

# Bartlett Regional Hospital

FINANCE COMMITTEE MEETING  
May 14, 2021 – Noon  
Bartlett Regional Hospital – Zoom Meeting  
Agenda

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Mission Statement

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

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Public may follow the meeting via the following link: <https://bartletthospital.zoom.us/j/98393405781>  
or by calling 1-888-788-0099, Meeting ID: 983 9340 5781

## CALL TO ORDER

## PUBLIC COMMENT

## APPROVAL OF MINUTES – [April 9, 2021 Minutes](#)

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### 1. March 2021 Financial Statements Review

- A. [March Financial Summary](#)
- B. [Statistics](#)
- C. [Financial Indicators](#)
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- 2. Provider-Based Billing
- 3. Union Contract Settlement
- 4. FEMA Application/Telehealth Grant Application

**Next Meeting: Friday, June 11, 2021 at 12:00 via Zoom**

**Committee member comments / questions**

**ADJOURN**

# Bartlett Regional Hospital

3260 Hospital Drive, Juneau, Alaska 99801 907.796.8900 [www.bartlethospital.org](http://www.bartlethospital.org)

## Finance Committee Meeting Minutes Zoom Meeting – April 9, 2021

**Called to order at 12:04 p.m. by Deb Johnston.**

**Finance Committee\* & Board Members present:** Deb Johnston\*, Lance Stevens\*, Brenda Knapp\*, Kenny Solomon-Gross, Rosemary Hagevig, Hal Geiger, Mark Johnson, and Iola Young.

**Staff & Others:** Rose Lawhorne, CEO, Kevin Benson, CFO, Billy Gardner, COO, Dallas Hargrave, HR Director, Bradley Grigg, CBHO, Willy Dodd, Megan Rinkenberger, and Marie Stevens and Tiara Ward, CBJ.

**Public Comment:** None

*Ms. Knapp made a MOTION to approve the minutes from the March 18, 2021 Finance Committee Meeting. Mr. Stevens seconded, and they were approved.*

### February 2021 Financial Review – Kevin Benson, CFO

As expected, February was a difficult month financially. This is usually the case since it is a short month, but other contributors include longer lengths of stay, fewer admissions, and MHU running at 50% (due to admission restricted to SE Alaska). RRC is at 60% capacity due to providing private rooms to meet Covid-19 regulations, but are making up for any lost revenue with outpatient revenue. Inpatient revenue was \$1.2M short. Less patient day acuity, as longer stays generate less revenue. Outpatient revenue was a little over budget, and BOPS remains busy. BRH was just short of the revenue budget overall. Legislature approved the renewal of the Rural Demonstration Project, but the amount BRH will receive retroactively to July 1<sup>st</sup> is unknown. Provider Relief Funds have been exhausted. There was a grant realized for telehealth services, of nearly \$1M. Expenses were over budget by \$1.6M due to supplies in surgery and pharmacy, as well as Covid-19. Inpatient revenue was running behind in terms of the Medicare population. Outpatient revenue is above budget about the same amount that inpatient is short. The Central Staffing department will be working toward reducing overtime cost by strategizing staffing. Accounts receivable cash was down, but receivables overall were up.

### Swing Beds – Kevin Benson, CFO

An internal group met this past week to discuss the viability of potentially implementing the Swing Bed program at BRH, as compared to the last time it was assessed. Swing beds would need to be implemented this FY in order to have them included in our base year, but this is not a realistic expectation. Logistically BRH has 29 beds, frequently has 20+ patients, and a Covid-19 wing that patients are being worked into and around as needed. In short, BRH is experiencing capacity issues. The group decided that BRH won't move forward with Swing beds at this point, but will continue reviewing viability annually. "Outlier" payments are currently being received that are greater than swing bed reimbursement would be, so the program would result in a greater financial loss to BRH that, with the financial effects of Covid-19, BRH would find very difficult to absorb.

### Physician Recruitment – Rose Lawhorne, CEO

A urologist, Dr. John Huffer, reached out to investigate options for him to begin practicing here. He completed a site visit, met with physicians in town, and received a tour of the hospital. Physicians and staff felt he would be a good fit. He was here with his family and they look forward to the possibility of moving to Juneau. As far as locations, he is looking at Dr. Saltzman's previous spot down the hill. BRH would need to support him regarding relocation and logistics. This would meet a critical need in the community.

A general surgeon has reached out as well, and that recruitment process will continue.

**Clinic Purchase – Kevin Benson, CFO**

Regarding the purchase of the building that houses the BSSC clinic: this past week BRH increased the offer to \$2.75M, and CBJ was working on finding the extra funds. The offer was signed by CBJ on Wednesday morning and delivered to the seller’s agent. Later that afternoon, it was learned that another offer was made and accepted. The rumor is that the buyer was SEARHC, who eventually plans to open an urgent care clinic there. The BSSC lease is in place until the end of 2022, and if the rumors prove true, is unlikely to be extended, but the inquiry will be made. Ms. Knapp recommended beginning the search for an alternate site for BSSC. The new BOPS/Crisis Stabilization building should be done by August 2022, and their space in the Juneau Medical Center will be available. There has been other brainstorming done regarding alternate site possibilities.

