



STATE OF ARKANSAS  
**Department of Finance  
and Administration**

**OFFICE OF BUDGET**  
1509 West Seventh Street, Suite 402  
Post Office Box 3278  
Little Rock, Arkansas 72203-3278  
Phone: (501) 682-1941  
Fax: (501) 682-1086  
[www.arkansas.gov/dfa](http://www.arkansas.gov/dfa)

December 1, 2023

Senator Jonathan Dismang, Co-Chair  
Representative Frances Cavanaugh, Co-Chair  
Performance Evaluation & Expenditure Review Committee  
Arkansas Legislative Council  
State Capitol Building  
Little Rock, AR 72201

RE: FY 24 American Rescue Plan Act Request

Dear Co-Chairs:

Pursuant to Section 36 (01) of Act 796 of 2023, I am forwarding the attached American Rescue Plan Act request(s) that have received my approval as Chief Fiscal Officer of the State.

- Department of Health – WIC Farmer's Market Nutrition Program Electronic Solution \$150,600
- University of Arkansas at Pine Bluff – Financial assistance to students, Campus-wide HVAC upgrades, Campus-wide touchless door project \$20,810,330
- Department of Education – Division of Higher Education – EngageAR \$2,580,510
- Department of Human Services – Division of Aging, Adult and Behavioral Health Services – Adult Protective Services \$2,205,002
- Department of Commerce – Economic Development Commission – Statewide Planning Grant – Reallocation of previously approved request \$0
- South Arkansas University – Technical Branch – Facilities Maintenance, Vehicle Replacement, On-line Testing Software, Training Ground Enhancements \$5,877,000



STATE OF ARKANSAS  
**Department of Finance  
and Administration**

**OFFICE OF THE SECRETARY**  
1509 West Seventh Street, Suite 401  
Post Office Box 3278  
Little Rock, Arkansas 72203-3278  
Phone: (501) 682-2242  
Fax: (501) 682-1029  
[www.arkansas.gov/dfa](http://www.arkansas.gov/dfa)

Pursuant to Section 36 (02) of Act 796 of 2023, I am forwarding the attached American Rescue Plan Act request(s) that have received my approval as Chief Fiscal Officer of the State.

- Department of Finance and Administration – Disbursing Officer – SAU-Tech – Facilities Maintenance, Vehicle Replacement, On-line Testing Software, Training Ground Enhancements \$5,877,000
- Department of Human Services – Medical Services Division – Emergency Aid Relief to Hospitals – North Arkansas Regional Medical Center \$1,368,582
- Department of Human Services – Emergency Aid Relief to Hospitals – Chicot Memorial Medical Center \$3,441,839
- Department of Human Services – Emergency Aid Relief to Hospitals – DeWitt Hospital and Nursing Home \$1,549,473

Sincerely,

A handwritten signature in blue ink, appearing to read 'J. L. Hudson', is written over the printed name and title.

James L. Hudson  
Secretary

Attachment(s)

AMERICAN RESCUE PLAN ACT OF 2021 PROGRAM APPROPRIATION  
AND PERSONNEL AUTHORIZATION REQUEST  
SECTION 36 OF ACT 796 OF 2023

Agency: Arkansas Department of Health Business Area Code: 0645  
Program Title: WIC Farmer's Market Nutrition Program Electronic Solution  
Granting Organization: USDA CFDA #: 10.557  
Effective Date of Authorization: Beginning: 7/1/2023 Ending: 6/30/2024

Purpose of Grant / Reason for addition or change (include attachments as necessary to provide thorough information):  
This grant is to provide funding to Farmer's Market Nutrition Program (FMNP) State agencies to carry out outreach, innovation, and program modernization efforts to increase participation and redemption of benefits for WIC Farmer's Market Nutrition Program. This transition to electronic transaction technology in FMNP is so important so WIC families can keep using benefits to purchase fresh and locally grown fruits and vegetables and farmers can participate using similar payment technology that they use with other customers. See Attached.

American Rescue Plan Act Program Funding

Func. Area: HHS Fund Code: New Direct Funding: x  
Funds Center: New Internal Order/WBS Element: Continuation: State:

	Program Funding Amount
Regular Salaries	
Extra Help	
Personal Services Matching	
Operating Expenses	150,600
Conference & Travel Expenses	
Professional Fees	
Capital Outlay	
Data Processing	
Grants and Aid (CI: 04)	
Other:	
Other:	
Total	\$ 150,600

Anticipated Duration of Federal Funds: 05/15/2023-9/30/2025

*Gary Zhou*

DFA IGS State Technology Planning Date  
Items requested for information technology must be in compliance with Technology Plans as submitted to DFA IGS State Technology Planning.

Positions to be established: (list each position separately)

Org Unit	Pers Area	Pers SubArea	Cost Center	Position Number	Cmnt Item	Position Title	Class Code	Grade	Line Item Maximum *

State funds will not be used to replace federal funds when such funds expire, unless appropriated by the General Assembly and authorized by the Governor.

Approved by: *Heidi Malleong* 10/11/23 Robert Brech 11/28/23  
Cabinet Secretary/Agency Director Date Office of Budget Date Office of Personnel Mgmt Date  
CRB 10/25/23

The current system of distributing Farmers' Market Nutrition Program (FMNP) funds using paper coupons is old and has become obsolete. By modern payment system standards, paper coupons are inefficient and inconvenient to both Participants and Farmers. Furthermore, with fewer vendors willing to provide the service of settling paper coupons, an alternative method for distribution of FMNP funds is needed.

For the 2022 Farmers' Market season, Arkansas had approximately 392 authorized Farmers selling at 31 Farmers' Markets and 7,156 participants received FMNP benefits. With this e-solution, the WIC Program expects to grow the FMNP to over 400 farmers, 10,000 participants, and add additional participating counties. The following counties are currently being served by the FMNP program: Arkansas, Benton, Boone, Carroll, Craighead, Faulkner, Garland, Hempstead, Madison, Miller, Pope, Pulaski, St. Francis, and Washington.

The ADH WIC Program would like to migrate the FMNP program to an electronic solution for the 2024 FMNP season by utilizing State procurement laws to bid this e-solution competitively. The Program is looking to design a user-friendly portal where FMNP benefits for participants can be issued and managed directly by WIC Program staff in the local health units. The e-solution must allow the collection, entry, reporting, and exporting of all collected data, such as but not limited to demographics per program applicant/participant and farmer (applicant and authorized) and allow program personnel to mark and update the corresponding status (e.g., applied, approved, benefits issued, benefits expired, benefits voided, disqualified, terminated, etc.) and provide individual and overall statistics. The e-solution must provide benefit redemption functionality using mobile technology, but also provide an alternative solution for those participants without a mobile device. Lastly, the e-solution must be able to record and store transaction details and be able to settle payment via check or direct deposit and reconcile redemptions for Farmers.



Agency:University of Arkansas at Pine BluffBusiness Area Code:0160

Program Title:American Rescue Plan Act

Granting Organization:U.S. Department of EducationCFDA #: 84.425J/84.425F/84.425E

Effective Date of Authorization:Beginning:5/1/2020Ending:6/30/2024

Purpose of Grant / Reason for addition or change (include attachments as necessary to provide thorough information):  
See attached

American Rescue Plan Act Program Funding

Func. Area: UNIVFund Code: 202ARPA

Funds Center: D59Internal Order/WBS Element:

Direct Funding: X  
State:  
Continuation:

	Program Funding Amount
Regular Salaries	
Extra Help	
Personal Services Matching	
Operating Expenses	
Conference & Travel Expenses	
Professional Fees	
Capital Outlay	
Data Processing	
Grants and Aid (CI: 04)	3,000,000
Other: Construction	17,810,330
Other:	
Total	\$ 20,810,330

Anticipated Duration of Federal Funds:12/31/2025

DFA IGS State Technology Planning

Date

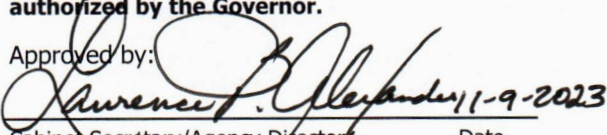
Items requested for information technology must be in compliance with Technology Plans as submitted to DFA IGS State Technology Planning.

\* unclassified positions only

Positions to be established: (list each position separately)

Org Unit	Pers Area	Pers SubArea	Cost Center	Position Number	Cmnt Item	Position Title	Class Code	Grade	Line Item Maximum *

State funds will not be used to replace federal funds when such funds expire, unless appropriated by the General Assembly and authorized by the Governor.

Approved by:  
  
Cabinet Secretary/Agency DirectorDate11-9-2023

Robert Brech11/28/23  
Office of BudgetDate

Office of Personnel MgmtDate



November 6, 2023

Mr. James Hudson  
Department of Finance & Administration  
1509 West 7<sup>th</sup> Street, Suite 401  
Little Rock, AR 72203-3278

RE: AMERICAN RESCUE PLAN ACT FUNDING REQUEST FY24

Dear Mr. Hudson:

Attached is the University of Arkansas at Pine Bluff's American Rescue Plan Act of 2021 Program Appropriation and Personnel Authorization Request – Section 36 of Act 796 of 2023.

