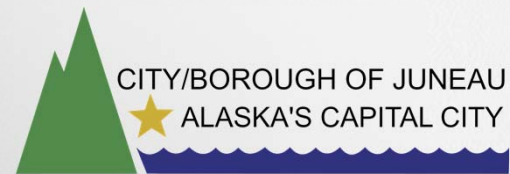




Finance Committee February 21, 2020

Bartlett
Regional Hospital



Bartlett Regional Hospital

FINANCE COMMITTEE MEETING
February 21, 2020 – Noon
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 – January 17, 2020 Minutes

Page 2

<u>Old or New</u>	<u>Desired Response</u>
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- | | | | |
|---|-----|--------|---------|
| 1. December 2019 Financial Statements Review | New | Action | |
| A. December 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. Capital Improvement Projects (CIP) | | | Page 13 |
| B. FY2021 Budget Review (Budget packet handed out at meeting) | | | |
| C. Set Date for Monthly Finance Committee Meetings | | | |

Next Meeting: To be determined 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 – January 17, 2020

Called to order at 12:02 p.m. by.

Finance Committee* & Board Members: Mark Johnson*, Deb Johnston*, Kenny Solomon-Gross, Iola Young

Staff: Kevin Benson, CFO, Billy Gardner, COO, Bradley Grigg, CBHO, Chuck Bill, CEO, Dallas Hargrave, HR Director, Rose Lawhorne, CNO, and Megan Rinckenberger, Executive Assistant.

Other attendees: Tiara Ward, CBJ

Mr. Johnson made a MOTION to approve the minutes from the December 11, 2019 Finance Committee Meeting. Ms. Johnston noted no objections and they were approved.

November 2019 Finance Review – Kevin Benson, CFO

Following four months of increased activity and revenues well above budget expectations, November saw slower volumes and was an at-budget month. Mr. Benson expressed gratitude for the work the Revenue Cycle team here at BRH where BRH is realizing lower discounts. As a result, net patient revenue was \$400K over budget. Total expenses were \$636K over budget. Salaries and wages were over budget due to overtime. This correlates with leave due to illness, which required overtime to cover. More callbacks also resulted in more overtime. Mr. Johnson requested a future summary of the 340B program, which will be provided at a future meeting.

Deferred Maintenance – Chuck Bill, CEO

Mr. Bill explained when BRH has a construction or repair project there is a very lengthy and involved process involving an amount of back and forth between parties. The results in an extended lead time before a project can get underway. By designating an amount to be used as Deferred Maintenance which could be budgeted and approved through CIP. These funds could be used for unplanned and unforeseen costs. That way funds can be available much sooner and project timelines could be greatly streamlined. Mr. Bill suggests doing this in the upcoming budget. Ms. Johnston asks if we have a deferred maintenance schedule. Mr. Benson explains that departments are asked to submit expected projects for the next five years, but many repairs cannot be anticipated. Those are the projects that would apply to the flat amount line item. Finance committee members approved the request to add this to FY21 budget planning.

CIP – Kevin Benson, CFO

The chart provided in the packet is for the purpose of information sharing, and items can be adjusted as projects near. This sharing is done to ensure resources aren't overextended locally and so that other enterprises are aware of projects for planning purposes. Mr. Bill stated that the deferred maintenance line item will be added to the chart before submission. Crisis Stabilization is in the process of negotiating architect fees, then the project is expected to move forward. The plan will be presented to the board with, and without, a parking structure. The chart will be updated with timelines, priorities, and expected costs for next board meeting.

Budget Calendar – Kevin Benson, CFO

Budget process is beginning and will consume much of the rest of January and February. For this reason, Mr. Benson asked that the February Finance Meeting be later in the month. The committee members agreed. Mr. Johnson requested that acronyms in future packet documents be spelled out for clarity. FY21 is being developed to include the Rural Demonstration Project, but alternate budget will be produced as well in case the RDP doesn't get renewed. PERS denial lawsuit still underway and a decision may not be made for a year or two.

Next Meeting: Friday, February 21, 2020 at 12:00 p.m. in BRH Boardroom

Adjourned – 12:40 p.m.

Bartlett Regional Hospital

3260 Hospital Drive, Juneau, Alaska 99801

907.796.8900

www.bartletthospital.org

DATE: February 12, 2019
TO: BRH Finance Committee
FROM: Kevin Benson, Chief Financial Officer
RE: December Financial Performance

December was a much slower month for inpatient activity and revenue. Total hospital patient days were 15% less than budget resulting in a decline of inpatient revenue of \$734,000 or 13%. Although outpatient volumes continue to be mixed with activity both over and under budget, outpatient revenues finished ahead of budget by 5% or \$454,000. Total hospital revenue finished 2% under budget with a shortfall of \$280,000. BOPS revenue exceeded budget by \$1,040,000 (54%) and physician revenue exceeded budget by \$76,000 or 9% which helped to offset hospital revenue shortfall. This resulted in total revenues of \$15,353,000 that were \$132,000 (0.9%) less than budget.

