iPrism internet content filter appliance	5	1	\$21,995	approved	FY19-12
				\$836,543	\$836,543	
Quarter 2: October - December						
MAINTENANCE	2019 Can-Am 4-wheeler with Snow Plow		1	\$6,987	approved	FY19-10
HR	Healthcare Source HT	1	1	\$34,025	approved	FY19-16
RADIOLOGY	DR Bridge Program Enterprise CR	1	1	\$27,891	approved	FY19-14
SURGERY	V-Pro Max Sterilizer	4	1	\$111,829	approved	FY19-15
IT	Upgrade Mirth appliances			\$12,000	approved	FY19-18
CANCER CENTER	Centricity software update			\$9,852	approved	FY19-17
				\$202,584	\$1,039,127	
Quarter 3: January - March						
CARDIOPULMONARY	Muse Cardiology IS	1	1	\$174,094	approved	FY19-27
IT	Replace Core Network Switches	6	2	\$79,777	approved	FY19-28
SURGERY	Autoclavable Cystoscopy Camera heads			\$11,995	approved	FY19-29
SURGERY	Endoscopic System Replacement	3	1	\$359,120	approved	FY19-30
SURGERY	Stryker 32" surgical monitor			\$13,599	approved	FY19-31
				\$638,585	\$1,677,712	
Quarter 4: April - June						
CLINIC	Multifunction Copier/Printer - OB/GYN		1	\$8,750		FY19-34
CLINIC	Multifunction Copier/Printer - General Surgery		1	\$9,560		FY19-35
RADIOLOGY	Digital Portable X-Ray Unit #1	3	1	\$131,288		FY19-36
RADIOLOGY	Digital Portable X-Ray Unit #2	4	1	\$193,876		FY19-37

IT	QCPR Server upgrade	7	1	\$78,535		FY19-38
SECURITY	Security Camera System	1	1	\$57,034		
MAINTENANCE	Roof Fall Protection System		1	\$291,000		
LABORATORY	Automated Urinalysis Analyzer	1	1	\$130,195		
LABORATORY	Fluorescent Microscope	5	1	\$7,371		
BLOOD BANK	Blood Bank double door refrigerator	4	1	\$13,196		
BLOOD BANK	Automated Blood Bank Analyzer	1	1	\$113,500		
RADIOLOGY-ECHO	EPIC 7C Cardiac Ultrasound System	4	1	\$151,557		
OB	Wireless Fetal Monitor	2	1	\$5,308	possible grant	
OB	Fetal Monitor Carts	1	1	\$9,095	possible grant	
LABORATORY	Centrifuge, replacement	3	1	\$6,810		
LABORATORY	Refrigerator	4	1	\$7,196		
BLOOD BANK	Blood Bank -20 degrees freezer	3	1	\$10,573		
RADIOLOGY	DR for the GE Precision 500	5	1	\$88,560		
				\$1,295,094	\$2,972,806	

		Possible Reimbursements:		2,500.00	WY Community Foundation grant	
MAINTENANCE-College Hill	Fire Notification System	2	1	\$24,957	tabled	FY19-3
EMERGENCY ROOM	SDFI Camera for SANE nurses	1	1	\$25,500	DVS grant	FY19-23
DIETARY	Walk-In Cooler and Freezer Units/Including Renovation	1	1	\$81,588	Foundation	FY19-19
SURGERY	Percutaneous Nephrolithotomy System	2	1	\$12,217	Foundation	FY19-26
LABORATORY	-30 degrees freezer	2	1	\$5,947	Foundation	FY19-21
BLOOD BANK	Blood Bank Cell Washer	2	1	\$7,220	Foundation	FY19-22
RESPIRATORY	Respironics Trilogy Vent	2	1	\$11,687	Foundation	FY19-13
SURGERY	Pediatric Foreign Body Removal	1	1	\$15,254	Foundation	FY19-25
CLINIC	Wall mounted otoscopes and ophthalmoscopes		32	\$11,002	Foundation	FY19-20
SURGERY	Ultrasound System and PICC Placement device	6	1	\$35,225	Foundation	FY19-32
Foundation total				\$180,140		
MAINTENANCE	Central Plant Upgrade phase 1	6	1	\$255,000	approved	FY19-24
MAINTENANCE	Retaining Wall		1	\$298,609	approved	FY19-33
County Maintenance Fund total				\$553,609		

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

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

April 16, 2019

NARRATIVE TO MARCH 2019 FINANCIAL STATEMENT

THE BOTTOM LINE. The bottom line from operations for March was a gain of \$170,090, compared to a gain of \$511,912 in the budget. This yields a 2.2% operating margin for the month compared to 6.4% in the budget. The YTD net operating gain is \$1,424,544, compared to a gain of \$1,391,432 in the budget. This represents a YTD operating margin of 2.2% compared with 2.1% in the budget.

The total net gain for the month was \$409,844, compared to a gain of \$419,578 in the budget. The YTD total net gain is \$2,192,137, compared to a gain of \$560,421 in the budget. This yields a YTD total profit margin of 3.3% compared to .8% in the budget.

Annual Debt Service Coverage came in at 4.52. The existing bond covenants require that we maintain Debt Service Coverage of 1.25 for compliance.

VOLUME. Average inpatient census for the month was 14.2, under budget by .6. YTD average daily census is 12.9 compared to 11.7 in the budget and 17.2 in the prior year.

Inpatient and outpatient surgeries were under budget for the month. There were 7,998 outpatient visits, over budget by 1,282.

Total ER visits were 1,402, over budget by 25. There were 33 newborns in March, under budget by 22. Births are under budget year to date by 57.

REVENUE. Revenue for the month was \$15,023,209, over budget by \$323,270. Inpatient revenue was under budget by \$241,136, outpatient revenue was over budget by \$485,222 and the employed Provider Clinic was over budget by \$79,184.

YTD total revenue was \$123,568,040, under budget by \$91,208. Inpatient revenue is over budget by \$1,050,595, outpatient revenue is under budget by \$744,448 and the Provider Clinic is under budget by \$397,354.

Net patient revenue for the month was \$7,430,829, over budget by \$514,947. YTD net patient revenue was \$59,608,695, under budget by \$1,574,540.

Deductions from revenue were booked at 49.5% for March compared to 47% in the budget. YTD deductions from revenue are 48.2%, compared to 46.9% in the budget and 46.5% for the same period in fiscal year 2018.

EXPENSES. Total expenses for the month were \$7,574,294, over budget by \$75,065. YTD expenses are under budget by \$1,645,179. The following expense categories were over budget:

Salary & Wage – This expense is over budget by \$105,388, but remains under budget \$228,899 year to date.

Fringe Benefits – This expense is over budget by \$135,746, but remains under budget \$511,043 year to date. Group health claims came in over budget by \$105,606 in March.

Contract Labor – This expense is over budget by \$53,464 for the month and over budget \$49,903 year to date. Currently, contract labor is being used in Behavioral Health, OB, Surgery, Emergency Room and Ultrasound.

Utilities – This expense is over budget by \$13,411 but remains under budget \$29,172. Fuel was over budget by \$10,590 in March.

Repairs and Maintenance – This expense is over budget by \$13,737, but remains under budget \$51,191 year to date. Bio Med repairs were over budget by \$19,888 in March for multiple surgery scope repairs.

Insurance expense – This expense is over budget by \$5,110 and over budget \$52,187 year to date.

Leases and Rentals - This expense is over budget by \$12,801 and remains over budget \$94,200 year to date.

BALANCE SHEET. Operating cash at month end was \$8,562,134, an increase of \$383,486 from February. Collections for the month of March were back up at \$6,617,272. The Days of Cash on Hand are at 115 in March, up 2 days from last month. The existing bond covenants require that we maintain 75 days of cash on hand for compliance.

Gross receivables at month end were \$28,633,603, an increase of \$1,293,981 from the prior month. Net patient receivables at month end were \$16,674,277, up \$921,238 from last month. Days in Receivables are 68 for March, up 2 days from February.

OUTLOOK FOR APRIL. Gross revenue is projecting to be over budget in the Hospital and over budget in the Clinic. Patient days, Births, Surgeries, ER visits, Lab and other Outpatient visits are all projecting to come in above budget. Gross patient revenue is projecting to come in at \$14.4m, which is over budget, net revenue is projecting to \$7.6m, which is over budget. Collections are projecting to come in over \$8m, which is over budget and reflects the receipt of the delayed payments from BCBS. With expenses expected to come in at budget of \$7.4M, we are projecting to a \$200k gain in April.



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

Unaudited Financial Statements

for

Nine months ended March 31, 2019

Certification Statement:

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

Page 42106f1230

Certified by:

Tami Love

Chief Financial Officer

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Nine months ended March 31, 2019

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

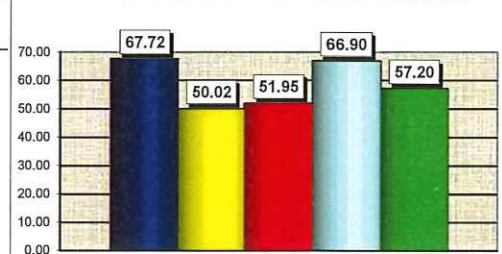
PAGE 2

Nine months ended March 31, 2019

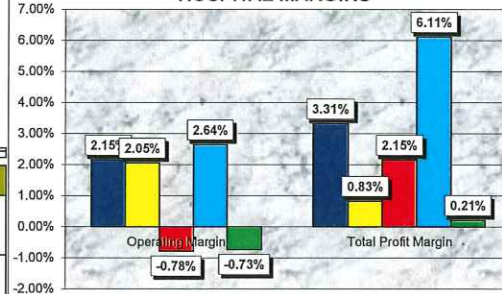
BALANCE SHEET

	YTD 3/31/2019	Prior FYE 6/30/2018
ASSETS		
Current Assets	\$31,422,643	\$32,985,887
Assets Whose Use is Limited	21,717,875	16,103,800
Property, Plant & Equipment (Net)	64,257,557	68,224,600
Other Assets	237,797	247,062
Total Unrestricted Assets	117,635,872	117,561,349
Restricted Assets	346,104	426,203
Total Assets	\$117,981,976	\$117,987,552
LIABILITIES AND NET ASSETS		
Current Liabilities	\$8,083,753	\$9,791,188
Long-Term Debt	27,872,676	27,915,983
Other Long-Term Liabilities	599,570	1,070,720
Total Liabilities	36,555,999	38,777,891
Net Assets	81,425,977	79,209,661
Total Liabilities and Net Assets	\$117,981,976	\$117,987,552

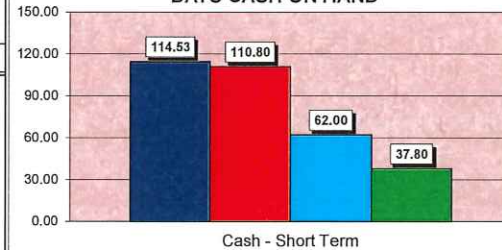
NET DAYS IN ACCOUNTS RECEIVABLE



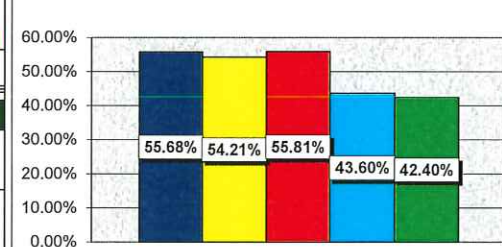
HOSPITAL MARGINS



DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



KEY STATISTICS AND RATIOS

	03/31/19 ACTUAL	03/31/19 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	441	460	3,548	3,210
Average Acute Length of Stay	3.0	2.6	2.9	2.7
Total Emergency Room Visits	1,402	1,377	12,205	12,287
Outpatient Visits	7,998	6,716	64,382	57,997
Total Surgeries	165	188	1,460	1,617
Total Worked FTE's	427.54	427.27	413.06	427.27
Total Paid FTE's	469.09	464.23	454.19	464.23
Net Revenue Change from Prior Yr	-0.68%	2.74%	0.96%	3.43%
EBIDA - 12 Month Rolling Average			9.70%	10.34%
Current Ratio			3.89	
Days Expense in Accounts Payable			28.81	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	
Budget	03/31/19
Prior Fiscal Year End	06/30/18
WYOMING	All Hospitals
< \$90M Net Rev.	Rural

FINANCIAL STRENGTH INDEX - 0.86

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

Nine months ended March 31, 2019

📉 📈 - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Year to Date 3/31/2019	Budget 6/30/2019	BB+ Credit Rating	BBB- Credit Rating	Prior Fiscal Year End 06/30/18	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev. (See Note 2)
Profitability:								
Operating Margin	📈	2.15%	1.90%	0.10%	0.30%	-0.78%	2.64%	-0.73%
Total Profit Margin	📈	3.31%	0.76%	0.80%	1.00%	2.15%	6.11%	0.21%
Liquidity:								
Days Cash, All Sources **	📈	114.53	129.76	91.30	129.00	110.80	62.00	37.80
Net Days in Accounts Receivable	📉	67.72	50.02	52.40	51.80	51.95	66.90	57.20
Capital Structure:								
Average Age of Plant (Annualized)	📉	12.29	12.58	15.10	11.20	10.19	9.50	12.40
Long Term Debt to Capitalization	📉	26.08%	25.75%	48.20%	41.60%	26.19%	16.80%	10.00%
Debt Service Coverage Ratio **	📈	4.52	3.97	1.80	2.30	3.15	N/A	2.64
Productivity and Efficiency:								
Paid FTE's per Adjusted Occupied Bed	📉	7.82	8.43			8.43	6.60	4.63
Salary Expense per Paid FTE		\$85,603	\$86,892			\$85,976	\$62,436	\$48,150
Salary and Benefits as a % of Total Operating Exp		55.68%	56.43%			55.81%	43.60%	42.40%

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

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

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

Balance Sheet - Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Nine months ended March 31, 2019

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	Current Month 3/31/2019	Prior Month 2/28/2019	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2018
Current Assets					
Cash and Cash Equivalents	\$8,562,134	\$8,178,648	\$383,486	4.69%	\$14,404,653
Gross Patient Accounts Receivable	28,633,603	27,339,622	1,293,981	4.73%	21,199,648
Less: Bad Debt and Allowance Reserves	(11,959,326)	(11,586,583)	(372,743)	-3.22%	(9,770,080)
Net Patient Accounts Receivable	16,674,277	15,753,039	921,238	5.85%	11,429,568
Interest Receivable	0	0	0	0.00%	0
Other Receivables	1,171,954	1,137,360	34,594	3.04%	1,957,332
Inventories	2,810,194	2,795,811	14,383	0.51%	2,829,223
Prepaid Expenses	2,204,083	1,999,302	204,782	10.24%	2,365,112
Due From Third Party Payers	0	0	0	0.00%	0
Due From Affiliates/Related Organizations	0	0	0	0.00%	0
Other Current Assets	0	0	0	0.00%	0
Total Current Assets	31,422,643	29,864,161	1,558,482	5.22%	32,985,887
Assets Whose Use is Limited					
Cash	14,257	14,159	98	0.69%	12,573
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	2,720,713	3,277,413	(556,700)	-16.99%	3,034,341
Trustee Held Funds - SPT	2,384,426	2,380,265	4,161	0.17%	3,452,951
Board Designated Funds	2,308,965	2,304,453	4,512	0.20%	1,300,000
Other Limited Use Assets	14,289,514	14,289,514	0	0.00%	8,303,935
Total Limited Use Assets	21,717,875	22,265,804	(547,930)	-2.46%	16,103,800
Property, Plant, and Equipment					
Land and Land Improvements	2,957,673	2,957,673	0	0.00%	2,928,057
Building and Building Improvements	38,116,158	38,116,158	0	0.00%	38,041,246
Equipment	109,800,625	109,648,515	152,111	0.14%	108,303,077
Construction In Progress	824,856	818,887	5,969	0.73%	1,010,882
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	151,699,312	151,541,233	158,079	0.10%	150,283,261
Less: Accumulated Depreciation	(87,441,754)	(86,861,485)	(580,269)	-0.67%	(82,058,661)
Net Property, Plant, and Equipment	64,257,557	64,679,747	(422,190)	-0.65%	68,224,600
Other Assets					
Unamortized Loan Costs	237,797	238,826	(1,029)	-0.43%	247,062
Other	0	0	0	0.00%	0
Total Other Assets	237,797	238,826	(1,029)	-0.43%	247,062
TOTAL UNRESTRICTED ASSETS	117,635,872	117,048,539	587,333	0.50%	117,561,349
Restricted Assets	346,104	348,951	(2,847)	-0.82%	426,203
TOTAL ASSETS	\$117,981,976	\$117,397,490	\$584,486	0.50%	\$117,987,552

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Nine months ended March 31, 2019

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	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2018
	Current Month 3/31/2019	Prior Month 2/28/2019	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$3,429,146	\$3,059,103	(\$370,042)	-12.10%	\$4,934,966
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,825,023	1,532,031	(292,992)	-19.12%	910,902
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	2,180,977	2,059,856	(121,121)	-5.88%	1,702,057
Accrued Pension Expense (Current Portion)	0	0	0	0.00%	0
Other Accrued Expenses	0	0	0	0.00%	0
Patient Refunds Payable	0	0	0	0.00%	0
Property Tax Payable	0	0	0	0.00%	0
Due to Third Party Payers	0	0	0	0.00%	0
Advances From Third Party Payers	0	0	0	0.00%	0
Current Portion of LTD (Bonds/Mortgages)	575,631	575,631	0	0.00%	1,810,631
Current Portion of LTD (Leases)	0	0	0	0.00%	0
Other Current Liabilities	72,976	633,916	560,939	88.49%	432,632
Total Current Liabilities	8,083,753	7,860,538	(223,216)	-2.84%	9,791,188
Long Term Debt					
Bonds/Mortgages Payable	28,448,307	28,453,119	4,812	0.02%	29,726,614
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	575,631	575,631	0	0.00%	1,810,631
Total Long Term Debt (Net of Current)	27,872,676	27,877,488	4,812	0.02%	27,915,983
Other Long Term Liabilities					
Deferred Revenue	0	0	0	0.00%	0
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	599,570	640,485	40,915	6.39%	1,070,720
Total Other Long Term Liabilities	599,570	640,485	40,915	6.39%	1,070,720
TOTAL LIABILITIES	36,555,999	36,378,510	(177,489)	-0.49%	38,777,891
Net Assets:					
Unrestricted Fund Balance	76,819,258	76,819,258	0	0.00%	74,388,532
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	455,462	458,309	2,847	0.62%	465,216
Net Revenue/(Expenses)	2,192,137	1,782,294	N/A	N/A	2,396,794
TOTAL NET ASSETS	81,425,977	81,018,980	(406,997)	-0.50%	79,209,661
TOTAL LIABILITIES AND NET ASSETS	\$117,981,976	\$117,397,490	(\$584,486)	-0.50%	\$117,987,552

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Nine months ended March 31, 2019

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	CURRENT MONTH				Prior Year 03/31/18
	Actual 03/31/19	Budget 03/31/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$3,361,712	\$3,602,849	(\$241,136)	-6.69%	\$3,572,487
Outpatient Revenue	10,025,117	9,539,895	485,222	5.09%	9,117,338
Clinic Revenue	1,460,747	1,376,200	84,547	6.14%	1,318,708
Specialty Clinic Revenue	175,633	180,996	(5,363)	-2.96%	247,601
Total Gross Patient Revenue	15,023,209	14,699,939	323,270	2.20%	14,256,134
Deductions From Revenue					
Discounts and Allowances	(6,429,282)	(6,032,625)	(396,657)	-6.58%	(5,699,847)
Bad Debt Expense (Governmental Providers Only)	(925,904)	(712,436)	(213,468)	-29.96%	(888,176)
Medical Assistance	(75,643)	(170,821)	95,178	55.72%	6,620
Total Deductions From Revenue	(7,430,829)	(6,915,882)	(514,947)	-7.45%	(6,581,403)
Net Patient Revenue	7,592,380	7,784,057	(191,677)	-2.46%	7,674,731
Other Operating Revenue	152,004	227,085	(75,080)	-33.06%	122,609
Total Operating Revenue	7,744,384	8,011,142	(266,757)	-3.33%	7,797,340
Operating Expenses					
Salaries and Wages	3,305,068	3,199,680	(105,388)	-3.29%	3,211,428
Fringe Benefits	988,234	852,489	(135,746)	-15.92%	649,692
Contract Labor	97,501	44,037	(53,464)	-121.41%	44,526
Physicians Fees	341,727	371,827	30,100	8.10%	254,190
Purchased Services	381,623	421,085	39,462	9.37%	439,077
Supply Expense	1,123,055	1,173,628	50,572	4.31%	1,182,216
Utilities	90,794	77,383	(13,411)	-17.33%	107,529
Repairs and Maintenance	417,236	403,499	(13,737)	-3.40%	376,215
Insurance Expense	67,452	62,342	(5,110)	-8.20%	56,861
All Other Operating Expenses	84,278	208,560	124,282	59.59%	201,300
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	84,907	72,106	(12,801)	-17.75%	73,351
Depreciation and Amortization	592,419	612,594	20,175	3.29%	610,991
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	7,574,294	7,499,229	(75,065)	-1.00%	7,207,378
Net Operating Surplus/(Loss)	170,090	511,912	(341,822)	-66.77%	589,963
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	20,255	3,985	16,270	408.27%	10,816
Tax Subsidies (Except for GO Bond Subsidies)	4,161	0	4,161	0.00%	291,849
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(111,832)	(113,824)	(1,991)	1.75%	(148,675)
Other Non-Operating Revenue/(Expenses)	327,170	17,504	309,666	1769.12%	448,567
Total Non Operating Revenue/(Expense)	239,753	(92,335)	332,088	-359.66%	194,545
Total Net Surplus/(Loss)	\$409,844	\$419,578	(\$9,734)	-2.32%	\$784,508
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	\$409,844	\$419,578	(\$9,734)	-2.32%	\$784,508
Operating Margin	2.20%	6.39%			7.57%
Total Profit Margin	5.29%	5.24%			10.06%
EBIDA	9.89%	14.04%			18.45%

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Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Nine months ended March 31, 2019

	YEAR-TO-DATE				Prior Year 03/31/18
	Actual 03/31/19	Budget 03/31/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$27,535,217	\$26,484,622	\$1,050,595	3.97%	\$25,907,022
Outpatient Revenue	83,832,693	84,577,141	(744,448)	-0.88%	81,200,958
Clinic Revenue	10,658,850	10,813,247	(154,398)	-1.43%	10,379,814
Specialty Clinic Revenue	1,541,281	1,784,238	(242,956)	-13.62%	1,713,805
Total Gross Patient Revenue	<u>123,568,040</u>	<u>123,659,248</u>	<u>(91,208)</u>	<u>-0.07%</u>	<u>119,201,599</u>
Deductions From Revenue					
Discounts and Allowances	(50,075,272)	(50,084,844)	9,571	0.02%	(47,582,370)
Bad Debt Expense (Governmental Providers Only)	(7,999,920)	(6,411,927)	(1,587,993)	-24.77%	(6,412,439)
Medical Assistance	(1,533,504)	(1,537,385)	3,881	0.25%	(1,448,443)
Total Deductions From Revenue	<u>(59,608,695)</u>	<u>(58,034,156)</u>	<u>(1,574,540)</u>	<u>-2.71%</u>	<u>(55,443,252)</u>
Net Patient Revenue	<u>63,959,345</u>	<u>65,625,092</u>	<u>(1,665,747)</u>	<u>-2.54%</u>	<u>63,758,347</u>
Other Operating Revenue	<u>2,172,514</u>	<u>2,118,835</u>	<u>53,680</u>	<u>2.53%</u>	<u>1,742,126</u>
Total Operating Revenue	<u>66,131,859</u>	<u>67,743,927</u>	<u>(1,612,067)</u>	<u>-2.38%</u>	<u>65,500,473</u>
Operating Expenses					
Salaries and Wages	28,457,255	28,686,154	228,899	0.80%	28,305,562
Fringe Benefits	6,845,448	7,356,491	511,043	6.95%	7,334,757
Contract Labor	729,428	679,525	(49,903)	-7.34%	1,157,357
Physicians Fees	2,791,957	2,897,569	105,612	3.64%	1,929,624
Purchased Services	3,238,372	3,636,954	398,582	10.96%	3,856,862
Supply Expense	10,033,930	10,368,121	334,191	3.22%	9,718,118
Utilities	827,980	857,153	29,172	3.40%	836,270
Repairs and Maintenance	3,420,305	3,471,496	51,191	1.47%	3,329,452
Insurance Expense	603,863	551,676	(52,187)	-9.46%	556,645
All Other Operating Expenses	1,561,745	1,585,850	24,105	1.52%	1,633,454
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	742,158	647,957	(94,200)	-14.54%	598,909
Depreciation and Amortization	5,454,875	5,613,551	158,675	2.83%	5,893,049
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	<u>64,707,316</u>	<u>66,352,495</u>	<u>1,645,179</u>	<u>2.48%</u>	<u>65,150,060</u>
Net Operating Surplus/(Loss)	<u>1,424,544</u>	<u>1,391,432</u>	<u>33,111</u>	<u>2.38%</u>	<u>350,413</u>
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	80,928	35,865	45,063	125.65%	42,510
Tax Subsidies (Except for GO Bond Subsidies)	191,879	0	191,879	0.00%	3,013,308
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(975,721)	(1,024,412)	48,691	-4.75%	(1,096,143)
Other Non-Operating Revenue/(Expense)	1,470,507	157,536	1,312,971	833.44%	167,814
Total Non Operating Revenue/(Expense)	<u>767,594</u>	<u>(831,011)</u>	<u>1,598,604</u>	<u>-192.37%</u>	<u>2,127,489</u>
Total Net Surplus/(Loss)	<u>\$2,192,137</u>	<u>\$560,422</u>	<u>\$1,631,715</u>	<u>291.16%</u>	<u>\$2,477,902</u>
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	<u>\$2,192,137</u>	<u>\$560,422</u>	<u>\$1,631,715</u>	<u>291.16%</u>	<u>\$2,477,902</u>
Operating Margin	2.15%	2.05%			0.53%
Total Profit Margin	3.31%	0.83%			3.78%
EBIDA	10.66%	10.34%			13.51%

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

	Actual 3/31/2019	Actual 2/28/2019	Actual 1/31/2019	Actual 12/31/2018	Actual 11/30/2018
Gross Patient Revenue					
Inpatient Revenue	\$3,361,712	\$3,219,822	\$3,505,789	\$2,955,935	\$3,151,638
Inpatient Psych/Rehab Revenue					
Outpatient Revenue	\$10,025,117	\$9,455,323	\$9,655,343	\$9,010,217	\$8,820,378
Clinic Revenue	\$1,460,747	\$1,009,031	\$1,069,404	\$1,254,113	\$1,134,169
Specialty Clinic Revenue	\$175,633	\$127,930	\$207,546	\$180,950	\$104,902
Total Gross Patient Revenue	\$15,023,209	\$13,812,107	\$14,438,082	\$13,401,215	\$13,211,087
Deductions From Revenue					
Discounts and Allowances	\$6,429,282	\$5,729,959	\$5,973,406	\$5,230,019	\$5,351,709
Bad Debt Expense (Governmental Providers Only)	\$925,904	\$861,776	\$1,068,211	\$557,421	\$986,087
Charity Care	\$75,643	\$39,094	\$9,144	\$653,219	\$60,045
Total Deductions From Revenue	7,430,829	6,630,829	7,050,760	6,440,659	6,397,840
Net Patient Revenue	\$7,592,380	\$7,181,278	\$7,387,322	\$6,960,556	\$6,813,247
Other Operating Revenue	152,004	120,379	263,747	220,308	254,511
Total Operating Revenue	7,744,384	7,301,657	7,651,070	7,180,863	7,067,758
Operating Expenses					
Salaries and Wages	\$3,305,068	\$3,088,986	\$3,186,722	\$3,269,823	\$2,935,437
Fringe Benefits	\$988,234	\$665,091	\$865,517	\$717,581	\$746,950
Contract Labor	\$97,501	\$74,652	\$69,678	\$65,504	\$74,832
Physicians Fees	\$341,727	\$356,528	\$385,122	\$388,350	\$342,975
Purchased Services	\$381,623	\$317,228	\$389,034	\$360,563	\$350,678
Supply Expense	\$1,123,055	\$1,129,337	\$1,157,310	\$1,032,789	\$1,097,604
Utilities	\$90,794	\$82,401	\$104,011	\$88,476	\$96,033
Repairs and Maintenance	\$417,236	\$375,266	\$415,540	\$320,266	\$415,236
Insurance Expense	\$67,452	\$67,452	\$68,029	\$68,606	\$68,606
All Other Operating Expenses	\$84,278	\$158,971	\$175,580	\$140,791	\$250,438
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$84,907	\$83,369	\$94,749	\$75,445	\$87,400
Depreciation and Amortization	\$592,419	\$593,713	\$604,188	\$619,201	\$597,556
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$7,574,294	\$6,992,995	\$7,515,479	\$7,147,397	\$7,063,744
Net Operating Surplus/(Loss)	\$170,090	\$308,662	\$135,591	\$33,467	\$4,014
Non-Operating Revenue:					
Contributions					
Investment Income	20,255	13,010	3,652	5,279	3,333
Tax Subsidies (Except for GO Bond Subsidies)					
Tax Subsidies for GO Bonds	4,161	1,627	2,132	183,959	
Interest Expense (Governmental Providers Only)	(111,832)	(100,799)	(101,257)	(116,158)	(101,983)
Other Non-Operating Revenue/(Expenses)	327,170	9,719	1,027,547	13,517	23,880
Total Non Operating Revenue/(Expense)	\$239,753	(\$76,443)	\$932,074	\$86,597	(\$74,770)
Total Net Surplus/(Loss)	\$409,844	\$232,219	\$1,067,665	\$120,063	(\$70,756)
Change in Unrealized Gains/(Losses) on Investments					
Increase/(Decrease in Unrestricted Net Assets)	\$409,844	\$232,219	\$1,067,665	\$120,063	(\$70,756)
Operating Margin	2.20%	4.23%	1.77%	0.47%	0.06%
Total Profit Margin	5.29%	3.18%	13.95%	1.67%	-1.00%
EBIDA	9.85%	12.36%	9.67%	9.09%	8.51%

Actual 10/31/2018	Actual 9/30/2018	Actual 8/31/2018	Actual 7/31/2018	Actual 6/30/2018	Actual 5/31/2018	Actual 4/30/2018	Actual 3/31/2018	Actual 2/28/2018
\$3,043,704	\$2,499,813	\$2,459,161	\$3,337,641	\$2,691,073	\$2,473,613	\$3,103,402	\$3,572,487	\$2,539,861
\$9,273,432	\$8,246,354	\$9,927,413	\$9,424,838	\$8,882,234	\$9,045,341	\$8,179,117	\$9,117,338	\$8,217,125
\$1,361,778	\$1,076,083	\$1,193,552	\$1,094,250	\$1,252,867	\$1,294,418	\$1,045,617	\$1,318,708	\$1,119,761
\$116,899	\$146,133	\$215,242	\$266,047	\$179,865	\$209,960	\$190,157	\$247,601	\$83,134
\$13,795,813	\$11,968,383	\$13,795,368	\$14,122,776	\$13,006,039	\$13,023,332	\$12,518,293	\$14,256,134	\$11,959,881
\$5,646,755	\$4,581,170	\$5,240,990	\$5,891,982	\$4,273,304	\$5,120,197	\$5,180,571	\$5,699,847	\$4,779,964
\$706,393	\$1,072,535	\$972,129	\$849,465	\$1,232,693	\$750,881	\$608,142	\$888,176	\$510,331
\$273,186	\$135,091	\$202,867	\$85,215	\$419,740	\$188,399	\$162,130	(\$6,620)	\$160,500
6,626,333	5,788,796	6,415,986	6,826,662	5,925,738	6,059,477	5,950,844	6,581,403	5,450,794
\$7,169,480	\$6,179,587	\$7,379,382	\$7,296,114	\$7,080,302	\$6,963,855	\$6,567,449	\$7,674,731	\$6,509,087
173,401	678,067	159,188	150,909	482,048	116,501	398,959	122,609	246,357
7,342,881	6,857,654	7,538,570	7,447,023	7,562,349	7,080,357	6,966,408	7,797,340	6,755,443
\$3,318,255	\$3,014,576	\$3,132,114	\$3,206,273	\$2,975,968	\$3,095,577	\$2,982,785	\$3,211,428	\$3,005,037
\$702,719	\$648,010	\$825,597	\$685,749	\$694,860	\$852,917	\$992,919	\$649,692	\$990,578
\$80,488	\$45,634	\$87,004	\$134,135	\$46,590	\$106,303	\$122,359	\$44,526	\$79,857
\$268,744	\$239,881	\$211,428	\$257,203	\$443,327	\$364,555	\$346,772	\$254,190	\$255,063
\$354,072	\$342,090	\$366,075	\$377,009	\$439,285	\$420,404	\$437,651	\$439,077	\$421,063
\$1,103,598	\$1,060,199	\$1,133,975	\$1,196,063	\$1,010,111	\$1,002,232	\$1,080,684	\$1,182,216	\$972,465
\$88,710	\$90,628	\$104,407	\$82,521	\$98,439	\$93,552	\$90,887	\$107,529	\$81,728
\$348,112	\$351,939	\$417,795	\$358,916	\$369,736	\$343,807	\$378,782	\$376,215	\$440,924
\$67,412	\$66,217	\$66,217	\$63,871	\$61,525	\$67,521	\$53,077	\$56,861	\$56,861
\$225,179	\$138,767	\$193,415	\$194,326	\$270,617	\$195,498	\$198,362	\$201,300	\$154,373
\$86,440	\$85,136	\$72,008	\$72,703	\$100,598	\$69,589	\$67,974	\$73,351	\$75,743
\$599,007	\$604,823	\$621,957	\$622,012	\$952,632	\$608,857	\$610,433	\$610,991	\$610,388
\$7,242,736	\$6,687,899	\$7,231,993	\$7,250,778	\$7,463,688	\$7,220,813	\$7,362,685	\$7,207,378	\$7,144,081
\$100,145	\$169,755	\$306,577	\$196,245	\$98,661	(\$140,456)	(\$396,277)	\$589,963	(\$388,637)
10,560	4,652	14,772	5,416	18,869	103,261	(1,767)	10,816	4,898
(102,369)	(127,030)	(102,944)	(111,348)	51,516	315,887	233,293	291,849	379,346
15,965	16,934	14,644	20,631	(197,203)	(104,082)	(104,431)	(148,675)	(105,421)
(\$75,844)	(\$105,445)	(\$73,528)	(\$85,301)	12,052	16,881	12,688	40,555	8,609
\$331,947	\$139,783	\$194,545	\$287,431	\$331,947	\$139,783	\$194,545	\$287,431	\$287,431
\$24,301	\$64,310	\$233,049	\$110,943	(\$16,105)	\$191,491	(\$256,494)	\$784,508	(\$101,206)
\$24,301	\$64,310	\$233,049	#VALUE!	(\$16,105)	\$191,491	(\$256,494)	\$784,508	(\$101,206)
1.36%	2.48%	4.07%	2.64%	1.30%	-1.98%	-5.69%	7.57%	-5.75%
0.33%	0.94%	3.09%	1.49%	-0.21%	2.70%	-3.68%	10.06%	-1.50%
9.52%	11.30%	12.32%	10.99%	13.90%	6.62%	3.07%	15.40%	3.28%

Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Nine months ended March 31, 2019

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	CASH FLOW	
	Current Month 3/31/2019	Current Year-To-Date 3/31/2019
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	\$409,844	\$2,192,137
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	592,419	5,454,875
(Increase)/Decrease in Net Patient Accounts Receivable	(921,238)	(5,244,710)
(Increase)/Decrease in Other Receivables	(34,594)	785,378
(Increase)/Decrease in Inventories	(14,383)	19,028
(Increase)/Decrease in Pre-Paid Expenses	(204,782)	161,029
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	370,042	(1,505,821)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	414,113	1,393,041
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	(560,939)	(359,655)
Net Cash Provided by Operating Activities:	50,482	2,895,302
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(170,228)	(1,487,832)
(Increase)/Decrease in Limited Use Cash and Investments	548,027	(5,612,391)
(Increase)/Decrease in Other Limited Use Assets	(98)	(1,684)
(Increase)/Decrease in Other Assets	1,029	9,265
Net Cash Used by Investing Activities	378,731	(7,092,642)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(4,812)	(1,278,307)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(40,915)	(471,150)
Net Cash Used for Financing Activities	(45,727)	(1,749,457)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	(0)	104,277
Net Increase/(Decrease) in Cash	383,486	(5,842,519)
Cash, Beginning of Period	8,178,648	14,404,653
Cash, End of Period	\$8,562,134	\$8,562,134

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Nine months ended March 31, 2019

Current Month				Year-To-Date				
Actual 03/31/19	Budget 03/31/19	Positive/ (Negative) Variance	Prior Year 03/31/18					
STATISTICS								
Discharges								
148	174	(26)	149	Acute	1,210	1,207	3	1,506
148	174	(26)	149	Total Adult Discharges	1,210	1,207	3	1,506
33	55	(22)	39	Newborn	331	388	(57)	553
181	229	(48)	188	Total Discharges	1,541	1,595	(54)	2,059
Patient Days:								
441	460	(19)	427	Acute	3,548	3,210	338	4,709
441	460	(19)	427	Total Adult Patient Days	3,548	3,210	338	4,709
55	88	(33)	63	Newborn	536	670	(134)	627
496	548	(52)	490	Total Patient Days	4,084	3,880	204	5,336
Average Length of Stay (ALOS)								
3.0	2.6	0.3	2.9	Acute	2.9	2.7	0.3	3.1
3.0	2.6	0.3	2.9	Total Adult ALOS	2.9	2.7	0.3	3.1
1.7	1.6	0.1	1.6	Newborn ALOS	1.6	1.7	(0.1)	1.1
Average Daily Census (ADC)								
14.2	14.8	(0.6)	13.8	Acute	12.9	11.7	1.2	17.2
14.2	14.8	(0.6)	13.8	Total Adult ADC	12.9	11.7	1.2	17.2
1.8	2.8	(1.1)	2.0	Newborn	2.0	2.4	(0.5)	2.3
Emergency Room Statistics								
158	152	6	147	ER Visits - Admitted	1,298	1,261	37	1,369
1,244	1,225	19	1,041	ER Visits - Discharged	10,907	11,026	(119)	11,023
1,402	1,377	25	1,188	Total ER Visits	12,205	12,287	(82)	12,392
11.27%	11.04%		12.37%	% of ER Visits Admitted	10.63%	10.26%		11.05%
106.76%	87.36%		98.66%	ER Admissions as a % of Total	107.27%	104.47%		90.90%
Outpatient Statistics:								
7,998	6,716	1,282	7,497	Total Outpatients Visits	64,382	57,997	6,385	62,625
136	78	58	100	Observation Bed Days	1,086	1,014	72	950
4,490	4,657	(167)	4,593	Clinic Visits - Primary Care	36,996	36,637	359	39,695
398	388	10	633	Clinic Visits - Specialty Clinics	3,578	3,833	(255)	5,237
25	45	(20)	40	IP Surgeries	232	271	(39)	321
140	143	(3)	153	OP Surgeries	1,228	1,346	(118)	1,388
Productivity Statistics:								
427.54	427.27	0.27	418.42	FTE's - Worked	413.06	427.27	(14.21)	408.59
469.09	464.23	4.86	452.63	FTE's - Paid	454.19	464.23	(10.04)	453.16
1.3523	1.3652	(0.01)	1.4474	Case Mix Index - Medicare	1.3019	12.2135	(10.91)	1.0926
0.7756	0.8253	(0.05)	0.9618	Case Mix Index - All payers	0.7703	7.7618	(6.99)	0.8777

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
03/31/19

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	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	59.55	50.05
Net Days in Accounts Receivable	67.72	51.95
Number of Gross Days in Unbilled Revenue	5.02	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	25.86%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	0.50%	1.16%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	1.24%	1.24%
Bad Debts as a % of Gross Patient Revenue - Current Month	6.16%	4.85%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	6.47%	5.19%
Collections as a Percentage of Net Revenue - Current Month	87.16%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	90.64%	100% or >
Percentage of Blue Cross Receivable > 90 Days	7.91%	< 10%
Percentage of Insurance Receivable > 90 Days	17.93%	< 15%
Percentage of Medicaid Receivable > 90 Days	22.06%	< 20%
Percentage of Medicare Receivable > 60 Days	21.39%	< 6%

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Nine months ended March 31, 2019

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Gross Patient Revenue	323,270	2.20%	(91,208)	-0.07%
<p>Gross patient revenue is over budget for the month and under budget year to date. Patient statistics under budget include clinic visits. Average Daily Census is 14.2 in March which is under budget by 0.6</p>				
Deductions from Revenue	(514,947)	-7.45%	(1,574,540)	-2.71%
<p>Deductions from revenue are over budget for March and over budget year to date. They are currently booked at 49% for March and 48% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.</p>				
Bad Debt Expense	(213,468)	-29.96%	(1,587,993)	-24.77%
<p>Bad debt expense is booked at 6% for March and 6% year to date.</p>				
Charity Care	95,178	55.72%	3,881	0.25%
<p>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.</p>				
Other Operating Revenue	(75,080)	-33.06%	53,680	2.53%
<p>Other Operating Revenue is under budget for the month and is over budget year to date.</p>				
Salaries and Wages	(105,388)	-3.29%	228,899	0.80%
<p>Salary and Wages are over budget and remain under budget year to date. Paid FTEs are over budget by 4.86 FTEs for the month and under 10.04 FTEs year to date.</p>				
Fringe Benefits	(135,746)	-15.92%	511,043	6.95%
<p>Fringe benefits are over budget in March and remain under budget year to date.</p>				
Contract Labor	(53,464)	-121.41%	(49,903)	-7.34%
<p>Contract labor is over budget for March and over budget year to date. Behavioral Health, Labor & Delivery, ER and Ultrasound are over budget for the month.</p>				

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Nine months ended March 31, 2019

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Physician Fees	30,100	8.10%	105,612	3.64%
Physician fees are under budget in March and remain under budget year to date. Sleep Lab, Hospitalsits and Locum Radiology are over budget in March.				
Purchased Services	39,462	9.37%	398,582	10.96%
Purchased services are under budget for March and under budget year to date. Services over budget include Other Purchased Services.				
Supply Expense	50,572	4.31%	334,191	3.22%
Supplies are under budget for March and remain under budget year to date. Line items over budget include Lab supplies, Implants, Med Supplies, Contrast and Instruments.				
Repairs & Maintenance	(13,737)	-3.40%	51,191	1.47%
Repairs and Maintenance are over budget for March and under budget year to date.				
All Other Operating Expenses	124,282	59.59%	24,105	1.52%
This expense is under budget in March and under budget year to date. Other expenses over budget are Memberships, Postage, Freight, Employee Recruitment and Pharmacy Floor Direct.				
Leases and Rentals	(12,801)	-17.75%	(94,200)	-14.54%
This expense is over budget for March and remains over budget year to date.				
Depreciation and Amortization	20,175	3.29%	158,675	2.83%
Depreciation is under budget for March and remains under budget year to date.				
BALANCE SHEET				
Cash and Cash Equivalents	\$383,486	4.69%		
Cash increased in March. Cash collections for Feb. were \$6.6 million. Days Cash on Hand increased to 115 days.				
Gross Patient Accounts Receivable	\$1,293,981	4.73%		
This receivable increased in March.				

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Nine months ended March 31, 2019

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Bad Debt and Allowance Reserves	(372,743)	-3.22%		
Bad Debt and Allowances increased.				
Other Receivables	34,594	3.04%		
Other Receivables increased in Feb. due to Occ Med invoices.				
Prepaid Expenses	204,782	10.24%		
Prepaid expenses increased due to the normal activity in this account.				
Limited Use Assets	(547,930)	-2.46%		
These assets increased due to the payment from the county				
Plant Property and Equipment	(422,190)	-0.65%		
The decrease in these assets is due to the increase in Capital equipment and the normal increase in accumulated depreciation.				
Accounts Payable	(370,042)	-12.10%		
This liability increased due to the normal activity in this account.				
Accrued Payroll	(292,992)	-19.12%		
This liability increased in March. The payroll accrual for March was 14 days.				
Accrued Benefits	(121,121)	-5.88%		
This liability increased in March with the normal accrual and usage of PTO .				
Other Current Liabilities	560,939	88.49%		
This liability decreased due to the payment on the bonds.				
Other Long Term Liabilities	40,915	6.39%		
This liability decreased due to the normal monthly lease payments.				
Total Net Assets	(406,997)	-0.50%		

The net gain from operations for March is \$170,090

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
OTHER OPERATING REVENUE - Detail
YEAR TO DATE 2019

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

SEPTEMBER		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	14,347.07		
Retirement Forfeiture	641.46		
Medical Records	186.55		
Pharmacy sales	14.00		
Radiology Films	5.00		
BLS	361.00		
HPSA	13.19		
BCBS Entered incorrectly - reversed on 10/1	3,469.66		
Inmar Rebate	59.92		
Interlare	11,763.70		
MCR Temp Allowance	29,017.00		
Supplies	1,362.32		
PACS Storage	576.00		
WWB Commissions	115.28		
Foundation	496,842.20		
Prenatal Class	122.30		
Grants	(1,190.46)		
County Maintenance Fund	21,866.14		
Shriners	234.70		
Solvay	900.00		
Jim Bridger Retainer	800.00		
Jim Bridger Physician Services	11,687.50		
Castle Rock	2,596.05		
Tata Occupation Medicine on site	12,450.00		
Sage View	2,400.00		
High Desert Rural Health Clinic District Wamsutter - August	31,076.00		
Cafeteria sales	33,766.83		
Catering	2,583.66		
September Totals		678,067.07	988,163.90
OCTOBER		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	28,224.56		
Medical Records	280.10		
Pharmacy sales	22.44		
Radiology Films	10.00		
Document Copy Service	279.25		
UUHP Pmt w/no remit	10.52		
HPSA	40,368.81		
BCBS Entered incorrectly - reversed	(3,469.66)		
Cache Valley Rebate	12.00		
Coca Cola Commission	131.24		
MCR Temp Allowance-overpayment	(27,623.59)		
Supplies	1,072.84		
PACS Storage	656.00		
WWB Commissions	115.03		
Wind River Vending	184.40		
Grants	8,748.29		
Shriners	346.36		
County Maintenance Fund	24,844.65		
Solvay	2,080.00		
Jim Bridger Retainer	800.00		
Jim Bridger Physician Services	14,875.00		
Castle Rock	3,365.25		
Tata Occupation Medicine on site	14,400.00		
Sage View	2,400.00		
High Desert Rural Health Clinic District Wamsutter -October	33,315.76		
Cafeteria sales	24,812.64		
Catering	3,139.10		
October Totals		173,400.99	1,161,564.89

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

JANUARY		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	21,825.30		
Radiology Films	10.00		
Pharmacy sales	13.52		
Medical Records	49.65		
HPSA	34,281.32		
Cache Valley Rebate	12.00		
WWB Commissions	138.52		
Wind River Vending	174.43		
Coca Cola Commission	94.23		
Pacific Steel	116.25		
BLS	70.00		
Interlare	975.30		
Castle Rock Reversal	(80.60)		
Red Tie Gala	7,608.00		
Grants	1,426.87		
Post Partum	147.10		
County Maintenance Fund	98,522.57		
Solvay Reclass	4,781.69		
Jim Bridger Physician Services	13,812.50		
Jim Bridger Retainer	800.00		
Castle Rock	3,172.95		
Tata Occupation Medicine on site	15,300.00		
Sage View	2,400.00		
High Desert Rural Health Clinic District Wamsutter	31,411.89		
Cafeteria sales	26,683.95		
January Totals		263,747.44	1,900,131.08

FEBRUARY		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	15,046.69		
Radiology Films	10.00		
Pharmacy sales	19.58		
Medical Records	307.90		
HPSA	759.84		
WWB Commissions	175.71		
BLS	315.00		
Interlare	16,971.81		
Red Tie Gala Reimbursement	(10,850.00)		
Phressia Test System	0.66		
Grants	5,847.16		
County Maintenance Fund	7,308.27		
Jim Bridger Physician Services	12,750.00		
Jim Bridger Retainer	800.00		
Castle Rock	3,076.80		
Tata Occupation Medicine on site	11,400.00		
Sage View	2,400.00		
High Desert Rural Health Clinic District Wamsutter	29,291.96		
Catering	767.00		
Cafeteria sales	23,980.74		
FEBRUARY Totals		120,379.12	2,020,510.20

MARCH		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	21,560.02		
Retirement Forfeiture	39,547.05		
Radiology Films	10.00		
Pharmacy sales	1.02		
Medical Records	499.12		
Red Tie Gala	375.00		
WWB Commissions	161.12		
Rocky Mountain Service Bureau	446.35		
PACS Storage	1,360.00		
BLS	180.00		
Supplies	175.00		
Inmar Rebate	62.72		
Pacific Steel	13.80		
Post Partum	(83.00)		
Grants	(2,503.30)		
Lab Courier	520.00		
Shriners	569.68		
Solvay	900.00		
Jim Bridger Physician Services	13,812.50		
Castle Rock	3,076.80		
Tata Occupation Medicine on site	14,400.00		
Sage View	3,000.00		
High Desert Rural Health Clinic District Wamsutter	29,472.01		
Cafeteria sales	24,448.39		
MARCH Totals		152,004.28	2,172,514.48

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

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

April 16, 2019

PROVIDER CLINIC – MARCH 2019

THE CLINIC BOTTOM LINE. The bottom line for the Provider Clinic for March was a loss of \$461,698, compared to a loss of \$413,545 in the budget. The YTD net operating loss is \$4,073,141, compared to a loss of \$3,996,788 in the budget.

VOLUME. Total visits were 4,888 for March, under budget by 157 visits. YTD patient visits are 40,087, under budget by 383 visits.

REVENUE. Revenue for the Clinic for March was \$1,636,380, over budget by \$79,184. YTD revenue was \$12,200,132, under budget by \$397,354. The Clinic physicians also generate hospital enterprise revenue from various sources, including Lab, Medical Imaging and Surgery. Gross enterprise revenue generated year to date from the Clinic providers is \$32,824,125. This equates to \$16,870,398 of net enterprise revenue with an impact to the bottom line of \$1,579,069. The gross enterprise revenue represents 26.6% of the total Hospital revenue year to date.

Net patient revenue for the Clinic for March was \$912,253, over budget by \$85,786. YTD net patient revenue was \$6,802,836, which was under budget by \$95,530.

Deductions from revenue for the Clinic were booked at 44.1% for March and are at 44.2% year to date. In March, the YTD payer mix was as follows; Commercial Insurance and Blue Cross consisted of 55.7% of revenue, Medicare and Medicaid consisted of 38.1% of revenue and Self Pay consisted of 5.9% of revenue.

EXPENSES. Total expenses for the month were \$1,439,183, which was over budget by \$129,489. YTD expenses were \$11,473,882, which was under budget by \$43,502. The majority of the expenses consist of Salaries and Benefits; which are 83.2% of YTD total expenses. The following categories were over budget for March:

Salaries and Wages – This expense is over budget by \$111,155 for the month but remains under budget year to date.

Fringe Benefits – This expense is over budget by \$32,410 for the month but remains under budget year to date.

Repairs and Maintenance – This expense is over budget \$2,412 in March and \$6,273 over budget year to date.

Other Operating Expenses – This expense is over budget by \$2,596 for the month and year to date. Pharmacy floor allocation was over budget by \$9,576.

Depreciation – This expense is over budget by \$2,034 and remains over budget \$21,090 year to date.

OVERALL ASSESSMENT. Through March, the Provider Clinic revenue plus enterprise revenue makes up 36.4% of total hospital gross patient revenue.



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

PHYSICIAN CLINICS

Unaudited Financial Statements

for

Nine months ended March 31, 2019

Certification Statement:

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

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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

Nine months ended March 31, 2019

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Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY Nine months ended March 31, 2019

PAGE 2

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 3/31/2019	Year to Date 3/31/2019	Prior Fiscal Year End 06/30/18	MGMA Hospital Owned Rural
Profitability:					
Operating Margin	↑	-47.23%	-55.04%	-76.57%	-36.58%
Total Profit Margin	↑	-47.23%	-55.04%	-76.57%	-36.58%
Contractual Allowance %	↓	44.25%	44.24%	46.36%	
Liquidity:					
Net Days in Accounts Receivable	↓	72.14	83.57	62.33	39.58
Gross Days in Accounts Receivable	↓	68.98	80.91	55.18	72.82
Productivity and Efficiency:					
Patient Visits Per Day	↓	144.84	132.85	133.67	
Total Net Revenue per FTE	↑	N/A	\$147,342	\$139,450	
Salary Expense per Paid FTE		N/A	\$165,931	\$181,602	
Salary and Benefits as a % of Net Revenue		125.79%	129.05%	150.24%	91.26%
Employee Benefits %		18.87%	14.59%	15.36%	6.10%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Nine months ended March 31, 2019

CURRENT MONTH

	Actual 03/31/19	Budget 03/31/19	Positive (Negative) Variance	Percentage Variance	Prior Year 03/31/18
Gross Patient Revenue					
Clinic Revenue	1,460,747	1,376,200	84,547	6.14%	1,318,709
Specialty Clinic Revenue	175,633	180,996	(5,363)	-2.96%	247,601
Total Gross Patient Revenue	1,636,380	1,557,196	79,184	5.09%	1,566,309
Deductions From Revenue					
Discounts and Allowances	(724,127)	(730,728)	6,602	0.90%	(713,615)
Total Deductions From Revenue	(724,127)	(730,728)	6,602	0.90%	(713,615)
Net Patient Revenue	912,253	826,467	85,786	10.38%	852,694
Other Operating Revenue	65,231	69,682	(4,451)	-6.39%	65,331
Total Operating Revenue	977,484	896,149	81,335	9.08%	918,025
Operating Expenses					
Salaries and Wages	1,034,389	923,234	(111,155)	-12.04%	996,616
Fringe Benefits	195,204	162,794	(32,410)	-19.91%	149,196
Contract Labor	0	0	0	0.00%	0
Physicians Fees	50,250	71,405	21,155	29.63%	54,331
Purchased Services	5,530	6,782	1,253	18.47%	6,119
Supply Expense	13,897	13,312	(585)	-4.40%	15,838
Utilities	1,667	1,562	(105)	-6.70%	1,612
Repairs and Maintenance	33,896	31,484	(2,412)	-7.66%	23,975
Insurance Expense	16,109	16,119	10	0.06%	17,662
All Other Operating Expenses	62,065	59,469	(2,597)	-4.37%	69,590
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	5,425	4,816	(609)	-12.65%	4,923
Depreciation and Amortization	20,751	18,716	(2,034)	-10.87%	25,156
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,439,183	1,309,694	(129,489)	-9.89%	1,365,018
Net Operating Surplus/(Loss)	(461,698)	(413,545)	(48,153)	11.64%	(446,994)
Total Net Surplus/(Loss)	(\$461,698)	(\$413,545)	(\$48,153)	11.64%	(\$446,994)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(\$461,698)	(\$413,545)	(\$48,153)	11.64%	(\$446,994)
Operating Margin	-47.23%	-46.15%			-48.69%
Total Profit Margin	-47.23%	-46.15%			-48.69%
EBIDA	-45.11%	-44.06%			-45.95%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Nine months ended March 31, 2019

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	YEAR-TO-DATE				Prior Year 03/31/18
	Actual 03/31/19	Budget 03/31/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	10,658,850	10,991,810	(332,960)	-3.03%	10,379,814
Specialty Clinic Revenue	1,541,281	1,605,676	(64,394)	-4.01%	1,713,805
Total Gross Patient Revenue	12,200,132	12,597,486	(397,354)	-3.15%	12,093,619
Deductions From Revenue					
Discounts and Allowances	(5,397,295)	(5,699,120)	301,824	5.30%	(5,538,999)
Total Deductions From Revenue	(5,397,295)	(5,699,120)	301,824	5.30%	(5,538,999)
Net Patient Revenue	6,802,836	6,898,366	(95,530)	-1.38%	6,554,620
Other Operating Revenue	597,905	622,230	(24,325)	-3.91%	538,810
Total Operating Revenue	7,400,741	7,520,595	(119,854)	-1.59%	7,093,430
Operating Expenses					
Salaries and Wages	8,334,455	8,392,100	57,645	0.69%	9,348,645
Fringe Benefits	1,215,927	1,337,873	121,945	9.11%	1,405,168
Contract Labor	0	0	0	0.00%	0
Physicians Fees	358,817	453,469	94,652	20.87%	211,538
Purchased Services	48,268	55,725	7,457	13.38%	96,896
Supply Expense	137,691	115,733	(21,958)	-18.97%	107,056
Utilities	13,155	14,000	845	6.04%	14,303
Repairs and Maintenance	275,204	268,930	(6,273)	-2.33%	272,066
Insurance Expense	144,879	144,921	43	0.03%	168,703
All Other Operating Expenses	684,496	500,792	(183,704)	-36.68%	660,345
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	48,411	42,350	(6,061)	-14.31%	48,410
Depreciation and Amortization	212,580	191,490	(21,090)	-11.01%	231,260
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	11,473,882	11,517,383	43,502	0.38%	12,564,390
Net Operating Surplus/(Loss)	(4,073,141)	(3,996,788)	(76,353)	1.91%	(5,470,960)
Total Net Surplus/(Loss)	(4,073,141)	(3,996,788)	(76,353)	1.91%	(5,470,960)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(4,073,141)	(3,996,788)	(76,353)	1.91%	(5,470,960)
Operating Margin	-55.04%	-53.14%			-77.13%
Total Profit Margin	-55.04%	-53.14%			-77.13%
EBIDA	-52.16%	-50.60%			-73.87%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

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	Actual 3/31/2019	Actual 2/28/2019	Actual 1/31/2019	Actual 12/31/2018	Actual 11/30/2018
Gross Patient Revenue					
Clinic Revenue	\$1,460,747	\$1,009,031	\$1,069,404	\$1,254,113	\$1,134,169
Specialty Clinic Revenue	\$175,633	\$127,930	\$207,546	\$180,950	\$104,902
Total Gross Patient Revenue	\$1,636,380	\$1,136,961	\$1,276,950	\$1,435,063	\$1,239,071
Deductions From Revenue					
Discounts and Allowances	\$724,127	\$471,341	\$568,699	\$641,731	\$542,081
Total Deductions From Revenue	724,127	471,341	568,699	641,731	542,081
Net Patient Revenue	\$912,253	\$665,621	\$708,251	\$793,332	\$696,990
Other Operating Revenue	\$65,231	\$59,719	\$71,679	\$56,661	\$80,420
Total Operating Revenue	977,484	725,339	779,930	849,993	777,410
Operating Expenses					
Salaries and Wages	\$1,034,389	\$927,267	\$908,217	\$988,124	\$769,198
Fringe Benefits	\$195,204	\$145,304	\$180,456	\$113,727	\$116,382
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$50,250	\$66,314	\$72,313	\$20,783	\$48,757
Purchased Services	\$5,530	\$82	\$9,273	\$6,153	\$4,481
Supply Expense	\$13,897	\$33,502	\$14,809	\$11,076	\$10,235
Utilities	\$1,667	\$1,311	\$1,639	\$1,859	\$1,568
Repairs and Maintenance	\$33,896	\$33,616	\$34,184	\$30,589	\$28,045
Insurance Expense	\$16,109	\$16,109	\$16,109	\$16,099	\$16,099
All Other Operating Expenses	\$62,065	\$86,287	\$79,550	\$71,337	\$53,223
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$5,425	\$5,103	\$5,652	\$5,061	\$6,300
Depreciation and Amortization	\$20,751	\$20,937	\$24,416	\$24,654	\$24,523
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,439,183	\$1,335,831	\$1,346,620	\$1,289,462	\$1,078,811
Net Operating Surplus/(Loss)	(\$461,698)	(\$610,492)	(\$566,689)	(\$439,468)	(\$301,400)
Total Net Surplus/(Loss)	(\$461,698)	(\$610,492)	(\$566,689)	(\$439,468)	(\$301,400)
Change in Unrealized Gains/(Losses) on Investr	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets	(\$461,698)	(\$610,492)	(\$566,689)	(\$439,468)	(\$301,400)
Operating Margin	-47.23%	-84.17%	-72.66%	-51.70%	-38.77%
Total Profit Margin	-47.23%	-84.17%	-72.66%	-51.70%	-38.77%
EBIDA	-45.11%	-81.28%	-69.53%	-48.80%	-35.62%

Actual 10/31/2018	Actual 9/30/2018	Actual 8/31/2018	Actual 7/31/2018	Actual 6/30/2018	Actual 5/31/2018	Actual 4/30/2018	Actual 3/31/2018
\$1,361,778	\$1,076,083	\$1,193,552	\$1,099,971	\$1,246,901	\$1,294,418	\$1,045,617	\$1,318,709
\$116,899	\$146,133	\$215,242	\$266,047	\$179,865	\$209,960	\$190,157	\$247,601
\$1,478,677	\$1,222,216	\$1,408,794	\$1,366,018	\$1,426,767	\$1,504,378	\$1,235,774	\$1,566,309
\$647,172	\$580,856	\$628,019	\$593,270	721,946	723,707	553,735	713,615
647,172	580,856	628,019	593,270	721,946	723,707	553,735	713,615
\$831,505	\$641,360	\$780,776	\$772,749	\$704,821	\$780,671	\$682,039	\$852,694
\$71,582	\$62,144	\$64,664	\$65,804	56,368	51,230	62,427	65,331
903,087	703,504	845,440	838,552	761,188	831,901	744,466	918,025
\$985,567	\$863,345	\$905,846	\$952,502	\$997,175	\$1,006,587	\$929,322	\$996,616
\$114,843	\$100,447	\$133,815	\$115,748	\$130,925	\$167,936	\$182,950	\$149,196
\$0	\$0	\$0	\$0				
\$53,865	\$38,235	\$4,150	\$4,150	\$44,124	\$20,989	\$46,770	\$54,331
\$4,278	\$5,363	\$6,258	\$6,849	\$5,025	\$4,336	\$5,124	\$6,119
\$21,975	\$10,863	\$14,751	\$6,583	\$31,946	\$15,134	\$26,988	\$15,838
\$1,563	\$1,267	\$1,563	\$719	\$1,296	\$1,296	\$1,917	\$1,612
\$30,519	\$29,160	\$27,304	\$27,891	\$25,292	\$30,760	\$23,559	\$23,975
\$16,088	\$16,088	\$16,088	\$16,088	\$18,578	\$18,396	\$18,396	\$17,662
\$102,317	\$45,658	\$93,350	\$90,708	\$95,556	\$80,282	\$65,989	\$69,590
\$5,403	\$4,874	\$5,276	\$5,317	\$5,457	\$5,130	\$5,328	\$4,923
\$23,690	\$23,690	\$24,915	\$25,005	\$24,495	\$24,525	\$25,871	\$25,156
\$1,360,108	\$1,138,991	\$1,233,317	\$1,251,560	\$1,379,869	\$1,375,371	\$1,332,214	\$1,365,018
(\$457,021)	(\$435,487)	(\$387,877)	(\$413,008)	(\$618,681)	(\$543,470)	(\$587,748)	(\$446,994)
(\$457,021)	(\$435,487)	(\$387,877)	(\$413,008)	(\$618,681)	(\$543,470)	(\$587,748)	(\$446,994)
0	0	0	0	0	0	0	0
(\$457,021)	(\$435,487)	(\$387,877)	(\$413,008)	(\$618,681)	(\$543,470)	(\$587,748)	(\$446,994)
-50.61%	-61.90%	-45.88%	-49.25%	-81.28%	-65.33%	-78.95%	-48.69%
-50.61%	-61.90%	-45.88%	-49.25%	-81.28%	-65.33%	-78.95%	-48.69%
-47.98%	-58.54%	-42.93%	-46.27%	-78.06%	-62.38%	-75.47%	-45.95%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Nine months ended March 31, 2019

PAGE 7

Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative)	Prior		Actual	Budget	Positive/ (Negative)	Prior
03/31/19	03/31/19	Variance	Year 03/31/18		03/31/19	03/31/19	Variance	Year 03/31/18
Outpatient Statistics:								
4,490	4,657	(167)	4,384	Clinic Visits - Primary Care	36,996	36,637	359	36,758
398	388	10	411	Clinic Visits - Specialty Clinics	3,578	3,833	(255)	3,712
Productivity Statistics:								
66.60	65.96	0.64	63.29	FTE's - Worked	61.25	65.96	(4.71)	61.32
74.54	71.70	2.84	67.93	FTE's - Paid	66.91	71.70	(4.79)	68.64

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

EBITDA

Higher Values are Favorable

(Earnings Before Interest, Taxes, Depreciation & Amortization)

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

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

Net Operating Gain/Loss

Higher Values are Favorable

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

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

Total Net Gain/Loss

Higher Values are Favorable

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

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

Operating Margin

Higher Values are Favorable

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

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

Total Profit Margin

Higher Values are Favorable

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

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

Return on Assets

Higher Values are Favorable

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

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

Contractual Allowance Percentage

Lower Values are Favorable

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

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

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

Days Cash on Hand, Short Term

Higher Values are Favorable

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

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

Days Cash on Hand, All Sources

Higher Values are Favorable

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

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

Gross Days in Accounts Receivable

Lower Values are Favorable

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

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

Net Days in Accounts Receivable

Lower Values are Favorable

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

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

Average Payment Period

Lower Values are Favorable

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

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

Current Ratio

Higher Values are Favorable

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

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

Average Age of Plant

Lower Values are Favorable

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

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

Capital Costs as a Percentage of Total Expenses

Lower Values are Favorable

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

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

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

Long Term Debt to Equity

Lower Values are Favorable

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

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

Long Term Debt to Capitalization

Lower Values are Favorable

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

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

Debt Service Coverage Ratio

Higher Values are Favorable

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

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

Salary Expense per Paid FTE

Lower Values are Favorable

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

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

Paid FTE's per Adjusted Occupied Bed

Lower Values are Favorable

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

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

Net Revenue per Adjusted Discharge

Higher Values are Favorable

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

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

Operating Expenses per Adjusted Discharge

Lower Values are Favorable

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

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

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

Financial Strength Index

Higher Values are Favorable

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

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

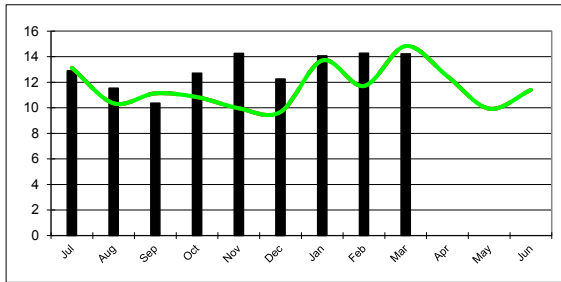
**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
"DASHBOARD" GRAPHS
MARCH 2019**

