

# Bartlett Regional Hospital

Ad-Hoc FINANCE COMMITTEE MEETING  
March 16, 2022 – Noon  
Bartlett Regional Hospital – Zoom Meeting  
Budget Review Agenda

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## Mission Statement

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

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Public may participate via the following link: <https://bartletthospital.zoom.us/j/98675258595>  
or by calling 1-888-788-0099, Meeting ID: 986 7525 8595

## CALL TO ORDER

## PUBLIC COMMENT

### FY23 BRH Budget Presentation

- |  |         |
|--|---------|
| A. <a href="#">Income Statement</a>    | Page 2  |
| B. <a href="#">Statistics</a>          | Page 3  |
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| E. <a href="#">CBJ Budget Overview</a> | Page 10 |

**Next Meeting: Friday, April 8, 2022 at 12:00 via Zoom**

Committee member comments / questions

## ADJOURN

BARTLETT REGIONAL HOSPITAL  
STATEMENT OF REVENUES AND EXPENSES  
FOR THE BUDGET YEAR ENDING JUNE 30, 2023

	Actual FY 2017	Actual FY 2018	Actual FY 2019	Actual FY 2020	Actual FY 2021	Projected FY2022	Budget FY 2023	YTD % VAR
<b>Gross Patient Revenue:</b>								
1. Inpatient Revenue	44,901,557	48,249,464	49,315,947	48,061,895	43,799,897	47,939,940	\$59,276,907	23.6%
2. Inpatient Ancillary Revenue	11,967,312	12,403,151	10,858,901	10,603,590	11,438,519	13,662,374	\$15,480,402	13.3%
3. Total Inpatient Revenue	56,868,869	60,652,615	60,174,848	58,665,485	55,238,416	61,602,314	\$74,757,310	21.4%
4. Outpatient Revenue	83,268,288	88,584,979	98,176,935	103,133,108	119,476,083	131,626,882	138,208,226	5.0%
5. Total Patient Revenue - Hospital	140,137,157	149,237,594	158,351,783	161,798,594	174,714,499	193,229,196	\$212,965,536	10.2%
6. RRC Patient Revenue	3,669,861	4,261,001	4,171,399	2,664,511	2,170,770	3,003,628	\$3,095,149	3.0%
7. BHOPS Patient Revenue	193,804	176,720	2,478,345	3,040,990	3,373,036	5,088,348	\$5,291,892	4.0%
8. Physician Revenue	8,882,932	10,231,684	10,006,086	10,744,464	12,128,681	11,502,448	\$14,155,630	23.1%
9. Total Gross Patient Revenue	152,883,753	163,906,998	175,007,613	178,248,559	192,386,986	212,823,620	\$235,508,207	10.7%
<b>Deductions from Revenue:</b>								
10. Inpatient Contractual Allowance	28,100,239	32,220,709	35,483,854	34,054,576	29,383,913	33,009,642	36,528,096	10.7%
10a. Rural Demonstration Project	(6,899,351)	(3,866,693)	(3,699,996)	(3,700,000)	(2,000,000)	(3,750,000)	(4,200,000)	12.0%
11. Outpatient Contractual Allowance	26,426,690	31,237,089	34,944,251	36,350,861	45,594,860	52,267,094	54,880,449	5.0%
12. Physician Service Contractual Allowance	4,934,656	5,738,046	5,159,877	6,474,834	7,350,844	6,628,490	6,959,915	5.0%
13. Other Deductions	224,915	205,845	173,535	176,691	182,676	285,778	300,067	5.0%
14. Charity Care	767,664	1,519,195	1,082,498	1,090,598	1,367,675	1,362,224	1,430,335	5.0%
15. Bad Debt Expense	4,139,400	648,984	3,066,546	3,174,104	1,466,370	5,779,654	3,500,000	-39.4%