Deductions were greater than budget by \$369,000 or 5%. This was due mainly to outpatient contractual adjustments resulting from increased outpatient revenue. Other Revenue was over budget by \$152,000 which resulted in Total Operating Revenues that were \$48,000 less than budget.

Expenses exceeded budget by \$574,000 or 6.5%. This variance was driven by increased staff costs and benefits. This resulted in an Operating Loss of \$579,000 or 6.6%. After Non-Operating Income the final Net Loss was \$365,000 or a Net Loss percent of 4.2%. For the year BRH has a Net Income of \$3.9 million or 6.6% well in excess of budget (\$1.8 million) and the prior year (\$1.4 million).

Other Significant Items:

- The salary variance of \$66,000 was driven by an increase of overtime pay which was \$71,000 in excess of budget. This was due to both an increase of personal leave to holidays and staff illness.
- 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 \$200,000 of Benefit Costs and an offsetting unbudgeted corresponding amount to Non-Operating Revenue.

Bartlett Regional Hospital
Dashboard Report for December 2019

Facility Utilization:	CURRENT MONTH					YEAR TO DATE			
	Actual	Budget	% Over (Under) Budget	Prior Year	Prior Month (November)	Actual	Budget	% Over (Under) Budget	Prior Year
Hospital Inpatient: Patient Days									
Patient Days - Med/Surg	375	426	-12%	330	420	2,521	2,556	-1%	2,405
Patient Days - Critical Care Unit	75	92	-19%	85	80	567	552	3%	542
Patient Days - Swing Beds	0	0	0%	0	0	0	0	-100%	0
Avg. Daily Census - Acute	14.5	16.7	-13%	13	16.7	16.8	16.9	-1%	16.0
Patient Days - Obstetrics	60	69	-14%	68	47	407	414	-2%	409
Patient Days - Nursery	44	64	-31%	64	38	316	372	-15%	378
Total Hospital Patient Days	554	652	-15%	547	585	3,811	3,894	-2%	3,734
Births	21	27	-22%	25	19	145	204	-29%	166
Mental Health Unit									
Patient Days - Mental Health Unit	216	343	-37%	282	268	1,475	1,794	-18%	1,763
Avg. Daily Census - MHU	7.0	11.1	-37%	9.1	9	8.0	9.8	-18%	9.6
Rain Forest Recovery:									
Patient Days - RRC	329	299	10%	390	321	1,804	2,058	-12%	2,020
Avg. Daily Census - RRC	11	9.7	10%	12.6	11	10	11.2	-12%	11.0
Outpatient visits	26	19	34%	33	17	149	114	31%	139
Inpatient: Admissions									
Med/Surg	65	72	-9%	52	59	470	432	9%	421
Critical Care Unit	40	41	-2%	37	36	263	246	7%	241
Obstetrics	23	28	-19%	26	19	157	168	-7%	167
Nursery	21	30	-29%	29	19	146	180	-19%	174
Mental Health Unit	29	38	-24%	44	42	220	228	-4%	225
Total Admissions - Inpatient Status	178	209	-15%	188	175	1,256	1,254	0%	1,228
Admissions - "Observation" Status									
Med/Surg	47	59	-20%	41	53	334	354	-6%	346
Critical Care Unit	25	34	-27%	26	23	179	204	-12%	201
Mental Health Unit	4	2	96%	4	1	15	12	25%	12
Obstetrics	18	19	-6%	26	14	113	114	-1%	113
Nursery	0	1	-100%	3	0	1	6	-83%	5
Total Admissions to Observation	94	115	-18%	100	91	642	690	-7%	677
Surgery:									
Inpatient Surgery Cases	38	50	-24%	33	48	310	300	3%	295
Endoscopy Cases	93	100	-7%	109	91	542	600	-10%	588
Same Day Surgery Cases	118	91	30%	129	90	610	546	12%	536
Total Surgery Cases	249	241	3%	271	229	1,462	1,446	1%	1,419
Total Surgery Minutes	16,227	15,437	5%	16,293	16,775	102,317	90,877	13%	90,877
Outpatient:									
Total Outpatient Visits (Hospital)									
Emergency Department Visits	1,146	1,255	-9%	1,079	1,044	7,318	7,530	-3%	7,387
Cardiac Rehab Visits	52	77	-32%	105	45	384	462	-17%	453
Lab Visits	302	297	2%	260	408	2,369	1,782	33%	1,518
Lab Tests	9,359	9,601	-3%	10,067	9,451	63,959	57,606	11%	53,636
Radiology Visits	844	869	-3%	797	774	4,944	5,214	-5%	4,698
Radiology Tests	2,178	2,610	-17%	2,670	2,149	14,852	15,660	-5%	15,361
Sleep Study Visits	28	23	19%	21	29	170	138	23%	138
Physician Clinics:									
Hospitalists	252	212	19%	169	159	1,398	1,272	10%	1,083
Bartlett Oncology Clinic	66	84	-22%	68	82	491	504	-3%	396
Ophthalmology Clinic	64	N/A	N/A	-	58	107	N/A	N/A	-
Behavioral Health Outpatient visits	326	413	-21%	194	58	2,072	2,376	-13%	2,432
Bartlett Surgery Specialty Clinic visits	247	325	-24%	246	274	1,639	1,950	-16%	1,742
	955	1,034	-8%	677	631	5,707	6,102	-6%	5,653
Other Operating Indicators:									
Dietary Meals Served	31,754	26,027	22%	28,653	30,329	178,648	156,162	14%	153,222
Laundry Pounds (Per 100)	352	408	-14%	394	352	2,259	2,448	-8%	2,400

