



# Memorial Hospital of Sweetwater County

## Board of Trustees Regular Meeting

Wednesday - September 6, 2017

2:00 PM

MHSC Classrooms 1, 2 & 3

# Meeting Book - Wednesday - September 6, 2017 Board of Trustees Regular Meeting

## Board Meeting Agenda

### Agenda

Agenda - September 6 2017 Mtg.docx - Page 6

#### I. Call to Order

##### A. Pledge of Allegiance

Richard  
Mathey  
Richard  
Mathey  
Richard  
Mathey

#### II. Minutes

For Approval

##### A. July 27, 2017 Special Meeting with Foundation Board

Minutes for July 27 2017 Special Joint Meeting with Foundation  
Marshall.docx - Page 8

##### B. August 2, 2017 Regular Meeting

Minutes for August 2 2017.docx - Page 10

##### C. August 22, 2017 Special Meeting with General Medical Staff

Minutes for August 22 2017 Special Joint Meeting with General  
Medical Staff.docx - Page 18

#### III. Community Communication

#### IV. Medical Staff Report

Richard  
Mathey  
Dr. David  
Dansie,  
Medical  
Staff  
President

##### A. Medical Staff Rules and Regulations Update

No report provided for meeting packet.

For Approval

Utilization Management Sept 2017.pdf - Page 20

#### V. Executive Session (W.S. 16-4-405(a)(ii))

#### VI. Credentials

Confidential information is available in the Portal in workroom files for  
review in preparation of the meeting.

For Approval

Richard  
Mathey  
Richard  
Mathey

#### VII. Interim Chief Executive Officer Report

No report provided for meeting packet.

Irene  
Richardson,  
CFO &  
Interim  
CEO  
Richard  
Mathey

#### VIII. Old Business

##### A. Committee Charters

##### 1. Human Resources Committee Charter

For Approval

Amber  
Fisk, HR  
Director

Human Resource Charter August 2017.pdf - Page 29



2. Quality Committee Charter	For Approval	Barbara Sowada
Quality charter july 27 Sowada.docx - Page 31		
B. Bylaws		Richard Mathey
Bylaws revised June 16 2017 Campbell Draft.pdf - Page 34		
IX. New Business		Richard Mathey
A. Committee Charters		
1. Joint Conference Committee Charter		Barbara Sowada
Joint Committee.docx - Page 58		
2. Building & Grounds Committee Charter		Barbara Sowada
Building Grounds tardoni.docx - Page 59		
C. Finance & Audit Committee Charter		Barbara Sowada
FAag152017 3.docx - Page 61		
B. Contract Review & Approval Policy		Suzan Campbell, Chief Legal Exec/Gen Counsel
CONTRACT REVIEW AND APPROVAL POLICY.pdf - Page 64		
FA Spending Authority Matrix ag 14.docx - Page 66		
X. Committee Reports		
A. Committees Consent Agenda	For Approval	Richard Mathey Jim Horan, Facilities Director
1. Building & Grounds Committee		
meeting book - tuesday - august 15, 2017 building & grounds committee meeting.pdf - Page 70		
2. Foundation Board		Tiffany Marshall, Foundation Director
No information provided for meeting packet.		
August 2017 Agenda.pdf - Page 75		
August 2017 Meeting Notes.pdf - Page 76		
3. Governance Committee		Barbara Sowada
Information included under "New Business."		
4. Human Resources Committee		Amber Fisk
No information provided for meeting packet. Confidential information available for review in Portal "HR Committee" workroom.		
5. Quality Committee		Amber Molski,

Quality  
Director

B. Finance & Audit Committee

1. Capital Expenditures

FY18-6 was brought to the Committee on 8/30 as an "emergency request" and was approved by the Committee. FY18-6 is being brought to the full Board to officially ratify the approval.

For Approval

Taylor  
Jones  
Taylor  
Jones

FY 18\_5 Venture Technologies.pdf - Page 83

FY 18\_6 Nanosonics.pdf - Page 88

2. Bad Debt

Distributed via email on the day of the meeting and added to the packet following the meeting.

For Approval

Irene  
Richardson

Bad Debt for August 2017 presented at September 6 2017 meeting Ron Cheese.pdf - Page 94

3. Investment Recommendation

For Approval

Irene  
Richardson

Investment July 2017.pdf - Page 95

August 30, 2017 Committee Meeting Book

august 30, 2017 finance & audit committee meeting (1).pdf - Page 96

XI. Contract Review

A. Contract Consent Agenda

For Approval

Suzan  
Campbell  
Richard  
Mathey

1. UW School of Nursing and MHSC

UW School of Nursing and MHSC.pdf - Page 286

2. Imprivata

Imprivata.pdf - Page 293

3. Solarwinds

Solarwinds.pdf - Page 298

4. SIS (IBM Support Provider)

SIS IBM Support Provider.pdf - Page 300

5. Cleardata

Cleardata.pdf - Page 302

6. Spacelabs Healthcare

Spacelabs Healthcare.pdf - Page 308

7. Staff Care Locums

Staff Care Locums.pdf - Page 317

7. Staff Care Locums

8. Lease of 7708 Foothill Blvd

9. Beckman Coulter Micro Scan

Beckman Coulter Micro Scan.pdf - Page 330

10. BD Bac Tec FX40 Service Agreement

BD BacTec FX40 Service Agreement.pdf - Page 336

11. Agreement with Rocky Mountain University of Health Professionals (RMUoHP)

Agreement with Rocky Mountain University of Health Professionals RMUoHP.pdf - Page 344

12. Englewood Hospital and Clinic

Englewood Hospital and Clinic.pdf - Page 351

13. University of Utah Family Residency Program

University of Utah Family Residency Program.pdf - Page 357

14. Venture Technologies

Venture Technologies Webex.pdf - Page 360

15. Citrix Systems

Citrix Systems.pdf - Page 363

XII. Community Communication

XIII. Good of the Order

XIV. Executive Session as Needed

XV. Adjourn

Richard  
Mathey  
Richard  
Mathey  
Richard  
Mathey  
Richard  
Mathey

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
REGULAR MEETING OF THE BOARD OF TRUSTEES  
September 6, 2017  
2:00 p.m. ~ MHSC Classrooms 1, 2 & 3**

**AGENDA**

- I. Call to Order Richard Mathey
  - A. Pledge of Allegiance
- II. Minutes *(For Approval)* Richard Mathey
  - A. July 27, 2017 Special Meeting with Foundation Board
  - B. August 2, 2017 Regular Meeting
  - C. August 22, 2017 Special Meeting with General Medical Staff
- III. Community Communication Richard Mathey
- IV. Medical Staff Report Dr. David Dansie, *Medical Staff President*
  - A. Medical Staff Rules and Regulations Update *(For Approval)*
- V. Executive Session (W.S. §16-4-405(a)(ii)) Richard Mathey
- VI. Credentials *(For Approval)* Richard Mathey
- VII. Interim Chief Executive Officer Report Irene Richardson, *CFO & Interim CEO*
- VIII. Old Business Richard Mathey
  - A. Committee Charters
    - 1. Human Resources Committee Charter *(For Approval)* Amber Fisk, *HR Director*
    - 2. Quality Committee Charter *(For Approval)* Barbara Sowada
  - B. Bylaws Richard Mathey
- IX. New Business Richard Mathey
  - A. Committee Charters
    - 1. Joint Conference Committee Charter Barbara Sowada
    - 2. Building & Grounds Committee Charter Barbara Sowada
    - 3. Finance & Audit Committee Charter Barbara Sowada
  - B. Contract Review & Approval Policy Suzan Campbell, *Chief Legal Exec/Gen Counsel*
- X. Committee Reports Richard Mathey
  - A. Committees Consent Agenda *(For Approval)*
    - 1. Building & Grounds Committee Jim Horan, *Facilities Director*
    - 2. Foundation Board Tiffany Marshall, *Foundation Director*
    - 3. Governance Committee Barbara Sowada
    - 4. Human Resources Committee Amber Fisk
    - 5. Quality Committee Amanda Molski, *Quality Director*
  - B. Finance & Audit Committee Taylor Jones
    - 1. Capital Expenditures *(For Approval)*
    - 2. Bad Debt *(For Approval)* Irene Richardson
    - 3. Investment Recommendation *(For Approval)* Irene Richardson

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
REGULAR MEETING OF THE BOARD OF TRUSTEES  
September 6, 2017  
2:00 p.m. ~ MHSC Classrooms 1, 2 & 3**

**AGENDA**

- |   |                |
|---|----------------|
| XI. Contract Review   | Suzan Campbell |
| A. Contract Consent Agenda ( <i>For Approval</i> )                            | Richard Mathey |
| 1. UW School of Nursing and MHSC  |                |
| 2. Imprivata  |                |
| 3. Solarwinds   |                |
| 4. SIS (IBM Support Provider)   |                |
| 5. Cleardata  |                |
| 6. Spacelabs Healthcare   |                |
| 7. Staff Care Locums  |                |
| 8. Lease of 7708 Foothill Blvd  |                |
| 9. Beckman Coulter Micro Scan   |                |
| 10. BD BacTec FX40 Service Agreement  |                |
| 11. Agreement with Rocky Mountain University of Health Professionals (RMUoHP) |                |
| 12. Englewood Hospital and Clinic   |                |
| 13. University of Utah Family Residency Program                               |                |
| 14. Venture Technologies  |                |
| 15. Citrix Systems  |                |
| XII. Community Communication  | Richard Mathey |
| XIII. Good of the Order   | Richard Mathey |
| XIV. Executive Session as Needed  | Richard Mathey |
| XV. Adjourn   | Richard Mathey |

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

**July 27, 2017**

The Board of Trustees of Memorial Hospital of Sweetwater County met in special session with the Hospital Foundation Board on July 27, 2017, at 6:00 PM with Mr. Richard Mathey, President, presiding.

**CALL TO ORDER**

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

Mr. Mathey welcomed the Foundation Board and guests. Mr. Charlie Van Over, Foundation President, introduced the Foundation Board members.

Officially present: Ms. Irene Richardson – Chief Financial Officer and Interim Chief Executive Officer, Ms. Dianne Blazovich – Foundation Board, Ms. Tiffany Marshall – Foundation Director, Ms. Teresa Noble – Foundation Board, Mr. Charlie Van Over – Foundation Board.

Guests: Ms. Becky Costantino, Dr. David Dansie, and Ms. Kelly Sugihara.

**FOUNDATION BOARD & DIRECTOR UPDATE**

Mr. Van Over reported the Foundation has received a bench donation and a 4H shooters donation. The Foundation House Manager has resigned. The Red Tie Gala will be held in February. The Foundation typically holds a golf tournament. Months ago, the Foundation Board voted to not have it this year due to sponsorships. Projections show a loss of about \$3,000. Mr. Jones said he would like to see it happen and thinks we could start to see improvement in support due to the pick-up in the local economy. Mr. Mathey said it is a lot of work to lose money with minor exposure. Mr. Van Over said he is hopeful to present a new Foundation Board member at the next meeting. Mr. Van Over addressed public perception and the need to work on clear messaging. Mr. Tardoni said the southwest industrial association meets and would be a great platform to talk to them about the Foundation. He mentioned Ms. Tammy Valdez and Mr. Don Hartley as key people who know about the organizations.

**HOSPITAL BOARD OF TRUSTEES UPDATE**

Mr. Mathey said there are many aspects of the hospital and the Board is working to fix issues. In the past six months, they have done great at addressing things. He said he now has an office on-site and is in between 2-5 PM every day. Mr. Mathey said lots of stuff goes through the Chairman so it has been great to be on property. He said a lot of work goes into the monthly meeting and being here gives him insight he wouldn't normally have. Mr. Mathey announced the hospital received a quality award. He said progress is being made through committees. There is a lot of work to be done and he is very optimistic about the future. Mr. Mathey said there have

been zero layoffs. There are people who resigned or were discharged for cause but there have been no layoffs. The Board is working on physician contracts. Mr. Mathey said one specific task not pursued yet is the CEO.

### **CHIEF EXECUTIVE OFFICER UPDATE**

Ms. Richardson reviewed financial information. She said the auditors have been on-site. The preliminary report shows no audit adjustments which is great because it means we are reporting financials correctly. The audit and fiscal year close information will be presented at the September Finance and Audit Committee meeting. Ms. Richardson said we are focusing on the budget. She has been sending emails to staff and the clinic with benchmarks and expectations. We are budgeting for 2.5% margin and said it is achievable. We are conservative on revenue and reductions of revenue. We are working to monitor and decrease expenses. Mr. Mathey said staff has been asked to help fix things broken and they have been very receptive. He expressed his appreciation to staff. Ms. Richardson said a team was created to interview the finalists for the VP of the Clinic position. A final review meeting will be held next week to choose the candidate. Dr. Jeff Johnson's last day is August 2. Dr. Jad Wakim and Dr. Bird Gilmartin will leave at the end of September. Ms. Richardson said we are involved with the rodeo, parade, two booths at the Fair and we are hosting an open house August 24. The hospital picnic is August 19. Mr. Jones said bringing on new people should bring excitement to the community. Mr. Mathey said the Board and the Commissioners have a great relationship.

### **EXECUTIVE SESSION**

Dr. Dansie asked to speak with the Trustees in Executive Session. The motion to move into Executive Session to discuss personnel was made by Mr. Jones; second by Mr. Tardoni. Motion carried.

### **RECONVENE INTO REGULAR SESSION**

The Board of Trustees reconvened into Regular Session at 7:49 PM.

### **ADJOURNMENT**

There being no further business to discuss, the meeting adjourned at 7:50 PM.

The next joint meeting is scheduled Thursday – October 26, 2017, at 6:00 PM. Dinner will be provided at 5:30 PM.

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Mr. Richard Mathey, President

Attest:

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Mr. Marty Kelsey, Secretary

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

**August 2, 2017**

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session on August 2, 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 July 6, 2017, regular meeting as presented was made by Mr. Jones; second by Dr. Sowada. Motion carried.

**COMMUNITY COMMUNICATION**

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

**MEDICAL STAFF REPORT**

Dr. Dansie reported the General Medical Staff did not meet in July. The Medical Executive Committee met and Dr. Dansie said he had items to discuss with the Board in Executive Session.

**EXECUTIVE SESSION**

Mr. Mathey said placing an Executive Session earlier in the agenda is due to requiring legal assistance and increased mental acuity. Mr. Mathey said it is not meant to anger anyone. 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 4:51 PM.



The motion to authorize Ms. Richardson to modify Dr. Franks' agreement was made by Mr. Jones; second by Mr. Tardoni. Motion carried.

The motion to authorize Ms. Richardson to offer a physician contract including changes made as discussed was made by Dr. Sowada; second by Mr. Jones. Motion carried.

The motion to approve the July 10, 2017 Credentials Committee Recommendations as follows for appointment to the Medical Staff was made by Dr. Sowada; second by Mr. Tardoni. Motion carried.

1. Initial Appointment to Locum Tenens Staff (1 years)
  - Dr. Brendan Milliner, Emergency Medicine (U of U)
  - Dr. Graham Brant-Zawadzki, Emergency Medicine (U of U)
  - Elizabeth Rutter, Emergency Medicine (U of U)
  - Norkamari Shakira Bandolin, Emergency Medicine (U of U)
2. Initial Appointment to Consulting Staff
  - Dr. Jonathon Lee, Tele Radiology (VRC)
3. Reappointment to Active Staff (2 Years)
  - Dr. Christian Theodosis, Emergency Medicine (U of U)
4. Reappointment to Locum Tenens Staff (1 Year)
  - Dr. Mary Murphy, Radiology
  - Dr. Timothy Delgado, Emergency Medicine (U of U)
5. Reappointment to Consulting Staff (2 Years)
  - Dr. Samir Shah, Tele Radiology (VRC)
  - Dr. Douglas Hughes, Tele Radiology (VRC)
  - Dr. Kristi Sobota, Tele Radiology (VRC)
  - Dr. Raminder Nirula, Tele ICU (U of U)
6. Reappointment to AHP Staff (2year)
  - Randi Nordin, LPC (SWCS)

The motion to approve disciplinary action as recommended by the Medical Executive Committee was made by Dr. Sowada; second by Mr. Jones. Motion carried.

Mr. Mathey said the agenda needed to be changed to accommodate a request for earlier timing by Dr. Kristy Nielson, Chief Nursing Officer, reporting on the Quality Committee in the absence of Ms. Amanda Molski, Quality Director.

## **QUALITY COMMITTEE**

Dr. Nielson said we are seeing improvements from the Emergency Department thru-put initiatives. She said the goal is to consistently meet the needs of each person visiting the hospital. We started at a baseline of 375 minutes from entrance to movement to the nursing unit. After six months, we are at 282 minutes which surpassed the goal of 300 minutes. Dr. Nielson said we continue to work on it. She said we applied for and received the 2017 Hospital Quality Excellence Award from the Mountain Pacific Quality organization. The award will be presented to us in Casper August 10. Mr. Jones expressed appreciation and congratulations on behalf of the

Board. He said we are seeing a lot of things turn around and a lot of good things happening in the hospital.

## **OLD BUSINESS**

### Policies, Standards, Plans, Procedures/Processes, Guidelines and Forms

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

### Governance Charter

The motion to approve the charter as presented was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

### Executive Oversight & Compensation Charter

The motion to approve the charter as presented was made by Mr. Jones; second by Mr. Tardoni. Motion carried.

### University of Utah Professional Services Agreement for Maternal Fetal Medicine & Amendment

Mr. Mathey reviewed the questions around the timing of the signatures on the agreement, the need for the County Attorney to review the amendment, and for the Board of County Commissioners to approve the amendment. The motion to ratify the actions by Mr. Mathey acting as Board President was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

### Process for Disposal of Obsolete Equipment

Mr. Mathey reviewed Wyoming Statute 15-1-112 and said he recommends we follow the procedure outlined. Mr. Mathey told Ms. Richardson to speak with him before we proceed with disposal of obsolete equipment.

## **INTERIM CEO REPORT**

Ms. Richardson thanked staff, physicians and leadership. She said we have been busy. She has been notifying staff on a weekly basis on expenses and revenue in an effort to meet the budget. We should have a decision on the VP of the Clinic very soon. We are recruiting an Orthopedic Surgeon to replace Dr. Jeff Johnson and we are offering a Hematology/Oncology contract. Dr. Cody Christensen, Urology, joins us in August, Dr. Bikram Sharma, Hospitalist, joins us in October, and Dr. Israel Stewart, Internal Medicine, starts in November. Our staff walked in the parade and we have received very good feedback on our participation. We plan to participate in the Christmas parade. Ms. Richardson thanked leadership and physicians for helping at the fair where we have an opportunity to talk about our services. Ms. Richardson reviewed a financial update presented at department meetings. She said we are making sure staff is watching expenses and adjusting to volume. Ms. Richardson thanked Ms. Tami Love, Controller, and Mr. Ron

Cheese, Patient Financial Services Director, and their teams for their work on the audit. She said a clean audit comes from all of the work they do every day, every month. Mr. Kelsey commended Ms. Richardson and her staff and said a clean audit for a complex organization like this is not an easy thing to do.

### **BUILDING AND GROUNDS COMMITTEE**

Mr. Jim Horan, Facilities Director, reported we still have not received the close-out documents for the Emergency Department Reception Desk Project. We do not have any contingency plans yet for trying to alleviate heat in the laundry. The Committee spent most of the meeting discussing behavioral health room needs. We decided to not take action at this time and are still reviewing our needs. Mr. Horan said we are starting to use new assessment tools and will gather and evaluate data.

Mr. Mathey announced a 10-minute recess. The meeting reconvened at 6:03 PM.

### **FINANCE AND AUDIT COMMITTEE**

Ms. Richardson reported the Committee did not meet in July.

#### Investments Request

The motion to approve the investments recommendation of \$16,986,416.32 at Bank of the West, Key Bank, and Wyo Star, as presented was made by Mr. Jones; second by Dr. Sowada. Motion carried.

#### Bad Debt Request

The motion to approve certifying the bad debt of \$794,266.94 as presented was made by Mr. Jones; second by Dr. Sowada. Motion carried.

### **FOUNDATION**

Ms. Tiffany Marshall, Foundation Director, reported the Foundation Board recruited two new members: Ms. Kelly Sugihara from Bank of the West, and Ms. Becky Costantino from Brokerage Southwest. Mr. Mathey said the Foundation Board Bylaws require the approval of the MHSC Board of Trustees for new Foundation Board members. He said we may want to revisit this at some point but said he currently recommends both appointments. The motion to approve the appointments to the Foundation Board of Ms. Sugihara and Ms. Costantino was made by Mr. Jones; second by Mr. Tardoni. Motion carried. Ms. Marshall said the Foundation Board decided to not hold a golf tournament this year. They decided to focus on assisting with purchasing equipment on the capital expenditure request list for the Hospital instead. The Foundation Board also approved the purchase of iPads for the Emergency Department to assist with improving the patient experience. Mr. Mathey thanked Ms. Marshall for her report.

## **GOVERNANCE COMMITTEE**

Dr. Sowada said the Quality Committee Charter was included in the meeting packet for review. She said the Spending Authority Matrix was also in the packet but is not ready for approval yet. She said the contract approval authority will not be the same as the spending authority matrix. Dr. Sowada said she reviewed the draft minutes of the July Finance and Audit Committee meeting and saw a suggestion to make Building and Grounds a standing committee with a charter instead of an ad hoc committee. Mr. Jones said there has been discussion about rolling Building and Grounds into Finance and Audit. Dr. Sowada said she thinks it would be useful for the Board to have information about the status of the equipment and their condition. She thinks it is valuable to have Mr. Tardoni on a committee like that as a sounding board, an advocate. She said she would find it beneficial to have that information brought to the Board quarterly. Mr. Kelsey said deferred maintenance is a huge issue. Mr. Mathey said we need to make Building and Grounds a standing committee and develop a charter.

## **HUMAN RESOURCES COMMITTEE**

Ms. Amber Fisk, Human Resources Director, reported overall turnover through the end of June is 12%, overall for the Clinic is 15%. We have 10 full time open positions, 1 part time, and 4 PRN equaling 10.75 FTE's. Ms. Fisk reviewed the revised Human Resources Committee charter included in the meeting packet. Dr. Sowada asked why "equity" was removed and argued to have it returned to the charter. She also said the reports that will be forwarded to the Board by the Committee must be listed. Ms. Fisk reviewed a proposal from a broker, Arthur J. Gallagher. She said we have been working with their group for awhile, reviewed the process, and shared the benefit of utilizing them. Consolidating our life insurances will give our employees more options for voluntary benefits and save a lot of money over a three year guaranteed rate period. Ms. Fisk asked for consideration of approval to obtain a contract. Mr. Mathey asked Ms. Fisk to request a draft contract. Ms. Fisk asked the Trustees to contact her with questions.

## **NEW BUSINESS**

### Contracts Review

Ms. Suzan Campbell, Chief Legal Executive/General Counsel, reviewed contracts for approval.

The Board discussed the PACS (picture archiving communication system) storage agreement with Castle Rock Hospital District. Ms. Campbell said we were storing their information as part of our affiliation agreement with them. They need coverage for storage from June to September 2017. Dr. Sowada suggested not charging them. Ms. Richardson asked if we want to revisit the affiliation agreement. Mr. Mathey said he sees this as an opportunity to build a better relationship with Castle Rock. He suggested waiving fees through September 6. Mr. Kelsey agreed we should look at working together. Mr. Mathey said it is not a huge loss to us and would send a message to them. The motion to authorize Ms. Richardson to waive previous charges through September 3 was made by Mr. Tardoni; second by Dr. Sowada. Motion carried.

The motion to approve and authorize Ms. Richardson to sign the Mountain States Medical Physics agreement on behalf of the Hospital with changes as discussed was made by Mr. Jones; second by Dr. Sowada. Motion carried. Ms. Campbell will amend the agreement and give to Mr. Mathey to review prior to obtaining Ms. Richardson's signature.

The motion to approve and authorize Ms. Richardson to sign the Sleep Disorder Lab agreement on behalf of the Hospital as presented was made by Mr. Jones; second by Mr. Kelsey. Motion carried.

The motion to approve and authorize Ms. Richardson to sign the NRC Governance Institute agreement annual renewal on behalf of the Hospital as presented was made by Mr. Kelsey; second by Mr. Jones. Motion carried.

The motion to approve and authorize Ms. Richardson to sign the Adbay agreement on behalf of the Hospital after she resolves mathematical and factual discrepancies as discussed was made by Dr. Sowada; second by Mr. Jones. Motion carried with one Trustee voting against.

The motion to approve and authorize Ms. Richardson to sign the agreements with Hibu (formerly Yellow Book) on behalf of the Hospital as presented was made by Mr. Kelsey; second by Dr. Sowada. Motion carried. Dr. Dansie requested a change in wording in the listing from "Family Practice" to "Family Medicine" or "Family Physician" if possible.

The motion to approve and authorize Ms. Richardson to sign the Sweetwater Pages agreement on behalf of the Hospital as presented was made by Mr. Jones; second by Dr. Sowada. Motion carried. Dr. Dansie repeated his previous request.

The motion to approve and authorize Ms. Richardson to sign the Sweetwater Now sports advertising agreement on behalf of the Hospital as presented was made by Mr. Kelsey; second by Mr. Jones. Motion carried. Mr. Tardoni said we need feedback on advertising effectiveness.

Ms. Campbell said we did not bid because this is the chosen provider for the firewall product. The motion to approve and authorize Ms. Richardson to sign the EdgeWave for iPrism agreement on behalf of the Hospital as presented was made by Dr. Sowada; second by Mr. Kelsey. Motion carried with one Trustee voting against.

The motion to table the approval and authorization of Ms. Richardson to sign the Staff Care locums coverage agreement update on behalf of the Hospital was made by Mr. Jones; second by Dr. Sowada. Motion carried.

Ms. Campbell said in response to a request from the Board at a previous meeting for additional bids, two bids were presented regarding Brocade. The motion to approve and authorize Ms. Richardson to sign the CDWG agreement on behalf of the Hospital as presented was made by Mr. Jones; second by Mr. Kelsey. Motion carried.

### Contract Matrix

Dr. Sowada repeated the Spending Authority Matrix is not ready for approval yet. She said the contract approval authority will not be the same as the spending authority matrix.

### Revised Board of Trustees Bylaws

Mr. Mathey said he will review the proposed changes and confer with Ms. Campbell. He said the document will be ready for discussion at the next meeting.

## **COMMUNITY COMMUNICATION**

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

## **GOOD OF THE ORDER**

Mr. Mathey congratulated everyone involved in the quality award.

Mr. Mathey said he distributed committee assignments and read them aloud as follows:

Building & Grounds: Mr. Jones & Mr. Tardoni

Executive Oversight & Compensation: Mr. Mathey & Dr. Sowada

Finance & Audit: Mr. Jones & Mr. Kelsey

Governance: Dr. Sowada & Mr. Kelsey

Human Resources: Mr. Tardoni & Mr. Mathey

Joint Conference: Mr. Mathey & Mr. Tardoni

Foundation Board: Mr. Kelsey

Quality: Mr. Jones & Dr. Sowada

The Medical Staff appointments to committees recommendations are:

Finance & Audit: Dr. Jamias & Dr. Lauridsen

Quality: Dr. Theodosios & Dr. Liu

Mr. Mathey said that at the June meeting, there were comments made regarding ambulance service and derogatory comments made regarding the Castle Rock ambulance service. He told Ms. Bailie Dockter if she wanted to submit a letter he would present it to the Board. Mr. Mathey read the letter aloud. He said as a member of the Board of Trustees, he wants this to be a fair board. The Board was told they would be provided statistics on ambulance usage and has not received the information. Dr. Sowada suggested representatives from both boards attend the Ambulance Board meeting.

Dr. Sowada said she spoke with Mr. Eric Boley of the Wyoming Hospital Association about what other hospitals are doing regarding including physicians in FTE counts and how they handle credentialing for itinerant surgeons. She said Mr. Boley asked if our Board would be interested in putting together a list of questions on FTE calculation as well as a list of how to handle credentialing and he would distribute to other hospitals to gather information. Dr. Sowada

asked for the Board's pleasure. Ms. Richardson offered to submit the questions to Mr. Boley on behalf of the Board.

Mr. Tardoni said he rounded in Dialysis as part of a Quality meeting and learned we are drawing patients from a larger area. He said Sublette County is the only county without a hospital. He thinks we should advertise in Sublette County.

Dr. Sowada asked about a decision on Clifton Larson Allen and Kaufman Hall. Ms. Richardson said we have not received pricing information from Kaufman Hall yet. She will distribute the information when it is received.

Mr. Mathey referenced an example of a physician agreement from Red Rock, a private physician group that appears to staff a hospital. He asked the Trustees to review the agreement. Mr. Tardoni said we should look at agreements from the view of the physician, also.

Mr. Jones listed many items that are working well and making turnarounds and said it may be time to start considering turning the reins back over to the people who work here. He said that may snowball in a good way if we support them and not manage them. Mr. Jones said he doesn't want to be as ineffective as the last Board but said he thinks we need to loosen the reins. Mr. Tardoni said people have stepped up in large part due to Ms. Richardson. He sees the enthusiasm and people know they count. They know they can change things. Mr. Kelsey said he would like the Board to consider a consent agenda. It could include background information, status, recommendation and be 100% transparent. He said it depends on the relationship and trust with the CEO. Mr. Kelsey asked what the Board wants to focus on – big rocks or the pebbles. Mr. Mathey said he thinks we are heading in that direction but it will take some time to get there. Mr. Jones said he likes having staff report to the Board in the meetings.

### **EXECUTIVE SESSION**

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

### **RECONVENE INTO REGULAR SESSION**

The Board of Trustees reconvened into Regular Session at 9:12 PM.

### **ADJOURNMENT**

There being no further business to discuss, the motion was made, second and carried to adjourn. The meeting adjourned at 9:13 PM.

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Mr. Richard Mathey, President

Attest:

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Mr. Marty Kelsey, Secretary

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

**August 22, 2017**

The Board of Trustees of Memorial Hospital of Sweetwater County met in special session with the General Medical Staff on August 22, 2017, at 6:00 PM with Dr. Barbara Sowada presiding.

**CALL TO ORDER**

Dr. Sowada called the meeting to order, led the audience in the Pledge of Allegiance, and confirmed that there was a quorum present. The following members were present: Mr. Taylor Jones, Mr. Marty Kelsey, Dr. Barbara Sowada, and Mr. Ed Tardoni. Excused: Mr. Richard Mathey.

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

Guests: Ms. Suzan Campbell, Chief Legal Executive/General Counsel; Dr. Kristy Nielson, Chief Nursing Officer; and members of the General Medical Staff.

**WELCOME MEDICAL STAFF AND NEW BOARD MEMBER**

Dr. Sowada requested a change in the agenda. The motion to delete the Executive Session and change the order to place New Business earlier in the agenda was made by Mr. Jones; second by Mr. Kelsey. Motion carried.

Dr. Sowada welcomed new Trustee, Mr. Kelsey, and said he was a former Chief Financial Officer at Western Wyoming Community College. She said he brings to the Board a wealth of financial experience and Board experience. Dr. Sowada welcomed to the meeting the Medical Staff in attendance and invited each person to introduce himself/herself by name and specialty/role.

**NEW BUSINESS**

University of Wyoming Contract

Ms. Suzan Campbell asked Dr. Kristy Nielson to review the University of Wyoming Fay W. Whitney School of Nursing Clinical Adjunct Faculty Agreement. Dr. Nielson said the agreement allows a partnership between the University of Wyoming and the Hospital. It provides for adjunct faculty to teach nursing students at MHSC. It has been in place for 10-11 years with no changes and it has been renewed every two years. The University usually sends out the renewal paperwork two months before the expiration but due to various issues, this was not done in a timely manner. The current agreement expires August 31. Dr. Nielson said students are scheduled to start at the Hospital on September 7. Ms. Campbell shared some concerns she had regarding the language in the contract and added she does not have any concerns regarding the intent of the agreement. Mr. John Kolb referenced Wyoming Statute §18-8-301 and said it is always best to err on the side of caution with agreements. He said they should be reviewed by the



Sweetwater County Attorney's office to see if this is something the Board of County Commissioners must approve. Ms. Campbell will re-draft the agreement to present to the Board of Trustees for review at their September 6 regular meeting. She will communicate with the Board if anything causing concern comes up before then. Ms. Campbell will communicate with the County Attorney's office.

## **REPORTS**

### Medical Staff Update

Dr. David Dansie reported the General Medical Staff and departments did not meet in July.

### Hospital Update

Ms. Irene Richardson announced we are so pleased to have Dr. Cody Christensen, Urology, with us. She thanked everyone for help at the recent fair and reminded everyone to attend the open house August 24. Ms. Richardson said The Joint Commission visited to conduct a hospital survey August 21 and 22. Ms. Richardson reviewed a financial power point presentation. She said we are focused on the budget and the need to increase revenue. She said we are pleased with expenses continuing to decrease. Dr. Sowada thanked Ms. Richardson.

### Board Update

On behalf of the Board, Dr. Sowada thanked Ms. Richardson, the physicians, and the staff for turning things around in a new direction. She said that because we did not default on the bond covenants, we kept the hospital in community hands. Dr. Sowada repeated the importance and focus on increasing volume and decreasing expenses. She said the Board has been busy. She reviewed activities, announced new officers, and reviewed committee assignments. Dr. Sowada thanked the staff for the picnic August 19. She said The Joint Commission was so complimentary of the quality of care at the hospital. Mr. Tardoni commented on public relations efforts and expressed his appreciation for physician participation in events.

## **ADJOURNMENT**

There being no further business to discuss, the meeting adjourned at 7:06 PM.

---

Mr. Richard Mathey, President

Attest:

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Mr. Marty Kelsey, Secretary

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**From:** Kerry Thielbar  
**Sent:** Friday, August 18, 2017 6:10 PM  
**To:** Cindy Nelson  
**Subject:** For the board meeting

Cindy,

Hi! Please see the updated medical staff rules and regulations. MEC approved changes to the Utilization Management Committee language, starting on page 42.

I've also attached a copy of the UM process, which is referred to in the rules and regulations.

I will have Dr. Dansie bring the signature page to the board meeting for Richard and Marty to sign.

I thought you might want to include this information in their board packets.

Please let me know if you have any questions or need any information.

Thanks a bunch!

**Kerry Thielbar**  
**Medical Staff Services Supervisor**

Direct 307-352-8334, Fax 307-352-8502

[kthielbar@sweetwatermemorial.com](mailto:kthielbar@sweetwatermemorial.com)

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[www.sweetwatermemorial.com](http://www.sweetwatermemorial.com)



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3. Meetings:

The Radiation Safety Committee shall meet at least three (3) times per year, ideally quarterly, and shall maintain a permanent record of its proceedings and activities.

4. Reports To:

The Radiation Safety Committee shall report to the Department of General Services.

I. Utilization Management Committee

1. Composition:

The Utilization Management Committee shall be composed of a representative of each medical staff department, a representative of the hospital quality assurance program and the Director of Utilization Management. A representative from Administration may also serve as ex-officio, without vote.

2. Duties:

a. The duties of the Utilization Management Committee shall be to coordinate and integrate medical staff quality assurance from the various departments and committees, establishing and maintaining physician profiles and integrate utilization review and risk management.

b. Specifically, the Utilization Management Committee shall:

(1) establish and maintain a criterion-based system:

- (a) for concurrent monitoring of each patient's need for hospital level of care and the appropriate use of hospital services;
- (b) providing the opportunity to maximize the efficient use of patient care resources on an individual case basis through utilization review; and
- (c) generating data to identify current patient care practices and associated activities reflecting the over and under utilization of hospital resources;

(2) analyzes pattern data resulting from the monitoring of:

- (a) the over and under utilization of patient care services;

- (b) the clinical indications for specific services;
  - (c) the appropriate use of special care units (the appropriateness of the patient's setting within the hospital);
- (3) reviews financial and clinical data as it relates to the use of hospital resources, including data generated through case mix management systems and DRG reimbursement;
- (4) recommends strategies or actions designed to improve the efficient use of hospital resources including:
  - (a) development or revision of hospital and/or medical staff policies and procedures; and
  - (b) development or modification of patient care alternatives.
- (5) develops a preadmission review and triaging program.
- (6) receives and reviews information from the PRO and other external review agencies.
- (7) establishes and maintains a mechanism for the review of quality of care issues arising during concurrent review;
- (8) monitors the effectiveness of action taken to improve efficiency or resolve problems;
- (9) provides information resulting from pattern analysis to clinical department chairmen to be considered in the reappraisal process;
- (10) oversees the designation, training and performance of physician reviewers; and
- (11) formalizes the Utilization Management Program through the development of a Utilization Management Plan.

3. Meetings:

The Utilization Management Committee shall meet at least three times per year, ideally quarterly, and shall maintain a permanent record of its proceedings and activities. Page 22 of 365





Approved: 06/2017  
Expiration: 06/2018  
Policy Area: Case Management & Utilization Review  
Reg. Standard: CMS 482.30, TJC LD.04.02.05

## Utilization Management Process

### STATEMENT OF PURPOSE

Memorial Hospital of Sweetwater County (MHSC) is professionally and ethically responsible for providing care, treatment and services within its capability, law and regulation. The Utilization Management process defines how MHSC reviews the services furnished by the organization and by members of the medical staff to patients entitled to, but not limited to, benefits under Medicare and Medicaid programs. There are times such care, treatment and services are denied because of payment limitations. In these situations the decisions to continue providing care, treatment and services or to discharge the patient is based solely on the patient's identified needs, the capacity of the organization to provide the care, and governing laws. This document will outline the process for decision making and care discussion for providing services within the capability, laws, and regulations governing Memorial Hospital of Sweetwater County. This document also outlines practices to identify and act upon opportunities for improvement to maximize efficiency of services provided.

### TEXT:

#### I. Definitions

- A. Clinical Documentation Improvement: Improvement efforts focused on documentation of patient care activities that accurately and appropriately translates the care provided and clinical status to coded data (American Health Information Management Association [AHIMA], 2017).
- B. KEPRO: KEPRO is the Beneficiary and Family Centered Care Quality Improvement Organization (BFCC-QIO) representing the state of Wyoming, therefore representing MHSC. KEPRO is a branch of the Quality Improvement Organization working with Medicare beneficiaries to improve the quality of care. The function of KEPRO is to support improved quality delivery of care, protect the integrity and the Medicare Trust Fund, and to protect beneficiaries by addressing complaints from beneficiaries in a timely manner. KEPRO performs medical record reviews as requested by the beneficiary or appropriate representative (KEPRO, 2016).
- C. Recovery Audit Contractors (RAC): Recovery audit contractors function under the Centers for Medicare & Medicaid Services (CMS) to detect and correct improper payments that have been made in efforts to identify and correct future improper payments from occurring (CMS, 2017). The RAC process impacts MHSC as the organization bills fee-for-service programs for services delivered at MHSC to Medicare & Medicaid.
- D. Quality Improvement Organization (QIO): Under direction of the Centers for Medicare & Medicaid Services, Quality Improvement Organizations function to partner with care providers, stakeholders,

Page 23 of 365

patients and their families to improve the delivery of care, enhance quality of life within communities, and decrease unnecessary healthcare spending. They function as resources to assist organizations in improving care. Mountain Pacific Quality Health is the Quality Innovation Network-Quality Improvement Organization (QIN-QIO) for Memorial Hospital of Sweetwater County. They represent the state of Wyoming (Mountain Pacific Quality Health, 2016) .

## **II. Authority**

The Governing Board, as the Memorial Hospital of Sweetwater County Board of Trustees, has ultimate accountability for the management of the quality, appropriateness, and clinical necessity of services. The Board of Trustees delegates the utilization management function to the Chief Executive Officer and the medical staff. The utilization management function is the responsibility of the Utilization Management Committee (UM Committee) that has been established as a standing committee of the medical staff. Utilization management responsibilities will be delegated by the president of the Medical Executive Committee who appoints physician members. The Utilization Management Process is written and reviewed by the Utilization Management Committee and approved for adoption by the Medical Executive Committee and the Board of Trustees.

## **III. Purpose**

The purpose of utilization management at MHSC is to:

- A. Assist in driving value in healthcare through collaboration, promotion of transparency, and the balance of quality, service, and cost (refer to [MHSC's Quality Assessment, Performance Improvement and Patient Safety Plan \[QAPI\]](#)).
- B. Evaluate the effectiveness of the electronic medical record (EMR) in meeting the needs of quality and utilization services.
- C. Identify patterns of overuse, underuse, misuse and inefficient scheduling of services with recommended plans of corrective action.
- D. Assure effective and efficient utilization of hospital resources.
- E. Provide a mechanism for concurrent review of appropriateness of services.
- F. Comply with CMS guidelines/standards for utilization review.
- G. Assist in organizational improvement strategies based on identified opportunities.

## **IV. Organization of the Utilization Management Committee**

### **A. Membership**

#### **1. Physician Members**

- a. Physician members will be appointed annually by the president of the medical staff
- b. Committee will consist of at least two physicians
- c. One physician member must be present at each meeting
- d. The president of the Medical Staff will appoint the Physician Chair

#### **2. Non-physician members may include, but are not limited to:**

- a. Administration
- b. Health Information Management



- c. Nursing
  - d. Quality
  - e. Case Management
  - f. Clinical Documentation Improvement
  - g. Patient Financial Services
  - h. Other healthcare practitioners and professionals as necessary
- B. No person holding any direct financial interest in the hospital will be eligible for appointment to the committee. No physician will participate in review of any case in which he/she has been professionally involved. Cases under review in which both physician members have provided care will be deferred to another active physician of the medical staff for objective review and asked to present the information to the UM Committee members.
- C. The UM Committee will meet quarterly with a minimum meeting of at least three (3) times per year. The committee may meet more frequently than quarterly if needed as concurrent issues arise.
- 1. A meeting may be called by any member of the committee.
  - 2. The UM Physician Chair will be notified as the he/she may need to coordinate the meeting if deemed necessary by the UM Physician Chair.
- D. A summary of UM activities and recommendations for any action believed to contribute to the improvement of patient care or appropriate use of resources will be reported to the Medical Executive Committee and to the Quality Committee of the Board.
- E. Recommendations for action requiring system and/or process changes will be referred to the QAPI committee or other appropriate committee/work team to carry out process change for improvement per the [QAPI and Patient Safety Plan](#).
- F. Recommendations for action or follow-up regarding individual provider performance or care delivery will be referred to MHSC's peer review/provider performance review process.
- G. Functions
- 1. Concurrent review of outlier cases not meeting appropriateness and medical necessity of services.
  - 2. Retrospective outliers, as defined by the UM Committee, will be reviewed and identified through use of, but not limited to, the following data resources:
    - a. Reports from the hospital's data systems
    - b. Results of review by the Quality Improvement Organization (QIO)
    - c. Recovery Audit Contractor (RAC) audit result letters
    - d. Medicare denials

## V. Methods of Review

### A. Referral of Reviews

- 1. Any staff member at MHSC can initiate an inquiry for review as it pertains to utilization of resources and services.
  - a. Staff can begin the inquiry by following the appropriate chain of command within their respected department.

- b. The department leader will communicate the issue in question and provide supporting information to Case Management.
  - c. Case Management to determine the appropriate course of action for additional referral to the committee, escalation for review, or follow-up.
2. In situations identified as needing immediate intervention as it relates to utilization of resources and services rendered, it is the expectation that identified issues will be communicated and discussed in the moment with the attending and/or ordering physician of services. If concerns are unable to be resolved, and if Case Management (CM) is unavailable to pursue immediate case review through the process outlined through the MHSC CM Physician Escalation Process (see attached flow process), an active UM physician may be contacted to initiate and assist with the concurrent review necessity.

#### B. Concurrent Review

1. Concurrent review includes review of the encounter for medical necessity for admission, necessity for continued hospital stay and utilization of resources by case management processes (see Appendices: MHSC Case Management Utilization Review Process Flow & MHSC CM Physician Escalation Process).
  - a. If the patient does not meet criteria for admission, continued stay or medical necessity, the case is referred to the UM Committee Physician Chair for review.
  - b. If necessary, the attending physician will be contacted for additional information. All information used for determining medical necessity must be evident and documented in the medical record by the attending physician.
  - c. If the UM Committee Physician Chair has reason to believe the admission is not necessary, he/she will confer with the attending physician and afford him/her the opportunity to present his/her views. If the attending physician concurs medical necessity is not met, he/she will discharge the patient or correct the admission status following appropriate Code 44 Procedures per Medicare guidelines.
  - d. If the attending physician does not concur with the determination made by the UM Committee Physician Chair, the case will be referred to a second physician. If this additional review indicates justification for admission, the admission will be approved and Case Management will assign the next review date within three (3) days.
  - e. If the UM Committee Physician Chair and the additional physician adviser determine that an admission is not medically necessary, they will complete a written hospital-issued notice of non-coverage (HINN letter). This notification will be distributed as soon as possible (preferably prior to or at the time of admission) to the patient and/or patient representative, the hospital, the attending physician and, as appropriate, the state agency for Medicaid patients and any other appropriate reviewing organization. The letter will be distributed by Case Management or other designated party.
  - f. An attending physician or patient who disagrees with the decision of both physician advisers with respect to notice of non-coverage may request a reconsideration of the decision from the UM Committee physician members.
  - g. For Medicare Patients Only: If the attending physician disagrees with the decision of the UM Committee Physician Chair and the second physician adviser, the attending physician will contact KEPRO, a function of the Quality Improvement Organization (QIO), for an

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immediate review of the case. If the QIO agrees with the physician advisers a written notice of non-coverage will be given to the patient and/or patient representative, the attending physician, the hospital, and the QIO. If the QIO does not agree with the UM Committee Physician Chair and the second physician adviser, the admission will be approved. A physician/patient who disagrees with the QIO decision may request reconsideration of the decision from the QIO. The time frame and appeals process shall be followed as defined by the QIO guidelines.

- h. In all cases, only a physician will make a decision regarding appropriateness of admission.
  - i. Actions taken during admission review will be documented by the UM physician within the hospital's data analytic system.
2. On weekends and on days when the physician members of the Utilization Management Committee are unavailable, review decisions will be made by the hospital-employed hospitalist, general surgeon, pediatrician, obstetrician, orthopedist, or emergency medicine physician on call. Reviews must be conducted by a physician from a specialty that is different from the specialty that is being reviewed.

#### C. Retrospective Review

1. Retrospective review is performed under the following circumstances after the patient has been discharged:
  - a. To address cases with issues that were not identified or sufficiently handled during concurrent review.
  - b. To address trends in overuse, underuse or misuse of medical services.
  - c. To review cases for which third party payers question or deny care.
  - d. When required by third party payers.
  - e. To respond to issues referred by other departments or committees.

#### VI. Relationship with Fiscal Intermediary, State Agencies, Department of Health and Human Services and the QIO

The procedures and minutes of the UM Committee will be made available for confidential review as required by the fiscal intermediary, authorized state agencies, the Department of Health and Human Services and, as appropriate, the QIO.

#### VII. Confidentiality

**WY Stat § 35-2-910** "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" (Justia US Law, 2015).

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.

Approved by the Utilization Management Committee, May 8, 2017; Approved by MEC on May 16, 2017

## REFERENCES

American Health Information Management Association [AHIMA]. (2017). *Clinical documentation improvement*. Retrieved from <http://www.ahima.org/topics/cdi>

Centers for Medicare & Medicaid Services [CMS]. (2015). §482.30 Condition of participation: Utilization review. State operations manual: Appendix A- survey protocol, regulations and interpretive guidelines for hospitals. Retrieved from [https://www.cms.gov/Regulations-and-Guidance/Guidance/Manuals/downloads/som107ap\\_a\\_hospitals.pdf](https://www.cms.gov/Regulations-and-Guidance/Guidance/Manuals/downloads/som107ap_a_hospitals.pdf)

Centers for Medicare & Medicaid Services [CMS]. (2017). *Medicare fee for service recovery audit program*. Retrieved from <https://www.cms.gov/Research-Statistics-Data-and-Systems/Monitoring-Programs/Medicare-FFS-Compliance-Programs/Recovery-Audit-Program/index.html>

Justia US Law. (2015). 2015 Wyoming code 35-2-910. *Quality management functions for health care facilities; confidentiality; immunity; whistle blowing; peer review*. Retrieved from <http://law.justia.com/codes/wyoming/2015/title-35/chapter-2/article-9/section-35-2-910/>

KEPRO. (2016). *KEPRO service areas*. Retrieved from <https://www.keproqio.com/>

Mountain Pacific Quality Health. (2016). *Mountain pacific quality health quality improvement organization*. Retrieved from <http://mpqhf.com/QIO/>

**Date of Origin: 2008**

## Attachments:

[MHSC Case Management Utilization Review Process Flow.pdf](#)  
[MHSC CM Physician Escalation Process.pdf](#)

## Approval Signatures

Approver	Date
Kristy Nielson: VP Nursing	06/2017
David Dansie: MEC Chair [KT]	06/2017
Irene Richardson: CFO, Interim CEO	05/2017
Kari Quickenden: VP Clinical Services	04/2017
Kristy Nielson: VP Nursing	04/2017

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# Board Charter: The Human Resource Committee

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Board of Trustees Orientation and Resource Handbook

NO.

Category: Board Committees & Committee Charters

Title: Human Resource Committee Original

Adoption: June 14, 2010

Revision: August 16, 2017

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## Purpose:

The purpose of the committee is to assist the Board in discharging its duties in respect to the compensation and benefits of the management and employees of the Hospital, the safety of the work environment, and to assuring an organizational culture that fosters a productive, engaged work force.

## Responsibilities:

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

- Assures management is in compliance with all Federal and State labor laws, rules and regulations.
- Reviews the Employee policies to assure reasonableness and compliance with fair employment practices.
- Periodically reviews and, if appropriate, recommends for consideration by the Board, changes in total rewards.
- Reviews and establishes the percentile pay range of market-based wage analysis.
- Provides a mechanism for addressing employee conflicts and grievances.
- Periodically conducts employee satisfaction/engagement surveys and monitors the implementation of actions based there on.

*Exceptional Skill. Extraordinary Care.*

## Composition

The committee shall consist of two (2) members of the Board, one of whom shall serve as chair, the Chief Legal Executive/General Counsel, Chief Executive Officer and the Human Resource Director. These five (5) committee members shall be the voting members of the committee. Staff to this committee include support personnel from appropriate MHSC departments such as the Chief Nursing Officer, Chief Clinical Officer, Chief Financial Officer, Finance and HR, who will not have voting privileges.

## Meeting Schedule

The committee shall meet quarterly, or as needed.

## Reports

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

- Comprehensive personnel turnover reports
- Contract staff statistics by position.
- Vacancy rates by position.
- Unexpected sick leave rates and workers' compensation claims.
- Employee Engagement survey results when available

*Exceptional Skill. Extraordinary Care.*

# Board Charter for Quality Committee

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Board of Trustees Orientation and Resource Manual
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**Category: Board Committee & Committee Charters**

**Title: Quality Committee**

**Original adoption: June 14, 2010**

**Revision: 2017**

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## **Purpose:**

The Board of Trustees (Board) has a fiduciary responsibility to ensure that hospital and clinic patients receive safe, quality care. The purpose of the Quality Committee is to monitor and review progress in achieving those goals. Progress will be measured by noting success with action plans designed to eliminate any variance that (1) patient safety, (2) clinical quality, (3) patient satisfaction, or service, (4) risk management, and regulatory preparedness and compliance, and (5) physician credentialing.

**Definition of Quality:** The Institute of Medicine (IOM) 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*

The Federal Government imposes rules that economically penalize institutions for quality non-attainment (variance) in an ever-shifting pattern.

## **Responsibilities:**

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

1. Assess the needs, and government mandates, to set priorities and insure the establishment of effective action plans that support the overall mission of the hospital for safe, quality care.
2. Develop Board level policies regarding the provision of safe, quality care.
3. Review and recommend to the Board for approval, the hospital's and the clinic's annual quality plans for improvement in areas mandated by government regulations and identified in the hospital's strategic plans.



4. Review each action plan for improvement against the quality plans' benchmarks and targets and report the results to the Board.
5. The effective execution of action plans to eliminate deleterious variance will be a job performance issue, and a matter of continued employment, for the Chief Nursing Officer, Chief Clinical Officer and Vice President of the Clinic. The Quality Committee will hold this leadership and clinical leaders accountable for performance, using benchmarks and targets, and monitoring under-performance until issues are resolved.
6. Review all *Serious Reportable Events (SREs)*, as defined by the National Quality Forum reported to the Wyoming Department of Health and/or Centers for Medicare and Medicaid, review the responsible senior lead corrective action plans, and report on both to the Board.
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. Participates with medical staff to set criteria and processes for credentialing and the ongoing quality monitoring of clinicians, and recommends Board approval. Is also responsible for monitoring and maintaining the integrity of the credentialing process.
9. Oversee compliance with quality and safety accreditation standards.
10. Require 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.
11. 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; at least one physician; the Chief Executive Officer and the Director of Quality. Each of these members shall have voting privileges.

Meetings shall be attended by the Chief Nursing Officer, Chief Clinical Officer; Vice President of the Clinic; and the Director of Safety. These individuals shall not have voting privileges.

## **Meeting Schedule**

The committee shall meet monthly.

## **Reports**

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

- The monthly quality dashboard for any measure showing a deleterious variance along with an action plan to correct the variance.
- CSM core measures and other CMS measures report in dashboard form (quarterly).
- *Serious Reportable Events, Sentinel Events*, as defined by The Joint Commission, and near misses as they occur.
- Root cause and FMEA as they occur.
- Patient satisfaction measures showing a deleterious variance (monthly in dashboard form) and quarterly in-depth report for all measures.
- Patient safety and environmental safety (quarterly in dashboard form).
- Progress on action performance improvements and/or patient safety goals (monthly in action plan format).
- Quality Performance Improvement Plan (annually).
- Employee satisfaction/engagement survey (annually or at least every two years).
- Accreditation reports (when received).
- Audit of credentialing process (at least every two years).

**BYLAWS**

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**SWEETWATER COUNTY**



# Memorial Hospital of Sweetwater County

## Board of Trustees

### Bylaws

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#### CHAPTER I: DEFINITIONS

##### Section 1. Gender

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Whenever the ~~context requires, words of masculine gender the used herein are meant to include the feminine gender~~ is also included.

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##### 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 for in Wyo. Stat. § 18-3-501, Wyoming Statutes (LexisNexis, 20052009), as amended, 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 (2009)and following, Wyoming Statutes (LexisNexis, 2005), as amended.
- E. The Hospital shall mean Memorial Hospital of Sweetwater County.
- F. Licensed Practitioner shall mean a member of the Hospital Medical Staff.

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#### CHAPTER II: LEGAL STRUCTURE AND MISSION

##### Section 1. Legal Structure

The Board is appointed by the Commissioners and ~~is the Board is constituted~~ de as a body corporate with the duty to erect, manage, operate, and control the Hospital with perpetual

existence, pursuant to Wyo. Stat. §§ 18-8-101 through to 18-8-301, Wyoming Statutes (LexisNexis, 20052009) as amended, with perpetual existence.

## 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.

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*To deliver superior regional health care services that improve the health and wellness of all people all people, and communities we serve. New Mission Statement approved by the Board in 2016. There is also a newly approved Vision Statement and tagline.*

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## 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 ~~include such~~ essential services as include a 24-hour emergency department, obstetrics, critical care capabilities, medical/surgical services, dialysis, and disaster preparedness.

To ~~be able to~~ continue to offering ing 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 ~~sufficient~~ 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 ~~seven (7),~~ five (5) residents of Sweetwater County shall be appointed by the Sweetwater County Commissioners as provided for in Wyo. Stat. §§ 18-8-102, 18-8-104, Wyoming Statutes (LexisNexis, 20052009) as amended. Trustees shall serve without compensation.

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Trustees are appointed for five (5) year terms, and may be eligible for reappointment by the Commissioners to succeed themselves for additional 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.

## **Section 2. Resignation**

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.

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#### 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. I would like to add language that clarifies Board Policy vs. Hospital Policy, procedures, plans, guidelines, and standards. But we need to have a discussion about this. Maybe such a clarification isn't necessary but would like to have the discussion.

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

As the Wyoming Statutes providing for the creation of memorial hospitals (W.S. § 18-8-102 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.

Comment [KM1]: Wyo. Stat. § 18-8-104, specifically.

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 for in these bylaws (See Chapter IV).
- B. To ensure compliance with federal, state, and local laws.
- C. To ensure that all applicable accreditations 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 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, to develop a long-term capital expenditure plan, and to monitor the implementation of this plan (See Chapter VI).
- G. To receive and own property.
- H. To~~May~~ 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 purpose of the Hospital's mission statement.

Comment [KM2]: Businesslike? Is this a term of art? If not, should one be used or is this sufficient?

- I. The Hospital must maintain a list of all contracted services, including the scope and nature of the service provided. This list is a database and it is maintained by the Hospital. This is the only reference to contracts in this section. Do you want an additional section that basically says "the Board will create a policy/process to review and approve Hospital 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 or 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 a periodic evaluation of their performance. ~~N~~Consistent, therewith, new members of the Board must participate in a Hospital trusteeTrustee orientation program and all members are encouraged to participate in available education programs.
- P. Adopt and comply with rules 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 or his designee.
- 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. ~~and, in~~ that regard, the Board retains the authority to restrict or expand the services offered by the Hospital, to restrict or expand ~~and/or~~ the number of employed, licensed practitioners providing services in a given specialty based on its evaluation, ~~and the authority for~~to determining that an exclusive contract is or is not necessary for a specific specialty or service.
- T. Review and revise these Bylaws as necessary to meet the purposes of the Hospital.

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Comment [KM3]: Does this belong under the section outlining the duties of the Board? Should the Board ensure that this is done by the hospital?

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## 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 ~~at 5:00 P.M.~~ (Do you want to change the time? The rest of the sentence permits you to begin at whatever time you want as long as it is noticed so just checking) on the first Wednesday of each month, unless otherwise indicated in the call. The regular annual meeting of the Hospital governing body shall be at the regular July meeting.

- B. ~~Special meetings may be called by the President of the Board or upon oral or written request of a majority of the Board by giving notice of the meeting to each member of the Board and to each newspaper of general circulation, radio or television station requesting the notice. The notice shall specify the time and place of the special meeting and the business to be transacted. No other business shall be considered at a special meeting.~~

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 or television station requesting the notice. The notice shall specify the time and place of the special meeting and the business to be transaction and shall be issues at least eight (8) hours prior to the commencement of the meeting. No other business shall be considered at a special meeting.

- C. The Board may recess any regular, special, or recessed regular or special meeting to a place and at a 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.
- D. The Board may hold an emergency meeting on matters of serious, immediate concern 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 hours (48). In such case the Board may reconsider and act upon the temporary action at the next regularly

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scheduled meeting of the agency, but in no event later than thirty (30) days from the date of the emergency action.

E. 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 or 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.

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. §§ 16-4-16-4-401 through to 16-4-16-4-407, Wyoming Statutes (LexisNexis, 2005), as amended, (2009) (2015)

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 (2015) 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. 9), including the provisions relating to emergency meetings and executive sessions.

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H. 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. 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.

- B. On matters concerning litigation to which the Board is a party or proposed litigation to which the Board may be a party.
- C. 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.

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### Section 3. Officers

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 calendar years without having had one (1) year of grace from that office before he can be 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 chair-person of each standing committee. The President shall act for the Board as a whole, only by 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 shall act as secretary of the Board; shall act as custodian of all records and reports of the Board; shall be responsible for the keeping and reporting of adequate records of all transactions; and shall of 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.

#### Section 5. Quorum

~~Four (4)~~ Three (3) of the Board members shall constitute a quorum for the transaction of business. No action of the Board shall be valid unless such action shall receive the approval of the majority of the members of the Board. ~~Proxy voting shall not be permitted.~~ Any member of the Board or of a committee thereof 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.

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#### Section 6. Conflict of Interest

The Board shall adopt a comprehensive Conflict of Interest policy. Each member of the Board shall be required to affirm in writing their his or her agreement to adhere to the terms of the Conflict of Interest policy upon taking their 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.

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#### Section 6.7. Voting

Comment [BJS4]: Do we need to state that people w/conflict of interest cannot vote?

- A. Each Board member shall be entitled to one vote on any matter properly submitted to the members 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 member or members in the minority on any question wish to present a written opinion to the Secretary, such opinion shall be filed with the permanent records of the Hospital.
- D. Each member of the Board shall be furnished with a copy of the minutes of each previous meeting.

#### Section ~~7~~8. Committees

- A. All committee meetings will be held on the Hospital premises, unless otherwise indicated in the call.
- B. Committees ~~will~~may be standing committees or special committees.
- C. Standing committees will be appointed by the President. Their tenure will run until the annual meeting, or until a successor is named. Standing committees shall be Finance & Audit, Quality, Governance, Human Resources, Executive Oversight & Compensation, Joint Conference, and other such committees as the Board may authorize. ~~The charge of all standing committees will be a part of these bylaws~~ stated in the committee charters as adopted by the Board.
- D. 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 ~~such as is~~ specifically conferred by action of the Board of Trustees. Such special committees shall stand discharged upon completion of their appointed task or by order of the President with the approval of the Board.

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#### Section 9. Standing Committees

~~The Board will have Standing Committees. The Joint Conference Committee shall be composed of two (2) officers of the Board; three (3) officers of the medical staff; and the hospital~~

~~Executive Director who will be a member without voting privileges. The committee is a liaison mechanism for the Board/ Medical Staff/Administration. Its primary function shall be to serve as a forum for discussion of matters pertaining to the efficient and effective~~

## CHAPTER V: HOSPITAL CHIEF EXECUTIVE OFFICER

### Section 1. Appointment and Qualifications

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

Comment [KM5]: Progressive?

### 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. He shall have complete and final authority for the internal management of the Hospital. The CEO shall report to the Board through the President of the Board.

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### Section 3. Duties

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

~~A. Attend meetings of the Board and its committees; provide the necessary staff work and participation in all considerations.~~

- ~~B. Insure that the bylaws of the Board and the bylaws, rules and regulations of the medical staff are complied with.~~
- ~~C. Identify major questions involving objectives and policies affecting the hospital, determine the facts and analyze them and develop proposed solutions for presentation to the Board for its review and adoption.~~
- ~~D. Report regularly to the Board on the performance of the hospital, including patient care.~~
- ~~E. Attend, as an ex officio member without vote, meetings of the medical staff and its committees, and provide necessary administrative staff work. Participation in all considerations.~~
- ~~F. Develop and implement a sound plan of organization for management of the hospital.~~
- ~~G. Formulate objectives, policies, plans and programs for the hospital to be considered by the Board and direct their installation upon approval.~~
- ~~H. Acts as the technical/professional advisor to the Board, and also as chief agent of the Board.~~
  - ~~I. Represents the hospital to the public at large and health and medical professional organizations. Promotes the reputation and prestige of the hospital.~~
  - ~~J. Appoints assistants and others with full authority to hire and terminate hospital employees.~~
  - ~~K. Delegate to assistants the authority and responsibility for the performance of their assigned tasks and ensure that adequate control exists to render that delegation effective.~~
  - ~~L. Delegate to the senior assistant the authority and responsibility for managing the hospital in the absence of the Executive Director.~~
  - ~~M. Develop a sound financial management plan. Direct the preparation of the annual budget and insure adherence to the revenue, expense, equipment and minor alteration budgets.~~
  - ~~N. Initiate studies on a continuing basis which are necessary for the development of objectives, policies, plans, and programs for hospital activities and services.~~
  - ~~O. See that approved policies, plans and programs are promulgated and interpreted to hospital personnel and that they are carried out.~~
  - ~~P. Evaluate, on a regular basis, the performance of assistants, and review the evaluation of directors of departments and supervisors who are one level below executive assistants.~~

- ~~q. Conduct periodic inspections of the hospital to ensure that facilities are being properly utilized and maintained.~~
- ~~r. Cooperate in joint ventures with other hospitals.~~
- ~~s. Participate in continuing education programs relative to delivery of personal health services, including health services administration, medical care organization, and hospital trusteeship.~~
- ~~t. Cooperate with volunteer groups in developing programs and services for the material benefit of the hospital.~~
- ~~u. Collaborate with the medical staff in formulating professional policies which affect patient care, education and research, and act as the liaison officer for the medical staff and the Board.~~
- ~~v. Coordinate planning for the hospital, including the projection of services, manpower, equipment and space needs to meet the objectives of the hospital.~~
- ~~w. Implement a quality assurance program in compliance with standards of the Joint Commission on Accreditation of Healthcare Organizations. See Casper for brief summary of CEO responsibilities~~

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## CHAPTER VI: FISCAL CONTROL

### Section 1. Guidelines and Audits

- ~~a~~A. The Chart of Accounts for Hospitals prescribed by the American Hospital Association, with modification as needed, and the laws of the State of Wyoming shall be followed in recording and accounting for financial transactions of the Hospital.
- B. Review and approve an annual budget for the operation of the Hospital 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, to develop a long-term capital expenditure plan as required, and to annually, or as otherwise necessary, monitor the implementation of the plan.
- ~~b~~C. The financial records of the Hospital shall be audited annually by an independent, certified public accountant and/or firm.

Comment [KM6]: The Board shall?

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### Section 2. Execution of Instruments

- A. Unless otherwise specifically determined by the Board, or otherwise 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 endorsed by the

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CEO or other such officers of the Hospital to whom the Board, by policy, ~~shall have~~ has delegated such power.

B. ~~Endorsement 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, shall have~~ has delegated such power.

C. 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 endorsed by the CEO or such other person(s) and in such manner as determined by Board policy.

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### Section 3. Deposit of Funds

## Chapter VII: ~~Medical Staff~~ MEDICAL STAFF

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### 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.

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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 ~~Directors~~ Trustees shall meet with the Medical Executive Committee to resolve the conflict, and amend their respective bylaws accordingly.

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

A. With the exception of employed physicians, the relationship ~~is~~ isn not an employment relationship but a privilege in the nature of a license to use the Hospital facilities for the treatment of patients;

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- B. The Medical Staff is an advisor to the ~~governing body~~ Board when providing clinical expertise ~~wherever that is important or relevant~~; and
- C. The Medical Staff Bylaws serve as a framework for self-governance of Medical Staff activities, but do not suggest that the Medical ~~S~~taff is a separate entity; ~~but the~~ Medical Staff is a part of the Hospital.

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

- A. The Board shall ensure that the Medical Staff is organized into a responsible administrative unit; ~~and that it~~ The Medical Staff shall adopt ~~and periodically review such~~ Bylaws, Rules and Regulations, and policies, subject to Section 3 of ~~this Article Chapter VII~~ Chapter VII, for governance of its members' practice within the Hospital, ~~and periodically review its Bylaws, Rules and Regulations, and policies, to ensure consistent with as the Board's determinations to be~~ of the greatest benefit to the care of patients of the Hospital and ~~as is~~ 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 are fully licensed by the Wyoming State Board of Medicine to practice medicine or osteopathy in the State of Wyoming.

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

Bylaws, 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, 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 privileges can admit patients to the Hospital. Physicians, podiatrists, and dentists who are members of the e

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 patients' 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 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 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 its approval that 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.

~~(8) The appropriateness of exclusive contracts; and~~

~~(9) The formation or elimination of clinical departments or services at the Hospital.~~

## **Section 7. Liability Insurance**

Members of the ~~medical staff~~ Medical Staff, including dentists and allied health professionals, shall annually provide written proof of liability (malpractice) insurance ~~must be covered by liability (malpractice) insurance~~ for an amount to be determined by the Hospital governing board; furthermore, members of the ~~medical staff~~ Medical Staff shall notify the Hospital within ten (10) days of receiving notification of cancellation of liability insurance. Noncompliance with this policy is cause for 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 only for the therapeutic purpose of saving the life of the mother and requires 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, ~~handicap~~disability, age, gender, or sexual orientation will be allowed in the admission and treatment of patients, appointments or privileges of ~~medical staff~~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 concurrence as indicated by a majority vote. All such statements will be issuesd by the President through the office of the CEO.

## CHAPTER IX: GIFTS AND BEQUESTS

### 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 an annual report shall be made to the Board.

## CHAPTER XI: INDEMNIFICATION

### Section 1. Indemnification of Directors and Officers

Memorial Hospital of Sweetwater County shall indemnify each member of the Board of Trustees and each of its officers against, and it 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~~[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 ~~action~~[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.

## CHAPTER XII: AMENDMENTS AND ALTERATIONS

### Section 1. Requirements

Comment [KM7]: Spacing

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

## 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. § Section 16-3-103-18-8-101, through et seq., through 16-3(2009)-104, Wyoming Statutes Annotated, as amended by the 1990 legislature.

### ACCEPTANCE AND ADOPTION

The foregoing Bylaws of Memorial Hospital of Sweetwater County Board of Trustees are hereby accepted and adopted as of this 3<sup>rd</sup> day of November, 2010.

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Richard Mathey, President

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Attest:

Taylor Jones, Secretary

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# Board Charter for The Joint Conference Committee

Board of Directors Policy Manual

**Category:** Charter

**Title:** Joint Conference Committee

**Original adoption:** 2017

**Revision:**

## 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 at least quarterly, and as needed.

# Board Charter: The Building & Grounds Committee

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Board of Trustees Orientation and Resource Handbook
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**Category: Board Committees & Committee Charters**

**Title: Building & Grounds Committee**

**Original adoption:**

**Revision:**

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## **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 off-site 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 Finance & Audit Committee

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Board of Trustees Orientation Resource Handbook
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**Category: Finance and Audit Committee**

**Title: Finance and Audit Committee**

**Original adoption: June 14, 2010**

**Revision: 2017**

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## 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.
- 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.
- Provides oversight over external auditing matters by:
  - Reviews the Board's external auditing policy; recommends changes if deemed necessary.
  - 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 to review the annual audit and associated management letter.
- Review audit findings and recommends to the Board any corrective actions 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, the Chief Financial Officer, the Controller, Business Officer Manager, 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. 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 statement
  - ✓ Investment reports
  - ✓ Key financial ratios
  - ✓ Key operating benchmarks
  - ✓ Payor trend reports
  - ✓ Service line profit and loss, incorporated as part of monthly budget comparison report
- Chargemaster review, annually with three (3) year rotation 1 onsite and 2 desk
- 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





Approved:

N/A

Expiration:

N/A

Policy Area:

*Employee Policies*

Reg. Standard:

## CONTRACT REVIEW AND APPROVAL POLICY

### MHSC CONTRACT APPROVAL PROCESS

#### PURPOSE:

This document describes the contract drafting, review and approval process for Memorial Hospital of Sweetwater County (MHSC or Hospital) and outlines the signature authority for contracts to which MHSC is a party. This policy is intended to ensure that any commitment of MHSC resources and all related agreements are properly reviewed and approved. This policy further describes the necessary steps in the contract review process and identifies the individuals who are authorized to commit hospital resources through agreements executed in its name.

#### AUTHORIZED PERSONS

Individuals who have the authority to enter into contract negotiations on behalf of the Hospital are 1) Directors 2) Senior Leadership and 3) any person given authority pursuant to a resolution of the Board of Trustees. Entering into a contract on behalf of MHSC has legal implications for the Hospital. Therefore, contracts signed without following the appropriate policy and procedure-- which includes Board approval--may, if the Hospital chooses not to honor the contract, result in personal liability for the person signing the contract and could also result in corrective action of the employee including termination.

#### CONFLICT OF INTEREST

Conflicts of Interest: anyone authorized to enter into contract negotiations must ensure that the Hospital is not being asked to enter into a contract that presents a conflict of interest. If a conflict arises or is learned of during the contract approval process the responsible party shall notify and disclose such conflict to Hospital's In House Counsel so the conflict can be addressed.

#### MHSC CONTRACTS

A contract is any legally enforceable agreement whether or not it is titled "contract." A contract includes any procurement or service delivery agreement that commits MHSC legally or financially. Contracts include, but are not limited to, letters of agreement, lecture or teaching agreements, Educational/Clinical Placement Agreements, support/service agreements, leases for property and equipment and Memorandum of Understanding (MOU's). All contracts must be in writing. An agreement may be a binding contract even though one party provides something of value to the other party at no charge. Therefore, the Hospital may have an interest even though there is no financial transaction.

#### Contracts Addressed under Separate Policies

*Agreements requiring County Commission approval* - as defined by Wyoming Statute § 18-8-301. This statute states that a contract in which the county hospital "engages in shared services and other cooperative ventures; enters into partnerships; either alone or in conjunction with any other entity, form or be an interest owner of corporations, partnership, limited partnership, cooperative... or any other trust or association organized under the laws of this state" must be approved by the Board of Trustees and the County Commissioners before such an agreement is binding on any of the parties. Contracts anticipated by Wyoming Statutes §18-8-108 and 109 can only be negotiated, executed and agreed to by the Board of Trustees in conjunction with the Board of County Commissioners.

*Physician Contracts*- Separate Policy for negotiating and executing these types of contracts. These contracts will require final board approval before binding on parties.

*Educational/Clinical Placement Agreements*-Separate policy and procedure. If Board approved policy and procedures drafted from the Policy is followed in drafting these specific types of agreements than board approval will not be required for these agreements.

### **Contract Approval and Exemptions**

Contracts to which MHSC is a party must be reviewed by Hospital In House Counsel for legal purposes and the CEO for content and purpose. If a contract does not meet one of the exceptions below it must be presented to the board for final approval. However, the CEO and In House reserve the right to present any contracts to the Board for discussion and review if, in their discretion, such discussion needs to occur prior to approval.

The following types of contracts are exempt from Board approval but still require legal and CEO review.

- I. Service Contracts of less than \$25,000.00 (See MHSC Spending Authority Matrix which is made a part of this Policy be reference herein).
- II. Renewals of existing contracts or service agreements approved by In House Counsel and the Board within the previous 5 years, unless the terms and conditions of the renewal are different than those previously approved.
- III. Service/Maintenance Agreements on hospital equipment.
- IV. Educational/Clinical Placement Agreements.

A list of all such contracts that have been approved by In House Counsel and the CEO will be provided to the Board at the board meeting following internal approval of these contracts.

### **Process After Contract is Approved and Signed**

All executed contracts, excluding Physician Contracts, will be submitted to the Director of Accreditation. Physician Contracts are maintained and housed with the Medical Staff Services office. The Accreditation Department houses the Hospital's contract database. All contracts are entered into the database and tracked for renewal or expiration dates. Notice of contract renewal or expiration will be provided to the appropriate person and In House Counsel by the Accreditation Department at least 90 days prior to the date of auto-renewal and/or termination notice stated in the contract.

## **Attachments:**

No Attachments



# 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

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**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 Review	Leader Approval	Board Approval	Commissioner Approval	Authorized Signature
<b>Physicians</b>					
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
<b>Purchased Services</b>					
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
<b>Capital Purchases</b>					
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
<b>Real Estate</b>					
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
<b>Leases</b>					
Leases, as lessee up to \$2,000 per month	Yes	CEO, CFO	No	Yes	CEO, CFO
Leases, as lessor ≥ \$2,000 per month	Yes	CEO, CFO	Yes	No	CEO, CFO
<b>Legal Settlements</b>					
w/insurance up to \$25,000	Yes	CEO	No	No	CEO
w/insurance ≥ \$25,000	Yes	CEO	Yes	No	CEO

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 purchase 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



# Memorial Hospital of Sweetwater County

## Building & Grounds Committee Meeting

Tuesday - August 15, 2017

5:00 PM

MHSC Classrooms 1 & 2

# Meeting Book - Tuesday - August 15, 2017 Building & Grounds Committee Meeting

## Agenda

### Agenda

Agenda Bldg & Grounds August 15 2017.docx - Page 3

#### I. Approve Minutes

Building and Grounds Comm Minutes July 18 2017.docx - Page 4

#### II. Project(s) Review

A. Emergency Room Desk  
Final documents & payments

Jim Horan

B. Laundry  
Options

Jim Horan

#### III. Old Business

#### IV. New Business

#### V. Next Meeting Timing

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

**Tuesday – August 15, 2017**

**Board Committee Members**

**Taylor Jones  
Ed Tardoni**

**Staff Attendees**

**Irene Richardson  
Jim Horan  
Tami Love**

**Guests**

**John Kolb – Board of Sweetwater County Commissioners  
Britt Swanson – Plan One Architects  
Gerry Johnston – Facilities  
Stevie Nosich – Facilities  
Clay Radakovich – Regulatory Compliance**

**Agenda**

- 1. Approve July 18, 2017 Minutes**
- 2. Project(s) Review**
  - A. Emergency Room Desk – Final documents and payment**
  - B. Laundry - Options**
- 3. Old Business**
- 4. New Business**
- 5. Meeting Schedule**

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**Building & Grounds Committee Meeting**  
**July 18, 2017**

Trustee Present: Mr. Taylor Jones  
Mr. Ed Tardoni

Committee Members Present: Mr. Jim Horan  
Ms. Tami Love  
Ms. Irene Richardson

Guests: Ms. Melissa Anderson  
Mr. John Kolb – *Sweetwater County Board of County Commissioners*  
  
Dr. Kristy Nielson  
Ms. Stevie Nosich  
Mr. Clayton Radakovich  
Ms. Britt Swanson – *Plan One Architects*

**Call Meeting to Order**

Mr. Jones called the meeting to order.

**Meeting Minutes**

The minutes of the June 20, 2017, regular meeting were reviewed. The motion to approve the minutes as presented was made by Ms. Love; second by Mr. Jones. Motion carried.

**Projects Review**

**Emergency Department Reception Desk**

Ms. Swanson said she talked to the contractor, Hogan. They should drop off all documents July 19.

**Laundry**

Mr. Horan said he has been tied up with another project so he has nothing to report on the Laundry Project at this time.

**Seclusion/Detention Rooms**

Mr. Radakovich reviewed the information included in the meeting packet. Ms. Anderson and her staff are already starting to use new suicide assessment scale and risk assessment tools to place patients in the appropriate setting. Mr. Radakovich said to satisfy The Joint Commission, we can utilize the assessment and place patients at the highest risk into the appropriate room. Dr. Nielson said we treat as we can, continually reassess, and then move people around based on the



necessity level. She said we are doing the best we can for the patient with the resources we have. Mr. Radakovich read aloud information from The Joint Commission Proposed Revisions for the National Patient Safety Goal Related to Suicide Hospital Accreditation Program. He said that effective January 2018 we have to provide a safe environment and prove we have provided a safe environment with the resources we have. He said this is part environmental and part policy-based. Mr. Radakovich said we are basing our actions on the comments of two surveyors out of 40-50 across the country. He recommends implementing both assessments now and look through the end of the third quarter to assess if we need to add another behavioral health room. He said that by mid-August we will have a procedure in place from the policy side. Mr. Tardoni said we cannot make a decision at this time. Mr. Jones said we don't have enough information to make a decision today. Mr. Kolb asked if there's a policy if we have too many patients. Mr. Radakovich said yes, we do. Dr. Nielson said she thinks we need to budget ahead for this just in case. Mr. Kolb suggested the Foundation assist with raising funds for this as part of suicide prevention. Mr. Tardoni said he wanted to discuss the cost estimate for room renovations. Mr. Jones said he thinks we need to decide if we need to renovate and then get bids.

### **Old Business**

#### **Cost Estimate Levels**

Mr. Horan presented level information and proposed being more detailed in the information he presents. Mr. Tardoni stressed what he is looking for in the way of information. Mr. Horan asked Mr. Tardoni for feedback as we move forward. Mr. Tardoni said he will be satisfied if Mr. Horan can qualify the information. Mr. Jones thinks we shouldn't do anything for at least six months due to our financial situation. He said just because there's \$2M in a budget doesn't mean we have to spend it. Ms. Swanson discussed in detail how they do architectural estimates.

#### **Tunnel Issues**

Mr. Horan said Mr. Tardoni and Dr. Sowada received the plans and toured the area. He said no action is to be taken at this point.

### **New Business**

None.

The Committee agreed to meet again on Tuesday, August 15 at 5:00 PM.

With no further business, the meeting was adjourned at 6:25 PM.



August 24, 2017  
5:30pm  
MHSC Foundation Office

### **AGENDA**

- |       |                                       |                         |
|-------|---------------------------------------|-------------------------|
| I.    | Call to Order                         | Charlie Van Over        |
|       | Roll Call & Establishing Quorum       |                         |
|       | Reading of Mission Statement          |                         |
| II.   | Approval of Minutes                   | Charlie Van Over        |
|       | June                                  |                         |
| III.  | Monthly Financial Report              | Teresa Noble            |
| IV.   | 2017 Election of Officers             | Charlie Van Over        |
| V.    | Old Business                          |                         |
|       | A. Red Tie Gala                       | Tiffany Marshall        |
|       | B. Waldner House concrete status      | Tiffany Marshall        |
| VI.   | New Business                          |                         |
|       | A. <i>Foundation President update</i> | <i>Charlie Van Over</i> |
|       | B. <i>Interim CEO update</i>          | <i>Irene Richardson</i> |
|       | C. <i>Foundation Director updates</i> | <i>Tiffany Marshall</i> |
|       | D.                                    | <i>Tiffany Marshall</i> |
| VII.  | Other Discussions                     |                         |
| VIII. | Adjournment                           |                         |

Next Meeting:  
Foundation Board meeting- 5:30  
September 28, 2017  
Foundation Office

*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.*

**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.

**Old Business**

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

- Foundation President- Charles Van Over
- Vice President- Fred Von Ahrens

- 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. What Fund to support and promote- 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 has 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 photographer nothing that she hopes to get a photographer to donate a night of their time to take pictures. 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 talk to Daniel's Jewelry and see if and how they'd be willing to work with the Foundation 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 is 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**

Foundation President Updates- 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 Steel 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. Ms. 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 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 safety. 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 to 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.

Foundation Director Updates- 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 Orology 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 Angel Bennet, 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 Angel has a new representative she's working with.
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 Renee, the Director of the Pharmacy. Ms. Marshall told the board that these are important as they electronically monitor the fridges that contain drugs and that within the past month, one fridge had lost its temperature twice, losing around \$100,000 worth of drug. Ms. Marshall asked that the board keep these in their minds and these were needed, and that the refrigeration temperatures was actually a conditional finding from the Joint Commission. The board wanted to be proactive and support the hospital as quickly as possible. 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 having some findings was expected. Ms. Noble asked Ms. Richardson what to say in response to questions and rumors and Ms. Richardson said to 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 they hadn't already. She 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

DRAFT

Present: Taylor Jones, Dr. Barbara Sowada, Dr. David Liu, Kari Quickenden, Clayton Radakovich, Tracie Soller, Amanda Molski, Jodi Corley, Dr. Kristy Nielson, Dr. Christian Theodosios, Irene Richardson

Absent/Excused: Kerry Marshall, Stephanie Mlinar,

Chair: Taylor Jones

### **Minutes**

July 19, 2017 Minutes were presented, motion to approve by Ms. Tracie Soller, seconded by Dr. Kristy Nielson . Motion carried.

### **Introduction**

We have 3 new Members this morning: Dr. David Liu, ENT, Dr. Christian Theodosios, ED MD, and Dr. Barbara Sowada, Board Trustee.

### **Value**

Ms. Corley reported on MIPS, updates and installations are on track. Many measures are scoring well. Ms. Molski noted we receive points based on how well we perform, but also how we compare nationally. i.e. If others perform well or equally nationally, then our points could be reduced. We are working to resign the contract, working with IT and Legal to expedite and bring to the September Board meeting.

Ms. Molski reported on the Timeliness of Care – ED throughput (see attached). Trending is steadily showing a time decrease, despite the current spike. An internal team is looking into the variables. Ms. Molski noted when looking at statistics monthly we will see variables. On August 24<sup>th</sup> the Team meets to determine what variables affected those statistics. Dr. Sowada noted the lag time for Quality statistics can be frustrating. In July annually and nationwide we see changes in Fellowships and new graduate nurses, which can affect statistically. Ms. Molski will include control values in next statistics.

Ms. Molski spoke in Ms. Mlinar's absence; it appears we don't have the correct data attached. Dr. Theodosios noted we are satisfied with the current statistical trend in the ED, we are seeing less complaints and an increase in Thank You cards.

Dr. Sowada asked Dr. Theodosios what he thought was how he saw the ED interacting and functioning? Dr. Theodosios stated we needed to have the ED and the hospital in general working smoothly and efficiently, with systems communicating effectively. Then we need to establish MHSC as a referral hub, working with other community resources both near and far.

Dr. Nielson spoke to the progress of the Care Transition program. Care Transition is intended to work with patients to keep them out of the hospital and rebounding to ED, by working with health plans, coordinating appointments and following medical instructions. We see a move to more "home care" and less hospital admissions.



**Open Topic**

Ms. Molski stated we have a challenge with the Clinic, since we do not have a point person to help coordinate all initiatives throughout all levels of staffing. A lengthy discussion ensued.

**Old Business**

No old business was brought forth for discussion.

**New Business**

No new business was brought forth for discussion.

**Patient Rounds**

This month Board Members were not scheduled for Rounding.

**Adjournment**

The meeting adjourned at 10:45 a.m.

**Next Meeting**

Wednesday, September 20, 2017, 08:30 am, Classroom 1 & 2

Respectfully Submitted,

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Robin Fife, Recording Secretary



# MEMORIAL HOSPITAL

OF SWEETWATER COUNTY

# Assigned: FY / 8 - 5

## Capital Request

**Instructions:** YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity.

**Note:** When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.

**Department:** IT

**Submitted by:** Rich Tyler

**Date:** 4/1/17

**Provide a detailed description of the capital expenditure requested:** This request is to expand our virtual server infrastructure by adding additional hard drives.

**Preferred Vendor:** Venture Technologies

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

1. Renovation	\$ _____
2. Equipment	\$ _____
3. Installation	\$ _____
4. Shipping	\$ _____
5. Accessories	\$ _____
6. Training	\$ _____
7. Travel costs	\$ _____
8. Other e.g. interfaces	\$ _____

**Total Costs (add 1-8)** \$ 39280.80

**Does the requested item:**

Require annual contract renewal? ☐ YES ☐ NO

Fit into existing space?

☐ YES ☐ NO

Explain:

Attach to a new service:

☐ YES ☐ NO

Explain:

Require physical plan modifications?

If yes, list to the right:

☐ YES ☐ NO

Electrical

HVAC

Safety

Plumbing

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

Engineering

\$ \_\_\_\_\_

\$ \_\_\_\_\_

\$ \_\_\_\_\_

\$ \_\_\_\_\_

\$ \_\_\_\_\_

\$ \_\_\_\_\_

**Annualized impact on operations (if applicable):**

**Increases/Decreases**

Projected Annual Procedures (NEW not existing)

Revenue per procedure

\$ \_\_\_\_\_

Projected gross revenue

\$ \_\_\_\_\_

Projected net revenue

\$ \_\_\_\_\_

Projected Additional FTE's

Salaries

\$ \_\_\_\_\_

Benefits

\$ \_\_\_\_\_

Maintenance

\$ \_\_\_\_\_

Supplies

\$ \_\_\_\_\_

**Total Annual Expenses**

\$ \_\_\_\_\_

**Net Income/(loss) from new service**

\$ \_\_\_\_\_

**Budgeted Item?**

☐ YES ☐ NO

## Review and Approvals

Submitted by:

Verified enough Capital to purchase

Department Leader

☐ YES ☐ NO

Vice President of Operations

☐ YES ☐ NO

Chief Financial Officer

☒ YES ☐ NO

Chief Executive Officer

☐ YES ☐ NO

Board of Trustees Representative

☐ YES ☐ NO

## OTHER CONSIDERATIONS

The current storage platform is running our 46 servers. We have "borrowed" storage using "thin" allocation but this practice will quickly run out. 6 of the 8 datastores are overallocated, and while the system is designed for this cost saving feature, it also means that we cannot support the full storage of each server. Without this expansion project, we will be limited in expanding the hard drives on our current servers and also we will be unable to make any new servers. By purchasing this expansion, it will allow us to expand on our daily-growing data and also build the new servers that are currently being requested. OB and ED have multiple new servers requested for this year. Also Quadramed is beginning their End of Life on some servers software, which means we will need to build new servers to comply with each of their requirements. We need this storage in order to continue the IT Department's ability to serve the Hospital's datacenter needs.

I have included two quotes. One is from Venture Technologies, and the other is from CDWG. The main difference between the two quotes, is that CDWG will not provide help with the install of the additional harddrives and the integration of the new fiberchannel to our UCS infrastructure. Since we are adding a new array, we would like on-site support with the networking configuration. We would recommend purchasing through Venture, as they are familiar with the hardware and provide installation assistance.

Submitted by: Signature

Date



## VNX5200 Upgrade Proposal

# EMC<sup>2</sup>

Prepared For: MEMORIAL HOSPITAL OF SWEETWATER  
Customer #: 1423698  
Attention: Stacy Nutt  
Project: EMC  
Date: 8/5/2017

Submitted By: Jeff Honn  
Solution Architect  
Phone: 847.968.9970  
E-Mail: jeffhonn@cdw.com  
Quote #: 6001354204 V01

	Qty.	Part	Description	Unit Sell	Extended Sell
Hardware	1	VSPBM8GFFEUE	VNXB 4 PORT 8G FC IO MODULE PAIR-UPG	\$3,220.68	\$3,220.68
	21	V4-2515-600U	VNX2 600GB 15K SAS 25X2.5 DPE/DAE UPG	\$1,173.37	\$24,640.77
	1	VNXB6GSDAE25F	VNXB 25X2.5 6G SAS EXP DAE-FIELD INST	\$3,076.26	\$3,076.26
	Hardware Total:				\$30,937.71
Software	13	VNXBOEPERFTBU	VNXB OE PER TB PERFORMANCE UPGRADE	\$362.91	\$4,717.83
	Software Total:				\$4,717.83
Services	1	PS-BAS-IOCARD2	IO MODULE PAIR INSTALL/UPGRADE	\$1,276.08	\$1,276.08
	1	PS-BAS-UPDAEB	STANDARD DAE/DISK UPGRADE QUICKSTAR	\$1,835.58	\$1,835.58
	1	PS-BAS-IDE8LK	EMC IDE/4-HR BLOCK	\$1,001.23	\$1,001.23
Services Total:					\$4,112.89
					Extended Sell
Solution Total:					\$39,768.43

Prepared By: Jeff Honn (Solution Architect)

Prices are contingent on final pricing approval from Manufacturer

Quote provided based on specification provided by customer. No workload validation has been done.

The terms and conditions provided on this link apply: <http://www.cdwg.com/content/terms-conditions/default.aspx>

Applicable Taxes and Shipping not shown.



Wyoming  
401 E 'E' St  
Casper, WY 82601

Colorado  
8680 Concord Center Dr  
Englewood, CO 80112

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

Quote #	Q-00029240		
Date:	06/26/2017	Expires:	09/19/2017
Sales Rep:	James Voorhies james.voorhies@ventech.com (307) 995-2000		
Customer Contact:	Stacey Nutt snutt@sweetwatermemorial.com (307) 352-8288		
Description:	EMC Expansion		

Quantity	Item #	Description	Unit Price	Line Total
EMC Expansion				
1	VSPBM8GFFEU	VNXB 4 PORT 8G FC IO MODULE PAIR-UPG	\$3,156.14	\$3,156.14
21	V4-2515-600U	VNX2 600GB 15K SAS 25X2.5 DPE/DAE UPG	\$1,149.85	\$24,146.85
1	VNXB6GSDAE25F	VNXB 25X2.5 6G SAS EXP DAE-FIELD INST	\$3,014.62	\$3,014.62
13	VNXBOEPERFTBU	VNXB OE PER TB PERFORMANCE UPGRADE	\$355.63	\$4,623.19

Quantity	Item #	Description	Unit Price	Line Total
Estimated Freight				
1	SHIPPING	ESTIMATED FREIGHT	\$180.00	\$180.00

Quantity	Item #	Description	Unit Price	Line Total
Project Services				
1	ISC-PROJECT	ISC PROJECT SERVICES - Install and Configure EMC Expansion Upgrade	\$4,160.00	\$4,160.00

SubTotal	\$39,280.80
Discount	\$0.00
Estimated Tax	\$0.00
Total	\$39,280.80

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

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



# MEMORIAL HOSPITAL

OF SWEETWATER COUNTY

# Assigned: FY 18 - 6

## Capital Request

**Instructions:** YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity.

**Note:** When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.

**Department:** Ultrasound/MOB

**Submitted by:**

**Date:** 08/29/2017

**Provide a detailed description of the capital expenditure requested:** 2 Trophon EPR with accessories

**Preferred Vendor:** Nanosonics

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

1. Renovation	\$
2. Equipment	\$ 19526
3. Installation	\$
4. Shipping	\$
5. Accessories	\$
6. Training	\$
7. Travel costs	\$
8. Other e.g. interfaces	\$

**Total Costs (add 1-8)** \$ 19526

**Does the requested item:**

Require annual contract renewal? ☒ YES ☐ NO

Fit into existing space?

☒ YES ☐ NO

Explain:

Attach to a new service:

☐ YES ☒ NO

Explain:

Require physical plan modifications?

If yes, list to the right:

☐ YES ☒ NO

Electrical

HVAC

Safety

Plumbing

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

Engineering

\$

\$

\$

\$

\$

\$

**Annualized impact on operations (if applicable):**

**Increases/Decreases**

Projected Annual Procedures (NEW not existing)

Revenue per procedure

\$

Projected gross revenue

\$

Projected net revenue

\$

Projected Additional FTE's

Salaries

\$

Benefits

\$

Maintenance

\$

Supplies

\$

**Total Annual Expenses**

\$

**Net Income/(loss) from new service**

\$

**Budgeted Item?**

☐ YES ☒ NO

## Review and Approvals

Submitted by:

Verified enough Capital to purchase

Department Leader

☐ YES ☐ NO

Vice President of Operations

☐ YES ☐ NO

Chief Financial Officer

☐ YES ☐ NO

Chief Executive Officer

☐ YES ☐ NO

Board of Trustees Representative

☐ YES ☐ NO

## OTHER CONSIDERATIONS

With the recent Joint Commission findings at our facility this week, we must find a way to perform high level disinfection (HLD) on our endocavity probes that are used in both the Medical Office Building and the Hospital itself. There are two main methods available to us to accomplish this.

The first is the GUS Cidex OPA system and the second is the Trophon System. The GUS system uses a chemical (Cidex OPA) to perform the HLD and requires a 12 minute soak time followed by three one minute rinses. This method has the potential to expose employees to chemicals and is time consuming to dump and prepare each of the three one minute rinses. The GUS system also requires more expense in the long run as we will have to purchase spill kits, neutralizing packets, the chemical itself, proper PPE, and filters. This is the recommended system as it does not expose employees to chemicals, is quicker (7 minute process), and has no room for human error. The Trophon system prints out a Quality Control ticket with each processing. This system is more expensive than the GUS system but requires less accessory items. The Trophon system is what the University of Utah, Evanston, and Rawlins are currently using. The Radiology Director Tracie has used the Trophon system in Evanston and highly recommends it.

Submitted by: Signature \_\_\_\_\_

Date \_\_\_\_\_





Nanosonics, Inc.  
7205 E 87th Street  
Indianapolis, IN 46256  
1-844-trophon (1-844-876-7466)

#### QUOTE DETAILS

Quote Number 00006496

Expiration Date 8/30/2017

Status \*\*\*\*Draft Pending Approval\*\*\*\*

#### CUSTOMER DETAILS

Contact Name Sarah Roth  
Email sroth@sweetwatermemorial.com

Bill To Name Memorial Hospital of Sweetwater County  
Bill To 1200 College Drive  
Rock Springs, WY 82901  
USA

Ship To Name Memorial Hospital of Sweetwater County  
Ship To 1200 College Drive  
Rock Springs, WY 82901  
USA

#### Nanosonics Contact

Prepared By Kathy Colvin

Email k.colvin@nanosonics.us

Product Code	Product	Sales Price	Quantity	Discount	Total Price	Product Description
N00010-NNA	Trophon EPR	USD 7,100.00	1.00		USD 7,100.00	The trophon EPR's advanced simplicity has revolutionized HLD. It achieves, fast, automated and quality assured HLD of ultrasound probes - in just seven (7) minutes
N00017-NNA	trophon Wall Mount	USD 100.00	1.00		USD 100.00	The trophon Wall Mount is a convenient option for installing the trophon where there are space constraints
N00037-NNA	Sonex-HL 6 Pk	USD 518.00	1.00		USD 518.00	Sonex-HL are the trophon EPR disinfectant cartridges that are quick and easy to replace and last multiple high level disinfection cycles. The sealed design of the cartridge helps protect your staff by limiting exposure to harmful chemicals
N00091-NNA	Chemical Indicator	USD 70.00	1.00		USD 70.00	A Chemical Indicator provides further validation of each disinfection cycle with a qualitative colour change
N00048-NNA	Printer	USD 450.00	1.00		USD 450.00	The trophon Printer is a fast, easy-to-use traceability solution that prints high quality disinfection labels for each HLD cycle
N00105	Printer Wall Mount	USD 125.00	1.00		USD 125.00	The trophon Printer Wall Mount is custom designed for secure, horizontal mounting of the trophon Printer to a wall.
N00049-ROW	Printer Labels	USD 70.00	1.00		USD 70.00	Up to 900 labels can be printed per printer roll. Up to four labels per cycle based on operator, site or procedure preferences can be printed
N00098	Logbook	USD 105.00	1.00		USD 105.00	Logbook (sold in 5 pack) approx. 1 year supply, one log book is specific to one trophon EPR. Each logbook records up to 200 HLD cycles.
N00102	trophon Clean Probe Covers	USD 125.00	1.00	0.00%	USD 125.00	Trophon Clean Probe Covers protect intracavity and surface ultrasound probes from the risk of recontamination through handling or the environment after high level disinfection (HLD)
	Trophon EPR Training	USD 1,900.00	1.00	100.00%	USD 0.00	1 Day on-site Trophon EPR training conducted by a Nanosonics product expert and includes travel expenses



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SERVP052	12 month - Basic Service + Loaner (Purchased with trophon)	USD 1,100.00	1.00	USD 1,100.00	Out-of-Warranty Break-fix repair services performed at the nanosonics service depot for 12 months. • Parts • Labor • Annual Scheduled Service (PM) • Includes ground transportation • Convertible to 5,000 cycle coverage when required • Loaner device for use while trophon is being serviced

**Note: Service Items will be invoiced separately from other items.**

**Totals**

Grand Total      USD 9,763.00

Customer Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Print Name: \_\_\_\_\_

Title: \_\_\_\_\_

**Terms and Conditions of Sale**

**NANOSONICS INC.**

**GENERAL TERMS AND CONDITIONS OF SALE**

1. General: These general terms and conditions of sale (the "Terms") apply to the sale of any and all products and services, by Nanosonics Inc., herein referred to as "Seller", to the party to whom Seller's quotation or invoice is addressed, herein referred to as "Buyer". Seller and Buyer are sometimes collectively referred to as the "Parties" and each individually as a "Party". All sales of Seller to Buyer are subject to the Terms. In the event that any purchase order or other communication between Seller and Buyer contains terms and conditions in addition to or inconsistent with these Terms, these Terms will apply, unless acceptance of any other terms and conditions is made in writing by authorized representatives of Seller and Buyer.
2. Quotations; Acceptance of Orders: Written quotations related to the sale of products or services covered by these Terms automatically expire 30 days after the date issued unless otherwise specified in the quotation. All quotations are subject to these Terms and to Seller's written order acknowledgment. Orders become effective only when accepted by Seller's written order acknowledgment.
3. Prices: Unless otherwise agreed by the Parties, prices do not include any applicable property, sales, use, privilege or export taxes, custom duties or any other tax, fee or charge of any nature whatsoever imposed by any government authority on or measured by any transaction between the Parties.
4. Payment: Buyer will pay Seller, via check or wire transfer in United States currency the net amount of the invoice issued by Seller to Buyer pertaining to the products or services sold within thirty (30) days of the date of the invoice. A late payment charge of up to one and one-half percent (1.5%), or the highest rate permitted by applicable law, of the amount of the invoice may be charged for each month, or any portion thereof, that payment is not made within thirty (30) days of the date of the invoice. Payment shall be deemed to be made on the date of receipt by Seller. If Buyer in good faith disputes any invoiced charges, Buyer may withhold the disputed amount, but only if on or before payment, or the due date for payment, the undisputed amount is paid in full and notice in writing of the dispute is given to Seller, setting out the details of the amount disputed, the reasons for the dispute, and the basis for calculating the disputed amount. Seller will then investigate all disputes. If the amount is found to be payable (in whole or in part) then Buyer must pay the amount within seven (7) days of receiving notice and the basis of the decision. Invoiced charges that are not disputed in good faith within fifteen (15) days of the date of an invoice will be deemed to be correct.
5. Shipment, Delivery and Inspection: Seller shall bear the cost for ground freight for orders shipped within the contiguous USA. Shipment dates are estimated and Seller will not be liable for late shipments. Seller shall use its reasonable commercial efforts to deliver products to Buyer by the date set out in Buyer's purchase order. Seller shall bear the risk of loss during shipment of product(s) to Buyer which shall pass to Buyer upon Buyer's receipt of such product(s) subject to the provisions of this paragraph. Buyer will promptly inspect all products delivered to it by Seller. Any claim against Seller under the Warranty in section 7 below or otherwise for shortages or for damages to or defects in the



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delivered product(s) that are observable in a reasonable visual inspection will be deemed waived unless the claim is made to Seller within thirty (30) days after such delivery. Title to the product(s) shall pass from Seller to Buyer upon full payment of Seller's invoice as set forth in Paragraph 4. A freight surcharge applies on shipments to Alaska and Hawaii.

