

Bartlett Regional Hospital

FINANCE COMMITTEE MEETING AGENDA

January 13, 2022 – 12:00 pm

Bartlett Regional Hospital – Zoom Meeting

Public may participate via the following link: <https://bartletthospital.zoom.us/j/94088630653>
or by calling 1-888-788-0099, Meeting ID: 940 8863 0653

CALL TO ORDER

APPROVAL OF AGENDA

PUBLIC COMMENT

APPROVAL OF MINUTES – December 9, 2022, Minutes Page 2

FINANCIAL STABILITY PLAN AND PROGRESS UPDATE Page 4

NOVEMBER 2022 FINANCIAL STATEMENT REVIEW & DISCUSSION

- | | |
|--------------------------------------|---------|
| 1. CFO Report | Page 12 |
| 2. Income Statement | Page 15 |
| 3. 12-Month Rolling Income Statement | Page 16 |
| 4. Balance Sheet | Page 17 |
| 5. 12-Month Rolling Balance Sheet | Page 18 |
| 6. Dashboard Report | |
| A. Statistics | Page 19 |
| B. Financial Indicators | Page 20 |
| 7. Write-Offs | Page 21 |

DA VINCI UPDATE Page 22

BARTLETT TREASURY RELATIONSHIP WITH CBJ

FY2023 AUDIT FIRM REQUEST FOR PROPOSAL

FINANCE STAFFING UPDATE

EXECUTIVE SESSION:

DRAFT WORK PERFORMANCE IMPROVEMENT (FTE) ASSESSEMENT

- FTE Changes

Motion by xx, to recess into executive session to discuss information presented that the immediate knowledge of which would clearly have an adverse effect upon the finances of BRH; that being a discussion about the draft work performance improvement (FTE) assessment. (Unnecessary staff and attendees may be excused from this portion of the session.)

Next Meeting: Friday, FEBRUARY 17, 2023, 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

Finance Committee Meeting Minutes – Boardroom/Zoom Meeting December 09, 2022 at 12:00pm

Called to order at 12:00 p.m. by Finance Chair, Deb Johnston.

Finance Committee (*) & Board Members: Deb Johnston*, Hal Geiger*, Max Mertz*, Kenny Solomon-Gross, Brenda Knapp, Lisa Petersen, and Iola Young

Staff & Others: Sam Muse, Interim CFO; David Keith, CEO; Dallas Hargrave, HR Director; Jennifer Knight, Interim Controller, Adam Sycks, Elgee Rehfeld; and Suzette Nelson, Executive Assistant

Public Comment: None

Ms. Johnston made a MOTION to approve the agenda. Mr. Geiger seconded and the agenda was approved.

Ms. Johnston made a MOTION to approve the minutes from the November 17, 2022 Finance Committee Meeting. Mr. Mertz seconded and they were approved.

FY2022 Audit Presentation – Elgee Rehfeld – Mr. Sycks introduced himself and presented the results of the 2022 standalone financial statement audit. The auditors began their preliminary fieldwork in early June, final fieldwork in early September and the issuance of financial statements on November 29th. Mr. Mertz shared he would like to see more of detail of the investment loss and the investment types we hold in future year's financial statement footnotes. He thanked all staff for helping accomplish this.

The committee discussed the option of selecting an auditor with extensive healthcare experience for future.

October 2022 Financial Review – Sam Muse - Mr. Muse provided a detailed summary for the committee members regarding BRH's current financial performance. Inpatient volumes and revenue fell in October compared to prior months while expenses remained stubbornly high, led by salaries and benefits. The result was a loss of \$1.8M for the month. On the Dashboard report, volumes were off from the prior month. In general, Inpatient volumes are down month-to-month and flat year-to-year while outpatient revenues/volumes remain strong. Day's cash on hand is down slightly, but still around 7 months of cash based on Operating expenditure levels of \$359K a day.

Days in net receivables has increased to 66, days in accounts payable increased to 39.3. Again, we anticipate the receivables to start coming down in December. The Accounts Payable spike we believe to be temporary, with change over in staff in that area. Staffing costs remain stubbornly high while revenues have stagnated, leaving the hospital with a structural deficit.

daVinci Update – Mr. Muse shared that he had a call with Barbara Nault regarding the contract. Intuitive made concessions on the issue of appropriation language. BRH won't have to pay service or maintenance fees for 18 months and no payment would be due in this fiscal year. He and Rob Palmer agreed we may not have to go to the assembly for 2024. If subject to appropriation in the future, we could build that into our budget and submit that to the assembly as our way of appropriating. If we sign the contract in a week or two, we will not receive the

robot until sometime in February 2023. Mr. Keith stated they have three doctors that provided written contracts they'd utilize the robot.

Next Meeting: Friday, January 13 at 12pm, via Zoom/Boardroom

Additional Comments: None

Adjourned: 1:35 p.m.

DRAFT



State of Hospital Finances

BARTLETT REGIONAL HOSPITAL Employee Town Hall - January 2023





Growing Financial Pressures

Critical Action Needed

- For the first time in Bartlett's history, our financial position requires significant structural change.
- By acting now with urgency, we can proactively ensure the organization's sustainability.

Across the country...

We Are Not Alone

12 hospitals, health systems cutting jobs

Molly Gamble (Twitter) - Monday, December 12th, 2022

Health system labor expenses still climbing

Laura Dyrda (Twitter) - Tuesday, November 22nd, 2022

12 hospitals, health systems cutting jobs

Molly Gamble (Twitter) - Updated Friday, November 18th, 2022

Washington hospitals consider cutting travel nurses in wake of financial losses

Alexis Kayser - Thursday, October 20th, 2022

Pennsylvania hospital to lay off 334 workers

Ayla Ellison (Twitter) - Tuesday, September 27th, 2022

5 hospitals closing departments or ending services

Andrew Cass - Monday, December 12th, 2022

5 hospitals, health systems cutting services

Alexis Kayser - Wednesday, November 23rd, 2022

CFOs experienced in cutting costs, restructuring in high demand

Alan Condon - Monday, October 24th, 2022

Ohio hospitals have cut more than 2,000 jobs since July

Andrew Cass - Friday, October 14th, 2022

Hospitals cut jobs, services to resuscitate finances

Ayla Ellison (Twitter) - Monday, September 26th, 2022

Today's Financial Picture

Our Current Challenges



Since 2019 we've increased our staffing hours by 19% or 146 full-time positions.



Bartlett has been losing about \$1M a month since the summer of 2020. This loss was covered up by temporary COVID funding of \$12M a year (or \$1M a month) for the past two years.



COVID funding has stopped, and operational expenses remain unsustainable.



We're expected to lose \$10M this year (averaging \$1M a month).

Hard Decisions Ahead

- A loss of \$10M accounts for 10% of total annual operating costs – we need to reduce expenses by at least this amount to ensure our sustainability.
- **The goal is to begin the new fiscal year on July 1, 2023, without a deficit.**
- Unfortunately, all options are being considered to reduce expenses.
- Increased expenses in the future must also be factored in (\$2M+):
 - 1% negotiated wage increase (\$500,000 increase)
 - 7% employer health insurance contribution increase (\$800,000 increase)
 - Inflation (estimating 3% increase or \$750,000)
 - Potential wage increase (awaiting results of wage analysis study – anticipated January 2023)
- A plan of action must be reported to the board. Actions will be taken over the next several months.

Phased Plan of Action

To reach our goal, activating all three phases will be necessary.