**Bartlett Regional Hospital
Dashboard Report for December 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	4,362	4,536	-3.8%	3,821	4,789	4,366	9.7%	4,164
Contractual Allowance %	42.4%	41.1%	3.1%	42.0%	40.7%	41.1%	-0.9%	39.7%
Bad Debt & Charity Care %	2.5%	2.9%	-14.3%	2.1%	2.7%	2.9%	-8.9%	3.0%
Wages as a % of Net Revenue	49.6%	46.2%	7.4%	52.3%	46.5%	46.2%	0.7%	48.2%
Productive Staff Hours Per Adjusted Patient Day	22.4	24.1	-7.1%	19.1	23.5	23.2	1.5%	22.0
Non-Productive Staff Hours Per Adjusted Patient Day	3.9	3.3	20.5%	3.4	3.8	3.1	20.3%	3.6
Overtime/Premium % of Productive	5.77%	2.80%	106.0%	10.43%	6.76%	2.80%	141.2%	6.70%
Days Cash on Hand	119	129	-7.5%	359	119	129	-7.7%	363
Board Designated Days Cash on Hand	154	167	-7.5%	144	154	167	-7.7%	144
Days in Net Receivables	56.3	56	0.0%	49	56.3	56	0.0%	49
							% Over	
					Actual	Benchmark	(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					8.51	2.00	325.4%	6.07
Debt-to-Cash Flow (with PERS)					6.46	2.7	139.4%	8.98
Debt-to-Cash Flow (without PERS)					1.69	2.7	-37.6%	4.00
Aged A/R 90 days & greater					50.5%	19.8%	155.1%	
Cash Collections					88.0%	99.4%	-11.5%	
POS Cash Collection					2.0%	21.3%	-90.6%	
Cost of Collections (Hospital only)					4.6%	2.8%	64.3%	
Charity Care Write off					0.9%	1.4%	-35.7%	
Bad Debt Write off					0.5%	0.8%	-37.5%	
Discharged not Final Billed (DNFB)					10.2%	4.7%	117.0%	
Unbilled & Claims on Hold (DNSP)					10.2%	5.1%	100.0%	
Claims final billed not submitted to payor (FBNS)					0.04%	0.2%	-80.0%	

