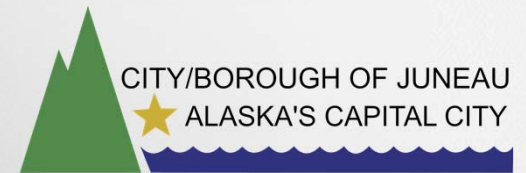




Finance Committee

May 10, 2019

Bartlett
Regional Hospital



Bartlett Regional Hospital

FINANCE COMMITTEE MEETING
May 8, 2019 – 7:00 a.m.
Bartlett Regional Hospital – Boardroom
Agenda

Mission Statement

Bartlett Regional Hospital provides its community with quality, patient-centered care in a sustainable manner.

CALL TO ORDER

APPROVAL OF MINUTES – April 10, 2019

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<u>Old or New</u>	<u>Desired Response</u>
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- | | | | |
|--|-----|--------|---------|
| 1. February 2019 Financial Statements Review | New | Action | |
| A. February Financial Review | | | Page 5 |
| B. Statistics | | | Page 6 |
| C. Financial Indicators | | | Page 7 |
| D. Income Statement | | | Page 8 |
| E. Wages | | | Page 9 |
| F. Balance Sheet | | | Page 10 |
| G. Accounts Receivable | | | Page 11 |
| H. Write-Offs | | | Page 12 |
| I. Capital Spending | | | Page 13 |
| 2. Other | | | |
| A. IT Updates – Scott Chille | | | Page 17 |
| B. Surgery Stats by Doctor Update Sheet | | | Page 19 |
| C. Ophthalmic Equipment | | | |

Next Meeting: June 12, 2019 @ 7:00 am in BRH Boardroom

Committee member comments / questions

ADJOURN

Bartlett Regional Hospital

3260 Hospital Drive, Juneau, Alaska 99801 907.796.8900 www.bartlethospital.org

Finance Committee Meeting Minutes BRH Boardroom – April 10, 2019

Called to order at 7:00 a.m. by Finance Committee Chair, Dr. Bob Urata.

Finance Committee & Board Members: Dr. Bob Urata (Chair), Mark Johnson, Deb Johnston

Staff: Kevin Benson, CFO, Rose Lawhorne, Asst CCO, Billy Gardner, CCO, Bradley Grigg, CBHO, Dallas Hargrave, HR Director, Karen Taug, Controller, Megan Taylor, Executive Assistant

Mr. Johnson made a MOTION to approve the minutes from the March 13, 2019 Finance Committee Meeting. Dr. Urata noted no objections and they were approved.

February 2019 Finance Review – Kevin Benson, CFO

Mr. Benson explained that Bartlett Regional Hospital had a decrease in inpatient revenue and patient days that led to an overall decrease in revenue, that was somewhat offset by an increase in outpatient revenue. To address staffing concerns and lower cost associated with temporary coverage and travel nurses, in the next four to six months efforts will be made to recruit some of the twelve nurses graduating from UAS, and gradually on-board them starting June 1st. The hope is that they can get a temporary license and be trained primarily in a single department, and cross trained to float in another department when needed.

Crisis Stabilization Update – Bradley Grigg, CBHO

Mr. Grigg presented an update to the status of the Crisis Stabilization project. The RFP for the design phase will post in a couple weeks, with a decision to be made by the end of May. Premera has received tax credits, resulting in \$5 million that they have chosen to invest in behavioral health. This money will be managed by the Mental Health Trust, and Mr. Grigg traveled to Anchorage to request \$1.5 million for both the Crisis Stabilization project and the detox facility project, where Premera participated via phone. Mr. Grigg stated they should know within 60 days, and will have a three year rollover to allow a calculated application to best utilize the funds.

The details of the detox facility project will be very similar to what was laid out a year ago, with eight beds that can hopefully allow for some flexibility of use while maintaining separation between adults and minors (e.g. four adult beds and four child beds, or five adult beds and three child beds, etc). The sixteen beds at RRC currently will remain, and the plan is to add four beds for detox. Regarding staffing for the crisis stabilization project, there will be 24-hour care, which will include psychiatric, behavioral health assistant(s), and nurse coverage. Mr. Grigg expressed that ideally there would be an assessment center to function as a single point of entry for RRC, mental health, crisis stabilization, and detox, to bypass the Emergency Department all together for these patients. They would still be assessed by a physician, in the assessment center, to rule out other medical conditions.

Swing Bed Program – Kevin Benson, CFO

Cost-based reimbursement from Medicare (just like inpatient) is \$2,700 per day, so reimbursement would be \$1.9 million. Accounting for the loss of \$677,000, and cost of staffing and ancillary services

(\$200,000), the total net reimbursement is projected at about \$1.1 million. Central Peninsula Hospital in Soldotna is a rural demonstration project hospital with swing beds, so there will be a site visit for information gathering and comparison's sake. Mr. Johnson requested information on a timeframe, but Mr. Benson clarified that the issue is finding the appropriate point of contact at CMS who is knowledgeable in implementing a swing bed program at a rural demonstration project hospital. The rural demonstration project ends June 2021 however, and if it doesn't get renewed, then it wouldn't make financial sense to continue with this project. Mr. Bill is working to get the program permanent, instead of the five year renewal that is currently the case.

IV Infusion Pump Replacement – Kevin Benson, CFO

The pumps are at or have surpassed their allotted ten year lifespan, and therefore are being replaced. There are single and multiline pumps that interface with Meditech. The pumps that were selected were preferred by nurses, should be a seamless integration with the current BRH IT systems, and was the lowest cost option at \$327,000 (\$200,000 below the budgeted amount, so approval by the board is not required).

There was a request for orthopedic equipment (for use by Dr. Hightower) in the amount of \$178,000 (not in the approved budget).

Mr. Johnson made a motion to approve the request in the amount of \$178,000 for orthopedic equipment. Ms. Johnston seconded the motion. There were no objections and the motion passed.

340B Expansion – Kevin Benson, CFO

Effective July 1st, the 340B program will be expanded to Safeway and Fred Meyer pharmacies, and they will split the savings with BRH. This will increase revenue and benefit local pharmacies. This is the deadline for getting data streams in place. BRH will spend the quarter seeing if the program is effective, then either discontinue it or expand further to additional local pharmacies (around January 1st). Ms. Johnston asked if this would require additional administrative burden to the hospital, to which Mr. Benson responded that most of the work is done behind the scenes and no additional staff would be needed. The 340B program would need to be audited annually to ensure compliance with requirements. Patients wouldn't notice a difference at the consumer level.

Departmental Assessments – Kevin Benson, CFO

Mr. Benson presented a plan to assess productivity by department. BRH staffing has remained consistent over time, so the assumption is that current operations are efficient, but considering proposed state budget cuts, preparation must be made ahead of time to assess options for responding to substantial decreases in revenue. The GPO will conduct the assessment, as they have access to a large database of hospitals and can provide benchmarks for comparison. Fairbanks is conducting an assessment of their own, so BRH is waiting for completion of that assessment to gather information from their experience.

Dr. Urata brought up the Moss Adams assessment done last year of profitability by service line. He suggested looking at that again, and updating the model based on current operations to determine how operations may have changed.

Staff emphasized the value of assessors speaking with department directors to fully understand the real-life implications of their data findings, and the impact of any decision outcomes.

Next Meeting: May 8th, 2019 at 7:00 a.m. in BRH Boardroom

Adjourned – 7:52 a.m.

DATE: May 5, 2019
TO: BRH Finance Committee
FROM: Kevin Benson, CFO
SUBJECT: March Financial Statements

March was a much better month financially than February but still not performing up to budget expectations. Inpatient activity and the resulting revenue continues to be well below budget. Patient days were 16% less than budget resulting in a 15% shortfall of inpatient revenue or \$748,000 less than budget. Outpatient, physician, and Behavioral Health revenues were very close to budget expectations. The decrease of inpatient revenue resulted in a decrease in discounts of \$458,000. With expenses 1.5% over budget the Operating Loss amounted to \$253,000. After Non-Operating Revenue the final Net Income was \$23,000.

Expenses finished \$129,000 over budget or 1.5%. This unfavorable variance was driven primarily by overages in staffing (\$275,000). Contract Labor continues to drive this variance being \$200,000 greater than budget.

On a year to date basis BRH has a Net Income of \$1,169,000 and is behind the budget target of \$2,485,000. The year to date Income from Operations percent is -0.695 while the final Net Income percent is at 1.56%.