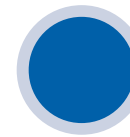
Phase 1 Considerations (Currently in progress)

- Hiring restrictions
- Discretionary spending reductions
- Overtime reductions
- Purchasing reductions
- Travel reductions
- FY2024 budget reductions



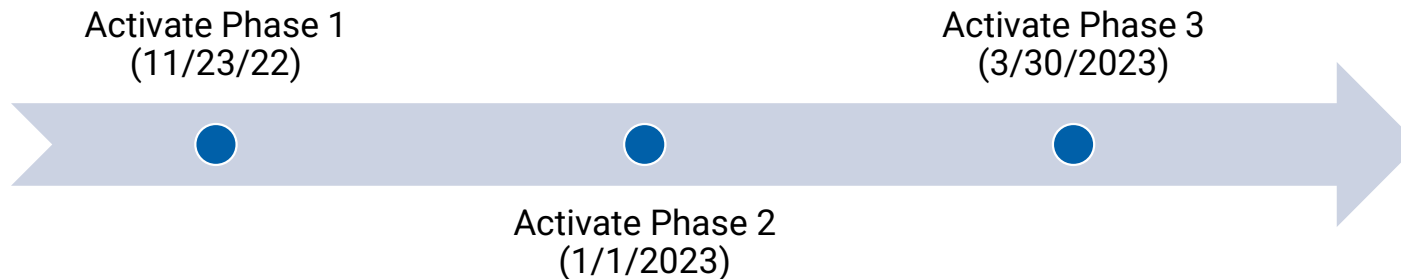
Phase 2 Considerations (Currently in progress)

- Incentive pay cancellation
- Traveler/Locum reductions
- Contract/Agreement reductions
- PRN/Casual reductions
- Retirement incentive
- Staffing levels and productivity study action plan



Phase 3 Considerations

- Streamlining leadership
- Reduction in workforce
- Program eliminations
- Strategic initiative delays





How We Move Forward

All Pull In The Same Direction

We acknowledge we are asking you to rise to this extraordinary challenge.

We are a strong team of dedicated people who can find efficiencies and be creative to strengthen the organization now and into the future.

We need to focus on strategic growth to ensure our sustainability.

Discussion

What questions do you have?

Do you have creative ideas to reduce expenses and/or increase revenues?
We want to hear them.

To: BRH Finance Committee
From: Sam Muse
Interim Chief Financial Officer

Re: November Financial Performance

Overview

Inpatient volumes fell coming out of the summer months into the fall and remained down in November. Outpatient revenues also fell slightly in November. And, while expenditures were down nearly \$1M dollars from October to November, they have not come down in line with revenues, leading to a loss of **\$(2.8M)** for November.

Income Statement

Inpatient revenues held flat from October to November. Outpatient revenues were down \$1.1M dollars month-over-month led by one-time revenue recognized in October of \$900K for back-billed ECG/EKG charges and then a slight decline in volumes for November. The rolling six-month average monthly loss for the hospital is now **\$(1.44M)**.

Deductions from revenue as a percentage of gross patient revenue were at 54.3%, well above the 12-month rolling average of 46.8%. We had several high dollar accounts (\$100K+) on the AR in November that were finally paid by Medicare and/or Medicaid. Some of these were in process for several months. Additionally, there were older observation accounts in which the patient did not meet inpatient criteria but were kept in observation status due to unsafe discharge. In these cases, Medicare/Medicaid will only allow 48 hours of observation, and these accounts had over 700 hours billed because they were at Bartlett for over a month. Lastly, the ECG/EKG late charges recognized in October were addressed by some of the payers in November. These were added to the account and rebilled to ensure the revenue was recognized, but ultimately contractually adjusted to a large degree. Bottom line, when the final contractual adjustment on outstanding AR is greater than the amount allowed for (as part of the contractual reserve calculation) the result will be recognition of a more significant adjustment in that particular month, which was the case here.

Salaries expense of \$4.3M was slightly below the 12-month rolling average of \$4.4M. Total salaries and benefits were 93.4% of net operating revenues for the month, well above previous months. Again, this is really driven by revenues coming down significantly, but it highlights to an important point: that Bartlett must be able to reduce staffing costs & other costs more nimbly, commiserate with changes in volumes at the hospital.

Balance Sheet

Unrestricted cash (Cash + Board Designated Cash) decreased \$1M from the month prior. This was due to a cash loss from operations of \$600K and capital expenditures in the month of \$400K. It continues to be very important to keep a close eye on cash going forward, especially any cashflow decreases related to operating activities.

Net accounts receivable decreased \$1.3M during the period. Again, the decrease was primarily related to increased write-offs/allowances in the month, as noted in the income statement section. Actual payments on account receivables for the month were \$8.3M, up from the prior month and roughly average overall.

Current liabilities decreased \$330K due to a payment made in November to the CMS for over reimbursement during FY22, as dictated by the completed Cost Report. This was offset by an increase in other payables, such as payroll liabilities.

Dashboard/Financial Indicators

On the Dashboard report, volumes were off from the prior month. In General, inpatient volumes were flat month-to-month and down year-to-year while outpatient revenues/volumes are up year-over-year and down month-to-month.

Days cash on hand is down slightly, but still around 6-7 months of cash based on operating expenditure levels of \$347K a day.

Days in net receivables has increased to 76.1 and days in accounts payable increased to 49.5. We plan to take a closer look at the revenue cycle to see if there are methods we can use or implement to reduce receivables, boost cash

and decrease AR days going forward. Additionally, we look to streamline the AP process to ensure payments are out the door in a more efficient manner.

Conclusion

The Hospital remains in a structural deficit with current operations. Management is taking steps to address this deficit and anticipate that December will look more positive than November or October. However, many further actions are needed to ensure the sustainability of operations on a go-forward basis.

