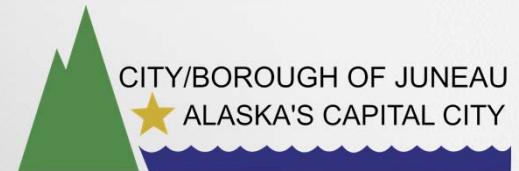




Finance Committee

May 8, 2020

Bartlett
Regional Hospital



Bartlett Regional Hospital

FINANCE COMMITTEE MEETING

May 8, 2020 – Noon

Bartlett Regional Hospital – Boardroom

Agenda

Mission Statement

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

Public may participate telephonically by calling 1-800-315-6338, then Access Code: 86591

CALL TO ORDER

PUBLIC COMMENT

APPROVAL OF MINUTES – [April 10, 2020 Minutes](#)

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	<u>Old or New</u>	<u>Desired Response</u>	
1. March 2020 Financial Statements Review	New	Action	
A. March Financial Summary		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. Covid-19 Financial Impact Update			

Next Meeting: Friday, June 12, 2020 at 12:00 in BRH Boardroom

Committee member comments / questions

ADJOURN

Bartlett Regional Hospital

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

Finance Committee Meeting Minutes BRH Boardroom – April 10, 2020

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

Finance Committee* & Board Members present: Mark Johnson*, Brenda Knapp* (Zoom), Iola Young (Zoom), Marshal Kendziorek (Zoom), Kenny Solomon-Gross (Zoom), Rosemary Hagevig (Zoom)

Staff & Others: Kevin Benson, CFO (Zoom), Bradley Grigg, CBHO (Zoom), Chuck Bill, CEO (Zoom), Dallas Hargrave, HR Director (Zoom), Rose Lawhorne, CNO (Zoom), Megan Costello, CLO (Zoom), Billy Gardner, COO (Zoom), Blessy Robert, Director of Accounting (Zoom), Willy Dodd (Zoom), Megan Rinkenberger, Executive Assistant, and Tiara Ward, CBJ (Zoom).

Public Comment: None

Ms. Knapp made a MOTION to approve the minutes from the March 20, 2020 Finance Committee Meeting. Mr. Johnson noted no objections and they were approved.

February 2020 Financial Review – Kevin Benson, CFO

February was another strong month as far as volumes and revenues. Outpatient revenue was well over budget. Total gross patient revenue finished at \$16.5M, which was \$2.5M greater than budget. \$9.8M in total operating revenue, which was \$1.9M greater than budget. BRH was \$1.6M over budget on expenses as well. Resulting total operating income was \$340K, which was well above budgeted.

Covid-19 Potential Financial Impact – Kevin Benson, CFO

The BRH preparations and response drastically ramped up in mid-March. The first half of March continued the strong volumes, then ICS structure was stood up and state health mandates and travel restrictions began. BRH discontinued non-urgent outpatient services and began more stringent assessment of patients and visitors, surveying them for symptoms and limiting the number of individuals entering the hospital unnecessarily. These measures reduced revenue generation by about 50%. Combined with these measures, patients at RRC were discharged in anticipation of patient overflow to provide additional patient space. Expenses were incurred related to this, which were accounted for in a new “department”. Supplies, equipment and other expenses totaled \$390K, and labor related to it came to \$210K, for a total of \$600K so far. March finished \$2.3M short of budget. April 1st-9th we experienced a \$2.2M shortfall from April budget.

Funding sources are being researched, including CARES, FEMA, and CMS, as well as an insurance option for business interruption. Today we received \$1.1M from the CARES Act, and more payments may be received in the future through this program as well. This distribution was based on a percentage of Medicare fees compared to the rest of the country. Nursing homes, areas hardest hit by pandemic, and rural areas. BRH qualifies as rural, but not as a critical access hospital. There is an



additional program that allows hospitals to apply for advance Medicare payments, which is essentially a loan to be repaid through usual costs, but the loan would be interest free for a year, then about 10% interest rate after the first year.

The Alaska Governor implemented no elective surgeries until June 15th, which will be reassessed at that point.

There was a discussion on supplies at BRH. New treatment recommendations suggest high-flow oxygen, which will deplete current supplies much faster than anticipated. This is being addressed. PAPR hoods are deficient, but more are on order, and the community may be able to make ones that will work. Processes are being developed and implemented for sterilizing and reusing N95 masks, which will reduce the consumption rate. The community has greatly stepped up to help make gowns and masks, which will be received as donations and reserved for a crisis supply.

Mr. Johnson suggested to Mr. Bill that community education was important, and suggested the creation of a special issue of House Calls to go to the community to re-emphasize measures that have helped slow the spread, and the need for continuation of those measures. Mr. Bill noted the projections are still showing the anticipated peak in Juneau as occurring around mid-April to mid-May.

CBJ will be in charge of the shelter for those who are willing to isolate, but need help, as well as those who require supervision due to resistance to isolate, and have additional needs. This program will take place between Mt. Jumbo Gym and Centennial Hall. CBJ will be in charge of staffing non-clinical roles, and BRH will staff clinical roles through the Float Pool.