Other Significant Items:

- Hospital Revenue continues to track ahead of the prior year having generated \$6 million (4.9%) more in Gross Patient Revenue than in the prior year.
- Physician Revenue shows growth in the current year running 15.5% over the prior year.
- Total Expenses for the year are over budget by 0.1% (\$107,000) and 2.8% greater than the prior year.
- The Balance Sheet shows a transfer of cash to CIP appropriated funding of \$3.4 million for the pharmacy/Infusion Therapy and Rainforest projects.
- BRH continues to benefit from a PERS credit due to a refund of forfeitures in the amount of \$90,000 per month. This is expected to end in May.
- \$2.6 million or 33% of capital spending has been committed toward the capital budget of \$7.7 million. It is expected that that BRH will under spend its capital budget by \$2 million in the current year.

**Bartlett Regional Hospital
Dashboard Report for March 2019**

Facility Utilization:	CURRENT MONTH					YEAR TO DATE			
	Actual	Budget	% Over (Under) Budget	Prior Year	Prior Month (February)	Actual	Budget	% Over (Under) Budget	Prior Year
Hospital Inpatient: Patient Days									
Patient Days - Med/Surg	336	407	-17%	407	294	3,526	3,600	-2%	3,600
Patient Days - Critical Care Unit	102	90	13%	90	70	813	797	2%	797
Patient Days - Swing Beds	0	25	-100%	0	0	0	225	-100%	0
Avg. Daily Census - Acute	14.1	16.9	-16%	16.0	11.7	15.8	16.9	-6%	16.0
Patient Days - Obstetrics	65	68	-5%	68	59	579	604	-4%	604
Patient Days - Nursery	55	60	-8%	60	58	540	527	2%	527
Total Hospital Patient Days	558	625	-11%	625	481	5,458	5,527	-1%	5,527
Births	28	25	12%	25	25	240	248	-3%	248
Mental Health Unit									
Patient Days - Mental Health Unit	279	297	-6%	297	227	2,527	2,622	-4%	2,622
Avg. Daily Census - MHU	9.0	9.6	-6%	9.6	7	9.2	9.6	-4%	9.6
Rain Forest Recovery:									
Patient Days - RRC	351	390	-10%	390	332	3,039	2,979	2%	2,979
Avg. Daily Census - RRC	11	12.6	-10%	12.6	11	11	10.9	2%	10.9
Outpatient visits	43	61	-30%	61	23	187	541	-65%	541
Inpatient: Admissions									
Med/Surg	54	75	-28%	75	62	616	662	-7%	662
Critical Care Unit	37	37	0%	37	34	352	361	-2%	361
Obstetrics	30	29	3%	29	26	244	260	-6%	260
Nursery	28	28	0%	28	26	250	263	-5%	263
Mental Health Unit	32	47	-32%	47	33	328	387	-15%	387
Total Admissions - Inpatient Status	181	216	-16%	216	181	1,790	1,933	-7%	1,933
Admissions - "Observation" Status									
Med/Surg	45	50	-10%	50	56	508	476	7%	476
Critical Care Unit	23	35	-34%	35	32	290	245	18%	245
Mental Health Unit	2	2	0%	2	5	22	15	15	15
Obstetrics	22	15	47%	15	18	170	152	12%	152
Nursery	0	0		0	0	6	10	-40%	10
Total Admissions to Observation	92	102	-10%	102	111	996	898	11%	898
Surgery:									
Inpatient Surgery Cases	34	42	-19%	42	31	402	438	-8%	438
Endoscopy Cases	103	105	-2%	105	72	866	861	1%	861
Same Day Surgery Cases	108	105	3%	105	102	819	926	-12%	926
Total Surgery Cases	245	252	-3%	252	205	2,087	2,225	-6%	2,225
Total Surgery Minutes	14,710	16,306	-10%	16,306	12,679	132,392	144,122	-8%	144,122
Outpatient:									
Total Outpatient Visits (Hospital)									
Emergency Department Visits	1,172	1,352	-13%	1,352	1,102	10,756	11,946	-10%	11,946
Cardiac Rehab Visits	100	71	41%	71	68	710	628	13%	628
Lab Visits	319	236	35%	236	278	2,637	2,986	-12%	2,986
Lab Tests	9,361	8,616	9%	8,616	7,974	83,391	86,647	-4%	86,647
Radiology Visits	851	897	-5%	897	741	7,547	7,614	-1%	7,614
Radiology Tests	2,425	2,546	-5%	2,546	2,232	22,491	22,162	1%	22,162
Sleep Study Visits	26	24	7%	24	24	222	215	3%	215
Physician Clinics:									
Hospitalists	142	253	-44%	253	140	1,578	2,232	-29%	2,232
Bartlett Oncology Clinic	91	64	42%	64	80	635	568	12%	568
Behavioral Health Outpatient visits	274	448	-39%	448	256	3,213	3,923	-18%	3,923
Orthopedic Clinic (NEW)	3	16	-81%	16	0	37	141	-74%	141
Special Clinic Outpatient visits	-	0	0%	-	0	-	-	0%	-
Bartlett Surgery Specialty Clinic visits	296	397	-25%	397	263	2,663	3,512	-24%	3,512
	806	1,178	-32%	1,178	739	8,126	10,376	-22%	10,376
Other Operating Indicators:									
Dietary Meals Served	28,446	22,505	26%	22,505	27,329	236,581	198,918	19%	198,918
Laundry Pounds (Per 100)	376	427	-12%	427	373	3,559	3,634	-2%	3,634

**Bartlett Regional Hospital
Dashboard Report for March 2019**

Facility Utilization:	CURRENT MONTH				YEAR TO DATE			
	Actual	Budget	% Over (Under) Budget	Prior Year	Actual	Budget	% Over (Under) Budget	Prior Year
Financial Indicators:								
Revenue Per Adjusted Patient Day	3,981	4,174	-4.6%	3,478	4,107	4,444	-7.6%	4,216
Contractual Allowance %	41.9%	39.9%	5.1%	41.9%	40.6%	39.9%	1.6%	38.8%
Bad Debt & Charity Care %	0.2%	3.1%	-94.6%	-4.2%	2.6%	3.1%	-16.1%	1.8%
Wages as a % of Net Revenue	53.0%	46.1%	14.9%	45.8%	49.4%	46.1%	7.3%	46.4%
Productive Staff Hours Per Adjusted Patient Day	23.4	22.4	4.5%	19.9	22.1	23.8	-7.1%	24.2
Non-Productive Staff Hours Per Adjusted Patient Day	3.6	2.5	43.7%	3.1	3.6	2.7	32.7%	3.2
Overtime/Premium % of Productive	4.38%	6.23%	-29.8%	3.79%	6.34%	6.23%	1.8%	6.58%
Days Cash on Hand	115	118	-2.7%	102	117	118	-0.6%	103
Board Designated Days Cash on Hand	158	163	-2.7%	125	162	163	-0.6%	125
Days in Net Receivables	51.4	51	0.0%	42	51.4	51	0.0%	42
					Actual	Benchmark	% Over (Under)	Prior Year
Total debt-to-capitalization (with PERS)					64.7%	33.7%	92.0%	45.1%
Total debt-to-capitalization (without PERS)					20.6%	33.7%	-38.9%	20.1%
Current Ratio					8.08	2.00	304.0%	6.07
Debt-to-Cash Flow (with PERS)					9.81	2.7	263.3%	8.98
Debt-to-Cash Flow (without PERS)					3.12	2.7	15.7%	4.00
Aged A/R 90 days & greater					50.2%	19.8%	153.6%	
Cash Collections					101.8%	99.4%	2.4%	
POS Cash Collection					1.2%	21.3%	-94.5%	
Cost of Collections (Hospital only)					4.6%	2.8%	63.1%	
Charity Care Write off					0.6%	1.4%	-60.3%	
Bad Debt Write off					-0.1%	0.8%	-116.5%	
Discharged not Final Billed (DNFB)					13.0%	4.7%	176.6%	
Unbilled & Claims on Hold (DNSP)					13.0%	5.1%	154.9%	
Claims final billed not submitted to payor (FBNS)					0.0%	0.2%	-100.0%	

