



Memorial Hospital of Sweetwater County

Board of Trustees Regular Meeting

Wednesday - May 2, 2018

2:00 PM

Classrooms 1, 2 & 3

Meeting Book - Wednesday - May 2, 2018 Board of Trustees Regular Meeting

Board Meeting Agenda

I. Call to Order		Richard Mathey
A. Pledge of Allegiance		Richard Mathey
II. Minutes	For Approval	Richard Mathey
Minutes Strategic Planning Retreat - Special Board Meeting March 5 2018.doc - Page 5		
Minutes for April 4 2018.docx - Page 6		
III. Community Communication		Richard Mathey
IV. Executive Session (W.S. 16-4-405(a)(ii))		Richard Mathey
V. Credentials	For Approval	Richard Mathey
Confidential information available for review in the Board Portal.		
VI. Contract Review		Suzan Campbell, Chief Legal Executive/General Counsel
A. Contract Consent Agenda	For Approval	
1. Ascend Medical Staffing		
Ascend Medical Staffing.pdf - Page 11		
2. CIVCO		
Civco.pdf - Page 18		
3. CliftonLarsonAllen		
CliftonLarsonAllen.pdf - Page 25		
4. MERGE		
Merge.pdf - Page 36		
5. Telemedicine Clinical Service Agreement between the U of U and MHSC Amendment		
Telemedicine Clinical Service Agreement U of U.pdf - Page 44		
B. Contracts Approved by CEO since Last Board Meeting	For Your Information	
Checklists are included in the meeting packet. Contracts are available for review in the board portal.		
1. Dexpro		
Dexpro Check List.pdf - Page 49		
2. Keith Williams Associates KWA Letter of Agreement		
Keith Williams KWA Check List.pdf - Page 51		
3. Marshall Industries		

4. MPC

MPC Check List.pdf - Page 54

5. PRC Statement of Work (Dialysis)

PRC Statement of Work Dialysis Check List.pdf - Page 56

6. PRC Statement of Work (ED)

PRC Statement of Work ED Check List.pdf - Page 58

7. Weber State University

Weber State University Check List.pdf - Page 60

VII. Medical Staff Report

No report included in the meeting packet.

VIII. Old Business

IX. New Business

A. Compliance Reporting Structure

B. The Board of Trustees - Management Versus Governance

For Discussion

X. Chief Executive Officer Report

No report included in the meeting packet.

XI. Committee Reports

A. Building & Grounds Committee

meeting book - tuesday - april 24, 2018 building & grounds
committee meeting.pdf - Page 61

B. Foundation Board

C. Finance and Audit Committee

1. Capital Expenditure

Updated from info in Finance & Audit Committee packet.

FY18-22.pdf - Page 71

meeting book - wednesday - april 25, 2018 finance & audit
committee meeting.pdf - Page 78

2. Narratives - Pages 96, 119, 137

3. Bad Debt

Final numbers distributed near or on meeting date.

4. Investment Recommendation - Page 155

D. Human Resources Committee

HR Meeting April 23 2018.pdf - Page 175

Dr. David
Dansie,
Medical Staff
President
Richard
Mathey

Richard
Mathey

Clayton
Radakovich,
Director of
Accreditation
Richard
Mathey

Irene
Richardson,
Chief
Executive
Officer
Richard
Mathey

Taylor Jones

Marty Kelsey

Taylor Jones

Taylor Jones

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

Richard
Mathey

E. Quality Committee

Taylor Jones

4 18 18 Quality Minutes.doc - Page 199

Quality Committee Summary Report April 2018.docx - Page 202

F. Executive Oversight & Compensation

Richard
Mathey
Richard
Mathey

XII. Good of the Order

XIII. Executive Session as needed

Richard
Mathey

XIV. Adjourn

Richard
Mathey

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

March 5, 2018

The Board of Trustees of Memorial Hospital of Sweetwater County met in a Special Board Meeting on March 5, 2018, at 8:00 AM with Mr. Richard Mathey, President, presiding.

WELCOME

Mr. Mathey asked Ms. Irene Richardson, CEO, to convene the meeting. Ms. Richardson welcomed everyone and thanked them for their attendance. She noted there was a quorum of the Board. The following Trustees were present: Mr. Taylor Jones, Mr. Richard Mathey, and Dr. Barbara Sowada. Excused: Mr. Marty Kelsey and Mr. Ed Tardoni.

Attendees: Mr. David Beltran, Ms. Angel Bennett, Ms. Suzan Campbell, Mr. Ron Cheese, Ms. Ann Clevenger, Dr. Brianne Crofts, Dr. David Dansie, Ms. Deb DeFauw, Mr. Carl Demshar, Ms. Kerry Downs, Ms. Holly Ellison, Ms. Mary Fischer, Ms. Amber Fisk, Ms. Crystal Hamblin, Mr. Dave Hanks, Ms. Tasha Harris, Mr. Jim Horan, Mr. John Kolb, Ms. Jan Layne, Ms. Tami Love, Ms. Tiffany Marshall, Ms. Amanda Molski, Ms. Cindy Nelson, Dr. Kristy Nielson, Ms. Renee Petty, Ms. Eve Piza, Ms. Kari Quickenden, Mr. Clay Radakovich, Ms. Irene Richardson, Ms. Corinna Rogers, Ms. Sarah Roth, Ms. Marianne Sanders, Mr. Bob Scott, Ms. Tracie Soller, Ms. Kelly Sugihara, Ms. Deb Sutton, Dr. Banu Symington, Ms. Leslie Taylor, and Mr. Charlie Van Over.

STRATEGIC PLANNING RETREAT

Ms. Richardson reviewed the agenda and conducted the strategic planning retreat meeting. The agenda was as follows: Welcome & Overview, Introductions, Toy Ice Breaker, Articles Assignment Discussion, S.W.O.T. (Strengths, Weaknesses, Obstacles, and Threats) Analysis, 5 Minute Reports by Group, Next Steps Regarding Strategies, S.M.A.R.T. (Specific, Measurable, Attainable/Achievable, and Relevant, Timely) Goals, Strategies Sub-Groups, Barter Puzzle Teamwork Exercise, and Closing Comments and Prizes.

ADJOURNMENT

There being no further business to discuss, the meeting adjourned at 4:10 PM.

Mr. Richard Mathey, President

Attest:

Mr. Marty Kelsey, Secretary

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

April 4 2018

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session on April 4, 2018, at 2:00 PM with Mr. Richard Mathey, President, presiding.

CALL TO ORDER

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

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

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

Mr. Mathey read aloud the mission and vision statements, and listed the values formulated and adopted by the Board. The motion to amend the agenda to add "Lines of Service provided by the Hospital" under "New Business" and "Executive Oversight and Compensation Committee" in the "Committee Reports" was made by Mr. Kelsey; second by Mr. Tardoni. Motion carried.

APPROVAL OF MINUTES

The motion to approve the minutes of the March 7, 2018, regular meeting as presented was made by Dr. Sowada; second by Mr. Tardoni. Motion carried.

COMMUNITY COMMUNICATION

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

EXECUTIVE SESSION

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

RECONVENE INTO REGULAR SESSION

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

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

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

The motion to approve the Chief Executive Officer executing agreements with Mr. Mark Sanders, P.A., Ms. Jocelyn Palinek, N.P., and Dr. Wally Curry as proposed was made by Mr. Kelsey; second by Mr. Tardoni. Motion carried.

MEDICAL STAFF REPORT

Dr. Dansie reported the Medical Executive Committee met, reviewed, and approved a number of agreements and processes. Dr. Dansie thanked Ms. Suzan Campbell, Chief Legal Executive/General Counsel, for her assistance. The Doctor's Day luncheon was held March 28 and was very well-received. The Ethics Committee met. Ms. Campbell has been invited to attend upcoming meetings. Dr. Dansie said the Committee will also expand to include a layperson and a member of the clergy. The Joint Commission is returning this month. Dr. Dansie said Dr. Theodosis has created a scoreboard to assist with administration of lidocaine documentation. Dr. Theodosis asked Dr. Dansie to let the Board of Trustees know that he is looking at creative ways to meet expectations, even if not the standard of care, related to patient complaints and concerns. Dr. Dansie said the physicians are taking this seriously and trying to meet expectations. There were no applicants from Green River for the medical scholarship so both will be awarded to Sweetwater County #1 applicants because that is where the applications came from. Education will begin helping with the creation of files for medical students. Dr. Dansie said the Medical Staff is working on the process when physicians without privileges submit orders. The bylaws are finished. The next step is a review with legal counsel.

OLD BUSINESS

Quality Packets

Ms. Campbell said her initial assessment is that we have been in compliance with the confidentiality statute. Further review is on hold for now as we revamp the committee packet.

Ms. Campbell said she will also review and address if the committee meetings are open to the public.

NEW BUSINESS

Strategic Plan

Ms. Richardson reported on the retreat held March 5. She said we had great participation from the Hospital Board, Foundation Board, Medical Staff, leadership and community. She presented the skeleton of the plan. Following approval, workgroups will be formed to create the plans to move things forward. Mr. Mathey noted this is not the plan; this is the outline of the plan. Approval is requested so work can continue to develop the plan. The motion to approve the outline so staff can go forward with work was made by Mr. Kelsey; second by Mr. Tardoni. Motion carried.

Organization Chart

Ms. Richardson reviewed the revised organization chart. She said the executive leaders researched information, met, and feel this is a more balanced chart with a much better distribution of departments. She said approval by the Board is a requirement of The Joint Commission. The motion to approve the organization chart as presented was made by Mr. Tardoni; second by Dr. Sowada. Motion carried.

Lines of Service

Mr. Mathey said we are unsure if the Board needs to approve the service lines. If it is, it would fall under The Joint Commission requirements so we decided to do it to be sure. Mr. Mathey distributed a page listing hospital services. Ms. Richardson said they are listed alphabetically. Mr. Mathey asked her to read them aloud. Dr. Dansie requested a change from the use of “family practice” to the correct “family medicine.” The motion to approve the service lines as presented was made by Dr. Sowada; second by Mr. Tardoni. Motion carried.

CEO REPORT

Ms. Richardson said March was a very busy month and thanked everyone for their hard work and support. She said we are excited to get moving on our initiatives. Ms. Richardson said she will bring updates to the Board on the progress of the workgroups. The Hospital hosted a University of Wyoming student lunch coordinated by Ms. Deb Sutton, Public Relations and Marketing Director. Budget meetings are coming with a workshop with the Finance and Audit Trustees May 15. The budget will be presented to the Finance and Audit Committee May 30 and then to the full Board at the June 6 meeting. Ms. Richardson reported the Doctor’s Day lunch was successful. She recognized Ms. Jodi Corley and Ms. Leslie Taylor in the Clinic for their work regarding the Merit Based Incentive Payment System (MIPS), a new quality payment program. Data submitted from 2017 will impact reimbursement in 2019. Ms. Richardson said we are doing amazing things. Our score was 98 out of 100 and this will result in an increase of 4% in reimbursement and will also result in part of a program bonus. She said our physicians have been very receptive and helpful. Ms. Taylor said it was a group effort. Dr. Dansie said Dr. Jake Johnson was the physician-side champion. Ms. Richardson said The Joint Commission will

return April 25. We are planning for a very successful visit. Ms. Richardson reviewed current physician recruitment efforts and said she will host Town Hall meetings for staff in April.

COMMITTEE REPORTS

Building and Grounds Committee

Mr. Jim Horan, Facilities Director, reviewed the report in the meeting packet.

Foundation Board

Ms. Tiffany Marshall, Foundation Director, provided an overview of Foundation activities and said a final report for the Gala would be issued soon. The Foundation has approved three funding requests to the Hospital in the last month. A golf tournament will be held in Green River. A joint board meeting is scheduled at the end of April. Mr. Mathey said the agenda will include an item to discuss the relationship between the boards.

Finance and Audit Committee

Narratives: Ms. Tami Love, Chief Financial Officer, reviewed the narratives included in the packet. Mr. Kelsey said we have come a long way, a lot of good things have happened, and finances have improved. He said we have had some unusual expenditures this year. As we move forward we are going to take a hard look at operating budgets. Mr. Kelsey said we cannot be in the red and sustain over the long term. He said that as we look forward we can control our expenses much more than control our revenue. Mr. Kelsey said that at the last committee meeting, he asked senior management to look at the bigger picture, the critical financial trends that impact this hospital. He suggested something simple like two or three bullet points each month. He said it should be something hospital-related, global, etc. He said the Board is looking for trends that are of concern. Mr. Kelsey said he believes this will provide the Board with a more governing board focus. They need the information but also need to see what is causing the changes. Mr. Kelsey said he is looking forward to getting senior management's take on the trends. Ms. Love said she and Mr. Ron Cheese, Patient Financial Services Director, have already started that process.

Investment Recommendation: The motion to approve the investment recommendation of \$17,006,808 as requested was made by Mr. Kelsey; second by Dr. Sowada. Motion carried.

Bad Debt: The motion to approve the net potential bad debt for \$887,788.87 which was up from the previous month as presented by Mr. Cheese was made by Dr. Sowada; second by Mr. Kelsey. Motion carried.

Human Resources Committee

Mr. Mathey said the committee is working on policies and said he personally likes the direction these have taken. He said they involve exempt, non-exempt, and deal with the nuts and bolts of the employment relationship. He said there will also be policies relevant to all employees. Mr. Mathey said the policies will be provided to the Board at the May meeting for a review with a

vote at the June meeting. If they pass, they will become effective July 1. Mr. Mathey said the committee is also reviewing the self-insurance with University of Utah Health Plans (UUHP).

Quality Committee

Dr. Sowada said we are starting a new page. She commended Mr. Clayton Radakovich, Director of Accreditation, Ms. Amanda Molski, Quality Director, and Ms. Campbell for diving in with some great ideas. Dr. Sowada said we are looking toward obtaining a four star rating. She said this is a good committee with a lot of expertise and enthusiasm. She invited all Trustees to visit the portal workroom to review and bring any questions/concerns/input to take to meetings.

Executive Oversight and Compensation

Mr. Mathey said the committee consists of Dr. Sowada and Mr. Mathey and has a limited function which is to oversee the Chief Executive Officer (CEO) and her compensation. They are working on criteria to evaluate the CEO. They are going to hopefully present the criteria to the Board at the May meeting.

Mr. Mathey requested a five-minute recess. The Board reconvened at 5:33 PM.

CONTRACT REVIEW

Contract Consent Agenda

Ms. Campbell reviewed the agreements requested by the Board. The motion to approve the CEO signing the agreements on behalf of the Hospital was made by Mr. Tardoni; second by Dr. Sowada. Motion carried. Mr. Mathey asked Ms. Campbell to review with Mr. Phillips what we can put in our packet for the public. He suggested Ms. Campbell add Ms. Richardson's review and approval to the checklist

GOOD OF THE ORDER

Mr. Kolb asked the Hospital to budget the minimal amount for Title 25. He said it's alright to change the amount but it would be easier to have more realistic numbers moving forward. He said we need to submit a request for an amendment to the current budget to move funds from Title 25 to maintenance. Mr. Kolb said the clerk faces some challenges based on how the funds are set up.

ADJOURNMENT

There being no further business to discuss, the motion was made, second and carried to adjourn. The meeting adjourned at 6:22 PM.

Mr. Richard Mathey, President

Attest:

Mr. Marty Kelsey, Secretary

Contract Check List

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

1. Name of Contract: **Ascend Medical Staffing**
2. Purpose of contract, including scope and description: **A Locums Tenens Placement contract for Medical Staff Services to find locums doctors. This company promises to save us money on locums fees.**
3. Effective Date: **May 2, 2018**
4. Expiration Date: **One year**
5. Rights of renewal and termination: **30 days written notice** Is this auto-renew? **Yes for successive one year terms unless modified or terminated under provisions of the contract.**
6. Monetary cost of the contract and is the cost included in the department budget. **We will pay any locums fees to Ascend and they will pay the locums. The only time we would pay the \$30,000.00 is if we hire the locums as an employed physician. In the department budget.**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so? **Was Utah and we asked to change to Sweetwater County and they agreed.**
8. Any confidentiality provisions? **Only as to HIPAA**
9. Indemnification clause present? **Yes we indemnify Ascend for our acts.**
10. Is this contract appropriate for other bids? Any equipment or software purchased by the hospital usually requires a service agreement from the same company/manufacture. If we purchase a service agreement from another company it will most likely void any warranties.

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

12. Is County Attorney review required?

Please note that a majority of the contracts received for renewal/approval by the hospital are standard operating contracts from the other party-not the hospital. The CEO and Legal attempt to negotiate, to the benefit of the hospital, as many of the above provisions as we can.

Ascend Medical Staffing LLC

450 East 1000 North, North Salt Lake, Utah 84054

Agreement for Locum Tenens Placement

This agreement for Locum Tenens Placement is entered into by Memorial Hospital of Sweetwater County (Client), and Ascend Medical Staffing LLC ("Ascend"). The contract will be effective commencing on May 2, 2018.

Ascend Medical Staffing, LLC will be referred to Ascend for the purpose of this contract.

Client and its affiliated are collective referred to herein as "Client". Affiliates are defined as any individual, practice, group, clinic, or other organization that is owned, managed or operated, directly or indirectly, by Client

Ascend is a placement agency for locum tenens physician services. It is a client healthcare provider that contracts with locum tenens physicians, to provide services to clients in need of coverage. A separate Assignment Addendum will be signed by the client and Ascend for each assignment defining the Clients payment obligations to Ascend. The addendum will specify rates, length of assignment and travel arrangements for each assignment...

1. Term of Agreement

This agreement shall be for an initial term of one year from the Effective Date of this Agreement and shall be automatically renewed for successive one-year terms unless modified or terminated in accordance with the provisions of the Agreement. This agreement may be terminated without cause by either party upon thirty (30) days written notice. Any existing Assignment which has not been completed as of the date of the termination, including Assignments where the provider services have not yet begun, shall remain effective under the terms of the agreement and continued to be governed by the terms of this agreement and the applicable Assignment addendum.

2. Independent Contractor

The parties acknowledge that a Provider is not an employee or agent of Ascend Med or the client. The relationship of a Provider to Ascend Med is that of an independent Contractor. Client will communicate its needs for locum tenens provider services to Ascend. Ascend will utilize internal and external resources to locate a qualified provider. If a qualified provider is located, Ascend Med will present to the client for consideration. Client will notify Ascend of its intent to proceed with or decline the provider within 72 hours. If client requests an interview with the Provider, Ascend will coordinate the interview. If the provider has been presented to the client through another agency, the client will notify Ascend of prior knowledge of the provider within 48 hours of presentation.

3. Procuring Clause

Providers introduced by Ascend to Client shall be deemed to have been sourced by Ascend and will constitute an "Introduced Provider," which is defined as any Provider submitted or introduced to Client. Ascend will claim ownership of the "Introduced Provider" unless client notifies Ascend of prior

knowledge within 48 hours. Client must notify by e-mail of a preexisting relationship that contractually prevents Client from entering into an Assignment utilizing the presented Provider. Client agrees that it will not use the services of any "Introduced Provider" by Ascend not known to the client, through another agency until 24 months after the last assignment or termination of this agreement. Client shall not solicit or engage any Introduced Provider for any locum's assignment or Permanent Placement with the Client or an affiliate of the Client.

4. Permanent Placement

Client agrees to pay Ascend a permanent placement fee of \$30,000 if an Introduced Provider becomes an employee or contractor of Client, or otherwise provides physician services to Client, at any time.

Client also agrees to pay all past invoices owed to Ascend before the Client employs the Introduced Provider as a contractor or Permanent Employee.

5. Cancellation of Assignment

Client and Cancellation without Cause: Client must give Ascend and Provider a minimum of thirty days (30) days written notice to cancel an Assignment without cause. Provider must give Ascend and Client a minimum of thirty (30) days written notice to cancel an Assignment without cause. Notice shall be effective with the delivery of notice by e-mail. If client cancels the assignment less than thirty (30) days to the commencement of scheduled assignment, Client shall pay the total sum of the scheduled shifts with the thirty day cancellation period, which will include all related non-refundable and non-transferable costs.

Cancellation with Cause: Provider may be discontinued and assignment terminated if Client Provider or Ascend reasonably believes that continued placement could jeopardize the health or safety of Provider, staff members or patients. Client and Ascend will provide good faith, best efforts to find a suitable replacement.

Client agrees to notify Ascend if the client determines that the Provider's ability to practice or prescribe comes under investigation, is suspended for any reason and fails any background check, drug test or other screening procedures conducted on Provider by the Client. Client shall provide a copy of the applicable documents or results to Ascend or the Provider.

Ascend may terminate any or all Assignments if the client files a petition for bankruptcy or is unable to pay its debts within 30 days of invoicing.

Client will be responsible for any costs and payment for services incurred up to the date of termination of the Assignment.

6. Billing and Payment Terms

Client will bill for, collect and retain all professional fees generated by Provider for services rendered for each Assignment. Client shall pay Ascend for Provider's services rendered at the rates reflected on the Assignment Addendum. Client will not pay the Provider directly for any services. Client will assume and reimburse Ascend for costs associated with credentialing as agreed upon.

Timesheets and Invoices: Provider are responsible for submitting time worked on the designated Ascend form. Client agrees to review the timesheet in a timely manner for accuracy and countersign the

timesheet, which will be utilized to calculate the payments due from Client to Ascend. Ascend will pay Provider for services performed for client, payment of each invoice shall be due upon receipt after the invoice date, including all related non-refundable and non-transferable costs.

Timesheets and Invoices: Provider will obtain approval from Client for any time off and notify Ascend.

Holiday Premium: An additional fee of one half of the hourly rate set forth in the Assignment Addendum multiplied by the hours in a shift will be due from for all work performed on a federal holiday. Any exception will be noted in the addendum.

Interest: Client agrees to pay Ascend an interest rate of the lower of 2.0% per month or the highest interest rate allowed by law for all invoices that are not paid when due. If any invoice for any Assignment is not paid within 30 days after the due date, Ascend reserves the right with 3 day notice to terminate all Assignments with Client and to remove Providers from terminated Assignments.

7. Indemnification

Client agrees to defend, indemnify and hold harmless Ascend from all claims, liabilities, losses, damages, cost and expenses that are caused by the actual or alleged negligent, reckless or intentional acts or omissions of Client or Provider.

8. Confidentiality

The parties agree to comply with all applicable state and federal laws and regulations relating to the confidentiality, ownership and treatment of medical records and information, including but not limited to the Health Insurance Portability and Accountability Act (HIPPA) and HIPAA regulations.

9. Non-Discrimination

Client shall not discriminate against any Provider on the basis of race, color, age, creed, gender, sexual orientation, national origin, disability, Veteran Services status as a current or former member of the Uniformed Services, or any other classification regulated by law.

10. Compliance with Applicable Laws

Client shall comply with all applicable local, municipal, state and federal laws and all rules and regulations applicable of the services described herein, for the duration of this Agreement.

Entire Agreement

This Agreement and the Assignment addendum for each Assignment sets forth the entire understanding of the parties relating to the subject matter thereof and supersedes all prior discussion, agreements and understanding between the parties related to the subject matter. Terms of the Assignment Addendum shall control this Agreement. This Agreement and each Assignment addendum may not be amended, modified, altered or supplemented without the written consent of Ascend and the Client.

11. Severability

Any term or provision of this Agreement that is invalid or unenforceable in any situation, in any jurisdiction shall not affect the validity or enforceability of the remaining term and provisions hereof or the Validity or enforceability of the offending term or provision in any other situation or any other

jurisdiction. If the final judgment of the court or competent jurisdiction declares that any term or provision hereof is invalid or unenforceable, the parties hereto agree to replace such invalid or unenforceable term or provision with a valid or enforceable term that will achieve, to the extent possible the economic, business and other purposes of such invalid or unenforceable term.

12. Governing Law, Venue, Waiver of Jury Trial

This Agreement shall be construed in accordance with and governed in all respects by, the internal laws of the Sweetwater County, Wyoming. Any proceeding by Client against Ascend shall be brought or otherwise commenced in any state or federal court located in or having jurisdiction over the County of Salt Lake, State of Utah. Each party irrevocable and unconditionally waives any right it may have to a trial by jury in respect of any legal action arising out of or relating to this Agreement or any Assignment addendum.

13. Attorney's Fees

If any legal action or other legal proceeding relating to this Agreement is brought against any party to this Agreement, the prevailing party shall be entitled to recover reasonable attorneys' fees, cost and disbursements (in addition to any other relief to which the prevailing party may be entitled) incurred as a result of such legal action or proceeding, including any appeal.

14. Acts of God

Neither party shall be liable in damages for any delay or default in performing its respective obligations, other than delay or default in the payment of money due under this Agreement, if such delay or default in performing its respective obligations, other than delay or default in the payment of money due under this Agreement, if such delay or default is caused by Acts of God or other conditions beyond its control. Both parties agree to keep each other fully informed concerning the matters causing the delay or default and the prospects of their ending. The failure of either party to exercise any of its rights under this agreement shall not be deemed to be a waiver of such rights.

15. Signature Authority

Individuals executing this Agreement represent and warrant that they are competent and capable of entering into a binding contract and they are authorized to execute this Agreement.

Client

Ascend Medical Staffing, LLC

Signature: _____

Signature: _____

By: _____
(Printed Name)

By: _____
(Printed Name)

Title _____

Title : _____

Date: _____

Date: _____

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: **CIVCO contract for Protura couch. Civco is the name of the company that provides the service agreement for the Protura couch.**
2. Purpose of contract, including scope and description: **This is a contract for a service agreement for the cancer centers Protura robotic couch. The couch (table) enables us to treat with 6 degrees of freedom which allows us to get the patient in a more precise and accurate position. The service agreement allows Civco to perform routine service and checks on the table and they will provide phone support and will come on-site when needed to fix something or replace parts. If we did not have a service agreement in place there is no guarantee who soon they would come on-site and then it would be an hourly charge which could exceed \$25,000.00 year service agreement fee. In radiation oncology we need to keep services up and running because we would have adverse patient outcomes if a patient misses too many days of treatment. We are requesting the Silver agreement at \$25,000.00 year.**
3. Effective Date: **Effective date will be when Civco receives the purchase order**
4. Expiration Date: **5 years for service agreement**
5. Rights of renewal and termination: **Can be terminated upon return of all equipment to Protura** Is this auto-renew? **NO**
6. Monetary cost of the contract and is the cost included in the department budget? **\$25,000.00 Silver level and is in the budget**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so? **Jurisdiction is in Delaware. Tasha did ask if it could be changed to**

Wyoming and the response was they selected Delaware as they were advised by their legal department that Delaware is a neutral state so they use Delaware for all of their service agreements.

8. Any confidentiality provisions? **No**

9. Indemnification clause present? **YES**

10. Is this contract appropriate for other bids? Any equipment or software purchased by the hospital usually requires a service agreement from the same company/manufacture. If we purchase a service agreement from another company it will most likely void any warranties.

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

12. Is County Attorney review required?

Please note that a majority of the contracts received for renewal/approval by the hospital are standard operating contracts from the other party-not the hospital. The CEO and Legal attempt to negotiate, to the benefit of the hospital, as many of the above provisions as we can.



Radiotherapy

**CIVCO Medical Solutions
Service Contract Terms and Conditions**

All services described herein ("Services") to be provided by MEDTEC, Inc., doing business as "CIVCO Medical Solutions" and "CIVCO Radiotherapy," on its own behalf and on behalf of its affiliates (collectively, "CIVCO"), to the customer named herein ("Customer") will be provided solely in accordance with the terms specified herein, in the attached exhibits ("Exhibits"), and in any applicable quotation, acknowledgement and/or invoice which, collectively, comprise the parties' entire agreement ("Agreement") superseding all other communications and documentation.

1. SERVICE: Unless otherwise set forth in the Exhibits, CIVCO will provide Customer the Services on the equipment identified ("Equipment"), at the location described ("Equipment Site"), and for the prices set forth in this Agreement, including:

a. Equipment quality performance assurance service as scheduled by CIVCO to include a general system inspection and review of system operation, system calibrating as necessary, completion of minor operational and reliability field engineering change notices or updates, and other remedial maintenance of a non-emergency nature. CIVCO will provide such planned maintenance during the Service Coverage hours (as defined in Paragraph 3 below) at a time that is mutually agreed upon; and

b. Repair service due to Equipment malfunction, as required. Repair service includes the cost of CIVCO replacement parts as required on an exchange (refurbished) or new part basis, as determined by CIVCO, and labor to install CIVCO replacement parts. Replaced parts become CIVCO'S property and will be promptly removed by CIVCO from the Equipment Site.

Unless otherwise set forth in the Exhibits, the Services include all travel necessary to perform the Services at the Equipment Site.

2. COVERAGE: Unless otherwise specified in the Exhibits, Services will be performed Monday through Friday between the hours of 8:00 AM and 5:00 PM Customer local time, excluding CIVCO observed holidays ("Service Coverage"). Customer failure to make the Equipment available for service at the time Services are scheduled to be performed will constitute Customer's waiver of the scheduled Services and may void coverage of Equipment malfunctions under this Agreement until the scheduled maintenance service is completed. Customer agrees to pay CIVCO at its prevailing demand service rates for all time spent by CIVCO service personnel waiting for access to the Equipment. Subject to availability of personnel and repair parts, CIVCO will provide, at Customer's request and additional expense, service relating to certain excluded items (invoiced at CIVCO's then-current standard rates for material and labor) or service outside the Service Coverage hours (invoiced at CIVCO's then-applicable out-of-hours service rates for the applicable Equipment and service, including round trip travel time). Customer will be charged a minimum of two hours on-site time plus applicable travel charges per service visit. Other travel expenses and overnight living expenses will be charged at actual cost in accordance with CIVCO's standard business expense reimbursement policies for CIVCO employees.

3. PAYMENT: All payments under this Agreement (including any applicable taxes) are due in full upon Customer's receipt of CIVCO'S invoice. A service charge (not to exceed 1.5% per month) may be charged on any past due balances. CIVCO may require payment prior to service if, in its reasonable opinion, Customer's financial condition or previous payment record so warrants. If CIVCO deems it necessary to refer an account to an agent or attorney for collection, all costs of collection (including, without limitation, reasonable attorneys' fees) will be charged to Customer's account up to the maximum allowed by law.

4. LIMITED WARRANTY: CIVCO warrants that Services performed by CIVCO will be performed in a professional manner consistent with good industry practice, and that all CIVCO-manufactured replacement parts (including remanufactured parts) supplied in connection with the Services will be free from defects in materials and workmanship under normal use in each case for ninety (90) days following completion of the Services. Customer should inspect the Equipment upon completion of Services and notify CIVCO promptly of any non-conformance. Any breach of the foregoing warranty must be reported to CIVCO prior to expiration of the 90-day warranty period, and Customer's exclusive remedy and CIVCO's entire liability will be re-performance or correction of any non-conforming Services as required to correct the identified non-conformance or if CIVCO, using reasonable efforts, is unable to re-perform the Services or correct the identified non-conformance, CIVCO will credit to Customer any amounts paid by Customer to CIVCO for the non-conforming replacement part(s) and/or an appropriate portion of the fees paid for the non-conforming portion of the Services. CIVCO's responsibility shall in all events be limited to re-performance or correction of non-conforming Services and repair or replacement of any failed or defective CIVCO-manufactured part(s), and shall not include any further liability for or arising out of any third party products or services. No employee, agent, dealer or other person is authorized to give any other warranties on behalf of CIVCO, nor to assume for CIVCO any other liability in connection with any of its products.

TO THE MAXIMUM EXTENT PERMITTED BY LAW, THE FOREGOING WARRANTY AND REMEDIES ARE EXCLUSIVE AND EXPRESSLY IN LIEU OF ALL OTHER WARRANTIES, REPRESENTATIONS, TERMS, OR CONDITIONS, WRITTEN OR ORAL, EXPRESS OR IMPLIED, STATUTORY OR OTHERWISE, INCLUDING BUT NOT LIMITED TO WARRANTIES, TERMS, OR CONDITIONS OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, CORRESPONDENCE WITH DESCRIPTION, AND NONINFRINGEMENT, ALL OF WHICH ARE HEREBY EXPRESSLY DISCLAIMED.



5. EXCLUSIONS: The Services and CIVCO's limited warranty do not include, and CIVCO shall not be responsible or liable under this Agreement or otherwise for:

- a. any service or parts specifically excluded under this Agreement;
- b. providing or paying the cost of any rigging, facility, structural alteration, or accessory incident to the Services or Equipment;
- c. servicing the Equipment if the Equipment or Equipment Site is or may be contaminated with potentially infectious or hazardous substances;
- d. any problem, failure, malfunction, defect, claim, damage, liability, safety issue, or required service or repairs due to or arising out of: (1) inadequate, improper, or faulty site preparation, installation, service, repairs, or maintenance (unless performed by CIVCO or its designated subcontractors) or failure to provide a suitable installation or operating environment; (2) any design, specification, data, or instructions provided by Customer or a Customer representative, or any inaccuracy therein; (3) accident, abuse, neglect, tampering, or extraordinary wear and tear; (4) operator error, misuse, misapplication, improper storage, handling, or use, or other failure to follow CIVCO's instructions, recommendations, and safety precautions, including without limitation any use or storage of Equipment outside of normal or specified operating or environmental conditions or specifications, or in a manner not authorized in the product documentation; (5) use of Equipment in conjunction with, physically installed on, or as a component of non-CIVCO equipment, hardware, software, components, services, accessories, attachments, interfaces, or consumables, other than those supplied or specified by CIVCO; (6) alteration, modification, disassembly, rewiring, re-engineering, recalibration, reprogramming, removal, or relocation of Equipment by anyone other than CIVCO or its designated subcontractors; or (7) computer viruses, failure of electrical power, acts of God, fire, flood, or other casualty, electrical spikes or surges, or other causes external to the Equipment, regardless of nature.
- e. any cost of materials, supplies, parts or labor supplied by anyone other than CIVCO or its designated subcontractors;
- f. any replacement or cost of consumable materials, including but not limited to cushions, knee supports, pads, or other supply items, unless specifically included in this Agreement;
- g. costs of factory reconditioning; or
- h. maintenance or repair of, or any problems, failures, costs, claims, damages, defects, liabilities, or safety issues arising out of, third-party products.

6. CUSTOMER RESPONSIBILITIES: During the term of this Agreement, Customer will:

- a. assure that the Equipment Site is maintained in a clean and sanitary condition and that the Equipment is cleaned and decontaminated after contact with potentially hazardous material;
- b. operate the Equipment in accordance with CIVCO's instructions, recommendations, and safety precautions;
- c. provide CIVCO service personnel full and free access to the Equipment at the scheduled service time. dispose of any hazardous or biological waste generated as a result of CIVCO servicing the Equipment;
- c. maintain the Equipment Site and environment (including temperature and humidity control, incoming power quality, and fire protection system) in a condition suitable for operation of the Equipment; and
- e. comply with all applicable laws, regulations, codes, recommendations, and requirements of government authorities and obtain all required licenses and permits pertaining to the purchase, installation, operation, disposition, and/or use of the Equipment.

Customer is responsible for appropriate testing and calibration of all radiation producing equipment by a qualified radiological physicist prior to any use of Equipment for patient treatment and for any radiation surveys required by applicable law or necessary to establish that radiation does not exceed safe levels. BUYER RETAINS FULL RESPONSIBILITY FOR THE ACCURATE CALIBRATION AND SAFE TRANSMISSION OF RADIATION TO ANY THIRD PARTY WITH OR WITHOUT CIVCO'S EQUIPMENT IN PLACE. Unless prohibited by applicable law, Customer agrees to hold CIVCO harmless from all liabilities, claims, losses, damages, and expenses (including without limitation reasonable attorneys' fees) arising out of Customer's breach of these terms and conditions.

7. EXCUSABLE DELAYS: CIVCO will not be liable for non-performance or delay in performance under this Agreement to the extent caused, directly or indirectly, by events or circumstances beyond its reasonable control, including without limitation acts of God, acts of Customer or third parties, accident, fire, flood, war, riot, act of terrorism, embargo, labor dispute, delays of carriers, subcontractors or suppliers, voluntary or mandatory compliance with governmental requirements, regulations or requests, shortage of or inability to obtain required labor, transportation, materials or facilities, or Equipment being contaminated with blood or other potentially infectious material; provided that CIVCO shall use all commercially reasonable efforts to avoid or remove such causes of nonperformance or to find alternative means of performance and shall continue performance hereunder with reasonable dispatch whenever such causes are removed. For delays resulting from any such causes, performance will be correspondingly extended.

8. TERMINATION: Except as specified in this Paragraph, this Agreement is non-cancelable by Customer and, unless earlier terminated as provided herein, will continue in effect for the Agreement term as specified in the Exhibits. Either Party may terminate and cancel this Agreement immediately if the other Party makes an assignment for benefit of creditors, is subject to any voluntary or involuntary receivership, insolvency, dissolution, liquidation or bankruptcy proceedings, or



becomes unable or admits in writing its inability to meet its obligations as they mature. In addition, Customer may cancel this Agreement upon 180 days written notice to CIVCO (i) representing that the Equipment is being permanently removed from use at the Equipment Site and will not be used in any other Customer site; or (ii) specifically describing a material breach of the Agreement by CIVCO, provided that CIVCO may avoid such cancellation by curing the specified breach within such 180 day notice period. Customer's failure to make any payment hereunder when due or breach of any other material term or provision under this Agreement which is not cured within 30 days following written notice from CIVCO constitutes an event of default under this Agreement and, in such an event, CIVCO may, at its option; (i) withhold performance under this Agreement until all defaults have been cured and arrangements for resumption of service are made, (ii) declare all sums due and to become due to be immediately due and payable under this Agreement, and commence collection activities for the same as well as its costs of collection (including, without limitation, reasonable attorney's fees), (iii) terminate this Agreement upon written notice to Customer, and/or (iv) pursue any and all other remedies permitted by law. If CIVCO's ability to provide the Service Coverage is prevented or delayed by reason of Excusable Delays (as described in Paragraph 7) for a continuous period of more than 60 days, either party may terminate this Agreement upon written notice to the other and Customer will be entitled to a refund of any Customer pre-payments for periods of Service Coverage terminated by thereby. Customer's obligation to pay amounts due to CIVCO under this Agreement, and CIVCO's rights and remedies hereunder, will continue in full force and effect and survive expiration or termination of this Agreement until Customer's obligations are fully and irrevocably paid and satisfied.

9. PROPRIETARY INFORMATION & CIVCO PROPERTY: Customer acknowledges that CIVCO's products and services utilize, are based upon, and embody various confidential and/or proprietary technology, processes, methods, information, and trade secrets of CIVCO. CIVCO and its suppliers or licensors (as applicable) shall exclusively own all inventions, technology, know-how, engineering, trade secrets, and other proprietary information of any kind used or embodied in the Services, products, software, documentation, designs, drawings, specifications, and other items furnished by CIVCO or utilized by CIVCO in connection with the Services, all intellectual property rights with respect thereto, and all reproductions or derivatives thereof in any form ("Proprietary Information"). Customer shall neither acquire nor claim any right, title, or interest in, and shall exercise reasonable care to maintain the confidentiality of, CIVCO's Proprietary Information and shall use the same solely as required for its authorized use of the Equipment, products, and Services supplied by CIVCO. Customer may not directly or indirectly (1) copy, adapt, develop, disassemble, reverse engineer, recast, compile, decompile, translate, or create derivative works from any products, instructions, manuals, schematics, or other items provided by or on behalf of CIVCO, or permit any third party to do so, (2) remove, alter, or obscure any copyright, trademark, patent, logo, or other notices from items provided by CIVCO, or (3) disclose or use CIVCO's Proprietary Information for commercial purposes or in a manner detrimental to CIVCO. If any documentation, drawings, software, products, parts, or other materials or items not purchased by or licensed to Customer are delivered to and/or used or stored at the Equipment Site, or attached to or installed on the Equipment, in connection with the installation, configuration, inspection, calibration, maintenance, repair and de-installation of the Equipment or otherwise, Customer hereby consents to this delivery, storage, attachment, installation and use, and to the presence of CIVCO'S locked cabinet or box at the Equipment Site for storage of this property, and to CIVCO'S removal of all or any part of this property at any time, all without charge to CIVCO. Customer shall use all reasonable efforts to protect all such property against damage or loss and to prevent any access thereto by anyone other than CIVCO. Customer agrees that the presence of this property within the Equipment Site will not give Customer, its personnel, or third parties any right or title to or any right to access, use, reproduce, analyze, or decompile this property, all of which is expressly prohibited. Customer shall immediately report to CIVCO any violation of this provision known by Customer. It is agreed that any breach of this Section may cause CIVCO irreparable harm for which recovery of damages would be inadequate, and that immediate injunctive or other equitable relief is appropriate and available to CIVCO to prevent any violation, threatened or actual, even if monetary damages are available and readily quantifiable, and without proof of actual damage.

10. TAXES: CIVCO's Prices do not include, and Customer is responsible for payment of, any applicable sales, use, excise, value added, goods and services, or other taxes, tariffs, fees, duties, or like charges, domestic or foreign (excluding any taxes imposed upon or measured by CIVCO'S net income), all of which, if paid or provided by CIVCO, will be invoiced to and payable by Customer in addition to the Agreement price unless Customer provides an exemption certificate acceptable to the applicable taxing authority. Customer acknowledges its responsibility for reporting the dollar value of any discounts or price reductions in any costs claimed or charges made to Medicare, Medicaid, and any other U.S. or foreign federal, state, or local program providing reimbursement to Customer.

11. INDEPENDENT CONTRACTOR: CIVCO and its subcontractors will perform all Services as independent contractors. CIVCO'S employees are under CIVCO'S exclusive direction and control, and CIVCO's subcontractors' employees are under such subcontractors' exclusive direction and control. Nothing in this Agreement will be construed to designate CIVCO, CIVCO's subcontractors, or any of their respective employees or personnel as Customer's employees, agents, joint venturers or partners.

12. LIMITATION OF LIABILITY: No claims, regardless of form, arising out of or relating to the Services, Equipment, goods, and/or transactions to which these terms apply may be brought by Customer more than two (2) years after the cause of



action arises or performance hereunder is completed or terminated, whichever is earlier. With respect to bodily injury liability to third parties, each party will be responsible in such proportion as reflects its relative fault for damages arising from or in any way related to the Services or any CIVCO product; provided, however, that CIVCO will have no responsibility whatsoever for and, unless prohibited by applicable law, Customer will defend and hold harmless CIVCO from and against, any losses, liabilities, damages or injuries arising out of (1) the installation, operation, handling, storage, service, or use of any product in violation of these Terms and Conditions, or (2) any non-CIVCO or custom design, manufacture, or installation of products pursuant to Customer's requirements, specifications or designs. This Paragraph states each party's entire liability for bodily injury. IN NO EVENT WILL CIVCO BE LIABLE FOR ANY SPECIAL, INCIDENTAL, CONSEQUENTIAL, PUNITIVE, EXEMPLARY OR OTHER INDIRECT LOSSES OR DAMAGES, HOWEVER CAUSED, WHETHER OR NOT FORESEEABLE, AND EVEN IF ADVISED OF THE POSSIBILITY THEREOF, AND CIVCO'S AGGREGATE LIABILITY IN DAMAGES OR OTHERWISE FOR ANY AND ALL CAUSES SHALL BE LIMITED TO THE PURCHASE PRICE PAID OR PAYABLE FOR THE APPLICABLE SERVICE(S), PRODUCT(S), OR ITEMS GIVING RISE TO THE CLAIM. THESE LIMITATIONS WILL APPLY NOTWITHSTANDING THE FAILURE OF THE ESSENTIAL PURPOSE OF ANY LIMITED REMEDY. FOR EUROPEAN CUSTOMERS, THE FOREGOING SHALL BE MODIFIED SOLELY AS REQUIRED UNDER THE PRODUCT LIABILITY ACT, IT BEING AGREED THAT CLAIMS OVER AND ABOVE THOSE UNDER THE PRODUCT LIABILITY ACT WILL NOT BE MADE BY CUSTOMER AGAINST CIVCO, AS MANUFACTURER, UNDER ANY THEORY OF LIABILITY, INCLUDING BY MEANS OF INDEMNIFICATION OBLIGATIONS. Buyer acknowledges that these limitations of liability are a material part of the bargain between the parties and are reflected in product pricing, which would be higher without these limitations.

13. GENERAL PROVISIONS: Except where expressly prohibited by statutory or constitutional restrictions governing choice of law by a political subdivision, agency or instrumentality, this Agreement, all transactions hereunder, and any disputes arising out of Services or items supplied hereunder shall be governed by and construed and enforced in accordance with the laws of the State of Delaware and the United States of America, excluding any conflict of law provisions thereof. The United Nations Convention on Contracts for The International Sale of Goods, the Uniform Law on the Formation of Contracts for the International Sale of Goods, and any applicable international discovery and service of process conventions will be inapplicable. CIVCO may subcontract to service contractors of CIVCO'S choice any of CIVCO'S service obligations to Customer. No such subcontract will release CIVCO from those obligations to Customer. Customer may not assign this Agreement or the responsibility for payments due hereunder without CIVCO'S express written consent. CIVCO'S failure to enforce any provision of this Agreement is not a waiver of that provision or of CIVCO'S right to later enforce each and every provision. No consent, waiver, or modification of this Agreement will be binding on CIVCO unless set out in a separate negotiated amendment or addendum signed by both parties. Any different or additional terms, conditions, or requirements, preprinted or otherwise, contained or referenced in any purchase order or other Customer documentation are hereby expressly rejected by CIVCO and shall be inapplicable, even if receipt thereof is acknowledged by signature or otherwise, and CIVCO shall not be required to separately object to such terms or their inclusion in any Customer documentation. No prior proposals, course of dealing, course of performance, usage of trade or industry standard will be part of this Agreement. If any provision of this Agreement is determined to be invalid or unenforceable under applicable law, such provision shall be deemed reformed to the minimal extent necessary to be enforceable under applicable law or, if not capable of reform, shall be deemed severed from this Agreement, without in any way affecting the validity or enforceability of any of the remaining provisions hereof.

Please indicate your decision by checking below and sending a signed copy to your CIVCO sales representative. Thank you for allowing us to update our records.

- ☐ Please *renew* our agreement, and invoice us at the above address
Purchase Order #: _____

Signature: _____

Date: _____

Please indicate level of service desired (see attached table):

- ☐ Platinum
☐ Gold
☐ Silver

- ☐ Please *discontinue* our agreement, and invoice us per item for customer service and upgrades

Signature: _____

Date: _____

Protura™ Service Agreements (US)

Service	Standard Warranty (Year 1)	Silver	Gold	Platinum
Price (annual 5 years)	Included	\$25,000	\$30,000	\$35,000
Benefit for purchase within 60 days of installation	N/A	1 additional quarter of coverage		
Technical support (including after-hours answering service)		Monday - Friday 7am-7pm Central (excludes holidays)		
Telephone response		Two hours or less Monday-Friday 7am-7pm Central (excludes holidays)		
Remote diagnostics		Included if internet access provided		
On-site response to service request	48 hours or less	72 hours or less	48 hours or less	Next business day
Prescheduled maintenance visits		One		
Applications training visit (additional to 3-day install/training)		One		Two
Software updates*		Included		
Software upgrades**		Not included		
Parts		Included		
Freight for repair parts		Included both ways		

*Software updates include small changes and safety improvements.

**Software upgrades include major software changes and increased capability.

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CIVCO
Radiotherapy

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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: **CliftonLarsonAllen auditing letter of engagement**
2. Purpose of contract, including scope and description: **This is the agreement to retain CliftonLarsonAllen as our auditors. They will audit the financial statements of MHSC and its aggregate blended component until for the year ended June 30, 2018.**
3. Effective Date: **engagement letter was sent April 5th but the audit will not begin until July 23, 2018**
4. Expiration Date: **Only for the 2018 FY audit.**
5. Rights of renewal and termination: **Once the board approves the Letter of Engagement we are retaining them as our auditors.** Is this auto-renew? **No**
6. Monetary cost of the contract and is the cost included in the department budget? **\$44,000.00 included in department budget.**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so? **NA use a mediator**
8. Any confidentiality provisions? **CLA will not disclose any confidential, proprietary or privileged information of MHSC.**
9. Indemnification clause present? **NO**
10. Is this contract appropriate for other bids? Any equipment or software purchased by the hospital usually requires a service agreement from the same company/manufacture. If we purchase a service agreement from another company it will most likely void any warranties.

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

12. Is County Attorney review required?

Please note that a majority of the contracts received for renewal/approval by the hospital are standard operating contracts from the other party-not the hospital. The CEO and Legal attempt to negotiate, to the benefit of the hospital, as many of the above provisions as we can.



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CLAconnect.com

April 5, 2018

Ms. Irene Richardson, CEO
Memorial Hospital of Sweetwater County
1200 College Drive
Rock Springs, WY 82901

Dear Ms. Richardson:

We are pleased to confirm our understanding of the terms and objectives of our engagement and the nature and limitations of the audit and nonaudit services CliftonLarsonAllen LLP ("CLA," "we," "us," and "our") will provide for Memorial Hospital of Sweetwater County ("you," "your," or "the entity") for the year ended June 30, 2018.

Darryn McGarvey is responsible for the performance of the audit engagement.

Audit services

We will audit the financial statements of Memorial Hospital of Sweetwater County and its aggregate blended component unit, which collectively comprise the basic financial statements of Memorial Hospital of Sweetwater County, as of and for the year ended June 30, 2018, and the related notes to the financial statements.

The Governmental Accounting Standards Board (GASB) provides for certain required supplementary information (RSI) to accompany the entity's basic financial statements. The RSI will be subjected to certain limited procedures, but will not be audited. The following RSI will be subjected to certain limited procedures, but will not be audited:

- Management's discussion and analysis.

Nonaudit services

We will also provide the following nonaudit services:

- Preparation of your financial statements and related notes.
- Preparation of adjusting journal entries.

Audit objectives

The objective of our audit is the expression of opinions about whether your basic financial statements are fairly presented, in all material respects, in conformity with accounting principles generally accepted in the United States of America (U.S. GAAP). Our audit will be conducted in accordance with auditing standards generally accepted in the United States of America (U.S. GAAS) and the standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, and will include tests of your accounting records and other procedures we consider necessary to enable us to express such opinions. We will apply certain limited procedures to the RSI in accordance with U.S. GAAS. However, we will not express an opinion or provide any assurance on the RSI because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.



YB Audit: 053-119952

We will issue a written report upon completion of our audit of your financial statements. We cannot provide assurance that unmodified opinions will be expressed. Circumstances may arise in which it is necessary for us to modify our opinions, add an emphasis-of-matter or other-matter paragraph(s), or withdraw from the engagement. If our opinions are other than unmodified, we will discuss the reasons with you in advance. If circumstances occur related to the condition of your records, the availability of sufficient, appropriate audit evidence, or the existence of a significant risk of material misstatement of the financial statements caused by error, fraudulent financial reporting, or misappropriation of assets, which in our professional judgment prevent us from completing the audit or forming opinions on the financial statements, we retain the right to take any course of action permitted by professional standards, including declining to express opinions or issue a report, or withdrawing from the engagement.

We will also provide a report (which does not include an opinion) on internal control related to the financial statements and on compliance with the provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a material effect on the financial statements, as required by *Government Auditing Standards*. The report on internal control over financial reporting and on compliance and other matters will include a paragraph that states (1) that the purpose of the report is solely to describe the scope of our testing of internal control and compliance and the result of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance, and (2) that the report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. The paragraph will also state that the report is not suitable for any other purpose. If during our audit we become aware that the entity is subject to an audit requirement that is not encompassed in the terms of this engagement, we will communicate to management and those charged with governance that an audit conducted in accordance with U.S. GAAS and the standards for financial audits contained in *Government Auditing Standards* may not satisfy the relevant legal, regulatory, or contractual requirements.

Auditor responsibilities, procedures, and limitations

We will conduct our audit in accordance with U.S. GAAS and the standards for financial audits contained in *Government Auditing Standards*. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the basic financial statements as a whole are free from material misstatement, whether due to fraud or error. An audit involves performing procedures to obtain sufficient appropriate audit evidence about the amounts and disclosures in the basic financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the basic financial statements.

There is an unavoidable risk, because of the inherent limitations of an audit, together with the inherent limitations of internal control, that some material misstatements may not be detected, even though the audit is properly planned and performed in accordance with U.S. GAAS and *Government Auditing Standards*. Because we will not perform a detailed examination of all transactions, material misstatements, whether from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations that are attributable to the entity or to acts by management or employees acting on behalf of the entity, may not be detected. Because the determination of abuse is subjective, *Government Auditing Standards* do not expect auditors to provide reasonable assurance of detecting abuse.

In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements. However, we will inform the appropriate level of management and those charged with governance of any material errors, fraudulent

financial reporting, or misappropriation of assets that come to our attention. We will also inform the appropriate level of management and those charged with governance of any violations of laws or governmental regulations that come to our attention, unless clearly inconsequential, and of any material abuse that comes to our attention.

In making our risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the basic financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Tests of controls may be performed to test the effectiveness of certain controls that we consider relevant to preventing and detecting fraud or errors that are material to the financial statements and to preventing and detecting misstatements resulting from noncompliance with provisions of laws, regulations, contracts, and grant agreements that have a material effect on the financial statements. Our tests, if performed, will be less in scope than would be necessary to render an opinion on internal control and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to *Government Auditing Standards*. An audit is not designed to provide assurance on internal control or to identify deficiencies, significant deficiencies, or material weaknesses in internal control. However, we will communicate to you in writing significant deficiencies or material weaknesses in internal control relevant to the audit of the basic financial statements that we identify during the audit that are required to be communicated under AICPA professional standards and *Government Auditing Standards*.

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we will perform tests of the entity's compliance with the provisions of laws, regulations, contracts, and grant agreements that have a material effect on the financial statements. However, the objective of our audit will not be to provide an opinion on overall compliance and we will not express such an opinion in our report on compliance issued pursuant to *Government Auditing Standards*.

We will include in our report on internal control over financial reporting and compliance relevant information about any fraud; noncompliance with provisions of laws, regulations, contracts, or grant agreements; or abuse that may have occurred that are required to be communicated under *Government Auditing Standards*.

Our responsibility as auditors is limited to the period covered by our audit and does not extend to any later periods for which we are not engaged as auditors.

Management responsibilities

Our audit will be conducted on the basis that you (management and, when appropriate, those charged with governance) acknowledge and understand that you have certain responsibilities that are fundamental to the conduct of an audit.

You are responsible for the preparation and fair presentation of the financial statements and RSI in accordance with U.S. GAAP. Management's responsibilities include the selection and application of accounting principles; recording and reflecting all transactions in the financial statements; determining the reasonableness of significant accounting estimates included in the financial statements; adjusting the financial statements to correct material misstatements; and confirming to us in the management representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

You are responsible for the design, implementation, and maintenance of effective internal control, including evaluating and monitoring ongoing activities, to help ensure that appropriate goals and objectives are met relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error. You are responsible for the design, implementation, and maintenance of internal controls to prevent and detect fraud; assessing the risk that the financial statements may be materially misstated as a result of fraud; and for informing us about all known or suspected fraud affecting the entity involving (1) management, (2) employees who have significant roles in internal control, and (3) others where the fraud could have a material effect on the financial statements. Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting the entity received in communications from employees, former employees, grantors, regulators, or others. In addition, you are responsible for implementing systems designed to achieve compliance with applicable laws and regulations and the provisions of contracts and grant agreements; identifying and ensuring that the entity complies with applicable laws, regulations, contracts, and grant agreements; and informing us of all instances of identified or suspected noncompliance whose effects on the financial statements should be considered. You are responsible for taking timely and appropriate steps to remedy any fraud; noncompliance with provisions of laws, regulations, contracts, or grant agreements; or abuse that we may report.

You are responsible for ensuring that management is reliable and for providing us with (1) access to all information of which you are aware that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, and other matters, and for the accuracy and completeness of that information, and for ensuring the information is reliable and properly reported; (2) additional information that we may request for the purpose of the audit; and (3) unrestricted access to persons within the entity from whom we determine it necessary to obtain audit evidence. You agree to inform us of events occurring or facts discovered subsequent to the date of the financial statements that may affect the financial statements.

