

Bartlett Regional Hospital

FINANCE COMMITTEE MEETING
May 13, 2022 – Noon
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://bartletthospital.zoom.us/j/98733610436>
or by calling 1-888-788-0099, Meeting ID: 987 3361 0436

CALL TO ORDER

PUBLIC COMMENT

APPROVAL OF MINUTES – [April 8, 2022 Minutes](#) Page 2

BRH Covid-19 Update

1. March 2022 Financial Statement Review
 - A. [CFO Report](#) Page 5
 - B. [Income Statement](#) Page 6
 - C. [12-Month Rolling Income Statement](#) Page 7
 - D. [Balance Sheet](#) Page 8
 - E. [12-Month Rolling Balance Sheet](#) Page 9
 - F. [Dashboard Report](#) Page 10
 - G. [Write-Offs](#) Page 12
2. Outsourcing of Self-pay Accounts Receivable – Informational
3. Changes to Purchasing Authority Policy – Review & Forward to BOD (if needed)
4. Increase in Hospital Staff Pay Rates - Informational

Next Meeting: Friday, June 10th, 2022 at 12:00 via Zoom

Committee member comments / questions

ADJOURN

Bartlett Regional Hospital

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

Finance Committee Meeting Minutes – Zoom Meeting April 8, 2022 at 12:00pm

Called to order at 11:58 a.m. by Finance Chair, Deb Johnston.

Finance Committee (*) & Board Members: Deb Johnston*, Hal Geiger*, Lance Stevens*, Kenny Solomon-Gross, Brenda Knapp, and Iola Young.

Staff & Others: Jerel Humphrey, Interim CEO, Robert Tyk, Interim CFO, Karen Forrest, Interim CBHO, Kim McDowell, CCO, Dallas Hargrave, HR Director, Blessy Robert, Director of Accounting, Nathan Overson, Kris Muller, Gage Thompson, Seanna O’Sullivan, Megan Rinkenberger, Jeanne Rynne, CBJ, Mark Kneedler, Architects Alaska, Tiara Ward, CBJ, Sarita Knull, CBJ, and Claire Stremple.

Public Comment: None

Mr. Geiger made a MOTION to approve the minutes from the March 11, 2022 Finance Committee Meeting. Mr. Stevens seconded, and they were approved.

Mr. Geiger made a MOTION to approve the minutes from the March 16, 2022 FY23 Budget Presentation to the Finance Committee. Mr. Stevens seconded, and they were approved.

Covid-19 Update – Kim McDowell

There are currently no Covid-19 patients in-house, and four employees are out for precautions. For the last couple months, about 2000 molecular lab tests have been performed.

February 2022 Financial Review – Bob Tyk

The month of February is always a difficult month for an analysis because of the number of calendar days compared to the other months of the year. The expectation is that the volumes and therefore, revenue will be less than the prior months but that is not necessarily always the case.

The volumes in February were less per calendar day for acute care patient days when compared to January, but increased for the MHU and RRC. Unfortunately, those two units do not generate the same amounts as acute care. Because of this, we saw a decrease in gross patient revenue of (\$859,586) when compared to January. Outpatient visits increased in the ED, Radiology, Endoscopy and Same Day Surgery which are all positive.

We continue to see an increase in RRC, BHOPS and Physician revenue on a fairly consistent basis. Though inpatient revenue per day decreased from January, February is much higher than in December and November...very positive signs.

The deductions from revenue as a percentage of total gross patient revenue are consistent with the prior months. Bad debt was extremely low this month and I will explain why. The number that shows up on the income statement is not the actual dollar amount of bad debts for the month. It is a calculation which compares what should be reserved as bad debt less what was written off, with that number then being compared to the bad debt reserve on the balance sheet. The difference is then what is booked for the month. Some of the clean-up of bad debt accounts from January continued in February as well which resulted in the very low expense in February.

Total expenses continue to run at an unsustainable level. We saw an increase of 9.4% in the total expense per day between January and February. Contributing factors to this were Salaries and wages, Contract labor, Medical professional fees, Materials/Supplies, Maintenance/Repairs and Other Operating Expenses. We need to drill down



on each of these categories to better understand the rationale for increase. Some items are easier to understand than others.

I have observed a lack of control and accountability among the departments of the hospital that drive these increases. Some departments have the view that a *want* is the same as a *need*...and they are dramatically different. Senior leadership must educate and lead by example when it comes to purchasing anything and everything.

These expenses resulted in a loss from operations of (\$810,045) and a total net loss of (\$648,160) for the month of February. On a year-to-date (YTD) basis BRH still shows a loss from operations of (\$204,094) and a total net income of \$1,390,484. But this profit is the result of an influx of Federal money that has now ceased.

Again, the Balance sheet looks fairly stable but the cash balances for BRH have been declining steadily for the past year. Cash plus Board designated cash have decreased \$15,786,895 or 23% from February 2021. Obviously, there have been capital projects and purchases but BRH needs to be well aware of its ongoing cash needs. On a positive note, the days in net receivables is 53.3 (very good) and days in accounts payable is 48.7, which is also right where it needs to be.

