

Bartlett Regional Hospital

FINANCE COMMITTEE MEETING
September 20, 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 – [July 10, 2019](#) & [August 14, 2019](#)

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<u>Old or New</u>	<u>Desired Response</u>
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- | | | | |
|--|-----|--------|---------|
| 1. July 2019 Financial Statements Review | New | Action | |
| A. July Financial Review | | | Page 7 |
| B. Statistics | | | Page 8 |
| C. Financial Indicators | | | Page 9 |
| D. Income Statement | | | Page 10 |
| E. Revenue Worksheet | | | Page 11 |
| F. Wages | | | Page 12 |
| G. Balance Sheet | | | Page 13 |
| H. Accounts Receivable | | | Page 14 |
| I. Write-Offs | | | Page 15 |
| 2. Other | | | |
| A. Supplemental Appropriation FY 2019 | | | |
| B. Medicare Casemix Proposed Adjustment | | | |
| C. ASHNHA Legal Challenge | | | |
| D. Fire Alarm – Juneau Medical Center | | | |

Next Meeting: October 9 , 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

Finance Committee Meeting Minutes BRH Boardroom – July 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, Kenny Solomon-Gross

Staff: Kevin Benson, CFO, Billy Gardner, COO, Rose Lawhorne, CNO, Chuck Bill, CEO, Dallas Hargrave, HR Director, Scott Chille, IS Director, Megan Costello, CBJ Law, and Megan Taylor, Executive Assistant

Mr. Johnson made a MOTION to approve the minutes from the June 12, 2019 Finance Committee Meeting. Dr. Urata noted no objections and they were approved.

May 2019 Finance Review – Kevin Benson, CFO

Mr. Benson explained that Bartlett Regional Hospital didn't perform as well as was expected, financially. In-patient revenues were down, but outpatient revenues were up. This doesn't offset, however, because outpatients create less revenue per individual. BOPS revenue was also up for the month of May. Salaries and wages were \$439,700 over budget, but this is due to an overlap of filling permanent positions while temporary employees finish their contracted terms. Once complete, most of the contracted positions will not be re-recruited.

IT Project Updates – Scott Chille

Mr. Chille presented to the Finance Committee about the current and upcoming projects related to the \$2.5 million capital that has been approved for upgrades. The primary upgrade is the conversion of the current three "silo" system, with a six towers, a large footprint, outdated hardware, and three independently functioning units, to the VxBlock system with three cabinets, increased versatility of storage and utilization capabilities, a smaller footprint, and less demand for power and cooling. Five years of maintenance costs are included in the initial cost. The current setup, once "sanitized" will be sold to slightly offset some of the cost, with an expected return of about \$300,000.

Meditech is being upgraded to "Expanse", which is expected to go live March 2020.

Replacement of network core switches should happen in September, resulting in a major downtime of 8-10 hours.

Certified Public Expenditures – Kevin Benson

Mr. Benson explained that following conversations with Donna Steward at the State of Alaska, it appears that a 5% cut, as proposed, would affect BRH in the amount of about \$1.5 million. Behavioral health programs are exempt from the cut, as well as Critical Access Hospitals. It was noted that this effect would be drastic due to BRH's substantial Medicaid population. Ms. Steward looked at the data, and agreed. She and her team came back with the idea of Certified Public Expenditures, which has been in use at other states. This follows a model used in the state of Washington. It uses the Medicare Cost Report, through federal reimbursements, so it doesn't cost the state anything to advocate for this. The drawback is that the reimbursements may not be received by BRH until December 2020. The additional reimbursement would likely be about \$2.1 million, but is dependent on Rural Demonstration Project base

year values, so will change, but this number should be nearly accurate. 2021 is the next base year, as the RDP lasts five years.

It is likely that because Bartlett Regional Hospital is a critical source of behavioral health services for Southeast Alaska, state entities are more willing to offer assistance so that as a company BRH isn't forced to look at areas that aren't producing as much revenue, as expendable.

Anesthesia Capital Request – Kevin Benson

Due to director turnover, the need for new machines wasn't known until servicing was requested. Four new anesthesia machines are needed, at a cost of \$70,000 each. Request will be covered by some of the \$2 million of unused capital from FY 2019's budget.

Mr. Johnson made a MOTION to approve the request for \$281,000, and move the request to the board. Ms. Johnston seconded, and noting no objections, the motion passed.

Next Meeting: August 14th, 2019 at 7:00 a.m. in BRH Boardroom

Adjourned – 8:00 a.m.

DRAFT

Bartlett Regional Hospital

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

Finance Committee Meeting Minutes BRH Boardroom – August 14, 2019

Called to order at 7:01 a.m. by Finance Committee Chair, Dr. Bob Urata.

Finance Committee & Board Members: Dr. Bob Urata (Chair), Kenny Solomon-Gross, Marshal Kendziorek

Staff: Kevin Benson, CFO, Chuck Bill, CEO, Billy Gardner, COO, Rose Lawhorne, CNO, Blessy Robert, Director of Accounting and Anita Moffitt, Executive Assistant

Introductions - Mr. Benson introduced Blessy Robert, Director of Accounting. Ms. Robert replaced recently retired, Karen Taug.

