

Bartlett Regional Hospital

FINANCE COMMITTEE MEETING
June 17, 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 – [May 13, 2022 Minutes](#)

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1. April 2022 Financial Statement Review

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2. Finance Committee Strategic Goals Discussion

(No Action)

3. Review of Internal Control Measures

(No Action)

Next Meeting: Friday, July 8th, 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 May 13, 2022 at 12:00pm

Called to order at 11:59 a.m. by Finance Chair, Deb Johnston.

Finance Committee (*) & Board Members: Deb Johnston*, Hal Geiger*, Lance Stevens*, Kenny Solomon-Gross, 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, Erin Hardin, Gage Thompson, Seanna O’Sullivan, Megan Rinkenberger, Tiara Ward, CBJ.

Public Comment: None

Mr. Stevens made a MOTION to approve the minutes from the April 8, 2022 Finance Committee Meeting. Mr. Geiger seconded, and they were approved.

March 2022 Financial Review – Bob Tyk

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.

Regarding Provider Enrollment, BRH will start having monthly “Lunch & Learn” meetings with key office’s staff to ensure open communication and expectations regarding the teamwork involved in the billing and prior approvals process.

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.

Outsourcing of Self-Pay Accounts Receivables – Bob Tyk

At the end of April, almost \$7 million in Self-Pay accounts, with one employee in Patient Financial Services to focus on those accounts. Many of these accounts are very old.

One solution is outsourcing self-pay, where they are able to use a whole staff to reach out to try and collect on them, or offer a discount if they pay it off in one payment. Another method is “Early Out”, where within 30 days of service the organization will manage accounts as BRH. Bob has spoken with an organization he’s worked with in the past. They are asking BRH to sign a confidentiality agreement before they sign the paperwork that we require, so we are working through preliminary discussions to get an estimate of what it would cost. Mr. Stevens and Ms. Johnston offered their support of outsourcing management of the approximately 6,900 self-pay accounts. Mr. Geiger offered no objections as long as it is done in a compassionate manner.

Changes to Purchasing Authority Policy – Bob Tyk

Mr. Tyk informed the committee that he and his team have been drafting a new Purchasing Authority policy that allows chiefs to have more signing authority than they currently have. Under this policy, the CEO’s limit would be \$500k, CFO’s would be \$250k, other chiefs at \$100k, and directors at \$25k. Mr. Stevens suggested making sure it abides by city code rules for purchasing authority, and Mr. Tyk responded that they will run it by CBJ legal and the City Finance Director before bringing it back to the BOD. Ms. Johnston would like to see a comparison to the current purchasing authority. Mr. Geiger requested wording put into the policy regarding oversight structure as well. Ms. Roberts noted that Mr. Tyk has instituted a purchasing request process that wasn’t there before to increase accountability as well. The reviewed final policy likely won’t be ready in time for this month’s BOD meeting.

Increase in Hospital Staff Pay Rates – Bob Tyk

Senior leadership has proposed a 4% pay increase, instead of the budgeted 2%. In order to do this budget-neutrally, at a director meeting, Mr. Tyk incentivized the directors to look at their budgets and see if they could find a total of \$1-1.5M by decreasing or eliminating non-staff, non-CIP areas, to cover the pay increase. At this point, directors have designated about \$1M, which doesn’t include savings from the GPO. After the meeting, an email will go out to tell the employees they will be getting a 4% raise as of the beginning of the next fiscal year (pay period starting June 12th).

Mr. Humphrey noted that senior leaders have discussed this, and are proud to give staff encouragement, positive feedback, AND a little financial incentive as well to show appreciation for all their hard work. Mr. Hargrave noted that the union contract states the pay increase will be “at least” 2%. The union is aware of the pay increase intentions as well. They will continue to look at recruitment and retention. A market pay analysis is being conducted and those results should be available soon. Mr. Stevens stated that he appreciated the budget-neutral approach to increasing pay in order to increase morale, job satisfaction and retention. Mr. Geiger also shared his appreciation for the leadership team. No committee action is needed since the budget remains the same.

Next Meeting: Friday, June 17th at Noon via Zoom

Additional Comments: None

Adjourned at 1:12 p.m.

Bartlett Regional Hospital

3260 Hospital Drive, Juneau, Alaska 99801

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

Re: **April Financial Performance**

April continued with strong revenue production, running just slightly less than in the month of March which had one more calendar day. Volumes were mixed compared to prior months but the revenue per unit was strong.

Inpatient days in Med/Surg were down by 44 days compared to March but the Critical Care Unit days increased by 21 which helped with the gross revenue. Total inpatient revenue for April compared to our budget was off by (\$769,544). The expectation was a great number of inpatient days for April which did not materialize. Both the Mental Health Unit and Rainforest Recovery Center days were flat when compared to the month of March. Surgery volumes and outpatient volumes for the most part were flat as well when compared to March. I believe we will see some increases with the influx of the summer cruise season.

One of the items that was discovered last month was how we capture physician revenue. It appears that the revenue generated by the physicians who see patients in the Mental Health Unit is being booked into the Bartlett Outpatient Psychiatric Services revenue and not into the physician revenue line on the income statement. We will look to adjust this in the future. This is simply a matter of reporting the revenue on a different line in the income statement.

Contractual allowances have remained consistent with prior months but are three percentage points better than what was budgeted and two percentage points better than the prior year. This is a very positive trend for BRH. This coincides with an increase in the collection of patient accounts receivable. Annualizing our cash collections for the first ten months of the fiscal year, we are projecting an increase of 6.1% or a little over \$6 million dollars. This increase can be attributed to the hard work being done by the Revenue Cycle team, especially Patient Financial Services (PFS) which is managed by Tami Lawson-Churchill. They are doing an excellent job.

Salaries and benefits decreased slightly when compared to March but are greater than what was budgeted by \$271,589. YTD though, BRH is actually running below budget. Physician salaries and contract labor and benefits are offset the lower salary numbers on a YTD basis. All the other operating expenses were just shy of \$300,000 less than the month of March. Total operating expenses though, are \$3.3 million greater than the budget and \$4.2 million greater than last fiscal year. I believe a great deal of these increases were in the first half of the fiscal year.

We continue to see good progress with our utilization of the HealthTrust GPO. We have reached a higher level of purchasing with them which will reduce our costs a little more.

We continue to work diligently on managing expenses and increasing revenue.