The revenue cycle team (PAS, PFS, HIM and Case Management) here is one of the best groups I have had the pleasure to work with. They understand what needs to be done and are doing it, continuing to collect on billed accounts.

Improving the financial strength of BRH is a day-to-day process. Leadership from the top is required. Deciding where this organization needs and wants to go is imperative. It can be done but everyone must stay the course.

There was a discussion regarding where Mr. Tyk would recommend initially tightening up expenditures. He mentioned desktop printers, and described the desired plan for a new request for products or services form/process.

Charge Data Master Review Project – Bob Tyk

Last done was three to four years ago, the company was on-site on April 5th and 6th interviewing department directors. There are a number of changes that were made immediately, and several other changes were initiated. The final report should arrive in about two weeks, and an overview of findings will be presented at the next Finance Committee Meeting.

Materials Management/Supply Chain Project – Bob Tyk

The primary goal of Materials Management is ensuring enough supplies are on-hand to operate normally. Supply challenges being experienced nationally are accentuated in Juneau due to lack of access from the road system and lack of other facilities to borrow from if needed. Jack Fitzpatrick is training Willy Dodd (Materials Management Director), looking for additional warehouse space, and optimize processes through the GPO. He is including clinical directors and IT in the process, and receiving positive feedback from all involved.

Assembly FY23 Budget Presentation – Bob Tyk

BRH is scheduled to present the FY23 budget to the CBJ Assembly on the 27th of April, in order to get budget approved. Bob will collaborate with Jeff Rogers beforehand, to ensure as smooth a process as possible.

Planning Committee Report: ED Expansion Project & Parking Study – Brenda Knapp

Ms. Knapp stated that the Planning Committee approved plan G from Alaska Architects, and the parking assessment (\$150,000). However, input is needed from the Finance Committee on how extra funds will be covered on both projects. Plan G has scaled things back moderately while including some valuable upgrades. Plan J is a barebones plan that is within the original budget. Both plans reduced exam rooms and put the pharmacy on the lower level. Plan G has more negative rooms, with an airborne infection isolation room. The equipment list has not been updated, but the amount listed is for entirely new equipment, so it should not end up being higher than that. This will be completed before going out to bid.

Ms. Johnston discouraged using bonds to fund projects, and using capital reserves instead. Mr. Stevens stated that due to its necessity for the community that it would be okay to use a combination of bonds and reserves. Mr. Solomon-Gross agreed.

Mr. Geiger made a MOTION to pass on a recommendation for Plan G to the full board. Mr. Stevens seconded and the motion passed.

The Parking Study will include the testing needed to see if the triangle by the behavioral health building can support parking, and would cover all three locations. The hillside location was brought up as possibility by city manager, so will be studied.

Mr. Stevens made a MOTION to request \$150,000 to study the three sites as recommended to the planning committee. Mr. Geiger seconded.

Next Meeting: Friday, May 13th at Noon via Zoom

Additional Comments: None

Adjourned at 1:01 p.m.

DRAFT

Bartlett Regional Hospital

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To: BRH Finance Committee
From: Robert C. Tyk, FHFMA
Interim Chief Financial Officer

Re: **March Financial Performance**

March was a better month financially for Bartlett Regional Hospital (BRH). Volumes were higher, revenues were higher, and expenses were more in line.

While inpatient volumes only increased slightly, outpatient tests and visits along with BOPS visits showed a marked increase. Patient days were basically flat when compared to the month of February with a slight decrease in the Mental Health Unit. This decrease was a result of short staffing in that area. RRC had an increase in patient days to the highest number since July 2021. We have seen the volumes in the RRC increasing steadily since December 2021.

Surgery volumes increased overall with a strong inpatient and same day surgery volume. Endoscopies decreased from February, but were still much higher than any other month since June 2021. Much of the lower months can be attributed to COVID restrictions.

We saw very strong outpatient volumes in the ED, Laboratory, Diagnostic Imaging, Ophthalmology Clinic and BOPS. These increases helped to raise the gross patient revenue by \$1.561 million. This is the highest gross revenue month since October 21.

The deductions from revenue as a percentage remained consistent with prior months at 42.6%. Bad debt expense at \$198,141 is an increase when compared to February but is still running much lower than prior months. We will be evaluating the bad debt percentages that we have been utilizing in the spreadsheet for calculating the monthly bad debt expense. The percentages have not been reviewed and modified for a few years so this review is needed.

Other operating revenue increased by more than \$700,000 as a result of revenue from grants being booked.

Salaries and benefits increased in pure dollars when compared to February but decreased as a percentage of total operating revenue. On a year-to-date basis, total salaries and benefits are 1.3% less than the budget for the first 9 months of the fiscal year, and 4.4% greater than last year's actuals. Considering that Gross Patient Revenue is up by 11.1% from last year and Net Patient Revenue is 12.5% greater than last fiscal year, having salaries and benefits up by only 4.4% is somewhat remarkable.