Approval of the Minutes – Due to a lack of quorum, the minutes were not approved.

June 2019 Finance Review – Mr. Benson noted that June marked the end of the Fiscal Year. He reported that 2019 was a challenging year both operationally and financially but the year ended on a strong note achieving a Net Income of \$1.5 Million. Inpatient days in June were 12% greater than budget and overall Outpatient volumes were strong. Hospital revenues were \$800,000 greater than budget. Physician revenues exceeded budget by \$319,000. Net patient revenue finished at 2.9% in excess of budget. Expenses exceeded budget by 35.8%, however \$2.2 million was a recording of PERS expense to reflect the On-Behalf funding by the State of Alaska. The expense is offset by recording the funding in Other-Operating revenue. This resulted in an Operating loss of \$234,000. Interest Income had been understated throughout the year. The Final Net Income was \$1,515,000. On a year to date basis BRH has a Net Income of \$2,881,000 and is 13% behind budget target. Year to date income from Operations is -3.2% while the final Net Income is 2.84%. Capital spending through June 2019 was \$3,603,109 of the \$7,721,602 budgeted. Discussion was held regarding why capital spending is so far below budget.

Capital Projects - Mr. Gardner provided an overview of multiple time sensitive unbudgeted and under budgeted capital projects to be completed that require Board approval.

- ASU-11 Supply Fan Upgrade – This will address issues regarding upgrades to air ventilation rate requirements in the surgical operating suites. Currently, if ASU-11 fails, all surgery suites will have to be shut down until repairs or replacements are made. Replacing SF-11 with a pair of plenum style fans would allow for a higher air flow rate and would offer a redundancy that is currently not present. There is an estimated 5 month lead time to get equipment built and shipped to Juneau and it is estimated that the OR will be closed for 5 days for installation. For minimal OR time loss, the target date to do this upgrade is President's Day weekend. The C-section suite in OB will be used for emergency surgeries during this closure.
- Endoscopy Workroom Ventilation Upgrades – This project will run concurrent with the ASU-11 Supply fan upgrade. This upgrade is necessary to meet ventilation regulation compliance.
- Lab Ventilation and Cooling Upgrades – Due to the lab's location directly above the facility boiler room, heat transfer through the floor makes the average floor temperature in the lab 83

degrees with some places reaching 91 degrees. Not only are these temperatures uncomfortable for the employees, sensitive laboratory supplies are damaged due to excessive temperatures. The upgrade will eliminate or significantly reduce the heat load in the floor and ensure that full design air flow can be supplied to the space throughout the year. These improvements should allow the existing ventilation/cooling system to function as originally designed and maintain the space at the desired temperature set point.

- Chiller No. 2 Replacement – The existing water chiller #2 has reached the end of its useful life. Continuing to rely on the unit will lead to increasing maintenance costs and reduced reliability.
- ASU-1 Heating Coil Upgrade to Glycol – This project is to upgrade the heating loop at the main heating coil for ASU-1 to an antifreeze loop to prevent coil damage from freezing conditions. This heating coil supplies heat to one third of the main hospital and to multiple floors so it is imperative to minimize the risk of coil failure.
- Central Sterilization Room (CSR) Upgrades – This project allows for the addition of an Ultrasonic Ophthalmology Instrument cleaner, a new triple sink, sterilizer, sterilizer pumps and a new pass through window to the CSR.

The \$785,000 shortfall in budgeting for these projects will be funded by projects that will not be completed this year. The total capital budget spending will not be exceeded.

Future projects include:

- Stairwell doors replacement – Current designs pose safety risks. We are looking at new design solutions and will have pricing soon.
- After-hours main hospital lockdown – To address safety concerns and reduce vandalism, there is a plan to install badge readers on all entrances into the main hospital for after-hours use.
- ER Waiting Area/PAS Desk – Due to recent events and to ensure the safety of our employees, construction designs and costs are being obtained to enclose the registration desk in the ER. The design must adequately address safety concerns while still maintaining a presence in the ED waiting area. A discussion was held about increased violence of patients and visitors and the need to address safety and security concerns.

Due to a lack of a quorum, action was not taken on these capital projects. Dr. Urata will make a recommendation to the full board to approve these projects at the August 27th Board of Directors meeting. Mr. Kendziorek and Mr. Solomon-Gross expressed their support of approval of the capital projects identified.

Next Meeting: September 11, 2019 at 7:00 a.m. in BRH Boardroom

Adjourned – 7:43 a.m.

Bartlett Regional Hospital

3260 Hospital Drive, Juneau, Alaska 99801

907.796.8900

www.bartlethospital.org

DATE: September 13, 2019
TO: BRH Finance Committee
FROM: Kevin Benson, Chief Financial Officer
RE: July Financial Performance

July was a busy patient activity month for Bartlett Regional Hospital and was a strong month financially to start the 2020 fiscal year. Inpatient activity continued to see increased volumes and finished 11% greater than budget. This resulted in inpatient revenues that were 12.7% in excess of budget. Outpatient volumes were also up for the month with Emergency Department visits 14% greater than budget. This also increased lab and radiology volumes, which drove outpatient revenues to be 10% greater than budget. Total Gross Patient Revenue finished almost \$1.5 million greater than budget or 9.5%.