This supplemental appropriation request will allow the University to fulfil the American Rescue Plan Act requirements to provide direct grants to students for emergency relief and to provide for other COVID-19 related expenses. Currently, UAPB requests supplemental appropriation for use in the following methods:

- Balance Assistance Grants to Students
  - UAPB will provide financial assistance to students with balances based on need.
- Campus wide HVAC upgrades
  - UAPB will upgrade its current HVAC systems to improve the air quality of its buildings on campus. This project will evaluate existing HVAC equipment across campus and prioritize the replacement of air handling units and high efficiency filtration systems to increase ventilation and air changes in classroom spaces.
- Campus wide Touchless door project
  - UAPB will replace specific exterior doors on various buildings across campus with automatic doors.





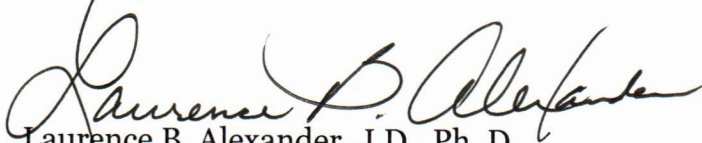
UNIVERSITY  
of ARKANSAS  
AT PINE BLUFF  
1873

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OFFICE OF THE CHANCELLOR

Thank you for your consideration of our request. Should there be any questions, please do not hesitate to contact me.

Sincerely,

  
Laurence B. Alexander, J.D., Ph. D.  
Chancellor

Attachments:      Grant Award Letters  
                         American Rescue Plan Act of 2021 Program Appropriation and  
                         Personnel Authorization Request

Agency: AR Division of Higher EducationBusiness Area Code: 0700

Program Title: EngageAR

Granting Organization: Corporation for National and Community ServiceCFDA #: 94.006

Effective Date of Authorization:Beginning: 7/1/2023Ending: 6/30/2024

Purpose of Grant / Reason for addition or change (include attachments as necessary to provide thorough information):  
Funds have been allocated to State Commissions to assist AmeriCorps sub-grantees with various items such as: increasing the AmeriCorps member living allowance, cash match replacement funds, and/or expanding service/new communities.

American Rescue Plan Act Program Funding

Func. Area: EDUCFund Code: FRP0700Direct Funding: X  
Funds Center: AZ6Internal Order/WBS Element: NEWSteering Comm. Approved:  
Continuation:

	Program Funding Amount
Regular Salaries	
Extra Help	
Personal Services Matching	
Operating Expenses	25,500
Conference & Travel Expenses	
Professional Fees	
Capital Outlay	
Data Processing	
Grants and Aid (CI: 04)	2,555,010
Other:	
Other:	
Total	\$ 2,580,510

Anticipated Duration of Federal Funds: 6/30/2025

DFA IGS State Technology PlanningDate

Items requested for information technology must be in compliance with Technology Plans as submitted to DFA IGS State Technology Planning.

\* unclassified positions only

Positions to be established: (list each position separately)

Org Unit	Pers Area	Pers SubArea	Cost Center	Position Number	Cmnt Item	Position Title	Class Code	Grade	Line Item Maximum *

State funds will not be used to replace federal funds when such funds expire, unless appropriated by the General Assembly and authorized by the Governor.

Approved by:Robert Brech11/28/23

Cabinet Secretary/Agency DirectorDateOffice of BudgetDateOffice of Personnel MgmtDate

AMERICAN RESCUE PLAN ACT OF 2021 PROGRAM APPROPRIATION  
AND PERSONNEL AUTHORIZATION REQUEST  
SECTION 36 OF ACT 796 OF 2023

C.4

Agency: Arkansas Dept of Human Services/Division of Aging, Adult, and Behavioral Health Services Business Area Code: 0710

Program Title: American Rescue Plan (ARP) for APS (Adult Protective Services) under SSA Title XX Section 2042 (b)

Granting Organization: Department of Health & Human Services/Administration for Community Living CFDA #: 93.747

Effective Date of Authorization: Beginning: 7/1/2023 Ending: 6/30/2024

Purpose of Grant / Reason for addition or change (include attachments as necessary to provide thorough information):  
Funding from American Rescue Plan to address gaps or disparities across the state, caseload management, and time management to ensure all APS clients receive the same access to services.

American Rescue Plan Act Program Funding

Func. Area: HHS Fund Code: FRP7111 Direct Funding: X  
Funds Center: New Internal Order/WBS Element: State: Continuation:

	Program Funding Amount
Regular Salaries	535,007
Extra Help	
Personal Services Matching	100,000
Operating Expenses: CI:02	675,898
Conference & Travel Expenses CI:09	180,000
Professional Fees	
Capital Outlay	
Data Processing	
Grants and Aid (CI: 04)	714,097
Other:	
Other:	
Total	\$ 2,205,002

Anticipated Duration of Federal Funds: 09/30/2024

Joshua Li 11/28/2023  
DFA IGS State Technology Planning Date  
Items requested for information technology must be in compliance with Technology Plans as submitted to DFA IGS State Technology Planning.

Positions to be established: (list each position separately)

Org Unit	Pers Area	Pers SubArea	Cost Center	Position Number	Cmnt Item	Position Title	Class Code	Grade	Line Item Maximum *

State funds will not be used to replace federal funds when such funds expire, unless appropriated by the General Assembly and authorized by the Governor.

Approved by: Kristi Putnam 10/19/23  
Cabinet Secretary/Agency Director Date  
Digitally signed by Kristi Putnam  
Date: 2023.11.01 10:20:31 -05'00'  
Secretary Putnam  
Robert Brech 11/28/23  
Office of Budget Date  
Joshua Kenyon  
11/7/23  
Office of Personnel Mgmt Date





## **Division of Aging and Adult Services Adult Protective Services**

PO Box 1437, Slot W240, Little Rock, AR 72203



### **To Whom It May Concern:**

Re: American Rescue Plan Act of 2021: Grants to Enhance Adult Protective Services

The Adult Protective Services (APS) unit within the Division of Adult, Aging and Behavioral Services at the Arkansas Department of Human Services is the entity responsible for investigating reports of abuse, neglect and exploitation committed against adults across the state. Additionally, Arkansas APS maintains the Adult Maltreatment Registry that contains the names of those individuals with substantiated allegations of maltreatment against the elderly and impaired. Arkansas APS requested and received approval for grant funds in the amount of \$2.205 million to enhance, improve, and expand our ability to investigate allegations of abuse, neglect, and exploitation of older adults and hold those individuals accountable for their actions of maltreatment.

Grant funds will help APS make decisions about resources, staffing and regional client needs to address gaps or disparities across the state, caseload management, and time management to ensure all APS clients, regardless of where they are located in the state, have a similar experience and receive the same access to services. Training and technology are key components to achieve this outcome.

Additionally, APS will train staff and utilize subject matter experts to increase staff knowledge to improve their ability to conduct maltreatment investigations. Emphasis will be given to complex issues that Arkansas APS has seen a rise in cases, such as financial exploitation. Financial experts will also be used to help clients access additional government resources such as Medicaid, and other home and community-based services.

APS will spend funds awarded consistent with the Elder Justice Act Section 2042(b); the American Rescue Plan Act of 2021; and guidance provided by ACL, including activities aligned with the purpose of the authorizing legislation. Additionally, APS will submit financial reports on a semi-annual basis.

Through this grant, APS expects to see more effective investigations and case management across the state. Technology and training will drive improved delivery of services and investigations and make strategic use of resources required to carry out APS functions. APS will also build a stronger, more accessible network of partners that are available to assist APS clients with a full range of services.

If you have any questions, please feel free to contact me.

Rick Henley, Deputy Director  
DAABHS  
[Rick.henley@dhs.arkansas.gov](mailto:Rick.henley@dhs.arkansas.gov)

**AMERICAN RESCUE PLAN ACT OF 2021 PROGRAM APPROPRIATION  
AND PERSONNEL AUTHORIZATION REQUEST  
SECTION 36 OF ACT 796 OF 2023**

**C.5**

Agency: Arkansas Economic Development Commission Business Area Code: 0790  
 Program Title: Arkansas EDA Statewide Planning Grant  
 Granting Organization: U.S. Dept. of Comm. Econ. Dev. Admin. CFDA #: 11.307  
 Effective Date of Authorization: Beginning: 07/01/2023 Ending: 06/30/2024

Purpose of Grant / Reason for addition or change (include attachments as necessary to provide thorough information):

Arkansas Economic Development Commission (AEDC) was designated as the state agency to administer the US Department of Commerce - Economic Development Administration (EDA)'s Statewide Planning Grant Program. AEDC's mission is to create economic opportunity by attracting higher paying jobs; expanding and diversifying state and local economies and investment; and generating growth throughout Arkansas. This grant will help to enhance our state's economy through targeted industry site needs and improved workforce readiness. Grant funding will provide for professional fees and services for consulting work for statewide site and data analysis and a manufacturing workforce needs assessment. Data analysis will aid in the identification of appropriate industries and industry clusters for specific industrial sites; help to develop a strategic plan to ensure industrial sites as more competitive and marketable; and guide the development of future sites. AEDC plans to work closely with the Planning and Development Districts around the state to select sites and communities for grant participation.

**American Rescue Plan Act Program Funding**

Func. Area: COMM Fund Code: FRP7902 Direct Funding: x  
 Funds Center: AQ3 Internal Order/WBS Element: A.0790.ED22AUS3070002 State: \_\_\_\_\_  
 Continuation: \_\_\_\_\_

	Program Funding Amount
Regular Salaries	-63,357
Extra Help	
Personal Services Matching	-18,427
Operating Expenses	-46,875
Conference & Travel Expenses	-17,641
Professional Fees	154,000
Capital Outlay	
Data Processing	
Grants and Aid (CI: 04)	
Other:	
Other:	-7,700
Total	\$ 0

Anticipated Duration of Federal Funds: 6/30/2021-6/30/2024

**DFA IGS State Technology Planning** Date \_\_\_\_\_  
 Items requested for information technology must be in compliance with Technology Plans as submitted to DFA IGS State Technology Planning.

