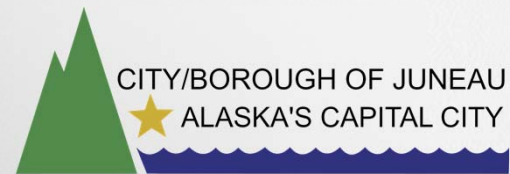




# Finance Committee

## July 10, 2019

**Bartlett**  
Regional Hospital



# Bartlett Regional Hospital

FINANCE COMMITTEE MEETING  
July 10, 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 – June 12, 2019

Page 3

<u>Old or New</u>	<u>Desired Response</u>
-----------------------	-----------------------------

- |   |     |        |         |
|---|-----|--------|---------|
| 1. May 2019 Financial Statements Review | New | Action |         |
| A. May Financial Review                 |     |        | Page 4  |
| B. Statistics                           |     |        | Page 5  |
| C. Financial Indicators                 |     |        | Page 6  |
| D. Income Statement                     |     |        | Page 7  |
| E. Revenue Worksheet                    |     |        | Page 8  |
| F. Wages                                |     |        | Page 9  |
| G. Balance Sheet                        |     |        | Page 10 |
| H. Accounts Receivable                  |     |        | Page 11 |
| I. Write-Offs                           |     |        | Page 12 |
| 2. Other                                |     |        |         |
| A. IT Updates – Scott Chille            |     |        | Page 13 |
| B. Certified Public Expenditure         |     |        | Page 40 |
| C. Anesthesia Capital Request           |     |        | Page 45 |

**Next Meeting: August 14, 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.bartletthospital.org](http://www.bartletthospital.org)

## Finance Committee Meeting Minutes BRH Boardroom – June 12, 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, Kenny Solomon-Gross

**Staff:** Kevin Benson, CFO, Billy Gardner, COO, Rose Lawhorne, CNO, and Megan Taylor, Executive Assistant

***Mr. Johnson made a MOTION to approve the minutes from the May 8, 2019 Finance Committee Meeting. Dr. Urata noted no objections and they were approved.***

### **April 2019 Finance Review – Kevin Benson, CFO**

Mr. Benson explained that Bartlett Regional Hospital saw improved finances overall for the month of April. Inpatient revenue was 10% below budget, but Outpatient revenue was 12% over budget, and BRH finished the month about \$471,000 positive. Net operating revenue was positive as well. The months of May and June look better than budgeted and should help narrow the gap between actuals and budgeted by the end of the fiscal year. Capital spending is at 40% of budgeted with two months left in the fiscal year.

There was a discussion about the Oncology software listed in the budget. Dr. Urata noted that there was some dissention among nurses and physicians regarding practicality of using the software. More discussion and research is needed to finalize decision or find another product.

### **Swing Bed Proposal – Kevin Benson, CFO**

The possibility of implementing this program has been discussed for years. Patients that require long term care, but aren't acute, are currently being sent outside of Juneau. DRG "RUG rates" currently apply for long term skilled care, which are determined by condition and complexity of care required. Financial viability with these rates are either marginal or a loss.

BRH would qualify for cost-based reimbursement, but a "base year" must first be established for a full fiscal year. Until the completion of the base year (which would begin July 1, 2020), BRH could receive the RUG rates. Once the base year is completed, BRH would qualify for cost-based reimbursement, which is a difference of about \$2,000 per day based on a two patient per day average in the swing bed program, including retroactive reimbursement for the base year. There would be some per unit cost loss, but still a net increase of \$1.1 million (based on the two patient per day average). Given these projections, it makes sense to proceed, assuming the rural demonstration project continues. Otherwise, it would not be feasible. BRH would need to be conscious not to accept enough swing bed patients to eliminate space for acute care patients, especially in the summer, as acute care patients generate more revenue.

Dr. Urata requested that Mr. Benson present a report on the Soldotna site visit regarding their swing bed program (in a rural demonstration project hospital) to the Board of Directors meeting on June 25<sup>th</sup>, including any information gleaned about their robotics program.

**Next Meeting:** July 10<sup>th</sup>, 2019 at 7:00 a.m. in BRH Boardroom

**Adjourned – 7:41 a.m.**

# Bartlett Regional Hospital

3260 Hospital Drive, Juneau, Alaska 99801

907.796.8900

[www.bartlethospital.org](http://www.bartlethospital.org)

DATE: July 8, 2019

TO: BRH Finance Committee

FROM: Kevin Benson, Chief Financial Officer

RE: May Financial Performance

It was anticipated that May would be a good month financially for BRH. Unfortunately, due to expense variances and increased Deductions, May was a very disappointing month. Inpatient activity and the resulting revenue continues to track below budget. Acute Patient Days were 13% less than budget producing Inpatient Revenue that was 9% below budget. Outpatient revenue was very strong exceeding budget by \$1,011,301 or 12.6%. Total revenue for the month exceeded budget by \$845,000 or 5.7%.

Deductions were greater than budget as a result of increased revenues and a significant shift of governmental payors from inpatient to lesser paid outpatient revenues. After discounts Net Patient Revenue finished at only \$174,000 or 2.1% in excess of budget. Expenses exceeded budget by \$719,000 or 8.4%. This resulted in an Operating Loss of \$369,000 well below the budget target Operating Income of \$87,000. After Non-Operating Revenue of \$271,000 the final Net Loss was \$98,000.

Expenses finished \$719,000 over budget or 8.4%. The largest individual expense line item was in Other Operating Expenses which reflected a contribution to Juneau Housing First Collaborative of \$250,000 which was approved by the Board of Directors in August of 2018. Salaries and Benefits were over budget by \$439,000 with the largest variance was driven primarily by overages in Contract Labor of \$2,437,000. The other line items expense variances were smaller and/or consistent with the increase in total volumes.

On a year to date basis BRH has a Net Income of \$1,367,000 and is behind the budget target of \$3,038,000. The year to date Income from Operations is -1.14%, while the final Net Income is 1.48%.

## Other Significant Items:

- Hospital Revenue continues to track ahead of the prior year having generated \$9.2 million (6.2%) more in Gross Patient Revenue than in the prior year.
- Physician Revenue shows growth in the current year running 20.2% over the prior year.
- BRH had benefited from a PERS credit due to a refund of forfeitures in the amount of \$90,000 per month. This benefit ended in May.

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

Facility Utilization:	CURRENT MONTH					YEAR TO DATE			
	Actual	Budget	% Over (Under) Budget	Prior Year	Prior Month (April)	Actual	Budget	% Over (Under) Budget	Prior Year
<b>Hospital Inpatient: Patient Days</b>									
Patient Days - Med/Surg	322	407	-21%	407	323	4,171	4,401	-5%	4,401
Patient Days - Critical Care Unit	91	90	1%	90	103	1,007	975	3%	975
Patient Days - Swing Beds	0	25	-100%	0	0	0	275	-100%	0
Avg. Daily Census - Acute	13.3	16.9	-21%	16.0	14.2	15.5	16.9	-8%	16.0
Patient Days - Obstetrics	74	68	8%	68	89	742	738	1%	738
Patient Days - Nursery	57	60	-4%	60	77	674	644	5%	644
<b>Total Hospital Patient Days</b>	<b>544</b>	<b>625</b>	<b>-13%</b>	<b>625</b>	<b>592</b>	<b>6,594</b>	<b>6,758</b>	<b>-2%</b>	<b>6,758</b>
Births	28	29	-3%	29	34	302	298	1%	298
<b>Mental Health Unit</b>									
Patient Days - Mental Health Unit	294	297	-1%	297	251	3,072	3,206	-4%	3,206
Avg. Daily Census - MHU	9.5	9.6	-1%	9.6	8	9.2	9.6	-4%	9.6
<b>Rain Forest Recovery:</b>									
Patient Days - RRC	320	242	32%	242	363	3,722	3,569	4%	3,569
Avg. Daily Census - RRC	10	7.8	32%	7.8	12	11	10.7	4%	10.7
Outpatient visits	26	61	-58%	61	66	279	662	-58%	662
<b>Inpatient: Admissions</b>									
Med/Surg	66	74	-11%	74	56	738	812	-9%	812
Critical Care Unit	45	44	2%	44	42	439	444	-1%	444
Obstetrics	31	31	0%	31	34	309	313	-1%	313
Nursery	28	30	-7%	30	34	312	315	-1%	315
Mental Health Unit	40	52	-23%	52	34	402	494	-19%	494
<b>Total Admissions - Inpatient Status</b>	<b>210</b>	<b>231</b>	<b>-9%</b>	<b>231</b>	<b>200</b>	<b>2,200</b>	<b>2,378</b>	<b>-7%</b>	<b>2,378</b>
<b>Admissions - "Observation" Status</b>									
Med/Surg	50	73	-32%	73	54	612	603	1%	603
Critical Care Unit	36	42	-14%	42	24	350	316	11%	316
Mental Health Unit	5	0	0%	0	1	28	16		16
Obstetrics	15	17	-12%	17	14	199	178	12%	178
Nursery	0	1		1	0	7	11	-36%	11
<b>Total Admissions to Observation</b>	<b>106</b>	<b>133</b>	<b>-20%</b>	<b>133</b>	<b>93</b>	<b>1,196</b>	<b>1,124</b>	<b>6%</b>	<b>1,124</b>
<b>Surgery:</b>									
Inpatient Surgery Cases	45	46	-2%	46	48	495	543	-9%	543
Endoscopy Cases	129	101	28%	101	98	1,093	1,046	5%	1,046
Same Day Surgery Cases	117	105	12%	105	118	1,054	1,132	-7%	1,132
<b>Total Surgery Cases</b>	<b>291</b>	<b>252</b>	<b>16%</b>	<b>252</b>	<b>264</b>	<b>2,642</b>	<b>2,720</b>	<b>-3%</b>	<b>2,720</b>
Total Surgery Minutes	17,205	16,306	6%	16,306	17,445	167,042	176,207	-5%	176,207
<b>Outpatient:</b>									
Total Outpatient Visits (Hospital)									
Emergency Department Visits	1,384	1,352	2%	1,352	1,052	13,192	14,605	-10%	14,605
Cardiac Rehab Visits	92	71	29%	71	113	915	768	19%	768
Lab Visits	290	265	9%	265	387	3,314	3,485	-5%	3,485
Lab Tests	10,138	10,038	1%	10,038	8,686	102,215	105,701	-3%	105,701
Radiology Visits	920	910	1%	910	989	9,456	9,346	1%	9,346
Radiology Tests	2,689	2,674	1%	2,674	2,461	27,641	27,151	2%	27,151
Sleep Study Visits	32	24	31%	24	29	283	263	7%	263
<b>Physician Clinics:</b>									
Hospitalists	214	253	-15%	253	223	2,015	2,729	-26%	2,729
Bartlett Oncology Clinic	70	64	9%	64	69	774	695	11%	695
Behavioral Health Outpatient visits	326	280	16%	280	340	3,879	4,549	-15%	4,549
Orthopedic Clinic (NEW)	1	16	-94%	16	0	38	173	-78%	173
Special Clinic Outpatient visits	-	0	0%	-	0	-	-	0%	-
Bartlett Surgery Specialty Clinic visits	322	397	-19%	397	318	3,303	4,294	-23%	4,294
	933	1,010	-8%	1,010	950	10,009	12,438	-20%	12,438
<b>Other Operating Indicators:</b>									
Dietary Meals Served	31,404	22,505	40%	22,505	31,658	299,643	243,203	23%	243,202.66
Laundry Pounds (Per 100)	416	419	-1%	419	405	4,380	4,443	-1%	4,443