Management is responsible for the preparation of the supplementary information in accordance with U.S. GAAP. You agree to include our report on the supplementary information in any document that contains, and indicates that we have reported on, the supplementary information. You also agree to include the audited financial statements with any presentation of the supplementary information that includes our report thereon or make the audited financial statements readily available to users of the supplementary information no later than the date the supplementary information is issued with our report thereon. You agree to provide us written representations related to the presentation of the supplementary information.

Management is responsible for providing us with a written confirmation concerning representations made by you and your staff to us in connection with the audit and the presentation of the basic financial statements and RSI. During our engagement, we will request information and explanations from you regarding, among other matters, the entity's activities, internal control, future plans, specific transactions, and accounting systems and procedures. The procedures we will perform during our engagement and the conclusions we reach as a basis for our report will be heavily influenced by the representations that we receive in the representation letter and otherwise from you. Accordingly, inaccurate, incomplete, or false representations could cause us to expend unnecessary effort or could cause a material fraud or error to go undetected by our procedures. In view of the foregoing, you agree that we shall not be responsible for any misstatements in the entity's financial statements that we may fail to detect as a result of misrepresentations made to us by you.

Management is responsible for establishing and maintaining a process for tracking the status of audit findings and recommendations. Management is also responsible for identifying for us previous financial audits, attestation engagements, performance audits, or other studies related to the objectives discussed in the "Audit objectives" section of this letter. This responsibility includes relaying to us corrective actions taken to address

significant findings and recommendations resulting from those audits, attestation engagements, performance audits, or other engagements or studies. You are also responsible for providing management's views on our current findings, conclusions, and recommendations, as well as your planned corrective actions for the report, and for the timing and format for providing that information.

Responsibilities and limitations related to nonaudit services

For all nonaudit services we may provide to you, management agrees to assume all management responsibilities; oversee the services by designating an individual, preferably within senior management, who possesses suitable skill, knowledge, and/or experience to understand and oversee the services; evaluate the adequacy and results of the services; and accept responsibility for the results of the services.

The responsibilities and limitations related to the nonaudit services performed as part of this engagement are as follows:

- We will prepare a draft of your financial statements and related notes. Since the preparation and fair presentation of the financial statements is your responsibility, you will be required to acknowledge in the representation letter our assistance with preparation of the financial statements and that you have reviewed and approved the financial statements and related notes prior to their issuance and have accepted responsibility for those financial statements. You have a responsibility to be in a position in fact and appearance to make an informed judgment on those financial statements.
- We will propose adjusting journal entries as needed. You will be required to review and approve those entries and to understand the nature of the changes and their impact on the financial statements.

These nonaudit services do not constitute an audit under *Government Auditing Standards* and such services will not be conducted in accordance with *Government Auditing Standards*.

Use of financial statements

The financial statements and our report thereon are for management's use. If you intend to reproduce and publish the financial statements and our report thereon, they must be reproduced in their entirety. Inclusion of the audited financial statements in a document, such as an annual report or an offering document, should be done only with our prior approval of the document. You are responsible to provide us the opportunity to review such documents before issuance.

If the parties (i.e., you and CLA) agree that CLA will not be involved with your official statements related to municipal securities filings or other offering documents, we will require that any official statements or other offering documents issued by you with which we are not involved clearly indicate that CLA is not involved with the contents of such documents. Such disclosure should read as follows:

CliftonLarsonAllen LLP, our independent auditor, has not been engaged to perform and has not performed, since the date of its report included herein, any procedures on the financial statements addressed in that report. CliftonLarsonAllen LLP also has not performed any procedures relating to this offering document.

With regard to the electronic dissemination of audited financial statements, including financial statements published electronically on your website or submitted on a regulator website, you understand that electronic sites are a means to distribute information and, therefore, we are not required to read the information contained in those sites or to consider the consistency of other information in the electronic site with the original document.

We may issue preliminary draft financial statements to you for your review. Any preliminary draft financial statements should not be relied on or distributed.

Engagement administration and other matters

We expect to begin our audit on approximately July 23, 2018.

We understand that your employees will prepare all confirmations, account analyses, and audit schedules we request and will locate any documents or invoices selected by us for testing. A list of information we expect to need for our audit and the dates required will be provided in a separate communication.

We will provide copies of our reports to the entity; however, management is responsible for distribution of the reports and the financial statements. Unless restricted by law or regulation, or containing privileged and confidential information, copies of our reports are to be made available for public inspection.

We are available to perform additional procedures with regard to fraud detection and prevention, at your request, as a separate engagement, subject to completion of our normal engagement acceptance procedures. The terms and fees of such an engagement would be documented in a separate engagement letter.

The audit documentation for this engagement is the sole and exclusive property of CLA and constitutes confidential and proprietary information. However, subject to applicable laws and regulations, audit documentation and appropriate individuals will be made available upon request and in a timely manner to CMS, or its designee, authorized Medicare and Medicaid representatives, a federal agency providing direct or indirect funding, or the U.S. Government Accountability Office for purposes of a quality review of the audit, to resolve audit findings, or to carry out oversight responsibilities. We will notify you of any such request. If requested, access to such audit documentation will be provided under the supervision of CLA personnel. Furthermore, upon request, we may provide copies of selected audit documentation to the aforementioned parties. These parties may intend, or decide, to distribute the copies or information contained therein to others, including other governmental agencies.

The audit documentation for this engagement will be retained for a minimum of seven years after the report release date or for any additional period requested by the Memorial Hospital of Sweetwater County. If we are aware that a federal awarding agency, pass-through entity, or auditee is contesting an audit finding, we will contact the party(ies) contesting the audit finding for guidance prior to destroying the audit documentation.

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

Except as permitted by the "Consent" section of this agreement, CLA will not disclose any confidential, proprietary, or privileged information of the entity to any persons without the authorization of entity management or unless required by law. This confidentiality provision does not prohibit us from disclosing your information to one or more of our affiliated companies in order to provide services that you have requested from us or from any such affiliated company. Any such affiliated company shall be subject to the same restrictions on the use and disclosure of your information as apply to us.

Professional standards require us to be independent with respect to you in the performance of these services. Any discussion that you have with our personnel regarding potential employment with you could impair our independence with respect to this engagement. Therefore, we request that you inform us prior to any such

discussions so that we can implement appropriate safeguards to maintain our independence and objectivity. Further, any employment offers to any staff members working on this engagement without our prior knowledge may require substantial additional procedures to ensure our independence. You will be responsible for any additional costs incurred to perform these procedures.

Our relationship with you is limited to that described in this letter. As such, you understand and agree that we are acting solely as independent accountants. We are not acting in any way as a fiduciary or assuming any fiduciary responsibilities for you. We are not responsible for the preparation of any report to any governmental agency, or any other form, return, or report or for providing advice or any other service not specifically recited in this letter.

Our engagement and responsibility end on delivery of our signed report. Any additional services that might be requested will be a separate, new engagement. The terms and conditions of that new engagement will be governed by a new, specific engagement letter for that service.

Government Auditing Standards require that we make our most recent external peer review report publicly available. The report is posted on our website at www.CLAconnect.com/Aboutus/.

Mediation

Any disagreement, controversy, or claim ("Dispute") that may arise out of any aspect of our services or relationship with you, including this engagement, shall be submitted to non-binding mediation by written notice ("Mediation Notice") to the other party. In mediation, we will work with you to resolve any differences voluntarily with the aid of an impartial mediator.

The mediation will be conducted as specified by the mediator and agreed upon by the parties. The parties agree to discuss their differences in good faith and to attempt, with the assistance of the mediator, to reach an amicable resolution of the Dispute.

Each party will bear its own costs in the mediation. The fees and expenses of the mediator will be shared equally by the parties.

Any Dispute will be governed by the laws of the state of Minnesota, without giving effect to choice of law principles.

Time Limitation

The nature of our services makes it difficult, with the passage of time, to gather and present evidence that fully and fairly establishes the facts underlying any Dispute that may arise between the parties. The parties agree that, notwithstanding any statute or law of limitations that might otherwise apply to a Dispute, including one arising out of this agreement or the services performed under this agreement, for breach of contract or fiduciary duty, tort, fraud, misrepresentation or any other cause of action or remedy, any action or legal proceeding by you against us must be commenced within twenty-four (24) months ("Limitation Period") after the date when we deliver our final audit report under this agreement to you, regardless of whether we do other services for you relating to the audit report, or you shall be forever barred from commencing a lawsuit or obtaining any legal or equitable relief or recovery.

The Limitation Period applies and begins to run even if you have not suffered any damage or loss, or have not become aware of the existence or possible existence of a Dispute.

Fees

We estimate that our fees for these services will be \$44,000. You will also be billed for travel, other costs such as report production, word processing, postage, etc., and internal and administrative charges. The fee estimate is based on anticipated cooperation from your personnel and their assistance with preparing confirmations and requested schedules. If the requested items are not available on the dates required or are not accurate, the estimated fee for services will likely be higher. If unexpected circumstances require significant additional time, we will advise you before undertaking work that would require a substantial increase in the fee estimate. Our invoices for these fees will be rendered each month as work progresses and are payable on presentation. In accordance with our firm policies, work may be suspended if your account becomes 30 days or more overdue and will not be resumed until your account is paid in full. If we elect to terminate our services for nonpayment, our engagement will be deemed to have been completed even if we have not issued our reports. You will be obligated to compensate us for all time expended and to reimburse us for all out-of-pocket expenditures through the date of termination.

Changes in accounting and audit standards

Standard setters and regulators continue to evaluate and modify standards. Such changes may result in new or revised financial reporting and disclosure requirements or expand the nature, timing, and scope of the activities we are required to perform. To the extent that the amount of time required to provide the services described in the letter increases due to such changes, our fee may need to be adjusted. We will discuss such circumstances with you prior to performing the additional work.

Other fees

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

Finance charges and collection expenses

You agree that if any statement is not paid within 30 days from its billing date, the unpaid balance shall accrue interest at the monthly rate of one and one-quarter percent (1.25%), which is an annual percentage rate of 15%. In the event that any collection action is required to collect unpaid balances due us, reasonable attorney fees and expenses shall be recoverable.

HIPAA Business Associate Agreement

To protect the privacy and provide for the security of any protected health information, as such is defined by the Health Insurance Portability and Accountability Act of 1996, as amended from time to time, and the regulations and policy guidances thereunder (HIPAA), we acknowledge that Memorial Hospital of Sweetwater County and CLA have entered into a HIPAA Business Associate Agreement (BAA) dated June 3, 2015.

Consent

Consent to use financial information

Annually, we assemble a variety of benchmarking analyses using client data obtained through our audit, consulting, and cost report engagements. Some of this benchmarking information is published and released publicly. However, the information that we obtain is confidential, as required by the AICPA Code of Professional Conduct. Your acceptance of this engagement letter will serve as your consent to use of Memorial Hospital of Sweetwater County's information in these cost comparison, performance indicator, and/or benchmarking reports.

Subcontractors

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

Agreement

We appreciate the opportunity to be of service to you and believe this letter accurately summarizes the significant terms of our engagement. This letter constitutes the entire agreement regarding these services and supersedes all prior agreements (whether oral or written), understandings, negotiations, and discussions between you and CLA. If you have any questions, please let us know. Please sign, date, and return the enclosed copy of this letter to us to indicate your acknowledgment and understanding of, and agreement with, the arrangements for our audit of your financial statements including the terms of our engagement and the parties' respective responsibilities.

Sincerely,

CliftonLarsonAllen LLP



Darryn R. McGarvey, CPA
Managing Principal of Industry – Hospitals/Health Systems
612-376-4624
Darryn.McGarvey@CLAconnect.com

Response:

This letter correctly sets forth the understanding of the Memorial Hospital of Sweetwater County:

Authorized governance signature: _____

Title: _____

Date: _____

Authorized management signature: _____

Title: _____

Date: _____

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**
2. Purpose of contract, including scope and description: **MERGE owns PACS (picture archiving communication system). This is where we store all the images for ortho clinic, radiology, OB/GYN clinic. We are also storing Castle Rock's images under an agreement with them. This contract is for the service on the PACS system. There are 3 separate PACS servers and we need service agreements for the entire system. The service agreement covers the software and hardware. System that we store on and then we have a back-up system which is the 3rd party items on breakdown.**
3. Effective Date: **May 1, 2018**
4. Expiration Date: **April 30, 2019**
5. Rights of renewal and termination: **we could terminate if we got rid of this PACS system or if there is a breach of contract** Is this auto-renew? **NO**
6. Monetary cost of the contract and is the cost included in the department budget? **\$68,051.00 yes included in budget**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so? **Delaware law is governing law. This company has PACS systems service agreements across the country and uses Delaware as it as neutral jurisdiction state.**
8. Any confidentiality provisions? **YES to protect our images and PHI.**
9. Indemnification clause present? **NA**

10. Is this contract appropriate for other bids? Any equipment or software purchased by the hospital usually requires a service agreement from the same company/manufacture. If we purchase a service agreement from another company it will most likely void any warranties.

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

12. Is County Attorney review required?

Please note that a majority of the contracts received for renewal/approval by the hospital are standard operating contracts from the other party-not the hospital. The CEO and Legal attempt to negotiate, to the benefit of the hospital, as many of the above provisions as we can.



Prepared Exclusively for:

Memorial Hospital of Sweetwater County

1200 College Drive
Rock Springs, WY 82901
(*"Customer"*)

Support Services Agreement

Document Number: U-20929-18

Document Date: 02/19/2018

Prepared For You By: Lisette Arellano

If you have any questions regarding your order, please e-mail: lisette.arellano@us.ibm.com

Merge Healthcare Solutions Inc. (*"Merge"*)
10140 Mesa Rim Road, San Diego, CA 92121
Phone: 858-625-3344
www.merge.com

Copyright in this quotation shall be and remain the absolute property of Merge Healthcare Incorporated. All trademarks are hereby acknowledged.

SUPPORT SERVICES AGREEMENT

Technical Support and Maintenance

The term of the Support Services under this Support Services Agreement is as follows:

05/01/2018-04/30/2019 (the "**Support Services Term**")

The annual Support Services Fee for the Support Services Term will be invoiced as follows:

Total Annual Cost: \$68,051.25, payable in full as of the commencement of the Support Services Term; billed **in full**.

Support Services Fees and Renewals

Support Services for as set forth herein shall be for the term specified in this Agreement (the "**Initial Support Services Term**"). Upon expiration of the Initial Support Services Term, upon mutual agreement of the Parties, Support Services shall renew for consecutive annual periods (each of which shall be referred to as a "**Support Services Renewal Term**"), unless either Party provides the other Party with written notice, at least forty five (45) days prior to the expiration of the Initial Support Services Term or of the then-current Support Services Renewal Term, of its intention not to renew or modify Support Services. Merge reserves the right to (i) immediately suspend Support Services in the event Customer is more than thirty (30) days late in payment of any Support Services Fee; and/or (ii) increase the Support Services fee for any future Support Services Renewal Term by not more than 5% (annualized), by providing Customer with advance written notice no less than sixty (60) days prior to the expiration of the then-current Support Services Renewal Term. This provision shall prevail in the event it conflicts with any prior agreement of the Parties.

Terms

The *Terms and Conditions of Support Services Agreement* that are attached hereto are made part of this Support Services Agreement.

Schedule A – Products Covered Under Support Services

The following Products are covered by Support Services under this Support Services Agreement:

(Please see Schedule A included after page 5 of this agreement)

TERMS AND CONDITIONS OF SUPPORT SERVICES AGREEMENT

These *Terms and Conditions* are attached to the foregoing Support Services Agreement (the "*Support Services Agreement*") issued by Merge Healthcare Solutions Inc., a Delaware corporation ("*Merge*") regarding the licensing of certain of Merge's proprietary software and/or the purchase and sale of related products and services. These *Terms and Conditions*, together with the Support Services Agreement to which they are appended, constitute the "*Agreement*", which is entered into as of the Effective Date between Merge and the customer to whom the Support Services Agreement is issued as identified in the Support Services Agreement ("*Customer*"), and this Agreement shall govern the transactions set forth in the Support Services Agreement.

1. **DEFINITIONS.** "**Confidential Information**" means information of a Party ("**Disclosing Party**") that the other Party ("**Receiving Party**") receives in connection with this Agreement, which based on the circumstances under which it was disclosed, a reasonable person would believe to be confidential to Disclosing Party, including, without limitation, the Software, Documentation, pricing of Products and Services, provisions of this Agreement and information that is defined as a 'trade secret' under applicable law ("**Trade Secret**"). "**Documentation**" means user and system administrator guides and manuals and similar documentation generally supplied by Merge assist licensees in the use of the licensed Software. "**First Productive Use**" means, as to the applicable Software, the date that Customer first uses the Software as a method of transmitting and/or processing live data or information for use in a clinical care or commercial setting or otherwise uses the Software for commercial purposes; provided that if Customer has delayed the first use of the Software as set forth above, First Productive Use shall be deemed to have occurred when the Software was installed and first able to process live data in a production environment. "**Hardware**" means the computers, workstations and other devices required to run or use the Software, modality equipment, and/or other equipment that Customer has purchased through Merge under a separate agreement. "**Hardware/Third Party Products Page**" means the section of the Merge Web Page that contains the specific terms applicable to the Hardware and/or Third Party Products, if any, that Customer has purchased through Merge under a separate agreement. "**HIPAA Page**" means the section of the Merge Web Page that contains a Business Associate Agreement. "**Merge Hardware**" means Hardware manufactured by Merge and sold to Customer as set forth in a separate agreement. "**Merge Products**" means Merge Software and Merge Hardware. "**Merge Software**" means Software that is proprietary to Merge and has been licensed to Customer as set forth in a separate underlying license agreement. "**Merge Web Page**" means the specific terms applicable to the Products and Services that that Customer has purchased or licensed through Merge, found at [http://www.merge.com/common/Terms-\(1\).aspx](http://www.merge.com/common/Terms-(1).aspx). "**Party**" means Merge or Customer; "**Parties**" means Merge and Customer. "**Product Page**" means the section of the Merge Web Page that contains the specific terms applicable to the Merge Software licensed under a separate agreement. "**Products**" means Hardware and Software. "**Professional Services**" means installation, implementation, integration, configuration, consulting, training and other professional services offered by Merge to Customer. "**Services**" means Professional Services and Support Services. "**Services Page**" means the section of the Merge Web Page that contains the specific terms applicable to the Services, if any, purchased that Customer has purchased from Merge under this Agreement or under a separate agreement. "**Software**" means the software that has been licensed to Customer as set forth in a separate underlying license agreement. "Software" is the standard version of the applicable software product and is provided in object or executable code form. "**Support Services**" means the technical support and maintenance of the Products as set forth at [http://www.merge.com/common/Terms-\(2\).aspx](http://www.merge.com/common/Terms-(2).aspx). "**Third Party Product**" means a product other than a Merge Product that has been Customer has licensed or purchased through Merge under a separate underlying agreement. "**Third Party Vendor**" means a third party vendor from which Merge obtains Third Party Products. "**Update**" means a version the Merge Software and/or Documentation that is from time-to-time

released and that may include updates, modifications, bug fixes, corrections, and feature enhancements to the Merge Software and Documentation. Updates do not include new Merge products or modules that are marketed and priced separately by Merge or releases that materially increase the functionality of the Software. Whether a software release constitutes an Update is in Merge's sole discretion.

2. **SOFTWARE LICENSE.** Merge grants to Customer a non-exclusive, non-sublicensable, non-transferable license to use any Updates and Software provided to Customer under this Agreement, pursuant to the same terms and restrictions as set forth in the agreement under which the applicable supported Software has been licensed to Customer by Merge and in conjunction with the terms set forth applicable Product Page.

3. PAYMENT; DELIVERY

3.1. **Payment.** Fees for Products and Services (collectively, "**Fees**") are set forth in the Agreement. Customer shall pay Merge's fees on the dates specified in the Agreement, and if no date is specified in the Agreement, Customer shall pay Merge's invoices within thirty (30) days after the date of invoice. Unless otherwise agreed to in writing, all monetary sums are expressed in and shall be paid in U.S. Dollars. Overdue balances may be assessed interest at the rate of one- and-one-half percent (1.5%) per month, but not more than that allowed by law, and in no event shall this interest provision be construed as a grant of permission for any delay of payment. Non-payment by Customer shall be deemed a material breach of this Agreement, and in the event any payment or invoice becomes overdue, Merge reserves the right, in addition to its other remedies, to suspend delivery and provision of Services until the account is brought current.

3.2. **Taxes; Freight.** Unless otherwise specifically indicated on the Support Services Agreement, Fees do not include taxes, and Customer agrees to pay all applicable taxes (excluding taxes levied against Merge's taxable income) to Merge or to the proper taxing authority, as applicable. A tax-exempt Customer shall provide an appropriate exemption certificate to Merge. Third-party charges for freight, duty and other similar charges paid by Merge shall be reimbursed by Customer.

3.3. **Delivery.** In the event Hardware is to be delivered as part of this Agreement, Products are delivered FOB shipping point ("**Delivery**"), with risk of loss and, when applicable, title passing to Customer at the same point. Notwithstanding the preceding sentence, Merge may, at its option, deliver Software and Documentation to Customer through an FTP or other electronic transmission or download, in which event Merge will provide Customer with a password key (the "**Key**") necessary to download the Software, and provision of the Key to Customer shall constitute Delivery of the Software.

4. **SERVICES.** (Applicable in the event the Agreement provides for Services; see Services Page.)

5. **HARDWARE AND THIRD PARTY PRODUCTS.** (Applicable in the event the Agreement provides for Hardware or Third Party Products; see Hardware/Third Party Products Page.)

6. TERM AND TERMINATION

6.1. **Term.** The term of this Agreement shall commence as of the Effective Date and continue until terminated, as set forth below in this section (the "**Term**"), provided that specific Support Services Terms shall be as set forth in the Support Services Agreement.

6.2. Termination. A Party (the "*Terminating Party*") may terminate this Agreement as follows:

- If one Party (the "*Breaching Party*") is in breach of this Agreement, the Terminating Party may deliver to the Breaching Party a written notice setting forth detail as to the breach and identifying the specific provision(s) of the Agreement of which the Breaching Party is in breach or default (the "*Default Notice*").

- The Breaching Party shall then have thirty (30) days from its receipt of the Default Notice (the "*Cure Period*") to cure such that the Breaching Party is no longer in breach of the provisions set forth in the Default Notice.

- In the event that following the Cure Period, the Breaching Party remains in breach of the provisions set forth in the Default Notice, the Terminating Party may terminate the Agreement upon written notice to the Breaching Party.

6.3. Survival. All provisions of this Agreement which by their nature are intended to survive the termination of this Agreement (including, without limitation, the provisions of Sections 3, 7, 8, 9, 10 and 11) shall survive such termination.

7. CONFIDENTIALITY

7.1. Obligations as to Confidential Information. A Receiving Party shall (i) limit access and use of Disclosing Party's Confidential Information to those of Receiving Party's employees and agents that require such access and use in connection with this Agreement and who are bound by confidentiality provisions no less restrictive than those in this Agreement; (ii) not disclose Disclosing Party's Confidential Information to third parties, unless authorized under this Section 7.1; (iii) protect Disclosing Party's Confidential Information as it protects its own Confidential Information, but in any event with not less than a reasonable degree of care; and (iv) not use Disclosing Party's Confidential Information for any purpose except as required to perform its obligations hereunder or as otherwise specifically permitted hereunder. Each Receiving Party shall take appropriate action with its employees, Authorized Users, and other authorized third parties, to satisfy its obligations hereunder. The obligations set forth above in this section shall survive termination of this Agreement and continue thereafter for five (5) years following termination, except that for Confidential Information consisting of a Party's trade secrets, the Confidentiality Period shall be extended for as long as such Confidential Information remains a trade secret. Either Party may disclose the existence and general nature of this Agreement, but may not, without the prior consent of the other Party, disclose the specific terms of this Agreement.

7.2. Exceptions. Nothing in this Article shall prevent Receiving Party from disclosing Confidential Information to a third party to the extent that such Confidential Information is: (i) previously known to Receiving Party prior to disclosure by Disclosing Party, without any obligation of confidentiality; (ii) publicly known or becomes publicly known through no breach of this Agreement by Receiving Party; (iii) rightfully received from a third party under no confidentiality obligation with respect to the Confidential Information; or (iv) independently developed by Receiving Party without use of Disclosing Party's Confidential Information.

7.3. Mandatory Disclosure. If any judicial, legislative or administrative body seeks to compel disclosure of Confidential Information, Receiving Party shall promptly notify Disclosing Party. Receiving Party will comply with reasonable requests of Disclosing Party to assist Disclosing Party in obtaining a protective order and to prevent or minimize the disclosure of any Confidential Information, and Receiving Party may then disclose Confidential Information only if, and to the extent, required by law.

8. LIMITATIONS OF LIABILITY

8.1. Types of Damages. UNDER NO CIRCUMSTANCES SHALL MERGE, ITS SUPPLIERS, OR ANY RELATED PARTY, BE LIABLE OR RESPONSIBLE FOR ANY SPECIAL, INDIRECT, INCIDENTAL, CONSEQUENTIAL OR PUNITIVE DAMAGES, OR DAMAGES ATTRIBUTABLE TO LOSS OF USE OR AVAILABILITY OF DATA, LOST PROFITS OR LOST GOODWILL, WHICH CUSTOMER MAY INCUR, EXPERIENCE OR CLAIM AND WHETHER FORESEEABLE OR UNFORESEEABLE, ARISING OUT OF ANY BREACH OF EXPRESS OR IMPLIED WARRANTY, BREACH OF CONTRACT, NEGLIGENCE, STRICT LIABILITY IN TORT OR OTHERWISE, ON ACCOUNT OF ENTERING INTO OR RELYING ON THIS AGREEMENT, EVEN IF MERGE HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES AND NOTWITHSTANDING THE FAILURE OF ESSENTIAL PURPOSE OF ANY LIMITED REMEDY.

8.2. Amount of Damages. IN NO EVENT WILL MERGE'S AGGREGATE, CUMULATIVE MONETARY LIABILITY ARISING FROM OR RELATED TO THIS AGREEMENT, WHETHER IN CONTRACT OR IN TORT OR UNDER ANY OTHER LEGAL THEORY (INCLUDING STRICT LIABILITY AND NEGLIGENCE), EXCEED THE TOTAL FEES RECEIVED BY MERGE UNDER THIS SUPPORT SERVICES AGREEMENT DURING THE TWELVE MONTHS IMMEDIATELY PRECEDING THE CAUSE OF ACTION.

8.3. Medical Responsibility. Customer acknowledges and agrees that Merge is not engaged in the practice of medicine, and is not determining appropriate medical use of any of the Products and Services. Medical treatment and diagnostic decisions, including those arising from the analysis of data or images, are the responsibility of Customer and its professional healthcare providers.

8.4. Allocation of Risk. The provisions of Section 8 allocate the risks under this Agreement between Merge and Customer, and the Parties acknowledge that such provisions are a material condition for their respective entry into this Agreement.

9. GOVERNMENTAL MATTERS; HIPAA

9.1. U.S. Government ("Government") Restricted Rights. Any Updates or Merge Software provided under this Agreement is commercial computer software developed exclusively at private expense, and is in all respects the proprietary data belonging solely to Merge or its licensors. Products and Documentation that may be provided to the Government hereunder (by contracts or subcontract) are provided with the most restricted rights and limited rights permitted by law and regulation. Department of Defense: If the Software is acquired by or on behalf of agencies or units of the Department of Defense (DOD), then, pursuant to DOD FAR Supplement Section 227.7202 and its successors (48 C.F.R. 227.7202) the Government's right to use, reproduce or disclose the Software and any accompanying Documentation acquired under this Agreement is subject to the restrictions of this Agreement. Civilian Agency: If the Software is acquired by or on behalf of civilian agencies of the Government, then, pursuant to FAR Section 12.212 and its successors (48 C.F.R. 12.212), the Government's right to use, reproduce or disclose the Software and any accompanying Documentation acquired under this Agreement is subject to the restrictions of this Agreement.

9.2. Export Controls. The Parties shall comply fully with all relevant export laws and regulations, including but not limited to the U.S. Export Administration Regulations and Executive Orders.

9.3. HIPAA. In the event the Parties do not have a current Business Associate Agreement in force between them, then the Parties agree to the provisions of the *Business Associate Agreement* set forth on the HIPAA Page, with the same force and effect as if each Party executed said *Business Associate Agreement* as of the Effective Date of this Support Services Agreement. Customer acknowledges that compliance with

HIPAA, HITECH and other privacy and security rules is not solely determined by Products and Services and is a process that involves Customer's systems, facilities and practices.

9.4. Federal Equal Opportunity Regulations. The Parties and their subcontractors shall abide by the requirements of 41 CFR 60-300.5(a) and 41 CFR 60-741.5(a). These regulations prohibit discrimination against qualified protected veterans and against individuals on the basis of disability, and require affirmative action by covered prime contractors and subcontractors to employ and advance in employment qualified protected veterans and qualified individuals with disabilities.

10. GENERAL PROVISIONS. Parties' Relationship; No Third Party Beneficiaries. The Parties hereto are independent contractors to one another, and nothing herein shall be deemed to establish a partnership, joint venture or agency relationship between the Parties, and nothing in this Agreement will be construed as giving any right, remedy or claim to an entity other than the Parties, their permitted successors and permitted assigns, and persons and entities expressly indemnified hereunder. Assignment. Customer may not assign or transfer its interests, rights or obligations under this Agreement by written agreement, merger, consolidation, operation of law or otherwise, without the prior written consent of Merge. Subject to the foregoing, this Agreement shall inure to the benefit of and be binding upon each of the Parties and their respective permitted successors and assigns. Notices. All legal notices required or permitted to be given pursuant to this Agreement shall be in writing and delivered personally or by a commercially recognized national courier (such as Federal Express or UPS), and notices shall be effective upon receipt by the office of the Party to which the notice is directed. Neither Party shall refuse delivery of any notice hereunder. Legal notices hereunder to the Parties shall be to such Party's address set forth on the first page of this Agreement (with legal notices to Merge being directed to the attention of its General Counsel), provided that either Party may, by written notice to the other Party, direct that notices be sent to a different address. Governing Law. This Agreement shall be governed by and construed in accordance with the laws of the State of Delaware, without regard to its principles of conflicts of law or to the United Nations Convention on Contracts for the International Sale of Goods. Equitable Relief. Each Party agrees that, in the event injunctive or other equitable relief is appropriate to enforce compliance with confidentiality, license or property provisions of this Agreement, then such relief shall be in addition to any other remedies available to the aggrieved Party and that the aggrieved Party shall be entitled to seek such equitable relief without the requirement of any bond or security and without the necessity of having to establish the failure of legal remedies. Force Majeure. Neither Party shall be responsible for any delay or failure in performance of any part of this Agreement to the extent that such delay or failure is caused by fire, flood, explosion, war, embargo, government requirement, internet accessibility, utilities outage, inability to obtain products from a third party supplier, civil or military authority, act of God, act or omission of carriers or other similar causes beyond its control (collectively, a "Force Majeure Event").

IN WITNESS THEREOF, THE PARTIES HAVE CAUSED THIS AGREEMENT TO BE EXECUTED BY THEIR AUTHORIZED REPRESENTATIVES AS OF THE DATE BOTH PARTIES HAVE SIGNED BELOW (THE "EFFECTIVE DATE"):

MERGE HEALTHCARE SOLUTIONS INC.

By: Steve Nevermann
Name: Steve Nevermann
Title: Director of Client Operations
Date: 03/23/2018

The performance of the Party suffering the Force Majeure Event shall be excused and the time for performance shall be extended for the period of delay or inability to perform due to such Force Majeure Event. Contract Construction. This Agreement will not be presumptively construed in favor of or against either Party, including the Party that drafted the Agreement. The headings to the sections of this Agreement are for ease of reference only and shall not affect the interpretation or construction of this Agreement. Severability. If any term or condition of this Agreement is determined by a court of law (or arbitration proceeding to which both Parties are parties) to be invalid or unenforceable in whole or in part for any reason, this Agreement shall, to the greatest extent permitted by law, be reformed so as to be valid and enforceable consistent with the intention of the Parties as expressed herein. No Waiver. No term or provision of this Agreement shall be deemed waived and no breach excused, unless such waiver or excuse is in writing signed by the Party granting such waiver or excusing such breach. No consent to or waiver of a breach shall be deemed as a consent to, waiver of, or excuse for any different or subsequent breach by such Party. Entire Agreement. This Agreement constitutes the entire agreement between the Parties with respect to the provision of Support Services for the applicable Products, and supersedes all proposals, purchase orders, previous agreements, understandings, representations and any other communications (whether written or oral) between the Parties relating thereto. Notwithstanding the foregoing, all underlying agreements regarding the supported Products shall remain in effect and shall continue to govern use of such Products. The terms and conditions contained in any purchase order or other purchase document issued by Customer or by any other party on Customer's behalf (collectively, "Purchase Order") shall be of no legal force or effect, even if such Purchase Order is delivered to Merge; such Purchase Order is signed or otherwise accepted by a Merge employee; and/or Merge provides Products and/or Services pursuant to such Purchase Order. Order Independence. This Agreement is an order separate and independent from any other executed or contemplated order(s). Any fees due Merge for this Agreement are separate from any other executed or contemplated order(s), and the payment terms for this Agreement are not intended to be dependent upon or otherwise coincide with performance criteria of any other executed or pending order(s). No products or services that are the subject of this Agreement are interrelated or interdependent in terms of design, technology or function or are essential to the functionality of a product in any other executed or contemplated order(s). Amendment. This Agreement may not be modified, except by a written amendment instrument that expressly refers to this Agreement and is signed by authorized representatives of each Party. Execution. This Agreement may be executed by the Parties in counterparts and may be executed and delivered by facsimile or by email. A signed document transmitted as an electronic document (such as a PDF) via email or other electronic means shall be afforded the same weight as a document with original ink signatures, and all such counterparts and electronic documents shall together constitute one and the same agreement.

Memorial Hospital of Sweetwater County

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

Schedule A**MAINTENANCE BREAKDOWN**

Merge Healthcare
10140 Mesa Rim Road
San Diego, CA 92121 USA

MAINTENANCE SUMMARY

DESCRIPTION OF ITEMS	TYPE	UNIT LIST PRICE	QTY	EXTENDED LIST PRICE	RATE	LINE TOTAL	AMOUNT DUE
SOFTWARE AND INTERFACES TOTAL	SOFTWARE	-	-	\$ 343,500.00	-	\$ 54,560.00	\$ 54,560.00
HARDWARE TOTAL	HARDWARE	-	-	\$ 28,048.00	-	\$ 2,804.80	\$ 2,804.80
3rd PARTY ITEMS TOTAL	3rd PARTY	-	-	\$ 71,243.00	-	\$ 10,686.45	\$ 10,686.45
PRORATED ITEMS TOTAL	PRORATED	-	-	\$ -	-	\$ -	\$ -
				\$ 442,791.00		\$ 68,051.25	\$ 68,051.25

SOFTWARE AND INTERFACES ITEMS

DESCRIPTION OF ITEMS	TYPE	UNIT LIST PRICE	QTY	EXTENDED LIST PRICE	RATE (LIST)	LINE TOTAL	AMOUNT DUE
1 DATABASE LICENSE UP TO 34,600 EXAMS/YR.	SOFTWARE	\$ 256,000.00	1	\$ 256,000.00	16.0%	\$ 40,960.00	\$ 40,960.00
2 Growth Charge Per Exam	SOFTWARE	4.50	0	-	FLAT	-	-
3 Sentinel	SOFTWARE	2,500.00	1	2,500.00	FLAT	INCLUDED	INCLUDED
4 Mammography Enhancement Tools	SOFTWARE	10,000.00	1	10,000.00	16.0%	1,600.00	1,600.00
5 Mammography CAD	SOFTWARE	10,000.00	1	10,000.00	16.0%	1,600.00	1,600.00
6 Mammography Interpretation Module	SOFTWARE	10,000.00	1	10,000.00	16.0%	1,600.00	1,600.00
7 HL-7 Mammography Interface to MRS	INTERFACE	10,000.00	1	10,000.00	16.0%	1,600.00	1,600.00
8 HL-7 Inbound ADT Interface	INTERFACE	5,000.00	1	5,000.00	16.0%	800.00	800.00
9 HL-7 Orders In Interface	INTERFACE	10,000.00	1	10,000.00	16.0%	1,600.00	1,600.00
10 HL-7 Report/Results Out Interface	INTERFACE	15,000.00	1	15,000.00	16.0%	2,400.00	2,400.00
11 Application Gateway Server	SOFTWARE	15,000.00	1	15,000.00	16.0%	2,400.00	2,400.00
12							
SOFTWARE AND INTERFACES TOTALS				\$ 343,500.00	-	\$ 54,560.00	\$ 54,560.00

HARDWARE ITEMS

DESCRIPTION OF ITEMS	TYPE	UNIT LIST PRICE	QTY	EXTENDED LIST PRICE	RATE (LIST)	LINE TOTAL	AMOUNT DUE
1 Messenger - CHC (61)	HARDWARE	\$ 2,400.00	1	\$ 2,400.00	10.0%	\$ 240.00	\$ 240.00
2 DICOM Laser Camera Interface (LCI) Print Workstation - CHC	HARDWARE	2,600.00	0	-	10.0%	-	-
3 HL7 Gateway Workstation - CHC	HARDWARE	2,600.00	0	-	10.0%	-	-
4 Guardian Workstation - CHC	HARDWARE	3,215.00	0	-	10.0%	-	-
5 Auto Fax Board	HARDWARE	2,400.00	1	2,400.00	10.0%	240.00	240.00
6 Technologist Workstation - DICOM Gateway (518)	HARDWARE	1,600.00	1	1,600.00	10.0%	160.00	160.00
7 VM Host Server	HARDWARE	10,824.00	2	21,648.00	10.0%	2,164.80	2,164.80
8							
9							
10							
HARDWARE TOTALS				\$ 28,048.00	-	\$ 2,804.80	\$ 2,804.80

3rd PARTY ITEMS

DESCRIPTION OF ITEMS	TYPE	UNIT LIST PRICE	QTY	EXTENDED LIST PRICE	RATE (LIST)	LINE TOTAL	AMOUNT DUE
1 EMC Centera Archive Solution (APM00113200053)	3RD PARTY	\$ 39,000.00	1	\$ 39,000.00	15.0%	\$ 5,850.00	\$ 5,850.00
2 EMC Centera - additional storage	3RD PARTY	11,700.00	1	11,700.00	15.0%	1,755.00	1,755.00
3 EMC VNX 5100 (APM00151611017)	3RD PARTY	20,543.00	1	20,543.00	15.0%	3,081.45	3,081.45
4							
5							
6							
7							
8							
9							
10							
3rd PARTY ITEMS TOTALS				\$ 71,243.00	-	\$ 10,686.45	\$ 10,686.45

PRORATED ITEMS

DESCRIPTION OF ITEMS	TYPE	UNIT LIST PRICE	QTY	EXTENDED LIST PRICE	RATE (LIST)	LINE TOTAL	AMOUNT DUE
1				\$ -		\$ -	\$ -
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
PRORATED ITEMS TOTALS				\$ -	-	\$ -	\$ -

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: **This is an amendment to the Telemedicine Clinical Service Agreement between U of U and MHSC.**
2. Purpose of contract, including scope and description: **This contract amendment will allow our Cancer Center to offer genetic counseling services via telemedicine so our patients do not have to drive to SLC for this service. This is another way the Cancer Center is trying to provide services here in Sweetwater County. The purpose of genetic counseling is to help provide personalized cancer risk assessment for patients and also to tailor recommendations for cancer screening and prevention. Other U of U affiliate sites are providing this service so U of U is set up to provide this service to our patients.**
3. Effective Date: **Last date of the signatures**
4. Expiration Date: **None on amendment. Tied to original contract which was entered into November 2013.**
5. Rights of renewal and termination: **None on amendment.** Is this auto-renew? **Original contract with U of U is auto-renew**
6. Monetary cost of the contract and is the cost included in the department budget? **\$400.00 per patient. Anticipating 8 patients a month (high estimate). Cancer Center is looking into whether anything can be billed for to help offset cost. The U doesn't bill the patient just us. It is budgeted for.**
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? If so were efforts made to delete the provision? **NO**

10. Is this contract appropriate for other bids? Any equipment or software purchased by the hospital usually requires a service agreement from the same company/manufacturer. If we purchase a service agreement from another company it will most likely void any warranties.

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

12. Is County Attorney review required?

Please note that a majority of the contracts received for renewal/approval by the hospital are standard operating contracts from the other party-not the hospital. The CEO and Legal attempt to negotiate, to the benefit of the hospital, as many of the above provisions as we can.

Attachment C
Cancer Genetic Counseling Services

University and Site agree that this Attachment C is hereby incorporated into the Telemedicine Clinical Services Agreement between University and Site (the "Agreement"). Upon execution of this Attachment by both parties, University will be available to provide, as requested by Site, cancer genetic counseling consultation services via telemedicine, telephone and clinic visits to Site, under the terms and conditions of the Agreement and this Attachment.

1. Description of Services:

- 1.1 University genetic counseling providers will make available certified genetic counselors to provide cancer genetic counseling consultation services (the "Services"). University genetic counselors will evaluate Site patients during scheduled appointments via telemedicine or telephone and provide appropriate feedback. Follow up appointments to discuss genetic test results and/or medical management recommendations will be provided via telephone. At the request of Site, in-person genetic counseling consultation services will be provided at the applicable location.
- 1.2 University will utilize appropriate billing codes using current CPT coding and evaluation and management standards of practice to document the Services. University will maintain appropriate medical records. Documentation will be completed in patient's medical record at University and a copy of the documentation will be sent via secure interface to Site within seven (7) business days of each consultation.

2. Scheduling for Services:

- 2.1 Site will schedule appointments with University support staff for Services involving initial evaluations and any follow-up appointments. All appointment times will be mutually agreed upon. Unless otherwise permitted by University, Site will schedule appointments at least one (1) month in advance. The specific number of patients scheduled may be adjusted according to necessity.
- 2.2 Site will provide all requested patient information to University at the time the appointment is scheduled.

3. Responsibilities of Site:

- 3.1 Site shall perform all administrative functions related to its patient intake and processing, shall provide all necessary forms, paperwork, information, data, coordination and reasonable support to assist University in meeting regulatory guidelines related to the coordination of the Services under this Attachment.
- 3.2 During each consult, Site shall provide onsite clinical staff, with the appropriate level of training or qualifications as deemed necessary by University, who will be present while the University provides the Services. Site will provide a safe and secure location for each consult. University providers must be able to reach the onsite clinical staff via telephone during any consult.

- 3.3 Site will designate a representative to work with University's Telemedicine Coordinator in the development of a mutually agreed upon workflow for the presentation of patients.
- 3.4 Site shall assist with coordination of genetic testing (when applicable) via collecting necessary samples and paper work.
- 3.5 Recommendations for follow-up management will be returned to the referring providers at the Site, and such referring providers will be responsible for implementing those recommendations for the patient.

4. Compensation:

- 4.1 Payment: Site will compensate University for the Services at the rates set forth below:

\$400 per patient. This rate applies to new patients and will include the initial appointment, coordination of genetic testing (when applicable), genetic testing results disclosure via telephone (when applicable), and follow-up management via telephone and letter.

\$1500 per one-day visit. This rate applies if in-person Services are requested by Site in writing. Site shall reimburse University separately for reasonable travel expenses (if applicable).

University shall submit monthly invoices, and Site will make payment within thirty (30) days of receipt of the invoice. Payment shall be submitted to University of Utah PO Box 413144, Salt Lake City, Utah 84141 - 3144, by Site per the instructions of University.

- 4.2 Billing:

Site will be responsible for all coding and billing and retain collections for any professional or technical services provided hereunder. University shall not bill patients or third party payers for the technical nor professional components of the telemedicine services provided under this Attachment. University hereby assigns and grants to Site, and shall cause each University provider to assign and grant to Site, as necessary, the right to bill and collect for all Services rendered by the University provider(s) pursuant to this Attachment, and all accounts receivable and the proceeds thereof arising out of such Services. Site shall indemnify, defend and hold harmless the University, its directors, officers, agents and employees against any actions, suits, proceedings, liabilities and damages to the extent caused by Site's billing practices.

- 4.3 Nothing herein or in the Agreement shall be interpreted to restrict the ability of Site to obtain the same or substantially similar services from any third party, nor to require Site to obtain any minimum volume of services from University.

The effective date of this Attachment shall be the date of the last signature below executing this Attachment.

University

By: Dan Lundergan
Its: Interim, Chief Operating Officer

Signature: _____

Date: _____

By: Edward B. Clark, MD
Its: Associate Vice President for Clinical Affairs
President, University of Utah Medical Group

Signature: _____

Date: _____

Memorial Hospital of Sweetwater County

By:
Its:

Signature: _____

Date: _____

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: **Dexpro agreement**
2. Purpose of contract, including scope and description: **Microsoft GP is our financial software. Annual licenses for GP and our other third party software packages can't be purchased directly from Microsoft so we have to go through a partner to purchase the licenses. The current partner is Dexpro. This agreement is for a Service Line Agreement (SLA) which is a support contract for the Microsoft software.**
3. Effective Date: **April 28, 2018.**
4. Expiration Date: **One year review April 28, 2019**
5. Rights of renewal and termination: **10 days' notice of termination** Is this auto-renew? **YES**
6. Monetary cost of the contract and is the cost included in the department budget? **The hospital is billed as the service is used. On average we spend approximately \$4000.00 annually (\$195.00 hour for this service. Part of the budget.**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so? **Jurisdiction is Illinois. Asked to change to Wyoming or neutral statement. Not agreed to as the company is based in Illinois and has service contracts in every state.**
8. Any confidentiality provisions? **Yes in that they agree to keep confidential any proprietary information they access.**
9. Indemnification clause present? **NO** If so were efforts made to delete the provision?

10. Is this contract appropriate for other bids? Any equipment or software purchased by the hospital usually requires a service agreement from the same company/manufacturer. If we purchase a service agreement from another company it will most likely void any warranties.

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

12. Is County Attorney review required?

Please note that a majority of the contracts received for renewal/approval by the hospital are standard operating contracts from the other party-not the hospital. The CEO and Legal attempt to negotiate, to the benefit of the hospital, as many of the above provisions as we can.

Contract Check List

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

1. Name of Contract: **Keith Williams Associates KWA Letter of Agreement**
2. Purpose of contract, including scope and description: **Consulting services for analysis and implement steps to convert the hospital to the Medicare Critical Access Hospital designation.**
3. Effective Date: **April 21, 2018**
4. Expiration Date: **completion of services scheduled for June 30 2019**
5. Rights of renewal and termination: **As this a billable per hour agreement we are not bound to continue using KWA if it isn't working out for us. We would let him know in writing that we no longer needed his services.**
Is this auto-renew? **NO**
6. Monetary cost of the contract and is the cost included in the department budget? **\$135.00 hour and \$1000.00 per diem for on site. Tami and Irene are budgeting for approximately \$5000.00 annual cost. In the budget.**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so? **Governing law is Wyoming**
8. Any confidentiality provisions? **No**
9. Indemnification clause present? **YES**
10. Is this contract appropriate for other bids? Any equipment or software purchased by the hospital usually requires a service agreement from the same company/manufacture. If we purchase a service agreement from another company it will most likely void any warranties.
11. In-house Counsel Reviewed: **YES**

12. Is County Attorney review required?

Please note that a majority of the contracts received for renewal/approval by the hospital are standard operating contracts from the other party-not the hospital. The CEO and Legal attempt to negotiate, to the benefit of the hospital, as many of the above provisions as we can.

Contract Check List

This check list summarizes the purpose of the contract, assures that the contract has been reviewed by In-house Legal Counsel and the CEO.

1. Name of Contract: **MARSHALL INDUSTRIES**
2. Purpose of contract, including scope and description: **Support and maintenance for Hugs patient security server and software. Hugs is the security system for newborn babies. Each baby is given an arm/legband upon birth in the OB. If the tag/band gets too close the Hugs system an alarm goes off. It is one of our ways to prevent infant kidnapping from the OB department.**
3. Date of contract execution: **April 5, 2018**
4. Date of contract expiration: **April 6, 2019**
5. Rights of renewal and termination:
5. Monetary costs: **2800.00 annual cost**
7. Included in Department Budget: **NA**
8. Extraneous costs associated with contract: **none**
9. Let for bid, if appropriate:
10. County Attorney reviewed (if applicable):
11. In-house Counsel Reviewed: **Yes**

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: **MPC**
2. Purpose of contract, including scope and description: **MPC is the company with which we contract for a physicist to perform a quarterly analysis on the nuclear medicine equipment and our radiation programs. Nuclear medicine would be PET scan, thyroid scan. Anything where the patient ingests or is injected with a radio-active isotope. These are what have to be analyzed by the physicist. Physicist also looks at program for radiation safety. JC and NRC requirements. She also does the performance testing on the equipment.**
3. Effective Date: **July 1, 2018**
4. Expiration Date: **one year to June 30, 2019**
5. Rights of renewal and termination: **can renew in a year. No restrictions on termination in agreement** Is this auto-renew? **NO**
6. Monetary cost of the contract and is the cost included in the department budget? **Nuclear medicine \$4300.00 general diagnostic \$11820.00 additional service for accreditation which is \$1500.00 TOTAL \$17620.00**
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?
10. Is this contract appropriate for other bids? Any equipment or software purchased by the hospital usually requires a service agreement from the same

company/manufacturer. If we purchase a service agreement from another company it will most likely void any warranties.

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

12. Is County Attorney review required?

Please note that a majority of the contracts received for renewal/approval by the hospital are standard operating contracts from the other party-not the hospital. The CEO and Legal attempt to negotiate, to the benefit of the hospital, as many of the above provisions as we can.

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: **PRC Statement of Work (Dialysis)**
2. Purpose of contract, including scope and description: **PRC is the company we use for patient satisfaction surveys. We have contracts/scopes of work for different departments. Effective July 1, 2018 we are reducing the number of surveys performed in order to save money. We were going to drop the dialysis department surveys but we are now above 30 patient threshold so we are now required to perform surveys per CMS. So this is a new separate SOW for the dialysis department. The SOW contains the details of how many questions will be generated, cost per call, and includes cost of reports. Surveys will be generated to match the CMS Fall submission period and Spring submission period.**
3. Effective Date: **July 1, 2018**
4. Expiration Date: **2 years June 30, 2020**
5. Rights of renewal and termination: **180 days written notice to terminate.**
Is this auto-renew? **No**
6. Monetary cost of the contract and is the cost included in the department budget? **\$1500.00 per submission period for total of \$3000.00 per year of contract and it is budgeted for.**
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? If so were efforts made to delete the provision? **NO**

10. Is this contract appropriate for other bids? Any equipment or software purchased by the hospital usually requires a service agreement from the same company/manufacturer. If we purchase a service agreement from another company it will most likely void any warranties.

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

12. Is County Attorney review required?

Please note that a majority of the contracts received for renewal/approval by the hospital are standard operating contracts from the other party-not the hospital. The CEO and Legal attempt to negotiate, to the benefit of the hospital, as many of the above provisions as we can.

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: **PRC Statement of Work (ED)**
2. Purpose of contract, including scope and description: **PRC is the company we use for patient satisfaction surveys. We have contracts/scopes of work for different departments. Effective July 1, 2018 we are reducing the number of surveys performed in order to save money. We can drop some of these surveys that are not required by CMS. Since we are dropping some departments but keeping the ED one we needed a new SOW to reflect just the ED surveys. The SOW contains the details of how many questions will be generated, cost per call, and includes cost of reports.**
3. Effective Date: **July 1, 2018**
4. Expiration Date: **2 years June 30, 2020**
5. Rights of renewal and termination: **180 days written notice to terminate.**
Is this auto-renew? **No**
6. Monetary cost of the contract and is the cost included in the department budget? **\$9600.00 it is budgeted for**
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? If so were efforts made to delete the provision? **NO**

10. Is this contract appropriate for other bids? Any equipment or software purchased by the hospital usually requires a service agreement from the same company/manufacturer. If we purchase a service agreement from another company it will most likely void any warranties.

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

12. Is County Attorney review required?

Please note that a majority of the contracts received for renewal/approval by the hospital are standard operating contracts from the other party-not the hospital. The CEO and Legal attempt to negotiate, to the benefit of the hospital, as many of the above provisions as we can.

Contract Check List

This check list summarizes the purpose of the contract, assures that the contract has been reviewed by In-house Legal Counsel and the CEO.

1. Name of Contract: **Weber State University**
2. Purpose of contract, including scope and description: **Allows students from WSU to observe in a clinical setting and also receive education in the clinical setting. MHSC will determine the number of types of students it will accept.**
3. Date of contract execution: **April 5, 2018**
4. Date of contract expiration: **when terminated by either party**
5. Rights of renewal and termination: **NA**
6. Monetary costs: **NONE**
7. Included in Department Budget: **NA**
8. Extraneous costs associated with contract: **none**
9. Let for bid, if appropriate:
10. County Attorney reviewed (if applicable):
11. In-house Counsel Reviewed: **Yes**



Memorial Hospital of Sweetwater County Board of Trustees

Building & Grounds Committee Meeting

Tuesday - April 24, 2018

5:00 PM

Medical Office Building Conference Room

**Memorial Hospital of Sweetwater County
Building & Grounds Committee
Medical Office Building
5:00 PM**

Tuesday – April 24, 2018

Board Committee Members

**Taylor Jones, Chair
Ed Tardoni**

Staff Committee Members

**Irene Richardson
Jim Horan
Tami Love**

Guests

Gerry Johnson – *Facilities*

Stevie Nosich – *Facilities*

John Kolb – *Board of Sweetwater County Commissioners*

Agenda

- 1. Approve March 20, 2018 Minutes**
- 2. Project(s) Review**
 - A. Laundry Update**
 - B. CT Project Update**
 - C. Prioritized Projects List**
- 3. Old Business**
- 4. New Business**
- 5. Meeting Schedule**

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Building & Grounds Committee Meeting
March 20, 2018

Trustee Committee Member Present: Mr. Taylor Jones

Trustee Committee Member Excused: Mr. Ed Tardoni

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

Staff Committee Member Excused: Ms. Irene Richardson

Guests: Mr. Gerry Johnston
Mr. John Kolb, *Sweetwater County Board of County Commissioners Liaison*

Call Meeting to Order

Mr. Jones called the meeting to order.

Meeting Minutes

The motion to approve the minutes of the February 20, 2018, regular meeting as presented was made by Mr. Horan; second by Ms. Love. Motion carried. Mr. Jones abstained.

Projects Review

Storage

The Committee agreed to plan to tour the old hospital site on Tuesday, May 15 at 5:00 PM, if possible. Mr. Horan will make arrangements and confirm.

Laundry Project

Mr. Horan said Mr. Tardoni completed a study. There is no update on progress yet. Mr. Jones said he would like Mr. Horan to add this to his list to work on before summer.

CT Project Update

Mr. Horan reported the project is moving forward well. They had a meeting earlier in the day to look at infection control details.

Prioritized Projects List

Mr. Horan said the eleven rooms in the medical office building needing return air ducts must have walls extended to the deck to create a box. The preliminary thought is to use the vacant

pediatrics space for other providers to use during the four to five phases of work. Mr. Horan said we are trying to disrupt patients as little as possible during the project.

Mr. Horan said the collapsing retaining wall continues to deteriorate. He has a proposal to look at engineering. He will continue to try to get in touch with Mr. Gene Legerski with County Engineering to see if they can assist. Mr. Kolb asked if Mr. Horan ever tried to reach Western Geophysical to see if they do this type of work. Mr. Horan said he will make contact.

Mr. Horan said Mitchell Acoustics has been approved as a vendor. Medical Imaging hallway ceiling work will begin.

Mr. Horan said we are in the process of building the TMS software programs.

