

## Memorial Hospital of Sweetwater County

## **Board of Trustees Regular Meeting**

Wednesday - October 4, 2017 2:00 PM

MHSC Classrooms 1, 2 & 3

#### Meeting Book - Wednesday - October 4, 2017 Board of Trustees Regular Meeting

#### Board Meeting Agenda

I.	Call	to	Ord	er
R	ichar	d N	<b>I</b> ath	iey

A. Pledge of Allegiance Richard Mathey

II. Minutes (For Approval)

Richard Mathey

Minutes for September 6 2017.docx Page 7

III. Community Communication

Richard Mathey

IV. FY17 Audit (For Approval)

Darryn McGarvey, CliftonLarsonAllen

Audit Financial Statement.pdf Page 14

Audit Board Packet FY17.pdf Page 50

V. Medical Staff Report

Dr. David Dansie, Medical Staff President

No written report included in the meeting packet.

VI. Executive Session

Richard Mathey

(W.S. Section 16-4-405(a)(ii))

VII. Credentials (For Approval)

Richard Mathey

Confidential information available for Board review on the portal.

VIII. Old Business

Richard Mathey

A. CEO

Richard Mathey

B. Committee Charters

1. Joint Conference Charter (For Approval)

Joint Conference Committee Charter October 4 2017.docx

Page 80

2. Building & Grounds Charter (For Approval) Page 81 Building Grounds tardoni.docx 3. Quality Committee Charter (For Approval) Page 83 Quality Charter final draft 2017.docx 4. Finance & Audit Committee Charter & Spending **Authority Matrix** Work continues. No update included in the meeting packet. C. Contract Review & Approval Policy Suzan Campbell, Chief Legal Exec/Gen Counsel Work continues. No update included in the meeting packet. D. Bylaws (For Approval) Richard Mathey Page 86 Bylaws Draft October 2017.pdf IX. New Business Richard Mathey A. Mission Statement & Strategic Plan Richard Mathey X. Interim Chief Executive Officer Report Irene Richardson, CFO & Interim CEO No written report included in the meeting packet. XI. Committee Reports Richard Mathey A. Committees Consent Agenda (For Approval) Richard Mathey 1. Building & Grounds Committee Taylor Jones meeting book - tuesday - september 12, 2017 Page 104 building & grounds committee meeting.pdf

2. Foundation Board

Marty Kelsey

September 2017 Agenda.docx		Page 110
Sept 2017 FDN Board Packet.pdf		Page 111
August 2017 Meeting Notes.pdf		Page 121
3. Governance Committee Barbara Sowada		
B. Finance & Audit Committee Taylor Jones		
1. Capital Expenditures Taylor Jones	(For Approval)	
Requests and Budget Update.pdf		Page 126
FY 18_7.pdf		Page 128
FY 18_8.pdf		Page 136
2. Narrative Irene Richardson		
Narrative to August 2017 Financial Statement.pdf		Page 142
Narrative Provider Clinic August 2017.pdf		Page 145
Narrative High Desert District August 2017.pdf		Page 146
3. Bad Debt Ron Cheese, Director of Patient Financial Services Information will be provided the day of the meeting in hard copy form and loaded into the portal packet following the meeting.	(For Approval)	
4. Investment Recommendation Irene Richardson	(For Approval)	
Open Bid Investment Summary Report August 31 2017.pdf		Page 147
5. September 26, 2017 Committee Meeting Book		
meeting book - september 26, 2017 finance &		Page 148

## C. Human Resources Committee Richard Mathey

## 1. Report from Physician Contract Ad Hoc Committee Ed Tardoni

(Board to approve Committee's recommendation regarding contracting with Kaufman Hall, CliftonLarsonAllen, or stay with internal resources regarding physician contracts.)

#### D. Quality Committee Taylor Jones

1. QAPI and Safety Plan Amanda Molski, Quality Director

(For Approval)

7 19 17 Quality Minutes QAPI Highlight.pdf

Page 267

QAPI and Safety Plan 2017.pdf

Page 269

2. September 19, 2017 Draft Minutes

9 19 17 Quality Draft Minutes.doc

Page 300

## XII. Contract Review Suzan Campbell

A. Contract Consent Agenda Richard Mathey (For Approval)

1. RUMOR Service Agreement

RUMOR Service Agreement.pdf

Page 301

2. DEX White Pages and Yellow Directory Listings

DEX Listings.pdf

Page 309

3. Cephid -- Gene Xpert Service Agreement

Cephid Gene Xpert Service Agreement.pdf

Page 322

4. BD Service Agreement

XIII. Community Communication Richard Mathey

XIV. Good of the Order Richard Mathey

XV. Executive Session as Needed Richard Mathey

XVI. Adjourn Richard Mathey

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

#### **September 6, 2017**

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session on September 6, 2017, at 2:00 PM with Mr. Richard Mathey, President, presiding.

#### CALL TO ORDER

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

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

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

#### APPROVAL OF MINUTES

The motion to approve the minutes of the August 2, 2017, regular meeting as corrected ("or" changed to "not" on final page in quote by Mr. Kelsey) was made by Mr. Jones; second by Dr. Sowada. Motion carried. The motion to approve the minutes of the July 27, 2017, special meeting as presented was made by Mr. Jones; second by Dr. Sowada. Mr. Kelsey and Dr. Sowada abstained. Motion carried. The motion to approve the minutes of the August 22, 2017, special meeting as presented was made by Mr. Jones; second by Dr. Sowada. Mr. Mathey abstained. Motion carried.

#### **COMMUNITY COMMUNICATION**

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

#### MEDICAL STAFF REPORT

Dr. Dansie, President of the Medical Staff, reported the General Medical Staff met with the Board during a special meeting August 22. The General Medical Staff propose a change to the utilization management process. He said the Utilization Management Committee was an ad hoc committee and needs to become a permanent committee with organization and structure that is clearly defined. Dr. Dansie added this is a Joint Commission requirement. He said rules and regulations are things the bylaws have given the Medical Executive Committee the ability to change without a medical staff vote. Dr. Dansie requested the Board ratify the formation of the committee. Dr. Sowada suggested a language change to accurately reflect the organization

structure in the absence of a Director of Utilization Management. Ms. Richardson said we will strike "and the Director of Utilization Management." The motion to approve the rules and regulations update with the change as discussed was made by Mr. Jones; second by Dr. Sowada. Motion carried. The motion to approve the Utilization Management process as stated in the packet was made by Mr. Jones; second by Dr. Sowada. Motion carried. Dr. Dansie said he did not have anything further to report. Mr. Mathey thanked Dr. Dansie for his report.

#### **EXECUTIVE SESSION**

The motion to go into Executive Session was made by Mr. Jones; second by Dr. Sowada. Motion carried.

#### RECONVENE INTO REGULAR SESSION

The Board of Trustees reconvened into Regular Session at 3:37 PM. Mr. Phillips was excused for the remainder of the meeting.

#### CREDENTIALS

Mr. Mathey said particulars are discussed in Executive Session and the Board cannot take action in Executive Session. The motion to approve the August 14, 2017, Credentials Committee Recommendations as follows for appointment to the Medical Staff was made by Dr. Sowada; second by Mr. Jones. Motion carried.

- 1. Initial Appointment to Active Staff (2 years)
  - Dr. Alan Brown, Pediatrics
- 2. Initial Appointment to Associate Staff (1 year)
  - Dr. Bikram Sharma, Hospitalist
- 3. Initial Appointment to Locum Tenens Staff (1 years)
  - Anna Rudolphi, Emergency Medicine (U of U)
  - Jon Vivolo, Emergency Medicine (U of U)
- 4. Initial Appointment to Consulting Staff (1 year)
  - Dr. Clint Allred, Cardiology (U of U)
  - Richard Barton, MD Tele ICU (U of U)
- 5. Reappointment to Consulting Staff (2 Years)
  - Dr. Karen Simmons, Tele Radiology (VRC)
  - Dr. Michael Rethy, Tele Radiology (VRC)
  - Dr. Richard Rossin, Tele Radiology (VRC)
  - Dr. Kevin Shilling, Sleep Medicine
  - Dr. William Marcus Brann, Cardiology
- 6. Reappointment to AHP Staff (2year)
  - Ross Little, LPC (SWCS)

#### INTERIM CHIEF EXECUTIVE OFFICER REPORT

Ms. Richardson thanked everyone for their hard work. She reported on a Code Orange activation, August volume, August 24 Hospital Open House, physician recruitment efforts, the upcoming Wyoming Hospital Association (WHA) annual meeting, Best on Board education opportunity via the WHA, upcoming Pulse of Southwest Wyoming healthcare presentation, continued work on board committee charters, and welcomed Dr. Cody Christensen-Urology. Mr. Kolb reminded Ms. Richardson to always keep the Commissioners involved when lobbying legislators on behalf of a County entity so we have an opportunity to work together.

#### **OLD BUSINESS**

#### Committee Charters

Mr. Mathey said the Human Resources Committee Charter and the Quality Committee Charter were introduced last month for review and are now presented for action.

Dr. Sowada asked about voting rights on committees. She asked for the pleasure of the Board regarding voting privileges of staff. The Board discussed management vs. governance and fiduciary duties of the Board. Mr. Kolb said the only power is with the Board of Trustees. Mr. Mathey said he is the Chair of the Human Resources Committee. Mr. Taylor is the Chair of the Quality Committee.

Mr. Mathey will make changes to the Human Resources policy to include the change from "establishes" to "review and recommends" the percentile pay range, and "venue" instead of "mechanism" in addressing conflicts and differences concerning employment policies.

The motion to adopt the Human Resources Committee Charter as revised during discussion was made by Dr. Sowada; second by Mr. Kelsey. Motion carried.

Dr. Sowada said the Quality Committee Charter is not ready for review and needs more work. Mr. Jones invited comments. Mr. Kelsey said he would like to see as part of Responsibilities #2: "Develop policies for Board consideration...". The motion to table at this time was made by Mr. Jones; second by Dr. Sowada. Motion carried.

#### **Bylaws**

Ms. Suzan Campbell, Chief Legal Executive/General Counsel, reviewed highlighted questions. Mr. Mathey said the Board may approve a process to review and approve contracts. He said he wants the Board to have the right to look at anything they want to look at. He suggested striking the meeting time, adding Building and Grounds to standing committees, and striking "complete authority" sentence. Mr. Mathey asked Dr. Dansie for the history of medical staffs and asked if there are governing statutes. Mr. Kelsey commented on the difference between bylaws and rules and regulations. Mr. Kelsey said the Board has the authority to adopt a mission statement. Ms. Campbell offered to make the suggested changes and return to the Board for review. Mr. Kolb said statute specifically addresses County Memorial Hospital ability to indebt itself. He asked for

it to be looked into with the Board attorney regarding interpretation. Mr. Kolb asked to add appoint and remove instead of just appoint. Mr. Mathey suggested working in that we are a five-member Board because the Board of County Commissioner said five but that could change. The County Commissioners determine the size of the Board and they do have the power to remove.

#### **NEW BUSINESS**

#### **Committee Charters**

Mr. Mathey said several committee charters were included in the packet and Board member assignments are to review and prepare to discuss at the next regular meeting. The Board discussed the need for a Joint Conference Committee. Mr. Mathey said it should read "meet as needed." Dr. Dansie said he would not recommend against the Joint Conference Committee and Ms. Richardson said she agreed.

#### Contract Review and Approval Policy

Ms. Richardson said we want to make sure it coincides with the spending authority matrix. She asked if we need to bring service agreements to the Board for approval or as a "for your information" only? She said we would like this to include maintenance agreements and renewal of existing contracts. Ms. Richardson said we want to streamline the process and believe this has been an educational process for all of us. She said we would like to have a little bit of leeway to do some things operationally but we will bring all things to the Board as informational. Regarding educational and clinical placement agreements, Ms. Richardson said we think a lot of those have the same language so we would want to bring them to the Board for information purposes only. Mr. Kelsey said he sees a lot of tie-in with the spending authority matrix and the policy. Page 3 #3 on the competitive bid process was a concept for discussion purposes, not concrete. Mr. Mathey said there is a statute controlling municipalities regarding \$35,000 and items put to bid. He is not sure if that applies to the Hospital and counties. Mr. Kolb said it's different for the counties. Mr. Mathey said the Hospital will be bound by county requirements. Ms. Richardson said we would like to discuss the policy and matrix again in the Finance and Audit Committee meeting to look at it more closely. The motion to remand the information to the Finance and Audit Committee for further refinement was made by Mr. Jones; second by Dr. Sowada. Motion carried.

#### **COMMITTEE REPORTS**

#### Committees Consent Agenda

Mr. Mathey said consent agendas were a bone of contention between the Board of County Commissioners and the Board of Trustees when Mr. Mathey and Mr. Jones joined the Board. When there is a vote on the consent agenda, he will do everything he can to make the effect of that vote very clear. Is a vote on a consent agenda necessary? Mr. Mathey said there is research needed. The purpose is not to do business behind closed doors. The Board packets are available. Mr. Mathey said we reserve the right to charge a modest fee for the copies to the extent provided by law. Mr. Kelsey said the college had a very transparent process and suggested loading the

packets, minutes and agendas on the hospital website. Ms. Deb Sutton, PR and Marketing Director, said she will investigate the possibilities.

Building and Grounds: Mr. Jim Horan, Facilities Director, provided a summary of Committee meeting highlights.

Foundation Board: Ms. Tiffany Marshall, Foundation Director, provided a summary of Foundation Board highlights.

Governance Committee: Dr. Sowada said there was nothing to report on the Governance Committee.

Human Resources Committee: Ms. Amber Fisk, Human Resources Director, said there was 14% turnover hospital-wide, 75 separations and 56 new hires from 1/1/17. There were 545 employees in January and there are 513 now. Ms. Fisk stated that is 513 people, not FTE's. Ms. Fisk said the clinic turnover is 16%. They have had 18 separations since 1/1/17. Ms. Fisk said Mr. Tardoni, Ms. Richardson, Ms. Tami Love-Controller, Ms. Marianne Sanders-Physician Recruitment & Relations Managers, Ms. Campbell and Ms. Fisk are working on contract development. They were not able to provide a synopsis in the packet. They have a "shell" developed by Ms. Campbell. The negotiation portion would be through "Attachment A" of the agreement. The Board had previously approved wages between MGMA median and the 75<sup>th</sup> percentile. Ms. Fisk said the group needs more time to work on what we want practice evaluations to look like. Ms. Fisk said she just received the 2017 MGMA data. Mr. Tardoni reviewed the process and said we are looking to have a consistent format to use. He said he sees three potential options or a combination of options for a standardized contract format. He said he considers his assignment to be terminated. Mr. Mathey said he wants to place this item on the next meeting agenda.

Quality Committee: Mr. Jones said the Emergency Department thru-put time went up last month but is still on a downward trend. He said there has been a lot of discussion on tying the Hospital and Clinic together better regarding quality.

#### Finance & Audit Committee

Mr. Jones presented capital expenditure requests FY18-5 and FY18-6 for approval. The motion to approve FY18-5 for \$39,280.80 to Venture Technologies and FY18-6 for \$19,526 to Nanosonics as presented was made by Mr. Jones; second by Mr. Kelsey. Motion carried. The motion to approve the net potential bad debt for August of \$976,713.44 as presented by Mr. Ron Cheese-Patient Finance Services Director was made by Mr. Jones; second by Dr. Sowada. Motion carried. The motion to approve investments of \$16,987,944 at Bank of the West, Key Bank and WyoStar as presented by Ms. Richardson was made by Mr. Jones; second by Mr. Kelsey. Motion carried. Mr. Mathey asked what we do to maintain FDIC provisions. He thinks special maneuvers must be done. Mr. Kelsey said FDIC only covered to a certain amount at Western Wyoming Community College and they had to go out and pledge the difference. Mr. Mathey said the water board had the bank pledge the collateral. Ms. Richardson said she will research and report back to the Board. Ms. Richardson reviewed highlights from the narratives

for the Hospital and the Clinic included in the packet. Mr. Jones commented that collectively the Hospital has reduced daily cash expenses and increased days of cash on hand to 33. He said we have been trying to find out who our leaders are and affect change. Mr. Jones said Ms. Richardson has been that leader in finances from day one and she is not doing it alone. He said we are looking for those leaders in all areas.

Mr. Mathey said the Board would take a 10 minute recess. The Board reconvened at 6:19 PM.

#### **CONTRACT REVIEW**

#### Contract Consent Agenda

Mr. Mathey told the Trustees any of them can remove a contract from the consent agenda for discussion. The remaining will remain in the consent agenda and will not be discussed. The approval of the consent agenda will be approval of Ms. Richardson signing agreements on behalf of the Hospital. Mr. Tardoni said he objects to the use of a consent agenda for contracts. Mr. Mathey said he wanted to remove #4, #7, #11, and #13 from the consent agenda. Mr. Kelsey said he wanted to remove #1. The motion to approve the consent agenda was made by Mr. Kelsey; second by Mr. Jones. Motion carried with one vote against.

- #1 University of Wyoming School of Nursing & MHSC: Mr. Kelsey asked Ms. Campbell if she was comfortable with resolution of the previous concerns. She said yes and Mr. Mathey shared information about sovereign immunity language. The motion to approve the agreement as presented was made by Mr. Jones; second by Dr. Sowada. Motion carried.
- #4 SIS (IBM Support Provider): Mr. Rich Tyler, Information Technology Director, said SIS equipment showed up shortly after he started working at the Hospital. This is a support agreement for hardware that QuadraMed sits on for our patient records. He is leery to change because QuadraMed recommended SIS. Going forward from this point, Mr. Tyler would like to see more justification on why we have to use SIS. The motion to approve the agreement as presented was made by Dr. Sowada; second by Mr. Jones. Motion carried. Mr. Tardoni shared some quality-related concerns involving QuadraMed's system and product. He said the change to something else would be prohibitively expensive. He said we need to support QuadraMed but he wanted to give a head's up on potential future issues. Mr. Tyler said he is going to begin attending the monthly quality meetings to stay involved in the conversations regarding QuadraMed and quality.
- #7 Staff Care Locums: Mr. Mathey discussed his concerns regarding workers compensation and malpractice insurance. Ms. Campbell addressed the reasons for handling locums services through a contract. Mr. Mathey asked Ms. Campbell to find out about the workers compensation piece. She said she will double-check. The motion to table the agreement until October was made by Dr. Sowada; second by Mr. Jones. Motion carried.
- #11 Agreement with Rocky Mountain University of Health Professionals (RMUoHP): Mr. Mathey is concerned with section 6.2. He thinks we will suffer a disadvantage and feels there is a dangerous provision regarding out of state jurisdiction and venue provisions. He is wondering if

they would be willing to negotiate. He said the agreement is approved but will not be signed unless Ms. Campbell can negotiate the removal of 6.2.

#13 – University of Utah Family Residency Program: Mr. Mathey said he is concerned with insurance language. The motion to approve the agreement as presented was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

#### **COMMUNITY COMMUNICATION**

Mr. Mathey invited members of the community to address the Board.

Mr. Kolb said he received a text message that Gorge Rock donated \$5,100 of rock to the Hospital for the purposes of landscaping. Ms. Richardson said she will invite a representative to a meeting to recognize them for their generous donation. Mr. Kolb commended the Board on the contract checklist page on each contract for review.

#### GOOD OF THE ORDER

Mr. Tardoni announced Sweetwater School District 2 is collecting packages of underwear for students in need in recent disaster areas. All sizes up to 3X may be dropped off at schools in Green River. He asked people to please help spread the word.

Mr. Kelsey said he is concerned with a local telephone book ad. It is a very prominent ad because it has a list of physicians but no listing of specialty so it has no meaning for people. Ms. Sutton said she will investigate. Mr. Kelsey requested the agenda contain page numbers to help Trustees move around in the packet efficiently. He expressed appreciation to Mr. Mathey for his work on the agenda.

Mr. Mathey said Dr. Kristy Nielson, Chief Nursing Officer, and Dr. Sowada are two of the many people who bring up to him often the need for a mission statement and a strategic plan. He said he has a difference of opinion with some but some want and need this information. Mr. Mathey said he will place this on the "New Business" agenda for the next meeting.

Ms. Richardson stated this was a great meeting.

#### **ADJOURNMENT**

There being no further business to discuss, the motion was made, second and carried to adjourn. The meeting adjourned at 7:10 PM.

Attest:	Mr. Richard Mathey, President
Mr. Marty Kelsey, Secretary	

# MEMORIAL HOSPITAL OF SWEETWATER COUNTY COMBINED FINANCIAL STATEMENTS YEARS ENDED JUNE 30, 2017 AND 2016

#### MEMORIAL HOSPITAL OF SWEETWATER COUNTY TABLE OF CONTENTS YEARS ENDED JUNE 30, 2017 AND 2016

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#### INDEPENDENT AUDITORS' REPORT

Board of Trustees Memorial Hospital of Sweetwater County Rock Springs, Wyoming

#### **Report on the Combined Financial Statements**

We have audited the accompanying combined financial statements of Memorial Hospital of Sweetwater County (the Hospital), which comprise the combined statements of net position as of June 30, 2017 and 2016, and the related combined statements of revenues, expenses, and changes in net position, and cash flows for the years then ended, and the related notes to the combined financial statements.

#### Management's Responsibility for the Combined Financial Statements

Management is responsible for the preparation and fair presentation of these combined financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of combined financial statements that are free from material misstatement, whether due to fraud or error.

#### Auditors' Responsibility

Our responsibility is to express an opinion on these combined financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the combined financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the combined financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the combined financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the combined 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. Accordingly, we express no such opinion. 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 combined financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



#### **Opinion**

In our opinion, the combined financial statements referred to above present fairly, in all material respects, the financial position of Memorial Hospital of Sweetwater County as of June 30, 2017 and 2016, and the changes in its net position and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

#### **Other Matters**

#### Required Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the combined financial statements as a whole. Accounting principles generally accepted in the United States of America require that the management's discussion and analysis information on pages 3 through 11 be presented to supplement the basic combined financial statements. Such information, although not a part of the combined financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the combined financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the combined financial statements, and other knowledge we obtained during our audit of the combined financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

#### Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated October 4, 2017, on our consideration of Memorial Hospital of Sweetwater County's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the result of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Memorial Hospital of Sweetwater County's internal control over financial reporting and compliance.

#### CliftonLarsonAllen LLP

Minneapolis, Minnesota October 4, 2017

#### INTRODUCTION

This is management's discussion and analysis of Memorial Hospital of Sweetwater County's (the Hospital) financial performance and provides an overview of the Hospital's financial activities for the years ended June 30, 2017 and 2016. It should be read in conjunction with the Hospital's combined financial statements, which begin on page 12.

Memorial Hospital of Sweetwater County is a Joint Commission accredited, 99-bed rural acute-care facility located in Southwest Wyoming, which services a region exceeding 10,000 square miles. The Hospital serves a population in excess of 45,000 in Sweetwater County alone as well as surrounding areas. The Hospital provides a vast array of inpatient and outpatient services, emergent care, dialysis, occupational medicine, radiation oncology, and hematology oncology services. Memorial Hospital of Sweetwater County continues to maintain a strong, viable presence in the community. Recognizing the need to create a collaborative focus for the future and by identifying the opportunity and accountability in the delivery of healthcare for the communities the Hospital serves, the following goals and objectives continue to serve as our roadmap to guide the Hospital into the future:

<u>Regional Referral Center</u>: Continue efforts to increase presence in Sweetwater County and surrounding areas and becoming a regional referral center.

<u>Growth in Services and Programs</u>: Being responsive to the needs of the community by maintaining care locally whenever possible by growing service lines and offering new programs, which include:

- Radiation Oncology
- Hematology Oncology
- Enhanced Orthopedic Surgery
- Occupational Medicine
- Telemedicine

Medical Staff Development Plan: Work to meet the needs of the community by developing a medical staff that will enhance current programs and effectively deliver new services and programs. The facility invested in new physicians in FY 2017; including a Pediatrician, a Nephrologist, an Orthopedic Surgeon, a Radiation Oncologist, a Physician Assistant, and a Hospitalist. Recognizing the need to balance growth with financial stability, the Hospital streamlined operations by eliminating some unprofitable service lines.

<u>Information Technology</u>: Continued adoption of health information technology to improve quality while lowering cost.

<u>Joint Board/Medical Staff Decision Making</u>: Create a culture with the board of trustees and the Medical Staff that is collaborative and will allow the Hospital to move forward with partnerships and/or affiliations that will provide the most comprehensive care for Sweetwater County and its surrounding areas.

#### **INTRODUCTION (CONTINUED)**

<u>Customer Service</u>: The Hospital has been diligent in striving to provide our patients with excellent customer service. Our patient satisfaction scores continue to increase with the ongoing efforts of improvement.

<u>Quality:</u> The Hospital continues to meet the increasing quality initiatives. Recognizing that reimbursement is driven by these efforts, we have created a specialized team to ensure our quality measures meet and exceed the standards.

<u>Finance:</u> The Hospital strives to provide quality health care at a lower cost by managing expenses and maximizing reimbursement.

<u>Value:</u> Customer service, quality, and finance are the drivers that deliver value to the patient. The dynamics of health care is changing to focus more on improving the quality of health care rather than on the cost of health care. The benefit of delivering quality health care and better customer service helps to drive costs down, which creates more value for the patient. Providing the highest value of care to the patient through improved quality and better customer service, all at a lower cost, is our number one priority.

These strategies will serve as a compass to help guide us to achieve our Mission and Vision for the future:

<u>Mission</u>: To deliver superior regional health care services that improve the health and wellness of all people and communities we serve.

<u>Vision</u>: To be the leading health care provider delivering quality, innovation, education, community service, and fiscal responsibility.

The affiliation with the University of Utah allows the Hospital to expand its service line without investment into full time staff, facilities, and equipment for highly specialized procedures and services that would likely not be economically justifiable given the population size of the primary service area. In addition, the affiliation limits outmigration of patients by keeping them close to home, provides a high level of specialty care, and allows the Hospital to retain revenue that might have otherwise gone to other hospitals. Presently, the Hospital is providing telemedicine services for stroke, burn, and ICU services to the community as a result of the University of Utah affiliation. The affiliation has continued to grow in 2017. The Hospital staff have been able to gain knowledge and skills through education and shadowing at the University of Utah. Specialty Physicians continue to hold visiting clinics in our Hospital so our patients do not need to travel out of state for services. The Hospital plans to expand these services in the next year by adding Maternal Fetal Monitoring, Endocrinology and Dermatology clinics to name a few. In fiscal year 2016, the Hospital also added affiliations with the Huntsman Cancer Center through the University of Utah and the Shriner's Hospital.

#### INTRODUCTION (CONTINUED)

Fiscal year 2017 continued to see growth in physician recruitment and the hiring of new physicians. The growth in employed physicians has resulted in the need for additional offsite locations. The Hospital's employed physicians can now be found in three different locations; including the Hospital, the attached MOB and offsite at the Family and Occupational Medicine Clinic. The Hospital increased the Occupational Health service line in 2017 and is currently providing patient care at several industry locations throughout the County.

The current Electronic Health Record (EHR), provides patients with a secure, confidential medical record that will work with other systems to share information. The EHR additionally offers the necessary technological capability, functionality, and security to reach Meaningful Use criteria established for facilities to receive incentive payments under the Medicare and Medicaid EHR incentive programs. In Fiscal Year 2017, the Hospital applied for and received \$288,467 from Medicare and Medicaid for successfully achieving the third stage of Meaningful Use. The Hospital is currently continuing its diligence in achieving Meaningful Use in the upcoming year.

Quality and patient satisfaction will continue to play a role in hospital reimbursement in the future. The Executive Team has been proactive in ensuring that quality outcomes are the best they can be and that patient satisfaction scores are in the top percentile.

The Hospital is striving to realize our Vision for the future of providing exceptional patient care by focusing on quality and safety of patient care, providing excellent customer service through teamwork and a positive culture, increasing market share and service growth and enhanced medical staff development.

Memorial Hospital of Sweetwater County Foundation (Foundation) was created to help support the Hospital. The Foundation's financial statements are included in the combined financial statements. The Hospital and the Foundation are collectively referred to as the Hospital throughout the combined financial statements.

#### **USING THIS ANNUAL REPORT**

The Hospital's combined financial statements consist of three statements – a combined statement of net position; a combined statement of revenues, expenses, and changes in net position; and a combined statement of cash flows. These combined financial statements and related notes provide information about the activities of the Hospital, including resources held by the Hospital, but restricted for specific purposes by contributors, grantors, or enabling legislation.

#### FINANCIAL AND OPERATIONAL HIGHLIGHTS

- The Hospital recorded an operating loss of \$8,182,259 and \$1,551,966 in 2017 and 2016, respectively.
- The Hospital recorded a decrease in overall net position of \$7,738,549 and an increase of \$900,269 in 2017 and 2016, respectively.
- The days in net patient accounts receivable was 49 in 2017 and 2016.
- The Hospital has experienced significant growth and change since 2014. The investment in hiring physicians resulted in accelerated startup costs that significantly increased total expenses. Typically, providers do not realize their full income potential until their practice matures, which may take several years. The accumulated cost associated with hiring physicians, without the commensurate revenue, contributed to the loss realized by the Hospital in FY 2017.
- The Hospital experienced a change in payor mix due to a decline in the statewide economy.
   There was a growth in Medicare, Medicaid and uninsured patients with a corresponding decrease in commercial insurance patients. This resulted in an increase in the write-offs and allowances and bad debt expense which negatively impacted the operating margin.
- In August 2016, the Hospital introduced a cost savings plan to mitigate the effect of increasing expenses and decreasing net revenues. The plan included a temporary halt of normal capital expenditures, productivity models that aided in reducing staffing through attrition, and increased efforts to maximize reimbursement through improved utilization of services.

## THE COMBINED STATEMENTS OF NET POSITION AND COMBINED STATEMENTS OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION

One of the most important questions asked about the Hospital's finances is "Is the Hospital as a whole better or worse off as a result of the year's activities?" The combined statements of net position and the combined statements of revenues, expenses, and changes in net position report information about the Hospital's resources and its activities in a way that helps answer this question. These combined statements include all restricted and unrestricted assets and all liabilities using the accrual basis of accounting. All of the current year's revenues and expenses are taken into account regardless of when cash is received or paid.

These two combined statements report the Hospital's net position and changes in them. You can think of the Hospital's net position – the difference between assets and liabilities – as one way to measure the Hospital's financial health, or financial position. Over time, increases or decreases in the Hospital's net position are one indicator of whether its financial health is improving or deteriorating. You will need to consider other nonfinancial factors, however, such as changes in the Hospital's patient base and measures of the quality of service it provides to the community, as well as local economic factors to assess the overall health of the Hospital.

#### THE COMBINED STATEMENTS OF CASH FLOW

The final required statement is the combined statement of cash flows. The combined statement reports cash receipts, cash payments, and net changes in cash resulting from operations, investing, and financing activities. It provides answers to such questions as "Where did cash come from?", "What was cash used for?", and "What was the change in cash balance during the reporting period?"

#### THE HOSPITAL'S COMBINED NET POSITION

The Hospital's combined net position is the difference between its assets and liabilities reported in the statement of net position. The Hospital's net position has decreased by \$7,738,549 in 2017 and increased by \$900,269 in 2016, as shown in Table 1.

TABLE 1: COMBINED ASSETS, DEFERRED OUTFLOWS, LIABILITIES AND NET POSITION

2017	2016	2015
\$ 29,154,702	\$ 31,134,355	\$ 32,576,683
16,099,056	17,075,903	19,970,244
73,909,204	81,043,496	82,231,037
119,162,962	129,253,754	134,777,964
250 415	271 769	284,121
259,415	271,700	204,121
\$ 119,422,377	\$ 129,525,522	\$ 135,062,085
	\$ 9,705,752	\$ 14,552,699
32,333,928	35,312,847	36,902,732
42,654,003	45,018,599	51,455,431
39,300,831	43,795,260	40,597,311
3,017,205	3,014,837	3,014,915
396,645	449,088	648,869
34,053,693	37,247,738	39,345,559
76,768,374	84,506,923	83,606,654
\$ 119,422,377	\$ 129,525,522	\$ 135,062,085
	\$ 29,154,702 16,099,056 73,909,204 119,162,962 259,415 \$ 119,422,377 \$ 10,320,075 32,333,928 42,654,003 39,300,831 3,017,205 396,645 34,053,693 76,768,374	\$ 29,154,702 \$ 31,134,355 16,099,056 17,075,903 73,909,204 81,043,496 119,162,962 129,253,754 259,415 271,768 \$ 119,422,377 \$ 129,525,522 \$ 10,320,075 \$ 9,705,752 32,333,928 35,312,847 42,654,003 45,018,599 39,300,831 43,795,260 3,017,205 3,014,837 396,645 449,088 34,053,693 37,247,738 76,768,374 84,506,923

#### COMBINED OPERATING RESULTS AND CHANGES IN NET POSITION

In 2017, the Hospital's net position decreased by \$7,738,549 as shown in Table 2. This decrease is made up of the following components:

#### TABLE 2: OPERATING RESULTS AND CHANGES IN NET POSITION

	2017	2016	2015
OPERATING REVENUE Operating Revenues	\$ 85,725,975	\$ 87,076,549	\$ 79,450,109
OPERATING EXPENSES Operating Expenses	93,908,234	88,628,515	76,786,601
OPERATING GAIN (LOSS)	(8,182,259)	(1,551,966)	2,663,508
Nonoperating Revenues and Expenses, Net	400,994	2,452,235	2,819,692
EXCESS (DEFICIT) OF REVENUES OVER EXPENSES	(7,781,265)	900,269	5,483,200
Other Changes in Net Position	42,716		794,115
INCREASE (DECREASE) IN NET POSITION	(7,738,549)	900,269	6,277,315
Net Position - Beginning of Year	84,506,923	83,606,654	77,329,339
NET POSITION - END OF YEAR	\$ 76,768,374	\$ 84,506,923	\$ 83,606,654

#### **OPERATING INCOME**

The first component of the overall change in the Hospital's net assets is its operating income, generally, the difference between net patient service revenue and other operating revenues and the expenses incurred to perform those services. In fiscal year 2017 the Hospital reported an operating loss of \$8,182,259 and in fiscal year 2016 the Hospital reported an operating loss of \$1,551,966.

The Hospital provides charity care to the patients who meet Hospital set guidelines. Charges foregone for charity care of \$2,512,231 and \$2,728,255 were provided in 2017 and 2016, respectively. Because there is no expectation of payment, charity care is not reported as patient service revenues of the Hospital. In 2017 and 2016, assistance funds of \$435,000 and \$493,000, respectively, were received from Sweetwater County to help offset the cost of maintenance in the Hospital.

#### NONOPERATING REVENUES AND EXPENSES

Nonoperating revenues and expenses consist primarily of recognized sales tax revenue designated for the repayment of the Series 2013A and 2013B Bonds, rental revenue and expenses from Hospital property, investment income and interest expense. The sales tax revenues make up approximately 86.0% and 87.7% of the total nonoperating revenue for the years ended June 30, 2017 and 2016, respectively.

#### THE HOSPITAL'S CASH FLOWS

Changes in the Hospital's cash flows are consistent with changes in operating gains, nonoperating revenues and expenses, discussed earlier. The Hospital's cash and cash equivalents, including restricted and designated cash and investments, decreased from \$14,158,750 in 2016 to \$13,123,895 in 2017.

#### CAPITAL ASSETS AND DEBT ADMINISTRATION

#### **Capital Assets**

At the end of 2017, the Hospital had \$73,909,204 invested in capital assets, net of accumulated depreciation. In 2017, the Hospital had disbursements of approximately \$1,900,000 for new equipment and construction-related costs, compared to disbursements of approximately \$7,900,000 in 2016.

#### **Long-Term Debt**

Refinancing: The Hospital had two Variable Rate Demand Notes (VRDNs) outstanding in the amount of \$25,550,000. These bonds were originally issued in 2006 and 2008 in the aggregate amount of \$48.6 million for the purpose of the Hospital's major renovation and expansion which was completed in 2009. A portion of the proceeds of the Series 2013 bonds were used to refinance the remaining bonds and convert them to fixed rate bonds.

Financing Plan: The Series 2013 Bonds are comprised of two components: The first is financing the construction and equipping of a medical office building adjacent to the Hospital and the second portion was refinancing the Hospital's approximately \$25 million of Variable Rate Demand Notes outstanding, backed by a letter of credit from Key Bank, to a fixed rate.

The financing for the MOB was issued as privately placed variable rate bonds to one or more commercial banks (the Bank Bonds). While on a parity with other indebtedness, these bonds will largely be paid from the recently voter approved Specific Purpose Tax. In November 2012, authorized voters in Sweetwater County approved the enactment of a \$0.01 Specific Purpose Tax (SPT) in the aggregate amount of \$81.8 million for qualifying projects. The portion allocable to the Hospital is \$18.9 million. As part of the structure of the Bank Bonds, the County Treasurer will enter into an agreement to send the monthly SPT receipts directly to the Bond Trustee with instructions to pay interest due and to redeem as much principal of outstanding bonds as such collected receipts permit until the Bonds are paid in full. Based upon similar historical sales tax collections and estimates from the County Treasurer, SPT collections are projected at \$1.5 million per month. It's assumed the Hospital will receive 23% (Hospital portion of the final resolution) of the monthly collection.

#### **2018 OUTLOOK**

The outlook for 2018 is stable. The Hospital experienced significant growth and investment in fiscal years 2016 and 2017. The Hospital hired several new physicians and renovated a newly acquired medical office building to accommodate the new class of physicians. The Executive Team of the Hospital realizes that the physician recruitment plan to bring needed specialties and an adequate number of practices has been satisfied. The plan for 2018 is to focus on growing the new and established physician practices and to start increasing revenue in order to offset expenses.

The Hospital continues to adjust to the changing landscape of the health care industry. The transition from inpatient care to outpatient care will affect reimbursement which will require continued monitoring and adjusting of expenses. Opportunities to increase outpatient market share and new service lines will be the focus in 2018. The Hospital's goal is to capitalize on the growth in the existing physician practices, while expanding health care services that have been absent in Sweetwater County and Southwest Wyoming. The Hospital is in a position to deliver quality patient care, excellent patient satisfaction and continue to increase market share; while striving to be fiscally responsible in order to achieve a positive operating margin in fiscal year 2018.

#### CONTACTING THE HOSPITAL'S FINANCIAL MANAGEMENT

This financial report is designed to provide our patients, suppliers, taxpayers, and creditors with a general overview of the Hospital's finances and to the Hospital's accountability for the money it receives. If you have questions about this report or need additional financial information, contact the Hospital's Chief Financial Officer at Memorial Hospital of Sweetwater County, 1200 College Drive, Rock Springs, Wyoming 82901.

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY COMBINED STATEMENTS OF NET POSITION JUNE 30, 2017 AND 2016

	 2017	2016
ASSETS		
CURRENT ASSETS		
Cash and Cash Equivalents	\$ 8,410,045	\$ 9,394,825
Restricted by Bond Indenture Agreements	453,328	474,129
Receivables:		
Patients, Net of Estimated Uncollectibles of Approximately		
\$4,117,000 in 2017 and \$3,645,000 in 2016	11,071,787	11,188,926
Current Maturities of Notes Receivable	221,340	390,458
Other	4,329,275	4,614,590
Supplies	2,664,302	2,888,682
Prepaid Expenses	 2,004,625	2,182,745
Total Current Assets	29,154,702	31,134,355
NONCURRENT CASH AND INVESTMENTS		
Restricted by Contributors and Grantors	396,645	449,088
Restricted by Bond Indenture Agreements	2,563,877	2,540,708
Designated by Board for Capital Improvements	12,520,041	13,518,130
Total Noncurrent Cash and Investments	15,480,563	16,507,926
CAPITAL ASSETS, NET	73,909,204	81,043,496
OTHER ASSETS		
Rental Property, Net	405,413	432,710
Notes Receivable, Less Current Maturities	136,181	58,368
Other Assets	76,899	76,899
Total Other Assets	618,493	567,977
Total Assets	119,162,962	129,253,754
DEFERRED OUTFLOW FROM LONG-TERM DEBT REFINANCING	 259,415	271,768
Total Assets and Deferred Outflows	\$ 119,422,377	\$ 129,525,522

		2017		2016
LIABILITIES AND NET POSITION		_	· ·	
CURRENT LIABILITIES				
Current Maturities of Long-Term Debt	\$	2,274,445	\$	1,935,389
Accounts Payable	•	4,008,843	,	3,772,020
Estimated Third-Party Payor Settlements		198,000		263,000
Accrued Expenses:				
Salaries, Wages and Payroll Taxes		1,026,506		875,396
Vacation		2,001,047		2,013,694
Health Insurance Claims		400,000		400,000
Interest		411,234		446,253
Total Current Liabilities		10,320,075		9,705,752
· · · · · · · · · · · · · · · · · · ·				
LONG-TERM DEBT, LESS CURRENT MATURITIES		32,333,928		35,312,847
LONG-TERM DEBT, LESS CORRENT MATORITIES		32,333,926		33,312,641
Total Liabilities		42,654,003		45,018,599
Total Elabilities		.2,00 .,000		10,010,000
NET POSITION				
Net Investment in Capital Assets		39,300,831		43,795,260
Restricted for Debt Service Reserve		3,017,205		3,014,837
Restricted by Contributors and Grantors		396,645		449,088
Unrestricted		34,053,693		37,247,738
Total Net Position		76,768,374		84,506,923
Total Liebilities and Net Desities	Φ.	140 400 077	•	400 505 500
Total Liabilities and Net Position	<u>\$</u>	119,422,377		129,525,522

#### MEMORIAL HOSPITAL OF SWEETWATER COUNTY COMBINED STATEMENTS OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION YEARS ENDED JUNE 30, 2017 AND 2016

OPERATING REVENUES           Net Patient Service Revenue (Net of Provision for Bad Debts of Approximately \$9,745,000 in 2017 and \$8,906,000 in 2016)         \$ 83,585,449         \$ 83,613,904           Other Operating Revenues         2,140,526         3,462,645           Total Operating Revenues         2,140,526         3,462,645           OPERATING EXPENSES           Salaries and Wages         41,499,633         36,646,762           Employee Benefits         9,670,476         8,773,997           Professional Fees - Physicians         2,992,685         4,000,829           Purchased Services         8,040,958         7,955,348           Supplies         12,803,281         11,899,163           Repairs and Maintenance         4,208,062         4,073,572           Insurance         935,450         928,310           Utilities         1,155,991         1,134,498           Leases and Rental         1,030,137         862,580           Depreciation         8,892,873         8,81,484           Other Expenses         (8,182,259)         1,551,966           OPERATING REVENUES AND EXPENSES           Interest Income         268,721         356,966           Interest Expense         1,365,882)         (1,398,213) <th></th> <th>2017</th> <th>2016</th>		2017	2016
Approximately \$9,745,000 in 2017 and \$8,906,000 in 2016)         \$83,585,449         \$8,613,904           Other Operating Revenues         2,140,526         3,462,645           Total Operating Revenues         85,725,975         87,076,549           OPERATING EXPENSES           Salaries and Wages         41,499,633         36,646,762           Employee Benefits         9,670,476         8,773,997           Professional Fees - Physicians         2,992,685         4,000,829           Purchased Services         8,040,958         7,955,348           Supplies         12,803,281         11,899,163           Repairs and Maintenance         4,208,062         4,037,572           Insurance         935,450         928,310           Utilities         1,155,991         1,134,498           Leases and Rental         1,030,137         862,580           Depreciation         8,892,873         8,851,484           Other Expenses         2,678,688         3,537,972           Total Operating Expenses         (8,182,259)         (1,551,966)           NONOPERATING REVENUES AND EXPENSES           Interest Income         268,721         356,966           Interest Expense         (1,365,882)         (1,398,213) <t< td=""><td>OPERATING REVENUES</td><td></td><td></td></t<>	OPERATING REVENUES		
Other Operating Revenues         2,140,526         3,462,645           Total Operating Revenues         85,725,975         87,076,549           OPERATING EXPENSES           Salaries and Wages         41,499,633         36,646,762           Employee Benefits         9,670,476         8,773,997           Professional Fees - Physicians         2,992,685         4,000,829           Purchased Services         8,040,958         7,955,485           Supplies         12,803,281         11,899,163           Repairs and Maintenance         4,208,062         4,037,572           Insurance         935,450         928,310           Utilities         1,155,991         1,134,498           Leases and Rental         1,030,137         862,580           Depreciation         8,892,873         8,851,484           Other Expenses         2,678,688         3,537,972           Total Operating Expenses         8,182,259         (1,551,966)           NONOPERATING REVENUES AND EXPENSES           Interest Expense         (1,365,882)         (1,398,213)           Rent and Other         253,269         149,068           Gain (Loss) on Disposal of Capital Assets         (1,809,472)         4,931           Sales Ta	· ·	Ф 00 F0F 440	Ф 00 C40 004
Total Operating Revenues         85,725,975         87,076,549           OPERATING EXPENSES         Salaries and Wages         41,499,633         36,646,762           Employee Benefits         9,670,476         8,773,997           Professional Fees - Physicians         2,992,685         4,000,829           Purchased Services         8,040,958         7,955,348           Supplies         12,803,281         11,899,163           Repairs and Maintenance         4,208,062         4,037,572           Insurance         935,450         928,310           Utilities         1,155,991         1,134,498           Leases and Rental         1,030,137         862,580           Depreciation         8,892,873         8,851,484           Other Expenses         2,678,688         3,537,972           Total Operating Expenses         (8,182,259)         (1,551,966)           NONOPERATING REVENUES AND EXPENSES           Interest Expense         (13,65,882)         (1,398,213)           Rent and Other         253,269         149,068           Gain (Loss) on Disposal of Capital Assets         (1,809,472)         4,931           Sales Tax Revenues         3,210,608         3,616,606           Unrealized Loss on Investments	······································		
OPERATING EXPENSES           Salaries and Wages         41,499,633         36,646,762           Employee Benefits         9,670,476         8,773,997           Professional Fees - Physicians         2,992,685         4,000,829           Purchased Services         8,040,958         7,955,348           Supplies         12,803,281         11,899,163           Repairs and Maintenance         4,208,062         4,037,572           Insurance         935,450         2928,10           Utilities         1,155,991         1,134,498           Leases and Rental         1,030,137         862,580           Depreciation         8,892,873         8,851,484           Other Expenses         2,678,688         3,537,972           Total Operating Expenses         8,182,259         (1,551,966)           NONOPERATING REVENUES AND EXPENSES           Interest Income         268,721         356,966           Interest Expense         1,365,882         (1,398,213)           Rent and Other         253,269         149,068           Gain (Loss) on Disposal of Capital Assets         1,809,472         4,931           Sales Tax Revenues         3,210,608         3,616,606           Unrealized Loss on Investments <td>,</td> <td></td> <td></td>	,		
Salaries and Wages         41,499,633         36,646,762           Employee Benefits         9,670,476         8,773,997           Professional Fees - Physicians         2,992,685         4,000,829           Purchased Services         8,040,958         7,955,348           Supplies         12,803,281         11,899,163           Repairs and Maintenance         4,208,062         4,037,572           Insurance         935,450         928,310           Utilities         1,155,991         1,134,498           Leases and Rental         1,030,137         862,580           Depreciation         8,892,873         8,851,484           Other Expenses         2,678,688         3,537,972           Total Operating Expenses         93,908,234         88,628,515           OPERATING LOSS         (8,182,259)         (1,551,966)           NONOPERATING REVENUES AND EXPENSES         (8,182,259)         (1,551,966)           Interest Income         268,721         356,966           Interest Expense         (1,365,882)         (1,398,213)           Rent and Other         253,269         149,068           Gain (Loss) on Disposal of Capital Assets         (1,809,472)         4,931           Sales Tax Revenues         3,210,608	Total Operating Revenues	05,725,975	07,070,349
Employee Benefits         9,670,476         8,773,997           Professional Fees - Physicians         2,992,685         4,000,829           Purchased Services         8,040,958         7,955,348           Supplies         12,803,281         11,899,163           Repairs and Maintenance         4,208,062         4,037,572           Insurance         935,450         928,310           Utilities         1,155,991         1,134,498           Leases and Rental         1,030,137         862,580           Depreciation         8,892,873         8,851,484           Other Expenses         2,678,688         3,537,972           Total Operating Expenses         93,908,234         88,628,515           OPERATING LOSS         (8,182,259)         (1,551,966)           NONOPERATING REVENUES AND EXPENSES         (1,365,882)         (1,398,213)           Interest Expense         (1,365,882)         (1,398,213)           Rent and Other         253,269         149,068           Gain (Loss) on Disposal of Capital Assets         (1,809,472)         4,931           Sales Tax Revenues         3,210,608         3,616,606           Unrealized Loss on Investments         (108,571)         (87,426)           Restricted Gifts and Grants	OPERATING EXPENSES		
Professional Fees - Physicians         2,992,685         4,000,829           Purchased Services         8,040,958         7,955,348           Supplies         12,803,281         11,899,163           Repairs and Maintenance         4,208,062         4,037,572           Insurance         935,450         928,310           Utilities         1,155,991         1,134,498           Leases and Rental         1,030,137         862,580           Depreciation         8,892,873         8,851,484           Other Expenses         2,678,688         3,537,972           Total Operating Expenses         93,908,234         88,628,515           OPERATING REVENUES AND EXPENSES         (8,182,259)         (1,551,966)           NONOPERATING REVENUES AND EXPENSES         (1,365,882)         (1,398,213)           Interest Expense         (1,365,882)         (1,398,213)           Rent and Other         253,269         149,068           Gain (Loss) on Disposal of Capital Assets         (1,809,472)         4,931           Sales Tax Revenues         3,210,608         3,616,606           Unrealized Loss on Investments         (108,571)         (87,426)           Restricted Gifts and Grants         4,810         30,972           Expended for O	Salaries and Wages	41,499,633	36,646,762
Purchased Services         8,040,958         7,955,348           Supplies         12,803,281         11,899,163           Repairs and Maintenance         4,208,062         4,037,572           Insurance         935,450         928,310           Utilities         1,155,991         1,134,498           Leases and Rental         1,030,137         862,580           Depreciation         8,892,873         8,851,494           Other Expenses         2,678,688         3,537,972           Total Operating Expenses         33,908,234         88,628,515           OPERATING LOSS         (8,182,259)         (1,551,966)           NONOPERATING REVENUES AND EXPENSES         (1,365,882)         (1,398,213)           Interest Income         268,721         356,966           Interest Expense         (1,365,882)         (1,398,213)           Rent and Other         253,269         149,068           Gain (Loss) on Disposal of Capital Assets         (1,809,472)         4,931           Sales Tax Revenues         3,210,608         3,616,606           Unrealized Loss on Investments         (108,571)         (87,426)           Restricted Gifts and Grants         4,810         30,972           Expended for Operating Revenues and Expenses, Net<	Employee Benefits	9,670,476	8,773,997
Supplies         12,803,281         11,899,163           Repairs and Maintenance         4,208,062         4,037,572           Insurance         935,450         928,310           Utilities         1,155,991         1,134,498           Leases and Rental         1,030,137         862,580           Depreciation         8,892,873         8,851,484           Other Expenses         2,678,688         3,537,972           Total Operating Expenses         93,908,234         88,628,515           OPERATING LOSS         (8,182,259)         (1,551,966)           NONOPERATING REVENUES AND EXPENSES         (1,365,882)         (1,551,966)           Interest Income         268,721         356,966           Interest Expense         (1,365,882)         (1,398,213)           Rent and Other         253,269         149,068           Gain (Loss) on Disposal of Capital Assets         (1,809,472)         4,931           Sales Tax Revenues         3,210,608         3,616,606           Unrealized Loss on Investments         (108,571)         (87,426)           Restricted Gifts and Grants         4,810         30,972           Expended for Operations         (52,489)         (220,669)           Nonoperating Revenues and Expenses, Net	Professional Fees - Physicians	2,992,685	4,000,829
Repairs and Maintenance         4,208,062         4,037,572           Insurance         935,450         928,310           Utilities         1,155,991         1,134,498           Leases and Rental         1,030,137         862,580           Depreciation         8,892,873         8,851,484           Other Expenses         2,678,688         3,537,972           Total Operating Expenses         93,908,234         88,628,515           OPERATING LOSS         (8,182,259)         (1,551,966)           NONOPERATING REVENUES AND EXPENSES         (1,365,882)         (1,398,213)           Interest Income         268,721         356,966           Interest Expense         (1,365,882)         (1,398,213)           Rent and Other         253,269         149,068           Gain (Loss) on Disposal of Capital Assets         (1,809,472)         4,931           Sales Tax Revenues         3,210,608         3,616,606           Unrealized Loss on Investments         (108,571)         (87,426)           Restricted Gifts and Grants         4,810         30,972           Expended for Operations         (52,489)         (220,669)           Nonoperating Revenues and Expenses, Net         400,994         2,452,235           EXCESS (DEFICIT) OF	Purchased Services	8,040,958	7,955,348
Insurance         935,450         928,310           Utilities         1,155,991         1,134,498           Leases and Rental         1,030,137         862,580           Depreciation         8,892,873         8,851,484           Other Expenses         2,678,688         3,537,972           Total Operating Expenses         93,908,234         88,628,515           OPERATING LOSS         (8,182,259)         (1,551,966)           NONOPERATING REVENUES AND EXPENSES         (1,365,882)         (1,398,213)           Interest Income         268,721         356,966           Interest Expense         (1,365,882)         (1,398,213)           Rent and Other         253,269         149,068           Gain (Loss) on Disposal of Capital Assets         (1,809,472)         4,931           Sales Tax Revenues         3,210,608         3,616,606           Unrealized Loss on Investments         (108,571)         (87,426)           Restricted Gifts and Grants         4,810         30,972           Expended for Operations         (52,489)         (220,669)           Nonoperating Revenues and Expenses, Net         400,994         2,452,235           EXCESS (DEFICIT) OF REVENUE OVER EXPENSES         (7,781,265)         900,269           C	Supplies	12,803,281	11,899,163
Utilities         1,155,991         1,134,498           Leases and Rental         1,030,137         862,580           Depreciation         8,892,873         8,851,484           Other Expenses         2,678,688         3,537,972           Total Operating Expenses         93,908,234         88,628,515           OPERATING LOSS         (8,182,259)         (1,551,966)           NONOPERATING REVENUES AND EXPENSES         (8,182,259)         (1,551,966)           Interest Income         268,721         356,966           Interest Expense         (1,365,882)         (1,398,213)           Rent and Other         253,269         149,068           Gain (Loss) on Disposal of Capital Assets         (1,809,472)         4,931           Sales Tax Revenues         3,210,608         3,616,606           Unrealized Loss on Investments         (108,571)         (87,426)           Restricted Gifts and Grants         4,810         30,972           Expended for Operations         (52,489)         (220,669)           Nonoperating Revenues and Expenses, Net         400,994         2,452,235           EXCESS (DEFICIT) OF REVENUE OVER EXPENSES         (7,781,265)         900,269           Capital Grants and Contributions         42,716         - <t< td=""><td>Repairs and Maintenance</td><td>4,208,062</td><td>4,037,572</td></t<>	Repairs and Maintenance	4,208,062	4,037,572
Leases and Rental Depreciation         1,030,137         862,580           Depreciation         8,892,873         8,851,484           Other Expenses         2,678,688         3,537,972           Total Operating Expenses         93,908,234         88,628,515           OPERATING LOSS         (8,182,259)         (1,551,966)           NONOPERATING REVENUES AND EXPENSES         Interest Income         268,721         356,966           Interest Expense         (1,365,882)         (1,398,213)           Rent and Other         253,269         149,068           Gain (Loss) on Disposal of Capital Assets         (1,809,472)         4,931           Sales Tax Revenues         3,210,608         3,616,606           Unrealized Loss on Investments         (108,571)         (87,426)           Restricted Gifts and Grants         4,810         30,972           Expended for Operations         (52,489)         (220,669)           Nonoperating Revenues and Expenses, Net         400,994         2,452,235           EXCESS (DEFICIT) OF REVENUE OVER EXPENSES         (7,781,265)         900,269           Capital Grants and Contributions         42,716         -           INCREASE (DECREASE) IN NET POSITION         (7,738,549)         900,269           Net Position - Beginnin	Insurance		·
Depreciation Other Expenses Other Expenses         8,892,873 2,678,688 3,537,972         8,851,484 3,537,972           Total Operating Expenses         93,908,234 88,628,515           OPERATING LOSS         (8,182,259) (1,551,966)           NONOPERATING REVENUES AND EXPENSES         268,721 356,966           Interest Income         268,721 356,966           Interest Expense         (1,365,882) (1,398,213)           Rent and Other         253,269 149,068           Gain (Loss) on Disposal of Capital Assets         (1,809,472) 4,931           Sales Tax Revenues         3,210,608 3,616,606           Unrealized Loss on Investments         (108,571) (87,426)           Restricted Gifts and Grants         4,810 30,972           Expended for Operations         (52,489) (220,669)           Nonoperating Revenues and Expenses, Net         400,994 2,452,235           EXCESS (DEFICIT) OF REVENUE OVER EXPENSES         (7,781,265) 900,269           Capital Grants and Contributions         42,716           INCREASE (DECREASE) IN NET POSITION         (7,738,549) 900,269           Net Position - Beginning of Year         84,506,923 83,606,654	Utilities		
Other Expenses         2,678,688         3,537,972           Total Operating Expenses         93,908,234         88,628,515           OPERATING LOSS         (8,182,259)         (1,551,966)           NONOPERATING REVENUES AND EXPENSES         268,721         356,966           Interest Income         268,721         356,966           Interest Expense         (1,365,882)         (1,398,213)           Rent and Other         253,269         149,068           Gain (Loss) on Disposal of Capital Assets         (1,809,472)         4,931           Sales Tax Revenues         3,210,608         3,616,606           Unrealized Loss on Investments         (108,571)         (87,426)           Restricted Gifts and Grants         4,810         30,972           Expended for Operations         (52,489)         (220,669)           Nonoperating Revenues and Expenses, Net         400,994         2,452,235           EXCESS (DEFICIT) OF REVENUE OVER EXPENSES         (7,781,265)         900,269           Capital Grants and Contributions         42,716         -           INCREASE (DECREASE) IN NET POSITION         (7,738,549)         900,269           Net Position - Beginning of Year         84,506,923         83,606,654			•
Total Operating Expenses         93,908,234         88,628,515           OPERATING LOSS         (8,182,259)         (1,551,966)           NONOPERATING REVENUES AND EXPENSES         Interest Income         268,721         356,966           Interest Expense         (1,365,882)         (1,398,213)           Rent and Other         253,269         149,068           Gain (Loss) on Disposal of Capital Assets         (1,809,472)         4,931           Sales Tax Revenues         3,210,608         3,616,606           Unrealized Loss on Investments         (108,571)         (87,426)           Restricted Gifts and Grants         4,810         30,972           Expended for Operations         (52,489)         (220,669)           Nonoperating Revenues and Expenses, Net         400,994         2,452,235           EXCESS (DEFICIT) OF REVENUE OVER EXPENSES         (7,781,265)         900,269           Capital Grants and Contributions         42,716         -           INCREASE (DECREASE) IN NET POSITION         (7,738,549)         900,269           Net Position - Beginning of Year         84,506,923         83,606,654	·		
OPERATING LOSS         (8,182,259)         (1,551,966)           NONOPERATING REVENUES AND EXPENSES         Interest Income         268,721         356,966           Interest Expense         (1,365,882)         (1,398,213)           Rent and Other         253,269         149,068           Gain (Loss) on Disposal of Capital Assets         (1,809,472)         4,931           Sales Tax Revenues         3,210,608         3,616,606           Unrealized Loss on Investments         (108,571)         (87,426)           Restricted Gifts and Grants         4,810         30,972           Expended for Operations         (52,489)         (220,669)           Nonoperating Revenues and Expenses, Net         400,994         2,452,235           EXCESS (DEFICIT) OF REVENUE OVER EXPENSES         (7,781,265)         900,269           Capital Grants and Contributions         42,716         -           INCREASE (DECREASE) IN NET POSITION         (7,738,549)         900,269           Net Position - Beginning of Year         84,506,923         83,606,654			
NONOPERATING REVENUES AND EXPENSES           Interest Income         268,721         356,966           Interest Expense         (1,365,882)         (1,398,213)           Rent and Other         253,269         149,068           Gain (Loss) on Disposal of Capital Assets         (1,809,472)         4,931           Sales Tax Revenues         3,210,608         3,616,606           Unrealized Loss on Investments         (108,571)         (87,426)           Restricted Gifts and Grants         4,810         30,972           Expended for Operations         (52,489)         (220,669)           Nonoperating Revenues and Expenses, Net         400,994         2,452,235           EXCESS (DEFICIT) OF REVENUE OVER EXPENSES         (7,781,265)         900,269           Capital Grants and Contributions         42,716         -           INCREASE (DECREASE) IN NET POSITION         (7,738,549)         900,269           Net Position - Beginning of Year         84,506,923         83,606,654	Total Operating Expenses	93,908,234	88,628,515
Interest Income       268,721       356,966         Interest Expense       (1,365,882)       (1,398,213)         Rent and Other       253,269       149,068         Gain (Loss) on Disposal of Capital Assets       (1,809,472)       4,931         Sales Tax Revenues       3,210,608       3,616,606         Unrealized Loss on Investments       (108,571)       (87,426)         Restricted Gifts and Grants       4,810       30,972         Expended for Operations       (52,489)       (220,669)         Nonoperating Revenues and Expenses, Net       400,994       2,452,235         EXCESS (DEFICIT) OF REVENUE OVER EXPENSES       (7,781,265)       900,269         Capital Grants and Contributions       42,716       -         INCREASE (DECREASE) IN NET POSITION       (7,738,549)       900,269         Net Position - Beginning of Year       84,506,923       83,606,654	OPERATING LOSS	(8,182,259)	(1,551,966)
Interest Expense       (1,365,882)       (1,398,213)         Rent and Other       253,269       149,068         Gain (Loss) on Disposal of Capital Assets       (1,809,472)       4,931         Sales Tax Revenues       3,210,608       3,616,606         Unrealized Loss on Investments       (108,571)       (87,426)         Restricted Gifts and Grants       4,810       30,972         Expended for Operations       (52,489)       (220,669)         Nonoperating Revenues and Expenses, Net       400,994       2,452,235         EXCESS (DEFICIT) OF REVENUE OVER EXPENSES       (7,781,265)       900,269         Capital Grants and Contributions       42,716       -         INCREASE (DECREASE) IN NET POSITION       (7,738,549)       900,269         Net Position - Beginning of Year       84,506,923       83,606,654	NONOPERATING REVENUES AND EXPENSES		
Rent and Other       253,269       149,068         Gain (Loss) on Disposal of Capital Assets       (1,809,472)       4,931         Sales Tax Revenues       3,210,608       3,616,606         Unrealized Loss on Investments       (108,571)       (87,426)         Restricted Gifts and Grants       4,810       30,972         Expended for Operations       (52,489)       (220,669)         Nonoperating Revenues and Expenses, Net       400,994       2,452,235         EXCESS (DEFICIT) OF REVENUE OVER EXPENSES       (7,781,265)       900,269         Capital Grants and Contributions       42,716       -         INCREASE (DECREASE) IN NET POSITION       (7,738,549)       900,269         Net Position - Beginning of Year       84,506,923       83,606,654	Interest Income	268,721	356,966
Gain (Loss) on Disposal of Capital Assets       (1,809,472)       4,931         Sales Tax Revenues       3,210,608       3,616,606         Unrealized Loss on Investments       (108,571)       (87,426)         Restricted Gifts and Grants       4,810       30,972         Expended for Operations       (52,489)       (220,669)         Nonoperating Revenues and Expenses, Net       400,994       2,452,235         EXCESS (DEFICIT) OF REVENUE OVER EXPENSES       (7,781,265)       900,269         Capital Grants and Contributions       42,716       -         INCREASE (DECREASE) IN NET POSITION       (7,738,549)       900,269         Net Position - Beginning of Year       84,506,923       83,606,654	Interest Expense	(1,365,882)	(1,398,213)
Sales Tax Revenues       3,210,608       3,616,606         Unrealized Loss on Investments       (108,571)       (87,426)         Restricted Gifts and Grants       4,810       30,972         Expended for Operations       (52,489)       (220,669)         Nonoperating Revenues and Expenses, Net       400,994       2,452,235         EXCESS (DEFICIT) OF REVENUE OVER EXPENSES       (7,781,265)       900,269         Capital Grants and Contributions       42,716       -         INCREASE (DECREASE) IN NET POSITION       (7,738,549)       900,269         Net Position - Beginning of Year       84,506,923       83,606,654	Rent and Other	253,269	•
Unrealized Loss on Investments       (108,571)       (87,426)         Restricted Gifts and Grants       4,810       30,972         Expended for Operations       (52,489)       (220,669)         Nonoperating Revenues and Expenses, Net       400,994       2,452,235         EXCESS (DEFICIT) OF REVENUE OVER EXPENSES       (7,781,265)       900,269         Capital Grants and Contributions       42,716       -         INCREASE (DECREASE) IN NET POSITION       (7,738,549)       900,269         Net Position - Beginning of Year       84,506,923       83,606,654	Gain (Loss) on Disposal of Capital Assets	(1,809,472)	4,931
Restricted Gifts and Grants       4,810       30,972         Expended for Operations       (52,489)       (220,669)         Nonoperating Revenues and Expenses, Net       400,994       2,452,235         EXCESS (DEFICIT) OF REVENUE OVER EXPENSES       (7,781,265)       900,269         Capital Grants and Contributions       42,716       -         INCREASE (DECREASE) IN NET POSITION       (7,738,549)       900,269         Net Position - Beginning of Year       84,506,923       83,606,654	Sales Tax Revenues	3,210,608	3,616,606
Expended for Operations Nonoperating Revenues and Expenses, Net         (52,489) 400,994         (220,669) 2,452,235           EXCESS (DEFICIT) OF REVENUE OVER EXPENSES         (7,781,265)         900,269           Capital Grants and Contributions         42,716         -           INCREASE (DECREASE) IN NET POSITION         (7,738,549)         900,269           Net Position - Beginning of Year         84,506,923         83,606,654	Unrealized Loss on Investments	(108,571)	(87,426)
Nonoperating Revenues and Expenses, Net         400,994         2,452,235           EXCESS (DEFICIT) OF REVENUE OVER EXPENSES         (7,781,265)         900,269           Capital Grants and Contributions         42,716         -           INCREASE (DECREASE) IN NET POSITION         (7,738,549)         900,269           Net Position - Beginning of Year         84,506,923         83,606,654	Restricted Gifts and Grants	4,810	30,972
EXCESS (DEFICIT) OF REVENUE OVER EXPENSES         (7,781,265)         900,269           Capital Grants and Contributions         42,716         -           INCREASE (DECREASE) IN NET POSITION         (7,738,549)         900,269           Net Position - Beginning of Year         84,506,923         83,606,654			
Capital Grants and Contributions 42,716 -  INCREASE (DECREASE) IN NET POSITION (7,738,549) 900,269  Net Position - Beginning of Year 84,506,923 83,606,654	Nonoperating Revenues and Expenses, Net	400,994	2,452,235
INCREASE (DECREASE) IN NET POSITION         (7,738,549)         900,269           Net Position - Beginning of Year         84,506,923         83,606,654	EXCESS (DEFICIT) OF REVENUE OVER EXPENSES	(7,781,265)	900,269
Net Position - Beginning of Year         84,506,923         83,606,654	Capital Grants and Contributions	42,716	-
	INCREASE (DECREASE) IN NET POSITION	(7,738,549)	900,269
NET POSITION - END OF YEAR         \$ 76,768,374         \$ 84,506,923	Net Position - Beginning of Year	84,506,923	83,606,654
	NET POSITION - END OF YEAR	\$ 76,768,374	\$ 84,506,923

#### MEMORIAL HOSPITAL OF SWEETWATER COUNTY COMBINED STATEMENTS OF CASH FLOWS YEARS ENDED JUNE 30, 2017 AND 2016

	2017	2016
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from and on Behalf of Patients	\$ 83,637,588	\$ 84,526,100
Other Receipts	1,740,459	4,630,621
Cash Paid to Employees	(51,031,646)	(45,981,252)
Cash Paid to Suppliers and Others	(33,205,929)	(35,964,013)
Net Cash Provided by Operating Activities	1,140,472	7,211,456
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES		
Restricted, Gifts, Grants, and Other Changes,		
Net of Expended for Operations	(47,679)	(189,697)
CASH FLOWS FROM CAPITAL AND CAPITAL RELATED		
FINANCING ACTIVITIES		
Construction and Purchase of Capital Assets	(3,540,756)	(7,947,448)
Capital Grants and Contributions	42,716	-
Sales Tax Revenue	3,895,990	3,876,103
Receipts from Issuance of Long-Term Debt	1,703,100	-
Principal Paid on Long-Term Debt	(4,285,220)	(4,012,012)
Interest Paid on Long-Term Debt	(1,446,291)	(1,485,174)
Net Cash Used by Capital and Capital		
Related Financing Activities	(3,630,461)	(9,568,531)
CASH FLOWS FROM INVESTING ACTIVITIES		
Investment Income	160,150	269,540
Rent and Other	253,269	149,068
Decrease in Notes Receivable and Other	91,305	136,264
Purchases of Investments	(6,761,865)	(6,211,842)
Proceeds from Sale of Investments	7,759,954	8,741,038
Net Cash Provided by Investing Activities	1,502,813	3,084,068
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(1,034,855)	537,296
Cash and Cash Equivalents - Beginning of Year	14,158,750	13,621,454
CASH AND CASH EQUIVALENTS - END OF YEAR	\$ 13,123,895	\$ 14,158,750

#### MEMORIAL HOSPITAL OF SWEETWATER COUNTY COMBINED STATEMENTS OF CASH FLOWS (CONTINUED) YEARS ENDED JUNE 30, 2017 AND 2016

RECONCILIATION OF CASH AND CASH EQUIVALENTS TO		
THE STATEMENTS OF NET POSITION	<b>A O 110 O 1</b>	<b>A A A A A A A A A A</b>
Cash and Cash Equivalents in Current Assets	\$ 8,410,045	\$ 9,394,825
Cash and Cash Equivalents in Restricted by Bond	0.047.005	0.044.007
Indenture Agreements (Current and Noncurrent)	3,017,205	3,014,837
Cash and Cash Equivalents in Designated by Board	4 000 000	4 000 000
for Capital Improvements	1,300,000	1,300,000
Cash and Cash Equivalents Restricted	000 045	440.000
by Contributors and Grantors	396,645	449,088
Total Cash and Cash Equivalents	\$ 13,123,895	\$ 14,158,750
Total Noncurrent Cash and Investments Included Above	\$ 4,260,522	\$ 4,289,796
RECONCILIATION OF OPERATING LOSS TO NET		
CASH PROVIDED BY OPERATING ACTIVITIES		
Operating Loss	\$ (8,182,259)	\$ (1,551,966)
Adjustments to Reconcile Operating Loss		, , , ,
to Net Cash Provided by Operating Activities:		
Depreciation	8,892,873	8,851,484
Provision for Bad Debts	9,745,479	8,906,444
Changes in Operating Assets and Liabilities:		
Receivables	(10,028,407)	(6,889,272)
Supplies	224,380	(359,333)
Prepaid Expenses	178,120	263,872
Accounts Payable	236,823	(1,512,280)
Accrued Expenses	138,463	(560,493)
Estimated Third-Party Payor Settlements	(65,000)	63,000
Net Cash Provided by Operating Activities	\$ 1,140,472	\$ 7,211,456
SUPPLEMENTAL DISCLOSURE OF NONCASH FINANCING ACTIVITIE	_	
Issuance of Capital Lease Obligations	\$ 1,230,000	\$ 436,706

#### NOTE 1 ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### Memorial Hospital of Sweetwater County

Memorial Hospital of Sweetwater County (Hospital) is a 99-bed general acute care facility located in Rock Springs, Wyoming. The Hospital's primary mission is to provide health care to the residents of Sweetwater County through its acute care services. The Hospital is a component unit of Sweetwater County, Wyoming (County) and participates in the County's tax levies. The Hospital, as a component unit of the County, is exempt from income taxes under current regulations.

The Hospital is governed by a board of trustees, which has all of the powers necessary and convenient to provide for the acquisition, betterment, operation, maintenance, and administration of the facilities as the board of trustees determines to be necessary and expedient.

Memorial Hospital of Sweetwater County Foundation (Foundation) is a Wyoming nonprofit corporation and, effective January 29, 2015, is reported as a blended component unit of the Hospital. In 2015, the Foundation changed its Articles of Incorporation so that the board of directors is effectively appointed by the Hospital. The Foundation's sole purpose is to support the Hospital. The Foundation is a nonprofit corporation as described in Section 501(c)(3) of the Internal Revenue Code (IRC) and is exempt from federal income taxes on related income pursuant to Section 501(c)(3) of the IRC. The Foundation has \$2,499,971 and \$2,417,520 of assets and \$178,529 and \$1,132,709 of revenue for the years ended June 30, 2017 and 2016, respectively.

Collectively, Memorial Hospital of Sweetwater County and Memorial Hospital of Sweetwater County Foundation are referred to as the Hospital in the combined financial statements.

#### Measurement Focus and Basis of Accounting

Basis of accounting refers to when revenues and expenses are recognized in the accounts and reported in the combined financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied. The Hospital's combined financial statements are prepared in conformity with accounting principles generally accepted in the United States of America as prescribed by the Governmental Accounting Standards Board (GASB). The accompanying combined financial statements have been prepared on the accrual basis of accounting. Revenues are recognized when earned and expenses are recorded when the liability is incurred.

The Hospital uses enterprise fund accounting. Revenues and expenses are recognized on the accrual basis, using the economic resources measurement focus, based on GASB Codification Topic 1600, Accounting and Financial Reporting for Proprietary Funds and Other Governmental Entities That Use Proprietary Fund Accounting, as amended.

## NOTE 1 ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

#### **Use of Estimates**

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements. Estimates also affect the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

#### Cash and Cash Equivalents

Cash and cash equivalents include deposits and highly liquid investments with an original maturity of three months or less, unless otherwise designated or restricted.

#### **Patient Receivables**

Patient receivables are uncollateralized patient and third-party payor obligations. Payments of patient receivables are allocated to the specific claims identified in the remittance advice or, if unspecified, are applied to the earliest unpaid claim.

The carrying amount of patient receivables is reduced by a valuation allowance that reflects management's estimate of amounts that will not be collected from patients and third-party payors. Management reviews patient receivables by payor class and applies percentages to determine estimated amounts that will not be collected from third parties under contractual agreements and amounts that will not be collected from patients due to bad debts. Management considers historical write-off and recovery information in determining the estimated bad debt provision.

#### Supplies

Supplies are stated at lower of cost (first-in, first-out) or market.

#### **Noncurrent Cash and Investments**

Interest and dividends are included in nonoperating revenues when earned. Interest earnings on borrowed proceeds for capital acquisition are capitalized.

The Hospital's investments are maintained in accordance with Wyoming Statute 9-4-831. This statute limits the types of investments the Hospital may invest in as listed in Section 9-4-831(a). The Hospital has adopted an investment policy as directed under Section 9-4-831(h).

Restricted investments consist of funds restricted in accordance with bond indenture agreements, funds restricted by donor for an endowment and purchase of equipment, and funds restricted by the board for capital improvements. Restricted investments that are available for obligations classified as current liabilities are reported in current assets. All investments are carried at fair value. Fair value is determined using quoted market prices.

## NOTE 1 ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

#### **Capital Assets**

Capital assets acquisitions in excess of \$2,000 are capitalized and recorded at historical cost. Contributed capital assets are reported at their estimated fair value at the time of their donation. All capital assets other than land are depreciated or amortized (in the case of capital leases) using the straight-line method of depreciation using these asset lives:

Land Improvements5 to 20 YearsBuildings5 to 40 YearsMoveable Equipment3 to 20 Years

#### **Notes Receivable**

Notes receivable are stated at principal amounts and are uncollateralized. Payments on notes receivable are allocated to the outstanding principal and accrued interest balances. Management reviews all notes receivable periodically and estimates a portion, if any, of the balance that will not be collected.

#### **Cost of Borrowing**

Except for capital assets acquired through gifts, contributions, or capital grants, interest cost on borrowed funds during the period of construction of capital assets is capitalized as a component of the cost of constructing or acquiring those assets. Interest expense capitalized was \$0 and \$190,787 for the years ended June 30, 2017 and 2016, respectively.

#### **Trust Funds**

The Hospital acts as custodian for the funds of Memorial Hospital of Sweetwater County Auxiliary. Trust funds and the related liability are included in cash and accounts payable in the combined financial statements. The balance of these funds was \$148,388 and \$147,721 at June 30, 2017 and 2016, respectively.

#### **Compensated Absences**

The Hospital's employees earn paid-time-off and sick leave at varying rates depending on years of service. Paid-time-off and sick leave accumulate up to a specified maximum depending upon length of service. Employees are paid for accumulated paid-time-off upon termination. Sick leave accumulated is forfeited upon termination.

#### Self-Funded Health Insurance

The provision for estimated health insurance claims includes estimates of the ultimate costs for both reported claims and claims incurred but not reported.

#### **Restricted Resources**

When the Hospital has both restricted and unrestricted resources available to finance a particular program, it is the Hospital's policy to use restricted resources before unrestricted resources.

## NOTE 1 ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

#### **Net Position**

Net position of the Hospital is classified in four components. *Net position invested in capital assets* consist of capital assets net of accumulated depreciation and reduced by the current balances of any outstanding borrowings used to finance the purchase or construction of those assets. *Restricted for debt service reserve* and *restricted by contributors and grantors* is the noncapital net position that must be used for a particular purpose, as specified by creditors, grantors, or contributors external to the Hospital. *Unrestricted net position is* the remaining net position that does not meet the definition of *invested in capital assets or restricted*.

#### **Operating Revenues and Expenses**

The Hospital's combined statement of revenues, expenses, and changes in net position distinguishes between operating and nonoperating revenues and expenses. Operating revenues result from exchange transactions associated with providing health care services – the Hospital's principal activity. Nonexchange revenues, including taxes, grants, and contributions received for purposes other than capital asset acquisition, are reported as nonoperating revenues. Operating expenses are all expenses incurred to provide health care services, other than financing costs.

#### **Net Patient Service Revenue**

The Hospital has agreements with third-party payors that provide for payments to the Hospital at amounts different from its established rates. Payment arrangements include prospectively determined rates, reimbursed costs, discounted charges, and per diem payments. Net patient service revenue is reported at the estimated net realizable amounts from patients, third-party payors, and others for services rendered, including estimated retroactive adjustments under reimbursement agreements with third-party payors. Retroactive adjustments are accrued on an estimated basis in the period the related services are rendered and adjusted in future periods as final settlements are determined.

#### **Charity Care**

To fulfill its mission of community service, the Hospital provides care to patients who meet certain criteria under its charity care policy without charge or at amounts less than its established rates. Because the Hospital does not pursue collection of amounts determined to qualify as charity care, they are not reported as net patient service revenue.

## NOTE 1 ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

#### Sales and Use Tax

The County imposed a 1% Sales and Use Tax beginning April 1, 2013 to provide support for capital infrastructure projects in the County. The Hospital's portion of the proceeds was designated for payment of the principal on the Hospital Revenue Bonds, Series 2013B. Sales and use tax proceeds are recognized as revenue by the Hospital on the accrual basis as dictated by GASB Statement No. 22. For the years ended June 30, 2017 and 2016, the Hospital recorded nonoperating revenue related to the Sales and Use tax of \$3,210,608 and \$3,616,606, respectively. As of June 30, 2017 and 2016, the Hospital had recorded receivables of \$3,013,115 and \$3,698,497, respectively, related to Sales and Use tax revenues.

