

Brattleboro Memorial Hospital

Fiscal Year 2021 Budget Analysis

Report Date: 8/20/2020

Brattleboro Memorial Hospital
Fiscal Year 2021 Budget Analysis
QUESTIONS

TECHNICAL QUESTIONS:

Please be prepared to explain how COVID-19 has affected your staffing. For Non-MD FTEs and MD FTEs.

Please refer to the narrative.

Please discuss the reductions in force and the plans to return staffing to pre-COVID-19 levels.

Please refer to the narrative.

Brattleboro Memorial Hospital

Brattleboro Memorial Hospital												
Steven Gordon Andre Bissonette												
Fiscal Year 2021 Budget Analysis	GMCB Data Entry				Hospital Data Entry							
INCOME STATEMENT	2019 A	2020 B	1st Qtr FY20	2nd Qtr FY20	3rd Qtr FY20	4th Qtr FY20 Projected	2020 PROJ	2021 B	2019A- 2020P	2020B- 2020P	2020B- 2021B	2020P- 2021B
Revenues												
Gross Patient Care Revenue	\$182,085,238	\$188,074,028	\$48,818,522	\$45,096,601	\$32,971,628	\$47,216,894	\$174,103,645	\$195,374,453	-4.4%	-7.4%	3.9%	12.2%
Disproportionate Share Payments	\$585,323	\$530,861	\$133,821	\$131,295	\$133,822	\$133,439	\$532,377	530,861	-9.0%	0.3%	0.0%	-0.3%
Graduate Medical Education (UVMCM only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Bad Debt	-\$3,300,013	-\$3,535,830	-\$688,020	-\$499,203	\$80,673	-\$888,788	-\$1,995,338	(3,388,274)	-39.5%	-43.6%	-4.2%	69.8%
Free Care	-\$2,164,512	-\$2,883,927	-\$645,612	-\$559,966	-\$819,646	-\$717,770	-\$2,742,994	(2,930,617)	26.7%	-4.9%	1.6%	6.8%
Deductions from Revenue	-\$104,062,600	-\$105,041,779	-\$28,311,095	-\$28,227,607	-\$21,676,000	-\$26,411,096	-\$104,625,798	(110,623,821)	0.5%	-0.4%	5.3%	5.7%
Net Patient Care Revenue	\$73,143,436	\$77,143,353	\$19,307,616	\$15,941,120	\$10,690,477	\$19,332,679	\$65,271,892	\$78,962,602	-10.8%	-15.4%	2.4%	21.0%
Fixed Prospective Payments, Reserves & Other												
Fixed Prospective Payments	\$10,850,821	\$11,001,739	\$3,238,214	\$3,443,302	\$3,552,069	\$2,765,476	\$12,999,061	\$13,839,826	19.8%	18.2%	25.8%	6.5%
Reserves							\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Other Reform Payments							\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Fixed Prospective Payments, Reserves & Other	\$10,850,821	\$11,001,739	\$3,238,214	\$3,443,302	\$3,552,069	\$2,765,476	\$12,999,061	\$13,839,826	19.8%	18.2%	25.8%	6.5%
Total NPR & FPP	\$83,994,257	\$88,145,092	\$22,545,830	\$19,384,422	\$14,242,546	\$22,098,155	\$78,270,953	\$92,802,428	-6.8%	-11.2%	5.3%	18.6%
COVID-19 Stimulus and Other Grant Funding												
Other	\$3,771,588	\$3,710,633	\$930,785	\$1,005,862	\$7,855,964	\$3,905,543	\$11,761,507	\$0	#DIV/0!	#DIV/0!	#DIV/0!	1.0%
Other	\$3,771,588	\$3,710,633	\$930,785	\$1,005,862	\$925,800	\$796,899	\$3,659,346	\$3,694,854	-3.0%	-1.4%	-0.4%	1.0%
Other Operating Revenue	\$3,771,588	\$3,710,633	\$930,785	\$1,005,862	\$8,781,764	\$4,702,441	\$15,420,852	\$3,694,854	308.9%	315.6%	-0.4%	-76.0%
Total Operating Revenue	\$87,765,845	\$91,855,725	\$23,476,615	\$20,390,284	\$23,024,310	\$26,800,596	\$93,691,805	\$96,497,282	6.8%	2.0%	5.1%	3.0%
Expenses												
Salaries, Fringe Benefits, Physician Fees, Contracts	\$52,926,958	\$57,523,601	\$14,952,024	\$14,961,483	\$14,023,830	\$14,586,553	\$58,523,890	\$61,630,291	10.6%	1.7%	7.1%	5.3%
Medical/Surgical Drugs and Supplies	\$0	\$0	\$2,252,139	\$2,038,288	\$1,831,405	\$2,097,104	\$8,218,936	\$8,036,110	#DIV/0!	#DIV/0!	#DIV/0!	-2.2%
Health Care Provider Tax	\$4,742,584	\$5,038,058	\$1,249,491	\$1,249,491	\$1,249,491	\$1,266,395	\$5,014,868	\$5,517,700	5.7%	-0.5%	9.5%	10.0%
Depreciation/Amortization	\$4,217,561	\$4,280,871	\$1,093,863	\$1,060,142	\$1,044,960	\$1,071,948	\$4,270,913	\$4,477,500	1.3%	-0.2%	4.6%	4.8%
Interest - Short and Long Term	\$122,297	\$546,938	\$29,787	\$38,325	\$33,028	\$141,593	\$242,733	\$486,155	98.5%	-55.6%	-11.1%	100.3%
Other Operating Expenses (includes ACO Participation Fees)	\$25,085,867	\$23,990,691	\$3,886,931	\$3,953,405	\$3,419,107	\$3,767,525	\$15,026,968	\$15,907,340	-40.1%	-37.4%	-33.7%	5.9%
Operating Expense	\$87,095,267	\$91,380,159	\$23,464,235	\$23,301,134	\$21,601,821	\$22,931,118	\$91,298,308	\$96,055,096	4.8%	-0.1%	5.1%	5.2%
Net Operating Income	\$670,579	\$475,566	\$12,380	-\$2,910,850	\$1,422,489	\$3,869,478	\$2,393,497	\$442,186	256.9%	403.3%	-7.0%	-81.5%
Non Operating Revenue	\$782,350	\$765,000	\$8,408,256	-\$3,436,017	\$2,829,493	\$192,295	\$7,994,027	\$700,000	921.8%	945.0%	-8.5%	-91.2%
Excess (Deficit) of Rev over Exp	\$1,452,929	\$1,240,566	\$8,420,636	-\$6,346,867	\$4,251,982	\$4,061,773	\$10,387,524	\$1,142,186	614.9%	737.3%	-7.9%	-89.0%
Income Statement Metrics												
Operating Margin %	2.2%	3.1%	0.1%	-14.3%	6.2%	14.4%	2.6%	0.5%				
Total Margin %	4.5%	4.3%	26.4%	-37.4%	16.4%	15.0%	10.2%	1.2%				