BARTLETT REGIONAL HOSPITAL
STATEMENT OF REVENUES AND EXPENSES
FOR THE MONTH AND YEAR TO DATE OF DECEMBER 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:						
\$3,944,495	\$4,525,986	-\$581,491	-12.8%	\$3,808,179	1. Inpatient Revenue	\$28,005,277	\$26,863,888	\$1,141,389	4.2%	\$25,620,089	9.3%
\$849,649	\$1,002,897	-\$153,248	-15.3%	\$849,583	2. Inpatient Ancillary Revenue	\$5,949,989	\$5,952,706	-\$2,717	0.0%	\$5,677,097	4.8%
\$4,794,144	\$5,528,883	-\$734,739	-13.3%	\$4,657,762	3. Total Inpatient Revenue	\$33,955,266	\$32,816,594	\$1,138,672	3.5%	\$31,297,187	8.5%
\$8,971,792	\$8,517,503	\$454,289	5.3%	\$7,890,030	4. Outpatient Revenue	\$54,937,835	\$50,555,437	\$4,382,398	8.7%	\$48,214,709	13.9%
\$13,765,936	\$14,046,386	-\$280,450	-2.0%	\$12,547,792	5. Total Patient Revenue - Hospital	\$88,893,102	\$83,372,031	\$5,521,071	6.6%	\$79,511,896	11.8%
\$344,868	\$377,860	-\$32,992	-8.7%	\$408,826	6. RRC Patient Revenue	\$1,881,076	\$2,242,779	-\$361,703	-16.1%	\$2,138,939	-12.1%
\$299,178	\$194,831	\$104,347	53.6%	\$225,899	7. BHOPS Patient Revenue	\$1,598,759	\$1,156,398	\$442,361	38.3%	\$1,102,853	45.0%
\$942,635	\$866,298	\$76,337	8.8%	\$705,541	8. Physician Revenue	\$5,979,123	\$5,141,916	\$837,207	16.3%	\$4,666,001	28.1%
\$15,352,617	\$15,485,375	-\$132,758	-0.9%	\$13,888,058	9. Total Gross Patient Revenue	\$98,352,060	\$91,913,124	\$6,438,936	7.0%	\$87,419,688	12.5%
					Deductions from Revenue:						
\$2,799,262	\$3,185,441	\$86,179	2.7%	\$2,847,475	10. Inpatient Contractual Allowance	\$19,063,153	\$18,927,041	-\$436,112	-2.3%	\$17,477,049	9.1%
-\$308,333	-\$308,333	\$0		-\$308,333	10a. Rural Demonstration Project	-\$1,850,000	-\$1,850,000	\$0		-\$1,850,000	
\$3,435,232	\$3,075,301	-\$359,931	-11.7%	\$2,797,293	11. Outpatient Contractual Allowance	\$19,221,980	\$18,253,401	-\$968,579	-5.3%	\$16,841,488	14.1%
\$580,418	\$412,705	-\$167,713	-40.6%	\$493,794	12. Physician Service Contractual Allowance	\$3,641,362	\$2,449,606	-\$1,191,756	-48.7%	\$2,255,930	61.4%
\$12,677	\$16,577	\$3,900	23.5%	\$19,227	13. Other Deductions	\$83,758	\$98,392	\$14,634	14.9%	\$93,837	0.0%
\$134,064	\$126,201	-\$7,863	-6.2%	\$91,287	14. Charity Care	\$408,764	\$749,066	\$340,302	45.4%	\$714,384	-42.8%
\$253,949	\$330,374	\$76,426	23.1%	\$199,607	15. Bad Debt Expense	\$2,232,247	\$1,960,923	-\$271,324	-13.8%	\$1,870,129	19.4%
\$6,907,269	\$6,838,266	-\$69,002	-5.4%	\$6,140,350	16. Total Deductions from Revenue	\$42,801,263	\$40,588,429	-\$2,512,834	-6.2%	\$37,402,816	14.4%
42.4%	43.1%			44.2%	% Contractual Allowances / Total Gross Patient Revenue	40.7%	43.1%			39.7%	
2.5%	2.9%			2.1%	% Bad Debt & Charity Care / Total Gross Patient Revenue	2.7%	2.9%			3.0%	
45.0%	44.2%			44.2%	% Total Deductions / Total Gross Patient Revenue	43.5%	44.2%			42.8%	
\$8,445,348	\$8,647,109	-\$501,760	-5.8%	\$7,747,708	17. Net Patient Revenue	\$55,550,797	\$51,324,695	\$3,926,102	7.6%	\$50,016,872	11.1%
\$325,007	\$172,232	\$152,775	88.7%	\$288,195	18. Other Operating Revenue	\$2,506,730	\$1,022,280	\$1,484,450	145.2%	\$1,013,945	147.2%
\$8,770,355	\$8,819,341	-\$48,986	-0.6%	\$8,035,903	19. Total Operating Revenue	\$58,057,526	\$52,346,975	\$5,410,551	10.3%	\$51,030,816	13.8%
					Expenses:						
\$3,719,559	\$3,653,437	-\$66,122	-1.8%	\$3,602,919	20. Salaries & Wages	\$22,803,926	\$21,684,917	-\$1,119,009	-5.2%	\$20,871,255	9.3%
\$303,879	\$283,035	-\$20,844	-7.4%	\$222,639	21. Physician Wages	\$1,918,753	\$1,679,949	-\$238,804	-14.2%	\$1,600,301	19.9%
\$165,358	\$58,322	-\$107,036	-183.5%	\$223,919	22. Contract Labor	\$1,116,085	\$346,175	-\$769,910	-222.4%	\$1,613,006	-30.8%
\$2,137,268	\$1,823,440	-\$313,828	-17.2%	\$1,691,946	23. Employee Benefits	\$12,085,969	\$10,822,961	-\$1,263,008	-11.7%	\$9,604,845	25.8%
\$6,326,064	\$5,818,234	-\$507,830	-8.7%	\$5,741,423	71.4% % Salaries and Benefits / Total Operating Revenue	\$37,924,733	\$34,534,002	-\$3,390,731	-9.8%	\$33,689,407	12.6%
\$121,634	\$79,819	-\$41,815	-52.4%	\$110,277	24. Medical Professional Fees	\$501,956	\$473,749	-\$28,207	-6.0%	\$485,897	3.3%
\$223,726	\$209,491	-\$14,235	-6.8%	\$193,784	25. Physician Contracts	\$1,399,201	\$1,243,436	-\$155,765	-12.5%	\$1,404,536	-0.4%
\$200,006	\$181,235	-\$18,771	-10.4%	\$127,207	26. Non-Medical Professional Fees	\$954,309	\$1,075,727	\$121,418	11.3%	\$910,122	4.9%
\$1,128,582	\$1,080,108	-\$48,474	-4.5%	\$1,108,575	27. Materials & Supplies	\$6,781,389	\$6,411,069	-\$370,320	-5.8%	\$6,521,565	4.0%
\$146,908	\$132,222	-\$14,686	-11.1%	\$147,595	28. Utilities	\$767,583	\$784,811	\$17,228	2.2%	\$676,247	13.5%
\$407,585	\$333,844	-\$73,741	-22.1%	\$269,463	29. Maintenance & Repairs	\$2,234,249	\$1,981,536	-\$252,713	-12.8%	\$1,788,672	24.9%
\$40,089	\$56,716	\$16,627	29.3%	\$45,856	30. Rentals & Leases	\$300,355	\$336,651	\$36,296	10.8%	\$324,356	-7.4%
\$39,858	\$50,602	\$10,744	21.2%	\$110,405	31. Insurance	\$270,732	\$300,341	\$29,609	9.9%	\$425,532	-36.4%
\$588,935	\$668,310	\$79,375	11.9%	\$614,375	32. Depreciation & Amortization	\$3,488,390	\$3,966,737	\$478,347	12.1%	\$3,670,627	-5.0%
\$52,453	\$52,780	\$327	0.6%	\$53,777	33. Interest Expense	\$314,716	\$313,278	-\$1,438	-0.5%	\$322,661	-2.5%
\$74,024	\$112,353	\$38,329	34.1%	\$88,616	34. Other Operating Expenses	\$709,449	\$666,921	-\$42,528	-6.4%	\$512,178	38.5%
\$9,349,865	\$8,775,714	-\$574,150	-6.5%	\$8,611,353	35. Total Expenses	\$55,647,060	\$52,088,258	-\$3,558,804	-6.8%	\$50,731,799	-9.7%
-\$579,510	\$43,627	-\$623,137	-1428.3%	-\$575,450	36. Income (Loss) from Operations	\$2,410,466	\$258,717	\$2,151,749	831.7%	\$299,017	706.1%
\$102,593	\$108,499	-\$5,906	-5.4%	\$27,434	37. Interest Income	\$610,392	\$643,999	-\$33,607	-5.2%	\$172,190	254.5%
\$111,348	\$162,161	-\$50,813	-31.3%	\$142,079	38. Other Non-Operating Income	\$836,504	\$962,502	-\$125,998	-13.4%	\$954,655	-12.4%
\$213,941	\$270,660	-\$56,719	-21.0%	\$169,513	39. Total Non-Operating Revenue	\$1,446,896	\$1,606,501	-\$159,605	-9.9%	\$1,126,846	28.4%
-\$365,569	\$314,287	-\$679,856	216.3%	-\$405,937	40. Net Income (Loss)	\$3,857,362	\$1,865,218	\$1,992,144	-106.8%	\$1,425,863	-170.5%
-6.61%	0.49%			-7.16%	Income from Operations Margin	4.15%	0.49%			0.59%	
-4.17%	3.56%			-5.05%	Net Income	6.64%	3.56%			2.79%	

