



# CITIZEN CENTRIC REPORT

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## WHO WE ARE

The Guam Memorial Hospital Authority (GMHA) was created by Public Law 14-29 as a Government of Guam autonomous agency in 1977.

The hospital provides acute, outpatient, long-term, urgent care, maternal-child health, and emergency care treatment and serves as a "safety net" hospital for every individual.

GMH is Guam's only civilian, public acute care hospital. It has 161 licensed acute care beds and 40 long-term care beds at its Skilled Nursing Unit.

## OUR VISION

To achieve a culture and environment of safety and quality patient care meeting national standards and addressing the needs of the community in a fiscally responsible, autonomous hospital

## OUR MISSION

Provide quality patient care in a safe environment

## CORE VALUES (ACES+Q)

**A**ccountability **C**ost Efficiency **E**xcellence in Service **S**afety + **Q**uality

## STRATEGIC GOALS

Achieve Financial Stability

Leadership Team Development

Establish and Sustain Safety and Quality Culture

Training and Education Assessment and Implementation

Capital Improvement, Planning and Implementation



To learn more about GMHA, scan the QR Code or visit our website at [gmha.org](http://gmha.org)

## OUR PATIENTS

|                             |                            |
|-----------------------------|----------------------------|
| 29,050                      | 1,896                      |
| 25,191                      | 2,257                      |
| <b>31,030<sup>[1]</sup></b> | <b>3,359<sup>[2]</sup></b> |
| <b>PATIENT CENSUS</b>       | <b>COVID-19 CENSUS</b>     |

**PATIENT CENSUS**  
<sup>[1]</sup> 20% of Guam's population based on the 2020 official census.

Emergency Room visits was significantly higher in FY 2022 due to higher acuity as many deferred care during the pandemic.

**2020**  
**2021**  
**2022**

**FISCAL YEAR**

**COVID-19 CENSUS**

<sup>[2]</sup> 8% of Guam's COVID-19 officially reported cases in FY 2022

## OUR TEAM

|                            |                     |
|----------------------------|---------------------|
| 1,107                      |                     |
| 1,124                      | 816                 |
| <b>1,146<sup>[3]</sup></b> | <b>CLINICAL</b>     |
| <b>FTE COUNT</b>           | <b>NON-CLINICAL</b> |

## STAFFING

<sup>[3]</sup> Increased staffing by 22 FTE in FY 2022 mainly in the Professional Support Division (i.e., respiratory, laboratory, and other clinical staffs).  
This was a progress towards the "recruit and retain" strategic goal. FY 2022 budgeted FTEs is 1,244.

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MANAGEMENT**



Proudly presenting some of our GMHA team members!





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HOSPITAL AUTHORITY**  
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# Performance

## Achieving Financial Stability

- GMHA, being a public hospital, continues to face patient collection challenges. Overall, only 47% of gross revenues was collected in FY 2022 (48% in FY 2021).
- Developing and improving the Revenue Cycle Management (RCM) is in progress.
- Throughout FY 2022, an RCM consulting company assisted GMHA with the implementation of a bill scrubber and clearinghouse, established the Revenue Integrity Department to ensure proper charges, revenue capture, and denial prevention; and identified proper organizational structure for the Fiscal Division.

- The GMHA Center for Improvement in Healthcare Quality Self-Assessment is ongoing throughout FY 2022.

- It is a process by which the hospital regularly assesses its compliance with CIHQ Hospital Accreditation Standards at various intervals.

## Sustain Safety and Quality Culture



Proudly presenting some of our GMHA team members!

- Upgraded Operating Room lights
- Completed Roof & Envelope Upgrade A/E Design
- Repaired parking/drop-off canopies and completed Sally Port project in the Emergency Room area
- Installed and commissioned new Skilled Nursing Facility Chiller #1

## Capital Improvements

## Training and Education

- Employee Survey was launched in FY 2022 to help Executive Management better understand employee morale, satisfaction, and engagement.
- The survey showed that leaders and managers want more training to lead their teams effectively.
- During FY 2022, 30 managers/leaders were sent to the Advance Leadership Training (9 in FY 2021).

- Repaired steam boilers
- Completed Z-Wing Demolition Phase 1A
- Completed renovation of Pulmonary Outpatient Clinic Services

GMHA's continued development reinforces its supportive role to the community and its ability to support Guam's build up efforts and meet the needs of the island's anticipated population growth.





# Finances

(Amounts in millions)

## REVENUES

The \$21.7M increase in revenues in FY 2022 was primarily due increase in patient census and inpatients' length of stay and acuity.

## OPERATING EXPENSES

Operating expenses increased by \$15.3M (8%) in FY 2022 mainly due to higher staffing level and implementation of differential pays for allied health professionals, implementation of the Nurse Professional Pay Plan and Law Enforcement Pay Plan, software licenses and fees for the new electronic health record, and fees paid to the revenue cycle consultant.