We are currently preparing for the annual financial audit which is done in conjunction with CBJ. Blessy Robert has worked with CBJ Finance to ensure we have a smoother process than last year.

Thank you again for this opportunity.



BARTLETT REGIONAL HOSPITAL
STATEMENT OF REVENUES AND EXPENSES
FOR THE MONTH AND YEAR TO DATE OF APRIL 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: | | | | | | | | | | | |
| \$3,587,976 | \$4,468,446 | -\$880,470 | -19.7% | \$3,601,173 | 1. Inpatient Revenue | \$39,672,918 | \$45,280,245 | -\$5,607,327 | -12.4% | \$36,624,499 | 8.3% |
| \$1,096,773 | \$985,847 | \$110,926 | 11.3% | \$948,416 | 2. Inpatient Ancillary Revenue | \$11,151,356 | \$9,989,895 | \$1,161,461 | 11.6% | \$9,592,831 | 16.2% |
| \$4,684,749 | \$5,454,293 | -\$769,544 | -14.1% | \$4,549,589 | 3. Total Inpatient Revenue | \$50,824,274 | \$55,270,140 | -\$4,445,866 | -8.0% | \$46,217,330 | 10.0% |
| \$11,222,953 | \$10,041,791 | \$1,181,162 | 11.8% | \$10,092,754 | 4. Outpatient Revenue | \$109,215,036 | \$101,756,664 | \$7,458,372 | 7.3% | \$98,606,476 | 10.8% |
| \$15,907,702 | \$15,496,084 | \$411,618 | 2.7% | \$14,642,343 | 5. Total Patient Revenue - Hospital | \$160,039,310 | \$157,026,804 | \$3,012,506 | 1.9% | \$144,823,806 | 10.5% |
| \$208,848 | \$337,694 | -\$128,846 | -38.2% | \$260,533 | 6. RRC Patient Revenue | \$2,356,179 | \$3,421,988 | -\$1,065,809 | -31.1% | \$1,650,418 | 42.8% |
| \$390,417 | \$266,091 | \$124,326 | 46.7% | \$397,376 | 7. BHOPS Patient Revenue | \$4,357,527 | \$2,696,369 | \$1,661,158 | 61.6% | \$2,722,959 | 60.0% |
| \$1,060,736 | \$1,041,690 | \$19,046 | 1.8% | \$1,002,577 | 8. Physician Revenue | \$9,383,311 | \$10,555,737 | -\$1,172,426 | -11.1% | \$9,879,371 | -5.0% |
| \$17,567,703 | \$17,141,559 | \$426,144 | 2.5% | \$16,302,829 | 9. Total Gross Patient Revenue | \$176,136,327 | \$173,700,898 | \$2,435,429 | 1.4% | \$159,076,554 | 10.7% |
| Deductions from Revenue: | | | | | | | | | | | |
| \$2,490,383 | \$3,015,530 | -\$525,147 | 17.4% | \$2,525,205 | 10. Inpatient Contractual Allowance | \$27,540,794 | \$30,527,392 | \$2,986,598 | 9.8% | \$26,537,993 | 3.8% |
| -\$350,000 | -\$225,000 | \$125,000 | | -\$308,333 | 10a. Rural Demonstration Project | -\$3,275,000 | -\$2,250,000 | \$1,025,000 | | -\$308,333 | |
| \$4,827,998 | \$3,986,245 | -\$841,753 | -21.1% | \$3,999,246 | 11. Outpatient Contractual Allowance | \$44,219,868 | \$40,393,951 | -\$3,825,917 | -9.5% | \$37,614,263 | 17.6% |
| \$576,784 | \$700,628 | -\$123,844 | 17.7% | \$538,592 | 12. Physician Service Contractual Allowance | \$5,353,195 | \$7,099,692 | \$1,746,497 | 24.6% | \$5,995,662 | -10.7% |
| \$25,302 | \$14,348 | -\$10,954 | -76.3% | \$15,984 | 13. Other Deductions | \$231,829 | \$145,391 | -\$86,438 | -59.5% | \$136,686 | 0.0% |
| \$114,562 | \$127,997 | -\$13,435 | 10.5% | \$128,280 | 14. Charity Care | \$1,044,708 | \$1,297,036 | -\$252,328 | 19.5% | \$1,084,636 | -3.7% |
| \$493,288 | \$100,379 | -\$392,909 | -391.4% | \$285,019 | 15. Bad Debt Expense | \$3,872,984 | \$1,017,173 | -\$2,855,811 | -280.8% | \$913,827 | 323.8% |
| \$8,178,317 | \$7,720,127 | -\$458,190 | -5.9% | \$7,183,993 | 16. Total Deductions from Revenue | \$78,988,378 | \$78,230,635 | -\$757,743 | -1.0% | \$71,974,734 | 9.7% |
| 42.9% | 44.9% | | | 43.3% | % Contractual Allowances / Total Gross Patient Revenue | 41.9% | 44.9% | | | 43.9% | |
| 3.5% | 1.3% | | | 2.5% | % Bad Debt & Charity Care / Total Gross Patient Revenue | 2.8% | 1.3% | | | 1.3% | |
| 46.6% | 45.0% | | | 44.1% | % Total Deductions / Total Gross Patient Revenue | 44.8% | 45.0% | | | 45.2% | |
| \$9,389,386 | \$9,421,432 | -\$32,046 | -0.3% | \$9,118,836 | 17. Net Patient Revenue | \$97,147,949 | \$95,470,263 | \$1,677,686 | 1.8% | \$87,101,820 | 11.5% |
| \$888,429 | \$823,192 | \$65,237 | 7.9% | \$720,292 | 18. Other Operating Revenue | \$10,290,669 | \$8,341,718 | \$1,948,951 | 23.4% | \$13,764,022 | -25.2% |
