



**BOARD OF TRUSTEES -- OPEN SESSION
AGENDA**

Friday, April 24, 2020 at 9:00 AM

<https://hsc-unm.zoom.us/j/99479967047>

- I. **CALL TO ORDER – Terry Horn, Chair, UNM Hospitals Board of Trustees**
- II. **ANNOUNCEMENTS (Informational – 5 Minutes)**
 - [Recognition – Christine Glidden](#) – Terry Horn, UNMH BOT Chair, and Kate Becker, UNMH CEO
- III. **ADOPTION OF AGENDA (Approval/Action – 5 Minutes)**
- IV. **PUBLIC INPUT (Informational)**
- V. **APPROVAL OF THE MINUTES**
 - [February 28, 2020 UNMH Board of Trustees Meeting Minutes](#) – Mr. Terry Horn, Chair **(Approval/Action – 5 Minutes)**
- VI. **BOARD INITIATIVES**
 - [Budget](#) – Bonnie White **(Approval – 20 Minutes)**
- VII. **CLOSED SESSION: Vote to close the meeting and to proceed in Closed Session (Approval/Action – Roll Call Vote)**
 - a. Discussion of limited personnel matters pursuant to Section 10-15-1.H (2), NMSA pertaining to the appointment and reappointment of medical providers to the medical staff of UNM Hospital and expansion of medical staff privileges for certain UNM Hospital medical staff providers, including the discussion of matters deemed confidential under the New Mexico Review Organization Immunity Act, Sections 41-9-1E(7) and 41-9-5, NMSA.
 - b. After discussion and determination where appropriate, of limited personnel matters per Section 10-15-1.H (2); and discussion and determination, where appropriate of matters subject to the attorney-client privilege regarding pending or threatened litigation in which UNMH is or may become a participant, pursuant to Section 10-15-1.H (7); and discussion of matters involving strategic and long-range business plans or trade secrets of UNMH pursuant to Section 10-15-1.H (9), NMSA, the Board certified that no other items were discussed, nor were actions taken.
- VIII. **Certification that only those matters described in Agenda Item IX were discussed in Closed Session; consideration of, and final action on the specific limited personnel matters discussed in Closed Session. (Approval/Action – Roll Call Vote)**
- IX. **Adjourn Meeting (Approval/Action)**

Recognition – Christine Glidden



February 28, 2020 UNMH Board of Trustees Meeting Minutes

<i>Agenda Item</i>	<i>Subject/Discussion</i>	<i>Action/Responsible Person</i>
Voting Members Present	Mr. Terry Horn, Dr. Jennifer Phillips, Mr. Erik Lujan, Mr. Kurt Riley, Mrs. Christine Glidden, Mr. Nick Estes, Mr. Del Archuleta, Mr. Joseph Alarid, and Dr. Tamra Mason	
Ex-Officio Members Present	Dr. Paul Roth, Mrs. Kate Becker, Dr. Michael Richards, Dr. Davin Quinn, and Dr. Irene Agostini	
County Officials Present	Mr. Clay Campbell	
I. Call to Order	A quorum being established, Mr. Terry Horn, Chair, called the meeting to order at 9:06 AM	
II. Announcements	Mrs. Kate Becker, UNM Hospitals CEO, and Mr. Terry Horn, UNM Hospitals Board of Trustee Chair, recognized Mr. Nick Estes for his service as a Board of Trustees Member and for being an advocate for the citizens for the past six years. Mrs. Christine Glidden expressed her gratitude to Member Estes for his involvement with the community and for being a co-member with her through the Bernalillo County appointment. Mr. Del Archuleta said he served on the Explora Board with Mr. Estes and agreed that he has a lot of passion for the community. Dr. Paul Roth indicated that Mr. Estes consistently took a position to improve the health of the community and appreciates that in him along with his sense of mission and purpose. Mr. Estes said it has been a great pleasure serving as a Board of Trustees Member.	
III. Adoption of Agenda	Mr. Terry Horn, Chair, requested a motion to approve the Agenda.	Dr. Tamra Mason made a motion to adopt the agenda. Mr. Joseph Alarid seconded the motion. Motion passed with no objections.
IV. Consent Approval	<p>Mrs. Bonnie White presented the below identified Consent Items (documents in BoardBook)</p> <p>Mr. Terry Horn, Chair, indicated the UNMH BOT Finance Committee discussed/reviewed the Consent Items in detail and recommend approval by the full UNMH Board of Trustees. Chair Horn requested a motion to approve the Consent Items</p> <ul style="list-style-type: none"> • Capital Project – CTH-Radiology-EOS Imaging Machine and Spatial Reconfiguration \$525,000 • Capital Project – UH Main 2nd Floor Sterile Processing Department – Decontamination Renovation \$690,000 • Capital Project – UH Main 4th Floor Pulmonary Lab Renovation \$545,000 • Capital Project – UNMH New Hospital Tower and New Parking Structure Preliminary Sitework (Reconstruction of North Yale Blvd.) \$5.2M 	Mr. Nick Estes made a motion to approve the Consent Items as presented and discussed by Mrs. Bonnie White. Mr. Del Archuleta seconded the motion. Motion passed with no objections
V. Public Input	N/A	
VI. Approval of Minutes	Mr. Terry Horn, Chair, requested a motion to approve the January 31, 2020 UNM Hospitals Board of Trustees Meeting Minutes.	Mr. Nick Estes made a motion to approve the January 31, 2020 UNM Hospitals Board of Trustees Meeting Minutes. Mr. Del Archuleta seconded the motion. Dr. Tamra Mason abstained from voting. Motion passed unanimously.

<p>VII. Mission Moment</p>	<p>Mission Moment: Mrs. Kate Becker introduced Mrs. Ana Bacon, Manager Child Life Program. Mrs. Bacon presented the UNMH Mimbres School (presentation in BoardBook). UNMH Mimbres School has operated at Children’s Psychiatric Hospital for decades and was expanded to Child Life in 2019 with the help from New Mexico Credit Unions. Students in various environments to meet the need of the individual student and their education plan with one licensed teacher that works with grades K-12. There are currently 12 enrolled students with 9 on the waiting list. This is an independent State supported educational program recognized as an independent school district, not part of APS. Grades recognized by NMPED; students can graduate and move on to college. Kids are able to work around medical procedures without falling behind in their school work. Mr. Rodney McNease said they do not get an appropriation like a school district but works more like a state appropriation.</p>	
<p>VIII. Board Initiatives</p>	<p>Mrs. Doris Tinagero, DNP, RN, NEA-BC, UNM CTH Executive Director, gave a presentation on UNM Carrie Tingley Hospital Advisory Board Report (presentation in BoardBook)</p> <p>Budget Assumptions and Salary Guidelines (presentation in BoardBook). Mrs. Bonnie White reviewed the overview of budget process. Mr. Del Archuleta stated the UNMH BOT Finance Committee held a comprehensive discussion. Mr. Terry Horn, Chair, stated there have not been any big changes to the budget forecast from Huron or other initiatives. Chair Horn indicated the committee discussed/reviewed and recommend approval by the full UNMH Board of Trustees.</p> <p>Mrs. Bonnie White presented the UNMH Purchasing Process (report in BoardBook)</p>	<p>Mr. Nick Estes made a motion to approve the Budget Assumptions and Salary Guidelines as presented by Mrs. Bonnie White. Mr. Del Archuleta seconded the motion. Motion passed unanimously.</p>
<p>IX. Administrative Reports</p>	<p>Chancellor for Health Sciences: Dr. Paul Roth’s report is included in the BoardBook. Chair Horn asked if the hospital is prepared for the potential for Corona Virus. Dr. Irene Agostini said we are actively working to make sure healthcare workers are prepared. Dr. Meaghan Brett is diligently working on organization process. Starting to work with Presbyterian and Lovelace on how we will triage. Dr. Michael Richards said in 2004-2005 healthcare in USA started UNMH was leader to develop detailed plans of how we would respond to a virus, which included disruption, supply chain, etc.</p> <p>HSC Committee Update: Dr. Michael Richards’ report is included in the BoardBook. An exposed affiliation Agreement has been signed with First Choice Community Health.</p> <p>UNM Hospitals CEO Update: Mrs. Kate Becker’s report is included in the BoardBook.</p> <p>UNM Hospitals CMO Update: Dr. Agostini (report in BoardBook)</p> <p>Chief of Staff Update: Dr. Davin Quinn reported there is on-going reviews and revisions of Medical Bylaws. They will form a new Peer Review Committee to ensure medical staff governance is meeting national guidelines. There has been an effort lead by Dr. Agostini to make sure medical records are updated; it appears all providers and doctors are keeping up with their note keeping. Dr. Agostini said there are peer reviews occurring; however, a more formal peer review committee will be with a group of physicians.</p>	
<p>X. Committee Reports</p>	<p>Mr. Terry Horn, Chair, gave a brief overview of the UNMH BOT Finance Committee Meeting expressing that an update on the new tower is given at each meeting and he is pleased to report everything is on budget. Chair Horn stated that Dr. Sara Frasch gave presentation on recruitment.</p> <p>Mr. Terry Horn stated the UNMH BOT Audit and Compliance Committee did not meet.</p>	

