

MEMORIAL ORDER OF SWEETWATER COUNTY
REGULAR MEETING OF THE BOARD OF DIRECTORS
November 6, 2019
2:00 p.m.

AGENDA

- I. Call to Order Taylor Jones
 - A. Pledge of Allegiance
 - B. [Our Mission & Vision](#) Marty Kelsey
 - C. Mission Moment Irene Richardson, *Chief Executive Officer*
- II. Approval of Agenda Taylor Jones
- III. [Minutes](#) (For Approval) Taylor Jones
- IV. Community Communication Taylor Jones
- V. Old Business Taylor Jones
 - A. From the Medical Executive Committee (For Approval) Kara Jackson, *Quality Director*
 - 1. [Professional Practice Evaluation Committee Policy](#)
 - B. Outstanding – Not Ready for Board Consideration (Placed on the agenda as a reminder of uncompleted business)
 - 1. Credentialing Policy
- VI. New Business Taylor Jones
- VII. Chief Executive Officer Report Irene Richardson
- VIII. Committee Reports
 - A. [Quality Committee](#) Barbara Sowada
 - B. [Human Resources Committee](#) Ed Tardoni
 - C. Finance & Audit Committee Marty Kelsey
 - 1. [Narratives](#) Tami Love, *Chief Financial Officer*
 - 2. Bad Debt (For Approval) Ron Cheese, *Director of Patient Financial Services*
[Committee Meeting Packet](#)
 - D. [Building & Grounds Committee](#) Ed Tardoni
 - E. Foundation Board Tiffany Marshall, *Foundation Director*
 - F. [Governance Committee](#) Barbara Sowada
 - 1. [Annual Board Self Assessment](#)

MEMORIAL ORDER OF SWEETWATER COUNTY
REGULAR MEETING OF THE BOARD OF DIRECTORS
November 6, 2019
2:00 p.m.

AGENDA

- I. Contract Review Suzan Campbell, *Chief Legal Executive/General Counsel*
 - A. Contract Consent Agenda *(For Approval)*
 - 1. [Gallagher Employee Engagement Survey](#)
 - B. Contracts Approved by CEO since Last Board Meeting *(For Your Information)*
 - 1. [Healthicity Statement of Work](#)
- II. Medical Staff Report Dr. Lawrence Lauridsen, *President of Medical Staff*
- III. Good of the Order Taylor Jones
- IV. Executive Session Taylor Jones
- V. Action Following Executive Session Taylor Jones
 - A. Approval of Privileges
- VI. Adjourn Taylor Jones



Memorial Hospital

OF SWEETWATER COUNTY

OUR MISSION

*Compassionate care for
every life we touch.*

OUR VISION

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

OUR VALUES

Be Kind

Be Respectful

Be Accountable

Work Collaboratively

Embrace Excellence

OUR STRATEGIES

Patient Experience

Quality & Safety

Workplace Experience

Growth, Opportunity & Community

Financial Stewardship

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

September 30, 2019

The Board of Trustees of Memorial Hospital of Sweetwater County met in special session on September 30, 2019 at 4:00 PM with Mr. Richard Mathey, Vice President, presiding.

CALL TO ORDER

Mr. Mathey called the special meeting to order and announced a quorum was present. The following trustees were present: Mr. Marty Elsey, Mr. Richard Mathey, Mr. Barbara Sowada and Mr. Ed Cardoni. Excused: Mr. Taylor Jones

Officially present: Ms. Rene Richardson, Chief Executive Officer and Mr. Lawrence Lauridsen, Medical Staff President.

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

SIXTH PENNY PROJECTS

Ms. Richardson presented for approval the recommendation for MHSC six penny projects in order of priority. She said when the Board of Trustees approved the Strategic Plan, an item contained within was the development of a special purpose tax proposal. Ms. Richardson said if we have to cut back on our request, we would request the operating room and medical imaging projects only and hold on the dialysis expansion and relocation. Mr. Elsey asked if the pricing information was accurate. Mr. Jim Horan, Facilities Director, said the numbers presented are the best numbers we can obtain at this time. Following discussion, the motion to approve the special purpose tax projects as presented to forward to the Board of County Commissioners was made by Mr. Elsey, second by Mr. Sowada. Motion carried.

Mr. Mathey said bonding costs money and if our work can be done without bonding, more gets done without additional funding. He requested Ms. Richardson invite Mr. Ross Slaughter, County Treasurer, to the next Finance and Audit Committee meeting to discuss options regarding bonding. Mr. Mathey encouraged Ms. Richardson and everyone else to start thinking in those terms and said he believes we have the option to borrow from ourselves or to time projects in correlation to the timing of tax funding.

ADJOURNMENT

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

Mr. Taylor Jones, President

Witness:

Mr. Ed Cardoni, Secretary

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

October 2, 2019

The Board of Trustees of Memorial Hospital of Sweetwater County met in regular session in the conference room at Castle Rock Hospital District in Green River Wyoming on October 2, 2019 at 2:00 p.m. with Mr. Richard Mathey Vice President presiding.

CALL TO ORDER

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

Officially present: Ms. Rene Richardson Chief Executive Officer and Mr. Lawrence Lauridsen Medical Staff President.

Mr. Mathey led the audience in the Pledge of Allegiance. Mr. Sowada read aloud the mission and vision statements.

APPROVAL OF AGENDA

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

APPROVAL OF MINUTES

The motion to approve the minutes of the August 7, 2019 regular meeting as presented was made by Mr. Sowada second by Mr. Cardoni. Motion carried. The motion to approve the minutes of the August 29, 2019 special meeting as presented was made by Mr. Sowada second by Mr. Cardoni. Motion carried.

COMMUNITY COMMUNICATION

There were no comments.

FY19 AUDIT REPORT

Mr. Barryn McCarvey and Mr. Tyler Johnson from Clifton Carson Allen (CCA) reviewed the audit results included in the meeting packet. Mr. McCarvey said they reviewed the results in detail the previous week with the Finance and Audit Committee. Mr. Johnson said CCA issued an unmodified opinion which is a clean opinion. Mr. McCarvey said 2017 had a very big loss and 2018 marked improvements to the operation. He said 2019 was very consistent with 2018. Mr. Elsey asked if the full time equivalent (FTE) numbers include nurse practitioners and physician assistants. Mr. McCarvey replied yes they are included. Mr. Mathey asked how it stacks up to a physician practice. Mr. McCarvey said it would be comparing apples to oranges somewhat because

in a physician-owned practice—the owner cannot take a loss. If the owner—the physician drives operating in the black—and added that is why you see so many physicians merging and going with health systems because it is very difficult to be in the black. The production numbers included in the report are for clinic providers. Mr. McCarvey said the Hospital has done a good job with recuperating on days of cash on hand. He said that is an important benchmark to keep an eye on because 75 days are required in the bond covenant. Mr. McCarvey said to move from 88 to 135 days in two years is impressive. Mr. Mathey asked for a days of cash on hand comparison with other Wyoming hospitals. Mr. McCarvey said anything not restricted or designated is included in the days of cash on hand calculation. He said there was an increase in net days in accounts receivable. Mr. McCarvey said in Wyoming the Blue Cross Blue Shield issues with their computer system created havoc. With that said, he thinks there are opportunities in the revenue cycle. Medicaid and charity care have remained fairly consistent. Mr. McCarvey said it is consistently higher than industry benchmarks and that is related to where the Hospital is located. He said the important thing to watch is the trend from year to year rather than compare to the industry benchmark. Mr. McCarvey said the debt service ratio is much higher than the industry benchmark and above the 1.25 covenant requirement. The average age of the plant has increased but is still well below industry standards. Mr. Belsey asked for information regarding the Hospital retirement plan. Ms. Kami Love, Chief Financial Officer, provided an overview and said we changed to an auto enroll with employees needing to opt out. Mr. Belsey asked Ms. Love to share more detailed numbers with the board. Mr. Johnson provided Governmental Accounting Standards Board (GASB) updates including a controversial right of use asset and a 2020 inpatient rule that he encourages everyone to study. Mr. McCarvey offered to provide more information on anything the board wants to learn more about and said it has been a pleasure working with MHSC and CCH. Appreciates the relationship. Following discussion, the motion to approve the 2019 audit report as presented was made by Mr. Belsey, second by Mr. Cardoni. Motion carried.

OLD BUSINESS

Credentialing Policy

Mr. Mathey noted the Credentialing Policy is not ready for review by the board. Ms. Perry, owns Medical Staff Services Supervisor, reported we are waiting for the medical staff bylaws to be complete to make sure they match the policy.

NEW BUSINESS

Professional Practice Evaluation Committee Policy

Ms. Tara Macdonald, quality director, reviewed the policy. Ms. Love said the OPP (Ongoing Professional Practice Evaluation) profile is pulled for everyone up for reappointment and forwarded to the Credentials Committee. She said we have not reported on trends but certainly can. Mr. Sowada said it seems trends that are troublesome or questionable should also come to the board as well. Ms. Love said she will take the request to the Committee to see if we can add a statement on the form. Ms. Love said emergency department doctors are required to do the PPE (Focused Professional Practice Evaluation) like everyone else. Mr. Mathey requested the removal of “of” and just keep “which.” He said he likes that the statutory underpinnings of the process are included right in the policy.

CHIEF EXECUTIVE OFFICER REPORT

Ms. Richardson provided a Strategic Plan update. She said approximately 40% of staff have completed the person centered care workshops. She has been told we need about 60% of staff trained to see a culture change. Ms. Richardson reported we are looking at some different options for Lean. She said Mr. Sowada has been sharing some information with her about Lean and person centered care and that has been very helpful. We continue working on community health needs, workplace experience and financial stewardship efforts. Mr. Mathey said the work furthers the goal of making the Hospital an employer of choice.

COMMITTEE REPORTS

Quality Committee

Mr. Sowada said the report and dashboard are in the meeting packet. She thanked Ms. MacKinnon and her team for presenting a fabulous quality workshop in August. Mr. Sowada said the narrative each month catches us up on what is happening with quality. She said the Safety Committee work is beginning and will have a separate focus on safety. Mr. Sowada expressed appreciation to the Medical Staff for supporting Mr. Ciellette in her role with quality. Mr. Sowada said a lot of good things are happening.

Human Resources Committee

Mr. Cardoni reported the Committee continues to work with the telecommute policy. He said there has been discussion of telecommute vs. telework. He believes there will probably be a telework policy at a later date. Mr. Cardoni said human resources staff report turnover is at a historical low. Staff report 90% of turnover is during the probationary period. Mr. Cardoni said this tells him that the probationary period is being taken seriously by employees and the Hospital. Mr. Mathey asked for the turnover rate with the probationary period terminations removed.

Finance and Audit Committee

Capital Expenditures: The motion to approve \$2016 for the roof fall protection project as recommended by staff and presented for a two-part total of \$271,347.76 was made by Mr. Elsey second by Mr. Cardoni. Motion carried. Mr. Cardoni said we need to be aware there may be additional costs related to movement of equipment by elevator or other means. He said he will bring it up at the Building and Grounds Committee meeting. Mr. Elsey said the Roc Springs company says it is an estimate not a bid but we are considering a firm bid unless the scope of work changes. Mr. Mathey directed Ms. Love to ensure it is a firm bid before signing anything.

Narratives: Ms. Love reviewed the narrative highlights included in the meeting packet. Revenue and reductions of revenue were over budget. We had 129 days of cash on hand. Approximately \$900,000 in capital reimbursements went out. Expenses were under budget. Ms. Love reported her team has shifted their focus to reductions of revenue and created a new revenue cycle team. They are looking at billing and collection opportunities. Mr. Elsey noted the narrative report has expanded from what it used to be. He said we have a sizeable issue with Blue Cross Blue Shield. Mr. Elsey said we are going to climb back out and have a really good staff working on this. He said we have a lot of headwinds financially and an uphill climb. Ms. Love said Blue Cross Blue

Shield is working on coordination of benefit issues. Mr. Elsey said he really likes the focus on this issue and goals each month. Ms. Richardson said we are watching during the month to try to adjust rather than waiting until the month closes. Ms. Love said we have made changes to our reduction model. Mr. Ron Cheese, Patient Financial Services Director, said we are holding in excess of \$300,000 in peritoneal dialysis we can't charge due to waiting for the Wyoming Dept. of Health inspection and certification. He said we are allowed to backfill to submit after we receive the certification. Mr. Mathey said he thinks it is time to make a call to the State. Ms. Richardson said she will make the call. Mr. Elsey noted the clinic provider report shows a cut at budget.

Bad Debt: The motion to approve the net potential bad debt of \$91,764.04 for August and \$1,178,115.13 for September as presented by Mr. Cheese was made by Mr. Elsey, second by Mr. Sowada. Motion carried. Mr. Cheese said the majority of bad debt comes through the emergency department. He shared a recent success story with a cancer patient through the efforts of the patient navigator. Mr. Cheese said that happened due to the support of the Board. One of the reasons to look at starting an urgent care facility is to try to decrease that reduction of revenue to place it correctly. We should start to see that allowance move down.

Building & Grounds Committee

Mr. Cardoni said changes in maintenance metrics related to cleaning up the work order system has been relatively stable which is an indication we are handling maintenance and not letting things get ahead of us. He said Mr. Jim Horan, Facilities Director, said he wants to do some electrical work on his own as long as it is routine maintenance. Mr. Mathey thanked Mr. Cardoni for the very good work he has done on the Committee and said he has seen a big change to an orderly managed Committee.

Foundation Board

Ms. Tiffany Marshall, Foundation Director, announced Ms. Kelly Sugihara, Wyoming Cancer Resource Services, has resigned from the Foundation Board due to her workload. Ms. Marshall said she still supports the Foundation. The Medical Staff approved Mr. Joseph Oliver as their representative to the Foundation Board. Ms. Marshall said the Board rescinded Ms. Teresa Noble's resignation and she will remain the Treasurer. There are currently nine members of the Board and there are no changes in officers. Ms. Marshall reported the golf tournament in August brought in record numbers in participation and revenue. The gala is around the corner on February 1. A patient is checking in at the Aldner House in the next week and will be staying for 10 weeks over the winter. The patient is very grateful to the Hospital and the Foundation. Ms. Marshall reported we are working on obtaining wireless fetal monitors for OB. The Foundation approved purchasing new emergency department examination room chairs following a suggestion by the Patient and Family Advisory Council. Ms. Marshall announced the community Christmas event will be Friday, December 6.

Mr. Mathey announced a five-minute recess.

Mr. Mathey called the meeting back to order at 4:00 p.m.

Compliance Committee

Mr. Sowada said there is nothing outstanding to report. The Grievance Committee will be funneled through the Compliance Committee. Ms. Richardson said the Grievance Committee has started meeting weekly. Cyber risk has been added to the risk assessment list. Mr.elsey clarified the Grievance Committee is looking at patient grievances only and Ms. Richardson confirmed yes with the focus being on addressing grievances in a timely manner.

Governance Committee

Mr. Mathey said he and Mr. Sowada met recently and he has not finalized the minutes yet. He will forward them to the Board when available. Mr. Sowada said as a Board we need to do the self evaluation. At the last Board meeting the group agreed they would put their own together. She said the Board needs to think about a time to do that self assessment. She said it will more in a dialogue format and suggested early November. Mr. Sowada said it would take an hour or two set aside for that work. Mr. Mathey said he would prefer to add it to the regular meeting instead of having a special meeting.

Joint Conference Committee

Ms. Downs reported they are working on the second half of the medical staff bylaws. A medical staff bylaws meeting is scheduled October 14.

CONTRACT REVIEW

Mr. Cardoni expressed concern with the Gallagher agreement. He said the information in the packet implicates it is for 23,990 but it is not it is a three year contract for 71,970. Ms. Susan Campbell, Chief Legal Executive and General Counsel said she will amend the checklist information to make that clear. She said she removed the service fee language following the request of the Board at the previous meeting. Ms. Campbell said we only have to commit to two more surveys in the next 10 years. We are just committing to do one for 23,990. Mr. Cardoni said the Human Resources Charter says we will do one every two years. Mr. Mathey asked Ms. Campbell to include that information in the summary. Ms. Campbell said Ms. Amber Fisk's, Human Resources Director understanding is we get a report after each one as they are stand alone. Mr. Cardoni said one of the challenges we had was finding out where contracts were and stopping auto renewal and the Gallagher agreement is another one. Ms. Campbell said she will ask if they will do one for one time. Mr. Cardoni said the Pressaney agreement presented for approval is another auto renewal. He said he wants to be aware there is some person looking at this language to make sure we comply and they comply. Ms. Campbell assured the Board Mr. Clayton Radaovich, Director of Compliance and Risk Management is tracking all contracts and giving 90 day notice reminders so we stay on top of renewals.

Following discussion on the Pressaney agreement the motion to authorize the CEO to execute the contract on behalf of MHSC as presented was made by Mr. Sowada second by Mr.elsey. Motion carried.

MEDICAL STAFF REPORT

Mr. Lauridsen reported the Medical Staff met September 24. With Mr. Curry leaving Mr. Barn was elected as the new Vice President. The Medical Executive Committee met September 17. Mr. Rahul Pawar was elected to serve on the Nominating Committee. Mr. Oliver was elected to serve on the Foundation Board. Mr. Lauridsen said Mr. Tony Pedri started October 1. Mr. Brianne Crofts received the Young Outstanding Alumni Award. Mr. Lauridsen thanked Administration for the fun movie night for the Medical Staff and Admin Staff. He said nursing home reimbursement is changing and steps are already being taken to see how to streamline this process. Mr. Lauridsen said we need to focus on how we care for the community.

GOOD OF THE ORDER

Mr. Tardoni said he attended the Miners' Hospital Board quarterly meeting in August. Their local office is now located in the Rocky Mountain Ranch Building on the second floor. Mr. Tardoni asked everyone to help spread the word about benefits for miners. They are also struggling with processing claims due to some difficulties with the firm that has been doing the work. He said there are very few firms that do this processing.

Mr. Elsey said at the last HR Committee meeting he learned that staff is working on a consulting study to help HR better organize what we have. In national news the Campbell County hospital with a ransomware hack made national news. Mr. Elsey said he has been advocating for some time now that we hire a firm to come in and attack our system. It was said Mr. Rich Tyler Information Technology Director is working on it. Mr. Elsey strongly suggests we do this. He said we cannot prevent every possibility but we can prevent one. He strongly encourages senior management to take a strong look at it.

EXECUTIVE SESSION

The motion to go into Executive Session for personnel reasons was made by Mr. Elsey second by Mr. Sowada. Motion carried.

RECONVENE INTO REGULAR SESSION

The motion to reconvene the meeting at 5:47 p.m. was made by Mr. Elsey second by Mr. Sowada. Motion carried.

ACTION FOLLOWING EXECUTIVE SESSION

Approval of Privileges

The motion to approve the September 10, 2019 Credentials Committee Recommendations for physician and healthcare providers credentials as presented was made by Mr. Sowada second by Mr. Elsey. Motion carried.

1. Initial Appointment to Consulting Staff (1 year)
 - Mr. Jason Mathis Dermatology (1 of 1)

- The motion to authorize the CEO to execute a physician contract as discussed in executive session was made by Mr.elsey second by Mr. Cardoni. Motion carried.

There being no further business to discuss the meeting adjourned at 5:49 p.m.

- **ttest:**

Minutes of the October 2019 Board of Trustees Meeting



Approved:

N/A

Review Due:

N/A

Document Area:

Medical Staff

Reg. Standard:

Professional Practice Review Plan (Medical Staff Peer Review)

Statement of Purpose

Memorial Hospital of Sweetwater County (MHSC) Medical Staff professional practice review (peer review) process provides a mechanism to measure, assess, improve, and evaluate professional performance, competency, and behaviors through the conduct of peer and chart review. The process involves monitoring, analyzing, and understanding practitioner performance which impacts patient safety, quality delivery of care, or adverse outcomes and provides for continuous quality improvement. The information identified through this process is also factored into decisions determining existing Medical Staff privileges through the credentialing process.

Plan

I. Goals

The goal of the Professional Practice Review (Medical Staff Peer Review) Plan is to outline processes to:

- A. Assist in driving healthcare quality, defined as "the degree to which health care services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge " (Agency for Healthcare Research and Quality [AHRQ], 2018; Institute of Medicine [IOM], 1990). Refer to MHSC's Quality Assessment Performance Improvement (QAPI) Plan.
- B. Provide a mechanism for review of charts and ongoing evaluation of practitioner clinical competence and professional performance through systematic, data-driven processes.
- C. Identify and resolve practitioner performance and clinical competency issues.
- D. Comply with The Joint Commission standards for Medical Staff Ongoing Professional Practice Evaluation (OPPE) and Focused Professional Practice Evaluation (FPPE).
- E. Create a culture of accountability.
- F. Assist in organizational process improvement strategies based on identified opportunities and in congruence with MHSC's QAPI plan and organizational strategic plan.
- G. Continuously improve processes to ensure safe, timely, effective, efficient, patient-centered, and equitable care delivery.

II. Definitions

- A. Professional performance review/peer review: A process that allows the Medical Staff to evaluate an individual's professional practice and/or system issues that may affect the delivery of quality care. The process includes measuring practitioner professional performance based on metrics as defined by the Medical Staff (see attached Professional Performance Review Indicators), in addition to quality events identified through other processes (see Medical Staff Peer Review Process Flow). The evaluation may identify systems or processes of care that do not adequately protect against foreseeable human error. These system opportunities will be referred to the Quality Assessment, Performance Improvement (QAPI) Committee as appropriate for evaluation and improvement interventions.
- B. Professional Practice Evaluation Committee (PPEC): A multidisciplinary peer review committee authorized to conduct peer review for the Medical Staff. This committee will also function to review and monitor the ongoing evaluation of practitioner performance trends and provide recommendations and follow-up as appropriate.
- C. Ongoing Professional Practice Evaluation (OPPE): A summary of ongoing data collected for the purpose of assessing a practitioner's clinical competence and professional behavior.
- D. Focused Professional Practice Evaluation (FPPE): A systematic process to ensure there is sufficient information available to evaluate a practitioner's professional competence. A focused review can be requested by the Credentials Committee, PPEC, or the Medical Executive Committee (MEC). FPPE occurs:
1. At the time of initial credentialing.
 2. As the result of data evaluated during OPPE.
 3. When an existing practitioner requests a new privilege.
 4. When additional data or reports indicate the need for a focused review.
- E. Care ratings: Practitioner (as determined by the PPEC or MEC)
1. Care Appropriate: Despite a complication, adverse outcome, or other question regarding the quality delivery of care, it is determined that a majority of peers would have responded similarly under similar circumstances. This designation adjudicates that there was no clear deviation from standard of practice.
 2. Improvement Opportunity: Care that involved simple errors in diagnosis, treatment or judgment, or inadvertently doing other than what should have been done: a slip, lapse, or mistake.
 3. At Risk Behavior: Care that requires education or coaching to prevent recurrence, or behavioral choice that increases risk where risk is not recognized or is mistakenly believed to be justified.
 4. Reckless Behavior: Care that suggests reckless disregard of the practitioner's duty to the patient through gross negligence, general incompetence or actual intent to provide substandard care, or behavioral choice to consciously disregard a substantial and unjustifiable risk.
- F. Care ratings: System of care (as determined by the PPEC or MEC)
1. System Improvement Opportunity: Designates an event as resulting at least in part from an opportunity to improve the care system to reduce caregiver errors, mitigate the effects of any future errors, or otherwise better support the care process. This rating will apply whenever a system improvement opportunity is identified, independent of any individual practitioner's care rating.

- G. Professional Behavior: As defined in MHSC's Behavior Standards, the Code of Caring, a high standard of professional behavior, ethics, and integrity is expected of each individual member of the Medical Staff at MHSC in order to promote an environment conducive to providing the highest quality of care. The standards expected to be practiced at MHSC include: Courtesy, Accountability, Respect, Integrity, Nurturing, and Growth. In addition to the Code of Caring, Medical staff will adhere to the Medical Staff Code of Conduct found within the Medical Staff Bylaws. Violations of the Code of Caring and/or Medical Staff Code of Conduct will be address by Medical Executive Committee.
- H. Medical Staff Quality Reviewer: A group of reviewers appointed by each department chair to perform an initial case review screening to determine if the case requires further review by the PPEC. The group of reviewers may rotate every six months.
- I. Conflict of Interest: A member of the medical staff requested to perform peer review may have a conflict of interest if they may not be able to render an unbiased opinion. An automatic conflict of interest would result if the practitioner is involved in any way in the case under review. Relative conflicts of interest are either due to a provider's involvement in the patient's care not related to the issues under review or because of a relationship with the practitioner involved as a direct competitor, partner, or key referral source. It is the responsibility of the PPEC to determine on a case by case basis if a potential conflict exists and if substantial enough to prevent the individual from participating in the review. If a potential conflict exists, the individual may not participate or be present during peer review discussions or decisions other than to provide specific information requested.
- J. Low volume/no activity practitioners or specialties: Alternate data collection methods may be developed and used as approved by the Professional Practice Evaluation Committee for practitioners in low volume specialties or specialties in which objective data is unable to be obtained.
- K. Peer: An individual practicing in the same profession and who has expertise in the appropriate subject matter. The level of subject matter expertise required to provide meaningful evaluation of a practitioner's performance will determine what "practicing in the same profession" means on a case by case basis. (Example: for quality issues related to general medical care, a physician may review the care of another physician. For specialty-specific clinical issues, such as evaluating the technique of a specialized surgical procedure, a peer is an individual who is well-trained and competent in that surgical specialty).

III. Authority for Peer Review

- A. **WY Stat § 35-2-910. Quality management functions for health care facilities; confidentiality; immunity; whistle blowing; peer review.**
1. (c) No hospital shall be issued a license or have its license renewed unless it provides for the review of professional practices in the hospital for the purpose of reducing morbidity and mortality and for the improvement of the care of patients in the hospital. This review shall include, but not be limited to:
 - (i) The quality and necessity of the care provided to patients as rendered in the hospital;
 - (ii) The prevention of complications and deaths occurring in the hospital;
 - (iii) The review of medical treatments and diagnostic and surgical procedures in order to ensure safe and adequate treatment of patients in the hospital; and
 - (iv) The evaluation of medical and health care services and the qualifications and professional competence of persons performing or seeking to perform those services.

2. (d) The review required in subsection (c) of this section shall be performed according to the decision of a hospital's governing board by:

- (i) A peer review committee appointed by the organized medical staff of the hospital.

IV. Review Process

- A. All reviews will be directly documented within MIDAS, MHSC's data analytic system, using the appropriate focus study or quality management entry, depending on level of review.
- B. Indicators

Different types of indicators are utilized to identify potential quality concerns. The indicator type dictates the action required. See the Medical Staff Peer Review Process Flow. All review indicators and rate thresholds will be reviewed annually, at a minimum, by the PPEC and/or appropriate specialties.

1. Rule indicators will initiate a peer review by PPEC. The PPEC will be notified when a rule has been triggered. Additionally, the individual practitioner will be notified when a rule indicator has been triggered through the process of OPPE.
2. Rate indicators will be trended and added to OPPE profiles. The PPEC will review peers with outlier rate indicators twice per year (every 6 months) at a minimum and provide feedback, education, initiate a performance improvement plan, or recommend FPPE with the individual as appropriate. Refer to the OPPE process flow.
3. Review indicators will be screened through an initial review by a designated Medical Staff Quality Reviewer. If the case requires further action, follow-up, or review it will be reviewed by the PPEC as a peer review case.
4. Other quality events will be screened through an initial review by a designated Medical Staff Quality Reviewer. If the case is identified as having opportunities for improvement it will be presented to and reviewed by the PPEC. Quality events can include reviews referred by, but not limited to, Risk Management, Health Information Management, Nursing, Pharmacy & Therapeutics, Guest Relations, or Utilization Management.
5. Cases with risk investigation/review and reported to insurance will initiate a peer review by PPEC. The individual practitioner will be notified when a risk investigation/review and reported to insurance case has been reviewed through the process of OPPE.

- C. Initial Screening (performed by Medical Staff Quality Reviewer)

1. An initial screening of a quality event will occur by a designated Medical Staff Quality Reviewer if the event is triggered by a review indicator (see attached list of Medical Staff Review Indicators) or referred from another department or quality event occurrence.
2. Three Medical Staff Quality Reviewers will be appointed by the chair of each medical staff department (Medicine and Surgery). In the event a designated Medical Staff Quality Reviewer is unable to fulfill the term a new reviewer will be appointed by the chair of medical staff department as a replacement.
3. Medical Staff Quality Reviewers will be notified via secure email of cases needing review as they occur.

- a. Screening of case and outcome determination is expected to be completed within 2 weeks of notification.
4. The initial screening will determine if referral to the PPEC for peer review of the case in question is needed.
 - a. If care is appropriate, a summary of findings and final conclusion is documented in MIDAS using the initial review focus study. The case will be documented and trended via the Quality Management module in MIDAS by the Quality department. Trended results will be located on the OPPE profiles and other quality data profiles reviewed by medical staff.
 - b. If the case needs further follow-up, investigation, or it is unable to determine appropriateness of care a summary of findings and conclusion of further review needed is documented in MIDAS using the initial review focus study. The case will be documented and referred to the PPEC via the Quality Management module in MIDAS by the Quality Department. Cases requiring further review may include identification of system of care opportunities. Final conclusions of the review will be located on the OPPE profiles and other quality data profiles reviewed by medical staff.

D. Peer Review (performed by PPEC)

1. Members of PPEC will be notified by the Quality Department of cases that meet criteria for review when a minimum of 5 cases are queued for review by the committee or 60 days has lapsed from oldest queued event (60 days from when case is routed to PPEC). It is the responsibility of PPEC members to review cases prior to set meeting date for discussion and final outcome determination at PPEC meeting.
2. PPEC will meet, at a minimum, quarterly, and more often as needed dependent on volume of cases requiring review by the committee.
3. The PPEC will be provided a list of cases and/or practitioners for review prior to the meeting.
4. All reviews from PPEC will be directly entered into the Quality Management module of MIDAS using a secure log-in by a designated member of the committee or may be transcribed from meeting minutes by Quality.
5. A summary of findings will be documented on all cases for review.
6. Outcome determinations for final conclusions must be made by a consensus of members present at PPEC.
7. The PPEC will review all cases for peer review in which rule indicators are met, those referred by Medical Staff Quality Reviewers following initial screening, as well as cases with risk investigation/review and reported to insurance.
 - a. Practitioner standard of care rating will include the following outcomes:
 - i. Care Appropriate - case closed/trended
 - ii. Improvement Opportunity - education, follow-up, FPPE, etc. provided or delegated to another peer to provide to the practitioner in question.
 - a. Case can be closed in MIDAS once education, follow-up, FPPE, etc. is provided and documented with date.

- iii. At Risk Behavior - MEC notified of outcome finding and recommendation for next action.
 - a. Case can be closed after MEC final conclusion is made.
- iv. Reckless Behavior - referred to MEC with summary of findings and recommendations for appropriate action.
 - a. Case can be closed after MEC final conclusion is made.
 - b. If additional follow-up, referral, etc. is required prior to making a final conclusion the case is kept open and referred to the appropriate department. The case will be closed and trended upon final conclusion.
- 8. Practitioners exceeding the threshold for rate indicators will be reviewed by PPEC at an every six (6) month evaluation. The cases that contributed to the excess rate will be reviewed when indicated.
 - a. Individual practitioners will be notified of exceeding thresholds via the OPPE profile.
 - b. Additional follow-up, FPPE, education, etc. required for improvement will be determined by the PPEC. These activities may be performed by the appropriate Department Chair or Vice Chair if delegated by the PPEC.
- 9. Findings in which care is appropriate, yet system of care opportunities are identified is a possibility will be referred to the QAPI committee for organizational improvement interventions. Medical staff input, engagement, and support for system of care resolutions will be expected. The solution/plan for improvement developed by the QAPI committee will be reported back to PPEC as necessary.
- 10. Findings in which nursing, essential services, or other departments are needing to review or follow-up can be referred to the QAPI committee or appropriate individual department as necessary. It is the responsibility of the PPEC to communicate this need with appropriate department/committee. Medical staff input, engagement, and support for resolutions will be expected.

E. External Reviews

1. External reviews can be initiated by Medical Executive Committee after appropriate referral from PPEC and inability to determine a final conclusion.
2. If a case is sent for external review by another department within MHSC results of the external review as they pertain to individual practitioner performance are requested to be presented to the PPEC and enter into MHSC's internal peer review process if indicated.
3. The PPEC or MEC may require use of external peer review consultation in cases including, but not limited to:
 - a. The absence of an appropriate practitioner able to render an opinion regarding the FPPE.
 - b. The presence of a significant conflict of interest.
 - c. Potential for litigation.
 - d. Ambiguity, especially when dealing with vague or conflicting recommendations from internal reviewers.

- F. Practitioners performing reviews will not review their own cases.
- G. Practitioners serving on PPEC in which their case is being reviewed will not take part in the review process and outcome determination.
- H. The PPEC may request the practitioner in question to present the case to PPEC before an outcome determination can be made.
- I. Whenever possible, a practitioner involved as a member of the MEC, PPEC, or any other ad hoc committee tasked with peer review should vote in only one (1) level of the decision-making process. In situations in which this is not possible, practitioners are expected to limit their involvement in multiple levels of review.

V. **OPPE**

- A. Ongoing professional practice evaluation (OPPE) is factored into the decision to maintain, revise, limit, or revoke existing medical staff privileges.
- B. Nurse practitioners, physician assistants and other advanced practice clinicians are considered part of the Medical Staff per MHSC's Rules & Regulations.
- C. The following general competencies are included in OPPE :
 - 1. Patient Care: Practitioners are expected to provide patient care that is compassionate, appropriate and effective for the promotion of health, prevention of illness, treatment of disease and care at the end of life.
 - 2. Medical/Clinical Knowledge: Practitioners are expected to demonstrate knowledge of established and evolving biomedical, clinical and social sciences, and the application of their knowledge to patient care and the education of others.
 - 3. Practice-based Learning and Improvement: Practitioners are expected to be able to use scientific evidence and methods to investigate, evaluate and improve patient care practices.
 - 4. Interpersonal and Communication Skills: Practitioners are expected to demonstrate interpersonal and communication skills that enable them to establish and maintain professional relationships with patients, families and other members of healthcare interdisciplinary teams.
 - 5. Professionalism: Practitioners are expected to demonstrate behaviors that reflect a commitment to continuous professional development, ethical practice, an understanding and sensitivity to diversity, and a responsible attitude toward patients, families, colleagues, their profession, and society.
 - 6. Systems-based Practice: Practitioners are expected to demonstrate both an understanding of the contexts and systems in which healthcare is provided, and the ability to apply this knowledge to improve and optimize healthcare.
- D. The Quality Department will be responsible for compiling the OPPE profiles based on data available in MHSC's electronic data systems.
 - 1. OPPE profiles will include practitioner level metrics for Medical Staff indicators, including rule, rate, and review indicators. Profiles will also include indicators from other quality events that required a review by PPEC.
 - 2. OPPE profile metrics may change and evolve over time based on individual performance and opportunities for improvement and specialty specific indicators. Specialty specific measures will be recommended for inclusion on the OPPE profiles and approved by PPEC.

3. Other metrics will be included on the OPPE profiles to meet the six (6) general competency categories.
4. Profiles will be compiled every six (6) months.
- E. Medical Staff Services will be responsible for dispersing the OPPE profiles to individual practitioners for review every 6 months, at a minimum.
- F. PPEC will be responsible for reviewing OPPE profiles every six (6) months, at a minimum.
 1. Review is expected to be completed within 30 days of receiving OPPE profiles.
 2. Purpose is to review practitioner performance, identify trends and intervene when appropriate.
 - a. Individual improvement plans may be generated from this process.
 - b. If improvement plans are not effective in improving performance, recommendation and/or initiation for FPPE may occur.
 3. PPEC designated members are expected to communicate feedback and opportunities for improvement with individual practitioners when appropriate, or communicate with the appropriate Department Chair/Vice Chair for follow-up actions.

VI. FPPE

- A. Focused professional practice evaluation (FPPE) is a time-limited process to ensure there is sufficient information available to evaluate a practitioner's clinical competence. It may be initiated on an individual practitioner in the following situations:
 1. An initial request for privileges is made.
 2. An existing practitioner requests a new privilege or does not have documented evidence of performing a requested privilege.
 3. An existing practitioner requests assistance with an identified improvement opportunity.
 4. A question arises regarding a practitioner's ability to provide safe, high quality patient care. This can be initiated through the following processes, but not limited to:
 - a. OPPE trends
 - b. Low volume procedures
 - c. Sentinel event
 - d. Complaint
 - e. Variance from acceptable practice patterns
 - f. Variance from comparative peer performance data
 - g. Recommendations made to Medical Executive Committee
- B. Direct observation of the applicant is required (with the exception of Locum Tenens providers). The evaluator may use one or more of the following in addition to direct observation:
 1. Chart review.
 2. Discussion with other individuals involved in a patient's care.
 3. Monitoring of diagnostic and treatment techniques.
 4. Simulation.

5. Proctoring.
- C. FPPE plans will contain, at a minimum:
1. An individual designated as responsible for overseeing the plan.
 2. Specific criteria that will be monitored.
 3. Measures of success.
 4. Time frame for the plan.
 5. Parameters for extending the plan.
 6. Actions that may be taken if the performance is not satisfactory.
 7. Frequency of progress reports to appropriate committee and the practitioner.
- D. FPPE for initial request for privileges, existing practitioner requesting a new privilege or an individual request for improvement:
1. When the practitioner's credentials file is reviewed and approved by the department chair the Chair will assign FPPE for new practitioners or for existing practitioners requesting a new privilege.
 2. The Medical Staff Services Office will send the FPPE letter and an FPPE evaluation form to the practitioner after the practitioner's privileges have been approved by the Board of Trustees.
 3. The practitioner will be required to have a physician with the same or similar privileges complete an evaluation form for ten procedures performed, or ten patients for which they provided care.
 4. The practitioner requesting the privileges will assist with the process and can choose the evaluators for their cases. When possible, the practitioner should request that 50% of the cases are evaluated by a physician from a different practice.
 5. The FPPE for initial privileges will need to be completed within six (6) months from the date the privileges were granted.
 6. All FPPE evaluation forms should be turned into the Medical Staff Services Office.
 7. The Medical Staff Office will forward a copy of all completed FPPE evaluation forms to the appropriate department chair for their review and approval.
 8. If an event happens in the last month of initial monitoring, the FPPE can be extended for six (6) months or five (5) cases, whichever comes first.
 9. If FPPE is found to be unsatisfactory, the practitioner will be referred to the Credentials Committee for final determination regarding continuation of privileges.
- E. Locum Tenens physicians will be required to participate in FPPE. However, because they are often working when other physicians in their specialty are away, direct observation may not always be possible. In addition, locum physicians may only be contracted for a short time period, so the requirements of ten (10) cases in a six (6) month time period is not practical. To address these matters, a separate FPPE form for locum providers will be used. This form will be sent to all providers who have had the opportunity to interact with the locum doctor. The form will also be sent to nurse managers, medical records, and any other relevant department leaders. The locum FPPE form will be sent out each time the provider works, unless they are contracted for an extended period of time. In those cases, the form will be sent out at least every other month. The form includes a section asking if the locum provider should be recommended for future assignments.

F. FPPE for triggered events outside of the initial request for privileges or requested improvement:

1. When a triggered Focused Professional Practice Evaluation is initiated, with the exception for initial request for privileges, the following events shall occur:
 - a. The PPEC chairperson shall notify the MEC at the next regularly scheduled MEC meeting that a FPPE is either recommended and/or has been initiated.
 - b. The data supporting the necessity for recommendation/initiation is reviewed and analyzed by MEC for appropriateness.
 - c. The involved practitioner will be given both verbal and written notice by either the chairperson of the PPEC, the Chief of Staff, or the MEC's designee regarding the specific concerns which have been identified and are the basis for initiating the FPPE.
 - d. The involved practitioner will be given access to medical records and other appropriate information necessary to respond to the cases or events, as applicable.
 - e. The PPEC will be responsible for following-up on the FPPE plan with the individual practitioner.
 - f. The PPEC can at any point during the FPPE require the provider under evaluation to address the PPEC in person. A reasonable amount of time will be established by the PPEC for this to occur on a case by case basis. Failure of the practitioner to comply with the requests for additional information or a personal appearance shall be considered a violation of Medical Staff Bylaws and will result in automatic suspension of the practitioner's privileges.
 - g. Prior to reaching a final conclusion, the PPEC must require the involved practitioner to respond to the committee's concerns by addressing the PPEC in person. It shall be the obligation of the practitioner being reviewed to fulfill this requirement within a reasonable period of time as may be established by the PPEC. The involved practitioner shall be strongly encouraged to submit a written response to all identified clinical concerns as well. Failure of the practitioner to comply with the requests for additional information or a personal appearance shall be considered a violation of Medical Staff Bylaws and will result in automatic suspension of the practitioner's privileges.
 - h. The conclusions and recommendations of a FPPE shall be recorded in writing and shall include a record of any medical record reviews, interviews, reports, medical literature information utilized, relevant clinical practice guidelines and/or evidence based information which has been used in arriving at the FPPE's conclusions. The recommendations shall include consideration of the need for corrective action, education, additional performance monitoring (internal or external), and/or other actions deemed appropriate by the PPEC.
 - i. The findings and conclusions of the FPPE evaluation shall be reported to the MEC by the PPEC chairperson or designee at the next regularly scheduled MEC meeting.
 - j. A FPPE shall be completed within 120 days of initiation when possible, dependent on the nature of the situation. If the PPEC is not able to complete the FPPE within 120 days of initiation, a report will be submitted to the MEC regarding the status and timeliness of the FPPE in progress.
 - k. Upon completion of the FPPE, outcome findings will be reported to MEC, who will notify the practitioner in writing of results.
 - l. Correspondence with the practitioner regarding the monitoring plan, progress reports, and

the final report will be included in the practitioner's peer review file, which are reviewed by Credentials Committee as part of the appointment/reappointment process.

VII. Confidentiality

- A. **WY Stat § 35-2-910 Section A.** "Each licensee [hospital, healthcare facility and health services] shall implement a quality management function to evaluate and improve patient and resident care and services in accordance with the rules and regulations promulgated by the division. Quality management information relating to the evaluation or improvement of the quality of health care services is confidential. Any person who in good faith and within the scope of the functions of a quality management program participates in the reporting, collection, evaluation, or use of quality management information or performs other functions as part of a quality management program with regards to a specific circumstance shall be immune from suit in any civil action based on such functions brought by a health care provider or person to whom the quality information pertains. In no event shall this immunity apply to any negligent or intentional act or omission in the provision of care" (Wyoming Laws, 2015).
- B. 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.
- C. Only the following individuals will have access to provider-specific peer review information and only for purposes of evaluation and improvement of the quality of care rendered in the hospital:
1. The specific provider.
 2. The Chief of Staff for purposes of considering corrective action.
 3. Department chairpersons (for members of their department only) for purposes of initial chart review or considering corrective action.
 4. Members of the PPEC, MEC, and Credentials Committees for purposes of considering corrective action and as part of the appointment/reappointment process.
 5. Medical staff service professionals supporting the credentialing process and to the extent that the access to this information is necessary for re-credentialing or formal corrective action.
 6. The Quality Department for purposes of tracking peer review processes, OPPE profile compilation, and generating reports as requested by parties privileged to the information.
 7. Individuals performing surveys for accrediting bodies with appropriate jurisdiction (i.e. TJC, CMS, DHS, etc.).
 8. The Hospital Chief Executive Officer (CEO) when information is needed to take immediate formal corrective action for purposes of summary suspension by the CEO.
- D. No copies of peer review documents will be created and distributed unless authorized by medical staff policy or bylaws, the MEC, PPEC, or by mutual agreement between the Chief of Staff and CEO for purposes of deliberations regarding corrective action on specific cases.
- E. No copies of peer review information will be given to other facilities or agencies without specific written authorization from the practitioner.

Approved PPEC- 9/27/2018

Approved MEC 6/27/2017, 10/16/2018

References

Agency for Healthcare Research and Quality [AHRQ]. (2018). *Quality*. <https://www.ahrq.gov/topics/quality.html>

Institute of Medicine [IOM]. (1990). Medicare: A strategy for quality assurance: Volume II sources and methods. *Institute of Medicine (US) committee to design a strategy for quality review and assurance in Medicare*. Washington (DC): National Academies Press.

The Christ Hospital. (2013). Ongoing professional practice evaluation. Retrieved from https://www.thechristhospital.com/Documents/.../Medical_Staff_Bylaws.pdf.

Adapted for MHSC use, with modifications, with written electronic mail permission from Jeni, Medical Staff Services Manager at The Christ Hospital received March 21, 2017.

The Greeley Company, LLC. (2017). Physician and hospital leadership seminars: Peer review bootcamp. Materials presented at: Peer Review Bootcamp. Physician and Hospital Leadership Seminar; 2017 January 19-21; Desert Springs, CA.

Stanford Health Care. (2016). Peer review and focused professional practice evaluation (FPPE) policy for medical staff and advanced practice providers (APPs). Retrieved from <https://stanfordhealthcare.org/content/dam/SHC/health-care-professionals/medical-staff/policies/peer-review-and-focused-professional-practice-evaluation-fppe-4-16.pdf>

Adapted for MHSC use, with modifications, with written electronic mail permission from Debra, Administrative Director, Medical Staff Services and Pediatric Residency Program at Stanford Health Care received February 27, 2017.

Wyoming Laws. (2015). Title 35, Public Health and Safety. Wyoming Statute W.S. §35-2-910 (1977). Quality management functions for health care facilities; confidentiality; immunity; whistle blowing; peer review. Retrieved from Thomson Reuters WestlawNext.

Attachments:

[FPPE Department Chair Review](#)
[FPPE Evaluation Form](#)
[FPPE Locums Tenens Evaluation Form](#)
[Medical Staff Professional Practice Review Indicators 2019-2020](#)
[Medical Staff Professional Practice-Peer Review Process Flow- OPPE 2019-2020](#)



FOCUSED PROFESSIONAL PRACTICE EVALUATION

Department Chair Recommendation

Practitioner: _____ Specialty: _____

valuator name(s): _____

ate appointed: _____ ☐ New Applicant ☐ Existing Provider Reuesting New Privilege

Department Chair Review

- | | |
|---|--|
| 1. Has this practitioner completed all aspects of his/her OPP? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 2. Does this staff member demonstrate current clinical competence? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 3. Was this staff member cooperative with colleagues, nurses, and other hospital staff? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 4. Has this staff member demonstrated any signs of unacceptable behavior? | <input type="checkbox"/> Yes <input type="checkbox"/> No |

Comments: _____

Recommendation:

- ☐ Conclude OPP and begin OPP
- ☐ Grant New Privilege n: _____
- ☐ Improvement Plan Recommended
- ☐ Other _____

Department Chair Signature _____

ate _____



FOCUSED PROFESSIONAL PRACTICE EVALUATION (FPPE)

The Joint Commission standards state that a period of focused review is required for all new privileges. This includes all privileges for new applicants and all newly requested privileges for existing providers. Focused professional practice evaluations can also be triggered by low volume procedures, a sentinel event, complaint, variance from acceptable practice patterns, or variance from comparative peer performance data.

You are being asked to participate in FPPE for the following reason:

☐ New Applicant ☐ Existing Provider Requesting New Privilege

Providers are requested to assist with this process by having a physician with the same (or similar) privileges complete the attached form. You must have a focused professional practice evaluation for ten procedures performed, or ten patients you provided care for. The reviews need to be **completed within six months from the date you were granted privileges**. Providers that have not completed this requirement within the six month time period will be referred to the Credentials Committee for final determination regarding continuation of privileges.

Please give a copy of the attached form to a physician evaluator of your choice for ten cases (you can choose a different evaluator for each case, or one evaluator for all 10 cases.) *If possible*, 50% of the cases should be evaluated by a physician from a different practice. Also provide your evaluator with a copy of your attached delineation of privileges form. Please ask the evaluator to complete and submit the form to the Medical Staff Services Office.

NOTE: If an event happens in the last month of initial monitoring, or if FPPE is unsatisfactory, then FPPE can be extended for six months or five cases, whichever comes first. If there is continued concern about specific privileges, Provider will be referred to Credentials Committee for final determination regarding continuation of privileges.

Please submit the completed forms to the following:

Mail: MHSC Medical Staff Services Office
Attention: Kerry Downs, 1200 College Drive, Rock Springs, WY 82901

Email: kdowns@sweetwatermemorial.com

Fax: 307-352-8502, Attention: Kerry Downs



FOCUSED PROFESSIONAL PRACTICE EVALUATION FORM

Evaluator: Please complete this form and return it to the Medical Staff Services Office. It is a FPPE evaluation for the following reason:

☐ New Applicant ☐ Existing Provider Requesting New Privilege

Individual Requesting Privileges: _____

Evaluator Name (print): _____				Type of Case/Procedure:		
Direct Observation is Required. You may use other methods of evaluation in addition to direct observation. DO = Direct Observation S = Simulation D = discussion with others involved in patient's care CR = Chart Review P = Proctoring M = Monitoring of diagnostic and treatment techniques						Patient Sticker:
Patient Care:	YES	NO	NA	Comment		Method of Evaluation
H&P is complete and recorded within 24 hours of admission						
All Medical Records entries appropriate to patient condition and treatment						
Medication Orders appropriate to patient condition and treatment						
Makes informed decisions based on patient information, current scientific evidence, and sound clinical judgment.						
Provides compassionate, appropriate, effective care for promotion of health, prevention of illness, treatment of disease, and at the end of life.						
Professionalism:						
Exhibits behavior that encourages and promotes team work, communication and a collaborative work environment. Demonstrates a commitment to providing care in a compassionate and ethical manner with understanding and sensitivity to diversity.						

Patient Care:	YES	NO	NA	Comment	Method of Evaluation
Practice-Based Learning and Improvements:					
Participates in the education of patients, families, students, and co-workers. Works to improve patient care practices.					
Systems-Based Practice:					
Demonstrates an understanding of Evidence-Based Practice and the ability to apply this knowledge to provide safe, patient-centered care.					
Medical/ Clinical Knowledge:					
Demonstrates knowledge of established clinical sciences and applies that knowledge to patient care.					
Interpersonal Communication Skills:					
Demonstrates effective communication that helps to develop professional relationships with patients, families, physicians, and other health care workers.					

Evaluating Physician Name & Signature: _____

Date/Time of Review: _____

R 06/2018

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Locums Tenens Focused Professional Practice Evaluation Form

Physician's Name: _____ Specialty: _____

Is this Physician ☐ or ☐ed at MHSC: _____

PROFESSIONAL KNOWLEDGE, SKILLS, AND ATTITUDE

Please base your evaluation of the following factors on the applicant's demonstrated performance compared to that reasonably expected of a physician with a similar level of training, experience and background. (1=Excellent 2=Above Average 3=Average 4=Below Average 5=Poor 6=No Info)

Please rate the following:

	AA	AV	BA	P	NI
Basic Medical Knowledge	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Professional Judgment	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Sense of Responsibility	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Clinical Competence	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Technical Skill	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Cooperativeness <input type="checkbox"/> Ability to <input type="checkbox"/> or <input type="checkbox"/> with Others	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Medical Record Currency	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Quality of Medical Records	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Patient Management	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Physician/Patient Relationship	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Ability to Understand <input type="checkbox"/> Speak <input type="checkbox"/> and <input type="checkbox"/> Write <input type="checkbox"/> English	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Relationship with <input type="checkbox"/> Nursing Staff	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Could you recommend this physician for future assignments at MHSC ☐ Yes ☐ No ☐

CONDUCT AND HEALTH STATUS

(If answered "yes" please give details on separate sheet.)