| \$10,277,815 | \$10,244,624 | \$33,191 | 0.3% | \$9,839,128 | 19. Total Operating Revenue | \$107,438,618 | \$103,811,981 | \$3,626,637 | 3.5% | \$100,865,842 | 6.5% |
| Expenses: | | | | | | | | | | | |
| \$4,317,359 | \$4,499,600 | -\$182,241 | 4.1% | \$4,247,968 | 20. Salaries & Wages | \$43,263,522 | \$45,595,924 | \$2,332,402 | 5.1% | \$42,067,489 | 2.8% |
| \$444,317 | \$307,346 | -\$136,971 | -44.6% | \$253,404 | 21. Physician Wages | \$3,380,325 | \$3,114,434 | -\$265,891 | -8.5% | \$2,954,950 | 14.4% |
| \$199,136 | \$98,047 | -\$101,089 | -103.1% | \$148,622 | 22. Contract Labor | \$1,829,426 | \$993,544 | -\$835,882 | -84.1% | \$1,449,961 | 26.2% |
| \$2,527,370 | \$2,311,600 | -\$215,770 | -9.3% | \$2,304,454 | 23. Employee Benefits | \$24,079,401 | \$23,424,268 | -\$655,133 | -2.8% | \$22,777,762 | 5.7% |
| \$7,488,182 | \$7,216,593 | -\$271,589 | -3.8% | \$6,954,448 | 24. % Salaries and Benefits / Total Operating Revenue | \$72,552,674 | \$73,128,170 | -\$575,496 | 0.8% | \$69,250,162 | 4.8% |
| 72.9% | 70.4% | | | 70.7% | | 67.5% | 70.4% | | | 68.7% | |
| \$54,167 | \$83,227 | -\$29,060 | 34.9% | \$71,129 | 24. Medical Professional Fees | \$721,761 | \$843,361 | \$121,600 | 14.4% | \$985,455 | -26.8% |
| \$249,694 | \$169,358 | -\$80,336 | -47.4% | \$412,570 | 25. Physician Contracts | \$3,432,560 | \$1,716,179 | -\$1,716,381 | -100.0% | \$2,955,678 | 16.1% |
| \$181,852 | \$238,990 | -\$57,138 | 23.9% | \$239,347 | 26. Non-Medical Professional Fees | \$1,942,938 | \$2,421,753 | \$478,815 | 19.8% | \$1,969,514 | -1.3% |
| \$1,281,281 | \$1,216,133 | -\$65,148 | -5.4% | \$1,344,734 | 27. Materials & Supplies | \$14,210,634 | \$12,323,502 | -\$1,887,132 | -15.3% | \$14,192,410 | 0.1% |
| \$117,421 | \$128,154 | -\$10,733 | 8.4% | \$136,586 | 28. Utilities | \$1,518,986 | \$1,298,563 | -\$220,423 | -17.0% | \$1,191,909 | 27.4% |
| \$468,289 | \$371,509 | -\$96,780 | -26.1% | \$510,019 | 29. Maintenance & Repairs | \$4,494,240 | \$3,764,615 | -\$729,625 | -19.4% | \$4,341,261 | 3.5% |
| \$64,215 | \$37,575 | -\$26,640 | -70.9% | \$46,956 | 30. Rentals & Leases | \$630,480 | \$380,743 | -\$249,737 | -65.6% | \$528,510 | 19.3% |
| \$70,720 | \$54,296 | -\$16,424 | -30.2% | \$43,647 | 31. Insurance | \$771,107 | \$550,223 | -\$220,884 | -40.1% | \$491,581 | 56.9% |
| \$598,119 | \$627,434 | -\$29,315 | 4.7% | \$604,508 | 32. Depreciation & Amortization | \$6,233,804 | \$6,358,006 | \$124,203 | 2.0% | \$6,313,166 | -1.3% |
| \$32,973 | \$49,260 | -\$16,287 | 33.1% | \$49,359 | 33. Interest Expense | \$138,326 | \$499,171 | \$360,845 | 72.3% | \$504,653 | -72.6% |
| \$97,288 | \$128,981 | -\$31,693 | 24.6% | \$106,734 | 34. Other Operating Expenses | \$1,306,206 | \$1,307,011 | -\$805 | 0.1% | \$1,037,788 | 25.9% |
| \$10,704,201 | \$10,321,510 | -\$382,691 | -3.7% | \$10,520,037 | 35. Total Expenses | \$107,953,716 | \$104,591,297 | -\$3,362,418 | -3.2% | \$103,762,087 | -4.0% |
| -\$426,386 | -\$76,886 | -\$349,500 | 454.6% | -\$680,909 | 36. Income (Loss) from Operations | -\$515,098 | -\$779,316 | \$264,218 | -33.9% | -\$2,896,245 | -82.2% |
| \$600 | \$164,383 | -\$163,783 | -99.6% | \$104,901 | 37. Non-Operating Revenue | \$818,790 | \$1,665,753 | -\$846,963 | -50.8% | \$1,025,001 | -20.1% |
| \$57,400 | \$74,580 | -\$17,180 | -23.0% | \$120,901 | 38. Interest Income | \$898,384 | \$755,738 | \$142,646 | 18.9% | \$1,844,568 | -51.3% |
| \$58,000 | \$238,963 | -\$180,963 | -75.7% | \$225,802 | 39. Other Non-Operating Income | \$1,717,174 | \$2,421,491 | -\$704,317 | -29.1% | \$2,869,569 | -40.2% |
| -\$368,386 | \$162,077 | -\$530,463 | -327.3% | -\$455,107 | 40. Total Non-Operating Revenue | \$1,202,076 | \$1,642,175 | -\$440,099 | -26.8% | -\$26,676 | 4606.2% |
| | | | | | 40. Net Income (Loss) | \$1,202,076 | \$1,642,175 | -\$440,099 | -26.8% | -\$26,676 | 4606.2% |
| -4.15% | -0.75% | | | -6.92% | Income from Operations Margin | -0.48% | -0.75% | | | -2.87% | |
| -3.58% | 1.58% | | | -4.63% | Net Income | 1.12% | 1.58% | | | -0.03% | |

