

Brattleboro Memorial Hospital

Fiscal Year 2020 Summary

Brattleboro Memorial Hospital						
Steven Gordon			Andre Bissonnette			
Fiscal Year 2020 Summary						
INCOME STATEMENT	2019 A	2020 B	2020 A	2021 B	2019 A - 2020 A	2020 B - 2020 A
Revenues						
Gross Patient Care Revenue	\$182,085,238	\$188,074,028	\$172,517,296	\$195,374,454	-5.3%	-8.3%
Proportionate Share Payments	\$585,323	\$530,861	\$532,030	\$530,861	-9.1%	0.2%
Capital Education (UVMMC only)	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Bad Debt	-\$3,300,013	-\$3,535,830	-\$2,185,136	-\$3,388,274	-33.8%	-38.2%
Free Care	-\$2,164,512	-\$2,883,927	-\$2,545,756	-\$2,930,617	17.6%	-11.7%
Deductions from Revenue	-\$104,062,600	-\$105,041,779	-\$107,163,710	-\$110,623,821	3.0%	2.0%
Net Patient Care Revenue	\$73,143,436	\$77,143,353	\$61,154,724	\$78,962,603	-16.4%	-20.7%
Fixed Prospective Payments	\$10,850,821	\$11,001,739	\$15,439,130	\$13,839,826	42.3%	40.3%
Reserves	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Other Reform Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Fixed Prospective Payments	\$10,850,821	\$11,001,739	\$15,439,130	\$13,839,826	42.3%	40.3%
Net Patient Care Rev & Fixed	\$83,994,257	\$88,145,092	\$76,593,854	\$92,802,429	-8.8%	-13.1%
OB Retail Pharmacy Programs	\$1,658,277	\$1,695,000	\$1,855,151	\$1,637,168	11.9%	9.4%
Plus and Other Grant Funding	\$0	\$0	\$12,484,406	\$0	#DIV/0!	#DIV/0!
Specialty Pharmacy	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Outpatient Pharmacy Revenue	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Cafeteria & Parking	\$354,447	\$356,000	\$258,578	\$356,000	-27.0%	-27.4%
Grant Income	\$1,118,489	\$1,158,995	\$1,533,248	\$1,350,760	37.1%	32.3%
Reference Lab Revenue	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Meaningful Use	\$0	\$12,000	\$8,500	\$0	#DIV/0!	-29.2%
Other	\$640,375	\$488,638	\$463,279	\$350,926	-27.7%	-5.2%
Other Operating Revenue	\$3,771,588	\$3,710,633	\$16,603,162	\$3,694,854	340.2%	347.4%
Total Operating Revenue	\$87,765,845	\$91,855,725	\$93,197,016	\$96,497,283	6.2%	1.5%
Operating Expenses						
Salaries Non MD, Fringe						
Benefits Non MD, Physician	\$52,926,958	\$57,523,601	\$58,500,531	\$61,338,171	10.5%	1.7%
Health Care Provider Tax	\$4,742,584	\$5,038,058	\$5,006,382	\$5,517,700	5.6%	-0.6%
Depreciation Amortization	\$4,217,561	\$4,280,871	\$4,237,777	\$4,500,340	0.5%	-1.0%
Short Term, Interest - Long Term	\$122,297	\$546,938	\$136,985	\$463,315	12.0%	-75.0%
ACO Dues	\$0	\$0	\$279,102	\$427,122	#DIV/0!	#DIV/0!
Medical/Surgical Drugs and Supplies	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Pharmaceuticals	\$0	\$0	\$4,750,852	\$0	#DIV/0!	#DIV/0!
Purchased Services - Consulting	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Purchased Services -Travelers	\$0	\$0	\$927,749	\$300,000	#DIV/0!	#DIV/0!
Other Operating Expenses	\$25,085,867	\$23,990,691	\$18,842,276	\$23,508,446	-24.9%	-21.5%
Total Operating Expenses	\$87,095,267	\$91,380,159	\$92,681,654	\$96,055,094	6.4%	1.4%
Net Operating Income	\$670,579	\$475,566	\$515,362	\$442,189	-23.1%	8.4%
Non Operating Revenue	\$782,350	\$765,000	\$9,204,560	\$700,000	1076.5%	1103.2%
Excess (Deficit) of Rev over E	\$1,452,929	\$1,240,566	\$9,719,922	\$1,142,189	569.0%	683.5%
Income Statement Metrics						
Operating Margin %	0.8%	0.5%	0.6%	0.5%		
Total Margin %	1.6%	1.3%	9.5%	1.2%		