	<p>Mr. Erik Lujan gave a summary of the recent UNMH BOT Quality and Safety Committee Meeting. Mr. Lujan said Mrs. Patti Kelley gave a very interesting presentation on Nursing Staff.</p> <p>Mr. Erik Lujan stated the UNMH BOT Native American Services Committee discussed outreach around the community needs assessment and how we will push out to more communities.</p> <p>Mr. Erik Lujan stated the UNMH BOT Community Engagement Committee reviewed the Charter and decided some of the language needs to be modified. They also reviewed the Mimbres presentation and he believes this type of advertisement of the hospital's community interests should be shared with the public. During these situations, the family may be displaced if not in Albuquerque and some or all of them also come and siblings may get pulled out of school so those siblings also get taught at Mimbres.</p>	
XI. Other Business	Mrs. Bonnie White presented the January financials (report in BoardBook)	
XII. Closed Session	At 11:21 AM Mr. Terry Horn, Chair, requested a motion to close the Open Session of the meeting and move into Closed Session.	<p>Mrs. Christine Glidden made a motion to close the Open Session and move to the Closed Session. Mr. Joseph Alarid seconded the motion. Per Roll Call, the motion passed.</p> <p>Roll Call: Mr. Terry Horn – Yes Dr. Jennifer Phillips – Yes Mrs. Christine Glidden – Yes Mr. Erik Lujan - Yes Mr. Del Archuleta – Yes Mr. Nick Estes – Yes Mr. Kurt Riley – Yes Mr. Joseph Alarid – yes Dr. Tamra Mason – yes</p>
X. Certification	<p>After discussion and determination where appropriate, of limited personnel matters per Section 10-15-1.H (2); and discussion and determination, where appropriate of matters subject to the attorney-client privilege regarding pending or threatened litigation in which UNMH is or may become a participant, pursuant to Section 10-15-1.H (7); and discussion of matters involving strategic and long-range business plans or trade secrets of UNMH pursuant to Section 10-15-1.H (9), NMSA, the Board certified that no other items were discussed, nor were actions taken.</p>	
Vote to Re-Open Meeting	At 12:34 PM Mr. Terry Horn, Chair, requested a roll call motion be made to close the Closed Session and return the meeting to the Open Session.	<p>Mrs. Christine Glidden made a motion to close the Closed Session and return to the Open Session. Mr. Del Archuleta seconded the motion. Per Roll Call, the motion passed.</p> <p>Roll Call: Mr. Terry Horn – Yes Dr. Jennifer Phillips – Yes Mrs. Christine Glidden – Yes Mr. Erik Lujan – Not Present Mr. Del Archuleta – Yes Mr. Nick Estes – Yes</p>

	<p>Dr. Richard Crowell presented Quality and Safety Update.</p> <p>Mr. Terry Horn, Chair, requested the Board accept receipt of the following as presented in the Closed Session to acknowledge, for the record, that those minutes were, in fact, presented to, reviewed, and accepted by the Board. In addition, for the Board to accept the recommendations of those Committees as set forth in the minutes of those Committee's meetings and to ratify the actions taken in Closed Session.</p> <ul style="list-style-type: none"> ❖ UNMH BOT Native American Services 11/21/2019 Meeting Minutes ❖ Medical Executive Committee 01/15/2020 Meeting Minutes ❖ UNMH BOT Quality and Safety Committee 11/17/2020 Meeting Minutes ❖ UNMH BOT Finance Committee 01/29/2020 Meeting Minutes <p>Mr. Terry Horn, Chair, requested the Board acknowledge approval of the Credentialing and the Clinical Privileges as presented and approved at the UNMHBOT Quality and Safety Committee Meeting of February 21, 2020.</p> <ul style="list-style-type: none"> • Initial Appointments (Abdul through Swenson) • Reappointments (Antony through Zlatkin) • Expansion of Privileges, Changes in Department, Change in Staff Status (Apodaca through Rabezany) 	<p>Mr. Kurt Riley -- Yes Dr. Tamra Mason – Yes Mr. Joseph Alarid – Yes</p> <p>The Board of Trustees acknowledged receipt of the UNMH Committee Meeting Minutes.</p> <p>Dr. Davin Quinn reported the UNMH BOT Quality and Safety Committee reviewed, discussed, and approved the Credentialing and Clinical Privileges as identified in Closed Session.</p>
Adjournment	<p>The next scheduled Board of Trustees Meeting will take place on Friday, April 24, 2020 at 9:00 AM at the University of New Mexico Hospitals in the Barbara & Bill Richardson Pavilion (BBRP) 1500. There being no further business, Mr. Terry Horn, Chair, requested a motion to adjourn the meeting.</p>	<p>Dr. Jennifer Phillips made a motion to adjourn the meeting. Dr. Tamra Mason seconded the motion. The motion passed unanimously. The meeting was adjourned at 12:35 PM.</p>