Deductions were greater than budget by \$900,000 or 13.2% as a result of increased revenues. Expenses exceeded budget by \$83,000 or 0.9%. This variance was driven by increased staff costs again due to increased patient activity. This resulted in an Operating Income of almost \$500,000 or a 5.3% Margin. After Non-Operating Income the final Net Income is \$753,000, which is 140% greater than the budget target of \$314,000.

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

Facility Utilization:	CURRENT MONTH					YEAR TO DATE			
	Actual	Budget	% Over (Under) Budget	Prior Year	Prior Month (June)	Actual	Budget	% Over (Under) Budget	Prior Year
Hospital Inpatient: Patient Days									
Patient Days - Med/Surg	496	426	16%	409	484	496	426	16%	409
Patient Days - Critical Care Unit	108	92	17%	93	81	108	92	17%	93
Patient Days - Swing Beds	0	0	0%	0	0	0	0	-100%	0
Avg. Daily Census - Acute	19.5	16.7	17%	16	18.8	19.5	16.7	17%	16.2
Patient Days - Obstetrics	61	69	-12%	91	63	61	69	-12%	91
Patient Days - Nursery	56	62	-10%	85	48	56	62	-10%	85
Total Hospital Patient Days	721	649	11%	678	676	721	649	11%	678
Births	28	34	-18%	34	23	28	34	-18%	34
Mental Health Unit									
Patient Days - Mental Health Unit	251	299	-16%	302	269	251	299	-16%	302
Avg. Daily Census - MHU	8.1	9.6	-16%	9.7	9	8.1	9.6	-16%	9.7
Rain Forest Recovery:									
Patient Days - RRC	333	343	-3%	319	253	333	343	-3%	319
Avg. Daily Census - RRC	11	11.1	-3%	10.3	8	11	11.1	-3%	10.3
Outpatient visits	22	19	16%	33	22	22	19	16%	33
Inpatient: Admissions									
Med/Surg	92	72	28%	75	94	92	72	28%	75
Critical Care Unit	57	41	39%	43	44	57	41	39%	43
Obstetrics	29	28	4%	34	26	29	28	4%	34
Nursery	29	30	-3%	35	23	29	30	-3%	35
Mental Health Unit	38	38	0%	40	27	38	38	0%	40
Total Admissions - Inpatient Status	245	209	17%	227	214	245	209	17%	227
Admissions - "Observation" Status									
Med/Surg	35	59	-41%	62	71	35	59	-41%	62
Critical Care Unit	11	34	-68%	42	39	11	34	-68%	42
Mental Health Unit	0	2	0%	0	3	0	2		0
Obstetrics	16	19	-16%	12	20	16	19	-16%	12
Nursery	0	1	-100%	0	0	0	1	-100%	0
Total Admissions to Observation	62	115	-46%	116	133	62	115	-46%	116
Surgery:									
Inpatient Surgery Cases	54	50	8%	46	62	54	50	8%	46
Endoscopy Cases	63	100	-37%	100	128	63	100	-37%	100
Same Day Surgery Cases	94	91	3%	62	99	94	91	3%	62
Total Surgery Cases	211	241	-12%	208	289	211	241	-12%	208
Total Surgery Minutes	14,907	12,618	18%	12,618	17,668	14,907	12,618	18%	12,618
Outpatient:									
Total Outpatient Visits (Hospital)									
Emergency Department Visits	1,426	1,255	14%	1,520	1,349	1,426	1,255	14%	1,520
Cardiac Rehab Visits	82	77	6%	61	126	82	77	6%	61
Lab Visits	263	297	-11%	241	248	263	297	-11%	241
Lab Tests	11,175	9,601	16%	10,067	10,246	9,320	9,601	-3%	9,320
Radiology Visits	798	869	-8%	821	743	798	869	-8%	821
Radiology Tests	2,810	2,610	8%	2,670	2,670	2,727	2,610	4%	2,727
Sleep Study Visits	27	23	17%	20	29	27	23	17%	20
Physician Clinics:									
Hospitalists	201	212	-5%	186	265	201	212	-5%	186
Bartlett Oncology Clinic	84	84	100%	33	72	84	84	0%	33
Behavioral Health Outpatient visits	-	396	0%	542	292	-	396	-100%	542
Bartlett Surgery Specialty Clinic visits	260	325	-20%	301	325	260	325	-20%	301
	545	1,017	-46%	1,062	954	545	1,017	-46%	1,062
Other Operating Indicators:									
Dietary Meals Served	28,882	26,027	11%	23,359	27,644	28,882	26,027	11%	23,359
Laundry Pounds (Per 100)	396	408	-3%	386	396	396	408	-3%	386