Brattleboro Memorial Hospital

Fiscal Year 2021 Budget Analysis								
	GMCB Data Entry		Hospital Data Entry					
BALANCE SHEET	2019 A	2020 B	2020 PROJ	2021 B	2019A-2020P	2020B-2020P	2020B-2021B	2020P-2021B
Cash & Investments	\$1,786,357	\$3,600,000	\$25,818,252	\$2,456,906	1345.3%	617.2%	-31.8%	-90.5%
Net Patient Accounts Receivable	\$11,537,893	\$12,819,673	\$11,110,385	\$12,483,048	-3.7%	-13.3%	-2.6%	12.4%
ACO Risk Reserve/Settlement Receivable	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Other Current Assets	\$5,602,425	\$2,993,057	\$3,030,215	\$3,128,397	-45.9%	1.2%	4.5%	3.2%
Current Assets	\$18,926,675	\$19,412,730	\$39,958,852	\$18,068,351	111.1%	105.8%	-6.9%	-54.8%
Board Designated Assets	\$33,846,415	\$25,409,477	\$40,839,452	\$36,140,682	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Net, Property, Plant And Equipment	\$26,612,219	\$48,253,862	\$25,724,940	\$39,997,144	20.7%	60.7%	42.2%	-11.5%
Other Long-Term Assets	\$0	\$0	\$0	\$0	-3.3%	-46.7%	-17.1%	55.5%
Assets	\$79,385,309	\$93,076,069	\$106,523,244	\$94,206,177	34.2%	14.4%	1.2%	-11.6%
Accounts Payable	\$3,666,976	\$4,834,392	\$5,774,858	\$5,804,215	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Salaries, Wages And Payroll Taxes Payable	\$4,069,297	\$5,182,765	\$6,813,670	\$5,542,875	57.5%	19.5%	20.1%	0.5%
ACO Risk Reserve/Settlement Payable	\$0	\$0	\$1,095,000	\$1,271,766	67.4%	31.5%	6.9%	-18.7%
COVID-19 Funding Short-Term Liabilities	\$0	\$0	\$6,230,193	\$0	#DIV/0!	#DIV/0!	#DIV/0!	16.1%
Other Current Liabilities	\$4,259,952	\$4,103,328	\$4,630,035	\$4,920,026	#DIV/0!	#DIV/0!	#DIV/0!	-100.0%
Current Liabilities	\$11,996,225	\$14,120,485	\$24,543,756	\$17,538,882	8.7%	12.8%	19.9%	6.3%
Long Term Liabilities	\$6,553,615	\$17,464,986	\$10,579,716	\$9,329,297	104.6%	73.8%	24.2%	-28.5%
Other Noncurrent Liabilities	\$0	\$0	\$208,211	\$208,211	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
COVID-19 Funding Long-Term Liabilities	\$0	\$0	\$0	\$0	61.4%	-39.4%	-46.6%	-11.8%
Fund Balance	\$60,835,687	\$61,490,598	\$71,191,561	\$67,129,787	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Liabilities and Equities	\$79,385,527	\$93,076,069	\$106,523,244	\$94,206,177	17.0%	15.8%	9.2%	-5.7%
	217.06	0.00	0.00	0.00				
Balance Sheet Metrics					Change in Points			
Days Cash on Hand	156.9	121.6	279.6	153.8	122.7	158.0	32.2	-125.8
Days Cash on Hand-COVID-19	0.0	0.0	76.8	0.0	76.8	76.8	0.0	-76.8
Debt Service Coverage Ratio	3.5	2.9	9.9	3.5	7.0	6.3	0.6	-6.4
Long Term Debt to Capitalization	0.10	0.22	0.10	0.10	-0.1	0.0	-0.1	-0.0
Days Payable	52.8	59.2	103.2	69.9	44.0	50.4	10.7	-33.3
Days Receivable	57.6	60.7	62.3	57.7	1.6	4.7	-3.0	-4.6

