

Bartlett Regional Hospital

FINANCE COMMITTEE MEETING
November 13, 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

PUBLIC COMMENT

APPROVAL OF MINUTES – [October 9, 2019 Minutes](#) Page 2

<u>Old or New</u>	<u>Desired Response</u>
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- | | | | |
|--|-----|--------|---------|
| 1. September 2019 Financial Statements Review | New | Action | |
| A. September 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. Estimated Tourism Revenue | | | Page 13 |
| B. City Resolutions | | | Page 18 |
| C. Capital Improvement Submission | | | |
| D. CBJ Supplemental AFC Packet | | | Page 21 |

Next Meeting: December 11, 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 – October 9, 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, Marshal Kendziorek

Staff: Kevin Benson, CFO, Chuck Bill, CEO, Bradley Grigg, CBHO, Billy Gardner, COO, Rose Lawhorne, CNO, Blessy Robert, Director of Accounting, and Megan Rinkenberger, Executive Assistant

Mr. Johnson made a MOTION to approve the minutes from the September 20, 2019 Finance Committee Meetings. Dr. Urata noted no objections and they were approved.

No public comment

August 2019 Finance Review – Kevin Benson, CFO

Mr. Benson explained that Bartlett Regional Hospital had a positive month financially in August 2019. The key driver for this was the increase in In-patient surgeries, which were 40% over budget. The assumption was that this was due to tourism, given it being a summer month. On that note, there had been talk about trying to find a way to identify the percentage of services that are received by tourists, and this may be through a zip code evaluation. Further, it may be worth seeing what proportion of services received by tourists do not receive payment, whether because they have socialized medicine in their home country and do not anticipate needing to pay, or their international insurance doesn't cover it, or if they pay with cash. The motivation behind the assessment being that if a high enough portion of tourist's medical costs are being written off, that could be a reason to seek to raise the "head tax" on tourism to cover those lost costs.

Radiology revenue was up for August as well, specifically CT scans. Expenses were 5% over budget, operating income was at \$2.4M YTD, and liabilities were down \$2M since last year. Mr. Johnson requested clarification on the "Bonuses" category, and Mr. Bill explained that BRH cannot profit off physician contracts, so the excess revenue generated by the physicians are redistributed to them on a quarterly basis as bonuses.

Medicaid Settlement – Kevin Benson, CFO

Regarding the implementation of the 5% cuts from ASHNHA, the settlement reached will true us up for July through September 2019. BRH expects about \$425K. See the ASHNHA Law Press Release in the packet.

IT Project List Summary – Kevin Benson, CFO

The new core for our system has been delivered and is scheduled to be installed on October 18th. Since that is a holiday, there will be a downtime scheduled for the daytime so that maximal staff will be present and focused to minimize downtime by maximizing time efficiency. The V-Block installation will be completed next, likely late November or early December. These projects will result in a stable platform

on which all BRH's software resides. Meditech Expanse upgrade should go live late March 2020 after the build is complete.

CIP Updates – Kevin Benson, CFO

RRC Roof Replacement, Detox Facility, and Crisis Intervention (Bradley Grigg): The RRC roof is 75% complete. There were no leaks following the rainstorm this past weekend. Detox facility is on schedule. The foundation prep is done, and the shell should be completed by next week, ready for winter weather. Northwind Architects are working on the design for the Crisis Intervention facility. The process included interviewing families who are very familiar with mental healthcare to consider their input as well. BRH asked for the design to include an option for a parking garage on the main level, with pricing, etc. to be presented.

Pharmacy Clean Room and Gift Shop/Coffee Bar (Billy Gardner): The Pharmacy Clean Room Phase I is scheduled to be substantially complete by November 6th, and is on schedule. The Gift Shop and Coffee Bar is scheduled to be complete by December 23rd.

Street Replacement (Kevin Benson): BRH met with design engineers yesterday to discuss the project, which is scheduled for next summer. There was \$500K designated for this project, but the city is going to use the opportunity to replace utilities (installed in 1981) at the same time.

Next Meeting: November 13, 2019 at 7:00 a.m. in BRH Boardroom

Committee Member Comments

Ms. Johnston commented that during a visit to the downtown library, a member of the staff commented that they had attempted to contact the RRC Sleep off program pickup for a patron, but that no one answered. The staff member was unaware of the change in hours and location of the Sleep off program. The committee discussed another campaign of community information and education on the changes to the program, which now involves contacting CCFR after hours for pickups. Mr. Grigg stated he and Chief Etheridge will follow up with the library.

Dr. Urata highlighted a patient with specific medical needs requiring the patient to be transferred off-site for treatment. Ideally, there would be specialist credentialed for these types of emergency cases in the ER. Mr. Bill noted that the issue was discussed in the credentialing meeting and determined to be a once-in-five-years case, and that it should be able to be addressed with exceptions issued by either himself or the chief of staff. Due to the rarity of these cases, it doesn't make sense to go through the process of credentialing someone solely for these instances.

Adjourned – 7:45 a.m.

Bartlett Regional Hospital

3260 Hospital Drive, Juneau, Alaska 99801

907.796.8900

www.bartletthospital.org

DATE: November 7, 2019
TO: BRH Finance Committee
FROM: Kevin Benson, Chief Financial Officer
RE: September Financial Performance

BRH's strong financial performance in FY2020 continued into September. Almost every statistical indicator used to measure volumes was greater than budget expectations and greater than the prior year. As a result, September was a strong month financially for the third consecutive month. Inpatient activity continued to see increased patient days and finished 4.0% greater than budget. This resulted in inpatient revenues that were 3% greater than budget. Outpatient volumes were particularly strong across the board. A few notable departments include the Emergency Department (8%), Observation (18%) and surgery (5%). This drove outpatient revenues to be 17% greater than budget. Total Gross Patient Revenue finished almost \$2.1 million greater than budget or 13.9%.

Deductions were greater than budget by \$1,050,000 or 16% as a result of increased revenues. Of the \$2.1 million increase in revenue over budget, only \$268,000 was from Medicare and Medicaid. After Deductions and Other Revenue, Total Operating Revenue was \$1,768,000 greater than budget.

Expenses exceeded budget by \$683,000 or 8.0%. This variance was driven by increased staff costs again due to increased patient activity. This resulted in an Operating Income of almost \$1,127,000 or a 10.9% Margin. After Non-Operating Income the final Net Income is \$1,088,000 or a Net Income percent of 10.6%. For the 1st quarter of FY2020 BRH has a Net Income of \$3,2 million well ahead of the budget of \$932,000.

Other Significant Items:

- BOPS year to date activity and revenue has increased significantly with revenues over budget of \$194,000 or 34%. YTD revenues are more than double over the prior year.
- Physician revenues were \$519,000 greater than budget. This was due to hospitalist's increased professional fees from increased inpatient and observation patient days.
- In the first month of service, ophthalmology clinic revenues were \$280,000.
- On-Behalf payments made by the State of Alaska on behalf of BRH are now made on a monthly basis. This funding is now being recorded on a monthly basis and reflects an unbudgeted increase of \$95,000 of Benefit Costs and an offsetting unbudgeted corresponding amount to Non-Operating Revenue.
- Accounts Receivable decreased by \$1,168,000 in spite of the past months of high revenue.
- Cash increased by \$1.5 million and is \$5.6 million greater than the prior year.