— FYE 2018 ACTUAL

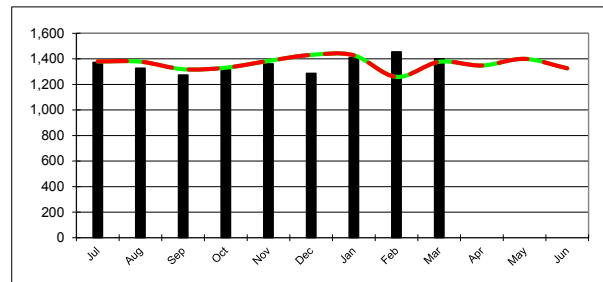
- - - FYE 2019 BUDGET

■ FYE 2019 ACTUAL

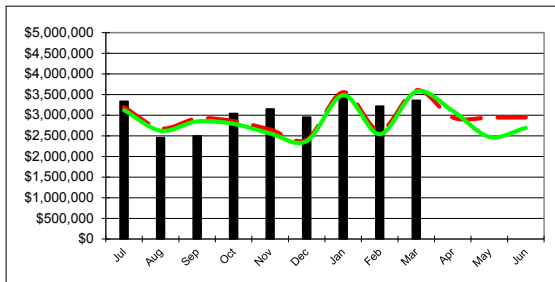
AVERAGE ACUTE CENSUS



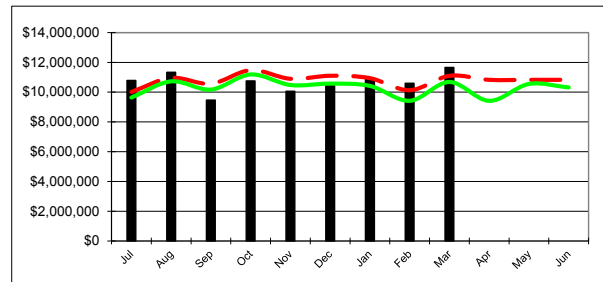
ER IP+OP VISITS



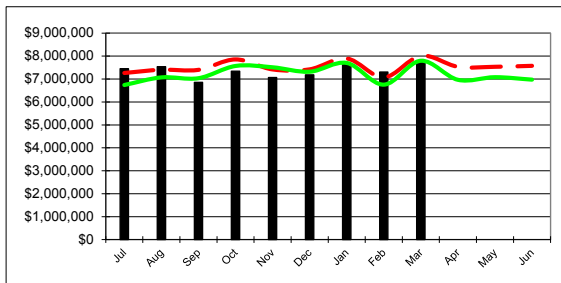
INPATIENT CHARGES



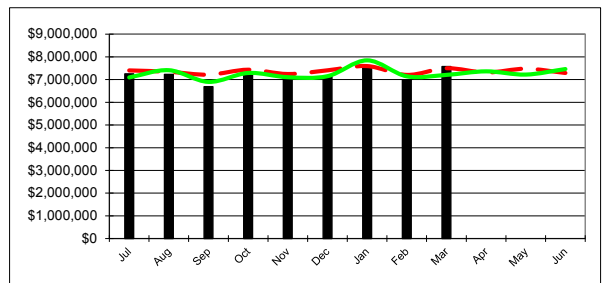
OUTPATIENT CHARGES



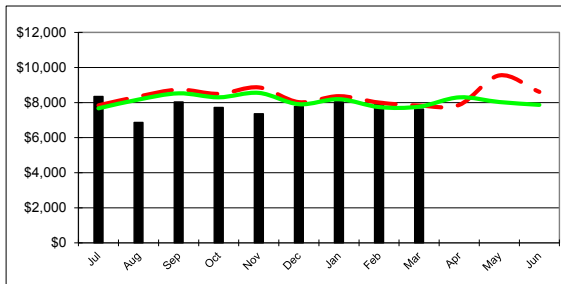
TOTAL NET OPERATING REVENUE



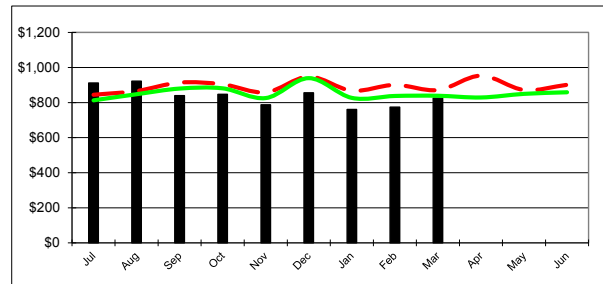
OPERATING EXPENSE



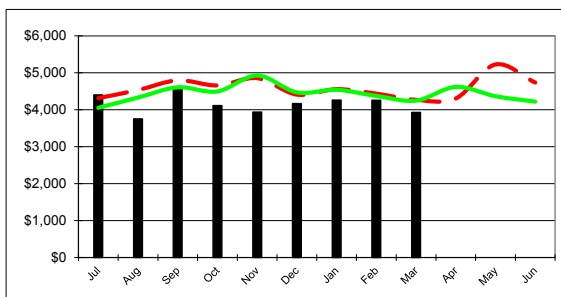
AVERAGE CHARGE PER ADJUSTED PATIENT DAY



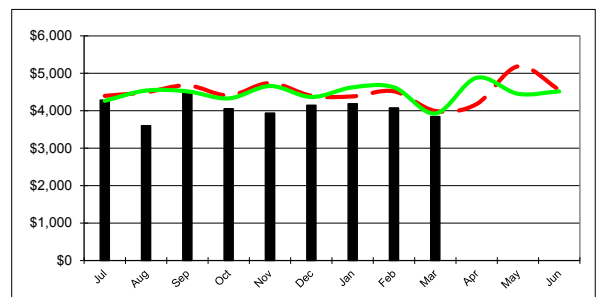
AVERAGE CHARGE PER OUTPATIENT VISIT (Inc. ER)



AVERAGE NET OPERATING REVENUE PER ADJUSTED PATIENT DAY



AVERAGE OPERATING EXPENSE PER ADJUSTED PATIENT DAY



MEMORIAL HOSPITAL OF SWEETWATER COUNTY
MARCH 2019

STATISTICS	Actual Mar-19	Budget Mar-19	PY Mar-18	YTD Mar-19	YTD Mar-18	YTD Mar-17	YTD Mar-16
Volumes:							
Case Mix							
Medicare	1.3523	1.3652	1.3652	1.2623	1.3072	1.4585	1.3938
All payers	0.7756	0.8253	0.8253	0.7616	0.8713	0.8731	0.8498
Admissions							
Med	66	72	72	599	536	753	782
ICU	36	30	30	216	219	286	269
Surgery	8	18	18	60	62	84	93
OB	33	53	53	335	392	397	428
Newborn	33	52	52	331	386	388	415
Total Admissions	176	225	225	1,541	1,595	1,908	1,987
Discharges							
Med	80	89	89	694	631	874	846
ICU	23	14	14	96	105	125	161
Surgery	12	16	16	83	79	121	134
OB	33	55	55	337	392	394	427
Newborn	33	55	55	331	388	387	417
Total Discharges	181	229	229	1,541	1,595	1,901	1,985
Patient Days:							
Med	256	274	274	2,218	1,824	3,224	3,130
ICU	99	52	52	486	445	697	732
Surgery	29	45	45	288	288	347	355
OB	57	89	89	556	653	665	697
Newborn	55	88	88	536	670	613	634
Total Patient Days	496	548	548	4,084	3,880	5,546	5,548
Observation Bed Days	136	78	78	1,086	1,014	918	726
Outpatient Statistics:							
IP Surgeries	25	45	45	232	271	331	309
OP Surgeries	140	143	143	1,228	1,346	1,341	1,342
				0	0	0	
Surgery Statistics:							
X-ray	796	730	730	6,494	6,725	6,607	6,634
Mammography	132	134	134	1,233	1,269	1,245	1,426
Ultrasound	277	334	334	2,616	2,675	2,416	2,409
Cat Scan	426	442	442	3,907	3,841	3,568	3,561
MRI	132	113	113	1,073	987	911	954
Nuclear Medicine	37	41	41	311	430	351	337
PET Scan	9	4	4	55	87	85	69
Echo	63	0	0	172		0	0
Laboratory	3,856	2,664	2,664	29,663	22,524	27,472	25,178
Histology	158	185	185	1,563	1,454	1,150	1,380
Respiratory Therapy	289	250	250	2,078	2,432	2,566	2,139
Cardiovascular	445	456	456	3,758	3,981	4,073	4,237
Sleep Lab	35	32	32	321	281	253	178
Cardiac Rehab	295	428	428	2,504	3,147	3,823	3,983
Physical Therapy	147	124	124	1,414	1,494	2,055	2,097
Dialysis	438	368	368	3,602	2,892	2,259	2,422
Medical Oncology	186	170	170	1,583	1,524	1,617	1,721
Radiation Oncology	277	241	241	1,708	2,254	2,395	2,556
Total Outpatients Visits	7,998	6,716	6,716	64,055	57,997	62,846	61,281
Clinic Visits - Primary Care	4,490	4,657	4,384	36,996	36,558	39,844	52,883
Clinic Visits - Specialty Clinics	398	388	411	3,578	3,712	5,143	4,537
ER visits admitted	158	152	152	1,298	1,261	1,377	1,310
ER visits Discharged	1,244	1,225	1,225	10,907	11,026	11,084	11,368
Total ER visits	1,402	1,377	1,377	12,205	12,287	12,461	12,678

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

BUDGET	PPE	3/3/2019	3/17/2019	3/31/2019	Variance from Bud	CHANGE FROM LAST PAY PERIOD		YTD	Variance from budget
						Increase	Decrease		
AVG CENSUS	11.80	14.4	14.0	13.8	2.0	-	0.21	260.4	
ER VISITS (Avg Day)	45	51.9	46.4	42.4	(2.4)	-	3.93	878.0	
SURGERIES (IP+OP)	78	84	81	73	(4.6)	-	8.00	1486.0	
BIRTHS	19	27	14	16	(3.0)	2.00	-	347.0	
CHARGES -IP \$000	1,358	1647	1510	1442	84	-	68.00	28335.0	
-OP \$000	4,987	4380	5304	5314	327	10.00	-	93417.0	
-TOTAL \$000	6,345	6027	6814	6756	411	-	58.00	121752.0	
Adjusted Patient Days	772	739	884	904	132	19.77	-	15,704.58	

Paid FTEs (Including Contract)

600	MEDICAL FLOOR	24.5	22.1	22.3	24.0	(0.5)	1.70	-	21.9	(2.6)
605	BEHAVIORAL HEALTH	7.2	12.3	8.4	8.4	1.2	0.03	-	8.0	0.8
610	OB FLOOR	5.3	5.6	5.2	5.7	0.4	0.44	-	6.1	0.8
611	NURSERY	7.2	7.3	7.2	7.3	0.1	0.06	-	6.8	(0.4)
612	LABOR & DELIVERY	4.9	5.1	5.0	5.7	0.8	0.68	-	4.4	(0.5)
615	OUTPATIENT SERVICES	0.9	1.7	1.6	2.1	1.2	0.45	-	1.6	0.7
620	ICU	12.5	12.9	12.4	11.4	(1.1)	-	0.99	11.0	(1.5)
630	OR	12.1	11.8	11.8	12.0	(0.1)	0.23	-	12.8	0.7
631	SAME DAY SURGERY	6.8	6.2	6.6	6.0	(0.8)	-	0.56	5.9	(0.9)
633	RECOVERY	2.8	3.4	5.0	5.3	2.5	0.30	-	3.4	0.6
634	CENTRAL STERILE	3	3.1	3.0	3.3	0.3	0.32	-	2.9	(0.1)
640	DIALYSIS	7	8.2	8.0	8.2	1.2	0.17	-	7.7	0.7
650	ER	21.5	22.3	23.2	24.1	2.6	0.93	-	22.1	0.6
651	TRAUMA	1.3	1.7	1.5	1.0	(0.3)	-	0.43	1.9	0.6
652	SANE	0.9	1.1	1.3	1.3	0.4	-	0.03	1.2	0.3
660	RADIATION ONC	6.6	7.0	7.0	6.9	0.3	-	0.10	6.9	0.3
661	MEDICAL ONC	6	5.8	5.8	6.1	0.1	0.35	-	6.0	(0.0)
700	LABORATORY	31.1	31.6	30.9	30.0	(1.1)	-	0.82	29.9	(1.2)
701	HISTOLOGY	2	2.0	2.0	2.1	0.1	0.01	-	2.0	0.0
702	BLOOD BANK	1	0.9	1.2	1.2	0.2	0.08	-	1.1	0.1
710	RADIOLOGY	9.7	8.7	8.3	8.8	(0.9)	0.50	-	9.0	(0.7)
711	MAMMOGRAPHY	1.6	1.0	1.3	1.1	(0.5)	-	0.17	1.2	(0.4)
712	ULTRASOUND	3.25	3.7	4.0	4.5	1.3	0.49	-	3.8	0.5
713	NUC MED	1.6	2.2	2.0	2.2	0.6	0.18	-	1.6	0.0
714	CAT SCAN	4.7	4.7	4.9	4.4	(0.3)	-	0.50	4.5	(0.2)
715	MRI	1.3	1.3	1.3	1.4	0.1	0.12	-	1.2	(0.1)
716	PET SCAN	0.1	-	-	-	(0.1)	-	-	0.0	(0.1)
717	ECHOCARDIOGRAPHY	1.25	1.6	1.6	0.7	(0.6)	-	0.92	1.0	(0.2)
720	RESPIRATORY	6	6.0	6.0	6.1	0.1	0.08	-	6.7	0.7
721	SLEEP LAB	2.3	2.0	1.8	2.0	(0.3)	0.18	-	1.8	(0.5)
722	CARDIO	2.3	2.9	2.8	2.9	0.6	0.14	-	2.3	(0.0)
723	CARDIAC REHAB	2.4	2.3	2.3	2.3	(0.1)	-	0.01	2.3	(0.1)
730	PHYSICAL THERAPY	3.5	3.6	3.7	3.6	0.1	-	0.10	3.4	(0.1)
780	EDUCATION	2	1.0	1.3	1.1	(0.9)	-	0.14	0.8	(1.2)
781	SOCIAL SERVICES	1	1.0	1.0	1.0	-	-	-	1.0	0.0
782	QUALITY	4	3.8	4.0	3.8	(0.2)	-	0.18	4.2	0.2
783	INFECTION CONTROL	2	1.9	1.8	1.9	(0.1)	0.11	-	1.9	(0.1)
784	ACCREDITATION	3	3.0	3.0	3.0	(0.0)	-	0.02	2.8	(0.2)
786	NURSING INFORMATICS	3	3.0	3.0	3.0	-	-	-	3.0	0.0
790	HEALTH INFORMATION	12.6	12.6	12.8	12.1	(0.5)	-	0.69	12.9	0.3
791	CASE MANAGEMENT	5.3	5.2	5.6	5.3	(0.0)	-	0.33	5.3	0.0
800	MAINTENANCE	11.7	11.0	10.9	12.1	0.4	1.12	-	11.5	(0.2)
801	HOUSEKEEPING	23.5	23.6	23.8	25.3	1.8	1.51	-	23.3	(0.2)
802	LAUNDRY	6.5	6.7	6.7	6.7	0.2	0.03	-	6.3	(0.2)
803	BIO MED	2	1.0	1.0	0.8	(1.2)	-	0.23	1.0	(1.0)
810	SECURITY	8.3	8.2	8.2	8.2	(0.1)	0.03	-	8.2	(0.1)
811	EMERGENCY MGMT	0.1	0.4	0.1	-	(0.1)	-	0.12	0.1	(0.0)
850	PURCHASING	5	5.0	5.0	5.0	-	-	0.00	5.0	0.0
855	CENTRAL SUPPLY	3	3.0	3.0	3.5	0.5	0.50	-	3.0	0.0
870	DIETARY	17.6	17.7	17.6	16.7	(0.9)	-	0.88	17.1	(0.5)
871	DIETICIANS	1.5	2.0	2.0	2.0	0.5	-	-	1.6	0.1
900	ADMINISTRATION	6	6.0	6.0	6.0	-	-	-	6.0	0.0
901	COMM SVC	1	1.0	1.0	1.0	-	-	-	1.0	0.0
902	MED STAFF SVC	2.5	2.8	2.8	2.8	0.3	0.01	-	2.6	0.1
903	MHSC FOUNDATION	1.3	1.5	1.3	1.5	0.2	0.19	-	1.1	(0.2)
904	VOLUNTEER SRV	1	1.0	1.0	1.0	-	-	-	1.0	0.0
905	NURSING ADMIN	4.3	3.9	4.0	4.6	0.3	0.63	-	4.2	(0.1)
907	PHYSICIAN RECRUIT	1	1.0	1.0	1.0	-	-	-	1.0	0.0
910	INFORMATION SYSTEMS	8	8.0	8.0	8.0	-	-	-	8.0	(0.0)
920	HUMAN RESOURCES	4.6	4.8	4.8	4.8	0.2	-	0.00	4.4	(0.2)
930	FISCAL SERVICES	5	4.8	4.8	4.8	(0.2)	-	-	4.8	(0.2)
940	BUSINESS OFFICE	14	12.5	12.3	12.6	(1.4)	0.28	-	13.4	(0.6)
941	ADMITTING	13.4	15.2	17.4	16.6	3.2	-	0.77	15.2	1.8
942	COMMUNICATION	3	2.5	3.3	2.1	(0.9)	-	1.17	2.9	(0.1)
943	CENTRAL SCHEDULING	4	3.0	3.0	4.1	0.1	1.04	-	3.8	(0.2)
948	NEW ORTHO	1	-	-	-	(1.0)	-	-	0.0	(1.0)
949	DENKER	3	3.0	3.0	3.0	0.0	-	-	3.1	0.1
950	OLIVER	3.1	2.2	2.4	2.2	(0.9)	-	0.19	2.8	(0.3)
952	NEW PULMONOLOGIST	2	-	-	-	(2.0)	-	-	0.0	(2.0)
953	STEWART	2.5	1.0	1.0	1.0	(1.5)	-	-	1.1	(1.4)
954	WHEELER	3	1.0	1.0	1.0	(2.0)	-	-	1.2	(1.8)
956	KATTAN	3.5	1.0	1.0	1.0	(2.5)	-	-	1.3	(2.2)
957	STARLA LETTE	2	1.0	1.0	1.0	(1.0)	-	-	1.1	(0.9)
958	VERONESE	0	-	-	-	-	-	-	0.1	0.1
959	GREWAL	3	1.0	1.0	1.0	(2.0)	-	-	1.2	(1.8)
960	SANDERS	2	1.0	1.0	1.0	(1.0)	-	-	1.2	(0.8)
961	DANSIE	2.5	1.0	1.1	0.8	(1.7)	-	0.33	1.2	(1.3)
962	BOWERS	2	0.7	0.6	0.6	(1.5)	-	-	0.8	(1.2)
963	LONG	3	0.9	0.9	0.9	(2.1)	-	-	1.0	(2.0)
964	JAKE JOHNSON	2	1.0	1.0	1.0	(1.0)	-	-	1.0	(1.0)
966	OCC MED	1	1.1	1.2	1.2	0.2	0.06	-	1.1	0.1
967	PA PALINEK	1.5	1.0	1.0	1.0	(0.5)	-	-	0.5	(1.1)
969	PAWAR	2	2.0	2.0	2.0	(0.0)	0.02	-	2.0	0.0
970	CROFTS	2.5	1.0	1.0	1.0	(1.5)	-	-	1.1	(1.4)

	PPE	3/3/2019	3/17/2019	3/31/2019	Variance	LAST PAY PERIOD		YTD	from budget
	BUDGET				from Bud	Increase	Decrease		
971	WAMSUTTER CLINIC	1	1.9	1.8	1.9	0.9	0.09	-	1.9
972	FARSON CLINIC	0	-	-	-	-	-	-	0.0
973	LAURIDSEN	1	0.8	1.0	1.0	-	-	-	(0.1)
974	SMG ADMIN/BILLING	13.5	40.8	42.2	39.0	25.5	-	3.18	21.1
976	LEHMAN	2	0.8	0.8	0.8	(1.2)	-	-	0.9
978	HOSPITALIST	4.2	1.2	2.3	1.7	(2.5)	-	0.60	3.6
980	JENSEN	1	1.0	1.0	1.0	-	-	-	(0.1)
981	CROFT	1	1.0	1.0	1.0	-	-	-	0.0
982	CHRISTENSEN	3	1.0	1.0	1.0	(2.0)	-	-	1.3
986	HANSON	1	1.0	1.0	1.0	-	-	-	0.3
988	CURRY	2	1.0	1.0	1.7	(0.3)	0.65	-	1.4
990	NEW PEDIATRICIAN	0	-	-	-	-	-	-	0.0
991	JAMIAS	2	1.0	1.0	1.0	(1.0)	-	-	1.1
992	ASPER	1	1.0	1.0	1.0	-	-	-	0.1
993	LIU	2	1.0	1.0	1.0	(1.0)	-	-	1.0
994	DUCK	2	1.1	-	1.1	(0.9)	1.08	-	0.7
996	SARETTE	0.6	1.7	1.8	1.2	0.6	-	0.60	1.1
997	OUTPATIENT SERVICES	0.5	-	0.1	-	(0.5)	-	0.12	0.0

TOTAL Paid FTEs	465.2	466.4	468.8	469.4	4.2	0.62	-	454.2	(11.0)
TOTAL WORKED FTEs	422.9	434.7	432.8	422.3	(0.6)	-	10.43	413.2	(9.7)

WORKED % Paid	91%	93%	92%	90%	-1%	-	0.02	91%	0.0
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CONTRACT FTES (Inc above)	2.3	7.7	5.6	9.0	6.7	3.39	-	5.7	3.4
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GROSS EMPLOYEE PAYROLL	1,410,581	1,391,983	1,410,507	1,410,507	18,523.17	-	25,148,868		
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Average Employee Hourly Rate	\$37.80	\$37.12	\$37.56	\$37.56	0.44	-	708,418.82	708,418.82	
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Benchmark Paid FTEs	6.63	8.83	7.42	7.27	0.64	-	0.15	#DIV/0!	#DIV/0!
per Adj. Occupied Bed (APD)									

WORKED FTEs (Including Contract)

600	MEDICAL FLOOR	22.3	20.6	20.3	20.9	(1.4)	0.60	-	19.8	(2.5)
605	BEHAVIORAL HEALTH	6.6	12.2	7.6	8.4	1.9	0.79	-	7.6	1.1
610	OB FLOOR	4.8	5.4	4.8	5.0	0.2	0.25	-	5.5	0.7
611	NURSERY	6.6	6.9	6.4	7.0	0.4	0.54	-	5.9	(0.7)
612	LABOR & DELIVERY	4.5	6.0	4.2	5.1	0.7	0.94	-	4.1	(0.3)
615	OUTPATIENT SERVICES	0.8	1.6	1.6	1.7	0.8	0.05	-	1.5	0.7
620	ICU	11.4	12.2	10.6	10.5	(0.9)	-	0.10	10.0	(1.4)
630	OR	11.0	11.0	11.7	9.7	(1.4)	-	2.06	12.0	1.0
631	SAME DAY SURGERY	6.2	6.0	5.0	4.0	(2.2)	-	0.97	5.2	(1.0)
633	RECOVERY	2.5	3.3	4.6	3.7	1.2	-	0.86	3.1	0.6
634	CENTRAL STERILE	2.7	2.8	3.0	2.7	(0.1)	-	0.32	2.6	(0.1)
640	DIALYSIS	6.4	8.2	7.9	7.0	0.6	-	0.92	7.2	0.9
650	ER	19.6	20.3	21.9	21.9	2.4	0.05	-	20.3	0.7
651	TRAUMA	1.2	1.4	1.3	0.7	(0.5)	-	0.58	1.7	0.5
652	SANE	0.8	1.1	1.3	1.3	0.5	-	0.03	1.2	0.4
660	RADIATION ONC	6.0	6.7	6.5	5.8	(0.2)	-	0.66	6.2	0.2
661	MEDICAL ONC	5.5	5.4	5.5	5.3	(0.1)	-	0.13	5.2	(0.3)
700	LABORATORY	28.3	29.0	26.5	26.6	(1.7)	0.12	-	26.6	(1.7)
701	HISTOLOGY	1.8	1.8	2.0	1.9	0.1	-	0.08	1.8	(0.0)
702	BLOOD BANK	0.9	0.9	1.2	1.2	0.3	0.08	-	1.1	0.2
710	RADIOLOGY	8.8	8.2	7.1	7.9	(0.9)	0.76	-	8.1	(0.7)
711	MAMMOGRAPHY	1.5	1.0	1.2	1.1	(0.3)	-	0.05	1.1	(0.4)
712	ULTRASOUND	3.0	3.1	3.4	4.2	1.3	0.82	-	3.4	0.5
713	NUC MED	1.5	2.0	2.0	2.0	0.5	-	0.02	1.4	(0.0)
714	CAT SCAN	4.3	4.4	4.4	4.3	0.0	-	0.09	4.3	0.0
715	MRI	1.2	1.2	1.2	1.2	0.0	0.02	-	1.1	(0.1)
716	PET SCAN	0.1	-	-	-	(0.1)	-	-	0.0	(0.1)
717	ECHOCARDIOGRAPHY	1.1	1.6	1.6	0.7	(0.5)	-	0.92	1.0	(0.1)
720	RESPIRATORY	5.5	5.7	5.5	5.6	0.2	0.10	-	6.1	0.6
721	SLEEP LAB	2.1	2.0	0.7	2.0	(0.1)	1.24	-	1.6	(0.5)
722	CARDIO	2.1	2.5	2.7	2.5	0.4	-	0.26	2.0	(0.1)
723	CARDIAC REHAB	2.2	1.9	2.1	2.0	(0.1)	-	0.04	2.0	(0.2)
730	PHYSICAL THERAPY	3.2	3.2	3.3	3.2	0.0	-	0.07	3.0	(0.1)
780	PATIENT ED	1.8	1.0	1.3	0.7	(1.2)	-	0.60	0.8	(1.1)
781	SOCIAL SERVICES	0.9	0.8	1.0	1.0	0.1	-	-	0.9	0.0
782	QUALITY & ACCREDIT	3.6	3.7	3.9	3.6	(0.0)	-	0.29	3.8	0.2
783	INFECTION CONTROL	1.8	1.5	1.8	1.8	(0.0)	-	0.01	1.5	(0.3)
784	COMPLIANCE	2.7	3.0	2.7	2.7	(0.0)	-	0.00	2.5	(0.2)
786	NURSING INFORMATICS	2.7	2.8	3.0	3.0	0.3	-	-	2.7	(0.0)
790	HEALTH INFORMATION	11.5	11.4	11.1	11.1	(0.4)	0.00	-	11.5	(0.0)
791	CASE MANAGEMENT	4.8	4.8	5.2	4.6	(0.2)	-	0.54	4.8	(0.1)
800	MAINTENANCE	10.6	10.6	10.4	10.8	0.2	0.46	-	10.5	(0.1)
801	HOUSEKEEPING	21.4	21.8	21.7	24.3	2.9	2.56	-	21.3	(0.0)
802	LAUNDRY	5.9	6.2	6.2	6.2	0.3	0.04	-	5.7	(0.2)
803	BIO MED	1.8	1.0	0.9	0.6	(1.2)	-	0.30	0.9	(0.9)
810	SECURITY	7.6	7.8	7.0	6.8	(0.8)	-	0.22	7.3	(0.3)
811	EMERGENCY MGMT	0.1	0.4	0.1	-	(0.1)	-	0.12	0.1	(0.0)
850	PURCHASING	4.6	4.6	4.7	4.4	(0.1)	-	0.29	0.1	(4.5)
855	CENTRAL SUPPLY	2.7	2.9	2.8	2.7	0.0	-	0.11	4.4	1.7
870	DIETARY	16.0	14.6	17.0	15.8	(0.2)	-	1.15	2.6	(13.4)
871	DIETICIANS	1.4	1.8	1.9	1.7	(14.3)	-	0.20	15.5	(0.5)
900	ADMINISTRATION	5.5	5.7	6.0	3.8	2.4	-	2.20	1.5	0.1
901	COMM SVC	0.9	1.0	1.0	1.0	(4.5)	-	-	5.3	(0.2)
902	MED STAFF SVC	2.3	2.4	2.8	2.6	1.7	-	0.18	0.9	(0.0)
903	MHSC FOUNDATION	1.2	1.3	1.3	1.4	(0.9)	0.09	-	2.3	0.0
904	VOLUNTEER SRV	0.9	1.0	1.0	1.0	(0.2)	-	-	1.1	(0.1)

	PPE	3/3/2019	3/17/2019	3/31/2019	Variance	LAST PAY PERIOD		YTD	from budget
	BUDGET				from Bud	Increase	Decrease		
905 NURSING ADMIN	3.9	3.8	3.7	3.7	2.8	0.06	-	0.9	(0.0)
907 PHYSICIAN RECRUIT	0.9	0.8	1.0	1.0	(2.9)	-	-	3.7	(0.2)
910 INFORMATION SYSTEMS	7.3	7.4	7.1	7.8	6.9	0.68	-	0.9	(0.0)
920 HUMAN RESOURCES	4.2	4.8	4.8	4.4	(2.9)	-	0.40	7.3	(0.0)
930 FISCAL SERVICES	4.6	4.6	4.4	4.0	(0.1)	-	0.34	4.2	0.1
940 BUSINESS OFFICE	12.7	11.6	11.4	11.9	7.3	0.48	-	4.3	(0.3)
941 ADMITTING	12.2	14.2	16.6	16.5	3.7	-	0.18	12.0	(0.7)
942 COMMUNICATION	2.7	2.3	3.2	2.1	(10.1)	-	1.02	14.4	2.2
943 CENTRAL SCHEDULING	3.6	2.9	2.8	3.8	1.1	1.03	-	2.7	(0.0)
948 NEW OTHO	0.9	-	-	-	(3.6)	-	-	3.4	(0.2)
949 DENKER	2.7	2.8	2.8	2.9	2.0	0.07	-	0.0	(0.9)
950 OLIVER	2.8	2.2	2.4	2.2	(0.5)	-	0.18	2.8	0.0
952 NEW PULMONOLOGIST	1.8	-	-	-	(2.8)	-	-	2.5	(0.4)
953 STEWART	2.3	0.8	1.0	1.0	(0.8)	-	-	0.0	(1.8)
954 WHEELER	2.7	1.0	1.0	0.8	(1.5)	-	0.25	1.0	(1.2)
956 KATTAN	3.2	1.0	1.0	0.6	(2.1)	-	0.38	1.1	(1.6)
957 STARLA LETTE	1.8	1.0	1.0	1.0	(2.2)	-	-	1.2	(2.0)
958 VERONESE	-	-	-	-	(1.8)	-	-	1.1	(0.7)
959 GREWAL	2.7	1.0	1.0	1.0	1.0	-	-	0.0	0.0
960 SANDERS	1.8	1.0	1.0	1.0	(1.7)	-	-	1.1	(1.6)
961 DANSIE	2.3	0.9	0.9	0.8	(1.0)	-	0.10	1.0	(0.8)
962 BOWERS	1.8	0.5	0.6	0.6	(1.7)	-	-	1.1	(1.2)
963 LONG	2.7	0.9	0.9	0.7	(1.1)	-	0.23	0.6	(1.2)
964 JAKE JOHNSON	1.8	1.0	1.0	1.0	(1.7)	-	-	1.0	(1.8)
966 OCC MED	0.9	1.1	1.2	1.2	(0.6)	0.06	-	1.0	(0.9)
967 PA PALINEK	1.4	1.0	1.0	0.8	(0.1)	-	0.20	1.1	0.1
969 PAWAR	1.8	2.0	1.4	2.0	0.6	0.62	-	0.4	(0.9)
970 CROFTS	2.3	0.9	1.0	0.4	(1.4)	-	0.60	1.8	(0.0)
971 WAMSUTTER CLINIC	0.9	1.9	1.8	1.4	(0.9)	-	0.41	1.0	(1.3)
972 FARSON CLINIC	-	-	-	-	(0.9)	-	-	1.8	0.9
973 LAURIDSEN	0.9	0.8	1.0	0.5	0.5	-	0.50	0.0	0.0
974 SMG ADMIN/BILLING	12.3	38.1	39.4	36.2	35.3	-	3.21	0.8	(0.1)
976 LEHMAN	1.8	0.8	0.6	0.8	(11.5)	0.23	-	31.9	19.6
978 HOSPITALIST	3.8	1.2	2.3	1.7	(0.1)	-	0.60	0.7	(1.1)
980 JENSEN	0.9	0.5	0.9	1.0	(2.8)	0.10	-	3.6	(0.2)
981 CROFT	0.9	1.0	1.0	0.6	(0.3)	-	0.40	0.8	(0.1)
982 CHRISTENSEN	1.0	1.0	1.0	0.7	(0.2)	-	0.30	0.9	(0.0)
986 HANSON	2.7	1.0	1.0	1.0	-	-	-	1.1	0.1
988 CURRY	1.8	0.6	1.0	1.7	(1.1)	0.65	-	1.1	(1.6)
990 NEW PEDIATRICIAN	-	-	-	-	(1.8)	-	-	0.3	(1.6)
991 JAMIAS	1.8	0.9	1.0	1.0	1.0	-	-	1.2	1.2
992 ASPER	0.9	0.9	1.0	0.4	(1.4)	-	0.60	0.0	(1.8)
993 LIU	1.8	0.6	1.0	1.0	0.1	-	-	1.0	0.1
994 DUCK	1.8	1.1	-	1.1	(0.7)	1.08	-	0.9	(1.0)
996 SARETTE	0.5	1.7	1.8	1.2	(0.6)	-	0.60	1.0	(0.8)
997 OUTSIDE CLINICS	0.46	-	0.1	-	(0.5)	-	0.12	0.7	0.2
TOTAL WORKED FTEs	422.9	434.7	432.8	422.3	(0.59)	-	10.43	413.2	(9.7)
CONTRACT FTEs (inc above)	2.3	7.7	5.6	9.0	6.67	3.39	-	5.7	3.4

OVERTIME HOURS

				Current OT			YTD Hours
				OT Dollars			
600 MEDICAL FLOOR	6.3	3.0	2.8	171.91	-	0.25	72.5
605 BEHAVIORAL HEALTH	175.5	91.3	55.5	1,193.00	-	35.75	1,592.8
610 OB FLOOR	-	7.0	-	-	-	7.00	121.3
611 NURSERY	1.5	-	8.0	392.00	8.00	-	57.0
612 LABOR & DELIVERY	0.3	-	-	-	-	-	6.0
615 OUTPATIENT SERVICES	0.5	-	-	-	-	-	2.3
620 ICU	10.5	1.8	-	-	-	1.75	33.5
630 OR	25.3	52.5	6.5	277.97	-	46.00	256.5
631 SAME DAY SURGERY	7.3	39.0	1.0	40.50	-	38.00	204.3
633 RECOVERY	-	1.8	2.8	222.75	1.00	-	41.5
634 CENTRAL STERILE	2.3	2.0	2.0	47.25	-	-	70.8
640 DIALYSIS	36.5	16.5	16.8	753.15	0.25	-	375.3
650 ER	84.3	118.3	101.5	4,251.78	-	16.75	829.8
651 TRAUMA	-	-	-	-	-	-	90.3
652 SANE	10.5	15.5	13.0	683.15	-	2.50	119.5
660 RADIATION ONC	0.5	3.5	0.3	20.89	-	3.25	22.0
661 MEDICAL ONC	0.3	0.3	2.3	69.64	2.00	-	16.5
700 LABORATORY	47.5	30.5	25.0	907.98	-	5.50	578.4
701 HISTOLOGY	3.5	3.8	4.3	123.25	0.50	-	43.8
702 BLOOD BANK	0.8	0.3	0.5	24.53	0.25	-	15.3
710 RADIOLOGY	3.0	6.0	4.8	199.30	-	1.25	79.3
711 MAMMOGRAPHY	0.3	0.3	-	-	-	0.25	2.3
712 ULTRASOUND	0.3	3.5	2.0	144.92	-	1.50	65.3
713 NUC MED	6.0	0.5	0.5	17.93	-	-	30.5
714 CAT SCAN	6.0	0.8	0.3	8.24	-	0.50	22.3
715 MRI	-	-	1.3	72.51	1.25	-	11.0
716 PET SCAN	-	-	-	-	-	-	4.0
717 ECHOCARDIOGRAPHY	-	-	-	-	-	-	26.8
720 RESPIRATORY	-	-	-	-	-	-	14.8
721 SLEEP LAB	0.8	-	7.0	332.99	7.00	-	99.5
722 CARDIO	-	-	6.0	204.72	6.00	-	19.3
723 CARDIAC REHAB	-	-	-	-	-	-	-
730 PHYSICAL THERAPY	-	-	-	-	-	-	-
780 PATIENT ED	-	-	-	-	-	-	-
781 SOCIAL SERVICES	-	-	-	-	-	-	-
782 QUALITY & ACCREDIT	-	-	-	-	-	-	5.5
783 INFECTION CONTROL	-	-	1.5	76.49	1.50	-	35.3
784 COMPLIANCE	-	-	-	-	-	-	3.0
786 NURSING INFORMATICS	-	-	-	-	-	-	-
790 HEALTH INFORMATION	-	16.5	5.0	104.25	-	11.50	21.8
791 CASE MANAGEMENT	13.8	12.0	20.8	1,266.47	8.75	-	247.0
800 MAINTENANCE	18.3	11.5	0.3	7.50	-	11.25	149.5
801 HOUSEKEEPING	46.8	30.3	41.0	760.23	10.75	-	1,097.8
802 LAUNDRY	7.5	9.0	24.5	420.61	15.50	-	381.0

