



ASSEMBLY SPECIAL MEETING 2023-04- JOINT MEETING WITH BARTLETT REGIONAL HOSPITAL BOARD AGENDA

February 01, 2023 at 6:00 PM

Assembly Chambers/Zoom Webinar

<https://juneau.zoom.us/j/93917915176> or 1-253-215-8782 Webinar ID: 939 1791 5176

(Immediately followed by Assembly Finance Committee)

A. CALL TO ORDER

B. LAND ACKNOWLEDGEMENT

We would like to acknowledge that the City and Borough of Juneau is on Tlingit land, and wish to honor the indigenous people of this land. For more than ten thousand years, Alaska Native people have been and continue to be integral to the well-being of our community. We are grateful to be in this place, a part of this community, and to honor the culture, traditions, and resilience of the Tlingit people. *Gunalchéesh!*

C. ROLL CALL

D. SPECIAL ORDER OF BUSINESS

E. AGENDA TOPICS

Joint meeting with the Bartlett Regional Hospital Board of Directors.

1. Introduction of Senior Leadership Team
2. Workforce Realignment
3. Overview of Current Financial Situation
 - a. Management of Net Position and Indebtedness
 - b. Phased Plan of Action
 - c. Service Lines
 - d. Campus and Facilities

F. PUBLIC PARTICIPATION ON NON-AGENDA ITEMS

G. SUPPLEMENTAL MATERIALS

H. ADJOURNMENT

ADA accommodations available upon request: Please contact the Clerk's office 36 hours prior to any meeting so arrangements can be made for closed captioning or sign language interpreter services depending on the meeting format. The Clerk's office telephone number is 586-5278, TDD 586-5351, e-mail: city.clerk@juneau.org.

State of Hospital Finances

Joint Assembly/Board Meeting – February 1, 2023

Bartlett
Regional Hospital

Senior Leadership Team

Section E, Item 3.

David Keith
Chief Executive
Officer



Sam Muse
Chief Financial
Officer



Kim McDowell
Chief Nursing/
Operations Officer



Tracy Dompeling
Chief Behavioral
Health Officer



Dallas Hargrave
Chief Human
Resources Officer



Workforce Realignment

Section E, Item 3.

CEO

- Compliance (Exec. Dir.)
- Medical Staff Services
- IT (Exec. Dir.)
- Hospitalists
- Community Relations
- Home Health & Hospice
- Quality (Exec. Dir.)
 - Staff Development
 - Employee Health
 - Infection Prevention
 - Nutrition Services
 - Process Improvement
 - Risk Management

CFO

- Contracts
- Accounting
- Health Information Management
- Materials Management
- Patient Access Services
- Patient Financial Services
- Business Development & Strategy (Exec. Dir.)
 - Facilities
 - Food Services
 - Physician Services
 - Rehabilitation Services

CNO/COO

- Diagnostic Imaging
- Laboratory
- Pharmacy
- Respiratory Therapy
- Sleep Sciences
- Cardiac & Pulmonary Rehab
- Case Management
- Nursing (Exec. Dir.)
 - CCU
 - ED
 - Infusion
 - Medical/Surgical
 - Nursing Administration
 - OB
 - Surgical Services

CBHO

- Applied Behavior Analysis Therapy
- Addiction Treatment (RRC)
- Community Navigators
- Inpatient and Emergency Mental Health Services
- Community Based Crisis Intervention Services
- Outpatient Psychiatry (BOPS)

CHRO

- HR
- Benefits

Growing Financial Pressures

Since 2019...