**Bartlett Regional Hospital
Dashboard Report for July 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	4,775	4,256	12.2%	4,146	4,775	4,256	12.2%	4,146
Contractual Allowance %	42.4%	41.1%	3.2%	40.7%	42.4%	41.1%	3.2%	40.7%
Bad Debt & Charity Care %	3.2%	2.9%	7.6%	3.2%	3.2%	2.9%	7.6%	3.2%
Wages as a % of Net Revenue	46.3%	46.2%	0.3%	48.1%	46.3%	46.2%	0.3%	48.1%
Productive Staff Hours Per Adjusted Patient Day	22.8	22.5	1.4%	20.4	22.8	22.5	1.4%	21.6
Non-Productive Staff Hours Per Adjusted Patient Day	3.5	3.5	1.4%	3.3	3.5	3.5	1.4%	3.3
Overtime/Premium % of Productive	5.99%	5.99%	0.0%	5.74%	5.99%	5.99%	0.0%	5.74%
Days Cash on Hand	112	115	-2.2%	150	112	115	-2.2%	150
Board Designated Days Cash on Hand	157	160	-2.2%	151	157	160	-2.2%	151
Days in Net Receivables	62.4	62	0.0%	42	62.4	62	0.0%	42
					Actual	Benchmark	% Over (Under)	Prior Year
Total debt-to-capitalization (with PERS)					62.3%	33.7%	84.8%	45.1%
Total debt-to-capitalization (without PERS)					19.8%	33.7%	-41.2%	20.1%
Current Ratio					8.10	2.00	304.9%	6.07
Debt-to-Cash Flow (with PERS)					5.72	2.7	112.0%	8.98
Debt-to-Cash Flow (without PERS)					1.82	2.7	-32.6%	4.00
Aged A/R 90 days & greater					45.7%	19.8%	130.8%	
Cash Collections					93.0%	99.4%	-6.4%	
POS Cash Collection					9.0%	21.3%	-57.7%	
Cost of Collections (Hospital only)					4.4%	2.8%	57.1%	
Charity Care Write off					0.2%	1.4%	-85.7%	
Bad Debt Write off					1.1%	0.8%	37.5%	
Discharged not Final Billed (DNFB)					10.8%	4.7%	129.8%	
Unbilled & Claims on Hold (DNSP)					10.8%	5.1%	111.8%	
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 JULY 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:											
\$5,111,499	\$4,525,983	\$585,516	12.9%	\$4,455,186	1. Inpatient Revenue	\$5,111,499	\$4,525,983	\$585,516	12.9%	\$4,455,186	14.7%
\$1,119,225	\$1,002,903	\$116,322	11.6%	\$930,182	2. Inpatient Ancillary Revenue	\$1,119,225	\$1,002,903	\$116,322	11.6%	\$930,182	20.3%
\$6,230,725	\$5,528,886	\$701,838	12.7%	\$5,385,368	3. Total Inpatient Revenue	\$6,230,724	\$5,528,886	\$701,838	12.7%	\$5,385,369	15.7%
\$9,359,617	\$8,517,489	\$842,128	9.9%	\$8,150,542	4. Outpatient Revenue	\$9,359,617	\$8,517,489	\$842,128	9.9%	\$8,150,542	14.8%
\$15,590,342	\$14,046,375	\$1,543,966	11.0%	\$13,535,910	5. Total Patient Revenue - Hospital	\$15,590,342	\$14,046,375	\$1,543,967	11.0%	\$13,535,911	15.2%
\$349,114	\$377,858	-\$28,744	-7.6%	\$345,977	6. RRC Patient Revenue	\$349,114	\$377,858	-\$28,744	-7.6%	\$345,977	0.9%
\$247,329	\$194,829	\$52,500	26.9%	\$145,078	7. BHOPS Patient Revenue	\$247,329	\$194,829	\$52,500	26.9%	\$145,078	70.5%
\$774,136	\$866,301	-\$92,165	-10.6%	\$741,813	8. Physician Revenue	\$774,136	\$866,301	-\$92,165	-10.6%	\$741,813	4.4%
\$16,960,921	\$15,485,363	\$1,475,557	9.5%	\$14,768,777	9. Total Gross Patient Revenue	\$16,960,921	\$15,485,363	\$1,475,558	9.5%	\$14,768,778	14.8%
Deductions from Revenue:											
\$3,780,246	\$3,185,444	-\$594,802	-18.7%	\$2,980,393	10. Inpatient Contractual Allowance	\$3,780,246	\$3,185,444	-\$594,802	-18.7%	\$2,980,393	26.8%
-\$308,333	-\$308,333	\$0		-\$308,333	10a. Rural Demonstration Project	-\$308,333	-\$308,333	\$0		-\$308,333	
\$3,333,921	\$3,075,303	-\$258,618	-8.4%	\$2,895,100	11. Outpatient Contractual Allowance	\$3,333,921	\$3,075,303	-\$258,618	-8.4%	\$2,895,100	15.2%
\$387,980	\$412,705	\$24,725	6.0%	\$444,873	12. Physician Service Contractual Allowance	\$387,980	\$412,705	\$24,725	6.0%	\$444,873	-12.8%
\$11,929	\$16,577	\$4,648	28.0%	\$16,890	13. Other Deductions	\$11,929	\$16,577	\$4,648	28.0%	\$16,890	0.0%
\$30,939	\$126,201	\$95,262	75.5%	\$68,824	14. Charity Care	\$30,939	\$126,201	\$95,262	75.5%	\$68,824	-55.0%
\$507,129	\$330,372	-\$176,757	-53.5%	\$398,674	15. Bad Debt Expense	\$507,129	\$330,372	-\$176,757	-53.5%	\$398,674	27.2%
