

Bartlett Regional Hospital

FINANCE COMMITTEE MEETING
November 17, 2022 – 8:00 am
Bartlett Regional Hospital – Zoom Meeting
Agenda

Mission Statement

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

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

CALL TO ORDER

APPROVAL OF AGENDA

PUBLIC COMMENT

[AGNEW : BECK - CRISIS SERVICES PRESENTATION](#)

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APPROVAL OF MINUTES – [October 21, 2022 Minutes](#)

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SEPTEMBER 2022 FINANCIAL STATEMENT REVIEW

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DA VINCI UPDATE

CAREVIEW CONTRACT

FY2022 AUDIT STATUS

Next Meeting: Friday, December 9th, 2022 at 12:00 via Zoom

Committee member comments / questions

ADJOURN

Modeling BRH Crisis Stabilization Services

Thea Agnew Bembem
Lauren Rocco

Bartlett Regional Hospital

November 17, 2022

Engage Plan Implement  AGNEW
BECK

Agenda

- Introductions
- Overview of Agnew::Beck
- Overview of Project Support
- Crisis Now Description
- Modeling Tool Overview



Introductions



about A::B

Founded in 2002 and led by five
Principal::Owners

33 staff in Anchorage, Alaska +
Boise, Idaho + more

Diverse clientele in Alaska and
the Mountain West:
government, Tribal, nonprofit
and private sector



our Work

- Engage all stakeholders
- Facilitate meaningful conversations
- Use clear language
- Make data visible
- Blend big picture + detailed thinking
- Research + share what works
- Sustain a thriving business
- Support action + implementation
- Connect people → resources
- Manage for efficiency and effectiveness



our Projects

Medicaid Redesign + Expansion Technical Assistance

client Alaska Department of Health and Social Services

outcomes comprehensive reforms to Alaska's Medicaid programs, approved by the Alaska Legislature in 2016; implementation includes 1115 Medicaid waiver

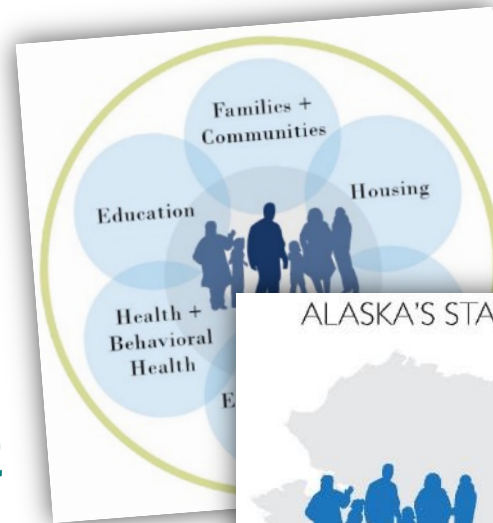


our Projects

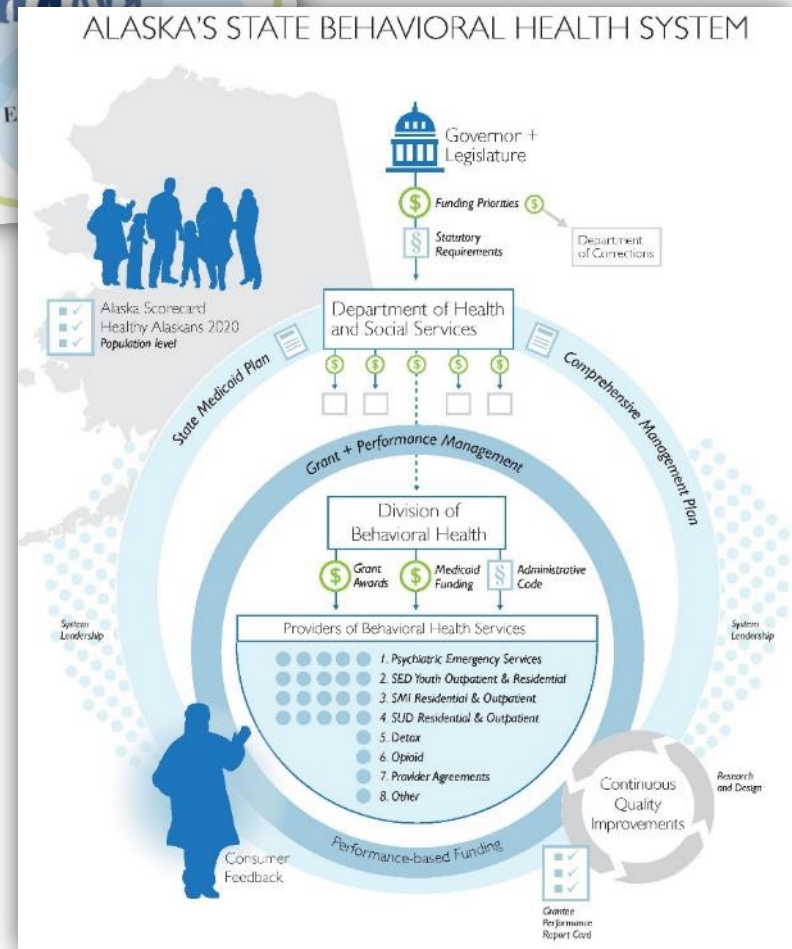
Technical Assistance, Analysis + Implementation Support

client Alaska Mental Health Trust
Authority (the Trust)

outcomes Over 20 years of technical
assistance and analysis to
communities and organizations
statewide; millions of dollars of
grant funding secured; ongoing
improvement and advocacy for a
comprehensive behavioral health
system



Trust
Alaska Mental Health
Trust Authority



our Projects

Behavioral Health Program Development + Financial Modeling

clients

- Alaska Behavioral Health
 - Alaska Family Services
 - Alaska Generation Rehab
 - Foundation Health Partners
 - Knik Tribal Council
 - Providence Alaska
 - Restore, Inc.
 - Set Free Alaska Crisis Services
 - Volunteers of America
 - True North Recovery Day One Center
- and more*

AK Generation Rehabilitation Tiny Homes: Five-year Expenses and Revenue Summary

Expenses	FY24	FY25	FY26	FY27	FY28
Communal Facility Operating Costs	\$28,939	\$29,952	\$31,001	\$32,086	\$33,209
Utilities	\$13,539	\$14,013	\$14,504	\$15,011	\$15,537
Maintenance and Repair	\$14,500	\$15,533	\$16,076	\$16,639	\$17,218
Other Costs	\$900				\$1,033
Tiny Homes	\$21,935				
Utilities	\$10,735				
Maintenance and Repair	\$6,400				
Other Costs	\$4,800				
Program Operating Costs	\$322,434				
Personnel and Benefits	\$216,272	\$382,663	\$133,823	\$157,100	\$54,927
Contracted Services	\$87,866	\$99,683	\$52,281	\$53,588	\$6,293
Supplies and Equipment	\$12,453	\$23,179	\$5,990	\$6,140	
Other Costs	\$5,844	\$5,844			
Total Expenses	\$373,309	\$587,057	\$1,147,575	\$1,179,099	\$1,211,861

Table I: Assessment Program Capacity

Program Capacity + Client Count	Vacancy Rate
Annual Assessment Capacity	
Weekly Assessment Capacity	
Annual Assessment Count (adjusted for vacancy)	
Weekly Assessment Count (adjusted for vacancy)	

Assessment Program

	FY 2023	FY 2024	FY 2025
1300	1560	2080	
25	30	40	
74%	65%	55%	
338	546	936	
7	11	18	

Table 18: Mobile Crisis Team Revenue and Expenses Option 1

Revenue + Expenses	FY24	FY25	FY26	FY27	FY28
Total Revenue	\$14,880	\$49,440	\$139,200	\$139,200	\$139,200
Total Expenses	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
Net Revenue/Net Loss	\$2,880	\$37,440	\$127,200	\$127,200	\$127,200
Wages, Taxes, Benefits, Direct Care Staff	\$255,518	\$584,041	\$1,437,289	\$1,437,289	\$1,437,289
Total	\$2,398	\$645,481	\$1,588,489	\$1,588,489	\$1,588,489

This model assumes that AKGR will scale their program launch beginning with the communal facility and 8 tiny homes in year one, 16 tiny homes in year two, and opening at full-scale (35 homes) during year three.