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

Facility Utilization:	CURRENT MONTH				YEAR TO DATE			
	Actual	Budget	% Over (Under) Budget	Prior Year	Actual	Budget	% Over (Under) Budget	Prior Year
<b>Financial Indicators:</b>								
Revenue Per Adjusted Patient Day	4,299	4,705	-8.6%	4,220	4,111	4,451	-7.6%	4,202
Contractual Allowance %	41.9%	39.9%	4.9%	40.9%	40.9%	39.9%	2.6%	39.8%
Bad Debt & Charity Care %	3.1%	3.1%	1.0%	1.7%	2.4%	3.1%	-23.0%	1.4%
Wages as a % of Net Revenue	49.5%	46.1%	7.4%	47.5%	49.3%	46.1%	6.9%	46.9%
Productive Staff Hours Per Adjusted Patient Day	22.4	25.2	-11.1%	22.1	22.0	23.8	-7.6%	24.1
Non-Productive Staff Hours Per Adjusted Patient Day	3.6	2.8	26.7%	3.8	3.6	2.7	31.8%	3.3
Overtime/Premium % of Productive	4.33%	6.23%	-30.5%	5.15%	5.93%	6.23%	-4.8%	6.21%
Days Cash on Hand	110	121	-9.0%	128	118	121	-2.0%	129
Board Designated Days Cash on Hand	150	165	-9.0%	153	161	165	-2.0%	153
Days in Net Receivables	49.3	49	0.0%	45	49.3	49	0.0%	45
					<b>Actual</b>	<b>Benchmark</b>	<b>% Over (Under)</b>	<b>Prior Year</b>
Total debt-to-capitalization (with PERS)					64.6%	33.7%	91.6%	45.1%
Total debt-to-capitalization (without PERS)					20.5%	33.7%	-39.0%	20.1%
Current Ratio					7.76	2.00	288.2%	6.07
Debt-to-Cash Flow (with PERS)					9.91	2.7	266.9%	8.98
Debt-to-Cash Flow (without PERS)					3.15	2.7	16.7%	4.00
Aged A/R 90 days & greater					50.1%	19.8%	153.2%	
Cash Collections					93.2%	99.4%	-6.2%	
POS Cash Collection					14.4%	21.3%	-32.5%	
Cost of Collections (Hospital only)					4.8%	2.8%	70.3%	
Charity Care Write off					0.6%	1.4%	-56.1%	
Bad Debt Write off					0.9%	0.8%	8.6%	
Discharged not Final Billed (DNFB)					11.9%	4.7%	153.2%	
Unbilled & Claims on Hold (DNSP)					11.9%	5.1%	133.3%	
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 MAY 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
Gross Patient Revenue:											
\$4,020,490	\$4,399,482	-\$378,992	-8.6%	\$3,844,548	1. Inpatient Revenue	\$45,145,833	\$47,542,683	-\$2,396,850	-5.0%	\$44,413,252	1.6%
\$957,485	\$1,077,245	-\$119,760	-11.1%	\$1,067,247	2. Inpatient Ancillary Revenue	\$9,894,221	\$11,641,258	-\$1,747,037	-15.0%	\$11,457,623	-13.6%
\$4,977,974	\$5,476,727	-\$498,752	-9.1%	\$4,911,795	3. Total Inpatient Revenue	\$55,040,054	\$59,183,941	-\$4,143,887	-7.0%	\$55,870,876	-1.5%
\$9,016,014	\$8,004,713	\$1,011,301	12.6%	\$8,219,239	4. Outpatient Revenue	\$89,464,325	\$86,502,626	\$2,961,699	3.4%	\$81,085,474	10.3%
\$13,993,988	\$13,481,440	\$512,549	3.8%	\$13,131,034	5. Total Patient Revenue - Hospital	\$144,504,380	\$145,686,567	-\$1,182,187	-0.8%	\$136,956,350	5.5%
\$334,749	\$387,356	-\$52,608	-13.6%	\$224,881	6. RRC Patient Revenue	\$3,910,723	\$4,185,964	-\$275,241	-6.6%	\$4,044,223	-3.3%
\$269,123	\$206,721	\$62,402	30.2%	\$120,980	7. BHOPS Patient Revenue	\$2,268,486	\$2,233,946	\$34,540	1.5%	\$1,905,237	19.1%
\$1,106,647	\$783,796	\$322,851	41.2%	\$707,871	8. Physician Revenue	\$8,928,787	\$8,470,070	\$458,717	5.4%	\$7,430,731	20.2%
\$15,704,507	\$14,859,313	\$845,194	5.7%	\$14,184,765	9. Total Gross Patient Revenue	\$159,612,376	\$160,576,547	-\$964,171	-0.6%	\$150,336,540	6.2%
Deductions from Revenue:											
\$3,008,187	\$2,713,070	-\$295,117	-10.9%	\$3,049,577	10. Inpatient Contractual Allowance	\$32,333,386	\$29,378,355	-\$2,955,031	-10.1%	\$32,823,768	-1.5%
-\$308,333	-\$308,333	\$0		-\$308,333	10a. Rural Demonstration Project	-\$3,391,663	-\$3,391,663	\$0		-\$6,474,993	
\$3,218,907	\$2,977,297	-\$241,610	-8.1%	\$2,693,524	11. Outpatient Contractual Allowance	\$31,724,853	\$32,174,007	-\$449,155	1.4%	\$28,498,115	11.3%
\$654,870	\$546,104	-\$108,766	-19.9%	\$363,516	12. Physician Service Contractual Allowance	\$4,651,457	\$5,901,442	-\$1,249,985	21.2%	\$5,037,527	-7.7%
\$16,168	\$21,705	-\$5,537	25.5%	\$14,912	13. Other Deductions	\$160,799	\$234,554	-\$73,755	31.4%	\$190,827	0.0%
\$96,478	\$173,399	-\$76,922	44.4%	\$33,221	14. Charity Care	\$958,088	\$1,873,823	-\$915,735	48.9%	\$1,501,446	-36.2%
\$388,753	\$281,042	-\$107,711	-38.3%	\$211,674	15. Bad Debt Expense	\$2,800,862	\$3,037,060	-\$236,198	7.8%	\$560,559	399.7%
\$7,075,030	\$6,404,284	-\$670,745	-10.5%	\$6,058,091	16. Total Deductions from Revenue	\$69,237,781	\$69,207,578	-\$30,202	0.0%	\$62,137,248	11.4%
41.9%	42.0%			43.1%	% Contractual Allowances / Total Gross Patient Revenue	40.9%	42.0%			44.1%	
3.1%	3.1%			1.7%	% Bad Debt & Charity Care / Total Gross Patient Revenue	2.4%	3.1%			1.4%	
45.1%	43.1%			42.7%	% Total Deductions / Total Gross Patient Revenue	43.4%	43.1%			41.3%	
\$8,629,477	\$8,455,029	\$174,449	2.1%	\$8,126,674	17. Net Patient Revenue	\$90,374,595	\$91,368,969	-\$994,373	-1.1%	\$88,199,292	2.5%
\$261,109	\$172,361	\$88,748	51.5%	\$236,084	18. Other Operating Revenue	\$2,142,952	\$1,862,614	\$280,338	15.1%	\$1,883,203	13.8%
\$8,890,586	\$8,627,390	\$263,196	3.1%	\$8,362,758	19. Total Operating Revenue	\$92,517,546	\$93,231,583	-\$714,036	-0.8%	\$90,082,494	2.7%
Expenses:											
\$3,685,040	\$3,607,417	-\$77,623	-2.2%	\$3,384,102	20. Salaries & Wages	\$38,633,628	\$38,983,349	-\$349,721	0.9%	\$37,053,855	4.3%
\$291,109	\$233,243	-\$57,866	-24.8%	\$235,305	21. Physician Wages	\$3,046,302	\$2,520,535	-\$525,767	-20.9%	\$2,196,275	38.7%
\$303,288	\$55,895	-\$247,393	-442.6%	\$240,062	22. Contract Labor	\$2,856,682	\$604,026	-\$2,252,656	-372.9%	\$2,078,598	37.4%
\$1,815,681	\$1,758,863	-\$56,818	-3.2%	\$1,737,252	23. Employee Benefits	\$17,875,247	\$19,007,043	-\$1,131,796	6.0%	\$18,001,480	-0.7%
\$6,095,118	\$5,655,418	-\$439,700	-7.8%	\$5,596,721	24. Total Salaries and Benefits / Total Operating Revenue	\$62,411,859	\$61,114,953	-\$1,296,906	-2.1%	\$59,330,208	5.2%
68.6%	65.6%			66.9%		67.5%	65.6%			65.9%	
\$107,361	\$79,755	-\$27,606	-34.6%	\$94,054	24. Medical Professional Fees	\$892,160	\$861,883	-\$30,277	-3.5%	\$861,805	3.5%
\$185,272	\$283,735	-\$98,463	34.7%	\$278,542	25. Physician Contracts	\$2,475,860	\$3,066,162	-\$590,302	19.3%	\$3,372,491	-26.6%
\$218,393	\$183,023	-\$35,370	-19.3%	\$179,201	26. Non-Medical Professional Fees	\$1,734,904	\$1,977,846	-\$242,942	12.3%	\$1,927,500	-10.0%
\$1,077,671	\$1,038,658	-\$39,013	-3.8%	\$932,243	27. Materials & Supplies	\$11,627,242	\$11,224,232	-\$403,010	-3.6%	\$10,699,816	8.7%
\$139,229	\$126,788	-\$12,441	-9.8%	\$119,596	28. Utilities	\$1,351,089	\$1,370,121	-\$19,032	1.4%	\$1,343,683	0.6%
\$325,001	\$275,762	-\$49,239	-17.9%	\$268,704	29. Maintenance & Repairs	\$3,419,216	\$2,980,004	-\$439,212	-14.7%	\$2,850,977	19.9%
\$51,054	\$57,420	-\$6,366	11.1%	\$67,772	30. Rentals & Leases	\$670,178	\$620,504	\$50,326	8.1%	\$703,545	-19.0%
\$78,069	\$41,380	-\$36,689	-88.7%	\$44,563	31. Insurance	\$662,631	\$447,171	-\$215,460	-48.2%	\$460,148	44.0%
\$589,005	\$651,593	-\$62,588	9.6%	\$607,011	32. Depreciation & Amortization	\$6,608,508	\$7,041,415	-\$432,907	6.1%	\$6,750,629	-2.1%
\$52,667	\$54,243	-\$1,576	2.9%	\$53,995	33. Interest Expense	\$585,997	\$586,171	-\$174	0.0%	\$599,435	-2.2%
\$340,986	\$92,966	-\$248,020	-266.8%	\$62,944	34. Other Operating Expenses	\$1,230,405	\$1,004,618	-\$225,787	-22.5%	\$810,007	51.9%
\$9,259,825	\$8,540,741	-\$719,085	-8.4%	\$8,305,346	35. Total Expenses	\$93,570,047	\$92,295,080	-\$1,274,969	-1.4%	\$89,710,243	-4.3%
-\$369,239	\$86,649	-\$455,888	-526.1%	\$57,412	36. Income (Loss) from Operations	-\$1,052,501	\$936,503	-\$1,989,004	-212.4%	\$372,251	-382.7%
\$128,841	\$39,833	\$89,008	223.5%	\$24,754	37. Interest Income	\$749,234	\$430,452	\$318,782	74.1%	\$272,727	174.7%
\$142,145	\$154,700	-\$12,555	-8.1%	\$126,102	38. Other Non-Operating Income	\$1,670,274	\$1,671,747	-\$1,473	-0.1%	\$1,639,704	1.9%
\$270,985	\$194,533	\$76,452	39.3%	\$150,856	39. Total Non-Operating Revenue	\$2,419,508	\$2,102,199	\$317,309	15.1%	\$1,912,432	26.5%
-\$98,254	\$281,182	-\$379,436	134.9%	\$208,269	40. Net Income (Loss)	\$1,367,007	\$3,038,702	-\$1,671,695	55.0%	\$2,284,683	40.2%
-4.15%	1.00%			0.69%	Income from Operations Margin	-1.14%	1.00%			0.41%	
-1.11%	3.26%			2.49%	Net Income	1.48%	3.26%			2.54%	