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

| | April-21 | May-21 | June-21 | July-21 | August-21 | September-21 | October-21 | November-21 | December-21 | January-22 | February-22 | March-22 | April-22 |
|---------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Gross Patient Revenue: | | | | | | | | | | | | | |
| 1. Inpatient Revenue | \$3,601,173 | \$3,853,990 | \$3,321,408 | \$4,061,506 | \$3,831,558 | \$4,824,972 | \$4,387,111 | \$3,192,673 | \$3,672,150 | \$4,412,846 | \$3,829,268 | \$3,872,858 | \$3,587,976 |
| 2. Inpatient Ancillary Revenue | \$948,416 | \$994,166 | \$851,522 | \$1,088,109 | \$1,169,065 | \$1,337,900 | \$1,212,281 | \$950,044 | \$1,073,788 | \$1,160,613 | \$981,373 | \$1,081,410 | \$1,096,773 |
| 3. Total Inpatient Revenue | \$4,549,589 | \$4,848,156 | \$4,172,930 | \$5,149,615 | \$5,000,623 | \$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. Outpatient Revenue | \$10,092,754 | \$10,377,400 | \$10,492,206 | \$10,954,397 | \$11,142,418 | \$10,874,045 | \$11,722,594 | \$9,976,299 | \$11,143,687 | \$10,491,837 | \$10,234,016 | \$11,452,789 | \$11,222,953 |
| 5. Total Patient Revenue - Hospital | \$14,642,343 | \$15,225,556 | \$14,665,136 | \$16,104,012 | \$16,143,041 | \$17,036,917 | \$17,321,986 | \$14,119,016 | \$15,889,625 | \$16,065,296 | \$15,044,657 | \$16,407,057 | \$15,907,702 |
| 6. RRC Patient Revenue | \$260,533 | \$279,368 | \$240,984 | \$277,165 | \$300,261 | \$277,183 | \$227,844 | \$166,861 | \$252,501 | \$190,248 | \$243,856 | \$211,413 | \$208,848 |
| 7. BHOPS Patient Revenue | \$397,376 | \$339,418 | \$310,660 | \$379,236 | \$355,268 | \$434,612 | \$387,400 | \$413,225 | \$574,433 | \$406,510 | \$391,780 | \$624,646 | \$390,417 |
| 8. Physician Revenue | \$1,002,577 | \$1,296,987 | \$952,323 | \$887,205 | \$1,182,691 | \$856,222 | \$1,142,756 | \$827,856 | \$854,494 | \$775,989 | \$898,164 | \$879,198 | \$1,060,736 |
| 9. Total Gross Patient Revenue | \$16,302,829 | \$17,141,329 | \$16,169,103 | \$17,647,618 | \$17,981,261 | \$18,604,934 | \$19,079,986 | \$15,526,958 | \$17,571,053 | \$17,438,043 | \$16,578,457 | \$18,140,314 | \$17,567,703 |
| Deductions from Revenue: | | | | | | | | | | | | | |
| 10. Inpatient Contractual Allowance | \$2,216,872 | \$2,950,543 | \$203,710 | \$2,843,309 | \$2,716,381 | \$3,185,293 | \$2,260,163 | \$2,917,302 | \$2,807,374 | \$3,082,649 | \$2,671,339 | \$2,791,603 | \$2,490,383 |
| 10a. Rural Demonstration Project | \$0 | \$0 | -\$2,000,000 | -\$225,000 | -\$225,000 | -\$225,000 | -\$725,000 | -\$350,000 | -\$350,000 | -\$350,000 | -\$350,000 | -\$350,000 | -\$350,000 |
| 11. Outpatient Contractual Allowance | \$3,999,246 | \$3,866,790 | \$4,113,806 | \$3,209,053 | \$4,163,123 | \$4,822,166 | \$5,351,541 | \$4,414,193 | \$4,173,471 | \$4,207,232 | \$4,270,949 | \$4,780,143 | \$4,827,998 |
| 12. Physician Service Contractual Allowance | \$538,592 | \$513,703 | \$841,479 | \$532,233 | \$627,808 | \$544,518 | \$586,628 | \$547,175 | \$475,883 | \$452,923 | \$494,154 | \$515,089 | \$576,784 |
| 13. Other Deductions | \$15,984 | \$0 | \$45,991 | \$27,490 | \$22,266 | \$26,208 | \$21,883 | \$23,902 | \$21,140 | \$20,316 | \$22,490 | \$20,832 | \$25,302 |
| 14. Charity Care | \$128,280 | \$99,125 | \$183,914 | \$68,924 | \$73,565 | \$188,462 | \$87,947 | \$216,604 | \$45,611 | \$132,111 | \$98,914 | \$86,009 | \$114,562 |
| 15. Bad Debt Expense | \$285,019 | \$11,568 | \$540,975 | \$494,245 | \$596,260 | \$296,308 | \$467,961 | \$23,326 | \$1,011,727 | \$281,765 | \$9,964 | \$198,141 | \$493,288 |
| 16. Total Deductions from Revenue | \$7,183,993 | \$7,441,729 | \$3,929,875 | \$6,950,254 | \$7,974,403 | \$8,837,955 | \$8,051,123 | \$7,792,502 | \$8,185,206 | \$7,826,996 | \$7,149,810 | \$8,041,817 | \$8,178,317 |
| % Contractual Allowances / Total Gross Patient Revenue | 41.4% | 42.8% | 19.5% | 36.0% | 40.5% | 44.8% | 39.2% | 48.5% | 40.4% | 42.4% | 42.7% | 42.6% | 42.9% |
| % Bad Debt & Charity Care / Total Gross Patient Revenue | 2.5% | 0.6% | 4.5% | 3.2% | 3.7% | 2.6% | 2.9% | 1.5% | 6.0% | 2.4% | 0.2% | 1.6% | 3.5% |
| % Total Deductions / Total Gross Patient Revenue | 44.1% | 43.4% | 24.3% | 39.4% | 44.3% | 47.5% | 42.2% | 50.2% | 46.6% | 44.9% | 43.1% | 44.3% | 46.6% |
| 17. Net Patient Revenue | \$9,118,836 | \$9,699,600 | \$12,239,228 | \$10,697,364 | \$10,006,858 | \$9,766,979 | \$11,028,863 | \$7,734,456 | \$9,385,847 | \$9,611,047 | \$9,428,647 | \$10,098,497 | \$9,389,386 |
| 18. Other Operating Revenue | \$720,292 | \$617,599 | \$766,409 | \$220,586 | \$364,698 | \$816,211 | \$550,548 | \$2,170,951 | \$3,342,074 | \$353,598 | \$351,197 | \$1,068,226 | \$888,429 |