Mr. Horan said the latching of corridor doors is complete. The cost was \$45K for eight doors. A hospital in Salt Lake City had 250 doors to replace. Mr. Horan said although life safety codes said this was not a requirement, the Centers for Medicaid and Medicare Services (CMS) said it was so we are in compliance.

Old Business

Mr. Horan said Ms. Stevie Nosich continues to try to contact Sunroc to arrange to deliver the appreciation plaque. Mr. Jones suggested we try to coordinate something with the office staff. Ms. Love offered to contact someone she knows in the office to arrange for timing.

Mr. Horan said we are having difficulty filling the part time carpenter position and we will continue searching for the right person.

Mr. Horan said the CEO office is essentially done. After Ms. Richardson moves in, some final work in the CFO office is needed and then Ms. Love can move in.

New Business

Mr. Horan distributed his proposed FY19 capital budget. He said he developed some of the items on the list after Mr. Richard Mathey visited with him and said he heard from Mr. Kolb at the Strategic Planning Retreat that we may have an opportunity to apply for a six penny tax in the future. Mr. Kolb told the Committee this is a good opportunity and to be prepared. It has the potential to do a lot of good. He said we cannot abuse the process. Mr. Horan reviewed the information on the cover sheet in detail and said he will bring back to the next meeting.

The next meeting is scheduled April 24 at 5:00 PM.

Submitted by Cindy Nelson.

FY19 CAPITAL BUDGET REQUESTS

EXECUTIVE SUMMARY

This year I have:

- 27 requests for Department 800. Top items are (excluding items for six-penny tax offering):
 - \$24K = #2- Retaining wall engineering
 - \$10.5K = #3- Handicap railing.
 - \$10K = #4- Grind and seal MOB mechanical room floor.
 - \$17K = # 5- Autoclave carts.
 - \$21K = #9- Upgrade "S2" unit.
- 3 requests for our College Hill MOB. Top item is:
 - \$30K = #1- Fire Alarm system.
- 1 request for Department 804.
 - \$8K = Replace front steps and porch at our College Court townhouse.
- 7 requests for other departments. Top items are:
 - \$90K = #1- OR architectural and engineering assessment and redesign.
 - \$40K = #2- Create private room in Medical Oncology.
 - \$210K = #3- Rad room #2 remodel.
 - \$175K = #4- Rad room #4 remodel.

Perhaps several expensive infrastructure requests can be grouped and funded from a future six-penny tax:

- \$1,900,000 -- #1A- Central Plant Upgrade.
- \$1,850,000 -- #1B- Replace S1 HVAC and Laundry Upgrade.
- \$1,000,000 -- #7- Replace S3.
- \$1,100,000 -- #8- Replace S6.
- \$198,000 -- #16- Resolve air-balancing issue in Lab/ Fiscal Services.
- \$225,000 -- #21- New Underground oil storage tank.
- TOTAL = \$6,273,000.
- Others from the list??
 - \$110,000 -- #12- Replacement roof for ICU.
 - \$344,000 -- #25- Parking lot revision.
 - \$340,318 -- #22- Shredder system for hazardous waste.
- NEW TOTAL = \$7,067,318.

**FY19 PRIORITIZED CAPITAL LIST
800- FACILITIES SUPPORT SERVICES**

1A	Central Plant Upgrade	Originally, this upgrade was to be done in conjunction with the ASC expansion. The Central Plant had an initial upgrade along with the MOB expansion that enabled us to use the hospital plant for essential heating and cooling. At that time, a new chiller was installed and a "flat-plate" heat exchanger, too, to capture cooler outside temperatures for "free" cooling. However, the two (2) existing chillers and the two (2) cooling towers are very old and are in need of replacement. The entire Central plant system (except for the portion installed with the MOB expansion) will need to be upgraded with new pumps, piping, etc. The existing system is becoming quite precarious and this upgrade needs to be done very, very soon. Both this project and the next, rate very high in priority. Failure of this request (1A) is systemic and would affect the entire facility. The failure of the next prioritized request (1B) would affect sections of the facility. It's hard to know which will fail first.	<ul style="list-style-type: none"> •Reduce utility costs (huge energy savings) •Prevent cooling failure for essential systems and areas. •Cooling efficiency •Accurate comfort control •Greatly reduce maintenance costs 	\$ 1,900,000
1B	Replace S1 HVAC unit including Laundry Upgrade	<p><u>REPLACE "S1":</u> Is almost 40 years old, inefficient and unable to properly regulate temp. It is sized inappropriately for the demand, given the evolving nature of health-care over the decades and the massive changes done during the 2008-10 renovation. This unit is fatigued, with improper/faulty controls. Its replacement is essential. Each year that goes by makes its failure more imminent.</p> <p><u>Laundry Upgrade:</u></p> <ul style="list-style-type: none"> • Lint issues to be resolved with a new lint collector with all new duct-work entering and exiting this collector. Also, re-duct room exhaust separating it from the dryer exhaust (present configuration is a code violation). • Installation of new dryer (purchased in 2012). • Re-pipe steam distribution lines into dryers and ironer to remedy condensate issues. • Install new controls for ironer to eliminate need for staff to manually turn steam valves (very dangerous). • Provide proper conditioned air for staff. • Create a clean linen storage room within the laundry area; with proper air pressurization differential. • Re-design proper separation between dirty/clean washing machine area. • Remove asbestos floor tiles and re-floor entire area. • Facelift the entire area (new paint, ceilings, etc.) 	<p><u>REPLACE "S1":</u></p> <ul style="list-style-type: none"> •Reduce utility costs •Prevent failure of essential systems and spaces. •Compliant air exchange rates •Proper freeze protection for units •Reduce filter replacement •Accurate comfort control •Greatly reduce maintenance costs <p><u>LAUNDRY UPGRADE:</u></p> <ul style="list-style-type: none"> •Provide code compliant lint collection and separation •Resolve the very dangerous practice of manipulating steam valves by staff •Enable installation of our new dryer •Resolve code issues regarding separation of clean linen •Provide adequate conditioned air for staff •Remove asbestos floor tiles •More efficient work space and work flow 	\$ 1,850,000
2	Retaining wall design	Failure of wall has commenced. It is imperative we replace. This request is for the engineering only. This will provide a plan for contractors to bid. It includes details for underground tunnel allowance and for proper water drainage away from the building.	<ul style="list-style-type: none"> ♦ Replace wall ♦ Proper drainage away from building. ♦ Improved access. 	\$ 24,000
3	Handicap railing for ramp by portable PET	Per NFPA and TJC requirements.	<ul style="list-style-type: none"> ♦ Code compliant ♦ Safety 	\$ 10,500
4	Grind and seal floor in MOB mechanical room	Seal room to prevent another occurrence of water damage to surrounding spaces.	<ul style="list-style-type: none"> ♦ Prevent water damage. ♦ Better floor protection. 	\$ 10,000
5	New autoclave carts	Aluminum carts are 14 years old, badly damaged, and have finally succumbed to the heat. This request is to replace them with stainless steel.	<ul style="list-style-type: none"> ♦ Better carts for longevity. ♦ Safety for handlers. 	\$ 17,000
6	Replace De-aerator Tank in Powerhouse	A "de-aerator" tank is used in our steam generating system to scrub all the oxygen possible from make-up water supplied to our boilers. An important function to keep excess oxygen from the boiler water that could cause rusting and pitting of our boilers and steam piping system. Our existing de-aerator is the original from 1978. It is rusted and rotted inside and is failing to perform its function.	<ul style="list-style-type: none"> ♦ Keeps excess oxygen from our boilers that can cause rust and pitting. ♦ Maximizes boiler efficiency... saves energy. ♦ Extends the life of the boilers. 	\$ 350,000
7	Replacement of S3	"S" class units are 35 plus years old, inefficient and unable to properly regulate temps. They are sized inappropriately for the demand, given the evolving nature of health-care over the decades and the massive changes from the 2008 renovation. These units are fatigued, with improper/faulty controls. They supply conditioned air to the core of the original hospital and their replacement is essential. Each year that goes by makes their failure more imminent. S3 is running at 100% capacity and is barely providing sufficient room air exchanges as defined by code. Then ever these air exchange amounts fall-out of range, the OR suites cannot be used. The replacement of this unit is critical.	<ul style="list-style-type: none"> •Reduce utility costs •Prevent failure of essential systems and spaces. •Compliant air exchange rates •Proper freeze protection for units •Reduce filter replacement •Accurate comfort control •Greatly reduce maintenance costs 	\$ 1,000,000

**FY19 PRIORITIZED CAPITAL LIST
800- FACILITIES SUPPORT SERVICES**

8	Replacement of "S6"	"S" class units are 35 plus years old, inefficient and unable to properly regulate temps. They are sized inappropriately for the demand, given the evolving nature of health-care over the decades and the massive changes from the 2008 renovation. These units are fatigued, with improper/faulty controls. They supply conditioned air to the core of the original hospital and their replacement is essential. Each year that goes by makes their failure more imminent. S6 is old and grossly inefficient, barely able to provide conditioned air to Medical Imaging, especially in the hottest months. Patients, staff and equipment suffer when this antique unit is taxed.	<ul style="list-style-type: none"> •Reduce utility costs •Prevent failure of essential systems and spaces. •Compliant air exchange rates •Proper freeze protection for units •Reduce filter replacement •Accurate comfort control •Greatly reduce maintenance costs 	\$ 1,100,000
9	Upgrade of "S2" HVAC unit	Request to upgrade S2 air-handler that supplies air to our Kitchen/ Cafeteria area. This request takes the place of a complete replacement of that air-handler, originally proposed for \$540K in a prior capital request, and postpones that replacement farther into the future. The upgrades here proposed will allow us to modulate the entire system which currently runs constantly 24/7, to run at a very slow rate during unoccupied times.	<ul style="list-style-type: none"> •Great energy savings •Extended life of a unit currently slated for replacement. •Integration with our Building Automation System (BAS) giving excellent control over all aspects of the system. •This expense will be utilized on any future replacement unit and not be forfeited. 	\$ 21,000
10	Basement level fire sprinkler replacement	Heads are nearing their end-of-life. Replacement will allow us to replace the ceiling.	<ul style="list-style-type: none"> ♦ Code compliant. ♦ Allow us to replace ceiling system which is in terrible shape. ♦ Improved appearance and access. 	\$ 9,000
11	Basement level ceiling replacement	Ceilings in the facility are our smoke barrier. They need to be tight and in good shape.	<ul style="list-style-type: none"> ♦ Compliancne with codes and TJC. ♦ Appearance. 	\$ 22,000
12	Replacement roof for ICU	This is an original roof that has had several leak issues of late. This will be the last of the original roofs to replace. The original ballast will be removed, new insulation installed and new EPDM direct-glued roof membrane installed. This proposal also includes a safety railing around a scary, 2-story deep window well on that roof that is most hazardous to those who must access roof-mounted equipment.	<ul style="list-style-type: none"> • Eliminate leaks/ replace aged roof • Safety railing around dangerous window-well. 	\$ 110,000
13	Roof Fall Protection System	The current roof has several code issues regarding fall protection for staff. OSHA is quite specific about these fall issues and MHSC needs to provide adequate protection for them. This request will enable us to purchase the necessary protection devices and equipment to provide for proper fall protection for staff, as defined by OSHA regulations.	<ul style="list-style-type: none"> •Safety for workers •This system meets OSHA requirements. •Cost avoidance - recovery from OSHA fines, Workman Comp claims and possible civil suit. 	\$ 71,000
14	Resolve steam condensate issues	With our the boiler lead/lag project completed, we now need to resolve the steam condensate collection issues that have plagued us. The 2008 renovation was such an improvement for this facility. But some chronic issues were not addressed. One of these is the proper collection and return of steam condensate to the boilers. Condensate is almost like liquid gold. It is pure water with no hardness, no chemicals... nothing to contaminate or scale boilers. It's collection and return to the system saves so much money. Less city make-up water is needed; less chemical treatment of raw water is needed; less threat of corrosion and scaling within the boiler and throughout the entire steam distribution system. We now have the expertise in-house to perform this work. This request is for the parts and pieces.	<ul style="list-style-type: none"> •Save water dollars. •Save chemical treatment dollars. •Boiler longevity. •Energy savings. 	\$ 23,000
15	"Ventrac 3400Y" lawn Tractor	Our current lawn mower is in sad shape. This request would allow us to purchase a substantial lawn tractor that could also be fitted with snow removal equipment to make it a true 4-season tool.	<ul style="list-style-type: none"> •Efficiency •Replace faulty equipment •Improve usefulness of tool •Improve productivity 	\$ 48,000

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16	Resolve air-balancing issues in Lab/ Fiscal Services	Since the 2008 renovation, air pressurization issues have persisted in the Lab/Fiscal areas of the hospital. Sometimes the pressurization issues are so severe that papers are sucked into the Fiscal area at the pay window and staff at the window need to wear gloves because of the wind-chill. In the lab, the pressurization can be so severe that corridor doors that are required by code to close and latch, do not. "ST&B Engineering" was enlisted to identify the issues and found several. Some were because of incomplete work from the renovation. Some were because of incomplete engineering. Some were from shoddy work. This request is to remedy the issues that cause this.	<ul style="list-style-type: none"> •Code compliant air exchanges •Resolve code issues surrounding non-latching doors. •Resolve staff/customer discomfort. •Increase energy efficiency. •Decrease unoccupied load on HVAC systems. 	\$ 198,000
17	Resolve domestic hot water issues	It was discovered that during one of the renovations the hot water (HW) recirculation line for the B-Level and possible affecting areas on the first floor, was abandoned due to an error on the part of the architect/engineers.	<ul style="list-style-type: none"> •This has a negative effect on the ability for the hand sinks to supply warm water in a timely manner. •This may also run the risk of legionella due to stagnant water. 	\$ 24,500
18	Remove asbestos (ACM) flooring on the B-Level	Tile in this area is roughly 35+ years old. Due to the freight and materials handling performed on the B Level, this tile is occasionally damaged creating a risk generating friable ACM.	<ul style="list-style-type: none"> •Portions of the basement have been replaced on an as needed basis. This would eliminate all ACM on the B - Level. •With the additional foot traffic and materials transport through this hallway due to the MOB, this area is in sore need of upgrade. 	\$ 70,000
19	Dust collection system for shop	All carpenter shops are notorious for dust issues. This vacuum system will collect dust from each of the wood-working tools to a central bagging unit.	<ul style="list-style-type: none"> ♦ Safety ♦ Ease of working. ♦ Convenience. 	\$ 4,200
20	Build lean-to storage shed onto our Carpenter shop building	We have several attachments for maintenance vehicles (i.e., Sweepers, snow plows, salt spreader, forklift attachments, etc.) that are stored outside in the "elements". This request is for the materials to build a lean-to attachment to our carpenter shop building, in order to store these expensive attachments under cover.	<ul style="list-style-type: none"> •Protect equipment. •Increase equipment life-span. •Increased storage area for other uses. •Eliminate the eye-sore and clutter of all the attachments 	\$ 5,000
21	New Underground Storage Tank (UST) for additional emergency supplies of diesel fuel	Existing UST has the capacity to supply either the Emergency Diesel Generator (EDG) OR the boilers for 96 hours, but not both.	<ul style="list-style-type: none"> •TJC standards stipulate the ability to run 96 hours independently. If we lost both RMP and Questar we would not have enough diesel fuel to meet this obligation. •The current system has a single point of failure, having only one single transfer point to pump fuel from the UST to EDGs or boilers. •Will also support the long range plan of having the whole hospital electrical load on the Emergency Branch, supplied by EDGs during RMP failure. 	\$ 225,000
22	Shredder System for autoclaved hazardous waste	The days of having our hazardous waste stored and then transported to an approved disposal site (at tremendous cost) are behind us. But the ability to properly treat this waste is still ahead of us. We now autoclave (sterilize) this waste, compact it, and then dispose of it at our sanitary landfill. However, the ability to shred this waste after sterilization would maximize our efforts and provide a waste product that is better suited for our landfill. This request is for the engineering and equipment as well as expanding our processing building to accommodate this improved operation.	<ul style="list-style-type: none"> •Improved work flow. •Suitable waste product for our landfill. •Sharps to be properly processed for disposal. 	\$ 340,318
23	Engineering for "Window-wells"	The "window-wells" in the original hospital leak and are a catch-all for clutter.	<ul style="list-style-type: none"> •This engineering is for roofing over the window-wells with either a hard roof (converting the area into usable spaces) or skylights (converting the areas into atriums). Either way, the space becomes usable instead of a leaky catch-all. 	\$ 10,000
24	Engineering for Generator Building fire suppression	Fire suppression for this building has been part of "FM Global's" recommendations since 2011 ("FM Global" is our insurance provider).	<ul style="list-style-type: none"> •This engineering will assure full compliance with all codes and may even mitigate the final cost of any needed suppression. 	\$ 10,000
25	Parking lot revision	This revision will provide 20 new parking spaces near our front entrance. It will also redesign our entrance roadways to resolve confusion. Plans are available and project proposals have been received.	<ul style="list-style-type: none"> •New parking spaces. •Redesigned front entrance roadway to resolve confusion. 	\$ 344,000
26	Engineering for Emergency Diesel Generators	We know we have excess generator capacity. We need to have an engineering study to determine what additional non-emergency loads can be added to ensure "normal" operation of the hospital during a loss of power.	<ul style="list-style-type: none"> •To meet code, the generator can be connected to "normal" power loads so long as there is load stripping capability in the event that one of the generators is lost. •Need engineering review of existing loads and design work to connect "normal" loads. 	\$ 135,000

**FY19 PRIORITIZED CAPITAL LIST
800- FACILITIES SUPPORT SERVICES**

27	Ambulance Bay Drains	Our ambulance bays do not have proper floor-drains to capture sand, oil and grease. Since 2012 when this issue came to light, we have mitigated it with signage informing ambulance personnel that our bays are not for cleaning purposes... not for hosing-off their vehicles. This caution eliminates contamination from this source but not from accidental leakage. This is a substantial code issue that was neglected with our 2008-10 renovation. The city requires waste water testing quarterly in order to assure that there are no improper levels of toxins and chemicals discharged. This Ambulance bay issue could be a potentially large problem, resulting in DEQ or EPA sanctions and fines. This issue would best be resolved with the proposed ASC expansion, due to the lack of plumbing slope in existing waste-lines. The solution would require trenching through the ambulance bay floor and installing a pit outside of the ED. Then trenching around the building and installation of new piping to tie into the waste line outside of the ED at a convenient manhole. The cost to do this is substantial and the estimated cost in this Capital Request is contingent on the ASC. This estimate is NOT for a complete stand-alone project. Even though this is a potential issue, we may still want to wait for the ASC project unless we become sure it is abandoned. I can then get a complete proposal. With the trenching around a finished building with concrete walkways and paved areas, the stand-alone cost could be monumental.	<ul style="list-style-type: none"> •Eliminates the risk of EPA fines •Eliminates the risk with the local sewer district 	\$ 87,000
COLLEGE HILL MOB				
1	Fire Notification System at College Hill MOB	Code requirement	Protect patients and staff	\$ 30,000
2	Replace split A/C unit for IT room at College Hill MOB	IT room is experiencing high temperatures due to failed A/C.	Maintain functionality and equipment longevity	\$ 7,500
3	Lawn Sprinkler system at College Hill MOB	Existing system was abandoned due to multiple underground and under pavement line breaks. Either install a new system or allow vegetation to die. An alternative is to do a modified sprinkler system for plantings next to the building, while allowing island vegetation to die	Cost to upkeep vegetation versus installing "zero-scape" landscape.	\$ 30,000
804-OFFSITE PROPERTIES				
Priority	Description	Justification	Benefit	Cost
1	Replace front steps and porch at College Court townhouse	Currently, the front porch and steps at our College Court townhouse are in grave disrepair, if not downright dangerous. This request will be to replace the steps and porch parts.	<ul style="list-style-type: none"> •Safety •Appearance and functionality 	\$ 8,000
CAPITAL REQUESTS FOR OTHER DEPARTMENTS				
1	OR architectural and engineering assessment and redesign of patient and support spaces	OR areas are in sore need of renovation. Tile walls and coved flooring is damaged, HVAC system is barely adequate with inadequate controls, sterile processing falls under constant scrutiny from surveyors due to poor layout. This request will provide design for improved surfaces and new layout to match today's standards.	<ul style="list-style-type: none"> ♦ Improved environmental control ♦ Code compliant design for sterile processing and work flow. ♦ Improved, more trouble free surfaces. ♦ New, up-to-date appearance. 	\$ 90,000
2	Private room in Medical Oncology	On occasion, patients receiving infusion can be agitated which can cause comotion and distress in the other patients. WDH will be involved and will require architectural design.	New design specifications require such rooms.	\$ 40,000
3	Remodel Rad-Room 3 (with room 2)	<p>With the purchase of a new x-ray machine for Rad-Room 3, there will be necessary work in the room itself to be done:</p> <ul style="list-style-type: none"> •With any new upgrade, room 3 and room 2 will become combined to make one large room •Major overhaul of the the electrical system including branch circuits and lighting. •Wall removal and reconfiguration, lead shielding retrofit involved. •An entirely new ceiling installed. •New flooring. •New sprinkler layout. •New HVAC duct layout and controls. Ductboard is likely to be removed and remediated. •Removal/ reconfiguration of piped gas. •Reconfiguration of nurse call system. •All new paint and upgrade bathroom. 	<ul style="list-style-type: none"> •Upgrades to systems, including energy efficient controls for unoccupied modes. •Along with the latest equipment, the room will be refreshed with appealing décor and will operate like a well-tuned machine. 	\$ 210,000

FY19 PRIORITIZED CAPITAL LIST
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4	Remodel Rad-Room 4	<p>With the purchase of a new x-ray machine for Rad-room 4, there will be necessary work in the room itself to be done:</p> <ul style="list-style-type: none"> •The new machine will likely require new raceways installed for the new cabling requirements. •There will need to be a new ceiling installed to accommodate the new equipment layout. •New lighting and upgrades to the original branch circuit wiring will be necessary. •New flooring will be in order as well as a realignment of cabinetry. •New HVAC ductwork layout and controls. Likely some ductboard to be removed and remediated. •New sprinkler configuration is likely necessary. •All new paint and upgrade to the bathroom. 	<ul style="list-style-type: none"> •Upgrade to systems, including energy efficient controls for unoccupied modes. •Along with the latest equipment, the room will be refreshed with appealing décor and will operate like a well-tuned machine 	\$ 175,000
5	Kitchen dish room	<p>With the purchase of any new dishwasher, the dish room itself would need to be retrofitted to the new machine. This is an opportunity to correct some long-standing issues with that room:</p>	<ul style="list-style-type: none"> •Accommodate new dish machine. •Improved work flow. 	\$ 20,000
6	Kitchen walk-in refrigerator and freezer renovation	<p>To accommodate new walk-in units... retrofit spaces including sprinkler coverage, lighting and wiring for new units.</p>	<ul style="list-style-type: none"> ♦ Replacement of aged units that require constant repair. ♦ Vastly improved work flow 	\$ 20,000
7	Kitchen refrigerated prep-line	<p>With the purchase of new under counter style coolers, there will be some necessary retrofit of the old tray-line, including a sink addition.</p>	<ul style="list-style-type: none"> •Improved work flow. •Removal of old outdated equipment. •increased efficiency. 	\$ 10,000

Memorial Hospital

OF SWEETWATER COUNTY

		# Assigned: FY 18 - 22
Capital Request		
Instructions: YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity. Note: When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.		
Department: IT	Submitted by: Rich Tyler	Date: 3/26/18
Provide a detailed description of the capital expenditure requested: This request is for an off-site backup solution		
Preferred Vendor: Venture Technologies		
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)		\$ 192,500
Does the requested item:		
Require annual contract renewal? <input type="checkbox"/> YES <input type="checkbox"/> NO		
Fit into existing space?	Explain:	
<input type="checkbox"/> YES <input type="checkbox"/> NO		
Attach to a new service?	Explain:	
<input type="checkbox"/> YES <input type="checkbox"/> NO		
Require physical plan modifications?	Electrical	\$
If yes, list to the right:	HVAC	\$
<input type="checkbox"/> YES <input type="checkbox"/> NO	Safety	\$
	Plumbing	\$
	Infrastructure (I/S cabling, software, etc.)	\$
Annualized impact on operations (if applicable):		Budgeted Item:
Increases/Decreases		<input type="checkbox"/> YES <input type="checkbox"/> NO
Projected Annual Procedures (NEW not existing)		
Revenue per procedure	\$	# of bids obtained?
Projected gross revenue	\$	
Projected net revenue	\$	<input type="checkbox"/> Copies and/or Summary attached. If no other bids obtained, reason:
Projected Additional FTE's		
Salaries	\$	
Benefits	\$	
Maintenance	\$	
Supplies	\$	
Total Annual Expenses		\$
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 implement a off-site backup and cloud based archiving solution. The solution includes two hardware appliances. The first hardware appliance will be located in the hospital data center. The second appliance will be located at the college hill offices location. We will backup all of our data nightly to the appliance in the hospital data center. Throughout the following day, the data will replicate to the appliance at the college hill location. After a certain amount of time, the data will then replicate to the cloud where we can archive it for longer periods of time.

The capital proposal includes only the hardware appliances. The 3 years of support are not a capital item.

Our current backup solution is to archive data on to tape media. This is a very time consuming process and it is known that backup tape media is prone to wearing out and failure. The new solution will backup the data to flash storage, which is much faster and more reliable.

I have included two quotes. The first quote is from Venture Technologies for \$328,700 (\$192,500 for appliances). The second quote is from CDWG for \$378,500 (\$220,000 for appliances). This equals out to a difference of \$49,800 (\$27,500 for appliances). We would like to utilize the Venture Technologies quote as it is less expensive for the same product and service.

We estimate our current tape backup solution is costing the hospital around \$304,000 over a 5 year time frame. This includes cost of backup software, tapes, servers, server support, and maintenance.

The proposed backup solution is estimated to cost the hospital around \$45,400/year. Which would be a savings of \$15,400 annually.

Submitted by: Signature _____

Date _____

FY 2017 IT Security Audit Priorities

The following things have been found that we must work on over the next few months to mitigate any security issues.

1. Conduct formal testing for its disaster recovery and contingency plans to ensure that they are current and operative. -Rich
2. Modify the current password policies throughout the facility to force passwords to be at least eight characters long, including a number and a special character. -Sys Admins
3. Modify and update the following IT policies within polycystat. --Rich
 - a. Password Management – Training, update to 8 complex characters, EMR implementation, verbiage and training.
 - b. Testing and Revision Procedures, Update Systems and procedures that have expired.
 - c. Business Associates – Update the Organizational Management Process
 - d. Contingency Operations – Update Procedures that have expired
 - e. Facility Security Plan – Update procedures that have expired.
 - f. Policy and Procedures – Update process for review notification board.
4. Business Associate Contracts and other Arrangements – Implement procedures to identify and securely maintain records of its business associates on a formal basis. -Rich
 - a. Should identify and maintain records of its business associates that include detailed information to identify the business associates by including the name and types of services provided by each business associate and include a secondary point of contact if that information is available. (BA name, type of service provided, Title, First Name, Last Name, Address, City, State, ZIP, Internal person who initially set it up)
5. Review and revise our current disaster plan and emergency mode operations plan to ensure that in the event of an actual disaster the procedures to restore any loss of data identifies the authorized personnel and third parties that will enter our facility to maintain physical security and appropriate access to ePHI while allowing for data restoration activities. -Sys Admins
 - a. This needs to include our plan to implement off-site backups and or a hot-site for disaster recovery.
6. Facility Access Controls – Review documentation and update to the current environment. Document locked doors, signs warning of restricted areas, surveillance cameras and alarms, property controls, ID badges, visitor badges, etc. --Rich
 - a. Review documentation for walk throughs and facility security safeguards document for the current year.
 - b. Conduct formal physical inspection walk-throughs of our facilities to identify and report all privacy and security incidents observed on a routine basis. May include corrective actions, sanctions and security reminders as appropriate.



Wyoming
401 E 'E' St
Casper, WY 82601

Colorado
8680 Concord Center Dr
Englewood, CO 80112

Bill To:
Memorial Hospital of Sweetwater County 1200 College Dr PO Box 1359 Rock Springs WY, 82901-5868 US
Ship To:
Memorial Hospital of Sweetwater County 1200 College Dr PO Box 1359 Rock Springs, WY 82901-5868

Quote #	Q-00032749		
Date:	04/01/2018	Expires:	05/31/2018
Sales Rep:	James Voorhies james.voorhies@ventech.com (307) 995-2000		
Customer Contact:	Stacey Nutt snutt@sweetwatermemorial.com (307) 352-8288		
Description:	Rubrik Back UP Pricing good thru May 31st		

Quantity	Item #	Description	Unit Price	Line Total
Primary Rubrik Solution				
1	RBK-R344-01	r344 Appliance, 4-node, 48TB, dual-port SFP+ NIC, incl RCDM	\$96,250.00	\$96,250.00
1	RBK-SVC-PREM-R344-3YR	Premium Support 3-Yr Prepaid, r344	\$54,600.00	\$54,600.00
3	RBK-CLOUT-10-3YR	3-Yr Subscription to Rubrik CloudOut for 10TB, incl support	\$9,000.00	\$27,000.00

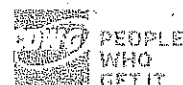
Quantity	Item #	Description	Unit Price	Line Total
Secondary Rubrik Solution				
1	RBK-R344-01	r344 Appliance, 4-node, 48TB, dual-port SFP+ NIC, incl RCDM	\$96,250.00	\$96,250.00
1	RBK-SVC-PREM-R344-3YR	Premium Support 3-Yr Prepaid, r344	\$54,600.00	\$54,600.00

SubTotal	\$328,700.00
Discount	\$0.00
Estimated Tax	\$0.00
Total	\$328,700.00

GENERAL SALES TERMS & CONDITIONS – ISC, INC. DBA VENTURE TECHNOLOGIES

1. **General** - These general sales terms and conditions apply to the contractual relationship of ISC, Inc. DBA Venture Technologies ("Venture") with the party purchasing product from Venture (the "Buyer"). Venture reserves the right to contract out all or part of the work, goods or services to be delivered to Buyer hereunder. All sales are final. Shipments are C.O.D. unless an open account has been approved and terms established on cash prices. Venture accepts Master Card, Visa, American Express and Discover for amounts less than \$5,000. All pricing is subject to change without notice.
2. **Deliveries** - Venture understands the importance of quick delivery for today's IT landscape and provides maximum delivery flexibility. Venture utilizes very large inventories from several vendor-partners, ensuring customers' uninterrupted supply and quick reaction to unanticipated requirements. Venture charges competitive shipping rates and uses Federal Express, Airborne Express and UPS as its primary shipping partners. Freight charges are prepaid and added to invoice, at Buyer's expense, unless different terms are agreed upon prior to receipt and acceptance of purchase orders. Quoted delivery dates are approximate and subject to product availability at time of receipt of order. Venture will make all reasonable efforts to meet quoted delivery dates, but will not be liable for its failure to do so because of circumstances beyond its control. Packaging is at the discretion of Venture, at the cost of Buyer. Purchase of goods is deemed to occur as of the time the goods are placed in transit to Buyer, and Buyer shall assume all risk of loss and risk of damage to the goods once placed in transit. Venture reserves the right to replace the goods that are the object of this agreement with goods of equivalent specification on condition that this does not result in either an increase in the price or a change in quality for the Buyer.
3. **Taxes** - All prices hereunder are listed exclusive of tax, and any tax imposed by reason of this sale are the responsibility of the Buyer. Buyer agrees to furnish any written documentation necessary to support a claim of non-taxability, including but not limited to a wholesaler's license or tax exemption certificate. Prices are subject to change to reflect tax changes regarding component costs to Venture or its suppliers. Buyer further agrees to promptly provide Venture written proof that any taxes imposed on the sale have been remitted and paid by Buyer once Buyer has paid same.
4. **Warranties** - Venture warrants that those products and goods that are manufactured by Venture, if any, will be as specified and will be free of defects in material and workmanship for a period of one year from the date of delivery. Venture does not warrant any products or goods sold hereunder that are not manufactured by Venture; but Venture will transfer to Buyer upon sale any and all manufacturer's warranties held by Venture that are associated with such products and goods. Venture is available to assist with any warranty issues with specific manufacturers. Manufacturer's warranties start from the date of distributor or manufacturer invoice to Venture. OTHER THAN THE WARRANTIES SET FORTH ABOVE, ALL PRODUCTS AND GOODS SOLD HEREUNDER ARE SOLD "AS IS" AND WITH NO OTHER WARRANTY WHATSOEVER. VENTURE HEREBY EXPRESSLY DISCLAIMS ANY AND ALL OTHER WARRANTIES, WHETHER EXPRESS, IMPLIED, OR STATUTORY, INCLUDING THE IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE OR ANY OTHER PURPOSE REQUESTED OR INDICATED BY BUYER.
5. **Returns** - All return requests are contingent upon Venture, and manufacturer/distributor approval. Returns are subject to restock fees based on condition of product, timeframe and reason for return. Return requests must be made within 30 days of Venture invoice date. Products must be unopened and in new condition to expedite return process. Opened and or used products are generally not eligible for return. If a return request involves opened or used product, return authorization is subject to restock fee if approved. All original packaging must be saved, as any returns must be returned packaged as close to new as possible with all original miscellaneous items such as cables, manuals, and padding included. If a return is necessary, please contact your Venture sales representative to initiate approval process for an Return Merchandise Authorization (RMA) Number and shipping instructions. Please do not write on outside of any packaging for returns; this will nullify the return approval. All return information must be placed upon the return-shipping label, including without limitation return address and RMA Number. All return shipments shall be paid for by Buyer, and made within 20 days of the issuance of an RMA Number. Claims for shortages or incorrect merchandise shipped must be made within 15 days of shipment. TO INITIATE A RETURN, PLEASE CALL VENTURE CUSTOMER ASSISTANCE AT 888-525-8933.
6. **Damages and Limits Of Liability** - Venture shall not be liable for any direct or indirect, special, incidental, consequential or punitive damages of any kind, whether based on contract, tort, or other legal theory or for any loss of revenue or profits, loss of data or loss of business, or other financial losses arising out of the sale, installation, service or use of products or provision of services, even if it has been advised of the possibility thereof. Venture does not authorize any other person to assume such liability on its behalf. Under no circumstances may Venture's liability exceed, and in all cases Venture's liability hereunder shall be limited to, the amount Venture has actually been paid by Buyer.
7. **Confidentiality** - Venture is the sole owner of the information collected through Venture or via www.isccorp.net, Venture only has access to/collects information that Buyer voluntarily gives Venture. Venture will not sell or rent this information to anyone. Venture will use your information to respond to you, regarding the reason you contacted us. Venture will not share your information with any third party outside of our organization, other than as necessary to fulfill your requestor process an order. Unless you ask us not to, Venture may contact you via email in the future to tell you about specials, new products, marketing events or services, or changes to this privacy policy. You may opt out of any future contacts from us at any time, by contacting us via the email address or phone number provided on Venture's website. Venture's website contains links to other sites, and Venture is not responsible for the content or privacy practices of such other sites. Venture encourages users to be aware when they leave Venture's website and to read privacy statements of any other sites prior to providing Buyers' information to same.
8. **Offsets** - Buyer is not entitled to make any offset or retention hereunder, or withhold payments hereunder, and Buyer is prohibited to invoice or back-charge Venture for any amount not agreed to by Venture in writing.
9. **Miscellaneous** - This agreement is the exclusive statement of the parties with respect to the subject matter hereof, supersedes any prior or contemporaneous communications, shall be interpreted and enforced in accordance with laws of the State of Wyoming, and shall not be amended except in writing executed by Buyer and Venture. To the extent that any provision hereof is held illegal, invalid, or unenforceable in whole or in part, such provision or portion hereof will become ineffective, and will be deemed modified to the extent necessary to conform to applicable law so as to give maximum effect to such provision or portion hereof, and the balance hereof shall remain enforceable and binding between the parties. No waiver of the terms hereof (whether by course of dealing or otherwise) shall be effective unless in writing signed by the party to be charged with such waiver.

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
3PCB258	2/9/2018	RUBRIK	1423698	\$378,500.00

ITEM	QTY	CDW#	UNIT PRICE	EXT. PRICE
RUBRIK 3000 APPLIANCE 4-NODE 3YR Mfg. Part#: RBK-R344-01 Contract: PROMARK GSA SCHEDULE (GS-35F-303DA)	1	4110116	\$110,000.00	\$110,000.00
RUBRIK 3000 APPLIANCE 4-NODE 3YR Mfg. Part#: RBK-R344-01 Contract: PROMARK GSA SCHEDULE (GS-35F-303DA)	1	4110116	\$110,000.00	\$110,000.00
RUBRIK 3000 APPLIANCE 4-NODE 3YR Mfg. Part#: RBK-SVC-PREM-R344-3YR UNSPSC: 81111812 Contract: PROMARK GSA SCHEDULE (GS-35F-303DA)	1	4110125	\$65,000.00	\$65,000.00
RUBRIK 3000 APPLIANCE 4-NODE 3YR Mfg. Part#: RBK-SVC-PREM-R344-3YR UNSPSC: 81111812 Contract: PROMARK GSA SCHEDULE (GS-35F-303DA)	1	4110125	\$65,000.00	\$65,000.00
RUBRIK 3000 APPLIANCE 4-NODE 3YR Mfg. Part#: RBK-CLOUT-10-3YR Electronic distribution - NO MEDIA Contract: PROMARK GSA SCHEDULE (GS-35F-303DA)	3	4464959	\$9,500.00	\$28,500.00

PURCHASER BILLING INFO	SUBTOTAL	\$378,500.00
Billing Address: MEMORIAL HOSPITAL OF SWEETWATER ATTN ACCTS PAYABLE PO BOX 1359 ROCK SPRINGS, WY 82902-1359 Phone: (307) 362-3711 Payment Terms: Net 30 Days-Healthcare	SHIPPING	\$0.00
	GRAND TOTAL	\$378,500.00
DELIVER TO	Please remit payments to:	
Shipping Address: MEMORIAL HOSPITAL OF SWEETWATER 1200 COLLEGE DR ROCK SPRINGS, WY 82901-5868 Phone: (307) 362-3711 Shipping Method: Drop Ship -FedEx Ground, Cust Acct	CDW Government 75 Remittance Drive Suite 1515 Chicago, IL 60675-1515	



Sammi Hintze

(877) 698-5221

sammhin@cdw.com

This quote is subject to CDW's Terms and Conditions of Sales and Service Projects at
www.cdw.com/contract-terms
For more information, contact a CDW account manager

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Wednesday - April 25, 2018 Finance & Audit Committee Meeting

%date

Classrooms 1 & 2

Meeting Book - Wednesday - April 25, 2018 Finance & Audit Committee Meeting

Agenda

Agenda

Agenda Finance Comm April 25, 2018.docx

I. Call Meeting to Order

Taylor
Jones
Taylor
Jones

II. Approve Meeting Minutes

Finance and Audit Comm Draft Minutes March 28 2018.doc

III. Capital Requests FY18

Taylor
Jones

CAPITAL REQUESTS April 25, 2018.xls

FY18-22.pdf

Capital Budget for FYE 6 30 2018.pdf

FY18 Capital Budget.pdf

IV. Building & Grounds Committee Report

James
Horan
Rich Tyler

V. IT Report

IT Report April 2018.docx

VI. Financial Report

A. Monthly Financial Statements & Statistical Data

Tami Love

1. Financial Statements

Tami Love

NARRATIVE TO MARCH 2018 FINANCIALS.doc

FY18 FINANCIALS COMBINED - MARCH 2018.pdf

FY18 Other Operating Revenue Detail.xlsx

CLINIC NARRATIVE TO MARCH 2018 FINANCIALS.doc

FY18 FINANCIALS CLINIC - MARCH 2018.pdf

FY18 FINANCIALS HOSPITAL ONLY - MARCH 2018.pdf

HDRHCD March 2018 Board.pdf

Key Financial Ratios - Definitions.pdf

2. Statistics

Tami Love

18 Board Graphs March.pdf

18 MHSC STATISTICS March 2018.pdf

18 FTE REPORT - 031818.pdf

3. Accounts Receivable report

Tami Love

18 PAYOR MIX March 2018.pdf

FY18 DAYS IN AR March 2018.pdf

4. Budget Adherence	Tami Love
B. Approve Investment Report	Tami Love
18 INVESTMENT SUMMARY 03-31-18.pdf	
18 DAYS OF CASH & CASH VS EXPENSES MARCH 2018.pdf	
C. Other Business	
1. Preliminary Bad Debt	Ron Cheese
2. Title 25 County Voucher	Ron Cheese
FY18 County Maintenance & Title 25 Voucher-March.pdf	
3. Legal Summary	Tami Love
18 BOARD LEGAL EXPENSE HISTORY.pdf	
4. Cash Disbursements	Tami Love
FY18 CASH DISBURSEMENTS - March 2018.pdf	
VII. New Business	
A. Financial Forum Discussions	Taylor Jones
VIII. Adjournment	Taylor Jones

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

Wednesday ~ April 25, 2018

4:00 p.m.

Classrooms 1 & 2

Voting Members:

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

Non-Voting Members:

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

Guests:

John Kolb, Commission

Jim Horan

Leslie Taylor

- | | |
|--|--------------|
| I. Call Meeting to Order | Taylor Jones |
| II. Approve March 28 th Meeting Minutes | Taylor Jones |
| III. Capital Requests FY 18 | Taylor Jones |
| IV. Building Project Review | Jim Horan |
| V. IT Report | Rich Tyler |
| VI. Financial Report | |
| A. Monthly Financial Statements & Statistical Data | Tami Love |
| 1. Financial Statements | Tami Love |
| 2. Statistics | Tami Love |
| 3. Accounts Receivable report | Tami Love |
| 4. Department Budget Adherence | Tami Love |
| B. Approve Investment Report | Taylor Jones |
| C. Other Business | |
| 1. Preliminary Bad Debt | Ron Cheese |
| 2. Title 25 County Voucher | Ron Cheese |
| 3. Legal Summary | Tami Love |
| 4. Cash Disbursements | Tami Love |
| VII. New Business | |
| A. Financial Forum Discussion | Taylor Jones |
| VIII. Adjournment | |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Finance & Audit Committee Meeting

March 28, 2018

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

Voting Members Absent: Mr. Taylor Jones, *Trustee Chair*
Ms. Irene Richardson, *CEO*

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

Non-Voting Members Absent: Dr. Augusto Jamias
Ms. Kari Quickenden, *CCO*

Guests: Mr. Jim Horan, *Facilities Director*
Mr. John Kolb, *County Commissioner Liaison*
Ms. Leslie Taylor, *Interim Clinic Operations Manager*

Call Meeting to Order

Mr. Kelsey called the meeting to order and welcomed everyone. He said Mr. Jones was unable to attend due to working off-site.

Approve Meeting Minutes

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

Capital Requests FY 18

Ms. Love reported there were no requests submitted for approval. Mr. Horan asked if there is room in the capital expenditure budget. Ms. Love said we have approximately \$1.5M left, however we know the CT will be about \$1.2M and I.T. is preparing a request they anticipate will be about \$200K. Mr. Kelsey asked about the numbers in the acoustic tile quote and overage. Mr. Horan said this is important work because the ceiling is the smoke barrier. He said Mitchell was the low bid. Mr. Horan said we are not doing the basement work yet.

Building and Grounds Committee Report

Mr. Horan reviewed the report included in the meeting packet. Mr. Horan distributed a summary of his proposed FY19 capital expenditure budget. Mr. Kelsey said capital renewal in public buildings is a nationwide issue.

IT Report

Mr. Tyler reviewed the report included in the meeting packet.

Financial Report

Monthly Finance Statements & Statistical Data

Ms. Love reviewed the narrative and financial highlights included in the meeting packet. Mr. Kelsey asked if the bottom line for operations is directly related to patient care. Ms. Love said just about everything is included in the bottom line. She said that when we budgeted revenue, we budgeted based on historical numbers. We put in a price increase of 5% and we are still falling under budget. Ms. Love said we are doing better in expenses. We are keeping them down but not enough to keep up with the loss of revenue. Ms. Love said we did not anticipate that steep of a drop. Mr. Cheese said Title 25 was inpatient before and in those budget numbers. Ms. Love said this was our first year with the University of Utah Health Plan. She said we are surprised with the increase in cost and we are working on looking into it. Mr. Kelsey said he has a request of the fiscal group. He said he would like to know if they would be willing to share by bullet point any critical financial trends they see that affect the hospital and the financial health or sustainability. He said not necessarily directly related to the financials but perhaps more global in nature, a broader sense of their judgment on favorable or unfavorable trends. What are you seeing over time? He said three to four bullet points under each category would work well.

Approve Investment Report

The motion to approve to forward to the full Board for review and consideration the investment report of \$17,006,807.85 as presented was made by Ms. Love; second by Ms. Layne. Motion carried. Ms. Love said the investments are not bid out every month. If they are coming due, we roll them. Mr. Kelsey asked for more information on the investment process. He said the interest rate environment is changing. The rates seen are kind of low to him so he requested we investigate.

Other Business

Mr. Cheese distributed the preliminary bad debt information for review. Mr. Kelsey asked Mr. Cheese to review trends. Mr. Cheese said we used to be at 8.5-9%. We have dropped down to about 6%. Mr. Cheese said we have seen similar trends with our charity care.

Mr. Cheese reported we have about \$6K after discounts we are preparing to send to the County after month-end. We are paid in full by the County at this time. Mr. Cheese said we have about \$140K with the State that we are trying to get them to pay. Mr. Cheese said they pay us a per diem rate and we end up getting about 20%. Ms. Love said she will meet with Mr. Cheese and project what will be left in the Title 25 budget. She will then contact the County to discuss what we want to do regarding a budget amendment. She said we need to have that to them by the beginning of May. We have to ask them to move funds from one bucket to another bucket. Ms. Love said the county has been good to reimburse for our maintenance requests.

Ms. Love said the legal summary is year-to-date. She said we have been assured it will be much lower as we budget for next year.

The Committee discussed pharmaceutical drug increases, in particular cancer drugs. Mr. Kelsey asked for more information on the agreement with Dr. Duck entered into by the former CEO. Mr. Kelsey asked about physician recruitment expenses. Ms. Love said the expenses are way down this year. She said they will increase due to hiring two groups contracted to help with some specialized searches. Ms. Love said she will provide additional information to Mr. Kelsey.

New Business

Wells Fargo Investments

Ms. Love reviewed banking options she has been investigating. The Committee discussed the politics around making changes. Mr. Kelsey said if we see something we are in need of, we shouldn't worry about the political side. He suggested Ms. Love contact Ms. Debbie Baker, WWCC Controller, to learn more about the process the college went through when they were making their changes. Ms. Love said we know we are trying to grow our cash so we are not sure if we want to push changes right now. She said we just want to start looking at options. Mr. Kolb said the Board needs to do what's in the best interest of this organization. Mr. Kelsey agreed.

Financial Forum Discussion

Ms. Love said we are still working to schedule a budget workshop in May prior to the regular Finance and Audit Committee meeting.

Mr. Kolb said for next year's budget, he thinks there will be no issue with the same total amount requested by the Hospital. He said we just need to shift by category as desired.

With no further business, the meeting adjourned.

Submitted by Cindy Nelson

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

WEDNESDAY ~ APRIL 25, 2018

		YTD CAPITAL APPROVED	GRANT OR DONATION REIMBURSED	2018 APPROVED BUDGET	REMAINING YTD BALANCE
AS OF MARCH 2018		1,579,502.00	-	2,000,000.00	420,498.00

CAPITAL REQUEST #	REQUESTED ITEM/REQUESTOR	AMOUNT REQUESTED	COMMENTS
FY18-22	Off-site Back-up for IT Rich Tyler	192,500.00	

TOTAL AMOUNT REQUESTED	192,500.00	-	-
------------------------	------------	---	---

		# Assigned: FY 18 - 22
Capital Request		
Instructions: YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity. Note: When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.		
Department: IT	Submitted by: Rich Tyler	Date: 3/26/18
Provide a detailed description of the capital expenditure requested: This request is for an off-site backup solution		
Preferred Vendor: Venture Technologies		
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)		\$ 192,500
Does the requested item:		
Require annual contract renewal? <input type="checkbox"/> YES <input type="checkbox"/> NO		
Fit into existing space? <input type="checkbox"/> YES <input type="checkbox"/> NO	Explain:	
Attach to a new service? <input type="checkbox"/> YES <input type="checkbox"/> NO	Explain:	
Require physical plan modifications? If yes, list to the right: <input type="checkbox"/> YES <input type="checkbox"/> NO	Electrical HVAC Safety Plumbing Infrastructure (I/S cabling, software, etc.)	\$ \$ \$ \$ \$
Annualized impact on operations (if applicable):		
Increases/Decreases		Budgeted Item:
Projected Annual Procedures (NEW not existing)		<input type="checkbox"/> YES <input type="checkbox"/> NO
Revenue per procedure	\$	# of bids obtained? _____
Projected gross revenue	\$	
Projected net revenue	\$	<input type="checkbox"/> Copies and/or Summary attached. If no other bids obtained, reason:
Projected Additional FTE's		
Salaries	\$	
Benefits	\$	
Maintenance	\$	
Supplies	\$	
	\$	
Total Annual Expenses	\$	
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 implement a off-site backup and cloud based archiving solution. The solution includes two hardware appliances. The first hardware appliance will be located in the hospital data center. The second appliance will be located at the college hill offices location. We will backup all of our data nightly to the appliance in the hospital data center. Throughout the following day, the data will replicate to the appliance at the college hill location. After a certain amount of time, the data will then replicate to the cloud where we can archive it for longer periods of time.

The capital proposal includes only the hardware appliances. The 3 years of support are not a capital item.

Our current backup solution is to archive data on to tape media. This is a very time consuming process and it is known that backup tape media is prone to wearing out and failure. The new solution will backup the data to flash storage, which is much faster and more reliable.

I have included two quotes. The first quote is from Venture Technologies for \$349,400 (\$203,000 for appliances). The second quote is from CDWG for \$378,500 (\$220,000 for appliances). This equals out to a difference of \$29,100 (\$17,000 for appliances). We would like to utilize the Venture Technologies quote as it is less expensive for the same product and service.

We estimate our current tape backup solution is costing the hospital around \$304,000 over a 5 year time frame. This includes cost of backup software, tapes, servers, server support, and maintenance.

The proposed backup solution is estimated to cost the hospital around \$7,000/year. Which is around \$35,000 over 5 years.

Submitted by: Signature

Date

FY 2017 IT Security Audit Priorities

The following things have been found that we must work on over the next few months to mitigate any security issues.

1. Conduct formal testing for its disaster recovery and contingency plans to ensure that they are current and operative. -Rich
2. Modify the current password policies throughout the facility to force passwords to be at least eight characters long, including a number and a special character. -Sys Admins
3. Modify and update the following IT policies within policystat. --Rich
 - a. Password Management – Training, update to 8 complex characters, EMR implementation, verbiage and training.
 - b. Testing and Revision Procedures, Update Systems and procedures that have expired.
 - c. Business Associates – Update the Organizational Management Process
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 - e. Facility Security Plan – Update procedures that have expired.
 - f. Policy and Procedures – Update process for review notification board.
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 - a. Should identify and maintain records of its business associates that include detailed information to identify the business associates by including the name and types of services provided by each business associate and include a secondary point of contact if that information is available. (BA name, type of service provided, Title, First Name, Last Name, Address, City, State, ZIP, Internal person who initially set it up)
5. Review and revise our current disaster plan and emergency mode operations plan to ensure that in the event of an actual disaster the procedures to restore any loss of data identifies the authorized personnel and third parties that will enter our facility to maintain physical security and appropriate access to ePHI while allowing for data restoration activities. -Sys Admins
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 - a. Review documentation for walk throughs and facility security safeguards document for the current year.
 - b. Conduct formal physical inspection walk-throughs of our facilities to identify and report all privacy and security incidents observed on a routine basis. May include corrective actions, sanctions and security reminders as appropriate.



Wyoming
401 E 'E' St
Casper, WY 82601

Colorado
8680 Concord Center Dr
Englewood, CO 80112

Bill To:
Memorial Hospital of Sweetwater County 1200 College Dr PO Box 1359 Rock Springs WY, 82901-5868 US
Ship To:
Memorial Hospital of Sweetwater County 1200 College Dr PO Box 1359 Rock Springs, WY 82901-5868

Quote #	Q-00032749		
Date:	03/19/2018	Expires:	04/16/2018
Sales Rep:	James Voorhies james.voorhies@ventech.com (307) 995-2000		
Customer Contact:	Stacey Nutt snutt@sweetwatermemorial.com (307) 352-8288		
Description:	Rubrik Back UP		

Quantity	Item #	Description	Unit Price	Line Total
Primary Rubrik Solution				
1	RBK-R344-01	r344 Appliance, 4-node, 48TB, dual-port SFP+ NIC, incl RCDM	\$96,250.00	\$96,250.00
1	RBK-SVC-PREM-R344-3YR	Premium Support 3-Yr Prepaid, r344	\$54,600.00	\$54,600.00
3	RBK-CLOUT-10-3YR	3-Yr Subscription to Rubrik CloudOut for 10TB, incl support	\$9,000.00	\$27,000.00

Quantity	Item #	Description	Unit Price	Line Total
Secondary Rubrik Solution				
1	RBK-R344-01	r344 Appliance, 4-node, 48TB, dual-port SFP+ NIC, incl RCDM	\$96,250.00	\$96,250.00
1	RBK-SVC-PREM-R344-3YR	Premium Support 3-Yr Prepaid, r344	\$54,600.00	\$54,600.00

SubTotal	\$328,700.00
Discount	\$0.00
Estimated Tax	\$0.00
Total	\$328,700.00

GENERAL SALES TERMS & CONDITIONS – ISC, INC. DBA VENTURE TECHNOLOGIES

1. **General** - These general sales terms and conditions apply to the contractual relationship of ISC, Inc. DBA Venture Technologies ("Venture") with the party purchasing product from Venture (the "Buyer"). Venture reserves the right to contract out all or part of the work, goods or services to be delivered to Buyer hereunder. All sales are final. Shipments are C.O.D. unless an open account has been approved and terms established on cash prices. Venture accepts Master Card, Visa, American Express and Discover for amounts less than \$5,000. All pricing is subject to change without notice.
2. **Deliveries** - Venture understands the importance of quick delivery for today's IT landscape and provides maximum delivery flexibility. Venture utilizes very large inventories from several vendor-partners, ensuring customers' uninterrupted supply and quick reaction to unanticipated requirements. Venture charges competitive shipping rates and uses Federal Express, Airborne Express and UPS as its primary shipping partners. Freight charges are prepaid and added to invoice, at Buyer's expense, unless different terms are agreed upon prior to receipt and acceptance of purchase orders. Quoted delivery dates are approximate and subject to product availability at time of receipt of order. Venture will make all reasonable efforts to meet quoted delivery dates, but will not be liable for its failure to do so because of circumstances beyond its control. Packaging is at the discretion of Venture, at the cost of Buyer. Purchase of goods is deemed to occur as of the time the goods are placed in transit to Buyer, and Buyer shall assume all risk of loss and risk of damage to the goods once placed in transit. Venture reserves the right to replace the goods that are the object of this agreement with goods of equivalent specification on condition that this does not result in either an increase in the price or a change in quality for the Buyer.
3. **Taxes** - All prices hereunder are listed exclusive of tax, and any tax imposed by reason of this sale are the responsibility of the Buyer. Buyer agrees to furnish any written documentation necessary to support a claim of non-taxability, including but not limited to a wholesaler's license or tax exemption certificate. Prices are subject to change to reflect tax changes regarding component costs to Venture or its suppliers. Buyer further agrees to promptly provide Venture written proof that any taxes imposed on the sale have been remitted and paid by Buyer once Buyer has paid same.
4. **Warranties** - Venture warrants that those products and goods that are manufactured by Venture, if any, will be as specified and will be free of defects in material and workmanship for a period of one year from the date of delivery. Venture does not warrant any products or goods sold hereunder that are not manufactured by Venture; but Venture will transfer to Buyer upon sale any and all manufacturer's warranties held by Venture that are associated with such products and goods. Venture is available to assist with any warranty issues with specific manufacturers. Manufacturer's warranties start from the date of distributor or manufacturer invoice to Venture. OTHER THAN THE WARRANTIES SET FORTH ABOVE, ALL PRODUCTS AND GOODS SOLD HEREUNDER ARE SOLD "AS IS" AND WITH NO OTHER WARRANTY WHATSOEVER. VENTURE HEREBY EXPRESSLY DISCLAIMS ANY AND ALL OTHER WARRANTIES, WHETHER EXPRESS, IMPLIED, OR STATUTORY, INCLUDING THE IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE OR ANY OTHER PURPOSE REQUESTED OR INDICATED BY BUYER.
5. **Returns** - All return requests are contingent upon Venture, and manufacturer/distributor approval. Returns are subject to restock fees based on condition of product, timeframe and reason for return. Return requests must be made within 30 days of Venture invoice date. Products must be unopened and in new condition to expedite return process. Opened and or used products are generally not eligible for return. If a return request involves opened or used product, return authorization is subject to restock fee if approved. All original packaging must be saved, as any returns must be returned packaged as close to new as possible with all original miscellaneous items such as cables, manuals, and padding included. If a return is necessary, please contact your Venture sales representative to initiate approval process for an Return Merchandise Authorization (RMA) Number and shipping instructions. Please do not write on outside of any packaging for returns; this will nullify the return approval. All return information must be placed upon the return-shipping label, including without limitation return address and RMA Number. All return shipments shall be paid for by Buyer, and made within 20 days of the issuance of an RMA Number. Claims for shortages or incorrect merchandise shipped must be made within 15 days of shipment. TO INITIATE A RETURN, PLEASE CALL VENTURE CUSTOMER ASSISTANCE AT 888-525-8933.
6. **Damages and Limits Of Liability** - Venture shall not be liable for any direct or indirect, special, incidental, consequential or punitive damages of any kind, whether based on contract, tort, or other legal theory or for any loss of revenue or profits, loss of data or loss of business, or other financial losses arising out of the sale, installation, service or use of products or provision of services, even if it has been advised of the possibility thereof. Venture does not authorize any other person to assume such liability on its behalf. Under no circumstances may Venture's liability exceed, and in all cases Venture's liability hereunder shall be limited to, the amount Venture has actually been paid by Buyer.
7. **Confidentiality** - Venture is the sole owner of the information collected through Venture or via www.isccorp.net, Venture only has access to/collects information that Buyer voluntarily gives Venture. Venture will not sell or rent this information to anyone. Venture will use your information to respond to you, regarding the reason you contacted us. Venture will not share your information with any third party outside of our organization, other than as necessary to fulfill your requestor process an order. Unless you ask us not to, Venture may contact you via email in the future to tell you about specials, new products, marketing events or services, or changes to this privacy policy. You may opt out of any future contacts from us at any time, by contacting us via the email address or phone number provided on Venture's website. Venture's website contains links to other sites, and Venture is not responsible for the content or privacy practices of such other sites. Venture encourages users to be aware when they leave Venture's website and to read privacy statements of any other sites prior to providing Buyers' information to same.
8. **Offsets** - Buyer is not entitled to make any offset or retention hereunder, or withhold payments hereunder, and Buyer is prohibited to invoice or back-charge Venture for any amount not agreed to by Venture in writing.
9. **Miscellaneous** - This agreement is the exclusive statement of the parties with respect to the subject matter hereof, supersedes any prior or contemporaneous communications, shall be interpreted and enforced in accordance with laws of the State of Wyoming, and shall not be amended except in writing executed by Buyer and Venture. To the extent that any provision hereof is held illegal, invalid, or unenforceable in whole or in part, such provision or portion hereof will become ineffective, and will be deemed modified to the extent necessary to conform to applicable law so as to give maximum effect to such provision or portion hereof, and the balance hereof shall remain enforceable and binding between the parties. No waiver of the terms hereof (whether by course of dealing or otherwise) shall be effective unless in writing signed by the party to be charged with such waiver.