The Income/Loss for Operations in March year-to-date was (\$88,713) which is better than the budget and much better than the (\$2,215,341) loss in FY 2021. Strong patient volumes along with maintaining better expense management will result in more positive bottom lines.

The one big change on the Balance Sheet in the month of March was the transfer of monies from the Cash and Cash Equivalents line to the CIP Appropriated Funding line. This is a result of the new Bond funding. Otherwise the Balance Sheet remains relatively constant.

I continue to look at refining processes within the organization while also reviewing spending trends. We are accessing our Group Purchasing Organization (GPO) for products that are similar to those that we currently use but at lower prices. We are also planning to bid out the copy machine contract that we currently have with Xerox. This will hopefully result in machines at a better lease price as well as much better service on those machines.

I have seen a great deal of progress within BRH as the staff step up to the challenges of healthcare in the wake of a pandemic. Thank you for the opportunity to be here.



BARTLETT REGIONAL HOSPITAL
STATEMENT OF REVENUES AND EXPENSES
FOR THE MONTH AND YEAR TO DATE OF MARCH 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
					Gross Patient Revenue:						
\$3,872,858	\$4,617,398	-\$744,540	-16.1%	\$3,496,690	1. Inpatient Revenue	\$36,084,942	\$40,811,799	-\$4,726,857	-11.6%	\$33,023,326	9.3%
\$1,081,410	\$1,018,703	\$62,707	6.2%	\$967,965	2. Inpatient Ancillary Revenue	\$10,054,583	\$9,004,048	\$1,050,535	11.7%	\$8,644,415	16.3%
\$4,954,268	\$5,636,101	-\$681,833	-12.1%	\$4,464,655	3. Total Inpatient Revenue	\$46,139,525	\$49,815,847	-\$3,676,322	-7.4%	\$41,667,741	10.7%
\$11,452,789	\$10,376,497	\$1,076,292	10.4%	\$10,738,169	4. Outpatient Revenue	\$97,992,083	\$91,714,873	\$6,277,210	6.8%	\$88,513,722	10.7%
\$16,407,057	\$16,012,598	\$394,459	2.5%	\$15,202,824	5. Total Patient Revenue - Hospital	\$144,131,608	\$141,530,720	\$2,600,888	1.8%	\$130,181,463	10.7%
\$211,413	\$348,954	-\$137,541	-39.4%	\$306,157	6. RRC Patient Revenue	\$2,147,332	\$3,084,294	-\$936,963	-30.4%	\$1,389,885	54.5%
\$624,646	\$274,956	\$349,690	127.2%	\$268,401	7. BHOPS Patient Revenue	\$3,967,110	\$2,430,278	\$1,536,832	63.2%	\$2,325,583	70.6%
\$897,198	\$1,076,404	-\$179,206	-16.6%	\$746,440	8. Physician Revenue	\$8,322,575	\$9,514,047	-\$1,191,472	-12.5%	\$8,876,794	-6.2%
\$18,140,314	\$17,712,912	\$427,402	2.4%	\$16,523,822	9. Total Gross Patient Revenue	\$158,568,625	\$156,559,339	\$2,009,285	1.3%	\$142,773,725	11.1%
					Deductions from Revenue:						
\$2,791,603	\$3,108,549	\$316,946	10.2%	\$2,855,891	10. Inpatient Contractual Allowance	\$25,050,411	\$27,511,862	\$2,461,451	8.9%	\$24,321,121	3.0%
-\$350,000	-\$225,000	\$125,000		-\$308,333	10a. Rural Demonstration Project	-\$2,925,000	-\$2,025,000	\$900,000		-\$308,333	
\$4,780,143	\$4,119,119	-\$661,024	-16.0%	\$4,271,369	11. Outpatient Contractual Allowance	\$39,391,870	\$36,407,706	-\$2,984,164	-8.2%	\$33,615,017	17.2%
\$515,089	\$723,981	\$208,892	28.9%	\$501,074	12. Physician Service Contractual Allowance	\$4,776,411	\$6,399,064	\$1,622,653	25.4%	\$5,457,070	-12.5%
\$20,832	\$14,826	-\$6,006	-40.5%	\$14,700	13. Other Deductions	\$206,527	\$131,043	-\$75,484	-57.6%	\$120,701	0.0%
\$86,009	\$132,263	\$46,254	35.0%	\$64,346	14. Charity Care	\$930,146	\$1,169,039	\$238,893	20.4%	\$956,357	-2.7%
\$198,141	\$103,725	-\$94,416	-91.0%	-\$42,514	15. Bad Debt Expense	\$3,379,696	\$916,794	-\$2,462,902	-268.6%	\$628,808	437.5%
\$8,041,817	\$7,977,463	-\$64,354	-0.8%	\$7,356,533	16. Total Deductions from Revenue	\$70,810,061	\$70,510,508	-\$299,553	-0.4%	\$64,790,741	9.3%