\$7,743,811	\$6,838,269	-\$905,542	-13.2%	\$6,496,421	16. Total Deductions from Revenue	\$7,743,810	\$6,838,269	-\$905,541	-13.2%	\$6,496,420	19.2%
42.4%	43.1%			42.8%	% Contractual Allowances / Total Gross Patient Revenue	42.4%	43.1%			42.8%	
3.2%	2.9%			3.2%	% Bad Debt & Charity Care / Total Gross Patient Revenue	3.2%	2.9%			3.2%	
45.7%	44.2%			44.0%	% Total Deductions / Total Gross Patient Revenue	45.7%	44.2%			44.0%	
\$9,217,110	\$8,647,094	\$570,015	6.6%	\$8,272,356	17. Net Patient Revenue	\$9,217,111	\$8,647,094	\$570,017	6.6%	\$8,272,358	11.4%
\$140,089	\$172,232	-\$32,143	-18.7%	\$131,207	18. Other Operating Revenue	\$140,089	\$172,232	-\$32,143	-18.7%	\$131,207	6.8%
\$9,357,199	\$8,819,326	\$537,873	6.1%	\$8,403,563	19. Total Operating Revenue	\$9,357,199	\$8,819,326	\$537,873	6.1%	\$8,403,564	11.3%
Expenses:											
\$3,675,654	\$3,653,430	-\$22,224	-0.6%	\$3,389,277	20. Salaries & Wages	\$3,675,654	\$3,653,430	-\$22,224	-0.6%	\$3,389,277	8.4%
\$353,613	\$283,035	-\$70,578	-24.9%	\$278,587	21. Physician Wages	\$353,613	\$283,035	-\$70,578	-24.9%	\$278,587	26.9%
\$242,085	\$58,323	-\$183,762	-315.1%	\$314,992	22. Contract Labor	\$242,085	\$58,323	-\$183,762	-315.1%	\$314,992	-23.1%
\$1,841,609	\$1,823,441	-\$18,168	-1.0%	\$1,671,901	23. Employee Benefits	\$1,841,609	\$1,823,441	-\$18,168	-1.0%	\$1,671,901	10.2%
\$6,112,961	\$5,818,229	-\$294,732	-5.1%	\$5,654,757	24. Total Operating Expenses	\$6,112,961	\$5,818,229	-\$294,732	-5.1%	\$5,654,757	8.1%
65.3%	66.0%			67.3%	% Salaries and Benefits / Total Operating Revenue	65.3%	66.0%			67.3%	
\$49,241	\$79,816	\$30,576	38.3%	\$71,539	24. Medical Professional Fees	\$49,241	\$79,816	\$30,576	38.3%	\$71,539	-31.2%
\$261,144	\$209,491	-\$51,653	-24.7%	\$243,956	25. Physician Contracts	\$261,144	\$209,491	-\$51,653	-24.7%	\$243,956	7.0%
\$163,313	\$181,239	\$17,926	9.9%	\$142,032	26. Non-Medical Professional Fees	\$163,313	\$181,239	\$17,926	9.9%	\$142,032	15.0%
\$1,040,525	\$1,080,129	\$39,604	3.7%	\$835,687	27. Materials & Supplies	\$1,040,525	\$1,080,129	\$39,604	3.7%	\$835,687	24.5%
\$125,943	\$132,222	\$6,279	4.7%	\$59,810	28. Utilities	\$125,943	\$132,222	\$6,279	4.7%	\$59,810	110.6%
\$290,912	\$333,846	\$42,934	12.9%	\$317,403	29. Maintenance & Repairs	\$290,912	\$333,846	\$42,934	12.9%	\$317,403	-8.3%
\$41,973	\$56,720	\$14,747	26.0%	\$51,041	30. Rentals & Leases	\$41,973	\$56,720	\$14,747	26.0%	\$51,041	-17.8%
\$38,653	\$50,602	\$11,949	23.6%	\$49,911	31. Insurance	\$38,653	\$50,602	\$11,949	23.6%	\$49,911	-22.6%
\$565,650	\$668,308	\$102,658	15.4%	\$605,470	32. Depreciation & Amortization	\$565,650	\$668,308	\$102,658	15.4%	\$605,470	-6.6%
\$52,453	\$52,781	\$328	0.6%	\$53,777	33. Interest Expense	\$52,453	\$52,781	\$328	0.6%	\$53,777	-2.5%
\$116,063	\$112,363	-\$3,700	-3.3%	\$57,828	34. Other Operating Expenses	\$116,063	\$112,363	-\$3,700	-3.3%	\$57,828	100.7%
\$8,858,830	\$8,775,746	-\$83,084	-0.9%	\$8,143,211	35. Total Expenses	\$8,858,829	\$8,775,746	-\$83,084	-0.9%	\$8,143,210	-8.8%
\$498,369	\$43,580	\$454,789	1043.6%	\$260,352	36. Income (Loss) from Operations	\$498,370	\$43,580	\$454,790	1043.6%	\$260,354	91.4%
\$103,486	\$108,500	-\$5,014	-4.6%	\$30,179	37. Interest Income	\$103,486	\$108,500	-\$5,014	-4.6%	\$30,179	242.9%
\$150,816	\$162,162	-\$11,346	-7.0%	\$151,919	38. Other Non-Operating Income	\$150,816	\$162,162	-\$11,346	-7.0%	\$151,919	-0.7%
\$254,301	\$270,662	-\$16,361	-6.0%	\$182,098	39. Total Non-Operating Revenue	\$254,302	\$270,662	-\$16,360	-6.0%	\$182,099	39.7%
\$752,670	\$314,242	\$438,428	-139.5%	\$442,451	40. Net Income (Loss)	\$752,672	\$314,242	\$438,430	-139.5%	\$442,453	-70.1%
5.33%	0.49%			3.10%	Income from Operations Margin	5.33%	0.49%			3.10%	
8.04%	3.56%			5.27%	Net Income	8.04%	3.56%			5.27%	