**Positions to be established: (list each position separately)**

Org Unit	Pers Area	Pers SubArea	Cost Center	Position Number	Comnt Item	Position Title	Class Code	Grade	Line Item Maximum *

State funds will not be used to replace federal funds when such funds expire, unless appropriated by the General Assembly and authorized by the Governor.

Approved by: [Signature] 10/26/23 Robert Brech 11/28/23  
 Cabinet Secretary/Agency Director Date Office of Budget Date Office of Personnel Mgmt Date

[Signature]

Pete Caubbe 11/13/2023



Hugh McDonald  
SECRETARY OF COMMERCE  
Clint O'Neal  
EXECUTIVE DIRECTOR,  
ARKANSAS ECONOMIC  
DEVELOPMENT COMMISSION

October 18, 2023

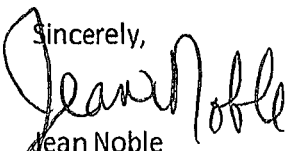
Tammy Williams, CFO  
Fiscal Division, Shared Services  
Arkansas Economic Development Commission

RE: Program Funding Amount Amendment Request  
ED22AUS3070002, Arkansas EDA Statewide Planning Grant  
American Rescue Plan Act of 2021 Program Appropriation

Dear Tammy,

I am hereby requesting a Program Funding Amount amendment on the above-reference project. This will be in line with our EDA-approved Project and Budget Narratives and Performance Reporting, in which we have budgeted the full \$1 million grant towards Professional Fees (see attached Budget Expense Tracking Spreadsheet).

BUDGET CATEGORIES	New Program Funded Amount
Regular Salaries	\$0
Extra Help	\$0
Personal Services Matching	\$0
Operating Expenses	\$0
Conference & Travel	\$0
Professional Fees	\$1,000,000
Capital Outlay	\$0
Data Processing	\$0
Grants and Aid	\$0
Other: 590:00:46	\$0
Other:	\$0
Total:	\$1,000,000

Sincerely,  
  
Jean Noble  
Director, Grants Division

[illegible]

**AMERICAN RESCUE PLAN ACT OF 2021 PROGRAM APPROPRIATION  
AND PERSONNEL AUTHORIZATION REQUEST  
SECTION 36 OF ACT 796 OF 2023**

**C.6**

Agency: SAU Tech - Arkansas Fire Training Academy Business Area Code: 0115  
 Program Title: Enhancements/Improvements at Ark Fire Training Academy - ARPA  
 Granting Organization: American Rescue Plan Act of 2021 CFDA #: State Fiscal Recovery Funds  
 Effective Date of Authorization: Beginning: 07/01/2023 Ending: 06/30/2024  
 Purpose of Grant / Reason for addition or change (include attachments as necessary to provide thorough information):

Facilities Maintenance, Vehicle Replacement, On-Line Testing Software, Training Ground Enhancements.

**American Rescue Plan Act Program Funding**

Func. Area: UNIV Fund Code: 21 7ARPA Direct Funding: X  
 Funds Center: New Internal Order/WBS Element: \_\_\_\_\_ State: \_\_\_\_\_  
 Continuation: \_\_\_\_\_

	Program Funding Amount
Regular Salaries	
Extra Help	
Personal Services Matching	
Operating Expenses	196,000
Conference & Travel Expenses	
Professional Fees	
Capital Outlay	1,481,000
Data Processing	
Grants and Aid (CI: 04)	
Other: Construction (CI:05)	4,200,000
Other:	
<b>Total</b>	<b>\$ 5,877,000</b>

Anticipated Duration of Federal Funds: 06/30/2024

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**DFA IGS State Technology Planning** Date  
 Items requested for information technology must be in compliance with Technology Plans as submitted to DFA IGS State Technology Planning.

**Positions to be established: (list each position separately)**

Org Unit	Pers Area	Pers SubArea	Cost Center	Position Number	Cmnt Item	Position Title	Class Code	Grade	Line Item Maximum *

State funds will not be used to replace federal funds when such funds expire, unless appropriated by the General Assembly and authorized by the Governor.

Approved by: *Gay Manning* 11.28.23 Robert Brech 11/28/23  
 Cabinet/Secretary/Agency Director Date Office of Budget Date Office of Personnel Mgmt Date

MPK11/28/23



November 28, 2023

Mr. Robert Brech  
Office of Budget  
1509 West 7<sup>th</sup>, 4th Floor  
Little Rock, AR 72201

Dear Mr. Brech:

Southern Arkansas University Tech is requesting American Rescue Plan Act of 2021 appropriation. The funds will be used for enhancements and improvements to existing building and programs at the Arkansas Fire Training Academy. Also, the funds will include new construction of a specialized EMS Training Facility.

Attached is the ARPA Appropriation Request form and detail information about all projects.

<b>Funding Amount</b>	<b>\$5,877,000.00</b>
<b>Funding Period</b>	<b>July 1, 2023 – June 30, 2024</b>

Please do not hesitate to contact me should you have any questions.

Sincerely,



Gaye Manning, Interim Chancellor

**Capital Funding Request**  
**2021-2023 Biennium**  
**Southern Arkansas University Tech**  
**Arkansas Fire Training Academy**

**Capital Funding Request  
2021-2023 Biennium  
Southern Arkansas University Tech  
Arkansas Fire Training Academy**

**Requests in Priority Order**

1. Facilities Maintenance
  - a. HVAC
  - b. Flooring
  - c. Guttering
  - d. Sidewalk addition, maintenance and repair
2. Vehicle Replacement
  - a. Fire Truck – Camden
  - b. Fire Truck – Jonesboro
  - c. Ambulance
3. Technology Enhancements
  - a. Online testing capability
4. Training Ground Enhancements
  - a. Gas prop area expansion
  - b. Fire Hydrants
  - c. Restroom Facility
  - d. EMS Training Facility

**Capital Funding Request  
2021-2023 Biennium  
Southern Arkansas University Tech  
Arkansas Fire Training Academy**

**1. Facilities Maintenance**

**a. HVAC system**

**Project Name:** Building Systems - HVAC

**Capital Request Type:** Critical Maintenance

**Description of Project**

The Administration Building on the campus of the Arkansas Fire Training Academy is in need of maintenance. The building was built in 2004 and has been through a tornado. The building was repaired but not replaced; with additional space brought under roof. The building is right at 10,000 square feet. This, along with thin stretched budgets has left the building in desperate need of attention. The HVAC system has been problematic for some time. The use of our building calls for a high functioning system. The current HVAC system simply cannot keep up with the demand any longer, leaving students and staff in a setting not conducive to learning or performing the high-quality work that is expected. The building is constantly musty and humid. The units need replacement or substantial maintenance performed. The ductwork needs to be cleaned, reducing noticeable allergy issues – perhaps moldy since the tornado, insulation evaluated – there are numerous condensation leaks, and the system evaluated overall wellness and effectiveness. This request aligns with item 5.1 of the SAU Tech Strategic Plan Code. The estimated costs are as follows:

Replacement	\$120,000
Ductwork Cleaned	\$5,000.00
Insulation Evaluated/Replaced	\$5,000.00
System Wellness Check	\$1,000.00

Estimated cost is: \$131,000.00

**Construction Schedule**

Bid process will begin upon receipt of funds.

**Plans Completed to Date**

Maintenance is ongoing but ineffective

**History of Request**

This is the first request for this project. We have tried unsuccessfully to mitigate the issues with our operational budget.

**Capital Funding Request**  
**2021-2023 Biennium**  
**Southern Arkansas University Tech**  
**Arkansas Fire Training Academy**

## 1. Facilities Maintenance

### b. Flooring

**Project Name:** Building Systems - Flooring  
**Capital Request Type:** Critical Maintenance

## Description of Project

The Administration Building on the campus of the Arkansas Fire Training Academy is in need of maintenance. The building was built in 2004 and has been through a tornado. The building was repaired but not replaced; with additional space brought under roof. The building is right at 10,000 square feet. This, along with thin stretched budgets has left the building in desperate need of attention. The flooring in the office space within the building is the carpeting original to the building. The carpet has been wet, we have rodent issues; i.e., mice, rats, snakes, and it needs replaced. Despite cleaning and care, it is beyond its life span. The current carpeting creates a dingy, rancid, and unclean feel, leaving students and staff in a setting not conducive to learning or performing the high-quality work that is expected. The overall appearance and odor of the building is not the intended image we wish to project, nor is it fitting for a state building fulfilling such important roles. This request aligns with item 5.1 of the SAU Tech Strategic Plan Code. The estimated costs are as follows:

Replacement	\$4.80 - \$5.50/Square foot
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Estimated cost is: \$11,000 - \$15,000

## Construction Schedule

Bid process will begin upon receipt of funds.

### Plans Completed to Date

Maintenance is ongoing but ineffective

## History of Request

This is the first request for this project. We have tried unsuccessfully to mitigate the issues with our operational budget.