Table 19: Mobile Crisis Team Revenue and Expenses Option 2

Revenue + Expenses	Jan - Jun FY2023	FY 2024	FY 2025	FY 2026	FY 2027
Total Revenue	\$70,890.83	\$165,508.51	\$200,907.36	\$225,782.79	\$285,418.97
Total Expenses	\$39,482.40	\$62,594.01	\$70,650.64	\$842,004.70	\$865,142.71
Net Revenue/Net Loss	\$31,408.43	\$102,914.50	\$130,256.72	\$141,778.09	\$199,276.26
Wages, Taxes, Benefits, Direct Care Staff	\$327,267.10	\$777,963.20	\$999,743.30	\$1,225,952.45	\$1,500,733.20

Number of Assessments per Week

	FY 2024	FY 2025	FY 2026	FY 2027
5.5	5.0	5.4	5.5	5.5
10.5	12.6	18.0	22.0	33.5
			27.5	39.0





Agnew::Beck Project Overview

Agnew::Beck Scope of Work



Task 1: Discovery Phase + Workgroup Facilitation

- BRH site visit
- Review of BRH materials
- Development of workplan
- Facilitation of workgroup meetings and note-taking



Task 2: RI Site Visit

- Support, design and participation in a site visit



Task 3: Refine Program and Service Vision

- Define the treatment program
- Estimate demand and analyze BRH data
- Identify staffing needs
- SAMHSA principles and practices for BH crisis care



Task 4: Financial Modeling

- Model 23-hour crisis observation and stabilization unit
- Model 24-hour+ short-term crisis residential unit



Task 5: Concept Paper Development

- Develop graphic-designed concept paper to share with internal + external stakeholders

Task 6: Project Management

Project Team



Thea Agnew Bembem
Principal in Charge (PIC)
thea@agnewbeck.com



Lauren Rocco
Project Manager
lrocco@agnewbeck.com



Megan Carlson
Associate
megan@agnewbeck.com

Crisis Now Overview



Crisis Now Goals

1. Design and implement a behavioral health crisis response system analogous to the physical health system.
2. Integrate new crisis response services with existing health care and social supports.
3. Ensure long-term sustainability of the system.