42.6%	44.9%			46.2%	% Contractual Allowances / Total Gross Patient Revenue	41.8%	44.9%			44.2%	
1.6%	1.3%			0.1%	% Bad Debt & Charity Care / Total Gross Patient Revenue	2.7%	1.3%			1.1%	
44.3%	45.0%			44.5%	% Total Deductions / Total Gross Patient Revenue	44.7%	45.0%			45.4%	
\$10,098,497	\$9,735,449	\$363,048	3.7%	\$9,167,289	17. Net Patient Revenue	\$87,758,564	\$86,048,831	\$1,709,732	2.0%	\$77,982,984	12.5%
\$1,068,226	\$850,636	\$217,590	25.6%	\$1,170,901	18. Other Operating Revenue	\$9,402,240	\$7,518,526	\$1,883,714	25.1%	\$13,043,730	-27.9%
\$11,166,723	\$10,586,085	\$580,638	5.5%	\$10,338,190	19. Total Operating Revenue	\$97,160,804	\$93,567,357	\$3,593,446	3.8%	\$91,026,714	6.7%
					Expenses:						
\$4,501,362	\$4,649,587	\$148,225	3.2%	\$4,458,619	20. Salaries & Wages	\$38,946,163	\$41,096,324	\$2,150,161	5.2%	\$37,819,521	3.0%
\$273,221	\$317,589	\$44,368	14.0%	\$303,191	21. Physician Wages	\$2,936,008	\$2,807,088	-\$128,920	-4.6%	\$2,701,546	8.7%
\$259,925	\$101,316	-\$158,609	-156.5%	\$100,161	22. Contract Labor	\$1,630,290	\$895,497	-\$734,793	-82.1%	\$1,301,340	25.3%
\$2,502,779	\$2,388,653	-\$114,126	-4.8%	\$2,249,233	23. Employee Benefits	\$21,552,032	\$21,112,668	-\$439,364	-2.1%	\$20,473,308	5.3%
\$7,537,287	\$7,457,145	-\$80,142	-1.1%	\$7,111,204	24. % Salaries and Benefits / Total Operating Revenue	\$65,064,493	\$65,911,577	\$847,084	1.3%	\$62,295,715	4.4%
67.5%	70.4%			68.8%		67.0%	70.4%			68.4%	
\$41,788	\$86,001	\$44,213	51.4%	\$77,711	24. Medical Professional Fees	\$667,594	\$760,134	\$92,540	12.2%	\$914,326	-27.0%
\$325,313	\$175,006	-\$150,307	-85.9%	\$349,961	25. Physician Contracts	\$3,182,865	\$1,546,821	-\$1,636,044	-105.8%	\$2,543,108	25.2%
\$211,847	\$246,951	\$35,104	14.2%	\$147,848	26. Non-Medical Professional Fees	\$1,761,086	\$2,182,763	\$421,677	19.3%	\$1,730,167	1.8%
\$1,346,888	\$1,256,660	-\$90,228	-7.2%	\$994,645	27. Materials & Supplies	\$12,929,353	\$11,107,369	-\$1,821,984	-16.4%	\$12,847,676	0.6%
\$187,642	\$132,414	-\$55,228	-41.7%	\$124,914	28. Utilities	\$1,401,566	\$1,170,409	-\$231,157	-19.8%	\$1,055,324	32.8%
\$448,823	\$383,887	-\$64,936	-16.9%	\$475,514	29. Maintenance & Repairs	\$4,025,952	\$3,393,106	-\$632,846	-18.7%	\$3,831,242	5.1%
\$84,113	\$38,824	-\$45,289	-116.7%	\$57,588	30. Rentals & Leases	\$566,265	\$343,168	-\$223,097	-65.0%	\$481,554	17.6%
\$102,592	\$56,109	-\$46,483	-82.8%	\$63,358	31. Insurance	\$700,387	\$495,927	-\$204,460	-41.2%	\$447,935	56.4%
\$606,903	\$648,350	\$41,447	6.4%	\$604,315	32. Depreciation & Amortization	\$5,635,684	\$5,730,572	\$94,888	1.7%	\$5,708,659	-1.3%
\$32,973	\$50,902	\$17,929	35.2%	\$49,359	33. Interest Expense	\$105,354	\$449,911	\$344,557	76.6%	\$455,295	-76.9%
\$125,175	\$133,273	\$8,098	6.1%	\$121,164	34. Other Operating Expenses	\$1,208,918	\$1,178,030	-\$30,888	-2.6%	\$931,054	29.8%
\$11,051,344	\$10,665,522	-\$385,822	-3.6%	\$10,177,581	35. Total Expenses	\$97,249,517	\$94,269,787	-\$2,979,730	-3.2%	\$93,242,055	-4.3%
\$115,379	-\$79,437	\$194,816	-245.2%	\$160,609	36. Income (Loss) from Operations	-\$88,713	-\$702,430	\$613,717	-87.4%	-\$2,215,341	-96.0%
\$2,698	\$169,863	-\$167,165	-98.4%	\$102,266	37. Interest Income	\$818,190	\$1,501,370	-\$683,181	-45.5%	\$920,100	-11.1%
\$61,897	\$77,066	-\$15,169	-19.7%	\$107,222	38. Other Non-Operating Income	\$840,984	\$681,158	\$159,826	23.5%	\$1,723,667	-51.2%
\$64,595	\$246,929	-\$182,334	-73.8%	\$209,488	39. Total Non-Operating Revenue	\$1,659,174	\$2,182,528	-\$523,354	-24.0%	\$2,643,767	-37.2%
\$179,974	\$167,492	\$12,482	-7.5%	\$370,097	40. Net Income (Loss)	\$1,570,461	\$1,480,098	\$90,363	-6.1%	\$428,426	-266.6%
1.03%	-0.75%			1.55%	Income from Operations Margin	-0.09%	-0.75%			-2.43%	
1.61%	1.58%			3.58%	Net Income	1.62%	1.58%			0.47%	