**Capital Funding Request**  
**2021-2023 Biennium**  
**Southern Arkansas University Tech**  
**Arkansas Fire Training Academy**

**1. Facilities Maintenance**  
**c. Guttering**

**Project Name:** Building Systems - Guttering  
**Capital Request Type:** Critical Maintenance

**Description of Project**

The Administration Building and Fire Station on the campus of the Arkansas Fire Training Academy are in need of gutter systems or maintenance. The administration building has some gutters in place, but are quite leaky in places. The Fire Station is without gutters. These systems will allow water runoff to be controlled and placed properly, prevent unsightly erosion next to our buildings, and keep our buildings clean – free of the mud and dirt that is splashed on the buildings and sidewalks, resulting in a constantly dirty appearance. This request aligns with items 5.1 and 5.2 of the SAU Tech Strategic Plan Code. The estimated costs are as follows:

Repairs/Installation	\$6.50 - \$8.50 a linear foot/1,000 feet
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Estimated Cost is:	\$6,500.00 - \$8,500.00
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**Construction Schedule**

Bid process will begin upon receipt of funds.

**Plans Completed to Date**

None

**History of Request**

This is the first request for this project.

**Capital Funding Request  
2021-2023 Biennium  
Southern Arkansas University Tech  
Arkansas Fire Training Academy**

**1. Facilities Maintenance**

**d. Sidewalk addition, maintenance and repair**

**Project Name:** Building Systems - Sidewalks

**Capital Request Type:** Critical Maintenance

**Description of Project**

The Administration Building on the campus of the Arkansas Fire Training Academy is in need of maintenance. The building was built in 2004. The sidewalks are in need of maintenance, and as our campus and needs have expanded, additional sidewalks are needed. The maintenance will potentially prevent injuries to students, staff, and visitors. The disrepair is unsightly and potentially dangerous. This request aligns with items 5.1 and 5.2 of the SAU Tech Strategic Plan Code. The estimated costs are as follows:

Repairs	\$2,500.00
Additions	\$5,000.00

Estimated cost is:	\$7,500.00
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**Construction Schedule**

Bid process will begin upon receipt of funds.

**Plans Completed to Date**

Maintenance is ongoing

**History of Request**

This is the first request for this project.

**Capital Funding Request  
2021-2023 Biennium  
Southern Arkansas University Tech  
  
Arkansas Fire Training Academy**

**History of Request**

This is the first request for this project.

**2. Vehicle Replacement**

**a. Fire Truck – Camden**

**Project Name:** Fire Truck

**Capital Request Type:** Training Equipment

**Description of Project**

The Arkansas Fire Training Academy is the primary training ground for firefighters across the state of Arkansas. To accomplish this important task, much equipment is required. Our fleet of vehicles is a critical component of course delivery. At our Camden campus, we currently have three (3) fire engines and one (1) ambulance. Two (2) are new within the last two (2) years and one is a 2003 model. All three (3) apparatus are constantly utilized simultaneously. The 2003 engine is becoming less reliable daily, and is desperately needed. Routine and emergency maintenance is becoming commonplace; it is currently out of service with an electronic issue. Our apparatus, although used for training purposes are utilized as much or more than emergency service apparatus are, as the ancillary systems of the vehicle; i.e., pumps, are used constantly. Emergency apparatus have many more miles, but not as many hours; particularly those spent pumping. Additionally, our students are typically less experienced, and although instructed thoroughly on operations – occasionally make mistakes, which is hard on even new apparatus. The vehicles are driven on the roadway of our campus daily when classes are in session. Firefighter Standards, Driver/Operator, Fire Investigator, and Interior and Exterior Fires are among the curriculums requiring the use of our fire apparatus. The particular vehicle we are seeking to replace costs more than the others that have been replaced recently. Those are built on commercial chassis, and we need one (1) apparatus that is built on a custom chassis, providing us the opportunity to train students in the operations and driving of both types of apparatus; both types are prevalent among fire departments in the State of Arkansas and elsewhere. The operation of a vehicle of this type is drastically different than that of a commercial chassis. A basic model is all that is needed; but one that meets minimum applicable standards to ensure student and instructor safety and for training relevance. A Type I, 4 door custom engine is needed for us to continue to properly deliver our sought-after programs. The current engine can be traded on a new one, allowing us to reduce the cost. Without a reliable, custom cab fire engine, our training is incomplete; forcing students to learn a type of apparatus they may not use when they leave here. This request aligns with items 2.3, 3.3, 3.4, and 5.3 of the SAU Tech Strategic Plan Code. We expect this needed resource to last 20 years.

The estimated cost is:

\$700,000.00

**Construction Schedule**

The bid process will begin upon receipt of funds.

**Plans Completed to Date**

None.

**Capital Funding Request**  
**2021-2023 Biennium**  
**Southern Arkansas University Tech**  
**Arkansas Fire Training Academy**

**History of Request**

This is the first request for this project.

**2. Vehicle Replacement**

**b. Fire Truck – Jonesboro**

**Project Name:** Fire Truck

**Capital Request Type:** Training Equipment

**Description of Project**

The Arkansas Fire Training Academy is the primary training ground for firefighters across the state of Arkansas. To accomplish this important task, much equipment is required, including fire apparatus. At our Jonesboro site, we have a single fire engine to fulfill this training resource role. The engine is a 1996, Ford/E-One. This vehicle is in need of replacement. Routine and emergency maintenance is becoming commonplace. Often, we rely on training participants to bring apparatus from their departments so we have reliable vehicles to utilize. All of our apparatus, although used for training purposes are utilized as much or more than emergency service apparatus are, as the ancillary systems of the vehicle; i.e., pumps, are used constantly. Emergency apparatus have many more miles, but not as many hours; particularly those spent pumping. Additionally, our students are typically less experienced, and although instructed thoroughly on operations – occasionally make mistakes, which is hard on even new apparatus. Firefighter Standards, Driver/Operator, Fire Investigator, and Interior and Exterior Fires are among the curriculums requiring the use of our fire apparatus. We are seeking a fire engine on a commercial chassis, like the two at the Camden campus. A basic model is all that is needed; but one that meets minimum applicable standards to ensure student and instructor safety and for training relevance. A Type I, 4 door commercial engine is needed for us to continue to properly deliver our sought-after programs. The current engine can be traded on a new one, potentially allowing us to reduce the cost. Without a reliable fire engine, our training is incomplete. This request aligns with items 2.3, 3.3, 3.4, and 5.3 of the SAU Tech Strategic Plan Code. We expect this needed resource to last 20 years.

The estimated cost is:

\$500,000.00

**Construction Schedule**

The bid process will begin upon receipt of funds.

**Plans Completed to Date**

None.

**History of Request**

This is the first request for this project.

**Capital Funding Request**  
**2021-2023 Biennium**  
**Southern Arkansas University Tech**  
**Arkansas Fire Training Academy**

**2. Vehicle Replacement**  
**c. Ambulance**

**Project Name:** Ambulance

**Capital Request Type:** Training Equipment

**Description of Project**

The Arkansas Fire Training Academy is the primary training ground for firefighters across the state of Arkansas. To accomplish this important task, much equipment is required. Our fleet of vehicles is a critical component of course delivery. We currently have three (3) fire engines and one (1) ambulance. The ambulance is a 2006 model and was purchased very used three (3) years ago. Students in our emergency medical services programs utilize the ambulance to simulate patient care in a real environment. We utilize the simulations laboratory in the classroom to learn basic skills then move on to practice in the ambulance then progress to making “emergency calls” on our campus in the ambulance. This provides the opportunity to practice skills learned in this “mobile classroom” in a controlled environment. All levels of patient care are performed in the ambulance including giving patient reports via radio to the “emergency room”. Our ambulance has currently been out of service for approximately 120 days (and counting). The second emergency medical technician class is progressing through their curriculum without this tool. This provides a realism that prepares them for work in an environment that simply cannot be duplicated in any other way. No other classroom forces students to perform lifesaving skills while moving down the road. We are without this currently, it is becoming less reliable daily, and is desperately needed. Routine and emergency maintenance is becoming commonplace. We would expect this resource to last 10 years or more. Without a reliable ambulance, our training is incomplete; forcing students to learn patient care in this environment when they are no longer training. This request aligns with items 2.3, 3.3, 3.4, and 5.3 of the SAU Tech Strategic Plan Code.

The estimated cost is:

\$150,000.00

**Construction Schedule**

The bid process will begin upon receipt of funds.

**Plans Completed to Date**

None.

**History of Request**

This is the first request for this project.



**Capital Funding Request  
2021-2023 Biennium  
Southern Arkansas University Tech**

**Arkansas Fire Training Academy**

**History of Request**

This is the first request for this project.

**3. Technology Enhancements**

**a. Online Testing Capability**

**Project Name:** Online Testing

**Capital Request Type:** Infrastructure Upgrade

**Description of Project**

The Arkansas Fire Training Academy is the primary training ground for firefighters across the state of Arkansas. We also train industry professionals locally and beyond at their respective locations as well as host student from other states and countries. Certification testing is the final and arguable the most critical component of the certification process. To accomplish this important task, student read their paper examinations and fill in a Scantron™ sheet to record their answers. If the students are on our campus, the answer sheets are brought to our testing room and graded. Students are then told their results. For students off campus (the majority), tests and answer sheets are sent with an instructor or mailed to a test proctor. The same process is followed and answer sheets along with tests are mailed back to our campus to be graded. Students are then notified via email of their results; usually several days later. This is problematic and somewhat archaic in our technologically savvy space. Students offsite have actually had to walk at “graduation” ceremonies hosted by their respective departments without knowing if they had actually passed tests or not. The capability to test online is a need. Results would still be verified and certifications issued by our testing personnel here on campus, constantly serving as quality control and maintaining test and certification integrity. Progressive institutions all over the world, including our own governing college utilize this technology daily. Although an upfront expense would certainly be realized, over time, money will be saved by not having to print and mail tests. Not all departments would have the infrastructure in place to utilize this feature, and in those cases the current method could still be utilized. An online platform and a cache of computers or iPads is requested, along with access to a platform to accommodate this technology. Fire academies across the country are already using this method of testing, creating a gap in efficiency that is desired. This model will be fully implemented over time. We are requesting the ability to test 50 students initially. This request aligns with items 1.2, 1.3, 2.1, 3.4, 5.3, and 6.1 of the SAU Tech Strategic Plan Code. The estimated costs are as follows:

Personal computers or iPads - \$300.00 each x 50	\$15,000.00
Testing Platform	\$150,000.00

The estimated cost is: \$165,000.00

**Construction Schedule**

The bid process will begin upon receipt of funds.