#### **County Support**

The Hospital received approximately \$435,000 and \$493,000 or 0.5% and 0.6% of total operating and nonoperating revenue in direct financial support from the County, for the years ended June 30, 2017 and 2016, respectively. The primary source of the funds is from the general funds of the County. The Hospital applies to the County for these funds, which the County distributes through resolution. For both years ended June 30, 2017 and 2016, these funds were used to reimburse the Hospital for maintenance expenses.

#### **Grants and Contributions**

From time to time, the Hospital receives grants and contributions from individuals and private organizations. Revenues from grants and contributions (including contributions of capital assets) are recognized when all eligibility requirements, including time requirements, are met. Grants and contributions may be restricted for either specific operating purposes or for capital purposes. Amounts that are unrestricted or that are restricted to a specific operating purpose are reported as nonoperating revenues. Amounts restricted for capital acquisitions are reported after nonoperating revenues and expenses.

#### **Advertising Costs**

The Hospital expenses advertising costs as incurred.

#### Risk Management

The Hospital is exposed to various risks of loss from torts; theft of, damage to, and destruction of assets; business interruption; errors and omissions; employee injuries and illnesses; natural disasters; medical malpractice; and employee health, dental, and accident benefits. Commercial insurance coverage is purchased for claims arising from such matters. Settled claims have not exceeded this commercial coverage in any of the three preceding years.

## NOTE 1 ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### **Fair Value Measurements**

To the extent available, the Hospital's investments are recorded at fair value. GASB Statement No. 72 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. This statement establishes a hierarchy of valuation inputs based on the extent to which inputs are observable in the marketplace. Inputs are used in applying the various valuation techniques and take in to account the assumptions that market participants use to make valuation decisions. Inputs may include price information, credit data, interest and yield curve data, and other factors specific to the financial instrument. Observable inputs reflect market data obtained from independent sources.

In contrast, unobservable inputs reflect an entity's assumptions about how market participants would value the financial instrument. Valuation techniques should maximize the use of observable inputs to the extent available. A financial instrument's level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement.

The following describes the hierarchy of inputs used to measure fair value and the primary valuation methodologies used for financial instruments measured at fair value on a recurring basis:

Level 1 – Inputs that utilize quoted prices (unadjusted) in active markets for identical assets or liabilities that the Hospital has the ability to access.

Level 2 – Inputs that include quoted prices for similar assets and liabilities in active markets and inputs that are observable for the asset or liability, either directly or indirectly, for substantially the full term of the financial instrument. Fair values for these instruments are estimated using pricing models, quoted prices of securities with similar characteristics, or discounted cash flows.

Level 3 – Inputs that are unobservable inputs for the asset or liability, which are typically based on an entity's own assumptions, as there is little, if any, related market activity.

#### NOTE 2 CHARITY CARE

The Hospital maintains records to identify and monitor the level of charity care it provides. These records include the amount of charges foregone for services and supplies furnished under its charity care policy, and an estimated cost (based on cost to charge ratio) of those services and supplies. The estimated costs and expenses incurred to provide charity care for the years ended June 30, 2017 and 2016, was approximately \$1,088,000 and \$1,183,000, respectively.

#### NOTE 3 NET PATIENT SERVICE REVENUE

The Hospital has agreements with third-party payors that provide for payments to the Hospital at amounts different from its established rates. A summary of the payment arrangements with major third-party payors follows:

### Medicare

Acute care services provided to Medicare program beneficiaries were paid at prospectively determined rates per visit. These rates varied according to a patient classification system that was based on clinical, diagnostic, and other factors. The Hospital is entitled to certain additional payments on a sole community provider. The Hospital is reimbursed for these payments after submission of annual cost reports by the Hospital and audits thereof by the Medicare fiscal intermediary. The Hospital's Medicare cost reports have been finalized by the Medicare fiscal intermediary through the year ended June 30, 2013. The Hospital's classification of patients under the Medicare program and the appropriateness of their admission are subject to an independent review by a peer review organization under contract with the Hospital.

#### Medicaid

Acute care services provided to Medicaid program beneficiaries are paid at prospectively determined rates per discharge. These rates vary according to a patient classification system that is based on clinical, diagnostic, and other factors.

#### Blue Cross

Inpatient and outpatient services provided to Blue Cross subscribers are paid at established charges except for physician services that are reimbursed based on fee screens.

Revenue from the Medicare and Medicaid programs accounted for approximately 25% and 6%, respectively, of the Hospital's net patient service revenue for the year ended June 30, 2017 and 28% and 6%, respectively, of the Hospital's net service patient revenue for the year ended June 30, 2016. Laws and regulations governing the Medicare and Medicaid programs are extremely complex and subject to interpretation. As a result, there is at least a reasonable possibility that recorded estimates will change by a material amount in the near term.

### NOTE 3 NET PATIENT SERVICE REVENUE (CONTINUED)

The Hospital has also entered into payment agreements with certain commercial insurance carriers and other organizations. The basis for payment to the Hospital under these agreements includes charges, prospectively determined rates per discharge, and prospectively determined daily rates.

A summary of patient service revenue, contractual adjustments, and provision for bad debts for the years ended June 30, 2017 and 2016 is as follows:

	2017	2016
Gross Patient Service Revenue	\$ 153,739,253	\$ 144,258,300
Adjustments and Discounts:		
Medicare	(33,231,062)	(24,915,182)
Medicaid	(10,775,037)	(9,184,480)
Other Third-Party Payors	(16,402,226)	(17,638,290)
Provision for Bad Debts	(9,745,479)	(8,906,444)
Total Adjustments and Discounts	(70,153,804)	(60,644,396)
Net Patient Service Revenue	\$ 83,585,449	\$ 83,613,904

### NOTE 4 DEPOSITS AND INVESTMENTS

#### **Deposits**

The Hospital's deposits are subject to, and in accordance with, Wyoming State Statutes. Under these statutes, all uninsured deposits are fully collateralized. The eligible collateral pledged shall be held in custody of any Federal Reserve Bank, or branch thereof, or held in escrow by some other bank in a manner as the banking commissioner shall prescribe be rules and regulations, or may be segregated from the other assets of the eligible public depository and held in its own trust department. All collateral so held shall be clearly identified as being security maintained or pledged for the aggregate amount of public deposits accepted and held on deposit by the eligible public depository. The depository has the right at any time to make substitutions of eligible collateral maintained or pledged and shall at all times be entitled to collect and retain all income derived from those investments with restrictions. The Hospital may legally invest in direct obligations of and other obligations guaranteed as to principal by the U.S. Treasury and U.S. agencies and instrumentalities.

The Hospital's investments are recorded at fair value and consist of cash and cash equivalents and U.S. agency obligations. As of June 30, 2017 and 2016, management believes the investments were in compliance with the defined rating and risk criteria set forth under Wyoming regulations.

### NOTE 4 DEPOSITS AND INVESTMENTS (CONTINUED)

### **Deposits (Continued)**

The Hospital provides for investment in a variety of investment funds, In general, investments are exposed to various risks, such as interest rate, credit and overall market volatility risk. Due to the level of risk associated with certain investments, it is reasonably possible that changes in the values of the investments will occur in the near term and that such changes could materially affect the Hospital's account balances.

### <u>Investments</u>

The Hospital's investments are reported at fair value as discussed in Note 1. At June 30, 2017 and 2016, the Hospital had the following investments and maturities, all of which were held in the Hospital's name by a custodial bank that is an agent of the Hospital.

2017	Investment Maturity (in Years)								
Investment Type	F	air Value	Le	ess than 1		1 to 5	,	6 to 10	Credit Rating
Money Market	\$	22,925	\$	22,925	\$	-	\$	-	N/A
Certificates of Deposit		490,685		-		490,685		-	AA+ or AAA
Federal Farm Credit Bank Loan		1,866,188		-		1,498,798		367,390	AA or AAA
Federal Home Loan Bank		5,564,376		-		5,476,017		88,359	AA or AAA
Federal National Mortgage		3,275,867		-		3,039,280		236,587	AA or AAA
Total Investments	\$	11,220,041	\$	22,925	\$	10,504,780	\$	692,336	
2016			Y	Invest	mer	nt Maturity (in	Years	)	
Investment Type	F	air Value	Le	ess than 1		1 to 5		6 to 10	Credit Rating
Money Market	\$	50,310	\$	50,310	\$	-	\$	-	N/A
Certificates of Deposit		497,713		-		497,713		-	AA+ or AAA
Federal Farm Credit Bank Loan		2,257,261		2,127,032		-		130,229	AA or AAA
		_,,							
Federal Home Loan Bank		3,970,767		2,160,907		1,719,825		90,035	AA or AAA
Federal Home Loan Bank Federal National Mortgage				2,160,907 2,456,587		1,719,825 2,485,304		90,035 500,188	AA or AAA AA or AAA

The carrying values of deposits shown above are included in the combined statements of net position as follows:

	2017		2016
Carrying Value:	_		_
Deposits	\$ 13,018,280		\$ 14,053,777
WYO-STAR State Pooled Funds	105,615		104,973
Investments	 11,220,041		12,218,130
Total Deposits and Investments	\$ 24,343,936	_	\$ 26,376,880
Included in the Following Balance Sheet Captions:			
Cash and Cash Equivalents	\$ 8,410,045		\$ 9,394,825
Restricted by Contributors and Grantors	396,645		449,088
Restricted by Bond Indenture Agreements	3,017,205		3,014,837
Designated by Board for Capital Improvements	 12,520,041		13,518,130
Total Deposits and Investments	\$ 24,343,936		\$ 26,376,880

### NOTE 4 DEPOSITS AND INVESTMENTS (CONTINUED)

### **Fair Value Measurements**

The Hospital uses fair value measurements to record fair value adjustments to certain assets and liabilities and to determine fair value disclosures. For additional information on how the Hospital measures fair value refer to Note 1 – Organization and Summary of Significant Accounting Policies. The following table presents the fair value hierarchy for the balances of the assets and liabilities of the Hospital measured at fair value on a recurring basis as of June 30, 2017 and 2016:

			20	17		
Investment Type		Level 1	Level 2		Level 3	Total
Money Markets	\$	22,925	\$ -	\$		\$ 22,925
Certificates of Deposit		490,685	-		-	490,685
U.S. Government Agencies			10,706,431		-	10,706,431
Total	\$	513,610	\$ 10,706,431	\$	-	\$ 11,220,041
			20	16		
Investment Type	_	Level 1	Level 2		Level 3	Total
Money Markets	\$	50,310	\$ =	\$	-	\$ 50,310
Certificates of Deposit		497,713	=		-	497,713
U.S. Government Agencies		-	11,670,107		-	 11,670,107
Total	\$	548,023	\$ 11,670,107	\$		\$ 12,218,130

#### **Interest Income**

Interest income of \$268,721 and \$356,966 for the years ended June 30, 2017 and 2016, respectively, is made up entirely of interest income from deposits and patient accounts at collection.

### NOTE 5 PATIENT ACCOUNTS RECEIVABLE

Patient accounts receivable for the years ended June 30, 2017 and 2016 consists of the following:

	2017	2016
Receivable from Patients and Their Insurance Carriers	\$ 13,571,170	\$ 11,875,613
Receivable from Medicare	1,243,404	2,000,287
Receivable from Medicaid	374,213	958,026
Total Patient Accounts Receivable	15,188,787	14,833,926
Less: Estimated Allowance for Uncollectible Amounts	(4,117,000)	(3,645,000)
Net Patient Accounts Receivable	\$ 11,071,787	\$ 11,188,926

### NOTE 6 DESIGNATED NET POSITION

Of the \$34,053,693 and \$37,247,738 of unrestricted net position reported in 2017 and 2016, \$12,520,041 and \$13,518,130, respectively, has been designated by the Hospital's board of trustees for capital acquisitions. Designated funds remain under the control of the board of trustees, which may at its discretion later use the funds for other purposes.

### NOTE 7 CAPITAL ASSETS

Capital assets additions, retirements, and balances for the years ended June 30, 2017 and 2016 are as follows:

	Balance June 30, 2016	Additions	Transfers Retirements	Balance June 30, 2017
Land	\$ 18,245	\$ -	\$ -	\$ 18,245
Land Improvements	2,241,397	7,265	661,150	2,909,812
Buildings	37,401,756	, -	(57,711)	37,344,045
Equipment	103,163,349	1,253,797	1,782,226	106,199,372
Totals at Historical Cost	142,824,747	1,261,062	2,385,665	146,471,474
Less: Accumulated Depreciation for:				
Land Improvements	(1,943,458)	(249,392)	(2,208)	(2,195,058)
Buildings	(11,720,554)	(1,220,344)	2,208	(12,938,690)
Equipment	(51,557,029)	(7,395,838)	185,700	(58,767,167)
Total Accumulated Depreciation	(65,221,041)	(8,865,574)	185,700	(73,900,915)
Capital Assets, Net before Construction				
in Progress	77,603,706	(7,604,512)	2,571,365	72,570,559
Construction in Progress	3,439,790	2,396,253	(4,497,398)	1,338,645
Capital Assets, Net	\$ 81,043,496	\$ (5,208,259)	\$ (1,926,033)	\$ 73,909,204
	Balance			Balance
	Balance June 30,		Transfers	Balance June 30,
		Additions	Transfers Retirements	
Land	June 30,	Additions -		June 30,
Land Land Improvements	June 30, 2015		Retirements	June 30, 2016
	June 30, 2015 \$ 18,245		Retirements -	June 30, 2016 \$ 18,245
Land Improvements	June 30, 2015 \$ 18,245 2,228,097		Retirements \$ - 13,300	June 30, 2016 \$ 18,245 2,241,397 37,401,756
Land Improvements Buildings	June 30, 2015 \$ 18,245 2,228,097 33,284,884	\$ - -	Retirements \$ - 13,300 4,116,872	June 30, 2016 \$ 18,245 2,241,397
Land Improvements Buildings Equipment Totals at Historical Cost	June 30, 2015 \$ 18,245 2,228,097 33,284,884 99,891,636	\$ - - 120,505	Retirements  \$	June 30, 2016 \$ 18,245 2,241,397 37,401,756 103,163,349
Land Improvements Buildings Equipment Totals at Historical Cost Less: Accumulated Depreciation for:	June 30, 2015 \$ 18,245 2,228,097 33,284,884 99,891,636 135,422,862	\$ - - 120,505 120,505	Retirements  \$	June 30, 2016 \$ 18,245 2,241,397 37,401,756 103,163,349 142,824,747
Land Improvements Buildings Equipment Totals at Historical Cost Less: Accumulated Depreciation for: Land Improvements	June 30, 2015 \$ 18,245 2,228,097 33,284,884 99,891,636 135,422,862 (1,730,225)	\$ - - 120,505 120,505 (213,233)	Retirements  \$	June 30, 2016 \$ 18,245 2,241,397 37,401,756 103,163,349 142,824,747 (1,943,458)
Land Improvements Buildings Equipment Totals at Historical Cost Less: Accumulated Depreciation for: Land Improvements Buildings	June 30, 2015 \$ 18,245 2,228,097 33,284,884 99,891,636 135,422,862 (1,730,225) (10,660,500)	\$ - - 120,505 120,505 (213,233) (1,060,054)	Retirements  13,300 4,116,872 3,151,208 7,281,380	June 30, 2016 \$ 18,245 2,241,397 37,401,756 103,163,349 142,824,747 (1,943,458) (11,720,554)
Land Improvements Buildings Equipment Totals at Historical Cost Less: Accumulated Depreciation for: Land Improvements Buildings Equipment	June 30, 2015 \$ 18,245 2,228,097 33,284,884 99,891,636 135,422,862 (1,730,225) (10,660,500) (44,225,190)	\$ - - 120,505 120,505 (213,233) (1,060,054) (7,550,903)	Retirements  13,300 4,116,872 3,151,208 7,281,380	June 30, 2016 \$ 18,245 2,241,397 37,401,756 103,163,349 142,824,747 (1,943,458) (11,720,554) (51,557,029)
Land Improvements Buildings Equipment Totals at Historical Cost Less: Accumulated Depreciation for: Land Improvements Buildings Equipment Total Accumulated Depreciation	June 30, 2015 \$ 18,245 2,228,097 33,284,884 99,891,636 135,422,862 (1,730,225) (10,660,500)	\$ - - 120,505 120,505 (213,233) (1,060,054)	Retirements  13,300 4,116,872 3,151,208 7,281,380	June 30, 2016 \$ 18,245 2,241,397 37,401,756 103,163,349 142,824,747 (1,943,458) (11,720,554)
Land Improvements Buildings Equipment Totals at Historical Cost Less: Accumulated Depreciation for: Land Improvements Buildings Equipment Total Accumulated Depreciation Capital Assets, Net before Construction	June 30, 2015 \$ 18,245 2,228,097 33,284,884 99,891,636 135,422,862 (1,730,225) (10,660,500) (44,225,190) (56,615,915)	\$ - 120,505 120,505 (213,233) (1,060,054) (7,550,903) (8,824,190)	Retirements  13,300 4,116,872 3,151,208 7,281,380  219,064 219,064	June 30, 2016 \$ 18,245 2,241,397 37,401,756 103,163,349 142,824,747 (1,943,458) (11,720,554) (51,557,029) (65,221,041)
Land Improvements Buildings Equipment Totals at Historical Cost Less: Accumulated Depreciation for: Land Improvements Buildings Equipment Total Accumulated Depreciation Capital Assets, Net before Construction in Progress	June 30, 2015 \$ 18,245 2,228,097 33,284,884 99,891,636 135,422,862 (1,730,225) (10,660,500) (44,225,190) (56,615,915) 78,806,947	\$ - - 120,505 120,505 (213,233) (1,060,054) (7,550,903) (8,824,190) (8,703,685)	Retirements  13,300 4,116,872 3,151,208 7,281,380  219,064 219,064 7,500,444	June 30, 2016 \$ 18,245 2,241,397 37,401,756 103,163,349 142,824,747 (1,943,458) (11,720,554) (51,557,029) (65,221,041) 77,603,706
Land Improvements Buildings Equipment Totals at Historical Cost Less: Accumulated Depreciation for: Land Improvements Buildings Equipment Total Accumulated Depreciation Capital Assets, Net before Construction	June 30, 2015 \$ 18,245 2,228,097 33,284,884 99,891,636 135,422,862 (1,730,225) (10,660,500) (44,225,190) (56,615,915)	\$ - 120,505 120,505 (213,233) (1,060,054) (7,550,903) (8,824,190)	Retirements  13,300 4,116,872 3,151,208 7,281,380  219,064 219,064	June 30, 2016 \$ 18,245 2,241,397 37,401,756 103,163,349 142,824,747 (1,943,458) (11,720,554) (51,557,029) (65,221,041)

Construction in progress at June 30, 2017, represents costs related to various projects throughout the Hospital.

Assets held under capital leases were as follows as of June 30, 2017 and 2016:

	2017	2016
Equipment	\$ 2,971,290	\$ 1,741,290
Less: Accumulated Amortization	(1,040,869)	 (668,204)
Total	\$ 1,930,421	\$ 1,073,086

#### NOTE 8 LONG-TERM DEBT

Long-term debt at June 30, 2017 and 2016 consists of the following:

	Balance June 30, 2016	Additions	F	Reductions		Balance June 30, 2017	Amount Due Within One Year
Hospital Revenue Bonds:							
Series 2013A	\$ 26,790,000	\$ =	\$	-	\$	26,790,000	\$ =
Series 2013B	8,150,000	=		(3,800,000)		4,350,000	1,575,000
Siemen's Note Payable	=	473,100		-		473,100	85,845
Capital Lease Obligations	1,066,768	1,230,000		(485,220)		1,811,548	613,600
Series 2013A Bond Premium	1,241,468	-		(57,743)		1,183,725	-
Total	\$ 37,248,236	\$ 1,703,100	\$	(4,342,963)	\$	34,608,373	\$ 2,274,445
	Balance June 30, 2015	Additions	-	Reductions		Balance June 30, 2016	Amount Oue Within One Year
Hospital Revenue Bonds:		 Additions	F	Reductions	_		
Hospital Revenue Bonds: Series 2013A	\$ June 30,	\$ Additions	F	Reductions	\$	June 30,	Due Within
•	\$ June 30, 2015	 Additions -		Reductions - (3,740,000)	\$	June 30, 2016	 Due Within
Series 2013A	\$ June 30, 2015 26,790,000	 Additions - 436,706	F	-	\$	June 30, 2016 26,790,000	 Oue Within One Year
Series 2013A Series 2013B	\$ June 30, 2015 26,790,000 11,890,000		F	(3,740,000)	\$	June 30, 2016 26,790,000 8,150,000	 Oue Within One Year - 1,530,000
Series 2013A Series 2013B Capital Lease Obligations	\$ June 30, 2015 26,790,000 11,890,000 902,074		\$ \$	(3,740,000) (272,012)	\$	June 30, 2016 26,790,000 8,150,000 1,066,768	 Oue Within One Year - 1,530,000

The terms and due dates of the Hospital's long-term debt at June 30, 2017 are as follows:

- Sweetwater County, Wyoming (Memorial Hospital) Hospital Revenue Refunding Bonds Series 2013A, dated June 20, 2013. Interest is due annually to September 2037 at a 5% rate. Bonds are secured by Hospital revenues.
- Sweetwater County, Wyoming (Memorial Hospital) Hospital Revenue Bonds Series 2013B, dated June 20, 2013. Interest is due annually to September 2023 at a 3.5% rate. Bonds are secured by Hospital revenues.
- Siemen's Note Payable, payable in monthly installments of \$8,877, including interest at 4.76%, through January 2021.
- Capital Lease Obligation, payable in monthly installments of \$12,788, including interest at 0.77%, though October 2018.
- Capital Lease Obligation, payable in monthly installments of \$9,580, including interest at 1.78%, though April 2019.

### **Restrictive Covenants**

The Hospital is required to meet certain financial and nonfinancial covenants. Management believes the Hospital was in compliance with the restrictive covenants as of June 30, 2017 and 2016, respectively.

### NOTE 8 LONG-TERM DEBT (CONTINUED)

Scheduled principal and interest payments on long-term and capital leases debt are as follows:

Year Ending June 30,	Principal	Interest		Total
2018	\$ 2,274,445	\$ 1,691,904	\$	3,966,349
2019	2,179,881	1,625,474		3,805,355
2020	1,989,186	1,560,135		3,549,321
2021	2,054,645	1,493,477		3,548,122
2022	2,125,325	1,425,060		3,550,385
2023 to 2027	7,316,166	6,199,428		13,515,594
2028 to 2032	8,320,000	4,370,500		12,690,500
2033 to 2037	7,165,000	2,068,875		9,233,875
Total	\$ 33,424,648	\$ 20,434,853	\$	53,859,501

### NOTE 9 PENSION PLANS

The Hospital has a Section 457 defined contribution pension plan that is available to all qualified Hospital employees. The Hospital's contribution to the plan is based on a 100% match of employee contributions up to a maximum of 7% of participant salaries. The Hospital's matching contributions are deposited into the 401(a) plan described below. Employees are eligible to participate in the plan upon completion of three months of service and reaching the age of 21.

The Hospital also has a Section 401(a) defined contribution pension plan that is available to all qualified Hospital employees. The Hospital contributes up to 7% of participant salaries to the account. Employees are eligible to participate in the plan upon completion of one year of service and reaching the age of 21.

The pension expense for the years ended June 30, 2017, 2016, and 2015 was \$1,511,802, \$1,349,213, and \$1,085,676, respectively.

#### NOTE 10 CONCENTRATION OF CREDIT RISK

The Hospital grants credit without collateral to its patients, most of who are insured under third-party payor agreements. The mix of patient receivables from third-party payors and patients at June 30, 2017 and 2016 was as follows:

	2017	2016
Medicare	20 %	20 %
Medicaid	8	11
Blue Cross	17	14
Other Third-Party Payors	25	30
Patients	30	25
Total	100 %	100 %

### NOTE 11 COMMITMENTS AND CONTINGENCIES

### **Operating Leases**

The Hospital leases certain facilities and equipment under long-term operating lease agreements for the year ended June 30, 2017. Total lease expense for all operating leases for the years ended June 30, 2017 and 2016 was approximately \$1,030,000 and \$863,000, respectively.

Minimum future lease payments for these operating leases are as follows:

	C	perating
Year Ending June 30,		Leases
2017	\$	110,953
2018		84,069
2019		38,223
Total	\$	233,245

### **Malpractice Insurance**

The Hospital has malpractice insurance coverage to provide protection for professional liability losses on a claims-made basis subject to a limit of \$1 million per claim and an annual aggregate limit of \$3 million. Should the claims-made policy not be renewed or replaced with equivalent insurance, claims based on occurrences during its term, but reported subsequently, would be uninsured.

### NOTE 11 COMMITMENTS AND CONTINGENCIES (CONTINUED)

### **Self-Funded Health Insurance**

The Hospital self-funds health benefits for eligible employees and their dependents. Health insurance expense is recorded on an accrual basis. An accrued liability is recorded in the combined financial statements, which estimates the claims incurred but not yet reported and claims reported but not yet paid. The Hospital has stop loss insurance to cover catastrophic claims. The Hospital expensed amounts representing the employer's portion of actual claims paid, adjusted for the actuarially determined estimates of liabilities relating to claims resulting from services provided prior to the respective fiscal period-end. The Hospital recognized approximately \$4,903,000 and \$4,451,000 of expense during the years ended June 30, 2017 and 2016, respectively. The estimated liability relating to self-funded health insurance was \$400,000 as of June 30, 2017 and 2016.

### **Litigations, Claims and Disputes**

The Hospital is subject to the usual contingencies in the normal course of operations relating to the performance of its tasks under its various programs. In the opinion of management, the ultimate settlement of litigation, claims and disputes in process will not be material to the combined financial position of the Hospital.

The health care industry is subject to numerous laws and regulations of federal, state, and local governments. Compliance with these laws and regulations, specifically those relating to the Medicare and Medicaid programs, can be subject to government review and interpretation, as well as regulatory actions unknown and unasserted at this time. Federal government activity has increased with respect to investigations and allegations concerning possible violations by health care providers of regulations, which could result in the imposition of significant fines and penalties, as well as significant repayments of previously billed and collected revenues from patient services. Management believes that the Hospital is in substantial compliance with current laws and regulations.

#### NOTE 12 ELECTRONIC HEALTH RECORD INCENTIVE PROGRAM

The Electronic Health Record (EHR) incentive program was enacted as part of the American Recovery and Reinvestment Act of 2009 (ARRA) and the Health Information Technology for Economic and Clinical Health (HITECH) Act. These Acts provided for incentive payments under both the Medicare and Medicaid programs to eligible hospitals that demonstrate meaningful use of certified EHR technology. The incentive payments are made based on a statutory formula and are contingent on the Hospital continuing to meet the escalating meaningful use criteria.

### NOTE 12 ELECTRONIC HEALTH RECORD INCENTIVE PROGRAM (CONTINUED)

The Hospital demonstrated meaningful use to Stage 1 criteria for the initial 90-day reporting period during the year ended June 30, 2014. The Hospital received approximately \$310,000 and \$440,000 of meaningful use incentive revenue, which is recognized as other operating revenues in the combined statements of revenues, expenses, and changes in net position for the years ended June 30, 2017 and 2016, respectively. As of June 30, 2017, there has been no adjustment of these payments. However, the Hospital's cost report for the year ended June 30, 2014 has not been finalized.





# INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF COMBINED FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

Board of Trustees Memorial Hospital of Sweetwater County Rock Springs, Wyoming

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the combined financial statements of Memorial Hospital of Sweetwater County (the Hospital), which comprise the combined statement of net position as of June 30, 2017, and the related combined statement of revenues, expenses, and changes in net position, and cash flows for the year then ended, and the related notes to the combined financial statements, and have issued our report thereon dated October 4, 2017.

### **Internal Control Over Financial Reporting**

In planning and performing our audit of the combined financial statements, we considered the Hospital's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the combined financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Hospital's internal control. Accordingly, we do not express an opinion on the effectiveness of the Hospital's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.



### **Compliance and Other Matters**

As part of obtaining reasonable assurance about whether the Hospital's combined financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

### **Purpose of this Report**

The purpose of this 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 Hospital's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Hospital's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

### CliftonLarsonAllen LLP

Minneapolis, Minnesota October 4, 2017





2017 Audit Results and Report to the Board of Trustees

Investment advisory services are offered through CliftonLarsonAllen Wealth Advisors, LLC, an SEC-registered investment advisor. | ©2017 CliftonLarsonAllen LLP



## **Table of Contents**

Governance Communication	P
Internal Control Communication	В
Financial Ratios	C
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## **Appendix:**

Internal Control Communication Letter





## **Section A**

**Governance Communication** 

E

## **Governance Communication**

Area	Comments
Our responsibility under Generally Accepted Auditing Standards	<ul> <li>Express an opinion on the fair presentation of the financial statements in conformity with GAAP</li> <li>Plan and perform the audit to obtain reasonable, not absolute, assurance that the financial statements are free of material misstatement</li> <li>Evaluate internal control over financial reporting         <ul> <li>Determine the nature, timing, and extent of audit procedures based on risk assessments and our evaluation of internal control</li> <li>Utilize a risk based audit approach</li> <li>Communicate significant matters to appropriate parties</li> </ul> </li> </ul>
Planned scope and timing of the audit	Performed the audit according to the planned scope and timing discussed
Other information in documents containing audited financial statements	<ul> <li>Financial statements may only be used in their entirety</li> <li>Our approval is required to use our audit report in a client prepared document</li> <li>We have no responsibility to perform procedures beyond those related to the financial statements</li> </ul>



## **Governance Communication**

Area	Comments
Significant accounting policies	<ul> <li>Management is responsible for accounting policies</li> <li>Outlined in Note 1 to the combined financial statements</li> <li>No changes in accounting policies or new policies adopted</li> <li>Appropriate accounting policies</li> <li>No significant or unusual transactions occurred</li> </ul>
Significant accounting estimates	<ul> <li>Contractual allowances, allowance for bad debts, third-party payer settlement estimates, and accrued self-funded health insurance liability</li> <li>Determined based on management's knowledge and experience</li> <li>No indicators of management bias</li> <li>Estimates are reasonable</li> <li>Estimate uncertainty disclosed in the financial statements</li> </ul>
Significant disclosures	<ul> <li>No sensitive disclosures</li> <li>No significant risks, exposures, or uncertainties</li> <li>No unusual transactions</li> <li>Disclosures are neutral, consistent, and clear</li> </ul>



## **Governance Communication**

Area	Comments
Corrected and	No proposed audit adjustments
uncorrected	No passed adjustments
misstatements	
Management representation	<ul> <li>Management provided a management representation letter dated October 4, 2017</li> </ul>
Other	<ul> <li>No difficulties encountered in performing the audit</li> <li>No issues discussed prior to retention as independent auditors</li> <li>No disagreements with management regarding accounting, reporting, or auditing matters</li> <li>No consultations with other independent accountants</li> <li>No other findings or issues were discussed with, or communicated to, management</li> </ul>





## **Section B**

Internal Control Communication

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## **Internal Control Communication**

### Purpose

• Express an opinion on the combined financial statements, not on the effectiveness of internal controls.

### Material Weakness

• Reasonable possibility that a material misstatement would not be prevented, or detected and corrected, on a timely basis.

### Significant Deficiencies

• Less significant than a material weakness, yet important enough to merit the attention of governance.

Results: No control deficiencies detected that were determined to be material weaknesses







# **Section C**

**Financial Ratios** 

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## **Comparative Data Used**

 Memorial Hospital of Sweetwater County (MHSC)



- \$83 Million Net Patient Service Revenue in 2017
- Based on Audited Financial Statements
- CLA Benchmark
  - Hospital's between \$25M and \$100M in Net Patient
     Services Revenue



- Standard & Poor's (S&P BBB+ to BBB-)
  - Median indicators from a sample of 88 non-profit hospitals in the United States.







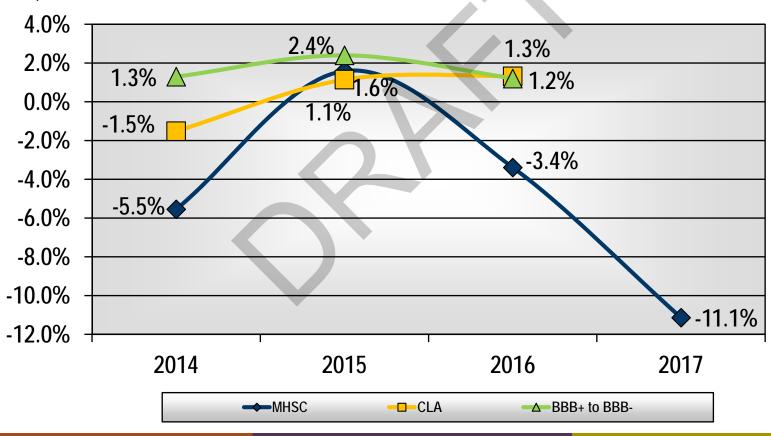


Financial Indicators – Profitability Ratios Exhibit 1

# **Operating Margin**

### **Definition:**

This ratio is operating income as a percentage of net patient service revenue plus other operating revenues. It is used to report the facility's return on revenues which relate to the main purpose of operations.





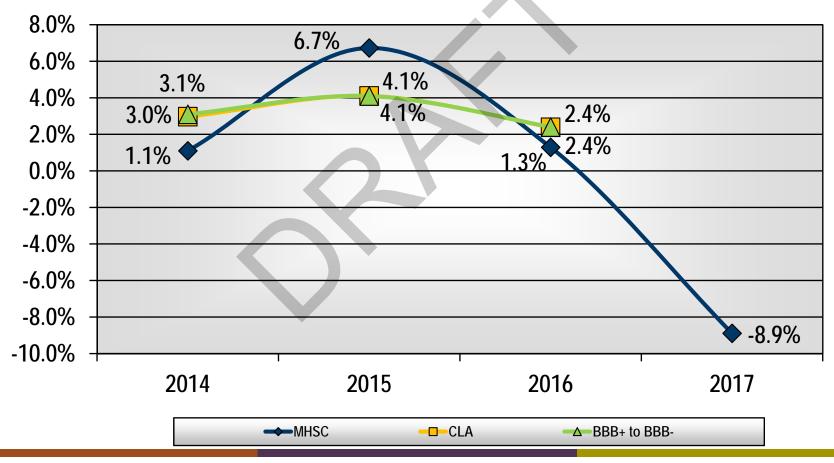


Financial Indicators – Profitability Ratios Exhibit 2

# **Total Margin**

### **Definition:**

Total margin reflects excess of revenue over expenses as a percentage of total revenues, including non-operating revenues.





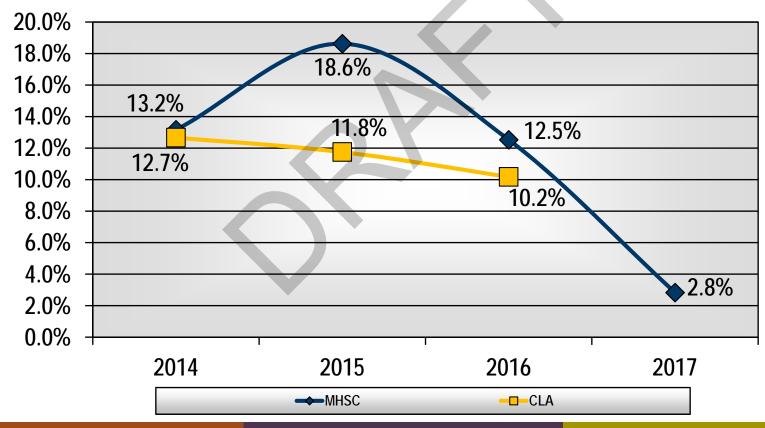


Financial Indicators – Profitability Ratios Exhibit 3

## Total EBIDA

### **Definition:**

Total EBIDA represents Earnings Before Interest, Depreciation, and Amortization divided by total revenues. It is used as a rough measure of cash flow in a facility. This ratio is often used when evaluating debt capacity.





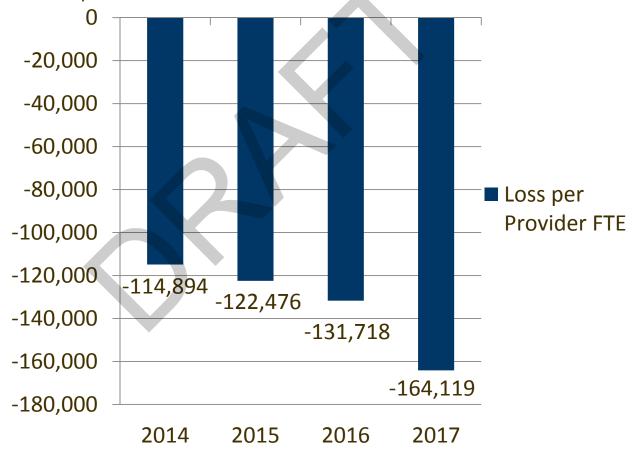


Operating Indicators - Physician Specific Exhibit 4

### **Definition:**

# **Operating Loss per Provider FTE**

This is measured by dividing the amount of operating losses in the physician practices by the Provider FTE's worked. We would recommend not focusing necessarily on the loss position of the practice but more the trend over a four year time horizon.



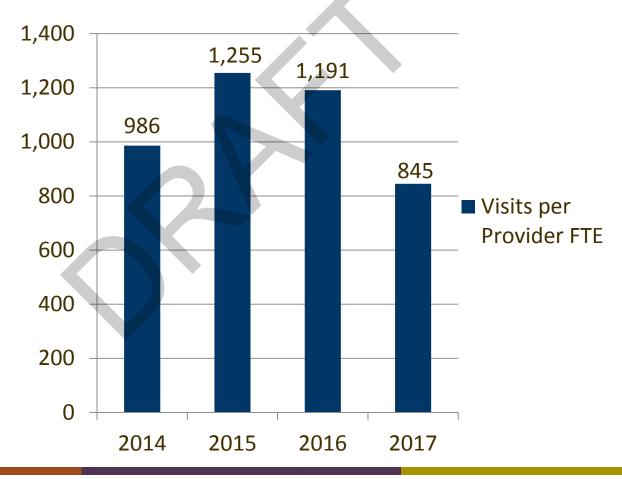


Operating Indicators – Physician Specific Exhibit 5

### **Definition:**

## Visits per Provider FTE

This is measured by dividing the amount of visits (primary care and specialty care) in the physician practices by the Provider FTE's worked.





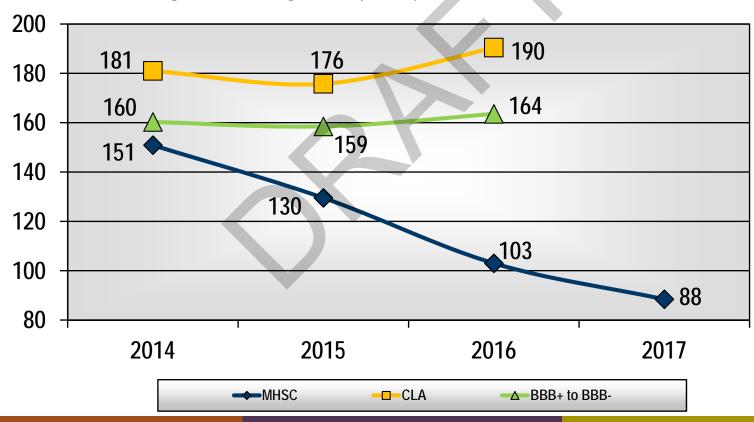


Financial Indicators – Liquidity Ratios Exhibit 6

# Days Cash on Hand (All Sources)

### **Definition:**

Days Cash on Hand measures the number of days of average cash expenses that the facility maintains in cash and amounts reserved for capital improvements. High values usually imply a greater ability to meet both short-term obligations and long-term capital replacement needs.







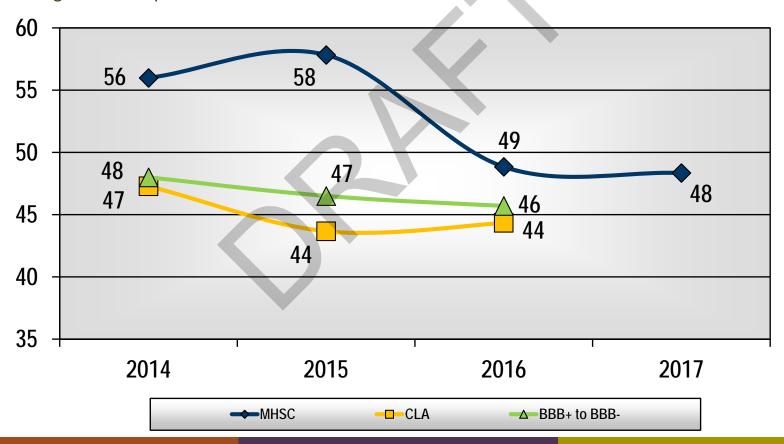
# Memorial Hospital of Sweetwater County Financial Indicators – Liquidity Ratios

Exhibit 7

# Net Days in Accounts Receivable

### **Definition:**

Days in patient accounts receivable is defined as the average time that receivables are outstanding, or the average collection period.





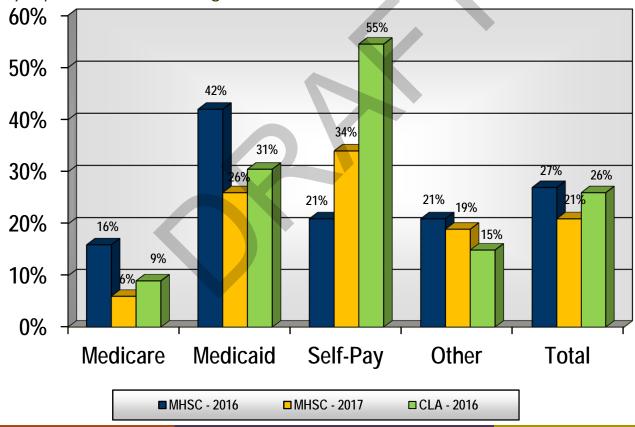


# Memorial Hospital of Sweetwater County Financial Indicators – Liquidity Ratios Exhibit 8

# Percentage of A/R over 90 Days Old

### **Definition:**

This is measured by dividing the amount of patient accounts receivable over 90 days by the total receivables in that payer category. Generally the lower this percentage is, the shorter turn around time the facility experiences for collecting receivables.





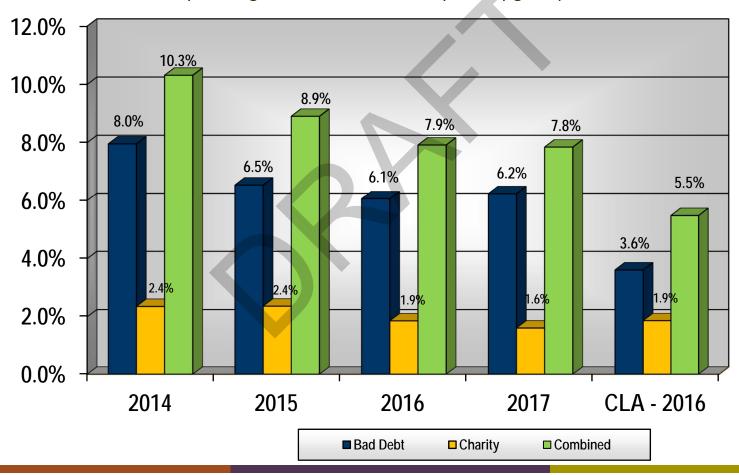


Financial Indicators – Other Ratios Exhibit 9

## Bad Debt & Charity Care as a % of Gross Patient Service Revenue

### **Definition:**

This ratio is calculated by dividing the bad debt and charity care by gross patient service revenue.





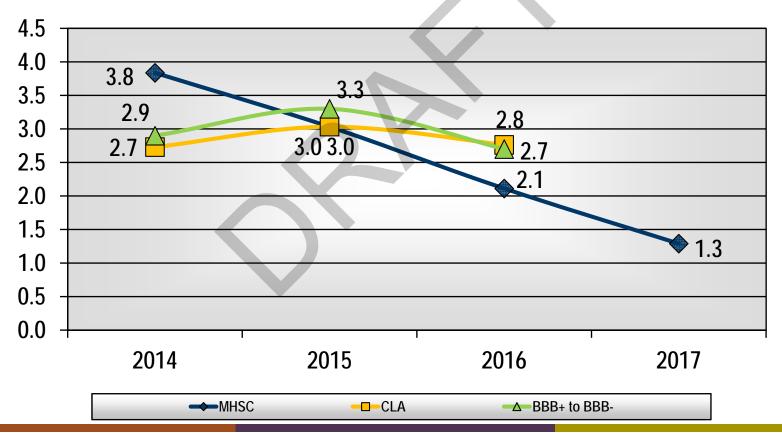


Financial Indicators – Leverage Ratios Exhibit 10

# **Debt Service Coverage**

### **Definition:**

Debt service coverage is calculated as income available for debt service (net income + depreciation and amortization + interest expense) divided by the annual debt service requirements (principal payments made + interest expense).







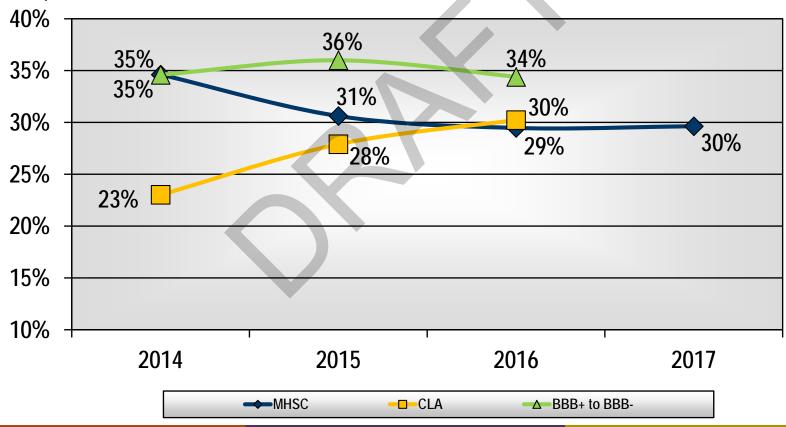
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Financial Indicators – Leverage Ratios Exhibit 11

# **Debt to Capitalization**

### **Definition:**

This ratio is defined as the proportion of long-term debt divided by long-term debt plus total net assets. Higher values for this ratio imply a greater reliance on debt financing and may imply reduced ability to carry additional debt.





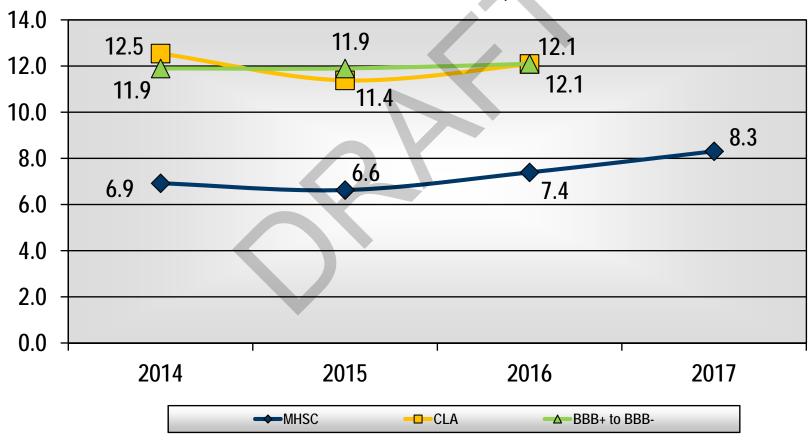


Financial Indicators - Other Ratios Exhibit 12

# Average Age of Plant

### **Definition:**

Average age of plant attempts to approximate the average age of an organization's fixed assets. A low value is considered to be desirable as it indicates a newer facility.





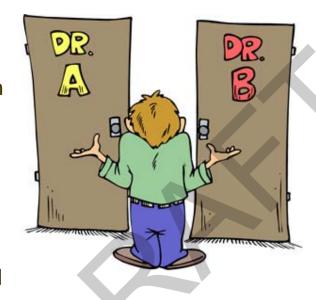


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# **Two Options for Changes to ACA Provisions**

# **Door A = Full Repeal**

- Not "filibuster proof" in Senate
- Resistance from State Governors
- Industry and general public resentment
- Republicans not unified



## **Door B = Piecemeal Change**

- Use of "Budget Reconciliation"
- Legislation that impacts spending, revenues, or federal debt limit, only
- No filibuster in Senate allowed
- Simple majority necessary to pass in Senate

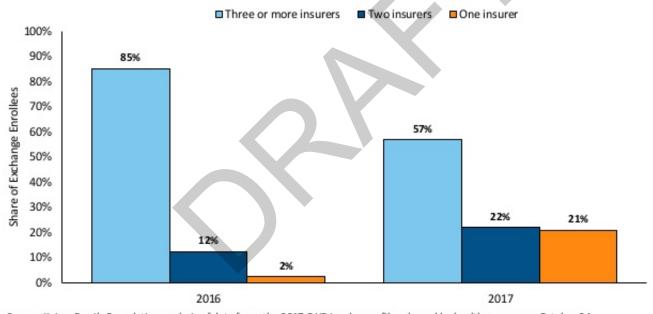
Budget Reconciliation is a numbers game, with limited options in a constrained process that does not always result in the best outcomes





# **Insurers Exiting Exchanges**

Figure 1 57% of exchange enrollees will have a choice of three or more insurers in 2017, down from 85% of exchange enrollees in 2016



Source: Kaiser Family Foundation analysis of data from the 2017 QHP Landscape file released by healthcare gov on October 24, 2016. Note: For states that do not use healthcare.gov in 2017, insurer participation is estimated based on information gathered from state exchange websites, insurer press releases, and media reports as of August 26, 2016. Enrollment is based on 2016 signups.



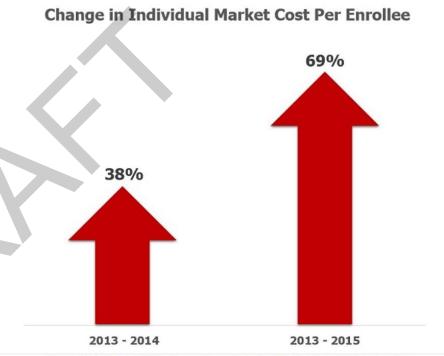






# **Individual Market Seeing Premiums Skyrocket**

- With the implementation of the ACA per member per month costs (PMPM) skyrocketed.
- According to an S&P study, PMPM costs in the individual market exceeded the PMPM costs in the employer market by early 2015.
- According to the S&P study, PMPM costs in the individual market rose by 38% between 2013 and 2014.
- This trend continued for 2014 and 2015 by growing an additional 23%, for a combined growth rate from 2013 to 2015 of 69%



Source: S&P Global, S&P Healthcare Claims Index Monthly Report—2015 Data Results: Second Consecutive Year of Significantly Increasing Drug Costs; Individual Market Becomes More Costly Than the Employer-Based Market. According to S&P, individual market PMPM costs increased 38% from 2013 to 2014 and another 23% from 2014 to 2015. Multiplying those increases yields a 69% increase from 2013 to 2015.

Source: Forbes article dated July 28, 2016, Titled: "Overwhelming Evidence That Obamacare Caused Premiums to Increase Substantially" accessed via web at: <a href="https://www.forbes.com/sites/theapothecary/2016/07/28/overwhelming-evidence-that-obamacare-caused-premiums-to-increase-substantially/#7ba0752b15be">https://www.forbes.com/sites/theapothecary/2016/07/28/overwhelming-evidence-that-obamacare-caused-premiums-to-increase-substantially/#7ba0752b15be</a>





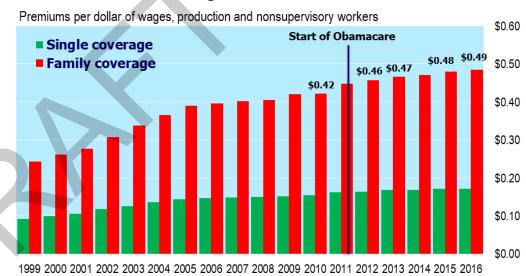




# **Insurance Premiums Continue To Erode Wages**

- To date the ACA has not been able to curb the erosion insurance premiums have had on workers wages.
- Since 2010, premiums spent for family coverage have grown from \$.42 for every \$1 earned to \$.49 for every \$1 earned.
- This represents an aggregate erosion in take home pay of almost 17%.

# Health insurance premiums have continued to rise faster than worker wages under Obamacare



Source: KFF/HRET Employer Health Benefits Survey; BLS weekly wage data for production and nonsupervisory workers, all measured in first quarter of year shown.

Calculations by Christopher J. Conover, Duke University

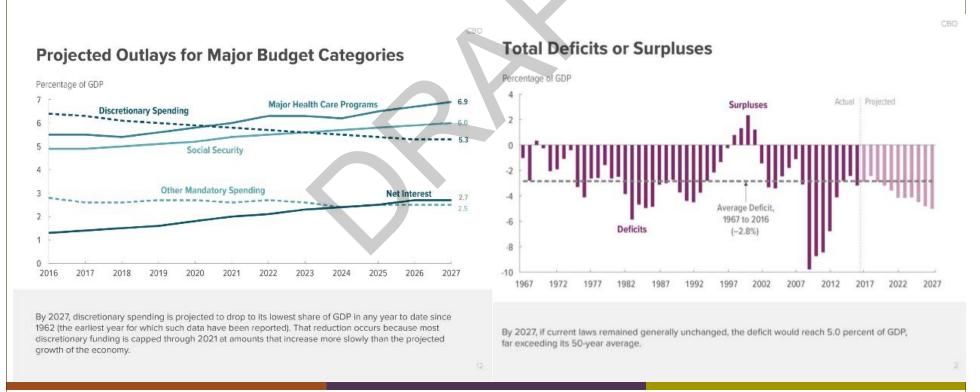
Source: Forbes article dated Sept. 27, 2016, Titled: "Health Insurance Premiums Have Continued to Rise Faster Than Worker Wages Under Obamacare" accessed via the web at:

https://www.forbes.com/sites/theapothecarv/2016/09/27/health-insurance-premiums-have-continued-to-rise-faster-than-worker-wages-under-opamacare/#3aep3729ate7





- CBO's projects outlays as a percent of GDP through 2027 to grow to 23.4% vs. historical average of 20.3%.
- Major Health Care Programs are projected to continue to escalate, and grow to 6.9% of GDP; the fastest and largest of any spending category.
- The corresponding impact of this deficit would be to escalate federal debt held by the public from \$15 trillion to \$25 trillion, or growing from 77% to 89% of GDP.
- This level of debt would be the highest since WWII in 1947 and more than double the average over the past five decades.







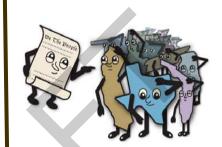




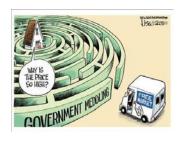
# **Four Principles to Monitor**



Reductions in federal health care spending



Greater state management and control with less federal intervention



Increased market competition and incentives to drive consumerism



Continue to drive policies that promote increasing the value of health care







# **Contact Information**

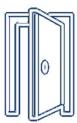
Darryn McGarvey, CPA

CliftonLarsonAllen LLP

Principal

Darryn.McGarvey@CLAconnect.com

612-376-4624











#### **Board Charter for The Joint Conference Committee**

**Board of Directors Policy Manual** 

Category: Charter

**Title: Joint Conference Committee** 

Original adoption: 2010 Revision: October 4, 2017

#### **Purpose:**

The purpose of the Joint Conference Committee is to serve as an official means of liaison among the Board of Trustees (Board), the Medical Staff, and the Chief Executive Officer (CEO), with the intent of promoting open communications and strengthening relationships. Its primary function shall be to serve as a forum for discussion of matters effecting the medical staff and medical care; the community's health care needs; and plans for growth and/or changes in service(s).

#### **Responsibilities:**

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

- Serves as a forum for education and discussion of issues of mutual concern related to patient care, medical policies, staffing and resources, and the relationship between the Board, the CEO, and members of the medical staff.
- Serves as a forum for education and discussion on all matters related to the quality of care, patient safety, customer service, organizational culture, hospital economics, health care policy, and other items of mutual interest.
- Addresses troublesome issues before they burgeon into conflicts.
- Makes recommendations to the Board and the Medical Executive Committee, respectively.
- Keeps a record of its meetings and reports to the Board and the Medical Executive Committee, respectively.

#### Composition

The committee shall consist of two (2) members of the Board, one (1) of whom shall be the Board Chair; two (2) members of the medical staff, one (1) of whom shall be the Chair of the Medical Executive Committee, and the CEO. All members will have voting privileges. The chair of this committee will alternate annually between the Board Chair and the Medical Executive Committee Chair.

#### **Meeting Schedule**

The committee shall meet as needed.

Joint Conference Committee Charter

### **Board Charter: The Building & Grounds Committee**

Board of Trustees Orientation and Resource Handbook

**Category: Board Committees & Committee Charters** 

**Title: Building & Grounds Committee** 

**Original adoption:** 

**Revision:** 

#### **Purpose:**

The purpose of the Building & Grounds Committee is to represent and assist the Board of Trustees (Board) in discharging its duties in respect to protecting and maintaining the real properties of Memorial Hospital of Sweetwater County (Hospital), including its offsite properties, in support of a safe, efficient, and aesthetic environment.

#### **Responsibilities:**

In fulfilling its charge, the Building & Grounds Committee is responsible for the following activities and functions:

- 1. Monitor the functional integrity and safety of the Hospital's real properties, including its off-site properties, and reports to the Board any needs for action to maintain or improve its real properties.
- 2. Assess the needs, and governmental and regulatory mandates, to set priorities that support the overall mission of the Hospital for safe, efficient care.
- 3. Recommend, review, and assess proposed projects and renovations.
- 4. Identify future needs and improvements that are beyond normal maintenance activities.
- 5. Monitor capital construction projects.
- 6. Recommend to the Board an annual Building and Grounds plan consistent with the Hospital's annual budget and strategic plan.

#### **Composition:**

The Building & Grounds Committee will consist of two (2) members of the Board, one of whom will function as chair person; the Chief Executive and Chief Financial Officers; and the Director of Facilities. Each of these members shall have voting privileges.

The Director of Facilities, at his discretion, may invite other attendees who have involvement with, or can contribute information about, any current issue under

consideration at a meeting of the committee. Such additional attendees will not have voting rights.

### **Meeting Schedule:**

The committee shall meet monthly, or as needed.

### **Board Charter for Quality Committee**

Board of Trustees Orientation and Resource Manual

**Category: Board Committee & Committee Charters** 

**Title: Quality Committee** 

Original adoption: June 14, 2010 Revision: October 4, 2017

#### **Purpose:**

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

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

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

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

#### **Responsibilities:**

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

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

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

#### Composition

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

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

#### **Meeting Schedule**

The committee shall meet monthly, and as needed.

#### **Reports**

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

- The reports for quality, patient safety, and patient experience monthly. .

  Payment adjustment program information and publicly reported quality metrics as made available by the Centers for Medicare and Medicaid Services
- Serious Safety Events, as they occur.

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

# **BYLAWS**

**OF THE** 

# **BOARD OF TRUSTEES**

OF

# **MEMORIAL HOSPITAL OF**

**SWEETWATER COUNTY** 

### Memorial Hospital of Sweetwater County

#### **Board of Trustees**

### **Bylaws**

#### **CHAPTER I: DEFINITIONS**

#### Section 1. Gender

Whenever the context requires words of masculine gender include the feminine gender and vice versa.

#### Section 2. Definitions

- A. The Board of Trustees (Board) of Memorial Hospital of Sweetwater County (Hospital) is as defined in Chapter III, Section 1, of these Bylaws.
- B. The Chief Executive Officer (CEO) is as defined in Chapter V, Section 1, of these Bylaws.
- C. The Medical Staff is as defined in Chapter VII, Section 1, of these Bylaws.
- D. The Board of County Commissioners (Commissioners) shall mean the board of duly qualified elected officials in Sweetwater County, Wyoming as provided in Wyo. Stat. § 18-3-501, that has the authority and duty to appoint members of the Board of the Hospital according to Wyo. Stat. §§ 18-8-102 to 18-8-301.
- E. The Hospital shall mean Memorial Hospital of Sweetwater County.
- F. Licensed Practitioner shall mean a member of the Hospital Medical Staff.

#### CHAPTER II: LEGAL STRUCTURE AND MISSION

#### Section 1. Legal Structure

The Board is appointed by the Commissioners and is constituted as a body corporate and with perpetual existence with the duty to erect, manage, operate, and control the Hospital with page 87 of 335 perpetual existence, pursuant to Wyo. Stat. §§ 18-8-101 to 18-8-301.

#### Section 2. Mission Statement

The mission of the Hospital is to improve the health of our patients and the well-being of our communities, by building relationships, exceeding expectations and enhancing human lives.

The Board of Trustees has the authority to approve mission, values and vision statements for the hospital

#### Section 3. Community Service Principles

Memorial Hospital of Sweetwater County is a nonprofit, charitable corporation operated for the sole purpose of promoting the health of the people in its service area. It does so by making sure that necessary hospital and health services, appropriate for the size of the community, are available to all, without regard to their ability to pay. These essential services include a 24-hour emergency department, obstetrics, critical care capabilities, medical/surgical services, dialysis, oncology, and disaster preparedness.

To continue offering these services at a level of quality and safety the community has a right to expect, the Hospital must be able to generate sufficient volume and revenue to support these essential services. It must also rely on the support of a high-quality staff of physicians, nurses, and other employees who not only deliver care, but also monitor and work to improve the quality, safety, and service of the health care provided to the community. All policies and actions of the Board shall be in furtherance of these principles.

#### CHAPTER III: GOVERNING BODY

#### Section 1. Appointment

A non-partisan board of at least five (5) and no more than eleven (11) residents of Sweetwater County shall be appointed by the County Commissioners as provided for in Wyo. Stat. §§ 18-8-102, 18-8-104 (2009). The Board shall always consist of an odd number of Trustees. Trustees shall serve without compensation and may be removed by the Commissioners.

Trustees are appointed for five (5) year terms, and may be eligible for reappointment by the Commissioners to succeed themselves for additional terms. However, no Trustee may serve more than 2 successive terms. Each Trustee shall serve until the first Monday of July following the expiration of their term.

The Board as the Hospital's governing body has the sole legal responsibility for the conduct of the Hospital as an institution. No individual member of the Hospital's Board of Trustees is personally liable for any action or procedure of the board.

#### Section 2. Resignation

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A Trustee may resign at any time by giving written notice of such resignation to the Board of County Commissioners and a copy to the President of the Board. The resignation shall be effective upon presentation to the Board of Trustees. Any vacancies shall be filled by appointments made by the County Commissioners.

#### Section 3. Seal

The Board shall have a seal on which shall be engraved the name of the Hospital. This seal shall be kept by the Hospital CEO and used in authentication of all acts of the Board.

#### Section 4. Policies

The Board shall, from time to time, in carrying out and performing the purpose of the Hospital as set forth in Chapter II, create and establish such Board policies as it shall deem necessary and appropriate. The Board may also create and approve a process for review of Hospital wide policies that affect the oversight obligations of the Board.

#### Section 5. Powers and General Duties of the Board of Trustees

The Wyoming Statutes providing for the creation of memorial hospitals (W.S. § 18-8-101 et.seq.) vests in the Board the sole duty to erect, manage and control the Hospital and all property, affairs, and funds received for the benefit of the Hospital. Accordingly, the Board shall have the power and authority to do and perform all acts, functions, and things necessary, proper, and consistent with these Bylaws, Laws of the United States, and the Laws of the State of Wyoming to affect the purposes for which the Hospital has been created.

Consistent therewith, the duties of the Board, as the governing body, shall generally include, but shall not be limited to, the following:

- A. To organize itself as provided in these Bylaws (See Chapter IV).
- B. To ensure compliance with federal, state, and local laws.
- C. To ensure that all applicable accreditations and licenses are obtained and maintained as are appropriate and necessary to effectuate the Hospital's purpose.
- D. To provide for the establishment of a duly licensed and qualified Medical Staff to carry out the Hospital's obligations and objectives for the care of the sick and infirm of the Hospital (See Chapter VII).
- E. Appoint an experienced and properly qualified Chief Executive Officer, or such other title as may be given such position, appointed by the Board, who shall be responsible to the Board for managing the Hospital and who shall carry out the delegated authority of the Board. Consistent with such appointment, the Board shall periodically review and evaluate the performance of such position.
- F. Review and approve an annual operating and capital budget for the Hospital in Page 89 of 335 accordance with the laws of the state of Wyoming. Budget shall be for the Hospital's fiscal year which is July 1 to June 30 each year. The Board shall also require that businesslike methods are employed in the expenditure of and accounting for all monies, to develop a long-term capital expenditure plan, and to monitor the implementation of this plan (See Chapter VI).

- G. To receive and own personal property, and such real property as is authorized by Wyoming Statutes.
- H. To make, alter, revoke, amend, execute and enforce Bylaws, rules and regulations of the Hospital and the Medical Staff as it determines will promote the Hospital's best interest in accordance with law and the Hospital's mission statement.
- I. The Hospital must maintain a list of all contracted services, including the scope and nature of the service provided. The Board will also create a policy and procedure for approval and oversight of contracts.
- J. Ensure that patients' rights are promoted and protected as required by law and Medicare conditions of participation.
- K. Make provision for a Hospital Auxiliary and a non-profit Foundation, as the needs may arise. The Board shall require that Bylaws be established and shall approve such Bylaws, and any amendments thereof, for the Auxiliary and Foundation.
- L. Make provisions for individual volunteers who are not members of the Auxiliary to provide service.
- M. Report to and make recommendations to the Commissioners as necessary and appropriate. including the submission of the Hospital's annual budget as required.
- N. Approve and periodically review and revise a general employee wage/compensation plan to assure an adequate work force.
- O. Assure that all Board members understand and fulfill their responsibilities as Trustees of the Hospital and provide for periodic evaluation of its performance. New members of the Board shall participate in a Hospital Trustee orientation program and all members are encouraged to participate in available education programs.
- P. Adopt and comply with state statutes for conducting open (public) meetings. according to law.
- Q. Provide for a systematic and effective mechanism for communication between the Medical Staff and members of the Board and the CEO<del>. or his designee</del>.
- R. Assure that all patients will be provided the same level of care insofar as is practicable, regardless of their ability to pay.
- S. Have the ultimate authority to evaluate the health care needs of the community, the services provided by the Hospital, and the number of practitioners providing those services. In that regard, the Board retains the authority to restrict or expand the services offered by the Hospital, to restrict or expand the number of employed, licensed practitioners providing services in a given specialty based on its evaluation, and to determine that an exclusive contract is or is not necessary for a specific specialty or service.

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T. Review and revise these Bylaws as necessary to meet the purposes of the Hospital.

#### **CHAPTER IV: ORGANIZATION OF THE BOARD OF TRUSTEES**

#### Section 1. Meetings

Any assembly of at least a quorum of the Board that has been called by proper authority for the purpose of discussion, deliberation, presentation of information, or taking action regarding public business is a public meeting, open to the public at all times, except as otherwise provided.

- A. Regular meetings of the Board shall be held on Hospital premises on the first Wednesday of each month, unless the Board sets the regular meeting for an upcoming month on a different date. otherwise indicated in the call. The regular annual meeting of the Hospital governing body shall be at the regular July meeting. Any meeting that is not a regular meeting is a special meeting.
- B. Special meetings may be called by the presiding officer of the Board by giving verbal, electronic or written notice of the meeting to each member of the governing body and to each newspaper of general circulation, radio and television station requesting the notice. The notice shall specify the time and place of the special meeting and the business to be transacted and shall be issued at least eight (8) hours prior to the commencement of the meeting. No other business, other than noticed, shall be considered at a special meeting.
- C. Notice of Special Meetings and changes to the time or place of regular meetings shall be announced during the course of regular meetings and/or given to persons, each newspaper of general circulation, radio and television stations. requesting notice. A request for notice shall be in writing and on file with Memorial Hospital of Sweetwater County. The request for notice may be made for all future meetings where notice is required.
- D. The Board may recess any regular or special meeting to a place and time specified in an order of recess. A copy of the order of recess shall be conspicuously posted on or near the door of the place where the meeting or recessed meeting was held.
- E. The Board may hold an emergency meeting on matters of serious, immediate concern Page 91 of 335 to take temporary action without notice. Reasonable efforts shall be made to offer public notice. All action at an emergency meeting is of a temporary nature, and in order to become permanent shall be reconsidered and acted upon at an open, public meeting within forty-eight (48) hours, excluding weekends and holidays, unless the event constituting the emergency continues to exist after forty-eight (48) hours. In such case the Board may reconsider and act upon the temporary action at the next regularly

scheduled meeting of the agency, but in no event later than thirty (30) days from the date of the emergency action. W.S. 16-4-404(d)

- F. The Board may hold executive sessions, not open to the public, as provided for by law.
- G. All meetings of the Board shall comply with the Wyoming Open Meetings Act, Wyo. Stat. §§ 16-4-401 to 16-4-407.
- H. Any member of the Board who attends or remains at a meeting knowing the meeting is in violation of the Wyoming Public Meetings Act W.S. 16-4-401 through 16-4-410 shall be liable under W.S. 16-4-408 unless minutes were taken during the meeting and the parts thereof recording the member's objections are made public or at the next regular public meeting the member objects to the meeting where the violation occurred and ask that the objection be recorded in the minutes.
- I. Day-to-day administrative activities of Memorial Hospital of Sweetwater County shall not be subject to the above notice requirements.

#### Section 2. Executive Session

Before entertaining the motion to convene in executive session, the President shall publicly announce the purpose for excluding the public from the meeting place, an approximate time when the executive session will be concluded, and whether the open meeting will resume. The Board may hold executive sessions not open to the public under the following circumstances:

- A. With the attorney general, county attorney, district attorney, city attorney, sheriff, chief of policy or their respective deputies, or other officers of the law, on matters posing a threat to the security of public or private property, or a threat to the public's right of access.
- B. To consider the appointment, employment, right to practice or dismissal of a public officer, professional person or employee, or to hear complaints or charges brought against an employee, professional person or officer, unless the employee, professional person or officer requests a public hearing. The Board may exclude from any public or private hearing during the examination of a witness, any or all other witnesses in the matter being investigated. Following the hearing or executive session, the Board may deliberate on its decision in executive session.

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- C. On matters concerning litigation to which the Board is a party or proposed litigation to which the Board may be a party.
- D. To consider the selection of a site or the purchase of real estate when the publicity regarding the consideration would cause a likelihood of an increase in price.

- D. To consider acceptance of gifts, donations and bequests that the donor has requested in writing be kept confidential.
- E. To consider or receive any information classified as confidential by law.
- F. To consider accepting or tendering offers concerning wages, salaries, benefits and terms of employment during all negotiations.
- G. To consider any other matter authorized by law to be considered in an executive session.

Minutes shall be maintained of any executive session. Except for those parts of minutes of an executive session reflecting a members' objection to the executive session as being a violation of this act, minutes and proceedings of executive session shall be confidential and produced only in response to a valid court order.

#### Section 3. Officers

Any Board member may be considered eligible to be an officer of the Board. Board officers shall be elected at the July meeting of the Board. Officers elected are At the regular annual meeting (July) of the Hospital governing body, the Board shall elect from its membership a President, Vice-President, Secretary and Treasurer. No officer shall hold the same office for more than three (3) consecutive years without having had one (1) year break in service from that office of grace from that office before he can be is eligible for election to hold the same office again.

#### Section 4. Duties of Officers

- A. The President shall call and preside at all meetings of the Board. The President shall appoint the members and chairperson of each standing committee. The President shall act for the Board as a whole only with the Board's authorization.
- B. The Vice President shall, in the absence of the President, or in the event of his death, inability, or refusal to act, perform the duties of President, and when so acting, shall have all the powers of and be subject to all the restrictions upon the President. The Vice President shall also perform such executive duties as may be delegated to him by the President of the Board.
- C. The Secretary, or her designee, shall act as secretary of the Board; shall act as custodian Page 93 of 335 of all records and reports of the Board; shall be responsible for the keeping and reporting of adequate records of all transactions; and shall record the minutes of all meetings of the Board.

D. The Treasurer shall have custody of all funds of the Hospital; shall see that an accounting system is maintained in such a manner as to give a true and accurate

accounting of the financial transactions of the Hospital; and shall see that all expenditures are made to the best possible advantage of the Hospital.

Board discussion

#### Section 5. Quorum

A quorum of the Board consists of a majority of the Trustees in office immediately before a meeting begins. No action of the Board shall be valid unless such action shall receive the approval of a quorum of the Board. Any Trustee and any member member of the Board or of a Board committee may participate in any meeting of the Board or such committee by means of a conference telephone or similar communication equipment whereby all members participating in such meeting can hear one another for the entire discussion of the matter(s) to be voted upon. Such participation shall constitute attendance in person for all purposes, including but not limited to establishing a quorum.

#### Section 6. Conflict of Interest

The Board shall adopt and maintain a comprehensive Conflict of Interest policy. Each Trustee shall be required to affirm in writing his or her agreement to adhere to the terms of the Conflict of Interest policy upon taking his or her Oath of Office. The Board shall have the exclusive right, in accordance with the provisions of the Conflict of Interest policy, to adjudicate any alleged violations of the policy and determine the disciplinary or corrective measures required.

#### Section 7. Voting

- A. Each Trustee shall be entitled to one vote on any matter properly submitted to the Board for vote. Voting shall be in person or telephonically, and there shall be no voting by proxy.
- B. The President of the Board shall not be required to vote except when necessary in case of a tie vote or to form a quorum. The President shall, however, have the privilege to vote when he so desires.
- C. If any Trustee(s) in the minority on any question wish to present a written explanation of his/their position to the Secretary, such explanation shall be filed with the permanent records of the Board.
- D. All Trustees shall be provided copies of the minutes of each previous Board meetings.

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#### Section 8. Committees

A. All committee meetings will be held on the Hospital premises, unless otherwise indicated in the call.

- B. Minutes from standing committee meetings will be provided to the Board at the Board meeting following the committee meeting.
- C. Committees may be standing committees or special committees.
- D. Standing committee members shall be appointed by the President. Their tenure will run until the annual meeting, or until a successor is named whichever last occurs. Standing committees of the Board shall be Finance & Audit, Quality, Governance, Human Resources, Executive Oversight & Compensation, Joint Conference and Building & Grounds. and other such committees as the Board may authorize. The charge of all standing committees will be stated in the committee charters as adopted by the Board.
- E. Special committees will be appointed by the President on approval of the Board for such special tasks as circumstances warrant. The special committees shall limit their activities to the accomplishment of the task for which they were created or appointed and shall have no power to act except as specifically conferred by the Board of Trustees. Such special committees shall dissolve upon completion of their appointed task or by order of the President with the approval of the Board.

#### **CHAPTER V: HOSPITAL CHIEF EXECUTIVE OFFICER**

#### Section 1. Appointment and Qualifications

The Board shall appoint a chief executive officer (CEO), and she shall be qualified for the position by education, training, and significant progressive management experience in an accredited hospital. It is desirable that she hold certification as Member or Fellow of the American College of Healthcare Executives and/or the American Academy of Medical Administrators. Further, that she has successfully completed accredited collegiate or university academic studies in the specialty of health and hospital, or business administration.

#### Section 2. Authority

Within the framework of broad objectives and policies developed and approved by the Board, the CEO shall plan, direct, coordinate and evaluate all activities of the Hospital. The CEO shall report to the Board at its regular monthly meeting. Communication with the Board between regular monthly meetings shall be through the President of the Board.

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#### Section 3. Duties

The CEO is charged with fulfilling the duties as stated in her job description and with performing these duties in accordance with her employment agreement and in full compliance with the Hospital Bylaws.

#### CHAPTER VI: FISCAL CONTROL

#### Section 1. Guidelines and Audits

- A. The Chart of Accounts for Hospitals prescribed by the American Hospital Association, with modification as needed; the laws of the State of Wyoming; and Generally Accepted Accounting Principles shall be followed in recording and accounting for financial transactions of the Hospital.
- B. The Board shall review and approve an annual budget for the operation of the Hospital a format acceptable to the Director of the Wyoming Department of Audit. The budget shall in accordance with the laws of the State of Wyoming, to require that businesslike methods are employed in the expenditure of and accounting for all monies, that a long-term capital expenditure plan is included, and that annually, or as otherwise necessary, the implementation of the plan is monitored.
- C. The financial records and financial procedures of the Hospital shall be audited annually by an independent, certified public accountant and/or firm. The results of this annual audit shall be presented to the Board at the Board meeting immediately following completion of the audit report.

#### Section 2. Execution of Instruments

- A. Unless otherwise specifically determined by the Board or required by law, formal contracts of the Hospital, promissory notes, deeds of trust, mortgages or other evidences of indebtedness of the Hospital shall be executed, signed or indorsed by the CEO or other such officers of the Hospital as outlined by Board policy. to whom the Board, by policy, has delegated such power through a Board policy
- B. There are certain transactions of the Board that require Commissioner approval as outlined in Wyoming Statutes 18-8-108 and 18-8-301.
- C. Indorsement for deposit of commercial paper to the credit of the Hospital in any of its duly authorized depositories may be made, without countersignature, by the CEO or such officers of the Hospital to whom the Board, by policy, has delegated such power.

D. All checks, drafts, or other order for payment of money, notes or other evidences of indebtedness, issued in the name of or payable to the Hospital, shall be signed or indorsed by the CEO or such other person(s) and in such manner as determined by Board policy. Page 96 of 335

#### Chapter VII-MEDICAL STAFF

#### Section 1. Establishment of Medical Staff

The Board, by this Chapter VII, and by adopting the Bylaws of the Medical Staff, which are incorporated into these Bylaws by this reference, hereby establishes and sets forth the organizational structure of the Medical Staff and its relationship to the Board of Trustees and to the Hospital administration.

For the purposes of these Bylaws, the term "Medical Staff" shall have the meaning set forth in the Medical Staff Bylaws.

In the event of any conflict between the provisions of these Bylaws and the Medical Staff Bylaws and Rules and Regulations, the provisions of these Bylaws shall supersede any conflicting provisions of the Medical Staff Bylaws and Rules and Regulations; provided, however, that every effort shall be made to interpret these Bylaws and the Medical Staff Bylaws and Rules and Regulations as being consistent with one another. In the event of any such conflict, the Board of Trustees shall meet with the Medical Executive Committee to explain the conflict, and to amend the Medical Staff Bylaws and Rules and Regulations accordingly.

The relationship between the Medical Staff and the Hospital is the following:

- A. With the exception of employed physicians, the relationship is not an employment relationship but a privilege in the nature of a license to use the Hospital facilities for the treatment of patients;
- B. The Medical Staff is an advisor to the Board when providing clinical expertise; and
- C. The Medical Staff Bylaws serve as a framework for self-governance of Medical Staff activities, but do not suggest that the Medical Staff is a separate entity; the Medical Staff is a part of the Hospital.

#### Section 2. Requirements and Responsibility for Appointment, Reappointment, Granting or **Curtailing of Privileges**

A. The Board shall ensure that the Medical Staff is organized into a responsible Page 97 of 335 administrative unit. The Medical Staff shall adopt Bylaws, Rules and Regulations, and policies, subject to Section 3 of Chapter VII of these Bylaws, for governance of its members' practice within the Hospital, and shall periodically review its Bylaws, Rules and Regulations, and policies, to ensure consistency with the Board's determination of the greatest benefit to the care of patients of the Hospital and consistent with Hospital policy, the requirements of The Joint Commission, and applicable requirements of law.

The Board may establish appropriate rules of conduct and behavior for the members of the Medical Staff, and procedures for monitoring compliance with such rules. The Board may also establish, through Board policy, such economic conflict of interest requirements for membership on the Hospital Medical Staff as it deems to be in the best interest of the Hospital. Acting in its role as advisor to the Board in matters requiring clinical expertise, the Medical Staff shall be responsible for making recommendations to the Board concerning initial staff appointments, reappointments and the granting, termination, curtailment or revision of clinical privileges for Medical Staff members and for licensed independent practitioners with clinical privileges. The Medical Staff will be responsible for the submission of regular reports on the review processes carried out by the Medical Staff in accordance with the requirements of the Medical Staff Bylaws.