Bartlett Regional Hospital  
 May 2019 Financial Operating Summary

Financial Group	In-Pt May		Out-Pt May		Physician Division May		BRH Total	
	May	May Budget	Actual	May Budget	Actual	May Budget	May Actual	May Budget
Aetna	499,043	357,299	1,587,113	1,338,719	161,465	101,464	2,247,621	1,797,482
Blue Cross	417,448	553,548	1,486,665	1,359,922	242,468	192,509	2,146,581	2,105,979
Comm	299,766	232,091	639,009	410,810	112,111	105,456	1,050,886	748,357
MCD	1,983,977	1,907,422	1,829,322	1,666,804	305,555	220,480	4,118,855	3,794,706
MCR	2,031,310	2,490,131	2,583,774	2,381,375	410,026	265,523	5,025,110	5,137,029
Other	(1,898)	64,582	268,814	168,414	98,167	14,619	365,083	247,615
SEARHC	89,455	43,151	115,851	76,320	17,080	629	222,386	120,100
Self	(125,855)	64,724	158,075	217,822	(3,142)	30,272	29,078	312,818
VA/Cham	119,476	113,889	186,832	262,329	31,674	49,561	337,982	425,779
Worker's	-	24,912	160,558	134,532	366	10,004	160,924	169,448
<b>Grand Total</b>	<b>5,312,723</b>	<b>5,851,749</b>	<b>9,016,014</b>	<b>8,017,047</b>	<b>1,375,770</b>	<b>990,517</b>	<b>15,704,507</b>	<b>14,859,313</b>
Commercial	1,216,257	1,167,850	3,873,345	3,243,983	516,410	409,433	5,606,012	4,821,266
Government	4,222,321	4,619,175	4,984,593	4,555,242	862,502	550,812	10,069,416	9,725,229
Self Pay	(125,855)	64,724	158,075	217,822	(3,142)	30,272	29,078	312,818
<b>Total Charges</b>	<b>5,312,723</b>	<b>5,851,749</b>	<b>9,016,014</b>	<b>8,017,047</b>	<b>1,375,770</b>	<b>990,517</b>	<b>15,704,507</b>	<b>14,859,313</b>

% of Hospital Charges                      27%                      31%                      32%                      31%                      5%                      4%                      64.1%                      65.4%

**Prior Month**

Commercial	974,059	1,130,184	3,571,033	3,139,345	403,193	396,224	4,948,285	4,665,753
Government	4,161,544	4,470,165	5,026,825	4,408,300	657,517	533,049	9,845,886	9,411,514
Self Pay	30,405	62,635	125,336	210,801	1,211	29,296	156,952	302,732
<b>Total Charges</b>	<b>5,166,007</b>	<b>5,662,984</b>	<b>8,723,195</b>	<b>7,758,446</b>	<b>1,061,921</b>	<b>958,569</b>	<b>14,951,123</b>	<b>14,379,999</b>

% of Hospital Charges                      28%                      31%                      34%                      31%                      4%                      4%                      65.9%                      65.4%



Type	Description	May Actual	May Budget	<u>May Actual</u> <u>(Over) / Under</u> Budget
6010	Mgrs & Supervisors	468,039	433,240	(34,799)
6020	Techs & Specs	670,983	722,776	51,793
6030	RN's	785,257	862,208	76,951
6040	Clerical & Admin	357,637	377,609	19,972
6060	Clinical - Other	283,328	296,074	12,746
6070	Non-Clinical - Other	229,981	221,027	(8,954)
6100	Overtime	136,214	84,742	(51,472)
6110	Call Back	59,421	45,979	(13,442)
6120	Shift Differentials	121,486	120,510	(976)
6130	On-Call	19,279	27,131	7,852
6090	Non Productive	493,216	416,121	(77,095)
6105	Premium Pay	-	-	-
6190	Bonuses	60,200	-	(60,200)
	Grand Total	<u>3,685,040</u>	<u>3,607,417</u>	<u>(77,623)</u>
6050	Physicians	291,109	233,243	(57,866)
6500	Contract Labor	<u>296,088</u>	<u>55,895</u>	<u>(240,193)</u>
	Physician Contracts	587,197	289,138	(298,059)

BARTLETT REGIONAL HOSPITAL  
BALANCE SHEET  
May 31, 2019

	<u>May-19</u>	<u>April-19</u>	<u>June-18</u>	<u>CHANGE FROM PRIOR FISCAL YEAR</u>
<b>ASSETS</b>				
Current Assets:				
1. Cash and cash equivalents	30,684,662	30,207,846	36,115,860	(5,431,199)
2. Board designated cash	37,454,806	37,070,712	34,304,989	3,149,817
3. Patient accounts receivable, net	13,554,492	13,369,034	12,991,632	562,860
4. Other receivables	2,788,544	2,659,140	1,919,498	869,046
5. Inventories	3,524,534	3,512,998	3,068,151	456,383
6. Prepaid Expenses	1,150,708	1,407,177	728,834	421,874
7. Other assets	28,877	28,877	28,877	-
8. Total current assets	<u>89,186,623</u>	<u>88,255,784</u>	<u>89,157,841</u>	<u>28,781</u>
Appropriated Cash:				
9. CIP Appropriated Funding	4,461,076	4,565,905	1,178,300	3,282,776
Property, plant & equipment				
10. Land, bldgs & equipment	148,980,878	148,687,296	146,626,471	2,354,407
11. Construction in progress	599,228	717,529	233,207	366,021
12. Total property & equipment	<u>149,580,105</u>	<u>149,404,825</u>	<u>146,859,678</u>	<u>2,720,427</u>
13. Less: accumulated depreciation	<u>(97,210,263)</u>	<u>(96,777,102)</u>	<u>(91,385,019)</u>	<u>(5,825,244)</u>
14. Net property and equipment	<u>52,369,842</u>	<u>52,627,723</u>	<u>55,474,659</u>	<u>(3,104,817)</u>
15. Deferred outflows/Contribution to Pension Plan	8,564,873	8,564,873	8,564,873	-
16. Total assets	<u>154,582,414</u>	<u>154,014,285</u>	<u>154,375,673</u>	<u>206,741</u>
<b>LIABILITIES &amp; FUND BALANCE</b>				
Current liabilities:				
17. Payroll liabilities	1,630,530	1,188,181	1,663,508	(32,978)
18. Accrued employee benefits	3,824,923	3,734,889	3,528,376	296,547
19. Accounts payable and accrued expenses	2,403,708	2,075,203	1,664,366	739,342
20. Due to 3rd party payors	1,472,327	1,305,651	2,548,844	(1,076,516)
21. Deferred revenue	748,522	1,232,279	17,111	731,412
22. Interest payable	267,922	199,850	350,344	(82,422)
23. Note payable - current portion	845,000	845,000	820,000	25,000
24. Other payables	293,087	223,179	1,031,592	(738,506)
25. Total current liabilities	<u>11,486,018</u>	<u>10,804,232</u>	<u>11,624,141</u>	<u>(138,121)</u>
Long-term Liabilities:				
26. Bonds payable	18,130,000	18,130,000	18,975,000	(845,000)
27. Bonds payable - premium/discount	1,430,907	1,446,311	1,608,050	(177,143)
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>92,398,787</u>	<u>92,414,191</u>	<u>93,420,930</u>	<u>(1,022,143)</u>
31. Total liabilities	103,884,806	103,218,423	105,045,071	(1,160,264)
32. Fund Balance	50,697,609	50,795,862	49,330,603	1,367,006
33. Total liabilities and fund balance	<u>154,582,414</u>	<u>154,014,285</u>	<u>154,375,673</u>	<u>206,741</u>