BARTLETT REGIONAL HOSPITAL
BALANCE SHEET
March 31, 2022

	<u>March-22</u>	<u>February-22</u>	<u>March-21</u>	<u>CHANGE FROM PRIOR FISCAL YEAR</u>
ASSETS				
Current Assets:				
1. Cash and cash equivalents	7,464,732	21,662,275	23,195,138	(15,730,406)
2. Board designated cash	29,552,067	30,174,095	34,709,624	(5,157,558)
3. Patient accounts receivable, net	16,560,522	16,843,857	14,929,184	1,631,338
4. Other receivables	1,236,682	584,230	878,493	358,190
5. Inventories	3,531,828	3,681,705	3,398,500	133,328
6. Prepaid Expenses	2,453,787	2,800,205	2,573,089	(119,302)
7. Other assets	31,937	31,937	28,877	3,060
8. Total current assets	60,831,555	75,778,304	79,712,905	(18,881,350)
Appropriated Cash:				
9. CIP Appropriated Funding	32,263,003	17,164,683	13,352,751	18,910,252
Property, plant & equipment				
10. Land, bldgs & equipment	152,782,632	152,463,783	148,161,504	4,621,128
11. Construction in progress	13,572,285	12,846,504	7,773,111	5,799,173
12. Total property & equipment	166,354,917	165,310,287	155,934,615	10,420,301
13. Less: accumulated depreciation	(107,146,246)	(106,539,343)	(99,749,450)	(7,396,796)
14. Net property and equipment	59,208,671	58,770,949	56,185,171	3,023,506
15. Deferred outflows/Contribution to Pension Plan	12,654,846	12,654,846	12,403,681	251,165
16. Total assets	164,958,074	164,368,780	161,654,502	3,303,576
LIABILITIES & FUND BALANCE				
Current liabilities:				
17. Payroll liabilities	1,744,778	1,312,176	1,507,759	237,019
18. Accrued employee benefits	5,183,342	5,154,183	5,272,191	(88,849)
19. Accounts payable and accrued expenses	2,792,501	3,328,898	3,295,840	(503,339)
20. Due to 3rd party payors	2,702,887	2,289,866	4,051,027	(1,348,140)
21. Deferred revenue	783,502	826,668	(2,440,606)	3,224,107
22. Interest payable	90,653	53,414	126,119	(35,466)
23. Note payable - current portion	1,030,000	1,030,000	910,000	120,000
24. Other payables	325,418	244,290	278,624	46,794
25. Total current liabilities	14,653,081	14,239,495	13,000,954	1,652,126
Long-term Liabilities:				
26. Bonds payable	16,230,000	16,230,000	16,350,000	(120,000)
27. Bonds payable - premium/discount	91,246	95,512	1,094,878	(1,003,632)
28. Net Pension Liability	62,063,897	62,063,897	64,954,569	(2,890,672)
29. Deferred In-Flows	4,884,297	4,884,297	4,318,200	566,097
30. Total long-term liabilities	83,269,440	83,273,706	86,717,647	(3,448,207)
31. Total liabilities	97,922,521	97,513,201	99,718,601	(1,796,081)
32. Fund Balance	67,035,553	66,855,577	61,935,899	5,099,655
33. Total liabilities and fund balance	164,958,074	164,368,780	161,654,502	3,303,576