6. Force Majeure: Seller will not be liable for any delay or failure in performance of any order, in the delivery or shipment of any product or for any damages or losses suffered by Buyer or any third party which are caused by, or in any manner arise from, directly or indirectly, any labor disturbances, embargos, riots, storms, fires, explosions, acts of God or public enemies, inability to obtain necessary labor or raw materials, accidents or breakdown to, or mechanical failure of, machinery or equipment, changes in economic conditions, delays or interruptions in transportation or any other causes beyond Seller's control. In the event of such delay, the applicable shipment date(s) will be postponed to compensate for such delay. If Seller's performance is rendered permanently impossible or impracticable, either Party may cancel the affected order(s) upon written notice to the other Party, and, upon such cancellation, Seller will have no liability and Buyer will be liable only for the pro-rated or allocated portion of such order(s) completed, including without limitation all inventory and supplies not returnable for full credit or otherwise useable by Seller.

7. Seller's Limited Warranty: Unless otherwise stated, Seller warrants to Buyer that the products sold by Seller to Buyer will be free from defects in workmanship and materials under normal use for a period of one (1) year after the date of the applicable invoice. Upon the return of the defective product, by Buyer to Seller, Seller will, at its sole option, repair or replace the defective product. Any defective product that is repaired or replaced is warranted only for the balance of the initial warranty period. Notwithstanding the foregoing, Seller does not warrant, and such limited warranty will be null and void, if the product fails to perform or is defective because of accident, casualty, misuse, abuse, fire, alteration, liquid damage, lightning, Act of God or public enemy, vandalism, tampering or because of improper setup, operation, repair, maintenance, testing or unauthorized service. THIS LIMITED WARRANTY IS THE SOLE AND EXCLUSIVE WARRANTY APPLICABLE TO THE PRODUCT(S) AND IS MADE IN LIEU OF ALL OTHER WARRANTIES, EXPRESS OR IMPLIED, INCLUDING WITHOUT LIMITATION WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE.

8. Limitation of Liability; Exclusion of Damages: Seller's liability with respect to any claim by Buyer or any third party arising out of or in any way relating to any product or services sold by Seller to Buyer (including without limitation such product's sale, or use) will be limited solely to the cost of such product. SELLER WILL NOT BE LIABLE TO BUYER OR TO ANY THIRD PARTY FOR ANY CONSEQUENTIAL, INCIDENTAL, SPECIAL OR INDIRECT DAMAGES WHATSOEVER, INCLUDING BUT NOT LIMITED TO, LOST PROFITS OR OTHER LOSSES OF BUYER OR ANY THIRD PARTY ARISING OUT OF OR IN ANY WAY RELATING TO THE SALE, OR USE OF SUCH PRODUCT.

9. Confidential Information: Seller's technical, trade secret, proprietary or similar information contained in plans, drawings, specifications, photographs and other documents (collectively, "Confidential Information") disclosed or furnished by Seller to Buyer or its officers, directors, employees or agents (collectively, "Representatives") and all copies thereof, including without limitation any and all materials of any kind containing or embodying any Confidential Information, are the sole and exclusive property of Seller. Disclosure of Confidential Information by Seller to Buyer or its Representatives will not be construed as granting to Buyer or its Representatives either expressly or by implication, any right, title or interest of any kind in any Confidential Information. Upon Seller's request, Buyer will promptly deliver to Seller all of the Confidential Information in Buyer's possession or under Buyer's control (including without limitation Confidential Information in the possession or under the control of any of Buyer's Representatives), whether in written, electronically-readable or other form, including without limitation all copies or extracts thereof or based thereon. All Confidential Information will be kept confidential by Buyer and will not be disclosed to any person or entity without Seller's prior written consent, except that Buyer may disclose the Confidential Information or portions thereof to those of its Representatives who reasonably need to know such information for legitimate business reasons; provided, however, that Buyer will be responsible for any breach of this covenant by it or any of its Representatives and will indemnify and hold harmless Seller and its officers, directors, employees and agents (collectively, the "Seller Indemnified Parties") for any costs, expenses or losses incurred or suffered by any of them as a result of such breach. Buyer (a) acknowledges that a failure to comply with this Section 9 will cause Seller irreparable harm and that a remedy at law for such a failure would be an inadequate remedy for Seller and (b) consents to Seller's obtaining from a court having jurisdiction, specific performance, an injunction, a restraining order or any other equitable relief in order to enforce such provision. Seller's right to seek and obtain any such relief is in addition to, and not in lieu of, any other remedy to which it is entitled under applicable law (including without limitation monetary damages).

10. Default: If Buyer (a) fails to pay all or any part of any invoice when due, (b) fails to observe or perform any of its other obligations under these Terms or (c) becomes insolvent, is adjudicated a bankrupt, voluntarily files or permits the filing of a petition in bankruptcy, makes an assignment for the benefit of creditors, seeks any similar relief under any bankruptcy laws or related statutes or a receiver is appointed for its assets, then Seller may declare an event of default. After an event of default, all sums due or to become due from Buyer to Seller may, at Seller's sole option, become immediately due and payable and concurrently, or in the alternative, Seller may at its sole option terminate any existing order(s) between the Parties and exercise any other remedies available to Seller under applicable law, including without limitation, repossession of Seller's product(s) in accordance with State and Federal law. If Seller does repossess such product(s), it is agreed that these Terms will no longer be in effect but that Buyer will remain liable for any past due payments, including interest if applicable and for any loss or damage which may have occurred to the equipment while in the possession of Buyer. Risk of loss is to remain with Buyer until the product(s) are returned to the possession of Seller.

11. Specifications: If Buyer provides any specifications or designs for products, Buyer will indemnify and hold harmless the Seller Indemnified Parties for all claims, losses, costs and expenses (including without limitation attorneys' fees and disbursements) from any patent, trademark or copyright infringement claim resulting from compliance with these specifications and designs. Seller will not be responsible for the accuracy or suitability of these specifications and designs or the performance of any products built in conformance with them.

12. Costs and Expenses; Indemnification: Buyer will be responsible for all costs and expenses, including without limitation attorneys' fees and disbursements, incurred by Seller in enforcing any term or condition in these Terms and Buyer will indemnify and hold harmless and promptly reimburse Seller for such costs and expenses. If Seller is made a defendant in any proceeding, action or arbitration by Buyer, any person or entity deriving title from Buyer or any other third party on the basis of breach of warranty, negligence, strict liability, tort or any other theory, and if no award or judgment is made or rendered against Seller, Buyer will indemnify and hold harmless the Seller Indemnified Parties from all costs and expenses incurred by any of them in connection with such proceeding, action or arbitration, including without limitation reasonable attorneys' fees and disbursements.

13. Cancellation and Return: Any contract or order may be cancelled by Buyer only with the prior written consent of Seller and upon reimbursement to Seller for all costs, expenses and losses incurred by Seller as a result of such cancellation, including without limitation a reasonable profit and overhead.



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Except for reasons as set forth in paragraph 5, Buyer may only return an order with the prior written consent of Seller. If the product(s) ordered are returned with Seller's consent, Buyer shall bear the risk of loss until such product(s) are returned to the possession of Seller. Buyer shall also be responsible for the costs of such return to Seller.

14. Governing Law; Language; Jurisdiction; Venue: Seller's quotation, invoice, these Terms and Seller's order acknowledgment are governed by and must be construed according to the laws of the State of Pennsylvania, without reference to the principles of conflicts of law that may require the application of the laws of another jurisdiction. Each of the Parties hereby irrevocably and unconditionally (a) consents to submit to the exclusive jurisdiction of the United States District Court for the applicable state court located in the State Pennsylvania for any action or proceeding arising out of or relating to the sale of Seller's products to Buyer, (b) waives any objection to the laying of venue of any such action or proceeding in such courts and (c) waives and agrees not to plead or claim in any such court that any such action or proceeding brought in any such court has been brought in an inconvenient forum.

15. Compliance With Laws And Regulations. Buyer will comply with all federal, state and local laws, regulations and ordinances applicable to its business and activities and will indemnify Seller for any and all claims, damages, penalties, assessments and liabilities imposed on Seller relating to or resulting from Buyer's failure to comply with such applicable laws, regulations and ordinances. Buyer acknowledges that the products are or may be subject to the regulation of the FDA or other Federal or State Agencies. Buyer shall not use or permit the products to be used in a manner that does not comply with applicable FDA or other regulations or for any non-medical, entertainment or amusement purposes.

16. Entire Agreement; Amendment; Waiver: Seller's quotation, invoice, these Terms and Seller's order acknowledgment constitute the entire agreement between the Parties with respect to the sale of Seller's products to Buyer, superseding all prior representations, agreements or understandings, written or oral, between the Parties with respect to such sale. These Terms cannot be amended orally or by any course of conduct by either Party, but may only be amended by a written agreement executed by the Parties. The failure by Seller to (a) enforce any provision hereof will not be construed as a waiver of such provision or of Seller's right to enforce such provision and (b) object to provisions contained in any purchase order or other communication from Buyer will not be construed as a waiver of these Terms nor an acceptance of any such Buyer provisions.

17. Successors and Assigns; Assignment: These Terms will be binding upon the Parties and their respective successors and assigns; provided, however, that Buyer shall not assign any of its rights or duties hereunder without Seller's prior written consent, which consent may not be reasonably withheld.

#### Additional Terms and Conditions for Repairs/Service contracts

1. Out of Warranty Repair: Once the Warranty has expired, all devices will be classed as Out of Warranty and all repairs are chargeable.

2. Service Contracts: The Seller offers a range of versatile service contracts designed to meet your needs for support of our products.

3. Repairs Not Covered by Service Contract: A preliminary quote may be given verbally based on the symptoms and warranty status described by Buyer. This is intended to assist the Buyer in his/her decision whether to place an order for repair or not. The preliminary quote will be a non-binding indicative quote which is inclusive of labor, material, handling and shipping. Upon receipt of the unit for repair, the Seller will verify the repairs needed, after which a quotation will be prepared. Repairs will not commence until the appropriate purchase order has been received.

4. Repair Warranty: Once a repair is completed by the Seller, a repair warranty will be offered which will either be six months after the date of repair OR the remainder of the manufacturer warranty whichever provides the greatest length of coverage.

5. Limitation of Warranties: Except as expressly set out in this Agreement, all conditions, warranties and other terms, whether express or implied, written or oral, statutory or otherwise, with respect to any goods, products or services provided hereunder, including and without limitation, as to quality, care and skill and fitness for purpose, are excluded.



MEMO: September 5, 2017  
TO: Board of Trustees  
FROM: Ronald L. Cheese - Director Patient Financial Services  
SUBJECT: August, 2017 Potential Bad Debts Eligible for Board Certification

Hospital Potential Bad Debts Eligible for Board Certification

Hospital Accounts \$1,478,515.42

Clinic Potential Bad Debts Eligible for Board Certification

Medical Clinic Accounts	\$ 3,294.24	
Orthopedic Clinic Accounts	\$ 00.00	
Clinic Bad Debt Turned		\$ 3,294.24

Total Potential Bad Debt \$1,481,809.66

Hospital Certified Bad Debt Recoveries for August, 2017

Recoveries Collection Agency	\$ - 229,400.73	
Recoveries Payment Plans	\$ - 75,485.50	
Hospital Bad Debt Recoveries		\$ - 304,886.23

Clinic Certified Bad Debt Recoveries for August, 2017

Medical Clinic Recoveries	\$ - 22,103.29	
Orthopedic Clinic Recoveries	\$ - 3,507.73	
Clinic Bad debt Recoveries		\$ - 25,611.02

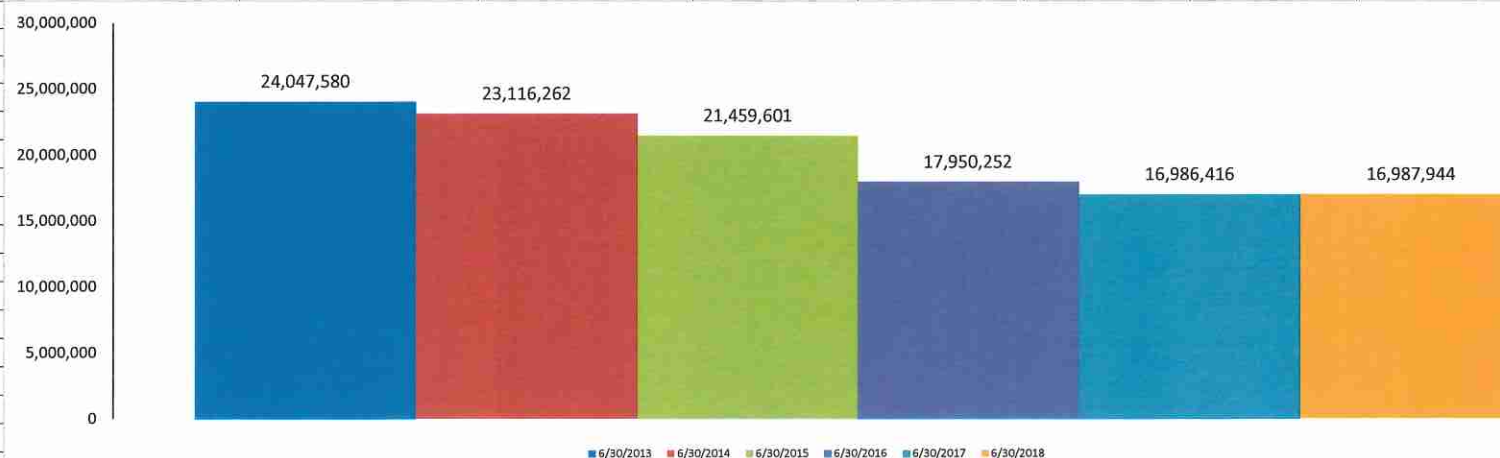
Net Bad Debt Turned Less Recoveries \$1,151,312.41

Hospital Accounts Returned \$- 174,598.97

Net Potential Bad Debt Turned \$ 976,713.44

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
OPEN BID INVESTMENT SUMMARY REPORT  
07/31/17**

		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	4,363,820
RESERVE	BANK OF WEST	3.230%	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
GENERAL	BANK OF WEST	1.250%			2,460,272	2,983,016	2,964,992	2,964,992
CAPITAL DEVELOPMENT	KEYBANK	1.140%	13,539,405	13,001,178	12,299,119	9,231,852	8,253,433	8,253,433
E. BOICE	WYOSTAR	0.950%	404,098	39	39	39	40	40
LIFELINE	WYOSTAR	0.950%	104,078	104,294	104,607	104,934	105,575	105,660
<b>TOTAL</b>			<b>24,047,580</b>	<b>23,116,262</b>	<b>21,459,601</b>	<b>17,950,252</b>	<b>16,986,416</b>	<b>16,987,944</b>



<b>INFORMATION:</b>								
<b>CURRENT INVESTMENT BALANCE:</b>		<b>\$ 16,987,944.35</b>						
<b>GENERAL FUND BALANCE AS OF 07/31/17</b>		<b>922,764</b>						
<b>REPRESENTING DAYS OF CASH ON HAND</b>		<b>4.5</b>						
<b>RECOMMENDATION:</b>								
<b>MAINTAIN FUNDS IN CURRENT INVESTMENTS DUE TO COMPETITIVE INTEREST RATES, AND LIQUIDITY OF FUNDS.</b>								



# Finance & Audit Committee Meeting

August 30, 2017

MHSC Classrooms 1 & 2

# August 30, 2017 Finance & Audit Committee Meeting

## Agenda

### Agenda

Agenda Finance Comm August 30 2017.docx - Page 4

#### I. Call Meeting to Order

Taylor  
Jones  
Taylor  
Jones

#### II. Approve Meeting Minutes

Finance and Audit Comm Draft Minutes June 28 2017.doc - Page 5

#### III. Capital Requests FY18

Taylor  
Jones

CAPITAL REQUESTS August 30 2017.pdf - Page 10

FY18-5.pdf - Page 11

FY18-6.pdf - Page 16

18 CAPITAL.pdf - Page 22

#### IV. Building & Grounds Committee Report

James  
Horan

Building & Grounds August 2017.doc - Page 23

#### V. IT Report

Rich Tyler

IT Report fo Finance Aug 2017.docx - Page 24

#### VI. Financial Report

##### A. Monthly Financial Statements & Statistical Data

Irene  
Richardson  
Irene  
Richardson

##### 1. Financial Statements

NARRATIVE TO JULY 2017 FINANCIAL STATEMENT.doc -  
Page 25

FY18 FINANCIALS COMBINED - JULY 2017.pdf - Page 27

FY18 Other Operating Revenue Detail.pdf - Page 43

FY18 FINANCIALS CLINIC - JULY 2017.pdf - Page 44

CLINIC NARRATIVE TO JULY 2017 FINANCIAL  
STATEMENT.doc - Page 59

FY18 FINANCIALS HOSPITAL ONLY - JULY 2017.pdf -  
Page 60

FY17 June Finance & Audit packet.pdf - Page 68

##### 2. Statistics

Irene  
Richardson

18 MHSC STATISTICS.pdf - Page 151

18 Board Graphs July.pdf - Page 152

##### 3. Accounts Receivable report

Irene  
Richardson



18 PAYOR MIX.pdf - Page 153	
FY18 DAYS IN AR.pdf - Page 154	
4. Paid FTE's Per Adjusted Occupied Bed	Irene Richardson
18 FTE PER AOB July 2017.pdf - Page 155	
18 FTE REPORT - 072317.pdf - Page 156	
5. Budget Adherence	Irene Richardson
B. Approve Investment Report	Irene Richardson
18 INVESTMENT SUMMARY 07-31-17.pdf - Page 162	
18 DAYS CASH ON HAND-JULY 2017.pdf - Page 163	
C. Other Business	
1. Preliminary Bad Debt	Ron Cheese
AUGUST PRELIMINARY POTENTIAL BAD DEBT.pdf - Page 164	
2. Title 25 County Voucher	Ron Cheese
FY18 County Maintenance & Title 25 Voucher.pdf - Page 165	
3. Legal Summary	Irene Richardson
18 BOARD LEGAL EXPENSE HISTORY.pdf - Page 166	
4. Cash Disbursements	Irene Richardson
FY18 CASH DISBURSEMENTS - July 2017.pdf - Page 167	
VII. New Business	
A. Financial Forum Discussions	Taylor Jones
F&A Charter.docx - Page 184	
FA Spending Authority Matrix.docx - Page 187	
VIII. Adjournment	Taylor Jones

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

**Wednesday ~ August 30, 2017**

**4:00 p.m.**

**Classrooms 1 & 2**

**Voting Members:**

Taylor Jones, Chairman  
Marty Kelsey

**Non-Voting Members:**

Ron Cheese	Irene Richardson
Tami Love	Dr. Larry Lauridsen
Rich Tyler	Dr. Augusto Jamias

**Guests:**

Angel Bennett  
John Kolb, Commission

Jim Horan  
Kari Quickenden

Kristy Nielson

- |       |  |                  |
|-------|--|------------------|
| I.    | Call Meeting to Order                              | Taylor Jones     |
| II.   | Approve June 28, 2017 Meeting Minutes              | Taylor Jones     |
| III.  | Capital Requests FY 18                             | Taylor Jones     |
| IV.   | Building Project Review                            | Jim Horan        |
| V.    | IT Report  | Rich Tyler       |
|       | A. Pulse Check demo                                | Rich Tyler       |
| VI.   | Financial Report                                   |                  |
|       | A. Monthly Financial Statements & Statistical Data | Irene Richardson |
|       | 1. Financial Statements                            | Irene Richardson |
|       | 2. Statistics                                      | Irene Richardson |
|       | 3. Accounts Receivable report                      | Irene Richardson |
|       | 4. Paid FTE's Per Adjusted Occupied Bed            | Irene Richardson |
|       | 5. Budget Adherence                                | Irene Richardson |
|       | B. Approve Investment Report                       | Taylor Jones     |
|       | C. Other Business                                  |                  |
|       | 1. Preliminary Bad Debt                            | Ron Cheese       |
|       | 2. Title 25 County Voucher                         | Ron Cheese       |
|       | 3. Legal Summary                                   | Irene Richardson |
|       | 4. Cash Disbursements                              | Irene Richardson |
| VII.  | New Business                                       |                  |
|       | A. Finance & Audit Charter review                  | Taylor Jones     |
|       | B. Spending Authority Matrix review                | Taylor Jones     |
|       | C. Key Metrics Discussion                          | Marty Kelsey     |
|       | D. Financial Forum Discussions                     | Taylor Jones     |
| VIII. | Adjournment  | Taylor Jones     |

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
Finance & Audit Committee Meeting  
June 28, 2017

Voting Members Present:           Mr. Bob Scott  
  Mr. Taylor Jones

Non-Voting Members Present:    Mr. Ron Cheese  
  Ms. Tami Love  
  Ms. Irene Richardson

Non-Voting Member Absent:      Dr. Augusto Jamias  
  Dr. Jeff Johnson  
  Mr. Rich Tyler

Guests:                                Ms. Mary Fischer  
  Ms. Crystal Hamblin  
  Mr. Jim Horan  
  Mr. John Kolb, *Sweetwater Board of County Commissioners*  
  Dr. Kristy Nielson  
  Ms. Kari Quickenden  
  Ms. Robin Snowberger  
  Ms. Tracie Soller  
  Mr. Mark St. Marie

**Call Meeting to Order**

Mr. Scott called the meeting to order.

**Approve Meeting Minutes**

The motion to approve the May 31, 2017, minutes as presented was made by Mr. Jones; second by Mr. Scott. Motion carried.

**Capital Expenditure Requests**

Ms. Soller reviewed capital expenditure request FY18-2. Ms. Quickenden said we have a contract with the University of Utah for maternal fetal monitoring. We haven't started the program yet as we are ramping up. The OB/GYN Specialist from the U of U will visit here and needs this specific equipment. Ms. Soller said when we bought the machine we thought we could do without this transducer. One third of patients are waiting with a full bladder while waiting for that probe. Ms. Richardson spoke to priorities in the capital budget. Ms. Soller said it will increase revenue and, in response to Mr. Jones' question, will result in an increase to profit. Ms. Quickenden said Ms. Soller has been submitting requests for this for several years. The motion to approve forwarding FY18-2 to the full Board for review and consideration as presented was made by Mr. Jones; second by Mr. Scott. Motion carried.

Ms. Hamblin reviewed capital expenditure request FY 18-3. She said we had five and now have four operating ventilators. One is in the Emergency Department at all times. The request is for

one that can be used on neonates as well as adult patients. Mr. St. Marie said we had six with one as neonate. It was over 20 years old and went away five years ago. We upgraded the others so that two could be used for neonates. One is end-of-life as of 2014, the next two end-of-life in about a year. Ms. Hamblin commended Mr. St. Marie on his abilities to keep working on the equipment. Ms. Richardson said Ms. Hamblin gave this request as a second priority to her request for FY18-4. The motion to table FY18-3 for three months was made by Mr. Jones; second by Mr. Scott. Motion carried.

Ms. Hamblin reviewed capital expenditure request FY 18-4. She said the item is not budgeted. It is imperative that respiratory therapists stay with patients as much possible. For quality and safety, we need people to stay in the room and give physicians accurate, timely data. This point of care analyzer can serve as a back-up. Ms. Fischer said Dr. Karn, the medical director for respiratory, feels this is a quality of care and safety issue. Mr. St. Marie said our back-up is costly to run and it has been costly to fix. The motion to approve forwarding FY18-4 to the full Board for review and consideration as presented was made by Mr. Jones; second by Mr. Scott. Motion carried.

Ms. Love said she sent out RFP's to several leasing companies. She asked for capital and operating lease information. Ms. Love said the information she received is included in the meeting packet. She said we want to go with a capital lease and most likely will put it on our books for seven years. We are recommending Celtic Commercial who came in with the lowest monthly payment for a capital lease. Ms. Richardson said a capital lease goes on our balance sheet versus an operating lease which goes on the income statement. Ms. Love said she reviewed our options and recommendation with our auditors while they were here earlier this week. The motion to forward the recommendation to the full Board for review and consideration as presented was made by Mr. Jones; second by Mr. Scott. Motion carried.

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

Mr. Horan and Mr. Jones reviewed the recent meeting and activity since the meeting. Mr. Jones said he met with Ms. Corinna Rogers, Environmental Services Manager, regarding laundry issues. Mr. Horan said expenses for work will be absorbed in the operations budget. Ms. Richardson said a committee has been formed to look at behavioral health room needs. She let them know the Building and Grounds Committee requests a presentation and recommendations. Mr. Jones asked if this is something we could put out to bid. Mr. Kolb said the issue is the effort to avoid the appearance of the "good ol' boy" system. Mr. Horan said sometimes this is about "tried and true" in making a decision. Mr. Kolb suggested putting together an RFP for professional services. He said perception is reality. Ms. Love said it should be the same process for the CT project. Mr. Horan said he will get started on that. Mr. Scott asked if there has been continued discussion of continuing the Building and Grounds Committee. Ms. Nelson said if the Board wants to continue, she suggests making it a standing committee with a charter, etc., instead of an ad-hoc committee that only meets as needed.

## **Financial Report**

### Monthly Finance Statements & Statistical Data

Ms. Richardson reviewed the narrative and financial highlights. She said the bottom line is a loss in May. Revenue was over budget for the month. Net patient revenue was under budget. We had 56% deductions of revenue. She said this is the worst we have ever seen. Title 25 is the biggest factor this year. She said our model was skewed because of the delay in payment. We were diverting other patients to keep Title 25 patients. Dr. Nielson said a group is reviewing and they have some ideas on what may be impacting numbers because they are lower. Ms. Richardson said it is important to note that our revenue is over budget, our expenses have dramatically decreased, and we have these costs that we basically have no control over. The auditors say we are accounting for things appropriately. Mr. Cheese said the State changed the rules mid-game and we receive 15 to 17 cents on the dollar. Ms. Richardson said expenses were over budget in benefits and agency staffing. Supply expenses for drug increases are over budget. We had a good cash collection month. We ended the month with 96 days of cash on hand which was up seven days. Ms. Richardson said we will be close on our debt service ratio at year end due to \$2M of Title 25 loss. Bond covenants state we cannot go below 1.25. Ms. Love said we want to avoid audit adjustments. Mr. Scott said we need to do what the auditors tell us to do. The Committee discussed the County Commissioners front-loading next year's maintenance funds by June 30. Ms. Richardson said she will type something up and Mr. Kolb will see what he can do about how to make it happen. He said it would require an emergency meeting. Mr. Kolb said he thinks we will need to do a budget amendment to increase this year for an amount equal to the budget for next year. Mr. Scott and Mr. Jones asked Mr. Kolb to proceed. Mr. Scott asked Ms. Richardson to contact Mr. Mathey to ask for his support, approval, and direction. Ms. Richardson reviewed clinic financials. She said we have light volume in ortho. The expense is there, but the revenue is not. Candidates for the clinic director have been narrowed to six people. They will conduct group interviews and hope to narrow down to two candidates.

Mr. Scott said the average charge per outpatient visit for the past three months is over budget. Mr. Cheese said the payer mix is not improving. Ms. Love said outpatient surgeries are higher.

Dr. Nielson said we are trying to lower the FTE's per adjusted occupied bed number. Mr. Scott asked for more information on clinical coordinators. Dr. Nielson said that is being reviewed and worked on. She likened them to "charge nurses." Mr. Scott said he doesn't have a problem with leaders letting the staff know the focus of the Board right now. The Committee discussed the need of stressing the importance of productivity with the medical staff.

Ms. Love distributed the budget adherence information. Ms. Richardson said every month the department leaders send their variance reports to Ms. Love and Ms. Richardson. We don't want to see revenue under budget and expenses over budget. Ms. Richardson said leaders usually do a good job with reviewing and providing information regarding variances.

### Approve Investment Report

The motion to approve to forward to the full Board for review and consideration the investment report for \$16,982,571.01 as presented was made by Mr. Jones; second by Mr. Scott. Motion carried.

## Other Business

Mr. Scott noted the preliminary bad debt amount and said the updated number will be forwarded to the Board prior to the regular meeting. Mr. Cheese said \$356,000 for the clinic is a big change in this report.

Mr. Cheese said zero vouchers were forwarded to the County for reimbursement.

Mr. Scott said Key Bank EFT are not incorporated with other disbursements. Ms. Love said it is like a separate check book. We have four “check books.” Mr. Scott said he would like a comprehensive report. Ms. Love said can combine into one report.

## **New Business**

### Financial Forum Discussions

Mr. Kolb asked for input on the language regarding maintenance of memorial hospitals in the statutes.

Ms. Richardson asked Mr. Cheese what our process will be if the Shealy Group goes away. Mr. Cheese said Ms. Kerry Thielbar, Medical Staff Services Supervisor, would take care of providers and he would take care of insurance. Mr. Cheese asked Ms. Richardson to formally notify Ms. Thielbar of our intent to move forward with these changes.

Ms. Love said we found out we were paying for stop loss through our Blue Cross Blue Shield of Wyoming premiums. In review, BCBS was a little bit less, however our group health is up about one-half million dollars from last year. We have caught up on our stop loss payments to Munich. We have had an increase in employees. The HR Committee is going to go out for proposals for health insurance coverage.

Mr. Jones said Ms. Deb Sutton, PR & Marketing Director, is working hard in the advertising area and making it even. The list is getting shorter and he said thank you.

Mr. Scott said he wants to know why the MRI project is not accounted for as capital. Ms. Love said it is accounted as capital, we just don't pay from that “check book.” Ms. Scott said he does not agree with paying out of operations when it is a capital expenditure.

Mr. Jones asked Ms. Richardson to go into detail about finances at the Board meeting to help the press and staff understand. Ms. Richardson said our loss is due to accounting and reductions of revenue. She said she can talk about having to write off all of the Title 25 accounts. Mr. Jones said it's critical that we stress and educate. He thinks we are going to have to have some pretty rough conversations. Ms. Quickenden said she does not want to create panic and asked for direction on what can be discussed with staff after this meeting. Mr. Jones said if you give a diluted message, it loses the impact. Just be able to explain it. He doesn't feel there is anything taboo to discuss from this meeting. Ms. Richardson said we need to come up with a good, reliable number for staffing ratios that can and will be supported. Mr. Jones said we have to shift

from “we can’t” to “we can.” We have to figure out ways to make it work. We have to adhere to the budget. Ms. Richardson said leaders need to start focusing on real time.

The Committee discussed the County’s recent early voluntary separation incentive.

Mr. Scott said this would be his last Committee meeting. He thanked everyone and said it’s been great. The Committee thanked Mr. Scott.

The Committee will not meet in July. The next meeting is scheduled Wednesday, August 30 at 4:00 PM.

With no further business, the meeting was adjourned.

*Submitted by Cindy Nelson*

DRAFT

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

WEDNESDAY ~ AUGUST 30, 2017

	YTD CAPITAL APPROVED	GRANT OR DONATION REIMBURSED	2018 APPROVED BUDGET	REMAINING YTD BALANCE
AS OF JULY 2017	44,261.60	-	2,000,000.00	1,955,738.40

CAPITAL REQUEST #	REQUESTED ITEM/REQUESTOR	AMOUNT REQUESTED	COMMENTS
FY18-5	Virtutal Server infrastructure expansion Rich Tyler	39,280.80	

TOTAL AMOUNT REQUESTED	39,280.80	-	-
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# MEMORIAL HOSPITAL

OF SWEETWATER COUNTY

# Assigned: FY 18 - 5

## Capital Request

**Instructions:** YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity.

**Note:** When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.

**Department:** IT

**Submitted by:** Rich Tyler

**Date:** 4/1/17

**Provide a detailed description of the capital expenditure requested:** This request is to expand our virtual server infrastructure by adding additional hard drives.

**Preferred Vendor:** Venture Technologies

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

1. Renovation	\$ _____
2. Equipment	\$ _____
3. Installation	\$ _____
4. Shipping	\$ _____
5. Accessories	\$ _____
6. Training	\$ _____
7. Travel costs	\$ _____
8. Other e.g. interfaces	\$ _____
<b>Total Costs (add 1-8) \$ 39280.80</b>	

**Does the requested item:**

Require annual contract renewal? ☐ YES ☐ NO

Fit into existing space?

☐ YES ☐ NO

Explain:

Attach to a new service:

☐ YES ☐ NO

Explain:

Require physical plan modifications?

If yes, list to the right:

☐ YES ☐ NO

Electrical

HVAC

Safety

Plumbing

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

Engineering

\$ \_\_\_\_\_

\$ \_\_\_\_\_

\$ \_\_\_\_\_

\$ \_\_\_\_\_

\$ \_\_\_\_\_

\$ \_\_\_\_\_

**Annualized impact on operations (if applicable):**

**Increases/Decreases**

Projected Annual Procedures (NEW not existing)

Revenue per procedure

\$

Projected gross revenue

\$

Projected net revenue

\$

Projected Additional FTE's

Salaries

\$

Benefits

\$

Maintenance

\$

Supplies

\$

**Total Annual Expenses**

\$

**Net Income/(loss) from new service**

\$

**Budgeted Item?**

☐ YES ☐ NO

## Review and Approvals

Submitted by:

Verified enough Capital to purchase

Department Leader

☐ YES ☐ NO

Vice President of Operations

☐ YES ☐ NO

Chief Financial Officer

☒ YES ☐ NO

Chief Executive Officer

☐ YES ☐ NO

Board of Trustees Representative

☐ YES ☐ NO

## OTHER CONSIDERATIONS

The current storage platform is running our 46 servers. We have "borrowed" storage using "thin" allocation but this practice will quickly run out. 6 of the 8 datastores are overallocated, and while the system is designed for this cost saving feature, it also means that we cannot support the full storage of each server. Without this expansion project, we will be limited in expanding the hard drives on our current servers and also we will be unable to make any new servers. By purchasing this expansion, it will allow us to expand on our daily-growing data and also build the new servers that are currently being requested. OB and ED have multiple new servers requested for this year. Also Quadramed is beginning their End of Life on some servers software, which means we will need to build new servers to comply with each of their requirements. We need this storage in order to continue the IT Department's ability to serve the Hospital's datacenter needs.

I have included two quotes. One is from Venture Technologies, and the other is from CDWG. The main difference between the two quotes, is that CDWG will not provide help with the install of the additional harddrives and the integration of the new fiberchannel to our UCS infrastructure. Since we are adding a new array, we would like on-site support with the networking configuration. We would recommend purchasing through Venture, as they are familiar with the hardware and provide installation assistance.

Submitted by: Signature

Date



## VNX5200 Upgrade Proposal

# EMC<sup>2</sup>

Prepared For: MEMORIAL HOSPITAL OF SWEETWATER  
Customer #: 1423698  
Attention: Stacy Nutt  
Project: EMC  
Date: 8/5/2017

Submitted By: Jeff Honn  
Solution Architect  
Phone: 847.968.9970  
E-Mail: jeffhonn@cdw.com  
Quote #: 6001354204 V01

	Qty.	Part	Description	Unit Sell	Extended Sell
Hardware	1	VSPBM8GFFEUE	VNXB 4 PORT 8G FC IO MODULE PAIR-UPG	\$3,220.68	\$3,220.68
	21	V4-2S15-600U	VNX2 600GB 15K SAS 25X2.5 DPE/DAE UPG	\$1,173.37	\$24,640.77
	1	VNXB6GSDAE25F	VNXB 25X2.5 6G SAS EXP DAE-FIELD INST	\$3,076.26	\$3,076.26
	Hardware Total:				\$30,937.71
Software	13	VNXBOEPPERFTBU	VNXB OE PER TB PERFORMANCE UPGRADE	\$362.91	\$4,717.83
	Software Total:				\$4,717.83
Services	1	PS-BAS-IOCARD2	IO MODULE PAIR INSTALL/UPGRADE	\$1,276.08	\$1,276.08
	1	PS-BAS-UPDAEB	STANDARD DAE/DISK UPGRADE QUICKSTAR	\$1,835.58	\$1,835.58
	1	PS-BAS-IDEBLK	EMC IDE/4-HR BLOCK	\$1,001.23	\$1,001.23
	Services Total:				\$4,112.89
					Extended Sell
Solution Total:					\$39,768.43

Prepared By: Jeff Honn (Solution Architect)

Prices are contingent on final pricing approval from Manufacturer

Quote provided based on specification provided by customer. No workload validation has been done.

The terms and conditions provided on this link apply: <http://www.cdwg.com/content/terms-conditions/default.aspx>

Applicable Taxes and Shipping not shown.



Wyoming  
401 E 'E' St  
Casper, WY 82601

Colorado  
8680 Concord Center Dr  
Englewood, CO 80112

**Bill To:**

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

**Ship To:**

Memorial Hospital of Sweetwater County  
1200 College Dr  
PO Box 1359  
Rock Springs, WY 82901-5868

**Quote #**

Q-00029240

**Date:**

06/26/2017

**Expires:**

09/19/2017

**Sales Rep:**

James Voorhies  
james.voorhies@ventech.com  
(307) 995-2000

**Customer Contact:**

Stacey Nutt  
snutt@sweetwatermemorial.com  
(307) 352-8288

**Description:**

EMC Expansion

Quantity	Item #	Description	Unit Price	Line Total
<b>EMC Expansion</b>				
1	VSPBM8GFFEU	VNXB 4 PORT 8G FC IO MODULE PAIR-UPG	\$3,156.14	\$3,156.14
21	V4-2S15-600U	VNX2 600GB 15K SAS 25X2.5 DPE/DAE UPG	\$1,149.85	\$24,146.85
1	VNXB6GSDAE25F	VNXB 25X2.5 6G SAS EXP DAE-FIELD INST	\$3,014.62	\$3,014.62
13	VNXBOEPERFTBU	VNXB OE PER TB PERFORMANCE UPGRADE	\$355.63	\$4,623.19

Quantity	Item #	Description	Unit Price	Line Total
<b>Estimated Freight</b>				
1	SHIPPING	ESTIMATED FREIGHT	\$180.00	\$180.00

Quantity	Item #	Description	Unit Price	Line Total
<b>Project Services</b>				
1	ISC-PROJECT	ISC PROJECT SERVICES - Install and Configure EMC Expansion Upgrade	\$4,160.00	\$4,160.00

SubTotal	\$39,280.80
Discount	\$0.00
Estimated Tax	\$0.00
<b>Total</b>	<b>\$39,280.80</b>

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

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



# Assigned: FY 18 - 6

### Capital Request

**Instructions:** YOU MUST USE THE TAB KEY to navigate around this form to maintain the form's integrity.

**Note:** When appropriate, attach additional information such as justification, underlying assumptions, multi-year projections and anything else that will help support this expenditure. Print out form and attach quotes and supporting documentation.

**Department:** Ultrasound/MOB

**Submitted by:**

**Date:** 08/29/2017

**Provide a detailed description of the capital expenditure requested:** 2 Trophon EPR with accessories

**Preferred Vendor:** Nanosonics

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

1. Renovation	\$
2. Equipment	\$ 19526
3. Installation	\$
4. Shipping	\$
5. Accessories	\$
6. Training	\$
7. Travel costs	\$
8. Other e.g. interfaces	\$
<b>Total Costs (add 1-8)</b> \$ 19526	

**Does the requested item:**

Require annual contract renewal? ☒ YES ☐ NO

Fit into existing space?

☒ YES ☐ NO

Explain:

Attach to a new service:

☐ YES ☒ NO

Explain:

Require physical plan modifications?

If yes, list to the right:

☐ YES ☒ NO

Electrical

HVAC

Safety

Plumbing

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

Engineering

\$

\$

\$

\$

\$

\$

**Annualized impact on operations (if applicable):**

**Increases/Decreases**

**Budgeted Item?**

Projected Annual Procedures (NEW not existing)

☐ YES ☒ NO

Revenue per procedure

\$

Projected gross revenue

\$

Projected net revenue

\$

Projected Additional FTE's

Salaries

\$

Benefits

\$

Maintenance

\$

Supplies

\$

**Total Annual Expenses** \$

**Net Income/(loss) from new service** \$

### Review and Approvals

Submitted by:

Verified enough Capital to purchase

Department Leader

☐ YES ☐ NO

Vice President of Operations

☐ YES ☐ NO

Chief Financial Officer

☐ YES ☐ NO

Chief Executive Officer

☐ YES ☐ NO

Board of Trustees Representative

☐ YES ☐ NO

## OTHER CONSIDERATIONS

With the recent Joint Commission findings at our facility this week, we must find a way to perform high level disinfection (HLD) on our endocavity probes that are used in both the Medical Office Building and the Hospital itself. There are two main methods available to us to accomplish this.

The first is the GUS Cidex OPA system and the second is the Trophon System. The GUS system uses a chemical (Cidex OPA) to perform the HLD and requires a 12 minute soak time followed by three one minute rinses. This method has the potential to expose employees to chemicals and is time consuming to dump and prepare each of the three one minute rinses. The GUS system also requires more expense in the long run as we will have to purchase spill kits, neutralizing packets, the chemical itself, proper PPE, and filters. This is the recommended system as it does not expose employees to chemicals, is quicker (7 minute process), and has no room for human error. The Trophon system prints out a Quality Control ticket with each processing. This system is more expensive than the GUS system but requires less accessory items. The Trophon system is what the University of Utah, Evanston, and Rawlins are currently using. The Radiology Director Tracie has used the Trophon system in Evanston and highly recommends it.

Submitted by: Signature \_\_\_\_\_

Date \_\_\_\_\_



Nanosonics, Inc.  
7205 E 87th Street  
Indianapolis, IN 46256  
1-844-trophon (1-844-876-7466)

#### QUOTE DETAILS

Quote Number 00006496

Expiration Date 8/30/2017

Status \*\*\*\*Draft Pending Approval\*\*\*\*

#### CUSTOMER DETAILS

Contact Name Sarah Roth  
Email sroth@sweetwatermemorial.com

Bill To Name Memorial Hospital of Sweetwater County  
Bill To 1200 College Drive  
Rock Springs, WY 82901  
USA

Ship To Name Memorial Hospital of Sweetwater County  
Ship To 1200 College Drive  
Rock Springs, WY 82901  
USA

#### Nanosonics Contact

Prepared By Kathy Colvin

Email k.colvin@nanosonics.us

Product Code	Product	Sales Price	Quantity	Discount	Total Price	Product Description
N00010-NNA	Trophon EPR	USD 7,100.00	1.00		USD 7,100.00	The trophon EPR's advanced simplicity has revolutionized HLD. It achieves, fast, automated and quality assured HLD of ultrasound probes - in just seven (7) minutes
N00017-NNA	trophon Wall Mount	USD 100.00	1.00		USD 100.00	The trophon Wall Mount is a convenient option for installing the trophon where there are space constraints
N00037-NNA	Sonex-HL 6 Pk	USD 518.00	1.00		USD 518.00	Sonex-HL are the trophon EPR disinfectant cartridges that are quick and easy to replace and last multiple high level disinfection cycles. The sealed design of the cartridge helps protect your staff by limiting exposure to harmful chemicals
N00091-NNA	Chemical Indicator	USD 70.00	1.00		USD 70.00	A Chemical Indicator provides further validation of each disinfection cycle with a qualitative colour change
N00048-NNA	Printer	USD 450.00	1.00		USD 450.00	The trophon Printer is a fast, easy-to-use traceability solution that prints high quality disinfection labels for each HLD cycle
N00105	Printer Wall Mount	USD 125.00	1.00		USD 125.00	The trophon Printer Wall Mount is custom designed for secure, horizontal mounting of the trophon Printer to a wall.
N00049-ROW	Printer Labels	USD 70.00	1.00		USD 70.00	Up to 900 labels can be printed per printer roll. Up to four labels per cycle based on operator, site or procedure preferences can be printed
N00098	Logbook	USD 105.00	1.00		USD 105.00	Logbook (sold in 5 pack) approx. 1 year supply, one log book is specific to one trophon EPR. Each logbook records up to 200 HLD cycles.
N00102	trophon Clean Probe Covers	USD 125.00	1.00	0.00%	USD 125.00	Trophon Clean Probe Covers protect intracavity and surface ultrasound probes from the risk of recontamination through handling or the environment after high level disinfection (HLD)
	Trophon EPR Training	USD 1,900.00	1.00	100.00%	USD 0.00	1 Day on-site Trophon EPR training conducted by a Nanosonics product expert and includes travel expenses





Nanosonics, Inc.  
7205 E 87th Street  
Indianapolis, IN 46256  
1-844-trophon (1-844-876-7466)

SERV052	12 month - Basic Service + Loaner (Purchased with trophon)	USD 1,100.00	1.00	USD 1,100.00	Out-of-Warranty Break-fix repair services performed at the nanosonics service depot for 12 months. • Parts • Labor • Annual Scheduled Service (PM) • Includes ground transportation • Convertible to 5,000 cycle coverage when required • Loaner device for use while trophon is being serviced
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**Note: Service items will be invoiced separately from other items.**

#### Totals

Grand Total USD 9,763.00

Customer Signature:

Date:

Print Name:

Title:

#### Terms and Conditions of Sale

##### NANOSONICS INC.

##### GENERAL TERMS AND CONDITIONS OF SALE

1. General: These general terms and conditions of sale (the "Terms") apply to the sale of any and all products and services, by Nanosonics Inc., herein referred to as "Seller", to the party to whom Seller's quotation or invoice is addressed, herein referred to as "Buyer". Seller and Buyer are sometimes collectively referred to as the "Parties" and each individually as a "Party". All sales of Seller to Buyer are subject to the Terms. In the event that any purchase order or other communication between Seller and Buyer contains terms and conditions in addition to or inconsistent with these Terms, these Terms will apply, unless acceptance of any other terms and conditions is made in writing by authorized representatives of Seller and Buyer.

2. Quotations; Acceptance of Orders: Written quotations related to the sale of products or services covered by these Terms automatically expire 30 days after the date issued unless otherwise specified in the quotation. All quotations are subject to these Terms and to Seller's written order acknowledgment. Orders become effective only when accepted by Seller's written order acknowledgment.

3. Prices: Unless otherwise agreed by the Parties, prices do not include any applicable property, sales, use, privilege or export taxes, custom duties or any other tax, fee or charge of any nature whatsoever imposed by any government authority on or measured by any transaction between the Parties.

4. Payment: Buyer will pay Seller, via check or wire transfer in United States currency the net amount of the invoice issued by Seller to Buyer pertaining to the products or services sold within thirty (30) days of the date of the invoice. A late payment charge of up to one and one-half percent (1.5%), or the highest rate permitted by applicable law, of the amount of the invoice may be charged for each month, or any portion thereof, that payment is not made within thirty (30) days of the date of the invoice. Payment shall be deemed to be made on the date of receipt by Seller. If Buyer in good faith disputes any invoiced charges, Buyer may withhold the disputed amount, but only if on or before payment, or the due date for payment, the undisputed amount is paid in full and notice in writing of the dispute is given to Seller, setting out the details of the amount disputed, the reasons for the dispute, and the basis for calculating the disputed amount. Seller will then investigate all disputes. If the amount is found to be payable (in whole or in part) then Buyer must pay the amount within seven (7) days of receiving notice and the basis of the decision. Invoiced charges that are not disputed in good faith within fifteen (15) days of the date of an invoice will be deemed to be correct.

5. Shipment, Delivery and Inspection: Seller shall bear the cost for ground freight for orders shipped within the contiguous USA. Shipment dates are estimated and Seller will not be liable for late shipments. Seller shall use its reasonable commercial efforts to deliver products to Buyer by the date set out in Buyer's purchase order. Seller shall bear the risk of loss during shipment of product(s) to Buyer which shall pass to Buyer upon Buyer's receipt of such product(s) subject to the provisions of this paragraph. Buyer will promptly inspect all products delivered to it by Seller. Any claim against Seller under the Warranty in section 7 below or otherwise for shortages or for damages to or defects in the



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Indianapolis, IN 46256  
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delivered product(s) that are observable in a reasonable visual inspection will be deemed waived unless the claim is made to Seller within thirty (30) days after such delivery. Title to the product(s) shall pass from Seller to Buyer upon full payment of Seller's invoice as set forth in Paragraph 4. A freight surcharge applies on shipments to Alaska and Hawaii.

6. Force Majeure: Seller will not be liable for any delay or failure in performance of any order, in the delivery or shipment of any product or for any damages or losses suffered by Buyer or any third party which are caused by, or in any manner arise from, directly or indirectly, any labor disturbances, embargos, riots, storms, fires, explosions, acts of God or public enemies, inability to obtain necessary labor or raw materials, accidents or breakdown to, or mechanical failure of, machinery or equipment, changes in economic conditions, delays or interruptions in transportation or any other causes beyond Seller's control. In the event of such delay, the applicable shipment date(s) will be postponed to compensate for such delay. If Seller's performance is rendered permanently impossible or impracticable, either Party may cancel the affected order(s) upon written notice to the other Party, and, upon such cancellation, Seller will have no liability and Buyer will be liable only for the pro-rated or allocated portion of such order(s) completed, including without limitation all inventory and supplies not returnable for full credit or otherwise useable by Seller.

7. Seller's Limited Warranty: Unless otherwise stated, Seller warrants to Buyer that the products sold by Seller to Buyer will be free from defects in workmanship and materials under normal use for a period of one (1) year after the date of the applicable invoice. Upon the return of the defective product, by Buyer to Seller, Seller will, at its sole option, repair or replace the defective product. Any defective product that is repaired or replaced is warranted only for the balance of the initial warranty period. Notwithstanding the foregoing, Seller does not warrant, and such limited warranty will be null and void, if the product fails to perform or is defective because of accident, casualty, misuse, abuse, fire, alteration, liquid damage, lightening, Act of God or public enemy, vandalism, tampering or because of improper setup, operation, repair, maintenance, testing or unauthorized service. THIS LIMITED WARRANTY IS THE SOLE AND EXCLUSIVE WARRANTY APPLICABLE TO THE PRODUCT(S) AND IS MADE IN LIEU OF ALL OTHER WARRANTIES, EXPRESS OR IMPLIED, INCLUDING WITHOUT LIMITATION WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE.

8. Limitation of Liability; Exclusion of Damages: Seller's liability with respect to any claim by Buyer or any third party arising out of or in any way relating to any product or services sold by Seller to Buyer (including without limitation such product's sale, or use) will be limited solely to the cost of such product. SELLER WILL NOT BE LIABLE TO BUYER OR TO ANY THIRD PARTY FOR ANY CONSEQUENTIAL, INCIDENTAL, SPECIAL OR INDIRECT DAMAGES WHATSOEVER, INCLUDING BUT NOT LIMITED TO, LOST PROFITS OR OTHER LOSSES OF BUYER OR ANY THIRD PARTY ARISING OUT OF OR IN ANY WAY RELATING TO THE SALE, OR USE OF SUCH PRODUCT.

9. Confidential Information: Seller's technical, trade secret, proprietary or similar information contained in plans, drawings, specifications, photographs and other documents (collectively, "Confidential Information") disclosed or furnished by Seller to Buyer or its officers, directors, employees or agents (collectively, "Representatives") and all copies thereof, including without limitation any and all materials of any kind containing or embodying any Confidential Information, are the sole and exclusive property of Seller. Disclosure of Confidential Information by Seller to Buyer or its Representatives will not be construed as granting to Buyer or its Representatives either expressly or by implication, any right, title or interest of any kind in any Confidential Information. Upon Seller's request, Buyer will promptly deliver to Seller all of the Confidential Information in Buyer's possession or under Buyer's control (including without limitation Confidential Information in the possession or under the control of any of Buyer's Representatives), whether in written, electronically-readable or other form, including without limitation all copies or extracts thereof or based thereon. All Confidential Information will be kept confidential by Buyer and will not be disclosed to any person or entity without Seller's prior written consent, except that Buyer may disclose the Confidential Information or portions thereof to those of its Representatives who reasonably need to know such information for legitimate business reasons; provided, however, that Buyer will be responsible for any breach of this covenant by it or any of its Representatives and will indemnify and hold harmless Seller and its officers, directors, employees and agents (collectively, the "Seller Indemnified Parties") for any costs, expenses or losses incurred or suffered by any of them as a result of such breach. Buyer (a) acknowledges that a failure to comply with this Section 9 will cause Seller irreparable harm and that a remedy at law for such a failure would be an inadequate remedy for Seller and (b) consents to Seller's obtaining from a court having jurisdiction, specific performance, an injunction, a restraining order or any other equitable relief in order to enforce such provision. Seller's right to seek and obtain any such relief is in addition to, and not in lieu of, any other remedy to which it is entitled under applicable law (including without limitation monetary damages).

10. Default: If Buyer (a) fails to pay all or any part of any invoice when due, (b) fails to observe or perform any of its other obligations under these Terms or (c) becomes insolvent, is adjudicated a bankrupt, voluntarily files or permits the filing of a petition in bankruptcy, makes an assignment for the benefit of creditors, seeks any similar relief under any bankruptcy laws or related statutes or a receiver is appointed for its assets, then Seller may declare an event of default. After an event of default, all sums due or to become due from Buyer to Seller may, at Seller's sole option, become immediately due and payable and concurrently, or in the alternative, Seller may at its sole option terminate any existing order(s) between the Parties and exercise any other remedies available to Seller under applicable law, including without limitation, repossession of Seller's product(s) in accordance with State and Federal law. If Seller does repossess such product(s), it is agreed that these Terms will no longer be in effect but that Buyer will remain liable for any past due payments, including interest if applicable and for any loss or damage which may have occurred to the equipment while in the possession of Buyer. Risk of loss is to remain with Buyer until the product(s) are returned to the possession of Seller.

11. Specifications: If Buyer provides any specifications or designs for products, Buyer will indemnify and hold harmless the Seller Indemnified Parties for all claims, losses, costs and expenses (including without limitation attorneys' fees and disbursements) from any patent, trademark or copyright infringement claim resulting from compliance with these specifications and designs. Seller will not be responsible for the accuracy or suitability of these specifications and designs or the performance of any products built in conformance with them.

12. Costs and Expenses; Indemnification: Buyer will be responsible for all costs and expenses, including without limitation attorneys' fees and disbursements, incurred by Seller in enforcing any term or condition in these Terms and Buyer will indemnify and hold harmless and promptly reimburse Seller for such costs and expenses. If Seller is made a defendant in any proceeding, action or arbitration by Buyer, any person or entity deriving title from Buyer or any other third party on the basis of breach of warranty, negligence, strict liability, tort or any other theory, and if no award or judgment is made or rendered against Seller, Buyer will indemnify and hold harmless the Seller Indemnified Parties from all costs and expenses incurred by any of them in connection with such proceeding, action or arbitration, including without limitation reasonable attorneys' fees and disbursements.

13. Cancellation and Return: Any contract or order may be cancelled by Buyer only with the prior written consent of Seller and upon reimbursement to Seller for all costs, expenses and losses incurred by Seller as a result of such cancellation, including without limitation a reasonable profit and overhead.



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Except for reasons as set forth in paragraph 5, Buyer may only return an order with the prior written consent of Seller. If the product(s) ordered are returned with Seller's consent, Buyer shall bear the risk of loss until such product(s) are returned to the possession of Seller. Buyer shall also be responsible for the costs of such return to Seller.

14. Governing Law; Language; Jurisdiction; Venue: Seller's quotation, invoice, these Terms and Seller's order acknowledgment are governed by and must be construed according to the laws of the State of Pennsylvania, without reference to the principles of conflicts of law that may require the application of the laws of another jurisdiction. Each of the Parties hereby irrevocably and unconditionally (a) consents to submit to the exclusive jurisdiction of the United States District Court for the applicable state court located in the State Pennsylvania for any action or proceeding arising out of or relating to the sale of Seller's products to Buyer, (b) waives any objection to the laying of venue of any such action or proceeding in such courts and (c) waives and agrees not to plead or claim in any such court that any such action or proceeding brought in any such court has been brought in an inconvenient forum.

15. Compliance With Laws And Regulations. Buyer will comply with all federal, state and local laws, regulations and ordinances applicable to its business and activities and will indemnify Seller for any and all claims, damages, penalties, assessments and liabilities imposed on Seller relating to or resulting from Buyer's failure to comply with such applicable laws, regulations and ordinances. Buyer acknowledges that the products are or may be subject to the regulation of the FDA or other Federal or State Agencies. Buyer shall not use or permit the products to be used in a manner that does not comply with applicable FDA or other regulations or for any non-medical, entertainment or amusement purposes.

16. Entire Agreement; Amendment; Waiver: Seller's quotation, invoice, these Terms and Seller's order acknowledgement constitute the entire agreement between the Parties with respect to the sale of Seller's products to Buyer, superseding all prior representations, agreements or understandings, written or oral, between the Parties with respect to such sale. These Terms cannot be amended orally or by any course of conduct by either Party, but may only be amended by a written agreement executed by the Parties. The failure by Seller to (a) enforce any provision hereof will not be construed as a waiver of such provision or of Seller's right to enforce such provision and (b) object to provisions contained in any purchase order or other communication from Buyer will not be construed as a waiver of these Terms nor an acceptance of any such Buyer provisions.

17. Successors and Assigns; Assignment: These Terms will be binding upon the Parties and their respective successors and assigns; provided, however, that Buyer shall not assign any of its rights or duties hereunder without Seller's prior written consent, which consent may not be reasonably withheld.

#### Additional Terms and Conditions for Repairs/Service contracts

1. Out of Warranty Repair: Once the Warranty has expired, all devices will be classed as Out of Warranty and all repairs are chargeable.
2. Service Contracts: The Seller offers a range of versatile service contracts designed to meet your needs for support of our products.
3. Repairs Not Covered by Service Contract: A preliminary quote may be given verbally based on the symptoms and warranty status described by Buyer. This is intended to assist the Buyer in his/her decision whether to place an order for repair or not. The preliminary quote will be a non-binding indicative quote which is inclusive of labor, material, handling and shipping. Upon receipt of the unit for repair, the Seller will verify the repairs needed, after which a quotation will be prepared. Repairs will not commence until the appropriate purchase order has been received.
4. Repair Warranty: Once a repair is completed by the Seller, a repair warranty will be offered which will either be six months after the date of repair OR the remainder of the manufacturer warranty whichever provides the greatest length of coverage.
5. Limitation of Warranties: Except as expressly set out in this Agreement, all conditions, warranties and other terms, whether express or implied, written or oral, statutory or otherwise, with respect to any goods, products or services provided hereunder, including and without limitation, as to quality, care and skill and fitness for purpose, are excluded.

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

[illegible]

<b>Capital Expenditure Dollars Authorized</b>	<b>44,262</b>
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<b>Net Capital Outlay FYTD 2018</b>	<b>44,262</b>
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<b>Remaining Balance FY2018 Capital Budget</b>	<b>1,955,738</b>
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**BUILDING AND GROUNDS COMMITTEE**  
**Memorial Hospital of Sweetwater County**

08/16/2017

**Trustee Committee Members Present:** Ed Tardoni, Taylor Jones

**Committee Members Present:** Tami Love, Jim Horan

**Guests Present:** Britt Swanson, John Kolb, Gerry Johnston

**Minutes taken by:** Tami Love

**Location:** Classroom 3

**Time started:** 5:05P

TOPIC	DISCUSSION	RESPONSIBLE	ACTION	TIMELINE
Emergency Department reception desk.	Still awaiting close-out documents before final, approved restitution is made.	Britt Swanson/ Tami Love/ Jim Horan	<ul style="list-style-type: none"> <li>• "Plan 1" to receive final project documentation and then notify Jim.</li> <li>• Jim to notify Tami to release payment.</li> </ul>	Final payment made when documentation is received.
Laundry Upgrade/ SLIB grant	Cleaning lint from exhaust ducts is being considered. Installation of dryer external duct also being considered to be used temporarily for room exhaust.	Jim Horan	Work with contractor to clean ducts. Devise plan for external ducting.	Review progress next meeting.
Behavioral Health rooms	Awaiting more data to help determine the number of rooms we actually need.	Clayton Radakovich	To present data when available.	Report back to this committee after 3 <sup>rd</sup> quarter data is compiled.
Offsite storage	Extend lease for 1 year only and then consider purchase of "Conex" containers for the future.	Jim Horan	Evaluate conditions required for record storage. Investigate availability and cost for "Conex" Containers.	Review progress next meeting.
CT "Professional Services" contract	Discussion regarding protocol for choosing an architectural firm. "Professional Services" providers can be chosen by in-house personnel using MHSC established criteria	Jim Horan	Present contract from chosen provider to "Finance and Audit" for their support, then to the "Board of Trustees" for approval.	Review next meeting.
<b>Time Adjourned:</b> 6:45P				
<b>Next Meeting:</b> September 12; 5PM				
<b>Respectfully Submitted:</b> Jim Horan				

Finance and Audit Committee

IT report

Aug 2017

Rich Tyler

1. We continue to make small tweaks to the phone system in regards to long hold times and employee requests.
2. We are evaluating the upcoming upgrades of multiple software packages including Tsystem (Emergency Dept Software), Quadramed QCPR (inpatient health record), and Quadramed Affinity (Patient registration/demographic software).
3. We are evaluating our software licensing counts and costs. Including Microsoft licensing and our single sign-on software (Imprivata)
4. We have worked with the Emergency Department in evaluating a possibly new software package called ED PulseCheck, that would replace our current Tsystems software.

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

**To: Finance Committee**  
**From: Irene Richardson, CFO**

**August 16, 2017**

**NARRATIVE TO JULY 2017 FINANCIAL STATEMENT**

**THE BOTTOM LINE.** The bottom line from operations for July was a loss of \$355,606, compared to a loss of \$280,194 in the budget. This yields a -5.28% operating margin for the month compared to -3.92% in the budget.

The Total Net Loss for the month was \$137,209, compared to a loss of \$85,089 in the budget. This represents a Total Profit Margin of -2.04% compared with -1.19% in the budget.

Debt service coverage came in at 2.45. The existing bond covenants require that we maintain debt service coverage of 1.25 for compliance.

**VOLUME.** Average Inpatient Census for the month was 13.1; under budget and prior year by 7.2.

Inpatient Surgeries were 10 under budget at 31 and Outpatient Surgeries were over budget by 39 at 152. There were 6,494 Outpatient Visits, under budget by 221.

Total ER Visits were 1,380, which was under budget by 69. There were 51 newborns in July, over budget by 5.

**REVENUE.** Revenue for the month was \$12,760,261, over budget by \$95,177. Inpatient Revenue was under budget by \$861,707, Outpatient Revenue was over budget by \$1,235,158 and the employed Provider Clinic was under budget by \$278,274.

Net Patient Revenue for the month was \$6,606,162, under budget by \$382,324.

Deductions from Revenue were booked at 48.2% for July compared to 44.8% in the budget and 46.1% for FY2017.

**EXPENSES.** Total Expenses for the month were at \$7,094,904, under budget by \$324,125. Salary & Wage, Fringe Benefits, Physician Fees, Purchased Services, Utilities, Repairs & Maintenance, Other Operating Expenses, Leases and Rentals and Depreciation were under budget for July. The following categories were over budget for July:

**Contract Labor** – This expense is over budget by \$80,543. Unbudgeted contract personnel is over budget in Radiation Oncology. OB, ICU, Ultrasound and Surgery are all over budget for the month.

**Supplies** – This expense is over budget by \$14,144. Radioactive material, Drugs and Office supplies are over budget for July.

We will continue to see the effect of the recent cost savings in the new fiscal year. In July, the daily cash expense came in at \$206,000, down from a FY2017 high of \$236,000.

**BALANCE SHEET.** Operating Cash at month end was \$11,410,779, up \$41,880 from June. Collections for the month of July were \$6,431,311. The Days of Cash on Hand for July are at 103, up 12 days from June due to the decrease in daily cash expense. The existing bond covenants require that we maintain 75 days of cash on hand for compliance.

Gross Receivables at month end were \$20,272,585, up \$300,489 from the prior month. Net Patient Receivables at month end were \$10,968,473, up \$199,060 from last month. Days in Receivables are 49 for July, up 3 days from June.

**OUTLOOK FOR AUGUST.** August volume is down, projecting to come in under budget. Revenue is projecting to come in at \$12.7M, which is under budget with Net Revenue projecting to \$6.7M. Collections are projecting to come in at \$7.1M, which is slightly under budget.

Expenses are 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. 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**

**One month ended July 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.

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**Certified by:**

**Irene Richardson**

**CFO**

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**ROCK SPRINGS, WY**  
**One month ended July 31, 2017**

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# MEMORIAL HOSPITAL OF SWEETWATER COUNTY

## EXECUTIVE FINANCIAL SUMMARY

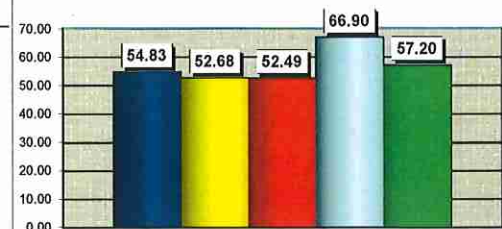
PAGE 2

One month ended July 31, 2017

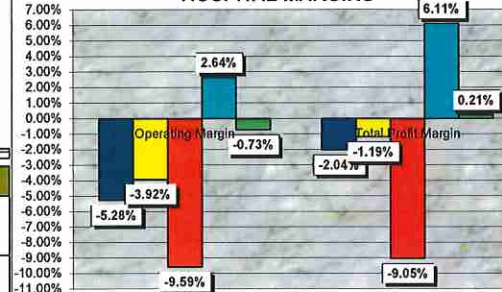
### BALANCE SHEET

	YTD 7/31/2017	Prior FYE 6/30/2017
<b>ASSETS</b>		
Current Assets	\$28,824,985	\$28,280,788
Assets Whose Use is Limited	16,332,689	15,912,634
Property, Plant & Equipment (Net)	72,473,287	73,152,948
Other Assets	258,385	259,415
<b>Total Unrestricted Assets</b>	<b>117,889,346</b>	<b>117,605,785</b>
Restricted Assets	75,536	75,515
<b>Total Assets</b>	<b>\$117,964,882</b>	<b>\$117,681,300</b>
<b>LIABILITIES AND NET ASSETS</b>		
Current Liabilities	\$9,671,496	\$9,201,224
Long-Term Debt	30,733,914	30,738,726
Other Long-Term Liabilities	1,078,291	1,122,980
<b>Total Liabilities</b>	<b>41,483,701</b>	<b>41,062,930</b>
Net Assets	76,481,181	76,618,370
<b>Total Liabilities and Net Assets</b>	<b>\$117,964,882</b>	<b>\$117,681,300</b>

### NET DAYS IN ACCOUNTS RECEIVABLE



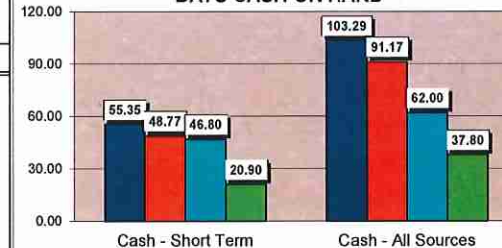
### HOSPITAL MARGINS



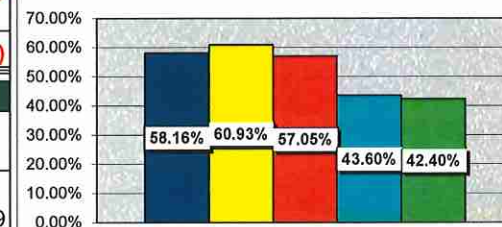
### STATEMENT OF REVENUE AND EXPENSES - YTD

	07/31/17 ACTUAL	07/31/17 BUDGET	YTD ACTUAL	YTD BUDGET
<b>Revenue:</b>				
Gross Patient Revenues	\$12,760,261	\$12,665,084	\$12,760,261	\$12,665,084
Deductions From Revenue	(6,154,099)	(5,676,598)	(6,154,099)	(5,676,598)
Net Patient Revenues	6,606,162	6,988,486	6,606,162	6,988,486
Other Operating Revenue	133,136	150,349	133,136	150,349
<b>Total Operating Revenues</b>	<b>6,739,298</b>	<b>7,138,835</b>	<b>6,739,298</b>	<b>7,138,835</b>
<b>Expenses:</b>				
Salaries, Benefits & Contract Labor	4,126,629	4,349,567	4,126,629	4,349,567
Purchased Serv. & Physician Fees	564,467	604,068	564,467	604,068
Supply Expenses	976,030	961,886	976,030	961,886
Other Operating Expenses	723,573	777,211	723,573	777,211
Bad Debt Expense	0	0	0	0
Depreciation & Interest Expense	704,205	726,298	704,205	726,298
<b>Total Expenses</b>	<b>7,094,904</b>	<b>7,419,029</b>	<b>7,094,904</b>	<b>7,419,029</b>
<b>NET OPERATING SURPLUS</b>	<b>(355,606)</b>	<b>(280,194)</b>	<b>(355,606)</b>	<b>(280,194)</b>
Non-Operating Revenue/(Exp.)	218,397	195,105	218,397	195,105
<b>TOTAL NET SURPLUS</b>	<b>(\$137,209)</b>	<b>(\$85,089)</b>	<b>(\$137,209)</b>	<b>(\$85,089)</b>

### DAYS CASH ON HAND



### SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



### KEY STATISTICS AND RATIOS

	07/31/17 ACTUAL	07/31/17 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	407	631	407	631
Average Acute Length of Stay	2.6	3.9	2.6	3.9
Total Emergency Room Visits	1,380	1,449	1,380	1,449
Outpatient Visits	6,494	6,715	6,494	6,715
Total Surgeries	183	154	183	154
Total Worked FTE's	399.72	442.90	399.72	442.90
Total Paid FTE's	465.48	486.41	465.48	486.41
Net Revenue Change from Prior Yr	2.09%	8.14%	2.09%	8.14%
EBIDA - 12 Month Rolling Average			1.23%	9.78%
Current Ratio			2.98	
Days Expense in Accounts Payable			39.21	

<b>MEMORIAL HOSPITAL OF SWEETWATER COUNTY</b>	
Budget	07/31/17
Prior Fiscal Year End	06/30/17
WYOMING	All Hospitals
< \$90M Net Rev.	Rural

<b>FINANCIAL STRENGTH INDEX - (1.77)</b>	
Excellent - Greater than 3.0	Good - 3.0 to 0.0
Fair - 0.0 to (2.0)	Poor - Less than (2.0)



## Key Financial Ratios

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 3

### ROCK SPRINGS, WY

One month ended July 31, 2017

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 7/31/2017	Year to Date 7/31/2017	Prior Fiscal Year End 06/30/17	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev. (See Note 2)
<b>Profitability:</b>						
Operating Margin	↑	-5.28%	-5.28%	-9.59%	2.64%	-0.73%
Total Profit Margin	↑	-2.04%	-2.04%	-9.05%	6.11%	0.21%
Return on Assets	↑	-1.40%	-1.40%	-6.59%	4.21%	0.23%
Inpatient Gross Revenue Percentage		24.47%	26.46%	31.08%	36.90%	28.70%
Outpatient Gross Revenue Percentage		66.36%	73.54%	68.92%	64.10%	71.70%
<b>Liquidity:</b>						
Days of Cash on Hand, Short Term	↑	N/A	55.35	48.77	46.80	20.90
Days Cash, All Sources	↑	N/A	103.29	91.17	62.00	37.80
Net Days in Accounts Receivable	↓	51.47	54.83	52.49	66.90	57.20
Average Payment Period	↓	46.91	43.73	40.28	44.80	49.20
Current Ratio	↑	2.98	2.98	3.08	3.66	1.74
<b>Capital Structure:</b>						
Average Age of Plant (Annualized)	↓	9.94	9.94	8.42	9.50	12.40
Capital Costs as a % of Total Expense		8.55%	8.55%	8.08%	5.19%	5.47%
Long Term Debt to Equity	↓	40.18%	40.18%	40.11%	13.71%	4.42%
Long Term Debt to Capitalization	↓	28.67%	28.67%	28.63%	16.80%	10.00%
Debt Service Coverage Ratio	↑	N/A	2.45	1.32	N/A	2.64
<b>Productivity and Efficiency:</b>						
Paid FTE's per Adjusted Occupied Bed	↓	8.68	8.68	8.07	6.60	4.63
Salary Expense per Paid FTE		N/A	\$87,431	\$90,170	\$62,436	\$48,150
Salary and Benefits as a % of Total Operating Exp		58.16%	58.16%	57.05%	43.60%	42.40%
Inventory Ratio	↑	N/A	30.09	32.16	52.24	49.04
		MTD - Actual 7/31/2017	YTD - Actual 7/31/2017	Prior FYE 6/30/2017	YTD - Budget 7/31/2017	
<b>Other Ratios:</b>						
Gross Days in Accounts Receivable	↓	49.25	48.10	46.55	53.68	
Net Revenue per Adjusted Discharge	↑	\$10,640	\$10,640	\$12,261	\$13,778	
Operating Expenses per Adj. Discharge	↓	\$11,202	\$11,202	\$13,438	\$14,319	

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

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

# Balance Sheet - Assets

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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### ROCK SPRINGS, WY

One month ended July 31, 2017

	Current Month 7/31/2017	Prior Month 6/30/2017	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2017
<b>Current Assets</b>					
Cash and Cash Equivalents	\$11,410,779	\$11,368,899	\$41,880	0.37%	\$11,368,899
Gross Patient Accounts Receivable	20,272,585	19,972,096	300,489	1.50%	19,972,096
Less: Bad Debt and Allowance Reserves	(9,304,112)	(9,202,683)	(101,429)	-1.10%	(9,202,683)
Net Patient Accounts Receivable	10,968,473	10,769,413	199,060	1.85%	10,769,413
Interest Receivable	0	0	0	0.00%	0
Other Receivables	1,406,541	1,473,549	(67,008)	-4.55%	1,473,549
Inventories	2,637,261	2,664,302	(27,041)	-1.01%	2,664,302
Prepaid Expenses	2,401,931	2,004,625	397,306	19.82%	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
<b>Total Current Assets</b>	<b>28,824,985</b>	<b>28,280,788</b>	<b>544,197</b>	<b>1.92%</b>	<b>28,280,788</b>
<b>Assets Whose Use is Limited</b>					
Cash	329,241	328,882	359	0.11%	328,882
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	3,129,870	3,017,205	112,665	3.73%	3,017,205
Trustee Held Funds - SPT	3,320,145	3,013,114	307,031	10.19%	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
<b>Total Limited Use Assets</b>	<b>16,332,689</b>	<b>15,912,634</b>	<b>420,055</b>	<b>2.64%</b>	<b>15,912,634</b>
<b>Property, Plant, and Equipment</b>					
Land and Land Improvements	2,928,057	2,928,057	0	0.00%	2,928,057
Building and Building Improvements	38,033,185	38,027,734	5,451	0.01%	38,027,734
Equipment	105,843,852	105,824,759	19,093	0.02%	105,824,759
Construction In Progress	483,257	483,257	0	0.00%	483,257
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	147,288,351	147,263,807	24,544	0.02%	147,263,807
Less: Accumulated Depreciation	(74,815,064)	(74,110,859)	(704,205)	-0.95%	(74,110,859)
<b>Net Property, Plant, and Equipment</b>	<b>72,473,287</b>	<b>73,152,948</b>	<b>(679,661)</b>	<b>-0.93%</b>	<b>73,152,948</b>
<b>Other Assets</b>					
Unamortized Loan Costs	258,385	259,415	(1,030)	-0.40%	259,415
Other	0	0	0	0.00%	0
<b>Total Other Assets</b>	<b>258,385</b>	<b>259,415</b>	<b>(1,030)</b>	<b>-0.40%</b>	<b>259,415</b>
<b>TOTAL UNRESTRICTED ASSETS</b>	<b>117,889,346</b>	<b>117,605,785</b>	<b>283,561</b>	<b>0.24%</b>	<b>117,605,785</b>
<b>Restricted Assets</b>	<b>75,536</b>	<b>75,515</b>	<b>21</b>	<b>0.03%</b>	<b>75,515</b>
<b>TOTAL ASSETS</b>	<b>\$117,964,882</b>	<b>\$117,681,300</b>	<b>\$283,582</b>	<b>0.24%</b>	<b>\$117,681,300</b>



# Balance Sheet - Liabilities and Net Assets

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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### ROCK SPRINGS, WY

One month ended July 31, 2017

	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2017
	Current Month 7/31/2017	Prior Month 6/30/2017	Positive/ (Negative) Variance	Percentage Variance	
<b>Current Liabilities</b>					
Accounts Payable	\$4,465,608	\$4,177,439	(\$288,169)	-6.90%	\$4,177,439
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,190,232	1,026,503	(163,729)	-15.95%	1,026,503
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	1,907,830	2,001,046	93,216	4.66%	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	522,826	411,236	(111,590)	-27.14%	411,236
<b>Total Current Liabilities</b>	<b>9,671,496</b>	<b>9,201,224</b>	<b>(470,272)</b>	<b>-5.11%</b>	<b>9,201,224</b>
<b>Long Term Debt</b>					
Bonds/Mortgages Payable	32,318,914	32,323,726	4,812	0.01%	32,323,726
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	1,585,000	1,585,000	0	0.00%	1,585,000
<b>Total Long Term Debt (Net of Current)</b>	<b>30,733,914</b>	<b>30,738,726</b>	<b>4,812</b>	<b>0.02%</b>	<b>30,738,726</b>
<b>Other Long Term Liabilities</b>					
Deferred Revenue	0	0	0	0.00%	0
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	1,078,291	1,122,980	44,689	3.98%	1,122,980
<b>Total Other Long Term Liabilities</b>	<b>1,078,291</b>	<b>1,122,980</b>	<b>44,689</b>	<b>3.98%</b>	<b>1,122,980</b>
<b>TOTAL LIABILITIES</b>	<b>41,483,701</b>	<b>41,062,930</b>	<b>(420,771)</b>	<b>-1.02%</b>	<b>41,062,930</b>
<b>Net Assets:</b>					
Unrestricted Fund Balance	74,217,872	81,992,892	7,775,020	9.48%	81,992,892
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	441,399	441,378	(21)	0.00%	441,378
Net Revenue/(Expenses)	(137,209)	(7,775,019)	N/A	N/A	(7,775,019)
<b>TOTAL NET ASSETS</b>	<b>76,481,181</b>	<b>76,618,370</b>	<b>137,189</b>	<b>0.18%</b>	<b>76,618,370</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$117,964,882</b>	<b>\$117,681,300</b>	<b>(\$283,582)</b>	<b>-0.24%</b>	<b>\$117,681,300</b>

# Statement of Revenue and Expense

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

One month ended July 31, 2017

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	CURRENT MONTH				Prior Year 07/31/16
	Actual 07/31/17	Budget 07/31/17	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$3,122,689	\$3,984,396	(\$861,707)	-21.63%	\$3,828,265
Outpatient Revenue	8,467,456	7,232,298	1,235,158	17.08%	6,776,876
Clinic Revenue	960,010	1,104,668	(144,658)	-13.10%	935,141
Specialty Clinic Revenue	210,106	343,722	(133,616)	-38.87%	173,605
Total Gross Patient Revenue	12,760,261	12,665,084	95,177	0.75%	11,713,887
Deductions From Revenue					
Discounts and Allowances	(5,088,307)	(4,546,335)	(541,972)	-11.92%	(4,481,665)
Bad Debt Expense (Governmental Providers Only)	(782,476)	(879,094)	96,618	10.99%	(727,947)
Charity Care	(283,316)	(251,170)	(32,146)	-12.80%	(84,277)
Total Deductions From Revenue	(6,154,099)	(5,676,598)	(477,501)	-8.41%	(5,293,889)
Net Patient Revenue	6,606,162	6,988,486	(382,324)	-5.47%	6,419,998
Other Operating Revenue	133,136	150,349	(17,213)	-11.45%	181,644
Total Operating Revenue	6,739,298	7,138,835	(399,537)	-5.60%	6,601,642
Operating Expenses					
Salaries and Wages	3,255,066	3,420,239	165,173	4.83%	3,300,961
Fringe Benefits	670,142	808,450	138,308	17.11%	813,345
Contract Labor	201,421	120,878	(80,543)	-66.63%	228,647
Physicians Fees	163,346	178,798	15,452	8.64%	245,528
Purchased Services	401,121	425,270	24,149	5.68%	490,033
Supply Expense	976,030	961,886	(14,144)	-1.47%	780,777
Utilities	80,822	99,489	18,667	18.76%	98,521
Repairs and Maintenance	342,184	350,456	8,272	2.36%	329,852
Insurance Expense	67,107	65,201	(1,906)	-2.92%	78,946
All Other Operating Expenses	161,754	173,090	11,336	6.55%	244,142
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	71,706	88,975	17,269	19.41%	96,491
Depreciation and Amortization	704,205	726,298	22,093	3.04%	744,968
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	7,094,904	7,419,029	324,125	4.37%	7,452,211
Net Operating Surplus/(Loss)	(355,606)	(280,194)	(75,412)	26.91%	(850,569)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	1,610	7,100	(5,490)	-77.32%	4,137
Tax Subsidies (Except for GO Bond Subsidies)	307,031	279,743	27,288	9.75%	283,233
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(106,739)	(111,593)	(4,854)	4.35%	(107,797)
Other Non-Operating Revenue/(Expenses)	16,495	19,855	(3,360)	-16.92%	19,727
Total Non Operating Revenue/(Expense)	218,397	195,105	23,292	11.94%	199,300
Total Net Surplus/(Loss)	(\$137,209)	(\$85,089)	(\$52,120)	61.25%	(\$651,269)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(\$137,209)	(\$85,089)	(\$52,120)	61.25%	(\$651,269)
Operating Margin	-5.28%	-3.92%			-12.88%
Total Profit Margin	-2.04%	-1.19%			-9.87%
EBIDA	9.30%	9.78%			2.58%



# Statement of Revenue and Expense

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

One month ended July 31, 2017

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	YEAR-TO-DATE				Prior Year 07/31/16
	Actual 07/31/17	Budget 07/31/17	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$3,122,689	\$3,984,396	(\$861,707)	-21.63%	\$3,828,265
Outpatient Revenue	8,467,456	7,232,298	1,235,158	17.08%	6,776,876
Clinic Revenue	960,010	1,104,668	(144,658)	-13.10%	935,141
Specialty Clinic Revenue	210,106	343,722	(133,616)	-38.87%	173,605
Total Gross Patient Revenue	<u>12,760,261</u>	<u>12,665,084</u>	<u>95,177</u>	<u>0.75%</u>	<u>11,713,887</u>
Deductions From Revenue					
Discounts and Allowances	(5,088,307)	(4,546,335)	(541,972)	-11.92%	(4,481,665)
Bad Debt Expense (Governmental Providers Only)	(782,476)	(879,094)	96,618	10.99%	(727,947)
Charity Care	(283,316)	(251,170)	(32,146)	-12.80%	(84,277)
Total Deductions From Revenue	<u>(6,154,099)</u>	<u>(5,676,598)</u>	<u>(477,501)</u>	<u>-8.41%</u>	<u>(5,293,889)</u>
Net Patient Revenue	<u>6,606,162</u>	<u>6,988,486</u>	<u>(382,324)</u>	<u>-5.47%</u>	<u>6,419,998</u>
Other Operating Revenue	<u>133,136</u>	<u>150,349</u>	<u>(17,213)</u>	<u>-11.45%</u>	<u>181,644</u>
Total Operating Revenue	<u><u>6,739,298</u></u>	<u><u>7,138,835</u></u>	<u><u>(399,537)</u></u>	<u><u>-5.60%</u></u>	<u><u>6,601,642</u></u>
Operating Expenses					
Salaries and Wages	3,255,066	3,420,239	165,173	4.83%	3,300,961
Fringe Benefits	670,142	808,450	138,308	17.11%	813,345
Contract Labor	201,421	120,878	(80,543)	-66.63%	228,647
Physicians Fees	163,346	178,798	15,452	8.64%	245,528
Purchased Services	401,121	425,270	24,149	5.68%	490,033
Supply Expense	976,030	961,886	(14,144)	-1.47%	780,777
Utilities	80,822	99,489	18,667	18.76%	98,521
Repairs and Maintenance	342,184	350,456	8,272	2.36%	329,852
Insurance Expense	67,107	65,201	(1,906)	-2.92%	78,946
All Other Operating Expenses	161,754	173,090	11,336	6.55%	244,142
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	71,706	88,975	17,269	19.41%	96,491
Depreciation and Amortization	704,205	726,298	22,093	3.04%	744,968
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	<u>7,094,904</u>	<u>7,419,029</u>	<u>324,125</u>	<u>4.37%</u>	<u>7,452,211</u>
<b>Net Operating Surplus/(Loss)</b>	<b>(355,606)</b>	<b>(280,194)</b>	<b>(75,412)</b>	<b>26.91%</b>	<b>(850,569)</b>
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	1,610	7,100	(5,490)	-77.32%	4,137
Tax Subsidies (Except for GO Bond Subsidies)	307,031	279,743	27,288	9.75%	283,233
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(106,739)	(111,593)	4,854	-4.35%	(107,797)
Other Non-Operating Revenue/(Expense)	16,495	19,855	(3,360)	-16.92%	19,727
Total Non Operating Revenue/(Expense)	<u>218,397</u>	<u>195,105</u>	<u>23,292</u>	<u>11.94%</u>	<u>199,200</u>
<b>Total Net Surplus/(Loss)</b>	<b>(137,209)</b>	<b>(85,089)</b>	<b>(52,120)</b>	<b>61.25%</b>	<b>(651,269)</b>
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
<b>Increase/(Decrease) in Unrestricted Net Assets</b>	<b>(137,209)</b>	<b>(85,089)</b>	<b>(52,120)</b>	<b>61.25%</b>	<b>(651,269)</b>
Operating Margin	-5.28%	-3.92%			-12.88%
Total Profit Margin	-2.04%	-1.19%			-9.87%
EBIDA	9.30%	9.78%			2.58%



# Statement of Revenue and Expense - 13 Month Trend

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

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	Actual 7/31/2017	Actual 6/30/2017	Actual 5/31/2017	Actual 4/30/2017	Actual 3/31/2017
Gross Patient Revenue					
Inpatient Revenue	\$3,122,689	\$2,539,451	\$3,335,977	\$3,639,447	\$3,160,524
Inpatient Psych/Rehab Revenue					
Outpatient Revenue	\$8,467,456	\$8,682,306	\$8,442,688	\$7,816,452	\$8,521,842
Clinic Revenue	\$960,010	\$1,369,601	\$1,168,237	\$1,327,433	\$1,063,097
Specialty Clinic Revenue	\$210,106	\$259,241	\$217,138	\$244,602	\$386,301
Total Gross Patient Revenue	\$12,760,261	\$12,850,599	\$13,164,040	\$13,027,934	\$13,131,764
Deductions From Revenue					
Discounts and Allowances	\$5,088,307	\$5,712,822	\$6,333,953	\$5,339,351	\$4,920,041
Bad Debt Expense (Governmental Providers Only)	\$782,476	\$747,176	\$802,116	\$692,173	\$724,002
Charity Care	\$283,316	\$317,868	\$301,201	\$124,361	\$353,391
Total Deductions From Revenue	6,154,099	6,777,866	7,437,270	6,155,885	5,997,435
Net Patient Revenue	\$6,606,162	\$6,072,733	\$5,726,770	\$6,872,049	\$7,134,330
Other Operating Revenue	133,136	137,619	491,885	147,263	213,499
Total Operating Revenue	6,739,298	6,210,352	6,218,655	7,019,312	7,347,829
Operating Expenses					
Salaries and Wages	\$3,255,066	\$3,247,880	\$3,364,610	\$3,195,654	\$3,401,381
Fringe Benefits	\$670,142	\$790,698	\$858,790	\$844,352	\$750,155
Contract Labor	\$201,421	\$119,467	\$150,585	\$128,602	\$177,922
Physicians Fees	\$163,346	\$175,409	\$284,816	\$305,224	\$256,701
Purchased Services	\$401,121	\$406,476	\$399,760	\$571,988	\$534,922
Supply Expense	\$976,030	\$1,471,285	\$1,063,925	\$982,868	\$953,347
Utilities	\$80,822	\$99,366	\$93,475	\$89,300	\$60,718
Repairs and Maintenance	\$342,184	\$371,836	\$386,767	\$342,089	\$341,838
Insurance Expense	\$67,107	\$67,671	\$67,671	\$74,540	\$79,014
All Other Operating Expenses	\$161,754	\$186,813	\$171,802	\$162,144	\$232,805
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$71,706	\$82,688	\$92,824	\$85,156	\$84,643
Depreciation and Amortization	\$704,205	\$706,240	\$718,016	\$728,887	\$727,168
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$7,094,904	\$7,725,829	\$7,653,041	\$7,510,804	\$7,600,615
Net Operating Surplus/(Loss)	(\$355,606)	(\$1,515,477)	(\$1,434,386)	(\$491,492)	(\$252,786)
Non-Operating Revenue:					
Contributions					
Investment Income	1,610	43,218	10,494	92,646	4,623
Tax Subsidies (Except for GO Bond Subsidies)					
Tax Subsidies for GO Bonds	307,031	302,717	246,405	233,796	232,770
Interest Expense (Governmental Providers Only)	(106,739)	(129,860)	(109,196)	(108,951)	(130,517)
Other Non-Operating Revenue/(Expenses)	16,495	(232,314)	(264,249)	(286,531)	(300,886)
Total Non Operating Revenue/(Expense)	\$218,397	(\$16,239)	(\$116,546)	(\$69,040)	(\$194,010)
Total Net Surplus/(Loss)	(\$137,209)	(\$1,531,716)	(\$1,550,932)	(\$560,532)	(\$446,796)
Change in Unrealized Gains/(Losses) on Investments		10,679		97,892	
Increase/(Decrease in Unrestricted Net Assets)	(\$137,209)	(\$1,521,037)	(\$1,550,932)	(\$462,640)	(\$446,796)
Operating Margin	-5.28%	-24.40%	-23.07%	-7.00%	-3.44%
Total Profit Margin	-2.04%	-24.66%	-24.94%	-7.99%	-6.08%
EBIDA	5.17%	-13.03%	-11.52%	3.38%	6.46%

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	Actual 7/31/2016
\$3,590,451	\$4,246,481	\$4,205,617	\$3,958,622	\$3,857,308	\$3,789,194	\$3,939,832	\$3,828,265
\$6,666,860	\$8,050,970	\$8,138,470	\$7,666,280	\$7,815,623	\$8,013,629	\$7,408,251	\$6,776,876
\$944,366	\$1,243,745	\$1,147,454	\$1,041,095	\$1,471,008	\$1,193,727	\$1,486,415	\$935,141
\$281,416	\$391,396	\$426,522	\$320,852	\$363,024	\$433,547	\$271,105	\$173,605
\$11,483,092	\$13,932,592	\$13,918,063	\$12,986,849	\$13,506,963	\$13,430,097	\$13,105,603	\$11,713,887
\$4,084,991	\$5,439,949	\$4,820,602	\$4,777,892	\$5,051,678	\$4,735,646	\$4,859,733	\$4,481,665
\$773,015	\$908,069	\$803,383	\$963,672	\$1,155,885	\$723,087	\$724,953	\$727,947
\$419,538	\$72,253	\$217,146	\$169,916	\$48,714	\$273,249	\$130,316	\$84,277
5,277,544	6,420,271	5,841,131	5,911,480	6,256,277	5,731,982	5,715,002	5,293,889
\$6,205,548	\$7,512,321	\$8,076,932	\$7,075,369	\$7,250,686	\$7,698,115	\$7,390,601	\$6,419,998
76,528	198,334	129,956	229,696	221,160	72,487	151,333	181,644
6,282,076	7,710,655	8,206,888	7,305,065	7,471,846	7,770,602	7,541,934	6,601,642
\$3,501,778	\$3,577,849	\$4,006,063	\$2,927,118	\$3,878,876	\$3,808,385	\$3,289,085	\$3,300,961
\$880,624	\$1,091,981	\$832,529	\$592,913	\$863,461	\$650,890	\$700,720	\$813,344
\$285,056	\$146,994	\$213,207	\$244,925	\$185,893	\$223,596	\$295,672	\$228,647
\$218,016	\$236,151	\$310,896	\$273,414	\$175,688	\$241,537	\$269,304	\$245,528
\$518,367	\$620,997	\$470,839	\$618,814	\$472,561	\$482,159	\$537,738	\$490,033
\$808,882	\$1,147,263	\$1,081,417	\$993,972	\$1,006,598	\$1,081,326	\$988,620	\$780,778
\$127,027	\$95,377	\$111,777	\$93,430	\$86,726	\$98,533	\$101,762	\$98,521
\$385,413	\$304,454	\$328,058	\$376,223	\$307,252	\$327,900	\$406,378	\$329,852
\$81,497	\$81,436	\$81,634	\$80,954	\$81,475	\$80,431	\$80,181	\$78,946
\$209,026	\$249,668	\$181,658	\$290,376	\$256,542	\$242,721	\$209,737	\$244,142
\$82,935	\$92,970	\$94,329	\$93,859	\$101,517	\$94,397	\$96,658	\$96,491
\$730,416	\$733,360	\$743,896	\$747,981	\$750,565	\$747,719	\$745,322	\$744,968
\$7,829,037	\$8,378,500	\$8,456,303	\$7,333,979	\$8,167,154	\$8,079,594	\$7,721,177	\$7,452,211
(\$1,546,961)	(\$667,845)	(\$249,415)	(\$28,914)	(\$695,308)	(\$308,992)	(\$179,243)	(\$850,569)
10,327	9,979	(459)	(20,249)	(3,541)	8,881	(2,210)	4,137
290,366	252,337	273,178	271,533	281,383	300,699	242,191	283,233
(109,112)	(110,073)	(107,795)	(107,795)	(107,775)	(109,794)	(107,795)	(107,797)
(284,874)	(296,160)	21,329	17,712	25,282	6,693	18,067	19,727
(\$93,293)	(\$143,917)	\$186,252	\$161,201	\$195,349	\$206,479	\$150,253	\$199,360
(\$1,640,254)	(\$811,762)	(\$63,163)	\$132,287	(\$499,959)	(\$102,513)	(\$28,990)	(\$651,269)
(\$1,640,254)	(\$811,762)	(\$63,163)	\$132,287	(\$499,959)	(\$102,513)	(\$28,990)	(\$651,269)
-24.62%	-8.66%	-3.04%	-0.40%	-9.31%	-3.98%	-2.38%	-12.88%
-26.11%	-10.53%	-0.77%	1.81%	-6.69%	-1.32%	-0.38%	-9.87%
-13.00%	0.85%	6.03%	9.84%	0.74%	5.65%	7.51%	-1.60%



Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

One month ended July 31, 2017

	CASH FLOW	
	Current Month 7/31/2017	Current Year-To-Date 7/31/2017
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	(\$137,209)	(\$137,209)
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	704,205	704,205
(Increase)/Decrease in Net Patient Accounts Receivable	(199,060)	(199,060)
(Increase)/Decrease in Other Receivables	67,008	67,008
(Increase)/Decrease in Inventories	27,041	27,041
(Increase)/Decrease in Pre-Paid Expenses	(397,306)	(397,306)
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	288,169	288,169
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	70,513	70,513
Increase/(Decrease) in Accrued Expenses	0	0
Increase/(Decrease) in Patient Refunds Payable	0	0
Increase/(Decrease) in Third Party Advances/Liabilities	0	0
Increase/(Decrease) in Other Current Liabilities	111,590	111,590
<b>Net Cash Provided by Operating Activities:</b>	<b>534,951</b>	<b>534,951</b>
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(24,544)	(24,544)
(Increase)/Decrease in Limited Use Cash and Investments	(419,696)	(419,696)
(Increase)/Decrease in Other Limited Use Assets	(359)	(359)
(Increase)/Decrease in Other Assets	1,030	1,030
<b>Net Cash Used by Investing Activities</b>	<b>(443,569)</b>	<b>(443,569)</b>
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(4,812)	(4,812)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(44,689)	(44,689)
<b>Net Cash Used for Financing Activities</b>	<b>(49,501)</b>	<b>(49,501)</b>
(INCREASE)/DECREASE IN RESTRICTED ASSETS	(1)	(1)
<b>Net Increase/(Decrease) in Cash</b>	<b>41,880</b>	<b>41,880</b>
Cash, Beginning of Period	11,368,899	11,368,899
<b>Cash, End of Period</b>	<b>\$11,410,779</b>	<b>\$11,410,779</b>

# Patient Statistics

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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### ROCK SPRINGS, WY

One month ended July 31, 2017

Current Month					Year-To-Date			
Actual 07/31/17	Budget 07/31/17	Positive/ (Negative) Variance	Prior Year 07/31/16	STATISTICS	Actual 07/31/17	Budget 07/31/17	Positive/ (Negative) Variance	Prior Year 07/31/16
Discharges								
155	163	(8)	163	Acute	155	163	(8)	163
155	163	(8)	163	Total Adult Discharges	155	163	(8)	163
51	46	5	46	Newborn	51	46	5	46
206	209	(3)	209	Total Discharges	206	209	(3)	209
Patient Days:								
407	631	(224)	631	Acute	407	631	(224)	631
407	631	(224)	631	Total Adult Patient Days	407	631	(224)	631
89	75	14	75	Newborn	89	75	14	75
496	706	(210)	706	Total Patient Days	496	706	(210)	706
Average Length of Stay (ALOS)								
2.6	3.9	(1.2)	3.9	Acute	2.6	3.9	(1.2)	3.9
2.6	3.9	(1.2)	3.9	Total Adult ALOS	2.6	3.9	(1.2)	3.9
1.7	1.6	0.1	1.6	Newborn ALOS	1.7	1.6	0.1	1.6
Average Daily Census (ADC)								
13.1	20.4	(7.2)	20.4	Acute	13.1	20.4	(7.2)	20.4
13.1	20.4	(7.2)	20.4	Total Adult ADC	13.1	20.4	(7.2)	20.4
2.9	2.4	0.5	2.4	Newborn	2.9	2.4	0.5	2.4
Emergency Room Statistics								
140	148	(8)	148	ER Visits - Admitted	140	148	(8)	148
1,240	1,301	(61)	1,301	ER Visits - Discharged	1,240	1,301	(61)	1,301
1,380	1,449	(69)	1,449	Total ER Visits	1,380	1,449	(69)	1,449
10.14%	10.21%		10.21%	% of ER Visits Admitted	10.14%	10.21%		10.21%
90.32%	90.80%		90.80%	ER Admissions as a % of Total	90.32%	90.80%		90.80%
Outpatient Statistics:								
6,494	6,715	(221)	6,715	Total Outpatients Visits	6,494	6,715	(221)	6,715
109	77	32	77	Observation Bed Days	109	77	32	77
3,668	4,031	(363)	3,817	Clinic Visits - Primary Care	3,668	4,031	(363)	3,817
456	610	(154)	362	Clinic Visits - Specialty Clinics	456	610	(154)	362
31	41	(10)	41	IP Surgeries	31	41	(10)	41
152	113	39	113	OP Surgeries	152	113	39	113
Productivity Statistics:								
399.72	442.90	(43.18)	428.61	FTE's - Worked	399.72	442.90	(43.18)	428.61
465.48	486.41	(20.93)	486.97	FTE's - Paid	465.48	486.41	(20.93)	486.97
1.2905	1.3395	(0.05)	1.3395	Case Mix Index -Medicare	1.2905	1.0435	0.25	1.3395
0.8155	0.8344	(0.02)	0.8344	Case Mix Index - All payers	0.8155	0.8446	(0.03)	0.8344

## Accounts Receivable Tracking Report

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
**07/31/17**

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	<b><u>Current Month Actual</u></b>	<b><u>Current Month Target</u></b>
Gross Days in Accounts Receivable - All Services	48.10	46.55
Net Days in Accounts Receivable	54.83	52.49
Number of Gross Days in Unbilled Revenue	6.32	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	2.22%	1.98%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	2.22%	1.98%
Bad Debts as a % of Gross Patient Revenue - Current Month	6.13%	6.94%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	6.13%	6.94%
Collections as a Percentage of Net Revenue - Current Month	97.35%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	97.35%	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%



## Variance Analysis

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING One month ended July 31, 2017

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

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

PROFIT & LOSS STATEMENT	Current Month		Year-to-Date	
	Amount	%	Amount	%
Gross Patient Revenue	95,177	0.75%	95,177	0.75%

Gross patient revenue is over budget for the month and over budget year to date. Patient statistics under budget include Discharges, Patient Days, ER visits, Inpatient Surgeries, Outpatient visits and Clinic visits. Average Daily Census is 13.1 in July, up slightly from June but under budget by 7.2.