- B. The Board shall act on recommendations concerning Medical Staff appointments, reappointments, terminations of appointments, and the granting, termination, curtailment or revision of clinical privileges of licensed independent practitioners within a reasonable time as specified in the Medical Staff Bylaws.
- C. Only physicians, dentists, podiatrists or other health care professionals independently licensed will be entitled to Clinical Privileges at the Hospital. The Medical Staff will consist of physicians only, which include any individuals with an M.D. or D.O. degree who is fully licensed by the Wyoming State Board of Medicine to practice medicine or osteopathy in the State of Wyoming.

#### Section 3. Medical Staff Bylaws, and Rules and Regulations

Bylaws and Rules and Regulations for the Medical Staff shall set forth its organization and government including mechanisms for the following: appointment and reappointment; the granting, termination, curtailment and revision of clinical privileges; liaison between the Board and the Medical Staff; and the quality assurance/improvement, peer review and other responsibilities of the Medical Staff as required by The Joint Commission and applicable laws.

The Medical Staff Bylaws and Rules and Regulations shall be adopted as provided in the Medical Staff Bylaws. The ultimate authority to adopt or amend the Medical Staff Bylaws, and Rules and Regulations shall be vested in the Board.

#### Section 4. Admission of Patients

Only members of the Medical Staff in good standing and who hold appropriate admitting Page 98 of 335 privileges can admit patients to the Hospital. Physicians, podiatrists, and dentists who are members of the Medical Staff as provided in the Medical Staff Bylaws and Rules and Regulations and as authorized by law, shall be responsible for the medical aspects of patient care and shall practice only within the scope of their clinical privileges as granted by the Board. The quality of care provided by these individuals to patients of the Hospital shall be reviewed as

part of the Hospital's quality assurance/improvement program and in accordance with the Medical Staff Bylaws, Rules and Regulations.

#### Section 5. Communication with the Board of Directors and Hospital Administration

As provided in these Bylaws and in the Medical Staff Bylaws, there shall be effective and systematic liaison and communication between the Board, the Medical Staff, and the Hospital administration. In addition, the Medical Staff shall participate in meetings of the Board by attendance of Medical Staff Officers and participation of Medical Staff Officers at Board meetings. shall have the right of representation, through attendance and voice at meetings of the Board, by the Medical Staff Officers.

#### Section 6. Medical Staff Recommendations

The Medical Staff, as provided in the Medical Staff Bylaws, shall make recommendations to the Board for the Board's approval, which shall include recommendations pertaining to the following:

- A. The structure of the Medical Staff;
- B. The mechanism used to review credentials and to delineate individual clinical privileges;
- C. Individual Medical Staff membership;
- D. Specific delineated clinical privileges for each individual exercising such privileges;
- E. The organization of the quality activities of the Medical Staff as well as the mechanisms used to conduct, evaluate, and revise such activities;
- F. The mechanism by which membership on the Medical Staff and clinical privileges may be suspended, curtailed or terminated; and
- G. The mechanism for a fair hearing plan.

#### Section 7. Liability Insurance

Members of the Medical Staff, including dentists and allied health professionals, shall annually Page 99 of 335 provide written proof of liability (malpractice) insurance for an amount to be determined by the Hospital Board. Furthermore, each member of the Medical Staff shall notify the Hospital within two (2) ten (10) business days of receiving notification of cancellation of liability insurance. Noncompliance with this policy is cause for immediate revocation of staff membership and clinical privileges.

#### Section 8. Allied Health Professionals

Allied Health Professionals shall function as provided in the Medical Staff Bylaws. For purposes of these Bylaws, the term "Allied Health Professional" shall have the meaning set forth in the Medical Staff Bylaws. The Board shall determine which categories of Allied Health Professionals shall be allowed to practice within the Hospital.

#### **CHAPTER VI: ABORTIONS**

#### Section 1. Abortion Policy

- A. Elective or demand abortions are not permitted on the premises of the Hospital.
- B. Therapeutic abortions may be performed <u>only</u> for the therapeutic purpose of saving the life of the mother and require written consultation from at least two disinterested, qualified physician consultants.

#### **CHAPTER VII: DISCRIMINATION**

#### Section 1. Nondiscrimination Policy

No discrimination because of race, creed, religion, national origin, disability, age, gender, or sexual orientation will be allowed in the admission and treatment of patients, appointments or privileges of Medical Staff members, employment of personnel or the conduct of other business of the Hospital.

#### **CHAPTER VIII: PUBLIC STATEMENTS AND PRONOUNCEMENTS**

#### Section 1. Official Positions

The Board acts as a body. Policy and statement of official positions will be made only after Trustees concurrence as indicated by a majority vote. All such statements will be issued by the President through the office of the CEO.

#### **CHAPTER IX: GIFTS AND BEQUESTS**

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#### Section 1. Acceptance Policy

The Board may receive donations of real estate, money or other property in the aid of the establishment of the Hospital or for the construction of additions or provision of furniture or facilities. They shall permit any donor furnishing the means for the construction of any individual portion of the Hospital, or for equipping and especially endowing any ward or room

therein, to name the same in memory of any person chosen by the donor and shall observe the conditions accompanying every gift that is not in violation of Wyoming Law and is consistent with the proper management and objectives of the Hospital.

#### **CHAPTER X: AUXILIARY ORGANIZATION**

#### Section 1. Guidelines

The code, constitution, rules and regulations or Bylaws adopted by an auxiliary organization shall be ratified by the Board. Actions of the auxiliary shall be subject to review by the Board through the CEO and through an annual report of its activities. This report shall be created by the Director of the auxiliary and will be presented at the January Board meeting

#### CHAPTER XI: INDEMNIFICATION AND INSURANCE

#### Section 1. Indemnification of Directors and Officers

The corporation shall, to the extent legally permissible, indemnify each person who may serve or who has served at any time as an officer, director, or employee of the corporation against all expenses and liabilities, including, without limitation, counsel fees, judgments, fines, excise taxes, penalties and settlement payments, reasonably incurred by or imposed upon such person in connection with any threatened, pending or completed action, suit or proceeding in which he or she may become involved by reason of his or her service in such capacity; provided that no indemnification shall be provided for any such person with respect to any matter as to which he or she shall have been finally adjudicated in any proceeding not to have acted in good faith in the reasonable belief that such action was in the best interests of the corporation; and further provided that any compromise or settlement payment shall be approved by a majority vote of a quorum of directors who are not at that time parties to the proceeding.

The indemnification provided hereunder shall inure to the benefit of the heirs, executors and administrators of persons entitled to indemnification hereunder. The right of indemnification under this Article shall be in addition to and not exclusive of all other rights to which any person may be entitled.

No amendment or repeal of the provisions of this Article which adversely affects the right of an indemnified person under this Article shall apply to such person with respect to those acts or omissions which occurred at any time prior to such amendment or repeal, unless such amendment or repeal was voted by or was made with the written consent of such indemnified person.

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This Article constitutes a contract between the corporation and the indemnified officers, directors, and employees. No amendment or repeal of the provisions of this Article which

adversely affects the right of an indemnified officer, director, or employee under this Article shall apply to such officer, director, or employee with respect to those acts or omissions which occurred at any time prior to such amendment or repeal.

#### Alternative #2 Statute

The Hospital shall indemnify a Board member who was wholly successful, on the merits or otherwise, in the defense of any proceeding to which the director was a party because he is or was a Board member of the Hospital against reasonable expenses actually incurred by the Board member in connection with the proceeding. W.S. 17-19-852

Memorial Hospital of Sweetwater County shall indemnify each member of the Board of Trustees and each of its officers against, and the Hospital shall save them harmless from, all claims, demands, causes of actions and claims for relief, which may, at any time, be asserted or brought against any one or more of them as a result of, or in connection with their performances or failure to perform any act, deed, or activity in their capacity as directors or officers. This indemnification shall extend to and include all reasonable costs and expenses, including legal fees, which any Trustee or officer of the Hospital may have to incur as a result of any assertion of the liabilities or potential liabilities covered by this indemnification

#### Section 2. Limitation on Protection

Irrespective of anything to the contrary set forth in the immediately preceding section, the Hospital shall not be required to indemnify anyone against claims, demands, claims for relief or causes of action based upon, or arising out of intentional, wanton or willful misconduct or malfeasance.

#### Section 3. Insurance

The Hospital may purchase and maintain insurance on behalf of the Board of Trustees against liability asserted against or incurred by the Board or Board member in the capacity or arising from his status as a Board member. W.S. 17-19-857

#### **CHAPTER XII: AMENDMENTS AND ALTERATIONS**

#### Section 1. Requirements

Amendments and alterations to the Bylaws shall require a majority vote of a quorum of the Trustees at any regular or special meeting, provided the proposals for changes have been furnished in writing to each Trustee at least five days prior to the meeting.

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#### Section 2. Effective Date

These Bylaws become effective immediately upon their acceptance and adoption and supersede all previously adopted Bylaws.

The Board of Trustees, Memorial Hospital of Sweetwater County, Rock Springs, Wyoming is established pursuant to Wyo. Stat. § 18-8-101, et seq., (2009).

### **ACCEPTANCE AND ADOPTION**

The foregoing Bylaws of Memorial	l Hospital of Sweetwater County Board of Trustees are
hereby accepted and adopted as of this	
	<del></del>
	·
	Richard Mathey, President
	Richard Mathey, President
Attest:	
Taylor Jones, Secretary	



# Memorial Hospital of Sweetwater County Board of Trustees

# **Building & Grounds Committee Meeting**

Tuesday - September 12, 2017

5:00 PM

MHSC Classrooms 1 & 2

#### Memorial Hospital of Sweetwater County Building & Grounds Committee Classrooms 1 & 2 5:00 PM

Tuesday – September 12, 2017

<b>Board Committee Members</b>	<b>Staff Attendees</b>
<b>Taylor Jones</b>	Irene Richardson
Ed Tardoni	Jim Horan
	Tami Love

#### **Guests**

**John Kolb** – Board of Sweetwater County Commissioners **Gerry Johnston** – Facilities **Stevie Nosich** – Facilities

#### **Agenda**

- 1. Approve August 15, 2017 Minutes
- 2. Project(s) Review
  - A. Emergency Room Desk Final documents and payment
  - **B.** Laundry Update
  - C. CT Project Update
  - D. 10-20 Prioritized Projects List
- 3. Old Business
  - A. Tunnel Issues
  - **B.** Existing Contingency Plans
  - C. Storage Options
- 4. New Business
  - A. The Joint Commission Survey
  - B. Charter
- 5. Meeting Schedule

#### MEMORIAL HOSPITAL OF SWEETWATER COUNTY

#### Building & Grounds Committee Meeting August 15, 2017

Trustees Present: Mr. Taylor Jones

Mr. Ed Tardoni

Committee Members Present: Mr. Jim Horan

Ms. Tami Love

Committee Members Absent: Ms. Irene Richardson

Guests: Mr. Gerry Johnston - Facilities

Mr. John Kolb – Sweetwater County Board of County

Commissioners

Ms. Britt Swanson – Plan One Architects

#### **Call Meeting to Order**

Mr. Jones called the meeting to order.

#### **Meeting Minutes**

The minutes of the July 18, 2017, regular meeting were reviewed. The motion to approve the minutes as presented was made by Mr. Tardoni; second by Mr. Horan. Motion carried.

#### **Projects Review**

#### **Emergency Department Reception Desk**

Ms. Swanson said there is nothing new to report as they are still waiting on the contractor, Hogan.

#### Laundry

Mr. Horan said they have been cleaning the ducts and found and repaired a bad damper. This has already resulted in better exhaust in the room. They are looking at having all of the ducts thoroughly cleaned and then will look at the possibility of installing a second exhaust.

#### **Seclusion/Detention Rooms**

The committee is waiting for additional information and accurate data before making any recommendations.

#### **Old Business**

#### **Tunnel Issues**

No update.

#### **New Business**

#### **Action Plans**

Mr. Tardoni asked if there was an action plan for what would happen if the single steam line failed. Could the old steam line be used if needed? Mr. Tardoni mentioned the work being done in the Quality meeting regarding having individual action plans and teams to create them. Mr. Horan said we do have policies on what to do in the case of failure of different systems. Mr. Jones commented that he would like to see a full set of contingency plans for Facilities and Mr. Tardoni added it would make them more comfortable with putting off needed repairs. Mr. Kolb asked specifically about fixing the second steam line and possibly amending the budget to make the repairs. Mr. Johnston said it could probably be repaired with existing budgeted operational funds. Mr. Horan will bring the existing contingency plans and policies for the Building & Grounds committee to review. Mr. Jones reiterated that if we find something that needs fixed, then fix it, don't wait to bring it to this committee for approval. Ms. Love told the committee that we have the County maintenance fund to be used for this type of repairs. Mr. Jones asked for a list of 10-20 prioritized projects that we can use the Maintenance fund for and then we can decide if we need to ask the Commissioners for additional money. Mr. Horan and Mr. Jones agreed that we can't spend millions on projects but we can do small fixes to patch and sustain until we can spend the millions. Ms. Love reminded the committee that maintenance and repairs can be done out of the operational budget but any Capital projects still need to go through Finance & Audit and the Board.

#### **Storage Facilities**

In-house counsel has been asked to write up a new lease contract for the current storage building for a term of one year. Mr. Jones asked about looking into purchasing "C" cans to store documents in onsite. He said the current building we are leasing is too big for what we are using it for. Mr. Johnston said we need to make sure we have access to the documents. Mr. Jones asked that we start looking for other options for storage so we have a plan after the one year lease is up.

#### CT Project

Ms. Swanson was excused from the meeting.

Mr. Horan discussed the two architect proposals received for the CT replacement project. Mr. Jones asked that a recommendation be brought to the Finance & Audit committee so it can be moved to the full Board for approval.

The Committee agreed to meet again on Tuesday, September 12 at 5:00 PM.

With no further business, the meeting was adjourned at 6:16 PM.

Submitted by Tami Love.

### **Board Charter: The Building & Grounds Committee**

Board of Trustees Orientation and Resource Handbook

**Category: Board Committees & Committee Charters** 

Title: Building & Grounds Committee

**Original adoption:** 

**Revision:** 

#### **Purpose:**

The purpose of the Building & Grounds Committee is to represent and assist the Board of Trustees (Board) in discharging its duties in respect to protecting and maintaining the real properties of Memorial Hospital of Sweetwater County (Hospital), including its offsite properties, in support of a safe, efficient, and aesthetic environment.

#### **Responsibilities:**

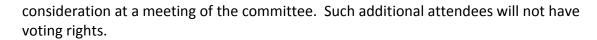
In fulfilling its charge, the Building & Grounds Committee is responsible for the following activities and functions:

- 1. Monitor the functional integrity and safety of the Hospital's real properties, including its off-site properties, and reports to the Board any needs for action to maintain or improve its real properties.
- 2. Assess the needs, and governmental and regulatory mandates, to set priorities that support the overall mission of the Hospital for safe, efficient care.
- 3. Recommend, review, and assess proposed projects and renovations.
- 4. Identify future needs and improvements that are beyond normal maintenance activities.
- 5. Monitor capital construction projects.
- 6. Recommend to the Board an annual Building and Grounds plan consistent with the Hospital's annual budget and strategic plan.

#### **Composition:**

The Building & Grounds Committee will consist of two (2) members of the Board, one of whom will function as chair person; the Chief Executive and Chief Financial Officers; and the Director of Facilities. Each of these members shall have voting privileges.

The Director of Facilities, at his discretion, may invite other attendees who have involvement with, or can contribute information about, any current issue under



#### **Meeting Schedule:**

The committee shall meet monthly, or as needed.



#### September 28, 2017 5:30pm MHSC Foundation Office

#### **AGENDA**

I.	Call to Order Roll Call & Establishing Quorum Reading of Mission Statement	Charlie Van Over
II.	Approval of Minutes August	Charlie Van Over
III.	Monthly Financial Report	Teresa Noble
IV.	Old Business	
A.	Red Tie Gala	Tiffany Marshall
B.	Urology Approved Purchase	Tiffany Marshall
C.	Employee Contribution Campaign	Tiffany Marshall
V.	New Business	
Α.	Foundation President update	Charlie Van Over
В.	Interim CEO update	Irene Richardson
С.	Foundation Director updates	Tiffany Marshall
D.	Vacant Board Position- Medical Staff Representative	Tiffany Marshall
VI.	Other Discussions	
VII.	Adjournment	

#### **Next Meeting:**

Joint Foundation and MHSC Board of Trustee dinner- 5:30pm Joint Foundation and MHSC Board of Trustee Meeting- 6:00pm Foundation Board meeting- 7:00pm October 26, 2017 Classrooms 1-3

Memorial Hospital of Sweetwater County Foundation's mission is to foster philanthropic relationships, raise funds, and manage resources for the advancement of healthcare at Memorial Hospital of Sweetwater County for the benefit of the citizens of Southwest Wyoming.



September 28, 2017 5:30pm Coyote Creek

#### **BOARD MEMBER PACKET**

This packet includes additional information for the Foundation Board to review and discuss during the Foundation Board Meeting.

- Page 1: Updated Memorial Hospital Foundation Board of Directors Contact Information
- Page 2: Updated 2017-2018 Board of Trustees and other position information
- Page 3-6: Official Capital Request and Quote for PharmaWatches
- Page 7: Memo from Uinta Bank- Investment Opportunities
- Page 8: Red Tie Gala Historical Sponsor List
- Page 9: PR- Blanket Donation

### Memorial Hospital Foundation Board of Directors

Contact Information

Name	Contact Information	Term Dates	Term Serving
Charlie Van Over, <i>President</i> 4020 Dewar Dr. Suite A Rock Springs, WY 82901	Office: 307.352.2954 Charlievanover@gmail.com	First Term: 11/27/14-11/27/17	Currently serving first term and currently qualifies for second term nomination in 2017.
Fred von Ahrens, Vice President Arabian Circle Rock Springs, WY 82901	Cell: 267.250.1887 Fred.von.ahrens@tronox.c om	Second Term: 7/24/17- 7/24/19	Currently serving second term as of 7/24/19.
Teresa Noble, <i>Treasurer</i> 220 B. Street Rock Springs, WY 82901	Office: 307.362.6631 Cell: 307.389.8717 tnoble@rswycpas.com	First Term: 1/29/15-1/29/18	Currently serving first term and qualifies for second term nomination in 2018.
Dianne Blazovich, Secretary 1604 Collins Street Rock Springs, WY 82901	Office: 307.362.7519 Home: 307.382.9125 jblazovi@qmail.com	First Term: 1/29/15-1/29/18	Currently serving first term and qualifies for second term nomination in 2018.
Irene Richardson 1200 College Dr. Rock Springs, WY 82901	Office: 307.352.8413 irichardson@sweetwaterm emorial.com	Standing Member	Memorial Hospital's CEO is a standing member with no expiration
Becky Costantino 1835 Carson St. Rock Springs, WY 82901	Cell: 307.389.4567 costis@wyoming.com	First Term: 8/24/17-8/24/19	Currently serving first term and qualifies for second term nomination in 2019.
Kelly Sugihara 200 N. Center St. Rock Springs, WY 82901	Cell: 208.201.3661 Office: 307.362.7840 Kelly.Sugihara@bankofthe west.com	First Term: 8/24/17-8/24/19	Currently serving first term and qualifies for second term nomination in 2019.
Marty Kelsey 480 Evans St. Green River, WY 82935	Cell: 307.389.2288 mkelsey@sweetwatermem orial.com	First Term: 7/5/17-7/2018	Representative of MHSC Trustee for yearly term.
Chad Franks, M.D. 1221 Hilltop Dr. Rock Springs, WY 82901	Office: 307.352.8215 Cell: 307.371.3725 cfranks@sweetwatermemo rial	Term: 7/2017-7/2018	Yearly term to expire July 2018.

#### 2017 - 2018 BOARD OF TRUSTEES

NAME	WORK PHONE/EMAIL	Home/Cell Phone	TERM
Richard Mathey, <i>President</i> 1205 South Dakota - GR, WY 82935	875.5872 rmathey@sweetwatermemorial.com	875.2164	7/1/16 to 6/30/21
Taylor Jones, <i>Treasurer</i> 927 Whitewater Drive - RS, WY 82901	taylorelmwire@yahoo.com	Cell: 389.2288	7/1/16 to 6/30/20
Marty Kelsey, <i>Secretary</i> 480 Evans St – GR, WY 82935	mkelsey@sweetwatermemorial.com	875.4842	7/1/17 to 7/1/22
Barbara Sowada, <i>Vice President</i> 2632 Popo Agie Dr – RS, WY 82901	bsowada@live.com	382.2263 Cell: 847.529.9503	2/7/17 to 7/1/19
Edward Tardoni, <i>Trustee</i> 100 Hill St – RS, WY 82901	ttardoni@q.com	382,7438 Cell: 389.3002	2/21/17 to 7/1/18

#### PRESIDENT OF THE MEDICAL STAFF

NAME	WORK/CELL PHONE
Dr. David Dansie 1180 College Drive Rock Springs, WY 82901	Office: 352.8125 Cell: 307.871.0323 ddansie@sweetwater memorial.com

#### **INTERIM CHIEF EXECUTIVE OFFICER**

NAME	Work/Cell Phone
Irene Richardson	Office: 352.8413 / 352.8411
1200 College Drive	Cell: 307.870.4200
Rock Springs, WY	irichardson@sweetwatermemorial.com

#### BOARD ATTORNEY

NAME	Work Phone/Email	HOME PHONE
JAMES E. PHILLIPS PHILLIPS LAW, P.C. 822 Main Street - P.O. Box 770	(307)-789-9370 jimphillipslaw@gmail.com	
Evanston, Wyoming 82931-0770		

#### COUNTY COMMISSIONERS

Name	Work Phone	HOME/CELL PHONE
Reid, West, Chairman 80 W. Flaming Gorge Way, Suite 109 Green River, WY 82935	Courthouse: 872.3895 Fax: 872.6349 westr@weet.wy.us	
John Kolb Liaison	872.3894 kolbj@sweet.wy.us	
Don Van Matre	872.3889 vanmatred@sweet.wy.us	: * .
Randy (Doc) Wendling	872.3893 wendlingr@sweet.wy.us	
Wally Johnson	872.3899 johnsonw@sweet.wy.us	



		# Assigned: FY -					
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 of the state o							
Note: When appropriate attack the TAB	KEY to navigate around this form to maintain th	ne form's integrity.					
Department: Pharmacy.							
	Provide a detailed description of the capital expenditure requested: Pharmawatch is a small device that monitors						
temperature within a user defined range	e capital expenditure requested: Pharma	awatch is a small device that monitors					
cost \$20 per device per month Purchasi	ent out of range for an unknown number o	f hours in August 2017. Monitoring will					
	ng the devices costs \$300. We will set up the medication fridges and freezers as well as 8						
Preferred Vendor: PharmaWatch	medication mages and neezers as well as 8	units in the lab.					
Total estimated cost of project (Check	all required components and list related exp						
1. Renovation	wo . equil eu components una tist retated exp						
2. Equipment		\$ <u>0</u>					
3. Installation		\$ 6300 \$					
4. Shipping		<u>\$</u>					
5. Accessories							
6. Training		\$ 0 \$ 0					
7. Travel costs		\$ 0 \$ 0					
8. Other e.g. interfaces		\$ 0 \$ 0					
	Total Costs (add 1-8)	\$ 6300					
Does the requested item:		<b>4 0500</b>					
Require annual contract renewal?	ES NO						
Fit into existing space?	Explain:						
YES NO		ļ					
Attach to a new service:	Explain: I have the monitoring fee in r	ny approved budget. Lab will absorb					
YES NO	monitoring under another budget item	Free outgot Euc Will absorb					
Require physical plan modifications?	Electrical	\$					
If yes, list to the right:	HVAC	\$					
☐ YES ⊠ NO	Safety	\$					
	Plumbing	\$					
	Infrastructure (I/S cabling, software, etc.)	\$ .					
Annualized impact on a di co	Engineering	\$					
Annualized impact on operations (if ap	plicable);						
Projected Annual Procedures (NEW not e	Decreases	Budgeted Item?					
Revenue per procedure	\$	☐ YES ☒ NO					
Projected gross revenue	\$						
Projected net revenue	\$						
Projected Additional FTE's							
Salaries	\$						
Benefits	\$						
Maintenance	\$						
Supplies	\$						
	Ψ						
Total Annual Expenses	\$ 0						
Net Income/(loss) from new service	\$0						
The same and the s	Review and Approvals						
Submitted by:	Verified enough Capital to purchase						
Department Leader	YES NO						
Vice President of Operations	YES NO						
Chief Financial Officer	YES 3 NO						

Chief Executive Officer	☐ YES ☐ NO	
Board of Trustees Representative	T VEC T NO	
· · · · · · · · · · · · · · · · · · ·	L ILO L NO	

#### OTHER CONSIDERATIONS

Any medication that requires refrigeration or freezing has an acceptable "excursion" time limit. An excursion is the amount of time a drug is permitted to be outside its temperature representation.				
insert, a call is made to the manufacturer to determine if it is still weekly an excursion longer than indicated on the package				
that are refrigerated are rarely allowed to be returned for credit and even more rarely credited if the excursion window has been exceeded.				
been exceeded.				
Blood and tissue storage also requires constant surveilance to ensure the product is still viable.				
salventance to ensure the product is still ylable.				
Submitted by: Signature Date				



AmericanPharma Technologies, Inc.

280 N. 8th St. Suite 206 Boise, ID 83702 (888) 234-5157

billing@ameri-pharma.com

Prehaudor pulphanite!

**ADDRESS** 

Memorial Hospital of

Sweetwater County

1200 College Dr

Rosk Springs, WY 82901

SHIP TO

Memorial Hospital of

Sweetwater County

1200 College Dr

Rosk Springs, WY 82901

STATEMENT OF WORK 3833

**DATE** 08/30/2017

EXPIRATION DATE 09/30/2017

TO:

Renee Petty

**EMAIL** 

rpetty@sweetwatermemorial.com

PRODUCT / SERVICE DESCRIPTION	QTY	RATE	AMOUNT	
KIT - Sensor with Single Replaceable Probe monitors temperature in freezers, refrigerators, cabinets, and incubators	21	349.00	7,329.00	4.00
DISCOUNTS:Hardware Discount for sensor(s) and hardware	21	-49.00	-1,029.00	\$630
PHARMAWATCH:Enterprise Solution monitoring fees monitoring Solution and Services \$35 per zone per month for 12 months	21	420.00	8,820.00	
DISCOUNTS:Custom Discount for PharmaWatch monitoring services and support	21	-180.00	-3,780.00	
SERVICE:PharmaWatch Portal Set-up Portal and sensor pre-configuration - One time Set-up fee. \$40 per zone	21	40.00	840.00	***************************************
DISCOUNTS:Custom Discount for PharmaWatch monitoring services and support	21	-40.00	-840.00	
Sweetwater Memorial Hospital to do sensor installations				
YEAR TWO MONITORING COSTS (FOR BUDGETING PURPOSES ONLY)				
PharmaWatch Monitoring Services and Support \$20.00 per zone for 12 months: \$5,040.00		**************************************		
NIST Recertification: \$75 per zone 21 Probes @ \$75.00 each: \$1,575.00	***************************************	<b>34</b> Minor	VI. &V	***************************************
Total for Year Two Budget: \$6,615.00				

Signature below approves TERMS AND CONDITIONS /

#### **UINTA BANK**

# Memo

To:

**Sweetwater County Public Entities** 

From:

Ted Ware, SVP, 307-389-8339

cc:

None

Date:

September 14, 2017

Re:

Rates on Public Funds

#### Rate Comparisons at Uinta Bank:

Below is a table that compares rates at Uinta Bank to some other well-known funds that are suitable for Public Investment:

**Uinta Money Market Account:** 

1.09 APY

(Public funds in excess of FDIC insurance are

secured with US government securities)

Wyo Star:

.990

(8-1-2017 to 8-31-2017 Average Rate)

Local Money Market Rates:

Lower

(In our recent bid experience, we have out-bid our

competitors at our current rate)

#### **Red Tie Gala Sponsor List**

Amerient (turned intallere)  Patritum  City of Green River  City of Stores River  City of Green River  City of Gre	Sponsor	2015	2016	2017	2018 forecasted
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City of Ros Springs   Maintum   Maintum   Oeclined   Gettined   Clark Strick   Oold   CliffonLarsonAllen   Pathnum			Distinum	Declined	dadina
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Dr. Joke Abhroson (Fornity Med)   Diamond   Platinum   Diamond   Platinum/Diamond   Platinum/Diamond   Dr. Joke Abhroson (Fornity Med)   Diamond	Dr. Brianne Crofts	Platinum			
De Joke Johnson (Family Med) De Johnson De Johnson De Johnson De Johnson De Johnson De Mack/ Southwest Pain Mgt De	Dr. Dinko and Diana Plenkovich	Gold	Dr. Dinko and Diana Plenkovich	Seperated	
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Dr. Mactif   Diamond   Dr. Poyer*   Diamond   Diamond   Diamond   Dr. Poyer*   Diamond   Diamond   Dr. Poyer*   Diamond   Di	Dr. Jake Johnson (Family Med)		Platinum	Diamond	Platinum/Diamond
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Dr. Poper*   Diamond   Dr. Somer Kotton   Plothinum/Diamond   Dr. Somer Kotton   Plothinum   Dr. Solentich*   Diamond   Pletinum/Diamond   Pletinum   Diamond	Dr. Neupane	Diamond	Diamond	Out of town	Platinum/Diamond
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Hall, Noble, and Associates  Platinum  Platinum  Platinum  Diamond (VIP winner)  Platinum/Diamond  High Country Realty  Gold  Gold  Gold  Gold  Gold  Doubtful  Hogan & Associates  Diamond  Partner  Doubtful  HydraFab  Platinum  Maybe  Platinum/Diamond  Key Bank  Gold  Gold  Silver  Gold/Silver  Gold/Silver  Gold/Silver  Gold/Silver  Gold/Silver  Gold/Silver  Gold/Silver  Bratinum  Maybe  Platinum  Doubtful  Mary Jo Kershisnik (Gateway Inc.)  Diamond  Mary Do Kershisnik (Gateway Inc.)  Diamond  Maybe  Platinum Platinum  Platinum  Platinum  Doubtful  Mary Jo Kershisnik (Gateway Inc.)  Diamond  Diamond  Diamond  Maybe  Platinum/Diamond  Maybe  Platinum/Diamond  Maybe  Platinum/Diamond  Diamond  Diamond  Diamond  Diamond  Diamond  Doubtful  Maybe  Platinum/Diamond  Diamond  Diamond  Diamond  Diamond  Doubtful  Maybe  Platinum  P	·	Gold			Platinum/Diamond
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Hogan & Associates    Diamond   Diamond   Partner   Doubtful				· · · · · · · · · · · · · · · · · · ·	
HydraFab   Platinum					
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	Wind River Vending	Platinum	Platinum	Sat with Mary Jo	

# SOUTHWES SERVING ALL OF



Kim Graham; left, Tierra Fife; center, and United Steel Workers Women of Steel Memorial Hospital Foundation Photo Committee Chairwoman Tina Fife hold the handmade blankets, custom pillows and pillowcases the committee donated to the Waldner House!

MEMORIAL HOSPITAL FOUNDATION

# Waldner House accepts handmade blankets, pillows

ROCK SPRINGS—The member. "We wanted to Tierra Fife and committee Waldner House received make them for everyone," member Kim Graham blankets, custom pillows blankets was donated presenting the donations; and pillowcases from from a family who "We were looking for the United Steel Workers recently lost a loved one a charity or program to Local 13214, Women of Steel Committee

The items provided were made by the committee members to be given to patients staying at the Waldner House

"We originally started Hospital making blankets for kids but then decided to make some for adults, too," said Kim Graham, a Women

of donations go a long way in making our guests while receiving treatment feel relaxed and welcome . The Waldner House at Memorial Hospital of in their home away has received numerous President Over said.

Steel Women , a Women Committee Chairwoman visitsweetwatermemorial.

Committee Tina Fife, her daughter com/our foiled page 120 of 335

Material for one of the toured the home when

to cancer.

"We are so honored for the Waldner House was and donation from this happy to support this committee. These types house; it's great for our of donations for a long community." The Pife community," Tina Fife

from home," Memorial donations since it opened Foundation's in late 2016 such as food, Charlie Van cleaning items and a dedicated bench.

# MINUTES FROM THE REGULAR MEETING MEMORIAL HOSPITAL OF SWEETWATER COUNTY FOUNDATION BOARD August 24, 2017

Present: Mr. Charlie Van Over

Dr. Chad Franks

Ms. Dianne Blazovich Ms. Irene Richardson Ms. Teresa Noble Mr. Fred Von Ahrens Ms. Kelly Sugihara Ms. Becky Costantino

Absent: Mr. Marty Kelsey

#### Call to Order, Roll Call & Establishing Quorum, Reading of Mission Statement

A quorum was announced and Mr. Van Over read the Foundation's mission statement.

Mr. Van Over welcomed two Foundation Board of Directors, Ms. Kelly Sugihara and Ms. Becky Costantino.

#### **Approval of Minutes**

The July 2017 meeting minutes were provided for review. Upon review, Ms. Noble motioned to approve the meeting minutes; Dr. Franks second the motion; motion carried.

#### **Monthly Financial Report**

The Foundation's financials were presented to the board for review. After reviewing the financials, Dr. Franks motioned to approve the financials, Mr. Von Ahrens second the motion; motion carried.

Ms. Marshall informed the board that the Patient Financial Assistance Fund had been depleted and the donations currently being collected through the Employee Contribution Campaign weren't enough to cover the expenses. She told the board that she had suspended the fund in the hospital until the fund could be built up again. She also informed the board that there was approximately \$770 worth of bills but only \$200 in the fund.

After discussion, Ms. Noble motioned to pay the outstanding bills and then use the current donations to compensate for the negative balance and build the fund back up; Dr. Franks second the motion; motion carried.

#### 2017 Election of Officers

After nominations and discussion, the board unanimously voted the positions as follows:

- Foundation President- Charles Van Over
- Vice President- Fred Von Ahrens
- o Secretary- Dianne Blazovich
- Treasurer- Teresa Noble

#### **Old Business**

Red Tie Gala: Ms. Marshall asked for direction from the board regarding the items as listed below:

- 1. Fund to support- The board decided to benefit the Greatest Needs Fund in which would be used to purchase a BioFire for the lab to benefit all physicians and patients.
- 2. Auctioneer- Ms. Marshall informed the board that she's hoping to secure Veldon Kraft. He has been the auctioneer previously and Ms. Marshall likes working with him. Ms. Costantino added that Jim Gibbons is also a great options.
- 3. Music- Ms. Marshall asked the board for musical direction comparing a live band vs a DJ. The board agreed that they like the Sun Downers, who had previously performed at the Gala. Ms. Marshall will reach out for availability.
- 4. CanAm Raffle- Ms. Marshall asked the board for direction on the CanAm and opinions on having a 4 seater this year. After discussion, Ms. Marshall will get prices on a 2 seater vs a 4 seater and report back to the board for approval.
- 5. Celebrating 5 years- Ms. Marshall informed the board that she would like to have special shot glasses and shot offer this year to celebrate the 5 year mark of the event. The board agreed and supported that idea.
- 6. Photography- Ms. Marshall discussed options for the event photographer and noted that she hopes to get a photographer to donate a night of their time for the event. Ms. Costantino suggested talking to the PBX operator, Harley. Ms. Marshall will follow-up with Harley.
- 7. Food- Ms. Marshall told the board she plans on keeping the food the same as last year. The board agreed.
- 8. Event Emcee- Mr. Al Harris has agreed to be the event emcee.
- 9. Jewelry- Ms. Marshall asked the board to think about what they'd like to do for jewelry. Historically, both the hospital and Jerry, former CEO, purchased items from Daniel's Jewelry to use throughout the evening as a thank you to guests for coming to the Gala. Ms. Marshall didn't anticipate getting that this year as Jerry is no longer here and she didn't expect the hospital to purchase the items. Ms. Richardson told the board that the hospital would support the jewelry again. Ms. Blazovich suggested Ms. Marshall talks to Daniel's Jewelry and see if and how they'd be willing to work with the Foundation again this year. Ms. Marshall will reach out to Jane and report back to the board.

In addition to the items presented by Ms. Marshall, Mr. Von Ahrens discussed the sound quality during the presentations. The board agreed that the speakers and sound was hard to hear during the event while people are talking and the room is loud. Ms. Marshall informed the board that the sound system used is usually the band's system. The board discussed adding speakers to the back of the room to help out. Ms. Costantino suggested that maybe Ms. Marshall could reach out to community members for help with speakers.

#### **New Business**

<u>Foundation President Updates-</u>Mr. Van Over informed the board that the Waldner House received a donation of blankets, pillows, and pillow cases from the United Steel Workers, Women of Steal Committee and there was a small reception at the Waldner House for the donation.

Mr. Van Over informed the board he received a call from Amy Allen, the current City Planner, in regards to the Waldner House. Mr. Van Over recalled that the City had approved use of the house while the City wrote an ordinance change. He told the board that Ms. Allen suggested the Foundation write the ordinance change and submit it to the City. Mr. Van Over concluded that it is not the Foundation's responsibility to write such ordinance and that he would wait for the city to complete the task.

Interim CEO Updates- Ms. Richardson thanked the board for support of the hospital and purchasing items as requested by the staff. She reported that the FY17 audit was done and that the year closed with 91 days of cash on hand and the debt service ratio was 1.3; a ratio of 1.25 is required to avoid violating the bond covenant. The hospital reported an \$8M loss for the year, but there were no audit adjustments required. Ms. Richardson discussed the current budget for FY18 and the importance of adhering to the budget and that the staff are working hard to make sure the budget is met.

Ms. Richardson reported that the Joint Commission was on property earlier in the week for their popup survey. She reported that there were 3 identified areas 'in the red' meaning a threat to patient safely. Those identified areas included the behavioral health holding rooms, airflow in the operating room, and infection control issues in multiple practices in the medical office building. She continued that due to the severity of the infection control issues, the Wyoming Department of Health came to the hospital to further research and monitor the issues and processes that address the issues. Ms. Richardson was pleased that the staff moved quickly when issues were addressed and noted that the hospital now has the right people in the right places to correct the red areas.

Ms. Richardson ended her report informing that the new urologist, Dr. Christiansen, had started and currently seeing patients and working with Dr. Curry.

<u>Foundation Director Updates</u>- Ms. Marshall provided the following updates to the board:

1. Rotary Club- Ms. Marshall informed the board that she will be giving a presentation to the Rotary Club in November. She also told the board that she had spoken with the president of the Rotary Club and that the hospital was going to partner with the club to offer nursing scholarships in the spring and fall.

- 2. Marine Corps League- Ms. Marshall informed the board that she will be giving a presentation to the Marine Corps League in September at the American Legion building.
- 3. Waldner House- Ms. Marshall informed the board that she had selected a candidate for the Waldner House Manager position. The new House Manager will start September 18<sup>th</sup> after completing orientation.
- 4. State Bank- Ms. Marshall informed the board that she had completed the process to close the State Bank accounts and was waiting on confirmation and checks from State Bank.
- 5. Approved Urology instrument- Ms. Marshall informed the board that she had been working with Melissa, the Director of Surgical Services, to identify and purchase the instrument for Dr. Christiansen that the board had approved the prior month. She added that she is still waiting on a confirmation and quote to what the physician would like.
- 6. Approved iPads for ED- Ms. Marshall informed the board that she had been working with the Director of Materials Management to get quote on the iPads for the Emergency Department that the board had approved the prior month. She add that she is still waiting on quotes as MHSC has a new representative who isn't as responsive.
- 7. ECC/Staff/Community- Ms. Marshall informed the board that after meeting with Ms. Richardson, they had decided to create a new program for staff who donate to the Foundation. She explained that for any staff member that donates \$50 or more to the Foundation through the Employee Contribution Campaign, the hospital would then donate \$100 to a local charity of the staff member's choice. Ms. Marshall explained that the benefit to the program is that it helps the Foundation raise money, but also shows the staff that the hospital and Administration support the staff not just as work, but outside of work. Ms. Marshall added that it's a small cost for great publicity within the community and a successfully common grassroots marketing technique for smaller communities.

#### Other

Crystal Hamblin, the Director of Respiratory Services, asked the Foundation Board for financial support in purchasing an EPOC Blood Gas Machine. She explained to the board that the hospital had approved \$15,000 for the purchase of the item, but the quote ended up being approximately \$20,000 to account for the interface for the machine to link with the hospital's system, Quadramed. Dr. Franks added that this piece of equipment would benefit all staff, not just one department, and would be a great thing to have for patient care. Ms. Hamblin explained that she would be able to pull \$2,000 from another budgeted item, but asked the board for \$3,000 to help offset the costs. Ms. Costantino motioned to approve up to \$3,000 to assist in purchasing the EPOC Blood Glass Machine, Ms. Sugihara second the motion; motion carried.

Ms. Marshall presented a quote provided by Pharmacy for 12 PharmaWatches. She explained that she didn't receive a formal request but the quote was given when meeting with the Director of the Pharmacy. Ms. Marshall told the board that these are important as they electronically monitor the refrigerators that contain drugs in the hospital and that within the past month, one refrigerator had lost its temperature twice, losing a total of approximately \$100,000 worth of drugs. Ms. Marshall asked that the board keep this quote in mind for when the formal request is received. Ms. Marshall also noted that the inconsistent temperature of the refrigerator was actually a conditional finding

from the Joint Commission. After discussion, the board decided to be proactive and support the hospital's emergent needs to comply with the Joint Commission. Ms. Blazovich motioned to purchase the PharmaWatches, a total of \$6,480, Ms. Noble second the motion; motion carried.

Ms. Noble asked Ms. Richardson for some clarification on the Joint Commission's survey as she had already been asked questions from community members about the results. Ms. Richardson explained that the Survey in the Clinic/Medical Office Building was the first survey the hospital has had so findings were expected.

Ms. Noble asked Ms. Richardson for direction in responding to questions and rumors. Ms. Richardson explain that the Joint Commission is here to help the hospital ensure care to patients. She included that the findings from the Joint Commission have already been address and the staff is working hard to rectify any issues, if the issues weren't rectified on the spot. Ms. Richardson added that she is pleased with the staff's response and willingness to help improves processes.

With no other discussions, the meeting was adjourned.

Submitted by: Tiffany Marshall

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

TUESDAY ~ SEPTEMBER 26, 2017

		YTD CAPITAL APPROVED	GRANT OR DONATION REIMBURSED	2018 APPROVED BUDGET	REMAINING YTD BALANCE
	AS OF AUGUST 2017	103,068.00	-	2,000,000.00	1,896,932.00
CAPITAL		AMOUNT			
REQUEST #	REQUESTED ITEM/REQUESTOR	REQUESTED	COMMENTS		
FY18-7	Biological hood Mary Fischer	9,566.00			
FY18-8	Plasma thawer Mary Fischer	2,858.05			

TOTAL AMOUNT REQUESTED 12,424.05 - -

#### MHSC Capital Budget for FYE 6/30/2018

Department	ITEM	Approved	Purch/Amt	Variance	FY#
MEDICAL IMAGING	C10-3V ULTRASOUND TRANSDUCER	12,762	12,762	-	FY18-2
RESPIRATORY	PURITAN BENNETT 980 VENTILATOR	TABLED 3 MOS		-	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	17,326	(2,200)	FY18-6
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Total Budgeted	2,000,000	103,068	101,288	(1,780)	

Capital Expenditure Dollars Authorized	103,068_
Net Capital Outlay FYTD 2018	103,068
Remaining Balance FY2018 Capital Budget	1,896,932



		# Assigned: FY /8 - 7
	Capital Request	
Instructions: YOU MUST USE THE TAB K	EY to navigate around this form to maintain th	e form's integrity.
Note: When appropriate, attach additional in	formation such as justification, underlying assur	uptions, multi-year projections and anything
else that will help support this expenditure. P	rint out form and attach quotes and supporting d	ocumentation.
Department: Laboratory 700	Submitted by: Mary Fischer	Date: 9/20/2017
Provide a detailed description of the	he capital expenditure requested: Biol	ogical hood used by the Laboratory,
predominantly in the Microbiology Depa	urtment. Necessary for an enclosed, ventila	ted laboratory workspace to safely work
with materials contaminated with (or p	otentially contaminated with) pathogens r	equiring a defined biosafety level. The
current safety cabinet is greater than 30	years old and is at the end of useful life.	At the last inspection, it was noted the
motor was going out. We were informed	at that time by the hood certification tech t	hat parts could not be purchased because
of the age of the unit. Currently, there are	e times the unit will not turn on.	
Preferred Vendor: Catalina Laboratory		
	all required components and list related exp	ense)
1. Renovation		\$
2. Equipment		\$ 9241
3. Installation		\$
4. Shipping		\$
5. Accessories		<u>\$</u>
6. Training		\$
7. Travel costs		\$
8. Other e.g. interfaces		\$ 325
	Total Costs (add 1-8)	\$ 9566
Does the requested item:		
Require annual contract renewal? X	YES NO	
Fit into existing space?	Explain:	
☑ YES ☐ NO	•	
Attach to a new service:	Explain:	
☐ YES ⊠ NO	•	
Require physical plan modifications?	Electrical	\$
If yes, list to the right:	HVAC	\$
🗌 YES 🔯 NO	Safety	\$
	Plumbing	\$
	Infrastructure (I/S cabling, software, etc.)	\$
	Engineering	\$
Annualized impact on operations (if ap	plicable):	1
	Decreases	Budgeted Item?
Projected Annual Procedures (NEW not e	existing)	X YES NO
Revenue per procedure	\$	
Projected gross revenue	\$	
Projected net revenue	\$	
Projected Additional FTE's		
Salaries	\$	
Benefits	\$	
Maintenance	\$	
Supplies	\$	·
ОЗРРПО	ΙΨ	
Total Annual Expenses	\$	
Net Income/(loss) from new service		
1 tot meome/(1085) It om new service		
Submitted by:	Review and Approvals  Verified enough Capital to purchase	
Department Leader		
Vice President of Operations	YES NO	
Chief Financial Officer	YES NO	
Chief Executive Officer	YES NO	JUV
Chief Executive Officer	YES NO	Page 128 of 33

Board of Trustees Representative	☐ YES ☐ NO	

#### OTHER CONSIDERATIONS

DESCRIPTION: A biological safety cabinet is necessary for an enclosed, ventilated laboratory workspace to safely work with materials contaminated with or potentially contaminated with pathogens requiring a defined biosafety level. We are a sentinal laboratory working with organisms such as tularemia, tuberculosis and potentially other pathogens (such as anthrax). We are part of the state bioterrorism program and are required to have a Type II biological hood. Another function the biological hood performs is to provide protection and avoid contamination in the molecular testing currently performed in our laboratory.
HISTORY: Current unit is greater than 30 years old and unable to be repaired. At its advanced age, it must be replaced in order for us to continue providing services. A capital request was submitted at the first of the 2018 fiscal year. This unit is used multiple times during the day and night to perform required laboratory functions and keep employees safe.
PRICING: Two quotes are attached for the purchase of the hood. Installation of this equipment will require certification; I have attached two quotes for that as well. I included the lowest pricing for hood and test/certify in this capital request and the others are submitted for comparison purposes.

Date

Submitted by: Signature



# Sales Quote

Catalina Laboratory Products, LLC PO Box 90649

Tucson, AZ 85752

Dale:

09/13/17

Quole #:

B-062

Customer ID:

Sweetwater Mem

Expiration Date:

10/31/2017

To:

Mark St. Marie

MHSC

1200 College Drive Rock Springs, WY 82901

307-352-8459

Salesperson	Job	Shipping Method	Shipping Terms	Lead Time	Payment Terms Due Date
Andrews		TBD	PPA	8 weeks	50% down / net 15

Qty	Item #	Description	Unit Price		ne Total
1	302411100	4' Purifer Logic+ Class II Type A2 Blosafety Cabinet with 10" sash opening, right side mounted factory installed service fixture, UV lamp with timer, right side wall Vacu-Pass Portal and with unassembled base stand, 115v,	\$ 9,241.00	\$	9,241.00

NOTES: Does not include freight, installation, testing or certification.

Subtotal \$

9,241.00

Sales Tax

Total \$ 9,241.00

Thank you for your business!

PO Box 90649, Tueson, AZ 85752 500-510-0150 844-520-8980

#### Heninger Enterprises, LLC

"The Hood Guys Certification" PO Box 605 Providence, Utah 84332 Phone: 435-753-9790

## **Proposal**

Proposal Date: 9/20/2017 Proposal #: 1554 Project:

#### Bill To:

Memorial Hospital of Sweetwater County Mark St.Marie 1200 College Drive Rock Springs, WY. 82901

Description	Est. Hours/Qty.	Rate	Total
est & Certify Bio Safety Cabinet (Micro Lab)	1	275.00	275.00
abconco	4	E0.00	<b>E</b> 0.00
rip Charge (will split with pharmacy)	1	50.00	50.00
		}	
lease Note:This is only an estimate and the price n	nov shopse once week in		<del></del>
pmpleted.	nay change once work is	Total	\$325.00

Sales Quotation					
*Quote Nbr	Creation Date	Due Date	Page		
7242-6575-50	08/30/2017	_	1 of 1		
Payment	Terms	Delivery	Terms		
NET 30	DAYS	SH	P		
Valle	d To	Prepare	d By		
09/29	/2017	WILSON, TONY			
Customer	Reference	Sales Representative			
НО	OD .	KRISTIN DIMURO-FRY			
To place an order	Ph: 800-640-0640	Fx: 800	-290-0290		
Submit	ted To:	Customer Account:	526210-001		
MARY FISCHER KRISTIN.DIMURO-FRY@THERMOFISHER.COM 307-362-3711		MEMORIAL HOSPI' SWEETWATER CO 1200 COLLEGE DR ROCK SPRINGS W ATTN: MARY	UNTY		



FISHER HEALTHCARE 11450 COMPAQ CNTR DR WEST SUITE #570 HOUSTON TX 77070-1445



\*Please reference this Quote Number on all correspondence.

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For complete Terms and Condition, please click here.

Nbr	Qty	UN	Catalog Number	Description	Unit Price	Extended Price
1	1	EA	13 261 338 Vendor Catal This item is b	-	9,957.13	9,957.13
			and the state of t	و جواريت بر پورون ر. در شدم درجه خشان استم ارائده معاصيف بها بناهم به درجه درجه درجه درجه درجه المعادم المارية الله	F Wei-Mille And Neil, Mad Strick which may be a small amount make the penning the beautiful of C	- New AMERICA & AND ADMINISTRAÇÃO METAJAN (S. N. P.
			MERC	CHANDISE TOTAL		9,957.13

#### NOTES:

We now offer highly competitive financing with low monthly payments. Please contact your local sales representative for more information.

Tell us about your recent customer service experience by completing a short survey. This should take no longer than three minutes. Enter the link into your browser and enter the passcode: USA-PGH-CS2 <a href="http://survey.medallia.com/fishersci">http://survey.medallia.com/fishersci</a>



ENV SERVICES, INC. 4758 RESEARCH DRIVE SAN ANTONIO, TX 78240 800-690-3368 / 210-690-3646 FAX

# Quotation

Quotati	on To:					
Compai	ту: <u>М</u>	EMORIAL HOSPITAL OF SWEETWATER COL	Date:	September 13, 2	017	
Addre	ss: <u>12</u>	200 COLLEGE DRIVE	<del>-</del>	315-154479-1		
	R	OCK SPRINGS, WY 82901	Region:	ENV-SAN ANTON	IIO	
			Project:	TEST AND CERT WY0002-001 ATO25 AC Trolled Envi	IFICATION	d
At	tn: <u>M</u>	ARK ST.MARIE	Customer Number:	WY0002-001	CLEON -	(85(11.5
Offi	ce: <u>_3(</u>	7-352-8459		225 AS	onment.	
				~ 170 Envi	roug Nov.	
Em	all: <u>M</u>	STMARIE@SWEETWATERMEMORIAL.COM_	\'	30 rolled slibr	ation	
Item #	Qty	Description of Services	۲۵۲ (	TEST AND CERT WY0002-001  O 17025 AC Controlled Envi	Each	Total Price
		<u> </u>		5-1		(542.77,125
		ENV Services will provide personnel and equipment t	o perform the services listed	delow:		
1	1	TEST AND CERTIFICATION - CLASS II BIOSAFETY CABINE	T		\$450.00	\$450.00
		**NEW EQUIPMENT**				
		MAKE: LABCONCO				
	ļ	MODEL: 302411100				
		S/N: NOT PROVIDED RM: NOT PROVIDED				
		**MINIMUM RURAL ONSITE SERVICE FEE OF \$450 W	TII ADDIY**			
2	5	HOURLY TRAVEL RATE - FULL TRAVEL	BEATTER .		<b>\$75.00</b>	\$375.00
-		** The travel fee quoted is calculated at a rate of \$75	ner hour of driving time, round t	rin from the	\$75.00	\$375,00
	!	nearest ENV technician.**	per note of arraing time, round t	ip, nom ole		
		In an effort for ENV to expedite the placement	of this order, please sig	n		
		and fax or email this quotation with an approx	ed method of payment		li	
		referencing quotation number: 315-154479				
		Special Notes:  1. Acceptance of this quotation includes acceptance of Te	rms and Conditions on the follow	loo paga(c). This	<b>,</b>	
		quotation is valid for 60 days from the quote date.			}	
		<ol><li>Any repairs, additional work or delays and disruptions of rates.</li></ol>	lue to the customer, will be bille	d at contracted		
		3. Emergency service performed outside normal working !	nours will be billed at 1.5 normal	labor rate with a		
i		four (4) hour minimum. 4. ENV Services, Inc. requires a purchase order or an app			ı	
		an Environmental applications of the original app	roved mediod of payment at uni	Grand Total		\$825.00
				orana (ota)		4023100
					,	
					{	
					i l	
	•	erms & Conditions				
Accepte	d By:		Issued by:	Laura Castro		
Date Ac		od:		Region Administr	ator	
Custom	er PO	#:	Signed:			<u> </u>
Credit (	ard #	f:	eMail:	Lcastro@envserv	ices.com	

ENV Quotation #: 315-154479-1



ENV SERVICES, INC. 4758 RESEARCH DRIVE SAN ANTONIO, TX 78240 800-690-3368 / 210-690-3646 FAX

#### Quotation

#### **Terms and Conditions**

#### TERMS AND CONDITIONS

- EXPIRATION This offer is valid for 60 days from the date of quotation/agreement. Any changes made after acceptance must be agreed and written on final work order. Any changes requested by the client, after acceptance of this quotation/agreement, may affect pricing. 1.
- 2. CONFIDENTIALITY Disclosure of confidential and proprietary information including prices, technical proposal, implementation plan, quotation/agreement, negotiations, reports, certificates and general correspondences submitted in response to the solicitation identified herein. All items and information submitted are considered to be confidential and proprietary and shall not be copied, reproduced, distributed or disclosed for any purpose without the expressed written consent of an authorized ENV director.
- PARTS All prices for parts are FOB point of purchase, freight is pre-pay and add to invoice unless otherwise stated in this quotation/agreement.

  Returned or cancelled parts after acceptance of the quotation/agreement may be subject to a restocking fee. Applicable shipping/freight costs are the 3. responsibility of the client. Applicable shipping/freight costs will be included on invoice.
- PAYMENT Upon credit approval, the Cilont agrees to make payment to ENV Services, Inc. for the full amount involced. Full payment for services to be performed under this quotation/agreement is due thirty (30) days from the involce data covering this quota, unless otherwise agreed by both parties, in writing. ENV Services, Inc.'s remit to Address is; ENV Services, Inc., PO Box 510862, Philadelphia, PA 19175-0862.

  8. FINANCE CHARGE A finance charge of 1.5% per-month (18% APR) for involces that remain unpaid 25 days following original due date. Credit card payments are not subject to the terms listed above for point (4.) provided payment information is given 4.
  - upon acceptance of the quotation/agreement.
  - ENV Services, Inc. does not accept 10% withholding/retainage on work performed.
- TAXES Any sales or use tax not involced is the responsibility of the customer. Taxes due are to be paid directly to the customer's local or state tax 6.
- 6. HOURS Scheduled services will generally be performed during normal working hours (generally 8:00 am to 5:00 pm Monday-Friday). Services can be scheduled at a mutually convenient time and date. Work performed outside of "normal" hours may be assessed at an increased rate.
- DELAY AND DISRUPTION When an on-site event causes postponement offer impedes upon ENV's ability to provide its services in a ressonable, timely manner, for which ENV's service personnel have been dispatched, en-route or on-site, ENV reserves the right to assess the client a delay and 7. disruption fee (D&D fee). D&D fees are assessed on a time and material basis at the repair rate quoted. In the event metarial(s) with expiration date or short shelf-life are required and are unable to be used, requiring ENV to repurchase, the client will be responsible for material costs and shipping.
- FORCE MAJEURE ENV will not be responsible if its performance of this quotation/agreement is interrupted or delayed by reason of Acts of God; wars; blockades; ricks; explosions; strikes, lockouts or other industrial disturbances involving employees of ENV or its suppliers or subcontractors; fires; 8. accidents to equipment; or any other causes not within its control. ENV's obligations under this quotation/agreement will be deemed timely performed hereunder when performed promptly upon removal of the effects of cause.
- INDEMNIFICATION The parties recognize that the client is contracting with ENV Services, Inc. as an independent contractor for the performance of services and provision of goods hereunder. Notwithstanding that no employee or agency relationship exists between the parties, if for any reason ENV or the Client should incur vicarious liability for the negligent acts or omissions or willful acts of the other, the party which is held to have committed such negligent or intentional acts shall indemnify and hold harmless the other from, and shall be obligated to pay or reimburse the other in respect of, any 9. losses, damages, costs and expenses (including reasonable attorney's foos) incurred or assessed against such party arising out of such negligant or willful act.
- 10. SUBROGATION Requests for Waiver of Subrogetion will incur an additional \$300,00 fee when not included in original quote as a line item.
- 11. ASSIGNMENT. This quotation/agreement may not be assigned by either party without the consent of the other, which will not be unreasonably withheld. This quotation/agreement will be binding upon and inure to the benefit of the parties and their successors and assigns.
- LIMITED WARRANTY: DISCLAIMER ENV WARRANTS THE GOOD WORKMANSHIP OF ALL SERVICES PROVIDED UNDER THIS QUOTATION/AGREEMENT. ENV'S LIABILITY SHALL BE LIMITED TO THE REPAIR OF ANY DEFECTIVE WORKMANSHIP. THIS WARRANTY IS IN LIEU OF ALL OTHER WARRANTIES, EXPRESS OR IMPLIED. ENV SHALL IN NO EVENT BE RESPONSIBLE FOR CONSEQUENTIAL DAMAGES, NOR DAMAGES BEYOND THE PRICE PAID FOR ITS SERVICES. ALL PARTS PROVIDED SHALL CARRY ONLY THE WARRANTY 12. OF THE MANUFACTURER.
- GOVERNING LAW: CONSENT TO JURISDICTION. This quotation/agreement and questions relating to its validity, interpretation, performance and enforcement, shall be governed by the laws of the State of Pennsylvania, without regard to its choice of law provisions. Client hereby consents to the jurisdiction of the courts stiting in Pennsylvania, and, in any action brought by ENV to enforce this quotation/agreement, waives the defense of the lack 13. of personal jurisdiction by such courts,
  - ARBITRATION Any and all disputes between the parties arising in conjunction with this Quotation/agreement shall be submitted to binding arbitration in Montgomery County. Pennsylvania in accordance with the rules of the American Arbitration Association.



		# Assigned: FY 18 - 8
	Capital Request	, , , , , , , , , , , , , , , , , , , ,
Instructions: YOU MUST USE THE TAB K	EY to navigate around this form to maintain th	e form's integrity.
Note: When appropriate, attach additional inf	ormation such as justification, underlying assu int out form and attach quotes and supporting d	mptions, multi-year projections and anything
Department: Blood Bank, 702	Submitted by: Mary Fischer	Date: 9.21.2017
Provide a detailed description of the ca	pital expenditure requested: Plasma thav	ver - replacement. Current plasma thawer
is 10-15 years old, and has been repaired	several times. Currently, parts are not avail	lable from the manufacturer. If available
through a third party vendor, repair may b		
Preferred Vendor: Helmer		
	ll required components and list related exp	pense)
1. Renovation		<u>\$</u>
2. Equipment		<u>\$ 2857.05</u>
3. Installation		\$
4. Shipping		\$
5. Accessories		\$
6. Training		\$
7. Travel costs		\$
8. Other e.g. interfaces	Total Costs (- 11 1 0)	<u>\$</u>
Dog the veguested items	Total Costs (add 1-8)	\$ 2857.05
Does the requested item:  Require annual contract renewal? Y	ES 🛛 NO	
Fit into existing space?  ☑ YES ☐ NO	Explain:	
Attach to a new service:  YES NO	Explain:	
Require physical plan modifications?	Electrical	\$
If yes, list to the right:	HVAC	<u>\$</u>
☐ YES ☒ NO	Safety	<u>\$</u>
	Plumbing	<u>\$</u>
	Infrastructure (I/S cabling, software, etc.)	
<del></del>	Engineering	\$
Annualized impact on operations (if ap	<u>-</u>	D 1 4 174 9
Increases/ Projected Annual Procedures (NEW not e		Budgeted Item?
Revenue per procedure	\$	☐ YES ☐ NO
Projected gross revenue	\$	
Projected gloss revenue	\$	
Projected Additional FTE's	, p	
Salaries	\$	
Benefits	\$	
Maintenance	\$	
Supplies	\$	· ·
Supplies	. Ψ	
Total Annual Expenses	\$	
Net Income/(loss) from new service	\$	
Tree income (1005) Irom new believe	Review and Approvals	
Submitted by:	Verified enough Capital to purchase	
Department Leader	YES NO	
Vice President of Operations	YES NO	
Chief Financial Officer	✓ YES NO	
Chief Executive Officer	YES NO	
Board of Trustees Representative	YES NO	

#### OTHER CONSIDERATIONS

Current plasma thawer is 10-15 years old and is in need of	replacement. Plasma thawers aid in maintaining constant
temperature when thawing fresh frozen plasma, an FDA moni-	itored product. This unit remains on 24/7 to maintain a 37
degree environment in the event of trauma, massive transfusion	or other life threatening events needing fresh frozen plasma.
Submitted by Mary Fischer, MT(ASCP) 9.21.2017	
	•
·	
	<del></del>
	·
Submitted by: Signature	Date
J ·	,

Sales Quotation						
*Quote Nbr	Creation Date	Due Date Page				
7264-7015-70	09/21/2017	1 of 1				
Payment	Terms	Delivery	Terms			
NET 30	DAYS	SHIP	PT			
Valid	d To	Prepare	d By			
10/21/	2017	WHITAKER, SUE				
Customer	Reference	Sales Representative				
QUOTE/CY	QUOTE/CYTOTHERM		KRISTIN DIMURO-FRY			
To place an order	Ph: 800-640-0640	Fx: 800-	-290-0290			
Submit	ted To:	Customer Account:	526210-001			
MARY FISCHER KRISTIN.DIMURO-FRY@THERMOFISHER.COM 307-352-8364		MEMORIAL HOSPITAL SWEETWATER COUNTY 1200 COLLEGE DR ROCK SPRINGS WY 82901-5868 ATTN: MARY FISCHER				



FISHER HEALTHCARE 11450 COMPAQ CNTR DR WEST SUITE #570 HOUSTON TX 77070-1445



Please note: This link initiates order review / placement through fishersci.com

# \*Please reference this Quote Number on all correspondence.

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For complete Terms and Condition, please click here.

Nbr	Qty	UN	Catalog Number	Description	Unit Price	Extended Price
1	Tha	•	CYTOTHERM 4 PLASMA UNIT THAWER lasma unit; PhotoTherm; CytoTherm; 4S; Uses water bath; haw one to four plasma bags (up to 600mL) at a time	2,857.05	2,857.0	
			Vendor Ca	stalog # CT-4S s being sold as 1 per each		

#### MERCHANDISE TOTAL

2,857.05

#### NOTES:

We now offer highly competitive financing with low monthly payments. Please contact your local sales representative for more information.

Tell us about your recent customer service experience by completing a short survey. This should take no longer than three minutes. Enter the link into your browser and enter the passcode: USA-PGH-CS2 <a href="http://survey.medallia.com/fishersci">http://survey.medallia.com/fishersci</a>



1951 Bishop Lane Ste 300 Louisville, KY 40218

#### **QUOTATION**

Visit our website:
www.labsco.com
Toll Free: 800.888.5227
EMAIL or FAX orders to:
labsco@labsco.com
502-364-1610

Creation Date: 9/21/2017 4:41:46 PM

Quote #: QUO-09479-T5Z1D1

Rev: 3

PLEASE REFER TO THIS QUOTE NUMBER ON ALL CORRESPONDENCES AND ORDERS

YOUR REPRESENTATIVE: David Milner dmilner@McKesson.com

Requestor: Mary Fischer

Facility ID: WY009

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

Ship to:

CONTRACT	Intalere T1 FOB: Origin		VL10039		
Terms: N30 Days			Shipping Charge: Prepaid and Add		
Effective Date	te		2017-09-21		
Expiration Date		2017-10-31			

Ln No	Part#	Model	Description / Details	QTY	Price Each	Total /Extended
1	500815-1	DH2	DH2 Plasma Thawer 2 Bag Capacity - 115V/60Hz	1	\$3,276.85	\$3,276.85
2	400769-1		CT2 Cover (for DH2 Plasma Thawer) 1		\$155.32	\$155.32
3	500606-1		DT1 Digital Thermometer (solar-powered) for Plasma Thawers		\$170.00	\$170.00
4	500002-1		Standard Shipping (excludes Lift Gate)		\$69.59	\$69.59
	<u> </u>		<u> </u>	Sub Total:		\$3,671.76
Shipp	oing Method:	UPS -				
We a	ccept Visa, Master	card and America	Total A Express All prices	Amount:	\$3,67	1.76

Notes:		



1951 Bishop Lane Ste 300 Louisville, KY 40218

#### **QUOTATION**

Visit our website:

www.labsco.com

Toll Free: 800.888.5227
EMAIL or FAX orders to:
labsco@labsco.com

502-364-1610

Creation Date: 9/21/2017 4:41:46 PM

Quote #: QUO-09479-T5Z1D1

Rev: 3

PLEASE REFER TO THIS QUOTE NUMBER ON ALL CORRESPONDENCES AND ORDERS

YOUR REPRESENTATIVE: David Milner dmilner@McKesson.com

Terms & Conditions: This quotation is for the goods named, and supersedes all other quotations, agreements, understandings, warranties and representations, written or oral, subject to the conditions noted: State and Local taxes will be collected on all sales unless a Tax Exempt Certificate is provided at time of order if applicable. A 3% processing fee will be assessed on credit card orders over \$5,000.00. If applicable freight charges are subject to change. This offer is subject to change or withdrawal by Helmer prior to acceptance.

Return Policy: Helmer equipment may be returned for a credit under the following conditions: the equipment is new and unused, a return authorization has been issued by technical service within ninety (90) days after shipment, the equipment is received at Helmer within thirty (30) days of issuance of the return authorization, the equipment is returned in original packaging or Helmer Issued packaging at the customer's expense, the freight to return the equipment is the responsibility of the customer, a 20% restocking fee plus any additional return costs will be deducted from the credit, the credit will be issued at the time equipment is inspected by Helmer and deemed in good condition, special request and/or customized units are not returnable to Helmer.

Customer Information Updates: Helmer may request new customers and established customers to complete a new customer form in order to create or update current account Information. This requirement will be contingent on order amount and prior history with Helmer.

Domestic Warranties	i.Series			Horizon/Sclentific		
Demestic Warrantees	Compressor	Parts	Labor	Compressor	Parts	Labor
Refrigerators	7 yr	2 yr	1 yr	5 yr	2 yr	1 yr
Countertop Refrigerator	2 yr Parts, 2 yr Labor					
-30 Freezers	5 yr	2 yr	1 yr	3 yr	2 yr	1 yr
UltraLow Freezers	5 yr	2 yr	2 yr			
Platelet Incubators	5 γr	2 yr	1 yr	3 уг	2 уг	1 yr
Platelet Agitators	2 yr Parts, 1 yr Labor					
Plasma Thawers	2 yr Parts, 1 yr Labor					
Cell Washers	2 yr Parts, 1 yr Labor					
Centrifuges		yr Power	Train, 2	yr Parts, 1 yr La	bor	

Customer: 0010023674 - MEMORIAL HOSPITAL OF SWEETWATER

Generated: 9/21/17



Customer #: 0010023674
MEMORIAL HOSPITAL OF SWEETWATER
1200 COLLEGE DR
ROCK SPRINGS, WY 82901-5868

# PROPOSAL 20170921 MEMORIAL HOSPITAL OF SWEE

Cardinal Material #	Material Description	UM	Packaging Ver		Vendor Material Number	Proposal Price	Marketing View
S978710502	SAHARA III DRY HEAT PLASMA THAWER	EA	SAF	RSTEDT INC	97.8710.502	\$7,130.15	Blood Bank Equipment

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

To: Finance Committee September 22, 2017

From: Irene Richardson, CFO

#### NARRATIVE TO AUGUST 2017 FINANCIAL STATEMENT

**THE BOTTOM LINE.** The bottom line from operations for August was a loss of \$341,830, compared to a loss of \$137,242 in the budget. This yields a -4.83% operating margin for the month compared to -1.85% in the budget. The YTD Net Operating Loss is \$697,436, compared to a loss of \$417,436 in the Budget. This represents a YTD Operating Margin of -5.05% compared with -2.87% in the Budget.

The Total Net Loss for the month was \$127,259, compared to a gain of \$57,863 in the budget. The YTD Total Net Loss is \$264,468, compared to a loss of \$27,226. This represents a YTD Total Profit Margin of -1.91% compared with -.19% in the budget.

Debt service coverage came in at 2.49. The existing bond covenants require that we maintain debt service coverage of 1.25 for compliance.

**VOLUME.** Average Inpatient Census for the month was 10.4; under budget and prior year by 7.2. YTD Average Census is 11.7 compared to 19.0 in the Budget and 19.0 in the prior year.

Inpatient Surgeries were 14 under budget at 25 and Outpatient Surgeries were under budget by 10 at 136. There were 6,546 Outpatient Visits, under budget by 828.

Total ER Visits were 1,378, which was over budget by 24. There were 39 newborns in August, under budget by 6. Births are under budget by 1 year to date.

**REVENUE.** Revenue for the month was \$13,347,260, under budget by \$298,798. Inpatient revenue was under budget by \$1,423,502, Outpatient revenue was over budget by \$1,183,770 and the employed Provider Clinic was under budget by \$59,066.

YTD Total revenue was \$26,107,521, under budget by \$203,621. Inpatient revenue is under budget by \$2,285,209, Outpatient revenue is over budget by \$2,418,928 and the Provider Clinic is under budget by \$337,340. We are experiencing a shift from inpatient care to outpatient care. YTD inpatient revenue is 22.01% of total revenue compared to 31.3% in the prior year.

Page 142 of 335

Net patient revenue for the month was \$6,972,769, under budget by \$282,336. YTD Net patient revenue was \$13,578,931, under budget by \$664,660.

Deductions from revenue were booked at 47.8% for August compared to 46.8% in the budget and 43.6% for prior year. YTD Deductions from revenue are 48%, compared to 45.9% in the budget and 44.4% for FY 2017.

**EXPENSES.** Total Expenses for the month were at \$7,413,029, under budget by \$129,667. Salary & Wage, Fringe Benefits, Physician Fees, Contract Labor, Purchased Services, Utilities and Depreciation were under budget for August. The following categories were over budget for August:

**Supplies** – This expense is over budget by \$137,245. Oxygen, Patient chargeables, Drugs, Maintenance supplies and Outdated supplies are over budget for August.

Repairs & Maintenance – This expense is over budget by \$12,130.

Maintenance & Repair in Facilities included CPU repairs and reprogramming.

Other Operating Expenses – This expense is over budget by \$15,479. Postage, Freight, Pharmacy floor charges and Computer software are over budget for August.

**Leases & Rentals** – This expense is over budget by \$30,692. Expenses over budget in August include MRI and IT equipment leases.

We will continue to see the effect of the recent cost savings in the new fiscal year. As of August, the daily cash expense is \$211,000, down from a FY2017 high of \$236,000.

**BALANCE SHEET.** Operating Cash at month end was \$12,335,327, up \$935,820 from July. Collections for the month of August were \$7,843,823. The Days of Cash on Hand for August are at 105, up 2 days from July due to the high collection month. The existing bond covenants require that we maintain 75 days of cash on hand for compliance.

Gross Receivables at month end were \$18,989,993, down \$1,293,864 from the prior month. Net Patient Receivables at month end were \$9,994,275, down \$985,470 from last month. Days in Receivables are 44 for August, down 5 days from July.

**OUTLOOK FOR SEPTEMBER.** September volume is down, projecting to come in under budget. We continue to experience a shift from inpatient care to outpatient care with inpatient revenue and patient days being under budget. Revenue is projecting to come in at \$12.3M, which is under budget with Net Revenue projecting to \$6.5M. Collections are projecting to come in at \$6.3M, which is under budget.

Page 143 of 335

With the decreased volumes, expenses are also projecting to come in under budget. Salary merit increases and incentives went into effect in August. We should continue to see a decreased level of total expenses with the effects of the cost savings and financial plan. Salaries, benefits, consulting fees, contract labor and physician fees should decrease in Fiscal Year 2018.

# MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

To: Finance Committee September 22, 2017

From: Irene Richardson, CFO

#### PROVIDER CLINIC - AUGUST 2017

**THE CLINIC BOTTOM LINE.** The bottom line for the Provider Clinic for August was a loss of \$778,939, compared to a loss of \$902,516 in the budget.

**VOLUME.** Total visits were 4,846 for August, over budget by 76 visits.

**REVENUE.** Revenue for the Clinic for August was \$1,387,455, under budget by \$59,066. YTD Revenue was \$2,557,571, under Budget by \$337,340. 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 and Medical Imaging and Surgery. The amount of gross enterprise revenue generated for August from the Clinic is \$4,188,726. This equates to \$2,178,138 of net enterprise revenue. The impact to the bottom line from the enterprise revenue is \$153,341. The gross enterprise revenue represents 31% of the total Hospital revenue for August.

Net Revenue for the Clinic for August was \$829,131, over budget by \$48,392. YTD Net Patient Revenue was \$1,569,193, which was under Budget by \$136,676. YTD Net Patient Revenue is 57% of Gross Revenue compared with 55% in the budget and 53% in the prior year.

Deductions from Revenue for the Clinic were booked at 43.9% for August. Historically, the Clinic has a more favorable payor mix than the hospital. The Clinic has a much larger Commercial insurance population than the hospital and a smaller Medicare, Medicaid and Self Pay population than the hospital. In August, the YTD Payor Mix was as follows; Commercial Insurance and Blue Cross consisted of 57.4% of revenue, Medicare and Medicaid consisted of 35.81% of revenue and Self Pay consisted of 5.89% of revenue.

**EXPENSES.** Total Expenses for the month were \$1,608,070, which was under budget by \$75,185. YTD Expenses were \$2,970,559, which was under Budget by \$266,748. The majority of the expenses consist of Salaries and Benefits; which is about 76.7% of YTD Total Expenses.

**OVERALL ASSESSMENT.** The Provider Clinic revenue plus enterprise revenue consists of 41.8% of total hospital gross patient revenue for August.

Page 145 of 335

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

To: HDRHD Board of Trustees From: Irene Richardson, MHSC CFO

September 11, 2017

#### HIGH DESERT RURAL HEALTHCARE DISTRICT - AUGUST 2017

THE HDRHD BOTTOM LINE. The bottom line for the HDRHD Clinic for August was a loss of \$23,604.96, compared to a loss of \$30,416.00 in the Budget. The YTD Clinic loss is \$42,043.35 compared with a YTD loss of \$60,832.00 in the Budget.

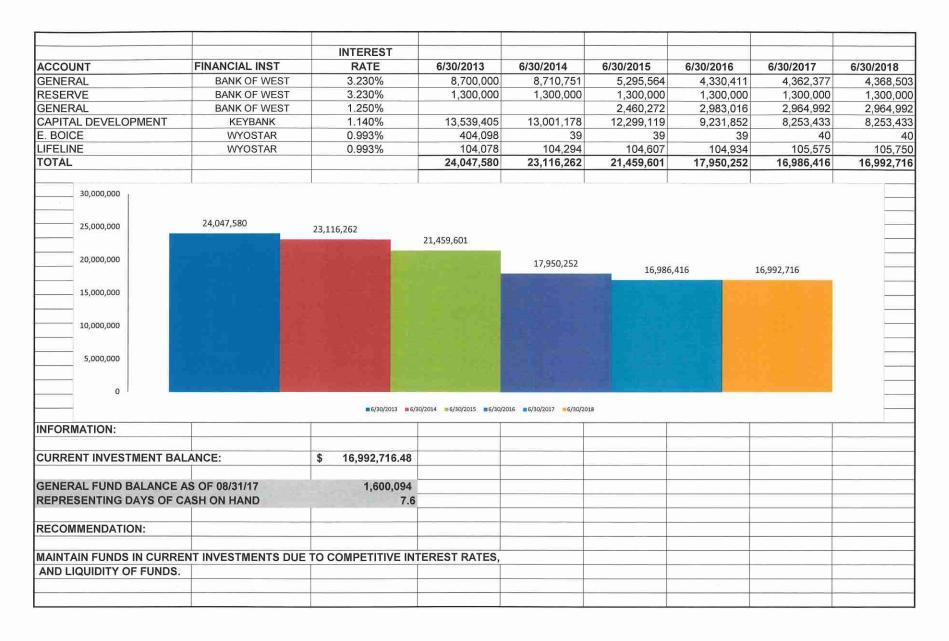
**REVENUE.** Revenue for the Clinic for August was \$4,809.72, under Budget by \$13,690.91. YTD Revenue is \$10,556.19, under Budget by \$26,445.07. The Budget was based on 5 visits per day.

Deductions from Revenue for the Clinic were \$1,324.99 for August. The HDRHD Clinic has a favorable payor mix. In August, the Clinic Payor Mix was as follows; Commercial Insurance and Blue Cross consisted of 60% of Revenue, Medicare and Medicaid consisted of 32.4%, Self-Pay consisted of 0% and Occupational Medicine, which consisted of 7.6%.

**EXPENSES.** Total Expenses for the month were \$27,089.69, under Budget by \$14,056.68. YTD Expenses were \$49,6999.17, under Budget by \$32,293.57. Included in the packet is the detail trial balance, copies of invoices and additional support for all the expenses.