16. Total Deductions from Revenue	57,694,213	67,703,175	76,210,564	77,621,663	83,346,338	95,582,882	\$99,398,861	4.0%
% Contractual Allowances / Total Gross Pat Rev	39%	40%	41%	41%	42%	41%	40%	-3.5%
% Bad Debt & Charity Care / Total Gross Pat Rev	3%	1%	2%	2%	1%	3%	2%	-37.6%
% Total Deductions / Total Gross Pat Rev	38%	41%	44%	44%	43%	45%	42%	-6.0%
17. Net Patient Revenue	95,189,540	96,203,823	98,797,049	100,626,896	109,040,648	117,240,738	\$136,109,345	16.1%
18. Other Operating Revenue	2,128,963	2,040,072	4,713,981	14,510,984	15,148,031	11,462,038	\$4,533,446	-60.4%
19. Total Operating Revenue	97,318,504	98,243,894	103,511,029	115,137,879	124,188,678	128,702,775	\$140,642,790	9.3%
<b>Expenses:</b>								
20. Salaries & Wages	38,232,761	40,448,063	42,318,786	46,562,577	51,273,615	52,171,190	56,850,220	9.0%
21. Physician Wages	2,459,297	2,481,668	3,365,983	3,735,925	3,533,813	4,045,652	5,116,577	26.5%
22. Contract Labor	2,825,500	2,344,388	3,128,019	1,768,952	2,012,352	2,058,668	933,969	-54.6%
23. Employee Benefits	33,352,970	22,741,753	21,798,521	24,413,625	25,066,545	28,933,310	31,107,357	7.5%
% Salaries and Benefits / Total Operating Rev	79%	69%	68%	66%	66%	68%	67%	-1%
24. Medical Professional Fees	813,862	939,526	961,500	965,031	1,131,681	713,222	971,156	36.2%
25. Physician Contracts	2,577,719	3,622,534	2,622,926	2,472,343	3,677,800	4,290,188	4,967,368	15.8%
26. Non-Medical Professional Fees	2,571,048	2,592,676	1,883,186	2,095,725	2,442,829	2,188,798	2,915,350	33.2%
27. Materials & Supplies	11,350,496	11,012,692	12,918,764	14,050,846	16,870,873	17,767,158	17,618,780	-0.8%
28. Utilities	1,314,928	1,453,486	1,487,682	1,471,762	1,394,367	1,521,956	2,056,332	35.1%
29. Maintenance & Repairs	3,083,324	3,135,804	3,777,711	4,535,336	5,225,496	5,404,332	5,688,165	5.3%
30. Rentals & Leases	568,516	774,421	619,667	609,337	617,489	746,644	873,170	16.9%
31. Insurance	526,496	495,081	701,158	524,306	746,645	823,992	943,286	14.5%
32. Depreciation & Amortization	7,359,593	7,422,119	7,196,120	7,185,318	7,543,914	7,564,994	7,860,124	3.9%
33. Interest Expense	666,110	653,430	638,664	622,780	660,276	590,596	1,320,818	123.6%
34. Other Operating Expenses	1,058,985	807,823	1,378,727	1,284,023	1,270,856	1,556,188	1,889,649	21.4%
35. Total Expenses	108,761,605	100,925,464	104,797,414	112,297,886	123,468,551	130,376,888	\$141,112,321	8.2%
	(11,443,102)	(2,681,570)	(1,286,385)	2,839,993	720,127	(1,674,113)	(469,530)	-72.0%
<b>Non-Operating Revenue</b>								
37. Interest Income	337,009	590,905	2,393,728	3,031,416	422,857	595,100	\$531,300	-10.7%
38. Other Non-Operating Income	3,161,755	4,016,890	1,774,397	877,141	2,814,636	1,314,574	\$745,912	-43.3%
39. Total Non-Operating Revenue	3,498,764	4,607,794	4,168,124	3,908,556	3,237,492	1,909,673	\$1,277,211	-33.1%
40. Net Income (Loss)	(7,944,336)	1,926,227	2,881,739	6,748,549	3,957,619	235,560	\$807,684	242.9%
Income from Operations Margin	-11.76%	-2.73%	-1.24%	2.47%	0.58%	-1.30%	-0.33%	-74.3%
Net Income	-8.16%	1.96%	2.78%	5.86%	3.19%	0.18%	0.57%	213.8%