Deductions from Revenue	(477,501)	-8.41%	(477,501)	-8.41%
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Deductions from revenue are over budget for July and over budget year to date. They are currently booked at 48.2% for July and year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.

Bad Debt Expense	96,618	10.99%	96,618	10.99%
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Bad debt expense is booked at 6.1% for July and year to date.

Charity Care	(32,146)	-12.80%	(32,146)	-12.80%
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Charity care yields a high degree of variability month over month and is dependent on patient needs. Patient Financial Services evaluates accounts consistently to determine when charity adjustments are appropriate in accordance with our Charity Care Policy.

Other Operating Revenue	(17,213)	-11.45%	(17,213)	-11.45%
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Other Operating Revenue is under budget for the month and year to date.

Salaries and Wages	165,173	4.83%	165,173	4.83%
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Salary and Wages are under budget for July and year to date. With the lower census, departments have been very mindful of sending employees home to balance staffing and patient needs. Paid FTEs are under budget by 20.93 FTEs for the month.

Fringe Benefits	138,308	17.11%	138,308	17.11%
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Fringe benefits are under budget in July and year to date. Retirement, Disability and Unemployment are over budget in July.

Contract Labor	(80,543)	-66.63%	(80,543)	-66.63%
----------------	----------	---------	----------	---------

Contract labor is over budget for July and year to date. Unbudgeted contract personnel is currently being used in Radiation Oncology. OB, ICU, Surgery and Ultrasound are over budget for the month.

Physician Fees	15,452	8.64%	15,452	8.64%
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## Variance Analysis

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING One month ended July 31, 2017

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Physician fees are under budget in July and year to date. Costs for Radiology and Locum Pediatrics are under budget in July.				
<b>Purchased Services</b>	<b>24,149</b>	<b>5.68%</b>	<b>24,149</b>	<b>5.68%</b>
Purchased services are under budget for July and year to date. Consulting Fees and Advertising are under budget for the month. Services over budget include Legal fees, Collection Agency and Pharmacy Management fees.				
<b>Supply Expense</b>	<b>(14,144)</b>	<b>-1.47%</b>	<b>(14,144)</b>	<b>-1.47%</b>
Supplies are over budget for July and year to date. Line items over budget include Radioactive material, Drugs and Office supplies.				
<b>Repairs &amp; Maintenance</b>	<b>8,272</b>	<b>2.36%</b>	<b>8,272</b>	<b>2.36%</b>
Repairs and Maintenance are under budget for July and year to date.				
<b>All Other Operating Expenses</b>	<b>11,336</b>	<b>6.55%</b>	<b>11,336</b>	<b>6.55%</b>
This expense is under budget in July and year to date. Other expenses over budget include Employee recruitment and Pharmacy floor expenses.				
<b>Leases and Rentals</b>	<b>17,269</b>	<b>19.41%</b>	<b>17,269</b>	<b>19.41%</b>
This expense is under budget for July and year to date.				
<b>Depreciation and Amortization</b>	<b>22,093</b>	<b>3.04%</b>	<b>22,093</b>	<b>3.04%</b>
Depreciation is under budget for July and year to date.				
<b>BALANCE SHEET</b>				
<b>Cash and Cash Equivalents</b>	<b>\$41,880</b>	<b>0.37%</b>		
Cash increased in July. Cash collections for July were \$6.4 million. Days Cash on Hand increased 12 days to 103 days due to the decrease in daily cash expense.				
<b>Gross Patient Accounts Receivable</b>	<b>\$300,489</b>	<b>1.50%</b>		
This receivable increased in July due to the higher revenue month and the lower collections.				
<b>Bad Debt and Allowance Reserves</b>	<b>(101,429)</b>	<b>-1.10%</b>		

## Variance Analysis

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING One month ended July 31, 2017

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Bad Debt and Allowances increased slightly due to the adjustment made to better reflect historical write-offs, decreased revenue and the continuing trend of increased Self Pay patients.				
Other Receivables	(67,008)	-4.55%		
Other Receivables decreased in July due to the receipt of year end outstanding receivables.				
Prepaid Expenses	397,306	19.82%		
Prepaid expenses increased due to the normal activity in this account.				
Plant Property and Equipment	(679,661)	-0.93%		
The increase in these assets is due to the increase in Capital equipment and Building and the normal increase in accumulated depreciation.				
Accounts Payable	(288,169)	-6.90%		
This liability increased due to the normal activity in this account.				
Accrued Payroll	(163,729)	-15.95%		
This liability increased in July. The payroll accrual for July was 8 days.				
Accrued Benefits	93,216	4.66%		
This liability decreased in July with the normal accrual and usage of PTO .				
Other Long Term Liabilities	44,689	3.98%		
This liability decreased due to the normal monthly lease payments.				
Total Net Assets	137,189	0.18%		

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The net loss from operations for July is (\$355,606).



# MEMORIAL HOSPITAL OF SWEETWATER COUNTY

## OTHER OPERATING REVENUE - Detail

YEAR TO DATE JULY 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		
<b>July Totals</b>		<b>133,136.65</b>	<b>133,136.65</b>
		133,136.65	
		-	



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

PHYSICIAN CLINICS

**Unaudited Financial Statements**

**for**

**One month ended July 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.

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**Certified by:**

**Irene Richardson**

**CFO**

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**ROCK SPRINGS, WY**  
**One month ended July 31, 2017**

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## Key Financial Ratios

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 2

### ROCK SPRINGS, WY

One month ended July 31, 2017

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 7/31/2017	Year to Date 7/31/2017	Prior Fiscal Year End 06/30/17	MGMA Hospital Owned Rural
<b>Profitability:</b>					
Operating Margin	↑	-84.10%	-84.10%	-108.66%	-36.58%
Total Profit Margin	↑	-84.10%	-84.10%	-108.66%	-36.58%
Contractual Allowance %	↓	41.46%	41.46%	45.28%	
<b>Liquidity:</b>					
Net Days in Accounts Receivable	↓	51.90	45.77	48.86	39.58
Gross Days in Accounts Receivable	↓	63.22	52.47	50.23	72.82
<b>Productivity and Efficiency:</b>					
Patient Visits Per Day	↓	118.32	118.32	247.20	
Total Net Revenue per FTE	↑	N/A	\$115,443	\$124,265	
Salary Expense per Paid FTE		N/A	\$163,249	\$179,022	
Salary and Benefits as a % of Net Revenue		158.42%	158.42%	164.96%	91.26%
Employee Benefits %		12.03%	12.03%	14.50%	6.10%

# Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

One month ended July 31, 2017

	CURRENT MONTH				Prior Year 07/31/16
	Actual 07/31/17	Budget 07/31/17	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	960,010	1,104,668	(144,657)	-13.10%	935,141
Specialty Clinic Revenue	210,106	343,722	(133,616)	-38.87%	173,605
Total Gross Patient Revenue	1,170,116	1,448,390	(278,274)	-19.21%	1,108,746
Deductions From Revenue					
Discounts and Allowances	(485,094)	(575,260)	90,166	15.67%	(537,968)
Total Deductions From Revenue	(485,094)	(575,260)	90,166	15.67%	(537,968)
Net Patient Revenue	685,022	873,130	(188,108)	-21.54%	570,778
Other Operating Revenue	55,040	52,000	3,040	5.85%	40,572
Total Operating Revenue	740,062	925,130	(185,067)	-20.00%	611,350
Operating Expenses					
Salaries and Wages	1,046,527	1,188,104	141,577	11.92%	1,121,979
Fringe Benefits	125,879	162,993	37,114	22.77%	166,918
Contract Labor	0	0	0	0.00%	0
Physicians Fees	8,750	11,800	3,050	25.85%	41,301
Purchased Services	15,299	15,970	671	4.20%	49,180
Supply Expense	10,087	20,705	10,618	51.28%	18,426
Utilities	1,584	2,535	951	37.53%	1,408
Repairs and Maintenance	26,233	27,321	1,088	3.98%	59,029
Insurance Expense	20,627	20,872	245	1.18%	28,354
All Other Operating Expenses	74,302	71,907	(2,395)	-3.33%	77,881
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	7,277	5,388	(1,889)	-35.06%	74,213
Depreciation and Amortization	25,924	26,457	533	2.02%	27,451
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,362,489	1,554,052	191,563	12.33%	1,666,140
Net Operating Surplus/(Loss)	(622,427)	(628,922)	6,496	-1.03%	(1,054,790)
Total Net Surplus/(Loss)	(622,427)	(628,922)	\$6,496	-1.03%	(\$1,054,790)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	
Increase/(Decrease in Unrestricted Net Assets	(622,427)	(628,922)	\$6,496	-1.03%	(\$1,054,790)
Operating Margin	-84.10%	-67.98%			-172.53%
Total Profit Margin	-84.10%	-67.98%			-172.53%
EBIDA	-80.60%	-65.12%			-168.04%



# Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

One month ended July 31, 2017

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	YEAR-TO-DATE				
	Actual 07/31/17	Budget 07/31/17	Positive (Negative) Variance	Percentage Variance	Prior Year 07/31/16
Gross Patient Revenue					
Clinic Revenue	960,010	1,104,668	(144,657)	-13.10%	935,141
Specialty Clinic Revenue	210,106	343,722	(133,616)	-38.87%	173,605
Total Gross Patient Revenue	1,170,116	1,448,390	(278,274)	-19.21%	1,108,746
Deductions From Revenue					
Discounts and Allowances	(485,094)	(575,260)	90,166	15.67%	(537,968)
Total Deductions From Revenue	(485,094)	(575,260)	90,166	15.67%	(537,968)
Net Patient Revenue	685,022	873,130	(188,108)	-21.54%	570,778
Other Operating Revenue	55,040	52,000	3,040	5.85%	40,572
Total Operating Revenue	740,062	925,130	(185,067)	-20.00%	611,350
Operating Expenses					
Salaries and Wages	1,046,527	1,188,104	141,577	11.92%	1,121,979
Fringe Benefits	125,879	162,993	37,114	22.77%	166,918
Contract Labor	0	0	0	0.00%	0
Physicians Fees	8,750	11,800	3,050	25.85%	41,301
Purchased Services	15,299	15,970	671	4.20%	49,180
Supply Expense	10,087	20,705	10,618	51.28%	18,426
Utilities	1,584	2,535	951	37.53%	1,408
Repairs and Maintenance	26,233	27,321	1,088	3.98%	59,029
Insurance Expense	20,627	20,872	245	1.18%	28,354
All Other Operating Expenses	74,302	71,907	(2,395)	-3.33%	77,881
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	7,277	5,388	(1,889)	-35.06%	74,213
Depreciation and Amortization	25,924	26,457	533	2.02%	27,451
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,362,489	1,554,052	191,563	12.33%	1,666,140
Net Operating Surplus/(Loss)	(622,427)	(628,922)	6,496	-1.03%	(1,054,790)
Total Net Surplus/(Loss)	(\$622,427)	(\$628,922)	\$6,496	-1.03%	(\$1,054,790)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(622,427)	(628,922)	\$6,496	-1.03%	(1,054,790)
Operating Margin	-84.10%	-67.98%			-172.53%
Total Profit Margin	-84.10%	-67.98%			-172.53%
EBIDA	-80.60%	-65.12%			-168.04%

# Statement of Revenue and Expense - 13 Month Trend

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

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	Actual 7/31/2017	Actual 6/30/2017	Actual 5/31/2017	Actual 4/30/2017	Actual 3/31/2017
Gross Patient Revenue					
Clinic Revenue	\$960,010	\$1,369,601	\$1,168,237	\$1,327,433	\$1,063,097
Specialty Clinic Revenue	\$210,106	\$259,241	\$217,138	\$244,602	\$386,301
Total Gross Patient Revenue	\$1,170,116	\$1,628,842	\$1,385,376	\$1,572,035	\$1,449,397
Deductions From Revenue					
Discounts and Allowances	485,094	760,859	633,239	696,587	674,925
Total Deductions From Revenue	485,094	760,859	633,239	696,587	674,925
Net Patient Revenue	\$685,022	\$867,983	\$752,136	\$875,448	\$774,472
Other Operating Revenue	55,040	39,611	56,796	52,177	58,889
Total Operating Revenue	740,062	907,594	808,932	927,625	833,362
Operating Expenses					
Salaries and Wages	\$1,046,527	\$1,214,764	\$1,195,299	\$1,111,333	\$1,295,287
Fringe Benefits	\$125,879	\$193,095	\$181,519	\$200,857	\$203,069
Contract Labor					
Physicians Fees	\$8,750	\$5,250	\$37,370	\$36,162	\$33,662
Purchased Services	\$15,299	\$30,068	\$16,317	\$60,702	\$85,726
Supply Expense	\$10,087	\$10,932	\$15,371	\$13,857	\$28,457
Utilities	\$1,584	\$1,564	\$1,684	\$780	\$5,604
Repairs and Maintenance	\$26,233	\$27,118	\$25,153	\$30,199	\$29,953
Insurance Expense	\$20,627	\$21,360	\$21,360	\$29,117	\$29,788
All Other Operating Expenses	\$74,302	\$56,952	\$71,115	\$57,325	\$91,004
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$7,277	\$75,265	\$76,910	\$77,311	\$78,130
Depreciation and Amortization	\$25,924	\$27,194	\$30,719	\$30,719	\$30,392
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,362,489	\$1,663,563	\$1,672,816	\$1,648,362	\$1,911,070
Net Operating Surplus/(Loss)	(\$622,427)	(\$755,969)	(\$863,885)	(\$720,737)	(\$1,077,708)
Total Net Surplus/(Loss)	(\$622,427)	(\$755,969)	(\$863,885)	(\$720,737)	(\$1,077,708)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets)	(\$622,427)	(\$755,969)	(\$863,885)	(\$720,737)	(\$1,077,708)
Operating Margin	-84.10%	-83.29%	-106.79%	-77.70%	-129.32%
Total Profit Margin	-84.10%	-83.29%	-106.79%	-77.70%	-129.32%
EBIDA	-80.60%	-80.30%	-103.00%	-74.39%	-125.67%

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	Actual 7/31/2016
\$944,366	\$1,243,745	\$1,147,454	\$1,041,094	\$1,471,008	\$1,193,727	\$1,486,415	\$935,141
\$281,416	\$391,396	\$426,522	\$320,852	\$363,025	\$433,547	\$271,105	\$173,605
\$1,225,781	\$1,635,141	\$1,573,976	\$1,361,946	\$1,834,033	\$1,627,274	\$1,757,520	\$1,108,746
530,700	713,716	669,808	659,237	810,611	714,603	820,690	537,968
530,700	713,716	669,808	659,237	810,611	714,603	820,690	537,968
\$695,081	\$921,425	\$904,168	\$702,708	\$1,023,422	\$912,672	\$936,829	\$570,778
33,589	52,780	81,701	25,532	92,094	27,138	101,799	40,572
728,670	974,205	985,868	728,240	1,115,516	939,809	1,038,629	611,350
\$1,394,959	\$1,163,112	\$1,390,067	\$1,059,816	\$1,579,112	\$1,595,842	\$1,149,001	\$1,121,979
\$224,546	\$282,026	\$178,010	\$110,469	\$188,713	\$137,848	\$147,749	\$166,918
\$32,063	\$53,171	\$93,628	\$82,454	\$31,685	\$59,831	\$98,459	\$41,301
\$49,315	\$75,253	\$67,656	\$76,956	\$60,784	\$87,083	\$62,065	\$49,180
\$16,519	\$32,574	\$29,131	\$36,680	\$25,997	\$39,127	\$26,718	\$18,426
\$1,982	\$1,779	\$1,952	\$1,395	\$2,132	\$1,092	\$5,641	\$1,408
\$26,846	\$16,474	\$23,559	\$17,915	\$21,661	\$18,914	\$51,474	\$59,029
\$30,034	\$30,068	\$30,016	\$30,567	\$30,567	\$30,567	\$30,567	\$28,354
\$82,429	\$85,900	\$68,371	\$104,896	\$106,835	\$102,343	\$123,462	\$77,881
\$78,112	\$77,521	\$76,523	\$77,459	\$78,608	\$74,116	\$74,693	\$74,213
\$30,392	\$29,970	\$28,053	\$28,053	\$28,053	\$28,150	\$28,150	\$27,451
\$1,967,199	\$1,847,847	\$1,986,965	\$1,626,660	\$2,154,147	\$2,174,912	\$1,797,978	\$1,666,140
(\$1,238,529)	(\$873,643)	(\$1,001,096)	(\$898,420)	(\$1,038,630)	(\$1,235,103)	(\$759,349)	(\$1,054,790)
(\$1,238,529)	(\$873,643)	(\$1,001,096)	(\$898,420)	(\$1,038,630)	(\$1,235,103)	(\$759,349)	(\$1,054,790)
0	0	0	0	0	0	0	0
(\$1,238,529)	(\$873,643)	(\$1,001,096)	(\$898,420)	(\$1,038,630)	(\$1,235,103)	(\$759,349)	(\$1,054,790)
-169.97%	-89.68%	-101.54%	-123.37%	-93.11%	-131.42%	-73.11%	-172.53%
-169.97%	-89.68%	-101.54%	-123.37%	-93.11%	-131.42%	-73.11%	-172.53%
-165.80%	-86.60%	-98.70%	-119.52%	-90.59%	-128.43%	-70.40%	-168.04%



# Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

One month ended July 31, 2017

Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative)	Prior		Actual	Budget	Positive/ (Negative)	Prior
07/31/17	07/31/17	Variance	Year 07/31/16		07/31/17	07/31/17	Variance	Year 07/31/16
Outpatient Statistics:								
3,668	4,031	(363)	3,817	Clinic Visits - Primary Care	3,668	4,031	(363)	3,817
456	609	(153)	362	Clinic Visits - Specialty Clinics	456	609	(153)	362
Productivity Statistics:								
61.56	75.74	(14.18)	69.75	FTE's - Worked	61.56	75.74	(14.18)	69.75
75.48	83.23	(7.75)	79.52	FTE's - Paid	75.48	83.23	(7.75)	79.21

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

**Sweetwater Medical Group**

One month ended July 31, 2017

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**CLINIC STATISTICS - CURRENT**

Patient Office Visit Data	2010 Medical Group Management Association (MGMA) report data				
	Current	Mean	25th Percentile	75th Percentile	90th Percentile
<b>Family Practice</b>					
Dr. Bowers	146	367	288	427	515
Dr. Dansie	122	367	288	427	515
PA Dolce	36	367	288	427	515
Dr. Jake Johnson	110	367	288	427	515
PA Lehman	140	367	288	427	515
Dr. Long	178	367	288	427	515
PA Sanders	263	367	288	427	515
<b>Occupational Medicine</b>					
Dr. Lauridsen	170	314	184	433	511
Occ Med		314	184	433	511
<b>Pediatrics</b>					
Dr. Alan Brown	145	418	304	493	651
Dr. Gilmartin	112	418	304	493	651
Dr. Sarette	47	418	304	493	651
Locum Pediatrics		0	0	0	0
<b>General Surgery</b>					
Dr. Crofts	124	201	131	258	339
Dr. Franks	129	201	131	258	339
Dr. Jamais	95	201	131	258	339
<b>Orthopedics</b>					
Dr. Denker	211	327	221	406	500
Dr. Jeff Johnson	64	327	221	406	500
Dr. Oliver	181	327	221	406	500
<b>Internal Medicine</b>					
Dr. Stewart		347	250	404	512
<b>Otorhinolaryngology</b>					
Dr. Duck (including Allergy)	290	362	249	458	609
Dr. Liu	119	362	249	458	609
<b>Obstetrics/Gynecology General</b>					
Dr. Grewal	171	299	216	356	447
Dr. Kattan	133	299	216	356	447
Dr. Veronese	253	299	216	356	447
Dr. Wheeler	266	299	216	356	447
<b>Nephrology</b>					
Dr. Pawar	127	272	160	358	444
<b>Urology</b>					
Dr. Curry	257	350	211	430	561
Dr. Christensen		0	0	0	0
<b>Pulmonary</b>					
Dr. Neupane	235	318	179	426	571
<b>Total Clinic Statistics</b>	<b>4,124</b>	<b>10,532</b>	<b>7,446</b>	<b>12,799</b>	<b>16,173</b>

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

**Sweetwater Medical Group**

One month ended July 31, 2017

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**CLINIC STATISTICS - YEAR TO DATE**

Patient Office Visit Data	2010 Medical Group Management Association (MGMA) report data				
	Year to Date	Mean	25th Percentile	75th Percentile	90th Percentile
<b>Family Practice</b>					
Dr. Bowers	146	367	288	427	515
Dr. Dansie	122	367	288	427	515
PA Dolce	36	367	288	427	515
Dr. Jake Johnson	110	367	288	427	515
PA Lehman	140	367	288	427	515
Dr. Long	178	367	288	427	515
PA Sanders	263	367	288	427	515
<b>Occupational Medicine</b>					
Dr. Lauridsen	170	314	184	433	511
Occ Med		314	184	433	511
<b>Pediatrics</b>					
Dr. Alan Brown	145	418	304	493	651
Dr. Gilmartin	112	418	304	493	651
Dr. Sarette	47	418	304	493	651
Locum Pediatrics		0	0	0	0
<b>General Surgery</b>					
Dr. Crofts	124	201	131	258	339
Dr. Franks	129	201	131	258	339
Dr. Jamais	95	201	131	258	339
<b>Orthopedics</b>					
Dr. Denker	211	327	221	406	500
Dr. Jeff Johnson	64	327	221	406	500
Dr. Oliver	181	327	221	406	500
<b>Internal Medicine</b>					
Dr. Stewart					
<b>Otorhinolaryngology</b>					
Dr. Duck (including Allergy)	290	362	249	458	609
Dr. Liu	119	362	249	458	609
<b>Obstetrics/Gynecology General</b>					
Dr. Grewal	171	299	216	356	447
Dr. Kattan	133	299	216	356	447
Dr. Veronese	253	299	216	356	447
Dr. Wheeler	266	299	216	356	447
<b>Nephrology</b>					
Dr. Pawar	127	272	160	358	444
<b>Urology</b>					
Dr. Curry	257	350	211	430	561
Dr. Christensen		0	0	0	0
<b>Pulmonary</b>					
Dr. Neupane	235	318	179	426	571
<b>Total Clinic Statistics</b>	<b>4,124</b>	<b>10,185</b>	<b>7,196</b>	<b>12,394</b>	<b>15,661</b>

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

**Sweetwater Medical Group**

One month ended July 31, 2017

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**CLINIC REVENUE DETAIL**

Gross Clinic Patient Revenue	Current	Budget	Year to Date	Budget
<b>Family Practice</b>				
Dr. Bowers	26,799	39,338	26,799	39,338
Dr. Dansie	22,837	25,830	22,837	25,830
PA Dolce	5,816	15,177	5,816	15,177
Dr. Jake Johnson	19,164	20,584	19,164	20,584
PA Lehman	25,752	22,217	25,752	22,217
Dr. Long	33,311	34,106	33,311	34,106
PA Sanders	33,733	51,758	33,733	51,758
<b>Occupational Medicine</b>				
Dr. Lauridsen	30,322	36,945	30,322	36,945
Occ Med				
<b>Pediatrics</b>				
Dr. Alan Brown	36,875	29,616	36,875	29,616
Dr. Gilmartin	28,676	29,616	28,676	29,616
Dr. Sarette	15,101	8,407	15,101	8,407
Locum Pediatrics				
<b>General Surgery</b>				
Dr. Crofts	50,845	46,959	50,845	46,959
Dr. Franks	51,468	73,033	51,468	73,033
Dr. Jamais	39,848	38,677	39,848	38,677
<b>Orthopedics</b>				
Dr. Denker	92,687	185,761	92,687	185,761
Dr. Jeff Johnson	27,778	65,081	27,778	65,081
Dr. Oliver	89,641	92,880	89,641	92,880
<b>Internal Medicine</b>				
Dr. Stewart				
<b>Otorhinolaryngology</b>				
Dr. Duck (including Allergy)	39,941	40,128	39,941	40,128
Dr. Liu	53,460	34,675	53,460	34,675
<b>Obstetrics/Gynecology General</b>				
Dr. Grewal	52,295	83,490	52,295	83,490
Dr. Kattan	47,133	79,428	47,133	79,428
Dr. Veronese	110,221	91,802	110,221	91,802
Dr. Wheeler	82,002	129,180	82,002	129,180
<b>Nephrology</b>				
Dr. Pawar	1,579	24,469	1,579	24,469
<b>Urology</b>				
Dr. Curry	116,252	105,892	116,252	105,892
Dr. Christensen				
<b>Pulmonary</b>				
Dr. Neupane	36,582	43,340	36,582	43,340
<b>TOTAL</b>	<b>\$ 1,170,116</b>	<b>\$ 1,448,389</b>	<b>\$ 1,170,116</b>	<b>\$ 1,448,389</b>

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

**Sweetwater Medical Group**

One month ended July 31, 2017

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**HOSPITAL ENTERPRISE REVENUE DETAIL - CURRENT**

Hospital Enterprise Revenue	Gross Revenue	Net Revenue	Revenue After Operating Margin
<b>Family Practice</b>			-
Dr. Bowers	50,737	25,876	1,164
Dr. Dansie	37,932	19,345	871
PA Dolce	25,431	12,970	584
Dr. Jake Johnson	57,218	29,181	1,313
PA Lehman	22,868	11,663	525
Dr. Long	39,747	20,271	912
PA Sanders	83,586	42,629	1,918
<b>Occupational Medicine</b>			-
Dr. Lauridsen	45,169	23,036	1,037
Occ Med	-	-	-
<b>Pediatrics</b>			-
Dr. Alan Brown	64,123	32,703	1,472
Dr. Gilmartin	45,700	23,307	1,049
Dr. Sarette	81,688	41,661	1,875
Locum Pediatrics	-	-	-
<b>General Surgery</b>			-
Dr. Crofts	360,006	183,603	8,262
Dr. Franks	462,750	236,002	10,620
Dr. Jamais	379,812	193,704	8,717
<b>Orthopedics</b>			-
Dr. Denker	157,661	80,407	3,618
Dr. Jeff Johnson	5,549	2,830	127
Dr. Oliver	138,181	70,473	3,171
<b>Internal Medicine</b>			-
Dr. Stewart	-	-	-
<b>Otorhinolaryngology</b>			-
Dr. Duck (including Allergy)	2,690	1,372	62
Dr. Liu	156,941	80,040	3,602
<b>Obstetrics/Gynecology General</b>			-
Dr. Grewal	134,388	68,538	3,084
Dr. Kattan	123,218	62,841	2,828
Dr. Veronese	471,181	240,302	10,814
Dr. Wheeler	322,245	164,345	7,396
<b>Nephrology</b>			-
Dr. Pawar	350,358	178,682	8,041
<b>Urology</b>			-
Dr. Curry	423,192	215,828	9,712
Dr. Christensen	-	-	-
<b>Pulmonary</b>			-
Dr. Neupane	165,346	84,326	3,795
<b>TOTAL</b>	<b>\$ 4,207,715</b>	<b>\$ 2,145,935</b>	<b>\$ 96,567</b>

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

**Sweetwater Medical Group**

One month ended July 31, 2017

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**HOSPITAL ENTERPRISE REVENUE DETAIL - YEAR TO DATE**

<b>Enterprise Revenue</b>	<b>Gross Revenue</b>	<b>Net Revenue</b>	<b>Revenue After Operating Margin</b>
<b>Family Practice</b>			
Dr. Bowers	50,737	25,876	1,164
Dr. Dansie	37,932	19,345	871
PA Dolce	25,431	12,970	584
Dr. Jake Johnson	57,218	29,181	1,313
PA Lehman	22,868	11,663	525
Dr. Long	39,747	20,271	912
PA Sanders	83,586	42,629	1,918
<b>Occupational Medicine</b>			
Dr. Lauridsen	45,169	23,036	1,037
Dr. Mitchell	-	-	-
<b>Pediatrics</b>			
Dr. Alan Brown	64,123	32,703	1,472
Dr. Gilmartin	45,700	23,307	1,049
Dr. Sarette	81,688	41,661	1,875
Locum Pediatrics	-	-	-
<b>General Surgery</b>			
Dr. Crofts	360,006	183,603	8,262
Dr. Franks	462,750	236,002	10,620
Dr. Jamais	379,812	193,704	8,717
<b>Orthopedics</b>			
Dr. Denker	157,661	80,407	3,618
Dr. Jeff Johnson	5,549	2,830	127
Dr. Oliver	138,181	70,473	3,171
<b>Internal Medicine</b>			
Dr. Stewart	-	-	-
<b>Otorhinolaryngology</b>			
Dr. Duck (including Allergy)	2,690	1,372	62
Dr. Liu	156,941	80,040	3,602
<b>Obstetrics/Gynecology General</b>			
Dr. Grewal	134,388	68,538	3,084
Dr. Kattan	123,218	62,841	2,828
Dr. Veronese	471,181	240,302	10,814
Dr. Wheeler	322,245	164,345	7,396
<b>Nephrology</b>			
Dr. Pawar	350,358	178,682	8,041
<b>Urology</b>			
Dr. Curry	423,192	215,828	9,712
Dr. Christensen	-	-	-
<b>Pulmonary</b>			
Dr. Neupane	165,346	84,326	3,795
<b>TOTAL</b>	<b>\$ 4,207,715</b>	<b>\$ 2,145,935</b>	<b>\$ 96,567</b>



**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

**Sweetwater Medical Group**

One month ended July 31, 2017

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**PROVIDER GAIN/LOSS INCLUDING NET ENTERPRISE REVENUE**

Year to Date	Clinic Gain/Loss	Net Enterprise Revenue	Total Gain/Loss
<b>Psychiatry</b>			
Dr. Bongiorno	(35,324)	-	(35,324)
Dr. Chou	(31,217)	-	(31,217)
Locum Psychiatrist		-	0
<b>Family Practice</b>			
Dr. Bowers	(14,199)	1,164	(13,035)
Dr. Dansie	(13,488)	871	(12,617)
PA Dolce	(19,454)	584	(18,870)
Dr. Jake Johnson	(9,687)	1,313	(8,374)
PA Lehman	(19,576)	525	(19,051)
Dr. Long	(17,332)	912	(16,420)
PA Sanders	(26,008)	1,918	(24,090)
<b>Occupational Medicine</b>			
Dr. Lauridsen	(13,999)	1,037	(12,962)
Occ Med	16,521	-	16,521
<b>Pediatrics</b>			
Dr. Alan Brown	(11,307)	1,472	(9,836)
Dr. Gilmartin	(31,223)	1,049	(30,175)
Dr. Sarette	(15,289)	1,875	(13,414)
Locum Pediatrics	(8,782)	-	(8,782)
<b>General Surgery</b>			
Dr. Crofts	(13,065)	8,262	(4,803)
Dr. Franks	(14,487)	10,620	(3,867)
Dr. Jamais	(15,648)	8,717	(6,931)
<b>Orthopedics</b>			
Dr. Denker	(43,405)	3,618	(39,787)
Dr. Jeff Johnson	(63,085)	127	(62,957)
Dr. Oliver	6,621	3,171	9,792
<b>Internal Medicine</b>			
Dr. Stewart	(270)	-	(270)
<b>Otorhinolaryngology</b>			
Dr. Duck (including Allergy)	(434)	62	(372)
Dr. Liu	(15,804)	3,602	(12,202)
<b>Obstetrics/Gynecology General</b>			
Dr. Grewal	(47,594)	3,084	(44,510)
Dr. Kattan	(20,462)	2,828	(17,634)
Dr. Veronese	(32,405)	10,814	(21,591)
Dr. Wheeler	(73)	7,396	7,322
<b>Nephrology</b>			
Dr. Pawar	(42,620)	8,041	(34,580)
<b>Urology</b>			
Dr. Curry	(18,949)	9,712	(9,237)
Dr. Christensen			0
<b>Pulmonary</b>			
Dr. Neupane	(46,378)	3,795	(42,584)
<b>Oral Surgery</b>			
Dr. Shamo	(4,002)		
<b>TOTAL</b>	<b>(\$622,427)</b>	<b>\$96,567</b>	<b>(\$521,857)</b>

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

**Sweetwater Medical Group**

One month ended July 31, 2017

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**AGE OF PRACTICE 7/31/2017**

	Provider Start Date	Age of Practice (years)
<b>Family Practice</b>		
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
<b>Pediatrics</b>		
Dr. Alan Brown	8/1/2016	1.00
Dr. Gilmartin	1/11/2016	1.55
Dr. Sarette	4/1/2013	4.33
<b>General Surgery</b>		
Dr. Crofts	9/1/2010	6.92
Dr. Franks	7/30/2007	10.01
Dr. Jamais	10/19/2009	7.79
<b>Orthopedics</b>		
Dr. Denker	8/15/2016	0.96
Dr. Jeff Johnson	8/1/2013	4.00
Dr. Oliver	10/1/2012	4.83 <i>*hospital owned practice</i>
<b>Internal Medicine</b>		
Dr. Stewart	8/1/2017	(0.00)
<b>Otorhinolaryngology</b>		
Dr. Duck (including Allergy)	2/1/2010	7.50
Dr. Liu	6/10/2015	2.14
<b>Obstetrics/Gynecology General</b>		
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
<b>Nephrology</b>		
Dr. Pawar	7/1/2016	1.08
<b>Urology</b>		
Dr. Curry	2/1/2015	2.50
<b>Pulmonary</b>		
Dr. Neupane	8/27/2012	4.93



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

**To: Finance Committee**  
**From: Irene Richardson, CFO**

**August 16, 2017**

**PROVIDER CLINIC – JULY 2017**

**THE CLINIC BOTTOM LINE.** The bottom line for the Provider Clinic for July was a loss of \$622,427, compared to a loss of \$628,922 in the budget.

**VOLUME.** Total visits were 4,124 for July, under budget by 517 visits.

**REVENUE.** Revenue for the Clinic for July was \$1,170,116, under budget by \$278,274. 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 July from the Clinic is \$4,207,715. This equates to \$2,145,935 of net enterprise revenue. The impact to the bottom line from the enterprise revenue is \$96,567. The gross enterprise revenue represents 33% of the total Hospital revenue for July.

Net Revenue for the Clinic for July was \$740,062, under budget by \$185,067. Net Patient Revenue is 58.5% of Gross Revenue compared with 60.2% in the budget and 51.5% in the prior year.

Deductions from Revenue for the Clinic were booked at 41.5% for July. We continue to clean up the old A/R in the clinic by writing off the accounts prior to, and including the year 2015. This has increased the Deductions from Revenue over the last several months. 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 and Self Pay population than the hospital. In July, the Payor Mix was as follows; Commercial Insurance and Blue Cross consisted of 58.43% of revenue, Medicare and Medicaid consisted of 33.43% of revenue and Self Pay consisted of 7.44% of revenue.

**EXPENSES.** Total Expenses for the month were \$1,362,489, which was under budget by \$191,563. The majority of the expenses consist of Salaries and Benefits; which is about 86% of Total Expenses.

**OVERALL ASSESSMENT.** The Provider Clinic revenue plus enterprise revenue consists of 42% of total hospital gross patient revenue for July.



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

HOSPITAL ONLY

**Unaudited Financial Statements**

**for**

**One month ended July 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**

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**ROCK SPRINGS, WY**

**One month ended July 31, 2017**

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## Key Financial Ratios

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 2

### ROCK SPRINGS, WY

One month ended July 31, 2017

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 7/31/2017	Year to Date 7/31/2017	Prior Fiscal Year End 06/30/17	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev (See Note 2)
<b>Profitability:</b>						
Operating Margin	↑	4.45%	4.45%	6.04%	2.64%	-0.73%
Total Profit Margin	↑	8.09%	8.09%	11.04%	6.11%	0.21%
Contractual Allowance %	↓	39.72%	39.72%	31.23%	34.31%	53.86%
Inpatient Gross Revenue Percentage		26.94%	26.94%	34.51%	36.90%	28.70%
Outpatient Gross Revenue Percentage		73.06%	73.06%	65.49%	64.10%	71.70%
<b>Liquidity:</b>						
Net Days in Accounts Receivable	↓	51.48	56.19	53.22	66.90	57.20
Gross Days in Accounts Receivable	↓	47.87	47.60	52.36		
<b>Productivity and Efficiency:</b>						
Paid FTE's per Adjusted Occupied Bed	↓	8.00	8.00	7.35	6.60	4.63
Total Net Revenue per FTE	↑	N/A	\$181,118	\$176,393	\$132,369	\$109,053
Salary Expense per Paid FTE		N/A	\$72,757	\$63,287	\$62,436	\$48,150
Salary and Benefits as a % of Net Revenue		49.24%	49.24%	46.65%	43.60%	42.40%
Employee Benefits %		24.64%	24.64%	30.51%	22.98%	29.27%

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

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

# Statement of Revenue and Expense

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

One month ended July 31, 2017

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### CURRENT MONTH

	Actual 07/31/17	Budget 07/31/17	Positive (Negative) Variance	Percentage Variance	Prior Year 07/31/16
Gross Patient Revenue					
Inpatient Revenue	\$3,122,689	\$3,984,396	(\$861,707)	-21.63%	\$3,828,265
Outpatient Revenue	8,467,456	7,232,298	1,235,158	17.08%	6,776,876
Clinic Revenue	0	0	0	0.00%	0
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	11,590,145	11,216,695	373,451	3.33%	10,605,141
Deductions From Revenue					
Discounts and Allowances	(4,603,213)	(3,971,075)	(632,138)	-15.92%	(3,943,697)
Bad Debt Expense (Governmental Providers Only)	(782,476)	(879,094)	96,617	10.99%	(727,947)
Charity Care	(283,316)	(251,170)	(32,147)	-12.80%	(84,277)
Total Deductions From Revenue	(5,669,005)	(5,101,338)	(567,667)	-11.13%	(4,755,921)
Net Patient Revenue	5,921,140	6,115,357	(194,217)	-3.18%	5,849,220
Other Operating Revenue	78,096	98,349	(20,253)	-20.59%	141,072
Total Operating Revenue	5,999,236	6,213,706	(214,469)	-3.45%	5,990,292
Operating Expenses					
Salaries and Wages	2,208,539	2,232,135	23,596	1.06%	2,178,982
Fringe Benefits	544,263	645,457	101,194	15.68%	646,427
Contract Labor	201,421	120,878	(80,543)	-66.63%	228,647
Physicians Fees	154,596	166,998	12,402	7.43%	204,227
Purchased Services	385,822	409,300	23,478	5.74%	440,853
Supply Expense	965,943	941,181	(24,762)	-2.63%	762,352
Utilities	79,238	96,954	17,716	18.27%	97,113
Repairs and Maintenance	315,951	323,135	7,184	2.22%	270,823
Insurance Expense	46,481	44,329	(2,152)	-4.85%	50,591
All Other Operating Expenses	87,451	101,183	13,732	13.57%	166,260
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	64,429	83,587	19,158	22.92%	22,278
Depreciation and Amortization	678,280	699,840	21,560	3.08%	717,517
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	5,732,416	5,864,978	132,562	2.26%	5,786,071
Net Operating Surplus/(Loss)	266,820	348,728	(81,907)	-23.49%	204,221
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	1,610	7,100	(5,490)	-77.33%	4,137
Tax Subsidies (Except for GO Bond Subsidies)	307,031	279,743	27,288	9.75%	283,233
Tax Subsidies for GO Bonds	16,496	0	16,496	0.00%	0
Interest Expense (Governmental Providers Only)	(106,739)	(111,593)	(4,854)	4.35%	(107,797)
Other Non-Operating Revenue/(Expenses)	0	19,855	(19,855)	-100.00%	19,855
Total Non Operating Revenue/(Expense)	218,397	195,105	23,292	11.94%	199,300
Total Net Surplus/(Loss)	\$485,217	\$543,833	(\$58,615)	-10.78%	\$403,521
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$485,217	\$543,833	(\$58,615)	-10.78%	\$403,521
Operating Margin	4.45%	5.61%			3.41%
Total Profit Margin	8.09%	8.75%			6.74%
EBIDA	19.86%	20.46%			19.21%



# Statement of Revenue and Expense

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
**One month ended July 31, 2017**

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	YEAR-TO-DATE				Prior Year 07/31/16
	Actual 07/31/17	Budget 07/31/17	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$3,122,689	\$3,984,396	(\$861,707)	-21.63%	\$3,828,265
Outpatient Revenue	8,467,456	7,232,298	1,235,158	17.08%	6,776,876
Clinic Revenue	0	0	0	0.00%	0
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	11,590,145	11,216,695	373,451	3.33%	10,605,141
Deductions From Revenue					
Discounts and Allowances	(4,603,213)	(3,971,075)	(632,138)	-15.92%	(3,943,697)
Bad Debt Expense (Governmental Providers Only)	(782,476)	(879,094)	96,617	10.99%	(727,947)
Charity Care	(283,316)	(251,170)	(32,147)	-12.80%	(84,277)
Total Deductions From Revenue	(5,669,005)	(5,101,338)	(567,667)	-11.13%	(4,755,921)
Net Patient Revenue	5,921,140	6,115,357	(194,217)	-3.18%	5,849,220
Other Operating Revenue	78,096	98,349	(20,253)	-20.59%	141,072
Total Operating Revenue	5,999,236	6,213,706	(214,469)	-3.45%	5,990,292
Operating Expenses					
Salaries and Wages	2,208,539	2,232,135	23,596	1.06%	2,178,982
Fringe Benefits	544,263	645,457	101,194	15.68%	646,427
Contract Labor	201,421	120,878	(80,543)	-66.63%	228,647
Physicians Fees	154,596	166,998	12,402	7.43%	204,227
Purchased Services	385,822	409,300	23,478	5.74%	440,853
Supply Expense	965,943	941,181	(24,762)	-2.63%	762,352
Utilities	79,238	96,954	17,716	18.27%	97,113
Repairs and Maintenance	315,951	323,135	7,184	2.22%	270,823
Insurance Expense	46,481	44,329	(2,152)	-4.85%	50,591
All Other Operating Expenses	87,451	101,183	13,732	13.57%	166,260
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	64,429	83,587	19,158	22.92%	22,278
Depreciation and Amortization	678,280	699,840	21,560	3.08%	717,517
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	5,732,416	5,864,978	132,562	2.26%	5,786,071
<b>Net Operating Surplus/(Loss)</b>	<b>266,820</b>	<b>348,728</b>	<b>(81,907)</b>	<b>-23.49%</b>	<b>204,221</b>
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	1,610	7,100	(5,490)	-77.33%	4,137
Tax Subsidies (Except for GO Bond Subsidies)	307,031	279,743	27,288	9.75%	283,233
Tax Subsidies for GO Bonds	16,496	0	16,496	0.00%	0
Interest Expense (Governmental Providers Only)	(106,739)	(111,593)	4,854	-4.35%	(107,797)
Other Non-Operating Revenue/(Expense)	0	19,855	(19,855)	-100.00%	19,727
Total Non Operating Revenue/(Expense)	218,397	195,105	23,292	11.94%	199,306
<b>Total Net Surplus/(Loss)</b>	<b>\$485,217</b>	<b>\$543,833</b>	<b>(\$58,615)</b>	<b>-10.78%</b>	<b>\$403,521</b>
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
<b>Increase/(Decrease) in Unrestricted Net Assets</b>	<b>\$485,217</b>	<b>\$543,833</b>	<b>(\$58,615)</b>	<b>-10.78%</b>	<b>\$403,521</b>
Operating Margin	4.45%	5.61%			3.41%
Total Profit Margin	8.09%	8.75%			6.74%
EBIDA	19.86%	20.46%			19.21%

# Statement of Revenue and Expense - 13 Month Trend

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

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	Actual 7/31/2017	Actual 6/30/2017	Actual 5/31/2017	Actual 4/30/2017	Actual 3/31/2017
Gross Patient Revenue					
Inpatient Revenue	\$3,122,689	\$2,539,451	\$3,335,977	\$3,639,447	\$3,160,524
Inpatient Psych/Rehab Revenue					
Outpatient Revenue	8,467,456	8,682,306	8,442,688	7,816,452	8,521,843
Clinic Revenue					
Specialty Clinic Revenue					
Total Gross Patient Revenue	\$11,590,145	\$11,221,757	\$11,778,665	\$11,455,900	\$11,682,367
Deductions From Revenue					
Discounts and Allowances	4,603,213	4,951,964	5,700,714	4,642,764	4,245,116
Bad Debt Expense (Governmental Providers Only)	782,476	747,176	802,116	692,173	724,002
Charity Care	283,316	317,868	301,201	124,361	353,391
Total Deductions From Revenue	5,669,005	6,017,007	6,804,031	5,459,298	5,322,510
Net Patient Revenue	\$5,921,140	\$5,204,749	\$4,974,634	\$5,996,602	\$6,359,857
Other Operating Revenue	78,096	97,919	435,090	95,086	154,610
Total Operating Revenue	5,999,236	5,302,668	5,409,723	6,091,688	6,514,467
Operating Expenses					
Salaries and Wages	\$2,208,539	\$2,033,115	\$2,169,311	\$2,084,321	\$2,106,094
Fringe Benefits	\$544,263	\$597,603	\$677,271	\$643,495	\$547,086
Contract Labor	\$201,421	\$119,467	\$150,585	\$128,602	\$177,922
Physicians Fees	\$154,596	\$170,159	\$247,447	\$269,062	\$223,039
Purchased Services	\$385,822	\$376,408	\$383,443	\$511,286	\$449,196
Supply Expense	\$965,943	\$1,460,352	\$1,048,554	\$969,012	\$924,890
Utilities	\$79,238	\$97,802	\$91,791	\$88,520	\$55,114
Repairs and Maintenance	\$315,951	\$344,718	\$361,615	\$311,890	\$311,886
Insurance Expense	\$46,481	\$46,311	\$46,311	\$45,423	\$49,226
All Other Operating Expenses	\$87,451	\$129,785	\$100,687	\$104,819	\$141,802
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$64,429	\$7,423	\$15,913	\$7,845	\$6,513
Depreciation and Amortization	\$678,280	\$679,047	\$687,296	\$698,168	\$696,776
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$5,732,416	\$6,062,191	\$5,980,224	\$5,862,442	\$5,689,545
Net Operating Surplus/(Loss)	\$266,820	(\$759,522)	(\$570,501)	\$229,246	\$824,922
Non-Operating Revenue:					
Contributions					
Investment Income	1,610	17,507	10,494	92,646	4,623
Tax Subsidies (Except for GO Bond Subsidies)					
Tax Subsidies for GO Bonds	307,031	302,717	246,405	233,796	232,770
Interest Expense (Governmental Providers Only)	(106,739)	(129,860)	(109,197)	(108,951)	(130,517)
Other Non-Operating Revenue/(Expenses)	16,496	(232,314)	(264,249)	(286,531)	(300,886)
Total Non Operating Revenue/(Expense)	\$218,397	(\$41,950)	(\$116,546)	(\$69,040)	(\$194,010)
Total Net Surplus/(Loss)	\$485,217	(\$801,472)	(\$687,047)	\$160,205	\$630,912
Change in Unrealized Gains/(Losses) on Investments		(10,679)		(97,892)	
Increase/(Decrease in Unrestricted Net Assets	\$485,217	(\$812,151)	(\$687,047)	\$62,313	\$630,912
Operating Margin	4.45%	-14.32%	-10.55%	3.76%	12.66%
Total Profit Margin	8.09%	-15.11%	-12.70%	2.63%	9.68%
EBIDA	15.75%	-1.52%	2.16%	15.22%	23.36%

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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	Actual 7/31/2016
\$3,590,451	\$4,246,481	\$4,205,617	\$3,958,622	\$3,857,308	\$3,789,194	\$3,939,832	\$3,828,265
6,666,860	8,050,971	8,138,471	7,666,281	7,815,622	8,013,629	7,408,251	6,776,876
\$10,257,311	\$12,297,452	\$12,344,088	\$11,624,902	\$11,672,930	\$11,802,823	\$11,348,083	\$10,605,141
3,554,291	4,726,233	4,150,794	4,118,654	4,241,067	4,021,043	4,039,043	3,943,697
773,015	908,069	803,383	963,672	1,155,885	723,087	724,953	727,947
419,538	72,253	217,146	169,917	48,714	273,249	130,316	84,277
4,746,845	5,706,555	5,171,323	5,252,243	5,445,666	5,017,379	4,894,312	4,755,921
\$5,510,466	\$6,590,896	\$7,172,764	\$6,372,660	\$6,227,265	\$6,785,444	\$6,453,771	\$5,849,220
42,939	145,554	48,256	204,165	129,065	45,349	49,533	141,072
5,553,405	6,736,450	7,221,020	6,576,825	6,356,330	6,830,794	6,503,305	5,990,292
\$2,106,819	\$2,414,737	\$2,615,996	\$1,867,301	\$2,299,765	\$2,212,543	\$2,140,084	\$2,178,982
\$656,078	\$809,955	\$654,519	\$482,443	\$674,747	\$513,042	\$552,971	\$646,427
\$285,056	\$146,994	\$213,207	\$244,925	\$185,893	\$223,596	\$295,672	\$228,647
\$185,952	\$182,980	\$217,268	\$190,960	\$144,003	\$181,706	\$170,845	\$204,227
\$469,053	\$545,744	\$403,182	\$541,858	\$411,778	\$395,075	\$475,673	\$440,853
\$792,364	\$1,114,689	\$1,052,286	\$957,292	\$980,602	\$1,042,200	\$961,903	\$762,352
\$125,045	\$93,597	\$109,825	\$92,035	\$84,594	\$97,441	\$96,121	\$97,113
\$358,567	\$287,980	\$304,500	\$358,308	\$285,590	\$308,986	\$354,903	\$270,823
\$51,463	\$51,368	\$51,618	\$50,388	\$50,908	\$49,864	\$49,614	\$50,591
\$126,596	\$163,769	\$113,287	\$185,480	\$149,707	\$140,378	\$86,275	\$166,260
\$4,822	\$15,450	\$17,807	\$16,400	\$22,909	\$20,281	\$21,965	\$22,278
\$700,024	\$703,390	\$715,843	\$719,928	\$722,512	\$719,569	\$717,172	\$717,517
\$5,861,838	\$6,530,652	\$6,469,339	\$5,707,319	\$6,013,008	\$5,904,683	\$5,923,199	\$5,786,071
(\$308,433)	\$205,798	\$751,681	\$869,506	\$343,323	\$926,111	\$580,106	\$204,221
10,327	9,979	(459)	(20,249)	(3,541)	8,881	(2,210)	4,137
290,366	252,337	273,178	271,533	281,383	300,699	242,191	283,233
(109,112)	(110,073)	(107,795)	(107,795)	(107,775)	(109,794)	(107,795)	(107,797)
(284,874)	(296,160)	21,329	17,712	25,282	6,693	18,067	19,727
(\$93,292)	(\$143,917)	\$186,252	\$161,201	\$195,348	\$206,479	\$150,253	\$199,300
(\$401,726)	\$61,881	\$937,933	\$1,030,706	\$538,671	\$1,132,590	\$730,359	\$403,521
(\$401,726)	\$61,881	\$937,933	\$1,030,706	\$538,671	\$1,132,590	\$730,359	\$403,521
-5.55%	3.05%	10.41%	13.22%	5.40%	13.56%	8.92%	3.41%
-7.23%	0.92%	12.99%	15.67%	8.47%	16.58%	11.23%	6.74%
7.05%	13.50%	20.32%	24.17%	16.77%	24.09%	19.95%	15.39%



# Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

One month ended July 31, 2017

Current Month					Year-To-Date			
Actual 07/31/17	Budget 07/31/17	Positive/ (Negative) Variance	Prior Year 07/31/16	STATISTICS	Actual 07/31/17	Budget 07/31/17	Positive/ (Negative) Variance	Prior Year 07/31/16
Discharges								
155	163	(8)	163	Acute	155	163	(8)	163
155	163	(8)	163	Total Adult Discharges	155	163	(8)	163
51	46	5	46	Newborn	51	46	5	46
206	209	(3)	209	Total Discharges	206	209	(3)	209
Patient Days:								
407	631	(224)	631	Acute	407	631	(224)	631
407	631	(224)	631	Total Adult Patient Days	407	631	(224)	631
89	75	14	75	Newborn	89	75	14	75
496	706	(210)	706	Total Patient Days	496	706	(210)	706
Average Length of Stay (ALOS)								
2.6	3.9	(1.2)	3.9	Acute	2.6	3.9	(1.2)	3.9
2.6	3.9	(1.2)	3.9	Total Adult ALOS	2.6	3.9	(1.2)	3.9
1.7	1.6	0.1	1.6	Newborn ALOS	1.7	1.6	0.1	1.6
Average Daily Census (ADC)								
13.1	20.4	(7.2)	20.4	Acute	13.1	20.4	(7.2)	20.4
13.1	20.4	(7.2)	20.4	Total Adult ADC	13.1	20.4	(7.2)	20.4
2.9	2.4	0.5	2.4	Newborn	2.9	2.4	0.5	2.4
Emergency Room Statistics								
140	148	(8)	148	ER Visits - Admitted	140	148	(8)	148
1,240	1,301	(61)	1,301	ER Visits - Discharged	1,240	1,301	(61)	1,301
1,380	1,449	(69)	1,449	Total ER Visits	1,380	1,449	(69)	1,449
10.14%	10.21%		10.21%	% of ER Visits Admitted	10.14%	10.21%		10.21%
90.32%	90.80%		90.80%	ER Admissions as a % of Total	90.32%	90.80%		90.80%
Outpatient Statistics:								
6,494	6,715	(221)	6,715	Total Outpatients Visits	6,494	6,715	(221)	6,715
109	77	32	77	Observation Bed Days	109	77	32	77
31	41	(10)	41	IP Surgeries	31	41	(10)	41
152	113	39	113	OP Surgeries	152	113	39	113
Productivity Statistics:								
338.16	367.16	(29.00)	358.86	FTE's - Worked	338.16	367.16	(29.00)	358.86
390.00	403.18	(13.18)	407.45	FTE's - Paid	390.00	403.18	(13.18)	407.76
1.2905	1.3395	(0.05)	1.3395	Case Mix Index -Medicare	1.2905	0.9600	0.33	1.3395
0.8155	0.8344	(0.02)	0.8344	Case Mix Index - All payers	0.8155	0.8500	(0.03)	0.8344



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

**Unaudited Financial Statements**

**for**

**Twelve months ended June 30, 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.

Page 68306f1965

**Certified by:**

**Irene Richardson**

**CFO**

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**ROCK SPRINGS, WY**

**Twelve months ended June 30, 2017**

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# MEMORIAL HOSPITAL OF SWEETWATER COUNTY

## EXECUTIVE FINANCIAL SUMMARY

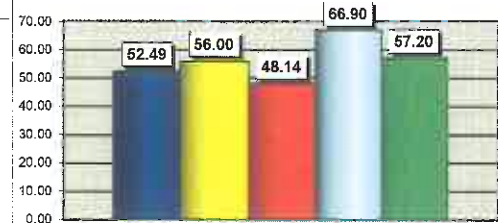
PAGE 2

Twelve months ended June 30, 2017

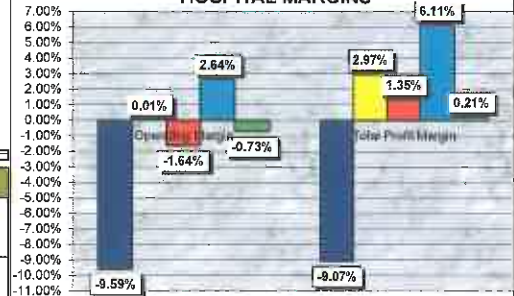
### BALANCE SHEET

	YTD 6/30/2017	Prior FYE 6/30/2016
<b>ASSETS</b>		
Current Assets	\$28,280,788	\$29,685,840
Assets Whose Use is Limited	15,912,634	17,628,589
Property, Plant & Equipment (Net)	73,152,948	81,476,207
Other Assets	259,415	271,768
<b>Total Unrestricted Assets</b>	<b>117,605,785</b>	<b>129,062,404</b>
Restricted Assets	75,515	70,707
<b>Total Assets</b>	<b>\$117,681,300</b>	<b>\$129,133,111</b>
<b>LIABILITIES AND NET ASSETS</b>		
Current Liabilities	\$9,201,224	\$8,907,951
Long-Term Debt	30,738,726	34,651,468
Other Long-Term Liabilities	1,122,980	1,066,767
<b>Total Liabilities</b>	<b>41,062,930</b>	<b>44,626,186</b>
Net Assets	76,618,370	84,506,925
<b>Total Liabilities and Net Assets</b>	<b>\$117,681,300</b>	<b>\$129,133,111</b>

### NET DAYS IN ACCOUNTS RECEIVABLE



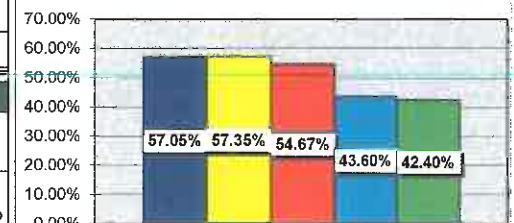
### HOSPITAL MARGINS



### DAYS CASH ON HAND



### SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



### KEY STATISTICS AND RATIOS

	06/30/17 ACTUAL	06/30/17 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	346	540	6,216	6,520
Average Acute Length of Stay	2.8	3.2	3.2	3.2
Total Emergency Room Visits	1,419	1,221	16,583	16,673
Outpatient Visits	6,405	6,675	82,497	82,218
Total Surgeries	163	195	2,198	2,200
Total Worked FTE's	418.73	460.00	444.05	460.00
Total Paid FTE's	466.94	505.50	486.86	505.50
Net Revenue Change from Prior Yr	-22.64%	-6.52%	-1.74%	3.56%
EBIDA - 12 Month Rolling Average			0.70%	14.16%
Current Ratio			3.07	
Days Expense in Accounts Payable			34.79	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	
Budget	06/30/17
Prior Fiscal Year End	06/30/16
WYOMING	All Hospitals
< \$90M Net Rev.	Rural

### FINANCIAL STRENGTH INDEX - (2.15)

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



## Key Financial Ratios

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

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Twelve months ended June 30, 2017

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 6/30/2017	Year to Date 6/30/2017	Prior Fiscal Year End 06/30/16	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev. (See Note 2)
<b>Profitability:</b>						
Operating Margin	↑	-24.40%	-9.59%	-1.64%	2.64%	-0.73%
Total Profit Margin	↑	-24.98%	-9.07%	1.35%	6.11%	0.21%
Return on Assets	↑	-1.32%	-6.61%	0.91%	4.21%	0.23%
Inpatient Gross Revenue Percentage		19.76%	31.08%	32.47%	36.90%	28.70%
Outpatient Gross Revenue Percentage		67.56%	68.92%	67.53%	64.10%	71.70%
<b>Liquidity:</b>						
Days of Cash on Hand, Short Term	↑	N/A	48.77	56.78	46.80	20.90
Days Cash, All Sources	↑	N/A	91.17	106.86	62.00	37.80
Net Days in Accounts Receivable	↓	53.20	52.49	48.14	66.90	57.20
Average Payment Period	↓	39.32	40.38	36.54	44.80	49.20
Current Ratio	↑	3.07	3.07	3.33	3.66	1.74
<b>Capital Structure:</b>						
Average Age of Plant (Annualized)	↓	8.42	8.42	7.44	9.50	12.40
Capital Costs as a % of Total Expense		7.35%	8.06%	8.54%	5.19%	5.47%
Long Term Debt to Equity	↓	40.12%	40.12%	41.00%	13.71%	4.42%
Long Term Debt to Capitalization	↓	28.63%	28.63%	29.08%	16.80%	10.00%
Debt Service Coverage Ratio	↑	N/A	1.32	3.47	N/A	2.64
<b>Productivity and Efficiency:</b>						
Paid FTE's per Adjusted Occupied Bed	↓	8.00	8.07	7.58	6.60	4.63
Salary Expense per Paid FTE		N/A	\$90,170	\$86,201	\$62,436	\$48,150
Salary and Benefits as a % of Total Operating Exp		53.82%	57.05%	54.67%	43.60%	42.40%
Inventory Ratio	↑	N/A	32.16	30.10	52.24	49.04
		MTD - Actual 6/30/2017	YTD - Actual 6/30/2017	Prior FYE 6/30/2016	YTD - Budget 6/30/2017	
<b>Other Ratios:</b>						
Gross Days in Accounts Receivable	↓	46.63	46.55	50.02	58.44	
Net Revenue per Adjusted Discharge	↑	\$9,978	\$12,261	\$12,573	\$12,669	
Operating Expenses per Adj. Discharge	↓	\$12,412	\$13,438	\$12,779	\$12,667	

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

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

# Balance Sheet - Assets

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

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Twelve months ended June 30, 2017

	Current Month 6/30/2017	Prior Month 5/31/2017	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2016
<b>Current Assets</b>					
Cash and Cash Equivalents	\$11,368,899	\$12,435,206	(\$1,066,307)	-8.57%	\$12,376,083
Gross Patient Accounts Receivable	19,972,096	20,778,670	(806,574)	-3.88%	20,368,716
Less: Bad Debt and Allowance Reserves	(9,202,683)	(9,276,648)	73,965	0.80%	(9,572,203)
Net Patient Accounts Receivable	10,769,413	11,502,022	(732,609)	-6.37%	10,796,513
Interest Receivable	0	0	0	0.00%	0
Other Receivables	1,473,549	1,334,941	138,608	10.38%	1,441,817
Inventories	2,664,302	2,944,509	(280,207)	-9.52%	2,888,682
Prepaid Expenses	2,004,625	2,125,527	(120,902)	-5.69%	2,182,745
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
<b>Total Current Assets</b>	<b>28,280,788</b>	<b>30,342,205</b>	<b>(2,061,417)</b>	<b>-6.79%</b>	<b>29,685,840</b>
<b>Assets Whose Use is Limited</b>					
Cash	328,882	344,215	(15,333)	-4.45%	383,403
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	3,017,205	2,904,809	112,396	3.87%	3,014,837
Trustee Held Funds - SPT	3,013,114	2,751,275	261,839	9.52%	3,698,497
Board Designated Funds	1,300,000	1,300,000	0	0.00%	1,300,000
Other Limited Use Assets	8,253,433	8,249,978	3,455	0.04%	9,231,852
<b>Total Limited Use Assets</b>	<b>15,912,634</b>	<b>15,550,277</b>	<b>362,357</b>	<b>2.33%</b>	<b>17,628,589</b>
<b>Property, Plant, and Equipment</b>					
Land and Land Improvements	2,928,057	2,928,057	0	0.00%	2,259,642
Building and Building Improvements	38,027,734	37,938,225	89,509	0.24%	38,085,446
Equipment	105,824,759	105,685,085	139,674	0.13%	104,127,038
Construction In Progress	483,257	993,846	(510,589)	-51.38%	2,476,102
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	147,263,807	147,545,213	(281,406)	-0.19%	146,948,228
Less: Accumulated Depreciation	(74,110,859)	(73,405,143)	(705,716)	-0.96%	(65,472,021)
<b>Net Property, Plant, and Equipment</b>	<b>73,152,948</b>	<b>74,140,070</b>	<b>(987,122)</b>	<b>-1.33%</b>	<b>81,476,207</b>
<b>Other Assets</b>					
Unamortized Loan Costs	259,415	260,444	(1,029)	-0.40%	271,768
Other	0	0	0	0.00%	0
<b>Total Other Assets</b>	<b>259,415</b>	<b>260,444</b>	<b>(1,029)</b>	<b>-0.40%</b>	<b>271,768</b>
<b>TOTAL UNRESTRICTED ASSETS</b>	<b>117,605,785</b>	<b>120,292,996</b>	<b>(2,687,211)</b>	<b>-2.23%</b>	<b>129,062,404</b>
<b>Restricted Assets</b>	<b>75,515</b>	<b>78,891</b>	<b>(3,376)</b>	<b>-4.28%</b>	<b>70,707</b>
<b>TOTAL ASSETS</b>	<b>\$117,681,300</b>	<b>\$120,371,887</b>	<b>(\$2,690,587)</b>	<b>-2.24%</b>	<b>\$129,133,111</b>

# Balance Sheet - Liabilities and Net Assets

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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### ROCK SPRINGS, WY

Twelve months ended June 30, 2017

	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2016
	Current Month 6/30/2017	Prior Month 5/31/2017	Positive/ (Negative) Variance	Percentage Variance	
<b>Current Liabilities</b>					
Accounts Payable	\$4,177,439	\$4,275,880	\$98,441	2.30%	\$4,042,608
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,026,503	2,119,924	1,093,421	51.58%	875,396
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	2,001,046	2,154,751	153,705	7.13%	2,013,694
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	1,530,000	(55,000)	-3.59%	1,530,000
Current Portion of LTD (Leases)	0	0	0	0.00%	0
Other Current Liabilities	411,236	299,641	(111,595)	-37.24%	446,253
<b>Total Current Liabilities</b>	<b>9,201,224</b>	<b>10,380,196</b>	<b>1,178,972</b>	<b>11.36%</b>	<b>8,907,951</b>
<b>Long Term Debt</b>					
Bonds/Mortgages Payable	32,323,726	32,328,538	4,812	0.01%	36,181,468
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	1,585,000	1,530,000	(55,000)	-3.59%	1,530,000
<b>Total Long Term Debt (Net of Current)</b>	<b>30,738,726</b>	<b>30,798,538</b>	<b>59,812</b>	<b>0.19%</b>	<b>34,651,468</b>
<b>Other Long Term Liabilities</b>					
Deferred Revenue	0	0	0	0.00%	0
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	1,122,980	1,010,372	(112,608)	-11.15%	1,066,767
<b>Total Other Long Term Liabilities</b>	<b>1,122,980</b>	<b>1,010,372</b>	<b>(112,608)</b>	<b>-11.15%</b>	<b>1,066,767</b>
<b>TOTAL LIABILITIES</b>	<b>41,062,930</b>	<b>42,189,106</b>	<b>1,126,176</b>	<b>2.67%</b>	<b>44,626,186</b>
<b>Net Assets:</b>					
Unrestricted Fund Balance	81,992,892	81,987,667	(5,225)	-0.01%	80,881,353
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	441,378	459,878	18,500	4.02%	489,060
Net Revenue/(Expenses)	(7,775,019)	(6,223,883)	N/A	N/A	1,177,393
<b>TOTAL NET ASSETS</b>	<b>76,618,370</b>	<b>78,182,781</b>	<b>1,564,411</b>	<b>2.00%</b>	<b>84,506,925</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$117,681,300</b>	<b>\$120,371,887</b>	<b>\$2,690,587</b>	<b>2.24%</b>	<b>\$129,133,111</b>



# Statement of Revenue and Expense

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

### ROCK SPRINGS, WY

Twelve months ended June 30, 2017

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	CURRENT MONTH				Prior Year 06/30/16
	Actual 06/30/17	Budget 06/30/17	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$2,539,451	\$3,756,280	(\$1,216,829)	-32.39%	\$3,739,052
Outpatient Revenue	8,682,306	7,533,875	1,148,431	15.24%	7,170,949
Clinic Revenue	1,369,601	1,358,415	11,186	0.82%	1,151,857
Specialty Clinic Revenue	259,241	321,116	(61,875)	-19.27%	300,933
Total Gross Patient Revenue	12,850,599	12,969,685	(119,086)	-0.92%	12,362,791
Deductions From Revenue					
Discounts and Allowances	(5,712,822)	(4,105,519)	(1,607,303)	-39.15%	(4,172,114)
Bad Debt Expense (Governmental Providers Only)	(747,176)	(1,169,766)	422,590	36.13%	(840,548)
Charity Care	(317,868)	(259,948)	(57,920)	-22.28%	(232,342)
Total Deductions From Revenue	(6,777,866)	(5,535,233)	(1,242,633)	-22.45%	(5,245,004)
Net Patient Revenue	6,072,733	7,434,452	(1,361,719)	-18.32%	7,117,787
Other Operating Revenue	137,619	69,610	68,009	97.70%	909,883
Total Operating Revenue	6,210,352	7,504,062	(1,293,710)	-17.24%	8,027,670
Operating Expenses					
Salaries and Wages	3,247,880	3,359,049	111,169	3.31%	3,264,787
Fringe Benefits	790,698	729,316	(61,382)	-8.42%	826,776
Contract Labor	119,467	75,980	(43,487)	-57.23%	301,893
Physicians Fees	175,409	178,339	2,930	1.64%	1,510,595
Purchased Services	406,476	432,853	26,377	6.09%	643,082
Supply Expense	1,471,285	956,591	(514,694)	-53.81%	776,736
Utilities	99,366	84,130	(15,236)	-18.11%	96,894
Repairs and Maintenance	371,836	380,352	8,516	2.24%	352,620
Insurance Expense	67,671	80,429	12,758	15.86%	78,375
All Other Operating Expenses	186,813	167,395	(19,418)	-11.60%	251,236
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	82,688	91,362	8,674	9.49%	95,325
Depreciation and Amortization	706,240	834,625	128,385	15.38%	755,450
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	7,725,829	7,370,421	(355,409)	-4.82%	8,953,769
Net Operating Surplus/(Loss)	(1,515,477)	133,641	(1,649,118)	-1233.99%	(926,098)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	43,218	5,828	37,390	641.56%	57,825
Tax Subsidies (Except for GO Bond Subsidies)	302,717	318,000	(15,283)	-4.81%	270,245
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(149,280)	(115,233)	34,047	-29.55%	(143,941)
Other Non-Operating Revenue/(Expenses)	(232,314)	13,905	(246,219)	-1770.69%	10,638
Total Non Operating Revenue/(Expense)	(35,659)	222,500	(258,159)	-116.03%	194,767
Total Net Surplus/(Loss)	(1,551,136)	\$356,142	(\$1,907,278)	-535.54%	(\$731,332)
Change in Unrealized Gains/(Losses) on Investments	10,679	0	10,679	0.00%	(87,426)
Increase/(Decrease in Unrestricted Net Assets	(1,540,457)	\$356,142	(\$1,896,599)	-532.54%	(\$818,758)
Operating Margin	-24.40%	1.78%			-11.54%
Total Profit Margin	-24.98%	4.75%			-9.11%
EBIDA	-7.78%	16.44%			1.20%

# Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Twelve months ended June 30, 2017

	YEAR-TO-DATE				Prior Year 06/30/16
	Actual 06/30/17	Budget 06/30/17	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$44,091,168	\$45,075,358	(\$984,189)	-2.18%	\$43,424,681
Outpatient Revenue	94,000,248	90,406,494	3,593,753	3.98%	86,372,799
Clinic Revenue	14,391,319	15,630,230	(1,238,912)	-7.93%	13,255,507
Specialty Clinic Revenue	3,768,749	4,403,449	(634,700)	-14.41%	3,933,570
Total Gross Patient Revenue	<u>156,251,483</u>	<u>155,515,531</u>	<u>735,952</u>	<u>0.47%</u>	<u>146,986,557</u>
Deductions From Revenue					
Discounts and Allowances	(60,558,324)	(49,142,908)	(11,415,416)	-23.23%	(51,737,948)
Bad Debt Expense (Governmental Providers Only)	(9,745,478)	(13,996,398)	4,250,919	30.37%	(8,906,443)
Charity Care	(2,512,230)	(3,110,311)	598,080	19.23%	(2,728,255)
Total Deductions From Revenue	<u>(72,816,032)</u>	<u>(66,249,616)</u>	<u>(6,566,416)</u>	<u>-9.91%</u>	<u>(63,372,647)</u>
Net Patient Revenue	<u>83,435,451</u>	<u>89,265,915</u>	<u>(5,830,464)</u>	<u>-6.53%</u>	<u>83,613,910</u>
Other Operating Revenue	<u>2,251,404</u>	<u>1,037,056</u>	<u>1,214,348</u>	<u>117.10%</u>	<u>3,586,490</u>
Total Operating Revenue	<u>85,686,855</u>	<u>90,302,971</u>	<u>(4,616,116)</u>	<u>-5.11%</u>	<u>87,200,400</u>
Operating Expenses					
Salaries and Wages	41,499,640	41,401,547	(98,092)	-0.24%	36,646,764
Fringe Benefits	9,670,458	8,924,454	(746,004)	-8.36%	8,773,984
Contract Labor	2,400,566	1,461,524	(939,042)	-64.25%	3,029,708
Physicians Fees	2,992,684	2,116,897	(875,787)	-41.37%	4,000,829
Purchased Services	6,124,654	5,240,490	(884,165)	-16.87%	5,405,418
Supply Expense	12,360,280	11,562,726	(797,554)	-6.90%	11,473,696
Utilities	1,156,012	1,035,324	(120,688)	-11.66%	1,134,490
Repairs and Maintenance	4,208,060	4,445,388	237,328	5.34%	4,037,570
Insurance Expense	935,449	961,420	25,971	2.70%	928,312
All Other Operating Expenses	2,637,435	2,543,691	(93,744)	-3.69%	3,483,670
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	1,098,467	1,097,529	(938)	-0.09%	862,586
Depreciation and Amortization	8,824,538	9,500,916	676,378	7.12%	8,851,488
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	<u>93,908,244</u>	<u>90,291,906</u>	<u>(3,616,337)</u>	<u>-4.01%</u>	<u>88,628,514</u>
Net Operating Surplus/(Loss)	<u>(8,221,389)</u>	<u>11,065</u>	<u>(8,232,454)</u>	<u>-74403.87%</u>	<u>(1,428,115)</u>
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	157,846	69,936	87,910	125.70%	233,116
Tax Subsidies (Except for GO Bond Subsidies)	3,210,607	3,816,000	(605,393)	-15.86%	3,616,607
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(1,365,880)	(1,382,796)	16,916	-1.22%	(1,398,213)
Other Non-Operating Revenue/(Expense)	(1,556,204)	166,863	(1,723,067)	-1032.62%	153,998
Total Non Operating Revenue/(Expense)	<u>446,370</u>	<u>2,670,003</u>	<u>(2,223,633)</u>	<u>-83.28%</u>	<u>2,605,508</u>
Total Net Surplus/(Loss)	<u>(\$7,775,019)</u>	<u>\$2,681,068</u>	<u>(\$10,456,087)</u>	<u>-390.00%</u>	<u>\$1,177,393</u>
Change in Unrealized Gains/(Losses) on Investments	108,571	0	108,571	0.00%	(87,426)
Increase/(Decrease) in Unrestricted Net Assets	<u>(\$7,666,448)</u>	<u>\$2,681,068</u>	<u>(\$10,347,516)</u>	<u>-385.95%</u>	<u>\$1,089,967</u>
Operating Margin	-9.59%	0.01%			-1.64%
Total Profit Margin	-9.07%	2.97%			1.35%
EBIDA	4.29%	14.16%			12.16%

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

**PAGE 8**

	Actual 6/30/2017	Actual 5/31/2017	Actual 4/30/2017	Actual 3/31/2017	Actual 2/28/2017
Gross Patient Revenue					
Inpatient Revenue	\$2,539,451	\$3,335,977	\$3,639,447	\$3,160,524	\$3,590,451
Inpatient Psych/Rehab Revenue					
Outpatient Revenue	\$8,682,306	\$8,442,688	\$7,816,452	\$8,521,842	\$6,666,860
Clinic Revenue	\$1,369,601	\$1,168,237	\$1,327,433	\$1,063,097	\$944,366
Specialty Clinic Revenue	\$259,241	\$217,138	\$244,602	\$386,301	\$281,416
Total Gross Patient Revenue	\$12,850,599	\$13,164,040	\$13,027,934	\$13,131,764	\$11,483,092
Deductions From Revenue					
Discounts and Allowances	\$5,712,822	\$6,333,953	\$5,339,351	\$4,920,041	\$4,084,991
Bad Debt Expense (Governmental Providers Only)	\$747,176	\$802,116	\$692,173	\$724,002	\$773,015
Charity Care	\$317,868	\$301,201	\$124,361	\$353,391	\$419,538
Total Deductions From Revenue	6,777,866	7,437,270	6,155,885	5,997,435	5,277,544
Net Patient Revenue	\$6,072,733	\$5,726,770	\$6,872,049	\$7,134,330	\$6,205,548
Other Operating Revenue	137,619	491,885	147,263	213,499	76,528
Total Operating Revenue	6,210,352	6,218,655	7,019,312	7,347,829	6,282,076
Operating Expenses					
Salaries and Wages	\$3,247,880	\$3,364,610	\$3,195,654	\$3,401,381	\$3,501,778
Fringe Benefits	\$790,698	\$858,790	\$844,352	\$750,155	\$880,624
Contract Labor	\$119,467	\$150,585	\$128,602	\$177,922	\$285,056
Physicians Fees	\$175,409	\$284,816	\$305,224	\$256,701	\$218,016
Purchased Services	\$406,476	\$399,760	\$571,988	\$534,922	\$518,367
Supply Expense	\$1,471,285	\$1,063,925	\$982,868	\$953,347	\$808,882
Utilities	\$99,366	\$93,475	\$89,300	\$60,718	\$127,027
Repairs and Maintenance	\$371,836	\$386,767	\$342,089	\$341,838	\$385,413
Insurance Expense	\$67,671	\$67,671	\$74,540	\$79,014	\$81,497
All Other Operating Expenses	\$186,813	\$171,802	\$162,144	\$232,805	\$209,026
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$82,688	\$92,824	\$85,156	\$84,643	\$82,935
Depreciation and Amortization	\$706,240	\$718,016	\$728,887	\$727,168	\$730,416
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$7,725,829	\$7,653,041	\$7,510,804	\$7,600,615	\$7,829,037
<b>Net Operating Surplus/(Loss)</b>	<b>(\$1,515,477)</b>	<b>(\$1,434,386)</b>	<b>(\$491,492)</b>	<b>(\$252,786)</b>	<b>(\$1,546,961)</b>
Non-Operating Revenue:					
Contributions					
Investment Income	43,218	10,494	92,646	4,623	10,327
Tax Subsidies (Except for GO Bond Subsidies)					
Tax Subsidies for GO Bonds	302,717	246,405	233,796	232,770	290,366
Interest Expense (Governmental Providers Only)	(149,280)	(109,196)	(108,951)	(130,517)	(109,112)
Other Non-Operating Revenue/(Expenses)	(232,314)	(264,249)	(286,531)	(300,886)	(284,874)
Total Non Operating Revenue/(Expense)	<b>(\$35,659)</b>	<b>(\$116,546)</b>	<b>(\$69,040)</b>	<b>(\$194,010)</b>	<b>Page 7 of 1965</b>
<b>Total Net Surplus/(Loss)</b>	<b>(\$1,551,136)</b>	<b>(\$1,550,932)</b>	<b>(\$560,532)</b>	<b>(\$446,796)</b>	<b>(\$1,640,254)</b>
Change in Unrealized Gains/(Losses) on Investments	10,679		97,892		
<b>Increase/(Decrease in Unrestricted Net Assets)</b>	<b>(\$1,540,457)</b>	<b>(\$1,550,932)</b>	<b>(\$462,640)</b>	<b>(\$446,796)</b>	<b>(\$1,640,254)</b>
Operating Margin	-24.40%	-23.07%	-7.00%	-3.44%	-24.62%
Total Profit Margin	-24.98%	-24.94%	-7.99%	-6.08%	-26.11%
EBIDA	-13.03%	-11.52%	3.38%	6.46%	-13.00%

Actual 1/31/2017	Actual 12/31/2016	Actual 11/30/2016	Actual 10/31/2016	Actual 9/30/2016	Actual 8/31/2016	Actual 7/31/2016	Actual 6/30/2016
\$4,246,481	\$4,205,617	\$3,958,622	\$3,857,308	\$3,789,194	\$3,939,832	\$3,828,265	\$3,739,052
\$8,050,970	\$8,138,470	\$7,666,280	\$7,815,623	\$8,013,629	\$7,408,251	\$6,776,876	\$7,170,949
\$1,243,745	\$1,147,454	\$1,041,095	\$1,471,008	\$1,193,727	\$1,486,415	\$935,141	\$1,151,857
\$391,396	\$426,522	\$320,852	\$363,024	\$433,547	\$271,105	\$173,605	\$300,933
\$13,932,592	\$13,918,063	\$12,986,849	\$13,506,963	\$13,430,097	\$13,105,603	\$11,713,887	\$12,362,791
\$5,439,949	\$4,820,602	\$4,777,892	\$5,051,678	\$4,735,646	\$4,859,733	\$4,481,665	\$4,172,114
\$908,069	\$803,383	\$963,672	\$1,155,885	\$723,087	\$724,953	\$727,947	\$840,548
\$72,253	\$217,146	\$169,916	\$48,714	\$273,249	\$130,316	\$84,277	\$232,342
6,420,271	5,841,131	5,911,480	6,256,277	5,731,982	5,715,002	5,293,889	5,245,004
\$7,512,321	\$8,076,932	\$7,075,369	\$7,250,686	\$7,698,115	\$7,390,601	\$6,419,998	\$7,117,787
198,334	129,956	229,696	221,160	72,487	151,333	181,644	909,883
7,710,655	8,206,888	7,305,065	7,471,846	7,770,602	7,541,934	6,601,642	8,027,670
\$3,577,849	\$4,006,063	\$2,927,118	\$3,878,876	\$3,808,385	\$3,289,085	\$3,300,961	\$3,264,787
\$1,091,981	\$832,529	\$592,913	\$863,461	\$650,890	\$700,720	\$813,344	\$826,776
\$146,994	\$213,207	\$244,925	\$185,893	\$223,596	\$295,672	\$228,647	\$301,893
\$236,151	\$310,896	\$273,414	\$175,688	\$241,537	\$269,304	\$245,528	\$1,510,595
\$620,997	\$470,839	\$618,814	\$472,561	\$482,159	\$537,738	\$490,033	\$643,082
\$1,147,263	\$1,081,417	\$993,972	\$1,006,598	\$1,081,326	\$988,620	\$780,778	\$776,736
\$95,377	\$111,777	\$93,430	\$86,726	\$98,533	\$101,762	\$98,521	\$96,894
\$304,454	\$328,058	\$376,223	\$307,252	\$327,900	\$406,378	\$329,852	\$352,620
\$81,436	\$81,634	\$80,954	\$81,475	\$80,431	\$80,181	\$78,946	\$78,375
\$249,668	\$181,658	\$290,376	\$256,542	\$242,721	\$209,737	\$244,142	\$251,236
\$92,970	\$94,329	\$93,859	\$101,517	\$94,397	\$96,658	\$96,491	\$95,325
\$733,360	\$743,896	\$747,981	\$750,565	\$747,719	\$745,322	\$744,968	\$755,450
\$8,378,500	\$8,456,303	\$7,333,979	\$8,167,154	\$8,079,594	\$7,721,177	\$7,452,211	\$8,953,769
(\$667,845)	(\$249,415)	(\$28,914)	(\$695,308)	(\$308,992)	(\$179,243)	(\$850,569)	(\$926,099)
9,979	(459)	(20,249)	(3,541)	8,881	(2,210)	4,137	57,825
252,337	273,178	271,533	281,383	300,699	242,191	283,233	270,245
(110,073)	(107,795)	(107,795)	(107,775)	(109,794)	(107,795)	(107,797)	(143,941)
(296,160)	21,329	17,712	25,282	6,693	18,067	19,727	10,638
(\$143,917)	\$186,252	\$161,201	\$195,349	\$206,479	\$150,253	\$199,300	\$194,767
(\$811,762)	(\$63,163)	\$132,287	(\$499,959)	(\$102,513)	(\$28,990)	(\$651,269)	(\$731,332)
							(87,426)
(\$811,762)	(\$63,163)	\$132,287	(\$499,959)	(\$102,513)	(\$28,990)	(\$651,269)	(\$818,758)
-8.66%	-3.04%	-0.40%	-9.31%	-3.98%	-2.38%	-12.88%	-11.54%
-10.53%	-0.77%	1.81%	-6.69%	-1.32%	-0.38%	-9.87%	-9.11%
0.85%	6.03%	9.84%	0.74%	5.65%	7.51%	-1.60%	-2.13%



Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
ROCK SPRINGS, WY

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Twelve months ended June 30, 2017

	CASH FLOW	
	Current Month 6/30/2017	Current Year-To-Date 6/30/2017
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Net Income (Loss)	(\$1,551,136)	(\$7,775,019)
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	706,240	8,824,538
(Increase)/Decrease in Net Patient Accounts Receivable	732,609	27,100
(Increase)/Decrease in Other Receivables	(138,608)	(31,732)
(Increase)/Decrease in Inventories	280,207	224,380
(Increase)/Decrease in Pre-Paid Expenses	120,902	178,120
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	(98,441)	134,831
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	(1,247,126)	138,459
Increase/(Decrease) in Accrued Expenses	0	0
Increase/(Decrease) in Patient Refunds Payable	0	0
Increase/(Decrease) in Third Party Advances/Liabilities	0	0
Increase/(Decrease) in Other Current Liabilities	111,595	(35,017)
<b>Net Cash Provided by Operating Activities:</b>	<b>(1,083,758)</b>	<b>1,685,660</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Purchase of Property, Plant and Equipment	280,882	(501,279)
(Increase)/Decrease in Limited Use Cash and Investments	(377,690)	1,661,434
(Increase)/Decrease in Other Limited Use Assets	15,333	54,521
(Increase)/Decrease in Other Assets	1,029	12,353
<b>Net Cash Used by Investing Activities</b>	<b>(80,446)</b>	<b>1,227,029</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>		
Increase/(Decrease) in Bond/Mortgage Debt	(4,812)	(3,857,742)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	112,608	56,213
<b>Net Cash Used for Financing Activities</b>	<b>107,796</b>	<b>(3,801,529)</b>
<b>(INCREASE)/DECREASE IN RESTRICTED ASSETS</b>	<b>(9,899)</b>	<b>(118,344)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(1,066,307)</b>	<b>(1,007,184)</b>
Cash, Beginning of Period	12,435,206	12,376,083
<b>Cash, End of Period</b>	<b>\$11,368,899</b>	<b>\$11,368,899</b>

# Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Twelve months ended June 30, 2017

Current Month				STATISTICS	Year-To-Date			
Actual 06/30/17	Budget 06/30/17	Positive/ (Negative) Variance	Prior Year 06/30/16		Actual 06/30/17	Budget 06/30/17	Positive/ (Negative) Variance	Prior Year 06/30/16
Discharges								
123	168	(45)	168	Acute	1,972	2,066	(94)	2,066
123	168	(45)	168	Total Adult Discharges	1,972	2,066	(94)	2,066
37	58	(21)	58	Newborn	512	567	(55)	567
160	226	(66)	226	Total Discharges	2,484	2,633	(149)	2,633
Patient Days:								
346	540	(194)	540	Acute	6,216	6,520	(304)	6,520
346	540	(194)	540	Total Adult Patient Days	6,216	6,520	(304)	6,520
58	91	(33)	91	Newborn	813	861	(48)	861
404	631	(227)	631	Total Patient Days	7,029	7,381	(352)	7,381
Average Length of Stay (ALOS)								
2.8	3.2	(0.4)	3.2	Acute	3.2	3.2	(0.0)	3.2
2.8	3.2	(0.4)	3.2	Total Adult ALOS	3.2	3.2	(0.0)	3.2
1.6	1.6	(0.0)	1.6	Newborn ALOS	1.6	1.5	0.1	1.5
Average Daily Census (ADC)								
11.5	18.0	(6.5)	18.0	Acute	17.0	17.9	(0.8)	17.9
11.5	18.0	(6.5)	18.0	Total Adult ADC	17.0	17.9	(0.8)	17.9
1.9	3.0	(1.1)	3.0	Newborn	2.2	2.4	(0.1)	2.4
Emergency Room Statistics								
128	121	7	121	ER Visits - Admitted	1,806	1,706	100	1,706
1,291	1,100	191	1,100	ER Visits - Discharged	14,777	14,967	(190)	14,967
1,419	1,221	198	1,221	Total ER Visits	16,583	16,673	(90)	16,673
9.02%	9.91%		9.91%	% of ER Visits Admitted	10.89%	10.23%		10.23%
104.07%	72.02%		72.02%	ER Admissions as a % of Total	91.58%	82.58%		82.58%
Outpatient Statistics:								
6,405	6,675	(270)	6,675	Total Outpatients Visits	82,497	82,218	279	82,218
94	96	(2)	96	Observation Bed Days	1,207	987	220	987
4,104	4,930	(826)	4,930	Clinic Visits - Primary Care	52,546	69,232	(16,686)	69,232
546	488	58	488	Clinic Visits - Specialty Clinics	6,783	5,937	846	5,937
30	40	(10)	40	IP Surgeries	426	411	15	411
133	155	(22)	155	OP Surgeries	1,772	1,789	(17)	1,789
Productivity Statistics:								
418.73	460.00	(41.27)	427.83	FTE's - Worked	444.05	460.00	(15.95)	417.68
466.94	505.50	(38.56)	489.92	FTE's - Paid	486.86	505.50	(18.64)	459.02
1.4521	1.3530	0.10	1.3530	Case Mix Index -Medicare	1.4193	1.0435	0.38	1.4206
0.8282	0.8848	(0.06)	0.8848	Case Mix Index - All payers	0.8755	0.8446	0.03	0.8622

# Accounts Receivable Tracking Report

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**ROCK SPRINGS, WY**  
**06/30/17**

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	<b><u>Current Month Actual</u></b>	<b><u>Current Month Target</u></b>
Gross Days in Accounts Receivable - All Services	46.55	50.02
Net Days in Accounts Receivable	52.49	48.14
Number of Gross Days in Unbilled Revenue	6.20	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	2.47%	2.00%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	1.61%	2.00%
Bad Debts as a % of Gross Patient Revenue - Current Month	5.81%	9.02%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	6.24%	9.00%
Collections as a Percentage of Net Revenue - Current Month	110.45%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	99.29%	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%



## Variance Analysis

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Twelve months ended June 30, 2017

PAGE 13

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

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

PROFIT & LOSS STATEMENT	Current Month		Year-to-Date	
	Amount	%	Amount	%
Gross Patient Revenue	(119,086)	-0.92%	735,952	0.47%

Gross patient revenue is under budget for the month but remains over budget year to date. Patient statistics under budget include Discharges, Patient Days, Births, Inpatient and Outpatient Surgeries, Outpatient visits Average Daily Census is 11.5 in June, under budget by 6.5.

Deductions from Revenue	(1,242,633)	-22.45%	(6,566,416)	-9.91%
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Deductions from revenue are over budget for June and remain over budget year to date. They are currently booked at 52.7% for June and 46.6% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.

Bad Debt Expense	422,590	36.13%	4,250,919	30.37%
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Bad debt expense is booked at 5.8% for June and 6.2% year to date.

Charity Care	(57,920)	-22.28%	598,080	19.23%
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Charity care yields a high degree of variability month over month and is dependent on patient needs. Patient Financial Services evaluates accounts consistently to determine when charity adjustments are appropriate in accordance with our Charity Care Policy.

Other Operating Revenue	68,009	97.70%	1,214,348	117.10%
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Other Operating Revenue is over budget for the month and remains over budget year to date.

Salaries and Wages	111,169	3.31%	(98,092)	-0.24%
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Salary and Wages are under budget for June but remain over budget year to date. The increase in Salary & Wage is due to unbudgeted wage increases implemented in recent months. However, the continuing decrease in FTEs is minimizing the overage. Paid FTEs are under budget by 38.56 FTEs for the month and under 18.64 FTEs year to date.

Fringe Benefits	(61,382)	-8.42%	(746,004)	-8.36%
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Fringe benefits are over budget in June and remain over budget year to date. Retirement and Workers Comp are over budget in June due to the 3-payroll month.

Contract Labor	(43,487)	-57.23%	(939,042)	-64.25%
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Contract labor is over budget for June and remains over budget year to date. Unbudgeted contract personnel is currently being used in ICU, Radiation Oncology, Ultrasound and Physical Therapy. OB and Surgery are over budget for the month.

Physician Fees	2,930	1.64%	(875,787)	-41.37%
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## Variance Analysis

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Twelve months ended June 30, 2017

PAGE 14

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Physician fees are under budget in June but remain over budget year to date. Unbudgeted costs include ICU Telehealth services. Costs for Radiology, Pediatrics, Sleep Lab and Emergency Room are over budget in June.				
<b>Purchased Services</b>	<b>26,377</b>	<b>6.09%</b>	<b>(884,165)</b>	<b>-16.87%</b>
Purchased services are under budget for June but remain over budget year to date. Consulting Fees and Advertising are under budget for the month. Services over budget include Sponsorships, Legal fees, Audit fees, contract Physicist, mobile PET Scan services and Laboratory send out testing.				
<b>Supply Expense</b>	<b>(514,694)</b>	<b>-53.81%</b>	<b>(797,554)</b>	<b>-6.90%</b>
Supplies are over budget for June and remain over budget year to date. Line items over budget include Lab Supplies, Drugs, Contrast and Outdated supplies. There was also an adjustment for year end inventory.				
<b>Repairs &amp; Maintenance</b>	<b>8,516</b>	<b>2.24%</b>	<b>237,328</b>	<b>5.34%</b>
Repairs and Maintenance are under budget for June and remain under budget year to date.				
<b>All Other Operating Expenses</b>	<b>(19,418)</b>	<b>-11.60%</b>	<b>(93,744)</b>	<b>-3.69%</b>
This expense is over budget in June and remains over budget year to date. Other expenses over budget include Education & Travel, Postage, Freight, Physician Recruitment and Software.				
<b>Leases and Rentals</b>	<b>8,674</b>	<b>9.49%</b>	<b>(938)</b>	<b>-0.09%</b>
This expense is under budget for June and remains over budget year to date. Rent expense for the Hilltop office space is over budget.				
<b>Depreciation and Amortization</b>	<b>128,385</b>	<b>15.38%</b>	<b>676,378</b>	<b>7.12%</b>
Depreciation is under budget for June and remains under budget year to date.				
<b>BALANCE SHEET</b>				
<b>Cash and Cash Equivalents</b>	<b>(514,694)</b>	<b>-53.81%</b>	<b>(797,554)</b>	<b>-6.90%</b>
Cash increased in June. Cash collections for June were \$6.7 million. Days Cash on Hand decreased 5 days to 91 days. June was a 3-payroll month.				
<b>Gross Patient Accounts Receivable</b>	<b>(514,694)</b>	<b>-53.81%</b>	<b>(797,554)</b>	<b>-6.90%</b>
This receivable decreased in June due to the higher revenue month and the increased collections.				
<b>Bad Debt and Allowance Reserves</b>	<b>73,965</b>	<b>0.80%</b>		

## Variance Analysis

### MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING

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Twelve months ended June 30, 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	%
Bad Debt and Allowances decreased slightly due to the adjustment made to better reflect historical write-offs, decreased revenue and the continuing trend of increased Self Pay patients.				
Other Receivables	138,608	10.38%		
Other Receivables increased in June due to year end entries for outstanding receivables due in June and not yet received.				
Inventory	(280,207)	-9.52%		
Inventory decreased in June due to the year end adjustment for physical inventory.				
Prepaid Expenses	(120,902)	-5.69%		
Prepaid expenses decreased due to the normal activity in this account.				
Plant Property and Equipment	(987,122)	-1.33%		
The decrease in these assets is due to the decrease in Construction in Progress, increase in Capital equipment and Building and the normal increase in accumulated depreciation.				
Accounts Payable	98,441	2.30%		
This liability decreased due to the normal activity in this account.				
Accrued Payroll	1,093,421	51.58%		
This liability decreased in June. The payroll accrual for June was 5 days.				
Accrued Benefits	153,705	7.13%		
This liability decreased in June with the normal accrual and usage of PTO.				
Other Long Term Liabilities	(112,608)	-11.15%		
This liability increased due to the addition of the MRI construction lease.				
Total Net Assets	1,564,411	2.00%		

The net loss from operations for June is (\$1,515,477).