**Bartlett Regional Hospital
Dashboard Report for Sep 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	396	412	-4%	333	434	1,326	1,278	4%	1,189
Patient Days - Critical Care Unit	110	89	23%	83	93	311	276	13%	284
Patient Days - Swing Beds	0	0	0%	0	0	0	0	-100%	0
Avg. Daily Census - Acute	16.3	16.7	-2%	13	17.0	17.8	16.9	5%	16.0
Patient Days - Obstetrics	81	67	20%	50	91	233	207	13%	230
Patient Days - Nursery	67	62	8%	46	64	187	186	1%	209
Total Hospital Patient Days	654	631	4%	512	682	2,057	1,947	6%	1,912
Births	27	26	4%	21	27	82	102	-20%	89
Mental Health Unit									
Patient Days - Mental Health Unit	228	332	-31%	276	235	714	897	-20%	868
Avg. Daily Census - MHU	7.4	11.1	-34%	8.9	8	7.8	9.8	-20%	9.4
Rain Forest Recovery:									
Patient Days - RRC	262	290	-10%	352	285	880	1,029	-14%	971
Avg. Daily Census - RRC	8	9.7	-13%	11.4	9	10	11.2	-14%	10.6
Outpatient visits	31	19	65%	6	21	74	57	30%	46
Inpatient: Admissions									
Med/Surg	81	69	17%	69	101	274	216	27%	234
Critical Care Unit	43	40	9%	36	49	149	123	21%	125
Obstetrics	29	27	6%	22	30	88	84	5%	89
Nursery	27	29	-6%	22	27	83	90	-8%	91
Mental Health Unit	38	37	3%	29	38	114	114	0%	112
Total Admissions - Inpatient Status	218	202	8%	178	245	708	627	13%	651
Admissions - "Observation" Status									
Med/Surg	71	57	25%	66	50	180	177	2%	198
Critical Care Unit	32	33	-3%	21	37	108	102	6%	100
Mental Health Unit	1	2	0%	0	4	6	6	0%	3
Obstetrics	27	19	45%	13	24	66	57	16%	43
Nursery	0	37	-100%	2	0	1	3	-67%	2
Total Admissions to Observation	131	147	-11%	102	115	361	345	5%	346
Surgery:									
Inpatient Surgery Cases	50	48	3%	44	70	174	150	16%	159
Endoscopy Cases	106	97	10%	79	84	253	300	-16%	290
Same Day Surgery Cases	88	88	0%	60	95	277	273	1%	228
Total Surgery Cases	244	233	5%	183	249	704	723	-3%	677
Total Surgery Minutes	16,029	14,939	7%	11,955	19,319	50,255	130,440	-61%	43,480
Outpatient:									
Total Outpatient Visits (Hospital)									
Emergency Department Visits	1,314	1,214	8%	1,183	1,278	4,018	3,765	7%	4,076
Cardiac Rehab Visits	66	74	-11%	52	86	234	231	1%	193
Lab Visits	309	288	7%	241	256	828	891	-7%	750
Lab Tests	10,290	9,291	11%	10,067	10,629	32,094	28,803	11%	27,475
Radiology Visits	821	841	-2%	670	791	2,410	2,607	-8%	2,388
Radiology Tests	2,510	2,526	-1%	2,670	2,797	8,117	7,830	4%	8,104
Sleep Study Visits	24	23	6%	23	29	80	69	16%	63
Physician Clinics:									
Hospitalists	282	205	38%	175	164	647	636	2%	586
Bartlett Oncology Clinic	79	81	-3%	72	102	265	252	5%	191
Ophthalmology Clinic	107	N/A	N/A	-	N/A	107	N/A	N/A	-
Behavioral Health Outpatient visits	327	400	-18%	279	383	1,090	1,188	-8%	1,060
Bartlett Surgery Specialty Clinic visits	314	315	0%	254	254	828	975	-15%	820
	1,109	1,001	11%	780	903	2,937	3,051	-4%	2,657
Other Operating Indicators:									
Dietary Meals Served	26,215	25,187	4%	25,261	30,117	85,214	78,081	9%	74,739
Laundry Pounds (Per 100)	373	395	-5%	393	409	1,178	1,224	-4%	1,197