	PPE BUDGET	3/3/2019	3/17/2019	3/31/2019	Variance from Bud	LAST PAY PERIOD		YTD	from budget
						Increase	Decrease		
803	BIO MED	-	-	0.3	15.51	0.25	-	8.8	
810	SECURITY	45.5	34.8	8.5	279.76	-	26.25	364.0	
811	EMERGENCY MGMT	1.0	-	-	-	-	-	1.0	
850	PURCHASING	0.3	0.3	-	-	-	0.25	12.5	
855	CENTRAL SUPPLY	-	-	-	-	-	-	0.3	
870	DIETARY	86.0	81.5	79.8	1,762.72	-	1.75	1,172.8	
871	DIETICIANS	-	-	-	-	-	-	-	
900	ADMINISTRATION	-	-	-	-	-	-	-	
901	COMM SVC	-	-	-	-	-	-	-	
902	MED STAFF SVC	-	-	0.3	8.19	0.25	-	1.0	
903	MHSC FOUNDATION	1.0	-	-	-	-	-	1.0	
904	VOLUNTEER SRV	-	-	-	-	-	-	-	
905	NURSING ADMIN	10.0	21.8	9.5	565.12	-	12.25	156.5	
907	PHYSICIAN RECRUIT	-	-	-	-	-	-	-	
910	INFORMATION SYSTEMS	-	-	-	-	-	-	-	
920	HUMAN RESOURCES	1.5	-	0.3	5.98	0.25	-	3.8	
930	FISCAL SERVICES	-	-	-	-	-	-	1.3	
940	BUSINESS OFFICE	10.0	2.0	2.0	48.83	-	-	210.3	
941	ADMITTING	213.8	211.0	164.3	3,862.62	-	46.75	2,731.4	
942	COMMUNICATION	11.0	24.0	12.3	378.55	-	11.75	350.5	
943	CENTRAL SCHEDULING	1.0	1.8	5.0	114.19	3.25	-	24.0	
948	NEW ORTHO	-	-	-	-	-	-	-	
949	DENKER	1.3	0.5	1.1	33.51	0.62	-	12.2	
950	OLIVER	4.5	1.0	0.6	18.59	-	0.37	47.8	
952	NEW PULMONOLOGIST	-	-	-	-	-	-	1.3	
953	STEWART	-	-	-	-	-	-	10.3	
954	WHEELER	-	-	-	-	-	-	5.3	
956	KATTAN	-	-	-	-	-	-	4.3	
957	STARLA LETTE	-	-	-	-	-	-	0.8	
958	VERONESE	-	-	-	-	-	-	-	
959	GREWAL	-	-	-	-	-	-	1.3	
960	SANDERS	-	-	-	-	-	-	12.8	
961	DANSIE	-	-	-	-	-	-	21.5	
962	BOWERS	-	-	-	-	-	-	2.4	
963	LONG	-	-	-	-	-	-	0.3	
964	JAKE JOHNSON	-	-	-	-	-	-	3.5	
966	OCC MED	7.0	13.0	17.8	914.13	4.75	-	143.3	
967	PA PALINEK	-	-	-	-	-	-	32.0	
969	PAWAR	-	-	-	-	-	-	4.8	
970	CROFTS	-	-	-	-	-	-	0.5	
971	WAMSUTTER CLINIC	2.0	3.3	0.5	11.57	-	2.75	42.8	
972	FARSON CLINIC	-	-	-	-	-	-	2.0	
973	LAURIDSEN	-	-	-	-	-	-	-	
974	SMG ADMIN/BILLING	77.8	81.0	78.5	2,879.53	-	2.50	958.0	
976	PA LEHMAN	-	-	-	-	-	-	17.5	
978	HOSPITALIST	-	-	-	-	-	-	2.4	
980	JENSEN	-	-	-	-	-	-	-	
981	CROFT	-	-	-	-	-	-	-	
982	CHRISTENSEN	-	-	-	-	-	-	3.9	
986	HANSON	-	-	-	-	-	-	-	
988	CURRY	-	-	-	-	-	-	9.6	
990	NEW PEDIATRICIAN	-	-	-	-	-	-	5.3	
991	JAMIAS	-	-	-	-	-	-	-	
992	ASPER	-	-	-	-	-	-	-	
993	LIU	-	-	-	-	-	-	-	
994	DUCK	-	-	-	-	-	-	1.0	
996	SARETTE	-	-	-	-	-	-	1.0	
997	OUTSIDE CLINICS	-	-	-	-	-	-	-	

TOTAL OT HOURS	989.0	952.8	737.3	23,695	-	215.50	13,250.6
TOTAL OT FTEs	12.4	11.9	9.2	-	-	2.69	8.3
OT % WORKED HOURS	2.9%	2.8%	2.2%	-	-	0.6%	

CONTRACT HOURS	PPE BUDGET	3/3/2019	3/17/2019	3/31/2019	Current FTE	CHANGE FROM LAST PAY PERIOD		FTE YTD	Variance from budget
						Increase	Decrease		
600	MEDICAL FLOOR	-	-	-	-	-	-	-	-
605	BEHAVIORAL HEALTH	134.8	62.5	150.8	1.9	88.25	-	1.17	1.17
610	OB FLOOR	-	-	-	-	-	-	-	(0.50)
611	NURSERY	-	-	-	-	-	-	-	-
612	LABOR & DELIVERY	79.3	36.0	72.8	0.9	36.75	-	0.95	0.95
615	OUTPATIENT SERVICES	-	-	-	-	-	-	-	-
620	ICU	-	-	-	-	-	-	0.03	0.03
630	OR	86.8	15.8	161.8	2.0	146.00	-	1.85	0.85
631	SAME DAY SURGERY	-	-	-	-	-	-	-	-
633	RECOVERY	-	-	5.0	0.1	5.00	-	0.00	0.00
634	CENTRAL STERILE	-	-	-	-	-	-	-	-
640	DIALYSIS	-	-	-	-	-	-	-	-
650	ER	188.8	160.8	158.0	2.0	-	2.75	0.55	0.25
651	TRAUMA	-	-	-	-	-	-	-	-
652	SANE	-	-	-	-	-	-	-	-
660	RADIATION ONC	-	-	-	-	-	-	-	-
661	MEDICAL ONC	-	-	-	-	-	-	-	-
700	LABORATORY	-	-	-	-	-	-	-	-
701	HISTOLOGY	-	-	-	-	-	-	0.07	0.07
702	BLOOD BANK	-	-	-	-	-	-	-	-
710	RADIOLOGY	-	-	-	-	-	-	-	-
711	MAMMOGRAPHY	-	-	-	-	-	-	-	-
712	ULTRASOUND	81.5	85.8	128.3	1.6	42.50	-	0.75	0.25
713	NUC MED	-	-	-	-	-	-	-	-
714	CAT SCAN	-	-	-	-	-	-	-	-
715	MRI	-	-	-	-	-	-	-	-
716	PET SCAN	-	-	-	-	-	-	-	-
717	ECHOCARDIOGRAPHY	45.8	85.8	41.3	0.5	-	44.50	0.11	-
720	RESPIRATORY	-	-	-	-	-	-	0.25	0.25
721	SLEEP LAB	-	-	-	-	-	-	-	-
722	CARDIO	-	-	-	-	-	-	-	-

	PPE	3/3/2019	3/17/2019	3/31/2019	Variance	LAST PAY PERIOD		YTD	from budget
	BUDGET				from Bud	Increase	Decrease		
723	CARDIAC REHAB	-	-	-	-	-	-	-	-
730	PHYSICAL THERAPY	-	-	-	-	-	-	-	-
780	PATIENT ED	-	-	-	-	-	-	-	-
781	SOCIAL SERVICES	-	-	-	-	-	-	-	-
782	QUALITY & ACCREDIT	-	-	-	-	-	-	-	-
783	INFECTION CONTROL	-	-	-	-	-	-	-	-
784	ACCREDITATION	-	-	-	-	-	-	-	-
786	NURSING INFORMATICS	-	-	-	-	-	-	-	-
790	HEALTH INFORMATION	-	-	-	-	-	-	-	-
791	CASE MANAGEMENT	-	-	-	-	-	-	-	-
800	MAINTENANCE	-	-	-	-	-	-	-	-
801	HOUSEKEEPING	-	-	-	-	-	-	-	-
802	LAUNDRY	-	-	-	-	-	-	-	-
803	BIO MED	-	-	-	-	-	-	-	-
810	SECURITY	-	-	-	-	-	-	-	-
811	EMERGENCY MGMT	-	-	-	-	-	-	-	-
850	PURCHASING	-	-	-	-	-	-	-	-
855	CENTRAL SUPPLY	-	-	-	-	-	-	-	-
870	DIETARY	-	-	-	-	-	-	-	-
871	DIETICIANS	-	-	-	-	-	-	-	-
900	ADMINISTRATION	-	-	-	-	-	-	-	-
901	COMM SVC	-	-	-	-	-	-	-	-
902	MED STAFF SVC	-	-	-	-	-	-	-	-
903	MHSC FOUNDATION	-	-	-	-	-	-	-	-
904	VOLUNTEER SRV	-	-	-	-	-	-	-	-
905	NURSING ADMIN	-	-	-	-	-	-	-	-
907	PHYSICIAN RECRUIT	-	-	-	-	-	-	-	-
910	INFORMATION SYSTEMS	-	-	-	-	-	-	-	-
920	HUMAN RESOURCES	-	-	-	-	-	-	-	-
930	FISCAL SERVICES	-	-	-	-	-	-	-	-
940	BUSINESS OFFICE	-	-	-	-	-	-	-	-
941	ADMITTING	-	-	-	-	-	-	-	-
942	COMMUNICATION	-	-	-	-	-	-	-	-
943	CENTRAL SCHEDULING	-	-	-	-	-	-	-	-
948	NEW ORTHO	-	-	-	-	-	-	-	-
949	DENKER	-	-	-	-	-	-	-	-
950	OLIVER	-	-	-	-	-	-	-	-
952	NEW PULMONOLOGIST	-	-	-	-	-	-	-	-
953	STEWART	-	-	-	-	-	-	-	-
954	WHEELER	-	-	-	-	-	-	-	-
956	KATTAN	-	-	-	-	-	-	-	-
957	STARLA LETTE	-	-	-	-	-	-	-	-
958	VERONESE	-	-	-	-	-	-	-	-
959	GREWAL	-	-	-	-	-	-	-	-
960	SANDERS PA	-	-	-	-	-	-	-	-
961	DANSIE	-	-	-	-	-	-	-	-
962	BOWERS	-	-	-	-	-	-	-	-
963	LONG	-	-	-	-	-	-	-	-
964	JAKE JOHNSON	-	-	-	-	-	-	-	-
966	OCC MED	-	-	-	-	-	-	-	-
967	PA PALINEK	-	-	-	-	-	-	-	-
969	PAWAR	-	-	-	-	-	-	-	-
970	CROFTS	-	-	-	-	-	-	-	-
971	WAMSUTTER CLINIC	-	-	-	-	-	-	-	-
972	FARSON CLINIC	-	-	-	-	-	-	-	-
973	LAURIDSEN	-	-	-	-	-	-	-	-
974	SMG ADMIN/BILLING	-	-	-	-	-	-	-	-
978	HOSPITALIST	-	-	-	-	-	-	-	-
980	JENSEN	-	-	-	-	-	-	-	-
981	CROFT	-	-	-	-	-	-	-	-
982	CHRISTENSEN	-	-	-	-	-	-	-	-
986	NICHOLAS	-	-	-	-	-	-	-	-
988	CURRY	-	-	-	-	-	-	-	-
990	NEW PEDIATRICIAN	-	-	-	-	-	-	-	-
991	JAMIAS	-	-	-	-	-	-	-	-
992	ASPER	-	-	-	-	-	-	-	-
993	LIU	-	-	-	-	-	-	-	-
994	DUCK	-	-	-	-	-	-	-	-
996	SARETTE	-	-	-	-	-	-	-	-
997	OUTSIDE CLINICS	-	-	-	-	-	-	-	-

TOTAL CONTRACT HOURS		616.8	446.5	717.8		271.3	-		
TOTAL CONTRACT FTEs	2.3	7.7	5.6	9.0	6.7	3.4	-	5.7	3.4
CONTRACT % WORKED HOURS		1.8%	1.3%	2.1%		0.8%	0.0%		

Paid FTEs (Excluding Contract)					Budget					
					Variance					
600	MEDICAL FLOOR	24.5	22.1	22.3	24.0	(0.5)	1.70	-	21.9	(2.6)
605	BEHAVIORAL HEALTH	7.2	10.6	7.6	6.5	(0.7)	-	1.07	6.8	(0.4)
610	OB FLOOR	4.8	5.6	5.2	5.7	0.9	0.44	-	6.1	1.3
611	NURSERY	7.2	7.3	7.2	7.3	0.1	0.06	-	6.8	(0.4)
612	LABOR & DELIVERY	4.9	4.1	4.6	4.8	(0.1)	0.23	-	3.5	(1.4)
615	OUTPATIENT SERVICES	0.9	1.7	1.6	2.1	1.2	0.45	-	1.6	0.7
620	ICU	12.5	12.9	12.4	11.4	(1.1)	-	0.99	10.9	(1.6)
630	OR	11.1	10.8	11.6	10.0	(1.1)	-	1.60	11.0	(0.1)
631	SAME DAY SURGERY	6.8	6.2	6.6	6.0	(0.8)	-	0.56	5.9	(0.9)
633	RECOVERY	2.8	3.4	5.0	5.2	2.4	0.24	-	3.4	0.6
634	CENTRAL STERILE	3.0	3.1	3.0	3.3	0.3	0.32	-	2.9	(0.1)
640	DIALYSIS	7.0	8.2	8.0	8.2	1.2	0.17	-	7.7	0.7
650	ER	21.2	19.9	21.2	22.2	1.0	0.96	-	21.6	0.4
651	TRAUMA	1.3	1.7	1.5	1.0	(0.3)	-	0.43	1.9	0.6
652	SANE	0.9	1.1	1.3	1.3	0.4	-	0.03	1.2	0.3
660	RADIATION ONC	6.6	7.0	7.0	6.9	0.3	-	0.10	6.9	0.3

	PPE BUDGET	3/3/2019	3/17/2019	3/31/2019	Variance from Bud	LAST PAY PERIOD		YTD	from budget
						Increase	Decrease		
661 MEDICAL ONC	6.0	5.8	5.8	6.1	0.1	0.35	-	6.0	(0.0)
700 LABORATORY	31.1	31.6	30.9	30.0	(1.1)	-	0.82	29.9	(1.2)
701 HISTOLOGY	2.0	2.0	2.0	2.1	0.1	0.01	-	2.0	(0.0)
702 BLOOD BANK	1.0	0.9	1.2	1.2	0.2	0.08	-	1.1	0.1
710 RADIOLOGY	9.7	8.7	8.3	8.8	(0.9)	0.50	-	9.0	(0.7)
711 MAMMOGRAPHY	1.6	1.0	1.3	1.1	(0.5)	-	0.17	1.2	(0.4)
712 ULTRASOUND	2.8	2.7	2.9	2.9	0.2	-	0.04	3.0	0.3
713 NUC MED	1.6	2.2	2.0	2.2	0.6	0.18	-	1.6	0.0
714 CAT SCAN	4.7	4.7	4.9	4.4	(0.3)	-	0.50	4.5	(0.2)
715 MRI	1.3	1.3	1.3	1.4	0.1	0.12	-	1.2	(0.1)
716 PET SCAN	0.1	-	-	-	(0.1)	-	-	0.0	(0.1)
717 ECHOCARDIOGRAPHY	1.3	1.1	0.5	0.1	(1.1)	-	0.36	0.9	(0.3)
720 RESPIRATORY	6.0	6.0	6.0	6.1	0.1	0.08	-	6.4	0.4
721 SLEEP LAB	2.3	2.0	1.8	2.0	(0.3)	0.18	-	1.8	(0.5)
722 CARDIO	2.3	2.9	2.8	2.9	0.6	0.14	-	2.3	(0.0)
723 CARDIAC REHAB	2.4	2.3	2.3	2.3	(0.1)	-	0.01	2.3	(0.1)
730 PHYSICAL THERAPY	3.5	3.6	3.7	3.6	0.1	-	0.10	3.4	(0.1)
780 PATIENT ED	2.0	1.0	1.3	1.1	(0.9)	-	0.14	0.8	(1.2)
781 SOCIAL SERVICES	1.0	1.0	1.0	1.0	-	-	-	1.0	-
782 QUALITY & ACCREDIT	4.0	3.8	4.0	3.8	(0.2)	-	0.18	4.2	0.2
783 INFECTION CONTROL	2.0	1.9	1.8	1.9	(0.1)	0.11	-	1.9	(0.1)
784 COMPLIANCE	3.0	3.0	3.0	3.0	(0.0)	-	0.02	2.8	(0.2)
786 NURSING INFORMATICS	3.0	3.0	3.0	3.0	-	-	-	3.0	0.0
790 HEALTH INFORMATION	12.6	12.6	12.8	12.1	(0.5)	-	0.69	12.9	0.3
791 CASE MANAGEMENT	5.3	5.2	5.6	5.3	(0.0)	-	0.33	5.3	0.0
800 MAINTENANCE	11.7	11.0	10.9	12.1	0.4	1.12	-	11.5	(0.2)
801 HOUSEKEEPING	23.5	23.6	23.8	25.3	1.8	1.51	-	23.3	(0.2)
802 LAUNDRY	6.5	6.7	6.7	6.7	0.2	0.03	-	6.3	(0.2)
803 BIO MED	2.0	1.0	1.0	0.8	(1.2)	-	0.23	1.0	(1.0)
810 SECURITY	8.3	8.2	8.2	8.2	(0.1)	0.03	-	8.2	(0.1)
811 EMERGENCY MGMT	0.1	0.4	0.1	-	(0.1)	-	0.12	0.1	(0.0)
850 PURCHASING	5.0	5.0	5.0	5.0	-	-	0.00	5.0	0.0
855 CENTRAL SUPPLY	3.0	3.0	3.0	3.5	0.5	0.50	-	3.0	0.0
870 DIETARY	17.6	17.7	17.6	16.7	(0.9)	-	0.88	17.1	(0.5)
871 DIETICIANS	1.5	2.0	2.0	2.0	0.5	-	-	1.6	0.1
900 ADMINISTRATION	6.0	6.0	6.0	6.0	-	-	-	6.0	-
901 COMM SVC	1.0	1.0	1.0	1.0	-	-	-	1.0	-
902 MED STAFF SVC	2.5	2.8	2.8	2.8	0.3	0.01	-	2.6	0.1
903 MHSC FOUNDATION	1.3	1.5	1.3	1.5	0.2	0.19	-	1.1	(0.2)
904 VOLUNTEER SRV	1.0	1.0	1.0	1.0	-	-	-	1.0	-
905 NURSING ADMIN	4.3	3.9	4.0	4.6	0.3	0.63	-	4.2	(0.1)
907 PHYSICIAN RECRUIT	1.0	1.0	1.0	1.0	-	-	-	1.0	-
910 INFORMATION SYSTEMS	8.0	8.0	8.0	8.0	-	-	-	8.0	(0.0)
920 HUMAN RESOURCES	4.6	4.8	4.8	4.8	0.2	-	0.00	4.4	(0.2)
930 FISCAL SERVICES	5.0	4.8	4.8	4.8	(0.2)	-	-	4.8	(0.2)
940 BUSINESS OFFICE	14.0	12.5	12.3	12.6	(1.4)	0.28	-	13.4	(0.6)
941 ADMITTING	13.4	15.2	17.4	16.6	3.2	-	0.77	15.2	1.8
942 COMMUNICATION	3.0	2.5	3.3	2.1	(0.9)	-	1.17	2.9	(0.1)
943 CENTRAL SCHEDULING	4.0	3.0	3.0	4.1	0.1	1.04	-	3.8	(0.2)
948 NEW ORTHO	1.0	-	-	-	(1.0)	-	-	0.0	(1.0)
949 DENKER	3.0	3.0	3.0	3.0	0.0	-	-	3.1	0.1
950 OLIVER	3.1	2.2	2.4	2.2	(0.9)	-	0.19	2.8	(0.3)
952 NEW PULMONOLOGIST	2.0	-	-	-	(2.0)	-	-	0.0	(2.0)
953 STEWART	2.5	1.0	1.0	1.0	(1.5)	-	-	1.1	(1.4)
954 WHEELER	3.0	1.0	1.0	1.0	(2.0)	-	-	1.2	(1.8)
956 KATTAN	3.5	1.0	1.0	1.0	(2.5)	-	-	1.3	(2.2)
957 STARLA LETTE	2.0	1.0	1.0	1.0	(1.0)	-	-	1.1	(0.9)
958 VERONESE	-	-	-	-	-	-	-	0.1	0.1
959 GREWAL	3.0	1.0	1.0	1.0	(2.0)	-	-	1.2	(1.8)
960 SANDERS PA	2.0	1.0	1.0	1.0	(1.0)	-	-	1.2	(0.8)
961 DANSIE	2.5	1.0	1.1	0.8	(1.7)	-	0.33	1.2	(1.3)
962 BOWERS	2.0	0.7	0.6	0.6	(1.5)	-	-	0.8	(1.2)
963 LONG	3.0	0.9	0.9	0.9	(2.1)	-	-	1.0	(2.0)
964 JAKE JOHNSON	2.0	1.0	1.0	1.0	(1.0)	-	-	1.0	(1.0)
966 OCC MED	1.0	1.1	1.2	1.2	0.2	0.06	-	1.1	0.1
967 PA PALINEK	1.5	1.0	1.0	1.0	(0.5)	-	-	0.5	(1.1)
969 PAWAR	2.0	2.0	2.0	2.0	(0.0)	0.02	-	2.0	0.0
970 CROFTS	2.5	1.0	1.0	1.0	(1.5)	-	-	1.1	(1.4)
971 WAMSUTTER CLINIC	1.0	1.9	1.8	1.9	0.9	0.09	-	1.9	0.9
972 FARSON CLINIC	-	-	-	-	-	-	-	0.0	-
973 LAURIDSEN	1.0	0.8	1.0	1.0	-	-	-	0.9	(0.1)
974 SMG ADMIN/BILLING	13.5	40.8	42.2	39.0	25.5	-	3.18	34.6	21.1
976 LEHMAN	2.0	0.8	0.8	0.8	(1.2)	-	-	0.9	(1.1)
978 HOSPITALIST	4.2	1.2	2.3	1.7	(2.5)	-	0.60	3.6	(0.6)
980 JENSEN	1.0	1.0	1.0	1.0	-	-	-	0.9	(0.1)
981 CROFT	1.0	1.0	1.0	1.0	-	-	-	1.0	-
982 CHRISTENSEN	3.0	1.0	1.0	1.0	(2.0)	-	-	1.3	(1.7)
986 HANSON	1.0	1.0	1.0	1.0	-	-	-	0.3	(0.8)
988 CURRY	2.0	1.0	1.0	1.7	(0.3)	0.65	-	0.3	(1.8)
990 NEW PEDIATRICIAN	-	-	-	-	-	-	-	1.4	1.4
991 JAMIAS	2.0	1.0	1.0	1.0	(1.0)	-	-	0.0	(2.0)
992 ASPER	1.0	1.0	1.0	1.0	-	-	-	1.1	0.1
993 LIU	2.0	1.0	1.0	1.0	(1.0)	-	-	1.1	(0.9)
994 DUCK	2.0	1.1	-	1.1	(0.9)	1.08	-	1.0	(1.0)
996 SARETTE	0.6	1.7	1.8	1.2	0.6	-	0.60	0.7	0.1
997 OUTSIDE CLINICS	0.5	-	0.1	-	(0.5)	-	0.12	1.1	0.6
TOTAL Paid FTEs (no Contr	462.9	458.7	463.2	460.4		-	2.8	448.7	(14.2)

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Nine months ending March 31, 2019

PAYOR MIX DATA

HOSPITAL	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	13.73%	16.94%	18.37%
Blue Cross	23.96%	22.06%	23.66%
Medicaid	10.20%	8.89%	9.99%
Medicare	39.67%	40.87%	36.77%
Self Pay	10.25%	8.55%	9.42%
Other	2.24%	2.70%	1.79%
TOTAL	100%	100%	100%

CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	23.57%	26.81%	28.94%
Blue Cross	33.11%	28.85%	30.49%
Medicaid	12.65%	12.71%	14.70%
Medicare	28.81%	25.35%	19.07%
Self Pay	1.68%	5.88%	6.18%
Other	0.19%	0.40%	0.62%
TOTAL	100%	100%	100%

ORTHO CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	41.87%	41.72%	39.50%
Blue Cross	24.31%	22.46%	27.91%
Medicaid	2.79%	3.51%	6.32%
Medicare	30.79%	27.36%	23.02%
Self Pay	0.25%	3.83%	2.71%
Other	0.00%	1.13%	0.54%
TOTAL	100%	100%	100%

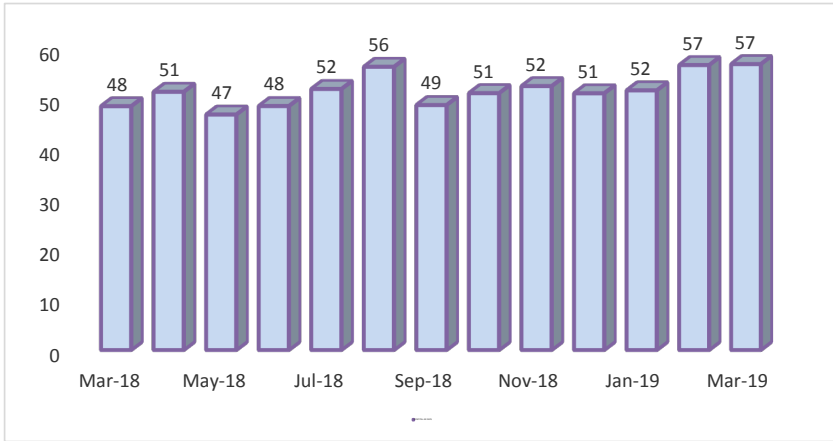
COMBINED	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	15.11%	18.16%	19.86%
Blue Cross	24.86%	22.68%	24.39%
Medicaid	10.36%	9.16%	10.34%
Medicare	38.44%	39.28%	34.80%
Self Pay	9.24%	8.24%	8.96%
Other	2.00%	2.47%	1.65%
TOTAL	100%	100%	100%

Use Ron's AR Analysis Rev FY19

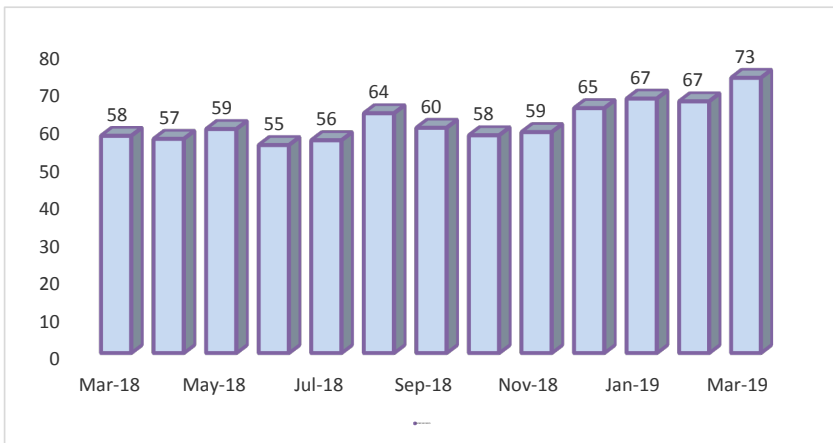
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MEMORIAL HOSPITAL OF SWEETWATER COUNTY
DAYS IN A/R
03/31/19

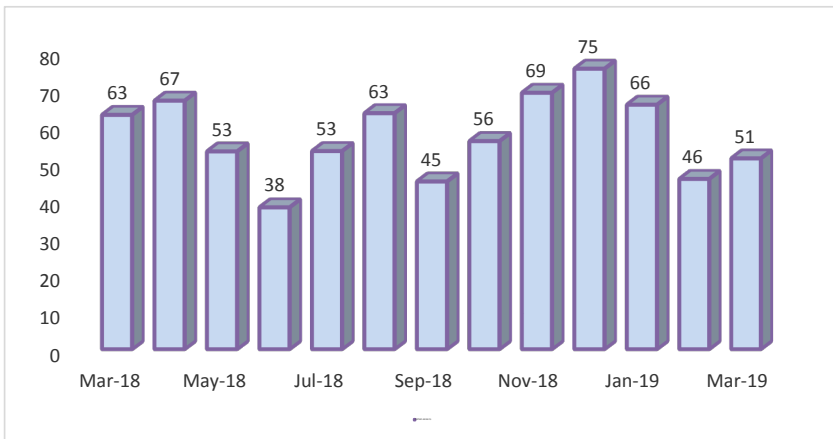
	HOSPITAL AR DAYS
Mar-18	48
Apr-18	51
May-18	47
Jun-18	48
Jul-18	52
Aug-18	56
Sep-18	49
Oct-18	51
Nov-18	52
Dec-18	51
Jan-19	52
Feb-19	57
Mar-19	57



	CLINIC AR DAYS
Mar-18	58
Apr-18	57
May-18	59
Jun-18	55
Jul-18	56
Aug-18	64
Sep-18	60
Oct-18	58
Nov-18	59
Dec-18	65
Jan-19	67
Feb-19	67
Mar-19	73



	ORTHO AR DAYS
Mar-18	63
Apr-18	67
May-18	53
Jun-18	38
Jul-18	53
Aug-18	63
Sep-18	45
Oct-18	56
Nov-18	69
Dec-18	75
Jan-19	66
Feb-19	46
Mar-19	51



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

FY 2019

BARY J WALKER	\$3,000.00
CROWLEY FLECK ATTORNEYS	\$8,357.50
DRAY, DYEKMAN, REED & HEALEY PC	\$12,055.16
SETTLEMENTS	\$90,000.00
PHILLIPS LAW, LLC	\$57,027.12
KING & SPALDING, LLP	\$7,094.09
 Total FYTD 2019	 \$177,533.87

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

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	647	6,598,929.34
CAPITAL EQUIPMENT (PLANT FUND)	3	123,690.69
CONSTRUCTION IN PROGRESS (BUILDING FUND)	2	108,965.68
PAYROLL March 5, 2019	N/A	1,374,788.20
PAYROLL March 17, 2019	N/A	1,354,538.69
TOTAL CASH OUTFLOW		<u>\$6,831,585.71</u>
CASH COLLECTIONS		\$6,617,272.00
INCREASE/DECREASE IN CASH		\$ (214,313.71)

**PLANT FUND CASH DISBURSEMENTS
FISCAL YEAR 2019**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/19

Amount	Description
24,691.76	Advertising Total
7,986.97	Billing Services Total
23,077.30	Blood Bank Services Total
30,150.00	Building Lease Total
2,337.82	Cellular Telephone Total
45,953.50	Collection Agency Total
12,784.87	Computer Equipment Total
349,402.40	Contract Maintenance Total
63,310.83	Contract Personnel Total
294.66	Courier Services Total
25,406.45	Dental Insurance Total
3,032.99	Dialysis Supplies Total
4,437.45	Education & Travel Total
3,947.31	Employee Recruitment Total
5,818.03	Employee Vision Plan Total
76,273.57	Equipment Lease Total
35,236.78	Food Total
598.03	Foundation Other Expenses Total
5,265.87	Freight Total
813.76	Fuel Total
1,860.51	Garbage Collection Total
517,287.67	Group Health Total
351.74	Guest Relations Total
272,017.90	Hospital Supplies Total
7,545.00	Implant Supplies Total
20,378.31	Insurance Premiums Total
34,072.40	Insurance Refund Total
30.00	Internet Services Total
176,970.00	Laboratory Supplies Total
2,995.00	Laundry Supplies Total
11,891.00	Legal Fees Total
3,580.16	Life Insurance Total
1,872.66	Linen Total
207,097.59	Locum Tenens Total
9,024.44	Maintenance & Repair Total
10,141.99	Maintenance Supplies Total
2,225.88	MHSC Foundation Total
6,215.37	Non Medical Supplies Total
6,005.16	Office Supplies Total
1,174.00	Other Employee Benefits Total
150.00	Other Expenses Total
1,523.49	Other Medical Surgical Supplies Total
15,420.22	Other Non Medical Surgical Supplies Total
3,660.26	Other Purchased Services Total
1,780.00	Other Surgical Supplies Total
3,822.36	Oxygen Rental Total
3,467.28	Patient Refund Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/19

794.84	Payroll Deduction Total
5,855.45	Payroll Garnishment Total
2,800,000.00	Payroll Transfer Total
767,084.07	Pharmacy Management Total
1,018.02	Physician Recruitment Total
363,076.55	Physician Services Total
54,230.48	Physician Student Loan Total
18,104.68	Professional Services Total
26.75	Radiation Monitoring Total
502.98	Radiology Film Total
33,623.63	Radiology Material Total
13,849.26	Reimbursement - CME Total
8,306.92	Reimbursement - Education & Travel Total
273.56	Reimbursement - Food Total
37.28	Reimbursement - Insurance Premium Total
33.00	Reimbursement - Maintenance & Repair Total
239.43	Reimbursement - Non Hospital Supplies Total
30,000.00	Retention Bonus Total
273,967.38	Retirement Total
1,190.20	Sales Tax Payment Total
18.10	Scrub Sale Deduction Total
10,000.00	Settlement Total
8,000.00	Sponsorship Total
18,054.01	Surgery Equipment Total
32,151.95	Surgery Supplies Total
265.00	Surgical Supplies Total
5,862.50	Surveys Total
1,896.31	Transcription Services Total
191.61	Translation Services Total
1,382.58	Uniforms Total
96,055.95	Utilities Total
1,267.09	Waste Disposal Total
1,939.00	Window Cleaning Total
6,250.02	Workman's Comp Total
6,598,929.34	Grand Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/19