**Bartlett Regional Hospital
July 2019 Financial Operating Summary**

Financial Group	In-Pt July		Out-Pt July		Physician Division July		BRH Total July	
	July	July Budget	Actual	July Budget	Actual	July Budget	Actual	July Budget
Aetna	483,291	459,269	1,324,771	1,405,582	134,533	131,977	1,942,596	1,996,828
Blue Cross	842,153	496,559	1,414,532	1,417,101	131,421	192,107	2,388,105	2,105,767
Comm	321,053	197,967	653,707	355,641	108,260	180,505	1,083,019	734,113
MCD	1,920,833	2,020,044	1,809,622	1,835,068	334,594	173,031	4,065,049	4,028,143
MCR	2,914,537	2,379,453	2,932,126	2,606,661	221,185	292,724	6,067,848	5,278,838
Other	12,498	71,665	451,650	228,202	23,369	17,858	487,517	317,725
SEARHC	(68,863)	35,194	121,836	124,696	7,977	4,902	60,950	164,792
Self	57,399	89,575	334,329	203,153	16,689	9,817	408,417	302,545
VA/Cham	96,936	141,080	211,419	253,726	42,681	51,781	351,036	446,587
Worker's	-	9,998	105,625	92,599	758	6,288	106,382	108,885
Grand Total	6,579,838	5,900,804	9,359,616	8,522,429	1,021,465	1,060,990	16,960,920	15,484,223
Commercial	1,646,497	1,163,793	3,498,635	3,270,923	374,971	510,877	5,520,103	4,945,593
Government	4,875,942	4,647,436	5,526,653	5,048,353	629,806	540,296	11,032,400	10,236,085
Self Pay	57,399	89,575	334,329	203,153	16,689	9,817	408,417	302,545
Total Charges	6,579,838	5,900,804	9,359,616	8,522,429	1,021,465	1,060,990	16,960,920	15,484,223
% of Hospital Charges	29%	30%	33%	33%	4%	3%	65.0%	66.1%
Prior Month								
Commercial	945,776	1,130,180	3,337,807	3,139,342	634,963	396,228	4,918,546	4,665,750
Government	4,681,620	4,470,167	5,284,566	4,408,299	642,708	533,047	10,608,894	9,411,513
Self Pay	(231,504)	62,635	89,814	210,800	9,486	29,296	(132,204)	302,731
Total Charges	5,395,892	5,662,982	8,712,187	7,758,441	1,287,157	958,571	15,395,236	14,379,994
% of Hospital Charges	30%	31%	34%	31%	4%	4%	68.9%	65.4%

Type	Description	July Actual	July Budget	<u>July Actual</u> <u>(Over) / Under</u> Budget
6010	Mgrs & Supervisors	402,570	443,693	41,123
6020	Techs & Specs	686,358	729,539	43,181
6030	RN's	785,426	887,029	101,603
6040	Clerical & Admin	350,831	364,948	14,117
6060	Clinical - Other	245,728	322,062	76,334
6070	Non-Clinical - Other	226,493	227,791	1,298
6100	Overtime	205,529	117,707	(87,822)
6110	Call Back	47,065	8,436	(38,629)
6120	Shift Differentials	123,525	110,428	(13,097)
6130	On-Call	15,553	18,265	2,712
6090	Non Productive	499,986	423,532	(76,454)
6105	Premium Pay	-	-	-
6190	Bonuses	86,591	-	(86,591)
	Grand Total	<u>3,675,654</u>	<u>3,653,430</u>	<u>(22,224)</u>
6050	Physicians	353,613	283,035	(70,578)
6500	Contract Labor	242,085	58,323	(183,762)
	Physician Contracts	<u>595,698</u>	<u>341,358</u>	<u>(254,340)</u>