Mr. Joseph Alarid, Secretary
 UNM Hospitals Board of Trustees

FY21 Capital Budget 04.24.20 - Rvsd 4.22

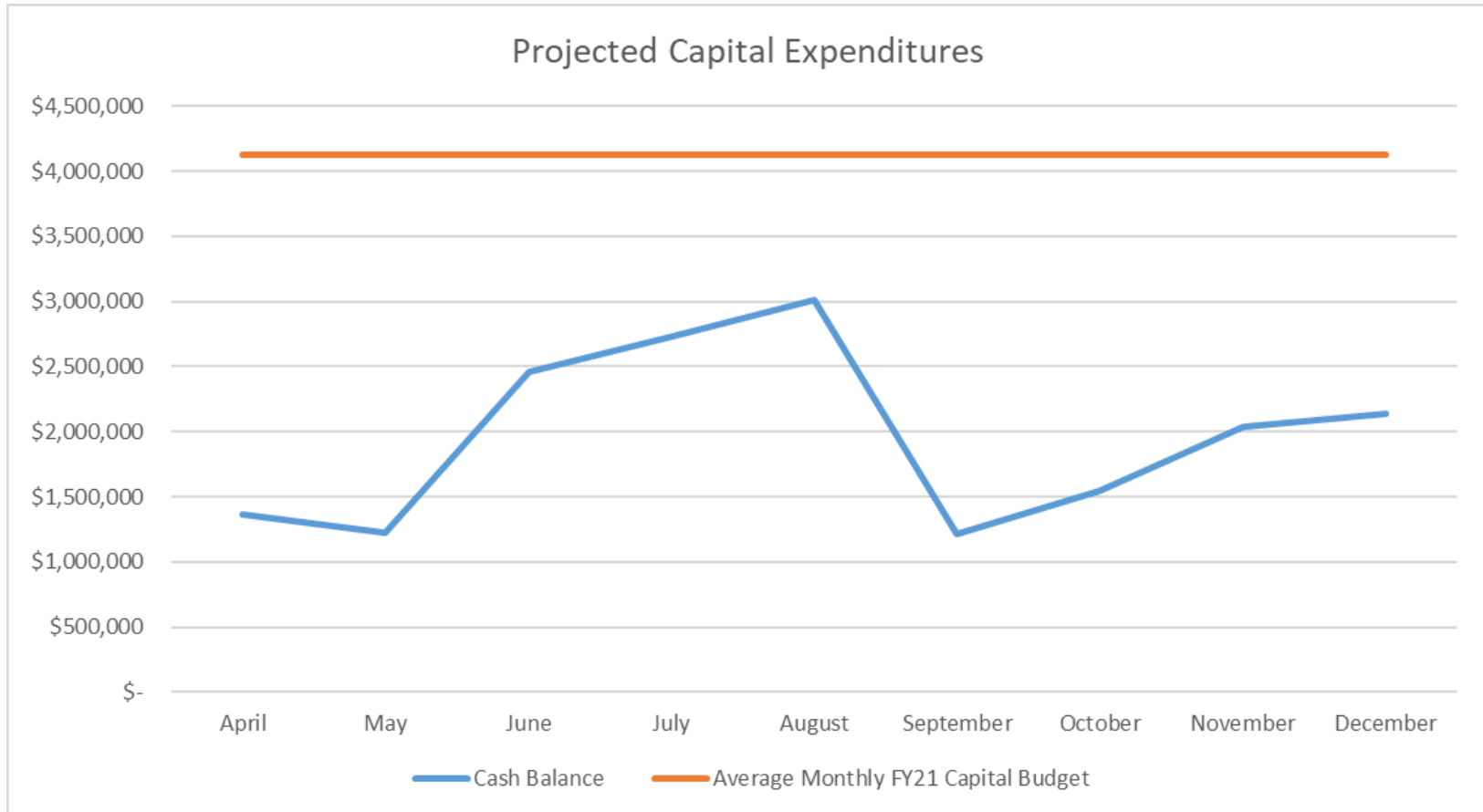
UNM Hospitals

Fiscal Year 2020 Capital Budget
Revision

Fiscal Year 2021 Capital Budget

April 24, 2020

Projected Capital Cash Expenditures April - December 2020



- Minimal capital expenditures
- New Tower prep road work included June - August
- Comprehensive Movement Disorder Clinic and Senior Health Center included April - December

Areas of Focus Capital

- Medical Equipment - \$19.1M
 - Radiology – (CT, portable x-ray units, ultrasound) - \$4.0M
 - Operating Room (microscopes, anesthesia machines, other surgical room equipment) - \$3M
 - Cath Lab equipment replacement - \$1.0M
 - Fleet vehicle replacement – \$1M
 - All other inpatient and ancillary - \$10.1M
- Renovations - \$27.9M
 - Movement Disorder & Senior Care Clinics - \$7.7M
 - Clinics (code required renovations) - \$2.2M
 - Ancillary (OR Pre Op, Pharmacy, Radiology equipment installation) - \$2.3M
 - Life safety, HVAC, Electrical, Chillers, Plumbing, Pneumatic Tube system - \$6.7M
 - Behavioral Health (Psychiatric emergency service expansion) - \$1.5M
 - New Tower prep – roadwork - \$5.2M
- Information Technology - \$6M
 - Backup hardware, storage expansion, networking, security - \$3.9M
 - Electronic Medical Record– \$1.1M
 - Clinical systems (radiology, communications, audiology) - \$1M

FY 2020 and FY 2021 Sources of Funds – Major Projects

Sources of Funds

UNMH Capital Funding

Other Funding

UNMH Capital Reserve Funding

	FY 2020 Original	FY 2020 Revised	FY 2021 Budget
	\$ 38,500,000	\$ 35,489,331	\$ 38,500,000
	2,377,647	3,613,978	1,572,113
	-	-	12,927,477
	<u>40,877,647</u>	<u>39,103,309</u>	<u>52,999,590</u>

- UNMH Capital Fund – equivalent to the Hospital’s annual depreciation. Depreciation is a non-cash item.
- Other Funding – donations received for capital expenditures, primarily medical equipment.
- UNMH Capital Reserve Fund – the source of these funds is the accumulated excess of Hospital revenues over expenses from 2007 to 2015. The excess of Hospital revenues over expenses is transferred to UNM for use in building, expanding, and repairing facilities used by the Hospital. The funding for capital reserve began in 2007 with the most recent addition to the fund occurring in 2015. Subsequent to 2004, all capital facilities are recorded by UNM for use by the Hospital.

FY 2020 and FY 2021 Sources of Funds – Major Projects

Inpatient Units

IV Pumps and Ventilators
 Other Medical Equipment and Renovations
Total Inpatient Units

FY 2020 Original	FY 2020 Revised	FY 2021 Budget
226,701	228,568	-
4,551,884	4,577,354	7,359,752
\$ 4,778,585	\$ 4,805,922	\$ 7,359,752

Ancillary Areas

Surgical Services Renovation and Equipment
 Radiology - MRI
 Radiology - CT
 Radiology - PET CT
 Cath Lab Equipment and Renovation
 Other Radiology Equipment and Renovations
 Other Ancillary Equipment and Renovations
Total Ancillary

FY 2020 Original	FY 2020 Revised	FY 2021 Budget
\$ 4,812,000	\$ 5,452,300	\$ 4,600,000
-	1,380,093	-
2,025,000	-	1,825,000
-	2,243,097	-
1,669,514	-	-
3,273,653	1,973,690	3,375,000
2,797,565	3,856,759	2,996,645
\$ 14,577,731	\$ 14,905,938	\$ 12,796,645

FY 2020 and FY 2021 Sources of Funds – Major Projects

Ambulatory

Movement Disorder/Senior Care Clinic
Other Clinic Equipment and Renovations
Total Ambulatory

FY 2020 Original	FY 2020 Revised	FY 2021 Budget
\$ 3,500,000	\$ 812,413	\$ 7,727,477
\$ 3,032,490	\$ 3,807,599	\$ 3,295,408
\$ 6,532,490	\$ 4,620,012	\$ 11,022,884

Building and Infrastructure

Life Safety, fire sprinklers, bldg renovations
Plumbing repairs, domestic soil pipe replacement, boiler
Total Building and Infrastructure

FY 2020 Original	FY 2020 Revised	FY 2021 Budget
5,453,200	5,383,144	4,570,000
\$ 359,959	\$ 262,000	\$ 2,200,000
\$ 5,813,159	\$ 5,645,144	\$ 6,770,000

New Tower Project

New Tower Prep - Roadwork
Total New Tower

FY 2020 Original	FY 2020 Revised	FY 2021 Budget
-	-	5,200,000
\$ -	\$ -	\$ 5,200,000

FY 2020 and FY 2021 Sources of Funds – Major Projects

Information Technology

Electronic Medical Record
 Systems upgrades and expansions
 Network
 Other IT Hardware and Software
Total Information Technology

FY 2020 Original	FY 2020 Revised	FY 2021 Budget
\$ 1,612,698	\$ 1,612,698	\$ 1,100,000
600,000	600,000	1,020,139
869,064	867,107	2,896,132
2,918,238	2,920,194	983,729
\$ 6,000,000	\$ 6,000,000	\$ 6,000,000

Other Clinical Operations and Support Services

ASAP/Carrie Tingely/UNMPC/CPC
Total Other Clinical Operations & Support Services

FY 2020 Original	FY 2020 Revised	FY 2021 Budget
\$ 3,175,683	\$ 3,126,293	\$ 3,850,309
\$ 3,175,683	\$ 3,126,293	\$ 3,850,309