Net Revenue: \$19.7M



Labor: \$21.3M

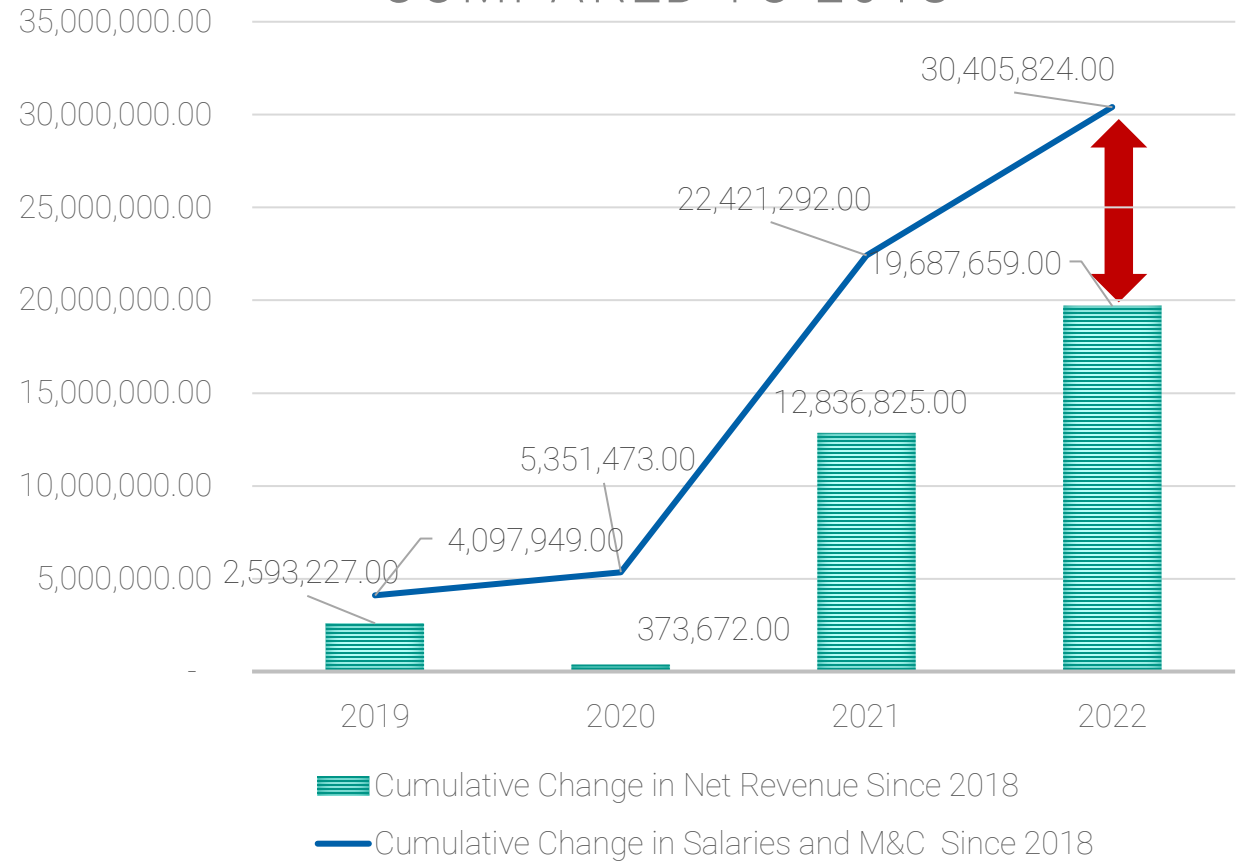


Supply Costs: \$9.1M



Recurring Operating Income: \$10.7M

GROWTH IN NET REVENUES VS. GROWTH IN SALARIES AND COMMODITIES AND SERVICES COMPARED TO 2018



Section E, Item 3.

Today's Financial Picture

Our Current Challenges



Since 2019 we've increased our staffing hours by 19% or 146 full-time positions.



Bartlett has been losing about \$1M a month since the summer of 2020. This loss was covered up by temporary COVID funding of \$12M a year (or \$1M a month) for the past two years.



COVID funding has stopped, and operational expenses remain unsustainable.



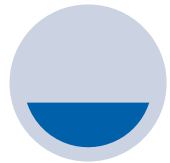
We're expected to lose \$10M this year (averaging \$1M a month).