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BALANCE SHEET	2019 A	2020 B	2020 A	2021 B	2019 A - 2020 A	2020 B - 2020 A	
Cash & Investments	\$1,786,357	\$3,600,000	\$20,789,147	\$2,456,906	1064%	477%	
Net Patient Accounts Receivable	\$11,538,110	\$12,819,673	\$8,400,283	\$12,483,048	-27%	-34%	
Due From Third Parties	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	
Risk Reserve Receivable	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	
Other Current Assets	\$5,602,425	\$2,993,057	\$3,680,806	\$3,128,397	-34%	23%	
Current Assets	\$18,926,892	\$19,412,730	\$32,870,236	\$18,068,351	74%	69%	
Board Designated Assets	\$33,846,415	\$25,409,477	\$42,711,182	\$41,344,641	26%	68%	
Net, Property, Plant And Equipment	\$26,612,219	\$48,253,862	\$25,502,814	\$39,997,144	-4%	-47%	
Other Long-Term Assets	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	
Assets	\$79,385,526	\$93,076,069	\$101,084,232	\$99,410,136	27%	9%	
Accounts Payable	\$3,666,976	\$4,834,392	\$8,939,686	\$5,804,215	144%	85%	
Current Liabilities COVID-19	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	
Salaries, Wages And Payroll Taxes Payable	\$4,069,297	\$5,182,765	\$4,640,686	\$5,542,875	14%	-10%	
Other Third Party Settlements	\$1,300,000	\$1,000,000	\$6,710,790	\$1,821,766	416%	571%	
ACO Risk Reserve	\$0	\$0	\$391,551	\$1,271,766	#DIV/0!	#DIV/0!	
Other Current Liabilities	\$2,959,952	\$3,103,328	\$2,521,017	\$3,098,259	-15%	-19%	
Current Liabilities	\$11,996,225	\$14,120,485	\$23,203,730	\$17,538,881	93%	64%	
Long Term Liabilities COVID-19	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	
Long Term Liabilities	\$6,553,615	\$17,464,986	\$7,324,893	\$9,329,297	12%	-58%	
Other Noncurrent Liabilities	\$0	\$0	\$0	\$208,211	#DIV/0!	#DIV/0!	
Long Term Liabilities	\$6,553,615	\$17,464,986	\$7,324,893	\$9,537,508	12%	-58%	
Total Liabilities	\$18,549,840	\$31,585,471	\$30,528,623	\$27,076,389	65%	-3%	
Net Assets	\$59,382,758	\$60,250,032	\$60,835,687	\$71,191,560	2%	1%	
YTD Change In Net Assets	\$1,452,929	\$1,240,566	\$9,719,922	\$1,142,189	569%	684%	
Fund Balance	\$60,835,687	\$61,490,598	\$70,555,609	\$72,333,749	16%	15%	
					#DIV/0!	#DIV/0!	
Liabilities and Equities	\$79,385,527	\$93,076,069	\$101,084,232	\$99,410,138	27%	9%	
Balance Sheet Metrics					Change in Points		
Days Cash on Hand	156.9	121.6	219.5	171.0	62.6	97.9	
Debt Service Coverage Ratio	3.5	2.9	4.4	3.1	0.8	1.5	
Long Term Debt to Capitalization	0.1	0.2	0.1	0.1	-0.0	-0.1	
Days Payable	52.8	59.2	95.8	69.9	42.9	36.6	
Days Receivable	57.6	60.7	50.1	57.7	-7.4	-10.5	