**Bartlett Regional Hospital
Dashboard Report for Sept 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	4,236	4,119	2.8%	3,539	4,997	4,374	14.2%	4,181
Contractual Allowance %	41.3%	41.1%	0.5%	37.8%	40.9%	41.1%	-0.5%	39.4%
Bad Debt & Charity Care %	3.5%	2.9%	20.4%	3.7%	3.1%	2.9%	3.6%	3.5%
Wages as a % of Net Revenue	46.6%	46.2%	0.9%	48.0%	45.6%	46.2%	-1.3%	47.1%
Productive Staff Hours Per Adjusted Patient Day	20.1	21.9	-8.4%	18.6	23.9	23.2	2.7%	22.0
Non-Productive Staff Hours Per Adjusted Patient Day	3.2	3.0	8.5%	3.2	3.7	3.1	18.0%	3.4
Overtime/Premium % of Productive	7.11%	2.80%	153.7%	6.78%	5.86%	2.80%	109.1%	5.89%
Days Cash on Hand	121	132	-8.8%	135	123	132	-6.8%	138
Board Designated Days Cash on Hand	150	164	-8.8%	146	153	164	-6.8%	146
Days in Net Receivables	48.0	48	0.0%	43	48.0	48	0.0%	43
					Actual	Benchmark	% Over (Under)	Prior Year
Total debt-to-capitalization (with PERS)					63.3%	33.7%	87.7%	45.1%
Total debt-to-capitalization (without PERS)					16.5%	33.7%	-51.0%	20.1%
Current Ratio					9.05	2.00	352.3%	6.07
Debt-to-Cash Flow (with PERS)					4.87	2.7	80.4%	8.98
Debt-to-Cash Flow (without PERS)					1.27	2.7	-52.9%	4.00
Aged A/R 90 days & greater					48.0%	19.8%	142.4%	
Cash Collections					97.9%	99.4%	-1.5%	
POS Cash Collection					13.4%	21.3%	-37.1%	
Cost of Collections (Hospital only)					3.7%	2.8%	32.1%	
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)					10.6%	4.7%	125.5%	
Unbilled & Claims on Hold (DNSP)					10.6%	5.1%	107.8%	
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 SEP 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
\$4,576,640	\$4,379,985	\$196,655	4.5%	\$3,699,020	1. Inpatient Revenue	\$14,999,692	\$13,431,948	\$1,567,744	11.7%	\$12,799,736	17.2%
\$951,672	\$970,552	-\$18,880	-1.9%	\$897,873	2. Inpatient Ancillary Revenue	\$3,243,029	\$2,976,358	\$266,671	9.0%	\$2,883,393	12.5%
\$5,528,312	\$5,350,537	\$177,775	3.3%	\$4,596,893	3. Total Inpatient Revenue	\$18,242,721	\$16,408,306	\$1,834,415	11.2%	\$15,683,130	16.3%
\$9,668,689	\$8,242,719	\$1,425,970	17.3%	\$7,739,217	4. Outpatient Revenue	\$28,418,846	\$25,277,702	\$3,141,144	12.4%	\$24,787,422	14.7%
\$15,197,001	\$13,593,256	\$1,603,745	11.8%	\$12,336,110	5. Total Patient Revenue - Hospital	\$46,661,568	\$41,686,008	\$4,975,560	11.9%	\$40,470,552	15.3%
\$273,214	\$365,667	-\$92,453	-25.3%	\$376,101	6. RRC Patient Revenue	\$918,857	\$1,121,388	-\$202,531	-18.1%	\$1,011,807	-9.2%
\$237,295	\$188,544	\$48,751	25.9%	\$94,318	7. BHOPS Patient Revenue	\$772,241	\$578,197	\$194,044	33.6%	\$342,431	125.5%
\$1,357,635	\$838,355	\$519,280	61.9%	\$798,728	8. Physician Revenue	\$2,927,231	\$2,570,959	\$356,272	13.9%	\$2,269,510	29.0%
\$17,065,145	\$14,985,822	\$2,079,323	13.9%	\$13,605,257	9. Total Gross Patient Revenue	\$51,279,897	\$45,956,552	\$5,323,345	11.6%	\$44,094,299	16.3%
Deductions from Revenue:											
\$3,125,329	\$3,092,629	-\$32,700	-1.1%	\$2,148,436	10. Inpatient Contractual Allowance	\$10,348,691	\$9,463,519	-\$885,172	-9.4%	\$8,435,887	22.7%
-\$308,333	-\$308,333	\$0		\$-308,333	10a. Rural Demonstration Project	-\$925,000	-\$925,000	\$0		-\$925,000	
\$3,620,771	\$2,976,101	-\$644,670	-21.7%	\$2,922,618	11. Outpatient Contractual Allowance	\$9,943,445	\$9,126,703	-\$816,742	-8.9%	\$8,772,839	13.3%
\$613,342	\$399,392	-\$213,950	-53.6%	\$378,980	12. Physician Service Contractual Allowance	\$1,603,845	\$1,224,803	-\$379,042	-30.9%	\$1,093,124	46.7%
\$16,884	\$16,042	-\$842	-5.2%	\$17,927	13. Other Deductions	\$43,688	\$49,196	\$5,508	11.2%	\$48,646	0.0%
\$31,173	\$122,130	\$90,957	74.5%	\$61,909	14. Charity Care	\$94,720	\$374,533	\$279,813	74.7%	\$313,063	-69.7%
\$574,584	\$319,715	-\$254,869	-79.7%	\$442,970	15. Bad Debt Expense	\$1,471,687	\$980,461	-\$491,226	-50.1%	\$1,242,652	18.4%
\$7,673,750	\$6,617,676	-\$1,056,074	-16.0%	\$5,664,507	16. Total Deductions from Revenue	\$22,581,075	\$20,294,215	-\$2,286,860	-11.3%	\$18,981,210	19.0%
41.3%	43.2%			40.1%	% Contractual Allowances / Total Gross Patient Revenue	40.9%	43.1%			41.5%	
3.5%	2.9%			3.7%	% Bad Debt & Charity Care / Total Gross Patient Revenue	3.1%	2.9%			3.5%	
45.0%	44.2%			41.6%	% Total Deductions / Total Gross Patient Revenue	44.0%	44.2%			43.0%	
\$9,391,395	\$8,368,146	\$1,023,249	12.2%	\$7,940,750	17. Net Patient Revenue	\$28,698,822	\$25,662,337	\$3,036,485	11.8%	\$25,113,089	14.3%
\$912,366	\$166,674	\$745,692	447.4%	\$166,391	18. Other Operating Revenue	\$1,300,033	\$511,139	\$788,894	154.3%	\$440,933	194.8%
\$10,303,761	\$8,534,820	\$1,768,941	20.7%	\$8,107,141	19. Total Operating Revenue	\$29,998,854	\$26,173,476	\$3,825,378	14.6%	\$25,554,021	17.4%
Expenses:											
\$3,894,156	\$3,535,572	-\$358,584	-10.1%	\$3,394,590	20. Salaries & Wages	\$11,447,565	\$10,842,458	-\$605,107	-5.6%	\$10,187,595	12.4%
\$323,753	\$273,905	-\$49,848	-18.2%	\$292,377	21. Physician Wages	\$946,857	\$839,975	-\$106,882	-12.7%	\$860,180	10.1%
\$161,712	\$56,442	-\$105,270	-186.5%	\$126,713	22. Contract Labor	\$685,617	\$173,088	-\$512,529	-296.1%	\$789,284	-13.1%
\$1,867,131	\$1,764,621	-\$102,510	-5.8%	\$1,521,068	23. Employee Benefits	\$5,812,438	\$5,411,479	-\$400,959	-7.4%	\$4,599,637	26.4%
\$6,246,752	\$5,630,540	-\$616,212	-10.9%	\$5,334,748	24. Total Salaries and Benefits / Total Operating Revenue	\$18,892,477	\$17,267,000	-\$1,625,477	-9.4%	\$16,436,696	14.9%
60.6%	66.0%			65.8%		63.0%	66.0%			64.3%	
\$140,493	\$77,241	-\$63,252	-81.9%	\$67,836	25. Medical Professional Fees	\$252,276	\$236,873	-\$15,403	-6.5%	\$223,065	13.1%
\$216,962	\$202,735	-\$14,227	-7.0%	\$193,381	25. Physician Contracts	\$667,454	\$621,719	-\$45,735	-7.4%	\$641,588	4.0%
\$123,854	\$175,393	\$51,539	29.4%	\$149,502	26. Non-Medical Professional Fees	\$421,341	\$537,865	\$116,525	21.7%	\$469,604	-10.3%
\$1,119,930	\$1,045,274	-\$74,656	-7.1%	\$1,241,070	27. Materials & Supplies	\$3,347,900	\$3,205,528	-\$142,372	-4.4%	\$3,117,995	7.4%
\$116,118	\$127,959	\$11,841	9.3%	\$111,275	28. Utilities	\$350,758	\$392,406	\$41,648	10.6%	\$271,723	29.1%
\$392,031	\$323,072	-\$68,959	-21.3%	\$276,306	29. Maintenance & Repairs	\$1,112,336	\$990,764	-\$121,572	-12.3%	\$928,527	19.8%
\$53,212	\$54,888	\$1,676	3.1%	\$52,824	30. Rentals & Leases	\$160,119	\$168,326	\$8,207	4.9%	\$156,783	2.1%
\$39,858	\$48,968	\$9,110	18.6%	\$42,128	31. Insurance	\$127,007	\$150,170	\$23,164	15.4%	\$131,507	-3.4%
\$574,829	\$646,750	\$71,921	11.1%	\$607,980	32. Depreciation & Amortization	\$1,723,033	\$1,983,368	\$260,335	13.1%	\$1,821,960	-5.4%
\$52,453	\$51,078	-\$1,375	-2.7%	\$53,777	33. Interest Expense	\$157,358	\$156,639	-\$719	-0.5%	\$161,331	-2.5%
\$99,284	\$108,717	\$9,433	8.7%	\$78,705	34. Other Operating Expenses	\$333,978	\$333,453	-\$525	-0.2%	\$217,979	53.2%
\$9,175,777	\$8,492,615	-\$683,161	-8.0%	\$8,209,532	35. Total Expenses	\$27,546,035	\$26,044,111	-\$1,501,924	-5.8%	\$24,578,757	-12.1%
\$1,127,984	\$42,205	\$1,085,779	2572.6%	-\$102,391	36. Income (Loss) from Operations Non-Operating Revenue	\$2,452,819	\$129,365	\$2,323,454	1796.0%	\$975,264	151.5%
\$100,700	\$105,000	-\$4,300	-4.1%	\$27,477	37. Interest Income	\$304,924	\$322,000	-\$17,076	-5.3%	\$87,117	250.0%
-\$140,329	\$156,930	-\$297,259	-189.4%	\$149,560	38. Other Non-Operating Income	\$448,247	\$481,250	-\$33,003	-6.9%	\$453,231	-1.1%
-\$39,629	\$261,930	-\$301,559	-115.1%	\$177,037	39. Total Non-Operating Revenue	\$753,171	\$803,250	-\$50,079	-6.2%	\$540,349	39.4%
\$1,088,354	\$304,135	\$784,219	-257.9%	\$74,650	40. Net Income (Loss)	\$3,205,989	\$932,615	\$2,273,374	-243.8%	\$1,515,614	-111.5%
10.95%	0.49%			-1.26%	Income from Operations Margin	8.18%	0.49%			3.82%	
10.56%	3.56%			0.92%	Net Income	10.69%	3.56%			5.93%	

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

Financial Group	Out-Pt Sep			Physician Division Sep			BRH Total Sep	
	In-Pt Sep	Sep Budget	Actual	Sep Budget	Actual	Sep Budget	Actual	Sep Budget
Aetna	532,237	444,451	1,661,265	1,360,241	203,128	127,721	2,396,630	1,932,413
Blue Cross	535,937	480,541	1,496,282	1,371,386	221,961	185,907	2,254,180	2,037,834
Comm	291,693	191,586	498,919	344,164	159,942	174,681	950,554	710,431
MCD	2,056,547	1,954,878	1,883,120	1,775,871	302,893	167,449	4,242,560	3,898,198
MCR	1,860,130	2,302,695	2,942,633	2,522,572	329,959	283,281	5,132,722	5,108,548
Other	106,345	69,352	431,026	220,836	22,248	17,282	559,619	307,470
SEARHC	171,796	34,062	132,521	120,676	2,431	4,744	306,748	159,482
Self	94,684	86,685	168,289	196,604	36,246	9,502	299,219	292,791
VA/Cham	110,515	136,530	324,567	245,538	76,120	50,111	511,202	432,179
Worker's	41,640	9,677	130,069	89,611	113	6,085	171,822	105,373
Grand Total	5,801,525	5,710,457	9,668,689	8,247,499	1,355,041	1,026,763	16,825,255	14,984,719

Commercial	1,401,508	1,126,255	3,786,534	3,165,402	585,144	494,394	5,773,186	4,786,051
Government	4,305,333	4,497,517	5,713,866	4,885,493	733,651	522,867	10,752,850	9,905,877
Self Pay	94,684	86,685	168,289	196,604	36,246	9,502	299,219	292,791
Total Charges	5,801,525	5,710,457	9,668,689	8,247,499	1,355,041	1,026,763	16,825,255	14,984,719

% of Hospital Charges	26%	30%	34%	33%	4%	3%	63.9%	66.1%
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Prior Month

Commercial	1,659,160	1,163,796	3,808,978	3,270,926	517,950	510,872	5,986,087	4,945,594
Government	5,087,220	4,647,435	5,311,126	5,048,358	530,308	540,298	10,928,654	10,236,091
Self Pay	33,835	89,575	270,437	203,152	34,819	9,816	339,092	302,543
Total Charges	6,780,215	5,900,806	9,390,541	8,522,436	1,083,077	1,060,986	17,253,832	15,484,228