Has the physician ever shown signs of any behavior, drug or alcohol problems? Yes _____ No _____

Has the physician ever shown signs of any mental or physical health problems? Yes _____ No _____

Comments: _____

Signature/Title

Date

Printed Name: _____

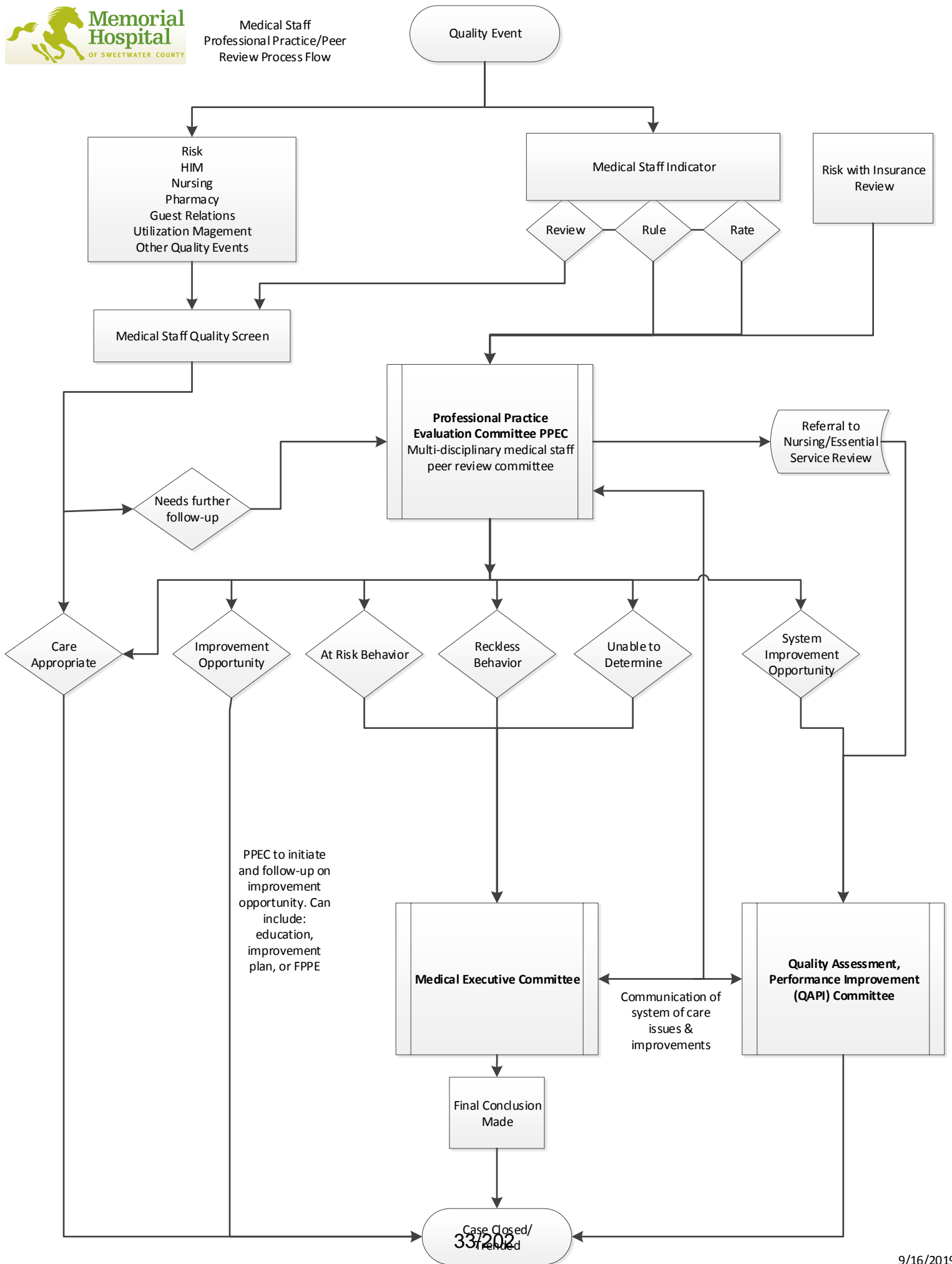
Medical Staff Indicator	Category for Review	Indicator Source	MHSC Rate- 2017	Comparison Data 2017	Comparison Source	Quality Measure Reference- Worklist Crosscheck
All Medical Staff Providers						
Mortality/Acute Care	Rate	Datavision/Acute Care - Mortality Rate	1.89%	2.50%	MIDAS CDB	CDBR:009 Acute care- Mortality Rate
Mortality/ED	Rate	Datavision/Emergency Department - Mortality Rate	0.00%	0.01%	MIDAS CDB	CDBR:2144 Emergency Department - Mortality Rate
Transfers to another acute care hospital- from Acute Care	Rate	MHSC internal data, discharge codes	6%	5%	Previous Year 2016	3267- R-Qual-Transfers to another acute care hospital- peer review
Transfers to another acute care hospital-from ED	Rate	Datavision/Emergency Department- % Discharged to Outside Acute Care	4.12%	4.57%	MIDAS <100 beds	CDBR:132 Emergency Department- % Discharged to Outside Acute Care Rate
30-day readmissions	Rate	Acute care 30 day readmissions, inpatients and observation readmitted w/in 30 days to IP or OBS, all cause	6.00%	5.00%	Previous Year 2016	3448- R-Qual-30-day readmissions- Peer review-IP and OBS
Untoward effect of transfusions	Rate	MHSC internal data, identified by Dr. Karns in transfusion review process	0.92%	0.55%	Previous Year 2016	3312- R-BB- Transfusion Reactions
ED Traumas	Review/Referral	MHSC internal data, identified by Trauma Physician and referred to Peer Review if indicated				Referred from Dr. Jamias or Tiffany Uranker if indicated for further review, sent via e-mail to quality
Sepsis Management Bundle (SEP-1)	Review	CMS SEP-1 National Hospital Quality Measure	41.43%	51%	MIDAS CDB	Core SEP 1 -OFI Group: Early Management Bundle, Severe Sepsis/Septic Shock
Patient Safety Indicators	Review	CMS/AHRQ Patient Safety Indicators/Hospital Acquired Condition Program			MIDAS CDB- 2017-<100 bed-25th percentile	MIDAS Datavision, AHRQ Patient Safety and Quality, AHRQ Patient Safety Indicators, V7.0, ACA
PSI 02 Death in Low-mortality DRGs	Review	CMS/AHRQ Patient Safety Indicators/Hospital Acquired Condition Program				PSI 02 (v7.0) Death Rate in Low-Mortality DRGs- Per 1000 ACA, numerator
PSI 03 Pressure Ulcer	Review	CMS/AHRQ Patient Safety Indicators/Hospital Acquired Condition Program				PSI 03 (v7.0) Pressure Ulcer- Per 1000 ACA, numerator
PSI 04 Death in Surgical IP w/Ser Comp, Overall	Review	CMS/AHRQ Patient Safety Indicators/Hospital Acquired Condition Program				PSI 04 (v7.0) Death in Surgical IP w/Ser Comp, Overall- Per 1000 ACA, numerator
PSI 04a Death in Surgical IP w/Ser Comp, PE/DVT	Review	CMS/AHRQ Patient Safety Indicators/Hospital Acquired Condition Program				PSI 04a (v7.0) Death in Surgical IP w/Ser Comp, PE/DVT- Per 1000 ACA, numerator
PSI 04b Death in Surgical IP w/Ser Comp, Pneumonia	Review	CMS/AHRQ Patient Safety Indicators/Hospital Acquired Condition Program				PSI 04b (v7.0) Death in Surgical IP w/Ser Comp, Pneumonia- Per 1000 ACA, numerator
PSI 04c Death in Surgical IP w/Ser Comp, Sepsis	Review	CMS/AHRQ Patient Safety Indicators/Hospital Acquired Condition Program				PSI 04c (v7.0) Death in Surgical IP w/Ser Comp, Sepsis- Per 1000 ACA, numerator
PSI 04d Death in Surgical IP w/Ser Comp, Cardiac	Review	CMS/AHRQ Patient Safety Indicators/Hospital Acquired Condition Program				PSI 04d (v7.0) Death in Surgical IP w/Ser Comp, Cardiac- Per 1000 ACA, numerator
PSI 04e Death in Surgical IP w/Ser Comp, GI	Review	CMS/AHRQ Patient Safety Indicators/Hospital Acquired Condition Program				PSI 04e (v7.0) Death in Surgical IP w/Ser Comp, GI- Per 1000 ACA, numerator
PSI 05 Retained Surgical Item/Device Fragment	Review	CMS/AHRQ Patient Safety Indicators/Hospital Acquired Condition Program				PSI 05 (v7.0) Retained Surgical Item/Device Fragment- Per 1000 ACA, numerator
PSI 06 Iatrogenic Pneumothorax	Review	CMS/AHRQ Patient Safety Indicators/Hospital Acquired Condition Program				PSI 06 (v7.0) Iatrogenic Pneumothorax- Per 1000 ACA, numerator
PSI 07 Central Venous Catheter-related BSI	Review	CMS/AHRQ Patient Safety Indicators/Hospital Acquired Condition Program				PSI 07 (v7.0) Central Venous Catheter-Related BSI- Per 1000 ACA, numerator
PSI 08 In Hospital Fall with Hip Fracture	Review	CMS/AHRQ Patient Safety Indicators/Hospital Acquired Condition Program				PSI 08 (v8.0) In Hospital Fall with Hip Fracture- Per 1000 ACA, numerator
PSI 09 Perioperative Hemorrhage or Hematoma	Review	CMS/AHRQ Patient Safety Indicators/Hospital Acquired Condition Program				PSI 09 (v7.0) Perioperative Hemorrhage or Hematoma- Per 1000 ACA, numerator
PSI 10 Postop Acute Kidney Injury Requiring Dialysis	Review	CMS/AHRQ Patient Safety Indicators/Hospital Acquired Condition Program				PSI 10 (v7.0) Postop Acute Kidney Injury Requiring Dialysis- Per 1000 ACA, numerator
PSI 11 Postoperative Respiratory Failure	Review	CMS/AHRQ Patient Safety Indicators/Hospital Acquired Condition Program				PSI 11 (v7.0) Postop Respiratory Failure- Per 1000 ACA, numerator
PSI 12 Perioperative Pulmonary Embolism or DVT	Review	CMS/AHRQ Patient Safety Indicators/Hospital Acquired Condition Program				PSI 12 (v7.0) Perioperative Pulmonary Embolism or DVT- Per 1000 ACA, numerator
PSI 13 Postoperative Sepsis	Review	CMS/AHRQ Patient Safety Indicators/Hospital Acquired Condition Program				PSI 13 (v7.0) Postoperative Sepsis- Per 1000 ACA, numerator
PSI 14 Postoperative Wound Dehiscence	Review	CMS/AHRQ Patient Safety Indicators/Hospital Acquired Condition Program				PSI 14 (v7.0) Postoperative Wound Dehiscence- Per 1000 ACA, numerator
PSI 15 Accidental Puncture or Laceration	Review	CMS/AHRQ Patient Safety Indicators/Hospital Acquired Condition Program				PSI 15 (v7.0) Accidental Puncture or Laceration- Per 1000 ACA, numerator

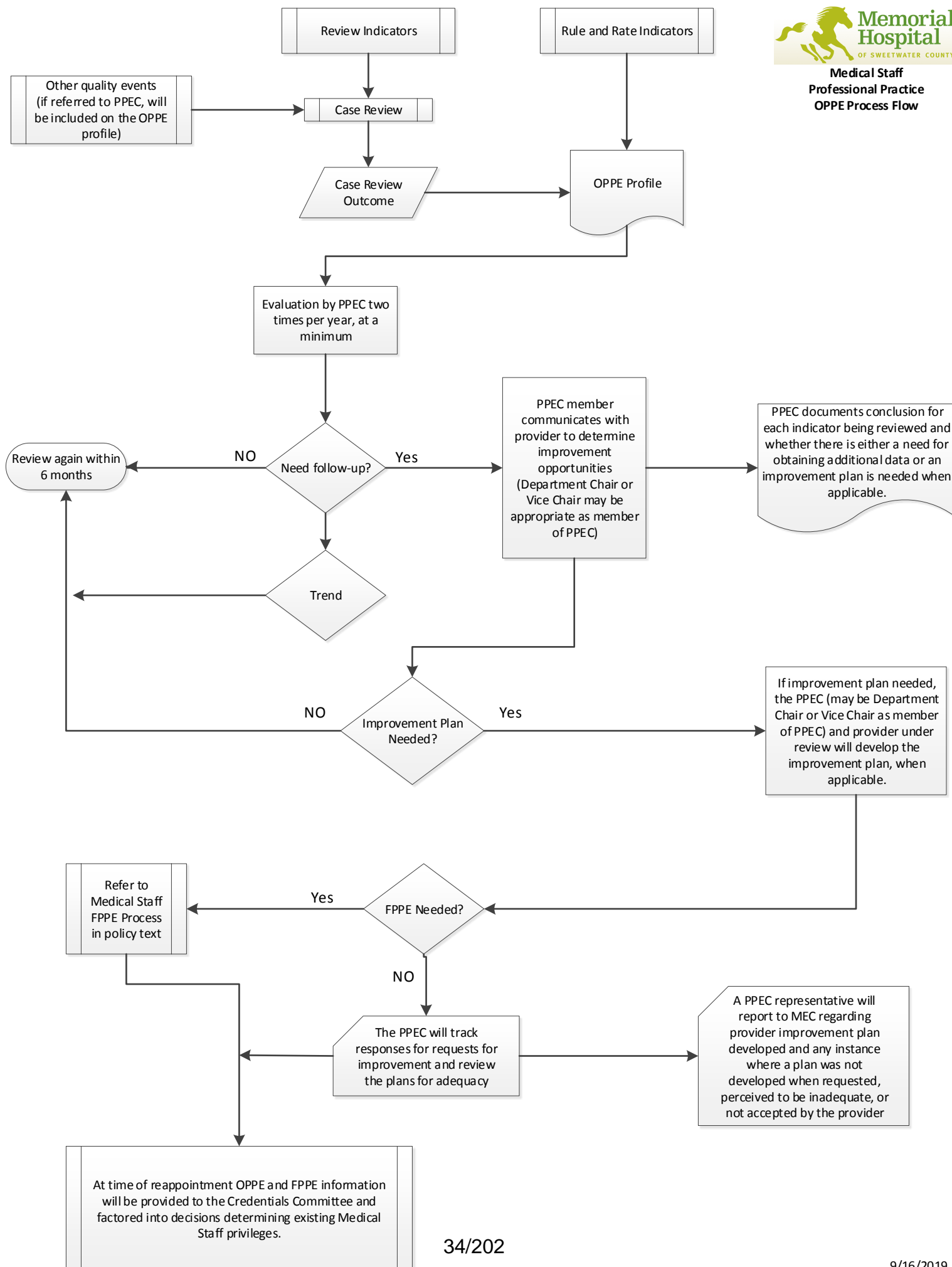
PSI 16 Transfusion Reaction	Review	CMS/AHRQ Patient Safety Indicators/Hospital Acquired Condition Program	PSI 16 (v7.0) Transfusion Reaction- Per 1000 ACA, numerator
-----------------------------	--------	--	---

Medical Staff Indicator	Category for Review	Indicator Source	MHSC Rate- 2017	Comparison Data 2017	Comparison Source	Quality Measure Reference- Worklist Crosscheck
All Medical Staff Providers						
Coded Complications of Care	Review	MIDAS coded complications of care				MIDAS Datavision, Safety, Patient Safety, Coded Complications of Care
Acute Postop Respiratory Insufficiency, NPOA, w/Surgical Proc	Review	MIDAS coded complications of care				CDBR:1429 Acute Postoperative Respiratory Insufficiency, NPOA – Per 1000 ACA with Surgical Procedure, numerator
Acute Postop Respiratory Insufficiency, NPOA	Review	MIDAS coded complications of care				CDBR:823 Acute Postoperative Respiratory Insufficiency, NPOA – Per 1000 ACA, numerator
Air Embolism, NPOA	Review	MIDAS coded complications of care				CDBR:824 Air Embolism, NPOA– Per 1000 ACA, numerator
Amputation Complications, NPOA	Review	MIDAS coded complications of care				CDBR:810 Amputation Complications, NPOA– Per 1000 ACA, numerator
Cardiac Arrest	Review	MIDAS coded complications of care				CDBR:825 Cardiac Arrest – Per 1000 ACA, numerator
Cardiac Arrest, NPOA	Review	MIDAS coded complications of care				CDBR:1334 Cardiac Arrest, NPOA –Per 1000 ACA, numerator
Cardiac Complications, NPOA	Review	MIDAS coded complications of care				CDBR:805 Cardiac Complications, NPOA– Per 1000 ACA, numerator
Cardiogenic Shock, NPOA	Review	MIDAS coded complications of care				CDBR:826 Cardiogenic Shock, NPOA– Per 1000 ACA, numerator
Death	Review	MIDAS coded complications of care				CDBR:800 Deaths, Elective Admission – Per 1000 ACA, numerator
Device or Implant, Inflammatory Reaction, NPOA	Review	MIDAS coded complications of care				CDBR:802 Device or Implant, Inflammatory Reaction, NPOA– Per 1000 ACA, numerator
Device or Implant, Functional Complications, NPOA	Review	MIDAS coded complications of care				CDBR:801 Device or Implant, Functional Complications, NPOA– Per 1000 ACA, numerator
Device or Implant, Other Complications, NPOA	Review	MIDAS coded complications of care				CDBR:803 Device or Implant, Other Complications, NPOA– Per 1000 ACA, numerator
Device/Implant Complications, Cardiac Incl. Valve, NPOA	Review	MIDAS coded complications of care				CDBR:1414 Device or Implant Complications, Cardiac Including Valve, NPOA– per 1000 acute care admits
Device/Implant Complications, Genitourinary/Urologic, NPOA	Review	MIDAS coded complications of care				CDBR:1417 Device or Implant Complications, Genitourinary/Urologic, NPOA–Per 1000 ACA, numerator
Device/Implant Complications, Nervous System, NPOA	Review	MIDAS coded complications of care				CDBR:1416 Device or Implant Complications, Nervous System, NPOA– Per 1000 ACA, numerator
Device/Implant Complications, Other/NEC Device, NPOA	Review	MIDAS coded complications of care				CDBR:1420 Device or Implant Complications, Other/NEC Device, NPOA–Per 1000 ACA, numerator
Device/Implant Complications, Peritoneal Dialysis Cath, NPOA	Review	MIDAS coded complications of care				CDBR:1418 Device or Implant Complications, Peritoneal Dialysis Catheter, NPOA–Per 1000 ACA, numerator
Device/Implant Complications, Vascular Device, NPOA	Review	MIDAS coded complications of care				CDBR:1415 Device or Implant Complications, Vascular Device, NPOA–Per 1000 ACA, numerator
Digestive System Complications, NPOA	Review	MIDAS coded complications of care				CDBR:808 Digestive System Complications, NPOA –Per 1000 ACA, numerator
Disruptions of Operative Wound, NPOA	Review	MIDAS coded complications of care				CDBR:816 Disruptions of Operative Wound, NPOA–Per 1000 ACA, numerator
DVT/PE, Orthopedic, NPOA w/ Total Knee/Hip Replacement	Review	MIDAS coded complications of care				CDBR:1430 DVT/PE, Orthopedic, NPOA– Per 1000 Inpatients with Total Knee or Hip Replacement ACA, numerator
Iatrogenic Pneumothorax, NPOA	Review	MIDAS coded complications of care				CDBR:820 Iatrogenic Pneumothorax, NPOA–Per 1000 ACA, numerator
Iatrogenic Pulmonary Embolus, NPOA	Review	MIDAS coded complications of care				CDBR:821 Iatrogenic Pulmonary Embolus, NPOA–Per 1000 ACA, numerator
Infection from Central Venous Cath, NPOA inpatients w/ CV Cath	Review	MIDAS coded complications of care				CDBR:1431 Infection from Central Venous Catheter, NPOA– Per 1000 Inpatients with Central Venous Catheter ACA, numerator
Intraoperative Injuries, NPOA	Review	MIDAS coded complications of care				CDBR:815 Intraoperative Injuries, NPOA - Per 1000 ACA, numerator
Intraoperative Injuries, NPOA with Surgical Procedure	Review	MIDAS coded complications of care				CDBR:1427 Intraoperative Injuries, NPOA–Per 1000 ACA with Surgical Procedure, numerator
Nervous System Complications, NPOA	Review	MIDAS coded complications of care				CDBR:804 Nervous System Complications, NPOA–Per 1000 ACA, numerator
Other Complications, NPOA	Review	MIDAS coded complications of care				CDBR:811 Other Complications, NPOA–Per 1000 ACA, numerator
Peripheral Vascular Complications, NPOA	Review	MIDAS coded complications of care				CDBR:806 Peripheral Vascular Complications, NPOA - Per 1000 ACA, numerator
Postoperative Hemorrhage/Hematoma, NPOA	Review	MIDAS coded complications of care				CDBR:1545 Postoperative Hemorrhage and Hematoma, NPOA –Per 1000 ACA, numerator

Medical Staff Indicator	Category for Review	Indicator Source	MHSC Rate- 2017	Comparison Data 2017	Comparison Source	Quality Measure Reference- Worklist Crosscheck
All Medical Staff Providers						
Coded Complications of Care (cont.)	Review	MIDAS coded complications of care				MIDAS Datavision, Safety, Patient Safety, Coded Complications of Care
Postoperative Hemorrhage/Hematoma, NPOA with Surgical Procedure	Review	MIDAS coded complications of care				CDBR:1545 Postoperative Hemorrhage and Hematoma, NPOA –Per 1000 ACA with Surgical Procedure, numerator
Postoperative Infections, NPOA	Review	MIDAS coded complications of care				CDBR:818 Postoperative Infections –Per 1000 ACA, numerator
Postoperative Pulmonary Edema, NPOA	Review	MIDAS coded complications of care				CDBR:822 Postoperative Pulmonary Edema –Per 1000 ACA, numerator
Postoperative Pulmonary Edema, NPOA with Surgical Procedure	Review	MIDAS coded complications of care				CDBR:1428 Postoperative Pulmonary Edema, NPOA –Per 1000 ACA with Surgical Procedure, numerator
Postoperative Shock, NPOA	Review	MIDAS coded complications of care				CDBR:812 Postoperative Shock, NPOA- Per 1000 ACA, numerator
Postoperative Shock, NPOA with Surgical Procedure	Review	MIDAS coded complications of care				CDBR:1424 Postoperative Shock, NPOA –Per 1000 ACA with Surgical Procedure, numerator
Reattached Extremity or Body Part Complications, NPOA	Review	MIDAS coded complications of care				CDBR:1423 Reattached Extremity or Body Part Complications, NPOA - Per 1000 ACA, numerator
Respiratory Complications, NPOA	Review	MIDAS coded complications of care				CDBR:807 Respiratory Complications, NPOA–Per 1000 ACA, numerator
Retained Foreign Body, NPOA	Review	MIDAS coded complications of care				CDBR:817 Retained Foreign Body, NPOA - Per 1000 ACA, numerator
Transfusion Reactions, All Types, NPOA	Review	MIDAS coded complications of care				CDBR:819 Transfusion Reactions, All Types, NPOA Per 1000 Inpatients ACA, numerator
Transplanted Organ Complications, NPOA	Review	MIDAS coded complications of care				CDBR:1422 Transplanted Organ Complications, NPOA–Per 1000 ACA, numerator
Urinary Complications, NPOA	Review	MIDAS coded complications of care				CDBR:809 Urinary Complications, NPOA- Per 1000 ACA, numerator
Uterine Rupture During Labor, NPOA	Review	MIDAS coded complications of care				CDBR:827 Uterine Rupture during Labor, NPOA - Per 1000 Deliveries ACA, numerator
Hospital Acquired Conditions	Rule	MIDAS National Quality Improvement Projects, CMS Hospital Acquired Conditions				MIDAS, National Quality Improvement Projects, CMS Hospital Acquired Conditions, ACA
Air Embolism	Rule	MIDAS National Quality Improvement Projects, CMS Hospital Acquired Conditions				CDBR:1160 Air Embolism –Per 1000 ACA, numerator
Blood Incompatibility	Rule	MIDAS National Quality Improvement Projects, CMS Hospital Acquired Conditions				CDBR:1161 Blood Incompatibility - Per 1000 ACA, numerator
Catheter Associated UTI	Rule	MIDAS National Quality Improvement Projects, CMS Hospital Acquired Conditions				CDBR:1158 Catheter Associated UTI –Per 1000 ACA, numerator
DVT/PE, Orthopedic	Rule	MIDAS National Quality Improvement Projects, CMS Hospital Acquired Conditions				CDBR:1167 DVT/PE, Orthopedic -Per 1000 ACA, numerator
Foreign Body Left During Procedure	Rule	MIDAS National Quality Improvement Projects, CMS Hospital Acquired Conditions				CDBR:1162 Foreign Body Left During Procedure - Per 1000 ACA, numerator
Hospital Acquired Injuries	Rule	MIDAS National Quality Improvement Projects, CMS Hospital Acquired Conditions				CDBR:1164 Hospital Acquired Injuries –Per 1000 ACA, numerator
Iatrogenic Pneumothorax with Venous Cath	Rule	MIDAS National Quality Improvement Projects, CMS Hospital Acquired Conditions				CDBR:1404 Iatrogenic Pneumothorax with Venous Catheter -Per 1000 ACA, numerator
Infection from Central Venous Catheter	Rule	MIDAS National Quality Improvement Projects, CMS Hospital Acquired Conditions				CDBR:1163 Infection from Central Venous Catheter -Per 1000 ACA, numerator
Mediastinitis after CABG	Rule	MIDAS National Quality Improvement Projects, CMS Hospital Acquired Conditions				CDBR:1165 Mediastinitis after Coronary Artery Bypass Graft -Per 1000 ACA, numerator
Poor Glycemic Control	Rule	MIDAS National Quality Improvement Projects, CMS Hospital Acquired Conditions				CDBR:1170 Poor Glycemic Control -Per 1000 ACA, numerator
Pressure Ulcers, NPOA, All Stages	Rule	MIDAS National Quality Improvement Projects, CMS Hospital Acquired Conditions				CDBR:1159 Pressure Ulcers, NPOA, All Stages -Per 1000 ACA, numerator
Pressure Ulcers, NPOA, Stages III and IV	Rule	MIDAS National Quality Improvement Projects, CMS Hospital Acquired Conditions				CDBR:1166 Pressure Ulcers, NPOA, Stage III and IV -Per 1000 ACA, numerator
Surgical Site Infections, Bariatric	Rule	MIDAS National Quality Improvement Projects				CDBR:1169 Surgical Site Infections, Bariatric -Per 1000 ACA, numerator
Surgical Site Infections, CIED	Rule	MIDAS National Quality Improvement Projects				CDBR:1400 Surgical Site Infections, CIED -Per 1000 ACA, numerator

Surgical Site Infections, Orthopedic	Rule	MIDAS National Quality Improvement Projects				CDBR:1168 Surgical Site Infections, Orthopedic -Per 1000 ACA, numerator
Medical Staff Indicator	Category for Review	Indicator Source	MHSC Rate- 2017	Comparison Data 2017	Comparison Source	Quality Measure Reference- Worklist Crosscheck
Pediatrics						
Newborn readmission within 1 week for phototherapy to treat hyperbilirubinemia	Review	MIDAS MHSC protocol review				Indicator based worklist -3382
Obstetrics						
Early Elective Delivery (PC-01)	Rule	CMS/TJC PC-01 National Hospital Quality Measure				Core PC-1 -OFI Group: Early Elective Delivery
Cesarean Section	Rate	MIDAS Datavision- Maternal Deliveries- Percent Total C-Section	23.23%	32.68%	MIDAS CDB	CDBR:083 Maternal Deliveries- Percent Total C-Section
Induction Rates	Rate	MIDAS Datavision- Percent with Labor Induction	37.10%	15.82%	MIDAS CDB	CDBR:868 Maternal Deliveries- Percent with Labor Induction
Eclampsia	Review	MIDAS MHSC				Indicator based worklist -2855
Severe eclampsia/HELLP	Review	MIDAS MHSC				Indicator based worklist -1756
Delivery of infant weighing less than 2500 grams	Review	MIDAS Datavision- Live Births- Less Than 2500 Grams	4.83%	6.29%	MIDAS CDB	CDBR:093 Live Births- Percent Less Than 2500 Grams (numerator)
Birth injury	Review	MIDAS Datavision- Birth Injury, Overall	5.63%	3.22%	MIDAS CDB	CDBR:1763 Birth Injury, Overall- Per 1000 Live Births (numerator)
Major Puerperal Infections	Review	MIDAS Datavision- Major Puerperal Infections	2.02%	3.50%	MIDAS CDB	CDBR:090 Major Puerperal Infections-Per 1000 deliveries (numerator)
Pathology/Surgery						
Pre-operative, Post-operative, Pathology discrepancies	Review, referral	MHSC internal data, reviewed and referred by Dr. Karn if indicated				Data reviewed by Dr. Karn, any fallouts or cases needing to have further review will be referred into the peer review process
Use of Recommended Intervals between colonoscopies for average-risk patients	Rate	CMS, National Hospital Quality Measure	96.30%	100%	MIDAS CDB- 80th percentile	Core OP29/ASC9 -OFI Group: Colonoscopy:F/U for Avg Risk Pts
Radiology						
Random radiology read reviews	Review	MHSC internal process, quarterly report reviewed by PPEC during OPPE review				Quarterly report obtained from Dr. Matti and radiology department. Report shared with PPEC and reviewed during Q6 month OPPE review for general services
Abdomen CT- use of contrast material (OP-10)	Review	CMS Claims- National Hospital Quality Measure, Hospital Compare, using MIDAS built indicator to obtain real-time	14.10%	7.80%	Ntl avg- CMS	3459- C-Enc-CPT codes with & without contrast OP-10 (num)
Head CT or MRI scan results for acute ischemic stroke or hemorrhagic stroke patients who received head CT or MRI scan interpretation within 45 minutes of ED arrival (OP-23)	Rate	MIDAS/CMS/National Hospital Quality Measure	54.55%	75.76%	Ntl avg -CMS	Core OP-23- OFI Group: Head CT/MRI Results for STK Pts w/in 45 Min of Arrival
Outpatient Clinic			2018 as of 7/31/2018	Benchmark for points		
MIPS Quality Measures		eMD Data, polaris dashboard metrics, by physician				
Hypertension: Improvement in Blood Pressure	Rate	CMS 65 MIPS quality improvement measure, eMD, polaris	2017: 30.26% 2018: 3.22%	33.10%	Polaris	CMS 65 Hypertension: Improvement in Blood Pressure, eMD, polaris report by physician
Diabetes: Hemoglobin A1c (HbA1c) Poor Control (>9%)	Rate	CMS 122 MIPS quality improvement measure, eMD, polaris	2017: 40.21% 2018: 80.89%	40.49%	Polaris	CMS 122 Diabetes: Hemoglobin A1c (HbA1c) Poor Control (>9%), eMD, polaris report by physician
Pneumococcal Vaccination Status for Older Adults	Rate	CMS 127 MIPS quality improvement measure, eMD, polaris	2017: 64.82% 2018: 72.7%	46.30%	Polaris	CMS 127 Pneumococcal Vaccination Status for Older Adults, eMD, polaris report by physician
Preventive Care and Screening: Influenza Immunization	Rate	CMS 147 MIPS quality improvement measure, eMD, polaris	2017: 60.72% 2018: 56.13%	39.30%	Polaris	CMS 147 Preventive Care and Screening: Influenza Immunization, eMD, polaris report by physician





appoint and reappoint approval form revised 10 2019

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

MEDICAL STAFF SERVICES

Name/Specialty/Department: _____

I have reviewed this application for appointment/advancement/reappointment and all supporting documentation and information including requested privileges and the Ongoing Professional Practice Evaluation (OPP) profile (if applicable).
☐ I recommend ☐ I do not recommend the applicant for medical staff membership and the privileges requested.

Comments: _____

Focused Professional Practice Evaluation (FPPE) Plan

Assigned (for initial appointment or additional privileges requested): ☐ ☐ ☐ ☐ es ☐ ☐ ☐ ☐ o ☐ ☐ ☐ ☐ ☐

Department Chairman _____ Date _____

I have reviewed this application for appointment/advancement/reappointment and all supporting documentation including requested privileges. The OPP profile is also reviewed (if applicable) and factored into credentialing decisions.
☐ I recommend ☐ I do not recommend the applicant for medical staff membership and the privileges requested.

Comments: _____ ☐ File is incomplete

Credentials Committee Member _____ Date _____

The Medical Executive Committee ☐ concurs ☐ does not concur
 with the recommendation of the Credentials Committee.

Comments: _____

President of the Medical Staff _____ Date _____

The Board of Trustees ☐ approves ☐ does not approve the recommendation of the Credentials Committee.

Comments: _____

President of the Board of Trustees _____ Date _____

REQUEST FOR TEMPORARY PRIVILEGES

Credentialing file pending final approval from Board of Trustees:

☐ mail ☐ approval
 Received

Chief Executive Officer _____ / _____
 Date _____ Date _____

To fulfill important patient care, treatment, or service needs:

Chief Executive Officer _____ / _____
 Date _____ Date _____

Department Chair _____ / _____
 Date _____ Date _____

Medical Staff President _____ / _____
 Date _____ Date _____

Present: Karali Plonski, Corey Worden, Dr. Kristy Nielson, Tami Love, Irene Richardson, Marty Kelsey, Dr. Barbara Sowada, Suzan Campbell, Kari Quickenden, Kara Jackson, Clayton Radakovich, Dr. Cielette Karn, Dr. Banu Symington

Absent/Excused: Leslie Taylor,

Guest: Dr. Melinda Poyer

Chair: Dr. Barbara Sowada

Approval of Agenda & Minutes

Dr. Sowada present the Agenda and the September 18, 2019 Minutes for approval. Ms. Campbell moved to approve and Mr. Radakovich seconded. The Agenda and Minutes were unanimously approved.

Old Business

Ms. Nelson presented updates to the Planetree Steering Committee. Dr. Curry was the committee Provider, but with his leaving they are looking for another. Yesterday was the committee's 6th scheduled committee meeting. Ms. Nelson handed out the Planetree Certification Criteria information outlining the 5 steps, noting they are always recruiting patient and family members to the Patient Centered Care Committee, a work group of the Planetree Steering Committee. The workgroup listens to patient stories and tours hospital areas each month. Another work group is the Patient Centered Care workshop which has trained 241 staff member already. This group meets every Wednesday. Ms. Nelson also passed out "H" caps, to remind people of the importance of checking our HCHAPS scores.

Dr. Nielson reported on OR Rounding – the old and heavy, unused equipment is being removed by Facilities, the pegboard is being replaced by a vinyl alternative. The equipment that was originally thought to have rust on it, turned out to be betadine that had "soaked" into the surface – they have been disposed of. We have also found a problem with the air exchange in a few rooms. Different procedures require positive or negative pressure or a specific number of air exchanges per hour. Specifically, Bronchoscopes which require a specific air exchange. We do only a few a year, so we are looking for an alternative area outside of the OR to use. Currently we are looking at Dr. Shamo's old area as that alternative, but it would require some renovation.

Dr. Nielson also reported on Sepsis Protocol. Changes have been made and taken to MEC for approval.

Ms. Jackson discussed the results of Resuscitation Data. We are investigating that all data and statistics are being captured. It is believed most information is being captured, but additional investigation is required to ensure all is captured.

Ms. Richardson updated the committee on the Lean project. Discussions are in process with Faith. We are evaluating our ability to dissolve the contract, and looking into options that are offered by Planetree.

Dr. Quickenden stated Medical Imaging Committee is working on Appropriate Use Criteria (AUC) which provides insight into specific diagnoses. We have taken CTs and MRIs and run through the process. CTs are not a priority in the process and do not run through properly, but MRIs are working well.

Dr. Karn and Ms. Jackson reviewed the OPPE process. Ms. Jackson feels they are in the final stages and nearly ready to run profiles and present to the Medical Staff. Dr. Sowada requested a possible sample for the Quality Committee to see and review next month. Dr. Karn noted we have seen a decrease in Induction rates, and that Ms. Jacobsen was instrumental in making that happen. It was additionally noted we need to be sure both our Providers and staff are communicating the same information to expectant mothers, regarding induction process and timing. Dr. Nielson will work with the Prenatal class to ensure they are also imparting the same information.

New Business

Dr. Poyer presented this morning's "Could it happen here?". She reviewed a grievance for a patient that was a rarity – he was a "zebra". We found that through our processes we had stopped doing a reflex test that could have helped diagnosis this case. Through the Grievance Committee with a consensus of the committee and providers we were able to find and implement a process in a "system error" in one day, and quickly implement a system change and process improvement. Dr. Poyer complimented Dr. Karn – "she is a gem and instrumental in making process changes".

Dr. Symington and Dr. Karn presented an additional "Could it happen here?" story, where a patient waiting in the ED was presumed to have left AMA, but later found to have died in the ED waiting room, while waiting. Dr. Poyer noted that we have made changes in our ED where there is someone that checks on patrons waiting periodically, but also we have a large open room, viewable from the clerk's station.

Ms. Richardson reported on University of Utah ED Meetings. Ms. Richardson stated she had a 3 hour conversation with an ED patient. He stated we planned to take to every media source he could, to let them know of the problem. Ms. Richardson requested the patient give us a chance to first fix the problem. Providers, Leaders and Board members from the U of U and MHSC, met to discuss the issues. A plan will be made, with goals and measurements being set. We have implemented a process where our Hospitalist will go to the ED to assess a patient before any decisions are made. We are working on ED throughput times, HCHAP scores and other process improvements. We will continue to have meetings with this group, to provide our community with improvements and ways to keep our patients here in our community. Dr. Karn will report back in November of results on the upcoming Medicine Meeting, where they intend to discuss barriers to use of telemedicine. We are also working to bring all the pieces of statistics together to evaluate and give us a better perspective on our numbers and where our patients are going – admitting in house or transferring out.

Dr. Nielson reported on our hand off process on the floors. We have been using SBAR (S=Situation, B= Background, A=Assessment, R=Recommendation) which is a good

communication tool when talking with providers, but have switched to a process called ISHAPED (I=Introduce, S=Story, H=History, A=Assessment, P=Plan, E=Error Prevention, and D=Dialogue) that is more relevant to patient communication. The bedside huddle has been changed up with a checklist that is part of the admission process now.

Meeting Adjourned

The meeting adjourned at 09:50 am

Next Meeting

November 20, 2019 at 08:15 am, CR 1 & 2

Respectfully Submitted,

Robin Fife, Recording Secretary

DRAFT

Quality Committee
Consent Agenda Quality Summary
October 2019

Our Priority/Focus Areas (**Bolded** in Summary below)

1. Patient Flow
2. HC/HPS/Patient Experience
3. Sepsis
4. Hand Off

1) Star Rating

- a. There are seven categories within the Star Rating and they are as follows: mortality, readmission, safety of care, efficient use of medical imaging, timeliness of care, patient experience (see next bullet) and effectiveness of care. Each of these seven categories contain several data metrics. Data within the following categories continues to trend in right direction: mortality and safety of care. Readmission rate for COPD category is 100% (this represents one patient with COPD readmission). Efficient use of medical imaging has mixed results. For OP – 8: MR Lumbar Spine for Low Back Pain measure is a claims based measure and we receive data annually. We are not able to replicate OP 8 (as we have in OP 10) due to the complexity of the measure. Mari Quenden will provide update regarding improvement efforts. For OP 10 we are projected to continue improvement towards the national average of 7.8%. In the past Mr. Matti has sent educational newsletter to all of our providers as well as providers within the community to help with improvement efforts for this measure. We have also included it in our internal review process as each case is ordered Mr. Matti reviews for appropriateness and sent for further review as necessary. Mr. Matti also provides education to individual physicians based on the results of this process. Within the Timeliness of Care category, **Ed-2b: ED Median Admit Decision Time to ED Departure Time** continues to see fluctuation. Two lean projects are complete for Patient Flow. ED department has completed second value stream map and recently completed associated data collection. Next step is picking storm cloud and developing an action plan. Within the Effectiveness of Care category we are seeing fluctuations with the data for **Core Sep1 – Early Management Bundle, Severe Sepsis/Septic Shock**. We are working closely with medical staff and nursing staff to develop a nurse driven protocol to improve our compliance with sepsis bundle which in turn improves patient outcomes. The protocol will go through MOC for approval and then staff and physician education will be rolled out. Also we recently completed the lean project for sepsis fluid administration in ED. We continue to have fluctuation in data for Core Op 29 Colonoscopy follow up for average risk patients and we are working with physician related to this measure.
- b. **Patient Experience-HCAHPS:** The “Overall Inpatient HC/HPS Dashboard” is the survey data that affects our Star Rating and Value Based Purchasing reimbursement program. This survey includes OAC and Med Surg. Within this survey we saw a

steady decrease in our scores within all questions from Q3 2018 to Q1 2019. With Q2 2019 the scores are improving again and with Q3 2019 (still incomplete data) we are seeing mixed results though each department is continuing to work on improvements specific to their area and chosen key driver to keep this momentum moving in the right direction.

- i. In May of 2019 we adopted a new focus on the “Overall Quality of Care” question score at the HCAHPS Committee level. Our vendor for HC HPS provides a statistical analysis of our HC HPS and targets the three questions known as key drivers within the HCAHPS that will improve our “Overall Quality of Care” Score. Research has shown that if our patients perceive our “Overall Quality of Care” as excellent, they are more likely to rate us better in all HC HPS questions. Each department has been provided with three key drivers specific to their department and are asked to pick a key driver to focus on and incorporate into a quality improvement project already occurring in the department. The Medical Staff have also received the key drivers pertaining to their departments and we are providing simple suggestions for improvement. The Quality Department is also rounding on the floors to assist in educating staff on HC HPS. The Quality Department has also completed presentations to the Planetree Steering Committee and the Leadership Team to help raise awareness and provide education regarding HCAHPS and each employee’s role in improving patient experience. Leaders are working with their staff to pick one key driver to focus on, develop counter measures and establish target completion dates for implementation.
- ii. Data for Overall Quality of Care by Department
 1. IP: Goal 42.2 Q3 2019 43.8 Meeting goal highest result since July 2016.
 2. IC: Goal 59 Q3 2019 – 58.3 Not meeting goal results decreased since last quarter low sample size can contribute to fluctuation in data.
 3. Med/Surg: Goal 60.6 Q3 2019 – 54.2 Not meeting goal slightly lower than last quarter
 4. O: Goal 71.9 Q3 2019 – 77.8 Meeting goal improvement seen over last three quarters. Highest score seen since October 2016 and currently exceeding 75th percentile for this question (strategic plan goal).
 5. Surgery: Goal 73.1 Q3 2019 – 73.3 Meeting goal slightly lower than last quarter
- iii. Data not yet complete

2) Risk/Safety

- a. Safety – The committee voted to use the Veteran’s Administration Safety Assessment Code matrix as the severity scale. The committee will vote on the charter at the next meeting in October.
- b. Exploration/Research teams are working on the following topics.
 - i. Falls – Team leader: Valerie Rogers – The team has been formed and data has been dispersed. The team has yet to meet.

- ii. Medication Overrides – Team leader: Roy Ohnstad – Education has been provided to departments that appears to have improved the initial override numbers. Pyxis software updates have been implemented in September.
 - iii. Violence Risk Assessment – Team leader: Jessica Han Malenbarg and Miriam Anderson – The validated Risk10 scale has been chosen by the team. An implementation team is being formed by the team leaders.
 - iv. Handoff – Team leader: Melissa Anderson – The project was transferred to the Safety Committee from QIP. The team will report in October.
 - c. September occurrence report numbers have rebounded positively. Numbers are going to continue to be monitored. The event types remain static this month.
 - d. Guest Relations – The group met once a week as planned in September. 18 cases were discussed and resolved by the committee in September. The outcomes and complaints can be found on the Grievance Outcome report for September.
- 3) P Standards
- a. Our P Standards within the dashboard include data metrics defined by Centers for Medicare and Medicaid Services (CMS) and the Joint Commission (JCI) as well as priorities identified by MHSC on the Quality Assessment Performance Improvement (QAPI) plan. Data is trending in right direction on all metrics except Maternal deliveries with labor induction. We have completed a lean project surrounding the scheduling of inductions. Our physicians recently defined the term “postdates”, which with help with streamlining improvement efforts. Mr. Barn is working with OB department and Perinatal Committee to further evaluate data. Updates will be provided at meeting by Mr. Barn.
- 4) Accreditation
- a. Floor rounding reports exist for September. October rounding has increased as a result and reports will be provided next month.
 - b. The larger changes in the Restraint and Seclusion policy and Suicide Risk Assessment process continue to go very well. Staff rounding is reinforcing the new policies with staff.
 - c. The Laboratory Survey window is currently open and closes December 7th. We expect to see 12 surveyors on site for 3 days. No issues with survey are expected at this time. The lab has done an excellent job preparing for this survey.

HR Chair Report to the Board for October 2019

The Turnover and Open Positions Reports were reviewed and may be found in the Board Packet along with the draft minutes of the meeting

Turnover

For some months now HR has been reporting a rolling twelve month statistic for average turnover. The Board's attention is directed to that number in this month's data. It stands at an all time low. It is anticipated that we may see some impacts next month as a result of layoffs that have occurred in some sectors of the local economy.

Telecommuting Policy

For continues on this policy. The last revision considered seven items. Two of these were grammatical in nature. The other five can be described as evolution of thinking by the committee. This evolution is interesting in that it is a coming to grips with the true nature of telecommuting. It is anticipated that the policy may be voted on at the November committee meeting.

Compensation Survey

The costs and structure of a compensation survey were discussed by the committee. HR has obtained some initial cost numbers per position surveyed. The structure (a grouping of like jobs) will have a significant impact on the cost of the survey. For continues on this effort.

Financial Planning

A question was raised at the last Board meeting concerning how many employees are taking advantage of the full match available for their savings programs. The concern being that all employees should be encouraged to do so. The topic was discussed by the committee and HR filled committee members in on the ways employees were encouraged to do so. The committee was pleased to find out that many are taking advantage of this employee benefit.

Next Meeting

The next HR Committee meeting is scheduled for November 19, 2019.

Human Resources Committee Meeting
Monday, October 21, 2019
3:00 PM – MOB Conference Room
AGENDA

Old Business

- I. Turnover Report - Amber
- II. Open Positions –Amy
- III. Telecommuting policy, draft updated – sent via email on 10/16/19
- IV. Compensation Consulting Discussion/Update – Amber
- V. Employee Engagement Survey Discussion/Update – Amber, Marty, Ed

New Business

- VI. Committee member reports, other discussion(s) – Retirement plans
- VII. Committee member reports, other discussion(s) – as needed
- VIII. Determination of Next Meeting Date

DRAFT

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
Human Resources Committee Meeting- **Minutes Draft**
Monday, September 16, 2019
MOB Conference

Trustee Members Present: Marty Kelsey, Ed Tardoni

Members Present: Amber Fisk, Irene Richardson, Susan Campbell

Guests: Amy Lucy, Ruthann Wolfe, Noah Newman, Kristy Neilson, Tami Love

Members Absent: None

Ed T. called the meeting to order at 3:03pm.

OLD BUSINESS:

Turnover Report:

Amber F. shared the following:

- Hospital wide turnover was 5 people for August 2019
- Rolling 12 month at 22% (Aug. '18 – Aug. '19)
- Clinic we have lost 2 people this year.
- 519 Total Employees

Open Positions:

Amy L. shared the following:

- 17 open positions; which include
- 9 Full time
- 3 Part time
- 5 PRN

Amy also shared some info about the capabilities of our new Position Manager Software and gave a few statistics.

- Average time to fill positions is 22 days
- From time the applicant applies to when they are hired is 15 days
- From the time the Manager says hired to when the new hire is in our system is 3 days.

-

Telecommuting Agreement:

The telecommuting draft was discussed and a handful of wordage changes were made, definitions of Telecommuting and Telework were agreed upon and some sections that were not needed were removed. Telecommuting and Telework will be defined in two separate policies. A clean copy of the Telecommuting Policy was requested and will be discussed in the next meeting.

DRAFT

NEW BUSINESS:

NONE

Next Meeting:

Monday, October 21, 2019.

Meeting adjourned.

Clinical**CARDIOPULMONARY**

1. Reg. Resp. Therapist, Regular Full Time, Variable

CLINIC

1. Medical Assistant - OB/GYN, Regular Part Time, Days, 20 Hrs. P/P
2. Medical Assistant - PEDS, Regular Part Time, Days

EMERGENCY DEPARTMENT

1. Emergency Dept. Technician, PRN, Variable

LABORATORY

1. Med. Tech, Regular Full Time, Nights, variable, 36-40 hours per week Hrs. P/P
2. Lab Asst / Phlebotomst I, Regular Full Time, Variable, 40 Hrs. P/P

MEDICAL IMAGING

1. Rad. Tech. I (ARRT), PRN, Variable

PHYS. OCC & SPEECH THERAPY

1. Speech Therapist, PRN, Days
2. Occupational Therapist, PRN, Days

SLEEP LAB

1. SLP Lab T-Gist/Rpsgt, Regular Full Time, Nights

Non-Clinical**ADMITTING**

1. Admitting Specialist I, Regular Full Time, Days, Monday-Friday, 40 Hrs. P/P

COMMUNICATIONS

1. Receptionist/Operator, Regular Full Time, Variable, 40 Hrs. P/P

HOUSEKEEPING

1. Housekeeper, Regular Part Time, Variable, variable, 28 Hrs. P/P

INFORMATION TECHNOLOGY

1. Help Desk Analyst/PC Tech, Regular Full Time, Days, + Call

NUTRITION SERVICES

1. Dietary Aide, Regular Full Time, Rotating, 40 Hrs. P/P

PATIENT FINANCIAL SERVICES

1. Collections Clerk/Cashier, Regular Full Time, Days, 8-4:30, 40 Hrs. P/P

Nursing**CLINIC**

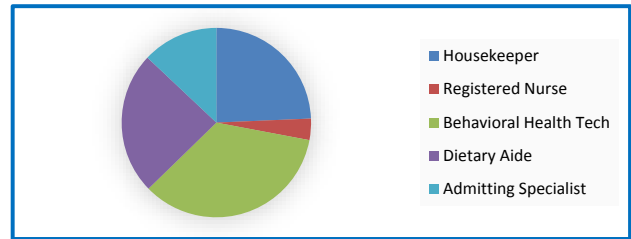
1. Registered Nurse - Clinic, Regular Full Time, Days

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

2019 **Overall** Turnover Data (As of 09/30/2019)

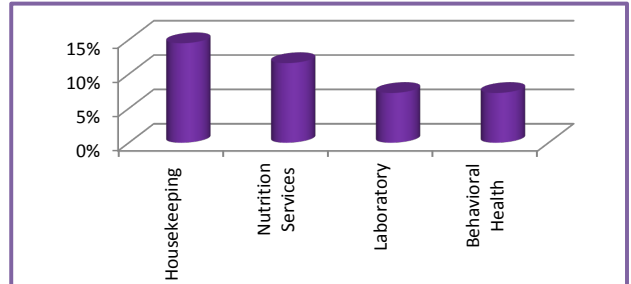
Top Position(s) / Turnover

	2019	%
Housekeeper	10	50%
Registered Nurse	9	8%
Behavioral Health Tech	5	71%
Dietary Aide	5	50%
Admitting Specialist	4	27%



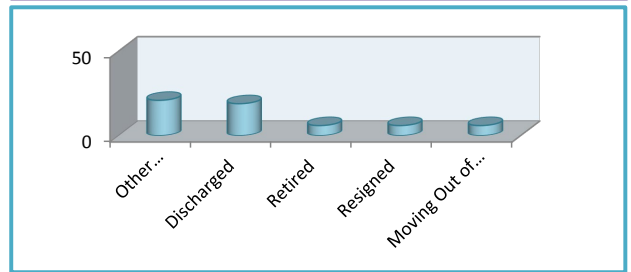
Top Department(s) / Turnover

	2019	%
Housekeeping	10	14%
Nutrition Services	8	12%
Laboratory	6	7%
Behavioral Health	5	7%



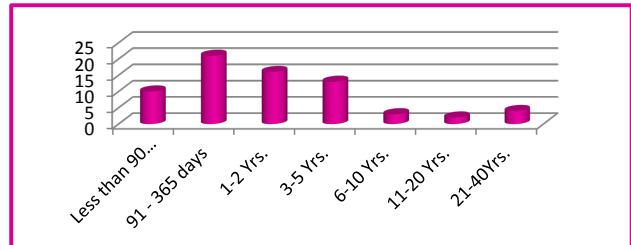
Top Reasons / Turnover

	2019	%
Other Employment	21	30%
Discharged	19	28%
Retired	6	9%
Resigned	6	9%
Moving Out of Area/Relocation	6	9%



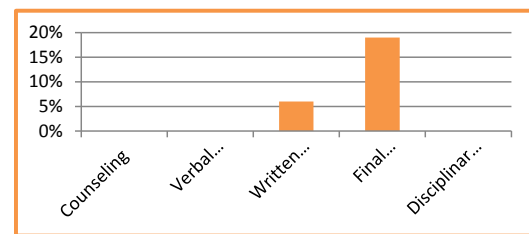
Length of Service

	2019	%
Less than 90 days	10	14%
91 - 365 days	21	30%
1-2 Yrs.	16	23%
3-5 Yrs.	13	19%
6-10 Yrs.	3	4%
11-20 Yrs.	2	3%
21-40Yrs.	4	6%
Total	69	



Corrective Action

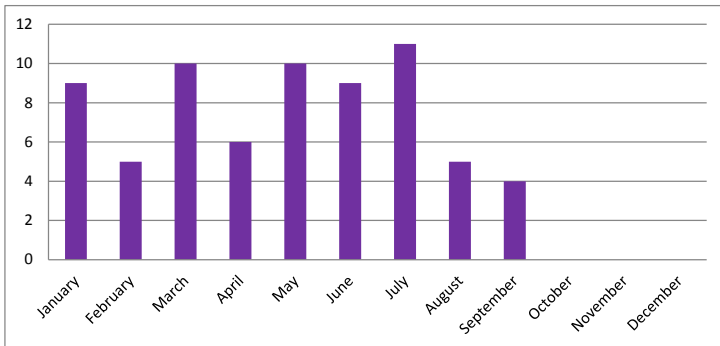
Counseling	
Verbal Warning	
Written Warning	6%
Final Written Warning	19%
Disciplinary Suspension	



2019 Separations - Hospital Wide

Total Employees

	Separations	New Employees	
		496	
January	9	12	499
February	5	9	503
March	10	13	506
April	6	12	512
May	10	5	507
June	9	9	507
July	11	10	506
August	5	18	519
September	4	12	527
October			
November			
December			14%
Total	69	100	



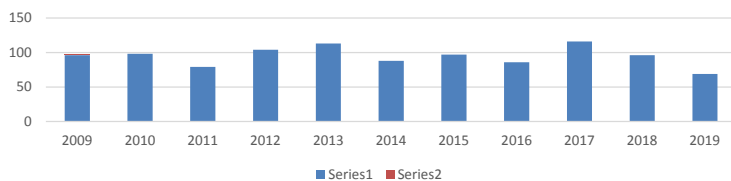
Separations	
Involuntary	18
Voluntary	51
Total	69

Classifications	
RN	9
Classified	60
Total	69

Overall Turnover

2009	96
2010	98
2011	79
2012	104
2013	113
2014	88
2015	97
2016	86
2017	116
2018	96
2019	69

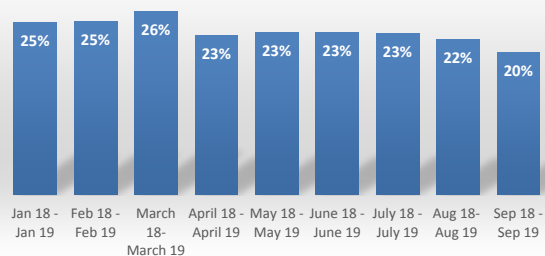
Overall Turnover 2009 - 2019



Rolling 12

	Separations	%
Jan 18 - Jan 19	123	25%
Feb 18 - Feb 19	125	25%
March 18- March 19	133	26%
April 18 - April 19	117	23%
May 18 - May 19	118	23%
June 18 - June 19	118	23%
July 18 - July 19	117	23%
Aug 18- Aug 19	115	22%
Sep 18 - Sep 19	107	20%

12 Month Turnover

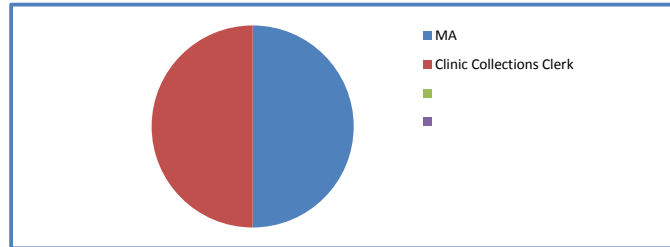


MEMORIAL HOSPITAL OF SWEETWATER COUNTY - CLINIC DATA

2019 **Clinic** Turnover Data (as of 09/30/2019)

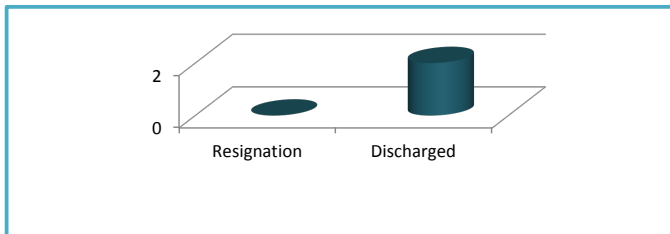
Top Position(s) / Turnover

	2019	%
MA	1	8%
Clinic Collections Clerk	1	9%



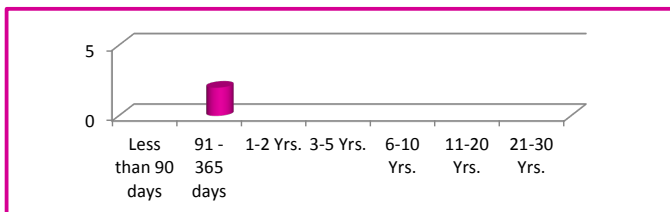
Top Reason(s) / Turnover

	2019	%
Resignation	0	
Discharged	2	2%



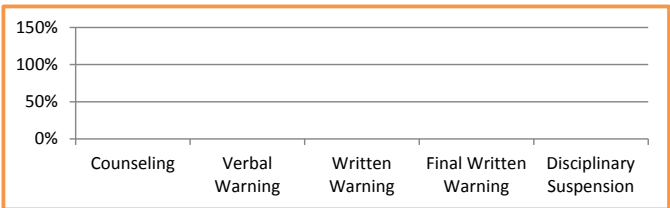
Length of Service

	2019	%
Less than 90 days		
91 - 365 days	2	2%
1-2 Yrs.		
3-5 Yrs.		
6-10 Yrs.		
11-20 Yrs.		
21-30 Yrs.		
Total	2	



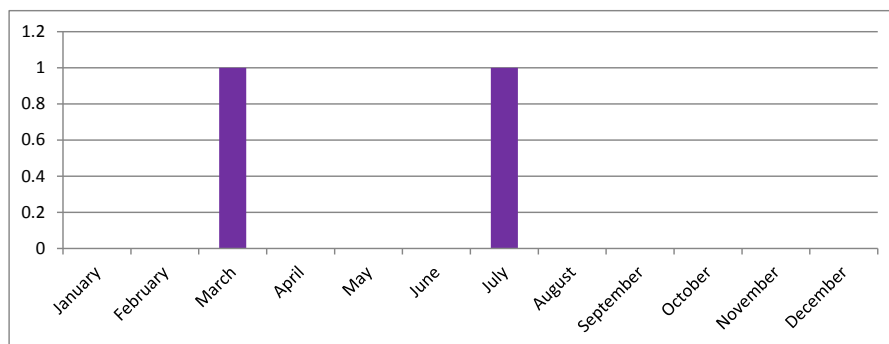
Corrective Action

Counseling
Verbal Warning
Written Warning
Final Written Warning
Disciplinary Suspension



2019 Separations - Clinic

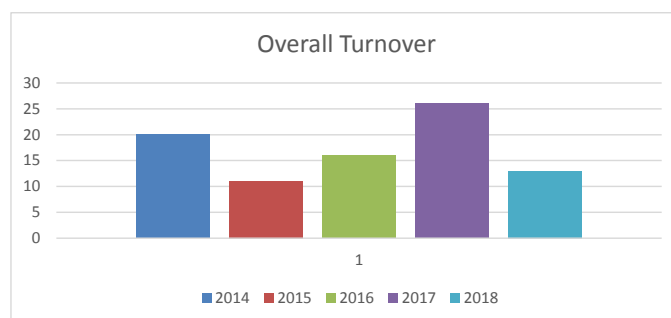
	Separations	New Employees	Total Employees	110
January	0	0	110	
February	0	2	112	
March	1	2	113	
April	0	0	113	
May	0	0	113	
June	0	0	113	
July	1	0	112	
August	0	0	112	
September	0	2	114	
October				
November				
December				
Total				



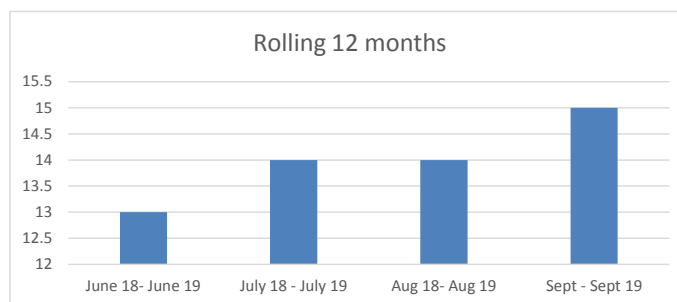
<u>Separations</u>	
Involuntary	2
Voluntary	0
Total	2

<u>Classifications</u>	
RN	0
Classified	2
Total	2

<u>Overall Turnover</u>		
2014	20	26%
2015	11	18%
2016	16	14%
2017	26	23%
2018	13	12%



Overall turnover starting Sept		
June 18- June 19	13	12%
July 18 - July 19	14	13%
Aug 18- Aug 19	14	13%
Sept - Sept 19	15	13%



From: [Suzan Campbell](#)
To: [Ed Tardoni](#); [Marty Kelsey](#); [Irene Richardson](#); [Tami Love](#); [Kristy Nielson](#); [Kari Quickenden](#); [Amber Fisk](#)
Subject: revised telecommuting policy
Date: Wednesday, October 16, 2019 2:48:03 PM
Attachments: [Telecommuting Policy OCT meeting with Sept changes.docx](#)

Good afternoon, please use the attached working draft of the Telecommuting Policy for review and comments and discard the one I sent yesterday. I forgot to add PRN to those that are eligible to apply for telecommuting. This draft has that addition on the first page. Thanks Suzan

Suzan Campbell, JD

WSB # 5-2644

In House Counsel MHSC

1200 College Drive

Rock Springs, WY 82901

307-352-8162

sucampbell@sweetwatermemorial.com

This message is being sent by or on behalf of a Lawyer. It is intended for the exclusive use of its intended recipient(s) and may contain information that is privileged or confidential or otherwise legally exempt from disclosure. If you are not the intended recipient or an employee or agent responsible for delivering this message to the intended recipient, you are not authorized to read, print, retain, copy or disseminate this message or any part of it. If you have received this message in error, please notify us immediately by email, discard any paper copies and delete all electronic files of the message. If you are not sure as to whether you are the intended recipient, please respond to the above email address.