# MEMORIAL HOSPITAL OF SWEETWATER COUNTY

## OTHER OPERATING REVENUE - Detail

YEAR TO DATE JUNE 2017

JULY		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	4,092.87		
Medical Records	1,510.30		
Radiology film copies	15.00		
HPSA	31,459.56		
Vending machine commissions	656.29		
Supplies	36.02		
County Maintenance Fund	1,206.10		
Medicaid Meaningful Use	76,368.70		
Childbirth classes	90.00		
WHA Emergency Management grant	1,655.00		
Solvay Occupation Med retainer	900.00		
Mission Health Medical Director	1,538.40		
Tata Occupation Medicine on site	14,550.00		
Shriners Hospital	1,525.01		
High Desert Rural Health Clinic District Wamsutter	22,058.80		
Pharmacy sales	7.43		
Cafeteria sales	23,974.57		
<b>July Totals</b>		<b>181,644.05</b>	<b>181,644.05</b>

AUGUST		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	11,050.63		
Medical Records	1,066.26		
Radiology film copies	15.00		
HPSA	180.81		
Vending machine commissions	134.74		
Amerinet rebate	530.66		
PacificCorp rebate	3,575.00		
Supplies	108.06		
County Maintenance Fund	964.22		
Mission Health Occupation Therapy	6,240.00		
Childbirth classes	100.79		
SCCHC Providers	33,620.16		
Solvay Occupation Med retainer	900.00		
Mission Health Medical Director	6,153.60		
Tata Occupation Medicine on site	28,350.00		
Shriners Hospital	400.92		
High Desert Rural Health Clinic District Wamsutter	32,374.71		
Pharmacy sales	83.34		
Cafeteria sales	25,633.86		
Foundation golf tournament reimbursement	(150.00)		
<b>August Totals</b>		<b>151,332.76</b>	<b>332,976.81</b>

SEPTEMBER		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	6,329.71		
Medical Records	88.35		
Radiology film copies	45.00		
Vending machine commissions	231.20		
Supplies	621.86		
WWCC Sports Physicals	1,550.00		
County Maintenance Fund	1,249.74		
Mission Health Occupation Therapy	6,180.00		
Solvay Occupation Med retainer	900.00		
Mission Health Medical Director	1,490.33		
Tata Occupation Medicine on site	13,050.00		
SCCHC Providers	10,800.00		
Shriners Hospital	897.25		
Pharmacy sales	51.29		
Catering	3,366.12		
Cafeteria sales	25,636.00		
<b>September Totals</b>		<b>72,486.85</b>	<b>405,463.66</b>

OCTOBER		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	9,317.83		
Medical Records	72.20		
Document Copy Service	24.00		
Radiology film copies	5.00		
Vending machine commissions	497.31		
Amerinet Rebate	9,104.47		
HPSA	28,356.78		
ACH Payment from General-Payspan	0.20		
ACH Payment from General-Synchrony Bank	922.18		
Supplies	106.45		
County Maintenance Fund	31,853.68		
Reimbursement - Snacks	(19.20)		
Alta Therapies	2,640.00		
Foundation	23,307.93		
UW Housing	12,000.00		
Solvay Occupation Med retainer	900.00		
WWCC Sports Physicals	1,375.00		
Questar Flu Shots	2,260.00		
Mission Health Medical Director	1,634.55		
Tata Occupation Medicine on site	15,150.00		
SCCHC Providers	9,650.00		
BP Oil	780.00		
Sweetwater Peds	2,100.00		
High Desert Rural Health	46,244.68		
Pharmacy sales	28.13		
Catering	232.55		
Cafeteria sales	22,615.96		
<b>October Totals</b>		<b>221,159.70</b>	<b>626,623.36</b>

NOVEMBER		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	6,035.37		
Medical Records	857.85		
Radiology film copies	10.00		
Vending machine commissions	214.20		
Pacific Steel	124.55		
Cache Valley Rebate	16.00		
County Maintenance Fund	178,218.84		
Post Partum Supplies	(163.22)		
Post Partum Reimbursement - Snacks	(31.10)		
Prenatal class	90.00		
Mission Health Transport	195.00		
Alta Therapies	2,000.00		
Rocky Mountain Home Care	240.00		
Supplies for grant project	(9,885.00)		
Solvay Occupation Med retainer	900.00		
WWCC Sports Physicals	75.00		
Tata Occupation Medicine on site	13,800.00		
Shriners	706.36		
SCCHC Providers	7,200.00		
Sweetwater Peds	1,120.00		
High Desert Rural Health	1,730.70		
Pharmacy sales	25.22		
Catering	832.55		
Cafeteria sales	25,384.45		
<b>November Totals</b>		<b>229,696.77</b>	<b>856,320.13</b>

DECEMBER		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	8,121.49		
Medical Records	48.45		
Vending machine commissions	195.19		
BLS Education	160.00		
Mission Health Occupation Therapy	5,200.00		
County Maintenance Fund	6,836.18		
Questar Flu Shot Clinic	2,575.00		
Mission Health Lab Transport	260.00		
Mission Health Medical Director	3,461.40		
Rocky Mountain Home Care	80.00		
Solvay Occupation Med retainer	900.00		
ACH Payment from General-Synchrony Bank	229.72		
Tata Occupation Medicine on site	12,150.00		
Shriners	360.00		
SCCHC Providers	4,100.00		
Bridger Occupation Medicine on site	13,660.00		
High Desert Rural Health	44,494.24		
Catering	1,627.85		
Cafeteria sales	25,496.82		
<b>December Totals</b>		<b>129,956.34</b>	<b>986,276.47</b>

JANUARY		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	8,494.92		
Medical Records	101.55		
Radiology Films	5.00		
Vending machine commissions	488.32		
BLS Education	30.00		
Foundation Gala/Can Am	4,300.00		
Post Partum Reimbursement - Snacks	(24.32)		
Amerinet Rebate	613.25		
Supplies	38.04		
Castle Rock Rehab	260.00		
Alta Therapies	3,420.00		
Auxiliary Grant-Reclass	(499.99)		
Auxiliary - Pelvic Floor Model/Grant	450.00		
Auxiliary - Accuvein/Grant	5,990.00		
Auxiliary - Scifit Arm Bike/Grant	4,290.00		
County Maintenance Fund	31,308.44		
HPSA	35,816.76		
Disproportionate Share	1,735.00		
ACH Payment from General-Synchrony Bank	263.82		
Washington State School of Medicine	21,000.00		
Tata Occupation Medicine on site	15,150.00		
Shriners	373.64		
Bridger Occupation Medicine on site	18,268.75		
High Desert Rural Health	18,987.50		
Pharmacy Sales	6.76		
Cafeteria sales	27,466.38		
<b>January Totals</b>		<b>198,333.82</b>	<b>1,184,610.29</b>
FEBRUARY		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	8,449.42		
Medical Records	76.87		
Radiology Films	5.00		
X-Ray Silver	1,286.86		
Pharmacy Sales	53.73		
Vending machine commissions	206.70		
BLS Education	248.00		
Mission Health	260.00		
Auxiliary - Grants	499.99		
Solvay Occupation Med retainer	900.00		
Post Partum Class	135.00		
Bridger Occupation Medicine on site	16,235.00		
Foundation Gala	22,545.00		
Foundation Gala Reimbursement	(24,745.00)		
Supplies	71.78		
ACH Payment from General-Synchrony Bank	98.10		
Electronic Commerce	44.21		
Castle Rock	2,307.60		
Alta Therapies	3,960.00		
HPSA	787.61		
Tata Occupation Medicine on site	13,800.00		
Shriners	346.36		
Catering	3,547.08		
Cafeteria sales	25,408.78		
<b>February Totals</b>		<b>76,528.09</b>	<b>1,261,138.38</b>



MARCH		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	16,278.48		
Medical Records	273.60		
Pharmacy Sales	15.65		
Vending machine commissions	206.39		
Reimbursement class snacks	(40.90)		
Amerinet Rebate	14,234.55		
BLS Education	200.00		
Bank Transactions-Dr. from Idaho	4.40		
Reverse SCCHC	(64,259.60)		
Cache Valley By Products	15.00		
County Maintenance Fund	6,001.78		
Bridger Occupation Medicine on site	21,887.50		
Tata Occupation Medicine on site	13,800.00		
Meaningful Use	8,500.00		
Solvay Occupation Med retainer	900.00		
High Desert Rural Health	21,955.43		
Alta Therapies	2,700.00		
Foundation	136,835.73		
Shriners	346.36		
Catering	4,534.15		
Cafeteria sales	29,110.37		
<b>March Totals</b>		<b>213,498.89</b>	<b>1,474,637.27</b>
APRIL		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	10,828.68		
Medical Record Reversals	(47.40)		
Pharmacy Sales	29.84		
Vending machine commissions	546.04		
Rebates	731.05		
HPSA	31,125.59		
Castle Rock	1,826.85		
BLS Education	230.00		
Prenatal Class	70.74		
County Maintenance Fund	7,244.95		
BCBS TAKE BACK	(612.85)		
REVERSE REBATES	(176.00)		
Grants - Standard Imaging Expense	(2,700.00)		
University of Washington	21,000.00		
Bridger Occupation Medicine on site	15,450.00		
Solvay Occupation Med retainer	900.00		
High Desert Rural Health	21,926.51		
Alta Therapies	3,060.00		
Shriners	373.64		
Tata Occupation Medicine on site	11,700.00		
Cafeteria sales	23,755.14		
<b>April Totals</b>		<b>147,262.78</b>	<b>1,621,900.05</b>

MAY		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	11,294.11		
Medical Record	1,214.74		
Pharmacy Sales	9.46		
Vending machine commissions	177.86		
HPSA	1,388.17		
Document Copy Service	23.00		
Radiology Copy	5.00		
Castle Rock	2,211.45		
Post Partum	251.54		
Lab Courier	260.00		
Mission Health Med Director	4,038.30		
BLS Education	450.00		
Interlare	8,037.17		
Key Bank EFT	14,190.49		
Meaningful Use	203,598.92		
Central Supplies	13.32		
County Maintenance Fund	166,890.79		
Bank Transaction for doc	206.00		
Bridger Occupation Medicine on site	19,492.50		
Solvay Occupation Med retainer	900.00		
High Desert Rural Health	15,003.39		
Tata Occupation Medicine on site	15,150.00		
Cafeteria sales	27,093.97		
<b>May Totals</b>		<b>491,900.18</b>	<b>2,113,800.23</b>
JUNE		MONTHLY	FYTD
DESCRIPTION	AMOUNT	TOTAL	TOTAL
Collection Agency interest income	10,580.99		
Medical Record	1,022.90		
Pharmacy Sales	45.10		
Radiology Copy	10.00		
ABG Retirement Forfeiture	3,526.17		
Post Partum Reimbursement - Snacks	(31.00)		
Meaningful Use/Gilmartin	21,250.00		
Holding Account Re-code	2,923.36		
Synchrony Bank	555.47		
U of U Doctor/will be a take-back at another time	335.80		
USAA Casualty Insurance co	2,352.00		
Vending machine commissions	181.77		
High Desert Rural Health	19,250.36		
Foundation	4,215.36		
AUX-Freight Charge	213.49		
Mark Sanders	15.00		
Castle Rock Rehab	260.00		
Sweetwater Pediatrics	2,805.00		
Jim Bridger Corrected Inv for May	2,125.00		
Jim Bridger June Inc	17,042.50		
Castle Rock	1,826.85		
BLS Education	160.00		
Cache Valley By Products	17.50		
Inmar	187.86		
County Maintenance Fund	3,723.07		
Shriners	346.36		
Solvay Occupation Med retainer	900.00		
Tata Occupation Medicine on site	14,550.00		
Cafeteria sales	27,138.55		
<b>June Totals</b>		<b>137,529.46</b>	<b>2,251,329.69</b>



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

PHYSICIAN CLINICS

**Unaudited Financial Statements**

**for**

**Twelve months ended June 30, 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.

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**Certified by:**

**Irene Richardson**

**CFO**

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**ROCK SPRINGS, WY**

**Twelve months ended June 30, 2017**

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## Key Financial Ratios








MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Twelve months ended June 30, 2017


 - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 6/30/2017	Year to Date 6/30/2017	Prior Fiscal Year End 06/30/16	MGMA Hospital Owned Rural
<b>Profitability:</b>					
Operating Margin		-83.29%	-108.66%	-80.62%	-36.58%
Total Profit Margin		-83.29%	-108.66%	-80.62%	-36.58%
Contractual Allowance %		46.71%	45.28%	42.15%	
<b>Liquidity:</b>					
Net Days in Accounts Receivable		46.31	48.86	64.53	39.58
Gross Days in Accounts Receivable		46.63	50.23	77.39	72.82
<b>Productivity and Efficiency:</b>					
Patient Visits Per Day		136.80	143.96	189.57	
Total Net Revenue per FTE		N/A	\$124,265	\$147,406	
Salary Expense per Paid FTE		N/A	\$179,022	\$179,559	
Salary and Benefits as a % of Net Revenue		155.12%	164.96%	139.44%	91.26%
Employee Benefits %		15.90%	14.50%	14.47%	6.10%

# Statement of Revenue and Expense

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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### ROCK SPRINGS, WY

Twelve months ended June 30, 2017

	CURRENT MONTH				Prior Year 06/30/16
	Actual 06/30/17	Budget 06/30/17	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	1,369,601	1,358,415	11,186	0.82%	1,151,857
Specialty Clinic Revenue	259,241	321,116	(61,875)	-19.27%	300,933
Total Gross Patient Revenue	<u>1,628,842</u>	<u>1,679,531</u>	<u>(50,689)</u>	<u>-3.02%</u>	<u>1,452,790</u>
Deductions From Revenue					
Discounts and Allowances	(760,859)	(706,372)	(54,486)	-7.71%	(649,488)
Total Deductions From Revenue	<u>(760,859)</u>	<u>(706,372)</u>	<u>(54,486)</u>	<u>-7.71%</u>	<u>(649,488)</u>
Net Patient Revenue	<u>867,983</u>	<u>973,158</u>	<u>(105,175)</u>	<u>-10.81%</u>	<u>803,302</u>
Other Operating Revenue	<u>39,611</u>	<u>20,000</u>	<u>19,611</u>	<u>98.05%</u>	<u>179,830</u>
Total Operating Revenue	<u>907,594</u>	<u>993,158</u>	<u>(85,564)</u>	<u>-8.62%</u>	<u>983,132</u>
Operating Expenses					
Salaries and Wages	1,214,764	1,235,409	20,645	1.67%	1,275,405
Fringe Benefits	193,095	154,799	(38,297)	-24.74%	186,691
Contract Labor	0	0	0	0.00%	0
Physicians Fees	5,250	32,137	26,887	83.66%	74,906
Purchased Services	30,068	28,125	(1,943)	-6.91%	69,729
Supply Expense	10,932	18,447	7,515	40.74%	21,979
Utilities	1,564	1,761	197	11.18%	1,464
Repairs and Maintenance	27,118	27,028	(90)	-0.33%	33,017
Insurance Expense	21,360	30,570	9,209	30.13%	27,733
All Other Operating Expenses	56,952	64,603	7,651	11.84%	95,546
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	75,265	50,723	(24,542)	-48.38%	73,723
Depreciation and Amortization	27,194	26,900	(294)	-1.09%	27,440
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	<u>1,663,563</u>	<u>1,670,502</u>	<u>6,939</u>	<u>0.42%</u>	<u>1,887,633</u>
Net Operating Surplus/(Loss)	<u>(755,969)</u>	<u>(677,344)</u>	<u>(78,625)</u>	<u>11.61%</u>	<u>(904,501)</u>
Total Net Surplus/(Loss)	<u>(755,969)</u>	<u>(677,344)</u>	<u>(78,625)</u>	<u>11.61%</u>	<u>(904,501)</u>
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	<u>(755,969)</u>	<u>(677,344)</u>	<u>(78,625)</u>	<u>11.61%</u>	<u>(904,501)</u>
Operating Margin	-83.29%	-68.20%			-92.00%
Total Profit Margin	-83.29%	-68.20%			-92.00%
EBIDA	-80.30%	-65.49%			-89.21%

# Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Twelve months ended June 30, 2017

	YEAR-TO-DATE				Prior Year 06/30/16
	Actual 06/30/17	Budget 06/30/17	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	14,391,318	15,630,230	(1,238,912)	-7.93%	13,255,957
Specialty Clinic Revenue	3,768,748	4,403,448	(634,700)	-14.41%	3,933,571
Total Gross Patient Revenue	18,160,066	20,033,678	(1,873,612)	-9.35%	17,189,528
Deductions From Revenue					
Discounts and Allowances	(8,222,944)	(8,353,147)	130,203	1.56%	(7,245,041)
Total Deductions From Revenue	(8,222,944)	(8,353,147)	130,203	1.56%	(7,245,041)
Net Patient Revenue	9,937,123	11,680,531	(1,743,409)	-14.93%	9,944,487
Other Operating Revenue	662,677	240,000	422,677	176.12%	363,786
Total Operating Revenue	10,599,800	11,920,531	(1,320,731)	-11.08%	10,308,273
Operating Expenses					
Salaries and Wages	15,270,571	15,054,740	(215,830)	-1.43%	12,556,743
Fringe Benefits	2,214,819	2,022,159	(192,661)	-9.53%	1,816,947
Contract Labor	0	0	0	0.00%	0
Physicians Fees	605,034	362,408	(242,626)	-66.95%	870,180
Purchased Services	721,105	367,575	(353,530)	-96.18%	592,248
Supply Expense	293,787	228,653	(65,134)	-28.49%	246,074
Utilities	27,013	20,808	(6,205)	-29.82%	25,274
Repairs and Maintenance	348,294	353,532	5,238	1.48%	354,428
Insurance Expense	342,364	363,113	20,749	5.71%	313,805
All Other Operating Expenses	1,028,514	950,183	(78,332)	-8.24%	930,082
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	918,861	608,290	(310,571)	-51.06%	599,282
Depreciation and Amortization	347,296	322,801	(24,495)	-7.59%	313,291
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	22,117,659	20,654,262	(1,463,396)	-7.09%	18,618,353
Net Operating Surplus/(Loss)	(11,517,859)	(8,733,731)	(2,784,128)	31.88%	(8,310,080)
Total Net Surplus/(Loss)	(11,517,859)	(8,733,731)	(2,784,128)	31.88%	(8,310,080)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(11,517,859)	(8,733,731)	(2,784,128)	31.88%	(8,310,080)
Operating Margin	-108.66%	-73.27%			-80.62%
Total Profit Margin	-108.66%	-73.27%			-80.62%
EBIDA	-105.38%	-70.56%			-77.58%



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

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	Actual 6/30/2017	Actual 5/31/2017	Actual 4/30/2017	Actual 3/31/2017	Actual 2/28/2017
Gross Patient Revenue					
Clinic Revenue	\$1,369,601	\$1,168,237	\$1,327,433	\$1,063,097	\$944,366
Specialty Clinic Revenue	\$259,241	\$217,138	\$244,602	\$386,301	\$281,416
Total Gross Patient Revenue	\$1,628,842	\$1,385,376	\$1,572,035	\$1,449,397	\$1,225,781
Deductions From Revenue					
Discounts and Allowances	760,859	633,239	696,587	674,925	530,700
Total Deductions From Revenue	760,859	633,239	696,587	674,925	530,700
Net Patient Revenue	\$867,983	\$752,136	\$875,448	\$774,472	\$695,081
Other Operating Revenue	39,611	56,796	52,177	58,889	33,589
Total Operating Revenue	907,594	808,932	927,625	833,362	728,670
Operating Expenses					
Salaries and Wages	\$1,214,764	\$1,195,299	\$1,111,333	\$1,295,287	\$1,394,959
Fringe Benefits	\$193,095	\$181,519	\$200,857	\$203,069	\$224,546
Contract Labor					
Physicians Fees	\$5,250	\$37,370	\$36,162	\$33,662	\$32,063
Purchased Services	\$30,068	\$16,317	\$60,702	\$85,726	\$49,315
Supply Expense	\$10,932	\$15,371	\$13,857	\$28,457	\$16,519
Utilities	\$1,564	\$1,684	\$780	\$5,604	\$1,982
Repairs and Maintenance	\$27,118	\$25,153	\$30,199	\$29,953	\$26,846
Insurance Expense	\$21,360	\$21,360	\$29,117	\$29,788	\$30,034
All Other Operating Expenses	\$56,952	\$71,115	\$57,325	\$91,004	\$82,429
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$75,265	\$76,910	\$77,311	\$78,130	\$78,112
Depreciation and Amortization	\$27,194	\$30,719	\$30,719	\$30,392	\$30,392
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,663,563	\$1,672,816	\$1,648,362	\$1,911,070	\$1,967,199
Net Operating Surplus/(Loss)	(\$755,969)	(\$863,885)	(\$720,737)	(\$1,077,708)	(\$1,238,529)
Total Net Surplus/(Loss)	(\$755,969)	(\$863,885)	(\$720,737)	(\$1,077,708)	(\$1,238,529)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets	(\$755,969)	(\$863,885)	(\$720,737)	(\$1,077,708)	(\$1,238,529)
Operating Margin	-83.29%	-106.79%	-77.70%	-129.32%	-169.97%
Total Profit Margin	-83.29%	-106.79%	-77.70%	-129.32%	-169.97%
EBIDA	-80.30%	-103.00%	-74.39%	-125.67%	-165.80%

Actual 1/31/2017	Actual 12/31/2016	Actual 11/30/2016	Actual 10/31/2016	Actual 9/30/2016	Actual 8/31/2016	Actual 7/31/2016	Actual 6/30/2016
\$1,243,745	\$1,147,454	\$1,041,094	\$1,471,008	\$1,193,727	\$1,486,415	\$935,141	\$1,151,857
\$391,396	\$426,522	\$320,852	\$363,025	\$433,547	\$271,105	\$173,605	\$300,933
\$1,635,141	\$1,573,976	\$1,361,946	\$1,834,033	\$1,627,274	\$1,757,520	\$1,108,746	\$1,452,790
713,716	669,808	659,237	810,611	714,603	820,690	537,968	649,488
713,716	669,808	659,237	810,611	714,603	820,690	537,968	649,488
\$921,425	\$904,168	\$702,708	\$1,023,422	\$912,672	\$936,829	\$570,778	\$803,302
52,780	81,701	25,532	92,094	27,138	101,799	40,572	179,830
974,205	985,868	728,240	1,115,516	939,809	1,038,629	611,350	983,132
\$1,163,112	\$1,390,067	\$1,059,816	\$1,579,112	\$1,595,842	\$1,149,001	\$1,121,979	\$1,275,405
\$282,026	\$178,010	\$110,469	\$188,713	\$137,848	\$147,749	\$166,918	\$186,691
\$53,171	\$93,628	\$82,454	\$31,685	\$59,831	\$98,459	\$41,301	\$74,906
\$75,253	\$67,656	\$76,956	\$60,784	\$87,083	\$62,065	\$49,180	\$69,729
\$32,574	\$29,131	\$36,680	\$25,997	\$39,127	\$26,718	\$18,426	\$21,979
\$1,779	\$1,952	\$1,395	\$2,132	\$1,092	\$5,641	\$1,408	\$1,464
\$16,474	\$23,559	\$17,915	\$21,661	\$18,914	\$51,474	\$59,029	\$33,017
\$30,068	\$30,016	\$30,567	\$30,567	\$30,567	\$30,567	\$28,354	\$27,733
\$85,900	\$68,371	\$104,896	\$106,835	\$102,343	\$123,462	\$77,881	\$95,546
\$77,521	\$76,523	\$77,459	\$78,608	\$74,116	\$74,693	\$74,213	\$73,723
\$29,970	\$28,053	\$28,053	\$28,053	\$28,150	\$28,150	\$27,451	\$27,440
\$1,847,847	\$1,986,965	\$1,626,660	\$2,154,147	\$2,174,912	\$1,797,978	\$1,666,140	\$1,887,633
(\$873,643)	(\$1,001,096)	(\$898,420)	(\$1,038,630)	(\$1,235,103)	(\$759,349)	(\$1,054,790)	(\$904,501)
0	0	0	0	0	0	0	0
(\$873,643)	(\$1,001,096)	(\$898,420)	(\$1,038,630)	(\$1,235,103)	(\$759,349)	(\$1,054,790)	(\$904,501)
(\$873,643)	(\$1,001,096)	(\$898,420)	(\$1,038,630)	(\$1,235,103)	(\$759,349)	(\$1,054,790)	(\$904,501)
-89.68%	-101.54%	-123.37%	-93.11%	-131.42%	-73.11%	-172.53%	-92.00%
-89.68%	-101.54%	-123.37%	-93.11%	-131.42%	-73.11%	-172.53%	-92.00%
-86.60%	-98.70%	-119.52%	-90.59%	-128.43%	-70.40%	-168.04%	-89.21%

# Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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ROCK SPRINGS, WY

Twelve months ended June 30, 2017

Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative)	Prior Year		Actual	Budget	Positive/ (Negative)	Prior Year
06/30/17	06/30/17	Variance	06/30/16		06/30/17	06/30/17	Variance	06/30/16
Outpatient Statistics:								
4,104	4,930	(826)	4,985	Clinic Visits - Primary Care	52,546	69,232	(16,686)	69,383
546	488	58	488	Clinic Visits - Specialty Clinics	6,783	5,937	846	5,771
Productivity Statistics:								
70.18	83.10	(12.92)	69.98	FTE's - Worked	77.20	83.10	(5.90)	63.25
78.98	91.30	(12.32)	81.71	FTE's - Paid	85.30	91.30	(6.00)	70.20

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

**Sweetwater Medical Group**

Twelve months ended June 30, 2017

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**CLINIC STATISTICS - CURRENT**

Patient Office Visit Data	2010 Medical Group Management Association (MGMA) report data				
	Current	Mean	25th Percentile	75th Percentile	90th Percentile
<b>Psychiatry</b>					
Dr. Bongiorno	0	251	170	299	409
Dr. Chou	0	251	170	299	409
Locum Psychiatrists	0	0	0	0	0
<b>Family Practice</b>					
Dr. Bowers	141	367	288	427	515
Dr. Dansie	120	367	288	427	515
PA Dolce	131	367	288	427	515
Dr. Jake Johnson	133	367	288	427	515
PA Lehman	131	367	288	427	515
Dr. Long	196	367	288	427	515
PA Sanders	450	367	288	427	515
PA Wilk	0	367	288	427	515
<b>Occupational Medicine</b>					
Dr. Lauridsen	178	314	184	433	511
Dr. Mitchell	0	314	184	433	511
<b>Pediatrics</b>					
Dr. Alan Brown	69	418	304	493	651
Dr. Gilmartin	123	418	304	493	651
Dr. Gowans	0	418	304	493	651
Dr. Sarette	30	418	304	493	651
Locum Pediatrics	0	0	0	0	0
<b>General Surgery</b>					
Dr. Crofts	147	201	131	258	339
Dr. Franks	110	201	131	258	339
Dr. Jamais	70	201	131	258	339
<b>Orthopedics</b>					
Dr. Denker	241	327	221	406	500
Dr. Jeff Johnson	139	327	221	406	500
Dr. Oliver	166	327	221	406	500
<b>Oral Surgery</b>					
Dr. Shamo	59	information not available		0	0
<b>Otorhinolaryngology</b>					
Dr. Duck (including Allergy)	276	362	249	458	609
Dr. Liu	77	362	249	458	609
<b>Obstetrics/Gynecology General</b>					
Dr. Grewal	149	299	216	356	447
Dr. Kattan	206	299	216	356	447
Dr. Veronese	231	299	216	356	447
Dr. Wheeler	345	299	216	356	447
<b>Nephrology</b>					
Dr. Pawar	172	272	160	358	444
<b>Addiction Medicine</b>					
Dr. Chernyak	0	information not available		0	0
Jacob Jacques	0	information not available			
Rachel Wilkinson	0	information not available			
<b>Urology</b>					
Dr. Curry	299	350	211	430	561
Locum Urologist	0				
<b>Pulmonary</b>					
Dr. Neupane	261	318	179	426	571
<b>Total Clinic Statistics</b>	<b>4,650</b>	<b>10,185</b>	<b>7,196</b>	<b>12,394</b>	<b>15,661</b>

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

**Sweetwater Medical Group**

Twelve months ended June 30, 2017

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**CLINIC STATISTICS - YEAR TO DATE**

Patient Office Visit Data	2010 Medical Group Management Association (MGMA) report data				
	Year to Date	Mean	25th Percentile	75th Percentile	90th Percentile
<b>Psychiatry</b>					
Dr. Bongiorno	977	3,012	2,036	3,584	4,906
Dr. Chou	935	2,761	1,866	3,285	4,497
Locum Psychiatrists	204	0	0	0	0
<b>Family Practice</b>					
Dr. Bowers	1,853	4,409	3,455	5,127	6,181
Dr. Dansie	1,463	4,409	3,455	5,127	6,181
PA Dolce	1,090	4,409	3,455	5,127	6,181
Dr. Jake Johnson	1,268	4,409	3,455	5,127	6,181
PA Lehman	698	2,205	1,728	2,564	3,091
Dr. Long	2,052	4,409	3,455	5,127	6,181
PA Sanders	4,809	4,409	3,455	5,127	6,181
PA Wilk	923	4,409	3,455	5,127	6,181
<b>Occupational Medicine</b>					
Dr. Lauridsen	2,038	3,772	2,209	5,195	6,126
Dr. Mitchell	191	3,458	2,025	4,762	5,616
<b>Pediatrics</b>					
Dr. Alan Brown	1,611	4,599	3,344	5,422	7,157
Dr. Gilmartin	862	5,017	3,648	5,915	7,808
Dr. Gowans	389	5,017	3,648	5,915	7,808
Dr. Sarette	569	5,017	3,648	5,915	7,808
Locum Pediatrics	178	0	0	0	0
<b>General Surgery</b>					
Dr. Crofts	1,449	2,408	1,574	3,094	4,071
Dr. Franks	1,704	2,408	1,574	3,094	4,071
Dr. Jamais	969	2,408	1,574	3,094	4,071
<b>Orthopedics</b>					
Dr. Denker	1,839	3,597	2,436	4,462	5,500
Dr. Jeff Johnson	2,678	3,924	2,657	4,868	6,000
Dr. Oliver	2,266	3,924	2,657	4,868	6,000
<b>Oral Surgery</b>					
Dr. Shamo	1,208	information not available		0	0
<b>Otorhinolaryngology</b>					
Dr. Duck (including Allergy)	3,648	4,344	2,984	5,493	7,305
Dr. Liu	1,271	4,344	2,984	5,493	7,305
<b>Obstetrics/Gynecology General</b>					
Dr. Grewal	2,271	3,589	2,593	4,267	5,362
Dr. Kattan	2,367	3,589	2,593	4,267	5,362
Dr. Veronese	2,693	3,589	2,593	4,267	5,362
Dr. Wheeler	3,729	3,589	2,593	4,267	5,362
<b>Nephrology</b>					
Dr. Pawar	1,339	3,265	1,915	4,290	5,331
<b>Addiction Medicine</b>					
Dr. Chernyak	1,044	information not available		0	0
Jacob Jacquez	0	information not available			
Rachel Wilkinson	0	information not available			
<b>Urology</b>					
Dr. Curry	3,360	4,196	2,534	5,154	6,735
Locum Urologist	0				
<b>Pulmonary</b>					
Dr. Neupane	3,384	3,810	2,149	5,113	6,853
<b>Total Clinic Statistics</b>	<b>59,329</b>	<b>118,704</b>	<b>83,746</b>	<b>144,537</b>	<b>182,774</b>

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

Sweetwater Medical Group

Twelve months ended June 30, 2017

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**CLINIC REVENUE DETAIL**

<b>Gross Clinic Patient Revenue</b>	<b>Current</b>	<b>Budget</b>	<b>Year to Date</b>	<b>Budget</b>
<b>Psychiatry</b>				
Dr. Bongiorno	-	30,841	171,796	370,091
Dr. Chou	-	20,000	183,254	140,000
Locum Psychiatrist	-	-	43,331	41,515
<b>Family Practice</b>				
Dr. Bowers	27,875	27,464	372,750	329,573
Dr. Dansie	23,955	28,516	281,629	342,189
PA Dolce	21,466	31,461	190,294	378,353
Dr. Jake Johnson	27,272	23,931	274,543	284,512
PA Lehman	26,464		131,589	-
Dr. Long	40,330	33,946	398,805	398,084
PA Sanders	60,611	57,046	609,917	684,556
PA Wilk	(4)	31,500	156,787	262,250
<b>Occupational Medicine</b>				
Dr. Lauridsen	37,835	34,341	411,116	402,817
Occ Med	(225)	20,000	46,459	185,000
<b>Pediatrics</b>				
Dr. Alan Brown	22,034	25,427	315,028	172,468
Dr. Gilmartin	30,747	49,656	210,486	449,762
Dr. Gowans	-	49,656	82,111	595,867
Dr. Sarette	8,335	19,177	137,210	230,124
Locum Pediatrics	-	-	35,438	-
<b>General Surgery</b>				
Dr. Crofts	91,031	57,576	688,913	690,911
Dr. Franks	79,376	76,348	804,329	916,176
Dr. Jamais	32,934	46,528	455,097	558,335
<b>Orthopedics</b>				
Dr. Denker	115,396	110,000	1,211,556	720,000
Dr. Jeff Johnson	82,551	148,610	1,593,026	2,183,322
Dr. Oliver	61,294	62,505	964,167	1,500,126
<b>Oral Surgery</b>				
Dr. Shamo	36,710	27,121	589,729	325,448
<b>Otorhinolaryngology</b>				
Dr. Duck (including Allergy)	32,066	45,875	461,990	550,506
Dr. Liu	40,235	35,307	518,785	423,679
<b>Obstetrics/Gynecology General</b>				
Dr. Grewal	54,617	92,487	931,647	1,095,754
Dr. Kattan	103,011	67,168	921,566	814,928
Dr. Veronese	118,663	69,303	1,098,076	831,633
Dr. Wheeler	158,732	99,643	1,510,011	1,209,809
<b>Nephrology</b>				
Dr. Pawar	53,539	28,459	278,950	195,229
<b>Addiction Medicine</b>				
Dr. Chernyak	417	38,036	129,217	456,435
Jacob Jacques	-		56,932	-
Rachel Wilkinson	-		22,256	-
<b>Urology</b>				
Dr. Curry	179,894	134,509	1,156,757	1,614,110
Locum Urologist	-		132,109	-
<b>Pulmonary</b>				
Dr. Neupane	61,678	57,093	582,410	680,116
<b>TOTAL</b>	\$ 1,628,842	\$ 1,679,531	\$ 18,160,066	\$ 20,033,679

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

Sweetwater Medical Group

Twelve months ended June 30, 2017

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**HOSPITAL ENTERPRISE REVENUE DETAIL - CURRENT**

<b>Hospital Enterprise Revenue</b>	<b>Gross Revenue</b>	<b>Net Revenue</b>	<b>Revenue After Operating Margin</b>
<b>Psychiatry</b>			
Dr. Bongiorno	-	-	-
Dr. Chou	-	-	-
Locum Psychiatrist	-	-	-
<b>Family Practice</b>			
Dr. Bowers	56,591	26,032	(3,728)
Dr. Dansie	44,234	20,348	(2,914)
PA Dolce	19,375	8,913	(1,276)
Dr. Jake Johnson	47,247	21,734	(3,112)
PA Lehman	33,333	15,333	(2,196)
Dr. Long	55,269	25,424	(3,641)
PA Sanders	87,512	40,256	(5,765)
PA Wilk	-	-	-
<b>Occupational Medicine</b>			
Dr. Lauridsen	67,405	31,006	(4,440)
Dr. Mitchell	125	58	(8)
<b>Pediatrics</b>			
Dr. Alan Brown	47,820	21,997	(3,150)
Dr. Gilmartin	61,629	28,350	(4,060)
Dr. Gowans	-	-	-
Dr. Sarette	38,457	17,690	(2,533)
Locum Pediatrics	-	-	-
<b>General Surgery</b>			
Dr. Crofts	438,455	201,689	(28,882)
Dr. Franks	326,262	150,080	(21,492)
Dr. Jamais	166,299	76,498	(10,954)
<b>Orthopedics</b>			
Dr. Denker	180,075	82,835	(11,862)
Dr. Jeff Johnson	85,847	39,489	(5,655)
Dr. Oliver	179,535	82,586	(11,826)
<b>Oral Surgery</b>			
Dr. Shamo	767	353	(51)
<b>Otorhinolaryngology</b>			
Dr. Duck (including Allergy)	3,796	1,746	(250)
Dr. Liu	113,008	51,984	(7,444)
<b>Obstetrics/Gynecology General</b>			
Dr. Grewal	94,498	43,469	(6,225)
Dr. Kattan	235,587	108,370	(15,519)
Dr. Veronese	286,307	131,701	(18,860)
Dr. Wheeler	212,884	97,927	(14,023)
<b>Nephrology</b>			
Dr. Pawar	320,751	147,545	(21,128)
<b>Addiction Medicine</b>			
Dr. Chernyak	-	-	-
Jacob Jacques	-	-	-
Rachel Wilkinson	-	-	-
<b>Urology</b>			
Dr. Curry	356,620	164,045	(23,491)
Locum Urologist	-	-	-
<b>Pulmonary</b>			
Dr. Neupane	120,693	55,519	(7,950)
<b>TOTAL</b>	<b>\$ 3,680,382</b>	<b>\$ 1,692,976</b>	<b>\$ (242,434)</b>



**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

**Sweetwater Medical Group**

Twelve months ended June 30, 2017

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**HOSPITAL ENTERPRISE REVENUE DETAIL - YEAR TO DATE**

<b>Enterprise Revenue</b>	<b>Gross Revenue</b>	<b>Net Revenue</b>	<b>Revenue After Operating Margin</b>
<b>Psychiatry</b>			
Dr. Bongiorno	78,566	41,640	1,828
Dr. Chou	16,152	8,561	376
Locum Psychiatrist	7,760	4,113	181
<b>Family Practice</b>			
Dr. Bowers	739,278	391,817	17,201
Dr. Dansie	423,254	224,325	9,848
PA Dolce	246,563	130,679	5,737
Dr. Jake Johnson	612,331	324,535	14,247
PA Lehman	110,953	58,805	2,582
Dr. Long	494,853	262,272	11,514
PA Sanders	1,266,163	671,066	29,460
PA Wilk	130,526	69,179	3,037
<b>Occupational Medicine</b>			
Dr. Lauridsen	629,561	333,668	14,648
Dr. Mitchell	21,377	11,330	497
<b>Pediatrics</b>			
Dr. Alan Brown	549,070	291,007	12,775
Dr. Gilmartin	284,599	150,837	6,622
Dr. Gowans	171,524	90,908	3,991
Dr. Sarette	942,626	499,592	21,932
Locum Pediatrics	131,700	69,801	3,064
<b>General Surgery</b>			
Dr. Crofts	4,172,696	2,211,529	97,086
Dr. Franks	4,206,903	2,229,659	97,882
Dr. Jamais	2,967,091	1,572,558	69,035
<b>Orthopedics</b>			
Dr. Denker	1,514,857	802,874	35,246
Dr. Jeff Johnson	3,652,694	1,935,928	84,987
Dr. Oliver	1,522,615	806,986	35,427
<b>Oral Surgery</b>			
Dr. Shamo	215,899	114,427	5,023
<b>Otorhinolaryngology</b>			
Dr. Duck (including Allergy)	42,057	22,290	979
Dr. Liu	1,344,972	712,835	31,293
<b>Obstetrics/Gynecology General</b>			
Dr. Grewal	1,946,308	1,031,543	45,285
Dr. Kattan	2,424,512	1,284,992	56,411
Dr. Veronese	3,278,110	1,737,398	76,272
Dr. Wheeler	3,223,097	1,708,241	74,992
<b>Nephrology</b>			
Dr. Pawar	4,023,158	2,132,274	93,607
<b>Addiction Medicine</b>			
Dr. Chernyak	111,130	58,899	2,586
Jacob Jacques	-	-	-
Rachel Wilkinson	-	-	-
<b>Urology</b>			
Dr. Curry	3,612,498	1,914,624	84,052
Locum Urologist	272,010	144,165	6,329
<b>Pulmonary</b>			
Dr. Neupane	1,374,147	728,298	31,972
<b>TOTAL</b>	<b>\$ 46,761,612</b>	<b>\$ 24,783,654</b>	<b>\$ 1,088,002</b>

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

Sweetwater Medical Group

Twelve months ended June 30, 2017

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**PROVIDER GAIN/LOSS INCLUDING NET ENTERPRISE REVENUE**

<b>Year to Date</b>	<b>Clinic Gain/Loss</b>	<b>Net Enterprise Revenue</b>	<b>Total Gain/Loss</b>
<b>Psychiatry</b>			
Dr. Bongiorno	(515,370)	1,828	(513,542)
Dr. Chou	(373,227)	376	(372,851)
Locum Psychiatrist	(70,960)	181	(70,779)
<b>Family Practice</b>			
Dr. Bowers	(252,007)	17,201	(234,806)
Dr. Dansie	(345,686)	9,848	(335,838)
PA Dolce	(227,996)	5,737	(222,259)
Dr. Jake Johnson	(291,104)	14,247	(276,857)
PA Lehman	(137,166)	2,582	(134,584)
Dr. Long	(315,847)	11,514	(304,334)
PA Sanders	(36,813)	29,460	(7,354)
PA Wilk	(119,262)	3,037	(116,225)
<b>Occupational Medicine</b>			
Dr. Lauridsen	(283,167)	14,648	(268,519)
Dr. Mitchell	(462,557)	497	(462,060)
<b>Pediatrics</b>			
Dr. Alan Brown	(321,325)	12,775	(308,550)
Dr. Gilmartin	(442,942)	6,622	(436,321)
Dr. Gowans	(373,138)	3,991	(369,147)
Dr. Sarette	(299,603)	21,932	(277,671)
Locum Pediatrics	(133,139)	3,064	(130,075)
<b>General Surgery</b>			
Dr. Crofts	(302,191)	97,086	(205,105)
Dr. Franks	(223,528)	97,882	(125,646)
Dr. Jamais	(447,674)	69,035	(378,638)
<b>Orthopedics</b>			
Dr. Denker	(451,997)	35,246	(416,751)
Dr. Jeff Johnson	(380,392)	84,987	(295,404)
Dr. Oliver	(775,226)	35,427	(739,799)
<b>Oral Surgery</b>			
Dr. Shamo	(582,458)	5,023	(577,434)
<b>Otorhinolaryngology</b>			
Dr. Duck (including Allergy)	(294,461)	979	(293,482)
Dr. Liu	(507,096)	31,293	(475,803)
<b>Obstetrics/Gynecology General</b>			
Dr. Grewal	(252,570)	45,285	(207,285)
Dr. Kattan	(237,058)	56,411	(180,647)
Dr. Veronese	(228,627)	76,272	(152,355)
Dr. Wheeler	209,893	74,992	284,885
<b>Nephrology</b>			
Dr. Pawar	(442,090)	93,607	(348,483)
<b>Addiction Medicine</b>			
Addiction Med	(505,278)	2,586	(502,692)
<b>Urology</b>			
Dr. Curry	(564,040)	90,381	(473,659)
Dr. Christensen	(2,996)		(2,996)
<b>Pulmonary</b>			
Dr. Neupane	(528,761)	31,972	(496,789)
<b>TOTAL</b>	<b>(511,517,858)</b>	<b>\$1,088,002</b>	<b>(510,429,856)</b>

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

## Sweetwater Medical Group

Twelve months ended June 30, 2017

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## AGE OF PRACTICE

5/31/2017

	Provider Start Date	Age of Practice (years)
<b>Family Practice</b>		
Dr. Bowers	8/1/2014	2.83
Dr. Dansie	2/24/2014	3.27
PA Dolce	9/19/2012	4.70
Dr. Jake Johnson	6/1/2015	2.00
PA Lehman	1/9/2017	0.39
Dr. Long	7/15/2014	2.88
PA Sanders	1/21/2015	2.36
Dr. Lauridsen	11/30/2015	1.50
<b>Pediatrics</b>		
Dr. Alan Brown	8/1/2016	0.83
Dr. Gilmartin	1/11/2016	1.39
Dr. Sarette	4/1/2013	4.17
<b>General Surgery</b>		
Dr. Crofts	9/1/2010	6.75
Dr. Franks	7/30/2007	9.84
Dr. Jamais	10/19/2009	7.62
<b>Orthopedics</b>		
Dr. Denker	8/15/2016	0.79
Dr. Jeff Johnson	8/1/2013	3.83
Dr. Oliver	10/1/2012	4.67 <i>*hospital owned practice</i>
<b>Oral Surgery</b>		
Dr. Shamo	8/1/2014	2.83
<b>Otorhinolaryngology</b>		
Dr. Duck (Including Allergy)	2/1/2010	7.33
Dr. Liu	6/10/2015	1.98
<b>Obstetrics/Gynecology General</b>		
Dr. Grewal	3/31/2014	3.17
Dr. Kattan	5/9/2013	4.06
Dr. Veronese	11/6/2013	3.57
Dr. Wheeler	1/5/2015	2.40
<b>Nephrology</b>		
Dr. Pawar	7/1/2016	0.92
<b>Urology</b>		
Dr. Curry	2/1/2015	2.33
<b>Pulmonary</b>		
Dr. Neupane	8/27/2012	4.76



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

HOSPITAL ONLY

**Unaudited Financial Statements**

**for**

**Twelve months ended June 30, 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.

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**Certified by:**

**Irene Richardson**

**CFO**

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

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**Twelve months ended June 30, 2017**

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## Key Financial Ratios








### MEMORIAL HOSPITAL OF SWEETWATER COUNTY

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### ROCK SPRINGS, WY

Twelve months ended June 30, 2017

  - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 6/30/2017	Year to Date 6/30/2017	Prior Fiscal Year End 06/30/16	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev (See Note 2)
<b>Profitability:</b>						
Operating Margin		-14.32%	4.39%	6.04%	2.64%	-0.73%
Total Profit Margin		-15.11%	4.98%	11.04%	6.11%	0.21%
Contractual Allowance %		44.13%	37.90%	31.23%	34.31%	53.86%
Inpatient Gross Revenue Percentage		22.63%	31.93%	34.51%	36.90%	28.70%
Outpatient Gross Revenue Percentage		77.37%	68.07%	65.49%	64.10%	71.70%
<b>Liquidity:</b>						
Net Days in Accounts Receivable		54.35	53.05	53.22	66.90	57.20
Gross Days in Accounts Receivable		46.62	46.06	52.36		
<b>Productivity and Efficiency:</b>						
Paid FTE's per Adjusted Occupied Bed		7.61	7.53	7.35	6.60	4.63
Total Net Revenue per FTE		N/A	\$186,988	\$176,393	\$132,369	\$109,053
Salary Expense per Paid FTE		N/A	\$71,296	\$63,287	\$62,436	\$48,150
Salary and Benefits as a % of Net Revenue		51.86%	48.06%	46.65%	43.60%	42.40%
Employee Benefits %		29.39%	28.43%	30.51%	22.98%	29.27%

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

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

# Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Twelve months ended June 30, 2017

PAGE 3

## CURRENT MONTH

	Actual 06/30/17	Budget 06/30/17	Positive (Negative) Variance	Percentage Variance	Prior Year 06/30/16
Gross Patient Revenue					
Inpatient Revenue	\$2,539,451	\$3,756,280	(\$1,216,829)	-32.39%	\$3,739,447
Outpatient Revenue	8,682,306	7,533,875	1,148,431	15.24%	7,170,554
Clinic Revenue	0	0	0	0.00%	0
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	11,221,757	11,290,154	(68,397)	-0.61%	10,910,001
Deductions From Revenue					
Discounts and Allowances	(4,951,964)	(3,399,147)	(1,552,817)	-45.68%	(3,522,627)
Bad Debt Expense (Governmental Providers Only)	(747,176)	(1,169,766)	422,590	36.13%	(840,548)
Charity Care	(317,868)	(259,948)	(57,920)	-22.28%	(232,342)
Total Deductions From Revenue	(6,017,007)	(4,828,861)	(1,188,147)	-24.61%	(4,595,517)
Net Patient Revenue	5,204,749	6,461,293	(1,256,544)	-19.45%	6,314,484
Other Operating Revenue	97,919	49,610	48,309	97.38%	730,054
Total Operating Revenue	5,302,668	6,510,903	(1,208,235)	-18.56%	7,044,538
Operating Expenses					
Salaries and Wages	2,033,115	2,123,640	90,525	4.26%	1,989,382
Fringe Benefits	597,603	574,517	(23,085)	-4.02%	640,085
Contract Labor	119,467	75,980	(43,487)	-57.23%	301,893
Physicians Fees	170,159	146,202	(23,957)	-16.39%	1,435,689
Purchased Services	376,408	404,728	28,321	7.00%	573,353
Supply Expense	1,460,352	938,144	(522,209)	-55.66%	754,757
Utilities	97,802	82,369	(15,433)	-18.74%	95,430
Repairs and Maintenance	344,718	353,324	8,606	2.44%	319,603
Insurance Expense	46,311	49,859	3,548	7.12%	50,642
All Other Operating Expenses	129,785	102,792	(26,993)	-26.26%	155,690
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	7,423	40,639	33,216	81.73%	21,602
Depreciation and Amortization	679,047	807,725	128,678	15.93%	728,010
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	6,062,191	5,699,919	(362,271)	-6.36%	7,066,136
Net Operating Surplus/(Loss)	(759,522)	810,984	(1,570,507)	-193.65%	(21,598)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	17,507	5,828	11,679	200.40%	57,825
Tax Subsidies (Except for GO Bond Subsidies)	302,717	318,000	(15,283)	-4.81%	270,245
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(129,860)	(115,233)	14,627	-12.69%	(143,941)
Other Non-Operating Revenue/(Expenses)	(232,314)	13,905	(246,219)	-1770.69%	19,638
Total Non Operating Revenue/(Expense)	(41,950)	222,500	(264,450)	-118.85%	194,767
Total Net Surplus/(Loss)	(\$801,472)	\$1,033,484	(\$1,834,957)	-177.55%	\$173,169
Change in Unrealized Gains/(Losses) on Investments	(10,679)	0	(10,679)	0.00%	(87,426)
Increase/(Decrease) in Unrestricted Net Assets	(\$812,151)	\$1,033,484	(\$1,845,636)	-178.58%	\$85,743
Operating Margin	-14.32%	12.46%			-0.31%
Total Profit Margin	-15.11%	15.87%			2.46%
EBIDA	3.96%	28.36%			13.35%

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# Statement of Revenue and Expense

## MEMORIAL HOSPITAL OF SWEETWATER COUNTY

### ROCK SPRINGS, WY

Twelve months ended June 30, 2017

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#### YEAR-TO-DATE

	Actual 06/30/17	Budget 06/30/17	Positive (Negative) Variance	Percentage Variance	Prior Year 06/30/16
Gross Patient Revenue					
Inpatient Revenue	\$44,091,168	\$45,075,358	(\$984,189)	-2.18%	\$43,425,075
Outpatient Revenue	94,000,250	90,406,494	3,593,756	3.98%	86,371,954
Clinic Revenue	0	0	0	0.00%	0
Specialty Clinic Revenue	0	0	0	0.00%	0
Total Gross Patient Revenue	<u>138,091,418</u>	<u>135,481,852</u>	<u>2,609,567</u>	<u>1.93%</u>	<u>129,797,029</u>
Deductions From Revenue					
Discounts and Allowances	(52,335,381)	(40,789,761)	(11,545,620)	-28.31%	(44,492,908)
Bad Debt Expense (Governmental Providers Only)	(9,745,479)	(13,996,398)	4,250,919	30.37%	(8,906,444)
Charity Care	(2,512,231)	(3,110,311)	598,080	19.23%	(2,728,255)
Total Deductions From Revenue	<u>(64,593,090)</u>	<u>(57,896,469)</u>	<u>(6,696,621)</u>	<u>-11.57%</u>	<u>(56,127,608)</u>
Net Patient Revenue	<u>73,498,328</u>	<u>77,585,383</u>	<u>(4,087,054)</u>	<u>-5.27%</u>	<u>73,669,421</u>
Other Operating Revenue	<u>1,588,637</u>	<u>797,056</u>	<u>791,581</u>	<u>99.31%</u>	<u>3,222,706</u>
Total Operating Revenue	<u>75,086,965</u>	<u>78,382,439</u>	<u>(3,295,473)</u>	<u>-4.20%</u>	<u>76,892,127</u>
Operating Expenses					
Salaries and Wages	26,229,068	26,346,807	117,739	0.45%	24,090,023
Fringe Benefits	7,455,638	6,902,296	(553,341)	-8.02%	6,957,039
Contract Labor	2,400,566	1,461,524	(939,042)	-64.25%	3,029,709
Physicians Fees	2,387,649	1,754,486	(633,164)	-36.09%	3,130,647
Purchased Services	5,403,549	4,872,917	(530,632)	-10.89%	4,813,170
Supply Expense	12,066,496	11,334,070	(732,426)	-6.46%	11,227,623
Utilities	1,128,998	1,014,516	(114,482)	-11.28%	1,109,215
Repairs and Maintenance	3,859,766	4,091,856	232,090	5.67%	3,683,143
Insurance Expense	593,085	598,308	5,223	0.87%	614,506
All Other Operating Expenses	1,608,845	1,593,509	(15,336)	-0.96%	2,553,587
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	179,607	489,239	309,632	63.29%	263,302
Depreciation and Amortization	8,477,242	9,178,116	700,874	7.64%	8,538,197
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	<u>71,790,510</u>	<u>69,637,644</u>	<u>(2,152,866)</u>	<u>-3.09%</u>	<u>70,010,160</u>
Net Operating Surplus/(Loss)	<u>3,296,455</u>	<u>8,744,795</u>	<u>(5,448,339)</u>	<u>-62.30%</u>	<u>6,881,967</u>
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	132,135	69,936	62,199	88.94%	233,117
Tax Subsidies (Except for GO Bond Subsidies)	3,210,608	3,816,000	(605,392)	-15.86%	3,616,607
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(1,346,462)	(1,382,796)	36,334	-2.63%	(1,398,213)
Other Non-Operating Revenue/(Expense)	(1,556,203)	166,863	(1,723,066)	-1032.62%	153,998
Total Non Operating Revenue/(Expense)	<u>440,078</u>	<u>2,670,003</u>	<u>(2,229,925)</u>	<u>-83.52%</u>	<u>2,605,509</u>
Total Net Surplus/(Loss)	<u>\$3,736,533</u>	<u>\$11,414,798</u>	<u>(\$7,678,264)</u>	<u>-67.27%</u>	<u>\$9,487,476</u>
Change in Unrealized Gains/(Losses) on Investments	(108,571)	0	(108,571)	0.00%	(87,426)
Increase/(Decrease) in Unrestricted Net Assets	<u>\$3,627,962</u>	<u>\$11,414,798</u>	<u>(\$7,786,835)</u>	<u>-68.22%</u>	<u>\$9,400,050</u>
Operating Margin	4.39%	11.16%			8.95%
Total Profit Margin	4.98%	14.56%			12.34%
EBIDA	19.14%	26.45%			23.65%

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

**PAGE 5**

	Actual 6/30/2017	Actual 5/31/2017	Actual 4/30/2017	Actual 3/31/2017	Actual 2/28/2017
Gross Patient Revenue					
Inpatient Revenue	\$2,539,451	\$3,335,977	\$3,639,447	\$3,160,524	\$3,590,451
Inpatient Psych/Rehab Revenue					
Outpatient Revenue	8,682,306	8,442,688	7,816,452	8,521,843	6,666,860
Clinic Revenue					
Specialty Clinic Revenue					
Total Gross Patient Revenue	\$11,221,757	\$11,778,665	\$11,455,900	\$11,682,367	\$10,257,311
Deductions From Revenue					
Discounts and Allowances	4,951,964	5,700,714	4,642,764	4,245,116	3,554,291
Bad Debt Expense (Governmental Providers Only)	747,176	802,116	692,173	724,002	773,015
Charity Care	317,868	301,201	124,361	353,391	419,538
Total Deductions From Revenue	6,017,007	6,804,031	5,459,298	5,322,510	4,746,845
Net Patient Revenue	\$5,204,749	\$4,974,634	\$5,996,602	\$6,359,857	\$5,510,466
Other Operating Revenue	97,919	435,090	95,086	154,610	42,939
Total Operating Revenue	5,302,668	5,409,723	6,091,688	6,514,467	5,553,405
Operating Expenses					
Salaries and Wages	\$2,033,115	\$2,169,311	\$2,084,321	\$2,106,094	\$2,106,819
Fringe Benefits	\$597,603	\$677,271	\$643,495	\$547,086	\$656,078
Contract Labor	\$119,467	\$150,585	\$128,602	\$177,922	\$285,056
Physicians Fees	\$170,159	\$247,447	\$269,062	\$223,039	\$185,952
Purchased Services	\$376,408	\$383,443	\$511,286	\$449,196	\$469,053
Supply Expense	\$1,460,352	\$1,048,554	\$969,012	\$924,890	\$792,364
Utilities	\$97,802	\$91,791	\$88,520	\$55,114	\$125,045
Repairs and Maintenance	\$344,718	\$361,615	\$311,890	\$311,886	\$358,567
Insurance Expense	\$46,311	\$46,311	\$45,423	\$49,226	\$51,463
All Other Operating Expenses	\$129,785	\$100,687	\$104,819	\$141,802	\$126,596
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$7,423	\$15,913	\$7,845	\$6,513	\$4,822
Depreciation and Amortization	\$679,047	\$687,296	\$698,168	\$696,776	\$700,024
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$6,062,191	\$5,980,224	\$5,862,442	\$5,689,545	\$5,861,838
Net Operating Surplus/(Loss)	(\$759,522)	(\$570,501)	\$229,246	\$824,922	(\$308,433)
Non-Operating Revenue:					
Contributions					
Investment Income	17,507	10,494	92,646	4,623	10,327
Tax Subsidies (Except for GO Bond Subsidies)					
Tax Subsidies for GO Bonds	302,717	246,405	233,796	232,770	290,366
Interest Expense (Governmental Providers Only)	(129,860)	(109,197)	(108,951)	(130,517)	(109,112)
Other Non-Operating Revenue/(Expenses)	(232,314)	(264,249)	(286,531)	(300,886)	(284,874)
Total Non Operating Revenue/(Expense)	(\$41,950)	(\$116,546)	(\$69,040)	(\$194,010)	Page 32 of 398
Total Net Surplus/(Loss)	(\$801,472)	(\$687,047)	\$160,205	\$630,912	(\$401,726)
Change in Unrealized Gains/(Losses) on Investments	(10,679)		(97,892)		
Increase/(Decrease in Unrestricted Net Assets	(\$812,151)	(\$687,047)	\$62,313	\$630,912	(\$401,726)
Operating Margin	-14.32%	-10.55%	3.76%	12.66%	-5.55%
Total Profit Margin	-15.11%	-12.70%	2.63%	9.68%	-7.23%
EBIDA	-1.52%	2.16%	15.22%	23.36%	7.05%

Actual 1/31/2017	Actual 12/31/2016	Actual 11/30/2016	Actual 10/31/2016	Actual 9/30/2016	Actual 8/31/2016	Actual 7/31/2016	Actual 6/30/2016
\$4,246,481	\$4,205,617	\$3,958,622	\$3,857,308	\$3,789,194	\$3,939,832	\$3,828,265	\$3,739,447
8,050,971	8,138,471	7,666,281	7,815,622	8,013,629	7,408,251	6,776,876	7,170,554
\$12,297,452	\$12,344,088	\$11,624,902	\$11,672,930	\$11,802,823	\$11,348,083	\$10,605,141	\$10,910,001
4,726,233	4,150,794	4,118,654	4,241,067	4,021,043	4,039,043	3,943,697	3,522,627
908,069	803,383	963,672	1,155,885	723,087	724,953	727,947	840,548
72,253	217,146	169,917	48,714	273,249	130,316	84,277	232,342
5,706,555	5,171,323	5,252,243	5,445,666	5,017,379	4,894,312	4,755,921	4,595,517
\$6,590,896	\$7,172,764	\$6,372,660	\$6,227,265	\$6,785,444	\$6,453,771	\$5,849,220	\$6,314,484
145,554	48,256	204,165	129,065	45,349	49,533	141,072	730,054
6,736,450	7,221,020	6,576,825	6,356,330	6,830,794	6,503,305	5,990,292	7,044,538
\$2,414,737	\$2,615,996	\$1,867,301	\$2,299,765	\$2,212,543	\$2,140,084	\$2,178,982	\$1,989,382
\$809,955	\$654,519	\$482,443	\$674,747	\$513,042	\$552,971	\$646,427	\$640,085
\$146,994	\$213,207	\$244,925	\$185,893	\$223,596	\$295,672	\$228,647	\$301,893
\$182,980	\$217,268	\$190,960	\$144,003	\$181,706	\$170,845	\$204,227	\$1,435,689
\$545,744	\$403,182	\$541,858	\$411,778	\$395,075	\$475,673	\$440,853	\$573,353
\$1,114,689	\$1,052,286	\$957,292	\$980,602	\$1,042,200	\$961,903	\$762,352	\$754,757
\$93,597	\$109,825	\$92,035	\$84,594	\$97,441	\$96,121	\$97,113	\$95,430
\$287,980	\$304,500	\$358,308	\$285,590	\$308,986	\$354,903	\$270,823	\$319,603
\$51,368	\$51,618	\$50,388	\$50,908	\$49,864	\$49,614	\$50,591	\$50,642
\$163,769	\$113,287	\$185,480	\$149,707	\$140,378	\$86,275	\$166,260	\$155,690
\$15,450	\$17,807	\$16,400	\$22,909	\$20,281	\$21,965	\$22,278	\$21,602
\$703,390	\$715,843	\$719,928	\$722,512	\$719,569	\$717,172	\$717,517	\$728,010
\$6,530,652	\$6,469,339	\$5,707,319	\$6,013,008	\$5,904,683	\$5,923,199	\$5,786,071	\$7,066,136
\$205,798	\$751,681	\$869,506	\$343,323	\$926,111	\$580,106	\$204,221	(\$21,598)
9,979	(459)	(20,249)	(3,541)	8,881	(2,210)	4,137	57,825
252,337	273,178	271,533	281,383	300,699	242,191	283,233	270,245
(110,073)	(107,795)	(107,795)	(107,775)	(109,794)	(107,795)	(107,797)	(143,941)
(296,160)	21,329	17,712	25,282	6,693	18,067	19,727	10,638
(\$143,917)	\$186,252	\$161,201	\$195,348	\$206,479	\$150,253	\$199,300	\$184,776
\$61,881	\$937,933	\$1,030,706	\$538,671	\$1,132,590	\$730,359	\$403,521	\$173,169
							(87,426)
\$61,881	\$937,933	\$1,030,706	\$538,671	\$1,132,590	\$730,359	\$403,521	\$85,743
3.05%	10.41%	13.22%	5.40%	13.56%	8.92%	3.41%	-0.31%
0.92%	12.99%	15.67%	8.47%	16.58%	11.23%	6.74%	2.46%
13.50%	20.32%	24.17%	16.77%	24.09%	19.95%	15.39%	10.03%

# Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 7

ROCK SPRINGS, WY

Twelve months ended June 30, 2017

Current Month				STATISTICS	Year-To-Date			
Actual 06/30/17	Budget 06/30/17	Positive/ (Negative) Variance	Prior Year 06/30/16		Actual 06/30/17	Budget 06/30/17	Positive/ (Negative) Variance	Prior Year 06/30/16
Discharges								
123	168	(45)	168	Acute	1,972	2,066	(94)	2,066
123	168	(45)	168	Total Adult Discharges	1,972	2,066	(94)	2,066
37	58	(21)	58	Newborn	512	567	(55)	567
160	226	(66)	226	Total Discharges	2,484	2,633	(149)	2,633
Patient Days:								
346	540	(194)	540	Acute	6,216	6,520	(304)	6,520
346	540	(194)	540	Total Adult Patient Days	6,216	6,520	(304)	6,520
58	91	(33)	91	Newborn	813	861	(48)	861
404	631	(227)	631	Total Patient Days	7,029	7,381	(352)	7,381
Average Length of Stay (ALOS)								
2.8	3.2	(0.4)	3.2	Acute	3.2	3.2	(0.0)	3.2
2.8	3.2	(0.4)	3.2	Total Adult ALOS	3.2	3.2	(0.0)	3.2
1.6	1.6	(0.0)	1.6	Newborn ALOS	1.6	1.5	0.1	1.5
Average Daily Census (ADC)								
11.5	18.0	(6.5)	18.0	Acute	17.0	17.9	(0.8)	17.9
11.5	18.0	(6.5)	18.0	Total Adult ADC	17.0	17.9	(0.8)	17.9
1.9	3.0	(1.1)	3.0	Newborn	2.2	2.4	(0.1)	2.4
Emergency Room Statistics								
128	121	7	121	ER Visits - Admitted	1,806	1,706	100	1,706
1,291	1,100	191	1,100	ER Visits - Discharged	14,777	14,967	(190)	14,967
1,419	1,221	198	1,221	Total ER Visits	16,584	16,673	(89)	16,673
9.02%	9.91%		9.91%	% of ER Visits Admitted	10.89%	10.23%		10.23%
104.07%	72.02%		72.02%	ER Admissions as a % of Total	91.58%	82.58%		82.58%
Outpatient Statistics:								
6,405	6,675	(270)	6,675	Total Outpatients Visits	82,497	82,218	279	82,218
94	96	(2)	96	Observation Bed Days	1,207	987	220	987
30	40	(10)	40	IP Surgeries	426	411	15	411
133	155	(22)	155	OP Surgeries	1,772	1,789	(17)	1,789
Productivity Statistics:								
348.55	376.90	(28.35)	357.85	FTE's - Worked	366.85	376.90	(10.05)	354.43
387.96	414.20	(26.24)	408.21	FTE's - Paid	401.56	414.20	(12.64)	388.82
1.4521	1.3530	0.10	1.2251	Case Mix Index - Medicare	1.4193	0.9600	0.46	1.1919
0.8282	0.8848	(0.06)	0.9167	Case Mix Index - All payers	0.8755	0.8500	0.03	0.8466

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

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

**July 10, 2017**

**HIGH DESERT RURAL HEALTHCARE DISTRICT – JUNE 2017**

**THE HDRHD BOTTOM LINE.** The bottom line for the HDRHD Clinic for June was a loss of \$19,250.36, compared to a loss of \$30,416.00 in the Budget. The YTD Clinic loss is \$255,049.90 compared with a YTD loss of \$364,992.00 in the Budget.

**REVENUE.** Revenue for the Clinic for June was \$4,621.70, under Budget by \$13,878.93. YTD Revenue was \$54,525.00, under Budget by \$167,482.56. The Budget was based on 5 visits per day.

Deductions from Revenue for the Clinic were \$554.39 for June. The HDRHD Clinic has a favorable payor mix. In June, the Clinic Payor Mix was as follows; Commercial Insurance and Blue Cross consisted of 36.4% of Revenue, Medicare and Medicaid consisted of 50.4%, Self-Pay consisted of 10.6% and Occupational Medicine, which consisted of 2.7%.


**EXPENSES.** Total Expenses for the month were \$23,317.67, under Budget by \$17,828.70. YTD Expenses were \$294,514.90, under Budget by \$199,241.54. Included in the packet is the detail trial balance, copies of invoices and additional support for all the expenses.

**VOLUME.** The volume for June was 28 patients, compared to 18 patients in May.



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.

  
 \_\_\_\_\_  
 Signature of Claimant

**Bills to be Paid Must Be Accompanied by this Signed Voucher**

[illegible]

# HIGH DESERT RURAL HEALTH DISTRICT

## MHSC Wamsutter Clinic

Twelve months ended June 30, 2017

### STATEMENT OF REVENUE AND EXPENSES

	CURRENT PERIOD		YEAR TO DATE	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Gross Revenue	4,621.70	18,500.63	54,525.00	222,007.56
Deductions	(554.39)	(7,770.26)	(15,060.00)	(93,243.12)
Net Revenue	4,067.31	10,730.37	39,465.00	128,764.44
Other Operating Revenue				
Total Net Operating Revenue	4,067.31	10,730.37	39,465.00	128,764.44
Operating Expenses				
Salaries and Wage	15,531.83	32,736.37	205,569.25	392,836.44
Fringe Benefits	3,015.70	2,650.00	32,654.12	31,800.00
Advertising	860.00	2,300.00	15,300.00	27,600.00
Other Purchased Services	600.00	50.00	1,243.67	600.00
Instruments		10.00	447.70	120.00
Other Med/Surg Supplies	125.62	300.00	2,300.99	3,600.00
Minor Equipment	49.11	300.00	4,079.64	3,600.00
Office & Admin Supplies		50.00	533.51	600.00
Maintenance Supplies		50.00	-	600.00
Outdates Unused Supplies		-	16.75	-
Other Non Med Supplies		50.00	35.01	600.00
Telephone	1,139.54	350.00	8,559.31	4,200.00
Cable Television	55.56	50.00	574.19	600.00
Contract Maintenance		100.00	452.00	1,200.00
Professional Liability Insurance	121.57	150.00	1,806.00	1,800.00
License & Taxes	72.33	10.00	145.84	120.00
Education & Travel		65.00	1,349.86	780.00
Pharmacy	348.46	500.00	2,577.86	6,000.00
Equipment Lease	172.73	200.00	2,166.56	2,400.00
Vehicle Lease	1,225.22	1,225.00	14,702.64	14,700.00
Total Operating Expenses	23,317.67	41,146.37	294,514.90	493,756.44
Total Clinic Gain (Loss)	\$ (19,250.36)	\$ (30,416.00)	\$ (255,049.90)	\$ (364,992.00)

### REVENUE DETAIL

Gross Clinic Patient Revenue	CURRENT PERIOD		YEAR TO DATE	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Dr. Michael Bowers	863.95		9,111.70	
Dr. Larry Lauridsen	1,427.01		27,266.07	
Dr. Brytton Long	757.81		13,327.74	
Dr. Jolene Mitchell	-		381.45	
PA Ryan Wilk	-		608.85	
PA Melissa Lehman	1,572.93		3,829.02	
Total Revenue	\$ 4,621.70	\$ 18,500.63	\$ 50,695.81	\$ 222,007.56



## HIGH DESERT RURAL HEALTH DISTRICT

### MHSC Wamsutter Clinic

Twelve months ended June 30, 2017

#### PAYOR MIX DATA

PAYOR MIX	CURRENT PERIOD	YEAR TO DATE
	ACTUAL	ACTUAL
Commercial	25.0%	28.0%
Blue Cross	11.4%	14.2%
Medicaid	3.3%	2.4%
Medicare	47.0%	36.5%
Self Pay	10.6%	17.5%
Work Comp	0.0%	0.0%
Occ Med	2.7%	1.4%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

#### PATIENT OFFICE VISITS

	CURRENT PERIOD		YEAR TO DATE	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Dr. Michael Bowers	6		45	
Dr. Larry Lauridsen	7		178	
Dr. Brytton Long	6		102	
Dr. Jolene Mitchell			2	
PA Ryan Wilk			4	
PA Melissa Lehman	9		18	
<b>Total Clinic Statistics</b>	<b>28</b>	<b>60</b>	<b>349</b>	<b>720</b>

#### HDRHCD VOUCHERS

	Received	Pending	Total
July	29,374.71		29,374.71
August	24,770.25		24,770.25
September	21,474.43		21,474.43
October	20,971.32		20,971.32
November	23,522.92		23,522.92
December	18,987.50		18,987.50
January	16,589.65		16,589.65
February	21,955.43		21,955.43
March	21,926.51		21,926.51
April	15,003.39		15,003.39
May	21,222.87		21,222.87
June		19,250.36	19,250.36
<b>Total Vouchers</b>	<b>\$ 235,798.98</b>	<b>\$ 19,250.36</b>	<b>\$ 255,049.34</b>

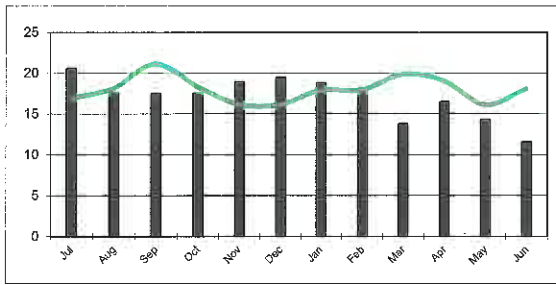
**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
"DASHBOARD" GRAPHS  
JUNE 2017**

FYE 2016 ACTUAL

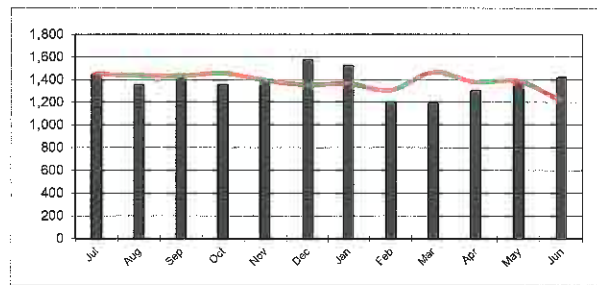
FYE 2017 BUDGET

FYE 2017 ACTUAL

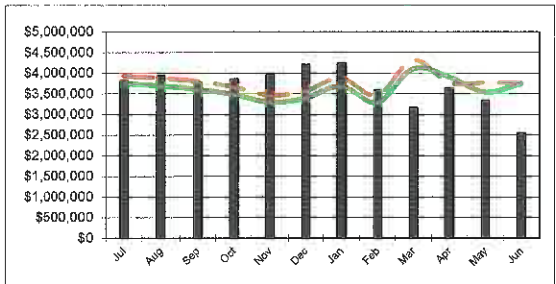
**AVERAGE ACUTE CENSUS**



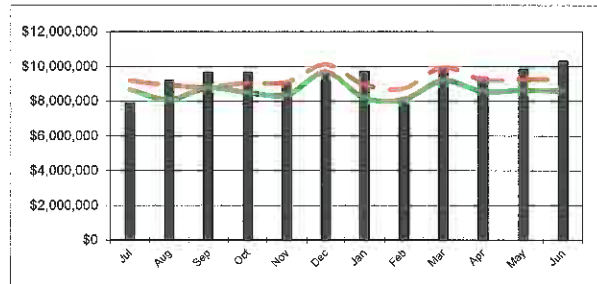
**ER IP+OP VISITS**



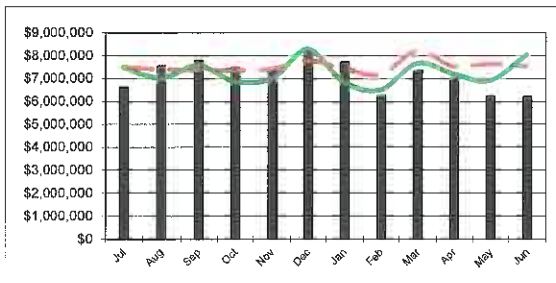
**INPATIENT CHARGES**



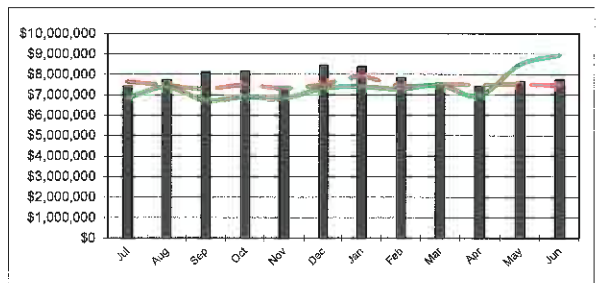
**OUTPATIENT CHARGES**



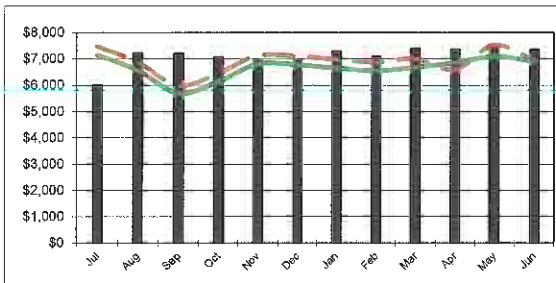
**TOTAL NET OPERATING REVENUE**



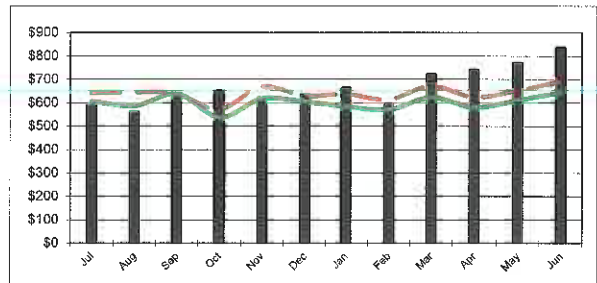
**OPERATING EXPENSE**



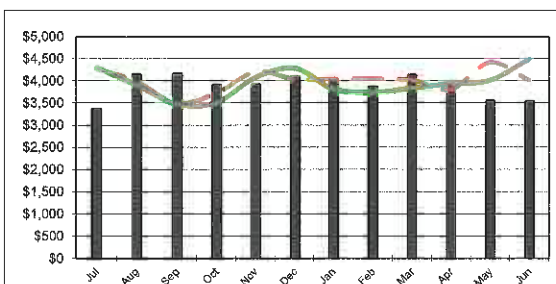
**AVERAGE CHARGE PER ADJUSTED PATIENT DAY**



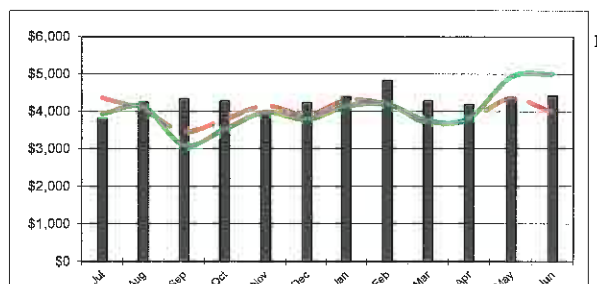
**AVERAGE CHARGE PER OUTPATIENT VISIT (Inc. ER)**



**AVERAGE NET OPERATING REVENUE PER ADJUSTED PATIENT DAY**



**AVERAGE OPERATING EXPENSE PER ADJUSTED PATIENT DAY**



MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
JUNE 2017

STATISTICS	Actual Jun-17	Budget Jun-17	PY Jun-16	YTD Jun-17	YTD Jun-16	YTD Jun-15	YTD Jun-14
<b>Volumes:</b>							
<b>Case Mix</b>							
Medicare	1.4521	1.3530	1.3530	1.4563	1.4206	1.2925	1.2407
All payers	0.8282	0.8848	0.8848	0.8607	0.8622	0.9497	0.9209
<b>Admissions</b>							
Med	49	67	67	958	1,003	1,127	960
ICU	30	28	28	388	354	410	361
Surgery	5	4	4	104	118	146	124
OB	39	55	55	525	576	567	544
Newborn	38	55	55	514	564	535	507
Total Admissions	161	209	209	2,489	2,615	2,785	2,496
<b>Discharges</b>							
Med	63	86	86	1,132	1,111	1,154	998
ICU	12	13	13	165	201	298	225
Surgery	10	12	12	153	175	228	228
OB	38	57	57	522	579	563	541
Newborn	37	58	58	512	567	531	509
Total Discharges	160	226	226	2,484	2,633	2,774	2,501
<b>Patient Days:</b>							
Med	188	321	321	3,939	4,109	3,821	3,192
ICU	61	86	86	929	986	1,322	942
Surgery	32	38	38	464	474	644	692
OB	65	95	95	884	951	901	914
Newborn	58	91	91	813	861	794	866
Total Patient Days	404	631	631	7,029	7,381	7,482	6,606
Observation Bed Days	94	96	96	1,207	987	824	873
<b>Outpatient Statistics:</b>							
IP Surgeries	30	40	40	426	411	429	426
OP Surgeries	133	155	155	1,772	1,789	1,769	1,900
<b>Surgery Statistics:</b>							
X-ray	731	689	689	8,842	8,963	8,715	7,771
Mammography	136	144	144	1,645	1,815	1,844	2,017
Ultrasound	289	277	277	3,297	3,251	3,231	2,980
Cat Scan	444	386	386	4,809	4,814	4,082	3,278
MRI	101	94	94	1,235	1,251	1,346	1,354
Nuclear Medicine	43	44	44	468	466	334	465
PET Scan	12	7	7	109	97	92	61
Laboratory	2,448	2,798	2,798	35,352	33,847	31,554	27,586
Histology	160	220	220	1,530	1,965	1,640	2,027
Respiratory Therapy	252	186	186	3,392	2,885	2,741	2,703
Cardiovascular	416	419	419	5,301	5,664	4,938	4,079
Sleep Lab	32	17	17	359	239	208	218
Cardiac Rehab	404	553	553	5,093	5,596	4,730	4,369
Physical Therapy	197	229	229	2,724	2,848	3,535	2,613
Dialysis	302	244	244	3,129	3,189	3,173	3,240
Medical Oncology	150	175	175	2,097	2,222	1,682	
Radiation Oncology	288	193	193	3,115	3,106	2,560	
Total Outpatients Visits	6,405	6,675	6,675	82,497	82,218	76,405	64,761
Clinic Visits - Primary Care	4,104	4,930	4,930	52,546	69,232	62,850	34,688
Clinic Visits - Specialty Clinics	546	488	488	6,783	5,937	5,887	5,653
ER visits admitted	128	121	121	1,806	1,706	1,808	1,616
ER visits Discharged	1,291	1,100	1,100	14,777	14,967	15,180	16,028
Total ER visits	1,419	1,221	1,221	16,583	16,673	16,988	17,644

# MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Twelve months ended June 30, 2017

## PAYOR MIX DATA

HOSPITAL	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	18.07%	18.37%	23.51%
Blue Cross	22.64%	23.66%	21.19%
Medicaid	10.79%	9.99%	8.77%
Medicare	36.55%	36.77%	35.22%
Self Pay	9.03%	9.42%	9.31%
Other	2.92%	1.79%	2.00%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

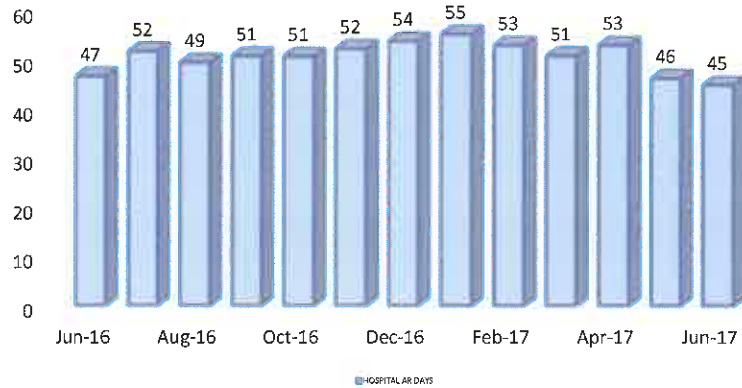
CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	26.39%	28.94%	32.05%
Blue Cross	30.60%	30.49%	29.92%
Medicaid	15.64%	14.70%	12.91%
Medicare	21.53%	19.07%	19.41%
Self Pay	5.33%	6.18%	4.82%
Other	0.51%	0.62%	0.89%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

ORTHO CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	31.78%	39.50%	41.14%
Blue Cross	38.96%	27.91%	33.81%
Medicaid	5.75%	6.32%	4.29%
Medicare	21.42%	23.02%	17.96%
Self Pay	1.34%	2.71%	2.49%
Other	0.75%	0.54%	0.31%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

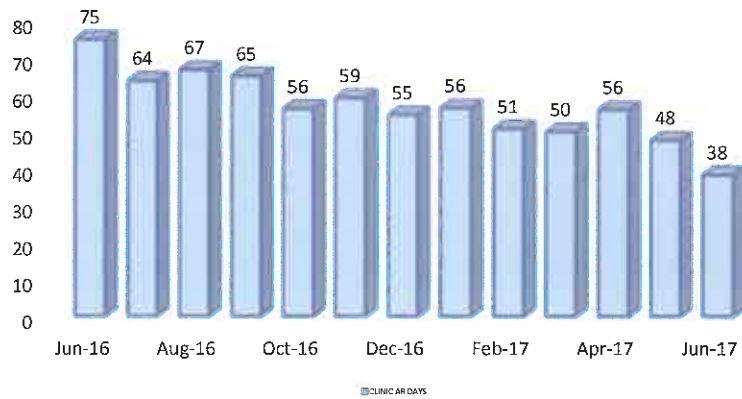
COMBINED	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	19.16%	19.86%	25.65%
Blue Cross	23.74%	24.39%	22.84%
Medicaid	11.15%	10.34%	8.65%
Medicare	34.79%	34.80%	32.62%
Self Pay	8.52%	8.96%	8.30%
Other	2.64%	1.65%	1.94%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**DAYS IN A/R**  
**06/30/17**

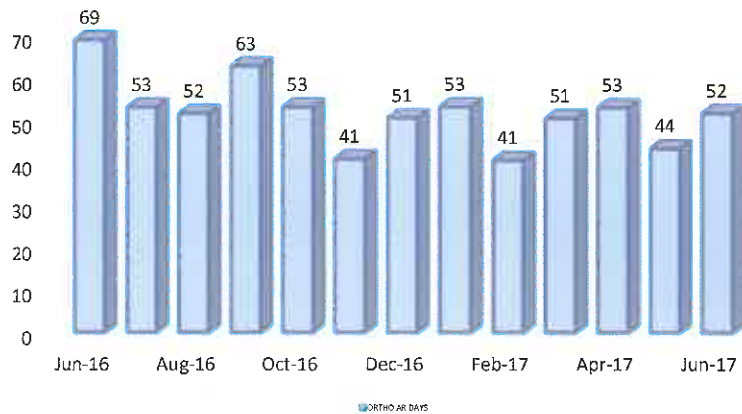
	<b>HOSPITAL A/R DAYS</b>
Jun-16	47
Jul-16	52
Aug-16	49
Sep-16	51
Oct-16	51
Nov-16	52
Dec-16	54
Jan-17	55
Feb-17	53
Mar-17	51
Apr-17	53
May-17	46
Jun-17	45



	<b>CLINIC A/R DAYS</b>
Jun-16	75
Jul-16	64
Aug-16	67
Sep-16	65
Oct-16	56
Nov-16	59
Dec-16	55
Jan-17	56
Feb-17	51
Mar-17	50
Apr-17	56
May-17	48
Jun-17	38



	<b>ORTHO A/R DAYS</b>
Jun-16	69
Jul-16	53
Aug-16	52
Sep-16	63
Oct-16	53
Nov-16	41
Dec-16	51
Jan-17	53
Feb-17	41
Mar-17	51
Apr-17	53
May-17	44
Jun-17	52



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

For The Month ending: June 2017

	MHSC Current Month	MHSC FYTD	WYOMING All Hospitals	National Rural < \$90M Net Rev.	MHSC Benchmark
FTEs Per AOB	8.33	8.08	6.60	4.63	6.63

Change in FTE's to meet Benchmark (88.36)

Change in MONTHLY Gross  
Revenue to meet Benchmark \$ 3,150,000



**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

	PPE	5/28/2017	6/11/2017	6/25/2017	Variance	CHANGE FROM		YTD	Variance
BUDGET					from Bud	LAST PAY PERIOD			from budget
						Increase	Decrease		
AVG CENSUS	17.89	14.1	11.9	13.6	(4.2)	1.79	-	17.1	(0.8)
ER VISITS (Avg Day)	45	45	46	48	3.0	2.43	-	45.2	0.2
SURGERIES (IP+OP)	78	96	73	71	(7.1)	-	2.00	2118.0	
BIRTHS	28	24	11	23	(5.0)	12.00	-	509.0	
CHARGES -IP \$000	1,734	1468	1235	1374	(359.7)	139.00	-	44136.0	
-OP \$000	4,248	4550	4250	4367	119.3	117.00	-	106393.0	
-TOTAL \$000	5,981	6018	5485	5741	(240.4)	256.00	-	150529.0	
Adjusted Patient Days	864	808	737	798	(65.9)	(60.80)	-	21139.3	

**Paid FTEs (Including Contract)**

600	MEDICAL FLOOR	32.2	24.1	23.3	25.0	(7.1)	1.74	-	27.5	(4.6)
605	BEHAVIORAL HEALTH	7.8	6.2	4.8	6.5	(1.3)	1.71	-	7.5	(0.3)
610	OB FLOOR	5.2	5.7	5.6	5.4	0.2	-	0.17	5.8	0.5
611	NURSERY	6.6	7.4	6.3	6.6	(0.0)	0.35	-	6.6	(0.1)
612	LABOR & DELIVERY	6.1	6.9	5.1	5.9	(0.2)	0.84	-	5.8	(0.3)
620	ICU	15.8	16.0	13.3	13.2	(2.6)	-	0.12	15.2	(0.6)
630	OR	13.4	15.6	11.2	12.5	(0.9)	1.25	-	13.5	0.1
631	SAME DAY SURGERY	8.7	6.7	6.9	7.6	(1.1)	0.73	-	8.3	(0.4)
633	RECOVERY	2.0	2.7	2.9	3.0	1.0	0.08	-	3.0	1.0
634	CENTRAL STERILE	3.4	3.1	3.2	3.2	(0.2)	0.07	-	3.9	0.5
640	DIALYSIS	5.0	3.8	4.0	5.1	0.1	1.07	-	3.6	(1.4)
650	ER	28.4	24.4	23.9	23.0	(5.4)	-	0.85	25.1	(3.3)
651	TRAUMA	1.7	1.3	1.5	1.1	(0.6)	-	0.39	1.7	(0.0)
652	SANE	1.0	0.8	1.1	0.8	(0.2)	-	0.31	1.2	0.2
660	RADIATION ONC	7.5	7.3	5.9	6.1	(1.4)	0.13	-	6.7	(0.8)
661	MEDICAL ONC	5.5	4.8	5.3	5.2	(0.3)	-	0.02	5.0	(0.5)
700	LABORATORY	29.6	30.7	29.8	30.8	1.2	0.93	-	29.6	(0.0)
701	HISTOLOGY	3.0	0.9	1.0	1.3	(1.7)	0.28	-	1.0	(2.0)
702	BLOOD BANK	1.0	0.9	1.0	1.1	0.1	0.07	-	1.1	0.1
710	RADIOLOGY	9.6	8.7	8.7	10.5	0.9	1.85	-	9.4	(0.2)
711	MAMMOGRAPHY	2.0	1.2	1.2	1.1	(0.9)	-	0.09	1.6	(0.4)
712	ULTRASOUND	4.1	6.1	4.8	3.7	(0.5)	-	1.14	4.5	0.3
713	NUC MED	1.9	1.9	1.4	1.8	(0.1)	0.41	-	1.9	0.0
714	CAT SCAN	3.8	4.5	5.1	4.8	1.0	-	0.22	4.9	1.1
715	MRI	1.3	1.2	1.1	1.0	(0.3)	-	0.11	1.3	(0.0)
716	PET SCAN	0.1	-	0.2	-	(0.1)	-	0.19	0.1	(0.0)
720	RESPIRATORY	7.1	6.1	6.7	6.3	(0.8)	-	0.33	6.7	(0.4)
721	SLEEP LAB	1.0	2.0	1.4	1.6	0.6	0.17	-	1.5	0.5
722	CARDIO	1.9	2.7	2.7	2.9	1.0	0.23	-	2.3	0.4
723	CARDIAC REHAB	3.0	2.2	2.0	2.8	(0.3)	0.75	-	2.8	(0.2)
730	PHYSICAL THERAPY	5.6	5.3	4.4	4.4	(1.2)	-	0.04	4.8	(0.7)
780	PATIENT ED	2.6	2.4	2.5	2.5	(0.1)	0.00	-	2.6	0.0
781	SOCIAL SERVICES	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
782	QUALITY & ACCREDIT	4.0	4.0	4.4	4.5	0.5	0.14	-	4.1	0.1
783	INFECTION CONTROL	1.0	1.0	-	-	(1.0)	-	-	0.9	(0.1)
784	ACCREDITATION	2.0	2.0	2.0	2.0	0.0	0.03	-	2.0	(0.0)
785	EMPLOYEE HEALTH	1.0	-	-	-	(1.0)	-	-	0.5	(0.5)
786	NURSING INFORMATICS	3.0	3.1	3.1	3.0	0.0	-	0.07	3.0	(0.0)
790	HEALTH INFORMATION	12.2	12.0	11.6	12.6	0.4	0.93	-	12.4	0.2
791	CASE MANAGEMENT	3.9	4.8	4.1	5.2	1.3	1.10	-	4.0	0.1
792	CARE TRANSITION	1.1	0.3	-	-	(1.1)	-	-	0.9	(0.2)
800	MAINTENANCE	12.0	11.3	10.0	10.0	(2.0)	0.03	-	12.0	0.0
801	HOUSEKEEPING	22.5	22.2	21.9	23.7	1.2	1.82	-	23.1	0.6
802	LAUNDRY	6.5	5.4	5.7	5.6	(0.9)	-	0.08	6.8	0.3
803	BIO MED	2.0	1.0	1.1	1.0	(1.0)	-	0.07	1.9	(0.1)
810	SECURITY	8.0	8.5	8.2	8.2	0.2	0.08	-	7.6	(0.4)
820	SPECIAL PROJECTS	-	-	-	-	-	-	-	0.0	0.0
850	PURCHASING	4.0	4.0	4.0	4.8	0.8	0.82	-	4.3	0.3
855	CENTRAL SUPPLY	3.0	3.0	3.0	3.0	-	-	-	2.8	(0.2)
870	DIETARY	17.6	16.2	16.8	15.9	(1.7)	-	0.89	17.1	(0.6)
871	DIETICIANS	1.5	1.5	1.5	1.5	0.0	-	0.01	1.5	0.0
900	ADMINISTRATION	8.5	5.1	5.0	5.0	(3.5)	-	-	7.8	(0.7)
901	COMM SVC	1.0	-	-	1.0	-	1.00	-	0.9	(0.1)
902	MED STAFF SVC	2.0	2.0	2.0	2.0	-	-	-	2.0	0.0
903	MHSC FOUNDATION	1.8	1.4	1.3	1.4	(0.4)	0.09	-	1.3	(0.4)
904	VOLUNTEER SRV	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0



	PPE	5/28/2017	6/11/2017	6/25/2017	Variance	LAST PAY PERIOD		YTD	from budget
BUDGET					from Bud	Increase	Decrease		
905 NURSING ADMIN	5.2	6.6	5.9	6.2	1.0	0.30	-	5.7	0.5
907 PHYSICIAN RECRUIT	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
910 INFORMATION SYSTEMS	7.0	8.2	8.4	8.1	1.1	-	0.31	7.1	0.1
920 HUMAN RESOURCES	4.5	4.7	4.7	4.7	0.2	0.01	-	4.6	0.1
930 FISCAL SERVICES	5.0	4.9	4.9	5.0	(0.0)	0.07	-	4.9	(0.1)
940 BUSINESS OFFICE	14.0	14.8	14.9	14.8	0.8	-	0.03	13.0	(1.0)
941 ADMITTING	13.8	14.8	14.9	14.6	0.8	-	0.26	14.5	0.7
942 COMMUNICATION	2.9	2.9	2.9	3.1	0.2	0.19	-	2.7	(0.1)
943 CENTRAL SCHEDULING	4.0	4.0	3.9	4.0	0.0	0.07	-	3.9	(0.1)
949 DENKER	3.0	3.0	3.0	3.0	0.0	0.01	-	2.7	(0.3)
950 OLIVER	5.3	3.0	2.9	2.9	(2.4)	-	-	4.0	(1.3)
951 JOHNSON	4.5	5.0	5.0	5.0	0.5	0.01	-	5.4	0.9
954 WHEELER	1.0	2.0	2.0	1.8	0.8	-	0.21	1.1	0.1
955 CHOU	1.0	1.0	1.0	1.0	-	-	-	0.9	(0.1)
956 KATTAN	1.0	2.7	2.7	2.7	1.7	0.06	-	1.3	0.3
958 VERONESE	1.0	1.0	1.0	1.0	-	-	-	1.1	0.1
959 GREWAL	1.0	2.0	2.0	2.0	1.0	0.00	-	1.2	0.2
960 SANDERS	1.0	2.2	2.0	2.0	1.0	-	-	1.2	0.2
961 DANSIE	1.0	2.1	2.0	2.1	1.1	0.08	-	1.2	0.2
962 BOWERS	1.0	1.8	1.7	1.9	0.9	0.13	-	1.1	0.1
963 LONG	1.0	1.9	1.9	1.9	0.9	-	0.01	1.0	0.0
964 JAKE JOHNSON	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
965 DOLCE	1.0	1.0	1.0	1.0	-	-	-	1.0	(0.0)
966 OCC MED	1.0	4.1	6.9	2.4	1.4	-	4.55	1.9	0.9
967 CHERNYAK	2.0	2.0	-	-	(2.0)	-	-	1.9	(0.1)
968 GILMARTIN	1.0	1.5	1.5	1.5	0.5	0.01	-	1.0	0.0
969 PAWAR	1.0	2.0	2.0	2.0	1.0	-	-	1.1	0.1
970 CROFTS	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
971 WAMSUTTER CLINIC	1.0	1.4	1.5	1.5	0.5	-	0.01	1.6	0.6
972 FARSON CLINIC	-	-	-	-	-	-	-	0.0	0.0
973 LAURIDSEN	1.0	0.9	0.9	0.9	(0.1)	-	-	0.8	(0.2)
974 SMG ADMIN/BILLING	48.0	19.3	19.6	21.2	(26.8)	1.62	-	39.0	(9.0)
975 NEUPANE	1.0	1.5	1.7	2.0	1.0	0.31	-	1.1	0.1
976 LEHMAN	-	0.8	0.8	0.7	0.7	-	0.10	0.4	0.4
978 HOSPITALIST	4.2	5.3	5.3	5.2	1.1	-	0.05	4.2	0.0
980 PA WILK	1.0	-	-	-	(1.0)	-	-	0.9	(0.1)
981 CROFT	1.0	1.0	1.0	1.0	-	-	-	1.1	0.1
983 MACK	1.0	1.0	1.0	1.0	-	-	-	1.1	0.1
984 FRANKS	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
985 NELSON	1.0	1.0	1.0	2.7	1.7	1.70	-	1.1	0.1
986 BONGIORNO	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
988 CURRY	1.0	3.5	3.6	3.5	2.5	-	0.01	1.4	0.4
989 SHAMO	1.0	3.0	3.0	2.6	1.6	-	0.38	1.8	0.8
990 GOWANS	1.0	-	-	-	(1.0)	-	-	0.7	(0.3)
991 JAMIAS	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
992 ASPER	1.0	1.0	1.0	1.0	-	-	-	1.1	0.1
993 LIU	1.0	2.0	3.2	2.0	1.0	-	1.14	1.2	0.2
994 DUCK	1.0	1.6	0.5	-	(1.0)	-	0.47	0.8	(0.2)
995 A. BROWN	1.0	2.1	2.0	2.1	1.1	0.02	-	1.1	0.1
996 SARETTE	0.5	0.4	0.5	0.3	(0.2)	-	0.20	0.4	(0.1)

TOTAL Paid FTEs	505.5	475.3	457.5	468.0	(37.5)	10.43	-	486.9	(18.6)
TOTAL WORKED FTEs	460.0	434.9	401.3	420.0	(40.0)	18.69	-	444.0	(16.0)

WORKED % Paid	91%	91%	88%	90%	-1%	0.02	-	91%	0.0
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CONTRACT FTES (Inc above)	16.0	9.7	9.9	12.2	(3.8)	2.29	-	14.5	(1.5)
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GROSS EMPLOYEE PAYROLL	1,581,515	1,475,935	1,555,742	1,449,753	(131,762)	-	105,988.75	40,091,470	
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Average Employee Hourly Rate	\$39.11	\$38.81	\$42.50	\$38.73	(\$0.38)	-	3.78	#DIV/0!	#DIV/0!
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Benchmark Paid FTEs	6.63	8.24	8.69	8.21	1.58	-	0.48	8.38	1.75
per Adj. Occupied Bed (APD)									