Management of Net Position & Indebtedness

- We currently have approximately \$71M in cash (\$43M unrestricted and \$28M restricted)
- Average daily operating costs are currently \$348k – this equals about 6-7 months of operating expenditures
 - Note: Average daily operating costs have increased each year and are now up over 30% from \$266k in FY2019
- We are projecting to end FY2023 with roughly 6 months total days cash on hand
- While we monitor our present financial position, we also must look to the future - certain strategic investments are necessary to ensure we serve our community
- Areas of strategic focus for our Finance team are to examine opportunities of process improvement

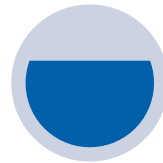
Phased Plan of Action

The goal is to begin the new fiscal year on July 1, 2023, without a deficit.



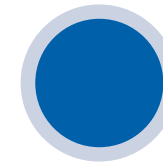
Phase 1 Considerations (Currently in progress)

- Hiring restrictions
- Discretionary spending reductions
- Overtime reductions
- Purchasing reductions
- Travel reductions
- FY2024 budget reductions



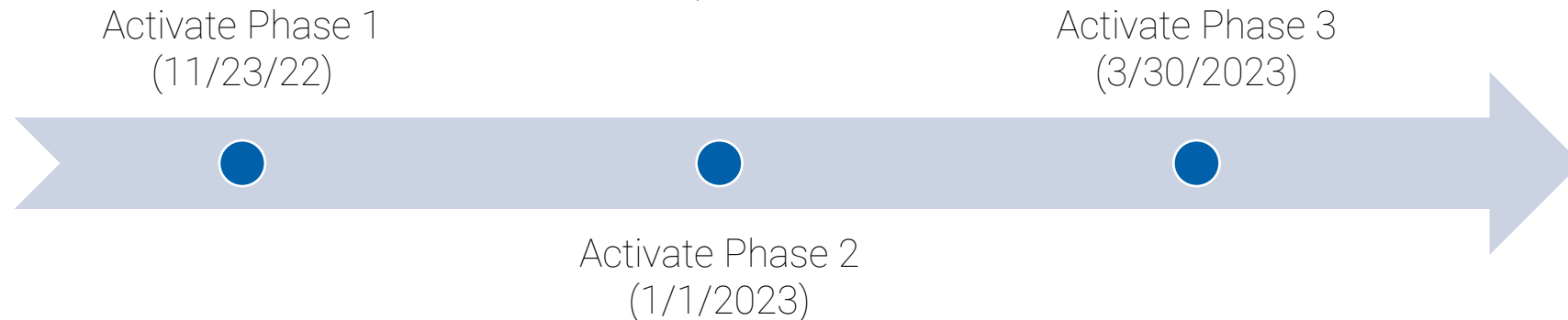
Phase 2 Considerations (Currently in progress)

- Incentive pay cancellation
- Traveler/Locum reductions
- Contract/Agreement reductions
- PRN/Casual reductions
- Retirement incentive
- Staffing levels and productivity study action plan



Phase 3 Considerations

- Streamlining leadership
- Realignment of workforce
- Program eliminations
- Strategic initiative delays



Service Lines & Facilities

Addressing the Continuum of Care – Growing Bartlett's Healthcare Offerings

Existing Services (Acute Care)

- Over 25 service lines focused on providing inpatient medical care and other related services for surgery, acute medical conditions, or injuries

New Services in 2023

- Behavioral Health Services 
(Aurora Behavioral Health Center)
 - Crisis Observation & Stabilization
 - Crisis Residential
- Post Acute Care Services
 - Home Health
 - Hospice
 - Long-Term Care/Sub Acute Care (Wildflower Court) 

Future Growth Opportunities

- Family Practice Building 
- Higher Level Inpatient Specialty Services
- Outpatient and Ambulatory  Services
- Joint Ventures and Partnerships