**Next Meeting:** May 14, 2021 at 12:00pm via Zoom.

**Board Comments:** FY22 Budget Presentation to the Assembly will take place next Wednesday on April 14<sup>th</sup>.

**Adjourned – 12:55 p.m.**

DRAFT

# Bartlett Regional Hospital

3260 Hospital Drive, Juneau, Alaska 99801

907.796.8900

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

DATE: May 5, 2021  
TO: BRH Finance Committee  
FROM: Kevin Benson, Chief Financial Officer  
RE: March Financial Performance

Bartlett Regional Hospital had a financially encouraging month in March. Decreased inpatient volumes and revenues continued to be depressed resulting in an inpatient revenue shortfall of \$1.2 million (-22%). After nine months, inpatient revenues are \$11.0 million (-21%) behind the budget target. However, outpatient revenue continues to be strong and made up for the inpatient revenue shortfall. Outpatient revenue was \$1.5 million over budget (16%). The primary drivers were increased observation patients and outpatient surgical procedures. Year-to-date, outpatient revenue has performed well and is currently running \$3.2 million (3.8%) ahead of budget and 6.5% greater than the prior year.

Rainforest Recovery Center was very close to its budget revenue (-3%) despite operating at 66% capacity. The drop in RRC revenue due to decreased capacity is being made up by new revenues generated from Withdrawal Management. Total Gross Patient Revenue finished within 0.2% of budget at \$16.5 million. Total revenue generated per day was in excess of \$500,000 has returned to pre-Covid levels.

Deductions from Revenue were slightly lower than budget by \$218,000 (2.9%).

Net Patient Revenue finished \$187,000 (22%) greater than budget. Grant Revenue for the end of the third quarter was recorded and reflected in Other Operating Revenue. This resulted in Total Operating Revenue finished at \$10.3 million and \$831,000 ((8.7%) greater than budget.

Expenses exceeded budget by \$328,000 or 3.3%. Unbudgeted Covid-19 related expenses continue to drive BRH's negative expense variance. Listed below are the greatest cause for this increase:

- The operation of the molecular lab stabilized in March, with operating expenses decreasing to \$33,000. Covid tests began to be processed in March and generated revenue of \$71,000. Year-to-date the department has an operating loss of \$163,000.
- Increased staff costs for ER Triage hut, front door screening, and central staffing.
- Non-Covid supply costs of \$250,000 in surgery and pharmacy departments were commensurate with increased volumes and revenues.

The expense variance led to an Operating Income of \$163,000. After Non-Operating Income of \$209,000 the final Net Income was \$372,000. After nine months, BRH has a small Year-to-Date Net Income of \$430,000 or 0.47% margin.