		PPE	5/28/2017	6/11/2017	6/25/2017	Variance	LAST PAY PERIOD		YTD	from budget
		BUDGET				from Bud	Increase	Decrease		
<b>WORKED FTEs (Including Contract)</b>										
600	MEDICAL FLOOR	29.3	22.6	20.9	22.7	(6.5)	1.89	-	25.5	(3.8)
605	BEHAVIORAL HEALTH	7.1	6.1	3.9	6.2	(0.9)	2.25	-	6.9	(0.2)
610	OB FLOOR	4.8	5.6	4.8	4.8	0.0	-	0.03	5.2	0.5
611	NURSERY	6.0	6.9	5.7	6.1	0.0	0.38	-	6.0	(0.1)
612	LABOR & DELIVERY	5.6	6.3	4.9	5.8	0.2	0.95	-	5.5	(0.1)
620	ICU	14.4	14.1	12.2	11.6	(2.8)	-	0.62	14.1	(0.3)
630	OR	12.2	14.9	10.1	11.3	(0.9)	1.19	-	12.7	0.4
631	SAME DAY SURGERY	7.9	6.4	5.5	6.1	(1.8)	0.62	-	7.6	(0.3)
633	RECOVERY	1.8	2.7	2.4	2.9	1.0	0.44	-	2.6	0.8
634	CENTRAL STERILE	3.1	3.0	2.7	2.7	(0.4)	-	0.04	3.6	0.5
640	DIALYSIS	4.6	3.4	4.0	5.0	0.5	1.08	-	3.7	(0.8)
650	ER	25.8	22.5	21.9	21.0	(4.9)	-	0.94	23.7	(2.1)
651	TRAUMA	1.5	1.3	1.3	0.9	(0.6)	-	0.39	1.5	(0.1)
652	SANE	0.9	0.5	1.0	0.8	(0.1)	-	0.24	1.0	0.1
660	RADIATION ONC	6.8	6.7	4.7	5.9	(0.9)	1.21	-	6.1	(0.7)
661	MEDICAL ONC	5.0	3.5	4.7	4.8	(0.2)	0.12	-	4.5	(0.5)
700	LABORATORY	26.9	26.7	26.7	27.2	0.3	0.50	-	26.8	(0.2)
701	HISTOLOGY	2.7	0.8	0.8	1.2	(1.6)	0.41	-	0.8	(1.9)
702	BLOOD BANK	0.9	0.9	1.0	1.1	0.2	0.07	-	1.1	0.2
710	RADIOLOGY	8.8	8.3	7.2	8.2	(0.5)	1.03	-	8.5	(0.3)
711	MAMMOGRAPY	1.8	1.2	1.1	1.1	(0.7)	0.01	-	1.5	(0.3)
712	ULTRASOUND	3.8	5.7	3.6	3.7	(0.1)	0.09	-	4.2	0.5
713	NUC MED	1.7	1.9	1.1	1.8	0.1	0.71	-	1.7	(0.0)
714	CAT SCAN	3.5	4.5	4.6	4.6	1.1	-	-	4.5	1.0
715	MRI	1.2	1.1	0.9	0.9	(0.3)	0.07	-	1.2	(0.0)
716	PET SCAN	0.1	-	0.2	-	(0.1)	-	0.19	0.1	(0.0)
720	RESPIRATORY	6.5	5.4	5.6	4.9	(1.6)	-	0.70	5.9	(0.6)
721	SLEEP LAB	0.9	1.5	1.3	1.4	0.5	0.12	-	1.3	0.4
722	CARDIO	1.7	2.3	2.3	2.8	1.0	0.46	-	2.1	0.3
723	CARDIAC REHAB	2.7	1.9	1.8	2.6	(0.2)	0.78	-	2.5	(0.3)
730	PHYSICAL THERAPY	5.1	5.1	4.1	3.8	(1.2)	-	0.24	4.5	(0.6)
780	PATIENT ED	2.4	2.3	2.2	2.5	0.1	0.32	-	2.4	0.0
781	SOCIAL SERVICES	0.9	1.0	1.0	1.0	0.0	-	0.05	1.0	0.0
782	QUALITY & ACCREDIT	3.6	3.4	3.9	4.4	0.7	0.50	-	3.6	0.0
783	INFECTION CONTROL	0.9	0.9	-	-	(0.9)	-	-	0.8	(0.1)
784	COMPLIANCE	1.8	1.9	1.6	1.4	(0.4)	-	0.14	1.8	(0.1)
785	EMPLOYEE HEALTH	0.9	-	-	-	(0.9)	-	-	0.5	(0.5)
786	NURSING INFORMATICS	2.7	2.1	2.6	3.0	0.2	0.40	-	2.6	(0.2)
790	HEALTH INFORMATION	11.1	11.1	9.8	10.6	(0.5)	0.82	-	11.1	(0.0)
791	CASE MANAGEMENT	3.5	4.2	3.5	4.2	0.7	0.70	-	3.6	0.1
792	CARE TRANSITION	1.0	0.3	-	-	(1.0)	-	-	0.8	(0.2)
800	MAINTENANCE	10.9	10.6	9.1	8.9	(2.0)	-	0.22	11.0	0.0
801	HOUSEKEEPING	20.5	20.8	19.7	21.8	1.3	2.07	-	21.1	0.6
802	LAUNDRY	5.9	5.1	5.1	5.2	(0.8)	0.10	-	6.3	0.4
803	BIO MED	1.8	1.0	0.9	0.9	(0.9)	-	0.03	1.7	(0.1)
810	SECURITY	7.3	6.1	7.7	7.4	0.1	-	0.23	6.8	(0.4)
820	SPECIAL PROJECTS	-	-	-	-	-	-	-	0.0	0.0
850	PURCHASING	3.6	2.7	3.3	4.4	0.8	1.12	-	3.8	0.2
855	CENTRAL SUPPLY	2.7	2.8	2.7	2.6	(0.2)	-	0.10	2.6	(0.1)
870	DIETARY	16.1	15.2	15.9	15.0	(1.1)	-	0.92	15.4	(0.6)
871	DIETICIANS	1.4	1.0	1.5	1.4	0.0	-	0.11	1.4	0.0
900	ADMINISTRATION	7.7	4.9	4.4	4.3	(3.4)	-	0.10	6.7	(1.1)
901	COMM SVC	0.9	-	-	1.0	0.1	1.00	-	0.8	(0.1)
902	MED STAFF SVC	1.8	1.9	1.5	2.0	0.2	0.54	-	1.8	(0.0)
903	MHSC FOUNDATION	1.6	1.4	1.2	1.4	(0.2)	0.19	-	1.2	(0.3)
904	VOLUNTEER SRV	0.9	1.0	0.9	1.0	0.1	0.10	-	0.9	0.0
905	NURSING ADMIN	4.8	5.3	5.5	5.8	1.1	0.38	-	5.1	0.4
907	PHYSICIAN RECRUIT	0.9	0.9	0.3	1.0	0.1	0.70	-	0.9	(0.0)
910	INFORMATION SYSTEMS	6.4	7.9	7.1	7.6	1.2	0.49	-	6.6	0.2
920	HUMAN RESOURCES	4.1	4.7	4.2	4.6	0.5	0.34	-	4.2	0.1
930	FISCAL SERVICES	4.6	4.4	4.4	4.7	0.2	0.38	-	4.4	(0.1)
940	BUSINESS OFFICE	12.7	13.2	12.8	12.8	0.1	0.04	-	11.9	(0.8)
941	ADMITTING	12.6	13.4	12.7	13.5	0.9	0.81	-	13.4	0.8
942	COMMUNICATION	2.6	2.9	2.8	2.8	0.2	-	0.01	2.7	0.1
943	CENTRAL SCHEDULING	3.6	3.4	3.3	3.8	0.2	0.54	-	3.4	(0.3)
949	DENKER	2.7	3.0	2.7	2.9	0.2	0.19	-	2.6	(0.2)
950	OLIVER	4.8	2.8	2.7	2.7	(2.1)	-	0.03	3.6	(1.3)

	PPE	5/28/2017	6/11/2017	6/25/2017	Variance	LAST PAY PERIOD		YTD	from budget
BUDGET					from Bud	Increase	Decrease		
951 JOHNSON	4.1	4.6	4.4	3.9	(0.2)	-	0.53	4.9	0.8
954 WHEELER	0.9	2.0	1.9	1.8	0.9	-	0.08	1.1	0.2
955 CHOU	0.9	1.0	0.9	1.0	0.1	0.10	-	0.8	(0.1)
956 KATTAN	0.9	2.7	2.7	2.7	1.8	0.06	-	1.2	0.3
958 VERONESE	0.9	1.0	0.6	0.5	(0.4)	-	0.13	0.9	(0.0)
959 GREWAL	0.9	1.0	1.9	2.0	1.1	0.13	-	1.1	0.1
960 SANDERS	0.9	2.2	1.9	1.6	0.7	-	0.28	1.0	0.1
961 DANSIE	0.9	2.1	1.9	1.9	1.0	0.03	-	1.0	0.1
962 BOWERS	0.9	1.7	1.5	1.3	0.4	-	0.13	1.0	0.1
963 LONG	0.9	1.8	1.7	1.7	0.8	-	0.02	0.9	(0.0)
964 JAKE JOHNSON	0.9	1.0	0.9	1.0	0.1	0.13	-	0.9	0.0
965 DOLCE	0.9	1.0	0.9	1.0	0.1	0.13	-	0.9	(0.1)
966 OCC MED	0.9	3.3	4.1	2.3	1.4	-	1.79	1.7	0.8
967 CHERNYAK	1.8	1.2	-	-	(1.8)	-	-	1.6	(0.2)
968 GILMARTIN	0.9	1.5	1.1	1.5	0.6	0.38	-	0.9	(0.0)
969 PAWAR	0.9	2.0	1.6	2.0	1.1	0.39	-	1.1	0.2
970 CROFTS	0.9	0.9	0.9	1.0	0.1	0.10	-	0.9	(0.0)
971 WAMSUTTER CLINIC	0.9	1.4	1.4	1.5	0.6	0.11	-	1.6	0.7
972 FARSON CLINIC	-	-	-	-	-	-	-	0.0	0.0
973 LAURIDSEN	0.9	0.9	0.9	0.9	(0.0)	-	-	0.7	(0.2)
974 SMG ADMIN/BILLING	43.7	18.6	17.2	18.9	(24.8)	1.77	-	35.7	(7.9)
975 NEUPANE	0.9	1.1	1.6	2.0	1.1	0.41	-	0.9	0.0
976 LEHMAN	-	0.8	0.7	0.7	0.7	-	-	0.4	0.4
978 HOSPITALIST	3.8	5.3	5.3	5.2	1.4	-	0.05	0.4	(3.4)
980 PA WILK	0.9	-	-	-	(0.9)	-	-	4.2	3.3
981 CROFT	0.9	1.0	0.4	0.7	(0.2)	0.30	-	0.8	(0.2)
983 MACK	0.9	0.5	0.9	1.0	0.1	0.10	-	0.9	(0.0)
984 FRANKS	0.9	1.0	0.9	0.7	(0.2)	-	0.20	0.9	(0.0)
985 NELSON	0.9	1.0	0.9	1.2	0.3	0.30	-	0.9	(0.0)
986 BONGIORNO	0.9	1.0	0.9	1.0	0.1	0.10	-	0.9	(0.0)
988 CURRY	0.9	3.4	3.1	3.2	2.3	0.13	-	0.9	0.0
989 SHAMO	0.9	2.9	2.7	1.5	0.6	-	1.15	1.2	0.3
990 GOWANS	0.9	-	-	-	(0.9)	-	-	1.6	0.7
991 JAMIAS	0.9	1.0	0.9	0.5	(0.4)	-	0.40	0.6	(0.3)
992 ASPER	0.9	1.0	0.6	0.5	(0.4)	-	0.10	0.9	(0.0)
993 LIU	0.9	2.0	1.8	1.1	0.2	-	0.68	0.9	(0.0)
994 DUCK	0.9	1.5	0.5	-	(0.9)	-	0.47	1.0	0.1
995 A. BROWN	0.9	2.1	1.9	1.4	0.5	-	0.51	0.7	(0.2)
996 SARETTE	0.4	0.4	0.5	0.3	(0.1)	-	0.20	1.0	0.6

TOTAL WORKED FTES	460.0	434.9	401.3	420.0	(40.02)	18.69	-	444.0	(16.0)
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CNTRCT FTES (Inc above)	16.0	9.7	9.9	12.2	(3.83)	2.29	-	14.5	(1.5)
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#### OVERTIME HOURS

				Current PR			YTD Hours	
				OT Dollars				
600 MEDICAL FLOOR	6.0	12.3	-	-	-	12.25	209.6	
605 BEHAVIORAL HEALTH	17.5	-	5.8	126.96	5.75	-	682.0	
610 OB FLOOR	0.5	-	-	-	-	-	140.8	
611 NURSERY	-	-	-	-	-	-	48.8	
612 LABOR & DELIVERY	-	-	-	-	-	-	49.3	
620 ICU	46.3	17.8	20.0	842.80	2.25	-	343.5	
630 OR	4.0	-	1.0	19.25	1.00	-	367.8	
631 SAME DAY SURGERY	15.5	1.5	1.3	51.89	-	0.25	217.0	
633 RECOVERY	-	-	-	-	-	-	-	
634 CENTRAL STERILE	5.5	8.0	5.3	112.89	-	2.75	268.3	
640 DIALYSIS	-	-	5.5	327.28	5.50	-	73.8	
650 ER	16.0	5.0	5.5	216.95	0.50	-	413.3	
651 TRAUMA	1.0	2.5	-	-	-	2.50	55.3	
652 SANE	-	3.5	-	-	-	3.50	34.8	
660 RADIATION ONC	9.3	3.8	2.3	178.61	-	1.50	198.0	
661 MEDICAL ONC	-	-	-	-	-	-	25.0	
700 LABORATORY	18.3	36.3	34.8	1,111.17	-	1.50	1,129.0	
701 HISTOLOGY	-	0.5	-	-	-	0.50	7.3	
702 BLOOD BANK	-	0.8	3.0	148.14	2.25	-	31.5	
710 RADIOLOGY	5.8	1.3	3.3	139.09	2.00	-	94.8	
711 MAMMOGRAPHY	-	-	-	-	-	-	6.5	
712 ULTRASOUND	-	-	4.5	275.83	4.50	-	60.8	
713 NUC MED	0.3	-	-	-	-	-	8.5	

	PPE	5/28/2017	6/11/2017	6/25/2017	Variance	LAST PAY PERIOD		YTD	from budget
	BUDGET				from Bud	Increase	Decrease		
714	CAT SCAN	0.3	0.5	1.0	33.72	0.50	-	36.0	
715	MRI	-	-	0.5	26.43	0.50	-	17.5	
716	PET SCAN	-	0.5	-	-	-	0.50	0.5	
720	RESPIRATORY	-	11.8	-	-	-	11.75	126.0	
721	SLEEP LAB	20.0	7.0	-	-	-	7.00	141.8	
722	CARDIO	-	-	4.3	213.27	4.25	-	19.5	
723	CARDIAC REHAB	2.0	-	-	-	-	-	5.5	
730	PHYSICAL THERAPY	-	-	-	-	-	-	1.3	
780	PATIENT ED	0.5	-	-	-	-	-	15.8	
781	SOCIAL SERVICES	-	-	-	-	-	-	0.3	
782	QUALITY & ACCREDIT	-	-	0.8	36.74	0.75	-	8.3	
783	INFECTION CONTROL	-	-	-	-	-	-	-	
784	COMPLIANCE	-	-	-	-	-	-	3.5	
785	EMPLOYEE HEALTH	-	-	-	-	-	-	30.3	
786	NURSING INFORMATICS	-	-	-	-	-	-	-	
790	HEALTH INFORMATION	-	-	-	-	-	-	2.0	
791	CASE MANAGEMENT	7.5	2.8	11.5	552.57	8.75	-	148.5	
792	CARE TRANSITION	-	-	-	-	-	-	1.3	
800	MAINTENANCE	6.8	-	3.3	132.97	3.25	-	390.0	
801	HOUSEKEEPING	41.3	38.3	52.8	955.28	14.50	-	933.0	
802	LAUNDRY	11.8	13.0	8.8	149.74	-	4.25	380.8	
803	BIO MED	-	-	-	-	-	-	13.8	
810	SECURITY	20.5	7.5	3.8	108.60	-	3.75	368.5	
820	SPECIAL PROJECTS	-	-	-	-	-	-	-	
850	PURCHASING	-	-	0.5	13.04	0.50	-	155.5	
855	CENTRAL SUPPLY	-	-	-	-	-	-	10.5	
870	DIETARY	36.8	36.5	54.0	1,048.67	17.50	-	1,161.3	
871	DIETICIANS	-	-	-	-	-	-	-	
900	ADMINISTRATION	-	-	-	-	-	-	1.5	
901	COMM SVC	-	-	-	-	-	-	-	
902	MED STAFF SVC	-	-	-	-	-	-	0.3	
903	MHSC FOUNDATION	-	-	-	-	-	-	-	
904	VOLUNTEER SRV	-	-	-	-	-	-	-	
905	NURSING ADMIN	18.8	4.3	3.3	186.84	-	1.00	222.5	
907	PHYSICIAN RECRUIT	-	-	-	-	-	-	-	
910	INFORMATION SYSTEMS	-	-	-	-	-	-	20.5	
920	HUMAN RESOURCES	-	-	-	-	-	-	-	
930	FISCAL SERVICES	-	-	-	-	-	-	2.3	
940	BUSINESS OFFICE	1.3	3.5	2.5	57.58	-	1.00	210.3	
941	ADMITTING	84.0	86.8	90.3	2,186.22	3.50	-	2,691.3	
942	COMMUNICATION	-	-	2.5	46.28	2.50	-	141.0	
943	CENTRAL SCHEDULING	1.0	0.3	0.8	19.79	0.50	-	53.0	
949	DENKER	0.5	0.6	1.1	27.54	0.46	-	36.6	
950	OLIVER	1.0	0.5	0.6	12.63	0.08	-	49.8	
951	JOHNSON	0.5	0.6	0.6	12.84	-	0.04	48.9	
954	WHEELER	-	0.8	-	-	-	0.75	0.8	
955	CHOU	-	-	-	-	-	-	-	
956	KATTAN	0.3	1.8	2.8	56.49	1.00	-	6.3	
958	VERONESE	-	-	-	-	-	-	-	
959	GREWAL	-	1.0	1.3	56.35	0.25	-	2.5	
960	SANDERS	12.8	-	-	-	-	-	26.8	
961	DANSIE	3.4	0.5	3.8	203.36	3.25	-	9.2	
962	BOWERS	3.0	1.3	4.0	93.68	2.75	-	9.3	
963	LONG	1.0	0.3	-	-	-	0.25	1.6	
964	JAKE JOHNSON	-	-	-	-	-	-	-	
965	DOLCE	1.0	0.3	-	-	-	0.25	1.6	
966	OCC MED	6.5	11.3	29.0	1,361.47	17.75	-	140.3	
967	CHERNYAK	-	-	-	-	-	-	-	
968	GILMARTIN	2.8	1.8	2.4	111.18	0.62	-	8.6	
969	PAWAR	0.5	-	-	-	-	-	0.5	
970	CROFTS	-	-	-	-	-	-	-	
971	WAMSUTTER CLINIC	-	-	-	-	-	-	28.8	
972	FARSON CLINIC	-	-	-	-	-	-	-	
973	LAURIDSEN	-	-	-	-	-	-	-	
974	SMG ADMIN/BILLING	21.3	21.8	51.5	1,450.08	29.75	-	2,279.5	
975	NEUPANE	3.3	0.5	2.5	112.70	2.00	-	7.8	
976	PA LEHMAN	3.4	0.5	3.8	203.36	3.25	-	9.3	
978	HOSPITALIST	-	-	-	-	-	-	-	
980	PA WILK	-	-	-	-	-	-	-	
981	CROFT	-	-	-	-	-	-	-	

	PPE BUDGET	5/28/2017	6/11/2017	6/25/2017	Variance from Bud	LAST PAY PERIOD		YTD	from budget
						Increase	Decrease		
983 MACK		-	-	-	-	-	-	-	
984 FRANKS		-	-	-	-	-	-	-	
985 NELSON		-	-	-	-	-	-	-	
986 BONGIORNO		-	-	-	-	-	-	-	
988 CURRY		2.8	2.0	4.0	116.28	2.00	-	12.0	
989 SHAMO		2.8	0.3	-	-	-	0.25	22.8	
990 GOWANS		-	-	-	-	-	-	-	
991 JAMIAS		-	-	-	-	-	-	-	
992 ASPER		-	-	-	-	-	-	-	
993 LIU		0.5	-	0.3	12.19	0.25	-	0.8	
994 DUCK		0.5	-	0.3	12.19	0.25	-	0.8	
995 A. BROWN		2.8	1.8	2.4	111.65	0.63	-	8.6	
996 SARETTE		-	-	-	-	-	-	-	

TOTAL OT HOURS	468.3	352.8	442.3	13,273	89.50	-	14,491.33
TOTAL OT FTEs	5.9	4.4	5.5		1.12	-	7.0
OT % WORKED HOURS	1.4%	1.1%	1.4%		0.00	0.0%	

**Memorial Hospital of Sweetwater County  
County Voucher Summary  
as of month ending June 30, 2017**

<b>Vouchers Submitted by MHSC</b>		
July 2016	\$78,933.46	
July 2016	\$83,543.87	
November 2016 revised	\$389,263.10	
January 2017	\$268,559.76	
March 2017	\$69,800.54	
April 2017	\$2,309.39	
June 2017	\$7,589.88	
County Requested Total Vouchers Submitted/Pending as of June 30, 2017	\$900,000.00	
Total Vouchers Submitted FY 2017		\$900,000.00
Less: Total Approved by County and Received by MHSC FY 2017		\$900,000.00
Total Vouchers Pending Approval by County		<u>\$0.00</u>

<b>FY17 Title 25 Fund Budget from Sweetwater County</b>	<b>\$900,000.00</b>
Funds Received From Sweetwater County	<u>\$900,000.00</u>
FY17 Title 25 Fund Budget Remaining	\$0.00
Total Budgeted Vouchers Pending Submittal to County	<u>\$0.00</u>

<b>FY17 Maintenance Fund Budget from Sweetwater County</b>	<b>\$433,463.00</b>
County Maintenance FY17 - July	\$1,206.10
County Maintenance FY17 - August	\$964.22
County Maintenance FY17 - September	\$1,249.74
County Maintenance FY17 - October	\$31,853.68
County Maintenance FY17 - November	\$178,218.84
County Maintenance FY17 - December	\$6,836.18
County Maintenance FY17 - January	\$31,308.44
County Maintenance FY17 - February	\$4,882.07
County Maintenance FY17 - March	\$6,001.78
County Maintenance FY17 - April	\$7,244.95
County Maintenance FY17 - May	\$166,890.79
County Maintenance FY17 - June	\$3,723.07
	<u>\$440,379.86</u>
FY17 Maintenance Fund Budget Remaining	<u><b>(\$6,916.86)</b></u>

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

<b>FY 2017</b>		
	Barnes & Thornburg LLP	\$1,042.08
	Barry J. Walker	\$2,500.00
	Clerk of District Court	\$50.00
	Frantz Ward LLP	\$123,049.05
	Hirst Applegate, LLP	\$44,123.89
	Jamieson & Robinson, LLC	\$60,262.50
	Jimmy Scott Ellis	\$2,250.00
	Lemich Law Center	\$74,461.65
	Powers Mediaworks	\$5,000.00
	Phillips Law, LLC	\$96,845.01
	Hunkins Newton Law Firm	\$3,780.00
	Settlements	\$26,761.03
	Veritext Legal Services	\$170.00
	Vogel Law Firm	\$6,195.50
	Walter C. Noble, Md	\$1,250.00
	<b>Total FY 2017</b>	<b>\$447,740.71</b>



**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
CASH DISBURSEMENT SUMMARY FOR JUNE 2017**

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	840	6,586,796.98
CAPITAL EQUIPMENT (PLANT FUND)	3	10,212.86
CONSTRUCTION IN PROGRESS (BUILDING FUND)	1	111,603.67
PAYROLL JUNE 1, 2017	N/A	1,429,572.29
PAYROLL JUNE 15, 2017	N/A	1,508,584.30
PAYROLL JUNE 29, 2017	N/A	1,435,670.89
TOTAL CASH OUTFLOW		\$6,708,613.51
CASH COLLECTIONS		6,707,702.78
INCREASE/DECREASE IN CASH		\$ (910.73)

**CONSTRUCTION IN PROGRESS (BUILDING FUND) CASH DISBURSEMENTS  
FISCAL YEAR 2017**

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
000968	7/7/2016	PLAN ONE/ARCHITECTS	2,558.01	ED RECEPTION		
W/T	7/19/2016	WELLS FARGO	111,603.67	WF DEBT SERVICE		
000969	7/27/2016	STEALTH TECHNOLOGIES C.S. (RYAN BLAKE PE	108.00	ED RECEPTION		
000970	7/27/2016	SEPPIE TELECOMMUNICATIONS	1,220.58	TELEPHONE MAINTENANCE		
<b>JULY TOTALS</b>					115,490.26	115,490.26

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
000971	8/3/2016	ST+B ENGINEERING (SPACEK TIMBIE AND BLEV	2,275.00	DESIGN FEES-CAFETERIA		
000971	8/3/2016	ST+B ENGINEERING (SPACEK TIMBIE AND BLEV	9,508.50	DESIGN FEES-MRI REPLACEMENT		
000972	8/5/2016	CITY OF ROCK SPRINGS	2,640.00	PLAN REVIEW FEE		
000973	8/10/2016	PLAN ONE/ARCHITECTS	2,335.00	PINEDALE CLINIC		
000973	8/10/2016	PLAN ONE/ARCHITECTS	1,265.00	KITCHEN RENOVATIONS		
000973	8/10/2016	PLAN ONE/ARCHITECTS	740.00	DR SULENTICH SUITE		
000973	8/10/2016	PLAN ONE/ARCHITECTS	697.50	DIALYSIS MODIFICATIONS		
W/T	8/12/2016	WELLS FARGO	111,603.67	WF DEBT SERVICE		
000974	8/24/2016	ST+B ENGINEERING (SPACEK TIMBIE AND BLEV	3,371.00	MRI PROJECT		
<b>AUGUST TOTALS</b>					134,435.67	249,925.93

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
000975	9/1/2016	SEPPIE TELECOMMUNICATIONS	950.91	TELEPHONE MAINTENANCE-ER RECEPTION		
000976	9/7/2016	PLAN ONE/ARCHITECTS	14,896.00	PARKING LOT		
000976	9/7/2016	PLAN ONE/ARCHITECTS	1,120.00	ER RECEPTION		
000976	9/7/2016	PLAN ONE/ARCHITECTS	880.00	DR. SULENTICH SUITE		
W/T	9/12/2016	WELLS FARGO	111,603.67	WF DEBT SERVICE		
000977	9/15/2016	CACHE VALLEY ELECTRIC CO.	4,306.77	ER RECEPTION		
000978	9/15/2016	CITY OF ROCK SPRINGS	1,199.00	HELIPAD ADDITION		
000979	9/21/2016	INSULATION INC.	247.00	MRI PROJECT		
<b>SEPTEMBER TOTALS</b>					135,203.35	385,129.28

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
000980	10/12/2016	PLAN ONE/ARCHITECTS	2,345.31	ER RECEPTION		
000980	10/12/2016	PLAN ONE/ARCHITECTS	337.50	STEAM TUNNEL REPORT		
000981	10/12/2016	ST+B ENGINEERING (SPACEK TIMBIE AND BLEV	8,586.20	MRI PROJECT		
W/T	10/19/2016	WELLS FARGO	111,603.67	WF DEBT SERVICE		
000982	10/26/2016	CITY OF ROCK SPRINGS	866.00	HELIPAD PERMIT BALANCE		
<b>OCTOBER TOTALS</b>					123,738.68	508,867.96

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
000983	11/9/2016	PLAN ONE/ARCHITECTS	245.00	DR. SULENTICH SUITE		
000983	11/9/2016	PLAN ONE/ARCHITECTS	977.16	ER RECEPTION		
W/T	11/17/2016	WELLS FARGO	111,603.67	WF DEBT SERVICE		
<b>NOVEMBER TOTALS</b>					112,825.83	621,693.79

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
W/T	12/16/2016	WELLS FARGO	111,603.67	WF DEBT SERVICE		
<b>DECEMBER TOTALS</b>					111,603.67	733,297.46

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
000984	1/12/2017	PLAN ONE/ARCHITECTS	1068.38	ER RECEPTION		
000985	1/12/2017	ST+B ENGINEERING (SPACEK TIMBIE AND BLEV	3530	MRI REPLACEMENT PROJECT		
000986	1/17/2017	HEART MOUNTAIN CONSTRUCTION, LLC	6000	MRI REPLACEMENT PROJECT		
000987	1/18/2017	DISASTER PROFESSIONALS, LLC	35463.11	COLLEGE HILL RENOVATIONS		
W/T	1/18/2017	WELLS FARGO	111,603.67	WF DEBT SERVICE		
<b>JANUARY TOTALS</b>					157,665.16	890,962.62

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
W/T	2/16/2017	WELLS FARGO	111,603.67	WF DEBT SERVICE		
FEBRUARY TOTALS					111,603.67	1,002,566.29

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
W/T	3/20/2017	WELLS FARGO	111,603.67	WF DEBT SERVICE		
MARCH TOTALS					111,603.67	1,114,169.96

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
W/T	4/18/2017	WELLS FARGO	111,603.67	WF DEBT SERVICE		
APRIL TOTALS					111,603.67	1,225,773.63

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
W/T	5/17/2017	WELLS FARGO	111,603.67	WF DEBT SERVICE		
000988	5/17/2017	PLAN ONE/ARCHITECTS	\$484.65	ER RECEPTION		
MAY TOTALS					112,088.32	1,337,861.95

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
W/T	6/12/2017	WELLS FARGO	111,603.67	WF DEBT SERVICE		
JUNE TOTALS					111,603.67	1,449,465.62

**PLANT FUND CASH DISBURSEMENTS  
FISCAL YEAR 2017**

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002023	7/7/2016	PLAN ONE/ARCHITECTS	\$680.00	PARKING		
002024	7/7/2016	HOLBROOK SERVCO	\$47,650.00	BOILER LEAD LAG & OXYGEN TRIM		
002025	7/14/2016	COOPER SURGICAL	\$2,987.31	FILSHIE CLIP SYSTEM		
002026	7/14/2016	THE WASSERSTROM COMPANY	\$5,805.94	DOUBLE STACK OVEN		
002026	7/14/2016	THE WASSERSTROM COMPANY	\$4,000.53	GAS 10 BURNER COOKING RANGE		
EFT	7/14/2016	RS WINNELSON	\$356.80	DOUBLE STACK OVEN		
EFT	7/20/2016	STATE FIRE SPECIALTIES	\$623.79	DOUBLE STACK OVEN		
002027	7/27/2016	OLYMPUS AMERICA INC	\$15,453.00	ENDOSCOPIC CAUTERY		
<b>JULY TOTALS</b>					<b>77,557.37</b>	<b>77,557.37</b>

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002028	8/3/2016	BENNETT'S	\$4,973.00	EXIT DOOR TO PATIO		
002029	8/3/2016	DEVICOR MEDICAL PRODUCTS, INC	\$49,044.00	NEOPROBE GAMMA DETECTION SYSTEM		
002030	8/4/2016	CJS GRAFFIX'S	\$17,710.48	HOSPITAL SIGNAGE		
002032	8/10/2016	PLAN ONE/ARCHITECTS	\$2,400.00	PARKING LOT		
002033	8/10/2016	KARL STORZ ENDOSCOPY-AMERICA	\$26,168.06	MONOPOLAR UROLOGY SYSTEM W/ SCOPES		
002034	8/10/2016	SWEETWATER PLUMBING & HEATING	\$4,484.35	DRAIN CLEANING MACHINE		
002035	8/15/2016	COMMERCE BANK OF WYOMING	\$73,468.59	INVENTORY PURCHASE COLLEGE HILL		
002036	8/17/2016	JFC ENG ARCH & SURVEYORS	\$3,811.00	FIBER OPTIC LINE		
002037	8/17/2016	KARL STORZ ENDOSCOPY-AMERICA	\$1,882.01	MONOPOLAR UROLOGY SYSTEM W/ SCOPES		
002038	8/17/2016	STAPLES	\$43,842.94	OFFICE DESK SYSTEM		
002039	8/17/2016	STRYKER ENDOSCOPY	\$38,354.67	STRYKER OR LIGHTS - PHASE 1		
002040	8/17/2016	THE WASSERSTROM COMPANY	\$8,400.00	DINEX SMART THERM INDUCTION CHARGER		
002041	8/24/2016	DEVICOR MEDICAL PRODUCTS, INC	\$9,000.00	NEOPROBE GAMMA DETECTION SYSTEM		
002042	8/24/2016	GREEN RIVER ARTS COUNCIL COMM CHEST	\$37,045.00	ARTWORK		
002043	8/24/2016	MANDROS PAINTING, INC	\$26,185.00	WAREHOUSE FLOORS		
<b>AUGUST TOTALS</b>					<b>346,769.10</b>	<b>424,326.47</b>

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002044	9/1/2016	KARL STORZ ENDOSCOPY-AMERICA	\$777.69	MONOPOLAR UROLOGY SYSTEM W/ SCOPES		
002045	9/1/2016	SEPPIE TELECOMMUNICATIONS	\$491.07	TELEPHONE MAINTENANCE-BUSINESS OFFICE		
002046	9/7/2016	DELL COMPUTER CORPORATION	\$74,940.00	75 DELL DESKTOP WORKSTATIONS		
002047	9/15/2016	WILLIAM HART BRONZE	\$3,500.00	SCULPTURE FOR MOB		
002048	9/21/2016	AMAZON.COM CREDIT PLAN	\$768.70	PSYCH & ADDICTION MEDICINE EQUIPMENT		
002049	9/21/2016	FOLLETT CORPORATION	\$6,296.40	MEDICAL GRADE REFRIGERATOR (3)		
002050	9/21/2016	GLOBAL EQUIPMENT COMPANY	\$372.13	PSYCH & ADDICTION MEDICINE EQUIPMENT		
002051	9/21/2016	OWENS & MINOR 90005430	\$199.35	PSYCH & ADDICTION MEDICINE EQUIPMENT		
002052	9/21/2016	HOME DEPOT	\$695.76	PSYCH & ADDICTION MEDICINE EQUIPMENT		
002053	9/21/2016	KARL STORZ ENDOSCOPY-AMERICA	\$1,995.17	MONOPOLAR UROLOGY SYSTEM W/ SCOPES		
002054	9/28/2016	HOME DEPOT	\$72.84	COLLEGE HILL CLINIC REMODEL		
002055	9/28/2016	OWENS & MINOR 90005430	\$78.47	PSYCH & ADDICTION MEDICINE EQUIPMENT		
<b>SEPTEMBER TOTALS</b>					<b>90,187.58</b>	<b>514,514.05</b>

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002056	10/5/2016	FOLLETT CORPORATION	\$1,430.00	PSYCH & ADDICTION MEDICINE EQUIPMENT		
002057	10/5/2016	GRAINGER	\$470.46	PSYCH & ADDICTION MEDICINE EQUIPMENT		
002058	10/5/2016	R & D SWEEPING & ASPHALT MAINTENANCE, I	\$131,150.00	PARKING LOT		
002059	10/5/2016	STAPLES	\$2,324.48	PSYCH & ADDICTION MEDICINE EQUIPMENT		
142560	10/5/2016	OWENS & MINOR 90005430	\$185.75	PSYCH & ADDICTION MEDICINE EQUIPMENT		
002060	10/12/2016	PLAN ONE/ARCHITECTS	\$1,636.10	PARKING LOT		
002061	10/19/2016	BD DIAGNOSTICS	\$13,500.00	BLOOD CULTURE SYSTEM		
002062	10/19/2016	CAREFUSION 2200 INC	\$5,235.00	ALARIS PUMP MODULES		
002063	10/19/2016	OWENS & MINOR 90005430	\$2,311.44	PSYCH & ADDICTION MEDICINE EQUIPMENT		
002064	10/19/2016	STAPLES	\$1,509.98	PSYCH & ADDICTION MEDICINE EQUIPMENT		
002065	10/19/2016	BD DIAGNOSTICS	\$1,500.00	BLOOD CULTURE SYSTEM		
002066	10/26/2016	AMAZON.COM CREDIT PLAN	\$197.71	PSYCH & ADDICTION MEDICINE EQUIPMENT		
002067	10/26/2016	FAIRMONT SUPPLY COMPANY	\$934.53	OCCUPATIONAL MEDICINE EQUIPMENT		
002068	10/26/2016	FIRST CHOICE BUICK GMC	\$56,335.00	MAINTENANCE TRUCK		
002069	10/26/2016	STAPLES	\$1,162.87	PSYCH & ADDICTION MEDICINE EQUIPMENT		
EFTPS	10/26/2016	RS WINNELSON	\$22.14	COLLEGE HILL CLINIC REMODEL		
EFTPS	10/26/2016	RS WINNELSON	\$33.24	COLLEGE HILL REPAIRS		
<b>OCTOBER TOTALS</b>					<b>219,938.70</b>	<b>734,452.75</b>

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002070	11/3/2016	HOME DEPOT	\$15.65	COLLEGE HILL CLINIC REMODEL		
002071	11/3/2016	PLATT ELECTRIC SUPPLY	\$419.49	COLLEGE HILL CLINIC REMODEL		
002072	11/3/2016	ROCKY MOUNTAIN POWERSPORTS & AUTO	\$6,289.00	FLATBED TRAILER		
002073	11/3/2016	STAPLES	\$274.86	PSYCH & ADDICTION MEDICINE EQUIPMENT		
002074	11/3/2016	STRYKER ENDOSCOPY	\$4,800.00	STRYKER OR LIGHTS - PHASE I		
002075	11/9/2016	JFC ENG. ARCH & SURVEYORS	\$3,478.40	COLLEGE HILL CLINIC REMODEL		
002076	11/9/2016	NSPIRE HEALTH, INC	\$2,096.15	OCCUPATIONAL MEDICINE EQUIPMENT		
002077	11/9/2016	PLATT ELECTRIC SUPPLY	\$81.00	COLLEGE HILL CLINIC REMODEL		
002078	11/9/2016	WASATCH CONTROLS (HARRIS ACQUISITION II	\$10,679.85	RE-COMMISSIONING OF 5 HVAC UNITS MOB		
002079	11/10/2016	YESCO OUTDOOR MEDIA LLC	\$2,627.00	COLLEGE HILL SIGN		
002080	11/17/2016	MARKET LAB	\$809.00	OCCUPATIONAL MEDICINE EQUIPMENT		
002081	11/17/2016	NSPIRE HEALTH, INC	\$2,096.32	OCCUPATIONAL MEDICINE EQUIPMENT		
<b>NOVEMBER TOTALS</b>					33,666.72	768,119.47

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002082	12/1/2016	CAREFUSION 2200 INC	\$11,385.00	ALARIS PUMP MODULES		
002083	12/1/2016	COMPLETE CARPET CARE (MYSTIC SALES, INC	\$3,628.58	ICU FLOORING		
002084	12/1/2016	FISHER HEALTHCARE	\$804.41	OCCUPATIONAL MEDICINE EQUIPMENT		
002084	12/1/2016	FISHER HEALTHCARE	\$11,873.25	MIDAS III AUTOMATED SLIDE STAINER		
002085	12/1/2016	FOLLETT CORPORATION	\$1,640.86	OCCUPATIONAL MEDICINE EQUIPMENT		
002086	12/1/2016	GRAINGER	\$807.96	OCCUPATIONAL MEDICINE EQUIPMENT		
002086	12/1/2016	GRAINGER	\$875.29	COLLEGE HILL EQUIPMENT		
002087	12/1/2016	LIFELOC TECHNOLOGIES	\$3,603.00	OCCUPATIONAL MEDICINE EQUIPMENT		
002088	12/1/2016	OWENS & MINOR 90005430	\$482.95	COLLEGE HILL EQUIPMENT		
002088	12/1/2016	OWENS & MINOR 90005430	\$520.10	OCCUPATIONAL MEDICINE EQUIPMENT		
002089	12/1/2016	ROBERT I MERRILL COMPANY	\$1,052.00	COLLEGE HILL RENOVATIONS		
002090	12/1/2016	STAPLES	\$5,395.47	COLLEGE HILL, OCC MED & PSYCH EQUIP		
002090	12/1/2016	STAPLES	\$45.98	PSYCH & ADDICTION MEDICINE EQUIPMENT		
002090	12/1/2016	STAPLES	\$52.77	PSYCH EQUIPMENT		
002091	12/1/2016	TSI INCORPORATED	\$13,031.01	OCCUPATIONAL MEDICINE EQUIPMENT		
002091	12/7/2016	RS WINNELSON	\$1,431.05	COLLEGE HILL RENOVATIONS		
144235	12/21/2016	OWENS & MINOR 90005430	\$2,047.31	COLLEGE HILL EQUIPMENT		
144227	12/21/2016	KRONOS INCORPORATED	\$4,878.25	KRONOS UPGRADE		
<b>DECEMBER TOTALS</b>					63,555.24	831,674.71

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002092	1/5/2017	AMAZON.COM CREDIT PLAN	\$4,043.38	OCC MED AND COLLEGE HILL EQUIPMENT		
002093	1/5/2017	BLOEDORN LUMBER	\$212.88	COLLEGE HILL RENOVATIONS		
002094	1/5/2017	CDW GOVERNMENT LLC	\$25,794.02	INTERNET LOAD BALANCING DEVICE		
002095	1/5/2017	LIFELOC TECHNOLOGIES	\$42.21	OCCUPATIONAL MEDICINE EQUIPMENT		
002096	1/5/2017	WASATCH CONTROLS (HARRIS ACQUISITION II	\$17,799.75	RE-COMMISSIONING OF 5 HVAC UNITS MOB		
002097	1/5/2017	SURFACES, INC	\$1,944.00	COLLEGE HILL RENOVATIONS		
002098	1/5/2017	STAPLES	\$663.79	OCC MED AND COLLEGE HILL EQUIPMENT		
002099	1/5/2017	HELMER, INC	\$12,660.24	OCC MED AND COLLEGE HILL EQUIPMENT		
002100	1/5/2017	JFC ENG. ARCH & SURVEYORS	\$1,826.00	COLLEGE HILL RENOVATIONS		
002101	1/5/2017	MARKET LAB, INC	\$1,142.00	OCC MED AND COLLEGE HILL EQUIPMENT		
002102	1/12/2017	STAPLES	\$26,546.08	OFFICE/NURSING STATION CHAIRS FOR NURSING UNITS (71)		
002103	1/12/2017	STRYKER ENDOSCOPY	\$17,734.48	SMALL JOINT SCOPE AND EQUIPMENT		
002104	1/18/2017	DELL COMPUTER CORPORATION	\$34,972.00	DESKTOP COMPUTERS FOR COLLEGE HILL (35)		
002105	1/18/2017	VENTURE TECHNOLOGIES (ISC, INC)	\$17,662.40	VOIP PHONES FOR COLLEGE HILL (32)		
002106	1/18/2017	KRONOS INCORPORATED	\$3,176.25	KRONOS UPGRADE		
002107	1/18/2017	WASATCH CONTROLS (HARRIS ACQUISITION II	\$21,359.70	RE-COMMISSIONING OF 5 HVAC UNITS MOB		
002108	1/18/2017	WESTERN OPHTHALMICS CORPORATION	\$354.28	OCC MED EQUIPMENT		
EFTPS	1/18/2017	ROCK SPRINGS WINNELSON	\$131.71	COLLEGE HILL RENOVATIONS		
<b>JANUARY TOTALS</b>					188,065.17	1,019,739.88

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002109	2/9/2017	CACHE VALLEY ELECTRIC CO	\$12,800.00	FIBER CONDUIT COLLEGE HILL		
002110	2/9/2017	VENTURE TECHNOLOGIES	\$1,057.35	VOIP PHONES FOR COLLEGE HILL		
002111	2/9/2017	OWENS & MINOR	\$6,838.02	OCC MED AND COLLEGE HILL EQUIPMENT		
002112	2/9/2017	WESTERN OPHTHALMICS CORP	\$25,368.00	OCC MED AND COLLEGE HILL EQUIPMENT		
EFTPS	2/10/2017	LABSCO	\$152,026.20	SYSMEX HEMATOLOGY ANALYZER		
002113	2/16/2017	KRONOS INCORPORATED	\$1,320.00	KRONOS UPGRADE		
002114	2/16/2017	WASATCH CONTROLS (HARRIS ACQUISITION II	\$4,695.00	DUCT HUMIDITY SENSORS (6)		
002114	2/16/2017	WASATCH CONTROLS (HARRIS ACQUISITION II	\$7,119.90	RE-COMMISSIONING OF 5 HVAC UNITS MOB		
<b>FEBRUARY TOTALS</b>					211,224.47	1,230,964.35

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002115	3/1/2017	GE MEDICAL SYSTEMS INFO TECH	\$45,430.50	STRESS MACHINE, TREADMILL, ECG MACHINE		
EFTPS	3/1/2017	NCE, INC.	\$13,895.00	HISTOLOGY EMBEDDING CENTER		
002116	3/9/2017	STRYKER ENDOSCOPY	\$36,574.86	STRYKER OR LIGHTS - PHASE I		
002117	3/15/2017	CACHE VALLEY ELECTRIC CO.	\$75,252.00	COLLEGE HILL RENOVATIONS		
<b>MARCH TOTALS</b>					171,152.36	1,402,116.71

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002118	4/6/2017	CACHE VALLEY ELECTRIC CO.	\$49,954.00	COLLEGE HILL CONDUIT		
002119	4/6/2017	CDW GOVERNMENT LLC	\$2,612.94	MOBILE SCAN GUNS FOR MATERIALS AND OR (10)		
002120	4/6/2017	FLOORING PROFESSIONALS INC	\$13,471.44	COLLEGE HILL FLOORING		
002121	4/6/2017	KRONOS INCORPORATED	\$3,877.50	KRONOS UPGRADE		
002121	4/6/2017	KRONOS INCORPORATED	\$825.00	KRONOS SCHEDULER		
002122	4/6/2017	RED SKY SOLUTIONS, LLC	\$11,361.50	COLLEGE HILL NETWORK SWITCHES, WIRELESS ACCESS		
002123	4/6/2017	WASATCH CONTROLS (HARRIS ACQUISITION II)	\$15,030.90	RE-COMMISSIONING OF 5 HVAC UNITS MOB		
002124	4/13/2017	CARDINAL HEALTH/V.MUELLER	\$4,131.93	ROTOFIX 3A MULTI FUNCTION CENTRIFUGE		
002125	4/13/2017	CDW GOVERNMENT LLC	\$6,256.84	BATTERY BACKUP UPS FOR 3000 COLLEGE HILL BUILDING		
002125	4/13/2017	CDW GOVERNMENT LLC	\$11,192.00	MOBILE SCAN GUNS FOR MATERIALS AND OR (10)		
002126	4/13/2017	RED SKY SOLUTIONS, LLC	\$18,190.00	COLLEGE HILL NETWORK SWITCHES, WIRELESS ACCESS		
002127	4/20/2017	YESCO OUTDOOR MEDIA LLC	\$2,627.00	COLLEGE HILL SIGN		
002129	4/26/2017	KRONOS INCORPORATED	\$2,392.50	KRONOS UPGRADE		
002129	4/26/2017	KRONOS INCORPORATED	\$618.75	KRONOS SCHEDULER		
002130	4/26/2017	QUADRAMED CORPORATION	\$18,450.00	ECQM/QCPR INTERFACE		
APRIL TOTALS					160,992.30	1,563,109.01

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002131	5/4/2017	MED ONE CAPITAL FUNDING LLC	\$12,280.00	ALARIS PUMPS-FOUNDATION		
002132	5/4/2017	FOLLETT CORPORATION	\$5,964.20	MEDICAL GRADE REFRIGERATOR (3)		
002133	5/17/2017	KRONOS INCORPORATED	\$247.50	KRONOS UPGRADE		
002133	5/17/2017	KRONOS INCORPORATED	\$1,897.50	KRONOS SCHEDULER		
MAY TOTALS					20,389.20	1,583,498.21

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002134	6/8/2017	SOUTHWESTERN BIOMEDICAL ELECT.	\$4,675.00	SPACELABS QUBE MONITOR		
002135	6/14/2017	CDW GOVERNMENT LLC	\$1,495.36	MOBILE SCAN GUNS FOR MATERIALS AND OR (10)		
002136	6/21/2017	KRONOS INCORPORATED	\$4,042.50	KRONOS SCHEDULER		
JUNE TOTALS					10,212.86	1,593,711.07

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
6/30/17

Amount	Description
313,863.17	<b>ABG Retirement Total</b>
20,524.08	<b>Advertising Total</b>
6,354.90	<b>Billing Services Total</b>
25,649.38	<b>Blood Bank Services Total</b>
29,600.00	<b>Building Lease Total</b>
2,139.20	<b>Cellular Telephone Total</b>
42,611.24	<b>Collection Agency Total</b>
7,405.47	<b>Computer Equipment Total</b>
27,715.48	<b>Consulting Fees Total</b>
389,623.03	<b>Contract Maintenance Total</b>
140,972.49	<b>Contract Personnel Total</b>
329.66	<b>Courier Services Total</b>
13,907.03	<b>Credit Card Payment Total</b>
28,109.39	<b>Dental Insurance Total</b>
137.62	<b>Dental Supplies Total</b>
3,571.13	<b>Dialysis Supplies Total</b>
9,998.18	<b>Disability Insurance Total</b>
6,094.00	<b>Drugs Other Cardinal Total</b>
1,818.00	<b>Education &amp; Travel Total</b>
319.89	<b>Education Material Total</b>
11,743.50	<b>Employee Recruitment Total</b>
5,826.26	<b>Employee Vision Plan Total</b>
113,461.96	<b>Equipment Lease Total</b>
41,391.94	<b>Food Total</b>
12,748.35	<b>Freight Total</b>
591.12	<b>Fuel Total</b>
561,092.31	<b>Group Health Total</b>
240,198.06	<b>Hospital Supplies Total</b>
35,067.70	<b>Insurance Refund Total</b>
10.00	<b>Internet Services Total</b>
48,231.52	<b>Laboratory Services Total</b>
95,168.75	<b>Laboratory Supplies Total</b>
3,753.12	<b>Laundry Supplies Total</b>
95,549.10	<b>Legal Fees Total</b>
425.00	<b>Licenses &amp; Taxes Total</b>
3,616.68	<b>Linen Total</b>
25,454.32	<b>Locum Tenens Total</b>
25,055.05	<b>Maintenance &amp; Repair Total</b>
9,203.67	<b>Maintenance Supplies Total</b>
73.00	<b>Marketing &amp; Promotional Supplies Total</b>



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1,000.00	<b>Membership Fee Total</b>
2,038.14	<b>MHSC Foundation Total</b>
462.00	<b>Monthly Pest Control Total</b>
4,586.87	<b>Non Medical Supplies Total</b>
10,513.25	<b>Office Supplies Total</b>
15,902.99	<b>Other Employee Benefits Total</b>
251.00	<b>Other Purchased Services Total</b>
8,890.71	<b>Oxygen Rental Total</b>
20,697.08	<b>Patient Refund Total</b>
981.77	<b>Payroll Deduction Total</b>
4,293.20	<b>Payroll Garnishment Total</b>
2,949,421.53	<b>Payroll Transfer Total</b>
243.10	<b>Petty Cash Total</b>
597,695.38	<b>Pharmacy Management Total</b>
11,002.80	<b>Physician Recruitment Total</b>
172,718.98	<b>Physician Services Total</b>
64,193.72	<b>Physician Student Loan Total</b>
62,796.86	<b>Professional Service Total</b>
35,000.00	<b>Quarterly Non Compete Total</b>
8,876.05	<b>Quarterly Tax Total</b>
419.79	<b>Radiology Film Total</b>
24,378.94	<b>Radiology Material Total</b>
11,239.29	<b>Reimbursement - CME Total</b>
9,912.08	<b>Reimbursement - Education &amp; Travel Total</b>
85.86	<b>Reimbursement - Payroll Deduction Total</b>
16,592.83	<b>Reimbursement - Physician Student Loan T</b>
720.38	<b>Reimbursement - Supplies Total</b>
2,497.43	<b>Reimbursement - Tuition Total</b>
165.00	<b>Reimbursement - Uniforms Total</b>
546.00	<b>Relay for Life Total</b>
1,227.30	<b>Sales Tax Payment Total</b>
5,000.00	<b>Scholarship Total</b>
3,704.88	<b>Scrub Sale deductions Total</b>
12,500.00	<b>Sponsorship Total</b>
814.84	<b>Surgery Equipment Total</b>
45,324.64	<b>Surgery Supplies Total</b>
1,900.46	<b>Transcription Services Total</b>
2,336.03	<b>Translation Services Total</b>
45.00	<b>Uniforms Total</b>
72,390.06	<b>Utilities Total</b>
2,283.99	<b>Waste Disposal Total</b>
1,742.00	<b>Window Cleaning Total</b>
6,586,796.98	<b>Grand Total</b>

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Check #	Date	Vendor Check Name	Amount	Description
W/T	6/14/2017	ABG 052817	160,096.83	ABG Retirement
W/T	6/26/2017	ABG PPE 061117	153,766.34	ABG Retirement
147407	6/1/2017	ALL-AMERICAN PUBLISHING, LLC	588.00	Advertising
147516	6/1/2017	YESCO OUTDOOR MEDIA LLC	300.00	Advertising
147421	6/1/2017	BIG THICKET BROADCASTING	1,083.58	Advertising
147459	6/1/2017	LUMIN MEDICAL LLC	2,222.00	Advertising
147718	6/14/2017	RUMOR ADVERTISING	1,500.00	Advertising
147721	6/14/2017	SMARTLITE	250.00	Advertising
147734	6/14/2017	THE RADIO NETWORK	4,300.00	Advertising
147862	6/28/2017	ALERT MAGAZINE	550.00	Advertising
147876	6/28/2017	BIG THICKET BROADCASTING	1,030.25	Advertising
147966	6/28/2017	SWEETWATER NOW, LLC	750.00	Advertising
EFT000000002553	6/8/2017	IN10SITY INTERACTIVE, LLC	1,710.00	Advertising
EFT000000002562	6/8/2017	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
EFT000000002578	6/14/2017	IN10SITY INTERACTIVE, LLC	1,720.00	Advertising
EFT000000002532	6/1/2017	ROCK SPRINGS NEWSPAPER INC	896.25	Advertising
EFT000000002554	6/8/2017	LAMAR ADVERTISING	2,060.00	Advertising
EFT000000002561	6/8/2017	ROCK SPRINGS NEWSPAPER INC	44.00	Advertising
EFT000000002582	6/14/2017	LAMAR ADVERTISING	860.00	Advertising
EFT000000002612	6/21/2017	LAMAR ADVERTISING	380.00	Advertising
147412	6/1/2017	APEX ELECTRONIC DATA INTERCHANGE INC	70.28	Billing Services
147440	6/1/2017	EXPRESS MEDICAID BILLING SERV	1,572.74	Billing Services
147483	6/1/2017	RECONDO TECHNOLOGY, INC	4,250.00	Billing Services
147769	6/21/2017	APEX ELECTRONIC DATA INTERCHANGE INC	72.20	Billing Services
147788	6/21/2017	EXPRESS MEDICAID BILLING SERV	389.68	Billing Services
147508	6/1/2017	UNITED BLOOD SERVICES	13,184.77	Blood Bank Services
147737	6/14/2017	UNITED BLOOD SERVICES	7,091.33	Blood Bank Services
147975	6/28/2017	UNITED BLOOD SERVICES	5,373.28	Blood Bank Services
147893	6/28/2017	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
147899	6/28/2017	BIG SANDY CLINIC	2,200.00	Building Lease
147914	6/28/2017	HILLTOP PROPERTIES, LLC	23,900.00	Building Lease
147618	6/8/2017	VERIZON WIRELESS, LLC	2,139.20	Cellular Telephone
147600	6/8/2017	ROCKY MOUNTAIN SERVICE BUREAU	42,611.24	Collection Agency
147549	6/8/2017	CDW GOVERNMENT LLC	258.90	Computer Equipment
147648	6/14/2017	CDW GOVERNMENT LLC	7,146.57	Computer Equipment
147509	6/1/2017	UNIVERSITY OF UTAH HEALTH CARE	6,514.22	Consulting Fees
147509	6/1/2017	UNIVERSITY OF UTAH HEALTH CARE	3,208.00	Consulting Fees
147710	6/14/2017	QHR LEARNING INSTITUTE	190.26	Consulting Fees
EFT000000002622	6/28/2017	THE SHEALY GROUP	9,000.00	Consulting Fees
147674	6/14/2017	HOMEWOOD SUITES	5,789.00	Consulting Fees
147916	6/28/2017	HOMEWOOD SUITES	3,014.00	Consulting Fees
W/T	6/28/2017	BLOOMERANG FOUND	1,608.00	Contract Maintenance
W/T	6/27/2017	CARECLOUD 6/27/17	349.00	Contract Maintenance
W/T	6/5/2017	ZENITH 6/5/17	107.00	Contract Maintenance
147426	6/1/2017	CHANGE HEALTHCARE SOLUTIONS, LLC	7,084.22	Contract Maintenance
147428	6/1/2017	COLORADO DOCUMENT SECURITY	2,538.00	Contract Maintenance
147472	6/1/2017	OPTIMIS CORP	207.40	Contract Maintenance
147476	6/1/2017	PHILIPS HEALTHCARE	2,926.50	Contract Maintenance
147484	6/1/2017	REMI CORPORATION	3,717.36	Contract Maintenance
147503	6/1/2017	THOMSON REUTERS	700.09	Contract Maintenance
147504	6/1/2017	TRACTMANAGER INC	912.45	Contract Maintenance
147540	6/8/2017	BISCOM	9,601.00	Contract Maintenance
147594	6/8/2017	PHILIPS HEALTHCARE	288.68	Contract Maintenance
147685	6/14/2017	MCKESSON HEALTH SOLUTIONS	16,813.72	Contract Maintenance
147704	6/14/2017	PHILIPS HEALTHCARE	10,362.68	Contract Maintenance
147745	6/14/2017	ACCELLOS INC	107.85	Contract Maintenance
147763	6/15/2017	INDUSTRIAL SOLUTIONS, INC	4,436.00	Contract Maintenance
147799	6/21/2017	HEALTHCARE SOLUTIONS OF NC	1,024.00	Contract Maintenance

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147823	6/21/2017	PEAK 10, INC	8,445.00	Contract Maintenance
147824	6/21/2017	PHILIPS HEALTHCARE	477.61	Contract Maintenance
147847	6/21/2017	VARIAN MEDICAL SYSTEMS, INC	4,806.00	Contract Maintenance
147462	6/1/2017	MEDACIST	449.82	Contract Maintenance
147475	6/1/2017	PHILIPS MEDICAL SYSTEM N.A.CO	1,554.25	Contract Maintenance
147479	6/1/2017	POLICYSTAT LLC	382.00	Contract Maintenance
147526	6/1/2017	TRIBRIDGE HOLDINGS, LLC	12,705.00	Contract Maintenance
147658	6/14/2017	DELL FINANCIAL SERVICES	1,905.74	Contract Maintenance
147825	6/21/2017	PROVIDER ADVANTAGE NW INC	1,140.00	Contract Maintenance
147883	6/28/2017	CHANGE HEALTHCARE SOLUTIONS, LLC	4,648.01	Contract Maintenance
147887	6/28/2017	COLORADO DOCUMENT SECURITY	3,661.00	Contract Maintenance
147948	6/28/2017	OPTIMIS CORP	200.00	Contract Maintenance
147949	6/28/2017	OTIS ELEVATOR COMPANY	1,010.00	Contract Maintenance
147951	6/28/2017	PHILIPS HEALTHCARE	2,926.50	Contract Maintenance
147980	6/28/2017	WASATCH CONTROLS	5,778.00	Contract Maintenance
147950	6/28/2017	PHILIPS MEDICAL SYSTEM N.A.CO	1,554.25	Contract Maintenance
147959	6/28/2017	SOUTHWESTERN BIOMEDICAL ELECT.	700.00	Contract Maintenance
147805	6/21/2017	ISC, INC dba VENTURE TECHNOLOGIES	8,280.00	Contract Maintenance
147592	6/8/2017	ONESOURCE DOCUMENT MANAGEMENT SERVICES	1,995.00	Contract Maintenance
147826	6/21/2017	QUADRAMED	154,140.41	Contract Maintenance
EFT000000002523	6/1/2017	GE HEALTHCARE	26,842.49	Contract Maintenance
EFT000000002526	6/1/2017	INDUSTRIAL SOLUTIONS, INC	2,240.00	Contract Maintenance
EFT000000002538	6/1/2017	STATE FIRE DC SPECIALTIES	185.00	Contract Maintenance
EFT000000002539	6/1/2017	T-SYSTEM, INC	8,249.00	Contract Maintenance
EFT000000002571	6/14/2017	ARRENDALE ASSOCIATES, INC	1,200.00	Contract Maintenance
EFT000000002585	6/14/2017	MERGE HEALTHCARE SOLUTIONS, INC	67,137.75	Contract Maintenance
EFT000000002621	6/28/2017	SERVCO	4,226.25	Contract Maintenance
147415	6/1/2017	AVANT HEALTHCARE PROFESSIONALS, LLC	9,645.31	Contract Personnel
147445	6/1/2017	FOCUSONE SOLUTIONS LLC	11,950.23	Contract Personnel
147535	6/8/2017	AVANT HEALTHCARE PROFESSIONALS, LLC	11,236.69	Contract Personnel
147565	6/8/2017	FOCUSONE SOLUTIONS LLC	15,416.73	Contract Personnel
147638	6/14/2017	AVANT HEALTHCARE PROFESSIONALS, LLC	10,203.36	Contract Personnel
147666	6/14/2017	FOCUSONE SOLUTIONS LLC	17,678.69	Contract Personnel
147774	6/21/2017	AVANT HEALTHCARE PROFESSIONALS, LLC	10,783.26	Contract Personnel
147792	6/21/2017	FOCUSONE SOLUTIONS LLC	16,354.16	Contract Personnel
147872	6/28/2017	AVANT HEALTHCARE PROFESSIONALS, LLC	11,019.66	Contract Personnel
147907	6/28/2017	FOCUSONE SOLUTIONS LLC	26,684.40	Contract Personnel
147650	6/14/2017	CITY CAB	35.00	Courier Services
147609	6/8/2017	SUSAN K CROFUTT	294.66	Courier Services
W/T	6/28/2017	UMB BANK 6/28/17	13,907.03	Credit Card Payment
147659	6/14/2017	DELTA DENTAL	26,610.89	Dental Insurance
147894	6/28/2017	DELTA DENTAL	1,498.50	Dental Insurance
EFT000000002610	6/21/2017	HENRY SCHEIN INC	137.62	Dental Supplies
147446	6/1/2017	FRESENIUS USA MANUFACTURING	2,859.84	Dialysis Supplies
147793	6/21/2017	FRESENIUS USA MANUFACTURING	301.34	Dialysis Supplies
EFT000000002525	6/1/2017	HENRY SCHEIN INC	285.00	Dialysis Supplies
EFT000000002552	6/8/2017	HENRY SCHEIN INC	124.95	Dialysis Supplies
147447	6/1/2017	GARDNER & WHITE	9,998.18	Disability Insurance
147976	6/28/2017	UNIVERSITY OF UTAH - INTERNAL MEDICINE	6,094.00	Drugs Other Cardinal
147773	6/21/2017	ASHE	150.00	Education & Travel
147942	6/28/2017	NATIONAL FIRE PROTECTION ASSN	77.00	Education & Travel
147667	6/14/2017	FRED PRYOR SEMINARS	477.00	Education & Travel
147405	6/1/2017	ACADEMY OF NUTRITION AND DIETETICS	269.00	Education & Travel
147739	6/14/2017	UNIVERSITY OF UTAH DFPM/RMCOEH	695.00	Education & Travel
147845	6/21/2017	UW - ACES	150.00	Education & Travel
147469	6/1/2017	MY EDUCATIONAL RESOURCES	195.00	Education Material
147884	6/28/2017	CHILDBIRTH GRAPHICS	124.89	Education Material
147569	6/8/2017	HOLIDAY INN - ROCK SPRINGS	109.00	Employee Recruitment
147408	6/1/2017	ASN	4,500.00	Employee Recruitment

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147786	6/21/2017	COMPDATA SURVEYS / CONSULTING	749.00	Employee Recruitment
147864	6/28/2017	ASN	4,500.00	Employee Recruitment
147603	6/8/2017	STATE OF WYOMING	10.00	Employee Recruitment
147851	6/21/2017	WYOMING NURSES ASSOCIATION INC	250.00	Employee Recruitment
EFT000000002580	6/14/2017	INSIGHT INVESTIGATIONS, INC	1,205.50	Employee Recruitment
EFT000000002593	6/14/2017	SST TESTING +, INC.	420.00	Employee Recruitment
147744	6/14/2017	VISION SERVICE PLAN - WY	5,826.26	Employee Vision Plan
147511	6/1/2017	US BANK EQUIPMENT FINANCE	1,366.72	Equipment Lease
147564	6/8/2017	FIRST FINANCIAL CORPORATE LEASING, LLC	5,100.00	Equipment Lease
147665	6/14/2017	FIRST FINANCIAL CORPORATE LEASING, LLC	2,244.00	Equipment Lease
147675	6/14/2017	HP FINANCIAL SERVICES	295.11	Equipment Lease
147740	6/14/2017	US BANK EQUIPMENT FINANCE	523.65	Equipment Lease
147846	6/21/2017	US BANK EQUIPMENT FINANCE	306.33	Equipment Lease
147425	6/1/2017	CAREFUSION SOLUTIONS, LLC	20,077.00	Equipment Lease
147431	6/1/2017	COPIER & SUPPLY COMPANY	312.77	Equipment Lease
147489	6/1/2017	SIEMENS FINANCIAL SERVICES, INC	18,429.63	Equipment Lease
147527	6/2/2017	COPIER & SUPPLY COMPANY	11,429.58	Equipment Lease
147552	6/8/2017	CISCO SYSTEMS CAPITAL CORP	12,390.54	Equipment Lease
147566	6/8/2017	GE HEALTHCARE FINANCIAL SERVICES	9,580.00	Equipment Lease
147795	6/21/2017	GE HEALTHCARE FINANCIAL SERVICES	13,081.09	Equipment Lease
147890	6/28/2017	COPIER & SUPPLY COMPANY	13,730.06	Equipment Lease
147958	6/28/2017	SIEMENS FINANCIAL SERVICES, INC	524.73	Equipment Lease
EFT000000002595	6/14/2017	TIMEPAYMENT CORP	1,950.00	Equipment Lease
EFT000000002534	6/1/2017	SHADOW MOUNTAIN WATER CO ,WY	1,490.00	Equipment Lease
EFT000000002563	6/8/2017	SHADOW MOUNTAIN WATER CO ,WY	630.75	Equipment Lease
147579	6/8/2017	LLORENS PHARMACEUTICAL INTERNATIONAL DIVISION INC	113.70	Food
147581	6/8/2017	MEADOW GOLD DAIRY	946.45	Food
147810	6/21/2017	MEADOW GOLD DAIRY	561.86	Food
147442	6/1/2017	F B MCFADDEN WHOLESAL	4,122.75	Food
147470	6/1/2017	NICHOLAS & CO INC	1,869.56	Food
147563	6/8/2017	F B MCFADDEN WHOLESAL	3,677.80	Food
147589	6/8/2017	NICHOLAS & CO INC	3,880.20	Food
147611	6/8/2017	SYSCO INTERMOUNTAIN FOOD	5,325.30	Food
147619	6/8/2017	WESTERN WYOMING BEVERAGES INC	1,225.25	Food
147663	6/14/2017	F B MCFADDEN WHOLESAL	2,284.62	Food
147698	6/14/2017	NICHOLAS & CO INC	704.77	Food
147790	6/21/2017	F B MCFADDEN WHOLESAL	4,459.59	Food
147818	6/21/2017	NICHOLAS & CO INC	4,229.77	Food
147838	6/21/2017	SYSCO INTERMOUNTAIN FOOD	2,417.84	Food
147848	6/21/2017	WESTERN WYOMING BEVERAGES INC	1,407.74	Food
147932	6/28/2017	MEADOW GOLD DAIRY	837.44	Food
147903	6/28/2017	F B MCFADDEN WHOLESAL	440.14	Food
147983	6/28/2017	WESTERN WYOMING BEVERAGES INC	1,099.85	Food
EFT000000002547	6/8/2017	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	407.00	Food
EFT000000002549	6/8/2017	FARMER BROS CO	540.17	Food
EFT000000002604	6/21/2017	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	189.00	Food
EFT000000002607	6/21/2017	FARMER BROS CO	651.14	Food
147843	6/21/2017	TRIOSE, INC	12,222.44	Freight
147443	6/1/2017	FED EX	308.71	Freight
147664	6/14/2017	FED EX	168.43	Freight
147791	6/21/2017	FED EX	43.02	Freight
147487	6/1/2017	ROCKY MOUNTAIN POISON AND DRUG CENTER	5.75	Freight
147598	6/8/2017	RED HORSE OIL COMPANIES INC	591.12	Fuel
W/T	6/22/2017	BCBS WE 062017	637.99	Group Health
W/T	6/1/2017	UUHP 052317	59,650.91	Group Health
W/T	6/2/2017	UUHP 053117	68,446.91	Group Health
W/T	6/13/2017	UUHP 060617	108,960.15	Group Health
W/T	6/16/2017	UUHP 061317	102,443.84	Group Health
W/T	6/22/2017	UUHP 062017	91,494.06	Group Health



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W/T	6/29/2017	UUHP 062717	62,996.89	Group Health
147816	6/21/2017	MUNICH RE STOP LOSS, INC	65,329.56	Group Health
147643	6/14/2017	BLUE CROSS BLUE SHIELD OF WYOM	152.00	Group Health
147574	6/8/2017	JOSEPH J. OLIVER, M.D.	980.00	Group Health
147434	6/1/2017	DOCTOR EASY MEDICAL PRODUCTS	66.00	Hospital Supplies
147465	6/1/2017	MES	83.30	Hospital Supplies
147505	6/1/2017	TRAIL RIDGE PRODUCTS INC	208.93	Hospital Supplies
147513	6/1/2017	VERATHON INC.	362.40	Hospital Supplies
147607	6/8/2017	SUREMARK CO	270.00	Hospital Supplies
147639	6/14/2017	BARD MEDICAL	71.66	Hospital Supplies
147640	6/14/2017	BARD PERIPHERAL VASCULAR INC	900.00	Hospital Supplies
147743	6/14/2017	VERATHON INC.	180.00	Hospital Supplies
147798	6/21/2017	GYNEX CORP	87.45	Hospital Supplies
147813	6/21/2017	MICROTEK MEDICAL INC.	233.20	Hospital Supplies
147820	6/21/2017	NSPIRE HEALTH, INC	4,958.03	Hospital Supplies
147840	6/21/2017	TRAIL RIDGE PRODUCTS INC	266.06	Hospital Supplies
147404	6/1/2017	ABBOTT LABORATORIES	1,268.17	Hospital Supplies
147413	6/1/2017	APPLIED MEDICAL	684.00	Hospital Supplies
147414	6/1/2017	ARROW INTERNATIONAL, INC.	878.04	Hospital Supplies
147417	6/1/2017	BAYER HEALTHCARE LLC	1,856.82	Hospital Supplies
147418	6/1/2017	B BRAUN MEDICAL INC.	1,000.00	Hospital Supplies
147422	6/1/2017	BOSTON SCIENTIFIC CORP	402.15	Hospital Supplies
147424	6/1/2017	CARDINAL HEALTH/V. MUELLER	100.60	Hospital Supplies
147427	6/1/2017	COASTAL LIFE SYSTEMS, INC.	100.80	Hospital Supplies
147429	6/1/2017	CONMED CORPORATION	118.25	Hospital Supplies
147430	6/1/2017	COOK MEDICAL INCORPORATED	1,030.95	Hospital Supplies
147439	6/1/2017	EXPAND-A-BAND, LLC	66.00	Hospital Supplies
147448	6/1/2017	GENERAL HOSPITAL SUPPLY CORPORATION	221.00	Hospital Supplies
147451	6/1/2017	HOSPIRA WORLDWIDE INC	252.00	Hospital Supplies
147468	6/1/2017	M V A P MEDICAL SUPPLIES, INC.	349.57	Hospital Supplies
147471	6/1/2017	OLYMPUS AMERICA INC	200.82	Hospital Supplies
147473	6/1/2017	OWENS & MINOR 90005430	27,771.36	Hospital Supplies
147491	6/1/2017	SMITHS MEDICAL ASD INC	187.89	Hospital Supplies
147496	6/1/2017	STERIS CORPORATION	5,430.55	Hospital Supplies
147498	6/1/2017	LEICA BIOSYSTEMS RICHMOND	283.88	Hospital Supplies
147506	6/1/2017	TRI-ANIM HEALTH SERVICES INC	113.96	Hospital Supplies
147507	6/1/2017	CENTURION MEDICAL PRODUCTS	165.00	Hospital Supplies
147512	6/1/2017	UTAH MEDICAL PRODUCTS INC	70.38	Hospital Supplies
147515	6/1/2017	WAXIE SANITARY SUPPLY	5,121.64	Hospital Supplies
147528	6/8/2017	ABBOTT LABORATORIES	79.95	Hospital Supplies
147533	6/8/2017	APPLIED MEDICAL	930.00	Hospital Supplies
147537	6/8/2017	B BRAUN MEDICAL INC.	1,511.20	Hospital Supplies
147542	6/8/2017	BOSTON SCIENTIFIC CORP	555.90	Hospital Supplies
147546	6/8/2017	CARDINAL HEALTH/V. MUELLER	211.69	Hospital Supplies
147548	6/8/2017	CAREFUSION 2200 INC	848.00	Hospital Supplies
147555	6/8/2017	CONE INSTRUMENTS	53.95	Hospital Supplies
147556	6/8/2017	CONMED CORPORATION	360.95	Hospital Supplies
147557	6/8/2017	COOK MEDICAL INCORPORATED	1,753.25	Hospital Supplies
147560	6/8/2017	DIAGNOSTIGA STAGO INC	295.04	Hospital Supplies
147568	6/8/2017	HEALTHCARE LOGISTICS INC	298.70	Hospital Supplies
147591	6/8/2017	OLYMPUS AMERICA INC	692.99	Hospital Supplies
147601	6/8/2017	ABBOTT NUTRITION	84.70	Hospital Supplies
147608	6/8/2017	LEICA BIOSYSTEMS RICHMOND	391.80	Hospital Supplies
147613	6/8/2017	TELEFLEX MEDICAL INC.	300.00	Hospital Supplies
147615	6/8/2017	TRI-ANIM HEALTH SERVICES INC	167.28	Hospital Supplies
147616	6/8/2017	CENTURION MEDICAL PRODUCTS	283.48	Hospital Supplies
147631	6/14/2017	AESCULAP INC	524.84	Hospital Supplies
147634	6/14/2017	ALPHA SOURCE INC	17.50	Hospital Supplies
147637	6/14/2017	APPLIED MEDICAL	930.00	Hospital Supplies

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147641	6/14/2017	BAYER HEALTHCARE LLC	309.47	Hospital Supplies
147642	6/14/2017	BIOMET SPORTS MEDICINE	100.00	Hospital Supplies
147647	6/14/2017	CAREFUSION 2200 INC	2,264.00	Hospital Supplies
147652	6/14/2017	COASTAL LIFE SYSTEMS, INC.	231.55	Hospital Supplies
147655	6/14/2017	COOK MEDICAL INCORPORATED	241.74	Hospital Supplies
147671	6/14/2017	HILL-ROM	145.49	Hospital Supplies
147684	6/14/2017	MAQUET MEDICAL SYSTEMS USA	1,545.00	Hospital Supplies
147700	6/14/2017	OLYMPUS AMERICA INC	449.85	Hospital Supplies
147702	6/14/2017	OWENS & MINOR 90005430	27,637.12	Hospital Supplies
147712	6/14/2017	RADIOMETER AMERICA INC	258.79	Hospital Supplies
147722	6/14/2017	SMITHS MEDICAL ASD	524.69	Hospital Supplies
147727	6/14/2017	STERIS CORPORATION	2,746.48	Hospital Supplies
147733	6/14/2017	TELEFLEX MEDICAL INC.	29.10	Hospital Supplies
147735	6/14/2017	TRI-ANIM HEALTH SERVICES INC	1,250.37	Hospital Supplies
147736	6/14/2017	CENTURION MEDICAL PRODUCTS	637.50	Hospital Supplies
147742	6/14/2017	UTAH MEDICAL PRODUCTS INC	63.24	Hospital Supplies
147746	6/14/2017	WAXIE SANITARY SUPPLY	41.10	Hospital Supplies
147765	6/21/2017	ABBOTT LABORATORIES	1,311.67	Hospital Supplies
147766	6/21/2017	AESCLAP INC	1,826.16	Hospital Supplies
147770	6/21/2017	APPLIED MEDICAL	1,875.00	Hospital Supplies
147771	6/21/2017	ARROW INTERNATIONAL, INC.	470.30	Hospital Supplies
147772	6/21/2017	ARTHREX INC.	700.00	Hospital Supplies
147775	6/21/2017	BAXTER HEALTHCARE CORPORATION	1,248.16	Hospital Supplies
147776	6/21/2017	BAYER HEALTHCARE LLC	1,856.82	Hospital Supplies
147777	6/21/2017	B BRAUN MEDICAL INC.	956.80	Hospital Supplies
147778	6/21/2017	BIOMET SPORTS MEDICINE	2,051.97	Hospital Supplies
147785	6/21/2017	COMED MEDICAL SPECIALTIES INC	199.13	Hospital Supplies
147787	6/21/2017	J & J HEALTH CARE SYSTEMS, INC	795.00	Hospital Supplies
147794	6/21/2017	BAXTER HEALTHCARE CORP	1,397.76	Hospital Supplies
147796	6/21/2017	GENERAL HOSPITAL SUPPLY CORPORATION	516.00	Hospital Supplies
147809	6/21/2017	MCKESSON MEDICAL-SURGICAL	681.93	Hospital Supplies
147814	6/21/2017	MINDRAY DS USA, INC.	42.90	Hospital Supplies
147817	6/21/2017	M V A P MEDICAL SUPPLIES, INC.	187.47	Hospital Supplies
147821	6/21/2017	OLYMPUS AMERICA INC	597.01	Hospital Supplies
147822	6/21/2017	OWENS & MINOR 90005430	49,320.02	Hospital Supplies
147827	6/21/2017	QUESSET MEDICAL	71.52	Hospital Supplies
147828	6/21/2017	RADIOMETER AMERICA INC	2,638.15	Hospital Supplies
147829	6/21/2017	RESMED CORP	170.00	Hospital Supplies
147837	6/21/2017	STRYKER MEDICAL	232.65	Hospital Supplies
147839	6/21/2017	TELEFLEX MEDICAL INC.	283.65	Hospital Supplies
147842	6/21/2017	TRI-ANIM HEALTH SERVICES INC	502.04	Hospital Supplies
147844	6/21/2017	CENTURION MEDICAL PRODUCTS	120.95	Hospital Supplies
147868	6/28/2017	AQUACAST LINER	736.00	Hospital Supplies
147873	6/28/2017	BARD PERIPHERAL VASCULAR INC	2,088.00	Hospital Supplies
147972	6/28/2017	TRAIL RIDGE PRODUCTS INC	111.43	Hospital Supplies
147867	6/28/2017	APPLIED MEDICAL	240.00	Hospital Supplies
147869	6/28/2017	ARROW INTERNATIONAL, INC.	1,172.00	Hospital Supplies
147874	6/28/2017	BAYER HEALTHCARE LLC	1,856.82	Hospital Supplies
147878	6/28/2017	BIOMET SPORTS MEDICINE	2,140.78	Hospital Supplies
147879	6/28/2017	BOSTON SCIENTIFIC CORP	227.81	Hospital Supplies
147881	6/28/2017	CARDINAL HEALTH/V. MUELLER	209.79	Hospital Supplies
147888	6/28/2017	CONMED CORPORATION	118.25	Hospital Supplies
147889	6/28/2017	COOK MEDICAL INCORPORATED	1,947.24	Hospital Supplies
147896	6/28/2017	DIAGNOSTIGA STAGO INC	3,272.17	Hospital Supplies
147912	6/28/2017	HEALTHCARE LOGISTICS INC	251.30	Hospital Supplies
147915	6/28/2017	HOLOGIC, INC.	9,207.40	Hospital Supplies
147917	6/28/2017	HULL ANESTHESIA INC	180.00	Hospital Supplies
147924	6/28/2017	J & J HEALTH CARE SYSTEMS INC	200.00	Hospital Supplies
147931	6/28/2017	MAQUET MEDICAL SYSTEMS USA	630.00	Hospital Supplies

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147933	6/28/2017	MEDELA INC	654.22	Hospital Supplies
147937	6/28/2017	MINDRAY DS USA, INC.	1,944.12	Hospital Supplies
147941	6/28/2017	M V A P MEDICAL SUPPLIES, INC.	23.35	Hospital Supplies
147947	6/28/2017	OLYMPUS AMERICA INC	24,618.72	Hospital Supplies
147962	6/28/2017	STERIS CORPORATION	586.45	Hospital Supplies
147965	6/28/2017	LEICA BIOSYSTEMS RICHMOND	269.07	Hospital Supplies
147969	6/28/2017	TELEFLEX MEDICAL INC.	329.01	Hospital Supplies
147973	6/28/2017	TRI-ANIM HEALTH SERVICES INC	1,081.19	Hospital Supplies
147981	6/28/2017	WAXIE SANITARY SUPPLY	5,519.88	Hospital Supplies
EFT000000002575	6/14/2017	BSN MEDICAL INC	308.70	Hospital Supplies
EFT000000002603	6/21/2017	CLINICAL CHOICE	420.24	Hospital Supplies
EFT000000002524	6/1/2017	HARDY DIAGNOSTICS	1,444.74	Hospital Supplies
EFT000000002530	6/1/2017	PATTERSON MEDICAL	57.19	Hospital Supplies
EFT000000002536	6/1/2017	SPACELABS MEDICAL	36.57	Hospital Supplies
EFT000000002541	6/1/2017	ZOLL MEDICAL CORPORATION	29.20	Hospital Supplies
EFT000000002551	6/8/2017	HARDY DIAGNOSTICS	968.22	Hospital Supplies
EFT000000002560	6/8/2017	PATTERSON MEDICAL	114.60	Hospital Supplies
EFT000000002565	6/8/2017	STRYKER INSTRUMENTS	365.65	Hospital Supplies
EFT000000002568	6/14/2017	APPLIED CARDIAC SYSTEM	147.50	Hospital Supplies
EFT000000002573	6/14/2017	BAXTER HEALTHCARE CORP/IV	905.58	Hospital Supplies
EFT000000002577	6/14/2017	HARDY DIAGNOSTICS	182.84	Hospital Supplies
EFT000000002592	6/14/2017	SPACELABS MEDICAL	79.32	Hospital Supplies
EFT000000002600	6/21/2017	BREG INC	79.82	Hospital Supplies
EFT000000002609	6/21/2017	HARDY DIAGNOSTICS	193.27	Hospital Supplies
EFT000000002618	6/21/2017	SPACELABS MEDICAL	26.44	Hospital Supplies
EFT000000002699	6/21/2017	BIODEX MEDICAL SYSTEMS INC	220.60	Hospital Supplies
EFT000000002556	6/8/2017	MARSHALL INDUSTRIES	271.95	Hospital Supplies
147783	6/21/2017	CIVCO MEDICAL SOLUTIONS	550.00	Hospital Supplies
147761	6/14/2017	INSURANCE REFUND	16.29	Insurance Refund
147853	6/21/2017	INSURANCE REFUND	113.97	Insurance Refund
147518	6/1/2017	INSURANCE REFUND	148.20	Insurance Refund
147986	6/28/2017	INSURANCE REFUND	80.00	Insurance Refund
147990	6/29/2017	INSURANCE REFUND	203.30	Insurance Refund
147992	6/29/2017	INSURANCE REFUND	173.85	Insurance Refund
147993	6/29/2017	INSURANCE REFUND	932.70	Insurance Refund
147994	6/29/2017	INSURANCE REFUND	18.76	Insurance Refund
147995	6/29/2017	INSURANCE REFUND	1,368.77	Insurance Refund
147996	6/29/2017	INSURANCE REFUND	399.00	Insurance Refund
148000	6/29/2017	INSURANCE REFUND	21.15	Insurance Refund
148003	6/29/2017	INSURANCE REFUND	2,923.15	Insurance Refund
148004	6/29/2017	INSURANCE REFUND	16,119.91	Insurance Refund
148009	6/29/2017	INSURANCE REFUND	1,346.40	Insurance Refund
148010	6/29/2017	INSURANCE REFUND	24.15	Insurance Refund
148012	6/29/2017	INSURANCE REFUND	13.02	Insurance Refund
148021	6/29/2017	INSURANCE REFUND	514.05	Insurance Refund
148023	6/29/2017	INSURANCE REFUND	20.52	Insurance Refund
148033	6/29/2017	INSURANCE REFUND	163.40	Insurance Refund
148034	6/29/2017	INSURANCE REFUND	12.83	Insurance Refund
148036	6/29/2017	INSURANCE REFUND	312.51	Insurance Refund
148040	6/29/2017	INSURANCE REFUND	1,467.57	Insurance Refund
148044	6/29/2017	INSURANCE REFUND	28.21	Insurance Refund
148048	6/29/2017	INSURANCE REFUND	465.70	Insurance Refund
148049	6/29/2017	INSURANCE REFUND	114.00	Insurance Refund
148052	6/29/2017	INSURANCE REFUND	59.57	Insurance Refund
148054	6/29/2017	INSURANCE REFUND	12.83	Insurance Refund
148055	6/29/2017	INSURANCE REFUND	208.97	Insurance Refund
148061	6/29/2017	INSURANCE REFUND	23.88	Insurance Refund
148062	6/29/2017	INSURANCE REFUND	1,189.33	Insurance Refund
148063	6/29/2017	INSURANCE REFUND	115.52	Insurance Refund



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148064	6/29/2017	INSURANCE REFUND	212.58	Insurance Refund
148070	6/29/2017	INSURANCE REFUND	20.13	Insurance Refund
148071	6/29/2017	INSURANCE REFUND	114.28	Insurance Refund
148072	6/29/2017	INSURANCE REFUND	124.12	Insurance Refund
148080	6/29/2017	INSURANCE REFUND	639.53	Insurance Refund
148082	6/29/2017	INSURANCE REFUND	243.58	Insurance Refund
148089	6/29/2017	INSURANCE REFUND	621.60	Insurance Refund
148091	6/29/2017	INSURANCE REFUND	65.96	Insurance Refund
148092	6/29/2017	INSURANCE REFUND	257.40	Insurance Refund
148094	6/29/2017	INSURANCE REFUND	185.18	Insurance Refund
148099	6/29/2017	INSURANCE REFUND	805.17	Insurance Refund
148105	6/29/2017	INSURANCE REFUND	156.08	Insurance Refund
148108	6/29/2017	INSURANCE REFUND	7.94	Insurance Refund
148109	6/29/2017	INSURANCE REFUND	1,304.92	Insurance Refund
148111	6/29/2017	INSURANCE REFUND	1,697.72	Insurance Refund
147622	6/8/2017	WYOMING.COM	10.00	Internet Services
147635	6/14/2017	AMERICAN ASSOCIATION OF BIOANALYSTS	404.00	Laboratory Services
147692	6/14/2017	METABOLIC NEWBORN SCREENING	4,953.00	Laboratory Services
EFT000000002520	6/1/2017	COMMONWEALTH MEDICAL LABORATORIES, INC	470.00	Laboratory Services
EFT000000002605	6/21/2017	COMMONWEALTH MEDICAL LABORATORIES, INC	853.00	Laboratory Services
EFT000000002517	6/1/2017	ARUP LABORATORIES, INC.	41,551.52	Laboratory Services
147419	6/1/2017	BDI PHARMA INC	2,075.00	Laboratory Supplies
147482	6/1/2017	R&D SYSTEMS INC	66.75	Laboratory Supplies
147544	6/8/2017	CANCER DIAGNOSTICS, INC	235.90	Laboratory Supplies
147550	6/8/2017	CEPHEID	1,168.50	Laboratory Supplies
147782	6/21/2017	CEPHEID	8,448.30	Laboratory Supplies
147811	6/21/2017	MEDI BADGE INC.	131.11	Laboratory Supplies
147410	6/1/2017	ANAEROBE SYSTEMS	145.25	Laboratory Supplies
147420	6/1/2017	BECKMAN COULTER, INC	354.95	Laboratory Supplies
147423	6/1/2017	CARDINAL HEALTH	21,329.31	Laboratory Supplies
147463	6/1/2017	MEDIVATORS REPROCESSING SYSTEM	194.00	Laboratory Supplies
147510	6/1/2017	UROLITHIASIS LABORATORY	170.00	Laboratory Supplies
147532	6/8/2017	ANAEROBE SYSTEMS	66.00	Laboratory Supplies
147538	6/8/2017	BECKMAN COULTER, INC	540.63	Laboratory Supplies
147545	6/8/2017	CARDINAL HEALTH	16,021.65	Laboratory Supplies
147646	6/14/2017	CARDINAL HEALTH	983.49	Laboratory Supplies
147683	6/14/2017	LIFELOC TECHNOLOGIES	91.95	Laboratory Supplies
147768	6/21/2017	ANAEROBE SYSTEMS	167.25	Laboratory Supplies
147803	6/21/2017	PLATINUM CODE	89.36	Laboratory Supplies
147804	6/21/2017	INTERNATIONAL MED EQUIP BROKER	195.95	Laboratory Supplies
147871	6/28/2017	ASSOCIATES OF CAPE COD INC	839.14	Laboratory Supplies
147875	6/28/2017	BECKMAN COULTER, INC	493.35	Laboratory Supplies
147880	6/28/2017	CARDINAL HEALTH	13,791.52	Laboratory Supplies
147921	6/28/2017	PLATINUM CODE	292.88	Laboratory Supplies
147935	6/28/2017	MEDIVATORS REPROCESSING SYSTEM	230.00	Laboratory Supplies
147977	6/28/2017	UROLITHIASIS LABORATORY	238.00	Laboratory Supplies
EFT000000002611	6/21/2017	LABORATORY SUPPLY COMPANY	973.18	Laboratory Supplies
EFT000000002516	6/1/2017	ALLERGY LABORATORIES, INC	488.52	Laboratory Supplies
EFT000000002518	6/1/2017	BIO-RAD LABORATORIES	2,185.30	Laboratory Supplies
EFT000000002522	6/1/2017	FISHER HEALTHCARE	10,372.42	Laboratory Supplies
EFT000000002528	6/1/2017	MASTER TECH	81.54	Laboratory Supplies
EFT000000002531	6/1/2017	PDC HEALTHCARE	508.35	Laboratory Supplies
EFT000000002546	6/8/2017	BIO-RAD LABORATORIES	205.60	Laboratory Supplies
EFT000000002550	6/8/2017	FISHER HEALTHCARE	5,247.34	Laboratory Supplies
EFT000000002557	6/8/2017	MASTER TECH	133.85	Laboratory Supplies
EFT000000002558	6/8/2017	ORTHO-CLINICAL DIAGNOSTICS INC	136.96	Laboratory Supplies
EFT000000002570	6/14/2017	ALLERGY LABORATORIES, INC	104.06	Laboratory Supplies
EFT000000002576	6/14/2017	FISHER HEALTHCARE	1,558.87	Laboratory Supplies
EFT000000002586	6/14/2017	ORTHO-CLINICAL DIAGNOSTICS INC	601.29	Laboratory Supplies

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EFT000000002589	6/14/2017	PDC HEALTHCARE	231.37	Laboratory Supplies
EFT000000002598	6/21/2017	ALLERGY LABORATORIES, INC	148.98	Laboratory Supplies
EFT000000002608	6/21/2017	FISHER HEALTHCARE	3,050.70	Laboratory Supplies
EFT000000002614	6/21/2017	ORTHO-CLINICAL DIAGNOSTICS INC	780.18	Laboratory Supplies
EFT000000002584	6/14/2017	MARTIN-RAY LAUNDRY SYSTEMS	3,753.12	Laundry Supplies
147800	6/21/2017	HIRST APPLGATE, LLP	15,980.50	Legal Fees
147477	6/1/2017	PHILLIPS LAW, LLC	30,835.71	Legal Fees
147705	6/14/2017	PHILLIPS LAW, LLC	20,099.24	Legal Fees
147706	6/14/2017	POWERS MEDIAWORKS LLC	5,000.00	Legal Fees
147676	6/14/2017	JAMIESON & ROBINSON, LLC	23,362.50	Legal Fees
EFT000000002544	6/8/2017	BARRY J. WALKER	271.15	Legal Fees
147852	6/21/2017	WYOMING DEPARTMENT OF ELECTRICAL SAFETY	400.00	Licenses & Taxes
147623	6/8/2017	WYOMING SECRETARY OF STATE	25.00	Licenses & Taxes
147436	6/1/2017	ENCOMPASS GROUP, LLC	2,430.24	Linen
147492	6/1/2017	STANDARD TEXTILE	825.24	Linen
147834	6/21/2017	STANDARD TEXTILE	285.60	Linen
147901	6/28/2017	ENCOMPASS GROUP, LLC	75.60	Linen
147576	6/8/2017	YOUR HOSPITALIST TEAM	2,626.81	Locum Tenens
147680	6/14/2017	YOUR HOSPITALIST TEAM	2,538.15	Locum Tenens
EFT000000002545	6/8/2017	BARTON ASSOCIATES	1,539.36	Locum Tenens
EFT000000002572	6/14/2017	BARTON ASSOCIATES	12,000.00	Locum Tenens
147551	6/8/2017	SWEETWATER PEDIATRICS	6,750.00	Locum Tenens
147553	6/8/2017	CLARK'S QUALITY ROOFING, INC	2,930.00	Maintenance & Repair
147604	6/8/2017	STEALTH TECHNOLOGIES C.S.	72.00	Maintenance & Repair
147645	6/14/2017	BUILDING SPECIALTIES INC	960.00	Maintenance & Repair
147656	6/14/2017	COUNTERWISE	300.00	Maintenance & Repair
147668	6/14/2017	FREMONT MOTORS	64.56	Maintenance & Repair
147725	6/14/2017	STEALTH TECHNOLOGIES C.S.	216.00	Maintenance & Repair
147779	6/21/2017	BOBCAT OF CASPER	58.60	Maintenance & Repair
147781	6/21/2017	BUILDING SPECIALTIES INC	213.31	Maintenance & Repair
147801	6/21/2017	HOSE & RUBBER	60.85	Maintenance & Repair
147807	6/21/2017	LIGHTING MAINTENANCE & SERVICE, INC	540.50	Maintenance & Repair
147849	6/21/2017	WHISLER CHEVROLET	18.65	Maintenance & Repair
147450	6/1/2017	HIGH SECURITY LOCK & ALARM	1,995.00	Maintenance & Repair
147500	6/1/2017	SWEETWATER PLUMBING & HEATING	120.20	Maintenance & Repair
147741	6/14/2017	UTAH CONTROLS INC	235.00	Maintenance & Repair
147444	6/1/2017	FLOORING PROFESSIONALS INC	566.00	Maintenance & Repair
147913	6/28/2017	HIGH SECURITY LOCK & ALARM	528.00	Maintenance & Repair
147919	6/28/2017	INTEGRATED POWER SERVICES, LLC	1,528.00	Maintenance & Repair
147677	6/14/2017	JIM'S UPHOLSTERY	480.00	Maintenance & Repair
147682	6/14/2017	KS LAWN CRUZERS, LLC	1,675.00	Maintenance & Repair
147481	6/1/2017	R & D SWEEPING AND ASPHALT MAINTENANCE, LC	350.00	Maintenance & Repair
147953	6/28/2017	R & D SWEEPING AND ASPHALT MAINTENANCE, LC	525.00	Maintenance & Repair
147493	6/1/2017	STANDARD RESTAURANT SUPPLY	152.00	Maintenance & Repair
147731	6/14/2017	SWISSLOG HEALTHCARE SOLUTIONS	271.83	Maintenance & Repair
EFT000000002601	6/21/2017	CARRIER COMMERCIAL SERVICE	2,729.94	Maintenance & Repair
EFT000000002529	6/1/2017	PARTSSOURCE	604.03	Maintenance & Repair
EFT000000002559	6/8/2017	PARTSSOURCE	2,125.43	Maintenance & Repair
EFT000000002587	6/14/2017	PARTSSOURCE	99.00	Maintenance & Repair
EFT000000002615	6/21/2017	PARTSSOURCE	443.30	Maintenance & Repair
EFT000000002621	6/28/2017	SERVCO	4,226.25	Maintenance & Repair
EFT000000002519	6/1/2017	COLORADO DOORWAYS, INC	966.60	Maintenance & Repair
147554	6/8/2017	MSC INDUSTRIAL SUPPLY CO	281.22	Maintenance Supplies
147651	6/14/2017	MSC INDUSTRIAL SUPPLY CO	94.16	Maintenance Supplies
147449	6/1/2017	GRAINGER	2,385.80	Maintenance Supplies
147536	6/8/2017	BATTERY SYSTEMS	38.12	Maintenance Supplies
147567	6/8/2017	GRAINGER	557.80	Maintenance Supplies
147653	6/14/2017	CODALE ELECTRIC SUPPLY, INC	791.97	Maintenance Supplies
147669	6/14/2017	GRAINGER	274.52	Maintenance Supplies
147673	6/14/2017	HOME DEPOT	664.85	Maintenance Supplies
147679	6/14/2017	KAMAN INDUSTRIAL TECHNOLOGIES	293.67	Maintenance Supplies
147686	6/14/2017	MCM ELECTRONICS	122.09	Maintenance Supplies
147797	6/21/2017	GRAINGER	206.44	Maintenance Supplies
147885	6/28/2017	CODALE ELECTRIC SUPPLY, INC	224.00	Maintenance Supplies
147909	6/28/2017	GRAINGER	34.80	Maintenance Supplies
147974	6/28/2017	UNIPOWER	235.19	Maintenance Supplies
147586	6/8/2017	MORGAN VALLEY POLARIS	58.71	Maintenance Supplies
EFT000000002590	6/14/2017	ROBERT I MERRILL COMPANY	555.00	Maintenance Supplies
EFT000000002514	6/1/2017	ACE HARDWARE	7.98	Maintenance Supplies

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EFT000000002533	6/1/2017	ROCK SPRINGS WINNELSON CO	454.96	Maintenance Supplies
EFT000000002535	6/1/2017	SHERWIN WILLIAMS CO	47.13	Maintenance Supplies
EFT000000002542	6/8/2017	ACE HARDWARE	97.63	Maintenance Supplies
EFT000000002566	6/8/2017	ROCK SPRINGS WINNELSON CO	627.00	Maintenance Supplies
EFT000000002567	6/14/2017	ACE HARDWARE	90.50	Maintenance Supplies
EFT000000002574	6/14/2017	BENNETT'S	234.96	Maintenance Supplies
EFT000000002591	6/14/2017	SHERWIN WILLIAMS CO	65.17	Maintenance Supplies
EFT000000002596	6/21/2017	ACE HARDWARE	57.96	Maintenance Supplies
EFT000000002616	6/21/2017	ROCK SPRINGS WINNELSON CO	496.94	Maintenance Supplies
EFT000000002617	6/21/2017	SHERWIN WILLIAMS CO	205.10	Maintenance Supplies
147971	6/28/2017	TIP TOP CLEANERS & EMBROIDERY	73.00	Marketing & Promotional Supplies
147911	6/28/2017	GREEN RIVER CHAMBER OF COMMERCE	1,000.00	Membership Fee
147856	6/28/2017	MHSC-FOUNDATION	2,038.14	MHSC Foundation
147614	6/8/2017	TERMINIX OF WYOMING	462.00	Monthly Pest Control
147767	6/21/2017	ALADDIN TEMP-RITE LLC	71.51	Non Medical Supplies
147458	6/1/2017	LINCOLN DIAGNOSTICS INC	54.20	Non Medical Supplies
147701	6/14/2017	ORIENTAL TRADING COMPANY	202.27	Non Medical Supplies
147719	6/14/2017	SHARN ANESTHESIA INC	727.65	Non Medical Supplies
147464	6/1/2017	MEDLINE INDUSTRIES INC	613.02	Non Medical Supplies
147582	6/8/2017	MEDLINE INDUSTRIES INC	280.09	Non Medical Supplies
147688	6/14/2017	MEDLINE INDUSTRIES INC	348.25	Non Medical Supplies
147812	6/21/2017	MEDLINE INDUSTRIES INC	377.07	Non Medical Supplies
147908	6/28/2017	GLOBAL EQUIPMENT COMPANY	79.95	Non Medical Supplies
147936	6/28/2017	MEDLINE INDUSTRIES INC	1,635.61	Non Medical Supplies
EFT000000002602	6/21/2017	CJ'S GRAFFIX'S	55.00	Non Medical Supplies
147467	6/1/2017	MRIEQUIP.COM, LLC	57.60	Non Medical Supplies
147587	6/8/2017	MRIEQUIP.COM, LLC	28.80	Non Medical Supplies
147409	6/1/2017	AMERICAN ACADEMY OF PEDIATRICS	55.85	Non Medical Supplies
147687	6/14/2017	MEDICAL ARTS PRESS	87.98	Office Supplies
W/T	6/5/2017	DEPOSIT SLIPS 6/6/17	129.99	Office Supplies
147580	6/8/2017	MARK AND MEND INC.	171.80	Office Supplies
147495	6/1/2017	STAPLES BUSINESS ADVANTAGE	228.21	Office Supplies
147602	6/8/2017	STAPLES BUSINESS ADVANTAGE	3,424.74	Office Supplies
147723	6/14/2017	STAPLES BUSINESS ADVANTAGE	3,557.68	Office Supplies
147835	6/21/2017	STAPLES BUSINESS ADVANTAGE	765.33	Office Supplies
147960	6/28/2017	STAPLES BUSINESS ADVANTAGE	284.13	Office Supplies
147575	6/8/2017	KAISER AND BLAIR INC.	488.47	Office Supplies
EFT000000002537	6/1/2017	STANDARD REGISTER COMPANY	452.92	Office Supplies
EFT000000002564	6/8/2017	STANDARD REGISTER COMPANY	162.00	Office Supplies
EFT000000002594	6/14/2017	STANDARD REGISTER COMPANY	350.00	Office Supplies
EFT000000002620	6/21/2017	STANDARD REGISTER COMPANY	420.00	Office Supplies
147517	6/1/2017	YOUNG AT HEART SENIOR CITIZENS CENTER	6,370.00	Other Employee Benefits
147624	6/8/2017	YOUNG AT HEART SENIOR CITIZENS CENTER	371.26	Other Employee Benefits
147747	6/14/2017	YOUNG AT HEART SENIOR CITIZENS CENTER	1,970.00	Other Employee Benefits
147626	6/8/2017	4IMPRINT, INC.	6,751.80	Other Employee Benefits
147474	6/1/2017	OWLFIES FLOWERS & GIFTS	306.99	Other Employee Benefits
147703	6/14/2017	OWLFIES FLOWERS & GIFTS	132.94	Other Employee Benefits
147441	6/1/2017	EZ-STREET TAXI	65.00	Other Purchased Services
147562	6/8/2017	EZ-STREET TAXI	23.00	Other Purchased Services
147789	6/21/2017	EZ-STREET TAXI	145.00	Other Purchased Services
147902	6/28/2017	EZ-STREET TAXI	18.00	Other Purchased Services
EFT000000002515	6/1/2017	AIRGAS INTERMOUNTAIN INC	2,796.91	Oxygen Rental
EFT000000002543	6/8/2017	AIRGAS INTERMOUNTAIN INC	2,007.06	Oxygen Rental
EFT000000002569	6/14/2017	AIRGAS INTERMOUNTAIN INC	63.29	Oxygen Rental
EFT000000002597	6/21/2017	AIRGAS INTERMOUNTAIN INC	4,023.45	Oxygen Rental
147519	6/1/2017	PATIENT REFUND	123.48	Patient Refund
147520	6/1/2017	PATIENT REFUND	126.31	Patient Refund
147521	6/1/2017	PATIENT REFUND	149.63	Patient Refund
147522	6/1/2017	PATIENT REFUND	151.00	Patient Refund
147523	6/1/2017	PATIENT REFUND	90.00	Patient Refund
147524	6/1/2017	PATIENT REFUND	25.00	Patient Refund
147525	6/1/2017	PATIENT REFUND	151.57	Patient Refund
147749	6/14/2017	PATIENT REFUND	40.00	Patient Refund
147750	6/14/2017	PATIENT REFUND	55.00	Patient Refund
147751	6/14/2017	PATIENT REFUND	36.17	Patient Refund
147752	6/14/2017	PATIENT REFUND	163.10	Patient Refund
147754	6/14/2017	PATIENT REFUND	87.55	Patient Refund
147755	6/14/2017	PATIENT REFUND	30.00	Patient Refund
147756	6/14/2017	PATIENT REFUND	73.09	Patient Refund
147757	6/14/2017	PATIENT REFUND	40.00	Patient Refund
147758	6/14/2017	PATIENT REFUND	210.00	Patient Refund
147759	6/14/2017	PATIENT REFUND	142.50	Patient Refund
147760	6/14/2017	PATIENT REFUND	10.00	Patient Refund