**Bartlett Regional Hospital**  
**Accounts Receivable**  
**May 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
									5/31/2019	4/30/2019
Aetna	\$293,458	\$459,797	\$243,995	\$378,622	\$127,195	\$52,730	\$272,739	\$1,535,079	\$1,828,537	\$1,605,818
Blue Cross	\$327,731	\$221,244	\$144,515	\$46,748		\$27,905	\$121,452	\$561,864	\$889,595	\$906,633
CB	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Com	\$212,547	\$136,032	\$8,760	\$4,314	\$99,274	\$4,283	\$182,641	\$435,305	\$647,852	\$434,156
Medicaid	\$758,229	\$921,978	\$380,117	\$707,324	\$231,550	\$423,974	\$1,215,536	\$3,880,479	\$4,638,708	\$4,770,528
Medicare	\$1,529,827	\$1,331,184	\$301,591	\$55,132	\$9,059	\$1,784	\$0	\$1,698,748	\$3,228,575	\$2,720,414
Medicare Rep	\$0	\$34,279	\$0	\$0	\$811	\$0	\$30,060	\$65,150	\$65,150	\$20,260
Other	\$50,256	\$52,962	\$78,576	\$60,290	\$13,484	\$30,385	\$265,714	\$501,412	\$551,667	\$577,878
SEARHC	\$0	\$135,242	\$3,718	\$6,863	\$3	\$0	\$1,932	\$147,759	\$147,759	\$19,379
Self	\$4,665	\$96,522	\$186,566	\$26,348	\$494,250	\$107,551	\$2,313,090	\$3,224,327	\$3,228,992	\$3,233,522
VA	\$34,815	\$120,939	\$232,330	\$105,325		\$64,531	\$191,079	\$714,204	\$749,018	\$794,267
Worker's	\$0	\$0	\$33,100	\$0		\$1,642	\$0	\$34,742	\$34,742	\$55,405
<b>in-patient</b>	<b>\$3,211,528</b>	<b>\$3,510,179</b>	<b>\$1,613,268</b>	<b>\$1,390,967</b>	<b>\$975,626</b>	<b>\$714,787</b>	<b>\$4,594,244</b>	<b>\$12,799,069</b>	<b>\$16,010,597</b>	<b>\$15,138,264</b>
Aetna	\$400,926	\$906,860	\$600,557	\$184,010	\$51,080	\$22,077	\$83,517	\$1,848,100	\$2,249,026	\$2,259,082
Blue Cross	\$497,554	\$549,764	\$385,476	\$171,046	\$75,048	\$29,845	\$42,611	\$1,253,792	\$1,751,346	\$1,984,040
CB	\$0	\$0	\$0	\$0	\$0	\$0	\$413	\$413	\$413	\$413
Com	\$108,849	\$306,323	\$166,877	\$55,306	\$31,859	\$12,592	\$132,242	\$705,198	\$814,048	\$580,020
Medicaid	\$628,636	\$424,821	\$164,557	\$128,661	\$113,764	\$86,166	\$652,407	\$1,570,376	\$2,199,012	\$2,076,055
Medicare	\$748,480	\$1,049,647	\$255,071	\$32,176	\$36,382	\$4,770	\$140,949	\$1,518,995	\$2,267,475	\$2,556,302
Medicare Rep	\$4,417	\$17,308	\$0	\$2,933	\$0	\$0	\$59,186	\$79,426	\$83,844	\$101,066
Other	\$20,860	\$91,479	\$12,597	\$18,907	\$72,170	\$2,941	\$102,133	\$300,226	\$321,087	\$422,590
SEARHC	\$26,486	\$71,938	\$64,919	\$6,506	\$2,479	\$3,164	\$4,115	\$153,122	\$179,608	\$124,998
Self	\$30,768	\$231,907	\$381,499	\$341,718	\$395,074	\$327,023	\$4,615,173	\$6,292,394	\$6,323,162	\$6,193,205
VA	\$101,802	\$224,683	\$167,467	\$46,215	\$25,169	\$20,501	\$287,527	\$771,561	\$873,363	\$918,568
Worker's	\$7,653	\$127,786	\$52,016	\$56,303	\$50,372	\$16,644	\$105,091	\$408,212	\$415,865	\$374,851
<b>out-patient</b>	<b>\$2,576,432</b>	<b>\$4,002,514</b>	<b>\$2,251,037</b>	<b>\$1,043,780</b>	<b>\$853,396</b>	<b>\$525,724</b>	<b>\$6,225,365</b>	<b>\$14,901,817</b>	<b>\$17,478,249</b>	<b>\$17,591,189</b>
Aetna	\$694,384	\$1,366,657	\$844,552	\$562,632	\$178,275	\$74,807	\$356,256	\$3,383,180	\$4,077,564	\$3,864,900
Blue Cross	\$825,286	\$771,008	\$529,992	\$217,794	\$75,048	\$57,750	\$164,064	\$1,815,656	\$2,640,941	\$2,890,673
CB	\$0	\$0	\$0	\$0	\$0	\$0	\$413	\$413	\$413	\$413
Com	\$321,396	\$442,355	\$175,637	\$59,621	\$131,133	\$16,875	\$314,884	\$1,140,504	\$1,461,900	\$1,014,176
Medicaid	\$1,386,865	\$1,346,799	\$544,675	\$835,985	\$345,314	\$510,140	\$1,867,943	\$5,450,856	\$6,837,721	\$6,846,583
Medicare	\$2,278,307	\$2,380,830	\$556,662	\$87,307	\$45,441	\$6,553	\$140,949	\$3,217,743	\$5,496,050	\$5,276,716
Medicare Rep	\$4,417	\$51,587	\$0	\$2,933	\$811	\$0	\$89,246	\$144,577	\$148,994	\$121,326
Other	\$71,116	\$144,441	\$91,173	\$79,197	\$85,653	\$33,327	\$367,847	\$801,638	\$872,754	\$1,000,468
SEARHC	\$26,486	\$207,180	\$68,637	\$13,369	\$2,482	\$3,164	\$6,047	\$300,880	\$327,367	\$144,376
Self	\$35,433	\$328,428	\$568,065	\$368,066	\$889,323	\$434,575	\$6,928,263	\$9,516,720	\$9,552,153	\$9,426,727
VA	\$136,617	\$345,621	\$399,796	\$151,540	\$25,169	\$85,032	\$478,606	\$1,485,765	\$1,622,381	\$1,712,835
Worker's	\$7,653	\$127,786	\$85,116	\$56,303	\$50,372	\$18,286	\$105,091	\$442,954	\$450,608	\$430,256
<b>Grand Total</b>	<b>\$5,787,960</b>	<b>\$7,512,693</b>	<b>\$3,864,305</b>	<b>\$2,434,747</b>	<b>\$1,829,022</b>	<b>\$1,240,510</b>	<b>\$10,819,609</b>	<b>\$27,700,886</b>	<b>\$33,488,846</b>	<b>\$32,729,450</b>

Aged Balance excludes Credit Balances

	May-19	April-19
Aging without credits	\$27,700,886	\$27,082,221
Unbilled	\$5,787,960	\$5,647,229
total without credits	\$33,488,846	\$32,729,450

## Bartlett Regional Hospital May 2019 Write-Offs

<b>Adjustments</b>		
One Time PPD Ins		
Timely Filing		
Compliance/Risk/Adminstrative	\$2,053.90	1
SP Prompt Pay Disc	\$12,580.40	166
Timely RRC-BOPS/LABS		
Demographic Informaiton	\$369.90	1
Auth Denials	\$11,029.43	3
Denied Appeals		
Provider Enrollment BH	\$5,132.00	1
Mental Health BD Adj	\$11,091.10	1
	\$42,256.73	173
<b>Collections</b>		
One Time Ins PPD	\$0.00	
Collections SPPPD	\$71,637.60	166
	\$71,637.60	166

# Infrastructure Refresh & Upcoming Projects

Scott Chille  
Director, Information Systems



# Current Hardware

## Current State

Achieved **more than** useful life expected



5+ Racks of Servers and Storage



5 - 9 years of age across equipment



Increased OpEx support costs



Lack of redundancy

## Limitations

Future needs demand a refresh  
3 Silos: MEDITECH, PACS, BRH Servers



Cannot share resources between systems



MEDITECH due for lifecycle replacement this year



PACS due for refresh 2017



BRH Servers due for refresh 2015 - 2017

# Hardware Infrastructure Refresh



# VxBLOCK - Proposed Solution

- Blend environments and able to share compute, storage, support, resources across each environment (MEDITECH, PACS, and BRH Servers)
- Provide N+1 redundancy across environment and able to reduce downtime impact on most systems
- Decrease physical footprint from (6) racks to (2)
- Decrease electrical load and reduce overall heat output
- 5 - years maintenance included in capital purchase
- Decreased OpEx costs and manageable CapEx increases as storage and compute capacity demands occur





# Cost Benefit Analysis

## VxBlock PROJECT COST BENEFIT ANALYSIS

<b>COMPANY NAME</b>	Bartlett Regional Hospital	<b>DATE CONDUCTED</b>	6/26/19
<b>PROPOSED PRODUCT / INITIATIVE / SERVICE</b>	VxBlock - Hardware Infrastructure Upgrade	<b>COMPLETED BY</b>	Scott Chile
<b>CONSTANT OR CURRENT DOLLARS</b>		<b>STATUS QUO OR ALTERNATIVE</b>	
		<b>YEARS</b>	2019 - 2024

SYSTEM LIFE COST-BENEFITS PROFILE									
COST PROFILE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	TOTAL
<b>TOTAL PROJECTED COSTS</b>	\$ 2,355,362	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,355,362
<b>CUMULATIVE TOTAL PROJECTED COSTS</b>	\$ 2,355,362	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

BENEFITS PROFILE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	TOTAL
<b>TOTAL PROJECTED BENEFITS</b>	\$ 461,527	\$ 143,353	\$ 150,521	\$ 158,047	\$ 165,949	\$ -	\$ -	\$ -	\$ 1,079,398
<b>CUMULATIVE TOTAL PROJECTED BENEFITS</b>	\$ 461,527	\$ 604,880	\$ 755,401	\$ 913,448	\$ 1,079,398	\$ 1,079,398	\$ 1,079,398	\$ 1,079,398	