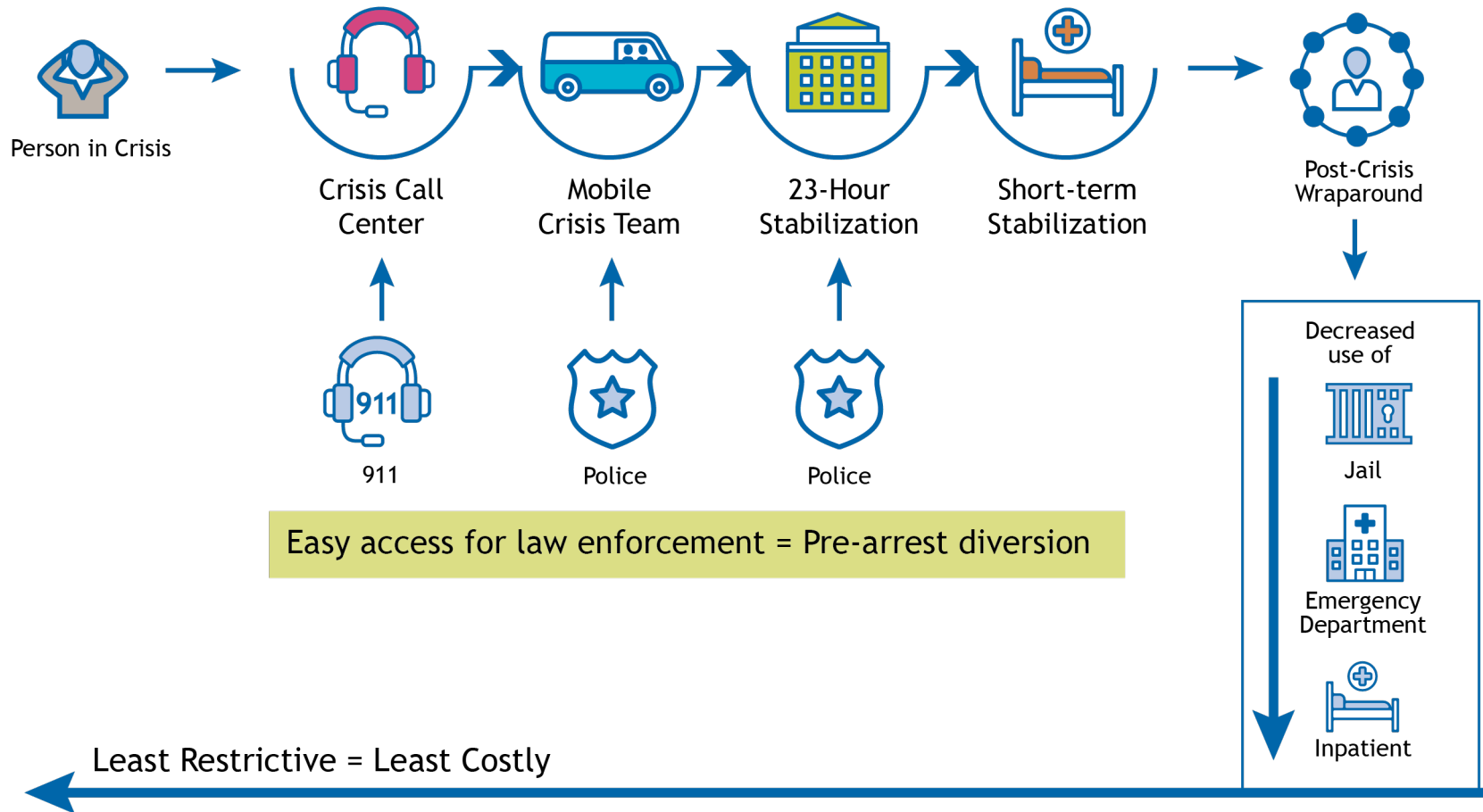
***Physical* Health Emergency**



***Behavioral* Health Emergency**



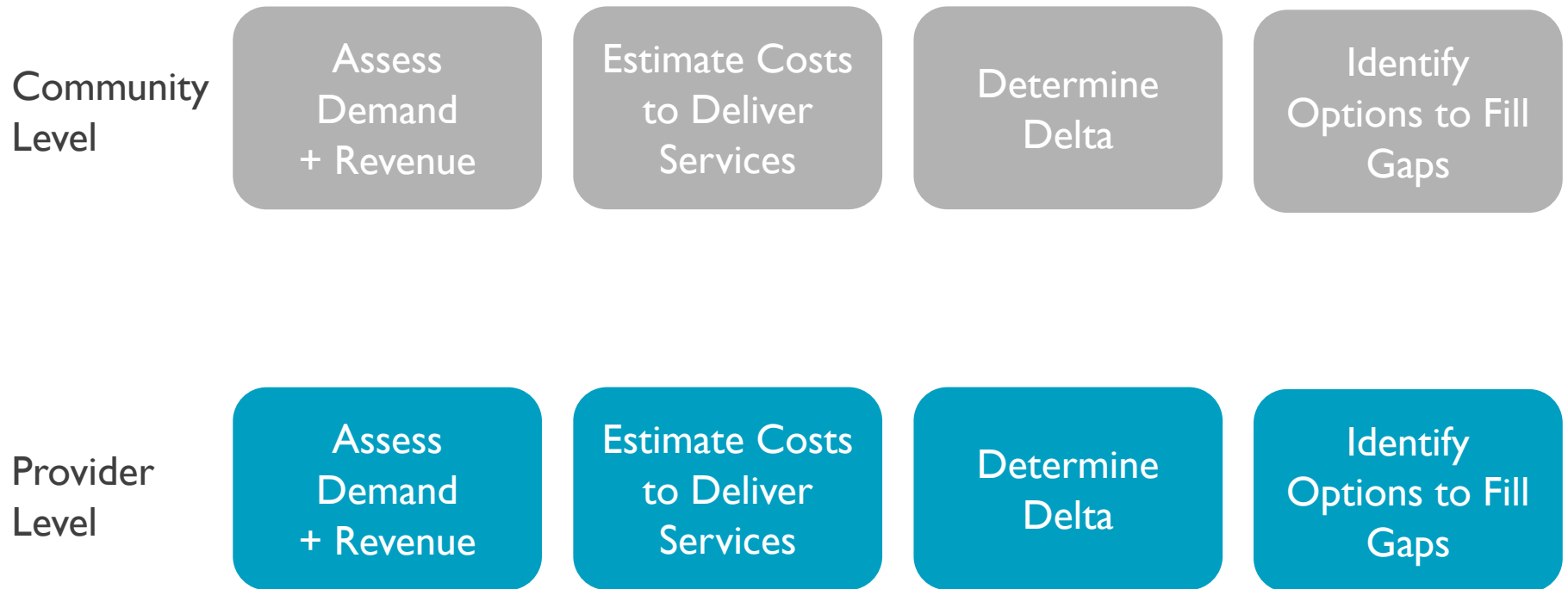
Crisis Now Model



Financial Model Overview



Agnew::Beck Approach to Modeling



Modeling Tool

- **Revenue:** estimated based on census, services received, and time for service; plus other revenue sources
- **Costs:** estimated based on staff needed to deliver services and operational expenses
- **Assumptions:**
 - Inflation adjustments (COLA, insurance rates)
 - Benefits (average salary increases, overtime)
 - Payor mix
 - Billing errors and rates of payments

Modeling Timeline



notes:

- cost uncertainty (ex. SOA determining reimbursement for professional fees, medication costs, presumptive eligibility, compensation for unresourced clients)
- staffing uncertainty (ex. 12-hour shifts for CSC determination)

Thank You + Questions



Bartlett Regional Hospital

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

Finance Committee Meeting Minutes – Zoom Meeting October 21, 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, Mark Johnson

Staff & Others: Robert Tyk, Interim CFO; David Keith, CEO; Dallas Hargrave, HR Director; Sam Muse, Controller; Kris Muller, Senior Accountant; Jennifer Knight, Senior Accountant; Tracy Dompeling, CBHO; Beth Mow, Contracts Administrator; Kim McDowell, CNO; Sharon Price, Executive Assistant to CFO; Sarita Knull, CBJ Controller.

Public Comment: None

Ms. Johnston made a MOTION to approve the minutes from the September 9, 2022, Finance Committee Meeting. Mr. Geiger moved to approve them, and Mr. Mertz second.

August 2022 Financial Review – Bob Tyk

We had a strong outpatient revenue; it was driven by ancillary services. For 30 days, we offered a 30% discount to patients that used self-pay, resulting in \$85,000.00 collected. Salaries, wages, and benefits went up, contract labor was the biggest contributor to that. We had a larger outsource lab bills for Sleep Lab (up \$28,000) and for LabCorp (up \$24,000). For our independent contractor physicians, we need to adjust their contracts in the future and build in Relative Value Units (RVUs). We can compare the compensation based on MGMA standards and see where our physicians fit in that range. Mr. Keith said the contracts are reviewed annually to confirm if the volumes produced by the physician meets the contracted amount. Any extra revenue and productivity generated, then falls towards the quarterly bonus. We have also been working on outsourcing the self-pay process, but we are having an issue with the contract. CBJ has said we can't indemnify patients the way the company's contract states. We have now pushed this to legal for them to modify the contract language. The inventory adjustment was very high for both pharmacy and materials department. In pharmacy, the count was off because of the inconsistencies of items being counted as each versus boxes. Mr. Muse said this is on our list of things to improve.

In the Financial Indicators, all three CMI (Case Mix Index) indicators went up. We have removed some of the financial indicators from the report so that we can develop indicators that are more indicative to BRH. That will allow us to more accurately identify how our organization is operating compared to other Alaskan hospitals and possibly nationally.

daVinci – Return on Investment

This project was brought up about three years ago by Dr. Newbury but didn't move forward. Recently, Dr. Newbury, Dr. Hope, Kim McDowell met with a daVinci rep multiple times to go over case volumes expectations and financial impact. Our current surgeons aren't trained with robotics, so we plan to use this as a recruitment incentive. This device can be utilized for general surgery, gynecological, head and neck, thoracic, and urological. Dr. Hope, who has worked with the daVinci robot, has agreed to come to Juneau from

Anchorage to perform gynecological oncology surgeries. Dr. Logan has also agreed to come to Juneau to work with Dr. Huffer to use this for our urology cases. The proposal is to lease this robot for five years, with \$40,000 in monthly payments. We have estimated that the revenue from using this on at least two patients each month will cover that monthly cost. The Assembly will have to authorize this sending of \$2.7 million over five years. There is also language in the contract about indemnification that will have to be looked at. The OR3 room has already been cleared out to make space for the robot. Mr. Tyk would like to present this to the full Board of Directors (BOD) with the Finance Committee's approval. If the BOD approves it, it will move to the Assembly for approval of an appropriation of funds for this contract before we can sign it. Mr. Keith stated that not all doctors are going to adapt and use this device, but it would be best utilized as a recruitment feature for newer doctors who have been trained with robotic surgery. Mr. Geiger would like to see a chart of more realistic numbers reflecting what surgeries BRH would be capable of performing with the daVinci robot, this is something the full BOD might want to see to make their decision.

Ms. Johnston made a MOTION to approve that the daVinci project be brought to the full BOD to discuss it being presented to the Assembly for approval of the seven-year commitment. Mr. Mertz approved, and Mr. Geiger seconded it.