**Bartlett Regional Hospital**  
**Statistics for the Budget Year Ending June 20, 2023**

<b>Facility Utilization:</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Actual FY2021</b>	<b>Projected FY2022</b>	<b>Budget FY2023</b>	<b>Change FY21 to FY22</b>	<b>Change FY22 to FY23</b>
<b>Hospital Inpatient:Patient Days</b>									
Patient Days - Med/Surg	4,723	4,795	4,476	4,251	4,543	5,472	6,566	20.4%	20.0%
Patient Days - Critical Care Unit	969	1,062	1,077	1,009	1,089	1,174	1,174	7.8%	0.0%
<b>Avg. Daily Census - Acute</b>	<b>15.6</b>	<b>16.0</b>	<b>15.2</b>	<b>14.4</b>	<b>15.4</b>	<b>18.2</b>	<b>34.6</b>	<b>18.0%</b>	<b>89.8%</b>
Patient Days - Obstetrics	853	804	805	790	750	754	754	0.5%	0.0%
Patient Days - Nursery	749	702	722	622	591	580	580	-1.9%	0.0%
<b>Total Hospital Patient Days</b>	<b>7,294</b>	<b>7,363</b>	<b>7,080</b>	<b>6,672</b>	<b>6,973</b>	<b>7,980</b>	<b>9,074</b>	<b>14.4%</b>	<b>13.7%</b>
Births	333	315	325	287	294	298	298	1.4%	0.0%
<b>Mental Health Unit</b>									
Patient Days - Mental Health Unit	2,809	3,493	3,341	2,454	1,790	1,868	1,868	4.4%	0.0%
Avg. Daily Census - MHU	7.7	9.6	9.2	6.7	4.9	5.1	5.1	4.4%	0.0%
<b>Rain Forest Recovery:</b>									
Patient Days - RRC	3,697	3,936	3,975	2,838	1,434	1,966	1,966	37.1%	0.0%
Avg. Daily Census - RRC	10	10.8	10.9	7.8	3.9	5.4	5.4	37.1%	0.0%
Outpatient visits	1,045	721	303	328	865	514	514	-40.6%	0.0%
<b>Inpatient: Admissions</b>									
Med/Surg	958	881	828	811	319	800	800	150.8%	0.0%
Critical Care Unit	474	487	479	476	319	692	692	116.9%	0.0%
Obstetrics	343	331	335	316	319	322	322	0.9%	0.0%
Nursery	351	332	335	289	296	296	296	0.0%	0.0%
Mental Health Unit	500	544	429	253	241	290	290	20.3%	0.0%
<b>Total Admissions - Inpatient Status</b>	<b>2,626</b>	<b>2,575</b>	<b>2,406</b>	<b>2,145</b>	<b>1,494</b>	<b>2,400</b>	<b>2,400</b>	<b>60.6%</b>	<b>0.0%</b>
<b>Admissions - "Observation" Status</b>									
Med/Surg	600	652	683	667	738	860	860	16.5%	0.0%
Critical Care Unit	344	346	390	356	315	298	298	-5.4%	0.0%
Mental Health Unit	23	21	31	29	24	42	42	75.0%	0.0%
Obstetrics	273	188	219	202	169	180	180	6.5%	0.0%
Nursery	3	12	7	2	-	-	-		
<b>Total Admissions to Observation</b>	<b>1,243</b>	<b>1,219</b>	<b>1,330</b>	<b>1,256</b>	<b>1,246</b>	<b>1,380</b>	<b>1,380</b>	<b>10.8%</b>	<b>0.0%</b>
<b>Surgery:</b>									
Inpatient Surgery Cases	551	594	557	562	594	562	573	-5.4%	2.0%
Endoscopy Cases	1,056	1,137	1,221	917	1,150	1,048	1,048	-8.9%	0.0%
Same Day Surgery Cases	1,270	1,233	1,153	1,135	1,368	1,204	1,228	-12.0%	2.0%
<b>Total Surgery Cases</b>	<b>2,877</b>	<b>2,964</b>	<b>2,931</b>	<b>2,614</b>	<b>3,112</b>	<b>2,814</b>	<b>2,849</b>	<b>-9.6%</b>	<b>1.2%</b>
<b>Total Surgery Minutes</b>	<b>192,833</b>	<b>178,815</b>	<b>184,710</b>	<b>188,905</b>	<b>217,265</b>	<b>190,368</b>	<b>190,368</b>	<b>-12.4%</b>	<b>0.0%</b>
<b>Outpatient:</b>									
Total Outpatient Visits (Hospital)									
Emergency Department Visits	16,243	15,913	14,539	13,093	11,592	12,128	12,128	4.6%	0.0%
Cardiac Rehab Visits	1,145	837	1,045	752	671	374	374	-44.3%	0.0%
Lab Visits	3,924	3,707	3,035	3,977	5,288	19,010	13,836	259.5%	-27.2%
Lab Tests	115,721	115,768	112,461	113,220	115,601	117,778	117,778	1.9%	0.0%
Radiology Visits	10,434	10,227	9,367	8,614	9,786	9,730	9,730	-0.6%	0.0%
Radiology Tests	28,438	29,821	30,311	26,318	27,184	28,236	28,236	3.9%	0.0%
Sleep Study Visits	212	287	311	304	295	252	252	-14.6%	0.0%
<b>Physician Clinics:</b>									
Hospitalists	2,445	2,973	2,280	2,320	2,517	2,880	2,880	14.4%	0.0%
Bartlett Oncology Clinic	655	757	846	862	1,033	1,146	1,146	10.9%	0.0%
Ophthalmology Clinic	N/A	N/A	N/A	107	979	864	864	-11.7%	0.0%
Behavioral Health Outpatient visits	N/A	N/A	N/A	4,353	6,316	7,846	7,846	24.2%	0.0%
Bartlett Surgery Specialty Clinic visits	3,688	4,678	3,628	3,016	2,924	2,716	2,716	-7.1%	0.0%
	<b>6,788</b>	<b>8,408</b>	<b>6,754</b>	<b>10,658</b>	<b>13,769</b>	<b>15,452</b>	<b>15,452</b>	<b>12.2%</b>	<b>0.0%</b>
<b>Other Operating Indicators:</b>									
Dietary Meals Served	233,711	264,982	327,287	300,896	246,404	190,072	209,079	-22.9%	10.0%
Laundry Pounds (Per 100)	3,571	4,841	4,776	4,252	4,544	4,670	6,796	2.8%	45.5%