There are four levels of severity to consider: those that require care beyond the capability of BRH, who would optimally be transported either to Seattle or Anchorage, then those severe patients that BRH can care for, the moderately ill that BRH can care for, then the mildly ill that would ideally self-isolate at home.

Staffing at BRH was reviewed, revealing that half of non-direct patient care roles are working from home. The other employees that have had their roles diminished, but want to help have been put into a group that can be reassigned or trained to assist in other roles. Some staff have chosen to use personal leave instead of working, and that is allowed. Hospital employees can be exempt from the new FMLA guidelines, which BRH will address on a case by case basis.

Today BRH received two Abbott rapid-testing machines, which included 200 test kits. The discussion will need to happen as to who gets prioritized for these tests, to include the consideration of false negative potential. This method takes less than an hour to produce a result, but can only run one test at a time.

Next Meeting: May 8, 2020 at 12:00pm in BRH Boardroom, and via Zoom.

Committee comments: Mr. Kendziorek noted that a date is being worked out for a planning meeting to discuss the new “normal” and future implications at BRH. Ms. Knapp expressed her gratitude for Ms. Lawhorne, and her hard work in community education and in her work here at BRH.

Adjourned – 1:00 p.m.

Bartlett Regional Hospital

3260 Hospital Drive, Juneau, Alaska 99801

907.796.8900

www.bartlethospital.org

DATE: May 1, 2020

TO: BRH Finance Committee

FROM: Kevin Benson, Chief Financial Officer

RE: March Financial Performance

March was the month when Covid-19 affected operations at Bartlett Regional Hospital. Revenues and volumes were strong through the first half of the month. In response to the Covid-19 pandemic BRH discontinued outpatient services providing services to only inpatient and emergency patients. This resulted in a decrease of daily revenue by 50%. At the same time Incident Command was initiated and staff was mobilized to prepare for the pandemic.

As a result of this crises Inpatient Revenue was down 24% and Outpatient Revenue was down 8%. Total Gross Patient Revenue finished 15% under budget or \$2.4 million. This decrease in revenue was mitigated to a degree by a reduction of Deductions from Revenue of \$580,000. BRH was able to realize grant revenues for the quarter putting Other Operating Revenue \$1.0 million in excess of budget. After all this Total Operating Income finished \$763,000 under budget.

Expenses exceeded budget by \$722,000 or 8%. This variance was driven by increased staff costs and benefits. Many staff were mobilized for pandemic preparedness and others were reassigned or sent home on a low census designation. This lead to heavy utilization of Non-Productive Pay. This resulted in an Operating Loss of \$1.4 million or -18%. After Non-Operating Income of \$174,000 the Net Loss was \$1,267,000. For the year BRH has a Net Income of \$3 million or 3.5% and is ahead of budget by \$230,000 and ahead of the prior year by \$1.8 million.

Other Significant Items:

- Cash collections were strong in March. BRH's Cash and Board Designated cash is \$2.2 million greater than March of 2019.
- 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 March 2020