**VOLUME.** The volume for August was 31 patients, compared to 41 patients in July.

#### MEMORIAL HOSPITAL OF SWEETWATER COUNTY OPEN BID INVESTMENT SUMMARY REPORT 08/31/17





# Finance & Audit Committee Meeting

September 26, 2017

MHSC Classrooms 1 & 2

#### Meeting Book - September 26, 2017 Finance & Audit Committee Meeting

Agenda

Agenda	3
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Agenda Finance Comm September 26 2017.docx - Page 5

I. Call Meeting to Order

Taylor Jones

II. Approve Meeting Minutes

Taylor Jones

Finance and Audit Comm Draft Minutes August 30 2017.doc - Page 6

III. Capital Requests FY18

Taylor Jones

CAPITAL REQUESTS September 26 2017.pdf - Page

10

FY18-7.pdf - Page 11

FY18-8.pdf - Page 19

18 CAPITAL.xlsx - Page 25

IV. Building & Grounds Committee Report

James Horan

Building & Grounds September 2017.doc - Page 26

V. IT Report

Rich Tyler

IT Report fo Finance Sept 2017.docx - Page 27

VI. Financial Report

A. Monthly Financial Statements & Statistical Data

Irene Richardson Irene

Richardson

1. Financial Statements

NARRATIVE TO AUGUST 2017 FINANCIAL STATEMENT.doc - Page 28

FY18 FINANCIALS COMBINED - AUGUST 2017.pdf - Page 31

FY18 Other Operating Revenue Detail.xlsx - Page 47

CLINIC NARRATIVE TO AUGUST 2017 FINANCIAL STATEMENT.doc - Page 49

FY18 FINANCIALS HOSPITAL ONLY - AUGUST 2017.pdf - Page 65				
HDRHCD August 2017 Board.pdf - Page 73				
2. Statistics	Irene			
18 MHSC STATISTICS August 2017.pdf - Page 77	Richardson			
18 Board Graphs August 2017.pdf - Page 78				
3. Accounts Receivable report	Irene			
18 PAYOR MIX August 2017.pdf - Page 79	Richardson			
FY18 DAYS IN AR August 2017.pdf - Page 80				
4. Paid FTE's Per Adjusted Occupied Bed	Irene			
18 FTE PER AOB August 2017.pdf - Page 81	Richardson			
18 FTE REPORT - 090217.pdf - Page 82				
5. Budget Adherence	Irene			
5. Budget Adherence  B. Approve Investment Report	Richardson Irene			
•	Richardson			
B. Approve Investment Report  18 INVESTMENT SUMMARY 08-31-17.pdf -	Richardson Irene			
B. Approve Investment Report  18 INVESTMENT SUMMARY 08-31-17.pdf - Page 88  18 DAYS OF CASH OH HAND AUGUST	Richardson Irene			
B. Approve Investment Report  18 INVESTMENT SUMMARY 08-31-17.pdf - Page 88  18 DAYS OF CASH OH HAND AUGUST 2017.pdf - Page 89	Richardson Irene Richardson			
B. Approve Investment Report  18 INVESTMENT SUMMARY 08-31-17.pdf - Page 88  18 DAYS OF CASH OH HAND AUGUST 2017.pdf - Page 89  C. Other Business	Richardson Irene Richardson			
B. Approve Investment Report  18 INVESTMENT SUMMARY 08-31-17.pdf - Page 88  18 DAYS OF CASH OH HAND AUGUST 2017.pdf - Page 89  C. Other Business  1. Preliminary Bad Debt  POTENTIAL BAD DEBTS -	Richardson Irene Richardson Ron Cheese			
B. Approve Investment Report  18 INVESTMENT SUMMARY 08-31-17.pdf - Page 88  18 DAYS OF CASH OH HAND AUGUST 2017.pdf - Page 89  C. Other Business  1. Preliminary Bad Debt  POTENTIAL BAD DEBTS - SEPTEMBER.pdf - Page 90	Richardson Irene Richardson Ron Cheese			
B. Approve Investment Report  18 INVESTMENT SUMMARY 08-31-17.pdf - Page 88  18 DAYS OF CASH OH HAND AUGUST 2017.pdf - Page 89  C. Other Business  1. Preliminary Bad Debt  POTENTIAL BAD DEBTS - SEPTEMBER.pdf - Page 90  2. Title 25 County Voucher  FY18 County Maintenance & Title 25	Richardson Irene Richardson Ron Cheese			

**FY18 FINANCIALS CLINIC - AUGUST** 

2017.pdf - Page 50

4. Cash Disbursements Irene
Richardson
FY18 CASH DISBURSEMENTS - August
2017.pdf - Page 93

VII. New Business

A. Financial Forum Discussions Taylor
Jones

FA Charter revised 091817.docx - Page 113

FA Spending Authority Matrix.docx - Page 116

VIII. Adjournment Taylor
Jones

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

		Tuesday ~ September 26, 2017	3:30 p.m.	. С	lassrooms 1 & 2
	1	Voting Members: Taylor Jones, Chairman Marty Kelsey	Non-Voting Memb Ron Cheese Tami Love Rich Tyler	oers:	Irene Richardson Dr. Larry Lauridsen Dr. Augusto Jamias
	(	Guests: Angel Bennett John Kolb, Commission Darryn McGarvey, CLA (via phone)	Jim Horan Kari Quickenden Tyler Johnson, CL. phone)	A (via	Kristy Nielson Mary Fischer
I.	Call N	Meeting to Order		Taylor ]	Jones
II.	FY20	17 Financial Audit presentation		Darryn	McGarvey, CLA
III.	Appr	ove August 30, 2017 Meeting Minutes		Taylor	Jones
IV.	Capit	al Requests FY 18		Taylor ]	ones
V.	Build	ling Project Review		Jim Hor	an
VI.	IT Re	port		Rich Ty	ler
VII.	Finar	ncial Report			
	A.	Monthly Financial Statements & Stati	stical Data	Irene R	ichardson
		1. Financial Statements		Irene Ri	chardson
		2. Statistics			chardson
		3. Accounts Receivable report			chardson
		4. Paid FTE's Per Adjusted Occupied I			chardson
	D	5. Budget Adherence			chardson
	В. С.	Approve Investment Report Other Business		Taylor ]	ones
	C.	Preliminary Bad Debt		Ron Ch	eese
		2. Title 25 County Voucher		Ron Ch	
		3. Legal Summary			chardson
		4. Cash Disbursements		Irene Ri	chardson
VIII.	New	Business			
	A.	Finance & Audit Charter review		Taylor ]	Jones
	B.	Spending Authority Matrix review		Taylor J	Iones
	C.	Key Metrics Discussion		Marty K	Kelsey
	D.	Financial Forum Discussions		Taylor ]	ones
IX.	Adjou	urnment		Taylor J	Jones

#### MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Finance & Audit Committee Meeting August 30, 2017

Voting Members Present: Mr. Taylor Jones

Mr. Marty Kelsey

Non-Voting Members Present: Mr. Ron Cheese

Dr. Augusto Jamias Dr. Larry Lauridsen Ms. Tami Love Ms. Irene Richardson

Mr. Rich Tyler

Guests: Ms. Angel Bennett

Mr. Jim Horan

Mr. John Kolb, Sweetwater Board of County Commissioners

Ms. Stephanie Mlinar Ms. Kari Quickenden Ms. Sarah Roth

Mr. Tom Chelchowski, Harris Healthcare Solutions

#### **Call Meeting to Order**

Mr. Jones called the meeting to order.

#### **Approve Meeting Minutes**

The June 28, 2017, minutes were reviewed and no changes were made.

#### **Capital Requests FY 18**

Mr. Tyler reviewed capital expenditure request FY18-5. He said the request for \$39,280.80 is to expand the virtual server infrastructure by adding additional hard drives. He said there are no related additional expenses. Ms. Richardson reviewed the process of how they prioritize within the \$2M budget amount and decide what is brought forward to the Finance and Audit Committee. The motion to approve forwarding FY18-5 to the full Board for review and consideration as presented was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

Ms. Love distributed hard copies of capital expenditure request FY18-6. Ms. Richardson said this was an emergency request not included in the packet. The request for \$19,526 is for two Trophon EPRs with accessories. The need is a result of The Joint Commission survey finding the previous week. Ms. Roth reviewed the need and the request. She said we need one system in the Clinic and one in the Hospital. She has checked various vendors and the price is comparable. Ms. Roth said this is the lowest price found and it includes assistance to help with competencies. Ms. Richardson said The Joint Commission is back in 23 days from the recent visit so we need approval of this equipment immediately. Mr. Kelsey noted the amount was within the current guidelines for CEO approval in the spending matrix and made the motion to approve FY18-6 and

then present to the full Board for endorsement at the next regular meeting; second by Mr. Jones. Motion carried.

#### **Building and Grounds Committee Report**

Mr. Horan said he is not generating a lot of financial requests and is generating information for the Committee. He provided an update from the previous committee meeting. There has been no resolution on the Emergency Department reception desk project. Facilities is cleaning ducts in the laundry area. There will be some expenses brought forward related to behavioral health rooms from the recent Joint Commission survey. The work won't be complete when they return but we need to show the plan and our progress. Ms. Richardson reviewed the immediate plan to correct. Mr. Jones asked for a copy of The Joint Commission report and asked if guidelines are available to prepare for their visit. Mr. Horan said we are working on a plan for storage. The CT project is moving forward and we selected an architect for a cost savings. He asked about next steps and additional approvals needed. Ms. Richardson instructed Mr. Horan to proceed. Mr. Kelsey asked for clarification on the process of requests presented to Building and Grounds and then to Finance and Audit.

#### IT Report

Mr. Tyler reviewed the report included in the packet. He said that IT staff has a learning curve with the phone system and they continue working on it. They are updating software and evaluating software licensing costs.

#### Pulse Check Demo

Mr. Tyler distributed a packet of information. Mr. Tom Chelchowski and Mr. Carl Schneider with Harris Healthcare Solutions reviewed the Emergency Department Pulse Check program. Mr. Kelsey asked Ms. Richardson for her view. She said we have to do something. We either go with a new system which is more integrated or we upgrade our current system which is a system currently lacking in meeting our needs. Mr. Cheese said he thinks an automated system would assist with charge capture. Mr. Tyler said if we do not upgrade T-System, our current system, we lose our certification so we need to do something by the end of this calendar year. Mr. Kelsey said the information distributed and reviewed at the meeting is very complicated and he feels pressured to make decisions without more information and time to review. Mr. Jones said he is concerned with any cost overlap. Mr. Schneider said we should look at it as a revenue generation project vs. a cost outlay and reviewed financing options. Ms. Mlinar offered clinical information. She said the Pulse Check system would assist with current inefficiencies, enhance patient safety and patient satisfaction. Mr. Tyler offered to set up a demo if anyone wanted to see the system. Mr. Jones asked for the real total costs. Ms. Quickenden asked for an outline of resources. Mr. Chelchowski will schedule a phone call with Ms. Richardson to review numbers and provide additional information for review.

#### **Financial Report**

#### Monthly Finance Statements & Statistical Data

Ms. Richardson reviewed the narrative and financial highlights. She said we had a large decrease in the average daily census number and length of stay. Expenses are down and we continue to work to decrease agency staffing. Ms. Love is developing a report of trends of patient statistics. On the revenue side, Ms. Richardson said we are pushing to increase productivity and continue to adjust expenses and keep them as low as we can. Mr. Kelsey said the direction we are going is a lot more important than where we have been. Ms. Richardson reviewed the clinic narrative. Mr. Jones thanked everyone involved in working to reduce expenses.

Ms. Richardson reviewed the days in AR. She said the FTE's per adjusted occupied bed are at 8.68. She said she sent an email to Mr. Eric Boley at the Wyoming Hospital Association for help gathering information from Wyoming hospitals. Ms. Richardson said if this is the new trend in our volume we need to develop a plan. Ms. Love and Ms. Richardson said the FTE's number is calculated based on paid hours. They dispelled any rumors about people being counted multiple times.

Ms. Love distributed the budget adherence information. Ms. Richardson explained to the Committee what the report shows. She said every month the department leaders send in their variance reports explaining line item variances.

#### **Approve Investment Report**

The motion to approve to forward to the full Board for review and consideration the investment report for \$16,987,944.35 as presented was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

#### Other Business

Mr. Cheese noted the preliminary bad debt amount of \$1,116,526.00. Mr. Jones said the updated number will be presented to the Board at their regular meeting. Mr. Cheese said there was an increase of about \$250,000 in August which puts us right at the budget of 9% of gross revenue.

Mr. Cheese said zero vouchers were forwarded to the County for reimbursement in July but there have been three Title 25 vouchers submitted in August for a total of about \$45,000. He is also working on the professional payment for the University of Utah emergency physicians. Going forward, any Title 25 patients seen after July 1<sup>st</sup> will be paid with the 45% discount to coincide with the County vouchers. Mr. Kolb asked for an explanation of what made up the FY17 \$8M loss. He wants to be able to explain how much of the loss was due to the Title 25 patients and the delayed payments from the County and State.

#### **New Business**

#### Finance & Audit Charter and Spending Matrix

Mr. Kelsey feels the charter is still not ready to be approved by the Board. There was some concern about the approval of Capital requests not being included. Ms. Love will send some recommended changes to Dr. Barbara Sowada but Mr. Kelsey and Mr. Jones agreed that there needs to be more discussion about both the charter and spending matrix. Mr. Kelsey feels consent agendas need to be considered again.

#### **Key Metrics**

Mr. Kelsey recognized the Finance team for the great packet that is put together for this Committee and Board, however, he said it is a little overwhelming with all of the information. He would like to see this committee come up with a number of manageable and predictive key metrics to report on. Along with these chosen metrics, the team will come up with short term goals for the fiscal year and intermediate goals for the future. Mr. Jones agreed that we could have action plans for each of the goals like they have started doing in the Quality meeting. Ms. Richardson said she would get with her team and come up with some metrics she feels will show the direction the Hospital hopes to move. She also mentioned that these metrics need to be based on a strategic plan for the future.

#### **Financial Forum Discussions**

Mr. Cheese explained one of the major projects he is finishing up that included revamping the patient billing statements for the Clinics. It also included adding a payment portal on the website for patients to make payments online. He presented the new statements that have been created for the Clinic and Ortho Clinic. He asked for discussion on the issue of making the statements more distinguishable for patients. Right now the patients are getting confused because all three statements, Hospital, Clinic and Ortho clinic have the same logo and are all the same color. He would like to color code the statements along with the patient portal buttons on the website to make it easier for the patients to pay their bills.

The next meeting is scheduled for Wednesday, September 27 at 4:00 PM.

With no further business, the meeting was adjourned.

Submitted by Cindy Nelson and Tami Love

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

TUESDAY ~ SEPTEMBER 26, 2017

			<b>GRANT OR</b>		
		YTD CAPITAL	DONATION	2018 APPROVED	
		APPROVED	REIMBURSED	BUDGET	REMAINING YTD BALANCE
	AS OF AUGUST 2017	103,068.00	-	2,000,000.00	1,896,932.00
CAPITAL		AMOUNT			
REQUEST #	REQUESTED ITEM/REQUESTOR	REQUESTED	COMMENTS		
FY18-7	Biological hood	9,566.00			
	Mary Fischer				
FY18-8	Plasma thawer	2,858.05			
	Mary Fischer				

TOTAL AMOUNT REQUESTED 12,424.05 -



		# Assigned: FY / 8 - 7				
	Capital Request					
Instructions: YOU MUST USE THE TAB K	EY to navigate around this form to maintain th	ne 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. P	rint out form and attach quotes and supporting of					
Department: Laboratory 700	Submitted by: Mary Fischer	<b>Date</b> : 9/20/2017				
Provide a detailed description of the	he capital expenditure requested: Bio	logical hood used by the Laboratory,				
predominantly in the Microbiology Depa	artment. Necessary for an enclosed, ventile	ated laboratory workspace to safely work				
with materials contaminated with (or p	otentially contaminated with) pathogens	requiring a defined biosafety level. The				
current safety cabinet is greater than 30	years old and is at the end of useful life.	At the last inspection, it was noted the				
motor was going out. We were informed	at that time by the hood certification tech	that parts could not be purchased because				
of the age of the unit. Currently, there are	e times the unit will not turn on.					
Preferred Vendor: Catalina Laboratory						
Total estimated cost of project (Check of	all required components and list related exp	pense)				
1. Renovation		\$				
2. Equipment		<u>\$ 9241</u>				
3. Installation		\$				
4. Shipping		\$				
5. Accessories		\$				
6. Training		\$				
7. Travel costs		\$				
8. Other e.g. interfaces		\$ 325				
	Total Costs (add 1-8)	\$ 9566				
Does the requested item:						
	ES NO					
Fit into existing space?	Explain:					
XES NO						
Attach to a new service:	Explain:					
☐ YES ⊠ NO						
Require physical plan modifications?	Electrical	\$				
If yes, list to the right:	HVAC	\$				
☐ YES ☒ NO	Safety	\$				
	Plumbing	<u>\$</u>				
	Infrastructure (I/S cabling, software, etc.)	\$				
	Engineering	\$				
Annualized impact on operations (if ap						
	Decreases	Budgeted Item?				
Projected Annual Procedures (NEW not e		⊠ YES □ NO				
Revenue per procedure	\$					
Projected gross revenue	\$					
Projected net revenue	\$					
Projected Additional FTE's						
Salaries	\$					
Benefits	\$					
Maintenance	\$					
Supplies	\$					
Total Annual Expenses	\$					
Net Income/(loss) from new service	\$					
	Review and Approvals					
Submitted by:	Verified enough Capital to purchase					
Department Leader	YES NO					
Vice President of Operations	☐ YES ☐ NO					
Chief Financial Officer	YES NO	An/				
Chief Executive Officer	YES NO	Page 15806f1B99				
		rage I DOOUL IB 3:				

Board of Trustees Representative	☐ YES ☐ NO	

## OTHER CONSIDERATIONS

DESCRIPTION: A biological safety cabinet is necessary for an with materials contaminated with or potentially contaminated wi sentinal laboratory working with organisms such as tularemia, tub We are part of the state bioterrorism program and are required biological hood performs is to provide protection and avoid contaminated with organisms such as tularemia, tub We are part of the state bioterrorism program and are required biological hood performs is to provide protection and avoid contaminated with organisms such as tularemia, tub We are part of the state bioterrorism program and are required biological hood performs is to provide protection and avoid contaminated with organisms such as tularemia, tub We are part of the state bioterrorism program and are required biological hood performs is to provide protection and avoid contaminated with organisms such as tularemia, tub We are part of the state bioterrorism program and are required biological hood performs is to provide protection and avoid contaminated with organisms such as tularemia, tub We are part of the state bioterrorism program and are required biological hood performs is to provide protection and avoid contaminated with organisms such as tularemia, tub We are part of the state bioterrorism program and are required biological hood performs is to provide protection and avoid contaminated with organisms such as tularemia, tub.	th pathogens requiring a defined biosafety level. We are a perculosis and potentially other pathogens (such as anthrax). to have a Type II biological hood. Another function the mination in the molecular testing currently performed in our to be repaired. At its advanced age, it must be replaced in as submitted at the first of the 2018 fiscal year. This unit is
PRICING: Two quotes are attached for the purchase of the hood have attached two quotes for that as well. I included the lowest prothers are submitted for comparison purposes.	
Submitted by: Signature	Date



# Sales Quote

Catalina Laboratory Products, LLC PO Box 90649

Tucson, AZ 85752

Date:

09/13/17

Quote #:

B-062

Customer ID:

Sweetwater Mem

Expiration Date:

10/31/2017

To:

Mark St. Marie

MHSC

1200 College Drive Rock Springs, WY 82901

307-352-8459

 Salesperson
 Job
 Shipping Method
 Shipping Terms
 Lead Time
 Payment Terms
 Due Date

 Andrews
 TBD
 PPA
 8 weeks
 50% down / net 15

Qty Item# Pescription Unit Price Line Total

4' Purifer Logic+ Class II Type A2
Blosafety Cabinet with 10" sash opening, right side mounted factory installed service fixture, UV lamp with service fixture, UV lamp with timer, right side wall Vacu-Pass Portal and with unassembled base stand, 115v,

NOTES: Does not include freight, installation, testing or certification.

60hz.

Subtotal \$

9,241.00

Sales Tax

Total \$

9,241.00

Thank you for your business!

PO Box 90849 Tueson, AZ 85752 530-515-0150 844-520-8980

### Heninger Enterprises, LLC

"The Hood Guys Certification" PO Box 605 Providence, Utah 84332 Phone: 435-753-9790

# Proposal

Proposal Date: 9/20/2017 Proposal #: 1554 Project:

#### Bill To:

Memorial Hospital of Sweetwater County Mark St.Marie 1200 College Drive Rock Springs, WY. 82901

Description	Est. Hours/Qty.	Rate	Total
Test & Certify Bio Safety Cabinet (Micro Lab) Labconco	1	275.00	275.00
Trip Charge (will split with pharmacy)	1	50.00	50.00
Please Note:This is only an estimate and the price noompleted.	nay change once work is	Total	\$325.00

Sales Quotation					
*Quote Nbr	Creation Date	Due Date	Page		
7242-6575-50	08/30/2017		1 of 1		
Payment	Terms	Delivery	Terms		
NET 30	DAYS	Sh	IP.		
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09/29	/2017	WILSON	I, TONY		
Customer	Reference	Sales Representative			
но	OD	KRISTIN DIMURO-FRY			
To place an order	Ph; 800-640-0640	Fx: 800-290-0290			
Submit	ted To:	Customer Account	526210-001		
MARY FISCHER KRISTIN.DIMURO-FRY@THERMOFISHER.COM 307-362-3711		MEMORIAL HOSPI SWEETWATER CO 1200 COLLEGE DE ROCK SPRINGS W ATTN: MARY	OUNTY R		



FISHER HEALTHCARE 11450 COMPAQ CNTR DR WEST SUITE #570 HOUSTON TX 77070-1445



\*Please reference this Quote Number on all correspondence.

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Nbr	Qty	UN	Catalog Number	Description	Unit Price	Extended Price
1	1	EA	13 261 338 Vendor Catalo This item is be		9,957.13	9,957.13
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#### NOTES:

We now offer highly competitive financing with low monthly payments. Please contact your local sales representative for more information.

Tell us about your recent customer service experience by completing a short survey. This should take no longer than three minutes. Enter the link into your browser and enter the passcode: USA-PGH-CS2 <a href="http://survey.medallia.com/fishersci">http://survey.medallia.com/fishersci</a>



ENV SERVICES, INC. 4758 RESEARCH DRIVE SAN ANTONIO, TX 78240 800-690-3368 / 210-690-3646 FAX

## Quotation

Quotati	on To:					
Company: MEMORIAL HOSPITAL OF SWEETWATER COL Date: September 13, 2					017	
Addre	ss: <u>12</u>	00 COLLEGE DRIVE	Quotation #:	315-154479-1		
	<u>_R(</u>	OCK SPRINGS, WY 82901	Region:	ENV-SAN ANTON	IO	
			Project:	TEST AND CERT	FICATION	<u>d</u>
At	tn: <u>M</u>	ARK ST.MARIE	Customer Number:	WY0002-001	Clean,	(eskii
		)7-352-8459		25 AC	onment	
				~ 1702 Envi	ion To	
Ŀm	aii: <u>M</u>	STMARIE@SWEETWATERMEMORIAL.COM	\	TEST AND CERT. WY0002-001  SO 17025 AC Southed Envi	alio	
Item #	Qty	Description of Services	For	TEST AND CERT.  WY0002-001  WY0002-001  SO 17025 AC  SO 17026 Envi	Each	Total Price
		ENV Services will provide personnel and equipment to p	perform the services listed	below:		· · · · · · · · · · · · · · · · · · ·
1	1	TEST AND CERTIFICATION CLASS II DIOCASSTV CARINET			*450.00	
1	1	**NEW EQUIPMENT**			\$450.00	\$450.00
		,				
	!	MAKE: LABCONCO MODEL: 302411100				
		S/N: NOT PROVIDED				
		RM: NOT PROVIDED				
İ		**MINIMUM RURAL ONSITE SERVICE FEE OF \$450 WILL	APPLY**			
2	5	HOURLY TRAVEL RATE - FULL TRAVEL			\$75.00	\$375.00
		** The travel fee quoted is calculated at a rate of \$75 per nearest ENV technician.**	hour of driving time, round t	rip, from the		
		In an effort for ENV to expedite the placement of and fax or email this quotation with an approved referencing quotation number: 315-154479		n		
		Special Notes:	and Conditions on the fellow	dan anna (a). This	1	
i		Acceptance of this quotation includes acceptance of Terms quotation is valid for 60 days from the quote date.     Any repairs, additional work or delays and disruptions due.				
		rates.				,
		Emergency service performed outside normal working hou four (4) hour minimum.				
		4. ENV Services, Inc. requires a purchase order or an approv	ed method of payment at tin	-		_
				Grand Total		\$825.00
						1
Quotati	ion, T	erms & Conditions			L	
Accepte	ed By:		Issued by:	Laura Castro		
Date Ad	cepte	ed;	-	Region Administr	ator	<del></del>
Custon	IEF PU	· #:				<del></del>
Credit (	Card #	f:	eMail:	Lcastro@envserv	ices.com	



ENV SERVICES, INC. 4758 RESEARCH DRIVE SAN ANTONIO, TX 78240 800-690-3368 / 210-690-3646 FAX

## Quotation

#### **Terms and Conditions**

#### TERMS AND CONDITIONS

- EXPIRATION This offer is valid for 60 days from the date of quotation/agreement. Any changes made after acceptance must be agreed and written on final work order. Any changes requested by the client, after acceptance of this quotation/agreement, may affect pricing.
- 2. CONFIDENTIALITY Disclosure of confidential and proprietary information including prices, technical proposal, implementation plan, quotation/agreement, negotiations, reports, certificates and general correspondences submitted in response to the solicitation identified herein. All items and information submitted are considered to be confidential and proprietary and shall not be copied, reproduced, distributed or disclosed for any purpose without the expressed written consent of an authorized ENV director.
- 3. PARTS All prices for parts are FOB point of purchase, freight is pre-pay and add to invoice unless otherwise stated in this quotation/agreement. Returned or cancelled parts after acceptance of the quotation/agreement may be subject to a restocking fee. Applicable shipping/freight costs are the responsibility of the client. Applicable shipping/freight costs will be included on invoice.
- 4. PAYMENT Upon credit approval, the Client agrees to make payment to ENV Services, Inc. for the full amount invoiced. Full payment for services to be performed under this quotation/agreement is due thirty (30) days from the invoice date covering this quote, unless otherwise agreed by both parties, in writing. ENV Services, Inc's remit to Address is; ENV Services, Inc., PO Box 510862, Philadelphia, PA 19175-0862.
  - writing. ENV Services, Inc's remit to Address is; ENV Services, Inc., PO Box 510862, Philadelphia, PA 19175-0862.

    a. FINANCE CHARGE A finance charge of 1.5% per-month (18% APR) for invoices that remain unpaid 25 days following original due date. Credit card payments are not subject to the terms listed above for point (4.) provided payment information is given upon acceptance of the quotation/agreement.
    - ENV Services, Inc. does not accept 10% withholding/retainage on work performed.
- 5. TAXES Any sales or use tax not invoiced is the responsibility of the customer. Taxes due are to be paid directly to the customer's local or state tax collector.
- 6. HOURS Scheduled services will generally be performed during normal working hours (generally 8:00 am to 5:00 pm Monday-Friday). Services can be scheduled at a mutually convenient time and date. Work performed outside of "normal" hours may be assessed at an increased rate.
- 7. <u>DELAY AND DISRUPTION</u> When an on-site event causes postponement of/or impedes upon ENV's ability to provide its services in a reasonable, timely manner, for which ENV's service personnel have been dispatched, en-route or on-site, ENV reserves the right to assess the client a delay and disruption fee (D&D fee). D&D fees are assessed on a time and material basis at the repair rate quoted. In the event material(s) with expiration date or short shelf-life are required and are unable to be used, requiring ENV to repurchase, the client will be responsible for material costs and shipping.
- FORCE MAJEURE ENV will not be responsible if its performance of this quotation/agreement is interrupted or delayed by reason of Acts of God; wars; blockades; riots; explosions; strikes, lockouts or other industrial disturbances involving employees of ENV or its suppliers or subcontractors; fires; accidents to equipment; or any other causes not within its control. ENV's obligations under this quotation/agreement will be deemed timely performed hereunder when performed promptly upon removal of the effects of cause.
- 9. <u>INDEMNIFICATION</u> The parties recognize that the client is contracting with ENV Services, Inc. as an independent contractor for the performance of services and provision of goods hereunder. Notwithstanding that no employee or agency relationship exists between the parties, if for any reason ENV or the Client should incur vicarious liability for the negligent acts or omissions or willful acts of the other, the party which is held to have committed such negligent or Intentional acts shall Indemnify and hold harmless the other from, and shall be obligated to pay or reimburse the other in respect of, any losses, damages, costs and expenses (including reasonable attorney's fees) incurred or assessed against such party arising out of such negligent or willful act.
- 10. SUBROGATION Requests for Waiver of Subrogation will incur an additional \$300,00 fee when not included in original quote as a line item.
- 11. ASSIGNMENT. This quotation/agreement may not be assigned by either party without the consent of the other, which will not be unreasonably withheld. This quotation/agreement will be binding upon and inure to the benefit of the parties and their successors and assigns.
- 12. LIMITED WARRANTY: DISCLAIMER ENV WARRANTS THE GOOD WORKMANSHIP OF ALL SERVICES PROVIDED UNDER THIS QUOTATION/AGREEMENT. ENV'S LIABILITY SHALL BE LIMITED TO THE REPAIR OF ANY DEFECTIVE WORKMANSHIP. THIS WARRANTY IS IN LIEU OF ALL OTHER WARRANTIES, EXPRESS OR IMPLIED. ENV SHALL IN NO EVENT BE RESPONSIBLE FOR CONSEQUENTIAL DAMAGES, NOR DAMAGES BEYOND THE PRICE PAID FOR ITS SERVICES. ALL PARTS PROVIDED SHALL CARRY ONLY THE WARRANTY OF THE MANUFACTURER.
- 13. GOVERNING LAW: CONSENT TO JURISDICTION. This quotation/agreement and questions relating to its validity, interpretation, performance and enforcement, shall be governed by the laws of the State of Pennsylvania, without regard to its choice of law provisions. Client hereby consents to the jurisdiction of the courts sitting in Pennsylvania, and, in any action brought by ENV to enforce this quotation/agreement, waives the defense of the lack of personal jurisdiction by such courts.
  - a. ARBITRATION Any and all disputes between the parties arising in conjunction with this Quotation/agreement shall be submitted to binding arbitration in Montgomery County, Pennsylvania in accordance with the rules of the American Arbitration Association.



				# Assigned: F1 / X - D		
Capital Request						
Instructions: YOU MUST USE THE TAB K	EY to navigate c	around th	i <u>s form to mai</u> ntai	in the form's integrity.		
<b>Note</b> : 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: Blood Bank, 702	Submitted by	y: Mary F	Fischer	Date: 9.21.2017		
Provide a detailed description of the capital expenditure requested: Plasma thawer - replacement. Current plasma thawer is 10-15 years old, and has been repaired several times. Currently, parts are not available from the manufacturer. If available						
through a third party vendor, repair may b	e over \$1000 p —	er BioM	ea.			
Preferred Vendor: Helmer						
Total estimated cost of project (Check a	ll required con	nponents	and list related	expense)		
1. Renovation				\$		
2. Equipment				<u>\$ 2857.05</u>		
3. Installation				<u>\$</u>		
4. Shipping				\$		
5. Accessories				\$		
6. Training				\$		
7. Travel costs				<u>\$</u>		
8. Other e.g. interfaces			10	<u>\$</u>		
		Tota	d Costs (add 1-	8) \$ 2857.05		
Does the requested item:	EC N7 3.2					
	ES NO					
Fit into existing space?	Explain:					
Attach to a new service:  YES NO	Explain:					
Require physical plan modifications?	Electrical			\$		
If yes, list to the right:	HVAC			\$		
YES NO	Safety			\$		
	Plumbing			\$		
		(I/S cab	ling, software, e			
	Engineering			\$		
Annualized impact on operations (if ap				1		
Increases/			<u></u>	Budgeted Item?		
Projected Annual Procedures (NEW not e	<u> </u>			YES NO		
Revenue per procedure	\$			_		
Projected gross revenue	\$					
Projected net revenue	\$					
Projected Additional FTE's						
Salaries	\$					
Benefits	\$					
Maintenance	\$	<del></del>		<u> </u>		
Supplies	\$					
Total Annual Expenses	\$					
Net Income/(loss) from new service	\$	<del></del>				
0.1.24.11			pprovals			
Submitted by:	verified enou		al to purchase			
Department Leader		YES	NO NO			
Vice President of Operations	<u> </u>	YES	NO NO			
Chief Francial Officer	<u> </u>		NO NO			
Chief Executive Officer		YES	NO NO			
Board of Trustees Representative	, 1	YES	□ NO			

## OTHER CONSIDERATIONS

Current plasma thawer is 10-15 years old and is in need o	f replacement. Plasma thawers aid in maintaining constant
temperature when thawing fresh frozen plasma, an FDA mor	nitored product. This unit remains on 24/7 to maintain a 37
degree environment in the event of trauma, massive transfusion	or other life threatening events needing fresh frozen plasma.
Submitted by Mary Fischer, MT(ASCP) 9.21,2017	
	·
	·
	•
0.1.24.11.02	T. /
Submitted by: Signature	Date

Sales Quotation					
*Quote Nbr	Creation Date	Due Date	Page		
7264-7015-70	09/21/2017		1 of 1		
Payment	Terms	Deliven	y Terms		
NET 30	DAYS	SHI	P PT		
Valid	oT b	Prepar	ed By		
10/21/	/2017	WHITAKER, SUE			
Customer	Reference	Sales Representative			
QUOTE/CY	TOTHERM	KRISTIN DIMURO-FRY			
To place an order	Ph: 800-640-0640	Fx: 800-290-0290			
Submit	ted To:	Customer Accoun	t: 526210-001		
MARY FISCHER KRISTIN.DIMURO-FRY@* 307-352-8364	THERMOFISHER.COM	MEMORIAL HOSP SWEETWATER C 1200 COLLEGE D ROCK SPRINGS V ATTN: MARY FISC	OUNTY R VY 82901-5868		



FISHER HEALTHCARE 11450 COMPAQ CNTR DR WEST SUITE #570 HOUSTON TX 77070-1445



Please note: This link initiates order review / placement through fishersci.com

\*Please reference this Quote Number on all correspondence.

Don't have a profile? Register on fishersci.com

For complete Terms and Condition, please <u>click here.</u>

Nbr	Qty	UN	Catalo	g Number	Description	Unit Price	Extended Price
1	1	EA	22 C	w/Rack; Tha Vendor Cata	peing sold as 1 per each	2,857.05	2,857.05

#### MERCHANDISE TOTAL

2,857.05

#### NOTES:

We now offer highly competitive financing with low monthly payments. Please contact your local sales representative for more information.

Tell us about your recent customer service experience by completing a short survey. This should take no longer than three minutes. Enter the link into your browser and enter the passcode: USA-PGH-CS2 <a href="http://survey.medallia.com/fishersci">http://survey.medallia.com/fishersci</a>



1951 Bishop Lane Ste 300 Louisville, KY 40218

## QUOTATION

Visit our website: <u>www.labsco.com</u> **Toll Free: 800.888.5227** EMAIL or FAX orders to:

labsco@labsco.com 502-364-1610 Creation Date: 9/21/2017 4:41:46 PM

Quote #: QUO-09479-T5Z1D1

Rev: 3

PLEASE REFER TO THIS QUOTE NUMBER ON ALL CORRESPONDENCES AND ORDERS

YOUR REPRESENTATIVE: David Milner dmilner@McKesson.com

Requestor: Mary Fischer

Facility ID:

WY009

**Memorial Hospital of Sweetwater County** 

1200 College Dr

Rock Springs WY 82901

Ship to:

CONTRACT Intaler		re T1	VL10039	
Terms: N30 Days	<b>FOB</b> : Origin		Shipping Charge: Prepaid and Add	
Effective Date  Expiration Date		2017-09-21		
			2017-10-31	

					/Extended
500815-1	DH2	DH2 Plasma Thawer 2 Bag Capacity - 115V/60Hz	1	\$3,276.85	\$3,276.85
400769-1		CT2 Cover (for DH2 Plasma Thawer)	1	\$155.32	\$155.32
500606-1		DT1 Digital Thermometer (solar-powered) for Plasma Thawers	1	\$170.00	\$170.00
500002-1		Standard Shipping (excludes Lift Gate)	1	\$69.59	\$69.59
			Sub Total:		\$3,671.76
ng Method:	UPS -				
We accept Visa, Mastercard and American Express		1 Exp. Coo		\$3,67	71.76
	400769-1 500606-1 500002-1 ng Method:	400769-1 500606-1 500002-1 ng Method: UPS -	400769-1 CT2 Cover (for DH2 Plasma Thawer)  500606-1 DT1 Digital Thermometer (solar-powered) for Plasma Thawers  500002-1 Standard Shipping (excludes Lift Gate)  ng Method: UPS -  Total Arept Visa, Mastercard and American Express	400769-1 CT2 Cover (for DH2 Plasma Thawer) 1  500606-1 DT1 Digital Thermometer (solar-powered) for Plasma 1 Thawers 1  500002-1 Standard Shipping (excludes Lift Gate) 1  Sub Total:  Total Amount:	400769-1 CT2 Cover (for DH2 Plasma Thawer) 1 \$155.32  500606-1 DT1 Digital Thermometer (solar-powered) for Plasma 1 \$170.00 Thawers  500002-1 Standard Shipping (excludes Lift Gate) 1 \$69.59  Sub Total:  ng Method: UPS -  Total Amount: \$3.67



1951 Bishop Lane Ste 300 Louisville, KY 40218

## QUOTATION

Visit our website: www.labsco.com

**Toll Free: 800.888.5227** EMAIL or FAX orders to:

labsco@labsco.com 502-364-1610 Creation Date: 9/21/2017 4:41:46 PM

Quote #: QUO-09479-T5Z1D1

Rev: 3

PLEASE REFER TO THIS QUOTE NUMBER ON ALL CORRESPONDENCES AND ORDERS

YOUR REPRESENTATIVE: David Milner dmilner@McKesson.com

Terms & Conditions: This quotation is for the goods named, and supersedes all other quotations, agreements, understandings, warranties and representations, written or oral, subject to the conditions noted: State and Local taxes will be collected on all sales unless a Tax Exempt Certificate is provided at time of order if applicable. A 3% processing fee will be assessed on credit card orders over \$5,000.00. If applicable freight charges are subject to change. This offer is subject to change or withdrawal by Helmer prior to acceptance.

Return Policy: Helmer equipment may be returned for a credit under the following conditions: the equipment is new and unused, a return authorization has been issued by technical service within ninety (90) days after shipment, the equipment is received at Helmer within thirty (30) days of issuance of the return authorization, the equipment is returned in original packaging or Helmer issued packaging at the customer's expense, the freight to return the equipment is the responsibility of the customer, a 20% restocking fee plus any additional return costs will be deducted from the credit, the credit will be issued at the time equipment is inspected by Helmer and deemed in good condition, special request and/or customized units are not returnable to Helmer.

Customer Information Updates: Helmer may request new customers and established customers to complete a new customer form in order to create or update current account information. This requirement will be contingent on order amount and prior history with Helmer.

Domestic Warranties	i.Series			Horizon/Scientific		
	Compressor	Parts	Labor	Compressor	Parts	Labor
Refrigerators	7 yr	2 yr	1 yr	5 yr	2 yr	1 yr
Countertop Refrigerator		2	yr Parts,	2 yr Labor		
-30 Freezers	5 yr	2 yr	1 yr	3 yr	2 yr	1 yr
UltraLow Freezers	5 yr	2 yr	2 yr			
Platelet Incubators	5 yr	2 yr	1 yr	3 yr	2 yr	1 yr
Platelet Agitators		2	yr Parts,	1 yr Labor		
Plasma Thawers		2	yr Parts,	1 yr Labor		
Cell Washers		2	yr Parts,	1 yr Labor		
Centrifuges		5 yr Powei	r Train, 2	yr Parts, 1 yr La	bor	

Customer: 0010023674 - MEMORIAL HOSPITAL OF SWEETWATER

Generated: 9/21/17



Customer #: 0010023674

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

## PROPOSAL 20170921 MEMORIAL HOSPITAL OF SWEE

Cardinal Material #	Material Description	UM	Packaging Vendor Name	Vendor Material Number	Proposal Price Marketing View
\$978710502	SAHARA III DRY HEAT PLASMA THAWER	EA	SARSTEDT INC	97.8710.502	\$7,130.15 Blood Bank Equipment

## MHSC Capital Budget for FYE 6/30/2018

Department	ITEM	Approved	Purch/Amt	Variance	FY#
MEDICAL IMAGING	C10-3V ULTRASOUND TRANSDUCER	12,762	12,762	-	FY18-2
RESPIRATORY	PURITAN BENNETT 980 VENTILATOR	TABLED 3 MOS		-	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	17,326	(2,200)	FY18-6
				-	
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				-	
Total Budgeted	2,000,000	103,068	101,288	(1,780)	
Total Duagetta	2,000,000	105,000	101,200	(1,700)	

Capital Expenditure Dollars Authorized	103,068
Net Capital Outlay FYTD 2018	103,068
Remaining Balance FY2018 Capital Budget	1,896,932

# BUILDING AND GROUNDS COMMITTEE Memorial Hospital of Sweetwater County

09/12/2017

Trustee Committee Members Present: Ed Tardoni, Taylor Jones

Committee Members Present: Irene Richardson, Tami Love, Jim Horan

Guests Present: Stevie Nosich, John Kolb, Gerry Johnston

Minutes taken by: Cindy Nelson

**Location:** Classroom 3 **Time started:** 5:05P

xhaust ducts is being			TIMELINE
tion of dryer external duct also be used temporarily for room	Jim Horan	Work with contractor to clean ducts.  Devise plan for external ducting.	Review progress next meeting.
Awaiting more data to help determine the number of rooms we actually need.  Clayton Radakovich  To present data		To present data when available.	Report back to this committee after 3 <sup>rd</sup> quarter data is compiled.
esearching requirements for offsite storage of Jim Horan Evaluate conditions required for R		Review progress next meeting.	
cess hole in the Main loor above the steam rder to replace joint.	Jim Horan	Provide project estimate to committee	Next meeting.
k-off" meeting scheduled for ative schedule would have the around January 1, 2018 and uary 19, 2018.	Jim Horan	Brief Committee of progress and any issues each month.	Review next meeting.
action plans for various encies in case of failure.	Jim Horan	Continue to fine-tune plans to include detailed action. Provide a list of 10 prioritized maintenance projects for consideration.	Review next meeting.
	Jim Horan	EOC Committee reporting and engagement is essential. EC/LS monthly surveys to catch issues early and prevent findings. J. Horan to cochair EOC committee.	Review next meeting.
	Committee	Voted to approve charter as drafted.	Noted
	•		•
	encies in case of failure.  and best solutions to prevent various "Elements of egarding authority, wording and tee as stated in draft charter.	and best solutions to prevent various "Elements of Jim Horan egarding authority, wording and Committee	include detailed action. Provide a list of 10 prioritized maintenance projects for consideration.  and best solutions to prevent various "Elements of EOC Committee reporting and engagement is essential. EC/LS monthly surveys to catch issues early and prevent findings. J. Horan to cochair EOC committee.  egarding authority, wording and Committee Voted to approve charter as

#### Finance and Audit Committee

IT report

Sept 2017

#### Rich Tyler

- We continue to make small tweaks to the phone system in regards to long hold times and employee requests. We have also been working with employees and providers from the clinic to research some possible auto call-back reminders via phone calls and text messages.
- 2. We are continuing to evaluate costs associated with moving to Pulsecheck ED EMR system or the costs associated with maintaining the current ED EMR of T-Systems.
- 3. We have been working on minor software updates to Affinity and QCPR. These updates are related to annual code updates such as ICD-10, CPT, HCSPCS, etc. We have been diligent in making sure all of our coding dictionaries across all of our software packages stay up to date.
- 4. We continue to work with Kronos and the Fiscal department to move forward with implementing the new employee scheduling module in Kronos (Kronos is our current employee time-keeping software).

# MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

To: Finance Committee September 22, 2017

From: Irene Richardson, CFO

#### **NARRATIVE TO AUGUST 2017 FINANCIAL STATEMENT**

**THE BOTTOM LINE.** The bottom line from operations for August was a loss of \$341,830, compared to a loss of \$137,242 in the budget. This yields a -4.83% operating margin for the month compared to -1.85% in the budget. The YTD Net Operating Loss is \$697,436, compared to a loss of \$417,436 in the Budget. This represents a YTD Operating Margin of -5.05% compared with -2.87% in the Budget.

The Total Net Loss for the month was \$127,259, compared to a gain of \$57,863 in the budget. The YTD Total Net Loss is \$264,468, compared to a loss of \$27,226. This represents a YTD Total Profit Margin of -1.91% compared with -.19% in the budget.

Debt service coverage came in at 2.49. The existing bond covenants require that we maintain debt service coverage of 1.25 for compliance.

**VOLUME.** Average Inpatient Census for the month was 10.4; under budget and prior year by 7.2. YTD Average Census is 11.7 compared to 19.0 in the Budget and 19.0 in the prior year.

Inpatient Surgeries were 14 under budget at 25 and Outpatient Surgeries were under budget by 10 at 136. There were 6,546 Outpatient Visits, under budget by 828.

Total ER Visits were 1,378, which was over budget by 24. There were 39 newborns in August, under budget by 6. Births are under budget by 1 year to date.

**REVENUE.** Revenue for the month was \$13,347,260, under budget by \$298,798. Inpatient revenue was under budget by \$1,423,502, Outpatient revenue was over budget by \$1,183,770 and the employed Provider Clinic was under budget by \$59,066.

YTD Total revenue was \$26,107,521, under budget by \$203,621. Inpatient revenue is under budget by \$2,285,209, Outpatient revenue is over budget by \$2,418,928 and the Provider Clinic is under budget by \$337,340. We are experiencing a shift from inpatient care to outpatient care. YTD inpatient revenue is 22.01% of total revenue compared to 31.3% in the prior year.

Net patient revenue for the month was \$6,972,769, under budget by \$282,336. YTD Net patient revenue was \$13,578,931, under budget by \$664,660.

Deductions from revenue were booked at 47.8% for August compared to 46.8% in the budget and 43.6% for prior year. YTD Deductions from revenue are 48%, compared to 45.9% in the budget and 44.4% for FY 2017.

**EXPENSES.** Total Expenses for the month were at \$7,413,029, under budget by \$129,667. Salary & Wage, Fringe Benefits, Physician Fees, Contract Labor, Purchased Services, Utilities and Depreciation were under budget for August. The following categories were over budget for August:

**Supplies** – This expense is over budget by \$137,245. Oxygen, Patient chargeables, Drugs, Maintenance supplies and Outdated supplies are over budget for August.

**Repairs & Maintenance** – This expense is over budget by \$12,130. Maintenance & Repair in Facilities included CPU repairs and reprogramming. **Other Operating Expenses** – This expense is over budget by \$15,479. Postage, Freight, Pharmacy floor charges and Computer software are over budget for August.

**Leases & Rentals** – This expense is over budget by \$30,692. Expenses over budget in August include MRI and IT equipment leases.

We will continue to see the effect of the recent cost savings in the new fiscal year. As of August, the daily cash expense is \$211,000, down from a FY2017 high of \$236,000.

**BALANCE SHEET**. Operating Cash at month end was \$12,335,327, up \$935,820 from July. Collections for the month of August were \$7,843,823. The Days of Cash on Hand for August are at 105, up 2 days from July due to the high collection month. The existing bond covenants require that we maintain 75 days of cash on hand for compliance.

Gross Receivables at month end were \$18,989,993, down \$1,293,864 from the prior month. Net Patient Receivables at month end were \$9,994,275, down \$985,470 from last month. Days in Receivables are 44 for August, down 5 days from July.

**OUTLOOK FOR SEPTEMBER.** September volume is down, projecting to come in under budget. We continue to experience a shift from inpatient care to outpatient care with inpatient revenue and patient days being under budget. Revenue is projecting to come in at \$12.3M, which is under budget with Net Revenue projecting to \$6.5M. Collections are projecting to come in at \$6.3M, which is under budget.

With the decreased volumes, expenses are also projecting to come in under budget. Salary merit increases and incentives went into effect in August. We should continue to see a decreased level of total expenses with the effects of the cost savings and financial plan. Salaries, benefits, consulting fees, contract labor and physician fees should decrease in Fiscal Year 2018.



# MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

**Unaudited Financial Statements** 

for

Two months ended August 31, 2017

#### **Certification Statement:**

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

Certified by:

## Irene Richardson

**CFO** 

Page 11806f1195

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# MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

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#### MEMORIAL HOSPITAL OF SWEETWATER COUNTY

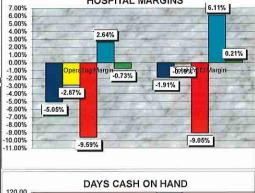
#### **EXECUTIVE FINANCIAL SUMMARY**

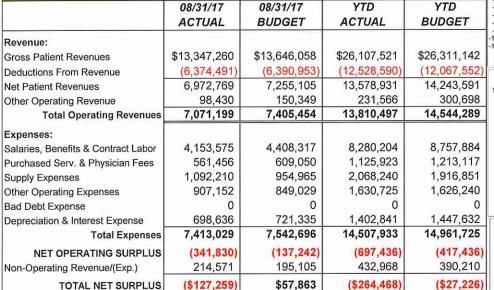
Two months ended August 31, 2017

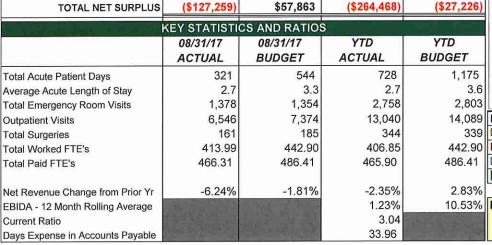
BALANCE SHE	Herse Personal Person	
	YTD	Prior FYE
	8/31/2017	6/30/2017
ASSETS		
Current Assets	\$28,673,136	\$28,280,788
Assets Whose Use is Limited	16,756,415	15,912,634
Property, Plant & Equipment (Net)	71,791,711	73,152,948
Other Assets	257,356	259,415
<b>Total Unrestricted Assets</b>	117,478,618	117,605,785
Restricted Assets	76,053	75,515
Total Assets	\$117,554,671	\$117,681,300
LIABILITIES AND NET ASSETS		
Current Liabilities	\$9,419,935	\$9,201,224
Long-Term Debt	30,729,102	30,738,726
Other Long-Term Liabilities	1,051,195	1,122,980
Total Liabilities	41,200,232	41,062,930
Net Assets	76,354,439	76,618,370
Total Liabilities and Net Assets	\$117,554,671	\$117,681,300

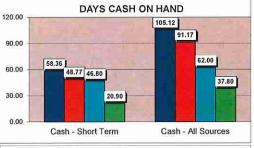
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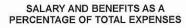
PAGE 2

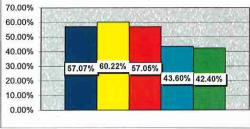












■ MEMORIAL HOSPITAL OF SV	WEETWATER COUNTY	
□ Budget	08/31/17	
Prior Fiscal Year End	06/30/17	
□ WYOMING	All Hospitals	100ff1395
\$90M Net Rev	Rural	,00011133



### PAGE 3

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

Two months ended August 31, 2017

### $\square$ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

,	Month to Date 8/31/2017	Year to Date 8/31/2017	Prior Fiscal Year End 06/30/17	WYOMING All Hospitals	
				(See Note 1)	(See Note 2)
_			0.500/	0.0404	0.700/
_					-0.73%
					0.21%
1					0.23%
					28.70%
	69.95%	76.02%	68.92%	64.10%	71.70%
Ê	N/A	58.36	48.77	46.80	20.90
1	N/A	105.12	91.17	62.00	37.80
$\Box$	44.43	46.79	52.49	66.90	57.20
Û	43.49	43.06	40.28	44.80	49.20
1	3.04	3.04	3.08	3.66	1.74
Ţ	9.97	9.97	8.42	9.50	12.40
•	7.88%	8.21%	8.08%	5.19%	5.47%
$\Gamma$					4.42%
				16.80%	10.00%
1	N/A	2.49	1.32	N/A	2.64
Ū	8.85	8.73	8.07	6.60	4.63
	N/A	\$87,773	\$90,170	\$62,436	\$48,150
ı	56.03%	57.07%	57.05%	43.60%	42.40%
1	N/A	30.82	32.16	52.24	49.04
	MTD - Actual 8/31/2017	YTD - Actual 8/31/2017	Prior FYE 6/30/2017	YTD - Budget 8/31/2017	
•				2	•
Û	44.11	44.85	46.55	53.68	
	\$11,778	\$11,134	\$12,261	\$13,577	
Ū	\$12,348	\$11,696	\$13,438	\$13,966	Page 18106f1195
	息 位 息位位 位 息位6	8/31/2017  1	1	Month to Date 8/31/2017       Year to Date 9/30/17       Year End 06/30/17         1 -4.83%       -5.05%       -9.59%         1 -1.80%       -1.91%       -9.05%         1 -0.65%       -1.35%       -6.59%         1 9.65%       23.98%       31.08%         69.95%       76.02%       68.92%         1 N/A       105.12       91.17         1 44.43       46.79       52.49         1 43.49       43.06       40.28         3.04       3.04       3.08         1 9.97       9.97       8.42         7.88%       8.21%       8.08%         40.25%       40.25%       40.11%         28.70%       28.70%       28.63%         1 N/A       2.49       1.32         1 8.85       8.73       8.07         N/A       \$87,773       \$90,170         56.03%       57.07%       57.05%         1 N/A       30.82       32.16         MTD - Actual 8/31/2017       8/31/2017       6/30/2017         44.11       44.85       46.55         \$11,778       \$11,134       \$12,261	Month to Date 8/31/2017         Year to Date 8/31/2017         Year End 06/30/17         WYOMING All Hospitals (See Note 1)           1         -4.83%         -5.05%         -9.59%         2.64%           1         -1.80%         -1.91%         -9.05%         6.11%           2         -0.65%         -1.35%         -6.59%         4.21%           19.65%         23.98%         31.08%         36.90%           69.95%         76.02%         68.92%         64.10%           1         N/A         105.12         91.17         62.00           2         44.43         46.79         52.49         66.90           3.04         3.04         3.08         3.66           3.04         3.04         3.08         3.66           3.04         3.04         3.08         3.66           3.04         3.04         3.08         5.19%           40.25%         40.25%         40.11%         13.71%           40.25%         40.25%         40.11%         13.71%           28.70%         28.63%         16.80%           N/A         \$87,773         \$90,170         \$62,436           56.03%         57.07%         57.05%         43.60%

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.

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## MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

Two months ended August 31, 2017

	Current Month 8/31/2017	Prior Month 7/31/2017	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2017
Current Assets			·		
Cash and Cash Equivalents	\$12,335,327	\$11,399,507	\$935,820	8.21%	\$11,368,899
Gross Patient Accounts Receivable	18,989,993	20,283,857	(1,293,864)	-6.38%	19,972,096
Less: Bad Debt and Allowance Reserves	(8,995,718)	(9,304,112)	308,394	3.31%	(9,202,683)
Net Patient Accounts Receivable	9,994,275	10,979,745	(985,470)	-8.98%	10,769,413
Interest Receivable	0	0	0	0.00%	0
Other Receivables	1,443,707	1,406,541	37,166	2.64%	1,473,549
Inventories	2,637,744	2,637,261	483	0.02%	2,664,302
Prepaid Expenses	2,262,083	2,401,931	(139,848)	-5.82%	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	28,673,136	28,824,985	(151,849)	-0.53%	28,280,788
Assets Whose Use is Limited					
Cash	330,024	329,241	783	0.24%	328,882
Investments	0	00	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	6,379,927	3,129,870	3,250,057	103.84%	3,017,205
Trustee Held Funds - SPT	493,031	3,320,145	(2,827,114)	-85.15%	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	16,756,415	16,332,689	423,726	2.59%	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	105,856,602	105,843,852	12,750	0.01%	105,824,759
Construction In Progress	483,257	483,257	12,750	0.00%	483,257
Capitalized Interest	403,237	403,237	0	0.00%	0
Gross Property, Plant, and Equipment	147,301,101	147,288,351	12,750	0.01%	147,263,807
Less: Accumulated Depreciation	(75,509,390)	(74,815,064)	(694,326)	-0.93%	(74,110,859)
Net Property, Plant, and Equipment	71,791,711	72,473,287	(681,576)	-0.94%	73,152,948
Other Accets					
Other Assets Unamortized Loan Costs	257,356	258,385	(1,029)	-0.40%	259,415
	257,356	236,365	(1,029)	0.00%	
Other Total Other Assets	257,356	258,385	(1,029)	-0.40%	Page 18206f139 259,415
				0.050/	447.005.705
TOTAL UNRESTRICTED ASSETS	117,478,618	117,889,346	(410,728)	-0.35%	117,605,785
Restricted Assets	76,053	75,536	517	0.68%	75,515
TOTAL ASSETS	\$117,554,671	\$117,964,882	(\$410,211)	-0.35%	\$117,681,300

Two months ended August 31, 2017

		LIABILITI	ES AND FUND E	BALANCE			
	Current	Prior	Positive/		Prior		
	Month	Month	(Negative)	Percentage	Year End		
	8/31/2017	7/31/2017	Variance	Variance	6/30/2017		
Current Liabilities	D <sub>2</sub>						
Accounts Payable	\$3,778,499	\$4,465,608	\$687,109	15.39%	\$4,177,439		
Notes and Loans Payable	ψ3,770,433	0	0	0.00%	φ+,177,405		
Accrued Payroll	1,542,154	1,190,232	(351,922)	-29.57%	1,026,503		
Accrued Payroll Taxes	0	0	0	0.00%	0		
Accrued Benefits	1,879,862	1,907,830	27,968	1.47%	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)	1,585,000	1,585,000	0	0.00%	1,585,000		
Current Portion of LTD (Leases)	0	0	0	0.00%	0		
Other Current Liabilities	634,420	522,826	(111,594)	-21.34%	411,236		
Total Current Liabilities	9,419,935	9,671,496	251,561	2.60%	9,201,224		
Long Term Debt							
Bonds/Mortgages Payable	32,314,102	32,318,914	4,812	0.01%	32,323,726		
Leases Payable	02,011,102	02,010,011	0	0.00%	02,020,720		
Less: Current Portion Of Long Term Debt	1,585,000	1,585,000	0	0.00%	1,585,000		
Total Long Term Debt (Net of Current)	30,729,102	30,733,914	4,812	0.02%	30,738,726		
Other Lang Tarm Liabilities							
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	1,051,195	1,078,291	27,096	2.51%	1,122,980		
Total Other Long Term Liabilities	1,051,195	1,078,291	27,096	2.51%	1,122,980		
roun outer zong roun zummuoo		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,					
TOTAL LIABILITIES	41,200,232	41,483,701	283,469	0.68%	41,062,930		
and the second				N			
Net Assets: Unrestricted Fund Balance	74,217,872	74,217,872	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	441,916	441,399	(517)	-0.12%	441,378		
Net Revenue/(Expenses)	(264,468)	(137,209)	N/A	N/A	(7, Page 186306f139		
TOTAL NET ASSETS	76,354,439	76,481,181	126,742	0.17%	76,618,370		
TOTAL LIABILITIES AND NET ASSETS	\$117,554,671	\$117,964,882	\$410,211	0.35%	\$117,681,300		
AND NET ASSETS	7,504,611	7111,004,002	Ψ.110,2211		7 , , , , , , , , , , , , , , , ,		

### Statement of Revenue and Expense MEMORIAL HOSPITAL OF SWEETWATER COUNTY **ROCK SPRINGS, WY**

Two months ended August 31, 2017

	CURRENT MONTH					
	Actual 08/31/17	Budget 08/31/17	Positive (Negative) Variance	Percentage Variance	Prior Year 08/31/16	
Gross Patient Revenue				y -		
Inpatient Revenue	\$2,623,367	\$4,046,869	(\$1,423,502)	-35.18%	\$3,939,832	
Outpatient Revenue	9,336,438	8,152,668	1,183,770	14.52%	7,408,251	
Clinic Revenue	1,181,300	1,161,880	19,420	1.67%	1,486,415	
Specialty Clinic Revenue	206,155	284,641	(78,486)	-27.57%	271,105 13,105,603	
Total Gross Patient Revenue	13,347,260	13,646,058	(290,790)	-2.19%	13,105,603	
Deductions From Revenue						
Discounts and Allowances	(5,202,389)	(5,137,313)	(65,076)	-1.27%	(4,859,733)	
Bad Debt Expense (Governmental Providers Only)	(976,726)	(975,054)	(1,672)	-0.17%	(724,953)	
Charity Care	(195,376)	(278,587)	83,211	29.87%	(130,316)	
Total Deductions From Revenue	(6,374,491)	(6,390,953)	16,462	0.26%	(5,715,002)	
Net Patient Revenue	6,972,769	7,255,105	(282,336)	-3.89%	7,390,601	
Other Operating Revenue	98,430	150,349	(51,919)	-34.53%	151,333	
Total Operating Revenue	7,071,199	7,405,454	(334,255)	-4.51%	7,541,934	
Operating Evpanses						
Operating Expenses Salaries and Wages	3,386,967	3,486,417	99,450	2.85%	3,289,085	
Fringe Benefits	663,774	797,422	133,648	16.76%	700,720	
Contract Labor	102,834	124,478	21,644	17.39%	295,672	
Physicians Fees	157,081	172,373	15,292	8.87%	269,304	
Purchased Services	404,375	436,677	32,302	7.40%	537,738	
Supply Expense	1,092,210	954,965	(137,245)	-14.37%	988,620	
Utilities	93,656	95,664	2,008	2.10%	101,762	
Repairs and Maintenance	385,354	373,224	(12, 130)	-3.25%	406,378	
Insurance Expense	66,544	64,714	(1,830)	-2.83%	80,181	
All Other Operating Expenses	241,806	226,327	(15,479)	-6.84%	209,737	
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0	
Leases and Rentals	119,792	89,100	(30,692)	-34.45%	96,658	
Depreciation and Amortization	698,636	721,335	22,699	3.15%	745,322	
Interest Expense (Non-Governmental Providers)	0_	0	0	0.00%	0	
Total Operating Expenses	7,413,029	7,542,696	129,667	1.72%	7,721,177	
Net Operating Surplus/(Loss)	(341,830)	(137,242)	(204,588)	149.07%	(179,243)	
Non-Operation Develope						
Non-Operating Revenue: Contributions	0	0	0	0.00%	0	
Investment Income	9,201	7,100	2,101	29.59%	(2,210)	
Tax Subsidies (Except for GO Bond Subsidies)	310,001	279,743	30,258	10.82%	242,191	
Tax Subsidies for GO Bonds	. 0	0	0	0.00%	0	
Interest Expense (Governmental Providers Only)	(124,049)	(111,593)	12,456	-11.16%	(107,795)	
Other Non-Operating Revenue/(Expenses)	19,418	19,855	(437)	-2.20%	P18.0678406f	
Total Non Operating Revenue/(Expense)	214,571	195,105	19,466	9.98%	150,253	
Total Net Surplus/(Loss)	(\$127,259)	\$57,863	(\$185,122)	-319.93%	(\$28,990)	
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0	
Increase/(Decrease in Unrestricted Net Assets	(\$127,259)	\$57,863	(\$185,122)	-319.93%	(\$28,990)	
Operating Margin	-4.83%	-1.85%			-2.38%	
Total Profit Margin	-1.80%	0.78%			-0.38%	
EBIDA	9.03%	11.24%			10.38%	

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### Statement of Revenue and Expense MEMORIAL HOSPITAL OF SWEETWATER COUNTY **ROCK SPRINGS, WY**

Two months ended August 31, 2017

	YEAR-TO-DATE					
•	Actual	Budget	Positive (Negative) Variance	Percentage Variance	Prior Year 08/31/16	
Gross Patient Revenue	08/31/17	08/31/17	variance	variance	00/31/10	
Inpatient Revenue	\$5,746,056	\$8,031,265	(\$2,285,209)	-28.45%	\$7,768,097	
Outpatient Revenue	17,803,894	15,384,966	2,418,928	15.72%	14,185,127	
Clinic Revenue	2,141,310	2,266,548	(125,238)	-5.53%	2,421,556	
Specialty Clinic Revenue	416,261	628,363	(212,102)	-33.75%	444,710	
Total Gross Patient Revenue	26,107,521	26,311,142	(203,621)	-0.77%	24,819,490	
Deductions From Revenue						
Discounts and Allowances	(10,290,696)	(9,683,648)	(607,048)	-6.27%	(9,341,398)	
Bad Debt Expense (Governmental Providers Only)	(1,759,202)	(1,854,147)	94,945	5.12%	(1,452,900)	
Charity Care	(478,692)	(529,756)	51,064	9.64%	(214,593)	
Total Deductions From Revenue	(12,528,590)	(12,067,552)	(461,038)	-3.82%	(11,008,891)	
Net Patient Revenue	13,578,931	14,243,591	(664,660)	-4.67%	13,810,599	
Other Operating Revenue	231,566	300,698	(69,132)	-22.99%	332,977	
<b>Total Operating Revenue</b>	13,810,497	14,544,289	(733,792)	-5.05%	14,143,576	
Operating Expenses						
Salaries and Wages	6,642,033	6,906,656	264,623	3.83%	6,590,046	
Fringe Benefits	1,333,916	1,605,872	271,956	16.94%	1,514,065	
Contract Labor	304,255	245,356	(58,899)	-24.01%	524,319	
Physicians Fees	320,427	351,170	30,743	8.75%	514,832	
Purchased Services	805,496	861,947	56,451	6.55%	1,027,771	
Supply Expense	2,068,240	1,916,851	(151,389)	-7.90%	1,769,397	
Utilities	174,478	195,153	20,675	10.59%	200,283	
Repairs and Maintenance	727,538	723,680	(3,858)	-0.53%	736,230	
Insurance Expense	133,651	129,915	(3,736)	-2.88%	159,127	
All Other Operating Expenses	403,560	399,417	(4,143)	-1.04%	453,879	
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0	
Leases and Rentals	191,498	178,075	(13,423)	-7.54%	193,149	
Depreciation and Amortization	1,402,841	1,447,632	44,791	3.09%	1,490,290	
Interest Expense (Non-Governmental Providers)  Total Operating Expenses	14,507,933	14,961,725	453,792	3.03%	15,173,388	
Total Operating Expenses	14,507,933	14,901,725	433,732	3.0376	13,173,300	
Net Operating Surplus/(Loss)	(697,436)	(417,436)	(280,000)	67.08%	(1,029,812)	
Non-Operating Revenue:						
Contributions	0	0	0	0.00%	0	
Investment Income	10,811	14,200	(3,389)	-23.87%	1,927	
Tax Subsidies (Except for GO Bond Subsidies)	617,032	559,486	57,546	10.29%	525,424	
Tax Subsidies for GO Bonds	0	(222.426)	(7.602)	0.00%	(245 502)	
Interest Expense (Governmental Providers Only)	(230,788)	(223,186)	(7,602)	3.41% -9.56%	(215,592) 37,794	
Other Non-Operating Revenue/(Expense)  Total Non Operating Revenue/(Expense)	35,913 432,968	39,710 390,210	(3,797) 42,758	10.96%	349,553 Page 38506f139	
Total Net Surplus/(Loss)	(\$264,468)	(\$27,226)	(\$237,242)	871.38%	(\$680,259)	
Total Net Surplus/(Loss)					(\$000,200)	
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0	
Increase/(Decrease) in Unrestricted Net Assets	(\$264,468)	(\$27,226)	(\$237,242)	871.38%	(\$680,259)	
Operating Margin	-5.05%	-2.87%			-7.28%	
Total Profit Margin	-1.91%	-0.19%			-4.81%	
EBIDA	9.17%	10.53%			6.72%	

Statement of Revenue and Expense - 13 Month Trend
MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY						
	Actual 8/31/2017	Actual 7/31/2017	Actual 6/30/2017	Actual 5/31/2017	Actual 4/30/2017	
Gross Patient Revenue						
Inpatient Revenue	\$2,623,367	\$3,122,689	\$2,539,451	\$3,335,977	\$3,639,447	
Inpatient Psych/Rehab Revenue Outpatient Revenue	\$9,336,438	\$8,467,456	\$8,682,306	\$8,442,688	\$7,816,452	
Clinic Revenue	\$1,181,300	\$960,010	\$1,369,601	\$1,168,237	\$1,327,433	
Specialty Clinic Revenue	\$206,155	\$210,106	\$259,241	\$217,138	\$244,602	
Total Gross Patient Revenue	\$13,347,260	\$12,760,261	\$12,850,599	\$13,164,040	\$13,027,934	
Deductions From Revenue						
Discounts and Allowances	\$5,202,389	\$5,088,307	\$5,712,822	\$6,333,953	\$5,339,351	
Bad Debt Expense (Governmental Providers Only)	\$976,726	\$782,476	\$747,176	\$802,116	\$692,173	
Charity Care	\$195,376	\$283,316	\$317,868	\$301,201	\$124,361	
Total Deductions From Revenue	6,374,491	6,154,099	6,777,866	7,437,270	6,155,885	
Net Patient Revenue	\$6,972,769	\$6,606,162	\$6,072,733	\$5,726,770	\$6,872,049	
Other Operating Revenue	98,430	133,136	137,619	491,885	147,263	
Total Operating Revenue	7,071,199	6,739,298	6,210,352	6,218,655	7,019,312	
Operating European						
Operating Expenses Salaries and Wages	\$3,386,967	\$3,255,066	\$3,247,880	\$3,364,610	\$3,195,654	
Fringe Benefits	\$663,774	\$670,142	\$790,698	\$858,790	\$844,352	
Contract Labor	\$102,834	\$201,421	\$119,467	\$150,585	\$128,602	
Physicians Fees	\$157,081	\$163,346	\$175,409	\$284,816	\$305,224	
Purchased Services	\$404,375	\$401,121	\$406,476	\$399,760	\$571,988	
Supply Expense	\$1,092,210	\$976,030	\$1,471,285	\$1,063,925	\$982,868	
Utilities	\$93,656	\$80,822	\$99,366	\$93,475	\$89,300	
Repairs and Maintenance	\$385,354	\$342,184	\$371,836	\$386,767	\$342,089	
Insurance Expense	\$66,544	\$67,107	\$67,671	\$67,671	\$74,540 \$162,144	
All Other Operating Expenses Bad Debt Expense (Non-Governmental Providers)	\$241,806	\$161,754	\$186,813	\$171,802	\$102,144	
Leases and Rentals	\$119,792	\$71,706	\$82,688	\$92,824	\$85,156	
Depreciation and Amortization	\$698,636	\$704,205	\$706,240	\$718,016	\$728,887	
Interest Expense (Non-Governmental Providers)	,,,					
Total Operating Expenses	\$7,413,029	\$7,094,904	\$7,725,829	\$7,653,041	\$7,510,804	
Net Operating Surplus/(Loss)	(\$341,830)	(\$355,606)	(\$1,515,477)	(\$1,434,386)	(\$491,492)	
Non-Operating Revenue:						
Contributions						
Investment Income	9,201	1,610	43,218	10,494	92,646	
Tax Subsidies (Except for GO Bond Subsidies)						
Tax Subsidies for GO Bonds	310,001	307,031	302,717	246,405	233,796	
Interest Expense (Governmental Providers Only)	(124,049)	(106,739)	(129,860)	(109,196)	(108,951)	
Other Non-Operating Revenue/(Expenses)	19,418 \$214,571	16,495 \$218,397	(232,314) ( <b>\$16,239</b> )	(264,249) ( <b>\$116,546</b> )	(286,531) P <b>age</b> ( <b>B9</b> (6)0	6f11
Total Non Operating Revenue/(Expense)	\$214,571	\$210,397	(\$10,239)	(\$110,540)	1(454,040)	,,,,
Total Net Surplus/(Loss)	(\$127,259)	(\$137,209)	(\$1,531,716)	(\$1,550,932)	(\$560,532)	
Change in Unrealized Gains/(Losses) on Investments			10,679		97,892	
Increase/(Decrease in Unrestricted Net Assets	(\$127,259)	(\$137,209)	(\$1,521,037)	(\$1,550,932)	(\$462,640)	
On custing Margin	4 920/	E 200/	-24.40%	-23.07%	-7.00%	
Operating Margin	-4.83% -1.80%	-5.28% -2.04%	-24.40% -24.66%	-24.94%	-7.99%	
Total Profit Margin EBIDA	5.05%	5.17%	-13.03%	-11.52%	3.38%	
hild ( bef)	5.0570	J.1770	10.0070		5.0070	