**Plans Completed to Date**

None.

**Capital Funding Request  
2021-2023 Biennium  
Southern Arkansas University Tech  
Arkansas Fire Training Academy**

**4. Training Ground Enhancements**

**a. Gas prop area expansion**

**Project Name:** Gas Prop Area Expansion

**Capital Request Type:** New Construction

**Description of Project**

The Arkansas Fire Training Academy is the primary training ground for firefighters across the state of Arkansas. To accomplish this important task, a series of facilities and equipment is required. Among, them; gas fired props. Live fire training is a critical component of an effective and complete basic and advanced firefighter curriculum. Live fire is also a requirement in other training curriculum such as various industrial trainings. The gas fired props are often simulations for specific machinery within a particular industrial setting. We provide training on site for dozens of industries for hundreds of hours per year. Among established for industrial firefighting and structural firefighting are requirements for live fire that are most properly and safely performed utilizing external props fueled by LP gas. These props are set up on a pad at our campus and plumbed to a central control area. The need for expansion of this area has been identified as a way to enhance our outreach to additional industrial firefighters. Most industries we train are willing to supply props, they are just in need of a suitable location. Our current pad is roughly 300' by 80' and while that seems like a global space, during these training events, more than one prop is often used simultaneously and space disappears rapidly. Replumbing all gas sites to the central control area utilizing latest technology and safety features versus various versions of homemade repairs will also add a level of safety never realized on the drill field. One feature missing and required by the latest standards is a valve allowing gas to be shut off instantaneously in the event of an emergency – something we are not able to do – and like all training entities, we have emergencies from time to time. This is a safety issue for us. Our gas pad is at capacity – our demand is not. The fire academy sees nearly 1,000 students annually, many of those requiring multiple exterior live fires during their training endeavors. Industrial training is one of few revenue sources for the Arkansas Fire Training Academy. This request aligns with items 3.1, 3.3, 3.4, and 5.3 of the SAU Tech Strategic Plan Code. The estimated costs are as follows:

Addition of 100' x 80'/\$8.00 a square foot

The estimated cost is: \$64,000.00

**Construction Schedule**

The bid process will begin upon receipt of funds.

**Plans Completed to Date**

None.

**Capital Funding Request  
2021-2023 Biennium  
Southern Arkansas University Tech**

**Arkansas Fire Training Academy**

**History of Request**

This is the first request for this project.

**4. Training Ground Enhancements**

**b. Restroom Facility**

**Project Name:** Restroom

**Capital Request Type:** New Construction

**Description of Project**

The Arkansas Fire Training Academy is the primary training ground for firefighters across the state of Arkansas. To accomplish this important task, a series of facilities and equipment is required. To ensure we have adequate, accessible, convenient and compliant facilities for our students on the drill field, a restroom is needed. The nearest restroom is in the administration building which is less than suitable for a dirty firefighter, and the long walk is not conducive to any sudden need for a facility of this nature that may arise. A septic system and access to water exists on the field. The preconstructed or site constructed building will be a welcomed addition to our modern and growing facility. An item such as this, that is needed in this particular location, is a very public and outward show of our commitment to the well-being of our students. This request aligns with items 5.1, 5.2, and 5.3 of the SAU Tech Strategic Plan Code. The estimated costs are as follows; although constructing a facility would involve much less cost:

Site preparation	\$20,000.00
Machinery Rental	\$ 2,000.00
Pre-Constructed Facility	\$75,000.00
On-site build 10 x 20 building - \$300.00 a square foot	\$60,000.00

The estimated cost is: \$82,000 – \$97,000.00

**Construction Schedule**

The bid process will begin upon receipt of funds.

**Plans Completed to Date**

None.

**History of Request**

This is the first request for this project.

**Capital Funding Request**  
**2021-2023 Biennium**  
**Southern Arkansas University Tech**  
**Arkansas Fire Training Academy**

**4. Training Ground Enhancements**

**c. Emergency Medical Services Training Building**

**Project Name:** Emergency Medical Services Training Building

**Capital Request Type:** New Construction

**Description of Project**

The Arkansas Fire Training Academy is the primary training ground for firefighters across the state of Arkansas. To accomplish this important task, a series of facilities is required. Among, them; adequate classroom facilities. We currently hold emergency medical technician training in a classroom in the administration building. We currently hold first responder training in the fire station. We currently hold cardiopulmonary resuscitation training in any number of different locations – including recently the dining room of the dormitory. We have outgrown the purpose-built space for delivery of these critical courses, and the demand continues to rise, particularly from industry and other businesses. We need dedicated space for these programs. The classroom and a closet in the administration building have been “repurposed” as a simulation laboratory and storage respectfully. A dedicated facility for the delivery of emergency medical services training is a progressive step that will allow us to continue to deliver our world-class programs to students from all over the country and beyond. 3 classrooms, 3 offices, a large storage closet, restrooms, a break area and a small bay for our ambulance would provide adequate space to allow these programs to be self-sufficient and enhance the learning environment for our students and work lives of our staff. The standards of all emergency medical services programs continue to evolve, requiring more and more time to be dedicated to honing these critical skills as well as the need for additional equipment and instructors, creating space issues, as courses are beginning to regularly overlap. Offices and classrooms are being used by multiple people with differing areas of focus, often leaving an unorganized appearance and too little space. This request aligns with items 1.1, 1.3, 2.1, 3.1, 3.2, 3.4, 4.2, 5.1, 5.2, and 5.3, of the SAU Tech Strategic Plan Code. The estimated costs are as follows:

90 x 150 building - \$300.00 a square foot

The estimated cost is:

\$4,050,000.00

**Construction Schedule**

The bid process will begin upon receipt of funds.

**Plans Completed to Date**

None.

**Capital Funding Request  
2021-2023 Biennium  
Southern Arkansas University Tech  
Arkansas Fire Training Academy**

Thank you for your review and consideration of these important projects that will enhance the day to day lives of our students and staff while carefully and thoughtfully planning for our future.

AMERICAN RESCUE PLAN ACT OF 2021 PROGRAM APPROPRIATION  
AND PERSONNEL AUTHORIZATION REQUEST  
SECTION 36 OF ACT 796 OF 2023

C.7

Agency: DFA Disbursing OfficerBusiness Area Code: 0620

Program Title: ARPA - Southern Arkansas University Tech - Arkansas Fire Training Academy

Granting Organization: US TreasuryCFDA #: 21.027

Effective Date of Authorization:Beginning: 12/1/2023Ending: 6/30/2024

Purpose of Grant / Reason for addition or change (include attachments as necessary to provide thorough information):  
The purpose of this grant is to allow the Southern Arkansas University Tech - Arkansas Fire Training Academy for enhancements and improvements to existing building and programs. Also, the funds will include new construction of a specialized EMS Training Facility.

American Rescue Plan Act Program Funding

Func. Area: ADMNFund Code: NEWDirect Funding: \_\_\_\_\_  
Funds Center: NEWInternal Order/WBS Element: \_\_\_\_\_State: X  
Continuation: \_\_\_\_\_

	Program Funding Amount
Regular Salaries	
Extra Help	
Personal Services Matching	
Operating Expenses	
Conference & Travel Expenses	
Professional Fees	
Capital Outlay	
Data Processing	
Grants and Aid (CI: 04)	5,877,000
Other:	
Other:	
Total	\$ 5,877,000


Anticipated Duration of Federal Funds: 12/31/2026

**DFA IGS State Technology Planning** **Date**  
Items requested for information technology must be in compliance with Technology Plans as submitted to DFA IGS State Technology Planning.

Positions to be established: (list each position separately)

Org Unit	Pers Area	Pers SubArea	Cost Center	Position Number	Cmnt Item	Position Title	Class Code	Grade	Line Item Maximum *

State funds will not be used to replace federal funds when such funds expire, unless appropriated by the General Assembly and authorized by the Governor.

Approved by:  
  
Cabinet Secretary/Agency Director

11/29/23  
Date

Robert Brech 11/28/23  
Office of Budget Date

Office of Personnel Mgmt Date

DS 11/29/2023

November 28, 2023

Mr. Robert Brech  
Office of Budget  
1509 West 7<sup>th</sup>, 4th Floor  
Little Rock, AR 72201

Dear Mr. Brech:

Southern Arkansas University Tech is requesting American Rescue Plan Act of 2021 appropriation. The funds will be used for enhancements and improvements to existing building and programs at the Arkansas Fire Training Academy. Also, the funds will include new construction of a specialized EMS Training Facility.

Attached is the ARPA Appropriation Request form and detail information about all projects.