QUALITATIVE BENEFITS	RELATED SYSTEM OBJECTIVES	MEASURE OF EFFECTIVENESS
5-years hardware maintenance included in purchase price		
Single vendor solution - one call resolution		
Ability to blend all hardware environments		
Reduced TCO		
Easily expandable architecture		
Designed for 3 years growth upon delivery		

# Alternatives Comparison

## ALTERNATIVES COMPARISON

ALTERNATIVES COMPARISON					
DESCRIPTION	VxBlock Upgrade	In-Place Upgrade	Hosted Option		
<b>QUANTITATIVE FACTORS</b>					
TOTAL HARDWARE COST	\$ 2,355,362.00	\$ 2,514,362.00	\$ 600,000.00		
TOTAL MAINTENANCE (5 Years)	\$ -	\$ 1,750,000.00	\$ 3,360,000.00		
TOTAL SAVINGS (5 Years)	\$ 1,079,397.86	\$ -	\$ -		
BENEFIT / COST RATIO	\$ 1,275,964.14	\$ 4,264,362.00	\$ 3,960,000.00		
<b>QUALITATIVE BENEFITS</b>					
BENEFIT 1	Converged Infrastructure	N/A	Potential for Staff Savings **		
BENEFIT 2	Low TCO	N/A	Fixed Operational Costs		
BENEFIT 3	Business Continuity & DR Improvements	N/A	Business Continuity & DR **		

### ALTERNATIVES COMPARISON - ADDITIONAL COMMENTS

\*\* Staff Savings are difficult to calculate or forecast due to the unknown nature of a hosted solution. Not all applications can be cloud-hosted so will maintain a server and storage footprint on-site  
 \*\* Business Continuity (BC) and Disaster Recovery (DR) is also difficult to speculate due to the on-site server farm that will need to be maintained. Additionally, BC/DR is dependent upon Internet connectivity which is beyond our immediate control  
 In-Place Upgrade really does not come with any intrinsic benefits and further perpetuates our current state which is non-optimal and high-cost to maintain. Likely, staff costs and system complexity will increase over time.

# VxBlock Option

## New Hardware Solution

Benefits include:



Decreased physical footprint



Ability to share resources across platforms which means lower TCO



5-years of hardware maintenance included



N+1 Redundancy for Business Continuity and Disaster Recovery

## Migration hurdles

Single vendor solution and support



Meditech migration \$35,000 and MAJOR downtime window



PACS migration \$120,000 by Change Healthcare



All other applications migrated by I.S. staff over time - small outages



Easy expansion of hardware for storage and compute can be forecasted each year depending on growth

Total Capital Expenditure = \$ 2.36M

5-Year Operational Cost Savings = \$1.08M

# In-place Upgrade Option

## Vendor Hardware Solution

## Limitations

### Status Quo:



Same physical footprint



Inability to share resources across platforms which means higher TCO



Lock into another 5-year cycle on hardware refresh



Still have 3 siloed hardware environments

Quotes for MEDITECH and PACS but limited 3rd party app solutions



Meditech hardware upgrade - \$1.2 Million



PACS hardware upgrade - \$650,000



Hardware for all other applications - \$600,000



Continued Annual Maintenance across all hardware - \$350,000 / year

5-year TCO = \$ 4,200,000+

# Hosted Option Considered

## Hosting

Benefits include:



Decreased physical footprint



OpEx monthly costs instead of CapEx  
Higher cost over the long-term



Long-term option with steady fixed costs



Increased support options although remote. Likely decrease in I.S. staff to support long-term.

## Limitations

Works for MEDITECH and PACS but limited 3rd party app solutions



Will still have some apps hosted locally



Latency would be a major factor - User Experience



Business Continuity Risk - Internet access



Long-term unknowns

Total spend difficult to calculate due to many variables

# Infrastructure Refresh & Upcoming Projects

Scott Chille  
Director, Information Systems



# MEDITECH

Expanse (6.16) Upgrade for Inpatient EHR & Web Ambulatory for Outpatient (BOPS)

## Expanse

- Install into TEST November 5 for build-out
- Expanse Go-Live March 26, 2020
- Not as disruptive as moving to 6.14 from Magic
- Physician efficiency
- Mobile-friendly
- Quality Vantage Dashboards
- Business and Clinical Analytics

## Web Ambulatory

- Go-Live early May 2020
- Behavioral Health - Outpatient
- Integration across all care settings
- Mobile-friendly
- Improved communication and care coordination
- 40-specialties and fully customizable

The image displays two screenshots of the Meditech Expanse interface. The top screenshot shows a 'Clinical Quality Measures' dashboard for 'Howard Lake Clinic'. It features a table with columns for Goal, Howard Lake Clinic, Dr. Adam Burns, Dr. Sara Johnson, and Dr. Paul Peltz. The table lists various CMS measures such as 'Documentation of Current Meds', 'Body Mass Index (BMI)', 'Cervical Cancer Screening', 'Aspirin Use', 'Fluorine Vaccination', 'Colonial Cancer Screening', 'Tobacco Screening and Cessation', 'Influenza Immunization', and 'Blood Pressure Management'. Each row includes a target percentage, current performance percentage, and a count of patients. The bottom screenshot shows a patient schedule for 'Kirk Benson, MD' on 'Feb 2018'. The schedule lists various appointments, including 'Group Flooding', 'Palmer, Lisa Abdominal complaints', 'Bazan, Keith Routine Vtal Exam', 'Davis, Roby Discharge Follow Up', 'Brewster, William Diabetes', 'Schroeder, Chris Hypertension', and 'Wang, Xia Respiratory complaints'. The schedule also includes a 'Quick Links' section with options like 'Request Internet', 'Receive Information Statement', 'Patient Alerts', and 'CDC'.

# Expanse & Web Ambulatory

## Features

### Security

MHealth app enables patients to schedule appointments, pay bills, print immunization records, secure virtual visit, and communicate with providers.



### Innovative

Customizable layouts and widgets at your fingertips, you'll be looking at everything you want to see (and nothing that you don't).

### Mobile Friendly

Expanse takes full advantage of mobile technology, untethering you from your desktop so you can tap and swipe through your charts more efficiently.

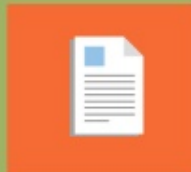


### Time-Effective

Bridge gap in care and effectively treat the whole patient, wherever they may be in their journey

### Analytics

Enables you to visualize data, monitor trends, and make more informed decisions to keep both your patients and your bottom line healthy.



### Well-Documented

Assess performance at the individual, practice, and group level to detect costly, unnecessary variations in care.



# Infrastructure Refresh & Upcoming Projects

Scott Chille  
Director, Information Systems



# Network Core Switches

Think of this like your home router / Wi-Fi



# Timeline to Install

Important dates and events



# Infrastructure Refresh & Upcoming Projects

Scott Chille  
Director, Information Systems



# Current Project List

Through July 2019

	Task Name	Q2			Q3			Q4			Q1			Q2		
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1	MU3	[Active]														
2	RESTful API - HIE integration	[Active]														
3	Access Layer switch replacements	[Active]														
4	Telcor	[Active]														
5	iStat	[Active]														
6	Smart Pumps	[Active]														
7	Dietary DFM Module	[Active]														
8	Windows 10 Deployment	[Active]														
9	Access eForms	[Active]														
10	Core Replacement		[Active]													

# Projects

By Priority

Interfacing	Infrastructure	Critical	Other Apps	MEDITECH
<b>4</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>
Philips iECG	Windows 10	Core Switch	iStat	Expanse
Intellispace	Philips Monitors	VxBlock	Telcor	Web Amb
Monitoring	3rd Party App Migration	PACS	Smart Pumps	MU3
Dietary DFM		Meditech Migration	API	Access eForms