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
JPCB258	2/9/2018	RUBRIK	1423698	\$378,500.00

ITEM	QTY	CDW#	UNIT PRICE	EXT. PRICE
RUBRIK R344 APPLIANCE 4-WORK STATION Mfg. Part#: RBK-R344-01 Contract: PROMARK GSA SCHEDULE (GS-35F-303DA)	1	4110116	\$110,000.00	\$110,000.00
RUBRIK R344 APPLIANCE 4-WORK STATION Mfg. Part#: RBK-R344-01 Contract: PROMARK GSA SCHEDULE (GS-35F-303DA)	1	4110116	\$110,000.00	\$110,000.00
Rubrik Premium Support Services Plan - extended service agreement - 3 years Mfg. Part#: RBK-SVC-PREM-R344-3YR UNSPSC: 81111812 Contract: PROMARK GSA SCHEDULE (GS-35F-303DA)	1	4110125	\$65,000.00	\$65,000.00
Rubrik Premium Support Services Plan - extended service agreement - 3 years Mfg. Part#: RBK-SVC-PREM-R344-3YR UNSPSC: 81111812 Contract: PROMARK GSA SCHEDULE (GS-35F-303DA)	1	4110125	\$65,000.00	\$65,000.00
RUBRIK CLOUDOUT 10TB SDR-SQL-XY Mfg. Part#: RBK-CLOUT-10-3YR Electronic distribution - NO MEDIA Contract: PROMARK GSA SCHEDULE (GS-35F-303DA)	3	4464959	\$9,500.00	\$28,500.00

PURCHASER BILLING INFO	SUBTOTAL	\$378,500.00
Billing Address: MEMORIAL HOSPITAL OF SWEETWATER ATTN ACCTS PAYABLE PO BOX 1359 ROCK SPRINGS, WY 82902-1359 Phone: (307) 362-3711 Payment Terms: Net 30 Days-Healthcare	SHIPPING	\$0.00
	GRAND TOTAL	\$378,500.00
DELIVER TO	Please remit payments to:	
Shipping Address: MEMORIAL HOSPITAL OF SWEETWATER 1200 COLLEGE DR ROCK SPRINGS, WY 82901-5868 Phone: (307) 362-3711 Shipping Method: Drop Ship -FedEx Ground, Cust Acct	CDW Government 75 Remittance Drive Suite 1515 Chicago, IL 60675-1515	



Sammi Hintze

(877) 698-5221

sammhin@cdwg.com

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

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MHSC Capital Budget for FYE 6/30/2018

Department	ITEM	Approved	Purch/Amt	Variance	FY#
MEDICAL IMAGING	AS+ 128 slice CT Scanner	701,967	701,967		FY18-1
MEDICAL IMAGING	CT REPLACEMENT CONSTRUCTION - A Pleasant	513,482	513,482		FY18-1
MEDICAL IMAGING	CT REPLACEMENT CONSTRUCTION - Plan One/ST&B	45,450	45,450		FY18-1
MEDICAL IMAGING	C10-3V ULTRASOUND TRANSDUCER	12,762	12,762	-	FY18-2
RESPIRATORY	PURITAN BENNETT 980 VENTILATOR	34,342		-	FY18-3
RESPIRATORY	ARTERIAL BLOOD GAS/ELECTROLYTE ANALYZER	31,500	31,920	420	FY18-4
INFORMATION SERVICES	VIRTUAL SERVER EXPANSION	39,281	39,281	-	FY18-5
INFECTION CONTROL	TROPHON EPR (2)	19,526	19,526	-	FY18-6
LABORATORY	BIOLOGICAL HOOD	9,566	9,241	(325)	FY18-7
LABORATORY	PLASMA THAWER	2,858	2,857	(1)	FY18-8
UROLOGY CLINIC	GOBY WIRELESS URODYNAMICS SYSTEM	20,720	20,720	-	FY18-9
MEDICAL IMAGING	EMC CENTERA 2 NODE UPGRADE	12,772	12,773	1	FY18-10
SURGERY	GLIDE SCOPE PEDIATRIC BATON	6,143	6,143	-	FY18-11
INFORMATION SERVICES	T-SYSTEM SERVER UPGRADE	TABLED			FY18-12
LABORATORY	BLOOD CULTURE SYSTEM	12,499	12,499	-	FY18-13
LABORATORY	BLOOD CULTURE SYSTEM	12,499	12,499	-	FY18-14
FACILITIES	MOB RETURN AIR DUCTS - ENGINEERING	24,900	24,900	-	FY18-15
NUTRITION SERVICES	GAS CONVECTION OVEN	7,002	7,002	-	FY18-16
FACILITIES	FIRST FLOOR SPRINKLER HEADS	9,000	6,430	(2,570)	FY18-17
FACILITIES	CEILING TILES-MEDICAL IMAGING	22,000		-	FY18-18
INFORMATION SERVICES	UPS BATTERY BACKUP UNIT	6,324		-	FY18-19
FACILITIES	UTILITY RISK ASSESSMENT SOFTWARE	21,500	21,500	-	FY18-20
DIALYSIS	DIALOG HEMODIALYSIS SYSTEM	13,500		(13,500)	FY18-21
				-	
				-	
				-	
Total Budgeted	2,000,000	1,579,592	1,500,951	(15,975)	

Capital Expenditure Dollars Authorized

1,579,592

Net Capital Outlay FYTD 2018

1,579,592

Remaining Balance FY2018 Capital Budget

420,408

IT - Offsite Backup	192,500.00	
PlanOne - CT Project	10,000.00	
A Pleasant - Change Order	15,000.00	estimate
Facilities - Handicap railing	10,500.00	
Facilities - Engineering Retaining Wall		25,000.00
Lab - Microscope camera		6,575.00
EVS - Floor Scrubber		7,000.00
Cardiopulmonary - MUSE System		169,000.00
Med Imaging - Digital Portable xray unit		170,000.00
Med Imaging - Dimension Tomo Tech 3D		150,000.00
Med Imaging - PACS Upgrade for 3D		38,550.00
Med Imaging - MRS7 Results System upgrade		6,525.00
Med Imaging - MERGE Unity Speech Recognition		8,931.00 Foundation
Total remaining Capital to be approved FY18	<u>228,000.00</u>	
Remaining Balance Capital Budget FY18	<u>192,407.64</u>	

MHSC Capital Budget for FYE 6/30/2018

[illegible]

Capital Expenditure Dollars Authorized

1,579,592

Net Capital Outlay FYTD 2018

1,579,592

Remaining Balance FY2018 Capital Budget

420,408

Finance and Audit Committee

IT report

April 2018

Rich Tyler

1. The T-Systems migration is going well. The hardware is ready and currently being built out by T-systems staff.
2. The OBIX upgrade is going well. We are currently still on schedule and are looking at a go-live date in June/July time frame.
3. We continue to research and investigate an off-site backup solution. We have been finalizing the details of the proposal and are working on gathering quotes for proposed purchase.
4. We finished work on the immunization interface with the state and should be live on it by the end of April.
5. We are still researching possible third party vendors that can provide penetration testing services as well as cyber-attack mitigation services.

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

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

April 18, 2018

NARRATIVE TO MARCH 2018 FINANCIAL STATEMENT

THE BOTTOM LINE. The bottom line from operations for March was a gain of \$589,963, compared to a gain of \$358,658 in the budget. This yields a 7.57% operating margin for the month compared to 4.74% in the budget. The YTD net operating gain is \$350,413, compared to a gain of \$1,604,434 in the budget. This represents a YTD operating margin of 0.53% compared with 2.38% in the budget.

The total net gain for the month was \$784,508, compared to a gain of \$553,763 in the budget. The YTD total net gain is \$2,477,902, compared to a gain of \$3,360,379. This represents a YTD total profit margin of 3.78% compared with 4.98% in the budget.

Annual Debt Service Coverage came in at 3.49. The existing bond covenants require that we maintain Debt Service Coverage of 1.25 for compliance.

VOLUME. Average inpatient census for the month was 14.8; over budget by 1.1. YTD average census is 11.7 compared to 18 in the budget and prior year.

Inpatient surgeries were 5 over budget at 45 and outpatient surgeries were 10 under budget at 143. There were 6,716 outpatient visits, under budget by 781.

Total ER visits were 1,377, which was over budget by 189. There were 55 newborns in March, under budget by 16. Births are over budget by 1 year to date.

REVENUE. Revenue for the month was \$14,256,134, over budget by \$663,245. Inpatient revenue was over budget by \$189,400, outpatient revenue was over budget by \$450,907 and the employed Provider Clinic was over budget by \$22,938.

YTD total revenue was \$119,201,599, under budget by \$3,061,271. Inpatient revenue is under budget by \$10,300,780, outpatient revenue is over budget by \$8,723,401 and the Provider Clinic is under budget by \$1,483,892. March resulted in the highest gross revenue month in history.

Net patient revenue for the month was \$7,674,731, over budget by \$255,849. YTD net patient revenue was \$63,758,347, under budget by \$2,300,047.

Deductions from revenue were booked at 46.2% for March compared to 45.4% in the budget. YTD deductions from revenue are 46.5%, compared to 46% in the budget and 44.7% for the same period in FY 2017.

EXPENSES. Total expenses for the month were \$7,207,378 under budget by \$3,193. Salary & Wage, Benefits, Insurance and Depreciation were under budget for March. The following categories were over budget for March:

Contract Labor – This expense is over budget by \$44,526. Behavior Health, Surgery, Dialysis, Emergency Room and Ultrasound are over budget for the month.

Physician Fees – This expense is over budget by \$65,316. Locum tenens fees for Pediatrics, Anesthesia and Orthopedics are over budget.

Supplies – This expense is over budget by \$49,276. Radioactive material, Lab supplies, Med/Surg supplies, Drugs and Minor equipment are over budget.

Utilities – This expense is over budget by \$17,935. Fuel and telephone expense are both over budget.

Repairs & Maintenance - This expense is over budget by \$16,432. Contract maintenance and Bio Med maintenance are over budget for the month.

Other Operating – This expense is over budget by \$43,907. Physician recruitment and Education & Travel are over budget.

Leases and Rentals – This expense is over budget by \$831. Equipment rent lease is over budget for the month.

Monthly expenses remained under budget even with the high revenue month. Through nine months, the daily cash expense is at \$216,000, down from a high of \$236,000 in last fiscal year.

BALANCE SHEET. Operating cash at month end was \$15,606,539, and increase of \$291,734 from February. Collections for the month of March were \$6,105,390. The Days of Cash on Hand increased in March to 116, up one day from February. The existing bond covenants require that we maintain 75 days of cash on hand for compliance.

Gross receivables at month end were \$22,568,750, up \$1,649,302 from the prior month. Net patient receivables at month end were \$10,544,739, up \$222,129 from last month. Days in Receivables are 48 for March, up 2 days from February.

OUTLOOK FOR APRIL. Gross revenue is projected to come in right at budget in the Hospital and slightly under budget for the Clinic. Patient days, admits and discharges are all projecting to come in under budget. Births are projecting to come in at budget. Outpatient services, including ER visits, are projecting to be over budget in March. Gross patient revenue is projecting to come in at \$13.2M, which is under budget with net revenue projecting to \$7.1M. Collections are projecting to come in at \$5.8M, which is under budget.

TRENDS IN HEALTH CARE FINANCE.

Supply Chain – Nationwide, supplies represent the second largest expense after labor costs. With growing shortages of medical supplies and drugs, health care facilities are focusing on supply chain including automation, physician preference and inventory levels. We are in the process of implementing a “2 bin” system in surgical services. This will allow us to be more efficient with inventory levels

which in turn will decrease outdated and unused supplies. Through nine months, outdated and unused supplies are projecting to be \$100,000 less than the prior year. We have also decreased inventory levels in surgery and central supply by \$37,000 year to date. Once we have the new system working effectively in the OR we hope to implement the system in other areas of the hospital, including the medical floors, emergency department and ultimately in central supply.

Revenue Cycle challenges – With the rise in popularity of high-deductible, less expensive health plans, health care facilities are forced to rely more on revenue from patients. This means we must focus on how to collect dollars from patients to maximize reimbursement. While there is a lot of new technology being offered, we must be cautious of what would be meaningful, affordable and have a return on investment. We are currently looking at different proposals that will automate cash posting and assist in reconciling payments. We are also exploring the opportunity to utilize new software to improve our efficiency in pre-authorization of services by automating the process.



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

Unaudited Financial Statements

for

Nine months ended March 31, 2018

Certification Statement:

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

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Certified by:

Tami Love

Chief Financial Officer

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Nine months ended March 31, 2018

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MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

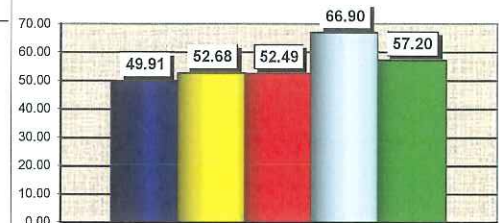
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Nine months ended March 31, 2018

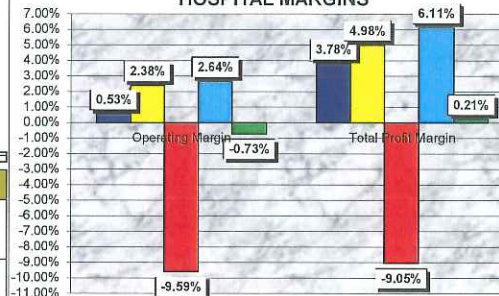
BALANCE SHEET

	YTD 3/31/2018	Prior FYE 6/30/2017
ASSETS		
Current Assets	\$33,183,679	\$28,430,788
Assets Whose Use is Limited	15,114,147	15,912,634
Property, Plant & Equipment (Net)	68,850,296	73,152,948
Other Assets	250,150	259,415
Total Unrestricted Assets	117,398,272	117,755,785
Restricted Assets	434,291	75,515
Total Assets	\$117,832,563	\$117,831,300
LIABILITIES AND NET ASSETS		
Current Liabilities	\$9,469,254	\$9,201,224
Long-Term Debt	27,930,419	30,738,726
Other Long-Term Liabilities	1,104,053	1,122,980
Total Liabilities	38,503,726	41,062,930
Net Assets	79,328,837	76,768,370
Total Liabilities and Net Assets	\$117,832,563	\$117,831,300

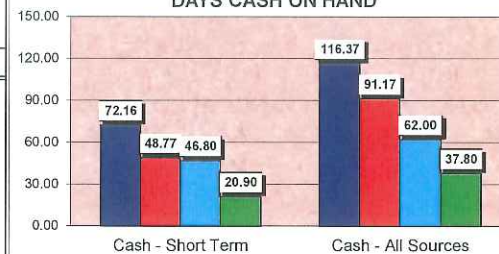
NET DAYS IN ACCOUNTS RECEIVABLE



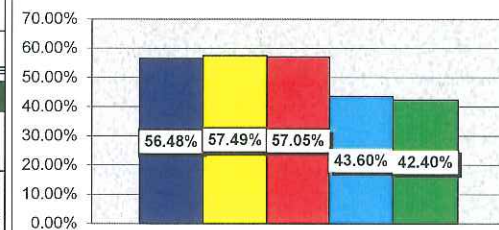
HOSPITAL MARGINS



DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



KEY STATISTICS AND RATIOS

	03/31/18 ACTUAL	03/31/18 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	460	427	3,210	4,933
Average Acute Length of Stay	2.6	2.9	2.7	3.3
Total Emergency Room Visits	1,377	1,188	12,287	12,461
Outpatient Visits	6,716	7,497	57,997	62,846
Total Surgeries	188	193	1,617	1,672
Total Worked FTE's	418.42	442.90	408.59	442.90
Total Paid FTE's	452.63	486.41	453.16	486.41
Net Revenue Change from Prior Yr	6.12%	3.01%	-1.11%	1.89%
EBIDA - 12 Month Rolling Average			5.84%	14.63%
Current Ratio			3.50	
Days Expense in Accounts Payable			32.78	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	03/31/18
Budget	06/30/17
Prior Fiscal Year End	All Hospitals
WYOMING	Rural
< \$90M Net Rev.	

FINANCIAL STRENGTH INDEX - 0.25

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

Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Nine months ended March 31, 2018

PAGE 3

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 3/31/2018	Year to Date 3/31/2018	Prior Fiscal Year End 06/30/17	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev. (See Note 2)
Profitability:						
Operating Margin	↑	7.57%	0.53%	-9.59%	2.64%	-0.73%
Total Profit Margin	↑	10.06%	3.78%	-9.05%	6.11%	0.21%
Return on Assets	↑	0.89%	2.80%	-6.59%	4.21%	0.23%
Inpatient Gross Revenue Percentage		25.06%	23.81%	31.08%	36.90%	28.70%
Outpatient Gross Revenue Percentage		63.95%	76.19%	68.92%	64.10%	71.70%
Liquidity:						
Days of Cash on Hand, Short Term	↑	N/A	72.16	48.77	46.80	20.90
Days Cash, All Sources	↑	N/A	116.37	91.17	62.00	37.80
Net Days in Accounts Receivable	↓	48.57	49.91	52.49	66.90	57.20
Average Payment Period	↓	44.50	41.85	40.28	44.80	49.20
Current Ratio	↑	3.50	3.50	3.08	3.66	1.74
Capital Structure:						
Average Age of Plant (Annualized)	↓	10.44	10.44	8.42	9.50	12.40
Capital Costs as a % of Total Expense		6.55%	7.49%	8.08%	5.19%	5.47%
Long Term Debt to Equity	↓	35.21%	35.21%	40.11%	13.71%	4.42%
Long Term Debt to Capitalization	↓	26.04%	26.04%	28.63%	16.80%	10.00%
Debt Service Coverage Ratio	↑	N/A	3.49	1.33	N/A	2.64
Productivity and Efficiency:						
Paid FTE's per Adjusted Occupied Bed	↓	7.64	8.41	8.07	6.60	4.63
Salary Expense per Paid FTE		N/A	\$86,610	\$90,170	\$62,436	\$48,150
Salary and Benefits as a % of Total Operating Exp		54.19%	56.48%	57.05%	43.60%	42.40%
Inventory Ratio	↑	N/A	33.22	32.16	52.24	49.04
		MTD - Actual 3/31/2018	YTD - Actual 3/31/2018	Prior FYE 6/30/2017	YTD - Budget 3/31/2018	
Other Ratios:						
Gross Days in Accounts Receivable	↓	49.08	50.63	46.55	53.68	
Net Revenue per Adjusted Discharge	↑	\$11,230	\$11,794	\$12,261	\$13,202	
Operating Expenses per Adj. Discharge	↓	\$10,380	\$11,731	\$13,438	\$12,888	

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

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

Balance Sheet - Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Nine months ended March 31, 2018

	Current Month 3/31/2018	Prior Month 2/28/2018	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2017
Current Assets					
Cash and Cash Equivalents	\$15,606,539	\$15,314,805	\$291,734	1.90%	\$11,368,899
Gross Patient Accounts Receivable	22,568,750	20,919,448	1,649,302	7.88%	19,972,096
Less: Bad Debt and Allowance Reserves	(10,544,739)	(10,322,610)	(222,129)	-2.15%	(9,329,712)
Net Patient Accounts Receivable	12,024,010	10,596,838	1,427,173	13.47%	10,642,384
Interest Receivable	0	0	0	0.00%	0
Other Receivables	1,197,885	1,131,976	65,909	5.82%	1,750,578
Inventories	2,626,498	2,622,385	4,113	0.16%	2,664,302
Prepaid Expenses	1,728,747	1,974,489	(245,742)	-12.45%	2,004,625
Due From Third Party Payers	0	0	0	0.00%	0
Due From Affiliates/Related Organizations	0	0	0	0.00%	0
Other Current Assets	0	0	0	0.00%	0
Total Current Assets	33,183,679	31,640,493	1,543,186	4.88%	28,430,788
Assets Whose Use is Limited					
Cash	6,136	5,574	562	10.08%	328,882
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	2,694,378	3,258,326	(563,948)	-17.31%	3,017,205
Trustee Held Funds - SPT	2,860,201	2,597,458	262,743	10.12%	3,013,114
Board Designated Funds	1,300,000	1,300,000	0	0.00%	1,300,000
Other Limited Use Assets	8,253,433	8,253,433	0	0.00%	8,253,433
Total Limited Use Assets	15,114,147	15,414,790	(300,643)	-1.95%	15,912,634
Property, Plant, and Equipment					
Land and Land Improvements	2,928,057	2,928,057	0	0.00%	2,928,057
Building and Building Improvements	38,033,185	38,033,185	0	0.00%	38,027,734
Equipment	107,330,140	107,264,876	65,264	0.06%	105,824,759
Construction In Progress	538,120	521,214	16,906	3.24%	483,257
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	148,829,502	148,747,332	82,170	0.06%	147,263,807
Less: Accumulated Depreciation	(79,979,206)	(79,372,611)	(606,595)	-0.76%	(74,110,859)
Net Property, Plant, and Equipment	68,850,296	69,374,721	(524,425)	-0.76%	73,152,948
Other Assets					
Unamortized Loan Costs	250,150	251,180	(1,029)	-0.41%	259,415
Other	0	0	0	0.00%	0
Total Other Assets	250,150	251,180	(1,029)	-0.41%	259,415
TOTAL UNRESTRICTED ASSETS	117,398,272	116,681,184	717,089	0.61%	117,755,785
Restricted Assets	434,291	428,393	5,898	1.38%	75,515
TOTAL ASSETS	\$117,832,563	\$117,109,577	\$722,986	0.62%	\$117,831,300

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Nine months ended March 31, 2018

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LIABILITIES AND FUND BALANCE

	Current Month 3/31/2018	Prior Month 2/28/2018	Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2017
Current Liabilities					
Accounts Payable	\$3,961,710	\$3,740,110	(\$221,600)	-5.92%	\$4,177,439
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,668,461	1,426,716	(241,745)	-16.94%	1,026,503
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	1,847,762	1,756,294	(91,468)	-5.21%	2,001,046
Accrued Pension Expense (Current Portion)	0	0	0	0.00%	0
Other Accrued Expenses	0	0	0	0.00%	0
Patient Refunds Payable	0	0	0	0.00%	0
Property Tax Payable	0	0	0	0.00%	0
Due to Third Party Payers	0	0	0	0.00%	0
Advances From Third Party Payers	0	0	0	0.00%	0
Current Portion of LTD (Bonds/Mortgages)	1,939,318	1,939,318	0	0.00%	1,585,000
Current Portion of LTD (Leases)	0	0	0	0.00%	0
Other Current Liabilities	52,003	618,158	566,156	91.59%	411,236
Total Current Liabilities	9,469,254	9,480,596	11,342	0.12%	9,201,224
Long Term Debt					
Bonds/Mortgages Payable	29,869,737	29,874,549	4,812	0.02%	32,323,726
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	1,939,318	1,939,318	0	0.00%	1,585,000
Total Long Term Debt (Net of Current)	27,930,419	27,935,231	4,812	0.02%	30,738,726
Other Long Term Liabilities					
Deferred Revenue	0	0	0	0.00%	0
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	1,104,053	1,155,318	51,265	4.44%	1,122,980
Total Other Long Term Liabilities	1,104,053	1,155,318	51,265	4.44%	1,122,980
TOTAL LIABILITIES	38,503,726	38,571,145	67,419	0.17%	41,062,930
Net Assets:					
Unrestricted Fund Balance	74,418,512	74,418,512	0	0.00%	81,992,892
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	473,304	467,406	(5,898)	-1.26%	441,378
Net Revenue/(Expenses)	2,477,902	1,693,395	N/A	N/A	(7,625,019)
TOTAL NET ASSETS	79,328,837	78,538,432	(790,405)	-1.01%	76,768,370
TOTAL LIABILITIES AND NET ASSETS	\$117,832,563	\$117,109,577	(\$722,986)	-0.62%	\$117,831,300

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Nine months ended March 31, 2018

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	CURRENT MONTH				Prior Year 03/31/17
	Actual 03/31/18	Budget 03/31/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$3,572,487	\$3,383,087	\$189,400	5.60%	\$3,160,524
Outpatient Revenue	9,117,338	8,666,431	450,907	5.20%	8,521,842
Clinic Revenue	1,318,708	1,214,730	103,978	8.56%	1,063,097
Specialty Clinic Revenue	247,601	328,641	(81,040)	-24.66%	386,301
Total Gross Patient Revenue	14,256,134	13,592,889	663,245	4.88%	13,131,764
Deductions From Revenue					
Discounts and Allowances	(5,699,847)	(4,966,873)	(732,975)	-14.76%	(4,920,041)
Bad Debt Expense (Governmental Providers Only)	(888,176)	(938,882)	50,707	5.40%	(724,002)
Charity Care	6,620	(268,252)	274,872	102.47%	(353,391)
Total Deductions From Revenue	(6,581,403)	(6,174,007)	(407,396)	-6.60%	(5,997,435)
Net Patient Revenue	7,674,731	7,418,882	255,849	3.45%	7,134,330
Other Operating Revenue	122,609	150,347	(27,738)	-18.45%	213,499
Total Operating Revenue	7,797,340	7,569,229	228,111	3.01%	7,347,829
Operating Expenses					
Salaries and Wages	3,211,428	3,472,497	261,069	7.52%	3,401,381
Fringe Benefits	649,692	823,449	173,757	21.10%	750,155
Contract Labor	44,526	0	(44,526)	0.00%	177,922
Physicians Fees	254,190	188,874	(65,316)	-34.58%	256,701
Purchased Services	439,077	389,801	(49,276)	-12.64%	534,922
Supply Expense	1,182,216	954,591	(227,625)	-23.85%	953,347
Utilities	107,529	89,594	(17,935)	-20.02%	60,718
Repairs and Maintenance	376,215	359,784	(16,432)	-4.57%	341,838
Insurance Expense	56,861	65,472	8,611	13.15%	79,014
All Other Operating Expenses	201,300	157,394	(43,907)	-27.90%	232,805
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	73,351	72,520	(831)	-1.15%	84,643
Depreciation and Amortization	610,991	636,595	25,604	4.02%	727,168
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	7,207,378	7,210,571	3,193	0.04%	7,600,615
Net Operating Surplus/(Loss)	589,963	358,658	231,305	64.49%	(252,786)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	10,816	7,100	3,716	52.33%	4,623
Tax Subsidies (Except for GO Bond Subsidies)	291,849	279,743	12,106	4.33%	232,770
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(148,675)	(111,593)	37,082	-33.23%	(130,517)
Other Non-Operating Revenue/(Expenses)	40,555	19,855	20,700	104.25%	Page 6 of 204
Total Non Operating Revenue/(Expense)	194,545	195,105	(560)	-0.29%	(194,010)
Total Net Surplus/(Loss)	\$784,508	\$553,763	\$230,744	41.67%	(\$446,796)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	\$784,508	\$553,763	\$230,744	41.67%	(\$446,796)
Operating Margin	7.57%	4.74%			-3.44%
Total Profit Margin	10.06%	7.32%			-6.08%
EBIDA	18.45%	16.24%			9.33%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Nine months ended March 31, 2018

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	YEAR-TO-DATE				Prior Year 03/31/17
	Actual 03/31/18	Budget 03/31/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$25,907,022	\$36,207,802	(\$10,300,780)	-28.45%	\$34,576,293
Outpatient Revenue	81,200,958	72,477,557	8,723,401	12.04%	69,058,802
Clinic Revenue	10,379,814	10,760,661	(380,848)	-3.54%	10,526,048
Specialty Clinic Revenue	1,713,805	2,816,849	(1,103,044)	-39.16%	3,047,768
Total Gross Patient Revenue	119,201,599	122,262,870	(3,061,271)	-2.50%	117,208,910
Deductions From Revenue					
Discounts and Allowances	(47,582,370)	(45,201,980)	(2,380,390)	-5.27%	(43,172,198)
Bad Debt Expense (Governmental Providers Only)	(6,412,439)	(8,557,497)	2,145,058	25.07%	(7,504,013)
Charity Care	(1,448,443)	(2,444,999)	996,556	40.76%	(1,768,800)
Total Deductions From Revenue	(55,443,252)	(56,204,476)	761,224	1.35%	(52,445,011)
Net Patient Revenue	63,758,347	66,058,394	(2,300,047)	-3.48%	64,763,899
Other Operating Revenue	1,742,126	1,433,137	308,989	21.56%	1,474,637
Total Operating Revenue	65,500,473	67,491,531	(1,991,058)	-2.95%	66,238,536
Operating Expenses					
Salaries and Wages	28,305,562	30,938,103	2,632,541	8.51%	31,691,496
Fringe Benefits	7,334,757	7,289,775	(44,982)	-0.62%	7,176,618
Contract Labor	1,157,357	576,125	(581,232)	-100.89%	2,001,912
Physicians Fees	1,929,624	1,692,975	(236,650)	-13.98%	2,227,235
Purchased Services	3,856,862	3,826,148	(30,714)	-0.80%	4,746,430
Supply Expense	9,718,118	8,640,643	(1,077,475)	-12.47%	8,842,202
Utilities	836,270	874,051	37,781	4.32%	873,871
Repairs and Maintenance	3,329,452	3,184,101	(145,352)	-4.56%	3,107,368
Insurance Expense	556,645	586,703	30,058	5.12%	725,567
All Other Operating Expenses	1,633,454	1,590,237	(43,217)	-2.72%	2,116,676
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	598,909	569,647	(29,262)	-5.14%	837,799
Depreciation and Amortization	5,893,049	6,118,588	225,539	3.69%	6,671,395
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	65,150,060	65,887,097	737,037	1.12%	71,018,570
Net Operating Surplus/(Loss)	350,413	1,604,434	(1,254,021)	-78.16%	(4,780,034)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	42,510	63,900	(21,390)	-33.47%	11,488
Tax Subsidies (Except for GO Bond Subsidies)	3,013,308	2,517,687	495,621	19.69%	2,427,689
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(1,096,143)	(1,004,337)	(91,806)	9.14%	(998,453)
Other Non-Operating Revenue/(Expense)	167,814	178,695	(10,881)	-6.09%	(773,110)
Total Non Operating Revenue/(Expense)	2,127,489	1,755,945	371,544	21.16%	667,616
Total Net Surplus/(Loss)	\$2,477,902	\$3,360,379	(\$882,477)	-26.26%	(\$4,112,419)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$2,477,902	\$3,360,379	(\$882,477)	-26.26%	(\$4,112,419)
Operating Margin	0.53%	2.38%			-7.22%
Total Profit Margin	3.78%	4.98%			-6.21%
EBIDA	13.51%	14.63%			6.29%

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

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	Actual 3/31/2018	Actual 2/28/2018	Actual 1/31/2018	Actual 12/31/2017	Actual 11/30/2017
Gross Patient Revenue					
Inpatient Revenue	\$3,572,487	\$2,539,861	\$3,482,532	\$2,372,167	\$2,557,222
Inpatient Psych/Rehab Revenue					
Outpatient Revenue	\$9,117,338	\$8,217,125	\$9,046,087	\$9,332,424	\$9,091,002
Clinic Revenue	\$1,318,708	\$1,119,761	\$1,215,537	\$1,048,027	\$1,212,089
Specialty Clinic Revenue	\$247,601	\$83,134	\$157,597	\$191,061	\$176,581
Total Gross Patient Revenue	\$14,256,134	\$11,959,881	\$13,901,753	\$12,943,679	\$13,036,894
Deductions From Revenue					
Discounts and Allowances	\$5,699,847	\$4,779,964	\$5,865,394	\$4,987,914	\$5,399,047
Bad Debt Expense (Governmental Providers Only)	\$888,176	\$510,331	\$432,591	\$595,394	\$298,556
Charity Care	(\$6,620)	\$160,500	\$105,168	\$261,972	\$188,422
Total Deductions From Revenue	6,581,403	5,450,794	6,403,153	5,845,280	5,886,024
Net Patient Revenue	\$7,674,731	\$6,509,087	\$7,498,600	\$7,098,399	\$7,150,870
Other Operating Revenue	122,609	246,357	202,830	219,842	360,875
Total Operating Revenue	7,797,340	6,755,443	7,701,430	7,318,241	7,511,744
Operating Expenses					
Salaries and Wages	\$3,211,428	\$3,005,037	\$3,269,915	\$3,145,250	\$2,875,383
Fringe Benefits	\$649,692	\$990,578	\$1,119,679	\$854,959	\$865,713
Contract Labor	\$44,526	\$79,857	\$166,621	\$111,766	\$183,557
Physicians Fees	\$254,190	\$255,063	\$250,758	\$292,891	\$210,531
Purchased Services	\$439,077	\$421,063	\$427,741	\$364,808	\$505,848
Supply Expense	\$1,182,216	\$972,465	\$1,200,722	\$1,032,955	\$1,088,388
Utilities	\$107,529	\$81,728	\$95,685	\$94,092	\$91,389
Repairs and Maintenance	\$376,215	\$440,924	\$389,140	\$368,249	\$358,456
Insurance Expense	\$56,861	\$56,861	\$58,940	\$58,919	\$61,018
All Other Operating Expenses	\$201,300	\$154,373	\$177,214	\$139,568	\$172,447
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$73,351	\$75,743	\$78,591	\$68,724	\$72,622
Depreciation and Amortization	\$610,991	\$610,388	\$612,267	\$617,326	\$618,625
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$7,207,378	\$7,144,081	\$7,847,273	\$7,149,507	\$7,103,978
Net Operating Surplus/(Loss)	\$589,963	(\$388,637)	(\$145,843)	\$168,734	\$407,767
Non-Operating Revenue:					
Contributions					
Investment Income	10,816	4,898	(2,148)	1,833	902
Tax Subsidies (Except for GO Bond Subsidies)					
Tax Subsidies for GO Bonds	291,849	379,346	322,567	334,349	338,547
Interest Expense (Governmental Providers Only)	(148,675)	(105,421)	(105,774)	(120,482)	(106,298)
Other Non-Operating Revenue/(Expenses)	40,555	8,609	26,104	11,269	23,279
Total Non Operating Revenue/(Expense)	\$194,545	\$287,431	\$240,749	\$226,968	\$256,429
Total Net Surplus/(Loss)	\$784,508	(\$101,206)	\$94,906	\$395,702	\$664,196
Change in Unrealized Gains/(Losses) on Investments					
Increase/(Decrease in Unrestricted Net Assets)	\$784,508	(\$101,206)	\$94,906	\$395,702	\$664,196
Operating Margin	7.57%	-5.75%	-1.89%	2.31%	5.43%
Total Profit Margin	10.06%	-1.50%	1.23%	5.41%	8.84%
EBIDA	15.40%	3.28%	6.06%	10.74%	13.66%

Actual 10/31/2017	Actual 9/30/2017	Actual 8/31/2017	Actual 7/31/2017	Actual 6/30/2017	Actual 5/31/2017	Actual 4/30/2017	Actual 3/31/2017
\$2,788,873	\$2,847,824	\$2,623,367	\$3,122,689	\$2,539,451	\$3,335,977	\$3,639,447	\$3,160,524
\$9,761,390	\$8,831,699	\$9,336,438	\$8,467,456	\$8,682,306	\$8,442,688	\$7,816,452	\$8,521,842
\$1,220,406	\$1,103,975	\$1,181,300	\$960,010	\$1,369,601	\$1,168,237	\$1,327,433	\$1,063,097
\$205,457	\$236,113	\$206,155	\$210,106	\$259,241	\$217,138	\$244,602	\$386,301
\$13,976,126	\$13,019,611	\$13,347,260	\$12,760,261	\$12,850,599	\$13,164,040	\$13,027,934	\$13,131,764
\$5,490,404	\$5,069,104	\$5,202,389	\$5,088,307	\$5,712,822	\$6,333,953	\$5,339,351	\$4,920,041
\$945,198	\$982,992	\$976,726	\$782,476	\$747,176	\$802,116	\$692,173	\$724,002
\$196,604	\$63,706	\$195,376	\$283,316	\$317,868	\$301,201	\$124,361	\$353,391
6,632,206	6,115,802	6,374,491	6,154,099	6,777,866	7,437,270	6,155,885	5,997,435
\$7,343,920	\$6,903,809	\$6,972,769	\$6,606,162	\$6,072,733	\$5,726,770	\$6,872,049	\$7,134,330
226,027	132,021	98,430	133,136	137,619	491,885	147,263	213,499
7,569,947	7,035,830	7,071,199	6,739,298	6,210,352	6,218,655	7,019,312	7,347,829
\$3,195,966	\$2,960,550	\$3,386,967	\$3,255,066	\$3,247,880	\$3,364,610	\$3,195,654	\$3,401,381
\$899,647	\$620,573	\$663,774	\$670,142	\$790,698	\$858,790	\$844,352	\$750,155
\$129,775	\$137,000	\$102,834	\$201,421	\$119,467	\$150,585	\$128,602	\$177,922
\$188,302	\$157,462	\$157,081	\$163,346	\$175,409	\$284,816	\$305,224	\$256,701
\$412,633	\$480,197	\$404,375	\$401,121	\$406,476	\$399,760	\$571,988	\$534,922
\$1,087,098	\$1,086,034	\$1,092,210	\$976,030	\$1,471,285	\$1,063,925	\$982,868	\$953,347
\$85,365	\$106,004	\$93,656	\$80,822	\$99,366	\$93,475	\$89,300	\$60,718
\$325,228	\$343,702	\$385,354	\$342,184	\$371,836	\$386,767	\$342,089	\$341,838
\$63,804	\$66,589	\$66,544	\$67,107	\$67,671	\$67,671	\$74,540	\$79,014
\$215,922	\$169,070	\$241,806	\$161,754	\$186,813	\$171,802	\$162,144	\$232,805
(\$50,868)	\$89,248	\$119,792	\$71,706	\$82,688	\$92,824	\$85,156	\$84,643
\$738,261	\$682,349	\$698,636	\$704,205	\$706,240	\$718,016	\$728,887	\$727,168
\$7,291,132	\$6,898,778	\$7,413,029	\$7,094,904	\$7,725,829	\$7,653,041	\$7,510,804	\$7,600,615
\$278,815	\$137,052	(\$341,830)	(\$355,606)	(\$1,515,477)	(\$1,434,386)	(\$491,492)	(\$252,786)
4,510	10,888	9,201	1,610	43,218	10,494	92,646	4,623
308,743	420,876	310,001	307,031	302,717	246,405	233,796	232,770
(170,996)	(107,709)	(124,049)	(106,739)	(129,860)	(109,196)	(108,951)	(130,517)
20,605	1,481	19,418	16,495	(232,314)	(264,249)	(286,531)	(300,886)
\$162,862	\$325,536	\$214,571	\$218,397	(\$16,239)	(\$116,546)	(\$69,040)	(\$109,117)
\$441,677	\$462,588	(\$127,259)	(\$137,209)	(\$1,531,716)	(\$1,550,932)	(\$560,532)	(\$446,796)
				10,679		97,892	
\$441,677	\$462,588	(\$127,259)	(\$137,209)	(\$1,521,037)	(\$1,550,932)	(\$462,640)	(\$446,796)
3.68%	1.95%	-4.83%	-5.28%	-24.40%	-23.07%	-7.00%	-3.44%
5.83%	6.57%	-1.80%	-2.04%	-24.66%	-24.94%	-7.99%	-6.08%
13.44%	11.65%	5.05%	5.17%	-13.03%	-11.52%	3.38%	6.46%

Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Nine months ended March 31, 2018

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	CASH FLOW	
	Current Month 3/31/2018	Current Year-To-Date 3/31/2018
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	\$784,508	\$2,477,902
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	610,991	5,893,049
(Increase)/Decrease in Net Patient Accounts Receivable	(1,427,173)	(1,381,626)
(Increase)/Decrease in Other Receivables	(65,909)	552,693
(Increase)/Decrease in Inventories	(4,113)	37,804
(Increase)/Decrease in Pre-Paid Expenses	245,742	275,878
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	221,600	(215,729)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	333,213	488,674
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	(566,156)	(359,233)
Net Cash Provided by Operating Activities:	132,704	7,769,412
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(86,566)	(1,590,397)
(Increase)/Decrease in Limited Use Cash and Investments	301,205	475,740
(Increase)/Decrease in Other Limited Use Assets	(562)	322,746
(Increase)/Decrease in Other Assets	1,029	9,265
Net Cash Used by Investing Activities	215,106	(782,645)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(4,812)	(2,453,989)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(51,265)	(18,927)
Net Cash Used for Financing Activities	(56,077)	(2,472,916)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	0	(276,211)
Net Increase/(Decrease) in Cash	291,734	4,237,640
Cash, Beginning of Period	15,314,805	11,368,899
Cash, End of Period	\$15,606,539	\$15,606,539

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Nine months ended March 31, 2018

Current Month				Year-To-Date				
Actual 03/31/18	Budget 03/31/18	Positive/ (Negative) Variance	Prior Year 03/31/17					
STATISTICS				Actual 03/31/18	Budget 03/31/18	Positive/ (Negative) Variance	Prior Year 03/31/17	
Discharges								
174	149	25	149	Acute	1,207	1,514	(307)	1,514
174	149	25	149	Total Adult Discharges	1,207	1,514	(307)	1,514
55	39	16	39	Newborn	388	387	1	387
229	188	41	188	Total Discharges	1,595	1,901	(306)	1,901
Patient Days:								
460	427	33	427	Acute	3,210	4,933	(1,723)	4,933
460	427	33	427	Total Adult Patient Days	3,210	4,933	(1,723)	4,933
88	63	25	63	Newborn	670	613	57	613
548	490	58	490	Total Patient Days	3,880	5,546	(1,666)	5,546
Average Length of Stay (ALOS)								
2.6	2.9	(0.2)	2.9	Acute	2.7	3.3	(0.6)	3.3
2.6	2.9	(0.2)	2.9	Total Adult ALOS	2.7	3.3	(0.6)	3.3
1.6	1.6	(0.0)	1.6	Newborn ALOS	1.7	1.6	0.1	1.6
Average Daily Census (ADC)								
14.8	13.8	1.1	13.8	Acute	11.7	18.0	(6.3)	18.0
14.8	13.8	1.1	13.8	Total Adult ADC	11.7	18.0	(6.3)	18.0
2.8	2.0	0.8	2.0	Newborn	2.4	2.2	0.2	2.2
Emergency Room Statistics								
152	147	5	147	ER Visits - Admitted	1,261	1,377	(116)	1,377
1,225	1,041	184	1,041	ER Visits - Discharged	11,026	11,084	(58)	11,084
1,377	1,188	189	1,188	Total ER Visits	12,287	12,461	(174)	12,461
11.04%	12.37%		12.37%	% of ER Visits Admitted	10.26%	11.05%		11.05%
87.36%	98.66%		98.66%	ER Admissions as a % of Total	104.47%	90.95%		90.95%
Outpatient Statistics:								
6,716	7,497	(781)	7,497	Total Outpatients Visits	57,997	62,846	(4,849)	62,846
78	100	(22)	100	Observation Bed Days	1,014	918	96	918
4,384	4,419	(35)	4,593	Clinic Visits - Primary Care	36,558	39,020	(2,462)	39,844
411	593	(182)	633	Clinic Visits - Specialty Clinics	3,712	4,954	(1,242)	5,143
45	40	5	40	IP Surgeries	271	331	(60)	331
143	153	(10)	153	OP Surgeries	1,346	1,341	5	1,341
Productivity Statistics:								
418.42	442.90	(24.48)	451.46	FTE's - Worked	408.59	442.90	(34.31)	449.57
452.63	486.41	(33.78)	481.85	FTE's - Paid	453.16	486.41	(33.25)	491.94
1.3652	1.4474	(0.08)	1.4474	Case Mix Index -Medicare	1.3571	1.0435	0.31	1.4434
0.8253	0.9618	(0.14)	0.9618	Case Mix Index - All payers	0.8624	0.8446	0.02	0.8798

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
03/31/18

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	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	50.63	46.55
Net Days in Accounts Receivable	49.91	52.49
Number of Gross Days in Unbilled Revenue	4.14	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	28.82%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	-0.05%	1.97%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	1.22%	2.00%
Bad Debts as a % of Gross Patient Revenue - Current Month	6.23%	6.91%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	5.38%	7.00%
Collections as a Percentage of Net Revenue - Current Month	79.55%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	96.64%	100% or >
Percentage of Blue Cross Receivable > 90 Days	11.86%	< 10%
Percentage of Insurance Receivable > 90 Days	15.39%	< 15%
Percentage of Medicaid Receivable > 90 Days	21.68%	< 20%
Percentage of Medicare Receivable > 60 Days	13.43%	< 6%

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Nine months ended March 31, 2018

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Gross Patient Revenue	663,245	4.88%	(3,061,271)	-2.50%
<p>Gross patient revenue is over budget for the month and under budget year to date. Patient statistics under budget include Outpatient visits.</p> <p>Average Daily Census is 14.8 in March which is under budget by 1.1.</p>				
Deductions from Revenue	(407,396)	-6.60%	761,224	1.35%
<p>Deductions from revenue are over budget for March and under budget year to date.</p> <p>They are currently booked at 46% for March and 47.0% 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	50,707	5.40%	2,145,058	25.07%
<p>Bad debt expense is booked at 6% for March and 5% year to date.</p>				
Charity Care	274,872	102.47%	996,556	40.76%
<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	(27,738)	-18.45%	308,989	21.56%
<p>Other Operating Revenue is under budget for the month and is over budget year to date.</p>				
Salaries and Wages	261,069	7.52%	2,632,541	8.51%
<p>Salary and Wages are under budget for March and remain under budget year to date. With the lower census, departments have been very mindful of sending employees home to balance staffing and patient needs. Paid FTEs are under budget by 24.48 FTEs for the month and 34.31 FTEs year to date.</p>				
Fringe Benefits	173,757	21.10%	(44,982)	-0.62%
<p>Fringe benefits are under budget in March but remain under budget year to date. Group Health was under budget in March.</p>				
Contract Labor	(44,526)	0.00%	(581,232)	-100.89%

Contract labor is over budget for March and remains over budget year to date.

Behavioral Health, Surgery, Dialysis, Ultrasound and Emergency Room are over budget for the month.

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Nine months ended March 31, 2018

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Physician Fees	(65,316)	-34.58%	(236,650)	-13.98%
Physician fees are over budget in March and remain over budget year to date. Costs for Radiology are under March and costs for Sleep lab, Locums and locum Pediatrics are over budget.				
Purchased Services	(49,276)	-12.64%	(30,714)	-0.80%
Purchased services are under budget for March and under budget year to date. Services over budget include Consulting fees, Sponsorships, Legal Fees, Collection Agency and Pharmacy mgmt.				
Supply Expense	(227,625)	-23.85%	(1,077,475)	-12.47%
Supplies are over budget for March and remain over budget year to date. Line items over budget include Radioactive materials, Lab Supplies, Other Med/Surg Supplies, Drugs, Minor Equipment and Outdated and Marketing Suppl				
Repairs & Maintenance	(16,432)	-4.57%	(145,352)	-4.56%
Repairs and Maintenance are over budget for March and over budget year to date.				
All Other Operating Expenses	(43,907)	-27.90%	(43,217)	-2.72%
This expense is over budget in March and over budget year to date. Other expenses over budget are Licenses and Taxes, Memberships, Physician Recruitment and Foundation Other Expenses.				
Leases and Rentals	(831)	-1.15%	(29,262)	-5.14%
This expense is over budget for March and remains over budget year to date.				
Depreciation and Amortization	25,604	4.02%	225,539	3.69%
Depreciation is under budget for March and remains under budget year to date.				
BALANCE SHEET				
Cash and Cash Equivalents	\$291,734	1.90%		
Cash increased in March. Cash collections for March were \$6.1 million. Days Cash on Hand decreased to 116.4 days.				
Gross Patient Accounts Receivable	\$1,649,302	7.88%		
This receivable increased in March.				

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Nine months ended March 31, 2018

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Bad Debt and Allowance Reserves	(222,129)	-2.15%		
Bad Debt and Allowances increased due to the adjustment made to better reflect historical write-offs, decreased revenue and the continuing trend of increased Self Pay patients.				
Other Receivables	65,909	5.82%		
Other Receivables increased in March due to Occ Med and Cty Maintenance invoices outstanding.				
Prepaid Expenses	(245,742)	-12.45%		
Prepaid expenses decreased due to the normal activity in this account.				
Limited Use Assets	(300,643)	-1.95%		
These assets decreased due to a payment of interest on the 2013B bonds.				
Plant Property and Equipment	(524,425)	-0.76%		
The decrease in these assets is due to the increase in Capital equipment and the normal increase in accumulated depreciation.				
Accounts Payable	(221,600)	-5.92%		
This liability increased due to the normal activity in this account.				
Accrued Payroll	(241,745)	-16.94%		
This liability increased in March. The payroll accrual for March was 9 days.				
Accrued Benefits	(91,468)	-5.21%		
This liability increased in March with the normal accrual and usage of PTO .				
Other Current Liabilities	566,156	91.59%		
This liability decreased due to a payment of interest on the 2013B bonds				
Other Long Term Liabilities	51,265	4.44%		
This liability decreased due to the normal monthly lease payments.				
Total Net Assets	(790,405)	-1.01%		

The net gainfrom operations for March is \$589,963.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

OTHER OPERATING REVENUE - Detail

YEAR TO DATE JANUARY 2018

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

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

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

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

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

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

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

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

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

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

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

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

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

April 18, 2018

PROVIDER CLINIC – MARCH 2018

THE CLINIC BOTTOM LINE. The bottom line for the Provider Clinic for March was a loss of \$446,993, compared to a loss of \$575,263 in the budget. The YTD net operating loss is \$5,470,961, compared to a loss of \$5,603,732 in the budget.

VOLUME. Total visits were 4,795 for March, under budget by 217 visits. YTD patient visits are 40,470, under budget by 3,596 visits.

REVENUE. Revenue for the Clinic for March was \$1,566,309, over budget by \$22,938. YTD revenue was \$12,093,619, under budget by \$1,483,891. The Clinic physicians also generate hospital revenue in addition to their office revenue. This is called enterprise revenue, which consists of various sources, including Lab, Medical Imaging and Surgery. The amount of gross enterprise revenue generated for March from the Clinic is \$4,144,599. This equates to \$2,238,083 of net enterprise revenue with an impact to the bottom line from enterprise revenue of \$173,004. The gross enterprise revenue represents 29.1% of the total Hospital revenue for March.

Net patient revenue for the Clinic for March was \$852,694, under budget by \$61,131. YTD net patient revenue was \$6,554,620, which was under budget by \$1,089,176.

Deductions from revenue for the Clinic were booked at 45.6% for March. In March, the YTD payer mix was as follows; Commercial Insurance and Blue Cross consisted of 56.2% of revenue, Medicare and Medicaid consisted of 37.8% of revenue and Self Pay consisted of 5.4% of revenue.

EXPENSES. Total expenses for the month were \$1,365,018, which was under budget by \$176,070. YTD expenses were \$12,564,391, which was under budget by \$1,151,137. The majority of the expenses consist of Salaries and Benefits; which are about 83.9% of YTD total expenses. The following categories were over budget for March:

Physician Fees – This expense is over budget by \$48,956. Locum tenens fees for Pediatrics are over budget.

Other Operating Expenses - This expense is over budget by \$14,469. Education & Travel and Pharmacy Floor expense are over budget.

OVERALL ASSESSMENT. The Provider Clinic revenue plus enterprise revenue makes up 40.1% of total hospital gross patient revenue for March.