Behavioral Health Pro-forma – Tracy Dompeling and Bob Tyk

Mr. Tyk put together an income statement for all the programs in Behavioral Health that report to Ms. Dompeling. Mr. Tyk and Ms. Dompeling held meetings with all the department directors and service line providers. A number of these departments were hampered by Covid restrictions, fewer beds, and low staff. What has come out of this is conversations with providers, changes in how we staff, Rainforest Recovery Center and Mental Health Unit will be open to 12 beds again. Our model of the Applied Behavioral Analysis (ABA) will never be profitable for us because we take all payers. Mr. Tyk suggested to Jenna Wiersma, director of ABA, to look for grants to help support this needed program. At the moment, all provider revenue is going into Behavioral Outpatient Services (BOPS). This will get fixed by accounting to better allocate the revenue and expense to the appropriate location. Ms. Dompeling said there isn't a productivity bar that has been set, we will get to that point when the FY24 budget is ready. Mr. Tyk said for the productivity side, we are starting a contract with a firm to do a labor assessment which will give us a productivity standard for all our departments. We are sending information to them this week. When we are able to capture RVU's, that will help us build productivity on the provider's side.

Next Meeting: Thursday, November 17th at 8am, via Zoom

Additional Comments: None

Adjourned: 1:59 p.m.

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

Re: September Financial Performance

Overview

September saw expense stabilization, while revenues were down \$1.5M from the month prior and flat year-over year. The result was a loss of \$766,000, making it the sixth consecutive month with a loss for the hospital. Volumes were lower from August, particularly in Med/Surg and the OR. Volumes related to Mental Health continue to be below the prior year and down month-over-month.

Income Statement

While still a loss, there has been stabilization in the last two months. The six-month average monthly loss for the hospital is \$(1.1M), and August and September have been \$(311,000) and \$(766,000), respectively. So certainly, improvement over the few months proceeding. Notably, salaries & benefits were the lowest that they've been since February (and \$500,000 less than prior month), with overtime down from the proceeding few months. Materials and supplies were down \$150,000 over the prior month, mostly tied to drug and medical supply usage, which is greatly driven by patient volumes. Maintenance contracts and software support also saw decreases, but they appear to be mostly tied to timing of payments to ongoing vendors and not a function of changes to spending, overall.

Hospital inpatient and outpatient gross revenues of \$18.6M were down from the prior month of \$20.1M, but up overall from the 12-month rolling average of \$18.0M. Gross revenues associated with CT, Med/Surg, the OR and BH were all down from the prior month. But again, not out of line with averages.

Deductions from revenue as a percentage of gross patient revenue were at 47.5%, up from the prior month of 43.5% and slightly above the 12-month rolling average of 46.4%. Contractual allowances were up while bad debt expenses were

relatively low. The variance from prior month was driven by adjustments in the allowance reserve calculations that are updated monthly based on 12-month rolling totals on charges vs. receipts for each payer. August had a favorable adjustment of \$1M based on better collections trends. September's receipt rates stayed relatively flat and so there were no large reserve adjustments.

Contract labor has been a point of focus for management and was down nearly \$400,000 from the prior month and was less than any of the four months preceding.

Finally, in discussing the income statement it is important to note that there are rate covenants associated with our revenue bonds. Considering our recurring losses, it will be important for us to monitor this, and it certainly could impact our ability to take out additional bonds for expansion needs.

Balance Sheet

Unrestricted cash (Cash + Board Designated Cash) decreased \$700,000 from the month prior. This is less about the current months operating losses (which include non-cash items like depreciation) than it is about net collections on receivables of \$1.4M (positive) offset by the paydown of current liabilities associated with salaries and other payables of \$2.3M (negative).

The decrease in patient AR is due to the cadence of payments on claims, with two \$10M+ patient cash receipt months in August and September. Also, in August and September, PFS worked to clean up the claims that were on hold due to the NDC issue. However, as of today, there are around \$1M in "suspended" claims in the Medicaid system awaiting processing and payment. In addition, some higher dollar MCD claims - approximately \$600K - had to be corrected and rebilled because of the NDC issue. This is to say, we anticipate those to clear soon and our AR balances to continue to come down after October.

Other assets and other payables saw increases over the prior year due to the recognition of Right to Use assets and lease liabilities as required by GASB 87, an accounting standard that requires entities to be more transparent about lease commitments by showing them on the balance sheet.

Additionally, the Net Pension liability is significantly lower after year-end adjustments. There is a large \$40M asset related to other post-employment benefits offsetting a pension liability of \$57M.

Dashboard/Financial Indicators

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

Cash collections increased to 102.3% in the current month, above the prior month and above the benchmark while days cash on hand increased slightly.

Days in Net Receivables and Days in accounts payable have held steady from the month prior and are in line with budgeted amounts.

Conclusion

Expenditures appear to be moderating, and revenues are staying rangebound after a large increase in the month prior.