Department	Description	Priority	Category (selected by finance)	FY2023	FY2024	FY2025	FY2026
01.6010-Med/Surg	Hill-Rom Centrella Smart 255 bed	2 - End of Life/Revenue Enhancer/Cost Saver	Minor Equipment	\$81,683.28			
01.6020-Critical Care	New furniture for CCU patient room. They have not been replaced since moving in 2007. Updating from cloth to vinyl so it can be cleaned easier. 9 sleeper chairs, 9 patient chairs and 4 ottomans	2 - End of Life/Revenue Enhancer/Cost Saver	Minor Equipment	\$35,000.00			
01.6020-Critical Care	7 bedside tray table to replace old ones	2 - End of Life/Revenue Enhancer/Cost Saver	Minor Equipment	\$4,303.89			
01.6020-Critical Care	2 Workstations on Wheels. Requested by hospitalists so they could chart in room	1 - Patient Safety/Compliance	Minor Equipment	\$9,000.00			
01.6020-Critical Care	ICU Hil Rom Bed	1 - Patient Safety/Compliance	Minor Equipment	\$38,620.50			
01.6020-Critical Care	Bladder Scanner	3 - Future End of Life/Nice to have	Minor Equipment		\$11,345.00		
01.6020-Critical Care	Philips BIS Module (2)	1 - Patient Safety/Compliance	Minor Equipment	\$12,395.00			
01.6080-Obstetrics	Current lockers in OB locker-room are very small, only 12in x 12in and are very dated. Staff do not have a space to put their shoes, or hang their coats and the locker room therefore is very hard to keep clean and organized. We are also short on lockers for all staff. This new product would allow for larger lockers that match the model/size found on other clinical units and provide enough individual lockers for all staff.	2 - End of Life/Revenue Enhancer/Cost Saver	Fixed Equipments	\$12,500.00			
01.6080-Obstetrics	Fetal Monitoring Beltless Solution from Philips. This monitoring system is geared towards monitoring patients with a high BMI who are difficult to obtain fetal monitoring successfully on. It will greatly improve monitoring capabilities for staff and decrease interventions for the patient.	2 - End of Life/Revenue Enhancer/Cost Saver	Minor Equipment	\$20,000.00			
01.6080-Obstetrics	Labor and Delivery beds (1/ yr)	3 - Future End of Life/Nice to have	Minor Equipment		\$25,000.00	\$25,000.00	
01.6170-Respiratory Therapy	additional CPAP equipment for Neonates	1 - Patient Safety/Compliance	Minor Equipment	\$20,000.00			
01.6170-Respiratory Therapy	new ventilators to replace ones that are past end of life, simplify supplies we need to keep/order	2 - End of Life/Revenue Enhancer/Cost Saver	Major Moveable	\$150,000.00			