FY21 Capital Items Subject to Approval

Over \$1 Million Equipment			Budget
Radiology	Radiology - CT Scan	BBRP CT Scanner (north)	\$ 1,825,000
Other Equip	Cardiac Cath Lab	Flex Robotic System	\$ 1,080,000
IT			
	Clinical Application	EMR Enhancements	\$ 1,100,000
Facilities			
	BBRP - 3 West - Fan Wall HVAC Systems		\$ 1,000,000
	BBRP - ED - Improvements		\$ 1,000,000
	UH Main - OR - Air Handler Upgrades		\$ 1,100,000
	UH Main - Basement Machine Room 8 - Medical Air Compres		\$ 1,100,000
	UPC - PES - Expansion without IOP Conversion Plan		\$ 1,500,000
	1600 University -Ophthalmology Clinic		\$ 1,000,000

\$250,000 - \$999,999			Budget
Facilities			
	BBRP - CT North Room - Replacement and Renovation		\$ 350,000
	BBRP - General X-Ray - Room 2 Replacement		\$ 300,000
	BBRP - Radiology - X-Ray Replacement		\$ 300,000
	UH Main - General X-Ray - Convert Fluoro Room		\$ 250,000
	UH Main - 1st Floor Fluoroscopy Dept - Fluoro Unit Replace		\$ 250,000
	UH Main - OHS 5N - Record Room Convert to Provider Exam		\$ 40,000
	UH Main - Pulmonary - Lab Renovation		\$ 450,000
	UH Main - OR Recovery - Air Handler Upgrade		\$ 300,000
	1209 University - DOH Licensing		\$ 600,000
	2400 Tucker - DOH Licensing		\$ 600,000
	UH Main - Adult Oncology - Positive Pressure Room HVAC		\$ 600,000
	UH Main - Basement - Server Room HVAC Upgrade		\$ 600,000
	BBRP - Medical Air Compressor Upgrade		\$ 400,000
	BBRP - Medical Vacuum Upgrades		\$ 370,000
	UH Main - Pneumatic Tube System Controls		\$ 700,000
	CTH - General Room 1 - Equipment Replacement		\$ 300,000
	CTH - Radiology - EOS Imaging System Project		\$ 450,000
	UH Main - 2nd Floor - PACU - Soiled Utility Renovation		\$ 250,000

FY21 Operating Budget BoT 042420

UNM Hospitals

FY 21 Operating Budget

April 24, 2020

Budget Driving Variables

- COVID-19 Timeline

- March 5 - UNM Hospitals activates Emergency Operations Center to prepare for and mitigate effects of COVID-19
- March 12 - New Mexico Department of Health (NMDOH) Public Health order limiting mass gatherings
- March 13 - American College of Surgeons issues Recommendations for Management of Elective Surgical Procedures
 - Recommendations on minimizing, postponing, or cancelling elective surgeries, endoscopies, or other invasive procedures.
 - Recommended immediately minimizing items needed to care for patients (such as ICU beds, personal protective equipment, cleaning supplies and ventilators).
- March 23 - NMDOH Public Health Order
 - Closing all business and non-profits except for those deemed essential and providing additional restrictions on mass gatherings
- March 24 - NMDOH Public Health Order
 - Hospitals and other healthcare facilities prohibited from providing non-essential health care services, procedures, and surgeries.
- March 27 - Coronavirus Aid, Relief, and Economic Security (CARES) Act passed - to reimburse eligible health care providers for health care-related expenses or lost revenue attributable to COVID-19
 - Grants to Healthcare entities based on prior year Medicare payments
 - Authorizes accelerated payments to Medicare providers - advances to be paid back beginning 120 days after payment received

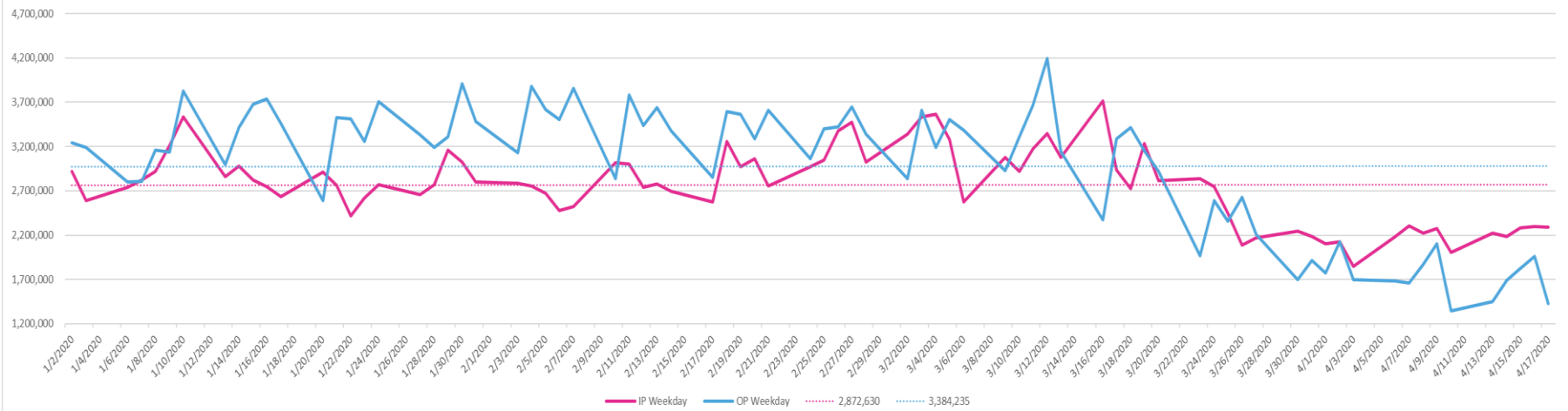
- COVID-19 Impacts on budget
 - FY20 Reforecast
 - Significant decrease in inpatient census, clinic visits, surgeries, procedures, and other outpatient ancillary services in the final quarter of FY20
 - Revenue decline for the final quarter of FY20
 - Assumptions include re-opening of services in June 2020
 - Possible increase in limited financial assistance
 - FY21 Budget
 - Focus on recovery of lost volumes in first half of FY21
 - Unknown economic impacts from Stay at home orders - possible shift in payer mix out of commercial into Medicaid and uninsured

Budget Driving Variables

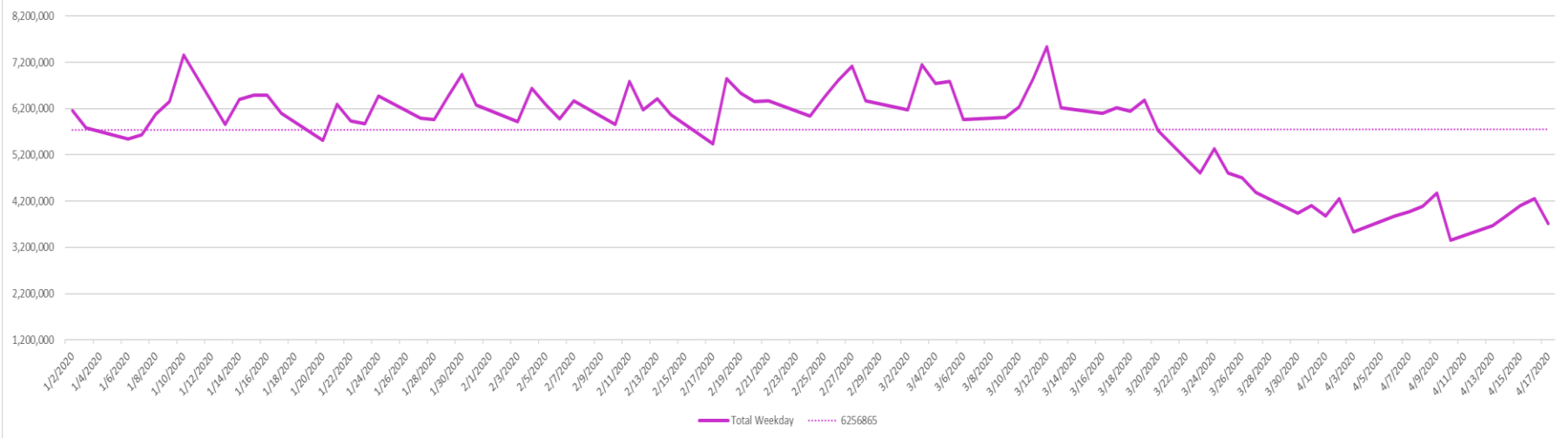
- FY21 high level operational improvement assumptions
 - Revenue cycle operations improvements
 - FY20 improvements carry over into FY21, do not expect to see significant further improvements
 - Specialty Pharmacy implementation
 - Expense reductions – continuation of current year operational improvement initiatives
 - Workforce management
 - Supply expense management
 - Vendor management
- Behavioral Health Program Development