\$13,131,764 \$11,483,092 \$13,932,592 \$13,918,063 \$12,986,849 \$13,506,963 \$13,430,097 \$13,105,603 \$14,986,941 \$5,439,949 \$4,820,802 \$4,777,892 \$5,051,878 \$4,735,846 \$4,859,733 \$724,002 \$773,015 \$908,069 \$903,383 \$963,672 \$1,155,885 \$723,087 \$724,953 \$353,391 \$419,538 \$72,253 \$217,146 \$189,916 \$48,714 \$273,249 \$130,316 \$5,997,435 \$5,277,644 \$6,420,271 \$5,841,131 \$5,911,480 \$6,266,277 \$5,731,982 \$6,715,002 \$7,134,330 \$6,205,548 \$7,512,321 \$8,076,932 \$7,075,389 \$7,250,886 \$7,698,115 \$7,390,601 \$213,499 \$76,528 \$198,334 \$129,956 \$299,696 \$221,160 \$72,487 \$151,333 \$7,347,829 \$6,282,076 \$7,710,655 \$8,206,888 \$7,305,065 \$7,471,846 \$7,770,602 \$7,541,934 \$23,401,381 \$3,501,778 \$3,577,849 \$4,006,063 \$2,927,118 \$3,878,876 \$3,808,385 \$3,289,085 \$370,155 \$880,624 \$1,091,981 \$832,529 \$592,913 \$863,461 \$650,990 \$700,720 \$177,92 \$285,066 \$146,994 \$213,207 \$244,925 \$185,893 \$223,596 \$328,085 \$328,085 \$328,085 \$349,22 \$518,367 \$288,161 \$236,151 \$310,896 \$237,414 \$175,888 \$241,597 \$286,049 \$20,977 \$470,839 \$918,814 \$472,561 \$482,159 \$836,347 \$808,882 \$11,47,283 \$1,081,417 \$993,972 \$1,006,598 \$10,813,378,389 \$3,477 \$808,882 \$11,47,283 \$1,081,417 \$993,972 \$1,006,598 \$10,813,378,389 \$386,413 \$304,454 \$328,085 \$376,223 \$307,252 \$227,500 \$406,378 \$393,447 \$304,893 \$31,081,385 \$386,333 \$101,762 \$384,694 \$326,085 \$376,223 \$307,252 \$227,500 \$406,378 \$393,447 \$304,893 \$31,891,391,391,391,391,391,391,391,391,391,3								
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\$3,401,381 \$3,501,778 \$3,577,849 \$4,006,063 \$2,927,118 \$3,878,876 \$3,808,385 \$3,289,085 \$750,155 \$880,624 \$1,091,981 \$832,529 \$592,913 \$863,461 \$650,800 \$700,720 \$177,922 \$285,056 \$146,994 \$213,207 \$244,925 \$185,893 \$223,596 \$295,672 \$256,701 \$218,016 \$236,151 \$310,896 \$273,414 \$175,688 \$241,537 \$269,304 \$534,922 \$518,367 \$620,997 \$470,839 \$618,814 \$472,561 \$462,159 \$537,738 \$953,447 \$808,882 \$11,417,263 \$1,081,417 \$993,972 \$1,006,598 \$1,081,326 \$988,620 \$60,718 \$127,027 \$95,377 \$111,777 \$93,430 \$86,726 \$98,533 \$101,762 \$341,838 \$385,413 \$304,454 \$328,058 \$376,223 \$307,252 \$327,900 \$406,378 \$79,014 \$81,497 \$81,496 \$81,634 \$80,954 \$41,475 \$80,431 \$80,181 \$232,805 \$209,026 \$249,668 \$181,658 \$290,376 \$256,542 \$242,721 \$209,737 \$84,643 \$82,935 \$92,970 \$94,329 \$93,859 \$101,517 \$94,397 \$96,658 \$727,168 \$730,416 \$733,360 \$743,896 \$747,981 \$750,565 \$747,719 \$745,322 \$7,600,615 \$7,829,037 \$8,378,500 \$8,456,303 \$743,896 \$747,981 \$750,565 \$747,719 \$745,322 \$7,600,615 \$7,829,037 \$8,378,500 \$8,456,303 \$73,339,79 \$8,167,154 \$8,079,594 \$7,721,177 \$222,770 290,366 252,337 273,178 271,533 281,383 300,699 242,191 (130,517) (109,112) (110,073) (107,795) (107,795) (107,775) (109,794) (107,795) (300,886) (284,874) (296,160) 21,329 17,712 25,282 6,693 18,067 (\$194,010) (\$93,293) (\$143,917) \$186,252 \$161,201 \$195,349 \$206,479 \$150,2513) (\$28,990) \$446,796) (\$1,640,254) (\$811,762) (\$63,163) \$132,287 (\$499,959) (\$102,513) (\$28,990)	213,499	76,528	198,334	129,956	229,696	221,160	72,487	151,333
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\$79,014 \$81,497 \$81,436 \$81,634 \$80,954 \$81,475 \$80,431 \$80,181 \$232,805 \$209,026 \$249,668 \$181,658 \$290,376 \$256,542 \$242,721 \$209,737 \$84,643 \$82,935 \$92,970 \$94,329 \$93,859 \$101,517 \$94,397 \$96,658 \$727,168 \$730,416 \$733,360 \$743,896 \$747,981 \$750,565 \$747,719 \$745,322 \$7,600,615 \$7,829,037 \$8,378,500 \$8,456,303 \$7,333,979 \$8,167,154 \$8,079,594 \$7,721,177 \$252,786 \$1,546,961 \$1,5							and the same of th	No the Control of the
\$232,805 \$209,026 \$249,668 \$181,658 \$290,376 \$256,542 \$242,721 \$209,737 \$84,643 \$82,935 \$92,970 \$94,329 \$93,859 \$101,517 \$94,397 \$96,658 \$727,168 \$730,416 \$733,360 \$743,896 \$747,981 \$750,565 \$747,719 \$745,322 \$7,600,615 \$7,829,037 \$8,378,500 \$8,456,303 \$7,333,979 \$8,167,154 \$8,079,594 \$7,721,177 \$252,786 \$1,546,961 \$1,546,961 \$1,546,961 \$1,000,000 \$1		The second second						
\$84,643 \$82,935 \$92,970 \$94,329 \$93,859 \$101,517 \$94,397 \$96,658 \$727,168 \$730,416 \$733,360 \$743,896 \$747,981 \$750,565 \$747,719 \$745,322 \$7,600,615 \$7,829,037 \$8,378,500 \$8,456,303 \$7,333,979 \$8,167,154 \$8,079,594 \$7,721,177 \$252,786) \$(\$1,546,961) \$(\$667,845) \$(\$249,415) \$(\$28,914) \$(\$695,308) \$(\$308,992) \$(\$179,243) \$4,623 \$10,327 \$9,979 \$(459) \$(20,249) \$(3,541) \$8,881 \$(2,210) \$232,770 \$290,366 \$252,337 \$273,178 \$271,533 \$281,383 \$300,699 \$242,191 \$(130,517) \$(109,112) \$(110,073) \$(107,795) \$(107,795) \$(107,775) \$(109,794) \$(107,795) \$(300,886) \$(284,874) \$(296,160) \$21,329 \$17,712 \$25,282 \$6,693 \$18,067 \$(\$194,010) \$(\$93,293) \$(\$143,917) \$186,252 \$161,201 \$195,349 \$206,479 \$150,253 \$(\$446,796) \$(\$1,640,254) \$(\$811,762) \$(\$63,163) \$132,287 \$(\$499,959) \$(\$102,513) \$(\$28,990) \$(\$446,796) \$(\$1,640,254) \$(\$811,762) \$(\$63,163) \$132,287 \$(\$499,959) \$(\$102,513) \$(\$28,990) \$(\$446,796) \$(\$1,640,254) \$(\$811,762) \$(\$63,163) \$132,287 \$(\$499,959) \$(\$102,513) \$(\$28,990) \$(\$446,796) \$(\$1,640,254) \$(\$811,762) \$(\$63,163) \$132,287 \$(\$499,959) \$(\$102,513) \$(\$28,990) \$(\$446,796) \$(\$1,640,254) \$(\$811,762) \$(\$63,163) \$132,287 \$(\$499,959) \$(\$102,513) \$(\$28,990) \$(\$446,796) \$(\$1,640,254) \$(\$811,762) \$(\$63,163) \$132,287 \$(\$499,959) \$(\$102,513) \$(\$28,990) \$(\$446,796) \$(\$1,640,254) \$(\$28,874) \$(\$28,990) \$(\$28,9	The second secon	The state of the s				The second of th		
\$727,168 \$730,416 \$733,360 \$743,896 \$747,981 \$750,565 \$747,719 \$745,322 \$7,600,615 \$7,829,037 \$8,378,500 \$8,456,303 \$7,333,979 \$8,167,154 \$8,079,594 \$7,721,177 \$252,786 \$10,327 9,979 \$159,243 \$10,327 9,979 \$159,243 \$10,327	\$232,805	\$209,026	\$249,000	\$101,000	\$290,376	\$250,542	\$242,721	\$209,737
\$7,600,615 \$7,829,037 \$8,378,500 \$8,456,303 \$7,333,979 \$8,167,154 \$8,079,594 \$7,721,177 (\$252,786) (\$1,546,961) (\$667,845) (\$249,415) (\$28,914) (\$695,308) (\$308,992) (\$179,243) (\$232,770 290,366 252,337 273,178 271,533 281,383 300,699 242,191 (130,517) (109,112) (110,073) (107,795) (107,795) (107,775) (109,794) (107,795) (300,886) (284,874) (296,160) 21,329 17,712 25,282 6,693 18,067 (\$194,010) (\$93,293) (\$143,917) \$186,252 \$161,201 \$195,349 \$206,479 \$150,253 (\$28,990) (\$446,796) (\$1,640,254) (\$811,762) (\$63,163) \$132,287 (\$499,959) (\$102,513) (\$28,990)	\$84,643	\$82,935	\$92,970	\$94,329	\$93,859	\$101,517	\$94,397	\$96,658
(\$252,786) (\$1,546,961) (\$667,845) (\$249,415) (\$28,914) (\$695,308) (\$308,992) (\$179,243)  4,623 10,327 9,979 (459) (20,249) (3,541) 8,881 (2,210)  232,770 290,366 252,337 273,178 271,533 281,383 300,699 242,191  (130,517) (109,112) (110,073) (107,795) (107,795) (107,775) (109,794) (107,795)  (300,886) (284,874) (296,160) 21,329 17,712 25,282 6,693 18,067  (\$194,010) (\$93,293) (\$143,917) \$186,252 \$161,201 \$195,349 \$206,479 \$150,253  (\$446,796) (\$1,640,254) (\$811,762) (\$63,163) \$132,287 (\$499,959) (\$102,513) (\$28,990)	\$727,168	\$730,416	\$733,360	\$743,896	\$747,981	\$750,565	\$747,719	\$745,322
4,623       10,327       9,979       (459)       (20,249)       (3,541)       8,881       (2,210)         232,770       290,366       252,337       273,178       271,533       281,383       300,699       242,191         (130,517)       (109,112)       (110,073)       (107,795)       (107,795)       (107,775)       (109,794)       (107,795)         (300,886)       (284,874)       (296,160)       21,329       17,712       25,282       6,693       18,067         (\$194,010)       (\$93,293)       (\$143,917)       \$186,252       \$161,201       \$195,349       \$206,479       \$150,253         (\$446,796)       (\$1,640,254)       (\$811,762)       (\$63,163)       \$132,287       (\$499,959)       (\$102,513)       (\$28,990)         (\$446,796)       (\$1,640,254)       (\$811,762)       (\$63,163)       \$132,287       (\$499,959)       (\$102,513)       (\$28,990)	\$7,600,615	\$7,829,037	\$8,378,500	\$8,456,303	\$7,333,979	\$8,167,154	\$8,079,594	\$7,721,177
4,623       10,327       9,979       (459)       (20,249)       (3,541)       8,881       (2,210)         232,770       290,366       252,337       273,178       271,533       281,383       300,699       242,191         (130,517)       (109,112)       (110,073)       (107,795)       (107,795)       (107,775)       (109,794)       (107,795)         (300,886)       (284,874)       (296,160)       21,329       17,712       25,282       6,693       18,067         (\$194,010)       (\$93,293)       (\$143,917)       \$186,252       \$161,201       \$195,349       \$206,479       \$150,253         (\$446,796)       (\$1,640,254)       (\$811,762)       (\$63,163)       \$132,287       (\$499,959)       (\$102,513)       (\$28,990)         (\$446,796)       (\$1,640,254)       (\$811,762)       (\$63,163)       \$132,287       (\$499,959)       (\$102,513)       (\$28,990)	(\$252 786)	(\$1.546.961)	(\$667.845)	(\$249.415)	(\$28 914)	(\$695.308)	(\$308 992)	(\$179.243)
232,770 290,366 252,337 273,178 271,533 281,383 300,699 242,191 (130,517) (109,112) (110,073) (107,795) (107,795) (107,775) (109,794) (107,795) (300,886) (284,874) (296,160) 21,329 17,712 25,282 6,693 18,067 (\$194,010) (\$93,293) (\$143,917) \$186,252 \$161,201 \$195,349 \$206,479 \$150,253 (\$446,796) (\$1,640,254) (\$811,762) (\$63,163) \$132,287 (\$499,959) (\$102,513) (\$28,990) (\$446,796) (\$1,640,254) (\$811,762) (\$63,163) \$132,287 (\$499,959) (\$102,513) (\$28,990)	(4202,100)	(\$1,540,501)	(\$007,043)	(4243,413)	(\$20,014)	(\$000,000)	(\$000,002)	(\$175,245)
(130,517)       (109,112)       (110,073)       (107,795)       (107,795)       (107,775)       (109,794)       (107,795)         (300,886)       (284,874)       (296,160)       21,329       17,712       25,282       6,693       18,067         (\$194,010)       (\$93,293)       (\$143,917)       \$186,252       \$161,201       \$195,349       \$206,479       \$150,253         (\$446,796)       (\$1,640,254)       (\$811,762)       (\$63,163)       \$132,287       (\$499,959)       (\$102,513)       (\$28,990)         (\$446,796)       (\$1,640,254)       (\$811,762)       (\$63,163)       \$132,287       (\$499,959)       (\$102,513)       (\$28,990)	4,623	10,327	9,979	(459)	(20,249)	(3,541)	8,881	(2,210)
(130,517)       (109,112)       (110,073)       (107,795)       (107,795)       (107,775)       (109,794)       (107,795)         (300,886)       (284,874)       (296,160)       21,329       17,712       25,282       6,693       18,067         (\$194,010)       (\$93,293)       (\$143,917)       \$186,252       \$161,201       \$195,349       \$206,479       \$150,253         (\$446,796)       (\$1,640,254)       (\$811,762)       (\$63,163)       \$132,287       (\$499,959)       (\$102,513)       (\$28,990)         (\$446,796)       (\$1,640,254)       (\$811,762)       (\$63,163)       \$132,287       (\$499,959)       (\$102,513)       (\$28,990)	232,770	290,366	252,337	273,178	271,533	281,383	300,699	242,191
(\$194,010) (\$93,293) (\$143,917) \$186,252 \$161,201 \$195,349 \$206,479 \$150,253 (\$446,796) (\$1,640,254) (\$811,762) (\$63,163) \$132,287 (\$499,959) (\$102,513) (\$28,990) (\$446,796) (\$1,640,254) (\$811,762) (\$63,163) \$132,287 (\$499,959) (\$102,513) (\$28,990)	(130,517)	(109, 112)	(110,073)	(107,795)	(107,795)	(107,775)	(109,794)	(107,795)
(\$446,796) (\$1,640,254) (\$811,762) (\$63,163) \$132,287 (\$499,959) (\$102,513) (\$28,990) (\$446,796) (\$1,640,254) (\$811,762) (\$63,163) \$132,287 (\$499,959) (\$102,513) (\$28,990)								
(\$446,796) (\$1,640,254) (\$811,762) (\$63,163) \$132,287 (\$499,959) (\$102,513) (\$28,990)	(\$194,010)	(\$93,293)	(\$143,917)	\$186,252	\$161,201	\$195,349	\$206,479	\$150 <u>,25</u> 3 <sub>4</sub>
(\$446,796) (\$1,640,254) (\$811,762) (\$63,163) \$132,287 (\$499,959) (\$102,513) (\$28,990)	(\$446.796)	(\$1,640,254)	(\$811.762)	(\$63,163)	\$132.287	(\$499.959)	(\$102.513)	(\$28.990)
	17	(4:1-10)	(+)(+)	(1.25)	,	[1, 22]223]	11.12.13	(1-2)-20
2.440/ 2.4.620/ 2.650/ 2.040/ 0.400/ 0.240/ 2.000/ 2.200/	(\$446,796)	(\$1,640,254)	(\$811,762)	(\$63,163)	\$132,287	(\$499,959)	(\$102,513)	(\$28,990)
2.440/ 2.4600/ 2.660/ 2.040/ 2.400/ 2.400/ 2.400/ 2.400/	02 A 424			2404244		14.444		
	-3.44%	-24.62%	-8.66%	-3.04%	-0.40%	-9.31%	-3.98%	-2.38%

-0.77%

6.03%

-10.53%

0.85%

1.81%

9.84%

-6.69%

0.74%

-1.32%

5.65%

-0.38%

7.51%

-26.11%

-13.00%

-6.08%

6.46%

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## MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

Two months ended August 31, 2017

<u> </u>		
	CASH	FLOW
	Current Month 8/31/2017	Current Year-To-Date 8/31/2017
CASH FLOWS FROM OPERATING ACTIVITIES:  Net Income (Loss)  Adjustments to Reconcile Net Income to Net Cash  Provided by Operating Activities:	(\$127,259)	(\$264,468)
Depreciation (Increase)/Decrease in Net Patient Accounts Receivable (Increase)/Decrease in Other Receivables (Increase)/Decrease in Inventories (Increase)/Decrease in Pre-Paid Expenses	698,636 985,470 (37,166) (483) 139,848	1,402,841 775,138 29,842 26,558 (257,458)
(Increase)/Decrease in Other Current Assets Increase/(Decrease) in Accounts Payable Increase/(Decrease) in Notes and Loans Payable Increase/(Decrease) in Accrued Payroll and Benefits Increase/(Decrease) in Accrued Expenses Increase/(Decrease) in Patient Refunds Payable Increase/(Decrease) in Third Party Advances/Liabilities Increase/(Decrease) in Other Current Liabilities Net Cash Provided by Operating Activities:	(687,109) 0 323,954 0 0 0 111,594 1,407,485	(398,940) 0 394,467 0 0 0 223,184 1,931,164
CASH FLOWS FROM INVESTING ACTIVITIES: Purchase of Property, Plant and Equipment (Increase)/Decrease in Limited Use Cash and Investments (Increase)/Decrease in Other Limited Use Assets (Increase)/Decrease in Other Assets Net Cash Used by Investing Activities	(17,060) (422,943) (783) 1,029 (439,757)	(41,604) (842,639) (1,142) 2,059 (883,326)
CASH FLOWS FROM FINANCING ACTIVITIES: Increase/(Decrease) in Bond/Mortgage Debt Increase/(Decrease) in Capital Lease Debt Increase/(Decrease) in Other Long Term Liabilities Net Cash Used for Financing Activities	(4,812) 0 (27,096) (31,908)	(9,624) 0 (71,785) (81,409) <sup>6</sup> f139
(INCREASE)/DECREASE IN RESTRICTED ASSETS	0	(1)
Net Increase/(Decrease) in Cash	935,820	966,428
Cash, Beginning of Period	11,399,507	11,368,899_
Cash, End of Period	\$12,335,327	\$12,335,327

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Two months ended August 31, 2017

	Curren	t Month			Year-To-Date			
Actual 08/31/17	Budget 08/31/17	Positive/ (Negative) Variance	Prior Year 08/31/16	STATISTICS	Actual 08/31/17	Budget 08/31/17	Positive/ (Negative) Variance	Prior Year 08/31/16
				Discharges				
118	164	(46)	164	Acute	273	327	(54)	327
118	164	(46)	164	Total Adult Discharges	273	327	(54)	327
39	45	(6)	45	Newborn	90	91	(1)	91
157	209	(52)	209	Total Discharges	363	418	(55)	418
				Patient Days:				
321	544	(223)	544	Acute	728	1,175	(447)	1,175
321	544	(223)	544	Total Adult Patient Days	728	1,175	(447)	1,175
78	64	14	64	Newborn	167	139	28	139
399	608	(209)	608	Total Patient Days	895	1,314	(419)	1,314
				Average Length of Stay (ALOS)				
2.7	3.3	(0.6)	3.3	Acute	2.7	3.6	(0.9)	3.6
2.7	3.3	(0.6)	3.3	Total Adult ALOS	2.7	3.6	(0.9)	3.6
2.0	1.4	0.6	1.4	Newborn ALOS	1.9	1.5	0.3	1.5
				Average Daily Census (ADC)				
10.4	17.5	(7.2)	17.5	Acute	11.7	19.0	(7.2)	19.0
10.4	17.5	(7.2)	17.5	Total Adult ADC	11.7	19.0	(7.2)	19.0
2.5	2.1	0.5	2.1	Newborn	2.7	2.2	0.5	2.2
				<b>Emergency Room Statistics</b>				
119	150	(31)	150	ER Visits - Admitted	259	298	(39)	298
1,259	1,204	55	1,204	ER Visits - Discharged	2,499	2,505	(6)	2,505
1,378	1,354	24	1,354	Total ER Visits	2,758	2,803	(45)	2,803
8.64%	11.08%		11.08%	% of ER Visits Admitted	9.39%	10.63%		10.63%
100.85%	91.46%		91.46%	ER Admissions as a % of Total	94.87%	91.13%		91.13%
				Outpatient Statistics:				
6,546	7,374	(828)	7,374	Total Outpatients Visits	13,040	14,089	(1,049)	14,089
129	103	26	103	Observation Bed Days	238	180	58	180
4,317	4,256	61	4,798	Clinic Visits - Primary Care	7,985	8,287	(302)	8,615
529	514	15	578	Clinic Visits - Specialty Clinics	985	1,124	(139)	940
25	39	(14)	39	IP Surgeries	56	80	(24)	80
136	146	(10)	146	OP Surgeries	288	259	29	259
				Productivity Statistics:				
413.99	442.90	(28.91)	455.18	FTE's - Worked	406.85	442.90	(36.05)	455.18
466.31	486.41	(20.10)	494.56	FTE's - Paid	465.90	486.41	(20.51)	494.56
1.1894	1.4713	(0.28)	1.4713	Case Mix Index -Medicare	1.2400	1.0435	0.20	1.4054
0.8458	0.8313	0.01	0.8313	Case Mix Index - All payers	0.8307	0.8446	(0.01)	0.8329

### **Accounts Receivable Tracking Report**

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY 08/31/17

	Current Month <u>Actual</u>	Current Month <u>Target</u>
Gross Days in Accounts Receivable - All Services	44.85	46.55
Net Days in Accounts Receivable	46.79	52.49
Number of Gross Days in Unbilled Revenue	6.29	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	30.17%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month Charity Care as a % of Gross Patient Revenue - Year-To-Date	1.46% 1.83%	2.04% 2.01%
Bad Debts as a % of Gross Patient Revenue - Current Month Bad Debts as a % of Gross Patient Revenue - Year-To-Date	7.32% 6.74%	7.15% 7.05%
Collections as a Percentage of Net Revenue - Current Month Collections as a Percentage of Net Revenue - Year-To-Date	112.49% 105.13%	100% or > 100% or >
Percentage of Blue Cross Receivable > 90 Days	11.87%	< 10%
Percentage of Insurance Receivable > 90 Days	10.63%	< 15%
Percentage of Medicaid Receivable > 90 Days	27.06%	< 20%
Percentage of Medicare Receivable > 60 Days	7.25%	< 6%

**Contract Labor** 

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING

**PAGE 13** 

Two months ended August 31, 2017

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.

Year-To-Date Variances in excess of \$30,000	as well as in exce	ss of 5% expla	ained below.			
	Current Month Year-to-Date					
	Amount	%	Amount	%		
PROFIT & LOSS STATEMENT Gross Patient Revenue	(298,798)	-2.19%	(203,621)	-0.77%		
Gross patient revenue is under budget for t budget include Discharges, Patient Days, Average Daily Census is 10.4 in August wh	Inpatient and Outpat	ient Surgeries				
Deductions from Revenue	16,462	0.26%	(461,038)	-3.82%		
Deductions from revenue are right at budge They are currently booked at 47.8% for Aug closely each month and fluctuates based of	gust and 48% year to	o date. This n	umber is monitore			
Bad Debt Expense	(1,672)	-0.17%	94,945	5.12%		
Bad debt expense is booked at 7.3% for Au	ugusts and 6.7% yea	ar to date.				
Charity Care	83,211	29.87%	51,064	9.64%		
Charity care yields a high degree of variabi Patient Financial Services evaluates accou appropriate in accordance with our Charity	nts consistently to d					
Other Operating Revenue	(51,919)	-34.53%	(69,132)	-22.99%		
Other Operating Revenue is under budget	for the month and re	mains under b	udget year to date	) <sub>e0</sub>		
Salaries and Wages	99,450	2.85%	264,623	3.83%		
Salary and Wages are under budget for Au departments have been very mindful of ser Paid FTEs are under budget by 20.10 FTEs	nding employees hor					
Fringe Benefits	133,648	16.76%	271,956	16.94%		
Fringe benefits are under budget in August Workers Comp and Disability are over bud		udget year to d	ate. Group Healt	h, Page		

Contract labor is under budget for August but remains over budget year to date.

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

Physician Fees 15,292 8.87% 30,743 8.75%

21,644

17.39%

(58,899)

-24.01%

Physician fees are under budget in August and remain under budget year to date. Costs for Radiology are under budget in August.

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Two months ended August 31, 2017

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.

	Curren	<b>Current Month</b>		-Date	
	Amount	%	Amount	%	
Purchased Services	32,302	7.40%	56,451	6.55%	
Purchased services are under budget for Services over budget include Collection					
Supply Expense	(137,245)	-14.37%	(151,389)	-7.90%	
Supplies are over budget for August and Oxygen, Patient Chargeables, Drugs, M				get include	
Repairs & Maintenance	(12,130)	-3.25%	(3,858)	-0.53%	
Repairs and Maintenance are over budg	get for August and over	budget year to	date.		
II Other Operating Expenses	(15,479)	-6.84%	(4,143)	-1.04%	
This expense is over budget in August a over budget include Postage, Freight, S	1 7 7 7 A 1 A 1 A 1 A 1 A 1 A 1 A 1 A 1		(		
eases and Rentals	(30,692)	-34.45%	(13,423)	-7.54%	
This expense is over budget for August	and remains over budg	get year to date.			
Depreciation and Amortization	22,699	3.15%	44,791	3.09%	
Depreciation is under budget for August	and remains under bu	dget year to dat	te.		

BALANCE SHEET
Cash and Cash Equivalents

\$935,820

8.21%

Cash increased in August. Cash collections for August were \$7.8 million. Days Cash on Hand increased 2 days to 105 days due to the decrease in daily cash expense and high collection month.

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**Gross Patient Accounts Receivable** 

(\$1,293,864)

-6.38%

This receivable decreased in August due to the high collections.

**Bad Debt and Allowance Reserves** 

308,394

3.31%

Bad Debt and Allowances decreased due to the adjustment made to better reflect historical write-offs, decreased revenue and the continuing trend of increased Self Pay patients.

Other Receivables

37,166

2.64%

### Variance Analysis

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING

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Two months ended August 31, 2017

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

%

Other Receivables increased in August due to the accrual of the QRA receivable.

**Prepaid Expenses** 

(139,848)

-5.82%

Prepaid expenses decreased due to the normal activity in this account.

Plant Property and Equipment

(681,576)

-0.94%

The decrease in these assets is due to the increase in Capital equipment and the normal increase in accumulated depreciation.

**Accounts Payable** 

687,109

15.39%

This liability decreased due to the normal activity in this account.

**Accrued Payroll** 

(351,922)

-29.57%

This liability increased in August. The payroll accrual for August was 11 days.

**Accrued Benefits** 

27,968

1.47%

This liability decreased in August with the normal accrual and usage of PTO.

Other Long Term Liabilities

27,096

2.51%

This liability decreased due to the normal monthly lease payments.

**Total Net Assets** 

126,742

0.17%

The net loss from operations for August is (\$341,830).

# MEMORIAL HOSPITAL OF SWEETWATER COUNTY OTHER OPERATING REVENUE - Detail YEAR TO DATE AUGUST 2017

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		133,136.6	55 133,136.65

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		

August Totals		98,430.05	231,566.70
Cafeteria sales	32,323.35		
High Desert Rural Health Clinic District Wamsutter	18,438.39		
Tata Occupation Medicine on site	13,050.00		
Jim Bridger Physician Services	16,480.00		
Jim Bridger Retainer	1,600.00		

To: Finance Committee September 22, 2017

From: Irene Richardson, CFO

#### PROVIDER CLINIC – AUGUST 2017

**THE CLINIC BOTTOM LINE.** The bottom line for the Provider Clinic for August was a loss of \$778,939, compared to a loss of \$902,516 in the budget.

**VOLUME.** Total visits were 4,846 for August, over budget by 76 visits.

**REVENUE.** Revenue for the Clinic for August was \$1,387,455, under budget by \$59,066. YTD Revenue was \$2,557,571, under Budget by \$337,340. 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 and Medical Imaging and Surgery. The amount of gross enterprise revenue generated for August from the Clinic is \$4,188,726. This equates to \$2,178,138 of net enterprise revenue. The impact to the bottom line from the enterprise revenue is \$153,341. The gross enterprise revenue represents 31% of the total Hospital revenue for August.

Net Revenue for the Clinic for August was \$829,131, over budget by \$48,392. YTD Net Patient Revenue was \$1,569,193, which was under Budget by \$136,676. YTD Net Patient Revenue is 57% of Gross Revenue compared with 55% in the budget and 53% in the prior year.

Deductions from Revenue for the Clinic were booked at 43.9% for August. Historically, the Clinic has a more favorable payor mix than the hospital. The Clinic has a much larger Commercial insurance population than the hospital and a smaller Medicare, Medicaid and Self Pay population than the hospital. In August, the YTD Payor Mix was as follows; Commercial Insurance and Blue Cross consisted of 57.4% of revenue, Medicare and Medicaid consisted of 35.81% of revenue and Self Pay consisted of 5.89% of revenue.

**EXPENSES.** Total Expenses for the month were \$1,608,070, which was under budget by \$75,185. YTD Expenses were \$2,970,559, which was under Budget by \$266,748. The majority of the expenses consist of Salaries and Benefits; which is about 76.7% of YTD Total Expenses.

**OVERALL ASSESSMENT.** The Provider Clinic revenue plus enterprise revenue consists of 41.8% of total hospital gross patient revenue for August.



### PHYSICIAN CLINICS

### **Unaudited Financial Statements**

for

Two months ended August 31, 2017

#### **Certification Statement:**

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

Certified by:

### Irene Richardson

**CFO** 

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## MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

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Two months ended August 31, 2017

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STATEMENT OF OPERATIONS - CURRENT MONTH	PAGE 3
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STATEMENT OF OPERATIONS - 13 MONTH TREND	PAGE 5
KEY OPERATING STATISTICS	PAGE 7
DETAIL PROVIDER STATISTICS	PAGE S1-S7

### **Key Financial Ratios**

# MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

PAGE 2

Two months ended August 31, 2017

### $\square$ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 8/31/2017	Year to Date 8/31/2017	Prior Fiscal Year End 06/30/17	MGMA Hospital Owned Rural
Profitability:					
Operating Margin	1	-93.95%	-89.30%	-108.66%	-36.58%
Total Profit Margin	1	-93.95%	-89.30%	-108.66%	-36.58%
Contractual Allowance %	$\Omega$	43.88%	42.77%	45.28%	
Liquidity:					
Net Days in Accounts Receivable	1	44.86	44.46	48.86	39.58
Gross Days in Accounts Receivable	Ū	52.20	51.34	50.23	72.82
Productivity and Efficiency:					
Patient Visits Per Day	J	139.26	128.79	247.20	
Total Net Revenue per FTE	Ť		\$123,272	\$124,265	
Salary Expense per Paid FTE		N/A	\$178,953	\$179,022	
Salary and Benefits as a % of Net Revenue		164.15%	161.45%	164.96%	91.26%
Employee Benefits %		10.52%	11.21%	14.50%	6.10%

### Statement of Revenue and Expense MEMORIAL HOSPITAL OF SWEETWATER COUNTY **ROCK SPRINGS, WY**

Two months ended August 31, 2017

	CURRENT MONTH						
•			Positive		Prior		
_	Actual 08/31/17	Budget 08/31/17	(Negative) Variance	Percentage Variance	Year 08/31/16		
Gross Patient Revenue			12.182	4.0-04			
Clinic Revenue	1,181,300	1,161,880	19,420	1.67%	1,486,415		
Specialty Clinic Revenue	206,155	284,641	(78,486)	-27.57%	271,105		
Total Gross Patient Revenue	1,387,455	1,446,521	(59,066)	-4.08%	1,757,520		
Deductions From Revenue							
Discounts and Allowances	(608,792)	(717,782)	108,989	15.18%	(820,690)		
Total Deductions From Revenue	(608,792)	(717,782)	108,989	15.18%	(820,690)		
Net Patient Revenue	778,663	728,739	49,923	6.85%	936,829		
Other Operating Revenue	50,468	52,000	(1,532)	-2.95%	101,799		
Total Operating Revenue	829,131	780,739	48,392	6.20%	1,038,629		
Operating Expenses							
Salaries and Wages	1,231,456	1,271,870	40,414	3.18%	1,149,001		
Fringe Benefits	129,549	159,917	30,368	18.99%	147,749		
Contract Labor	0	0	0	0.00%	0		
Physicians Fees	5,500	5,375	(125)	-2.33%	98,459		
Purchased Services	13,213	15,775	2,562	16.24%	62,065		
Supply Expense	12,785	20,190	7,405	36.67%	26,718		
Utilities	1,566	2,535	970	38.25%	5,641		
Repairs and Maintenance	26,427	27,301	874	3.20%	51,474		
Insurance Expense	19,406	20,385	979	4.80%	30,567		
All Other Operating Expenses	137,030	128,098	(8,932)	-6.97%	123,462		
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0		
Leases and Rentals	5,391	5,513	122	2.21%	74,693		
Depreciation and Amortization	25,747	26,296	549	2.09%	28,150		
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0		
Total Operating Expenses	1,608,070	1,683,255	75,185	4.47%	1,797,978		
Net Operating Surplus/(Loss)	(778,939)	(902,516)	123,576	-13.69%	(759,349)		
Net Operating Outplus/(2009)	(170,000)	(002,010)	120,070	210.0070	(100,040)		
Total Net Surplus/(Loss)	(\$778,939)	(\$902,516)	\$123,576	-13.69%	(\$759,349)		
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	Page 20 <b>0</b> 06f139		
Increase/(Decrease in Unrestricted Net Assets	(\$778,939)	(\$902,516)	\$123,576	-13.69%	(\$759,349)		
Increase/(Decrease in Onrestricted Net Assets	(\$776,838)	(\$302,510)	φ123,576	-13.09%	(\$755,345)		
Operating Margin	-93.95%	-115.60%			-73.11%		
Total Profit Margin	-93.95%	-115.60%			-73.11%		
EBIDA	-90.84%	-112.23%			-70.40%		

### Statement of Revenue and Expense MEMORIAL HOSPITAL OF SWEETWATER COUNTY **ROCK SPRINGS, WY**

Two months ended August 31, 2017

	YEAR-TO-DATE						
	Actual	Budget	Positive (Negative)	Percentage	Prior Year		
	08/31/17	08/31/17	Variance	Variance	08/31/16		
Gross Patient Revenue Clinic Revenue	2,141,310	2,266,548	(125,238)	-5.53%	2,421,556		
Specialty Clinic Revenue	416,260	628,363	(212,102)	-33.75%	444,710		
Total Gross Patient Revenue	2,557,571	2,894,911	(337,340)	-11.65%	2,866,265		
Deductions From Revenue							
Discounts and Allowances	(1,093,886)	(1,293,042)	199,155	15.40%	(1,358,659)		
Total Deductions From Revenue	(1,093,886)	(1,293,042)	199,155	15.40%	(1,358,659)		
Net Patient Revenue	1,463,685	1,601,869	(138,184)	-8.63%	1,507,607		
Other Operating Revenue	105,509	104,000	1,509	1.45%	142,372		
Total Operating Revenue	1,569,193	1,705,869	(136,676)	-8.01%	1,649,979		
Operating Expenses		·					
Salaries and Wages	2,277,983	2,459,974	181,991	7.40%	2,270,980		
Fringe Benefits	255,428	322,910	67,482	20.90%	314,667		
Contract Labor	0	0	0	0.00%	0		
Physicians Fees	14,250	17,175	2,925	17.03%	139,760		
Purchased Services	28,512	31,745	3,233	10.19%	111,245		
Supply Expense	22,872	40,895	18,023	44.07%	45,143		
Utilities	3,149	5,070	1,921	37.89%	7,049		
Repairs and Maintenance	52,661	54,622	1,961	3.59%	110,504		
Insurance Expense	40,033	41,257	1,224	2.97%	58,921		
All Other Operating Expenses	211,332	200,005	(11,327)	-5.66%	201,343		
Bad Debt Expense (Non-Governmental Providers)	0	200,000	0	0.00%	0		
Leases and Rentals	12,668	10,901	(1,767)	-16.21%	148,906		
Depreciation and Amortization	51,672	52,754	1,082	2.05%	55,601		
Interest Expense (Non-Governmental Providers)	01,072	02,704	0	0.00%	0		
Total Operating Expenses	2,970,559	3,237,307	266,748	8.24%	3,464,118		
Net Operating Surplus/(Loss)	(1,401,366)	(1,531,438)	130,072	-8.49%	(1,814,139)		
			81 PM - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 -				
Total Net Surplus/(Loss)	(\$1,401,366)	(\$1,531,438)	\$130,072	-8.49%	(\$1,814,139)		
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0		
					Page 20106f139		
Increase/(Decrease) in Unrestricted Net Assets	(\$1,401,366)	(\$1,531,438)	\$130,072	-8.49%	(\$1,814,139)		
Operating Margin	-89.30%	-89.77%			-109.95%		
Total Profit Margin	-89.30%	-89.77%			-109.95%		
EBIDA	-86.01%	-86.68%			-106.58%		

Statement of Revenue and Expense - 13 Month Trend
MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY					
	Actual 8/31/2017	Actual 7/31/2017	Actual 6/30/2017	Actual 5/31/2017	Actual 4/30/2017
Gross Patient Revenue					
Clinic Revenue	\$1,181,300	\$960,010	\$1,369,601	\$1,168,237	\$1,327,433
Specialty Clinic Revenue	\$206,155	\$210,106	\$259,241	\$217,138	\$244,602
Total Gross Patient Revenue	\$1,387,455	\$1,170,116	\$1,628,842	\$1,385,376	\$1,572,035
Deductions From Revenue					
Discounts and Allowances	608,792	485,094	760,859	633,239	696,587
Total Deductions From Revenue	608,792	485,094	760,859	633,239	696,587
Net Patient Revenue	\$778,663	\$685,022	\$867,983	\$752,136	\$875,448
Other Operating Revenue	50,468	55,040	39,611	56,796	52,177
Total Operating Revenue	829,131	740,062	907,594	808,932	927,625
One weaking Transport					
Operating Expenses	\$1,231,456	\$1,046,527	\$1,214,764	\$1,195,299	\$1,111,333
Salaries and Wages	\$1,231,450	\$125,879	\$193,095	\$181,519	\$200,857
Fringe Benefits	\$129,549	\$125,079	\$193,093	\$101,519	\$200,007
Contract Labor	\$5,500	\$8,750	\$5,250	\$37,370	\$36,162
Physicians Fees Purchased Services	\$13,213	\$15,299	\$30,068	\$16,317	\$60,702
Supply Expense	\$12,785	\$10,087	\$10,932	\$15,371	\$13,857
Utilities	\$1,566	\$1,584	\$1,564	\$1,684	\$780
Repairs and Maintenance	\$26,427	\$26,233	\$27,118	\$25,153	\$30,199
Insurance Expense	\$19,406	\$20,627	\$21,360	\$21,360	\$29,117
All Other Operating Expenses	\$137,030	\$74,302	\$56,952	\$71,115	\$57,325
Bad Debt Expense (Non-Governmental Providers)	Ψ107,000	47 1,002	400,002	47.11.10	401,020
Leases and Rentals	\$5,391	\$7,277	\$75,265	\$76,910	\$77,311
Depreciation and Amortization	\$25,747	\$25,924	\$27,194	\$30,719	\$30,719
Interest Expense (Non-Governmental Providers)					The section is a second
Total Operating Expenses	\$1,608,070	\$1,362,489	\$1,663,563	\$1,672,816	\$1,648,362
Net Operating Surplus/(Loss)	(\$778,939)	(\$622,427)	(\$755,969)	(\$863,885)	(\$720,737)
Het opprating surplus/(2000)	(4.10)000)	(4000)	(4.55)550	(4-1-1-1-1)	(4.22).27/
Total Net Surplus/(Loss)	(\$778,939)	(\$622,427)	(\$755,969)	(\$863,885)	(\$720,737)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets	(\$778,939)	(\$622,427)	(\$755,969)	(\$863,885)	<b>#\$320,367</b> 061139
Operating Margin	-93.95%	-84.10%	-83.29%	-106.79%	-77.70%
Operating Margin	-93.95% -93.95%	-84.10%	-83.29%	-106.79%	-77.70%
Total Profit Margin	-93.95% -90.84%	-84.10% -80.60%	-80.30%	-108.79%	-74.39%
EBIDA	-90.84%	-80.00%	-00.30%	-103.00%	-/4.39/0

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Actual 3/31/2017	Actual 2/28/2017	Actual 1/31/2017	Actual 12/31/2016	Actual 11/30/2016	Actual 10/31/2016	Actual 9/30/2016	Actual 8/31/2016
\$1,063,097	\$944,366	\$1,243,745	\$1,147,454	\$1,041,094	\$1,471,008	\$1,193,727	\$1,486,415
\$386,301	\$281,416	\$391,396	\$426,522	\$320,852	\$363,025	\$433,547	\$271,105
\$1,449,397	\$1,225,781	\$1,635,141	\$1,573,976	\$1,361,946	\$1,834,033	\$1,627,274	\$1,757,520
674,925	530,700	713,716	669,808	659,237	810,611	714,603	820,690
674,925	530,700	713,716	669,808	659,237	810,611	714,603	820,690
\$774,472	\$695,081	\$921,425	\$904,168	\$702,708	\$1,023,422	\$912,672	\$936,829
Ψ114,412	ψ035,001	ψ921,420	ψ304,100	ψ102,100	ψ1,020,422	ψ512,072	ψ930,029
58,889	33,589	52,780	81,701	25,532	92,094	27,138	101,799
833,362	728,670	974,205	985,868	728,240	1,115,516	939,809	1,038,629
\$1,295,287	\$1,394,959	\$1,163,112	\$1,390,067	\$1,059,816	\$1,579,112	\$1,595,842	\$1,149,001
\$203,069	\$224,546	\$282,026	\$178,010	\$110,469	\$188,713	\$137,848	\$147,749
	,						-
\$33,662	\$32,063	\$53,171	\$93,628	\$82,454	\$31,685	\$59,831	\$98,459
\$85,726	\$49,315	\$75,253	\$67,656	\$76,956	\$60,784	\$87,083	\$62,065
\$28,457	\$16,519	\$32,574	\$29,131	\$36,680	\$25,997	\$39,127	\$26,718
\$5,604	\$1,982	\$1,779	\$1,952	\$1,395	\$2,132	\$1,092	\$5,641
\$29,953	\$26,846	\$16,474	\$23,559	\$17,915	\$21,661	\$18,914	\$51,474
\$29,788	\$30,034	\$30,068	\$30,016	\$30,567	\$30,567	\$30,567	\$30,567
\$91,004	\$82,429	\$85,900	\$68,371	\$104,896	\$106,835	\$102,343	\$123,462
\$78,130	\$78,112	\$77,521	\$76.523	\$77,459	\$78,608	\$74,116	\$74,693
\$30,392	\$30,392	\$29,970	\$28,053	\$28,053	\$28,053	\$28,150	\$28,150
\$1,911,070	\$1,967,199	\$1,847,847	\$1,986,965	\$1,626,660	\$2,154,147	\$2,174,912	\$1,797,978
(\$1,077,708)	(\$1,238,529)	(\$873,643)	(\$1,001,096)	(\$898,420)	(\$1,038,630)	(\$1,235,103)	(\$759,349)
	***		*****	10000 1500	*****	*********	
(\$1,077,708)	(\$1,238,529)	(\$873,643)	(\$1,001,096)	(\$898,420)	(\$1,038,630)	(\$1,235,103)	(\$759,349)
0	0	0	0	0	0	0	0
(\$1,077,708)	(\$1,238,529)	(\$873,643)	(\$1,001,096)	(\$898,420)	(\$1,038,630)	(\$1,235,103)	<b>(\$758,349)</b> 306f1
-129.32%	-169.97%	-89.68%	-101.54%	-123.37%	-93.11%	-131.42%	-73.11%
-129.32%	-169.97%	-89.68%	-101.54%	-123,37%	-93.11%	-131.42%	-73.11%
-125.67%	-165.80%	-86.60%	-98.70%	-119.52%	-90.59%	-128.43%	-70.40%

### **Patient Statistics**

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

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Two months ended August 31, 2017

	Current Month					Year-T	o-Date	
Actual 08/31/17	Budget 08/31/17	Positive/ (Negative) Variance	Prior Year 08/31/16	STATISTICS	Actual 08/31/17	Budget 08/31/17	Positive/ (Negative) Variance	Prior Year 08/31/16
				Outpatient Statistics:				
4,317	4,256	61	4,798	Clinic Visits - Primary Care	7,985	8,287	(302)	8,615
529	514	15	578	Clinic Visits - Specialty Clinics	985	1,123	(138)	940
				Productivity Statistics:				
65.32	75.74	(10.42)	78.04	FTE's - Worked	64.14	75.74	(11.60)	78.04
74.44	83.23	(8.79)	88.19	FTE's - Paid	74.94	83.23	(8.29)	88.19
							100 - 100	

#### **Sweetwater Medical Group**

Two months ended August 31, 2017

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CLINIC STATISTICS - CURRENT									
	2010 Medical Group Management Association (MGMA) report data								
Patient Office Visit Data	Current	Mean	25th Percentile	75th Percentile	90th Percentile				
Family Practice									
Dr. Bowers	147	367	288	427	515				
Dr. Dansie	121	367	288	427	515				
PA Dolce	116	367	288	427	515				
Dr. Jake Johnson	72	367	288	427	515				
PA Lehman	144	367	288	427	515				
Dr. Long	213	367	288	427	515				
PA Sanders	519	367	288	427	515				
Occupational Medicine									
Dr. Lauridsen	213	314	184	433	511				
Occ Med		314	184	433	511				
Pediatrics									
Dr. Alan Brown	130	418	304	493	651				
Dr. Gilmartin	134	418	304	493	651				
Dr. Sarette	28	418	304	493	651				
Locum Pediatrics		0	0	0	0				
General Surgery									
Dr. Crofts	122	201	131	258	339				
Dr. Franks	143	201	131	258	339				
Dr. Jamais	120	201	131	258	339				
Orthopedics									
Dr. Denker	281	327	221	406	500				
Dr. Jeff Johnson	3	327	221	406	500				
Dr. Oliver	245	327	221	406	500				
Internal Medicine									
Dr. Stewart		347	250	404	512				
Otorhinolaryngology									
Dr. Duck (including Allergy)	314	362	249	458	609				
Dr. Liu	127	362	249	458	609				
Obstetrics/Gynecology General			1						
Dr. Grewal	186	299	216	356	447				
Dr. Kattan	221	299	216	356	447				
Dr. Veronese	182	299	216	356	447				
Dr. Wheeler	311	299	216	356	447				
Nephrology	1								
Dr. Pawar	125	272	160	358	444				
Urology									
Dr. Curry	281	350	211	430	561				
Dr. Christensen	114	0	0	0	C				
Pulmonary									
Dr. Neupane	234	318	179	426					
Total Clinic Statistics	4,846	10,532	7,446	12,799	16,173				

#### **Sweetwater Medical Group**

Two months ended August 31, 2017

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CLINIC STATISTICS - YEAR TO DATE							
	2010 Medic	al Group Managem	ent Association (MGMA				
Patient Office Visit Data	Year to Date	Mean	25th Percentile	75th Percentile	90th Percentile		
Family Practice							
Dr. Bowers	293	735	576	855			
Dr. Dansie	243	735	576	855	W.M.C.Coo		
PA Dolce	152	735	576	855	1,030		
Dr. Jake Johnson	182	735	576	855	M. Paralli		
PA Lehman	284	735	576	855	1,030		
Dr. Long	391	735	576	855			
PA Sanders	782	735	576	855	1,030		
Occupational Medicine	0						
Dr. Lauridsen	383	629	368	866	1,021		
Occ Med	0	629	368	866	1,021		
Pediatrics	0						
Dr. Alan Brown	275	836	608	986	1,301		
Dr. Gilmartin	246	836	608	986	1,301		
Dr. Sarette	75	836	608	986	1,301		
Locum Pediatrics	0	0	0	0	0		
General Surgery	0						
Dr. Crofts	246	401	262	516	679		
Dr. Franks	272	401	262	516	679		
Dr. Jamais	215	401	262	516	679		
Orthopedics	0						
Dr. Denker	492	654	443	811	1,000		
Dr. Jeff Johnson	67	654	443	811	1,000		
Dr. Oliver	426	654	443	811	1,000		
Internal Medicine	0						
Dr. Stewart	0						
Otorhinolaryngology	0						
Dr. Duck (including Allergy)	604	724	497	916	1,218		
Dr. Liu	246	724	497	916	1,218		
Obstetrics/Gynecology General	0						
Dr. Grewal	357	598	432	711	894		
Dr. Kattan	354	598	432	711	894		
Dr. Veronese	435	598	432	711	894		
Dr. Wheeler	577	598	432	711	894		
Nephrology	0		1555.50				
Dr. Pawar	252	544	319	715	889		
Urology	0	27 1		10 100			
Dr. Curry	538	699	422	859	1,123		
Dr. Christensen	114	o	0	0	(		
Pulmonary	0				· ·		
Dr. Neupane	469	635	358	852	1,142		
Total Clinic Statistics	8,970	20,370	14,392	24,789	31,322		

Sweetwater Medical Group Two months ended August 31, 2017 CLINIC REVENUE DETAIL

PAGE S-3

Gross Clinic Patient Revenue	Current	Budget	Year to Date	Budget
Family Practice				
Dr. Bowers	28,448	39,338	55,247	78,676
Dr. Dansie	25,256	21,769	48,093	47,599
PA Dolce	19,924	16,388	25,740	31,565
Dr. Jake Johnson	15,428	22,967	34,592	43,551
PA Lehman	28,490	22,217	54,242	44,434
Dr. Long	39,805	42,584	73,116	76,690
PA Sanders	69,166	51,758	102,898	103,516
Occupational Medicine				
Dr. Lauridsen	42,325	35,522	72,646	72,467
Occ Med				
Pediatrics				0
Dr. Alan Brown	25,250	29,616	62,125	59,232
Dr. Gilmartin	32,832	29,616	61,508	59,232
Dr. Sarette	7,846	8,407	22,947	16,814
Locum Pediatrics				
Seneral Surgery				
Dr. Crofts	63,158	45,144	114,002	92,103
Dr. Franks	82,785	62,666	134,253	135,699
Dr. Jamais	70,837	48,121	110,684	86,798
Orthopedics				
Dr. Denker	113,092	185,761	205,779	371,522
Dr. Jeff Johnson	1,090		28,868	65,081
Dr. Oliver	91,972	98,880	181,613	191,760
nternal Medicaine				50E SM 9LC
Dr. Stewart				
Otorhinolaryngology				
Dr. Duck (including Allergy)	30,139	43,856	70,080	83,984
Dr. Liu	44,737	41,952	98,197	76,627
Obstetrics/Gynecology General	964275	A 5 2 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	-	7/5/4/5/24/
Dr. Grewal	65,896	83,490	118,192	166,980
Dr. Kattan	52,547	79,428	99,680	158,856
Dr. Veronese	98,170	91,802	208,391	183,604
Dr. Wheeler	113,535	129,180	195,537	258,360
lephrology	,	100.01.00.00	1204021	
Dr. Pawar	34,114	24,469	35,693	48,938
Irology				32722
Dr. Curry	101,573	136,781	217,825	242,673
Dr. Christensen	44,552	100,701	44,552	212,010
Pulmonary	44,502		17,002	
Dr. Neupane	44,491	54,809	81,072	98,149
TOTAL	\$ 1,387,455	\$ 1,446,521	\$ 2,557,571	\$ 2,894,910

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#### **Sweetwater Medical Group**

Two months ended August 31, 2017

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HOSPITAL ENTERPRISE REVENUE DETAIL - CURRENT							
			Revenue After				
Hospital Enterprise Revenue	Gross Revenue	Net Revenue	Operating Margin				
Family Practice			-				
Dr. Bowers	70,795	36,813	2,592				
Dr. Dansie	29,656	15,421	1,086				
PA Dolce	18,540	9,641	679				
Dr. Jake Johnson	52,912	27,514	1,937				
PA Lehman	37,302	19,397	1,366				
Dr. Long	60,750	31,590	2,224				
PA Sanders	179,262	93,216	6,562				
Occupational Medicine			<del>=</del>				
Dr. Lauridsen	67,224	34,957	2,461				
Occ Med	1.00	*	*				
Pediatrics			·				
Dr. Alan Brown	16,593	8,628	607				
Dr. Gilmartin	78,601	40,872	2,877				
Dr. Sarette	45,917	23,877	1,681				
Locum Pediatrics	:=	÷	+				
General Surgery			¥				
Dr. Crofts	375,296	195,154	13,739				
Dr. Franks	451,571	234,817	16,531				
Dr. Jamais	470,817	244,825	17,236				
Orthopedics			<del></del>				
Dr. Denker	218,365	113,550	7,994				
Dr. Jeff Johnson	6,045	3,144	221				
Dr. Oliver	105,160	54,683	3,850				
Internal Medicine		37.17.17.17.	-				
Dr. Stewart	1-	_	_				
Otorhinolaryngology			2				
Dr. Duck (including Allergy)	1,596	830	58				
Dr. Liu	67,578	35,141	2,474				
Obstetrics/Gynecology General			-				
Dr. Grewal	109,636	57,011	4,014				
Dr. Kattan	166,252	86,451	6,086				
Dr. Veronese	202,193	105,140	7,402				
Dr. Wheeler	287,033	149,257	10,508				
Nephrology	201,000	110,201	10,000				
Dr. Pawar	396,212	206,030	14,505				
Urology	333,212	200,000					
Dr. Curry	399,490	207,735	14,625				
Dr. Christensen	87,835	45,674	3,215				
Pulmonary	07,000	40,074	5,215				
Dr. Neupane	186,096	96,770	6,813				
TOTAL	\$ 4,188,726		\$ 153,341				

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### **Sweetwater Medical Group**

Two months ended August 31, 2017

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HOSPITAL ENT	ERPRISE REVENUE DETAIL	- YEAR TO DAT	
			Revenue After
Enterprise Revenue	Gross Revenue	Net Revenue	Operating Margin
Family Practice			
Dr. Bowers	121,532	61,981	3,576
Dr. Dansie	67,588	34,470	1,989
PA Dolce	43,971	22,425	1,294
Dr. Jake Johnson	110,130	56,166	3,241
PA Lehman	60,170	30,687	1,771
Dr. Long	100,496	51,253	2,957
PA Sanders	262,848	134,052	7,735
Occupational Medicine			
Dr. Lauridsen	112,393	57,320	3,307
Dr. Mitchell		,=:	.53
Pediatrics			
Dr. Alan Brown	80,716	41,165	2,375
Dr. Gilmartin	124,301	63,393	3,658
Dr. Sarette	127,605	65,078	3,755
Locum Pediatrics		( <del>=</del> )	
General Surgery			
Dr. Crofts	735,303	375,004	21,638
Dr. Franks	914,321	466,304	26,906
Dr. Jamais	850,629	433,821	25,031
Orthopedics			
Dr. Denker	376,026	191,773	11,065
Dr. Jeff Johnson	11,595	5,913	341
Dr. Oliver	243,342	124,104	7,161
Internal Medicine		ESTERNIC COTACO	EA.VE.
Dr. Stewart		(40	· ·
Otorhinolaryngology		_	-
Dr. Duck (including Allergy)	4,286	2,186	126
Dr. Liu	224,519	114,504	6,607
Obstetrics/Gynecology General		11.11.19.20.1	autacure
Dr. Grewal	244,023	124,452	7,181
Dr. Kattan	289,471	147,630	8,518
Dr. Veronese	673,374	343,421	19,815
Dr. Wheeler	609,278	310,732	17,929
Nephrology	330,2,0	5,10,1,02	11,1020
Dr. Pawar	746,569	380,750	21,969
Urology	1 10,000	300,100	21,000
Dr. Curry	822,682	419,568	24,209
Dr. Christensen	87,835	44,796	2,585
Pulmonary	07,000	-11,700	2,500
Dr. Neupane	351,442	179,235	10,342
TOTAL	\$ 8,396,441	\$ 4,282,185	\$ 247,082

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#### **Sweetwater Medical Group**

Two months ended August 31, 2017

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PROVIDER GAIN/LO	OSS INCLUDING NET ENTE	RPRISE REVENU	JE
	OU-1-	Net Fatamaia	T=4-1
Year to Date	Clinic Gain/Loss	Net Enterprise Revenue	Total Gain/Loss
Year to Date Psychiatry	Gain/Loss	Kevenue	Galli/Loss
Dr. Bongiorno	(72,024)		(72,024)
Dr. Chou	(63,675)		(63,675)
	(63,675)		(63,675)
Locum Psychiatrist Family Practice		-	U
Dr. Bowers	(42,311)	3,576	(38,734)
Dr. Dansie	The state of the s	1,989	(40,452)
PA Dolce	(42,441)		David Inc.
Dr. Jake Johnson	(31,134)	1,294	(29,840)
PA Lehman	(23,437)	3,241	(20,196)
	(34,591)	1,771	(32,821)
Dr. Long	(44,291)	2,957	(41,334)
PA Sanders	(11,191)	7,735	(3,456)
Occupational Medicine	(00.040)	0.007	(00.040)
Dr. Lauridsen	(23,949)	3,307	(20,642)
Occ Med	19,671	( <del>=</del> )	19,671
Pediatrics			
Dr. Alan Brown	(45,926)	2,375	(43,551)
Dr. Gilmartin	(54,178)	3,658	(50,520)
Dr. Sarette	(33,325)	3,755	(29,570)
Locum Pediatrics	(14,315)	-	(14,315)
General Surgery			
Dr. Crofts	(21,114)	21,638	523
Dr. Franks	(14,311)	26,906	12,594
Dr. Jamais	(24,229)	25,031	802
Orthopedics		1	
Dr. Denker	(135,174)	11,065	(124,109)
Dr. Jeff Johnson	(165,690)	341	(165,349)
Dr. Oliver	(39,455)	7,161	(32,294)
Internal Medicine		1	
Dr. Stewart	(965)	**	(965)
Otorhinolaryngology			
Dr. Duck (including Allergy)	(7,654)	126	(7,528)
Dr. Liu	(50,602)	6,607	(43,995)
Obstetrics/Gynecology General			
Dr. Grewal	(73,740)	7,181	(66,559)
Dr. Kattan	(41,376)	8,518	(32,858)
Dr. Veronese	(12,149)	19,815	7,666
Dr. Wheeler	20,363	17,929	38,292
Nephrology			
Dr. Pawar	(67,434)	21,969	(45,464)
Urology			
Dr. Curry	(82,173)	26,794	(55,379)
Dr. Christensen	(53,936)	100000000000000000000000000000000000000	(53,936)
Pulmonary			, , , , , , , , , , , , , , , , , , , ,
Dr. Neupane	(103,461)	10,342	(93,119)
Oral Surgery		1.00	,
Dr. Shamo	(11,150)		
m = 4.000000000	(,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		
TOTAL	(\$1,401,366)	\$247,082	(\$1,143,133)

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**Sweetwater Medical Group** 

Two months ended August 31, 2017

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	PAGE S-7	
	7/31/2017	
	Provider Start Date	Age of Practice (years)
Family Practice		
Dr. Bowers	8/1/2014	3.00
Dr. Dansie	2/24/2014	3.43
PA Dolce	9/19/2012	4.87
Dr. Jake Johnson	6/1/2015	2.17
PA Lehman	1/9/2017	0.56
Dr. Long	7/15/2014	3.05
PA Sanders	1/21/2015	2.53
Dr. Lauridsen	11/30/2015	1.67
Pediatrics	1	
Dr. Alan Brown	8/1/2016	1.00
Dr. Gilmartin	1/11/2016	1.55
Dr. Sarette	4/1/2013	4.33
General Surgery		
Dr. Crofts	9/1/2010	6.92
Dr. Franks	7/30/2007	10.01
Dr. Jamais	10/19/2009	7.79
Orthopedics		
Dr. Denker	8/15/2016	0.96
Dr. Jeff Johnson	8/1/2013	4.00
Dr. Oliver	10/1/2012	4.83 *hospital owned practice
Internal Medicine		
Dr. Stewart	8/1/2017	(0.00)
Otorhinolaryngology		
Dr. Duck (including Allergy)	2/1/2010	7.50
Dr. Liu	6/10/2015	2.14
Obstetrics/Gynecology General		
Dr. Grewal	3/31/2014	3.34
Dr. Kattan	5/9/2013	4.23
Dr. Veronese	11/6/2013	3.73
Dr. Wheeler	1/5/2015	2.57
Nephrology		
Dr. Pawar	7/1/2016	1.08
Urology		
Dr. Curry	2/1/2015	2.50
Pulmonary		
Dr. Neupane	8/27/2012	4.93

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#### HOSPITAL ONLY

### **Unaudited Financial Statements**

for

Two months ended August 31, 2017

#### **Certification Statement:**

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

Certified by:

### Irene Richardson

**CFO** 

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# MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

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Two months ended August 31, 2017

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### **Key Financial Ratios**

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

PAGE 2

Two months ended August 31, 2017

### ■ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 8/31/2017	Year to Date 8/31/2017	Prior Fiscal Year End 06/30/17	WYOMING All Hospitals	National Rural < \$90M Net Rev
	(=				(See Note 1)	(See Note 2)
Profitability:						
Operating Margin		7.00%	5.75%	6.04%	2.64%	-0.73%
Total Profit Margin	Î	10.44%	9.29%	11.04%	6.11%	0.21%
Contractual Allowance %	Ū	38.41%	39.05%	31.23%	34.31%	53.86%
Inpatient Gross Revenue Percentage		21.93%	24.40%	34.51%	36.90%	28.70%
Outpatient Gross Revenue Percentage		78.07%	75.60%	65.49%	64.10%	71.70%
Liquidity:						
Net Days in Accounts Receivable	Ū	44.38	47.10	53.22	66.90	57.20
Gross Days in Accounts Receivable	<u>U</u>	43.17	44.06	52.36		
Productivity and Efficiency:						
Paid FTE's per Adjusted Occupied Bed	Ū	8.30	8.12	7.35	6.60	4.63
Total Net Revenue per FTE	1	N/A	\$184,330	\$176,393	\$132,369	\$109,053
Salary Expense per Paid FTE		N/A	\$70,296	\$63,287	\$62,436	\$48,150
Salary and Benefits as a % of Net Revenue		44.74%	46.95%	46.65%	43.60%	42.40%
Employee Benefits %		24.78%	24.71%	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.

Two months ended August 31, 2017

	CURRENT MONTH					
•			Positive		Prior	
	Actual 08/31/17	Budget 08/31/17	(Negative) Variance	Percentage Variance	Year 08/31/16	
Gross Patient Revenue	00/31/17	00/31/17	variance	variance	00/31/10	ė
Inpatient Revenue	\$2,623,367	\$4,046,869	(\$1,423,502)	-35.18%	\$3,939,832	
Outpatient Revenue	9,336,438	8,152,668	1,183,769	14.52%	7,408,251	
Clinic Revenue	0	0	0	0.00%	0	
Specialty Clinic Revenue	0	0	0	0.00%	0	
Total Gross Patient Revenue	11,959,805	12,199,537	(239,733)	-1.97%	11,348,083	
Deductions From Revenue						
Discounts and Allowances	(4,593,597)	(4,419,531)	(174,066)	-3.94%	(4,039,043)	
Bad Debt Expense (Governmental Providers Only)	(976,726)	(975,054)	(1,672)	-0.17%	(724,953)	
Charity Care	(195,376)	(278,587)	83,211	29.87%	(130,316)	060
Total Deductions From Revenue	(5,765,698)	(5,673,171)	(92,527)	-1.63%	(4,894,312)	
Net Patient Revenue	6,194,106	6,526,366	(332,259)	-5.09%	6,453,771	
Other Operating Revenue	47,962	98,349	(50,387)	-51.23%	49,533	
Total Operating Revenue	6,242,068	6,624,715	(382,647)	-5.78%	6,503,305	
Operating Expenses						
Salaries and Wages	2,155,511	2,214,547	59,036	2.67%	2,140,084	N
Fringe Benefits	534,224	637,504	103,280	16.20%	552,971	
Contract Labor	102,834	124,478	21,644	17.39%	295,672	
Physicians Fees	151,581	166,998	15,417	9.23%	170,845	
Purchased Services	391,162	420,902	29,740	7.07%	475,673	
Supply Expense	1,079,424	934,775	(144,649)	-15.47%	961,903	
Utilities	92,091	93,129	1,038	1.11%	96,121	
Repairs and Maintenance	358,927	345,923	(13,003)	-3.76%	354,903	
Insurance Expense	47,137	44,329	(2,808)	-6.34%	49,614	
All Other Operating Expenses	104,777	98,230	(6,547)	-6.67%	86,275	
Bad Debt Expense (Non-Governmental Providers)	0	. 0	0	0.00%	0	, i
Leases and Rentals	114,401	83,587	(30,814)	-36.86%	21,965	
Depreciation and Amortization	672,888	695,039	22,150	3.19%	717,172	
Interest Expense (Non-Governmental Providers)	5,804,959	5,859,442	0 54,483	0.00%	5,923,199	
Total Operating Expenses	5,604,959	5,659,442	54,463	0.9376	5,925,199	
Net Operating Surplus/(Loss)	437,110	765,273	(328,164)	-42.88%	580,106	
Non-Operating Revenue:						
Contributions	0	0	0	0.00%	0	
Investment Income	9,201	7,100	2,101	29.58%	(2,210)	
Tax Subsidies (Except for GO Bond Subsidies)	310,001	279,743	30,258	10.82%	242,191	1.8
Tax Subsidies for GO Bonds	18,769	0	18,769	0.00%	0	
Interest Expense (Governmental Providers Only)	(124,049)	(111,593)	12,456	-11.16%	(107,795)	
Other Non-Operating Revenue/(Expenses)	649	19,855	(19,206)	-96.73%	<b>plage67</b> 85c	off1 <b>39</b> 5
Total Non Operating Revenue/(Expense)	214,571	195,105	19,466	9.98%	150,253	
Total Net Surplus/(Loss)	\$651,681	\$960,378	(\$308,697)	-32.14%	\$730,359	
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0	
Increase/(Decrease) in Unrestricted Net Assets	\$651,681	\$960,378	(\$308,697)	-32.14%	\$730,359	37
Operating Margin	7.00%	11.55%			8.92%	
Total Profit Margin	10.44%	14.50%			11.23%	
EBIDA	21.67%	25.20%			22.82%	

Two months ended August 31, 2017

			YEAR-TO-DATE		
	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		Positive		Prior
	Actual	Budget	(Negative)	Percentage	Year
Gross Patient Revenue	08/31/17	08/31/17	Variance	Variance	08/31/16
Inpatient Revenue	\$5,746,056	\$8,031,265	(\$2,285,209)	-28.45%	\$7,768,097
Outpatient Revenue	17,803,894	15,384,967	2,418,927	15.72%	14,185,127
Clinic Revenue	0	0	0	0.00%	0
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	23,549,950	23,416,232	133,718	0.57%	21,953,224
Deductions From Devenue					
Deductions From Revenue Discounts and Allowances	(9,196,809)	(8,390,606)	(806,203)	-9.61%	(7,982,740)
Bad Debt Expense (Governmental Providers Only)	(1,759,202)	(1,854,147)	94,945	5.12%	(1,452,899)
Charity Care	(478,692)	(529,756)	51,064	9.64%	(214,594)
Total Deductions From Revenue	(11,434,703)	(10,774,509)	(660,194)	-6.13%	(9,650,233)
Net Patient Revenue	12,115,246	12,641,722	(526,476)	-4.16%	12,302,991
Other Operating Revenue	126,058	196,698	(70,640)	-35.91%	190,605
Total Operating Revenue	12,241,304	12,838,420	(597,116)	-4.65%	12,493,596
TO SERVE AND IN MEDICAL POLICY CONTROL OF THE PROPERTY OF THE					
Operating Expenses	1.001.051	4 440 000	00.000	4 000/	4 240 000
Salaries and Wages	4,364,051	4,446,682	82,632	1.86%	4,319,066
Fringe Benefits	1,078,487	1,282,961 245,356	204,474	15.94% -24.01%	1,199,398 524,319
Contract Labor Physicians Fees	304,256 306,177	333,995	(58,899) 27,818	8.33%	375,073
Purchased Services	776,985	830,203	53,218	6.41%	916,526
Supply Expense	2,045,368	1,875,956	(169,412)	-9.03%	1,724,255
Utilities	171,329	190,083	18,754	9.87%	193,234
Repairs and Maintenance	674,877	669,058	(5,819)	-0.87%	625,726
Insurance Expense	93,618	88,658	(4,960)	-5.59%	100,206
All Other Operating Expenses	192,228	199,413	7,185	3.60%	252,536
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	178,830	167,175	(11,655)	-6.97%	44,243
Depreciation and Amortization	1,351,169	1,394,879	43,710	3.13%	1,434,689
Interest Expense (Non-Governmental Providers)	. 0	0		0.00%	0
Total Operating Expenses	11,537,374	11,724,420	187,045	1.60%	11,709,270
Not Operating Complete //Logg	703,930	1,114,001	(410,071)	-36.81%	784,327
Net Operating Surplus/(Loss)	703,930	1,114,001	(410,071)	-30.01%	764,327
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	10,810	14,200	(3,390)	-23.87%	1,927
Tax Subsidies (Except for GO Bond Subsidies)	617,032	559,486	57,546	10.29%	525,425
Tax Subsidies for GO Bonds	35,265	0	35,265	0.00%	0
Interest Expense (Governmental Providers Only)	(230,788)	(223,186)	(7,602)	3.41%	(215,592)
Other Non-Operating Revenue/(Expense) Total Non Operating Revenue/(Expense)	649	39,710 390,210	(39,061) 42,758	-98.36% 10.96%	37,794
Total Non Operating Revenue/(Expense)	432,968	390,210	42,736	10.90%	<b>349,553</b> <sub>2</sub> 960ff11
Total Net Surplus/(Loss)	\$1,136,898	\$1,504,211	(\$367,313)	-24.42%	\$1,133,880
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$1,136,898	\$1,504,211	(\$367,313)	-24.42%	\$1,133,880
	5.75%	8.68%			6.28%
Operating Margin Total Profit Margin	5.75% 9.29%	8.68% 11.72%			6.28% 9.08%

MEMORIAL HOSPITAL OF SWEETWATER ROCK SPRINGS, WY	COUNTY				PAGE 5
NOON OF KINGO, WI	Actual	Actual	Actual	Actual	Actual
	8/31/2017	7/31/2017	6/30/2017	5/31/2017	4/30/2017
Gross Patient Revenue					
Inpatient Revenue Inpatient Psych/Rehab Revenue	\$2,623,367	\$3,122,689	\$2,539,451	\$3,335,977	\$3,639,447
Outpatient Revenue Clinic Revenue	9,336,438	8,467,456	8,682,306	8,442,688	7,816,452
Specialty Clinic Revenue  Total Gross Patient Revenue	\$11,959,805	\$11,590,145	\$11,221,757	\$11,778,665	\$11,455,900
Total Gross Fallon Northing	<b>4.110001000</b>	, , , , , , , , , , , , , , , , , , , ,	7,,		
Deductions From Revenue	4.502.507	4 602 242	4.054.064	6 700 71 <i>4</i>	4 642 764
Discounts and Allowances Bad Debt Expense (Governmental Providers Only)	4,593,597 976,726	4,603,213 782,476	4,951,964 747,176	5,700,714 802,116	4,642,764 692,173
Charity Care	195,376	283,316	317,868	301,201	124,361
Total Deductions From Revenue	5,765,698	5,669,005	6,017,007	6,804,031	5,459,298
Net Patient Revenue	\$6,194,106	\$5,921,140	\$5,204,749	\$4,974,634	\$5,996,602
Other Operating Revenue	47,962	78,096	97,919	435,090	95,086
Total Operating Revenue	6,242,068	5,999,236	5,302,668	5,409,723	6,091,688
Operating Expenses		00.000.500	00.000.445	40.400.044	00 004 004
Salaries and Wages	\$2,155,511 \$534,224	\$2,208,539 \$544,263	\$2,033,115 \$597,603	\$2,169,311 \$677,271	\$2,084,321 \$643,495
Fringe Benefits Contract Labor	\$102,834	\$201,421	\$119,467	\$150,585	\$128,602
Physicians Fees	\$151,581	\$154,596	\$170,159	\$247,447	\$269,062
Purchased Services	\$391,162	\$385,822	\$376,408	\$383,443	\$511,286
Supply Expense	\$1,079,424	\$965,943	\$1,460,352	\$1,048,554	\$969,012
Utilities	\$92,091	\$79,238	\$97,802	\$91,791	\$88,520
Repairs and Maintenance	\$358,927	\$315,951	\$344,718	\$361,615	\$311,890
Insurance Expense	\$47,137	\$46,481	\$46,311	\$46,311	\$45,423
All Other Operating Expenses	\$104,777	\$87,451	\$129,785	\$100,687	\$104,819
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$114,401	\$64,429	\$7,423	\$15,913	\$7,845
Depreciation and Amortization	\$672,888	\$678,280	\$679,047	\$687,296	\$698,168
Interest Expense (Non-Governmental Providers)	¢E 904 0E0	¢E 722 446	\$6,062,191	\$5,980,224	\$5,862,442
Total Operating Expenses	\$5,804,959	\$5,732,416	\$6,062,191	Ф5,960,224	\$5,002,442
Net Operating Surplus/(Loss)	\$437,110	\$266,820	(\$759,522)	(\$570,501)	\$229,246
Non-Operating Revenue:					
Contributions		4.040	47.507	10.101	20.040
Investment Income	9,201	1,610	17,507	10,494	92,646
Tax Subsidies (Except for GO Bond Subsidies)	240.004	207 024	202 747	246 406	233,796
Tax Subsidies for GO Bonds Interest Expense (Governmental Providers Only)	310,001 (124,049)	307,031 (106,739)	302,717 (129,860)	246,405 (109,197)	(108,951)
Other Non-Operating Revenue/(Expenses)	19,419	16,496	(232,314)	(264,249)	(286,531)
Total Non Operating Revenue/(Expense)	\$214,571	\$218,397	(\$41,950)	(\$116,546)	(\$69.040)
					Page 20706f1
Total Net Surplus/(Loss)	\$651,681	\$485,217	(\$801,472)	(\$687,047)	\$160,205
Change in Unrealized Gains/(Losses) on Investments			(10,679)		(97,892)
ncrease/(Decrease in Unrestricted Net Assets	\$651,681	\$485,217	(\$812,151)	(\$687,047)	\$62,313
Operating Margin	7.00%	4.45%	-14.32%	-10.55%	3.76%
Total Profit Margin	10.44%	8.09%	-15.11%	-12.70%	2.63%
EBIDA	17.78%	15.75%	-1.52%	2.16%	15.22%

17.78%

**EBIDA** 

15.75%

-1.52%

2.16%

15.22%

							PAGE
Actual 8/31/2017	Actual 2/28/2017	Actual 1/31/2017	Actual 12/31/2016	Actual 11/30/2016	Actual 10/31/2016	Actual 9/30/2016	Actual 8/31/2016
\$3,160,524	\$3,590,451	\$4,246,481	\$4,205,617	\$3,958,622	\$3,857,308	\$3,789,194	\$3,939,832
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8,521,843	6,666,860	8,050,971	8,138,471	7,666,281	7,815,622	8,013,629	7,408,251
11,682,367	\$10,257,311	\$12,297,452	\$12,344,088	\$11,624,902	\$11,672,930	\$11,802,823	\$11,348,083
7 2 7 2 7 3 7 2 2 2 2 2 2 2 2 2 2 2 2 2				2.772.223		7.22472.2	
4,245,116	3,554,291	4,726,233	4,150,794	4,118,654	4,241,067	4,021,043	4,039,043
724,002 353,391	773,015 419,538	908,069 72,253	803,383 217,146	963,672 169,917	1,155,885 48,714	723,087 273,249	724,953 130,316
5,322,510	4,746,845	5,706,555	5,171,323	5,252,243	5,445,666	5,017,379	4,894,312
\$6,359,857	\$5,510,466	\$6,590,896	\$7,172,764	\$6,372,660	\$6,227,265	\$6,785,444	\$6,453,771
154,610	42,939	145,554	48,256	204,165	129,065	45,349	49,533
6,514,467	5,553,405	6,736,450	7,221,020	6,576,825	6,356,330	6,830,794	6,503,305
\$2,106,094	\$2,106,819	\$2,414,737	\$2,615,996	\$1,867,301	\$2,299,765	\$2,212,543	\$2,140,084
\$547,086	\$656,078	\$809,955	\$654,519	\$482,443	\$674,747	\$513,042	\$552,971
\$177,922	\$285,056	\$146,994	\$213,207	\$244,925	\$185,893	\$223,596	\$295,672
\$223,039	\$185,952	\$182,980	\$217,268	\$190,960	\$144,003	\$181,706	\$170,845
\$449,196	\$469,053	\$545,744	\$403,182	\$541,858	\$411,778	\$395,075	\$475,673
\$924,890	\$792,364	\$1,114,689	\$1,052,286	\$957,292	\$980,602	\$1,042,200	\$961,903
\$55,114	\$125,045	\$93,597	\$109,825	\$92,035	\$84,594	\$97,441	\$96,121
\$311,886	\$358,567	\$287,980	\$304,500	\$358,308	\$285,590	\$308,986	\$354,903
\$49,226	\$51,463	\$51,368	\$51,618	\$50,388	\$50,908	\$49,864	\$49,614
\$141,802	\$126,596	\$163,769	\$113,287	\$185,480	\$149,707	\$140,378	\$86,275
\$6,513	\$4,822	\$15,450	\$17,807	\$16,400	\$22,909	\$20,281	\$21,965
\$696,776	\$700,024	\$703,390	\$715,843	\$719,928	\$722,512	\$719,569	\$717,172
\$5,689,545	\$5,861,838	\$6,530,652	\$6,469,339	\$5,707,319	\$6,013,008	\$5,904,683	\$5,923,199
\$824,922	(\$308,433)	\$205,798	\$751,681	\$869,506	\$343,323	\$926,111	\$580,106
4,623	10,327	9,979	(459)	(20,249)	(3,541)	8,881	(2,210)
232,770	290,366	252,337	273,178	271,533	281,383	300,699	242,191
(130,517)	(109,112)	(110,073)	(107,795)	(107,795)	(107,775)	(109,794)	(107,795)
(300,886)	(284,874)	(296,160)	21,329	17,712	25,282	6,693	18,067
(\$194,010)	(\$93,292)	(\$143,917)	\$186,252	\$161,201	\$195,348	\$206,479	\$150,253 Page 218
\$630,912	(\$401,726)	\$61,881	\$937,933	\$1,030,706	\$538,671	\$1,132,590	\$730,359
*****	(A 101 PG 5)	****	444	A1 000 WC	A 200 07 1	A4 100 mg 2	Amaa ar-

\$630,912	(\$401,726)	\$61,881	\$937,933	\$1,030,706	\$538,671	\$1,132,590	\$730,359
12.66%	-5.55%	3.05%	10.41%	13.22%	5.40%	13.56%	8.92%
9.68%	-7.23%	0.92%	12.99%	15.67%	8.47%	16.58%	11.23%
23.36%	7.05%	13.50%	20.32%	24.17%	16.77%	24.09%	19.95%
	12.66% 9.68%	12.66% -5.55% 9.68% -7.23%	12.66% -5.55% 3.05% 9.68% -7.23% 0.92%	12.66% -5.55% 3.05% 10.41% 9.68% -7.23% 0.92% 12.99%	12.66% -5.55% 3.05% 10.41% 13.22% 9.68% -7.23% 0.92% 12.99% 15.67%	12.66% -5.55% 3.05% 10.41% 13.22% 5.40% 9.68% -7.23% 0.92% 12.99% 15.67% 8.47%	12.66% -5.55% 3.05% 10.41% 13.22% 5.40% 13.56% 9.68% -7.23% 0.92% 12.99% 15.67% 8.47% 16.58%

# MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

PAGE 7

Two months ended August 31, 2017

Current Month					Year-To-Date				
Actual	Budget	Positive/ (Negative)	Prior Year		Actual	Budget	Positive/ (Negative)	Prior Year	
08/31/17	08/31/17	Variance	08/31/16	STATISTICS	08/31/17	08/31/17	Variance	08/31/16	
				Discharges					
118	164	(46)	164	Acute	273	327	(54)	327	
118	164	(46)	164	Total Adult Discharges	273	327	(54)	327	
39	45	(6)	88	Newborn	90	91	(1)	134	
157	209	(52)	252	Total Discharges	363	418	(55)	461	
		(A )		Patient Days:			3,000		
321	544	(223)	544	Acute	728	1,175	(447)	1,175	
321	544	(223)	544	Total Adult Patient Days	728	1,175	(447)	1,175	
78	64	14	64	Newborn	167	139	28	139	
399	608	(209)	608	Total Patient Days	895	1,314	(419)	1,314	
				Average Length of Stay (ALOS)					
2.7	3.3	(0.6)	3.3	Acute	2.7	3.6	(0.9)	3.6	
2.7	3.3	(0.6)	3.3	Total Adult ALOS	2.7	3.6	(0.9)	3.6	
2.0	1.4	0.6	0.7	Newborn ALOS	1.9	1.5	0.3	1.0	
				Average Daily Census (ADC)					
10.4	17.5	(7.2)	17.5	Acute	11.7	19.0	(7.2)	19.0	
10.4	17.5	(7.2)	17.5	Total Adult ADC	11.7	19.0	(7.2)	19.0	
2.5	2.1	0.5	2.1	Newborn	2.7	2.2	0.5	2.2	
				<b>Emergency Room Statistics</b>					
0	150	(150)	150	ER Visits - Admitted	140	298	(158)	298	
0	1,204	(1,204)	1,204	ER Visits - Discharged	1,240	2,505	(1,265)	2,505	
0	1,354	(1,354)	1,354	Total ER Visits	1,380	2,803	(1,423)	2,803	
N/A	11.08%		11.08%	% of ER Visits Admitted	10.14%	10.63%		10.63%	
0.00%	91.46%		91.46%	ER Admissions as a % of Total	51.28%	91.13%		91.13%	
				Outpatient Statistics:					
6,546	7,374	(828)	7,374	Total Outpatients Visits	13,040	14,089	(1,049)	14,089	
129	103	26	103	Observation Bed Days	238	180	58	180	
0	39	(39)	39	IP Surgeries	31	80	(49)	80	
0	146	(146)	146	OP Surgeries	152	259	(107)	259	
				Productivity Statistics:					
348.67	367.16	(18.49)	377.14	FTE's - Worked	342.71	367.16	(24.45)	377.14	
391.87	403.18	(11.31)	406.37	FTE's - Paid	390.96	403.18	(12.22)	406.37	
1.1894	1.4713	(0.28)	0.8313	Case Mix Index -Medicare	1.2400	0.9600	0.28	1.0854	
0.8458	0.8313	0.01	0.8313	Case Mix Index - All payers	0.8307	0.8500	(0.02)	0.8329	

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

To: HDRHD Board of Trustees

September 11, 2017

From: Irene Richardson, MHSC CFO

### HIGH DESERT RURAL HEALTHCARE DISTRICT - AUGUST 2017

THE HDRHD BOTTOM LINE. The bottom line for the HDRHD Clinic for August was a loss of \$23,604.96, compared to a loss of \$30,416.00 in the Budget. The YTD Clinic loss is \$42,043.35 compared with a YTD loss of \$60,832.00 in the Budget.

**REVENUE.** Revenue for the Clinic for August was \$4,809.72, under Budget by \$13,690.91. YTD Revenue is \$10,556.19, under Budget by \$26,445.07. The Budget was based on 5 visits per day.

Deductions from Revenue for the Clinic were \$1,324.99 for August. The HDRHD Clinic has a favorable payor mix. In August, the Clinic Payor Mix was as follows; Commercial Insurance and Blue Cross consisted of 60% of Revenue, Medicare and Medicaid consisted of 32.4%, Self-Pay consisted of 0% and Occupational Medicine, which consisted of 7.6%.

**EXPENSES.** Total Expenses for the month were \$27,089.69, under Budget by \$14,056.68. YTD Expenses were \$49,6999.17, under Budget by \$32,293.57. Included in the packet is the detail trial balance, copies of invoices and additional support for all the expenses.

**VOLUME.** The volume for August was 31 patients, compared to 41 patients in July.

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# HIGH DESERT RURAL HEALTH CARE DISTRICT 401 Fultz Drive P.O. Box 338 WAMSUTTER, WYOMING 82336-0338

Check Number:
Voucher Number:
Inspected by
Trustee:
Certified to Under Penalty of Perjury
Trustee:
Certified to Under Penalty of Perjury
Date:
I,Irene Richardson
Certify that the foregoing bill is just and
Correct and is certified to under penalty of
perjury.