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

	March-21	April-21	May-21	June-21	July-21	August-21	September-21	October-21	November-21	December-21	January-22	February-22	March-22
ASSETS													
Current Assets:													
1. Cash and cash equivalents	23,195,138	20,508,927	21,507,086	24,125,641	20,222,641	18,285,324	18,422,022	16,455,972	19,700,052	22,950,807	22,205,736	21,662,275	7,464,732
2. Board designated cash	34,709,624	35,107,839	35,107,839	35,189,438	34,296,146	33,094,973	32,232,554	30,435,406	30,341,553	30,266,907	29,706,760	30,174,095	29,552,067
3. Patient accounts receivable, net	14,929,184	15,604,356	15,785,030	14,506,692	17,050,534	17,748,521	17,440,451	19,597,839	17,302,598	15,965,465	16,652,127	16,843,857	16,560,522
4. Other receivables	878,493	1,192,861	1,151,553	3,663,675	3,664,168	31,400	1,264,736	1,371,110	906,110	588,186	684,114	584,230	1,236,682
5. Inventories	3,398,500	3,561,334	3,569,923	3,438,976	3,312,784	3,367,771	3,511,679	3,714,914	3,985,020	3,803,022	3,763,829	3,681,705	3,531,828
6. Prepaid Expenses	2,573,089	2,402,250	2,272,909	1,757,985	3,134,789	2,922,731	3,075,080	3,086,651	2,939,487	2,801,467	2,653,187	2,800,205	2,453,787
7. Other assets	28,877	28,877	28,877	29,877	30,377	30,377	30,377	31,937	31,937	31,937	31,937	31,937	31,937
8. Total current assets	79,712,905	78,406,444	79,423,217	82,712,284	81,711,439	75,481,097	75,976,899	74,693,829	75,206,757	76,407,791	75,697,690	75,778,304	60,831,555
Appropriated Cash:													
9. CIP Appropriated Funding	13,352,751	13,352,751	13,352,751	13,352,751	11,932,679	18,854,017	18,854,017	19,406,354	18,853,710	18,301,848	17,244,030	17,164,683	32,263,003
Property, plant & equipment													
10. Land, bldgs & equipment	148,161,504	148,367,673	149,080,856	149,516,701	149,599,849	149,897,827	151,396,219	151,850,022	152,031,616	152,194,817	152,409,795	152,463,783	152,782,632
11. Construction in progress	7,773,111	7,860,963	7,570,489	7,264,903	8,767,880	10,769,368	9,724,991	10,696,859	11,100,753	11,827,784	12,743,862	12,846,504	13,572,285
12. Total property & equipment	155,934,615	156,228,636	156,651,345	156,781,604	158,367,729	160,667,195	161,121,210	162,546,881	163,132,369	164,022,601	165,153,657	165,310,287	166,354,917
13. Less: accumulated depreciation	(99,749,450)	(100,353,838)	(100,968,052)	(101,584,465)	(102,194,394)	(102,791,929)	(103,434,220)	(104,075,498)	(104,715,882)	(105,356,299)	(105,939,110)	(106,539,343)	(107,146,246)
14. Net property and equipment	56,185,165	55,874,798	55,683,293	55,197,139	56,173,335	57,875,266	57,686,990	58,471,383	58,416,487	58,666,302	59,214,547	58,770,944	59,208,671
15. Deferred outflows/Contribution to Pension Plan	12,403,681	12,403,681	12,403,681	12,403,681	12,403,681	12,403,681	12,654,846	12,654,846	12,654,846	12,654,846	12,654,846	12,654,846	12,654,846
16. Total assets	161,654,500	160,037,672	160,862,942	163,665,855	162,221,134	164,614,061	165,172,752	165,226,409	165,131,800	166,030,788	164,811,114	164,368,778	164,958,074
LIABILITIES & FUND BALANCE													
Current liabilities:													
17. Payroll liabilities	1,507,759	1,862,873	2,288,565	3,186,973	997,915	1,435,323	1,700,778	2,411,287	2,523,324	832,124	1,236,761	1,312,176	1,744,778
18. Accrued employee benefits	5,272,191	5,277,344	5,307,685	5,257,558	5,158,329	5,197,548	5,161,912	5,108,615	4,974,135	4,792,357	4,713,630	5,154,183	5,183,342
19. Accounts payable and accrued expenses	3,295,840	1,727,354	1,985,406	2,637,899	2,703,162	3,007,066	3,172,598	2,307,757	2,613,628	3,469,843	3,693,454	3,328,898	2,792,501
20. Due to 3rd party payors	4,051,027	4,051,027	4,051,027	-	99,234	2,152,164	4,046,626	2,226,263	2,367,164	2,341,398	2,315,632	2,289,866	2,702,887
21. Deferred revenue	(2,440,606)	(2,498,356)	(2,556,106)	15,404	654,388	611,221	1,042,502	999,335	956,168	913,002	869,835	826,668	783,502
22. Interest payable	126,119	189,179	252,238	315,297	(30,075)	63,059	126,119	189,178	445,609	120,490	(72,885)	53,414	90,653
23. Note payable - current portion	910,000	910,000	910,000	910,000	910,000	910,000	910,000	910,000	910,000	910,000	1,030,000	1,030,000	1,030,000
24. Other payables	278,624	333,511	408,119	467,554	182,945	1,097,658	321,793	404,654	456,756	160,707	242,979	244,290	325,418
25. Total current liabilities	13,000,954	11,852,932	12,646,934	12,790,685	10,675,898	14,474,039	16,482,328	14,557,089	15,246,784	13,539,921	14,029,406	14,239,495	14,653,081
Long-term Liabilities:													
26. Bonds payable	16,350,000	16,350,000	16,350,000	16,350,000	16,350,000	16,350,000	17,350,000	17,350,000	17,350,000	17,350,000	16,230,000	16,230,000	16,230,000
27. Bonds payable - premium/discount	1,094,878	1,081,177	1,067,476	1,053,776	1,040,075	1,026,169	97,971	84,065	111,164	105,471	99,779	95,512	91,246
28. Net Pension Liability	64,954,569	64,954,569	64,954,569	64,954,569	64,954,569	64,954,569	62,063,897	62,063,897	62,063,897	62,063,897	62,063,897	62,063,897	62,063,897
29. Deferred In-Flows	4,318,200	4,318,200	4,318,200	4,318,200	4,318,200	4,318,200	4,884,297	4,884,297	4,884,297	4,884,297	4,884,297	4,884,297	4,884,297
30. Total long-term liabilities	86,717,647	86,703,946	86,690,245	86,676,545	86,662,844	86,648,938	84,396,165	84,382,259	84,409,358	84,403,665	83,277,973	83,273,706	83,269,440
31. Total liabilities	99,718,601	98,556,878	99,337,179	99,467,230	97,338,742	101,122,977	100,878,493	98,939,348	99,656,142	97,943,586	97,307,379	97,513,201	97,922,521
32. Fund Balance	61,935,899	61,480,794	61,525,763	64,198,623	64,882,392	63,491,084	64,294,259	66,287,061	65,475,658	68,087,202	67,503,735	66,855,577	67,035,553
33. Total liabilities and fund balance	161,654,500	160,037,672	160,862,942	163,665,855	162,221,134	164,614,061	165,172,752	165,226,409	165,131,800	166,030,788	164,811,114	164,368,778	164,958,074