Department	Description	Priority	Category (selected by finance)	FY2023	FY2024	FY2025	FY2026
01.6198-Hospitalist Dept	design of upfit of call rooms	1 - Patient Safety/Compliance	Fixed Equipments	\$10,000.00			
01.6210-Operating Room	Soltive laser for Urology	2 - End of Life/Revenue Enhancer/Cost Saver	Major Moveable	\$110,000.00			
01.6210-Operating Room	Upgrade of outdated video equipment	1 - Patient Safety/Compliance	Major Moveable				
01.6210-Operating Room	Surgical grade storage cart	2 - End of Life/Revenue Enhancer/Cost Saver	Minor Equipment	\$13,000.00			
01.6210-Operating Room	New documentation software for endoscopy	2 - End of Life/Revenue Enhancer/Cost Saver	System Software	500000			
01.6211-Central Sterile Supply	New Washer for surgical instruments	2 - End of Life/Revenue Enhancer/Cost Saver	Fixed Equipments	\$144,854.76			
01.6213-Same Day Surgery	SCD Machines	1 - Patient Safety/Compliance	Major Moveable	\$62,000.00			
01.6213-Same Day Surgery	New Patient room furniture	1 - Patient Safety/Compliance	Minor Equipment	\$10,000.00			
01.6222-Infusion Therapy	Replace or upgrade patient care equipment (patient bed)	3 - Future End of Life/Nice to have	Minor Equipment	\$8,000.00			
01.6230-Emergency Dept	ED Stretchers with scales (2 new each year)	1 - Patient Safety/Compliance	Minor Equipment	\$20,000.00	\$20,000.00	\$20,000.00	
01.7010-Laboratory	Vidas	1 - Patient Safety/Compliance	Minor Equipment	\$35,000.00			
01.7010-Laboratory	Pochi	2 - End of Life/Revenue Enhancer/Cost Saver	Minor Equipment	\$9,700.00			
01.7010-Laboratory	Chemistry Analyzer	2 - End of Life/Revenue Enhancer/Cost Saver	Major Moveable	\$200,000.00			
01.7010-Laboratory	BioFire Tournch	1 - Patient Safety/Compliance	Major Moveable	\$89,557.00			
01.7010-Laboratory	Chemistry and Immunoassay analyzer	1 - Patient Safety/Compliance	Major Moveable	\$115,000.00			
01.7013-Histology	Special Stainer	3 - Future End of Life/Nice to have	Major Moveable		\$82,000.00		
01.7013-Histology	Cytec thin prep 2000	1 - Patient Safety/Compliance	Minor Equipment	\$12,000.00			
01.7041-Diagnostic Radiology	12 MP mammography monitor	2 - End of Life/Revenue Enhancer/Cost Saver	Minor Equipment	\$17,375.00			
01.7042-Ultrasound	Need new ultrasound table. End of life no parts and broken replace them in order purchased or become unserviceable	1 - Patient Safety/Compliance	Minor Equipment	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
01.7042-Ultrasound	Unltrasound Replacement	1 - Patient Safety/Compliance	Major Moveable	\$138,398.00			\$175,000.00
01.7045-MRI	MRI Replacement	1 - Patient Safety/Compliance	Major Moveable	\$2,600,000.00			