BARTLETT REGIONAL HOSPITAL
BALANCE SHEET
July 31, 2019

	July-19	June-19	June-18	<u>CHANGE FROM PRIOR FISCAL YEAR</u>
ASSETS				
Current Assets:				
1. Cash and cash equivalents	29,960,610	29,494,772	29,494,772	465,838
2. Board designated cash	37,698,814	37,698,814	37,698,814	-
3. Patient accounts receivable, net	17,820,813	15,172,598	15,172,598	2,648,215
4. Other receivables	4,386,815	4,575,580	4,575,580	(188,765)
5. Inventories	3,336,096	3,303,166	3,303,166	32,930
6. Prepaid Expenses	1,124,280	1,013,343	1,013,343	110,937
7. Other assets	28,877	28,877	28,877	-
8. Total current assets	94,356,305	91,287,150	91,287,150	3,069,155
Appropriated Cash:				
9. CIP Appropriated Funding	4,224,426	4,224,426	4,224,426	-
Property, plant & equipment				
10. Land, bldgs & equipment	150,141,907	149,447,695	149,447,695	694,212
11. Construction in progress	933,516	867,758	867,758	65,757
12. Total property & equipment	151,075,423	150,315,452	150,315,453	759,969
13. Less: accumulated depreciation	(98,282,277)	(97,716,627)	(97,716,627)	(565,650)
14. Net property and equipment	52,793,146	52,598,825	52,598,826	194,319
15. Deferred outflows/Contribution to Pension Plan	8,564,873	8,564,873	8,564,873	-
16. Total assets	159,938,750	156,675,274	156,675,275	3,263,475
LIABILITIES & FUND BALANCE				
Current liabilities:				
17. Payroll liabilities	2,541,033	1,964,340	1,964,340	576,693
18. Accrued employee benefits	3,620,043	3,878,920	3,878,920	(258,877)
19. Accounts payable and accrued expenses	2,299,911	1,852,367	1,852,367	447,544
20. Due to 3rd party payors	2,166,167	1,819,247	1,819,247	346,920
21. Deferred revenue	(223,970)	208,781	208,781	(432,751)
22. Interest payable	(4,365)	335,994	335,994	(340,359)
23. Note payable - current portion	845,000	845,000	845,000	-
24. Other payables	407,877	1,220,621	1,220,621	(812,744)
25. Total current liabilities	11,651,696	12,125,270	12,125,270	(473,574)
Long-term Liabilities:				
26. Bonds payable	18,130,000	18,130,000	18,130,000	-
27. Bonds payable - premium/discount	1,399,883	1,415,502	1,415,502	(15,619)
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	92,367,763	92,383,381	92,383,382	(15,619)
31. Total liabilities	104,019,459	104,508,651	104,508,652	(489,193)
32. Fund Balance	55,919,291	52,166,623	52,166,623	3,752,668
33. Total liabilities and fund balance	159,938,750	156,675,274	156,675,275	3,263,475