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147764	6/15/2017	PATIENT REFUND	511.70	Patient Refund
147985	6/28/2017	PATIENT REFUND	579.00	Patient Refund
147987	6/28/2017	PATIENT REFUND	600.00	Patient Refund
147988	6/28/2017	PATIENT REFUND	125.10	Patient Refund
147991	6/29/2017	PATIENT REFUND	144.63	Patient Refund
147997	6/29/2017	PATIENT REFUND	125.00	Patient Refund
147998	6/29/2017	PATIENT REFUND	1,538.21	Patient Refund
147999	6/29/2017	PATIENT REFUND	151.17	Patient Refund
148001	6/29/2017	PATIENT REFUND	150.00	Patient Refund
148002	6/29/2017	PATIENT REFUND	142.29	Patient Refund
148005	6/29/2017	PATIENT REFUND	1,018.43	Patient Refund
148006	6/29/2017	PATIENT REFUND	136.94	Patient Refund
148007	6/29/2017	PATIENT REFUND	67.50	Patient Refund
148008	6/29/2017	PATIENT REFUND	787.91	Patient Refund
148011	6/29/2017	PATIENT REFUND	385.07	Patient Refund
148013	6/29/2017	PATIENT REFUND	10.26	Patient Refund
148014	6/29/2017	PATIENT REFUND	18.65	Patient Refund
148015	6/29/2017	PATIENT REFUND	61.50	Patient Refund
148016	6/29/2017	PATIENT REFUND	30.00	Patient Refund
148017	6/29/2017	PATIENT REFUND	93.00	Patient Refund
148018	6/29/2017	PATIENT REFUND	172.52	Patient Refund
148019	6/29/2017	PATIENT REFUND	5.72	Patient Refund
148020	6/29/2017	PATIENT REFUND	48.97	Patient Refund
148022	6/29/2017	PATIENT REFUND	25.20	Patient Refund
148024	6/29/2017	PATIENT REFUND	100.00	Patient Refund
148025	6/29/2017	PATIENT REFUND	8.19	Patient Refund
148026	6/29/2017	PATIENT REFUND	16.45	Patient Refund
148027	6/29/2017	PATIENT REFUND	543.00	Patient Refund
148028	6/29/2017	PATIENT REFUND	90.00	Patient Refund
148029	6/29/2017	PATIENT REFUND	25.00	Patient Refund
148030	6/29/2017	PATIENT REFUND	1,194.40	Patient Refund
148031	6/29/2017	PATIENT REFUND	1,211.20	Patient Refund
148032	6/29/2017	PATIENT REFUND	113.57	Patient Refund
148035	6/29/2017	PATIENT REFUND	661.60	Patient Refund
148037	6/29/2017	PATIENT REFUND	568.00	Patient Refund
148038	6/29/2017	PATIENT REFUND	26.95	Patient Refund
148039	6/29/2017	PATIENT REFUND	20.90	Patient Refund
148041	6/29/2017	PATIENT REFUND	68.37	Patient Refund
148042	6/29/2017	PATIENT REFUND	72.96	Patient Refund
148043	6/29/2017	PATIENT REFUND	21.80	Patient Refund
148045	6/29/2017	PATIENT REFUND	25.00	Patient Refund
148046	6/29/2017	PATIENT REFUND	18.55	Patient Refund
148047	6/29/2017	PATIENT REFUND	112.00	Patient Refund
148050	6/29/2017	PATIENT REFUND	30.75	Patient Refund
148051	6/29/2017	PATIENT REFUND	97.77	Patient Refund
148053	6/29/2017	PATIENT REFUND	462.53	Patient Refund
148056	6/29/2017	PATIENT REFUND	167.20	Patient Refund
148057	6/29/2017	PATIENT REFUND	19.00	Patient Refund
148058	6/29/2017	PATIENT REFUND	33.00	Patient Refund
148059	6/29/2017	PATIENT REFUND	5.41	Patient Refund
148060	6/29/2017	PATIENT REFUND	168.00	Patient Refund
148065	6/29/2017	PATIENT REFUND	37.07	Patient Refund
148066	6/29/2017	PATIENT REFUND	19.50	Patient Refund
148067	6/29/2017	PATIENT REFUND	250.00	Patient Refund
148068	6/29/2017	PATIENT REFUND	2,540.46	Patient Refund
148069	6/29/2017	PATIENT REFUND	38.61	Patient Refund
148073	6/29/2017	PATIENT REFUND	73.68	Patient Refund
148074	6/29/2017	PATIENT REFUND	33.66	Patient Refund
148075	6/29/2017	PATIENT REFUND	12.83	Patient Refund
148076	6/29/2017	PATIENT REFUND	34.49	Patient Refund
148077	6/29/2017	PATIENT REFUND	330.77	Patient Refund
148078	6/29/2017	PATIENT REFUND	19.00	Patient Refund
148079	6/29/2017	PATIENT REFUND	82.80	Patient Refund
148081	6/29/2017	PATIENT REFUND	34.72	Patient Refund
148083	6/29/2017	PATIENT REFUND	758.70	Patient Refund
148084	6/29/2017	PATIENT REFUND	12.37	Patient Refund
148085	6/29/2017	PATIENT REFUND	27.60	Patient Refund
148086	6/29/2017	PATIENT REFUND	30.00	Patient Refund
148087	6/29/2017	PATIENT REFUND	33.59	Patient Refund
148088	6/29/2017	PATIENT REFUND	7.50	Patient Refund
148090	6/29/2017	PATIENT REFUND	362.70	Patient Refund
148093	6/29/2017	PATIENT REFUND	50.00	Patient Refund
148095	6/29/2017	PATIENT REFUND	125.40	Patient Refund

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148096	6/29/2017	PATIENT REFUND	31.60	Patient Refund
148097	6/29/2017	PATIENT REFUND	50.00	Patient Refund
148098	6/29/2017	PATIENT REFUND	216.57	Patient Refund
148100	6/29/2017	PATIENT REFUND	10.85	Patient Refund
148101	6/29/2017	PATIENT REFUND	26.00	Patient Refund
148102	6/29/2017	PATIENT REFUND	425.74	Patient Refund
148103	6/29/2017	PATIENT REFUND	23.75	Patient Refund
148104	6/29/2017	PATIENT REFUND	100.00	Patient Refund
148106	6/29/2017	PATIENT REFUND	151.05	Patient Refund
148107	6/29/2017	PATIENT REFUND	124.00	Patient Refund
148110	6/29/2017	PATIENT REFUND	16.96	Patient Refund
148112	6/29/2017	PATIENT REFUND	15.34	Patient Refund
148113	6/29/2017	PATIENT REFUND	75.00	Patient Refund
147699	6/14/2017	OFFICE OF THE ATTORNEY GENERAL	242.31	Payroll Deduction
147738	6/14/2017	UNITED WAY OF SWEETWATER CNTY	497.15	Payroll Deduction
147857	6/28/2017	OFFICE OF THE ATTORNEY GENERAL	242.31	Payroll Deduction
147662	6/14/2017	FAMILY SUPPORT REGISTRY	912.77	Payroll Garnishment
147670	6/14/2017	GREAT LAKES HIGHER EDUCATION GUARANTY CORPORATIO	189.83	Payroll Garnishment
147657	6/14/2017	CREDIT CONCEPTS, INC	125.00	Payroll Garnishment
147724	6/14/2017	STATE OF WYOMING DFS/CSES	1,043.21	Payroll Garnishment
147730	6/14/2017	SWEETWATER CIRCUIT COURT	320.12	Payroll Garnishment
147855	6/28/2017	GREAT LAKES HIGHER EDUCATION GUARANTY CORPORATIO	210.89	Payroll Garnishment
147854	6/28/2017	CREDIT CONCEPTS, INC	125.00	Payroll Garnishment
147858	6/28/2017	STATE OF WYOMING DFS/CSES	1,043.21	Payroll Garnishment
147859	6/28/2017	SWEETWATER CIRCUIT COURT	323.17	Payroll Garnishment
W/T	6/2/2017	MFSA DFSA PR 11	2,630.52	Payroll Transfer
W/T	6/15/2017	MFSA DFSA PR12	2,535.82	Payroll Transfer
W/T	6/14/2017	Payroll 12	1,508,584.30	Payroll Transfer
W/T	6/28/2017	Payroll 13	1,435,670.89	Payroll Transfer
147584	6/8/2017	MHSC - PETTY CASH	200.00	Petty Cash
147694	6/14/2017	MHSC - PETTY CASH	43.10	Petty Cash
147547	6/8/2017	CARDINAL HEALTH PHARMACY MGMT	597,695.38	Pharmacy Management
147863	6/28/2017	DR. ALICIA GRAY	3,000.00	Physician Recruitment
147970	6/28/2017	THE PRESERVE AT ROCK SPRINGS	950.00	Physician Recruitment
147877	6/28/2017	DR. BIKRAM SHARMA	2,000.00	Physician Recruitment
147886	6/28/2017	DR. CODY CHRISTENSEN	2,000.00	Physician Recruitment
147923	6/28/2017	DR. ISRAEL STEWART	2,000.00	Physician Recruitment
147946	6/28/2017	DR. NIKHIL MUKHI	1,052.80	Physician Recruitment
147984	6/28/2017	WYOMING PATHOLOGY	15,000.00	Physician Services
147509	6/1/2017	UNIVERSITY OF UTAH HEALTH CARE	5,000.00	Physician Services
147509	6/1/2017	UNIVERSITY OF UTAH HEALTH CARE	66,666.67	Physician Services
147509	6/1/2017	UNIVERSITY OF UTAH HEALTH CARE	3,750.00	Physician Services
147486	6/1/2017	ROCK SPRINGS FAMILY PRACTICE	5,769.23	Physician Services
147502	6/1/2017	THE SLEEP SPECIALISTS	5,250.00	Physician Services
147617	6/8/2017	UNIVERSITY OF UTAH DIVISION OF CARDIOVASCULAR MEDIC	118.62	Physician Services
147716	6/14/2017	ROCK SPRINGS FAMILY PRACTICE	5,769.23	Physician Services
147456	6/1/2017	DR. KEVIN SHILLING	4,500.00	Physician Services
147630	6/14/2017	ADVANCED MEDICAL IMAGING, LLC	55,126.00	Physician Services
147956	6/28/2017	ROCK SPRINGS FAMILY PRACTICE	5,769.23	Physician Services
147861	6/28/2017	ACS	525.28	Physician Student Loan
147866	6/28/2017	AMERICAN EDUCATION SERVICES	2,538.96	Physician Student Loan
147904	6/28/2017	FEDLOAN SERVICING	5,369.15	Physician Student Loan
147957	6/28/2017	NAVIENT	3,947.09	Physician Student Loan
147895	6/28/2017	DEPARTMENT OF EDUCATION	6,746.05	Physician Student Loan
147900	6/28/2017	EDFINANCIAL SERVICES	4,166.67	Physician Student Loan
147940	6/28/2017	MOHELA-SOFI SERVICING	3,916.67	Physician Student Loan
147943	6/28/2017	NAVIENT	2,500.00	Physician Student Loan
147944	6/28/2017	NAVIENT	3,581.94	Physician Student Loan
147897	6/28/2017	DISCOVER STUDENT LOANS	2,222.22	Physician Student Loan
147898	6/28/2017	DRB EDUCATION FINANCE	5,833.33	Physician Student Loan
147906	6/28/2017	FIRSTMARK SERVICES	2,649.50	Physician Student Loan
147910	6/28/2017	GREAT LAKES	6,250.00	Physician Student Loan
147945	6/28/2017	NELNET LOAN SERVICES, INC	1,810.85	Physician Student Loan
147978	6/28/2017	US DEPARTMENT OF EDUCATION	4,729.17	Physician Student Loan
147979	6/28/2017	US DEPARTMENT OF EDUCATION	4,722.22	Physician Student Loan
147982	6/28/2017	WELLS FARGO EDUCATION FINANCIAL SERVICES	2,884.62	Physician Student Loan
147480	6/1/2017	QUADRAMED	170.00	Professional Service
147494	6/1/2017	STANDARD AND POOR'S	7,000.00	Professional Service
147478	6/1/2017	PIPELINE RX	8,792.50	Professional Service
147577	6/8/2017	CLIFTONLARSONALLEN LLP	6,031.54	Professional Service
147784	6/21/2017	CLEANIQUE PROFESSIONAL SERVICES	1,800.00	Professional Service
147850	6/21/2017	WYOMING DEPARTMENT OF HEALTH	360.00	Professional Service
147403	6/1/2017	A+ NETWORK, LLC	512.72	Professional Service

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147438	6/1/2017	CE BROKER	242.25	Professional Service
147514	6/1/2017	VERISYS INC.	67.00	Professional Service
147571	6/8/2017	IMAGE WORKS	2,585.00	Professional Service
147629	6/14/2017	A+ NETWORK, LLC	573.48	Professional Service
147695	6/14/2017	MILE HIGH MOBILE PET	8,550.00	Professional Service
147952	6/28/2017	PIPELINE RX	7,600.00	Professional Service
147860	6/28/2017	A+ NETWORK, LLC	280.43	Professional Service
147928	6/28/2017	KEITH WILLIAMS & ASSOCIATES, INC.	750.00	Professional Service
147934	6/28/2017	MEDICAL PHYSICS CONSULTANTS, INC	1,950.00	Professional Service
147955	6/28/2017	RICK PETERS	6,000.00	Professional Service
EFT000000002540	6/1/2017	WESTERN STAR COMMUNICATIONS	806.94	Professional Service
EFT000000002619	6/21/2017	MEDIC MANAGEMENT GROUP, LLC	8,725.00	Professional Service
147490	6/1/2017	DR. SIGSBEE DUCK	35,000.00	Quarterly Non Compete
147453	6/1/2017	INTERNAL REVENUE SERVICE	8,876.05	Quarterly Tax
147583	6/8/2017	MERRY X-RAY	419.79	Radiology Film
147543	6/8/2017	BRACCO DIAGNOSTICS INC	3,654.46	Radiology Material
147780	6/21/2017	BRACCO DIAGNOSTICS INC	1,755.32	Radiology Material
147460	6/1/2017	MALLINCKRODT NUCLEAR MEDICINE LLC	656.96	Radiology Material
147808	6/21/2017	MALLINCKRODT NUCLEAR MEDICINE LLC	1,151.30	Radiology Material
147920	6/28/2017	INTERMOUNTAIN RADIOPHARMACY - UNIVERSITY OF UTAH	4,410.00	Radiology Material
EFT000000002527	6/1/2017	LANTHEUS MEDICAL IMAGING, INC	2,800.69	Radiology Material
EFT000000002555	6/8/2017	LANTHEUS MEDICAL IMAGING, INC	3,769.33	Radiology Material
EFT000000002583	6/14/2017	LANTHEUS MEDICAL IMAGING, INC	2,800.69	Radiology Material
EFT000000002613	6/21/2017	LANTHEUS MEDICAL IMAGING, INC	2,800.69	Radiology Material
147711	6/14/2017	RADIATION DETECTION COMPANY	579.50	Radiology Material
147636	6/14/2017	AMY DOLCE	731.00	Reimbursement - CME
147644	6/14/2017	BRANDON MACK MD	250.00	Reimbursement - CME
147559	6/8/2017	DR. DAVID DANSIE	878.00	Reimbursement - CME
147561	6/8/2017	DR. ELINA CHERNYAK	460.55	Reimbursement - CME
147707	6/14/2017	DR. PREETPAL GREWAL	781.76	Reimbursement - CME
147708	6/14/2017	DR. PRITAM NEUPANE	870.00	Reimbursement - CME
147621	6/8/2017	DR. WILLIAM SARETTE	450.00	Reimbursement - CME
147632	6/14/2017	DR. ALAN BROWN	1,223.77	Reimbursement - CME
147530	6/8/2017	DR. AMANDA BIRD GILMARTIN	770.00	Reimbursement - CME
147572	6/8/2017	DR. JACOB JOHNSON	672.69	Reimbursement - CME
147578	6/8/2017	DR. LAWRENCE LAURIDSEN	590.78	Reimbursement - CME
147597	6/8/2017	DR. RAHUL PAWAR	1,106.37	Reimbursement - CME
147713	6/14/2017	DR. RAHUL PAWAR	1,739.38	Reimbursement - CME
147691	6/14/2017	MELISSA LEHMAN	714.99	Reimbursement - CME
147411	6/1/2017	ANGEL BENNETT	305.70	Reimbursement - Education & Travel
147461	6/1/2017	MARY TYLER	48.96	Reimbursement - Education & Travel
147531	6/8/2017	AMY DOLCE	71.60	Reimbursement - Education & Travel
147416	6/1/2017	BARBARA SOWADA	54.46	Reimbursement - Education & Travel
147433	6/1/2017	DELLENE GILLINS	24.80	Reimbursement - Education & Travel
147660	6/14/2017	DESERIEE PADILLA	111.47	Reimbursement - Education & Travel
147435	6/1/2017	EMILY JAMES	73.18	Reimbursement - Education & Travel
147870	6/28/2017	ASHLEY GIBLIN	102.20	Reimbursement - Education & Travel
147922	6/28/2017	IRENE RICHARDSON	577.84	Reimbursement - Education & Travel
147573	6/8/2017	JESSE MORENO	436.87	Reimbursement - Education & Travel
147926	6/28/2017	JODI CORLEY	1,578.95	Reimbursement - Education & Travel
147678	6/14/2017	JOSEPHINA IBARRA	308.95	Reimbursement - Education & Travel
147806	6/21/2017	JOSEPHINA IBARRA	400.00	Reimbursement - Education & Travel
147455	6/1/2017	KARI QUICKENDEN	22.50	Reimbursement - Education & Travel
147681	6/14/2017	KRISTY NIELSON	369.75	Reimbursement - Education & Travel
147689	6/14/2017	MEGAN TOZZI	366.87	Reimbursement - Education & Travel
147466	6/1/2017	MINDY BYRD	15.81	Reimbursement - Education & Travel
147585	6/8/2017	MINDY BYRD	11.22	Reimbursement - Education & Travel
147696	6/14/2017	MINDY BYRD	24.99	Reimbursement - Education & Travel
147815	6/21/2017	MINDY BYRD	11.22	Reimbursement - Education & Travel
147938	6/28/2017	MINDY BYRD	5.10	Reimbursement - Education & Travel
147588	6/8/2017	NATALIE HARRISON	27.54	Reimbursement - Education & Travel
147593	6/8/2017	PATTY O'LEXY	36.21	Reimbursement - Education & Travel
147954	6/28/2017	RENEE PETTY	265.20	Reimbursement - Education & Travel
147830	6/21/2017	ROBIN SNOWBERGER	37.61	Reimbursement - Education & Travel
147832	6/21/2017	SARAH ROTH	284.82	Reimbursement - Education & Travel
147488	6/1/2017	SHAWNA ORTEGA	33.63	Reimbursement - Education & Travel
147720	6/14/2017	SHERIDAN SCHULTZ	596.17	Reimbursement - Education & Travel
147726	6/14/2017	STEPHANIE ROSE	508.10	Reimbursement - Education & Travel
147612	6/8/2017	TAMMIE HENDERSON	20.40	Reimbursement - Education & Travel
147989	6/29/2017	TASHA HARRIS	3,179.96	Reimbursement - Education & Travel
147628	6/8/2017	JASON JONES	85.86	Reimbursement - Payroll Deduction
147762	6/15/2017	DR RICHARD SHAMO	3,150.00	Reimbursement - Physician Student Loan
147865	6/28/2017	DR. AMANDA BIRD GILMARTIN	6,944.50	Reimbursement - Physician Student Loan



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147925	6/28/2017	DR. JACQUES DENKER	6,498.33	Reimbursement - Physician Student Loan
147432	6/1/2017	CRYSTAL HAMBLIN	163.96	Reimbursement - Supplies
147819	6/21/2017	NICOLE HALSTEAD	28.60	Reimbursement - Supplies
147558	6/8/2017	DANIELLE DETERS	69.14	Reimbursement - Supplies
147437	6/1/2017	EVA WASSEEN	40.49	Reimbursement - Supplies
147570	6/8/2017	HOLLY ELLISON	7.26	Reimbursement - Supplies
147672	6/14/2017	HOLLY ELLISON	49.78	Reimbursement - Supplies
147454	6/1/2017	JODI CORLEY	31.12	Reimbursement - Supplies
147690	6/14/2017	MELISSA MANSFIELD	84.29	Reimbursement - Supplies
147485	6/1/2017	RENEE PETTY	75.71	Reimbursement - Supplies
147882	6/28/2017	CASEY CHRISTIANSEN	95.76	Reimbursement - Supplies
147590	6/8/2017	NICOLE HALSTEAD	74.27	Reimbursement - Supplies
147892	6/28/2017	CRYSTAL HAMBLIN	1,010.00	Reimbursement - Tuition
147927	6/28/2017	KARA JACKSON	284.72	Reimbursement - Tuition
147929	6/28/2017	KIERA MAY	1,202.71	Reimbursement - Tuition
147841	6/21/2017	TRENTON MCKENZIE	150.00	Reimbursement - Uniforms
147654	6/14/2017	CODY GIL	15.00	Reimbursement - Uniforms
147649	6/14/2017	CHILL OUT ICE CREAM TRUCK	546.00	Relay for Life
147961	6/28/2017	STATE OF WYO.DEPT.OF REVENUE	1,227.30	Sales Tax Payment
147693	6/14/2017	MHSC MEDICAL STAFF	5,000.00	Scholarship
147541	6/8/2017	BOOKCLIFF SALES INC	3,461.94	Scrub Sale deductions
147627	6/8/2017	BOOKCLIFF SALES INC	242.94	Scrub Sale deductions
147714	6/14/2017	RED DESERT ROUNDUP RODEO	6,000.00	Sponsorship
147539	6/8/2017	BIG BROTHERS BIG SISTERS	500.00	Sponsorship
147499	6/1/2017	SWEETWATER EVENTS COMPLEX	6,000.00	Sponsorship
147697	6/14/2017	MOBILE INSTRUMENT SERVICE	790.00	Surgery Equipment
147939	6/28/2017	MOBILE INSTRUMENT SERVICE	24.84	Surgery Equipment
147406	6/1/2017	ALI MED INC	365.60	Surgery Supplies
147501	6/1/2017	SYNTHESE LTD	1,097.14	Surgery Supplies
147529	6/8/2017	ALI MED INC	25.01	Surgery Supplies
147625	6/8/2017	ZIMMER BIOMET DENTAL	983.50	Surgery Supplies
147633	6/14/2017	ALI MED INC	23.16	Surgery Supplies
147732	6/14/2017	SYNTHESE LTD	4,235.00	Surgery Supplies
147748	6/14/2017	ZIMMER BIOMET	16,207.00	Surgery Supplies
147833	6/21/2017	SMITH & NEPHEW ENDOSCOPY INC	5,344.00	Surgery Supplies
147918	6/28/2017	INTEGRA SURGICAL	372.00	Surgery Supplies
147891	6/28/2017	COVIDIEN SALES LLC, DBA GIVEN IMAGING	389.25	Surgery Supplies
147967	6/28/2017	SYNTHESE LTD	8,001.84	Surgery Supplies
EFT000000002521	6/1/2017	COOPER SURGICAL	282.00	Surgery Supplies
EFT000000002548	6/8/2017	COOPER SURGICAL	985.78	Surgery Supplies
EFT000000002606	6/21/2017	COOPER SURGICAL	170.50	Surgery Supplies
147497	6/1/2017	STRYKER ENDOSCOPY	1,512.00	Surgery Supplies
147606	6/8/2017	STRYKER ENDOSCOPY	1,395.08	Surgery Supplies
147729	6/14/2017	STRYKER ENDOSCOPY	959.34	Surgery Supplies
147836	6/21/2017	STRYKER ENDOSCOPY	1,864.76	Surgery Supplies
147964	6/28/2017	STRYKER ENDOSCOPY	1,111.68	Surgery Supplies
EFT000000002581	6/14/2017	KEYSTROKE TRANSCRIPTION SERVICE, INC.	1,900.46	Transcription Services
147452	6/1/2017	INSYNC	13.20	Translation Services
147457	6/1/2017	LANGUAGE LINE SERVICES	243.25	Translation Services
147802	6/21/2017	INSYNC	133.65	Translation Services
147930	6/28/2017	LANGUAGE LINE SERVICES	1,945.93	Translation Services
147709	6/14/2017	QUARTERMASTER	45.00	Uniforms
147661	6/14/2017	DISH NETWORK LLC	55.56	Utilities
147534	6/8/2017	AT&T	83.75	Utilities
147595	6/8/2017	QUESTAR GAS	56.63	Utilities
147596	6/8/2017	CENTURY LINK	13,117.84	Utilities
147599	6/8/2017	ROCK SPRINGS MUNICIPAL UTILITY	9,571.35	Utilities
147610	6/8/2017	SWEETWATER TELEVISION	4,001.46	Utilities
147620	6/8/2017	WHITE MOUNTAIN WATER & SEWER DISTRICT	68.26	Utilities
147715	6/14/2017	ROCK SPRINGS MUNICIPAL UTILITY	47.22	Utilities
147717	6/14/2017	ROCKY MOUNTAIN POWER	45.40	Utilities
147831	6/21/2017	ROCKY MOUNTAIN POWER	45,342.59	Utilities
147605	6/8/2017	STERICYCLE, INC.	1,202.95	Waste Disposal
147728	6/14/2017	STERICYCLE, INC.	97.46	Waste Disposal
147963	6/28/2017	STERICYCLE, INC.	983.58	Waste Disposal
147905	6/28/2017	FIBERTECH	1,742.00	Window Cleaning
		GRAND TOTAL	6,586,796.98	



STATISTICS		Actual Jul-17	Budget Jul-17	PY Jul-16	YTD Jul-17	YTD Jul-16	YTD Jul-15	YTD Jul-14
<b>Volumes:</b>								
<b>Case Mix</b>								
Medicare		1.2905	1.3395	1.3395	1.2905	1.3395	1.4613	1.0435
All payers		0.8155	0.8344	0.8344	0.8155	0.8344	0.8522	0.8446
<b>Admissions</b>								
Med		75	89	89	75	89	81	82
ICU		26	34	34	26	34	28	31
Surgery		2	6	6	2	6	12	13
OB		54	53	53	54	53	51	57
Newborn		51	49	49	51	49	48	55
Total Admissions		208	231	231	208	231	220	238
<b>Discharges</b>								
Med		86	81	81	86	81	93	68
ICU		9	17	17	9	17	17	30
Surgery		7	15	15	7	15	20	21
OB		53	50	50	53	50	51	55
Newborn		51	46	46	51	46	49	53
Total Discharges		206	209	209	206	209	230	227
<b>Patient Days:</b>								
Med		237	445	445	237	445	290	227
ICU		49	79	79	49	79	98	96
Surgery		24	28	28	24	28	64	48
OB		97	79	79	97	79	71	86
Newborn		89	75	75	89	75	65	76
Total Patient Days		496	706	706	496	706	588	533
Observation Bed Days		109	77	77	109	77	84	45
<b>Surgery Statistics:</b>								
IP Surgeries		31	41	41	31	41	33	39
OP Surgeries		152	113	113	152	113	146	154
<b>Outpatient Statistics:</b>								
X-ray		683	726	726	683	726	723	683
Mammography		96	118	118	96	118	139	151
Ultrasound		255	224	224	255	224	280	251
Cat Scan		416	402	402	416	402	406	293
MRI		98	88	88	98	88	108	99
Nuclear Medicine		30	31	31	30	31	43	18
PET Scan		9	11	11	9	11	6	6
Laboratory		2,857	2,938	2,938	2,857	2,938	2,632	2,117
Histology		140	114	114	140	114	136	188
Respiratory Therapy		240	221	221	240	221	237	170
Cardiovascular		404	484	484	404	484	463	335
Sleep Lab		29	13	13	29	13	14	14
Cardiac Rehab		356	460	460	356	460	402	418
Physical Therapy		207	213	213	207	213	269	238
Dialysis		299	232	232	299	232	252	284
Medical Oncology		149	176	176	149	176	291	92
Radiation Oncology		226	264	264	226	264	444	145
Total Outpatients Visits		6,494	6,715	6,715	6,494	6,715	6,845	5,502
Clinic Visits - Primary Care		3,668	4,031	3,817	3,668	3,817	5,639	4,273
Clinic Visits - Specialty Clinics		456	609	362	456	362	481	559
ER visits admitted		140	148	148	140	148	141	135
ER visits Discharged		1,240	1,301	1,301	1,240	1,301	1,314	1,401
Total ER visits		1,380	1,449	1,449	1,380	1,449	1,455	1,536

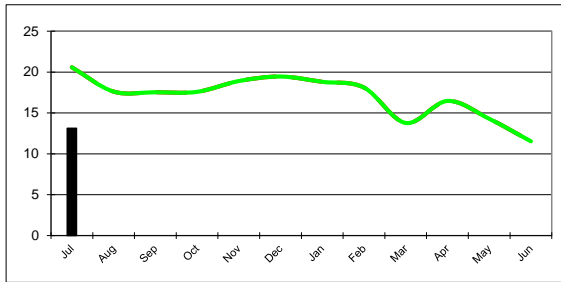
**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
"DASHBOARD" GRAPHS  
JULY 2017**

— FYE 2017 ACTUAL

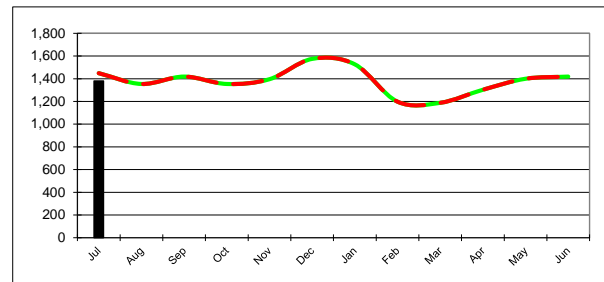
- - - FYE 2018 BUDGET

■ FYE 2018 ACTUAL

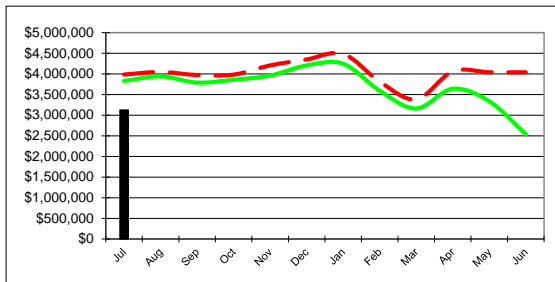
**AVERAGE ACUTE CENSUS**



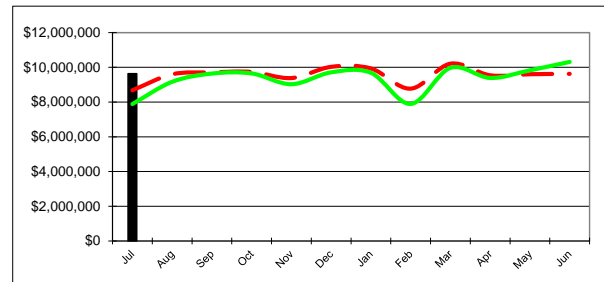
**ER IP+OP VISITS**



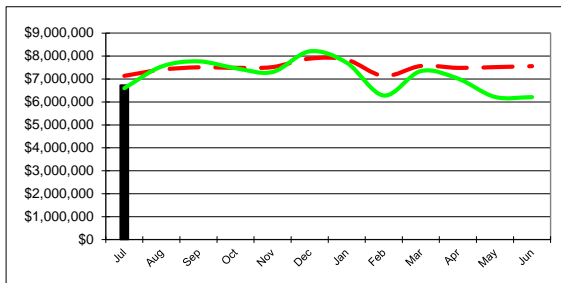
**INPATIENT CHARGES**



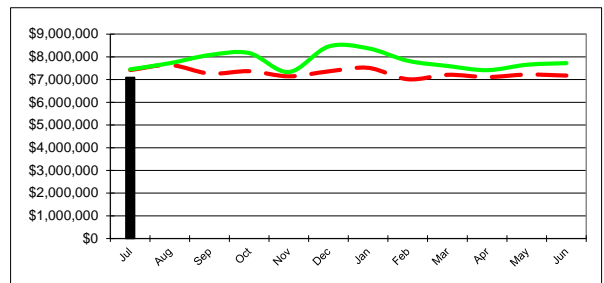
**OUTPATIENT CHARGES**



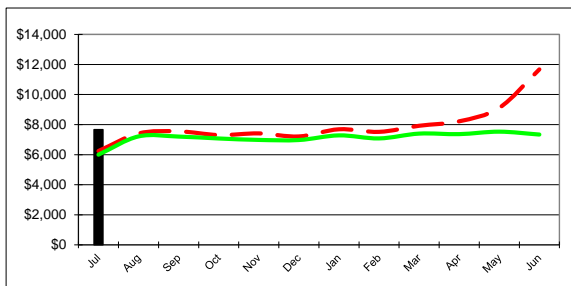
**TOTAL NET OPERATING REVENUE**



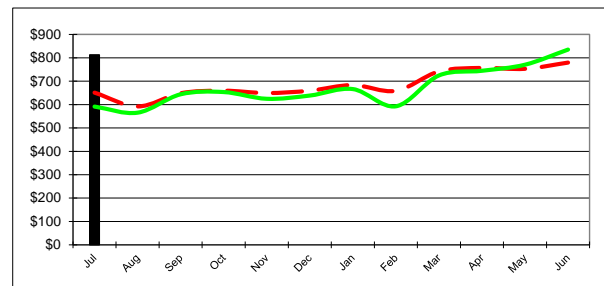
**OPERATING EXPENSE**



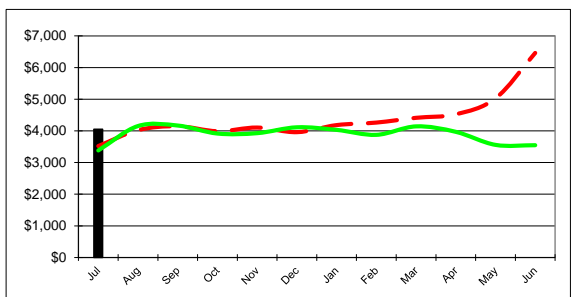
**AVERAGE CHARGE PER ADJUSTED PATIENT DAY**



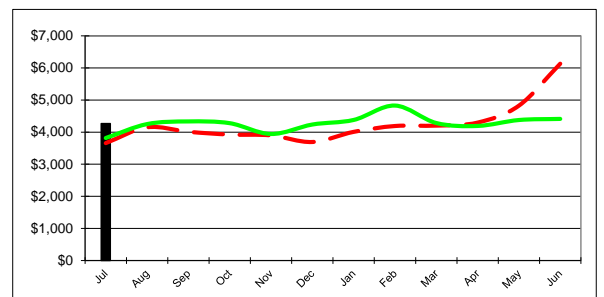
**AVERAGE CHARGE PER OUTPATIENT VISIT (Inc. ER)**



**AVERAGE NET OPERATING REVENUE PER ADJUSTED PATIENT DAY**



**AVERAGE OPERATING EXPENSE PER ADJUSTED PATIENT DAY**



# MEMORIAL HOSPITAL OF SWEETWATER COUNTY

One month ended July 31, 2017

## PAYOR MIX DATA

HOSPITAL	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	22.43%	22.43%	18.37%
Blue Cross	22.34%	22.34%	23.66%
Medicaid	9.00%	9.00%	9.99%
Medicare	34.15%	34.15%	36.77%
Self Pay	9.14%	9.14%	9.42%
Other	2.94%	2.94%	1.79%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

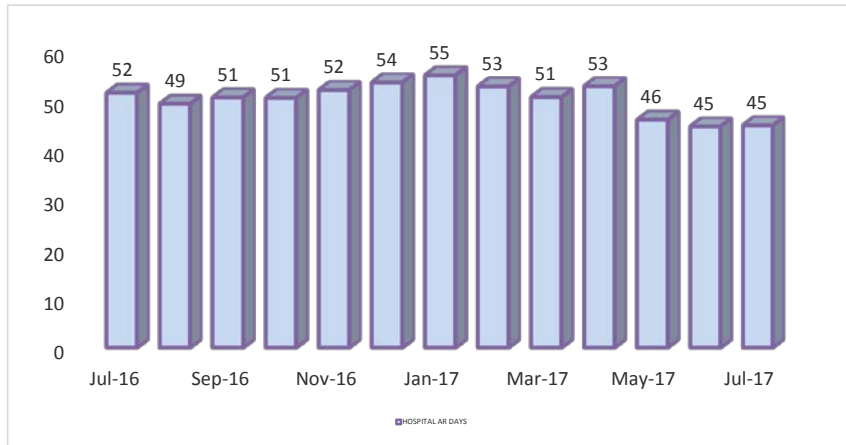
CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	28.93%	28.93%	28.94%
Blue Cross	29.50%	29.50%	30.49%
Medicaid	13.51%	13.51%	14.70%
Medicare	19.92%	19.92%	19.07%
Self Pay	7.44%	7.44%	6.18%
Other	0.70%	0.70%	0.62%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

ORTHO CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	47.43%	47.43%	39.50%
Blue Cross	23.24%	23.24%	27.91%
Medicaid	4.88%	4.88%	6.32%
Medicare	21.10%	21.10%	23.02%
Self Pay	2.90%	2.90%	2.71%
Other	0.45%	0.45%	0.54%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

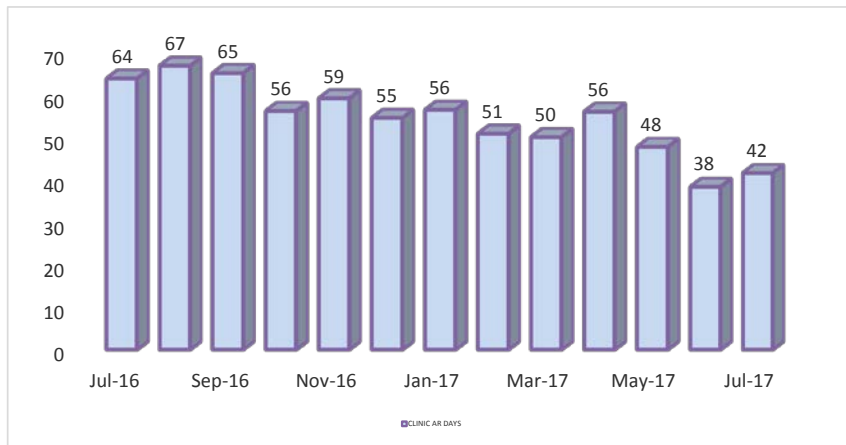
COMBINED	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	23.32%	23.32%	19.86%
Blue Cross	22.91%	22.91%	24.39%
Medicaid	9.28%	9.28%	10.34%
Medicare	32.85%	32.85%	34.80%
Self Pay	8.91%	8.91%	8.96%
Other	2.73%	2.73%	1.65%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**  
**DAYS IN A/R**  
**07/31/17**

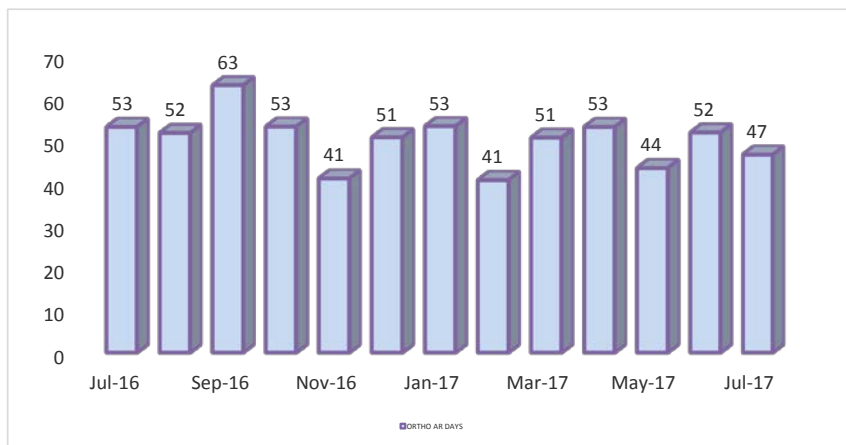
	<b>HOSPITAL AR DAYS</b>
Jul-16	52
Aug-16	49
Sep-16	51
Oct-16	51
Nov-16	52
Dec-16	54
Jan-17	55
Feb-17	53
Mar-17	51
Apr-17	53
May-17	46
Jun-17	45
Jul-17	45



	<b>CLINIC AR DAYS</b>
Jul-16	64
Aug-16	67
Sep-16	65
Oct-16	56
Nov-16	59
Dec-16	55
Jan-17	56
Feb-17	51
Mar-17	50
Apr-17	56
May-17	48
Jun-17	38
Jul-17	42



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



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

For The Month ending: July 2017

	MHSC Current Month	MHSC FYTD	WYOMING All Hospitals	National Rural < \$90M Net Rev.	MHSC Benchmark
FTEs Per AOB	8.68	8.68	6.60	4.63	6.60

Change in FTE's to meet Benchmark (104.48)

Change in MONTHLY Gross  
Revenue to meet Benchmark \$ 3,700,000

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

	PPE	6/25/2017	7/9/2017	7/23/2017	Variance	CHANGE FROM			Variance
BUDGET					from Bud	LAST PAY PERIOD		YTD	from budget
						Increase	Decrease		
AVG CENSUS	18.00	13.6	9.1	14.9	(3.1)	5.79	-	12.0	(6.0)
ER VISITS (Avg Day)	46	48	45	44	(1.2)	-	0.93	44.8	(0.8)
SURGERIES (IP+OP)	84	71	81	88	3.8	7.00	-	169.0	
BIRTHS	20	23	20	22	2.2	2.00	-	42.0	
CHARGES -IP \$000	1,860	1374	1057	1534	(326.0)	477.00	-	2591.0	
-OP \$000	4,416	4367	4250	4581	165.0	331.00	-	8831.0	
-TOTAL \$000	6,276	5741	5307	6115	(161.0)	808.00	-	11422.0	
Adjusted Patient Days	850	798	638	829	(21.1)	(191.51)	-	1466.8	

**Paid FTEs (Including Contract)**

600	MEDICAL FLOOR	30.8	25.0	22.8	28.0	(2.8)	5.16	-	25.4	(5.4)
605	BEHAVIORAL HEALTH	8.0	6.5	3.6	6.2	(1.8)	2.65	-	4.9	(3.1)
610	OB FLOOR	5.9	5.4	5.5	6.3	0.4	0.84	-	5.9	0.0
611	NURSERY	7.3	6.6	6.7	6.7	(0.6)	-	0.03	6.7	(0.6)
612	LABOR & DELIVERY	6.1	5.9	6.0	5.9	(0.2)	-	0.04	5.9	(0.2)
620	ICU	13.9	13.2	11.7	14.9	1.0	3.16	-	13.3	(0.6)
630	OR	13.3	12.5	13.5	13.9	0.6	0.39	-	13.7	0.4
631	SAME DAY SURGERY	7.1	7.6	7.4	6.8	(0.3)	-	0.54	7.1	(0.0)
633	RECOVERY	2.0	3.0	2.6	5.7	3.7	3.03	-	4.1	2.1
634	CENTRAL STERILE	3.1	3.2	3.1	2.9	(0.2)	-	0.22	3.0	(0.1)
640	DIALYSIS	5.0	5.1	5.0	5.0	0.0	0.02	-	5.0	0.0
650	ER	25.6	23.0	24.0	25.0	(0.6)	0.99	-	24.5	(1.1)
651	TRAUMA	1.0	1.1	0.6	1.2	0.2	0.53	-	0.9	(0.1)
652	SANE	0.5	0.8	1.1	0.6	0.1	-	0.45	0.8	0.3
660	RADIATION ONC	6.6	6.1	6.5	7.0	0.4	0.49	-	6.7	0.1
661	MEDICAL ONC	5.5	5.2	5.1	5.2	(0.4)	0.08	-	5.1	(0.4)
700	LABORATORY	29.5	30.8	30.3	30.4	0.9	0.14	-	30.3	0.8
701	HISTOLOGY	2.0	1.3	1.9	2.0	0.0	0.16	-	2.0	(0.1)
702	BLOOD BANK	1.0	1.1	1.0	1.1	0.1	0.13	-	1.0	0.0
710	RADIOLOGY	7.7	10.5	9.1	8.5	0.8	-	0.53	8.8	1.1
711	MAMMOGRAPHY	2.0	1.1	1.1	1.2	(0.8)	0.03	-	1.1	(0.9)
712	ULTRASOUND	3.6	3.7	3.9	3.8	0.2	-	0.12	3.8	0.2
713	NUC MED	1.9	1.8	1.7	2.0	0.1	0.31	-	1.8	(0.1)
714	CAT SCAN	5.1	4.8	4.9	4.7	(0.4)	-	0.17	4.8	(0.3)
715	MRI	1.0	1.0	1.5	1.0	0.0	-	0.45	1.2	0.2
716	PET SCAN	0.1	-	-	-	(0.1)	-	-	0.0	(0.1)
720	RESPIRATORY	6.1	6.3	5.5	4.8	(1.3)	-	0.74	5.2	(0.9)
721	SLEEP LAB	1.8	1.6	1.3	1.9	0.1	0.56	-	1.6	(0.2)
722	CARDIO	2.8	2.9	2.8	2.7	(0.1)	-	0.06	2.7	(0.1)
723	CARDIAC REHAB	2.4	2.8	2.6	2.4	-	-	0.20	2.5	0.1
730	PHYSICAL THERAPY	4.0	4.4	3.7	3.6	(0.4)	-	0.10	3.7	(0.3)
780	PATIENT ED	2.5	2.5	2.5	2.6	0.1	0.10	-	2.6	0.1
781	SOCIAL SERVICES	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
782	QUALITY & ACCREDIT	5.5	4.5	4.5	5.5	0.0	1.01	-	5.0	(0.5)
783	INFECTION CONTROL	1.0	-	1.2	1.3	0.3	0.08	-	1.2	0.2
784	ACCREDITATION	2.0	2.0	2.0	2.0	(0.0)	-	0.02	2.0	(0.0)
786	NURSING INFORMATICS	3.0	3.0	3.0	3.0	0.0	-	-	3.0	0.0
790	HEALTH INFORMATION	11.7	12.6	11.8	12.5	0.8	0.69	-	12.2	0.5
791	CASE MANAGEMENT	5.0	5.2	4.6	5.3	0.3	0.74	-	5.0	(0.0)
800	MAINTENANCE	11.0	10.0	10.0	10.0	(1.0)	-	0.02	10.0	(1.0)
801	HOUSEKEEPING	23.5	23.7	23.5	23.8	0.3	0.33	-	23.6	0.1
802	LAUNDRY	6.5	5.6	6.2	5.4	(1.1)	-	0.78	5.8	(0.7)
803	BIO MED	2.0	1.0	1.0	1.0	(1.0)	-	0.05	1.0	(1.0)
810	SECURITY	8.1	8.2	7.2	7.6	(0.5)	0.41	-	7.4	(0.7)
850	PURCHASING	5.0	4.8	5.0	5.0	-	-	0.01	5.0	0.0
855	CENTRAL SUPPLY	3.0	3.0	3.0	3.0	-	-	0.01	3.0	0.0
870	DIETARY	17.6	15.9	15.7	17.2	(0.5)	1.49	-	16.4	(1.2)
871	DIETICIANS	1.3	1.5	1.3	1.4	0.1	0.18	-	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	0.9	1.0	-	0.10	-	1.0	(0.1)
902	MED STAFF SVC	2.0	2.0	2.0	2.0	-	-	-	2.0	0.0
903	MHSC FOUNDATION	1.5	1.4	1.3	1.4	(0.1)	0.06	-	1.4	(0.1)
904	VOLUNTEER SRV	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
905	NURSING ADMIN	5.3	6.2	5.8	5.7	0.4	-	0.11	5.8	0.5
907	PHYSICIAN RECRUIT	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
910	INFORMATION SYSTEMS	8.0	8.1	8.0	8.1	0.1	0.06	-	8.1	0.1

		PPE	6/25/2017	7/9/2017	7/23/2017	Variance	LAST PAY PERIOD		YTD	from budget
	BUDGET					from Bud	Increase	Decrease		
920	HUMAN RESOURCES	4.7	4.7	4.7	4.6	(0.1)	-	0.08	4.7	(0.0)
930	FISCAL SERVICES	5.0	5.0	4.9	5.0	(0.0)	0.02	-	4.9	(0.1)
940	BUSINESS OFFICE	14.8	14.8	14.7	15.0	0.2	0.34	-	14.8	0.0
941	ADMITTING	13.4	14.6	14.9	14.0	0.6	-	0.93	14.5	1.1
942	COMMUNICATION	2.9	3.1	3.2	2.9	0.1	-	0.26	3.1	0.2
943	CENTRAL SCHEDULING	4.0	4.0	4.0	4.0	0.0	0.01	-	4.0	0.0
949	DENKER	3.8	3.0	3.0	3.0	(0.8)	-	0.01	3.0	(0.8)
950	OLIVER	3.7	2.9	3.2	2.9	(0.8)	-	0.29	3.0	(0.7)
951	JOHNSON	4.3	5.0	5.0	5.0	0.7	-	0.01	5.0	0.7
953	STEWART	1.0	-	-	-	(1.0)	-	-	0.0	(1.0)
954	WHEELER	2.0	1.8	1.9	1.9	(0.1)	-	0.02	1.9	(0.1)
955	CHOU	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
956	KATTAN	2.0	2.7	2.7	2.7	0.7	-	0.08	2.7	0.7
958	VERONESE	2.0	1.0	1.0	1.8	(0.3)	0.75	-	1.4	(0.6)
959	GREWAL	2.0	2.0	2.0	2.9	0.9	0.87	-	2.4	0.4
960	SANDERS	2.0	2.0	2.1	2.1	0.1	0.02	-	2.1	0.1
961	DANSIE	1.5	2.1	2.0	2.1	0.6	0.02	-	2.0	0.5
962	BOWERS	1.5	1.9	1.6	1.7	0.2	0.11	-	1.7	0.2
963	LONG	1.5	1.9	1.9	1.9	0.4	-	0.03	1.9	0.4
964	JAKE JOHNSON	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
965	DOLCE	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
966	OCC MED	2.0	2.4	2.0	2.2	0.2	0.15	-	2.1	0.1
968	GILMARTIN	2.0	1.5	1.5	1.5	(0.5)	-	0.01	1.5	(0.5)
969	PAWAR	2.0	2.0	2.3	2.0	0.0	-	0.29	2.2	0.2
970	CROFTS	1.3	1.0	1.0	1.0	(0.3)	-	-	1.0	(0.3)
971	WAMSUTTER CLINIC	1.5	1.5	1.4	1.5	0.0	0.11	-	1.5	(0.0)
972	FARSON CLINIC	-	-	-	-	-	-	-	0.0	0.0
973	LAURIDSEN	1.5	0.9	1.0	0.9	(0.6)	-	0.10	1.0	(0.6)
974	SMG ADMIN/BILLING	24.9	21.2	21.6	20.9	(4.0)	-	0.74	21.2	(3.7)
975	NEUPANE	2.0	2.0	2.0	2.0	-	-	0.02	2.0	0.0
976	LEHMAN	1.5	0.7	0.9	0.8	(0.7)	-	0.10	0.9	(0.7)
978	HOSPITALIST	4.2	5.2	5.2	4.4	0.2	-	0.83	4.8	0.6
981	CROFT	1.0	1.0	3.0	1.0	-	-	2.00	2.0	1.0
982	CHRISTENSEN	1.0	-	-	-	(1.0)	-	-	0.0	(1.0)
983	MACK	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
984	FRANKS	1.3	1.0	1.0	1.0	(0.3)	-	-	1.0	(0.3)
985	NELSON		2.7	-	-	-	-	-	0.0	0.0
986	BONGIORNO	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
988	CURRY	3.5	3.5	3.4	3.6	0.1	0.17	-	3.5	0.0
989	SHAMO		2.6	-	-	-	-	-	0.0	0.0
991	JAMIAS	1.3	1.0	1.0	1.0	(0.3)	-	-	1.0	(0.3)
992	ASPER	1.0	1.0	2.2	1.0	-	-	1.20	1.6	0.6
993	LIU	2.0	2.0	2.0	2.0	0.0	0.01	-	2.0	0.0
994	DUCK	1.5	-	1.5	0.5	(1.0)	-	0.95	1.0	(0.5)
995	A. BROWN	2.0	2.1	2.0	2.0	0.0	0.04	-	2.0	0.0
996	SARETTE	0.6	0.3	0.3	0.5	(0.1)	0.20	-	0.4	(0.2)

TOTAL Paid FTEs	483.4	468.0	458.4	472.6	(10.8)	14.17	-	465.5	(17.9)
TOTAL WORKED FTEs	439.9	420.0	377.8	421.6	(18.3)	43.85	-	399.7	(40.2)

WORKED % Paid	91%	90%	82%	89%	-2%	0.07	-	86%	(0.1)
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CONTRACT FTES (Inc above)	3.0	12.2	12.7	12.4	9.4	-	0.23	12.6	9.6
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GROSS EMPLOYEE PAYROLL	1,599,017	1,449,753	1,566,478	1,448,320	(150,697)	-	118,157.56	3,014,798	
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Average Employee Hourly Rate	\$41.35	\$38.73	\$42.72	\$38.31	(\$3.04)	-	4.41	#DIV/0!	#DIV/0!
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Benchmark Paid FTEs	6.63	8.21	10.06	7.98	1.35	-	2.09	22.21	15.58
per Adj. Occupied Bed (APD)									

#### WORKED FTEs (Including Contract)

600	MEDICAL FLOOR	28.0	22.7	18.5	26.1	(1.9)	7.62	-	22.3	(5.7)
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		PPE	6/25/2017	7/9/2017	7/23/2017	Variance	LAST PAY PERIOD		YTD	from budget
BUDGET						from Bud	Increase	Decrease		
605	BEHAVIORAL HEALTH	7.3	6.2	2.9	6.2	(1.0)	3.33	-	4.6	(2.7)
610	OB FLOOR	5.4	4.8	4.7	5.3	(0.1)	0.60	-	5.0	(0.4)
611	NURSERY	6.6	6.1	6.2	6.0	(0.7)	-	0.24	6.1	(0.6)
612	LABOR & DELIVERY	5.6	5.8	5.3	5.1	(0.5)	-	0.22	5.2	(0.4)
620	ICU	12.6	11.6	9.6	12.9	0.2	3.25	-	11.3	(1.4)
630	OR	12.1	11.3	11.7	13.6	1.5	1.91	-	12.7	0.6
631	SAME DAY SURGERY	6.5	6.1	6.2	6.8	0.3	0.57	-	6.5	0.0
633	RECOVERY	1.8	2.9	2.2	2.4	0.6	0.21	-	2.3	0.5
634	CENTRAL STERILE	2.8	2.7	2.8	2.3	(0.5)	-	0.49	2.5	(0.3)
640	DIALYSIS	4.6	5.0	4.4	4.3	(0.3)	-	0.08	4.3	(0.2)
650	ER	23.3	21.0	20.8	23.6	0.3	2.80	-	22.2	(1.1)
651	TRAUMA	0.9	0.9	0.6	1.2	0.3	0.53	-	0.9	(0.0)
652	SANE	0.5	0.8	0.5	0.6	0.2	0.10	-	0.6	0.1
660	RADIATION ONC	6.0	5.9	5.0	6.4	0.4	1.36	-	5.7	(0.3)
661	MEDICAL ONC	5.0	4.8	4.3	5.0	(0.0)	0.70	-	4.6	(0.4)
700	LABORATORY	26.8	27.2	26.8	26.7	(0.2)	-	0.14	26.7	(0.1)
701	HISTOLOGY	1.8	1.2	1.6	1.9	0.1	0.30	-	1.8	(0.0)
702	BLOOD BANK	0.9	1.1	1.0	1.1	0.2	0.13	-	1.0	0.1
710	RADIOLOGY	7.0	8.2	6.7	7.9	0.9	1.18	-	7.3	0.3
711	MAMMOGRPAHY	1.8	1.1	0.9	1.1	(0.8)	0.20	-	1.0	(0.9)
712	ULTRASOUND	3.3	3.7	3.9	3.8	0.5	-	0.12	3.8	0.6
713	NUC MED	1.7	1.8	1.5	1.5	(0.2)	0.01	-	1.5	(0.2)
714	CAT SCAN	4.6	4.6	4.7	4.7	0.1	0.03	-	4.7	0.1
715	MRI	0.9	0.9	0.9	1.0	0.1	0.15	-	0.9	0.0
716	PET SCAN	0.1	-	-	-	(0.1)	-	-	0.0	(0.1)
720	RESPIRATORY	5.6	4.9	4.7	4.8	(0.8)	0.08	-	4.8	(0.8)
721	SLEEP LAB	1.6	1.4	1.0	1.9	0.2	0.84	-	1.4	(0.2)
722	CARDIO	2.5	2.8	2.5	2.6	0.0	0.05	-	2.5	(0.0)
723	CARDIAC REHAB	2.2	2.6	2.0	2.4	0.2	0.41	-	2.2	0.0
730	PHYSICAL THERAPY	3.6	3.8	3.2	3.5	(0.1)	0.29	-	3.3	(0.3)
780	PATIENT ED	2.3	2.5	2.0	2.3	(0.0)	0.25	-	2.1	(0.1)
781	SOCIAL SERVICES	0.9	1.0	0.9	1.0	0.1	0.13	-	0.9	0.0
782	QUALITY & ACCREDIT	5.0	4.4	3.6	5.1	0.0	1.50	-	4.3	(0.7)
783	INFECTION CONTROL	0.9	-	1.1	1.3	0.4	0.18	-	1.2	0.3
784	COMPLIANCE	1.8	1.4	1.7	1.9	0.1	0.18	-	1.8	(0.0)
786	NURSING INFORMATICS	2.7	3.0	2.1	2.8	0.0	0.69	-	2.4	(0.3)
790	HEALTH INFORMATION	10.6	10.6	9.1	11.5	0.9	2.43	-	10.3	(0.3)
791	CASE MANAGEMENT	4.6	4.2	3.7	3.8	(0.7)	0.14	-	3.8	(0.8)
800	MAINTENANCE	10.0	8.9	8.1	8.3	(1.7)	0.18	-	8.2	(1.8)
801	HOUSEKEEPING	21.4	21.8	20.8	21.8	0.5	1.00	-	21.3	(0.0)
802	LAUNDRY	5.9	5.2	5.7	5.0	(0.9)	-	0.66	5.3	(0.6)
803	BIO MED	1.8	0.9	0.8	0.5	(1.3)	-	0.29	0.6	(1.2)
810	SECURITY	7.4	7.4	4.7	6.0	(1.4)	1.30	-	5.4	(2.0)
850	PURCHASING	4.6	4.4	3.2	4.7	0.2	1.52	-	4.0	(0.6)
855	CENTRAL SUPPLY	2.7	2.6	2.1	2.6	(0.2)	0.48	-	2.3	(0.4)
870	DIETARY	16.1	15.0	14.0	14.2	(1.9)	0.16	-	14.1	(2.0)
871	DIETICIANS	1.2	1.4	1.2	1.4	0.2	0.19	-	1.3	0.1
900	ADMINISTRATION	5.5	4.3	4.0	4.2	(1.3)	0.20	-	4.1	(1.4)
901	COMM SVC	0.9	1.0	0.9	1.0	0.1	0.10	-	1.0	0.0
902	MED STAFF SVC	1.8	2.0	1.5	2.0	0.2	0.48	-	1.7	(0.1)
903	MHSC FOUNDATION	1.4	1.4	1.2	1.4	0.0	0.16	-	1.3	(0.1)
904	VOLUNTEER SRV	0.9	1.0	0.9	0.5	(0.4)	-	0.40	0.7	(0.2)
905	NURSING ADMIN	4.8	5.8	5.2	4.9	0.0	-	0.31	5.0	0.2
907	PHYSICIAN RECRUIT	0.9	1.0	0.5	1.0	0.1	0.50	-	0.8	(0.2)
910	INFORMATION SYSTEMS	7.3	7.6	6.2	7.2	(0.1)	0.94	-	6.7	(0.6)
920	HUMAN RESOURCES	4.3	4.6	3.7	4.0	(0.3)	0.29	-	3.9	(0.4)
930	FISCAL SERVICES	4.6	4.7	3.6	4.3	(0.2)	0.75	-	4.0	(0.6)
940	BUSINESS OFFICE	13.5	12.8	12.0	12.7	(0.8)	0.74	-	12.3	(1.1)
941	ADMITTING	12.2	13.5	12.9	13.4	1.2	0.58	-	13.1	1.0
942	COMMUNICATION	2.6	2.8	2.7	2.8	0.3	0.13	-	2.8	0.2
943	CENTRAL SCHEDULING	3.6	3.8	3.3	3.4	(0.3)	0.03	-	3.4	(0.3)
949	DENKER	3.5	2.9	2.7	2.9	(0.5)	0.19	-	2.8	(0.6)
950	OLIVER	3.4	2.7	2.6	2.6	(0.8)	0.04	-	2.6	(0.8)
951	JOHNSON	3.9	3.9	4.2	4.4	0.5	0.19	-	4.3	0.4
953	STEWART	0.9	-	-	-	(0.9)	-	-	0.0	(0.9)
954	WHEELER	1.8	1.8	1.5	1.7	(0.1)	0.22	-	1.6	(0.2)
955	CHOU	0.9	1.0	0.9	1.0	0.1	0.10	-	1.0	0.0
956	KATTAN	1.8	2.7	2.1	2.2	0.3	0.02	-	2.2	0.3
958	VERONESE	1.8	0.5	1.0	0.6	(1.2)	-	0.38	0.8	(1.0)
959	GREWAL	1.8	2.0	1.2	2.0	0.2	0.76	-	1.6	(0.2)

	PPE	6/25/2017	7/9/2017	7/23/2017	Variance	LAST PAY PERIOD		YTD	from budget
BUDGET					from Bud	Increase	Decrease		
960 SANDERS	1.8	1.6	2.1	1.6	(0.3)	-	0.52	1.8	(0.0)
961 DANSIE	1.4	1.9	1.5	1.6	0.2	0.10	-	1.5	0.1
962 BOWERS	1.4	1.3	1.1	1.4	0.0	0.28	-	1.2	(0.1)
963 LONG	1.4	1.7	1.8	1.9	0.5	0.07	-	1.8	0.5
964 JAKE JOHNSON	0.9	1.0	0.9	1.0	0.1	0.13	-	0.9	0.0
965 DOLCE	0.9	1.0	0.9	1.0	0.1	0.13	-	0.9	0.0
966 OCC MED	1.8	2.3	1.4	2.1	0.3	0.71	-	1.8	(0.0)
968 GILMARTIN	1.8	1.5	0.6	1.5	(0.3)	0.86	-	1.1	(0.8)
969 PAWAR	1.8	2.0	1.4	0.7	(1.1)	-	0.70	1.1	(0.8)
970 CROFTS	1.2	1.0	0.4	1.0	(0.2)	0.60	-	0.7	(0.5)
971 WAMSUTTER CLINIC	1.4	1.5	1.0	1.5	0.2	0.51	-	1.3	(0.1)
972 FARSON CLINIC	-	-	-	-	-	-	-	0.0	0.0
973 LAURIDSEN	1.4	0.9	0.6	0.8	(0.6)	0.18	-	0.7	(0.7)
974 SMG ADMIN/BILLING	22.7	18.9	19.0	18.8	(3.8)	-	0.20	18.9	(3.7)
975 NEUPANE	1.8	2.0	1.8	1.9	0.1	0.08	-	1.9	0.1
976 LEHMAN	1.4	0.7	0.4	0.8	(0.6)	0.38	-	0.6	(0.8)
978 HOSPITALIST	3.8	5.2	5.2	4.4	0.6	-	0.83	4.8	1.0
981 CROFT	0.9	0.7	0.9	0.7	(0.2)	-	0.20	0.8	(0.1)
982 CHRISTENSEN	0.9	-	-	-	(0.9)	-	-	0.0	(0.9)
983 MACK	0.9	1.0	0.6	0.6	(0.3)	-	-	0.6	(0.3)
984 FRANKS	1.2	0.7	0.9	0.9	(0.3)	-	-	0.9	(0.3)
986 BONGIORNO	0.9	1.0	0.9	1.0	0.1	0.10	-	1.0	0.0
988 CURRY	3.2	3.2	2.7	3.6	0.4	0.93	-	3.1	(0.1)
991 JAMIAS	1.2	0.5	0.4	0.8	(0.4)	0.40	-	0.6	(0.6)
992 ASPER	0.9	0.5	0.5	0.8	(0.1)	0.30	-	0.7	(0.3)
993 LIU	1.8	1.1	1.8	1.8	(0.0)	0.02	-	1.8	(0.0)
994 DUCK	1.4	-	0.8	0.5	(0.9)	-	0.34	0.6	(0.7)
995 A. BROWN	1.8	1.4	1.2	1.8	(0.0)	0.62	-	1.5	(0.3)
996 SARETTE	0.6	0.3	0.3	0.5	(0.1)	0.20	-	0.4	(0.2)
<b>TOTAL WORKED FTEs</b>	<b>439.9</b>	<b>417.3</b>	<b>377.8</b>	<b>421.6</b>	<b>(18.26)</b>	<b>43.85</b>	<b>-</b>	<b>399.7</b>	<b>(40.2)</b>
<b>CNTRCT FTEs (Inc above)</b>	<b>3.0</b>	<b>12.2</b>	<b>12.7</b>	<b>12.4</b>	<b>9.44</b>	<b>-</b>	<b>0.23</b>	<b>12.6</b>	<b>9.6</b>

#### OVERTIME HOURS

					Current PR			YTD Hours	
					OT Dollars				
600 MEDICAL FLOOR	-	-	1.5	60.54	1.50	-	1.5		
605 BEHAVIORAL HEALTH	5.8	-	1.3	22.63	1.25	-	1.3		
610 OB FLOOR	-	-	6.5	159.71	6.50	-	6.5		
611 NURSERY	-	1.8	-	-	-	1.75	1.8		
612 LABOR & DELIVERY	-	-	-	-	-	-	-		
620 ICU	20.0	7.3	27.0	707.78	19.75	-	34.3		
630 OR	1.0	5.8	13.0	493.72	7.25	-	18.8		
631 SAME DAY SURGERY	1.3	0.3	6.3	245.32	6.00	-	6.5		
633 RECOVERY	-	-	-	-	-	-	-		
634 CENTRAL STERILE	5.3	0.5	2.3	49.41	1.75	-	2.8		
640 DIALYSIS	5.5	8.5	4.0	210.20	-	4.50	12.5		
650 ER	5.5	69.8	21.8	1,063.09	-	48.00	91.5		
651 TRAUMA	-	-	-	-	-	-	-		
652 SANE	-	-	-	-	-	-	-		
660 RADIATION ONC	2.3	3.0	2.8	211.73	-	0.25	5.8		
661 MEDICAL ONC	-	-	0.5	17.95	0.50	-	0.5		
700 LABORATORY	34.8	31.5	33.0	1,395.81	1.50	-	64.5		
701 HISTOLOGY	-	-	3.3	163.35	3.25	-	3.3		
702 BLOOD BANK	3.0	0.3	1.0	49.37	0.75	-	1.3		
710 RADIOLOGY	3.3	1.3	1.5	59.40	0.25	-	2.8		
711 MAMMOGRPAHY	-	-	-	-	-	-	-		
712 ULTRASOUND	4.5	0.3	-	-	-	0.25	0.3		
713 NUC MED	-	-	0.3	7.82	0.25	-	0.3		
714 CAT SCAN	1.0	-	1.3	45.13	1.25	-	1.3		
715 MRI	0.5	-	-	-	-	-	-		
716 PET SCAN	-	-	-	-	-	-	-		
720 RESPIRATORY	-	7.8	-	-	-	7.75	7.8		
721 SLEEP LAB	-	-	-	-	-	-	-		
722 CARDIO	4.3	-	-	-	-	-	-		
723 CARDIAC REHAB	-	-	-	-	-	-	-		
730 PHYSICAL THERAPY	-	-	-	-	-	-	-		
780 PATIENT ED	-	-	0.3	7.06	0.25	-	0.3		
781 SOCIAL SERVICES	-	-	-	-	-	-	-		

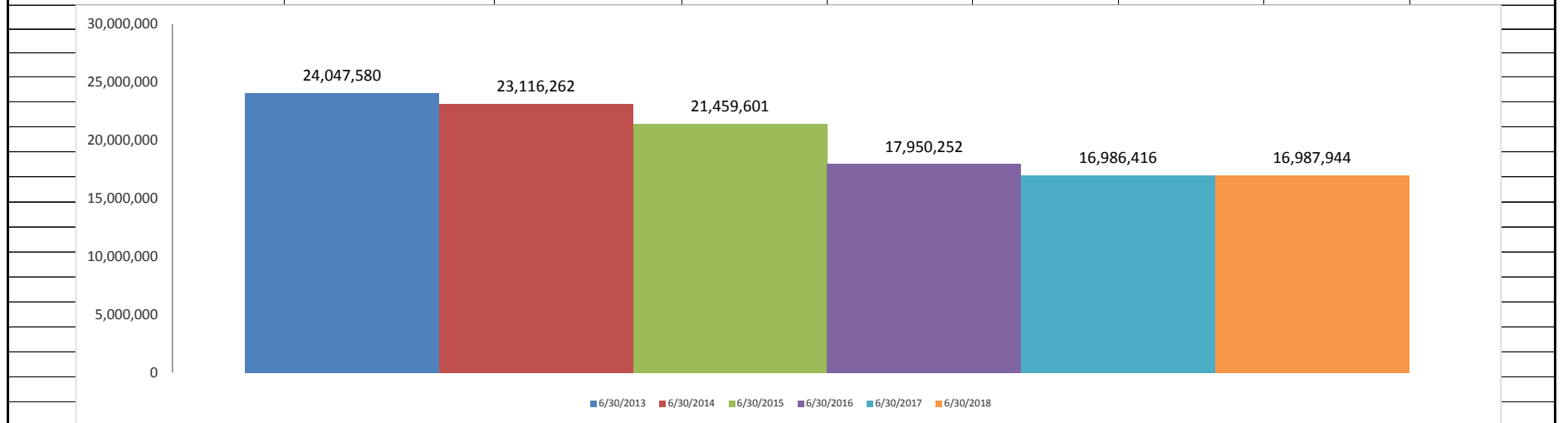
	PPE	6/25/2017	7/9/2017	7/23/2017	Variance	LAST PAY PERIOD		YTD	from budget
BUDGET					from Bud	Increase	Decrease		
782	QUALITY & ACCREDIT	0.8	-	0.5	8.87	0.50	-	0.5	
783	INFECTION CONTROL	-	-	-	-	-	-	-	
784	COMPLIANCE	-	0.3	-	-	-	0.25	0.3	
786	NURSING INFORMATICS	-	-	-	-	-	-	-	
790	HEALTH INFORMATION	-	-	0.3	5.50	0.25	-	0.3	
791	CASE MANAGEMENT	11.5	1.8	12.5	594.07	10.75	-	14.3	
800	MAINTENANCE	3.3	0.5	-	-	-	0.50	0.5	
801	HOUSEKEEPING	52.8	31.8	8.8	175.84	-	23.00	40.5	
802	LAUNDRY	8.8	-	12.5	199.24	12.50	-	12.5	
803	BIO MED	-	-	0.3	14.73	0.25	-	0.3	
810	SECURITY	3.8	19.8	12.0	411.09	-	7.75	31.8	
850	PURCHASING	0.5	0.5	-	-	-	0.50	0.5	
855	CENTRAL SUPPLY	-	-	-	-	-	-	-	
870	DIETARY	54.0	36.0	66.8	1,288.18	30.75	-	102.8	
871	DIETICIANS	-	-	-	-	-	-	-	
900	ADMINISTRATION	-	-	-	-	-	-	-	
901	COMM SVC	-	-	-	-	-	-	-	
902	MED STAFF SVC	-	-	-	-	-	-	-	
903	MHSC FOUNDATION	-	-	-	-	-	-	-	
904	VOLUNTEER SRV	-	-	-	-	-	-	-	
905	NURSING ADMIN	3.3	4.3	6.3	359.63	2.00	-	10.5	
907	PHYSICIAN RECRUIT	-	-	-	-	-	-	-	
910	INFORMATION SYSTEMS	-	-	-	-	-	-	-	
920	HUMAN RESOURCES	-	-	-	-	-	-	-	
930	FISCAL SERVICES	-	-	-	-	-	-	-	
940	BUSINESS OFFICE	2.5	0.8	7.0	324.33	6.25	-	7.8	
941	ADMITTING	90.3	108.3	62.5	1,496.01	-	45.75	170.8	
942	COMMUNICATION	2.5	0.3	-	-	-	0.25	0.3	
943	CENTRAL SCHEDULING	0.8	-	1.0	21.89	1.00	-	1.0	
949	DENKER	1.1	0.9	0.8	19.56	-	0.17	1.7	
950	OLIVER	0.6	1.2	2.3	76.50	1.08	-	3.4	
951	JOHNSON	0.6	0.7	0.5	12.03	-	0.16	1.2	
953	STEWART	-	-	-	-	-	-	-	
954	WHEELER	-	-	-	-	-	-	-	
955	CHOU	-	-	-	-	-	-	-	
956	KATTAN	2.8	1.0	0.3	5.14	-	0.75	1.3	
958	VERONESE	-	-	-	-	-	-	-	
959	GREWAL	1.3	-	-	-	-	-	-	
960	SANDERS	-	6.8	8.8	274.66	2.00	-	15.5	
961	DANSIE	3.8	1.5	2.1	114.97	0.62	-	3.6	
962	BOWERS	4.0	-	1.0	23.42	1.00	-	1.0	
963	LONG	-	1.0	-	-	-	1.00	1.0	
964	JAKE JOHNSON	-	-	-	-	-	-	-	
965	DOLCE	-	1.0	-	-	-	1.00	1.0	
966	OCC MED	29.0	3.0	14.3	617.16	11.25	-	17.3	
968	GILMARTIN	2.4	-	1.6	75.99	1.62	-	1.6	
969	PAWAR	-	0.8	1.8	102.90	1.00	-	2.5	
970	CROFTS	-	-	-	-	-	-	-	
971	WAMSUTTER CLINIC	-	-	-	-	-	-	-	
972	FARSON CLINIC	-	-	-	-	-	-	-	
973	LAURIDSEN	-	-	-	-	-	-	-	
974	SMG ADMIN/BILLING	51.5	25.0	29.8	883.07	4.75	-	54.8	
975	NEUPANE	2.5	1.3	-	-	-	1.25	1.3	
976	PA LEHMAN	3.8	1.5	2.1	115.51	0.63	-	3.6	
978	HOSPITALIST	-	-	-	-	-	-	-	
981	CROFT	-	-	-	-	-	-	-	
982	CHRISTENSEN	-	-	-	-	-	-	-	
983	MACK	-	-	-	-	-	-	-	
984	FRANKS	-	-	-	-	-	-	-	
986	BONGIORNO	-	-	-	-	-	-	-	
988	CURRY	4.0	-	5.5	155.27	5.50	-	5.5	
991	JAMIAS	-	-	-	-	-	-	-	
992	ASPER	-	-	-	-	-	-	-	
993	LIU	0.3	0.3	0.5	24.37	0.25	-	0.8	
994	DUCK	0.3	0.3	0.5	24.37	0.25	-	0.8	
995	A. BROWN	2.4	-	1.6	76.46	1.63	-	1.6	
996	SARETTE	-	-	-	-	-	-	-	

<b>TOTAL OT HOURS</b>	<b>442.3</b>	<b>387.8</b>	<b>390.8</b>	<b>12,471</b>	<b>3.00</b>	<b>-</b>	<b>778.5</b>
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	PPE	6/25/2017	7/9/2017	7/23/2017	Variance from Bud	LAST PAY PERIOD		YTD	from budget
	BUDGET					Increase	Decrease		
<b>TOTAL OT FTEs</b>		<b>5.5</b>	<b>4.8</b>	<b>4.9</b>		0.04	-	<b>4.9</b>	
<b>OT % WORKED HOURS</b>		<b>1.4%</b>	<b>1.3%</b>	<b>1.2%</b>		-	<b>0.1%</b>		

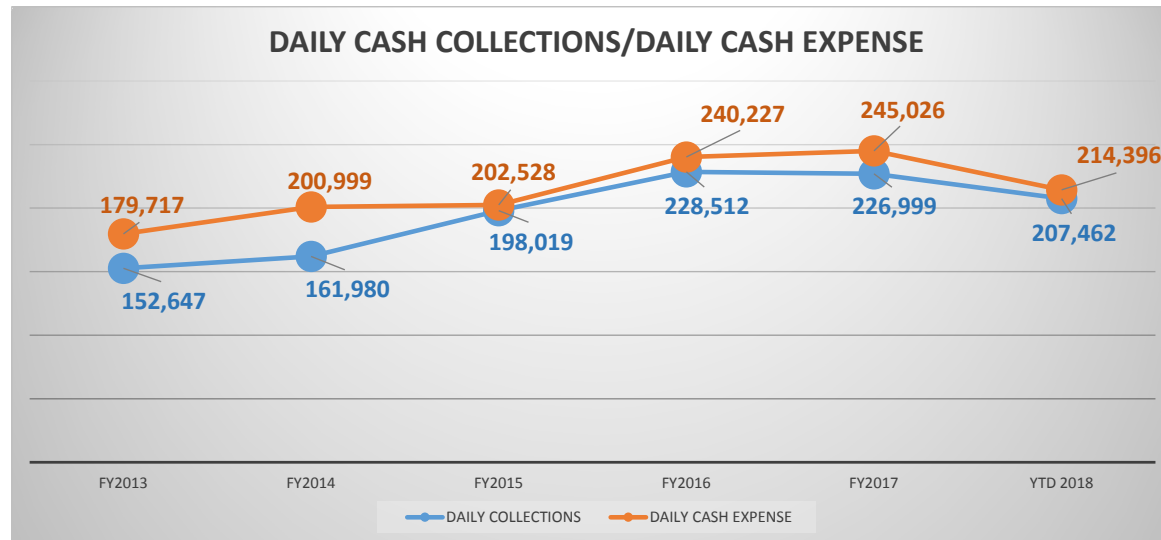
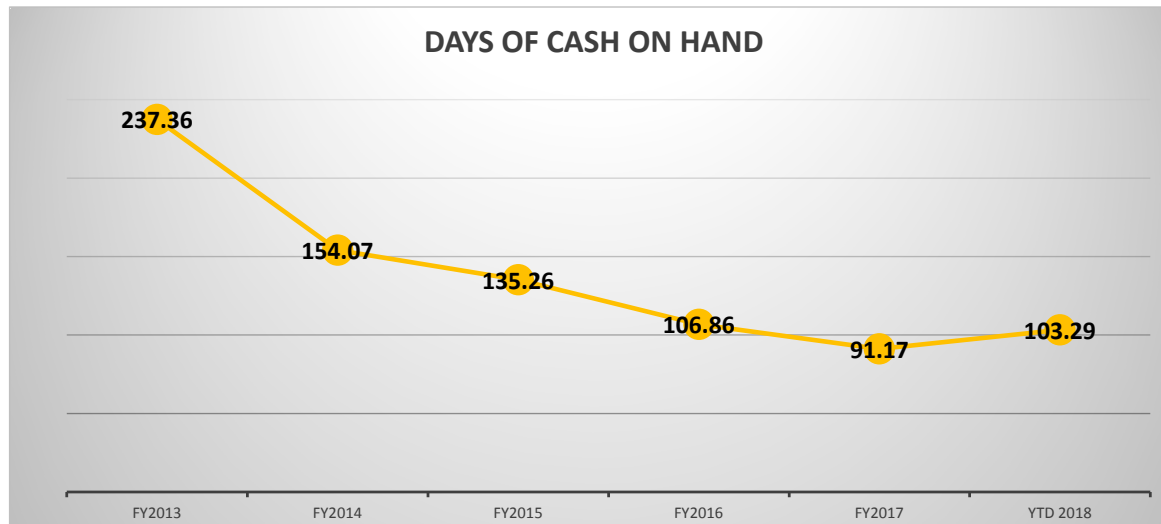
**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
OPEN BID INVESTMENT SUMMARY REPORT  
07/31/17**

		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	4,363,820
RESERVE	BANK OF WEST	3.230%	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
GENERAL	BANK OF WEST	1.250%			2,460,272	2,983,016	2,964,992	2,964,992
CAPITAL DEVELOPMENT	KEYBANK	1.140%	13,539,405	13,001,178	12,299,119	9,231,852	8,253,433	8,253,433
E. BOICE	WYOSTAR	0.950%	404,098	39	39	39	40	40
LIFELINE	WYOSTAR	0.950%	104,078	104,294	104,607	104,934	105,575	105,660
<b>TOTAL</b>			<b>24,047,580</b>	<b>23,116,262</b>	<b>21,459,601</b>	<b>17,950,252</b>	<b>16,986,416</b>	<b>16,987,944</b>



<b>INFORMATION:</b>								
<b>CURRENT INVESTMENT BALANCE:</b>		<b>\$ 16,987,944.35</b>						
<b>GENERAL FUND BALANCE AS OF 07/31/17</b>		<b>922,764</b>						
<b>REPRESENTING DAYS OF CASH ON HAND</b>		<b>4.5</b>						
<b>RECOMMENDATION:</b>								
<b>MAINTAIN FUNDS IN CURRENT INVESTMENTS DUE TO COMPETITIVE INTEREST RATES, AND LIQUIDITY OF FUNDS.</b>								

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
Days of Cash on Hand  
7/31/2017



MEMO: August 29, 2017

TO: Finance Committee

FROM: Ronald L. Cheese – Director Patient Financial Services

SUBJECT: Preliminary August, 2017 Potential Bad Debts Eligible for Board Certification

Potential Bad Debts Eligible for Board Certification

Hospital Accounts	\$ 1,413,000.00
Hospital Payment Plans	\$ 86,000.00
Medical Clinic Accounts	\$ 177.00
Ortho Clinic Accounts	\$ 00.00
Total Potential Bad Debt	\$1,499,177.00

Hospital Accounts Returned	\$ - 125,000.00	
Net Bad Debt Turned		\$ 1,374,177.00

Hospital Recoveries Collection Agency	\$ 173,530.00	
Hospital Recoveries Payment Plans	\$ 66,270.00	
Medical Clinic Recoveries	\$ 14,343.00	
Ortho Clinic Recoveries	\$ 3,508.00	
Total Bad Debt Recoveries		\$ 257,651.00

Net Bad Debt Turned Less Recoveries		<u>\$1,116,526.00</u>
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**Memorial Hospital of Sweetwater County  
County Voucher Summary  
as of month ending July 31, 2017**

<b>Vouchers Submitted by MHSC</b>	
July 2017	\$0.00
<b>County Requested Total Vouchers Submitted/Pending as of July 31, 2017</b>	<u>\$0.00</u>
<b>Total Vouchers Submitted FY 2018</b>	<b>\$0.00</b>
<b>Less: Total Approved by County and Received by MHSC FY 2018</b>	
<b>Total Vouchers Pending Approval by County</b>	<u><u>\$0.00</u></u>

<b>FY18 Title 25 Fund Budget from Sweetwater County</b>	<b>\$601,920.00</b>
Funds Received From Sweetwater County	<u>\$0.00</u>
FY18 Title 25 Fund Budget Remaining	<b>\$601,920.00</b>
<b>Total Budgeted Vouchers Pending Submittal to County</b>	<u><u>\$0.00</u></u>

<b>FY17 Maintenance Fund Budget from Sweetwater County</b>	<b>\$608,812.00</b>
County Maintenance FY18 - July	<b>\$1,187.70</b>
	<u>\$1,187.70</u>
<b>FY18 Maintenance Fund Budget Remaining</b>	<u><u>\$607,624.30</u></u>

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

<b>FY 2018</b>			
	<b>Hirst Applegate, LLP</b>		<b>\$23,756.45</b>
	<b>Jamieson &amp; Robinson, LLC</b>		<b>\$12,661.50</b>
	<b>Phillips Law, LLC</b>		<b>\$22,285.34</b>
	<b>Total FYTD 2018</b>		<b>\$58,703.29</b>

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
CASH DISBURSEMENT SUMMARY FOR JULY 2017**

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	705	6,526,054.77
CAPITAL EQUIPMENT (PLANT FUND)	3	8,642.16
CONSTRUCTION IN PROGRESS (BUILDING FUND)	1	111,593.00
PAYROLL JULY 13, 2017	N/A	1,520,456.54
PAYROLL JULY 27, 2017	N/A	1,408,297.31
TOTAL CASH OUTFLOW	<hr/> <hr/>	<hr/> <hr/> \$6,646,289.93
CASH COLLECTIONS		6,431,311.00
INCREASE/DECREASE IN CASH		\$ (214,978.93)

**PLANT FUND CASH DISBURSEMENTS  
FISCAL YEAR 2018**

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

**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		
		<b>JULY TOTALS</b>			111,593.00	111,593.00

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
7/31/17

Amount	Description
302,666.30	<b>ABG Retirement Total</b>
19,120.00	<b>Advertising Total</b>
7,035.98	<b>Billing Services Total</b>
2,719.60	<b>Blood Bank Services Total</b>
29,600.00	<b>Building Lease Total</b>
2,028.12	<b>Cellular Telephone Total</b>
39,794.54	<b>Collection Agency Total</b>
2,849.25	<b>Computer Equipment Total</b>
10,346.90	<b>Consulting Fees Total</b>
136,088.83	<b>Contract Maintenance Total</b>
143,838.49	<b>Contract Personnel Total</b>
294.66	<b>Courier Services Total</b>
500.39	<b>Diabetes Education Program Total</b>
8,134.48	<b>Dialysis Supplies Total</b>
24,329.80	<b>Disability Insurance Total</b>
4,739.00	<b>Dues &amp; Subscriptions Total</b>
2,048.95	<b>Education &amp; Travel Total</b>
205.00	<b>Education Material Total</b>
3,356.84	<b>Employee Recruitment Total</b>
6,223.15	<b>Employee Vision Plan Total</b>
151,216.41	<b>Equipment Lease Total</b>
39,252.39	<b>Food Total</b>
3,643.45	<b>Freight Total</b>
536.73	<b>Fuel Total</b>
3,899.63	<b>Garbage Collection Total</b>
224,331.06	<b>Group Health Total</b>
250,669.18	<b>Hospital Supplies Total</b>
26,669.05	<b>Insurance Refund Total</b>
10.00	<b>Internet Services Total</b>
42,031.50	<b>Laboratory Services Total</b>
129,520.65	<b>Laboratory Supplies Total</b>
276.49	<b>Laundry Supplies Total</b>
28,143.39	<b>Legal Fees Total</b>
2,222.00	<b>License Renewal Total</b>
16,989.21	<b>Life Insurance Total</b>
151.20	<b>Linen Total</b>
1,815.22	<b>Locum Tenens Total</b>
28,753.09	<b>Maintenance &amp; Repair Total</b>
8,077.63	<b>Maintenance Supplies Total</b>
951.28	<b>MHSC Foundation Total</b>
304.86	<b>Minor Equipment Total</b>

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
7/31/17

462.00	<b>Monthly Pest Control Total</b>
6,177.66	<b>Non Medical Supplies Total</b>
8,501.06	<b>Office Supplies Total</b>
425.00	<b>Other Employee Benefits Total</b>
284.50	<b>Other Purchased Services Total</b>
4,019.91	<b>Oxygen Rental Total</b>
11,408.42	<b>Patient Refund Total</b>
1,923.66	<b>Payroll Deduction Total</b>
3,956.73	<b>Payroll Garnishment Total</b>
3,005,672.85	<b>Payroll Transfer Total</b>
715,592.52	<b>Pharmacy Management Total</b>
10,701.24	<b>Physician Recruitment Total</b>
228,196.47	<b>Physician Services Total</b>
77,636.55	<b>Physician Student Loan Total</b>
5,000.00	<b>Postage Total</b>
303,287.00	<b>Professional Liability Insurance Total</b>
71,080.31	<b>Professional Service Total</b>
609.08	<b>Radiation Monitoring Total</b>
103.63	<b>Radiology Film Total</b>
30,167.01	<b>Radiology Material Total</b>
2.68	<b>Reimbursement - Badge Balance Total</b>
17,156.57	<b>Reimbursement - CME Total</b>
33.73	<b>Reimbursement - Department Fair Total</b>
10,587.96	<b>Reimbursement - Education &amp; Travel Total</b>
462.51	<b>Reimbursement - Employee Recruitment Total</b>
604.46	<b>Reimbursement - Group Health Total</b>
133.56	<b>Reimbursement - Marketing Supplies Total</b>
8,641.48	<b>Reimbursement - Physician Recruitment Total</b>
23.26	<b>Reimbursement - Supplies Total</b>
13,035.00	<b>Sponsorship Total</b>
2,222.50	<b>Surgery Equipment Total</b>
37,898.83	<b>Surgery Supplies Total</b>
2,385.67	<b>Surgical Supplies Total</b>
12,798.50	<b>Surveys Total</b>
3,415.12	<b>Transcription Services Total</b>
752.56	<b>Uniforms Total</b>
110,646.73	<b>Utilities Total</b>
530.40	<b>Waste Disposal Total</b>
1,939.00	<b>Window Cleaning Total</b>
112,193.95	<b>Workman's Comp Total</b>
6,526,054.77	<b>Grand Total</b>



MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
7/31/17

Check #	Date	Vendor Check Name	Amount	Description
W/T	7/24/2017	ABG 070917	147,455.29	ABG Retirement
W/T	7/13/2017	ABG PPE 062517	155,211.01	ABG Retirement
148197	7/7/2017	SPRING HILL PRESS, LLC	1,500.00	Advertising
148165	7/7/2017	LUMIN MEDICAL LLC	2,222.00	Advertising
148204	7/7/2017	SWEETWATER NOW, LLC	720.00	Advertising
148310	7/13/2017	RUMOR ADVERTISING	1,500.00	Advertising
148322	7/13/2017	SWEETWATER NOW, LLC	2,070.00	Advertising
148326	7/13/2017	THE RADIO NETWORK	4,300.00	Advertising
148417	7/19/2017	SMARTLITE	250.00	Advertising
148425	7/19/2017	SWEETWATER NOW, LLC	1,350.00	Advertising
148605	7/27/2017	YESCO OUTDOOR MEDIA LLC	300.00	Advertising
EFT000000002637	7/7/2017	GREEN RIVER STAR	135.00	Advertising
EFT000000002656	7/7/2017	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
EFT000000002644	7/7/2017	LAMAR ADVERTISING	1,200.00	Advertising
EFT000000002654	7/7/2017	ROCK SPRINGS NEWSPAPER INC	321.39	Advertising
EFT000000002681	7/13/2017	LAMAR ADVERTISING	1,200.00	Advertising
EFT000000002708	7/19/2017	LAMAR ADVERTISING	380.00	Advertising
EFT000000002733	7/27/2017	LAMAR ADVERTISING	860.00	Advertising
EFT000000002740	7/27/2017	ROCK SPRINGS NEWSPAPER INC	31.61	Advertising
148181	7/7/2017	PEBBLE CREEK PRESS	500.00	Advertising
148192	7/7/2017	RECONDO TECHNOLOGY, INC	4,250.00	Billing Services
148529	7/27/2017	EXPRESS MEDICAID BILLING SERV	2,785.98	Billing Services
148435	7/19/2017	UNITED BLOOD SERVICES	2,719.60	Blood Bank Services
148519	7/27/2017	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
148526	7/27/2017	BIG SANDY CLINIC	2,200.00	Building Lease
148538	7/27/2017	HILLTOP PROPERTIES, LLC	23,900.00	Building Lease
148333	7/13/2017	VERIZON WIRELESS, LLC	2,028.12	Cellular Telephone
148309	7/13/2017	ROCKY MOUNTAIN SERVICE BUREAU	37,308.55	Collection Agency
148516	7/27/2017	COLLECTION PROFESSIONALS, INC	2,485.99	Collection Agency
148261	7/13/2017	DELL COMPUTER CORPORATION	2,502.35	Computer Equipment
148257	7/13/2017	CDW GOVERNMENT LLC	346.90	Computer Equipment
148602	7/27/2017	WOODARD & CURRAN INC.	751.90	Consulting Fees
EFT000000002690	7/13/2017	THE SHEALY GROUP	9,000.00	Consulting Fees
148281	7/13/2017	HOMEWOOD SUITES	595.00	Consulting Fees
148182	7/7/2017	PHILIPS HEALTHCARE	302.02	Contract Maintenance
148193	7/7/2017	REMI CORPORATION	3,841.27	Contract Maintenance
148209	7/7/2017	THOMSON REUTERS	700.09	Contract Maintenance
148210	7/7/2017	TRACTMANAGER INC	912.45	Contract Maintenance
148300	7/13/2017	PHILIPS HEALTHCARE	10,433.44	Contract Maintenance
148335	7/13/2017	ACCELLOS INC	109.95	Contract Maintenance
148377	7/19/2017	FOUR RIVERS SOFTWARE SYSTEMS	3,125.61	Contract Maintenance
148381	7/19/2017	HEALTHCARE SOLUTIONS OF NC	1,024.00	Contract Maintenance
148405	7/19/2017	PEAK 10, INC	8,535.60	Contract Maintenance
148406	7/19/2017	PHILIPS HEALTHCARE	9,100.00	Contract Maintenance
148169	7/7/2017	MEDACIST	449.82	Contract Maintenance
148185	7/7/2017	POLICYSTAT LLC	382.00	Contract Maintenance
148196	7/7/2017	SOUTHWESTERN BIOMEDICAL ELECT.	450.00	Contract Maintenance
148314	7/13/2017	SOUTHWESTERN BIOMEDICAL ELECT.	700.00	Contract Maintenance
148371	7/19/2017	DELL FINANCIAL SERVICES	1,905.74	Contract Maintenance
148564	7/27/2017	PHILIPS HEALTHCARE	2,864.00	Contract Maintenance
EFT000000002636	7/7/2017	GE HEALTHCARE	20,609.16	Contract Maintenance
EFT000000002641	7/7/2017	INDUSTRIAL SOLUTIONS, INC	2,240.00	Contract Maintenance
EFT000000002658	7/7/2017	STATE FIRE DC SPECIALTIES	3,127.82	Contract Maintenance
EFT000000002660	7/7/2017	T-SYSTEM, INC	8,249.00	Contract Maintenance
EFT000000002697	7/19/2017	ARRENDALE ASSOCIATES, INC	1,200.00	Contract Maintenance
EFT000000002704	7/19/2017	GE HEALTHCARE	12,466.66	Contract Maintenance
EFT000000002706	7/19/2017	INDUSTRIAL SOLUTIONS, INC	3,274.20	Contract Maintenance
148278	7/13/2017	HENRY SCHEIN PRACTICE SOLUTIONS	825.00	Contract Maintenance

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
7/31/17

W/T	7/24/2017	CARECLOUD 7/24/17	349.00	Contract Maintenance
W/T	7/6/2017	ZENITH 7/6/17	107.00	Contract Maintenance
148312	7/13/2017	SITEIMPROVE, INC.	2,000.00	Contract Maintenance
148306	7/13/2017	RED ROCKS MEDICAL, LLC	36,805.00	Contract Maintenance
148154	7/7/2017	FOCUSONE SOLUTIONS LLC	23,711.77	Contract Personnel
148245	7/13/2017	AVANT HEALTHCARE PROFESSIONALS, LLC	25,214.38	Contract Personnel
148270	7/13/2017	FOCUSONE SOLUTIONS LLC	23,134.89	Contract Personnel
148350	7/19/2017	AVANT HEALTHCARE PROFESSIONALS, LLC	11,886.49	Contract Personnel
148376	7/19/2017	FOCUSONE SOLUTIONS LLC	21,491.51	Contract Personnel
148402	7/19/2017	NURSE ASSIST INC	660.00	Contract Personnel
148495	7/27/2017	AVANT HEALTHCARE PROFESSIONALS, LLC	11,988.42	Contract Personnel
148534	7/27/2017	FOCUSONE SOLUTIONS LLC	25,751.03	Contract Personnel
148320	7/13/2017	SUSAN K CROFUTT	294.66	Courier Services
148478	7/26/2017	SWEETWATER COUNTY DISTRICT BOARD OF HEALTH	500.39	Diabetes Education Program
EFT000000002640	7/7/2017	HENRY SCHEIN INC	110.18	Dialysis Supplies
148271	7/13/2017	FRESENIUS USA MANUFACTURING	3,218.78	Dialysis Supplies
148535	7/27/2017	FRESENIUS USA MANUFACTURING	4,240.57	Dialysis Supplies
EFT000000002639	7/7/2017	HENRY SCHEIN INC	124.95	Dialysis Supplies
EFT000000002678	7/13/2017	HENRY SCHEIN INC	220.00	Dialysis Supplies
EFT000000002730	7/27/2017	HENRY SCHEIN INC	220.00	Dialysis Supplies
148273	7/13/2017	GARDNER & WHITE	24,329.80	Disability Insurance
148397	7/19/2017	MSDS ONLINE, INC	4,199.00	Dues & Subscriptions
148487	7/27/2017	AMERICAN HEALTH LAWYERS ASSOCIATION	540.00	Dues & Subscriptions
148120	7/7/2017	APIC 2012 REGISTRATION	80.00	Education & Travel
148488	7/27/2017	AAACN	306.00	Education & Travel
148416	7/19/2017	SKILL PATH SEMINARS	499.00	Education & Travel
148491	7/27/2017	AORN	361.95	Education & Travel
148419	7/19/2017	SOCIETY FOR HUMAN RES. MANAGE.	552.00	Education & Travel
148603	7/27/2017	WYOMING HOSPITAL ASSOCIATION	250.00	Education & Travel
148296	7/13/2017	MY EDUCATIONAL RESOURCES	205.00	Education Material
148244	7/13/2017	ARTHUR L. DAVIS PUBLISHING AGENCY	433.34	Employee Recruitment
EFT000000002680	7/13/2017	INSIGHT INVESTIGATIONS, INC	428.50	Employee Recruitment
148294	7/13/2017	MINORITIES & SUCCESS	2,495.00	Employee Recruitment
148334	7/13/2017	VISION SERVICE PLAN - WY	6,223.15	Employee Vision Plan
W/T	7/10/2017	SEIMENS EDI PAY 7/10	9,017.12	Equipment Lease
148153	7/7/2017	FIRST FINANCIAL CORPORATE LEASING, LLC	7,344.00	Equipment Lease
148215	7/7/2017	US BANK EQUIPMENT FINANCE	1,673.17	Equipment Lease
148331	7/13/2017	US BANK EQUIPMENT FINANCE	706.72	Equipment Lease
148385	7/19/2017	HP FINANCIAL SERVICES	295.11	Equipment Lease
148437	7/19/2017	US BANK EQUIPMENT FINANCE	191.61	Equipment Lease
148134	7/7/2017	CAREFUSION SOLUTIONS, LLC	20,371.00	Equipment Lease
148258	7/13/2017	CISCO SYSTEMS CAPITAL CORP	12,390.54	Equipment Lease
148260	7/13/2017	COPIER & SUPPLY COMPANY	40.84	Equipment Lease
148274	7/13/2017	GE HEALTHCARE FINANCIAL SERVICES	9,580.00	Equipment Lease
148379	7/19/2017	GE HEALTHCARE FINANCIAL SERVICES	13,081.09	Equipment Lease
148415	7/19/2017	SIEMENS FINANCIAL SERVICES, INC	18,404.90	Equipment Lease
148592	7/27/2017	US BANK EQUIPMENT FINANCE	1,689.96	Equipment Lease
148512	7/27/2017	CISCO SYSTEMS CAPITAL CORP	13,010.07	Equipment Lease
148518	7/27/2017	COPIER & SUPPLY COMPANY	116.27	Equipment Lease
148687	7/27/2017	CELTIC COMMERCIAL FINANCE	18,660.00	Equipment Lease
EFT000000002691	7/13/2017	TIMEPAYMENT CORP	1,950.00	Equipment Lease
EFT000000002657	7/7/2017	SHADOW MOUNTAIN WATER CO ,WY	583.50	Equipment Lease
EFT000000002687	7/13/2017	SHADOW MOUNTAIN WATER CO ,WY	436.50	Equipment Lease
EFT000000002742	7/27/2017	SHADOW MOUNTAIN WATER CO ,WY	367.25	Equipment Lease
148508	7/27/2017	CAREFUSION SOLUTIONS, LLC	20,371.00	Equipment Lease
148566	7/27/2017	PITNEY BOWES GLOBAL FINANCIAL SERVICES, LLC	935.76	Equipment Lease
148168	7/7/2017	MEADOW GOLD DAIRY	441.75	Food
148388	7/19/2017	MEADOW GOLD DAIRY	862.27	Food
148151	7/7/2017	F B MCFADDEN WHOLESALE	4,393.72	Food