Bartlett Regional Hospital
December 2019 Financial Operating Summary

Financial Group	In-Pt Dec	Dec Budget	Out-Pt Dec		Physician Division Dec		BRH Total Dec	
			Actual	Dec Budget	Actual	Dec Budget	Actual	Dec Budget
Aetna	309,640	459,263	1,384,789	1,405,587	86,576	131,978	1,781,006	1,996,828
Blue Cross	472,820	496,567	1,763,057	1,417,106	210,929	192,105	2,446,806	2,105,778
Comm	259,264	197,971	322,946	355,641	67,298	180,505	649,509	734,117
MCD	2,340,838	2,020,047	1,769,146	1,835,068	339,353	173,029	4,449,337	4,028,144
MCR	1,324,831	2,379,450	2,668,472	2,606,664	304,288	292,726	4,297,591	5,278,840
Other	53,556	71,662	284,608	228,201	35,972	17,858	374,137	317,721
SEARHC	127,268	35,195	158,313	124,699	10,209	4,902	295,790	164,796
Self	56,730	89,577	156,955	203,152	7,876	9,817	221,561	302,546
VA/Cham	194,064	141,076	377,573	253,728	57,676	51,781	629,314	446,585
Worker's	-	9,995	85,932	92,597	298	6,288	86,229	108,880
Grand Total	5,139,012	5,900,803	8,971,792	8,522,443	1,120,475	1,060,989	15,231,279	15,484,235

Commercial	1,041,724	1,163,796	3,556,725	3,270,931	365,101	510,876	4,963,550	4,945,603
Government	4,040,558	4,647,430	5,258,112	5,048,360	747,498	540,296	10,046,168	10,236,086
Self Pay	56,730	89,577	156,955	203,152	7,876	9,817	221,561	302,546
Total Charges	5,139,012	5,900,803	8,971,792	8,522,443	1,120,475	1,060,989	15,231,279	15,484,235

% of Hospital Charges	27%	30%	35%	33%	5%	3%	66.0%	66.1%
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Prior Month