| 19. Total Operating Revenue | \$9,839,128 | \$10,317,199 | \$13,005,637 | \$10,917,950 | \$10,371,556 | \$10,583,190 | \$11,579,411 | \$9,905,407 | \$12,727,921 | \$9,964,645 | \$9,779,844 | \$11,166,723 | \$10,277,815 |
| Expenses: | | | | | | | | | | | | | |
| 20. Salaries & Wages | \$4,247,968 | \$4,302,473 | \$4,903,653 | \$4,287,441 | \$4,350,677 | \$4,217,486 | \$4,596,066 | \$4,184,946 | \$4,448,979 | \$4,187,133 | \$4,172,073 | \$4,501,362 | \$4,317,359 |
| 21. Physician Wages | \$253,404 | \$251,201 | \$327,662 | \$340,047 | \$349,470 | \$401,311 | \$349,004 | \$347,759 | \$235,235 | \$310,416 | \$329,545 | \$273,221 | \$444,317 |
| 22. Contract Labor | \$148,622 | \$210,724 | \$351,667 | \$260,085 | \$146,297 | \$180,317 | \$183,959 | \$141,874 | \$116,802 | \$131,180 | \$209,851 | \$259,925 | \$199,136 |
| 23. Employee Benefits | \$2,304,454 | \$2,599,496 | -\$310,714 | \$2,391,791 | \$2,363,594 | \$2,351,367 | \$2,603,560 | \$2,371,632 | \$2,384,712 | \$2,390,367 | \$2,192,232 | \$2,502,779 | \$2,527,370 |
| | \$6,954,448 | \$7,363,894 | \$5,272,268 | \$7,279,364 | \$7,210,038 | \$7,150,481 | \$7,732,589 | \$7,046,211 | \$7,185,728 | \$7,019,096 | \$6,903,701 | \$7,537,287 | \$7,488,182 |
| % Salaries and Benefits / Total Operating Revenue | 70.7% | 71.4% | 40.5% | 66.7% | 69.5% | 67.6% | 66.8% | 71.1% | 56.5% | 70.4% | 70.6% | 67.5% | 72.9% |
| 24. Medical Professional Fees | \$71,129 | \$66,178 | \$80,048 | \$47,612 | \$89,756 | \$85,053 | \$43,133 | \$40,688 | \$50,370 | \$103,234 | \$165,961 | \$41,788 | \$54,167 |
| 25. Physician Contracts | \$412,570 | \$365,022 | \$357,100 | \$370,966 | \$463,251 | \$251,085 | \$316,585 | \$416,828 | \$326,380 | \$390,072 | \$322,387 | \$325,313 | \$249,694 |
| 26. Non-Medical Professional Fees | \$239,347 | \$200,348 | \$272,967 | \$115,394 | \$199,537 | \$153,952 | \$231,198 | \$199,503 | \$194,816 | \$251,322 | \$203,518 | \$211,847 | \$181,852 |
| 27. Materials & Supplies | \$1,344,734 | \$1,242,516 | \$1,435,947 | \$1,436,187 | \$1,541,901 | \$1,526,388 | \$1,442,389 | \$1,241,206 | \$1,553,150 | \$1,344,539 | \$1,354,348 | \$1,346,888 | \$1,281,281 |
| 28. Utilities | \$136,586 | \$129,644 | \$72,814 | \$126,518 | \$105,215 | \$100,105 | \$145,196 | \$126,857 | \$157,087 | \$253,444 | \$199,502 | \$187,642 | \$117,421 |
| 29. Maintenance & Repairs | \$510,019 | \$229,319 | \$654,916 | \$422,017 | \$361,725 | \$559,794 | \$318,644 | \$456,037 | \$434,349 | \$440,614 | \$448,823 | \$468,289 | \$468,289 |
| 30. Rentals & Leases | \$46,956 | \$45,000 | \$43,979 | \$51,930 | \$43,326 | \$47,645 | \$56,231 | \$76,991 | \$97,199 | \$48,761 | \$60,069 | \$84,113 | \$64,215 |
| 31. Insurance | \$43,647 | \$43,207 | \$211,857 | \$81,323 | \$68,839 | \$72,913 | \$61,900 | \$66,224 | \$65,724 | \$120,075 | \$102,592 | \$70,720 | \$70,720 |
| 32. Depreciation & Amortization | \$604,508 | \$614,334 | \$616,414 | \$610,049 | \$607,718 | \$642,412 | \$641,278 | \$640,504 | \$640,537 | \$645,931 | \$600,353 | \$606,903 | \$598,119 |
| 33. Interest Expense | \$49,359 | \$49,359 | \$106,264 | \$49,359 | \$49,154 | \$49,154 | \$49,154 | \$49,761 | -\$241,751 | \$34,580 | \$32,973 | \$32,973 | \$32,973 |
| 34. Other Operating Expenses | \$106,734 | \$99,384 | \$133,684 | \$126,611 | \$129,278 | \$110,601 | \$120,834 | \$171,096 | \$119,674 | \$119,261 | \$186,388 | \$125,175 | \$97,288 |
| 35. Total Expenses | \$10,520,037 | \$10,448,205 | \$9,258,258 | \$10,717,330 | \$10,869,738 | \$10,749,583 | \$11,424,437 | \$10,394,513 | \$10,600,023 | \$10,710,313 | \$10,589,889 | \$11,051,344 | \$10,704,201 |
| 36. Income (Loss) from Operations | -\$680,909 | -\$131,006 | \$3,747,379 | \$200,620 | -\$498,182 | -\$166,393 | \$154,974 | -\$489,106 | \$2,127,898 | -\$745,668 | -\$810,045 | \$115,379 | -\$426,386 |
| Non-Operating Revenue | | | | | | | | | | | | | |
| 37. Interest Income | \$104,901 | \$102,551 | -\$704,695 | \$100,378 | \$104,340 | \$100,903 | \$103,116 | \$102,277 | \$102,195 | \$100,015 | \$102,268 | \$2,698 | \$600 |
| 38. Other Non-Operating Income | \$120,901 | \$73,423 | \$896,646 | \$132,744 | \$63,838 | \$65,029 | \$272,136 | \$62,201 | \$61,340 | \$62,183 | \$59,617 | \$61,897 | \$57,400 |
| 39. Total Non-Operating Revenue | \$225,802 | \$175,974 | \$191,951 | \$233,122 | \$168,178 | \$165,932 | \$375,252 | \$164,478 | \$163,535 | \$162,198 | \$161,885 | \$64,595 | \$58,000 |
| 40. Net Income (Loss) | -\$455,107 | \$44,968 | \$3,939,330 | \$433,742 | -\$330,004 | -\$461 | \$530,226 | -\$324,628 | \$2,291,433 | -\$583,470 | -\$648,160 | \$179,974 | -\$368,386 |