Gross Charges Trend Jan 1 - April 17, 2020

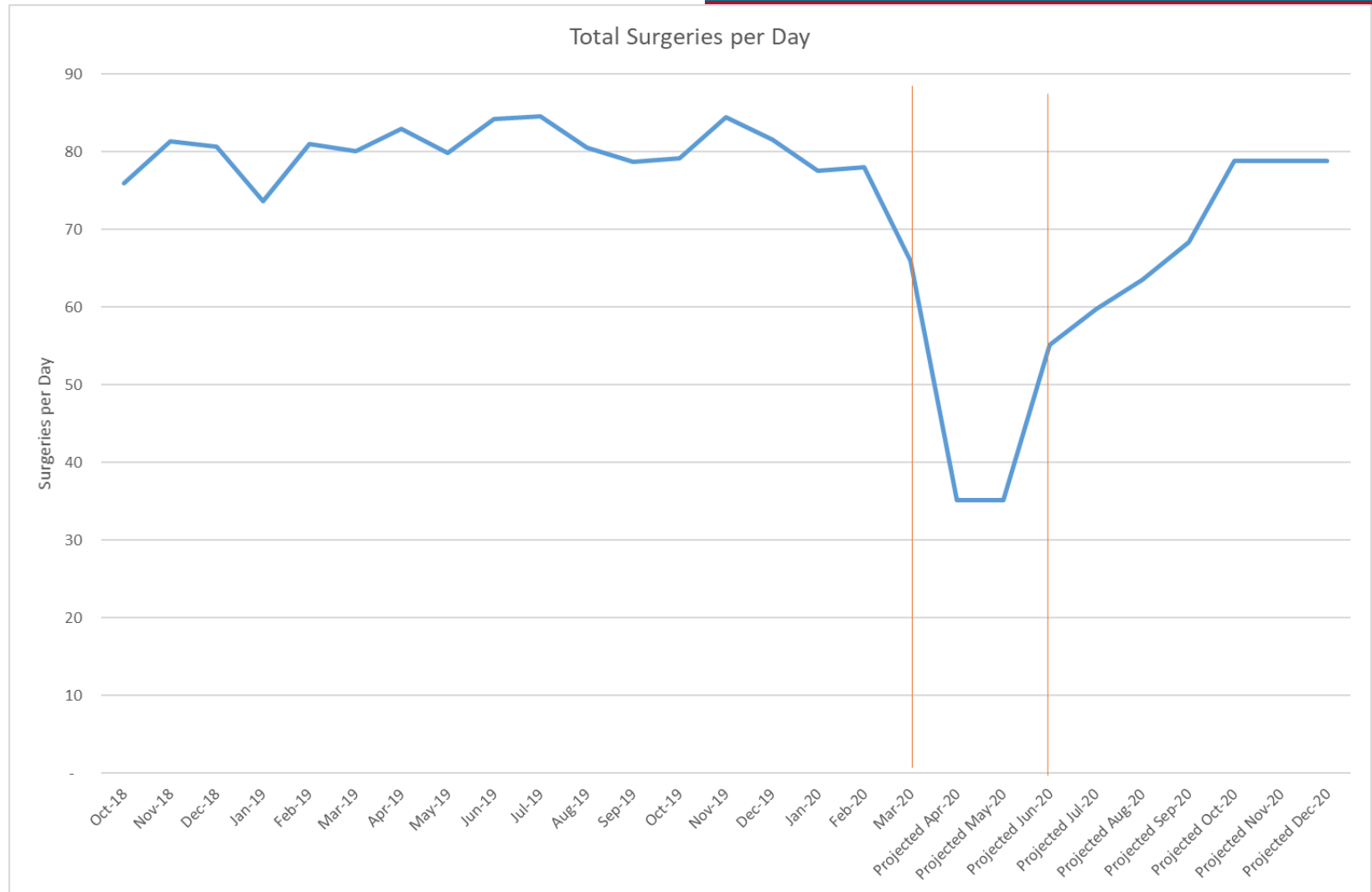
Weekday AOHG Gross Charges Trend Compared to January/February Average