% of Hospital Charges	29%	30%	31%	33%	3%	3%	63.3%	66.1%
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Type	Description	Sep Actual	Sep Budget	<u>Sep Actual</u> <u>(Over) / Under</u> Budget
6010	Mgrs & Supervisors	440,927	429,379	(11,548)
6020	Techs & Specs	669,701	706,008	36,307
6030	RN's	843,490	858,414	14,924
6040	Clerical & Admin	346,696	353,176	6,480
6060	Clinical - Other	273,015	311,670	38,655
6070	Non-Clinical - Other	231,718	220,443	(11,275)
6100	Overtime	255,407	113,913	(141,494)
6110	Call Back	54,118	8,163	(45,955)
6120	Shift Differentials	128,353	106,867	(21,486)
6130	On-Call	31,992	17,675	(14,317)
6090	Non Productive	517,988	409,864	(108,124)
6105	Premium Pay	0	-	-
6190	Bonuses	100,750	0	(100,750)
	Grand Total	<u>3,894,156</u>	<u>3,535,572</u>	<u>(358,584)</u>
6050	Physicians	323,752	273,905	(49,847)
6500	Contract Labor	161,712	56,442	(105,270)
	Physician Contracts	<u>485,465</u>	<u>330,347</u>	<u>(155,118)</u>

BARTLETT REGIONAL HOSPITAL
BALANCE SHEET
9/31/2019

	<u>September-19</u>	<u>August-19</u>	<u>September-18</u>	<u>CHANGE FROM PRIOR FISCAL YEAR</u>
ASSETS				
Current Assets:				
1. Cash and cash equivalents	34,618,832	33,230,084	34,919,336	(300,504)
2. Board designated cash	38,292,088	38,150,748	35,838,535	2,453,553
3. Patient accounts receivable, net	14,968,934	15,600,938	11,812,344	3,156,590
4. Other receivables	2,360,860	1,964,386	4,038,305	(1,677,445)
5. Inventories	3,001,455	2,844,847	2,649,853	351,602
6. Prepaid Expenses	1,141,530	1,046,478	2,295,855	(1,154,325)
7. Other assets	28,877	28,877	28,877	-
8. Total current assets	94,412,576	92,866,358	91,583,105	2,829,471
Appropriated Cash:				
9. CIP Appropriated Funding	4,678,117	4,678,117	1,178,300	3,499,817
Property, plant & equipment				
10. Land, bldgs & equipment	150,682,816	150,283,689	148,022,371	2,660,446
11. Construction in progress	1,004,610	1,016,566	231,857	772,754
12. Total property & equipment	151,687,426	151,300,254	148,254,228	3,433,200
13. Less: accumulated depreciation	(99,439,660)	(98,781,444)	(93,174,656)	(6,265,004)
14. Net property and equipment	52,247,766	52,518,811	55,079,571	(2,831,804)
15. Deferred outflows/Contribution to Pension Plan	14,415,000	14,415,000	8,564,873	5,850,127
16. Total assets	165,753,461	164,478,286	156,405,849	9,347,611
LIABILITIES & FUND BALANCE				
Current liabilities:				
17. Payroll liabilities	1,149,784	875,521	907,803	241,982
18. Accrued employee benefits	3,688,063	3,636,255	3,437,199	250,864
19. Accounts payable and accrued expenses	2,508,020	2,792,797	1,762,476	745,544
20. Due to 3rd party payors	2,860,007	2,513,087	1,032,865	1,827,142
21. Deferred revenue	(959,185)	(656,720)	3,918,912	(4,878,097)
22. Interest payable	136,144	68,072	138,954	(2,810)
23. Note payable - current portion	845,000	845,000	820,000	25,000
24. Other payables	208,727	160,109	170,553	38,174
25. Total current liabilities	10,436,560	10,234,120	12,188,762	(1,752,202)
Long-term Liabilities:				
26. Bonds payable	18,130,000	18,130,000	18,975,000	(845,000)
27. Bonds payable - premium/discount	1,364,081	1,379,700	1,557,990	(193,909)
28. Net Pension Liability	72,600,321	72,600,321	62,996,347	9,603,974
29. Deferred In-Flows	6,172,883	6,172,883	9,841,533	(3,668,650)
30. Total long-term liabilities	98,267,285	98,282,904	93,370,870	4,896,415
31. Total liabilities	108,703,845	108,517,024	105,559,632	3,144,213
32. Fund Balance	57,049,615	55,961,262	50,846,217	6,203,398
33. Total liabilities and fund balance	165,753,461	164,478,286	156,405,849	9,347,611

**Bartlett Regional Hospital
Accounts Receivable
9/30/2019**

Aging by Fin Grp									Billed & Unbilled	Billed & Unbilled
	Unbilled A/R	0-30	31-60	61-90	91-120	121-150	151+	A/R Total	9/30/2019	August 31, 2019
Aetna	\$356,091	\$295,154	\$282,674	\$69,765	\$103,280	\$87,944	\$374,399	\$1,213,216	\$1,569,308	\$1,388,930
Blue Cross	\$275,745	\$386,849	\$506,170	\$115,718	\$1,266	\$7,057	\$188,783	\$1,205,843	\$1,481,588	\$1,615,478
CB	0	0	0	0	0	0	0	\$0	\$0	\$0
Com	\$433,470	\$136,370	\$193,541	\$111,610	\$145,397	\$18,123	\$250,713	\$855,755	\$1,289,225	\$1,210,497
Medicaid	\$811,578	\$1,275,810	\$265,265	\$69,233	\$225,153	\$104,328	\$868,415	\$2,808,205	\$3,619,783	\$4,770,235
Medicare	\$1,069,647	\$1,243,979	\$387,192	\$92,379	\$78,671	\$51,542	\$16,237	\$1,870,001	\$2,939,647	\$3,805,924
Medicare Rep	0	\$186,851	\$126,547	\$0	\$34,175	\$20,526	\$32,771	\$400,870	\$400,870	\$817,377
Other	\$27,877	\$56,295	\$46,848	\$18,750	\$1,919	\$0	\$0	\$123,812	\$151,689	\$359,362
SEARHC	\$96,101	\$104,457	\$1,382	\$0	\$23,548	\$1,240	\$4,182	\$134,809	\$230,910	\$173,022
Self	\$100,729	\$94,315	\$66,379	\$196,135	\$379,460	\$90,677	\$2,682,756	\$3,509,722	\$3,610,451	\$3,379,735
VA	\$9,736	\$182,021	\$151,759	\$75,870	\$85,362	\$17,849	\$189,719	\$702,579	\$712,315	\$656,024
Worker's	0	\$0	\$29,936	\$0	\$0	\$0	\$1,642	\$31,578	\$31,578	\$43,264
in-patient Total	\$3,180,973	\$3,962,102	\$2,057,693	\$749,460	\$1,078,233	\$399,286	\$4,609,618	\$12,856,392	\$16,037,365	\$18,219,849
Aetna	\$466,344	\$1,070,708	\$510,941	\$107,564	\$95,921	\$89,339	\$277,296	\$2,151,769	\$2,618,113	\$2,491,127
Blue Cross	\$453,294	\$898,343	\$393,691	\$154,875	\$79,205	\$58,630	\$101,801	\$1,686,546	\$2,139,840	\$1,943,864
CB	0	0	0	0	0	0	0	\$0	\$0	\$0
Com	\$155,821	\$280,672	\$155,610	\$168,929	\$72,303	\$38,951	\$132,867	\$849,332	\$1,005,153	\$985,638
Medicaid	\$514,542	\$639,952	\$153,063	\$168,846	\$113,444	\$104,352	\$410,364	\$1,590,022	\$2,104,564	\$1,714,888
Medicare	\$802,768	\$1,248,471	\$155,173	\$88,466	\$43,977	\$19,138	\$135,014	\$1,690,238	\$2,493,007	\$2,507,300
Medicare Rep	-\$211	\$56,047	\$30,760	\$2,470	\$38,542	\$0	\$33,977	\$161,797	\$161,585	\$240,860
Other	\$39,590	\$166,519	\$70,686	\$222,706	\$89,073	\$12,233	\$10,435	\$571,652	\$611,242	\$579,125
SEARHC	\$27,267	\$91,653	\$70,436	\$29,775	\$1,444	\$4,377	\$16,187	\$213,872	\$241,139	\$267,554
Self	\$32,252	\$176,600	\$386,458	\$445,378	\$360,017	\$303,662	\$5,276,432	\$6,948,547	\$6,980,799	\$6,776,773
VA	\$187,444	\$367,862	\$127,476	\$47,569	\$18,280	\$23,564	\$169,051	\$753,803	\$941,247	\$804,479
Worker's	\$25,982	\$87,157	\$83,201	\$101,197	\$18,799	\$5,500	\$88,938	\$384,792	\$410,774	\$381,659
out-patient Total	\$2,705,094	\$5,083,984	\$2,137,494	\$1,537,776	\$931,007	\$659,747	\$6,652,364	\$17,002,370	\$19,707,464	\$18,693,268
Aetna	\$822,435	\$1,365,862	\$793,615	\$177,329	\$199,201	\$177,283	\$651,696	\$3,364,986	\$4,187,421	\$3,880,057
Blue Cross	\$729,039	\$1,285,192	\$899,861	\$270,593	\$80,472	\$65,687	\$290,585	\$2,892,389	\$3,621,428	\$3,559,342
CB	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Com	\$589,291	\$417,042	\$349,151	\$280,539	\$217,701	\$57,074	\$383,580	\$1,705,087	\$2,294,378	\$2,196,135
Medicaid	\$1,326,120	\$1,915,763	\$418,328	\$238,079	\$338,597	\$208,680	\$1,278,780	\$4,398,228	\$5,724,347	\$6,485,124
Medicare	\$1,872,415	\$2,492,450	\$542,365	\$180,845	\$122,648	\$70,680	\$151,251	\$3,560,239	\$5,432,654	\$6,313,224
Medicare Rep	-\$211	\$242,898	\$157,307	\$2,470	\$72,718	\$20,526	\$66,748	\$562,667	\$562,456	\$1,058,237
Other	\$67,468	\$222,815	\$117,534	\$241,456	\$90,992	\$12,233	\$10,435	\$695,464	\$762,932	\$938,487
SEARHC	\$123,368	\$196,110	\$71,818	\$29,775	\$24,992	\$5,617	\$20,369	\$348,681	\$472,049	\$440,576
Self	\$132,981	\$270,915	\$452,837	\$641,513	\$739,478	\$394,339	\$7,959,188	\$10,458,270	\$10,591,251	\$10,156,508
VA	\$197,180	\$549,884	\$279,235	\$123,439	\$103,642	\$41,413	\$358,770	\$1,456,382	\$1,653,562	\$1,460,503
Worker's	\$25,982	\$87,157	\$113,137	\$101,197	\$18,799	\$5,500	\$90,580	\$416,370	\$442,353	\$424,923
Grand Total	\$5,886,067	\$9,046,086	\$4,195,187	\$2,287,236	\$2,009,239	\$1,059,032	\$11,261,982	\$29,858,762	\$35,744,829	\$36,913,116