BARTLETT REGIONAL HOSPITAL
BALANCE SHEET
April 30, 2022

| | <u>April-22</u> | <u>March-22</u> | <u>April-21</u> | <u>CHANGE FROM PRIOR FISCAL YEAR</u> |
|----------------------------------------------------|--------------------|--------------------|--------------------|----------------------------------------------|
| ASSETS | | | | |
| Current Assets: | | | | |
| 1. Cash and cash equivalents | 5,045,343 | 7,464,732 | 20,508,927 | (15,463,584) |
| 2. Board designated cash | 29,926,473 | 29,552,067 | 35,107,839 | (5,181,366) |
| 3. Patient accounts receivable, net | 17,502,612 | 16,560,522 | 15,604,356 | 1,898,256 |
| 4. Other receivables | 1,583,406 | 1,236,682 | 1,192,861 | 390,545 |
| 5. Inventories | 3,537,649 | 3,531,828 | 3,561,334 | (23,685) |
| 6. Prepaid Expenses | 2,203,501 | 2,453,787 | 2,402,250 | (198,749) |
| 7. Other assets | 31,937 | 31,937 | 28,877 | 3,060 |
| 8. Total current assets | 59,830,921 | 60,831,555 | 78,406,444 | (18,575,523) |
| Appropriated Cash: | | | | |
| 9. CIP Appropriated Funding | 32,229,681 | 32,263,003 | 13,352,751 | 18,876,930 |
| Property, plant & equipment | | | | |
| 10. Land, bldgs & equipment | 152,973,023 | 152,782,632 | 148,367,673 | 4,605,350 |
| 11. Construction in progress | 14,423,945 | 13,572,285 | 7,860,963 | 6,562,982 |
| 12. Total property & equipment | 167,396,968 | 166,354,917 | 156,228,636 | 11,168,332 |
| 13. Less: accumulated depreciation | (107,744,366) | (107,146,246) | (100,353,838) | (7,390,527) |
| 14. Net property and equipment | 59,652,602 | 59,208,676 | 55,874,804 | 3,777,806 |
| 15. Deferred outflows/Contribution to Pension Plan | 12,654,846 | 12,654,846 | 12,403,681 | 251,165 |
| 16. Total assets | 164,368,049 | 164,958,076 | 160,037,674 | 4,330,379 |
| LIABILITIES & FUND BALANCE | | | | |
| Current liabilities: | | | | |
| 17. Payroll liabilities | 2,118,075 | 1,744,778 | 1,862,873 | 255,202 |
| 18. Accrued employee benefits | 5,312,132 | 5,183,342 | 5,277,344 | 34,787 |
| 19. Accounts payable and accrued expenses | 2,027,105 | 2,792,501 | 1,727,354 | 299,751 |
| 20. Due to 3rd party payors | 2,704,813 | 2,702,887 | 4,051,027 | (1,346,214) |
| 21. Deferred revenue | 740,335 | 783,502 | (2,498,356) | 3,238,691 |
| 22. Interest payable | 127,892 | 90,653 | 189,179 | (61,287) |
| 23. Note payable - current portion | 1,030,000 | 1,030,000 | 910,000 | 120,000 |
| 24. Other payables | 375,354 | 325,418 | 333,511 | 41,843 |
| 25. Total current liabilities | 14,435,706 | 14,653,081 | 11,852,932 | 2,582,773 |
| Long-term Liabilities: | | | | |
| 26. Bonds payable | 16,230,000 | 16,230,000 | 16,350,000 | (120,000) |
| 27. Bonds payable - premium/discount | 86,979 | 91,246 | 1,081,177 | (994,198) |
| 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 | 83,265,173 | 83,269,440 | 86,703,946 | (3,438,773) |
| 31. Total liabilities | 97,700,879 | 97,922,521 | 98,556,878 | (856,000) |
| 32. Fund Balance | 66,667,170 | 67,035,553 | 61,480,794 | 5,186,377 |
| 33. Total liabilities and fund balance | 164,368,049 | 164,958,076 | 160,037,674 | 4,330,379 |

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

| | April-21 | May-21 | June-21 | July-21 | August-21 | September-21 | October-21 | November-21 | December-21 | January-22 | February-22 | March-22 | April-22 |
|----------------------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| ASSETS | | | | | | | | | | | | | |
| Current Assets: | | | | | | | | | | | | | |
| 1. Cash and cash equivalents | 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 | 5,045,343 |
| 2. Board designated cash | 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 | 29,926,473 |
| 3. Patient accounts receivable, net | 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 | 17,502,612 |
| 4. Other receivables | 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 | 1,583,406 |
| 5. Inventories | 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 | 3,537,649 |
| 6. Prepaid Expenses | 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 | 2,203,501 |
| 7. Other assets | 28,877 | 28,877 | 29,877 | 30,377 | 30,377 | 30,377 | 31,937 | 31,937 | 31,937 | 31,937 | 31,937 | 31,937 | 31,937 |
| 8. Total current assets | 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 | 59,830,921 |
| Appropriated Cash: | | | | | | | | | | | | | |
| 9. CIP Appropriated Funding | 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 | 32,229,681 |
| Property, plant & equipment | | | | | | | | | | | | | |
| 10. Land, bldgs & equipment | 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 | 152,973,023 |
| 11. Construction in progress | 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 | 12,846,504 | 13,572,285 | 14,423,945 | 14,423,945 |
| 12. Total property & equipment | 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 | 167,396,968 |
| 13. Less: accumulated depreciation | (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) | (107,744,366) |
| 14. Net property and equipment | 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 | 59,652,602 |
| 15. Deferred outflows/Contribution to Pension Plan | 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 | 12,654,846 |
| 16. Total assets | 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 | 164,368,049 |
| LIABILITIES & FUND BALANCE | | | | | | | | | | | | | |
| Current liabilities: | | | | | | | | | | | | | |
| 17. Payroll liabilities | 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 | 2,118,075 |
| 18. Accrued employee benefits | 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 | 5,312,132 |
| 19. Accounts payable and accrued expenses | 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 | 2,027,105 |
| 20. Due to 3rd party payors | 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 | 2,704,813 |
| 21. Deferred revenue | (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 | 740,335 |
| 22. Interest payable | 189,179 | 252,238 | 315,297 | (30,075) | 63,059 | 126,119 | 189,178 | 445,609 | 120,490 | (72,885) | 53,414 | 90,653 | 127,892 |
| 23. Note payable - current portion | 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 | 1,030,000 |
| 24. Other payables | 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 | 375,354 |
| 25. Total current liabilities | 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 | 14,435,706 |
| Long-term Liabilities: | | | | | | | | | | | | | |
| 26. Bonds payable | 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 | 16,230,000 |
| 27. Bonds payable - premium/discount | 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 | 86,979 |
| 28. Net Pension Liability | 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 | 62,063,897 |
| 29. Deferred In-Flows | 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 | 4,884,297 |
| 30. Total long-term liabilities | 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 | 83,265,173 |
| 31. Total liabilities | 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 | 97,700,879 |
| 32. Fund Balance | 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 | 66,667,170 |
| 33. Total liabilities and fund balance | 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 | 164,368,049 |