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

PHYSICIAN CLINICS

Unaudited Financial Statements

for

Nine months ended March 31, 2018

Certification Statement:

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

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Certified by:

Tami Love

Chief Financial Officer

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ROCK SPRINGS, WY**

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Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY Nine months ended March 31, 2018

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↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 3/31/2018	Year to Date 3/31/2018	Prior Fiscal Year End 06/30/17	MGMA Hospital Owned Rural
Profitability:					
Operating Margin	↑	-48.69%	-77.13%	-108.66%	-36.58%
Total Profit Margin	↑	-48.69%	-77.13%	-108.66%	-36.58%
Contractual Allowance %	↓	45.56%	45.80%	45.28%	
Liquidity:					
Net Days in Accounts Receivable	↓	43.92	51.74	48.86	39.58
Gross Days in Accounts Receivable	↓	53.09	58.29	50.23	72.82
Productivity and Efficiency:					
Patient Visits Per Day	↓	141.42	134.15	247.20	
Total Net Revenue per FTE	↑	N/A	\$137,664	\$124,265	
Salary Expense per Paid FTE		N/A	\$181,432	\$179,022	
Salary and Benefits as a % of Net Revenue		124.81%	151.60%	164.96%	91.26%
Employee Benefits %		14.97%	15.03%	14.50%	6.10%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Nine months ended March 31, 2018

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	CURRENT MONTH				Prior Year 03/31/17
	Actual 03/31/18	Budget 03/31/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	1,318,709	1,214,730	103,978	8.56%	1,063,097
Specialty Clinic Revenue	247,601	328,641	(81,040)	-24.66%	386,301
Total Gross Patient Revenue	1,566,309	1,543,371	22,938	1.49%	1,449,397
Deductions From Revenue					
Discounts and Allowances	(713,615)	(629,546)	(84,069)	-13.35%	(674,925)
Total Deductions From Revenue	(713,615)	(629,546)	(84,069)	-13.35%	(674,925)
Net Patient Revenue	852,694	913,825	(61,131)	-6.69%	774,472
Other Operating Revenue	65,331	52,000	13,331	25.64%	58,889
Total Operating Revenue	918,025	965,825	(47,800)	-4.95%	833,362
Operating Expenses					
Salaries and Wages	996,616	1,179,564	182,948	15.51%	1,295,287
Fringe Benefits	149,196	177,981	28,785	16.17%	203,069
Contract Labor	0	0	0	0.00%	0
Physicians Fees	54,331	5,375	(48,956)	-910.82%	33,662
Purchased Services	6,119	16,645	10,526	63.24%	85,726
Supply Expense	15,838	19,512	3,674	18.83%	28,457
Utilities	1,612	2,535	923	36.42%	5,604
Repairs and Maintenance	23,975	28,356	4,381	15.45%	29,953
Insurance Expense	17,662	21,143	3,481	16.46%	29,788
All Other Operating Expenses	69,590	58,121	(11,469)	-19.73%	91,004
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	4,923	5,663	740	13.07%	78,130
Depreciation and Amortization	25,156	26,193	1,038	3.96%	30,392
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,365,018	1,541,088	176,070	11.43%	1,911,070
Net Operating Surplus/(Loss)	(446,994)	(575,263)	128,270	-22.30%	(1,077,708)
Total Net Surplus/(Loss)	(\$446,994)	(\$575,263)	\$128,270	-22.30%	(\$1,077,708)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	
Increase/(Decrease in Unrestricted Net Assets	(\$446,994)	(\$575,263)	\$128,270	-22.30%	(\$1,077,708)
Operating Margin	-48.69%	-59.56%			-129.32%
Total Profit Margin	-48.69%	-59.56%			-129.32%
EBIDA	-45.95%	-56.85%			-125.67%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Nine months ended March 31, 2018

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	YEAR-TO-DATE				Prior Year 03/31/17
	Actual 03/31/18	Budget 03/31/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	10,379,814	10,760,662	(380,848)	-3.54%	10,526,047
Specialty Clinic Revenue	1,713,805	2,816,848	(1,103,043)	-39.16%	3,047,767
Total Gross Patient Revenue	12,093,619	13,577,510	(1,483,891)	-10.93%	13,573,814
Deductions From Revenue					
Discounts and Allowances	(5,538,999)	(5,933,714)	394,715	6.65%	(6,132,259)
Total Deductions From Revenue	(5,538,999)	(5,933,714)	394,715	6.65%	(6,132,259)
Net Patient Revenue	6,554,620	7,643,796	(1,089,176)	-14.25%	7,441,556
Other Operating Revenue	538,810	468,000	70,810	15.13%	514,094
Total Operating Revenue	7,093,430	8,111,796	(1,018,366)	-12.55%	7,955,650
Operating Expenses					
Salaries and Wages	9,348,645	10,493,453	1,144,808	10.91%	11,749,175
Fringe Benefits	1,405,168	1,470,607	65,439	4.45%	1,639,348
Contract Labor	0	0	0	0.00%	0
Physicians Fees	211,538	61,225	(150,313)	-245.51%	526,253
Purchased Services	96,896	145,170	48,274	33.25%	614,018
Supply Expense	107,056	182,604	75,548	41.37%	253,627
Utilities	14,303	22,816	8,512	37.31%	22,985
Repairs and Maintenance	272,066	251,004	(21,062)	-8.39%	265,825
Insurance Expense	168,703	187,742	19,039	10.14%	270,527
All Other Operating Expenses	660,345	614,148	(46,198)	-7.52%	843,122
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	48,410	50,242	1,832	3.65%	689,375
Depreciation and Amortization	231,260	236,518	5,258	2.22%	258,664
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	12,564,390	13,715,528	1,151,138	8.39%	17,132,917
Net Operating Surplus/(Loss)	(5,470,960)	(5,603,732)	132,772	-2.37%	(9,177,267)
Total Net Surplus/(Loss)	(5,470,960)	(5,603,732)	\$132,772	-2.37%	(\$9,177,267)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(5,470,960)	(5,603,732)	\$132,772	-2.37%	(9,177,267)
Operating Margin	-77.13%	-69.08%			-115.36%
Total Profit Margin	-77.13%	-69.08%			-115.36%
EBIDA	-73.87%	-66.17%			-112.10%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

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	Actual 3/31/2018	Actual 2/28/2018	Actual 1/31/2018	Actual 12/31/2017	Actual 11/30/2017
Gross Patient Revenue					
Clinic Revenue	\$1,318,709	\$1,119,761	\$1,215,537	\$1,048,027	\$1,212,089
Specialty Clinic Revenue	\$247,601	\$83,134	\$157,597	\$191,061	\$176,581
Total Gross Patient Revenue	\$1,566,309	\$1,202,895	\$1,373,134	\$1,239,088	\$1,388,670
Deductions From Revenue					
Discounts and Allowances	713,615	704,136	623,009	543,305	612,876
Total Deductions From Revenue	713,615	704,136	623,009	543,305	612,876
Net Patient Revenue	\$852,694	\$498,759	\$750,126	\$695,783	\$775,795
Other Operating Revenue	65,331	92,755	39,205	75,425	47,316
Total Operating Revenue	918,025	591,514	789,330	771,208	823,111
Operating Expenses					
Salaries and Wages	\$996,616	\$1,044,644	\$1,050,815	\$1,074,475	\$911,619
Fringe Benefits	\$149,196	\$208,855	\$229,329	\$150,556	\$141,429
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$54,331	\$35,838	\$49,360	\$27,509	\$8,750
Purchased Services	\$6,119	\$6,909	\$6,934	\$3,674	\$16,060
Supply Expense	\$15,838	\$13,586	\$11,743	\$13,090	\$6,673
Utilities	\$1,612	\$1,292	\$1,924	\$1,576	\$1,293
Repairs and Maintenance	\$23,975	\$44,024	\$24,693	\$44,360	\$27,672
Insurance Expense	\$17,662	\$17,762	\$17,762	\$17,762	\$19,353
All Other Operating Expenses	\$69,590	\$52,427	\$58,416	\$67,389	\$60,479
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$4,923	\$5,658	\$5,487	\$4,823	\$5,002
Depreciation and Amortization	\$25,156	\$25,537	\$25,690	\$25,820	\$25,820
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,365,018	\$1,456,533	\$1,482,153	\$1,431,033	\$1,224,150
Net Operating Surplus/(Loss)	(\$446,994)	(\$865,019)	(\$692,823)	(\$659,824)	(\$401,039)
Total Net Surplus/(Loss)	(\$446,994)	(\$865,019)	(\$692,823)	(\$659,824)	(\$401,039)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets	(\$446,994)	(\$865,019)	(\$692,823)	(\$659,824)	(\$401,039)
Operating Margin	-48.69%	-146.24%	-87.77%	-85.56%	-48.72%
Total Profit Margin	-48.69%	-146.24%	-87.77%	-85.56%	-48.72%
EBIDA	-45.95%	-141.92%	-84.52%	-82.21%	-45.59%

Actual 10/31/2017	Actual 9/30/2017	Actual 8/31/2017	Actual 7/31/2017	Actual 6/30/2017	Actual 5/31/2017	Actual 4/30/2017	Actual 3/31/2017
\$1,220,406	\$1,103,975	\$1,181,300	\$960,010	\$1,369,601	\$1,168,237	\$1,327,433	\$1,063,097
\$205,457	\$236,113	\$206,155	\$210,106	\$259,241	\$217,138	\$244,602	\$386,301
\$1,425,863	\$1,340,088	\$1,387,455	\$1,170,116	\$1,628,842	\$1,385,376	\$1,572,035	\$1,449,397
692,936	555,237	608,792	485,094	760,859	633,239	696,587	674,925
692,936	555,237	608,792	485,094	760,859	633,239	696,587	674,925
\$732,927	\$784,851	\$778,663	\$685,022	\$867,983	\$752,136	\$875,448	\$774,472
57,810	55,461	50,468	55,040	39,611	56,796	52,177	58,889
790,737	840,312	829,131	740,062	907,594	808,932	927,625	833,362
\$1,011,079	\$981,413	\$1,231,456	\$1,046,527	\$1,214,764	\$1,195,299	\$1,111,333	\$1,295,287
\$154,715	\$115,658	\$129,549	\$125,879	\$193,095	\$181,519	\$200,857	\$203,069
\$13,500	\$8,000	\$5,500	\$8,750	\$5,250	\$37,370	\$36,162	\$33,662
\$14,349	\$14,339	\$13,213	\$15,299	\$30,068	\$16,317	\$60,702	\$85,726
\$12,143	\$12,121	\$12,785	\$10,087	\$10,932	\$15,371	\$13,857	\$28,457
\$1,885	\$1,574	\$1,566	\$1,584	\$1,564	\$1,684	\$780	\$5,604
\$25,772	\$28,910	\$26,427	\$26,233	\$27,118	\$25,153	\$30,199	\$29,953
\$18,963	\$19,406	\$19,406	\$20,627	\$21,360	\$21,360	\$29,117	\$29,788
\$75,621	\$65,091	\$137,030	\$74,302	\$56,952	\$71,115	\$57,325	\$91,004
\$4,831	\$5,018	\$5,391	\$7,277	\$75,265	\$76,910	\$77,311	\$78,130
\$25,820	\$25,747	\$25,747	\$25,924	\$27,194	\$30,719	\$30,719	\$30,392
\$1,358,677	\$1,277,277	\$1,608,070	\$1,362,489	\$1,663,563	\$1,672,816	\$1,648,362	\$1,911,070
(\$567,940)	(\$436,964)	(\$778,939)	(\$622,427)	(\$755,969)	(\$863,885)	(\$720,737)	(\$1,077,708)
(\$567,940)	(\$436,964)	(\$778,939)	(\$622,427)	(\$755,969)	(\$863,885)	(\$720,737)	(\$1,077,708)
0	0	0	0	0	0	0	0
(\$567,940)	(\$436,964)	(\$778,939)	(\$622,427)	(\$755,969)	(\$863,885)	(\$720,737)	(\$1,077,708)
-71.82%	-52.00%	-93.95%	-84.10%	-83.29%	-106.79%	-77.70%	-129.32%
-71.82%	-52.00%	-93.95%	-84.10%	-83.29%	-106.79%	-77.70%	-129.32%
-68.56%	-48.94%	-90.84%	-80.60%	-80.30%	-103.00%	-74.39%	-125.67%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Nine months ended March 31, 2018

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Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative)	Prior Year		Actual	Budget	Positive/ (Negative)	Prior Year
03/31/18	03/31/18	Variance	03/31/17		03/31/18	03/31/18	Variance	03/31/17
Outpatient Statistics:								
4,384	4,419	(35)	4,593	Clinic Visits - Primary Care	36,758	38,997	(2,239)	39,844
411	593	(182)	633	Clinic Visits - Specialty Clinics	3,712	5,069	(1,357)	5,143
Productivity Statistics:								
63.29	75.74	(12.45)	80.14	FTE's - Worked	61.32	75.74	(14.42)	78.56
67.93	83.23	(15.30)	85.13	FTE's - Paid	68.64	83.23	(14.59)	86.80



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

HOSPITAL ONLY

Unaudited Financial Statements

for

Nine months ended March 31, 2018

Certification Statement:

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

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Certified by:

Tami Love

Chief Financial Officer

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Nine months ended March 31, 2018

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Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Nine months ended March 31, 2018

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 3/31/2018	Year to Date 3/31/2018	Prior Fiscal Year End 06/30/17	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev (See Note 2)
Profitability:						
Operating Margin	↑	15.07%	9.97%	6.04%	2.64%	-0.73%
Total Profit Margin	↑	17.90%	13.61%	11.04%	6.11%	0.21%
Contractual Allowance %	↓	39.29%	39.25%	31.23%	34.31%	53.86%
Inpatient Gross Revenue Percentage		28.15%	24.19%	34.51%	36.90%	28.70%
Outpatient Gross Revenue Percentage		71.85%	75.81%	65.49%	64.10%	71.70%
Liquidity:						
Net Days in Accounts Receivable	↓	48.18	48.73	53.22	66.90	57.20
Gross Days in Accounts Receivable	↓	48.38	49.55	52.36		
Productivity and Efficiency:						
Paid FTE's per Adjusted Occupied Bed	↓	7.30	7.94	7.35	6.60	4.63
Total Net Revenue per FTE	↑	N/A	\$202,343	\$176,393	\$132,369	\$109,053
Salary Expense per Paid FTE		N/A	\$69,683	\$63,287	\$62,436	\$48,150
Salary and Benefits as a % of Net Revenue		40.12%	44.59%	46.65%	43.60%	42.40%
Employee Benefits %		22.60%	31.28%	30.51%	22.98%	29.27%

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

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

Balance Sheet - Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Nine months ended March 31, 2018

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	Current Month 3/31/2018	Prior Month 2/28/2018	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2017
Current Assets					
Cash and Cash Equivalents	\$0	\$0	\$0	0.00%	\$0
Gross Patient Accounts Receivable	19,805,208	18,346,840	1,458,368	7.95%	17,440,457
Less: Bad Debt and Allowance Reserves	(9,203,258)	(9,082,226)	(121,032)	-1.33%	(8,010,922)
Net Patient Accounts Receivable	10,601,950	9,264,614	1,337,336	14.43%	9,429,535
Interest Receivable	0	0	0	0.00%	0
Other Receivables	0	0	0	0.00%	0
Inventories	0	0	0	0.00%	0
Prepaid Expenses	0	0	0	0.00%	0
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	10,601,950	9,264,614	1,337,336	14.43%	9,429,535
Assets Whose Use is Limited					
Cash	0	0	0	0.00%	0
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds	0	0	0	0.00%	0
Funded Depreciation	0	0	0	0.00%	0
Board Designated Funds	0	0	0	0.00%	0
Other Limited Use Assets	0	0	0	0.00%	0
Total Limited Use Assets	0	0	0	0.00%	0
Property, Plant, and Equipment					
Land and Land Improvements	0	0	0	0.00%	0
Building and Building Improvements	0	0	0	0.00%	0
Equipment	0	0	0	0.00%	0
Construction In Progress	0	0	0	0.00%	0
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	0	0	0	0.00%	0
Less: Accumulated Depreciation	0	0	0	0.00%	0
Net Property, Plant, and Equipment	0	0	0	0.00%	0
Other Assets					
Unamortized Loan Costs	0	0	0	0.00%	0
Assets Held for Future Use	0	0	0	0.00%	0
Investments in Subsidiary/Affiliated Org.	0	0	0	0.00%	0
Other	0	0	0	0.00%	0
Total Other Assets	0	0	0	0.00%	0
TOTAL UNRESTRICTED ASSETS	10,601,950	9,264,614	1,337,336	14.43%	9,429,535
Restricted Assets	0	0	0	0.00%	0
TOTAL ASSETS	\$10,601,950	\$9,264,614	\$1,337,336	14.43%	\$9,429,535

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Nine months ended March 31, 2018

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	CURRENT MONTH				Prior Year 03/31/17
	Actual 03/31/18	Budget 03/31/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$3,572,487	\$3,383,087	\$189,400	5.60%	\$3,160,524
Outpatient Revenue	9,117,337	8,666,431	450,907	5.20%	8,521,843
Clinic Revenue	0	0	0	0.00%	0
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	12,689,825	12,049,518	640,307	5.31%	11,682,367
Deductions From Revenue					
Discounts and Allowances	(4,986,232)	(4,337,327)	(648,905)	-14.96%	(4,245,116)
Bad Debt Expense (Governmental Providers Only)	(888,176)	(938,882)	50,707	5.40%	(724,002)
Charity Care	6,620	(268,252)	274,872	102.47%	(353,391)
Total Deductions From Revenue	(5,867,788)	(5,544,461)	(323,327)	-5.83%	(5,322,510)
Net Patient Revenue	6,822,037	6,505,057	316,980	4.87%	6,359,857
Other Operating Revenue	57,279	98,347	(41,068)	-41.76%	154,610
Total Operating Revenue	6,879,315	6,603,404	275,912	4.18%	6,514,467
Operating Expenses					
Salaries and Wages	2,214,812	2,292,933	78,121	3.41%	2,106,094
Fringe Benefits	500,496	645,468	144,972	22.46%	547,086
Contract Labor	44,526	0	(44,526)	0.00%	177,922
Physicians Fees	199,858	183,499	(16,359)	-8.92%	223,039
Purchased Services	432,958	373,156	(59,801)	-16.03%	449,196
Supply Expense	1,166,378	935,079	(231,300)	-24.74%	924,890
Utilities	105,918	87,059	(18,859)	-21.66%	55,114
Repairs and Maintenance	352,240	331,428	(20,813)	-6.28%	311,886
Insurance Expense	39,199	44,329	5,130	11.57%	49,226
All Other Operating Expenses	131,711	99,273	(32,438)	-32.68%	141,802
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	68,428	66,857	(1,571)	-2.35%	6,513
Depreciation and Amortization	585,835	610,402	24,567	4.02%	696,776
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	5,842,359	5,669,482	(172,877)	-3.05%	5,689,545
Net Operating Surplus/(Loss)	1,036,956	933,921	103,035	11.03%	824,922
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	10,816	7,100	3,716	52.33%	4,623
Tax Subsidies (Except for GO Bond Subsidies)	291,849	279,743	12,106	4.33%	232,770
Tax Subsidies for GO Bonds	40,555	0	40,555	0.00%	0
Interest Expense (Governmental Providers Only)	(148,675)	(111,593)	37,082	-33.23%	(130,517)
Other Non-Operating Revenue/(Expenses)	0	19,855	(19,855)	-100.00%	Page 8132 of 204
Total Non Operating Revenue/(Expense)	194,545	195,105	(560)	-0.29%	(194,010)
Total Net Surplus/(Loss)	\$1,231,501	\$1,129,026	\$102,475	9.08%	\$630,912
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$1,231,501	\$1,129,026	\$102,475	9.08%	\$630,912
Operating Margin	15.07%	14.14%			12.66%
Total Profit Margin	17.90%	17.10%			9.68%
EBIDA	26.70%	26.50%			26.00%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
Nine months ended March 31, 2018

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	YEAR-TO-DATE				Prior Year 03/31/17
	Actual 03/31/18	Budget 03/31/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$25,907,022	\$36,207,802	(\$10,300,781)	-28.45%	\$34,576,293
Outpatient Revenue	81,200,958	72,477,558	8,723,400	12.04%	69,058,804
Clinic Revenue	0	0	0	0.00%	0
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	107,107,980	108,685,360	(1,577,380)	-1.45%	103,635,097
Deductions From Revenue					
Discounts and Allowances	(42,043,370)	(39,268,265)	(2,775,105)	-7.07%	(37,039,939)
Bad Debt Expense (Governmental Providers Only)	(6,412,439)	(8,557,497)	2,145,058	25.07%	(7,504,013)
Charity Care	(1,448,443)	(2,444,999)	996,556	40.76%	(1,768,802)
Total Deductions From Revenue	(49,904,252)	(50,270,761)	366,509	0.73%	(46,312,753)
Net Patient Revenue	57,203,728	58,414,599	(1,210,871)	-2.07%	57,322,343
Other Operating Revenue	1,203,316	965,137	238,179	24.68%	960,543
Total Operating Revenue	58,407,043	59,379,736	(972,693)	-1.64%	58,282,886
Operating Expenses					
Salaries and Wages	18,956,918	20,444,650	1,487,732	7.28%	19,942,321
Fringe Benefits	5,929,587	5,819,167	(110,420)	-1.90%	5,537,269
Contract Labor	1,157,357	576,126	(581,231)	-100.89%	2,001,913
Physicians Fees	1,718,086	1,631,749	(86,337)	-5.29%	1,700,981
Purchased Services	3,759,968	3,680,980	(78,987)	-2.15%	4,132,413
Supply Expense	9,611,061	8,458,039	(1,153,022)	-13.63%	8,588,577
Utilities	821,968	851,236	29,268	3.44%	850,885
Repairs and Maintenance	3,057,387	2,933,096	(124,291)	-4.24%	2,841,543
Insurance Expense	387,941	398,961	11,020	2.76%	455,040
All Other Operating Expenses	973,108	976,090	2,981	0.31%	1,273,554
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	550,499	519,406	(31,093)	-5.99%	148,425
Depreciation and Amortization	5,661,788	5,882,070	220,282	3.74%	6,412,731
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	52,585,669	52,171,570	(414,099)	-0.79%	53,885,653
Net Operating Surplus/(Loss)	5,821,374	7,208,166	(1,386,792)	-19.24%	4,397,233
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	42,509	63,900	(21,391)	-33.48%	11,487
Tax Subsidies (Except for GO Bond Subsidies)	3,013,308	2,517,687	495,621	19.69%	2,427,690
Tax Subsidies for GO Bonds	164,058	0	164,058	0.00%	0
Interest Expense (Governmental Providers Only)	(1,096,144)	(1,004,337)	(91,807)	9.14%	(998,454)
Other Non-Operating Revenue/(Expense)	3,757	178,695	(174,938)	-97.90%	(773,109)
Total Non Operating Revenue/(Expense)	2,127,489	1,755,945	371,544	21.16%	662,614
Total Net Surplus/(Loss)	\$7,948,863	\$8,964,111	(\$1,015,248)	-11.33%	\$5,064,847
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$7,948,863	\$8,964,111	(\$1,015,248)	-11.33%	\$5,064,847
Operating Margin	9.97%	12.14%			7.54%
Total Profit Margin	13.61%	15.10%			8.69%
EBIDA	23.60%	25.22%			21.80%

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

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	Actual 3/31/2018	Actual 2/28/2018	Actual 1/31/2018	Actual 12/31/2017	Actual 11/30/2017
Gross Patient Revenue					
Inpatient Revenue	\$3,572,487	\$2,539,861	\$3,482,532	\$2,372,167	\$2,557,222
Inpatient Psych/Rehab Revenue					
Outpatient Revenue	9,117,337	8,217,125	9,046,087	9,332,424	9,091,002
Clinic Revenue					
Specialty Clinic Revenue					
Total Gross Patient Revenue	\$12,689,825	\$10,756,986	\$12,528,619	\$11,704,591	\$11,648,224
Deductions From Revenue					
Discounts and Allowances	4,986,232	4,075,828	5,242,385	4,444,609	4,786,171
Bad Debt Expense (Governmental Providers Only)	888,176	510,331	432,591	595,394	298,556
Charity Care	(6,620)	160,500	105,168	261,972	188,422
Total Deductions From Revenue	5,867,788	4,746,658	5,780,144	5,301,974	5,273,149
Net Patient Revenue	\$6,822,037	\$6,010,328	\$6,748,475	\$6,402,616	\$6,375,075
Other Operating Revenue	57,279	153,602	163,625	144,416	313,559
Total Operating Revenue	6,879,315	6,163,930	6,912,100	6,547,032	6,688,634
Operating Expenses					
Salaries and Wages	\$2,214,812	\$1,960,393	\$2,219,100	\$2,070,775	\$1,963,764
Fringe Benefits	\$500,496	\$781,722	\$890,349	\$704,402	\$724,284
Contract Labor	\$44,526	\$79,857	\$166,621	\$111,766	\$183,557
Physicians Fees	\$199,858	\$219,225	\$201,398	\$265,382	\$201,781
Purchased Services	\$432,958	\$414,154	\$420,807	\$361,134	\$489,788
Supply Expense	\$1,166,378	\$958,879	\$1,188,979	\$1,019,865	\$1,081,715
Utilities	\$105,918	\$80,437	\$93,761	\$92,517	\$90,096
Repairs and Maintenance	\$352,240	\$396,900	\$364,448	\$323,889	\$330,784
Insurance Expense	\$39,199	\$39,099	\$41,178	\$41,157	\$41,666
All Other Operating Expenses	\$131,711	\$101,946	\$118,798	\$72,178	\$111,968
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$68,428	\$70,085	\$73,104	\$63,901	\$67,620
Depreciation and Amortization	\$585,835	\$584,851	\$586,577	\$591,507	\$592,805
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$5,842,359	\$5,687,548	\$6,365,120	\$5,718,475	\$5,879,828
Net Operating Surplus/(Loss)	\$1,036,956	\$476,382	\$546,980	\$828,558	\$808,806
Non-Operating Revenue:					
Contributions					
Investment Income	10,816	4,898	(2,148)	1,833	902
Tax Subsidies (Except for GO Bond Subsidies)					
Tax Subsidies for GO Bonds	291,849	379,346	322,567	334,349	338,547
Interest Expense (Governmental Providers Only)	(148,675)	(105,421)	(105,774)	(120,482)	(106,298)
Other Non-Operating Revenue/(Expenses)	40,555	8,609	26,104	11,269	23,279
Total Non Operating Revenue/(Expense)	\$194,545	\$287,432	\$240,749	\$226,968	\$256,429
Total Net Surplus/(Loss)	\$1,231,501	\$763,813	\$787,729	\$1,055,526	\$1,065,235
Change in Unrealized Gains/(Losses) on Investments					
Increase/(Decrease in Unrestricted Net Assets)	\$1,231,501	\$763,813	\$787,729	\$1,055,526	\$1,065,235
Operating Margin	15.07%	7.73%	7.91%	12.66%	12.09%
Total Profit Margin	17.90%	12.39%	11.40%	16.12%	15.93%
EBIDA	23.59%	17.22%	16.40%	21.69%	20.96%

Actual 10/31/2017	Actual 9/30/2017	Actual 8/31/2017	Actual 7/31/2017	Actual 6/30/2017	Actual 5/31/2017	Actual 4/30/2017	Actual 3/31/2017
\$2,788,873	\$2,847,823	\$2,623,367	\$3,122,689	\$2,539,451	\$3,335,977	\$3,639,447	\$3,160,524
9,761,390	8,831,699	9,336,438	8,467,456	8,682,306	8,442,688	7,816,452	8,521,843
\$12,550,263	\$11,679,522	\$11,959,805	\$11,590,145	\$11,221,757	\$11,778,665	\$11,455,900	\$11,682,367
4,797,468	4,513,867	4,593,597	4,603,213	4,951,964	5,700,714	4,642,764	4,245,116
945,198	982,992	976,726	782,476	747,176	802,116	692,173	724,002
196,604	63,706	195,376	283,316	317,868	301,201	124,361	353,391
5,939,270	5,560,565	5,765,698	5,669,005	6,017,007	6,804,031	5,459,298	5,322,510
\$6,610,993	\$6,118,958	\$6,194,106	\$5,921,140	\$5,204,749	\$4,974,634	\$5,996,602	\$6,359,857
168,217	76,560	47,962	78,096	97,919	435,090	95,086	154,610
6,779,210	6,195,517	6,242,068	5,999,236	5,302,668	5,409,723	6,091,688	6,514,467
\$2,184,887	\$1,979,137	\$2,155,511	\$2,208,539	\$2,033,115	\$2,169,311	\$2,084,321	\$2,106,094
\$744,932	\$504,914	\$534,224	\$544,263	\$597,603	\$677,271	\$643,495	\$547,086
\$129,775	\$137,000	\$102,834	\$201,421	\$119,467	\$150,585	\$128,602	\$177,922
\$174,802	\$149,461	\$151,581	\$154,596	\$170,159	\$247,447	\$269,062	\$223,039
\$398,284	\$465,859	\$391,162	\$385,822	\$376,408	\$383,443	\$511,286	\$449,196
\$1,074,955	\$1,073,913	\$1,079,424	\$965,943	\$1,460,352	\$1,048,554	\$969,012	\$924,890
\$83,480	\$104,431	\$92,091	\$79,238	\$97,802	\$91,791	\$88,520	\$55,114
\$299,456	\$314,793	\$358,927	\$315,951	\$344,718	\$361,615	\$311,890	\$311,886
\$44,841	\$47,183	\$47,137	\$46,481	\$46,311	\$46,311	\$45,423	\$49,226
\$140,301	\$103,978	\$104,777	\$87,451	\$129,785	\$100,687	\$104,819	\$141,802
(\$55,699)	\$84,230	\$114,401	\$64,429	\$7,423	\$15,913	\$7,845	\$6,513
\$712,442	\$656,602	\$672,888	\$678,280	\$679,047	\$687,296	\$698,168	\$696,776
\$5,932,455	\$5,621,502	\$5,804,959	\$5,732,416	\$6,062,191	\$5,980,224	\$5,862,442	\$5,689,545
\$846,755	\$574,016	\$437,110	\$266,820	(\$759,522)	(\$570,501)	\$229,246	\$824,922
4,510	10,888	9,201	1,610	17,507	10,494	92,646	4,623
308,743	420,876	310,001	307,031	302,717	246,405	233,796	232,770
(170,996)	(107,709)	(124,049)	(106,739)	(129,860)	(109,197)	(108,951)	(130,517)
20,605	1,481	19,419	16,496	(232,314)	(264,249)	(286,531)	(300,886)
\$162,862	\$325,536	\$214,571	\$218,397	(\$41,950)	(\$116,546)	(\$69,040)	(\$194,010)
\$1,009,617	\$899,552	\$651,681	\$485,217	(\$801,472)	(\$687,047)	\$160,205	\$630,912
				(10,679)		(97,892)	
\$1,009,617	\$899,552	\$651,681	\$485,217	(\$812,151)	(\$687,047)	\$62,313	\$630,912
12.49%	9.27%	7.00%	4.45%	-14.32%	-10.55%	3.76%	12.66%
14.89%	14.52%	10.44%	8.09%	-15.11%	-12.70%	2.63%	9.68%
23.00%	19.86%	17.78%	15.75%	-1.52%	2.16%	15.22%	23.36%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Nine months ended March 31, 2018

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Current Month				Year-To-Date				
Actual 03/31/18	Budget 03/31/18	Positive/ (Negative) Variance	Prior Year 03/31/17					
STATISTICS				Actual 03/31/18	Budget 03/31/18	Positive/ (Negative) Variance	Prior Year 03/31/17	
Discharges								
174	149	25	149	Acute	1,207	1,514	(307)	1,514
174	149	25	149	Total Adult Discharges	1,207	1,514	(307)	1,514
55	39	16	39	Newborn	388	387	1	548
229	188	41	188	Total Discharges	1,595	1,901	(306)	2,062
Patient Days:								
460	427	33	427	Acute	3,210	4,933	(1,723)	4,933
460	427	33	427	Total Adult Patient Days	3,210	4,933	(1,723)	4,933
88	63	25	63	Newborn	670	613	57	613
548	490	58	490	Total Patient Days	3,880	5,546	(1,666)	5,546
Average Length of Stay (ALOS)								
2.6	2.9	(0.2)	2.9	Acute	2.7	3.3	(0.6)	3.3
2.6	2.9	(0.2)	2.9	Total Adult ALOS	2.7	3.3	(0.6)	3.3
1.6	1.6	(0.0)	1.6	Newborn ALOS	1.7	1.6	0.1	1.1
Average Daily Census (ADC)								
14.8	13.8	1.1	13.8	Acute	11.7	18.0	(6.3)	18.0
14.8	13.8	1.1	13.8	Total Adult ADC	11.7	18.0	(6.3)	18.0
2.8	2.0	0.8	2.0	Newborn	2.4	2.2	0.2	2.2
Emergency Room Statistics								
152	147	5	147	ER Visits - Admitted	1,261	1,377	(116)	1,377
1,225	1,041	184	1,041	ER Visits - Discharged	11,026	11,084	(58)	11,084
1,377	1,188	189	1,188	Total ER Visits	12,287	12,461	(174)	12,461
11.04%	12.37%		12.37%	% of ER Visits Admitted	10.26%	11.05%		11.05%
87.36%	98.66%		98.66%	ER Admissions as a % of Total	104.47%	90.95%		90.95%
Outpatient Statistics:								
6,716	7,497	(781)	7,497	Total Outpatients Visits	57,997	62,846	(4,849)	62,846
78	100	(22)	100	Observation Bed Days	1,014	918	96	918
45	40	5	40	IP Surgeries	271	331	(60)	331
143	153	(10)	153	OP Surgeries	1,346	1,341	5	1,341
Productivity Statistics:								
355.13	367.16	(12.03)	371.32	FTE's - Worked	347.27	367.16	(19.89)	371.01
384.70	403.18	(18.48)	396.72	FTE's - Paid	384.52	403.18	(18.66)	405.14
1.3652	1.4474	(0.08)	1.4474	Case Mix Index -Medicare	1.3571	0.9600	0.40	1.0980
0.8253	0.9618	(0.14)	0.9618	Case Mix Index - All payers	0.8624	0.8500	0.01	0.8798

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

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

April 10, 2018

HIGH DESERT RURAL HEALTHCARE DISTRICT – MARCH 2018

THE HDRHD BOTTOM LINE. The bottom line for the HDRHD Clinic for March was a loss of \$31,371 compared to a loss of \$30,416 in the Budget. The YTD Clinic loss is \$228,795 compared with a YTD loss of \$273,744 in the Budget.

REVENUE. Revenue for the Clinic for March was \$0.00, under Budget by \$18,501. YTD Revenue is \$19,828, under Budget by \$146,678. The Budget was based on 5 visits per day. Deductions from Revenue for the Clinic were \$1,345.60 for March.

EXPENSES. Total Expenses for the month were \$30,025 under Budget by \$11,121. YTD Expenses were \$237,385 under Budget by \$132,932. Included in the packet is the detail trial balance, copies of invoices and additional support for all the expenses.

VOLUME. The volume for March was 32 patients, compared to 30 patients in February.

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

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

Tami Love
 Signature of Claimant

Bills to be Paid Must Be Accompanied by this Signed Voucher

[illegible]

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HIGH DESERT RURAL HEALTH DISTRICT

MHSC Wamsutter Clinic

Nine months ended March 31, 2018

STATEMENT OF REVENUE AND EXPENSES

	CURRENT PERIOD		YEAR TO DATE	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Gross Revenue	-	18,500.63	19,827.75	166,505.67
Deductions	(1,345.60)	(7,770.26)	(11,237.63)	(69,932.34)
Net Revenue	(1,345.60)	10,730.37	8,590.12	96,573.33
Other Operating Revenue				
Total Net Operating Revenue	(1,345.60)	10,730.37	8,590.12	96,573.33
Operating Expenses				
Salaries and Wage	22,701.40	32,736.37	175,256.17	294,627.33
Fringe Benefits	3,500.32	2,650.00	29,071.11	23,850.00
Advertising	860.00	2,300.00	7,740.00	20,700.00
Other Purchased Services		50.00	402.00	450.00
Instruments		10.00	-	90.00
Other Med/Surg Supplies	429.60	300.00	760.99	2,700.00
Minor Equipment		300.00	365.00	2,700.00
Office & Admin Supplies		50.00	145.27	450.00
Maintenance Supplies		50.00	-	450.00
Outdates Unused Supplies		-	47.60	-
Other Non Med Supplies		50.00	19.88	450.00
Telephone	1,154.80	350.00	9,949.64	3,150.00
Cable Television	60.56	50.00	510.04	450.00
Contract Maintenance		100.00	220.50	900.00
Professional Liability Insurance		150.00	892.50	1,350.00
License & Taxes		10.00	-	90.00
Education & Travel	71.40	65.00	143.92	585.00
Pharmacy		500.00	325.98	4,500.00
Equipment Lease	21.70	200.00	507.82	1,800.00
Vehicle Lease	1,225.22	1,225.00	11,026.98	11,025.00
Total Operating Expenses	30,025.00	41,146.37	237,385.40	370,317.33
Total Clinic Gain (Loss)	\$ (31,370.60)	\$ (30,416.00)	\$ (228,795.28)	\$ (273,744.00)

REVENUE DETAIL

Gross Clinic Patient Revenue	CURRENT PERIOD		YEAR TO DATE	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Dr. Michael Bowers	(130.00)		6,078.13	
Dr. Larry Lauridsen			4,388.04	
Dr. Brytton Long			6,807.01	
PA Melissa Lehman	130.00		2,554.57	
Total Revenue	\$ -	\$ 18,500.63	\$ 19,827.75	\$ 166,505.67

HIGH DESERT RURAL HEALTH DISTRICT**MHSC Wamsutter Clinic**

Nine months ended March 31, 2018

PAYOR MIX DATA

PAYOR MIX	CURRENT PERIOD	YEAR TO DATE
	ACTUAL	ACTUAL
Commercial	0.0%	1.6%
Blue Cross	0.0%	0.8%
Medicaid	0.0%	0.0%
Medicare	0.0%	11.9%
Self Pay	0.0%	0.6%
Work Comp	0.0%	0.0%
Occ Med	100.0%	85.0%
TOTAL	100%	100%

PATIENT OFFICE VISITS

	CURRENT PERIOD		YEAR TO DATE	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Dr. Michael Bowers	20		112	
Dr. David Dansie	0		4	
PA Amy Dolce	0		1	
Dr. Larry Lauridsen	2		47	
Dr. Brytton Long	5		61	
PA Melissa Lehman	5		66	
Total Clinic Statistics	32	60	291	540

HDRHCD VOUCHERS

	Received	Pending	Total
July	18,438.39		18,438.39
August	23,604.96		23,604.96
September	17,172.80		17,172.80
October	25,979.19		25,979.19
November	24,407.63		24,407.63
December	27,229.15		27,229.15
January	25,799.74		25,799.74
February	34,792.80		34,792.80
March		31,370.60	31,370.60
Total Vouchers	\$ 197,424.66	\$ 31,370.60	\$ 228,795.26

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

EBITDA

(Earnings Before Interest, Taxes, Depreciation & Amortization)

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

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

Higher Values are Favorable

Net Operating Gain/Loss

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

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

Higher Values are Favorable

Total Net Gain/Loss

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

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

Higher Values are Favorable

Operating Margin

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

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

Higher Values are Favorable

Total Profit Margin

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

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

Higher Values are Favorable

Return on Assets

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

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

Higher Values are Favorable

Contractual Allowance Percentage

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

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

Lower Values are Favorable

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

Days Cash on Hand, Short Term

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.

Higher Values are Favorable

Days Cash on Hand, All Sources

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.

Higher Values are Favorable

Gross Days in Accounts Receivable

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.

Lower Values are Favorable

Net Days in Accounts Receivable

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.

Lower Values are Favorable

Average Payment Period

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.

Lower Values are Favorable

Current Ratio

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.

Higher Values are Favorable

Average Age of Plant

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.

Lower Values are Favorable

Capital Costs as a Percentage of Total Expenses

Lower Values are Favorable

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

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

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

Long Term Debt to Equity

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

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

Lower Values are Favorable

Long Term Debt to Capitalization

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

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

Lower Values are Favorable

Debt Service Coverage Ratio

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

Higher Values are Favorable

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

Salary Expense per Paid FTE

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

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

Lower Values are Favorable

Paid FTE's per Adjusted Occupied Bed

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

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

Lower Values are Favorable

Net Revenue per Adjusted Discharge

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

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

Higher Values are Favorable

Operating Expenses per Adjusted Discharge

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

Lower Values are Favorable

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

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

Financial Strength Index

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

Higher Values are Favorable

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

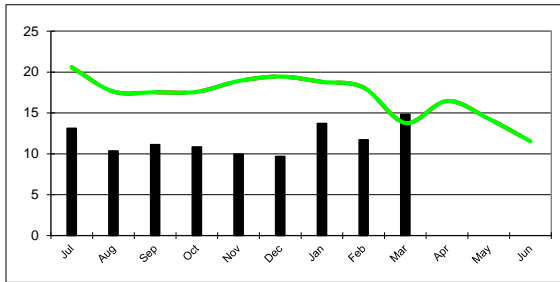
**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
"DASHBOARD" GRAPHS
MARCH 2018**

— FYE 2017 ACTUAL

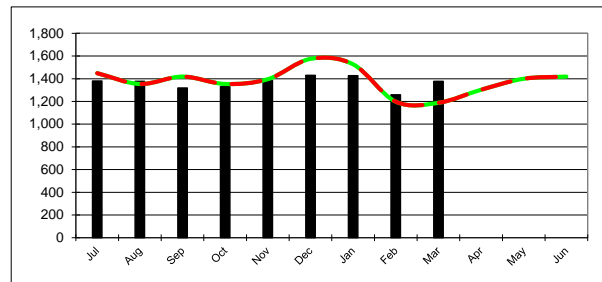
- - - FYE 2018 BUDGET

■ FYE 2018 ACTUAL

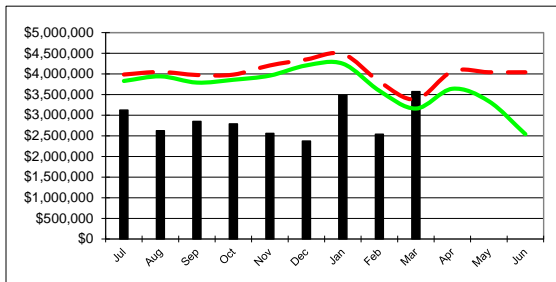
AVERAGE ACUTE CENSUS



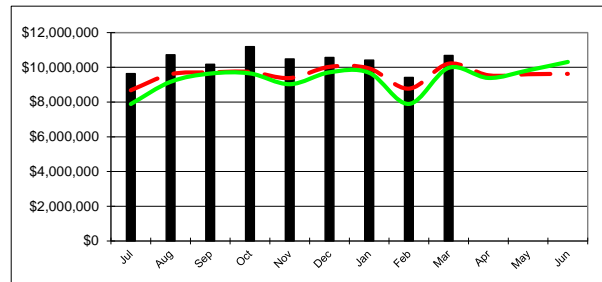
ER IP+OP VISITS



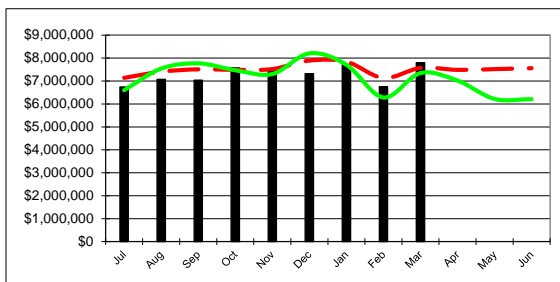
INPATIENT CHARGES



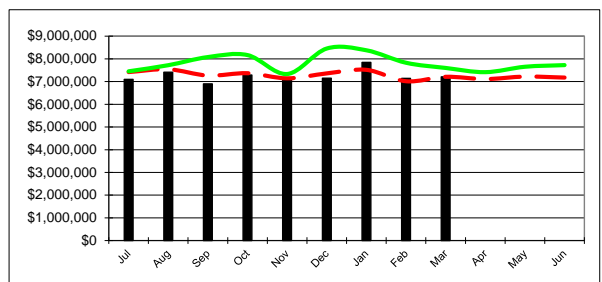
OUTPATIENT CHARGES



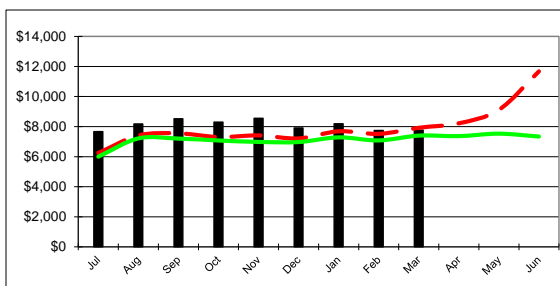
TOTAL NET OPERATING REVENUE



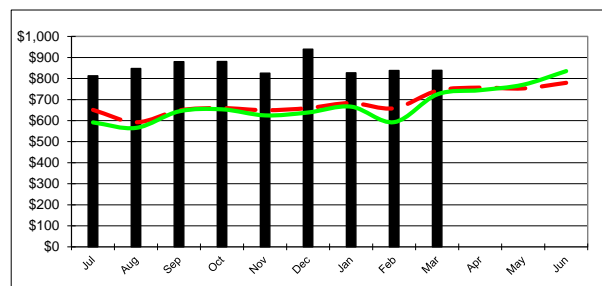
OPERATING EXPENSE



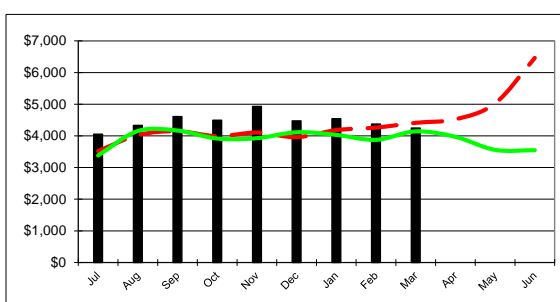
AVERAGE CHARGE PER ADJUSTED PATIENT DAY



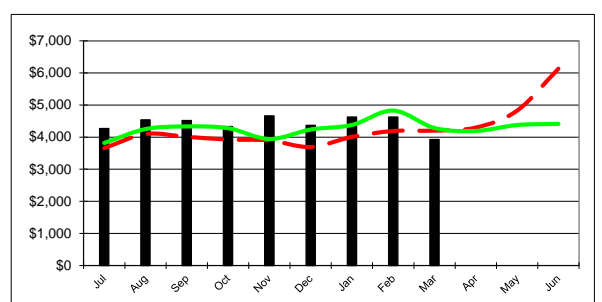
AVERAGE CHARGE PER OUTPATIENT VISIT (Inc. ER)



AVERAGE NET OPERATING REVENUE PER ADJUSTED PATIENT DAY



AVERAGE OPERATING EXPENSE PER ADJUSTED PATIENT DAY



MEMORIAL HOSPITAL OF SWEETWATER COUNTY
MARCH 2018

STATISTICS	Actual Mar-18	Budget Mar-18	PY Mar-17	YTD Mar-18	YTD Mar-17	YTD Mar-16	YTD Mar-15
Volumes:							
Case Mix							
Medicare	1.3652	1.4474	1.4474	1.3072	1.4585	1.3938	1.2628
All payers	0.8253	0.9618	0.9618	0.8713	0.8731	0.8498	0.9309
Admissions							
Med	72	69	69	536	753	782	850
ICU	30	30	30	219	286	269	311
Surgery	18	4	4	62	84	93	108
OB	53	37	37	392	397	428	417
Newborn	52	38	38	386	388	415	392
Total Admissions	225	178	178	1,595	1,908	1,987	2,078
Discharges							
Med	89	88	88	631	874	846	876
ICU	14	12	12	105	125	161	218
Surgery	16	10	10	79	121	134	175
OB	55	39	39	392	394	427	416
Newborn	55	39	39	388	387	417	390
Total Discharges	229	188	188	1,595	1,901	1,985	2,075
Patient Days:							
Med	274	268	268	1,824	3,224	3,130	2,814
ICU	52	69	69	445	697	732	1,024
Surgery	45	22	22	288	347	355	493
OB	89	68	68	653	665	697	663
Newborn	88	63	63	670	613	634	577
Total Patient Days	548	490	490	3,880	5,546	5,548	5,571
Observation Bed Days	78	100	100	1,014	918	726	587
Outpatient Statistics:							
IP Surgeries	45	40	40	271	331	309	321
OP Surgeries	143	153	153	1,346	1,341	1,342	1,306
				0	0		
Surgery Statistics:							
X-ray	730	760	760	6,725	6,607	6,634	6,560
Mammography	134	138	138	1,269	1,245	1,426	1,441
Ultrasound	334	280	280	2,675	2,416	2,409	2,375
Cat Scan	442	418	418	3,841	3,568	3,561	3,017
MRI	113	131	131	987	911	954	1,011
Nuclear Medicine	41	55	55	430	351	337	234
PET Scan	4	13	13	87	85	69	63
Laboratory	2,664	3,412	3,412	22,524	27,472	25,178	23,714
Histology	185	87	87	1,454	1,150	1,380	1,242
Respiratory Therapy	250	276	276	2,432	2,566	2,139	2,036
Cardiovascular	456	441	441	3,981	4,073	4,237	3,648
Sleep Lab	32	40	40	281	253	178	155
Cardiac Rehab	428	499	499	3,147	3,823	3,983	3,581
Physical Therapy	124	249	249	1,494	2,055	2,097	2,703
Dialysis	368	295	295	2,892	2,259	2,422	2,387
Medical Oncology	170	178	178	1,524	1,617	1,721	1,188
Radiation Oncology	241	225	225	2,254	2,395	2,556	1,548
Total Outpatients Visits	6,716	7,497	7,497	57,997	62,846	61,281	56,903
Clinic Visits - Primary Care	4,384	4,419	4,593	36,558	39,844	52,883	47,332
Clinic Visits - Specialty Clinics	411	593	633	3,712	5,143	4,537	4,431
ER visits admitted	152	147	147	1,261	1,377	1,310	1,366
ER visits Discharged	1,225	1,041	1,041	11,026	11,084	11,368	11,568
Total ER visits	1,377	1,188	1,188	12,287	12,461	12,678	12,934

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

	PPE	2/4/2018	2/18/2018	3/4/2018	3/18/2018	Variance	CHANGE FROM LAST PAY PERIOD		YTD	Variance
BUDGET						from Bud	Increase	Decrease		from budget
AVG CENSUS	18.00	13.9	10.2	13.1	15.6	(2.4)	2.50	-	11.5	(6.5)
ER VISITS (Avg Day)	46	47.4	43.2	43.0	44.0	(1.5)	1.00	-	44.5	(1.1)
SURGERIES (IP+OP)	84	69	73	65	78	(6.2)	13.00	-	1473.0	
BIRTHS	20	18	21	13	27	7.2	14.00	-	369.0	
CHARGES -IP \$000	1,860	1463	1310	1315	1773	(87.0)	458.00	-	24944.0	
-OP \$000	4,416	4765	4530	4645	4297	(119.0)	-	348.00	88079.0	
-TOTAL \$000	6,276	6228	5840	5960	6070	(206.0)	110.00	-	113023.0	
Adjusted Patient Days	850	826	637	829	746	(104.0)	-	83.07	13912.9	

Paid FTEs (Including Contract)

600	MEDICAL FLOOR	30.8	21.9	20.4	23.4	23.3	(7.5)	-	0.18	23.6	(7.2)
605	BEHAVIORAL HEALTH	8.0	6.0	3.1	8.8	4.2	(3.8)	-	4.60	6.5	(1.5)
610	OB FLOOR	5.9	5.8	5.5	5.2	5.9	0.0	0.72	-	5.6	(0.3)
611	NURSERY	7.3	7.5	7.2	6.6	7.4	0.1	0.77	-	7.0	(0.3)
612	LABOR & DELIVERY	6.1	5.0	4.9	4.7	5.7	(0.5)	0.95	-	5.6	(0.5)
620	ICU	13.9	14.7	14.3	14.8	13.7	(0.2)	-	1.16	13.5	(0.4)
630	OR	13.3	11.9	12.3	12.6	12.8	(0.5)	0.20	-	13.9	0.6
631	SAME DAY SURGERY	7.1	6.0	5.2	5.9	6.2	(0.9)	0.33	-	6.1	(1.0)
633	RECOVERY	2.0	3.1	3.0	4.5	4.5	2.5	0.08	-	3.0	1.0
634	CENTRAL STERILE	3.1	2.9	2.7	3.0	2.9	(0.2)	-	0.13	2.9	(0.2)
640	DIALYSIS	5.0	5.2	6.2	5.1	6.0	1.0	0.90	-	5.0	(0.0)
650	ER	25.6	23.8	26.1	25.6	22.1	(3.5)	-	3.45	24.7	(0.9)
651	TRAUMA	1.0	2.0	2.1	2.2	2.0	1.0	-	0.20	1.7	0.7
652	SANE	0.5	1.2	0.8	1.2	1.3	0.8	0.08	-	1.1	0.6
660	RADIATION ONC	6.6	5.9	6.0	6.0	6.0	(0.6)	0.00	-	6.1	(0.5)
661	MEDICAL ONC	5.5	4.3	5.2	5.2	5.3	(0.2)	0.07	-	4.8	(0.7)
700	LABORATORY	29.5	28.9	28.8	29.1	30.8	1.3	1.74	-	29.5	0.0
701	HISTOLOGY	2.0	1.9	1.9	2.0	1.1	(0.9)	-	0.82	1.9	(0.1)
702	BLOOD BANK	1.0	1.2	1.0	1.0	1.1	0.1	0.13	-	1.0	0.0
710	RADIOLOGY	7.7	9.9	9.5	9.5	8.9	1.2	-	0.63	9.2	1.5
711	MAMMOGRAPY	2.0	1.0	1.1	1.0	1.2	(0.8)	0.17	-	1.1	(0.9)
712	ULTRASOUND	3.6	5.3	5.4	3.9	3.5	(0.1)	-	0.38	4.4	0.8
713	NUC MED	1.9	1.6	1.9	1.9	1.7	(0.2)	-	0.23	1.7	(0.2)
714	CAT SCAN	5.1	4.2	4.8	4.3	4.6	(0.5)	0.35	-	4.5	(0.6)
715	MRI	1.0	2.2	1.8	2.0	1.9	0.9	-	0.08	1.3	0.3
716	PET SCAN	0.1	-	-	-	0.1	0.0	0.11	-	0.1	(0.0)
720	RESPIRATORY	6.1	5.5	5.5	5.5	5.2	(0.9)	-	0.30	5.5	(0.6)
721	SLEEP LAB	1.8	1.7	1.6	1.8	2.1	0.3	0.32	-	1.6	(0.2)
722	CARDIO	2.8	2.9	2.9	2.8	2.8	(0.0)	-	0.06	2.8	0.0
723	CARDIAC REHAB	2.4	2.3	2.3	2.3	2.3	(0.1)	0.06	-	2.3	(0.1)
730	PHYSICAL THERAPY	4.0	3.5	3.4	3.5	3.4	(0.6)	-	0.05	3.6	(0.4)
780	EDUCATION	2.5	2.2	1.8	2.2	2.0	(0.5)	-	0.23	2.2	(0.3)
781	SOCIAL SERVICES	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
782	QUALITY	5.5	3.0	2.4	4.2	3.3	(2.2)	-	0.85	4.4	(1.1)
783	INFECTION CONTROL	1.0	2.1	1.8	1.9	1.4	0.4	-	0.51	1.6	0.6
784	ACCREDITATION	2.0	2.0	2.0	2.0	2.0	(0.0)	-	0.03	2.0	(0.0)
786	NURSING INFORMATICS	3.0	3.0	3.0	3.0	3.0	-	-	0.04	3.0	0.0
790	HEALTH INFORMATION	11.7	13.1	12.6	12.8	12.8	1.1	-	0.01	12.5	0.8
791	CASE MANAGEMENT	5.0	4.2	4.2	4.4	4.4	(0.6)	0.02	-	4.3	(0.7)
800	MAINTENANCE	11.0	11.1	10.2	10.3	10.0	(1.0)	-	0.22	10.7	(0.3)
801	HOUSEKEEPING	23.5	22.8	22.6	22.7	24.3	0.8	1.60	-	23.5	0.0
802	LAUNDRY	6.5	7.8	7.6	7.8	7.4	0.9	-	0.44	6.1	(0.4)
803	BIO MED	2.0	1.1	1.0	1.1	1.0	(1.0)	-	0.07	1.0	(1.0)
810	SECURITY	8.1	7.2	7.6	8.1	9.3	1.2	1.29	-	7.7	(0.4)
850	PURCHASING	5.0	5.0	5.0	5.0	5.0	-	-	0.00	5.0	(0.0)
855	CENTRAL SUPPLY	3.0	3.0	3.0	3.0	3.0	-	-	-	3.0	0.0
870	DIETARY	17.6	17.3	16.1	15.2	15.8	(1.8)	0.65	-	16.8	(0.8)
871	DIETICIANS	1.3	0.9	1.0	1.0	1.0	(0.3)	-	-	1.3	0.0
900	ADMINISTRATION	6.0	6.0	6.0	6.0	6.0	-	-	-	5.7	(0.3)
901	COMM SVC	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	(0.0)
902	MED STAFF SVC	2.0	2.0	2.0	2.0	2.0	-	-	-	2.0	0.0
903	MHSC FOUNDATION	1.5	1.9	1.7	1.8	1.0	(0.5)	-	0.78	1.3	(0.2)
904	VOLUNTEER SRV	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
905	NURSING ADMIN	5.3	4.9	5.4	4.7	5.0	(0.3)	0.32	-	5.2	(0.1)
907	PHYSICIAN RECRUIT	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
910	INFORMATION SYSTEMS	8.0	7.1	7.1	7.2	7.1	(0.9)	-	0.09	7.6	(0.4)
920	HUMAN RESOURCES	4.7	4.5	4.7	4.6	5.4	0.7	0.86	-	4.3	(0.4)
930	FISCAL SERVICES	5.0	3.8	4.3	4.8	4.8	(0.2)	-	0.01	4.5	(0.5)
940	BUSINESS OFFICE	14.8	13.2	13.2	15.6	13.4	(1.4)	-	2.17	14.4	(0.4)
941	ADMITTING	13.4	13.8	14.1	13.9	14.4	1.0	0.49	-	14.3	0.9
942	COMMUNICATION	2.9	2.3	3.3	2.9	2.7	(0.1)	-	0.15	2.8	(0.0)
943	CENTRAL SCHEDULING	4.0	4.0	4.0	4.0	4.0	0.0	-	0.02	3.9	(0.1)
949	DENKER	3.8	4.0	3.6	2.8	3.0	(0.8)	0.20	-	3.8	(0.0)
950	OLIVER	3.7	3.0	2.9	3.1	3.1	(0.6)	0.04	-	3.0	(0.7)
951	JOHNSON	4.3	-	-	-	-	(4.3)	-	-	1.5	(2.8)