BARTLETT REGIONAL HOSPITAL
STATEMENT OF REVENUES AND EXPENSES
FOR THE MONTH AND YEAR TO DATE OF NOV 2022

| 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 |
|--------------|--------------|--------------|-----------|--------------|---|--------------|--------------|---------------|-----------|---------------|-----------------|
| \$3,584,672 | \$4,736,760 | -\$1,152,089 | -24.3% | \$3,192,673 | 1. Gross Patient Revenue: | | | | | | |
| \$942,642 | \$1,237,859 | -\$295,217 | -23.8% | \$950,044 | 2. Inpatient Revenue | \$19,067,693 | \$25,045,596 | -\$5,977,903 | -23.9% | \$20,297,820 | -6.1% |
| \$4,527,314 | \$5,974,619 | -\$1,447,306 | -24.2% | \$4,142,717 | 3. Inpatient Ancillary Revenue | \$5,282,736 | \$6,545,162 | -\$1,262,427 | -19.3% | \$5,757,399 | -8.2% |
| | | | | | 4. Total Inpatient Revenue | \$24,350,429 | \$31,590,758 | -\$7,240,330 | -22.9% | \$26,055,219 | -6.5% |
| \$10,860,738 | \$11,003,774 | -\$143,036 | -1.3% | \$9,976,299 | 5. Outpatient Revenue | \$59,479,420 | \$58,182,458 | \$1,296,962 | 2.2% | \$54,669,754 | 8.8% |
| \$15,388,052 | \$16,978,393 | -\$1,590,342 | -9.4% | \$14,119,016 | 6. Total Patient Revenue - Hospital | \$83,829,849 | \$89,773,216 | -\$5,943,368 | -6.6% | \$80,724,973 | 3.8% |
| \$259,792 | \$247,363 | \$12,429 | 5.0% | \$166,861 | 7. RRC Patient Revenue | \$1,064,010 | \$1,307,938 | -\$243,929 | -18.6% | \$1,249,313 | -14.8% |
| \$196,646 | \$464,766 | -\$268,120 | -57.7% | \$413,225 | 8. BHOPS Patient Revenue | \$1,034,216 | \$2,457,454 | -\$1,423,238 | -57.9% | \$1,969,741 | -47.5% |
| \$891,445 | \$1,131,316 | -\$239,871 | -21.2% | \$827,856 | 9. Physician Revenue | \$5,564,568 | \$5,981,850 | -\$417,282 | -7.0% | \$4,896,730 | 13.6% |
| \$16,735,935 | \$18,821,838 | -\$2,085,904 | -11.1% | \$15,526,958 | 10. Total Gross Patient Revenue | \$91,492,643 | \$99,520,458 | -\$8,027,817 | -8.1% | \$88,840,757 | 3.0% |
| | | | | | Deductions from Revenue: | | | | | | |
| \$3,122,174 | \$2,933,666 | -\$188,508 | -6.4% | \$2,875,635 | 11. Inpatient Contractual Allowance | \$14,255,010 | \$15,411,126 | -\$1,156,116 | 7.5% | \$12,480,781 | 14.2% |
| -\$350,000 | -\$350,000 | \$0 | | \$308,333 | 12. Rural Demonstration Project | -\$1,750,000 | -\$1,750,000 | \$0 | | -\$308,333 | |
| \$5,111,022 | \$4,386,052 | -\$724,970 | -16.5% | \$4,414,193 | 13. Outpatient Contractual Allowance | \$25,702,131 | \$23,191,241 | -\$2,510,890 | -10.8% | \$21,960,076 | 17.0% |
| \$567,279 | \$556,237 | -\$11,042 | -2.0% | \$547,175 | 14. Physician Service Contractual Allowance | \$3,360,968 | \$2,941,103 | -\$419,865 | -14.3% | \$2,838,362 | 18.4% |
| \$24,782 | \$23,982 | -\$800 | -3.3% | \$23,902 | 15. Other Deductions | \$134,163 | \$126,802 | -\$7,361 | -5.8% | \$121,749 | 0.0% |
| \$27,409 | \$114,312 | -\$86,903 | 76.0% | \$216,604 | 16. Charity Care | \$142,229 | \$604,427 | -\$462,198 | 76.5% | \$635,502 | -77.6% |
| \$590,288 | \$279,720 | -\$310,568 | -111.0% | \$23,326 | 17. Bad Debt Expense | \$2,033,925 | \$1,479,021 | -\$554,904 | -37.5% | \$1,878,099 | 8.3% |
| \$9,092,954 | \$7,943,969 | -\$1,148,985 | -14.5% | \$7,792,502 | 18. Total Deductions from Revenue | \$43,878,426 | \$42,003,720 | -\$1,874,706 | -4.5% | \$39,606,236 | 10.8% |
| 50.5% | 41.8% | | | 50.5% | % Contractual Allowances / Total Gross Patient Revenue | 45.4% | 41.7% | | | 41.6% | |
| 3.7% | 2.1% | | | 1.5% | % Bad Debt & Charity Care / Total Gross Patient Revenue | 2.4% | 2.1% | | | 2.8% | |
| 54.3% | 42.2% | | | 50.2% | % Total Deductions / Total Gross Patient Revenue | 48.0% | 42.2% | | | 44.6% | |
| \$7,642,981 | \$10,877,869 | -\$3,234,889 | -29.7% | \$7,734,456 | 19. Net Patient Revenue | \$47,614,217 | \$57,516,738 | -\$9,902,523 | -17.2% | \$49,234,521 | -3.3% |
| \$68,846 | \$372,614 | -\$303,768 | -81.5% | \$2,170,951 | 20. Other Operating Revenue | \$768,842 | \$1,900,323 | -\$1,131,481 | -59.5% | \$4,287,145 | -82.1% |
| \$7,711,827 | \$11,250,483 | -\$3,538,656 | -31.5% | \$9,905,407 | 21. Total Operating Revenue | \$48,383,059 | \$59,417,061 | -\$11,034,004 | -18.6% | \$53,521,666 | -9.6% |
| | | | | | Expenses: | | | | | | |
| \$4,305,853 | \$4,760,827 | \$454,974 | 9.6% | \$4,184,946 | 22. Salaries & Wages | \$22,541,478 | \$24,280,248 | \$1,738,771 | 7.2% | \$21,636,616 | 4.2% |
| \$318,021 | \$426,942 | \$108,921 | 25.5% | \$347,759 | 23. Physician Wages | \$1,634,732 | \$2,177,403 | \$542,671 | 24.9% | \$1,787,592 | -8.6% |
| \$556,777 | \$76,765 | -\$480,012 | -625.3% | \$141,874 | 24. Contract Labor | \$3,656,507 | \$391,500 | -\$3,265,007 | -834.0% | \$912,533 | 300.7% |
| \$2,023,430 | \$2,549,599 | \$526,169 | 20.6% | \$2,371,632 | 25. Employee Benefits | \$10,800,841 | \$13,003,025 | \$2,202,184 | 16.9% | \$12,081,943 | -10.6% |
| \$7,204,081 | \$7,814,133 | \$610,052 | 7.8% | \$7,046,211 | 26. % Salaries and Benefits / Total Operating Revenue | \$38,633,558 | \$39,852,176 | \$1,218,619 | 3.1% | \$36,418,684 | 6.1% |
| 93.4% | 69.5% | | | 71.1% | | 79.8% | 67.1% | | | 68.0% | |
| \$98,090 | \$72,208 | -\$25,882 | -35.8% | \$40,688 | 27. Medical Professional Fees | \$306,891 | \$368,262 | \$61,372 | 16.7% | \$306,241 | 0.2% |
| \$346,250 | \$393,117 | \$46,867 | 11.9% | \$416,828 | 28. Physician Contracts | \$1,566,533 | \$2,004,894 | \$438,361 | 21.9% | \$1,818,714 | -13.9% |
| \$140,070 | \$217,299 | \$77,229 | 35.5% | \$199,503 | 29. Non-Medical Professional Fees | \$1,226,134 | \$1,108,221 | -\$117,913 | -10.6% | \$899,583 | 36.3% |
| \$1,325,465 | \$1,297,849 | -\$27,616 | -2.1% | \$1,241,206 | 30. Materials & Supplies | \$6,688,085 | \$6,618,947 | -\$69,138 | -1.0% | \$7,330,428 | -8.8% |
| \$187,073 | \$144,731 | -\$42,342 | -29.3% | \$126,857 | 31. Utilities | \$835,467 | \$738,098 | -\$97,369 | -13.2% | \$603,891 | 38.3% |
| \$509,622 | \$407,395 | -\$102,227 | -25.1% | \$318,644 | 32. Maintenance & Repairs | \$2,289,665 | \$2,077,729 | -\$211,936 | -10.2% | \$2,246,129 | 1.9% |
| \$29,889 | \$64,846 | \$34,957 | 53.9% | \$76,991 | 33. Rentals & Leases | \$343,316 | \$330,708 | -\$12,608 | -3.8% | \$276,123 | 24.3% |
| \$76,587 | \$77,533 | \$946 | 1.2% | \$66,224 | 34. Insurance | \$384,763 | \$395,406 | \$10,643 | 2.7% | \$351,200 | 9.6% |
| \$592,791 | \$646,038 | \$53,248 | 8.2% | \$640,504 | 35. Depreciation & Amortization | \$2,951,227 | \$3,294,792 | \$343,566 | 10.4% | \$3,141,960 | -6.1% |
| \$32,000 | \$108,560 | \$108,560 | 100.0% | \$49,761 | 36. Interest Expense | \$217,870 | \$553,658 | \$335,788 | 60.6% | \$246,580 | -11.6% |
| \$106,732 | \$144,337 | \$37,605 | 26.1% | \$171,096 | 37. Other Operating Expenses | \$701,646 | \$736,039 | \$34,393 | 4.7% | \$658,420 | 6.6% |
| \$10,648,650 | \$11,388,046 | \$771,397 | 6.8% | \$10,394,513 | 38. Total Expenses | \$56,145,155 | \$58,078,930 | \$1,933,778 | 3.3% | \$54,297,953 | -3.4% |
| -\$2,936,823 | -\$137,563 | -\$2,799,260 | 2034.9% | -\$489,106 | 39. Income (Loss) from Operations | -\$7,762,096 | \$1,338,131 | -\$9,100,227 | -680.1% | -\$776,287 | 899.9% |
| \$1,124 | \$43,668 | -\$42,545 | -97.4% | \$102,277 | 40. Non-Operating Revenue | \$12,494 | \$222,709 | -\$210,215 | -94.4% | \$511,013 | -97.6% |
| \$86,817 | \$61,308 | \$25,509 | 41.6% | \$62,201 | 41. Interest Income | \$348,177 | \$312,670 | \$35,507 | 11.4% | \$595,948 | -41.6% |
| \$87,941 | \$104,976 | -\$17,036 | -16.2% | \$164,478 | 42. Other Non-Operating Income | \$360,671 | \$535,379 | -\$174,708 | -32.6% | \$1,106,961 | -67.4% |
| -\$2,848,882 | -\$32,587 | -\$2,816,295 | 8642.4% | -\$324,628 | 43. Total Non-Operating Revenue | -\$7,401,425 | \$1,873,510 | -\$9,274,935 | -495.1% | \$330,674 | 2338.3% |
| -38.08% | -1.22% | | | -4.94% | Income from Operations Margin | -16.04% | 2.25% | | | -1.45% | |
| -36.94% | -0.29% | | | -3.28% | Net Income | -15.30% | 3.15% | | | 0.62% | |