Aged Balance excludes Credit Balances

	September-19	August 31, 2019
Aging	\$29,858,762	\$31,285,531
Unbilled	\$5,886,067	\$5,627,585
Total	\$35,744,829	\$36,913,116

September 2019 Write Offs - Bartlett Regional Hospital		
One Time PPD Ins	\$12,547.29	2
Timely Filing	\$2,467.07	3
Compliance/Risk/Adminstrative	\$1,581.58	1
SP Prompt Pay Disc	\$11,030.90	147
Timely RRC-BOPS/LABS		
Demographic Informaiton		
Auth Denials	\$50,748.30	3
Denied Appeals		
Provider Enrollment MCR	\$1,558.25	7
Mental Health BD Adj	\$1,850.00	10
	\$81,783.39	
Collections		
One Time Ins PPD	\$37,641.87	1
Collections SPPPD	\$88,702.86	147
	\$106,757.35	\$157.00

Bartlett Regional Hospital

3260 Hospital Drive, Juneau, Alaska 99801

907.796.8900

www.bartletthospital.org

DATE: November 7, 2019
TO: BRH Finance Committee
FROM: Kevin Benson, Chief Financial Officer
RE: Impact of Tourism on BRH

Last month the Finance Committee posed the question of ‘How much is BRH impacted by tourism?’ We made an attempt to extract patient data from Meditech to identify patient activity related to tourism. We were able to identify both international and out-of-state patients. While this criteria may not be perfect it should be reasonably close. The attached spreadsheet shows the results.

The observations we were able to make are as follows:

- BRH treated 1,665 patients from out-of-state and international locations.
- These patients generated \$10,344,000 of revenue or 6% of BRH’s Total Revenue.
- Reimbursement for international paid claims is at 90% of charges. If it is assumed the balance of the international claims produced no additional payment the discount percent would be 25%. BRH’s total discount percent is 45%. The reimbursement on these claims is very favorable.
- The greatest volume impact was for the Emergency Department which treated 997 patients in FY2019.
- 119 inpatients were treated generating \$4.9 million of revenue.
- Tourism revenue increase 11% from FY2018 to FY2019.
- 83% of revenue generated from tourism occurred during the cruise ship season.
- BRH saw patients from all 50 states.

Bartlett Regional Hospital
International Patients by Month
For the Fiscal Year 2019

Month	No Pts	Charges	Payments	Adjustments	Balance	Payment %	2018	2019	2020
July	83	310,562	301,325	10,737	(1,500)	97%	231,914	310,561	450,199
August	68	296,798	275,091	24,301	(2,595)	93%	387,666	296,797	293,774
September	50	377,397	284,767	72,583	20,048	75%	340,316	377,397	264,289
October	4	1,901	1,319	582	-	69%	6,187	1,901	
November	4	2,216	-	2,216	-	0%	633	2,216	
December	4	1,544	-	1,544	-	0%	25,987	1,544	
January	0	-	-	-	-	0%	3,181	-	
February	2	267	-	267	-	0%	6,431	267	
March	2	944	863	126	(45)	91%	213	944	
April	1	252	-	252	-	0%	12,297	252	
May	47	166,832	147,235	16,619	2,978	88%	140,412	166,832	
June	109	631,264	328,025	15,128	288,112	52%	328,166	631,264	
Total	374	1,789,976.6	1,338,624.9	144,354.0	306,997.7	75%	1,483,403	1,789,975	1,008,262

Percent of Total Revenue 1.09% 90% 10% 25% Increase from 18 21%

Bartlett Regional Hospital
Out of State Patients by Month

Month	No Pts	Charges	Payments	Adjustments	Balance	Payment %	2018	2019	2020
July	259	1,327,124	812,267	615,224	66,249	61%	1,358,684	1,327,124	2,208,226
August	251	2,011,842	981,241	954,446	92,002	49%	1,346,095	2,011,842	1,880,179
September	128	1,426,215	701,713	618,116	106,386	49%	1,113,981	1,426,215	840,865
October	56	409,722	189,028	210,143	10,550	46%	308,037	409,722	
November	44	196,309	111,136	32,749	52,424	57%	342,470	196,309	
December	40	104,384	46,749	39,299	17,192	45%	364,280	104,384	
January	59	254,846	94,705	89,274	71,804	37%	280,161	254,846	
February	38	118,925	68,022	31,055	20,055	57%	177,129	118,925	
March	41	262,285	103,828	87,332	71,125	40%	306,249	262,285	
April	46	348,885	205,370	85,376	61,102	59%	299,140	348,885	
May	133	752,251	228,051	161,819	364,898	30%	900,120	752,251	
June	196	1,341,063	27,904	16,664	1,410,122	2%	1,053,159	1,341,063	
Total	1291	8,553,852	3,570,014	2,941,498	2,343,909	42%	7,849,506	8,553,852	4,929,270

Percent of Total Revenue 5.22% 55% 45% 62% Increase from 18 9%

% of Tourism Revenue of 6.31% 8,641,347

Bartlett Regional Hospital
Total Tourism Revenue

Month	No Pts	Charges	Payments	Adjustments	Balance	Payment %	2018	2019	2020
July	342	1,637,686	1,113,591	625,962	64,748	68%	1,590,598	1,637,685	2,658,425
August	251	2,308,639	1,256,332	978,747	89,408	54%	1,733,761	2,308,639	2,173,953
September	128	1,803,613	986,480	690,699	126,434	55%	1,454,297	1,803,612	1,105,154
October	56	411,623	190,348	210,725	10,550	46%	314,224	411,623	
November	44	198,526	111,136	34,965	52,424	56%	343,103	198,526	
December	40	105,927	46,749	40,843	17,192	44%	390,267	105,927	
January	59	254,846	94,705	89,274	71,804	37%	283,342	254,846	
February	38	119,192	68,022	31,322	20,055	57%	183,560	119,192	
March	41	263,229	104,691	87,458	71,080	40%	306,462	263,229	
April	46	349,137	205,370	85,628	61,102	59%	311,437	349,137	
May	133	919,083	375,286	178,438	367,876	41%	1,040,532	919,083	
June	196	1,972,327	355,929	31,792	1,698,234	18%	1,381,325	1,972,327	
Total	1374	10,343,828	4,908,639	3,085,852	2,650,907	47%	9,332,909	10,343,826	5,937,532