**Bartlett Regional Hospital  
Dashboard Report for March 2021**

Facility Utilization:	CURRENT MONTH					YEAR TO DATE			
	Actual	Budget	% Over (Under) Budget	Prior Year	Prior Month (Feb)	Actual	Budget	% Over (Under) Budget	Prior Year
<b>Hospital Inpatient: Patient Days</b>									
Patient Days - Med/Surg	345	386	-11%	275	377	3,355	3,410	-2%	3,471
Patient Days - Critical Care Unit	82	96	-15%	71	92	857	851	1%	792
Patient Days - Swing Beds	0	0	0%	0	0	0	0	0%	0
Avg. Daily Census - Acute	13.8	15.6	-11%	11	16.8	15.4	15.6	-1%	15.5
Patient Days - Obstetrics	55	69	-20%	63	60	557	611	-9%	599
Patient Days - Nursery	44	54	-18%	53	42	448	474	-6%	476
<b>Total Hospital Patient Days</b>	<b>526</b>	<b>605</b>	<b>-13%</b>	<b>462</b>	<b>571</b>	<b>5,217</b>	<b>5,346</b>	<b>-2%</b>	<b>5,338</b>
Births	22	25	-11%	27	20	217	218	0%	219
<b>Mental Health Unit</b>									
Patient Days - Mental Health Unit	127	279	-54%	201	122	1,328	2,466	-46%	2,188
Avg. Daily Census - MHU	4.1	9.0	-54%	6.5	4	4.8	9.0	-46%	8.0
<b>Rain Forest Recovery:</b>									
Patient Days - RRC	207	399	-48%	178	181	944	3,530	-73%	2,538
Avg. Daily Census - RRC	7	12.9	-48%	5.7	6	3	12.9	-73%	9.2
Outpatient visits	54	19	179%	11	101	764	720	6%	202
<b>Inpatient: Admissions</b>									
Med/Surg	60	80	-25%	58	53	505	706	-28%	658
Critical Care Unit	30	45	-33%	34	31	304	395	-23%	375
Obstetrics	22	27	-18%	30	24	235	236	0%	241
Nursery	22	25	-11%	27	20	217	219	-1%	220
Mental Health Unit	15	37	-60%	19	20	175	330	-47%	312
<b>Total Admissions - Inpatient Status</b>	<b>149</b>	<b>213</b>	<b>-30%</b>	<b>168</b>	<b>148</b>	<b>1,436</b>	<b>1,886</b>	<b>-24%</b>	<b>1,806</b>
<b>Admissions - "Observation" Status</b>									
Med/Surg	78	57	37%	54	56	551	501	10%	523
Critical Care Unit	27	30	-11%	32	31	241	269	-10%	282
Mental Health Unit	1	3	-61%	0	2	18	23	-20%	21
Obstetrics	19	19	-1%	17	9	122	170	-28%	161
Nursery	0	0	-100%	0	0	0	2	-100%	1
<b>Total Admissions to Observation</b>	<b>125</b>	<b>109</b>	<b>15%</b>	<b>103</b>	<b>98</b>	<b>932</b>	<b>964</b>	<b>-3%</b>	<b>988</b>
<b>Surgery:</b>									
Inpatient Surgery Cases	50	53	-5%	27	49	444	465	-5%	436
Endoscopy Cases	85	92	-8%	59	99	804	814	-1%	802
Same Day Surgery Cases	115	104	11%	61	118	1,051	916	15%	903
<b>Total Surgery Cases</b>	<b>250</b>	<b>248</b>	<b>1%</b>	<b>147</b>	<b>266</b>	<b>2,299</b>	<b>2,195</b>	<b>5%</b>	<b>2,141</b>
Total Surgery Minutes	19,069	15,437	24%	11,258	17,843	162,294	136,440	19%	150,107
<b>Outpatient:</b>									
Total Outpatient Visits (Hospital)									
Emergency Department Visits	923	1,243	-26%	987	868	8,397	10,987	-24%	10,644
Cardiac Rehab Visits	55	65	-16%	80	50	503	577	-13%	615
Lab Visits	313	402	-22%	349	298	2,649	3,557	-26%	3,333
Lab Tests	10,128	8,925	13%	7,297	8,865	86,966	79,233	10%	89,101
Radiology Visits	918	840	9%	529	762	7,243	7,423	-2%	6,968
Radiology Tests	2,379	2,423	-2%	1,727	1,949	20,496	22,480	-9%	21,147
Sleep Study Visits	34	29	18%	25	30	222	255	-13%	246
<b>Physician Clinics:</b>									
Hospitalists	119	237	-50%	158	227	1,930	2,099	-8%	1,949
Bartlett Oncology Clinic	85	83	2%	1	72	758	737	3%	615
Ophthalmology Clinic	77	55	41%	7	88	805	482	67%	107
Behavioral Health Outpatient visits	654	385	70%	230	647	4,250	3,405	25%	3,013
Bartlett Surgery Specialty Clinic visits	213	209	2%	183	241	2,071	1,846	12%	2,476
	1,148	969	18%	579	1,275	9,814	8,569	15%	8,160
<b>Other Operating Indicators:</b>									
Dietary Meals Served	20,683	30,346	-32%	21,192	20,101	180,580	268,217	-33%	255,485
Laundry Pounds (Per 100)	403	384	5%	313	372	3,383	3,392	0%	3,263

**Bartlett Regional Hospital  
Dashboard Report for March 2021**

Facility Utilization:	CURRENT MONTH				YEAR TO DATE			
	Actual	Budget	% Over (Under) Budget	Prior Year	Actual	Budget	% Over (Under) Budget	Prior Year
<b>Financial Indicators:</b>								
Revenue Per Adjusted Patient Day	5,191	4,622	12.3%	3,415	5,564	4,654	19.6%	4,266
Contractual Allowance %	44.3%	43.0%	3.1%	44.7%	44.2%	43.0%	2.8%	41.2%
Bad Debt & Charity Care %	0.1%	2.7%	-95.1%	2.8%	1.1%	2.7%	-58.7%	2.7%
Wages as a % of Net Revenue	53.0%	49.5%	7.1%	63.5%	53.6%	47.4%	13.1%	47.9%
Productive Staff Hours Per Adjusted Patient Day	29.5	24.1	22.5%	21.4	30.5	22.2	37.2%	21.6
Non-Productive Staff Hours Per Adjusted Patient Day	4.4	3.6	21.8%	3.3	5.0	3.6	40.1%	3.5
Overtime/Premium % of Productive	4.18%	4.85%	-13.9%	4.85%	6.39%	6.71%	-4.7%	6.71%
Days Cash on Hand	75	78	-4.2%	103	73	78	-7.4%	103
Board Designated Days Cash on Hand	156	162	-4.2%	155	150	162	-7.4%	155
Days in Net Receivables	52.1	52	0.0%	56	52.1	52	0.0%	56
					<b>Actual</b>	<b>Benchmark</b>	<b>% Over (Under)</b>	<b>Prior Year</b>
Total debt-to-capitalization (with PERS)					58.3%	33.7%	73.1%	63.3%
Total debt-to-capitalization (without PERS)					14.6%	33.7%	-56.6%	16.1%
Current Ratio					6.13	2.00	206.6%	8.62
Debt-to-Cash Flow (with PERS)					9.87	2.7	265.6%	8.34
Debt-to-Cash Flow (without PERS)					2.48	2.7	-8.2%	2.12
Aged A/R 90 days & greater					44.8%	19.8%	126.3%	56.0%
Bad Debt Write off					-0.1%	0.8%	-112.5%	0.6%
Cash Collections					106.8%	99.4%	7.4%	101.3%
Charity Care Write off					0.4%	1.4%	-71.4%	0.7%
Cost of Collections (Hospital only)					4.2%	2.8%	50.0%	4.5%
Discharged not Final Billed (DNFB)					10.7%	4.7%	127.7%	10.0%
Unbilled & Claims on Hold (DNSP)					10.7%	5.1%	109.8%	10.0%
Claims final billed not submitted to payor (FBNS)					0.0%	0.2%	-100.0%	0.00%
POS Cash Collection					3.2%	21.3%	-85.0%	3.5%