BARTLETT REGIONAL HOSPITAL
12 MONTH ROLLING INCOME STATEMENT
FOR THE PERIOD DECEMBER 21 THRU NOVEMBER 22

| | December-21 | January-22 | February-22 | March-22 | April-22 | May-22 | June-22 | July-22 | August-22 | September-22 | October-22 | November-22 |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Gross Patient Revenue: | | | | | | | | | | | | |
| 1. Inpatient Revenue | \$3,672,150 | \$4,412,846 | \$3,829,268 | \$3,872,858 | \$3,587,976 | \$3,929,079 | \$3,968,043 | \$4,215,688 | \$4,027,710 | \$3,982,584 | \$3,257,040 | \$3,584,672 |
| 2. Inpatient Ancillary Revenue | \$1,073,788 | \$1,160,613 | \$981,373 | \$1,081,410 | \$1,096,773 | \$928,481 | \$1,049,117 | \$1,140,316 | \$1,099,216 | \$1,197,792 | \$902,770 | \$942,642 |
| 3. Total Inpatient Revenue | \$4,745,938 | \$5,573,459 | \$4,810,641 | \$4,954,268 | \$4,684,749 | \$4,857,560 | \$5,017,160 | \$5,356,004 | \$5,126,926 | \$5,180,376 | \$4,159,810 | \$4,527,314 |
| 4. Outpatient Revenue | \$11,143,687 | \$10,491,837 | \$10,234,016 | \$11,452,789 | \$11,222,953 | \$11,601,673 | \$11,242,830 | \$11,360,235 | \$13,314,095 | \$11,947,076 | \$11,997,275 | \$10,860,738 |
| 5. Total Patient Revenue - Hospital | \$15,889,625 | \$16,065,296 | \$15,044,657 | \$16,407,057 | \$15,907,702 | \$16,459,233 | \$16,259,990 | \$16,716,239 | \$18,441,021 | \$17,127,452 | \$16,157,085 | \$15,388,052 |
| 6. RRC Patient Revenue | \$252,501 | \$190,248 | \$243,856 | \$211,413 | \$208,848 | \$249,944 | \$196,884 | \$182,885 | \$218,659 | \$146,310 | \$256,364 | \$259,792 |
| 7. BHOPS Patient Revenue | \$574,433 | \$406,510 | \$391,780 | \$624,646 | \$390,417 | \$456,653 | \$529,944 | \$199,460 | \$196,611 | \$243,492 | \$198,007 | \$196,646 |
| 8. Physician Revenue | \$854,494 | \$775,989 | \$898,164 | \$897,198 | \$1,060,736 | \$1,076,229 | \$862,360 | \$1,205,276 | \$1,295,030 | \$1,043,040 | \$1,129,777 | \$891,445 |
| 9. Total Gross Patient Revenue | \$17,571,053 | \$17,438,043 | \$16,578,457 | \$18,140,314 | \$17,567,703 | \$18,242,059 | \$17,849,178 | \$18,303,860 | \$20,151,321 | \$18,560,294 | \$17,741,233 | \$16,735,935 |
| Deductions from Revenue: | | | | | | | | | | | | |
| 10. Inpatient Contractual Allowance | \$2,807,374 | \$3,082,649 | \$2,671,339 | \$2,791,603 | \$2,490,383 | \$2,972,366 | \$3,105,403 | \$3,188,205 | \$2,874,182 | \$3,041,724 | \$2,028,725 | \$3,122,174 |
| 10a. Rural Demonstration Project | -\$350,000 | -\$350,000 | -\$350,000 | -\$350,000 | -\$350,000 | -\$350,000 | -\$350,000 | -\$350,000 | -\$350,000 | -\$350,000 | -\$350,000 | -\$350,000 |
| 11. Outpatient Contractual Allowance | \$4,173,471 | \$4,207,232 | \$4,270,949 | \$4,780,143 | \$4,827,998 | \$4,860,343 | \$5,284,968 | \$4,768,716 | \$5,287,432 | \$5,373,622 | \$5,161,340 | \$5,111,022 |
| 12. Physician Service Contractual Allowance | \$475,883 | \$452,923 | \$494,154 | \$515,089 | \$576,784 | \$781,557 | \$407,030 | \$719,575 | \$792,835 | \$593,392 | \$687,887 | \$567,279 |
| 13. Other Deductions | \$21,140 | \$20,316 | \$22,490 | \$20,832 | \$25,302 | \$27,821 | \$27,703 | \$25,242 | \$23,107 | \$29,475 | \$31,557 | \$24,782 |
| 14. Charity Care | \$45,611 | \$132,111 | \$30,914 | \$86,009 | \$114,562 | \$143,248 | \$56,435 | \$64,841 | \$16,786 | \$23,558 | \$9,635 | \$27,409 |
| 15. Bad Debt Expense | \$1,011,727 | \$281,765 | \$9,964 | \$198,141 | \$493,288 | \$725,275 | -\$344,442 | \$766,855 | \$121,762 | \$105,424 | \$449,596 | \$590,288 |
| 16. Total Deductions from Revenue | \$8,185,206 | \$7,826,996 | \$7,149,810 | \$8,041,817 | \$8,178,317 | \$9,160,610 | \$8,187,097 | \$9,183,434 | \$8,766,104 | \$8,817,195 | \$8,018,740 | \$9,092,954 |
| % Contractual Allowances / Total Gross Patient Revenue | 40.4% | 42.4% | 42.7% | 42.6% | 42.9% | 45.3% | 47.3% | 45.5% | 42.7% | 46.7% | 42.4% | 50.5% |
| % Bad Debt & Charity Care / Total Gross Patient Revenue | 6.0% | 2.4% | 0.2% | 1.6% | 3.5% | 4.8% | -1.6% | 4.5% | 0.7% | 0.7% | 2.6% | 3.7% |
| % Total Deductions / Total Gross Patient Revenue | 46.6% | 44.9% | 43.1% | 44.3% | 46.6% | 50.2% | 45.9% | 50.2% | 43.5% | 47.5% | 45.2% | 54.3% |
| 17. Net Patient Revenue | \$9,385,847 | \$9,611,047 | \$9,428,647 | \$10,098,497 | \$9,389,386 | \$9,081,449 | \$9,662,081 | \$9,120,426 | \$11,385,217 | \$9,743,099 | \$9,722,493 | \$7,642,981 |
| 18. Other Operating Revenue | \$3,342,074 | \$353,598 | \$351,197 | \$1,068,226 | \$888,429 | \$365,743 | \$430,405 | \$365,270 | \$35,967 | \$237,857 | \$60,903 | \$68,846 |
| 19. Total Operating Revenue | \$12,727,921 | \$9,964,645 | \$9,779,844 | \$11,166,723 | \$10,277,815 | \$9,447,192 | \$10,092,486 | \$9,485,696 | \$11,421,184 | \$9,980,956 | \$9,783,396 | \$7,711,827 |
| Expenses: | | | | | | | | | | | | |
| 20. Salaries & Wages | \$4,448,979 | \$4,187,133 | \$4,172,073 | \$4,501,362 | \$4,317,359 | \$4,357,166 | \$4,497,152 | \$4,400,364 | \$4,638,771 | \$4,447,158 | \$4,749,331 | \$4,305,853 |
| 21. Physician Wages | \$235,235 | \$310,416 | \$329,545 | \$273,221 | \$444,317 | \$422,325 | \$260,633 | \$267,548 | \$363,200 | \$303,118 | \$382,845 | \$318,021 |
| 22. Contract Labor | \$116,802 | \$131,180 | \$209,851 | \$259,925 | \$199,136 | \$789,120 | \$820,571 | \$633,674 | \$896,896 | \$500,550 | \$1,063,275 | \$556,777 |
| 23. Employee Benefits | \$2,384,712 | \$2,390,367 | \$2,192,232 | \$2,502,779 | \$2,527,370 | \$2,427,959 | \$2,434,120 | \$2,374,084 | \$2,078,228 | \$2,184,768 | \$2,136,626 | \$2,023,430 |
| | \$7,185,728 | \$7,019,096 | \$6,903,701 | \$7,537,287 | \$7,488,182 | \$9,996,570 | \$8,012,476 | \$7,675,670 | \$7,977,095 | \$7,435,594 | \$8,332,077 | \$7,204,081 |
| % Salaries and Benefits / Total Operating Revenue | 56.5% | 70.4% | 70.6% | 67.5% | 72.9% | 84.6% | 79.4% | 80.9% | 69.8% | 74.5% | 85.2% | 93.4% |
| 24. Medical Professional Fees | \$50,370 | \$103,234 | \$165,961 | \$41,788 | \$54,167 | \$63,462 | \$48,386 | \$38,713 | \$95,316 | \$27,897 | \$46,875 | \$98,090 |
| 25. Physician Contracts | \$326,380 | \$390,072 | \$322,387 | \$325,313 | \$249,694 | \$412,311 | \$514,752 | \$326,821 | \$399,851 | \$300,750 | \$192,862 | \$346,250 |
| 26. Non-Medical Professional Fees | \$194,816 | \$251,322 | \$203,518 | \$211,847 | \$181,852 | \$209,768 | \$246,454 | \$221,282 | \$223,427 | \$326,262 | \$283,400 | \$140,070 |
| 27. Materials & Supplies | \$1,553,150 | \$1,344,539 | \$1,354,348 | \$1,346,888 | \$1,281,281 | \$1,435,271 | \$1,331,112 | \$1,305,218 | \$1,507,512 | \$1,297,313 | \$1,238,474 | \$1,325,465 |
| 28. Utilities | \$157,087 | \$253,444 | \$199,502 | \$187,642 | \$117,421 | \$214,545 | \$98,852 | \$121,693 | \$140,725 | \$170,796 | \$215,122 | \$187,073 |
| 29. Maintenance & Repairs | \$456,037 | \$434,349 | \$440,614 | \$448,823 | \$468,289 | \$521,697 | \$435,114 | \$426,346 | \$536,097 | \$308,219 | \$508,187 | \$509,622 |
| 30. Rentals & Leases | \$97,199 | \$48,761 | \$60,069 | \$84,113 | \$64,215 | \$77,726 | \$51,336 | \$86,650 | \$75,688 | \$69,747 | \$81,343 | \$29,889 |
| 31. Insurance | \$60,796 | \$65,724 | \$120,075 | \$102,592 | \$70,220 | \$67,712 | \$66,848 | \$74,882 | \$78,806 | \$74,478 | \$80,011 | \$76,587 |
| 32. Depreciation & Amortization | \$640,537 | \$645,931 | \$600,353 | \$606,903 | \$598,119 | \$585,394 | \$584,119 | \$594,379 | \$589,009 | \$585,314 | \$585,000 | \$592,791 |
| 33. Interest Expense | -\$241,751 | \$34,580 | \$32,973 | \$32,973 | \$32,973 | \$32,973 | \$32,973 | \$32,973 | \$32,919 | \$32,919 | \$32,000 | \$32,000 |
| 34. Other Operating Expenses | \$119,674 | \$119,261 | \$186,388 | \$125,175 | \$97,288 | \$191,849 | \$127,071 | \$93,683 | \$148,396 | \$190,795 | \$115,397 | \$106,732 |
| 35. Total Expenses | \$10,600,023 | \$10,710,313 | \$10,589,889 | \$11,051,344 | \$10,704,201 | \$11,809,278 | \$11,549,493 | \$10,998,310 | \$11,804,841 | \$10,820,084 | \$11,710,748 | \$10,648,650 |
| 36. Income (Loss) from Operations | \$2,127,898 | -\$745,668 | -\$810,045 | \$115,379 | -\$426,386 | -\$2,362,086 | -\$1,457,007 | -\$1,512,614 | -\$383,657 | -\$839,128 | -\$1,927,352 | -\$2,936,823 |
| Non-Operating Revenue | | | | | | | | | | | | |
| 37. Interest Income | \$102,195 | \$100,015 | \$102,268 | \$2,698 | \$600 | \$835 | \$733 | \$1,988 | \$1,332 | \$5,860 | \$2,190 | \$1,124 |
| 38. Other Non-Operating Income | \$61,340 | \$62,183 | \$59,617 | \$61,897 | \$57,400 | \$64,348 | \$64,269 | \$61,858 | \$70,916 | \$67,229 | \$61,357 | \$86,817 |
| 39. Total Non-Operating Revenue | \$163,535 | \$162,198 | \$161,885 | \$64,595 | \$58,000 | \$65,183 | \$65,002 | \$63,846 | \$72,248 | \$73,089 | \$63,547 | \$87,941 |
| 40. Net Income (Loss) | \$2,291,433 | -\$583,470 | -\$648,160 | \$179,974 | -\$368,386 | -\$2,296,903 | -\$1,392,005 | -\$1,448,768 | -\$311,409 | -\$766,039 | -\$1,863,805 | -\$2,848,882 |