Telecommuting Policy

Telecommuting Policy: This policy applies to work outside of the office for two or more days a week on a routine/regular basis.

Telework: Temporary or occasional work from home. Telework is not the same as Telecommuting. This policy is not applicable to telework. Telework is addressed in a separate policy and process.

Introduction

Telecommuting, is a program under which employees work at a place other than their traditional workplace on specified days and at their primary worksite the remainder of the time, retaining flexibility to meet the needs of the work unit. The telecommuting office location may be the employee's home or another suitable location. Employees may use telephones and computers, and other electronic devices to communicate effectively.

MHSC Administration supports telecommuting to maximize productive work time, decrease the need for parking and office facilities, and reduce energy used for transportation. MHSC supports telecommuting in situations where it is in the best interest of the hospital and our patients.

This policy applies to work outside of the regular workplace for two or more days a week on a routine/regular basis. The employee's supervisor and the Human Resources Department must approve telecommute arrangements. This policy creates no employee rights in relation to telecommuting.

Employees wishing to telecommute will:

- 1) determine if they are eligible for a telecommuting arrangement
- 2) complete a MHSC telecommuting application and;
- 3) accept the terms and conditions of the Telecommuting Agreement.

Employees eligible to apply

- Full, part-time and PRN employees;
- Who are not on a performance improvement plan or under corrective action;

- Who normally work an established workday.

Telecommuting must not adversely affect patient services, employee productivity, or progress of an individual or team assignment.

Tasks that benefit from uninterrupted work time are suitable for telecommuting. Such tasks include but are not limited to writing, editing, reading, analysis, design work, computer programming, word-processing and data entry.

Employees who are allowed to telecommute will be placed on a new 90-day introductory period to determine whether the telecommuting arrangement is working for both employee and MHSC. This 90-day period may be extended if circumstances require.

Telecommuting may not be suitable for all employees and/or positions.

Application

Employees who desire to work at some place other than the primary workplace shall complete a *Telecommuting Application* and submit it to their supervisor. The supervisor will review and submit the application to the HR Department.

The supervisor shall consider an employee's request to telecommute in relation to the operational needs of the department. The supervisor will take into consideration the overall impact of the telecommuter's total time out of the primary worksite, including flextime, compressed workweek schedules, meetings, consultations, presentations, and conferences. The supervisor will also consider the applicant's demonstrated conscientiousness about work time and productivity, and their work habits, including their ability to be self-motivated and have minimal face-to-face daily supervision.

The supervisor (or HR Department?) will respond to the applicant within 30 days with either an approval or denial or request to telecommute. If the application is denied reasons for the denial will be provided to the employee. If the application is accepted the employee will be advised of next steps in completing the process.

All applications for telecommuting requests are subject to final approval by the HR Department; the Senior Leader over the applicants department and the CEO. Need assistance in this process. Who should respond to the applicant? At what stage in the

application process should senior leader and CEO be involved? Who decides if the employee is eligible and if the job is appropriate for telecommuting?

Agreement

Employees who are approved for telecommute shall sign and abide by a *Telecommuting Agreement*. The agreement may require modification to fit individual telecommute-site circumstances. A copy of the Agreement will be retained in the employee's personnel file.

Unless otherwise stated in the agreement, the supervisor, the HR Department, or the employee may discontinue the arrangement, generally giving at least one-week notice. The parties may negotiate a longer notice to provide for a smooth transition.

General Provisions

A. **Communication.** While telecommuting, the employee shall be reachable by telephone, fax, pager, or e-mail during agreed-upon work hours. The employee and supervisor shall agree on expected turnaround time and the medium for responses.

B. **Conditions of Employment.** The telecommuter's conditions of employment shall remain the same as for non-telecommuting employees; wages, benefits and leave accrual will remain unchanged. Telecommuters are still subject to all employee policies and HIPAA/Confidentiality policies.

C. **Equipment.** The telecommuter will provide their own home worksite furniture, laptop computer and equipment. MHSC will provide VPN software for installation on the telecommuter's personal computer. This will allow remote access to the hospital's intranet. Any software provided by MHSC shall not be duplicated.

D. **Home Work Site.** The telecommuter will not hold business visits or meetings with professional colleagues or the public at the home worksite. Meetings with other MHSC staff at the home worksite will not be permitted unless approved in advance by the employee's supervisor.

E. **Hours of Work.** The telecommuter will have regularly scheduled work hours agreed upon with the supervisor, including specific core hours and telephone accessibility. The agreed upon work schedule shall comply with FLSA regulations. Overtime work for a non-exempt employee must be pre-approved by the supervisor. Unapproved overtime

work may lead to corrective action against the telecommuter. If the hospital internet/VPN system is down or if the telecommuter is unable to work remotely due to issues at MHSC the employee can _____? Required to take PTO or just say any downtime on hospital end is subject to PTO policy?

F. Incidental Costs. Unless otherwise stated in the Telecommute Agreement, all incidental costs of telecommuting, such as residential utility costs, internet costs, phone costs or cleaning services, are the responsibility of the telecommuter.

G. Inclement weather. If the primary worksite is closed due to an emergency or inclement weather, the supervisor will contact the employee. The telecommuter may continue to work at the telecommute-site. If there is an emergency at the telecommute-site, such as a power outage, the telecommuter will notify his supervisor as soon as possible. The telecommuter may be reassigned to the primary worksite or an alternate worksite.

H. Injuries. The telecommuting employee will be covered by workers' compensation for job related injuries that occur in the designated workspace, including the telecommuter's home, during the defined work period. In the case of injury occurring during the defined work period, the employee shall immediately report the injury to the supervisor. Workers' compensation will not apply to non-job related injuries that might occur in the home. MHSC does not assume responsibility for injury to any persons other than the telecommuter at the work-site.

I. Intellectual Property. Products, documents, and records developed while telecommuting are the property of MHSC and will not be shared with others at the telecommute site. This includes any software provided to the employee such as VPN, or HIPAA compliant software.

J. Network. MHSC will provide instructions on the installation and use of VPN software to allow secure connectivity to MHSC.

K. Performance & Evaluations. The supervisor and telecommuter will formulate objectives, expected results, and job duty evaluation the same as is required for all MHSC employees. The supervisor will monitor and evaluate performance by relying more heavily on work results rather than direct observation. The supervisor and telecommuting employee will meet, either by phone or in person, at regular intervals to review the employee's work performance.

L. **Personal Business.** Telecommuting employees shall not perform personal business during hours agreed upon as work hours.

M. **Policies** All MHSC policies, rules and practices shall apply at the telecommute site, including all Employee Policies, HIPAA, confidentiality, IT policies and computer usage policies. Failure to follow MHSC policies, rules and procedures may result in termination of the telecommuting arrangement and/or disciplinary action. Of utmost importance is compliance with MHSC Confidentiality and HIPAA policies and requirements.

N. **Record Retention.** Products, documents, data and records that are used, developed, or revised while telecommuting shall be retained on MHSC equipment only and not the employee's personal computer

O. **Security.** Security and confidentiality shall be maintained by the telecommuter at the same level as expected in the hospital. Confidential and PHI data shall not be shared with anyone in any format. Sharing of PHI with anyone other than those with approved access will result in immediate corrective action.

Telecommuting Policy

Telecommuting Policy: This policy applies to work outside of the office for two or more days a week on a routine/regular basis.

Telework: Temporary or occasional work from home. Telework is not the same as Telecommuting. This policy is not applicable to telework. Telework is addressed in a separate policy and process.

Introduction

Telecommuting, is a program under which employees work at a place other than their traditional workplace on specified days and at their primary worksite the remainder of the time, retaining flexibility to meet the needs of the work unit. The telecommuting office location may be the employee's home or another suitable location. Employees may use telephones, computers and other electronic devices to communicate effectively.

MHSC Administration supports telecommuting to maximize productive work time, decrease the need for parking and office facilities, and reduce energy used for transportation. MHSC supports telecommuting in situations where it is in the best interest of the hospital and our patients.

This policy applies to work outside of the regular workplace for two or more days a week (do we want to specify as stating numbers of days may paint us into a corner? Kristy) on a routine/regular basis. The employee's supervisor and the Human Resources Department must approve telecommute arrangements. This policy creates no employee rights in relation to telecommuting.

Employees wishing to telecommute will:

- 1) determine if they are eligible for a telecommuting arrangement
- 2) complete a MHSC telecommuting application and;
- 3) accept the terms and conditions of the Telecommuting Agreement.

Employees eligible to apply

- Full, part-time and PRN employees;

- Who are not on a performance improvement plan or under corrective action;
- Who normally work an established workday. Because health care is 24/7 our definition of workday varies. What might an established workday be? I'm wondering if this sentence may not be needed? KN

Telecommuting must not adversely affect patient services, employee productivity, or progress of an individual or team assignment.

Tasks that benefit from uninterrupted work time are suitable for telecommuting. Such tasks include but are not limited to writing, editing, reading, analysis, design work, computer programming, word-processing and data entry.

Employees who are allowed to telecommute will be placed on a new 90-day introductory period to determine whether the telecommuting arrangement is working for both employee and MHSC. This 90-day period may be extended if circumstances require.

Telecommuting may not be suitable for all employees and/or positions.

Application

Employees who desire to work at some place other than the primary workplace shall complete a *Telecommuting Application* and submit it to their supervisor. The supervisor will review and submit the application to the HR Department.

The supervisor shall consider an employee's request to telecommute in relation to the operational needs of the department. The supervisor will take into consideration the overall impact of the telecommuter's total time out of the primary worksite, including flextime, compressed workweek schedules, meetings, consultations, presentations, and conferences. The supervisor will also consider the applicant's demonstrated conscientiousness about work time and productivity, and their work habits, including their ability to be self-motivated and have minimal face-to-face daily supervision.

The supervisor (or HR Department?) will respond to the applicant within 30 days with either an approval or denial or request to telecommute. If the application is denied reasons for the denial will be provided to the employee. If the application is accepted the employee will be advised of next steps in completing the process.

All applications for telecommuting requests are subject to final approval by the HR Department; the Senior Leader over the applicants department and the CEO. Need assistance in this process. Who should respond to the applicant? At what stage in the application process should senior leader and CEO be involved? Who decides if the employee is eligible and if the job is appropriate for telecommuting? HR can respond to the applicant. Senior leader should be involved once the application is received. I believe it should be the department director and senior leader to determine if a position or employee is eligible for telecommuting as they would know the intricacies of the position. It may also be that the employee may be more productive in a telecommuting position, which the director and senior leader would know. Just my thoughts. Kristy

Agreement

Employees who are approved for telecommute shall sign and abide by a *Telecommuting Agreement*. The agreement may require modification to fit individual telecommute-site circumstances. A copy of the Agreement will be retained in the employee's personnel file.

Unless otherwise stated in the agreement, the supervisor, the HR Department, or the employee may discontinue the arrangement, generally giving at least one-week notice. The parties may negotiate a longer notice to provide for a smooth transition.

General Provisions

A. **Communication.** While telecommuting, the employee shall be reachable by telephone, fax, pager, or e-mail during agreed-upon work hours. The employee and supervisor shall agree on expected turnaround time and the medium for responses.

B. **Conditions of Employment.** The telecommuter's conditions of employment shall remain the same as for non-telecommuting employees; wages, benefits and leave accrual will remain unchanged. Telecommuters are still subject to all employee policies and HIPAA/Confidentiality policies.

C. **Equipment.** The telecommuter will provide their own home worksite furniture, laptop computer and equipment. MHSC will provide VPN software for installation on the telecommuter's personal computer. This will allow remote access to the hospital's intranet. Any software provided by MHSC shall not be duplicated.

D. Home Work Site. The telecommuter will not hold business visits or meetings with professional colleagues or the public at the home worksite. Meetings with other MHSC staff at the home worksite will not be permitted unless approved in advance by the employee's supervisor.

E. Hours of Work. The telecommuter will have regularly scheduled work hours agreed upon with the supervisor, including specific core hours and telephone accessibility. The agreed upon work schedule shall comply with FLSA regulations. Overtime work for a non-exempt employee must be pre-approved by the supervisor. Unapproved overtime work may lead to corrective action against the telecommuter. *If the hospital internet/VPN system is down or if the telecommuter is unable to work remotely due to issues at MHSC the employee can _____? Required to take PTO or just say any downtime on hospital end is subject to PTO policy? It would be like nurses needing to take low census if no patients as census isn't under their control, just like loss of internet isn't under the employee's control, so I believe it would be subject to the PTO policy. Kristy*

F. Incidental Costs. Unless otherwise stated in the Telecommute Agreement, all incidental costs of telecommuting, such as residential utility costs, internet costs, phone costs or cleaning services, are the responsibility of the telecommuter.

G. Inclement weather. If the primary worksite is closed due to an emergency or inclement weather, the supervisor will contact the employee. The telecommuter may continue to work at the telecommute-site. If there is an emergency at the telecommute-site, such as a power outage, the telecommuter will notify his/her supervisor as soon as possible. The telecommuter may be reassigned to the primary worksite or an alternate worksite.

H. Injuries. The telecommuting employee will be covered by workers' compensation for job related injuries that occur in the designated workspace, including the telecommuter's home, during the defined work period. In the case of injury occurring during the defined work period, the employee shall immediately report the injury to the supervisor. Workers' compensation will not apply to non-job related injuries that might occur in the home. MHSC does not assume responsibility for injury to any persons other than the telecommuter at the work-site.

I. **Intellectual Property.** Products, documents, and records developed while telecommuting are the property of MHSC and will not be shared with others at the telecommute site. This includes any software provided to the employee such as VPN, or HIPAA compliant software.

J. **Network.** MHSC will provide instructions on the installation and use of VPN software to allow secure connectivity to MHSC.

K. **Performance & Evaluations.** The supervisor and telecommuter will formulate objectives, expected results, and job duty evaluation the same as is required for all MHSC employees. The supervisor will monitor and evaluate performance by relying more heavily on work results rather than direct observation. The supervisor and telecommuting employee will meet, either by phone or in person, at regular intervals to review the employee's work performance.

L. **Personal Business.** Telecommuting employees shall not perform personal business during hours agreed upon as work hours.

M. **Policies** All MHSC policies, rules and practices shall apply at the telecommute site, including all Employee Policies, HIPAA, confidentiality, IT policies and computer usage policies. Failure to follow MHSC policies, rules and procedures may result in termination of the telecommuting arrangement and/or disciplinary action. Of utmost importance is compliance with MHSC Confidentiality and HIPAA policies and requirements.

N. **Record Retention.** Products, documents, data and records that are used, developed, or revised while telecommuting shall be retained on MHSC equipment only and not the employee's personal computer

O. **Security.** Security and confidentiality shall be maintained by the telecommuter at the same level as expected in the hospital. Confidential and PHI data shall not be shared with anyone in any format. Sharing of PHI with anyone other than those with approved access will result in immediate corrective action.

<u>Department Description</u>	<u>Position Description</u>	
RADIATION ONCOLOGY	Cancer Center Director and Dosimetrist	
ADMINISTRATION	Chief Financial Officer (C.F.O.)	
MED/SURG	Certified Nursing Assistant (C.N.A.)	
RADIATION ONCOLOGY	Cancer Resource Coordinator	\$ 30,800.00
CASE MANAGEMENT	Case Manager	
ADMINISTRATION	Chief Clinical Officer (CCO)	
HEALTH INFORMATION MANAGEMENT	Clinical Documentation - CDI Specialist	
CENTRAL STERILE	Central Sterile Tech	
CENTRAL SUPPLY	Central Supply Aide	
ADMINISTRATION	Chief Executive Officer (CEO)	
RESPIRATORY THERAPY	Certified Respiratory Therapist (CRT)	
ADMINISTRATION	Chief Medical Officer (CMO)	
CLINIC	Clinic Receptionist	
CLINIC	Clinic Certified Coder/Biller	
CLINIC	Clinic/Coder Biller-Non-Certified	
CLINIC	Clinical Admin Asst/Billing Su	
MEDICAL IMAGING	Clinical Coordinator - Imaging (Non RN)	
DIETICIANS	Clinical Dietitian	
SOCIAL SERVICES	Clinical Social Worker (LCSW)	
ADMINISTRATION	Chief Nursing Officer (CNO)	
PATIENT FINANCIAL SERVICES	Collections Clerk	
PATIENT FINANCIAL SERVICES	Collections Specialist I	
PATIENT FINANCIAL SERVICES	Collections Specialist. II	
INFORMATION TECHNOLOGY	Computer Operation Specialist	
FISCAL SERVICES	Controller	
MEDICAL STAFF SERVICES	Credentialing Clerk	
CT SCANNER	CT Tech	
INFECTION CONTROL/EMPL. HEALTH	Director of Infection Prevention	
Compliance & Risk Management	Director of Compliance and Risk Management	
COMMUNITY PARTNERSHIP	Director of Volunteer Services	
RESPIRATORY THERAPY	Director Cardiopulmonary	
MAINTENANCE	Director Facilities	
HEALTH INFORMATION MANAGEMENT	Director Health Info Mgmt	

INFORMATION TECHNOLOGY	Director Information Svcs
LABORATORY	Director Laboratory
MARKETING AND PUBLIC RELATIONS	Director Marketing & PR
MATERIALS MANAGEMENT	Director Materials Mgmt
MEDICAL IMAGING	Director Medical Imaging
MEDICAL STAFF SERVICES	Director Medical Staff Svcs
NUTRITION SERVICES	Director Nutrition Svcs
PATIENT FINANCIAL SERVICES	Director PT Financial Svcs
QUALITY	Director Quality
PHYS, OCC & SPEECH THERAPY	Director Rehab Services
SECURITY	Director Security & Emerg Mgmt
SECURITY	Emergency Management Deputy
Compliance & Risk Management	Environmental Safety Officer
HOUSEKEEPING	Director - Environmental Svcs (Laundry and Housekeeping
FOUNDATION	Executive Director
CARDIAC REHAB	Exercise Specialist
HISTOLOGY	Histology Tech.
HUMAN RESOURCES	Director - Human Resources
HUMAN RESOURCES	Human Resources Generalist I or II
HUMAN RESOURCES	Human Resources Specialist (Benefits)
ADMINISTRATION	In-House Counsel/Chief Legal Executive (CLE)
HEALTH INFORMATION MANAGEMENT	Inpatient Coder (DRG)
MAINTENANCE	Journeyman Electrician
CLINIC	Licensed Practical Nurse (L.P.N.)
MAINTENANCE	Maintenance Mechanic
MAMMOGRAPHY	Mammo Tech
MAINTENANCE	Master Plumber
LABORATORY	Med. LabTech (2 year degree)
LABORATORY	Med. Tech (4 year degree)
MRI	MRI Technologist
NUCLEAR MEDICINE	Nuclear Medicine Tech.
NURSING INFORMATICS	Clinical Nursing Informatics Specialist
SURGICAL SERVICES	O. R. Scrub Tech (Non-Certified)
SURGICAL SERVICES	O. R. Scrub Tech (Certified)

HEALTH INFORMATION MANAGEMENT	Outpatient Coder
EMERGENCY DEPARTMENT	Paramedic
DIALYSIS	Patient Care Tech (Non-Certified)
DIALYSIS	Patient Care Tech (Certified)
ADMINISTRATION	Patient Experience Coordinator
CLINIC	Patient Financial Navigator
ADMITTING	Patient Registration Supervisor
PHYS, OCC & SPEECH THERAPY	Physical Therapist
CENTRAL SCHEDULING	Pre-Admission Registrar
MAINTENANCE	Project Mgr./Maint. Supervisor
MEDICAL STAFF SERVICES	Prov. Enroll. Clerk/Admin Ass.
QUALITY	Quality Analyst (Non-RN)
INFECTION CONTROL/EMPL. HEALTH	Occupational/Employee Health RN
MEDICAL IMAGING	Rad. Tech. I (ARRT)
MEDICAL IMAGING	Rad. Tech. II (ARRT)
RADIATION ONCOLOGY	Radiation Therapist
PHYSICIAN RECRUITMENT	Provider Recruiter/Relations Coordinator
RESPIRATORY THERAPY	Registered Respiratory Therapist (RRT)
Compliance & Risk Management	Translator/Interpreter
ULTRASOUND	Ultrasound Tech.

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

NARRATIVE TO SEPTEMBER 2019 FINANCIAL STATEMENTS

THE BOTTOM LINE. The bottom line from operations for September was a loss of \$210,703, compared to a loss of \$323,398 in the budget. This yields a -2.93% operating margin for the month compared to -4.59%. The YTD net operating loss is \$689,675, compared to a loss of \$60,777 in the budget. This represents a YTD operating margin of -3.19% compared with -0.27% in the budget.

The total net loss is \$196,016, compared to a loss of \$327,218 in the budget. The YTD total net loss is \$684,083, compared to a loss of \$72,236 in the budget. This represents a YTD profit margin of -3.16% compared to -0.32% in the budget.

REVENUE. Revenue for the month was \$14,331,462, over budget by \$1,479,103. Inpatient revenue was under budget by \$48,584, outpatient revenue was over budget by \$1,447,101 and the employed Provider Clinic was over budget by \$32,002.

Net patient revenue for the month was \$7,003,944, over budget by \$185,421. YTD net patient revenue is \$21,038,192, under budget by \$730,489.

Total operating revenue for the month was \$7,199,731, over budget by \$155,781. Other operating revenue for the month was \$195,787, under budget by \$29,640.

Days in AR were 47.6 combined; 45 in the Hospital, down 8 days and 60 in the Clinic, no change from last month.

Annual Debt Service Coverage came in at 3.19.

REDUCTION OF REVENUE. Deductions from revenue were booked at 51.1% for September. Reductions of revenue came in over budget \$1,293,681 for September. Total collections for the month of September were \$8,547,242, \$7,726,111 for the Hospital and \$821,131 for the Clinic. The Days of Cash on Hand are at 133 in September, up 6 days from last month. Daily cash expense is \$224,290.

Payer	Avg prior 2 months	Collection %	Expected Collections	Actual	Act Variance	Act Coll %
BLUE CROSS	3,221,027.73	82%	2,641,242.73	3,650,698.00	1,009,455.27	113%
COMMERCIAL	1,934,693.40	83%	1,605,795.52	1,449,117.00	(156,678.52)	75%
GOVERNMENT	404,752.63	17%	68,807.95	55,982.00	(12,825.95)	14%
MEDICAID	1,162,405.55	19%	220,857.05	423,721.00	202,863.95	36%
MEDICARE	5,328,988.42	32%	1,705,276.29	1,499,948.00	(205,328.29)	28%
SELF PAY	1,237,329.03	46%	569,171.35	588,119.00	18,947.65	48%
WORKERS COMP	208,696.56	35%	73,043.80	58,527.00	(14,516.80)	28%
TOTAL HOSPITAL	13,497,893.31	51.0%	6,884,194.70	7,726,112.00	841,917.30	57%

The table shows the September variance of expected to actual collections by payer for the Hospital only. The total collections variance is a positive \$841,917. Blue Cross made up most of the variance with a collection rate of 113%, equating to \$1 million in additional payments. Medicare still has the largest negative variance at \$205,328 but down from the prior month. Overall collections were at 57% as compared to our goal of 51%.

Medicare – Unbilled peritoneal dialysis (PDIA) accounts equal about \$65,000 each month. Infusion and chemotherapy claims are being medically reviewed due to the increase in services from facility. This equated to \$125,000 in August that had not been processed at September month end.

Blue Cross - At the close of September, BCBS accounts receivable balance is \$3,315,464 down from \$4,909,591 in August. Prior to the BCBS system change, the normal AR balance was averaging \$2.9 million. Current claims are processing cleanly and our days in AR for Blue Cross have decreased by 14 days. We continue weekly calls and correspondence with Blue Cross to follow up on aging accounts estimated at \$400k at month end.

Collection goal for October ~ \$6,971,100:

- 51% of prior two months charges ~ \$6,771,100
- Portion of aging AR ~ \$200,000

Gross days in AR – the goal for days in AR is to get back to FY18 figures by December and down to 43 days by June 2020.

	Current	FY19	FY18
BLUE CROSS	34.70	45.74	29.85
COMMERCIAL	42.72	38.68	47.39
GOVERNMENT	115.44	111.55	133.98
MEDICAID	24.51	44.68	26.07
MEDICARE	30.95	32.77	31.63
SELF PAY	183.69	175.65	178.38
WORKERS COMP	59.40	74.14	67.94
TOTAL HOSPITAL	48.85	52.58	48.23

EXPENSES. Total expenses for the month were \$7,410,433, over budget by \$43,086 but remain under budget year to date. The following expense categories were over budget in September:

Fringe Benefits – This expense is over budget by \$100,280 and over budget \$148,181 year to date. Group health is over budget by \$92,505 due to the payment of prior year accounts processed by BCBS.

Contract Labor – This expense is over budget \$21,850 and over budget \$100,780 year to date. Ultrasound, ICU and Cardiopulmonary are over budget.

Other Physician Fees - This expense is over budget by \$70,981 and over budget \$31,616 year to date. Locum hospitalist and anesthesia fees are over budget in September.

Maintenance & Repair - This expense is over budget by \$45,677 and over budget \$9,512 year to date. We have submitted \$225,614 year to date for reimbursement from the County maintenance fund.

OUTLOOK FOR OCTOBER. Gross patient revenue is projecting to come in under budget at \$14.3 million. Expenses are projecting to come in under budget at \$7.4 million. This table shows projected collections compared to expected collections for October.

Payer	Avg prior 2 months	Collection %	Expected Collections	Actual	Act Variance	Act Coll %	Projected	Prj Variance	Prj Coll %
BLUE CROSS	3,312,572.42	82%	2,716,309.38	2,575,331.00	(140,978.38)	78%	2,575,331.00	(140,978.38)	78%
COMMERCIAL	1,808,398.31	83%	1,500,970.59	1,135,971.00	(364,999.59)	63%	1,419,971.00	(80,999.59)	79%
GOVERNMENT	580,416.95	17%	98,670.88	73,537.00	(25,133.88)	13%	91,921.00	(6,749.88)	16%
MEDICAID	1,172,054.53	19%	222,690.36	237,497.00	14,806.64	20%	307,497.00	84,806.64	26%
MEDICARE	5,013,010.93	32%	1,604,163.50	1,102,716.00	(501,447.50)	22%	1,359,717.00	(244,446.50)	27%
SELF PAY	1,168,521.41	46%	537,519.85	550,856.00	13,336.15	47%	650,856.00	113,336.15	56%
WORKERS COMP	221,636.16	35%	77,572.65	40,606.00	(36,966.65)	18%	50,606.00	(26,966.65)	23%
TOTAL HOSPITAL	13,276,610.69	50.9%	6,757,897.22	5,716,514.00	(1,041,383.22)	43%	6,455,899.00	(301,998.22)	49%

Medicare has delayed processing all accounts until October 21 as they upgrade their system. All of our Medicare billing is current and should pay as soon as the update is complete. We are under expected collections by \$244,000 for the month. We continue to wait for the state to certify our peritoneal dialysis unit. We are holding billing of \$350,000 since March in Medicare claims. The delay on infusion and chemotherapy claims continue to negatively affect our collections. We are working on breaking out the Medicare collections by inpatient and outpatient which will enable us to set an accurate collection goal for Medicare accounts.

Blue Cross collections are at \$2,575,331 for the month. After all October vouchers are posted, the variance on accounts > 90 days has decreased to \$200,000, down from \$400,000 at the end of last month. We continue to work with them on weekly calls and daily spreadsheets identifying claims that have processed incorrectly. They are prioritizing the claims based on dollar amount of claim.

Reduction of revenue – Medicare payer mix is projecting to be higher in October than the prior month, at 43%. Blue Cross & Commercial payer mix is projecting to be the same as last month and Medicaid and Self Pay are projecting at a lower payer mix than September. Any growth in Medicare AR will increase our reduction of revenue as we reserve for the higher balance.

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

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

October 21, 2019

PROVIDER CLINIC – SEPTEMBER 2019

CLINIC BOTTOM LINE. The bottom line for the Provider Clinic for September was a loss of \$572,648, compared to a loss of \$528,525 in the budget. The YTD net operating loss is \$1,454,200, compared to a loss of \$1,431,909 in the budget.

VOLUME. Total visits were 4,232 for September.

REVENUE. Revenue for the Clinic for September was \$1,370,094, over budget by \$32,002. YTD revenue was \$4,197,849, under budget by \$248,130.

The Clinic providers also generate hospital enterprise revenue, including Lab, Imaging and Surgery. Gross enterprise revenue year to date from the is \$11,428,207. This equates to \$5,324,392 of net enterprise revenue with an impact to the bottom line of \$212,976. The gross enterprise revenue is 26% of the total Hospital revenue year to date.

Net patient revenue for the Clinic for September was \$711,913, under budget by \$28,337. YTD net patient revenue was \$2,294,057, which was under budget by \$163,992.

Deductions from revenue for the Clinic were booked at 48% for September and at 45.4% year to date, which is slightly over budget for the year.

In September, the YTD payer mix was as follows; Commercial Insurance and Blue Cross consisted of 55.3% of revenue, Medicare and Medicaid consisted of 38.1% of revenue and Self Pay consisted of 5.95% of revenue. The current payer mix is in line with the prior year.

September's days in receivable stayed at 60 in the Clinic and is down eleven days to 40 in the Orthopedic clinic.

EXPENSES. Total expenses for the month were \$1,351,974, which was over budget by \$12,656. The majority of the expenses consist of Salaries and Benefits; at 83.5% of total expenses. The following categories were over budget for September:

Salary & Wage – This expense is over budget by \$13,979.

Purchased Services – This expense is over budget by \$5,277 for the month.

Supplies – This expense is over budget \$10,922 for the month. Urology clinic supplies came in over budget.

OVERALL ASSESSMENT. Through September, the Provider Clinic revenue plus enterprise revenue makes up 35.2% of total hospital gross patient revenue.

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

Wednesday ~ October 30, 2019

4:00 p.m.

Classrooms 1 & 2

Voting Members:

Marty Kelsey, Chairman
Richard Mathey
Irene Richardson
Tami Love
Jan Layne

Non-Voting Members:

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

Guests:

Jeff Smith, Commission
Robb Slaughter

Jim Horan

Leslie Taylor

- | | |
|--|----------------|
| I. Call Meeting to Order | Marty Kelsey |
| II. Approve September 25, 2019 Meeting Minutes | Marty Kelsey |
| III. Capital Requests FY 20 | Marty Kelsey |
| IV. Special Purpose Tax Bonding | Robb Slaughter |
| V. Financial Report | |
| A. Monthly Financial Statements & Statistical Data | |
| 1. Narratives | Tami Love |
| 2. Financial Information | Tami Love |
| 3. Budget Adherence | Tami Love |
| B. Other Business | |
| 1. Preliminary Audit | Ron Cheese |
| VI. Old Business | |
| A. BCBS Update | Ron Cheese |
| VII. New Business | |
| 1. Health Service Explanation | Tami Love |
| 2. Financial Forum Discussion | Marty Kelsey |
| VIII. Adjournment | Marty Kelsey |

Approve September 25, 2019 Meeting Minutes

MEMORANDUM FOR THE BOARD OF TRUSTEES
Finance and Audit Committee Meeting
September 25, 2019

Voting Members Present:

Mr. Marty Felsey *Trustee - Chair*
Mr. Richard Mathey *Trustee*
Ms. Irene Richardson *CEO*
Ms. Kami Cove *CFO*
Ms. Ian Payne *Controller*

Non-Voting Members Present:

Mr. Ron Cheese *Director of Patient Financial Services*
Mr. Larry Lauridsen
Mr. Jim Horan, *Director of Facilities*
Mr. Rich Tyler *Director of Information Technology*
Mr. Kristy Nielson *CNO*

Non-Voting Members Present:

Ms. Susan Campbell *Chief Legal Exec/General Counsel*
Mr. Augusto Amias
Ms. Mari Quinden *CCO*
Ms. Angel Bennett *Director of Materials*

Guests:

Mr. Taylor Jones, *Trustee*
Mr. Maryn McCarvey-Clifton *Larson Allen via telephone*
Mr. Tyler Johnson- *CliftonLarson Allen via telephone*

Call Meeting to Order

Mr. Felsey called the meeting to order.

Approve Meeting Minutes

A motion to approve the meeting minutes of August 28, 2019 as presented was made by Ms. Richardson second by Ms. Cove. Motion carried.

Audit FY19

Mr. Johnson and Mr. McCarvey joined the meeting via telephone and reviewed the draft Combined Financial Statements and reviewed the Board Reporting packet. They said they would review the information in further detail at the October Board of Trustees meeting. They said that there were no audit adjustments or material weaknesses. Management proposed one adjustment once the R amount was received. Mr. McCarvey went over the General Comment section concerning the Accounts Receivable Allowances. He said there is an opportunity to enhance the allowance model by breaking out IP and OP Medicare adding credit balances back into the model and breaking out self-pay in more detail. Mr. Felsey asked if enhancing this model will help with no surprise in the reduction amount at the end of the year. Mr. McCarvey said that there are two parts. He said if we follow the new allowance model and go monthly this will help. He also said that there is an opportunity to enhance the revenue cycle to improve the

collections. Mr. McCarvey and Mr. Johnson thanked everyone and said they would be on-site to present the audit to the full board next week.

Capital Requests

Mr. Horan presented capital request 2016 for the Fall Roof Protection. He said that this has needed to be completed for a while. OSHA requires this if anyone is working on the roof including contractors. Mr. Elsey asked about the total requested because he could not get the numbers to match the amount requested. Ms. Love said that the roof hatches on the lid were not included. Mr. Horan said that we no longer need the roof hatches with the updated roof. Mr. Jones asked if we looked into other options. Mr. Horan said that he also looked into a system that does not penetrate the roof. This system was more expensive. Mr. Elsey asked what the annual inspection cost is. Mr. Horan said he would have to look into it. The motion to approve the request to forward to the full board was made by Mr. Mathey second by Ms. Love. Motion carried.

Financial Report

Monthly Finance Statements & Statistical Data

Ms. Love reviewed the narrative to the August financial statements. She noted that we saw a decrease in our days of cash in August due to amounts paid for capital. Almost \$800,000 was paid in capital expenditures in August. Ms. Love reviewed the new charts in the narrative for tracking the collections. She said that included in the Medicare variance is unfilled peritoneal dialysis charges. These charges are about \$65,000 a month. Currently there is \$290,000 unfilled. We are waiting on the Department of Health to inspect the area before Medicare can be filled. They are supposed to come before September 30th. She also noted that CQS continues to be an issue. They did not see much clean up in August but September collections are looking better. Mr. Cheese said that CQS still owes about \$500,000 in old claims. He is still having weekly meetings with them and they are still noticing a problem with payments due to coordination of benefits. Mr. Jones asked for an updated chart with next Monday's voucher included before the board meeting next week. He would also like emails weekly on the progress of the clean up. Ms. Love also said that we have rebuilt our allowance model to include the suggestions by the auditors. Mr. Jones asked why the reduction percentage is different for the clinic. Ms. Love said that the providers are paid differently. They are paid on fee schedules in the clinic and they are actually paid better by Medicare.

New Business

Ms. Love handed out a paper showing the projects the hospital is requesting for the 6th penny tax. Mr. Elsey said that he has not been happy with the roll out of this project. Ms. Richardson said that they are shocked by the lack of communication concerning this. She was never notified of the first meeting and was notified a couple days before the second meeting. Never was she asked to have numbers and projects prepared before the second meeting. We were under the impression that January of 2020 was the deadline. She said in her past experience with the 6th

penny she had to have something prepared three months prior to the voting. At the commissioners meeting last week we learned that we needed to have numbers and projects ready to present to the commissioners by the first meeting in October. We are requesting remodeling of the Medical Imaging area, the Surgery Suite area, moving dialysis and replacement of S units that service those areas. The total amount we are requesting is around \$20,000,000. Mr.elsey asked that we prioritize the projects and to re-visit the numbers to make sure they are accurate. Ms. Richardson said that a special Board meeting is scheduled for Monday to discuss these projects. Ms. Love added that she emailed Commissioners Smith and Schoenfeld last week concerning getting on the agenda for the next commissioners meeting and has had no response. She called Sally this week and Sally told her they were not on the agenda and that it was too late to be added.

With no further business, the meeting adjourned at 6:03PM.

Submitted by Jan Layne

Capital Requests FY 20

MHSC Capital Budget for FYE 6/30/2020

[illegible]

Capital Expenditure Dollars Authorized		905,518
Less Donated Capital		
Asphalt & Crack sealing @ 3000 College	County	(54,900)
Roof fall protection	County	(271,348)
ED patient room guest chairs	Foundation	(7,834)
ED patient room guest chairs	Foundation	(8,110)
		(342,192)
Net Capital Outlay FYTD 2020		563,326
Remaining Balance FY2020 Capital Budget		2,436,674

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

NARRATIVE TO SEPTEMBER 2019 FINANCIAL STATEMENTS

THE BOTTOM LINE. The bottom line from operations for September was a loss of \$210,703 compared to a loss of \$23,398 in the budget. This yields a 2.93% operating margin for the month compared to 4.59%. The net operating loss is \$689,675 compared to a loss of \$60,777 in the budget. This represents a 3.19% operating margin of 3.19% compared with 0.27% in the budget.

The total net loss is \$196,016 compared to a loss of \$327,218 in the budget. The total net loss is \$684,083 compared to a loss of \$72,236 in the budget. This represents a 3.16% profit margin of 3.16% compared to 0.32% in the budget.

REVENUE. Revenue for the month was \$1,433,462 over budget by \$1,479,103. Inpatient revenue was under budget by \$48,584 outpatient revenue was over budget by \$1,447,101 and the employed Provider Clinic was over budget by \$32,002.

Net patient revenue for the month was \$7,003,944 over budget by \$185,421. Net patient revenue is \$21,038,192 under budget by \$730,489.

Total operating revenue for the month was \$7,199,731 over budget by \$155,781. Other operating revenue for the month was \$195,787 under budget by \$29,640.

Days in AR were 47.6 compared to 45 in the Hospital down 8 days and 60 in the Clinic no change from last month.

Annual Net Service Coverage came in at 3.19.

REDUCTION OF REVENUE. Reductions from revenue were booked at 51.1% for September. Reductions of revenue came in over budget \$1,293,681 for September. Total collections for the month of September were \$8,547,242 \$7,726,111 for the Hospital and \$821,131 for the Clinic. The days of Cash on Hand are at 133 in September up 6 days from last month. Daily cash expense is \$224,290.

Payer	Avg prior 2 months	Collection %	Expected Collections	Actual	Act Variance	Act Coll %
BLUE CROSS	3,221,027.73	82%	2,641,242.73	3,650,698.00	1,009,455.27	113%
COMMERCIAL	1,934,693.40	83%	1,605,795.52	1,449,117.00	(156,678.52)	75%
GOVERNMENT	404,752.63	17%	68,807.95	55,982.00	(12,825.95)	14%
MEDICAID	1,162,405.55	19%	220,857.05	423,721.00	202,863.95	36%
MEDICARE	5,328,988.42	32%	1,705,276.29	1,499,948.00	(205,328.29)	28%
SELF PAY	1,237,329.03	46%	569,171.35	588,119.00	18,947.65	48%
WORKERS COMP	208,696.56	35%	73,043.80	58,527.00	(14,516.80)	28%
TOTAL HOSPITAL	13,497,893.31	51.0%	6,884,194.70	7,726,112.00	841,917.30	57%

The table shows the September variance of expected to actual collections by payer for the Hospital only. The total collections variance is a positive \$841,917. Blue Cross made up most of the variance with a collection rate of 113% equating to \$1 million in additional payments. Medicare still has the largest negative variance at \$205,328 but down from the prior month. Overall collections were at 57% as compared to our goal of 51%.

Medicare – Unfilled peritoneal dialysis (PD) accounts equal about \$65,000 each month. Infusion and chemotherapy claims are being medically reviewed due to the increase in services from facility. This equated to \$125,000 in August that had not been processed at September month end.

Blue Cross At the close of September CCS accounts receivable balance is \$3,315,464 down from \$4,909,591 in August. Prior to the CCS system change the normal AR balance was averaging \$2.9 million. Current claims are processing cleanly and our days in AR for Blue Cross have decreased by 14 days. We continue weekly calls and correspondence with Blue Cross to follow up on aging accounts estimated at \$400,000 at month end.

Collection goal for October \$6,971,100:

- 51% of prior two months charges \$6,771,100
- Portion of aging AR \$200,000

Cross days in AR – the goal for days in AR is to get back to 18 figures by December and down to 43 days by June 2020.

	Current	F19	F18
BLUE CROSS	34.70	45.74	29.85
COMMERCIAL	42.72	38.68	47.39
GOVERNMENT	115.44	111.55	133.98
MEDICAID	24.51	44.68	26.07
MEDICARE	30.95	32.77	31.63
SELF PAID	183.69	175.65	178.38
WORKERS COMP	59.40	74.14	67.94
TOTAL HOSPITAL	48.85	52.58	48.23

EXPENSES. Total expenses for the month were \$7,410,433 over budget by \$43,086 but remain under budget year to date. The following expense categories were over budget in September:

Fringe Benefits – This expense is over budget by \$100,280 and over budget \$148,181 year to date. Group health is over budget by \$92,505 due to the payment of prior year accounts processed by CCS.

Contract Labor – This expense is over budget \$21,850 and over budget \$100,780 year to date. Ultrasound and Cardiopulmonary are over budget.

Other Physician Fees - This expense is over budget by \$70,981 and over budget \$31,616 year to date. Locum hospitalist and anesthesia fees are over budget in September.

Maintenance & Repair - This expense is over budget by \$45,677 and over budget \$9,512 year to date. We have submitted \$225,614 year to date for reimbursement from the County maintenance fund.

OUTLOOK FOR OCTOBER. Gross patient revenue is projecting to come in under budget at \$14.3 million. Expenses are projecting to come in under budget at \$7.4 million. This table shows projected collections compared to expected collections for October.

Payer	Avg prior 2 months	Collection %	Expected Collections	Actual	Act Variance	Act Coll %	Projected	Prj Variance	Prj Coll %
BLUE CROSS	3,312,572.42	82%	2,716,309.38	2,575,331.00	(140,978.38)	78%	2,575,331.00	(140,978.38)	78%
COMMERCIAL	1,808,398.31	83%	1,500,970.59	1,135,971.00	(364,999.59)	63%	1,419,971.00	(80,999.59)	79%
GOVERNMENT	580,416.95	17%	98,670.88	73,537.00	(25,133.88)	13%	91,921.00	(6,749.88)	16%
MEDICAID	1,172,054.53	19%	222,690.36	237,497.00	14,806.64	20%	307,497.00	84,806.64	26%
MEDICARE	5,013,010.93	32%	1,604,163.50	1,102,716.00	(501,447.50)	22%	1,359,717.00	(244,446.50)	27%
SELF PAY	1,168,521.41	46%	537,519.85	550,856.00	13,336.15	47%	650,856.00	113,336.15	56%
WORKERS COMP	221,636.16	35%	77,572.65	40,606.00	(36,966.65)	18%	50,606.00	(26,966.65)	23%
TOTAL HOSPITAL	13,276,610.69	50.9%	6,757,897.22	5,716,514.00	(1,041,383.22)	43%	6,455,899.00	(301,998.22)	49%

Medicare has delayed processing all accounts until October 21 as they upgrade their system. All of our Medicare billing is current and should pay as soon as the update is complete. We are under expected collections by \$244,000 for the month. We continue to wait for the state to certify our peritoneal dialysis unit. We are holding billing of \$350,000 since March in Medicare claims. The delay on infusion and chemotherapy claims continue to negatively affect our collections. We are working on clearing out the Medicare collections by inpatient and outpatient which will enable us to set an accurate collection goal for Medicare accounts.

Blue Cross collections are at \$2,575,331 for the month. After all October vouchers are posted the variance on accounts 90 days has decreased to \$200,000 down from \$400,000 at the end of last month. We continue to work with them on weekly calls and daily spreadsheets identifying claims that have processed incorrectly. They are prioritizing the claims based on dollar amount of claim.

Reduction of revenue – Medicare payer mix is projecting to be higher in October than the prior month at 43%. Blue Cross & Commercial payer mix is projecting to be the same as last month and Medicaid and Self Pay are projecting at a lower payer mix than September. Any growth in Medicare OR will increase our reduction of revenue as we reserve for the higher balance.

CLINIC NARRATIVE SEPT 2019 FINANCIALS

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

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

October 21, 2019

PROVIDER CLINIC – SEPTEMBER 2019

CLINIC BOTTOM LINE. The bottom line for the Provider Clinic for September was a loss of \$572,648 compared to a loss of \$528,525 in the budget. The net operating loss is \$1,454,200 compared to a loss of \$1,431,909 in the budget.

VOLUME. Total visits were 4,232 for September.

REVENUE. Revenue for the Clinic for September was \$1,370,094 over budget by \$32,002. net revenue was \$4,197,849 under budget by \$248,130.

The Clinic providers also generate hospital enterprise revenue including radiology and Surgery. Gross enterprise revenue year to date from the is \$1,428,207. This equates to \$5,324,392 of net enterprise revenue with an impact to the bottom line of \$212,976. The gross enterprise revenue is 26% of the total Hospital revenue year to date.

Net patient revenue for the Clinic for September was \$711,913 under budget by \$28,337. net patient revenue was \$2,294,057 which was under budget by \$163,992.

Deductions from revenue for the Clinic were booked at 48% for September and at 45.4% year to date which is slightly over budget for the year.

In September the net payer mix was as follows: Commercial Insurance and Blue Cross consisted of 55.3% of revenue; Medicare and Medicaid consisted of 38.1% of revenue and Self Pay consisted of 5.95% of revenue. The current payer mix is in line with the prior year.

September's days in receivable stayed at 60 in the Clinic and is down eleven days to 40 in the Orthopedic clinic.

EXPENSES. Total expenses for the month were \$1,351,974 which was over budget by \$12,656. The majority of the expenses consist of Salaries and benefits at 83.5% of total expenses. The following categories were over budget for September:

Salary & Wage – This expense is over budget by \$13,979.

Purchased Services – This expense is over budget by \$5,277 for the month.

Supplies – This expense is over budget \$10,922 for the month. Radiology clinic supplies came in over budget.

OVERALL ASSESSMENT. Through September the Provider Clinic revenue plus enterprise revenue makes up 35.2% of total hospital gross patient revenue.