BARTLETT REGIONAL HOSPITAL
STATEMENT OF REVENUES AND EXPENSES
FOR THE MONTH AND YEAR TO DATE OF MARCH 2019

MONTH ACTUAL	MONTH BUDGET	MO \$ VAR	MTD % VAR	PR YR MO		YTD ACTUAL	YTD BUDGET	YTD \$ VAR	YTD % VAR	PRIOR YTD ACT	PRIOR YTD % CHG
\$3,925,042	\$4,399,466	-\$474,424	-10.8%	\$3,630,475	1. Inpatient Revenue	\$37,178,172	\$38,885,656	-\$1,707,484	-4.4%	\$36,630,977	1.5%
\$804,000	\$1,077,247	-\$273,247	-25.4%	\$933,084	2. Inpatient Ancillary Revenue	\$8,094,095	\$9,521,500	-\$1,427,406	-15.0%	\$9,288,607	-12.9%
\$4,729,041	\$5,476,713	-\$747,671	-13.7%	\$4,563,559	3. Total Inpatient Revenue	\$45,272,267	\$48,407,156	-\$3,134,890	-6.5%	\$45,919,585	-1.4%
\$7,999,844	\$8,004,726	-\$4,882	-0.1%	\$7,763,212	4. Outpatient Revenue	\$71,724,545	\$70,751,405	\$973,140	1.4%	\$65,841,967	8.9%
\$12,728,885	\$13,481,439	-\$752,553	-5.6%	\$12,326,771	5. Total Patient Revenue - Hospital	\$116,996,813	\$119,158,561	-\$2,161,749	-1.8%	\$111,761,552	4.7%
\$363,419	\$387,357	-\$23,939	-6.2%	\$435,492	6. RRC Patient Revenue	\$3,200,353	\$3,423,744	-\$223,391	-6.5%	\$3,460,256	-7.5%
\$224,242	\$206,725	\$17,517	8.5%	\$197,762	7. BHOPS Patient Revenue	\$1,739,164	\$1,827,169	-\$88,005	-4.8%	\$1,640,113	6.0%
\$775,771	\$783,803	-\$8,032	-1.0%	\$588,929	8. Physician Revenue	\$7,020,418	\$6,927,761	\$92,657	1.3%	\$6,080,822	15.5%
\$14,092,317	\$14,859,324	-\$767,007	-5.2%	\$13,548,953	9. Total Gross Patient Revenue	\$128,956,748	\$131,337,235	-\$2,380,488	-1.8%	\$122,942,742	4.9%
Deductions from Revenue:											
\$2,719,986	\$2,713,073	-\$6,913	-0.3%	\$2,634,734	10. Inpatient Contractual Allowance	\$26,194,473	\$24,029,784	-\$2,164,689	-9.0%	\$23,014,555	13.8%
-\$308,333	-\$308,333	\$0		-\$308,333	10a. Rural Demonstration Project	-\$2,774,997	-\$2,774,997	\$0		-\$2,774,997	
\$3,012,368	\$2,977,296	-\$35,072	-1.2%	\$2,804,413	11. Outpatient Contractual Allowance	\$25,327,390	\$26,315,456	-\$988,066	-3.8%	\$23,346,815	8.5%
\$486,609	\$546,104	-\$59,495	-10.9%	\$552,719	12. Physician Service Contractual Allowance	\$3,548,422	\$4,826,851	-\$1,278,429	-26.5%	\$4,167,897	-14.9%
\$11,523	\$21,705	-\$10,182	-46.9%	\$14,088	13. Other Deductions	\$131,045	\$191,844	-\$60,800	-31.7%	\$160,091	0.0%
\$78,280	\$173,398	-\$95,119	-54.9%	\$280,404	14. Charity Care	\$831,580	\$1,532,619	-\$701,039	-45.7%	\$1,357,649	-38.7%
-\$54,907	\$281,042	-\$335,949	119.5%	-\$849,116	15. Bad Debt Expense	\$2,475,645	\$2,484,043	-\$8,398	0.3%	\$805,505	207.3%
\$5,945,526	\$6,404,285	-\$458,760	-7.2%	\$5,128,909	16. Total Deductions from Revenue	\$55,733,557	\$56,605,600	-\$872,044	-1.5%	\$50,077,514	11.3%
41.9%	42.0%			44.2%	% Contractual Allowances / Total Gross Patient Revenue	40.6%	42.0%			41.1%	
0.2%	3.1%			-4.2%	% Bad Debt & Charity Care / Total Gross Patient Revenue	2.6%	3.1%			1.8%	
42.2%	43.1%			37.9%	% Total Deductions / Total Gross Patient Revenue	43.2%	43.1%			40.7%	
\$8,146,791	\$8,455,039	-\$1,225,767	-14.5%	\$8,420,044	17. Net Patient Revenue	\$73,223,191	\$74,731,635	-\$1,508,444	-2.0%	\$72,865,228	0.5%
\$270,202	\$172,362	\$97,840	56.8%	\$191,178	18. Other Operating Revenue	\$1,658,581	\$1,523,452	\$135,129	8.9%	\$1,492,194	11.2%
\$8,416,993	\$8,627,401	-\$210,408	-2.4%	\$8,611,222	19. Total Operating Revenue	\$74,881,771	\$76,255,087	-\$1,373,316	-1.8%	\$74,357,421	0.7%
Expenses:											
\$3,739,704	\$3,607,411	-\$132,293	-3.7%	\$3,473,632	20. Salaries & Wages	\$31,465,039	\$31,884,888	-\$419,849	-1.3%	\$30,310,971	3.8%
\$318,805	\$233,244	-\$85,561	-36.7%	\$239,522	21. Physician Wages	\$2,465,150	\$2,061,572	-\$403,578	-19.6%	\$1,782,530	38.3%
\$255,532	\$55,895	-\$199,637	-357.2%	\$143,429	22. Contract Labor	\$2,277,339	\$494,039	-\$1,783,300	-361.0%	\$1,695,588	34.3%
\$1,616,010	\$1,758,855	-\$142,845	-8.1%	\$1,591,848	23. Employee Benefits	\$14,413,278	\$15,546,063	-\$1,132,786	-7.3%	\$14,682,083	-1.8%
\$5,930,051	\$5,655,405	-\$274,646	-4.9%	\$5,448,431	24. Total Salaries and Benefits / Total Operating Revenue	\$50,620,806	\$49,986,562	-\$634,243	-1.3%	\$48,471,172	4.4%
70.5%	65.6%			63.3%	% Salaries and Benefits / Total Operating Revenue	67.6%	65.6%			65.2%	
\$61,897	\$79,756	-\$17,859	-22.4%	\$99,005	24. Medical Professional Fees	\$704,512	\$704,944	-\$432	0.1%	\$708,068	-0.5%
\$217,297	\$283,733	-\$66,436	-23.4%	\$266,250	25. Physician Contracts	\$2,121,289	\$2,507,844	-\$386,555	-15.4%	\$2,809,632	-24.5%
\$160,596	\$183,022	-\$22,426	-12.3%	\$259,850	26. Non-Medical Professional Fees	\$1,389,403	\$1,617,701	-\$228,298	-14.1%	\$1,644,432	-15.5%
\$1,089,622	\$1,038,650	-\$50,972	-4.9%	\$1,076,582	27. Materials & Supplies	\$9,222,647	\$9,180,418	-\$42,229	-0.5%	\$8,828,334	4.5%
\$163,549	\$126,786	-\$36,763	-29.0%	\$136,550	28. Utilities	\$1,086,728	\$1,120,635	-\$33,907	-3.0%	\$1,092,411	-0.5%
\$294,783	\$275,761	-\$19,022	-6.9%	\$291,235	29. Maintenance & Repairs	\$2,747,637	\$2,437,378	-\$310,259	-12.7%	\$2,318,405	18.5%
\$40,044	\$57,419	-\$17,375	-30.3%	\$76,169	30. Rentals & Leases	\$470,672	\$507,516	-\$36,844	-7.3%	\$589,383	-20.1%
\$36,853	\$41,378	-\$4,525	-10.9%	\$40,439	31. Insurance	\$545,248	\$365,745	-\$179,503	-49.1%	\$375,327	45.3%
\$561,853	\$651,594	-\$89,741	-13.8%	\$624,579	32. Depreciation & Amortization	\$5,424,264	\$5,759,247	-\$334,983	-5.8%	\$5,520,921	-1.8%
\$52,667	\$54,242	-\$1,575	-2.9%	\$53,995	33. Interest Expense	\$480,663	\$479,435	-\$1,228	-0.3%	\$491,446	-2.2%
\$60,944	\$92,955	-\$32,011	-34.4%	\$59,737	34. Other Operating Expenses	\$782,468	\$821,683	-\$39,215	-4.8%	\$688,027	13.7%
\$8,670,155	\$8,540,701	-\$129,455	-1.5%	\$8,432,822	35. Total Expenses	\$75,596,335	\$75,489,108	-\$107,228	-0.1%	\$73,537,557	-2.8%
-\$253,162	\$86,700	-\$339,862	-392.0%	\$178,400	36. Income (Loss) from Operations Non-Operating Revenue	-\$714,564	\$765,979	-\$1,480,543	-193.3%	\$819,864	-187.2%
\$129,366	\$39,833	-\$89,533	224.8%	\$21,557	37. Interest Income	\$492,130	\$352,071	\$140,059	39.8%	\$221,424	122.3%
\$146,507	\$154,698	-\$8,191	-5.3%	\$152,907	38. Other Non-Operating Income	\$1,391,101	\$1,367,338	\$23,763	1.7%	\$1,350,713	3.0%
\$275,872	\$194,531	-\$81,341	41.8%	\$174,464	39. Total Non-Operating Revenue	\$1,883,231	\$1,719,409	\$163,822	9.5%	\$1,572,138	19.8%
\$22,710	\$281,231	-\$258,521	91.9%	\$352,865	40. Net Income (Loss)	\$1,168,667	\$2,485,388	-\$1,316,721	53.0%	\$2,392,002	51.1%
-3.01%	1.00%			2.07%	Income from Operations Margin	-0.95%	1.00%			1.10%	
0.27%	3.26%			4.10%	Net Income	1.56%	3.26%			3.22%	