BARTLETT REGIONAL HOSPITAL
BALANCE SHEET
November 30, 2022

| | <u>November-22</u> | <u>October-22</u> | <u>November-21</u> | <u>CHANGE FROM PRIOR FISCAL YEAR</u> |
|--|--------------------|--------------------|--------------------|--|
| ASSETS | | | | |
| Current Assets: | | | | |
| 1. Cash and cash equivalents | 14,652,954 | 15,612,199 | 19,700,052 | (5,047,098) |
| 2. Board designated cash | 28,579,509 | 28,579,509 | 30,341,553 | (1,762,043) |
| 3. Patient accounts receivable, net | 19,385,684 | 20,740,871 | 17,902,598 | 1,483,086 |
| 4. Other receivables | (353,012) | (136,876) | 907,038 | (1,260,050) |
| 5. Inventories | 4,086,504 | 4,081,522 | 3,745,351 | 341,154 |
| 6. Prepaid Expenses | 3,098,133 | 3,322,738 | 2,939,487 | 158,646 |
| 7. Other assets | 755,752 | 755,753 | 31,936 | 723,817 |
| 8. Total current assets | 70,205,524 | 72,955,716 | 75,568,015 | (5,362,488) |
| Appropriated Cash: | | | | |
| 9. CIP Appropriated Funding | 28,184,484 | 28,184,484 | 18,853,710 | 9,330,774 |
| Property, plant & equipment | | | | |
| 10. Land, bldgs & equipment | 156,049,480 | 153,625,432 | 152,031,616 | 4,017,864 |
| 11. Construction in progress | 20,317,356 | 22,545,584 | 11,100,753 | 9,216,602 |
| 12. Total property & equipment | 176,366,836 | 176,171,016 | 163,132,369 | 13,234,466 |
| 13. Less: accumulated depreciation | (111,760,833) | (111,168,043) | (104,715,882) | (7,044,951) |
| 14. Net property and equipment | 64,606,003 | 65,002,978 | 58,416,493 | 6,189,515 |
| 15. Deferred outflows/Contribution to Pension Plan | 11,012,716 | 11,012,716 | 12,654,846 | (1,642,130) |
| 16. Total assets | 174,008,727 | 177,155,890 | 165,493,060 | 8,515,671 |
| LIABILITIES & FUND BALANCE | | | | |
| Current liabilities: | | | | |
| 17. Payroll liabilities | 2,735,584 | 2,448,280 | 2,523,324 | 212,259 |
| 18. Accrued employee benefits | 4,988,949 | 5,126,480 | 4,974,135 | 14,814 |
| 19. Accounts payable and accrued expenses | 5,388,795 | 4,964,766 | 2,654,776 | 2,734,019 |
| 20. Due to 3rd party payors | 2,246,688 | 3,165,930 | 2,367,164 | (120,476) |
| 21. Deferred revenue | 583,485 | 626,652 | 956,168 | (372,683) |
| 22. Interest payable | 186,175 | 186,175 | 445,609 | (259,433) |
| 23. Note payable - current portion | 1,490,000 | 1,490,000 | 910,000 | 580,000 |
| 24. Other payables | 1,254,223 | 1,195,898 | 456,756 | 797,467 |
| 25. Total current liabilities | 18,873,899 | 19,204,181 | 15,287,932 | 3,585,967 |
| Long-term Liabilities: | | | | |
| 26. Bonds payable | 34,545,000 | 34,545,000 | 17,350,000 | 17,195,000 |
| 27. Bonds payable - premium/discount | 2,754,701 | 2,754,701 | 111,164 | 2,643,537 |
| 28. Net Pension Liability | 15,568,546 | 15,568,546 | 62,063,897 | (46,495,351) |
| 29. Deferred In-Flows | 45,156,052 | 45,156,052 | 4,884,297 | 40,271,755 |
| 30. Total long-term liabilities | 98,024,299 | 98,024,299 | 84,409,358 | 13,614,941 |
| 31. Total liabilities | 116,898,198 | 117,228,480 | 99,697,290 | 17,200,908 |
| 32. Fund Balance | 57,110,529 | 59,927,410 | 65,795,768 | (8,685,239) |
| 33. Total liabilities and fund balance | 174,008,727 | 177,155,890 | 165,493,060 | 8,515,671 |

BARTLETT REGIONAL HOSPITAL
12 MONTH ROLLING BALANCE SHEET
FOR THE PERIOD DECEMBER 21 THRU NOVEMBER 22

| | December-21 | January-22 | February-22 | March-22 | April-22 | May-22 | June-22 | July-22 | August-22 | September-22 | October-22 | November-22 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| ASSETS | | | | | | | | | | | | |
| Current Assets: | | | | | | | | | | | | |
| 1. Cash and cash equivalents | 22,950,807 | 22,205,736 | 21,662,275 | 7,464,732 | 5,045,343 | 7,271,871 | 5,967,974 | 22,211,019 | 20,962,221 | 19,702,993 | 15,612,199 | 14,652,954 |
| 2. Board designated cash | 30,266,907 | 29,706,760 | 30,174,095 | 29,552,067 | 29,926,473 | 27,375,730 | 27,374,717 | 28,944,179 | 28,004,896 | 28,579,509 | 28,579,509 | 28,579,509 |
| 3. Patient accounts receivable, net | 15,965,465 | 16,652,127 | 16,843,857 | 16,560,522 | 17,502,612 | 18,180,691 | 18,966,587 | 20,620,575 | 20,751,228 | 19,384,954 | 20,740,871 | 19,385,684 |
| 4. Other receivables | 588,186 | 684,114 | 584,230 | 1,236,682 | 1,583,406 | 1,323,543 | 1,501,123 | 1,346,190 | (79,787) | 1,457 | (136,876) | (353,012) |
| 5. Inventories | 3,803,022 | 3,763,829 | 3,681,705 | 3,531,828 | 3,537,649 | 3,642,059 | 3,613,561 | 3,236,548 | 3,435,392 | 3,983,200 | 4,081,522 | 4,086,504 |
| 6. Prepaid Expenses | 2,801,467 | 2,653,187 | 2,800,205 | 2,453,787 | 2,203,501 | 1,893,949 | 1,717,382 | 3,371,478 | 3,623,126 | 3,511,986 | 3,322,738 | 3,098,133 |
| 7. Other assets | 31,937 | 31,937 | 31,937 | 31,937 | 31,937 | 31,937 | 32,937 | 32,939 | 31,936 | 753,152 | 755,753 | 755,752 |
| 8. Total current assets | 76,407,791 | 75,697,690 | 75,778,304 | 60,831,555 | 59,830,921 | 59,719,780 | 59,174,281 | 79,762,928 | 76,729,012 | 75,917,251 | 72,955,716 | 70,205,524 |