Respectfully submitted

BARTLETT REGIONAL HOSPITAL
STATEMENT OF REVENUES AND EXPENSES
FOR THE MONTH AND YEAR TO DATE OF SEP 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
\$3,982,584	\$4,855,182	-\$872,598	-18.0%	\$4,824,972	1. Gross Patient Revenue:	\$12,225,982	\$15,335,249	-\$3,109,267	-20.3%	\$12,718,036	-3.9%
\$1,197,792	\$1,268,803	-\$71,011	-5.6%	\$1,337,900	2. Inpatient Revenue	\$3,437,323	\$4,007,556	-\$570,233	-14.2%	\$3,595,074	-4.4%
\$5,180,376	\$6,123,985	-\$943,609	-15.4%	\$6,162,872	3. Total Inpatient Revenue	\$15,663,305	\$19,342,805	-\$3,679,500	-19.0%	\$16,313,110	-4.0%
\$11,947,076	\$11,278,869	\$668,207	5.9%	\$10,874,045	4. Outpatient Revenue	\$36,621,406	\$35,624,720	\$996,686	2.8%	\$32,970,861	11.1%
\$17,127,452	\$17,402,854	-\$275,402	-1.6%	\$17,036,917	5. Total Patient Revenue - Hospital	\$52,284,711	\$54,967,525	-\$2,682,814	-4.9%	\$49,283,971	6.1%
\$146,310	\$253,551	-\$107,241	-42.3%	\$277,183	6. RRC Patient Revenue	\$547,854	\$800,845	-\$252,991	-31.6%	\$854,608	-35.9%
\$243,492	\$476,386	-\$232,894	-48.9%	\$434,612	7. BHOPS Patient Revenue	\$639,563	\$1,504,684	-\$865,122	-57.5%	\$1,169,115	-45.3%
\$1,043,040	\$1,159,603	-\$116,563	-10.1%	\$856,222	8. Physician Revenue	\$3,543,346	\$3,662,646	-\$119,300	-3.3%	\$2,926,118	21.1%
\$18,560,294	\$19,292,394	-\$732,100	-3.8%	\$18,604,934	9. Total Gross Patient Revenue	\$57,015,474	\$60,935,700	-\$3,920,227	-6.4%	\$54,233,812	5.1%
\$3,041,724	\$2,998,256	-\$43,468	-1.4%	\$3,268,626	10. Inpatient Contractual Allowance	\$9,104,112	\$9,414,613	-\$310,501	3.3%	\$8,378,316	8.7%
-\$350,000	-\$350,000	\$0		-\$308,333	10a. Rural Demonstration Project	-\$1,050,000	-\$1,050,000	\$0		-\$308,333	
\$5,373,622	\$4,495,708	-\$877,914	-19.5%	\$4,822,166	11. Outpatient Contractual Allowance	\$15,429,770	\$14,199,841	-\$1,229,929	-8.7%	\$12,194,342	26.5%
\$593,392	\$570,143	-\$23,249	-4.1%	\$544,518	12. Physician Service Contractual Allowance	\$2,105,802	\$1,800,817	-\$304,985	-16.9%	\$1,704,559	23.5%
\$29,475	\$24,581	-\$4,894	-19.9%	\$26,208	13. Other Deductions	\$77,824	\$77,640	-\$184	-0.2%	\$75,964	0.0%
\$23,558	\$117,171	\$93,613	79.9%	\$188,462	14. Charity Care	\$105,185	\$370,087	\$264,902	71.6%	\$330,590	-68.2%
\$105,424	\$286,713	\$181,290	63.2%	\$296,308	15. Bad Debt Expense	\$994,041	\$905,594	-\$88,447	-9.8%	\$1,386,813	-28.3%
\$8,817,195	\$8,142,572	-\$674,622	-8.3%	\$8,837,955	16. Total Deductions from Revenue	\$26,766,734	\$25,718,592	-\$1,048,142	-4.1%	\$23,762,611	12.6%
46.7%	41.8%			46.4%	% Contractual Allowances / Total Gross Patient Revenue	44.9%	41.7%			40.5%	
0.7%	2.1%			2.6%	% Bad Debt & Charity Care / Total Gross Patient Revenue	1.9%	2.1%			3.2%	
47.5%	42.2%			47.5%	% Total Deductions / Total Gross Patient Revenue	46.9%	42.2%			43.8%	
\$9,743,099	\$11,149,822	-\$1,406,722	-12.6%	\$9,766,979	17. Net Patient Revenue	\$30,248,740	\$35,217,108	-\$4,968,369	-14.1%	\$30,471,201	-0.7%
\$237,857	\$372,611	-\$134,755	-36.2%	\$816,211	18. Other Operating Revenue	\$639,093	\$1,142,675	-\$503,582	-44.1%	\$1,565,646	-59.2%
\$9,980,956	\$11,522,433	-\$1,541,477	-13.4%	\$10,583,190	19. Total Operating Revenue	\$30,887,833	\$36,359,783	-\$5,471,951	-15.0%	\$32,036,847	-3.6%
\$4,447,158	\$4,760,836	-\$313,678	6.6%	\$4,217,486	20. Salaries & Wages	\$13,486,293	\$14,599,885	-\$1,113,592	7.6%	\$12,855,604	4.9%
\$303,118	\$426,941	-\$123,823	29.0%	\$401,311	21. Physician Wages	\$933,866	\$1,309,287	-\$375,421	28.7%	\$1,090,828	-14.4%
\$500,550	\$76,765	-\$423,785	-552.1%	\$180,317	22. Contract Labor	\$2,031,120	\$235,410	-\$1,795,710	-762.8%	\$586,700	246.2%
\$2,184,768	\$2,549,628	-\$364,860	14.3%	\$2,351,367	23. Employee Benefits	\$6,637,080	\$7,818,817	-\$1,181,737	15.1%	\$7,106,751	-6.6%
\$7,435,594	\$7,814,170	-\$378,576	4.8%	\$7,150,481	24. Salaries and Benefits / Total Operating Revenue	\$23,088,359	\$23,963,399	-\$875,040	3.7%	\$21,639,883	6.7%
74.5%	67.8%			67.6%		74.7%	65.9%			67.5%	
\$27,897	\$72,208	\$44,311	61.4%	\$85,053	24. Medical Professional Fees	\$161,925	\$221,439	-\$59,514	26.9%	\$222,421	-27.2%
\$300,750	\$393,115	-\$92,365	23.5%	\$251,085	25. Physician Contracts	\$1,027,422	\$1,205,556	-\$178,134	14.8%	\$1,085,302	-5.3%
\$326,262	\$217,294	-\$108,968	-50.1%	\$153,952	26. Non-Medical Professional Fees	\$770,971	\$666,380	-\$104,591	-15.7%	\$468,882	64.4%
\$1,297,313	\$1,297,808	\$496	0.0%	\$1,526,388	27. Materials & Supplies	\$4,110,043	\$3,980,004	-\$130,039	-3.3%	\$4,646,833	-11.6%
\$170,796	\$144,725	-\$26,071	-18.0%	\$100,105	28. Utilities	\$433,214	\$443,821	-\$10,607	2.4%	\$331,837	30.6%
\$308,219	\$407,397	-\$99,178	24.3%	\$559,794	29. Maintenance & Repairs	\$1,270,662	\$1,249,352	-\$21,310	-1.7%	\$1,343,535	-5.4%
\$69,747	\$64,843	-\$4,904	-7.6%	\$47,645	30. Rentals & Leases	\$232,084	\$198,856	-\$33,228	-16.7%	\$142,902	62.4%
\$74,478	\$77,530	-\$3,052	3.9%	\$72,913	31. Insurance	\$228,166	\$237,760	-\$9,594	4.0%	\$223,076	2.3%
\$585,314	\$646,038	-\$60,724	9.4%	\$642,412	32. Depreciation & Amortization	\$1,768,701	\$1,981,183	-\$212,482	10.7%	\$1,860,178	-4.9%
\$32,919	\$108,560	-\$75,641	69.7%	\$49,154	33. Interest Expense	\$217,870	\$332,918	-\$115,048	34.6%	\$147,666	47.5%
\$190,795	\$144,298	-\$46,497	-32.2%	\$110,601	34. Other Operating Expenses	\$432,873	\$442,578	-\$9,705	2.2%	\$366,489	18.1%
\$10,820,084	\$11,387,986	-\$567,903	5.0%	\$10,749,583	35. Total Expenses	\$33,742,290	\$34,923,246	-\$1,180,956	3.4%	\$32,479,004	-3.9%
-\$839,128	\$134,447	-\$973,575	-724.1%	-\$166,393	36. Income (Loss) from Operations	-\$2,854,457	\$1,436,537	-\$4,290,994	-298.7%	-\$442,157	545.6%
\$5,860	\$43,669	-\$37,809	-86.6%	\$100,903	37. Non-Operating Revenue	\$9,180	\$133,917	-\$124,737	-93.1%	\$305,620	-97.0%
\$67,229	\$61,306	\$5,923	9.7%	\$65,029	38. Interest Income	\$200,003	\$188,010	\$11,993	6.4%	\$261,611	-23.5%
\$73,089	\$104,975	-\$31,886	-30.4%	\$165,932	39. Other Non-Operating Income	\$209,183	\$321,927	-\$112,744	-35.0%	\$567,231	-63.1%
-\$766,039	\$239,422	-\$1,005,461	-420.0%	-\$461	40. Total Non-Operating Revenue	-\$2,645,274	\$1,758,464	-\$4,403,738	-250.4%	\$125,074	2215.0%
-8.41%	1.17%			-1.57%	Income from Operations Margin	-9.24%	3.95%			-1.38%	
-7.68%	2.08%			0.00%	Net Income	-8.56%	4.84%			0.39%	