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

Facility Utilization:	CURRENT MONTH					YEAR TO DATE				
	Actual	Budget	% Over (Under) Budget	Prior Year	% Over (Under) Pr Yr	Actual	Budget	% Over (Under) Budget	Prior Year	
Hospital Inpatient: Patient Days										
Patient Days - Med/Surg	469	378	24%	345	35.9%	4,303	3,342	29%	3,355	
Patient Days - Critical Care Unit	75	101	-26%	82	-8.5%	832	893	-7%	857	
Avg. Daily Census - Acute	17.5	15.5	14%	13.8	27.2%	18.7	15.5	21%	15.4	
Patient Days - Obstetrics	79	63	25%	55	43.6%	570	560	2%	557	
Total Hospital Patient Days	623	543	15%	526	18.4%	5,705	4,795	19%	5,217	
Births										
Births	32	26	25%	22	45.5%	225	227	-1%	217	
Patient Days - Nursery	67	52	28%	44	52.3%	454	464	-2%	448	
Mental Health Unit										
Patient Days - Mental Health Unit	133	248	-46%	127	4.7%	1,373	2,192	-37%	1,328	
Avg. Daily Census - MHU	4.3	8.0	-46%	4.1	4.7%	5.0	8.0	-37%	4.8	
Rain Forest Recovery:										
Patient Days - RRC	199	248	-20%	207	-3.9%	1,546	2,192	-29%	944	
Avg. Daily Census - RRC	6	8.0	-20%	7	-3.9%	6	8.0	-29%	3.4	
Outpatient visits	39	88	-56%	54	-27.8%	368	776	-53%	764	
Inpatient: Admissions										
Med/Surg	64	58	10%	60	6.7%	545	512	6%	505	
Critical Care Unit	29	36	-20%	30	-3.3%	349	320	9%	304	
Obstetrics	35	28	27%	22	59.1%	245	243	1%	235	
Nursery	32	26	25%	22	45.5%	225	227	-1%	217	
Mental Health Unit	18	21	-15%	15	20.0%	215	186	15%	175	
Total Admissions - Inpatient Status	178	168	6%	149	19.5%	1,579	1,488	6%	1,436	
Admissions - "Observation" Status										
Med/Surg	67	63	7%	78	-14.1%	602	556	8%	551	
Critical Care Unit	31	27	16%	27	14.8%	222	236	-6%	241	
Mental Health Unit	4	2	68%	1	300.0%	28	21	33%	18	
Obstetrics	15	14	5%	19	-21.1%	129	126	2%	122	
Total Admissions to Observation	117	106	10%	125	34.5%	981	938	5%	932	
Surgery:										
Inpatient Surgery Cases	52	50	3%	50	4.0%	405	444	-9%	444	
Endoscopy Cases	122	89	37%	85	43.5%	868	787	10%	804	
Same Day Surgery Cases	113	119	-5%	115	-1.7%	898	1,049	-14%	1,051	
Total Surgery Cases	287	258	11%	250	14.8%	2,171	2,281	-5%	2,299	
Total Surgery Minutes	19,349	18,480	5%	19,069	1.5%	147,571	163,343	-10%	162,294	
Outpatient:										
Total Outpatient Visits (Hospital)										
Emergency Department Visits	973	968	1%	923	5.4%	8,821	8,552	3%	8,397	
Cardiac Rehab Visits	45	58	-23%	55	-18.2%	232	513	-55%	503	
Lab Visits	1,124	292	284%	313	259.1%	14,359	2,584	456%	2,649	
Lab Tests	9,151	9,940	-8%	10,128	-9.6%	85,142	87,859	-3%	86,966	
Radiology Visits	1,015	815	25%	918	10.6%	7,422	7,201	3%	7,243	
Radiology Tests	2,511	2,371	6%	2,379	5.5%	21,061	20,961	0%	20,496	
Sleep Study Visits	11	23	-52%	34	-67.6%	182	201	-10%	222	
Physician Clinics:										
Hospitalists	183	236	-22%	119	53.8%	2,007	2,087	-4%	1,930	
Bartlett Oncology Clinic	112	86	31%	85	31.8%	841	758	11%	758	
Ophthalmology Clinic	60	95	-37%	77	-22.1%	575	838	-31%	805	
Behavioral Health Outpatient visits	808	408	98%	654	23.5%	6,050	3,602	68%	4,250	
Bartlett Surgery Specialty Clinic visits	248	232	7%	213	16.4%	2,049	2,049	0%	2,071	
	1,411	1,056	34%	1,148	22.9%	11,522	9,334	23%	9,814	
Other Operating Indicators:										
Dietary Meals Served	15,391	20,134	-24%	20,683	4.3%	140,919	177,956	-21%	180,580	
Laundry Pounds (Per 100)	413	381	8%	403	7.9%	3,529	3,369	5%	3,383	