<b>Funding Amount</b>	<b>\$5,877,000.00</b>
<b>Funding Period</b>	<b>July 1, 2023 – June 30, 2024</b>

Please do not hesitate to contact me should you have any questions.

Sincerely,



Gaye Manning, Interim Chancellor

AMERICAN RESCUE PLAN ACT OF 2021 PROGRAM APPROPRIATION  
AND PERSONNEL AUTHORIZATION REQUEST  
SECTION 36 OF ACT 796 OF 2023

C.8

Agency:Arkansas Department of Human Services

Business Area Code:0710

Program Title:Emergency Aid Relief to Hospitals

Granting Organization:American Rescue Plan Act of 2021

CFDA #:State Fiscal Recovery Funds (SFRF)

Effective Date of Authorization:

Beginning:7/1/2023

Ending:6/30/2024

Purpose of Grant / Reason for addition or change (include attachments as necessary to provide thorough information):  
Hospitals continue to experience severe financial strain due to the economic impacts of the ongoing COVID-19 pandemic. Increased costs and labor shortages have resulted in lesser revenues for the hospitals. This means that several hospitals across the state, particularly those that serve rural populations, are at immediate risk of closure.  
Use of these funds will allow hospitals to maintain operations to ensure patients receive the care they need during and between the pandemic disease "surges". The purpose of these payments is to assist hospitals to offset extraordinary costs related to mitigating and preventing COVID-19 and retaining and acquiring frontline staff that have occurred as a result of the COVID-19 pandemic.  
This request is for North Arkansas Regional Medical Center in support of their efforts to provide rural healthcare to Arkansans.

Func. Area: HHS

Fund Code: FRP7178

Direct Funding: State: X

Funds Center: AZ5

Internal Order/WBS Element:

Continuation:

	Program Funding Amount
Regular Salaries	
Extra Help	
Personal Services Matching	
Operating Expenses	
Conference & Travel Expenses	
Professional Fees	
Capital Outlay	
Data Processing	
Grants and Aid (CI: 04)	1,368,582
Other:	
Other:	
Total	\$ 1,368,582

Anticipated Duration of Federal Funds:9/30/2024

DFA IGS State Technology PlanningDate

Items requested for information technology must be in compliance with Technology Plans as submitted to DFA IGS State Technology Planning.

Positions to be established: (list each position separately)

\* unclassified positions only

Org Unit	Pers Area	Pers SubArea	Cost Center	Position Number	Cmnt Item	Position Title	Class Code	Grade	Line Item Maximum *

State funds will not be used to replace federal funds when such funds expire, unless appropriated by the General Assembly and authorized by the Governor.

Approved by:  
Kristi Putnam

Digitally signed by Kristi Putnam  
Date: 2023.11.01 10:38:49 -05'00'

Cabinet Secretary/Agency Director

Date

Robert Brech

11/28/23

Office of Budget

Date

Joshua Kenyon

11/20/2023

Office of Personnel Mgmt

Date



# Arkansas Rural Hospital Sustainability Program

Hospital Plan Summaries

*December ALC*

Arkansas Department of Finance & Administration

*Prepared by Alvarez & Marsal Public Sector Services, LLC*

2023

# North Arkansas Regional Medical Center Sustainability Plan Summary

## February Baseline Metrics

- |  |  |
|--|--|
| • 115.8 Days Cash on Hand <sup>8</sup> (DCOH)            | • -5.1% Operating Margin                                 |
| • 60.2 Days in Accounts Receivable, Net (Net Days in AR) | • 5.16 <sup>9</sup> FTEs per Adjusted Occupied Bed (AOB) |
| • 56% in Labor/Net Patient Service Revenue (NPSR)        | • 18.7 in Average Daily Census (ADC)                     |

## Challenges

North Arkansas Regional Medical Center (NARMC) is a 174 licensed-bed general hospital within Boone County. Between September 2022 and February 2023, NARMC experienced a 9% annualized decrease in total operating revenues from the previous year. Management also reported a \$5.9M loss after COVID-19, which was directly related to the increase in labor and supply cost and decrease in revenues/reimbursement. This deterioration in cash position and operating margin, combined with billing and collections challenges, required the hospital to close a clinic and its emergency medical services (EMS)<sup>10</sup> for a nearby county. Lastly, management noted costs associated with aging plant (estimated at \$8.5M in immediate property and equipment improvements)<sup>11</sup>.

## Sustainability Approach and Initiatives – Track 2

NARMC selected *Track 2: Strategic Hospital Improvement* and chose to focus on improving Operating Margin and Full-Time Equivalents (FTEs) per Adjusted Occupied Bed (AOB).

*Operating Margin* improvements are estimated to produce between \$14-18k/mo. in revenue impact and \$270-\$361k/mo. in expense reductions. NARMC kicked off a FY2023 sustainability plan with over 50 quantified initiatives and corresponding monthly targets. This plan has been adapted for FY2024 and select initiatives were included as part of Track 2 to “enhance revenue capture, improve revenue generation, and manage expense cost.” Most notably, the hospital plans to focus on expanding service lines with a new urologist starting June 2023, a new orthopedic surgeon starting Oct 2023 and the addition of two providers who can provide obstetrical care. Management is also exploring additional 340B opportunities but has noted challenges with manufacturer restrictions. NARMC is also working to improve reimbursement by partnering with a new Revenue Cycle Management (RCM) team as well as two separate third-party partnerships to optimize reimbursement and capture savings through the Medicare Shared Savings Program.

*FTEs per AOB* improvements are estimated to achieve \$208-277k/mo in labor savings (included within operating margin expense impact above), which will allow NARMC to consolidate patient volumes, reduce overhead costs, and achieve a volume-adjusted FTE reduction of 30-42.6. Initiatives include:

- Discontinuation of certain rural health clinics and inpatient behavioral health service
- Reduction in operating hours for two outpatient clinics
- Consolidation of two urgent care practices into one
- Consolidation of pediatric service in alignment with service volumes to reduce overhead operating costs
- Reduction of travel nurse costs and staffing model adjustments

## Noted Progress/Updates

In the last six months, NARMC has seen its urological patient volume increase by more than 60% and additional surgical services volume increased by 9.3%. The addition of two new obstetrical physicians over the last year has increased the hospital’s delivery volume over 10% year to date from FY2022 and has provided a highly specialized and in-demand service for the community.

NARMC has also reduced its staffing expenses by reducing contract labor cost by 40% per hour. To address the need for healthcare workforce, the hospital has partnered with local high schools and colleges for career opportunities.

## Cybersecurity Checklist

NARMC’s Director of Information Services reviewed the six-internet security basic controls and eight Cyber Defense Minimum Standards. NARMC will work with Legislative Audit to complete an on-site cyber review.

<sup>8</sup> Days Cash on Hand as of February 2023 was calculated by dividing \$31.23M in cash by \$269.6k in daily expenditures.

<sup>9</sup> FTEs per AOB has been adjusted from A&M’s February figure of 7.1 to 5.16 after the exclusion of 74.21 EMS FTEs

<sup>10</sup> Although the EMS closure has hurt access and weakened emergency response in this community, it has resulted in a cost savings of approximately \$250k annually for NARMC.

<sup>11</sup> During A&M’s on-site review, hospital leadership admitted that facility maintenance has been reactive while necessary upgrades have been delayed because of insufficient funding for necessary parallel improvements to other equipment. NARMC has provided a capital budget that included approximately \$8.5M in property and medical equipment needs for the next year, of which \$3.1M is for critical facility improvements.

November 30<sup>th</sup>, 2023

Arkansas Department of Human Services (DHS)  
Donaghey Plaza, P.O. Box 1437  
Little Rock, AR 72203

RE: Arkansas Rural Hospital Sustainability Program

North Arkansas Regional Medical Center (NARMC) is a 501(c)3 not for profit independent hospital in Boone County, Arkansas. The facility serves as the area's second largest employer. NARMC provides over \$50M in annual salaries to over 700 employees. Beginning in March of 2022, with the significant economic challenges post pandemic, NARMC began an aggressive sustainability plan. With this plan in place, NARMC is seeking participation in the Track 2-Strategic hospital reform.

North Arkansas Regional Medical Center serves a catchment area of 95,000 people in a 5 county service area (Boone, Carroll, Newton, Marion and Searcy). Throughout the pandemic, NARMC provided exceptional care to the community. NARMC is committed to serving the community and ensuring access to healthcare through sustainability. NARMC has completed repayment of the Medicare Accelerated Payments that were received in April of 2020. NARMC began in FY 2023 to address operational losses through a sustainability plan. This plan included more than 50 quantified initiatives that addressed opportunities to enhance revenue capture, improve revenue generation, and manage expense cost. The FY 2023 plan has been updated in FY 2024 to include additional initiatives to adjust operations and ensure that NARMC is sustainable in the future. This plan has been adapted as changes in the healthcare industry have occurred.

Through this plan, NARMC effectively partnered with Mainstreet Health to optimize reimbursement. NARMC has partnered with Aledade to capture savings through the Medicare Shared Savings program. NARMC is looking to enhance reimbursement opportunities with the addition of chronic care management programs. The enhancements of these programs will allow improved revenue capture/generation. NARMC is actively evaluating opportunities to enhance the revenue cycle management processes in the clinic setting. NARMC has partnered with a revenue cycle team to support clinic reimbursement.