Weekday AOHG Gross Charges Trend Compared to January/February Average

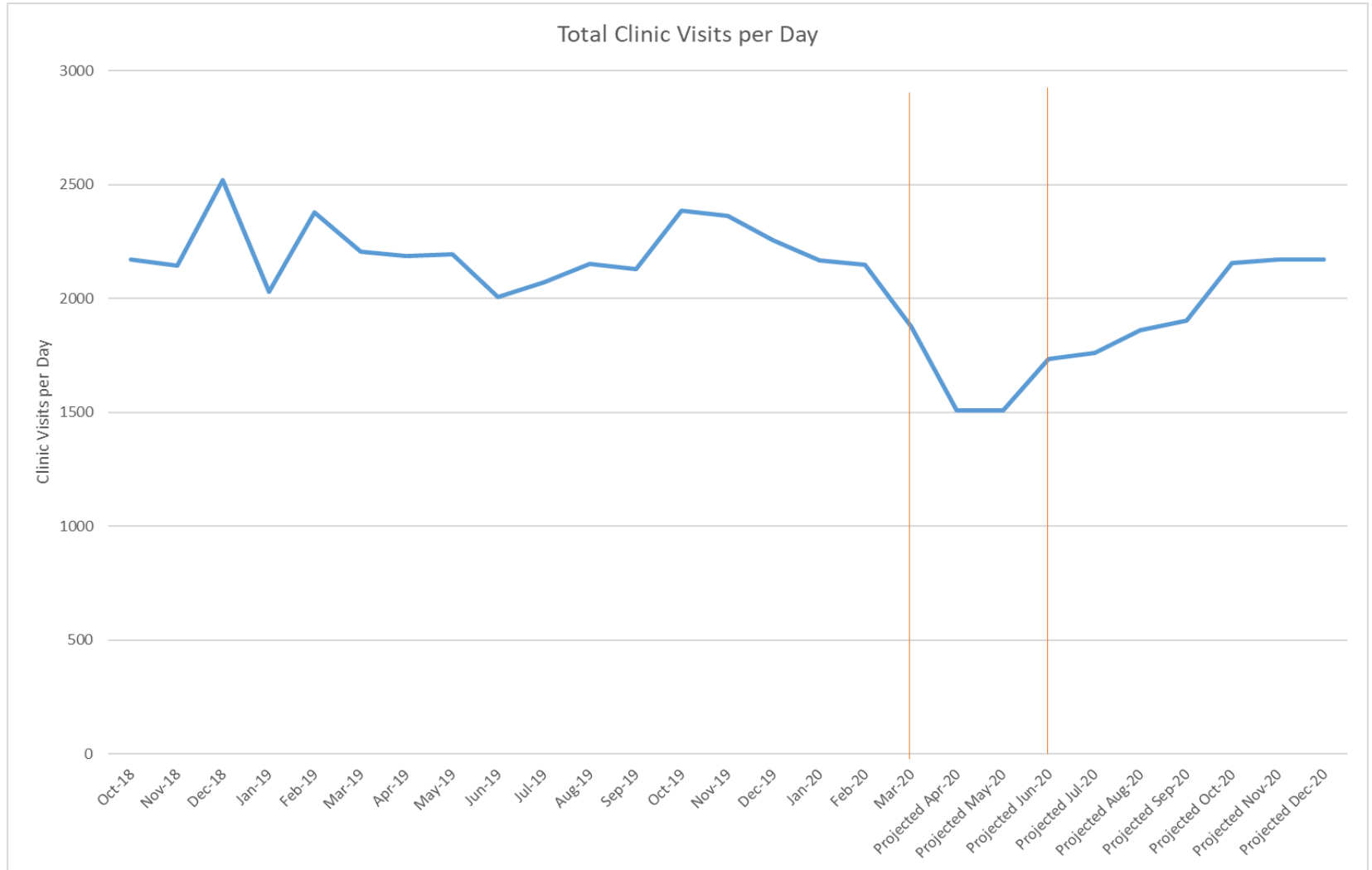


Projected Surgeries



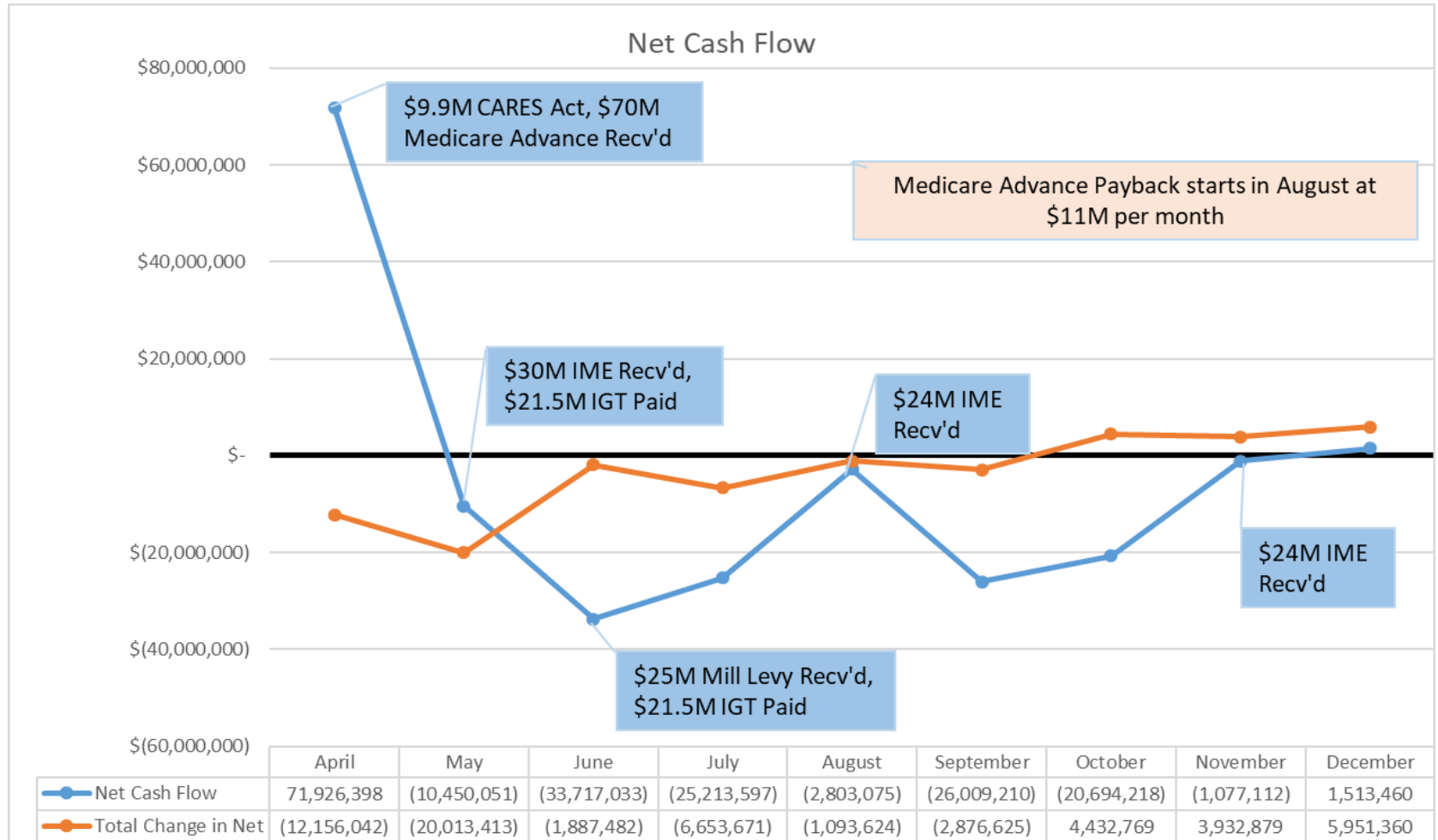
Assumption: Public Health Order removed in late May/early June
24/40