Check Number	Date	Vendor Check Name	Amount	Description
161645	3/7/2019	RUMOR ADVERTISING	4,865.73	Advertising
161753	3/14/2019	SWEETWATER NOW, LLC	2,750.00	Advertising
161756	3/14/2019	THE RADIO NETWORK	2,916.65	Advertising
161757	3/14/2019	TOPP PUBLISHING LLC	560.00	Advertising
161881	3/21/2019	RUMOR ADVERTISING	5,041.50	Advertising
161851	3/21/2019	LOOPSCREEN LLC	420.00	Advertising
161921	3/28/2019	BIG THICKET BROADCASTING	3,300.00	Advertising
161994	3/28/2019	PILOT BUTTE BROADCASTING	300.00	Advertising
162012	3/28/2019	SUBLETTE EXAMINER	538.50	Advertising
161951	3/28/2019	GREEN RIVER HIGH SCHOOL	45.00	Advertising
162017	3/28/2019	THESPIAN TROUPE PARENT COMMITTEE	50.00	Advertising
EFT000000004642	3/7/2019	IN10SITY INTERACTIVE, LLC	1,710.00	Advertising
EFT000000004644	3/7/2019	LAMAR ADVERTISING	1,200.00	Advertising
EFT000000004649	3/7/2019	ROCKET MINER	48.47	Advertising
EFT000000004668	3/14/2019	ROCKET MINER	48.47	Advertising
EFT000000004669	3/14/2019	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
EFT000000004688	3/21/2019	ROCKET MINER	67.44	Advertising
EFT000000004699	3/28/2019	GREEN RIVER STAR	550.00	Advertising
161761	3/14/2019	TRUE COMMERCE, INC.	108.45	Billing Services
161823	3/21/2019	EXPRESS MEDICAID BILLING SERV	1,678.52	Billing Services
162034	3/28/2019	WYOMING UROLOGICAL SERVICES, LP	6,200.00	Billing Services
161763	3/14/2019	UNITED BLOOD SERVICES	20,265.66	Blood Bank Services
162021	3/28/2019	UNITED BLOOD SERVICES	2,811.64	Blood Bank Services
161820	3/21/2019	BIG SANDY CLINIC	2,200.00	Building Lease
161814	3/21/2019	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
161837	3/21/2019	HILLTOP PROPERTIES, LLC	24,450.00	Building Lease
161662	3/7/2019	VERIZON WIRELESS, LLC	2,337.82	Cellular Telephone
161579	3/7/2019	COLLECTION PROFESSIONALS, INC	1,696.82	Collection Agency
161695	3/14/2019	COLLECTION PROFESSIONALS, INC	282.04	Collection Agency
161768	3/14/2019	WAKEFIELD & ASSOCIATES, INC.	43,528.29	Collection Agency
162030	3/28/2019	WAKEFIELD & ASSOCIATES, INC.	446.35	Collection Agency
161691	3/14/2019	CDW GOVERNMENT LLC	945.62	Computer Equipment
161804	3/21/2019	CDW GOVERNMENT LLC	210.41	Computer Equipment
161926	3/28/2019	CDW GOVERNMENT LLC	11,628.84	Computer Equipment
161674	3/14/2019	ABILITY NETWORK INC	733.00	Contract Maintenance
161703	3/14/2019	FLEXENTIAL CORP.	8,841.80	Contract Maintenance
161710	3/14/2019	HEALTHSTREAM INC.	1,263.86	Contract Maintenance
161729	3/14/2019	NEXTGEN HEALTHCARE, INC.	587.00	Contract Maintenance
161636	3/7/2019	PHILIPS HEALTHCARE	276.10	Contract Maintenance
161732	3/14/2019	PHILIPS HEALTHCARE	1,133.00	Contract Maintenance
161733	3/14/2019	PROVIDER ADVANTAGE NW INC	1,140.00	Contract Maintenance
161743	3/14/2019	SIEMENS MEDICAL SOLUTIONS USA	702.92	Contract Maintenance
161745	3/14/2019	SOUTHWESTERN BIOMEDICAL ELECT.	285.00	Contract Maintenance
161769	3/14/2019	WASATCH CONTROLS	1,085.00	Contract Maintenance
161597	3/7/2019	GREENSHADES SOFTWARE	189.00	Contract Maintenance
161708	3/14/2019	GREENSHADES SOFTWARE	1,748.25	Contract Maintenance
161807	3/21/2019	COLORADO DOCUMENT SECURITY	2,595.00	Contract Maintenance
161836	3/21/2019	HEALTHCARE SOLUTIONS OF NC	1,024.00	Contract Maintenance
161845	3/21/2019	ISC, INC dba VENTURE TECHNOLOGIES	569.61	Contract Maintenance
161853	3/21/2019	MCKESSON HEALTH SOLUTIONS	809.00	Contract Maintenance
161868	3/21/2019	NUANCE COMMUNICATIONS, INC	1,500.00	Contract Maintenance
161870	3/21/2019	ONESOURCE DOCUMENT MANAGEMENT SERVICES	2,095.00	Contract Maintenance
161872	3/21/2019	PHILIPS HEALTHCARE	4,319.00	Contract Maintenance
161883	3/21/2019	SOUTHWESTERN BIOMEDICAL ELECT.	475.00	Contract Maintenance

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/19

161898	3/21/2019	UTAH HEALTH INFORMATION NETWORK, INC	9,221.00	Contract Maintenance
161784	3/21/2019	ALCOR SCIENTIFIC INC	1,766.00	Contract Maintenance
161973	3/28/2019	MCKESSON HEALTH SOLUTIONS	3,905.00	Contract Maintenance
161987	3/28/2019	OPTIMIS CORP	200.00	Contract Maintenance
161992	3/28/2019	PHILIPS HEALTHCARE	407.50	Contract Maintenance
161991	3/28/2019	PHILIPS MEDICAL SYSTEM N.A.CO	1,616.75	Contract Maintenance
162000	3/28/2019	REMI CORPORATION	2,651.41	Contract Maintenance
162004	3/28/2019	SIEMENS MEDICAL SOLUTIONS USA	8,973.00	Contract Maintenance
162019	3/28/2019	TRACTMANAGER INC	1,004.85	Contract Maintenance
162025	3/28/2019	VARIAN MEDICAL SYSTEMS, INC	204,190.00	Contract Maintenance
162027	3/28/2019	VERIATO, INC	13,936.00	Contract Maintenance
161944	3/28/2019	FIGMD, INC.	11,040.00	Contract Maintenance
162029	3/28/2019	VSR2 LIMITED	1,515.00	Contract Maintenance
EFT000000004639	3/7/2019	GE HEALTHCARE	5,548.68	Contract Maintenance
EFT000000004643	3/7/2019	INDUSTRIAL SOLUTIONS, INC	2,315.00	Contract Maintenance
EFT000000004697	3/28/2019	GE HEALTHCARE	27,790.86	Contract Maintenance
EFT000000004709	3/28/2019	T-SYSTEM, INC	8,249.00	Contract Maintenance
EFT000000004698	3/28/2019	GE HEALTHCARE INC	9,264.60	Contract Maintenance
W/T	3/5/2019	APEX EDI FEB	67.00	Contract Maintenance
W/T	3/15/2019	ZENITH 3/15/19	295.21	Contract Maintenance
W/T	3/20/2019	GATEWAY EDI	3,725.00	Contract Maintenance
W/T	3/21/2019	CARE CLOUD	349.00	Contract Maintenance
161590	3/7/2019	ELWOOD STAFFING SERVICES, INC	3,114.43	Contract Personnel
161593	3/7/2019	FOCUSONE SOLUTIONS LLC	8,515.19	Contract Personnel
161704	3/14/2019	FOCUSONE SOLUTIONS LLC	10,230.94	Contract Personnel
161821	3/21/2019	ELWOOD STAFFING SERVICES, INC	2,415.88	Contract Personnel
161829	3/21/2019	FOCUSONE SOLUTIONS LLC	17,930.18	Contract Personnel
161947	3/28/2019	FOCUSONE SOLUTIONS LLC	21,104.21	Contract Personnel
161653	3/7/2019	SUSAN K CROFUTT	294.66	Courier Services
161772	3/14/2019	DELTA DENTAL	25,406.45	Dental Insurance
161594	3/7/2019	FRESENIUS USA MANUFACTURING	100.00	Dialysis Supplies
161705	3/14/2019	FRESENIUS USA MANUFACTURING	2,154.82	Dialysis Supplies
161711	3/14/2019	HENRY SCHEIN INC	220.00	Dialysis Supplies
161830	3/21/2019	FRESENIUS USA MANUFACTURING	100.00	Dialysis Supplies
161948	3/28/2019	FRESENIUS USA MANUFACTURING	29.42	Dialysis Supplies
161954	3/28/2019	HENRY SCHEIN INC	428.75	Dialysis Supplies
161744	3/14/2019	SKILL PATH SEMINARS	999.00	Education & Travel
161860	3/21/2019	MY EDUCATIONAL RESOURCES	84.00	Education & Travel
161915	3/28/2019	AMERICAN MEDICAL ASSOCIATION	3,043.00	Education & Travel
161984	3/28/2019	NCES	186.45	Education & Travel
162036	3/28/2019	WYOMING PRESS ASSOCIATION	125.00	Education & Travel
161601	3/7/2019	HOLIDAY INN - ROCK SPRINGS	406.00	Employee Recruitment
161791	3/21/2019	AMERICU CREDIT UNION	932.31	Employee Recruitment
161887	3/21/2019	STATE OF WYOMING	10.00	Employee Recruitment
161905	3/21/2019	WESTERN WY COLLEGE	75.00	Employee Recruitment
161955	3/28/2019	HOLIDAY INN - ROCK SPRINGS	396.00	Employee Recruitment
EFT000000004662	3/14/2019	INSIGHT INVESTIGATIONS, INC	1,303.00	Employee Recruitment
EFT000000004671	3/14/2019	SST TESTING +, INC.	825.00	Employee Recruitment
161664	3/7/2019	VISION SERVICE PLAN - WY	5,818.03	Employee Vision Plan
161584	3/7/2019	COPIER & SUPPLY COMPANY	45.00	Equipment Lease
161595	3/7/2019	GE HEALTHCARE FINANCIAL SERVICES	22,661.09	Equipment Lease
161604	3/7/2019	HP FINANCIAL SERVICES	292.36	Equipment Lease
161668	3/7/2019	SHADOW MOUNTAIN WATER CO ,WY	627.53	Equipment Lease
161742	3/14/2019	SHADOW MOUNTAIN WATER CO ,WY	518.47	Equipment Lease
161660	3/7/2019	US BANK EQUIPMENT FINANCE	237.54	Equipment Lease

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/19

161767	3/14/2019	US BANK EQUIPMENT FINANCE	1,679.97	Equipment Lease
161897	3/21/2019	US BANK EQUIPMENT FINANCE	743.05	Equipment Lease
161924	3/28/2019	CAREFUSION SOLUTIONS, LLC	20,524.00	Equipment Lease
161933	3/28/2019	COPIER & SUPPLY COMPANY	9,676.15	Equipment Lease
161945	3/28/2019	FIRST FINANCIAL CORPORATE LEASING, LLC	7,248.00	Equipment Lease
162003	3/28/2019	SHADOW MOUNTAIN WATER CO ,WY	75.00	Equipment Lease
162023	3/28/2019	US BANK EQUIPMENT FINANCE	928.29	Equipment Lease
EFT000000004673	3/14/2019	TIMEPAYMENT CORP	2,000.00	Equipment Lease
W/T	3/11/2019	SIEMEN'S EDI	9,017.12	Equipment Lease
161591	3/7/2019	F B MCFADDEN WHOLESALE	3,098.30	Food
161701	3/14/2019	F B MCFADDEN WHOLESALE	3,069.15	Food
161619	3/7/2019	MEADOW GOLD DAIRY	296.66	Food
161631	3/7/2019	NICHOLAS & CO INC	2,722.93	Food
161655	3/7/2019	SYSKO INTERMOUNTAIN FOOD	5,795.12	Food
161667	3/7/2019	WESTERN WYOMING BEVERAGES INC	525.50	Food
161824	3/21/2019	F B MCFADDEN WHOLESALE	2,735.96	Food
161855	3/21/2019	MEADOW GOLD DAIRY	796.80	Food
161866	3/21/2019	NICHOLAS & CO INC	4,629.89	Food
161892	3/21/2019	SYSKO INTERMOUNTAIN FOOD	6,575.77	Food
161906	3/21/2019	WESTERN WYOMING BEVERAGES INC	1,596.62	Food
161943	3/28/2019	F B MCFADDEN WHOLESALE	2,099.65	Food
EFT000000004638	3/7/2019	FARMER BROS CO	756.18	Food
EFT000000004679	3/21/2019	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	538.25	Food
161831	3/21/2019	FRONTSTREAM HOLDINGS, LLC	598.03	Foundation Other Expenses
161766	3/14/2019	UPS STORE	12.93	Freight
161825	3/21/2019	FED EX	24.10	Freight
161895	3/21/2019	TRIOSE, INC	5,228.84	Freight
161643	3/7/2019	RED HORSE OIL COMPANIES INC	813.76	Fuel
EFT000000004675	3/14/2019	WWS - ROCK SPRINGS	1,860.51	Garbage Collection
W/T	3/1/2019	BLUE CROSS BLUE SHIELD 2/26/19	74,340.99	Group Health
W/T	3/1/2019	UUHP 2/26/19	24,474.69	Group Health
W/T	3/4/2019	FURTHER FLEX 2/27/19	3,777.81	Group Health
W/T	3/7/2019	UUHP 3/6/19	28,715.68	Group Health
W/T	3/8/2019	FURTHER FLEX 3/6/19	1,125.64	Group Health
W/T	3/11/2019	BLUE CROSS BLUE SHIELD 3/5/19	81,086.23	Group Health
W/T	3/14/2019	UUHP 3/13/19	3,164.51	Group Health
W/T	3/15/2019	BLUE CROSS BLUE SHIELD 3/12/19	99,452.27	Group Health
W/T	3/15/2019	FURTHER FLEX 3/13/19	2,495.39	Group Health
W/T	3/21/2019	UUHP 3/20/19	9,116.58	Group Health
W/T	3/22/2019	BLUE CROSS BLUE SHIELD 3/15/19	82,655.20	Group Health
W/T	3/22/2019	FURTHER FLEX 3/15/19	2,740.32	Group Health
W/T	3/22/2019	FURTHER FLEX 3/20/19	1,218.00	Group Health
W/T	3/28/2019	UUHP 3/27/19	1,986.53	Group Health
W/T	3/29/2019	BLUE CROSS BLUE SHIELD 3/22/19	97,387.63	Group Health
W/T	3/29/2019	FURTHER FLEX 3/27/19	3,550.20	Group Health
161614	3/7/2019	LINCARE INC	351.74	Guest Relations
161554	3/7/2019	ABBOTT LABORATORIES	55.29	Hospital Supplies
161673	3/14/2019	ABBOTT LABORATORIES	1,202.80	Hospital Supplies
161644	3/7/2019	ABBOTT NUTRITION	117.10	Hospital Supplies
161740	3/14/2019	ABBOTT NUTRITION	13.95	Hospital Supplies
161562	3/7/2019	APPLIED MEDICAL	2,616.00	Hospital Supplies
161678	3/14/2019	APPLIED MEDICAL	936.00	Hospital Supplies
161563	3/7/2019	AQUACAST LINER	736.00	Hospital Supplies
161679	3/14/2019	AQUACAST LINER	100.00	Hospital Supplies
161680	3/14/2019	ARROW INTERNATIONAL, INC.	219.02	Hospital Supplies

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161567	3/7/2019	B BRAUN MEDICAL INC.	1,350.00	Hospital Supplies
161685	3/14/2019	B BRAUN MEDICAL INC.	3,156.81	Hospital Supplies
161565	3/7/2019	BARD PERIPHERAL VASCULAR INC	1,044.00	Hospital Supplies
161683	3/14/2019	BARD PERIPHERAL VASCULAR INC	450.00	Hospital Supplies
161684	3/14/2019	BAXTER BIO SCIENCE	848.39	Hospital Supplies
161706	3/14/2019	BAXTER HEALTHCARE CORP	1,799.62	Hospital Supplies
161566	3/7/2019	BAYER HEALTHCARE LLC	1,858.14	Hospital Supplies
161569	3/7/2019	BECTON DICKINSON	772.00	Hospital Supplies
161571	3/7/2019	BOSTON SCIENTIFIC CORP	392.04	Hospital Supplies
161572	3/7/2019	CARDINAL HEALTH/V. MUELLER	638.82	Hospital Supplies
161689	3/14/2019	CARDINAL HEALTH/V. MUELLER	162.13	Hospital Supplies
161573	3/7/2019	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
161581	3/7/2019	CONMED CORPORATION	354.75	Hospital Supplies
161696	3/14/2019	CONMED CORPORATION	518.66	Hospital Supplies
161582	3/7/2019	COOK MEDICAL INC.	84.00	Hospital Supplies
161583	3/7/2019	COOK MEDICAL INCORPORATED	3,543.47	Hospital Supplies
161697	3/14/2019	COOK MEDICAL INCORPORATED	793.18	Hospital Supplies
161588	3/7/2019	DIAGNOSTIGA STAGO INC	1,124.51	Hospital Supplies
161700	3/14/2019	DIAGNOSTIGA STAGO INC	12,257.50	Hospital Supplies
161589	3/7/2019	EDGE PHARMACEUTICALS, LLC	689.27	Hospital Supplies
161598	3/7/2019	GYNEX CORP	167.40	Hospital Supplies
161599	3/7/2019	HEALTHCARE LOGISTICS INC	99.71	Hospital Supplies
161709	3/14/2019	HEALTHCARE LOGISTICS INC	20.00	Hospital Supplies
161602	3/7/2019	HOLOGIC, INC.	695.00	Hospital Supplies
161712	3/14/2019	HOLOGIC, INC.	1,188.00	Hospital Supplies
161605	3/7/2019	HULL ANESTHESIA INC	92.50	Hospital Supplies
161714	3/14/2019	J & J HEALTH CARE SYSTEMS INC	2,226.41	Hospital Supplies
161610	3/7/2019	KARL STORZ ENDOSCOPY-AMERICA	9,994.95	Hospital Supplies
161716	3/14/2019	KARL STORZ ENDOSCOPY-AMERICA	589.88	Hospital Supplies
161717	3/14/2019	KCI USA	281.00	Hospital Supplies
161652	3/7/2019	LEICA BIOSYSTEMS RICHMOND	121.22	Hospital Supplies
161629	3/7/2019	M V A P MEDICAL SUPPLIES, INC.	100.00	Hospital Supplies
161618	3/7/2019	MCKESSON MEDICAL-SURGICAL	1,732.12	Hospital Supplies
161721	3/14/2019	MCKESSON MEDICAL-SURGICAL	5,825.00	Hospital Supplies
161620	3/7/2019	MEDELA INC	124.43	Hospital Supplies
161722	3/14/2019	MEDELA INC	654.22	Hospital Supplies
161726	3/14/2019	MES	83.30	Hospital Supplies
161730	3/14/2019	OLYMPUS AMERICA INC	416.48	Hospital Supplies
161632	3/7/2019	OWENS & MINOR 90005430	9,565.15	Hospital Supplies
161731	3/14/2019	OWENS & MINOR 90005430	31,469.71	Hospital Supplies
161635	3/7/2019	PERFORMANCE HEALTH SUPPLY INC	184.06	Hospital Supplies
161639	3/7/2019	QUESET MEDICAL	73.68	Hospital Supplies
161735	3/14/2019	QUESET MEDICAL	207.75	Hospital Supplies
161641	3/7/2019	RADIOMETER AMERICA INC	8,644.36	Hospital Supplies
161746	3/14/2019	SPACELABS MEDICAL	105.76	Hospital Supplies
161650	3/7/2019	STERIS CORPORATION	1,046.81	Hospital Supplies
161752	3/14/2019	STERIS CORPORATION	668.93	Hospital Supplies
161656	3/7/2019	TELEFLEX MEDICAL INC.	104.76	Hospital Supplies
161755	3/14/2019	TELEFLEX MEDICAL INC.	283.65	Hospital Supplies
161658	3/7/2019	TRI-ANIM HEALTH SERVICES INC	260.23	Hospital Supplies
161760	3/14/2019	TRI-ANIM HEALTH SERVICES INC	823.57	Hospital Supplies
161665	3/7/2019	WAXIE SANITARY SUPPLY	6,460.74	Hospital Supplies
161770	3/14/2019	WAXIE SANITARY SUPPLY	134.24	Hospital Supplies
161911	3/21/2019	ABBOTT LABORATORIES	1,682.05	Hospital Supplies
161783	3/21/2019	AIRCLEAN SYSTEMS	177.00	Hospital Supplies

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161789	3/21/2019	AMAZON.COM CREDIT PLAN	8,150.22	Hospital Supplies
161793	3/21/2019	APPLIED MEDICAL	4,800.00	Hospital Supplies
161794	3/21/2019	ARTHREX INC.	264.00	Hospital Supplies
161795	3/21/2019	BARD PERIPHERIAL VASCULAR INC	2,004.00	Hospital Supplies
161797	3/21/2019	BECTON DICKINSON	772.00	Hospital Supplies
161799	3/21/2019	BOSTON SCIENTIFIC CORP	677.00	Hospital Supplies
161803	3/21/2019	CARDINAL HEALTH/V. MUELLER	273.79	Hospital Supplies
161808	3/21/2019	CONE INSTRUMENTS	199.95	Hospital Supplies
161809	3/21/2019	CONMED CORPORATION	124.45	Hospital Supplies
161811	3/21/2019	COOK MEDICAL INCORPORATED	2,216.66	Hospital Supplies
161816	3/21/2019	DIAGNOSTIGA STAGO INC	9,206.54	Hospital Supplies
161835	3/21/2019	HEALTHCARE LOGISTICS INC	97.20	Hospital Supplies
161838	3/21/2019	HOLOGIC, INC.	3,075.00	Hospital Supplies
161840	3/21/2019	HULL ANESTHESIA INC	92.50	Hospital Supplies
161848	3/21/2019	KARL STORZ ENDOSCOPY-AMERICA	10,677.20	Hospital Supplies
161891	3/21/2019	LEICA BIOSYSTEMS RICHMOND	752.97	Hospital Supplies
161854	3/21/2019	MCKESSON MEDICAL-SURGICAL	247.66	Hospital Supplies
161867	3/21/2019	NSPIRE HEALTH, INC	135.36	Hospital Supplies
161869	3/21/2019	OLYMPUS AMERICA INC	170.54	Hospital Supplies
161871	3/21/2019	OWENS & MINOR 90005430	38,078.87	Hospital Supplies
161884	3/21/2019	SPACELABS MEDICAL	142.33	Hospital Supplies
161889	3/21/2019	STERIS CORPORATION	522.86	Hospital Supplies
161893	3/21/2019	TELEFLEX MEDICAL INC.	29.10	Hospital Supplies
161894	3/21/2019	TRI-ANIM HEALTH SERVICES INC	1,761.58	Hospital Supplies
161899	3/21/2019	UTAH MEDICAL PRODUCTS INC	64.26	Hospital Supplies
161900	3/21/2019	VERATHON INC.	180.00	Hospital Supplies
161902	3/21/2019	WAXIE SANITARY SUPPLY	383.83	Hospital Supplies
161916	3/28/2019	APPLIED MEDICAL	780.00	Hospital Supplies
161917	3/28/2019	ARROW INTERNATIONAL, INC.	1,618.04	Hospital Supplies
161918	3/28/2019	ARTHREX INC.	250.00	Hospital Supplies
161949	3/28/2019	BAXTER HEALTHCARE CORP	1,482.88	Hospital Supplies
161920	3/28/2019	BECTON DICKINSON	519.00	Hospital Supplies
161925	3/28/2019	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
161931	3/28/2019	CONMED CORPORATION	118.25	Hospital Supplies
161932	3/28/2019	COOK MEDICAL INCORPORATED	2,561.32	Hospital Supplies
161939	3/28/2019	DIAGNOSTIGA STAGO INC	2,428.28	Hospital Supplies
161940	3/28/2019	EDGE PHARMACEUTICALS, LLC	1,293.48	Hospital Supplies
161952	3/28/2019	GYNEX CORP	115.40	Hospital Supplies
161953	3/28/2019	HEALTHCARE LOGISTICS INC	61.55	Hospital Supplies
162013	3/28/2019	LEICA BIOSYSTEMS RICHMOND	536.66	Hospital Supplies
161983	3/28/2019	M V A P MEDICAL SUPPLIES, INC.	324.00	Hospital Supplies
161971	3/28/2019	MARKET LAB, INC	369.36	Hospital Supplies
161974	3/28/2019	MCKESSON MEDICAL-SURGICAL	12,364.28	Hospital Supplies
161977	3/28/2019	MEDTRONIC, USA	103.75	Hospital Supplies
161986	3/28/2019	OLYMPUS AMERICA INC	565.92	Hospital Supplies
161989	3/28/2019	OWENS & MINOR 90005430	16,374.49	Hospital Supplies
161990	3/28/2019	PERFORMANCE HEALTH SUPPLY INC	44.95	Hospital Supplies
161998	3/28/2019	RADIOMETER AMERICA INC	3,506.01	Hospital Supplies
162006	3/28/2019	SMITHS MEDICAL ASD	524.69	Hospital Supplies
162009	3/28/2019	STERIS CORPORATION	588.23	Hospital Supplies
162015	3/28/2019	TELEFLEX MEDICAL INC.	189.26	Hospital Supplies
162020	3/28/2019	TRI-ANIM HEALTH SERVICES INC	772.88	Hospital Supplies
162024	3/28/2019	VAPOTHERM INC.	684.00	Hospital Supplies
162026	3/28/2019	VERATHON INC.	360.00	Hospital Supplies
EFT000000004634	3/7/2019	BIODEX MEDICAL SYSTEMS INC	828.96	Hospital Supplies

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EFT000000004636	3/7/2019	BREG INC	226.03	Hospital Supplies
EFT000000004641	3/7/2019	HARDY DIAGNOSTICS	488.42	Hospital Supplies
EFT000000004653	3/7/2019	ZOLL MEDICAL CORPORATION	1,145.95	Hospital Supplies
EFT000000004657	3/14/2019	BAXTER HEALTHCARE CORP/IV	1,620.00	Hospital Supplies
EFT000000004658	3/14/2019	BEEKLEY CORPORATION	480.00	Hospital Supplies
EFT000000004660	3/14/2019	BREG INC	138.74	Hospital Supplies
EFT000000004661	3/14/2019	HARDY DIAGNOSTICS	491.75	Hospital Supplies
EFT000000004665	3/14/2019	PACIFIC MEDICAL LLC	1,275.00	Hospital Supplies
EFT000000004672	3/14/2019	STRYKER INSTRUMENTS	348.74	Hospital Supplies
EFT000000004678	3/21/2019	BREG INC	100.89	Hospital Supplies
EFT000000004681	3/21/2019	HARDY DIAGNOSTICS	2,060.49	Hospital Supplies
EFT000000004685	3/21/2019	OVATION MEDICAL	626.91	Hospital Supplies
EFT000000004692	3/28/2019	BEEKLEY CORPORATION	501.00	Hospital Supplies
EFT000000004693	3/28/2019	BIONIX RADIATION THERAPY	212.93	Hospital Supplies
EFT000000004695	3/28/2019	BREG INC	350.66	Hospital Supplies
EFT000000004700	3/28/2019	HARDY DIAGNOSTICS	614.56	Hospital Supplies
EFT000000004703	3/28/2019	OVATION MEDICAL	47.80	Hospital Supplies
EFT000000004711	3/28/2019	ZOLL MEDICAL CORPORATION	285.00	Hospital Supplies
161758	3/14/2019	TREACE MEDICAL CONCEPTS, INC.	7,545.00	Implant Supplies
161659	3/7/2019	PROVIDENT LIFE & ACCIDENT	20,378.31	Insurance Premiums
161909	3/21/2019	INSURANCE REFUND	4,602.42	Insurance Refund
161910	3/21/2019	INSURANCE REFUND	20.00	Insurance Refund
162090	3/28/2019	INSURANCE REFUND	425.60	Insurance Refund
162045	3/28/2019	INSURANCE REFUND	6,960.09	Insurance Refund
162046	3/28/2019	INSURANCE REFUND	333.40	Insurance Refund
162048	3/28/2019	INSURANCE REFUND	129.20	Insurance Refund
162056	3/28/2019	INSURANCE REFUND	186.97	Insurance Refund
162068	3/28/2019	INSURANCE REFUND	9,190.53	Insurance Refund
162069	3/28/2019	INSURANCE REFUND	55.48	Insurance Refund
162038	3/28/2019	INSURANCE REFUND	160.82	Insurance Refund
162080	3/28/2019	INSURANCE REFUND	961.48	Insurance Refund
162054	3/28/2019	INSURANCE REFUND	702.31	Insurance Refund
162066	3/28/2019	INSURANCE REFUND	343.06	Insurance Refund
162078	3/28/2019	INSURANCE REFUND	51.78	Insurance Refund
162052	3/28/2019	INSURANCE REFUND	458.17	Insurance Refund
162053	3/28/2019	INSURANCE REFUND	458.17	Insurance Refund
162055	3/28/2019	INSURANCE REFUND	458.17	Insurance Refund
162041	3/28/2019	INSURANCE REFUND	767.24	Insurance Refund
162042	3/28/2019	INSURANCE REFUND	736.55	Insurance Refund
162043	3/28/2019	INSURANCE REFUND	736.55	Insurance Refund
162082	3/28/2019	INSURANCE REFUND	1,039.73	Insurance Refund
162087	3/28/2019	INSURANCE REFUND	1,576.08	Insurance Refund
162073	3/28/2019	INSURANCE REFUND	507.68	Insurance Refund
162059	3/28/2019	INSURANCE REFUND	40.93	Insurance Refund
162044	3/28/2019	INSURANCE REFUND	16.70	Insurance Refund
162050	3/28/2019	INSURANCE REFUND	2,250.97	Insurance Refund
162083	3/28/2019	INSURANCE REFUND	902.32	Insurance Refund
161773	3/14/2019	WYOMING.COM	30.00	Internet Services
161972	3/28/2019	MAYO COLLABORATIVE SERVICES, INC.	934.20	Laboratory Services
161980	3/28/2019	METABOLIC NEWBORN SCREENING	5,612.00	Laboratory Services
EFT000000004690	3/21/2019	ARUP LABORATORIES, INC.	43,572.15	Laboratory Services
161561	3/7/2019	ANAEROBE SYSTEMS	34.95	Laboratory Supplies
161568	3/7/2019	BECKMAN COULTER, INC	194.32	Laboratory Supplies
161688	3/14/2019	CARDINAL HEALTH	31,135.00	Laboratory Supplies
161692	3/14/2019	CEPHEID	140.00	Laboratory Supplies

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161592	3/7/2019	FISHER HEALTHCARE	8,026.94	Laboratory Supplies
161702	3/14/2019	FISHER HEALTHCARE	20,801.62	Laboratory Supplies
161622	3/7/2019	MEDIVATORS REPROCESSING SYSTEM	336.00	Laboratory Supplies
161723	3/14/2019	MEDIVATORS REPROCESSING SYSTEM	195.00	Laboratory Supplies
161713	3/14/2019	PLATINUM CODE	100.83	Laboratory Supplies
161750	3/14/2019	STATLAB MEDICAL PRODUCTS, INC	311.75	Laboratory Supplies
161762	3/14/2019	TYPENEX MEDICAL, LLC	190.00	Laboratory Supplies
161792	3/21/2019	ANAEROBE SYSTEMS	34.95	Laboratory Supplies
161796	3/21/2019	BECKMAN COULTER, INC	1,500.54	Laboratory Supplies
161801	3/21/2019	CANCER DIAGNOSTICS, INC	88.45	Laboratory Supplies
161802	3/21/2019	CARDINAL HEALTH	17,841.65	Laboratory Supplies
161828	3/21/2019	FISHER HEALTHCARE	14,175.87	Laboratory Supplies
161832	3/21/2019	GEORGE KING BIO-MEDICAL, INC	350.86	Laboratory Supplies
161856	3/21/2019	MEDIVATORS REPROCESSING SYSTEM	102.00	Laboratory Supplies
161858	3/21/2019	MERCEDES MEDICAL	270.00	Laboratory Supplies
161873	3/21/2019	PIPETTE.COM	425.00	Laboratory Supplies
161843	3/21/2019	PLATINUM CODE	143.74	Laboratory Supplies
161888	3/21/2019	STATLAB MEDICAL PRODUCTS, INC	706.38	Laboratory Supplies
161904	3/21/2019	WESCOR INC	124.40	Laboratory Supplies
161919	3/28/2019	BECKMAN COULTER, INC	2,626.00	Laboratory Supplies
161923	3/28/2019	CARDINAL HEALTH	14,617.73	Laboratory Supplies
161946	3/28/2019	FISHER HEALTHCARE	3,138.63	Laboratory Supplies
161959	3/28/2019	PLATINUM CODE	104.94	Laboratory Supplies
161996	3/28/2019	R&D SYSTEMS INC	71.75	Laboratory Supplies
EFT000000004635	3/7/2019	BIO-RAD LABORATORIES	820.81	Laboratory Supplies
EFT000000004645	3/7/2019	ORTHO-CLINICAL DIAGNOSTICS INC	363.20	Laboratory Supplies
EFT000000004648	3/7/2019	PDC HEALTHCARE	638.15	Laboratory Supplies
EFT000000004664	3/14/2019	ORTHO-CLINICAL DIAGNOSTICS INC	535.10	Laboratory Supplies
EFT000000004677	3/21/2019	BIO-RAD LABORATORIES	720.52	Laboratory Supplies
EFT000000004684	3/21/2019	ORTHO-CLINICAL DIAGNOSTICS INC	2,335.94	Laboratory Supplies
EFT000000004687	3/21/2019	PDC HEALTHCARE	60.50	Laboratory Supplies
EFT000000004694	3/28/2019	BIO-RAD LABORATORIES	1,881.31	Laboratory Supplies
EFT000000004702	3/28/2019	ORTHO-CLINICAL DIAGNOSTICS INC	1,410.55	Laboratory Supplies
EFT000000004705	3/28/2019	PDC HEALTHCARE	296.27	Laboratory Supplies
EFT000000004683	3/21/2019	MARTIN-RAY LAUNDRY SYSTEMS	2,995.00	Laundry Supplies
161813	3/21/2019	CROWLEY FLECK ATTORNEYS	412.50	Legal Fees
161993	3/28/2019	PHILLIPS LAW, LLC	3,715.00	Legal Fees
161935	3/28/2019	CROWLEY FLECK ATTORNEYS	247.50	Legal Fees
162033	3/28/2019	WOLTERS KLUWER LAW & BUSINESS	7,516.00	Legal Fees
161865	3/21/2019	NEW YORK LIFE INSURANCE COMPANY	3,580.16	Life Insurance
161822	3/21/2019	ENCOMPASS GROUP, LLC	582.72	Linen
161941	3/28/2019	ENCOMPASS GROUP, LLC	1,030.74	Linen
162007	3/28/2019	STANDARD TEXTILE	259.20	Linen
161580	3/7/2019	COMPHEALTH, INC.	108,247.95	Locum Tenens
161666	3/7/2019	WEATHERBY LOCUMS, INC	18,856.24	Locum Tenens
161930	3/28/2019	COMPHEALTH, INC.	79,993.40	Locum Tenens
161600	3/7/2019	HIGH SECURITY LOCK & ALARM	25.00	Maintenance & Repair
161751	3/14/2019	STEALTH TECHNOLOGIES C.S.	223.75	Maintenance & Repair
161787	3/21/2019	ALLIED GLASS SERVICE	40.00	Maintenance & Repair
EFT000000004646	3/7/2019	PARTSSOURCE	953.93	Maintenance & Repair
EFT000000004666	3/14/2019	PARTSSOURCE	1,397.66	Maintenance & Repair
EFT000000004686	3/21/2019	PARTSSOURCE	570.56	Maintenance & Repair
EFT000000004707	3/28/2019	SERVCO	5,813.54	Maintenance & Repair
161578	3/7/2019	CODALE ELECTRIC SUPPLY, INC	749.91	Maintenance Supplies
161694	3/14/2019	CODALE ELECTRIC SUPPLY, INC	123.94	Maintenance Supplies