BARTLETT REGIONAL HOSPITAL  
STATEMENT OF REVENUES AND EXPENSES  
FOR THE MONTH AND YEAR TO DATE OF MARCH 2021

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:						
\$3,496,690	\$4,713,625	-\$1,216,935	-25.8%	\$3,500,659	1. Inpatient Revenue	\$33,023,326	\$43,470,092	-\$10,446,766	-24.0%	\$39,842,581	-17.1%
\$967,965	\$1,001,466	-\$33,501	-3.3%	\$722,327	2. Inpatient Ancillary Revenue	\$8,644,415	\$9,235,700	-\$591,286	-6.4%	\$8,475,669	2.0%
\$4,464,655	\$5,715,091	-\$1,250,436	-21.9%	\$4,222,986	3. Total Inpatient Revenue	\$41,667,741	\$52,705,792	-\$11,038,052	-20.9%	\$48,318,250	-13.8%
\$10,738,169	\$9,246,692	\$1,491,477	16.1%	\$7,826,582	4. Outpatient Revenue	\$88,513,722	\$85,275,098	\$3,238,624	3.8%	\$81,869,021	8.1%
\$15,202,824	\$14,961,783	\$241,041	1.6%	\$12,049,568	5. Total Patient Revenue - Hospital	\$130,181,463	\$137,980,890	-\$7,799,428	-5.7%	\$130,187,271	0.0%
\$306,157	\$316,608	-\$10,452	-3.3%	\$187,810	6. RRC Patient Revenue	\$1,389,885	\$2,919,828	-\$1,529,943	-52.4%	\$2,650,281	-47.6%
\$268,401	\$269,094	-\$693	-0.3%	\$307,646	7. BHOPS Patient Revenue	\$2,325,583	\$2,481,638	-\$156,056	-6.3%	\$2,431,829	-4.4%
\$746,440	\$1,006,355	-\$259,915	-25.8%	\$595,861	8. Physician Revenue	\$8,876,794	\$9,280,839	-\$404,045	-4.4%	\$8,823,297	0.6%
\$16,523,822	\$16,553,840	-\$30,019	-0.2%	\$13,140,885	9. Total Gross Patient Revenue	\$142,773,725	\$152,663,195	-\$9,889,472	-6.5%	\$144,092,678	-0.9%
					Deductions from Revenue:						
\$2,545,491	\$3,175,752	\$630,261	19.8%	\$2,730,897	10. Inpatient Contractual Allowance	\$24,010,722	\$29,287,464	\$5,276,743	18.0%	\$25,135,703	-4.5%
\$0	\$0	\$0		-\$308,333	10a. Rural Demonstration Project	\$0	\$0	\$0		-\$308,333	
\$4,271,369	\$3,300,691	-\$970,678	-29.4%	\$2,939,794	11. Outpatient Contractual Allowance	\$33,615,017	\$30,439,715	-\$3,175,302	-10.4%	\$29,127,280	15.4%
\$501,074	\$636,456	\$135,382	21.3%	\$507,327	12. Physician Service Contractual Allowance	\$5,457,070	\$5,869,539	\$412,469	7.0%	\$5,466,256	-0.2%
\$14,700	\$14,640	-\$60	-0.4%	\$13,907	13. Other Deductions	\$120,701	\$135,010	\$14,309	10.6%	\$133,386	0.0%
\$64,346	\$68,800	\$4,454	6.5%	\$92,380	14. Charity Care	\$956,357	\$634,485	-\$321,872	-50.7%	\$853,845	12.0%
-\$42,514	\$281,476	\$418,227	111.3%	\$281,476	15. Bad Debt Expense	\$628,808	\$3,464,911	\$2,836,104	81.9%	\$3,031,768	-79.3%
\$7,354,466	\$7,572,052	\$217,586	2.9%	\$6,257,448	16. Total Deductions from Revenue	\$64,788,675	\$69,831,124	\$5,042,451	7.2%	\$63,439,905	2.1%
44.3%	43.0%			47.0%	% Contractual Allowances / Total Gross Patient Revenue	44.2%	43.0%			41.2%	
0.1%	2.7%			2.8%	% Bad Debt & Charity Care / Total Gross Patient Revenue	1.1%	2.7%			2.7%	
44.5%	45.7%			47.6%	% Total Deductions / Total Gross Patient Revenue	45.4%	45.7%			44.0%	
\$9,169,356	\$8,981,788	\$187,567	2.1%	\$6,883,437	17. Net Patient Revenue	\$77,985,050	\$82,832,071	-\$4,847,021	-5.9%	\$80,652,773	-3.3%
\$1,170,901	\$527,164	\$643,737	122.1%	\$1,173,095	18. Other Operating Revenue	\$13,043,730	\$4,861,626	\$8,182,104	168.3%	\$4,504,686	189.6%