Financial Information



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

Unaudited Financial Statements

for

Three months ended September 30, 2019

Certification Statement:

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

Certified by:

Tami Love

Chief Financial Officer

Table of Contents

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

PAGE 1

Three months ended September 30, 2019

TABLE OF CONTENTS

EXECUTIVE SUMMARY	PAGE 2
FINANCIAL RATIOS AND BENCHMARKS	PAGE 3
BALANCE SHEET - ASSETS	PAGE 4
BALANCE SHEET - LIABILITIES AND NET ASSETS	PAGE 5
STATEMENT OF OPERATIONS - CURRENT MONTH	PAGE 6
STATEMENT OF OPERATIONS - YEAR-TO-DATE	PAGE 7
STATEMENT OF OPERATIONS - 13 MONTH TREND	PAGE 8
STATEMENT OF CASH FLOWS	PAGE 10
KEY OPERATING STATISTICS	PAGE 11
ACCOUNTS RECEIVABLE REPORT	PAGE 12
REVENUE AND EXPENSE VARIANCE ANALYSIS	PAGE 13
KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE	PAGE S-A

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

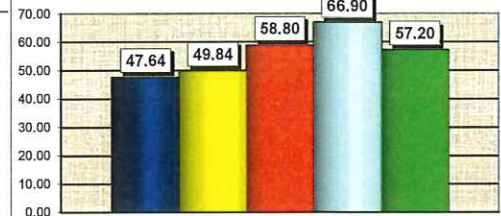
PAGE 2

Three months ended September 30, 2019

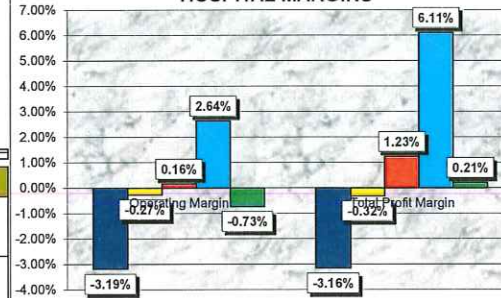
BALANCE SHEET

	YTD 9/30/2019	Prior FYE 6/30/2019
ASSETS		
Current Assets	\$29,907,625	\$29,841,920
Assets Whose Use is Limited	22,172,137	22,466,542
Property, Plant & Equipment (Net)	63,432,376	63,726,102
Other Assets	231,621	234,709
Total Unrestricted Assets	115,743,758	116,269,273
Restricted Assets	255,760	256,963
Total Assets	\$115,999,519	\$116,526,235
LIABILITIES AND NET ASSETS		
Current Liabilities	\$7,712,221	\$7,491,981
Long-Term Debt	27,843,805	27,858,240
Other Long-Term Liabilities	700,173	747,408
Total Liabilities	36,256,198	36,097,629
Net Assets	79,743,320	80,428,606
Total Liabilities and Net Assets	\$115,999,519	\$116,526,235

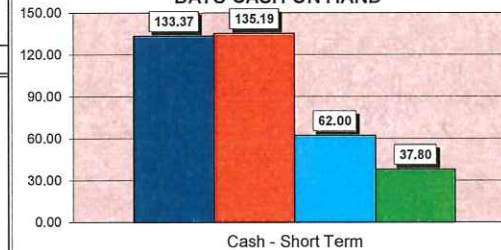
NET DAYS IN ACCOUNTS RECEIVABLE



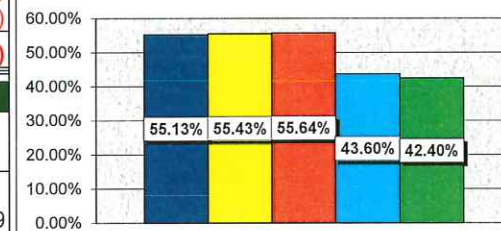
HOSPITAL MARGINS



DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



KEY STATISTICS AND RATIOS

	09/30/19 ACTUAL	09/30/19 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	340	311	996	1,069
Average Acute Length of Stay	3.1	2.6	2.8	2.9
Total Emergency Room Visits	1,395	1,274	4,208	3,974
Outpatient Visits	7,700	6,027	23,147	19,045
Total Surgeries	145	149	488	486
Total Worked FTE's	424.24	445.00	419.69	445.00
Total Paid FTE's	468.49	488.40	466.54	488.40
Net Revenue Change from Prior Yr	4.99%	2.72%	-0.94%	2.45%
EBIDA - 12 Month Rolling Average			6.81%	7.31%
Current Ratio			3.88	
Days Expense in Accounts Payable			28.95	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	
Budget	09/30/19
Prior Fiscal Year End	06/30/19
WYOMING	All Hospitals
< \$90M Net Rev.	Rural

FINANCIAL STRENGTH INDEX -		0.54
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

PAGE 3

Three months ended September 30, 2019

📉 📈 - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Year to Date 9/30/2019	Budget 6/30/2019	BB+ Credit Rating	BBB- Credit Rating	Prior Fiscal Year End 06/30/19	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev. (See Note 2)
Profitability:								
Operating Margin	📈	-3.19%	1.90%	0.10%	0.30%	0.16%	2.64%	-0.73%
Total Profit Margin	📈	-3.16%	0.76%	0.80%	1.00%	1.23%	6.11%	0.21%
Liquidity:								
Days Cash, All Sources **	📈	133.37	129.76	91.30	129.00	135.19	62.00	37.80
Net Days in Accounts Receivable	📉	47.64	50.02	52.40	51.80	58.80	66.90	57.20
Capital Structure:								
Average Age of Plant (Annualized)	📉	14.28	12.58	15.10	11.20	12.38	9.50	12.40
Long Term Debt to Capitalization	📉	26.45%	25.75%	48.20%	41.60%	26.29%	16.80%	10.00%
Debt Service Coverage Ratio **	📈	3.19	3.97	1.80	2.30	3.76	N/A	2.64
Productivity and Efficiency:								
Paid FTE's per Adjusted Occupied Bed	📉	8.13	8.43			7.86	6.60	4.63
Salary Expense per Paid FTE		\$83,029	\$86,892			\$84,711	\$62,436	\$48,150
Salary and Benefits as a % of Total Operating Exp		55.13%	56.43%			55.64%	43.60%	42.40%

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

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

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

Balance Sheet - Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 4

ROCK SPRINGS, WY

Three months ended September 30, 2019

	Current Month 9/30/2019	Prior Month 8/31/2019	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2019
Current Assets					
Cash and Cash Equivalents	\$10,919,044	\$9,669,968	\$1,249,076	12.92%	\$10,487,324
Gross Patient Accounts Receivable	23,114,858	26,161,374	(3,046,517)	-11.65%	24,217,308
Less: Bad Debt and Allowance Reserves	(12,220,235)	(13,631,403)	1,411,168	10.35%	(11,984,053)
Net Patient Accounts Receivable	10,894,623	12,529,972	(1,635,349)	-13.05%	12,233,255
Interest Receivable	0	0	0	0.00%	0
Other Receivables	2,683,692	2,368,008	315,684	13.33%	1,919,165
Inventories	2,918,901	2,921,295	(2,393)	-0.08%	2,917,250
Prepaid Expenses	2,491,365	2,621,331	(129,965)	-4.96%	2,284,926
Due From Third Party Payers	0	0	0	0.00%	0
Due From Affiliates/Related Organizations	0	0	0	0.00%	0
Other Current Assets	0	0	0	0.00%	0
Total Current Assets	29,907,625	30,110,572	(202,947)	-0.67%	29,841,920
Assets Whose Use is Limited					
Cash	24,569	22,286	2,283	10.24%	19,800
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	2,727,483	3,285,533	(558,049)	-16.99%	3,059,212
Trustee Held Funds - SPT	5,375	5,110	265	5.18%	168
Board Designated Funds	4,779,474	4,771,164	8,310	0.17%	4,752,127
Other Limited Use Assets	14,635,235	14,635,235	0	0.00%	14,635,235
Total Limited Use Assets	22,172,137	22,719,329	(547,192)	-2.41%	22,466,542
Property, Plant, and Equipment					
Land and Land Improvements	2,957,673	2,957,673	0	0.00%	2,957,673
Building and Building Improvements	38,215,213	38,215,213	0	0.00%	38,215,213
Equipment	112,052,897	111,926,052	126,846	0.11%	110,985,975
Construction In Progress	1,068,115	985,111	83,005	8.43%	762,258
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	154,293,898	154,084,048	209,850	0.14%	152,921,119
Less: Accumulated Depreciation	(90,861,522)	(90,303,296)	(558,226)	-0.62%	(89,195,017)
Net Property, Plant, and Equipment	63,432,376	63,780,752	(348,376)	-0.55%	63,726,102
Other Assets					
Unamortized Loan Costs	231,621	232,650	(1,029)	-0.44%	234,709
Other	0	0	0	0.00%	0
Total Other Assets	231,621	232,650	(1,029)	-0.44%	234,709
TOTAL UNRESTRICTED ASSETS	115,743,758	116,843,303	(1,099,544)	-0.94%	116,269,273
Restricted Assets	255,760	254,407	1,353	0.53%	256,963
TOTAL ASSETS	\$115,999,519	\$117,097,709	(\$1,098,191)	-0.94%	\$116,526,235

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Three months ended September 30, 2019

PAGE 5

	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2019
	Current Month 9/30/2019	Prior Month 8/31/2019	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$3,546,049	\$4,004,452	\$458,403	11.45%	\$3,176,158
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,831,102	1,725,465	(105,637)	-6.12%	1,481,176
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	1,987,026	1,951,835	(35,190)	-1.80%	2,114,225
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)	297,306	323,414	26,108	8.07%	323,414
Current Portion of LTD (Leases)	0	0	0	0.00%	0
Other Current Liabilities	50,738	613,430	562,692	91.73%	397,008
Total Current Liabilities	7,712,221	8,618,596	906,375	10.52%	7,491,981
Long Term Debt					
Bonds/Mortgages Payable	28,141,111	28,172,031	30,920	0.11%	28,181,654
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	297,306	323,414	26,108	8.07%	323,414
Total Long Term Debt (Net of Current)	27,843,805	27,848,617	4,812	0.02%	27,858,240
Other Long Term Liabilities					
Deferred Revenue	0	0	0	0.00%	0
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	700,173	692,514	(7,658)	-1.11%	747,408
Total Other Long Term Liabilities	700,173	692,514	(7,658)	-1.11%	747,408
TOTAL LIABILITIES	36,256,198	37,159,727	903,528	2.43%	36,097,629
Net Assets:					
Unrestricted Fund Balance	78,103,166	78,103,166	0	0.00%	77,035,006
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	365,118	363,765	(1,353)	-0.37%	366,321
Net Revenue/(Expenses)	(684,083)	(488,068)	N/A	N/A	1,068,160
TOTAL NET ASSETS	79,743,320	79,937,983	194,662	0.24%	80,428,606
TOTAL LIABILITIES AND NET ASSETS	\$115,999,519	\$117,097,709	\$1,098,191	0.94%	\$116,526,235

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 6

ROCK SPRINGS, WY

Three months ended September 30, 2019

	CURRENT MONTH				Prior Year 09/30/18
	Actual 09/30/19	Budget 09/30/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$2,730,901	\$2,779,485	(\$48,584)	-1.75%	\$2,499,813
Outpatient Revenue	10,230,467	8,734,783	1,495,684	17.12%	8,246,354
Clinic Revenue	1,165,206	1,183,190	(17,985)	-1.52%	1,076,083
Specialty Clinic Revenue	204,888	154,901	49,987	32.27%	146,133
Total Gross Patient Revenue	14,331,462	12,852,360	1,479,103	11.51%	11,968,383
Deductions From Revenue					
Discounts and Allowances	(6,032,602)	(5,081,016)	(951,585)	-18.73%	(4,581,170)
Bad Debt Expense (Governmental Providers Only)	(1,180,264)	(825,778)	(354,486)	-42.93%	(1,072,535)
Medical Assistance	(114,653)	(127,043)	12,390	9.75%	(135,091)
Total Deductions From Revenue	(7,327,518)	(6,033,837)	(1,293,681)	-21.44%	(5,788,796)
Net Patient Revenue	7,003,944	6,818,522	185,421	2.72%	6,179,587
Other Operating Revenue	195,787	225,427	(29,640)	-13.15%	678,067
Total Operating Revenue	7,199,731	7,043,949	155,781	2.21%	6,857,654
Operating Expenses					
Salaries and Wages	3,189,351	3,213,078	23,727	0.74%	3,014,576
Fringe Benefits	879,652	779,373	(100,280)	-12.87%	648,010
Contract Labor	121,333	99,483	(21,850)	-21.96%	45,634
Physicians Fees	336,815	265,835	(70,981)	-26.70%	239,881
Purchased Services	430,288	435,122	4,834	1.11%	342,090
Supply Expense	1,072,316	1,175,727	103,411	8.80%	1,060,199
Utilities	101,061	95,759	(5,302)	-5.54%	90,628
Repairs and Maintenance	461,821	416,144	(45,677)	-10.98%	351,939
Insurance Expense	54,483	52,336	(2,147)	-4.10%	66,217
All Other Operating Expenses	151,438	186,236	34,798	18.68%	138,767
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	46,560	84,615	38,055	44.97%	85,136
Depreciation and Amortization	565,315	563,641	(1,674)	-0.30%	604,823
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	7,410,433	7,367,347	(43,086)	-0.58%	6,687,900
Net Operating Surplus/(Loss)	(210,703)	(323,398)	112,695	-34.85%	169,754
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	20,296	13,333	6,963	52.22%	4,652
Tax Subsidies (Except for GO Bond Subsidies)	265	0	265	0.00%	0
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(107,630)	(113,824)	(6,193)	5.44%	(127,030)
Other Non-Operating Revenue/(Expenses)	101,757	96,671	5,086	5.26%	16,934
Total Non Operating Revenue/(Expense)	14,687	(3,820)	18,507	-484.50%	(105,444)
Total Net Surplus/(Loss)	(\$196,016)	(\$327,218)	\$131,202	-40.10%	\$64,310
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(\$196,016)	(\$327,218)	\$131,202	-40.10%	\$64,310
Operating Margin	-2.93%	-4.59%			2.48%
Total Profit Margin	-2.72%	-4.65%			0.94%
EBIDA	4.93%	3.41%			11.30%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 7

ROCK SPRINGS, WY

Three months ended September 30, 2019

	YEAR-TO-DATE				Prior Year 09/30/18
	Actual 09/30/19	Budget 09/30/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$8,380,674	\$8,555,851	(\$175,177)	-2.05%	\$8,296,615
Outpatient Revenue	31,824,247	29,276,636	2,547,611	8.70%	27,592,883
Clinic Revenue	3,632,262	3,780,911	(148,649)	-3.93%	3,369,606
Specialty Clinic Revenue	565,586	665,068	(99,481)	-14.96%	627,422
Total Gross Patient Revenue	44,402,770	42,278,466	2,124,303	5.02%	39,886,527
Deductions From Revenue					
Discounts and Allowances	(19,687,012)	(17,333,956)	(2,353,056)	-13.57%	(15,714,142)
Bad Debt Expense (Governmental Providers Only)	(3,189,660)	(2,752,385)	(437,274)	-15.89%	(2,894,129)
Medical Assistance	(487,906)	(423,444)	(64,462)	-15.22%	(423,173)
Total Deductions From Revenue	(23,364,578)	(20,509,785)	(2,854,792)	-13.92%	(19,031,444)
Net Patient Revenue	21,038,192	21,768,681	(730,489)	-3.36%	20,855,083
Other Operating Revenue	600,313	609,189	(8,876)	-1.46%	988,164
Total Operating Revenue	21,638,505	22,377,870	(739,365)	-3.30%	21,843,247
Operating Expenses					
Salaries and Wages	9,364,401	9,708,269	343,868	3.54%	9,352,963
Fringe Benefits	2,545,439	2,397,258	(148,181)	-6.18%	2,159,356
Contract Labor	399,229	298,449	(100,780)	-33.77%	266,773
Physicians Fees	1,043,870	1,012,254	(31,616)	-3.12%	708,512
Purchased Services	1,224,505	1,260,272	35,767	2.84%	1,085,174
Supply Expense	3,574,337	3,541,101	(33,236)	-0.94%	3,390,237
Utilities	294,893	294,176	(717)	-0.24%	277,556
Repairs and Maintenance	1,274,604	1,265,093	(9,511)	-0.75%	1,128,650
Insurance Expense	165,684	154,698	(10,986)	-7.10%	196,305
All Other Operating Expenses	522,869	557,097	34,227	6.14%	526,507
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	224,874	253,844	28,970	11.41%	229,847
Depreciation and Amortization	1,693,476	1,696,136	2,661	0.16%	1,848,792
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	22,328,180	22,438,647	110,467	0.49%	21,170,671
Net Operating Surplus/(Loss)	(689,675)	(60,777)	(628,898)	1034.76%	672,576
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	62,104	39,999	22,105	55.26%	24,840
Tax Subsidies (Except for GO Bond Subsidies)	5,207	0	5,207	0.00%	0
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(306,587)	(341,471)	34,884	-10.22%	(341,322)
Other Non-Operating Revenue/(Expense)	244,868	290,012	(45,144)	-15.57%	52,209
Total Non Operating Revenue/(Expense)	5,592	(11,459)	17,051	-148.80%	(264,273)
Total Net Surplus/(Loss)	(\$684,083)	(\$72,236)	(\$611,847)	847.01%	\$408,302
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(\$684,083)	(\$72,236)	(\$611,847)	847.01%	\$408,302
Operating Margin	-3.19%	-0.27%			3.08%
Total Profit Margin	-3.16%	-0.32%			1.87%
EBIDA	4.66%	7.31%			11.54%

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

PAGE 8

	Actual 9/30/2019	Actual 8/31/2019	Actual 7/31/2019	Actual 6/30/2019	Actual 5/31/2019	Actual 4/30/2019
Gross Patient Revenue						
Inpatient Revenue	\$2,730,901	\$2,726,154	\$2,923,619	\$2,440,090	\$2,841,644	\$2,956,480
Inpatient Psych/Rehab Revenue						
Outpatient Revenue	\$10,230,467	\$10,859,314	\$10,734,465	\$9,137,727	\$9,721,418	\$9,778,210
Clinic Revenue	\$1,165,206	\$1,275,579	\$1,191,478	\$1,351,020	\$1,229,230	\$1,411,951
Specialty Clinic Revenue	\$204,888	\$202,768	\$157,931	\$140,838	\$170,624	\$169,268
Total Gross Patient Revenue	\$14,331,462	\$15,063,815	\$15,007,493	\$13,069,675	\$13,962,917	\$14,315,908
Deductions From Revenue						
Discounts and Allowances	\$6,032,602	\$6,515,178	\$7,139,232	\$5,748,563	\$6,036,217	\$5,968,334
Bad Debt Expense (Governmental Providers Only)	\$1,180,264	\$992,458	\$1,016,938	\$1,035,734	\$1,106,128	\$1,112,048
Charity Care	\$114,653	\$173,200	\$200,053	\$135,657	\$410,835	\$154,144
Total Deductions From Revenue	7,327,518	7,680,836	8,356,223	6,919,954	7,553,180	7,234,527
Net Patient Revenue	\$7,003,944	\$7,382,978	\$6,651,270	\$6,149,721	\$6,409,737	\$7,081,381
Other Operating Revenue	195,787	196,885	207,641	216,040	445,830	339,098
Total Operating Revenue	7,199,731	7,579,864	6,858,911	6,365,762	6,855,566	7,420,479
Operating Expenses						
Salaries and Wages	\$3,189,351	\$3,150,410	\$3,024,639	\$3,046,743	\$3,155,561	\$2,977,715
Fringe Benefits	\$879,652	\$970,094	\$695,692	\$767,821	\$1,000,635	\$933,863
Contract Labor	\$121,333	\$131,399	\$146,497	\$128,111	\$64,948	\$98,792
Physicians Fees	\$336,815	\$341,822	\$365,232	\$450,449	\$418,232	\$350,665
Purchased Services	\$430,288	\$382,855	\$411,362	\$398,748	\$375,159	\$413,790
Supply Expense	\$1,072,316	\$1,280,524	\$1,221,496	\$866,426	\$1,064,799	\$1,078,865
Utilities	\$101,061	\$95,614	\$98,218	\$95,714	\$86,783	\$83,836
Repairs and Maintenance	\$461,821	\$403,366	\$409,417	\$425,390	\$513,170	\$428,617
Insurance Expense	\$54,483	\$52,627	\$58,574	\$40,019	\$37,934	\$68,473
All Other Operating Expenses	\$151,438	\$175,292	\$196,139	\$232,721	\$190,218	\$98,643
Bad Debt Expense (Non-Governmental Providers)						
Leases and Rentals	\$46,560	\$86,974	\$91,340	\$87,293	\$112,094	\$79,258
Depreciation and Amortization	\$565,315	\$567,122	\$561,039	\$581,397	\$575,850	\$596,566
Interest Expense (Non-Governmental Providers)						
Total Operating Expenses	\$7,410,433	\$7,638,101	\$7,279,646	\$7,120,832	\$7,595,383	\$7,209,082
Net Operating Surplus/(Loss)	(\$210,703)	(\$58,237)	(\$420,735)	(\$755,071)	(\$739,816)	\$211,397
Non-Operating Revenue:						
Contributions						
Investment Income	20,296	22,692	19,116	58,715	143,065	10,344
Tax Subsidies (Except for GO Bond Subsidies)						
Tax Subsidies for GO Bonds	265	3,513	1,429	168	274	828
Interest Expense (Governmental Providers Only)	(107,630)	(99,323)	(99,633)	(109,246)	(100,442)	(99,953)
Other Non-Operating Revenue/(Expenses)	101,757	114,856	28,255	166,888	59,675	29,196
Total Non Operating Revenue/(Expense)	\$14,687	\$41,738	(\$50,834)	\$116,526	\$102,572	(\$59,584)
Total Net Surplus/(Loss)	(\$196,016)	(\$16,499)	(\$471,569)	(\$638,545)	(\$637,244)	\$151,812
Change in Unrealized Gains/(Losses) on Investments				41,259	174,489	
Increase/(Decrease in Unrestricted Net Assets)	(\$196,016)	(\$16,499)	(\$471,569)	(\$597,286)	(\$462,755)	\$151,812
Operating Margin	-2.93%	-0.77%	-6.13%	-11.86%	-10.79%	2.85%
Total Profit Margin	-2.72%	-0.22%	-6.88%	-10.03%	-9.30%	2.05%
EBIDA	4.93%	6.71%	2.05%	-2.73%	-2.39%	10.89%

Actual 3/31/2019	Actual 2/28/2019	Actual 1/31/2019	Actual 12/31/2018	Actual 11/30/2018	Actual 10/31/2018	Actual 9/30/2018
\$3,361,712	\$3,219,822	\$3,505,789	\$2,955,935	\$3,151,638	\$3,043,704	\$2,499,813
\$10,025,117	\$9,455,323	\$9,655,343	\$9,010,217	\$8,820,378	\$9,273,432	\$8,246,354
\$1,460,747	\$1,009,031	\$1,069,404	\$1,254,113	\$1,134,169	\$1,361,778	\$1,076,083
\$175,633	\$127,930	\$207,546	\$180,950	\$104,902	\$116,899	\$146,133
\$15,023,209	\$13,812,107	\$14,438,082	\$13,401,215	\$13,211,087	\$13,795,813	\$11,968,383
\$6,429,282	\$5,729,959	\$5,973,406	\$5,230,019	\$5,351,709	\$5,646,755	\$4,581,170
\$925,904	\$861,776	\$1,068,211	\$557,421	\$986,087	\$706,393	\$1,072,535
\$75,643	\$39,094	\$9,144	\$653,219	\$60,045	\$273,186	\$135,091
7,430,829	6,630,829	7,050,760	6,440,659	6,397,840	6,626,333	5,788,796
\$7,592,380	\$7,181,278	\$7,387,322	\$6,960,556	\$6,813,247	\$7,169,480	\$6,179,587
152,004	120,379	263,747	220,308	254,511	173,401	678,067
7,744,384	7,301,657	7,651,070	7,180,863	7,067,758	7,342,881	6,857,654
\$3,305,068	\$3,088,986	\$3,186,722	\$3,269,823	\$2,935,437	\$3,318,255	\$3,014,576
\$988,234	\$665,091	\$865,517	\$717,581	\$746,950	\$702,719	\$648,010
\$97,501	\$74,652	\$69,678	\$65,504	\$74,832	\$80,488	\$45,634
\$341,727	\$356,528	\$385,122	\$388,350	\$342,975	\$268,744	\$239,881
\$381,623	\$317,228	\$389,034	\$360,563	\$350,678	\$354,072	\$342,090
\$1,123,055	\$1,129,337	\$1,157,310	\$1,032,789	\$1,097,604	\$1,103,598	\$1,060,199
\$90,794	\$82,401	\$104,011	\$88,476	\$96,033	\$88,710	\$90,628
\$417,236	\$375,266	\$415,540	\$320,266	\$415,236	\$348,112	\$351,939
\$67,452	\$67,452	\$68,029	\$68,606	\$68,606	\$67,412	\$66,217
\$84,278	\$158,971	\$175,580	\$140,791	\$250,438	\$225,179	\$138,767
\$84,907	\$83,369	\$94,749	\$75,445	\$87,400	\$86,440	\$85,136
\$592,419	\$593,713	\$604,188	\$619,201	\$597,556	\$599,007	\$604,823
\$7,574,294	\$6,992,995	\$7,515,479	\$7,147,397	\$7,063,744	\$7,242,736	\$6,687,899
\$170,090	\$308,662	\$135,591	\$33,467	\$4,014	\$100,145	\$169,755
20,255	13,010	3,652	5,279	3,333	10,560	4,652
4,161	1,627	2,132	183,959			
(111,832)	(100,799)	(101,257)	(116,158)	(101,983)	(102,369)	(127,030)
327,170	9,719	1,027,547	13,517	23,880	15,965	16,934
\$239,753	(\$76,443)	\$932,074	\$86,597	(\$74,770)	(\$75,844)	(\$105,445)
\$409,844	\$232,219	\$1,067,665	\$120,063	(\$70,756)	\$24,301	\$64,310
\$409,844	\$232,219	\$1,067,665	\$120,063	(\$70,756)	\$24,301	\$64,310
2.20%	4.23%	1.77%	0.47%	0.06%	1.36%	2.48%
5.29%	3.18%	13.95%	1.67%	-1.00%	0.33%	0.94%
9.85%	12.36%	9.67%	9.09%	8.51%	9.52%	11.30%

Statement of Cash Flows

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY

PAGE 10

Three months ended September 30, 2019

	CASH FLOW	
	Current Month 9/30/2019	Current Year-To-Date 9/30/2019
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	(\$196,016)	(\$684,083)
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	565,315	1,693,476
(Increase)/Decrease in Net Patient Accounts Receivable	1,635,349	1,338,632
(Increase)/Decrease in Other Receivables	(315,684)	(764,527)
(Increase)/Decrease in Inventories	2,393	(1,651)
(Increase)/Decrease in Pre-Paid Expenses	129,965	(206,439)
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	(458,403)	369,891
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	140,828	222,727
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	(562,692)	(346,271)
Net Cash Provided by Operating Activities:	941,056	1,621,755
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(216,939)	(1,399,750)
(Increase)/Decrease in Limited Use Cash and Investments	549,475	299,175
(Increase)/Decrease in Other Limited Use Assets	(2,283)	(4,769)
(Increase)/Decrease in Other Assets	1,029	3,088
Net Cash Used by Investing Activities	331,282	(1,102,257)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(30,920)	(40,544)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	7,658	(47,235)
Net Cash Used for Financing Activities	(23,262)	(87,779)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	(0)	0
Net Increase/(Decrease) in Cash	1,249,076	431,720
Cash, Beginning of Period	9,669,968	10,487,324
Cash, End of Period	\$10,919,044	\$10,919,044

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 11

ROCK SPRINGS, WY

Three months ended September 30, 2019

Current Month				Year-To-Date				
Actual 09/30/19	Budget 09/30/19	Positive/ (Negative) Variance	Prior Year 09/30/18	STATISTICS	Actual 09/30/19	Budget 09/30/19	Positive/ (Negative) Variance	Prior Year 09/30/18
Discharges								
110	120	(10)	120	Acute	354	369	(15)	369
110	120	(10)	120	Total Adult Discharges	354	369	(15)	369
44	47	(3)	47	Newborn	117	106	11	106
154	167	(13)	167	Total Discharges	471	475	(4)	475
Patient Days:								
340	311	29	311	Acute	996	1,069	(73)	1,069
340	311	29	311	Total Adult Patient Days	996	1,069	(73)	1,069
82	80	2	80	Newborn	207	184	23	184
422	391	31	391	Total Patient Days	1,203	1,253	(50)	1,253
Average Length of Stay (ALOS)								
3.1	2.6	0.5	2.6	Acute	2.8	2.9	(0.1)	2.9
3.1	2.6	0.5	2.6	Total Adult ALOS	2.8	2.9	(0.1)	2.9
1.9	1.7	0.2	1.7	Newborn ALOS	1.8	1.7	0.0	1.7
Average Daily Census (ADC)								
11.3	10.4	1.0	10.4	Acute	10.8	11.6	(0.8)	11.6
11.3	10.4	1.0	10.4	Total Adult ADC	10.8	11.6	(0.8)	11.6
2.7	2.7	0.1	2.7	Newborn	2.3	2.0	0.3	2.0
Emergency Room Statistics								
127	119	8	119	ER Visits - Admitted	412	405	7	405
1,268	1,155	113	1,155	ER Visits - Discharged	3,796	3,569	227	3,569
1,395	1,274	121	1,274	Total ER Visits	4,208	3,974	234	3,974
9.10%	9.34%		9.34%	% of ER Visits Admitted	9.79%	10.19%		10.19%
115.45%	99.17%		99.17%	ER Admissions as a % of Total	116.38%	109.76%		109.76%
Outpatient Statistics:								
7,700	6,027	1,673	6,027	Total Outpatients Visits	23,147	19,045	4,102	19,045
114	77	37	77	Observation Bed Days	345	329	16	329
3,778	4,136	(358)	3,744	Clinic Visits - Primary Care	12,058	13,041	(983)	11,673
454	383	71	443	Clinic Visits - Specialty Clinics	1,352	1,539	(187)	1,343
20	25	(5)	25	IP Surgeries	78	71	7	71
125	124	1	124	OP Surgeries	410	415	(5)	415
Productivity Statistics:								
424.24	445.00	(20.76)	401.68	FTE's - Worked	419.69	445.00	(25.31)	400.74
468.49	488.40	(19.91)	441.00	FTE's - Paid	466.54	488.40	(21.86)	445.69
1.3836	1.3433	0.04	1.3433	Case Mix Index -Medicare	1.3579	3.6927	(2.33)	1.2309
0.6553	0.7620	(0.11)	0.7620	Case Mix Index - All payers	0.7108	2.2568	(1.55)	0.7523

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
09/30/19

PAGE 12

	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	47.89	53.30
Net Days in Accounts Receivable	47.64	58.80
Number of Gross Days in Unbilled Revenue	3.82	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	33.75%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	0.80%	0.99%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	1.10%	1.00%
Bad Debts as a % of Gross Patient Revenue - Current Month	8.24%	6.43%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	7.18%	6.51%
Collections as a Percentage of Net Revenue - Current Month	122.03%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	105.13%	100% or >
Percentage of Blue Cross Receivable > 90 Days	23.04%	< 10%
Percentage of Insurance Receivable > 90 Days	8.16%	< 15%
Percentage of Medicaid Receivable > 90 Days	26.50%	< 20%
Percentage of Medicare Receivable > 60 Days	11.75%	< 6%

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Three months ended September 30, 2019

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.

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Gross Patient Revenue	1,479,103	11.51%	2,124,303	5.02%

Gross patient revenue is over budget for the month and over budget year to date. Patient statistics under budget include Discharges, Surgeries and Clinic visits.

Average Daily Census is 11.3 in September which is over budget by 1.0

Deductions from Revenue	(1,293,681)	-21.44%	(2,854,792)	-13.92%
-------------------------	-------------	---------	-------------	---------

Deductions from revenue are over budget for September and over budget year to date.

They are currently booked at 51.1% for September and 52.6% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.

Bad Debt Expense	(354,486)	-42.93%	(437,274)	-15.89%
------------------	-----------	---------	-----------	---------

Bad debt expense is booked at 8.0% for September and 7.1% year to date.

Charity Care	12,390	9.75%	(64,462)	-15.22%
--------------	--------	-------	----------	---------

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	(29,640)	-13.15%	(8,876)	-1.46%
-------------------------	----------	---------	---------	--------

Other Operating Revenue is under budget for the month and is under budget year to date.

Salaries and Wages	23,727	0.74%	343,868	3.54%
--------------------	--------	-------	---------	-------

Salary and Wages are under budget and remain under budget year to date.

Paid FTEs are under budget by 19.91 FTEs for the month and under 21.86 FTEs year to date.

Fringe Benefits	(100,280)	-12.87%	(148,181)	-6.18%
-----------------	-----------	---------	-----------	--------

Fringe benefits are over budget in September and remain over budget year to date.

Group Health is over budget.

Contract Labor	(21,850)	-21.96%	(100,780)	-33.77%
----------------	----------	---------	-----------	---------

Contract labor is over budget for September and over budget year to date. ICU, ER

Cardio and Ultrasound are over budget for the month.

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Three months ended September 30, 2019

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	(70,981)	-26.70%	(31,616)	-3.12%
Physician fees are over budget in September and over budget year to date. ER, Locums, Hospitalist and Locums Clinic are over budget in September.				
Purchased Services	4,834	1.11%	35,767	2.84%
Purchased services are under budget for September and under budget year to date. Services over budget Advertising, Sponsorships, Bank Card Fee's and Other Purchased Services				
Supply Expense	103,411	8.80%	(33,236)	-0.94%
Supplies are under budget for September and over budget year to date. Line items over budget include Oxygen, Lab supplies, Blood and Instruments				
Repairs & Maintenance	(45,677)	-10.98%	(9,511)	-0.75%
Repairs and Maintenance are over budget for September and over budget year to date.				
All Other Operating Expenses	34,798	18.68%	34,227	6.14%
This expense is under budget in September and under budget year to date. Other expenses over budget are Physician Recruitment, Committee Meeting Meals and Software				
Leases and Rentals	38,055	44.97%	28,970	11.41%
This expense is under budget for September and remains under budget year to date.				
Depreciation and Amortization	(1,674)	-0.30%	2,661	0.16%
Depreciation is over budget for September and remains under budget year to date.				
BALANCE SHEET				
Cash and Cash Equivalents	\$1,249,076	12.92%		
Cash increased in September. Cash collections for September were \$8.5 million. Days Cash on Hand increased to 133 days.				
Gross Patient Accounts Receivable	(\$3,046,517)	-11.65%		
This receivable decreased in September due to high collections.				

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Three months ended September 30, 2019

PAGE 15

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Bad Debt and Allowance Reserves	1,411,168	10.35%		
Bad Debt and Allowances decreased.				
Other Receivables	315,684	13.33%		
Other Receivables increased in September due to County and Occ Med invoices and sign-on bonus'				
Prepaid Expenses	(129,965)	-4.96%		
Prepaid expenses decreased due to the normal activity in this account.				
Limited Use Assets	(547,192)	-2.41%		
These assets decreased due to the payment on the bonds				
Plant Property and Equipment	(348,376)	-0.55%		
The decrease in these assets is due to the increase in Capital equipment and the normal increase in accumulated depreciation.				
Accounts Payable	458,403	11.45%		
This liability decreased due to the normal activity in this account.				
Accrued Payroll	(105,637)	-6.12%		
This liability increased in September. The payroll accrual for September was 15 days.				
Accrued Benefits	(35,190)	-1.80%		
This liability increased in September with the normal accrual and usage of PTO .				
Other Current Liabilities	562,692	91.73%		
This liability decreased due to the payment on the bonds.				
Other Long Term Liabilities	(7,658)	-1.11%		
This liability increased due to the recode from current liabilities				
Total Net Assets	194,662	0.24%		

The net loss from operations for September is \$210,703

MHSC Clinic Financial Statements 093019



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

PHYSICIAN CLINICS

Unaudited Financial Statements

for

Three months ended September 30, 2019

Certification Statement:

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

Certified by:

Tami Love

Chief Financial Officer

Table of Contents

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

PAGE 1

Three months ended September 30, 2019

TABLE OF CONTENTS

FINANCIAL RATIOS AND BENCHMARKS	PAGE 2
STATEMENT OF OPERATIONS - CURRENT MONTH	PAGE 3
STATEMENT OF OPERATIONS - YEAR-TO-DATE	PAGE 4
STATEMENT OF OPERATIONS - 13 MONTH TREND	PAGE 5
KEY OPERATING STATISTICS	PAGE 7

Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

PAGE 2

Three months ended September 30, 2019

⬇️ ⬆️ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 9/30/2019	Year to Date 9/30/2019	Prior Fiscal Year End 06/30/19	MGMA Hospital Owned Rural
Profitability:					
Operating Margin	⬆️	-73.48%	-58.08%	-54.76%	-36.58%
Total Profit Margin	⬆️	-73.48%	-58.08%	-54.76%	-36.58%
Contractual Allowance %	⬇️	48.04%	45.35%	44.34%	
Liquidity:					
Net Days in Accounts Receivable	⬇️	54.88	51.09	56.77	39.58
Gross Days in Accounts Receivable	⬇️	63.88	62.55	60.14	72.82
Productivity and Efficiency:					
Patient Visits Per Day	⬇️	125.93	131.07	135.96	
Total Net Revenue per FTE	⬆️	N/A	\$136,141	\$147,646	
Salary Expense per Paid FTE		N/A	\$154,835	\$163,884	
Salary and Benefits as a % of Net Revenue		144.80%	131.24%	128.22%	91.26%
Employee Benefits %		14.44%	15.40%	15.52%	6.10%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Three months ended September 30, 2019

PAGE 3

	CURRENT MONTH				Prior Year 09/30/18
	Actual 09/30/19	Budget 09/30/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	1,165,206	1,183,190	(17,985)	-1.52%	1,076,083
Specialty Clinic Revenue	204,888	154,901	49,987	32.27%	146,133
Total Gross Patient Revenue	1,370,094	1,338,091	32,002	2.39%	1,222,216
Deductions From Revenue					
Discounts and Allowances	(658,181)	(597,841)	(60,339)	-10.09%	(580,856)
Total Deductions From Revenue	(658,181)	(597,841)	(60,339)	-10.09%	(580,856)
Net Patient Revenue	711,913	740,250	(28,337)	-3.83%	641,360
Other Operating Revenue	67,413	70,543	(3,130)	-4.44%	62,144
Total Operating Revenue	779,326	810,793	(31,467)	-3.88%	703,504
Operating Expenses					
Salaries and Wages	986,089	972,110	(13,979)	-1.44%	863,345
Fringe Benefits	142,365	141,976	(389)	-0.27%	100,447
Contract Labor	0	0	0	0.00%	0
Physicians Fees	46,927	45,300	(1,627)	-3.59%	38,235
Purchased Services	10,324	5,047	(5,277)	-104.56%	5,363
Supply Expense	27,662	16,740	(10,922)	-65.24%	10,863
Utilities	1,672	1,215	(457)	-37.62%	1,267
Repairs and Maintenance	20,680	31,999	11,318	35.37%	29,160
Insurance Expense	19,281	20,218	937	4.63%	16,088
All Other Operating Expenses	70,188	77,411	7,223	9.33%	45,658
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	4,804	3,259	(1,545)	-47.40%	4,874
Depreciation and Amortization	21,983	24,044	2,061	8.57%	23,690
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,351,974	1,339,318	(12,656)	-0.94%	1,138,991
Net Operating Surplus/(Loss)	(572,648)	(528,525)	(44,123)	8.35%	(435,487)
Total Net Surplus/(Loss)	(\$572,648)	(\$528,525)	(\$44,123)	8.35%	(\$435,487)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	(572,648)	(528,525)	(44,123)	8.35%	(435,487)
Operating Margin	-73.48%	-65.19%			-61.90%
Total Profit Margin	-73.48%	-65.19%			-61.90%
EBIDA	-70.66%	-62.22%			-58.54%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 4

ROCK SPRINGS, WY

Three months ended September 30, 2019

	YEAR-TO-DATE				Prior Year 09/30/18
	Actual 09/30/19	Budget 09/30/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	3,632,262	3,780,911	(148,649)	-3.93%	3,369,607
Specialty Clinic Revenue	565,586	665,068	(99,481)	-14.96%	627,422
Total Gross Patient Revenue	4,197,849	4,445,979	(248,130)	-5.58%	3,997,029
Deductions From Revenue					
Discounts and Allowances	(1,903,792)	(1,987,930)	84,139	4.23%	(1,802,145)
Total Deductions From Revenue	(1,903,792)	(1,987,930)	84,139	4.23%	(1,802,145)
Net Patient Revenue	2,294,057	2,458,049	(163,992)	-6.67%	2,194,884
Other Operating Revenue	209,569	210,629	(1,060)	-0.50%	192,612
Total Operating Revenue	2,503,626	2,668,678	(165,052)	-6.18%	2,387,496
Operating Expenses					
Salaries and Wages	2,847,401	2,967,394	119,993	4.04%	2,721,693
Fringe Benefits	438,391	453,330	14,939	3.30%	350,011
Contract Labor	0	0	0	0.00%	0
Physicians Fees	135,824	135,900	76	0.06%	46,535
Purchased Services	27,947	16,389	(11,558)	-70.52%	18,470
Supply Expense	69,748	48,602	(21,146)	-43.51%	32,197
Utilities	3,024	3,644	621	17.03%	3,549
Repairs and Maintenance	63,602	96,046	32,443	33.78%	84,355
Insurance Expense	57,842	58,344	502	0.86%	48,265
All Other Operating Expenses	234,917	238,958	4,041	1.69%	229,716
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	13,146	9,777	(3,369)	-34.45%	15,467
Depreciation and Amortization	65,985	72,203	6,218	8.61%	73,610
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	3,957,826	4,100,587	142,761	3.48%	3,623,868
Net Operating Surplus/(Loss)	(1,454,200)	(1,431,909)	(22,291)	1.56%	(1,236,371)
Total Net Surplus/(Loss)	(1,454,200)	(1,431,909)	(22,291)	1.56%	(1,236,371)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(1,454,200)	(1,431,909)	(22,291)	1.56%	(1,236,371)
Operating Margin	-58.08%	-53.66%			-51.79%
Total Profit Margin	-58.08%	-53.66%			-51.79%
EBIDA	-55.45%	-50.95%			-48.70%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 5

ROCK SPRINGS, WY

	Actual 9/30/2019	Actual 8/31/2019	Actual 7/31/2019	Actual 6/30/2019	Actual 5/31/2019
Gross Patient Revenue					
Clinic Revenue	\$1,165,206	\$1,275,579	\$1,191,478	\$1,321,234	\$1,259,017
Specialty Clinic Revenue	\$204,888	\$202,768	\$157,931	\$170,624	\$140,838
Total Gross Patient Revenue	\$1,370,094	\$1,478,347	\$1,349,408	\$1,491,858	\$1,399,854
Deductions From Revenue					
Discounts and Allowances	\$658,181	\$637,953	\$607,658	\$663,221	\$653,333
Total Deductions From Revenue	658,181	637,953	607,658	663,221	653,333
Net Patient Revenue	\$711,913	\$840,394	\$741,750	\$828,637	\$746,522
Other Operating Revenue	\$67,413	\$68,365	\$73,791	\$74,280	\$65,005
Total Operating Revenue	779,326	908,759	815,541	902,917	811,526
Operating Expenses					
Salaries and Wages	\$986,089	\$911,293	\$950,020	\$1,034,223	\$955,533
Fringe Benefits	\$142,365	\$163,131	\$132,895	\$155,564	\$189,439
Contract Labor	\$0	\$0	\$0	\$0	\$0
Physicians Fees	\$46,927	\$53,872	\$35,025	\$31,732	\$79,281
Purchased Services	\$10,324	\$9,505	\$8,118	\$19,046	\$11,013
Supply Expense	\$27,662	\$13,686	\$28,401	\$26,804	\$13,053
Utilities	\$1,672	\$514	\$838	\$1,112	\$813
Repairs and Maintenance	\$20,680	\$21,820	\$21,102	\$24,224	\$24,064
Insurance Expense	\$19,281	\$19,281	\$19,281	\$16,109	\$16,109
All Other Operating Expenses	\$70,188	\$84,732	\$79,997	\$64,052	\$110,309
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$4,804	\$5,815	\$2,526	\$3,317	\$5,139
Depreciation and Amortization	\$21,983	\$21,983	\$22,019	\$22,017	\$20,750
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,351,974	\$1,305,631	\$1,300,222	\$1,398,199	\$1,425,503
Net Operating Surplus/(Loss)	(\$572,648)	(\$396,872)	(\$484,681)	(\$495,282)	(\$613,977)
Total Net Surplus/(Loss)	(\$572,648)	(\$396,872)	(\$484,681)	(\$495,282)	(\$613,977)
Change in Unrealized Gains/(Losses) on Investr	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets	(\$572,648)	(\$396,872)	(\$484,681)	(\$495,282)	(\$613,977)
Operating Margin	-73.48%	-43.67%	-59.43%	-54.85%	-75.66%
Total Profit Margin	-73.48%	-43.67%	-59.43%	-54.85%	-75.66%
EBIDA	-70.66%	-41.25%	-56.73%	-52.42%	-73.10%

Actual 4/30/2019	Actual 3/31/2019	Actual 2/28/2019	Actual 1/31/2019	Actual 12/31/2018	Actual 11/30/2018	Actual 10/31/2018	Actual 9/30/2018
\$1,411,951	\$1,460,747	\$1,009,031	\$1,069,404	\$1,254,113	\$1,134,169	\$1,361,778	\$1,076,083
\$169,268	\$175,633	\$127,930	\$207,546	\$180,950	\$104,902	\$116,899	\$146,133
\$1,581,218	\$1,636,380	\$1,136,961	\$1,276,950	\$1,435,063	\$1,239,071	\$1,478,677	\$1,222,216
\$678,453	\$724,127	\$471,341	\$568,699	\$641,731	\$542,081	\$647,172	\$580,856
678,453	724,127	471,341	568,699	641,731	542,081	647,172	580,856
\$902,765	\$912,253	\$665,621	\$708,251	\$793,332	\$696,990	\$831,505	\$641,360
\$64,816	\$65,231	\$59,719	\$71,679	\$56,661	\$80,420	\$71,582	\$62,144
967,581	977,484	725,339	779,930	849,993	777,410	903,087	703,504
\$867,396	\$1,034,389	\$927,267	\$908,217	\$988,124	\$769,198	\$985,567	\$863,345
\$175,919	\$195,204	\$145,304	\$180,456	\$113,727	\$116,382	\$114,843	\$100,447
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$71,597	\$50,250	\$66,314	\$72,313	\$20,783	\$48,757	\$53,865	\$38,235
\$5,281	\$5,530	\$82	\$9,273	\$6,153	\$4,481	\$4,278	\$5,363
\$23,682	\$13,897	\$33,502	\$14,809	\$11,076	\$10,235	\$21,975	\$10,863
\$803	\$1,667	\$1,311	\$1,639	\$1,859	\$1,568	\$1,563	\$1,267
\$30,175	\$33,896	\$33,616	\$34,184	\$30,589	\$28,045	\$30,519	\$29,160
\$16,109	\$16,109	\$16,109	\$16,109	\$16,099	\$16,099	\$16,088	\$16,088
\$89,265	\$62,065	\$86,287	\$79,550	\$71,337	\$53,223	\$102,317	\$45,658
\$5,508	\$5,425	\$5,103	\$5,652	\$5,061	\$6,300	\$5,403	\$4,874
\$20,751	\$20,751	\$20,937	\$24,416	\$24,654	\$24,523	\$23,690	\$23,690
\$1,306,487	\$1,439,183	\$1,335,831	\$1,346,620	\$1,289,462	\$1,078,811	\$1,360,108	\$1,138,991
(\$338,905)	(\$461,698)	(\$610,492)	(\$566,689)	(\$439,468)	(\$301,400)	(\$457,021)	(\$435,487)
0	0	0	0	0	0	0	0
(\$338,905)	(\$461,698)	(\$610,492)	(\$566,689)	(\$439,468)	(\$301,400)	(\$457,021)	(\$435,487)
-35.03%	-47.23%	-84.17%	-72.66%	-51.70%	-38.77%	-50.61%	-61.90%
-35.03%	-47.23%	-84.17%	-72.66%	-51.70%	-38.77%	-50.61%	-61.90%
-32.88%	-45.11%	-81.28%	-69.53%	-48.80%	-35.62%	-47.98%	-58.54%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 7

ROCK SPRINGS, WY

Three months ended September 30, 2019

Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative)	Prior		Actual	Budget	Positive/ (Negative)	Prior
09/30/19	09/30/19	Variance	Year 09/30/18		09/30/19	09/30/19	Variance	Year 09/30/18
Outpatient Statistics:								
3,778	4,102	(324)	3,744	Clinic Visits - Primary Care	12,058	12,512	(454)	11,673
454	417	37	443	Clinic Visits - Specialty Clinics	1,352	1,375	(23)	1,343
Productivity Statistics:								
66.16	71.98	(5.82)	60.07	FTE's - Worked	64.88	71.98	(7.10)	57.63
73.49	79.10	(5.61)	63.49	FTE's - Paid	72.96	79.10	(6.14)	63.95

Key Financial Ratio Definitions

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

EBITDA

Higher Values are Favorable

(Earnings Before Interest, Taxes, Depreciation & Amortization)

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

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

Net Operating Gain/Loss

Higher Values are Favorable

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

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

Total Net Gain/Loss

Higher Values are Favorable

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

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

Operating Margin

Higher Values are Favorable

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

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

Total Profit Margin

Higher Values are Favorable

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

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

Return on Assets

Higher Values are Favorable

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

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

Contractual Allowance Percentage

Lower Values are Favorable

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

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

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

Days Cash on Hand, Short Term

Higher Values are Favorable

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

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

Days Cash on Hand, All Sources

Higher Values are Favorable

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

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

Gross Days in Accounts Receivable

Lower Values are Favorable

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

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

Net Days in Accounts Receivable

Lower Values are Favorable

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

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

Average Payment Period

Lower Values are Favorable

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

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

Current Ratio

Higher Values are Favorable

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

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

Average Age of Plant

Lower Values are Favorable

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

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

Capital Costs as a Percentage of Total Expenses

Lower Values are Favorable

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

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

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

Long Term Debt to Equity

Lower Values are Favorable

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

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

Long Term Debt to Capitalization

Lower Values are Favorable

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

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

Debt Service Coverage Ratio

Higher Values are Favorable

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

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

Salary Expense per Paid FTE

Lower Values are Favorable

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

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

Paid FTE's per Adjusted Occupied Bed

Lower Values are Favorable

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

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

Net Revenue per Adjusted Discharge

Higher Values are Favorable

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

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

Operating Expenses per Adjusted Discharge

Lower Values are Favorable

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

KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

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

Financial Strength Index

Higher Values are Favorable

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

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

20 Board Graphs Sept

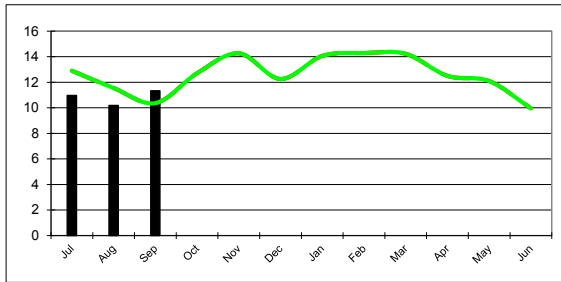
**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
"DASHBOARD" GRAPHS
SEPTEMBER 2019**

— FYE 2019 ACTUAL

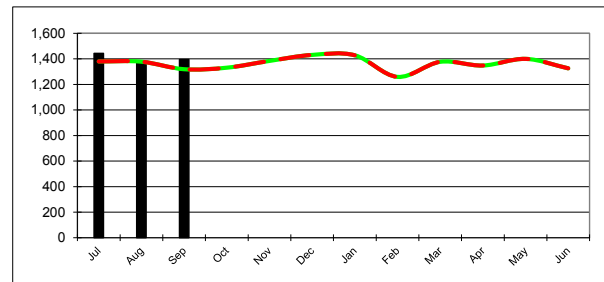
- - - FYE 2020 BUDGET

■ FYE 2020 ACTUAL

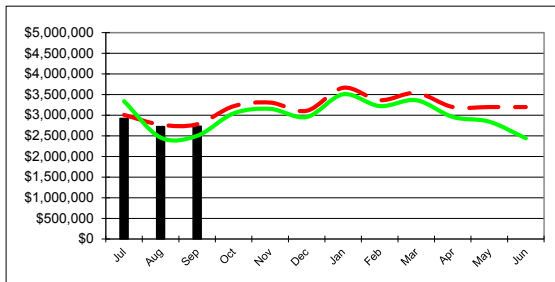
AVERAGE ACUTE CENSUS



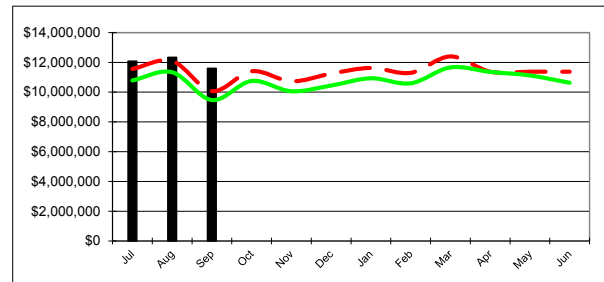
ER IP+OP VISITS



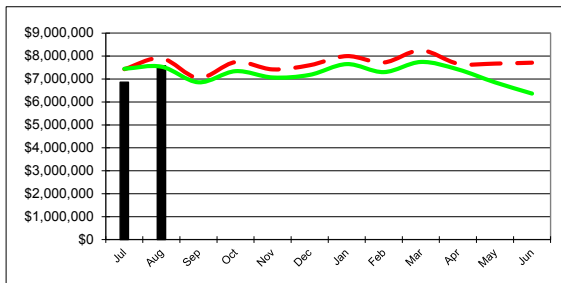
INPATIENT CHARGES



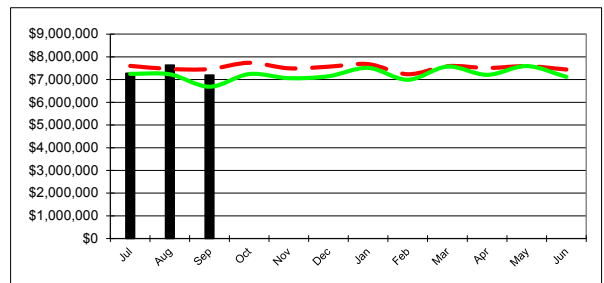
OUTPATIENT CHARGES



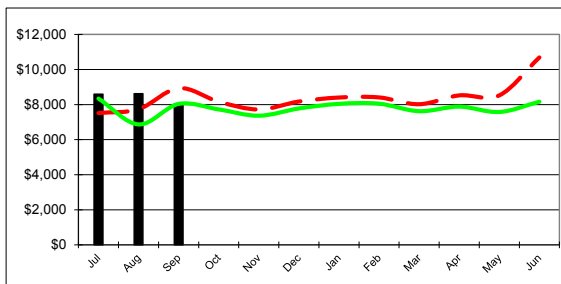
TOTAL NET OPERATING REVENUE



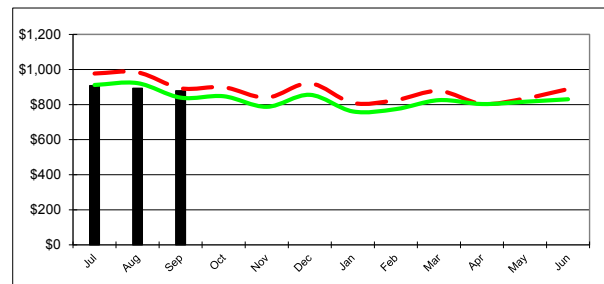
OPERATING EXPENSE



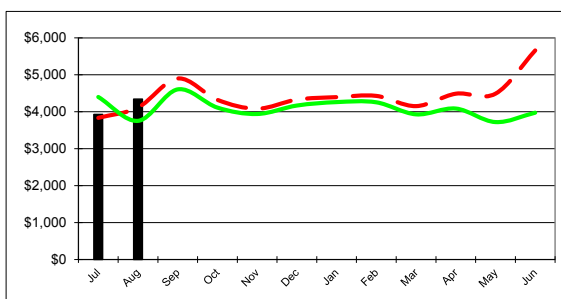
AVERAGE CHARGE PER ADJUSTED PATIENT DAY



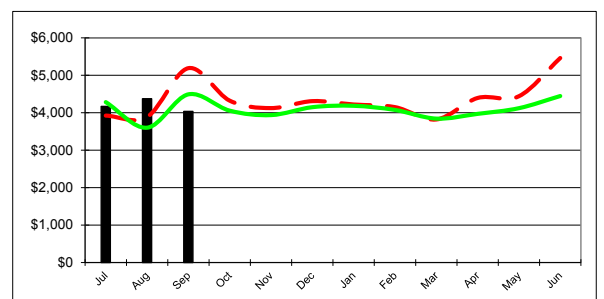
AVERAGE CHARGE PER OUTPATIENT VISIT (Inc. ER)