Facility Utilization:	CURRENT MONTH					YEAR TO DATE			
			% Over (Under) Budget		Prior Month (February)			% Over (Under) Budget	
	Actual	Budget	Prior Year			Actual	Budget	Prior Year	
Hospital Inpatient: Patient Days									
Patient Days - Med/Surg	275	426	-35%	336	379	3,471	3,834	-9%	3,347
Patient Days - Critical Care Unit	71	92	-23%	102	69	792	828	-4%	802
Patient Days - Swing Beds	0	0	0%	0	0	0	0	-100%	0
Avg. Daily Census - Acute	11.2	16.7	-33%	14	14.5	15.5	32.0	-52%	15.1
Patient Days - Obstetrics	63	69	-9%	65	56	599	621	-4%	579
Patient Days - Nursery	53	64	-17%	55	42	476	558	-15%	540
Total Hospital Patient Days	462	652	-29%	558	546	5,338	5,841	-9%	5,268
Births	27	27	1%	28	20	219	306	-28%	240
Mental Health Unit									
Patient Days - Mental Health Unit	201	343	-41%	279	251	2,188	2,691	-19%	2,527
Avg. Daily Census - MUH	6.5	11.1	-41%	9.0	8	8.0	9.8	-19%	9.2
Rain Forest Recovery:									
Patient Days - RRC	178	299	-41%	351	304	2,538	3,087	-18%	3,039
Avg. Daily Census - RRC	6	9.7	-41%	11.3	10	9	11.2	-18%	11.1
Outpatient visits	11	19	-43%	30	24	202	171	18%	218
Inpatient: Admissions									
Med/Surg	58	72	-19%	54	65	658	648	2%	612
Critical Care Unit	34	41	-17%	37	38	375	369	2%	348
Obstetrics	30	28	6%	30	24	241	252	-4%	244
Nursery	27	30	-9%	28	20	220	270	-19%	250
Mental Health Unit	19	38	-50%	32	38	312	342	-9%	328
Total Admissions - Inpatient Status	168	209	-19%	181	185	1,806	3,663	-51%	1,782
Admissions - "Observation" Status									
Med/Surg	54	59	-8%	45	70	523	531	-2%	508
Critical Care Unit	32	34	-6%	23	39	282	306	-8%	291
Mental Health Unit	0	2	-100%	2	4	21	18	17%	22
Obstetrics	17	19	-11%	22	12	161	171	-6%	170
Nursery	0	1	-100%	1	0	1	9	-89%	6
Total Admissions to Observation	103	115	-11%	93	125	988	2,031	-51%	997
Surgery:									
Inpatient Surgery Cases	27	50	-46%	34	41	436	450	-3%	402
Endoscopy Cases	59	100	-41%	103	95	802	900	-11%	866
Same Day Surgery Cases	61	91	-33%	108	110	903	819	10%	819
Total Surgery Cases	147	241	-39%	245	246	2,141	4,256	-50%	2,087
Total Surgery Minutes	11,258	15,437	-27%	14,710	17,574	150,107	132,392	13%	132,392
Outpatient:									
Total Outpatient Visits (Hospital)									
Emergency Department Visits	987	1,255	-21%	1,171	1,161	10,644	11,295	-6%	10,754
Cardiac Rehab Visits	80	77	4%	99	83	615	693	-11%	712
Lab Visits	349	297	17%	264	292	3,333	2,673	25%	2,259
Lab Tests	7,297	9,601	-24%	10,067	8,839	89,101	86,409	3%	79,233
Radiology Visits	529	869	-39%	778	739	6,968	7,821	-11%	6,915
Radiology Tests	1,727	2,610	-34%	2,670	2,253	21,147	23,490	-10%	22,480
Sleep Study Visits	25	23	7%	25	30	246	207	19%	221
Physician Clinics:									
Hospitalists	158	212	-25%	142	170	1,949	1,908	2%	1,578
Bartlett Oncology Clinic	1	84	-99%	91	64	615	756	-19%	635
Ophthalmology Clinic	7	N/A	N/A	-	68	107	N/A	N/A	-
Behavioral Health Outpatient visits	230	413	-44%	274	68	3,013	3,564	-15%	3,213
Bartlett Surgery Specialty Clinic visits	183	325	-44%	296	355	2,476	2,925	-15%	2,663
	579	1,034	-44%	803	725	8,160	17,242	-53%	8,089
Other Operating Indicators:									
Dietary Meals Served	21,192	26,027	-19%	28,446	26,031	255,485	234,243	9%	236,581
Laundry Pounds (Per 100)	313	408	-23%	376	358	3,263	3,672	-11%	3,559

Bartlett Regional Hospital
Dashboard Report for March 2020

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	5,021	4,654	7.9%	3,981	4,801	4,511	6.4%	4,179
Contractual Allowance %	44.7%	41.1%	8.7%	41.9%	41.2%	41.1%	0.3%	40.6%
Bad Debt & Charity Care %	2.8%	2.9%	-3.5%	0.2%	2.7%	2.9%	-8.5%	2.6%
Wages as a % of Net Revenue	63.5%	46.2%	37.5%	53.0%	47.9%	46.2%	3.8%	49.4%
Productive Staff Hours Per Adjusted Patient Day	33.0	24.7	33.5%	22.4	24.3	24.0	1.5%	22.5
Non-Productive Staff Hours Per Adjusted Patient Day	4.9	3.3	47.2%	3.6	3.9	2.9	35.0%	3.6
Overtime/Premium % of Productive	4.85%	2.80%	73.1%	4.38%	6.71%	2.80%	139.2%	6.34%
Days Cash on Hand	103	113	-8.7%	115	103	113	-8.6%	118
Board Designated Days Cash on Hand	155	170	-8.7%	158	156	170	-8.6%	158
Days in Net Receivables	57.0	57	0.0%	52	57.0	57	0.0%	52
Total debt-to-capitalization (with PERS)					Actual	Benchmark	% Over (Under)	Prior Year
Total debt-to-capitalization (without PERS)					63.3%	33.7%	87.7%	45.1%
Current Ratio					16.1%	33.7%	-52.3%	20.1%
Debt-to-Cash Flow (with PERS)					8.62	2.00	331.1%	6.07
Debt-to-Cash Flow (without PERS)					8.34	2.7	209.0%	8.98
Aged A/R 90 days & greater					2.12	2.7	-21.6%	4.00
Bad Debt Write off					56.0%	19.8%	182.8%	
Cash Collections					0.6%	0.8%	-25.0%	
Charity Care Write off					101.3%	99.4%	1.9%	
Cost of Collections (Hospital only)					0.7%	1.4%	-50.0%	
Discharged not Final Billed (DNFB)					4.5%	2.8%	60.7%	
Unbilled & Claims on Hold (DNSP)					10.0%	4.7%	112.8%	
Claims final billed not submitted to payor (FBNS)					10.0%	5.1%	96.1%	
POS Cash Collection					0.0%	0.2%	-100.0%	
					3.5%	21.3%	-83.6%	