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161596	3/7/2019	GRAINGER	274.03	Maintenance Supplies
161603	3/7/2019	HOME DEPOT	673.63	Maintenance Supplies
161806	3/21/2019	CODALE ELECTRIC SUPPLY, INC	202.00	Maintenance Supplies
161839	3/21/2019	HOME DEPOT	158.89	Maintenance Supplies
161805	3/21/2019	MSC INDUSTRIAL SUPPLY CO	360.35	Maintenance Supplies
161861	3/21/2019	NAPA AUTO PARTS	67.97	Maintenance Supplies
161878	3/21/2019	RMI	1,079.66	Maintenance Supplies
161896	3/21/2019	UNIPOWER	125.95	Maintenance Supplies
161929	3/28/2019	CODALE ELECTRIC SUPPLY, INC	500.00	Maintenance Supplies
161950	3/28/2019	GRAINGER	707.33	Maintenance Supplies
161956	3/28/2019	HOME DEPOT	226.71	Maintenance Supplies
EFT000000004654	3/14/2019	ACE HARDWARE	41.96	Maintenance Supplies
EFT000000004656	3/14/2019	ALPINE PURE SOFT WATER	676.20	Maintenance Supplies
EFT000000004659	3/14/2019	BENNETT'S	1,344.78	Maintenance Supplies
EFT000000004674	3/14/2019	ULINE, INC	379.88	Maintenance Supplies
EFT000000004689	3/21/2019	ULINE, INC	947.50	Maintenance Supplies
EFT000000004706	3/28/2019	ROCK SPRINGS WINNELSON CO	1,433.74	Maintenance Supplies
EFT000000004708	3/28/2019	SHERWIN WILLIAMS CO	67.56	Maintenance Supplies
161625	3/7/2019	MHSC-FOUNDATION	840.44	MHSC Foundation
161727	3/14/2019	MHSC-FOUNDATION	500.00	MHSC Foundation
161776	3/20/2019	MHSC-FOUNDATION	885.44	MHSC Foundation
161556	3/7/2019	ALADDIN TEMP-RITE LLC	78.40	Non Medical Supplies
161576	3/7/2019	CIVCO MEDICAL SOLUTIONS	370.00	Non Medical Supplies
161621	3/7/2019	MEDIBADGE INC	166.21	Non Medical Supplies
161623	3/7/2019	MEDLINE INDUSTRIES INC	2,505.23	Non Medical Supplies
161724	3/14/2019	MEDLINE INDUSTRIES INC	79.02	Non Medical Supplies
161857	3/21/2019	MEDLINE INDUSTRIES INC	1,756.79	Non Medical Supplies
161966	3/28/2019	KRAMES STAYWELL, LLC	613.63	Non Medical Supplies
161976	3/28/2019	MEDLINE INDUSTRIES INC	217.38	Non Medical Supplies
161988	3/28/2019	ORIENTAL TRADING COMPANY	311.61	Non Medical Supplies
EFT000000004647	3/7/2019	POSITIVE PROMOTIONS	117.10	Non Medical Supplies
161648	3/7/2019	STANDARD REGISTER COMPANY	571.20	Office Supplies
161747	3/14/2019	STANDARD REGISTER COMPANY	337.05	Office Supplies
161649	3/7/2019	STAPLES BUSINESS ADVANTAGE	2,277.79	Office Supplies
161748	3/14/2019	STAPLES BUSINESS ADVANTAGE	636.96	Office Supplies
161841	3/21/2019	IC GROUP	149.32	Office Supplies
161842	3/21/2019	IDENTISYS INC	157.50	Office Supplies
161885	3/21/2019	STANDARD REGISTER COMPANY	372.62	Office Supplies
161886	3/21/2019	STAPLES BUSINESS ADVANTAGE	734.42	Office Supplies
162008	3/28/2019	STAPLES BUSINESS ADVANTAGE	362.61	Office Supplies
EFT000000004651	3/7/2019	SMYTH PRINTING	287.79	Office Supplies
EFT000000004670	3/14/2019	SMYTH PRINTING	117.90	Office Supplies
162037	3/28/2019	YOUNG AT HEART SENIOR CITIZENS CENTER	500.00	Other Employee Benefits
EFT000000004632	3/7/2019	4IMPRINT, INC.	674.00	Other Employee Benefits
161626	3/7/2019	MHSC MEDICAL STAFF	50.00	Other Expenses
161981	3/28/2019	MHSC MEDICAL STAFF	100.00	Other Expenses
161798	3/21/2019	BLUE ENDO	279.78	Other Medical Surgical Supplies
161812	3/21/2019	CR BARD, INC	195.00	Other Medical Surgical Supplies
161849	3/21/2019	LABORIE MEDICAL TECHNOLOGIES CORP	836.00	Other Medical Surgical Supplies
161979	3/28/2019	MERCURY MEDICAL	212.71	Other Medical Surgical Supplies
161564	3/7/2019	AUGMENIX INC	14,825.00	Other Non Medical Surgical Supplies
161788	3/21/2019	ALTA MEDICAL SPECIALTIES	215.73	Other Non Medical Surgical Supplies
161914	3/28/2019	ALTA MEDICAL SPECIALTIES	182.76	Other Non Medical Surgical Supplies
161559	3/7/2019	ALTA MEDICAL SPECIALTIES	196.73	Other Non Surgical Supplies
161613	3/7/2019	QUICK RESPONSE TAXI	55.00	Other Purchased Services

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/19

161719	3/14/2019	QUICK RESPONSE TAXI	40.00	Other Purchased Services
161707	3/14/2019	GILSON'S INC.	105.00	Other Purchased Services
161764	3/14/2019	UNITED AUDIT SYSTEMS, INC.	990.00	Other Purchased Services
161850	3/21/2019	QUICK RESPONSE TAXI	40.00	Other Purchased Services
161874	3/21/2019	PLANETREE INTERNATIONAL	1,688.01	Other Purchased Services
161938	3/28/2019	DEXPRO DYNAMICS LLC	341.25	Other Purchased Services
161957	3/28/2019	CONTRACTS	401.00	Other Purchased Services
EFT00000004650	3/7/2019	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	1,780.00	Other Surgical Supplies
EFT00000004633	3/7/2019	AIRGAS INTERMOUNTAIN INC	232.26	Oxygen Rental
EFT00000004655	3/14/2019	AIRGAS INTERMOUNTAIN INC	867.61	Oxygen Rental
EFT00000004676	3/21/2019	AIRGAS INTERMOUNTAIN INC	172.51	Oxygen Rental
EFT00000004691	3/28/2019	AIRGAS INTERMOUNTAIN INC	2,549.98	Oxygen Rental
162047	3/28/2019	PATIENT REFUND	16.59	Patient Refund
162049	3/28/2019	PATIENT REFUND	11.00	Patient Refund
162051	3/28/2019	PATIENT REFUND	33.06	Patient Refund
162057	3/28/2019	PATIENT REFUND	120.00	Patient Refund
162058	3/28/2019	PATIENT REFUND	45.00	Patient Refund
162060	3/28/2019	PATIENT REFUND	188.16	Patient Refund
162061	3/28/2019	PATIENT REFUND	10.00	Patient Refund
162062	3/28/2019	PATIENT REFUND	22.46	Patient Refund
162063	3/28/2019	PATIENT REFUND	58.72	Patient Refund
162064	3/28/2019	PATIENT REFUND	62.43	Patient Refund
162065	3/28/2019	PATIENT REFUND	1,731.95	Patient Refund
162067	3/28/2019	PATIENT REFUND	25.00	Patient Refund
162077	3/28/2019	PATIENT REFUND	95.00	Patient Refund
162070	3/28/2019	PATIENT REFUND	156.99	Patient Refund
162071	3/28/2019	PATIENT REFUND	42.33	Patient Refund
162072	3/28/2019	PATIENT REFUND	15.20	Patient Refund
162074	3/28/2019	PATIENT REFUND	76.27	Patient Refund
162075	3/28/2019	PATIENT REFUND	59.09	Patient Refund
162076	3/28/2019	PATIENT REFUND	29.76	Patient Refund
162079	3/28/2019	PATIENT REFUND	21.02	Patient Refund
162081	3/28/2019	PATIENT REFUND	43.53	Patient Refund
162084	3/28/2019	PATIENT REFUND	35.91	Patient Refund
162085	3/28/2019	PATIENT REFUND	59.62	Patient Refund
162086	3/28/2019	PATIENT REFUND	140.58	Patient Refund
162088	3/28/2019	PATIENT REFUND	145.34	Patient Refund
162089	3/28/2019	PATIENT REFUND	134.64	Patient Refund
162039	3/28/2019	PATIENT REFUND	68.40	Patient Refund
162040	3/28/2019	PATIENT REFUND	19.23	Patient Refund
161551	3/7/2019	UNITED WAY OF SWEETWATER COUNTY	389.92	Payroll Deduction
161780	3/20/2019	UNITED WAY OF SWEETWATER COUNTY	404.92	Payroll Deduction
161549	3/7/2019	FAMILY SUPPORT REGISTRY	496.14	Payroll Garnishment
161550	3/7/2019	STATE OF WYOMING DFS/CSES	1,797.12	Payroll Garnishment
161553	3/7/2019	WASHINGTON STATE SUPPORT REGISTRY	444.15	Payroll Garnishment
161774	3/20/2019	CIRCUIT COURT 3RD JUDICIAL	206.24	Payroll Garnishment
161775	3/20/2019	FAMILY SUPPORT REGISTRY	496.14	Payroll Garnishment
161777	3/20/2019	STATE OF WYOMING DFS/CSES	1,797.12	Payroll Garnishment
161779	3/20/2019	SWEETWATER CIRCUIT COURT	174.39	Payroll Garnishment
161781	3/20/2019	WASHINGTON STATE SUPPORT REGISTRY	444.15	Payroll Garnishment
W/T	3/5/2019	PAYROLL 5	1,400,000.00	Payroll Transfer
W/T	3/12/2019	PAYROLL 6	1,400,000.00	Payroll Transfer
161690	3/14/2019	CARDINAL HEALTH PHARMACY MGMT	767,084.07	Pharmacy Management
161720	3/14/2019	MARIANNE SANDERS	127.08	Physician Recruitment
161741	3/14/2019	SANDS CATERING	890.94	Physician Recruitment

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
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161785	3/21/2019	DR. ALICIA GRAY	3,000.00	Physician Recruitment
161555	3/7/2019	ADVANCED MEDICAL IMAGING, LLC	2,240.00	Physician Services
161607	3/7/2019	JOHN A. ILIYA, M.D.	19,250.00	Physician Services
161615	3/7/2019	LOCUM TENENS.COM	57,386.96	Physician Services
161670	3/11/2019	ROCK SPRINGS FAMILY PRACTICE	5,769.23	Physician Services
161575	3/7/2019	SWEETWATER PEDIATRICS	6,750.00	Physician Services
161765	3/14/2019	UNIVERSITY OF UTAH DIVISION OF CARDIOVASCULAR MEDICINE	85.67	Physician Services
161671	3/12/2019	WYOMING PATHOLOGY	15,000.00	Physician Services
161663	3/7/2019	DR. VIDYA RAJ KRISHNAMURTHY	1,529.00	Physician Services
161616	3/7/2019	LUDWIG KRONER, M.D.	13,361.08	Physician Services
161782	3/21/2019	ADVANCED MEDICAL IMAGING, LLC	31,600.00	Physician Services
161879	3/21/2019	ROCK SPRINGS FAMILY PRACTICE	5,769.23	Physician Services
161907	3/21/2019	WYOMING PATHOLOGY	15,000.00	Physician Services
161912	3/28/2019	ADVANCED MEDICAL IMAGING, LLC	236.00	Physician Services
161963	3/28/2019	JOHN A. ILIYA, M.D.	17,500.00	Physician Services
161969	3/28/2019	LOCUM TENENS.COM	52,477.17	Physician Services
161927	3/28/2019	SWEETWATER PEDIATRICS	5,500.00	Physician Services
162016	3/28/2019	THE SLEEP SPECIALISTS	9,625.00	Physician Services
162022	3/28/2019	UNIVERSITY OF UTAH HEALTH CARE	87,816.67	Physician Services
161970	3/28/2019	LUDWIG KRONER, M.D.	13,180.54	Physician Services
161552	3/7/2019	US DEPARTMENT OF EDUCATION	156.34	Physician Student Loan
161815	3/21/2019	DEPARTMENT OF EDUCATION	4,426.95	Physician Student Loan
161817	3/21/2019	DISCOVER STUDENT LOANS	519.64	Physician Student Loan
161819	3/21/2019	DRB EDUCATION FINANCE	5,833.33	Physician Student Loan
161826	3/21/2019	FEDLOAN SERVICING	11,712.49	Physician Student Loan
161834	3/21/2019	GREAT LAKES	11,225.00	Physician Student Loan
161862	3/21/2019	NAVIENT	5,869.25	Physician Student Loan
161863	3/21/2019	NAVIENT	1,500.00	Physician Student Loan
161864	3/21/2019	NELNET LOAN SERVICES, INC	719.89	Physician Student Loan
161903	3/21/2019	WELLS FARGO EDUCATION FINANCIAL SERVICES	5,769.26	Physician Student Loan
161847	3/21/2019	DR. JACQUES DENKER	6,498.33	Physician Student Loan
161577	3/7/2019	CLEANIQUE PROFESSIONAL SERVICES	2,700.00	Professional Service
161628	3/7/2019	MOUNTAIN STATES MEDICAL PHYSICS	7,060.63	Professional Service
161633	3/7/2019	P3 CONSULTING LLC	1,890.00	Professional Service
161661	3/7/2019	VERISYS INC.	43.00	Professional Service
161771	3/14/2019	WYOMING DEPARTMENT OF HEALTH	228.00	Professional Service
161942	3/28/2019	CE BROKER	239.25	Professional Service
161975	3/28/2019	MEDICAL PHYSICS CONSULTANTS, INC	1,075.00	Professional Service
162028	3/28/2019	VERISYS INC.	25.00	Professional Service
EFT000000004652	3/7/2019	SWEETWATER MEDICS LLC	4,050.00	Professional Service
EFT000000004710	3/28/2019	WESTERN STAR COMMUNICATIONS	793.80	Professional Service
161640	3/7/2019	RADIATION DETECTION COMPANY	20.00	Radiation Monitoring
161997	3/28/2019	RADIATION DETECTION COMPANY	6.75	Radiation Monitoring
161725	3/14/2019	MERRY X-RAY	502.98	Radiology Film
161687	3/14/2019	BRACCO DIAGNOSTICS INC	340.87	Radiology Material
161585	3/7/2019	CURIUM US LLC	861.70	Radiology Material
161800	3/21/2019	BRACCO DIAGNOSTICS INC	565.86	Radiology Material
161922	3/28/2019	BRACCO DIAGNOSTICS INC	754.48	Radiology Material
161958	3/28/2019	INTERMOUNTAIN RADIOPHARMACY - UNIVERSITY OF UTAH	4,162.00	Radiology Material
161936	3/28/2019	CURIUM US LLC	830.60	Radiology Material
EFT000000004663	3/14/2019	LANTHEUS MEDICAL IMAGING, INC	10,830.39	Radiology Material
EFT000000004667	3/14/2019	PHARMALUCENCE, INC	2,285.00	Radiology Material
EFT000000004640	3/7/2019	GE HEALTHCARE INC	9,264.60	Radiology Material
EFT000000004682	3/21/2019	LANTHEUS MEDICAL IMAGING, INC	3,330.13	Radiology Material
EFT000000004704	3/28/2019	PHARMALUCENCE, INC	398.00	Radiology Material

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/19

161587	3/7/2019	DR. DAVID DANSIE	878.00	Reimbursement - CME
161637	3/7/2019	DR. PREETPAL GREWAL	275.00	Reimbursement - CME
161646	3/7/2019	DR. SIGSBEE DUCK	100.00	Reimbursement - CME
161606	3/7/2019	ISRAEL STEWART, DO	225.00	Reimbursement - CME
161624	3/7/2019	MELISSA JEWELL	280.25	Reimbursement - CME
161928	3/28/2019	DR. CHARLES KNIGHT	1,904.00	Reimbursement - CME
161937	3/28/2019	DR. DAVID LIU	4,291.19	Reimbursement - CME
161999	3/28/2019	DR. RAHUL PAWAR	731.00	Reimbursement - CME
162005	3/28/2019	DR. SIGSBEE DUCK	66.97	Reimbursement - CME
162031	3/28/2019	DR. WALLACE CURRY	205.00	Reimbursement - CME
161961	3/28/2019	ISRAEL STEWART, DO	96.00	Reimbursement - CME
161964	3/28/2019	JOSEPH J. OLIVER, M.D.	4,796.85	Reimbursement - CME
161617	3/7/2019	MARY TYLER	42.84	Reimbursement - Education & Travel
161560	3/7/2019	AMBER FISK	189.00	Reimbursement - Education & Travel
161586	3/7/2019	DAVID BELTRAN	226.53	Reimbursement - Education & Travel
161715	3/14/2019	DR. JACOB JOHNSON	1,309.17	Reimbursement - Education & Travel
161608	3/7/2019	KARALI PLONSKY	112.20	Reimbursement - Education & Travel
161609	3/7/2019	KARISSA CORLEY	22.44	Reimbursement - Education & Travel
161611	3/7/2019	KELLY SUGIHARA	1,041.85	Reimbursement - Education & Travel
161634	3/7/2019	PATTY O'LEXY	215.73	Reimbursement - Education & Travel
161672	3/13/2019	ROB FAIR	214.20	Reimbursement - Education & Travel
161738	3/14/2019	ROBIN SNOWBERGER	39.78	Reimbursement - Education & Travel
161759	3/14/2019	TRENTON MCKENZIE	199.28	Reimbursement - Education & Travel
161612	3/7/2019	YOUR HOSPITALIST TEAM	890.80	Reimbursement - Education & Travel
161790	3/21/2019	AMBER FISK	225.82	Reimbursement - Education & Travel
161901	3/21/2019	DR. WALLACE CURRY	361.60	Reimbursement - Education & Travel
161833	3/21/2019	GERRY JOHNSTON	397.82	Reimbursement - Education & Travel
161844	3/21/2019	IRENE BREWER	31.62	Reimbursement - Education & Travel
161846	3/21/2019	ISRAEL STEWART, DO	221.59	Reimbursement - Education & Travel
161985	3/28/2019	NICOLE HALSTEAD	2,185.75	Reimbursement - Education & Travel
162001	3/28/2019	ROB FAIR	249.90	Reimbursement - Education & Travel
162018	3/28/2019	TONIA GAILLEY	129.00	Reimbursement - Education & Travel
161657	3/7/2019	TIFFANY MARSHALL	54.63	Reimbursement - Food
161852	3/21/2019	MARY FISCHER	40.82	Reimbursement - Food
161968	3/28/2019	LESLIE TAYLOR	178.11	Reimbursement - Food
161778	3/20/2019	STEPHANIE NOMIS	37.28	Reimbursement - Insurance Premium
161962	3/28/2019	JAMES HORAN	33.00	Reimbursement - Maintenance & Repair
161960	3/28/2019	ISABEL LEE	120.00	Reimbursement - Non Hospital Supplies
161965	3/28/2019	KERRY DOWNS	39.78	Reimbursement - Non Hospital Supplies
161978	3/28/2019	MEGAN JACOBSEN	26.89	Reimbursement - Non Hospital Supplies
162002	3/28/2019	SALLY LAMMERS	52.76	Reimbursement - Non Hospital Supplies
161642	3/7/2019	DR. RAHUL PAWAR	30,000.00	Retention Bonus
W/T	3/7/2019	ABG 2/21/19	117,992.68	Retirement
W/T	3/19/2019	ABG 3/7/19	155,974.70	Retirement

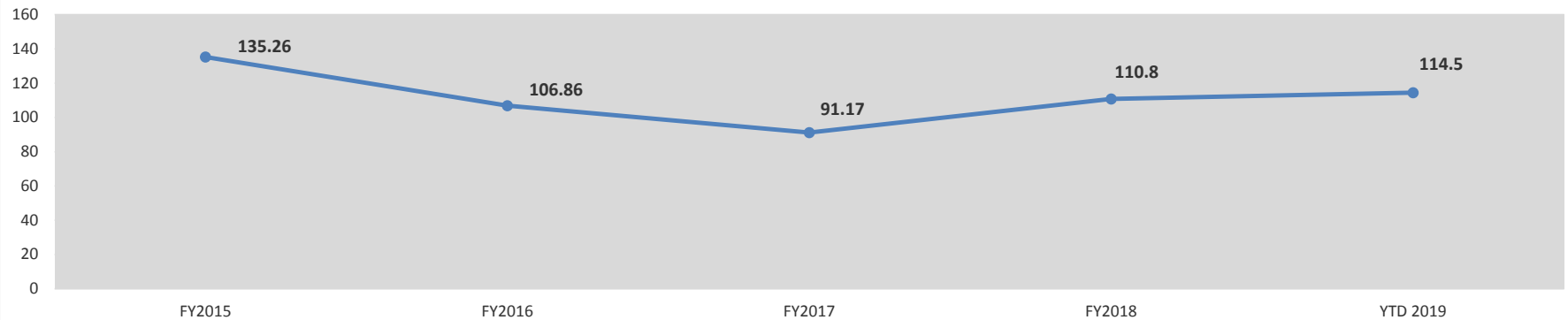
MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/19

161749	3/14/2019	STATE OF WYO.DEPT.OF REVENUE	1,190.20	Sales Tax Payment
161570	3/7/2019	BOOKCLIFF SALES INC	18.10	Scrub Sale deductions
W/T	3/19/2019	HUNTINGTON BANK	10,000.00	Settlement
161686	3/14/2019	BIG BROTHERS BIG SISTERS	1,200.00	Sponsorship
161718	3/14/2019	KD FOUNDATION	500.00	Sponsorship
161737	3/14/2019	RED DESERT ROUNDUP RODEO	6,000.00	Sponsorship
161677	3/14/2019	ALZHEIMER'S ASSOCIATION	300.00	Sponsorship
161627	3/7/2019	MOBILE INSTRUMENT SERVICE	274.00	Surgery Equipment
161728	3/14/2019	MOBILE INSTRUMENT SERVICE	9,068.35	Surgery Equipment
161859	3/21/2019	MOBILE INSTRUMENT SERVICE	8,358.16	Surgery Equipment
161982	3/28/2019	MOBILE INSTRUMENT SERVICE	353.50	Surgery Equipment
161557	3/7/2019	ALI MED INC	319.03	Surgery Supplies
161675	3/14/2019	ALI MED INC	42.29	Surgery Supplies
161698	3/14/2019	COOPER SURGICAL	512.89	Surgery Supplies
161699	3/14/2019	CR BARD INC	700.50	Surgery Supplies
161630	3/7/2019	NANOSONICS, INC	335.00	Surgery Supplies
161647	3/7/2019	SMITH & NEPHEW ENDOSCOPY INC	1,874.51	Surgery Supplies
161654	3/7/2019	SYNTHE LTD	7,002.16	Surgery Supplies
161754	3/14/2019	SYNTHE LTD	678.48	Surgery Supplies
161786	3/21/2019	ALI MED INC	195.85	Surgery Supplies
161810	3/21/2019	CONMED LINVATEC	125.08	Surgery Supplies
161882	3/21/2019	SMITH & NEPHEW ENDOSCOPY INC	1,536.51	Surgery Supplies
161890	3/21/2019	STRYKER ENDOSCOPY	1,081.20	Surgery Supplies
161913	3/28/2019	ALI MED INC	224.73	Surgery Supplies
161934	3/28/2019	COVIDIEN SALES LLC, DBA GIVEN IMAGING	546.94	Surgery Supplies
162011	3/28/2019	STRYKER ENDOSCOPY	1,219.00	Surgery Supplies
162014	3/28/2019	SYNTHE LTD	920.48	Surgery Supplies
EFT000000004637	3/7/2019	COOPER SURGICAL	62.00	Surgery Supplies
EFT000000004680	3/21/2019	COOPER SURGICAL	635.03	Surgery Supplies
EFT000000004696	3/28/2019	COOPER SURGICAL	1,128.27	Surgery Supplies
EFT000000004701	3/28/2019	LIFENET HEALTH	13,012.00	Surgery Supplies
161693	3/14/2019	CIVCO RADIOTHERAPY	265.00	Surgical Supplies
161638	3/7/2019	PROFESSIONAL RESEARCH CONSULTANTS	5,862.50	Surveys
161574	3/7/2019	CSG,LLC	1,896.31	Transcription Services
161967	3/28/2019	LANGUAGE LINE SERVICES	191.61	Translation Services
161734	3/14/2019	QUARTERMASTER	105.04	Uniforms
161875	3/21/2019	QUARTERMASTER	360.54	Uniforms
162035	3/28/2019	WYOMING EMBROIDERY	917.00	Uniforms
161558	3/7/2019	ALL WEST COMMUNICATIONS	2,700.00	Utilities
161676	3/14/2019	ALL WEST COMMUNICATIONS	4,069.58	Utilities
161681	3/14/2019	AT&T	4,758.08	Utilities
161682	3/14/2019	AT&T	84.93	Utilities
161736	3/14/2019	CENTURY LINK	3,389.84	Utilities
161739	3/14/2019	ROCK SPRINGS MUNICIPAL UTILITY	11,607.21	Utilities
161877	3/21/2019	CENTURY LINK	299.47	Utilities
161818	3/21/2019	DISH NETWORK LLC	65.48	Utilities
161876	3/21/2019	DOMINION ENERGY WYOMING	26,694.42	Utilities
161880	3/21/2019	ROCKY MOUNTAIN POWER	36,704.16	Utilities
161995	3/28/2019	CENTURY LINK	5,625.28	Utilities
162032	3/28/2019	WHITE MOUNTAIN WATER & SEWER DISTRICT	57.50	Utilities
161651	3/7/2019	STERICYCLE,INC.	112.68	Waste Disposal
162010	3/28/2019	STERICYCLE,INC.	1,154.41	Waste Disposal
161827	3/21/2019	FIBERTECH	1,939.00	Window Cleaning
161908	3/21/2019	WYOMING DEPT WORKFORCE SERVICES	6,250.02	Workman's Comp
			6,598,929.34	

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
INVESTMENT SUMMARY AND CASH ON HAND REPORT
03/31/19**

	FINANCIAL INSTITUTION	TYPE	INTEREST RATE	6/30/2015	6/30/2016	6/30/2017	6/30/2018	3/31/2019
	BANK OF WEST	Money Market	0.300%					336
	UINTA BANK	Money Market	2.405%					1,004,578
	KEYBANK	US Govt Bonds	1.488%					7,144,258
	MBS	US Govt Bonds, CD's	2.330%					5,839,577
	WELLS FARGO	CD's	3.080%					1,516,275
	WYOSTAR - Board Funded Depreciation	US Govt Bonds	2.305%					2,308,965
	WYOSTAR - Boice Fund	US Govt Bonds	2.305%					41
	WYOSTAR - Lifeline Fund	US Govt Bonds	2.305%					108,457
TOTAL				21,459,601	17,950,252	16,986,416	17,079,273	17,922,487
	Operating Cash							5,052,480
	Plant and Building Cash							14,257
	Foundation Unrestricted Cash							2,396,242
	TOTAL FOR "DAYS CASH ON HAND"							25,385,466

DAYS OF CASH ON HAND



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

Vouchers Submitted by MHSC at agreed discounted rate		
July 2018		\$25,263.47
August 2018		\$19,080.15
September 2018		\$16,565.76
October 2018		\$22,530.05
November 2018		\$17,397.84
January 2019		\$37,526.68
February 2019		\$34,636.91
County Requested Total Vouchers Submitted		\$173,000.86
Total Vouchers Submitted FY 2019		\$173,000.86
Less: Total Approved by County and Received by MHSC FY 2019		\$100,837.27
Total Vouchers Pending Approval by County		\$72,163.59

FY19 Title 25 Fund Budget from Sweetwater County	\$338,580.00
Funds Received From Sweetwater County	\$100,837.27
FY19 Title 25 Fund Budget Remaining	\$237,742.73
Total Budgeted Vouchers Pending Submittal to County	\$0.00

FY19 Maintenance Fund Budget from Sweetwater County	\$1,063,752.00
County Maintenance FY19 - July	\$13,120.28
County Maintenance FY19 - August	\$48,851.71
County Maintenance FY19 - September	\$21,866.14
County Maintenance FY19 - October	\$24,844.65
County Maintenance FY19 - November	\$23,729.06
County Maintenance FY19 - December	\$59,200.07
County Maintenance FY19 - January	\$105,830.84
Retaining Wall FY19 - February	\$298,609.30
	\$596,052.05
FY19 Maintenance Fund Budget Remaining	\$467,699.95

Finance and Audit Committee

IT report

March 2019

Rich Tyler

1. Continuing work on auditing software implementation. This project will be ongoing for a while as we continue to add all of our software packages to the auditing software.
2. Continuing working with the Cancer Center team and Pharmacy team to implement the new Looking Glass software. Also working to implement Varian Aria for the medical oncology department. Possible go-live in June 2019.
3. Continuing to work with the state of Wyoming HIE (Health Information Exchange). We are still testing out interfaces, and working on getting the correct formatting of the data.
4. Continuing work on the telehealth project.
5. Continuing to work on printer consolidation project to reduce costs.
6. During the weekend of March 31 we migrated our EMDs software to our hospital data center. It was hosted off-site with a cloud provider, but we moved it in-house and will end up saving over \$100k a year by doing so.
7. Continuing work on the new Muse software project. The servers have been built and the vendor is working on the configuration of their software. Estimated go-live is July 2019.
8. Currently working with the Utah HIE (Health Information Exchange) to upgrade our DIRECT send messaging system we use to send clinical documents to other health facilities securely. This project is still ongoing as we work with Quadramed to modify how we currently send DIRECT messages.
9. Attended the U of U affiliate symposium. Had the opportunity to network with the U of U Chief Information Officer. Network security was the main topic for our break-out session and had good discussions on what the U of U utilizes and how they currently manage their security risks.

IT News and Info:

1. A recent report shows that hackers could disguise malware as patient protected health information in MRI and CT scan images saved in the digital imaging format. Adding a malicious component into DICOM files is possible, but the files would need to be executed by a third party, which has already accessed the health system, so it would have to be used as part of a multi-stage malware attack.
2. A cyber attack last year on Macon, GA based Navicent Health's employee email account system may have affected 278,016 patients' personal information. The health system launched an investigation after becoming aware of the incident last summer. The attack did not affect the health systems EHR software or network, and it was limited to employee email accounts. Navicent Health has notified all patients affected and is offering free identity theft protection services.
3. Blue Cross of Idaho is notifying members of a March 21st data breach that allowed an unauthorized user to gain access to the organization's online provider portal. Hackers tried to gain access to 5,600 member portals, or 1 percent of its membership, in order to fraudulently reroute provider financial transactions. The insurer is not aware of any misuse of information since the security breach, however members can receive new identification cards with new member numbers as a precaution.
4. Columbia SC based Palmetto Health, now know as Prisma Health, was targeted in a phishing attack that may have put the information of 23,000 patients at risk. A review of the incident revealed the health information of 23,811 patients had been exposed.
5. Amazon has thousands of employees around the globe who are tasked with listening to and transcribing Alexa conversations to help enhance the software's understanding of human speech. After this report was released, an email was sent to MHSC staff letting everyone know these devices are not allowed in any hospital facility due to security concerns.
6. A recent report shows that 8% of hospitals report that 50% or more patients have activated access to their patient portals. The survey found that nearly two-thirds of hospitals had fewer than 25% of patients activate access to the hospital's patient portals.

