



Achieving Sustainability

FY25 Assembly Finance Committee Budget Presentation

April 6, 2024

Bartlett
Regional Hospital

Coming Together for Your Care

- Bartlett provides quality, patient-centered care to over 55,000 people in more than 35 rural communities in the northern part of Southeast Alaska.
- Bartlett is licensed for a total of 57 inpatient beds, 16 residential substance-abuse treatment facility beds in the Rainforest Recovery Center, and 61 residential beds in the Wildflower Court long-term care facility.



About Us

Bartlett is the sole health care organization in Southeast Alaska with Hospital Accreditation by The Joint Commission.



Our Mission

To provide our community with quality, patient-centered care in a sustainable manner.

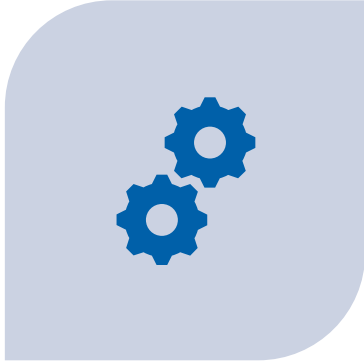
At Bartlett, we C.A.R.E.

- Courtesy
- Accountability
- Respect
- Excellence

Agenda Overview



Looking Behind:
Financial Impacts



Where We Are Today:
A Time Of Transition



Looking Ahead:
Achieving Sustainability

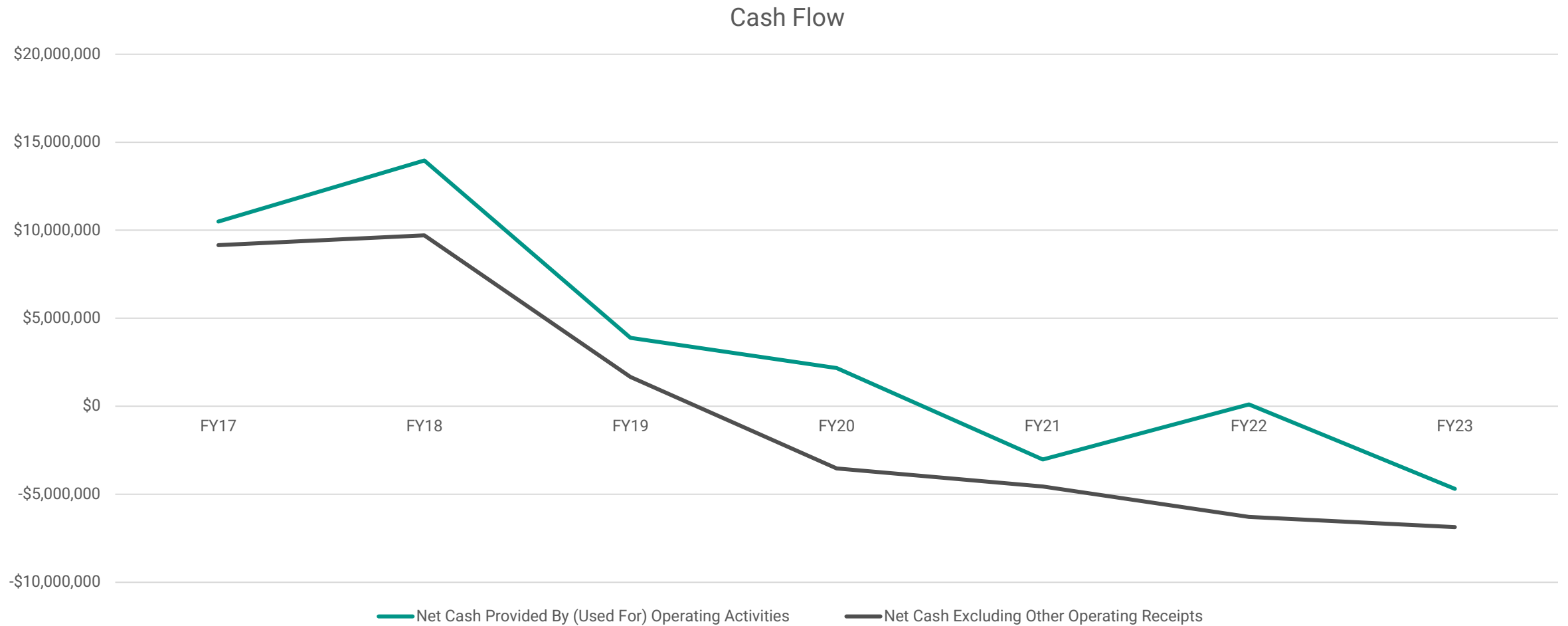


Looking Behind

Financial Impacts

Increasing Financial Pressures

Since FY2017...