Budget Fiscal Year 2021		
COVID-19 Related Hospital Revenue Replacement Funding Sources FY20		
Total Funding Sources		
Funding Sources	Amount	% of Total
Medicare Advance Funding	\$ 6,230,193	100.0%
State Funding	\$ -	0.0%
Federal Funding	\$ -	0.0%
Other (Please Specify)	\$ -	0.0%
Other (Please Specify)	\$ -	0.0%
Other (Please Specify)	\$ -	0.0%
Other (Please Specify)	\$ -	0.0%
TOTAL:	\$ 6,230,193	100%

Budget Fiscal Year 2021		
COVID-19 Related Hospital Revenue Replacement Funding Sources FY20		
Funding Sources to be Paid Back		
Funding Sources	Amount	% of Total
Medicare Advance Funding	\$ 6,230,193	100.0%
State Funding		0.0%
Federal Funding		0.0%
Other (Please Specify)		0.0%
Other (Please Specify)		0.0%
Other (Please Specify)		0.0%
Other (Please Specify)		0.0%
TOTAL:	\$ 6,230,193	100%

Budget Fiscal Year 2021		
COVID-19 Related Hospital Revenue Replacement Funding Sources FY20		
Funding Sources Not to be Paid Back		
Funding Sources	Amount	% of Total
Other (Please Specify)		#DIV/0!
State Funding	\$ -	#DIV/0!
Federal Funding	\$ -	#DIV/0!
Other (Please Specify)		#DIV/0!
Other (Please Specify)		#DIV/0!
Other (Please Specify)		#DIV/0!
Other (Please Specify)		#DIV/0!
TOTAL:	\$ -	#DIV/0!

Brattleboro Memorial Hospital

Fiscal Year 2021 Budget Analysis

Payer Mix	2019 A	2020 B	2020 PROJ	2021 B	2019A-2020P	2020B-2020P	2020B-2021B	2020P-2021B
Gross Patient Revenue								
Medicare	\$84,648,677	\$87,353,931	82,934,517.0	94,478,772.0	-2.0%	-5.1%	8.2%	13.9%
Medicaid	\$33,213,579	\$34,160,744	30,424,399.0	32,976,537.0	-8.4%	-10.9%	-3.5%	8.4%
Commercial	\$62,724,479	\$64,732,346	54,999,299.0	61,396,097.0	-12.3%	-15.0%	-5.2%	11.6%
Self-Pay/Other/WC	\$1,498,503	\$1,827,007	5,745,430.0	6,523,047.0	283.4%	214.5%	257.0%	13.5%
Total Gross Patient Revenue	\$182,085,238	\$188,074,028	\$174,103,645	195,374,453.0	-4.4%	-7.4%	3.9%	12.2%
Net Patient Revenue/Fixed Prospective Payments								
Medicare	\$28,632,031	\$29,947,659	29,664,609	37,591,652	3.6%	-0.9%	25.5%	26.7%
Medicaid	\$9,737,882	\$9,448,610	7,842,055	11,476,917	-19.5%	-17.0%	21.5%	46.4%
Commercial	\$43,902,925	\$46,666,199	42,026,593	45,280,108	-4.3%	-9.9%	-3.0%	7.7%
Self-Pay/Other/WC	\$1,136,096	\$1,551,763	(1,794,681)	(2,077,110)	-258.0%	-215.7%	-233.9%	15.7%
Total NPR & FPP	\$83,408,934	\$87,614,231	\$77,738,576	92,271,567.0	-6.8%	-11.3%	5.3%	18.7%
	\$0	\$0	\$0	\$0	-100.0%			
Reimbursement Ratio								
Medicare	34%	34%	36%	40%				
Medicaid	29%	28%	26%	35%				
Commercial	70%	72%	76%	74%				
Self-Pay/Other/WC	76%	85%	-31%	-32%				
Total Reimbursement Ratio	46%	47%	45%	47%				