| Appropriated Cash: | | | | | | | | | | | | |
| 9. CIP Appropriated Funding | 18,301,848 | 17,244,030 | 17,164,683 | 32,263,003 | 32,229,681 | 29,145,697 | 28,560,714 | 28,560,714 | 29,046,423 | 28,184,484 | 28,184,484 | 28,184,484 |
| Property, plant & equipment | | | | | | | | | | | | |
| 10. Land, bldgs & equipment | 152,194,817 | 152,409,795 | 152,463,783 | 152,782,632 | 152,973,023 | 153,025,175 | 153,025,325 | 153,308,451 | 153,345,547 | 153,356,247 | 153,625,432 | 156,049,480 |
| 11. Construction in progress | 11,827,784 | 12,743,862 | 12,846,504 | 13,572,285 | 14,423,945 | 17,812,831 | 18,510,117 | 18,209,189 | 20,119,756 | 20,470,933 | 22,545,584 | 20,317,356 |
| 12. Total property & equipment | 164,022,601 | 165,153,657 | 165,310,287 | 166,354,917 | 167,396,968 | 170,838,006 | 171,535,442 | 171,517,640 | 173,465,303 | 173,827,180 | 176,171,016 | 176,366,836 |
| 13. Less: accumulated depreciation | (105,356,299) | (105,939,110) | (106,539,343) | (107,146,246) | (107,744,366) | (108,329,760) | (108,913,879) | (109,403,986) | (109,992,994) | (110,578,308) | (111,168,043) | (111,760,833) |
| 14. Net property and equipment | 58,666,302 | 59,214,547 | 58,770,944 | 59,208,671 | 59,652,602 | 62,508,246 | 62,621,563 | 62,113,654 | 63,472,309 | 63,248,872 | 65,002,978 | 64,606,003 |
| 15. Deferred outflows/Contribution to Pension Plan | 12,654,846 | 12,654,846 | 12,654,846 | 12,654,846 | 12,654,846 | 12,654,846 | 12,654,846 | 12,654,846 | 12,654,846 | 11,012,716 | 11,012,716 | 11,012,716 |
| 16. Total assets | 166,030,788 | 164,811,114 | 164,368,778 | 164,958,074 | 164,368,049 | 164,028,570 | 163,011,403 | 183,092,142 | 181,902,590 | 178,363,323 | 177,155,890 | 174,008,727 |
| LIABILITIES & FUND BALANCE | | | | | | | | | | | | |
| Current liabilities: | | | | | | | | | | | | |
| 17. Payroll liabilities | 832,124 | 1,236,761 | 1,312,176 | 1,744,778 | 2,118,075 | 2,580,462 | 2,849,971 | 3,322,640 | 3,872,037 | 1,886,842 | 2,448,280 | 2,735,584 |
| 18. Accrued employee benefits | 4,792,357 | 4,713,630 | 5,154,183 | 5,183,342 | 5,312,132 | 5,368,868 | 4,822,998 | 4,650,759 | 4,650,681 | 5,163,022 | 5,126,480 | 4,988,949 |
| 19. Accounts payable and accrued expenses | 3,469,843 | 3,693,454 | 3,328,898 | 2,792,501 | 2,027,105 | 3,390,582 | 4,609,541 | 4,030,238 | 5,873,081 | 4,796,933 | 4,964,766 | 5,388,795 |
| 20. Due to 3rd party payors | 2,341,398 | 2,315,632 | 2,289,866 | 2,702,887 | 2,704,813 | 2,706,739 | 2,708,665 | 2,708,665 | 2,708,665 | 2,708,665 | 3,165,930 | 2,246,688 |
| 21. Deferred revenue | 913,002 | 869,835 | 826,668 | 783,502 | 740,335 | 697,168 | 649,002 | 1,123,835 | 712,985 | 669,818 | 626,652 | 583,485 |
| 22. Interest payable | 120,490 | (72,885) | 53,414 | 90,653 | 127,892 | 165,131 | 105,323 | 16,175 | 147,817 | 186,175 | 186,175 | 186,175 |
| 23. Note payable - current portion | 910,000 | 1,030,000 | 1,030,000 | 1,030,000 | 1,030,000 | 1,030,000 | 1,030,000 | 1,030,000 | 1,490,000 | 1,490,000 | 1,490,000 | 1,490,000 |
| 24. Other payables | 160,707 | 242,979 | 244,290 | 325,418 | 375,354 | 458,446 | 1,000 | 83,469 | 170,789 | 1,113,623 | 1,195,898 | 1,254,223 |
| 25. Total current liabilities | 13,539,921 | 14,029,406 | 14,239,495 | 14,653,081 | 14,435,706 | 16,397,396 | 16,776,500 | 16,965,781 | 19,626,055 | 18,015,078 | 19,204,181 | 18,873,899 |
| Long-term Liabilities: | | | | | | | | | | | | |
| 26. Bonds payable | 17,350,000 | 16,230,000 | 16,230,000 | 16,230,000 | 16,230,000 | 16,230,000 | 16,230,000 | 35,005,000 | 34,545,000 | 34,545,000 | 34,545,000 | 34,545,000 |
| 27. Bonds payable - premium/discount | 105,471 | 99,779 | 95,512 | 91,246 | 86,979 | 82,713 | 78,446 | 2,796,398 | 2,759,020 | 2,754,701 | 2,754,701 | 2,754,701 |
| 28. Net Pension Liability | 62,063,897 | 62,063,897 | 62,063,897 | 62,063,897 | 62,063,897 | 62,063,897 | 62,063,897 | 62,063,897 | 62,063,897 | 15,568,546 | 15,568,546 | 15,568,546 |
| 29. Deferred In-Flows | 4,884,297 | 4,884,297 | 4,884,297 | 4,884,297 | 4,884,297 | 4,884,297 | 4,884,297 | 4,884,297 | 4,884,297 | 45,156,052 | 45,156,052 | 45,156,052 |
| 30. Total long-term liabilities | 84,403,665 | 83,277,973 | 83,273,706 | 83,269,440 | 83,265,173 | 83,260,907 | 83,256,640 | 104,749,592 | 104,252,214 | 98,024,299 | 98,024,299 | 98,024,299 |
| 31. Total liabilities | 97,943,586 | 97,307,379 | 97,513,201 | 97,922,521 | 97,700,879 | 99,658,303 | 100,033,140 | 121,715,373 | 123,878,269 | 116,039,377 | 117,228,480 | 116,898,198 |
| 32. Fund Balance | 68,087,202 | 67,503,735 | 66,855,577 | 67,035,553 | 66,667,170 | 64,370,267 | 62,978,263 | 61,376,769 | 58,024,321 | 62,323,946 | 59,927,410 | 57,110,529 |
| 33. Total liabilities and fund balance | 166,030,788 | 164,811,114 | 164,368,778 | 164,958,074 | 164,368,049 | 164,028,570 | 163,011,403 | 183,092,142 | 181,902,590 | 178,363,323 | 177,155,890 | 174,008,727 |