Increase from 18 11%

Bartlett Regional Hospital
 Revenue by Service for Out-Of-State Patients
 For the Fiscal Year 2019

Service Type	No Patients	Revenue	Revenue Per Patient
Emergency	809	2,143,041	2,649
Inpatient	100	4,095,254	40,953
Inpatient Chemical Dependency	11	219,178	19,925
Inpatient Mental Health	15	453,058	30,204
Minor Procedure Outpatient	1	2,054	2,054
Newborn	1	13,662	13,662
Observation Patient	64	1,055,644	16,494
Outpatient	201	242,874	1,208
Outpatient Chemical Dependency	7	1,380	197
Outpatient Mental Health	20	6,530	327
Recurring Chemical Dependency	11	15,506	1,410
Recurring Outpatient	21	75,780	3,609
Same Day Surgery	30	229,890	7,663
	<u>1,291</u>	<u>8,553,852</u>	<u>6,626</u>

Revenue by Service for Internatioanl Patients

Service Type	No Patients	Revenue	Revenue Per Patient
Emergency	188	527,554	2,806
Inpatient	19	807,711	42,511
Inpatient Mental Health	1	24,832	24,832
Minor Procedure Outpatient	1	2,915	2,915
Observation Patient	12	226,172	18,848
Outpatient	121	153,603	1,269
Recurring Outpatient	28	8,381	299
Same Day Surgery	4	38,807	9,702
	<u>374</u>	<u>1,789,977</u>	<u>4,786</u>

Service Type	No Patients	Revenue	Revenue Per Patient
Emergency	997	2,670,595	2,679
Inpatient	119	4,902,965	41,201
Inpatient Chemical Dependency	11	219,178	19,925
Inpatient Mental Health	16	477,891	29,868
Minor Procedure Outpatient	2	4,969	2,485
Newborn	1	13,662	13,662
Observation Patient	76	1,281,817	16,866
Outpatient	322	396,477	1,231
Outpatient Chemical Dependency	7	1,380	197
Outpatient Mental Health	20	6,530	327
Recurring Chemical Dependency	11	15,506	1,410
Recurring Outpatient	49	84,160	1,718
Same Day Surgery	34	268,698	7,903
	<u>1,665</u>	<u>10,343,828</u>	<u>6,213</u>

Bartlett Regional Hospital
Revenue by State for Out of State Patients
For the Fiscal Year 2019

Month	Charges	Charges	Payments	Adjustments	Balance
AL	12	189,607	47,035	121,232	27,899
AR	5	16,419	2,453	13,548	418
AZ	62	341,682	167,088	88,323	87,026
CA	206	1,387,524	605,067	519,904	364,714
CO	24	54,993	17,208	22,946	16,896
CT	4	18,440	9,953	7,818	1,615
DE	2	18,956	10,543	8,222	191
FL	86	731,028	298,944	205,850	264,808
GA	17	138,144	83,763	15,649	39,190
HI	8	234,140	101,801	132,687	773
IA	21	125,370	71,864	31,486	27,236
ID	28	111,327	74,224	15,323	22,183
IL	21	217,570	88,394	126,379	2,797
IN	8	47,499	31,155	5,105	11,239
KS	3	4,282	1,052	-	3,896
KY	3	(569)	1,138	401	12,680
LA	6	20,406	32,239	1,859	9,907
MA	10	68,777	11,743	3,835	53,199
MD	12	153,758	100,799	11,070	41,889
ME	3	21,204	18,484	376	2,345
MI	29	298,485	135,367	132,370	31,496
MN	20	72,695	26,566	41,777	4,352
MO	28	179,144	60,078	112,719	6,347
MS	5	3,066	701	1,412	953
MT	30	255,849	93,762	110,470	51,617
NC	20	244,819	126,552	41,142	77,125
ND	1	839	157	682	-
NE	5	104,979	84,028	19,466	3,887
NH	6	26,966	1,885	15,872	9,209
NJ	16	143,154	51,007	66,103	26,652
NM	12	56,480	15,816	3,822	36,843
NV	18	159,817	37,061	71,932	67,464
NY	32	148,984	62,605	29,725	56,654
OH	8	68,950	12,835	14,634	41,481
OK	3	5,182	2,583	2,083	515
OR	106	420,205	155,275	159,905	115,977
PA	17	98,723	21,191	31,683	58,260
PR	1	6,185	4,112	124	1,950
RI	2	3,240	948	2,292	-
SC	15	175,995	23,009	48,664	123,670
SD	6	26,887	26,350	538	(0)
TN	19	170,684	35,713	77,203	63,171

TX	74	627,224	248,966	173,905	208,209
UT	15	18,881	12,723	2,511	5,356
VA	22	159,593	54,580	78,301	27,035
VI	1	24	23	1	-
VT	12	63,065	40,544	9,546	12,975
WA	207	921,551	413,078	289,163	248,288
WI	11	76,831	21,935	42,306	12,590
WV	8	97,072	8,138	28,891	60,933
WY	1	17,725	17,481	244	0

Bartlett Regional Hospital

3260 Hospital Drive, Juneau, Alaska 99801

907.796.8900

www.bartletthospital.org

DATE: November 7, 2019
TO: BRH Finance Committee
FROM: Kevin Benson, Chief Financial Officer
RE: Assembly Resolutions

Last month the Finance Committee approved 2 resolutions that were submitted to the CBJ Assembly. The resolutions are described as housekeeping actions and approved the additional spend over budget by BRH.

The attached resolutions were approved at the October 14th Assembly meeting with no questions or comments. I am providing these as an informational item and to close the loop on this action.



**ASSEMBLY AGENDA/MANAGER'S REPORT
THE CITY AND BOROUGH OF JUNEAU, ALASKA**

Ordinance 2018-11(AT) An Ordinance Appropriating to the Manager the Sum of \$2,200,000, as Partial Funding for Bartlett Regional Hospital's Fiscal Year 2019 Operating Budget; Funding Provided by Hospital Revenues, and Hospital Fund's Fund Balance.

MANAGER'S REPORT:

This ordinance will appropriate an additional \$2,200,000 to Bartlett Regional Hospital for FY19 operations. BRH experienced increased patient activity that required both additional staff and supplies. This appropriation is being funded from FY19 hospital revenues in excess of the budget of \$1,700,000 and Hospital Fund's fund balance of \$500,000.

The Bartlett Finance Committee was informed of the year-end operating expense authorization shortfall, and the need to obtain Assembly budget authorization, at its September 30, 2019, meeting.

RECOMMENDATION:

The City Manager recommends the Assembly adopt this ordinance.

ATTACHMENTS:

	Description	Upload Date	Type
D	2018-11(AT)	9/10/2019	Appropriating Ordinance

**ASSEMBLY AGENDA/MANAGER'S REPORT
THE CITY AND BOROUGH OF JUNEAU, ALASKA**

Ordinance 2018-11 (AR) An Ordinance Appropriating to the Manager the Sum of \$2,176,791 to Fund Bartlett Regional Hospital's Fiscal Year 2019 Public Employee Retirement System Contribution; Funding Provided by the Alaska Department of Administration.

MANAGER'S REPORT:

This ordinance would appropriate \$2,176,791, which is the State's FY19 5.58% on-behalf PERS benefit rate paid for Bartlett Regional Hospital. Funding is provided by the Alaska Department of Administration, which was authorized by passage of House Bill 286 during the 2018 legislative session.

This is a housekeeping ordinance to properly account for this on-behalf payment and has no impact on BRH's finances.

RECOMMENDATION:

The City Manager recommends the Assembly adopt this ordinance.