Department	Description	Priority	Category (selected by finance)	FY2023	FY2024	FY2025	FY2026
01.7047-Mammography	MAGVIEW TABLETS AND SOFTWARE	1 - Patient Safety/Compliance	System Software	\$20,000.00			
01.7070-BRH Pharmacy	Upgrade 3rd floor cleanroom	1 - Patient Safety/Compliance	Fixed Equipments		\$1,000,000.00		
01.7070-BRH Pharmacy	Infusion pump integration	1 - Patient Safety/Compliance	Major Moveable	\$250,000.00			
01.8200-Environmental Services	Carpet Extractor	1 - Patient Safety/Compliance	Buildings	\$15,000.00			
01.8200-Environmental Services	ED/OB/CCU Curtains	1 - Patient Safety/Compliance	Buildings		\$75,000.00		
01.8210-Laundry	Driers	1 - Patient Safety/Compliance	Major Moveable	\$80,000.00			
01.8360-Facilities Management	John Deere	1 - Patient Safety/Compliance	Major Moveable	\$30,000.00			
01.8360-Facilities Management	Commons Furniture	2 - End of Life/Revenue Enhancer/Cost Saver	Minor Equipment	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00
01.8360-Facilities Management	Campus Wide Radio System	2 - End of Life/Revenue Enhancer/Cost Saver	Minor Equipment	\$100,000.00			
01.8360-Facilities Management	Jeep	2 - End of Life/Revenue Enhancer/Cost Saver	Major Moveable	\$35,000.00	\$35,000.00		
01.9200-Information Services Mgmt Policy / Document Management System replacement		1 - Patient Safety/Compliance	System Software	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
01.9200-Information Services Mgmt Virtual Desktop Expansion		2 - End of Life/Revenue Enhancer/Cost Saver	System Software	\$125,000.00			\$250,000.00
01.9200-Information Services Mgmt Computer Replacements		2 - End of Life/Revenue Enhancer/Cost Saver	System Software	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00
01.9200-Information Services Mgmt for expansion or replacements.	Camera System. Future years: 2022-2025 budgeting	1 - Patient Safety/Compliance	Minor Equipment	\$5,000.00	\$5,000.00	\$5,000.00	
01.9200-Information Services Mgmt Fluke Network Testing Unit		2 - End of Life/Revenue Enhancer/Cost Saver	System Software	\$52,000.00			
01.9200-Information Services Mgmt Network Cabling for Old part of Hospital		2 - End of Life/Revenue Enhancer/Cost Saver	Minor Equipment	\$52,000.00			
01.9200-Information Services Mgmt Network Cabling for Old part of Hospital		2 - End of Life/Revenue Enhancer/Cost Saver	Minor Equipment	\$56,000.00			
01.9200-Information Services Mgmt Network Cabling for Old part of Hospital		2 - End of Life/Revenue Enhancer/Cost Saver	Minor Equipment	\$42,000.00			
01.9200-Information Services Mgmt for High-Availability	Wireless Access Points and 2nd Wireless Controller	2 - End of Life/Revenue Enhancer/Cost Saver	Minor Equipment	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
01.9200-Information Services Mgmt included	Cisco C9300 switches with the 12 x AIR-MOD-POE	2 - End of Life/Revenue Enhancer/Cost Saver	Minor Equipment	\$26,000.00			