NARMC is committed to optimizing opportunities through the 340B program. NARMC has expanded urologic services and has added an orthopedic surgeon for surgical growth. The urological volume has increased over 60% from the previous 6 months. Additional surgical services volume has increased by 9.3% from prior year as of current year to date. NARMC is expanding services to provide additional services related to the diagnosis, care, and treatment of Hepatitis C. Unfortunately, manufacturer restrictions in the 340B contract pharmacy program had a profoundly negative impact on NARMC and yet again required a realignment in the sustainability plan.

NARMC is committed to enhancing services for our community. Over the past year, NARMC has added two additional physicians who provide obstetrical services. Delivery volume has increased over 10% year to date from prior fiscal year. This is a needed service for our community, but remains a financial concern due to reimbursement rates for this service. NARMC is designated as a Baby Friendly facility and is also designated for safe sleep. Only 25% of the hospitals in the state offer obstetrical services. This service line requires highly specialized staff to be available and ready to respond to any emergency. The staff are trained to reduce maternal mortality and improve neonatal outcomes. However, each of these items require extensive training and preparation, as well as supplies and equipment for the specialty unit. The ability of NARMC to provide this level of care for our community is extremely important, but also poses a number of operational and financial obstacles to overcome. The ability to support a pediatrician for our community is desired, but the reimbursement makes it very difficult to sustain. Our pediatrics are the future of our state, and their care is extremely important. The level of specialty care available in a rural community is essential to consider as we look at access to care across the state.

Staffing for all healthcare facilities remains a challenge. NARMC has been successful in reducing the cost of contract labor and recruiting full time staff members for high demand positions. NARMC has been successful in reducing the number of contract staff, as well as reducing contract labor cost by approximately 40% per hour. NARMC has partnered with the local high school and college for career opportunities to progressively address the need for healthcare workforce. NARMC has a robust staffing matrix to adjust staffing for volume needs.

Cybersecurity in healthcare remains a significant concern. NARMC's Director of Information Services reviewed the six internet security basic controls and eight Cyber Defense Minimum Standards. NARMC will work with Legislative Audit to complete an on-site cyber review. In FY 2024 we have seen an increase of cyber insurance cost over 25% from the 5 year prior average.

The original campus of NARMC was built in the 1950's and began as Boone County Hospital. The hospital was privatized in the 1990's and has been committed to servicing this region for 73 years. Over the years, there have been a number of modifications to the current structure to allow for expanded services. However, there is significant cost associated with managing an older facility. The enhancements to the facilities allow the organization to become more energy efficient and improve overall operating efficiencies.

In review of annualized financials from September 2022 through February 2023, NARMC has a 9% decrease in total operating revenues from prior year, according to Alvarez and Marsal's report. In addition, an outside audit also indicated that the financial impact of COVID-19, including all state and federal funding, resulted in a loss to the facility of \$5,908,533. This loss, is directly related to the increase in labor and supply cost, with the decrease in revenues/reimbursement.

Through the pandemic, NARMC has experienced an increase in Net Days in AR. NARMC has taken aggressive steps to address this through revenue cycle enhancements. NARMC has also evaluated opportunities to modify or reduce services that may impact sustainability. Through this evaluation, NARMC has made the difficult decision to close a clinic in Eureka Springs in 2022. In addition to this closure, NARMC has ceased services for EMS in Searcy County. This will result in a cost savings of approximately \$250K annually.

To ensure sustainability, NARMC will continue with action items to improve operating margin and reduce FTE's per adjusted occupied bed. The organization will continue to implement growth strategies, reduce labor cost, manage supply cost, evaluate opportunities for contract enhancements with payors, and evaluate opportunities to improve vendor contracts to enhance the operating margin, per attached Exhibit A. The addition of services and the management of productivity will support the initiative to reduce the FTE per adjusted occupied bed, per attached Exhibit A. All efforts will be focused to ensure long-term sustainability. The details of this action are outlined in the sustainability initiatives attached as Exhibit B.

## Track 2

Benchmark	Initiative	Description	Start Date	Time to Implement	Revenue Impact	Expense Impact	Status
Operating Margin	Improve Operating Margin by 25 % in 6 months and 70% in 12 months.	Monitoring and enhancement of sustainability plan containing more than 50 initiative.	Fiscal year 2023.	Started 3/2022 and on going	\$14K/Mo	\$270K/Mo	Ongoing
FTEs per Adjusted Occupied Bed	Improve FTE's per Occupied Bed by 3.5% in 6 months and 7% in 12 months.	Staffing Target Adjustments	Nov 2023	Started 08/2023	N/A	\$208K/Mo*	Ongoing

\*Included in the \$270K/Mo listed in Operating Margin-Expense Impact

Please consider this application for the Hospital sustainability program, track 2.

Respectfully submitted,

Sammie Cribbs Roberson  
President & CEO NARMC

## Exhibit B

### North Arkansas Regional Medical Center Sustainability Initiatives 2024

Initiative	Strategy	FTE Impact	Monthly Net Rev	Monthly Salaries	Monthly Other Op	Monthly Impact	Annual Impact
340B Opportunities	New program implementation impact on EBITDA		41,994			41,994	503,928
Rural Clinics	Discontinue Rural Clinic operations in Marshall and Leadhill. Continue operations in newton County and Berryville with reduced operating hours.	7.0	(27,952)	57,035	22,144	51,227	614,724
Urgent Care South (Bellefonte)	Discontinue operations of the Urgent Care South location and consolidate volumes into the North location.	4.0	(39,605)	38,187	22,811	21,393	256,716
Behavioral Health	Discontinue Inpatient Behavioral Health Services. Downsize providers available for pediatric services and relocate remaining staff to an established clinic to reduce overhead operating costs. Clinic volumes to be absorbed with remaining providers.	13.3	(122,305)	104,859	40,121	22,675	272,100
Pediatrics		2.0		21,167	3,175	24,342	292,104
GPO Changes	Move from Premier Ascend program to Surpass Program				25,000	25,000	300,000
Orthopedics/Urology	Volume ramp up of new Orthopedic Surgeon (Oct 23) and Urologist (June 2023).		165,888		(142,416)	23,472	281,664
Salary Expense	Staffing Model Adjustments	16.3		55,832	8,712	64,544	774,528
Professional Fees	Contract Renegotiations				27,644	27,644	331,728
Contract Labor	Recruitment and retention initiatives to replace contract nursing staff with full time employed staff.				76,823	76,823	921,876
		42.6	18,020	277,080	84,014	379,114	4,549,368
Anticipated return @ 75%			13,515	207,810	63,011	284,336	3,412,026

## Exhibit A

### Operating Margin (Exc. Dep and Int):

	Six Months end 2/28/2023	* Baseline Average
Total Net Operating Revenues	48,037,365.00	8,006,227.50
Total Operating Expense	48,947,843.00	8,157,973.83
EBITDA	(910,478.00)	(151,746.33)
Depreciation	1,523,153.00	253,858.83
Operating Income	(2,433,631.00)	(405,605.17)

#### Goal:

6-month target - 35% improvement from February Baseline of -5.1%  
12-month target - 70% improvement from February Baseline of -5.1%.

#### Initiatives:

Implementation of EBITDA improvement plan including more than 50 initiatives to enhance revenue and reduce operating expenses per attached plan.

### FTE's per Adjusted Occupied Bed

Average Daily Census		23.40	
Outpatient Factor	**	4.987	
Adjusted Average Daily Census		<u>116.707</u>	
Total paid FTE's		676.42	
EMS FTE's	-74.21		
Hospital paid FTE's		<u>602.21</u>	
Hospital EEOB - Baseline		<u><u>5.160</u></u>	***

#### Goal:

6-month target - 3.5% improvement from February Baseline of 5.160, target EEOB of 4.979.  
12-month target - 7% improvement from February Baseline of 5.160, target EEOB of 4.799.

#### Initiatives:

Restructure departmental productivity targets to achieve a volume adjusted FTE reduction of 30, with estimated labor savings of \$119K/mo.

\* 2/28/23 numbers represent 6 month trend ending 2/28/23 for operating expenses.

\*\* OP Factor adjusted for EMS.

\*\*\* EEOB calculations based on February YTD data.

		2/28/2023
Total IP Rev		51,932,175
Total OP Rev	217,308,009	
EMS OP Rev	(10,276,017)	
Adj OP Rev		207,031,992
OP Factor (Adjusted for EMS and Clinics)		4.987

AMERICAN RESCUE PLAN ACT OF 2021 PROGRAM APPROPRIATION  
AND PERSONNEL AUTHORIZATION REQUEST  
SECTION 36 OF ACT 796 OF 2023

C.9

Agency:Arkansas Department of Human Services

Business Area Code:0710

Program Title:Emergency Aid Relief to Hospitals

Granting Organization:American Rescue Plan Act of 2021

CFDA #:State Fiscal Recovery Funds (SFRF)

Effective Date of Authorization:

Beginning:7/1/2023

Ending:6/30/2024

Purpose of Grant / Reason for addition or change (include attachments as necessary to provide thorough information):  
Hospitals continue to experience severe financial strain due to the economic impacts of the ongoing COVID-19 pandemic. Increased costs and labor shortages have resulted in lesser revenues for the hospitals. This means that several hospitals across the state, particularly those that serve rural populations, are at immediate risk of closure.  
Use of these funds will allow hospitals to maintain operations to ensure patients receive the care they need during and between the pandemic disease "surges". The purpose of these payments is to assist hospitals to offset extraordinary costs related to mitigating and preventing COVID-19 and retaining and acquiring frontline staff that have occurred as a result of the COVID-19 pandemic.  
This request is for Chicot Memorial Medical Center in support of their efforts to provide rural healthcare to Arkansans.