\$10,340,257	\$9,508,952	\$831,305	8.7%	\$8,056,532	19. Total Operating Revenue	\$91,028,780	\$87,693,697	\$3,335,083	3.8%	\$85,157,459	6.9%
					Expenses:						
\$4,458,619	\$3,947,426	-\$511,193	-13.0%	\$4,097,955	20. Salaries & Wages	\$37,819,521	\$34,890,168	-\$2,929,353	-8.4%	\$34,527,108	9.5%
\$303,191	\$369,339	\$66,148	17.9%	\$203,602	21. Physician Wages	\$2,701,546	\$3,264,483	\$562,937	17.2%	\$2,783,289	-2.9%
\$100,161	\$128,755	\$28,594	22.2%	\$72,129	22. Contract Labor	\$1,301,340	\$1,138,020	-\$163,320	-14.4%	\$1,356,723	-4.1%
\$2,249,233	\$2,203,012	-\$46,221	-2.1%	\$2,058,314	23. Employee Benefits	\$20,473,308	\$19,471,797	-\$1,001,511	-5.1%	\$18,115,610	13.0%
\$7,111,204	\$6,648,532	-\$462,672	-7.0%	\$6,432,000		\$62,295,715	\$58,764,468	-\$3,531,247	-6.0%	\$56,782,730	9.7%
68.8%	69.9%			79.8%	% Salaries and Benefits / Total Operating Revenue	68.4%	67.0%			66.7%	
\$77,711	\$81,311	\$3,600	4.4%	\$68,296	24. Medical Professional Fees	\$914,326	\$718,710	-\$195,616	-27.2%	\$687,345	33.0%
\$349,961	\$170,111	-\$179,850	-105.7%	\$178,469	25. Physician Contracts	\$2,543,108	\$1,503,551	-\$1,039,557	-69.1%	\$1,961,321	29.7%
\$147,848	\$174,324	\$26,476	15.2%	\$180,676	26. Non-Medical Professional Fees	\$1,730,167	\$1,540,791	-\$189,376	-12.3%	\$1,509,739	14.6%
\$994,645	\$1,219,347	\$224,702	18.4%	\$1,198,983	27. Materials & Supplies	\$12,847,676	\$10,777,454	-\$2,070,222	-19.2%	\$10,654,750	20.6%
\$124,914	\$143,379	\$18,465	12.9%	\$122,848	28. Utilities	\$1,055,324	\$1,267,336	\$212,012	16.7%	\$1,152,616	-8.4%
\$475,514	\$432,224	-\$43,290	-10.0%	\$425,950	29. Maintenance & Repairs	\$3,831,242	\$3,820,318	-\$10,924	-0.3%	\$3,303,576	16.0%
\$57,588	\$52,300	-\$5,288	-10.1%	\$37,308	30. Rentals & Leases	\$481,554	\$462,253	-\$19,301	-4.2%	\$450,987	6.8%
\$63,358	\$53,794	-\$9,564	-17.8%	\$39,858	31. Insurance	\$447,935	\$475,458	\$27,524	5.8%	\$395,342	13.3%
\$604,315	\$677,442	\$73,127	10.8%	\$616,212	32. Depreciation & Amortization	\$5,708,659	\$6,003,842	\$295,183	4.9%	\$5,310,455	7.5%
\$49,359	\$51,245	\$1,886	3.7%	\$51,122	33. Interest Expense	\$455,295	\$452,941	-\$2,354	-0.5%	\$469,413	-3.0%
\$121,164	\$145,696	\$24,532	16.8%	\$146,407	34. Other Operating Expenses	\$931,054	\$1,287,831	\$356,777	27.7%	\$1,050,156	-11.3%
\$10,177,581	\$9,849,705	-\$327,876	-3.3%	\$9,498,129	35. Total Expenses	\$93,242,055	\$87,074,953	-\$6,167,101	-7.1%	\$83,728,430	-11.4%
\$162,676	-\$340,753	\$503,429	-147.7%	-\$1,441,597	36. Income (Loss) from Operations	-\$2,213,275	\$618,744	-\$2,832,019	-457.7%	\$1,429,029	-254.9%
\$102,266	\$104,050	-\$1,784	-1.7%	\$100,817	37. Interest Income	\$920,100	\$919,664	\$436	0.0%	\$922,092	-0.2%
\$107,222	\$100,474	\$6,748	6.7%	\$73,684	38. Other Non-Operating Income	\$1,723,667	\$888,061	\$835,606	94.1%	\$675,552	162.1%
\$209,488	\$204,524	\$4,964	2.4%	\$174,501	39. Total Non-Operating Revenue	\$2,643,767	\$1,807,725	\$836,042	46.2%	\$1,579,644	67.4%
\$372,164	-\$136,229	\$508,393	373.2%	-\$1,267,096	40. Net Income (Loss)	\$430,492	\$2,426,469	-\$1,995,977	82.3%	\$3,008,673	85.7%
1.57%	-3.58%			-17.89%	Income from Operations Margin	-2.43%	0.71%			1.68%	
3.60%	-1.43%			-15.73%	Net Income	0.47%	2.77%			3.53%	