Type	Description	March Actual	March Budget	<u>March Actual</u> <u>(Over) / Under</u> Budget
6010	Mgrs & Supervisors	452,610	433,238	(19,372)
6020	Techs & Specs	686,692	722,778	36,086
6030	RN's	802,739	862,201	59,462
6040	Clerical & Admin	345,614	377,607	31,993
6060	Clinical - Other	287,088	296,073	8,985
6070	Non-Clinical - Other	231,424	221,030	(10,394)
6100	Overtime	135,922	84,742	(51,180)
6110	Call Back	67,740	45,978	(21,762)
6120	Shift Differentials	126,448	120,511	(5,937)
6130	On-Call	17,865	27,131	9,266
6090	Non Productive	477,813	416,122	(61,691)
6105	Premium Pay	-	-	-
6190	Bonuses	107,750	-	(107,750)
	Grand Total	<u>3,739,704</u>	<u>3,607,411</u>	<u>(132,293)</u>
6050	Physicians	318,805	233,244	(85,561)
6500	Contract Labor	<u>255,532</u>	<u>55,895</u>	<u>(199,637)</u>
	Physician Contracts	574,338	289,139	(285,199)

BARTLETT REGIONAL HOSPITAL
BALANCE SHEET
March 31, 2019

	March-19	February-18	June-18	<u>CHANGE FROM PRIOR FISCAL YEAR</u>
ASSETS				
Current Assets:				
1. Cash and cash equivalents	30,055,428	34,155,462	36,115,860	(6,060,432)
2. Board designated cash	36,884,366	36,790,525	34,304,989	2,579,377
3. Patient accounts receivable, net	13,256,304	13,509,886	12,991,632	264,672
4. Other receivables	2,555,453	2,416,882	1,919,498	635,955
5. Inventories	3,508,090	3,470,370	3,068,151	439,939
6. Prepaid Expenses	1,525,757	1,687,266	728,834	796,923
7. Other assets	28,877	28,877	28,877	-
8. Total current assets	<u>87,814,275</u>	<u>92,059,268</u>	<u>89,157,841</u>	<u>(1,343,566)</u>
Appropriated Cash:				
9. CIP Appropriated Funding	4,565,905	1,178,300	1,178,300	3,387,605
Property, plant & equipment				
10. Land, bldgs & equipment	148,477,252	148,218,294	146,626,471	1,850,781
11. Construction in progress	663,727	386,955	233,207	430,520
12. Total property & equipment	<u>149,140,978</u>	<u>148,605,249</u>	<u>146,859,678</u>	<u>2,281,300</u>
13. Less: accumulated depreciation	<u>(96,289,698)</u>	<u>(95,727,846)</u>	<u>(91,385,019)</u>	<u>(4,904,680)</u>
14. Net property and equipment	52,851,280	52,877,403	55,474,659	(2,623,380)
15. Deferred outflows/Contribution to Pension Plan	8,564,873	8,564,873	8,564,873	-
16. Total assets	<u>153,796,334</u>	<u>154,679,845</u>	<u>154,375,673</u>	<u>(579,339)</u>
LIABILITIES & FUND BALANCE				
Current liabilities:				
17. Payroll liabilities	960,012	2,243,560	1,663,508	(703,496)
18. Accrued employee benefits	3,646,985	3,628,947	3,528,376	118,609
19. Accounts payable and accrued expenses	2,417,243	2,017,864	1,664,366	752,877
20. Due to 3rd party payors	958,731	477,302	2,548,844	(1,590,112)
21. Deferred revenue	1,729,957	2,027,732	17,111	1,712,847
22. Interest payable	131,779	63,707	350,344	(218,566)
23. Note payable - current portion	845,000	850,000	820,000	25,000
24. Other payables	177,761	424,173	1,031,592	(853,831)
25. Total current liabilities	<u>10,867,467</u>	<u>11,733,285</u>	<u>11,624,141</u>	<u>(756,672)</u>
Long-term Liabilities:				
26. Bonds payable	18,130,000	18,155,000	18,975,000	(845,000)
27. Bonds payable - premium/discount	1,461,716	1,477,121	1,608,050	(146,334)
28. Net Pension Liability	62,996,347	62,996,347	62,996,347	-
29. Deferred In-Flows	9,841,533	9,841,533	9,841,533	-
30. Total long-term liabilities	<u>92,429,596</u>	<u>92,470,001</u>	<u>93,420,930</u>	<u>(991,334)</u>
31. Total liabilities	103,297,064	104,203,286	105,045,071	(1,748,006)
32. Fund Balance	50,499,269	50,476,560	49,330,603	1,168,667
33. Total liabilities and fund balance	<u>153,796,334</u>	<u>154,679,845</u>	<u>154,375,673</u>	<u>(579,339)</u>