Pay to the Order of: MHSC 1200 College Drive Rock Springs, WY 82901 TIN – 83-6000295

(All Claims Must Be Dated and Itemized)

Bills to be Paid Must Be Accompanied by this Signed Voucher

	Dollars	Cents
Net month of August, 2017 net operating loss as defined in the Clinical Services Agreement, dated August 14, 2015 and as documented in the attached MHSC Wamsutter Clinic Narrative and Financial Statement packet dated September 11, 2017 and addressed to the HDRHCD Trustees.	23,604	96

or Bookkeeper use:	
Fund or account classification	

# HIGH DESERT RURAL HEALTH DISTRICT MHSC Wamsutter Clinic

Two months ended August 31, 2017

STATEMENT (	OF REVENUE A	ND EXPENSES	3	
	CURRENT	A THE CONTRACTOR OF THE CONTRA	YEAR T	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Gross Revenue	4,809.72	18,500.63	10,556.19	37,001.26
Deductions	(1,324.99)	(7,770.26)	(2,600.37)	(15,540.52)
Net Revenue	3,484.73	10,730.37	7,955.82	21,460.74
Other Operating Revenue				
Total Net Operating Revenue	3,484.73	10,730.37	7,955.82	21,460.74
Operating Expenses				
Salaries and Wage	20,688.16	32,736.37	37,327.23	65,472.74
Fringe Benefits	2,639.17	2,650.00	5,026.70	5,300.00
Advertising	860.00	2,300.00	1,720.00	4,600.00
Other Purchased Services		50.00	12	100.00
Instruments		10.00	-	20.00
Other Med/Surg Supplies	113.31	300.00	274.16	600.00
Minor Equipment		300.00	-	600.00
Office & Admin Supplies		50.00	-	100.00
Maintenance Supplies		50.00		100.00
Outdates Unused Supplies		=3	-	₩:
Other Non Med Supplies		50.00	12.68	100.00
Telephone	1,128.52	350.00	2,256.31	700.00
Cable Television	55.56	50.00	111.12	100.00
Contract Maintenance		100.00	-	200.00
Professional Liability Insurance	197.21	150.00	379.38	300.00
License & Taxes		10.00	=	20.00
Education & Travel		65.00	72.52	130.00
Pharmacy	9.81	500.00	9.81	1,000.00
Equipment Lease	172.73	200.00	358.82	400.00
Vehicle Lease	1,225.22	1,225.00	2,450.44	2,450.00
Total Operating Expenses	27,089.69	41,146.37	49,999.17	82,292.74
Total Clinic Gain (Loss)	\$ (23,604.96)	\$ (30,416.00)	\$ (42,043.35)	\$ (60,832.00)

REVENUE DETAIL								
	CURRENT	PERIOD	YEAR TO DATE					
Gross Clinic Patient Revenue	ACTUAL	BUDGET	ACTUAL	BUDGET				
Dr. Michael Bowers	1,165.72		3,461.13					
Dr. Larry Lauridsen	1,470.00		2,510.00					
Dr. Brytton Long	1,647.00		3,318.49					
PA Melissa Lehman	527.00		1,266.57					
Total Revenue	\$ 4,809.72	\$ 18,500.63	\$ 10,556.19	\$ 37,001.26				

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### HIGH DESERT RURAL HEALTH DISTRICT

#### **MHSC Wamsutter Clinic**

Two months ended August 31, 2017

PAYOR MIX DATA					
	CURRENT PERIOD	YEAR TO DATE			
PAYOR MIX	ACTUAL	ACTUAL			
Commercial	56.9%	54.1%			
Blue Cross	3.1%	8.2%			
Medicaid	4.2%	2.1%			
Medicare	28.2%	20.0%			
Self Pay	0.0%	8.8%			
Work Comp	0.0%	1.5%			
Occ Med	7.6%	5.1%			
TOTAL	100%	100%			

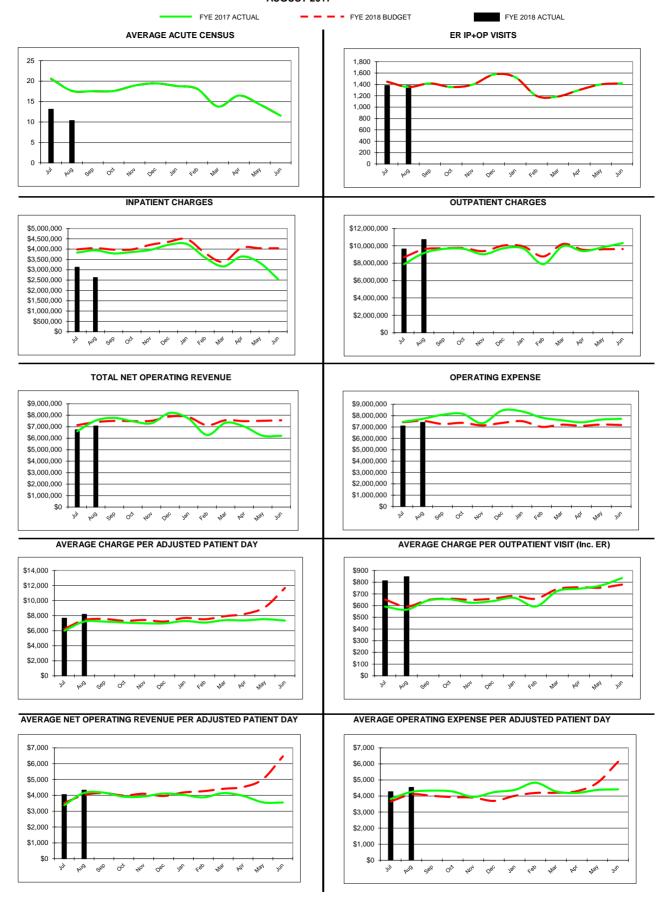
PATIENT OFFICE VISITS								
	CURRENT	CURRENT PERIOD		DATE				
	ACTUAL	BUDGET	ACTUAL	BUDGET				
Dr. Michael Bowers	8		21					
Dr. Larry Lauridsen	10		16					
Dr. Brytton Long	10		21					
PA Melissa Lehman	3		14					
<b>Total Clinic Statistics</b>	31	60	72	120				

HDRHCD VOUC	HERS			
Received	Per	nding	Tota	al
18,438.3	39			18,438.39
	\$	23,604.96		23,604.96
\$ 18,438.3	39 \$	23,604.96	\$	42,043.35
	Received 18,438.3		<b>18,438.39</b> \$ 23,604.96	Received Pending Tota 18,438.39 \$ 23,604.96

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY AUGUST 2017

STATISTICS	Actual Aug-17	Budget Aug-17	PY Aug-16	YTD Aug-17	YTD Aug-16	YTD Aug-15	YTD Aug-14
Volumes:							
Case Mix							
Medicare	1.1894	1.4713	1.4713	1.2400	1.4054	1.4161	1.1291
All payers	0.8458	0.8313	0.8313	0.8307	0.8329	0.8423	0.8787
Admissions							
Med	49	71	71	124	160	163	161
ICU	22	32	32	48	66	61	70
Surgery	8	11	11	10	17	23	24
OB	40	47	47	94	100	103	108
Newborn	42	44	44	93	93	102	100
Total Admissions	161	205	205	369	436	452	463
Discharges							
Med	59	92	92	145	173	175	151
ICU	10	16	16	19	33	33	58
Surgery	8	11	11	15	26	37	39
ОВ	41	45	45	94	95	103	107
Newborn	39	45	45	90	91	103	98
Total Discharges	157	209	209	363	418	451	453
Patient Days:							
Med	167	340	340	404	785	638	502
ICU	42	88	88	91	167	181	219
Surgery	38	40	40	62	68	97	80
OB	74	76	76	171	155	163	167
Newborn	78	64	64	167	139	152	140
Total Patient Days	399	608	608	895	1,314	1,231	1,108
rotair alloin Dayo					.,	.,20.	1,100
Observation Bed Days	129	103	103	238	180	162	96
Surgery Statistics:							
IP Surgeries	25	39	39	56	80	69	78
OP Surgeries	136	146	146	288	259	291	297
Outpatient Statistics:							
X-ray	756	695	695	1,439	1,421	1,445	1,319
Mammography	138	131	131	234	249	255	300
Ultrasound	307	301	301	562	525	534	522
Cat Scan	445	389	389	861	791	760	609
MRI	110	100	100	208	188	214	212
Nuclear Medicine	57	37	37	87	68	85	42
PET Scan	12	6	6	21	17	8	14
		3,255	3,255	5,375	6,193		4,406
Laboratory	2,518 159			299	251	5,173	333
Histology		137	137			264	
Respiratory Therapy	266	254	254	506	475	479	358
Cardiovascular	420	486	486	824	970	928	678
Sleep Lab	32	20	20	61	33	37	32
Cardiac Rehab	356	484	484	712	944	803	759
Physical Therapy	225	255	255	432	468	497	482
Dialysis	311	256	256	610	488	508	574
Medical Oncology	182	203	203	331	379	475	198
Radiation Oncology	252	365	365	478	629	721	246
Total Outpatients Visits	6,546	7,374	7,374	13,040	14,089	13,477	11,084
Clinic Visits - Primary Care	4,317	4,256	4,798	7,985	8,615	11,160	9,018
Clinic Visits - Specialty Clinics	529	514	578	985	940	980	1,041
							•
ER visits admitted	119	150	150	259	298	284	279
ER visits Discharged	1,259	1,204	1,204	2,499	2,505	2,608	2,753
Total ER visits	1,378	1,354	1,354	2,758	2,803	2,892	3,032

# MEMORIAL HOSPITAL OF SWEETWATER COUNTY "DASHBOARD" GRAPHS AUGUST 2017



18 Board Graphs August 9/22/2017 2:22 PM

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Two months ended August 31, 2017

## PAYOR MIX DATA

HOSPITAL	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	20.97%	21.70%	18.37%
Blue Cross	22.76%	22.55%	23.66%
Medicaid	8.12%	8.55%	9.99%
Medicare	37.32%	35.76%	36.77%
Self Pay	6.13%	7.61%	9.42%
Other	4.70%	3.83%	1.79%
TOTAL	100%	100%	100%

CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	27.81%	28.30%	28.94%
Blue Cross	28.99%	29.22%	30.49%
Medicaid	14.61%	14.12%	14.70%
Medicare	23.14%	21.70%	19.07%
Self Pay	4.63%	5.89%	6.18%
Other	0.82%	0.77%	0.62%
TOTAL	100%	100%	100%

ORTHO CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	56.14%	51.23%	39.50%
Blue Cross	22.41%	23.33%	27.91%
Medicaid	5.27%	5.08%	6.32%
Medicare	14.03%	17.60%	23.02%
Self Pay	1.76%	2.34%	2.71%
Other	0.39%	0.42%	0.54%
TOTAL	100%	100%	100%

COMBINED	CURRENT	YEAR TO DATE	PRIOR YEAR	
Commercial/Work Comp	22.13%	22.72%	19.86%	
Blue Cross	23.32%	23.12%	24.39%	
Medicaid	8.65%	8.96%	10.34%	
Medicare	35.69%	34.30%	34.80%	
Self Pay	5.93%	7.38%	8.96%	
Other	4.28%	3.52%	1.65%	
TOTAL	100%	100%	100%	

# MEMORIAL HOSPITAL OF SWEETWATER COUNTY DAYS IN A/R 08/31/17

	HOSPITAL AR DAYS
Aug-16	52
Sep-16	49
Oct-16	51
Nov-16	51
Dec-16	52
Jan-17	54
Feb-17	55
Mar-17	53
Apr-17	51
May-17	53
Jun-17	46
Jul-17	45
Aug-17	43

60	52	49 51 5	51 52	54 55	53 51	53	
50					ادر		45 43
40							
30							
20		ш	ш	ш	ш	ш	
10		ш	ш	ш	ш	ш	
0							
	Aug-16	Oct-16	Dec-16	Feb-17	Apr-17	Jun-17	Aug-17
				■HOSPITAL AR DAYS			

	CLINIC AR DAYS
Aug-16	70
Sep-16	68
Oct-16	59
Nov-16	63
Dec-16	60
Jan-17	62
Feb-17	56
Mar-17	57
Apr-17	64
May-17	56
Jun-17	47
Jul-17	50
Aug-17	72



	ORTHO AR DAYS
Aug-16	53
Sep-16	52
Oct-16	63
Nov-16	53
Dec-16	41
Jan-17	51
Feb-17	53
Mar-17	41
Apr-17	51
May-17	53
Jun-17	44
Jul-17	47
Aug-17	71



### Summary Report - Variance on MHSC FTE's Per Adjusted Occupied Bed

For The Month ending: August 2017

	MHSC Current Month	MHSC FYTD	WYOMING All Hospitals	National Rural < \$90M Net Rev.	MHSC Benchmark
FTEs Per AOB	8.85	8.73	6.60	4.63	6.60

**Change in FTE's to meet Benchmark** 

(106.90)

 ${\bf Change\ in\ MONTHLY\ Gross}$ 

**Revenue to meet Benchmark** 

\$ 3,900,000

#### MEMORIAL HOSPITAL OF SWEETWATER COUNTY

		PPE BUDGET	8/6/2017	8/20/2017	9/3/2017	Variance from Bud		E FROM / PERIOD Decrease	YTD	Variance from budget
	AVG CENSUS	18.00	13.0	8.6	12.4	(5.6)	3.79	-	11.6	(6.4)
	ER VISITS (Avg Day)	46	41	45	48	2.8	3.29	-	44.8	(0.7)
	SURGERIES (IP+OP)	84	88	63	68	(16.2)	5.00	-	388.0	` '
	BIRTHS	20	28	12	14	(5.9)	2.00	-	96.0	
	CHARGES -IP \$000	1,860	1409	1105	1313	(547.0)	208.00	-	6418.0	
	-OP \$000	4,416	4610	4352	4963	547.0	611.00	-	22756.0	
	-TOTAL \$000	6,276	6019	5457	6276	-	819.00	-	29174.0	
	Adjusted Patient Days	850	777	598	832	(18.6)	(234.15)	-	3673.5	
Paid	FTEs (Including Contract)									
600	MEDICAL FLOOR	30.8	27.6	25.7	24.3	(6.5)	-	1.40	25.7	(5.1)
605	BEHAVIORAL HEALTH	8.0	6.9	6.4	7.9	(0.1)	1.50	-	6.2	(1.8)
610	OB FLOOR	5.9	6.1	5.3	5.2	(0.7)	-	0.12	5.7	(0.2)
611	NURSERY	7.3	6.8	6.4	6.3	(1.0)	-	0.09	6.6	(0.7)
612	LABOR & DELIVERY	6.1	6.8	5.0	5.8	(0.4)	0.73	-	5.9	(0.2)
620	ICU	13.9	11.8	15.7	12.5	(1.4)	-	3.28	13.3	(0.6)
630	OR	13.3	16.3	12.9	13.4	0.1	0.55	-	14.0	0.7
631	SAME DAY SURGERY	7.1	6.8	5.0	5.2	(1.9)	0.15	-	6.2	(0.9)
633	RECOVERY	2.0	2.7	2.2	2.6	0.6	0.36	-	3.1	1.1
634 640	CENTRAL STERILE DIALYSIS	3.1 5.0	2.8 5.0	2.7 4.9	2.9 5.0	(0.2) (0.0)	0.14	-	2.9 5.0	(0.2)
650	ER	25.6	27.8	26.3	22.3	(3.3)	-	- 3.91	25.1	, ,
651	TRAUMA	1.0	1.7	1.7	1.5	(5.5) 0.5	_	0.23	1.3	(0.5) 0.3
652	SANE	0.5	1.0	1.3	0.7	0.3	_	0.59	0.9	0.4
660	RADIATION ONC	6.6	6.7	5.8	6.1	(0.5)	0.29	-	6.4	(0.2)
661	MEDICAL ONC	5.5	7.0	5.1	5.0	(0.5)	-	0.09	5.5	(0.0)
700	LABORATORY	29.5	29.3	29.4	29.6	0.1	0.20	-	29.8	0.3
701	HISTOLOGY	2.0	2.0	2.0	1.9	(0.1)	-	0.06	2.0	(0.0)
702	BLOOD BANK	1.0	0.7	1.1	1.1	0.1	-	0.04	1.0	(0.0)
710	RADIOLOGY	7.7	7.6	7.3	8.9	1.2	1.51	-	8.3	0.6
711	MAMMOGRPAHY	2.0	1.1	1.2	1.1	(0.9)	-	0.13	1.2	(0.8)
712	ULTRASOUND	3.6	5.2	3.9	5.5	1.9	1.54	-	4.5	0.9
713	NUC MED	1.9	1.8	1.6	1.6	(0.3)	0.02	-	1.7	(0.2)
714	CAT SCAN	5.1	5.7	5.8	4.8	(0.3)	-	1.05	5.2	0.1
715	MRI	1.0	1.1	1.0	1.0	(0.0)	0.03	-	1.1	0.1
716	PET SCAN	0.1	-	0.1	-	(0.1)	-	0.10	0.0	(0.1)
720	RESPIRATORY	6.1	6.4	5.5	5.2	(0.9)	-	0.24	5.5	(0.6)
721	SLEEP LAB	1.8	1.1	1.4	1.8	(0.0)	0.44	-	1.5	(0.3)
722	CARDIO	2.8	2.9	2.8	2.8	(0.0)	-	0.03	2.8	(0.0)
723	CARDIAC REHAB	2.4	2.3	2.3	2.2	(0.2)	-	0.15	2.4	(0.0)
730	PHYSICAL THERAPY	4.0 2.5	3.6 2.4	3.6 2.4	3.5 2.3	(0.5)	-	0.17	3.6	(0.4)
780 781	PATIENT ED SOCIAL SERVICES	1.0	1.0	1.0	1.0	(0.2)	-	0.15	2.5	(0.0) 0.0
782	QUALITY & ACCREDIT	5.5	5.0	4.9	5.3	(0.2)	0.46	-	1.0 5.0	(0.5)
783	INFECTION CONTROL	1.0	1.1	1.5	1.5	0.5	-	0.03	1.3	0.3
784	ACCREDITATION	2.0	2.0	2.0	2.0	(0.0)	-	-	2.0	(0.0)
786	NURSING INFORMATICS	3.0	3.0	3.0	3.0	0.0	-	-	3.0	0.0
790	HEALTH INFORMATION	11.7	12.5	12.5	12.3	0.6	-	0.22	12.3	0.6
791	CASE MANAGEMENT	5.0	4.5	3.8	4.2	(0.8)	0.41	-	4.5	(0.5)
800	MAINTENANCE	11.0	9.9	10.1	10.8	(0.2)	0.72	-	10.1	(0.9)
801	HOUSEKEEPING	23.5	23.3	23.1	24.3	0.8	1.24	-	23.6	0.1
802	LAUNDRY	6.5	4.8	4.6	4.6	(1.9)	0.00	-	5.1	(1.4)
803	BIO MED	2.0	1.0	1.0	1.1	(0.9)	0.07	-	1.0	(1.0)
810	SECURITY	8.1	7.6	7.8	6.8	(1.3)	-	1.01	7.4	(0.7)
850	PURCHASING	5.0	5.0	5.0	4.9	(0.1)	-	0.09	5.0	(0.0)
855	CENTRAL SUPPLY	3.0	3.0	3.0	3.0	-	-	-	3.0	0.0
870	DIETARY	17.6	18.4	18.0	16.7	(0.9)	-	1.30	17.2	(0.4)
871	DIETICIANS	1.3	1.4	1.5	1.5	0.2	-	0.04	1.4	0.1
900	ADMINISTRATION	6.0	5.0	5.0	5.0	(1.0)	-	-	5.0	(1.0)
901	COMM SVC	1.0	1.0	1.0	1.0	-	-	-	1.0	(0.0)
902	MED STAFF SVC	2.0	2.0	2.0	2.0	- (0.5)	-	-	2.0	0.0
903	MHSC FOUNDATION	1.5	1.0	1.0	1.0	(0.5)	-	-	1.1	(0.4)
904	VOLUNTEER SRV	1.0 5.3	1.0 5.7	1.0 6.2	1.0 6.1	-	-	-	1.0	0.0
905 907	NURSING ADMIN PHYSICIAN RECRUIT	5.3 1.0	5.7 1.0	6.2 1.0	6.1 1.0	0.8	-	0.06	5.9 1.0	0.6 0.0
910	INFORMATION SYSTEMS	8.0	8.1	8.1	8.1	0.1	0.03		8.1	
910	INI ONIVIATION STSTEIVIS	0.0	0.1	0.1	0.1	0.1	0.05	-	0.1	0.1

		PPE BUDGET	8/6/2017	8/20/2017	9/3/2017	Variance from Bud	LAST PAY	PERIOD Decrease	YTD	from budget
920	HUMAN RESOURCES	4.7	4.7	4.8	4.9	0.2	0.12	-	4.7	0.0
930	FISCAL SERVICES	5.0	4.8	4.8	4.8	(0.2)	-	0.02	4.9	(0.1)
940 941	BUSINESS OFFICE ADMITTING	14.8 13.4	14.5 14.1	14.6 14.5	14.6 14.3	(0.2) 0.9	-	0.01 0.23	14.7 14.4	(0.1) 1.0
942	COMMUNICATION	2.9	2.9	2.9	3.2	0.4	0.30	-	3.0	0.2
943	CENTRAL SCHEDULING	4.0	3.8	3.9	3.9	(0.1)	-	0.02	3.9	(0.1)
949 950	DENKER OLIVER	3.8 3.7	2.9 3.3	4.2 3.0	3.3 3.0	(0.5) (0.7)	0.00	0.91	3.3 3.1	(0.5) (0.6)
951	JOHNSON	4.3	5.7	4.0	3.2	(1.1)	-	0.81	4.6	0.3
953	STEWART	1.0	-	-	-	(1.0)	-	-	0.0	(1.0)
954 955	WHEELER CHOU	2.0 1.0	1.9 1.0	2.0 1.0	1.9 1.0	(0.1)	-	0.08	1.9 1.0	(0.1) 0.0
956	KATTAN	2.0	2.7	2.8	2.7	0.7	-	0.02	2.7	0.7
958	VERONESE	2.0	1.0	1.0	1.0	(1.0)	-	-	1.2	(0.9)
959	GREWAL	2.0	2.0	2.0	2.0	-	-	0.00	2.2	0.2
960 961	SANDERS DANSIE	2.0 1.5	2.2 2.1	2.2 2.1	2.1 2.0	0.1 0.5	-	0.07 0.07	2.1 2.1	0.1 0.6
962	BOWERS	1.5	1.7	1.6	1.8	0.3	0.20	-	1.7	0.2
963	LONG	1.5	3.6	0.9	0.8	(0.7)	-	0.10	1.8	0.3
964	JAKE JOHNSON	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
965 966	DOLCE OCC MED	1.0 2.0	1.0 2.2	1.0 2.2	1.1 2.2	0.1 0.2	0.10	0.03	1.0 2.2	0.0 0.2
968	GILMARTIN	2.0	1.5	1.5	1.6	(0.4)	0.10	-	1.5	(0.5)
969	PAWAR	2.0	2.0	2.0	2.0	-	-	0.01	2.1	0.1
970	CROFTS	1.3	1.0	1.0	1.1	(0.2)	0.10	- 0.10	1.0	(0.3)
971 972	WAMSUTTER CLINIC FARSON CLINIC	1.5	1.6	1.6 -	1.5	0.0	-	0.10	1.5 0.0	0.0 0.0
973	LAURIDSEN	1.5	0.9	0.9	0.9	(0.6)	-	-	0.9	(0.6)
974	SMG ADMIN/BILLING	24.9	19.1	19.9	19.2	(5.7)	-	0.65	20.1	(4.8)
975	NEUPANE	2.0	2.0	2.0	2.0	0.0	0.02	-	2.0	0.0
976 978	LEHMAN HOSPITALIST	1.5 4.2	0.8 5.2	0.8 5.2	0.8 5.2	(0.7) 1.0	-	-	0.8 5.0	(0.7) 0.8
981	CROFT	1.0	1.0	1.0	1.0	-	-	-	1.4	0.4
982	CHRISTENSEN	1.0	-	1.0	1.0	-	-	-	0.4	(0.6)
983	MACK	1.0	1.0	1.0	1.0	- (0.2)	-	-	1.0	0.0
984 985	FRANKS NELSON	1.3	1.0	1.0	1.0	(0.3)	-	-	0.0	(0.3) 0.0
986	BONGIORNO	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
988	CURRY	3.5	3.6	3.4	3.9	0.4	0.54	-	3.6	0.1
989	SHAMO	4.2	-	-	-	- (0.2)	-	-	0.0	0.0
991 992	JAMIAS ASPER	1.3 1.0	1.0 1.0	1.0 1.0	1.0 1.0	(0.3)	-	-	1.0 1.2	(0.3) 0.2
993	LIU	2.0	2.0	2.0	2.0	-	-	0.01	2.0	0.0
994	DUCK	1.5	1.3	0.3	1.2	(0.3)	0.91	-	0.9	(0.6)
995	A. BROWN	2.0 0.6	2.7	2.0	2.0	- (0.6)	-	0.04	2.2	0.2
996	SARETTE	0.6		0.8	- 1	(0.6)	-	0.80	0.3	(0.3)
	TOTAL Paid FTEs	483.4	473.7	458.9	453.2	(30.2)	-	5.69	463.4	(20.0)
	TOTAL WORKED FTEs	439.9	419.5	408.5	413.8	(26.1)	5.29	-	408.2	(31.7)
	WODKED 0/ Daid	040/	000/	000/	040/	00/	0.03		000/	(0.0)
	WORKED % Paid	91%	89%	89%	91%	0%	0.02	-	88%	(0.0)
	CONTRACT FTES (Inc above)	3.0	8.7	8.6	10.6	7.6	1.93	_	10.6	7.6
	Community (including									
	GROSS EMPLOYEE PAYROLL	1,599,017	1,541,454	1,431,668	1,453,741	(145,276)	22,073.47	-	7,441,661	
	Average Employee Hourly Rate	\$41.35	\$40.68	\$38.99	\$40.09	(\$1.25)	1.10	-	#DIV/0!	#DIV/0!
	Benchmark Paid FTEs	6.63	8.53	10.75	7.63	1.00	-	3.12	8.83	2.20
	per Adj. Occupied Bed (APD)	2.00		.50	. 100			31,12	5.03	
WOF	RKED FTEs (Including Contrac	t)								
600	MEDICAL FLOOR	28.0	24.9	23.1	21.7	(6.3)	-	1.43	22.9	(5.1)

		PPE BUDGET	8/6/2017	8/20/2017	9/3/2017	Variance from Bud	LAST PA	Y PERIOD Decrease	YTD	from budget
605	BEHAVIORAL HEALTH	7.3	6.7	6.0	7.4	0.1	1.35	-	5.8	(1.4)
610	OB FLOOR	5.4	5.7	4.2	5.0	(0.3)	0.79	-	5.0	(0.4)
611	NURSERY	6.6	6.6	5.2	5.9	(0.7)	0.70	-	6.0	(0.7)
612 620	ICU	5.6 12.6	5.6 9.9	5.0 11.3	5.4 11.6	(0.1) (1.0)	0.40	-	5.3 11.1	(0.3) (1.6)
630	OR	12.1	13.3	12.4	13.1	1.0	0.75	-	12.8	0.7
631	SAME DAY SURGERY	6.5	6.6	4.5	5.0	(1.5)	0.47	-	5.8	(0.7)
633	RECOVERY	1.8	2.6	2.2	2.6	0.7	0.36	-	2.4	0.6
634	CENTRAL STERILE	2.8	2.4	2.0	2.7	(0.1)	0.69	-	2.4	(0.4)
640	DIALYSIS	4.6	4.7	4.5	4.4	(0.1)	-	0.12	4.5	(0.1)
650 651	ER TRAUMA	23.3 0.9	22.8 1.4	21.9 1.3	21.8 1.2	(1.5) 0.3	-	0.13 0.10	22.2 1.2	(1.1) 0.2
652	SANE	0.5	1.4	0.8	0.5	0.0	-	0.10	0.7	0.2
660	RADIATION ONC	6.0	5.6	5.0	5.9	(0.1)	0.86	-	5.6	(0.4)
661	MEDICAL ONC	5.0	4.9	4.2	5.0	0.0	0.82	-	4.7	(0.3)
700	LABORATORY	26.8	26.8	25.8	26.1	(0.8)	0.30	-	26.4	(0.4)
701	HISTOLOGY	1.8	1.8	1.8	1.7	(0.1)	-	0.04	1.8	(0.0)
702	BLOOD BANK	0.9	0.7	1.1	1.1	0.2	-	0.04	1.0	0.1
710 711	RADIOLOGY MAMMOGRPAHY	7.0 1.8	6.8 1.1	7.0 1.1	8.2 1.1	1.2 (0.7)	1.20	0.03	7.3	(0.8)
711	ULTRASOUND	3.3	3.8	3.6	4.8	1.5	1.14	-	4.0	0.8)
713	NUC MED	1.7	1.2	1.6	1.6	(0.1)	0.02	-	1.5	(0.3)
714	CAT SCAN	4.6	4.6	4.9	3.9	(0.7)	-	0.92	4.6	(0.1)
715	MRI	0.9	1.0	1.0	1.0	0.1	0.03	-	1.0	0.1
716	PET SCAN	0.1	-	0.1	-	(0.1)	-	0.10	0.0	(0.1)
720	RESPIRATORY	5.6	4.9	4.7	4.5	(1.0)	-	0.13	4.7	(0.8)
721	SLEEP LAB	1.6 2.5	1.1 2.0	1.3 2.6	1.8 2.4	0.2	0.52	- 0.22	1.4	(0.2)
722 723	CARDIO CARDIAC REHAB	2.5	1.9	2.0	2.4	(0.2) (0.2)	-	0.22 0.30	2.4 2.1	(0.1) (0.1)
730	PHYSICAL THERAPY	3.6	3.2	3.4	3.2	(0.2)		0.27	3.3	(0.1)
780	PATIENT ED	2.3	1.9	2.4	2.1	(0.2)	-	0.27	2.1	(0.1)
781	SOCIAL SERVICES	0.9	1.0	1.0	0.9	(0.0)	-	0.13	0.9	0.0
782	QUALITY & ACCREDIT	5.0	4.0	4.4	5.1	0.1	0.64	-	4.4	(0.6)
783	INFECTION CONTROL	0.9	0.6	1.5	1.5	0.5	-	0.03	1.2	0.3
784	COMPLIANCE	1.8	1.8	1.9	1.8	0.0	-	0.05	1.8	(0.0)
786 790	NURSING INFORMATICS HEALTH INFORMATION	2.7 10.6	2.9 10.3	2.9 11.8	2.4 10.7	(0.3) 0.0	-	0.50 1.16	2.6 10.7	(0.1) 0.0
790 791	CASE MANAGEMENT	4.6	4.2	3.4	3.9	(0.7)	0.48	1.10	3.8	(0.8)
800	MAINTENANCE	10.0	9.4	9.3	9.9	(0.1)	0.68	-	9.0	(1.0)
801	HOUSEKEEPING	21.4	21.6	20.8	21.9	0.5	1.15	-	21.4	0.0
802	LAUNDRY	5.9	4.6	4.6	4.3	(1.6)	-	0.28	4.8	(1.1)
803	BIO MED	1.8	0.9	1.0	0.8	(1.0)	-	0.12	0.8	(1.0)
810	SECURITY	7.4	7.1	6.4	5.8	(1.6)	-	0.62	6.0	(1.4)
850 855	PURCHASING	4.6 2.7	4.4	4.4 2.6	4.3 2.3	(0.3)	-	0.16	4.2	(0.3)
870	CENTRAL SUPPLY DIETARY	16.1	2.5 16.5	16.5	15.1	(0.4) (0.9)	-	0.32 1.42	2.4 15.3	(0.3) (0.8)
871	DIETICIANS	1.2	1.3	1.3	1.4	0.2	0.16	-	1.3	0.1
900	ADMINISTRATION	5.5	4.8	4.0	4.9	(0.6)	0.90	-	4.4	(1.1)
901	COMM SVC	0.9	1.0	1.0	1.0	0.1	-	-	1.0	0.1
902	MED STAFF SVC	1.8	2.0	1.9	1.8	(0.1)	-	0.14	1.8	0.0
903	MHSC FOUNDATION	1.4	0.9	1.0	1.0	(0.4)	-	-	1.1	(0.3)
904	VOLUNTEER SRV	0.9	1.0	1.0	1.0	0.1	- 0.19	-	0.9	(0.0)
905 907	NURSING ADMIN PHYSICIAN RECRUIT	4.8 0.9	4.9 1.0	5.6 1.0	5.8 1.0	1.0 0.1	0.18	-	5.3 0.9	0.4 (0.0)
910	INFORMATION SYSTEMS	7.3	7.8	7.1	7.0	(0.2)	-	0.04	7.1	(0.0)
920	HUMAN RESOURCES	4.3	4.7	4.8	4.5	0.2	-	0.28	4.3	0.1
930	FISCAL SERVICES	4.6	4.5	4.6	4.2	(0.3)	-	0.36	4.3	(0.3)
940	BUSINESS OFFICE	13.5	13.3	13.2	13.4	(0.1)	0.17	-	12.9	(0.6)
941	ADMITTING	12.2	13.0	13.6	13.5	1.3	-	0.17	13.3	1.1
942	COMMUNICATION	2.6 3.6	2.7	2.6	2.8 3.6	0.2	0.17	-	2.7	0.1
943 949	CENTRAL SCHEDULING DENKER	3.5	3.4 2.9	3.6 2.4	3.6 1.9	(0.0) (1.6)	0.04	- 0.52	3.5 2.6	(0.2) (0.9)
950	OLIVER	3.4	2.9	2.4	2.7	(0.6)	-	0.52	2.5	(0.9)
951	JOHNSON	3.9	4.8	4.0	3.2	(0.7)	-	0.86	4.1	0.2
953	STEWART	0.9	-	-	-	(0.9)	-	-	0.0	(0.9)
954	WHEELER	1.8	1.6	2.0	1.9	0.1	-	0.08	1.7	(0.1)
955	CHOU	0.9	1.0	1.0	1.0	0.1	-	-	1.0	0.1
956	KATTAN	1.8	2.2	2.2	2.7	0.9	0.50	-	2.3	0.5
958	VERONESE	1.8	1.0	- 20	1.0 1.0	(0.8)	1.00	- 1.02	0.7	(1.1) (0.2)
959	GREWAL	1.8	2.0	2.0	1.0	(0.8)	-	1.02	1.6	(0.2)

		PPE	8/6/2017	8/20/2017	9/3/2017	Variance	_	Y PERIOD	YTD	from budget
		BUDGET				from Bud	Increase	Decrease		
60	SANDERS	1.8	2.0	1.7	2.0	0.2	0.33	-	1.9	0.0
51	DANSIE	1.4	2.1	2.1	1.6	0.3	-	0.46	1.8	0.4
52	BOWERS	1.4	1.5	1.6	1.3	(0.1)	-	0.36	1.4	0.0
53	LONG	1.4	1.9	0.8	0.8	(0.6)	-	=	1.4	0.1
54	JAKE JOHNSON	0.9	1.0	0.1	1.0	0.1	0.88	-	0.8	(0.1
55	DOLCE	0.9	0.9	0.9	0.6	(0.3)	-	0.33	0.9	(0.1
6	OCC MED	1.8	2.1	2.2	2.2	0.4	0.05	-	2.0	0.2
8	GILMARTIN	1.8	1.5	1.5	1.5	(0.4)	-	0.03	1.3	(0.5
59	PAWAR	1.8	1.9	2.0	1.4	(0.4)	-	0.60	1.5	(0.3
70	CROFTS	1.2	1.0	0.6	0.9	(0.3)	0.30	=	0.8	(0.4
71	WAMSUTTER CLINIC	1.4	1.5	1.6	1.4	0.0	-	0.20	1.4	0.0
72	FARSON CLINIC	-	-	-	-	-	-	=	0.0	0.0
73	LAURIDSEN	1.4	0.9	0.9	0.9	(0.5)	-	-	0.8	(0.6
74	SMG ADMIN/BILLING	22.7	17.0	17.3	18.1	(4.6)	0.80	=	18.0	(4.6
75	NEUPANE	1.8	1.2	2.0	2.0	0.2	0.02	-	1.8	(0.0)
76	LEHMAN	1.4	0.8	0.8	0.7	(0.7)	-	0.10	0.7	(0.7
78	HOSPITALIST	3.8	5.2	5.2	5.2	1.4	-	-	5.0	1.2
81	CROFT	0.9	1.0	0.4	1.0	0.1	0.60	-	0.8	(0.1
32	CHRISTENSEN	0.9	-	1.0	0.8	(0.1)	-	0.20	0.4	(0.6
83	MACK	0.9	0.4	0.8	1.0	0.1	0.20	-	0.7	(0.2
34	FRANKS	1.2	0.7	1.0	1.0	(0.2)	-	=	0.9	(0.3
86	BONGIORNO	0.9	1.0	1.0	1.0	0.1	-	-	1.0	0.1
38	CURRY	3.2	3.5	3.1	3.7	0.5	0.63	=	3.3	0.1
91	JAMIAS	1.2	1.0	0.8	1.0	(0.2)	0.20	-	0.8	(0.4
92	ASPER	0.9	1.0	0.8	0.9	(0.0)	0.10	-	0.8	(0.1
93	LIU	1.8	2.0	2.0	1.9	0.1	-	0.12	1.9	0.1
94	DUCK	1.4	1.0	0.3	0.3	(1.0)	0.06	-	0.6	(0.8
95	A. BROWN	1.8	1.9	1.6	1.8	0.0	0.20	-	1.7	(0.2
96	SARETTE	0.6	-	0.8	-	(0.6)	-	0.80	0.3	(0.3
	TOTAL WORKED FTEs	439.9	419.5	408.5	413.8	(26.14)	5.29	-	408.2	(31.7
	CNTRCT FTES (Inc above)	3.0	8.7	8.6	10.6	7.57	1.93	-	10.6	7.6

OVE	RTIME HOURS	(	Current PR						
					OT Dollars			YTD HPurs	
600	MEDICAL FLOOR	16.5	0.3	-	-	-	0.25	18.3	
605	BEHAVIORAL HEALTH	22.8	6.5	10.5	218.83	4.00	-	41.0	
610	OB FLOOR	-	2.0	-	-	-	2.00	8.5	
611	NURSERY	-	-	-	-	-	-	1.8	
612	LABOR & DELIVERY	-	-	-	-	-	-	-	
620	ICU	6.8	16.0	2.0	27.88	-	14.00	59.0	
630	OR	15.8	1.5	5.5	201.96	4.00	-	41.5	
631	SAME DAY SURGERY	-	5.0	3.5	144.48	-	1.50	15.0	
633	RECOVERY	-	-	-	-	-	-	-	
634	CENTRAL STERILE	2.5	2.3	-	-	-	2.25	7.5	
640	DIALYSIS	1.3	0.5	0.8	34.09	0.25	-	15.0	
650	ER	0.8	54.5	8.8	404.73	-	45.75	155.5	
651	TRAUMA	-	-	3.3	72.87	3.25	-	3.3	
652	SANE	0.3	-	1.0	52.01	1.00	-	1.3	
660	RADIATION ONC	0.5	0.3	9.0	638.50	8.75	-	15.5	
661	MEDICAL ONC	0.8	0.3	-	-	-	0.25	1.5	
700	LABORATORY	12.3	10.5	13.0	381.22	2.50	-	100.3	
701	HISTOLOGY	0.5	-	-	-	-	-	3.8	
702	BLOOD BANK	-	0.8	-	-	-	0.75	2.0	
710	RADIOLOGY	1.3	1.5	1.8	71.21	0.25	-	7.3	
711	MAMMOGRPAHY	-	-	1.0	33.01	1.00	-	1.0	
712	ULTRASOUND	3.5	0.3	10.5	520.11	10.25	-	14.5	
713	NUC MED	-	-	-	-	-	-	0.3	
714	CAT SCAN	1.5	0.8	5.3	179.42	4.50	-	8.8	
715	MRI	-	0.5	0.5	26.67	-	-	1.0	
716	PET SCAN	-	0.3	-	-	-	0.25	0.3	
720	RESPIRATORY	18.5	-	8.0	326.80	8.00	-	34.3	
721	SLEEP LAB	-	-	3.0	139.95	3.00	-	3.0	
722		1.5	-	-	-	-	-	1.5	
723	CARDIAC REHAB	-	-	-	-	-	-	-	
730	PHYSICAL THERAPY	-	-	-	-	-	-	-	
780	PATIENT ED	-	0.8	-	-	-	0.75	1.0	
781	SOCIAL SERVICES	-	-	-	-	-	-	-	

		PPE BUDGET	8/6/2017	8/20/2017	9/3/2017	Variance from Bud	LAST PAY I	PERIOD Decrease	YTD	from budget
782	QUALITY & ACCREDIT		3.3	7.8	0.5	8.85	-	7.25	12.0	
783	INFECTION CONTROL		-	-	-	-	-	-	-	
784 786	COMPLIANCE NURSING INFORMATICS		-	-	-	-	-	-	0.3	
790	HEALTH INFORMATION		-	-	-	-	-	-	0.3	
791	CASE MANAGEMENT		9.8	6.0	21.5	1,233.06	15.50	-	51.5	
800	MAINTENANCE		1.0	3.8	0.5	29.96	-	3.25	5.8	
801	HOUSEKEEPING		9.0	2.0	23.8	468.85	21.75	-	75.3	
802	LAUNDRY		7.8	4.8	15.0	244.77	10.25	- 0.75	40.0	
803 810	BIO MED SECURITY		- 7.8	0.8 16.5	- 22.0	- 649.24	- 5.50	0.75	1.0 78.0	
850	PURCHASING		-	-	-	-	-	_	0.5	
855	CENTRAL SUPPLY		-	-	-	-	-	-	-	
870	DIETARY		48.8	34.8	20.5	409.82	-	14.25	206.8	
871	DIETICIANS		-	-	-	-	-	-	-	
900	ADMINISTRATION		-	-	-	-	-	-	-	
901	COMM SVC MED STAFF SVC			-	-	-	-	-	-	
902 903	MHSC FOUNDATION		-	-	-	-	-	-	-	
904	VOLUNTEER SRV		-	_	_	_	-	_	_	
905	NURSING ADMIN		6.0	46.8	11.0	683.81	-	35.75	74.3	
907	PHYSICIAN RECRUIT		-	-	-	-	-	-	-	
910	INFORMATION SYSTEMS		-	-	-	-	-	-	-	
920	HUMAN RESOURCES		-	-	-	-	-	-	-	
930 940	FISCAL SERVICES		-	-	- 4 5	- 171.00	- 4.25	-	- 15 5	
940	BUSINESS OFFICE ADMITTING		3.0 43.5	0.3 77.3	4.5 88.0	171.69 2,133.82	4.25 10.75	-	15.5 379.5	
942	COMMUNICATION		3.0	2.5	0.3	4.01	-	2.25	6.0	
943	CENTRAL SCHEDULING		2.0	0.3	2.5	54.83	2.25	-	5.8	
949	DENKER		1.2	2.0	4.7	47.96	2.67	-	9.5	
950	OLIVER		1.4	1.8	2.2	66.36	0.42	-	8.8	
951	JOHNSON		0.9	1.3	1.7	47.84	0.41	-	5.0	
953 954	STEWART WHEELER		0.8	-	-	-	-	-	- 0.8	
955	CHOU		-	-	-		-	-	-	
956	KATTAN		0.8	-	4.8	99.85	4.75	-	6.8	
958	VERONESE		-	-	-	-	-	-	-	
959	GREWAL		0.3	0.3	-	-	-	0.25	0.5	
960	SANDERS		14.5	15.8	9.8	306.54	-	6.00	55.5	
961 962	DANSIE BOWERS		2.6 1.3	3.4 1.0	0.8 2.8	40.67 65.73	- 1.75	2.62	10.4 6.0	
963	LONG		-	-	-	-	-	-	1.0	
964	JAKE JOHNSON		-	-	-	-	-	-	-	
965	DOLCE		-	-	-	-	-	-	1.0	
966	OCC MED		13.5	19.5	17.0	792.67	-	2.50	67.3	
968	GILMARTIN		1.8	1.5	-	-	-	1.50	4.9	
969	PAWAR CROFTS		-	0.8	-	-	-	0.75	3.3	
970 971	WAMSUTTER CLINIC		<u> </u>	<u>-</u>	-	-	<u> </u>		-	
972			-	-	-	-	-	-	-	
973	LAURIDSEN		-	-	-	-	-	-	-	
974	SMG ADMIN/BILLING		26.0	41.8	3.0	1,164.88	-	38.75	125.5	
975	NEUPANE		0.3	1.8	-	135.24	-	1.75	3.3	
976	PA LEHMAN		2.6	3.4	8.0	40.67	-	2.63	10.4	
978 981	HOSPITALIST CROFT		-	-		-	-	-	-	
982	CHRISTENSEN		-	-	-	-	-	-	-	
983	MACK		-	-	-	-	-	-	-	
984	FRANKS		-	-	-	-	-	-	-	
986	BONGIORNO		-	-	-	-	-	-	-	
988	CURRY		3.8	8.3	15.3	435.84	7.00	-	32.8	
991 992	JAMIAS ASPER		-	-	-	-	-	-	-	
993	LIU		0.3	0.5	-	-	-	0.50	1.5	
994	DUCK		0.3	0.5	-	-	-	0.50	1.5	
995	A. BROWN		1.8	1.5	-	-	-	1.50	4.9	
996	SARETTE	ı	-	-	-	-	-	-	-	I

TOTAL OT HOURS	325.3	412.3	359.8	12,811	-	52.50	1,875.8	

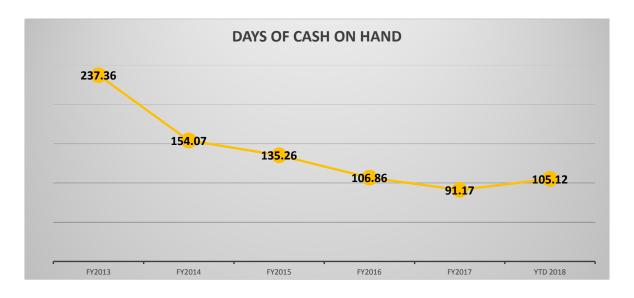
	PPE	8/6/2017	8/20/2017	9/3/2017	Variance	LAST PAY PERIOD		YTD	from budget
	BUDGET				from Bud	Increase	Decrease		
TOTAL OT FTEs		4.1	5.2	4.5		-	0.66	4.7	
OT % WORKED HOURS		1.0%	1 3%	1 1%			ი 2%		

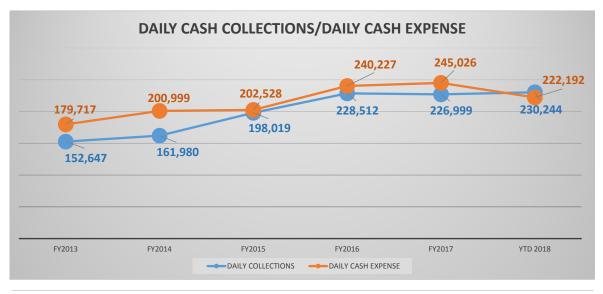
18 FTE REPORT FTE Trend 6 of 6 9/15/2017 9:23 AM

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY OPEN BID INVESTMENT SUMMARY REPORT 08/31/17

		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	3.230%	8,700,000	8,710,751	5,295,564	4,330,411	4,362,377	4,368,50
RESERVE	BANK OF WEST	3.230%	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,00
GENERAL	BANK OF WEST	1.250%			2,460,272	2,983,016	2,964,992	2,964,99
CAPITAL DEVELOPMENT	KEYBANK	1.140%	13,539,405	13,001,178	12,299,119	9,231,852	8,253,433	8,253,43
E. BOICE	WYOSTAR	0.993%	404,098	39	39	39	40	4
LIFELINE	WYOSTAR	0.993%	104,078	104,294	104,607	104,934	105,575	105,7
TOTAL			24,047,580	23,116,262	21,459,601	17,950,252	16,986,416	16,992,71
30,000,000								
25,000,000	24,047,580	23,116,262						
			21,459,601					
20,000,000				17,950,252				
				17,930,232	16,986	,416	16,992,716	
15,000,000								
15,000,000								
10,000,000								
5,000,000								
0								
		- c/20/2012 - c/	20/2014 = 6/20/2015 = 6/20/2	216 -6/20/2017 -6/20/20	10			
		■ 6/30/2013 ■ 6/3	30/2014 6/30/2015 6/30/2	J16	18		T-	
NFORMATION:								
CURRENT INVESTMENT BA	I ANCE:	\$ 16,992,716.48						
CORRENT INVESTMENT BA	LANCE:	\$ 10,992,710.40						
GENERAL FUND BALANCE	AS OF 09/31/17	1,600,094						
REPRESENTING DAYS OF O		7.6						
REFRESENTING DATS OF C	CASH ON HAND	7.0						
RECOMMENDATION:								
MAINTAIN FUNDS IN CURRE	ENT INVESTMENTS DU	E TO COMPETITIVE IN	TEREST RATES.					
AND LIQUIDITY OF FUNDS.								
	•							

# MEMORIAL HOSPITAL OF SWEETWATER COUNTY Days of Cash on Hand 8/31/2017





MEMO:

September 26, 2017

TO:

Finance Committee

FROM:

Ronald L. Cheese – Director Patient Financial Services

SUBJECT:

Preliminary September, 2017 Potential Bad Debts Eligible for Board

Certification

### Potential Bad Debts Eligible for Board Certification

Hospital Accounts	\$ 1,285,000.00	
Hospital Payment Plans	\$ 120,000.00	
Medical Clinic Accounts	\$ 933.00	
Ortho Clinic Accounts	\$ 00.00	
Total Potential Bad Debt	\$1,405,933.00	
Hospital Accounts Returned Net Bad Debt Turned	\$ - 138,000.00	\$ 1,267,933.00

Hospital Recoveries Collection Agency	\$ 181,435.00	
Hospital Recoveries Payment Plans	\$ 62,000.00	
Medical Clinic Recoveries	\$ 2,500.00	
Ortho Clinic Recoveries	\$ 3,333.00	
Total Bad Debt Recoveries		

\$ 249,268.00

Net Bad Debt Turned Less Recoveries

\$1,018,665.00

### Memorial Hospital of Sweetwater County County Voucher Summary as of month ending August 31, 2017

Vouchers Submitted by MHSC at agreed discounted rate	
August 2017 August 2017 August 2017	\$25,316.51 \$6,466.36 \$12,235.93
County Requested Total Vouchers Submitted as of August 31, 2017	\$44,018.80
Total Vouchers Submitted FY 2018	\$44,018.80
Less: Total Approved by County and Received by MHSC FY 2018	\$31,782.87
Total Vouchers Pending Approval by County	\$12,235.93
FY18 Title 25 Fund Budget from Sweetwater County	\$601,920.00
Funds Received From Sweetwater County	\$31,782.87
FY18 Title 25 Fund Budget Remaining	\$570,137.13
Total Budgeted Vouchers Pending Submittal to County	\$0.00
FY17 Maintenance Fund Budget from Sweetwater County	\$608,812.00
County Maintenance FY18 - July County Maintenance FY18 - August	\$1,187.70 \$512.64
	\$1,700.34
FY18 Maintenance Fund Budget Remaining	\$607,111.66

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

FY 2018		
	Dray, Dyekman, Reed & Healey PC	\$330.00
	Hirst Applegate, LLP	\$25,721.45
	Jamieson & Robinson, LLC	\$26,821.52
	Phillips Law, LLC	\$39,932.35
	Total FYTD 2018	\$92,805.32

# MEMORIAL HOSPITAL OF SWEETWATER COUNTY CASH DISBURSEMENT SUMMARY FOR AUGUST 2017

PAYMENT SOURCE	NO. OF DISBURSEMENTS	A	MOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	810		6,986,407.64
CAPITAL EQUIPMENT (PLANT FUND)	4		26,168.62
CONSTRUCTION IN PROGRESS (BUILDING FUND)	2		117,044.03
PAYROLL AUGUST 10, 2017 PAYROLL AUGUST 24, 2017	N/A N/A		1,500,951.37 1,394,096.05
TOTAL CASH OUTFLOW			\$7,129,620.29
CASH COLLECTIONS			7,843,823.26
INCREASE/DECREASE IN CASH		\$	714,202.97

#### PLANT FUND CASH DISBURSEMENTS FISCAL YEAR 2018

CHECK NUMBER	DATE	PAYEE	12.20 07.1	DESCRIPTION	MONTHLY TOTAL	FYTÐ TOTAL
002137	7/13/2017	SYSCO INTERMOUNTAIN FOOD				
002138		CDW GOVERNMENT LLC	\$879,39	MOBILE SCAN GUNS FOR MATERIALS AND OR (10	)	
002139		KRONOS INCORPORATED	\$2,145.00	KRONOS SCHEDULER		
002133	HEHZOLI	JULY TOTALS			8,642.16	8,642.16

CHECK					MONTHLY	FYTD
NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	TOTAL	TOTAL
002140	8/3/2017	CACHE VALLEY ELECTRIC CO.		FIBER CONDUIT FOR COLLEGE HILL		
002142	8/16/2017	SUPERIOR AUDIOMETRICS, LLC		AUDIOLOGY BOOTH FOR 3000 COLLEGE HILL LOC		
002142		SUPERIOR AUDIOMETRICS, LLC	\$8,829.00	AUDIOMETER FOR 3000 COLLEGE HILL LOCATION	l	
002142		ALERE NORTH AMERICA, LLC	\$6,506.62	ARTERIAL BLOOD GAS/ELECTROLYTE ANALYZE	₹	
002143		KRONOS INCORPORATED	\$1,320,00	KRONOS SCHEDULER		
002144	0/30/2017	AUGUST TOTALS			26,168.62	34,810.78
l		AUGUST TOTALS			110,100.01	

## 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			MONTHLY	FYTD

CHECK					MONTHLY	FYTD	
NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	TOTAL	TOTAL	
2141	8/3/2017	ST+B ENGINEERING (SPACEK TIMBIE AND BLEV	5451.03	MRI REPLACEMENT PROJECT			
W/T	8/16/2017	WELLS FARGO	111,593.00	WF DEBT SERVICE			
		AUGUST TOTALS			117,044.03	228,637.03	

Amount	Description
272,238.77	ABG Retirement Total
25,716.62	Advertising Total
10,652.76	Billing Services Total
23,346.32	Blood Bank Services Total
29,600.00	Building Lease Total
2,099.93	Cellular Telephone Total
50,929.44	Collection Agency Total
2,013.89	Computer Equipment Total
9,000.00	Consulting Fees Total
458,338.75	Contract Maintenance Total
	Contract Personnel Total
294.66	Courier Services Total
	Credit Card Payment Total
	Dental Insurance Total
2,623.75	Dialysis Supplies Total
	Disability Insurance Total
7,093.38	Education & Travel Total
250.00	Education Material Total
16,718.70	Employee Recruitment Total
	Employee Vision Plan Total
	Equipment Lease Total
	Food Total
	Freight Total
503.64	Fuel Total
	Garbage Collection Total
***************************************	Group Health Total
225,732.42	Hospital Supplies Total
	Implant Supplies Total
	Insurance Refund Total
20.00	Internet Services Total
	Laboratory Services Total
	Laboratory Supplies Total
	Legal Fees Total
	License & Taxes Total
	Life Insurance Total
	Linen Total
·	Lithrotripsy Service Total
	Maintenance & Repair Total
	Maintenance Supplies Total
	Marketing & Promotional Supplies Total
35,242.00	Membership Fee Total

	MHSC Foundation Total
<del> </del>	Monthly Pest Control Total
	Non Medical Supplies Total
	Notary Bond Total
	Office Supplies Total
<del></del>	Other Employee Benefits Total
	Other Purchased Services Total
	Oxygen Rental Total
	Patient Refund Total
	Payroll Deduction Total
3,544.39	Payroll Garnishment Total
2,955,616.60	Payroll Transfer Total
39.00	Petty Cash Total
814,079.58	Pharmacy Management Total
100.00	Physician CME Total
12,591.43	Physician Recruitment Total
246,933.89	Physician Services Total
95,392.84	Physician Student Loan Total
5,000.00	Postage Total
50,264.58	Professional Service Total
35,000.00	Quarterly Non Compete Total
548.25	Radiation Monitoring Total
456.87	Radiology Film Total
31,234.89	Radiology Material Total
46.34	Reimbursement - Badge Balance Total
55.26	Reimbursement - Caring Closet Total
18,926.99	Reimbursement - CME Total
145.00	Reimbursement - Computer Software Total
40.00	Reimbursement - Department Fair Total
14,975.41	Reimbursement - Education & Travel Total
2,500.00	Reimbursement - Employee Recruitment Total
171.93	Reimbursement - Food Total
500.00	Reimbursement - Payroll Deduction Total
200.00	Reimbursement - Physician Recruitment Total
88.99	Reimbursement - Supplies Total
2,501.76	Sales Tax Payment Total
6,000.00	Sponsorship Total
6,737.44	Surgery Equipment Total
26,634.28	Surgery Supplies Total
	Transcription Services Total
	Translation Services Total
34,000.00	Unemployment Tax Total

80.00	Uniforms Total
91,900.52	Utilities Total
2,264.34	Waste Disposal Total
2,337.00	Window Cleaning Total
6,986,407.64	Grand Total

W/T	8/7/2017	ABG 072317	134 360 73	ABG Retirement
W/T		ABG 080617		ABG Retirement
148706		BIG THICKET BROADCASTING		Advertising
148846		LUMIN MEDICAL LLC		Advertising
148967		PEBBLE CREEK PRESS		Advertising
148978		SMARTLITE		Advertising
148991	ļ.,	THE RADIO NETWORK		Advertising
EFT000000002764	,	LAMAR ADVERTISING		Advertising
EFT000000002769		ROCK SPRINGS NEWSPAPER INC		Advertising
EFT000000002793		LAMAR ADVERTISING		Advertising
EFT000000002793		ROCK SPRINGS SWEETWATER COUNTY AIRPORT		Advertising
EFT0000000002816		GREEN RIVER STAR		Advertising
EFT000000002819		IN10SITY INTERACTIVE, LLC		Advertising
EFT000000002820		LAMAR ADVERTISING		Advertising
EFT000000002824		ROCK SPRINGS NEWSPAPER INC		Advertising
149090		YESCO OUTDOOR MEDIA LLC		Advertising
149242		KEMMERER GAZETTE		Advertising
149296		SUBLETTE EXAMINER		Advertising
149181		BIG THICKET BROADCASTING		Advertising
				Advertising
EFT000000002868 EFT0000000002871		IN10SITY INTERACTIVE, LLC LAMAR ADVERTISING		Advertising
		ROCKET MINER		Advertising
EFT000000002877		ROCK SPRINGS SWEETWATER COUNTY AIRPORT		Advertising
EFT000000002879				Advertising
149186		BRIDGER VALLEY PIONEER		
149189		CASPER STAR TRIBUNE		Advertising
149028		CHARLES C DITTMAN, JR		Advertising
149252	·	MELTWATER NEWS US INC.		Advertising
149273		PINEDALE ROUNDUP		Advertising
148698		APEX ELECTRONIC DATA INTERCHANGE INC		Billing Services
148785	<b></b>	RECONDO TECHNOLOGY, INC		Billing Services
148894		APEX ELECTRONIC DATA INTERCHANGE INC		Billing Services
148926		EXPRESS MEDICAID BILLING SERV		Billing Services
149279		RECONDO TECHNOLOGY, INC		Billing Services
148808		UNITED BLOOD SERVICES		Blood Bank Services
148993		UNITED BLOOD SERVICES		Blood Bank Services
149309		UNITED BLOOD SERVICES		Blood Bank Services
149203	.i	CURRENT PROPERTIES, LLC		Building Lease
149211		BIG SANDY CLINIC		Building Lease
149231		HILLTOP PROPERTIES, LLC		Building Lease
148815		VERIZON WIRELESS, LLC		Cellular Telephone
148863		ROCKY MOUNTAIN SERVICE BUREAU		Collection Agency
148915	8/16/2017	COLLECTION PROFESSIONALS, INC		Collection Agency
148911	+	CDW GOVERNMENT LLC		Computer Equipment
149026		CDW GOVERNMENT LLC		Computer Equipment
EFT000000002883	8/30/2017	THE SHEALY GROUP		Consulting Fees
148715	8/3/2017	CHANGE HEALTHCARE SOLUTIONS, LLC	4,367.95	Contract Maintenance
148719	8/3/2017	COLORADO DOCUMENT SECURITY	2,301.00	Contract Maintenance
148748	8/3/2017	KRONOS INCORPORATED	14,280.74	Contract Maintenance
148754	8/3/2017	MEDACIST	449.82	Contract Maintenance
148768	8/3/2017	NUANCE COMMUNICATIONS, INC	18,000.00	Contract Maintenance
148770	8/3/2017	OPTIMIS CORP	200.00	Contract Maintenance
148773	8/3/2017	PHILIPS MEDICAL SYSTEM N.A.CO	1,554.25	Contract Maintenance
148774	8/3/2017	PHILIPS HEALTHCARE	435.28	Contract Maintenance
148777	8/3/2017	PLAYNETWORK, INC.	179.70	Contract Maintenance
148779	8/3/2017	POLICYSTAT LLC	382.00	Contract Maintenance
	0.00.0047	SOUTHWESTERN BIOMEDICAL ELECT.	3,110.00	Contract Maintenance
148791	8/3/2017	000111110111111111111111111111111111111		
148791 148805	<del> </del>	TRACTMANAGER INC	924.00	Contract Maintenance

148832	8/9/2017	BISCOM	<b>*</b>	
148923		DELL FINANCIAL SERVICES		Contract Maintenance
148934		HEALTHCARE SOLUTIONS OF NC		Contract Maintenance
148968		<del> </del>		Contract Maintenance
148971		PHILIPS HEALTHCARE		Contract Maintenance
EFT000000002759		PROVIDER ADVANTAGE NW INC		Contract Maintenance
EFT000000002762		GE HEALTHCARE		Contract Maintenance
EFT000000002762		INDUSTRIAL SOLUTIONS, INC	······································	Contract Maintenance
EFT000000002775		STATE FIRE DC SPECIALTIES		Contract Maintenance
EFT000000002778		T-SYSTEM, INC	······································	Contract Maintenance
EFT000000002778	· · · · · · · · · · · · · · · · · · ·	UP TO DATE		Contract Maintenance
149065		ARRENDALE ASSOCIATES, INC		Contract Maintenance
149066		PEAK 10, INC		Contract Maintenance
149088		PHILIPS HEALTHCARE		Contract Maintenance
148721		ACCELLOS INC		Contract Maintenance
148738		CONDUENT BUSINESS SERVICES, LLC		Contract Maintenance
149172		HEALTHSTREAM INC.	· · · · · · · · · · · · · · · · · · ·	Contract Maintenance
149172		API SYSTEMS INTEGRATORS		Contract Maintenance
		CHANGE HEALTHCARE SOLUTIONS, LLC		Contract Maintenance
149196	1	COLORADO DOCUMENT SECURITY	······································	Contract Maintenance
149245 149270	<del></del>	KRONOS INCORPORATED		Contract Maintenance
		OPTIMIS CORP	200.00	Contract Maintenance
149272 149280	1	PHILIPS HEALTHCARE		Contract Maintenance
		REMI CORPORATION	3,557.77	Contract Maintenance
149303		THOMSON REUTERS		Contract Maintenance
149307		TRACTMANAGER INC	931.70	Contract Maintenance
149324		SENCORP WHITE, INC	· · · · · · · · · · · · · · · · · · ·	Contract Maintenance
149326		WORLDWASH LLC		Contract Maintenance
149198		CONDUENT BUSINESS SERVICES, LLC	34,000.00	Contract Maintenance
149213		TRIBRIDGE HOLDINGS, LLC	97.50	Contract Maintenance
149229		HEALTHSTREAM INC.		Contract Maintenance
149248	·	MEDACIST	449.82	Contract Maintenance
149271		PHILIPS MEDICAL SYSTEM N.A.CO		Contract Maintenance
149274		POLICYSTAT LLC		Contract Maintenance
EFT000000002865		GE HEALTHCARE	21,442.98	Contract Maintenance
EFT000000002869		INDUSTRIAL SOLUTIONS, INC	2,240.00	Contract Maintenance
EFT000000002882		STATE FIRE DC SPECIALTIES	3,595.68	Contract Maintenance
EFT000000002884		T-SYSTEM, INC	8,249.00	Contract Maintenance
W/T		ZENITH 8/3/17	107.00	Contract Maintenance
W/T		CARECLOUD	349.00	Contract Maintenance
148941		NVIVO-MDE		Contract Maintenance
148781		QUADRAMED		Contract Maintenance
149005		QUADRAMED		Contract Maintenance
149275		QUADRAMED		Contract Maintenance
148701		AVANT HEALTHCARE PROFESSIONALS, LLC	25,811.32	Contract Personnel
148733		FOCUSONE SOLUTIONS LLC		Contract Personnel
148899		AVANT HEALTHCARE PROFESSIONALS, LLC	12,306.70	Contract Personnel
148930		FOCUSONE SOLUTIONS LLC	30,920.27	Contract Personnel
149017		VANT HEALTHCARE PROFESSIONALS, LLC	10,613.81	Contract Personnel
149037		OCUSONE SOLUTIONS LLC	24,337.87	Contract Personnel
149178		AVANT HEALTHCARE PROFESSIONALS, LLC	9,796.75	Contract Personnel
149222	<del></del>	OCUSONE SOLUTIONS LLC	23,731.77	Contract Personnel
148868		SUSAN K CROFUTT	294.66	Courier Services
W/T	8/1/2017 (	JMB BANK 8/1/17	8,358.33 (	Credit Card Payment
W/T		JMB BANK 8/29/17	12,980.88	Credit Card Payment
148726	8/3/2017	DELTA DENTAL	23,782.01	Dental Insurance
148837	8/9/2017	DELTA DENTAL	1,509.60 [	Dental Insurance
148931	8/16/2017 F	RESENIUS USA MANUFACTURING		Dialysis Supplies
148933	8/16/2017 H	IACH COMPANY		Dialysis Supplies
				L. L

FFT00000000704	0/0/0047	HENRY SCHEIN INC	220.00	Dialysis Supplies
EFT000000002761		FRESENIUS USA MANUFACTURING		Dialysis Supplies Dialysis Supplies
149038		HENRY SCHEIN INC		Dialysis Supplies
EFT000000002842		GARDNER & WHITE		Disability Insurance
148842 148747		KRISTINA CONSULTING GROUP	·	Education & Travel
				Education & Travel
148864		SKILL PATH SEMINARS	i	Education & Travel
148892		AMERICAN MEDICAL ASSOCIATION		Education & Travel
148696		AMERICAN PHYSICAL THERAPY ASSN		
148831		APIC 2012 REGISTRATION		Education & Travel
149013	8/23/2017			Education & Travel
149175	8/30/2017			Education & Travel
148790		SOCIETY FOR HUMAN RES. MANAGE.		Education & Travel
EFT000000002830		WESTERN WYOMING COLLEGE		Education & Travel
148828		WYOMING HOSPITAL ASSOCIATION		Education & Travel
149160		MEDICAL EDUCATION INSTITUTE INC		Education Material
148889	8/16/2017			Employee Recruitment
148988		TAVCOM, INC		Employee Recruitment
EFT000000002773		SST TESTING +, INC.		Employee Recruitment
EFT000000002791	8/9/2017	INSIGHT INVESTIGATIONS, INC		Employee Recruitment
EFT000000002828	8/16/2017	SST TESTING +, INC.		Employee Recruitment
149165	8/30/2017	ASN		Employee Recruitment
149302	8/30/2017	THE VILLAGE AT SILVER RIDGE	854.00	Employee Recruitment
148861	8/9/2017	ROB HARDING	436.70	Employee Recruitment
148874	8/9/2017	VISION SERVICE PLAN - WY	6,230.49	Employee Vision Plan
148725	8/3/2017	COPIER & SUPPLY COMPANY	10,282.02	Equipment Lease
148776	8/3/2017	PITNEY BOWES INC	458.10	Equipment Lease
148789	8/3/2017	SIEMENS FINANCIAL SERVICES, INC	18,429.63	Equipment Lease
148812	8/3/2017	US BANK EQUIPMENT FINANCE	699.43	Equipment Lease
148841	8/9/2017	FIRST FINANCIAL CORPORATE LEASING, LLC	7,344.00	Equipment Lease
148873	8/9/2017	US BANK EQUIPMENT FINANCE	587.72	Equipment Lease
148932		GE HEALTHCARE FINANCIAL SERVICES	22,661.09	Equipment Lease
148995	8/16/2017	US BANK EQUIPMENT FINANCE	433.65	Equipment Lease
EFT000000002771		SHADOW MOUNTAIN WATER CO ,WY	525.00	Equipment Lease
EFT000000002801	<del></del>	SHADOW MOUNTAIN WATER CO ,WY	25.00	Equipment Lease
EFT000000002802	· · · · · · · · · · · · · · · · · · ·	TIMEPAYMENT CORP	1,950.00	Equipment Lease
149046	8/23/2017	HP FINANCIAL SERVICES	295.11	Equipment Lease
EFT000000002850	8/23/2017	SHADOW MOUNTAIN WATER CO ,WY	268.00	Equipment Lease
149220		FIRST FINANCIAL CORPORATE LEASING, LLC		Equipment Lease
149314		US BANK EQUIPMENT FINANCE		Equipment Lease
149201		COPIER & SUPPLY COMPANY		Equipment Lease
149285		RON'S ACE RENTALS & EQUIP.SALE		Equipment Lease
149288	L	SIEMENS FINANCIAL SERVICES, INC		Equipment Lease
W/T		SIEMENS FINANCIAL SERVICES, INC		Equipment Lease
148732		F B MCFADDEN WHOLESALE	4,487.25	
		MEADOW GOLD DAIRY	1,583.47	
148753	1	NICHOLAS & CO INC	6,545.90	
148767	<del></del>	SYSCO INTERMOUNTAIN FOOD	9,416.62	
148800	·		1,202.60	
148818		WESTERN WYOMING BEVERAGES INC	2,242.55	
148928	<del></del>	F B MCFADDEN WHOLESALE	685.04	
148950		MEADOW GOLD DAIRY		
148963		NICHOLAS & CO INC	2,660.31	
148987		SYSCO INTERMOUNTAIN FOOD	315.30	
149000		WESTERN WYOMING BEVERAGES INC	1,212.93	
EFT000000002754		COCA-COLA BOTTLING COMPANY HIGH COUNTRY	421.00	
EFT000000002757		FARMER BROS CO	200.59	
EFT000000002811	8/16/2017	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	522.00	\
EFT000000002814		FARMER BROS CO	571.58	
149051	8/23/2017	LLORENS PHARMACEUTICAL INTERNATIONAL DIVISION INC	113.70	Food

140025	9/22/2017	B MCFADDEN WHOLESALE	3,301.53	Food
149035		B MCFADDEN WHOLESALE	3,582.73	
149061			1,743.65	
149080		YSCO INTERMOUNTAIN FOOD  B MCFADDEN WHOLESALE	2,481.89	
149217				Freight
148994	8/16/2017 U			
149083	8/23/2017 T		3,853.18	
149036	8/23/2017 F		278.28	
149218	8/30/2017 F			Freight
149312	8/30/2017 U			Freight
148860		RED HORSE OIL COMPANIES INC	503.64	
EFT000000002831		VWS - ROCK SPRINGS		Garbage Collection
148707		BLUE CROSS BLUE SHIELD OF WYOM		Group Health
148852		MUNICH RE STOP LOSS, INC		Group Health
148960	8/16/2017 N	MUNICH RE STOP LOSS, INC		Group Health
W/T	8/17/2017 L	JUHP 081517		Group Health
W/T	8/3/2017 L	JUHP 080117		Group Health
W/T	8/31/2017 L	JUHP 082917		Group Health
W/T	8/24/2017 L	JUHP 082217		Group Health
W/T	8/11/2017 L	JUHP 081017		Group Health
148691	8/3/2017 A	AIRCLEAN SYSTEMS		Hospital Supplies
148695	8/3/2017 A	AMAZON.COM CREDIT PLAN	1,026.42	Hospital Supplies
148699	8/3/2017 A	APPLIED MEDICAL	1,200.00	Hospital Supplies
148700	8/3/2017 A	ARROW INTERNATIONAL, INC.	470.30	Hospital Supplies
148704	8/3/2017 E	BAYER HEALTHCARE LLC	1,857.59	Hospital Supplies
148713	8/3/2017 0	CARDINAL HEALTH/V. MUELLER	175.44	Hospital Supplies
148717	8/3/2017	COASTAL LIFE SYSTEMS,INC.	221.55	Hospital Supplies
148720	.	COMED MEDICAL SPECIALTIES INC	219.95	Hospital Supplies
148722		CONMED CORPORATION	118.25	Hospital Supplies
148723	8/3/2017 0	COOK MEDICAL INC.	522.00	Hospital Supplies
148724		COOK MEDICAL INCORPORATED	2,227.21	Hospital Supplies
148730		EXPAND-A-BAND,LLC		Hospital Supplies
148735	8/3/2017 F		35.00	Hospital Supplies
148736		BAXTER HEALTHCARE CORP		Hospital Supplies
148749		MAQUET MEDICAL SYSTEMS USA		Hospital Supplies
148750		MARKET LAB, INC		Hospital Supplies
148755		MEDI-DOSE INCORPORATED		Hospital Supplies
148763		MINDRAY DS USA, INC.		Hospital Supplies
148766		M V A P MEDICAL SUPPLIES, INC.		Hospital Supplies
	+	DLYMPUS AMERICA INC		Hospital Supplies
148769				Hospital Supplies
148771		OWENS & MINOR 90005430		Hospital Supplies
148783		RADIOMETER AMERICA INC		Hospital Supplies
148786		RESMED CORP		Hospital Supplies
148787	<del></del>	RESPIRONICS		· · · · · · · · · · · · · · · · · · ·
148788		S & W HEALTHCARE CORPORATION		Hospital Supplies
148795		STERIS CORPORATION	······	Hospital Supplies
148806		TRI-ANIM HEALTH SERVICES INC		Hospital Supplies
148807		CENTURION MEDICAL PRODUCTS		Hospital Supplies
148817		WAXIE SANITARY SUPPLY		Hospital Supplies
148856	· · · · · · · · · · · · · · · · · · ·	OWENS & MINOR 90005430		Hospital Supplies
148867		LEICA BIOSYSTEMS RICHMOND		Hospital Supplies
148887	8/16/2017	ABBOTT LABORATORIES		Hospital Supplies
148890		ALPHA SOURCE INC		Hospital Supplies
148895	8/16/2017	APPLIED MEDICAL	360.00	Hospital Supplies
148896	8/16/2017	ARROW INTERNATIONAL, INC.	1,172.00	Hospital Supplies
148897	8/16/2017	ARTHREX INC.	6,000.00	Hospital Supplies
148902	8/16/2017	BG MEDICAL LLC	4,215.00	Hospital Supplies
148910	8/16/2017	CARDINAL HEALTH/V. MUELLER	157.99	Hospital Supplies
1140310			199.13	

4,0047	040/0047 OONE INOTRIMENTO	91.87 Hospital Supplies
148917	8/16/2017 CONE INSTRUMENTS	236.50 Hospital Supplies
148918	8/16/2017 CONMED CORPORATION	2,326.25 Hospital Supplies
148919	8/16/2017 COOK MEDICAL INCORPORATED	
148922	8/16/2017 CURBELL MEDICAL	536.30 Hospital Supplies
148935	8/16/2017 HOLOGIC, INC.	1,875.00 Hospital Supplies
148937	8/16/2017 HULL ANESTHESIA INC	92.50 Hospital Supplies
148938	8/16/2017 IN PRO CORPORATION	976.90 Hospital Supplies
148951	8/16/2017 MEDELA INC	654.22 Hospital Supplies
148964	8/16/2017 OWENS & MINOR 90005430	20,578.70 Hospital Supplies
148974	8/16/2017 RADIOMETER AMERICA INC	503.07 Hospital Supplies
148983	8/16/2017 LEICA BIOSYSTEMS RICHMOND	1,001.24 Hospital Supplies
148989	8/16/2017 TELEFLEX MEDICAL INC.	29.10 Hospital Supplies
148992	8/16/2017 TRI-ANIM HEALTH SERVICES INC	938.69 Hospital Supplies 360.00 Hospital Supplies
148996	8/16/2017 VERATHON INC.	· · · · · · · · · · · · · · · · · · ·
148999	8/16/2017 WAXIE SANITARY SUPPLY	521.25 Hospital Supplies
EFT000000002751	8/3/2017 BREG INC	610.13 Hospital Supplies 303.71 Hospital Supplies
EFT000000002752	8/3/2017 BSN MEDICAL INC	
EFT000000002756	8/3/2017 DJ ORTHOPEDICS, LLC	58.01 Hospital Supplies
EFT000000002760	8/3/2017 HARDY DIAGNOSTICS	472.70 Hospital Supplies
EFT000000002766	8/3/2017 MARSHALL INDUSTRIES	271.95 Hospital Supplies
EFT000000002772	8/3/2017 SPACELABS MEDICAL	79.32 Hospital Supplies
EFT000000002779	8/3/2017 ZOLL MEDICAL CORPORATION	181.77 Hospital Supplies
EFT000000002784	8/9/2017 BREG INC	448.82 Hospital Supplies 17.58 Hospital Supplies
EFT000000002787	8/9/2017 DJ ORTHOPEDICS, LLC	
EFT000000002790	8/9/2017 HARDY DIAGNOSTICS	304.71 Hospital Supplies
EFT000000002796	8/9/2017 PATTERSON MEDICAL	230.39 Hospital Supplies
EFT000000002810	8/16/2017 BREG INC	245.65 Hospital Supplies
EFT000000002818	8/16/2017 HARDY DIAGNOSTICS	142.71 Hospital Supplies
EFT000000002822	8/16/2017 OVATION MEDICAL	179.80 Hospital Supplies
EFT000000002823	8/16/2017 PATTERSON MEDICAL	33.57 Hospital Supplies
EFT000000002827	8/16/2017 SPACELABS MEDICAL	36.57 Hospital Supplies
EFT000000002832	8/16/2017 ZOLL MEDICAL CORPORATION	29.20 Hospital Supplies
149016	8/23/2017 AQUACAST LINER	886.00 Hospital Supplies
149039	8/23/2017 FSI LABEL	42.00 Hospital Supplies
149007	8/23/2017 ABBOTT LABORATORIES	1,268.17 Hospital Supplies
149009	8/23/2017 AESCULAP INC	902.40 Hospital Supplies
149011	8/23/2017 ALPHA SOURCE INC	599.85 Hospital Supplies
149015	8/23/2017 APPLIED MEDICAL	570.00 Hospital Supplies
149018	8/23/2017 BAYER HEALTHCARE LLC	1,856.82 Hospital Supplies
149019	8/23/2017 B BRAUN MEDICAL INC.	882.72 Hospital Supplies
149021	8/23/2017 BG MEDICAL LLC	800.00 Hospital Supplies
149022	8/23/2017 BOSTON SCIENTIFIC CORP	804.30 Hospital Supplies
149024	8/23/2017 CARDINAL HEALTH/V. MUELLER	480.09 Hospital Supplies
149025	8/23/2017 CAREFUSION 2200 INC	2,494.00 Hospital Supplies
149029	8/23/2017 CONE INSTRUMENTS	165.67 Hospital Supplies
149030	8/23/2017 COOK MEDICAL INCORPORATED	1,008.41 Hospital Supplies
149043	8/23/2017 HEALTHCARE LOGISTICS INC	72.35 Hospital Supplies
149044	8/23/2017 HILL-ROM	152.27 Hospital Supplies
149047	8/23/2017 INNOVATIVE PRODUCTS INC.	122.50 Hospital Supplies
149048	8/23/2017 KCI USA	281.00 Hospital Supplies
149056	8/23/2017 MINDRAY DS USA, INC.	97.50 Hospital Supplies
149063	8/23/2017 OLYMPUS AMERICA INC	498.62 Hospital Supplies
149064	8/23/2017 OWENS & MINOR 90005430	50,374.24 Hospital Supplies
149069	8/23/2017 RADIOMETER AMERICA INC	364.80 Hospital Supplies
149071	8/23/2017 ABBOTT NUTRITION	19.70 Hospital Supplies
149076	8/23/2017 STERIS CORPORATION	274.84 Hospital Supplies
149081	8/23/2017 TELEFLEX MEDICAL INC.	254.55 Hospital Supplies
149001		······································