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

	September-21	October-21	November-21	December-21	January-22	February-22	March-22	April-22	May-22	June-22	July-22	August-22	September-22
Gross Patient Revenue:													
1. Inpatient Revenue	\$4,824,972	\$4,387,111	\$3,192,673	\$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
2. Inpatient Ancillary Revenue	\$1,337,900	\$1,212,281	\$950,044	\$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
3. Total Inpatient Revenue	\$6,162,872	\$5,599,392	\$4,142,717	\$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. Outpatient Revenue	\$10,874,045	\$11,722,594	\$9,976,299	\$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
5. Total Patient Revenue - Hospital	\$17,036,917	\$17,321,986	\$14,119,016	\$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
6. RRC Patient Revenue	\$277,183	\$227,844	\$166,861	\$252,501	\$190,248	\$243,856	\$211,413	\$208,848	\$249,944	\$196,884	\$182,885	\$218,659	\$146,310
7. BHOPS Patient Revenue	\$434,612	\$387,400	\$413,225	\$574,433	\$406,510	\$391,780	\$624,646	\$390,417	\$456,653	\$529,944	\$199,460	\$196,611	\$243,492
8. Physician Revenue	\$856,222	\$1,142,756	\$827,856	\$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
9. Total Gross Patient Revenue	\$18,604,934	\$19,079,986	\$15,526,958	\$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
Deductions from Revenue:													
10. Inpatient Contractual Allowance	\$3,185,293	\$2,260,163	\$2,917,302	\$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
10a. Rural Demonstration Project	-\$225,000	-\$725,000	-\$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	\$4,822,166	\$5,351,541	\$4,414,193	\$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
12. Physician Service Contractual Allowance	\$544,518	\$586,628	\$547,175	\$475,883	\$452,923	\$494,154	\$515,089	\$576,784	\$781,557	\$407,030	\$719,575	\$792,835	\$593,392
13. Other Deductions	\$26,208	\$21,883	\$23,902	\$21,140	\$20,316	\$22,490	\$20,832	\$25,302	\$27,821	\$27,703	\$25,242	\$23,107	\$29,475
14. Charity Care	\$188,462	\$87,947	\$216,604	\$45,611	\$132,111	\$30,914	\$86,009	\$114,562	\$143,248	\$56,435	\$64,841	\$16,786	\$23,558
15. Bad Debt Expense	\$296,308	\$467,961	\$23,326	\$1,011,727	\$281,765	\$9,964	\$198,141	\$493,288	\$725,275	-\$344,442	\$766,855	\$121,762	\$105,424
16. Total Deductions from Revenue	\$8,837,955	\$8,051,123	\$7,792,502	\$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
% Contractual Allowances / Total Gross Patient Revenue	44.8%	39.2%	48.5%	40.4%	42.4%	42.7%	42.6%	42.9%	45.3%	47.3%	45.5%	42.7%	46.7%
% Bad Debt & Charity Care / Total Gross Patient Revenue	2.6%	2.9%	1.5%	6.0%	2.4%	0.2%	1.6%	3.5%	4.8%	-1.6%	4.5%	0.7%	0.7%
% Total Deductions / Total Gross Patient Revenue	47.5%	42.2%	50.2%	46.6%	44.9%	43.1%	44.3%	46.6%	50.2%	45.9%	50.2%	43.5%	47.5%
17. Net Patient Revenue	\$9,766,979	\$11,028,863	\$7,734,456	\$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
18. Other Operating Revenue	\$816,211	\$550,548	\$2,170,951	\$3,342,074	\$353,598	\$351,197	\$1,068,226	\$888,429	\$365,743	\$430,405	\$365,270	\$35,967	\$237,857
19. Total Operating Revenue	\$10,583,190	\$11,579,411	\$9,905,407	\$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
Expenses:													
20. Salaries & Wages	\$4,217,486	\$4,596,066	\$4,184,946	\$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
21. Physician Wages	\$401,311	\$349,004	\$347,759	\$235,235	\$310,416	\$329,545	\$273,221	\$444,317	\$422,325	\$260,633	\$267,548	\$363,200	\$303,118
22. Contract Labor	\$180,317	\$183,959	\$141,874	\$116,802	\$131,180	\$209,851	\$259,925	\$199,136	\$789,120	\$820,571	\$633,674	\$896,896	\$500,550
23. Employee Benefits	\$2,351,367	\$2,603,560	\$2,371,632	\$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
% Salaries and Benefits / Total Operating Revenue	67.6%	66.8%	71.1%	56.5%	70.4%	70.6%	67.5%	72.9%	84.6%	79.4%	80.9%	69.8%	74.5%
24. Medical Professional Fees	\$85,053	\$43,133	\$40,688	\$50,370	\$103,234	\$165,961	\$41,788	\$54,167	\$63,462	\$48,386	\$38,713	\$95,316	\$27,897
25. Physician Contracts	\$251,085	\$316,585	\$416,828	\$326,380	\$390,072	\$322,387	\$325,313	\$249,694	\$412,311	\$514,752	\$326,821	\$399,851	\$300,750
26. Non-Medical Professional Fees	\$153,952	\$231,198	\$199,503	\$194,816	\$251,322	\$203,518	\$211,847	\$181,852	\$209,768	\$246,544	\$221,282	\$223,427	\$326,262
27. Materials & Supplies	\$1,526,388	\$1,442,389	\$1,241,206	\$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
28. Utilities	\$100,105	\$145,196	\$126,857	\$157,087	\$253,444	\$199,502	\$187,642	\$117,421	\$214,545	\$98,852	\$121,693	\$140,725	\$170,796
29. Maintenance & Repairs	\$559,794	\$583,950	\$318,644	\$456,037	\$434,349	\$440,614	\$448,823	\$468,289	\$521,697	\$435,114	\$426,346	\$536,097	\$308,219
30. Rentals & Leases	\$47,645	\$56,231	\$76,991	\$97,199	\$48,761	\$60,069	\$84,113	\$67,726	\$51,336	\$77,726	\$66,650	\$75,688	\$69,747
31. Insurance	\$72,913	\$61,900	\$66,224	\$60,796	\$65,724	\$120,075	\$102,592	\$70,720	\$67,712	\$66,848	\$74,882	\$78,806	\$74,478
32. Depreciation & Amortization	\$642,412	\$641,278	\$640,504	\$640,537	\$645,931	\$600,353	\$606,903	\$598,119	\$585,394	\$584,119	\$594,379	\$589,009	\$585,314
33. Interest Expense	\$49,154	\$49,154	\$49,761	-\$241,751	\$34,580	\$32,973	\$32,973	\$32,973	\$32,973	\$32,973	\$32,973	\$32,919	\$32,919
34. Other Operating Expenses	\$110,601	\$120,834	\$171,096	\$119,674	\$119,261	\$186,388	\$125,175	\$97,288	\$191,849	\$127,071	\$93,683	\$148,396	\$190,795
35. Total Expenses	\$10,749,583	\$11,424,437	\$10,394,513	\$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
36. Income (Loss) from Operations	-\$166,393	\$154,974	-\$489,106	\$2,127,898	-\$745,668	-\$810,045	\$115,379	-\$426,386	-\$2,362,086	-\$1,457,007	-\$1,512,614	-\$383,657	-\$839,128
37. Interest Income	\$100,903	\$103,116	\$102,277	\$102,195	\$100,015	\$102,268	\$2,698	\$600	\$835	\$733	\$1,988	\$1,332	\$5,860
38. Other Non-Operating Income	\$65,029	\$27,136	\$62,201	\$61,340	\$62,183	\$59,617	\$61,897	\$57,400	\$64,348	\$64,269	\$61,858	\$70,916	\$67,229
39. Total Non-Operating Revenue	\$165,932	\$375,252	\$164,478	\$163,535	\$162,198	\$161,885	\$64,595	\$58,000	\$65,183	\$65,002	\$63,846	\$72,248	\$73,089
40. Net Income (Loss)	-\$461	\$530,226	-\$324,628	\$2,291,433	-\$583,470	-\$648,160	\$179,974	-\$368,386	-\$2,296,903	-\$1,392,005	-\$1,448,768	-\$311,409	-\$766,039