Bartlett Regional Hospital
Accounts Receivable
March 31,2019

Aging by Fin Grp	Unbilled A/R	0-30	31-60	61-90	91-120	121-150	151+	A/R Total	Billed & Unbilled	Billed & Unbilled
									3/31/2019	2/28/2019
Aetna	\$273,737	\$353,966	\$237,538	\$81,720	\$62,218	\$112,099	\$299,340	\$1,146,882	\$1,420,619	\$1,452,097
Blue Cross	\$211,129	\$320,204	\$151,445	\$129,027	\$27,415	\$0	\$103,919	\$732,009	\$943,139	\$824,566
CB	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Com	\$25,762	\$70,771	\$241,885	\$1,364	\$20,367	\$19,576	\$171,156	\$525,120	\$550,882	\$639,568
Medicaid	\$1,668,442	\$1,276,304	\$124,328	\$335,368	\$178,064	\$343,771	\$898,828	\$3,156,664	\$4,825,106	\$4,526,793
Medicare	\$1,247,307	\$735,171	\$202,011	\$33,488	\$53,377	\$57,787	\$188,699	\$1,270,534	\$2,517,841	\$3,930,241
Medicare Rep	\$0	\$0	\$87,918	\$0	\$0	\$0	\$18,544	\$106,462	\$106,462	\$178,297
Other	\$28,436	\$108,233	\$15,744	\$108,520	\$28,794	\$34,911	\$276,912	\$573,114	\$601,551	\$381,675
SEARHC	\$43,148	\$233	\$6,067	\$13,610	\$762	\$200	\$21,075	\$41,947	\$85,095	\$53,097
Self	\$0	\$129,429	\$591,128	\$136,133	\$36,954	\$67,661	\$2,433,055	\$3,394,361	\$3,394,361	\$3,428,351
VA	\$128,049	\$203,850	\$82,151	\$365,450	\$51,490	\$35,743	\$147,851	\$886,535	\$1,014,584	\$735,731
Worker's	\$0	\$0	\$0	\$1,642	\$0	\$0	\$20,663	\$22,305	\$22,305	\$71,320
in-patient	\$3,626,011	\$3,198,160	\$1,740,216	\$1,206,322	\$459,441	\$671,748	\$4,580,044	\$11,855,931	\$15,481,942	\$16,221,741
Aetna	\$352,489	\$809,443	\$523,214	\$99,162	\$44,167	\$43,968	\$120,823	\$1,640,777	\$1,993,267	\$1,984,452
Blue Cross	\$434,960	\$781,487	\$485,662	\$87,054	\$38,230	\$43,098	\$38,266	\$1,473,797	\$1,908,757	\$1,759,570
CB	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$352
Com	\$50,570	\$120,668	\$175,447	\$28,941	\$11,139	\$29,554	\$129,863	\$495,613	\$546,182	\$637,197
Medicaid	\$595,459	\$437,835	\$132,819	\$211,270	\$77,806	\$110,166	\$405,194	\$1,375,091	\$1,970,550	\$2,060,192
Medicare	\$716,533	\$804,555	\$309,186	\$174,777	\$101,520	\$165,247	\$249,656	\$1,804,939	\$2,521,473	\$2,884,580
Medicare Rep	\$708	\$6,630	\$915	\$403	\$80	\$0	\$94,033	\$102,060	\$102,767	\$105,611
Other	\$52,926	\$52,662	\$121,452	\$16,258	\$5,081	\$19,689	\$465,106	\$680,248	\$733,174	\$766,936
SEARHC	\$17,097	\$114,217	\$80,037	\$5,515	\$0	\$14,599	\$21,858	\$236,226	\$253,323	\$149,401
Self	\$38,323	\$181,198	\$455,641	\$391,646	\$301,639	\$248,655	\$4,586,387	\$6,165,167	\$6,203,490	\$6,119,314
VA	\$93,952	\$308,611	\$76,206	\$41,445	\$56,774	\$36,806	\$319,918	\$839,760	\$933,712	\$916,284
Worker's	\$23,168	\$136,555	\$117,316	\$46,642	\$14,330	\$0	\$88,566	\$403,409	\$426,578	\$388,194
out-patient	\$2,376,185	\$3,753,860	\$2,477,895	\$1,103,113	\$650,765	\$711,782	\$6,519,671	\$15,217,087	\$17,593,272	\$17,772,083
Aetna	\$626,227	\$1,163,408	\$760,753	\$180,882	\$106,386	\$156,067	\$420,163	\$2,787,659	\$3,413,886	\$3,436,549
Blue Cross	\$646,089	\$1,101,690	\$637,107	\$216,081	\$65,645	\$43,098	\$142,185	\$2,205,806	\$2,851,895	\$2,584,136
CB	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$352
Com	\$76,332	\$191,439	\$417,333	\$30,305	\$31,506	\$49,130	\$301,020	\$1,020,732	\$1,097,064	\$1,276,765
Medicaid	\$2,263,901	\$1,714,140	\$257,148	\$546,638	\$255,870	\$453,937	\$1,304,023	\$4,531,755	\$6,795,656	\$6,586,985
Medicare	\$1,963,840	\$1,539,726	\$511,197	\$208,264	\$154,897	\$223,034	\$438,355	\$3,075,473	\$5,039,313	\$6,814,822
Medicare Rep	\$708	\$6,630	\$88,832	\$403	\$80	\$0	\$112,577	\$208,521	\$209,229	\$283,908
Other	\$81,362	\$160,895	\$137,196	\$124,778	\$33,875	\$54,600	\$742,018	\$1,253,363	\$1,334,725	\$1,148,612
SEARHC	\$60,245	\$114,450	\$86,103	\$19,124	\$762	\$14,799	\$42,934	\$278,172	\$338,418	\$202,498
Self	\$38,323	\$310,627	\$1,046,769	\$527,779	\$338,593	\$316,316	\$7,019,443	\$9,559,528	\$9,597,850	\$9,547,666
VA	\$222,001	\$512,461	\$158,357	\$406,896	\$108,263	\$72,549	\$467,769	\$1,726,294	\$1,948,295	\$1,652,015
Worker's	\$23,168	\$136,555	\$117,316	\$48,285	\$14,330	\$0	\$109,229	\$425,715	\$448,883	\$459,513
Grand Total	\$6,002,196	\$6,952,021	\$4,218,111	\$2,309,435	\$1,110,207	\$1,383,530	\$11,099,715	\$27,073,018	\$33,075,214	\$33,993,821

Aged Balance excludes Credit Balances

	March-19	February-19
Aging without credits	\$27,073,018	\$27,853,702
Unbilled	\$6,002,196	\$6,140,119
total without credits	\$33,075,214	\$33,993,821

March 2019 Write-offs – Bartlett Regional Hospital

Adjustments		
One Time PPD Ins	\$1,246.35	1
Timely Filing	\$2,336.48	2
Compliance/Risk/Adminstrative	\$1,472.26	1
SP Prompt Pay Disc	\$14,212.11	125
Timely RRC-BOPS/LABS	\$0.00	0
Demographic Informaiton	\$0.00	0
Auth Denials	\$28,184.90	1
Denied Appeals	\$1,443.55	1
Provider Enrollment BH	\$78,613.00	44
Mental Health BD Adj	\$29,497.29	16
Collections		
One Time Ins PPD	\$23,680.15	1
Collections SPPPD	\$82,321.34	125

**Bartlett Regional Hospital
Capital Spending
Progress as of March 31, 2019**

**1 Patient Safety/Compliance/IT Security
2 End of Life/Revenue Enhancer/Cost saver
3 Future End of Life/Nice to have**

Cap#	DEPT #	DEPARTMENT	DESCRIPTION	CAPITAL	Substitution	Purchased Thru Mar 2019	Remaining Budget Balance	Priority	FY	Notes
19-001	6020	CCU	Progressa Beds (1)	38,000			38,000	2	2019	Obsolete beds replacing
19-011	6020	CCU	Bariatric Progressa Bed	44,269			44,269	2	2019	Current Bariatric bed was purchase in 2011 and is at end of life. We have had issues with bed breaking down. Biomed has asked it be replaced.
19-022	6020	CCU	Progressa Beds (1)	39,829			39,829	2	2019	Replacing bed purchased in 2001. Again, it is end of life and biomed has concerns about keeping up maintenance with frequent work orders.
19-002	6065	Mental Health Unit	Outfit Exam Room	10,000			10,000	3	2019	Hospitalist's request
19-003	6080	OB	Nitronox Model E Stand	-			-	2	2019	For Pain management;short acting
19-004	6080	OB	Halo Bassinets	-			-	2	2019	Replace older bassinets, will provide safer sleep practices
19-023	6080	OB	VS Monitors for OB 6 &7(2)	10,000			10,000	1	2019	Need to provide for continuous SpO2 monitoring for patients who are on PCA with basal rate. These monitors would be mounted in the rooms and we could monitor at the nursing station.
19-024	6080	OB	Labor & Delivery Beds(3)	61,000			61,000	2	2019	Replace beds greater than 10 years old. Ergonomically safer for staff when breaking down bed for delivery.
19-025	6170	RT	Blood Gas Analyzer	21,000			21,000	2	2019	Current units approaching 7 years of 10 year lifespan. End of life. \$28K unit & 7K for interfacing
19-026	6170	RT	Phillips Respirationics V60 Non-invasive Ventilator	12,992			12,992	2	2019	This is intended to replace one of two Respirationics Vision Non-invasive Ventilators that are not supported (end of life) since 7/30/16. These machines have a high utilization rate in CCU and ED.
19-027	6170	RT	Phillips Respirationics V60 Non-invasive Ventilator	13,000			13,000	3	2020	This is intended to replace one of two Respirationics Vision Non-invasive Ventilators that are not supported (end of life) since 7/30/16. These machines have a high utilization rate in CCU and ED.
19-028	6170	RT	Drager Critical Care Ventilator	32,864			32,864	3	2020	This is intended to replace the second PB 840 that is end of life/support as of 12/31/2020. This is part of an ongoing transition to this ventilator as we are currently in the process of replacing another PB 840 that has failed. We need to maintain a minimum of 4 functional ICU vents to meet patient care needs. To expedite instrument turn over in Central Sterile Processing. The current washer is frequently down for repairs and maintenance; 110,106
18-006	6210	Operating Room	Washer/Disinfector	128,601			128,601	1	2018	for product & \$50K for facility
19-005	6210	Operating Room	LMA Stone Breaker	-			-	2	2019	Used to break up large bladder stones Used for Cysto-Urological cases. Have two currently but cases are being delayed due to turnover/repair
19-006	6210	Operating Room	Ultra Light Urology Camera (1)	-			-	2	2019	delayed due to turnover/repair
19-007	6210	OR	Anesthesia Machine	30,865			30,865	2	2019	With addition of a new surgeon an additional machine is necessary
19-029	6210	OR	3 Urogology HD Camera Heads	34,641		30,169	4,472	2	2019	Current camera heads are old and we have no service agreement. We are having to send them out for repair frequently incurring extra cost and when they are out of service it results in delays and empty OR rooms which is loss in money and productivity
19-030	6210	OR	Omni Retractor Set	7,500			7,500	2	2019	We have 3 general surgeons and only 1 such retractor. When this retractor is used after hours and on weekends We pay the scrub tech overtime of a minimum of 3 hours to reprocess in case another emergency arises.
19-031	6210	OR	Rigid Ureteroscope	8,294			8,294	2	2019	Only having 1 creates a 1.5 hour delay for this instrument to be reprocessed resulting in loss of revenue and productivity
19-032	6210	OR	Semi Rigid Ureteroscope	8,294			8,294	2	2019	Only having 1 creates a 1.5 hour delay for this instrument to be reprocessed resulting in loss of revenue and productivity
19-033	6210	OR	Flexible Fiber Optic Nephroscope	7,719			7,719	2	2019	The one we have is so old that the only way to sterilize it is to soak it in glutaraldehyde for 20 minutes and then rinse in 3 separate basins of sterile water. When needed for an emergency in the ED or here in surgery it is a long delay compromising patient care.
19-034	6210	OR	Orthopedic Broken Screw Removal Set	22,741			22,741	3	2020	Orthopedic Broken Screw Removal Set