440004	8/23/2017 CENTURION MEDICAL PRODUCTS	400.45 Hospital Supplies
149084	8/23/2017 UTAH MEDICAL PRODUCTS INC	63.24 Hospital Supplies
149087	8/23/2017 BSN MEDICAL INC	173.88 Hospital Supplies
EFT000000002838	8/23/2017 BAXTER HEALTHCARE CORP/IV	3,311.16 Hospital Supplies
EFT0000000002836	8/23/2017 BREG INC	79.20 Hospital Supplies
EFT000000002837	8/23/2017 HARDY DIAGNOSTICS	1,760.09 Hospital Supplies
EFT000000002841	8/23/2017 SPACELABS MEDICAL	79.32 Hospital Supplies
EFT000000002851	8/30/2017 AMAZON.COM CREDIT PLAN	482.71 Hospital Supplies
149169		57,45 Hospital Supplies
149227	8/30/2017 GYNEX CORP 8/30/2017 MES	61.60 Hospital Supplies
149255	8/30/2017 NSPIRE HEALTH, INC	110.00 Hospital Supplies
149268	8/30/2017 THORNTON PLASTICS COMPANY	146.16 Hospital Supplies
149304 149164	8/30/2017 ALLEN MEDICAL SYSTEMS INC	469.90 Hospital Supplies
	8/30/2017 APPLIED MEDICAL	120.00 Hospital Supplies
149173	8/30/2017 ARROW INTERNATIONAL, INC.	657.00 Hospital Supplies
149174	8/30/2017 B BRAUN MEDICAL INC.	13,513.92 Hospital Supplies
149180	8/30/2017 BIOMET SPORTS MEDICINE	1,070,71 Hospital Supplies
149183	The state of the s	2,264.00 Hospital Supplies
149188	8/30/2017 CAREFUSION 2200 INC 8/30/2017 CONMED CORPORATION	118.25 Hospital Supplies
149199	8/30/2017 COOK MEDICAL INCORPORATED	2,545.84 Hospital Supplies
149200	8/30/2017 GENERAL HOSPITAL SUPPLY CORPORATION	516.00 Hospital Supplies
149223	8/30/2017 HEALTHCARE LOGISTICS INC	197.48 Hospital Supplies
149228		1,494.00 Hospital Supplies
149241	8/30/2017 KCI USA 8/30/2017 MINDRAY DS USA, INC.	42.90 Hospital Supplies
149257		245.25 Hospital Supplies
149261	8/30/2017 M V A P MEDICAL SUPPLIES, INC.	5,518.33 Hospital Supplies
149269	8/30/2017 OLYMPUS AMERICA INC	89.00 Hospital Supplies
149282	8/30/2017 RESPIRONICS	37.20 Hospital Supplies
149286	8/30/2017 ABBOTT NUTRITION	2,972.70 Hospital Supplies
149293	8/30/2017 STERIS CORPORATION	240.00 Hospital Supplies
149299	8/30/2017 TELEFLEX MEDICAL INC.	355.02 Hospital Supplies
149308	8/30/2017 TRI-ANIM HEALTH SERVICES INC	236.64 Hospital Supplies
149318	8/30/2017 UTAH MEDICAL PRODUCTS INC	3,923.96 Hospital Supplies
149322	8/30/2017 WAXIE SANITARY SUPPLY	70.40 Hospital Supplies
EFT000000002858	8/30/2017 BREG INC	50.20 Hospital Supplies
EFT000000002863	8/30/2017 DJ ORTHOPEDICS, LLC	150.98 Hospital Supplies
EFT000000002866	8/30/2017 HARDY DIAGNOSTICS	
EFT000000002874	8/30/2017 OVATION MEDICAL	973.55 Hospital Supplies
EFT000000002888	8/30/2017 ZOLL MEDICAL CORPORATION	1,074.40 Hospital Supplies
148920	8/16/2017 C.R. BARD, INC.	147.14 Hospital Supplies
149086	8/23/2017 UNIVERSAL MEDICAL INC	2,016.00 Hospital Supplies
148690	8/3/2017 MIADERM	624.00 Hospital Supplies
148966	8/16/2017 PARAGON 28 INC.	5,935.00 Implant Supplies
148822	8/3/2017 INSURANCE REFUND	1,098.20 Insurance Refund
149002	8/16/2017 INSURANCE REFUND	5,492.43 Insurance Refund
148879	8/9/2017 INSURANCE REFUND	39.69 Insurance Refund
149092	8/24/2017 INSURANCE REFUND	18.76 insurance Refund
149094	8/24/2017 INSURANCE REFUND	1,526.18 Insurance Refund
149095	8/24/2017 INSURANCE REFUND	202.31 Insurance Refund
149096	8/24/2017 INSURANCE REFUND	16,743.18 Insurance Refund
149097	8/24/2017 INSURANCE REFUND	531.05 Insurance Refund
149098	8/24/2017 INSURANCE REFUND	235.60 Insurance Refund
149099	8/24/2017 INSURANCE REFUND	23.75 Insurance Refund
149100	8/24/2017 INSURANCE REFUND	107.35 Insurance Refund
149101	8/24/2017 INSURANCE REFUND	408.50 Insurance Refund
149104	8/24/2017 INSURANCE REFUND	337.25 Insurance Refund
149108	8/24/2017 INSURANCE REFUND	7.60 Insurance Refund
149109	8/24/2017 INSURANCE REFUND	40.37 Insurance Refund
149110	8/24/2017 INSURANCE REFUND	4,217.37 Insurance Refund

	,			
149111		INSURANCE REFUND	·····	Insurance Refund
149112	8/24/2017	INSURANCE REFUND		Insurance Refund
149113	8/24/2017	INSURANCE REFUND	650.26	Insurance Refund
149114	8/24/2017	INSURANCE REFUND		Insurance Refund
149116	8/24/2017	INSURANCE REFUND	457.67	Insurance Refund
149122	8/24/2017	INSURANCE REFUND	486.21	Insurance Refund
149124	8/24/2017	INSURANCE REFUND	205.20	Insurance Refund
149125	8/24/2017	INSURANCE REFUND		Insurance Refund
149126	8/24/2017	INSURANCE REFUND	54.61	Insurance Refund
149127	8/24/2017	INSURANCE REFUND	614.10	Insurance Refund
149128	8/24/2017	INSURANCE REFUND	247.52	Insurance Refund
149129	8/24/2017	INSURANCE REFUND	126.81	Insurance Refund
149130	8/24/2017	INSURANCE REFUND	95.09	Insurance Refund
149131	8/24/2017	INSURANCE REFUND	161.11	Insurance Refund
149132	8/24/2017	INSURANCE REFUND	94.48	Insurance Refund
149134	8/24/2017	INSURANCE REFUND	32.49	Insurance Refund
149135	8/24/2017	INSURANCE REFUND	160.80	Insurance Refund
149137	8/24/2017	INSURANCE REFUND	241.00	Insurance Refund
149139	8/24/2017	INSURANCE REFUND	73.33	Insurance Refund
149140	8/24/2017	INSURANCE REFUND	1,072.36	Insurance Refund
149141	8/24/2017	INSURANCE REFUND	15,930.79	Insurance Refund
149142	8/24/2017	INSURANCE REFUND	450.00	Insurance Refund
149143	8/24/2017	INSURANCE REFUND	3,339.96	Insurance Refund
149144	8/24/2017	INSURANCE REFUND	48.40	Insurance Refund
149145	8/24/2017	INSURANCE REFUND	3,421.82	Insurance Refund
149147	8/24/2017	INSURANCE REFUND	125.00	Insurance Refund
149148	8/24/2017	INSURANCE REFUND	35.38	Insurance Refund
149149	8/24/2017	INSURANCE REFUND	425.26	Insurance Refund
149151	8/24/2017	INSURANCE REFUND	9,860.33	Insurance Refund
149153	8/24/2017	INSURANCE REFUND	367.65	Insurance Refund
149157	8/24/2017	INSURANCE REFUND	385.70	Insurance Refund
149342	8/30/2017.	INSURANCE REFUND	776.72	Insurance Refund
148823	8/3/2017	INSURANCE REFUND	138.55	Insurance Refund
148880	8/9/2017	INSURANCE REFUND	75.00	Insurance Refund
148881	8/9/2017	INSURANCE REFUND	8.84	Insurance Refund
148876	8/9/2017	WYOMING.COM	10.00	Internet Services
149329	8/30/2017	WYOMING.COM	10.00	Internet Services
148752	8/3/2017	MAYO COLLABORATIVE SERVICES, INC.	1,333.70	Laboratory Services
149247		MAYO COLLABORATIVE SERVICES, INC.	2,562.00	Laboratory Services
148760	8/3/2017	METABOLIC NEWBORN SCREENING	2,300.00	Laboratory Services
148956	8/16/2017	METABOLIC NEWBORN SCREENING		Laboratory Services
EFT000000002750		ARUP LABORATORIES, INC.	38,791.65	Laboratory Services
EFT000000002755		COMMONWEALTH MEDICAL LABORATORIES, INC		Laboratory Services
EFT000000002812		COMMONWEALTH MEDICAL LABORATORIES, INC		Laboratory Services
149256		METABOLIC NEWBORN SCREENING		Laboratory Services
EFT000000002857		ARUP LABORATORIES, INC.	<del>-</del>	Laboratory Services
EFT000000002861		COMMONWEALTH MEDICAL LABORATORIES, INC		Laboratory Services
148705		BECKMAN COULTER, INC		Laboratory Supplies
148712		CARDINAL HEALTH		Laboratory Supplies
148742	<del></del>	PLATINUM CODE		Laboratory Supplies
148758	<del> </del>	MERCEDES MEDICAL		Laboratory Supplies
148811	<del> </del>	UROLITHIASIS LABORATORY		Laboratory Supplies
148813	<del></del>	US LABS		Laboratory Supplies
	<del></del>			Laboratory Supplies  Laboratory Supplies
148893	<del>                                     </del>	ANAEROBE SYSTEMS		
148900	<del></del>	BDI PHARMA INC		Laboratory Supplies
148901	<del></del>	BECKMAN COULTER, INC		Laboratory Supplies
148908	<del></del>	CANCER DIAGNOSTICS, INC		Laboratory Supplies
148909	8/16/2017	CARDINAL HEALTH	4,356.81	Laboratory Supplies

148040	0/46/004=	PLATINUM CODE	F4.07	Laboratori Cumilica
148940 EFT000000002758		FISHER HEALTHCARE		Laboratory Supplies
EFT000000002763		LABORATORY SUPPLY COMPANY	<del></del>	Laboratory Supplies Laboratory Supplies
EFT000000002768		PDC HEALTHCARE		Laboratory Supplies
EFT000000002788		ALLERGY LABORATORIES, INC	<del></del>	Laboratory Supplies
EFT0000000002788	,	FISHER HEALTHCARE		Laboratory Supplies Laboratory Supplies
EFT000000002789		GREER LABORATORIES, INC		Laboratory Supplies Laboratory Supplies
		ORTHO-CLINICAL DIAGNOSITCS INC	-	
EFT000000002795 EFT000000002798		PDC HEALTHCARE	···	Laboratory Supplies
EFT000000002798				Laboratory Supplies
EFT000000002809		ALLERGY LABORATORIES, INC BIO-RAD LABORATORIES		Laboratory Supplies  Laboratory Supplies
EFT000000002809		FISHER HEALTHCARE		Laboratory Supplies Laboratory Supplies
EFT000000002817		GREER LABORATORIES, INC	-	Laboratory Supplies
149027	8/23/2017			Laboratory Supplies
149014		ANAEROBE SYSTEMS		Laboratory Supplies Laboratory Supplies
149014		BECKMAN COULTER, INC		
149023		CARDINAL HEALTH		Laboratory Supplies Laboratory Supplies
149053			<u> </u>	
		MESA LABORATORIES		Laboratory Supplies
EFT000000002844		LABORATORY SUPPLY COMPANY		Laboratory Supplies
EFT000000002835 EFT000000002840		ALLERGY LABORATORIES, INC FISHER HEALTHCARE		Laboratory Supplies
				Laboratory Supplies
EFT000000002846		MASTER TECH ORTHO-CLINICAL DIAGNOSITCS INC		Laboratory Supplies Laboratory Supplies
EFT000000002847				
EFT000000002848		PDC HEALTHCARE		Laboratory Supplies
149253		MERCEDES MEDICAL		Laboratory Supplies
149317	8/30/2017			Laboratory Supplies
149187		CARDINAL HEALTH		Laboratory Supplies
149249		MEDIVATORS REPROCESSING SYSTEM		Laboratory Supplies
149313		UROLITHIASIS LABORATORY		Laboratory Supplies
EFT000000002855		ALLERGY LABORATORIES, INC		Laboratory Supplies
EFT000000002864		FISHER HEALTHCARE		Laboratory Supplies
EFT000000002870		LABORATORY SUPPLY COMPANY		Laboratory Supplies
EFT000000002873		ORTHO-CLINICAL DIAGNOSITCS INC		Laboratory Supplies
EFT000000002876		PDC HEALTHCARE		Laboratory Supplies
148739		HIRST APPLEGATE, LLP		Legal Fees
148744		JAMIESON & ROBINSON, LLC		Legal Fees
148775		PHILLIPS LAW, LLC		Legal Fees
148944		JAMIESON & ROBINSON, LLC		Legal Fees
148969		PHILLIPS LAW, LLC		Legal Fees
149045		HIRST APPLEGATE, LLP		Legal Fees
149232		HIRST APPLEGATE, LLP	<del></del>	Legal Fees
149330		WYOMING DEPT OF AGRICULTURE		License & Taxes
148829	8/9/2017			Life Insurance
148845		THE LINCOLN NATIONAL LIFE INSURANCE COMPANY		Life Insurance
148891		ALSCO AMERICAN LINEN	_	Linen
148792		STANDARD TEXTILE	226.80	
148821		WYOMING UROLOGICAL SERV.INC		Lithrotripsy Service
149328		WYOMING UROLOGICAL SERV.INC	<del></del>	Lithrotripsy Service
148778		P M AUTO GLASS, INC.		Maintenance & Repair
148904		BIO-MED ENGINEERING INC		Maintenance & Repair
148948	8/16/2017	LIGHTING MAINTENANCE & SERVICE, INC		Maintenance & Repair
148981		STEALTH TECHNOLOGIES C.S.		Maintenance & Repair
148984	8/16/2017	SWEETWATER PLUMBING & HEATING		Maintenance & Repair
149001	8/16/2017	WYOMING TRUCKS AND CARS INC	65.00	Maintenance & Repair
EFT000000002753	8/3/2017	CARRIER COMMERCIAL SERVICE	1,509.18	Maintenance & Repair
EFT000000002767	8/3/2017	PARTSSOURCE	427.04	Maintenance & Repair
		STEALTH TECHNOLOGIES C.S.	144.00	Maintenance & Repair
149075	8/23/2017	STEALTH TECHNOLOGIES C.S.	144.00	Maintenance & Repair

149179	8/30/2017	BADGER DAYLIGHTING CORP	4.050.00	Maintananaa & Bannin
149179	ļ	FAIRBANKS SCALES		Maintenance & Repair Maintenance & Repair
149292		STEALTH TECHNOLOGIES C.S.	· · · · · · · · · · · · · · · · · · ·	
149232		HIGH SECURITY LOCK & ALARM		Maintenance & Repair
149287		SEPPIE TELECOMMUNICATIONS		Maintenance & Repair
EFT000000002859		CARRIER COMMERCIAL SERVICE		Maintenance & Repair
EFT0000000002875		PARTSSOURCE		Maintenance & Repair
EFT0000000002873		WHITE MOUNTAIN LUMBER		Maintenance & Repair
148694		ALLRED'S INC.		Maintenance & Repair
148702		BARD ACCESS SYSTEMS		Maintenance Supplies
148703		BATTERY SYSTEMS		Maintenance Supplies
148716		MSC INDUSTRIAL SUPPLY CO		Maintenance Supplies
148718		CODALE ELECTRIC SUPPLY, INC		Maintenance Supplies
148737		GRAINGER		Maintenance Supplies
148740		HOME DEPOT		Maintenance Supplies
148914		MSC INDUSTRIAL SUPPLY CO		Maintenance Supplies
148936	···	HOME DEPOT		Maintenance Supplies
EFT000000002748		ACE HARDWARE		Maintenance Supplies
EFT0000000002748		ROCK SPRINGS WINNELSON CO		Maintenance Supplies
EFT0000000002770		ULINE, INC		Maintenance Supplies
EFT000000002777		ACE HARDWARE		Maintenance Supplies
EFT000000002780		ACE HARDWARE		Maintenance Supplies
EFT000000002807		ALPINE PURE SOFT WATER		Maintenance Supplies
EFT000000002825		ROCK SPRINGS WINNELSON CO		Maintenance Supplies
149040				Maintenance Supplies
149060		GRAINGER NAPA ALITO PARTO		Maintenance Supplies
149166		NAPA AUTO PARTS ALLRED'S INC.		Maintenance Supplies
,				Maintenance Supplies
149194		MSC INDUSTRIAL SUPPLY CO		Maintenance Supplies
149195		CODALE ELECTRIC SUPPLY, INC		Maintenance Supplies
149225		GRAINGER		Maintenance Supplies
149233		HOME DEPOT		Maintenance Supplies
149234	,	INSULATION INC.		Maintenance Supplies
149262		NAPA AUTO PARTS		Maintenance Supplies
EFT000000002853		ACE HARDWARE		Maintenance Supplies
EFT000000002856		ALPINE PURE SOFT WATER		Maintenance Supplies
EFT000000002878		ROCK SPRINGS WINNELSON CO		Maintenance Supplies
EFT000000002880		SHERWIN WILLIAMS CO		Maintenance Supplies
148972		PURPLE LIZARDS, LLC		Marketing & Promotional Supplies
149067		PURPLE LIZARDS, LLC		Marketing & Promotional Supplies
148924		DESKTOP DESIGN		Marketing & Promotional Supplies
149042		GREEN RIVER CHAMBER OF COMMERCE		Membership Fee
148961		NATIONAL RESEARCH CORPORATION		Membership Fee
148849		MHSC-FOUNDATION		MHSC Foundation
149055		MHSC-FOUNDATION		MHSC Foundation
148802		TERMINIX OF WYOMING	462.00	Monthly Pest Control
148990		TERMINIX OF WYOMING		Monthly Pest Control
148757		MEDLINE INDUSTRIES INC	1,181.31	Non Medical Supplies
148799	8/3/2017	SWEETWATER TROPHIES	7.45	Non Medical Supplies
148855		OPTUM360 LLC	1,115.82	Non Medical Supplies
148907		BROWN INDUSTRIES INC	52.25	Non Medical Supplies
148913		CIVCO MEDICAL SOLUTIONS	70.00	Non Medical Supplies
148953		MEDLINE INDUSTRIES INC	216.65	Non Medical Supplies
EFT000000002785	8/9/2017	CJ'S GRAFFIX'S	200.00	Non Medical Supplies
149052	8/23/2017	MEDLINE INDUSTRIES INC	571.06	Non Medical Supplies
149250	8/30/2017	MEDLINE INDUSTRIES INC	570.33	Non Medical Supplies
EFT000000002860	8/30/2017	CJ'S GRAFFIX'S	225.00	Non Medical Supplies
148801	8/3/2017	TEGELER & ASSOCIATES-RS	250.00	Notary Bond
148727	0.10.400.40	ENCOMPASS GROUP, LLC	0.004.40	Office Supplies

440703	OPPOSAZ CTADLEC DUCINECC ADVANTACE	774.66 Office Supplies
148793	8/3/2017 STAPLES BUSINESS ADVANTAGE	391.43 Office Supplies
148809	8/3/2017 UNITED AD LABEL	380.97 Office Supplies
148865	8/9/2017 STAPLES BUSINESS ADVANTAGE	378.99 Office Supplies
148952	8/16/2017 MEDICAL ARTS PRESS	
148980	8/16/2017 STAPLES BUSINESS ADVANTAGE	266.36 Office Supplies
EFT000000002774	8/3/2017 STANDARD REGISTER COMPANY	1,471.20 Office Supplies
EFT000000002826	8/16/2017 SMYTH PRINTING	1,681.00 Office Supplies
EFT000000002829	8/16/2017 STANDARD REGISTER COMPANY	444.00 Office Supplies
149073	8/23/2017 STAPLES BUSINESS ADVANTAGE	3,117.29 Office Supplies
EFT000000002852	8/23/2017 STANDARD REGISTER COMPANY	354.88 Office Supplies
EFT000000002881	8/30/2017 STANDARD REGISTER COMPANY	582.28 Office Supplies
148840	8/9/2017 FANTASTIC FOTO FUN INC	400.00 Other Employee Benefits
148877	8/9/2017 YOUNG AT HEART SENIOR CITIZENS CENTER	3,940.00 Other Employee Benefits
148883	8/9/2017 TRANSFORMATIONS FACE PAINTING, LLC	365.00 Other Employee Benefits
EFT000000002833	8/23/2017 4IMPRINT, INC.	256.73 Other Employee Benefits
149006	8/17/2017 R.S. CHAMBER OF COMMERCE	404.00 Other Employee Benefits
149197	8/30/2017 COMMUNITY HOME OXYGEN	160.42 Other Purchased Services
148731	8/3/2017 EZ-STREET TAXI	76.00 Other Purchased Services
148927	8/16/2017 EZ-STREET TAXI	28.00 Other Purchased Services
149033	8/23/2017 EZ-STREET TAXI	28.00 Other Purchased Services
149215	8/30/2017 EZ-STREET TAXI	199.00 Other Purchased Services
EFT000000002749	8/3/2017 AIRGAS INTERMOUNTAIN INC	3,102.44 Oxygen Rental
EFT000000002782	8/9/2017 AIRGAS INTERMOUNTAIN INC	121.20 Oxygen Rental
EFT000000002805	8/16/2017 AIRGAS INTERMOUNTAIN INC	157.55 Oxygen Rental
EFT000000002834	8/23/2017 AIRGAS INTERMOUNTAIN INC	151.24 Oxygen Rental
EFT000000002854	8/30/2017 AIRGAS INTERMOUNTAIN INC	7,093.22 Oxygen Rental
148885	8/10/2017 PATIENT REFUND	55.00 Patient Refund
149091	8/24/2017 PATIENT REFUND	84.34 Patient Refund
149093	8/24/2017 PATIENT REFUND	216.60 Patient Refund
149102	8/24/2017 PATIENT REFUND	455.22 Patient Refund
149103	8/24/2017 PATIENT REFUND	381.22 Patient Refund
149105	8/24/2017 PATIENT REFUND	229.52 Patient Refund
149106	8/24/2017 PATIENT REFUND	85.88 Patient Refund
149107	8/24/2017 PATIENT REFUND	387.60 Patient Refund
149115	8/24/2017 PATIENT REFUND	47.23 Patient Refund
149117	8/24/2017 PATIENT REFUND	339.53 Patient Refund
149118	8/24/2017 PATIENT REFUND	256.12 Patient Refund
149119	8/24/2017 PATIENT REFUND	320.15 Patient Refund
149120	8/24/2017 PATIENT REFUND	650.50 Patient Refund
149121	8/24/2017 PATIENT REFUND	85.88 Patient Refund
149123	8/24/2017 PATIENT REFUND	25.00 Patient Refund
149133	8/24/2017 PATIENT REFUND	341.67 Patient Refund
149136	8/24/2017 PATIENT REFUND	78.05 Patient Refund
149138	8/24/2017 PATIENT REFUND	142.25 Patient Refund
149146	8/24/2017 PATIENT REFUND	250.00 Patient Refund
149150	8/24/2017 PATIENT REFUND	100.00 Patient Refund
149152	8/24/2017 PATIENT REFUND	39.25 Patient Refund
149154	8/24/2017 PATIENT REFUND	19.10 Patient Refund
149155	8/24/2017 PATIENT REFUND	212.99 Patient Refund
149156	8/24/2017 PATIENT REFUND	1,407.00 Patient Refund
149158	8/24/2017 PATIENT REFUND	115.60 Patient Refund
149332	8/30/2017 PATIENT REFUND	22.22 Patient Refund
·····	8/30/2017 PATIENT REFUND	24.15 Patient Refund
149333		61.98 Patient Refund
149334	8/30/2017 PATIENT REFUND	
149335	8/30/2017 PATIENT REFUND	45.00 Patient Refund
149336	8/30/2017 PATIENT REFUND	75.00 Patient Refund
149337	8/30/2017 PATIENT REFUND	162.07 Patient Refund
149338	8/30/2017 PATIENT REFUND	259.00 Patient Refund

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149339		PATIENT REFUND		Patient Refund
149340		PATIENT REFUND		Patient Refund
149341		PATIENT REFUND		Patient Refund
149003		PATIENT REFUND		Patient Refund
149224		PATIENT REFUND		Patient Refund
148824		PATIENT REFUND		Patient Refund
149004		PATIENT REFUND		Patient Refund
148825		PATIENT REFUND		Patient Refund
148882		PATIENT REFUND		Patient Refund
148854		OFFICE OF THE ATTORNEY GENERAL		Payroll Deduction
148872		UNITED WAY OF SWEETWATER CNTY		Payroll Deduction
149062	,	OFFICE OF THE ATTORNEY GENERAL		Payroll Deduction
149085		UNITED WAY OF SWEETWATER CNTY		Payroll Deduction
148836		CREDIT CONCEPTS, INC		Payroli Garnishment
148839		FAMILY SUPPORT REGISTRY		Payroll Garnishment
148843		GREAT LAKES HIGHER EDUCATION GUARANTY CORPORATION		Payroll Garnishment
148866		STATE OF WYOMING DFS/CSES		Payroll Garnishment
148869	8/9/2017	SWEETWATER CIRCUIT COURT		Payroll Garnishment
149034		FAMILY SUPPORT REGISTRY		Payroll Garnishment
149041	8/23/2017	GREAT LAKES HIGHER EDUCATION GUARANTY CORPORATION		Payroll Garnishment
149032	8/23/2017	CREDIT CONCEPTS, INC	125.00	Payroll Garnishment
149074		STATE OF WYOMING DFS/CSES		Payroll Garnishment
149079	8/23/2017	SWEETWATER CIRCUIT COURT		Payroll Garnishment
W/T	8/29/2017	MFSA DFSA PR17	2,758.30	Payroll Transfer
W/T	8/16/2017	MFSA DFSA PR16		Payroll Transfer
W/T	8/8/2017	PAYROLL 16	<del> </del>	Payroll Transfer
W/T	8/18/2017	PAYROLL 17		Payroli Transfer
148850	8/9/2017	MHSC - PETTY CASH		Petty Cash
148835	8/9/2017	CARDINAL HEALTH PHARMACY MGMT	814,079.58	Pharmacy Management
148761	8/3/2017	MHSC MEDICAL STAFF	100.00	Physician CME
149300		THE PRESERVE AT ROCK SPRINGS	1,775.00	Physician Recruitment
EFT000000002867	8/30/2017	HOLIDAY INN EXPRESS - LONE TREE HOSPITALITY, LLC	99.99	Physician Recruitment
149163	8/30/2017	DR. ALICIA GRAY	3,000.00	Physician Recruitment
149182	8/30/2017	DR. BIKRAM SHARMA	2,000.00	Physician Recruitment
149235	8/30/2017	DR. ISRAEL STEWART	2,000.00	Physician Recruitment
149054	8/23/2017	MGMA	2,750.00	Physician Recruitment
148958	8/16/2017	DR MITCHELL CARL	966.44	Physician Recruitment
148810	8/3/2017	UNIVERSITY OF UTAH HEALTH CARE	77,666.67	Physician Services
149311	8/30/2017	UNIVERSITY OF UTAH HEALTH CARE	75,416.67	Physician Services
148689	8/3/2017	ADVANCED MEDICAL IMAGING, LLC	1,009.05	Physician Services
148714	8/3/2017	SWEETWATER PEDIATRICS	8,750.00	Physician Services
148803	8/3/2017	THE SLEEP SPECIALISTS	6,750.00	Physician Services
148862	8/9/2017	ROCK SPRINGS FAMILY PRACTICE	5,769.23	Physician Services
148912	8/16/2017	SWEETWATER PEDIATRICS	250.00	Physician Services
149008	8/23/2017	ADVANCED MEDICAL IMAGING	93.73	Physician Services
149049	8/23/2017	DR. KEVIN SHILLING	1,000.00	Physician Services
149159		ROCK SPRINGS FAMILY PRACTICE	5,769.23	Physician Services
149190		SWEETWATER PEDIATRICS	5,250.00	Physician Services
149301		THE SLEEP SPECIALISTS		Physician Services
149310		UNIVERSITY OF UTAH DIVISION OF CARDIOVASCULAR MEDIC		Physician Services
149327	·	WYOMING PATHOLOGY	15,000.00	Physician Services
149162		ADVANCED MEDICAL IMAGING, LLC		Physician Services
148886		FEDLOAN SERVICING		Physician Student Loan
148962		NAVIENT		Physician Student Loan
149208		DISCOVER STUDENT LOANS		Physician Student Loan
149210		DRB EDUCATION FINANCE		Physician Student Loan
149210		FIRSTMARK SERVICES		Physician Student Loan
ļ		GREAT LAKES	····	Physician Student Loan
149226	0/30/2017	ONLAT LANLO	0,200.00	I Hydroid Godon Louis

	0/00/00/47	0.707.00 Dhusisian Chudant Lann
149264	8/30/2017 NAVIENT	3,737.02 Physician Student Loan
149267	8/30/2017 NELNET LOAN SERVICES, INC	1,610.85 Physician Student Loan
149315	8/30/2017 US DEPARTMENT OF EDUCATION	4,729.17 Physician Student Loan
149316	8/30/2017 US DEPARTMENT OF EDUCATION	8,307.17 Physician Student Loan
149323	8/30/2017 WELLS FARGO EDUCATION FINANCIAL S	
149161	8/30/2017 ACS	2,041.44 Physician Student Loan
149170	8/30/2017 AMERICAN EDUCATION SERVICES	2,163.00 Physician Student Loan
149219	8/30/2017 FEDLOAN SERVICING	10,924.71 Physician Student Loan
149206	8/30/2017 DEPARTMENT OF EDUCATION	6,746.05 Physician Student Loan
149260	8/30/2017 MOHELA-SOFI SERVICING	3,916.67 Physician Student Loan
149265	8/30/2017 NAVIENT	2,500.00 Physician Student Loan
149266	8/30/2017 NAVIENT	6,141.68 Physician Student Loan
149168	8/30/2017 DR. AMANDA BIRD GILMARTIN	6,944.50 Physician Student Loan
149237	8/30/2017 DR. JACQUES DENKER	6,498.33 Physician Student Loan
149281	8/30/2017 RESERVE ACCOUNT	5,000.00 Postage
148728	8/3/2017 TRIBRIDGE HOLDINGS, LLC	195.00 Professional Service
148925	8/16/2017 TRIBRIDGE HOLDINGS, LLC	195.00 Professional Service
148782	8/3/2017 R & D SWEEPING AND ASPHALT MAINTE	
148688	8/3/2017 A+ NETWORK, LLC	45.39 Professional Service
		229.15 Professional Service
148729	8/3/2017 CE BROKER	750,00 Professional Service
148756	8/3/2017 MEDICAL PHYSICS CONSULTANTS, INC	51.00 Professional Service
148814	8/3/2017 VERISYS INC.	
148819	8/3/2017 WYOMING DEPARTMENT OF HEALTH	84.00 Professional Service
148838	8/9/2017 CE BROKER	253.65 Professional Service
148847	8/9/2017 MEDICAL PHYSICS CONSULTANTS, INC	1,000.00 Professional Service
148947	8/16/2017 CLIFTONLARSONALLEN LLP	25,363.84 Professional Service
148957	8/16/2017 MILE HIGH MOBILE PET	13,320.00 Professional Service
148965	8/16/2017 P3 CONSULTING LLC	236.25 Professional Service
149089	8/23/2017 WYOMING DEPARTMENT OF HEALTH	87.00 Professional Service
149214	8/30/2017 CE BROKER	245.40 Professional Service
149283	8/30/2017 RICK PETERS	6,000.00 Professional Service
149320	8/30/2017 VERISYS INC.	31.00 Professional Service
EFT000000002885	8/30/2017 WESTERN STAR COMMUNICATIONS	777.90 Professional Service
149289	8/30/2017 DR. SIGSBEE DUCK	35,000.00 Quarterly Non Compete
149068	8/23/2017 RADIATION DETECTION COMPANY	548.25 Radiation Monitoring
148759	8/3/2017 MERRY X-RAY	263.35 Radiology Film
148955	8/16/2017 MERRY X-RAY	144.89 Radiology Film
149254	8/30/2017 MERRY X-RAY	48.63 Radiology Film
148708	8/3/2017 BRACCO DIAGNOSTICS INC	821.64 Radiology Material
	8/3/2017 INTERMOUNTAIN RADIOPHARMACY - UN	
148741		
148833	8/9/2017 BRACCO DIAGNOSTICS INC	1,005.96 Radiology Material
148905	8/16/2017 BRACCO DIAGNOSTICS INC	2,521.50 Radiology Material
148949	8/16/2017 MALLINCKRODT NUCLEAR MEDICINE LL	
EFT000000002765	8/3/2017 LANTHEUS MEDICAL IMAGING, INC	2,929.33 Radiology Material
EFT000000002794	8/9/2017 LANTHEUS MEDICAL IMAGING, INC	7,674.53 Radiology Material
EFT000000002821	8/16/2017 LANTHEUS MEDICAL IMAGING, INC	5,321.84 Radiology Material
EFT000000002845	8/23/2017 LANTHEUS MEDICAL IMAGING, INC	2,800.69 Radiology Material
149184	8/30/2017 BRACCO DIAGNOSTICS INC	2,331.59 Radiology Material
EFT000000002872	8/30/2017 LANTHEUS MEDICAL IMAGING, INC	2,929.33 Radiology Material
EFT000000002797	8/9/2017 PHARMALUCENCE, INC	300.00 Radiology Material
149192	8/30/2017 CHRISTINA HARTFORD	8.45 Reimbursement - Badge Balance
149204	8/30/2017 DANIELLE KENDALL	23.42 Reimbursement - Badge Balance
149059	8/23/2017 NANETTE GILLS	14.47 Reimbursement - Badge Balance
149306	8/30/2017 TINA FRINT	55.26 Reimbursement - Caring Closet
148710	8/3/2017 BRIANNE CROFTS	993.00 Reimbursement - CME
149185	8/30/2017 BRANDON MACK MD	2,769.05 Reimbursement - CME
148762	8/3/2017 DR MICHAEL BOWERS	2,050.00 Reimbursement - CME
		214.40 Reimbursement - CME
148692	8/3/2017 DR. ALAN BROWN	Z 14.40   Notifibul Selficit - Civic

149168	8/30/2017 DR. AMANDA BIRD GILMARTIN	1,180.38 Reimbursement - CME
149205	8/30/2017 DR. DAVID DANSIE	155.19 Reimbursement - CME
148942	8/16/2017 DR. ISRAEL STEWART	615.00 Reimbursement - CME
148943	8/16/2017 DR. JACQUES DENKER	2.936.45 Reimbursement - CME
148780	8/3/2017 DR. PREETPAL GREWAL	1,226.04 Reimbursement - CME
148970	8/16/2017 DR. PREETPAL GREWAL	731.00 Reimbursement - CME
148816	8/3/2017 DR. WAGNER VERONESE	2,094.00 Reimbursement - CME
148998	8/16/2017 DR. WALLACE CURRY	1,755.98 Reimbursement - CME
149321	8/30/2017 DR. WALLACE CURRY	68.58 Reimbursement - CME
149321	8/30/2017 DR. ZACHARY NICHOLAS	865.00 Reimbursement - CME
148796	8/3/2017 STEVEN CROFT, M.D.	210,00 Reimbursement - CME
148982	8/16/2017 STEVEN CROFT, M.D.	1,062.92 Reimbursement - CME
148853	8/9/2017 NEIL KEICHER	145.00 Reimbursement - Computer Software
149319	8/30/2017 VALERIE BOGGS	40.00 Reimbursement - Department Fair
148751	8/3/2017 MARY TYLER	46.37 Reimbursement - Education & Travel
148830	8/9/2017 AMY LUCY	79.42 Reimbursement - Education & Travel
148709	8/3/2017 BRANDON M NELSON	273.87 Reimbursement - Education & Travel
		220.17 Reimbursement - Education & Travel
148711	8/3/2017 BRITTANY GRIFFIN	195.91 Reimbursement - Education & Travel
148906	8/16/2017 BRITTANY GRIFFIN 8/23/2017 AMANDA MOLSKI	686.91 Reimbursement - Education & Travel
149012		386.80 Reimbursement - Education & Travel
149167	8/30/2017 ALYSSA MCCLELLAN 8/30/2017 ANGEL BENNETT	199.41 Reimbursement - Education & Travel
149171		257.08 Reimbursement - Education & Travel
149176	8/30/2017 ASHLEY HAFNER	296.54 Reimbursement - Education & Travel
149207	8/30/2017 DESERIEE PADILLA	220.32 Reimbursement - Education & Travel
148834	8/9/2017 DR. BRYTTON LONG	80.00 Reimbursement - Education & Travel
149235	8/30/2017 DR. ISRAEL STEWART	717.57 Reimbursement - Education & Travel
148743	8/3/2017 DR. JACOB JOHNSON	474.30 Reimbursement - Education & Travel
149236	8/30/2017 DR. JACOB JOHNSON	908.55 Reimbursement - Education & Travel
148784	8/3/2017 DR. RAHUL PAWAR	1,379.50 Reimbursement - Education & Travel
149278	8/30/2017 DR. RAHUL PAWAR	313.20 Reimbursement - Education & Travel
149212	8/30/2017 ELIZABETH CROCKETT	248.46 Reimbursement - Education & Travel
148734	8/3/2017 FRANKIE STEVENSON	862.74 Reimbursement - Education & Travel
148844	8/9/2017 JANAE GALE	243.24 Reimbursement - Education & Travel
148745	8/3/2017 JEANNE WEST	13.46 Reimbursement - Education & Travel
149238	8/30/2017 JESSICA JANE HERNANDEZ	363.91 Reimbursement - Education & Travel
149239	8/30/2017 JULIE NORDWALL	466.32 Reimbursement - Education & Travel
149240	8/30/2017 KATHRYN KENT	61.55 Reimbursement - Education & Travel
149244	8/30/2017 KORI STASSINOS	182.00 Reimbursement - Education & Travel
149050	8/23/2017 LESLIE TAYLOR	
149251	8/30/2017 MEGAN TOZZI	382.59 Reimbursement - Education & Travel
148848	8/9/2017 MELIDA MARIN	8.16 Reimbursement - Education & Travel
148764	8/3/2017 MINDY BYRD	17.34 Reimbursement - Education & Travel
148851	8/9/2017 MINDY BYRD	13.26 Reimbursement - Education & Travel
149057	8/23/2017 MINDY BYRD	15.30 Reimbursement - Education & Travel
149258	8/30/2017 MINDY BYRD	23.46 Reimbursement - Education & Travel
149263	8/30/2017 NATALIE HARRISON	26.52 Reimbursement - Education & Travel
148772	8/3/2017 PATTY O'LEXEY	193.29 Reimbursement - Education & Travel
148857	8/9/2017 PHILLIP FLAKE	367.20 Reimbursement - Education & Travel
148973	8/16/2017 RACHEL C BLUNDELL	25.00 Reimbursement - Education & Travel
148858	8/9/2017 RAMONA K BEACH	1.63 Reimbursement - Education & Travel
149072	8/23/2017 SARAH ROTH	249.30 Reimbursement - Education & Travel
149078	8/23/2017 SUZAN CAMPBELL	428.88 Reimbursement - Education & Travel
148871	8/9/2017 TAMI LOVE	219.00 Reimbursement - Education & Travel
149298	8/30/2017 TAMMIE HENDERSON	30,60 Reimbursement - Education & Travel
149305	8/30/2017 TIFFANY URANKER	620.44 Reimbursement - Education & Travel
148746	8/3/2017 YOUR HOSPITALIST TEAM	1,384.89 Reimbursement - Education & Travel
148945	8/16/2017 YOUR HOSPITALIST TEAM	80.50 Reimbursement - Education & Travel
149243	8/30/2017 YOUR HOSPITALIST TEAM	1,710.45 Reimbursement - Education & Travel

148859	8/9/2017	REBECCA HAVEL	2 500 00	Reimbursement - Employee Recruitment
148997		VONNIE ROCKEY		Reimbursement - Food
148697		AMY CHAVEZ		Reimbursement - Food
148797	+··	SUE BAKER	<del></del>	Reimbursement - Payroll Deduction
148954	·····	MELISSA LEHMAN		
149193	<del>                                     </del>	CINDY NELSON		Reimbursement - Physician Recruitment
149202		CRYSTAL HAMBLIN		Reimbursement - Supplies
148875		WILLIAM CURRENT		Reimbursement - Supplies
148794		STATE OF WYO.DEPT.OF REVENUE		Reimbursement - Supplies
149291				Sales Tax Payment
		STATE OF WYO.DEPT.OF REVENUE		Sales Tax Payment
EFT000000002886		WHITE MOUNTAIN MALL, LLC		Sponsorship
149031		COWBOYS AGAINST CANCER		Sponsorship
148976	8/16/2017			Sponsorship
148884		WESTERN WYOMING COLLEGE		Sponsorship
148765		MOBILE INSTRUMENT SERVICE	1,154.24	Surgery Equipment
148959		MOBILE INSTRUMENT SERVICE	1,053.50	Surgery Equipment
149058	8/23/2017	MOBILE INSTRUMENT SERVICE	3,657.50	Surgery Equipment
149259	8/30/2017	MOBILE INSTRUMENT SERVICE	872.20	Surgery Equipment
148693	8/3/2017	ALI MED INC		Surgery Supplies
148888	8/16/2017	ALI MED INC		Surgery Supplies
148979	8/16/2017	SMITH & NEPHEW ENDOSCOPY INC		Surgery Supplies
148986		SYNTHES LTD		Surgery Supplies
EFT000000002781	8/9/2017	ACUMED, LLC		Surgery Supplies
EFT000000002786		COOPER SURGICAL		Surgery Supplies
FT000000002803	8/9/2017	ZIMMER		Surgery Supplies
FT000000002813	8/16/2017	COOPER SURGICAL		Surgery Supplies
149010		ALI MED INC		Surgery Supplies
FT000000002839		COOPER SURGICAL		
149290		SMITH & NEPHEW ENDOSCOPY INC		Surgery Supplies
149297		SYNTHES LTD		Surgery Supplies
EFT000000002862		COOPER SURGICAL		Surgery Supplies
148921		CR BARD INC		Surgery Supplies
149077				Surgery Supplies
		STRYKER ENDOSCOPY		Surgery Supplies
149295		STRYKER ENDOSCOPY		Surgery Supplies
EFT000000002792		KEYSTROKE TRANSCRIPTION SERVICE,INC.		Transcription Services
EFT000000002843		KEYSTROKE TRANSCRIPTION SERVICE,INC.	<del></del>	Transcription Services
148939	8/16/2017		18.15	Translation Services
148946		LANGUAGE LINE SERVICES	368.45	Translation Services
49246		LANGUAGE LINE SERVICES	132.15	Translation Services
48827	8/4/2017	WYOMING HOSPITAL ASSOCIATION	34,000.00	Unemployment Tax
48903	8/16/2017	BIGHORN DESIGNS STUDIO, LLC	80.00	Uniforms
48798	8/3/2017	SWEETWATER TELEVISION	301.16	Utilities
48870		SWEETWATER TELEVISION	1,405.30	
48898 48975	8/16/2017		1,595.33	
48975	8/16/2017	ROCK SPRINGS MUNICIPAL UTILITY ROCKY MOUNTAIN POWER	12,158.36 52,749.23	
48985		SWEETWATER TELEVISION	2,290.00	
49070	8/23/2017	ROCK SPRINGS MUNICIPAL UTILITY		Utilities
49209		DISH NETWORK LLC		Utilities
49177 49276	8/30/2017	AT&T DOMINION ENERGY WYOMING		Utilities
49277	·	CENTURY LINK	12,694,49 7,802.69	
49284		ROCKY MOUNTAIN POWER		Utilities
49325	8/30/2017	WHITE MOUNTAIN WATER & SEWER DISTRICT		Utilities
49294		STERICYCLE, INC.		Waste Disposal
48929	8/16/2017	FIBERTECH	2,337.00	Window Cleaning
		тот	AL 6,986,407.64	

# **Board Charter for Finance & Audit Committee**

Board of Trustees Orientation Resource Handbook

Category: Finance and Audit Committee
Title: Finance and Audit Committee
Original adoption: June 14, 2010

Revision: 2017

# **Purpose**

The purpose of the Finance and Audit Committee is to represent and assist the Board of Trustees (Board) in its fiduciary and oversight duties as set forth below.

# Responsibilities

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

- Reviews, monthly, the financial status of the hospital and reports to the Board.
- Reviews the fiscal year operating and capital budgets of the hospital prepared by Senior Leadership; makes recommendations to the Board regarding approval of said budgets.
- Monitors the overall financial performance and risk of the hospital in light of approved budgets, long term trends, and industry standards.
- Reviews on a regular basis hospital financial statements.
- Reviews and recommends to Board all Capital purchases.
- Recommends to the Board policies designed to strengthen the financial health of the hospital.
- Recommends to the Board key financial objectives to be established and monitored.
- Reviews hospital investments; makes recommendations to Senior Leadership as deemed desirable.
- Monitors the hospital's debt obligations; reviews borrowing initiatives proposed by Senior Leadership; makes recommendations to the Board as deemed necessary.
- Reviews the Board's policy regarding financial assistance for the poor and uninsured, in compliance with State statute 18-8-106.
- Provides oversight over external auditing matters by:
  - Reviews the Board's external auditing policy; recommends changes if deemed necessary.

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- Recommends to the Board external auditors for the hospital after reviewing the composition of the audit team, proposed compensation, and other relevant matters.
- Meets annually with the Board's external auditors separate from Hospital management to review the annual audit and associated management letter.
- Reviews audit findings and recommends to the Board any action plans that should be taken to strengthen internal controls and to otherwise improve the hospital's accounting and management practices.
- Makes other related recommendations to the Board associated with the auditing function.

# Composition

The Finance and Audit Committee consists of two (2) members of the Board, including the Board treasurer, who functions as Chair, the Chief Executive Officer and the Chief Financial Officer serve as voting members of the committee. The Controller, Director of Patient Financial Services, Director of Information Technology, and two physicians serve as non-voting members of the committee.

# **Meeting Schedule**

Monthly; additional meetings may be called by the Committee Chair in consultation with the Chief Executive Officer, or as needed.

# **Reports:**

The committee will receive and review the following reports, and provide the Board with an executive summary:

- Monthly and annual financial statements to include:
  - ✓ Financial statements
  - ✓ Investment reports
  - ✓ Key financial ratios
  - ✓ Key operating benchmarks
  - ✓ Payor trend reports
- Service line profit and loss, incorporated as part of monthly budget comparison report (not included in packet)
- Chargemaster review every three years.
- Annual financial audit report and management letter.
- Annual financial contributions of physicians by specialty.

**Note:** As used herein, the term "hospital" includes the "clinics" when such inclusion is appropriate

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# **Board Policy**

**Board of Trustees Policy Manual** 

NO. FA 1-2011

Category: Finance & Audit

**Title:** Spending Authority and Matrix **Original adoption:** May 4, 2011

Revision: 2017

**Purpose:** The purpose of this policy is to establish rules and guidelines with respect to spending authority for employees of Memorial Hospital of Sweetwater County (MHSC). The dollar amount and nature of the expenditure ultimately determines the level of approval required.

**Policy:** Statutory authority for the purchase of goods and services for MHSC resides with its Board of Trustees. This policy delegates spending authority for items less than \$25,000 to the Chief Executive Officer (CEO) and/or the Chief Financial Officer (CFO). Through the **Spending Authority** *Matrix*, the policy also sets forth guidelines for the procurement of goods and services that are equal to or greater than \$25,000.

# **Definitions:**

**Physicians** are the three groups of practitioners listed in the MHSC Medical Staff Bylaws (Physicians, Licensed Independent Practitioners, and Allied Health Professionals)

**Purchased Services** are any service contracted for and performed by a third party rather than a hospital's in-house staff.

**Capital Purchases** are buildings and equipment that  $\geq $2,000$  and a life of at least one year.

**Real Estate** is property consisting of land and the buildings on it.

**Legal Settlements** are the resolutions between MHSC and a person or entity without court action

# **Procedure:**

1. The rules and guidelines of the Spending Authority Matrix shall be followed in delegating spending authority.

Spending Authority Matrix

Type of Transaction	Legal	Leader	Board	Commissioner	Authorized
Physicians	Review	Approval	Approval	Approval	Signature
Acquisition of Practice	Yes	CEO	Yes	No	CEO
Employment>\$100,000	Yes	CEO	Yes	No	CEO
Consulting agreement >\$25,000	Yes	CEO	Yes	No	CEO
Purchased Services		Dant Dinastan			252.252
PO or check requests up to \$1,000	No	Dept Director	No	No	CEO,CFO
PO or check requests up to \$2,500	No	Senior Leader			
PO or check requests up to \$25,000	No	CFO	No	No	CEO,CFO
PO or check requests ≥ \$25,000	No	CEO, CFO	No	No	CEO,CFO
Management agreements up to \$25,000	Yes	CEO, CFO	No	No	CEO,CFO
Management agreements ≥ \$25,000	Yes	CEO,CFO	Yes	No	CEO,CFO
Consulting agreements up to \$25,000	Yes	CEO,CFO	No	No	CEO,CFO
Medical services up to \$25,000	Yes	CEO,CFO	No	No	CEO,CFO
Medical services ≥\$25,000	Yes	CEO,CFO	Yes	No	CEO,CFO
Service contracts up to \$25,000	Yes	Dept Director	No	No	CEO,CFO
Service contracts ≥\$25,000	Yes	CEO,CFO	Yes	No	CEO,CFO
Capital Purchases					
Unbudgeted items up to \$10,000	No	Dept Director	No	No	CEO,CFO
Budgeted items up to \$10,000	No	CEO,CFO	No	No	CEO,CFO
Budgeted items up to \$25,000	Yes	CEO,CFO	No	No	CEO,CFO
Budgeted items ≥\$25,000	Yes	CEO,CFO	Yes	No	CEO,CFO
Real Estate		,			,
Real estate acquisitions	Yes	CEO,CFO	Yes	Yes	CEO
Real estate leases up to \$5,000 per month	Yes	CEO,CFO	Yes	No	CEO,CFO
Real estate leases ≥\$5,000 per month	Yes	CEO,CFO	Yes	No	CEO,CFO
Leases					
Leases, as leasee up to \$2,000 per month	Yes	CEO,CFO	No	Yes	CEO,CFO
Leases, as leasor ≥\$2,000 per month	Yes	CEO,CFO	Yes	No	CEO,CFO
Legal Settlements					
w/insurance up to \$25,000	Yes	CEO	No	No	CEO
w/insurance ≥\$25,000	Yes	CEO	Yes	No	CEO
vv/ 1113u1 a11cc ≥323,000	163	ULU	100	INO	OLO

- 2. Departments must purchase goods and services as economically as possible according to the specified standards of quality and service while giving responsible suppliers fair consideration.
- 3. Whenever appropriate, purchased goods and services shall occur through a competitive bid process that is publicly accountable, ethical, fair, and transparent.
  - a. Items costing less than \$2,000 do not require competitive quotes or put out for bid.
  - b. Items costing between \$2,000 and \$10,000 require at least three competitive quotes.
  - c. Items costing more than \$10,000 must be put out for a formal bid.
- 4. There may be occasions when a "sole source" provider is necessary, or highly desirable, which precludes the need for a competitive bid.
- 5. Regardless of the situation, an individual cannot delegate authority down to another employee. Authority can only be delegated up to the individual's supervisor or Chief Officer.
- 6. Payment will be processed only for items purchased according to the above Matrix.
- 7. All contracts with physicians must be signed by both the CEO and the CFO and approved by the Board of Trustees.
- 8. All legal settlements will go through insurance, including those below the deductible amount.
- 9. Except for the purchases that require the CEO's signature, either the CEO or the CFO may sign for all other expenses.
- 10. All designated signers for payment must complete a signature card; the original will be kept on file at the local financial institution(s) and a copy will be kept on file in the Finance Department.
- 11. Payment for goods and services shall be made via checks drawn against Memorial Hospital of Sweetwater County demand deposit accounts, or electronic funds transfer, as authorized by the hospital administration and its Board of Trustees.
- 12. In accordance with Hospital policy, the Hospital is responsible for the maintenance and storage of all contracts associated with these purchases.

# Cover Check List

This check list summarizes the purpose of the purchase, assures that the purc	chase has
been reviewed by In-house legal counsel, and is ready for Board approval.	

1.	Name of Item to be purchased:
2.	Purpose of good or service, including scope and description:
3.	Date of service execution:
4.	Date service expires:
5.	Rights of renewal and termination
6.	Monetary costs:
7.	Extraneous costs associated with contract: Such as installation, remodeling, etc
8.	Let for bid, if appropriate
9.	In-house Counsel approval

Radakovich moved for the Committee to approve, Ms. Soller seconded the motion. Mr. Jones requested that we bring to the full Board for review and approval.

Ms. Molski further reviewed the QAPI dashboard and the ability to share our statistics and improvements.

# **New Business**

Mr. Taylor stated in last Board meeting they had a Public Communication from a patient that "had a surgery go wrong". How can we keep the Board informed. Mr. Radakovich will send an email "heads-up" to the Board to keep them informed when we are informed, with the expectation for follow up in Quality Committee.

# Value Briefs/Patient Rounds

Value Briefs were presented by the Foundation, Physician Recruitment, Dialysis and Medical Staff Services – Tiffany Marshall, Marianne Sanders, Nicole Halstead and Kerry Thielbar respectively.

Adjournment	The meeting adjourned at 09:30 a.m.
Next Meeting	Wednesday, August 16, 2017, 08:30 am, Classroom 1 & 2
Respectfully Submitted,	
Robin Fife, Recording Secre	etary

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# Quality Committee Meeting Memorial Hospital of Sweetwater County July 19, 2017

Present:

Clayton Radakovich, Tracie Soller, Kerry Thielbar, Taylor Jones, Amanda Molski, Stephanie Mlinar, Irene Richardson, Kari Quickenden, Jodi Corley, Dr. Christian

Theodosis, Tiffany Marshall, Edward Tardoni,

Absent/Excused:

Dr. Fred Matti, Dr. Pritam Neupane,

Chair:

Taylor Jones

# <u>Minutes</u>

June 21, 2017 Minutes were presented, motion to approve by Mr. Radakovich, seconded by Ms. Mlinar . Motion carried.

# Value

Ms. Corley presented MIPS information. FigMD emailed update, information will be available July 20<sup>th</sup>. It was to be available in June, due to the delay we will begin pulling manually. Not having the information pulling automatically and electronically could result in a monetary loss. We need a phone conference to discuss options and cost. Kari Quickenden will follow up with QuadraMed to determine if we can interface.

Ms. Molski reported on Timeliness of Care: ED Throughput – we are down to 282 minutes! We have started multiple processes: Bed assignment, bedside reporting and white boards on the floors to keep updated and informed. Dr. Theodosis noted good weather can drive happiness of patients, affecting our scores. Actually, quality trends can take up to 10 years to show true transformation. We need to compare summer 2016 and summer 2017 to guesstimate an improvement. We are working to ensure the time it takes actually matches the time the Patient expects it should take.

Following facebook complaints is time consuming. We try to follow up with all posts that come to MHSC page with a generic posts, alerting them and inviting them to lodge a formal complaint. We post resources and distribute pamphlets in an effort to disseminate information on how to officially lodge a complaint. Mr. Taylor reiterated how can we better get this information to people?

Ms. Mlinar reported on Patient Experience. She was able to pull 2 months' worth, which are in the blues and greens – showing improvement.

# Open Topic

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Payment Adjustment Programs – we are at the end of the quarter where we receive the reporting data statistics. Included are the public reported measures, and patient safety indicators – these impact a 1% reimbursement based on satisfaction rates.

# Old Business

QAPI plan is updated and reviewed by the plan, it is ready for Quality Committee review and feedback. Mr. Jones noted it was in line with the plans and actions we have discussed. Mr.



Approved:

09/2017

Expiration: Policy Area:

1 year after approval

Reg. Standard:

General - Housewide

# Quality Assessment Performance Improvement (QAPI) and Safety Plan

### MISSION

To deliver superior regional health care services that improve the health and wellness of all people and communities we serve.

### VISION

To be the leading health care provider delivering quality, innovation, education, community service, and fiscal responsibility.

# STATEMENT OF PURPOSE

The organizational-wide Quality Assessment Performance Improvement (QAPI) and Safety Plan is designed to provide a systematic and organized approach by which Memorial Hospital of Sweetwater County (MHSC) utilizes objective measures to monitor and evaluate the quality of services provided to patients. The plan encompasses a multidisciplinary and integrated approach, to include all disciplines and departments, to identify and act upon opportunities to improve processes, patient outcomes and reduce the risks associated with safety in a manner consistent with MHSC's mission and vision.

# QUALITY DEFINITION

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

Memorial Hospital of Sweetwater County focuses on bringing value to healthcare through collaboration, promotion of transparency, and the balance of quality, service, and finance.

(University of Utah, 2015)

# STRUCTURE & LEADERSHIP

The Board of Trustees is ultimately responsible for the quality and safety of services provided at MHSC. The Quality Committee of the Board (Quality Committee) acts as the governance body and oversight committee for the fundamental actions related to the QAPI and safety plan. This committee is responsible for leading quality and safety from the Board level throughout the organization. Board of Trustees, Providers, Executive Leaders, and Organizational Leaders make up the Quality Committee of the Board. These leaders work directly and openly to improve quality by setting goals, modeling behaviors that lead to quality improvement, acting on recommendations and opportunities for improvement, and allocating resources for improvement.

Page 269 of 335 <u>ve</u>,care ional

Memorial Hospital of Sweetwater County structures improvement strategies around six dimensions: <u>care is safe</u>, <u>care is effective</u>, <u>care is patient-centered</u>, care is <u>equitable</u>, <u>care is timely</u> and <u>care is efficient</u>. These six key dimensions are congruent with the National Academy of Medicine (formerly known as the Institute of Medicine) six aims for improvement. See Appendix 1 for MHSC's overview structure of QAPI and safety. Additional resources on the six aims for improvement can be accessed <u>here</u>.

Specific relationships that enable the Quality Committee to accomplish quality assessment, performance improvement, and safety initiatives include the QAPI Committee, designated work teams and the activities of the medical staff. These groups and the key individuals on the teams are supported by a structure of formal and informal committees or work groups where components of the

program are defined, implemented, refined, and monitored.

#### RESPONSIBILITIES

### **Employees**

Quality Assessment Performance Improvement (QAPI) and Safety activities are the responsibility of everyone employed by, on the Medical Staff of, or contracted with MHSC. Employee engagement in quality improvement activities is an expectation of employment at MHSC.

Employees are responsible for reporting safety and quality events and working to fix system issues. Employees work collaboratively with leadership to achieve quality and safety goals.

### Department and/or Services

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

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

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

# **Medical Staff**

The organized medical staff of MHSC has a leadership role in organizational quality and safety activities to improve the quality and safety of care, treatment, and services, and is accountable to the Board of Trustees. The organized medical staff oversees the quality of care provided by those individuals with clinical privileges. The Ongoing Professional Practice Evaluation (OPPE) process provides opportunities for improvements in processes, structures, or systems and will be integrated into the QAPI and Safety plan as appropriate.

The organized Medical Staff will:

- 1. Participate in developing specific patient care quality indicators. This may be accomplished by individual medical staff departments or medical staff committees.
- 2. Through its Officers, Committees, and individual members, review and evaluate the results of ongoing monitoring and evaluation of patient care. This includes, but is not limited to, the required Medical Staff review functions as well as Risk Management, Safety, Patient Experience, Infection Prevention, Resource Management, Environment of Care (EOC), Root Cause Analysis (RCA), Sentinel event processes and organizational planning.
- 3. Identify and analyze problems and opportunities, take appropriate actions and monitor the effect of the actions taken to determine and opportunities, take appropriate actions and monitor the effect of the actions taken to determine and opportunities. that problems have been resolved or there has been significant improvement to the highest achievable level that can be expected.
- 4. Monitor the appropriateness of clinical practice patterns and significant departures from established patterns of evidence-based clinical practice.
- 5. Report Medical Staff quality and safety results to the Quality Committee of the Board or MEC by way of written reports and summaries with Medical Staff representation. Results are then reported to the Board,

# Organizational Leadership

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

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

# QUALITY ASSESSMENT AND PERFORMANCE IMPROVEMENT PROCESS QAPI MODEL

Memorial Hospital of Sweetwater County utilizes processes outlined by the Institute for Healthcare Improvement (IHI) Model for Improvement, developed by Associates in Process Improvement. This model for improvement includes forming a team, setting aims, establishing measures, selecting changes, testing changes, implementing changes, and spreading changes. The Plan, Do, Study, Act (PDSA) model is used to guide tests of change within and throughout the organization. Specific, Measurable, Achievable, Realistic, and Time-bound (S.M.A.R.T.) goals are encouraged to be utilized when appropriate in setting aims. See Appendix 2 for reference- MHSC Model for Improvement.

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### MHSC Model for Improvement

#### ш

### Forming the Team

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

### Setting Alms

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

# Establishing Messures

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

# Selecting Changes

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

### Testing Changes

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

#### Implementing Changes

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

# Spreading Changes

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

(Institute for Healthcare Improvement [IHI], 2015; Langley, et al., 2009).

What are we trying

to accomplish?

How will we know

that a change is an

improvement?

What changes can we

make that will result

in improvement?

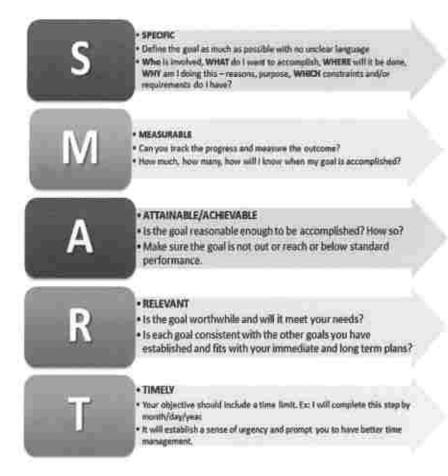
Plan

Do

Act

Study

#### S.M.A.R.T. Goals



(Minute Movement, 2015)

### Scope of Activities

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

### **Establishing Priorities**

The Quality Committee of the Board will oversee the setting of priorities and measurement for quality and safety activities. Priorities are identified based on leadership objectives, regulatory requirements, survey outcomes, opportunities identified in benchmark projects, opportunities identified through analysis of safety events and sentinel events, evidence-based standard of care findings, financial opportunities and/or financial performance or Root Cause Analysis findings. These priorities are displayed in a matrix to better understand areas of importance and relevance. See Appendix 1 (MHSC QAPI and Safety Process Overview and Prioritization Matrix).

Objectives or topics will be evaluated annually, at minimum, through the Quality Committee to review priority areas for MHSC.

The following criteria will be considered in establishing priorities:

- A. Memorial Hospital of Sweetwater County mission and vision
- B. MHSC leadership direction
- C. High risk diagnoses/procedures/processes
- D. High volume diagnoses/procedures/processes

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- E. High cost diagnoses/procedures/processes
- F. Needs and expectations of patients and their advocates
- G. Community needs
- H. Input/satisfaction from medical staff and employees
- I. Significance on clinical outcomes
- J. Significance on safety
- K. Input from external sources (benchmarking, regulatory agencies, etc)

### **Developing Measure Specifications**

Work groups or committees define the metrics (indicators, goals, benchmarks, time lines, etc.) for each topic based on identified opportunities. These teams work collaboratively to develop specific measures and guidelines along with data collection tools when necessary.

### **Data Gathering**

Each committee, sub-committee or work group will be responsible for collecting data pertinent to their area of focus based on the specifications for measurement. This will be collected by a designated person on that committee or work group. This individual will be responsible for gathering the information and having data available for review by the committee's pre-determined reporting dates. Sampling of data is determined by the work group when applicable. Real time, concurrent data is collected when possible.

### Data Analysis and Reporting

Committees and work groups review and discuss data to determine what interventions must be carried out to attain desired outcomes. When possible and appropriate, comparison with published benchmarks is used to analyze quality and safety measures. A summary of the data analysis and interventions are shared with the QAPI Committee. An overview of the analysis and interventions will be shared with the Medical Staff and the Quality Committee of the Board, as appropriate.

### Implementation of Actions

Implementation begins and re-assessment occurs with refinement in interventions and actions if the initial desired outcome is not achieved or the desired outcomes are not sustained. This process is conducted through the Plan, Do, Study, Act (PDSA) model used by Memorial Hospital of Sweetwater County for process improvement activities. See Appendix 2- MHSC Model for Improvement.

### SAFETY

Safety is a leadership and governance priority at MHSC. Safety is critical to quality outcomes and impacts financial objectives and standards of practice. Therefore, the safety program is integrated with all quality assessment and performance improvement activities (QAPI). It encompasses risk assessment and risk avoidance through processes of Failure Mode Effect Analysis (FMEA) when appropriate.

The safety program proactively institutes action plans based on findings from The Joint Commission's "Sentinel Event Alerts" as they are made available.

Memorial Hospital of Sweetwater County supports a cause and effect approach to patient safety and problem solving. Therefore, Root Cause Analysis (RCA) are performed based on occurrence report findings or data trends to further identify system issues and implement appropriate changes when deemed necessary.

Safety events are used in the safety program to track and trend or initiate activities that address process, system, protocol, or equipment events. Departments and disciplines are integrated into the safety program by having access to safety events and reporting.

Periodic safety surveys are performed to establish priorities within the organization and additional areas of focus and opportunities for improvement.

# OTHER ACTIVITIES

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Additionally, as a mechanism to share performance improvement activities, enhance the understanding of quality and safety and assist with information transparency throughout the organization, the following also takes place:

- . Beryl Institute membership made available to all MHSC employees to enhance an understanding of the patient experience
- Periodic quality updates communicated
- Quality, Safety, and Patient Experience overview at new hire orientation
- Institute for Healthcare Improvement (IHI) Open School courses made available to all MHSC employees, with a core set as a

requirement for new employees

· Quality liaisons to function as an immediate resource for departmental initiatives and quality improvement activities

#### **UNUSUAL CHANGES OR EVENTS**

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

### QUALITY IMPROVEMENT RESOURCES

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

The primary functions of these departments include:

- · Promotion of safety through engagement of evidence based clinical programs and initiatives
- · Monitor regulatory standards compliance data
- · Quality improvement training and education
- Preparation of an annual QAPI and Safety report to the Board of Trustees
- · Coordination of internal and external databases that are used for QAPI projects or quality data analysis and/or submission
- · Dissemination of safety event reports to appropriate departments, committees, and/or groups within the organization
- Safety event and sentinel event tracking and monitoring
- Coordination of root cause analysis for sentinel events and other occurrences as deemed necessary
- . Coordination of action plans related to sentinel events or failure mode effects analysis (FMEA) projects
- Quality performance improvement project identification relative to issues found in safety event reports
- · Process or procedure modifications related to findings from safety event trends and/or FMEA projects

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

### **IMMUNITY/CONFIDENTIALITY CLAUSES**

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

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

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

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MHSC Quality Assessment Performance Improvement and Safety Plan adopted from The University of Toledo Medical Center with their written permission via electronic mail on 6/1/2015.

### References

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

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

#### Approval:

Quality Assessment Performance Improvement Team - 7/13/2017

Quality Committee of the Board - 7/19/17

Medical Executive Committee - 8/15/2017

# Attachments:

Appendix 1- QAPI and Safety Prioritization Matrix

Appendix 2- MSHC Model for Improvement

Driver Diagram Example- Sepsis

Driver Diagram Template

Improvement Summary (used for specific process improvements when

VALUE summary is not appropriate)

Improvement Summary Example/Explanation of use

PDSA Detailed Worksheet

PDSA Quick Reference Worksheet

Value Summary Template

# **Approval Signatures**

### Approver

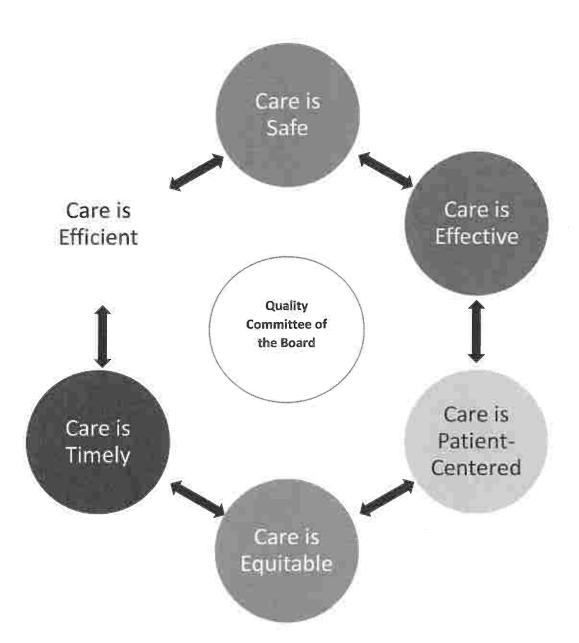
Date

Kristy Nielson: Chief Nursing Officer

pending



# **QAPI** and Safety Process Overview

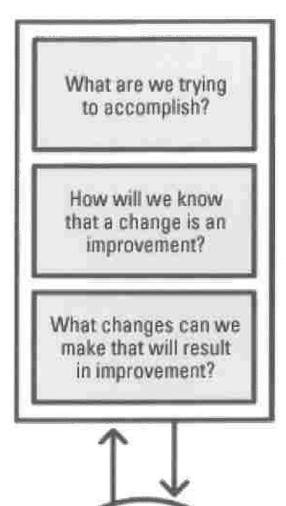


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# Memorial Hospital of Sweetwater County QAPI and Safety Prioritization Matrix 2017-2018

			_ 3	ervice					
		-		amily Centeredne	ess				
Opportunity	Mission and Vision/Leader-ship Direction	High Risk	High Volume	High Cost	Important to patient/witvocate/co	Medical staff/Limpleyre estudiction	Climical Outcome	Safore	Regulatory Benchmerk Payment Adjournment
Patinit Experience/CAHPS *** **	X.:	1	3	OX:	I.	-1	A.	×	*
Patient and Family Engagement	х	x		x	X	x	x	X	
Patient and Family Engagement Educ • * • •	х	X		x	x	x	x	x	
eadership Development 900 90	x	x		X	×	X	X	X	
							78	~	
			0	uality					
				y & Quality					
Opportunity	Mission and Vision/Leadership Direction	High Park	High Volume	High Con	Important to patient/activocute/co	Medical statistical satisfaction	Classcal Outcome	Safety	Regulatory Benefitierk Payment Adjustment
Vational Patient Safety Goals • • •	X	X			x		x	X	x
Safety Events • * • •	Х	X		x	x		x	X	x
Reduce Harm (HRET-HIIN) ® 8 ®	x	x		x	x		X	x	x
AHRQ Patient Safety Indicators®®®®	x	X		X	x		X	X	x
NHSN Infection Surveillance	x	X	T	X	x		x	x	X
Sepsis ***	x	X		x	x		x	x	x
Strimigrobial Stewardship + +++	E.	×	- 1	1001	×	×	*	×	X
Vational Hospital Quality Measures ***	x	x	x	×	x		x	x.	x
ayment Adjustment Programs (HAC, HRRP, VBP)	Х		- "	x	x	X	X	x	x
Operative Procedures ***	X	X		x	X	X	x	x	X
Derative diagnosis concurrence	x	X	1	×	X	X	X		X
edation ese	x	x		x	X	X	X	х	X
Blood Utilization ⊕ ∉ ⊕	х	x		x	X	x	x	X	х
Resuscitation ***	х				x	24	x	- x	x
Cero Suicide Initiative • * • • •	х	x		x	x	X	X	x	x
alle = = = =	- X	¥	- X	X	1	1	×	- 1	- X
Medical Imaging/Radiation Safety	x	x		x	x	x	х	x	x
Organ Conversion	x				X		X		X
Dialysis Quality •>• ••	x	X		x	X		X	x	x
Acaningful Use • •••	X		X	X			X	X	x
Ment-Based locantive Program (MIPS)		T -	- 3	- 1	- x			1	- x
			1				170000		
				Cost	- '				-
				ce Utilization					
Opportunity	Mission and Vinion/Lender-ship Direction	High Risk	High Volume	High Con	Important to patient advocate/co- mutanity/experience	Medical mattrimployee antistaction	Clinical Outcome	Safley	Regulatory Benchmark Payment Adjustment
Atlant Plow/Timeliness of Care * - * **		Х	7	X		Α	X	1	
Readmissions ****	X	X		X	X	X	X	X	X
API Process *** **	X	X		X	X	х	X	х	X
atient Status Appropriateness	Х	X		X	X	X			X
Denials Process	X	Х		Х	х	X			X
	lor Keys + f and to be				• Can				
						THE RESIDENCE OF PERSONS			

# MHSC Model for Improvement\*



Plan

Dο

Act

Study

# Forming the Team

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

# **Setting Aims**

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

# **Establishing Measures**

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

# Selecting Changes

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

# **Testing Changes**

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

# **Implementing Changes**

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

# **Spreading Changes**

- After successful implementation of change, spread it!
- Do not be afraid to share your ideas and spread change throughout MH\$@9e 279 of 335

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

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

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

S

# · SPECIFIC

- Define the goal as much as possible with no unclear language
- Who is involved, WHAT do I want to accomplish, WHERE will it be done, WHY am I doing this – reasons, purpose, WHICH constraints and/or requirements do I have?

M

# MEASURABLE

- · Can you track the progress and measure the outcome?
- · How much, how many, how will I know when my goal is accomplished?

Α

# ATTAINABLE/ACHIEVABLE

- . Is the goal reasonable enough to be accomplished? How so?
- Make sure the goal is not out or reach or below standard performance.

R

# RELEVANT

- . Is the goal worthwhile and will it meet your needs?
- Is each goal consistent with the other goals you have established and fits with your immediate and long term plans?

T

# TIMELY

- Your objective should include a time limit. Ex: I will complete this step by month/day/year.
- It will establish a sense of urgency and prompt you to have better time management.

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

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Leave space blank for patient label

# **CLINICAL LABORATORIES BLOODBORNE EXPOSURE ORDERS EXPOSED INDIVIDUAL**

Exposed Individual Name:

Date of Birth:	Male	Femal

Collection Date and Time:

Collected By:

PHYSICIAN NAME

PHYSICIAN SIGNATURE

# **BLOOD TESTS**

HIV

Hepatitis B Antigen

Hepatitis B Antibody Hepatitis C Antibody

**CBC** 

**CMP** 

Pregnancy test, serum qualitative

802953 09/17



Bloodborne Exposure Orders - Exposed Individual



Leave space blank for patient label

**CLINICAL LABORATORIES** BLOODBORNE EXPOSURE ORDERS SOURCE INDIVIDUAL

Date of Birth:

Collection Date and Time:

Collected By:

PHYSICIAN NAME

PHYSICIAN SIGNATURE

Source Name:

**BLOOD TESTS** 

HIV

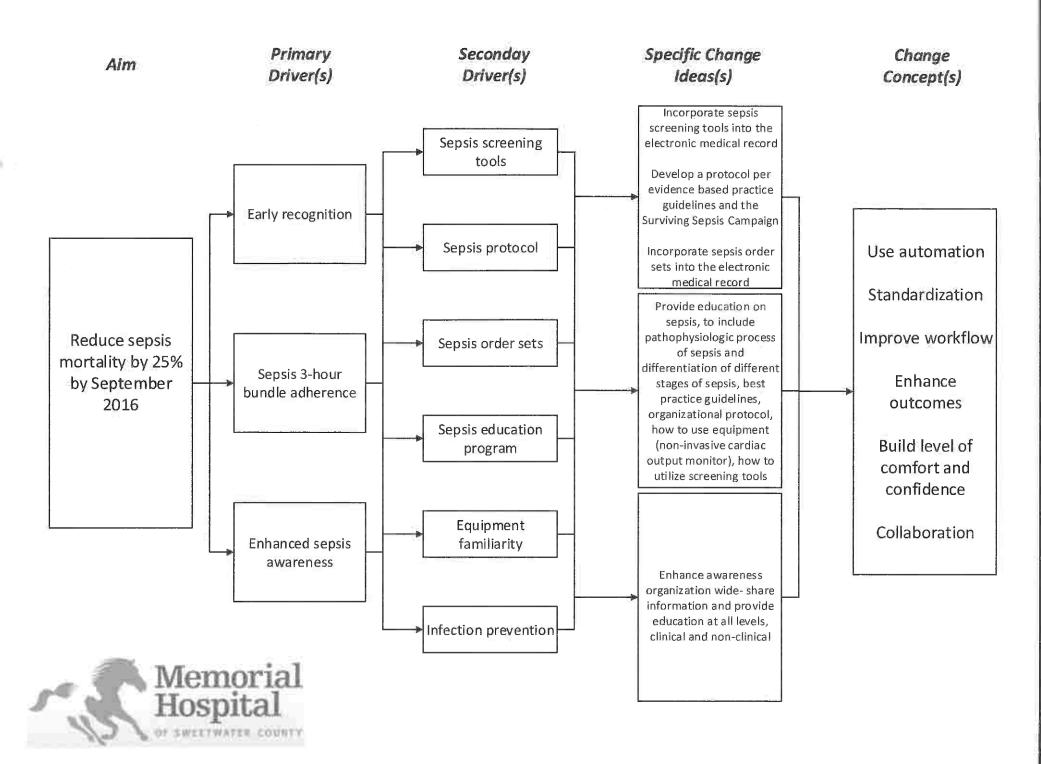
Hepatitis B Antigen

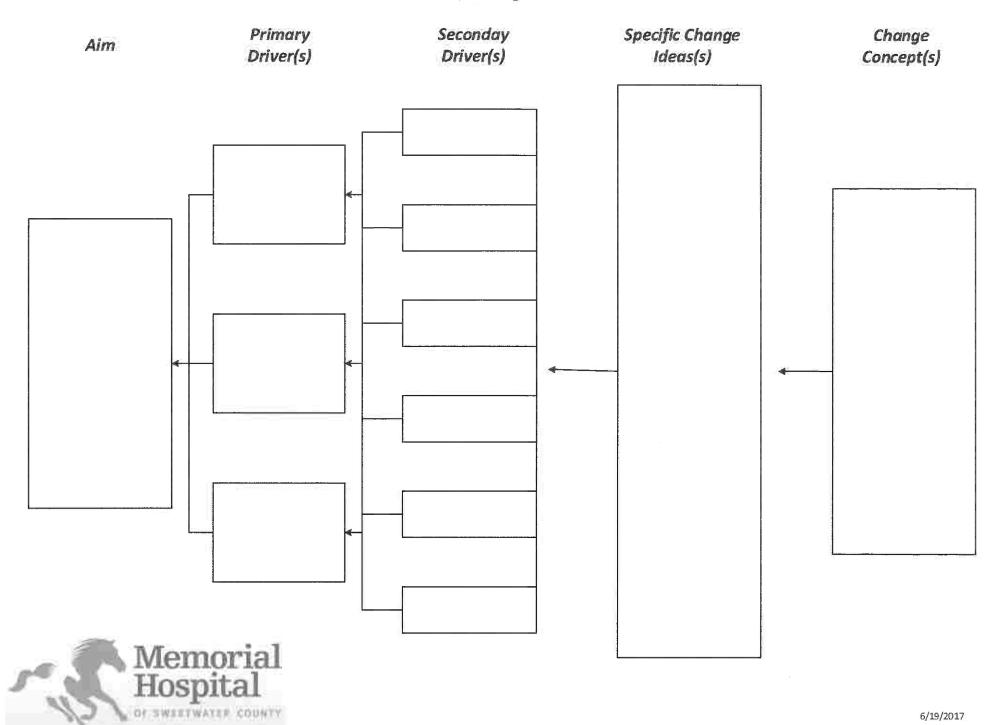
Hepatitis C Antibody

Page 281 of 335

Male Female









Title			T	eam Lead		
Team		,	Р	rovider Champion		
Scope						
1  DEFINE AND MONITOR						4 2000
Improvement Measurement	Baseline	Geal	Q2 2017	Q3 2017	0.4 2017	Q1 201B
	,					
2  PROBLEM AND GOAL STATEMENTS		5] IMPACT	-			-
					540 - 540 - 540	V) 1596
SMART GOALS: Specific   Measurable   Achievable   Relevant   Time-bound						
3] ANALYSIS AND INVESTIGATION		4  IMPROVEME	NT DESIGN A	ND IMPLEMENTATION	ON	
· · · · · · · · · · · · · · · · · · ·						

# PLAN:

Describe your first (or next) test of change:	Person responsible	When to be done	Where to be done
List the tasks needed to set up this test of change	Person responsible	When to be done	Where to be done
Predict what will happen when the test is carried out	Measures to dete succeeds	rmine if pre	diction

DO: Describe what actually happened when you ran the test 
Start Date:

ACT: Describe what modifications to the plan will be made for the next cycle from what you learned

STUDY: Describe the measured results and how they compared to the predictions

# PLAN:

Person responsible	When to be done	Where to be done
sures to dete	rmine if pre	diction
	responsible	responsible be done . sures to determine if pre

DO: Describe what actually happened when you ran the test 

Cycle: 2
Start Date:

ACT: Describe what modifications to the plan will be made for the next cycle from what you learned

STUDY: Describe the measured results and how they compared to the predictions

	PLAN:		DO:	Cycle: Start Date:
ĵ.				
		*		
	ACT:		STUDY:	

PLAN:		DO:	Cycle: Start Date:
	1		
ACT:	1	STUDY:	
ACT:		STUDY:	
ACT:			



ImprovementSUMMARY

To be used when looking at a specific process change limited to your unit/department and not evaluating overall VALUE at this point (you will eventually)

Title	hat would you like to call this improvement project?			Team Lead Who will be leading this team?					
Team	Who will be working on implementing the changes?					Provid	er Champion	Any provider char	
Scope	What population are you focusing your improvement efforts?	population are you focusing your improvement efforts?						will be helping with interventions for change?	
1 DEFI	NE AND MONITOR	, 1						<u>* 7 </u>	
Improve	ement Measurement	Baseline	ě.	Goal	Q4 201	7	Q1 2018	Or month?	Q6 month?
What is	your outcome/aim/main goal?								
What pr	ocess are you doing to measure to meet your goal?								
Any othe	er processes you will be measuring?			·					
Any balang	ce measures? If you change one thing, what else may you anticipate will								
	BLEM AND GOAL STATEMENTS		5) IM	PACT					
SMART GO What is outcome towards	your problem? A brief description of what your identified opporturment is, why is it important? What are you working towards improposed in the proposed in the	oving?	to see inform Are yo	the impact	you have nat you are impacting	made. 1 e impact g readm	This will most li	Service	
3 ANAL	YSIS AND INVESTIGATION		4) IM	PROVEMEN	T DESIGN	AND IN	IPLEMENTATIO	N	
improve opportu	a brief description of what you did to find the opportunities for ement. You can include a picture of the baseline data showing nities or you can explain. What drove you to this point? Any backg tion you need to include before getting started on your work?	round	Did yo this, v What This a	ou set up a v vhen did you did you dec cts as a time	vork group a first mee ide to do eline to be	p to focu et to loo about op e able to	k at opportunit opportunities? see when you	ents? If so, what k	ns. You can

# PLAN:

Describe your first (or next) test of change	responsible	When to be done	Where to be done
vital signs Q4 hours, will try with 1 nurse, 1 day.	for		
List the tasks needed to set up this test of change	Person responsible	When to be done	Where to be done
consistent documentation		4	
Predict what will happen when the test is carried out	Measures to dete	ermine if pre	diction
vital sign Q 4 rate will increase, workflow processes will be identified	Q4 vital sign rate	feedback	_

DO: Describe what actually happened when you ran the test

Cycle: 1 Start Date:

Include here what you did.
Did you try Q4 vital signs with 1 nurse, on 1 day?
Did all nurses on 1 shift try this?
When did you start?