Commercial	1,103,380	1,126,239	3,410,067	3,165,410	391,625	494,392	4,905,072	4,786,041
Government	4,380,254	4,497,521	4,930,256	4,885,497	564,177	522,870	9,874,687	9,905,888
Self Pay	8,490	86,682	140,216	196,602	10,120	9,500	158,827	292,784
Total Charges	5,492,124	5,710,442	8,480,540	8,247,509	965,922	1,026,762	14,938,586	14,984,713

% of Hospital Charges	29%	30%	33%	33%	4%	3%	66.1%	66.1%
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<u>Description</u>	<u>Dec Actual</u>	<u>Dec Budget</u>	<u>Dec Actual</u>
			<u>(Over) / Under</u> <u>Budget</u>
Mgrs & Supervisors	446,917	443,692	(3,225)
Techs & Specs	634,767	729,540	94,773
RN's	832,160	887,031	54,871
Clerical & Admin	358,316	364,950	6,634
Clinical - Other	261,099	322,063	60,964
Non-Clinical - Other	234,815	227,792	(7,023)
Overtime	188,731	117,706	(71,025)
Call Back	55,398	8,435	(46,963)
Shift Differentials	125,029	110,429	(14,600)
On-Call	18,907	18,266	(641)
Non Productive	513,420	423,533	(89,887)
Premium Pay	0	-	-
Bonuses	50,000	0	(50,000)
Grand Total	3,719,559	3,653,437	(66,122)
Physicians	303,879	283,035	(20,844)
Contract Labor	165,358	58,322	(107,036)
Physician Contracts	469,238	341,357	(127,881)

BARTLETT REGIONAL HOSPITAL
BALANCE SHEET
December 31, 2019

	<u>December-19</u>	<u>November-19</u>	<u>December-18</u>	<u>CHANGE FROM PRIOR FISCAL YEAR</u>
ASSETS				
Current Assets:				
1. Cash and cash equivalents	33,759,459	33,045,522	36,425,403	(2,665,945)
2. Board designated cash	38,876,149	38,508,116	35,932,820	2,943,329
3. Patient accounts receivable, net	16,428,824	16,783,273	13,223,323	3,205,502
4. Other receivables	2,290,218	2,107,527	2,430,025	(139,807)
5. Inventories	3,225,457	3,081,425	2,895,405	330,052
6. Prepaid Expenses	878,858	965,327	1,780,423	(901,564)
7. Other assets	28,877	28,877	28,877	-
8. Total current assets	95,487,842	94,520,067	92,716,276	2,771,567
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	149,368,673	151,641,044	148,135,523	1,233,150
11. Construction in progress	2,523,423	1,088,165	402,325	2,121,098
12. Total property & equipment	151,892,096	152,729,209	148,537,848	3,354,248
13. Less: accumulated depreciation	(99,962,995)	(100,377,543)	(94,701,352)	(5,261,643)
14. Net property and equipment	51,929,101	52,351,668	53,836,497	(1,907,396)
15. Deferred outflows/Contribution to Pension Plan	14,415,000	14,415,000	8,564,873	5,850,127
16. Total assets	166,510,061	165,964,850	156,295,945	10,214,116
LIABILITIES & FUND BALANCE				
Current liabilities:				
17. Payroll liabilities	2,173,149	1,869,093	1,911,714	261,435
18. Accrued employee benefits	3,739,912	3,666,193	3,396,248	343,664
19. Accounts payable and accrued expenses	3,729,333	2,929,113	2,376,561	1,352,772
20. Due to 3rd party payors	2,255,085	1,908,165	105	2,254,980
21. Deferred revenue	(2,257,437)	(1,824,686)	3,014,283	(5,271,720)
22. Interest payable	340,359	272,287	350,344	(9,985)
23. Note payable - current portion	845,000	845,000	820,000	25,000
24. Other payables	396,788	330,626	349,415	47,374
25. Total current liabilities	11,222,189	9,995,791	12,218,670	(996,480)
Long-term Liabilities:				
26. Bonds payable	18,130,000	18,130,000	18,975,000	(845,000)
27. Bonds payable - premium/discount	1,317,223	1,332,842	1,507,930	(190,707)
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	98,220,427	98,236,046	93,320,810	4,899,617
31. Total liabilities	109,442,618	108,231,839	105,539,480	3,903,138
32. Fund Balance	57,067,443	57,733,011	50,756,465	6,310,979
33. Total liabilities and fund balance	166,510,061	165,964,850	156,295,945	10,214,116