**Bartlett Regional Hospital  
March 2021 Financial Operating Summary**

Financial Group	In-Pt Mar	MarBudget	Out-Pt		Physician Division		BRH Total	
			MarActual	MarBudget	MarActual	MarBudget	MarActual	MarBudget
Aetna	387,681	459,264	1,823,304	1,405,585	127,687	154,049	2,338,672	2,018,898
Blue Cross	621,609	496,558	1,547,660	1,417,100	162,739	204,588	2,332,008	2,118,246
Comm	151,073	197,970	551,007	355,637	42,994	103,304	745,075	656,911
MCD	1,263,740	2,020,039	1,883,282	1,835,069	202,777	316,701	3,349,799	4,171,809
MCR	1,930,355	2,379,455	3,758,055	2,606,664	171,989	365,935	5,860,398	5,352,054
Other	88,230	71,670	694,832	228,201	9,267	16,524	792,330	316,395
SEARHC	41,316	35,194	40,818	124,695	2,848	10,864	84,982	170,753
Self	64,427	89,574	245,886	203,151	20,660	31,593	330,972	324,318
VA/Cham	110,906	141,084	(88,915)	253,722	75,926	68,061	97,917	462,867
Worker's	(31,954)	9,996	211,237	92,598	604	3,830	179,887	106,424
<b>Grand Total</b>	<b>4,627,384</b>	<b>5,900,804</b>	<b>10,667,166</b>	<b>8,522,422</b>	<b>817,491</b>	<b>1,275,449</b>	<b>16,112,040</b>	<b>15,698,675</b>

Commercial	1,128,409	1,163,788	4,133,208	3,270,920	334,024	465,771	5,595,642	4,900,479
Government	3,434,548	4,647,442	6,288,072	5,048,351	462,807	778,085	10,185,426	10,473,878
Self Pay	64,427	89,574	245,886	203,151	20,660	31,593	330,972	324,318
<b>Total Charges</b>	<b>4,627,384</b>	<b>5,900,804</b>	<b>10,667,166</b>	<b>8,522,422</b>	<b>817,491</b>	<b>1,275,449</b>	<b>16,112,040</b>	<b>15,698,675</b>

% of Hospital Charges	21%	30%	39%	32%	3%	5%	63.2%	66.7%
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**Prior Month**

Commercial	723,823	1,051,176	3,624,785	2,954,387	473,870	448,525	4,822,478	4,454,088
Government	3,680,735	4,197,679	5,852,835	4,559,810	637,795	749,266	10,171,366	9,506,755
Self Pay	101,539	80,907	179,734	183,499	38,417	30,423	319,689	294,829
<b>Total Charges</b>	<b>4,506,097</b>	<b>5,329,762</b>	<b>9,657,354</b>	<b>7,697,696</b>	<b>1,150,082</b>	<b>1,228,214</b>	<b>15,313,533</b>	<b>14,255,672</b>

% of Hospital Charges	24%	29%	38%	32%	4%	5%	66.4%	66.7%
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<u>Description</u>	<u>MarActual</u>	<u>MarBudget</u>	<u>MarActual</u> <u>(Over) / Under</u> <u>Budget</u>
Mgrs & Supervisors	388,817	480,545	91,728
Techs & Specs	740,925	678,172	(62,753)
RN's	851,520	950,517	98,997
Clerical & Admin	413,309	368,387	(44,922)
Clinical - Other	235,048	348,109	113,061
Non-Clinical - Other	236,425	301,465	65,040
Overtime	165,167	175,082	9,915
Premium Pay	47,181	16,818	(30,363)
Shift Differentials	142,887	133,934	(8,953)
On-Call	20,311	28,318	8,007
Non Productive	579,167	466,079	(113,088)
Premium Pay	0	-	-
Productivity Incentives	103,250	0	(103,250)
Grand Total	3,924,005	3,947,426	23,421
Physicians	247,728	369,339	121,611
Contract Labor	93,227	128,755	35,528
Physician Contracts	340,956	498,094	157,138