	PPE	2/4/2018	2/18/2018	3/4/2018	3/18/2018	Variance	LAST PAY PERIOD		YTD	from budget
BUDGET						from Bud	Increase	Decrease		
953 STEWART	1.0	1.0	1.0	1.0	1.0	-	-	-	0.5	(0.5)
954 WHEELER	2.0	2.0	2.0	2.0	2.0	(0.0)	-	0.01	1.9	(0.1)
955 CHOU	1.0	-	-	-	-	(1.0)	-	-	0.3	(0.7)
956 KATTAN	2.0	1.0	1.0	1.6	1.5	(0.5)	-	0.04	1.8	(0.2)
958 VERONESE	2.0	1.5	1.5	1.5	1.2	(0.8)	-	0.35	1.2	(0.8)
959 GREWAL	2.0	2.0	2.1	2.1	2.0	-	-	0.06	2.0	(0.0)
960 SANDERS	2.0	3.4	2.2	2.1	2.2	0.2	0.09	-	2.2	0.2
961 DANSIE	1.5	2.1	2.1	2.1	2.0	0.5	-	0.06	2.1	0.6
962 BOWERS	1.5	1.6	1.6	1.6	1.6	0.1	-	0.05	1.7	0.2
963 LONG	1.5	0.9	0.9	0.9	0.8	(0.7)	-	0.10	1.1	(0.4)
964 JAKE JOHNSON	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
965 DOLCE	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	(0.0)
966 OCC MED	2.0	1.2	1.2	1.3	1.3	(0.7)	0.01	-	1.6	(0.4)
968 GILMARTIN	2.0	-	-	-	-	(2.0)	-	-	0.6	(1.4)
969 PAWAR	2.0	2.0	2.0	2.1	2.0	-	-	0.05	2.0	0.0
970 CROFTS	1.3	1.0	1.0	1.0	1.0	(0.3)	-	-	1.0	(0.3)
971 WAMSTUTTER CLINIC	1.5	1.9	1.9	1.9	1.9	0.4	0.02	-	1.6	0.1
972 FARSON CLINIC	-	-	-	-	-	-	-	-	0.0	0.0
973 LAURIDSEN	1.5	0.9	0.9	0.9	0.9	(0.6)	-	-	1.0	(0.5)
974 SMG ADMIN/BILLING	24.9	25.0	25.1	26.3	26.3	1.4	-	0.02	21.4	(3.5)
975 NEUPANE	2.0	1.0	1.0	1.0	1.0	(1.0)	-	-	1.6	(0.4)
976 LEHMAN	1.5	0.8	0.8	0.8	0.9	(0.6)	0.10	-	0.9	(0.6)
978 HOSPITALIST	4.2	4.2	4.2	4.2	4.2	-	-	-	4.6	0.4
981 CROFT	1.0	1.0	1.0	1.0	1.0	-	-	-	1.1	0.1
982 CHRISTENSEN	1.0	1.0	1.0	1.0	1.0	-	-	-	0.8	(0.2)
983 MACK	1.0	1.0	5.2	-	-	(1.0)	-	-	1.1	0.1
984 FRANKS	1.3	-	-	-	-	(1.3)	-	-	0.6	(0.7)
985 NELSON	-	-	-	-	-	-	-	-	0.0	0.0
986 BONGIORNO	1.0	-	-	-	-	(1.0)	-	-	0.3	(0.7)
988 CURRY	3.5	3.6	3.7	3.6	3.7	0.2	0.10	-	3.7	0.2
989 SHAMO	-	-	-	-	-	-	-	-	0.0	0.0
991 JAMIAS	1.3	1.6	1.6	1.6	1.6	0.3	-	0.02	1.3	0.0
992 ASPER	1.0	1.0	1.0	1.0	1.0	-	-	-	1.1	0.1
993 LIU	2.0	2.0	2.0	2.0	2.0	-	-	0.01	2.0	0.0
994 DUCK	1.5	1.6	0.5	1.6	0.3	(1.2)	-	1.24	0.9	(0.6)
995 A. BROWN	2.0	1.0	1.0	1.0	1.0	(1.0)	-	-	1.9	(0.1)
996 SARETTE	0.6	0.4	1.0	-	-	(0.6)	-	-	0.4	(0.3)

TOTAL Paid FTEs	483.4	449.0	447.5	456.2	449.1	(34.3)	-	7.11	453.2	(30.2)
TOTAL WORKED FTEs	439.9	426.9	411.1	420.0	416.9	(23.0)	-	3.06	408.6	(31.3)

WORKED % Paid	91%	95%	92%	92%	93%	2%	0.01	-	90%	(0.0)
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CONTRACT FTEs (Inc above)	3.0	9.2	5.4	8.1	4.7	1.7	-	3.39	9.5	6.5
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GROSS EMPLOYEE PAYROLL	1,599,017	1,385,883	1,460,683	1,360,863	1,367,559	(231,458)	6,695.75	-	26,903,619	
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Average Employee Hourly Rate	\$41.35	\$38.58	\$40.80	\$37.29	\$38.07	(\$3.28)	0.78	-	39.90	(1.45)
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Benchmark Paid FTEs	6.63	7.61	9.83	7.70	8.42	1.79	0.72	-	8.66	2.03
per Adj. Occupied Bed (APD)										

WORKED FTEs (Including Contract)

600 MEDICAL FLOOR	28.0	20.1	17.9	21.6	21.6	(6.4)	0.03	-	21.3	(6.7)
605 BEHAVIORAL HEALTH	7.3	7.4	3.0	7.9	4.2	(3.1)	-	3.73	6.2	(1.1)
610 OB FLOOR	5.4	5.7	4.8	4.6	5.9	0.5	1.32	-	5.1	(0.3)
611 NURSERY	6.6	7.0	7.0	5.9	6.9	0.3	1.01	-	6.4	(0.3)
612 LABOR & DELIVERY	5.6	5.0	4.6	4.3	5.7	0.1	1.32	-	5.3	(0.3)
620 ICU	12.6	14.0	13.7	13.8	13.0	0.4	-	0.76	12.1	(0.6)
630 OR	12.1	11.5	11.9	12.1	12.2	0.1	0.11	-	12.8	0.7
631 SAME DAY SURGERY	6.5	5.8	4.5	5.3	5.2	(1.2)	-	0.03	5.4	(1.1)
633 RECOVERY	1.8	3.0	2.9	4.2	4.1	2.3	-	0.02	2.7	0.8
634 CENTRAL STERILE	2.8	2.8	2.4	3.0	2.8	0.0	-	0.13	2.6	(0.2)
640 DIALYSIS	4.6	5.2	6.1	5.1	6.0	1.4	0.90	-	4.7	0.1
650 ER	23.3	22.3	20.3	23.8	20.8	(2.5)	-	3.00	22.4	(0.9)
651 TRAUMA	0.9	2.0	2.0	2.0	2.0	1.1	0.00	-	1.6	0.6
652 SANE	0.5	1.2	0.8	1.2	1.3	0.8	0.08	-	1.0	0.5
660 RADIATION ONC	6.0	5.8	5.8	5.3	5.9	(0.1)	0.63	-	5.4	(0.6)
661 MEDICAL ONC	5.0	4.2	5.0	4.7	5.0	0.0	0.33	-	4.3	(0.7)
700 LABORATORY	26.8	26.2	26.9	24.9	25.9	(0.9)	1.05	-	26.1	(0.7)
701 HISTOLOGY	1.8	1.9	1.8	1.2	1.0	(0.8)	-	0.20	1.7	(0.1)
702 BLOOD BANK	0.9	1.2	1.0	1.0	1.1	0.2	0.13	-	1.0	0.1

	PPE	2/4/2018	2/18/2018	3/4/2018	3/18/2018	Variance	LAST PAY PERIOD		YTD	from budget
BUDGET						from Bud	Increase	Decrease		
710 RADIOLOGY	7.0	9.7	9.2	9.2	7.8	0.8	-	1.43	8.3	1.3
711 MAMMOGRPAHY	1.8	1.0	1.1	1.0	1.2	(0.6)	0.17	-	1.0	(0.8)
712 ULTRASOUND	3.3	5.1	5.2	3.5	3.4	0.1	-	0.09	4.0	0.8
713 NUC MED	1.7	1.4	1.9	1.3	1.6	(0.2)	0.24	-	1.5	(0.2)
714 CAT SCAN	4.6	4.2	3.8	4.3	4.1	(0.5)	-	0.14	4.1	(0.5)
715 MRI	0.9	2.1	1.8	1.8	1.7	0.8	-	0.08	1.2	0.3
716 PET SCAN	0.1	-	-	-	0.1	0.0	0.11	-	0.1	(0.0)
720 RESPIRATORY	5.6	5.2	5.0	5.0	4.8	(0.7)	-	0.14	4.9	(0.6)
721 SLEEP LAB	1.6	1.7	1.6	1.8	2.1	0.5	0.32	-	1.5	(0.2)
722 CARDIO	2.5	2.6	2.7	2.4	2.7	0.1	0.27	-	2.5	(0.1)
723 CARDIAC REHAB	2.2	2.2	2.1	2.1	2.0	(0.2)	-	0.09	2.1	(0.1)
730 PHYSICAL THERAPY	3.6	3.4	3.1	3.3	2.7	(0.9)	-	0.63	3.2	(0.5)
780 PATIENT ED	2.3	2.1	1.8	2.1	1.6	(0.7)	-	0.54	2.0	(0.3)
781 SOCIAL SERVICES	0.9	0.6	1.0	1.0	1.0	0.1	-	-	0.9	(0.0)
782 QUALITY & ACCREDIT	5.0	2.7	2.1	3.9	3.3	(1.7)	-	0.63	3.9	(1.1)
783 INFECTION CONTROL	0.9	2.1	1.6	1.8	1.4	0.5	-	0.38	1.5	0.6
784 COMPLIANCE	1.8	1.8	1.9	2.0	1.8	(0.1)	-	0.20	1.8	(0.0)
786 NURSING INFORMATICS	2.7	2.9	2.7	2.9	3.0	0.3	0.06	-	2.7	(0.0)
790 HEALTH INFORMATION	10.6	11.8	12.1	12.2	12.1	1.4	-	0.08	11.2	0.6
791 CASE MANAGEMENT	4.6	4.1	3.5	4.4	4.1	(0.5)	-	0.32	3.9	(0.7)
800 MAINTENANCE	10.0	10.9	10.1	9.5	9.8	(0.2)	0.31	-	9.7	(0.3)
801 HOUSEKEEPING	21.4	21.3	21.8	21.8	22.2	0.8	0.37	-	21.5	0.1
802 LAUNDRY	5.9	7.3	6.7	6.4	7.0	1.1	0.66	-	5.6	(0.3)
803 BIO MED	1.8	1.0	1.0	1.1	0.8	(1.1)	-	0.33	0.9	(0.9)
810 SECURITY	7.4	7.2	7.5	7.5	7.9	0.6	0.39	-	6.8	(0.6)
850 PURCHASING	4.6	4.7	4.6	3.7	4.3	(0.3)	0.56	-	4.3	(0.3)
855 CENTRAL SUPPLY	2.7	2.8	2.6	2.7	2.7	(0.0)	-	0.02	2.6	(0.1)
870 DIETARY	16.1	16.6	14.9	15.2	14.9	(1.1)	-	0.24	15.6	(0.5)
871 DIETICIANS	1.2	0.9	1.0	0.9	1.0	(0.2)	0.10	-	1.2	(0.0)
900 ADMINISTRATION	5.5	5.9	5.7	5.7	4.8	(0.7)	-	0.85	4.8	(0.7)
901 COMM SVC	0.9	1.0	1.0	1.0	1.0	0.1	-	-	1.0	0.0
902 MED STAFF SVC	1.8	2.0	1.9	2.0	2.0	0.1	-	0.03	1.8	(0.0)
903 MHSC FOUNDATION	1.4	1.9	1.7	1.6	1.0	(0.4)	-	0.58	1.2	(0.1)
904 VOLUNTEER SRV	0.9	1.0	1.0	0.5	1.0	0.1	0.50	-	0.9	(0.0)
905 NURSING ADMIN	4.8	4.6	4.6	4.7	4.6	(0.2)	-	0.09	4.7	(0.2)
907 PHYSICIAN RECRUIT	0.9	1.0	1.0	1.0	1.0	0.1	-	-	0.9	(0.0)
910 INFORMATION SYSTEMS	7.3	6.1	6.5	7.0	5.4	(1.8)	-	1.59	6.8	(0.5)
920 HUMAN RESOURCES	4.3	4.4	4.2	4.6	5.1	0.8	0.56	-	4.1	(0.2)
930 FISCAL SERVICES	4.6	3.6	3.5	4.8	4.3	(0.3)	-	0.47	4.0	(0.6)
940 BUSINESS OFFICE	13.5	12.0	11.6	11.8	13.1	(0.4)	1.32	-	12.5	(1.0)
941 ADMITTING	12.2	13.7	13.6	13.2	13.6	1.4	0.32	-	13.3	1.1
942 COMMUNICATION	2.6	2.2	3.3	2.8	2.7	0.1	-	0.05	2.6	0.0
943 CENTRAL SCHEDULING	3.6	3.8	3.8	3.8	4.0	0.4	0.21	-	3.5	(0.1)
949 DENKER	3.5	4.0	3.3	2.7	2.9	(0.6)	0.16	-	3.4	(0.1)
950 OLIVER	3.4	2.5	2.9	3.0	2.8	(0.5)	-	0.12	2.7	(0.6)
951 JOHNSON	3.9	-	-	-	-	(3.9)	-	-	1.4	(2.6)
953 STEWART	0.9	1.0	1.0	0.9	1.0	0.1	0.10	-	0.4	(0.5)
954 WHEELER	1.8	2.0	2.0	2.0	2.0	0.1	-	0.01	1.8	(0.0)
955 CHOU	0.9	-	-	-	-	(0.9)	-	-	0.3	(0.6)
956 KATTAN	1.8	1.0	1.0	1.6	1.5	(0.3)	-	0.04	1.6	(0.2)
958 VERONESE	1.8	1.5	1.3	0.8	1.2	(0.7)	0.40	-	1.0	(0.8)
959 GREWAL	1.8	1.9	2.0	2.0	1.8	0.0	-	0.13	1.7	(0.1)
960 SANDERS	1.8	2.1	2.2	1.9	2.2	0.4	0.29	-	2.0	0.2
961 DANSIE	1.4	2.1	2.1	2.1	2.0	0.7	-	0.06	1.9	0.5
962 BOWERS	1.4	1.6	1.5	1.6	1.5	0.1	-	0.06	1.4	0.1
963 LONG	1.4	0.9	0.9	0.9	0.8	(0.6)	-	0.10	1.0	(0.4)
964 JAKE JOHNSON	0.9	0.9	1.0	1.0	1.0	0.1	-	-	0.9	(0.0)
965 DOLCE	0.9	1.0	1.0	0.6	1.0	0.1	0.40	-	0.8	(0.1)
966 OCC MED	1.8	1.2	1.2	1.3	1.3	(0.6)	0.01	-	1.5	(0.4)
968 GILMARTIN	1.8	-	-	-	-	(1.8)	-	-	0.5	(1.3)
969 PAWAR	1.8	1.5	1.0	1.1	2.0	0.1	0.92	-	1.7	(0.2)
970 CROFTS	1.2	1.0	0.8	0.9	0.9	(0.3)	-	-	0.8	(0.3)
971 WAMSUTTER CLINIC	1.4	1.9	1.9	1.9	1.9	0.5	0.02	-	1.5	0.1
972 FARSON CLINIC	-	-	-	-	-	-	-	-	0.0	0.0
973 LAURIDSEN	1.4	0.8	0.9	0.9	0.9	(0.5)	-	-	0.8	(0.5)
974 SMG ADMIN/BILLING	22.7	23.9	24.0	24.3	23.3	0.7	-	0.95	19.5	(3.1)
975 NEUPANE	1.8	1.0	1.0	1.0	1.0	(0.8)	-	-	1.5	(0.4)
976 LEHMAN	1.4	0.8	0.8	0.8	0.9	(0.5)	0.10	-	0.7	(0.7)
978 HOSPITALIST	3.8	4.2	4.2	4.2	4.2	0.4	-	-	4.4	0.6
981 CROFT	0.9	0.5	1.0	0.9	0.9	(0.0)	-	-	0.9	(0.0)
982 CHRISTENSEN	0.9	1.0	1.0	0.9	1.0	0.1	0.11	-	0.8	(0.1)
983 MACK	0.9	1.0	1.0	-	-	(0.9)	-	-	0.7	(0.2)
984 FRANKS	1.2	-	-	-	-	(1.2)	-	-	0.5	(0.7)
986 BONGIORNO	0.9	-	-	-	-	(0.9)	-	-	0.3	(0.6)
988 CURRY	3.2	3.5	3.4	3.5	3.7	0.5	0.21	-	3.3	0.2
991 JAMIAS	1.2	1.6	1.6	1.6	1.6	0.4	-	0.02	1.2	0.0
992 ASPER	0.9	1.0	0.9	1.0	1.0	0.1	-	-	0.9	(0.0)
993 LIU	1.8	2.0	2.0	1.7	2.0	0.2	0.26	-	1.8	0.0
994 DUCK	1.4	1.6	0.5	1.4	0.3	(1.0)	-	1.06	0.7	(0.7)

	PPE	2/4/2018	2/18/2018	3/4/2018	3/18/2018	Variance	LAST PAY PERIOD		YTD	from budget
	BUDGET					from Bud	Increase	Decrease		
995 A. BROWN	1.8	1.0	1.0	1.0	1.0	(0.8)	-	-	1.7	(0.1)
996 SARETTE	0.6	0.4	1.0	-	-	(0.6)	-	-	0.4	(0.2)
TOTAL WORKED FTEs	439.9	426.9	411.1	420.0	416.9	(23.01)	-	3.06	408.6	(31.3)
CNTRCT FTEs (Inc above)	3.0	9.2	5.4	8.1	4.7	1.75	-	3.39	9.5	6.5

OVERTIME HOURS

					Current OT			
					OT Dollars		YTD Hours	
600 MEDICAL FLOOR	7.5	6.5	17.0	8.0	155.76	-	9.00	122.8
605 BEHAVIORAL HEALTH	11.5	-	39.5	24.8	568.12	-	14.75	647.5
610 OB FLOOR	6.0	-	-	-	-	-	-	27.8
611 NURSERY	2.0	-	-	-	-	-	-	18.8
612 LABOR & DELIVERY	2.5	-	-	1.5	95.07	1.50	-	12.8
620 ICU	-	-	10.3	2.8	66.65	-	7.50	136.0
630 OR	3.8	-	10.0	0.5	22.82	-	9.50	187.8
631 SAME DAY SURGERY	3.0	-	-	-	-	-	-	73.8
633 RECOVERY	-	-	0.3	0.3	10.65	-	-	14.0
634 CENTRAL STERILE	0.8	-	-	-	-	-	-	23.3
640 DIALYSIS	8.8	2.8	11.0	6.0	326.13	-	5.00	74.0
650 ER	5.3	37.0	21.3	35.0	1,559.95	13.75	-	324.8
651 TRAUMA	5.3	11.8	3.8	9.8	218.69	6.00	-	42.8
652 SANE	2.3	-	4.8	1.5	76.83	-	3.25	15.0
660 RADIATION ONC	2.0	2.5	1.5	0.8	16.33	-	0.75	82.8
661 MEDICAL ONC	0.5	0.5	0.3	-	-	-	0.25	5.7
700 LABORATORY	20.0	6.8	13.3	43.5	1,317.70	30.25	-	410.5
701 HISTOLOGY	0.8	-	2.8	1.8	87.87	-	1.00	21.8
702 BLOOD BANK	-	1.0	0.3	-	-	-	0.25	5.8
710 RADIOLOGY	1.8	1.5	7.3	2.3	83.71	-	5.00	41.3
711 MAMMOGRPAHY	-	-	-	-	-	-	-	1.0
712 ULTRASOUND	3.3	1.8	5.3	10.3	690.90	5.00	-	50.0
713 NUC MED	2.8	7.0	4.8	-	-	-	4.75	25.5
714 CAT SCAN	0.5	-	1.8	2.8	88.61	1.00	-	30.5
715 MRI	4.8	-	2.3	0.3	14.22	-	2.00	12.5
716 PET SCAN	-	-	-	-	-	-	-	1.0
720 RESPIRATORY	-	1.5	-	-	-	-	-	61.0
721 SLEEP LAB	7.0	3.8	12.3	10.3	478.37	-	2.00	103.5
722 CARDIO	-	3.3	-	1.0	24.06	1.00	-	19.0
723 CARDIAC REHAB	-	-	-	-	-	-	-	-
730 PHYSICAL THERAPY	-	-	-	-	-	-	-	-
780 PATIENT ED	-	-	2.3	-	-	-	2.25	25.5
781 SOCIAL SERVICES	-	-	-	-	-	-	-	-
782 QUALITY & ACCREDIT	-	-	-	-	-	-	-	25.0
783 INFECTION CONTROL	-	-	-	-	-	-	-	4.8
784 COMPLIANCE	-	-	-	-	-	-	-	0.8
786 NURSING INFORMATICS	-	-	-	-	-	-	-	-
790 HEALTH INFORMATION	-	-	0.3	-	-	-	0.25	14.0
791 CASE MANAGEMENT	14.3	12.5	45.0	13.5	801.47	-	31.50	253.8
800 MAINTENANCE	13.8	2.8	10.5	6.0	243.84	-	4.50	130.3
801 HOUSEKEEPING	36.3	29.3	29.5	33.8	666.37	4.25	-	412.8
802 LAUNDRY	2.3	2.5	18.8	3.5	68.50	-	15.25	138.5
803 BIO MED	0.8	0.3	-	0.8	45.38	0.75	-	4.8
810 SECURITY	28.8	28.0	3.8	3.0	75.56	-	0.75	228.0
850 PURCHASING	-	-	0.3	-	-	-	0.25	1.3
855 CENTRAL SUPPLY	-	-	-	-	-	-	-	-
870 DIETARY	98.3	68.8	66.5	36.0	656.06	-	30.50	959.8
871 DIETICIANS	-	-	-	-	-	-	-	-
900 ADMINISTRATION	-	-	-	-	-	-	-	-
901 COMM SVC	-	-	-	-	-	-	-	-
902 MED STAFF SVC	-	-	-	-	-	-	-	-
903 MHSC FOUNDATION	-	-	-	-	-	-	-	-
904 VOLUNTEER SRV	-	-	-	-	-	-	-	-
905 NURSING ADMIN	8.8	0.3	-	2.0	68.20	2.00	-	113.5
907 PHYSICIAN RECRUIT	-	-	-	-	-	-	-	-
910 INFORMATION SYSTEMS	-	-	-	-	-	-	-	-
920 HUMAN RESOURCES	-	-	-	-	-	-	-	1.5
930 FISCAL SERVICES	-	-	-	-	-	-	-	-
940 BUSINESS OFFICE	7.8	4.3	7.8	13.5	373.57	5.75	-	77.5
941 ADMITTING	147.0	144.3	142.0	162.5	3,967.41	20.50	-	2,308.0
942 COMMUNICATION	13.0	22.8	-	36.3	839.75	36.25	-	218.3
943 CENTRAL SCHEDULING	0.8	1.0	1.8	0.5	10.77	-	1.25	36.8
949 DENKER	0.8	1.1	2.0	1.2	37.87	-	0.75	28.4
950 OLIVER	-	1.1	2.8	7.3	261.11	4.50	-	34.2
951 JOHNSON	-	-	-	-	-	-	-	8.4
953 STEWART	-	-	-	-	-	-	-	-
954 WHEELER	0.5	0.5	4.3	0.3	6.10	-	4.00	10.0
955 CHOU	-	-	-	-	-	-	-	-
956 KATTAN	-	-	-	-	-	-	-	6.8

	PPE	2/4/2018	2/18/2018	3/4/2018	3/18/2018	Variance	LAST PAY PERIOD		YTD	from budget
BUDGET						from Bud	Increase	Decrease		
958	VERONESE	-	-	-	-	-	-	-	-	
959	GREWAL	2.3	2.8	3.3	-	-	-	3.25	25.5	
960	SANDERS	14.5	17.3	6.8	19.3	605.61	12.50	-	213.5	
961	DANSIE	3.1	2.1	4.0	1.5	81.35	-	2.50	45.3	
962	BOWERS	1.8	2.8	4.5	-	-	-	4.50	38.0	
963	LONG	-	-	-	-	-	-	-	1.0	
964	JAKE JOHNSON	-	-	-	-	-	-	-	-	
965	DOLCE	-	-	-	-	-	-	-	1.0	
966	OCC MED	13.3	14.3	20.0	20.5	1,032.38	0.50	-	275.0	
968	GILMARTIN	-	-	-	-	-	-	-	10.5	
969	PAWAR	-	0.3	4.0	-	-	-	4.00	9.5	
970	CROFTS	-	-	-	-	-	-	-	-	
971	WAMSUTTER CLINIC	0.5	0.5	1.0	2.3	49.88	1.25	-	4.5	
972	FARSON CLINIC	-	-	-	-	-	-	-	-	
973	LAURIDSEN	-	-	-	-	-	-	-	-	
974	SMG ADMIN/BILLING	37.0	32.8	19.8	20.3	694.38	0.50	-	534.8	
975	NEUPANE	-	-	-	-	-	-	-	17.0	
976	PA LEHMAN	3.1	2.1	4.0	1.5	81.35	-	2.50	45.4	
978	HOSPITALIST	-	-	-	-	-	-	-	-	
981	CROFT	-	-	-	-	-	-	-	-	
982	CHRISTENSEN	3.8	2.9	3.7	4.9	138.11	1.13	-	41.3	
983	MACK	-	-	-	-	-	-	-	-	
984	FRANKS	-	-	-	-	-	-	-	-	
986	BONGIORNO	-	-	-	-	-	-	-	-	
988	CURRY	3.8	2.9	3.8	4.9	138.40	1.12	-	104.9	
991	JAMIAS	-	-	-	-	-	-	-	-	
992	ASPER	-	-	-	-	-	-	-	-	
993	LIU	0.5	0.3	0.3	-	-	-	0.25	5.0	
994	DUCK	0.5	0.3	0.3	-	-	-	0.25	5.0	
995	A. BROWN	-	-	-	-	-	-	-	48.5	
996	SARETTE	-	-	-	-	-	-	-	-	

TOTAL OT HOURS	558.5	487.8	581.8	557.8	16,846	-	24.00	9,060.4
TOTAL OT FTEs	7.0	6.1	7.3	7.0		-	0.30	6.0
OT % WORKED HOURS	1.7%	1.5%	1.8%	1.7%		-	0.1%	

CONTRACT HOURS						CHANGE FROM LAST PAY PERIOD				Variance
	PPE	2/4/2018	2/18/2018	3/4/2018	3/18/2018	Current FTE	Increase	Decrease	FTE YTD	from budget
BUDGET										
600	MEDICAL FLOOR	-	-	-	-	-	-	-	-	-
605	BEHAVIORAL HEALTH	64.0	36.8	130.0	51.8	0.6	-	78.25	0.24	0.24
610	OB FLOOR	-	-	-	-	-	-	-	-	-
611	NURSERY	-	-	-	-	-	-	-	-	-
612	LABOR & DELIVERY	0.3	-	-	-	-	-	-	0.6	0.3
620	ICU	0.4	-	-	-	-	-	-	0.6	0.2
630	OR	0.5	245.0	144.8	86.8	1.6	45.00	-	2.8	2.3
631	SAME DAY SURGERY	-	-	10.0	-	-	-	10.00	0.1	0.1
633	RECOVERY	-	85.3	-	52.3	0.1	-	41.75	0.4	0.4
634	CENTRAL STERILE	-	-	-	-	-	-	-	-	-
640	DIALYSIS	-	89.3	92.8	-	1.0	76.75	-	0.4	0.4
650	ER	0.8	170.0	121.0	372.3	84.3	1.1	288.00	3.2	2.4
651	TRAUMA	-	-	-	-	-	-	-	-	-
652	SANE	-	-	-	-	-	-	-	-	-
660	RADIATION ONC	-	-	-	-	-	-	-	0.1	0.1
661	MEDICAL ONC	-	-	-	-	-	-	-	-	-
700	LABORATORY	-	-	-	-	-	-	-	-	-
701	HISTOLOGY	-	-	-	-	-	-	-	-	-
702	BLOOD BANK	-	-	-	-	-	-	-	-	-
710	RADIOLOGY	-	-	-	-	-	-	-	-	-
711	MAMMOGRPAHY	-	-	-	-	-	-	-	-	-
712	ULTRASOUND	0.5	79.0	40.0	-	24.8	0.3	24.75	1.1	0.6
713	NUC MED	-	-	-	-	-	-	-	-	-
714	CAT SCAN	-	-	-	-	-	-	-	-	-
715	MRI	-	-	-	-	-	-	-	-	-
716	PET SCAN	-	-	-	-	-	-	-	-	-
720	RESPIRATORY	-	-	-	-	-	-	-	-	-
721	SLEEP LAB	-	-	-	-	-	-	-	-	-
722	CARDIO	-	-	-	-	-	-	-	-	-
723	CARDIAC REHAB	-	-	-	-	-	-	-	-	-
730	PHYSICAL THERAPY	0.5	-	-	-	-	-	-	-	(0.5)
780	PATIENT ED	-	-	-	-	-	-	-	-	-
781	SOCIAL SERVICES	-	-	-	-	-	-	-	-	-
782	QUALITY & ACCREDIT	-	-	-	-	-	-	-	-	-
783	INFECTION CONTROL	-	-	-	-	-	-	-	-	-
784	ACCREDITATION	-	-	-	-	-	-	-	-	-
786	NURSING INFORMATICS	-	-	-	-	-	-	-	-	-
790	HEALTH INFORMATION	-	-	-	-	-	-	-	-	-
791	CASE MANAGEMENT	-	-	-	-	-	-	-	-	-

	PPE	2/4/2018	2/18/2018	3/4/2018	3/18/2018	Variance from Bud	LAST PAY PERIOD		YTD	from budget
BUDGET							Increase	Decrease		
800 MAINTENANCE	-	-	-	-	-	-	-	-	-	-
801 HOUSEKEEPING	-	-	-	-	-	-	-	-	-	-
802 LAUNDRY	-	-	-	-	-	-	-	-	-	-
803 BIO MED	-	-	-	-	-	-	-	-	-	-
810 SECURITY	-	-	-	-	-	-	-	-	-	-
850 PURCHASING	-	-	-	-	-	-	-	-	-	-
855 CENTRAL SUPPLY	-	-	-	-	-	-	-	-	-	-
870 DIETARY	-	-	-	-	-	-	-	-	-	-
871 DIETICIANS	-	-	-	-	-	-	-	-	-	-
900 ADMINISTRATION	-	-	-	-	-	-	-	-	-	-
901 COMM SVC	-	-	-	-	-	-	-	-	-	-
902 MED STAFF SVC	-	-	-	-	-	-	-	-	-	-
903 MHSC FOUNDATION	-	-	-	-	-	-	-	-	-	-
904 VOLUNTEER SRV	-	-	-	-	-	-	-	-	-	-
905 NURSING ADMIN	-	-	-	-	-	-	-	-	-	-
907 PHYSICIAN RECRUIT	-	-	-	-	-	-	-	-	-	-
910 INFORMATION SYSTEMS	-	-	-	-	-	-	-	-	-	-
920 HUMAN RESOURCES	-	-	-	-	-	-	-	-	-	-
930 FISCAL SERVICES	-	-	-	-	-	-	-	-	-	-
940 BUSINESS OFFICE	-	-	-	-	-	-	-	-	-	-
941 ADMITTING	-	-	-	-	-	-	-	-	-	-
942 COMMUNICATION	-	-	-	-	-	-	-	-	-	-
943 CENTRAL SCHEDULING	-	-	-	-	-	-	-	-	-	-
949 DENKER	-	-	-	-	-	-	-	-	-	-
950 OLIVER	-	-	-	-	-	-	-	-	-	-
951 JOHNSON	-	-	-	-	-	-	-	-	-	-
953 STEWART	-	-	-	-	-	-	-	-	-	-
954 WHEELER	-	-	-	-	-	-	-	-	-	-
955 CHOU	-	-	-	-	-	-	-	-	-	-
956 KATTAN	-	-	-	-	-	-	-	-	-	-
958 VERONESE	-	-	-	-	-	-	-	-	-	-
959 GREWAL	-	-	-	-	-	-	-	-	-	-
960 SANDERS PA	-	-	-	-	-	-	-	-	-	-
961 DANSIE	-	-	-	-	-	-	-	-	-	-
962 BOWERS	-	-	-	-	-	-	-	-	-	-
963 LONG	-	-	-	-	-	-	-	-	-	-
964 JAKE JOHNSON	-	-	-	-	-	-	-	-	-	-
965 DOLCE	-	-	-	-	-	-	-	-	-	-
966 OCC MED	-	-	-	-	-	-	-	-	-	-
968 GILMARTIN	-	-	-	-	-	-	-	-	-	-
969 PAWAR	-	-	-	-	-	-	-	-	-	-
970 CROFTS	-	-	-	-	-	-	-	-	-	-
971 WAMSUTTER CLINIC	-	-	-	-	-	-	-	-	-	-
972 FARSON CLINIC	-	-	-	-	-	-	-	-	-	-
973 LAURIDSEN	-	-	-	-	-	-	-	-	-	-
974 SMG ADMIN/BILLING	-	-	-	-	-	-	-	-	-	-
975 NEUPANE	-	-	-	-	-	-	-	-	-	-
978 HOSPITALIST	-	-	-	-	-	-	-	-	-	-
981 CROFT	-	-	-	-	-	-	-	-	-	-
982 CHRISTENSEN	-	-	-	-	-	-	-	-	-	-
983 MACK	-	-	-	-	-	-	-	-	-	-
984 FRANKS	-	-	-	-	-	-	-	-	-	-
985 NELSON	-	-	-	-	-	-	-	-	-	-
986 BONGIORNO	-	-	-	-	-	-	-	-	-	-
988 CURRY	-	-	-	-	-	-	-	-	-	-
991 JAMIAS	-	-	-	-	-	-	-	-	-	-
992 ASPER	-	-	-	-	-	-	-	-	-	-
993 LIU	-	-	-	-	-	-	-	-	-	-
994 DUCK	-	-	-	-	-	-	-	-	-	-
995 A. BROWN	-	-	-	-	-	-	-	-	-	-
996 SARETTE	-	-	-	-	-	-	-	-	-	-

TOTAL CONTRACT HOURS		732.5	435.3	651.3	379.8		-	271.5		
TOTAL CONTRACT FTEs	3.0	9.2	5.4	8.1	4.7	1.7	-	3.4	9.5	6.5
CONTRACT % WORKED HOURS		2.1%	1.3%	1.9%	1.1%		0.0%	0.8%		

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Nine months ended March 31, 2018

PAYOR MIX DATA

HOSPITAL	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	19.57%	19.67%	18.37%
Blue Cross	21.54%	23.33%	23.66%
Medicaid	12.64%	9.00%	9.99%
Medicare	35.40%	37.27%	36.77%
Self Pay	7.69%	7.96%	9.42%
Other	3.16%	2.76%	1.79%
TOTAL	100%	100%	100%

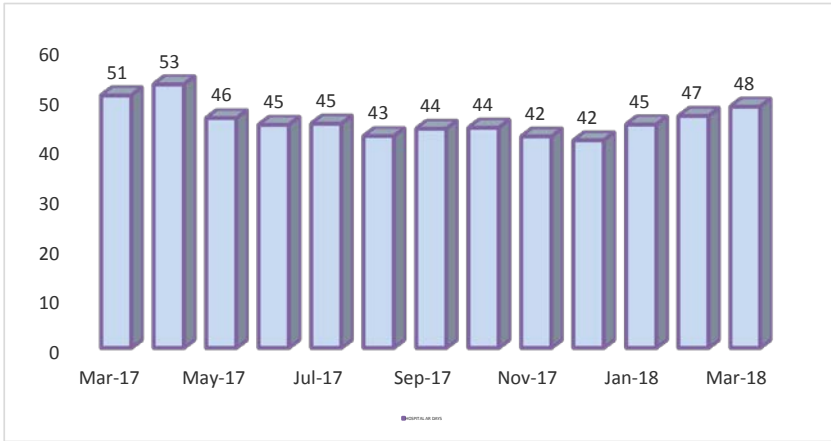
CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	28.27%	27.11%	28.94%
Blue Cross	28.51%	29.08%	30.49%
Medicaid	16.22%	13.89%	14.70%
Medicare	22.63%	23.86%	19.07%
Self Pay	3.75%	5.42%	6.18%
Other	0.62%	0.64%	0.62%
TOTAL	100%	100%	100%

ORTHO CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	43.57%	39.81%	39.50%
Blue Cross	22.01%	30.05%	27.91%
Medicaid	2.69%	4.47%	6.32%
Medicare	25.98%	20.46%	23.02%
Self Pay	2.44%	4.07%	2.71%
Other	3.31%	1.14%	0.54%
TOTAL	100%	100%	100%

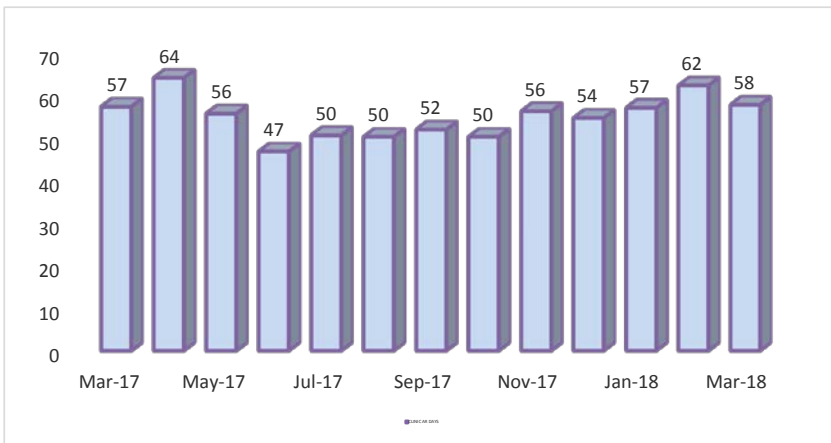
COMBINED	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	20.82%	20.63%	19.86%
Blue Cross	22.22%	23.94%	24.39%
Medicaid	12.81%	9.37%	10.34%
Medicare	34.01%	35.84%	34.80%
Self Pay	7.22%	7.68%	8.96%
Other	2.92%	2.55%	1.65%
TOTAL	100%	100%	100%

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
DAYS IN A/R
03/31/18

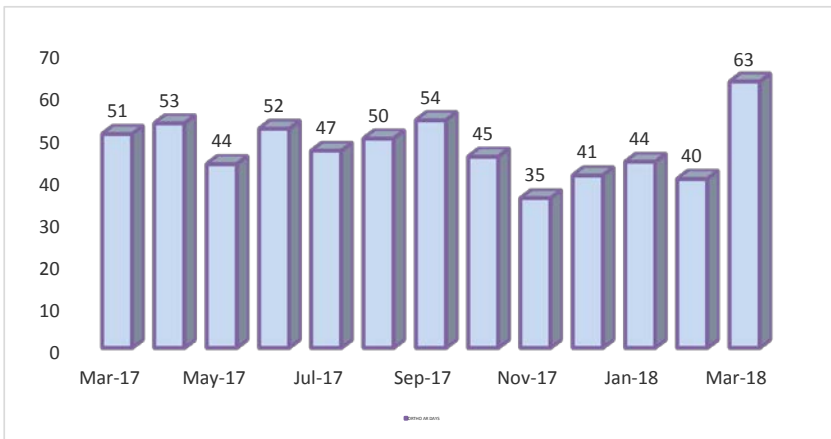
	HOSPITAL A/R DAYS
Mar-17	51
Apr-17	53
May-17	46
Jun-17	45
Jul-17	45
Aug-17	43
Sep-17	44
Oct-17	44
Nov-17	42
Dec-17	42
Jan-18	45
Feb-18	47
Mar-18	48



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

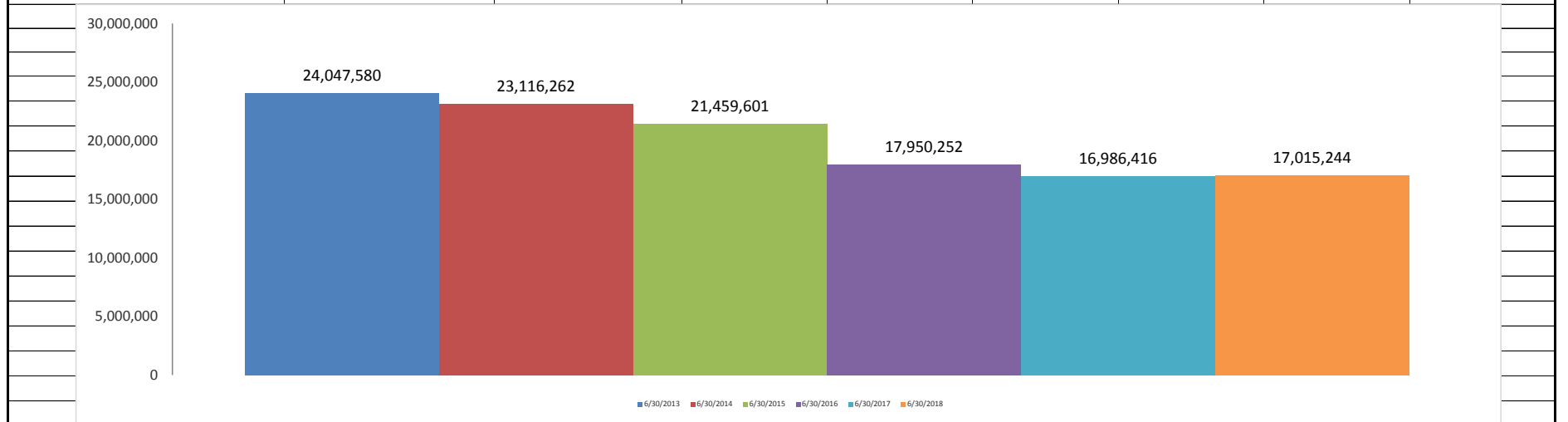


	ORTHO A/R DAYS
Mar-17	51
Apr-17	53
May-17	44
Jun-17	52
Jul-17	47
Aug-17	50
Sep-17	54
Oct-17	45
Nov-17	35
Dec-17	41
Jan-18	44
Feb-18	40
Mar-18	63



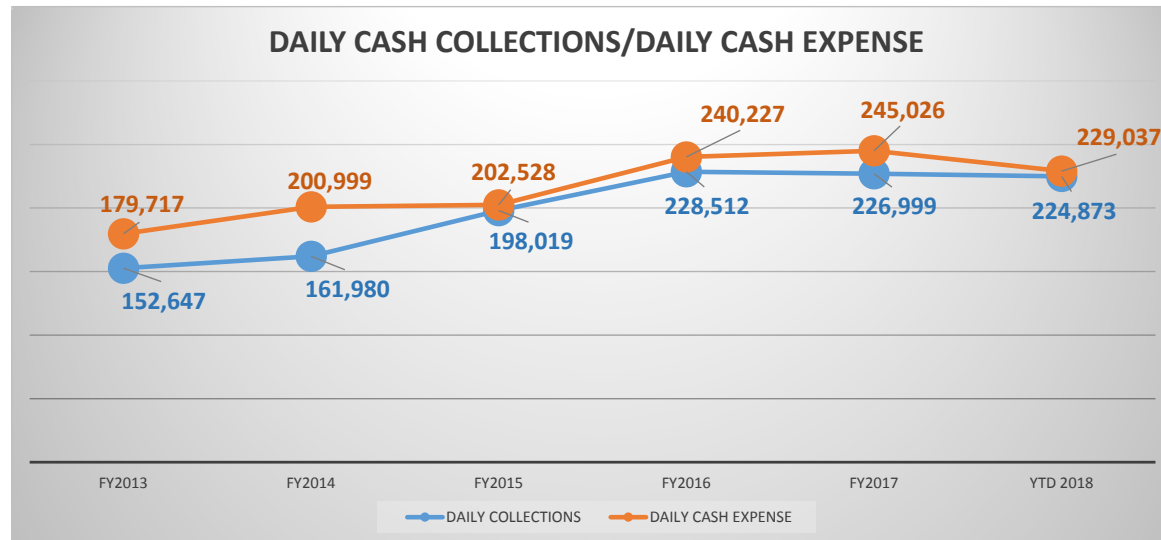
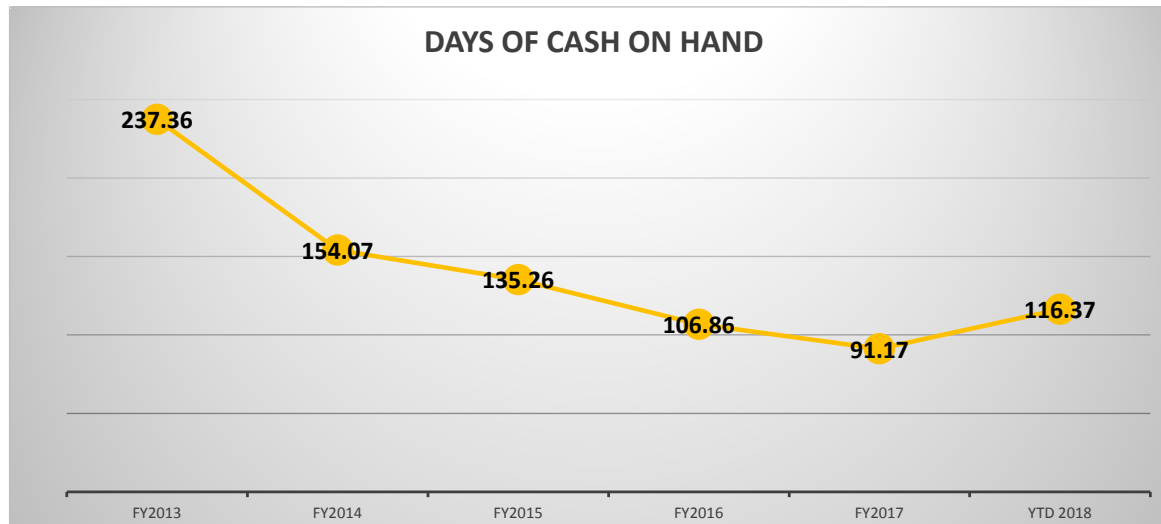
**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
OPEN BID INVESTMENT SUMMARY REPORT
03/31/18**

		INTEREST						
ACCOUNT	FINANCIAL INST	RATE	6/30/2013	6/30/2014	6/30/2015	6/30/2016	6/30/2017	6/30/2018
GENERAL	BANK OF WEST	0.300%	8,700,000	8,710,751	5,295,564	4,330,411	4,362,377	4,387,404
RESERVE	BANK OF WEST	0.300%	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
GENERAL	BANK OF WEST	0.860%			2,460,272	2,983,016	2,964,992	2,967,941
CAPITAL DEVELOPMENT	KEYBANK	1.500%	13,539,405	13,001,178	12,299,119	9,231,852	8,253,433	8,253,433
E. BOICE	WYOSTAR	1.016%	404,098	39	39	39	40	40
LIFELINE	WYOSTAR	1.016%	104,078	104,294	104,607	104,934	105,575	106,426
TOTAL			24,047,580	23,116,262	21,459,601	17,950,252	16,986,416	17,015,244



INFORMATION:								
CURRENT INVESTMENT BALANCE:		\$ 17,015,243.57						
GENERAL FUND BALANCE AS OF 03/31/18		5,153,352						
REPRESENTING DAYS OF CASH ON HAND		24						
RECOMMENDATION:								
MAINTAIN FUNDS IN CURRENT INVESTMENTS DUE TO LIQUIDITY OF FUNDS.								
START LOOKING INTO OTHER OPTIONS WITH HIGHER INTEREST RATES.								