BARTLETT REGIONAL HOSPITAL
STATEMENT OF REVENUES AND EXPENSES
FOR THE MONTH AND YEAR TO DATE OF MARCH 2020

MONTH ACTUAL	MONTH BUDGET	MO \$ VAR	MTD % VAR	PR YR MO			PRIOR YTD				PRIOR YTD	
							YTD ACTUAL	YTD BUDGET	YTD \$ VAR	YTD % VAR	ACT	% CHG
					Gross Patient Revenue:							
\$3,500,659	\$4,525,981	\$1,025,322	-22.7%	\$3,925,042	1. Inpatient Revenue		\$39,842,581	\$40,003,838	\$161,258	-0.4%	\$37,178,172	7.2%
\$722,327	\$1,002,905	-\$280,578	-28.0%	\$804,000	2. Inpatient Ancillary Revenue		\$8,475,669	\$8,864,364	-\$388,695	-4.4%	\$8,094,095	4.7%
\$4,222,986	\$5,528,886	-\$1,305,900	-23.6%	\$4,729,042	3. Total Inpatient Revenue		\$48,318,250	\$48,868,202	-\$549,953	-1.1%	\$45,272,268	6.7%
\$7,826,582	\$8,517,483	-\$690,901	-8.1%	\$7,999,844	4. Outpatient Revenue		\$81,869,021	\$75,283,629	\$6,585,392	8.7%	\$71,724,545	14.1%
\$12,049,568	\$14,046,369	-\$1,996,801	-14.2%	\$12,728,886	5. Total Patient Revenue - Hospital		\$130,187,272	\$124,151,831	\$6,035,440	4.9%	\$116,996,813	11.3%
\$187,810	\$377,857	-\$190,047	-50.3%	\$363,419	6. RRC Patient Revenue		\$2,650,281	\$3,339,788	-\$689,507	-20.6%	\$3,200,353	-17.2%
\$307,646	\$194,827	\$112,819	57.9%	\$224,242	7. BHOPS Patient Revenue		\$2,431,829	\$1,722,026	\$709,803	41.2%	\$1,739,164	39.8%
\$595,861	\$866,300	-\$270,439	-31.2%	\$775,771	8. Physician Revenue		\$8,823,297	\$7,656,985	\$1,166,312	15.2%	\$7,020,418	25.7%
\$13,140,885	\$15,485,353	-\$2,344,468	-15.1%	\$14,092,318	9. Total Gross Patient Revenue		\$144,092,679	\$136,870,630	\$7,222,048	5.3%	\$128,956,747	11.7%
					Deductions from Revenue:							
\$2,730,897	\$3,185,445	\$454,548	14.3%	\$2,719,986	10. Inpatient Contractual Allowance		\$27,602,370	\$28,204,943	\$602,573	2.1%	\$26,194,476	5.4%
-\$308,333	-\$308,333	\$0		-\$308,333	10a. Rural Demonstration Project		-\$2,775,000	-\$2,775,000	\$0		-\$2,775,000	
\$2,939,794	\$3,075,304	\$135,511	4.4%	\$3,012,368	11. Outpatient Contractual Allowance		\$29,127,280	\$27,181,700	\$1,945,580	-7.2%	\$25,327,390	15.0%
\$507,327	\$412,705	-\$94,622	-22.9%	\$486,609	12. Physician Service Contractual Allowance		\$5,466,256	\$3,647,783	-\$1,818,473	-49.9%	\$3,548,422	54.0%
\$13,907	\$16,576	\$2,669	16.1%	\$11,523	13. Other Deductions		\$133,386	\$146,518	\$13,132	9.0%	\$131,045	0.0%
\$92,380	\$126,201	\$33,821	26.8%	\$78,280	14. Charity Care		\$853,845	\$1,115,456	\$261,611	23.5%	\$831,580	2.7%
\$281,476	\$330,373	\$48,897	14.8%	-\$54,907	15. Bad Debt Expense		\$3,031,768	\$2,920,069	-\$111,699	-3.8%	\$2,475,645	22.5%
\$6,257,448	\$6,838,271	\$580,824	8.5%	\$5,945,526	16. Total Deductions from Revenue		\$63,439,904	\$60,441,469	-\$2,998,435	-5.0%	\$55,733,557	13.8%
44.7%	43.1%			44.1% % Contractual Allowances / Total Gross Patient Revenue			41.2%	43.1%			40.6%	
2.8%	2.9%			0.2% % Bad Debt & Charity Care / Total Gross Patient Revenue			2.7%	2.9%			2.6%	
47.6%	44.2%			42.2% % Total Deductions / Total Gross Patient Revenue			44.0%	44.2%			43.2%	
\$6,883,437	\$8,647,082	-\$1,763,644	-20.4%	\$8,146,792	17. Net Patient Revenue		\$80,652,775	\$76,429,161	\$4,223,613	5.5%	\$73,223,190	10.1%
\$1,173,095	\$172,232	\$1,000,863	581.1%	\$270,202	18. Other Operating Revenue		\$4,504,686	\$1,522,306	\$2,982,380	195.9%	\$1,658,581	171.6%