ATTACHMENTS:

Description	Upload Date	Type
□ 2018-11(AR)	9/4/2019	Appropriating Ordinance

**City and Borough of Juneau
Assembly Finance Committee Meeting
Saturday, November 2, 2019 9:00 a.m.
Assembly Chambers
Supplemental Meeting Packet – For Distribution During Meeting**

**Fiscal Sustainability Program Review
Hand-outs In Meeting**

- A. Aggregated Ranking Results (pg. 2)
- B. Mary Becker Comments (pg. 8)
- C. Revenue Comments (pg. 9)

**CBJ ASSEMBLY FISCAL SUSTAINABILITY
PROGRAM PRIORITY RANKING RESULTS**

11/1/2019

Assembly member priorities have been averaged into an aggregated ranking. Ranking is from highest priority to lowest priority, meaning that #1 ranking corresponds with highest priority program and the #80 ranking corresponds with the lowest priority program. The level of agreement is noted, which is calculated based on the standard deviation of the individual rankings. High level of agreement corresponds to a low standard deviation, while a low level of agreement corresponds to a high standard deviation.

Category #	Prime Program	Sub Program	Category	Rank	Agreement	Assembly Review Notes
E - 25	JPD - Patrol Emergency & Non-Emergency	Patrol	Essential	1	High	
E - 14	Fire - Emergency Medical Services & Fire Suppression	None	Essential	2	High	
E - 22	JPD - Dispatch	None	Essential	3	High	
E - 24	JPD - Investigations	Criminal Investigations	Essential	4	High	
E - 21	JPD - General Ops	None	Essential	5	High	
E - 24	JPD - Investigations	Drug Enforcement	Essential	6	High	
E - 23	JPD - Community Service Programs	None	Essential	7	High	
E - 15	JSD - Funding from Minimum to Cap	None	Essential	8	Medium	
E - 25	JPD - Patrol Emergency & Non-Emergency	School Resource	Essential	8	Medium	
E - 19	JPD - Records, Evidence, IT, Electronics	None	Essential	10	Medium	
C - 10	CIP Support - Schools	None	CIP Support	10	High	Request an accounting of expenditures.; More funding is needed beyond the 1% Sales Tax Funding.
E - 16	Law - Criminal Prosecution	None	Essential	12	Medium	Not going to do this.
E - 9	Streets - Snow Removal & Street Repair	Snow Removal	Essential	13	High	
E - 8	Streets - General Ops	General Operations	Essential	14	High	
C - 6	CIP Support - Water	None	CIP Support	15	High	
E - 9	Streets - Snow Removal & Street Repair	Street Repair	Essential	16	Medium	
C - 9	CIP Support - Fire	None	CIP Support	17	Medium	
E - 2	Manager's Office - General Ops	None	Essential	18	Medium	
C - 7	CIP Support - Wastewater	None	CIP Support	19	High	
E - 13	Treasury	Treasurer	Essential	20	Low	

**CBJ ASSEMBLY FISCAL SUSTAINABILITY
PROGRAM PRIORITY RANKING RESULTS**

11/1/2019

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Category #	Prime Program	Sub Program	Category	Rank	Agreement	Assembly Review Notes
E - 8	Streets - General Ops	Roadway Painting & Street Light	Essential	21	Medium	
C - 1	CIP Support - Airport	None	CIP Support	22	Medium	High - quit building structures
E - 13	Treasury	Collections	Essential	23	Medium	
E - 12	Sales Tax Office	None	Essential	24	Medium	
E - 13	Treasury	Cash Office	Essential	25	Low	
E - 13	Treasury	Accounts Receivable	Essential	26	Low	
C - 5	CIP Support - Streets	None	CIP Support	26	Medium	Scale down. Would take \$1 million if needed
C - 11	CIP Support - Building Maintenance	None	CIP Support	28	Medium	
E - 7	Engineering Services	Engineering CIP Ops	Essential	29	Medium	
D - 3	Transit Services	Transit	Discretionary	30	Medium	
E - 8	Streets - General Ops	Equipment Maintenance and	Essential	31	Medium	Replace truck fleet with more inexpensive vehicles.
E - 7	Engineering Services	Gen Engineering (Reg)	Essential	32	High	
E - 1	Emergency Programs - General Ops	Emergency Programs	Essential	33	Medium	
D - 14	Assembly's Support to Childcare (existing support)	None	Discretionary	34	Medium	
E - 11	RecycleWorks	None	Essential	35	Medium	
D - 16	Assembly's Support to Childcare (New Support)	None	Discretionary	36	Medium	Scale down. \$1M too much.
C - 2	CIP Support - Bartlett Hospital	None	CIP Support	37	Low	All their funding is from large fund balance.
C - 3	CIP Support - Borough-Wide	None	CIP Support	37	Low	Scale down. Limit to maintenance projects only and eliminate funding
D - 12	Assembly's Social Service Grants	None	Discretionary	39	Medium	
D - 1	Housing & Homeless Services - General Ops	Homeless Coordination	Discretionary	40	Medium	

**CBJ ASSEMBLY FISCAL SUSTAINABILITY
PROGRAM PRIORITY RANKING RESULTS**

11/1/2019

Assembly member priorities have been averaged into an aggregated ranking. Ranking is from highest priority to lowest priority, meaning that #1 ranking corresponds with highest priority program and the #80 ranking corresponds with the lowest priority program. The level of agreement is noted, which is calculated based based on the standard deviation of the individual rankings. High level of agreement corresponds to a low standard deviation, while a low level of agreement corresponds to a high standard deviation.

Category #	Prime Program	Sub Program	Category	Rank	Agreement	Assembly Review Notes
D - 2	Teen Health Center	None	Discretionary	41	Medium	Are teens using this program?
D - 17	Assembly's Support to Better Capital City	None	Discretionary	42	Low	
D - 1	Housing & Homeless Services - General Ops	Housing	Discretionary	43	Medium	Progress not being made by funding this program.; Scale down.
D - 6	JSD - Funding outside the cap	None	Discretionary	44	Low	Eliminate cross town bussing.
E - 20	JPD - Animal Control (JAR)	None	Essential	45	Low	Increase fees
E - 10	Street Cleaning & Off-Road Maintenance	Street Cleaning	Essential	46	Medium	
C - 4	CIP Support - Docks & Harbors	None	CIP Support	47	Low	Fund with tourism taxes. Have done many projects already.; Earned Money or Passenger Fees.
E - 10	Street Cleaning & Off-Road Maintenance	Off-Road Maintenance	Essential	48	Medium	
E - 4	CDD - Building Inspections, Code Compliance	None	Essential	49	Medium	
E - 18	P&R - Building Mtc - General Ops	None	Essential	50	Medium	
E - 6	CDD - Planning & Land Use Code	None	Essential	51	Medium	Scale down.
E - 3	CDD - Permitting	None	Essential	52	Medium	Simplify the permitting process.
D - 31	ZGYC - Core Youth Center Programs	None	Discretionary	53	Medium	
E - 5	CDD - Long Range Planning	None	Essential	54	Medium	Complete current projects and scale down.
D - 5	Fire - CARES	None	Discretionary	55	Low	May have to adjust system to decrease overall cost.; Eliminate
D - 7	Library - General Ops	None	Discretionary	56	High	
D - 23	Youth Grants & Scholarships	None	Discretionary	57	Medium	
C - 12	CIP Support - Parks	None	CIP Support	57	Medium	Dispose of unused park land to fund other park operations.
D - 19	Dimond Park Aquatic Center	None	Discretionary	59	Medium	
D - 21	P&R - Areawide Rec - General Ops	General Ops	Discretionary	60	Medium	

**CBJ ASSEMBLY FISCAL SUSTAINABILITY
PROGRAM PRIORITY RANKING RESULTS**

11/1/2019

Assembly member priorities have been averaged into an aggregated ranking. Ranking is from highest priority to lowest priority, meaning that #1 ranking corresponds with highest priority program and the #80 ranking corresponds with the lowest priority program. The level of agreement is noted, which is calculated based on the standard deviation of the individual rankings. High level of agreement corresponds to a low standard deviation, while a low level of agreement corresponds to a high standard deviation.