AVERAGE NET OPERATING REVENUE PER ADJUSTED PATIENT DAY



AVERAGE OPERATING EXPENSE PER ADJUSTED PATIENT DAY



20 MHSC STATISTICS-SEPT

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
SEPTEMBER 2019

STATISTICS	Actual Sep-19	Budget Sep-19	PY Sep-18	YTD Sep-19	YTD Sep-18	YTD Sep-17	YTD Sep-16
Case Mix							
Medicare	1.3836	1.3433	1.3433	1.3579	1.2309	1.2844	1.4576
All payers	0.6553	0.7620	0.7620	0.7108	0.7523	0.8774	0.8626
Admissions							
Med	52	59	59	161	190	184	228
ICU	15	16	16	64	55	69	97
Surgery	2	4	4	16	23	20	26
OB	51	47	47	126	107	125	156
Newborn	47	46	46	120	106	122	148
Total Admissions	167	172	172	487	481	520	655
Discharges							
Med	50	58	58	177	202	209	259
ICU	9	6	6	38	27	37	50
Surgery	2	8	8	16	32	27	38
OB	49	48	48	123	108	125	150
Newborn	44	47	47	117	106	122	145
Total Discharges	154	167	167	471	475	520	642
Patient Days:							
Med	213	180	180	593	671	587	1,112
ICU	38	40	40	145	113	152	242
Surgery	8	23	23	48	114	104	99
OB	81	68	68	210	171	219	248
Newborn	82	80	80	207	184	217	238
Total Patient Days	422	391	391	1,203	1,253	1,279	1,939
Observation Bed Days	114	77	77	345	329	346	272
Surgery Statistics:							
IP Surgeries	20	25	25	78	71	86	123
OP Surgeries	125	124	124	410	415	452	417
Outpatient Visits:							
X-ray	693	708	708	2,124	2,103	2,117	2,111
Mammography	146	103	103	364	361	386	360
Ultrasound	315	239	239	902	874	855	779
Cat Scan	466	413	413	1,445	1,276	1,304	1,198
MRI	120	117	117	354	370	327	301
Nuclear Medicine	24	31	31	84	107	152	108
PET Scan	6	2	2	20	14	39	32
Echo	38	52	52	161	161		0
Laboratory	3,698	2,489	2,489	11,065	7,872	7,655	9,085
Histology	192	151	151	566	518	463	412
Respiratory Therapy	244	224	224	638	613	761	735
Cardiovascular	435	364	364	1,311	1,232	1,257	1,396
Sleep Lab	35	27	27	124	90	88	61
Cardiac Rehab	298	278	278	880	815	1,012	1,418
Physical Therapy	109	144	144	420	387	626	679
Dialysis	444	375	375	1,382	1,153	923	712
Medical Oncology	165	154	154	489	493	483	571
Radiation Oncology	272	156	156	818	606	728	889
Total Outpatients Visits	7,700	6,027	6,027	23,147	19,045	19,176	20,847
Clinic Visits - Primary Care	3,778	4,136	3,744	12,058	11,673	11,756	13,196
Clinic Visits - Specialty Clinics	454	383	443	1,352	1,343	1,459	1,595
ER visits admitted	127	119	119	412	405	399	433
ER visits Discharged	1,268	1,155	1,155	3,796	3,569	3,678	3,790
Total ER visits	1,395	1,274	1,274	4,208	3,974	4,077	4,223

20 FTE REPORT - 092919

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

BUDGET	PPE	8/18/2019	9/1/2019	9/15/2019	9/29/2019	Variance from Bud	CHANGE FROM LAST PAY PERIOD		YTD	Variance from budget
							Increase	Decrease		
AVG CENSUS	11.80	10.1	11.1	10.6	11.5	(0.3)	0.93	-	65.2	
ER VISITS (Avg Day)	45	42.4	46.1	44.5	46.3	1.5	1.79	-	265.6	
SURGERIES (IP+OP)	78	82	121	70	63	(14.6)	-	7.00	498.0	
BIRTHS	19	16	17	19	23	4.0	4.00	-	110.0	
CHARGES -IP \$000	1,358	1234	1253	1189	1264	(94)	75.00	-	7662.0	
-OP \$000	4,987	5513	5490	5137	5426	439	289.00	-	31518.0	
-TOTAL \$000	6,345	6747	6743	6326	6690	345	364.00	-	39180.0	
Adjusted Patient Days	772	776	834	787	852	80	64.70	-	4677.2	

Paid FTEs (Including Contract)

600	MEDICAL FLOOR	26.3	24.7	24.9	25.1	25.4	(0.9)	0.31	-	24.7	(1.6)
605	BEHAVIORAL HEALTH	10.1	3.9	6.6	5.3	8.6	(1.5)	3.32	-	7.1	(3.0)
610	OB FLOOR	6.3	6.3	6.5	6.1	7.0	0.7	0.91	-	6.2	(0.1)
611	NURSERY	8.1	8.2	7.5	8.0	8.2	0.1	0.15	-	7.3	(0.8)
612	LABOR & DELIVERY	4.9	4.6	4.8	5.0	4.9	-	-	0.05	5.4	0.5
615	OUTPATIENT SERVICES	1.5	1.6	1.8	1.7	1.8	0.3	0.17	-	1.8	0.3
620	ICU	12.9	11.2	11.6	12.7	13.0	0.1	0.35	-	12.5	(0.4)
630	OR	12.5	11.8	12.1	11.8	11.7	(0.8)	-	0.16	12.3	(0.2)
631	SAME DAY SURGERY	6.2	5.4	5.8	5.3	7.4	1.2	2.13	-	6.1	(0.1)
633	RECOVERY	2.1	3.0	2.6	2.4	2.0	(0.1)	-	0.44	2.6	0.5
634	CENTRAL STERILE	3	3.7	3.0	3.1	3.1	0.1	0.01	-	3.7	0.7
640	DIALYSIS	9	9.5	9.7	9.9	8.3	(0.7)	-	1.67	9.6	0.6
650	ER	21.6	24.7	24.5	23.6	23.3	1.7	-	0.29	23.4	1.8
651	TRAUMA	0.8	1.9	2.0	1.7	0.8	0.0	-	0.91	1.7	0.9
652	SANE	0.5	0.3	0.1	0.0	0.6	0.1	0.61	-	0.3	(0.2)
660	RADIATION ONC	7	7.0	7.0	7.0	7.0	-	0.03	-	6.6	(0.4)
661	MEDICAL ONC	7	5.9	6.4	6.4	6.4	(0.6)	0.05	-	6.5	(0.5)
700	LABORATORY	33.1	29.2	27.8	28.6	30.5	(2.6)	1.85	-	30.1	(3.0)
701	HISTOLOGY	3.1	3.1	3.0	3.1	3.1	(0.1)	-	-	3.0	(0.1)
702	BLOOD BANK	1	1.0	1.0	1.0	1.2	0.2	0.20	-	1.1	0.1
710	RADIOLOGY	8.2	8.7	8.4	8.3	6.8	(1.4)	-	1.51	7.9	(0.3)
711	MAMMOGRAPHY	1.6	0.9	1.1	1.1	1.0	(0.6)	-	0.11	1.0	(0.6)
712	ULTRASOUND	4.5	4.6	4.6	3.2	4.6	0.1	1.41	-	4.1	(0.4)
713	NUC MED	2	1.8	1.7	2.1	2.4	0.4	0.30	-	2.1	0.1
714	CAT SCAN	4.9	5.8	5.5	5.4	5.5	0.6	0.15	-	5.4	0.5
715	MRI	1.3	1.4	1.0	1.0	1.2	(0.1)	0.22	-	1.2	(0.1)
716	PET SCAN	0	-	-	-	-	-	-	-	0.0	0.0
717	ECHOCARDIOGRAPHY	1	0.5	2.0	0.9	0.8	(0.2)	-	0.14	1.0	0.0
720	RESPIRATORY	6.6	7.0	7.0	6.9	6.8	0.2	-	0.08	6.7	0.1
721	SLEEP LAB	1.8	2.0	2.2	2.0	1.9	0.1	-	0.14	2.0	0.2
722	CARDIO	2.4	2.0	1.9	1.9	1.9	(0.5)	-	0.01	1.9	(0.5)
723	CARDIAC REHAB	2.5	2.3	2.3	2.2	2.3	(0.2)	0.14	-	2.3	(0.2)
730	PHYSICAL THERAPY	3.7	3.6	3.7	3.4	3.7	(0.0)	0.28	-	3.6	(0.1)
780	EDUCATION	0.5	0.6	0.7	0.5	0.5	(0.0)	0.01	-	0.8	0.3
781	SOCIAL SERVICES	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
782	QUALITY	5	3.8	3.6	3.6	4.3	(0.7)	0.73	-	3.8	(1.2)
783	INFECTION CONTROL	2	2.0	2.1	1.9	2.8	0.8	0.87	-	1.8	(0.2)
784	ACCREDITATION	4	4.0	4.0	4.0	4.0	(0.0)	-	-	4.0	(0.0)
786	NURSING INFORMATICS	3	3.0	3.0	3.0	3.0	-	-	-	3.0	0.0
790	HEALTH INFORMATION	13.7	12.5	12.7	13.0	13.7	(0.0)	0.68	-	13.1	(0.6)
791	CASE MANAGEMENT	4.3	4.3	3.9	4.1	4.3	(0.0)	0.18	-	4.2	(0.1)
800	MAINTENANCE	11.8	12.1	10.6	11.1	11.0	(0.8)	-	0.17	10.8	(1.0)
801	HOUSEKEEPING	26	24.2	24.8	23.4	24.1	(1.9)	0.72	-	24.1	(1.9)
802	LAUNDRY	6.5	6.7	6.5	6.4	6.7	0.2	0.33	-	6.5	0.0
803	BIO MED	1	1.1	1.1	1.1	2.0	1.0	0.93	-	1.2	0.2
810	SECURITY	8.1	8.1	8.0	8.0	8.0	(0.1)	0.03	-	8.0	(0.1)
811	EMERGENCY MGMT	0.1	0.2	-	0.1	-	(0.1)	-	0.14	0.1	(0.0)
850	PURCHASING	5	5.0	5.0	5.0	5.0	-	-	-	5.0	0.0
855	CENTRAL SUPPLY	3	3.0	3.0	3.0	3.0	-	-	-	3.0	0.0
870	DIETARY	16.9	18.9	17.3	17.1	17.0	0.1	-	0.04	17.0	0.1
871	DIETICIANS	2	2.0	2.0	2.0	2.0	-	-	-	2.0	0.0
900	ADMINISTRATION	6	6.5	6.5	6.5	6.5	0.5	-	-	6.4	0.4
901	COMM SVC	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
902	MED STAFF SVC	3	2.9	2.8	2.8	2.8	(0.3)	-	-	2.8	(0.2)
903	MHSC FOUNDATION	1.5	1.5	1.4	1.3	1.4	(0.1)	0.15	-	1.4	(0.1)
904	VOLUNTEER SRV	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
905	NURSING ADMIN	4.3	3.6	3.8	4.0	4.1	(0.2)	0.05	-	4.0	(0.3)
907	PHYSICIAN RECRUIT	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
910	INFORMATION SYSTEMS	7.5	5.0	5.0	5.0	5.0	(2.5)	-	-	5.0	(2.5)
920	HUMAN RESOURCES	4.8	4.9	4.8	4.6	4.8	(0.0)	0.14	-	4.7	(0.1)
930	FISCAL SERVICES	5	4.8	4.8	4.8	4.8	(0.2)	0.02	-	4.8	(0.2)
940	BUSINESS OFFICE	14	13.7	14.6	13.6	14.5	0.5	0.95	-	14.0	0.0
941	ADMITTING	13.3	15.1	16.4	15.9	16.4	3.1	0.46	-	15.3	2.0
942	COMMUNICATION	3	4.1	2.9	2.9	3.0	(0.0)	0.08	-	2.7	(0.3)
943	CENTRAL SCHEDULING	4	4.0	3.8	4.2	4.0	0.0	-	0.18	4.0	0.0
948	NEW ORTHO	1	-	-	-	-	(1.0)	-	-	0.0	(1.0)
949	DENKER	3	3.0	3.0	5.4	3.0	0.0	-	2.40	3.3	0.3
950	OLIVER	2.2	2.3	2.2	2.2	2.2	0.0	0.00	-	2.2	0.0
952	NEW PULMONOLOGIST	0	-	-	-	-	-	-	-	0.0	0.0
953	STEWART	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
954	WHEELER	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
955	AESTHETICS	0.3	-	-	-	-	-	-	-	-	-
956	KATTAN	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
957	STARLA LEETE	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
958	VERONESE	0	-	-	-	-	-	-	-	0.0	0.0
959	GREWAL	1	1.0	1.0	1.0	1.0	-	-	-	1.4	0.4
960	SANDERS	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
961	DANSIE	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
962	BOWERS	1.5	0.8	0.6	0.6	0.6	(1.0)	-	-	0.7	(0.9)
963	LONG	2.1	0.9	0.9	0.9	0.9	(1.2)	0.03	-	1.0	(1.2)
964	JAKE JOHNSON	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
966	OCC MED	0	1.0	1.0	1.0	1.1	1.1	0.14	-	1.1	1.1
967	PA PALINEK	1	1.0	0.8	1.0	1.0	-	-	-	1.0	(0.0)
969	PAWAR	2	1.7	2.0	2.2	2.0	-	-	0.23	2.1	0.1

	PPE	8/18/2019	9/1/2019	9/15/2019	9/29/2019	Variance	LAST PAY PERIOD		YTD	from budget
	BUDGET					from Bud	Increase	Decrease		
970 CROFTS	1	1.0	1.0	1.2	1.0	-	-	0.20	1.0	0.0
971 WAMSUTTER CLINIC	0	1.9	1.9	2.0	1.9	1.9	-	0.10	1.9	1.9
972 FARSON CLINIC	0	-	-	-	-	-	-	-	0.0	0.0
973 LAURIDSEN	2.1	0.7	0.9	0.9	0.9	(1.2)	0.03	-	0.8	(1.3)
974 SMG ADMIN/BILLING	45.7	42.0	41.9	39.6	44.4	(1.3)	4.80	-	41.5	(4.2)
976 LEHMAN	1.3	0.8	1.0	0.8	0.8	(0.5)	-	-	0.8	(0.5)
978 HOSPITALIST	5.5	2.2	2.3	3.5	1.9	(3.6)	-	1.56	2.0	(3.5)
980 JENSEN	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
981 CROFT	1	1.0	1.0	1.0	1.0	-	-	-	1.1	0.1
982 CHRISTENSEN	1.3	1.0	1.0	1.0	1.0	(0.3)	-	-	1.2	(0.1)
986 HANSON	1	1.0	1.0	1.0	1.0	-	-	-	1.0	(0.0)
988 CURRY	1.5	1.5	1.1	1.0	0.9	(0.6)	-	0.04	1.2	(0.3)
990 NEW PEDIATRICIAN	0	-	-	-	-	-	-	-	0.0	0.0
991 JAMIAS	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
992 ASPER	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
993 LIU	1	1.0	1.0	1.0	1.0	-	-	-	1.0	0.0
994 DUCK	1	0.7	1.0	0.6	0.9	(0.1)	0.34	-	0.8	(0.2)
996 SARETTE	1.1	0.9	1.4	0.9	1.4	0.3	0.45	-	1.0	(0.1)
997 OUTPATIENT SERVICES	0	-	-	-	-	-	-	-	0.0	0.0

TOTAL Paid FTEs	488.4	466.3	467.0	461.4	475.5	(12.9)	14.11	-	466.5	(21.9)
TOTAL WORKED FTEs	444.4	421.2	435.4	411.1	437.4	(7.1)	26.25	-	419.7	(24.8)

WORKED % Paid	91%	90%	93%	89%	92%	1%	0.03	-	90%	(0.0)
----------------------	------------	------------	------------	------------	------------	-----------	-------------	----------	------------	--------------

CONTRACT FTES (Inc above)	6.2	11.5	11.2	9.1	8.1	1.9	-	0.97	9.6	3.4
----------------------------------	------------	-------------	-------------	------------	------------	------------	----------	-------------	------------	------------

GROSS EMPLOYEE PAYROLL	1,414,365	1,419,286	1,489,370	1,411,220	-	-	78,149.84	9,974,676		
-------------------------------	------------------	------------------	------------------	------------------	----------	----------	------------------	------------------	--	--

Average Employee Hourly Rate	\$37.92	\$37.99	\$40.35	\$37.10	\$37.10	-	3.25	38.98	38.98	
-------------------------------------	----------------	----------------	----------------	----------------	----------------	----------	-------------	--------------	--------------	--

Benchmark Paid FTEs	6.63	8.41	7.84	8.20	7.81	1.18	(8.68)	0.39	7.81	-
per Adj. Occupied Bed (APD)										

WORKED FTEs (Including Contract)

600 MEDICAL FLOOR	23.9	21.8	23.7	21.6	22.9	(1.1)	1.27	-	22.3	(1.6)
605 BEHAVIORAL HEALTH	9.2	3.3	6.6	5.0	8.0	(1.1)	3.02	-	6.7	(2.5)
610 OB FLOOR	5.7	5.8	6.1	5.5	5.6	(0.1)	0.04	-	5.6	(0.2)
611 NURSERY	7.4	8.2	7.2	7.9	7.8	0.4	-	0.11	6.8	(0.6)
612 LABOR & DELIVERY	4.5	4.0	4.0	4.6	4.3	(0.2)	-	0.27	4.8	0.4
615 OUTPATIENT SERVICES	1.4	1.6	1.8	1.7	1.8	0.5	0.17	-	1.6	0.3
620 ICU	11.7	9.5	9.8	10.0	12.1	0.4	2.09	-	10.9	(0.8)
630 OR	11.4	10.7	11.6	10.9	10.5	(0.9)	-	0.44	11.2	(0.2)
631 SAME DAY SURGERY	5.6	5.1	5.1	4.3	6.6	0.9	2.26	-	5.2	(0.4)
633 RECOVERY	1.9	2.9	2.6	2.4	2.0	0.1	-	0.44	2.4	0.5
634 CENTRAL STERILE	2.7	3.5	3.0	2.8	2.9	0.2	0.04	-	3.5	0.8
640 DIALYSIS	8.2	8.0	8.3	7.9	7.1	(1.1)	-	0.88	8.3	0.1
650 ER	19.7	22.5	22.5	22.2	22.3	2.6	0.03	-	21.8	2.1
651 TRAUMA	0.7	1.6	1.5	1.0	0.8	0.1	-	0.20	1.2	0.5
652 SANE	0.5	0.3	0.1	0.0	0.1	(0.3)	0.11	-	0.2	(0.2)
660 RADIATION ONC	6.4	6.5	6.8	6.1	6.0	(0.4)	-	0.06	5.8	(0.5)
661 MEDICAL ONC	6.4	5.0	6.2	5.6	5.8	(0.6)	0.16	-	6.0	(0.3)
700 LABORATORY	30.1	25.3	26.1	25.4	28.6	(1.5)	3.24	-	26.9	(3.2)
701 HISTOLOGY	2.8	2.6	3.0	2.9	2.6	(0.3)	-	0.33	2.8	(0.0)
702 BLOOD BANK	0.9	1.0	1.0	1.0	1.2	0.3	0.20	-	1.1	0.1
710 RADIOLOGY	7.5	7.8	7.0	6.7	5.5	(2.0)	-	1.22	6.7	(0.8)
711 MAMMOGRAPHY	1.5	0.9	1.1	1.1	1.0	(0.4)	-	0.06	1.0	(0.5)
712 ULTRASOUND	4.1	4.5	4.6	3.2	4.6	0.5	1.41	-	4.0	(0.1)
713 NUC MED	1.8	1.8	1.6	1.8	2.0	0.2	0.20	-	1.9	0.1
714 CAT SCAN	4.5	5.3	5.3	5.2	5.3	0.8	0.10	-	4.9	0.4
715 MRI	1.2	1.3	1.0	0.9	1.1	(0.1)	0.18	-	1.1	(0.1)
716 PET SCAN	-	-	-	-	-	-	-	-	0.0	0.0
717 ECHOCARDIOGRAPHY	0.9	0.5	2.0	0.9	0.8	(0.1)	-	0.14	1.0	0.1
720 RESPIRATORY	6.0	6.6	6.3	6.5	5.8	(0.2)	-	0.70	6.0	0.0
721 SLEEP LAB	1.6	1.6	2.2	1.5	1.9	0.2	0.31	-	1.9	0.2
722 CARDIO	2.2	1.9	1.4	1.8	1.5	(0.6)	-	0.23	1.6	(0.6)
723 CARDIAC REHAB	2.3	2.2	1.9	2.0	1.9	(0.4)	-	0.09	2.0	(0.3)
730 PHYSICAL THERAPY	3.4	3.0	3.5	3.2	3.5	0.1	0.21	-	3.2	(0.2)
780 PATIENT ED	0.5	0.6	0.7	0.5	0.5	0.0	0.02	-	0.8	0.4
781 SOCIAL SERVICES	0.9	1.0	0.9	1.0	1.0	0.1	-	-	0.9	0.0
782 QUALITY & ACCREDIT	4.6	3.7	3.1	2.9	4.1	(0.4)	1.22	-	3.3	(1.2)
783 INFECTION CONTROL	1.8	2.0	1.8	1.9	2.8	1.0	0.93	-	1.6	(0.2)
784 COMPLIANCE	3.6	3.6	4.0	3.6	3.5	(0.1)	-	0.03	3.6	(0.1)
786 NURSING INFORMATICS	2.7	2.3	3.0	3.0	2.9	0.1	-	0.13	2.8	0.1
790 HEALTH INFORMATION	12.5	11.6	11.8	11.9	12.5	0.0	0.53	-	11.6	(0.9)
791 CASE MANAGEMENT	3.9	4.0	3.4	3.1	4.0	0.0	0.90	-	3.5	(0.5)
800 MAINTENANCE	10.7	11.0	10.2	10.4	10.2	(0.6)	-	0.26	9.8	(1.0)
801 HOUSEKEEPING	23.7	22.0	22.6	21.7	22.7	(1.0)	0.99	-	22.1	(1.5)
802 LAUNDRY	5.9	6.1	6.0	5.3	6.7	0.8	1.43	-	5.7	(0.2)
803 BIO MED	0.9	1.0	1.1	0.8	2.0	1.1	1.23	-	1.0	0.1
810 SECURITY	7.4	7.4	6.0	6.4	6.8	(0.5)	0.46	-	6.8	(0.5)
811 EMERGENCY MGMT	0.1	0.2	-	0.1	-	(0.1)	-	0.14	0.1	(0.0)
850 PURCHASING	4.6	4.1	4.7	4.2	4.4	(0.1)	0.17	-	4.3	(0.2)
855 CENTRAL SUPPLY	2.7	2.9	2.4	2.6	2.6	(0.1)	-	0.06	2.5	(0.2)
870 DIETARY	15.4	16.0	16.5	15.9	16.6	1.3	0.73	-	15.8	0.4
871 DIETICIANS	1.8	1.9	2.0	1.6	1.8	(0.0)	0.20	-	1.8	(13.5)
900 ADMINISTRATION	5.5	5.1	5.6	5.6	6.1	0.6	0.50	-	5.4	3.6
901 COMM SVC	0.9	1.0	0.9	0.9	0.9	(0.0)	-	-	0.9	(4.5)
902 MED STAFF SVC	2.7	2.6	2.7	2.5	2.2	(0.6)	-	0.30	2.5	1.6
903 MHSC FOUNDATION	1.4	1.5	1.4	1.3	1.4	0.0	0.15	-	1.3	(1.4)

	PPE	8/18/2019	9/1/2019	9/15/2019	9/29/2019	Variance	LAST PAY PERIOD		YTD	from budget
	BUDGET					from Bud	Increase	Decrease		
904	VOLUNTEER SRV	0.9	1.0	1.0	0.7	0.7	(0.2)	-	0.8	(0.6)
905	NURSING ADMIN	3.9	3.0	3.7	3.1	3.4	(0.5)	0.30	3.2	2.3
907	PHYSICIAN RECRUIT	0.9	1.0	0.9	1.0	0.4	(0.5)	0.60	0.9	(3.0)
910	INFORMATION SYSTEMS	6.8	5.0	4.8	4.8	4.6	(2.2)	0.20	4.7	3.8
920	HUMAN RESOURCES	4.4	4.6	4.1	3.9	4.4	0.0	0.53	4.2	(2.6)
930	FISCAL SERVICES	4.6	4.6	4.5	3.8	4.6	0.1	0.79	4.3	(0.1)
940	BUSINESS OFFICE	12.7	13.0	14.3	12.1	12.7	(0.0)	0.57	12.8	8.2
941	ADMITTING	12.1	13.9	16.0	15.5	15.6	3.5	0.08	14.5	1.8
942	COMMUNICATION	2.7	4.1	2.9	2.8	3.0	0.2	0.18	2.7	(9.4)
943	CENTRAL SCHEDULING	3.6	3.7	3.7	3.4	3.8	0.2	0.40	3.5	0.8
948	NEW OTHO	0.9	-	-	-	-	(0.9)	-	0.0	(3.6)
949	DENKER	2.7	2.9	3.0	2.7	3.0	0.2	0.25	2.8	1.9
950	OLIVER	2.0	2.1	2.2	1.7	2.2	0.2	0.50	2.0	(0.8)
952	NEW PULMONOLOGIST	-	-	-	-	-	-	-	0.0	(2.0)
953	STEWART	0.9	1.0	0.9	0.9	1.0	0.1	0.10	0.9	0.9
954	WHEELER	0.9	1.0	1.0	0.5	1.0	0.1	0.50	0.9	(0.0)
955	AESTHETICS	0.3	-	-	-	-	(0.3)	-	0.0	-
956	KATTAN	0.9	1.0	1.0	1.0	1.0	0.1	-	1.0	0.1
957	STARLA LEETE	0.9	0.9	1.0	0.9	0.9	(0.0)	-	0.9	0.0
958	VERONESE	-	-	-	-	-	-	-	0.0	(0.9)
959	GREWAL	0.9	0.5	1.0	1.0	1.0	0.1	-	0.9	0.9
960	SANDERS	0.9	1.0	1.0	0.9	0.5	(0.4)	0.40	0.8	(0.1)
961	DANSIE	0.9	0.5	1.0	1.0	1.0	0.1	-	0.8	(0.1)
962	BOWERS	1.4	0.3	0.6	0.6	0.6	(0.8)	-	0.5	(0.4)
963	LONG	1.9	0.9	0.9	0.9	0.9	(1.0)	0.03	0.8	(0.5)
964	JAKE JOHNSON	0.9	0.9	1.0	1.0	0.5	(0.4)	0.50	0.9	(1.0)
966	OCC MED	-	1.0	0.5	0.8	1.1	1.1	0.31	0.9	(0.0)
967	PA PALINEK	0.9	1.0	0.8	1.0	1.0	0.1	-	0.8	0.8
969	PAWAR	1.8	1.4	2.0	1.9	1.9	0.1	0.02	1.9	0.9
970	CROFTS	0.9	0.5	0.9	1.0	1.0	0.1	-	0.8	(1.0)
971	WAMSUTTER CLINIC	-	1.9	1.9	1.9	1.8	1.8	0.09	1.8	0.9
972	FARSON CLINIC	-	-	-	-	-	-	-	0.0	0.0
973	LAURIDSEN	1.9	0.7	0.9	0.9	0.9	(1.0)	0.03	0.8	0.8
974	SMG ADMIN/BILLING	41.6	38.3	40.0	35.4	41.2	(0.4)	5.78	37.6	35.7
976	LEHMAN	1.2	0.6	0.3	0.8	0.8	(0.4)	-	0.6	(41.0)
978	HOSPITALIST	5.0	2.2	2.3	3.5	1.9	(3.1)	1.56	2.0	0.8
980	JENSEN	0.9	1.0	1.0	1.0	1.0	0.1	-	0.8	(4.2)
981	CROFT	0.9	0.5	1.0	0.9	1.0	0.1	0.10	0.8	(0.1)
982	CHRISTENSEN	1.2	0.8	1.0	1.0	1.0	(0.2)	-	1.0	0.1
986	HANSON	0.9	0.9	1.0	1.0	1.0	0.1	-	0.9	(0.3)
988	CURRY	1.4	1.5	0.6	1.0	0.9	(0.4)	0.04	1.0	0.1
990	NEW PEDIATRICIAN	-	-	-	-	-	-	-	0.0	(1.4)
991	JAMIAS	0.9	1.0	1.0	1.0	0.5	(0.4)	0.50	0.8	0.8
992	ASPER	0.9	0.8	1.0	0.9	1.0	0.1	0.10	0.9	(0.0)
993	LIU	0.9	1.0	0.9	1.0	1.0	0.1	-	1.0	0.1
994	DUCK	0.9	0.3	1.0	0.1	0.8	(0.1)	0.71	0.7	(0.2)
996	SARETTE	1.0	0.9	1.4	0.9	1.4	0.3	0.45	1.0	0.1
997	OUTSIDE CLINICS	-	-	-	-	-	-	-	0.0	(1.0)

TOTAL WORKED FTEs	444.4	421.2	435.4	411.1	437.4	(7.09)	26.25	-	419.7	(24.8)
--------------------------	--------------	--------------	--------------	--------------	--------------	---------------	--------------	----------	--------------	---------------

CONTRCT FTES (Inc above)	6.2	11.5	11.2	9.1	8.1	1.89	-	0.97	9.6	3.4
---------------------------------	------------	-------------	-------------	------------	------------	-------------	----------	-------------	------------	------------

OVERTIME HOURS

					Current QT		YTD Hours	
					QT Dollars			
600	MEDICAL FLOOR	-	16.3	5.3	3.3	140.09	2.00	37.0
605	BEHAVIORAL HEALTH	0.5	5.5	17.0	51.8	1,105.25	-	356.8
610	OB FLOOR	2.3	-	0.8	7.5	236.13	6.75	13.0
611	NURSERY	-	-	4.5	-	-	4.50	10.0
612	LABOR & DELIVERY	-	-	-	-	-	-	-
615	OUTPATIENT SERVICES	-	-	-	-	-	-	-
620	ICU	3.0	12.0	-	-	-	-	15.0
630	OR	4.8	8.3	5.0	-	-	5.00	48.3
631	SAME DAY SURGERY	2.5	5.0	10.8	3.3	139.01	7.50	49.3
633	RECOVERY	-	-	-	3.5	-	3.50	3.8
634	CENTRAL STERILE	4.0	3.5	5.0	-	89.74	5.00	23.5
640	DIALYSIS	3.8	3.3	8.3	5.5	232.50	2.75	65.0
650	ER	124.3	134.5	114.8	80.3	3,710.44	34.50	713.8
651	TRAUMA	-	-	-	-	-	-	3.0
652	SANE	-	-	-	-	-	-	19.5
660	RADIATION ONC	-	3.3	-	0.3	21.47	0.25	15.5
661	MEDICAL ONC	-	-	-	0.3	7.37	0.25	2.0
700	LABORATORY	57.0	45.6	44.9	22.6	751.46	22.25	277.9
701	HISTOLOGY	9.0	7.8	5.0	5.0	167.96	-	39.0
702	BLOOD BANK	-	1.3	0.8	1.3	34.64	0.50	7.0
710	RADIOLOGY	1.5	4.8	1.0	1.3	50.86	0.25	18.3
711	MAMMOGRPAHY	-	-	0.5	0.5	29.81	-	1.3
712	ULTRASOUND	-	-	0.8	0.8	45.48	-	1.5
713	NUC MED	0.5	-	0.8	-	-	0.75	4.5
714	CAT SCAN	3.3	-	0.3	0.3	13.20	-	8.5
715	MRI	0.8	-	-	0.3	15.12	0.25	1.0
716	PET SCAN	-	-	-	-	-	-	-
717	ECHOCARDIOGRAPHY	-	0.5	0.5	0.8	50.74	0.25	1.8
720	RESPIRATORY	-	6.5	-	9.3	315.43	9.25	46.3
721	SLEEP LAB	1.0	28.8	-	6.8	335.61	6.75	73.0
722	CARDIO	0.8	-	-	-	-	-	0.8
723	CARDIAC REHAB	-	-	-	-	-	-	-
730	PHYSICAL THERAPY	-	-	-	-	-	-	-
780	PATIENT ED	-	-	-	-	-	-	-
781	SOCIAL SERVICES	-	-	-	-	-	-	-
782	QUALITY & ACCREDIT	-	-	-	-	-	-	0.5
783	INFECTION CONTROL	-	-	-	-	-	-	0.5
784	COMPLIANCE	-	-	1.8	-	-	1.75	2.8
786	NURSING INFORMATICS	-	-	-	-	-	-	-
790	HEALTH INFORMATION	37.0	15.3	31.0	26.5	924.12	4.50	110.0
791	CASE MANAGEMENT	1.8	5.5	2.3	15.3	896.06	13.00	41.3
800	MAINTENANCE	0.5	4.0	1.5	6.3	250.65	4.75	30.3

	PPE	8/18/2019	9/1/2019	9/15/2019	9/29/2019	Variance from Bud	LAST PAY PERIOD		YTD	from budget
							Increase	Decrease		
BUDGET										
801	HOUSEKEEPING	22.0	46.8	29.5	50.8	1,005.09	21.25	-	287.8	
802	LAUNDRY	26.8	0.5	21.3	24.5	446.70	3.25	-	153.5	
803	BIO MED	-	-	-	0.8	28.61	0.75	-	0.8	
810	SECURITY	13.3	4.3	2.8	4.5	161.76	1.75	-	43.8	
811	EMERGENCY MGMT	-	-	-	-	-	-	-	-	
850	PURCHASING	-	-	-	-	-	-	-	2.8	
855	CENTRAL SUPPLY	-	-	-	-	-	-	-	-	
870	DIETARY	103.8	49.8	47.5	35.0	856.72		12.50	419.0	
871	DIETICIANS	-	-	-	-	-	-	-	-	
900	ADMINISTRATION	-	-	-	-	-	-	-	-	
901	COMM SVC	-	-	-	-	-	-	-	-	
902	MED STAFF SVC	8.5	-	-	-	-	-	-	8.5	
903	MHSC FOUNDATION	-	-	-	-	-	-	-	-	
904	VOLUNTEER SRV	-	-	-	-	-	-	-	-	
905	NURSING ADMIN	6.0	-	18.3	10.5	844.52	-	7.75	69.0	
907	PHYSICIAN RECRUIT	-	-	-	-	-	-	-	-	
910	INFORMATION SYSTEMS	-	-	-	-	-	-	-	-	
920	HUMAN RESOURCES	-	-	-	-	-	-	-	-	
930	FISCAL SERVICES	-	0.3	-	0.3	7.30	0.25	-	1.0	
940	BUSINESS OFFICE	13.8	50.5	11.3	25.0	646.58	13.75	-	143.8	
941	ADMITTING	199.8	133.6	130.1	185.1	4,496.41	55.00	-	1,203.7	
942	COMMUNICATION	51.8	0.5	-	2.5	42.03	2.50	-	134.0	
943	CENTRAL SCHEDULING	0.3	0.3	-	1.0	33.54	1.00	-	2.3	
948	NEW ORTHO	-	-	-	-	-	-	-	-	
949	DENKER	-	0.6	-	0.8	22.71	0.75	-	2.2	
950	OLIVER	1.8	7.6	-	3.0	117.05	3.00	-	22.3	
952	NEW PULMONOLOGIST	-	-	-	-	-	-	-	-	
953	STEWART	-	-	-	-	-	-	-	-	
954	WHEELER	-	-	-	-	-	-	-	-	
955	AESTHETICS	-	-	-	-	-	-	-	-	
956	KATTAN	-	-	-	-	-	-	-	-	
957	STARLA LEETE	-	-	-	-	-	-	-	-	
958	VERONESE	-	-	-	-	-	-	-	-	
959	GREWAL	-	-	-	-	-	-	-	-	
960	SANDERS	-	-	-	-	-	-	-	-	
961	DANSIE	-	-	-	-	-	-	-	-	
962	BOWERS	-	-	-	-	-	-	-	-	
963	LONG	-	-	-	-	-	-	-	-	
964	JAKE JOHNSON	-	-	-	-	-	-	-	-	
966	OCC MED	3.5	0.5	-	11.3	589.16	11.25	-	34.8	
967	PA PALINEK	-	-	-	-	-	-	-	-	
969	PAWAR	-	0.8	-	0.3	15.23	0.25	-	3.8	
970	CROFTS	-	-	-	-	-	-	-	-	
971	WAMSUTTER CLINIC	-	0.5	1.8	-	-	-	1.75	4.3	
972	FARSON CLINIC	-	-	-	-	-	-	-	-	
973	LAURIDSEN	-	-	-	-	-	-	-	-	
974	SMG ADMIN/BILLING	50.0	61.3	32.0	59.0	2,203.86	27.00	-	309.8	
976	PA LEHMAN	-	-	-	-	-	-	-	-	
978	HOSPITALIST	-	-	-	-	-	-	-	-	
980	JENSEN	-	-	-	-	-	-	-	-	
981	CROFT	-	-	-	-	-	-	-	-	
982	CHRISTENSEN	-	-	-	-	-	-	-	-	
986	HANSON	-	-	-	-	-	-	-	-	
988	CURRY	0.3	-	-	-	-	-	-	4.0	
990	NEW PEDIATRICIAN	-	-	-	-	-	-	-	-	
991	JAMIAS	-	-	-	-	-	-	-	-	
992	ASPER	-	-	-	-	-	-	-	-	
993	LIU	-	-	-	-	-	-	-	-	
994	DUCK	-	-	-	-	-	-	-	-	
996	SARETTE	-	-	-	-	-	-	-	-	
997	OUTSIDE CLINICS	-	-	-	-	-	-	-	-	

TOTAL OT HOURS	759.3	669.0	556.5	666.3	21,080	109.75	-	4,891.8
TOTAL OT FTEs	9.5	8.4	7.0	8.3		1.37	-	10.2
OT % WORKED HOURS	2.3%	2.0%	1.7%	1.9%		0.00	0.0%	

CONTRACT HOURS	PPE	8/18/2019	9/1/2019	9/15/2019	9/29/2019	Current FTE	CHANGE FROM LAST PAY PERIOD		FTE YTD	Variance from budget
							Increase	Decrease		
BUDGET										
600	MEDICAL FLOOR	-	-	-	-	-	-	-	0.05	0.05
605	BEHAVIORAL HEALTH	1.0	22.0	2.8	4.8	0.1	2.00	-	0.14	(0.86)
610	OB FLOOR	-	-	-	-	-	-	-	-	-
611	NURSERY	-	-	-	-	-	-	-	-	-
612	LABOR & DELIVERY	-	-	-	-	-	-	-	-	-
615	OUTPATIENT SERVICES	-	-	-	-	-	-	-	-	-
620	ICU	1.0	138.8	167.8	162.3	1.5	-	44.50	1.81	0.81
630	OR	1.0	97.0	101.5	100.8	1.1	-	11.50	1.14	0.14
631	SAME DAY SURGERY	-	-	-	-	-	-	-	-	-
633	RECOVERY	-	-	-	-	-	-	-	-	-
634	CENTRAL STERILE	-	38.8	-	-	-	-	-	0.53	0.53
640	DIALYSIS	-	-	-	-	-	-	-	-	-
650	ER	0.5	100.5	75.0	87.5	1.1	-	0.25	0.75	0.25
651	TRAUMA	-	-	-	-	-	-	-	-	-
652	SANE	-	-	-	-	-	-	-	-	-
660	RADIATION ONC	-	-	-	-	-	-	-	-	-
661	MEDICAL ONC	-	-	-	-	-	-	-	-	-
700	LABORATORY	-	-	-	-	-	-	-	-	-
701	HISTOLOGY	0.1	-	-	-	-	-	-	-	(0.10)
702	BLOOD BANK	-	-	-	-	-	-	-	-	-
710	RADIOLOGY	-	-	-	-	-	-	-	-	-
711	MAMMOGRAPHY	-	-	-	-	-	-	-	-	-
712	ULTRASOUND	1.0	256.0	213.5	125.3	2.1	40.50	-	2.36	1.36
713	NUC MED	-	-	-	-	-	-	-	-	-
714	CAT SCAN	-	-	-	-	-	-	-	-	-
715	MRI	-	-	-	-	-	-	-	-	-
716	PET SCAN	-	-	-	-	-	-	-	-	-
717	ECHOCARDIOGRAPHY	-	40.5	79.5	-	-	-	-	0.64	0.64

BUDGET	PPE	8/18/2019	9/1/2019	9/15/2019	9/29/2019	Variance from Bud	LAST PAY PERIOD		YTD	from budget
							Increase	Decrease		
720	RESPIRATORY	77.3	85.3	74.3	34.3	0.4	-	40.00	0.74	0.74
721	SLEEP LAB	85.0	64.5	86.5	63.0	0.8	-	23.50	0.80	0.80
722	CARDIO	-	-	-	-	-	-	-	-	-
723	CARDIAC REHAB	-	-	-	-	-	-	-	-	-
730	PHYSICAL THERAPY	-	-	-	-	-	-	-	-	-
780	PATIENT ED	-	-	-	-	-	-	-	-	-
781	SOCIAL SERVICES	-	-	-	-	-	-	-	-	-
782	QUALITY & ACCREDIT	-	-	-	-	-	-	-	-	-
783	INFECTION CONTROL	1.0	86.0	85.3	85.0	1.1	-	0.25	0.61	(0.39)
784	ACCREDITATION	-	-	-	-	-	-	-	-	-
786	NURSING INFORMATICS	-	-	-	-	-	-	-	-	-
790	HEALTH INFORMATION	-	-	-	-	-	-	-	-	-
791	CASE MANAGEMENT	-	-	-	-	-	-	-	-	-
800	MAINTENANCE	0.1	-	-	-	-	-	-	-	(0.10)
801	HOUSEKEEPING	-	-	-	-	-	-	-	-	-
802	LAUNDRY	-	-	-	-	-	-	-	-	-
803	BIO MED	-	-	-	-	-	-	-	-	-
810	SECURITY	-	-	-	-	-	-	-	-	-
811	EMERGENCY MGMT	-	-	-	-	-	-	-	-	-
850	PURCHASING	-	-	-	-	-	-	-	-	-
855	CENTRAL SUPPLY	-	-	-	-	-	-	-	-	-
870	DIETARY	-	-	-	-	-	-	-	-	-
871	DIETICIANS	-	-	-	-	-	-	-	-	-
900	ADMINISTRATION	-	-	-	-	-	-	-	-	-
901	COMM SVC	-	-	-	-	-	-	-	-	-
902	MED STAFF SVC	-	-	-	-	-	-	-	-	-
903	MHSC FOUNDATION	-	-	-	-	-	-	-	-	-
904	VOLUNTEER SRV	-	-	-	-	-	-	-	-	-
905	NURSING ADMIN	-	-	-	-	-	-	-	-	-
907	PHYSICIAN RECRUIT	-	-	-	-	-	-	-	-	-
910	INFORMATION SYSTEMS	0.5	-	-	-	-	-	-	-	(0.50)
920	HUMAN RESOURCES	-	-	-	-	-	-	-	-	-
930	FISCAL SERVICES	-	-	-	-	-	-	-	-	-
940	BUSINESS OFFICE	-	-	-	-	-	-	-	-	-
941	ADMITTING	-	-	-	-	-	-	-	-	-
942	COMMUNICATION	-	-	-	-	-	-	-	-	-
943	CENTRAL SCHEDULING	-	-	-	-	-	-	-	-	-
948	NEW ORTHO	-	-	-	-	-	-	-	-	-
949	DENKER	-	-	-	-	-	-	-	-	-
950	OLIVER	-	-	-	-	-	-	-	-	-
952	NEW PULMONOLOGIST	-	-	-	-	-	-	-	-	-
953	STEWART	-	-	-	-	-	-	-	-	-
954	WHEELER	-	-	-	-	-	-	-	-	-
955	AESTHETICS	-	-	-	-	-	-	-	-	-
956	KATTAN	-	-	-	-	-	-	-	-	-
957	STARLA LEETE	-	-	-	-	-	-	-	-	-
958	VERONESE	-	-	-	-	-	-	-	-	-
959	GREWAL	-	-	-	-	-	-	-	-	-
960	SANDERS PA	-	-	-	-	-	-	-	-	-
961	DANSIE	-	-	-	-	-	-	-	-	-
962	BOWERS	-	-	-	-	-	-	-	-	-
963	LONG	-	-	-	-	-	-	-	-	-
964	JAKE JOHNSON	-	-	-	-	-	-	-	-	-
966	OCC MED	-	-	-	-	-	-	-	-	-
967	PA PALINEK	-	-	-	-	-	-	-	-	-
969	PAWAR	-	-	-	-	-	-	-	-	-
970	CROFTS	-	-	-	-	-	-	-	-	-
971	WAMSUTTER CLINIC	-	-	-	-	-	-	-	-	-
972	FARSON CLINIC	-	-	-	-	-	-	-	-	-
973	LAURIDSEN	-	-	-	-	-	-	-	-	-
974	SMG ADMIN/BILLING	-	-	-	-	-	-	-	-	-
978	HOSPITALIST	-	-	-	-	-	-	-	-	-
980	JENSEN	-	-	-	-	-	-	-	-	-
981	CROFT	-	-	-	-	-	-	-	-	-
982	CHRISTENSEN	-	-	-	-	-	-	-	-	-
986	NICHOLAS	-	-	-	-	-	-	-	-	-
988	CURRY	-	-	-	-	-	-	-	-	-
990	NEW PEDIATRICIAN	-	-	-	-	-	-	-	-	-
991	JAMIAS	-	-	-	-	-	-	-	-	-
992	ASPER	-	-	-	-	-	-	-	-	-
993	LIU	-	-	-	-	-	-	-	-	-
994	DUCK	-	-	-	-	-	-	-	-	-
996	SARETTE	-	-	-	-	-	-	-	-	-
997	OUTSIDE CLINICS	-	-	-	-	-	-	-	-	-

TOTAL CONTRACT HOURS	919.8	894.3	724.5	647.0		-	77.5			
TOTAL CONTRACT FTEs	6.2	11.5	11.2	9.1	8.1	1.9	-	1.0	9.6	3.4
CONTRACT % WORKED HOURS		2.7%	2.6%	2.2%	1.8%		0.0%	0.4%		

Paid FTEs (Excluding Contract)

Paid FTEs (Excluding Contract)						Budget Variance					
600	MEDICAL FLOOR	26.3	24.7	24.9	25.1	25.4	(0.9)	0.31	-	24.7	(1.6)
605	BEHAVIORAL HEALTH	9.1	3.9	6.3	5.3	8.6	(0.5)	3.30	-	7.0	(2.1)
610	OB FLOOR	6.3	6.3	6.5	6.1	7.0	0.7	0.91	-	6.2	(0.1)
611	NURSERY	8.1	8.2	7.5	8.0	8.2	0.1	0.15	-	7.3	(0.8)
612	LABOR & DELIVERY	4.9	4.6	4.8	5.0	4.9	-	-	0.05	5.4	0.5
615	OUTPATIENT SERVICES	1.5	1.6	1.8	1.7	1.8	0.3	0.17	-	1.8	0.3
620	ICU	11.9	9.5	9.5	10.6	11.5	(0.4)	0.90	-	10.7	(1.2)
630	OR	11.5	10.6	10.9	10.6	10.6	(0.9)	-	0.02	11.1	(0.4)
631	SAME DAY SURGERY	6.2	5.4	5.8	5.3	7.4	1.2	2.13	-	6.1	(0.1)
633	RECOVERY	2.1	3.0	2.6	2.4	2.0	(0.1)	-	0.44	2.6	0.5
634	CENTRAL STERILE	3.0	3.2	3.0	3.1	3.1	0.1	0.01	-	3.2	0.2
640	DIALYSIS	9.0	9.5	9.7	9.9	8.3	(0.7)	-	1.67	9.6	0.6