\$8,056,532	\$8,819,314	-\$762,782	-8.6%	\$8,416,994	19. Total Operating Revenue		\$85,157,460	\$77,951,467	\$7,205,992	9.2%	\$74,881,770	13.7%
				Expenses:								
\$4,097,955	\$3,653,434	-\$444,521	-12.2%	\$3,739,704	20. Salaries & Wages		\$34,527,108	\$32,291,672	\$2,235,436	-6.9%	\$31,465,039	9.7%
\$203,602	\$283,036	\$79,434	28.1%	\$318,805	21. Physician Wages		\$2,783,289	\$2,501,665	\$281,624	-11.3%	\$2,465,150	12.9%
\$72,129	\$58,324	-\$13,805	-23.7%	\$255,532	22. Contract Labor		\$1,356,723	\$151,501	-\$841,222	-163.2%	\$2,277,339	-40.4%
\$2,058,314	\$1,823,427	-\$234,887	-12.9%	\$1,616,010	23. Employee Benefits		\$18,115,610	\$16,116,789	-\$1,998,821	-12.4%	\$14,413,278	25.7%
\$6,432,000	\$5,818,221	-\$613,779	-10.5%	\$5,930,051			\$56,782,730	\$51,425,627	-\$5,357,103	-10.4%	\$50,620,806	12.2%
79.8%	66.0%			70.5% % Salaries and Benefits / Total Operating Revenue			66.7%	66.0%			67.6%	
\$68,296	\$79,813	\$11,517	14.4%	\$61,897	24. Medical Professional Fees		\$687,345	\$705,467	\$18,122	2.6%	\$704,512	-2.4%
\$178,469	\$209,490	\$31,021	14.8%	\$217,297	25. Physician Contracts		\$1,961,321	\$1,851,638	-\$109,683	-5.9%	\$2,121,289	-7.5%
\$180,676	\$181,229	\$553	0.3%	\$160,596	26. Non-Medical Professional Fees		\$1,509,739	\$1,601,894	\$92,155	5.8%	\$1,389,403	8.7%
\$1,198,983	\$1,080,121	-\$118,862	-11.0%	\$1,089,622	27. Materials & Supplies		\$10,654,750	\$9,546,928	-\$1,107,822	-11.6%	\$9,222,647	15.5%
\$122,848	\$132,222	\$9,374	7.1%	\$163,549	28. Utilities		\$1,152,616	\$1,168,685	\$16,069	1.4%	\$1,086,728	6.1%
\$425,950	\$333,844	-\$92,106	-27.6%	\$294,783	29. Maintenance & Repairs		\$3,303,576	\$2,950,763	-\$352,813	-12.0%	\$2,747,637	20.2%
\$37,308	\$56,718	\$19,410	34.2%	\$40,044	30. Rentals & Leases		\$450,987	\$501,318	\$50,331	10.0%	\$470,672	-4.2%
\$39,858	\$50,602	\$10,744	21.2%	\$36,853	31. Insurance		\$395,342	\$447,248	\$51,906	11.6%	\$545,248	-27.5%
\$616,212	\$668,309	\$52,097	7.8%	\$561,853	32. Depreciation & Amortization		\$5,310,455	\$5,906,988	\$596,533	10.1%	\$5,424,264	-2.1%
\$51,122	\$52,780	\$1,658	3.1%	\$52,667	33. Interest Expense		\$469,413	\$466,512	-\$2,901	-0.6%	\$480,663	-2.3%
\$146,407	\$112,357	-\$34,050	-30.3%	\$60,944	34. Other Operating Expenses		\$1,050,156	\$993,134	-\$57,022	-5.7%	\$782,468	34.2%
\$9,498,130	\$8,775,706	-\$722,423	-8.2%	\$8,670,156	35. Total Expenses		\$83,728,428	\$77,566,202	-\$6,162,228	-7.9%	\$75,596,336	-10.8%
-\$1,441,598	\$43,608	-\$1,485,206	-3405.8%	-\$253,162	36. Income (Loss) from Operations		\$1,429,032	\$385,265	\$1,043,767	270.9%	-\$714,566	-300.0%
\$100,817	\$108,500	-\$7,683	-7.1%	\$129,366	37. Interest Income		\$922,092	\$958,999	-\$36,907	-3.8%	\$492,130	87.4%
\$73,684	\$162,162	-\$88,479	-54.6%	\$146,507	38. Other Non-Operating Income		\$657,552	\$1,433,292	-\$775,740	-54.1%	\$1,391,101	-52.7%
\$174,501	\$270,662	-\$96,162	-35.5%	\$275,873	39. Total Non-Operating Revenue		\$1,579,644	\$2,392,291	-\$812,647	-34.0%	\$1,883,232	-16.1%
-\$1,267,097	\$314,270	-\$1,581,367	503.2%	\$22,711	40. Net Income (Loss)		\$3,008,676	\$2,777,556	\$231,120	-8.3%	\$1,168,666	-157.4%
-17.89%	0.49%			-3.01% Income from Operations Margin			1.68%	0.49%			-0.95%	
-15.73%	3.56%			0.27% Net Income			3.53%	3.56%			1.56%	