Department	Description	Priority	Category (selected by finance)	FY2023	FY2024	FY2025	FY2026
	VxBlock server blade expansion and storage expansion						
01.9200-Information Services Mgmt	FY 2022-2026 allocating for continual expansion of the VxBlock for more storage and sever hardware.	2 - End of Life/Revenue Enhancer/Cost Saver	System Software	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00
01.9200-Information Services Mgmt	Digital Whiteboard Integration	1 - Patient Safety/Compliance	System Software	\$200,000.00			
01.7041-Diagnostic Radiology	PACS System	2 - End of Life/Revenue Enhancer/Cost Saver			\$400,000.00		
01.6020-Critical Care	ICU Beds	1 - Patient Safety/Compliance			\$44,000.00		
01.8200-Environmental Services	Sterile Meryl	1 - Patient Safety/Compliance			\$100,000.00		
01.8360-Facilities Management	Med Tester	1 - Patient Safety/Compliance			\$15,000.00		
01.6020-Critical Care	Patient Lift	3 - Future End of Life/Nice to have				\$20,000.00	
01.7044-CT Scan	CT Replacement	1 - Patient Safety/Compliance				\$1,500,000.00	\$1,500,000.00
01.8200-Environmental Services	SDS Curtains	1 - Patient Safety/Compliance				\$75,000.00	
01.6020-Critical Care	WiFi for Zoll Defibs wide	hospital 1 - Patient Safety/Compliance					\$12,000.00
01.6020-Critical Care	US machine	2 - End of Life/Revenue Enhancer/Cost Saver					\$80,000.00
01.7044-CT Scan	CT Replacement	1 - Patient Safety/Compliance				\$1,500,000.00	\$1,500,000.00
01.7047-Mammography	3D Mammography Replacement	1 - Patient Safety/Compliance					\$400,000.00
01.7070-BRH Pharmacy	Specialty pharmacy	2 - End of Life/Revenue Enhancer/Cost Saver					?
01.8360-Facilities Management	RRC Passenger Van	2 - End of Life/Revenue Enhancer/Cost Saver					\$50,000.00
01.8360-Facilities Management	Bobcat	2 - End of Life/Revenue Enhancer/Cost Saver					\$90,000.00
01.9530-Compliance	Need more warehouse storage space. Materials are stored too close to the fire suppression system in MM even when inventory are at minimum levels (18" storage rule)	1 - Patient Safety/Compliance					?
<b>Total</b>				<b>\$5,866,387.43</b>	<b>\$2,112,345.00</b>	<b>\$3,445,000.00</b>	<b>\$4,357,000.00</b>

Depreciation	Total Capital Purc	FY23 Depreciation Amount
Buildings	\$15,000.00	\$1,500.00
Fixed Equipments	\$167,354.76	\$33,470.95
Major Moveable	\$3,859,955.00	\$551,422.14
Minor Equipment	\$672,077.67	\$96,011.10
System Software	\$1,152,000.00	\$384,000.00
	<b>\$5,866,387.43</b>	<b>\$1,066,404.19</b>

<b>Department</b>	<b>Description</b>	<b>Priority</b>	<b>Category (selected by finance)</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2026</b>
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Bartlett Regional Hospital  
Six Year Department Improvements Plans