	PPE BUDGET	8/18/2019	9/1/2019	9/15/2019	9/29/2019	Variance from Bud	LAST PAY PERIOD		YTD	from budget
							Increase	Decrease		
650 ER	21.1	23.4	23.6	22.5	22.2	1.1	-	0.29	22.6	1.5
651 TRAUMA	0.8	1.9	2.0	1.7	0.8	0.0	-	0.91	1.7	0.9
652 SANE	0.5	0.3	0.1	0.0	0.6	0.1	0.61	-	0.3	(0.2)
660 RADIATION ONC	7.0	7.0	7.0	7.0	7.0	-	0.03	-	6.6	(0.4)
661 MEDICAL ONC	7.0	5.9	6.4	6.4	6.4	(0.6)	0.05	-	6.5	(0.5)
700 LABORATORY	33.1	29.2	27.8	28.6	30.5	(2.6)	1.85	-	30.1	(3.0)
701 HISTOLOGY	3.0	3.1	3.0	3.1	3.1	0.0	-	-	3.0	0.0
702 BLOOD BANK	1.0	1.0	1.0	1.0	1.2	0.2	0.20	-	1.1	0.1
710 RADIOLOGY	8.2	8.7	8.4	8.3	6.8	(1.4)	-	1.51	7.9	(0.3)
711 MAMMOGRAPY	1.6	0.9	1.1	1.1	1.0	(0.6)	-	0.11	1.0	(0.6)
712 ULTRASOUND	3.5	1.4	1.9	1.7	2.6	(0.9)	0.90	-	1.7	(1.8)
713 NUC MED	2.0	1.8	1.7	2.1	2.4	0.4	0.30	-	2.1	0.1
714 CAT SCAN	4.9	5.8	5.7	5.4	5.5	0.6	0.15	-	5.4	0.5
715 MRI	1.3	1.4	1.0	1.0	1.2	(0.1)	0.22	-	1.2	(0.1)
716 PET SCAN	-	-	-	-	-	-	-	-	0.0	-
717 ECHOCARDIOGRAPHY	1.0	-	1.0	0.9	0.8	(0.2)	-	0.14	0.4	(0.6)
720 RESPIRATORY	6.6	6.1	6.0	5.9	6.4	(0.2)	0.42	-	6.0	(0.6)
721 SLEEP LAB	1.8	1.0	1.4	0.9	1.1	(0.7)	0.15	-	1.2	(0.6)
722 CARDIO	2.4	2.0	1.9	1.9	1.9	(0.5)	-	0.01	1.9	(0.5)
723 CARDIAC REHAB	2.5	2.3	2.3	2.2	2.3	(0.2)	0.14	-	2.3	(0.2)
730 PHYSICAL THERAPY	3.7	3.6	3.7	3.4	3.7	(0.0)	0.28	-	3.6	(0.1)
780 PATIENT ED	0.5	0.6	0.7	0.5	0.5	(0.0)	0.01	-	0.8	0.3
781 SOCIAL SERVICES	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
782 QUALITY & ACCREDIT	5.0	3.8	3.6	3.6	4.3	(0.7)	0.73	-	3.8	(1.2)
783 INFECTION CONTROL	1.0	0.9	1.0	0.9	1.8	0.8	0.88	-	1.2	0.2
784 COMPLIANCE	4.0	4.0	4.0	4.0	4.0	(0.0)	-	-	4.0	(0.0)
786 NURSING INFORMATICS	3.0	3.0	3.0	3.0	3.0	-	-	-	3.0	-
790 HEALTH INFORMATION	13.7	12.5	12.7	13.0	13.7	(0.0)	0.68	-	13.1	(0.6)
791 CASE MANAGEMENT	4.3	4.3	3.9	4.1	4.3	(0.0)	0.18	-	4.2	(0.1)
800 MAINTENANCE	11.7	12.1	10.6	11.1	11.0	(0.7)	-	0.17	10.8	(0.9)
801 HOUSEKEEPING	26.0	24.2	24.8	23.4	24.1	(1.9)	0.72	-	24.1	(1.9)
802 LAUNDRY	6.5	6.7	6.5	6.4	6.7	0.2	0.33	-	6.5	0.0
803 BIO MED	1.0	1.1	1.1	1.1	2.0	1.0	0.93	-	1.2	0.2
810 SECURITY	8.1	8.1	8.0	8.0	8.0	(0.1)	0.03	-	8.0	(0.1)
811 EMERGENCY MGMT	0.1	0.2	-	0.1	-	(0.1)	-	0.14	0.1	(0.0)
850 PURCHASING	5.0	5.0	5.0	5.0	5.0	-	-	-	5.0	0.0
855 CENTRAL SUPPLY	3.0	3.0	3.0	3.0	3.0	-	-	-	3.0	0.0
870 DIETARY	16.9	18.9	17.3	17.1	17.0	0.1	-	0.04	17.0	0.1
871 DIETICIANS	2.0	2.0	2.0	2.0	2.0	-	-	-	2.0	-
900 ADMINISTRATION	6.0	6.5	6.5	6.5	6.5	0.5	-	-	6.4	0.4
901 COMM SVC	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
902 MED STAFF SVC	3.0	2.9	2.8	2.8	2.8	(0.3)	-	-	2.8	(0.2)
903 MHSC FOUNDATION	1.5	1.5	1.4	1.3	1.4	(0.1)	0.15	-	1.4	(0.1)
904 VOLUNTEER SRV	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
905 NURSING ADMIN	4.3	3.6	3.8	4.0	4.1	(0.2)	0.05	-	4.0	(0.3)
907 PHYSICIAN RECRUIT	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
910 INFORMATION SYSTEMS	7.0	5.0	5.0	5.0	5.0	(2.0)	-	-	5.0	(2.0)
920 HUMAN RESOURCES	4.8	4.9	4.8	4.6	4.8	(0.0)	0.14	-	4.7	(0.1)
930 FISCAL SERVICES	5.0	4.8	4.8	4.8	4.8	(0.2)	0.02	-	4.8	(0.2)
940 BUSINESS OFFICE	14.0	13.7	14.6	13.6	14.5	0.5	0.95	-	14.0	0.0
941 ADMITTING	13.3	15.1	16.4	15.9	16.4	3.1	0.46	-	15.3	2.0
942 COMMUNICATION	3.0	4.1	2.9	2.9	3.0	(0.0)	0.08	-	2.7	(0.3)
943 CENTRAL SCHEDULING	4.0	4.0	3.8	4.2	4.0	0.0	-	0.18	4.0	0.0
948 NEW ORTHO	1.0	-	-	-	-	(1.0)	-	-	0.0	(1.0)
949 DENKER	3.0	3.0	3.0	5.4	3.0	0.0	-	2.40	3.3	0.3
950 OLIVER	2.2	2.3	2.2	2.2	2.2	0.0	0.00	-	2.2	0.0
952 NEW PULMONOLOGIST	-	-	-	-	-	-	-	-	0.0	-
953 STEWART	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
954 WHEELER	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
955 AESTHETICS	0.3	-	-	-	-	(0.3)	-	-	0.0	(0.3)
956 KATTAN	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
957 STARLA LEETE	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
958 VERONESE	-	-	-	-	-	-	-	-	0.0	-
959 GREWAL	1.0	1.0	1.0	1.0	1.0	-	-	-	1.4	0.4
960 SANDERS PA	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
961 DANSIE	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
962 BOWERS	1.5	0.8	0.6	0.6	0.6	(1.0)	-	-	0.7	(0.9)
963 LONG	2.1	0.9	0.9	0.9	0.9	(1.2)	0.03	-	1.0	(1.2)
964 JAKE JOHNSON	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
966 OCC MED	-	1.0	1.0	1.0	1.1	1.1	0.14	-	1.1	1.1
967 PA PALINEK	1.0	1.0	0.8	1.0	1.0	-	-	-	1.0	(0.0)
969 PAWAR	2.0	1.7	2.0	2.2	2.0	-	-	0.23	2.1	0.1
970 CROFTS	1.0	1.0	1.0	1.2	1.0	-	-	0.20	1.0	0.0
971 WAMSUTTER CLINIC	-	1.9	1.9	2.0	1.9	1.9	-	0.10	1.9	1.9
972 FARSON CLINIC	-	-	-	-	-	-	-	-	0.0	-
973 LAURIDSEN	2.1	0.7	0.9	0.9	0.9	(1.2)	0.03	-	0.8	(1.3)
974 SMG ADMIN/BILLING	45.7	42.0	41.9	39.6	44.4	(1.3)	4.80	-	41.5	(4.2)
976 LEHMAN	1.3	0.8	1.0	0.8	0.8	(0.5)	-	-	0.8	(0.5)
978 HOSPITALIST	5.5	2.2	2.3	3.5	1.9	(3.6)	-	1.56	2.0	(3.5)
980 JENSEN	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
981 CROFT	1.0	1.0	1.0	1.0	1.0	-	-	-	1.1	0.1
982 CHRISTENSEN	1.3	1.0	1.0	1.0	1.0	(0.3)	-	-	1.2	(0.1)
986 HANSON	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	(0.0)
988 CURRY	1.5	1.5	1.1	1.0	0.9	(0.6)	-	0.04	1.2	(0.3)
990 NEW PEDIATRICIAN	-	-	-	-	-	-	-	-	0.0	-
991 JAMIAS	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
992 ASPER	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
993 LIU	1.0	1.0	1.0	1.0	1.0	-	-	-	1.0	-
994 DUCK	1.0	0.7	1.0	0.6	0.9	(0.1)	0.34	-	0.8	(0.2)
996 SARETTE	1.1	0.9	1.4	0.9	1.4	0.3	0.45	-	1.0	(0.1)
997 OUTSIDE CLINICS	-	-	-	-	-	-	-	-	0.0	-
TOTAL Paid FTEs (no Contr	482.2	454.8	455.9	452.4	467.4	(14.8)	15.1	-	457.0	(25.2)

20 PAYOR MIX-SEPT

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

Three months ending September 30, 2019

PAYOR MIX DATA

HOSPITAL	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	14.29%	15.56%	16.16%
Blue Cross	23.85%	23.67%	22.38%
Medicaid	8.43%	8.57%	8.96%
Medicare	39.70%	39.53%	41.13%
Self Pay	8.07%	8.84%	8.58%
Other	5.67%	3.83%	2.80%
TOTAL	100%	100%	100%

CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	23.46%	23.68%	26.52%
Blue Cross	30.43%	31.61%	29.33%
Medicaid	12.77%	12.33%	12.86%
Medicare	26.53%	25.92%	25.22%
Self Pay	6.25%	5.95%	5.70%
Other	0.56%	0.52%	0.39%
TOTAL	100%	100%	100%

ORTHO CLINIC	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	48.11%	38.09%	43.41%
Blue Cross	38.71%	33.30%	21.43%
Medicaid	3.47%	3.11%	3.92%
Medicare	8.17%	19.12%	26.53%
Self Pay	1.54%	6.38%	3.76%
Other	0.00%	0.00%	0.94%
TOTAL	100%	100%	100%

COMBINED	CURRENT	YEAR TO DATE	PRIOR YEAR
Commercial/Work Comp	15.57%	16.57%	17.48%
Blue Cross	24.62%	24.49%	23.02%
Medicaid	8.73%	8.82%	9.26%
Medicare	38.11%	38.08%	39.45%
Self Pay	7.82%	8.56%	8.25%
Other	5.15%	3.49%	2.55%
TOTAL	100%	100%	100%

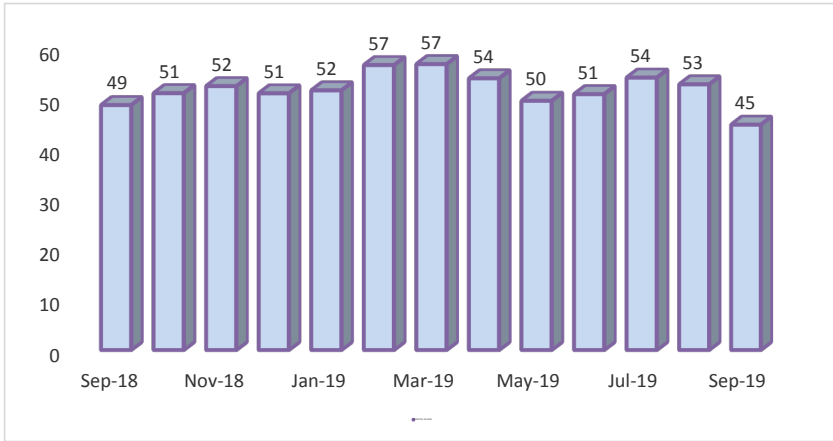
Use Ron's AR Analysis Rev FY19

This is Govt

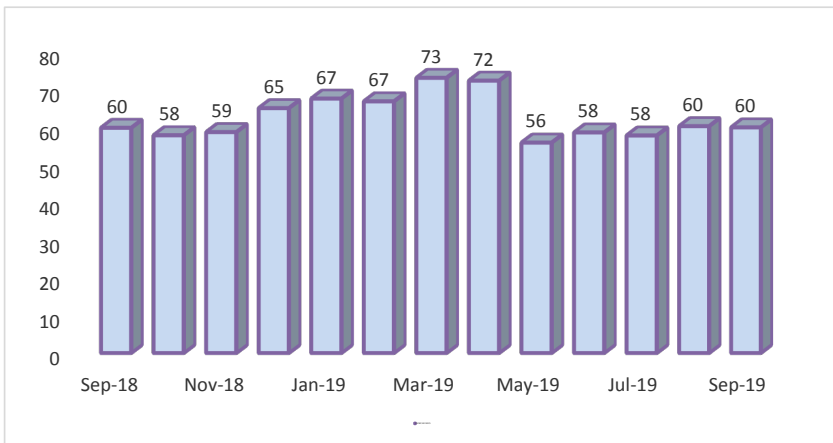
Days in AR-Sept

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
DAYS IN A/R
09/30/19

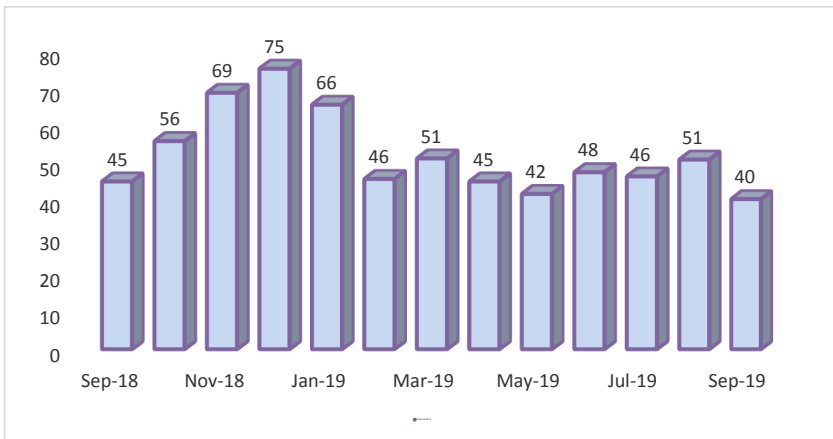
	HOSPITAL AR DAYS
Sep-18	49
Oct-18	51
Nov-18	52
Dec-18	51
Jan-19	52
Feb-19	57
Mar-19	57
Apr-19	54
May-19	50
Jun-19	51
Jul-19	54
Aug-19	53
Sep-19	45



	CLINIC AR DAYS
Sep-18	60
Oct-18	58
Nov-18	59
Dec-18	65
Jan-19	67
Feb-19	67
Mar-19	73
Apr-19	72
May-19	56
Jun-19	58
Jul-19	58
Aug-19	60
Sep-19	60



	ORTHO AR DAYS
Sep-18	45
Oct-18	56
Nov-18	69
Dec-18	75
Jan-19	66
Feb-19	46
Mar-19	51
Apr-19	45
May-19	42
Jun-19	48
Jul-19	46
Aug-19	51
Sep-19	40



20 BOARD LEGAL EXPENSE HISTORY-SEPT

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

FY 2020

CROWLEY FLECK ATTORNEYS	\$797.50
PHILLIPS LAW, LLC	\$13,644.56
SETTLEMENTS	\$30,000.00
Total FYTD 2020	\$44,442.06

Cash Disbursements-Sept

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

PAYMENT SOURCE	NO. OF DISBURSEMENTS	AMOUNT
OPERATIONS (GENERAL FUND/KEYBANK)	794	7,204,085.57
CAPITAL EQUIPMENT (PLANT FUND)	3	67,470.38
CONSTRUCTION IN PROGRESS (BUILDING FUND)	4	250,832.76
PAYROLL SEPTEMBER 1, 2019	N/A	1,373,276.97
PAYROLL SEPTEMBER 15, 2019	N/A	1,443,196.51
TOTAL CASH OUTFLOW		<u>\$7,522,388.71</u>
CASH COLLECTIONS		\$8,547,241.81
INCREASE/DECREASE IN CASH		\$1,024,853.10

**PLANT FUND CASH DISBURSEMENTS
FISCAL YEAR 2020**

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002254	7/11/2019	DIETARY FOOD MANAGEMENT	6,698.08	DFM TOUCH SCREEN REGISTER		
002255	7/11/2019	DIRECT SUPPLY	15,181.00	TILT SKILLET		
002256	7/11/2019	HOODS EQUIPMENT & SPRINKLER, LLC	8,394.00	REPLACEMENT MOWER		
002257	7/17/2019	CDW GOVERNMENT LLC	17,256.98	SECURITY CAMERA SYSTEM		
002258	7/17/2019	QUADRAMED CORPORATION	1,705.00	MUSE CARDIOLOGY IS		
JULY TOTALS					49,235.06	49,235.06

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002259	8/1/2019	DATEX-OHMEDA, INC.	22,779.97	PANDA WARMER FOR ED		
002260	8/1/2019	FISHER HEALTHCARE	2,384.42	ACCUSPIN CENTRIFUGE		
002261	8/1/2019	GE MEDICAL SYSTEMS INFO TECH	1,116.35	MUSE CARDIOLOGY		
002262	8/1/2019	SIEMENS MEDICAL SOLUTIONS USA	414,164.00	ACUSION ULTRASOUND SYSTEM		
002263	8/8/2019	CONVERGEONE, INC.	3,660.00	QUADRAMED QCPT HARDWARE		
002264	8/8/2019	DIETARY FOOD MANAGEMENT	623.00	DFM TOUCH SCREEN REGISTER		
002265	8/8/2019	FISHER HEALTHCARE	3,092.11	ACCUSPIN CENTRIFUGE		
002266	8/8/2019	WASATCH CONTROLS (HARRIS ACQUI	27,137.03	SECURITY CAMERA SYSTEM		
002267	8/14/2019	FISHER HEALTHCARE	11,588.64	BLOOD BANK FREEZER		
002268	8/21/2019	CONVERGEONE, INC.	100,005.71	RUBRIK BACKUP SOLUTION		
002269	8/21/2019	FISHER HEALTHCARE	13,974.39	BLOOD BANK REFRIGERATOR		
002270	8/21/2019	GE HEALTHCARE FINANCIAL SERVICE	225,000.00	GE OPTIMA CT850 RT-16 FMV LEASE BUYOUT		
002271	8/21/2019	PERFORMANCE HEALTH SUPPLY INC	11,219.92	TREADMILL WITH HANDRAILS		
002272	8/21/2019	SCORPION HEALTHCARE LLC	25,000.00	WEBSITE REDESIGN AND HOSE SERVICE-INTERNET		
002273	8/21/2019	HILL-ROM	9,100.00	VEST AIRWAY CLEARANCE SYSTEM		
AUGUST TOTALS					870,845.54	920,080.60

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
002274	9/5/2019	HOLOGIC, INC.	32,000.00	REFURBISHED THINPREP 2000 PROCESSOR		
002276	9/12/2019	STRYKER MEDICAL	20,766.46	ED BED/STRETCHERS		
002277	9/26/2019	SYNTHES LTD	14,703.92	STRYKER NEPTUNE 3 WASTE MANAGEMENT SY		
SEPTEMBER TOTALS					67,470.38	987,550.98

**CONSTRUCTION IN PROGRESS (BUILDING FUND) CASH DISBURSEMENTS
FISCAL YEAR 2020**

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
-----------------	------	-------	--------	-------------	------------------	---------------

JULY TOTALS					0.00	0.00
--------------------	--	--	--	--	------	------

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001030	8/1/2019	HIGH DESERT CONSTRUCTION, INC	62,433.00	RETAINING WALL		
001031	8/1/2019	WESTERN ENGINEERS & GEOLOGI	4,434.00	CENTRAL PLANT UPGRADE		
001032	8/8/2019	PLAN ONE/ARCHITECTS	1,750.00	DIALYSIS SUITE RENOVATION		
001033	8/13/2019	CITY OF ROCK SPRINGS	13,155.00	CENTRAL PLANT UPGRADE		
W/T	8/16/2019	WELLS FARGO	108,210.68	WF DEBT SERVICE		
AUGUST TOTALS					189,982.68	189,982.68

CHECK NUMBER	DATE	PAYEE	AMOUNT	DESCRIPTION	MONTHLY TOTAL	FYTD TOTAL
001034	9/5/2019	HIGH DESERT CONSTRUCTION, INC	19,474.20	RETAINING WALL		
001035	9/26/2019	ST+B ENGINEERING (SPACEK TIME	121,387.99	CENTRAL PLANT UPGRADE		
001036	9/26/2019	WESTERN ENGINEERS & GEOLOGI	2,912.50	RETAINING WALL		
W/T	9/13/2019	WELLS FARGO	107,058.07	WF DEBT SERVICE		
SEPTEMBER TOTALS					250,832.76	440,815.44

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/19

Amount	Description
39,937.20	Advertising Total
12,860.10	Billing Services Total
21,663.15	Blood Total
30,700.00	Building Lease Total
2,357.15	Cellular Telephone Total
43,401.33	Collection Agency Total
2,330.05	Computer Equipment Total
129.71	Consulting Fees Total
595,049.53	Contract Maintenance Total
116,842.52	Contract Personnel Total
31,965.09	Dental Insurance Total
6,664.86	Dialysis Supplies Total
1,450.00	Education & Travel Total
272.00	Education Material Total
11,361.45	Employee Recruitment Total
5,980.22	Employee Vision Plan Total
68,909.29	Equipment Lease Total
37,222.73	Food Total
5,440.20	Freight Total
1,025.81	Fuel Total
1,877.58	Garbage Collection Total
589,512.88	Group Health Total
110.00	Guest Relation Total
162,946.53	Hospital Supplies Total
1,052.00	Implant Supplies Total
49,075.04	Insurance Premium Total
88,058.88	Insurance Refund Total
10.00	Internet Services Total
69,751.69	Laboratory Services Total
72,904.84	Laboratory Supplies Total
2,995.00	Laundry Supplies Total
1,367.00	License/Fees Total
6,717.92	Life Insurance Total
530.16	Linen Total
6,200.00	Lithotripsy Service Total
167,696.42	Locum Tenens Total
27,086.52	Maintenance & Repair Total
24,989.72	Maintenance Supplies Total
1,428.25	Marketing & Promotional Supplies Total
6,650.00	Memberships Total
2,772.22	MHSC Foundation Total
8,732.46	Minor Equipment Total
375.00	Monthly Pest Control Total
6,027.42	Non Medical Supplies Total
12,664.63	Office Supplies Total
6,709.50	Other Employee Benefits Total
1,300.00	Other Purchased Services Total

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/19

[illegible]

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/19

Check Number	Date	Vendor Check Name	Amount	Description
165462	9/5/2019	CASPER STAR TRIBUNE	542.40	Advertising
165505	9/5/2019	RUMOR ADVERTISING	6,422.19	Advertising
165787	9/18/2019	BIGHORN DESIGN STUDIO, LLC	121.00	Advertising
165908	9/25/2019	ADBAY.COM	20,000.00	Advertising
165922	9/25/2019	BRIDGER VALLEY PIONEER	1,033.00	Advertising
165959	9/25/2019	IMPACT DISPLAY ASSOCIATES, LLC	698.00	Advertising
165969	9/25/2019	KEMMERER GAZETTE	1,172.55	Advertising
165997	9/25/2019	PILOT BUTTE BROADCASTING	300.00	Advertising
165998	9/25/2019	PINEDALE ROUNDUP	693.25	Advertising
166020	9/25/2019	SUBLETTE EXAMINER	1,026.00	Advertising
166023	9/25/2019	SWEETWATER NOW, LLC	2,900.00	Advertising
166032	9/25/2019	UINTA COUNTY HERALD	288.20	Advertising
EFT000000005160	9/5/2019	LAMAR ADVERTISING	391.00	Advertising
EFT000000005165	9/5/2019	ROCK SPRINGS SWEETWATER COUNTY AIRPORT	280.00	Advertising
EFT000000005187	9/12/2019	ROCKET MINER	874.61	Advertising
EFT000000005205	9/18/2019	GREEN RIVER STAR	180.00	Advertising
EFT000000005207	9/18/2019	LAMAR ADVERTISING	1,200.00	Advertising
EFT000000005223	9/26/2019	GREEN RIVER STAR	1,115.00	Advertising
EFT000000005225	9/26/2019	LAMAR ADVERTISING	700.00	Advertising
165760	9/12/2019	TRUE COMMERCE, INC	110.10	Billing Services
166005	9/25/2019	RECONDO TECHNOLOGY, INC	12,750.00	Billing Services
166041	9/25/2019	VITALANT	21,663.15	Blood
165936	9/25/2019	CURRENT PROPERTIES, LLC	3,500.00	Building Lease
165945	9/25/2019	BIG SANDY CLINIC	2,200.00	Building Lease
165956	9/25/2019	HILLTOP PROPERTIES, LLC	25,000.00	Building Lease
165876	9/18/2019	VERIZON WIRELESS, LLC	2,357.15	Cellular Telephone
165765	9/12/2019	WAKEFIELD & ASSOCIATES, INC.	43,401.33	Collection Agency
165464	9/5/2019	CDW GOVERNMENT LLC	438.20	Computer Equipment
165796	9/18/2019	CDW GOVERNMENT LLC	1,415.85	Computer Equipment
165938	9/25/2019	DELL COMPUTER CORPORATION	476.00	Computer Equipment
165485	9/5/2019	HOMWOOD SUITES	129.71	Consulting Fees
165486	9/5/2019	IBM CORPORATION	915.50	Contract Maintenance
165501	9/5/2019	PHILIPS HEALTHCARE	304.87	Contract Maintenance
165509	9/5/2019	SOUTHWESTERN BIOMEDICAL ELECT.	1,625.00	Contract Maintenance
165672	9/12/2019	CONVERGEONE, INC.	1,078.20	Contract Maintenance
165688	9/12/2019	GREENSHADES SOFTWARE	3.80	Contract Maintenance
165697	9/12/2019	INTERACT INTRANET INC	47,046.84	Contract Maintenance
165721	9/12/2019	NEXTGEN HEALTHCARE, INC.	1,174.00	Contract Maintenance
165728	9/12/2019	PHILIPS HEALTHCARE	2,432.98	Contract Maintenance
165732	9/12/2019	RESA SERVICE, LLC	7,500.00	Contract Maintenance
165743	9/12/2019	SOUTHWESTERN BIOMEDICAL ELECT.	1,620.00	Contract Maintenance
165768	9/12/2019	SENCORP WHITE, INC	9,964.25	Contract Maintenance
165802	9/18/2019	CONVERGEONE, INC.	1,050.60	Contract Maintenance
165808	9/18/2019	FAIR WARNING SERVICES, LLC	46,384.00	Contract Maintenance
165817	9/18/2019	HEALTHCARE SOLUTIONS OF NC	1,024.00	Contract Maintenance
165844	9/18/2019	PHILIPS HEALTHCARE	82.91	Contract Maintenance
165846	9/18/2019	QUADRAMED	339,749.79	Contract Maintenance
165872	9/18/2019	UNITED AUDIT SYSTEMS, INC.	1,075.00	Contract Maintenance
165879	9/18/2019	WYODATA SECURITY INC.	1,215.00	Contract Maintenance
165906	9/18/2019	LIFELINE SOFTWARE INC	6,844.00	Contract Maintenance
165926	9/25/2019	CFCS (NAVECTIS GROUP)	17,644.71	Contract Maintenance
165927	9/25/2019	CHANGE HEALTHCARE SOLUTIONS, LLC	4,042.54	Contract Maintenance
165940	9/25/2019	DFM	4,434.00	Contract Maintenance

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/19

165953	9/25/2019	GOSECURE, INC.	10,442.12	Contract Maintenance
165958	9/25/2019	ICONTRACTS	401.00	Contract Maintenance
165962	9/25/2019	ISI WATER CHEMISTRIES	2,315.00	Contract Maintenance
165970	9/25/2019	KRONOS INCORPORATED	1,690.92	Contract Maintenance
165976	9/25/2019	MD ANDERSON CANCER CENTER	620.00	Contract Maintenance
165991	9/25/2019	OPTIMIS CORP	400.00	Contract Maintenance
165995	9/25/2019	PHILIPS MEDICAL SYSTEM N.A.CO	1,616.75	Contract Maintenance
165996	9/25/2019	PHILIPS HEALTHCARE	2,864.00	Contract Maintenance
166009	9/25/2019	SIEMENS MEDICAL SOLUTIONS USA	8,973.00	Contract Maintenance
166021	9/25/2019	SUN NUCLEAR CORPORATION	5,190.00	Contract Maintenance
166028	9/25/2019	THOMSON REUTERS	831.60	Contract Maintenance
166149	9/25/2019	NUANCE COMMUNICATIONS, INC	18,439.68	Contract Maintenance
EFT000000005172	9/12/2019	ARRENDALE ASSOCIATES, INC	1,435.00	Contract Maintenance
EFT000000005189	9/12/2019	SOLARWINDS, INC	7,071.00	Contract Maintenance
EFT000000005190	9/12/2019	STATE FIRE DC SPECIALTIES	3,084.80	Contract Maintenance
EFT000000005203	9/18/2019	GE HEALTHCARE	8,966.41	Contract Maintenance
EFT000000005221	9/26/2019	COLORADO DOCUMENT SECURITY	2,058.00	Contract Maintenance
EFT000000005230	9/26/2019	SOLARWINDS, INC	106.00	Contract Maintenance
EFT000000005232	9/26/2019	T-SYSTEM, INC	16,998.66	Contract Maintenance
W/T	9/4/2019	APEX EDI AUG	67.00	Contract Maintenance
W/T	9/19/2019	ZENITH	192.60	Contract Maintenance
W/T	9/19/2019	CARE CLOUD	349.00	Contract Maintenance
W/T	9/20/2019	GATEWAY EDI	3,725.00	Contract Maintenance
165679	9/12/2019	ELWOOD STAFFING SERVICES, INC	576.74	Contract Personnel
165740	9/12/2019	SARAH ROTH	1,140.00	Contract Personnel
165807	9/18/2019	ELWOOD STAFFING SERVICES, INC	381.29	Contract Personnel
165812	9/18/2019	FOCUSONE SOLUTIONS LLC	31,570.99	Contract Personnel
165854	9/18/2019	SIGNATURE STAFF RESOURCES, LLC	5,800.00	Contract Personnel
165946	9/25/2019	ELWOOD STAFFING SERVICES, INC	1,075.72	Contract Personnel
165952	9/25/2019	FOCUSONE SOLUTIONS LLC	64,697.78	Contract Personnel
166010	9/25/2019	SIGNATURE STAFF RESOURCES, LLC	11,600.00	Contract Personnel
165471	9/5/2019	DELTA DENTAL	1,520.00	Dental Insurance
165676	9/12/2019	DELTA DENTAL	30,445.09	Dental Insurance
165690	9/12/2019	HENRY SCHEIN INC	563.75	Dialysis Supplies
165813	9/18/2019	FRESENIUS USA MARKETING, INC.	5,881.11	Dialysis Supplies
165955	9/25/2019	HENRY SCHEIN INC	220.00	Dialysis Supplies
165957	9/25/2019	IAHSS	125.00	Education & Travel
166045	9/25/2019	WYOMING HOSPITAL ASSOCIATION	1,325.00	Education & Travel
165719	9/12/2019	MY EDUCATIONAL RESOURCES	80.00	Education Material
165838	9/18/2019	MY EDUCATIONAL RESOURCES	192.00	Education Material
165463	9/5/2019	CATHERINE COLBERT	10,000.00	Employee Recruitment
165695	9/12/2019	INSIGHT INVESTIGATIONS, INC	701.45	Employee Recruitment
EFT000000005231	9/26/2019	SST TESTING +, INC.	660.00	Employee Recruitment
165764	9/12/2019	VISION SERVICE PLAN - WY	5,980.22	Employee Vision Plan
165475	9/5/2019	FIRST FINANCIAL CORPORATE LEASING, LLC	7,248.00	Equipment Lease
165506	9/5/2019	SHADOW MOUNTAIN WATER CO ,WY	869.84	Equipment Lease
165520	9/5/2019	US BANK EQUIPMENT FINANCE	565.50	Equipment Lease
165524	9/5/2019	WYOMING RENTS,LLC	1,466.00	Equipment Lease
165685	9/12/2019	GE HEALTHCARE FINANCIAL SERVICES	13,081.09	Equipment Lease
165741	9/12/2019	SHADOW MOUNTAIN WATER CO ,WY	896.14	Equipment Lease
165761	9/12/2019	US BANK EQUIPMENT FINANCE	996.17	Equipment Lease
165804	9/18/2019	COPIER & SUPPLY COMPANY	556.36	Equipment Lease
165821	9/18/2019	HP FINANCIAL SERVICES	292.36	Equipment Lease
165853	9/18/2019	RON'S ACE RENTALS & EQUIP.SALE	80.00	Equipment Lease

1700/12002

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/19

165874	9/18/2019	US BANK EQUIPMENT FINANCE	1,120.52	Equipment Lease
165924	9/25/2019	CAREFUSION SOLUTIONS, LLC	20,924.00	Equipment Lease
165930	9/25/2019	COPIER & SUPPLY COMPANY	9,361.42	Equipment Lease
166035	9/25/2019	US BANK EQUIPMENT FINANCE	433.40	Equipment Lease
EFT000000005191	9/12/2019	TIMEPAYMENT CORP	2,001.37	Equipment Lease
W/T	9/9/2019	SIEMENS EDI	9,017.12	Equipment Lease
165473	9/5/2019	F B MCFADDEN WHOLESale	1,718.85	Food
165515	9/5/2019	SYSCO INTERMOUNTAIN FOOD	4,086.81	Food
165682	9/12/2019	F B MCFADDEN WHOLESale	2,809.27	Food
165708	9/12/2019	MEADOW GOLD DAIRY	454.10	Food
165722	9/12/2019	NICHOLAS & CO INC	3,660.25	Food
165752	9/12/2019	SYSCO INTERMOUNTAIN FOOD	1,901.03	Food
165767	9/12/2019	WESTERN WYOMING BEVERAGES INC	858.79	Food
165810	9/18/2019	F B MCFADDEN WHOLESale	2,263.31	Food
165831	9/18/2019	MEADOW GOLD DAIRY	1,008.11	Food
165841	9/18/2019	NICHOLAS & CO INC	6,543.68	Food
165866	9/18/2019	SYSCO INTERMOUNTAIN FOOD	2,364.08	Food
165878	9/18/2019	WESTERN WYOMING BEVERAGES INC	962.44	Food
165948	9/25/2019	F B MCFADDEN WHOLESale	2,675.25	Food
165977	9/25/2019	MEADOW GOLD DAIRY	430.52	Food
165989	9/25/2019	NICHOLAS & CO INC	3,186.41	Food
EFT000000005175	9/12/2019	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	183.00	Food
EFT000000005178	9/12/2019	FARMER BROS CO	956.28	Food
EFT000000005200	9/18/2019	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	366.00	Food
EFT000000005202	9/18/2019	FARMER BROS CO	596.30	Food
EFT000000005220	9/26/2019	COCA-COLA BOTTLING COMPANY HIGH COUNTRY	198.25	Food
165474	9/5/2019	FED EX	100.39	Freight
165873	9/18/2019	UPS STORE	550.32	Freight
166031	9/25/2019	TRIOSE, INC	4,789.49	Freight
165731	9/12/2019	RED HORSE OIL COMPANIES INC	1,025.81	Fuel
EFT000000005192	9/12/2019	WWS - ROCK SPRINGS	1,877.58	Garbage Collection
W/T	9/5/2019	FURTHER FLEX 9/4/19	5,399.54	Group Health
W/T	9/6/2019	BLUE CROSS BLUE SHIELD 8/30/19	211,424.16	Group Health
W/T	9/13/2019	FURTHER FLEX 9/11/19	1,012.05	Group Health
W/T	9/13/2019	BLUE CROSS BLUE SHIELD 9/6/19	65,528.13	Group Health
W/T	9/20/2019	FURTHER FLEX 9/20/19	603.00	Group Health
W/T	9/20/2019	FURTHER FLEX 9/18/19	1,698.03	Group Health
W/T	9/20/2019	BLUE CROSS BLUE SHIELD 9/13/19	170,450.03	Group Health
W/T	9/27/2019	FURTHER FLEX 9/26/19	477.65	Group Health
W/T	9/27/2019	BLUE CROSS BLUE SHIELD 9/20/19	132,920.29	Group Health
165932	9/25/2019	COWBOY CARES HOME HEALTH	110.00	Guest Relation
165449	9/5/2019	AESCLAP INC	101.13	Hospital Supplies
165450	9/5/2019	AMAZON.COM CREDIT PLAN	340.74	Hospital Supplies
165452	9/5/2019	APPLIED MEDICAL	3,160.00	Hospital Supplies
165453	9/5/2019	ASPEN SURGICAL	381.37	Hospital Supplies
165454	9/5/2019	BARD PERIPHERAL VASCULAR INC	542.00	Hospital Supplies
165455	9/5/2019	BAYER HEALTHCARE LLC	2,571.92	Hospital Supplies
165456	9/5/2019	B BRAUN MEDICAL INC.	1,658.40	Hospital Supplies
165458	9/5/2019	BOSTON SCIENTIFIC CORP	416.04	Hospital Supplies
165460	9/5/2019	CARDINAL HEALTH/V. MUELLER	16,438.51	Hospital Supplies
165461	9/5/2019	CAREFUSION 2200 INC	1,200.00	Hospital Supplies
165468	9/5/2019	COOK MEDICAL INC.	60.00	Hospital Supplies
165469	9/5/2019	COOK MEDICAL INCORPORATED	2,158.31	Hospital Supplies
165477	9/5/2019	GETINGE USA SALES, LLC	624.92	Hospital Supplies

17411/12202

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/19

165478	9/5/2019	GYNEX CORP	167.40	Hospital Supplies
165495	9/5/2019	MINDRAY DS USA, INC.	1,047.45	Hospital Supplies
165498	9/5/2019	OLYMPUS AMERICA INC	948.08	Hospital Supplies
165500	9/5/2019	OWENS & MINOR 90005430	15,467.03	Hospital Supplies
165503	9/5/2019	QUESET MEDICAL	83.10	Hospital Supplies
165510	9/5/2019	SPACELABS MEDICAL	624.90	Hospital Supplies
165512	9/5/2019	STERIS CORPORATION	7,547.98	Hospital Supplies
165518	9/5/2019	TRI-ANIM HEALTH SERVICES INC	438.06	Hospital Supplies
165521	9/5/2019	UTAH MEDICAL PRODUCTS INC	567.12	Hospital Supplies
165522	9/5/2019	VERATHON INC.	180.00	Hospital Supplies
165523	9/5/2019	WAXIE SANITARY SUPPLY	44.80	Hospital Supplies
165533	9/5/2019	HOLOGIC, INC.	158.74	Hospital Supplies
165656	9/12/2019	AESCLAP INC	42.46	Hospital Supplies
165659	9/12/2019	APPLIED MEDICAL	108.00	Hospital Supplies
165662	9/12/2019	B BRAUN MEDICAL INC.	956.80	Hospital Supplies
165667	9/12/2019	CARDINAL HEALTH/V. MUELLER	2,087.37	Hospital Supplies
165670	9/12/2019	CONE INSTRUMENTS	415.84	Hospital Supplies
165673	9/12/2019	COOK MEDICAL INC.	118.00	Hospital Supplies
165674	9/12/2019	COOK MEDICAL INCORPORATED	233.66	Hospital Supplies
165678	9/12/2019	EDGE PHARMACEUTICALS, LLC	962.14	Hospital Supplies
165689	9/12/2019	HEALTHCARE LOGISTICS INC	64.60	Hospital Supplies
165691	9/12/2019	HILL-ROM	545.00	Hospital Supplies
165693	9/12/2019	HULL ANESTHESIA INC	180.00	Hospital Supplies
165704	9/12/2019	MARKET LAB, INC	131.70	Hospital Supplies
165707	9/12/2019	MCKESSON MEDICAL-SURGICAL	609.45	Hospital Supplies
165709	9/12/2019	MEDELA INC	654.22	Hospital Supplies
165712	9/12/2019	MEDTRONIC, USA	123.00	Hospital Supplies
165716	9/12/2019	MINDRAY DS USA, INC.	274.56	Hospital Supplies
165718	9/12/2019	M V A P MEDICAL SUPPLIES, INC.	246.00	Hospital Supplies
165720	9/12/2019	NEOTECH PRODUCTS, INC	103.00	Hospital Supplies
165723	9/12/2019	OLYMPUS AMERICA INC	419.31	Hospital Supplies
165724	9/12/2019	OWENS & MINOR 90005430	4,255.51	Hospital Supplies
165737	9/12/2019	ABBOTT NUTRITION	638.43	Hospital Supplies
165748	9/12/2019	STERIS CORPORATION	738.53	Hospital Supplies
165751	9/12/2019	LEICA BIOSYSTEMS RICHMOND	413.22	Hospital Supplies
165759	9/12/2019	TRI-ANIM HEALTH SERVICES INC	322.80	Hospital Supplies
165766	9/12/2019	WAXIE SANITARY SUPPLY	1,527.69	Hospital Supplies
165772	9/12/2019	RESPIRONICS	190.00	Hospital Supplies
165775	9/18/2019	ABBOTT LABORATORIES	1,552.87	Hospital Supplies
165776	9/18/2019	AESCLAP INC	137.56	Hospital Supplies
165778	9/18/2019	ALLEN MEDICAL SYSTEMS INC	418.00	Hospital Supplies
165781	9/18/2019	APPLIED MEDICAL	1,544.00	Hospital Supplies
165782	9/18/2019	ARTHREX INC.	320.00	Hospital Supplies
165784	9/18/2019	BARD PERIPHERAL VASCULAR INC	1,044.00	Hospital Supplies
165785	9/18/2019	BAYER HEALTHCARE LLC	1,815.42	Hospital Supplies
165788	9/18/2019	BOSTON SCIENTIFIC CORP	4,637.54	Hospital Supplies
165793	9/18/2019	CARDINAL HEALTH/V. MUELLER	14,042.12	Hospital Supplies
165805	9/18/2019	DIAGNOSTICA STAGO INC	1,596.06	Hospital Supplies
165806	9/18/2019	EDGE PHARMACEUTICALS, LLC	703.07	Hospital Supplies
165814	9/18/2019	FSI LABEL	65.50	Hospital Supplies
165816	9/18/2019	GYNEX CORP	115.40	Hospital Supplies
165819	9/18/2019	HOLOGIC, INC.	4,193.00	Hospital Supplies
165824	9/18/2019	KARL STORZ ENDOSCOPY-AMERICA	387.15	Hospital Supplies
165829	9/18/2019	MARKET LAB, INC	527.67	Hospital Supplies

1742/12042

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/19

165834	9/18/2019	MEDTRONIC USA INC	2,340.00	Hospital Supplies
165837	9/18/2019	M V A P MEDICAL SUPPLIES, INC.	179.00	Hospital Supplies
165842	9/18/2019	OLYMPUS AMERICA INC	232.19	Hospital Supplies
165843	9/18/2019	OWENS & MINOR 90005430	7,528.94	Hospital Supplies
165847	9/18/2019	QUESET MEDICAL	140.00	Hospital Supplies
165858	9/18/2019	STERIS CORPORATION	2,480.03	Hospital Supplies
165862	9/18/2019	LEICA BIOSYSTEMS RICHMOND	1,417.19	Hospital Supplies
165870	9/18/2019	TRI-ANIM HEALTH SERVICES INC	115.08	Hospital Supplies
165877	9/18/2019	WAXIE SANITARY SUPPLY	5,547.01	Hospital Supplies
165905	9/18/2019	DJ ORTHOPEDICS, LLC	163.15	Hospital Supplies
165909	9/25/2019	AESULAP INC	317.71	Hospital Supplies
165911	9/25/2019	ALPHA SOURCE INC	42.00	Hospital Supplies
165913	9/25/2019	AMAZON.COM CREDIT PLAN	1,714.60	Hospital Supplies
165915	9/25/2019	APPLIED MEDICAL	108.00	Hospital Supplies
165916	9/25/2019	ARTHREX INC.	264.00	Hospital Supplies
165917	9/25/2019	B BRAUN MEDICAL INC.	1,520.00	Hospital Supplies
165923	9/25/2019	CARDINAL HEALTH/V. MUELLER	4,687.07	Hospital Supplies
165975	9/25/2019	MCKESSON MEDICAL-SURGICAL	1,746.43	Hospital Supplies
165980	9/25/2019	MES	52.80	Hospital Supplies
165983	9/25/2019	M V A P MEDICAL SUPPLIES, INC.	180.00	Hospital Supplies
165990	9/25/2019	OLYMPUS AMERICA INC	183.53	Hospital Supplies
165994	9/25/2019	PERFORMANCE HEALTH SUPPLY INC	61.73	Hospital Supplies
165999	9/25/2019	PREFERRED MEDICAL PRODUCTS	44.40	Hospital Supplies
166001	9/25/2019	QUESET MEDICAL	73.68	Hospital Supplies
166006	9/25/2019	RESPIRONICS	178.00	Hospital Supplies
166008	9/25/2019	ABBOTT NUTRITION	39.93	Hospital Supplies
166012	9/25/2019	SMITHS MEDICAL ASD INC	182.15	Hospital Supplies
166018	9/25/2019	STERIS CORPORATION	1,349.30	Hospital Supplies
166022	9/25/2019	LEICA BIOSYSTEMS RICHMOND	175.72	Hospital Supplies
166030	9/25/2019	TRI-ANIM HEALTH SERVICES INC	736.15	Hospital Supplies
166037	9/25/2019	UTAH MEDICAL PRODUCTS INC	64.26	Hospital Supplies
166039	9/25/2019	VERATHON INC.	720.00	Hospital Supplies
166042	9/25/2019	WAXIE SANITARY SUPPLY	6,059.29	Hospital Supplies
EFT000000005156	9/5/2019	BEEKLEY CORPORATION	169.00	Hospital Supplies
EFT000000005158	9/5/2019	BREG INC	441.76	Hospital Supplies
EFT000000005159	9/5/2019	HARDY DIAGNOSTICS	199.18	Hospital Supplies
EFT000000005167	9/5/2019	ZOLL MEDICAL CORPORATION	61.50	Hospital Supplies
EFT000000005173	9/12/2019	BREG INC	63.79	Hospital Supplies
EFT000000005174	9/12/2019	BSN MEDICAL INC	246.23	Hospital Supplies
EFT000000005177	9/12/2019	DJ ORTHOPEDICS, LLC	4.80	Hospital Supplies
EFT000000005179	9/12/2019	HARDY DIAGNOSTICS	30.11	Hospital Supplies
EFT000000005185	9/12/2019	OVATION MEDICAL	179.80	Hospital Supplies
EFT000000005198	9/18/2019	BIODEX MEDICAL SYSTEMS INC	630.70	Hospital Supplies
EFT000000005199	9/18/2019	BREG INC	96.94	Hospital Supplies
EFT000000005206	9/18/2019	HARDY DIAGNOSTICS	1,508.91	Hospital Supplies
EFT000000005209	9/18/2019	MARSHALL INDUSTRIES	271.95	Hospital Supplies
EFT000000005216	9/26/2019	BAXTER HEALTHCARE CORP/IV	961.26	Hospital Supplies
EFT000000005218	9/26/2019	BREG INC	143.45	Hospital Supplies
EFT000000005224	9/26/2019	HARDY DIAGNOSTICS	1,594.68	Hospital Supplies
165516	9/5/2019	TELEFLEX LLC	1,588.27	Hospital Supplies
165755	9/12/2019	TELEFLEX LLC	1,795.93	Hospital Supplies
165840	9/18/2019	NANOSONICS, INC	518.00	Hospital Supplies
165868	9/18/2019	TELEFLEX LLC	1,603.72	Hospital Supplies
166025	9/25/2019	TELEFLEX LLC	322.65	Hospital Supplies

1743/12042

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/19

EFT000000005212	9/18/2019	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	218.75	Hospital Supplies
165457	9/5/2019	BECTON DICKINSON	1,153.60	Hospital Supplies
165663	9/12/2019	BECTON DICKINSON	1,740.00	Hospital Supplies
165919	9/25/2019	BECTON DICKINSON	90.00	Hospital Supplies
165920	9/25/2019	BLUE ENDO	279.56	Hospital Supplies
165726	9/12/2019	PARAGON 28 INC.	1,052.00	Implant Supplies
165519	9/5/2019	PROVIDENT LIFE & ACCIDENT	35,331.13	Insurance Premium
166034	9/25/2019	PROVIDENT LIFE & ACCIDENT	13,743.91	Insurance Premium
165540	9/11/2019	INSURANCE REFUND	281.55	Insurance Refund
165543	9/11/2019	INSURANCE REFUND	195.73	Insurance Refund
165544	9/11/2019	INSURANCE REFUND	495.21	Insurance Refund
165545	9/11/2019	INSURANCE REFUND	21.66	Insurance Refund
165547	9/11/2019	INSURANCE REFUND	37.56	Insurance Refund
165548	9/11/2019	INSURANCE REFUND	11,572.70	Insurance Refund
165549	9/11/2019	INSURANCE REFUND	8,825.22	Insurance Refund
165550	9/11/2019	INSURANCE REFUND	15.00	Insurance Refund
165551	9/11/2019	INSURANCE REFUND	36.34	Insurance Refund
165552	9/11/2019	INSURANCE REFUND	10,565.03	Insurance Refund
165553	9/11/2019	INSURANCE REFUND	13,434.24	Insurance Refund
165554	9/11/2019	INSURANCE REFUND	13,096.27	Insurance Refund
165555	9/11/2019	INSURANCE REFUND	8,685.43	Insurance Refund
165556	9/11/2019	INSURANCE REFUND	12,049.48	Insurance Refund
165558	9/11/2019	INSURANCE REFUND	24.53	Insurance Refund
165559	9/11/2019	INSURANCE REFUND	1,058.07	Insurance Refund
165561	9/11/2019	INSURANCE REFUND	183.30	Insurance Refund
165562	9/11/2019	INSURANCE REFUND	59.51	Insurance Refund
165563	9/11/2019	INSURANCE REFUND	13.34	Insurance Refund
165564	9/11/2019	INSURANCE REFUND	17.26	Insurance Refund
165565	9/11/2019	INSURANCE REFUND	106.56	Insurance Refund
165566	9/11/2019	INSURANCE REFUND	13.34	Insurance Refund
165567	9/11/2019	INSURANCE REFUND	168.61	Insurance Refund
165568	9/11/2019	INSURANCE REFUND	11.97	Insurance Refund
165569	9/11/2019	INSURANCE REFUND	40.09	Insurance Refund
165577	9/11/2019	INSURANCE REFUND	13.34	Insurance Refund
165579	9/11/2019	INSURANCE REFUND	13.34	Insurance Refund
165580	9/11/2019	INSURANCE REFUND	102.99	Insurance Refund
165581	9/11/2019	INSURANCE REFUND	106.56	Insurance Refund
165583	9/11/2019	INSURANCE REFUND	65.20	Insurance Refund
165584	9/11/2019	INSURANCE REFUND	132.86	Insurance Refund
165585	9/11/2019	INSURANCE REFUND	18.98	Insurance Refund
165590	9/11/2019	INSURANCE REFUND	11.97	Insurance Refund
165593	9/11/2019	INSURANCE REFUND	112.01	Insurance Refund
165595	9/11/2019	INSURANCE REFUND	375.84	Insurance Refund
165596	9/11/2019	INSURANCE REFUND	283.29	Insurance Refund
165597	9/11/2019	INSURANCE REFUND	283.29	Insurance Refund
165598	9/11/2019	INSURANCE REFUND	661.01	Insurance Refund
165599	9/11/2019	INSURANCE REFUND	516.38	Insurance Refund
165601	9/11/2019	INSURANCE REFUND	40.09	Insurance Refund
165602	9/11/2019	INSURANCE REFUND	40.09	Insurance Refund
165603	9/11/2019	INSURANCE REFUND	40.09	Insurance Refund
165604	9/11/2019	INSURANCE REFUND	40.09	Insurance Refund
165612	9/11/2019	INSURANCE REFUND	24.11	Insurance Refund
165613	9/11/2019	INSURANCE REFUND	52.41	Insurance Refund
165615	9/11/2019	INSURANCE REFUND	6.43	Insurance Refund

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/19

165620	9/11/2019	INSURANCE REFUND	24.53	Insurance Refund
165623	9/11/2019	INSURANCE REFUND	96.09	Insurance Refund
165626	9/11/2019	INSURANCE REFUND	310.60	Insurance Refund
165628	9/11/2019	INSURANCE REFUND	325.94	Insurance Refund
165630	9/11/2019	INSURANCE REFUND	231.59	Insurance Refund
165631	9/11/2019	INSURANCE REFUND	1,140.00	Insurance Refund
165633	9/11/2019	INSURANCE REFUND	13.34	Insurance Refund
165634	9/11/2019	INSURANCE REFUND	665.54	Insurance Refund
165635	9/11/2019	INSURANCE REFUND	25.18	Insurance Refund
165638	9/11/2019	INSURANCE REFUND	11.97	Insurance Refund
165644	9/11/2019	INSURANCE REFUND	24.11	Insurance Refund
165646	9/11/2019	INSURANCE REFUND	40.42	Insurance Refund
165647	9/11/2019	INSURANCE REFUND	24.11	Insurance Refund
165649	9/11/2019	INSURANCE REFUND	662.18	Insurance Refund
165651	9/11/2019	INSURANCE REFUND	376.34	Insurance Refund
165888	9/18/2019	INSURANCE REFUND	138.57	Insurance Refund
165769	9/12/2019	WYOMING.COM	10.00	Internet Services
165714	9/12/2019	METABOLIC NEWBORN SCREENING	4,522.00	Laboratory Services
165974	9/25/2019	MAYO COLLABORATIVE SERVICES, INC.	311.40	Laboratory Services
EFT000000005215	9/26/2019	ARUP LABORATORIES, INC.	64,918.29	Laboratory Services
165476	9/5/2019	FISHER HEALTHCARE	1,635.56	Laboratory Supplies
165666	9/12/2019	CARDINAL HEALTH	3,107.03	Laboratory Supplies
165683	9/12/2019	FISHER HEALTHCARE	18,168.79	Laboratory Supplies
165710	9/12/2019	MEDIVATORS REPROCESSING SYSTEM	75.00	Laboratory Supplies
165747	9/12/2019	STATLAB MEDICAL PRODUCTS, INC	92.40	Laboratory Supplies
165780	9/18/2019	ANAEROBE SYSTEMS	45.25	Laboratory Supplies
165786	9/18/2019	BECKMAN COULTER, INC	228.94	Laboratory Supplies
165791	9/18/2019	CANCER DIAGNOSTICS, INC	88.45	Laboratory Supplies
165792	9/18/2019	CARDINAL HEALTH	29,162.02	Laboratory Supplies
165797	9/18/2019	CEPHEID	5,388.30	Laboratory Supplies
165811	9/18/2019	FISHER HEALTHCARE	2,585.31	Laboratory Supplies
165822	9/18/2019	PLATINUM CODE	283.90	Laboratory Supplies
165832	9/18/2019	MEDIVATORS REPROCESSING SYSTEM	204.00	Laboratory Supplies
165859	9/18/2019	STRECK LABORATORIES INC	249.77	Laboratory Supplies
165918	9/25/2019	BECKMAN COULTER, INC	103.86	Laboratory Supplies
165925	9/25/2019	CEPHEID	1,283.50	Laboratory Supplies
165951	9/25/2019	FISHER HEALTHCARE	4,053.37	Laboratory Supplies
165978	9/25/2019	MEDI BADGE INC.	133.06	Laboratory Supplies
166002	9/25/2019	R&D SYSTEMS INC	71.75	Laboratory Supplies
166016	9/25/2019	STATLAB MEDICAL PRODUCTS, INC	69.30	Laboratory Supplies
EFT000000005157	9/5/2019	BIO-RAD LABORATORIES	3,765.58	Laboratory Supplies
EFT000000005184	9/12/2019	ORTHO-CLINICAL DIAGNOSTICS INC	245.45	Laboratory Supplies
EFT000000005210	9/18/2019	ORTHO-CLINICAL DIAGNOSTICS INC	1,328.91	Laboratory Supplies
EFT000000005226	9/26/2019	ORTHO-CLINICAL DIAGNOSTICS INC	535.34	Laboratory Supplies
EFT000000005182	9/12/2019	MARTIN-RAY LAUNDRY SYSTEMS	2,995.00	Laundry Supplies
165534	9/9/2019	CITY OF ROCK SPRINGS	1,367.00	License/Fees
165497	9/5/2019	NEW YORK LIFE INSURANCE COMPANY	3,358.96	Life Insurance
165988	9/25/2019	NEW YORK LIFE INSURANCE COMPANY	3,358.96	Life Insurance
166013	9/25/2019	STANDARD TEXTILE	530.16	Linen
166046	9/25/2019	WYOMING UROLOGICAL SERVICES, LP	6,200.00	Lithotripsy Service
165467	9/5/2019	COMPHEALTH, INC.	110,208.24	Locum Tenens
165490	9/5/2019	LUDWIG KRONER, M.D.	13,180.54	Locum Tenens
165698	9/12/2019	JOHN A. ILIYA, M.D.	19,250.00	Locum Tenens
165801	9/18/2019	COMPHEALTH, INC.	24,960.00	Locum Tenens