**Bartlett Regional Hospital
Accounts Receivable
12/31/2019**

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	12/31/2019	11/30/2019
Aetna	\$166,220	\$359,762	\$294,750	\$224,246	\$148,603	\$41,252	\$308,935	\$1,377,549	\$1,543,769	\$1,526,045
Blue Cross	\$266,200	\$266,732	\$463,023	\$97,488	\$6,553	\$138,710	\$90,187	\$1,062,692	\$1,328,892	\$1,435,798
CB	0	0	0	0	0	0	0	\$0	\$0	\$0
Com	\$94,687	\$114,338	\$92,001	\$117,685	\$223,708	\$134,809	\$270,271	\$952,812	\$1,047,499	\$976,676
Medicaid	\$1,342,276	\$1,133,499	\$209,741	\$97,369	\$269,407	\$71,712	\$791,548	\$2,573,275	\$3,915,551	\$3,260,609
Medicare	\$788,632	\$1,290,816	\$378,096	\$220,145	\$80,872	\$48,161	\$62,250	\$2,080,339	\$2,868,971	\$4,115,807
Medicare Rep	\$0	\$0	\$191,527	\$0	\$47,784	\$90,590	\$69,486	\$399,388	\$399,388	\$393,640
Other	\$47,665	\$78,496	\$86,683	\$72,533	\$55,832	\$0	\$1,919	\$295,464	\$343,129	\$241,630
SEARHC	\$69,382	\$65,941	\$89,119	\$2,588	\$150	\$0	\$27,031	\$184,829	\$254,211	\$172,458
Self	\$26,854	\$21,612	\$171,115	\$174,228	\$201,415	\$102,030	\$2,825,135	\$3,495,534	\$3,522,388	\$3,636,387
VA	\$145,284	\$210,428	\$139,227	\$110,340	\$83,468	\$59,559	\$228,777	\$831,798	\$977,083	\$805,531
Worker's	\$4,349	\$0	\$0	\$20,351	\$0	\$0	\$1,642	\$21,994	\$26,342	\$48,809
in-patient Total	\$2,951,549	\$3,541,624	\$2,115,281	\$1,136,972	\$1,117,793	\$686,822	\$4,677,182	\$13,275,675	\$16,227,224	\$16,613,389
Aetna	\$375,599	\$785,419	\$877,282	\$351,151	\$140,800	\$151,962	\$304,143	\$2,610,757	\$2,986,356	\$2,900,765
Blue Cross	\$412,650	\$720,979	\$315,500	\$212,556	\$113,106	\$71,760	\$253,731	\$1,687,633	\$2,100,282	\$2,089,776
CB	0	0	0	0	0	0	0	\$0	\$0	\$0
Com	\$119,499	\$157,423	\$132,082	\$116,489	\$104,851	\$50,510	\$242,985	\$804,339	\$923,838	\$1,057,736
Medicaid	\$408,344	\$721,166	\$160,873	\$137,373	\$12,523	\$45,220	\$536,684	\$1,613,839	\$2,022,183	\$1,917,222
Medicare	\$773,734	\$1,181,762	\$116,664	\$15,323	\$4,207	\$30,689	\$75,292	\$1,423,937	\$2,197,671	\$2,466,676
Medicare Rep	\$1,438	\$3,342	\$0	\$0	\$10,377	\$1,996	\$28,995	\$44,710	\$46,148	\$110,716
Other	\$25,584	\$56,868	\$87,953	\$51,185	\$62,810	\$15,959	\$124,949	\$399,723	\$425,308	\$561,101
SEARHC	\$24,443	\$117,519	\$90,896	\$22,192	\$6,858	\$3,563	\$42,149	\$283,177	\$307,620	\$311,044
Self	\$11,029	\$144,175	\$313,544	\$465,278	\$408,785	\$347,719	\$5,290,135	\$6,969,636	\$6,980,665	\$6,987,292
VA	\$101,121	\$412,628	\$200,296	\$112,477	\$111,743	\$22,790	\$186,946	\$1,046,879	\$1,148,000	\$1,037,722
Worker's	\$2,926	\$45,513	\$80,377	\$73,224	\$19,602	\$4,722	\$75,289	\$298,727	\$301,654	\$347,756
out-patient Total	\$2,256,366	\$4,346,794	\$2,375,466	\$1,557,247	\$995,662	\$746,890	\$7,161,299	\$17,183,357	\$19,439,723	\$19,787,805
Aetna	\$541,819	\$1,145,181	\$1,172,032	\$575,397	\$289,403	\$193,214	\$613,078	\$3,988,306	\$4,530,125	\$4,426,810
Blue Cross	\$678,850	\$987,712	\$778,522	\$310,044	\$119,659	\$210,470	\$343,918	\$2,750,325	\$3,429,174	\$3,525,573
CB	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Com	\$214,186	\$271,760	\$224,083	\$234,174	\$328,559	\$185,319	\$513,256	\$1,757,152	\$1,971,338	\$2,034,412
Medicaid	\$1,750,620	\$1,854,665	\$370,614	\$234,741	\$281,930	\$116,932	\$1,328,232	\$4,187,114	\$5,937,734	\$5,177,831
Medicare	\$1,562,366	\$2,472,578	\$494,759	\$235,467	\$85,079	\$78,851	\$137,542	\$3,504,276	\$5,066,642	\$6,582,483
Medicare Rep	\$1,438	\$3,342	\$191,527	\$0	\$58,161	\$92,586	\$98,481	\$444,098	\$445,535	\$504,356
Other	\$73,250	\$135,364	\$174,636	\$123,718	\$118,642	\$15,959	\$126,868	\$695,187	\$768,437	\$802,731
SEARHC	\$93,825	\$183,460	\$180,014	\$24,780	\$7,008	\$3,563	\$69,180	\$468,006	\$561,831	\$483,502
Self	\$37,883	\$165,787	\$484,659	\$639,506	\$610,200	\$449,749	\$8,115,270	\$10,465,170	\$10,503,053	\$10,623,678
VA	\$246,405	\$623,055	\$339,523	\$222,817	\$195,211	\$82,349	\$415,723	\$1,878,677	\$2,125,082	\$1,843,253
Worker's	\$7,275	\$45,513	\$80,377	\$93,575	\$19,602	\$4,722	\$76,932	\$320,721	\$327,996	\$396,566
Grand Total	\$5,207,915	\$7,888,418	\$4,490,747	\$2,694,219	\$2,113,456	\$1,433,712	\$11,838,480	\$30,459,032	\$35,666,947	\$36,401,195