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Days of Cash on Hand
3/31/2018



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

Vouchers Submitted by MHSC at agreed discounted rate		
August 2017	\$25,316.51	
August 2017	\$6,466.36	
August 2017	\$12,235.93	
September 2017	\$24,309.75	
October 2017	\$19,404.20	
November 2017	\$4,335.89	
January 2018	\$28,319.19	
February 2018	\$19,655.19	
County Requested Total Vouchers Submitted as of January 31, 2018	<u>\$140,043.02</u>	
Total Vouchers Submitted FY 2018		\$140,043.02
Less: Total Approved by County and Received by MHSC FY 2018		\$140,043.02
Total Vouchers Pending Approval by County		<u><u>\$0.00</u></u>

FY18 Title 25 Fund Budget from Sweetwater County	\$266,304.70
Funds Received From Sweetwater County	<u>\$140,043.02</u>
FY18 Title 25 Fund Budget Remaining	\$126,261.68
Total Budgeted Vouchers Pending Submittal to County	<u><u>\$0.00</u></u>

FY18 Maintenance Fund Budget from Sweetwater County	\$933,812.00
County Maintenance FY18 - July	\$1,187.70
County Maintenance FY18 - August	\$512.64
County Maintenance FY18 - September	\$10,297.70
County Maintenance FY18 - October	\$43,489.18
County Maintenance FY18 - November	\$269,311.46
County Maintenance FY18 - December	\$2,352.82
County Maintenance FY18 - January	\$43,689.71
County Maintenance FY18 - February	\$100,352.13
	<u>\$471,193.34</u>
FY18 Maintenance Fund Budget Remaining	<u><u>\$462,618.66</u></u>

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

FY 2018		
	Barry J. Walker	\$2,500.00
	Dray, Dyekman, Reed & Healey PC	\$4,642.96
	Edwards Law Office, P.C.	\$94,665.00
	Hirst Applegate, LLP	\$94,187.75
	Jamieson & Robinson, LLC	\$29,046.52
	John H. Robinson, P.C.	\$95,014.60
	Phillips Law, LLC	\$185,019.12
	Ray Quinney & Nebeker P.C.	\$7,301.50
	Settlements	\$50,120.55
	Sundahl, Powers, Kapp & Martin, LLC	\$3,972.67
	Total FYTD 2018	\$566,470.67

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

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	627	6,313,442.66
CAPITAL EQUIPMENT (PLANT FUND)	3	29,934.13
CONSTRUCTION IN PROGRESS (BUILDING FUND)	2	111,589.76
PAYROLL MARCH 4, 2018	N/A	1,326,060.37
PAYROLL MARCH 18, 2018	N/A	1,335,877.31
TOTAL CASH OUTFLOW		<u>\$6,454,966.55</u>
CASH COLLECTIONS		6,105,390.00
INCREASE/DECREASE IN CASH		\$ (349,576.55)

**PLANT FUND CASH DISBURSEMENTS
FISCAL YEAR 2018**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
03/31/18

Amount	Description
312,873.97	ABG Retirement Total
29,136.38	Advertising Total
10,755.35	Billing Services Total
5,680.23	Blood Bank Services Total
29,600.00	Building Lease Total
3,622.01	Cellular Telephone Total
53,018.38	Collection Agency Total
3,607.28	Computer Equipment Total
2,402.97	Consulting Fees Total
156,796.34	Contract Maintenance Total
108,995.67	Contract Personnel Total
294.66	Courier Services Total
6,983.72	Credit Card Payment Total
26,910.55	Dental Insurance Total
3,704.09	Dialysis Supplies Total
732.40	Education & Travel Total
2,853.62	Education and Travel Total
182.00	Education Material Total
2,182.81	Employee Recruitment Total
99,482.07	Equipment Lease Total
38,555.47	Food Total
7,535.98	Freight Total
648.29	Fuel Total
2,132.82	Garbage Collection Total
620,744.49	Group Health Total
85.80	Guest Relations Total
1,680.00	Homeowner Dues Total
206,817.96	Hospital Supplies Total
27,848.31	Insurance Premium Total
54,457.44	Insurance Refund Total
39,971.11	Laboratory Services Total
110,865.32	Laboratory Supplies Total
2,995.00	Laundry Supplies Total
44,969.92	Legal Fees Total
287.16	Linen Total
56,956.58	Locum Tenens Total
31,610.45	Maintenance & Repair Total
52,786.99	Maintenance Supplies Total
10,421.04	Matching Funds Total
56,350.04	MHSC Foundation Total
237.00	Monthly Pest Control Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
03/31/18

[illegible]

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/18

W/T	3/19/2018	ABG 030418	154,559.99	ABG Retirement
153058	3/14/2018	SWEETWATER NOW, LLC	2,675.00	Advertising
153063	3/14/2018	THE RADIO NETWORK	4,000.00	Advertising
153064	3/14/2018	TOPP PUBLISHING LLC	545.00	Advertising
153228	3/21/2018	SUBLETTE EXAMINER	279.25	Advertising
153113	3/21/2018	BIG THICKET BROADCASTING	3,000.00	Advertising
153112	3/21/2018	BIGHORN DESIGN STUDIO, LLC	77.00	Advertising
153213	3/21/2018	RUMOR ADVERTISING	13,500.00	Advertising
153205	3/21/2018	RAWLINS DAILY TIMES	358.00	Advertising
153260	3/28/2018	ALERT MAGAZINE	550.00	Advertising
153340	3/28/2018	THE RADIO NETWORK	250.02	Advertising
153353	3/28/2018	WYOMING PRESS ASSOCIATION	125.00	Advertising
EFT000000003556	3/21/2018	GREEN RIVER STAR	80.00	Advertising
EFT000000003534	3/7/2018	IN10SITY INTERACTIVE, LLC	1,720.00	Advertising
EFT000000003539	3/7/2018	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
EFT000000003561	3/21/2018	LAMAR ADVERTISING	860.00	Advertising
EFT000000003566	3/21/2018	ROCKET MINER	457.11	Advertising
EFT000000003580	3/28/2018	LAMAR ADVERTISING	380.00	Advertising
152851	3/7/2018	EXPRESS MEDICAID BILLING SERV	2,162.00	Billing Services
152930	3/7/2018	TRUE COMMERCE, INC	103.35	Billing Services
153326	3/28/2018	RECONDO TECHNOLOGY, INC	8,500.00	Billing Services
153239	3/21/2018	UNITED BLOOD SERVICES	5,680.23	Blood Bank Services
153135	3/21/2018	BIG SANDY CLINIC	2,200.00	Building Lease
153128	3/21/2018	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
153151	3/21/2018	HILLTOP PROPERTIES, LLC	23,900.00	Building Lease
153070	3/14/2018	VERIZON WIRELESS, LLC	1,764.62	Cellular Telephone
153348	3/28/2018	VERIZON WIRELESS, LLC	1,857.39	Cellular Telephone
152904	3/7/2018	ROCKY MOUNTAIN SERVICE BUREAU	52,490.00	Collection Agency
153122	3/21/2018	COLLECTION PROFESSIONALS, INC	528.38	Collection Agency
153119	3/21/2018	CDW GOVERNMENT LLC	995.41	Computer Equipment
153273	3/28/2018	CDW GOVERNMENT LLC	2,611.87	Computer Equipment
153198	3/21/2018	PLAN ONE/ARCHITECTS	1,495.00	Consulting Fees
153299	3/28/2018	HOMEWOOD SUITES	907.97	Consulting Fees
152821	3/7/2018	ABILITY NETWORK INC	40.10	Contract Maintenance
153014	3/14/2018	HEALTHSTREAM INC.	1,263.86	Contract Maintenance
152872	3/7/2018	MEDACIST	449.82	Contract Maintenance
153033	3/14/2018	MICRO-TEL	6,387.00	Contract Maintenance
152891	3/7/2018	PHILIPS HEALTHCARE	662.64	Contract Maintenance
153041	3/14/2018	PHILIPS HEALTHCARE	10,074.00	Contract Maintenance
152894	3/7/2018	POLICYSTAT LLC	382.00	Contract Maintenance
153048	3/14/2018	SIEMENS MEDICAL SOLUTIONS USA	8,270.08	Contract Maintenance
152908	3/7/2018	SOUTHWESTERN BIOMEDICAL ELECT.	500.00	Contract Maintenance
152925	3/7/2018	THOMSON REUTERS	749.10	Contract Maintenance
152926	3/7/2018	TRACTMANAGER INC	950.95	Contract Maintenance
152941	3/7/2018	WASATCH CONTROLS	8,761.00	Contract Maintenance
153150	3/21/2018	HEALTHCARE SOLUTIONS OF NC	1,024.00	Contract Maintenance
153165	3/21/2018	MCKESSON HEALTH SOLUTIONS	95.91	Contract Maintenance
153194	3/21/2018	PEAK 10, INC	8,637.24	Contract Maintenance
153195	3/21/2018	PHILIPS HEALTHCARE	2,066.00	Contract Maintenance
153200	3/21/2018	QUALITY SYSTEMS, INC	21,200.00	Contract Maintenance
153130	3/21/2018	DELL FINANCIAL SERVICES	1,905.74	Contract Maintenance
153199	3/21/2018	PROVIDER ADVANTAGE NW INC	1,140.00	Contract Maintenance
153374	3/29/2018	CHANGE HEALTHCARE SOLUTIONS, LLC	3,878.72	Contract Maintenance
153280	3/28/2018	COLORADO DOCUMENT SECURITY	2,588.00	Contract Maintenance
153316	3/28/2018	NUANCE COMMUNICATIONS, INC	1,500.00	Contract Maintenance
153318	3/28/2018	OPTIMIS CORP	200.00	Contract Maintenance
153321	3/28/2018	PHILIPS HEALTHCARE	4,319.00	Contract Maintenance
153320	3/28/2018	PHILIPS MEDICAL SYSTEM N.A.CO	1,616.75	Contract Maintenance

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/18

153323	3/28/2018	PROVIDER ADVANTAGE NW INC	1,140.00	Contract Maintenance
153329	3/28/2018	SIEMENS MEDICAL SOLUTIONS USA	8,270.08	Contract Maintenance
153265	3/28/2018	BD DIAGNOSTICS	1,100.00	Contract Maintenance
153259	3/28/2018	ACCRUENT LLC	1,327.40	Contract Maintenance
153324	3/28/2018	QUADRAMED	2,757.38	Contract Maintenance
153336	3/28/2018	SUPERO HEALTHCARE SOLUTIONS	3,750.00	Contract Maintenance
W/T	3/20/2018	CARE CLOUD	349.00	Contract Maintenance
W/T	3/5/2018	ZENITH	107.00	Contract Maintenance
EFT000000003568	3/21/2018	T-SYSTEM, INC	10,000.00	Contract Maintenance
EFT000000003540	3/7/2018	T-SYSTEM, INC	8,249.00	Contract Maintenance
EFT000000003542	3/14/2018	ARRENDALE ASSOCIATES, INC	1,200.00	Contract Maintenance
EFT000000003578	3/28/2018	GE HEALTHCARE	3,018.00	Contract Maintenance
EFT000000003587	3/28/2018	R.S. CHAMBER OF COMMERCE	125.00	Contract Maintenance
EFT000000003591	3/28/2018	STATE FIRE DC SPECIALTIES	18,492.57	Contract Maintenance
EFT000000003592	3/28/2018	T-SYSTEM, INC	8,249.00	Contract Maintenance
152830	3/7/2018	AVANT HEALTHCARE PROFESSIONALS, LLC	23,958.37	Contract Personnel
152986	3/14/2018	AVANT HEALTHCARE PROFESSIONALS, LLC	3,269.10	Contract Personnel
153006	3/14/2018	ELWOOD STAFFING SERVICES, INC	1,787.71	Contract Personnel
152856	3/7/2018	FOCUSONE SOLUTIONS LLC	22,784.50	Contract Personnel
153010	3/14/2018	FOCUSONE SOLUTIONS LLC	24,050.25	Contract Personnel
153103	3/21/2018	AVANT HEALTHCARE PROFESSIONALS, LLC	2,140.23	Contract Personnel
153144	3/21/2018	FOCUSONE SOLUTIONS LLC	17,070.88	Contract Personnel
153289	3/28/2018	ELWOOD STAFFING SERVICES, INC	1,732.44	Contract Personnel
153294	3/28/2018	FOCUSONE SOLUTIONS LLC	12,202.19	Contract Personnel
153057	3/14/2018	SUSAN K CROFUTT	294.66	Courier Services
W/T	3/28/2018	UMB BANK PMT	6,983.72	Credit Card Payment
152848	3/7/2018	DELTA DENTAL	1,502.20	Dental Insurance
153004	3/14/2018	DELTA DENTAL	25,408.35	Dental Insurance
152857	3/7/2018	FRESENIUS USA MANUFACTURING	2,675.01	Dialysis Supplies
153145	3/21/2018	FRESENIUS USA MANUFACTURING	964.93	Dialysis Supplies
EFT000000003558	3/21/2018	HENRY SCHEIN INC	64.15	Dialysis Supplies
153249	3/21/2018	WEST PARK HOSPITAL	700.00	Education & Travel
153181	3/21/2018	NATIONAL FIRE PROTECTION ASSN	32.40	Education & Travel
152862	3/7/2018	HOMEWOOD SUITES	1,037.68	Education and Travel
153155	3/21/2018	HOMEWOOD SUITES	1,815.94	Education and Travel
152881	3/7/2018	MY EDUCATIONAL RESOURCES	126.00	Education Material
153180	3/21/2018	MY EDUCATIONAL RESOURCES	56.00	Education Material
153097	3/21/2018	AMERICU CREDIT UNION	932.31	Employee Recruitment
EFT000000003559	3/21/2018	INSIGHT INVESTIGATIONS, INC	710.50	Employee Recruitment
EFT000000003590	3/28/2018	SST TESTING +, INC.	540.00	Employee Recruitment
152841	3/7/2018	CAREFUSION SOLUTIONS, LLC	20,521.00	Equipment Lease
153012	3/14/2018	GE HEALTHCARE FINANCIAL SERVICES	13,081.09	Equipment Lease
153018	3/14/2018	HP FINANCIAL SERVICES	295.11	Equipment Lease
152892	3/7/2018	PITNEY BOWES INC	118.99	Equipment Lease
153069	3/14/2018	US BANK EQUIPMENT FINANCE	251.28	Equipment Lease
153242	3/21/2018	US BANK EQUIPMENT FINANCE	934.42	Equipment Lease
153127	3/21/2018	COPIER & SUPPLY COMPANY	22.32	Equipment Lease
153216	3/21/2018	SIEMENS FINANCIAL SERVICES, INC	18,662.64	Equipment Lease
153197	3/21/2018	PITNEY BOWES INC	1,621.75	Equipment Lease
153157	3/21/2018	ICONTRACTS	382.00	Equipment Lease
153272	3/28/2018	CAREFUSION SOLUTIONS, LLC	1,087.45	Equipment Lease
153274	3/28/2018	CELTIC COMMERCIAL FINANCE	474.00	Equipment Lease
153277	3/28/2018	CISCO SYSTEMS CAPITAL CORP	16,131.08	Equipment Lease
153285	3/28/2018	COPIER & SUPPLY COMPANY	13,362.38	Equipment Lease
153346	3/28/2018	US BANK EQUIPMENT FINANCE	1,569.44	Equipment Lease
W/T	3/8/2018	SIEMENS	9,017.12	Equipment Lease
EFT000000003546	3/14/2018	TIMEPAYMENT CORP	1,950.00	Equipment Lease
152854	3/7/2018	F B MCFADDEN WHOLESALE	3,145.41	Food

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/18

153008	3/14/2018	F B MCFADDEN WHOLESale	1,997.12	Food
152869	3/7/2018	LLORENS PHARMACEUTICAL INTERNATIONAL DIVISION INC	227.40	Food
152884	3/7/2018	NICHOLAS & CO INC	3,022.27	Food
153037	3/14/2018	NICHOLAS & CO INC	2,249.36	Food
152921	3/7/2018	SYSco INTERMOUNTAIN FOOD	477.88	Food
152948	3/9/2018	SYSco INTERMOUNTAIN FOOD	5,516.17	Food
153061	3/14/2018	SYSco INTERMOUNTAIN FOOD	67.46	Food
152943	3/7/2018	WESTERN WYOMING BEVERAGES INC	428.05	Food
153166	3/21/2018	MEADOW GOLD DAIRY	493.12	Food
153140	3/21/2018	F B MCFADDEN WHOLESale	2,531.37	Food
153187	3/21/2018	NICHOLAS & CO INC	4,368.87	Food
153231	3/21/2018	SYSco INTERMOUNTAIN FOOD	2,982.00	Food
153248	3/21/2018	WESTERN WYOMING BEVERAGES INC	643.10	Food
153292	3/28/2018	F B MCFADDEN WHOLESale	3,540.46	Food
153307	3/28/2018	MEADOW GOLD DAIRY	1,219.06	Food
153315	3/28/2018	NICHOLAS & CO INC	2,371.26	Food
153350	3/28/2018	WESTERN WYOMING BEVERAGES INC	1,361.43	Food
EFT000000003532	3/7/2018	FARMER BROS CO	504.05	Food
EFT000000003553	3/21/2018	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	239.20	Food
EFT000000003573	3/28/2018	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	583.05	Food
EFT000000003576	3/28/2018	FARMER BROS CO	587.38	Food
152855	3/7/2018	FED EX	24.62	Freight
152867	3/7/2018	KOMATSU EQUIPMENT COMPANY	1,381.89	Freight
153067	3/14/2018	TRIOSE, INC	1,286.12	Freight
152936	3/7/2018	UPS STORE	1,847.56	Freight
153236	3/21/2018	TRIOSE, INC	2,765.93	Freight
153141	3/21/2018	FED EX	192.39	Freight
153293	3/28/2018	FED EX	37.47	Freight
152898	3/7/2018	RED HORSE OIL COMPANIES INC	648.29	Fuel
EFT000000003547	3/14/2018	WWS - ROCK SPRINGS	2,132.82	Garbage Collection
152837	3/7/2018	BLUE CROSS BLUE SHIELD OF WYOM	234.00	Group Health
152879	3/7/2018	MUNICH RE STOP LOSS, INC	69,919.34	Group Health
W/T	3/1/2018	UUHP 022818	135,445.26	Group Health
W/T	3/8/2018	UUHP 030718	127,868.61	Group Health
W/T	3/15/2018	UUHP 031418	107,537.41	Group Health
W/T	3/22/2018	UUHP 032118	111,473.44	Group Health
W/T	3/29/2018	UUHP 032818	68,266.43	Group Health
153025	3/14/2018	LINCARE INC	85.80	Guest Relations
153114	3/21/2018	BLUFFS HOMEOWNERS ASSN.	1,680.00	Homeowner Dues
152979	3/14/2018	ABBOTT LABORATORIES	140.45	Hospital Supplies
152822	3/7/2018	AESCUlAP INC	224.20	Hospital Supplies
152981	3/14/2018	AESCUlAP INC	306.84	Hospital Supplies
152827	3/7/2018	APPLIED MEDICAL	1,620.00	Hospital Supplies
152828	3/7/2018	AQUACAST LINER	736.00	Hospital Supplies
152984	3/14/2018	ARROW INTERNATIONAL, INC.	1,153.30	Hospital Supplies
152829	3/7/2018	ARTHREX INC.	240.00	Hospital Supplies
152834	3/7/2018	B BRAUN MEDICAL INC.	511.20	Hospital Supplies
152987	3/14/2018	B BRAUN MEDICAL INC.	441.00	Hospital Supplies
152832	3/7/2018	BARD PERIPHERAL VASCULAR INC	1,044.00	Hospital Supplies
152833	3/7/2018	BAXTER BIO SCIENCE	1,283.16	Hospital Supplies
152858	3/7/2018	BAXTER HEALTHCARE CORP	708.19	Hospital Supplies
152836	3/7/2018	BECTON DICKINSON	392.95	Hospital Supplies
152838	3/7/2018	BOSTON SCIENTIFIC CORP	344.44	Hospital Supplies
152990	3/14/2018	BOSTON SCIENTIFIC CORP	1,765.80	Hospital Supplies
152840	3/7/2018	CARDINAL HEALTH/V. MUELLER	79.69	Hospital Supplies
152842	3/7/2018	CAREFUSION 2200 INC	1,251.72	Hospital Supplies
152929	3/7/2018	CENTURION MEDICAL PRODUCTS	148.45	Hospital Supplies
153068	3/14/2018	CENTURION MEDICAL PRODUCTS	1,231.80	Hospital Supplies

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152999	3/14/2018	CONMED CORPORATION	118.25	Hospital Supplies
153000	3/14/2018	COOK MEDICAL INC.	318.01	Hospital Supplies
152846	3/7/2018	COOK MEDICAL INCORPORATED	4,935.81	Hospital Supplies
153001	3/14/2018	COOK MEDICAL INCORPORATED	896.00	Hospital Supplies
153003	3/14/2018	DATEX-OHMEDA, INC.	769.00	Hospital Supplies
152859	3/7/2018	HEALTHCARE LOGISTICS INC	214.10	Hospital Supplies
153013	3/14/2018	HEALTHCARE LOGISTICS INC	34.10	Hospital Supplies
152860	3/7/2018	HILL-ROM	142.72	Hospital Supplies
153015	3/14/2018	HILL-ROM	517.39	Hospital Supplies
153016	3/14/2018	HOLOGIC, INC.	263.53	Hospital Supplies
153056	3/14/2018	LEICA BIOSYSTEMS RICHMOND	856.39	Hospital Supplies
152880	3/7/2018	M V A P MEDICAL SUPPLIES, INC.	397.00	Hospital Supplies
152870	3/7/2018	MARKET LAB, INC	101.06	Hospital Supplies
152871	3/7/2018	MCKESSON MEDICAL-SURGICAL	2,783.36	Hospital Supplies
153027	3/14/2018	MCKESSON MEDICAL-SURGICAL	1,042.97	Hospital Supplies
153028	3/14/2018	MEAD JOHNSON NUTRITION	281.16	Hospital Supplies
152874	3/7/2018	MEDTRONIC, USA	103.75	Hospital Supplies
153034	3/14/2018	MINDRAY DS USA, INC.	274.56	Hospital Supplies
152883	3/7/2018	NATUS MEDICAL INC	81.94	Hospital Supplies
152887	3/7/2018	OLYMPUS AMERICA INC	112.52	Hospital Supplies
152888	3/7/2018	OWENS & MINOR 90005430	28,696.92	Hospital Supplies
153038	3/14/2018	OWENS & MINOR 90005430	15,386.13	Hospital Supplies
152890	3/7/2018	PERFORMANCE HEALTH SUPPLY INC	34.30	Hospital Supplies
153040	3/14/2018	PERFORMANCE HEALTH SUPPLY INC	248.01	Hospital Supplies
153043	3/14/2018	QUESET MEDICAL	166.20	Hospital Supplies
152895	3/7/2018	RADIOMETER AMERICA INC	418.29	Hospital Supplies
152899	3/7/2018	RESPIRONICS	89.00	Hospital Supplies
152907	3/7/2018	SMITHS MEDICAL ASD	325.00	Hospital Supplies
153049	3/14/2018	SMITHS MEDICAL ASD	467.52	Hospital Supplies
152909	3/7/2018	SPACELABS MEDICAL	36.57	Hospital Supplies
152914	3/7/2018	STERIS CORPORATION	5,964.94	Hospital Supplies
153053	3/14/2018	STERIS CORPORATION	1,298.21	Hospital Supplies
153055	3/14/2018	SUREMARK CO	225.00	Hospital Supplies
152922	3/7/2018	TELEFLEX MEDICAL INC.	128.92	Hospital Supplies
153062	3/14/2018	TELEFLEX MEDICAL INC.	789.60	Hospital Supplies
152927	3/7/2018	TRAIL RIDGE PRODUCTS INC	208.93	Hospital Supplies
153065	3/14/2018	TRAIL RIDGE PRODUCTS INC	111.22	Hospital Supplies
152928	3/7/2018	TRI-ANIM HEALTH SERVICES INC	963.04	Hospital Supplies
153066	3/14/2018	TRI-ANIM HEALTH SERVICES INC	1,068.39	Hospital Supplies
152939	3/7/2018	UTAH MEDICAL PRODUCTS INC	71.40	Hospital Supplies
152942	3/7/2018	WAXIE SANITARY SUPPLY	6,745.58	Hospital Supplies
153071	3/14/2018	WAXIE SANITARY SUPPLY	1,126.41	Hospital Supplies
153095	3/21/2018	AMAZON.COM CREDIT PLAN	859.84	Hospital Supplies
153109	3/21/2018	BECTON DICKINSON	1,147.87	Hospital Supplies
153090	3/21/2018	ABBOTT LABORATORIES	5,351.55	Hospital Supplies
153212	3/21/2018	ABBOTT NUTRITION	49.14	Hospital Supplies
153093	3/21/2018	ALLEN MEDICAL SYSTEMS INC	474.54	Hospital Supplies
153100	3/21/2018	APPLIED MEDICAL	180.00	Hospital Supplies
153101	3/21/2018	ARTHREX INC.	30.00	Hospital Supplies
153107	3/21/2018	B BRAUN MEDICAL INC.	1,074.08	Hospital Supplies
153105	3/21/2018	BAXTER BIO SCIENCE	1,670.73	Hospital Supplies
153146	3/21/2018	BAXTER HEALTHCARE CORP	2,105.95	Hospital Supplies
153106	3/21/2018	BAYER HEALTHCARE LLC	1,856.82	Hospital Supplies
153111	3/21/2018	BG MEDICAL LLC	1,700.00	Hospital Supplies
153237	3/21/2018	CENTURION MEDICAL PRODUCTS	771.60	Hospital Supplies
153120	3/21/2018	COASTAL LIFE SYSTEMS, INC.	158.84	Hospital Supplies
153123	3/21/2018	COMED MEDICAL SPECIALTIES INC	199.02	Hospital Supplies
153125	3/21/2018	CONE INSTRUMENTS	240.58	Hospital Supplies

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153126	3/21/2018	COOK MEDICAL INCORPORATED	170.00	Hospital Supplies
153136	3/21/2018	EDGE PHARMACEUTICALS, LLC	2,662.38	Hospital Supplies
153153	3/21/2018	HOLOGIC, INC.	6,150.00	Hospital Supplies
153156	3/21/2018	HULL ANESTHESIA INC	92.50	Hospital Supplies
153158	3/21/2018	INNOVATIVE PRODUCTS INC.	122.50	Hospital Supplies
153229	3/21/2018	LEICA BIOSYSTEMS RICHMOND	147.62	Hospital Supplies
153164	3/21/2018	MARKET LAB, INC	75.97	Hospital Supplies
153170	3/21/2018	MEGADYNE MEDICAL PRODUCTS INC	268.21	Hospital Supplies
153178	3/21/2018	MINDRAY DS USA, INC.	97.50	Hospital Supplies
153182	3/21/2018	NATUS MEDICAL INC	2,176.48	Hospital Supplies
153191	3/21/2018	OLYMPUS AMERICA INC	395.80	Hospital Supplies
153193	3/21/2018	OWENS & MINOR 90005430	28,829.29	Hospital Supplies
153207	3/21/2018	RESPIRONICS	190.00	Hospital Supplies
153219	3/21/2018	SMITHS MEDICAL ASD	524.69	Hospital Supplies
153220	3/21/2018	SPACELABS MEDICAL	79.32	Hospital Supplies
153232	3/21/2018	TELEFLEX MEDICAL INC.	258.42	Hospital Supplies
153235	3/21/2018	TRI-ANIM HEALTH SERVICES INC	115.08	Hospital Supplies
153246	3/21/2018	WAXIE SANITARY SUPPLY	159.23	Hospital Supplies
153258	3/28/2018	ABBOTT LABORATORIES	1,074.88	Hospital Supplies
153262	3/28/2018	APPLIED MEDICAL	435.00	Hospital Supplies
153264	3/28/2018	B BRAUN MEDICAL INC.	2,291.80	Hospital Supplies
153295	3/28/2018	BAXTER HEALTHCARE CORP	708.19	Hospital Supplies
153266	3/28/2018	BECTON DICKINSON	844.87	Hospital Supplies
153268	3/28/2018	BOSTON SCIENTIFIC CORP	1,515.80	Hospital Supplies
153343	3/28/2018	CENTURION MEDICAL PRODUCTS	280.00	Hospital Supplies
153282	3/28/2018	CONMED CORPORATION	3,122.66	Hospital Supplies
153283	3/28/2018	COOK MEDICAL INC.	339.04	Hospital Supplies
153284	3/28/2018	COOK MEDICAL INCORPORATED	906.80	Hospital Supplies
153288	3/28/2018	DIAGNOSTIGA STAGO INC	134.00	Hospital Supplies
153290	3/28/2018	EUROTROL US BV	322.50	Hospital Supplies
153296	3/28/2018	GYNEX CORP	57.45	Hospital Supplies
153297	3/28/2018	HEALTHCARE LOGISTICS INC	228.19	Hospital Supplies
153298	3/28/2018	HOLOGIC, INC.	86.00	Hospital Supplies
153337	3/28/2018	LEICA BIOSYSTEMS RICHMOND	115.37	Hospital Supplies
153306	3/28/2018	MAQUET MEDICAL SYSTEMS USA	276.24	Hospital Supplies
153308	3/28/2018	MEDELA INC	778.65	Hospital Supplies
153311	3/28/2018	MINDRAY DS USA, INC.	93.60	Hospital Supplies
153317	3/28/2018	OLYMPUS AMERICA INC	467.56	Hospital Supplies
153319	3/28/2018	OWENS & MINOR 90005430	23,836.59	Hospital Supplies
153327	3/28/2018	RESMED CORP	425.00	Hospital Supplies
153328	3/28/2018	S & W HEALTHCARE CORPORATION	197.00	Hospital Supplies
153330	3/28/2018	SMITHS MEDICAL ASD INC	181.27	Hospital Supplies
153333	3/28/2018	STERIS CORPORATION	1,278.16	Hospital Supplies
153339	3/28/2018	TELEFLEX MEDICAL INC.	269.10	Hospital Supplies
153342	3/28/2018	TRI-ANIM HEALTH SERVICES INC	1,383.76	Hospital Supplies
153313	3/28/2018	NANOSONICS, INC	797.99	Hospital Supplies
EFT000000003549	3/21/2018	BEEKLEY CORPORATION	640.00	Hospital Supplies
EFT000000003552	3/21/2018	CLINICAL CHOICE	48.93	Hospital Supplies
EFT000000003533	3/7/2018	HARDY DIAGNOSTICS	436.02	Hospital Supplies
EFT000000003537	3/7/2018	MARSHALL INDUSTRIES	896.70	Hospital Supplies
EFT000000003541	3/7/2018	ZOLL MEDICAL CORPORATION	1,611.60	Hospital Supplies
EFT000000003554	3/21/2018	DJ ORTHOPEDICS, LLC	2.40	Hospital Supplies
EFT000000003557	3/21/2018	HARDY DIAGNOSTICS	1,776.59	Hospital Supplies
EFT000000003569	3/21/2018	ZOLL MEDICAL CORPORATION	709.20	Hospital Supplies
EFT000000003572	3/28/2018	BAXTER HEALTHCARE CORP/IV	3,311.16	Hospital Supplies
EFT000000003575	3/28/2018	DJ ORTHOPEDICS, LLC	94.31	Hospital Supplies
EFT000000003579	3/28/2018	HARDY DIAGNOSTICS	2,021.64	Hospital Supplies
152934	3/7/2018	UNUM LIFE INS. CO OF AMERICA	27,848.31	Insurance Premium

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152957	3/9/2018	INSURANCE REFUND	1,348.91	Insurance Refund
152944	3/7/2018	INSURANCE REFUND	83.60	Insurance Refund
152945	3/7/2018	INSURANCE REFUND	309.40	Insurance Refund
152954	3/9/2018	INSURANCE REFUND	754.30	Insurance Refund
152976	3/9/2018	INSURANCE REFUND	4,829.83	Insurance Refund
152949	3/9/2018	INSURANCE REFUND	2,551.93	Insurance Refund
152946	3/7/2018	INSURANCE REFUND	60.33	Insurance Refund
153089	3/14/2018	INSURANCE REFUND	452.50	Insurance Refund
152955	3/9/2018	INSURANCE REFUND	12.40	Insurance Refund
152956	3/9/2018	INSURANCE REFUND	168.60	Insurance Refund
152960	3/9/2018	INSURANCE REFUND	120.84	Insurance Refund
152966	3/9/2018	INSURANCE REFUND	1,748.48	Insurance Refund
153252	3/21/2018	INSURANCE REFUND	269.50	Insurance Refund
153367	3/28/2018	INSURANCE REFUND	169.27	Insurance Refund
153354	3/28/2018	INSURANCE REFUND	587.60	Insurance Refund
153358	3/28/2018	INSURANCE REFUND	682.17	Insurance Refund
153370	3/28/2018	INSURANCE REFUND	886.49	Insurance Refund
153371	3/28/2018	INSURANCE REFUND	4,662.75	Insurance Refund
153372	3/28/2018	INSURANCE REFUND	34,676.96	Insurance Refund
153366	3/28/2018	INSURANCE REFUND	46.52	Insurance Refund
153356	3/28/2018	INSURANCE REFUND	35.06	Insurance Refund
153174	3/21/2018	METABOLIC NEWBORN SCREENING	3,696.00	Laboratory Services
153309	3/28/2018	METABOLIC NEWBORN SCREENING	2,200.00	Laboratory Services
EFT000000003548	3/21/2018	ARUP LABORATORIES, INC.	34,075.11	Laboratory Services
152835	3/7/2018	BECKMAN COULTER, INC	833.23	Laboratory Supplies
152839	3/7/2018	CARDINAL HEALTH	9,226.59	Laboratory Supplies
152992	3/14/2018	CARDINAL HEALTH	9,875.58	Laboratory Supplies
152994	3/14/2018	CEPHEID	8,675.30	Laboratory Supplies
153019	3/14/2018	INTERNATIONAL MED EQUIP BROKER	517.19	Laboratory Supplies
153022	3/14/2018	KENTEC MEDICAL INC	2,021.20	Laboratory Supplies
153030	3/14/2018	MEDIVATORS REPROCESSING SYSTEM	163.01	Laboratory Supplies
152863	3/7/2018	PLATINUM CODE	114.83	Laboratory Supplies
153171	3/21/2018	MERCEDES MEDICAL	1,390.00	Laboratory Supplies
153204	3/21/2018	R&D SYSTEMS INC	71.75	Laboratory Supplies
153098	3/21/2018	ANAEROBE SYSTEMS	22.70	Laboratory Supplies
153108	3/21/2018	BECKMAN COULTER, INC	3,033.04	Laboratory Supplies
153117	3/21/2018	CARDINAL HEALTH	15,513.08	Laboratory Supplies
153168	3/21/2018	MEDIVATORS REPROCESSING SYSTEM	1,258.01	Laboratory Supplies
153215	3/21/2018	SENSORS SAFETY PRODUCTS	470.29	Laboratory Supplies
153241	3/21/2018	UROLITHIASIS LABORATORY	288.00	Laboratory Supplies
153238	3/21/2018	TTE LABORATORIES	150.37	Laboratory Supplies
153261	3/28/2018	ANAEROBE SYSTEMS	22.70	Laboratory Supplies
153270	3/28/2018	CANCER DIAGNOSTICS, INC	86.05	Laboratory Supplies
153271	3/28/2018	CARDINAL HEALTH	22,679.99	Laboratory Supplies
153275	3/28/2018	CEPHEID	1,028.50	Laboratory Supplies
153334	3/28/2018	STRECK LABORATORIES INC	257.07	Laboratory Supplies
153344	3/28/2018	TYPENEX MEDICAL, LLC	190.00	Laboratory Supplies
EFT000000003536	3/7/2018	LABORATORY SUPPLY COMPANY	1,732.12	Laboratory Supplies
EFT000000003543	3/14/2018	BIO-RAD LABORATORIES	2,560.00	Laboratory Supplies
EFT000000003544	3/14/2018	FISHER HEALTHCARE	7,180.16	Laboratory Supplies
EFT000000003550	3/21/2018	BIO-RAD LABORATORIES	1,131.06	Laboratory Supplies
EFT000000003555	3/21/2018	FISHER HEALTHCARE	9,783.88	Laboratory Supplies
EFT000000003563	3/21/2018	ORTHO-CLINICAL DIAGNOSTICS INC	608.42	Laboratory Supplies
EFT000000003564	3/21/2018	PDC HEALTHCARE	647.91	Laboratory Supplies
EFT000000003577	3/28/2018	FISHER HEALTHCARE	7,550.36	Laboratory Supplies
EFT000000003583	3/28/2018	ORTHO-CLINICAL DIAGNOSTICS INC	1,782.93	Laboratory Supplies
EFT000000003582	3/28/2018	MARTIN-RAY LAUNDRY SYSTEMS	2,995.00	Laundry Supplies
153005	3/14/2018	DRAY, DYCKMAN, REED & HEALEY PC	932.96	Legal Fees

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152865	3/7/2018	JOHN H. ROBINSON, P.C.	14,066.00	Legal Fees
152897	3/7/2018	RAY QUINNEY	1,966.50	Legal Fees
152918	3/7/2018	SUNDAHL, POWERS, KAPP & MARTIN, LLC	332.50	Legal Fees
153160	3/21/2018	JOHN H. ROBINSON, P.C.	27,671.96	Legal Fees
152910	3/7/2018	STANDARD TEXTILE	287.16	Linen
153124	3/21/2018	COMPHEALTH, INC.	185.50	Locum Tenens
153281	3/28/2018	COMPHEALTH, INC.	30,627.48	Locum Tenens
EFT000000003571	3/28/2018	BARTON ASSOCIATES	26,143.60	Locum Tenens
152844	3/7/2018	CLARK'S QUALITY ROOFING, INC	990.00	Maintenance & Repair
152997	3/14/2018	CLARK'S QUALITY ROOFING, INC	230.00	Maintenance & Repair
153024	3/14/2018	LIGHTING MAINTENANCE & SERVICE, INC	454.50	Maintenance & Repair
153042	3/14/2018	P M AUTO GLASS, INC.	102.00	Maintenance & Repair
153047	3/14/2018	SCOTTCARE CORPORATION	1,550.00	Maintenance & Repair
152913	3/7/2018	STEALTH TECHNOLOGIES C.S.	913.50	Maintenance & Repair
153052	3/14/2018	STEALTH TECHNOLOGIES C.S.	72.00	Maintenance & Repair
152917	3/7/2018	SUEZ TREATMENT SOLUTIONS INC.	1,772.00	Maintenance & Repair
152938	3/7/2018	UTAH CONTROLS INC	1,815.00	Maintenance & Repair
152940	3/7/2018	VERTIV SERVICES, INC.	11,292.00	Maintenance & Repair
153072	3/14/2018	WYOMING TRUCKS AND CARS INC	65.00	Maintenance & Repair
153225	3/21/2018	STEALTH TECHNOLOGIES C.S.	1,174.85	Maintenance & Repair
153286	3/28/2018	COUNTERWISE	1,392.96	Maintenance & Repair
153291	3/28/2018	FAIRBANKS SCALES	527.00	Maintenance & Repair
EFT000000003551	3/21/2018	CARRIER COMMERCIAL SERVICE	2,981.95	Maintenance & Repair
EFT000000003584	3/28/2018	PARTSSOURCE	6,277.69	Maintenance & Repair
152845	3/7/2018	CODALE ELECTRIC SUPPLY, INC	235.02	Maintenance Supplies
152998	3/14/2018	CODALE ELECTRIC SUPPLY, INC	2,090.30	Maintenance Supplies
152861	3/7/2018	HOME DEPOT	378.43	Maintenance Supplies
153017	3/14/2018	HOME DEPOT	47.84	Maintenance Supplies
152882	3/7/2018	NAPA AUTO PARTS	23.98	Maintenance Supplies
153104	3/21/2018	BARD ACCESS SYSTEMS	967.50	Maintenance Supplies
153121	3/21/2018	CODALE ELECTRIC SUPPLY, INC	358.45	Maintenance Supplies
153154	3/21/2018	HOME DEPOT	3,449.82	Maintenance Supplies
153267	3/28/2018	BLOEDORN LUMBER	126.79	Maintenance Supplies
153279	3/28/2018	CODALE ELECTRIC SUPPLY, INC	55.83	Maintenance Supplies
EFT000000003565	3/21/2018	ROBERT I MERRILL COMPANY	44,506.58	Maintenance Supplies
EFT000000003538	3/7/2018	ROCK SPRINGS WINNELSON CO	5.53	Maintenance Supplies
EFT000000003567	3/21/2018	ROCK SPRINGS WINNELSON CO	414.54	Maintenance Supplies
EFT000000003586	3/28/2018	ROBERT I MERRILL COMPANY	111.00	Maintenance Supplies
EFT000000003588	3/28/2018	SHERWIN WILLIAMS CO	15.38	Maintenance Supplies
153176	3/21/2018	MHSC MEDICAL STAFF	10,421.04	Matching Funds
152875	3/7/2018	MHSC-FOUNDATION	55,834.52	MHSC Foundation
153175	3/21/2018	MHSC-FOUNDATION	515.52	MHSC Foundation
152923	3/7/2018	TERMINIX OF WYOMING	237.00	Monthly Pest Control
153011	3/14/2018	FOLLETT CORPORATION	1,878.80	Non Medical Supplies
153020	3/14/2018	J.J. KELLER & ASSOCIATES, INC.	160.45	Non Medical Supplies
152873	3/7/2018	MEDLINE INDUSTRIES INC	353.48	Non Medical Supplies
153031	3/14/2018	MEDLINE INDUSTRIES INC	155.93	Non Medical Supplies
153217	3/21/2018	SMILEMAKERS	350.71	Non Medical Supplies
153169	3/21/2018	MEDLINE INDUSTRIES INC	1,052.94	Non Medical Supplies
153278	3/28/2018	CIVCO MEDICAL SOLUTIONS	2,083.33	Non Medical Supplies
153338	3/28/2018	SWEETWATER TROPHIES	181.98	Non Medical Supplies
152849	3/7/2018	ENCOMPASS GROUP, LLC	2,837.76	Office Supplies
153029	3/14/2018	MEDICAL ARTS PRESS	87.98	Office Supplies
152911	3/7/2018	STANDARD REGISTER COMPANY	70.00	Office Supplies
153050	3/14/2018	STANDARD REGISTER COMPANY	111.00	Office Supplies
153051	3/14/2018	STAPLES BUSINESS ADVANTAGE	872.63	Office Supplies
153222	3/21/2018	STAPLES BUSINESS ADVANTAGE	756.49	Office Supplies
153331	3/28/2018	STANDARD REGISTER COMPANY	181.00	Office Supplies

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153332	3/28/2018	STAPLES BUSINESS ADVANTAGE	1,575.30	Office Supplies
EFT000000003589	3/28/2018	SMYTH PRINTING	1,203.82	Office Supplies
153251	3/21/2018	YOUNG AT HEART SENIOR CITIZENS CENTER	1,970.00	Other Employee Benefits
153102	3/21/2018	A TOUCH OF CLASS	225.00	Other Employee Benefits
152931	3/7/2018	TSI INCORPORATED	1,021.18	Other Medical Surgical Supplies
152825	3/7/2018	AMERICAN ACADEMY OF SLEEP MEDICINE	270.00	Other Purchased Services
152989	3/14/2018	BLOXR SOLUTIONS LLC	1,205.00	Other Purchased Services
152996	3/14/2018	CJ SIGNS	850.00	Other Purchased Services
152852	3/7/2018	EZ-STREET TAXI	218.11	Other Purchased Services
153007	3/14/2018	EZ-STREET TAXI	28.00	Other Purchased Services
152935	3/7/2018	UPDOX LLC	1,070.00	Other Purchased Services
153138	3/21/2018	EZ-STREET TAXI	45.00	Other Purchased Services
EFT000000003570	3/28/2018	AIRGAS INTERMOUNTAIN INC	6,089.13	Oxygen Rental
153359	3/28/2018	PATIENT REFUND	160.00	Patient Refund
153360	3/28/2018	PATIENT REFUND	54.34	Patient Refund
153361	3/28/2018	PATIENT REFUND	24.70	Patient Refund
153362	3/28/2018	PATIENT REFUND	24.70	Patient Refund
153363	3/28/2018	PATIENT REFUND	19.76	Patient Refund
153364	3/28/2018	PATIENT REFUND	15.39	Patient Refund
153365	3/28/2018	PATIENT REFUND	31.39	Patient Refund
153368	3/28/2018	PATIENT REFUND	15.45	Patient Refund
153369	3/28/2018	PATIENT REFUND	109.82	Patient Refund
153373	3/28/2018	PATIENT REFUND	79.00	Patient Refund
153080	3/14/2018	PATIENT REFUND	147.00	Patient Refund
153073	3/14/2018	PATIENT REFUND	135.20	Patient Refund
153074	3/14/2018	PATIENT REFUND	42.35	Patient Refund
152950	3/9/2018	PATIENT REFUND	280.80	Patient Refund
152951	3/9/2018	PATIENT REFUND	20.00	Patient Refund
152952	3/9/2018	PATIENT REFUND	60.00	Patient Refund
153075	3/14/2018	PATIENT REFUND	148.00	Patient Refund
152959	3/9/2018	PATIENT REFUND	40.00	Patient Refund
152953	3/9/2018	PATIENT REFUND	21.28	Patient Refund
153076	3/14/2018	PATIENT REFUND	36.16	Patient Refund
153077	3/14/2018	PATIENT REFUND	25.00	Patient Refund
152978	3/9/2018	PATIENT REFUND	51.41	Patient Refund
152958	3/9/2018	PATIENT REFUND	12.23	Patient Refund
152961	3/9/2018	PATIENT REFUND	338.70	Patient Refund
153078	3/14/2018	PATIENT REFUND	40.00	Patient Refund
153079	3/14/2018	PATIENT REFUND	102.50	Patient Refund
152962	3/9/2018	PATIENT REFUND	38.40	Patient Refund
152963	3/9/2018	PATIENT REFUND	92.83	Patient Refund
153081	3/14/2018	PATIENT REFUND	41.00	Patient Refund
153082	3/14/2018	PATIENT REFUND	238.00	Patient Refund
152964	3/9/2018	PATIENT REFUND	124.45	Patient Refund
153083	3/14/2018	PATIENT REFUND	50.00	Patient Refund
152965	3/9/2018	PATIENT REFUND	48.04	Patient Refund
153084	3/14/2018	PATIENT REFUND	170.00	Patient Refund
152967	3/9/2018	PATIENT REFUND	43.39	Patient Refund
152968	3/9/2018	PATIENT REFUND	44.14	Patient Refund
152969	3/9/2018	PATIENT REFUND	138.60	Patient Refund
152970	3/9/2018	PATIENT REFUND	36.26	Patient Refund
152971	3/9/2018	PATIENT REFUND	204.00	Patient Refund
152972	3/9/2018	PATIENT REFUND	84.00	Patient Refund
152973	3/9/2018	PATIENT REFUND	6.68	Patient Refund
152974	3/9/2018	PATIENT REFUND	73.29	Patient Refund
153085	3/14/2018	PATIENT REFUND	136.00	Patient Refund
153086	3/14/2018	PATIENT REFUND	99.65	Patient Refund
153087	3/14/2018	PATIENT REFUND	25.00	Patient Refund

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
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153088	3/14/2018	PATIENT REFUND	150.27	Patient Refund
152975	3/9/2018	PATIENT REFUND	43.61	Patient Refund
152977	3/9/2018	PATIENT REFUND	150.00	Patient Refund
153253	3/21/2018	PATIENT REFUND	90.00	Patient Refund
153355	3/28/2018	PATIENT REFUND	250.00	Patient Refund
153357	3/28/2018	PATIENT REFUND	9.76	Patient Refund
152932	3/7/2018	UNITED WAY OF SWEETWATER COUNTY	220.00	Payroll Deduction
153240	3/21/2018	UNITED WAY OF SWEETWATER COUNTY	40.00	Payroll Deduction
153345	3/28/2018	UNITED WAY OF SWEETWATER COUNTY	65.00	Payroll Deduction
152886	3/7/2018	OFFICE OF CHILD SUPPORT ENFORCEMENT	104.40	Payroll Garnishment
153190	3/21/2018	OFFICE OF CHILD SUPPORT ENFORCEMENT	104.40	Payroll Garnishment
152853	3/7/2018	FAMILY SUPPORT REGISTRY	595.84	Payroll Garnishment
152885	3/7/2018	OFFICE OF THE ATTORNEY GENERAL	242.31	Payroll Garnishment
152912	3/7/2018	STATE OF WYOMING DFS/CSES	730.29	Payroll Garnishment
152919	3/7/2018	SWEETWATER CIRCUIT COURT	1,402.69	Payroll Garnishment
153139	3/21/2018	FAMILY SUPPORT REGISTRY	595.84	Payroll Garnishment
153189	3/21/2018	OFFICE OF THE ATTORNEY GENERAL	242.31	Payroll Garnishment
153224	3/21/2018	STATE OF WYOMING DFS/CSES	730.29	Payroll Garnishment
153230	3/21/2018	SWEETWATER CIRCUIT COURT	1,102.61	Payroll Garnishment
W/T	3/9/2018	MESA/DFSA PR 5	2,845.79	Payroll Transfer
W/T	3/23/2018	MESA/DFSA PR 6	2,912.47	Payroll Transfer
W/T	3/5/2018	Payroll 5	1,300,000.00	Payroll Transfer
W/T	3/20/2018	Payroll 6	1,400,000.00	Payroll Transfer
152826	3/7/2018	AMERICAN PHARMA, INC.	4,060.00	Pharmacy Management
152993	3/14/2018	CARDINAL HEALTH PHARMACY MGMT	815,993.02	Pharmacy Management
153118	3/21/2018	CARDINAL HEALTH PHARMACY MGMT	11,512.00	Pharmacy Management
152905	3/7/2018	SANDS CATERING	890.94	Physician Recruitment
153152	3/21/2018	HOLIDAY INN EXPRESS - LONE TREE HOSPITALITY, LLC	99.00	Physician Recruitment
153255	3/22/2018	THE PRESERVE AT ROCK SPRINGS	1,440.00	Physician Recruitment
153091	3/21/2018	DR. ALICIA GRAY	3,000.00	Physician Recruitment
153110	3/21/2018	DR. BENJAMIN JENSEN	1,005.60	Physician Recruitment
152831	3/7/2018	DR. BANU SYMINGTON	10,695.79	Physician Recruitment
152980	3/14/2018	ADVANCED MEDICAL IMAGING, LLC	38,873.00	Physician Services
152864	3/7/2018	JOHN A. ILIYA. M.D.	13,500.00	Physician Services
152902	3/7/2018	ROCK SPRINGS FAMILY PRACTICE	5,769.23	Physician Services
152843	3/7/2018	SWEETWATER PEDIATRICS	8,333.38	Physician Services
152924	3/7/2018	THE SLEEP SPECIALISTS	8,250.00	Physician Services
152933	3/7/2018	UNIVERSITY OF UTAH HEALTH CARE	82,666.67	Physician Services
153210	3/21/2018	ROCK SPRINGS FAMILY PRACTICE	5,769.23	Physician Services
153234	3/21/2018	THE SLEEP SPECIALISTS	8,250.00	Physician Services
153250	3/21/2018	WYOMING PATHOLOGY	15,000.00	Physician Services
153341	3/28/2018	THE SLEEP SPECIALISTS	10,200.00	Physician Services
152947	3/7/2018	DISCOVER STUDENT LOANS	519.64	Physician Student Loan
152937	3/7/2018	US DEPARTMENT OF EDUCATION	186.01	Physician Student Loan
153132	3/21/2018	DISCOVER STUDENT LOANS	519.64	Physician Student Loan
153133	3/21/2018	DRB EDUCATION FINANCE	5,833.33	Physician Student Loan
153143	3/21/2018	FIRSTMARK SERVICES	2,649.50	Physician Student Loan
153148	3/21/2018	GREAT LAKES	6,722.91	Physician Student Loan
153257	3/23/2018	NELNET LOAN SERVICES, INC	2,330.74	Physician Student Loan
153243	3/21/2018	US DEPARTMENT OF EDUCATION	7,455.31	Physician Student Loan
153244	3/21/2018	US DEPARTMENT OF EDUCATION	143.74	Physician Student Loan
153247	3/21/2018	WELLS FARGO EDUCATION FINANCIAL SERVICES	2,884.62	Physician Student Loan
153096	3/21/2018	AMERICAN EDUCATION SERVICES	2,163.00	Physician Student Loan
153142	3/21/2018	FEDLOAN SERVICING	11,712.49	Physician Student Loan
153131	3/21/2018	DEPARTMENT OF EDUCATION	7,311.56	Physician Student Loan
153183	3/21/2018	NAVIENT	1,147.03	Physician Student Loan
153184	3/21/2018	NAVIENT	6,141.68	Physician Student Loan
153185	3/21/2018	NAVIENT	1,500.00	Physician Student Loan

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GENERAL FUND DISBURSEMENTS
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153256	3/22/2018	NAVIENT	14,166.66	Physician Student Loan
152850	3/7/2018	CE BROKER	253.55	Professional Service
153021	3/14/2018	JOINT COMMISSION RESOURCES	96.50	Professional Service
153023	3/14/2018	KONICA MINOLTA MEDICAL IMAGING USA, INC	1,994.10	Professional Service
153036	3/14/2018	MOUNTAIN STATES MEDICAL PHYSICS	6,875.00	Professional Service
153039	3/14/2018	P3 CONSULTING LLC	101.25	Professional Service
153172	3/21/2018	MERRITT, HAWKINS & ASSOC.INC.	3,000.00	Professional Service
153134	3/21/2018	E-MDS INC	1,680.00	Professional Service
153177	3/21/2018	MILE HIGH MOBILE PET	8,760.00	Professional Service
153167	3/21/2018	MEDICAL IMAGING CONSULTANTS, INC	667.00	Professional Service
153347	3/28/2018	VERISYS INC.	46.00	Professional Service
153301	3/28/2018	UNITED STATES TREASURY	6,448.53	Q4 941 Taxes
153173	3/21/2018	MERRY X-RAY	468.56	Radiology Film
152991	3/14/2018	BRACCO DIAGNOSTICS INC	2,840.63	Radiology Material
153026	3/14/2018	MALLINCKRODT NUCLEAR MEDICINE LLC	328.48	Radiology Material
153115	3/21/2018	BRACCO DIAGNOSTICS INC	3,232.19	Radiology Material
153162	3/21/2018	MALLINCKRODT NUCLEAR MEDICINE LLC	656.96	Radiology Material
153269	3/28/2018	BRACCO DIAGNOSTICS INC	1,515.34	Radiology Material
153300	3/28/2018	INTERMOUNTAIN RADIOPHARMACY - UNIVERSITY OF UTAH	2,515.00	Radiology Material
153305	3/28/2018	MALLINCKRODT NUCLEAR MEDICINE LLC	816.60	Radiology Material
EFT000000003545	3/14/2018	LANTHEUS MEDICAL IMAGING, INC	5,221.18	Radiology Material
EFT000000003562	3/21/2018	LANTHEUS MEDICAL IMAGING, INC	2,912.72	Radiology Material
EFT000000003581	3/28/2018	LANTHEUS MEDICAL IMAGING, INC	3,752.72	Radiology Material
EFT000000003585	3/28/2018	PHARMALUCENCE, INC	2,125.00	Radiology Material
153094	3/21/2018	AMANDA SHAUERS	1.78	Reimbursement - Badge Balance
153226	3/21/2018	STEPHANIE JOHNSON	3.24	Reimbursement - Badge Balance
153032	3/14/2018	DR MICHAEL BOWERS	1,095.00	Reimbursement - CME
152982	3/14/2018	DR. ALAN BROWN	519.00	Reimbursement - CME
152988	3/14/2018	DR. BIKRAM SHARMA	2,800.00	Reimbursement - CME
152847	3/7/2018	DR. DAVID LIU	963.91	Reimbursement - CME
153116	3/21/2018	BRIANNE CROFTS	410.00	Reimbursement - CME
153214	3/21/2018	DR SAMER KATTAN	1,500.00	Reimbursement - CME
153159	3/21/2018	DR. JACQUES DENKER	6,498.33	Reimbursement - CME
153302	3/28/2018	DR. JEFFREY WHEELER	840.00	Reimbursement - CME
153304	3/28/2018	DR. LAWRENCE LAURIDSEN	731.00	Reimbursement - CME
153325	3/28/2018	DR. RAHUL PAWAR	1,361.53	Reimbursement - CME
153161	3/21/2018	JOSEPH J. OLIVER, M.D.	4,539.37	Reimbursement - CME
153129	3/21/2018	DAVID BELTRAN	25.00	Reimbursement - Education & Travel
152824	3/7/2018	AMBER FISK	315.11	Reimbursement - Education & Travel
152995	3/14/2018	DR. CHARLES KNIGHT	1,228.08	Reimbursement - Education & Travel
152896	3/7/2018	DR. RAHUL PAWAR	2,827.36	Reimbursement - Education & Travel
152868	3/7/2018	LISA PAWLOWSKI	270.00	Reimbursement - Education & Travel
152876	3/7/2018	MHSC MEDICAL STAFF	100.00	Reimbursement - Education & Travel
152878	3/7/2018	MONTE GARRETT	789.17	Reimbursement - Education & Travel
152889	3/7/2018	PATTY O'LEKEY	145.86	Reimbursement - Education & Travel
153045	3/14/2018	ROB FAIR	355.78	Reimbursement - Education & Travel
152900	3/7/2018	ROBIN SNOWBERGER	8.16	Reimbursement - Education & Travel
153046	3/14/2018	SARAH ROTH	227.92	Reimbursement - Education & Travel
152866	3/7/2018	YOUR HOSPITALIST TEAM	522.60	Reimbursement - Education & Travel
153099	3/21/2018	ANGEL BENNETT	195.33	Reimbursement - Education & Travel
153137	3/21/2018	ERIN FACINELLI	214.00	Reimbursement - Education & Travel
153147	3/21/2018	GERRY JOHNSTON	184.75	Reimbursement - Education & Travel
153163	3/21/2018	MARIANNE SANDERS	400.00	Reimbursement - Education & Travel
153188	3/21/2018	NICOLE HALSTEAD	1,771.98	Reimbursement - Education & Travel
153196	3/21/2018	PHILLIP FLAKE	440.64	Reimbursement - Education & Travel
153208	3/21/2018	RICH TYLER	576.23	Reimbursement - Education & Travel
153209	3/21/2018	ROBIN SNOWBERGER	15.35	Reimbursement - Education & Travel
153221	3/21/2018	STACEY NUTT	243.61	Reimbursement - Education & Travel

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
3/31/18

[illegible]

Human Resources Committee Meeting
Monday, April 23rd, 2018
3:00 PM – Classroom 1
AGENDA

Old Business

- I. Approval of Minutes
- II. Arthur J Update – EAP, RFP's, Claim info obtained from BCBS
- III. Turnover Report – Amber
- IV. Open Positions –Amy
- V. Employee Policies Update and Request for Approval– Suzan//Amber

New Business

- I. Determination of Next Meeting Date

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Human Resources Committee Meeting
Monday, March 19, 2018
MOB Conference Room

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

MEMBERS PRESENT: Irene Richardson, Suzan Campbell, Amber Fisk

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

Ed Tardoni called meeting to order at 3:05 pm.

Ed asked for a motion to approve minutes. Suzan Campbell made the first motion. Irene Richarded seconded the motion. All ayes, none opposed. Motion carried.

OLD BUSINESS

Turnover Report

Amber Fisk went over the data for the turnover report:

- 2% overall in 2018 thru February

Tami Love asked about configuring a rolling year for the turnover report. Amber shared that currently we go by month, on the bottom of the page years are shown for turnover. Tami shared a rolling year would make more sense as we did not go from 21% to 2%. Irene suggested a projection from a rolling 12. Amber said we could add a graph at the top or something similar that always has 12 months rolling versus calendar year. Amber asked if the breakdown of clinic was still wanted. The committee said yes.

Open Positions

Amy Lucy shared open positions were as follows:

- 21 total
- 11 full- time
- 4 part-time
- 6 PRN

Amy shared she reposted the RN in Emergency Department (ED) as the position was declined by the applicant due to a counter offer from her current employer. Amy shared that the same circumstance happened with the Surgical Services RN. There was further discussion about new grads finishing school, but placement in ED is not favorable. Kristy Nielson shared that 2 years on med/surg is preferred, but we have allowed the move with 6-8 weeks on med/surg. Amber asked if the committee agreed to extending Willie Johnson's contract, a traveling RN currently working in the ED. The committee supported the extension of his contract ending April 1st. Amber shared that the Certified Patient Care Tech in Dialysis was offered internally but the applicant did not meet the qualifications. Nicole, Director of Dialysis wanted to train her as she worked on obtaining the proper certifications. Amber suggested Kristy reach

out to Nicole in regards to this to ensure it is possible. Amy then shared she had offered the Report Writer and was waiting for an answer from the applicant and that the Ultrasound Tech was still open. Kari Quickenden shared that Tracie Soller, Director of Medical Imaging, had shared she was going to talk to the current traveler in the position about staying longer.