BUILDING AND GROUNDS COMMITTEE
Memorial Hospital of Sweetwater County
4/16/2019

Voting Board Committee Members Present: Ed Tardoni,
Voting Staff Committee Members Present: Jim Horan, Tami Love
Non-Voting Committee Members Present: Gerry Johnston, Stevie Nosich
Invited Guests: Leslie Taylor
Minutes taken by: Jim Horan
Location: Classroom 1
Time Started: 3:30PM

TOPIC	DISCUSSION	RESPONSIBLE	ACTION	TIMELINE
Review Minutes	None	E. Tardoni	Approved	None
Maintenance Metric #1, Number of open W/O?	178	J. Horan/ S. Nosich	Continue to report each month. Send metric to committee members as soon as possible.	Report each meeting
Maintenance Metric #2, Number of open W/O > 30 days?	> 30 days = 126 ≤ 30 days = 52	J. Horan/ S. Nosich	Continue to report each month. Send metric to committee members as soon as possible.	Report each meeting
Maintenance Metric #3, Amount of OT for the month?	Projected slightly more due to snow removal season.	J. Horan	Continue to report each month	Report each meeting
Maintenance Metric #4, Over/ under budget for the month?	Projected slightly over budget for the month due to maintenance expenses already scheduled.	J. Horan	Continue to report each month	Report each meeting
Laundry upgrade	Clean laundry room to be created within existing laundry area..	J. Horan	Expect to start in before July 2018	Review next Meeting
Itemized Maintenance projects.	1. Collapsing retaining wall.	J. Horan	1. Project on-schedule. Completion expected May 31.	1. Review next meeting.
Utility systems upgrades	Engineering approved for central plant upgrade. RFP sent to specialty engineers and architects for plan support.	J. Horan	Engineering timeline established. Engineering project-cost estimate expected 4/23/19. Final design submittal 6/21/2019.	Review next meeting.
LED parking lot lighting	Light fixtures have arrived. Installation to be completed in spring 2019	J. Horan	Noted	Review next meeting
PP presentation	Showed FY20 Capital budget items submitted to Senior Leadership	J. Horan	Noted	None
Time Adjourned: 4:30P				
Next Meeting: May 21, 2019 3:30P-4:30P				
Respectfully Submitted: Jim Horan				



Approved: 06/2016
 Review Due: 06/2019
 Document Area: Fiscal Services
 Reg. Standard:

Review and Approve Financial Statements

STATEMENT OF PURPOSE -

To ensure an appropriate and consistent process to review and approve general ledger journal entries, monthly and yearly reconciliations, month end and year end financial statements.

POLICY -

Monthly general ledger journal entries prepared by staff accountants are reviewed and approved by the Controller. Each entry is reviewed and documented for approval by the Controller. Monthly general ledger journal entries prepared by the Controller are reviewed and approved by the CFO. Each entry is reviewed and documented for approval by the CFO.

Monthly and yearly reconciliations prepared by staff accountants are reviewed and approved by the Controller. Each reconciliation is reviewed and documented for approval by the Controller.

Monthly and yearly financial statements are prepared by the Controller and are reviewed and approved by the CFO. They are submitted to the Finance and Audit Committee of the Board of Trustees for approval and then submitted to the full Board of Trustees for final approval.

REFERENCES

Attachments:

No Attachments

Approval Signatures

Approver	Date
Irene Richardson: Chief Financial Officer	06/2016
Tami Love: Controller	06/2016

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B&G Chair Report to the Board for April 2019

Maintenance Metrics

Metrics information will be transmitted through the Facilities Department metrics tracker which is now part of their standard input to the Board Packet.

Board members will notice a new high (52) for the number of work orders open less than 30 days. Facilities Staff advises this should be expected; and involves working off preventative maintenance activities that come due on a quarterly basis.

Project List

The Facilities Director completed his project list presentation at this meeting. The presentation consists of slides and discussion of each project. It is a review and explanation of the items on the risk ranked project list. The information may be accessed by contacting the Facilities Director.

Retaining Wall Project

The contractor is in the field and the project is currently under construction.

Central Plant Upgrade Project

The engineers have visited, checking items in the field. The next project milestones are the schematic design basis cost estimate on April 23rd and the final design drawing package delivery on June 21st.

AC Coil Replacement

The Facilities group discussed planning for replacement of a failed AC cooling coil in the MOB. This is a planned activity that will be scheduled for a weekend as it requires the main air blower to be down.

The next B&G Committee meeting is scheduled for Tuesday May 21, 2019

BUILDING AND GROUNDS COMMITTEE
Memorial Hospital of Sweetwater County
4/16/2019

Voting Board Committee Members Present: Ed Tardoni,
Voting Staff Committee Members Present: Jim Horan, Tami Love
Non-Voting Committee Members Present: Gerry Johnston, Stevie Nosich
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PP presentation	Showed FY20 Capital budget items submitted to Senior Leadership	J. Horan	Noted	None
Time Adjourned: 4:30P				
Next Meeting: May 21, 2019 3:30P-4:30P				
Respectfully Submitted: Jim Horan				

B & G			
	Active W/O	Active W/O > 30 Days	Monthly open W/O
Reported 10/16	221	198	23
Reported 11/2018	224	201	23
Reported 12/18	218	197	21
Reported 01/19	201	188	13
Reported 02/2019	208	182	37
Reported 03/2019	156	123	33
Reported 4/2019	178	126	52
Reported 5/2019			0
Reported 6/2019			0
Reported 7/2019			0
Reported 8/2019			0
Reported 9/2019			0
Reported 10/2019			0
Reported 11/2019			0
Reported 12/2019			0

Board Compliance Committee
Minutes
April 24, 2019

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

Barbara Sowada called the meeting to order at 1:09 pm.

Minutes and agenda were approved as written.

The following items were discussed:

1. Old Business
 - a. Code of Conduct Update: The request for approval of the final draft is on the May 1 Board meeting agenda.
 - b. Risk Assessment Update: C. Radakovich reviewed the information. He said he would create a legend to clarify information. He said all items on the assessment were selected by our facility. A scoring system has been created utilizing information from the American Healthcare Internal Audit Organization and the Healthcare Compliance Organization. The plan is to monitor and update online. The Committee is looking at risks that might happen. If we know something is broken, we fix it in real-time. The assessment will evaluate risk failure. E. Tardoni said we need to stress the importance of actively looking for any issues. The Committee reviewed one of four sections being worked on the staff compliance group.
2. New Business
 - a. March Compliance Report: C. Radakovich said Fair Warning is a watchdog program attached to all of our private personal health information sites that monitors access. Communication and education continues to help our staff be successful in protecting information.
 - b. EMTALA Survey: C. Radakovich reported the Wyoming Department of Health was onsite following a complaint. We actively audit EMTALA in-house. The surveyors reported they like the documentation we have created. We will receive the survey results at the conclusion of the review. They did not express any concerns while onsite.
 - c. EMTALA Fact Sheet: C. Radakovich included information in the meeting packet for review.

Next Meeting: Wednesday – May 22, 2019 at 2:00 PM (*one hour later than regularly scheduled*)

Meeting was adjourned at 2:00 pm.

Submitted by Cindy Nelson



Memorial Hospital of Sweetwater County Board of Trustees

Compliance Committee Meeting

Wednesday - April 24, 2019

1:00 PM

CEO Office

Agenda
Board Compliance Committee
April 24, 2019

1:05 pm	Call to Order	B Sowada
1:10 pm	Approve Agenda	B Sowada
1:15 pm	Approve Minutes of March 26, 2019	B Sowada
1:20 pm	Old Business	
	a. Code of Conduct	C Radakovich
	b. Risk Assessment Update	C Radakovich
1:35 pm	New Business	
	a. March Compliance Report	C Radakovich
	b. EMTALA Survey	C Radakovich
	c. EMTALA Fact Sheet	C Radakovich
2:00 pm	Adjourn	B Sowada

Board Compliance Committee

Minutes

March 26, 2019

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

Barbara Sowada called the meeting to order at 1:02 PM.

Minutes and agenda were approved as written.

The following items were discussed:

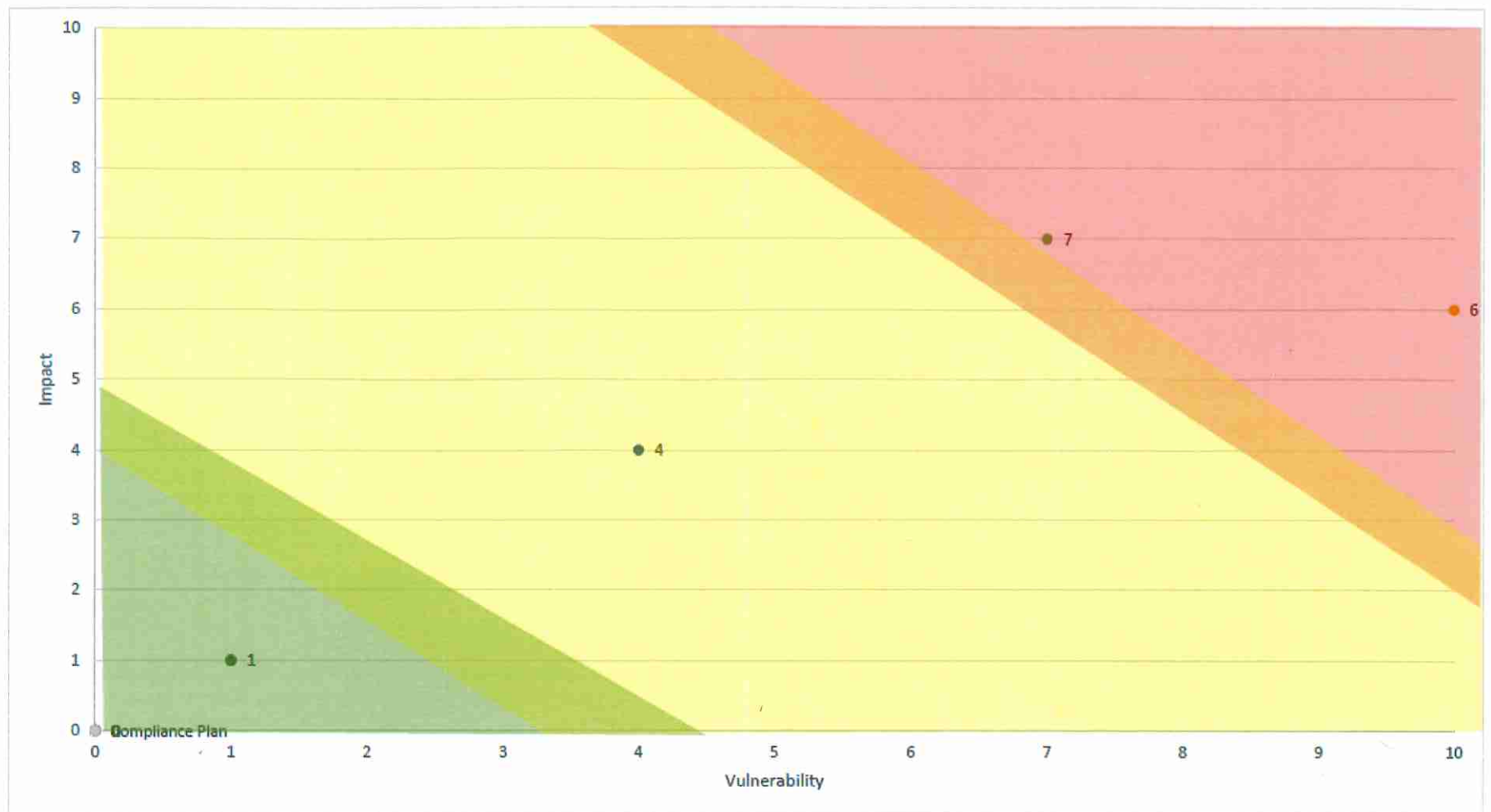
1. Old Business
 - a. Code of Conduct Policy: The final draft was presented to committee. The compliance work team approved this policy this month. C. Radakovich stated there was no principal changes. B. Sowada inquired about if our policy includes information to protect the staff from patient/public bad behavior. C. Radakovich stated that the policy did cover this but that our policy could be stronger regarding this. The committee approved the Code of Conduct Policy. The policy will be included in the April board packet for information only, with no action required.
 - b. Risk Assessment Update: C. Radakovich stated that they are still working on this and it has been a learning process. C. Radakovich stated that this is going to take three months to be completed instead of the original two months. It is expected to be completed in May and to the committee by the end of May. I. Richardson and C. Radakovich both stated that this was bringing good discussions and that they both were learning a lot from this.
2. New Business
 - a. February Compliance Report: C. Radakovich stated that all listed investigations were completed with the exception being 2019-02 HIPAA, which is still in progress. C. Radakovich did state that they are working with staff training to complete this investigation. C. Radakovich stated that there were no new findings this month. E. Tardoni inquired about the employee attitude regarding this culture. E. Tardoni stated that this is how we get better is by looking into these things and that not having anything to report is not always a good thing. C. Radakovich stated that most of these have been self-reported by staff and many are in the near miss zone that are being caught and fixed therefore not needing to be reported. C. Radakovich did ask B. Sowada and E. Tardoni to let him know if they have any other ideas for training staff.
 - b. OCR Letter Regarding Investigation: C. Radakovich reported that this was reported to Office for Civil Rights by patient's mother and then reported to us by mother. Office of Civil Rights determined to resolve this informally through the provision of technical assistance to MHSC. They provided a checklist of the required elements of a valid authorization. C. Radakovich stated that he has been providing training to staff regarding this. Office of Civil Right is satisfied, as is patient's mother. Letter will not be provided in April board packet.

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Meeting was adjourned at 1:34 PM.

Submitted by Marianne Sanders

		Impact					Vulnerability						
		Financial	Ability to Operate	Reputation	Pre-Audit Section Score	Post-Audit Section Score	Process/Control Maturity	Known Previous Compliance Risk	Third Party Stakeholders	Existing Compliance Activity/Re sources	Pre-Audit Section Score	Post-Audit Section Score	Total Pre-Audit Score
Revenue Cycle													
Medicare Part B - Outpatient Cardiac and Pulmonary Rehab	OIG Work Plan	2	2	2	6		1	3	1	5	10		60
Severe Malnutrition	OIG Work Plan	4	2	1	7		4	4	2	4	14		98
DRG and Home Health	Plan	0	0	0	0	0	0	0	0	0	0	0	0
Denial of Claims/Department		5	3	3	11		3	4	4	2	13		143
Payor Mix/Department		3	3	1	7		1	1	4	1	7		49
OP procedures in IP Encounters	OIG Work Plan	2	1	1	4		1	1	1	1	4		16
Replacement of Implanted Device	OIG Work Plan												
Charge Master (CDM) Review	Internal												
Utilization by DRG and CPT					0						0		0
Professional Service Billing													
Internal Audit Capacity	AHIA												
Return of Overpayment	OIG Work Plan				0						0		0



Compliance Program

Risks Report

Date Created: 04/22/2019

Created By: Clayton Radakovich

REPORTING ON

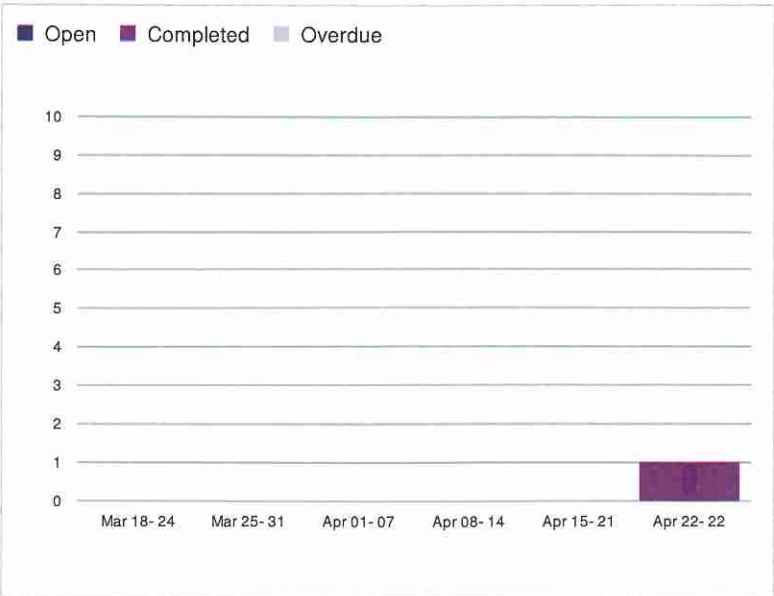
Date Range: 03/23/2019 - 04/22/2019

Categories: All

Locations: All

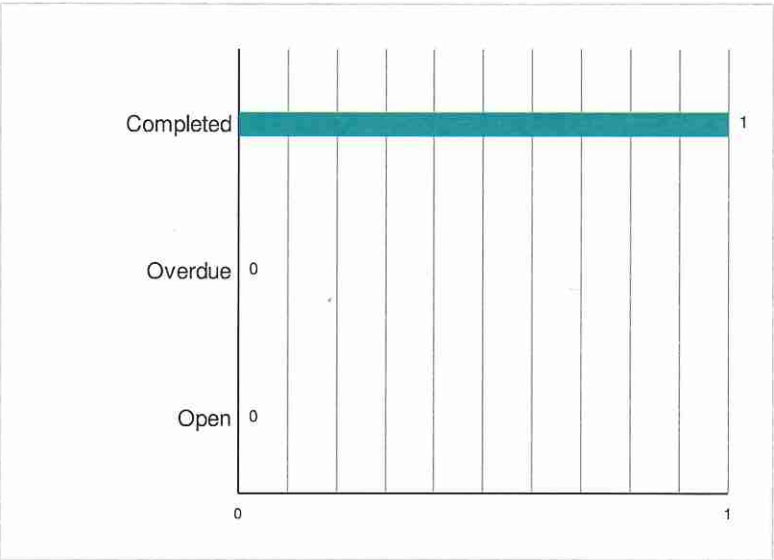
Risks

Created



Date Created	Open	Completed	Overdue
Mar 18- 24	0	0	0
Mar 25- 31	0	0	0
Apr 01- 07	0	0	0
Apr 08- 14	0	0	0
Apr 15- 21	0	0	0
Apr 22- 22	0	1	0

Status



Status	Count
Open	0
Overdue	0
Completed	1

All Risks

Name	Location	Category	Rating	Person Responsible	Risk Decision
Medicare Part B Billing	Memorial Hospital of Sweetwater	Medicare Part B - Cardiac and Pulmonary Rehab Billing	12	Clayton Radakovich	Mitigate

Compliance Report – March 2019

Investigations

Number	Status	Outcome
2018-01-Billing	Complete	No corrective action necessary
2018-02 HIPAA	Complete	Corrective action completed
2018-03 HIPAA	Complete	No findings, no corrective action necessary
2018-04 Scope	Complete	No findings, no corrective action necessary
2018-05 HIPAA	Complete	No findings, Corrective action complete
2018-06 HIPAA	Complete	No findings, no corrective action necessary
2019-01 HIPAA	Complete	No findings, system correction in place
2019-02 HIPAA	Complete	Finding present, System solution in place
2019-03 HIPAA	Complete	Corrective action completed
2019-04 HIPAA	Complete	Findings present, correction action completed.

Hotline Calls

No hotline calls in March.

Audits

No new audits until after risk assessment completion.

Patterns and Trends

HIPAA related cases remain the most prevalent. Human error is the most prevalent cause of breach. Fair Warning has begun to produce security reports, and is likely to result in more investigations.



EMTALA Fact Sheet

Main Points

- The Emergency Medical Treatment and Labor Act (EMTALA) is a federal law that requires anyone coming to an emergency department to be stabilized and treated, regardless of their insurance status or ability to pay, but since its enactment in 1986 has remained an unfunded mandate.
- The burden of uncompensated care is growing, closing many emergency departments, decreasing resources for everyone and threatening the ability of emergency departments to care for all patients.
- Emergency physicians provide the most charity care of all physicians (AMA 2003).
- ACEP advocates for recognition of uncompensated care as a legitimate practice expense for emergency physicians and for federal guidance in how fulfill the requirements of the EMTALA mandate in light of its significant burden on the nation's emergency care system.
- Everyone is only one step away from a medical emergency.

What is EMTALA?

EMTALA was enacted by Congress in 1986 as part of the Consolidated Omnibus Budget Reconciliation Act (COBRA) of 1985 (42 U.S.C. §1395dd). Its original intent and goals are consistent with the mission of ACEP and the public trust held by emergency physicians.

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- Referred to as the "anti-dumping" law, it was designed to prevent hospitals from transferring uninsured or Medicaid patients to public hospitals without, at a minimum, providing a medical screening examination to ensure they were

[FEEDBACK →]

stable for transfer. As a result, local and state governments began to abdicate responsibility for charity care, shifting this public responsibility to all hospitals. EMTALA became the de facto national health care policy for the uninsured. Congress in 2000 made EMTALA enforcement a priority, with penalties more than \$1.17 million, nearly as much as in the first 10 years (about \$1.8 million) of the statute combined (U.S. Department of Health and Human Services' Office of Inspector General [OIG]). Between October 1, 2005, and March 31, 2006, \$345,000 in fines were collected from 12 hospitals and one physician.

- EMTALA requires Medicare-participating hospitals with emergency departments to screen and treat the emergency medical conditions of patients in a non-discriminatory manner to anyone, regardless of their ability to pay, insurance status, national origin, race, creed or color.
- A technical advisory group was convened in 2005 by the Centers for Medicare & Medicaid Services (CMS) to study EMTALA. The advisory group focused on incremental modifications to EMTALA, but also envisioned a fundamental rethinking of EMTALA that would support development of regionalized emergency systems. A new EMTALA would continue to protect patients from discrimination in treatment, while enabling and encouraging communities to test innovations in emergency care system design, for example, direct transport of patients to non-acute care facilities, such as dialysis centers and ambulatory care clinics, when appropriate.
- The Institute of Medicine in 2006 recommended that the Department of Health and Human Services adopt regulatory changes to EMTALA and the Health Insurance Portability and Accountability Act (HIPAA) so the original goals of the laws are preserved but integrated systems may further develop.

How does EMTALA define an emergency?

An emergency medical condition is defined as "a condition manifesting itself by acute symptoms of sufficient severity (including severe pain) such that the absence of immediate medical attention could reasonably be expected to result in placing the individual's health [or the health of an unborn child] in serious jeopardy, serious impairment to bodily functions, or serious dysfunction of bodily organs." For example, a pregnant woman with an emergency condition must be treated until delivery is complete, unless a transfer under the statute is

appropriate.

What is EMTALA's scope?

According to the law, EMTALA applies when an individual "comes to the emergency department." CMS defines a dedicated emergency department as "a specially equipped and staffed area of the hospital used a significant portion of the time for initial evaluation and treatment of outpatients for emergency medical conditions." This means, for example, that hospital-based outpatient clinics not equipped to handle medical emergencies are not obligated under EMTALA and can simply refer patients to a nearby emergency department for care.

What are the provisions of EMTALA?

Hospitals have three main obligations under EMTALA:

1. Any individual who comes and requests must receive a medical screening examination to determine whether an emergency medical condition exists. Examination and treatment cannot be delayed to inquire about methods of payment or insurance coverage. Emergency departments also must post signs that notify patients and visitors of their rights to a medical screening examination and treatment.
2. If an emergency medical condition exists, treatment must be provided until the emergency medical condition is resolved or stabilized. If the hospital does not have the capability to treat the emergency medical condition, an "appropriate" transfer of the patient to another hospital must be done in accordance with the EMTALA provisions.
3. Hospitals with specialized capabilities are obligated to accept transfers from hospitals who lack the capability to treat unstable emergency medical conditions.
 - A hospital must report to CMS or the state survey agency any time it has reason to believe it may have received an individual who has been transferred in an unstable emergency medical condition from another hospital in violation of EMTALA.

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What are the requirements for transferring patients under EMTALA?

EMTALA governs how patients are transferred from one hospital to another. Under the law, a patient is considered stable for transfer if the treating physician determines that no material deterioration will occur during the transfer between facilities.

- EMTALA does not apply to the transfer of stable patients; however, if the patient is unstable, then the hospital may not transfer the patient unless:
 - A physician certifies the medical benefits expected from the transfer outweigh the risks OR
 - A patient makes a transfer request in writing after being informed of the hospital's obligations under EMTALA and the risks of transfer.
- In addition, the transfer of unstable patients must be "appropriate" under the law, such that (1) the transferring hospital must provide ongoing care within its capability until transfer to minimize transfer risks, (2) provide copies of medical records, (3) must confirm that the receiving facility has space and qualified personnel to treat the condition and has agreed to accept the transfer, and (4) the transfer must be made with qualified personnel and appropriate medical equipment.

What are the penalties for violating EMTALA?

Both CMS and the OIG have administrative enforcement powers with regard to EMTALA violations. There is a 2-year statute of limitations for civil enforcement of any violation. Penalties may include:

- Termination of the hospital or physician's Medicare provider agreement.
- Hospital fines up to \$50,000 per violation (\$25,000 for a hospital with fewer than 100 beds).
- Physician fines \$50,000 per violation, including on-call physicians.
- The hospital may be sued for personal injury in civil court under a "private cause of action"
- A receiving facility, having suffered financial loss as a result of another hospital's violation of EMTALA, can bring suit to recover damages.

An adverse patient outcome, an inadequate screening examination, or malpractice action do not necessarily indicate an EMTALA violation; however, a violation can be cited even without an adverse outcome. There is no violation if a patient refuses examination &/or treatment unless there is evidence of coercion.

Who pays for EMTALA-related medical care?

- Ultimately we all do, although EMTALA places the greatest responsibility on hospitals and emergency physicians to provide this health care safety net and shoulder the financial burden of providing EMTALA related medical care.
- According to a May 2003 American Medical Association study, emergency physicians on average provide \$138,300 of EMTALA-related charity care each year, and one-third of emergency physicians provide more than 30 hours of EMTALA-related care each week. Physicians in other specialties provide, on average, about six hours a week of care mandated by EMTALA, and on average incurred about \$25,000 of EMTALA-related bad debt in 2001.
- Some health insurance plans deny claims for legitimate emergency departments visits, based on a patient's final diagnosis, rather than the presenting symptoms (e.g., when chest pain turns out not to be a heart attack). Some also attempt to require preauthorization before a patient can seek emergency medical care, resulting in denied payment. These managed care practices endanger the health of patients and threaten to undermine the emergency care system by failing to financially support America's health care safety net.
- ACEP advocates for a national prudent layperson emergency care standard that provides coverage based on a patient's presenting symptoms, rather than the final diagnosis. In addition, health insurers should cover EMTALA-related services up to the point an emergency medical condition can be ruled out or resolved.

For more information, visit www.acep.org.

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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: **NRC-THE GOVERNANCE INSTITUTE**
2. Purpose of contract, including scope and description: **Membership into NRC for Governance Institute for year. This agreement includes Access to the Governance Institute's Member Network, access to assessment tools, Board portal and other membership resources.**
3. Effective Date: **September 1 2019**
4. Expiration Date: **renews each September unless we terminate**
5. Termination provisions: **90 days written notice but owe all fees through the renewal date. Is this auto-renew? Yes each September unless terminated**
6. Monetary cost of the contract: **\$38,782.00** Budgeted? **Yes Admin. this is where we get the board portal for board and staff members.**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **Wyoming (laws of the state in which Member's business is located) unless we initiate suit against them relating to the subject matter of this Agreement in which case the laws of the Nebraska would apply.**
8. Any confidentiality provisions? **YES**
9. Indemnification clause present? **NO**
10. Is this contract appropriate for other bids? **NO**
11. Is County Attorney review required? **NO**



1 800 388 4264
nrchealth.com

February 28, 2019

MEMBERSHIP SUBSCRIPTION AGREEMENT

This Membership Subscription Agreement ("Agreement") is entered into by and between National Research Corporation d/b/a NRC Health and **Memorial Hospital of Sweetwater County** ("Member"), effective as of the 1st day of September, 2019 (the "Effective Date"). This Agreement sets forth membership benefits, pricing, and Terms & Conditions (which are attached hereto and incorporated herein by this reference). Your signature below provides confirmation and acceptance of the Terms & Conditions, as well as the Summary of Benefits and pricing. Please return the executed Agreement to the attention of Justin Burns either via facsimile to (858) 646-3457 or via e-mail to: jburns@governanceinstitute.com.

☒ The Governance Institute Membership

\$ 38,782

Notes: Payment will be due 30-days from the date of invoice. Upon receipt of the signed Agreement, membership benefits will begin as of the Membership Effective Date set forth above. The Governance Institute will continue to renew your membership annually each September unless otherwise terminated in accordance with the terms and conditions herein. A yearly fee increase of 5% may be applied. The pricing in this Agreement will expire in the event that the Agreement is not signed and returned within thirty (30) days of the date first stated above.

Summary of Benefits

The Governance Institute serves not-for-profit hospital and health system boards of directors, executives and physician leadership by leading informative research studies, tracking insightful healthcare industry trends and showcasing governance practices of leading healthcare boards across the country. Value-driven membership to The Governance Institute grants access to trusted, independent information and resources for hospitals and health system board members, healthcare executives, and physician leaders in support of efforts to lead and govern your organizations.

Access to The Governance Institute's Member Network

- Custom research requests
- Participation in member cohorts

Assessment Tools

- System Assessments
- Subsidiary Assessments
- Peer-to-Peer Assessments
- Committee Assessments
- Foundation Assessments
- CEO Evaluation

Membership Resources

- Resource library and printed publications – white papers, newsletters (e.g., BoardRoom Press), case studies, research reports
- Online tools – multi-media recordings (e.g., webinars), governance toolkits, Member Update emails, online education
- Governance Support Program –including resources, templates and newsletters

Unlimited Access to The Governance Institute Conferences

Access to a Board Portal for up to ____ Users.

Dedicated Account Management Team

Advisory Services (Additional fees may apply)

We sincerely appreciate the opportunity to serve you, your organization and Board of Directors. If you have any questions, please do not hesitate to contact me at (877) 712-8778 or by e-mail at the address above.

Sincerely,
Justin Burns

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TERMS AND CONDITIONS

The following provisions are an integral part of the Agreement between National Research Corporation d/b/a NRC Health (hereinafter referred to as "NRC Health") and Member.

1. **CONFIDENTIAL INFORMATION.** Except as Member may authorize in writing, NRC Health and its employees shall: (a) treat and cause to be treated as confidential, all information furnished by Member to NRC Health which has been marked as proprietary or confidential information of Member; (b) limit access to such confidential information to NRC Health employees and NRC Health supervisory and support personnel; (c) neither use nor copy any confidential information except with the approval of Member or to the extent necessary for performance of the Services hereunder; and (d) not disclose to any third party the identity of any patient of Member. Confidential Information shall not include: information that (i) is in the lawful possession of NRC Health, without confidentiality restrictions prior to receipt under this Agreement; (ii) is or later becomes part of the public domain, except as the result of an unauthorized disclosure; (iii) is received from a third party having no obligations of confidentiality; (iv) is independently developed by NRC Health; or (v) is required by law or regulation to be disclosed.

2. **LIMITED WARRANTY; LIMITATION OF LIABILITY.**

(a) NRC Health warrants that the Services will be performed in a good and workmanlike manner, and that the Services will conform substantially to the Agreement. NRC Health's sole obligation under this warranty is to correct and adjust the Services within a reasonable time from notification by Member that such Services do not substantially conform to this warranty.

(b) NRC HEALTH'S LIABILITY AND MEMBER'S EXCLUSIVE REMEDY FOR DEFECTIVE PERFORMANCE OR NON-PERFORMANCE OF THIS AGREEMENT SHALL BE LIMITED TO CORRECTION AND ADJUSTMENT OF THE SERVICES WHICH DO NOT COMPLY WITH THIS WARRANTY, PROVIDED THAT MEMBER AFFORDS NRC HEALTH A REASONABLE OPPORTUNITY TO PROVIDE SUCH CORRECTIONS AND REASONABLY ASSISTS NRC HEALTH IN IDENTIFYING SUCH ERRORS OR OMISSIONS.

(c) THE LIMITED WARRANTY PROVIDED IN SUB-PARAGRAPHS (a) AND (b) HEREOF IS IN LIEU OF ALL OTHER EXPRESS WARRANTIES AND ANY IMPLIED WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE OR COURSE OF DEALING OR USAGE OF TRADE, ALL SUCH WARRANTIES BEING EXPRESSLY DISCLAIMED BY NRC.

(d) IN NO EVENT SHALL NRC HEALTH BE OBLIGATED OR LIABLE TO MEMBER FOR ANY CONSEQUENTIAL, INCIDENTAL, INDIRECT, SPECIAL OR PUNITIVE DAMAGES ARISING OUT OF OR IN CONNECTION WITH THE SERVICES PROVIDED BY NRC HEALTH TO MEMBER HEREUNDER, INCLUDING BUT NOT LIMITED TO LOSS OF REVENUE OR PROFIT, EVEN IF NRC HEALTH HAS BEEN ADVISED OR KNEW OR SHOULD HAVE KNOWN OF THE POSSIBILITY OF SUCH DAMAGES OR LOSS.

3. **OWNERSHIP OF MATERIALS; LICENSES.**

(a) NRC Health owns all right, title and interest in and to the services ("Services") provided under this Agreement, all related software, technology, printed materials, associated media, documentation and systems, deliverables and all NRC Health content provided in connection with the Services, including all intellectual property rights relating to or embodied in the Services (collectively, "NRC Health Property"). NRC Health reserves all rights not expressly granted to Member in this Agreement. Member agrees not to reverse engineer, decompile, translate, or attempt to learn the source code of any software related to NRC Health Property. Member acknowledges NRC Health's right to injunctive relief in case of breach of this Agreement, in addition to any remedy for damages. The failure of NRC Health to enforce this provision shall not be a waiver of the rights of NRC Health to thereafter enforce such provision. NRC Health Property shall not include data provided by Member to NRC Health which shall remain the sole property of Member.

(b) Subject to Member's compliance with the terms and conditions of this Agreement, NRC Health hereby grants Member a non-exclusive license during the term of this Agreement to use NRC Health Property for Member's own business purposes. This license is granted conditional upon the payment to NRC Health of the applicable Membership Fee in accordance with the terms and conditions of invoices provided by NRC Health to Member. In the event of delinquency in payment of any Membership Fee, any rights granted to Member to use NRC Health Property shall be revoked. Only Member and its authorized employees, agents or representatives shall be entitled to inspect, use or examine NRC Health Property. Unauthorized reproduction shall be cause for immediate termination of the License and this Agreement. Member shall not sell, transfer, exchange, sub-license or disclose NRC Health Property to any third party whatsoever without the prior written consent of NRC Health, and shall establish and follow appropriate security measures to safeguard and prevent any unauthorized disclosure which shall be at least equal to the security measures taken by Member to safeguard its own confidential and proprietary information.