Category #	Prime Program	Sub Program	Category	Rank	Agreement	Assembly Review Notes
D - 30	ZGYC - Supplemental Youth Programs	None	Discretionary	61	Medium	
D - 9	Downtown Library	None	Discretionary	62	High	
D - 10	Valley Library	None	Discretionary	63	High	
D - 24	Centennial Hall	None	Discretionary	64	Medium	Funding from Bed Tax.
D - 29	Treadwell Ice Arena	None	Discretionary	65	Medium	
D - 28	Parks Maintenance & Repair	None	Discretionary	66	Medium	
D - 8	Douglas Library	None	Discretionary	66	High	Add a Douglas Museum Component
D - 21	P&R - Areawide Rec - General Ops	Adult Recreation	Discretionary	68	Medium	
D - 18	Augustus Brown Pool	None	Discretionary	69	Medium	Close.
D - 15	Assembly's Other Grants	None	Discretionary	70	Medium	Scale down. TBMP is solid. Review other Grants.
D - 26	Parks and Landscape Management	None	Discretionary	71	Medium	
D - 13	Assembly's Economic/Tourism Grants	None	Discretionary	72	Low	
D - 11	Museum Services & Public Education	None	Discretionary	73	Medium	
E - 17	P&R - Downtown Parking	None	Essential	73	Medium	Need single authority (P&R, Harbors, Police).
C - 8	CIP Support - Eaglecrest	None	CIP Support	75	High	Scale down. High for snow making equipment. ; \$1M subsidy.
D - 4	Ski Area Operations	None	Discretionary	76	High	Invest to make profitable.
D - 25	Eagle Valley Center	None	Discretionary	77	Medium	Full Cost Recovery.; Sell and/or lease.
D - 20	Arboretum	None	Discretionary	78	Medium	Rentals Increase revenue opportunities. Reversion clause.
D - 27	Landscape Maintenance	None	Discretionary	79	High	Contract to a private business.
D - 22	Mt Jumbo Gym	None	Discretionary	80	High	\$750K Upkeep. Remodel to accommodate childcare and community needs.

**CBJ ASSEMBLY FISCAL SUSTAINABILITY
ADDITIONAL PROGRAM COMMENTS**

11/1/2019

Assembly member comments about Mandatory, Full Cost Recovery, and Internal Support/Service programs are recorded here.

Category #	Prime Program	Sub Program	Category	Assembly Review Notes
D - 3	Transit Services	Paratransit	Mandatory	
E - 1	Emergency Programs - General Ops	Avalanche	Full Cost Recovery	
E - 10	Street Cleaning & Off-Road Maintenance	Sign Mtc/Repair&Installation	Mandatory	
E - 25	JPD - Patrol Emergency & Non-Emergency	Downtown Officers	Full Cost Recovery	
E - 25	JPD - Patrol Emergency & Non-Emergency	Airport	Mandatory	
E - 7	Engineering Services	W/WW Extension	Full Cost Recovery	
M - 1	Clerk's Office - General Ops	General Operations	Mandatory	
M - 1	Clerk's Office - General Ops	Elections	Mandatory	
F - 1	Lands - General Ops	Land Management	Full Cost Recovery	
F - 1	Lands - General Ops	Quary	Full Cost Recovery	
I - 1	MIS - General Ops	General Operations	Internal Support	
I - 1	MIS - General Ops	Printing Services	Internal Support	
M - 2	Public Defenders - Contractual	Public Defenders	Mandatory	
M - 2	Public Defenders - Contractual	Conflict Attorneys	Mandatory	
F - 2	Airport - General Ops		Full Cost Recovery	
F - 3	Bartlett - General Ops		Full Cost Recovery	
F - 4	Docks & Harbors - General Ops		Full Cost Recovery	
I - 2	Fleet - Operations		Internal Support	Reduce and electrify the city fleet where applicable.
IS - 1	Fleet - Equipment Replacement, fuel, materials	Fuel	Internal Service	
IS - 1	Fleet - Equipment Replacement, fuel, materials	Equipment	Internal Service	Scale down. Less inexpensive vehicles, ride-share, Xtend vehicle lives.
IS - 1	Fleet - Equipment Replacement, fuel, materials	Mechanical Parts	Internal Service	
F - 5	Water Operations		Full Cost Recovery	
F - 6	Wastewater Operations	Treatment	Full Cost Recovery	
F - 6	Wastewater Operations	Collections	Full Cost Recovery	
F - 6	Wastewater Operations	Biosolids	Full Cost Recovery	
I - 4	Finance Administration		Internal Support	
M - 3	Assessor		Mandatory	
I - 5	Controllers	Controller/Acct/Budget	Internal Support	
I - 5	Controllers	Payroll	Internal Support	
I - 5	Controllers	Accounts Payable	Internal Support	
M - 4	Debt Service	School Debt	Mandatory	Eliminate interest costs.
M - 4	Debt Service	Port Development Debt	Mandatory	Eliminate interest costs.
M - 4	Debt Service	Building Debt	Mandatory	Eliminate interest costs.
I - 6	Purchasing		Internal Support	
M - 5	Fire Investigation & Safety Compliance		Mandatory	Would we save money by combining with CDD?
I - 7	Human Resources		Internal Support	
I - 8	Risk Management - Operations	Employee Benefits	Internal Support	Scale down.
I - 8	Risk Management - Operations	Safety	Internal Support	Scale down.
I - 8	Risk Management - Operations	Risk Management	Internal Support	Scale down.
IS - 2	Risk Management - Insurance		Internal Service	Scale down.
M - 6	JSD - State Required Minimum		Mandatory	
I - 10	Law - Civil Legal Support		Internal Support	
M - 7	Assembly - General Operations	Mayor & Assembly	Mandatory	
M - 7	Assembly - General Operations	Lobbyist & Hearing Officers	Mandatory	

I - 11	P&R - General Ops		Internal Support	
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City and Borough of Juneau
ASSEMBLY FINANCE COMMITTEE
November 2, 2019

Summary - Mary Becker's Input – Prioritization of Fiscal Sustainability Program Cards

Background:

During the 2019 Fiscal Sustainability Process, long standing Assembly member Mary Becker was present for and participated in the Fiscal Sustainability process in the autumn of 2019 thru the meeting of October 9, 2019. During the October 2, 2019 Regular Election her Assembly seat was filled by Greg Smith when he was sworn into office on October 10, 2019. Ms. Becker has been gracious enough to participate in the prioritization exercise even in the weeks after her retirement – providing a 5-tiered ranking of programs, with the 3 (of 5) lowest ranked tiers listed below.

Lowest Tiered Priority

Categorized as: Program should be eliminated; too expensive.

- Assembly's Support to Childcare (New Support)

2nd Lowest Tiered Priority

Categorized as: Needs to be evaluated based on Cost vs. Need – Could be funded if money is available. (In no particular order.)

- Assembly's Other Grants
- CDD – Long Range Planning
- Parks & Recreation – Gen Ops, Landscape Management & Maintenance, Parks Maintenance & Repair
- Mt. Jumbo Gym
- Eagle Valley Center

Mid-Tiered Priority

Categorized as: Lower priority due to a variety of reasons – costs too high; possible funding either elsewhere or shared by another entity; too broad; some part not as necessary as others. (In no particular order.)

- Eaglecrest
- Libraries & Museum
- Assembly's Economic / Tourism Grants & Existing Support to Childcare Grants
- Arboretum
- Animal Control
- Street Cleaning & Off-Road Maintenance
- P&R Building Maintenance – General Ops
- Youth Grants & Scholarships
- ZGYC

City and Borough of Juneau
ASSEMBLY FINANCE COMMITTEE
November 2, 2019

Revenue Concepts

Background:

During the 2019 Fiscal Sustainability Process, Assembly member are reviewing expenditures and revenue throughout the CBJ as a conceptual balancing exercise.

Feedback for further exploration/discussion:

Assembly members have recently provided the following ideas, and concepts to explore and discuss as individual ideas, and/or concatenation of concepts.

- A 6% sales tax from April-October. (Failing that I'd be interested in looking at April-June, or July-Sept.)
- Taxing sales by nonprofit organizations.
- Taxing On-board cruise ship sales
- Raising property tax .1 mil
- Eaglecrest summer operations
- Land sales and leases of non-buildable land or non-traditional sites
- Sales of waterfront park land for homes on Mendenhall peninsula
- Open logging and a mill
- Increase funding to JEDC for incentive grants to open specific businesses
- Allow NCL to build the dock
- Increase small boat capacity
- Open more gravel pits / make more material available
- Get Juneau Hydro and Juneau district heating moving forward
- Get another hotel downtown
- Incentivize a downtown apartment complex
- Create additional sporting events / encourage increased participation
- Allow for an off-road ATV park for locals and tour operations
- Export as much weed and alcohol as possible
- Sales tax holiday – last Sunday in February
- Removing the sales tax from food & filling this gap with a seasonal (April – October) 1% additional sales tax.
- Filling some of our “structural / recurring” deficit by making non-profit sales and on-board sales taxable.
- Trying to fund some of our infrastructure needs (water and schools mainly) with a bonding plan that attempts to keep the debt service portion of our property tax rate low/flat.
- Increase MPF Contribution to Capital Transit.