Projected Clinic Visits

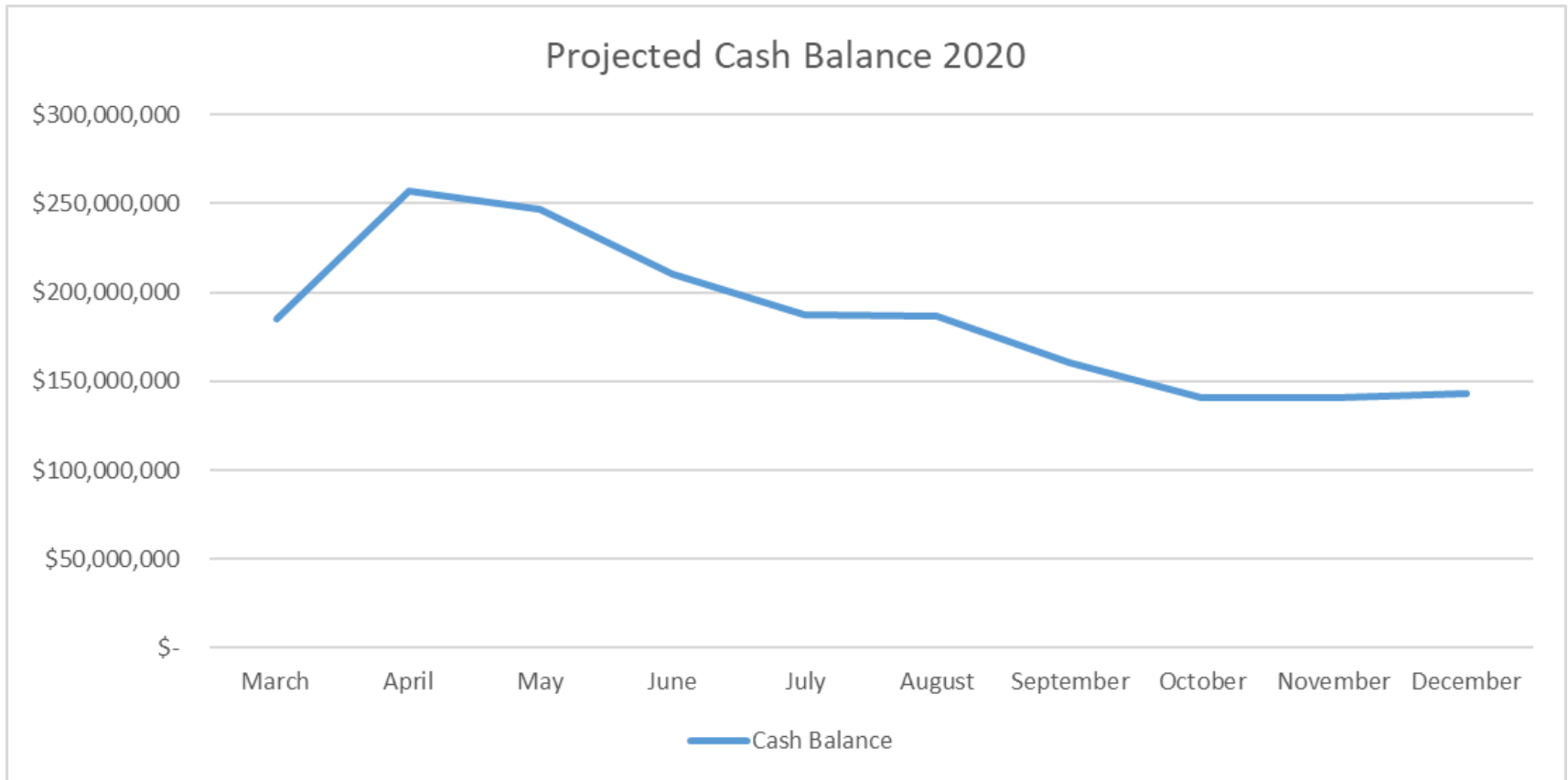


Assumption: Public Health Order removed in late May/early June
25/40

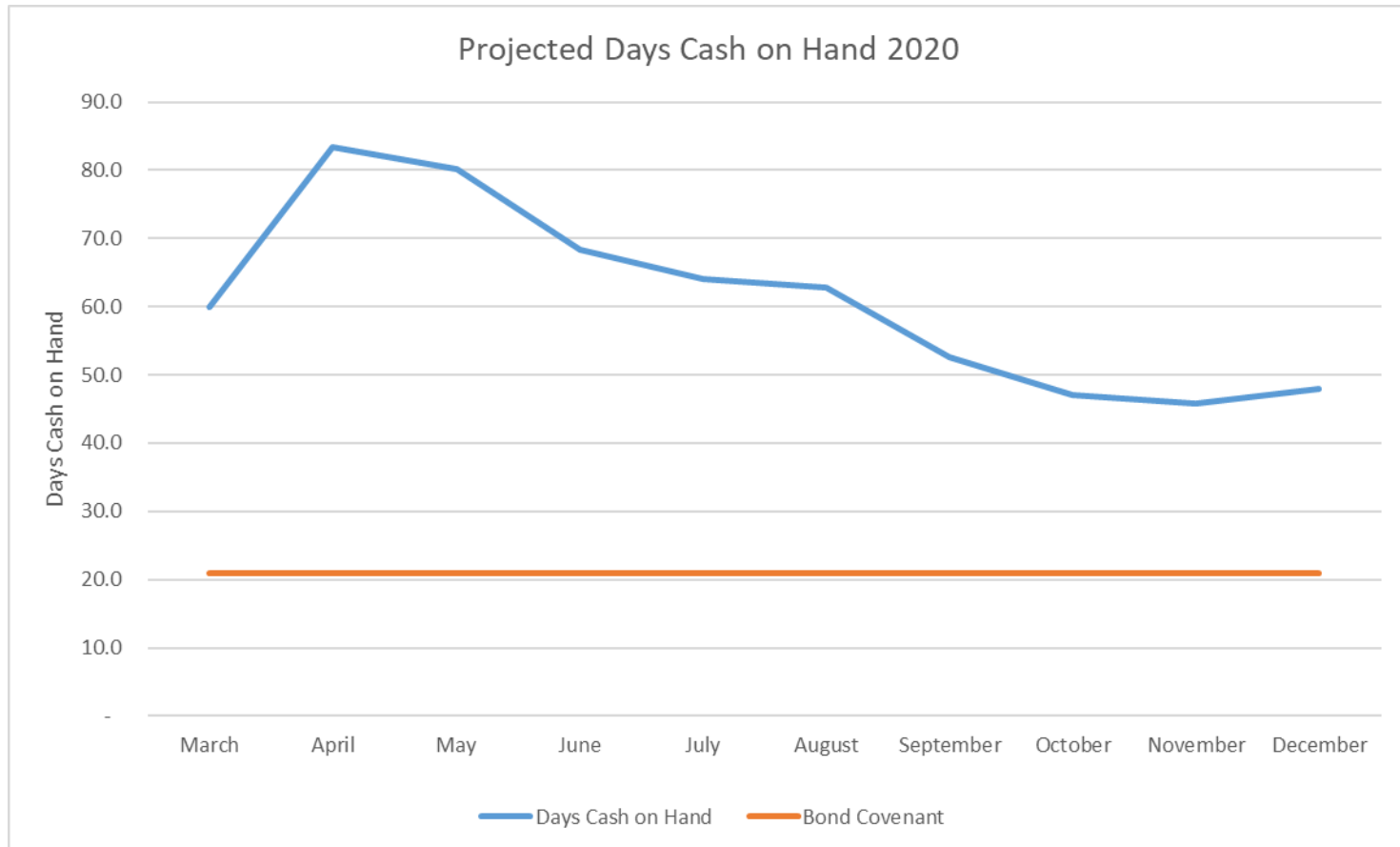
Net Cash Flow April - December 2020



Projected Cash Balances April – December 2020



Projected Days Cash on Hand April – December 2020



FY 20 Statistics – Revised Projections

	FY2018 Actual	FY2019 Actual	FY2020 Original Projection	FY2020 Revised Projection	% Decr from FY 2020 Original
Nursing Division					
Inpatient Days	156,667	155,656	159,087	153,442	-4%
Inpatient Discharges	25,407	25,418	25,591	24,683	-4%
Observation Discharges	10,695	11,427	11,525	11,116	-4%
Emergency Visits	89,022	83,616	83,769	79,581	-5%
Urgent Care Visits	20,867	20,369	19,490	17,054	-13%
Operations	20,404	20,126	20,397	17,589	-14%
Births	2,987	2,892	2,900	2,900	0%
Ambulatory					
Primary Care Clinics	162,051	164,631	167,336	153,336	-8%
Specialty Clinics	389,355	383,461	386,867	358,275	-7%
Ancillary Services					
Lab Services	2,849,008	2,851,281	2,883,483	2,710,474	-6%
Pharmacy	4,030,240	4,234,003	4,163,032	3,913,250	-6%
Radiology	321,074	326,794	327,324	307,685	-6%
Rehab Services	597,166	617,110	678,927	638,191	-6%
Case Mix Index	1.93	1.98	2.04	2.01	-1%

FY 21 Budget Statistics

	FY2020 Revised Projection	FY2021 Original Budget	FY2021 Revised Budget	% Decr from FY 2021 Original	% Incr from FY 2020 Revised
Nursing Division					
Inpatient Days	153,442	159,264	158,055	-1%	3%
Inpatient Discharges	24,683	26,285	25,425	-3%	3%
Observation Discharges	11,116	11,525	11,450	-1%	3%
Emergency Visits	79,581	83,769	80,977	-3%	2%
Urgent Care Visits	17,054	19,490	18,840	-3%	10%
Operations	17,589	20,815	18,954	-9%	8%
Births	2,900	2,875	2,875	0%	-1%
Ambulatory					
Primary Care Clinics	153,336	173,460	160,336	-8%	5%
Specialty Clinics	358,275	376,707	368,275	-2%	3%
Ancillary Services					
Lab Services	2,710,474	2,932,919	2,798,462	-5%	3%
Pharmacy	3,913,250	4,280,704	4,041,671	-6%	3%
Radiology	307,685	326,097	317,468	-3%	3%
Rehab Services	638,191	679,956	658,590	-3%	3%
Case Mix Index	2.01	2.08	2.01	-3%	0%

FY 21 Preliminary Budget Behavioral Health Statistics

	FY2019 Actual	FY2020 Revised Budget	FY2021 Budget	% Incr / (Decr) from FY 2020
Patient Days	24,395	24,534	24,534	0%
Other Stats				
Outpatient Visits	68,631	82,640	99,916	21%
Midlevel	107,820	119,264	134,617	13%
Methadone & Buprenorphine	158,068	161,572	167,471	4%
Average Patients per day	433	443	459	4%