Bartlett Regional Hospital
March 2020 Financial Operating Summary

Financial Group	In-Pt Mar	MarBudget	Out-Pt		Physician Division		BRH Total	
			MarActual	MarBudget	MarActual	MarBudget	MarActual	MarBudget
Aetna	254,281	459,264	1,274,280	1,405,585	84,508	131,977	1,613,068	1,996,826
Blue Cross	290,910	496,558	1,372,420	1,417,100	155,469	192,105	1,818,800	2,105,763
Comm	201,439	197,970	246,631	355,637	26,952	180,505	475,022	734,112
MCD	1,283,946	2,020,039	1,789,976	1,835,069	288,270	173,029	3,362,192	4,028,137
MCR	1,792,982	2,379,455	2,411,888	2,606,664	200,920	292,723	4,405,790	5,278,842
Other	295,945	71,670	179,239	228,201	14,226	17,859	489,409	317,730
SEARHC	110,122	35,194	115,029	124,695	23,471	4,902	248,621	164,791
Self	109,621	89,574	180,259	203,151	43,255	9,818	333,135	302,543
VA/Cham	69,432	141,084	167,231	253,722	65,420	51,782	302,082	446,588
Worker's	-	9,996	91,747	92,598	-	6,287	91,747	108,881
Grand Total	4,408,678	5,900,804	7,828,700	8,522,422	902,489	1,060,987	13,139,867	15,484,213
Commercial	746,630	1,163,788	2,985,079	3,270,920	266,929	510,874	3,998,637	4,945,582
Government	3,552,427	4,647,442	4,663,362	5,048,351	592,305	540,295	8,808,095	10,236,088
Self Pay	109,621	89,574	180,259	203,151	43,255	9,818	333,135	302,543
Total Charges	4,408,678	5,900,804	7,828,700	8,522,422	902,489	1,060,987	13,139,867	15,484,213
% of Hospital Charges	27%	30%	35%	33%	5%	3%	67.0%	66.1%
Prior Month								
Commercial	929,384	1,051,176	3,574,586	2,954,387	549,172	461,436	5,053,142	4,466,999
Government	4,356,788	4,197,679	6,162,226	4,559,810	672,909	488,010	11,191,923	9,245,499
Self Pay	(3,479)	80,907	167,410	183,499	853	8,866	164,784	273,272
Total Charges	5,282,693	5,329,762	9,904,222	7,697,696	1,222,934	958,312	16,409,849	13,985,770
% of Hospital Charges	27%	30%	38%	33%	4%	3%	68.2%	66.1%

<u>Description</u>	<u>MarActual</u>	<u>MarBudget</u>	<u>MarActual</u> (Over) / Under <u>Budget</u>
Mgrs & Supervisors	482,917	443,691	(39,226)
Techs & Specs	712,851	729,541	16,690
RN's	884,824	887,030	2,206
Clerical & Admin	391,534	364,951	(26,583)
Clinical - Other	310,234	322,062	11,828
Non-Clinical - Other	299,288	227,790	(71,498)
Overtime	169,451	117,710	(51,741)
Call Back	65,391	8,436	(56,955)
Shift Differentials	136,248	110,429	(25,819)
On-Call	19,117	18,263	(854)
Non Productive	528,849	423,531	(105,318)
Premium Pay	0	-	-
Productivity Incentives	97,250	0	(97,250)
Grand Total	4,097,955	3,653,434	(444,521)
Physicians	203,602	283,036	79,434
Contract Labor	72,129	58,324	(13,805)
Physician Contracts	275,731	341,360	65,629