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148176	7/7/2017	NICHOLAS & CO INC	5,116.54	Food
148206	7/7/2017	SYSCO INTERMOUNTAIN FOOD	129.12	Food
148220	7/7/2017	WESTERN WYOMING BEVERAGES INC	779.39	Food
148223	7/10/2017	SYSCO INTERMOUNTAIN FOOD	5,472.06	Food
148267	7/13/2017	F B MCFADDEN WHOLESale	2,649.78	Food
148299	7/13/2017	NICHOLAS & CO INC	2,768.50	Food
148375	7/19/2017	F B MCFADDEN WHOLESale	3,398.19	Food
148401	7/19/2017	NICHOLAS & CO INC	2,700.78	Food
148427	7/19/2017	SYSCO INTERMOUNTAIN FOOD	2,629.72	Food
148439	7/19/2017	WESTERN WYOMING BEVERAGES INC	1,230.00	Food
148530	7/27/2017	F B MCFADDEN WHOLESale	2,475.49	Food
148561	7/27/2017	NICHOLAS & CO INC	2,406.84	Food
EFT000000002632	7/7/2017	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	580.00	Food
EFT000000002634	7/7/2017	FARMER BROS CO	334.49	Food
EFT000000002701	7/19/2017	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	160.50	Food
EFT000000002702	7/19/2017	FARMER BROS CO	723.25	Food
148433	7/19/2017	TRIOSE, INC	3,334.73	Freight
148152	7/7/2017	FED EX	86.51	Freight
148268	7/13/2017	FED EX	65.80	Freight
148531	7/27/2017	FED EX	156.41	Freight
148305	7/13/2017	RED HORSE OIL COMPANIES INC	536.73	Fuel
EFT000000002663	7/7/2017	WWS - ROCK SPRINGS	1,781.06	Garbage Collection
EFT000000002747	7/27/2017	WWS - ROCK SPRINGS	2,118.57	Garbage Collection
W/T	7/7/2017	UUHP 070517	59,241.88	Group Health
W/T	7/13/2017	UUHP 071117	48,589.62	Group Health
W/T	7/21/2017	UUHP 071817	73,068.65	Group Health
W/T	7/27/2017	UUHP 072517	43,430.91	Group Health
EFT000000002668	7/13/2017	BIODEX MEDICAL SYSTEMS INC	490.00	Hospital Supplies
148170	7/7/2017	MEDI-DOSE INCORPORATED	96.30	Hospital Supplies
148239	7/13/2017	AMAZON.COM CREDIT PLAN	4,002.44	Hospital Supplies
148247	7/13/2017	BARD MEDICAL	477.00	Hospital Supplies
148256	7/13/2017	CARSTENS HEALTH INDUSTRIES INC	137.36	Hospital Supplies
148272	7/13/2017	FSI LABEL	37.50	Hospital Supplies
148276	7/13/2017	GYNEX CORP	182.45	Hospital Supplies
148301	7/13/2017	PRESCOTT'S INC.	450.00	Hospital Supplies
148353	7/19/2017	BARD MEDICAL	107.54	Hospital Supplies
148354	7/19/2017	BARD PERIPHERAL VASCULAR INC	960.00	Hospital Supplies
148365	7/19/2017	CHEETAH MEDICAL, INC	3,678.00	Hospital Supplies
148117	7/7/2017	ALLEN MEDICAL SYSTEMS INC	469.90	Hospital Supplies
148121	7/7/2017	APPLIED MEDICAL	840.00	Hospital Supplies
148124	7/7/2017	BAXTER BIO SCIENCE	437.57	Hospital Supplies
148125	7/7/2017	BAYER HEALTHCARE LLC	694.21	Hospital Supplies
148126	7/7/2017	B BRAUN MEDICAL INC.	471.74	Hospital Supplies
148129	7/7/2017	BOSTON SCIENTIFIC CORP	748.59	Hospital Supplies
148136	7/7/2017	COASTAL LIFE SYSTEMS, INC.	141.75	Hospital Supplies
148138	7/7/2017	COMED MEDICAL SPECIALTIES INC	182.34	Hospital Supplies
148141	7/7/2017	CONMED CORPORATION	137.84	Hospital Supplies
148142	7/7/2017	COOK MEDICAL INC.	141.99	Hospital Supplies
148143	7/7/2017	COOK MEDICAL INCORPORATED	2,112.00	Hospital Supplies
148145	7/7/2017	DIAGNOSTICA STAGO INC	12,983.33	Hospital Supplies
148155	7/7/2017	BAXTER HEALTHCARE CORP	698.88	Hospital Supplies
148157	7/7/2017	HEALTHCARE LOGISTICS INC	238.50	Hospital Supplies
148158	7/7/2017	HULL ANESTHESIA INC	83.65	Hospital Supplies
148174	7/7/2017	MINDRAY DS USA, INC.	93.75	Hospital Supplies
148177	7/7/2017	NOODLE SOUP	131.00	Hospital Supplies
148178	7/7/2017	OLYMPUS AMERICA INC	99.72	Hospital Supplies
148179	7/7/2017	OWENS & MINOR 90005430	5,184.07	Hospital Supplies
148190	7/7/2017	RADIOMETER AMERICA INC	715.88	Hospital Supplies
148195	7/7/2017	ABBOTT NUTRITION	74.19	Hospital Supplies

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148200	7/7/2017	STERIS CORPORATION	6,536.47	Hospital Supplies
148207	7/7/2017	TELEFLEX MEDICAL INC.	198.85	Hospital Supplies
148211	7/7/2017	TRI-ANIM HEALTH SERVICES INC	890.85	Hospital Supplies
148212	7/7/2017	CENTURION MEDICAL PRODUCTS	912.80	Hospital Supplies
148232	7/13/2017	ABBOTT LABORATORIES	46.11	Hospital Supplies
148234	7/13/2017	AESCLAP INC	233.34	Hospital Supplies
148241	7/13/2017	APPLIED MEDICAL	480.00	Hospital Supplies
148242	7/13/2017	ARROW INTERNATIONAL, INC.	350.00	Hospital Supplies
148243	7/13/2017	ARTHREX INC.	850.00	Hospital Supplies
148248	7/13/2017	BAXTER BIO SCIENCE	437.57	Hospital Supplies
148249	7/13/2017	B BRAUN MEDICAL INC.	1,256.86	Hospital Supplies
148251	7/13/2017	BG MEDICAL LLC	1,200.00	Hospital Supplies
148255	7/13/2017	CAREFUSION 2200 INC	1,962.00	Hospital Supplies
148263	7/13/2017	DIAGNOSTIGA STAGO INC	74.47	Hospital Supplies
148265	7/13/2017	EXPAND-A-BAND, LLC	100.00	Hospital Supplies
148277	7/13/2017	HEALTHCARE LOGISTICS INC	23.10	Hospital Supplies
148280	7/13/2017	HOLOGIC, INC.	50.00	Hospital Supplies
148292	7/13/2017	MINDRAY DS USA, INC.	97.50	Hospital Supplies
148297	7/13/2017	NATUS MEDICAL INC	255.39	Hospital Supplies
148302	7/13/2017	QUESET MEDICAL	40.71	Hospital Supplies
148304	7/13/2017	RADIOMETER AMERICA INC	42.66	Hospital Supplies
148313	7/13/2017	SMITHS MEDICAL ASD INC	444.78	Hospital Supplies
148318	7/13/2017	STRYKER MEDICAL	3,219.64	Hospital Supplies
148319	7/13/2017	LEICA BIOSYSTEMS RICHMOND	323.39	Hospital Supplies
148328	7/13/2017	TRI-ANIM HEALTH SERVICES INC	652.25	Hospital Supplies
148341	7/13/2017	OWENS & MINOR 90005430	47,103.26	Hospital Supplies
148348	7/19/2017	APPLIED MEDICAL	435.00	Hospital Supplies
148355	7/19/2017	BAXTER BIO SCIENCE	4,982.63	Hospital Supplies
148356	7/19/2017	BAYER HEALTHCARE LLC	1,856.82	Hospital Supplies
148357	7/19/2017	B BRAUN MEDICAL INC.	1,063.36	Hospital Supplies
148362	7/19/2017	CARDINAL HEALTH/V. MUELLER	211.69	Hospital Supplies
148363	7/19/2017	CAREFUSION 2200 INC	532.00	Hospital Supplies
148369	7/19/2017	COOK MEDICAL INCORPORATED	179.53	Hospital Supplies
148372	7/19/2017	DIAGNOSTIGA STAGO INC	1,187.03	Hospital Supplies
148378	7/19/2017	BAXTER HEALTHCARE CORP	698.88	Hospital Supplies
148383	7/19/2017	HOLOGIC, INC.	47,284.00	Hospital Supplies
148391	7/19/2017	MEDTRONIC, USA	285.00	Hospital Supplies
148398	7/19/2017	M V A P MEDICAL SUPPLIES, INC.	117.72	Hospital Supplies
148403	7/19/2017	OWENS & MINOR 90005430	22,626.06	Hospital Supplies
148412	7/19/2017	RESMED CORP	255.00	Hospital Supplies
148421	7/19/2017	STERIS CORPORATION	2,431.95	Hospital Supplies
148424	7/19/2017	LEICA BIOSYSTEMS RICHMOND	129.27	Hospital Supplies
148429	7/19/2017	TELEFLEX MEDICAL INC.	240.00	Hospital Supplies
148432	7/19/2017	TRI-ANIM HEALTH SERVICES INC	693.83	Hospital Supplies
148434	7/19/2017	CENTURION MEDICAL PRODUCTS	1,460.00	Hospital Supplies
148438	7/19/2017	WAXIE SANITARY SUPPLY	512.50	Hospital Supplies
148485	7/27/2017	AMAZON.COM CREDIT PLAN	80.03	Hospital Supplies
148595	7/27/2017	VERATHON INC.	720.00	Hospital Supplies
148483	7/27/2017	ALPHA SOURCE INC	121.60	Hospital Supplies
148492	7/27/2017	APPLIED MEDICAL	1,700.00	Hospital Supplies
148493	7/27/2017	ARROW INTERNATIONAL, INC.	586.00	Hospital Supplies
148499	7/27/2017	BIOMET SPORTS MEDICINE	3,067.08	Hospital Supplies
148507	7/27/2017	CARDINAL HEALTH/V. MUELLER	174.48	Hospital Supplies
148509	7/27/2017	CAREFUSION 2200 INC	642.21	Hospital Supplies
148514	7/27/2017	COASTAL LIFE SYSTEMS, INC.	425.25	Hospital Supplies
148517	7/27/2017	COOK MEDICAL INCORPORATED	1,939.63	Hospital Supplies
148537	7/27/2017	HEALTHCARE LOGISTICS INC	141.31	Hospital Supplies
148546	7/27/2017	MEAD JOHNSON NUTRITION	284.00	Hospital Supplies
148547	7/27/2017	MEDELA INC	103.60	Hospital Supplies

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148550	7/27/2017	MEDTRONIC, USA	448.00	Hospital Supplies
148563	7/27/2017	OWENS & MINOR 90005430	25,480.03	Hospital Supplies
148572	7/27/2017	RESPIRONICS	20.10	Hospital Supplies
148578	7/27/2017	ABBOTT NUTRITION	25.00	Hospital Supplies
148581	7/27/2017	SMITH & NEPHEW WOUND MGT DIV	3,600.00	Hospital Supplies
148583	7/27/2017	STERIS CORPORATION	585.47	Hospital Supplies
148590	7/27/2017	TRI-ANIM HEALTH SERVICES INC	779.17	Hospital Supplies
148591	7/27/2017	CENTURION MEDICAL PRODUCTS	753.48	Hospital Supplies
148598	7/27/2017	WAXIE SANITARY SUPPLY	450.69	Hospital Supplies
EFT000000002723	7/27/2017	BEEKLEY CORPORATION	561.76	Hospital Supplies
EFT000000002649	7/7/2017	PACIFIC MEDICAL LLC	560.00	Hospital Supplies
EFT000000002671	7/13/2017	CLINICAL CHOICE	48.93	Hospital Supplies
EFT000000002628	7/7/2017	BAXTER HEALTHCARE CORP/IV	3,311.16	Hospital Supplies
EFT000000002630	7/7/2017	BREG INC	702.21	Hospital Supplies
EFT000000002638	7/7/2017	HARDY DIAGNOSTICS	1,366.29	Hospital Supplies
EFT000000002648	7/7/2017	OVATION MEDICAL	629.30	Hospital Supplies
EFT000000002651	7/7/2017	PATTERSON MEDICAL	191.86	Hospital Supplies
EFT000000002659	7/7/2017	STRYKER INSTRUMENTS	37.73	Hospital Supplies
EFT000000002669	7/13/2017	BREG INC	79.20	Hospital Supplies
EFT000000002673	7/13/2017	DJ ORTHOPEDICS, LLC	424.18	Hospital Supplies
EFT000000002677	7/13/2017	HARDY DIAGNOSTICS	385.48	Hospital Supplies
EFT000000002685	7/13/2017	PATTERSON MEDICAL	80.21	Hospital Supplies
EFT000000002688	7/13/2017	SPACELABS MEDICAL	79.32	Hospital Supplies
EFT000000002692	7/13/2017	ZOLL MEDICAL CORPORATION	1,103.60	Hospital Supplies
EFT000000002694	7/19/2017	APPLIED CARDIAC SYSTEM	630.00	Hospital Supplies
EFT000000002699	7/19/2017	BREG INC	105.60	Hospital Supplies
EFT000000002705	7/19/2017	HARDY DIAGNOSTICS	647.22	Hospital Supplies
EFT000000002714	7/19/2017	PATTERSON MEDICAL	102.67	Hospital Supplies
EFT000000002717	7/19/2017	STRYKER INSTRUMENTS	232.65	Hospital Supplies
EFT000000002722	7/27/2017	BAXTER HEALTHCARE CORP/IV	1,655.58	Hospital Supplies
EFT000000002725	7/27/2017	BREG INC	183.48	Hospital Supplies
EFT000000002729	7/27/2017	HARDY DIAGNOSTICS	346.47	Hospital Supplies
EFT000000002736	7/27/2017	OVATION MEDICAL	584.35	Hospital Supplies
EFT000000002738	7/27/2017	PATTERSON MEDICAL	57.19	Hospital Supplies
EFT000000002744	7/27/2017	STRYKER INSTRUMENTS	847.85	Hospital Supplies
148344	7/19/2017	ALARIS/CARDINAL HEALTH	90.00	Hospital Supplies
148329	7/13/2017	TRIMED, INC	1,236.00	Hospital Supplies
148442	7/19/2017	INSURANCE REFUND	109.65	Insurance Refund
148469	7/19/2017	INSURANCE REFUND	325.00	Insurance Refund
148470	7/19/2017	INSURANCE REFUND	1,774.28	Insurance Refund
148630	7/27/2017	INSURANCE REFUND	4,049.22	Insurance Refund
148634	7/27/2017	INSURANCE REFUND	3,050.92	Insurance Refund
148635	7/27/2017	INSURANCE REFUND	76.00	Insurance Refund
148638	7/27/2017	INSURANCE REFUND	4,189.95	Insurance Refund
148639	7/27/2017	INSURANCE REFUND	996.56	Insurance Refund
148645	7/27/2017	INSURANCE REFUND	300.00	Insurance Refund
148647	7/27/2017	INSURANCE REFUND	182.98	Insurance Refund
148649	7/27/2017	INSURANCE REFUND	528.92	Insurance Refund
148650	7/27/2017	INSURANCE REFUND	421.12	Insurance Refund
148651	7/27/2017	INSURANCE REFUND	1,114.35	Insurance Refund
148653	7/27/2017	INSURANCE REFUND	12.83	Insurance Refund
148656	7/27/2017	INSURANCE REFUND	802.65	Insurance Refund
148659	7/27/2017	INSURANCE REFUND	465.70	Insurance Refund
148660	7/27/2017	INSURANCE REFUND	205.20	Insurance Refund
148661	7/27/2017	INSURANCE REFUND	233.32	Insurance Refund
148666	7/27/2017	INSURANCE REFUND	163.50	Insurance Refund
148668	7/27/2017	INSURANCE REFUND	3,339.96	Insurance Refund
148669	7/27/2017	INSURANCE REFUND	398.42	Insurance Refund
148671	7/27/2017	INSURANCE REFUND	424.38	Insurance Refund

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148679	7/27/2017	INSURANCE REFUND	248.27	Insurance Refund
148680	7/27/2017	INSURANCE REFUND	24.15	Insurance Refund
148683	7/27/2017	INSURANCE REFUND	90.00	Insurance Refund
148684	7/27/2017	INSURANCE REFUND	238.30	Insurance Refund
148685	7/27/2017	INSURANCE REFUND	151.05	Insurance Refund
148607	7/27/2017	INSURANCE REFUND	2,752.37	Insurance Refund
148222	7/7/2017	WYOMING.COM	10.00	Internet Services
148291	7/13/2017	METABOLIC NEWBORN SCREENING	3,696.00	Laboratory Services
EFT000000002726	7/27/2017	COMMONWEALTH MEDICAL LABORATORIES, INC	420.00	Laboratory Services
EFT000000002627	7/7/2017	ARUP LABORATORIES, INC.	37,915.50	Laboratory Services
148162	7/7/2017	KENTEC MEDICAL INC	1,770.91	Laboratory Supplies
148175	7/7/2017	MOPEC INC	52.00	Laboratory Supplies
148216	7/7/2017	US LABS	486.16	Laboratory Supplies
148286	7/13/2017	MAINE STANDARD	1,384.00	Laboratory Supplies
148295	7/13/2017	MOPEC INC	23.00	Laboratory Supplies
148303	7/13/2017	R&D SYSTEMS INC	66.75	Laboratory Supplies
148316	7/13/2017	STRECK LABORATORIES INC	228.51	Laboratory Supplies
148364	7/19/2017	CEPHEID	1,098.50	Laboratory Supplies
148127	7/7/2017	BECKMAN COULTER, INC	168.84	Laboratory Supplies
148133	7/7/2017	CARDINAL HEALTH	460.84	Laboratory Supplies
148171	7/7/2017	MEDIVATORS REPROCESSING SYSTEM	83.50	Laboratory Supplies
148240	7/13/2017	ANAEROBE SYSTEMS	18.00	Laboratory Supplies
148250	7/13/2017	BECKMAN COULTER, INC	271.42	Laboratory Supplies
148253	7/13/2017	CARDINAL HEALTH	17,290.84	Laboratory Supplies
148288	7/13/2017	MEDIVATORS REPROCESSING SYSTEM	97.00	Laboratory Supplies
148347	7/19/2017	ANAEROBE SYSTEMS	167.25	Laboratory Supplies
148358	7/19/2017	BECKMAN COULTER, INC	584.30	Laboratory Supplies
148361	7/19/2017	CARDINAL HEALTH	16,422.47	Laboratory Supplies
148496	7/27/2017	BDI PHARMA INC	830.00	Laboratory Supplies
148505	7/27/2017	CANCER DIAGNOSTICS, INC	83.65	Laboratory Supplies
148510	7/27/2017	CEPHEID	4,585.80	Laboratory Supplies
148489	7/27/2017	ANAEROBE SYSTEMS	133.50	Laboratory Supplies
148497	7/27/2017	BECKMAN COULTER, INC	32.96	Laboratory Supplies
148506	7/27/2017	CARDINAL HEALTH	20,045.35	Laboratory Supplies
148548	7/27/2017	MEDIVATORS REPROCESSING SYSTEM	1,000.00	Laboratory Supplies
148585	7/27/2017	ST JOHN COMPANIES	19.11	Laboratory Supplies
EFT000000002643	7/7/2017	LABORATORY SUPPLY COMPANY	1,315.08	Laboratory Supplies
EFT000000002676	7/13/2017	GREER LABORATORIES, INC	126.60	Laboratory Supplies
EFT000000002707	7/19/2017	LABORATORY SUPPLY COMPANY	2,070.32	Laboratory Supplies
EFT000000002625	7/7/2017	ALLERGY LABORATORIES, INC	553.81	Laboratory Supplies
EFT000000002629	7/7/2017	BIO-RAD LABORATORIES	12,404.94	Laboratory Supplies
EFT000000002635	7/7/2017	FISHER HEALTHCARE	22,738.12	Laboratory Supplies
EFT000000002646	7/7/2017	MASTER TECH	1,447.12	Laboratory Supplies
EFT000000002647	7/7/2017	ORTHO-CLINICAL DIAGNOSTICS INC	338.25	Laboratory Supplies
EFT000000002667	7/13/2017	ALLERGY LABORATORIES, INC	443.36	Laboratory Supplies
EFT000000002674	7/13/2017	FISHER HEALTHCARE	3,973.93	Laboratory Supplies
EFT000000002683	7/13/2017	MASTER TECH	418.41	Laboratory Supplies
EFT000000002684	7/13/2017	ORTHO-CLINICAL DIAGNOSTICS INC	601.29	Laboratory Supplies
EFT000000002698	7/19/2017	BIO-RAD LABORATORIES	579.00	Laboratory Supplies
EFT000000002703	7/19/2017	FISHER HEALTHCARE	8,284.68	Laboratory Supplies
EFT000000002711	7/19/2017	MASTER TECH	177.85	Laboratory Supplies
EFT000000002712	7/19/2017	ORTHO-CLINICAL DIAGNOSTICS INC	1,143.09	Laboratory Supplies
EFT000000002724	7/27/2017	BIO-RAD LABORATORIES	205.60	Laboratory Supplies
EFT000000002728	7/27/2017	FISHER HEALTHCARE	5,016.75	Laboratory Supplies
EFT000000002739	7/27/2017	PDC HEALTHCARE	277.79	Laboratory Supplies
EFT000000002735	7/27/2017	MARTIN-RAY LAUNDRY SYSTEMS	276.49	Laundry Supplies
148279	7/13/2017	HIRST APPLGATE, LLP	28,143.39	Legal Fees
148259	7/13/2017	CLIA LABORATORY PROGRAM	2,222.00	License Renewal
148235	7/13/2017	AFLAC	2,094.87	Life Insurance

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148285	7/13/2017	THE LINCOLN NATIONAL LIFE INSURANCE COMPANY	5,157.80	Life Insurance
148298	7/13/2017	NEW YORK LIFE INSURANCE COMPANY	4,891.16	Life Insurance
148560	7/27/2017	NEW YORK LIFE INSURANCE COMPANY	4,845.38	Life Insurance
148198	7/7/2017	STANDARD TEXTILE	151.20	Linen
EFT000000002721	7/27/2017	BARTON ASSOCIATES	1,815.22	Locum Tenens
148562	7/27/2017	OTIS ELEVATOR COMPANY	1,830.00	Maintenance & Repair
148140	7/7/2017	COMPLETE CARPET CARE	396.00	Maintenance & Repair
148284	7/13/2017	LIGHTING MAINTENANCE & SERVICE, INC	745.48	Maintenance & Repair
148351	7/19/2017	BADGER DAYLIGHTING CORP	1,500.00	Maintenance & Repair
148360	7/19/2017	BUILDING SPECIALTIES INC	265.36	Maintenance & Repair
148367	7/19/2017	CLARK'S QUALITY ROOFING, INC	2,980.00	Maintenance & Repair
148202	7/7/2017	SWEETWATER PLUMBING & HEATING	321.60	Maintenance & Repair
148217	7/7/2017	UTAH CONTROLS INC	672.00	Maintenance & Repair
148315	7/13/2017	STERILMED INC.	3,404.58	Maintenance & Repair
148338	7/13/2017	WYOELECTRIC, INC	637.26	Maintenance & Repair
148413	7/19/2017	SEPPIE TELECOMMUNICATIONS	240.00	Maintenance & Repair
148500	7/27/2017	BOBCAT OF CASPER	156.35	Maintenance & Repair
148580	7/27/2017	SEPPIE TELECOMMUNICATIONS	840.00	Maintenance & Repair
148588	7/27/2017	SWEETWATER PLUMBING & HEATING	234.00	Maintenance & Repair
EFT000000002631	7/7/2017	CARRIER COMMERCIAL SERVICE	1,909.93	Maintenance & Repair
EFT000000002686	7/13/2017	SERVCO	1,780.92	Maintenance & Repair
EFT000000002650	7/7/2017	PARTSSOURCE	953.48	Maintenance & Repair
EFT000000002713	7/19/2017	PARTSSOURCE	1,145.00	Maintenance & Repair
EFT000000002737	7/27/2017	PARTSSOURCE	1,183.01	Maintenance & Repair
EFT000000002653	7/7/2017	PLATT ELECTRIC SUPPLY	161.83	Maintenance & Repair
148423	7/19/2017	SURFACES	39.50	Maintenance & Repair
148543	7/27/2017	JIM'S UPHOLSTERY	190.00	Maintenance & Repair
148345	7/19/2017	ALCOR SCIENTIFIC INC	1,500.00	Maintenance & Repair
148139	7/7/2017	COMMUNICATION TECHNOLOGIES, INC	320.00	Maintenance & Repair
148373	7/19/2017	ENV SERVICES INC.	5,228.00	Maintenance & Repair
148440	7/19/2017	WYOMING MACHINERY COMPANY	118.79	Maintenance & Repair
148246	7/13/2017	BARD ACCESS SYSTEMS	925.00	Maintenance Supplies
148156	7/7/2017	GRAINGER	184.98	Maintenance Supplies
148275	7/13/2017	GRAINGER	66.32	Maintenance Supplies
148330	7/13/2017	UNIPOWER	153.91	Maintenance Supplies
148359	7/19/2017	BLOEDORN LUMBER	217.16	Maintenance Supplies
148368	7/19/2017	CODALE ELECTRIC SUPPLY, INC	804.48	Maintenance Supplies
148380	7/19/2017	GRAINGER	210.44	Maintenance Supplies
148384	7/19/2017	HOME DEPOT	536.82	Maintenance Supplies
148386	7/19/2017	INSULATION INC.	535.00	Maintenance Supplies
148399	7/19/2017	NAPA AUTO PARTS	89.50	Maintenance Supplies
148515	7/27/2017	CODALE ELECTRIC SUPPLY, INC	11.55	Maintenance Supplies
148540	7/27/2017	HOME DEPOT	119.76	Maintenance Supplies
148555	7/27/2017	NAPA AUTO PARTS	62.13	Maintenance Supplies
EFT000000002623	7/7/2017	ACE HARDWARE	128.59	Maintenance Supplies
EFT000000002626	7/7/2017	ALPINE PURE SOFT WATER	676.20	Maintenance Supplies
EFT000000002655	7/7/2017	ROCK SPRINGS WINNELSON CO	14.33	Maintenance Supplies
EFT000000002665	7/13/2017	ACE HARDWARE	95.17	Maintenance Supplies
EFT000000002693	7/19/2017	ACE HARDWARE	20.12	Maintenance Supplies
EFT000000002696	7/19/2017	ALPINE PURE SOFT WATER	676.20	Maintenance Supplies
EFT000000002715	7/19/2017	ROCK SPRINGS WINNELSON CO	1,587.51	Maintenance Supplies
EFT000000002719	7/27/2017	ACE HARDWARE	141.78	Maintenance Supplies
EFT000000002741	7/27/2017	ROCK SPRINGS WINNELSON CO	820.68	Maintenance Supplies
148227	7/13/2017	MHSC-FOUNDATION	473.14	MHSC Foundation
148474	7/26/2017	MHSC-FOUNDATION	478.14	MHSC Foundation
148430	7/19/2017	TELQUEST INTERNATIONAL INC	304.86	Minor Equipment
148325	7/13/2017	TERMINIX OF WYOMING	462.00	Monthly Pest Control
148418	7/19/2017	SMILEMAKERS	154.89	Non Medical Supplies
148172	7/7/2017	MEDLINE INDUSTRIES INC	103.11	Non Medical Supplies



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148282	7/13/2017	IDENTICARD SYSTEMS INC.	140.00	Non Medical Supplies
148289	7/13/2017	MEDLINE INDUSTRIES INC	253.81	Non Medical Supplies
148390	7/19/2017	MEDLINE INDUSTRIES INC	212.61	Non Medical Supplies
148503	7/27/2017	BROWN INDUSTRIES INC	3,115.40	Non Medical Supplies
148549	7/27/2017	MEDLINE INDUSTRIES INC	404.15	Non Medical Supplies
EFT000000002670	7/13/2017	CJ'S GRAFFIX'S	90.00	Non Medical Supplies
EFT000000002700	7/19/2017	CJ'S GRAFFIX'S	800.00	Non Medical Supplies
148366	7/19/2017	CIVCO MEDICAL SOLUTIONS	38.00	Non Medical Supplies
148539	7/27/2017	HITACHI HEALTHCARE AMERICAS CORPORATION	600.00	Non Medical Supplies
148221	7/7/2017	WESTERN OPHTHALMICS CORPORATION	165.53	Non Medical Supplies
148283	7/13/2017	KRAMES STAYWELL, LLC	100.16	Non Medical Supplies
148146	7/7/2017	ENCOMPASS GROUP, LLC	2,961.36	Office Supplies
148528	7/27/2017	ENCOMPASS GROUP, LLC	396.48	Office Supplies
148199	7/7/2017	STAPLES BUSINESS ADVANTAGE	333.56	Office Supplies
148420	7/19/2017	STAPLES BUSINESS ADVANTAGE	2,620.16	Office Supplies
148582	7/27/2017	STAPLES BUSINESS ADVANTAGE	1,027.28	Office Supplies
EFT000000002689	7/13/2017	STANDARD REGISTER COMPANY	358.44	Office Supplies
EFT000000002716	7/19/2017	STANDARD REGISTER COMPANY	181.00	Office Supplies
148408	7/19/2017	PROFORMA	622.78	Office Supplies
148327	7/13/2017	TRANSFORMATIONS FACE PAINTING, LLC	25.00	Other Employee Benefits
148150	7/7/2017	FANTASTIC FOTO FUN INC	400.00	Other Employee Benefits
148266	7/13/2017	EZ-STREET TAXI	80.00	Other Purchased Services
148374	7/19/2017	EZ-STREET TAXI	60.00	Other Purchased Services
148571	7/27/2017	RAPID CITY MEDICAL CENTER, LLP	144.50	Other Purchased Services
EFT000000002624	7/7/2017	AIRGAS INTERMOUNTAIN INC	2,780.88	Oxygen Rental
EFT000000002666	7/13/2017	AIRGAS INTERMOUNTAIN INC	171.67	Oxygen Rental
EFT000000002695	7/19/2017	AIRGAS INTERMOUNTAIN INC	356.31	Oxygen Rental
EFT000000002720	7/27/2017	AIRGAS INTERMOUNTAIN INC	711.05	Oxygen Rental
148342	7/18/2017	PATIENT REFUND	172.40	Patient Refund
148343	7/18/2017	PATIENT REFUND	660.00	Patient Refund
148443	7/19/2017	PATIENT REFUND	6.08	Patient Refund
148445	7/19/2017	PATIENT REFUND	70.00	Patient Refund
148448	7/19/2017	PATIENT REFUND	40.00	Patient Refund
148449	7/19/2017	PATIENT REFUND	10.00	Patient Refund
148450	7/19/2017	PATIENT REFUND	116.00	Patient Refund
148451	7/19/2017	PATIENT REFUND	40.00	Patient Refund
148452	7/19/2017	PATIENT REFUND	45.00	Patient Refund
148453	7/19/2017	PATIENT REFUND	15.00	Patient Refund
148454	7/19/2017	PATIENT REFUND	30.00	Patient Refund
148455	7/19/2017	PATIENT REFUND	50.00	Patient Refund
148456	7/19/2017	PATIENT REFUND	61.00	Patient Refund
148457	7/19/2017	PATIENT REFUND	401.48	Patient Refund
148458	7/19/2017	PATIENT REFUND	40.00	Patient Refund
148459	7/19/2017	PATIENT REFUND	35.00	Patient Refund
148460	7/19/2017	PATIENT REFUND	20.00	Patient Refund
148461	7/19/2017	PATIENT REFUND	5.00	Patient Refund
148462	7/19/2017	PATIENT REFUND	40.00	Patient Refund
148463	7/19/2017	PATIENT REFUND	80.00	Patient Refund
148464	7/19/2017	PATIENT REFUND	26.85	Patient Refund
148465	7/19/2017	PATIENT REFUND	349.10	Patient Refund
148468	7/19/2017	PATIENT REFUND	60.00	Patient Refund
148608	7/27/2017	PATIENT REFUND	56.50	Patient Refund
148609	7/27/2017	PATIENT REFUND	12.00	Patient Refund
148610	7/27/2017	PATIENT REFUND	80.00	Patient Refund
148611	7/27/2017	PATIENT REFUND	671.75	Patient Refund
148612	7/27/2017	PATIENT REFUND	35.10	Patient Refund
148613	7/27/2017	PATIENT REFUND	55.35	Patient Refund
148614	7/27/2017	PATIENT REFUND	19.00	Patient Refund
148615	7/27/2017	PATIENT REFUND	100.00	Patient Refund
148616	7/27/2017	PATIENT REFUND	85.10	Patient Refund
148617	7/27/2017	PATIENT REFUND	211.00	Patient Refund
148618	7/27/2017	PATIENT REFUND	277.42	Patient Refund
148619	7/27/2017	PATIENT REFUND	10.00	Patient Refund
148620	7/27/2017	PATIENT REFUND	67.55	Patient Refund
148621	7/27/2017	PATIENT REFUND	86.26	Patient Refund
148622	7/27/2017	PATIENT REFUND	7.14	Patient Refund
148623	7/27/2017	PATIENT REFUND	33.92	Patient Refund
148624	7/27/2017	PATIENT REFUND	20.00	Patient Refund
148625	7/27/2017	PATIENT REFUND	516.00	Patient Refund
148626	7/27/2017	PATIENT REFUND	165.20	Patient Refund

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148627	7/27/2017	PATIENT REFUND	30.00	Patient Refund
148628	7/27/2017	PATIENT REFUND	245.00	Patient Refund
148629	7/27/2017	PATIENT REFUND	52.28	Patient Refund
148631	7/27/2017	PATIENT REFUND	473.00	Patient Refund
148632	7/27/2017	PATIENT REFUND	527.21	Patient Refund
148633	7/27/2017	PATIENT REFUND	249.50	Patient Refund
148636	7/27/2017	PATIENT REFUND	9.55	Patient Refund
148637	7/27/2017	PATIENT REFUND	212.47	Patient Refund
148640	7/27/2017	PATIENT REFUND	125.05	Patient Refund
148641	7/27/2017	PATIENT REFUND	87.90	Patient Refund
148642	7/27/2017	PATIENT REFUND	11.59	Patient Refund
148643	7/27/2017	PATIENT REFUND	128.93	Patient Refund
148644	7/27/2017	PATIENT REFUND	271.32	Patient Refund
148646	7/27/2017	PATIENT REFUND	113.43	Patient Refund
148648	7/27/2017	PATIENT REFUND	493.08	Patient Refund
148652	7/27/2017	PATIENT REFUND	66.31	Patient Refund
148654	7/27/2017	PATIENT REFUND	103.43	Patient Refund
148655	7/27/2017	PATIENT REFUND	7.22	Patient Refund
148657	7/27/2017	PATIENT REFUND	63.76	Patient Refund
148658	7/27/2017	PATIENT REFUND	150.00	Patient Refund
148662	7/27/2017	PATIENT REFUND	30.00	Patient Refund
148663	7/27/2017	PATIENT REFUND	220.00	Patient Refund
148664	7/27/2017	PATIENT REFUND	199.80	Patient Refund
148665	7/27/2017	PATIENT REFUND	64.27	Patient Refund
148667	7/27/2017	PATIENT REFUND	18.20	Patient Refund
148670	7/27/2017	PATIENT REFUND	393.60	Patient Refund
148672	7/27/2017	PATIENT REFUND	122.90	Patient Refund
148673	7/27/2017	PATIENT REFUND	695.82	Patient Refund
148674	7/27/2017	PATIENT REFUND	14.51	Patient Refund
148675	7/27/2017	PATIENT REFUND	80.00	Patient Refund
148676	7/27/2017	PATIENT REFUND	21.00	Patient Refund
148677	7/27/2017	PATIENT REFUND	800.00	Patient Refund
148678	7/27/2017	PATIENT REFUND	179.43	Patient Refund
148681	7/27/2017	PATIENT REFUND	20.52	Patient Refund
148682	7/27/2017	PATIENT REFUND	15.01	Patient Refund
148686	7/27/2017	PATIENT REFUND	230.13	Patient Refund
148228	7/13/2017	OFFICE OF THE ATTORNEY GENERAL	242.31	Payroll Deduction
148231	7/13/2017	UNITED WAY OF SWEETWATER CNTY	350.00	Payroll Deduction
148436	7/19/2017	UNITED WAY OF SWEETWATER CNTY	661.89	Payroll Deduction
148475	7/26/2017	OFFICE OF THE ATTORNEY GENERAL	242.31	Payroll Deduction
148479	7/26/2017	UNITED WAY OF SWEETWATER CNTY	427.15	Payroll Deduction
148225	7/13/2017	FAMILY SUPPORT REGISTRY	487.77	Payroll Garnishment
148226	7/13/2017	GREAT LAKES HIGHER EDUCATION GUARANTY CORPORATIO	189.59	Payroll Garnishment
148224	7/13/2017	CREDIT CONCEPTS, INC	125.00	Payroll Garnishment
148229	7/13/2017	STATE OF WYOMING DFS/CSES	720.14	Payroll Garnishment
148230	7/13/2017	SWEETWATER CIRCUIT COURT	334.78	Payroll Garnishment
148472	7/26/2017	FAMILY SUPPORT REGISTRY	487.77	Payroll Garnishment
148473	7/26/2017	GREAT LAKES HIGHER EDUCATION GUARANTY CORPORATIO	187.35	Payroll Garnishment
148471	7/26/2017	CREDIT CONCEPTS, INC	125.00	Payroll Garnishment
148476	7/26/2017	STATE OF WYOMING DFS/CSES	720.14	Payroll Garnishment
148477	7/26/2017	SWEETWATER CIRCUIT COURT	579.19	Payroll Garnishment
W/T	7/27/2017	MFSA DFSA PR 15	2,758.30	Payroll Transfer
W/T	7/27/2017	MFSA DFSA PR14	2,914.55	Payroll Transfer
W/T	7/11/2017	PAYROLL 14	1,500,000.00	Payroll Transfer
W/T	7/25/2017	PAYROLL 15	1,500,000.00	Payroll Transfer
148254	7/13/2017	CARDINAL HEALTH PHARMACY MGMT	715,592.52	Pharmacy Management
148589	7/27/2017	THE PRESERVE AT ROCK SPRINGS	1,750.00	Physician Recruitment
148466	7/19/2017	HOLIDAY INN EXPRESS - LONE TREE HOSPITALITY, LLC	599.94	Physician Recruitment
148431	7/19/2017	THE PRESERVE AT ROCK SPRINGS	215.15	Physician Recruitment
EFT000000002731	7/27/2017	HOLIDAY INN EXPRESS - LONE TREE HOSPITALITY, LLC	239.98	Physician Recruitment
EFT000000002679	7/13/2017	HOLIDAY INN EXPRESS - LONE TREE HOSPITALITY, LLC	243.16	Physician Recruitment
148482	7/27/2017	DR. ALICIA GRAY	3,000.00	Physician Recruitment
148498	7/27/2017	DR. BIKRAM SHARMA	2,000.00	Physician Recruitment
148541	7/27/2017	DR. ISRAEL STEWART	2,270.00	Physician Recruitment
148352	7/19/2017	DR. BANU SYMINGTON	383.01	Physician Recruitment
148604	7/27/2017	WYOMING PATHOLOGY	15,000.00	Physician Services
148208	7/7/2017	THE SLEEP SPECIALISTS	6,750.00	Physician Services
148308	7/13/2017	ROCK SPRINGS FAMILY PRACTICE	5,769.23	Physician Services
148114	7/7/2017	ADVANCED MEDICAL IMAGING, LLC	2,032.00	Physician Services
148233	7/13/2017	ADVANCED MEDICAL IMAGING, LLC	102,626.00	Physician Services
148575	7/27/2017	ROCK SPRINGS FAMILY PRACTICE	5,769.23	Physician Services
148135	7/7/2017	SWEETWATER PEDIATRICS	5,250.00	Physician Services
148214	7/7/2017	UNIVERSITY OF UTAH HEALTH CARE	85,000.01	Physician Services

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148481	7/27/2017	ACS	525.28	Physician Student Loan
148486	7/27/2017	AMERICAN EDUCATION SERVICES	2,538.96	Physician Student Loan
148532	7/27/2017	FEDLOAN SERVICING	5,369.15	Physician Student Loan
148579	7/27/2017	NAVIENT	3,947.09	Physician Student Loan
148522	7/27/2017	DISCOVER STUDENT LOANS	2,222.22	Physician Student Loan
148525	7/27/2017	DRB EDUCATION FINANCE	5,833.33	Physician Student Loan
148533	7/27/2017	FIRSTMARK SERVICES	2,649.50	Physician Student Loan
148536	7/27/2017	GREAT LAKES	6,250.00	Physician Student Loan
148559	7/27/2017	NELNET LOAN SERVICES, INC	1,610.85	Physician Student Loan
148593	7/27/2017	US DEPARTMENT OF EDUCATION	4,729.17	Physician Student Loan
148594	7/27/2017	US DEPARTMENT OF EDUCATION	4,722.22	Physician Student Loan
148599	7/27/2017	WELLS FARGO EDUCATION FINANCIAL SERVICES	2,884.62	Physician Student Loan
148521	7/27/2017	DEPARTMENT OF EDUCATION	6,746.05	Physician Student Loan
148527	7/27/2017	EDFINANCIAL SERVICES	4,166.67	Physician Student Loan
148554	7/27/2017	MOHELA-SOFI SERVICING	3,916.67	Physician Student Loan
148556	7/27/2017	NAVIENT	2,500.00	Physician Student Loan
148557	7/27/2017	NAVIENT	3,581.94	Physician Student Loan
148484	7/27/2017	DR. AMANDA BIRD GILMARTIN	6,944.50	Physician Student Loan
148542	7/27/2017	DR. JACQUES DENKER	6,498.33	Physician Student Loan
148194	7/7/2017	RESERVE ACCOUNT	5,000.00	Postage
148213	7/7/2017	UMIA INSURANCE, INC	303,287.00	Professional Liability Insurance
148147	7/7/2017	TRIBRIDGE HOLDINGS, LLC	97.50	Professional Service
148336	7/13/2017	WELLS FARGO BANK, NA	4,000.00	Professional Service
148164	7/7/2017	CLIFTONLARSONALLEN LLP	18,932.59	Professional Service
148184	7/7/2017	PIPELINE RX	7,888.75	Professional Service
148149	7/7/2017	CE BROKER	240.55	Professional Service
148161	7/7/2017	KEITH WILLIAMS & ASSOCIATES, INC.	4,812.50	Professional Service
148332	7/13/2017	VERISYS INC.	46.00	Professional Service
148389	7/19/2017	MEDICAL PHYSICS CONSULTANTS, INC	1,075.00	Professional Service
148395	7/19/2017	MILE HIGH MOBILE PET	14,993.37	Professional Service
148404	7/19/2017	P3 CONSULTING LLC	3,307.50	Professional Service
148513	7/27/2017	CLEANIQUE PROFESSIONAL SERVICES	2,850.00	Professional Service
148565	7/27/2017	PIPELINE RX	2,206.45	Professional Service
148480	7/27/2017	A+ NETWORK, LLC	39.44	Professional Service
148573	7/27/2017	RICK PETERS	6,000.00	Professional Service
EFT000000002745	7/27/2017	SWEETWATER MEDICS LLC	3,000.00	Professional Service
EFT000000002661	7/7/2017	WESTERN STAR COMMUNICATIONS	790.75	Professional Service
EFT000000002718	7/19/2017	WESTERN STAR COMMUNICATIONS	799.91	Professional Service
EFT000000002709	7/19/2017	LANDAUER INC	601.33	Radiation Monitoring
148410	7/19/2017	RADIATION DETECTION COMPANY	7.75	Radiation Monitoring
148394	7/19/2017	MERRY X-RAY	103.63	Radiology Film
EFT000000002652	7/7/2017	PHARMALUCENCE, INC	973.00	Radiology Material
148131	7/7/2017	BRACCO DIAGNOSTICS INC	1,387.40	Radiology Material
148252	7/13/2017	BRACCO DIAGNOSTICS INC	2,141.88	Radiology Material
148501	7/27/2017	BRACCO DIAGNOSTICS INC	4,657.60	Radiology Material
148166	7/7/2017	MALLINCKRODT NUCLEAR MEDICINE LLC	328.48	Radiology Material
148287	7/13/2017	MALLINCKRODT NUCLEAR MEDICINE LLC	328.48	Radiology Material
148387	7/19/2017	MALLINCKRODT NUCLEAR MEDICINE LLC	1,408.56	Radiology Material
EFT000000002645	7/7/2017	LANTHEUS MEDICAL IMAGING, INC	2,800.69	Radiology Material
EFT000000002682	7/13/2017	LANTHEUS MEDICAL IMAGING, INC	2,016.92	Radiology Material
EFT000000002710	7/19/2017	LANTHEUS MEDICAL IMAGING, INC	9,306.39	Radiology Material
EFT000000002734	7/27/2017	LANTHEUS MEDICAL IMAGING, INC	4,817.61	Radiology Material
148132	7/7/2017	BRENDA FENHAUS	2.68	Reimbursement - Badge Balance
148119	7/7/2017	AMY DOLCE	338.64	Reimbursement - CME
148502	7/27/2017	BRIANNE CROFTS	600.00	Reimbursement - CME
148115	7/7/2017	DR. ALAN BROWN	205.07	Reimbursement - CME
148118	7/7/2017	DR. AMANDA BIRD GILMARTIN	1,486.78	Reimbursement - CME
148137	7/7/2017	DR. CODY CHRISTENSEN	250.00	Reimbursement - CME
148520	7/27/2017	DR. DAVID LIU	1,260.41	Reimbursement - CME
148160	7/7/2017	DR. JEFFREY S. JOHNSON	661.61	Reimbursement - CME
148567	7/27/2017	DR. PREETPAL GREWAL	724.80	Reimbursement - CME
148186	7/7/2017	DR. PRITAM NEUPANE	4,038.31	Reimbursement - CME
148218	7/7/2017	DR. WAGNER VERONESE	250.00	Reimbursement - CME
148596	7/27/2017	DR. WAGNER VERONESE	2,932.62	Reimbursement - CME
148219	7/7/2017	DR. WALLACE CURRY	219.26	Reimbursement - CME
148597	7/27/2017	DR. WALLACE CURRY	1,175.44	Reimbursement - CME
148558	7/27/2017	NEAL ASPER, MD	173.63	Reimbursement - CME
148201	7/7/2017	STEVEN CROFT, M.D.	2,840.00	Reimbursement - CME
148524	7/27/2017	DOREEN PERETTI	33.73	Reimbursement - Department Fair
148545	7/27/2017	YOUR HOSPITALIST TEAM	1,496.55	Reimbursement - Education & Travel
148167	7/7/2017	MARY TYLER	45.90	Reimbursement - Education & Travel
148237	7/13/2017	ALYSSA MCCLELLAN	125.00	Reimbursement - Education & Travel
148238	7/13/2017	AMANDA MOLSKI	140.39	Reimbursement - Education & Travel

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148490	7/27/2017	ANDREA MARSHALL	49.00	Reimbursement - Education & Travel
148370	7/19/2017	DANIELLE BERNATIS	72.52	Reimbursement - Education & Travel
148262	7/13/2017	DESERIEE PADILLA	125.00	Reimbursement - Education & Travel
148504	7/27/2017	DR. BRYTTON LONG	403.92	Reimbursement - Education & Travel
148511	7/27/2017	DR. CHARLES KNIGHT	3,176.28	Reimbursement - Education & Travel
148159	7/7/2017	DR. JACOB JOHNSON	665.04	Reimbursement - Education & Travel
148191	7/7/2017	DR. RAHUL PAWAR	1,015.91	Reimbursement - Education & Travel
148570	7/27/2017	DR. RAHUL PAWAR	1,011.50	Reimbursement - Education & Travel
148382	7/19/2017	HOLLY ELLISON	64.55	Reimbursement - Education & Travel
148290	7/13/2017	MEGAN TOZZI	125.00	Reimbursement - Education & Travel
148392	7/19/2017	MEGAN TOZZI	129.00	Reimbursement - Education & Travel
148393	7/19/2017	MELIDA MARIN	14.28	Reimbursement - Education & Travel
148173	7/7/2017	MICHELLE MATTINSON	36.72	Reimbursement - Education & Travel
148293	7/13/2017	MINDY BYRD	20.91	Reimbursement - Education & Travel
148552	7/27/2017	MINDY BYRD	16.32	Reimbursement - Education & Travel
148400	7/19/2017	NATALIE HARRISON	25.50	Reimbursement - Education & Travel
148180	7/7/2017	PATTY O'LEXY	145.86	Reimbursement - Education & Travel
148183	7/7/2017	PHILLIP FLAKE	403.92	Reimbursement - Education & Travel
148311	7/13/2017	SARAH ROTH	80.73	Reimbursement - Education & Travel
148414	7/19/2017	SHAWNA WELTER	370.91	Reimbursement - Education & Travel
148428	7/19/2017	TAMMIE HENDERSON	30.60	Reimbursement - Education & Travel
148163	7/7/2017	YOUR HOSPITALIST TEAM	796.65	Reimbursement - Education & Travel
148123	7/7/2017	BARRY HALE	462.51	Reimbursement - Employee Recruitment
148544	7/27/2017	JOSEPH J. OLIVER, M.D.	604.46	Reimbursement - Group Health
148148	7/7/2017	EVA WASSEEN	133.56	Reimbursement - Marketing Supplies
148551	7/27/2017	MELISSA LEHMAN	8,641.48	Reimbursement - Physician Recruitment
148601	7/27/2017	WILLIAM CURRENT	23.26	Reimbursement - Supplies
EFT000000002748	7/27/2017	WHITE MOUNTAIN MALL, LLC	2,500.00	Sponsorship
EFT000000002662	7/7/2017	WHITE MOUNTAIN MALL, LLC	2,500.00	Sponsorship
148130	7/7/2017	BOYS & GIRLS CLUB OF SWEETWATER COUNTY	5,000.00	Sponsorship
148411	7/19/2017	RED DESERT ROUNDUP RODEO	35.00	Sponsorship
148576	7/27/2017	ROCK SPRINGS RENEWAL FUND	2,000.00	Sponsorship
148587	7/27/2017	SUSAN G. KOMEN 3 DAY	1,000.00	Sponsorship
148396	7/19/2017	MOBILE INSTRUMENT SERVICE	1,350.00	Surgery Equipment
148553	7/27/2017	MOBILE INSTRUMENT SERVICE	872.50	Surgery Equipment
148116	7/7/2017	ALI MED INC	277.63	Surgery Supplies
148144	7/7/2017	COVIDIEN SALES LLC, DBA GIVEN IMAGING	5,251.46	Surgery Supplies
148205	7/7/2017	SYNTHES LTD	5,685.24	Surgery Supplies
148236	7/13/2017	ALI MED INC	285.13	Surgery Supplies
148323	7/13/2017	SYNTHES LTD	3,626.48	Surgery Supplies
148340	7/13/2017	ZIMMER BIOMET DENTAL	138.30	Surgery Supplies
148346	7/19/2017	ALI MED INC	98.63	Surgery Supplies
148426	7/19/2017	SYNTHES LTD	5,959.14	Surgery Supplies
148441	7/19/2017	ZIMMER BIOMET	14,422.00	Surgery Supplies
EFT000000002633	7/7/2017	COOPER SURGICAL	927.00	Surgery Supplies
EFT000000002664	7/7/2017	ZIMMER	75.00	Surgery Supplies
EFT000000002672	7/13/2017	COOPER SURGICAL	645.00	Surgery Supplies
EFT000000002727	7/27/2017	COOPER SURGICAL	507.82	Surgery Supplies
148317	7/13/2017	STRYKER ENDOSCOPY	400.00	Surgical Supplies
148422	7/19/2017	STRYKER ENDOSCOPY	1,046.31	Surgical Supplies
148586	7/27/2017	STRYKER ENDOSCOPY	939.36	Surgical Supplies
148407	7/19/2017	PROFESSIONAL RESEARCH CONSULTANTS	12,798.50	Surveys
EFT000000002642	7/7/2017	KEYSTROKE TRANSCRIPTION SERVICE, INC.	1,647.50	Transcription Services
EFT000000002732	7/27/2017	KEYSTROKE TRANSCRIPTION SERVICE, INC.	1,767.62	Transcription Services
148128	7/7/2017	BIGHORN DESIGNS STUDIO, LLC	115.00	Uniforms
148339	7/13/2017	WYOMING WORK WAREHOUSE	224.97	Uniforms
148187	7/7/2017	QUARTERMASTER	57.72	Uniforms
148409	7/19/2017	QUARTERMASTER	354.87	Uniforms
148264	7/13/2017	DISH NETWORK LLC	62.56	Utilities
148122	7/7/2017	AT&T	82.20	Utilities
148188	7/7/2017	QUESTAR GAS	24,617.67	Utilities
148189	7/7/2017	CENTURY LINK	8,550.54	Utilities
148203	7/7/2017	SWEETWATER TELEVISION	2,290.00	Utilities
148307	7/13/2017	ROCK SPRINGS MUNICIPAL UTILITY	89.43	Utilities
148321	7/13/2017	SWEETWATER TELEVISION	1,706.46	Utilities
148337	7/13/2017	WHITE MOUNTAIN WATER & SEWER DISTRICT	57.50	Utilities
148349	7/19/2017	AT&T	391.58	Utilities
148523	7/27/2017	DISH NETWORK LLC	62.56	Utilities
148494	7/27/2017	AT&T	81.25	Utilities
148569	7/27/2017	CENTURY LINK	6,843.29	Utilities
148574	7/27/2017	ROCK SPRINGS MUNICIPAL UTILITY	11,842.37	Utilities
148577	7/27/2017	ROCKY MOUNTAIN POWER	49,122.27	Utilities
148600	7/27/2017	WHITE MOUNTAIN WATER & SEWER DISTRICT	57.50	Utilities

MEMORIAL HOSPITAL OF SWEETWATER COUNTY  
GENERAL FUND DISBURSEMENTS  
7/31/17

[illegible]

# 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**

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## 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.
- 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.
  - 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 to review the annual audit and associated management letter.
- Reviews audit findings and recommends to the Board any corrective actions 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, the Chief Financial Officer, the Controller, Business Officer Manager, 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 statement
  - ✓ Investment reports
  - ✓ Key financial ratios
  - ✓ Key operating benchmarks
  - ✓ Payor trend reports
  - ✓ Service line profit and loss, incorporated as part of monthly budget comparison report
- Chargemaster review, annually with three (3) year rotation 1 onsite and 2 desk
- 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





# 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

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**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 Review	Leader Approval	Board Approval	Commissioner Approval	Authorized Signature
<b>Physicians</b>					
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
<b>Purchased Services</b>					
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
<b>Capital Purchases</b>					
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
<b>Real Estate</b>					
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
<b>Leases</b>					
Leases, as lessee up to \$2,000 per month	Yes	CEO, CFO	No	Yes	CEO, CFO
Leases, as lessor ≥ \$2,000 per month	Yes	CEO, CFO	Yes	No	CEO, CFO
<b>Legal Settlements</b>					
w/insurance up to \$25,000	Yes	CEO	No	No	CEO
w/insurance ≥ \$25,000	Yes	CEO	Yes	No	CEO

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 purchase 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

## 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:** **UW SCHOOL OF NURSING and MHSC**
2. **Purpose of contract, including scope and description:** MHSC (contractor) will provide adjunct faculty for onsite training for nursing students from UW. UW will pay MHSC \$12000.00 for the semester.
3. **Date of contract execution:** Sept 6, 2017
4. **Date of contract expiration:** Sept 6, 2019.
5. **Rights of renewal and termination:** Either party may terminate if provide written notice one semester in advance of termination date.
6. **Monetary costs:** UW Pays MHSC \$12000.00
7. **Included in Department Budget:** NA
8. **Extraneous costs associated with contract:** NA
9. **Let for bid, if appropriate:** NA
10. **County Attorney reviewed (if applicable):** I spoke to Jim Schermetzler of SW county attorney's office about this agreement. He agreed it was not one that needed the County Commission's approval.
11. **In-house Counsel Reviewed:** YES

**Office of General Counsel Use Only**

Approved for signature: ☐ Procurement Services ☒ Division of Administration

☐ Other

Employee/Independent Contractor Determination Checklist needed? ☒ Yes

☐ No

Signature

Date

*Paula Whaley* 8-31-17

**AGREEMENT FOR SERVICES  
BETWEEN  
THE UNIVERSITY OF WYOMING FAY W. WHITNEY SCHOOL OF NURSING  
AND  
MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

**1. Parties.** This Agreement is made and entered into by and between the University of Wyoming (hereinafter "University") and Memorial Hospital of Sweetwater County, a(n) county Memorial Hospital (hereinafter "Contractor"), whose address is 1200 College Drive Rock Springs, WY.

**2. Purpose.** The University, in the exercise of its lawful duties, has determined that the services of Contractor are necessary to the performance of its duties as the State of Wyoming's educational institution. The University has concluded that either its personnel are not available to perform said function, or it would not be feasible to utilize its personnel to perform said function.

The Parties agree that it is of mutual interest and advantage for selected students of the University to be provided quality clinical education experience and/or other specified educational experiences supervised by the Contractor. Contractor will provide these services for University through Adjunct Faculty.

Each semester the Contractor will be contacted by the University to determine whether the services of the Contractor and its Adjunct Faculty are needed and, if so, how many students will be supervised by the Adjunct Faculty.

**3. Term.** This Agreement shall commence upon September 6, 2017, and shall remain in full force and effect until September 6, 2019. University and Contractor will negotiate each semester to assure consistency of planned supervision with course expectations.

**4. Termination.** This Agreement may be terminated by written notice of any party at least one (1) regular academic semester in advance of the termination date but not unreasonably terminated during an academic term so that students presently enrolled will be allowed to complete the educational requirements of that semester's program.

**5. Payment.** The University of Wyoming agrees to pay \$12,000.00 per year for the services described herein. The total payment under this Agreement shall not exceed \$12,000.00 per year. Payment shall be made upon invoice from Contractor upon completion of the fall semester's class held at Contractor's hospital. Payment shall be made from the 1700-18653 budget/account.

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**6. Reporting.** Contractor shall report to and keep \_\_\_\_\_ informed of the progress of his/her work on a \_\_\_\_\_ basis.



**7. Services.** Contractor will perform the services described in the attached Exhibit A, which is incorporated herein.

## **8. General Provisions**

- A. Amendments.** Either party may request changes in this Agreement. Any changes, modifications, revisions or amendments to this Agreement which are mutually agreed upon shall be incorporated by written instrument, executed and signed by all parties to this Agreement.
- B. Applicable Laws.** Both parties shall fully adhere to all applicable local, state and federal law, including equal employment opportunity and including but not limited to compliance with Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, and the American with Disabilities Act of 1990. The University is committed to equal opportunity for all persons in all facets of the University's operations and is an Equal Opportunity/Affirmative Action employer. The University will provide all applicants for admissions, employment and all University employees with equal opportunity without regard to race, gender, religion, color, national origin, disability, age, protected veteran status, sexual orientation, genetic information, gender identity, creed, ancestry, political belief, any other applicable protected category, or participation in any protected activity. The University ensures non-discriminatory practices in all matters relating to its education programs and activities and extends the same non-discriminatory practices to recruiting, hiring, training, compensation, benefits, promotions, demotions, transfers, and all other terms and conditions of employment.
- C. Assignment.** Without prior written consent of the other party, neither party may assign this Agreement. This Agreement shall inure to the benefit of, and be binding upon, permitted successors and assigns of the parties.
- D. Availability of Funds.** Payment by the University is conditioned upon the availability of government funds which are appropriated or allocated for the payment of this obligation. If funds are not allocated and available for the continuance of the services, the Agreement may be terminated by the University at the end of the period for which the funds are available. The University shall notify the other party at the earliest possible time of the services which will or may be affected by a shortage of funds. No penalty shall accrue to the University in the event this provision is exercised, and the University shall not be obligated or liable for any future payments due or for any damages as a result of termination under this section. This provision shall not be construed to permit the University to terminate this Agreement to acquire similar services from another party.

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**E. Entirety of Agreement.** This Agreement represents the entire and integrated agreement between the parties and supersedes all prior negotiations, representations and agreements, whether written or oral.

**F. Governmental Claims.** Any actions or claims against the University under this Agreement must be in accordance with and are controlled by the Wyoming Governmental Claims Act, W.S. 1-39-101 et seq. (1977) as amended.

**G. Indemnification.** Contractor agrees to defend, indemnify and hold harmless the University and its public employees from any and all claims arising from the services performed under this Agreement or related to this Agreement.

**H. Independent Contractor.** Contractor is acting as an independent contractor. This Agreement does not commit the University to the traditional role of employer. The University is not responsible for the payment of withholding taxes, unemployment insurance, workers' compensation insurance, social security, pensions, retirement fees, licenses or other fees. Such costs are the responsibility of the Contractor.

*and professional liability including medical malpractice*

**I. Insurance.** Contractor shall carry liability insurance including property damage and bodily injury with minimum limits of not less than \$1,000,000 occurrence and \$2,000,000 aggregate. If Contractor will use automobiles in performance of the Agreement, Contractor must carry automobile liability insurance covering all owned, non-owned and hired autos with minimum limits of \$500,000 combined single limit. Contractor must carry any workers' compensation coverage and employer's stop gap liability coverage required by law. Insurance shall be placed with insurers licensed to do business in Wyoming. Policies other than workers' compensation and employer's liability must name the University, its trustees, officers, and employees as additional insureds. Certificates must be on file with University Risk Management prior to any work and must be kept current throughout the term of the Agreement.

**J. Interpretation.** The construction, interpretation and enforcement of this Agreement shall be governed by the laws of the State of Wyoming. The courts of the State of Wyoming shall have jurisdiction over any action arising out of this Agreement and over the parties, and the venue shall be the Second Judicial District, Albany County, Wyoming.

**K. Notices.** All notices and other correspondence related to this Agreement shall be in writing and shall be effective when delivered by: (i) certified mail with return receipt, (ii) hand delivery with signature or delivery receipt provided by a third party courier service (such as FedEx, UPS, etc.), (iii) fax transmission if verification of receipt is obtained, or (iv) email with return receipt, to the designated representative of the party as indicated below. A party may change its designated representative for notice purposes at any time by written notice to the other party. The initial representatives of the parties are as follows:

**To University:**

**To Contractor:**



_____	_____
_____	_____
_____	_____
_____	_____

A copy of any notice concerning a breach, alleged breach, or dispute arising under this Agreement shall also be sent to:

**Office of the General Counsel**  
Department 3434  
1000 E. University Avenue  
Laramie, Wyoming 82071-2000

- L. Prior Approval.** This Agreement shall not be binding upon either party unless this Agreement has been reduced to writing before performance begins as described under the terms of this Agreement, and unless this Agreement is approved as to form by the Office of General Counsel.
- M. Severability.** Should any portion of this Agreement be judicially determined to be illegal or unenforceable, the remainder of the Agreement shall continue in full force and effect.
- N. Sovereign Immunity.** The University does not waive its sovereign or governmental immunity by entering into this Agreement, and fully retains all immunities and defenses provided by law with respect to any action based on or occurring as a result of this Agreement.
- O. Third Party Beneficiary Rights.** The parties do not intend to create in any other individual or entity the status of third party beneficiary, and this Agreement shall not be construed so as to create such status. The rights, duties and obligations contained in this Agreement shall operate only between the parties to this Agreement, and shall inure solely to the benefit of the parties to this Agreement. The provisions of this Agreement are intended only to assist the parties in determining and performing their obligations under this Agreement. The parties to this Agreement intend and expressly agree that only parties signatory to this Agreement shall have any legal or equitable right to seek to enforce this Agreement, to seek any remedy arising out of a party's performance or failure to perform any term or condition of this Agreement, or to bring an action for the breach of this Agreement.
- P. Legal Authority.** Each party to this Agreement warrants that it possesses the legal authority to enter into this Agreement and that it has taken all actions required by its regulations, procedures, bylaws, and/or applicable law to exercise that authority, and to lawfully authorize its undersigned signatory to execute this Agreement and to bind it to its terms. The person(s) executing this Agreement on behalf of a party warrant(s) that such person(s) have full authorization to execute this Agreement.

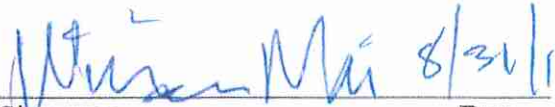
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**9. Signatures.** In witness whereof, the parties to this Agreement through their duly authorized representatives have executed this Agreement on the days and dates set out below, and certify that they have read, understood, and agreed to the terms and conditions of this Agreement as set forth herein.

APPROVED BY:

**University of Wyoming**

**Contractor**

  
Signature \_\_\_\_\_ Date \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

**William Mai**

\_\_\_\_\_  
Name

\_\_\_\_\_  
Name

**Vice President for Administration**  
\_\_\_\_\_  
Title

\_\_\_\_\_  
Title

\_\_\_\_\_  
Email Address

## **Exhibit A**

1. Contractor shall be responsible for performing the following duties:

Providing Adjunct Faculty for University of Wyoming School of Nursing Accelerated Nursing students;

Adjunct Faculty members have been reviewed by UNIVERSITY and have a Master's degree in Nursing and meets standards for clinical instruction per Wyoming State Board of Nursing and requirements for accreditation. Said Adjunct Faculty must also have expertise in medical-surgical nursing (MN or MSN) for nursing students.

Faculty Adjunct will:

Make arrangements for the nursing students to access the specific MHSC hospital unit;

Facilitate clinical experiences with groups of nursing students as scheduled during the fall semester. Each student is required to complete 270 hours of clinical experience;

Maintain routine contact and provide timely feedback of the progress demonstrated by the nursing students to BRAND Program Coordinator at the University of Wyoming School of Nursing. This person is responsible for student paperwork, submitting grades for the students and problem solving any issues and concerns.

No more than 8 undergraduate students will be placed with the Adjunct Faculty in any semester. The Adjunct Faculty will be responsible for clinical supervision only. University will perform all classroom teaching and coordinate with ADJUNCT FACULTY regarding content and student's level of preparation to date.

2. Contractor shall be entitled to reimbursement in accordance with UW Regulation 3-177 and applicable Wyoming law for the following expenses incurred as a result of the performance of the above-described duties. This reimbursement, if any, is in addition to the payment described under section 5 unless otherwise agreed to in the Agreement. If expenses will not be reimbursed, state so below.

Full payment of \$12, 000.00 upon completion of the fall semester and upon submittal of an invoice to University by Contractor.

## 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:** IMPRIVATA

2. **Purpose of contract, including scope and description:** Single sign on software-meaning log in once on work computer and this program stores passwords. Benefit for employees but not everyone uses it so this contract is seeking a reduction in number of licenses from 400 to 300.

IT considered not renewing this contract but in some areas of the hospital-like medical coding-coders log in 100+ times a day and would have to re-enter their password every time if this program was not available.

Imprivata did perform an analysis (attached) and determined we were using around 300 thus the reduction.

3. **Date of contract execution:** 8/1/17

4. **Date of contract expiration:** 7/31/2018

5. **Rights of renewal and termination:** Not an auto renew.

6. **Monetary costs:** \$9432.00

7. **Included in Department Budget:** YES

8. **Extraneous costs associated with contract:** No

9. **Let for bid, if appropriate:** No as this product includes 2 appliances (servers) that go with the program that manage the log ins. If it was put out to bid then be starting over finding another solution. Basically this is just annual support agreement for this program.

10. **County Attorney reviewed (if applicable):**

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





8/23/2017

Memorial Hospital of Sweetwater County  
1200 College Drive  
Rock Springs, Wyoming 82901-5868  
United States

Imprivata, Inc.  
10 Maguire Road  
Lexington, MA 02421

Re: Imprivata Software License User Count Reduction

Memorial Hospital of Sweetwater County

Imprivata, Inc. ("Imprivata") and Memorial Hospital of Sweetwater County ("MHSC") are parties to that certain Click-thru End User License Agreement with an Effective Date of August 1, 2008 (the "Agreement"). This letter shall confirm and clarify that MHSC has requested to reduce its Imprivata OneSign Single Sign On/ Authentication Management ("SSO/AM"), Self-Service Password Reset ("SSPW") and Finger Biometric Identification ("FBID") licensed programs from 400 Users to 300 Users. To accommodate MHSC's license reduction request, Imprivata will issue MHSC a new software license key for the reduced User count specified above. As a result of the reduced license User count MHSC's annual Maintenance and Support will be pro-rated to reflect the revised number of Imprivata licensed programs. Upon MHSC's receipt of the new license key, MHSC will be required to delete all prior license keys provided by Imprivata or its authorized resellers (if applicable) as well as keep Imprivata's Insight tool enabled for verification purposes throughout the license term.

Maintenance and Support may be renewed only for an annual term and for the complete license set of the Imprivata software programs licensed by Informatics; partial renewals will not be accepted. A license set consists of all of MHSC's licenses of a particular Imprivata software program, including any options. In the event MHSC wants to reinstate the Imprivata SSO/AM, SSPW and FBID licensed programs, MHSC would be required to pay all the Maintenance and Support fees that would have been payable from the time MHSC discontinued Maintenance and Support to the time of their reinstatement, plus an additional 5% reinstatement fee on all back Maintenance and Support accrued. At the time of such reinstatement and the payment of the aforementioned Maintenance and Support fees by MHSC, Imprivata will issue a new license key to MHSC for the number of active Imprivata licensed programs.

**IN WITNESS WHEREOF**, the parties have executed this acknowledgement letter as of the date above.

For and on behalf of Imprivata, Inc.:

By: \_\_\_\_\_

John Milton  
General Counsel

For and on behalf of Memorial Hospital of Sweetwater County:

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

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10 Maguire Road, Building 1  
Lexington, MA 02421

<mailto:orders@imprivata.com>

781 644 6600

Quote: Q-00340636

Date: August 23rd, 2017

Quote Expiration: September 30th,  
2017

Memorial Hospital of Sweetwater County - 2017

Maintenance Renewal

Sales Rep: Ken Robinson

Prepared By: Ken Robinson

Bill To: Memorial Hospital of Sweetwater County

Ship To: Memorial Hospital of Sweetwater County

Renewal Pro-Forma Invoice

Address: 1200 College Drive  
Attn: V Aimone  
Rock Springs, WY 82901  
US

Address: 1200 College Drive  
Rock Springs, Wyoming 82901-5868  
United States

Order Type: Maintenance Renewal

Currency: USD

Contact: Rich Tyler

Email: [rtyler@minershospital.org](mailto:rtyler@minershospital.org)  
Phone: (307) 362-3711

Contact: Rich Tyler

Email: [rtyler@minershospital.org](mailto:rtyler@minershospital.org)  
Phone: (307) 362-3711

Direct/Indirect: Direct

VAR or Distributor:

Deal Registration: No

Account Name: Memorial Hospital of Sweetwater County

NetSuite ID: 11507

Maintenance Renewals:

Quantity	Product Code	Description	List Price	Monthly Net Price	Total Net Price
12	SUPG30-R	Maintenance: OneSign Premium Maintenance Start Date: 8/1/2017 End Date: 7/31/2018 SSO/AM 300 Users, SSPW 300 Users, FBID 300 Users	786.00	786.00	9,432.00

Maintenance Grand-Total 9,432.00

This Proposal is valid until : September 30th, 2017

Comments:

Order Acceptance: By signing below, I certify that (i) this purchase has been approved in accordance with customer's purchasing policy, (ii) a purchase order is either not required or attached and (iii) I am



10 Maguire Road, Building 1  
Lexington, MA 02421

<mailto:orders@imprivata.com>

781 644 6600

Quote: Q-00340636

Date: August 23rd, 2017

Quote Expiration: September 30th,

2017

Memorial Hospital of Sweetwater County - 2017

Maintenance Renewal

Sales Rep: Ken Robinson

Prepared By: Ken Robinson

Prices are valid for 90 days from quote date unless otherwise noted. This quote excludes applicable sales taxes and should not be considered the final total price and it will be added upon invoicing if taxable. Imprivata shall not accept, and this Quote does not operate as an acceptance of, any different or additional terms and conditions, and this Quote shall prevail over any such different or additional provisions, of any customer purchase order or any other customer originated instruments, unless mutually agreed upon in writing by both parties. Maintenance, services and subscriptions will be invoiced upon receipt of customer purchase order. Payment is due Net 30 days. These terms and conditions shall be accepted by either signing this quote and/or by issuing a purchase order. Upon expiration of the Initial Maintenance and Support Period, maintenance and support shall automatically renew for successive twelve month periods (each an "Annual Maintenance and Support Period") unless one party provides the other with written confirmation of non-renewal at least thirty (30) days prior to the expiration of the applicable Initial Maintenance and Support Period or Annual Maintenance and Support Period. In the event of a lapse in coverage in maintenance and support, any reinstatement of maintenance and support should be subject to payment by customer of all M&S fees that would be payable from the time the customer discontinued maintenance and support to the time of its reinstatement plus an additional 5% reinstatement fee on the total renewal amount. The terms and conditions can be viewed at <http://www.imprivata.com/imprivata-maintenance-and-support>. Please note this quote does not include sales tax or other miscellaneous charges for which you may be responsible. If you choose to pay based on the quote, upon receipt of payment, we will promptly issue a final invoice which may include sales tax as applicable.

These terms and conditions shall be accepted by either signing this quote and/or by issuing a purchase order.

authorized to sign on behalf of customer accepting the terms of this proposal as an irrevocable purchase order.

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

## 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:** SOLARWINDS
2. **Purpose of contract, including scope and description:** Server and network monitoring software. Constantly monitors the health of the hospital server and network. Tells IT when monitors, servers and network need more storage, are having issues, alerts IT of any issues throughout the hospital for data center and entire hospital.
3. **Date of contract execution:** 10/1/2017
4. **Date of contract expiration:** One Year annual maintenance contract
5. **Rights of renewal and termination:** no auto renew
6. **Monetary costs:** \$6630.00
7. **Included in Department Budget:** YES
8. **Extraneous costs associated with contract:** no
9. **Let for bid, if appropriate:** IT could look for a different product but they are happy with this one and would like to keep it.
10. **County Attorney reviewed (if applicable):**
11. **In-house Counsel Reviewed:** YES



PO BOX 730720  
Dallas TX 75373  
United States  
866.530.8100  
<http://SolarWinds.com>

**Bill To**

Memorial Hospital of  
Sweetwater County  
1200 COLLEGE DRIVE  
Rock Springs WY 82901  
United States

**Quote To Address**

Memorial Hospital of  
Sweetwater County  
1200 COLLEGE DRIVE  
Rock Springs WY 82901  
United States

**Quote**

Date 10/1/2017  
Quote # QN850788  
Expires 10/15/2017  
Currency USA  
Customer ID SW22024005  
End Customer SW22024005 Memorial Hospital  
of Sweetwater County

SKU #	Description	Quantity	SW Start Date	SW End Date	Rate	Amount
17193	SolarWinds Network Performance Monitor SL500 (up to 500 elements) - Annual Maintenance Renewal	1	10/31/2017	10/31/2018	2,036.00	2,036.00
17198	SolarWinds NetFlow Traffic Analyzer Module for SolarWinds Network Performance Monitor SL500 - Annual Maintenance Renewal	1	10/31/2017	10/31/2018	1,360.00	1,360.00
17164	SolarWinds Engineer's Toolset Per Seat License - Annual Maintenance Renewal	1	10/31/2017	10/31/2018	423.00	423.00
17272	SolarWinds User Device Tracker UT5000 (up to 5000 ports) - Annual Maintenance Renewal	1	10/31/2017	10/31/2018	680.00	680.00
17205	SolarWinds Server & Application Monitor AL700 (up to 700 monitors) - Annual Maintenance Renewal	1	10/31/2017	10/31/2018	2,131.00	2,131.00
					<b>Total</b>	<b>\$6,630.00</b>

## 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:** SIS (IBM support provider)
2. **Purpose of contract, including scope and description:** All of the hardware on the list is for Quadramed QCPR. Vendor name of the program that provides hospital in-patient records. Everything is entered into Quadramed which is the main hospital record system. It is the Program all providers use on the floor and this contract is for support of the hardware that Quadramed sits on i.e. servers, hard drives.
3. **Date of contract execution:** September 1, 2017
4. **Date of contract expiration:** One year
5. **Rights of renewal and termination:** No auto renew
6. **Monetary costs:** \$28,753.91
7. **Included in Department Budget:** YES
8. **Extraneous costs associated with contract:** No
9. **Let for bid, if appropriate:** When MHSC went to Quadramed they told suggested the hospital get its hardware to support Quadramed from SIS.
10. **County Attorney reviewed (if applicable):**
11. **In-house Counsel Reviewed:** YES





Strategy | Technology | Results

### PROPOSAL

Date: 7/17/17  
Prepared by: Wade Murphy  
Email: [wmurphy@thinksis.com](mailto:wmurphy@thinksis.com)  
Office: 317-733-4870  
Quote Valid till: 8/11/17

### BILL TO:

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

### SHIP TO:

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

### Maintenance Renewal Quote for 12 Month IBM Environment

Part#/Feat.	Description	Qty	Memorial Price
<b>IBM Renewal</b>			
<b>Maintenance</b>			
7042-CR6	Rack Mount HW Management Console	1	\$609.71
7316-TF3	Flat Panel Console Kit	1	\$334.74
2076-124	Storwize V7000 Contoller 24	1	\$5,344.99
2076-124	Storwize V7000 Contoller 24	1	\$5,344.99
8202-E4B	IBM Power 720	1	\$1,616.59
-5638	1.5TB/3.0TB LTO 5 SAS Tape Drive	1	
-8350	4 Core 3.0GHz Power7 Process	1	\$1,616.59
8202-E4B	IBM Power 720	1	
-5638	1.5TB/3.0TB LTO 5 SAS Tape Drive	1	
-8350	4 Core 3.0GHz Power7 Process	1	
7316-TF3	Flat Panel Console Kit	1	\$334.74
7042-CR6	Rack Mount HW Management Console	1	\$609.71
7014-T42	RS/6000 System Rack	1	\$466.25
2498-B24	SAN24B 4Express	1	\$701.39
2498-B24	SAN24B 4Express	1	\$701.39
<b>Services</b>			
7042-CR6	MCP Remote Support	1	\$337.49
8202-E4B	SWMA for AIX Standard	4	\$829.61
8202-E4B	SWMA for Director Standard	4	\$175.87
8202-E4B	SWMA for PowerVM Standard	4	\$293.75
7042-CR6	MCP Remote Support	1	\$337.49
2076-124	MCP Remote Support	1	\$3,899.67
8202-E4B	SWMA for AIX Standard	4	\$829.61
8202-E4B	SWMA for Director Standard	4	\$175.87
8202-E4B	SWMA for PowerVM Standard	4	\$293.79
2076-124	SWMA Storwize V7000 Base	1	\$3,899.67
<b>Total:</b>			<b>\$28,753.91</b>

### NOTES:

Maintenance terms - 1 year from date of shipment  
\* Actual freight charges, if applicable will be billed.  
\* Actual sales tax, if applicable will be billed.  
\* for credit card payments, additional fees apply

### TERMS:

The specified manufacturer provides all product warranties, as well as other terms and conditions, if applicable. By signing this Proposal, Customer agrees to adhere to any manufacturer agreements relevant to this purchase. Interest will be charged on any unpaid balance after 30 days from invoice date at a rate of 1.5% per month. Returns will be handled according to Vendor policies

### Customer Acceptance:

The above prices, specifications and conditions on this quote are hereby accepted. Customer agrees to pay the full invoice price of the equipment above due upon delivery. The party below is expressly invested with the requisite authority to bind their corporation in this matter.

Page 301 of 365

Date: \_\_\_\_\_

PO#: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Signature: \_\_\_\_\_



## 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:** CLEARDATA
2. **Purpose of contract, including scope and description:** Every year CMS-Centers for Medicare and Medicaid Services which governs Medicare and Medicaid- requires that we do a IT security risk assessment as part of Medicaid reimbursement requirements. This contract will assist us in meeting the requirement to conduct a risk analysis in compliance with HIPAA security Rule. Done remotely by ClearData working with IT. The assessment has to be done before the end of the calendar year.
3. **Date of contract execution:** When signed by both parties.
4. **Date of contract expiration:** When contract completed
5. **Rights of renewal and termination:** NONE
6. **Monetary costs:** \$21,000.00 this year was \$24,000.00 last year.
7. **Included in Department Budget:** YES
8. **Extraneous costs associated with contract:** Since it is a risk assessment they could find risks that need to be remediated. This contract does not cover remediation. They would provide a breakdown of what needs to be done and then the cost of remediation is on the hospital
9. **Let for bid, if appropriate:** Used a different vendor in 2015-IT wasn't happy with that vendor so found ClearData. They did the risk assessment in 2016 and IT was very happy with their work.
10. **County Attorney reviewed (if applicable):**

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

## Statement of Work for Security Risk Assessment (Non-Recurring)

Statement of Work#:	Q005947
Issue Date:	August 07, 2017
Pricing Expires:	September 7, /2017
Sales Contact:	Carl Kunkleman (602) 635-4016 carl.kunkleman@cleardata.com

### **FOR:**

Client Name:	Memorial Hospital of Sweetwater County
Client Contact Name:	Rich Tyler
Client Contact Phone:	(307) 362-3711
Client Contact Email:	rtyler@sweetwatermemorial.com

**Agreement.** This Order is subject to the Risk Assessment Services Agreement published at [https://www.cleardata.com/legal/risk\\_assessment\\_services\\_agreement/](https://www.cleardata.com/legal/risk_assessment_services_agreement/) on the date of your signature (the "RASA"). Capitalized terms used in this Statement of Work have the meaning given in the RASA.

**Term.** The term of this Statement of Work begins on the date it is fully signed by Client and ClearDATA and continues until the Services are complete.

**Service Description.** The services, milestones and applicable fee estimates are stated in the Services Description attached as to this Statement of Work as Exhibit A.

Your signature on this Statement of Work is your offer to purchase the Services described above on the terms, conditions, and restrictions stated in this Statement of Work. Your offer is not contingent on your issuance of a purchase order. This Statement of Work becomes a binding agreement between Client and ClearDATA when ClearDATA accepts the offer, either by signing below or scheduling the Services. The Client may not modify this Statement of Work. If the terms presented are not acceptable, please contact your ClearDATA Sales Contact.

**This Statement of Work is the complete and exclusive agreement between the parties regarding its subject matter and supersedes and replaces in its entirety any prior or contemporaneous agreement or understanding regarding the subject matter of this Statement of Work, written or oral.**

Each individual signing below represents that he or she has authority to bind the entity named below to this Statement of Work.

Effective Date: \_\_\_\_\_

**IN WITNESS WHEREOF**, this Agreement is hereby executed, dated as of the date first set forth above.

**Accepted by Memorial Hospital of Sweet Water**

Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Company: \_\_\_\_\_

Date: \_\_\_\_\_

**Accepted by ClearDATA Networks, Inc.**

Signature: \_\_\_\_\_

Printed Name: Carl Kunkleman

Title: Co-Founder & SVp

Company: ClearDATA

Date: \_\_\_\_\_

**Email Address for Notice Purposes:**

[legalnotice@cleardata.com](mailto:legalnotice@cleardata.com)

## Exhibit A Services Description

### High-Level Objective:

Assist Client in meeting the requirement to conduct a risk analysis in compliance with the HIPAA Security Rule (45 C.F.R. Section 164.308(a)(ii)(A)) as well to meet the requirement for a security risk analysis under the Centers for Medicare and Medicaid Services (CMS) Incentive Programs.

### Services

ClearDATA shall do each of the following:

- Assist Client in creating an inventory of electronic protected health information (ePHI).
- Review the Client's documentation which may include up to forty (40) artifacts including existing policies and procedures for the management of ePHI for compliance the requirements of HIPAA Security Rule, Sections 164.310 (Physical Safeguards), 164.312 (Technical Safeguards), 164.314 (Organizational Requirements) and 164.316 (Policies and Procedures and documentation requirements), guidelines, and workflows related to the Security Rule.
- Identify undocumented policies or procedures that relate to the scope of this SOW.
- Conduct up to eight (8) one-hour (1) (approximately) interviews to identify security gaps.
- Prepare a criticality matrix of prioritized applications to help determine which applications/systems are to be restored first and/or which must be available at all times for disaster recovery purposes.
- Prepare a threat matrix to identify reasonably anticipated natural, man-made and environmental threats to the confidentiality, availability, and integrity of the ePHI.
- Deliver an SRA report that includes Executive Summary and Detailed Findings sections to meet the requirements posed by the HIPAA Security Rule under the 'Security Risk Analysis' Standard and Implementation specifications and the Office of National Coordinator (ONC) Objective and Measurement to meet the Meaningful Use requirements of the HITECH Act. This report shall include compliance scores benchmarked against industry data.
- Deliver a risk management remediation roadmap of the gaps identified in the SRA report which can be used to plan and track progress against each gap year to year and serves as evidence of the Client's remediation efforts in the event of an audit.
- Deliver an Executive Summary Presentation which summarizes the engagement and identifies the most critical high and medium-risk gap findings and recommendations that either the Client or ClearDATA can present to the Executive Management Team if desired.

The Services will be provided on a remote basis. No travel will be involved with the delivery of the Services.

The Services do not include remediation of any risk identified.

### Fees

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**\$21,000.00** estimate of total fee. Payment must be received before work begins.

\$10,500.00 (one-half of the total fee) is due on the signature date of this Statement of Work,

\$10,500.00 is due following delivery of the draft report and prior to delivery of the final report.

ClearDATA's estimate is based on the information provided by Client and is ClearDATA's good faith estimate of the number of hours needed to complete the Services described above to a professional standard. If ClearDATA discovers that the actual hours needed to complete the Services exceed the estimate by more than 10%, it will confer with Client to either adjust the Services or obtain consent for the higher fees.

### **Schedule**

- **Start Date:** The parties expect ClearDATA to begin work on or around Sept 25, 2017. Client acknowledges that ClearDATA may reschedule the start date if Client has not named a Primary PoC at least a week prior to the start date. If Client reschedules the start date less than two weeks in advance, Client shall pay or reimburse any unrecoverable expenses incurred by ClearDATA in respect of the rescheduled Services. In addition, ClearDATA may require Client to pay a rescheduling charge of up to 50% of the total estimated cost for its personnel who ClearDATA is unable to assign to other clients due to the short notice.
- **Completion Date:** ClearDATA expects to complete the Services within eight weeks of the start date, if Client promptly provides information, access, and assistance as reasonably requested and that the scope of the project has not changed.

## 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:** SPACELABS HEALTHCARE
2. **Purpose of contract, including scope and description:** Contract for support for interface which allows data from patient vital signs blood pressure cuff, chest pads, pulse ox, sends those vital signs to Quadramed.
3. **Date of contract execution:** 7/19/2017`
4. **Date of contract expiration:** 7/19/2018
5. **Rights of renewal and termination:** 30 day written notice
6. **Monetary costs** \$10,518.00 given a 25% discount which has been applied.
7. **Included in Department Budget:** In IT budget
8. **Extraneous costs associated with contract:** NO
9. **Let for bid, if appropriate:** NO as Spacelabs manufactures the actual vital sign devices that are in the patient rooms.
10. **County Attorney reviewed (if applicable):**
11. **In-house Counsel Reviewed:** YES





# SPACELABS HEALTHCARE

An OSI Systems Company

Spacelabs Healthcare  
35301 SE Center Street  
SNOQUALMIE, WA 98065  
Fax: 425-363-5757

Bill To: 90564007  
MEMORIAL HOSPITAL SWEETWATER  
PO BOX 1359  
ROCK SPRINGS, WY 82902  
United States Of America

## Quote

Contract: 29374

Page Number: 1

Order Date: 07/19/17

Service Rep: BRAD CATLETT

End User: 90022286

MEMORIAL HOSPITAL SWEETWATER  
1200 COLLEGE DR  
ROCK SPRINGS, WY 82901  
United States Of America

Spacelabs Healthcare hereby offers to you this Quote/Service Agreement (The Agreement) for the service referred to in the schedule below and located at the addresses set forth in the schedule below. Quote is valid for 90 days from order date.

Agreement Type: ENHANCED ICS SW  
Billing Cycle: Annual  
Credit Terms: Net Amt Due 30 Days

### Schedule of Service and Equipment

A Spacelabs Healthcare authorized Service Representative will provide Service at the prices indicated in the schedule below, from 11/01/17 to 10/31/18

### Comments:

THIS IS A ONE YEAR ENHANCED SOFTWARE SUPPORT PLAN FOR THE SPACELABS ICS SYSTEM WHICH IS A RENEWAL OF CONTRACT #516867.  
A 25% BUYING GROUP DISCOUNT HAS BEEN APPLIED.

Line	Item Description	Service Type	Item Qty	Visits	Price
1	HARDWIRE BEDS	ENICSSW	29.0		0.00
2	TELEMETRY	ENICSSW	10.0		0.00
3	COST OF CONTRACT	ENICSSW	1.0		14,024.64

Total : 14,024.64

Master total:

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Non-Taxable: 0.00  
Taxable: 0.00  
Tax Date: 11/01/17

Currency: USD

Line Total: 14,024.64

Additional Charges: 0.00

25.00% Adjustment: ( 3,506.16)

: 0.00

: 0.00

: 0.00

Total Tax: 0.00

Total: 10,518.48



SPACELABS  
HEALTHCARE

An OSI Systems Company

## Quote/Service Agreement

Contract: 29374

Page Number: 2

Order Date: 07/19/17

Provide Purchase Order Number: \_\_\_\_\_

### Software Support Agreements Only:

☐ Select box if you are interested in automatic renewal of your service agreement using this purchase order

By accepting this quotation or by performing hereunder, Customer agrees that this quotation is issued pursuant to and any Customer P.O. for the items herein will be accepted subject to the terms of any current contract between Spacelabs Healthcare and Customer. If there is no current contract in place, this quotation is issued pursuant to and any Customer P.O. for the items herein will be accepted subject to Spacelabs Healthcare's Terms of Sale, which are attached hereto and incorporated herein by this reference.

\_\_\_\_\_  
Spacelabs Medical Signature

\_\_\_\_\_  
Customer Signature

\_\_\_\_\_  
Title

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Date

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date Accepted

Contract Type	Description of Coverage
<b>Enhanced Software Support Plan</b>	<b>1. 24x7 Telephone Support.</b> Company will, 24 hours a day, seven days a week; provide reasonable telephone support in the operation, planned maintenance and corrective maintenance of Equipment covered by the Agreement. Company does not warrant that telephone support alone will be sufficient to resolve Equipment issues.
	<b>2. 24x 7 Accesses To IT Product Specialists.</b> Company product specialists will, 24 hours a day, seven days a week, provide enhanced telephone support for the corrective maintenance of IT Equipment covered by the Agreement. Company does not warrant that telephone support alone will be sufficient to resolve Equipment issues.
	<b>3. Remote Diagnostics Support.</b> Company will, subject to all necessary software, hardware and phone lines being installed at Customer's site, provide reasonable remote electronic (dial up, VPN, tunnel) support in the corrective maintenance of the Equipment. Company does not warrant that telephone support alone will be sufficient to resolve Equipment issues.
	<b>4. Safety Updates.</b> Company will provide any travel, accommodation, labor and Software required to complete, at Customer's site between the hours of 8:30 a.m. and 5:00 p.m. local time, any Updates which Company determines are required to maintain safe Equipment operation. Company will support the quantity of such Software licensed to Customer as of the date of this Agreement; later obtained additional licensed copies of the Software will be supported only upon further agreement of the parties.
	<b>5. Annual Performance Enhancing Updates.</b> Company will provide any travel, accommodation, labor and Software required to complete, at Customer's site and between the hours of 8:30 a.m. and 5:00 p.m. local time, up to one performance enhancing Update per year for currently supported products. Company will support the quantity of such Software licensed to Customer as of the date of this Agreement; later obtained additional licensed copies of the Software will be supported only upon further agreement of the parties.
	<b>6. Annual Performance Enhancing Updates to Hardware Equipment</b> Company will, upon Customer's request, provide any travel, accommodation, labor and Software required to complete, at Customer's site and between the hours of 8:30 a.m. and 5:00 p.m. local time, up to one Software Update per year for currently supported Hardware that is connected to Intesys Clinical Suite (ICS). The Updates must all be performed during one visit to Customer site. If Customer requests Updates at a later date, Customer will be responsible for travel fees. Company will provide such Updates for Hardware licensed to Customer as of the date of this Agreement; later obtained Hardware will be supported only upon further agreement of the parties. will
	<b>7. Upgrade to Intesys Clinical Suite (ICS) 5.0</b> Company will provide 5.0 ICS Software with a 100% discount against a Customer order for licenses and remote implementation. Customers who desire Company to provide onsite implementation will be charged an additional fee as set forth in the relevant scope of work. "Upgrade" means all modifications, changes and enhancements that add features or functionality to Spacelabs' standalone software or firmware that Spacelabs separately prices and markets.
	<b>8. 25% Discount on Post Implementation Interface Support.</b> Company will provide a 25% discount from the Customer's normal list price for any travel, accommodation or labor required to complete Updates to HL7 and 12 Lead interfaces.

#### Definitions

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"Hardware" means monitors and modules manufactured by and supplied to Customer by Company.

"Software" means software and/or firmware which is manufactured by and supplied to Customer by Company.

"Update" means all modifications, changes and enhancements which Company elects to incorporate into and make part of the Software and does not separately price or market.

"Upgrade" means all modifications, changes and enhancements that add features or functionality to Spacelabs' standalone software or firmware that Spacelabs separately prices and markets.

07/06/15

## **Spacelabs Healthcare**

### **Terms of Sale**

1. **Terms of Agreement.** This contract for the sale of equipment ("Equipment"), the license of software ("Software") and/or the provision of services (collectively "Products") by Spacelabs Healthcare ("Spacelabs") shall be only upon the terms herein stated and incorporated by reference. Any additional or different terms, including terms in any purchase order, will be of no effect unless expressly accepted in writing by Spacelabs. Spacelabs' performance shall not, under any circumstances, be deemed Spacelabs' acceptance of any of the terms and conditions contained in any Customer document. If Customer issues a purchase order or other Customer document to procure the Products, then such issuance shall be deemed to constitute Customer's acceptance of these Terms of Sale. Acceptance of or payment for any of the Products shall also be deemed to constitute Customer's acceptance of these Terms of Sale.

2. **Purchase Price.** The purchase price for Equipment Products and service Products and the license fee for Software Products shall be as set forth in the Spacelabs Customer quotation. Such price assumes delivery of Products within 12 months, shipped FOB manufacturing facility for shipments within the U.S. and Ex Works for shipments outside the U.S. Prices do not include taxes, shipping and handling, or insurance, which are the responsibility of Customer. Spacelabs may partially ship orders, and will be responsible for any additional shipping charges resulting from partial shipments.

3. **Payment Terms.** Thirty (30) days after date of invoice. Spacelabs reserves the right to change Customer's payment terms or suspend shipments if Customer's financial creditworthiness or payment history fails to meet commercially acceptable standards as reasonably determined by Spacelabs. Customer agrees to pay collection expenses and legal fees incurred by Spacelabs in collecting past due balances.

4. **Customer Reporting.** Customer agrees to properly report and disclose any discounts granted by Spacelabs to Customer on the purchase of Products, to the extent required by applicable state or federal law.

#### **5. Software License**

5.1 **License.** The term "Software" means firmware, standalone software, and updates, upgrades, or new versions of such software as are provided by Spacelabs to Customer. Spacelabs grants Customer a perpetual and nonexclusive license to install and use the Software in machine readable executable object code on the equipment for which it was designated by Spacelabs in accordance with the Software's documentation and the quotation. Customer is entitled to use the Software Product only on a single computer or terminal at any one time, unless otherwise authorized by Spacelabs. Customer has no right to sublicense the Software. This license is non-transferable except as appurtenant to a Spacelabs-authorized transfer of the related equipment; provided that, in the event of any such transfer, Customer shall deliver a copy of this Software License to the transferee and shall ensure that such transferee agrees to be bound by this Software License. Customer's license to use the Software shall commence upon the earlier of (i) the execution by Customer of an agreement with Spacelabs containing these Software terms; (ii) Customer's opening of the Software packaging; or (iii) Customer's commencement of use of the Software.

5.2 **Third Party Software.** The Equipment or Software may utilize certain other Software in its operation purchased under license from third party authors ("Third Party Software"). Transfer of such Third Party Software to Customer from Spacelabs is made subject to the terms of the license granted by the original licensor. Customer hereby acknowledges and agrees to be bound by the terms of the license granted by the original licensor. Customer agrees to execute any such amendments to this Software License as may be required from time to time in order to comply with terms and conditions of any Third Party Software licensor.