1745/1202

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/19

165964	9/25/2019	JOHN HAYES, MD	97.64	Locum Tenens
165480	9/5/2019	HIGH SECURITY LOCK & ALARM	15.00	Maintenance & Repair
165675	9/12/2019	CUMMINS ROCKY MOUNTAIN, LLC	1,056.65	Maintenance & Repair
165706	9/12/2019	MATS, INC.	4,179.66	Maintenance & Repair
165763	9/12/2019	UTAH CONTROLS INC	1,800.00	Maintenance & Repair
165818	9/18/2019	HIGH SECURITY LOCK & ALARM	125.00	Maintenance & Repair
165864	9/18/2019	SWEETWATER PLUMBING & HEATING	344.95	Maintenance & Repair
165880	9/18/2019	WYOMING TRUCKS AND CARS INC	75.00	Maintenance & Repair
165934	9/25/2019	CSESCO INC	7,305.00	Maintenance & Repair
165935	9/25/2019	CUMMINS ROCKY MOUNTAIN, LLC	413.03	Maintenance & Repair
165937	9/25/2019	DAN'S TIRE SERVICE	726.60	Maintenance & Repair
165993	9/25/2019	PACIFIC STEEL HIDES FURS RECYC	332.54	Maintenance & Repair
166017	9/25/2019	STEALTH TECHNOLOGIES C.S.	180.95	Maintenance & Repair
166038	9/25/2019	VAUGHNS PLUMBING & HEATING	1,582.00	Maintenance & Repair
EFT000000005163	9/5/2019	PARTSSOURCE	147.92	Maintenance & Repair
EFT000000005211	9/18/2019	SERVCO	4,725.00	Maintenance & Repair
EFT000000005219	9/26/2019	CARRIER COMMERCIAL SERVICE	3,708.33	Maintenance & Repair
EFT000000005227	9/26/2019	PARTSSOURCE	258.89	Maintenance & Repair
EFT000000005234	9/26/2019	WHITE MOUNTAIN LUMBER	110.00	Maintenance & Repair
165484	9/5/2019	HOME DEPOT	502.05	Maintenance Supplies
165681	9/12/2019	FASTENAL COMPANY	20.10	Maintenance Supplies
165687	9/12/2019	GRAINGER	597.67	Maintenance Supplies
165692	9/12/2019	HOME DEPOT	773.05	Maintenance Supplies
165783	9/18/2019	BARD ACCESS SYSTEMS	914.07	Maintenance Supplies
165800	9/18/2019	CODALE ELECTRIC SUPPLY, INC	489.79	Maintenance Supplies
165815	9/18/2019	GRAINGER	328.00	Maintenance Supplies
165820	9/18/2019	HOME DEPOT	414.10	Maintenance Supplies
165907	9/18/2019	ROBERT I MERRILL COMPANY	7,725.00	Maintenance Supplies
165929	9/25/2019	CODALE ELECTRIC SUPPLY, INC	8.32	Maintenance Supplies
165954	9/25/2019	GRAINGER	285.80	Maintenance Supplies
EFT000000005154	9/5/2019	ACE HARDWARE	47.97	Maintenance Supplies
EFT000000005164	9/5/2019	ROCK SPRINGS WINNELSON CO	1,932.66	Maintenance Supplies
EFT000000005168	9/12/2019	ACE HARDWARE	38.93	Maintenance Supplies
EFT000000005171	9/12/2019	ALPINE PURE SOFT WATER	676.20	Maintenance Supplies
EFT000000005188	9/12/2019	ROCK SPRINGS WINNELSON CO	473.27	Maintenance Supplies
EFT000000005194	9/18/2019	ACE HARDWARE	29.98	Maintenance Supplies
EFT000000005196	9/18/2019	ALPINE PURE SOFT WATER	676.20	Maintenance Supplies
EFT000000005197	9/18/2019	BENNETT'S	8,471.00	Maintenance Supplies
EFT000000005214	9/26/2019	ALPINE PURE SOFT WATER	360.00	Maintenance Supplies
EFT000000005217	9/26/2019	BENNETT'S	214.00	Maintenance Supplies
EFT000000005228	9/26/2019	ROCK SPRINGS WINNELSON CO	11.56	Maintenance Supplies
165845	9/18/2019	PURPLE LIZARDS, LLC	735.00	Marketing & Promotional Supplies
165984	9/25/2019	NATIONAL PEN CO. LLC	693.25	Marketing & Promotional Supplies
EFT000000005183	9/12/2019	MOUNTAIN STATES EMPLOYERS COUNCIL	5,800.00	Memberships
165770	9/12/2019	WYOMING NONPROFIT NETWORK	50.00	Memberships
165944	9/25/2019	DYNAMIC COMMUNITIES, INC.	800.00	Memberships
165494	9/5/2019	MHSC-FOUNDATION	800.00	MHSC Foundation
165527	9/5/2019	MHSC-FOUNDATION	972.36	MHSC Foundation
165835	9/18/2019	MHSC-FOUNDATION	999.86	MHSC Foundation
165466	9/5/2019	COMMUNICATION TECHNOLOGIES, INC	4,076.46	Minor Equipment
165653	9/12/2019	ACQUIRE MED, LLC	2,250.00	Minor Equipment
EFT000000005166	9/5/2019	ROYCE ROLLS RINGER CO	1,986.00	Minor Equipment
EFT000000005229	9/26/2019	SIEMENS HEALTHCARE DIAGNOSTICS, INC.	420.00	Minor Equipment
165756	9/12/2019	TERMINIX OF WYOMING	375.00	Monthly Pest Control

1766/12042

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/19

165481	9/5/2019	HITACHI HEALTHCARE AMERICAS CORPORATION	763.00	Non Medical Supplies
165492	9/5/2019	MEDLINE INDUSTRIES INC	1,477.57	Non Medical Supplies
165499	9/5/2019	ORIENTAL TRADING COMPANY	300.45	Non Medical Supplies
165686	9/12/2019	GLOBAL EQUIPMENT COMPANY	889.75	Non Medical Supplies
165711	9/12/2019	MEDLINE INDUSTRIES INC	156.24	Non Medical Supplies
165833	9/18/2019	MEDLINE INDUSTRIES INC	1,008.09	Non Medical Supplies
165855	9/18/2019	SMILEMAKERS	120.89	Non Medical Supplies
165979	9/25/2019	MEDLINE INDUSTRIES INC	701.36	Non Medical Supplies
165992	9/25/2019	ORIENTAL TRADING COMPANY	220.62	Non Medical Supplies
166011	9/25/2019	SMILEMAKERS	192.69	Non Medical Supplies
165912	9/25/2019	ALTA MEDICAL SPECIALTIES	196.76	Non Medical Supplies
165472	9/5/2019	ENCOMPASS GROUP, LLC	82.76	Office Supplies
165511	9/5/2019	STAPLES BUSINESS ADVANTAGE	206.86	Office Supplies
165680	9/12/2019	ENCOMPASS GROUP, LLC	3,161.52	Office Supplies
165694	9/12/2019	IDENTISYS INC	654.00	Office Supplies
165744	9/12/2019	STANDARD REGISTER COMPANY	245.70	Office Supplies
165745	9/12/2019	STAPLES BUSINESS ADVANTAGE	468.98	Office Supplies
165856	9/18/2019	STAPLES BUSINESS ADVANTAGE	3,805.42	Office Supplies
165947	9/25/2019	ENCOMPASS GROUP, LLC	3,111.36	Office Supplies
165966	9/25/2019	KAISER AND BLAIR INC.	465.26	Office Supplies
166014	9/25/2019	STAPLES BUSINESS ADVANTAGE	462.77	Office Supplies
165525	9/5/2019	YOUNG AT HEART SENIOR CITIZENS CENTER	5,910.00	Other Employee Benefits
165758	9/12/2019	TRANSFORMATIONS FACE PAINTING, LLC	75.00	Other Employee Benefits
EFT00000005193	9/18/2019	4IMPRINT, INC.	724.50	Other Employee Benefits
165700	9/12/2019	QUICK RESPONSE TAXI	305.00	Other Purchased Services
165798	9/18/2019	CJ SIGNS	110.00	Other Purchased Services
165826	9/18/2019	QUICK RESPONSE TAXI	80.00	Other Purchased Services
165861	9/18/2019	STUDIO M	600.00	Other Purchased Services
165928	9/25/2019	CJ SIGNS	95.00	Other Purchased Services
165972	9/25/2019	QUICK RESPONSE TAXI	110.00	Other Purchased Services
EFT00000005155	9/5/2019	AIRGAS INTERMOUNTAIN INC	95.67	Oxygen Rental
EFT00000005170	9/12/2019	AIRGAS INTERMOUNTAIN INC	300.92	Oxygen Rental
EFT00000005195	9/18/2019	AIRGAS INTERMOUNTAIN INC	1,048.06	Oxygen Rental
EFT00000005213	9/26/2019	AIRGAS INTERMOUNTAIN INC	7,693.29	Oxygen Rental
165535	9/11/2019	PATIENT REFUND	524.30	Patient Refund
165536	9/11/2019	PATIENT REFUND	26.91	Patient Refund
165537	9/11/2019	PATIENT REFUND	18.43	Patient Refund
165538	9/11/2019	PATIENT REFUND	156.75	Patient Refund
165539	9/11/2019	PATIENT REFUND	43.32	Patient Refund
165541	9/11/2019	PATIENT REFUND	46.34	Patient Refund
165542	9/11/2019	PATIENT REFUND	10.24	Patient Refund
165546	9/11/2019	PATIENT REFUND	72.82	Patient Refund
165557	9/11/2019	PATIENT REFUND	120.00	Patient Refund
165560	9/11/2019	PATIENT REFUND	34.17	Patient Refund
165570	9/11/2019	PATIENT REFUND	60.37	Patient Refund
165571	9/11/2019	PATIENT REFUND	7.20	Patient Refund
165572	9/11/2019	PATIENT REFUND	330.60	Patient Refund
165573	9/11/2019	PATIENT REFUND	36.80	Patient Refund
165574	9/11/2019	PATIENT REFUND	10.40	Patient Refund
165575	9/11/2019	PATIENT REFUND	111.36	Patient Refund
165576	9/11/2019	PATIENT REFUND	84.57	Patient Refund
165578	9/11/2019	PATIENT REFUND	35.06	Patient Refund
165582	9/11/2019	PATIENT REFUND	31.16	Patient Refund
165586	9/11/2019	PATIENT REFUND	120.31	Patient Refund

177/1202

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/19

165587	9/11/2019	PATIENT REFUND	6.90	Patient Refund
165588	9/11/2019	PATIENT REFUND	229.94	Patient Refund
165589	9/11/2019	PATIENT REFUND	109.80	Patient Refund
165591	9/11/2019	PATIENT REFUND	48.96	Patient Refund
165592	9/11/2019	PATIENT REFUND	20.00	Patient Refund
165594	9/11/2019	PATIENT REFUND	50.00	Patient Refund
165600	9/11/2019	PATIENT REFUND	43.32	Patient Refund
165605	9/11/2019	PATIENT REFUND	47.27	Patient Refund
165606	9/11/2019	PATIENT REFUND	114.48	Patient Refund
165607	9/11/2019	PATIENT REFUND	40.00	Patient Refund
165608	9/11/2019	PATIENT REFUND	45.60	Patient Refund
165609	9/11/2019	PATIENT REFUND	49.47	Patient Refund
165610	9/11/2019	PATIENT REFUND	37.50	Patient Refund
165611	9/11/2019	PATIENT REFUND	111.96	Patient Refund
165614	9/11/2019	PATIENT REFUND	28.80	Patient Refund
165616	9/11/2019	PATIENT REFUND	48.62	Patient Refund
165617	9/11/2019	PATIENT REFUND	69.16	Patient Refund
165618	9/11/2019	PATIENT REFUND	75.35	Patient Refund
165619	9/11/2019	PATIENT REFUND	786.62	Patient Refund
165621	9/11/2019	PATIENT REFUND	25.00	Patient Refund
165622	9/11/2019	PATIENT REFUND	98.61	Patient Refund
165624	9/11/2019	PATIENT REFUND	26.69	Patient Refund
165625	9/11/2019	PATIENT REFUND	14.41	Patient Refund
165627	9/11/2019	PATIENT REFUND	347.76	Patient Refund
165629	9/11/2019	PATIENT REFUND	58.86	Patient Refund
165632	9/11/2019	PATIENT REFUND	35.07	Patient Refund
165636	9/11/2019	PATIENT REFUND	616.48	Patient Refund
165637	9/11/2019	PATIENT REFUND	400.00	Patient Refund
165639	9/11/2019	PATIENT REFUND	11.04	Patient Refund
165640	9/11/2019	PATIENT REFUND	95.54	Patient Refund
165641	9/11/2019	PATIENT REFUND	228.46	Patient Refund
165642	9/11/2019	PATIENT REFUND	51.85	Patient Refund
165643	9/11/2019	PATIENT REFUND	200.00	Patient Refund
165645	9/11/2019	PATIENT REFUND	318.00	Patient Refund
165648	9/11/2019	PATIENT REFUND	8.16	Patient Refund
165650	9/11/2019	PATIENT REFUND	2,446.32	Patient Refund
165652	9/11/2019	PATIENT REFUND	76.76	Patient Refund
165771	9/12/2019	PATIENT REFUND	95.00	Patient Refund
165795	9/18/2019	PATIENT REFUND	242.79	Patient Refund
165881	9/18/2019	PATIENT REFUND	52.00	Patient Refund
165882	9/18/2019	PATIENT REFUND	55.00	Patient Refund
165883	9/18/2019	PATIENT REFUND	20.00	Patient Refund
165884	9/18/2019	PATIENT REFUND	50.00	Patient Refund
165885	9/18/2019	PATIENT REFUND	55.86	Patient Refund
165886	9/18/2019	PATIENT REFUND	20.00	Patient Refund
165887	9/18/2019	PATIENT REFUND	10.00	Patient Refund
165889	9/18/2019	PATIENT REFUND	20.00	Patient Refund
165890	9/18/2019	PATIENT REFUND	310.00	Patient Refund
165891	9/18/2019	PATIENT REFUND	25.00	Patient Refund
165892	9/18/2019	PATIENT REFUND	83.00	Patient Refund
165893	9/18/2019	PATIENT REFUND	100.00	Patient Refund
165894	9/18/2019	PATIENT REFUND	15.00	Patient Refund
165895	9/18/2019	PATIENT REFUND	35.00	Patient Refund
165896	9/18/2019	PATIENT REFUND	150.00	Patient Refund

1788/12042

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/19

165897	9/18/2019	PATIENT REFUND	208.00	Patient Refund
165898	9/18/2019	PATIENT REFUND	16.40	Patient Refund
165899	9/18/2019	PATIENT REFUND	30.00	Patient Refund
165900	9/18/2019	PATIENT REFUND	80.00	Patient Refund
165901	9/18/2019	PATIENT REFUND	5.00	Patient Refund
165902	9/18/2019	PATIENT REFUND	100.00	Patient Refund
165903	9/18/2019	PATIENT REFUND	10.00	Patient Refund
165904	9/18/2019	PATIENT REFUND	9.42	Patient Refund
166048	9/25/2019	PATIENT REFUND	30.00	Patient Refund
166049	9/25/2019	PATIENT REFUND	43.44	Patient Refund
166050	9/25/2019	PATIENT REFUND	15.00	Patient Refund
166051	9/25/2019	PATIENT REFUND	149.00	Patient Refund
166052	9/25/2019	PATIENT REFUND	58.66	Patient Refund
166053	9/25/2019	PATIENT REFUND	25.00	Patient Refund
166054	9/25/2019	PATIENT REFUND	40.00	Patient Refund
166055	9/25/2019	PATIENT REFUND	75.00	Patient Refund
166056	9/25/2019	PATIENT REFUND	60.00	Patient Refund
166057	9/25/2019	PATIENT REFUND	60.00	Patient Refund
166058	9/25/2019	PATIENT REFUND	12.85	Patient Refund
166059	9/25/2019	PATIENT REFUND	99.00	Patient Refund
166060	9/25/2019	PATIENT REFUND	35.00	Patient Refund
166061	9/25/2019	PATIENT REFUND	258.00	Patient Refund
166062	9/25/2019	PATIENT REFUND	130.00	Patient Refund
166063	9/25/2019	PATIENT REFUND	31.20	Patient Refund
166064	9/25/2019	PATIENT REFUND	557.28	Patient Refund
166065	9/25/2019	PATIENT REFUND	45.00	Patient Refund
166066	9/25/2019	PATIENT REFUND	51.02	Patient Refund
166067	9/25/2019	PATIENT REFUND	25.00	Patient Refund
166068	9/25/2019	PATIENT REFUND	40.00	Patient Refund
166069	9/25/2019	PATIENT REFUND	25.00	Patient Refund
166070	9/25/2019	PATIENT REFUND	34.51	Patient Refund
166071	9/25/2019	PATIENT REFUND	25.00	Patient Refund
166072	9/25/2019	PATIENT REFUND	25.00	Patient Refund
166073	9/25/2019	PATIENT REFUND	52.00	Patient Refund
166074	9/25/2019	PATIENT REFUND	23.80	Patient Refund
166075	9/25/2019	PATIENT REFUND	25.00	Patient Refund
166076	9/25/2019	PATIENT REFUND	20.00	Patient Refund
166077	9/25/2019	PATIENT REFUND	224.65	Patient Refund
166078	9/25/2019	PATIENT REFUND	50.00	Patient Refund
166079	9/25/2019	PATIENT REFUND	15.00	Patient Refund
166080	9/25/2019	PATIENT REFUND	30.00	Patient Refund
166081	9/25/2019	PATIENT REFUND	125.20	Patient Refund
166082	9/25/2019	PATIENT REFUND	35.00	Patient Refund
166083	9/25/2019	PATIENT REFUND	30.00	Patient Refund
166084	9/25/2019	PATIENT REFUND	45.00	Patient Refund
166085	9/25/2019	PATIENT REFUND	25.00	Patient Refund
166086	9/25/2019	PATIENT REFUND	45.00	Patient Refund
166087	9/25/2019	PATIENT REFUND	229.00	Patient Refund
166088	9/25/2019	PATIENT REFUND	19.00	Patient Refund
166089	9/25/2019	PATIENT REFUND	10.00	Patient Refund
166090	9/25/2019	PATIENT REFUND	5.50	Patient Refund
166091	9/25/2019	PATIENT REFUND	15.00	Patient Refund
166092	9/25/2019	PATIENT REFUND	37.15	Patient Refund
166093	9/25/2019	PATIENT REFUND	25.00	Patient Refund

1799/12042

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/19

166094	9/25/2019	PATIENT REFUND	25.00	Patient Refund
166095	9/25/2019	PATIENT REFUND	142.00	Patient Refund
166096	9/25/2019	PATIENT REFUND	5.00	Patient Refund
166097	9/25/2019	PATIENT REFUND	32.75	Patient Refund
166098	9/25/2019	PATIENT REFUND	121.49	Patient Refund
166099	9/25/2019	PATIENT REFUND	20.00	Patient Refund
166100	9/25/2019	PATIENT REFUND	50.00	Patient Refund
166101	9/25/2019	PATIENT REFUND	90.00	Patient Refund
166102	9/25/2019	PATIENT REFUND	40.00	Patient Refund
166103	9/25/2019	PATIENT REFUND	50.00	Patient Refund
166104	9/25/2019	PATIENT REFUND	35.00	Patient Refund
166105	9/25/2019	PATIENT REFUND	53.50	Patient Refund
166106	9/25/2019	PATIENT REFUND	27.85	Patient Refund
166107	9/25/2019	PATIENT REFUND	67.60	Patient Refund
166108	9/25/2019	PATIENT REFUND	149.00	Patient Refund
166109	9/25/2019	PATIENT REFUND	40.00	Patient Refund
166110	9/25/2019	PATIENT REFUND	100.00	Patient Refund
166111	9/25/2019	PATIENT REFUND	23.60	Patient Refund
166112	9/25/2019	PATIENT REFUND	10.00	Patient Refund
166113	9/25/2019	PATIENT REFUND	98.08	Patient Refund
166114	9/25/2019	PATIENT REFUND	40.00	Patient Refund
166115	9/25/2019	PATIENT REFUND	19.40	Patient Refund
166116	9/25/2019	PATIENT REFUND	231.80	Patient Refund
166117	9/25/2019	PATIENT REFUND	114.00	Patient Refund
166118	9/25/2019	PATIENT REFUND	85.30	Patient Refund
166119	9/25/2019	PATIENT REFUND	15.00	Patient Refund
166120	9/25/2019	PATIENT REFUND	40.00	Patient Refund
166121	9/25/2019	PATIENT REFUND	18.30	Patient Refund
166122	9/25/2019	PATIENT REFUND	20.00	Patient Refund
166123	9/25/2019	PATIENT REFUND	82.70	Patient Refund
166124	9/25/2019	PATIENT REFUND	80.96	Patient Refund
166125	9/25/2019	PATIENT REFUND	30.00	Patient Refund
166126	9/25/2019	PATIENT REFUND	75.05	Patient Refund
166127	9/25/2019	PATIENT REFUND	30.00	Patient Refund
166128	9/25/2019	PATIENT REFUND	37.28	Patient Refund
166129	9/25/2019	PATIENT REFUND	35.00	Patient Refund
166130	9/25/2019	PATIENT REFUND	20.00	Patient Refund
166131	9/25/2019	PATIENT REFUND	30.00	Patient Refund
166132	9/25/2019	PATIENT REFUND	26.41	Patient Refund
166133	9/25/2019	PATIENT REFUND	107.00	Patient Refund
166134	9/25/2019	PATIENT REFUND	40.00	Patient Refund
166135	9/25/2019	PATIENT REFUND	35.00	Patient Refund
166136	9/25/2019	PATIENT REFUND	19.38	Patient Refund
166139	9/25/2019	PATIENT REFUND	5.00	Patient Refund
166140	9/25/2019	PATIENT REFUND	5.00	Patient Refund
166141	9/25/2019	PATIENT REFUND	30.00	Patient Refund
166142	9/25/2019	PATIENT REFUND	171.00	Patient Refund
166143	9/25/2019	PATIENT REFUND	5.00	Patient Refund
166144	9/25/2019	PATIENT REFUND	100.00	Patient Refund
166145	9/25/2019	PATIENT REFUND	204.00	Patient Refund
166146	9/25/2019	PATIENT REFUND	20.00	Patient Refund
166147	9/25/2019	PATIENT REFUND	284.00	Patient Refund
166148	9/25/2019	PATIENT REFUND	64.40	Patient Refund
165530	9/5/2019	UNITED WAY OF SWEETWATER COUNTY	331.47	Payroll Deduction

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/19

165871	9/18/2019	UNITED WAY OF SWEETWATER COUNTY	371.47	Payroll Deduction
165526	9/5/2019	FAMILY SUPPORT REGISTRY	403.84	Payroll Garnishment
165528	9/5/2019	STATE OF WYOMING DFS/CSES	1,411.75	Payroll Garnishment
165529	9/5/2019	SWEETWATER CIRCUIT COURT	601.40	Payroll Garnishment
165809	9/18/2019	FAMILY SUPPORT REGISTRY	403.84	Payroll Garnishment
165857	9/18/2019	STATE OF WYOMING DFS/CSES	1,573.28	Payroll Garnishment
165863	9/18/2019	SWEETWATER CIRCUIT COURT	663.82	Payroll Garnishment
W/T	9/4/2019	PAYROLL 18	1,400,000.00	Payroll Transfer
W/T	9/17/2019	PAYROLL 19	1,400,000.00	Payroll Transfer
165981	9/25/2019	MHSC - PETTY CASH	43.25	Petty Cash
165668	9/12/2019	CARDINAL HEALTH PHARMACY MGMT	868,988.52	Pharmacy Management
165794	9/18/2019	CARDINAL HEALTH PHARMACY MGMT	4,793.10	Pharmacy Management
165867	9/18/2019	TAMARA WALKER, FNP	16,606.00	Physician Recruitment
165482	9/5/2019	HOLIDAY INN EXPRESS - LONE TREE HOSPITALITY, LLC	359.97	Physician Recruitment
165703	9/12/2019	DR. LUCY RYAN	30,000.00	Physician Recruitment
165773	9/13/2019	SANDS CATERING	883.75	Physician Recruitment
165869	9/18/2019	DR.TONY PEDRI	50,000.00	Physician Recruitment
165965	9/25/2019	JOY'S FLOWERS & GIFTS	24.00	Physician Recruitment
166026	9/25/2019	THE PRESERVE AT ROCK SPRINGS	1,339.00	Physician Recruitment
165654	9/12/2019	ADVANCED MEDICAL IMAGING, LLC	17,740.00	Physician Services
165655	9/12/2019	ADVANCED MEDICAL REVIEWS, INC	437.02	Physician Services
165684	9/12/2019	GAMMA WEST BRACHYTHERAPY, LLC	84,016.00	Physician Services
165702	9/12/2019	LOCUM TENENS.COM	48,971.93	Physician Services
165736	9/12/2019	ROCK SPRINGS MY PLACE, LLC	761.60	Physician Services
166027	9/25/2019	THE SLEEP SPECIALISTS	12,375.00	Physician Services
166033	9/25/2019	UNIVERSITY OF UTAH HEALTH CARE	91,076.67	Physician Services
165531	9/5/2019	US DEPARTMENT OF EDUCATION	168.78	Physician Student Loan
165762	9/12/2019	US DEPARTMENT OF EDUCATION	2,500.00	Physician Student Loan
165875	9/18/2019	US DEPARTMENT OF EDUCATION	74.49	Physician Student Loan
165939	9/25/2019	DEPARTMENT OF EDUCATION	3,861.44	Physician Student Loan
165941	9/25/2019	DISCOVER STUDENT LOANS	519.64	Physician Student Loan
165943	9/25/2019	DRB EDUCATION FINANCE	5,833.33	Physician Student Loan
165949	9/25/2019	FEDLOAN SERVICING	11,712.49	Physician Student Loan
165963	9/25/2019	DR. JACQUES DENKER	6,498.33	Physician Student Loan
165985	9/25/2019	NAVIENT	1,147.03	Physician Student Loan
165986	9/25/2019	NAVIENT	1,500.00	Physician Student Loan
165987	9/25/2019	NELNET LOAN SERVICES, INC	719.89	Physician Student Loan
166036	9/25/2019	US DEPARTMENT OF EDUCATION	2,500.00	Physician Student Loan
165699	9/12/2019	CLIFTONLARSONALLEN LLP	14,326.67	Professional Service
165713	9/12/2019	MERRITT, HAWKINS & ASSOC.INC.	15,000.00	Professional Service
165715	9/12/2019	MILE HIGH MOBILE PET	11,888.00	Professional Service
165717	9/12/2019	MOUNTAIN STATES MEDICAL PHYSICS	7,060.63	Professional Service
165725	9/12/2019	P3 CONSULTING LLC	202.50	Professional Service
165799	9/18/2019	CLEANIQUE PROFESSIONAL SERVICES	5,250.00	Professional Service
166040	9/25/2019	VERISYS INC.	100.00	Professional Service
166044	9/25/2019	WYOMING DEPARTMENT OF HEALTH	732.00	Professional Service
EFT000000005233	9/26/2019	WESTERN STAR COMMUNICATIONS	783.90	Professional Service
166003	9/25/2019	RADIATION DETECTION COMPANY	6.75	Radiation Monitoring
165664	9/12/2019	BRACCO DIAGNOSTICS INC	1,122.80	Radiology Material
165790	9/18/2019	BRACCO DIAGNOSTICS INC	731.84	Radiology Material
165921	9/25/2019	BRACCO DIAGNOSTICS INC	183.66	Radiology Material
165960	9/25/2019	INTERMOUNTAIN RADIOPHARMACY - UNIVERSITY OF UTAH	2,460.00	Radiology Material
EFT000000005161	9/5/2019	LANTHEUS MEDICAL IMAGING, INC	3,330.13	Radiology Material
EFT000000005180	9/12/2019	LANTHEUS MEDICAL IMAGING, INC	3,330.13	Radiology Material

1831/12202

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/19

EFT000000005186	9/12/2019	PHARMALUCENCE, INC	2,348.00	Radiology Material
EFT000000005204	9/18/2019	GE HEALTHCARE INC	1,019.10	Radiology Material
EFT000000005208	9/18/2019	LANTHEUS MEDICAL IMAGING, INC	3,330.13	Radiology Material
EFT000000005222	9/26/2019	GE HEALTHCARE INC	2,038.20	Radiology Material
165823	9/18/2019	JOSEPH J. OLIVER, M.D.	1,500.00	Reimbursement - CME
165459	9/5/2019	DR. BRIANNE CROFTS	718.84	Reimbursement - CME
165488	9/5/2019	DR. JEFFREY WHEELER	1,420.00	Reimbursement - CME
165502	9/5/2019	DR. PREETPAL GREWAL	799.17	Reimbursement - CME
165507	9/5/2019	DR. SIGSBEE DUCK	150.00	Reimbursement - CME
165746	9/12/2019	STARLA LEETE	365.00	Reimbursement - CME
165828	9/18/2019	DR. LUCY RYAN	1,120.00	Reimbursement - CME
165465	9/5/2019	DR. CHARLES KNIGHT	3,771.96	Reimbursement - Education & Travel
165487	9/5/2019	IRENE BREWER	12.24	Reimbursement - Education & Travel
165493	9/5/2019	MEGAN TOZZI	170.15	Reimbursement - Education & Travel
165504	9/5/2019	RONALD L CHEESE	586.00	Reimbursement - Education & Travel
165517	9/5/2019	TIFFANY URANKER	165.65	Reimbursement - Education & Travel
165677	9/12/2019	DESERIEE PADILLA	243.45	Reimbursement - Education & Travel
165701	9/12/2019	LESLIE TAYLOR	466.14	Reimbursement - Education & Travel
165705	9/12/2019	MARY TYLER	33.66	Reimbursement - Education & Travel
165727	9/12/2019	PATTY O'LEKEY	255.57	Reimbursement - Education & Travel
165734	9/12/2019	ROB FAIR	214.20	Reimbursement - Education & Travel
165738	9/12/2019	SAMANTHA WHITE	47.43	Reimbursement - Education & Travel
165739	9/12/2019	SARAH CORHN	143.80	Reimbursement - Education & Travel
165753	9/12/2019	TAMI LOVE	295.87	Reimbursement - Education & Travel
165754	9/12/2019	TAMMIE HENDERSON	55.08	Reimbursement - Education & Travel
165757	9/12/2019	TINA FRULLO	18.36	Reimbursement - Education & Travel
165825	9/18/2019	KELLY SUGIHARA	549.34	Reimbursement - Education & Travel
165827	9/18/2019	LISA HARRELL	500.00	Reimbursement - Education & Travel
165830	9/18/2019	MARY FISCHER	1,587.45	Reimbursement - Education & Travel
165850	9/18/2019	ROBIN SNOWBERGER	1,494.66	Reimbursement - Education & Travel
165961	9/25/2019	IRENE RICHARDSON	264.18	Reimbursement - Education & Travel
165967	9/25/2019	KARA JACKSON	453.64	Reimbursement - Education & Travel
165968	9/25/2019	KAYLA PETERSON	678.26	Reimbursement - Education & Travel
165973	9/25/2019	MARY FISCHER	34.00	Reimbursement - Education & Travel
166004	9/25/2019	RAMONA K BEACH	16.32	Reimbursement - Education & Travel
166007	9/25/2019	ROB FAIR	214.20	Reimbursement - Education & Travel
166029	9/25/2019	TIFFANY MARSHALL	648.90	Reimbursement - Education & Travel
165779	9/18/2019	AMY MAGANA	32.67	Reimbursement - Food
165665	9/12/2019	BRITTANY YARBER	33.42	Reimbursement - Insurance Premium
165491	9/5/2019	MARY DAVIES	39.96	Reimbursement - Non Hospital Supplies
W/T	9/3/2019	ABG 8/22/19	136,829.35	Retirement
W/T	9/16/2019	ABG 9/5/19	132,757.82	Retirement
W/T	9/30/2019	ABG 9/19/19	131,148.54	Retirement
166015	9/25/2019	STATE OF WYO.DEPT.OF REVENUE	1,157.19	Sales Tax Payment
W/T	9/25/2019	HUNTINGTON BANK	10,000.00	Settlement
165451	9/5/2019	AMERICAN LEGION ARCHIE HAY POST 24	500.00	Sponsorship
165789	9/18/2019	TRAPPER TRAILS COUNCIL-BOYS SCOUTS OF AMERICA	500.00	Sponsorship
165839	9/18/2019	MYLIFE ROCK SPRINGS	500.00	Sponsorship
165851	9/18/2019	ROCK SPRINGS RENEWAL FUND	1,200.00	Sponsorship
165914	9/25/2019	AMERICAN LEGION TOM WHITMORE POST 28	500.00	Sponsorship
166047	9/25/2019	YWCA OF SWEETWATER COUNTY	500.00	Sponsorship
165496	9/5/2019	MOBILE INSTRUMENT SERVICE	1,162.39	Surgery Equipment
165836	9/18/2019	MOBILE INSTRUMENT SERVICE	1,855.40	Surgery Equipment
165982	9/25/2019	MOBILE INSTRUMENT SERVICE	735.49	Surgery Equipment

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
GENERAL FUND DISBURSEMENTS
9/30/19

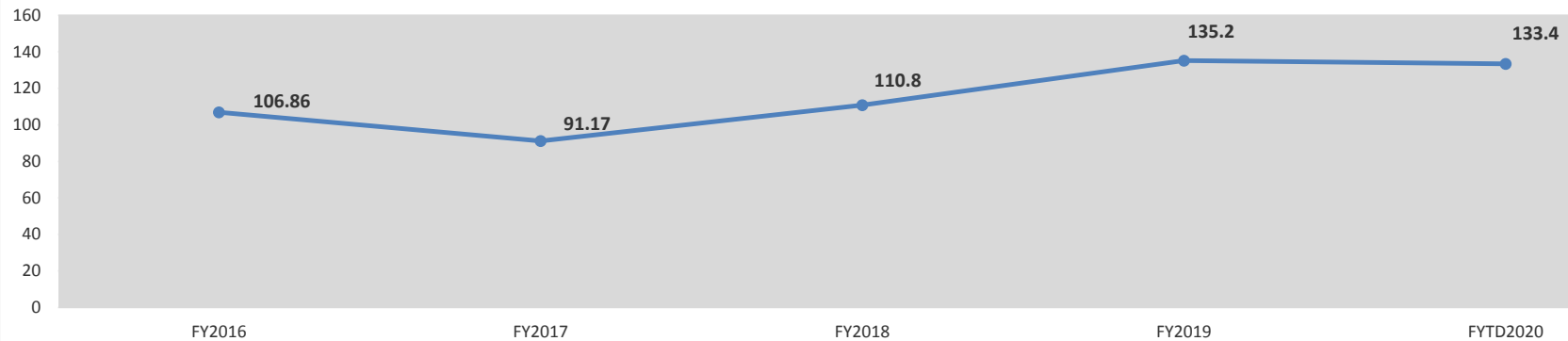
[illegible]

20 INVESTMENT SUMMARY 09-30-19

**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
INVESTMENT SUMMARY AND CASH ON HAND REPORT
09/30/19**

	FINANCIAL INSTITUTION	TYPE	INTEREST RATE	6/30/2015	6/30/2016	6/30/2017	6/30/2018	7/31/2019
	BANK OF WEST	Money Market	0.300%					246
	UINTA BANK	Money Market	2.219%					1,016,573
	KEYBANK	US Govt Bonds	1.780%					7,222,469
	MBS	US Govt Bonds, CD's	2.300%					5,904,893
	WELLS FARGO	CD's	2.770%					1,573,846
	WYOSTAR - Board Funded Depreciation	US Govt Bonds	2.119%					4,779,474
	WYOSTAR - Boice Fund	US Govt Bonds	2.119%					41
	WYOSTAR - Lifeline Fund	US Govt Bonds	2.119%					109,750
TOTAL				21,459,601	17,950,252	16,986,416	17,079,273	20,607,293
	Operating Cash							7,241,375
	Plant and Building Cash							24,569
	Foundation Unrestricted Cash							2,551,058
	TOTAL FOR "DAYS CASH ON HAND"							30,424,295

DAYS OF CASH ON HAND



FY20 County Maintenance & Title 25 Voucher-Sept

**Memorial Hospital of Sweetwater County
County Voucher Summary
as of month ending September 30, 2019**

Vouchers Submitted by MHSC at agreed discounted rate		
July 2019		\$0.00
August 2019		\$73,870.18
September 2019		\$0.00
County Requested Total Vouchers Submitted		<u>\$73,870.18</u>
Total Vouchers Submitted FY 2020		\$73,870.18
Less: Total Approved by County and Received by MHSC FY 2020		\$73,870.18
Total Vouchers Pending Approval by County		<u><u>\$0.00</u></u>

FY20 Title 25 Fund Budget from Sweetwater County	\$262,548.00
Funds Received From Sweetwater County	<u>\$73,870.18</u>
FY20 Title 25 Fund Budget Remaining	\$188,677.82
Total Budgeted Vouchers Pending Submittal to County	<u><u>\$0.00</u></u>

FY20 Maintenance Fund Budget from Sweetwater County	\$1,650,456.00
County Maintenance FY20 - July	\$56,993.96
County Maintenance FY20 - August	\$128,560.54
County Maintenance FY20 - September	\$124,930.27
	<u>\$310,484.77</u>
FY20 Maintenance Fund Budget Remaining	<u><u>\$1,339,971.23</u></u>

Building and Grounds-Oct

BUILDING AND GROUNDS COMMITTEE
Memorial Hospital of Sweetwater County
10/15/2019

Voting Board Committee Members Present: Ed Tardoni, Barbara Sowada

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

Non-Voting Committee Members Present: Gerry Johnston

Invited Guests: Leslie Taylor

Minutes taken by: Jim Horan **Location:** Classroom 1 **Time Started:** 3:30P

TOPIC	DISCUSSION	RESPONSIBLE	ACTION	TIMELINE
Review Minutes	None	E. Tardoni	None	None
Maintenance Metric #1, Number of open W/O?	Not reported	J. Horan	Continue to report each month	Report each meeting
Maintenance Metric #2, Number of open W/O > 30 days?	> 30 days = Not reported ≤ 30 days = Not reported	J. Horan	Continue to report each month.	Report each meeting
Maintenance Metric #3, Amount of OT for the month?	Alight amount due to work	J. Horan	Continue to report each month	Report each meeting
Maintenance Metric #4, Over/ under budget for the month?	Slightly... several maintenance items are reimbursable from the County	J. Horan	Continue to report each month	Report each meeting
Prioritized upcoming project list.	1. Pharmacy clean room renovation = completion by 12/1/2019 2. Oncology private room. = patient-care issue 3. Door replacement in old "Case Management" office = Storage 4. Door replacement in Kitchen storeroom = Accessibility 5. Laundry upgrade = start in late winter 6. Steam piping upgrades = ongoing this winter	J. Horan/ G. Johnston	Noted	Review next meeting
Utility systems upgrades	Work will start in October	J. Horan/ G. Johnston	Noted	Review next meeting
Kitchen cooler and freezer	Near completion.	J. Horan/ G. Johnston	Noted	Review next meeting
Six-penny tax projects	Discussed various project offerings, presentation to the Commissioners and rationale for inclusion on the list.	J. Horan/ G. Johnston	Noted	Review next meeting
Concrete replacement by ED	New concrete for ED work is progressing/	J. Horan/ G. Johnston	Noted	Review next meeting
Grounds lean-to	Project to commence in October	J. Horan/ G. Johnston	Noted	Review next meeting
Fireplace removal in MOB	Space needed for patient seating. Jim to contact "Plan-1" for proposal to prepare final plans and coordinate project Also provide an architectural cost estimate.	J. Horan	Noted.	Review next meeting
Dr. Sulentic remodel	Discussion regarding his proposed space and contract renewal	I. Richardson/ T. Love	Noted	Review next meeting
Medical Imaging refresh	Reviewed need to refresh spaces in Medical Imaging.	J. Horan/ G. Johnston	Noted	Review next meeting
Basement ceiling	In process	J. Horan	Noted	Review next meeting
Time Adjourned: 4:30P				
Next Meeting: November 19 3:30P-4:30P				
Respectfully Submitted: Jim Horan				

FY19 FINANCIALS COMBINED - Sept 2018



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

Unaudited Financial Statements

for

Three months ended September 30, 2018

Certification Statement:

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

Certified by:

Tami Love

Chief Financial Officer

Table of Contents

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

PAGE 1

Three months ended September 30, 2018

TABLE OF CONTENTS

EXECUTIVE SUMMARY	PAGE 2
FINANCIAL RATIOS AND BENCHMARKS	PAGE 3
BALANCE SHEET - ASSETS	PAGE 4
BALANCE SHEET - LIABILITIES AND NET ASSETS	PAGE 5
STATEMENT OF OPERATIONS - CURRENT MONTH	PAGE 6
STATEMENT OF OPERATIONS - YEAR-TO-DATE	PAGE 7
STATEMENT OF OPERATIONS - 13 MONTH TREND	PAGE 8
STATEMENT OF CASH FLOWS	PAGE 10
KEY OPERATING STATISTICS	PAGE 11
ACCOUNTS RECEIVABLE REPORT	PAGE 12
REVENUE AND EXPENSE VARIANCE ANALYSIS	PAGE 13
KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE	PAGE S-A

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

EXECUTIVE FINANCIAL SUMMARY

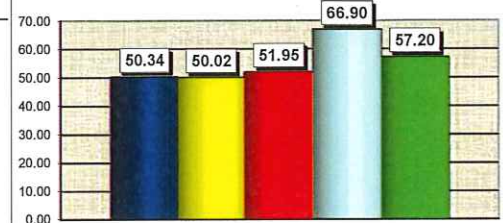
PAGE 2

Three months ended September 30, 2018

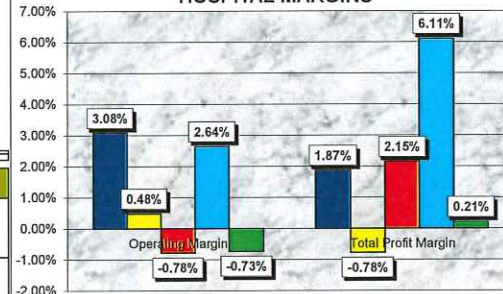
BALANCE SHEET

	YTD 9/30/2018	Prior FYE 6/30/2018
ASSETS		
Current Assets	\$35,259,834	\$32,985,887
Assets Whose Use is Limited	14,018,979	16,103,800
Property, Plant & Equipment (Net)	66,524,643	68,224,600
Other Assets	243,974	247,062
Total Unrestricted Assets	116,047,430	117,561,349
Restricted Assets	417,045	426,203
Total Assets	\$116,464,475	\$117,987,552
LIABILITIES AND NET ASSETS		
Current Liabilities	\$8,053,250	\$9,791,188
Long-Term Debt	27,901,547	27,915,983
Other Long-Term Liabilities	891,940	1,070,720
Total Liabilities	36,846,737	38,777,891
Net Assets	79,617,738	79,209,661
Total Liabilities and Net Assets	\$116,464,475	\$117,987,552

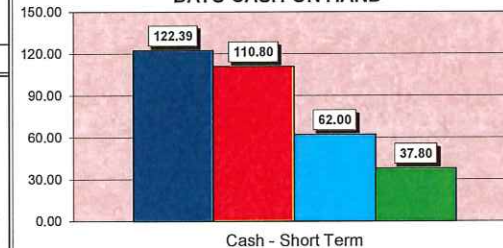
NET DAYS IN ACCOUNTS RECEIVABLE



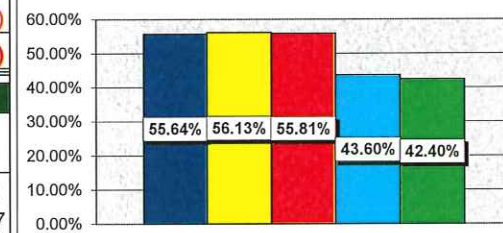
HOSPITAL MARGINS



DAYS CASH ON HAND



SALARY AND BENEFITS AS A PERCENTAGE OF TOTAL EXPENSES



KEY STATISTICS AND RATIOS

	09/30/18 ACTUAL	09/30/18 BUDGET	YTD ACTUAL	YTD BUDGET
Total Acute Patient Days	311	334	1,069	1,062
Average Acute Length of Stay	2.6	2.7	2.9	2.7
Total Emergency Room Visits	1,274	1,319	3,974	4,077
Outpatient Visits	6,027	6,136	19,045	19,176
Total Surgeries	149	171	486	538
Total Worked FTE's	401.68	427.27	400.74	427.27
Total Paid FTE's	441.00	464.23	445.69	464.23
Net Revenue Change from Prior Yr	-2.53%	5.18%	4.78%	5.87%
EBIDA - 12 Month Rolling Average			9.61%	9.08%
Current Ratio			4.38	
Days Expense in Accounts Payable			37.67	

MEMORIAL HOSPITAL OF SWEETWATER COUNTY	09/30/18
Budget	06/30/18
Prior Fiscal Year End	All Hospitals
WYOMING	Rural
< \$90M Net Rev.	

FINANCIAL STRENGTH INDEX -				1.29
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

Three months ended September 30, 2018

PAGE 3

📉 📈 - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Year to Date 9/30/2018	Budget 6/30/2019	BB+ Credit Rating	BBB- Credit Rating	Prior Fiscal Year End 06/30/18	WYOMING All Hospitals (See Note 1)	National Rural < \$90M Net Rev. (See Note 2)
Profitability:								
Operating Margin	📈	3.08%	1.90%	0.10%	0.30%	-0.78%	2.64%	-0.73%
Total Profit Margin	📈	1.87%	0.76%	0.80%	1.00%	2.15%	6.11%	0.21%
Liquidity:								
Days Cash, All Sources **	📈	122.39	129.76	91.30	129.00	110.80	62.00	37.80
Net Days in Accounts Receivable	📉	50.34	50.02	52.40	51.80	51.95	66.90	57.20
Capital Structure:								
Average Age of Plant (Annualized)	📉	12.19	12.58	15.10	11.20	10.19	9.50	12.40
Long Term Debt to Capitalization	📉	25.95%	25.75%	48.20%	41.60%	26.19%	16.80%	10.00%
Debt Service Coverage Ratio **	📈	3.27	3.97	1.80	2.30	3.15	N/A	2.64
Productivity and Efficiency:								
Paid FTE's per Adjusted Occupied Bed	📉	7.98	8.43			8.43	6.60	4.63
Salary Expense per Paid FTE		\$85,632	\$86,892			\$85,976	\$62,436	\$48,150
Salary and Benefits as a % of Total Operating Exp		55.64%	56.43%			55.81%	43.60%	42.40%

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

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

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

Balance Sheet - Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 4

ROCK SPRINGS, WY

Three months ended September 30, 2018

	Current Month 9/30/2018	Prior Month 8/31/2018	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2018
Current Assets					
Cash and Cash Equivalents	\$16,584,209	\$14,094,044	\$2,490,165	17.67%	\$14,404,653
Gross Patient Accounts Receivable	21,945,462	26,159,183	(4,213,721)	-16.11%	21,199,648
Less: Bad Debt and Allowance Reserves	(10,534,744)	(13,266,220)	2,731,476	20.59%	(9,770,080)
Net Patient Accounts Receivable	11,410,718	12,892,963	(1,482,245)	-11.50%	11,429,568
Interest Receivable	0	0	0	0.00%	0
Other Receivables	2,171,518	2,106,977	64,541	3.06%	1,957,332
Inventories	2,818,569	2,837,636	(19,067)	-0.67%	2,829,223
Prepaid Expenses	2,274,820	2,295,208	(20,388)	-0.89%	2,365,112
Due From Third Party Payers	0	0	0	0.00%	0
Due From Affiliates/Related Organizations	0	0	0	0.00%	0
Other Current Assets	0	0	0	0.00%	0
Total Current Assets	35,259,834	34,226,829	1,033,005	3.02%	32,985,887
Assets Whose Use is Limited					
Cash	15,119	14,758	361	2.45%	12,573
Investments	0	0	0	0.00%	0
Bond Reserve/Debt Retirement Fund	0	0	0	0.00%	0
Trustee Held Funds - Project	2,706,903	4,506,499	(1,799,596)	-39.93%	3,034,341
Trustee Held Funds - SPT	2,192,547	2,201,275	(8,728)	-0.40%	3,452,951
Board Designated Funds	1,300,000	1,300,000	0	0.00%	1,300,000
Other Limited Use Assets	7,804,410	7,804,410	(0)	0.00%	8,303,935
Total Limited Use Assets	14,018,979	15,826,942	(1,807,963)	-11.42%	16,103,800
Property, Plant, and Equipment					
Land and Land Improvements	2,952,098	2,928,057	24,041	0.82%	2,928,057
Building and Building Improvements	38,071,388	38,071,388	(0)	0.00%	38,041,246
Equipment	108,352,288	108,355,297	(3,009)	0.00%	108,303,077
Construction In Progress	1,035,655	1,017,701	17,954	1.76%	1,010,882
Capitalized Interest	0	0	0	0.00%	0
Gross Property, Plant, and Equipment	150,411,429	150,372,443	38,986	0.03%	150,283,261
Less: Accumulated Depreciation	(83,886,786)	(83,281,963)	(604,823)	-0.73%	(82,058,661)
Net Property, Plant, and Equipment	66,524,643	67,090,480	(565,837)	-0.84%	68,224,600
Other Assets					
Unamortized Loan Costs	243,974	245,003	(1,029)	-0.42%	247,062
Other	0	0	0	0.00%	0
Total Other Assets	243,974	245,003	(1,029)	-0.42%	247,062
TOTAL UNRESTRICTED ASSETS	116,047,430	117,389,254	(1,341,824)	-1.14%	117,561,349
Restricted Assets	417,045	427,549	(10,504)	-2.46%	426,203
TOTAL ASSETS	\$116,464,475	\$117,816,803	(\$1,352,328)	-1.15%	\$117,987,552

Balance Sheet - Liabilities and Net Assets

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY Three months ended September 30, 2018

PAGE 5

	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2018
	Current Month 9/30/2018	Prior Month 8/31/2018	Positive/ (Negative) Variance	Percentage Variance	
Current Liabilities					
Accounts Payable	\$4,081,454	\$3,750,391	(\$331,064)	-8.83%	\$4,934,966
Notes and Loans Payable	0	0	0	0.00%	0
Accrued Payroll	1,638,463	1,541,161	(97,302)	-6.31%	910,902
Accrued Payroll Taxes	0	0	0	0.00%	0
Accrued Benefits	1,672,614	1,661,866	(10,748)	-0.65%	1,702,057
Accrued Pension Expense (Current Portion)	0	0	0	0.00%	0
Other Accrued Expenses	0	0	0	0.00%	0
Patient Refunds Payable	0	0	0	0.00%	0
Property Tax Payable	0	0	0	0.00%	0
Due to Third Party Payers	0	0	0	0.00%	0
Advances From Third Party Payers	0	0	0	0.00%	0
Current Portion of LTD (Bonds/Mortgages)	575,631	1,810,631	1,235,000	68.21%	1,810,631
Current Portion of LTD (Leases)	0	0	0	0.00%	0
Other Current Liabilities	85,088	653,801	568,713	86.99%	432,632
Total Current Liabilities	8,053,250	9,417,850	1,364,600	14.49%	9,791,188
Long Term Debt					
Bonds/Mortgages Payable	28,477,178	29,716,990	1,239,812	4.17%	29,726,614
Leases Payable	0	0	0	0.00%	0
Less: Current Portion Of Long Term Debt	575,631	1,810,631	1,235,000	68.21%	1,810,631
Total Long Term Debt (Net of Current)	27,901,547	27,906,359	4,812	0.02%	27,915,983
Other Long Term Liabilities					
Deferred Revenue	0	0	0	0.00%	0
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	891,940	928,662	36,722	3.95%	1,070,720
Total Other Long Term Liabilities	891,940	928,662	36,722	3.95%	1,070,720
TOTAL LIABILITIES	36,846,737	38,252,871	1,406,134	3.68%	38,777,891
Net Assets:					
Unrestricted Fund Balance	76,794,258	76,794,258	(0)	0.00%	74,388,532
Temporarily Restricted Fund Balance	1,959,119	1,959,119	0	0.00%	1,959,119
Restricted Fund Balance	456,059	466,562	10,503	2.25%	465,216
Net Revenue/(Expenses)	408,302	343,993	N/A	N/A	2,396,794
TOTAL NET ASSETS	79,617,738	79,563,932	(53,806)	-0.07%	79,209,661
TOTAL LIABILITIES AND NET ASSETS	\$116,464,475	\$117,816,803	\$1,352,328	1.15%	\$117,987,552