Bartlett Regional Hospital
Dashboard Report for November 2022

| Facility Utilization: | CURRENT MONTH | | | | | | YEAR TO DATE | | | |
|--|---------------|--------------|-----------------------|--------------|--------------|----------------------|--------------|--------------|-----------------------|--------------|
| | Actual | Budget | % Over (Under) Budget | Prior Year | Prior Month | % Over (Under) Pr Yr | Actual | Budget | % Over (Under) Budget | Prior Year |
| Hospital Inpatient: Patient Days | | | | | | | | | | |
| Patient Days - Med/Surg | 438 | 540 | -18.8% | 397 | 421 | 10.3% | 2,445 | 2,752 | -11% | 2,297 |
| Patient Days - Critical Care Unit | 83 | 96 | -14% | 81 | 67 | 2.5% | 414 | 492 | -16% | 512 |
| Avg. Daily Census - Acute | 17.4 | 21.2 | -18% | 15.9 | 15.7 | 9.0% | 18.7 | 21.2 | -12% | 18.4 |
| Patient Days - Obstetrics | 45 | 62 | -27% | 62 | 47 | -27.4% | 270 | 316 | -15% | 313 |
| Total Hospital Patient Days | 566 | 698 | -19% | 540 | 575 | 4.8% | 3,129 | 3,560 | -12% | 3,122 |
| Births | 19 | 24 | -22% | 26 | 18 | -26.9% | 106 | 125 | -15% | 126 |
| Patient Days - Nursery | 32 | 48 | -33% | 47 | 40 | -31.9% | 225 | 243 | -7% | 235 |
| Mental Health Unit | | | | | | | | | | |
| Patient Days - Mental Health Unit | 103 | 154 | -33% | 108 | 138 | -4.6% | 555 | 783 | -29% | 798 |
| Avg. Daily Census - MHU | 3.3 | 5.1 | -35% | 3.6 | 4 | -7.7% | 3.6 | 5.1 | -29% | 5.2 |
| Rain Forest Recovery: | | | | | | | | | | |
| Patient Days - RRC | 235 | 162 | 45% | 120 | 239 | 95.8% | 970 | 824 | 18% | 805 |
| Avg. Daily Census - RRC | 8 | 5.4 | 41% | 4 | 8 | 89.5% | 6 | 5.4 | 18% | 5 |
| Outpatient visits | 29 | 42 | -31% | 28 | 34 | 3.6% | 187 | 215 | -13% | 210 |
| Inpatient: Admissions | | | | | | | | | | |
| Med/Surg | 54 | 66 | -18% | 54 | 50 | 0.0% | 302 | 335 | -10% | 323 |
| Critical Care Unit | 32 | 57 | -44% | 37 | 34 | -13.5% | 192 | 290 | -34% | 207 |
| Obstetrics | 19 | 26 | -28% | 29 | 18 | -34.5% | 108 | 135 | -20% | 138 |
| Nursery | 19 | 24 | -22% | 25 | 19 | -24.0% | 110 | 124 | -11% | 125 |
| Mental Health Unit | 16 | 24 | -33% | 15 | 16 | 6.7% | 84 | 122 | -31% | 123 |
| Total Admissions - Inpatient Status | 140 | 197 | -29% | 160 | 137 | -12.5% | 796 | 1,006 | -21% | 916 |
| Admissions - "Observation" Status | | | | | | | | | | |
| Med/Surg | 64 | 71 | -9% | 83 | 48 | -22.9% | 296 | 360 | -18% | 367 |
| Critical Care Unit | 20 | 24 | -18% | 30 | 25 | -33.3% | 143 | 125 | 14% | 116 |
| Mental Health Unit | 1 | 3 | -71% | 5 | 3 | -80.0% | 13 | 18 | -26% | 18 |
| Obstetrics | 16 | 15 | 8% | 14 | 11 | 14.3% | 77 | 75 | 2% | 76 |
| Total Admissions to Observation | 101 | 113 | -11% | 132 | 87 | 16.1% | 529 | 578 | -9% | 577 |
| Surgery: | | | | | | | | | | |
| Inpatient Surgery Cases | 38 | 47 | -19% | 38 | 38 | 0.0% | 241 | 240 | 0% | 231 |
| Endoscopy Cases | 103 | 86 | 20% | 87 | 109 | 18.4% | 533 | 439 | 21% | 428 |
| Same Day Surgery Cases | 109 | 101 | 8% | 75 | 135 | 45.3% | 567 | 515 | 10% | 474 |
| Total Surgery Cases | 250 | 234 | 7% | 200 | 282 | 25.0% | 1,341 | 1,194 | 12% | 1,133 |
| Total Surgery Minutes | 17,538 | 15,647 | 12% | 13,446 | 18,424 | 30.4% | 89,000 | 79,798 | 12% | 76,755 |
| Outpatient: | | | | | | | | | | |
| Total Outpatient Visits (Hospital) | | | | | | | | | | |
| Emergency Department Visits | 1,052 | 997 | 6% | 834 | 1,001 | 26.1% | 5,553 | 5,084 | 9% | 5,249 |
| Cardiac Rehab Visits | 84 | 31 | 173% | 0 | 81 | #DIV/0! | 542 | 157 | 246% | 187 |
| Lab Tests | 9,237 | 9,680 | -5% | 9,422 | 10,648 | -2.0% | 51,597 | 49,370 | 5% | 50,415 |
| Diagnostic Imaging Tests | 2,374 | 2,321 | 2% | 2,155 | 2,442 | 10.2% | 12,802 | 11,836 | 8% | 11,765 |
| Sleep Study Visits | 18 | 21 | -13% | 29 | 19 | -37.9% | 78 | 106 | -26% | 122 |
| Physician Clinics: | | | | | | | | | | |
| Hospitalists | 193 | 237 | -18% | 249 | 214 | -22.5% | 1,107 | 1,207 | -8% | 1,237 |
| Bartlett Oncology Clinic | 109 | 94 | 16% | 87 | 115 | 25.3% | 538 | 480 | 12% | 484 |
| Ophthalmology Clinic | 77 | 71 | 8% | 46 | 73 | 67.4% | 464 | 362 | 28% | 342 |
| Behavioral Health Outpatient visits | 733 | 645 | 14% | 658 | 695 | 11.4% | 3,510 | 3,289 | 7% | 3,211 |
| Bartlett Surgery Specialty Clinic visits | 211 | 223 | -5% | 232 | 252 | -9.1% | 1,297 | 1,138 | 14% | 1,119 |
| Total Physician Clinics | 1,323 | 1,270 | 4% | 1,272 | 1,349 | 4.0% | 6,916 | 6,477 | 7% | 6,393 |
| Other Operating Indicators: | | | | | | | | | | |
| Dietary Meals Served | 14,146 | 17,185 | -18% | 15,302 | 12,582 | 12.4% | 68,094 | 87,641 | -22% | 78,324 |
| Laundry Pounds (Per 100) | 384 | 559 | -31% | 374 | 403 | -4.7% | 2,027 | 2,849 | -29% | 1,938 |