BARTLETT REGIONAL HOSPITAL
BALANCE SHEET
March 31, 2020

	<u>March-20</u>	<u>February-20</u>	<u>March-19</u>	<u>CHANGE FROM PRIOR FISCAL YEAR</u>
ASSETS				
Current Assets:				
1. Cash and cash equivalents	29,430,830	27,382,844	30,055,428	(624,598)
2. Board designated cash	39,747,931	39,303,472	36,884,366	2,863,566
3. Patient accounts receivable, net	15,717,564	18,244,443	13,256,304	2,461,260
4. Other receivables	2,982,945	2,385,573	2,555,453	427,493
5. Inventories	3,374,230	3,284,336	3,508,090	(133,860)
6. Prepaid Expenses	445,845	738,598	1,525,757	(1,079,912)
7. Other assets	28,877	28,877	28,877	-
8. Total current assets	91,728,222	91,368,143	87,814,275	3,913,949
Appropriated Cash:				
9. CIP Appropriated Funding	4,678,117	4,678,117	4,565,905	112,212
Property, plant & equipment				
10. Land, bldgs & equipment	140,559,497	140,503,388	148,477,252	(7,917,755)
11. Construction in progress	5,249,479	5,027,288	663,727	4,585,752
12. Total property & equipment	145,808,976	145,530,676	149,140,979	(3,332,003)
13. Less: accumulated depreciation	(92,166,409)	(91,550,197)	(96,289,698)	4,123,289
14. Net property and equipment	53,642,567	53,980,481	52,851,282	791,285
15. Deferred outflows/Contribution to Pension Plan	14,415,000	14,415,000	8,564,873	5,850,127
16. Total assets	164,463,906	164,441,738	153,796,334	10,667,573
LIABILITIES & FUND BALANCE				
Current liabilities:				
17. Payroll liabilities	1,298,864	892,563	960,012	338,852
18. Accrued employee benefits	4,020,339	3,916,455	3,646,985	373,353
19. Accounts payable and accrued expenses	3,710,112	3,060,408	2,417,243	1,292,869
20. Due to 3rd party payors	3,424,415	2,948,925	958,731	2,465,684
21. Deferred revenue	(3,056,955)	(2,589,523)	1,729,957	(4,786,913)
22. Interest payable	131,919	65,959	131,779	140
23. Note payable - current portion	870,000	870,000	845,000	25,000
24. Other payables	241,322	171,125	177,761	63,561
25. Total current liabilities	10,640,016	9,335,912	10,867,468	(227,454)
Long-term Liabilities:				
26. Bonds payable	17,260,000	17,260,000	18,130,000	(870,000)
27. Bonds payable - premium/discount	1,271,930	1,286,767	1,461,716	(189,786)
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	97,305,134	97,319,971	92,429,596	4,875,538
31. Total liabilities	107,945,150	106,655,883	103,297,064	4,648,084
32. Fund Balance	56,518,757	57,785,854	50,499,269	6,019,488
33. Total liabilities and fund balance	164,463,906	164,441,738	153,796,334	10,667,573