**Bartlett Regional Hospital
Accounts Receivable
July 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
									July 31,2019	6/30/2019
Aetna	\$182,602	\$268,447	\$325,528	\$139,290	\$60,663	\$46,993	\$286,381	\$1,127,302	\$1,309,904	\$1,940,743
Blue Cross	\$223,480	\$744,265	\$139,753	\$141,501	\$46,876	\$27,441	\$37,385	\$1,137,220	\$1,360,701	\$909,741
CB	0	0	0	0	0	0	0	\$0	\$0	\$0
Com	\$217,568	\$241,075	\$312,605	\$109,487	\$4,668	\$0	\$273,419	\$941,254	\$1,158,822	\$942,786
Medicaid	\$866,930	\$1,418,952	\$735,686	\$298,741	\$234,819	\$1,022,162	\$1,487,699	\$5,198,058	\$6,064,988	\$5,023,745
Medicare	\$1,482,049	\$2,312,913	\$187,592	\$465,672	\$123,634	\$17,470	\$96,156	\$3,203,437	\$4,685,486	\$4,029,261
Medicare Rep	\$190,101	\$139,915	\$48,600	\$34,279	\$0	\$0	\$31,284	\$254,078	\$444,179	\$216,785
Other	0	\$18,750	\$88,395	\$20,526	\$0	\$0	\$51,537	\$179,209	\$179,209	\$220,689
SEARHC	0	\$29,235	\$75,517	\$1,626	\$2,304	\$36,846	\$7,647	\$153,176	\$153,176	\$126,524
Self	\$48,641	\$70,235	\$176,910	\$108,484	\$182,742	\$28,124	\$2,401,575	\$2,968,071	\$3,016,711	\$2,964,085
VA	\$81,642	\$58,048	\$152,882	\$21,855	\$0	\$105,325	\$211,914	\$550,024	\$631,666	\$806,301
Worker's	0	\$0	\$11,686	\$0	\$0	\$0	\$1,642	\$13,328	\$13,328	\$16,514
in-patient Total	\$3,293,013	\$5,301,835	\$2,255,154	\$1,341,460	\$655,706	\$1,284,361	\$4,886,641	\$15,725,157	\$19,018,169	\$17,197,173
Aetna	\$497,139	\$780,505	\$523,841	\$143,901	\$106,941	\$135,449	\$136,508	\$1,827,145	\$2,324,284	\$2,295,403
Blue Cross	\$361,930	\$631,513	\$398,123	\$131,413	\$57,398	\$91,969	\$136,138	\$1,446,553	\$1,808,484	\$1,773,201
CB	0	0	0	0	0	0	0	\$0	\$0	\$413
Com	\$83,907	\$368,748	\$258,683	\$232,236	\$41,710	\$19,369	\$111,851	\$1,032,597	\$1,116,503	\$1,007,183
Medicaid	\$434,991	\$669,238	\$204,079	\$118,873	\$102,850	\$77,783	\$638,475	\$1,811,298	\$2,246,289	\$2,119,205
Medicare	\$741,010	\$1,292,227	\$262,631	\$84,525	\$70,705	\$22,613	\$248,405	\$1,981,106	\$2,722,116	\$2,655,757
Medicare Rep	\$8,511	\$54,533	\$62,001	\$567	\$0	\$0	\$56,863	\$173,965	\$182,476	\$127,954
Other	\$59,285	\$311,479	\$145,938	\$22,908	\$35,210	\$2,418	\$67,355	\$585,308	\$644,593	\$480,914
SEARHC	\$22,874	\$87,059	\$54,899	\$5,514	\$533	\$0	\$8,203	\$156,208	\$179,083	\$204,137
Self	\$20,613	\$274,426	\$342,805	\$395,490	\$334,269	\$275,237	\$4,807,233	\$6,429,459	\$6,450,072	\$6,367,678
VA	\$98,824	\$229,942	\$235,341	\$58,383	\$13,694	\$29,456	\$155,925	\$722,741	\$821,565	\$842,366
Worker's	\$17,038	\$71,052	\$96,454	\$80,553	\$32,035	\$6,423	\$76,630	\$363,147	\$380,185	\$380,553
out-patient Total	\$2,346,122	\$4,770,721	\$2,584,796	\$1,274,364	\$795,343	\$660,716	\$6,443,588	\$16,529,528	\$18,875,650	\$18,254,766
Aetna	\$679,741	\$1,048,952	\$849,370	\$283,191	\$167,603	\$182,442	\$422,890	\$2,954,447	\$3,634,188	\$4,236,145
Blue Cross	\$585,410	\$1,375,778	\$537,876	\$272,914	\$104,273	\$119,410	\$173,523	\$2,583,774	\$3,169,184	\$2,682,942
CB	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$413
Com	\$301,475	\$609,823	\$571,289	\$341,723	\$46,378	\$19,369	\$385,270	\$1,973,851	\$2,275,325	\$1,949,969
Medicaid	\$1,301,921	\$2,088,189	\$939,765	\$417,614	\$337,669	\$1,099,944	\$2,126,174	\$7,009,356	\$8,311,277	\$7,142,951
Medicare	\$2,223,059	\$3,605,140	\$450,223	\$550,197	\$194,339	\$40,083	\$344,561	\$5,184,543	\$7,407,602	\$6,685,018
Medicare Rep	\$198,612	\$194,448	\$110,601	\$34,846	\$0	\$0	\$88,147	\$428,042	\$626,655	\$344,738
Other	\$59,285	\$330,229	\$234,333	\$43,434	\$35,210	\$2,418	\$118,893	\$764,517	\$823,802	\$701,603
SEARHC	\$22,874	\$116,294	\$130,417	\$7,140	\$2,836	\$36,846	\$15,850	\$309,384	\$332,258	\$330,662
Self	\$69,253	\$344,661	\$519,715	\$503,974	\$517,012	\$303,360	\$7,208,808	\$9,397,530	\$9,466,784	\$9,331,763
VA	\$180,466	\$287,990	\$388,223	\$80,238	\$13,694	\$134,781	\$367,840	\$1,272,765	\$1,453,231	\$1,648,667
Worker's	\$17,038	\$71,052	\$108,140	\$80,553	\$32,035	\$6,423	\$78,273	\$376,475	\$393,513	\$397,067
Grand Total	\$5,639,135	\$10,072,556	\$4,839,951	\$2,615,824	\$1,451,049	\$1,945,076	\$11,330,229	\$32,254,685	\$37,893,819	\$35,451,939

Aged Balance excludes Credit Balances

	July 31,2019	June-19
Aging without credits	\$32,254,685	\$30,243,790
Unbilled	\$5,639,135	\$5,208,149
total without credits	\$37,893,819	\$35,451,939

July 2019 Write offs - Bartlett Regional Hospital

One Time PPD Ins		
Timely Filing		
Compliance/Risk/Adminstrative	\$1,586.73	4
SP Prompt Pay Disc	\$12,123.02	158
Timely RRC-BOPS/LABS		
Demographic Informaiton		
Auth Denials		
Denied Appeals	\$1,549.50	1
Provider Enrollment BH		
Mental Health BD Adj		
RRC MCR Patients		
	\$15,259.25	

Collections

One Time Ins PPD	\$0.00	0
Collections SPPPD	\$69,910.96	158
	\$69,910.96	