# Infrastructure Refresh & Upcoming Projects

Scott Chille  
Director, Information Systems



# Planned Projects

Through June 2020



VxBlock



MEDITECH ExpansE



PACS Upgrade



MEDITECH Web Amb



Windows 10  
Windows 10 Upgrade



Philips Monitors



Smart Pumps



MU3 / Exchange



# Planned Projects

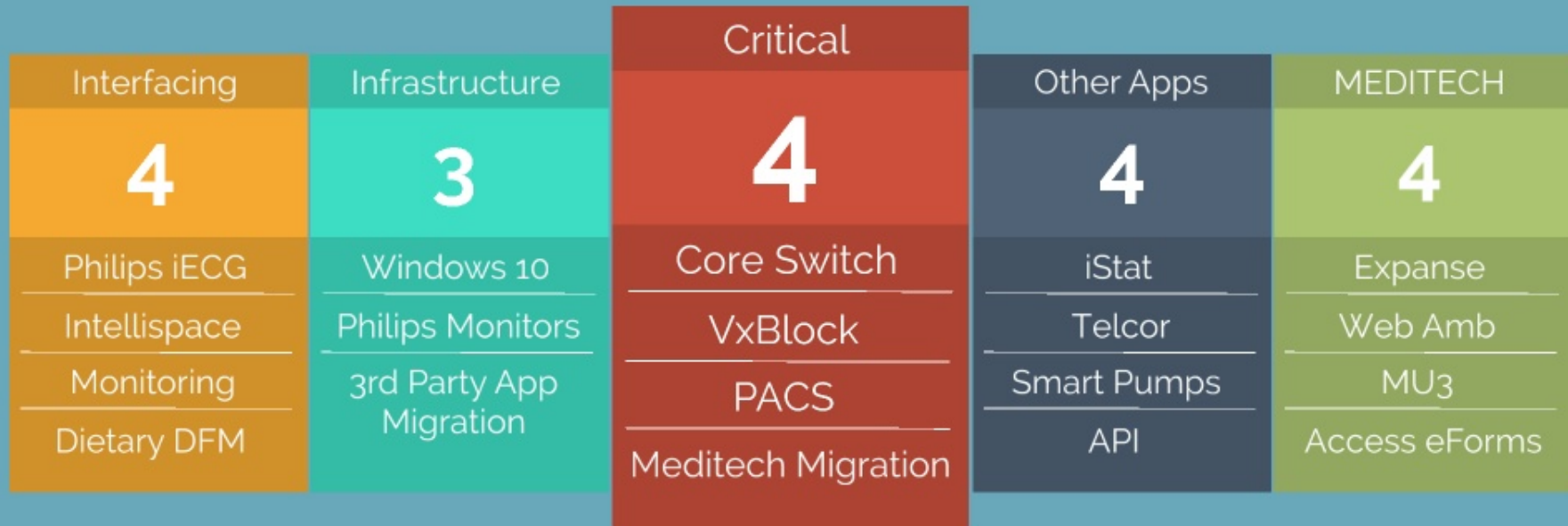
Through June 2020

Task Name	Q2			Q3			Q4			Q1			Q2		
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1 MUS	█	█	█	█	█	█	█	█	█	█					
2 RESTful API - HIE integration	█	█	█	█	█										
3 Access Layer switch replacements	█	█	█												
4 Telcor	█	█	█	█	█	█	█	█	█						
5 iStat	█	█	█	█	█										
6 Smart Pumps	█	█	█	█	█	█	█	█	█						
7 Dietary DFM Module	█	█	█	█	█	█	█	█	█						
8 Windows 10 Deployment	█	█	█	█	█	█	█	█	█	█					
9 Access eForms	█	█	█	█											
10 Core Replacement		█	█	█	█	█	█	█	█	█					
11 Telehealth					█	█	█	█	█						
12 Philips iECG					█	█	█	█	█						
13 Philips Intellispace OB Module					█	█	█	█	█						
14 API Upgrade (4 versions)					█	█	█	█	█						
15 VxBlock Project					█	█	█	█	█	█					
16 Philips Monitoring					█	█	█	█	█	█	█	█	█	█	█
17 MEDITECH Expense Upgrade							█	█	█	█	█	█	█	█	█
18 MEDITECH Web Ambulatory							█	█	█	█	█	█	█	█	█
19 3rd Party Apps Migration to VxBlock								█	█	█	█	█	█	█	█
20 PACS Upgrade(s) Migration								█	█	█	█	█	█	█	█
21 MEDITECH Migration to VxBlock									█	█					
22 Physical department moves															

Up to 15 concurrent projects

# Projects

By Priority Current through June 2020



# ALTERNATIVES COMPARISON

ALTERNATIVES COMPARISON					
DESCRIPTION	VxBlock Upgrade	In-Place Upgrade	Hosted Option		
<b>QUANTITATIVE FACTORS</b>					
TOTAL HARDWARE COST	\$ 2,355,362.00	\$ 2,514,362.00	\$ 600,000.00		
TOTAL MAINTENANCE (5 Years)	\$ -	\$ 1,750,000.00	\$ 3,360,000.00		
TOTAL SAVINGS (5 Years)	\$ 1,079,397.86	\$ -	\$ -		
BENEFIT / COST RATIO	\$ 1,275,964.14	\$ 4,264,362.00	\$ 3,960,000.00		
<b>QUALITATIVE BENEFITS</b>					
BENEFIT 1	Converged Infrastructure	N/A	Potential for Staff Savings **		
BENEFIT 2	Low TCO	N/A	Fixed Operational Costs		
BENEFIT 3	Business Continuty & DR improvements	N/A	Business Continuity & DR **		

ALTERNATIVES COMPARISON - ADDITIONAL COMMENTS	
<p>** Staff Savings are difficult to calculate or forecast due to the unknown nature of a hosted solution. Not all applications can be cloud-hosted so will maintain a server and storage footprint on-site</p> <p>** Business Continuity (BC) and Disaster Recovery (DR) is also difficult to speculate due to the on-site server farm that will need to be maintained. Additionally, BC/DR is dependent upon Internet connectivity which is beyond our immediate control</p> <p>In-Place Upgrade really does not come with any intrinsic benefits and further perpetuates our current state which is non-optimal and high-cost to maintain. Likely, staff costs and system complexity will increase over time.</p>	

# VxBlock PROJECT COST BENEFIT ANALYSIS

<b>COMPANY NAME</b>	Bartlett Regional Hospital	<b>DATE CONDUCTED</b>	6/26/2019
<b>PROPOSED PRODUCT / INITIATIVE / SERVICE</b>	VxBlock - Hardware Infrastructure Upgrade	<b>COMPLETED BY</b>	Scott Chille
<b>CONSTANT OR CURRENT DOLLARS</b>		<b>STATUS QUO OR ALTERNATIVE</b>	
		<b>YEARS</b>	2019 - 2024

SYSTEM LIFE COST-BENEFITS PROFILE									
COST PROFILE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	TOTAL
<b>TOTAL PROJECTED COSTS</b>	\$ 2,355,362	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,355,362
<b>CUMULATIVE TOTAL PROJECTED COSTS</b>	\$ 2,355,362	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

BENEFITS PROFILE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	TOTAL
<b>TOTAL PROJECTED BENEFITS</b>	\$ 461,527	\$ 143,353	\$ 150,521	\$ 158,047	\$ 165,949	\$ -	\$ -	\$ -	\$ 1,079,398
<b>CUMULATIVE TOTAL PROJECTED BENEFITS</b>	\$ 461,527	\$ 604,880	\$ 755,401	\$ 913,448	\$ 1,079,398	\$ 1,079,398	\$ 1,079,398	\$ 1,079,398	

QUALITATIVE BENEFITS	RELATED SYSTEM OBJECTIVES	MEASURE OF EFFECTIVENESS
5-years hardware maintenance included in purchase price		
Single vendor solution - one call resolution		
Ability to blend all hardware environments		
Reduced TCO		
Easily expandable architecture		
Designed for 3 years growth upon delivery		



# VxBlock PROJECT COST BENEFIT ANALYSIS

<b>COMPANY NAME</b>	Bartlett Regional Hospital	<b>DATE CONDUCTED</b>	6/26/2019
<b>PROPOSED PRODUCT / INITIATIVE / SERVICE</b>	VxBlock - Hardware Infrastructure Upgrade	<b>COMPLETED BY</b>	Scott Chille
<b>CONSTANT OR CURRENT DOLLARS</b>		<b>STATUS QUO OR ALTERNATIVE</b>	
		<b>YEARS</b>	2019 - 2024

SYSTEM LIFE BENEFITS PROFILE									
BENEFITS CATEGORY	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	TOTAL
Cost Reduction - Maintenance									\$ -
Cloudwave - Infrastructure Support	\$ 51,413	\$ 53,984	\$ 56,683	\$ 59,517	\$ 62,493				\$ 284,089
Cloudwave - NetApp Support	\$ 21,816	\$ 22,907	\$ 24,052	\$ 25,255	\$ 26,517				\$ 120,547
Cloudwave - EMC Support	\$ 10,993	\$ 11,543	\$ 12,120	\$ 12,726	\$ 13,362				\$ 60,743
Cloudwave - VPN Support	\$ 2,400	\$ 2,520	\$ 2,646	\$ 2,778	\$ 2,917				\$ 13,262
IBM Hardware Maintenance - MEDITECH	\$ 8,731	\$ 9,168	\$ 9,626	\$ 10,107	\$ 10,613				\$ 48,244
Hardware Maintenance - McKesson PACS	\$ 41,174	\$ 43,233	\$ 45,394	\$ 47,664	\$ 50,047				\$ 227,512
Hardware Resale value									\$ -
NetApp	\$ 125,000								\$ 125,000
Cisco UCS and other server hardware	\$ 200,000								\$ 200,000
									\$ -
									\$ -
									\$ -
<b>TOTAL PROJECTED BENEFITS</b>	\$ 461,527	\$ 143,353	\$ 150,521	\$ 158,047	\$ 165,949	\$ -	\$ -	\$ -	\$ 1,079,398
<b>CUMULATIVE TOTAL PROJECTED BENEFITS</b>	\$ 461,527	\$ 604,880	\$ 755,401	\$ 913,448	\$ 1,079,398	\$ 1,079,398	\$ 1,079,398	\$ 1,079,398	

# In-Place REPLACEMENT COST BENEFIT ANALYSIS

<b>COMPANY NAME</b>	Bartlett Regional Hospital	<b>DATE CONDUCTED</b>	6/26/2019
<b>PROPOSED PRODUCT / INITIATIVE / SERVICE</b>	In-Place Replacement Cost	<b>COMPLETED BY</b>	Scott Chille
<b>CONSTANT OR CURRENT DOLLARS</b>		<b>STATUS QUO OR ALTERNATIVE</b>	
		<b>YEARS</b>	2019 - 2024

SYSTEM LIFE COST PROFILE									
COST CATEGORY	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	TOTAL
Hardware Total Cost									\$ -
MEDITECH Hardware	\$ 975,000								\$ 975,000
PACS Hardware	\$ 540,000								\$ 540,000
BRH Hardware	\$ 600,000								\$ 600,000
Software (Packaged or Custom)									\$ -
MEDITECH - Expanse upgrade in progress	\$ -								\$ -
PACS - Version upgrades (4 versions behind)	\$ 20,250								\$ 20,250
Exchange / Office Applications	\$ -								\$ -
3rd Party Software	\$ -								\$ -
Professional Services									\$ -
Cloudwave Professional Services	\$ 289,000								\$ 289,000
ChangeHealthcare - PACS migration	\$ 90,112								\$ 90,112
									\$ -
Hardware Maintenance									\$ -
Annual Maintenance across all platforms	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000				\$ 1,750,000
									\$ -
									\$ -
<b>TOTAL PROJECTED COSTS</b>	<b>\$ 2,864,362</b>	<b>\$ 350,000</b>	<b>\$ 350,000</b>	<b>\$ 350,000</b>	<b>\$ 350,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,264,362</b>
<b>CUMULATIVE TOTAL PROJECTED COSTS</b>	<b>\$ 2,864,362</b>	<b>\$ 3,214,362</b>	<b>\$ 3,564,362</b>	<b>\$ 3,914,362</b>	<b>\$ 4,264,362</b>	<b>\$ 4,264,362</b>	<b>\$ 4,264,362</b>	<b>\$ 4,264,362</b>	