Aged Balance excludes Credit Balances

	December-19	November-19
Aging	\$30,459,032	\$31,291,240
Unbilled	\$5,207,915	\$5,109,955
Total	\$35,666,947	\$36,401,195

Bartlett Regional Hospital
December 2019 Writeoffs

Adjustments

One Time PPD Ins	\$2,398.41	2
Timely Filing	\$1,880.80	2
Compliance/Risk/Adminstrative	\$5,716.24	1
SP Prompt Pay Disc	\$8,102.17	88
Timely RRC-BOPS/LABS	\$0.00	0
Demographic Informaiton	\$0.00	
Auth Denials	\$14,549.20	3
Denied Appeals	\$672.12	1
Provider Enrollment BH	\$11,212.00	23
Mental Health BD Adj	\$102,078.46	44
	\$146,609.40	164

Collections

One Time Ins PPD	\$22,790.34	2
Collections SPPPD	\$46,064.55	88
	\$68,854.89	90

Bartlett Regional Hospital
Six Year Department Improvements Plans

Project	Priority	FY20	FY21	FY22	FY23	FY24	FY25	Future
Asphalt Replacement Drive From Admin to JMC	1	500,000	400,000					
Crises Stabilization	2	3,500,000	5,500,000	1,500,000				
Study to Determine a Secondary Campus Access	3		90,000					
Operating Room Ventilation	4		300,000					
Deferred Maintenance	5		4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Master Facility Project	6			\$x,xxx,xxx	\$x,xxx,xxx	\$x,xxx,xxx	\$x,xxx,xxx	
Parking Ramp (200 places)	7			2,000,000				
Relocate & Remodel Biomed, Dietary, Laundry, Materials Management Building	8			2,500,000	2,500,000			
Medical Office Building	9				2,000,000	1,000,000		
Remodel Laboratory (5000 Sq Ft)	10							3,750,000
Maintenance Building for Equipment	11							750,000
Oxygen Tank (Bulk) Storage	12							500,000
Totals		4,000,000	10,290,000	10,000,000	8,500,000	5,000,000	4,000,000	9,000,000

1. Asphalt Replacement: This is to repair and reconstruct existing campus roadway that is deteriorating. \$500,000 was included in CIP for FY2020. However that is not adequate funding to complete the project. The total cost is currently estimated at \$900,000 so and additional \$400,000 is added to the project. This project is scheduled to begin in the Spring of 2020.

2. Crises Stabilization: This project would create an 8-bed crisis stabilization center at Bartlett Regional Hospital, serving adults (4 beds) and youth (4 beds) from Juneau and the surrounding communities who are experiencing behavioral health crises. This project was included in CIP for FY2020 at \$3,500,000. This project has expanded as the location for the building is located on the site of the existing Behavioral Outpatient Services building which was scheduled to be replaced. The new building would consist of 2 levels with Behavioral Outpatient Services on the first floor with a second floor for Crises Stabilization. Grant dollars of \$1,700,000 have been awarded to the Crises Stabilization project.

3. Secondary Campus Access: To study the feasibility of establishing a second access to BRH campus from Egan.

4. Operating Room Ventilation: The ventilation system in the Operating room needs to be updated. Pats are no longer available for the current equipment. The new system will also provide for redundancy preventing a shutdown of the OR.

5. Deferred Maintenance: These funds are to address infrastructure projects. These funds will be used for known and planned projects and also used to address replacement are repairs that are not anticipated.

6. BRH is completing a Master Facility Campus Plan study that will identify facilities most in need of replacement or upgrade. The board of directors will have a Startegic Planning session where this information along with other materials in the spring. As a result there may be projects identified to be completed in future. The timing and cost is unknown at this time but it is expected a facility plan will be developed in the near future.