BARTLETT REGIONAL HOSPITAL
BALANCE SHEET
September 30, 2022

	<u>September-22</u>	<u>August-22</u>	<u>September-21</u>	<u>CHANGE FROM PRIOR FISCAL YEAR</u>
ASSETS				
Current Assets:				
1. Cash and cash equivalents	19,702,993	20,962,221	18,249,244	1,453,750
2. Board designated cash	28,579,509	28,004,896	32,275,533	(3,696,024)
3. Patient accounts receivable, net	19,384,954	20,751,228	17,440,451	1,944,502
4. Other receivables	1,457	(39,003)	2,517,666	(2,516,209)
5. Inventories	3,983,200	3,899,015	3,511,679	471,521
6. Prepaid Expenses	3,511,986	3,384,683	3,075,080	436,907
7. Other assets	753,152	753,151	30,376	722,781
8. Total current assets	75,917,251	77,716,191	77,100,029	(1,182,772)
Appropriated Cash:				
9. CIP Appropriated Funding	28,184,484	29,046,423	19,481,653	8,702,831
Property, plant & equipment				
10. Land, bldgs & equipment	153,356,247	153,345,547	151,396,219	1,960,028
11. Construction in progress	20,470,933	20,119,756	9,724,991	10,745,942
12. Total property & equipment	173,827,180	173,465,303	161,121,210	12,705,970
13. Less: accumulated depreciation	(110,578,308)	(109,992,994)	(103,434,220)	(7,144,088)
14. Net property and equipment	63,248,872	63,472,314	57,686,996	5,561,882
15. Deferred outflows/Contribution to Pension Plan	11,012,716	11,012,716	12,654,846	(1,642,130)
16. Total assets	178,363,323	181,247,640	166,923,520	11,439,811
LIABILITIES & FUND BALANCE				
Current liabilities:				
17. Payroll liabilities	1,886,842	3,872,037	1,700,778	186,064
18. Accrued employee benefits	5,163,022	4,650,681	5,161,912	1,110
19. Accounts payable and accrued expenses	4,796,933	5,634,996	3,627,454	1,169,479
20. Due to 3rd party payors	2,708,665	2,708,665	4,046,626	(1,337,961)
21. Deferred revenue	669,818	712,985	1,042,502	(372,683)
22. Interest payable	186,175	148,936	126,119	60,057
23. Note payable - current portion	1,490,000	1,490,000	910,000	580,000
24. Other payables	1,113,623	910,740	321,793	791,831
25. Total current liabilities	18,015,078	20,129,040	16,937,184	1,077,897
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	2,759,020	97,971	2,656,729
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	98,028,618	84,396,165	13,628,134
31. Total liabilities	116,039,377	118,157,658	101,333,349	14,706,031
32. Fund Balance	62,323,946	63,089,982	65,590,169	(3,266,222)
33. Total liabilities and fund balance	178,363,323	181,247,640	166,923,520	11,439,811

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

	September-21	October-21	November-21	December-21	January-22	February-22	March-22	April-22	May-22	June-22	July-22	August-22	September-22
ASSETS													
Current Assets:													
1. Cash and cash equivalents	18,422,022	16,455,972	19,700,052	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
2. Board designated cash	32,232,554	30,435,406	30,341,553	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
3. Patient accounts receivable, net	17,440,451	19,597,839	17,302,598	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
4. Other receivables	1,264,736	1,371,110	906,110	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
5. Inventories	3,511,679	3,714,914	3,985,020	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
6. Prepaid Expenses	3,075,080	3,086,651	2,939,487	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
7. Other assets	30,377	31,937	31,937	31,937	31,937	31,937	31,937	31,937	31,937	32,937	32,939	31,936	753,152
8. Total current assets	75,976,899	74,693,829	75,206,757	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
Appropriated Cash:													
9. CIP Appropriated Funding	18,854,017	19,406,354	18,853,710	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
Property, plant & equipment													
10. Land, bldgs & equipment	151,396,219	151,850,022	152,031,616	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
11. Construction in progress	9,724,991	10,696,859	11,100,753	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
12. Total property & equipment	161,121,210	162,546,881	163,132,369	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
13. Less: accumulated depreciation	(103,434,220)	(104,075,498)	(104,715,882)	(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)
14. Net property and equipment	57,686,990	58,471,383	58,416,487	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
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	12,654,846	12,654,846	12,654,846	11,012,716
16. Total assets	165,172,752	165,226,409	165,131,800	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
LIABILITIES & FUND BALANCE													
Current liabilities:													
17. Payroll liabilities	1,700,778	2,411,287	2,523,324	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
18. Accrued employee benefits	5,161,912	5,108,615	4,974,135	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
19. Accounts payable and accrued expenses	3,172,598	2,307,757	2,613,628	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
20. Due to 3rd party payors	4,046,626	2,226,263	2,367,164	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
21. Deferred revenue	1,042,502	999,335	956,168	913,002	869,835	826,668	783,502	740,335	697,168	649,002	1,123,835	712,985	669,818
22. Interest payable	126,119	189,178	445,609	120,490	(72,885)	53,414	90,653	127,892	165,131	105,323	16,175	147,817	186,175
23. Note payable - current portion	910,000	910,000	910,000	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
24. Other payables	321,793	404,654	456,756	160,707	242,979	244,290	325,418	375,354	458,446	1,000	83,469	170,789	1,113,623
25. Total current liabilities	16,482,328	14,557,089	15,246,784	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
Long-term Liabilities:													
26. Bonds payable	17,350,000	17,350,000	17,350,000	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
27. Bonds payable - premium/discount	97,971	84,065	111,164	105,471	99,779	95,512	91,246	86,979	82,713	78,446	2,796,398	2,759,020	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	62,063,897	62,063,897	62,063,897	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	4,884,297	4,884,297	4,884,297	45,156,052
30. Total long-term liabilities	84,396,165	84,382,259	84,409,358	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
31. Total liabilities	100,878,493	98,939,348	99,656,142	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
32. Fund Balance	64,294,259	66,287,061	65,475,658	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
33. Total liabilities and fund balance	165,172,752	165,226,409	165,131,800	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