Update on HR Policies

Susan shared that the essence of proposed policies for exempt and non-exempt employees was to combine policies for PTO, pay practices, attendance, work schedules, pay checks and step-down/step-up policies into one policy for exempt employees and one policy for non-exempt employees. Richard stated he liked the approach. He shared that his corrections are writing errors and there are no real differences as far as content of the policies. He then asked where the dress code policy went. Susan stated we still have separate policies for dress code, EEOC, FMLA, ADA, etc. She clarified that we will have exempt policies, non-exempt policies and "everybody" policies; no handbooks will exist, only policies. Ed asked if a review of exempt employees within MHSC had been completed in regards to current FLSA to ensure employees are properly placed in the correct category. Amber shared this was completed 2 years ago, but it should be completed again soon. Richard shared in regards to Board action he was worried about being caught between two sets of policies, only new ones should be available. He shared it would be advantageous to adopt them at the same time and anything not superseded in new policies will remain intact. Further discussion took place in regards to Clinical Coordinators, IT staff, and Nursing Informatics staff in regards to how determinations will be made with new policies, their status as exempt employees and whether or not those positions will become non-exempt and how that will be handled. Susan shared that we need to review exempt employees and see which positions should be exempt first. Other items noted for change:

- Garnishments on page 2 it was suggested to take out 90 day and put according to court order.
- Take out benefit codes for exempt and non-exempt
- Correct usage of gender-neutral pronouns-singular his/her versus their
- Payroll deductions on page 2 "may be available through the employer"
- PTO Accrual Rates Chart-take out days, leave hours, take out 2 middle columns
- Use maximum carryover instead of maximum accrual
- Accruing time off-up to 320 hours
- Added an "s" to benefit on page 6

Discussion in regards to PTO cash outs took place amongst the committee. It was determined to allow this one more time prior to July 1 (adoption date of policies). All policies will be adopted prior to July 1, 2018.

Arthur J Gallagher

Amber called Michael Wiener, our broker from Arthur J Gallagher and asked him for updates with claims data. Michael shared that BCBSWY did not provide breakdowns of claims in regards to disease reasons vs. normal doctor's visits. He shared they are still finalizing data and will have that information early next week. They are trying to analyze claims data as accurately as possible without being able to compare the

same type of claims since those are not broken down in the data received from BCBSWY. Michael shared that UUHP is appropriately administering our health plan per our plan document.

NEW BUSINESS

Next Meeting

Monday, April 23rd at 3:00 pm.

Meeting adjourned.

**Memorial Hospital of Sweetwater County
Total Budget Comparison Report - All Lines of Coverage**

1/1/2018 through 12/31/2018

Funding/Budget ¹					Total Net Paid Claims					Total Gross Plan Costs			Funding Variance					
Month	PPO Employees	Dental Employees	\$	PEPM	Paid Medical Claims	Paid Rx Claims	Paid Dental Claims	Paid Vision Claims ²	Claims over \$100k Stop Loss Level	\$	PEPM	Admin and Stop Loss Expenses	HealthCare Reform Expenses ³	\$	PEPM	\$	PEPM	Loss Ratio
Jan-18	404	408	\$522,031	\$1,292.16	\$766,923	\$65,893	\$25,598	\$0	\$0	\$858,414	\$2,124.79	\$54,080	\$181	\$912,675	\$2,259.10	(\$390,644)	(\$966.94)	174.8%
Feb-18	406	414	\$527,644	\$1,299.62	\$493,486	\$53,276	\$15,973	\$0	\$0	\$562,735	\$1,386.05	\$54,544	\$183	\$617,462	\$1,520.84	(\$89,818)	(\$221.23)	117.0%
Mar-18	0	0	\$0	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0.00	\$0	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
Apr-18	0	0	\$0	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0.00	\$0	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
May-18	0	0	\$0	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0.00	\$0	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
Jun-18	0	0	\$0	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0.00	\$0	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
Jul-18	0	0	\$0	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0.00	\$0	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
Aug-18	0	0	\$0	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0.00	\$0	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
Sep-18	0	0	\$0	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0.00	\$0	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
Oct-18	0	0	\$0	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0.00	\$0	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
Nov-18	0	0	\$0	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0.00	\$0	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
Dec-18	0	0	\$0	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0.00	\$0	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
Total	810	822	\$1,049,675	\$1,295.89	\$1,260,409	\$119,169	\$41,571	\$0	\$0	\$1,421,149	\$1,754.51	\$108,624	\$363	\$1,530,137	\$1,889.06	(\$480,462)	(\$593.16)	145.8%

1. Funding Rates include a budget for Medical, Rx, Dental, and Vision coverages.

2. The above costs do not include Vision claims. Once provided they will be added.

3. ACA Fees were estimated based on monthly member counts. These do not reflect actual amounts that were paid.

This analysis is for illustrative purposes only, and is not a guarantee of future expenses, claims costs, managed care savings, etc. There are many variables that can affect future health care costs including utilization patterns, catastrophic claims, changes in plan design, health care trend increases, etc. This analysis does not assess, extend, or alter the coverage provided by the actual insurance policies and contracts. Please see your policy or contact us for specific information or further details in this regard.

**Memorial Hospital of Sweetwater County
Total PPO Budget Comparison Report**

1/1/2018 through 12/31/2018

		Funding/Budget					Total Net Paid Claims				Total Gross Plan Costs		Funding Variance		
Month	Employees	\$	PEPM	Paid Medical Claims	Paid Rx Claims	Claims over \$110k Stop Loss Level	\$	PEPM	Admin and Stop Loss Expenses	Health Care Reform Expenses ¹	\$	PEPM	\$	PEPM	Loss Ratio
Jan-18	404	\$498,142	\$1,233.02	\$766,923	\$65,893	\$0	\$832,816	\$2,061.43	\$52,570	\$181	\$885,567	\$2,192.00	(\$387,425)	(\$958.97)	177.8%
Feb-18	406	\$503,252	\$1,239.54	\$493,486	\$53,276	\$0	\$546,762	\$1,346.70	\$53,012	\$183	\$599,957	\$1,477.73	(\$96,705)	(\$238.19)	119.2%
Mar-18	0	\$0	\$0.00	\$0	\$0	\$0	\$0	\$0.00	\$0	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
Apr-18	0	\$0	\$0.00	\$0	\$0	\$0	\$0	\$0.00	\$0	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
May-18	0	\$0	\$0.00	\$0	\$0	\$0	\$0	\$0.00	\$0	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
Jun-18	0	\$0	\$0.00	\$0	\$0	\$0	\$0	\$0.00	\$0	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
Jul-18	0	\$0	\$0.00	\$0	\$0	\$0	\$0	\$0.00	\$0	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
Aug-18	0	\$0	\$0.00	\$0	\$0	\$0	\$0	\$0.00	\$0	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
Sep-18	0	\$0	\$0.00	\$0	\$0	\$0	\$0	\$0.00	\$0	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
Oct-18	0	\$0	\$0.00	\$0	\$0	\$0	\$0	\$0.00	\$0	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
Nov-18	0	\$0	\$0.00	\$0	\$0	\$0	\$0	\$0.00	\$0	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
Dec-18	0	\$0	\$0.00	\$0	\$0	\$0	\$0	\$0.00	\$0	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
Total	810	\$1,001,394	\$1,236.29	\$1,260,409	\$119,169	\$0	\$1,379,578	\$1,703.18	\$105,583	\$363	\$1,485,524	\$1,833.98	(\$484,130)	(\$597.69)	148.3%

1. ACA Fees were estimated based on monthly member counts. These do not reflect actual amounts that were paid.

This analysis is for illustrative purposes only, and is not a guarantee of future expenses, claims costs, managed care savings, etc. There are many variables that can affect future health care costs including utilization patterns, catastrophic claims, changes in plan design, health care trend increases, etc. This analysis does not amend, extend, or alter the coverage provided by the actual insurance policies and contracts. Please see your policy or contact us for specific information or further details in this regard.



Memorial Hospital of Sweetwater County

PPO Large Claim Report

1/1/18 - 2/28/18

Claimants Over \$55,000

Member Identifier	Gross Claim Amount	Amount Over \$110,000
Claimant 1		\$0
Claimant 2		\$0
Claimant 3		\$0
Claimant 4		\$0
Claimant 5		\$0
Total	\$0	\$0

Specific Stop Loss Premium Paid	\$68,282
Loss Ratio	0.0%
Current Employees	406
Expected # of Claims Over Stop Loss	4.9
Actual # of Claims Over Stop Loss	0

*Expected # of Claims over Stop Loss Level by number of Current Employees is based on HRM 2013 data provided by Healthcare Analytics as of Fall 2013.

This analysis is for illustrative purposes only, and is not a guarantee of future expenses, claims costs, managed care savings, etc. There are many variables that can affect future health care costs including utilization patterns, catastrophic claims, changes in plan design, health care trend increases, etc. This analysis does not amend, extend, or alter the coverage provided by the actual insurance policies and contracts. Please see your policy or contact us for specific information or further details in this regard.

Memorial Hospital of Sweetwater County Total Dental Budget Comparison Report

1/1/2018 through 12/31/2018

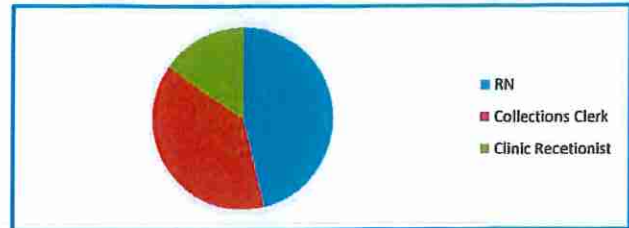
		Funding/Budget		Total Net Paid Claims			Total Gross Plan Costs		Funding Variance		
Month	Employees	\$	PEPM	\$	PEPM	Admin Expenses	\$	PEPM	\$	PEPM	Loss Ratio
Jan-18	408	\$23,889	\$58.55	\$25,598	\$62.74	\$1,510	\$27,108	\$66.44	(\$3,219)	(\$7.89)	113.5%
Feb-18	414	\$24,392	\$58.92	\$15,973	\$38.58	\$1,532	\$17,505	\$42.28	\$6,887	\$16.64	71.8%
Mar-18	0	\$0	\$0.00	\$0	\$0.00	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
Apr-18	0	\$0	\$0.00	\$0	\$0.00	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
May-18	0	\$0	\$0.00	\$0	\$0.00	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
Jun-18	0	\$0	\$0.00	\$0	\$0.00	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
Jul-18	0	\$0	\$0.00	\$0	\$0.00	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
Aug-18	0	\$0	\$0.00	\$0	\$0.00	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
Sep-18	0	\$0	\$0.00	\$0	\$0.00	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
Oct-18	0	\$0	\$0.00	\$0	\$0.00	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
Nov-18	0	\$0	\$0.00	\$0	\$0.00	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
Dec-18	0	\$0	\$0.00	\$0	\$0.00	\$0	\$0	\$0.00	\$0	\$0.00	0.0%
Total	822	\$48,281	\$58.74	\$41,571	\$50.57	\$3,041	\$44,613	\$54.27	\$3,668	\$4.46	92.4%

This analysis is for illustrative purposes only, and is not a guarantee of future expenses, claims costs, managed care savings, etc. There are many variables that can affect future health care costs including utilization patterns, catastrophic claims, changes in plan design, health care trend increases, etc. This analysis does not amend, extend, or alter the coverage provided by the actual insurance policies and contracts. Please see your policy or contact us for specific information or further details in this regard.

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
2018 Overall Turnover Data (As of 03/31/2018)

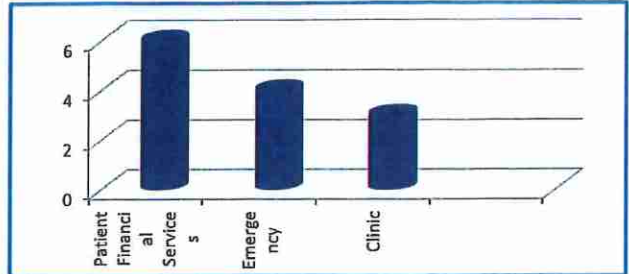
Top Position(s) / Turnover

	2018	%
RN	6	5%
Collections Clerk	5	56%
Clinic Receptionist	2	20%



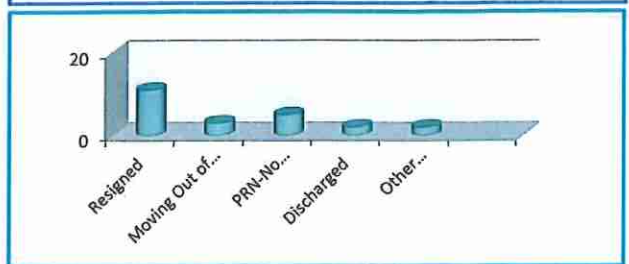
Top Department(s) / Turnover

	2018	%
Patient Financial Services	6	20%
Emergency	4	13%
Clinic	3	9%



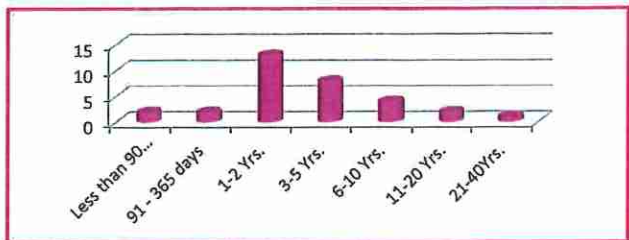
Top 5 Reasons / Turnover

	2018	%
Resigned	11	34%
Moving Out of Area/Relocation	3	9%
PRN-No Available Work	5	16%
Discharged	2	6%
Other Employment	2	6%



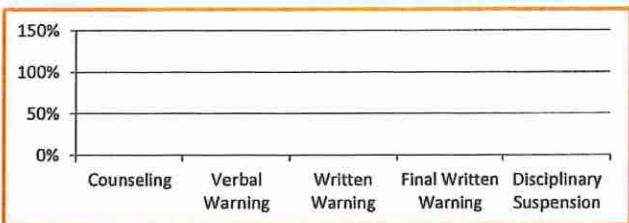
Length of Service

	2018	%
Less than 90 days	2	6%
91 - 365 days	2	6%
1-2 Yrs.	13	41%
3-5 Yrs.	8	25%
6-10 Yrs.	4	13%
11-20 Yrs.	2	6%
21-40Yrs.	1	3%
Total	32	



Corrective Action

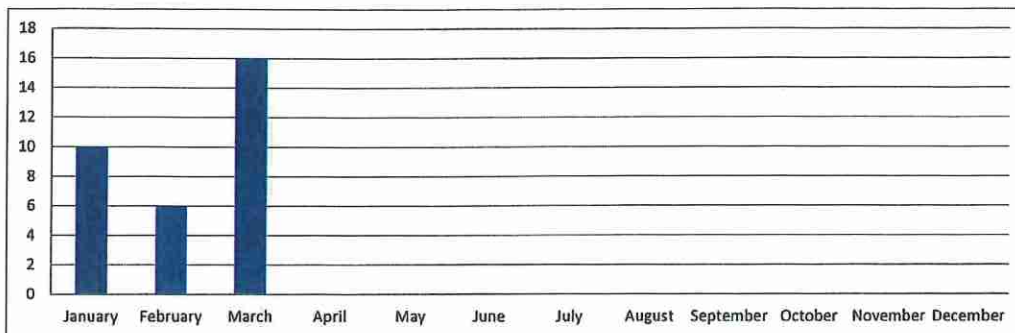
Counseling
 Verbal Warning
 Written Warning
 Final Written Warning
 Disciplinary Suspension



2018 Separations - Hospital Wide

	Separations	New Employees	Total Employees	505
January	10	7	502	
February	6	5	501	
March	16	9	494	
April				
May				
June				
July				
August				
September				
October				
November				
December				
Total	32			

6%



Separations

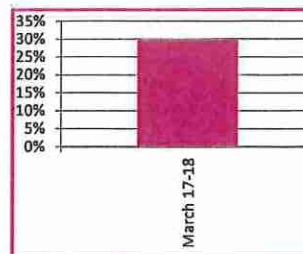
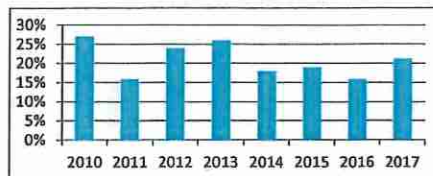
Involuntary	6
Voluntary	26
Total	32

Classifications

RN	6
Classified	26
Total	32

Overall Turnover

2009	96	25%
2010	98	27%
2011	79	16%
2012	104	24%
2013	113	26%
2014	88	18%
2015	97	19%
2016	86	16%
2017	116	21%
2018	32	6%



Rolling 12 months
March 17-18

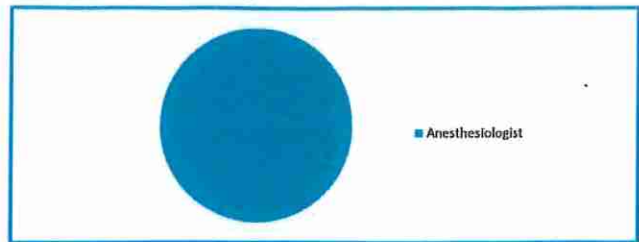
Separations
147

%
30%

MEMORIAL HOSPITAL OF SWEETWATER COUNTY - CLINIC DATA
2018 Clinic Turnover Data (as of 03/31/2018)

Top Position(s) / Turnover

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



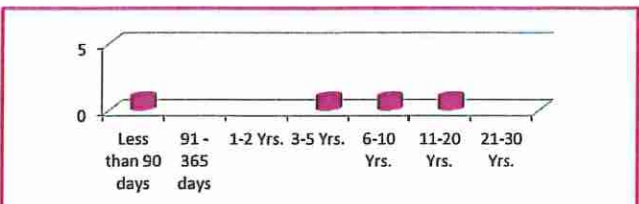
Top Reason(s) / Turnover

	2018	%
Resignation	3	100%
Discharged	1	



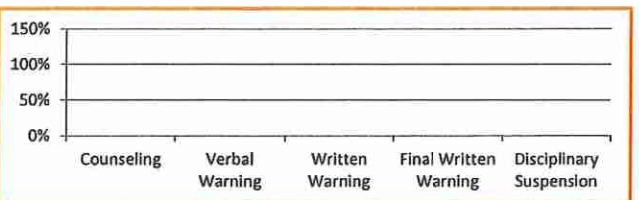
Length of Service

	2018	%
Less than 90 days	1	25%
91 - 365 days		
1-2 Yrs.		
3-5 Yrs.	1	25%
6-10 Yrs.	1	25%
11-20 Yrs.	1	25%
21-30 Yrs.		
Total	4	



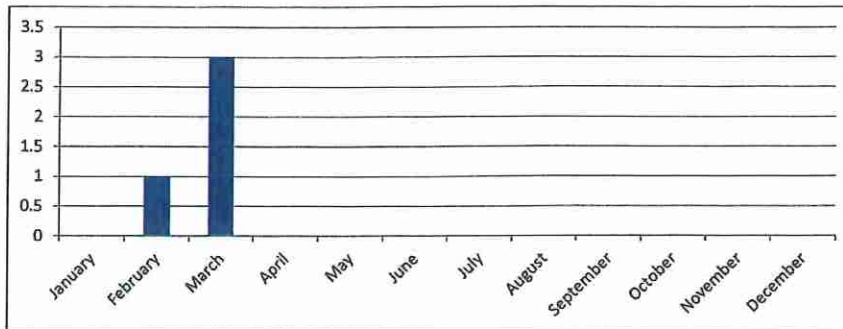
Corrective Action

Counseling
 Verbal Warning
 Written Warning
 Final Written Warning
 Disciplinary Suspension



2018 Separations - Clinic

	Separations	New Employees	Total Employees	
January	0	0	111	
February	1	0	110	
March	3	0	107	
April				
May				
June				
July				
August				
September				
October				
November				
December				
Total	4			4%



<u>Separations</u>	
Involuntary	1
Voluntary	3
Total	4

<u>Classifications</u>	
RN	1
Classified	3
Total	4

	<u>Overall Turnover</u>	
2014	20	26%
2015	11	18%
2016	16	14%
2017	26	23%
2018	4	4%





Job Postings as of 04/13/2018



Position	Req #	Position Status	Shift: Days / Hours	Position Qualifications
<u>ADMITTING</u> Admitting Specialist	2058	PRN	Variable	40 WPM Required - High School diploma or equivalent and/or technical school with courses in related field required.
<u>DIETITIANS</u> Clinical Dietitian	2023	Regular Part-Time	Days	Possession of a Bachelor's or advanced degree from an accredited institution with a B.A. or B.S. degree in food and nutrition or equivalent. American Dietician Association registration required, Wyoming Dietitian License or ability to acquire within 6 months of hire date, and 1-2 years clinical nutrition experience preferred.
<u>EMERGENCY</u> Registered Nurse - (Internal Only)	2067	Regular Full-Time	Variable Days	Current Wyoming Nursing License and hold a current BLS certification.
Registered Nurse	2065	Regular Full-Time	Variable Days	Current Wyoming Nursing License and hold a current BLS certification.
<u>FACILITIES</u> Capenter	2060	Regular Part-Time	Days	Possession of a high school diploma or equivalent is required. At least 2 years' experience in the building trades or as a woodworker plus maintenance experience.
<u>INFORMATION SERVICES</u> Help Desk Analyst	2092	Regular Full-Time	Days	Requires an Associates of Science degree or related experience.
Report Writer	2092	Regular Full-Time	Days	Requires a Bachelor's of Science degree in Computer Science or related experience.
<u>LABORATORY</u> Lab Assistant	2088	Regular Full-Time	Variable	High school diploma or equivalent and must be at least 18 years of age.
<u>MEDICAL ONCOLOGY</u> Registered Nurse	2086	Regular Part-Time	Days	Current Wyoming Nursing License and hold a current BLS certification.
<u>MEDICAL STAFF SERVICES</u> Administrative Assistant	2069	Regular Part-Time	Days + Some Evenings	Typing Test Required. High School diploma or equivalent is required.
<u>MED/SURG</u> Registered Nurse	2019	Regular Full-Time	Nights	Current Wyoming Nursing License and hold a current BLS certification.
<u>MOB/CLINIC</u> Patient Care Coordinator/RN	2040	Regular Full-Time	Days	Current Wyoming Nursing License and hold a current BLS certification.
Clinic Coder/Biller	2089	Regular Full-Time	Days	Minimum of high school diploma or equivalent.
Medical Assistant	2093	Regular Full-Time	Days	High School Diploma or equivalent required.
<u>NUTRITION SERVICES</u> Dietary Aide	2052	Regular Full-Time	Variable	High School Diploma or Equivalent preferred.
<u>OB</u> Registered Nurse	2090	Regular Full-Time	Nights	Current Wyoming Nursing License and hold a current BLS certification.
<u>REHABILITATION</u> Speech Therapist	1447	PRN	Days	Masters Degree in Speech Pathology. Certificate of Clinical Competence from American Speech Language and Hearing Association or presently completing clinical fellowship year. Wyoming License in Speech Pathology. BLS certification.
Occupational Therapist	1997	PRN	Days	Minimum of Bachelor's degree in Occupational Therapy. Master's degree in Occupational Therapy preferred. State of Wyoming Occupational Therapist License required. BLS certification.
<u>RESPIRATORY THERAPY</u> Respiratory Therapist	1615	PRN	Variable	High School diploma or equivalent required. Completion of AMA approved School for Respiratory Therapy. NBRC (National Respiratory Care) license required. Wyoming Respiratory License required. Must have passed National Registry exams.
<u>SURGICAL SERVICES</u> Registered Nurse	2084	Regular Part-Time	Days	Current Wyoming Nursing License and hold a current BLS certification.



Approved: N/A
 Expiration: N/A
 Policy Area: Human Resources
 Reg. Standard:

Non Exempt - Definitions, Pay, Attendance, Paid Time Off (PTO) & Other benefits

STATEMENT OF PURPOSE

Memorial Hospital of Sweetwater County (MHSC) values quality employees and is committed to compensating employees for their efforts and results. It is the intent to provide a competitive compensation package that will attract, retain and motivate employees. It is also the intent that policies and practices be administered consistently throughout the hospital. It is the policy of MHSC to provide Paid Time Off (PTO) for absence from work for eligible employees. This includes time off for a variety of reasons such as vacation, personal appointments, personal or family illness and other emergency time off. MHSC strives to provide the best, most equitable and cost-effective benefits for employees in recognition of the influence employment benefits have on the economic and personal welfare of our employees. Paid in various benefit forms on your behalf, the total cost to provide the benefit program described in this policy and other documents is a significant supplement to your pay and should be viewed as additional compensation. MHSC reserves the right to design plan provisions and to add, eliminate, or in other ways modify any discretionary benefits described in this policy or elsewhere in plan documents, where and when it is deemed in the hospital's best interest to do so. These benefits are subject to change depending on management decision and resources.

DEFINITIONS

- **Non Exempt** - Employees that are paid on an hourly basis and are eligible to receive overtime pay for overtime hours worked. Overtime hours are payable only on *hours worked* after 40 hours in a work week.
- **PTO Eligibility** - Paid Time Off (PTO) starts to accrue upon employment and may be utilized upon completion of the introductory period or transfer into a benefit-eligible position. You must be Part Time or Full time to be eligible for this benefit.
- **Accrual** - Accumulation of hours of PTO earned based on employee length of service and hours worked (see below)
- **Rate** - Number of hours of PTO the individual employee earns per hour worked. The employee's length of service determines the rate at which the employee will accrue PTO as described in the PTO table below.
- **Regular, Full-Time** - Employees who are not in a temporary status and work a minimum of 30 hours weekly and maintain continuous employment status.
- **Regular, Part-Time**. Employees who are not in a temporary status and who are regularly scheduled to work fewer than 30 hours weekly, but at least 20 hours weekly, and who maintain continuous employment status.
- **PRN** - An employee who is hired on an "as needed" basis and works a minimal number of hours and is not eligible for benefits.
- **Temporary** - An employee who is hired for a specified period of time usually no more than six months. Temporary employees are not eligible for benefits.
- **Work Week** - The standard workweek is from Monday 12:00am until Sunday 11:59pm and generally consists of 36 or 40 work hours. Individual work schedules may vary depending on the needs of each department.
- **Adequate Notice**: Verbal notice to department Director or the Directors designee in the Directors absence prior to one hour before shift begins. Failure to give Adequate Notice could result in an attendance occurrence.
- **Tardy**: Arriving to work any time after your regularly scheduled shift or after a lunch or break period.

- **No Call, No Show:** When an employee fails to report to work or call in to inform the supervisor of the absence.
- An absence of any individual day in which an employee fails to give Adequate Notice by the beginning of each scheduled shift.

Pay Practices:

I. Security/Name Badge and Time Records-

- Employees are required to swipe their badge at a time clock when arriving to work, leaving for lunch periods and leaving at the end of their shift. This is the preferred method of tracking time worked, but if it becomes impossible, an employee is permitted to record their time on a hospital computer through the Kronos payroll system. Employees who fail to clock in or out adequately could face disciplinary action.
- Employees should review their electronic time sheet on Kronos at the end of each week for completeness and accuracy. Any discrepancies should be taken to the department leader for correction. Employees should approve their own time card at the end of each pay period.
- Employees may only clock themselves in and out with their designated individual badge. Employees may not permit another employee to clock in or out on their behalf with their badge at a time clock or through the computer system. This constitutes willfully falsifying a time card and is subject to disciplinary action, up to and including termination.

Payroll Deductions - MHSC does not make improper deductions, however, certain mandatory and optional deductions from employee pay are noted on the paycheck stub or direct deposit statement.

I. Mandatory Deductions - Mandatory deductions include Federal taxes and other deductions associated with group health, retirement and life insurance programs for those who participate in these programs.

- Employee Withholding Allowance Certificates Form W-4** - All employees are required under Federal law to furnish the hospital with a W-4 at the date of hire. W-4 forms must be completed through the Greenshades system and submitted to the HR department for processing. Employees must create a new W-4 form at any time the number of entitled exemptions increases or decreases the number being claimed. Initial completion and any changes to exemptions can be completed by accessing Greenshades.
- Garnishment of Wages** - Employees are encouraged to handle personal business and finances without the involvement of MHSC. The hospital is required by law to recognize certain court orders, liens and wage assignments or garnishments against employee wages and must make the deductions in order to comply with the law. Payroll will notify the employee when the Hospital is served with a court order for garnishment of wages. Garnishment of wages will continue according to court order or 90 days, whichever is longer.

II. Non Exempt employees may choose optional deductions. See Human Resources for information.

III. Salary Advances - Advance payments of salary are **not** permitted by the hospital for any reason.

IV. Payroll Process:

A. Paydays -

- Employees will be paid every two (2) weeks.
- Paydays are generally every other Thursday
- Direct deposit funds will generally be available the morning of the payday
- Paper paychecks will generally be available from the employee's leader in the afternoon of the payday. No paychecks will be delivered to any person, other than the specific employee, except upon employee request to do so. Employee must contact Human Resources to allow another person(s) to pick up their paycheck.
- If a hospital holiday falls on a payday, the check will generally be received on the last workday prior to the holiday.
- A statement of earnings and deductions showing gross earnings, deductions and net earnings will accompany each paycheck. For those employees choosing direct deposit, employees will be notified by email when their direct deposit statement is available on-line. If you have questions regarding deductions

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and/or benefit codes, please contact the Human Resources Department.

B. Overtime -

1. Overtime hours will be paid at one and one-half times the basic straight-time hourly rate for all hours worked in excess of 40 hours in a regular workweek, or as otherwise required by State and/or Federal laws.
2. Paid Time Off, On Call, Call Back & Other NP are all excluded from the overtime calculation.
3. Department leaders must approve any overtime work hours prior to their being worked whenever possible.

V. Premium Pay:

A. Shift Differentials - Paid to employees working evening, night and weekend day shifts. Shift differential will be paid to hourly employees for actual hours worked, but the employee must work at least 4 hours of the shift to be eligible for differential pay. The Kronos time system calculates the differential off of actual punch times. No manual input is needed. Shift differential is over ridden in the case of other Premium pay, such as Call Back hours, as only one differential or special pay is allowable at a time. Contact Human Resources for current rates.

1. Evening shift - 3:00 p.m. to 11:00 p.m. Monday through Sunday
2. Night shift - 11:00 p.m. to 7:00 a.m. Monday through Sunday
3. Weekend shift - 7:00 a.m. to 3:00 p.m. Saturday and Sunday

B. Charge Pay Differential - Charge pay is incorporated into an employees' rate when they are designated by a supervisor to be "charge" for a particular shift.

C. On Call - For use during all hours in which the employee is responsible for on-call. These hours are not considered "hours worked" and are *not included* in the calculation of over time pay or the Paid Time Off (PTO) benefit..

VI. Final Paycheck:

The final paycheck will be provided within five business days after termination or on the next regularly scheduled payday, whichever occurs first.

- A. Final paychecks will include all wages earned through the last day worked plus payment for any accrued benefits that are due and payable at separation.
- B. All final paychecks will be paper checks, not direct deposit, and must be picked up in Human Resources by the Employee. Any other delivery of final paycheck arrangements must be made in advance with Human Resource personnel.

Attendance:

REPEATED ABSENTEEISM

For the purpose of this policy, a pattern of three (3) or more absences or tardiness including those attached to weekend shifts or in conjunction with weekends, holidays, and other scheduled days off will be considered repeated absenteeism subject to corrective action beginning with the verbal warning. It must be recognized that there may be instances in which an employee's absence due to illness or injury - even though excused and not the fault of the employee - becomes excessive or repetitive. These situations may result in corrective action up to termination of employment.

Paid Time Off (PTO) Benefit:

- I. Accruals are based upon worked hours up to 2,080 hours per year, excluding overtime.
 - A. No PTO hours will accrue beyond the maximum accruals (see below).
 - B. PTO hours are available for use in the pay period following completion of the introductory period of employment. All hours thereafter are available for use in the pay period following the pay period in which they are accrued with the exception of any hospital observed holidays during the introductory period.
 - C. PTO does not accrue during unpaid leaves of absence
 - D. Employees hired before October 5, 2006 will be grandfathered into the PTO policy amended January 27, 2003

based upon their years of service. Once employees change level of accrual, they will move into the current table as outlined in the current policy.

Use of Paid Time Off Hours:

- I. Employees are required to use available PTO when taking time off from work.
- II. Requests for Paid Time Off are required to be entered in the Kronos time keeping system. A notification will be sent to your supervisor for consideration.
- III. PTO must be scheduled in advance whenever possible.
- IV. PTO requests are subject to supervisory approval and can be denied depending on departmental needs. Every effort will be made to grant requests with first consideration given to patient care and the operating efficiency of the department.
- V. In order to receive unscheduled PTO (if you are sick or have an emergency), an absent employee must notify his/her supervisor each day at least one hour prior to the beginning of his/her shift unless the employee has a valid excuse for his/her inability to call.

Restrictions/Rules:

- I. PTO may not be used in lieu of required notice of resignation requirements.
- II. Employees may not borrow against their PTO bank.
- III. Employees may not request PTO for days on which they are *not* scheduled to work

Transition Sick Bank

- I. Employees hired before October 5, 2006 have the availability of their transition sick bank hours. These hours are limited to the number of hours accrued prior to October 5, 2006.
- II. Transition Sick Bank hours *are not* a benefit payable at the time of termination.

Payment of Paid Time Off Hours:

- I. Employees may use PTO in increments as low as one hour.
- II. Transition Sick Bank
 - A. Employees hired before October 5, 2006 have the availability of their transition sick bank hours. These hours are limited to the number of hours accrued prior to October 5, 2006.
 - B. Transition Sick Bank hours *are not* a benefit payable at the time of termination.
- III. Payment Upon Termination
 - A. After completion of introductory period of employment, an employee will be paid upon resignation, separation or retirement for accrued PTO not used.
- IV. Cash Out
 - A. No PTO hours will be cashed only upon eligible status change or separation of employment.
 - B. Hardship withdrawal:
 1. Employees may be eligible to receive a hardship withdrawal from their PTO bank. Please see Human Resources for more information.

PTO Accrual Rates:

Years of Service	Accrual Rate per Hour	Accrual Rate: 80 Hour Pay Period	Annual PTO Accrual (based on 8 hour work day)	
Day 1 – Three Years	.0808	6.46 hours	168 hours	

Four-Six Years	.0962	7.69 hours	200 hours	
Seven – Ten Years	.1077	8.62 hours	224 hours	
Eleven + Years	.1192	9.54 hours	248 hours	
Employees Hired between 1996 and 2006	.1231	9.85 hours	256 hours	
Employees Hired Prior to 1996	.1423	11.38 hours	296 hours	

Holiday Benefit:

- I. **Holiday Pay** - If a non-exempt employee is not scheduled to work on one of the observed hospital holidays; (below), the employee may elect to utilize their PTO bank to be paid or they may choose to go unpaid for the holiday.
- II. Prior approval from your leader is required to work on a holiday for those departments that are normally closed on traditional observed hospital holidays. .
 - A. Hospital Holidays are defined as:
 1. New Year's Day.
 2. Independence Day.
 3. Memorial Day.
 4. Thanksgiving Day.
 5. Labor Day.
 6. Christmas Day.
 - B. Holiday pay begins at 11:00 p.m. the night before the holiday and ends at 11:00 p.m. the day of the holiday.
 - C. Holiday pay is provided at one and one half the hourly pay rate of the employee during these designated hours.
 - D. Holiday premium pay is only paid for hours worked on the actual holiday by hourly employees.
 - E. Employees who have reached their 40 hours of time worked before the holiday will be paid at a rate of double time for the holiday. Employees who are on a 36-hour regular schedule will be paid 4 hours at time and one-half and then the last 8 will be paid at double time provided the employee works a 12 hour shift and has already worked 36 hours prior to the holiday.
 - F. Holiday Observation – Holidays that fall on a weekend will be observed as follows:
 1. Saturday Holiday will be observed the Friday prior.
 2. Sunday Holiday will be observed the Monday after.

Other Benefits:

- I. **Health, Dental and Vision Insurances:** Upon new employment or qualifying status change these benefits are offered and must be elected within 30 days of hire or change date. Coverage(s) become effective the 1st of the month following your first 30 days of employment or status change. Premiums are based on employee wage and coverage(s) elected. If you have a qualifying event, ie. birth of a child, marriage, divorce or loss of existing coverage, you must elect benefits in Human Resources within 30 days of the qualifying event. If you fail to elect coverage(s) within 30 days, you will be disqualified and will have to wait until open enrollment. Open enrollment is generally in the fall of each year with the beginning of a calender year as an effective date. Employees that elect and are covered by the hospital's health insurance plan can also take advantage of discounts when seeing a hospital employed physician/ provider. These discounts include waiving of traditional co-payments.
- II. **Term life insurance - Regular Full Time only:** Life insurance is a hospital paid benefit in the amount of your annual salary and is effective the 1st of the month following your first 30 days of employment or status change.

- III. **Short term disability insurance:** Short term disability insurance (STD) is a hospital paid benefit and is effective the 1st of the month following your first 90 days of employment or status change.
- IV. **Employee Assistance Program (EAP):** MHSC provides an EAP to employees and immediate family members to seek counseling services. For more information on this benefit please contact the Human Resources Department.
- V. **Retirement Programs - Regular Full Time only:** MHSC sponsors both a 457 deferred compensation plan and a Roth defined contribution plan. These plans may be used to assist employees in planning for their retirement years beyond MHSC. The hospital offers a 401(a) plan to those whom participate and matches 100% of contributions up to 7% of employee contributions.
- VI. **Cafeteria:** The hospital's cafeteria is available for employees' use for break periods. Employees wearing hospital-issued name badges will receive an employee discount.
- VII. Please contact the Human Resources Department with any questions regarding current benefit being offered.

RESOURCES:

Replaces 1613976 - Pay Practices Policy (05/2016)

Replaces SPP 1226, 871530 - Availability of Payroll Checks

Replaces 4369578 - Attendance Policy (10/2014)

Replaces: SPP 1219 - Unavailability to Work

Replaces 871530 - Paid Time Off Policy (08/2014)

Replaces SPP 1234 Paid Time Off Accrual Policy

Replaces SPP 1202 Grandfather – Paid Time Off Policy

Additional Information Available in Extended Leave Policy

Paid Time Off Policy supersedes Employee Handbook dated 2011.

Attachments:

No Attachments



Approved: N/A
 Expiration: N/A
 Policy Area: Human Resources
 Reg. Standard:

Exempt - Definitions, Pay, PTO and Other benefits

STATEMENT OF PURPOSE

Memorial Hospital of Sweetwater County (MHSC) values quality employees and is committed to compensating employees for their efforts and results. It is the intent to provide a competitive compensation package that will attract, retain and motivate employees. It is also the intent that policies and practices be administered consistently throughout the hospital. It is the policy of MHSC to provide Paid Time Off (PTO) for absence from work for eligible employees. This includes time off for a variety of reasons such as vacation, personal appointments, personal or family illness and other emergency time off. MHSC strives to provide the best, most equitable and cost-effective benefits for employees in recognition of the influence employment benefits have on the economic and personal welfare of our employees. Paid in various benefit forms on your behalf, the total cost to provide the benefit program described in this policy and other documents is a significant supplement to your pay and should be viewed as additional compensation. MHSC reserves the right to design plan provisions and to add, eliminate, or in other ways modify any discretionary benefits described in this policy or elsewhere in plan documents, where and when it is deemed in the hospital's best interest to do so. These benefits are subject to change depending on management decision and resources.

DEFINITIONS

- **Exempt** - An employee that is paid on a salaried basis and not eligible for overtime pay as defined by the FLSA.
- **PTO Eligibility** - Paid Time Off (PTO) starts to accrue upon employment and may be utilized upon completion of the introductory period or transfer into a benefit-eligible position.
- **Accrual** - Accumulation of hours of PTO earned based on employee length of service.
- **Work Week** - The standard workweek is from Monday 12:00am until Sunday 11:59pm and generally consists of 36 or 40 work hours. Individual work schedules may vary depending on the needs of each department.
- **Status Change** - When your employment status changes; ex: going from Full Time to Part Time or Full Time to PRN etc.

Pay Practices:

MHSC does not make improper deductions from the salaries of **exempt employees** and complies with the salary basis requirements of the Fair Labor Standards Act (FLSA).

- I. **Permitted deductions.** The FLSA limits the types of deductions that may be made from the pay of an exempt employee. Deductions that are permitted include:

- A. Absence from work for one or more full days for personal reasons other than sickness or disability.
- B. Absence from work for one or more full days due to sickness or disability if the deduction is made in accordance with a bona fide plan, policy or practice of providing compensation for salary lost due to illness which is the PTO benefit as defined below.

II. Mandatory Deductions - Mandatory deductions include Federal taxes and other deductions associated with group health, retirement and life insurance programs for those who participate in these programs.

A. **Employee Withholding Allowance Certificates Form W-4** - All employees are required under Federal law to furnish the hospital with a W-4 at the date of hire. W-4 forms must be completed through the Greenshades system and submitted to the HR department for processing. Employees must create a new W-4 form whenever the number of entitled exemptions increases or decreases the number being claimed. Initial completion and any changes to exemptions can be completed by accessing Greenshades.

B. **Garnishment of Wages** - Employees are encouraged to handle personal business and finances without the involvement of MHSC. The hospital is required by law to recognize certain court orders, liens and wage assignments or garnishments against employee wages and must make the deductions in order to comply with the law. Payroll will notify the employee when the Hospital is served with a court order for garnishment of wages. Garnishment of wages will continue according to court order.

III. Improper deductions. If an employee classified as exempt believes that an improper deduction has been taken from his or her pay, the employee should immediately report the deduction to the Human Resources Department. The report will be promptly investigated and if it is found that an improper deduction has been made, the organization will reimburse the employee for the improper deduction.

IV. Exempt employees may choose optional deductions. See Human Resources for information.

V. Salary Advances - Advance payments of salary are **not permitted** by the hospital for any reason.

VI. Payroll Process:

A. Paydays

1. Employees will be paid every two (2) weeks.
2. Paydays are generally every other Thursday
3. Direct deposit funds will generally be available the morning of the payday
4. Paper paychecks will generally be available from the employee's leader in the afternoon of the payday. No paychecks will be delivered to any person, other than the specific employee, except upon employee consent to do so. Employee must contact Human Resources to allow another person(s) to pick up their paycheck.
5. If a hospital holiday falls on a payday, the check will generally be received on the last workday prior to the holiday.
6. A statement of earnings and deductions showing gross earnings, deductions and net earnings will accompany each paycheck. If you have questions about deduction and/or benefit codes on your statement, please contact Human Resources. For those employees choosing direct deposit, employees will be notified by email when their direct deposit statement is available on-line.

VII. Final Paycheck

- A. The final paycheck will be provided within five business days after termination or on the next regularly scheduled payday, whichever occurs first.

- B. Final paychecks will include all wages earned through the last day worked plus payment for any accrued benefits that are due and payable at separation.
- C. All final paychecks will be paper checks, not direct deposit, and must be picked up in Human Resources by the Employee. Any other delivery of final paycheck arrangements must be made in advance with Human Resource personnel.

Paid Time Off (PTO) Benefit:

1. Accruals are based upon hours worked per week, up to 2,080 (40 hours per week) hours per year.
 - A. No PTO hours will accrue beyond the maximum accruals which is 320 hours.
 - B. PTO hours are available for use in the pay period following completion of the introductory period of employment. All hours thereafter are available for use in the pay period following the pay period in which they are accrued with the exception of any hospital observed holidays during the introductory period.
 - C. PTO does not accrue during unpaid leaves of absence.
 - D. Employees hired before October 5, 2006 will be grandfathered into the PTO policy amended January 27, 2003 based upon their years of service. Once employees change level of accrual, they will move into the current table as outlined in the current policy.

Use of Paid Time Off Hours

- A. Employees are required to use available PTO when taking a full day off from work.
- B. PTO must be scheduled in advance whenever possible.
- C. Requests for Paid Time Off are required to be entered in the Kronos time keeping system. A notification will be sent to your supervisor for consideration.
- D. PTO requests are subject to supervisory approval and can be denied depending on departmental needs. Every effort will be made to grant requests with first consideration given to patient care and the operating efficiency of the department.

Restrictions/Rules:

- A. PTO may **not** be used in lieu of required notice of resignation requirements.
- B. Employees may not borrow against their PTO bank.
- A. Transition Sick Bank:
 - A. Employees hired before October 5, 2006 have the availability of their transition sick bank hours. These hours are limited to the number of hours accrued prior to October 5, 2006.
 - B. Transition sick Bank hours are not a benefit payable at the time of termination.

Payment of Paid Time Off Hours:

- A. Cash Out
 - A. PTO hours will be cashed out only upon eligible status change or separation of employment.
- B. Hardship withdrawal:
 1. Employees may be eligible to receive a hardship withdrawal from their PTO bank. Please see Human Resources for more information.

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PTO Accrual Rates:

I. Years of Service	Accrual Rate: Per Pay Period	Annual Accrual
Day 1 – Three Years	6.46 hours	168 hours
Four-Six Years	7.69 hours	200 hours
Seven – Ten Years	8.62 hours	224 hours
Eleven + Years	9.54 hours	248 hours
Employees Hired between 1996 and 2006	9.85 hours	256 hours
Employees Hired Prior to 1996	11.38 hours	296 hours

Holiday Benefit:

1. Hospital Holidays include:

- A. Christmas Day
- B. Thanksgiving Day
- C. Labor Day
- D. Fourth of July
- E. Memorial Day
- F. New Year's Day

Other Benefits:

- I. **Health, Dental and Vision Insurances:** Upon new employment or qualifying status change these benefits are offered and must be elected within 30 days of hire or change date. Coverage(s) become effective the 1st of the month following your first 30 days of employment or status change. Premiums are based on employee wage and coverage(s) elected. If you have a qualifying event, ie. birth of a child, marriage, divorce or loss of existing coverage, you must elect benefits in Human Resources within 30 days of the qualifying event. If you fail to elect coverage(s) within 30 days, you will be disqualified and will have to wait until open enrollment. Open enrollment is generally in the fall of each year with the beginning of a calendar year as an effective date. Employees that elect and are covered by the hospital's health insurance plan can also take advantage of discounts when seeing a hospital employed physician/provider. These discounts include waiving of traditional co-payments.
- II. **Term life insurance:** Life insurance is a hospital paid benefit in the amount of your annual salary up to a maximum of \$200,00 and is effective the 1st of the month following your first 90 days of employment or status change.
- III. **Short term disability insurance:** Short term disability insurance (STD) is a hospital paid benefit and is effective the 1st of the month following your first 90 days of employment or status change.
- IV. **Long term disability:** Long term disability insurance (LTD) is a hospital paid benefit and is effective the 1st of the month following your first 90 days of employment.
- V. **Employee Assistance Program (EAP):** MHSC provides an EAP to employees and immediate family

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members to seek counseling services. For more information on this benefit please contact the Human Resources Department.

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RESOURCES:

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Replaces SPP 1202 Grandfather – Paid Time Off Policy

Replaces SPP 1234 Paid Time Off Accrual Policy

Additional Information Available in Extended Leave Policy

Policy supersedes Employee Handbook dated 2011.

Attachments:

No Attachments

Present: Dr. Kristy Nielson, Renee Petty, Priscilla Anderson, Kim White, Melissa Anderson, Valerie Boggs, Jodi Corley, Leslie Taylor, Tami Love, Suzan Campbell, Crystal Hamblin, Kari Quickenden, Taylor Jones, Dr. Barbara Sowada, Irene Richardson, Kerry Downs, Amanda Molski, Rich Tyler

Absent/Excused: Clayton Radakovich, Tracie Soller, Dr. David Liu, Dr. Christian Theodosis, Sara Roth, Melissa Mansfield, Holly Ellison

Chair: Taylor Jones

Warm Up!

Ms. Molski started the meeting, with the new agenda and a new and approved strategic plan by asking one simple question – “What does Quality mean to you?”. Each member voiced the thoughts and feelings as to how they view quality.

Minutes

March 21, 2018 Minutes were presented, motion to approve by Dr. Sowada, seconded by Ms. Molski. Motion carried.

Consent Agenda - Hospital

Dr. Sowada requested to pull out Ed Throughput report. Dr. Sowada reiterated the “ED is the face” of the hospital and keeping a close eye of the goal is important. We will add goal targeted dates to our report.

Mr. Taylor also reiterated the “ED is the face”, everything we do, in every aspect of the hospital, can almost always be tied back to the ED.

Dr. Sowada questioned a consistent process in moving patients through. We have a “good” process and as a whole it works, but there are always variables (staff, patients, resources, outside entities) that can be glitches.

Mr. Jones questioned if we have friends and/or mentors in other facilities, where they were “meeting the numbers” we are struggling with? We do network and reach out to other facilities to discuss the same problems we all struggle with.

Majority of data continues to come to the QAPI Committee, we identify opportunities as a group. The group is interactive and helpful, not just one person is dealing with the issue. Mr. Jones questioned “do we have a feel” for how things are going? Ms. Anderson noted we have heard good comments from front line staff, with the hiring of EMTs and their positive benefits to EKG time.

Consent Agenda – Patient Experience

Dr. Sowada complimented the staff and their initiative to decrease noise pollution.

Consent Agenda – Safety

Dr. Sowada noted on pg. 15 & 19 – totals, are these totals monthly, quarterly, yearly? Could we track it monthly, with a yearly total? Ms. Molski agreed that we can.

Consent Agenda – Clinic

Dr. Sowada and Mr. Jones both noted they are doing a good job!

Consent Agenda – Survey & Inspections

Dr. Sowada stated we looked good for readiness of the April 26th survey followup!

Old Business

Ms. Taylor stated we are working on a new system for the 30-something group, that uses texting and phones, allowing them to make an appointment, receive reminders, updates and simple greetings. We could even use for follow up and surveys. Software is SolutionReach and it integrates with EMD. Ms. Taylor noted we see up to 25 new patients per day, but our encounter numbers remain the same. We need to ensure we are keeping the new patients. Additionally this should help with the phone que times.

Aggregate PRC data will be revisited next month.

Correlation between EMT presence in the ED and EKG times – we just started new staff on Monday, we have already had positive feedback.

Ms. Molski included the Star rating report and the specific measures. This report is given to us by CMS. We are in the process of creating a dashboard. Ms. Molski explained that patient experience is weighted at a higher level, giving us the bigger opportunities to improve. With Patient Experience as part of the strategic plan, we have restarted anew, beginning with access and navigation through PRC for the Directors.

The ED and floor clinical coordinators have started visiting with patients, confirming we are meeting their needs. The clinic will be able to add to that with the new CCM (Clinical Care Management) program. Ms. Priscilla Anderson provided a preliminary report that demonstrated the movement in statistics. (This will be uploaded to the Board Portal.)

New Business

Ms. Molski included “just for reference” the value based purchasing information (pg. 30). CMS is focusing on “30 day care” and “30 day Mortality rates”. It all comes down to our preventative medicine.

Definitions – “Floor” is the low end, “Threshold” is the median, “Benchmark” is the goal

We will bring monthly our statistics and comparison with the Floor, Threshold and Benchmark scores.

Electronic Clinical quality Measures - Ms. Molski reported the CMS changes for the coming measures. They are dropping some of the manually reported measures and moving toward the

electronically measured. We have successfully submitted 4 electronic measures and were able to avoid payment penalties. Right now it is not about the results as much, as the ability to properly report.

Strategic Plan/Quality Committee Reporting –

Wins

Ms. Molski wanted to thank Ms. Priscilla Anderson, who questioned if everyone knew what the measures and statistics represented. Ms. Molski stated she assumed everyone did, but it was an “eye opener”, and we will now be reviewing and reeducating in PRC.

Clinic Win – a patient arrived at 5pm, stating “she was in trouble”. She was diabetic and experiencing low blood sugar. Shelly got her juice, a lollipop and found a glucometer so she could be tested. She sat with her until her blood sugar recovered and ensured she was able to safely drive herself home.

Regular Meeting Adjourned

The meeting adjourned at 09:58 am

Closed Session

Closed session began at 10:00 am

Closed Session Adjourned

The closed session adjourned at 10:15 am

Next Meeting

May 16, 2018 at 0830 am, CR 1 & 2

Respectfully Submitted,

Robin Fife, Recording Secretary

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

QUALITY

Mortality. Updating May dashboard to include monthly metrics. No deviations from expected. Mortality rates similar to national averages.

Readmission. Hospital-wide all cause 30-day readmission rate for acute care inpatients is at 1.24% for February. Our goal is less than 11.03%. We are currently meeting goals and continue to monitor.

Safety of Care. Refer to safety report.

Infection prevention. For 2017, MHSC had one CLABSI, one CAUTI, and four hospital acquired cases of C.Diff. There were also 4 reported Surgical Site Infections for 2017.

For the first quarter of 2018, which includes January through March, we have had 1 CAUTI, 0 CLABSI, and 1 Hospital Acquired case of C.Diff. We have 3 Surgical Site Infections so far for 2018. Data is shared with the Infection Prevention committee and opportunities for improvement are addressed in that committee and in specific units as applicable.

Efficient Use of Medical Imaging. Data updated annually. Metrics will be available on May dashboard.

Timeliness of Care. Median time for ED arrival to ED departure for admitted patients was 352 minutes in January and 317 minutes in February. Our current goal is to be under 300 minutes. Observations indicate the CT scanner was down frequently during the month of January, higher acuity patients were seen due to cold and flu season, higher volumes of patients were admitted during this time, and bed availability on the admitting unit was limited. Additionally, new fellows have started in the ED. We did not see a need to drill down into the data to confirm the observations that were present. System improvement interventions continue. Interventions include admission process and timeliness of getting patients to a room between departments. Initiation of 2 new techs to evaluate/admit patients more appropriately based on presenting symptoms will start in April. Bedside report is in progress to expedite handoff. Communication between inpatient unit and ED continues with tracking of times for admitted patients. Long admission times are discussed between units for improvements. These interventions have been shared with the QAPI committee and the teams directly involved at the bedside. Actions for improvement have been initiated.

Throughput time for patients discharged from the ED showed a similar spike, with times increasing to 158 minutes in February. Our goal is less than 134 minutes. Observations and interventions for improvement are similar for admitted patient throughput as applicable.

Median time to ECG increased from 8 minutes in January to 24 minutes in February. Our goal is less than 8 minutes. All cases in February have been reviewed and opportunities for improvement have been identified. Changes to the documentation process of ECGs performed by EMS prior to arrival has been targeted.

Effectiveness of Care. Head CT or MRI scan results for stroke within 45 minutes is at 0% for February. Our goal is greater than 71.6%. There was 1 case that was not resulted within 45 minutes during February, resulting in 0% rate. Data has been shared with the ED and radiology team. A work team of physicians and nurses has been initiated. Due to high risk, low volume population, targeted interventions are necessary. Interventions include a revision of the stroke protocol, alert system for stroke protocol to enhance communication and timeliness of interventions, and review of cases by physicians.

PATIENT EXPERIENCE

Emergency Department. ED patient experience data targets 3 key drivers to enhance the overall quality of care. These include:

1. Likelihood of recommending to friends/family
2. Overall teamwork between doctors, nurses, and staff
3. Instructions for care at home/discharge instructions

Current interventions include addressing ED throughput times and use of patient and family advisor in discharge instruction re-vamping.

Noise reduction strategies have been targeted by inpatient and ED units. Discussions and information on decibel readers for units have been shared with senior leadership for possible purchase.

Meetings with clinical directors have been set up to review how to access, interpret, and share patient experience data for unit specific interventions.

QUALITY ASSESSMENT PERFORMANCE IMPROVEMENT (QAPI)

Opportunities for improvement. Antimicrobial Stewardship saw an increase in the number of antibiotics prescribed in the clinic. The increase coincides with the increase of patient volume in clinic and bacterial infections in community during January and February months.

Sepsis management bundle adherence decreased from 42% in January to 25% in February. Our goal is 40%. Review of data indicates opportunities in repeat lactate measurement and recommended fluid administration. Individual cases have been shared with physicians for review. Targeted interventions include collaboration with laboratory to review lactate orders in health record to assist in effective

communication of data. The data and opportunities for improvement are being shared with medical staff to enhance awareness.

MERIT-BASED INCENTIVE PROGRAM (MIPS)

Data for MIPS has been successfully submitted. A tentative score of 98 out of 100 is anticipated. Final reports and scores will be released by CMS in July. Action planning for 2018 reporting and improvement initiatives have been started.