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Fiscal Year 2020 Summary				
Utilization & Staffing	2019 A	2020 B	2020 A	
Utilization Monthly				
Total Average Daily Census				
Total Admissions	2,107	2,117	1,855	
Total Patient Days	6,323	5,389	5,362	
Magnetic Resonance Im	2,327	2,313	2,071	
Cat Scan Procedures	7,095	7,052	6,828	
Radiology - Diagnostic P	26,941	27,076	23,081	
Emergency Room Visits	13,701	13,770	12,331	
Operating Room Proce	2,181	2,169	1,405	
Operating Room Cases	-	-	464	
Physician Office Visits	257,686	258,629	103,360	
Staffing Year to Date				
Non MD FTEs	461.9	492.4	448.6	
MLPs	-	-	21.5	
Residents & Fellows	-	-	-	
Physician FTEs	49.1	56.9	27.0	
Travelers, Travelers MD	8.1	-	6.1	

Brattleboro Memorial Hospital						
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Fiscal Year 2020 Summary						
Payer Mix	2019 A	2020 B	2020 A	2021 B	2019 A - 2020 A	2020 B - 2020 A
Gross Revenue	\$182,085,238	\$188,074,028	\$172,517,296	\$195,374,451	-5%	-8%
Contractual Allowances (includes Bad Debt & Free Care)	-\$109,527,125	-\$111,461,536	-\$111,894,603	-\$116,942,712	2%	0%
Disproportionate Share Payments	\$585,323	\$530,861	\$532,030	\$530,861	-9%	0%
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Net Payer Revenue	\$73,143,436	\$77,143,353	\$61,154,723	\$78,962,600	-16%	-21%
Fixed Prospective Payments	\$10,850,821	\$11,001,739	\$15,439,130	\$13,839,826	42%	40%
Reserves - Risk Portion	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Other Reform Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Total Net Payer Revenue & Fixed Prospective Payment	\$83,994,257	\$88,145,092	\$76,593,853	\$92,802,426	-9%	-13%
Above From the Income Statement						
Medicare					#DIV/0!	#DIV/0!
Gross Revenue	\$84,648,677	\$87,353,931	\$83,750,186	\$94,478,772	-1%	-4%
Contractual Allowances (includes Bad Debt & Free Care)	-\$63,764,655	-\$65,816,188	-\$65,396,964	-\$66,148,950	3%	-1%
Disproportionate Share Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Net Payer Revenue	\$20,884,022	\$21,537,743	\$18,353,222	\$28,329,822	-12%	-15%
Fixed Prospective Payments	\$7,748,009	\$8,409,916	\$11,059,292	\$9,376,599	43%	32%
Reserves - Risk Portion	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Other Reform Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Total Net Payer Revenue & Fixed Prospective Payment	\$28,632,031	\$29,947,659	\$29,412,514	\$37,706,421	3%	-2%
Medicaid						
Gross Revenue	\$33,213,579	\$34,160,744	\$29,399,451	\$32,976,536	-11%	-14%
Contractual Allowances (includes Bad Debt & Free Care)	-\$26,578,509	-\$27,303,957	-\$24,767,877	-\$26,171,900	-7%	-9%
Disproportionate Share Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Net Payer Revenue	\$6,635,070	\$6,856,787	\$4,631,574	\$6,804,636	-30%	-32%
Fixed Prospective Payments	\$3,102,812	\$2,591,823	\$4,426,905	\$4,463,227	43%	71%
Reserves - Risk Portion	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Other Reform Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Total Net Payer Revenue & Fixed Prospective Payment	\$9,737,882	\$9,448,610	\$9,058,479	\$11,267,863	-7%	-4%
Commercial						
Gross Revenue	\$64,222,982	\$66,559,353	\$59,367,660	\$67,919,143	-8%	-11%
Contractual Allowances (includes Bad Debt & Free Care)	-\$19,183,961	-\$18,341,391	-\$21,729,762	-\$24,621,862	13%	18%
Disproportionate Share Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Net Payer Revenue	\$45,039,021	\$48,217,962	\$37,637,898	\$43,297,281	-16%	-22%
Fixed Prospective Payments	\$0	\$0	-\$47,067	\$0	#DIV/0!	#DIV/0!
Reserves - Risk Portion	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Other Reform Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Total Net Payer Revenue & Fixed Prospective Payment	\$45,039,021	\$48,217,962	\$37,590,831	\$43,297,281	-17%	-22%
Disproportionate Share Payments	\$585,323	\$530,861	\$532,030	\$530,861	-9%	0%