BARTLETT REGIONAL HOSPITAL  
BALANCE SHEET  
March 31, 2021

	<u>March-21</u>	<u>February-21</u>	<u>March-21</u>	<u>CHANGE FROM PRIOR FISCAL YEAR</u>
<b>ASSETS</b>				
Current Assets:				
1. Cash and cash equivalents	23,195,138	31,905,997	29,430,830	(6,235,693)
2. Board designated cash	34,709,624	35,717,268	39,747,931	(5,038,307)
3. Patient accounts receivable, net	14,929,184	15,317,033	15,717,564	(788,380)
4. Other receivables	878,493	(877,588)	2,982,945	(2,104,453)
5. Inventories	3,398,500	3,336,125	3,374,230	24,270
6. Prepaid Expenses	2,573,089	2,773,269	445,845	2,127,244
7. Other assets	28,877	28,877	28,877	-
8. Total current assets	79,712,905	88,200,981	91,728,222	(12,015,319)
Appropriated Cash:				
9. CIP Appropriated Funding	13,352,751	3,311,630	4,678,117	8,674,634
Property, plant & equipment				
10. Land, bldgs & equipment	148,161,504	146,798,545	140,559,497	7,602,007
11. Construction in progress	7,773,111	7,939,704	5,249,479	2,523,633
12. Total property & equipment	155,934,615	154,738,249	145,808,976	10,125,640
13. Less: accumulated depreciation	(99,749,450)	(99,145,256)	(92,166,409)	(7,583,041)
14. Net property and equipment	56,185,165	55,592,995	53,642,568	2,542,598
15. Deferred outflows/Contribution to Pension Plan	12,403,681	12,403,681	14,415,000	(2,011,319)
16. Total assets	161,654,500	159,509,285	164,463,907	(2,809,406)
<b>LIABILITIES &amp; FUND BALANCE</b>				
Current liabilities:				
17. Payroll liabilities	1,507,759	1,072,426	1,298,864	208,895
18. Accrued employee benefits	5,272,191	5,175,726	4,020,339	1,251,853
19. Accounts payable and accrued expenses	3,295,840	3,051,336	3,710,112	(414,272)
20. Due to 3rd party payors	4,051,027	4,051,027	3,424,415	626,612
21. Deferred revenue	(2,440,606)	(3,322,181)	(3,056,955)	616,350
22. Interest payable	126,119	63,060	131,919	(5,800)
23. Note payable - current portion	910,000	910,000	870,000	40,000
24. Other payables	278,624	210,743	241,322	37,302
25. Total current liabilities	13,000,954	11,212,137	10,640,016	2,360,940
Long-term Liabilities:				
26. Bonds payable	16,350,000	16,350,000	17,260,000	(910,000)
27. Bonds payable - premium/discount	1,094,878	1,108,578	1,271,930	(177,052)
28. Net Pension Liability	64,954,569	64,954,569	72,600,321	(7,645,752)
29. Deferred In-Flows	4,318,200	4,318,200	6,172,883	(1,854,683)
30. Total long-term liabilities	86,717,647	86,731,347	97,305,134	(10,587,487)
31. Total liabilities	99,718,601	97,943,484	107,945,150	(8,226,547)
32. Fund Balance	61,935,899	61,565,801	56,518,757	5,417,141
33. Total liabilities and fund balance	161,654,500	159,509,285	164,463,907	(2,809,406)