ACT: Describe what modifications to the plan will be made for the next cycle from what you learned

Are you making any changes? what did you learn from your small test of change? If changes to your plan are made, begin a new cycle (next page)

STUDY: Describe the measured results and how they compared to the predictions

What were the results of your test?
What were workflow barriers? Do you need to change your plan to modify?

Are you going to start this for the entire department? Do you additional changes and barriers need to be addressed?

Did Q4 vital sign rate increase?

Do you need to change anything?

# PLAN:

Describe your first (or next) test of change	: Person responsible	When to be done	Where to be done
List the tasks needed to set up this test of change	Person responsible	When to be done	Where to be done
Predict what will happen when the test is carried out	Measures to dete succeeds	ermine if pre	

DO: Describe what actually happened when you ran the test 

Cycle: 2
Start Date:

ACT: Describe what modifications to the plan will be made for the next cycle from what you learned

STUDY: Describe the measured results and how they compared to the predictions

	PLAN:		DO:	Cycle: Start Date:
Ī. :				
		-		
	ACT:		STUDY:	
			31011.	

PLAN:		DO:	Cycle: Start Date:
ACT:	1	STUDY:	-





# PLAN DO STUDY ACT (PDSA) FORM

		Cycle #:
	Start Date:	End Date:
Project Title:		
Organization Name:		
Team Lead:		
Objectives of this Cycle:		
Test a Change		
☐ Implement a Change		
Spread a Change		
Short objective of cycle:		
PLAN Study Do		
Test/Implementation Plan:		
What change will be tested or implemented?		
How will the change be tested or implementation be conducted (consider sm	nall scale early)?	
Who will run the test or implementation?		
Where will the test or implementation take place?		
When will the test or implementation take place?		Page 294 of 33
Predictions:		
1.		

Institute for Healthcare Improvement [IHI]. (2015). Open school: Lesson 1: Using a PDSA template for tests of change. Retrieved November 19, 2015 from <a href="http://app.ihi.org/lms/lessonpageworkflow.aspx?CatalogGuid=5b5c79b8-f019-442c-a199-de2041cdfbf5&CourseGuid=7ef37a50-827f-477b-b603-9b4eef065fe6&LessonGuid=d3ec915f-2bd3-4cdf-9ce5-1899ad0f8dac</a>

Adapted for MHSC with written electronic mail permission from Gina at open school@IHI.org received November 15, 2015. Reviewed 6/19/2017





3.

4.

Data	Col	ection	Plan
------	-----	--------	------

What information is important to collect?

Why is it important?

Who will collect the data?

Who will analyze the data prior to Study?

Where will data be collected?

When will the collection of data take place?

How will the data (measures or observations) be collected?

DO



Observations:

Record observations not part of the plan:

Did you need to tweak the original Plan?

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Begin analysis of data (graph of the data, picture):

Institute for Healthcare Improvement [IHI]. (2015). Open school: Lesson 1: Using a PDSA template for tests of change. Retrieved November 19, 2015 from http://app.ihi.org/lms/lessonpageworkflow.aspx?CatalogGuid=5b5c79b8-f019-442c-a199-de2041cdfbf5&CourseGuid=7ef37a50-827f-477b-b603-9b4eef065fe6&LessonGuid=d3ec915f-2bd3-4cdf-9ce5-1899ad0f8dac

Adapted for MHSC with written electronic mail permission from Gina at openschool@IHI.org received November 15, 2015. Reviewed 6/19/2017





STUDY



**Questions:** Copy and paste Questions and Predictions from Plan above and evaluate learning. Complete analysis of the data. Insert graphic analysis whenever possible.

1. Prediction:

Learning (Comparison of questions, predictions, and analysis of data):

2. Prediction:

Learning (Comparison of questions, predictions, and analysis of data):

3. Prediction:

Learning (Comparison of questions, predictions, and analysis of data):

4. Prediction:

Learning (Comparison of questions, predictions, and analysis of data):

Summary (Look at your data. Did the change lead to improvement? Why or why not?):

ACT



Describe next PDSA Cycle: Based on the learning in "Study," what is your next test?

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Act



# **PDSA Worksheet for Testing Change**

Aim: (overall goal you wish to achieve)

Describe your first (or next) test of change:		Person responsible	When to be done	Where to b
List the tasks needed to set up this test of change		Person responsible	When to be done	Where to b
Predict what will happen when the test is carried out	Measures to	determine if pre	diction succe	eds
Describe what actually happened when you ran the test	I			

Institute for Healthcare Improvement [IHI]. (2015). Plan-Do-Study-Act (PDSA) Worksheet. Retrieved November 17, 2015 from <a href="http://www.ihi.org/resources/Pages/Tools/PlanDoStudyActWorksheet.aspx">http://www.ihi.org/resources/Pages/Tools/PlanDoStudyActWorksheet.aspx</a>
Adapted for MHSC with written electronic mail permission from Gina at openschool@IHI org received November 15, 2015

Describe what modifications to the plan will be made for the next cycle from what you learned

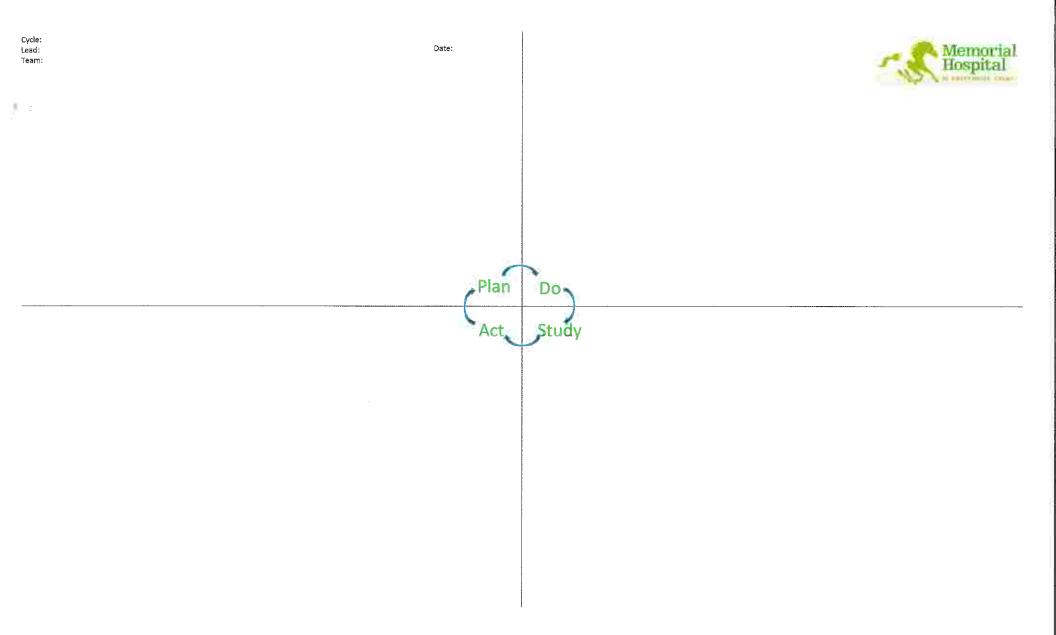
Adapted for MHSC with written electronic mail permission from Gina at openschool@IHI.org received November 15, 2015. Reviewed 6/19/2017

C 14	9/201	٠





Title:			AA 11					and Andrew 1 of District Conditions and State 1989 1989 1989 and Andrew			
Team:						-	Lead(s):				
Scope:				Physic	ian Champion(s):	: [				:	
1   OESINE Continue Cont Cont April	AND MOLITON	Hariston Dale	\taumr	Sill	129 201e	, rue 2010;	G1 201)	G2 201T	0.9 2017		
	EM AND GOAL STATEMENTS ISN	ANT Garage		5.1 fM	PACT						
all ANALYS	SIS AND INVESTIGATION			4 ( IIV	PROVEMENT DES	SIGN AND IMPLE	MENTATION				





# Quality Committee Meeting Memorial Hospital of Sweetwater County September 19, 2017

Present: Clayton Radakovich, Taylor Jones, Amanda Molski, Dr. Barbara Sowada, Dr. Kristy

Nielson, Dr. Christian Theodosis, Kari Quickenden, Irene Richardson, Dr. David Liu,

Suzanne Campbell, Jodi Corley

Absent/Excused: Tracie Soller, Kerry Marshall,

Chair: Taylor Jones

### **Minutes**

Minutes were not available for approval; they will be brought forth next month for approval.

### **Risk Management**

Mr. Radakovich brought forth a potential patient risk for discussion.

### **ED Throughput**

Ms. Molski reported the numbers and Dr. Theodosis reiterated the statistics were good, although the volumes were down. The team continues to work on initiatives. Dr. Sowada questioned that providers were being called every 30 minutes for orders. The team explained that we are working on this process and bringing the Hospitalist on board. Dr. Theodosis noted some of the issues both with statistics and providers is some work arounds with the computer system. Ms. Molski will bring flow charts next month for review.

# Strategy and Vision for Quality

Ms. Molski presented a PowerPoint explaining the vision and goal for the Quality Team. (See attached) Collectively the Senior Leadership and Board will look into contributing a Newsletter that will highlight the Organizational Chart, outlining duties, including plans and updates. This will be reiterated with Leadership rounding.

### **Quality Charter**

Committee reviewed the Quality Board Charter, (see attached). Ms. Campbell will rework one section then the Quality Board Charter will be brought to the Board for final approval.

### **Old Business**

No old business was brought forth for discussion.

### **New Business**

No new business was brought forth for discussion.

**Adjournment** The meeting adjourned at 11:00 a.m.

Next Meeting Wednesday, October 18, 2017, 08:30 am, Classroom 1 & 2

Respectfully Submitted,

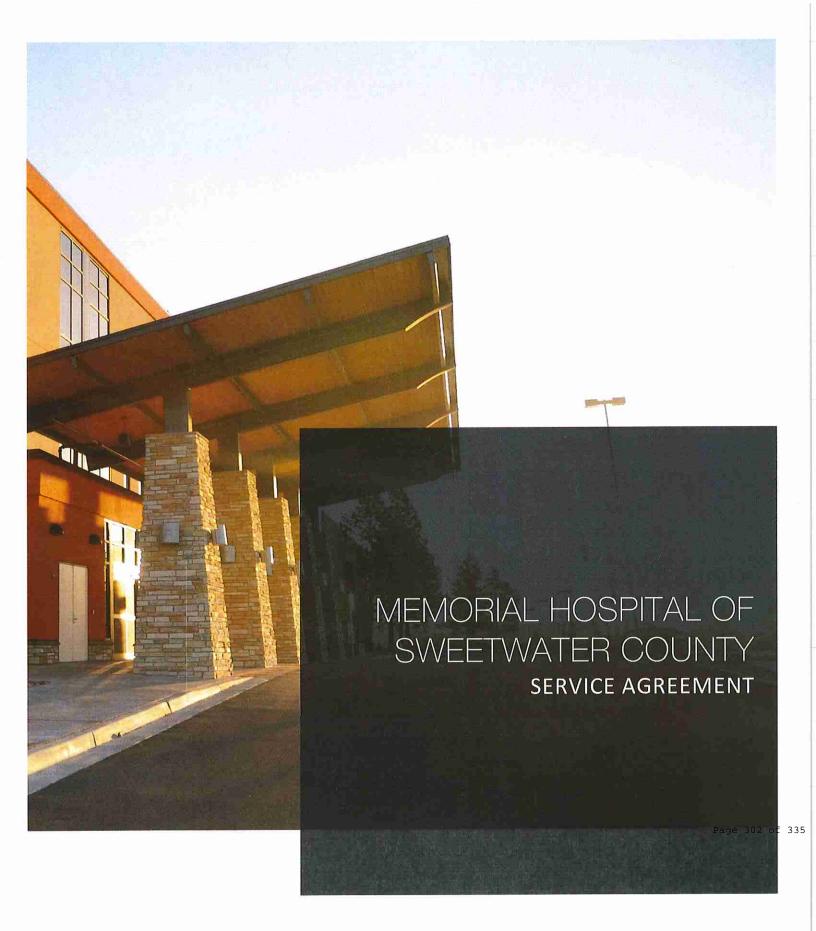
Robin Fife, Recording Secretary

# **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 is ready for Board approval.

- 1. Name of Contract: RUMOR Service Agreement
- 2. Purpose of contract, including scope and description: Service agreement with Rumor to manage facebook, Bing and Google ads. This company built some of the content on these sites for the hospital so we are also contracting with them for creative content. Previously the management of fb, Google and Bing was being paid separately through the hospital credit card. This will now all be bundled into one monthly bill for the same amount we were paying separately for each service.
- 3. Date of contract execution: 11/1/2017
- 4. Date of contract expiration: One year.
- 5. **Rights of renewal and termination:** After initial one year November 1, 2018 turns into month to month unless we give 30 days written notice of termination.
- 6. Monetary costs: \$6000.00 month
- 7. Included in Department Budget: YES
- 8. Extraneous costs associated with contract: NO
- 9. Let for bid, if appropriate:
- 10. County Attorney reviewed (if applicable):
- 11. In-house Counsel Reviewed: YES

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# DIGITAL MARKETING SERVICE AGREEMENT

### Online Marketing Services Program

This RUMOR Online Marketing Services Program Order Form ("Order Form") is made and entered into as of the effective date specified between RUMOR (hereinafter "Company") and the Client named above (herein "Client").

Client hereby retains Company, and Company hereby agrees to provide the Client an Online Marketing Services Program ("Program") listed in the table below and summarized herein, as more fully described in the RUMOR Services Proposal (the "Proposal"), which has been accepted by Client, subject only to any agreed upon modifications set forth herein.

Client gives Company permission to bill Client six thousand (\$6,000.00) per month. Invoices will be pre-billed on the first day of each month. Client is given 30 days from the first of every month to pay the due amount. Client hereby agrees to pay the \$6,000.00 monthly installment within the agreed upon terms. Company may charge Client any outstanding amounts and, in the case of delinquent payments, interest and other charges set forth in the Agreement, any credit card processing fees, and a five percent (5%) late fee. Interest and penalties shall be compounded until paid in full.

#### Online Marketing Service Agreement

Online Marketing Description (Ongoing month-to-month)	Monthly Budget
Facebook & Google AdWords Management	\$1,500.00
Ad Creative	\$500.00
Facebook Ad Spend	\$2,000.00
Google AdWords Ad Spend	\$2,000.00
Monthly Payment Agreement	\$6,000.00

<sup>\*</sup> Google AdWords and Facebook budgets will be allowed to fluctuate periodically under this Agreement as directed in writing by the Client. Ad spend will be attached to Company Credit Card and drawn direct from Google/Facebook monthly based on agreed on budget per platform. RUMOR Service Agreement is not calculated on ad spend.

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# DIGITAL MARKETING SERVICE AGREEMENT

### Services Renewal

Services are provided under the terms and conditions of the Online Marketing Services Program Agreement (the "Agreement") located on following pages, which is incorporated fully herein by this reference. Terms not defined in this Order Form shall have the same meanings as those reflected in the Agreement.

Client's subscription to the Services hereunder will automatically renew at the expiration of the initial term to month-to-month periods at the monthly rate for the described Program. Should Client wish to terminate their subscription of Services after the initial term, Client shall give the Company thirty (30) days advance written notice of termination, which cannot be submitted until after the non-cancellable period of Client's initial term of Services herein. Upon termination of Client's Services, any and all outstanding charges and other costs and expenses owed pursuant to their Services shall be immediately due and payable by Client to Company.

Client's initials below indicate acceptance of the Service Agreement and Terms and Conditions.

### Online Marketing Terms and Conditions

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# **TERMS AND CONDITIONS**

Thank you for choosing RUMOR. This Online Marketing Services Agreement (the "Agreement") is between RUMOR Advertising (hereinafter "Company") and the Client named on one or more Online Marketing Services Proposal Order Forms ("Proposal"). Each Proposal is subject to the General Terms and Conditions set forth below which are fully incorporated in each Order Form by this reference.

### 1. TERMS OF AGREEMENT

- a) **Exclusivity**. Company will perform, on an exclusive basis, all online marketing tasks for Client set forth in the Proposal. Client hereby authorizes Company to act on its behalf on all online marketing matters.
- b) Term of Agreement. In the absence of a contrary provision in the Proposal, and subject to the termination provisions herein, Client authorizes Company to act on its behalf for the term of this Agreement commencing on the Effective Date in the first Proposal (the "Initial Term"). If not sooner terminated, the term of this Agreement will automatically renew to month-to-month periods following the conclusion of the Initial Term.
- c) No Services without Execution of Agreement. Company shall not perform online marketing services on behalf of Client unless and until Client executes, agrees to and enters into this Agreement.
- d) **Budget.** Company will not exceed Client's budget for a campaign or project, as set forth in the Proposal, without first obtaining written permission from Client.
- e) **Notification.** Client agrees to notify and to permit Company to notify, on its behalf, any online marketing entities to inform them of Client's selection of Company as its Agent. Client further agrees to notify and direct all online marketing solicitations to Company.
- f) Client Approval. Client shall be responsible for approving all material, including the accuracy of its content (including any representations, claims, offers, promises, guarantees and contact information) before it is published or forwarded to an online service providers. The Company will use its best reasonable efforts to prepare accurate information during the design and development process, subject to Client's final responsibility to proof and confirm that the content is accurate.

### 2. PAYMENT AND BILLING TERMS AND CONDITIONS

- a) Time. Unless otherwise set forth in the Proposal, all payments for online marketing services are to be paid in advance by Client to Company, as invoiced by Company, before any online marketing services are provided, purchased, or implemented.
- b) Materiality. Time is of the essence with this Agreement. Payment dates are a material term of this Agreement. Upon Client's failure to make timely payment, Company, in its own discretion, may immediately discontinue further performance under, or terminate, this Agreement.

Graphic Design. At client's request or as necessary to implement online marketing campaigns outside scope of Proposal, Company will provide graphic design services to client. Client agrees to pay \$150 for each hour of graphic design services performed for, or on behalf of, Client by Company and Company's employees, consultants, contractors and agents.

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- d) Web Development. At client's request, or as necessary to maintain or implement website design or development outside scope of Proposal, Company will provide web development services to client. Client agrees to pay \$150 for each hour of web development services performed for, or on behalf of, Client by Company and Company's employees, consultants, contractors and agents.
- e) Right to Modify Terms of Payment. Upon reasonable belief of Company that Client's credit has been impaired, Company may request adequate assurances from Client verifying Client's ability to pay on an ongoing basis. In the absence of reasonable assurances, Company may request advance payment and an additional retainer against estimates of future service fees for a period of three (3) months. If the parties do not agree on such modified payment terms, Company may terminate the Agreement.
- Billing and Collection. Company will invoice Client monthly unless otherwise provided in the Proposal. Any invoice or payment that is delinquent for more than fifteen (15) days may, in the Company's sole discretion, be subject to interest at the rate of 1.5% per month (18% per annum) from the original due date or the highest rate allowable under applicable law, whichever is less. If any balance remains unpaid for a period of thirty (30) days, Company may terminate the agreement immediately and endeavor to collect any outstanding balance by means of applicable legal procedures, including without limitation, referral to a collection agency or institution of legal proceedings. Client shall be responsible for all collection costs, including actual reasonable collection fees of 35% and attorney's fees.
- Credit Card Charges. If the applicable Proposal specifies that payment will be made by commercial or personal credit card specified by Client, Company may charge the client's credit card on file with the Company for the full amount, plus any outstanding amounts, in the case of delinquent payments, interest and other charges set forth in the Agreement, any credit card processing fees, and a five percent (5%) late fee. Interest and penalties shall be compounded until paid in full.

### 3. TERMINATION

- Non-cancellable Period. Should Client wish to terminate this Agreement after the initial contract term as noted in Proposal (non-cancellable period), Client shall give the Company thirty (30) days advance written notice of termination, which cannot be submitted until after the non-cancellable period.
- b) Mid-month Cancellation. Client cancelling mid-month will still be responsible for paying the month in full by Client to Company, as invoiced by Company. Upon termination of this Agreement, any and all outstanding media, marketing, graphic design and web maintenance and design and other costs and expenses owed pursuant to this Page 306 of 335 Agreement shall be immediately due and payable by Client to Company.
- By Client. If Client terminates this Agreement prior to its expiration, Client shall pay Company the agreed upon rate for services (including preparatory work) provided to Client or contracted for by the Company on Client's behalf through the date of termination plus any applicable penalties, liquidated damages, costs and expenses incurred by Company resulting from termination including, but not limited to, expenses incurred in connection with the cancellation of media purchases and contracts and web hosting or servicing contracts.



- d) By Company. If Company terminates this Agreement prior to its expiration (other than for cause), and Company and Client cannot agree on a satisfactory substitute day or time for continuance of services covered by this Agreement at rates upon which this Agreement is based, Client shall pay Company for only services made through the date of termination without penalty; that is, Client shall have the benefit of the same discounts which it would have earned had it been allowed to complete the contract in the event of termination hereunder.
- Website Design and Implementation. The Company invests a great deal of time and effort into creating a one-ofa-kind website that is specifically designed for the Client; therefore, the website design and implementation service fees are not refundable or cancellable. Upon termination of this Agreement, any and all outstanding graphic design, web maintenance and design and other costs and expenses owed pursuant to this Agreement shall be immediately due and payable by Client to Company.

#### 4. EFFECT OF BREACH

- a) By Client. Company shall have the right to terminate this Agreement at any time following default by Client in the payment of amounts owed, as set forth in the applicable Proposal, or any other material breach of the terms of this Agreement that remains uncured following a thirty (30) day written notice of such breach. Upon termination, all amounts then owed by Client pursuant to this Agreement shall become immediately due and payable.
- b) By Company. If Client terminates this Agreement based upon Company's material breach of the terms of this Agreement, which breach remains uncured following a thirty (30) day written notice of such breach, Company's liability shall be limited to the payment, as liquidated damages, of a net sum equal to Client's actual noncancellable costs incurred by Client for the online marketing services for the remainder of the term of the Agreement.

### 5. NATURAL AND UNAVOIDABLE CATASTROPHES

If, due to public emergency or necessity, force majeure, restriction imposed by law, acts of God, labor disputes, or for any other cause reasonably beyond Company's control, Company is unable to perform online marketing or advertise as agreed pursuant to this Agreement, Company shall not be liable to Client or any other party for the damages incurred in connection with such failure.

#### 6. SUBSTITUTION OF ONLINE PROGRAM

Company may substitute or accept substitution of online marketing programs on the condition substitution meets the requirements of the marketing campaigns required pursuant to this Agreement and the applicable Proposal.

### 7. THIRD-PARTY SERVICES AND CONTRACTORS

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Unless otherwise noted on the face of this Agreement or applicable Proposal, all online marketing fees incurred for thirdparty services shall be invoiced by Company and paid by Client in advance.

#### 8. INDEMNIFICATION

TO THE MAXIMUM EXTENT PERMITTED BY LAW, CLIENT AGREES TO DEFEND, INDEMNIFY AND HOLD HARMLESS COMPANY, ITS AFFILIATES, AND THEIR RESPECTIVE DIRECTORS, OFFICERS, EMPLOYEES AND AGENTS FROM AND AGAINST ANY AND ALL



CLAIMS, ACTIONS, SUITS OR PROCEEDINGS, AS WELL AS ANY AND ALL LOSSES, LIABILITIES, DAMAGES, COSTS AND EXPENSES, INCLUDING ACTUAL REASONABLE ATTORNEYS FEES, (COLLECTIVELY "CLAIMS") TO THE EXTENT SUCH CLAIMS ARISE FROM OR IN ANY MANNER RELATED (DIRECTLY OR INDIRECTLY) TO ANY WORK PERFORMED OR SERVICES PROVIDED UNDER THIS AGREEMENT; THE CONTENT OF ANY WEBSITES, ONLINE MARKETING, ADVERTISING OR MARKETING ADS, COPY AND MATERIALS PREPARED BY COMPANY FOR OR ON BEHALF OF CLIENT; ANY BREACH OF AN AGREEMENT BETWEEN CLIENT AND A THIRD-PARTY; ANY VIOLATION OF ANY FEDERAL, STATE, OR LOCAL LAW OR REGULATIONS; OR A THIRD PARTY; AND ANY BREACH OF THE TERMS OF THIS AGREEMENT BY CLIENT.

#### 9. GENERAL

- a) Online Marketing Responsiveness. To the best of Company's ability, Company will place the online marketing ads covered by this Agreement or on the days and/or approximate times provided in an applicable Proposal.
- b) Assignment and Waiver. This Agreement and all applicable Proposals may not be assigned or transferred by Client without first obtaining the written consent of Company; nor may Company be required to perform online marketing services hereunder for the benefit of anyone other than Client. The failure of either party to enforce any rights granted hereunder shall not be deemed a waiver by that party as to subsequent enforcement of rights or subsequent actions in the event of future breach.
- c) Governing Law, Venue, and Jurisdiction. This Agreement shall be governed by the laws of the State of Utah. The exclusive venue for any litigation or court action arising out of or related to this Agreement shall be in the state and federal courts located in Salt Lake County, Utah. Company and Client consent to the jurisdiction of the courts located in Salt Lake County, Utah for all litigation and court action arising out of or related to this Agreement. The parties acknowledge and agree that the provision of certain Services under this Agreement and applicable Proposals may be subject to the Rules and Regulations and the administrative decisions of the Federal Communications Commission made pursuant to its quasi-legislative and quasi-judicial powers.
- d) **Joint Drafting.** Both Company and Client have had the opportunity to review and recommend changes to this Agreement and applicable Proposals to seek professional input as desired. Ambiguities of intent or language shall not be construed against either party.
- e) **Severability**. If any part of this Agreement is unenforceable, the remainder of this Agreement will continue in full force and effect.
- f) Entire Agreement. This Agreement and Proposals contain the entire agreement between the parties relating to the subject matter herein contained. This Agreement may be changed by Company at any time without prior notice.

### Page 308 of 335

#### 10. TRANSFER OF AGREEMENT

Client may not assign or transfer this Agreement, in whole or in part without the prior written consent of Company. In the event that Client contemplates whole or partial sale of its business, ownership change, or change in jurisdiction, Client shall notify Company by mail, facsimile or email no less than 60 days prior to the effective date of the event.

# **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 is ready for Board approval.

- 1. Name of Contract: DEX White pages and yellow directory listings
- 2. **Purpose of contract, including scope and description**: Breakdown of content in DEX directory. One bill is for white pages for Cancer Center, second bill is white pages for MHSC and then 3<sup>rd</sup> bill shows each listing under physicians in yellow directory section.
- 3. Date of contract execution: 10/16/2017
- 4. **Date of contract expiration**: Dex Directory is issued in January a new contract next fall
- 5. **Rights of renewal and termination:** Not applicable here as this is pay up front for listings in white pages. If we don't pay the invoices then the names and ads will not be part of DEX 2018.
- 6. **Monetary costs:** \$1293.50 for first bill, second bill \$2187.25 and third is \$10283.00 for total of **\$13763.00** last year bill for DEX was \$16,630.
- 7. Included in Department Budget: YES
- 8. Extraneous costs associated with contract: NO
- 9. **Let for bid, if appropriate**:
- 10. County Attorney reviewed (if applicable):
- 11. In-house Counsel Reviewed: YES

CLIENT: Memorial Hospital of Sweetwater County TELEPHONE: 307 362-3711 ADDRESS: 1200 College Dr. Rock Springs, WY 82901 1880-32 CLIENT #: **DIRECTORY INFORMATION:** DIRECTORY: Rock Springs / Green River 083655 CODE: CLOSE DATE: 10/16/2017 ISSUE DATE: 1/1/18 - 13 month directory PUBLISHER: DEX Rate **New Annual** New Item Classification White Pages 230.75 **WBLN** Sweetwater Regional Cancer Center:Hematology-Oncology 1180 College Drive Rock Springs 307 382-2234 230.75 **WBLN** Sweetwater Regional Cancer Center:Radiation Oncology 1180 College Drive Rock Springs 307 212-7760 Physicians & Surgeons - MD - Cancer (Oncology) Sweetwater Regional Cancer Center 832.00 3HSA 1180 College Drive Rock Springs 307 212-7760 TOTAL: \$ 1,293.50 Irene Richardson Date Interim CEO

**CLIENT INFORMATION:** 

# **CLIENT INFORMATION:**

CLIENT: Memorial Hospital of Sweetwater County

TELEPHONE: 307 362-3711 ADDRESS: 1200 College Dr.

Rock Springs, WY 82901

CLIENT #: 1880-32

**DIRECTORY INFORMATION:** 

DIRECTORY: Rock Springs / Green River

CODE: 083655 CLOSE DATE: 10/16/2017

ISSUE DATE: 1/1/18 - 13 month directory

PUBLISHER: DEX

New Item	Classification	Ne	w Annual
WBLN	White Pages Memorial Hospital Of Sweetwater County 1200 College Drive Rock Springs 307 362-3711	\$	230.75
DQC	Hospitals Memorial Hospital Of Sweetwater County 1200 College Drive Rock Springs 307 362-3711	\$	1,956.50
ARL	Memorial Hospital Of Sweetwater County 1200 College Drive Rock Springs 307 362-3711	\$	-

TOTAL: \$ 2,187.25

Rate

Irene Richardson Date

•	CLIENT INFO	ORMATION:		
	CLIENT:	Memorial Hospital of Sweetwater County		V
	TELEPHONE:			•
	ADDRESS:	1200 College Dr.		
	OLIENT "	Rock Springs, WY 82901		
	CLIENT #:	1880-33		
		INFORMATION:		
		Rock Springs / Green River		
	CODE: CLOSE DATE:	083655 40/46/2017		
		1/1/18 - 13 month directory		
	PUBLISHER:			
	COLUMNS:	4		
			F	Rate
	New Item	Classification	New	Annual
		Clinics-Medical		
RL		Memorial Hospital Medical Office and Physician Clinic 1180 College Dr Rock Springs 307 352-8125	\$	136.50
4 D D DI		Mamorial Hamital Family Madicine and Occupational	\$	136.50
ADD RL		Memorial Hospital Family Medicine and Occupational Medicine Clinic	Ψ	100.00
		3000 College Dr Rock Springs		
		307 212-7708		
	•	Dentists - Oral & Maxillofacial Surgery		
DELETE		Shamo, Richard MD	\$	-
		1200 College Dr Rock Springs 307 352-8567		
		Drug Abuse Information & Treatment		
DELETE		Chernyak, Elina DO	\$	-
		1204 Hilltop Dr Ste 106 Rock Springs 307 352-8131		
		Physicians Assistants		
RL		Dolce-Olson, Amy PA-C - Family Medicine	\$	136.50
		3000 College Dr Rock Springs 307 212-7708		
ADD RL		Lehman, Melissa PA-C	\$	136.50
ADD ILL		3000 College Dr Rock Springs	*	
		307 212-7708		
RL		Sanders, Mark PA-C - Family & Occupational Medicine	\$	136.50
		3000 College Dr Rock Springs 307 212-7708		
9/26/2017	, 8:34 PM	Rck Sprgs-Medical Grp DEX Order		

DELETE	Wilk, Ryan PA-C - Family & Occupational Medicine 3000 College Dr Rock Springs 307 212-7708	\$	-
DELETE	Physicians & Surgeons-Medical & Osteopathic (M.D. & D.O.) Bongiorno, Charles MD	\$	_
DELETE	1204 Hilltop Dr Ste 109 Rock Springs 307 352-8161	Ψ	
RL	Bowers, Michael DO 3000 College Dr Rock Springs 307 212-7708	\$	136.50
RL	Brown, Alan MD 1180 College Dr Rock Springs 307 212-7717	\$	136.50
DELETE	Chernyak, Elina DO 1204 Hilltop Dr Ste 106 Rock Springs 307 352-8131	\$	-
DELETE	Chou, Justin MD 1204 Hilltop Dr Ste 109 Rock Springs 307 352-8161	\$	-
ADD RL	Christensen, Cody MD 1180 College Dr Rock Springs 307 362-4200	\$	136.50
RL	Crofts, Brianne MD 1180 College Dr Rock Springs 307 352-8192	\$	136.50
RL .	Curry, Wallace MD 1180 College Dr Rock Springs 307 362-4200	\$	136.50
RL	Dansie, David DO 3000 College Dr Rock Springs 307 212-7708	\$	136.50
RL	Denker, Jacques DO 1180 College Dr Rock Springs 307 352-8545	\$	136.50
RL	Duck, Sigsbee W MD	\$	136.50
9/26/2017, 8:34 PM	Rck Sprgs-Medical Grp DEX Order		

1180 College Dr	Rock	Springs
307 212-7738		

DELETE	Franks, Chad MD 1180 College Dr Rock Springs 307 352-8192	\$ <b>-</b>
DELETE	Gilmartin, Amanda MD 1180 College Dr Rock Springs 307 212-7717	\$ -
DELETE	Gowans, Melissa MD 1180 College Dr Rock Springs 307 212-7717	\$ -
RL	Grewal, Preetpal DO 1180 College Dr Rock Springs 307 352-8383	\$ 136.50
RL	Jamias, Augusto MD 1180 College Dr Rock Springs 307 352-8192	\$ 136.50
RL	Johnson, Jacob DO 3000 College Dr Rock Springs 307 212-7708	\$ 136.50
DELETE	Johnson, Jeffrey MD 1180 College Dr Rock Springs 307 352-8545	\$ -
RL	Kattan, Samer MD 1180 College Dr Rock Springs 307 352-8383	\$ 136.50
RL	Lauridsen, Lawrence DO 3000 College Dr Rock Springs 307 212-7708	\$ 136.50
RL	Liu, David MD 1180 College Dr Rock Springs 307 212-7738	\$ 136.50
RL	Long, Brytton DO 3000 College Dr Rock Springs 307 212-7708	\$ 136.50

DELETE		Mitchell, Jolene DO 3000 College Dr Rock Springs 307 212-7708	\$ -
RL		Nicholas, Zachary MD 1180 College Dr Rock Springs 307 212-7760	\$ 136.50
RL		Neupane, Pritam MD - Pulmonology 1180 College Dr Rock Springs 307 352-8192	\$ 136.50
RL	CHANGE	Oliver, Joseph J MD 1180 College Dr Rock Springs 307 352-8291	\$ 136.50
RL	CHANGE	Pawar, Rahul MD 1180 College Dr Rock Springs 307 212-7711	\$ 136.50
DELETE		Sarette, William MD 1180 College Dr Rock Springs 307 212-7717	\$ -
DELETE		Shamo, Richard MD 1200 College Dr Rock Springs 307 352-8567	\$ -
ADD RL		Stewart, Israel DO 3000 College Dr Rock Springs 307 212-7570	\$ 136.50
ARL		Memorial Hospital Medical Office & Physician Clinic 1180 College Dr Rock Springs 307 352-8125	\$ -
DQC		Memorial Hospital Medical Office & Physician Clinic 1180 College Dr Rock Springs 307 352-8125	\$ 1,956.50
RL		Veronese, Wagner MD 1180 College Dr Rock Springs 307 352-8383	\$ 136.50
DELETE		Wakim, Jad MD 1180 College Dr Rock Springs 307 382-2234	\$ -

RL	Wheeler, Jeffery MD 1180 College Dr Rock Springs 307 352-8383	\$ 136.50
DELETE	Wilk, Ryan PA-C 3000 College Dr Rock Springs 307 212-7708	\$ -
RL	PHYSICIANS & SURGEONS MD & DO-ALLERGY & IMMUNOLOGY  Duck, Sigsbee W MD  1180 College Dr Rock Springs 307 212-7738	\$ 136.50
	PHYSICIANS & SURGEONS MD & DO-COLON &	
RL	RECTUM Crofts, Brianne MD 1180 College Dr Rock Springs 307 352-8192	\$ 136.50
DELETE	Franks, Chad MD 1180 College Dr Rock Springs 307 352-8192	\$ -
RL	Jamias, Augusto MD 1180 College Dr Rock Springs 307 352-8192	\$ 136.50
	PHYSICIANS & SURGEONS MD & DO-EAR NOSE & THROAT	
RL	Duck, Sigsbee W MD 1180 College Dr Rock Springs 307 212-7738	\$ 136.50
RL	Liu, David MD 1180 College Dr Rock Springs 307 212-7738	\$ 136.50
	PHYSICIANS & SURGEONS MD & DO-FAMILY MEDICINE	
RL	Bowers, Michael DO 3000 College Dr Rock Springs 307 212-7708	\$ 136.50
RL	Dansie, David DO 3000 College Dr Rock Springs 307 212-7708	\$ 136.50

RL	Johnson, Jacob DO 3000 College Dr Rock Springs 307 212-7708	\$ 136.50
RL	Lauridsen, Lawrence DO 3000 College Dr Rock Springs 307 212-7708	\$ 136.50
RL	Long, Brytton DO 3000 College Dr Rock Springs 307 212-7708	\$ 136.50
DELETE	Sanders, Mark PA-C 3000 College Dr Rock Springs 307 212-7708	\$ -
ADD RL	Stewart, Israel DO 3000 College Dr Rock Springs 307 212-7570	\$ 136.50
	PHYSICIANS & SURGEONS MD & DO-	
RL	GYNECOLOGY Grewal, Preetpal DO 1180 College Dr Rock Springs 307 352-8383	\$ 136.50
RL	Kattan, Samer MD 1180 College Dr Rock Springs 307 352-8383	\$ 136.50
RL	Veronese, Wagner MD 1180 College Dr Rock Springs 307 352-8383	\$ 136.50
RL	Wheeler, Jeffery MD 1180 College Dr Rock Springs 307 352-8383	\$ 136.50
	PHYSICIANS & SURGEONS MD & DO-PULMONARY MEDICINE	
RL	Neupane, Pritam MD 1180 College Dr Rock Springs 307 352-8192	\$ 136.50
	PHYSICIANS & SURGEONS MD & DO-OBSTETRICS	
RL	Grewal, Preetpal DO 1180 College Dr Rock Springs	\$ 136.50
9/26/2017, 8:34 PM	Rck Sprgs-Medical Grp DEX Order	

# 307 352-8383

RL	Kattan, Samer MD 1180 College Dr Rock Springs 307 352-8383	\$	136.50
RL	Veronese, Wagner MD 1180 College Dr Rock Springs 307 352-8383	\$	136.50
RL	Wheeler, Jeffery MD 1180 College Dr Rock Springs 307 352-8383	\$	136.50
	PHYSICIANS & SURGEONS MD & DO-BLOOD (HEMATOLOGY)		
DELETE	Wakim, Jad MD 1180 College Dr Rock Springs 307 382-2234	\$	-
	PHYSICIANS & SURGEONS MD & DO- NEPHROLOGY		
RL	Pawar, Rahul MD 1180 College Dr Rock Springs 307 352-8192	\$	136.50
	PHYSICIANS & SURGEONS MD & DO-		
RL	PHYSICIANS & SURGEONS MD & DO- OCCUPATIONAL MEDICINE Johnson, Jacob DO 3000 College Dr Rock Springs 307 212-7708	\$	136.50
RL ADD RL	OCCUPATIONAL MEDICINE Johnson, Jacob DO 3000 College Dr Rock Springs	\$	136.50 136.50
	OCCUPATIONAL MEDICINE Johnson, Jacob DO 3000 College Dr Rock Springs 307 212-7708  Lauridsen, Lawrence DO 3000 College Dr Rock Springs	·	
ADD RL	OCCUPATIONAL MEDICINE Johnson, Jacob DO 3000 College Dr Rock Springs 307 212-7708  Lauridsen, Lawrence DO 3000 College Dr Rock Springs 307 212-7708  Long, Brytton DO 3000 College Dr Rock Springs	\$	136.50
ADD RL	OCCUPATIONAL MEDICINE Johnson, Jacob DO 3000 College Dr Rock Springs 307 212-7708  Lauridsen, Lawrence DO 3000 College Dr Rock Springs 307 212-7708  Long, Brytton DO 3000 College Dr Rock Springs 307 212-7708  Mitchell, Jolene DO 3000 College Dr Rock Springs	<b>\$</b>	136.50

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DELETE		Wilk, Ryan PA-C .3000 College Dr Rock Springs 307 212-7708	\$ -
		PHYSICIANS & SURGEONS MD & DO-ONCOLOGY (CANCER)	
RL		Nicholas, Zachary MD 1180 College Dr Rock Springs 307 212-7760	\$ 136.50
DELETE		Wakim, Jad MD 1180 College Dr Rock Springs 307 382-2234	\$ -
		Physicians & Surgeons-Medical & Osteopathic (M.D. & D.O.) Orthopedic (Bone & Joint)	
RL		Denker, Jacques DO 1180 College Dr Rock Springs 307 352-8545	\$ 136.50
DELETE		Johnson, Jeffrey MD 1180 College Dr Rock Springs 307 352-8545	\$ -
RL	CHANGE	Oliver, Joseph J MD 1180 College Dr Rock Springs 307 352-8291	\$ 136.50
		PHYSICIANS & SURGEONS MD & DO-PEDIATRICS	
RL		Brown, Alan MD 1180 College Dr Rock Springs 307 212-7717	\$ 136.50
DELETE		Gilmartin, Amanda MD 1180 College Dr Rock Springs 307 212-7717	\$ -
DELETE		Gowans, Melissa MD 1180 College Dr Rock Springs 307 212-7717	\$ -
DELETE		Sarette, William MD 1180 College Dr Rock Springs 307 212-7717	\$ <del>-</del>
		PHYSICIANS & SURGEONS MD & DO-	

PHYSICIANS & SURGEONS MD & DO-PSYCHIATRY, GENERAL

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Rck Sprgs-Medical Grp DEX Order

DELETE	Bongiorno, Charles MD 1204 Hilltop Dr Ste 109 Rock Springs 307 352-8161	\$ -
DELETE	Chou, Justin MD 1204 Hilltop Dr Ste 109 Rock Springs 307 352-8161	\$ -
·	PHYSICIANS & SURGEONS MD & DO-PULMONARY DISEASES (Heading not available) Neupane, Pritam MD 1180 College Dr Rock Springs 307 352-8192	
	PHYSICIANS & SURGEONS MD & DO- SURGERY GENERAL	
RL	Crofts, Brianne MD 1180 College Dr Rock Springs 307 352-8192	\$ 136.50
DELETE	Franks, Chad MD 1180 College Dr Rock Springs 307 352-8192	\$ -
RL	Jamias, Augusto MD 1180 College Dr Rock Springs 307 352-8192	\$ 136.50
	Physicians & Surgeons-Medical & Osteopathic (M.D. & D.O.) Urology	
ADD RL	Christensen, Cody MD 1180 College Dr Rock Springs 307 362-4200	\$ 136.50
RĻ	Curry, Wallace MD 1180 College Dr Rock Springs 307 362-4200	\$ 136.50
	Social Workers	400 -0
DELETE	Jacquez, Jacob LCSW 1204 Hilltop Dr Ste 106 Rock Springs 307 352-8131	\$ 136.50
DELETE	Wilkinson, Rachel LCSW 1204 Hilltop Dr Ste 106 Rock Springs 307 352-8131	\$ 136.50
	TOTAL:	\$ 10,283.00

Irene Richardson	Date
Interim CEO	

# **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 is ready for Board approval.

- 1. Name of Contract: Cephid--Gene Xpert Service Agreement
- 2. Purpose of contract, including scope and description: Service Agreement for the Cepheid GeneXpert which is a molecular diagnostic machine used in the lab. It is a diagnostic platform for MRSA nasal, C. Diff, Chlamydia and gonorrhea-- provides quicker turnaround time for clinicians. Greatly increases patient care as ED needs to know if patient has one of the above issues before they are released. Previously it was sent out and it took 72 hours to get results. Have 2 analyzers--one we purchased and the other one is from College Hill. If didn't have the service agreement would have to pay for travel time to come to the hospital from California and replace modules. Had to replace 3 modules already and they were under the service agreement. It does go down on occasion and we can't afford not to have it.
- 3. Date of contract execution: 11/23/2017
- 4. Date of contract expiration: 11/22/2018
- 5. **Rights of renewal and termination**: only a one year agreement. Only provided with one year option. Termination provisions not pertinent in this case.
- **6. Monetary costs**: service agreement on each analyzer one is \$6900. One is \$4700.00 for a total of \$11,600.00

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- 7. Included in Department Budget: Yes
- 8. Extraneous costs associated with contract: None

- 9. **Let for bid, if appropriate**: It is a proprietary product no one else will work on it.
  - 10. County Attorney reviewed (if applicable):
  - 11. In-house Counsel Reviewed: YES



Cepheid US

904 Caribbean Dr

Sunnyvale CA 94089

**USA** 

**Quote Number** 

Quote Date

Quote Expire

Print Date

CON-00000114 v2.0

08/31/2017

11/29/2017

09/20/2017 14:39:08

Phone

Fax

(888) 838-3222

(408) 716-2442

Email

service.agreements@cepheid.com

Payment Terms

Net 30 Days

Sold To

Ship To

1000006119

Memorial Hospital of Sweetwater County

1200 College Dr

Rock Springs WY 82901-5868

USA

1000006119

Memorial Hospital of

1200 College Dr

Rock Springs WY 82901-5868

USA

Revised Quote 2nd Line item added S/N:801862.

Notes:

Please contract Alex Rodriguez for any questions at 408-400-8475. Thank you.

No contrary or additional terms or conditions contained on the purchase order shall apply. Applicable taxes will be applied on final invoice. PLEASE ENSURE PURCHASE ORDER COVERS VALUE OF CONTRACT VALUE AND APPLICABLE TAXES.

Line	Item Number	Serial Number	Start Date	End Date	Qty	Net Price	Discount	Extended Price
1	GX44A1Y	808675	11/23/2017	11/22/2018	12.00	USD 6,900		USD 6,900.00
2	GX42A1Y	801862	11/23/2017	11/22/2018	12.00	USD 4,700		USD 4,700.00

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Total Extended Price: USD 11,600.00



### ADVANTAGE LEVEL SERVICE AGREEMENT INCLUDES:

24x7 Phone Support

Onsite 5x10 hours (8AM – 6PM)

Annual Preventative Maintenance Check-up performed by Field Service Engineer

Includes Parts, Labor & Travel

Software Upgrades included

98% Uptime Guarantee

Advantage Service Agreement for GeneXpert s/n: 808675,801862

Acceptance of any Purchase Order is Subject to Customer's Acceptance of Cepheid's Terms and Conditions.

Customer's Purchase Order Must Indicate Quote: CQN-00000114

Please send a copy of your approved purchase order to: service.agreements@cepheid.com or via fax to: (408) 716-2442

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This Service Agreement (the "Agreement") is entered into this 31th day of August, 2017 between Cepheid, with offices at 904 Caribbean Drive, Sunnyvale, CA 94089 and Customer Memorial Hospital of Sweetwater County

**Agreement Type Quoted: Renewal** 

	G. d. D. Warrel	Period of Co	Service Plan	
GeneXpert System Configuration	Serial Number	Start Date	End Date	Service Fian
GXIV-4	808675	11/23/2017	11/22/2018	GX44A1Y
GXIV-2	801862	11/23/2017	11/22/2018	GX42A1Y

The instrument listed above is herein referred as "Equipment".

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Advantage Plus  - FSE On-Site Annual Preventative Maintenance  - Annual on-site service visit by trained field service engineer (FSE) to conduct Preventative Maintenance (PM), including:  - Replace worn module ejectors - Lubricate moving parts - Replace fan filters - Brush clean module optics - Replace automation batteries (if necessary) - Xpert Check - Loaner system at no additional charge*** - One Wellness visit****  - PSE On-Site Annual Preventative Maintenance - Annual on-site service visit by trained field service engineer (FSE) to conduct Preventative	<u>Plan*</u>	Onsite Coverage*	<u>Key Deliverables*</u>	<u>Uptime</u> <u>Guarantee</u>
FSE On-Site Annual Preventative Maintenance  Annual on-site service visit by trained field service engineer (FSE) to conduct Preventative		<ul> <li>8am to 5pm (local time)</li> <li>Weekend &amp; holiday coverage**</li> </ul>	<ul> <li>Annual on-site service visit by trained field service engineer (FSE) to conduct Preventative Maintenance (PM), including:</li> <li>Replace worn module ejectors</li> <li>Lubricate moving parts</li> <li>Replace fan filters</li> <li>Brush clean module optics</li> <li>Replace automation batteries (if necessary)</li> <li>Xpert Check</li> <li>Loaner system at no additional charge****</li> </ul>	P - 2
Advantage    S days per week	Advantage	■ 8am to 5pm	<ul> <li>Annual on-site service visit by trained field service engineer (FSE) to conduct Preventative Maintenance (PM), including:</li> <li>Replace worn module ejectors</li> <li>Lubricate moving parts</li> <li>Replace fan filters</li> <li>Brush clean module optics</li> <li>Replace automation batteries (if necessary)</li> </ul>	98%

<sup>\*</sup>Under this Agreement, Tech Support, maintenance and repair for covered GeneXpert systems will be prioritized over customers without a service plan. As part of the services offered under this Agreement, Cepheid will provide, at no additional charge, all parts, labor, and return shipping costs associated with GeneXpert/GeneXpert Infinity system repair incurred during the duration of this Agreement. Routine parts replacement includes any device associated with the system, except for parts provided in calibration kits or consumable items such as printer cartridges or other supplies identified in the Operator's Manual. All Plans above include telephone technical support according to Section 8 below. Service visits exclude holidays recognized by Cepheid (list available



upon request). During this Agreement, Customer is entitled to any and all GeneXpert/GeneXpert Infinity system updates (bug fixes etc.) and Cepheid software upgrades (software feature enhancements) at no additional charge. This Agreement does not cover any upgrades to hardware or third party software.

\*\*Weekend and holiday coverage pertains to system down and excludes routine service interventions. Routine service repairs and preventative maintenance will be completed during standard business hours.

\*\*\* In the event that an Advantage Plus customer's Equipment is down for greater than 3 consecutive business days, Cepheid will provide a comparable no charge loaner system for Advantage Plus Customer upon request. Notwithstanding the foregoing, Advantage Plus Customers with Equipment that are Infinity systems will be provided loaner GX16 system(s) at no additional charge with an equivalent number of modules as Advantage Plus Customer's Infinity system.

\*\*\*\*For the purpose of this Agreement, a Wellness visit is an annual scheduled visit to perform preventative maintenance, which includes basic system overview and routine maintenance checks. A Wellness visit does not include Xpert Check.

### TERMS AND CONDITIONS

- 1. This Agreement entitles Customer to preferential consideration for scheduling service for GeneXpert and GeneXpert Infinity systems over service requests from customers who are not covered by a service agreement. As a condition of receiving the Services described herein, Customer shall make reasonable efforts to provide Cepheid with secure internet access to the GeneXpert system(s) to assess the need for repair, provide calibration, and provide software updates. If Customer elects not to provide such access, Cepheid may withhold service or charge Customer for any additional costs incurred by Cepheid that would have been avoided had internet access been provided.
- 2. All system repairs under this Agreement will be performed by Cepheid and/or a third party service provider approved by Cepheid.
- 3. Uptime Guarantee and definition of Downtime

Cepheid offers uptime guarantees with the Advantage and Advantage Plus programs. The uptime guarantee is 98%.

For any calendar quarter during the service agreement Cepheid guarantees that any GeneXpert system covered by this Agreement will maintain the quoted uptime. The uptime will be calculated using the following formula

Uptime=  $((T-TNF) \times 100)/T$ 

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where T is the total number of hours that the system is typically used per quarter (determined by multiplying the number of hours per day that the system is typically in use by 13 weeks in a quarter) and TNF is the number of hours that the system was unable to run tests during time T. If the system is unable to run tests, the system will be considered down. Downtime scheduled for preventative maintenance or any other scheduled event, including downtime scheduled by the customer, will not be included in the calculation of TNF.



Customer will calculate uptime after each calendar quarter. If uptime is less than the guaranteed value, the customer will be compensated an additional week of coverage for a maximum of 1 week per calendar quarter.

1. At Cepheid's sole discretion, parts may be either repaired or replaced with new or reconditioned parts from an Authorized Cepheid Service Center. Parts for which replacements have been provided by Cepheid shall, at Cepheid's option, become the property of Cepheid. Cepheid reserves the right to determine conclusively what repairs are performed on the system.

2. GeneXpert systems or components thereof must not be returned to Cepheid without prior arrangement with Cepheid. Cepheid Service will issue a Return Material Authorization (RMA) number, which must be obtained prior to shipping any item to Cepheid. If a system needs to be returned to Cepheid

for repair, Cepheid will offer a loaner system free of charge.

3. Prior to the arrival of a Cepheid Service Representative or shipment of a system or component thereof to the Cepheid Service Center, Customer must ensure that the system is safe to handle according to Cepheid's procedures described in the applicable Operator Manual. Customer must inform Cepheid of any hazards which may be encountered by Cepheid during the service visit. Customer must provide a completed "Clearance Certificate" from Cepheid with any item shipped to Cepheid. The Clearance Certificate must list all potential biohazards that have been analyzed on the system or to which the system has been exposed.

4. Customer must not attempt to repair or remove parts during the duration of this Agreement without prior written approval from Cepheid. Any such attempt may invalidate this Agreement and/or result in

additional Time and Material charges to Customer.

5. Cepheid will provide telephone technical support through its Technical Support Call Center. Technical Support personnel are available 24hrs per day 7 days per week. **1-888-838-3222**. Holiday coverage is from 10:00 am – 6:00 pm (EST) for January 1<sup>st</sup>, the 4<sup>th</sup> Thursday in November, and December 25<sup>th</sup>.

6. Cepheid will use reasonable efforts to schedule a visit to occur within 2 business days after Technical Support determines the need for on-site service. Advantage Plus Customers, will be prioritized for service on the next available day from Technical Support determining the need for on-site service.

- 7. This Agreement covers only defects arising from normal usage and does not cover malfunctions or failures resulting from: operation in an unsuitable environment, use of the system for purposes other than that for which it was designed, unauthorized attachments, acts of nature, unusual physical or electrical stress, modifications or repairs done by other than a Cepheid or Cepheid-authorized service provider, or misuse, abuse or neglect of the system.
- 8. If this Agreement is entered into after expiration of the original system warranty or expiration or termination of a previous Service Agreement, Cepheid may require a re-instatement inspection before any system(s) can be placed under this Agreement. Cepheid reserves the right to refuse acceptance of this Agreement for any system which, in Cepheid's opinion, has not been properly maintained.

  Page 329 of 335 Cepheid's acceptance of this Agreement may be further contingent upon the completion of repairs or maintenance as required by such inspection. Customer shall pay any re-instatement inspection fee, and the cost of any repairs or maintenance required to bring the system to a level of operation acceptable to Cepheid, as a condition of receiving any benefits under this Agreement.
- 9. All repair work completed by Cepheid's Service Representatives is warranted to have been performed in accordance with industry standards for the greater of 90 days or for the duration of this Agreement. All replacement parts used by Cepheid are warranted to be free from defects in workmanship.



- 10. Except as stated in the immediately preceding paragraph above, Cepheid disclaims all warranties, express or implied, including the implied warranties of merchantability and fitness for a particular purpose.
- 11. If Cepheid does not perform the services provided for in this Agreement, Customer's sole remedy shall be return of any fees or charges paid by Customer in connection with this Agreement.
- 12. Cepheid shall not be liable for any incidental or consequential damages (including lost profits) for breach of any of its obligations under this Agreement, including breach of warranty. Cepheid's total liability under this Agreement shall not exceed the total payments made by Customer to Cepheid under this Agreement.
- 13. Service under this Agreement shall not be transferable and shall be binding on the Parties hereto, their successors and assigns.
- 14. This Agreement is only effective upon signing by Cepheid's Director of Service Operations (or his/her designee) and may only be modified in writing signed by Cepheid and Customer.

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# **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 is ready for Board approval.

- 1. Name of Contract: BD Service Agreement
- 2. Purpose of contract, including scope and description: For the Affirm which is a molecular testing machine that test for organisms that cause infections specifically bacterial vaginitis. Very specific and very quick and much more accurate than what used to use. OB docs requested this machine and really like it.
- 3. **Date of contract execution:** November 1 2017 to October 31, 2020. New machine and was under warranty which expires November of this year. So now need a service agreement for it.
- 4. Date of contract expiration: Three year agreement October 31, 2020
- 5. **Rights of renewal and/or termination**: There isn't any language that prohibits terminating the contract but if we did we wouldn't have the service agreement.
- 6. Monetary costs: \$2100.00 year/\$6300.00 for the 3 year contract
- 7. Included in Department Budget: YES
- 8. Extraneous costs associated with contract: None

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- 9. **Let for bid, if appropriate**: No--proprietary product so only this company can service.
  - 10. County Attorney reviewed (if applicable):
  - 11. In-house Counsel Reviewed: YES



# BD SERVICE AGREEMENT

BD Agreement Number: 8292017MHSWYF

Date: 8/29/2017

This agreement ("Agreement") is by and between Memorial Hospital of Sweetwater County, ("Customer") and BECTON, DICKINSON AND COMPANY, through its BD Diagnostics - Diagnostic Systems business unit ("BD"), each as identified in the applicable signature block below. BD agrees to provide and Customer agrees to pay for the services set forth in this Agreement, all in accordance with the terms and conditions set forth herein. This Agreement is comprised of:

- 1) The attached Service Option Pricing with Standard Terms and Conditions (Exhibit A); and
- 2) The attached Service Terms and Conditions (Exhibit B).

In the event of conflict among the foregoing items, the order of precedence is as numbered above. This Agreement constitutes the complete agreement of the parties relating to BD's services identified in Exhibit A and supersedes all prior oral or written proposals, statements, agreements, commitments, or understandings with respect to the matters provided for herein. The offer of this Agreement expires as stated below unless otherwise indicated. This Agreement is subject to pricing, configuration and credit approval.

Agreement Term:

November 1, 2017 through October 31, 2020

Payment Terms:

Net 30 days

GPO:

N/A

Current Service and or Warranty expires: October 31, 2017

BD offer Expiration Date (if not signed by both parties below): November 30, 2017

Each party has caused this Agreement to be signed by an authorized representative on the date set forth below, the latter of which will be the "Effective Date" of this Agreement.

www.bd.com

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

Becton, Dickinson and Company, through its BD Diagnostics - Diagnostic Systems business unit 7 Loveton Circle Sparks, MD 21152

BD CUSTOMER Agreed To By: Agreed To By: Date: Date: Print Name: Print Name: Print Title: Print Title: PO Number: (A hard copy PO is required for invoicing purposes)

Please return to the following for processing:

Yarlanda Frazier@bd.com For questions call (919) 206-7144

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### Service Option, Pricing and Standard Terms and Conditions

Service. The following reflects Customer's chosen service plan and the annual price to be paid by Customer with respect thereto:

Affirm Instrument 5 Day Single Swap Service \$2,100 per year (plus applicable taxes) to be invoiced and paid annually for a total of \$6,300 (plus applicable taxes) for a 36 month term.

Equipment. The following Equipment will be covered under the chosen service plan for the Agreement Term.

Equipment	Serial Number	Quantity
Affirm Instrument	A549007	1

- Payment Terms. The terms in effect under this Agreement are net thirty (30) days from date of invoice. Invoices thirty (30) days or more past due may be subject to a late charge of 1.5% per month or the maximum permitted by law, whichever is less, from the due date until the date such payment is received by BD.
- Disclosure Requirements. The value of any rebates, discounts or incentives provided to Customer may constitute a "discount or other reduction in price" under Section 1128B(b)(3)(A) of the Social Security Act [42 U.S.C. Sec. 1320a-7b(b)(3)(A)]. Customer shall satisfy any and all requirements imposed on buyers relating to discounts or reductions in price, including, when required by law, to disclose all discounts or other reductions in price received from BD and to accurately report under any state of federal health care program the net cost actually paid by Customer.
- Warranties. All parts supplied by BD during the Equipment warranty period or Service Agreement period are warranted against defects in material and workmanship until the expiration date of the term of the Service Agreement or ninety (90) days, whichever is longer. All service shall be performed in a professional workmanlike manner. BD's sole liability, and Customer's sole and exclusive remedy, under this limited warranty shall be to repair or replace parts found to be defective, and to correct any Service not performed in accordance with the Service Agreement. The warranties do not apply to Equipment and/or parts that have been misused or improperly maintained. THE LIMITED PARTS AND SERVICE WARRANTIES PROVIDED UNDER THIS AGREEMENT ARE THE ONLY WARRANTIES PROVIDED BY BD HEREUNDER, AND SHALL BE IN LIEU OF ANY OTHER WARRANTIES, EXPRESS, IMPLIED, OR STATUTORY, INCLUDING WITHOUT LIMITATION ANY IMPLIED WARRANTY FOR MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE.
- Indemnity. To the extent permitted by law, each party agrees to defend, indemnify and hold harmless the other party, its affiliates and its officers, trustees, employees, agents, and representatives from and against any and all third party claims, actions liability damage, loss and expense (including, without limitation, reasonable attorney fees and court cost) arising out of the negligent acts or omissions or willful misconduct of the indemnifying party related to this Agreement and the use of the Services provided hereunder, except to the extend arising out of the negligent acts or omissions or willful misconduct of the other party, its affiliates or its officers, trustee, employees, agents, and representatives
- Limitation of Liability. TO THE MAXIMUM EXTENT PERMITTED UNDER APPLICABLE LAW, IN NO EVENT SHALL BD BE LIABLE TO CUSTOMER FOR ANY INDIRECT, SPECIAL, INCIDENTAL, PUNITIVE, EXEMPLARY, OR CONSEQUENTIAL DAMAGES OF ANY NATURE, WHETHER SUCH DAMAGES ARE CHARACTERIZED IN TORT, NEGLIGENCE, CONTRACT, OR ANY OTHER THEORY OF LIABILITY, REGARDLESS OF WHETHER BD HAS BEEN ADVISED OF THE POSSIBILITY OF OR COULD HAVE FORESEEN SUCH DAMAGES, AND IRRESPECTIVE OF ANY FAILURE OF ESSENTIAL PURPOSE OF A LIMITED REMEDY; AND IN NO EVENT SHALL BD'S LIABILITY EXCEED THE AMOUNT PAID BY THE CUSTOMER FOR THE SERVICES UNDER THE SERVICE AGREEMENT. CUSTOMER ACKNOWLEDGES AND AGREES THAT THE LIMITATIONS OF LIABILITY SET FORTH IN THIS AGREEMENT ARE AN ESSENTIAL ELEMENT OF THE BASIS OF THE BARGAIN BETWEEN THE PARTIES, AND THAT BD WOULD NOT HAVE ENTERED INTO THIS AGREEMENT ON THE TERMS SET FORTH HEREIN WITHOUT SUCH LIMITATIONS OF LIABILITY
- Contract Formation. The Agreement is subject to withdrawal by BD at any time before acceptance. Customer accepts by signing and returning the Agreement or by sending a purchase order in response to the Agreement. Upon Customer's acceptance, the Agreement and the related terms and conditions referred to in the Agreement (including, without limitation, Exhibits A and B) shall constitute the entire agreement relating to the products and services covered by the Agreement. The parties agree that they have not relied on any oral or written terms, conditions, representations or warranties outside those expressly stated or incorporated by reference in this Agreement in making their decisions to enter into this Agreement. No agreement or understanding, oral or written, in any way purporting to modify the terms and conditions of this Agreement, whether contained in Customer's purchase order, order acknowledgment, invoice, shipping release forms or other unilateral document of either party, shall be binding on BD unless hereafter made in writing and signed by BD's authorized representative. Customer is hereby notified of BD's objection to any terms inconsistent with this Agreement and to any other terms proposed by Customer in accepting this Agreement. Neither BD's subsequent lack of objection to any such terms, nor the delivery of the products or services, shall constitute an agreement by BD to any such
- General. This Agreement may be amended only in writing, signed by both parties. All terms and conditions are severable and all remedies hereunder or at law or in equity are cumulative and nonexclusive. Either party's failure to insist upon strict performance of any provision of this Agreement is not a waiver of any of its rights under this Agreement. Each party is an independent contractor and does not have the authority to bind the other party. No third party is a beneficiary of this Agreement. All claims regarding this Agreement are governed by the laws of the State of New Jersey, except for any choice or conflict of law principles. This Agreement binds and inures to the benefit of the parties' permitted successors and assigns. All notices under this Agreement must be sent by overnight commercial delivery to the address set forth in this Agreement by each party. Any failure or delay by a party to comply with its obligations under this Agreement (other than any obligation fleetine 333 of 335 payment of money) is not grounds for liability to the extent the failure results from factors beyond its reasonable control. References to the word "including," means "including, without limitation". A facsimile or electronic scanned copy of this Agreement bearing authorized signatures may be treated as original.

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# Service Option, Pricing and Standard Terms and Conditions

- Service Agreements. Acceptance of Customer's request for a Service Agreement is conditioned on agreement with all the terms and conditions set out herein. Upon purchase of a Service Agreement, Customer is obligated for the duration of the agreement specified and is responsible for payment in full. Service Agreements may not be terminated by Customer prior to the end of the Term of such Agreement. Service Agreements are available for post warranty service coverage and are not assignable by Customer and shall not pass to the benefit of any eventual transferee of the Equipment from Customer.
- 2. Implementation Training. BD Equipment that includes the Train the Trainer User Training Course as part of its solution selling price, will be conducted M-F 8:30 am to 5:00 pm with a duration as stated within the course curriculum. The training is limited to the amount of students as defined in the BD Technical Training Program). Additional students or training are provided as optional services for an additional fee. For Lab Automation products, implementation training is specifically defined as part of the product offering.
- Training Requirements. To the extent provided as optional services for an additional fee or as part of the product offering for the Equipment, BD may provide first responder repair service training for the Equipment to qualified trainees of Customer. Any such trainee must be an employee of Customer, meet the minimum admission requirements set forth in the course curriculum or at BD's sole discretion, and satisfy all prerequisites prior to admission. BD makes no warranty that any trainee of Customer will pass all or any portion of the training courses provided or that the training will result in any such trainee being qualified or able to troubleshoot or repair any or all possible malfunctions that may occur in the Equipment. BD has no liability or responsibility for, and Customer shall indemnify and hold BD harmless for, any acts or omissions of Customer or Customer's employees', whether or not such Customer or Customer employee has received training (for a fee or otherwise) from BD. Any and all proprietary information disclosed to Customer orally, visually or in writing by BD in the course of such training shall be received and maintained in confidence, shall not be disclosed by Customer to others, shall not be made publicly available by Customer, and shall not be used by Customer for any purpose other than for purposes of servicing the Equipment. These obligations shall not, however, apply to information which (i) Customer can show was in Customer's possession prior to receiving such information from BD, (ii) is or later becomes part of the public domain, or (iii) was received from a third party that had the right to disclose such information.

#### 4. BD Responsibilities.

- 4.1. Service To Be Performed. With respect to the Equipment set forth in the BD Quotation or Service Agreement to which these terms and conditions relate, and subject to these terms and conditions, BD agrees to send a Field Service Representative (a "Representative") to perform, if applicable, (a) the number of preventive maintenance inspections indicated above in the specific Service Agreement (the "Preventive Maintenance") and (b) unlimited emergency visits as reasonably requested by Customer to perform repairs (the "Repair Services"; Preventive Maintenance and Repair Services, together, the "Services"). The Representative must be given full and free access to the Equipment. In addition, BD may, through an authorized service provider, provide Service on components and software manufactured by third parties in accordance with the warranty of such third party manufacturer. It is the responsibility of Customer to register all third party products and software with the third party for purposes of warranty and end user license. BD does not provide Service on computer workstation printers. BD may repair or replace any Equipment at its discretion in satisfaction of its obligations hereunder.
- 4.2. Preventive Maintenance Inspections. During each preventive maintenance visit the Representative will evaluate Equipment performance and provide a preventative maintenance kit (if applicable) for use by BD's Representative. Calibrations, alignments, lubrication and part replacement will be performed as deemed necessary by BD to maintain the Equipment operation substantially in accordance with the published technical specifications for the Equipment.

- 4.3. Service Hours. Telephone service is available 24 hours per day, 7 days per week. On-site service is available from 8:30AM to 5:00PM (local time) Monday Friday, unless specified in the Service Agreement selected by the Customer, excluding BD observed holidays.
- 4.4. Technical Support. Customer may obtain support by calling BD's toll free number 800-638-8663. If efforts to correct problems by telephone or remote services are unsuccessful and on-site service is requested, a BD Representative will be dispatched to Customer's location.
- 4.5. Service Parts. BD will provide all parts required to affect a repair covered under its Service obligation, except for consumables, where on-site part inventory is initially supplied as part of the product offering and BACTEC™ bearing retrofit repairs. All parts must be returned to BD, unless specifically stated by BD. The use of new or like-new parts will be at the discretion of BD, which is not obligated hereby to provide parts for spares or inventory or service on any such parts. Serviceable parts shall be limited to those parts that have been identified by BD to the user upon execution of this Agreement or during the Term hereof.
- 4.6. Software Revisions. BD may, at its discretion from time to time hereafter, issue revisions to its proprietary software at no charge. A charge may apply for upgrades to BD proprietary software. Updates and revisions to third party software are not provided by BD. In the event hardware is required to be upgraded to support the installation of software upgrade, the Customer shall be responsible for the purchase of such hardware.
- 4.7. Shipping & Handling. Shipping & handling charges for standard next day delivery of replacement parts that are covered under Warranty or Service Agreements will be at no additional charge to Customer. Shipping & handling charges for reagents, consumables and priority/rush delivery parts shipments are specifically excluded and will be billed to Customer at the then-current rate.

#### 5. Customer Responsibilities.

- 5.1. Customer shall be responsible for providing and maintaining a proper environment such as temperature, humidity and ventilation, including utilities, power requirements and site specifications for size, weight and clearance, for the Equipment. A User's Manual, detailing this information, is provided to the Customer when the Equipment is purchased or as may otherwise be provided to Customer by BD.
- 5.2. Customer agrees not to alter, remove or relocate the Equipment without prior consultation with and written approval from BD, or use any repair parts other than those supplied or specified by BD. Except as may be provided herein, only BD's designated Service Representatives may service, maintain (other than maintenance described in the Equipment User's Manual expressly to be done by the end user) or repair the Equipment.
- 5.3 Customer agrees to have the Equipment operated at all times in accordance with the User's Manual by or under the direct supervision of a qualified operator who has completed the BD Training Course. Customer is responsible for maintaining virus and malware protection and operating system security updates to network connected computing systems which run BD proprietary software and for backing up any information Page 334 of 335 generated by the Equipment.
- 5.4. Customer agrees to maintain a safe work environment and to comply with all applicable laws, rules and regulations relating to safety in order to ensure the safety of all Representatives and other BD employees and agents who enter Customer's premises. BD may, from time to time in response to a concern over the safety of Representatives, visit Customer's facilities in which the Representative and other BD employees and agents perform Services hereunder in order to audit safety compliance. Such audit would only occur during working hours and at a time reasonably agreed to by the parties. BD, its affiliates, personnel, agents and subcontractors shall not be required to enter potentially hazardous areas and BD reserves the right to determine whether and under what circumstances

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### Exhibit B

# Service Terms and Conditions

its personnel, agents or subcontractors shall enter any premises. In no event will BD be obligated to perform Services if it is not, in its sole discretion, satisfied with respect to safety.

- In the event that the Equipment being serviced has at any time been operated in a location that falls into the category of a Biosafety Level 4 laboratory (a "BSL 4" laboratory) according to the then-current edition of "Biosafety in Microbiological and Biomedical Laboratories" published by the U.S. Department of Health and Human Services, or that would in BD's opinion fall into such category were it located in the United States, it shall be the responsibility of Customer to remove from such laboratory or other facility the Equipment and decontaminate to the satisfaction of BD, in its sole discretion, before any work is performed on the Equipment. All costs associated with such removal, decontamination, and re-installation shall be borne by Customer. With respect to laboratories operated under the designation Biosafety Level 3 (a "BSL 3" laboratory), BD reserves the right to evaluate the conditions existing therein. Customer agrees and shall render full cooperation with regard to safety, including but not limited to affirmative disclosures related to any hazards in such facilities. BD may conduct a risk assessment and require remediation to its satisfaction before any work is performed on an Equipment located in a BSL 3 laboratory. In any event, if BD determines that laboratory procedures and policies are inadequate to provide a safe environment for service personnel, BD reserves the right to refuse service support until the situation is rectified to its satisfaction including with respect to, any injuries to the personnel, agents and subcontractors of BD and its affiliates. Customer agrees to notify BD of its status as a BSL 3 or BSL 4 laboratory and to provide notice of all relevant protocols and any changes thereto. All required safety training, personal protective equipment, instrument test equipment and necessary tools required for instrument service located in a BSL 3 laboratory must be supplied by the Customer. BD reserves the right to discontinue any and all BSL 3 laboratory instrument service until appropriate personal protective equipment and tools are furnished by the Customer. Calibration of the tools and test equipment are the sole responsibility of the Customer. No parts from Equipment in a BSL 3 or BSL 4 laboratory may be returned to BD and must be disposed of by the Customer. BD field service personnel are not required to take BD tools and calibration equipment into the BSL 3 laboratory space. If tools are not available, BD is not obligated to provide on-site repair service. In the event the Customer is unable to make the Equipment available for scheduled preventative maintenance in a sixty (60) day period from the initial planned service date, Customer waives the right to have that scheduled service visit performed during the contract year or thereafter. No compensation will be provided by BD for any missed preventative maintenance services.
- Customer shall be responsible for adhering to good laboratory practices, including but not limited to minimization of molecular contamination and cross contamination.
- If applicable, Customer shall provide accessibility to connect the Customer's LIS system and will be limited to a one (1) time on-site connection, to be coordinated with the installation of the Equipment. Customer will ensure availability of the LIS Vendor at time of connection. Optional services for an additional fee are available for connectivity to new or upgraded systems post initial installation of the Equipment.
- For Equipment with BD Assurity Linc™ capability or other BD supplied remote services, if applicable, Customer shall provide

- an internet connection through Customer's firewall for remote services provided by BD. Customer agrees to allow connection to BD's supplied remote service solution. In the event that the Equipment has remote service capability that would have prevented on-site Services and Customer has chosen to not connect such Equipment to the BD's supplied remote service solution during the warranty period or the term of the Service Agreement, Customer shall be responsible for any on-site services at BD's then prevailing rate for parts, labor, material
- If the Equipment has not been maintained by BD for three 5.9. months prior to the Agreement start date listed, either by Warranty or Service Agreement, an inspection may be required to ensure that the Equipment meets BD Service Agreement acceptability standards. This inspection, as well as any repairs required, will be charged at BD's then prevailing rate for parts, labor, material and travel.
- 5.10. All maintenance and repairs to the Equipment required by the end-user under the User's Manual for such Equipment (the "Self Service Plan") shall be the responsibility of the Customer.

#### Exclusions

- Service does not include consumable items (except as may be 6.1. provided in preventive maintenance kits as applicable).
- Neither the Warranty nor the Service Agreement provide for Service relating to decontamination, removal of inhibition matter, damage caused to the Equipment or any part thereof by accident, the elements, power anomaly, Acts of God, alteration, misuse or abuse, relocation or reinstallation of Equipment; or installation or use of unauthorized parts, consumables or peripheral equipment or negligence. Work performed by BD on the Equipment made necessary as a result of such causes shall be billed to the Customer at BD's then prevailing rate for parts, labor and travel expenses.
- Any work to be performed by BD on a weekend or BD designated holiday is subject to availability and will be billed at weekend/holiday rates in effect at the time of the service, unless otherwise indicated in the Service Agreement.
- The Warranty and the Service Agreement do not provide for Service on the computer workstation printer, non-BD supplied workstation, or uninterrupted power supply unless otherwise indicated in the Service Agreement.
- The Warranty and the Service Agreement do not provide for Service relating to a failure to comply with Section 5 (Customer Responsibilities) or any other damage to the Equipment resulting from Customer's negligence.
- Optional services are not covered as part of the Warranty or 6.6. Service Agreement and are available to purchase by the Customer for an additional fee. Optional services include extended hours of coverage, professional services for application development and assay portability support, decontamination, on-site training, consulting services, relocation of instruments & peripherals, educational seminars, BD Facility training courses, LIS connectivity and preventive maintenance, unless otherwise specified. Service rates are available at then current service rates or at BD's then prevailing rate for parts, labor, material and travel.
- Survival. Except as expressly set forth in this Agreement, Customer's payment obligations and Sections 3 (Training Requirements) and 7 (Survival) shall survive the expiration or termination of this Agreement.

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