Bartlett Regional Hospital
Accounts Receivable
3/31/2020

Aging by Fin Grp	Unbilled A/R	Billed & Unbilled								Billed & Unbilled 2/29/2020
		0-30	31-60	61-90	91-120	121-150	151+	A/R Total	3/31/2020	
Aetna	\$122,502	\$184,504	\$384,966	\$143,796	\$211,533	\$43,339	\$290,607	\$1,258,744	\$1,381,246	\$1,731,563
Blue Cross	\$200,418	\$217,797	\$236,975	\$88,064	\$99,825	\$240,861	\$252,980	\$1,136,503	\$1,336,921	\$1,507,193
CB	0	0	0	0	0	0	0	\$0	\$0	\$0
Com	\$20,550	\$86,105	\$163,831	\$88,954	\$96,051	\$7,121	\$481,840	\$923,902	\$944,452	\$720,939
Medicaid	\$764,803	\$1,156,843	\$473,386	\$207,320	\$200,859	\$78,248	\$542,296	\$2,658,952	\$3,423,755	\$3,505,415
Medicare	\$1,704,882	\$691,487	\$272,885	\$293,427	\$111,734	\$21,878	\$67,693	\$1,459,104	\$3,163,985	\$4,020,818
Medicare Rep	\$0	\$0	\$25,958	\$0	\$0	\$174,219	\$107,730	\$307,907	\$307,907	\$312,468
Other	\$0	\$169,395	\$103,851	\$35,705	\$74,181	\$30,316	\$124,141	\$537,588	\$537,588	\$487,994
SEARHC	\$86,837	\$129,665	\$200	\$0	\$0	\$209	\$15,385	\$145,459	\$232,296	\$255,061
Self	\$9,139	\$137,791	\$215,536	\$41,703	\$126,236	\$152,933	\$2,909,190	\$3,583,389	\$3,592,528	\$3,293,300
VA	\$21,898	\$327,199	\$5,291	\$68,233	\$177,135	\$174,766	\$309,852	\$1,062,476	\$1,084,374	\$856,213
Worker's	\$4,349	\$0	\$0	\$4,280	\$0	\$0	\$20,351	\$24,631	\$28,980	\$60,828
in-patient Total	\$2,935,376	\$3,100,786	\$1,882,879	\$971,482	\$1,097,553	\$923,889	\$5,122,066	\$13,098,655	\$16,034,031	\$16,751,793
Aetna	\$374,357	\$566,194	\$733,670	\$195,942	\$114,208	\$121,900	\$405,974	\$2,137,889	\$2,512,246	\$3,046,452
Blue Cross	\$311,415	\$693,021	\$547,087	\$250,645	\$76,531	\$74,354	\$401,814	\$2,043,452	\$2,354,867	\$2,283,510
CB	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Com	\$97,486	\$123,148	\$112,585	\$23,783	\$53,772	\$25,017	\$210,222	\$548,527	\$646,013	\$738,371
Medicaid	\$448,257	\$658,230	\$226,785	\$86,769	\$81,795	\$37,117	\$444,239	\$1,534,933	\$1,983,191	\$1,897,737
Medicare	\$682,181	\$848,790	\$339,791	\$127,690	\$1,162,490	\$68,363	\$89,766	\$2,636,891	\$3,319,073	\$4,281,038
Medicare Rep	\$11,385	\$4,727	\$15,091	\$836	\$0	\$0	\$34,686	\$55,339	\$66,725	\$67,152
Other	\$46,952	\$31,728	\$81,144	\$63,615	\$14,529	\$3,514	\$56,577	\$251,106	\$298,058	\$328,830
SEARHC	\$8,051	\$90,372	\$49,133	\$12,609	\$1,368	\$3,186	\$15,787	\$172,454	\$180,506	\$202,680
Self	\$18,179	\$165,498	\$372,290	\$398,656	\$275,734	\$251,996	\$5,277,743	\$6,741,916	\$6,760,095	\$6,869,281
VA	\$72,293	\$121,226	\$116,690	\$45,126	\$99,288	\$49,892	\$218,563	\$650,784	\$723,077	\$1,011,806
Worker's	\$5,220	\$79,834	\$90,545	\$28,967	\$7,676	\$1,208	\$29,994	\$238,223	\$243,444	\$315,807
out-patient Total	\$2,075,778	\$3,382,769	\$2,684,809	\$1,234,638	\$1,887,390	\$636,545	\$7,185,364	\$17,011,516	\$19,087,293	\$21,042,664
Aetna	\$496,859	\$750,698	\$1,118,636	\$339,738	\$325,742	\$165,238	\$696,581	\$3,396,633	\$3,893,492	\$4,778,015
Blue Cross	\$511,833	\$910,818	\$784,062	\$338,709	\$176,356	\$315,215	\$654,794	\$3,179,955	\$3,691,787	\$3,790,703
CB	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Com	\$118,036	\$209,254	\$276,416	\$112,737	\$149,823	\$32,138	\$692,062	\$1,472,429	\$1,590,465	\$1,459,310
Medicaid	\$1,213,060	\$1,815,073	\$700,171	\$294,089	\$282,654	\$115,364	\$986,535	\$4,193,885	\$5,406,946	\$5,403,152
Medicare	\$2,387,063	\$1,540,277	\$612,677	\$421,117	\$1,274,223	\$90,241	\$157,459	\$4,095,995	\$6,483,058	\$8,301,856
Medicare Rep	\$11,385	\$4,727	\$41,048	\$836	\$0	\$174,219	\$142,417	\$363,246	\$374,631	\$379,620
Other	\$46,952	\$201,123	\$184,995	\$99,320	\$88,710	\$33,829	\$180,718	\$788,694	\$835,647	\$816,825
SEARHC	\$94,888	\$220,037	\$49,333	\$12,609	\$1,368	\$3,395	\$31,172	\$317,914	\$412,802	\$457,741
Self	\$27,318	\$303,289	\$587,825	\$440,358	\$401,970	\$404,929	\$8,186,933	\$10,325,305	\$10,352,622	\$10,162,581
VA	\$94,191	\$448,425	\$121,981	\$113,360	\$276,423	\$224,658	\$528,415	\$1,713,260	\$1,807,451	\$1,868,019
Worker's	\$9,569	\$79,834	\$90,545	\$33,247	\$7,676	\$1,208	\$50,345	\$262,854	\$272,423	\$376,635
Grand Total	\$5,011,154	\$6,483,556	\$4,567,688	\$2,206,120	\$2,984,943	\$1,560,434	\$12,307,430	\$30,110,171	\$35,121,324	\$37,794,457

Aged Balance excludes Credit Balances

	March-20	February-20
Aging	\$30,110,171	\$30,940,532
Unbilled	\$5,011,154	\$6,853,925
Total	\$35,121,324	\$37,794,457

Adjustments

One Time PPD Ins	\$0.00	
Timely Filing	\$0.00	0
Compliance/Risk/Adminstrative	\$0.00	
SP Prompt Pay Disc	\$13,190.37	144
BOPS Provider Enrollment	\$19,854.75	16
Demographic Informaiton	\$0.00	0
Auth Denials	\$11,546.96	1
Denied Appeals	\$0.00	0
BOPS/MCR Provider NOT Eligible	\$18,045.50	34
Mental Health BD MHU, RRC BOPS	\$9,346.35	65
		\$71,983.93

Cynthia Rutto Denials/No enrollment

These are Medicare denials due to LPC not being a qualified Medicare professional

Collections

One Time Ins PPD	\$0.00	0
Collections SPPPD	\$74,841.72	144
		\$74,841.72