**Bartlett Regional Hospital
Capital Spending
Progress as of March 31, 2019**

1 Patient Safety/Compliance/IT Security
2 End of Life/Revenue Enhancer/Cost saver
3 Future End of Life/Nice to have

Cap#	DEPT #	DEPARTMENT	DESCRIPTION	CAPITAL	Substitution	Purchased Thru Mar 2019	Remaining Budget Balance	Priority	FY	Notes
19-035	6210	OR	Washer Sterilizer	107,000			107,000	3	2020	We have one washer sterilizer and several times throughout the year it has been nonfunctional interfering with operational needs in the surgery dept. and standard of care. In addition we are busier with more total joint replacements and have added another surgeon. Having a second washer sterilizer would make our department more efficient in getting sterilized trays out.
19-008	6230	Emergency Room	Phillips Portable Monitors (2)	42,000			42,000	1	2019	The ED currently has 5 hardwired cardiac monitors and two portable cardiac monitors, adding two more portable cardiac monitors will allow 9 of the 12 ED rooms to be able to become a monitored bed. During busy summers the ED frequently has to move less sick monitored patients into a hall bed to make room for a critical patient. Having two extra monitors would allow the patients to continue to be monitored even though they are in a hall bed. * quote was sent for one, I am requesting two.
19-009	6230	Emergency Room	Sonosite Ultrasound Probe	11,500		11,285	215	1	2019	This ultrasound probe allows providers to do bedside screening on patients that have a large habitus. Having this probe in the ED would allow for early recognition of potentially life threatening conditions that the current probes have less of sensitivity for.
19-036	6230	Emergency Room	ETCO2 Module (5)	24,000			24,000	1	2019	With CMS requiring ETCO2 monitoring for more patients this capital request would allow the majority of the ED's hardwired monitored beds to have ETCO2 monitoring. I am also asking for two ETCO2 modules for our two portable monitors, this would allow ETCO2 monitors to be used in non-hardwired rooms. * Please keep in mind that the attached quote includes ETCO2's for CCU.)
18-009	7010	Lab	Cobas 6000 Chemistry Analyzer-Duplicated item-will not be purchased	135,224			135,224	3	2018	Propose going to a single analyzer, with proven reliability/Ice stat
18-010	7010	Lab	ACL Top 350 CTS System	50,000			50,000	2	2018	Replacement of current ACL Elite Coagulation Analyzer, current system is 8 years old and cannot produce needed cutoff with D-Dimer method
19-037	7010	70 Lab/Histology	Coagulation Analyzer-Duplicated item will not be purchased	50,000			50,000	2	2019	Used for coagulation studies to include D-dimer. ER physicians want a unit with 500 DD units. Unit is currently 7 years old.
19-038	7013	7010 Lab/Histology	Blood Bank Sero-Fuge and Stat spin cytofuge	8,500			8,500	2	2019	Current Sero fuge in Blood bank est 30 plus years old. Cytofuge was determined by Bio Med as not safe. Need replacement. Been sharing with histology, but need one specific to lab.
19-039	7013	7010 Lab/Histology	Vitek (microbiology analyzer)	65,000			65,000	3	2020	Plan for Capital for 2019 - 2020
19-040	7013	7010 Lab/Histology	Bacti Alert (blood culture analyzer)	45,000			45,000	3	2020	Plan for Capital for 2019 - 2020
19-041	7010	70 Lab/Histology	Temperature monitoring system - 36, RT, 2-8, -20 and -70.	20,000			20,000	3	2020	Complete monitoring system for all temps in Laboratory, Histology. This is a CAP standard, which we must monitor. Currently this is all manual.
19-042	7042	Ultrasound	Phillips Ultrasound (4)	720,858		700,684	20,174	2	2019	Plan for Capital 2019-2020
19-043	7045	MRI	Bayer MRI injector	52,253		43,225	9,028	2	2019	1st year under warranty, \$59,588 service contract per year after 5yrs thereafter
19-044	7062	Wellness	NOVA Blood Glucose Monitors Interface-Meditech Software	13,512			13,512	3	2019	This has been on the back burner since before we made the transition from Magic to the current system. Initially the plan was to implement this when the original meters were phased in but due to the cost of multiple interfaces due to the EMR change it was delayed.
19-010	7070	Pharmacy	Omnixplorer	37,173			37,173	3	2019	Allows nurses to find medications in other Omnicell cabinets
18-011	7070	Pharmacy	Pharmacy Surveillance software for drug diversion	30,000			30,000	1	2019	Software is needed to audit the use of controlled substances.
18-012	7070	Pharmacy	Infusion Pumps	525,000			525,000	2	2019	New infusion pumps
18-013	7070	Pharmacy	Anesthesia Workstations	124,492		126,089	(1,596)	1	2018	Automated workstations to securely store, label, and electronically charge medications
19-045	7070	Pharmacy	Inventory Management Automation	114,800			114,800	2	2019	This computer system will be used to establish minimum and maximum levels for each medication and electronic ordering through our wholesaler. This should reduce the value of inventory and the amount of expired and wasted medications.