**Bartlett Regional Hospital
Dashboard Report for April 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 | 425 | 366 | 16% | 434 | -2.1% | 4,728 | 3,708 | 28% | 3,789 |
| Patient Days - Critical Care Unit | 96 | 98 | -2% | 78 | 23.1% | 928 | 991 | -6% | 935 |
| Avg. Daily Census - Acute | 17.4 | 15.5 | 12% | 17.1 | 1.8% | 18.6 | 15.5 | 20% | 15.5 |
| Patient Days - Obstetrics | 55 | 61 | -10% | 60 | -8.3% | 625 | 621 | 1% | 617 |
| Total Hospital Patient Days | 576 | 525 | 10% | 43 | 1239.5% | 6,281 | 5,320 | 18% | 491 |
| Births | | | | | | | | | |
| Births | 25 | 25 | 1% | 615 | -95.9% | 250 | 252 | -1% | 5,832 |
| Patient Days - Nursery | 46 | 51 | -9% | 23 | 100.0% | 500 | 515 | -3% | 240 |
| Mental Health Unit | | | | | | | | | |
| Patient Days - Mental Health Unit | 134 | 240 | -44% | 150 | -10.7% | 1,507 | 2,432 | -38% | 1,478 |
| Avg. Daily Census - MHU | 4.3 | 7.7 | -44% | 5.0 | -13.5% | 5.0 | 8.0 | -38% | 4.9 |
| Rain Forest Recovery: | | | | | | | | | |
| Patient Days - RRC | 199 | 240 | -17% | 169 | 17.8% | 1,745 | 2,432 | -28% | 1,113 |
| Avg. Daily Census - RRC | 7 | 8.0 | -17% | 6 | 17.8% | 6 | 8.0 | -28% | 3.7 |
| Outpatient visits | 47 | 85 | -45% | 47 | 0.0% | 415 | 861 | -52% | 811 |
| Inpatient: Admissions | | | | | | | | | |
| Med/Surg | 44 | 56 | -22% | 48 | -8.3% | 589 | 568 | 4% | 553 |
| Critical Care Unit | 36 | 35 | 3% | 32 | 12.5% | 385 | 355 | 9% | 336 |
| Obstetrics | 25 | 27 | -6% | 28 | -10.7% | 270 | 270 | 0% | 263 |
| Nursery | 25 | 25 | 1% | 25 | 0.0% | 250 | 252 | -1% | 242 |
| Mental Health Unit | 17 | 20 | -17% | 24 | -29.2% | 232 | 207 | 12% | 199 |
| Total Admissions - Inpatient Status | 147 | 163 | -10% | 157 | -6.4% | 1,726 | 1,651 | 5% | 1,593 |
| Admissions - "Observation" Status | | | | | | | | | |
| Med/Surg | 67 | 61 | 10% | 49 | 36.7% | 669 | 616 | 9% | 600 |
| Critical Care Unit | 28 | 26 | 8% | 30 | -6.7% | 250 | 262 | -4% | 271 |
| Mental Health Unit | 3 | 2 | 30% | 1 | 200.0% | 31 | 23 | 33% | 19 |
| Obstetrics | 19 | 14 | 38% | 15 | 26.7% | 148 | 140 | 6% | 137 |
| Total Admissions to Observation | 117 | 103 | 14% | 95 | 0.0% | 1,098 | 1,041 | 5% | 1,027 |
| Surgery: | | | | | | | | | |
| Inpatient Surgery Cases | 44 | 49 | -10% | 50 | -12.0% | 449 | 493 | -9% | 494 |
| Endoscopy Cases | 124 | 86 | 44% | 107 | 15.9% | 992 | 873 | 14% | 911 |
| Same Day Surgery Cases | 121 | 115 | 5% | 122 | -0.8% | 1,019 | 1,164 | -12% | 1,173 |
| Total Surgery Cases | 289 | 250 | 16% | 279 | 3.6% | 2,460 | 2,530 | -3% | 2,578 |
| Total Surgery Minutes | 18,724 | 17,884 | 5% | 18,757 | -0.2% | 166,295 | 181,227 | -8% | 181,051 |
| Outpatient: | | | | | | | | | |
| Total Outpatient Visits (Hospital) | | | | | | | | | |
| Emergency Department Visits | 956 | 936 | 2% | 947 | 1.0% | 9,777 | 9,488 | 3% | 9,344 |
| Cardiac Rehab Visits | 125 | 56 | 122% | 49 | 155.1% | 357 | 570 | -37% | 552 |
| Lab Visits | 860 | 283 | 204% | 825 | 4.2% | 15,219 | 2,867 | 431% | 3,483 |
| Lab Tests | 8,828 | 9,620 | -8% | 10,607 | -16.8% | 93,970 | 97,478 | -4% | 97,573 |
| Radiology Visits | 827 | 788 | 5% | 808 | 2.4% | 8,249 | 7,989 | 3% | 8,051 |
| Radiology Tests | 2,338 | 2,295 | 2% | 2,125 | 10.0% | 23,399 | 23,256 | 1% | 22,621 |
| Sleep Study Visits | 17 | 22 | -23% | 21 | -19.0% | 199 | 223 | -11% | 243 |
| Physician Clinics: | | | | | | | | | |
| Hospitalists | 208 | 228 | -9% | 177 | 17.5% | 2,215 | 2,315 | -4% | 2,107 |
| Bartlett Oncology Clinic | 67 | 83 | -19% | 84 | -20.2% | 908 | 841 | 8% | 842 |
| Ophthalmology Clinic | 73 | 92 | -20% | 90 | -18.9% | 648 | 929 | -30% | 895 |
| Behavioral Health Outpatient visits | 672 | 394 | 70% | 753 | -10.8% | 6,722 | 3,996 | 68% | 5,003 |
| Bartlett Surgery Specialty Clinic visits | 276 | 224 | 23% | 280 | -1.4% | 2,325 | 2,274 | 2% | 2,351 |
| Total | 1,296 | 1,022 | 27% | 1,384 | -6.4% | 12,818 | 10,356 | 24% | 11,198 |
| Other Operating Indicators: | | | | | | | | | |
| Dietary Meals Served | 14,516 | 19,484 | -25% | 20,293 | -5.7% | 155,722 | 197,440 | -21% | 200,873 |
| Laundry Pounds (Per 100) | 403 | 369 | 9% | 396 | -2.4% | 3,932 | 3,738 | 5% | 3,779 |