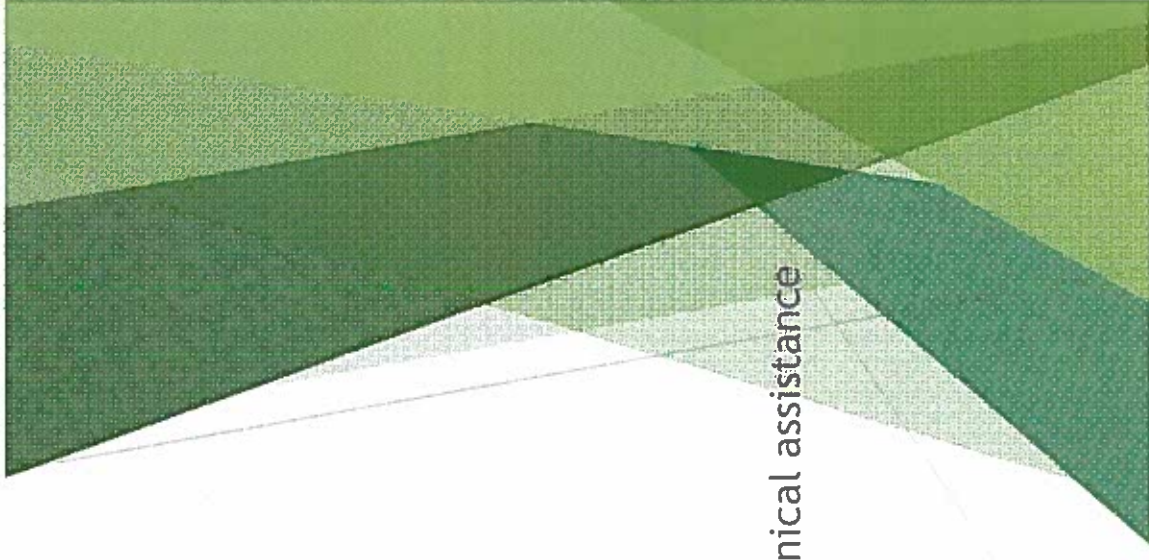
# CERTIFIED PUBLIC EXPENDITURES (CPE)





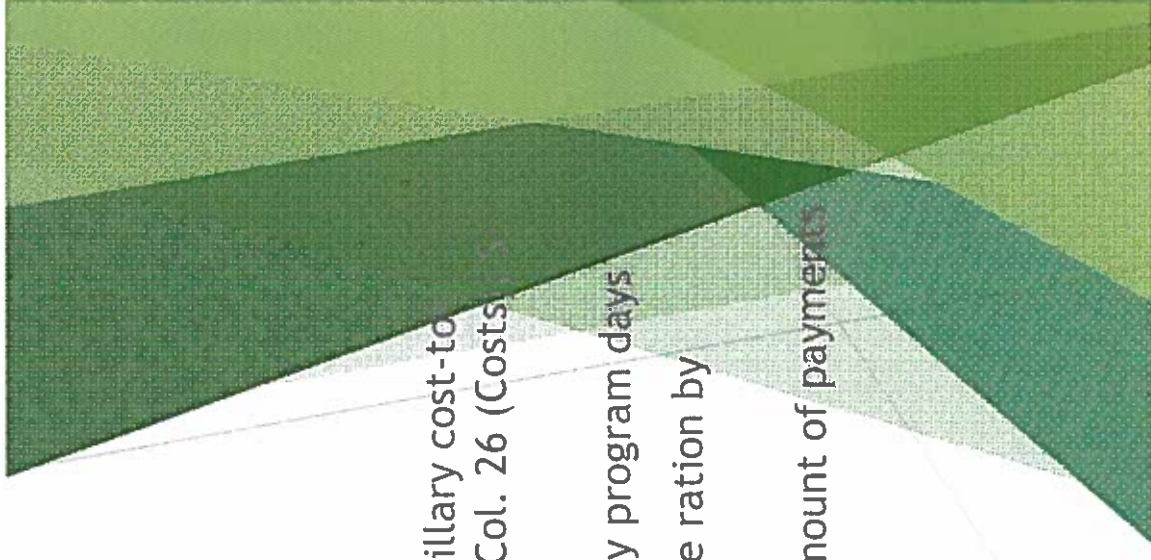
# Research

1. Discussion with Centers for Medicare & Medicaid Services (CMS)
2. Reviewed other states CPE state plans and regulations
  - Washington
  - California
  - Florida
3. Conference call with Washington Health Care Authority for technical assistance



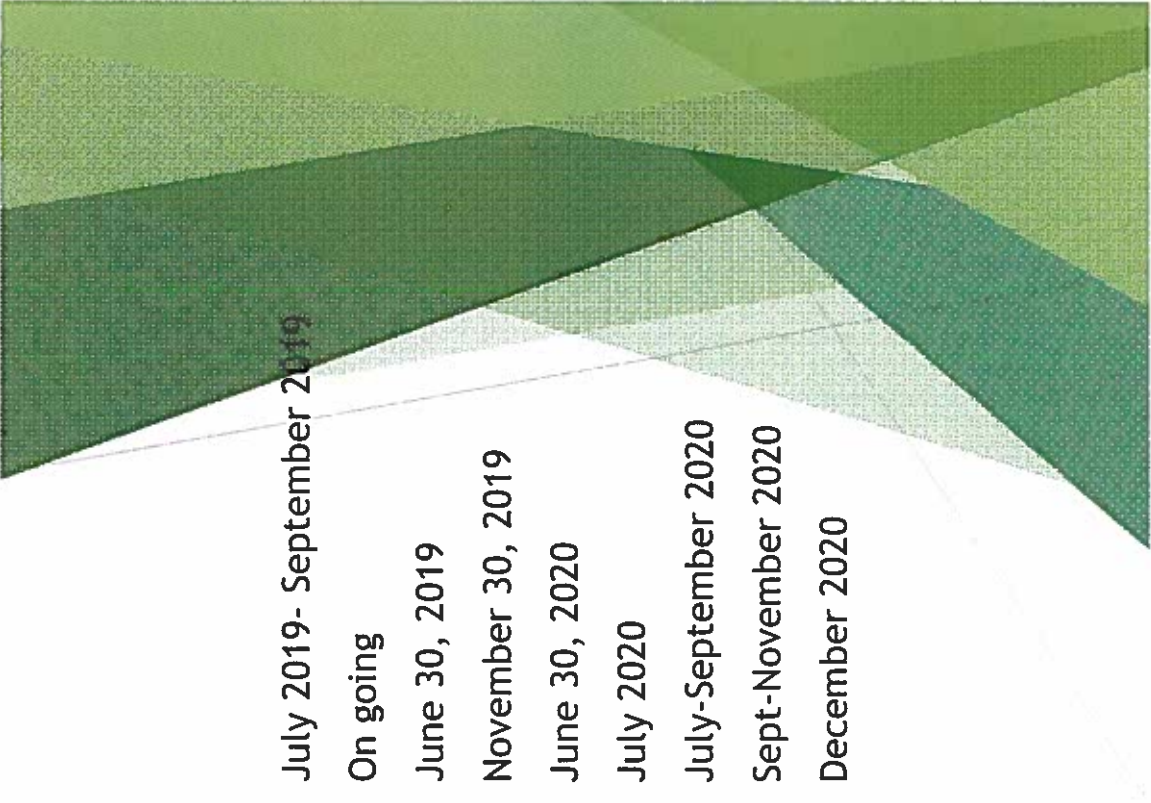
# Model

1. Uses hospital *adjusted* inpatient routine per diem costs and ancillary cost-to-charge ratios using Medicare Cost Report Worksheets B, Part 1, Col. 26 (Costs 3, Part 1 (Days); and C, Part 1, (Total Charges)
2. Medicaid routine costs calculated by multiplying the per diem by program days
3. Medicaid ancillary costs calculated by multiplying cost-to-charge ration by program charges
4. Total Medicaid routine and ancillary costs are reduced by the amount of payments received (TPL, patient, Medicaid)



# TIMELINE

- ▶ State to draft Regulations & State Plan
- ▶ State develop CPE Specific Reports
- ▶ Facility Fiscal Year-End
- ▶ Year-End Report due to ORR:
- ▶ Timely Filing Completion:
- ▶ ORR to run MR-O-14 Report:
- ▶ ORR to audit MCR for allowable costs:
- ▶ ORR to calculate CPE:
- ▶ CPE payment/repayment

- 
- ▶ July 2019- September 2019
  - ▶ On going
  - ▶ June 30, 2019
  - ▶ November 30, 2019
  - ▶ June 30, 2020
  - ▶ July 2020
  - ▶ July-September 2020
  - ▶ Sept-November 2020
  - ▶ December 2020

ESTIMATED BARTLETT FYE18 CPE CALCULATION

SETTLEMENT SUMMARY

Medicaid Type	Calculated Accommodations Costs	Calculated Ancillary Costs	Total Calculated Costs	Third Party/Patient Payments	Total Allowed Costs Less Payments	State Payments from MR-O-14	(Over)/Under Payment to Costs	FMAP	Federal Portion	State Portion
Traditional Medicaid	\$ 3,549,789	\$ 3,125,732	\$ 6,675,522	\$ (283,705)	\$ 6,391,817	\$ (4,406,093)	\$ 1,985,724	50%	\$ 992,862	\$ 992,862
SCHIP Medicaid	\$ 33,860	\$ 18,664	\$ 52,524	\$ (200)	\$ 52,324	\$ (46,745)	\$ 5,579	88%	\$ 4,909	\$ 669
Expansion Medicaid	\$ 3,920,022	\$ 2,082,087	\$ 6,002,109	\$ (48,511)	\$ 5,953,598	\$ (4,717,677)	\$ 1,235,921	94%	\$ 1,161,766	\$ 74,155
<b>Total</b>	<b>\$ 7,503,671</b>	<b>\$ 5,226,483</b>	<b>\$ 12,730,155</b>	<b>\$ (332,416)</b>	<b>\$ 12,397,739</b>	<b>\$ (9,170,515)</b>	<b>\$ 3,227,224</b>		<b>\$ 2,155,537</b>	<b>\$ 1,067,687</b>

Perseus R1



# Quotation

Customer no.  
91334765

Quotation no. 136134979      Date of offer 04/11/2019

Please reference on inquiries

Customer  
BARTLETT REGIONAL HOSPITAL  
3260 HOSPITAL DR  
JUNEAU AK 99801-7808

Payer 91334765  
BARTLETT REGIONAL HOSPITAL  
3260 HOSPITAL DR  
JUNEAU AK 99801-7808

Your request dated  
04/11/2019  
(4)Perseus R1

Ship to 91334765  
BARTLETT REGIONAL HOSPITAL  
3260 HOSPITAL DR  
JUNEAU AK 99801-7808

Your contact person

SHARRIE REED  
Tel.: 206-499-2898  
sharrie.reed@draeger.com

Dear Customer,

Thank you for your inquiry. Please find enclosed our corresponding offer.  
If you have any further questions, please do not hesitate to contact us.