Bartlett Regional Hospital
Financial Indicators for November 2022

| | CURRENT MONTH | | | | YEAR TO DATE | | | |
|---|---------------|--------|-----------------------------|------------|--------------|--------|-----------------------------|------------|
| | Actual | Budget | % Over (Under) Budget | Prior Year | Actual | Budget | % Over (Under) Budget | Prior Year |
| Facility Utilization: | | | | | | | | |
| Financial Indicators: | | | | | | | | |
| Revenue Per Adjusted Patient Day | 4,837 | 5,631 | -14.1% | 3,905 | 4,991 | 5,839 | -14.5% | 4,815 |
| Contractual Allowance % | 50.5% | 40.0% | 26.3% | 48.5% | 45.4% | 40.0% | 13.6% | 41.6% |
| Bad Debt & Charity Care % | 3.7% | 2.1% | 76.3% | 1.5% | 2.4% | 2.1% | 13.6% | 2.8% |
| Wages as a % of Net Revenue | 67.8% | 48.4% | 40.1% | 60.4% | 58.5% | 46.7% | 25.2% | 49.4% |
| Productive Staff Hours Per Adjusted Patient Day | 24.8 | 27.5 | -9.9% | 19.4 | 25.3 | 27.0 | -6.3% | 22.7 |
| Non-Productive Staff Hours Per Adjusted Patient Day | 4.1 | 4.3 | -4.6% | 3.4 | 3.9 | 4.2 | -6.6% | 3.7 |
| Overtime/Premium % of Productive | 10.44% | 7.92% | 31.9% | 10.31% | 8.04% | 7.92% | 1.5% | 7.97% |
| Days Cash on Hand | 44 | 41 | 6.8% | 61 | 42 | 41 | 3.0% | 59 |
| Board Designated Days Cash on Hand | 169 | 159 | 6.8% | 151 | 163 | 159 | 3.0% | 151 |
| Days in Net Receivables | 76.1 | 76 | 0.0% | 57 | 65.1 | 65 | 0.0% | 57 |
| Days in Accounts Payable | 49.5 | 49 | 0.0% | 16 | 27.2 | 27 | 0.0% | 16 |
| Total CMI | 1.24 | | | | | | | |
| MCR CMI | 1.44 | | | | | | | |
| MCD CMI | 1.08 | | | | | | | |

Bartlett Regional Hospital

Write-Offs November 2022

| | | |
|------------------------------------|-------------|-----|
| One Time PPD Ins | | |
| RRC/MCR NO Enrollment | | |
| Compliance/Risk/Adminstrative | \$734.88 | 1 |
| SP Prompt Pay Disc | \$50,322.43 | 148 |
| Medicare Patient <120 days | | |
| Authorization/Alert Missing | \$79,349.88 | 7 |
| 1115 Waiver Svcs on Commercial Ins | \$1,101.75 | 4 |
| Denied Appeals /Exhausted/Timely | \$40,856.51 | 13 |
| BOPS Provider NOT Eligible to Bill | | |
| Mental Health BD MHU, RRC BOPS | | |
| No Provider Enrollment | | |

\$172,365.45

Collections

| | | |
|-------------------|-------------|-----|
| One Time Ins PPD | | |
| Collections SPPPD | \$10,371.60 | 148 |

November 2022 ME Totals

- Charity \$25,429.73
- **Claims on hold -0- \$0.00**
- POS Collections \$6,852.64
- Cares Adjustments \$-427.57 (some reversals)

Molecular Lab Revenue \$11,900.00

TO: Bartlett Finance Committee

FROM: Sam Muse, Chief Financial Officer

SUBJECT: da Vinci Robot

Current Status:

Bartlett is still pursuing the lease of robotic surgery equipment from Intuitive. We believe that, outside of a final review of the BAA, the contract negotiations, specifically regarding indemnification, venue, and termination subject to appropriation, have reached their conclusion. While Intuitive has made considerable concessions from their original proposal, they maintained language regarding indemnification that has given our legal team pause, in hopes that we can work with our insurers to get a better understanding of the potential liability that Bartlett faces with potential litigation arising from operating the equipment.

We do expect that the terms of the lease will become less favorable than they had previously been. Specifically, certain incentives that would have been obtained by signing the lease agreement prior to 1/1/2023 will likely be removed. These incentives 6 months additional free maintenance of the equipment (~\$75K), \$50K in credits for purchase of equipment necessary to run the robotics program and an interest rate of 3.5% as part of the lease payments.

Whether the agreement is signed today or in the months to come, any expenditures related to the program would not be incurred or need be appropriated this year. Either way, this will be part our FY24 budget that will go before the Assembly in the spring. Yearly expenditures related to the robot would be roughly \$580,000.

Operationally, our teams have been meeting internally and finalizing some last pieces (ensuring proper power source, purchase of necessary equipment) so that we will be ready to get the program up and running as soon as the robot is on campus. We have received letters of support from various doctors who are interested in utilizing the robot here in Juneau and believe that they can champion the program. There would be a several months long wait after signing the lease before the Hospital would take receipt of any robotic equipment.