**Bartlett Regional Hospital
Dashboard Report for September 2022**

Facility Utilization:	CURRENT MONTH					% Over (Under) Pr Yr	YEAR TO DATE			
	Actual	Budget	% Over (Under) Budget	Prior Year	Prior Month		Actual	Budget	% Over (Under) Budget	Prior Year
Hospital Inpatient: Patient Days										
Patient Days - Med/Surg	502	540	-7.0%	538	548	-6.7%	1,586	1,655	-4%	1,467
Patient Days - Critical Care Unit	99	96	3%	132	72	-25.0%	264	296	-11%	313
Avg. Daily Census - Acute	20.0	21.2	-6%	21.6	20.0	-7.3%	20.1	21.2	-5%	19.3
Patient Days - Obstetrics	61	62	-2%	84	44	-27.4%	178	190	-6%	221
Total Hospital Patient Days	662	698	-5%	754	711	-12.2%	2,028	2,141	-5%	2,001
Births										
Births	22	24	-10%	32	18	-31.3%	69	75	-8%	87
Patient Days - Nursery	44	48	-8%	57	47	-22.8%	153	146	5%	165
Mental Health Unit										
Patient Days - Mental Health Unit	90	154	-41%	172	123	-47.7%	314	471	-33%	449
Avg. Daily Census - MHU	3.0	5.1	-41%	5.7	4	-47.4%	3.4	5.1	-33%	4.9
Rain Forest Recovery:										
Patient Days - RRC	131	162	-19%	192	196	-31.8%	496	496	0%	563
Avg. Daily Census - RRC	4	5.4	-19%	6	6	-27.2%	5	5.4	0%	6
Outpatient visits	29	42	-31%	58	46	-50.0%	124	130	-4%	152
Inpatient: Admissions										
Med/Surg	61	66	-7%	66	67	-7.6%	198	202	-2%	215
Critical Care Unit	44	57	-23%	50	35	-12.0%	126	174	-28%	127
Obstetrics	24	26	-9%	33	19	-27.3%	71	81	-13%	95
Nursery	22	24	-10%	32	19	-31.3%	72	75	-3%	87
Mental Health Unit	16	24	-33%	27	21	-40.7%	52	73	-29%	78
Total Admissions - Inpatient Status	167	197	-15%	208	161	-19.7%	519	605	-14%	602
Admissions - "Observation" Status										
Med/Surg	58	71	-18%	48	69	20.8%	184	217	-15%	197
Critical Care Unit	32	24	31%	19	31	68.4%	98	75	30%	61
Mental Health Unit	5	3	45%	4	1	25.0%	9	11	-15%	10
Obstetrics	15	15	1%	18	24	-16.7%	50	45	10%	51
Total Admissions to Observation	110	113	-3%	89	125	-12.0%	341	348	-2%	319
Surgery:										
Inpatient Surgery Cases	54	47	15%	33	52	63.6%	165	144	14%	137
Endoscopy Cases	110	86	28%	83	116	32.5%	321	264	22%	264
Same Day Surgery Cases	110	101	9%	98	117	12.2%	323	310	4%	315
Total Surgery Cases	274	234	17%	214	285	28.0%	809	718	13%	716
Total Surgery Minutes	16,949	15,647	8%	14,486	18,450	17.0%	53,038	47,983	11%	47,036
Outpatient:										
Total Outpatient Visits (Hospital)										
Emergency Department Visits	1,101	997	10%	1,006	1,218	9.4%	3,500	3,057	14%	3,400
Cardiac Rehab Visits	114	31	271%	35	148	225.7%	377	94	300%	186
Lab Tests	10,446	9,680	8%	10,767	11,153	-3.0%	31,712	29,687	7%	30,767
Diagnostic Imaging Tests	2,792	2,321	20%	2,354	2,773	18.6%	7,986	7,117	12%	7,267
Sleep Study Visits	14	21	-32%	21	20	-33.3%	41	64	-35%	74
Physician Clinics:										
Hospitalists	212	237	-10%	225	242	-5.8%	700	726	-4%	721
Bartlett Oncology Clinic	90	94	-4%	104	124	-13.5%	314	289	9%	294
Ophthalmology Clinic	102	71	44%	49	87	108.2%	314	218	44%	250
Behavioral Health Outpatient visits	719	645	11%	658	737	9.3%	2,082	1,978	5%	1,859
Bartlett Surgery Specialty Clinic visits	286	223	28%	194	272	47.4%	834	685	22%	641
Total Physician Clinics	1,409	1,270	11%	1,230	1,462	14.6%	4,244	3,895	9%	3,765
Other Operating Indicators:										
Dietary Meals Served	12,413	17,185	-28%	15,654	15,500	-19.9%	41,366	52,699	-22%	46,533
Laundry Pounds (Per 100)	414	559	-26%	379	436	-5.0%	1,240	1,713	-28%	1,179

Bartlett Regional Hospital
Financial Indicators for September 2022

Facility Utilization:	CURRENT MONTH				YEAR TO DATE			
	Actual	Budget	% Over (Under) Budget	Prior Year	Actual	Budget	% Over (Under) Budget	Prior Year
<i>Financial Indicators:</i>								
Revenue Per Adjusted Patient Day	5,029	5,586	-10.0%	5,622	5,237	5,945	-11.9%	5,014
Contractual Allowance %	46.7%	40.0%	16.7%	44.8%	44.9%	40.0%	12.2%	40.5%
Bad Debt & Charity Care %	0.7%	2.1%	-66.8%	2.6%	1.9%	2.1%	-7.9%	3.2%
Wages as a % of Net Revenue	53.9%	47.2%	14.1%	49.1%	54.4%	45.8%	18.6%	47.7%
Productive Staff Hours Per Adjusted Patient Day	26.3	26.6	-1.2%	26.1	17.5	18.0	-2.6%	15.9
Non-Productive Staff Hours Per Adjusted Patient Day	3.9	4.1	-5.4%	4.3	2.6	2.8	-5.6%	2.5
Overtime/Premium % of Productive	6.90%	7.92%	-12.8%	8.20%	7.53%	7.92%	-4.9%	6.39%
Days Cash on Hand	58	55	5.0%	54	57	55	3.0%	55
Board Designated Days Cash on Hand	166	159	5.0%	154	163	159	3.0%	154
Days in Net Receivables	59.1	59	0.0%	49	59.1	59	0.0%	49
Days in Accounts Payable	13.9	14	0.0%	141	13.9	14	0.0%	141
Total CMI	1.41							
MCR CMI	1.63							
MCD CMI	1.15							

Bartlett Regional Hospital

Write-Offs September 2022

One Time PPD Ins		
RRC/MCR NO Enrollment		
Compliance/Risk/Adminstrative	\$1,333.25	2
SP Prompt Pay Disc	\$27,512.09	287
Medicare Patient <120 days		
Authorization/Alert Missing	\$3,830.39	7
1115 Waiver Svcs on Commercial Ins	\$317.00	1
Denied Appeals /Exhausted/Timely	\$1,095.53	3
BOPS Provider NOT Eligible to Bill	\$1,673.35	4
Mental Health BD MHU, RRC BOPS		
No Provider Enrollment		
	\$35,761.61	

Collections

One Time Ins PPD		
Collections SPPPD	\$106,987.53	287

September 2022 ME Totals

- Charity \$23,530.14
- **Claims on hold \$0.00 (NDC Claims processing manually)**
- POS Collections \$31,108.09
- Cares Adjustments \$19,970.27
- HRSA PMTS \$0.00
- PFD Discount Adj \$13,319.85*
- PFD Payments \$29,897.25*
- Molecular Lab Revenue \$141,100.00