**Bartlett Regional Hospital
Capital Spending
Progress as of March 31, 2019**

Cap#	DEPT #	DEPARTMENT	DESCRIPTION	CAPITAL	Substitution	Purchased Thru Mar 2019	Remaining Budget Balance	Priority	FY	Notes
										1 Patient Safety/Compliance/IT Security 2 End of Life/Revenue Enhancer/Cost saver 3 Future End of Life/Nice to have
19-046	7070	Pharmacy	Automated system to check IV compounds and / or bar code scanning for clean room	8,000			8,000	1	2019	Hardware, iPads, for Pharmacy Keeper software. This software adds barcode verification and picture record keeping that improves patient safety. Also improves efficiency of medication use inspections throughout the hospital.
19-047	7070	Pharmacy	Automated dispensing cabinet	72,400			72,400	3	2020	The tabletop Omnicell in SDS would be moved to the Infusion department to be used for medications, including controlled substances, administered during sleep studies to improve security and compliance. Pre-medications and adverse reaction treatments for Infusion would be kept in the location where they are needed without having pharmacy staff deliver doses for each patient. A single tower Omnicell for SDS will hold more pre-op medications which will improve efficiency in that department.
18-014	7091	PT	Construction of countertop/desk	10,000			10,000	3	2018	Redesign/construction of reception area and front desk
18-015	7091	PT	Room Divider for OT	8,000			8,000	3	2018	OT has no private patient area, also will provide sound mitigation
19-012	8110	Nutrition	CompuTrition Software System	170,000			170,000	2	2019	New POS System, inventory and cost control, nutrient analysis, diet orders, intake analysis
19-048	8112	Nutrition	Blast Chill/Freezer	13,729			13,729	3	2020	due to the amount of cook/chill production in our operation, this would assist our facility in implementing best practices for food safety by ensuring that food is chilled or frozen in required timeframes. This will also reduce condensation which is causing rust in our cooler and freezer with current practices.
19-049	8112	Nutrition	Convection Oven	10,891		7,248	3,643	2	2019	- the current one is about to die.
19-050	8112	Nutrition	Fryer	9,731		24,344	(14,613)	2	2019	Current one needs to be replaced. the one that we purchased last year was unfortunately a 1 phase range. Consequently, it is very inefficient and is rarely even used by our cooks as it takes an hour to boil water. This new range is a 3 phase model that will be much more efficient.
19-051	8112	Nutrition	Range	8,452		7,952	500	2	2019	
19-013	8360	Facilities	Assess for Bulk Oxygen Storage-moved to FY20 Capital Budget	25,000			25,000	3	2020	
18-018	8360	Facilities	BOPS Exterior Painting	15,000			15,000	2	2018	
18-019	8360	Facilities	Bartlett House Flooring	50,000			50,000	2	2018	More durable & cleaning (Mark to looking into 50/50 rotation)
18-020	8360	Facilities	Admin Bldg - North Handicap Ramp/Stair Assessment	15,000			15,000	1	2018	Ramp is moving away from building
20-001	6170	Respiratory	Blood Gas Analyzer	-			-	3	2020	Current units approaching 7 years of 10 year lifespan. End of life. \$28K
18-021	8360	Facilities	Pharmacy Clean Room-moved to FY20 Capital Budget	400,000			400,000	1	2018	Pharmacy Remodeling to Compy with UPC 500
18-022	8360	Facilities	Digital CCTV ED	21,000			21,000	2	2018	installed for MHU & RRC want to add ER
18-023	8360	Facilities	Keypad to Prox Conversion	30,000		10,680	19,320	2	2018	
18-038	8360	Facilities	Fire Suppression System - Server Rooms	238,875		268,952	(30,078)		2018	
19-052	8360	Facilities	Box Truck	60,000			60,000	2	2019	Replace Box Truck purchased in 2003
19-053	8360	Facilities	Plow Truck	55,000			55,000	2	2020	Replace Plow Truck purchased in 2012
19-054	8360	Facilities	Administration Building Carpet	70,000			70,000	2	2019	Replace Carpet purchased in 2000
19-055	8360	Facilities	JMC Fire Alarm Replacement	125,000			125,000	1	2019	Building doesn't have a functional fire alarm system
19-056	8360	Facilities	JMC Flooring	50,000			50,000	3	2019	Luxury Vinyl Tile(LVT) and Carpet Tile
19-057	8360	Facilities	Chiller 2	50,000			50,000	3	2019	Currently functional, has had some problems in the past.
19-058	8360	Facilities	Boiler Room Ventilation (Help Lab Heat)	200,000			200,000	2	2019	Help control in lab Actual cost not known at this time. Estimate is less than \$100,000.
19-059	8360	Facilities	Endoscopy Ventilation Upgrade	99,000			99,000	3	2019	Does't move enough air.
19-060	8360	Facilities	Convert ASU 1 Heating to Glycol	100,000			100,000	2	2019	Original ventilatoin system. Water heating coil in system.
19-061	8360	Facilities	Replace Heating Coil ASU 15	50,000			50,000	2	2019	Heating for lab.
19-062	8360	Facilities	Dishroom Rebuild-moved to FY20 Capital Budget	100,000			100,000	3	2019	Purchased in 1999
19-063	8360	Facilities	Hawk Boiler Upgrade	160,000			160,000	2	2019	Feature added to boiler (O2 trim) increased efficiency.
19-014	8390	PAS	E-Forms/Signature	130,000		75,326	54,674	3	2019	Patient form software HIGH: If the we run out of storage space Medical Records will not be able to scan records into Meditech. Evaluate the space on the Scanning and Archiving Meditech Server
18-024	9200	IS	Meditech Scanning for Medical Records	107,000			107,000	1	2018	(Expected) Purchase new WISM-2 card for VSS pair, configure WISM-2's for high availability. Purchase 2 new outdoor AP's/Antennas and upgrade Surgery Clinic shot.
18-025	9200	IS	Wireless: Infrastructure Upgrade	29,000		33,031	(4,031)	2	2018	We budgeted for a Citrix Remote Access Solution. Compare with Virtual Desktops.
18-028	9200	IS	Citrix Remote Access	36,732		14,545	22,187	1	2018	

**Bartlett Regional Hospital
Capital Spending
Progress as of March 31, 2019**

**1 Patient Safety/Compliance/IT Security
2 End of Life/Revenue Enhancer/Cost saver
3 Future End of Life/Nice to have**

Cap#	DEPT #	DEPARTMENT	DESCRIPTION	CAPITAL	Substitution	Purchased Thru Mar 2019	Remaining Budget Balance	Priority	FY	Notes	
19-015	9200	IS	Wireless: AirMagnet Enterprise Upgrade	29,000		22,949	6,051	2	2019	Wireless IDS/IPS, RF monitoring, wireless policies, and historical RF/Policy Violation data	
19-016	9200	IS	Critical Care Flowsheet	135,000		123,308	11,692	2	2019	Flowsheet style documentation	
19-017	9200	IS	Philips to Meditech: Upgrade & Interface (IECG)-moved to FY20 Budget	145,000			145,000	2	2019	Upgrade/Migrate Philips TraceMaster to Philips Intelli-ECG with ADT/ORU	
19-018	9200	IS	OB to Meditech Interface (IntelliSpace Perinatal Interface)-moved to FY20 Capital Buc	120,000			120,000	3	2019	Setup ADT/ORU between Philips OB System and Meditech; new monitors must be interfaced.	
19-019	9200	IS	SEARHC: Cerner EHR to Meditech Interface-moved to FY20 Capital Budget	35,000			35,000	3	2020	Dr. Cate Buley, SEARHC Medical Director is requesting an interface of IHS (SEARHC and other) clinics interacing their Cerner EHR with BRH's Meditech.	
19-020	9200	IS	Evaluate Two Factor Authentication & Proximity system-moved to FY20 Capital Budge	170,000			170,000	2	2019	Research solutions to see if we can elevate security at a reasonable cost	
19-021	9200	IS	Meditech 6.16 Hardware Upgrade	100,000			100,000	3	2020	Hardware and licensing required for next version of Meditech 6.x Keeps Test and Live dictionaries synchronized – Meditech. Requested	
19-064	9200	IS	Summit InSync Software	13,500		13,500	-	3	2019	quote.	
18-030	9200	IS	Valco Merge or other software-moved to FY20 Capital Budget	60,000			60,000	2	2019	Migrate old Meditech archive data to new system.	
18-031	9200	IS	Cisco Catalyst 3850	343,000		325,901	17,099	2	2018	6509's EOL in 2012. We have 8 6509's to replace We run a collapsed core model. The switch that has the Dell environment connected is the old core. Once the work above is done,	
18-033	9200	IS	Network Efficiency: Catalyst 6509-Main Decomission	42,875			42,875	2	2018	only access layer devices will remain.	
19-065	9200	IS	OpSus Recover or like solution-moved to FY20 Capital Budget	400,000			400,000	2	2019	Complete Redundant Backup solution for Meditech.	
19-066	9200	IS	Unitrends Backup Device	105,000		100,000	5,000	2	2019	Secondary backup device for Split location backups.	
19-067	9200	IS	NetApp Storage Shelf Expansion	85,000			85,000	2	2019	Increase Capacity on our SAN, currently Critically low on space. Upgrade to IAS 2.0 – support of IAS original module no longer exists, and any implantation must use the 2.0 version.	
19-068	9200	IS	IAS Module – Meditech	12,000			12,000	2	2019	Interface Between Capitol Fire and Bartlett to send Patient information electronically	
19-069	9200	IS	ImageTrend (CCFR interface)-moved to FY20 Capital Budget	75,000			75,000	2	2019		
19-070	9200	IS	Oncology Module - Meditech-moved to FY20 Capital Budget	189,000			189,000	3	2020	Proposed by Dr. Urata, Pharmacy, Infusion Therapy Ability to Proactively monitor services and functionality with BRH	
19-071	9200	IS	Datacenter monitoring toolkit	65,000			65,000	2	2019	network Devices and server equipment	
19-073	9200	IS	Cisco Catalyst 3850	343,000	(69,000)	151,855	122,145	2	2019	Remainder of Switches	
19-074	9200	IS	Internet Routers		69,000	69,426	(426)	2	2019	Increase Internet Speed form 100Mbps to 1Gbps (10x speed increase) over 15 years. Presently I only have one torso manikin that functions for our classes. This manikin does not meet standards for the AHA guidelines	
19-072	9405	Staff Development	Manikin ADDITIONS:	18,497		18,497	(0)	3	2019	for ACLS class equipment. The other two manikins are inoperable for all	
19-075	7041	IS	Rimage Catalyst 6000 CD Burner			23,780	(23,780)		2019		
19-076	7041	IS	Sorna Vertex 25EI CD Burner			20,096	(20,096)		2019		
19-077	8360	Facilities	Cafeteria Entry/Ramp Flooring			14,780	(14,780)		2019		
19-078	8360	Facilities	Dr. Miller's Office Flooring Replacement			17,115	(17,115)		2019		
19-078	7041	Diagnostic Radiology	Atlas Loading Car and Transfer Carriage			11,479	(11,479)		2019		
19-079	9200	IS	Hyperbaric Room Remodel			37,188	(37,188)		2019		
19-080	6230	OR	Rapid Disinfecter UVC Mobile Disinfection System			30,679	(30,679)		2019		
19-081	9200	IS	Moveit Automation Enterprise Software			12,873	(12,873)		2019		
19-082	6210	OR	Glidescope Advanced Video Laryngoscopy			19,303	(19,303)		2019		
18-039	9200	IS	Lab Handheld Data Manager Interface-Telcor Project			13,509	(13,509)		2018		
18-040	9200	IS	Addition to Bridgehead Filestore Archiving			19,460	(19,460)		2018		
18-041	8360	Facilities	Replace Doors and Transaction Windows			43,172	(43,172)		2018		
18-044	7047	Mamography	Mammo Plus Reading Software			26,800	(26,800)		2018		
18-045	7041	Diagnostic Radiology	Radiologist Reading Stations			49,550	(49,550)		2018		
19-083	9200	IS	Thycotic Secret Server			13,385	(13,385)		2019		
18-046	8360	Facilities	Fire Doors			36,245	(36,245)		2018		
19-083	6230	Emergency Room	I-Stat			21,470	(21,470)		2019		
				2018		1,784,798	-			967,933	816,865
				2019		5,141,070	-			1,621,916	3,519,154
				2020		795,734	-			-	795,734
						7,721,602	-			2,589,849	5,131,753