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 6

ROCK SPRINGS, WY

Three months ended September 30, 2018

	CURRENT MONTH				Prior Year 09/30/17
	Actual 09/30/18	Budget 09/30/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$2,499,813	\$2,918,151	(\$418,338)	-14.34%	\$2,847,824
Outpatient Revenue	8,246,354	9,178,824	(932,470)	-10.16%	8,831,699
Clinic Revenue	1,076,083	1,132,286	(56,203)	-4.96%	1,103,975
Specialty Clinic Revenue	146,133	255,195	(109,062)	-42.74%	236,113
Total Gross Patient Revenue	11,968,383	13,484,456	(1,516,073)	-11.24%	13,019,611
Deductions From Revenue					
Discounts and Allowances	(4,581,170)	(5,428,138)	846,968	15.60%	(5,069,104)
Bad Debt Expense (Governmental Providers Only)	(1,072,535)	(712,436)	(360,099)	-50.54%	(982,992)
Charity Care	(135,091)	(170,821)	35,730	20.92%	(63,706)
Total Deductions From Revenue	(5,788,796)	(6,311,395)	522,599	8.28%	(6,115,802)
Net Patient Revenue	6,179,587	7,173,060	(993,473)	-13.85%	6,903,809
Other Operating Revenue	678,067	227,085	450,983	198.60%	132,021
Total Operating Revenue	6,857,654	7,400,145	(542,491)	-7.33%	7,035,830
Operating Expenses					
Salaries and Wages	3,014,576	3,152,027	137,451	4.36%	2,960,550
Fringe Benefits	648,010	778,317	130,307	16.74%	620,573
Contract Labor	45,634	110,090	64,456	58.55%	137,000
Physicians Fees	239,881	267,348	27,467	10.27%	157,462
Purchased Services	342,090	393,084	50,994	12.97%	480,197
Supply Expense	1,060,199	1,142,857	82,658	7.23%	1,086,034
Utilities	90,628	93,484	2,856	3.06%	106,004
Repairs and Maintenance	351,939	374,783	22,844	6.10%	343,702
Insurance Expense	66,217	60,375	(5,842)	-9.68%	66,590
All Other Operating Expenses	138,767	150,982	12,215	8.09%	169,070
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	85,136	71,810	(13,326)	-18.56%	89,248
Depreciation and Amortization	604,823	621,399	16,576	2.67%	682,349
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	6,687,900	7,216,556	528,656	7.33%	6,898,779
Net Operating Surplus/(Loss)	169,754	183,589	(13,835)	-7.54%	137,051
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	4,652	3,985	667	16.73%	10,888
Tax Subsidies (Except for GO Bond Subsidies)	0	0	0	0.00%	420,876
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(127,030)	(113,824)	13,207	-11.60%	(107,709)
Other Non-Operating Revenue/(Expenses)	16,934	17,504	(570)	-3.26%	1,481
Total Non Operating Revenue/(Expense)	(105,444)	(92,335)	(13,110)	14.20%	325,537
Total Net Surplus/(Loss)	\$64,310	\$91,254	(\$26,944)	-29.53%	\$462,588
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets	\$64,310	\$91,254	(\$26,944)	-29.53%	\$462,588
Operating Margin	2.48%	2.48%			1.95%
Total Profit Margin	0.94%	1.23%			6.57%
EBIDA	11.30%	10.88%			16.63%

1988/1202

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Three months ended September 30, 2018

PAGE 7

	YEAR-TO-DATE				Prior Year 09/30/17
	Actual 09/30/18	Budget 09/30/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$8,296,615	\$8,789,197	(\$492,581)	-5.60%	\$8,593,880
Outpatient Revenue	27,598,604	27,583,782	14,823	0.05%	26,635,593
Clinic Revenue	3,363,885	3,301,169	62,717	1.90%	3,245,285
Specialty Clinic Revenue	627,422	650,336	(22,913)	-3.52%	652,374
Total Gross Patient Revenue	39,886,527	40,324,482	(437,955)	-1.09%	39,127,132
Deductions From Revenue					
Discounts and Allowances	(15,714,142)	(16,281,074)	566,932	3.48%	(15,359,800)
Bad Debt Expense (Governmental Providers Only)	(2,894,129)	(2,137,309)	(756,820)	-35.41%	(2,742,194)
Charity Care	(423,173)	(512,462)	89,288	17.42%	(542,398)
Total Deductions From Revenue	(19,031,444)	(18,930,845)	(100,599)	-0.53%	(18,644,392)
Net Patient Revenue	20,855,083	21,393,638	(538,555)	-2.52%	20,482,740
Other Operating Revenue	988,164	676,345	311,819	46.10%	363,587
Total Operating Revenue	21,843,247	22,069,982	(226,735)	-1.03%	20,846,327
Operating Expenses					
Salaries and Wages	9,352,963	9,678,151	325,188	3.36%	9,602,583
Fringe Benefits	2,159,356	2,383,445	224,089	9.40%	1,954,489
Contract Labor	266,773	325,271	58,498	17.98%	441,255
Physicians Fees	708,512	778,543	70,031	9.00%	477,889
Purchased Services	1,085,174	1,175,186	90,012	7.66%	1,285,693
Supply Expense	3,390,237	3,425,818	35,581	1.04%	3,154,274
Utilities	277,556	289,901	12,345	4.26%	280,482
Repairs and Maintenance	1,128,650	1,137,232	8,582	0.75%	1,071,240
Insurance Expense	196,305	181,125	(15,180)	-8.38%	200,241
All Other Operating Expenses	526,507	475,186	(51,321)	-10.80%	572,630
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	229,847	215,430	(14,417)	-6.69%	280,746
Depreciation and Amortization	1,848,792	1,898,804	50,012	2.63%	2,085,190
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	21,170,671	21,964,093	793,422	3.61%	21,406,712
Net Operating Surplus/(Loss)	672,576	105,889	566,686	535.17%	(560,385)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	24,840	11,955	12,885	107.78%	21,699
Tax Subsidies (Except for GO Bond Subsidies)	0	0	0	0.00%	1,037,908
Tax Subsidies for GO Bonds	0	0	0	0.00%	0
Interest Expense (Governmental Providers Only)	(341,322)	(341,471)	149	-0.04%	(338,497)
Other Non-Operating Revenue/(Expense)	52,209	52,512	(303)	-0.58%	37,394
Total Non Operating Revenue/(Expense)	(264,273)	(277,004)	12,730	-4.60%	758,505
Total Net Surplus/(Loss)	\$408,302	(\$171,114)	\$579,416	-338.61%	\$198,120
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	\$408,302	(\$171,114)	\$579,416	-338.61%	\$198,120
Operating Margin	3.08%	0.48%			-2.69%
Total Profit Margin	1.87%	-0.78%			0.95%
EBIDA	11.54%	9.08%			11.71%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WY

PAGE 8

	Actual 9/30/2018	Actual 8/31/2018	Actual 7/31/2018	Actual 6/30/2018	Actual 5/31/2018
Gross Patient Revenue					
Inpatient Revenue	\$2,499,813	\$2,459,161	\$3,337,641	\$2,691,073	\$2,473,613
Inpatient Psych/Rehab Revenue					
Outpatient Revenue	\$8,246,354	\$9,927,413	\$9,424,838	\$8,882,234	\$9,045,341
Clinic Revenue	\$1,076,083	\$1,193,552	\$1,094,250	\$1,252,867	\$1,294,418
Specialty Clinic Revenue	\$146,133	\$215,242	\$266,047	\$179,865	\$209,960
Total Gross Patient Revenue	\$11,968,383	\$13,795,368	\$14,122,776	\$13,006,039	\$13,023,332
Deductions From Revenue					
Discounts and Allowances	\$4,581,170	\$5,240,990	\$5,891,982	\$4,273,304	\$5,120,197
Bad Debt Expense (Governmental Providers Only)	\$1,072,535	\$972,129	\$849,465	\$1,232,693	\$750,881
Charity Care	\$135,091	\$202,867	\$85,215	\$419,740	\$188,399
Total Deductions From Revenue	5,788,796	6,415,986	6,826,662	5,925,738	6,059,477
Net Patient Revenue	\$6,179,587	\$7,379,382	\$7,296,114	\$7,080,302	\$6,963,855
Other Operating Revenue	678,067	159,188	150,909	482,048	116,501
Total Operating Revenue	6,857,654	7,538,570	7,447,023	7,562,349	7,080,357
Operating Expenses					
Salaries and Wages	\$3,014,576	\$3,132,114	\$3,206,273	\$2,975,968	\$3,095,577
Fringe Benefits	\$648,010	\$825,597	\$685,749	\$694,860	\$852,917
Contract Labor	\$45,634	\$87,004	\$134,135	\$46,590	\$106,303
Physicians Fees	\$239,881	\$211,428	\$257,203	\$443,327	\$364,555
Purchased Services	\$342,090	\$366,075	\$377,009	\$439,285	\$420,404
Supply Expense	\$1,060,199	\$1,133,975	\$1,196,063	\$1,010,111	\$1,002,232
Utilities	\$90,628	\$104,407	\$82,521	\$98,439	\$93,552
Repairs and Maintenance	\$351,939	\$417,795	\$358,916	\$369,736	\$343,807
Insurance Expense	\$66,217	\$66,217	\$63,871	\$61,525	\$67,521
All Other Operating Expenses	\$138,767	\$193,415	\$194,326	\$270,617	\$195,498
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$85,136	\$72,008	\$72,703	\$100,598	\$69,589
Depreciation and Amortization	\$604,823	\$621,957	\$622,012	\$952,632	\$608,857
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$6,687,899	\$7,231,993	\$7,250,778	\$7,463,688	\$7,220,813
Net Operating Surplus/(Loss)	\$169,755	\$306,577	\$196,245	\$98,661	(\$140,456)
Non-Operating Revenue:					
Contributions					
Investment Income	4,652	14,772	5,416	18,869	103,261
Tax Subsidies (Except for GO Bond Subsidies)					
Tax Subsidies for GO Bonds				51,516	315,887
Interest Expense (Governmental Providers Only)	(127,030)	(102,944)	(111,348)	(197,203)	(104,082)
Other Non-Operating Revenue/(Expenses)	16,934	14,644	20,631	12,052	16,881
Total Non Operating Revenue/(Expense)	(\$105,445)	(\$73,528)	(\$85,301)	(\$114,766)	\$331,947
Total Net Surplus/(Loss)	\$64,310	\$233,049	\$110,943	(\$16,105)	\$191,491
Change in Unrealized Gains/(Losses) on Investments					
Increase/(Decrease in Unrestricted Net Assets	\$64,310	\$233,049	\$110,943	(\$16,105)	\$191,491
Operating Margin	2.48%	4.07%	2.64%	1.30%	-1.98%
Total Profit Margin	0.94%	3.09%	1.49%	-0.21%	2.70%
EBIDA	11.30%	12.32%	10.99%	13.90%	6.62%

Actual 4/30/2018	Actual 3/31/2018	Actual 2/28/2018	Actual 1/31/2018	Actual 12/31/2017	Actual 11/30/2017	Actual 10/31/2017	Actual 9/30/2017
\$3,103,402	\$3,572,487	\$2,539,861	\$3,482,532	\$2,372,167	\$2,557,222	\$2,788,873	\$2,847,824
\$8,179,117	\$9,117,338	\$8,217,125	\$9,046,087	\$9,332,424	\$9,091,002	\$9,761,390	\$8,831,699
\$1,045,617	\$1,318,708	\$1,119,761	\$1,215,537	\$1,048,027	\$1,212,089	\$1,220,406	\$1,103,975
\$190,157	\$247,601	\$83,134	\$157,597	\$191,061	\$176,581	\$205,457	\$236,113
\$12,518,293	\$14,256,134	\$11,959,881	\$13,901,753	\$12,943,679	\$13,036,894	\$13,976,126	\$13,019,611
\$5,180,571	\$5,699,847	\$4,779,964	\$5,865,394	\$4,987,914	\$5,399,047	\$5,490,404	\$5,069,104
\$608,142	\$888,176	\$510,331	\$432,591	\$595,394	\$298,556	\$945,198	\$982,992
\$162,130	(\$6,620)	\$160,500	\$105,168	\$261,972	\$188,422	\$196,604	\$63,706
5,950,844	6,581,403	5,450,794	6,403,153	5,845,280	5,886,024	6,632,206	6,115,802
\$6,567,449	\$7,674,731	\$6,509,087	\$7,498,600	\$7,098,399	\$7,150,870	\$7,343,920	\$6,903,809
398,959	122,609	246,357	202,830	219,842	360,875	226,027	132,021
6,966,408	7,797,340	6,755,443	7,701,430	7,318,241	7,511,744	7,569,947	7,035,830
\$2,982,785	\$3,211,428	\$3,005,037	\$3,269,915	\$3,145,250	\$2,875,383	\$3,195,966	\$2,960,550
\$992,919	\$649,692	\$990,578	\$1,119,679	\$854,959	\$865,713	\$899,647	\$620,573
\$122,359	\$44,526	\$79,857	\$166,621	\$111,766	\$183,557	\$129,775	\$137,000
\$346,772	\$254,190	\$255,063	\$250,758	\$292,891	\$210,531	\$188,302	\$157,462
\$437,651	\$439,077	\$421,063	\$427,741	\$364,808	\$505,848	\$412,633	\$480,197
\$1,080,684	\$1,182,216	\$972,465	\$1,200,722	\$1,032,955	\$1,088,388	\$1,087,098	\$1,086,034
\$90,887	\$107,529	\$81,728	\$95,685	\$94,092	\$91,389	\$85,365	\$106,004
\$378,782	\$376,215	\$440,924	\$389,140	\$368,249	\$358,456	\$325,228	\$343,702
\$53,077	\$56,861	\$56,861	\$58,940	\$58,919	\$61,018	\$63,804	\$66,589
\$198,362	\$201,300	\$154,373	\$177,214	\$139,568	\$172,447	\$215,922	\$169,070
\$67,974	\$73,351	\$75,743	\$78,591	\$68,724	\$72,622	(\$50,868)	\$89,248
\$610,433	\$610,991	\$610,388	\$612,267	\$617,326	\$618,625	\$738,261	\$682,349
\$7,362,685	\$7,207,378	\$7,144,081	\$7,847,273	\$7,149,507	\$7,103,978	\$7,291,132	\$6,898,778
(\$396,277)	\$589,963	(\$388,637)	(\$145,843)	\$168,734	\$407,767	\$278,815	\$137,052
(1,767)	10,816	4,898	(2,148)	1,833	902	4,510	10,888
233,293	291,849	379,346	322,567	334,349	338,547	308,743	420,876
(104,431)	(148,675)	(105,421)	(105,774)	(120,482)	(106,298)	(170,996)	(107,709)
12,688	40,555	8,609	26,104	11,269	23,279	20,605	1,481
\$139,783	\$194,545	\$287,431	\$240,749	\$226,968	\$256,429	\$162,862	\$325,536
(\$256,494)	\$784,508	(\$101,206)	\$94,906	\$395,702	\$664,196	\$441,677	\$462,588
(\$256,494)	\$784,508	(\$101,206)	\$94,906	\$395,702	\$664,196	\$441,677	\$462,588
-5.69%	7.57%	-5.75%	-1.89%	2.31%	5.43%	3.68%	1.95%
-3.68%	10.06%	-1.50%	1.23%	5.41%	8.84%	5.83%	6.57%
3.07%	15.40%	3.28%	6.06%	10.74%	13.66%	13.44%	11.65%

Statement of Cash Flows
**MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY**
PAGE 10
Three months ended September 30, 2018

	CASH FLOW	
	Current Month 9/30/2018	Current Year-To-Date 9/30/2018
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net Income (Loss)	\$64,310	\$408,302
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	604,823	1,848,792
(Increase)/Decrease in Net Patient Accounts Receivable	1,482,245	18,850
(Increase)/Decrease in Other Receivables	(64,541)	(214,186)
(Increase)/Decrease in Inventories	19,067	10,654
(Increase)/Decrease in Pre-Paid Expenses	20,388	90,292
(Increase)/Decrease in Other Current Assets	0	0
Increase/(Decrease) in Accounts Payable	331,064	(853,512)
Increase/(Decrease) in Notes and Loans Payable	0	0
Increase/(Decrease) in Accrued Payroll and Benefits	108,050	698,118
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	(568,713)	(347,544)
Net Cash Provided by Operating Activities:	1,996,693	1,659,766
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property, Plant and Equipment	(38,986)	(148,835)
(Increase)/Decrease in Limited Use Cash and Investments	1,808,324	2,087,367
(Increase)/Decrease in Other Limited Use Assets	(361)	(2,546)
(Increase)/Decrease in Other Assets	1,029	3,088
Net Cash Used by Investing Activities	1,770,006	1,939,074
CASH FLOWS FROM FINANCING ACTIVITIES:		
Increase/(Decrease) in Bond/Mortgage Debt	(1,239,812)	(1,249,436)
Increase/(Decrease) in Capital Lease Debt	0	0
Increase/(Decrease) in Other Long Term Liabilities	(36,722)	(178,780)
Net Cash Used for Financing Activities	(1,276,535)	(1,428,216)
(INCREASE)/DECREASE IN RESTRICTED ASSETS	1	8,933
Net Increase/(Decrease) in Cash	2,490,165	2,179,556
Cash, Beginning of Period	14,094,044	14,404,653
Cash, End of Period	\$16,584,209	\$16,584,209

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 11

ROCK SPRINGS, WY

Three months ended September 30, 2018

Current Month				Year-To-Date				
Actual 09/30/18	Budget 09/30/18	Positive/ (Negative) Variance	Prior Year 09/30/17					
STATISTICS				Actual 09/30/18	Budget 09/30/18	Positive/ (Negative) Variance	Prior Year 09/30/17	
Discharges								
120	125	(5)	170	Acute	369	398	(29)	489
120	125	(5)	170	Total Adult Discharges	369	398	(29)	489
47	32	15	75	Newborn	106	122	(16)	214
167	157	10	245	Total Discharges	475	520	(45)	703
Patient Days:								
311	334	(23)	526	Acute	1,069	1,062	7	1,477
311	334	(23)	526	Total Adult Patient Days	1,069	1,062	7	1,477
80	50	30	99	Newborn	184	217	(33)	252
391	384	7	625	Total Patient Days	1,253	1,279	(26)	1,729
Average Length of Stay (ALOS)								
2.6	2.7	(0.1)	3.1	Acute	2.9	2.7	0.2	3.0
2.6	2.7	(0.1)	3.1	Total Adult ALOS	2.9	2.7	0.2	3.0
1.7	1.6	0.1	1.3	Newborn ALOS	1.7	1.8	(0.0)	1.2
Average Daily Census (ADC)								
10.4	11.1	(0.8)	17.5	Acute	11.6	11.5	0.1	16.1
10.4	11.1	(0.8)	17.5	Total Adult ADC	11.6	11.5	0.1	16.1
2.7	1.7	1.0	3.3	Newborn	2.0	2.4	(0.4)	2.7
Emergency Room Statistics								
119	140	(21)	135	ER Visits - Admitted	405	399	6	425
1,155	1,179	(24)	1,285	ER Visits - Discharged	3,569	3,678	(109)	3,729
1,274	1,319	(45)	1,420	Total ER Visits	3,974	4,077	(103)	4,154
9.34%	10.61%		9.51%	% of ER Visits Admitted	10.19%	9.79%		10.23%
99.17%	112.00%		79.41%	ER Admissions as a % of Total	109.76%	100.25%		86.91%
Outpatient Statistics:								
6,027	6,136	(109)	6,758	Total Outpatients Visits	19,045	19,176	(131)	20,626
77	108	(31)	92	Observation Bed Days	329	346	(17)	304
3,654	3,846	(192)	4,581	Clinic Visits - Primary Care	11,485	11,260	225	13,047
443	521	(78)	655	Clinic Visits - Specialty Clinics	1,343	1,386	(43)	1,689
25	30	(5)	43	IP Surgeries	71	86	(15)	113
124	141	(17)	158	OP Surgeries	415	452	(37)	464
Productivity Statistics:								
401.68	427.27	(25.59)	402.93	FTE's - Worked	400.74	427.27	(26.53)	406.72
441.00	464.23	(23.23)	449.73	FTE's - Paid	445.69	464.23	(18.54)	459.48
1.3433	1.3733	(0.03)	0.9221	Case Mix Index -Medicare	1.2309	3.8532	(2.62)	1.0146
0.7620	0.9709	(0.21)	0.9221	Case Mix Index - All payers	0.7523	2.6322	(1.88)	0.8563

Accounts Receivable Tracking Report

MEMORIAL HOSPITAL OF SWEETWATER COUNTY
ROCK SPRINGS, WY
09/30/18

PAGE 12

	<u>Current Month Actual</u>	<u>Current Month Target</u>
Gross Days in Accounts Receivable - All Services	50.62	50.05
Net Days in Accounts Receivable	50.34	51.95
Number of Gross Days in Unbilled Revenue	3.96	3.0 or <
Number of Days Gross Revenue in Credit Balances	0.00	< 1.0
Self Pay as a Percentage of Total Receivables	31.39%	N/A
Charity Care as a % of Gross Patient Revenue - Current Month	1.13%	1.27%
Charity Care as a % of Gross Patient Revenue - Year-To-Date	1.06%	1.27%
Bad Debts as a % of Gross Patient Revenue - Current Month	8.96%	5.28%
Bad Debts as a % of Gross Patient Revenue - Year-To-Date	7.26%	5.30%
Collections as a Percentage of Net Revenue - Current Month	123.15%	100% or >
Collections as a Percentage of Net Revenue - Year-To-Date	99.10%	100% or >
Percentage of Blue Cross Receivable > 90 Days	9.61%	< 10%
Percentage of Insurance Receivable > 90 Days	8.81%	< 15%
Percentage of Medicaid Receivable > 90 Days	2.81%	< 20%
Percentage of Medicare Receivable > 60 Days	23.62%	< 6%

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Three months ended September 30, 2018

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.

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Gross Patient Revenue	(1,516,073)	-11.24%	(437,955)	-1.09%

Gross patient revenue is under budget for the month and under budget year to date. Patient statistics under budget include ER visit, Outpatient Visits and Surgeries.

Average Daily Census is 10.4 in September which is under budget by 0.8

Deductions from Revenue	522,599	8.28%	(100,599)	-0.53%
-------------------------	---------	-------	-----------	--------

Deductions from revenue are under budget for Sept and over budget year to date.

They are currently booked at 48% for Sept and 47% year to date. This number is monitored closely each month and fluctuates based on historical write-offs and current collection percentages.

Bad Debt Expense	(360,099)	-50.54%	(756,820)	-35.41%
------------------	-----------	---------	-----------	---------

Bad debt expense is booked at 9% for Sept. and 7% year to date.

Charity Care	35,730	20.92%	89,288	17.42%
--------------	--------	--------	--------	--------

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	450,983	198.60%	311,819	46.10%
-------------------------	---------	---------	---------	--------

Other Operating Revenue is over budget for the month and is over budget year to date.

Salaries and Wages	137,451	4.36%	325,188	3.36%
--------------------	---------	-------	---------	-------

Salary and Wages are under budget and remain under budget year to date. With the lower

census, departments have been very mindful of sending employees home to balance staffing and patient needs. Paid FTEs are under budget by 23.23 FTEs for the month and 18.54 FTEs year to date.

Fringe Benefits	130,307	16.74%	224,089	9.40%
-----------------	---------	--------	---------	-------

Fringe benefits are under budget in Sept. and remain under budget year to date.

Contract Labor	64,456	58.55%	58,498	17.98%
----------------	--------	--------	--------	--------

Contract labor is under budget for Sept. and remains under budget year to date. Behavioral Health, Recovery and Respiratory are over budget for the month.

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING Three months ended September 30, 2018

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	27,467	10.27%	70,031	9.00%
Physician fees are under budget in Sept. and remain under budget year to date. ICU and Locum Radiology are over budget				
Purchased Services	50,994	12.97%	90,012	7.66%
Purchased services are under budget for Sept. and under budget year to date. Services over budget include Sponsorships, Bank Card Fees and Collection Agency.				
Supply Expense	82,658	7.23%	35,581	1.04%
Supplies are under budget for Sept. and remain under budget year to date. Line items over budget include Radioactive materials, Blood, Instruments, Implants and Outdated Supplies.				
Repairs & Maintenance	22,844	6.10%	8,582	0.75%
Repairs and Maintenance are under budget for Sept. and under budget year to date.				
All Other Operating Expenses	12,215	8.09%	(51,321)	-10.80%
This expense is under budget in Sept. and over budget year to date. Other expenses over budget are Memberships, Computer Software and Foundation Other Expenses. and Dietary Allocation.				
Leases and Rentals	(13,326)	-18.56%	(14,417)	-6.69%
This expense is overbudget for Sept. and remains over budget year to date.				
Depreciation and Amortization	16,576	2.67%	50,012	2.63%
Depreciation is under budget for Sept. and remains under budget year to date.				

BALANCE SHEET

Cash and Cash Equivalents	\$2,490,165	17.67%
---------------------------	-------------	--------

Cash increased in Sept. Cash collections for Sept. were \$7.6 million. Days Cash on Hand increased to 122 days.

Gross Patient Accounts Receivable	(\$4,213,721)	-16.11%
-----------------------------------	---------------	---------

This receivable decreased in Sept. due to Medicare funds coming in.

Variance Analysis

MEMORIAL HOSPITAL OF SWEETWATER COUNTY ROCK SPRINGS, WYOMING

PAGE 15

Three months ended September 30, 2018

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

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

	Current Month		Year-to-Date	
	Amount	%	Amount	%
Bad Debt and Allowance Reserves	2,731,476	20.59%		
Bad Debt and Allowances decreased due to the Medicare funds coming in.				
Other Receivables	64,541	3.06%		
Other Receivables increased in Sept. due to Occ Med and County Maintenance invoices.				
Prepaid Expenses	(20,388)	-0.89%		
Prepaid expenses decreased due to the normal activity in this account.				
Limited Use Assets	(1,807,963)	-11.42%		
These assets increased due to the payment of the bonds.				
Plant Property and Equipment	(565,837)	-0.84%		
The decrease in these assets is due to the increase in Capital equipment and the normal increase in accumulated depreciation.				
Accounts Payable	(331,064)	-8.83%		
This liability increased due to the normal activity in this account.				
Accrued Payroll	(97,302)	-6.31%		
This liability increased in Sept. The payroll accrual for Sept was 14 days.				
Accrued Benefits	(10,748)	-0.65%		
This liability decreased in Sept. with the normal accrual and usage of PTO .				
Other Current Liabilities	568,713	86.99%		
This liability decreased due to payment of the bonds.				
Other Long Term Liabilities	36,722	3.95%		
This liability decreased due to the normal monthly lease payments.				
Total Net Assets	(53,806)	-0.07%		

The net gain from operations for Sept. is \$169,755

FY19 FINANCIALS CLINIC- Sept 2018



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

PHYSICIAN CLINICS

Unaudited Financial Statements

for

Three months ended September 30, 2018

Certification Statement:

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

Certified by:

Tami Love

Chief Financial Officer

Table of Contents

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

PAGE 1

Three months ended September 30, 2018

TABLE OF CONTENTS

FINANCIAL RATIOS AND BENCHMARKS	PAGE 2
STATEMENT OF OPERATIONS - CURRENT MONTH	PAGE 3
STATEMENT OF OPERATIONS - YEAR-TO-DATE	PAGE 4
STATEMENT OF OPERATIONS - 13 MONTH TREND	PAGE 5
KEY OPERATING STATISTICS	PAGE 7

Key Financial Ratios

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 2

ROCK SPRINGS, WY

Three months ended September 30, 2018

↓ ↑ - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Month to Date 9/30/2018	Year to Date 9/30/2018	Prior Fiscal Year End 06/30/18	MGMA Hospital Owned Rural
Profitability:					
Operating Margin	↑	-61.90%	-51.79%	-76.57%	-36.58%
Total Profit Margin	↑	-61.90%	-51.79%	-76.57%	-36.58%
Contractual Allowance %	↓	47.52%	45.09%	46.36%	
Liquidity:					
Net Days in Accounts Receivable	↓	73.90	66.31	62.33	39.58
Gross Days in Accounts Receivable	↓	65.33	61.35	55.18	72.82
Productivity and Efficiency:					
Patient Visits Per Day	↓	121.80	124.84	133.67	
Total Net Revenue per FTE	↑	N/A	\$148,118	\$139,450	
Salary Expense per Paid FTE		N/A	\$168,851	\$181,602	
Salary and Benefits as a % of Net Revenue		137.00%	128.66%	150.24%	91.26%
Employee Benefits %		11.63%	12.86%	15.36%	6.10%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

Three months ended September 30, 2018

PAGE 3

	CURRENT MONTH				Prior Year 09/30/17
	Actual 09/30/18	Budget 09/30/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	1,076,083	1,244,546	(168,463)	-13.54%	1,103,975
Specialty Clinic Revenue	146,133	146,133	0	0.00%	236,113
Total Gross Patient Revenue	1,222,216	1,390,679	(168,463)	-12.11%	1,340,088
Deductions From Revenue					
Discounts and Allowances	(580,856)	(609,926)	29,070	4.77%	(555,237)
Total Deductions From Revenue	(580,856)	(609,926)	29,070	4.77%	(555,237)
Net Patient Revenue	641,360	780,753	(139,393)	-17.85%	784,851
Other Operating Revenue	62,144	69,682	(7,537)	-10.82%	55,461
Total Operating Revenue	703,504	850,435	(146,930)	-17.28%	840,312
Operating Expenses					
Salaries and Wages	863,345	926,150	62,805	6.78%	981,413
Fringe Benefits	100,447	131,163	30,716	23.42%	115,658
Contract Labor	0	0	0	0.00%	0
Physicians Fees	38,235	43,300	5,065	11.70%	8,000
Purchased Services	5,363	5,933	569	9.60%	14,339
Supply Expense	10,863	12,122	1,260	10.39%	12,121
Utilities	1,267	1,554	287	18.49%	1,574
Repairs and Maintenance	29,160	26,862	(2,299)	-8.56%	28,910
Insurance Expense	16,088	16,089	0	0.00%	19,406
All Other Operating Expenses	45,658	50,624	4,966	9.81%	65,091
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	4,874	4,520	(354)	-7.82%	5,018
Depreciation and Amortization	23,690	21,312	(2,378)	-11.16%	25,747
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	1,138,991	1,239,629	100,638	8.12%	1,277,277
Net Operating Surplus/(Loss)	(435,487)	(389,194)	(46,292)	11.89%	(436,964)
Total Net Surplus/(Loss)	(435,487)	(389,194)	(46,292)	11.89%	(436,964)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease in Unrestricted Net Assets)	(435,487)	(389,194)	(46,292)	11.89%	(436,964)
Operating Margin	-61.90%	-45.76%			-52.00%
Total Profit Margin	-61.90%	-45.76%			-52.00%
EBIDA	-58.54%	-43.26%			-48.94%

Statement of Revenue and Expense

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 4

ROCK SPRINGS, WY

Three months ended September 30, 2018

	YEAR-TO-DATE				Prior Year 09/30/17
	Actual 09/30/18	Budget 09/30/18	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Clinic Revenue	3,369,607	3,419,625	(50,019)	-1.46%	3,245,286
Specialty Clinic Revenue	627,422	541,273	86,149	15.92%	652,374
Total Gross Patient Revenue	3,997,029	3,960,899	36,130	0.91%	3,897,659
Deductions From Revenue					
Discounts and Allowances	(1,802,145)	(1,813,321)	11,176	0.62%	(1,649,123)
Total Deductions From Revenue	(1,802,145)	(1,813,321)	11,176	0.62%	(1,649,123)
Net Patient Revenue	2,194,884	2,147,578	47,307	2.20%	2,248,536
Other Operating Revenue	192,612	204,141	(11,528)	-5.65%	160,970
Total Operating Revenue	2,387,496	2,351,718	35,778	1.52%	2,409,506
Operating Expenses					
Salaries and Wages	2,721,693	2,834,733	113,040	3.99%	3,259,395
Fringe Benefits	350,011	406,986	56,975	14.00%	371,087
Contract Labor	0	0	0	0.00%	0
Physicians Fees	46,535	59,900	13,365	22.31%	22,250
Purchased Services	18,470	17,527	(943)	-5.38%	42,850
Supply Expense	32,197	35,485	3,288	9.27%	34,993
Utilities	3,549	4,651	1,103	23.70%	4,723
Repairs and Maintenance	84,355	81,295	(3,059)	-3.76%	81,570
Insurance Expense	48,265	48,266	1	0.00%	59,439
All Other Operating Expenses	229,716	170,699	(59,017)	-34.57%	276,423
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Leases and Rentals	15,467	13,561	(1,905)	-14.05%	17,686
Depreciation and Amortization	73,610	68,714	(4,896)	-7.12%	77,419
Interest Expense (Non-Governmental Providers)	0	0	0	0.00%	0
Total Operating Expenses	3,623,868	3,741,818	117,950	3.15%	4,247,836
Net Operating Surplus/(Loss)	(1,236,371)	(1,390,100)	153,728	-11.06%	(1,838,330)
Total Net Surplus/(Loss)	(1,236,371)	(1,390,100)	\$153,728	-11.06%	(1,838,330)
Change in Unrealized Gains/(Losses) on Investments	0	0	0	0.00%	0
Increase/(Decrease) in Unrestricted Net Assets	(1,236,371)	(1,390,100)	\$153,728	-11.06%	(1,838,330)
Operating Margin	-51.79%	-59.11%			-76.29%
Total Profit Margin	-51.79%	-59.11%			-76.29%
EBIDA	-48.70%	-56.19%			-73.08%

Statement of Revenue and Expense - 13 Month Trend

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

ROCK SPRINGS, WY

PAGE 5

	Actual 9/30/2018	Actual 8/31/2018	Actual 7/31/2018	Actual 6/30/2018	Actual 5/31/2018
Gross Patient Revenue					
Clinic Revenue	\$1,076,083	\$1,193,552	\$1,099,971	\$1,246,901	\$1,294,418
Specialty Clinic Revenue	\$146,133	\$215,242	\$266,047	\$179,865	\$209,960
Total Gross Patient Revenue	\$1,222,216	\$1,408,794	\$1,366,018	\$1,426,767	\$1,504,378
Deductions From Revenue					
Discounts and Allowances	\$580,856	\$628,019	\$593,270	721,946	723,707
Total Deductions From Revenue	580,856	628,019	593,270	721,946	723,707
Net Patient Revenue	\$641,360	\$780,776	\$772,749	\$704,821	\$780,671
Other Operating Revenue	\$62,144	\$64,664	\$65,804	56,368	51,230
Total Operating Revenue	703,504	845,440	838,552	761,188	831,901
Operating Expenses					
Salaries and Wages	\$863,345	\$905,846	\$952,502	\$997,175	\$1,006,587
Fringe Benefits	\$100,447	\$133,815	\$115,748	\$130,925	\$167,936
Contract Labor	\$0	\$0	\$0		
Physicians Fees	\$38,235	\$4,150	\$4,150	\$44,124	\$20,989
Purchased Services	\$5,363	\$6,258	\$6,849	\$5,025	\$4,336
Supply Expense	\$10,863	\$14,751	\$6,583	\$31,946	\$15,134
Utilities	\$1,267	\$1,563	\$719	\$1,296	\$1,296
Repairs and Maintenance	\$29,160	\$27,304	\$27,891	\$25,292	\$30,760
Insurance Expense	\$16,088	\$16,088	\$16,088	\$18,578	\$18,396
All Other Operating Expenses	\$45,658	\$93,350	\$90,708	\$95,556	\$80,282
Bad Debt Expense (Non-Governmental Providers)					
Leases and Rentals	\$4,874	\$5,276	\$5,317	\$5,457	\$5,130
Depreciation and Amortization	\$23,690	\$24,915	\$25,005	\$24,495	\$24,525
Interest Expense (Non-Governmental Providers)					
Total Operating Expenses	\$1,138,991	\$1,233,317	\$1,251,560	\$1,379,869	\$1,375,371
Net Operating Surplus/(Loss)	(\$435,487)	(\$387,877)	(\$413,008)	(\$618,681)	(\$543,470)
Total Net Surplus/(Loss)	(\$435,487)	(\$387,877)	(\$413,008)	(\$618,681)	(\$543,470)
Change in Unrealized Gains/(Losses) on Investr	0	0	0	0	0
Increase/(Decrease in Unrestricted Net Assets	(\$435,487)	(\$387,877)	(\$413,008)	(\$618,681)	(\$543,470)
Operating Margin	-61.90%	-45.88%	-49.25%	-81.28%	-65.33%
Total Profit Margin	-61.90%	-45.88%	-49.25%	-81.28%	-65.33%
EBIDA	-58.54%	-42.93%	-46.27%	-78.06%	-62.38%

Actual 4/30/2018	Actual 3/31/2018	Actual 2/28/2018	Actual 1/31/2018	Actual 12/31/2017	Actual 11/30/2017	Actual 10/31/2017	Actual 9/30/2017
\$1,045,617	\$1,318,709	\$1,119,761	\$1,215,537	\$1,048,027	\$1,212,089	\$1,220,406	\$1,103,975
\$190,157	\$247,601	\$83,134	\$157,597	\$191,061	\$176,581	\$205,457	\$236,113
\$1,235,774	\$1,566,309	\$1,202,895	\$1,373,134	\$1,239,088	\$1,388,670	\$1,425,863	\$1,340,088
553,735	713,615	704,136	623,009	543,305	612,876	692,936	555,237
553,735	713,615	704,136	623,009	543,305	612,876	692,936	555,237
\$682,039	\$852,694	\$498,759	\$750,126	\$695,783	\$775,795	\$732,927	\$784,851
62,427	65,331	92,755	39,205	75,425	47,316	57,810	55,461
744,466	918,025	591,514	789,330	771,208	823,111	790,737	840,312
\$929,322	\$996,616	\$1,044,644	\$1,050,815	\$1,074,475	\$911,619	\$1,011,079	\$981,413
\$182,950	\$149,196	\$208,855	\$229,329	\$150,556	\$141,429	\$154,715	\$115,658
\$46,770	\$54,331	\$35,838	\$49,360	\$27,509	\$8,750	\$13,500	\$8,000
\$5,124	\$6,119	\$6,909	\$6,934	\$3,674	\$16,060	\$14,349	\$14,339
\$26,988	\$15,838	\$13,586	\$11,675	\$12,148	\$6,673	\$12,143	\$12,121
\$1,917	\$1,612	\$1,292	\$1,924	\$1,576	\$1,293	\$1,885	\$1,574
\$23,559	\$23,975	\$44,024	\$24,693	\$44,360	\$27,672	\$25,772	\$28,910
\$18,396	\$17,662	\$17,762	\$17,762	\$17,762	\$19,353	\$18,963	\$19,406
\$65,989	\$69,590	\$52,427	\$58,416	\$67,389	\$60,479	\$75,621	\$65,091
\$5,328	\$4,923	\$5,658	\$5,487	\$4,823	\$5,002	\$4,831	\$5,018
\$25,871	\$25,156	\$25,537	\$25,690	\$25,820	\$25,820	\$25,820	\$25,747
\$1,332,214	\$1,365,018	\$1,456,533	\$1,482,085	\$1,430,091	\$1,224,150	\$1,358,677	\$1,277,277
(\$587,748)	(\$446,994)	(\$865,019)	(\$692,755)	(\$658,883)	(\$401,039)	(\$567,940)	(\$436,964)
0	0	0	0	0	0	0	0
(\$587,748)	(\$446,994)	(\$865,019)	(\$692,755)	(\$658,883)	(\$401,039)	(\$567,940)	(\$436,964)
-78.95%	-48.69%	-146.24%	-87.76%	-85.44%	-48.72%	-71.82%	-52.00%
-78.95%	-48.69%	-146.24%	-87.76%	-85.44%	-48.72%	-71.82%	-52.00%
-75.47%	-45.95%	-141.92%	-84.51%	-82.09%	-45.59%	-68.56%	-48.94%

Patient Statistics

MEMORIAL HOSPITAL OF SWEETWATER COUNTY

PAGE 7

ROCK SPRINGS, WY

Three months ended September 30, 2018

Current Month				STATISTICS	Year-To-Date			
Actual	Budget	Positive/ (Negative)	Prior Year		Actual	Budget	Positive/ (Negative)	Prior Year
09/30/18	09/30/18	Variance	09/30/17		09/30/18	09/30/18	Variance	09/30/17
Outpatient Statistics:								
3,654	3,846	(192)	3,771	Clinic Visits - Primary Care	11,485	11,260	225	11,756
443	521	(78)	474	Clinic Visits - Specialty Clinics	1,343	1,386	(43)	1,459
Productivity Statistics:								
60.07	65.96	(5.89)	58.76	FTE's - Worked	57.63	65.96	(8.33)	62.50
63.49	71.70	(8.21)	67.23	FTE's - Paid	63.95	71.70	(7.75)	72.23

Debt Service Coverage explained



MADS (maximum annual debt service) - the upper limit of cash available to make principal and interest payments on outstanding loans for a period of one year.

For our calculations, we use the highest “aggregate debt service” from the 2013AB bond amortization schedule on the following page.

Prior to FY2020, highest MADS was **\$3,613,995:**

*\$3,236,312 amortization schedule
plus \$377,683 current portion of operating leases*

With the 2013B bonds retired, highest MADS will be approximately **\$2,838,024:**

*\$2,540,625 amortization schedule
plus \$297,399 current portion of operating leases*

**current leases include:

MRI through February 2023

MRI construction through January 2021



AGGREGATE DEBT SERVICE

Sweetwater County, Wyoming
Memorial Hospital

Period Ending	Series 2013A	Series 2013B	Aggregate Debt Service
06/30/2014	933,929.17	1,899,010.82	2,832,939.99
06/30/2015	1,339,500.00	1,894,033.02	3,233,533.02
06/30/2016	1,339,500.00	1,898,636.84	3,238,136.84
06/30/2017	1,339,500.00	1,894,776.93	3,234,276.93
06/30/2018	1,339,500.00	1,895,669.52	3,235,169.52
06/30/2019	1,339,500.00	1,894,104.73	3,233,604.73
06/30/2020	1,339,500.00	1,895,745.10	3,235,245.10
06/30/2021	1,339,500.00	1,894,544.03	3,234,044.03
06/30/2022	1,339,500.00	1,896,811.79	3,236,311.79
06/30/2023	1,339,500.00	1,896,585.21	3,236,085.21
06/30/2024	2,538,750.00		2,538,750.00
06/30/2025	2,540,625.00		2,540,625.00
06/30/2026	2,539,250.00		2,539,250.00
06/30/2027	2,539,500.00		2,539,500.00
06/30/2028	2,536,250.00		2,536,250.00
06/30/2029	2,539,250.00		2,539,250.00
06/30/2030	2,538,250.00		2,538,250.00
06/30/2031	2,538,125.00		2,538,125.00
06/30/2032	2,538,625.00		2,538,625.00
06/30/2033	2,539,500.00		2,539,500.00
06/30/2034	2,535,625.00		2,535,625.00
06/30/2035	2,536,750.00		2,536,750.00
06/30/2036	2,537,500.00		2,537,500.00
06/30/2037	2,537,625.00		2,537,625.00
06/30/2038	2,536,875.00		2,536,875.00
	51,061,929.17	18,959,917.99	70,021,847.16



Debt Service Coverage Ratio - Measures the ratio of available funds for the payment of the current year's debt service (Principal and interest).

Calculation – total net gain/loss plus depreciation & interest expense divided by MADS

Cash Flow or EBITDA ((Earnings Before Interest, Taxes, Depreciation & Amortization) - Provides a measure of profitability excluding expenses related to the hospital's investments in the physical plant.

Calculation – net operating loss/gain plus interest & depreciation added back in

Bond Covenant requirement = 1.25 or higher

Historical ratios

	FY2017	FY2018	FY2019
Net Operating Surplus/(Loss)	(8,071,389)	(87,659)	40,553
plus Depreciation	8,824,538	8,064,970	7,208,688
plus Other Income	3,653,822	3,986,312	2,312,968
Cash Flow	4,406,971	11,963,623	9,562,209
MADS	3,301,271	3,613,995	2,540,625
Debt Service Coverage	1.33	3.31	3.76

**Other Income – special purpose tax and capital maintenance funds from the County

Budgeted and Projected Ratios

	Budget FY20	Projected FY20	Worst Case
Net Operating Surplus/(Loss)	<u>1,653,600</u>	<u>(2,381,752)</u>	<u>(4,450,000)</u> required to meet DSC covenant
plus Depreciation	6,674,374	6,674,374	6,674,374 budgeted
plus Other Income	1,320,048	1,320,048	1,320,048 budgeted
Cash Flow	<u>9,648,022</u>	<u>5,612,670</u>	<u>3,544,422</u>
MADS	2,838,024	2,838,024	2,838,024
Debt Service Coverage	3.40	1.98	1.25

**Other Income – capital maintenance funds from the County

Days Cash on Hand – represents the number of days the hospital could operate without cash receipts utilizing all sources of cash available

Calculation – cash & cash equivalents + limited use cash + depreciation divided by total expenses – depreciation / 365 days

Bond Covenant requirement = 75 days or higher

	FY2017	FY2018	FY2019	Budget FY20
Cash and Cash Equivalents	11,368,899	14,404,653	10,487,324	14,000,000
Cash	328,882	12,573	19,800	15,000
Board Designated Funds	1,300,000	1,300,000	4,752,127	2,480,000
Other Limited Use Assets	8,253,433	8,303,935	14,635,235	14,300,000
Unrestricted Cash	21,251,214	24,021,161	29,894,486	30,795,000
Total Expenses	93,908,244	87,197,246	86,733,113	92,172,152
less Depreciation	8,824,538	8,064,970	7,208,688	6,674,374
Operating expenses	85,083,706	79,132,276	79,524,425	85,497,778
Daily cash expense	233,106	216,801	217,875	234,240
Days Cash On Hand	91.17	110.80	137.21	131.47

*2013A bond principal payment will be additional \$1,200,000 in cash annually

*\$1.2 million equals 5 days of cash using budgeted daily cash expense

□□G Chair Report to the □oard for October 2019

Maintenance Metrics

Metrics were not available at the committee meeting but may be reported at the Board meeting.

Central Plant Upgrade Project

The construction phase of this project is now underway. The contractor is on site. As of this writing, the small storage garage has been removed and the fencing around the Oxygen supply tank has been relocated.

ED Entrance Renovation

This project involved replacement of concrete in the area and the installation of ramped area walkways on curbs to improve access. The work is about complete.

ED Lighting Retrofit of Basement Area

This project involves replacement of fluorescent lighting with more efficient LED lighting. The lighting portion of the project is about complete. Also included in this effort is replacement of fire sprinkler heads. That portion of the project remains to be done.

Pharmacy Remodel

B&G informed the committee that work in the area of the Pharmacy has moved to the top of the list of pending efforts.

Next □□G Committee Meeting

The next meeting will be held on November 18, 2019.

Memorial Hospital of Sweetwater County
Governance Committee Meeting
October 22, 2019

Voting Members Present: Richard Mathey and Barbara Sowada

Non-Voting Members Absent: Irene Richardson

Call Meeting to Order

Richard Mathey called meeting to order at 2:00 pm.

Approve Meeting Minutes

No minutes to approve.

Discussion

Old Business.

1. Procedure for the **Annual Board Self-Evaluation** was determined. Results of 2018 **Self-Evaluation** and questionnaire for 2019 **Self-Evaluation** will be included in the November Board meeting packet and the ensuing conversation will be part of the open meeting. A summary of the conversation will become part of the Governance Committee minutes.
2. The hospital policy regarding blood draws requested by law enforcement personnel on patients unwilling and/or unable to give consent has yet to be completed for board review.

New business:

1. Discussion regarding need to have permanent record of the minutes of the following Board committees: Executive Oversight and Compensation; Governance; and Joint Conference. Suggested having a file cabinet in the Board office for these records.
2. Discussion regarding timeliness of reviewing and revising, as needed, the Board bylaws and committee charters. Suggested this begin January, 2020. Also, noted that any bylaw changes be correctly notated so that the history of the change(s) is available and apparent.
3. Discussion regarding the need for a CEO succession plan, which is a best practice requirement.
4. Discussion regarding the possible need for a Board policy regarding contracts with other entities directly involved in patient care. The policy would be a general framework regarding how these contracts will support and strengthen the hospital's goals, and how the relationship will be monitored to see that hospital's needs are being met.

With no further business, the meeting was adjourned at 3:30 pm.

Submitted by Barbara J. Sowada, Ph.D.

Annual Board Self-Evaluation

According to The Joint Commission (TJC), Boards of trustees are “required to conduct an annual board self-assessment. TJC Standard LD.4.5 requires hospital leadership to: 1) Set measurable objectives for improving hospital performance; 2) Gather information to assess their effectiveness in improving hospital performance; 3) Use pre-established, objective process criteria to assess their effectiveness in improving hospital performance; 4) Draw conclusions based on their findings and develop and implement improvement in their activities; and 5) Evaluate their performance to support sustained improvement. “¹ The reason—effective boards are those that regularly and candidly ask themselves: “How can we do better”?”

Self-Evaluation Questions Discussion^{2,3}

Supporting the Mission

- Proposals brought before the board are evaluated to ensure they are consistent with the hospital’s mission, vision, and goals. New and old services are monitored to ensure they are meeting financial and quality goals.

Building and Monitoring Strategy

- Spends more than half of most board meetings discussing strategic issues as opposed to hearing reports. Requires that major strategic initiatives specify measurable criteria for success and individual accountabilities. There is diversity among board members as to how each builds and monitors strategy and progress.

Overseeing Operations

- Board reviews and adopts an annual budget, setting revenue and expense targets. Board approves specific parameters on items such as debt, liquidity, return on investment, and other financial ratios to provide early warning signs of financial problems.
- Board reviews and adopts an annual Quality plan, setting goals and targets. Board reviews quality, safety, and patient experience performance measures regularly, and reviews all sentinel events and root cause analyses promptly. Works with medical staff to set quality agenda.
- Conducts an annual evaluation of the CEO using specific criteria agreed upon in advance with the CEO. Board understands and values the difference between the board’s governance role and the CEO’s management role. Communicates effectively with the CEO regarding goals and expectations.

¹ [PDF|Board Self-Assessment Trustee ToolBox2](https://www.mnhospitals.org/Portals/0/Documents/Trustees/briefs-resources/TTBox_BSA.pdf) https://www.mnhospitals.org/Portals/0/Documents/Trustees/briefs-resources/TTBox_BSA.pdf

² *ibid*

³ The Governance Institute’s Board Self-Assessment. 2013.

Building Physician Relationships

- Sets criteria, independent of medical executive committee, to guide medical staff recommendations for physician appointments, reappointments, and clinical privileges. Approves strategy for aligning the clinical and economic goals of the hospital and physicians.

Following Industry Trends and Developments

- Reviews and discusses emerging healthcare innovations and changes in technology, focusing on how these issues might affect the hospital and clinic.

Building Community Relationships

- Uses the community health needs assessment to better understand community needs and issues. Builds collaborative partnerships to help improve the community's health.

Putting It All Together

- What did we learn about ourselves? Where are our opportunities for improvement?

Contract Check List

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

1. Name of Contract: **GALLAGHER EMPLOYEE ENGAGEMENT SURVEY**

2. Purpose of contract, including scope and description: **Part of the strategic plan pillar for Workplace Experience is an employee engagement survey. In addition, MHSC would like to apply to be an Employer of Choice and part of the application process is completion of an employee engagement survey. HR/Employee engagement best practice is to conduct an engagement survey every 2 years (minimum). Our last engagement survey was in 2016.**

ONLY PURCHASING ONE SURVEY under this agreement.

3. Effective Date: **When proposal is agreed to and accepted by MHSC**

4. Expiration Date: **survey proposal calls for survey and then follow up with HR on interpretation and analyses of survey.**

5. Termination provisions: **Either party may terminate for breach if other party fails to cure breach with 30 days notice.** Is this auto-renew? **NO**

6. Monetary cost of the contract: **\$16,490.00 per survey and \$7500.00 for consulting fees for total of \$23,990.00** Budgeted? **YES**

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

8. Any confidentiality provisions? **NA**

9. Indemnification clause present? **NA**

10. Is this contract appropriate for other bids? **HR contacted other companies who provide engagement surveys. Selected this one due to proposal and services provided.**

11. Is County Attorney review required? **NO**



Gallagher

Insurance | Risk Management | Consulting

Employee Engagement Survey Agreement

After reviewing this agreement to provide Employee Engagement Survey measurement and consulting (the "Agreement") submitted by the Gallagher Human Resources & Compensation Consulting practice, Memorial Hospital of Sweetwater County agrees to total professional fees of \$23,990.⁰⁰ (consisting of \$7,500.⁰⁰ for consulting fees and \$16,490.⁰⁰ for survey fees) This price does not include travel-related fees. Both parties agree the survey project will commence when both parties have signed this agreement.

Memorial Hospital of Sweetwater County understands that Gallagher, will invoice one-half of the total professional fees (\$11,995.⁰⁰) upon the signing of this letter of agreement. The remaining half (\$11,995.⁰⁰) will be invoiced approximately 30 days following the final day of survey administration. Any additional requested consulting or applicable expenses will be billed as incurred.

Either party may terminate this agreement letter for cause if the other party fails to cure any material breach of this letter agreement within thirty (30) days after receiving written notice of such breach. This Agreement shall be governed by the terms and conditions of the Master Services Agreement between the parties.

We, the undersigned, being authorized officers of our respective organizations, do hereby indicate our acceptance in principle and our general intent to proceed with implementation of the employee engagement survey project. We both acknowledge that the fees stated are firm and that a schedule of payments is outlined. Being duly authorized officers of our respective organizations, we agree to the terms specified in this agreement letter.



Gallagher

Insurance | Risk Management | Consulting

Authorized Officer of **MEMORIAL HOSPITAL OF SWEETWATER COUNTY**

Signature: _____

Printed Name: _____

Date: _____

Title: _____

Authorized Officer of **GALLAGHER BENEFIT SERVICES, INC.**

Signature: _____

Printed Name: Chris Dustin

Date: October 8, 2019

Title: Managing Director & Senior Advisor

Contract Check List

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

1. Name of Contract: **HEALTHICITY Statement of Work**
2. Purpose of contract, including scope and description: **Renewal of Compliance Manager software which includes contract management program and database.**
3. Effective Date: **October 16th, 2019**
4. Expiration Date: **one year or October 16th 2020.**
5. Termination provisions: 90 days written notice (MSA) Is this auto-renew?
No
6. Monetary cost of the contract: **\$11,000.00** Budgeted? **Yes**
7. Jurisdiction/Choice of Law provision checked and changed to Wyoming if able to so. **No**
8. Any confidentiality provisions? **Yes in Master Agreement 11/5/2018 and BAA on file**
9. Indemnification clause present? **Yes in Master Agreement**
10. Is this contract appropriate for other bids? **NA**
11. Is County Attorney review required? **No**