**Bartlett Regional Hospital  
Accounts Receivable  
3/31/2021**

Aging by Fin Grp	Unbilled A/R	0-30	31-60	61-90	91-120	121-150	151+	A/R Total	Billed & Unbilled	Billed & Unbilled
									3/31/2021	2/28/2021
Aetna	\$106,795	\$462,995	\$284,175	\$111,469	\$166,266	\$183,307	\$565,618	\$1,773,832	\$1,880,627	\$1,860,083
Blue Cross	\$164,453	\$330,073	\$155,243	\$81,567	\$73,043	\$26,830	\$548,541	\$1,215,297	\$1,379,750	\$1,306,644
CB	0	0	0	0	0	0	0	\$0	\$0	\$0
Com	\$20,430	\$34,977	\$85,610	\$23,726	\$1,408	\$0	\$34,814	\$180,536	\$200,966	\$167,093
Medicaid	\$767,671	\$1,452,934	\$857,396	\$886,283	\$790,431	\$315,632	\$427,227	\$4,729,903	\$5,497,574	\$5,978,146
Medicare	\$1,549,251	\$933,477	\$305,164	\$175,226	\$66,243	\$62,819	\$212,920	\$1,755,850	\$3,305,101	\$3,822,410
Medicare Rep	\$0	\$0	\$0	\$32,773	\$0	\$0	\$90,234	\$123,007	\$123,007	\$108,463
Other	\$0	\$22,591	\$79,728	\$4,221	\$0	\$23,144	\$120,728	\$250,411	\$250,411	\$366,669
SEARHC	\$0	\$45,853	\$6,468	\$20,822	\$0	\$15	\$24,593	\$97,752	\$97,752	\$143,588
Self	\$53,949	\$124,842	\$238,464	\$81,904	\$54,118	\$97,030	\$1,768,111	\$2,364,469	\$2,418,418	\$2,727,446
VA	\$5,108	\$171,444	\$5,634	\$0	\$7,293	\$4,329	\$8,750	\$197,450	\$202,558	\$84,828
Worker's	\$0	\$0	\$52,342	\$0	\$0	\$0	\$0	\$52,342	\$52,342	\$81,985
<b>in-patient Total</b>	<b>\$2,667,657</b>	<b>\$3,579,187</b>	<b>\$2,070,225</b>	<b>\$1,417,992</b>	<b>\$1,158,803</b>	<b>\$713,105</b>	<b>\$3,801,536</b>	<b>\$12,740,849</b>	<b>\$15,408,506</b>	<b>\$16,647,356</b>
Aetna	\$486,474	\$1,052,639	\$568,264	\$188,436	\$116,424	\$56,810	\$666,687	\$2,649,260	\$3,135,734	\$2,883,094
Blue Cross	\$463,183	\$843,200	\$371,936	\$308,420	\$71,972	\$82,750	\$381,186	\$2,059,465	\$2,522,648	\$2,815,818
CB	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Com	\$152,602	\$278,588	\$144,707	\$51,657	\$64,234	\$24,566	\$163,859	\$727,611	\$880,212	\$713,256
Medicaid	\$493,611	\$790,398	\$196,154	\$179,968	\$67,017	\$54,659	\$142,413	\$1,430,608	\$1,924,219	\$1,972,501
Medicare	\$1,123,259	\$1,303,991	\$278,626	\$139,929	\$43,854	\$15,223	\$127,699	\$1,909,322	\$3,032,581	\$3,700,997
Medicare Rep	\$0	\$539	\$0	\$51,171	\$0	\$0	\$43,127	\$94,836	\$94,836	\$108,908
Other	\$15,652	\$139,477	\$52,245	\$65,883	\$53,327	\$3,297	\$60,471	\$374,700	\$390,352	\$298,470
SEARHC	\$29,779	\$54,564	\$72,990	\$29,913	\$3,207	\$1,981	\$2,843	\$165,498	\$195,277	\$200,049
Self	\$33,442	\$237,289	\$437,478	\$459,203	\$294,860	\$257,881	\$4,621,400	\$6,308,111	\$6,341,554	\$6,092,565
VA	\$130,616	\$262,821	\$37,005	\$375,600	\$26,165	\$5,823	\$38,008	\$745,422	\$876,038	\$789,653
Worker's	\$23,685	\$169,509	\$142,660	\$68,418	\$95,990	\$18,564	\$40,572	\$535,713	\$559,398	\$449,162
<b>out-patient Total</b>	<b>\$2,952,303</b>	<b>\$5,133,014</b>	<b>\$2,302,064</b>	<b>\$1,918,597</b>	<b>\$837,050</b>	<b>\$521,554</b>	<b>\$6,288,266</b>	<b>\$17,000,545</b>	<b>\$19,952,848</b>	<b>\$20,024,472</b>
Aetna	\$593,269	\$1,515,634	\$852,439	\$299,906	\$282,690	\$240,117	\$1,232,305	\$4,423,092	\$5,016,361	\$4,743,177
Blue Cross	\$627,636	\$1,173,273	\$527,179	\$389,988	\$145,015	\$109,580	\$929,727	\$3,274,762	\$3,902,398	\$4,122,462
CB	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Com	\$173,032	\$313,565	\$230,317	\$75,383	\$65,642	\$24,566	\$198,673	\$908,147	\$1,081,178	\$880,349
Medicaid	\$1,261,282	\$2,243,332	\$1,053,550	\$1,066,251	\$857,448	\$370,291	\$569,640	\$6,160,510	\$7,421,792	\$7,950,647
Medicare	\$2,672,510	\$2,237,468	\$583,790	\$315,155	\$110,098	\$78,042	\$340,619	\$3,665,172	\$6,337,682	\$7,523,407
Medicare Rep	\$0	\$539	\$0	\$83,944	\$0	\$0	\$133,361	\$217,843	\$217,843	\$217,371
Other	\$15,652	\$162,068	\$131,973	\$70,104	\$53,327	\$26,440	\$181,199	\$625,111	\$640,763	\$665,139
SEARHC	\$29,779	\$100,418	\$79,458	\$50,736	\$3,207	\$1,996	\$27,436	\$263,250	\$293,028	\$343,637
Self	\$87,392	\$362,130	\$675,943	\$541,107	\$348,978	\$354,911	\$6,389,511	\$8,672,580	\$8,759,972	\$8,820,010
VA	\$135,724	\$434,265	\$42,638	\$375,600	\$33,458	\$10,152	\$46,758	\$942,872	\$1,078,596	\$874,482
Worker's	\$23,685	\$169,509	\$195,002	\$68,418	\$95,990	\$18,564	\$40,572	\$588,055	\$611,740	\$531,147
<b>Grand Total</b>	<b>\$5,619,960</b>	<b>\$8,712,200</b>	<b>\$4,372,289</b>	<b>\$3,336,590</b>	<b>\$1,995,854</b>	<b>\$1,234,659</b>	<b>\$10,089,802</b>	<b>\$29,741,393</b>	<b>\$35,361,354</b>	<b>\$36,671,827</b>

Aged Balance excludes Credit Balances

	March-21	February-21
Aging	\$29,741,393	\$31,134,220
Unbilled	\$5,619,960	\$5,537,608
<b>Total</b>	<b>\$35,361,354</b>	<b>\$36,671,827</b>

Totals		
One Time PPD Ins		
RRC/MCR NO Enrollment	\$5,274.30	32
Compliance/Risk/Adminstrative		
SP Prompt Pay Disc	\$12,457.12	226
BOPS Provider Enrollment LPC	\$15,879.85	61
Authorization/Alert Missing	\$72,266.54	7
1115 Waiver Svcs on Commerical Ins	\$3,374.10	21
Denied Appeals /Timely		
BOPS/MCR Provider NOT Eligible		
Mental Health BD MHU, RRC BOPS	\$2,164.48	2
Statement Errors/Old Accounts	\$5,439.04	9
	\$116,855.43	358

These are confirmed either MCR LPC or MCD has confirmed effective dates stand as is.

These are (4) old 2019 dates that we have been appealed and denied several times. No Auth at the time of service

Collections		
One Time Ins PPD		
Collections SPPPD	\$69,698.05	226
	\$69,698.05	125