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

Facility Utilization:	CURRENT MONTH				YEAR TO DATE			
	Actual	Budget	% Over (Under)	Prior Year	Actual	Budget	% Over (Under)	Prior Year
Financial Indicators:								
Revenue Per Adjusted Patient Day	4,848	5,166	-6.2%	4,092	5,083	5,166	-1.6%	4,321
Contractual Allowance %	42.6%	43.6%	-2.2%	44.3%	41.8%	43.6%	-4.2%	44.2%
Bad Debt & Charity Care %	1.6%	1.3%	17.6%	0.1%	2.7%	1.3%	104.0%	1.1%
Wages as a % of Net Revenue	49.9%	52.1%	-4.2%	53.0%	49.6%	52.1%	-4.8%	53.6%
Productive Staff Hours Per Adjusted Patient Day	25.0	27.4	-8.9%	22.3	26.1	25.8	0.9%	22.3
Non-Productive Staff Hours Per Adjusted Patient Day	3.8	4.1	-6.9%	3.4	4.1	4.3	-4.4%	3.9
Overtime/Premium % of Productive	8.72%	4.18%	108.7%	4.18%	7.88%	6.39%	23.3%	6.39%
Days Cash on Hand	22	23	-4.1%	75	22	23	-3.4%	73
Board Designated Days Cash on Hand	183	191	-4.1%	156	185	191	-3.4%	156
Days in Net Receivables	51.2	51	0.0%	52	51.2	51	0.0%	52
Days in Accounts Payable	35.0	35	0.0%	46	35.0	35	0.0%	46
Total CMI	1.18							
MCR CMI	1.35							
MCD CMI	1.15							
					Actual	Benchmark	% Over (Under)	Prior Year Month
Total debt-to-capitalization (with PERS)					55.4%	33.7%	64.3%	61.9%
Total debt-to-capitalization (without PERS)					14.1%	33.7%	-58.2%	15.7%
Current Ratio					4.18	2.00	108.9%	7.26
Debt-to-Cash Flow (with PERS)					8.55	2.7	216.6%	9.17
Debt-to-Cash Flow (without PERS)					2.18	2.7	-19.4%	2.32
Aged A/R 90 days & greater					48.2%	19.8%	143.4%	48.3%
Bad Debt Write off					0.4%	0.8%	-50.0%	-0.5%
Cash Collections					111.9%	99.4%	12.6%	98.4%
Charity Care Write off					0.5%	1.4%	-64.3%	1.6%
Cost of Collections (Hospital only)					4.6%	2.8%	64.3%	4.5%
Discharged not Final Billed (DNFB)					9.7%	4.7%	106.4%	13.8%
Unbilled & Claims on Hold (DNSP)					12.4%	5.1%	143.1%	13.8%
Claims final billed not submitted to payor (FBNS)					0.0%	0.2%	-100.0%	0.00%
POS Cash Collection					0.9%	21.3%	-95.8%	0.0%

Bartlett Regional Hospital

Write-Offs March 2022

Totals		
One Time PPD Ins		
RRC/MCR NO Enrollment		
Compliance/Risk/Adminstrative	\$4,586.88	1
SP Prompt Pay Disc	\$9,679.60	174
Medicare Patient <120 days		
Authorization/Alert Missing	\$33,724.20	7
1115 Waiver Svcs on Commercial Ins	\$6,682.51	28
Denied Appeals /Timely		
BOPS Provider NOT Eligible to Bill	\$3,602.40	11
Mental Health BD MHU, RRC BOPS	\$28,237.44	125
No Provider Enrollment	\$413.70	2
	\$86,926.73	348
Collections		
One Time Ins PPD		
Collections SPPPD	\$53,480.63	174

March 2022 ME Totals

- Charity \$40,285.22 (except for MHBD which is included on the sheet attached due to lack of policy on this date)
- Claims on hold \$0.00 -0-
- POS Collections \$3,898.37
- Cares Adjustments \$25,825.02
- HRSA PMTS \$104,557.25

Molecular Lab Revenue \$210,200.00