Quotation no.: 136134979  
Responsible: SHARRIE REED  
  
Telephone: 206-499-2898  
Fax: 215-721-5811  
E-mail: sharrie.reed@draeger.com

Best regards

Draeger Inc.

Draeger Inc.  
Our Tax ID: 23-1699096  
3135 Quarry Road, Telford, PA 18969  
An Equal Opportunity Employer M / F / V / H  
Telephone 800-437-2437  
<http://www.draeger.com>

Remit to:  
LOCKBOX (Standard USPS)  
Draeger, Inc.  
PO Box 13369  
Newark, New Jersey  
07101-3362

Remit to:  
LOCKBOX (Overnight)  
FIS Lockbox Processing  
Lockbox #13369  
400A Commerce Blvd  
Carlstadt, NJ 07072  
Phone: 201 460-2823

Remit US Wire Transfers to:  
Account Name: Draeger Inc.  
Account Number: 00-494-936  
Transit Routing: 021001033  
SWIFT: BKTRUS33  
Deutsche Bank Trust Company Americas  
60 Wall Street 25th Fl, New York, NY 10005



# Quotation

Customer no.  
91334765

Quotation no. 136134979      Date of offer 04/11/2019

Please reference on inquiries

Page 2 / 6

Payer  
91334765

Line	Quant.	Part no.	Description	Unit price USD	Total price Discount %    USD
			<p><b>National account: INTALERE ANES TIER 3</b></p> <p>Shipping Charges per above National Account Confirmation no. to customer: Date confirmation to customer: Order-No. from customer: Date order from customer:</p> <p>INTALERE ANES T3 PRICING ON THIS QUOTATION IS VALID ONLY WITH A SIGNED LOC.</p>		
			<p>LOC QUALIFICATION REQUIREMENT: IDN/Aggregate Tier Annual Purchases \$300,001+ (LOC)</p> <p>INTALERE CONTRACT #VQ10030</p> <p>***PAYMENT TERMS: CASH IN ADVANCE***</p> <p>FOB: DESTINATION / CUSTOMER PAYS FREIGHT</p> <p>THIS QUOTATION REFLECTS A TRADE-IN VALUE OF \$5,000.00 FOR EACH (3)GE AESTIVA 7900 AND/OR AESTIVA 5 MACHINE. CREDIT WILL BE ISSUED UPON RECEIPT OF TRADE-IN UNIT AT DRAEGER MEDICAL.</p>		
0010	4 EA	MK06000	<p><b>Perseus A500</b></p> <p><b>**Country-specific features**</b> Target country USA Alaska Time - west Alaska NEMA 5-15R Hospital Grade</p>		
	4 EA	MK08190	<p><b>*** Main configuration ***</b> Basic unit trolley based * SW-Version Perseus 1.13 Electronic gas mixer</p>	52,988.58	211,954.32
	4 EA	OPC5763	El.3-gas mixer, Adv.Cyl.Supp.	0.01	0.04
	4 EA	MK07849	Selectatec, 2 vaporizers	153.02	612.08



# Quotation

Customer no.  
91334765

Quotation no. 136134979 Date of offer 04/11/2019

Please reference on Inquiries

Payer  
91334765

Page 3 / 6

Line	Quant.	Part no.	Description	Unit price USD	Discount %	Total price USD
	4 EA	9055395	Quick Reference Guide en us	17.97		71.88
			<b>*** gas supply ***</b>			
			For hanging gas cylinder			
	4 EA	MK09838	Cylinder holder PinIndex	241.22		964.88
			Press. red. O2, for small cyl.			
	4 EA	MK10222	Pressure reducer O2, Pin Index	957.95		3,831.80
			* gas connections DISS O2			
			With Dräger pressure reducer			
			Press. red.AIR, for small cyl.			
	4 EA	MK10224	Pressure reducer AIR,Pin Index	986.69		3,946.76
			With Dräger pressure reducer			
			Press. red.N2O, for small cyl.			
	4 EA	MK10223	Pressure reducer N2O,Pin Index	986.69		3,946.76
			Central gas supply hoses			
			<b>*** Auxilary power outlet ***</b>			
			* country-spec. power outlet			
	4 EA	MK09888	Additional power outlet strip	637.25		2,549.00
	4 EA	MK08532	Mounting pole right	340.24		1,360.96
			<b>*** Ventilator &amp; Display ***</b>			
	4 EA	MK08317	SW option Pressure Support	2,353.86		9,415.44
			* SW opt. Low Flow Wizard			
	4 EA	8605088	Flexible breathing bag arm	561.31		2,245.24
			w/o external fresh-gas outlet			
			<b>*** Required accessories ***</b>			
			Inf. ID Flow Sensor, 5 pcs.			
			Adapter for CLIC absorber			
	24 EA	MX50004	Inf.ID CLIC Absorber 800+,6pcs	16.02		384.48
	4 EA	8605566	Control valve NPT	239.36		957.44
			<b>*** Endotracheal suction ***</b>			
	4 EA	MP00686	Endotrach. suction DISS, VAC	602.25		2,409.00
	4 EA	MK08653	Mounting kit VAC suction	47.45		189.80
	4 EA	MK10069	Suction acc.(hoop, tip holder)	265.20		1,060.80
			<b>*** Hardware components ***</b>			
	4 EA	MK08532	Mounting pole, left	340.24		1,360.96
	4 EA	MK09494	Pressure gauge	427.55		1,710.20
	4 EA	MK09854	Drawer module large	1,904.70		7,618.80
	4 EA	MK08487	Box with writing tray	625.92		2,503.68



# Quotation

Customer no.  
91334765

Quotation no. 136134979  
Date of offer 04/11/2019

Please reference on inquiries

Page 4 / 6

Payer  
91334765

Line	Quant.	Part no.	Description	Unit price USD	Discount %	Total price USD
			*** Perseus screen *** single, fixed at backbone			
			*** Selection CS hoses *** with O2 with N2O with AIR with VAC with EVAC DISS/CGAV-5 / Nipple+Nut			
	4 EA	4119073	CS system for Ohmeda plug Adapter O2 DISS - Ohmeda	67.61		270.44
	4 EA	4119070	Adapter N2O DISS - Ohmeda	67.61		270.44
	4 EA	4119071	Adapter AIR DISS - Ohmeda	67.61		270.44
	4 EA	4119072	Adapter VAC DISS - Ohmeda	67.61		270.44
	4 EA	4119074	Adapter EVAC DISS - Ohmeda	67.61		270.44
			Length of CS hoses 10ft			
	4 EA	4185140	O2 CS hose 10ft DISSN / DISSN	58.60		234.40
	4 EA	4185142	N2O CS hose 10ft DISSN / DISSN	58.60		234.40
	4 EA	4199605	AIR CS hose 10ft DISSN / DISSN	58.60		234.40
	4 EA	4199602	VAC CS hose 10ft DISSN / DISSN	58.60		234.40
	4 EA	4199599	EVAC CS hose DISSN/DISSN 10ft	58.60		234.40
			<b>Value Perseus A500</b>			<b>261,618.52</b>
0012	4 EA	1902579	Perseus A500 TotalCare 3yr	5,688.34		22,753.36
0020	4 EA	M36049	CASTrGARD, small (Set of 4)	243.32		973.28
0030	12 EA	6872020	Infinity ID WaterLock2 Water trap Infinity® ID WaterLock® 2	13.97		167.64
0040	24 EA	MX50004	Infinity ID CLIC absorber 800+ CO2 absorber CLIC 800+, disposable absorber, 1.2 L, with RFID, 6 pcs.	16.02		384.48
0050	5 EA	1979570	Clinical Applicat.SuppAnesthesia .8hsegm.	1,500.00	100.00	0.07
0060	1 EA	MQ09298	Seminar Perseus A500	8,603.10		8,603.10





# Quotation

Customer no.  
91334765

Quotation no. 136134979      Date of offer 04/11/2019

Please reference on inquiries

Page 5 / 6

Payer  
91334765

Line	Quant.	Part no.	Description	Unit price USD	Total price Discount %    USD
			<p>The seminar offer associated with this Sales Order is valid for 2 years from the date of the Sales Order.</p> <p>The Participant that registers for and attends the seminar associated with this Sales Order must be an employee of the purchasing facility and registration is not transferrable. Employment verification is required during the seminar registration process.</p>		
0070	1 EA	1940228	Freight charges mt-a (4 Units)	1,596.00	1,596.00
0080	3 EA	1979501	Trade in Perseus-GE Aestiva 7900/5	-5,000.00	-15,000.00
-----					
Net value excl. Sales Tax					281,096.45
-----					
Final amount					281,096.45
=====					
<p>The sale of the products identified herein is expressly subject to the Draeger, Inc. - Terms and Conditions of Sale which are attached hereto and which may also be found at: <a href="http://www.draeger.com/en-us_us/Home/Terms-Conditions">www.draeger.com/en-us_us/Home/Terms-Conditions</a>.</p> <p>Customer is hereby informed that section 1128B(b) of the Social Security Act may apply, which requires that discounts and other reductions in price or the existence of discount programs be properly disclosed and reflected in the costs claimed or charges made by a provider under Medicare or a Federal or State Health Program.</p> <p>PLEASE CHECK THIS ORDER CAREFULLY FOR ACCURACY IN PRICING, PART # AND DESCRIPTION. Contact Customer Service immediately if there are any discrepancies. This acknowledgement and note constitutes the entire agreement with respect to the contemplated transaction and supersedes all previous negotiations,</p>					



# Quotation

Customer no.  
91334765

Quotation no. 136134979      Date of offer 04/11/2019

Please reference on inquiries

Page 6 / 6

Payer  
91334765

Line	Quant.	Part no.	Description	Unit price USD	Total price Discount %    USD
— —			<p>proposals, writings, advertisements, or publications.</p> <p><b>Delivery time</b> 6 Week/s after rec. of order *</p> <p>* After receipt of order, ready for dispatch ex works, subject to prior sale.</p> <p>Please let us know if you prefer partial delivery.</p>		
			<p><b>Payment terms:</b> Advanced payment</p> <p><b>Offer valid until:</b> 07/11/2019</p>		