FY19 Budget

5,785,000.00

IT Updates for Finance Committee

Accomplishments:

- Access Layer Switch replacements (8) closets around the hospital

BEFORE

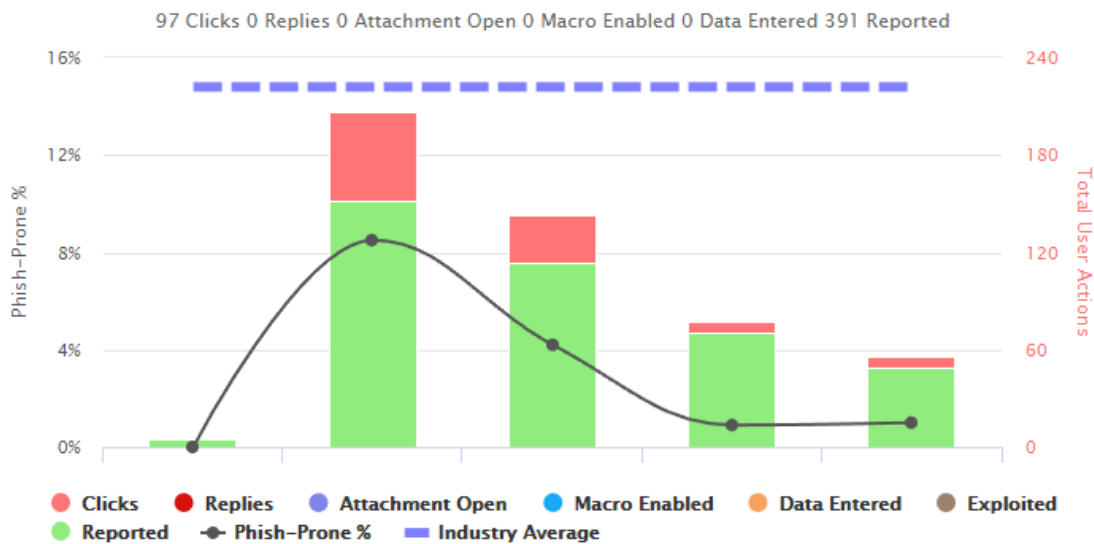


AFTER



- Firewall upgrade → high-availability and redundancy added
- Wireless Controller upgrade
- Redundant Gigabit Internet connections → up from 100Mbps to 1,000Mbps
- Citrix access → replacing old BRH Services (Remote Desktop)
- Privileged Access Management Solution
- Security Awareness Program

Phishing Security Tests – Last 6 Months



Projects:

Completed

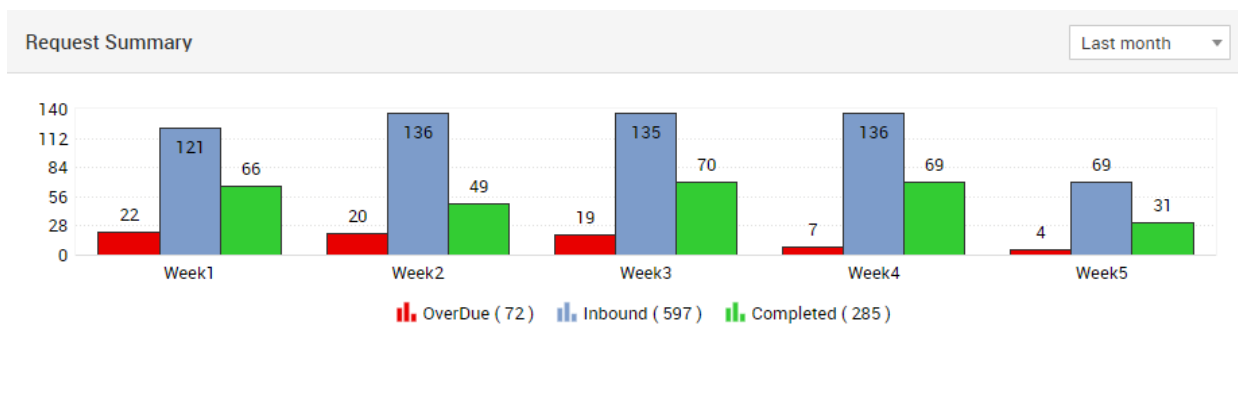
- Critical Care Flowsheet
- MU2 Attestation → MU3 in progress
- T-System cloud migration
- T-System upgrade to latest version
- Summit Exchange Interface Engine upgrade

In Progress

- Access eForms in progress
- Smart Pump integration
- TELCOR and iStat implementation
- Windows 10 upgrade to all desktops by January 2020 → 300 remaining

Department Improvements:

- Pondurance Assessment Remediation → 85% complete
- GMI Facility Assessment → Business Continuity / Disaster Recovery Plan in development
- Vulnerability Management
- Regularly scheduled patching cycles and planned downtimes
- Asset Management
 - Mobile Device Management (MDM)
 - Hardware and Software Inventory
- HelpDesk Ticket process improvement
 - Self-Password Reset for staff → decrease HelpDesk calls by 75% overnight and 20% during working hours
 - First Call Resolution increased 200%
 - Average ticket handle time decreased 75%



- Security Posture Improvements
 - Rapid7 Detect and Respond
 - Changing the culture around Information Security

Plans / Requests:

- Converged Infrastructure Capital project (\$2.5M) – presentation attached
- Core Network – proposal coming by Wednesday morning May 8th.

Number of Surgeries per Month

Doctor	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	18-Dec	Jan-19	Feb-19	Mar-19
Barry,Peter A	4	1	2	-	-	-	-	-	-
Blanco,Jessica	-	2	-	-	-	-	-	-	-
Gruchacz,Pamela A	4	5	5	2	1	3	3	3	3
Harrah,Daniel	14	19	12	26	15	16	23	16	15
Hernandez,Dorothy	3	1	-	1	2	2	2	-	2
Hightower, Charles	-	-	-	-	-	-	-	3	4
Hort,Kim N.	-	-	3	3	2	2	7	5	3
Jackson,Joseph Lee	4	3	-	-	-	-	-	-	-
Kim,Daniel S.	15	12	8	14	11	12	13	17	11
Knapp,Renda K	-	-	-	-	4	12	-	2	6
Linderman,Dennis Jos	2	1	3	4	-	-	-	-	-
Martin,William R	11	2	10	12	5	16	4	-	-
Miller,Benjamin A.	51	57	34	60	53	52	56	35	53
Miller,David	31	26	25	16	10	29	28	27	27
Moxley,Kelly M	2	1	2	2	-	-	-	1	1
Newbury,Nicholas D	9	17	15	26	18	15	11	13	16
Parker, Jeffrey C	-	-	-	-	-	-	3	-	8
Raster,John	6	14	1	11	5	17	1	18	8
Reeves,Raymond Micha	-	-	-	-	-	-	-	-	2
Roth,Joseph	11	26	-	21	22	24	9	6	24
Saltzman,Michael	3	15	7	14	12	11	3	19	6
Sanzone,Lauren Anne	3	3	-	-	2	2	-	-	-
Schmidt,Jennifer E	30	43	25	29	23	30	37	28	34
Schneider,Don C	-	-	-	-	-	-	-	-	1
Schultz,Charles	-	-	-	1	-	-	-	-	-
Schwarting,Ted	9	34	21	19	40	29	17	40	24
Snyder,Mark D	1	-	-	-	-	-	-	-	-
Valentine,Priscilla	-	2	1	-	-	1	-	2	1
Vierra,Lawrence A	-	-	-	4	2	-	-	-	-
Welling,Richard	-	2	-	-	1	1	-	-	-
Yost,Fredrick L	3	-	6	2	-	-	-	1	-
Grand Total	216	286	180	267	228	274	217	236	249