- Focus on surgeries return to pre-COVID baseline
- Inpatient access and throughput
 - Continue with operational improvement initiatives
 - Multidisciplinary rounds
 - Estimating discharge dates
 - Initial discharge planning on inpatients within 24 hours of admission
 - Continue to monitor length of stay relative to Medicare averages
- Operation Improvement Initiatives to increase Ambulatory access and throughput
 - Focus on return to baseline pre-COVID-19
 - Implement expansion of operational improvements in late calendar year 2020

- No known changes in existing Payer contracts although continued pressure from MCO's for reductions
- Medicaid Buy In – likely will not impact FY21
- Medicare –
 - 1% average market basket increase
 - Potential negative impacts on reimbursement for 340B and clinic visits (“Site Neutral” payments)
- Commercial payers – no projected increases in payment rates

- Compensation and benefits increase
 - FTEs in alignment with volume changes
 - Health Insurance increases in line with prior year experience
- Housestaff – 8.7 FTE increase
 - Addiction Medicine
 - Complex Surgical Oncology
 - Gynecologic Oncology
 - Interventional Radiology
 - Neurology (Neurology, Vascular Neurology, Child Neurology)
 - Otolaryngology
 - Physical Medicine and Rehabilitation

- Supplies increase
 - General supplies - 3% inflation
 - Pharmaceuticals - 3% inflation
- Equipment/Occupancy/Depreciation
 - Utilities inflation
 - Property Insurance increase from State Risk Management
 - EMR Enhancement/upgrades/modifications
 - Productivity Software
- Purchased Services/Supplies/Other
 - Ambulatory operations improvement
 - Inflation increases on remote hosted software
 - Inflation on other supplies and other (food services, housekeeping, shipping)

- Non Operating Revenue and Expense
 - Mill levy – 1.5% increase
 - State Appropriations – \$1.4M for state funded salary and fringe increases
 - Interest Expense – decrease as per debt service schedule

Behavioral Health Program Included in Budget

- Care Campus (MATS) – continuing program development
- Partial hospitalization program development
- Intensive outpatient treatment program development
- Crisis triage center planning
- Access to crisis services – continue program planning and development
- Expansion of telehealth services
- Continued expansion of the health home

FY20 Draft Revised Budget

	FY2018 Actuals	FY2019 Actuals	FY2020 YTD thru March	FY2020 Pre- COVID Reforecast	FY2020 Reforecast	FY20 Pre- Covid to FY20 Reforecast Difference
Total Operating Revenues	\$ 996,167,228	\$ 1,079,094,674	\$ 876,981,239	\$ 1,166,811,021	\$ 1,101,496,934	\$ (65,314,087)
Expenses:						
Salaries & Benefits	504,855,423	533,975,608	417,638,744	557,382,222	556,969,466	(412,756)
Housestaff	30,475,561	31,359,620	26,392,776	35,252,069	35,252,069	-
UCP	79,901,490	79,887,838	65,173,286	88,742,393	88,742,393	-
Cancer Center	20,538,720	19,624,941	11,172,555	17,641,162	17,641,162	-
Other Medical Services	46,863,474	52,428,031	42,479,209	57,000,952	56,253,204	(747,747)
Medical Supplies	188,195,050	208,109,011	166,240,838	217,620,137	206,702,408	(10,917,729)
Equipment/Occupancy/Depreciation	101,768,072	99,589,635	78,876,212	104,848,991	103,867,365	(981,626)
Purchased Services/Supplies/Other	78,056,371	85,509,668	71,371,924	94,439,142	94,187,967	(251,175)
Health System	8,678,809	22,553,423	40,653,532	46,012,745	43,373,288	(2,639,457)
Gross Receipts Tax	-	-	17,449,922	23,299,780	21,957,375	(1,342,405)
Institutional Support	9,069,389	9,069,388	7,484,021	9,978,694	9,978,694	-
Total Expenses	1,068,402,359	1,142,107,163	944,933,019	1,252,218,286	1,234,925,391	(17,292,895)
Total Operating Gain (Loss)	(72,235,131)	(63,012,489)	(67,951,780)	(85,407,265)	(133,428,457)	(48,021,192)
Non Operating Revenue and Expenses						
Mill Levy	101,792,680	105,709,584	80,282,188	108,209,584	108,209,584	-
State Appropriations	12,036,500	12,733,200	10,670,400	14,227,200	14,227,200	-
Capital Appropriation	-	-	33,588,918	33,588,918	33,588,918	-
Interest Expense	(3,120,623)	(3,034,937)	(2,203,153)	(2,937,537)	(2,937,537)	-
HSC Mission Support	(10,696,838)	(10,066,836)	-	-	-	-
Other Non Operating Revenues	5,059,207	8,709,789	6,878,845	7,818,128	7,866,672	48,544
Other Non Operating Expenses	(1,302,254)	(742,783)	(733,036)	(1,054,339)	(1,054,339)	-
Reserve for Facility Replacement	-	(23,000,000)	-	(23,000,000)	-	23,000,000
Total Non Operating	103,768,672	90,308,017	128,484,162	136,851,954	159,900,498	23,048,544
Increase (Decrease) in Net Position	\$ 31,533,541	\$ 27,295,528	\$ 60,532,382	\$ 51,444,688	\$ 26,472,041	\$(24,972,648)

FY21 Draft Budget

	FY2020 Reforecast	FY2021 Pre- COVID Budget	FY2021 Budget	FY21 Pre- Covid to FY21 Reforecast Difference	FY20 Reforecast to FY21 Budget Difference
Total Operating Revenues	\$ 1,101,496,934	\$ 1,200,587,913	\$ 1,149,253,829	\$ (51,334,084)	\$ 47,756,896
Expenses:					
Salaries & Benefits	556,969,466	577,920,696	569,605,707	(8,314,989)	12,636,241
Housestaff	35,252,069	36,220,756	36,220,756	-	968,687
UCP	88,742,393	92,292,088	92,292,088	-	3,549,696
Cancer Center	17,641,162	28,888,202	28,888,202	-	11,247,040
Other Medical Services	56,253,204	59,168,703	58,391,046	(777,657)	2,137,842
Medical Supplies	206,702,408	222,600,427	218,855,166	(3,745,261)	12,152,759
Equipment/Occupancy/Depreciation	103,867,365	108,882,968	108,294,404	(588,564)	4,427,039
Purchased Services/Supplies/Other	94,187,967	91,188,218	90,942,632	(245,586)	(3,245,335)
Health System	43,373,288	11,941,042	13,489,032	1,547,990	(29,884,256)
Gross Receipts Tax	21,957,375	23,631,096	21,490,317	(2,140,779)	(467,058)
Institutional Support	9,978,694	10,749,599	10,749,599	-	770,905
Total Expenses	1,234,925,391	1,263,483,795	1,249,218,950	(14,264,845)	14,293,559
Total Operating Gain (Loss)	(133,428,457)	(62,895,882)	(99,965,120)	(37,069,238)	33,463,336
Non Operating Revenue and Expenses					
Mill Levy	108,209,584	109,829,481	109,829,481	-	1,619,897
State Appropriations	14,227,200	15,626,800	15,626,800	-	1,399,600
Capital Appropriation	33,588,918	-	-	-	(33,588,918)
Interest Expense	(2,937,537)	(2,818,446)	(2,818,446)	-	119,091
HSC Mission Support	-	-	-	-	-
Other Non Operating Revenues	7,866,672	8,818,128	8,566,672	(251,456)	700,000
Other Non Operating Expenses	(1,054,339)	(853,812)	(853,812)	-	200,527
Reserve for Facility Replacement	-	-	-	-	-
Total Non Operating	159,900,498	130,602,151	130,350,695	(251,456)	(29,549,803)
Increase (Decrease) in Net Position	\$ 26,472,041	\$ 39,706,269	\$ 30,385,575	\$ (37,320,694)	\$ 3,913,534

Unknown Variables

- Delay in re-opening of elective services
- Stability of workforce
- Impact of a second surge
- Additional Federal funding (grants or loans)
- Impact of telehealth on historical business model