Project	Priority	FY23	FY24	FY25	FY26	FY27	Future	Total
Deferred Maintenance	1	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	18,000,000
Emergency Room remodel and expansion	2							-
Crises Stabilization	3							-
North Addition	3			40,000,000				40,000,000
First Floor Renovation	4				12,000,000			12,000,000
Relocate & Remodel Biomed, Dietary, Laundry,	5		2,500,000	2,500,000				5,000,000
Medical Office Building	6		2,000,000	1,000,000				3,000,000
Remodel Laboratory (5000 Sq Ft)	7						3,750,000	3,750,000
Maintenance Building for Equipment	8						1,000,000	1,000,000
Oxygen Tank (Bulk) Storage	9						500,000	500,000
Totals		3,000,000	7,500,000	46,500,000	15,000,000	3,000,000	8,250,000	83,250,000

1. Deferred Maintenance: These funds are to address infrastructure projects. These funds will be used for known and planned projects and also used to address replacement or repairs that are not anticipated.

2. The Emergency Room is in need of renovation and expansion. As a part of this project the ventilation for the Emergency Room and upper floors will be upgraded. The Covid epidemic revealed the inadequacy of space in the Emergency Room and the need for ventilation improvements which will add both negative and positive pressure treatment rooms.

3. The cost of adding a 3rd floor to the Crises Stabilization facility has increased significantly from estimated costs developed 6 months ago. Covid and supply stream problems have increased construction materials significantly necessitating additional funding.

**Bartlett Regional Hospital**

**OVERVIEW**

	FY21 Actuals	FY22		FY23 Proposed Budget	FY24 Proposed Budget
		Amended Budget	Projected Actuals		
<b>EXPENDITURES</b>					
Personnel Services	\$ 654,300	87,815,100	87,208,800	94,008,200	94,008,200
Commodities and Services	118,552,100	31,109,800	35,012,500	37,923,300	37,965,700
Capital Outlay	435,100	5,000,000	5,000,000	5,866,400	2,112,300
Debt Service	1,524,300	1,666,700	1,590,600	2,800,900	3,018,500
Support to:					
Capital Projects	13,465,000	25,500,000	25,500,000	3,000,000	7,500,000
<b>Total Expenditures</b>	<b>134,630,800</b>	<b>151,091,600</b>	<b>154,311,900</b>	<b>143,598,800</b>	<b>144,604,700</b>
<b>FUNDING SOURCES</b>					
Charges for Services	118,280,700	122,270,500	120,672,900	137,251,600	137,251,600
State Revenue	(179,100)	2,586,500	4,030,000	3,619,100	3,619,100
Federal Revenue	79,800	-	4,796,400	-	-
Investment and Interest Income	389,800	2,000,000	595,100	531,300	531,300
Bond Proceeds	-	20,000,000	20,000,000	-	-
Support from:					
Capital Projects	-	-	4,000,000	-	-
Liquor Tax	175,000	-	-	-	-
Tobacco Excise Tax	518,000	518,000	518,000	518,000	518,000
<b>Total Funding Sources</b>	<b>119,264,200</b>	<b>147,375,000</b>	<b>154,612,400</b>	<b>141,920,000</b>	<b>141,920,000</b>
<b>FUND BALANCE</b>					
<b>Debt Reserve</b>					
Beginning Reserve Balance	1,741,400	1,806,500	1,806,500	1,806,500	1,806,500
Increase (Decrease) in Reserve	65,100	-	-	-	-
<b>End of Period Reserve</b>	<b>1,806,500</b>	<b>1,806,500</b>	<b>1,806,500</b>	<b>1,806,500</b>	<b>1,806,500</b>
<b>Available Fund Balance</b>					
Beginning of Period	77,667,900	62,236,200	62,236,200	62,536,700	60,857,900
Increase (Decrease) in Fund Balance	(15,431,700)	(3,716,600)	300,500	(1,678,800)	(2,684,700)
<b>End of Period Available Fund Balance</b>	<b>\$ 62,236,200</b>	<b>58,519,600</b>	<b>62,536,700</b>	<b>60,857,900</b>	<b>58,173,200</b>
<b>STAFFING</b>	<b>506.00</b>	<b>566.00</b>	<b>527.00</b>	<b>617.00</b>	<b>617.00</b>