Where We Are Today

A Time of Transition

FY25 Proposed Budget

	FY23 Actuals	FY24		FY25	FY26
		Amended Budget	Projected Actuals	Proposed Budget	Proposed Budget
EXPENDITURES					
Personnel Services	\$ 74,977,500	99,962,000	92,996,800	102,012,800	102,044,000
Commodities and Services	34,179,800	40,917,800	50,745,400	42,814,300	42,878,600
Capital Outlay	-	3,548,200	3,763,900	2,423,500	2,500,000
Debt Service	2,722,000	2,841,000	2,841,000	2,850,700	1,958,700
Support to:					
Capital Projects	12,285,900	2,000,000	2,000,000	-	3,000,000
Total Expenditures	124,165,200	149,269,000	152,347,100	150,101,300	152,381,300
FUNDING SOURCES					
Charges for Services	122,039,800	140,352,300	134,951,200	143,760,900	143,760,900
State Revenue	-	750,000	-	750,000	750,000
Federal Revenue	-	-	-	-	-
Investment and Interest Income/(Loss)	1,031,500	1,000,000	2,460,900	1,800,000	1,800,000
Land Lease Revenue	335,700	-	-	322,300	322,300
Support from:					
Capital Projects	7,026,000	-	-	-	-
General Fund	-	2,000,000	2,000,000	-	-
Tobacco Excise Tax	518,000	-	-	-	-
Total Funding Sources	130,951,000	144,102,300	139,412,100	146,633,200	146,633,200
FUND BALANCE					
Debt Reserve					
Beginning Reserve Balance	3,139,000	3,241,000	3,241,000	3,241,000	3,241,000
Increase (Decrease) in Reserve	102,000	-	-	-	-
End of Period Reserve	3,241,000	3,241,000	3,241,000	3,241,000	3,241,000
Available Fund Balance					
Beginning of Period	38,914,200	45,598,000	45,598,000	32,663,000	29,194,900
Increase (Decrease) in Fund Balance	6,683,800	(5,166,700)	(12,935,000)	(3,468,100)	(5,748,100)
End of Period Available Fund Balance	\$ 45,598,000	40,431,300	32,663,000	29,194,900	23,446,800
STAFFING	560.00	675.00	675.00	713.00	713.00

FY25 Proposed Budget by Program

	Combined	Hospital/WFC	Healthcare Ancillary		Public Health			
			Home Health	Hospice	ABA	Crisis	RRC	BOPS
1. Net Patient Revenue	\$143,681,612	\$137,462,969	\$424,393	\$503,529	\$461,637	\$1,995,060	\$1,769,087	\$1,064,936
2. Other Operating Revenue	\$829,347	\$829,347	\$0	\$0	\$0	\$0	\$0	\$0
3. Total Operating Revenue	\$144,510,959	\$138,292,316	\$424,393	\$503,529	\$461,637	\$1,995,060	\$1,769,087	\$1,064,936
Expenses:								
4. Personnel Services	\$102,012,757	\$90,404,119	\$1,157,507	\$781,560	\$985,393	\$2,907,057	\$2,277,816	\$3,499,305
5. Commodities, Services, and Depreciation	\$52,166,388	\$50,740,798	\$200,830	\$169,500	\$132,420	\$282,904	\$273,624	\$366,312
6. Total Expenses	\$154,179,145	\$141,144,917	\$1,358,337	\$951,060	\$1,117,813	\$3,189,961	\$2,551,440	\$3,865,617
7. Income (Loss) from Operations	(9,668,186)	\$ (2,852,601)	\$ (933,944)	\$(447,531)	\$ (656,176)	\$ (1,194,900)	\$ (782,352)	\$ (2,800,681)
Non-Operating Revenue:								
8. Interest Income	\$1,800,000	\$1,800,000						
9. Other Non-Operating Income	\$322,256	\$322,256						
10. Total Non-Operating Revenue	\$2,122,256	\$2,122,256	\$0	\$0	\$0	\$0	\$0	\$0
11. Net Income (Loss)	(7,545,930)	(730,345)	(933,944)	(447,531)	(656,176)	(1,194,900)	(782,352)	(2,800,681)
			(1,381,475)		(5,434,110)			
FTE's	713	633.3	8.2	6.2	8	23	18.2	16.1



Looking Ahead

Achieving Sustainability – “No Margin No Mission”

2024 Key Areas of Operational & Fiscal Focus

Process Discipline Methods

Process Discipline & Standardization

- Continual cost center improvement using A3s
- FTE management, substitution, and productivity
- Contract review
- IT system development and standardization
- Capital allocation

Program Review

Areas Analyzed Include:

- Strategic margin
- Reimbursement for services rendered
- External subsidization readily available
- Growth
- Productivity and staffing
- Reduction of key costs such as travelers
- Timeframe to improve
- Fixability – the level of effort and likelihood of improving performance to sustainable levels

Achieving Sustainability Allows Us To...

2024-2027 Strategic Goals

Deliver seamless continuity of care

Deliver quality, cost effective medical care, meeting patients where they are with the services they need.

Support the development and alignment of employees, providers, and partners

Cultivate a work environment that enables our employees, providers, and partners to thrive, aligning around our shared mission, vision, and values.

Improve infrastructure to meet community needs

Develop and maintain the physical and technological infrastructure needed to meet the growing health care services, access, and convenience needs of our patients.

Optimize and drive strategic clinical growth

Achieve long term sustainability through optimization of operations and selective investment in service line growth.

Promote a distinct identity and brand

Strengthen community engagement and increase awareness of the range and quality of services offered, elevating the reputation of the organization within Southeast Alaska.