5.3 **Limitations.** Customer hereby expressly acknowledges that Spacelabs and its Third Party Software authors own throughout the world all right, title and interest in the Software, any copies thereof and all intellectual property rights contained or embodied therein including the ownership to any modifications or translations of the Software. No title to or ownership of Software or the patent, copyright, trademark, trade secret or other proprietary rights to such Software is transferred to Customer. Customer shall not take any action in violation of Spacelabs' or any third party author's copyright or other intellectual property rights in the Software Product. Customer shall not (i) trace, disassemble, decompile, modify or reverse engineer such Software; (ii) copy or transfer the Software or any part thereof, except as expressly permitted by applicable law and except (in the case of Software that is a tool for the development of application software) as occurs in the course of using the Software in accordance with its documentation; or (iii) rent or lease the Software to another party. When information regarding the internal structure of the Software is necessary in order to obtain interoperability of the Software with other software programs, Customer shall immediately contact Spacelabs. Spacelabs may terminate any license granted hereunder if Customer breaches its obligations under the terms of this Agreement. Upon termination, Customer must destroy or return all copies of the Software.



5.4 U.S. Government Rights: Commercial Computer Software and Documentation, Use Governed by Standard Commercial License. If this Software Product is being acquired by or on behalf of the U.S. Government or by a U.S. Government prime contractor or subcontractor (at any tier), then the U.S. Government (and any prime contractor or subcontractor at any tier) hereby acknowledge and agree that this Software Product and any associated documentation qualifies as "commercial items" (see FAR 2.101), and as "commercial computer software and documentation" (FAR 12.212, FAR 27.405-3(a) (Dec 2007); DFARS 227-7202 (Jun. 1995)). The rights in the Software Product and accompanying documentation shall be strictly construed in accordance with the limited rights conferred by the standard commercial terms and conditions set forth in this License, which shall supersede any conflicting contractual terms or conditions. See FAR 12.212, FAR 27.405-3(a) (Dec 2007); DFARS 227-7202 (Jun. 1995). The object code of the Software and documentation are copyrighted and published products of Spacelabs (except source code, which is copyrighted but unpublished), and all rights not granted expressly herein are reserved.

5.5 Products of Other Manufacturers. The right to use other manufacturers' products in connection with the Software shall be limited to items specified by Spacelabs. Despite such specification or approval, Customer shall remain solely responsible for (i) the suitability of the Software as part of any system based on Software and on equipment of other manufacturers; (ii) the verification of the mutual compatibility of Software and those of other manufacturers; and (iii) the intended purpose, limits of use and adequacy in the labeling and instructions for use of systems based on Software and on equipment of other manufacturers.

5.6 Upgrades. Should Customer receive any copy of the Software Product to upgrade a previous version of such Software Product, such upgraded version of the Software Product shall be the only version Customer is entitled to use unless otherwise agreed and, unless expressly otherwise permitted by Spacelabs, Customer shall destroy or erase all program material and related documentation, including all copies and modifications, relating to the previous Software Product.

5.7 Infringement Claims. If any third party alleges in a claim against Customer that all or a part of the Software Product licensed hereunder as used within the scope of the license infringes any intellectual property rights in the country in the territory of Customer's domicile or main place of business (the Indemnified Claim"), Spacelabs will defend the Indemnified Claim at its expense and will hold Customer harmless against any judgment with respect thereto. This defense and indemnification obligation is contingent upon (i) Customer giving Spacelabs prompt written notice of any claim; (ii) Spacelabs being granted control of the defense, compromise or settlement of such claim, and (iii) Customer's assistance to the extent reasonably required for such defense. In the event Spacelabs receives information concerning an intellectual property infringement claim (including an Indemnified Claim) related to the Software Product it may, at its expense and without obligation to do so, upon notice to Customer to cease use of the allegedly infringing Software Product, either: (i) procure for Customer within a commercially reasonable period of time the right to continue to use the allegedly infringing Software Product, (ii) replace or modify the Software Product to make it non-infringing, or (iii) repay the fees paid to Spacelabs for such Software Product.

5.8 Liability Limitations. Spacelabs shall have no liability for any intellectual property infringement claim based on Customer's (i) use of the Software Product after Spacelabs' notice that the Customer should cease use of the allegedly infringing Software Product; (ii) combination of the Software Product with a product, program or data not authorized by Spacelabs; or (iii) adaptation or modification of the Software Product. For all claims described in this section Customer agrees to indemnify and defend Spacelabs, its affiliates and suppliers from and against all damages, costs and expenses, including reasonable attorneys' fees.

## 6. Product Warranty.

### 6.1 Initial Coverage.

6.1.1 Equipment Products. Equipment Products manufactured by Spacelabs will be free from defects in material and workmanship and will perform according to the written specifications for the Products for a period of twelve months from delivery.

6.1.2 Software Products: Spacelabs warrants that it either owns or has the right to license the Software Products. Spacelabs further warrants that (i) the Software Products shall perform in accordance with the specifications contained in Spacelabs' documentation for the Software Products at the date of delivery, (ii) the media manufactured by Spacelabs on which Software Products operate shall be free from defects in material and workmanship under normal use for a period of ninety (90) days from the date of delivery thereof by Spacelabs, and (iii) the media not manufactured by but delivered by Spacelabs on which the Software Products operate will be in accordance with the media manufacturer's warranty. Page 313 of 365

6.1.3 Spare Parts: "Spare Part(s)" mean replaceable spare parts used in the Equipment Products and listed in the Spacelabs Spare Parts Price List. Spare Parts do not include disposable or user parts that must be routinely replaced, items listed in the Supplies and Accessories Price List, or computer products or peripheral devices not manufactured by Spacelabs or produced on Spacelabs' behalf. Any original Spare Part for which Spacelabs has

supplied a replacement Spare Part shall become the property of Spacelabs. Spare Parts shall be free from defects in material and workmanship for 120 days. Spacelabs reserves the right to use a refurbished part as a replacement spare part.

6.1.4 Supplies and Accessories: Single patient use, disposable or consumable supplies and accessories will be free from defects in material and workmanship at the time of delivery. All other supplies and accessories shall be free from defects in material and workmanship for three (3) months from the date of delivery unless otherwise specified.

6.1.5 Third Party Products. Products manufactured by a third party manufacturer shall carry the warranties given by such third party.

6.2 Conditions and Limitations. For the warranty to apply, Spacelabs must witness or be able to reproduce the defect. Spacelabs' warranties and obligations will not apply in the event of: (i) misuse or abuse of the Product by Customer; (ii) defects caused by normal wear and tear or deterioration of the Product; (iii) installation, repair or alteration of the Product by persons not authorized by Spacelabs (Customer's biomedical engineering staff will be deemed authorized personnel to repair a Product upon successful completion of Spacelabs technical training for the Product); (iv) defects caused or contributed to by a product, software or part not originating from Spacelabs; (v) failure of Customer to maintain the Product according to the Product documentation; or, for Software used of the Software in violation of the licensing terms stated herein, or failure to install the most recent no cost, mandatory software update within 120 days after release by Spacelabs. Spacelabs' obligation and liability under any warranty is limited to repair or replacement of a defective Product. If the Product is not repaired or replaced in a reasonable time, Spacelabs shall credit Customer the defective Product's purchase price upon return of the defective Product to Spacelabs. Customer must obtain a return of goods authorization including packaging and shipping instructions from Spacelabs before Products can be returned for warranty service or adjustment. SPACELABS MAKES NO OTHER WARRANTY OF ANY KIND WHATEVER, EXPRESS OR IMPLIED, AND ALL IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE ARE HEREBY DISCLAIMED BY SPACELABS.

### 6.3 Customer Responsibilities during Warranty Coverage.

6.3.1 Customer shall ensure appropriate biomedical and nursing personnel participate in Spacelabs biomedical and clinical education training and provide training to peers, as appropriate. Prior to implementation of the Spacelabs products, Customer shall have developed and implemented a process to handle first call response within their biomedical, nursing and information technology teams;

6.3.2 Customer shall make appropriate resources available to facilitate resolution of any issue that may arise during the warranty period;

6.3.3 If Customer cannot resolve an issue with reasonable and good faith efforts, Customer shall promptly telephone the Spacelabs Technical Support Team regarding such issue, then work cooperatively with Spacelabs Technical Support Team to troubleshoot issue and facilitate resolution. If field service is needed, Customer shall provide Spacelabs field service engineers with appropriate contact information and reasonable support in its resolution of the matter;

6.3.4 Customer shall provide Spacelabs with advance notification of any planned system changes that may impact the Spacelabs Software Products; and

6.3.5 Customer is responsible for the support of all non-Spacelabs equipment used in conjunction with the Spacelabs Products, including but not limited to non-Spacelabs computer hardware, operating systems and network cabling, routers, and switches.

6.3.6 Customer is responsible for removing PHI prior to return of Product to Spacelabs unless the Product cannot be operated to complete such removal.

### 6.4 Description of Warranty Coverage.

6.4.1 Telephone Support. Spacelabs shall provide reasonable telephone support in the operation, planned maintenance and corrective maintenance of Products covered by the Agreement. Spacelabs does not warrant that telephone support alone will be sufficient to resolve Product issues.

6.4.2 Remote Diagnostics Support. Spacelabs shall, subject to all necessary software, hardware and phone lines being installed at Customer's site, provide reasonable remote dial-up support in the corrective maintenance of the Products. Spacelabs does not warrant that such support alone will be sufficient to resolve Product issues.

6.4.3 Corrective Maintenance Coverage. Customer may choose in any particular instance one of the following two types of corrective maintenance coverage:

6.4.3.1 Corrective Maintenance Onsite Coverage. If Product issues cannot be resolved telephonically through good faith efforts of the parties, Spacelabs shall, upon Customer's request and between 8:30 am and 5:00 pm local time Monday through Friday (holidays excluded), provide any travel, accommodation, labor and Spare Parts required to complete, at Customer's site, required corrective maintenance. Customer agrees to promptly notify Spacelabs in writing or by phone of any Product failure which may require corrective maintenance.

6.4.3.2 Corrective Maintenance -- Return to Depot CM Labor Coverage. If Product issues cannot be resolved telephonically through good faith efforts of the parties, Spacelabs shall, upon Customer's request and between 8:30 am and 5:00 pm PST Monday through Friday, provide at Spacelabs' site any labor and Spare Parts needed to complete required corrective maintenance. Customer agrees to promptly notify Spacelabs in writing or by phone of any Equipment failure which may require corrective maintenance and secure an RMA number to facilitate the Equipment's return. Customer shall be responsible for all freight and insurance charges in shipping the Products to Spacelabs; Spacelabs shall pay all return shipment costs. Risk of loss shall pass to Spacelabs upon receipt of the Product.

6.4.4 Service Loaners. If available from Spacelabs' stock of loaner equipment, Spacelabs will upon Customer request provide a loaner unit for Customer use during warranty repair.

6.5 Subsequent Warranty Agreed Coverage. After the expiration of the warranty set forth above, Customer will receive the amount of Depot Repair coverage identified in the Customer Quote (if any) on Spacelabs' standard terms for same. Such additional coverage shall be provided for any Spacelabs Product that is not a Spare Part or on Spacelabs Supplies and Accessories Price List. Depot Repair coverage shall be provided as described above under Corrective Maintenance -- Return To Depot CM Labor Coverage. Telephone support and remote diagnostic support shall also be provided.

7. Product Installation and Training. Spacelabs shall provide installation and training services in accordance with and to the extent of Spacelabs' then current installation and training policies.

8. Proprietary Rights. "Intellectual Property Rights" means patent, copyright, trademark, trade secret and any other intellectual property rights. Spacelabs retains all rights, title and interest in and to the Intellectual Property Rights in the Products and any updates, upgrades, or derivative works thereof. Customer does not acquire any other rights, express or implied, in the Products.

9. Confidentiality. Each party agrees to keep the other party's business, technical and proprietary information, including Product pricing, confidential. Each party shall not use such information except as necessary for the performance of this Agreement, and shall not disclose such information except as required by law. Each party shall limit disclosure of such confidential information only to those of its employees and contractors who have a need to know the information and are bound by confidentiality obligations as regards the information that are similar to those stated herein. Upon cancellation of this Agreement or return of the Products, each party will return to the other party all such confidential information.

10. HIPAA Compliance. Spacelabs and Customer agree to fully comply with the Health Insurance Portability and Accountability Act of 1996 and its associated regulations including 45 C.F.R. §§ 160 and 164, Standards for Privacy of Individually Identifiable Health Information, Final Rule (the "Final Privacy Rule"), and 45 C.F.R. §§ 160, 162 and 164, Health Insurance Reform: Security Standards, Final Rule (the "Final Security Rule"), collectively referred to as ("HIPAA"), as they may be applicable to Spacelabs and Customer. Spacelabs shall use PHI only in connection with services performed under this Agreement or as otherwise authorized by HIPAA.

11. Liability. Neither party, nor any third party author of Software, shall be liable to the other or to any third party for any incidental, indirect, special or consequential damages in connection with this Agreement or in connection with the use of the Products. Customer shall at all times maintain the necessary backup and security for any and all data and application software used with the Products, and shall be responsible for any loss of any such data or application software.

12. Return Goods and Restocking Charges. Return of Products must be approved in writing by Spacelabs prior to return and must take place within twelve months of shipment. Products which Spacelabs agrees may be returned for Customer convenience will be charged a restocking fee of 20% if returned within the first six months after shipment, and 40% for the seventh through twelfth month.

13. Demonstration and Evaluation Products. If Spacelabs provides Customer with demonstration or evaluation Equipment or Software ("Loaned Materials") in connection with Customer's use of Spacelabs Products, the rights and obligations of the parties in connection with the Loaned Materials will be governed by these terms and conditions, save that i) Spacelabs shall retain ownership of the Loaned Materials; ii) the license for any Software included with the Loaned Materials is non-exclusive, non-transferable, and limited to the term of Customer's use of the Loaned Materials; iii) Customer shall return the Loaned Materials to Spacelabs upon the earlier of Spacelabs' request or 90 days after delivery to Customer; and iv) Customer shall bear the risk of loss or damage to the Loaned Materials while in Customer's possession. Such Loaned Materials will be used only for purposes of patient care.

14. Product Samples. If Spacelabs provides Customer with supplies and accessories Product samples, Customer agrees to use such Product samples for patient care only, and to ensure the samples are used within 90 days after delivery to Customer.



15. Export Controls. Customer acknowledges that export and re-export of the Products is subject to compliance with the Export Administration Act, the regulations of the U.S. Department of Commerce and other export controls of the United States of America as amended from time to time, and the Export Control Act 2002, the Export Control Order 2008, EU Regulation 428/2009 and the Customs and Excise Management Act 1979 and other export controls for the United Kingdom as amended from time to time (the "Export Laws"). Customer shall not export or re-export the Products, Software, technical data, or documentation associated with the Products (including, but not limited to, processes, services, data, and reports derived from the use of the Products) to any country or person to which export or re-export of such items is prohibited by the Export Laws. Spacelabs shall have the right to delay shipments or terminate the Agreement, in whole or in part, and without liability, should Spacelabs not obtain in a timely way all required export licenses and approvals necessary to export the Products.

16. Governing Law; Jurisdiction. The agreement between the parties regarding the Products shall be governed by and interpreted in accordance with the laws of the State of Washington, USA, without reference to its laws relating to conflicts of law. Any legal action arising out of or relating to the sale of Products shall be brought only in the state and federal courts located in King County, Washington, and the parties irrevocably consent to the jurisdiction and venue of such courts.

17. Service Specific Terms.

17.1 Customer Obligations. The service is in addition to, and not a substitute for, routine Product maintenance. It is Customer's responsibility to strictly follow the routine maintenance instructions provided by Spacelabs in the Product operations manual and accompanying labels and/or inserts for each Product, as failure to comply may result (as determined by Spacelabs in its sole discretion) in increased charges for service, loss of service coverage, and/or loss of warranty coverage for such Product. Customer must ensure that Products made available for service is free of biological hazard materials; Products or Spare Parts returned to Spacelabs must be free of biological hazard materials. Customer is responsible for removing PHI prior to return of Product to Spacelabs unless the Product cannot be operated to complete such removal. Spacelabs will have no obligation to perform service or accept returned Products or Spare Part(s) unless these conditions have been satisfied. Customer must ensure that Product is available for service at the agreed time and place. Spacelabs reserves the right to invoice Customer for service if the Product is not available.

17.2 Product Condition. Products will be included for service only after Spacelabs has determined that the Product is in good operating condition and eligible for coverage hereunder. If Spacelabs determines that preliminary Product service or initial repairs are required, Spacelabs shall advise Customer of same and separately invoice Customer for such preliminary service or initial repairs at Spacelabs' then current list prices/rates for time and materials.

17.3 Service Term; Payment. The service term for a Product is the period shown in the Customer Quote; provided, however, that Spacelabs shall not be obligated to provide service until it receives advance payment for the billable period set forth on the face hereof.

17.4 Service Termination. Either party may terminate Product service in the event the other party is in default of any of that party's obligations as regards service and such default remains uncured 30 days after receipt of notice of such default. Customer may terminate Product service for convenience, with or without cause, by provision of thirty days written notice to Spacelabs.

17.5 Limitation on Product Service. Spacelabs shall not be obligated to provide any Product service or spare parts requested to upgrade the Product from the applicable specification at the time of purchase, or for cosmetic reasons, or made necessary in whole or in part by improper use, abuse, neglect, negligence, accident, catastrophe, acts of God or any malfunction resulting from faulty maintenance, improper repair, damage and/or alteration by anyone other than Spacelabs.

## 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:** Staff Care Locums
2. **Purpose of contract, including scope and description:** Staff Care is one of the many companies we use for locums coverage. We currently have a contract with Staff Care but it was signed in 2011 so we are updating the contract. This contract was presented to you for approval at the August meeting. You had a question regarding malpractice insurance coverage for the hospital if the locums is the one sued. Page 1 Agency Obligations- Staff care will provide malpractice insurance coverage for physician. As to Worker's Compensation- independent contractors are not eligible for WC.
3. **Date of contract execution:** August 3, 2017
4. **Date of contract expiration:** Auto renew after one year unless we give 30 days written notice
5. **Rights of renewal and termination:** Same as above
6. **Monetary costs:** \$1800.00 to \$2240.00 for 8 hour day paid to Staff Care. Order (page 4 of 4) shows premium rates weeknight, holiday, call etc
7. **Included in Department Budget:** Yes
8. **Extraneous costs associated with contract:** None outside of the contract
9. Let for bid, if appropriate: NA
10. County Attorney reviewed (if applicable):
11. In-house Counsel Reviewed: **YES**



## Suzan Campbell

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**From:** Kerry Thielbar  
**Sent:** Thursday, August 24, 2017 4:48 PM  
**To:** Suzan Campbell  
**Subject:** RE: Staff locums contract

Suzan,

Hi – Sorry it's taken so long to get back to you. I've been waiting to hear back from Staff Care.

Anyway, I think your first question was does Staff Care provide malpractice insurance for the doctor. The answer is yes, they do.

Then you asked, what happens if the doctor does something wrong, and the hospital is also named in the law suit. Here is the answer I got from Staff Care:

"I reached out to Staff Care's third party administrator for some guidance on this. Malpractice claims are handled on a case by case basis. If a hospital is sued in addition to the physician and/or Staff Care we each retain counsel and each handles their own defense. If the hospital is sued only because of the negligence of the physician (and there are no independent allegations of negligence against them), they may feel they are owed indemnification or may want to tender to us. If that happens, we will review the contract language and state law and respond accordingly. Typically since physicians are independent contractors, we do not accept tenders or indemnification demands."

Please let me know if you have any other questions or need additional information.

I won't be able to be at the September meeting, either, so I won't be there to answer questions. I'm really sorry to dump this on you!! Thanks for all you do!

**Kerry Thielbar**  
**Medical Staff Services Supervisor**

Direct 307-352-8334, Fax 307-352-8502

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Main 307-362-3711, Fax 307-352-8180

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[www.sweetwatermemorial.com](http://www.sweetwatermemorial.com)

 [Connect with us on Facebook!](#)

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Independent Kirs  
not covered.



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**From:** Suzan Campbell  
**Sent:** Thursday, August 24, 2017 12:11 PM  
**To:** Kerry Thielbar  
**Subject:** Staff locums contract



**AGREEMENT FOR LOCUM TENENS COVERAGE**

This Agreement For Locum Tenens Coverage ("Agreement") is effective as of **May 17, 2017** (the "Effective Date") by and between **Staff Care, Inc.**, and its subsidiaries and affiliates, ("Agency") and **Memorial Hospital of Sweetwater County** ("Client") for the purpose of Agency arranging for locum tenens provider(s) ("Providers") to Client for the times and rates specified in one or more service orders substantially in the form of Exhibit A attached hereto ("Orders") or in a Confirmation Letter which will outline the assignment of an individual Provider ("Confirmation Letter"), issued hereunder and incorporated herein by reference. For good and valuable consideration, the adequacy and sufficiency of which are hereby acknowledged, the parties agree as follows:

**A. AGENCY OBLIGATIONS. Agency shall:**

1. Use best efforts to identify Providers acceptable to Client.
2. Screen and obtain references for identified Providers, including verification of licensure.
3. Arrange a complete travel and accommodation itinerary for Providers in coordination with Client.
4. Arrange malpractice insurance coverage for Providers. Client acknowledges and understands that the insurance Agency arranges under this Section A.4 for a Provider on an assignment with Client shall not apply to any professional services of Provider outside of a contemplated assignment with Agency.
5. Pay Providers on behalf of Client for services rendered and at rates agreed to by Client and Provider, as facilitated by Agency.

**B. CLIENT OBLIGATIONS. Client shall:**

1. Supply Providers, according to the required specialty, with (i) a reasonable coverage schedule, (ii) reasonably maintained, usual and customary equipment and supplies, (iii) a suitable practice environment complying with acceptable ethical and procedural standards, (iv) appropriately trained support staff, as necessary, and (v) any other customary support, in each case to enable Provider to perform medical services in Provider's specialty on comparable terms to other practitioners in the same specialty at Client's facility.
2. Determine with Provider, as facilitated by Agency, Provider's fees, coverage assignments, schedule, number of hours provided, number of patients served and all other requirements related to the performance of professional services by Provider in accordance with the terms set forth in the applicable Order. Client shall also provide to Provider an orientation of Client's facility and required policies and procedures.
3. Bill for, collect and retain all professional fees generated by services rendered by Provider.
4. Notify Agency within 48 hours of a Provider's presentation to Client whether it accepts or declines the services of Provider.
5. Reimburse Agency all applicable costs of travel and housing en route or on assignment related to Provider's assignment, including without limitation, roundtrip airfare, local transportation, lodging and meals. The parties acknowledge that a reimbursement arrangement exists between the parties with respect to housing and meals. The reimbursement amount is included in the fees paid for services by Client, and for which Agency will provide substantiation of the reimbursement amount. Amounts reimbursed by Client may be subject to tax deduction limitations.
6. Comply with AMA, federal, state and local standards relating to patient care, the practice of medicine and related activities.
7. Establish and pay for all fees associated with hospital privileges for Provider.
8. Pay invoices within thirty (30) days of invoice date, by check or EFT. Client shall also pay Agency the fees and expenses specified in the applicable Order or Confirmation Letter for Providers. Client shall reimburse Agency for the actual amount of any applicable taxes (except income taxes), including state or local sales, gross, excise or similar tax imposed on fees paid to Agency by Client for Provider coverage. Any invoice that is greater than 30 days past due shall bear interest at the rate of 1.5% per month. Client shall pay Agency all collection costs and expenses incurred to enforce this Agreement, including but not limited to attorneys' fees, collection agency fees and all related costs and expenses.
9. Promptly (and in no event more than 30 days after Client knew or reasonably should have known of such claim), provide Agency written notice of any occupational safety hazards or events involving Provider, or of any sentinel event or actual or threatened claim arising out of or relating to Provider.
10. Client agrees that it will review, approve and sign each Confirmation Letter within two business days. If Client does not sign, or provide notice of its disagreement with the terms of the Confirmation Letter within two (2) business days, Client agrees that it shall be deemed to have accepted the terms thereof.

**C. REASSIGNMENT, CANCELLATION, TERM & TERMINATION OF AGREEMENT.**

1. Client agrees that for a period of two years after the date of Agency's presentation of Presented Provider to Client, or the date on which Provider ceases to provide services to Client, whichever is later (the "Exclusivity Period"), Client shall not utilize, nor shall it permit any Client Affiliate to utilize, any professional services of any kind of a Presented Provider, whether as an employee, independent contractor, consultant or otherwise (and whether directly or through another locum tenens vendor and whether in the same position as that contemplated during the presentation or for another position), except in accordance with the following provision:

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Client or a Client Affiliate may permanently employ or engage Presented Provider after completion of any existing assignment upon satisfaction of the following three conditions: (i) Client provides Agency at least five days prior written notice of the employment or engagement of Presented Provider, (ii) Client has paid in full of all outstanding invoices due under this Agreement and (iii) Client pays Agency the reassignment fee ("Fee") set forth in the applicable Order. If Client fails to provide the requisite notice or has not paid the Fee, then all hours worked by Presented Provider for Client or Client Affiliate shall be billed by Agency and paid for by Client as locum tenens services in accordance with the latest confirmation letter for the Presented Provider until Client has notified Agency and has paid all outstanding invoices under this Agreement, including the Fee.

For purposes of this Section C, (I) a "**Presented Provider**" means a Provider whose curriculum vitae or services was presented to Client by Agency before or during the term of this Agreement other than a Provider for whom Client has notified Agency in writing within 48 hours of such introduction of Client's prior knowledge of Provider's availability, it being understood that Agency shall be deemed to be solely responsible for the introduction to Client of any Provider satisfying the definition of Presented Provider and (II) a "**Client**"



**Affiliate** means (A) any person, entity or organization that directly, or indirectly through one or more intermediaries, controls, or is controlled by, or is under common control, with, Client (and including, without limitation, any person or entity that has an equity interest in Client), and (B) if Client is a physician practice group or similar entity, any person, entity or organization at which or for whom Client provides professional services, such as a hospital (a **Third Party Affiliate**) and (C) any person, entity or organization with whom Client had a business relationship and with whom Client shared or distributed credentials or the curriculum vitae or made known the availability of a Presented Provider without the prior written authorization of Agency. Client shall not in any way, whether directly or indirectly, encourage a Third Party Affiliate to employ or otherwise utilize a Presented Provider directly.

2. Client shall not (A) discuss the fee structure in the Order with third parties; (B) share or distribute any Presented Provider's name, credentials, curriculum vitae or availability to work with or to any third party, in each case without Agency's prior written consent; and (C) Client shall not attempt to enter into an engagement with a Presented Provider without informing Agency and in no event in an attempt to circumvent the payment of the Fee or other amounts that Agency would otherwise be entitled to collect.
3. **Term & Termination.** This Agreement shall begin on the Effective Date and continue for one year (the "Initial Term"), after which it will automatically renew for additional one year terms, unless terminated earlier as provided herein. Notwithstanding the foregoing, Agency may terminate this Agreement in writing at any time upon 30 days prior written notice. If such termination results from Client's misrepresentations herein or in an Order or from Client's breach of any obligations, including failure to pay an invoice when due, no prior notice shall be required. Client may terminate this Agreement or the services of any scheduled Provider under an Order by providing 30 days' prior written notice to Agency. For the avoidance of doubt, Client shall be invoiced in accordance with this Agreement and any applicable Order(s) for all scheduled time of Providers through the effective date of termination. Upon termination, Client shall promptly pay all fees and expenses that are due and owing to Agency and Providers.
4. During any assignments or placements hereunder, Client shall be solely responsible for terminating Provider due to a Provider's poor performance, including, but not limited to intentional or unintentional dereliction of duties, negligence, or loss of hospital privileges, as determined by Client in its sole discretion. Client shall notify Agency in writing of such determination, and Agency shall attempt to replace such Provider. Client may request that Agency, on Client's behalf, deliver a notice of termination to Provider. Agency shall not have the unilateral right or authority to terminate a Provider's assignment. Client shall pay for amounts due and owing under the applicable ORDER through the date of CLIENT'S termination of Provider's assignment. If Client terminates Provider (or refuses to use a Provider) as a result of any background check, drug test or other screening procedure conducted on Provider by Client, Client shall provide Agency with the results of such screenings unless otherwise prohibited by applicable law. Client shall not seek to terminate a Provider's placement, nor shall it refuse a Provider's services, for a discriminatory reason, including Provider's race, sex, national origin, religion, age, disability, marital status, veteran status, or any other protected classification.

#### **D. GENERAL PROVISIONS.**

1. Client shall exercise independent judgment of the professional qualifications of Providers and whether they meet the requirements of their assignments. Client shall assign Providers only to areas of practice within their clinical competence. Client acknowledges that neither Agency nor any of its employees is engaged in any fashion in the practice of medicine. Agency is not licensed to practice medicine and shall have no control as to the means or the quality of any Provider's medical services, nor shall Agency have any right or responsibility for making any determinations regarding Provider's professional service assignments, schedule or practice. Agency shall have no liability for any injury or any loss to any party relating to or in any way arising out of Provider's professional services or any other of Providers acts or omissions.
2. **Exclusion.** Each party represents that it is not currently under investigation or debarred by any state or federal governmental agency for Medicare or Medicaid fraud. Further, each party represents that to the best of its reasonable knowledge its currently practicing staff (to include for Agency its Providers and for Client its physicians and applicable healthcare staff, hereinafter collectively "Staff"), are not currently excluded from participating in the Medicare or Medicaid programs or other government programs which are reported on the OIG or GSA lists. If an investigation of a party is initiated by any state or federal governmental agency, or it is discovered that the representations contained herein are false, the non-breaching party reserves the right to immediately terminate this Agreement. The parties understand and agree that the ability to verify if any Staff are currently debarred is dependent upon the accuracy of the information contained on the OIG and GSA lists of excluded persons and the representations of each individual Staff member.
3. **Independent Contractor.** Client acknowledges that (a) Provider is not an employee, subcontractor or agent of Agency, (b) the relationship of Provider to Agency is that of an independent contractor, (c) all payments made by Agency to Provider hereunder are made on behalf of Client, and (d) Agency acts only as a placement agency.
4. **Confidentiality.** Each party shall keep confidential all Confidential Information of the other party ("owning party"), and shall not use or disclose such Confidential Information either during or at any time after the term of this Agreement, without owning party's express written consent, unless required to do so by law, court order or subpoena in which case a party shall not disclose such information until it has provided advance notice to owning party such that owning party may timely act to protect such disclosure. For purposes of this provision, "Confidential Information" means non-public information about either party or its employees or agents that is disclosed or becomes known to the other party as a consequence of or through its activities under this Agreement, including, but not limited to, matters of a business nature, such as Provider and prospective Provider names and information, bill rates and the terms of this Agreement, requests for placement, costs, profits, margins, markets, sales, business processes, information systems, and any other information of a similar nature. Client agrees to use appropriate security measures to protect Agency employees', clients', and/or Providers' personal information from unauthorized access, destruction, use, modification or disclosure in accordance with all federal and state privacy laws. Client will not use any information provided to it by Agency regarding Provider in an unlawful manner or for any unlawful purpose.
5. **No Subcontractors.** Agency shall not use subcontractors to fulfill its obligations to attempt to locate Providers acceptable to Client without Client's prior consent, which shall not be unreasonably withheld, delayed or conditioned.
6. **Modification, Severability, & Waiver.** This Agreement may be amended, modified, or waived only by a writing signed by the parties. If any provision herein is held to be contrary to law, such provision will be deemed valid only to the extent permitted by law, and all other provisions shall continue in full force. Agency's failure to require performance of any provision shall not affect its right to require performance at any time thereafter, nor shall Agency's waiver of any breach or default of this Agreement constitute a waiver of any subsequent breach or default.
7. **Governing Law; Jurisdiction.** This Agreement shall be governed in accordance with the laws of the State of Texas. Any dispute arising out of this Agreement shall be decided by a court of competent jurisdiction in Dallas County, Texas. This Agreement is deemed accepted by Client in Texas.

8. **Representations.** Each party represents and warrants that (a) it is lawfully organized and in good standing in the State in which its principal office is located; (b) its name in the introductory paragraph hereof is its true, correct and complete legal name; and (c) the person executing this Agreement and any amendment has been or will be fully authorized to do so on behalf of and as a binding act of such party.
9. **Survival.** Sections B.8, C.1 and C.2 and Section D shall survive the expiration or cancellation of this Agreement. This Agreement shall be binding upon and inure to the benefit of Agency and Client and their respective successors or assigns.

IN WITNESS WHEREOF, this Agreement is executed effective as of the Effective Date.

STAFF CARE, INC.

Memorial Hospital of Sweetwater County

BY: \_\_\_\_\_

BY: \_\_\_\_\_

PRINT NAME: \_\_\_\_\_

PRINT NAME: \_\_\_\_\_

TITLE: \_\_\_\_\_

TITLE: \_\_\_\_\_



**ORDER**

**Memorial Hospital of Sweetwater County  
Rock Springs, WY**

**Hematology/Oncology**

This Order is a part of the Agreement for Locums Tenens Coverage (the "Agreement") dated May 17, 2017 between **Memorial Hospital of Sweetwater County** ("Client") and Staff Care, Inc. and its subsidiaries and affiliates ("Agency") and upon execution hereof by Client shall be incorporated therein for all Provider placements under this Order. Unless the context indicates otherwise, capitalized terms used herein without definition have the meanings ascribed to them in the Agreement.

**1. Rate Schedule.** The rate schedule ("Rate Schedule") shall be as follows:

<b>Daily Rate:</b>	<b>\$1,800- \$2,240/8-hour day</b>
<b>Premium Rate:</b>	<b>\$337-420/Hour (Client will be charged the Premium Rate for all hours worked beyond 8 hours a day)</b>
<b>Weeknight Call:</b>	<b>\$425-\$526/Night (Client will be charged the Premium Rate for all hours worked while on call)</b>
<b>Weekend Call:</b>	<b>\$2,127/per 24 hrs (Client will be charged the Premium Rate for all hours worked while on call)</b>

On the first anniversary of the Agreement, and each anniversary thereafter, a rate increase equal to the most recent published Medical Care Services National CPI index or three percent (3%), whichever is greater, shall be incorporated automatically into the Rate Schedule.

The fee for Administrative Services applies to each calendar day Provider delivers services through either patient contact or call availability and includes the following services where applicable: arranging travel and accommodations, maintenance of medical malpractice insurance policy, referencing, verifying licensure, forwarding Client's verification forms to third parties and follow-up to help ensure completed forms are returned to Client in a timely manner.

The Rate Schedule includes (i) the amounts payable by Client to Agency, and (ii) fees to be paid to Provider, as agreed to by Provider and Client. The portion of the rate payable to Agency will vary depending upon amounts payable to Provider from Client. Such variation will not affect the amounts reflected in the Rate Schedule. Should rates increase at any time for any other reason during the term of the assignment covered by this Order, Agency will give Client 30 days notice prior to the effective date of the increase.

**2. Holiday Premium.** A rate of one-half of the Daily Rate will be charged for New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving, Christmas, or any holiday that is recognized by Client ("Holidays") if Provider remains in the assignment community, whether or not services are actually provided on the applicable Holiday. If Provider is required to be on call at any time during a Holiday, Client shall pay the Daily Rate for Provider for the Holiday. If Provider has any patient contact or is required to report to Client's facility at any time on a Holiday, Client will pay the full Daily Rate for Provider plus the Holiday Premium. In addition, Client will be charged at the Premium Rate for all hours performed at any time on a Holiday.

**3. Reassignment Fee.** The Fee for reassignment for Providers presented under this Order is \$35,000.

(Signature) \_\_\_\_\_

(Print Name) \_\_\_\_\_

(Title) \_\_\_\_\_

(Date) \_\_\_\_\_

## 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:** Lease of 7708 Foothill Blvd
2. **Purpose of contract, including scope and description:** Lease of building for storage of hospital property. Some board members toured the facility and my understanding is that the decision was to keep leasing the building.
3. **Date of contract execution:** June 1<sup>st</sup> 2017. Rent payments have been made so still have the building.
4. **Date of contract expiration:** June 1, 2018.
5. **Rights of renewal and termination:** Automatic renewal of one year unless we give 90 days' notice of non-renewal. Hospital may renew for two one year terms. If we do this contract would expire in 2020.
6. **Monetary costs:** \$3500.00 month
7. **Included in Department Budget:** YES
8. **Extraneous costs associated with contract:** Water and sewer through White Mountain water and sewer around \$57.00 month. Heat through Dominion Energy which is now 25.00 month. More in winter and Electric through RMP July bill was \$102.00. Utilities for offsite are in budget.
9. **Let for bid, if appropriate:** Previously had storage units and lease at 830 Powerhouse. Needed a secured site and found this building.
10. County Attorney reviewed (if applicable):
11. **In-house Counsel Reviewed:** YES

**NOTE: This building is owned by a hospital employee.**



# BUILDING LEASE

THIS LEASE, made this \_\_\_\_\_ day of \_\_\_\_\_, 2017, to be effective the 1st day of June, 2017, by and between Current Properties, LLC, Wyoming limited liability company, whose address for the purposes of this Lease is 2901 Driftwood Lane, Rock Springs, Sweetwater County, Wyoming, hereinafter referred to as "Lessor", and Memorial Hospital of Sweetwater County whose address for the purposes of this Lease is 7708 Foothill Blvd., Rock Springs, WY 82901, hereinafter referred to as "Lessee".

IT IS MUTUALLY UNDERSTOOD AND AGREED THAT:

1. GENERAL. The covenants herein contained shall bind, and the benefits and advantages thereof shall inure to the respective heirs, executors, administrators and assigns of the parties hereto. Whenever used the singular number shall include the plural, the plural the singular, and the use of any gender shall include all genders.

2. DESCRIPTION. The Lessor, for and in consideration of the covenants and agreements herein contained, to be kept and performed by the Lessee, hereby demises and leases to the Lessee, all of the following premises and property situate, lying and being in Sweetwater County, Wyoming, known and described as follows, to-wit:  
The business premises located at 7708 Foothill Blvd., Rock Springs, Sweetwater County, Wyoming, comprised of a 5500 square foot commercial building with attached yard.

3. LEASE TERM. TO HAVE AND TO HOLD the above described premises and property, with the appurtenances, unto the Lessee, from the 1st day of June, 2017, for, during and until the 31st day of May, 2018, the Lessor hereby relinquishing and waiving all rights under and by virtue of the homestead exemption laws of the State of Wyoming.

Tenant may renew the Lease for two extended terms (2) of one year (1) each. Tenant shall exercise such renewal option, if at all, by providing written notice to Landlord not less than ninety (90) days prior to the expiration of the Initial Term. The renewal term shall be at the rental set forth below and otherwise upon the same covenants, conditions and provisions as contained in this Lease. If all lease extensions are approved, the life of this lease extends to May 31, 2020.

4. CONDITION OF PROPERTY. The Lessee covenants and agrees with the Lessor that the Lessee has received the above-described property and premises in good order and condition, and that at the expiration of this Lease the Lessee shall deliver said premises and property to the Lessor in as good order and condition as when entered upon and possession taken by the Lessee, loss by fire, inevitable accident or ordinary wear excepted.

5. RENT. The Lessee, in consideration of the leasing of the said premises and property, shall pay to the Lessor, as rent for the same, the sum of Three Thousand Five Hundred and No/100 Dollars (\$3500.00) on or before the 1st day of May, 2017, and the sum of Three Thousand Five Hundred and No/100 Dollars (\$) Dollars on or before the 1st day of each and every month thereafter until this Lease is terminated as hereinafter provided.

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Lease extensions, if engaged, will have no rent increase for the potential three (3) years of this Lease.

6. DAMAGE AND CLEANING DEPOSIT. In addition to the above lease rental payments, Lessee shall pay to Lessor on the date of commencement of the lease term, the sum of NONE \_\_\_\_\_ and No/100 (\$0.00) Dollars, which sum shall be considered and serve as a cleaning and damage deposit. Upon vacation of the premises by Lessee, Lessor shall inspect the



premises, and if said premises have been left in good order and condition by the Lessee, said sum of NONE\_ and No/100 Dollars (\$0.00) Dollars shall be refunded to Lessee by Lessor.

7. LATE PAYMENTS. Any installment of rent accruing under the provisions of this Lease, which shall not be paid when due, shall be subject to a late payment fee of Twenty-five and No/100 Dollars (\$25.00) per day from the date when the same was payable by the terms of this Lease until the same shall be paid by the Lessee.

8. PURPOSE. The Lessee shall not use said premises or property, nor permit the same to be used, for any offensive purpose or for any purpose prohibited by the laws of the United States of America, or the State of Wyoming, or by the ordinances of the municipality wherein said premises and property are located.

9. SIGNS. The Lessee shall have the privilege of affixing such signs in or upon the leased premises as it may deem necessary for the purpose of its business, providing the same shall not permanently disfigure the premises or in any way conflict with local statutes or ordinances in that behalf made and provided.

10. CARE OF PREMISES. The Lessee shall not perform any acts or carry on any practices which may injure the leased premises or be a nuisance or menace to neighboring landowners or tenants. The Lessee shall keep the leased premises clean and orderly at all times and shall keep all sidewalks, pathways, and paved parking areas free from rubbish, dirt, weeds, snow and ice at all times, and shall keep the fenced storage parking area free from rubbish at all times, and if the Lessee shall not comply with this provision, the Lessor may enter upon said leased premises and have said snow, ice, rubbish, weeds and dirt removed, in which event the Lessee agrees to pay all charges that the Lessor shall incur for removing and/or hauling said snow, ice, rubbish and dirt.

11. MAINTENANCE AND REPAIRS. Lessor will, at its expense, keep the exterior and structural portions of the building located upon said leased premises, including the roof, but exclusive of exterior or interior doors, door locks and door closures, in good repair during the period of this Lease, and the Lessee, at its expense, shall make all necessary repairs to the interior of leased premises, including but not limited to all exterior or interior doors, door locks and door closers, and all water, sewer, and gas pipes located within the interior leased portion of said building. The Lessee, at its expense, shall also promptly pay for any repairs, whether to the interior or exterior of the structural portion of the leased premises, which may be made necessary by the negligence or misconduct of the Lessee, its agents, employees, patrons or invitees. All supply pipes for utilities and the sewer lines outside said building shall be kept in proper repair by the Lessor. Lessee will, at its own expense, maintain plumbing fixtures and pipes used solely by the Lessee or its agents, employees, patrons or visitors in the interior of said premises and make any changes in the supply lines for utilities made necessary because of its particular operation.

12. ALTERATIONS. The Lessee may, with the written consent of the Lessor first had and obtained thereto, at its own expense, remodel, alter, improve or make additions to the premises herein leased, and upon the termination of this Lease, for any cause whatsoever, all improvements, alterations or modifications, that may be made by either the Lessor or the Lessee, upon and to the leased premises, shall be and become the property of the Lessor and shall remain upon and be surrendered with the said leased premises as a part thereof; provided, however, upon the termination of this Lease, the Lessee may remove all furniture, fixtures, equipment and stock-in-trade contained in or upon the leased premises, provided that such removal does not damage the leased premises; and further provided that the Lessor, at its option, may, upon the termination of this Lease for any cause whatsoever, require the Lessee to remove the improvements made and erected by it within a reasonable time after such termination, and then, in that event, Lessee must return said leased premises to the Lessor in the same condition as when the same were entered upon by the Lessee, loss by fire, inevitable accident or ordinary



wear excepted. Lessee shall be liable to the Lessor for any and all damages caused by the removal of improvements placed on the leased premises by it.

Lessee shall pay when due all bills, statements and accounts for charges, expenses and costs incurred for such remodeling, alterations and improvements, and shall indemnify Lessor from any related cost, charge or expense, and Lessee shall keep said property free of all liens and encumbrances for remodeling, alterations and improvements made by the Lessee during the term of this Lease.

13. RIGHT TO INSPECT. The Lessor shall have the right, anything herein to the contrary notwithstanding, but not any duty, to enter the leased premises for the purpose of inspecting them, and to make such repairs, alterations, improvements or additions that the Lessor may deem necessary or desirable; and that Lessor shall have the right to take all material into and upon said leased premises that may be required therefore, without being deemed to evict the Lessee in whole or in part, and without causing the above rental to abate; provided, however, that such entry does not unreasonably interfere with Lessee's business.

14. FIRE. It is understood and agreed that if the leased premises are damaged or partially destroyed by fire, flood or other unavoidable casualty, whereby the leased premises are not rendered wholly untenable, the Lessee shall give immediate notice thereof to Lessor, and shall continue to pay the rent for said leased premises as above provided, without deduction; but if the damage or destruction has destroyed the premises or rendered them wholly untenable, Lessor may elect within twenty (20) days either to cancel this Lease or to put the leased premises in good repair and condition, and in the latter event, the rent shall abate until the leased premises are repaired; provided, however, that if Lessor elects to cancel this Lease, the term thereof shall cease as of the date of such destruction, and the rent shall be paid by the Lessee only until such date.

15. TAXES, CHARGES AND ASSESSMENTS. The Lessor shall pay all real property taxes and assessments levied against said property, and the Lessee shall, at its own expense, pay for all licenses and permits and pay any and all taxes and assessments levied, assessed or imposed against all machinery, furniture and equipment placed therein by Lessee.

16. INDEMNITY. This agreement is made upon the express condition that Lessor shall be free from all liabilities and claims for damages and/or suits for or by reason of any injury or injuries to any person or persons, or property of any kind whatsoever, whether the person or property of Lessee, its agents or employees, or third persons, from any cause or causes whatsoever while in or upon said premises or any part thereof or occasioned by any occupancy or use of said premises or any activity carried on by Lessee in connection therewith, including any claims, investigations, clean up and other costs resulting from or associated with any environmental conditions created on or in the leased premises during the term of this Lease or created otherwise by Lessee, and Lessee hereby covenants and agrees to indemnify and save harmless the Lessor from all liabilities, charges, expenses (including counsel fees) and costs on account of or by reason of such injuries, liabilities, claims, suits or losses however occurring or damages growing out of same, including, without limiting the generality of the foregoing, all liability however arising to any and all persons whomsoever, whether for personal injuries or otherwise, by reason of the erection, maintenance, or operation of any sign or signs on the said premises, or any device or appliance used in connection therewith. Page 327 of 365

17. INSURANCE. Lessee shall maintain sufficient insurance to protect both Lessor and Lessee from all claims for personal injury, including death, whether such claims are under a workmen's compensation act or otherwise, and from all claims for damage to property, which may arise from the occupancy or operations Lessee under this Lease. Lessee shall file certificates of said insurance with Lessor, and said insurance shall be subject to the



approval of Lessor for adequacy of protection and approval of the insurer. Lessor shall, at its expense, maintain and carry fire and casualty insurance, with extended coverage, upon the leased premises. Lessee shall, at its expense, maintain and carry fire and casualty insurance, with extended coverage, upon the machinery, furniture, fixtures, equipment and inventory placed in or upon the leased premises by the Lessee. Lessee shall also pay any increase in insurance costs which Lessor may sustain as a result of Lessee's operations, or because of materials handled or stored on the premises by Lessee.

18. UTILITIES. The Lessee shall pay all charges for all utilities, including, without limiting the generality of the foregoing, electricity, water, gas, sewer, garbage disposal and other services, used in, or about the said leased premises.

19. SUBLEASE OR ASSIGNMENT. The Lessee shall not assign or sublease the leased premises, or any part thereof, during the term of this Lease without first obtaining the written consent of Lessor.

20. NOTICES. Except as may be herein otherwise provided, all notices required or permitted herein shall be deemed to have been properly given when sent by registered or certified United States mail, addressed to the opposite party at the above addresses. The date of such service shall be the date on which the notice is deposited in a United States post office. All notices shall be sufficient within the terms of the Lease when signed by either of the notifying parties, and mailed to the opposite party. Personal delivery of such written notice shall have the same effect as notice given by mail. The above addresses may be changed for the purpose of this Lease by notification of the opposite party in writing.

21. WAIVER OF BREACH. Waiver by either the Lessor or the Lessee of any breach of any condition or provision of this Lease shall be limited to the particular instance, and shall not operate or be deemed to waive any future breach or breaches of said condition or provision. The failure of either the Lessor or the Lessee to insist, in any one instance or more, upon the performance of any of the conditions or provisions of this Lease, or to exercise any right or privilege herein conferred, shall not be construed as thereafter waiving any such conditions, provisions, rights or privileges, but the same shall continue and remain in full force and effect.

22. DEFAULT. If the rent above mentioned, or any part thereof, shall be unpaid on the date whereon the same ought to be paid, as aforesaid, or if default shall be made in any of the covenants and agreements herein contained to be kept by the Lessee, the Lessor may, at the election of Lessor, declare the whole of the rental provided for herein, together with any and all other sums payable pursuant to the provisions hereof, immediately due and payable, anything herein to the contrary notwithstanding, and may also declare said term ended, and either with or without process of law, re-enter said premises, or any part thereof, and take immediate possession of the premises and property herein leased and, in addition, the Lessee shall be liable to the Lessor for all damages and for all expenses the Lessor may reasonably incur in connection with re-entry and repossession of the premises and property, and a subsequent reletting thereof; provided, however, anything herein contained to the contrary notwithstanding, that the Lessor shall not exercise any land owner remedies against the Lessee by reason of any default, unless and until the Lessor shall have given the Lessee written notice, by registered or certified mail, of such default, and unless the Lessee shall have failed to remedy such default within a period of ten (10) days after the mailing of such notice. The non-prevailing party shall pay all costs of enforcement of all of the terms of this Lease, including reasonable attorney fees.

23. REMEDIES. Any reference in this Lease to any particular right or remedy, or any exercise thereof, shall not limit the Lessor to such right or remedy, nor preclude the Lessor from any other right or remedy to which the



Lessor might otherwise be entitled.

24. DETAINER. If the Lessee shall remain in possession of said premises and property for more than three (3) days after the termination of this Lease in any of the above named ways, the Lessee shall be deemed guilty of forcible detainer of the premises under the laws of the State of Wyoming, and shall be subject to the conditions and provisions above named, and to eviction and removal, forcible or otherwise, with or without notice or process of law.

25. EXISTING LEASES. Upon the effective date of this Lease, all other leases existing between the parties, or between affiliated entities of the parties, relating to the leased premises, shall be terminated.

26. COUNSEL. Lessee acknowledges that this Lease has been prepared by legal counsel for Lessor, and that Lessee has consulted, or has been provided reasonable opportunity to consult, independent legal counsel of its choosing.

IN WITNESS WHEREOF, this Lease has been executed by the Lessor and the Lessee the date first above written.

LESSOR:

Current Properties, LLC,  
a Wyoming limited liability company,

By: \_\_\_\_\_  
William Current, Partner

LESSEE:

Memorial Hospital of Sweetwater County

By: \_\_\_\_\_

## 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: **BECKMAN COULTER MICRO SCAN**
2. **Purpose of contract, including scope and description:** Purpose of this analyzer is to identify and analyze microorganisms from body sites and to provide identification and susceptibility testing for treatment. This machine is 7 years old will be depreciated out soon.
3. **Date of contract execution:** October 3, 2017
4. **Date of contract expiration:** One year
5. **Rights of renewal and termination:** 30 days written notice by either party
6. **Monetary costs** \$3410.00
7. **Included in Department Budget:** YES
8. **Extraneous costs associated with contract:** NO
9. **Let for bid, if appropriate:** NO
10. **County Attorney reviewed (if applicable):**
11. **In-house Counsel Reviewed:** YES



## SERVICE AGREEMENT

Agreement No : S92028US

Period Ending : 02-Oct-2018

**For :**  
MS MARY FISCHER  
MEMORIAL HOSPITAL  
SWEETWATER COUNTY  
1200 COLLEGE RD  
ROCK SPRINGS, WY, 82901-5868  
UNITED STATES  
TEL: 307-352-8364  
FAX: 307-352-8155  
EMAIL: mfischer@sweetwatermemorial.com

**Direct Inquiries To :**  
IRVING OSSORIO  
BECKMAN COULTER, INC.  
MAIL CODE 42- B06  
PO BOX 169015  
11800 SW 147TH AVE.  
MIAMI, FL 33116- 9015  
UNITED STATES  
TEL: 800-526-3821, Option 4  
FAX: 305-380-5249  
EMAIL: irving.ossorio@beckman.com

Notes: INTALERE DISCOUNT PRICING APPLIED

N°	Model	Serial #	Inst ID #	Location	Agreement Type*	PM Visits	Start Date (yyyy-mm-dd)	End Date (yyyy-mm-dd)	List Price / Maximum	Amount / Minimum
1	AS4, GENERIC	11428	10075370	1200 COLLEGE RD ROCK SPRINGS WY	Total 8X5	1	2017-10-03	2018-10-02	\$6,736.00	\$3,410.00

Total : \$3,410.00  
Taxes will be billed at time of invoicing, if applicable

\*Refer to attachments for further details on Agreement Types.

Excluded parts differ depending on specific product. Specific list will be provided on request. Excluded parts fall into one of the following groups: reagents; rotors; needle cartridges & blocks; sample and reagent cups, racks, tray, cuvettes & reservoirs; lamps; electrodes; membranes; printer ribbons & paper; cassettes; labels; tube adapters; reagent pick up tubes; styles; pipettes; ups systems and line conditioners.

BECKMAN Coulter hereby agrees to provide those maintenance and support services elected by the customer at the rates and frequencies set forth in this schedule of services in accordance with Definitions and subject to the terms and conditions specified on the reverse side of this contract.

This is not an invoice. Pricing subject to change if not accepted by effective date.

Payment Terms : Net Due in 30 Days



**SERVICE AGREEMENT**

Agreement No : S92028US

Period Ending : 02-Oct-2018

**MEMORIAL HOSPITAL**

Signature of Acceptance	Date
Print Name and Title	
Purchase Order Number	
Total Due valid until 3-Oct-2017	\$3,410.00*

\*Taxes will be billed at time of invoicing, if applicable

IRVING OSSORIO Beckman Coulter Representative	Date
Signature	





## SERVICE AGREEMENT

Agreement No : S92028US

Period Ending : 02-Oct-2018

### STANDARD SERVICE TERMS AND CONDITIONS

**PAYMENT:** Payment shall be made by "Customer" (meaning the person or entity identified on the face of this Agreement) to Beckman Coulter, Inc. ("BCI") within thirty (30) days of the date of invoice unless otherwise specified on the invoice. Charges for services not covered by this Agreement will be invoiced separately at the time of occurrence and at the prevailing rates for travel, expenses, parts, and labor.

**TERMS AND TERMINATIONS:** Once accepted by BCI ("Acceptance Date"), this Agreement shall remain in force for the period recorded on the face hereof. Either party may terminate this Agreement upon thirty (30) days' written notice to the other party. Any service performed prior to the Acceptance Date of this Agreement or performed subsequent to the expiration or termination of this Agreement will be billed at the then current time and materials rate.

**PRORATION SCHEDULE:** Fifteen percent (15%) of the annual agreement price for each month or part of a month the Agreement is in force or the actual services rendered, whichever is higher, will be retained by BCI in case this Agreement is cancelled prior to its expiration date; any balance will be returned to the customer. On an IBA, pro-ration is based on actual services rendered at list price. If PM is completed a minimum of 50% will be retained.

**EQUIPMENT AVAILABILITY:** Customer agrees to make the instruments covered under the Agreement available for servicing at the time of each scheduled preventive maintenance or emergency service call. The BCI Service Representative will contact Customer to set a mutually agreeable date and time, for each service visit.

**COSTS INCLUDED:** The prices in this Agreement include the cost of labor, travel, and parts, provided that the service is performed during the hours covered in the service plan purchased, e.g., Business Hours Service plan. All on-site service, regardless of the service plan purchased, is provided during regular business hours, unless otherwise agreed by BCI and subject to availability of BCI service personnel. In order to obtain on-site service on the same day as requested, subject to availability of BCI service personnel, customer must submit its request for service before 3 p.m. local time. All on-site service requests submitted after 3 p.m. local time will require a purchase order from customer unless Total 24x7 Service plan is purchased.

**EXCLUDED SERVICES:** BCI shall not be obligated to provide services under this Agreement for:

- A. Damage to instruments resulting from (i) fire, explosion, flood, or the use of contaminated fluids or chemicals not intended for use in the covered instrument, (ii) Customer's misuse or abuse of such instrument(s), or (iii) the use of parts, supply items, accessories, reagents, or unauthorized modifications not manufactured or sold by BCI, or (iv) repair by persons other than personnel authorized by BCI, unless such repair by others is made with the written consent of BCI, or (v) environmental conditions outside the instrument's operating range, such as temperature, humidity, space, and electrical supply.
- B. The moving, decontamination, de-install or re-install of covered instrument(s).
- C. Uninterruptible power systems or line conditioners.
- D. Laboratory Information Systems ("LIS") consultation or troubleshooting. Such LIS service may be provided for a flat fee; or
- E. National Holidays, unless a Total 24x7 Service plan is purchased.

**WARRANTY:** BCI warrants that the services to be performed hereunder shall conform to BCI's standards and that the parts supplied hereunder shall conform to BCI's specifications. THIS WARRANTY IS GIVEN EXPRESSLY AND IN PLACE OF ALL OTHER WARRANTIES, EXPRESSED OR IMPLIED, STATUTORY OR OTHERWISE AND IS THE ONLY WARRANTY GIVEN BY BCI. Customer agrees that there are no undertakings, agreements, or representations expressed or implied, not specified in this Agreement and this instrument contains the entire agreement between the parties. BCI's sole liability under the foregoing warranty is to reserve the instrument(s) and/or repair or replace the defective part or, at BCI's option, return of the sum paid for such services.

**INDEMNITY AND WAIVER:** BCI agrees to indemnify and save harmless the Customer from and against any and all claims, demands, suits and expenses by reason of injury or death of any person(s) or damage to any property (except as excluded hereafter) solely and directly attributable to the negligent acts or negligent omissions of BCI, its agents or employees while on the premises of the Customer and arising out of services provided herein. Customer expressly waives any and all claims against BCI (regardless of cause) for all loss or damage resulting from any peril customarily insured under primary and extended coverage insurance policies and for all consequential damages due to loss of profit, loss of goodwill or interruption and/or loss of business or any other cause whatever.

**CAUSES BEYOND CONTROL:** BCI is not responsible for failure to fulfill its obligations under this Agreement from causes beyond its control.

**WORKER'S COMPENSATIONS:** BCI agrees to maintain Worker's Compensation insurance as may be required by law covering its employees who perform the services.

**GOVERNING LAW:** This Agreement is entered into and shall be governed and construed by the laws of The State of California, without reference to the conflicts of law provisions.

**SUCCESSORS AND ASSIGNS:** This Agreement shall be binding upon and shall inure to the benefit of the parties hereto and their respective successors and assigns; however, the customer may not assign any part of this Agreement without the express written consent of BCI.

**COUNTERPARTS:** This Agreement may be executed by the parties hereto in several counterparts, each of which shall be an original and all of which shall constitute together but one and the same agreement.

**OWNERSHIP OF PARTS:** All parts, for which BCI has supplied a replacement, shall become the property of BCI.

**PROService:** Service probes remain the property of BCI. BCI may, at its sole discretion, change the features and services of PROService at any time. Customer is responsible for providing network connection to access the Internet and maintaining responsibility for Internet service and security.



## *Total Service Agreement*

The Beckman Coulter TOTAL SERVICE AGREEMENT protects your investment by providing

- **PRIORITY** scheduling of requests for service
- **UNLIMITED EMERGENCY SERVICE**  
No charges for labor, travel, or expenses during agreement coverage hours.  
**8X5 - 8:00 a.m. to 5:00 p.m.** Monday through Friday, excluding national holidays.  
Calls performed beyond these hours may be charged an after-hours fee.
- **UNLIMITED SERVICE PARTS**  
No charge for replacement parts which become marginal or defective due to normal use during agreement period.
- **PREVENTIVE MAINTENANCE**  
Increases instrument reliability, minimizes down time and assures performance to published specifications while allowing a schedule that is convenient to your lab operations (to applicable instruments)
- **FACTORY AUTHORIZED PRODUCT UPDATES AND MODIFICATIONS**  
Installed at no additional charge for improved product performance and reliability.
- **SOUND BUDGETING**  
Agreement prices fixed for full agreement period.
- **FACTORY TRAINED AND AUTHORIZED SERVICE ENGINEERS**  
Continual upgrading and certification of engineers in latest instrument technology. Beckman Coulter engineers specialize in Beckman Coulter systems.
- **EXTENSIVE PARTS INVENTORY**  
Beckman Coulter engineers carry most commonly used parts for one-stop repairs. A national distribution and expediting system provides prompt delivery for any other part needs.
- **TECHNICAL AND APPLICATIONS SUPPORT**  
Technical assistance, phone support through our Technical Call Center and in-lab assistance on operational or control recovery problems from our staff of Applications Specialists.





## *Service Agreement*

MS MARY FISCHER  
MEMORIAL HOSPITAL  
SWEETWATER COUNTY  
1200 COLLEGE RD  
ROCK SPRINGS, WY, 82901-5868  
UNITED STATES  
TEL: 307-352-8364  
FAX: 307-352-8155  
EMAIL: mfischer@sweetwatermemorial.com

Dear MS MARY FISCHER,

On behalf of your local service and support team, we would like to thank you for your business. At Beckman Coulter we are committed to assisting you in protecting your instrumentation investment and maintaining the highest possible quality of your laboratory results.

Attached is a quotation for your Beckman Coulter instrument(s) service coverage #S92028US. The existing coverage will no longer be in effect as of 3-Oct-2017.

Remember...when you partner with Beckman Coulter and maintain service agreements you can depend on many valuable benefits

- *24 x 7 x 365 Technical Telephone Hotline Support*
- *Nationwide network of trained, certified field Service Engineers and Applications Specialists*
- *Comprehensive preventive maintenance visits scheduled per manufacturing recommendation*
- *Factory qualified replacement parts with local availability*
- *PROService remote diagnostics capabilities (where applicable)*

To ensure continuous coverage for your instrument(s) and minimal laboratory disruptions please sign, and return the attached agreement along with your purchase order to my attention at least 3 business days before 3-Oct-2017.

If you have any questions regarding this proposal, including available multiyear pricing options, please do not hesitate to contact me during business hours.

Cordially,

IRVING OSSORIO

BECKMAN COULTER, INC.  
TEL: 800-526-3821, Option 4  
FAX: 305-380-5249  
EMAIL: irving.ossorio@beckman.com

## 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 BacTec FX40 Service Agreement
2. **Purpose of contract, including scope and description:** Provide services for maintenance and parts for blood culture instrument. Blood cultures are incubated here on 24/7 basis and alerts staff if there is bacterial growth used to monitor sepsis of patients.
3. **Date of contract execution:** September 28, 2017
4. **Date of contract expiration:** Three year contract as this is a brand new analyzer and it was a little less expensive for 3 year than one year. If Board would prefer one year we can do that but this is a new instrument and we would only get out of this agreement if we found a different instrument which is not the intent of the lab. Depreciation of this instrument is 5 years.
5. **Rights of renewal and termination:** auto renew with payment on annual basis for three years
6. **Monetary costs:** \$2100.00 year
7. **Included in Department Budget:** YES
8. **Extraneous costs associated with contract:** NO
9. **Let for bid, if appropriate:** Not anticipated
10. **County Attorney reviewed (if applicable):**
11. **In-house Counsel Reviewed:** YES



## BD SERVICE AGREEMENT

BD Agreement Number: 053017SWEETWATERaw

Date: 05/30/2017

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: September 28, 2017 through September 27, 2020
- Payment Terms: Net 30 days

Current Service and or Warranty expires: September 27, 2017

BD offer Expiration Date (If not signed by both parties below): September 27, 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.

Memorial Hospital of Sweetwater  
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  
[www.bd.com](http://www.bd.com)

**CUSTOMER**

Agreed To By: \_\_\_\_\_

Date: \_\_\_\_\_

Print Name: \_\_\_\_\_

Print Title: \_\_\_\_\_

PO Number: \_\_\_\_\_

(A hard copy PO is required for invoicing purposes)

**BD**

Agreed To By: \_\_\_\_\_

Date: \_\_\_\_\_

Print Name: \_\_\_\_\_

Print Title: \_\_\_\_\_

Please return to the following for processing:

Aaron\_Williams@bd.com

For questions call 410-316-4921

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## Exhibit A

### Service Option, Pricing and Standard Terms and Conditions

1. **Service.** The following reflects Customer's chosen service plan and the annual price to be paid by Customer with respect thereto:

BACTEC FX 40 Stack 5 Day Service \$2,100 per year.

3 Year PO Term Total: \$6,300

To be invoiced on an annual basis during the Term of this Agreement (multi-year).

2. **Equipment.** The following Equipment will be covered under the chosen service plan for the Agreement Term.

Equipment	Serial Number	Quantity
BACTEC FX 40 w/Control Unit	FF1690	1

3. **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.
4. **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 or federal health care program the net cost actually paid by Customer.
5. **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.
6. **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 extent 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.
7. **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.
8. **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 terms.
9. **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 for the 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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## Exhibit B

### Service Terms and Conditions

1. **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.
3. **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 800-838-8663. 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 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 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.





## Exhibit B

### Service Terms and Conditions

- 5.5 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.
- 5.6 Customer shall be responsible for adhering to good laboratory practices, including but not limited to minimization of molecular contamination and cross contamination.
- 5.7 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.
- 5.8 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 and travel.
- 5.9 If the Equipment has not been maintained by BD for three 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.
6. Exclusions.
- 6.1 Service does not include consumable items (except as may be provided in preventive maintenance kits as applicable).
- 6.2 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.
- 6.3 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.
- 6.4 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.
- 6.5 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.
- 6.6 Optional services are not covered as part of the Warranty or 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.
7. 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.



# BD BACTEC™ FX 40

## Blood Culture System

### 5 DAY SERVICE PLAN

---

#### Unlimited On-Site Service Repairs

- Service Hours: 8:30am – 5pm, Monday – Friday (Local Time), Except BD Observed Holidays
- Next Day Emergency Service by Specialized BD Field Service Engineer

#### Unlimited Toll Free Telephone Support and Web Self Service 24/7/365

- **800.638.8663** for Technical assistance with application and operation questions, repair and instrument troubleshooting
- Remote Support 24/7/365 for Systems with EpiCenter™ Requires an Internet Connection for Assurity Linc™ Remote Service Solution
- **technical\_services@bd.com** (routine 2 business day turn around)
- **www.bd.com/ds** (Product, Technical & Learning Centers)

#### Preventive Maintenance

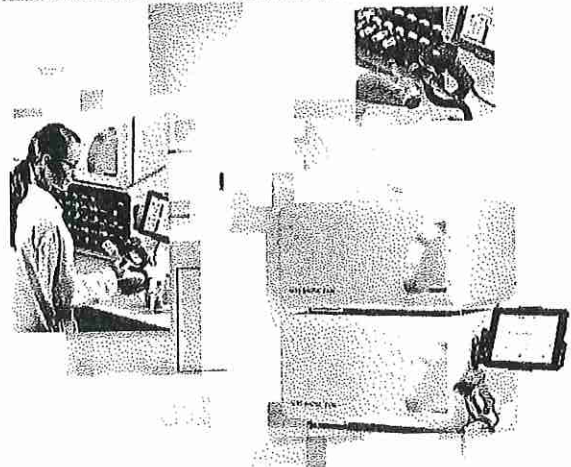
Not included

#### Software and Updates

Software updates to provide system enhancements at no charge

#### Labor, Travel and Parts Included

- Shipping and 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 and handling charges for reagents, consumables and priority/rush delivery parts shipments are specifically excluded and will be billed to Customer at the current rate
- Extended Hours or Expedited Parts Shipment – Additional Fee

#### Additional Training or Retraining Available As Optional Services

Optional services are not covered as part of the Warranty or 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 and 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 prevailing rate for labor, material and travel.

## Mary Fischer

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**From:** Aaron Williams <aaron\_williams@bd.com>  
**Sent:** Tuesday, May 30, 2017 12:12 PM  
**To:** Mary Fischer  
**Subject:** BD BACTEC FX40 Servie Quotes - Memorial Hospital of Sweetwater County  
**Attachments:** BD\_BACTEC\_FX\_40\_ServicePlan\_5\_Day No PM.pdf; Memorial Hosp Sweetwater 1 Year FX40 service 053017.pdf; Memorial Hosp Sweetwater 3 Year FX40 service 053017.pdf

Hi Mary,

Attached are 1 and 3 year Service quotes for the BACTEC FX40. As well as a summary of the FX 40 Service plan. I am able to offer a discount on the 3 year agreement. If you have any questions, please contact me.

Have a great day



**Aaron E. Williams**  
*Inside Sales Specialist (Northwest/Southern Cal)*  
BD Life Sciences  
[aaron\\_williams@bd.com](mailto:aaron_williams@bd.com)  
7 Loveton Circle  
Sparks, MD 21152  
t: 410.316.4921  
f: 410.316.4185  
[bd.com](http://bd.com)

\*\*\*\*\* IMPORTANT MESSAGE  
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Headquarters Mailing Address: BD (Becton, Dickinson and Company) 1 Becton Drive Franklin Lakes, NJ 07417 U.S.A.

## 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:** Agreement with Rocky Mountain University of Health Professionals (RMUoHP)
2. **Purpose of contract, including scope and description:** student placement agreement with RMU. They currently would like to place a physical therapy student with MHSC so need an agreement in place with us to outline each party's responsibilities. These types of contracts allow students an opportunity to gain clinical, practical experience at the hospital setting.
3. **Date of contract execution:** September 1, 2017
4. **Date of contract expiration:** auto renew every year unless one of the parties terminates with 30 days' notice.
5. **Rights of renewal and termination:** same as 4 above
6. **Monetary costs:** None to either party
7. **Included in Department Budget:** NA
8. **Extraneous costs associated with contract:**
9. **Let for bid, if appropriate:** NA
10. **County Attorney reviewed (if applicable):** I spoke to Jim Schermetzler at the SW Co. Attorney's office. He said that they have looked at these types of contracts/agreements of the Hospital and do not believe that these are ones that need board approval.
11. **In-house Counsel Reviewed:** YES



**AFFILIATION AGREEMENT**  
Rocky Mountain University of Health Professions and  
Memorial Hospital of Sweetwater  
County

THIS AFFILIATION AGREEMENT, dated 9/1/17  
(the "Agreement"), is entered into by and between ROCKY MOUNTAIN  
UNIVERSITY OF HEALTH PROFESSIONS, INC., a Utah corporation ("RMUoHP  
("Facility"). Memorial Hospital of Sweetwater County

**RECITALS**

- A. RMUoHP is in the business of providing post secondary-education to its students (the "Students") who are candidates for graduate-level professional degrees in various healthcare fields.
- B. Facility owns and operates a facility that provides its patients with various forms of healthcare services.
- C. RMUoHP desires to provide its Students with an opportunity to gain clinical, practical experience by having Students engage in learning activities and, where appropriate, render assistance at the Facility; the Facility has agreed to allow the Students the opportunity to do so subject to the terms and conditions of this Agreement.
- D. In this Agreement, all clinical training, fellowships, internships, preceptorships, residencies, or field experiences will be referred to as the "Clinical Education Experience(s)".

**AGREEMENT**

IN CONSIDERATION of the mutual promises herein contained, the parties agree as follows:

**1 – TERM OF AGREEMENT**

- 1.1 **Term:** This Agreement shall commence on the date first written above and will be automatically renewed annually after appropriate review by both parties unless otherwise terminated in writing by one of the parties at least thirty (30) days prior to the end of the term/semester. Either party may terminate this Agreement at any time without cause upon at least 30-days advance notice, provided that all students currently enrolled in the Program at Facility at the time of notice of termination shall be given the opportunity to complete their clinical Program at Facility, with such completion not to exceed two months.
- 1.2 **Early Termination:** If either party terminates this Agreement before the anticipated expiration date shown in the preceding paragraph, the Facility will not be required to provide any Clinical Education Experiences for Students who enroll in a health profession program after the date of the notice of termination.
- 1.3 **Modifications:** This agreement may not be changed orally, but may only be changed by an agreement in writing signed by both parties.

## 2 – DUTIES OF THE FACILITY

- 2.1 **Use of Facilities:** The Facility will permit Students enrolled in RMUoHP to use its facilities, equipment, library, supplies, within the guidelines and restrictions established by the Facility in order that such Students may obtain practical Clinical Education Experiences in patient care as a part of their educational studies at RMUoHP. The Facility retains the right to accept or reject any proposed Student at any time prior to the Student beginning his or her Clinical Education Experience. After beginning the Clinical Education Experience, the Student may not be rejected by Facility without cause.
- 2.2 **Duties and Activities:** The Facility, together with representatives from RMUoHP will determine the specific Clinical Education Experiences that RMUoHP Students will perform and/or receive.
- 2.3 **Equipment Provided by Facility:** The Facility will provide and maintain (or cause to be provided and maintained, if appropriate) such facilities, equipment and supplies, as necessary for the Students' performance of their Clinical Education Experience activities under this Agreement.
- 2.4 **Safety Equipment Provided by the Facility:** The Facility shall make available the necessary safety equipment and supplies consistent with the Facility's current policies and consistent with all federal, state, and local laws and regulations. The Facility shall also provide orientation for the Students to the Facility, and if appropriate, provide Students with a copy of the Facility's pertinent rules and regulations with which the students are expected to comply.
- 2.5 **Student Health Needs:** The Facility is not required to provide healthcare services to the Students or faculty members of RMUoHP (the "Faculty") who supervise Clinical Education Experiences under this Agreement except in emergency situations. The Student or Faculty member requiring emergency care is responsible for paying the costs associated with any such care.
- 2.6 **No Employer-Employee Relationship:** The Students who are the subject of this agreement will perform their Clinical Education Experience activities as part of their education at RMUoHP. Consequently, no compensation or payment of any kind is due such Students by the Facility and there is no employer-employee relationship between the Facility and the Student during the Clinical Education Experiences. In addition, the Facility will not charge such Students or RMUoHP any fee or other amount for the use of its facilities, equipment, library or supplies under this Agreement.
- 2.7 **Educational Support:** The Facility has the option, but not the obligation, to support the Clinical Education Experience activities of the Students through a financial stipend or other types of subsidies for housing, parking, or meal costs. Such support is for the purpose of fostering the Clinical Education Experiences and shall not constitute an employer-employee relationship between the Facility and the Student.



- 2.8 **Student Supervision:** The Students completing Clinical Education Experiences at the Facility shall be subject to supervision of the Facility's staff at all times. The supervision will follow appropriate professional guidelines and jurisdictional regulations established for the healthcare profession for which the Student has been assigned. The supervising facility staff has ultimate responsibility for patient care. The supervising facility staff has ultimate responsibility for patient care. Facility is responsible for ensuring that the Clinical Education Experience will meet the requirements of its malpractice insurance carriers, and Facility will immediately notify RMUoHP of any reason why the Facility's insurance policies would not cover any activities associated with Clinical Education Experiences.

### 3 – DUTIES OF RMUoHP

- 3.1 **Supervision:** RMUoHP shall be responsible for assignment, evaluation, counseling and guidance of Students assigned to the Facility. RMUoHP will identify an appropriate Faculty member to provide supervision of the Clinical Education Experiences for its Students and as appropriate for that profession.
- 3.2 **Salaries of Instructors:** The salaries and expenses of regular RMUoHP Faculty will be paid by RMUoHP. The performance of Clinical Education Experience supervision duties by RMUoHP Faculty for and on behalf of RMUoHP does not constitute an employer-employee relationship between the Facility and RMUoHP Faculty members.
- 3.3 **Consultant Services:** RMUoHP Faculty members may, at their option, and to the extent that it does not interfere with their duties at RMUoHP, provide in-service education and serve on committees of the Facility, without charge to the Facility, when requested by the Facility. The Facility may, at its own discretion, provide payment for consultative services when requested by the Facility. No RMUoHP Faculty member may provide consulting services to any Student.
- 3.4 **Schedules:** RMUoHP will provide the Facility with the appropriate schedules indicating the time period during which the Students are expected to perform their Clinical Education Experience activities at the Facility.
- 3.5 **Students' Records:** RMUoHP will maintain Student records that meet accepted educational and professional accreditation standards.
- 3.6 **Student Assignment:** In cooperation with the Facility, RMUoHP will arrange for Student assignments at the Facility to foster, promote, and encourage Clinical Education Experiences as required by any specific healthcare profession.
- 3.7 **Policies and Procedures:** Students will abide by all policies and procedures of RMUoHP and the Facility. Education and assessment of Students for 1) blood borne pathogens, 2) universal precautions, and 3) compliance with the Health Insurance Portability and Accountability Act of 1996 (HIPAA), will be the responsibility of RMUoHP and will be completed prior to the Students' assignment to Facility. RMUoHP will cause the Students to sign a HIPAA-compliant confidentiality agreement. When discrepancies exist between RMUoHP and Facility policies relative to these three areas, those at Facility will supersede those of RMUoHP.

- 3.8 **Professional Liability Insurance:** RMUoHP will maintain commercial general and professionally liability insurance with carriers or self-insurance programs acceptable to the Facility, covering itself, its Students, and Faculty who participate in the Clinical Education Experiences in an amount no less than \$1,000,000 per claim/\$3,000,000 annual aggregate. RMUoHP will furnish a copy of this policy to the Facility upon request.
- 3.9 **Immunization Requirements:** RMUoHP will require all Students participating in Clinical Education Experiences involving patient contact or exposure to patient specimens to submit a health report to RMUoHP. A qualified healthcare provider must complete the health report, which will indicate completion of immunizations or lab results required by the Program. RMUoHP will maintain these records and furnish them to the Facility upon request.
- 3.10 **Infection Control Training:** RMUoHP agrees to provide those Students who may be involved in patient care with comprehensive infection control training, including blood-borne pathogens, prior to participating in Clinical Education Experiences at the Facility.
- 3.11 **Criminal Background Checks:** RMUoHP agrees that prior to a Student's participation in the Program, it will require Students to obtain a criminal background check to include as a minimum, a state and country criminal history investigation and a state sex offender search. RMUoHP will report any criminal history identified to the Facility prior to Student's participation in the Program. An authorized representative of RMUoHP will acknowledge that such criminal background checks have been performed in compliance with the Joint Commission Standards and State and Federal Regulations.

#### 4 – INDEMNITY

- 4.1 **Injury to Students:** Except as provided below, the Facility, its officer, agents, representatives, or employees shall not be liable on account of any injury, sickness, disease, or death of any Student, Faculty member, or RMUoHP employee that has used the resources of the Facility under the terms of this Agreement. RMUoHP shall hold the Facility harmless from liability resulting from RMUoHP's act or omissions within the terms of this Agreement. The indemnification obligations of RMUoHP under this Section 4.01 shall not apply to any claims arising in favor of any person or entity resulting from the negligence of the Facility, its officer, agents, representatives, or employees, or the negligence of any person or entity not subject to RMUoHP's supervision or control.
- 4.2 **Liability Cap:** Notwithstanding anything to the contrary set forth in this Agreement, neither RMUoHP, nor any of its Students, Faculty members, officers, directors, employees, or agents shall be liable to the Facility or to any employee, officer, director, agent, healthcare provider of the Facility for any amount that exceeds what is properly payable under any policy of insurance held for the benefit of RMUoHP, its Students, Faculty members, agents, directors, officers, or employees.



- 4.3 **Limitation on Liability:** NEITHER RMUOHP, NOR ITS AFFILIATES OR SUBSIDIARIES, NOR ITS OFFICERS, DIRECTORS, AGENTS, EMPLOYEES, STUDENTS, OR CONTRACTORS SHALL BE LIABLE TO THE FACILITY OR ITS OFFICERS, DIRECTORS, AGENTS, EMPLOYEES, OR CONTRACTORS FOR INDIRECT, SPECIAL, CONSEQUENTIAL, EXEMPLARY, OR PUNITIVE DAMAGES ARISING OUT OF OR RELATED TO THIS AGREEMENT, WHETHER BASED ON CONTRACT, SOLE OR OTHER NEGLIGENCE, OR STRICT LIABILITY, STATUTORY OR OTHERWISE.

## 5 – CASE RECORDS AND HISTORIES

- 5.1 **Property of Facility:** All case records, case histories, and regular files concerning patients/clients at the Facility or individual consulted, interviewed, or cared for by the RMUoHP Students pursuant to this Agreement shall belong to and remain the property of the Facility.
- 5.2 **Confidentiality:** All Students and Faculty members will agree to maintain the confidentiality of patient/client records to which they might have access, all in accordance with the Facility's policies.

## 6 – MISCELLANEOUS

- 6.1 **Non-Discrimination:** No person shall be excluded from participation in, denied the benefits of, or be subject to discrimination under any program and activity sponsored or conducted by RMUoHP on any basis prohibited by applicable law, including, but not limited to, race, color, age, national origin, religion, sex, or disability.
- 6.2 **Utah Law; Limitation on Actions; Attorneys Fees:** This Agreement shall be governed by and construed in accordance with the laws of the State of Utah, without giving effect to the choice of law rules thereof. The parties irrevocably consent to the exclusive jurisdiction of the courts of the Fourth Judicial District of the State of Utah for Utah County or the Federal District Court for the State of Utah. The parties agree not to raise the defense of *forum non conveniens*. In the event of a breach of this Agreement, Facility irrevocably agrees that it shall institute any and all legal proceedings against RMUoHP within one (1) year of the earlier of: (i) the date of such breach or (ii) the termination of this Agreement. In any action arising from the transactions contemplated by this Agreement, the substantially prevailing party shall be entitled to recover from the non-substantially prevailing party its reasonable attorney's fees and out-of-pocket litigation costs.
- 6.3 **Headings:** The descriptive headings contained in this Agreement are for convenience of reference only and in no way define or limit the scope or intent of this Agreement or any particular provision hereof.
- 6.4 **No Third-Party Beneficiary Rights:** This Agreement is not intended to create, nor shall it be in any way construed to create any third-party beneficiary rights in any person not a party hereto.

**AFFILIATION AGREEMENT**  
Rocky Mountain University of Health Professions and  
Memorial Hospital of Sweetwater  
County

- 6.5 **Counterparts and Facsimile Execution:** This Agreement may be executed in one or more counterparts, each of which shall be a binding agreement, but all of which together shall constitute but one document. The parties further agree that transmission to the other party of this Agreement with its facsimile signatures shall suffice to bind the party transmitting the same to this Agreement in the same manner as if an original signature had been delivered.
- 6.6 **Entire Agreement:** This Agreement constitutes the sole and only agreement of the parties hereto and supersedes any prior understanding or written or oral agreements between parties respecting the within subject matter.

EXECUTED on the day and year first above written

Irene Richardson, CFO, CEO (interim)

Mark J. Horacek, Exec. VP of Academic Affairs & Provost (Interim)

Memorial Hospital of Sweetwater County

Rocky Mountain University of Health Professions

1200 College Dr, Rock Springs, Wy 82901

122 East 1700 South, Provo, UT 84606

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Signature

Date

---

Signature

Date

## 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:** ENGLEWOOD HOSPITAL AND CLINIC
2. **Purpose of contract, including scope and description:** A resident from Englewood Medical Center in NJ wants to do a pulmonary rotation with Dr. Neupane at MHSC. The rotation would be from November 27 to December 24, 2017.
3. **Date of contract execution:** November 27, 2017
4. **Date of contract expiration:** December 24, 2017
5. **Rights of renewal and termination:** No as the contract is specific for this rotation only and ends December 24, 2017
6. **Monetary costs:** NONE resident covered by Englewood's liability insurance.
7. **Included in Department Budget:** NA
8. **Extraneous costs associated with contract:** NONE
9. **Let for bid, if appropriate:**
10. **County Attorney reviewed (if applicable):**
11. **In-house Counsel Reviewed:** YES



**PROGRAM LETTER OF AGREEMENT  
BETWEEN  
ENGLEWOOD HOSPITAL AND MEDICAL CENTER  
INTERNAL MEDICINE RESIDENCY PROGRAM  
AND  
MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

This Program Letter of Agreement (the “PLA”) sets forth important points of agreement between Englewood Hospital and Medical Center, Inc. (“EHMC”) Internal Medicine Residency Program (the “Program”) and Memorial Hospital of Sweetwater County 1200 College Drive, Rock Springs, WY 82901 (the “Memorial Hospital of Sweetwater County”) regarding the conduct of medical education. EHMC and the Participating Site may hereafter be referred to individually as a “Party” and collectively as the “Parties.”

**RECITALS**

**WHEREAS**, the purpose of this PLA is to provide a written document of the details of an educational understanding and agreement between the representative(s) of the Program and their counterparts at the Participating Site;

**WHEREAS**, the Accreditation Council for Graduate Medical Education (“ACGME”) accredits the Program and EHMC complies with all institutional and Program requirements of the ACGME;

**WHEREAS**, the Participating Site agrees to comply with all pertinent Federal, State and ACGME regulations and requirements that govern this PLA;

**WHEREAS**, the Parties to this PLA share a commitment to the goal of providing high quality, accessible health care services to individuals;

**WHEREAS**, the Parties to this PLA share a commitment to the training of residents [and fellows] (“Residents”) in the Program to provide such services;

**WHEREAS**, the Parties mutually agree to support the Participating Site as a provider of health care, and to serve as an educational training site for Residents; and

**WHEREAS**, the Parties mutually agree the Program Director (as defined herein) of Internal Medicine has overall authority over the educational activities of Residents and faculty under the EHMC policies and procedures, and will ensure appropriate supervision of all Residents at the Participating Site.

**NOW, THEREFORE**, in consideration of the foregoing premises, and for other good and valuable consideration, the receipt of which is hereby acknowledged, the Parties do hereby agree as follows:

**Term and Termination**



This PLA is effective from November 27, 2017, and will remain in effect until December 24, 2017 (the “Term”), or until modified or terminated by EHMC and the Participating Site. Any modifications to this PLA must be in writing and signed by all Parties. This PLA may be canceled by either Party upon no less than [six (6) months’] prior written notice [; *provided, however, that the Program shall continue through the academic year ending June 30 in the calendar year following the notice of termination*].

### **1. Persons Responsible for Education and Supervision**

**At EHMC:** Jonathan Shammash, M.D., EHMC Internal Medicine Program Director (the “Program Director”) will retain overall authority and responsibility for the training activity and EHMC will govern the Residents’ education.

**At the Participating Site:** Dr. Pritam Neupane (the “Site Coordinator”). Other faculty (if applicable) by name or general group are as follows: [LIST]. All faculty supervising the Residents at the Participating Site shall: (i) have an active medical license in the State of Wyoming; (ii) maintain medical malpractice consistent with the Medical Staff requirements of the Participating Site; (iii) not have been convicted of a felony offense; (iv) have full Medical Staff privileges at the Participating Site; and (v) otherwise comply with the qualification requirements contained in the policies and procedures of EHMC or in the ACGME accreditation standards applicable to the Program.

The above mentioned people are responsible for the education and supervision of the Residents while rotating at the Participating Site.

### **2. Responsibilities**

- a. The Program Director shall retain overall authority and responsibility for the quality of the educational experience for Residents. EHMC has the right to conduct an on-site review of the training policies and practices relevant to this training.
- b. The Site Coordinator at the Participating Site shall provide appropriate supervision of Residents in patient care activities and maintain a learning environment conducive to educating the Residents in the ACGME competency areas. In accordance with instructions from the Program Director and EHMC policies and procedures, the Site Coordinator shall evaluate Resident performance in a timely manner during each rotation or similar educational assignment and document this evaluation at completion of the assignment. The Site Coordinator shall also be responsible for monitoring compliance with applicable Resident duty hours, rules and regulations, among other obligations.

### **3. Content and Duration of the Educational Experiences**

- a. The content of the educational experiences has been developed according to ACGME Residency/Fellowship Program Requirements.
- b. The educational purpose of this rotation is to provide training to the Resident in Pulmonary and Critical Care Medicine. The goals and objectives for this rotation include but are not limited to those mentioned below in Attachment A.

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- c. A total of [1] Resident will be assigned to the Participating Site for the Term. The duration of the assignment is the Term.

#### **4. Policies and Procedures that Govern Resident Education**

- a. Residents will be under the general direction of EHMC's Graduate Medical Education Committee's Policy and Procedure Manual, EHMC's rules, regulations, policies, procedures and protocols for Graduate Medical Education, and any and all ACGME-related documents. This training will be in material compliance with all current ACGME requirements.
- b. Resident schedules shall be the responsibility of the Program in consultation with the Participating Site. Changes in residency schedules are the responsible of EHMC.
- c. EHMC shall maintain or require that the Residents maintain throughout the Term of this PLA professional liability insurance in a minimum amount equal to \$1,000,000 per occurrence and \$3,000,000 in the annual aggregate. If EHMC does not maintain such insurance coverage through a commercial insurer authorized to do insurance business in the State of New Jersey, it may provide such insurance through a self-insured fund.
- d. The Participating Site acknowledges that, for purposes of the Health Insurance Portability and Accountability Act of 1996 and the regulations promulgated thereunder ("HIPAA"), the Residents are considered to be members of the Participating Site's workforce, as defined by HIPAA, for the duration of the rotation and provide Residents with training regarding HIPAA policies and procedures.
- e. If requested by EHMC, the Participating Site shall authorize and direct appropriate staff members to participate in any disciplinary proceedings regarding Residents where, following EHMC's review process, the Participating Site has determined that such proceedings are necessary.

*[Signature page follows]*

**IN WITNESS WHEREOF**, the Parties have executed this PLA as of the date set forth below:

For ENGLEWOOD HOSPITAL AND MEDICAL CENTER, INC.:

---

Name: Dr. Jonathan Shammash  
Program Director

Date:

---

Name: Dr. Michael Harris  
Chief Medical Officer

Date:

For Memorial Hospital of Sweetwater County:

---

Name: Dr. Pritam Neupane  
Participating Site Coordinator

Date:

---

Name:  
Director of Medical Education

Date:

**Attachment A**  
**Educational Rationale for Rotation. Including Goals and Objectives to be Attained at Participating Institution**

Shanta Shrestha, MD. Clinical Elective—Pulmonary and Critical Care Medicine

1. **Patient Care:** The resident will improve his understanding of pulmonary problems patients face as well as the approach being used to manage them. The resident will improve his understanding of problems in Critical Care Medicine as well as the approach being used to manage them. Resident must be able to complete a comprehensive history and physical examination. Resident will improve his understanding of the proper use and interpretation of tests commonly used in Pulmonary and Critical Care Medicine, including serologic testing, chest radiography and CT scanning, pulmonary function testing, nuclear medicine studies, pleural fluid analysis, bronchial cytology analysis, etc. Resident will develop knowledge and skills in managing vasopressors, antibiotics, antihypertensive medications, intravenous fluids, mechanical ventilators, and other therapeutic modalities in the ICU.
2. **Medical Knowledge:** Resident will demonstrate understanding of the standard evaluation and treatment of common pulmonary disorders, including but not limited to obstructive, restrictive, interstitial, and parenchymal lung diseases. Resident will also demonstrate understanding of the standard evaluation and treatment of common disorders in Critical Care Medicine, including sepsis, electrolyte disturbances, acute stroke, acute cerebral hemorrhage, acute coronary syndrome, and the management of acute gastrointestinal or other massive hemorrhage. He may focus his work depending on the expertise and patient mix of his preceptor(s). Resident will attend the regular weekly and/or monthly conferences with his team.
3. **Practice-based Learning and Improvement:** Resident will be able to critically appraise and assimilate evidence from scientific studies and apply this evidence to his own patient population. He will demonstrate effective and appropriate communication with his attending physician and with other members of the team and staff.
4. **Interpersonal and Communication Skills:** Resident will demonstrate the ability to communicate effectively and demonstrate caring, compassionate, and respectful behavior in all patient encounters. He will work to develop his communication skills around the discussion of advanced directives and end of life care.
5. **Professionalism:** Resident will demonstrate respect, compassion, and integrity. He will be committed to excellence and continuous professional development. Resident will provide patient-centered care, and work to place the needs of the patient first.
6. **Systems-Based Practice:** Resident will work with other members of the team and staff to facilitate and coordinate patient care both within the hospital and clinic and after discharge.

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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:** UNIVERSITY OF UTAH FAMILY RESIDENCY PROGRAM
2. **Purpose of contract, including scope and description:** agreement specifically for a resident from U of U to do a rotation in our ED supervised by Dr. Theodosios. Rotation will be from October 23 to November 19, 2017.
3. **Date of contract execution:** Date signed by CEO if approved by the board.
4. **Date of contract expiration:** Rotation ends November 19, 2017
5. **Rights of renewal and termination:** No as the contract is specific for this rotation only and ends in November.
6. **Monetary costs:** NONE
7. **Included in Department Budget:** NA
8. **Extraneous costs associated with contract:** NONE U of U liability coverage applies for resident.
9. **Let for bid, if appropriate:**
10. **County Attorney reviewed (if applicable):**
11. **In-house Counsel Reviewed:** YES

## OFF-SITE ELECTIVE TRAINING AGREEMENT

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

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

Name of House Officer: Anna Stomberg  
UT Medical License No.: 10132567-1205/8905  
Program Name: Family Medicine Residency  
Rotation: ED Elective  
Dates of Off-Site Training: October 23 - November 19, 2017  
Name of Off-Site Facility: Memorial Hospital of Sweetwater County  
Address of Off-Site Facility: 1200 College Drive Rock Springs, WY 82901

- ☐ **Approved in state rotation covered by University of Utah Liability Insurance.**  
**(all signatures required before rotation starts)**
- ☐ The Off-Site Training location will provide liability insurance coverage in the amounts of \$1 Million per occurrence and \$3 Million aggregate to include continued (tail) coverage for at least two years following the end of the rotation.
- ☒ **Out-of-state rotation approved by Risk Management and therefore house officer is covered by University of Utah Liability Insurance.**
- ☐ Non-clinical /no patient research only elective or clinical observer without patient contact elective; no professional liability coverage required.

### Supervising Physician Information --

Name of Supervising Physician: Christian Theodosius  
Board Certification/Eligibility: Emergency Medicine  
Supervising Physician's Liability Insurance Coverage (company, policy number, coverage amount):  
University of Utah Liability Insurance

### Medical License (state effective dates):

Utah - effective until 1/31/18

Page 358 of 365

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

Email Address: christian.theodosius@hsc.utah.edu Phone #: \_\_\_\_\_



Description of Educational Experience and Learning Outcomes (brief statement, or attach documents to this agreement): see attached

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

Any changes in the above will invalidate the approval below. Dated \_\_\_\_\_, 201\_\_.

\_\_\_\_\_  
Signature, UUMC Program Director

\_\_\_\_\_  
Signature, House Officer

\_\_\_\_\_  
Signature, Director of Graduate Medical Education

\_\_\_\_\_  
Signature, Supervising Physician / Facility  
Representative

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

Revised by Graduate Medical Education Office February 2017

## 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:** VENTURE TECHNOLOGIES
2. **Purpose of contract, including scope and description:** Support for Webex which is the hospital's conference calling system. It also supports audio/video conferencing.
3. **Date of contract execution:** 8/29/2017
4. **Date of contract expiration:** 9/28/2017
5. **Rights of renewal and termination:** May opt out of future contracts at any time.
6. **Monetary costs:** \$115.44
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



Wyoming  
401 E 'E' St  
Casper, WY 82601

Colorado  
8680 Concord Center Dr  
Englewood, CO 80112

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

Quote #	Q-00030224		
Date:	08/29/2017	Expires:	09/28/2017
Sales Rep:	Tina Daigh tina.daigh@ventech.com		
Customer Contact:	Stacey Nutt snutt@sweetwatermemorial.com (307) 352-8288		
Description:	Webex Renewal		

Quantity	Item #	Description	Unit Price	Line Total
1	A-SPK-NAMED-USER	Spark Named User (1)	\$0.00	\$0.00
5	A-SPK-NU-M3	Business Messaging and Advanced Meetings (1)	\$19.32	\$96.61
5	A-SPK-NU-TNU+	Toll Named Users Plus (1)	\$3.77	\$18.83
1	SVS-SPK-SUPT-BAS	Basic Support for Cisco Spark	\$0.00	\$0.00
5	A-SPK-NU-MC-X	Included WebEx Meeting Center (1)	\$0.00	\$0.00
5	A-SPK-NU-M1-X	Included Business Messaging (1)	\$0.00	\$0.00
5	A-SPK-NU-M2-X	Included Basic Meetings (1)	\$0.00	\$0.00
10	A-SPK-NU-WXSTG-X	Included WebEx Storage (1)	\$0.00	\$0.00
25	A-SPK-NU-RMSTG-X	Included Spark Storage (1)	\$0.00	\$0.00
5	A-SPK-NU-CMR-25-X	Included Collaboration Meeting Rooms (Cloud) Named User (1)	\$0.00	\$0.00
1	A-SPK-VOIP	Included VoIP (1)	\$0.00	\$0.00

SubTotal	\$115.44
Discount	\$0.00
Estimated Tax	\$0.00
<b>Total</b>	<b>\$115.44</b>



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

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

## 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:** CITRIX SYSTEMS
2. **Purpose of contract, including scope and description:** Maintenance Renewal Contract for annual software support license (plug-in) that allows radiation oncology to access their main health records which is Aria. This is a sole source vendor-- Citrix makes the software so purchase directly from them. Aria recommends this software. Aria is needed in radiation oncology for modeling which Quadramed doesn't accommodate.
3. **Date of contract execution:** Sept 1, 2017
4. **Date of contract expiration:** Sept 25, 2017
5. **Rights of renewal and termination:** Not applicable as this is paid upfront and then billed again next year.
6. **Monetary costs:** \$1530.00
7. **Included in Department Budget:** YES
8. **Extraneous costs associated with contract:** NONE
9. **Let for bid, if appropriate:** Citrix makes the software so there isn't another source for the software.
10. **County Attorney reviewed (if applicable):**
11. **In-house Counsel Reviewed:** YES





## Maintenance Renewal Quote

### Citrix Systems Inc.

851 W. Cypress Creek Road - Fort Lauderdale, FL 33309

Customer: Memorial Hospital Of Sweetwater County  
Org ID: 46072223  
1200 College Dr  
Rock Springs, WY 82901-5868  
USA  
Phone: 1-307-3528575

Quote #: 15322783  
Date: September 01, 2017  
Expires: September 25, 2017  
Issued by: Citrix Systems, Inc.

Below is the quote you requested to renew the below listed Citrix Maintenance program offerings. This quote is valid for 24 days from the date of issue. To transact this quote, please access our online renewal tool located at [www.citrix.com/myaccount/renew](http://www.citrix.com/myaccount/renew) or fax this quote with a signed purchase order to your Authorized Citrix Solution Advisor.

For more information on program benefits visit [www.citrix.com/support/programs/](http://www.citrix.com/support/programs/), or to review product licensing and service agreements review the Program Terms and Conditions at [www.citrix.com/buy/licensing/product.html](http://www.citrix.com/buy/licensing/product.html) and License Agreements (EULAs) and Service Agreements at [www.citrix.com/buy/licensing/agreements.html](http://www.citrix.com/buy/licensing/agreements.html)

If you do not have a current license program registration or other applicable agreement, maintenance is offered under the Easy program registration terms on [www.citrix.com](http://www.citrix.com) and your order will confirm your acceptance of those terms.

### Quote Summary

Select (USD)	\$1,530.00
Amount payable (USD)	\$1,530.00

### Quote Details

#### Select

Serial Number	Product Name	User Count	License Program	Renewal Type	Current Expiration	New Expiration	Price (USD)
XenApp Enterprise Edition		20	EASY	Current	Nov 12, 2017	Nov 12, 2018	\$1,530.00





## Maintenance Renewal Quote

### Citrix Systems Inc.

851 W. Cypress Creek Road - Fort Lauderdale, FL 33309

Customer: Memorial Hospital Of Sweetwater County  
Org ID: 46072223  
1200 College Dr  
Rock Springs, WY 82901-5868  
USA  
Phone: 1-307-3528575

Quote #: 15322783  
Date: September 01, 2017  
Expires: September 25, 2017  
Issued by: Citrix Systems, Inc.

### Select

Serial Number	Product Name	User Count	License Program	Renewal Type	Current Expiration	New Expiration	Price (USD)
LA-0001675303-26803	Citrix XenApp (Presentation Server) Enterprise						

**Select Subtotal: (USD) \$1,530.00**

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Note: All purchase orders submitted for this quote must be paid within 30 days after the order is placed. Applicable tax listed on this quote is solely an estimate and may be subject to change depending on changes requested by official tax authorities. Your invoice will reflect all applicable tax due. All payments are nonrefundable. Nothing contained in any purchase order or any other document submitted by you shall in any way add to or otherwise modify these terms and conditions.