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4. **BOARD PORTAL.**

(a) Subject to Member's compliance with the terms and conditions of this Agreement, NRC Health's board portal Licensors ("Licensors") hereby grants to Member a limited, non-exclusive, non-transferable right to access and use a board portal product ("Portal") during the term of this Agreement solely for Member's internal use, and solely for the period for which Member has paid the applicable Membership Fees under this Agreement. Member agrees that it will not (1) make the Portal available to, or use the Portal for the benefit of, any third party, (2) modify, sell, resell, license, sublicense, distribute, rent or lease the Portal, or

include the Portal in a service bureau or outsourcing offering, (3) use the Portal to store or transmit infringing, libelous, or otherwise unlawful or tortious material, or to store or transmit material in violation of third-party privacy rights, (4) use the Portal to store or transmit malicious code, (5) interfere with or disrupt the integrity or performance of the Portal or any third-party data contained therein, (6) attempt to gain unauthorized access to the Portal or its related systems or networks, (7) permit direct or indirect access to or use of the Portal in a way that circumvents a contractual usage limit, (8) copy or reproduce the Portal or any part, feature, function or user interface thereof, (9) frame or mirror any part of the Portal, or (10) access the Portal in order to build a competitive product or service, or (11) reverse engineer, decompile or otherwise attempt to determine the source code or algorithms of the Portal (to the extent such restriction is permitted by law), (12) delete or alter the proprietary rights notice appearing on the Portal. Member agrees to hold the Portal in confidence and will protect the same with at least the same degree of care with which the Member protects its own similar confidential information.

(b) Member acknowledges that both NRC Health and Licensor disclaim any warranty of any kind directly to Member, and make the Portal available on an "as-is" basis and none of NRC Health, Licensor, any of its affiliates, nor any third-party providers make any representation or warranty of any kind, express, implied, or statutory, regarding the Portal or any confidential information, including any representation or warranty of title, quality, performance, commercial utility, merchantability, fitness for a particular purpose or non-infringement. None of NRC Health, Licensor nor any their affiliates, represents or warrants that the Portal is or will be uninterrupted or error-free, nor do any of the aforementioned entities make any representation or warranty as to the results to be obtained from use of the Portal. Member acknowledges and agrees that Member is using the Portal at its own risk. In no event will: (1) the Licensors or be liable for any damages directly to the Member, whether direct or indirect, incidental or consequential, arising in connection with this Agreement and/or the Member's use of the Portal; (2) NRC Health be liable for any damages directly to the Member, whether direct or indirect, incidental or consequential, arising from the Member's use of the portal. Member is fully responsible for all its Users (as defined below) adhering to the terms governing use of the Portal.

(c) A Portal user appointed by Member is referred to herein as "User(s)". "Customer Data" means all data, information, and materials provided by Member or its Users to Licensor.

(d) Member shall comply with all reasonable Licensor security specifications or instructions provided in writing from time to time in order to prevent the Portal from being used or accessed in a manner that is not in accordance with the terms of use for the Portal. In addition, Licensor reserves the right to block IP addresses or other threats that may pose security threats to the Portal or related infrastructure on an as-needed basis.

(e) Member shall ensure that it has all necessary permissions to include and process, and to allow Licensor and its third-party providers to include and process, Customer Data in the Portal. Customer shall upload to its Portal or cause Licensor or its agents to create, receive, process, maintain or transmit any of the following types of data only to the extent the terms of the Agreement provides sufficient protection (as determined by the Member) for the Customer Data: information requiring specific data security or data protection measures by law or applicable industry practice, including without limitation (i) financial or payment information, payment card information, government classified information or state secrets and information subject to export control restrictions; or (ii) sensitive personally identifiable information including: US Social Security Numbers, government identification numbers, health or medical data, data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, trade-union membership, or sex life.

(f) Licensor may use data provided on behalf of Member or any of its Users to compile and use anonymous, aggregated statistics concerning usage data ("Service Statistics"), provided that Service Statistics shall never (a) identify or disclose personal data; (b) reasonably be used to identify a Member or any of its Users; or (c) utilize the Customer Data uploaded by Member or its Users to the Portal, but shall consist solely of usage and related statistics.

(g) A mobile application may be available for the Portal on the App Store® from Apple Inc. (or any similar mobile application marketplace), in which case Member's Users may be required to accept the terms and conditions of an end user license agreement (a "EULA") in order to download and use such application. If accepted by a Member's User, the terms of such EULA shall be deemed incorporated into this agreement (in each case, as of such acceptance date with respect to such user) and Member shall be responsible for such User's compliance with the terms of the EULA; provided, however, that, in the event of a conflict between the EULA and this agreement, the EULA shall control, but only in respect of the applicable User's download and use of the mobile application. Member may view Licensor's mobile applications EULA terms at <http://business.nasdaq.com/intel/3rd-party-terms/index.html> (or any successor hyperlink).

(h) As per the above, if Member's Users choose to download the Portal's mobile application, Users will be required to accept the associated mobile application license terms, including terms applicable to Open-source Programs, prior to downloading the application. Similarly, if Member's Users choose to download the "Briefcase" desktop application (available to a User when logged into the Portal), that application: (a) is subject to use in accordance with the terms applicable to use of the Portal; (b) may be distributed with Open-source Programs as from time to time described in the licenses directory found at the following link http://business.nasdaq.com/media/2017-08-09-MEETX-14dot1-FOSS-LIST-FOR-PDF-for-desktop-clients-only_tcm5044-47949.pdf or as otherwise made available by Licensor. Member's use of any Open-source Program is governed by, and subject to, the terms and conditions of its associated Open-source License(s); and (c) must be deleted by User when User's rights to access the Portal have terminated. "Open-source Program" means any software component that is subject to an Open-source License. "Open-source License" means any open-source copyright license agreement or other obligation,

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restriction, or license agreement that substantially conforms to the Open Source Definition as prescribed by the Open Source Initiative or otherwise may require disclosure or licensing to any third party of any source code with which such software component is used or compiled.

(i) The Portal may be comprised of data and/or functionality sourced from third-party providers that require Licensor to pass through end user terms to Member and its Users. Any such third-party terms that are supplied to Licensor will be posted as promptly as practicable at <http://business.nasdaq.com/intel/3rd-party-terms/index.html> (or any successor hyperlink) and/or within the applicable Portal. Such third-party terms will be deemed incorporated into this agreement as of such posting date and will be binding on Member in the same way as any other provision of this agreement; provided, however, that, in the event of a conflict between such third-party terms and this agreement, such third-party terms will control, but only in respect of the data and/or functionality sourced from such third-party provider.

(j) The above terms may be subject to change. Changes will be posted in the Portal.

5. **TERMINATION.** Upon either party's failure to cure a material breach of this Agreement within thirty (30) days following written notice thereof from the other party, the non-breaching party may terminate this Agreement effective at the end of such thirty (30) day period. Either party may, at its option by written notice, terminate this Agreement immediately upon the other party's insolvency, inability to pay its debts when due, assignment for the benefit of creditors, ceasing to do business as a going concern, filing for protection of the bankruptcy laws, becoming the subject of any involuntary proceeding under federal bankruptcy laws, or upon the appointment of a receiver or trustee.

Member may terminate this Agreement at the date of renewal ("Renewal Date") by providing NRC Health with ninety (90) days written notice prior to the Renewal Date. In such event, Member shall pay all fees due and owing to NRC Health under the Agreement through the Renewal Date. In the event of termination, NRC Health will cease all Services and work in progress as of the Renewal Date. Member may opt to have NRC Health continue work in progress and associated Services until completed, so long as Member has paid all fees due and owing to NRC Health at that time. In such event, the Member agrees to pay a fee for activities completed by NRC Health beyond the Renewal Date that shall not be greater than the prorated Membership Fee currently in effect. Services to be completed and associated fees will be agreed upon in writing no later than thirty (30) days prior to Renewal Date. Any prepaid fees in excess of the work performed or to be performed will be refunded to the Member after work has ceased. Without prejudice to any other rights, NRC Health may immediately terminate this Agreement in the event that Member does not cure a failure to timely pay any invoice, and in such event, Member agrees to immediately cease any use of the Services and to immediately return NRC Health Property and all copies thereof to NRC Health. Failure to exercise, or any delay in exercising, this right to terminate for failure to pay shall not constitute a waiver of that or any other right or remedy, nor shall it preclude or restrict any further exercise of that or any other right or remedy.

6. **COUNTERPARTS AND ELECTRONIC SIGNATURES.** This Agreement may be executed in several counterparts, each of which shall constitute one and the same instrument, and shall become effective when counterparts have been signed by each of the parties; it being understood that all parties need not sign the same counterparts. The signatures of the authorized representatives of the parties to this agreement which are scanned and sent by electronic mail or sent by facsimile transmission to the other party shall have the same force and effect as original signatures. Electronic signatures of the parties transmitted by electronic mail shall be deemed to be their original signatures for all purposes.

7. **ASSIGNMENT.** Member shall not assign its rights and obligations hereunder, in whole or in part, without the prior written consent of NRC Health. Any attempt to assign this Agreement without the appropriate written consent shall be immediately void and have no effect. Notwithstanding the above, this Agreement shall be binding upon and inure to the benefit of the Parties hereto and their respective legal representatives, successors, and permitted assigns.

8. **MISCELLANEOUS.**

(a) This Agreement constitutes the entire agreement between the parties pertaining to the subject matter hereof and supersedes all prior agreements, representations and understandings of the parties with respect to the subject matter hereof. The Agreement may be supplemented, modified or amended only by a written instrument duly executed by authorized representatives of each of the parties.

(b) NRC Health shall maintain and provide evidence of general liability, property, automobile, and workers' compensation insurance coverages. Upon request, a current certificate of insurance shall be provided and as policies are renewed or changed.

(c) This Agreement is not intended to create a joint venture, partnership, or association of any kind between the parties and the relationship of the parties under this Agreement is that of independent contractors. NRC Health agrees that the persons retained by it to provide Services hereunder are NRC Health employees and are not employees of Member for any purpose, and therefore, such persons are not entitled to any rights or benefits, whether present or future, under any retirement plan of Member; or the payment by Member of social security taxes, workers' compensation premiums, unemployment insurance premiums, overtime or other compensation, and any other employee benefits, including withholding of federal or state income taxes, and that NRC Health shall be solely responsible for these obligations.

(d) The waiver by one party of the performance of a covenant, condition or promise, or a failure to enforce a breach of any provision hereof under the Agreement shall not invalidate the Agreement nor shall it be considered a waiver by such party of any other covenant, condition or promise, nor shall any such waiver be construed as future waiver of the performance of any

Page 216 of 230

other like act, covenant, condition or promise. No waiver shall be binding unless executed in writing by the party making the waiver.

(e) In the event that any provision of the Agreement shall be invalid or prohibited under applicable law, such provision(s) shall be ineffective only to the extent of such prohibition and the remaining provisions of the Agreement shall continue in effect.

(f) This Agreement shall be governed by and construed in accordance with the laws of the state in which Member's principal place of business is located, without giving effect to the principles of choice of law of such state; provided, however, that in the event that Member initiates litigation against NRC Health relating to the subject matter of this Agreement, the laws of the state of Nebraska shall govern, without giving effect to the principles of choice of law of such state.

(g) All notices of any kind required or permitted under this Agreement shall be in writing and shall be delivered by mailing a copy thereof by certified or registered United States mail, postage prepaid, with return receipt requested, or by overnight express delivery.

(h) If either party is prevented from performed any portion of this Agreement (except obligations for the payment of money) by causes beyond its control, such party shall be excused for a period of time equal to the duration of the conditions causing such delay.

(i) Unless otherwise objected to by Member, NRC Health shall be allowed to use Member's name and logo on NRC Health's website, social media sites, and in other marketing and promotional materials for the sole purpose of identifying Member as a member of NRC Health. NRC Health will not use Member's name or logo in any manner not provided for under this Agreement without Member's prior consent.

National Research Corporation
d/b/a NRC Health
1245 Q Street
Lincoln, NE 68508

Memorial Hospital of Sweetwater County
1200 College Dr.
Rock Springs, WY 82901

By: _____

By: _____

Name _____

Name: _____

Title: _____

Title: _____

Dated: _____

Dated: _____

Memorial Hospital of Sweetwater County
Request for Check

DATE: 7/23/2018

DATE CHECK REQUIRED:

CHECK AMOUNT \$ 36,935.00

☐ Mail check to Vendor

☒ Return check to Requestor

DEPARTMENT NAME: Administration

DEPT NO.: 900

GL EXPENSE CODE:

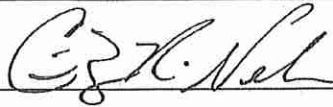
VENDOR NAME: NRC Health (The Governance Institute)

(for new vendors, a New Vendor Request & Verification Form must be completed in Purchasing)

DESCRIPTION OF SERVICES: Annual membership renewal - Invoice 60651

APPROVAL SIGNATURES

Dept. Leader (up to \$250 Budgeted):



Date: 7.23.18

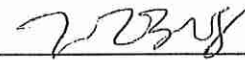
Sr. Leader (up to \$2,500 Budgeted):



Date:

CEO (over \$2,500 Budgeted):

Date:



**SEND COMPLETED FORM WITH REQUIRED SIGNATURES TO ACCOUNTS PAYABLE DEPARTMENT
THIS FORM MUST BE CORRECTLY FILLED OUT TO BE PROCESSED**

For Internal departmental
Budget Amount Available: \$

CFO Reviewed:



MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL
of Sweetwater County
1200 College Drive
Rock Springs, WY 82901

VOID VOID
ROCK SPRINGS NATIONAL BANK
ROCK SPRINGS, WYOMING

157475

DATE 08/15/2018

AMOUNT
\$36,935.00

Pay Thirty Six Thousand Nine Hundred Thirty Five Dollars and 00 Cents

to the Order of:

NRC HEALTH
PO BOX 30094
OMAHA, NE 68103-1194

Clay Lorne
James Buchanan

VOID
⑈ 157475 ⑈ ⑈ 102300255⑈ 2012663⑈

NATIO014

NRC HEALTH

Payment Number
00000000000141180

Check Date
08/15/2018

Check Number
157475

PO Number	Invoice Number	Invoice Date	Description	Net Paid Amt	Net Check Amt
CHECK	60651	07/18/2018	HWY009 - ANNUAL MEMBERSHIP	\$36,935.00	\$36,935.00

TOTALS: \$36,935.00 \$36,935.00



Human understanding

NRC Health
1245 Q Street | Lincoln, NE 68508
o 800.388.4264
nrchealth.com

INVOICE

Irene Richardson
Memorial Hospital of Sweetwater County
1200 College Drive
Rock Springs, WY 82901-5868

Attention

Please note that our bank remittance address is changing effective 7/2/18. Please update our vendor records to the new address below.

Invoice: 60651
Date: 7/18/2018
Client: HWY009
Due Date: 8/17/2018

Service/Product	Service Dates	Amount
The Governance Institute Membership	Sep 2018 - Aug 2019	\$36,935.00
		Sub Total \$36,935.00
		Total \$36,935.00

Thank you for your business.

Please make checks payable to: NRC Health, PO Box 30094, Omaha, NE 68103-1194
Wire Instructions: NRC Health, First National Bank of Omaha, Omaha, NE ABA No: 104000016 Acct No: 110384661 Federal ID# 47-0634000

Please send billing inquiries to April at billing@nrchealth.com (include invoice # and client name).



1 800 338 4264
archeath.com

July 1, 2018

Irene Richardson
Chief Executive Officer
Memorial Hospital of Sweetwater County
1200 College Drive
Rock Springs, WY 82901

Dear Ms. Richardson,

Thank you for your continued membership in The Governance Institute's network. Your participation shows a commitment not only to effective governance, but also to improving healthcare outcomes for the communities you serve.

In the coming year, we will continue to provide the thought leadership and toolkits you expect to support you, your board, and your committees. We will also deliver some new enhancements in 2018 to better respond to your interests and feedback.

- First, we are introducing Journey Maps that will let you self-identify where you are at on certain "journeys" – such as Risk-Based Payment Models or Healthcare Consumerism – and then access governance resources, events, and the network that is meaningful to organizations at your stage in the journey.
- Second, we are launching a product development input sessions to help prioritize & develop new solutions. For example, members have requested more assistance with board recruitment and diversity, so we are evaluating the best way The Governance Institute can better support your efforts through offering additional tools and best practices.
- Third, networking opportunities will increase to help others in "like roles" benefit from those who have already established some expertise (e.g., a panel discussion of committee chairs for any new or rising chairs to have a chance to hear recommendations and reflections).

Our commitment is to stay focused on sharing what matters most in health care governance. You should not have to reinvent the wheel, and you should have confidence that you are enabling your board to be better contributors on your journey towards improved performance.

Enclosed is The Governance Institute's standard Membership Services Agreement for your review. It outlines Membership benefits, important terms and conditions for services, and the responsibilities of both The Governance Institute and Memorial Hospital of Sweetwater County. If this Agreement is acceptable to Memorial Hospital of Sweetwater County, please sign and return to our office. Also enclosed, please find the invoice for your next membership year. Your prompt payment will help ensure that you receive service without interruption.

Please call us at (877) 712-8778 with any questions or comments. We are always looking for suggestions to make the membership more valuable.

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Best Regards,

Justin Burns
Business Development Manager

MEMBERSHIP SUBSCRIPTION AGREEMENT

This Membership Subscription Agreement ("Agreement") is entered into by and between National Research Corporation d/b/a NRC Health and Memorial Hospital of Sweetwater County ("Member"), effective as of the 1st day of September, 2018 (the "Effective Date"). This Agreement sets forth membership benefits, pricing, and Terms & Conditions (which are attached hereto and incorporated herein by this reference). Your signature below provides confirmation and acceptance of the Terms & Conditions, as well as the Summary of Benefits and pricing. Please return the executed Agreement to the attention of Justin Burns either via facsimile to (858) 646-3457 or via e-mail to: jburns@GovernanceInstitute.com.

☒ The Governance Institute Membership

\$36,935.00

Notes: Payment will be due 30-days from the date of invoice. Upon receipt of the signed Agreement, membership benefits will begin as of the Membership Effective Date set forth above. The Governance Institute will continue to renew your membership annually each September unless otherwise terminated in accordance with the terms and conditions herein. A yearly fee increase of 5% may be applied. The pricing in this Agreement will expire in the event that the Agreement is not signed and returned within thirty (30) days of the date first stated above.

Summary of Benefits

The Governance Institute serves not-for-profit hospital and health system boards of directors, executives and physician leadership by leading informative research studies, tracking insightful healthcare industry trends and showcasing governance practices of leading healthcare boards across the country. Value-driven membership to The Governance Institute grants access to trusted, independent information and resources for hospitals and health system board members, healthcare executives, and physician leaders in support of efforts to lead and govern your organizations.

Access to The Governance Institute's Member Network

- Custom research requests
- Participation in member cohorts
- Facilitated on-on-one connection with other members

Assessment Tools

- Board Assessments
- Foundation Assessments
- Peer-to-Peer Assessments
- Committee Assessments

Membership Resources

- Resource library and printed publications – white papers, newsletters (e.g., BoardRoom Press), case studies, research reports
- Online tools – multi-media recordings (e.g., webinars), governance toolkits, Member Update emails, online education
- Governance Support Program – online forum, including resources, templates and newsletters

Unlimited Access to The Governance Institute Conferences

Access to a Board Portal for up to 250 Users

Dedicated Account Management Team

Advisory Services (Additional fees may apply)

TERMS AND CONDITIONS

The following provisions are an integral part of the Agreement between National Research Corporation d/b/a NRC Health (hereinafter referred to as "NRC Health") and Member.

1. CONFIDENTIAL INFORMATION. Except as Member may authorize in writing, NRC Health and its employees shall: (a) treat and cause to be treated as confidential, all information furnished by Member to NRC Health which has been marked as proprietary or confidential information of Member; (b) limit access to such confidential information to NRC Health employees and NRC Health supervisory and support personnel; (c) neither use nor copy any confidential information except with the approval of Member or to the extent necessary for performance of the Services hereunder; and (d) not disclose to any third party the identity of any patient of Member. Confidential information shall not include: information that (i) is in the lawful possession of NRC Health, without confidentiality restrictions prior to receipt under this Agreement; (ii) is or later becomes part of the public domain, except as the result of an unauthorized disclosure; (iii) is received from a third party having no obligations of confidentiality; (iv) is independently developed by NRC Health; or (v) is required by law or regulation to be disclosed.

2. LIMITED WARRANTY; LIMITATION OF LIABILITY.

(a) NRC Health warrants that the Services will be performed in a good and workmanlike manner, and that the Services will conform substantially to the Agreement. NRC Health's sole obligation under this warranty is to correct and adjust the Services within a reasonable time from notification by Member that such Services do not substantially conform to this warranty.

(b) NRC HEALTH'S LIABILITY AND MEMBER'S EXCLUSIVE REMEDY FOR DEFECTIVE PERFORMANCE OR NON-PERFORMANCE OF THIS AGREEMENT SHALL BE LIMITED TO CORRECTION AND ADJUSTMENT OF THE SERVICES WHICH DO NOT COMPLY WITH THIS WARRANTY, PROVIDED THAT MEMBER AFFORDS NRC HEALTH A REASONABLE OPPORTUNITY TO PROVIDE SUCH CORRECTIONS AND REASONABLY ASSISTS NRC HEALTH IN IDENTIFYING SUCH ERRORS OR OMISSIONS.

(c) THE LIMITED WARRANTY PROVIDED IN SUB-PARAGRAPHS (a) AND (b) HEREOF IS IN LIEU OF ALL OTHER EXPRESS WARRANTIES AND ANY IMPLIED WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE OR COURSE OF DEALING OR USAGE OF TRADE, ALL SUCH WARRANTIES BEING EXPRESSLY DISCLAIMED BY NRC.

(d) IN NO EVENT SHALL NRC HEALTH BE OBLIGATED OR LIABLE TO MEMBER FOR ANY CONSEQUENTIAL, INCIDENTAL, INDIRECT, SPECIAL OR PUNITIVE DAMAGES ARISING OUT OF OR IN CONNECTION WITH THE SERVICES PROVIDED BY NRC HEALTH TO MEMBER HEREUNDER, INCLUDING BUT NOT LIMITED TO LOSS OF REVENUE OR PROFIT, EVEN IF NRC HEALTH HAS BEEN ADVISED OR KNEW OR SHOULD HAVE KNOWN OF THE POSSIBILITY OF SUCH DAMAGES OR LOSS.

3. OWNERSHIP OF MATERIALS; LICENSES.

(a) NRC Health owns all right, title and interest in and to the services ("Services") provided under this Agreement, all related software, technology, printed materials, associated media, documentation and systems, deliverables and all NRC Health content provided in connection with the Services, including all intellectual property rights relating to or embodied in the Services (collectively, "NRC Health Property"). NRC Health reserves all rights not expressly granted to Member in this Agreement. Member agrees not to reverse engineer, decompile, translate, or attempt to learn the source code of any software related to NRC Health Property. Member acknowledges NRC Health's right to injunctive relief in case of breach of this Agreement, in addition to any remedy for damages. The failure of NRC Health to enforce this provision shall not be a waiver of the rights of NRC Health to thereafter enforce such provision. NRC Health Property shall not include data provided by Member to NRC Health which shall remain the sole property of Member.

(b) Subject to Member's compliance with the terms and conditions of this Agreement, NRC Health hereby grants Member a non-exclusive license during the term of this Agreement to use NRC Health Property for Member's own business purposes. This license is granted conditional upon the payment to NRC Health of the applicable Membership Fee in accordance with the terms and conditions of invoices provided by NRC Health to Member. In the event of delinquency in payment of any Membership Fee, any rights granted to Member to use NRC Health Property shall be revoked. Only Member and its authorized employees, agents or representatives shall be entitled to inspect, use or examine NRC Health Property. Unauthorized reproduction shall be cause for immediate termination of the License and this Agreement. Member shall not sell, transfer, exchange, sub-license or disclose NRC Health Property to any third party whatsoever without the prior written consent of NRC Health, and shall establish and follow appropriate security measures to safeguard and prevent any unauthorized disclosure which shall be at least equal to the security measures taken by Member to safeguard its own confidential and proprietary information.

(c) Subject to Member's compliance with the terms and conditions of this Agreement, NRC Health's board portal Licensor ("Licensor") hereby grants to Member a limited, non-exclusive, non-transferable right to access and use a board portal product ("Portal") during the term of this Agreement solely for Member's internal use, and solely for the period for which Member has paid the applicable Membership Fees under this Agreement. Member agrees that it will

not (1) make the Portal available to, or use the Portal for the benefit of, any third party, (2) modify, sell, resell, license, sublicense, distribute, rent or lease the Portal, or include the Portal in a service bureau or outsourcing offering, (3) use the Portal to store or transmit infringing, libelous, or otherwise unlawful or tortious material, or to store or transmit material in violation of third-party privacy rights, (4) use the Portal to store or transmit malicious code, (5) interfere with or disrupt the integrity or performance of the Portal or any third-party data contained therein, (6) attempt to gain unauthorized access to the Portal or its related systems or networks, (7) permit direct or indirect access to or use of the Portal in a way that circumvents a contractual usage limit, (8) copy or reproduce the Portal or any part, feature, function or user interface thereof, (9) frame or mirror any part of the Portal, or (10) access the Portal in order to build a competitive product or service, or (11) reverse engineer, decompile or otherwise attempt to determine the source code or algorithms of the Portal (to the extent such restriction is permitted by law), (12) delete or alter the proprietary rights notice appearing on the Portal. Member agrees to hold the Portal in confidence and will protect the same with at least the same degree of care with which the Member protects its own similar confidential information. Member acknowledges that both NRC Health and Licensors disclaim any warranty of any kind directly to Member, including any warranty of title, merchantability, fitness for a particular purpose or non-infringement. In no event will the Licensors be liable for any damages directly to the Member, whether direct or indirect, incidental or consequential, arising in connection with this Agreement and/or the Member's use of the Portal.

4. TERMINATION. Upon either party's failure to cure a material breach of this Agreement within thirty (30) days following written notice thereof from the other party, the non-breaching party may terminate this Agreement effective at the end of such thirty (30) day period. Either party may, at its option by written notice, terminate this Agreement immediately upon the other party's insolvency, inability to pay its debts when due, assignment for the benefit of creditors, ceasing to do business as a going concern, filing for protection of the bankruptcy laws, becoming the subject of any involuntary proceeding under federal bankruptcy laws, or upon the appointment of a receiver or trustee.

Member may terminate this Agreement at the date of renewal ("Renewal Date") by providing NRC Health with ninety (90) days written notice prior to the Renewal Date. In such event, Member shall pay all fees due and owing to NRC Health under the Agreement through the Renewal Date. In the event of termination, NRC Health will cease all Services and work in progress as of the Renewal Date. Member may opt to have NRC Health continue work in progress and associated Services until completed, so long as Member has paid all fees due and owing to NRC Health at that time. In such event, the Member agrees to pay a fee for activities completed by NRC Health beyond the Renewal Date that shall not be greater than the prorated Membership Fee currently in effect. Services to be completed and associated fees will be agreed upon in writing no later than thirty (30) days prior to Renewal Date. Any prepaid fees in excess of the work performed or to be performed will be refunded to the Member after work has ceased. Without prejudice to any other rights, NRC Health may immediately terminate this Agreement in the event that Member does not cure a failure to timely pay any invoice, and in such event, Member agrees to immediately cease any use of the Services and to immediately return NRC Health Property and all copies thereof to NRC Health. Failure to exercise, or any delay in exercising, this right to terminate for failure to pay shall not constitute a waiver of that or any other right or remedy, nor shall it preclude or restrict any further exercise of that or any other right or remedy.

5. COUNTERPARTS AND ELECTRONIC SIGNATURES. This Agreement may be executed in several counterparts, each of which shall constitute one and the same instrument, and shall become effective when counterparts have been signed by each of the parties; it being understood that all parties need not sign the same counterparts. The signatures of the authorized representatives of the parties to this agreement which are scanned and sent by electronic mail or sent by facsimile transmission to the other party shall have the same force and effect as original signatures. Electronic signatures of the parties transmitted by electronic mail shall be deemed to be their original signatures for all purposes.

6. ASSIGNMENT. Member shall not assign its rights and obligations hereunder, in whole or in part, without the prior written consent of NRC Health. Any attempt to assign this Agreement without the appropriate written consent shall be immediately void and have no effect. Notwithstanding the above, this Agreement shall be binding upon and inure to the benefit of the Parties hereto and their respective legal representatives, successors, and permitted assigns.

7. MISCELLANEOUS.

(a) This Agreement constitutes the entire agreement between the parties pertaining to the subject matter hereof and supersedes all prior agreements, representations and understandings of the parties with respect to the subject matter hereof. The Agreement may be supplemented, modified or amended only by a written instrument duly executed by authorized representatives of each of the parties.

(b) NRC Health shall maintain and provide evidence of general liability, property, automobile, and workers' compensation insurance coverages. Upon request, a current certificate of insurance shall be provided and as policies are renewed or changed.

(c) This Agreement is not intended to create a joint venture, partnership, or association of any kind between the parties and the relationship of the parties under this Agreement is that of independent contractors. NRC Health agrees that the persons retained by it to provide Services hereunder are NRC Health employees and are not employees of Member for any purpose, and therefore, such persons are not entitled to any rights or benefits, whether present or future, under any retirement plan of Member; or the payment by Member of social security taxes, workers' compensation premiums, unemployment insurance premiums, overtime or other compensation, and any other employee benefits,

including withholding of federal or state income taxes, and that NRC Health shall be solely responsible for these obligations.

(d) The waiver by one party of the performance of a covenant, condition or promise, or a failure to enforce a breach of any provision hereof under the Agreement shall not invalidate the Agreement nor shall it be considered a waiver by such party of any other covenant, condition or promise, nor shall any such waiver be construed as future waiver of the performance of any other like act, covenant, condition or promise. No waiver shall be binding unless executed in writing by the party making the waiver.

(e) In the event that any provision of the Agreement shall be invalid or prohibited under applicable law, such provision(s) shall be ineffective only to the extent of such prohibition and the remaining provisions of the Agreement shall continue in effect.

(f) This Agreement shall be governed by and construed in accordance with the laws of the state in which Member's principal place of business is located, without giving effect to the principles of choice of law of such state; provided, however, that in the event that Member initiates litigation against NRC Health relating to the subject matter of this Agreement, the laws of the state of Nebraska shall govern, without giving effect to the principles of choice of law of such state.

(g) All notices of any kind required or permitted under this Agreement shall be in writing and shall be delivered by mailing a copy thereof by certified or registered United States mail, postage prepaid, with return receipt requested, or by overnight express delivery.

(h) If either party is prevented from performing any portion of this Agreement (except obligations for the payment of money) by causes beyond its control, such party shall be excused for a period of time equal to the duration of the conditions causing such delay.

(i) Unless otherwise objected to by Member, NRC Health shall be allowed to use Member's name and logo on NRC Health's website, social media sites, and in other marketing and promotional materials for the sole purpose of identifying Member as a member of NRC Health. NRC Health will not use Member's name or logo in any manner not provided for under this Agreement without Member's prior consent.

National Research Corporation
d/b/a NRC Health
1245 Q Street
Lincoln, NE 68508

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

By: _____

Name: _____

Title: _____

Dated: _____

By:  _____

Name: Irene Burkhardt

Title: CEO

Dated: 7-23-18

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: **BIO-RAD D-10 ANALYZER**

2. Purpose of contract, including scope and description: **We use this analyzer for analysis of Hemoglobin A1C, also known as glycosylated hemoglobin. This test is useful for monitoring glucose levels in diabetic patients over a 3 month time frame. Also, it assists with evaluating glucose levels in pre-diabetic patients.**

Reagent rental has always been how we have It has always been a reagent rental agreement. Any upgrades to the analyzer has been at Bio-Rad's cost. They recently replaced it at no cost due to the age of the older equipment. Dr. Karn isn't interested in performing this testing on any other platform as she considers this the gold standard for this test.

I reached out to Bio-Rad last week for reasons why a reagent rental agreement may be in our best interest. See comments from Rick at Bio-Rad below...

The contract is based upon the previous rental agreement and if you would prefer we could issue a purchase agreement as well. Please note that the advantages with the rental over the purchase is that the rental includes service coverage during the term of the agreement. Where as with a purchase, you will have the initial outlay of funds for the instrument then after the first year you will need to purchase a service agreement annually at a cost of approximately \$5,000.

3. Effective Date: **effective on MHSC's "go live" date (not to exceed 60 days from installation of equipment).**

4. Expiration Date: **60 months from the effective date.**

5. Termination provisions: **cannot cancel within the first 360 days of the agreement but after that it can be terminated with 60 days written notice** Is this auto-renew? **NO**

6. Monetary cost of the contract: **obligated to receive a shipment every 7 weeks; there are 52 weeks in a year, this roughly equates to between 7 and 8 kits per year. 8 kits x \$2,536 = \$20,288/year with a 1% increase per year after the first year (roughly \$200 increase per year). All costs are passed to the patient, as this reagent is used for patient testing. We ordered 9 kits last year and we charged \$114/test for this.**

Budgeted? **YES**

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

8. Any confidentiality provisions? **NO**

9. Indemnification clause present? **NO**

10. Is this contract appropriate for other bids? **No**

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

Contract Check List

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

1. Name of Contract: **MERGE HEALTHCARE**
2. Purpose of contract, including scope and description: **MERGE is our PACS system Vendor. This is the quote for the upgrade to our Fax Server for the PACS. The Fax Server is the environment we use to fax the final Medical Imaging reports to the ordering practitioners. It was budgeted in the operational budget for cost center 710 – General Radiology. We need to move our PACS fax server over to the virtual environment, and are currently having multiple issues with the system; we are experiencing a large increase in the number of failed faxes daily.**
3. Effective Date: **The latter date on the signature page**
4. Expiration Date: **continues until terminated**
5. Termination provisions: **May terminate for cause after notice of breach and opportunity to cure breach** Is this auto-renew? **No**
6. Monetary cost of the contract: **hardware \$880.00; professional fees \$2250.00 Total annual cost is \$3130.00 one- time shipping and handling 42.23**
Budgeted? **Yes**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **Delaware**
8. Any confidentiality provisions? **Yes**
9. Indemnification clause present? **Yes**
10. Is this contract appropriate for other bids? **No**

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

Contract Check List

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

1. Name of Contract: **DFM (DIETARY FOOD MANAGEMENT) POINT OF SALE**
2. Purpose of contract, including scope and description: **It is Point of Sale software for the register in the cafeteria therefore it would not be appropriate for outside bids as the register is only compatible with this software.**
3. Effective Date: **May 1, 2019**
4. Expiration Date: **when terminated by either party.**
5. Termination provisions **90 days by either party** Is this auto-renew? **Yes for one year terms unless terminated by either party with 90 days notice.**
6. Monetary cost of the contract and is the cost included in the department budget? **Annual cost is \$3309.00**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **New York state section 21**
8. Any confidentiality provisions? **YES Section 14**
9. Indemnification clause present? **YES Section 15**
10. Is this contract appropriate for other bids? **The cafeteria register is only compatible with this software.**
11. Is County Attorney review required? **NO**