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

| Facility Utilization: | CURRENT MONTH | | | | YEAR TO DATE | | | |
|-----------------------------------------------------|---------------|--------|-----------------------------|------------|---------------|------------------|-----------------------------|-----------------------------|
| | Actual | Budget | % Over (Under) Budget | Prior Year | Actual | Budget | % Over (Under) Budget | Prior Year |
| Financial Indicators: | | | | | | | | |
| Revenue Per Adjusted Patient Day | 4,905 | 5,166 | -5.0% | 4,309 | 5,066 | 5,166 | -1.9% | 4,320 |
| Contractual Allowance % | 42.9% | 43.6% | -1.5% | 41.4% | 41.9% | 43.6% | -3.9% | 43.9% |
| Bad Debt & Charity Care % | 3.5% | 1.3% | 159.7% | 2.5% | 2.8% | 1.3% | 109.6% | 1.3% |
| Wages as a % of Net Revenue | 52.8% | 52.1% | 1.5% | 51.0% | 49.9% | 52.1% | -4.2% | 53.4% |
| Productive Staff Hours Per Adjusted Patient Day | 25.8 | 27.4 | -6.1% | 22.9 | 26.1 | 26.0 | 0.2% | 22.3 |
| Non-Productive Staff Hours Per Adjusted Patient Day | 3.9 | 4.1 | -4.4% | 3.6 | 4.1 | 4.2 | -4.4% | 3.9 |
| Overtime/Premium % of Productive | 6.46% | 5.06% | 27.6% | 5.06% | 7.73% | 6.25% | 23.7% | 6.25% |
| Days Cash on Hand | 15 | 16 | -4.1% | 62 | 15 | 16 | -3.4% | 64 |
| Board Designated Days Cash on Hand | 185 | 192 | -4.1% | 147 | 186 | 192 | -3.4% | 147 |
| Days in Net Receivables | 53.9 | 54 | 0.0% | 52 | 53.9 | 54 | 0.0% | 52 |
| Days in Accounts Payable | 24.0 | 24 | 0.0% | 22 | 24.0 | 24 | 0.0% | 22 |
| Total CMI | 1.26 | | | | | | | |
| MCR CMI | 1.40 | | | | | | | |
| MCD CMI | 1.14 | | | | | | | |
| | | | | | Actual | Benchmark | % Over (Under) | Prior Year Month |
| Total debt-to-capitalization (with PERS) | | | | | 55.5% | 33.7% | 64.8% | 61.9% |
| Total debt-to-capitalization (without PERS) | | | | | 14.1% | 33.7% | -58.0% | 15.7% |
| Current Ratio | | | | | 4.14 | 2.00 | 107.2% | 7.26 |
| Debt-to-Cash Flow (with PERS) | | | | | 9.16 | 2.7 | 239.1% | 9.17 |
| Debt-to-Cash Flow (without PERS) | | | | | 2.33 | 2.7 | -13.7% | 2.32 |
| Aged A/R 90 days & greater | | | | | 49.9% | 19.8% | 152.0% | 48.3% |
| Bad Debt Write off | | | | | 0.9% | 0.8% | 12.5% | -0.5% |
| Cash Collections | | | | | 89.0% | 99.4% | -10.5% | 98.4% |
| Charity Care Write off | | | | | 0.7% | 1.4% | -50.0% | 1.6% |
| Cost of Collections (Hospital only) | | | | | 5.1% | 2.8% | 82.1% | 4.5% |
| Discharged not Final Billed (DNFB) | | | | | 11.9% | 4.7% | 153.2% | 13.8% |
| Unbilled & Claims on Hold (DNSP) | | | | | 14.7% | 5.1% | 188.2% | 13.8% |
| Claims final billed not submitted to payor (FBNS) | | | | | 0.0% | 0.2% | -100.0% | 0.00% |
| POS Cash Collection | | | | | 0.8% | 21.3% | -96.2% | 0.0% |

The Case Mix Index (CMI) is the average relative DRG weight of a hospital's inpatient discharges, calculated by summing the Medicare Severity-Diagnosis Related Group (MSDRG) weight for each discharge and dividing the total number of discharges.

Bartlett Regional Hospital

Write-Offs April 2022

| Totals | | |
|------------------------------------|--------------|-----|
| One Time PPD Ins | | |
| RRC/MCR NO Enrollment | | |
| Compliance/Risk/Adminstrative | \$29,536.54 | |
| SP Prompt Pay Disc | \$11,727.12 | 184 |
| Medicare Patient <120 days | | |
| Authorization/Alert Missing | \$38,067.65 | 3 |
| 1115 Waiver Svcs on Commercial Ins | \$695.75 | 3 |
| Denied Appeals /Timely | \$4,518.50 | 2 |
| BOPS Provider NOT Eligible to Bill | | |
| Mental Health BD MHU, RRC BOPS | 115526.78 | 63 |
| No Provider Enrollment | | |
| | \$200,072.34 | 255 |
| | | |
| Collections | | |
| One Time Ins PPD | | |
| Collections SPPPD | \$68,517.76 | 184 |
| | \$68,517.76 | |

April 2022 ME Totals

- Charity \$43,239.59 (except for MHBD which is included on the sheet attached due to lack of policy on the date of W/O)
- Claims on hold \$0.00 -0-
- POS Collections \$2,755,54
- Cares Adjustments \$12,407.20
- HRSA PMTS \$11,542.50