## FY 2022 FINANCIAL AUDIT

Ernst & Young LLP, rendered a clean audit opinion on GMHA's FY 2022 financial statements. The auditors emphasized a dependency on the Government of Guam due to recurring losses and negative cash flows from operations.

You may view the audit in its entirety by scanning the QR code or visit the website at

| FY 2020 | 2021    | 2022    | Δ from PY |
|---------|---------|---------|-----------|
| \$91.3  | \$107.8 | \$131.2 | \$23.4    |
| 3.1     | 3.1     | 3.7     | 0.6       |
| 94.4    | 110.9   | 134.9   | 24.0      |
| 38.9    | 60.4    | 57.8    | (2.6)     |
| 2.1     | 0.9     | 1.8     | 0.9       |
| 135.4   | 172.2   | 194.5   | 22.3      |

## REVENUES

|                                  |
|----------------------------------|
| Operating Revenues               |
| Net Patient Revenue              |
| Other Operating Revenue          |
| Subtotal                         |
| Non-operating Revenues           |
| Capital grants and contributions |
| Total                            |

| FY 2020 | 2021   | 2022   | Δ from PY |
|---------|--------|--------|-----------|
| \$43.6  | \$67.5 | \$70.8 | \$3.3     |
| 29.9    | 35.0   | 39.1   | 4.1       |
| 28.2    | 30.6   | 32.1   | 1.5       |
| 15.7    | 18.5   | 22.7   | 4.2       |
| 10.9    | 13.3   | 12.2   | (1.1)     |
| 9.4     | 7.4    | 10.3   | 2.9       |
| 4.2     | 4.4    | 4.4    | -         |
| 3.7     | 4.0    | 4.4    | 0.4       |
| 145.6   | 180.7  | 196.0  | 15.3      |

## OPERATING EXPENSES

|                                    |
|------------------------------------|
| Nursing                            |
| Professional Support               |
| Medical Staff                      |
| Administrative Support             |
| Retiree Healthcare & Pension Costs |
| Fiscal Services                    |
| Administration                     |
| Depreciation                       |
| Total                              |

| FY 2020 | 2021   | 2022   | Δ from PY |
|---------|--------|--------|-----------|
| \$36.7  | \$40.9 | \$46.3 | \$5.4     |
| 18.5    | 19.9   | 21.4   | 1.5       |
| 8.1     | 9.4    | 9.9    | 0.5       |
| 7.4     | 6.4    | 5.3    | (1.1)     |
| 3.1     | 3.3    | 3.6    | 0.3       |
| 15.6    | 17.2   | 11.9   | (5.3)     |
| 89.4    | 97.1   | 98.4   | 1.3       |

## PERSONNEL COST BY DIVISION

|                        |
|------------------------|
| Nursing                |
| Professional Support   |
| Administrative Support |
| Fiscal Services        |
| Administration         |
| Medical Staff          |
| Total                  |







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# Outlook

## Implementing the GMHA 2023-2027 Strategic Plan

GMHA has started the new Strategic Plan with its healthcare services focusing on the health and well-being of the people of Guam for the next five years.



Scan the QR code to learn more about strategic goals



## Implementing the Medsphere CareVue Electronic Health Record System

2 Medsphere

The new EHR system went live in October 2022, with certain areas that are still being developed such as the patient accounting system. Completion of the EHR system is expected to assist with the improved revenue capture, proper billing, and ultimately increased collections.



## Pursuing Accreditation

GMHA is confident it will obtain accreditation together with The Center for Improvement in Healthcare Quality (CIHQ). CIHQ, a deemed-status provider, is scheduled to conduct a general mock survey in FY 2023.\*

\*Accrediting organizations that work with hospitals accepting Medicare and Medicaid must obtain deeming authority from the Department of Health and Human Services (HHS). CIHQ has been granted deeming authority by HHS.



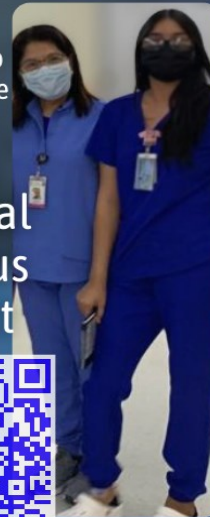
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## Working Towards the New Hospital Facility

GMHA will continue collaborating and engaging with the Guam Healthcare Task Force to complete the conceptual design for the new hospital facility and medical campus.

The Task Force is exploring land acquisition for the new medical campus.

Scan the QR code to learn more about the Guam Medical Campus Project



## Ongoing Capital Improvements



Although a new hospital facility will be pursued, GMHA is repairing the existing facility's critical life safety and environment of care items.

Major works include completion of:

1. Roof/envelope upgrade to enhance structural integrity during heavy rainfall
2. Z-Wing demolition and retrofit
3. Isolation of B-Wing for the ACS
4. HVAC System Upgrades
5. Liquid Oxygen (LOX) Shelter Expansion and Tanks Replacement



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