Func. Area: HHS

Fund Code: FRP7178

Direct Funding:

Funds Center: AZ5

Internal Order/WBS Element:

State: X

Continuation:

	Program Funding Amount
Regular Salaries	
Extra Help	
Personal Services Matching	
Operating Expenses	
Conference & Travel Expenses	
Professional Fees	
Capital Outlay	
Data Processing	
Grants and Aid (CI: 04)	3,441,839
Other:	
Other:	
Total	\$ 3,441,839

Anticipated Duration of Federal Funds:9/30/2024

DFA IGS State Technology Planning

Date

Items requested for information technology must be in compliance with Technology Plans as submitted to DFA IGS State Technology Planning.

Positions to be established: (list each position separately)

Org Unit	Pers Area	Pers SubArea	Cost Center	Position Number	Cmnt Item	Position Title	Class Code	Grade	Line Item Maximum *

State funds will not be used to replace federal funds when such funds expire, unless appropriated by the General Assembly and authorized by the Governor.

Approved by:

Kristi Putnam

Digitally signed by Kristi Putnam  
Date: 2023.11.01 10:59:29 -05'00'

Cabinet Secretary/Agency Director

Date

Robert Brech

11/28/23

Office of Budget

Date

Office of Personnel Mgmt

Date

Joshua Kenyon  
11/20/2023



# Arkansas Rural Hospital Sustainability Program

Hospital Plan Summaries

*December ALC*

Arkansas Department of Finance & Administration

*Prepared by Alvarez & Marsal Public Sector Services, LLC*

2023

# Chicot Memorial Medical Center Sustainability Plan Summary

## February Baseline Metrics

- |  |  |
|--|--|
| • 179.8 Days Cash on Hand <sup>1</sup> (DCOH)            | • -30.8% Operating Margin                        |
| • 50.9 Days in Accounts Receivable, Net (Net Days in AR) | • 3.0 FTEs per Adjusted Occupied Bed (AOB)       |
| • 76.2% in Labor/Net Patient Service Revenue (NPSR)      | • 6.6 in Average Daily Census (ADC) <sup>2</sup> |

## Challenges

Chicot Memorial Medical Center (CMMC) is a 25 licensed-bed Critical Access Hospital (CAH) within Chicot County. Chicot has experienced continued decreases in patient volume, increases in labor costs and challenges with hiring local medical staff as the population of the surrounding community shrinks. The hospital's physical plant<sup>3</sup> requires immediate maintenance and updates, which has been delayed by financial condition.

## Sustainability Approach and Initiatives – Track 2

Chicot Memorial selected *Track 2: Strategic Hospital Improvement* and chose to focus on improving Operating Margin and Net Days in Accounts Receivable (Net Days in AR).

*Operating Margin* improvements are estimated to generate \$515k<sup>4</sup> in annual net revenue. These initiatives focus on optimizing and expanding select service lines over the next year, starting November 2023 (such as the Swing Bed Program, Intensive Outpatient Program (IOP), Outpatient Therapy Program and Home Health) with support from the Arkansas Rural Health Partnership (ARHP). Specifically, management seeks to increase its swing bed capacity by 10% and increase IOP, outpatient therapy, and home health services by 5% each within the next 12 months through an omnichannel marketing and communications strategy. These efforts will develop a compelling brand identity through content creation and optimized consumer engagement across social media and CMMC's digital front door. As the surrounding community lacks specialty care, Chicot is also expanding and establishing several community-needed service offerings, such as:

- Expansion of the dental clinic over 18 months, starting December 2023, through partnerships with neighboring Federally Qualified Health Centers (FQHCs) to provide preventative, restorative, and emergency dental care, specifically to address pediatric dental needs in the community
- Establishment of optometry services over 24 months, starting January 2024, through a partnership with University of Arkansas for Medical Services (UAMS) Jones Eye Institute to provide visual screenings/examinations and other critical eye care services
- Expansion of the OB/GYN clinical services over 12 months, starting August 2023, through a partnership with a FQHC to provide essential reproductive health services

Additional performance improvements will be identified by the Delta Region Community Health Systems Development (DRCHSD) Program<sup>5</sup>: Management is in the process of completing a financial and operational assessment by DRCHSD to identify cost reduction opportunities that could augment the aforementioned operating margin improvements.

*Net Days in AR* improvements rely on revenue cycle process improvement efforts to increase point of service (POS) collections, address payment posting and reconciliation, improve coding productivity, and collaborate with a third-party billing agency to monitor key performance indicators. The hospital is also working with a registration software vendor in developing and implementing tools to accurately calculate patient responsibility and improve POS collections

## Noted Progress/Updates

In September 2023, Chicot started off a weekly OB/GYN clinic, which has already increased lab and radiology revenue. Although this service offering has had a slow start, the hospital projects to see 60 OB and 150 GYN patients annually. Expansion of the dental clinic, optometry services, and marketing efforts are still in the early stages of planning. Due to the increase in Net Days in AR, from 50.9 days in Feb 2023 to 55 days in Sep 2023, management is actively mitigating issues with posting errors, contractual issues and missed prior authorizations due to case management staff turnover. With staff reeducated and core fixes in place, CMMC expects to see RCM improvements in November and December.

## Cybersecurity Checklist

Chicot's Director of Information Services reviewed the six-internet security basic controls and eight Cyber Defense Minimum Standards. Chicot will work with Legislative Audit to complete an on-site cyber review.

<sup>1</sup> Days Cash on Hand as of February 2023 was calculated by dividing \$8.9M in cash by \$49k in daily expenditures.

<sup>2</sup> Total ADC includes Swingbed volume. Acute ADC was 2 in February 2023.

<sup>3</sup> Anticipated expenses to update aged equipment and complete IT system upgrades are estimated to be \$454k. Pending capital improvements include a flat roof repair (estimated at \$558k), parking lot improvements (estimated at \$385k), replacement of generator (at \$750k), totaling ~ \$1.7M.

<sup>4</sup> Initial equipment purchases, particularly for the dental expansion, may delay the realization of this net revenue figure.

<sup>5</sup> DRCHSD program provides hospitals support with financial and operational performance, quality of care, telehealth and financial systems enhancements, revenue cycle and physician practice management, rural health clinic operations and leadership development.

## CHICOT MEMORIAL MEDICAL CENTER SUSTAINABILITY PLAN 2023

### PURPOSE

The purpose of this document is to define the actions Chicot Memorial Medical Center will take to maintain financial viability and continue providing critical healthcare to their respective communities. To maintain economic viability, a plan has been established to balance long-term debt, protect the value of the current assets, support ongoing operations and maintenance of the physical plant, manage expenses, and increase operating revenues. CMMC has identified several opportunities that will equip the hospital to expand services, increase revenue, and improve existing services to enhance the hospital's financial situation and sustain the only hospital in Chicot County, Arkansas.

### CURRENT OVERVIEW

#### *Strengths*

- CMMC does not currently hold any debt except in the form of capital leases for equipment.
- CMMC already has a partnership contract with a nearby FQHC to bring in an OB/GYN provider and nurse practitioners to run a clinic and conduct wellness visits, which started in August 2023.

#### *Challenges*

- Continued population decline in the surrounding community has decreased patient volume.
- With most of its workforce coming from outside the city, CMMC has had to make substantial investments in maintaining and attracting staff.
- The CMMC IT system is aged and is currently being updated.
- CMMC's physical plant needs funding for parking, roof, and generator upgrades. CMMC has looming and overdue facility maintenance and repair expenses.

### BENCHMARKS

#### *Operating Margin*

- 6-month target – 20-40-% improvement from February Baseline of -31%
- 12-month target – 70-90% improvement from February Baseline of -31%

### ***Days in Accounts Receivable, Net***

- 6-month target – within 20% of benchmark of 43.7
- 12-month target – within 5% of benchmark of 43.7

## **OPPORTUNITIES FOR SUSTAINABILITY**

### **Operating Margin**

#### **I. Service Line Optimization/Expansion**

##### **A. Swing Bed Program, Intensive Outpatient Program (IOP), Outpatient Therapy Program, Home Health**

**CMMC aims to increase the capacity of its established swing bed program by 10%, IOP program by 5%, Outpatient Therapy program by 5%, and Home Health by 5% within twelve months through expanded marketing and communications efforts, which will enhance the hospital's revenue.**

**Rationale:** CMMC currently has a well-established swing bed program, which continues to be a key revenue driver for the hospital. Swing bed patient days at CMMC for the fiscal year 2023 were 1,160, up from 826 for the same fiscal year 2022. CMMC participated in an Arkansas Rural Health Partnership (ARHP) grant program that provided education and capacity-building information for participating member hospitals, which assisted with this growth. ARHP has committed to providing member hospitals with marketing and communications support, specifically to support these efforts for member swing bed programs. CMMC also has a well-established IOP, Outpatient Therapy, and Home Health program with recent declines in IOP and Outpatient Therapy services. By establishing a marketing program and support through ARHP, these outpatient services can increase patient volumes, strengthening its financial stability.

#### **Activities:**

1. *Workforce Analysis:* Identify the staffing needs for the expanded programs and the training needed for additional staff.
2. *Facility and Equipment:* Assess whether the current facility meets the needs of the expanded programs and the technology to support additional patients.
3. *Promotion:* Develop a strong marketing plan to promote the expanded programs to healthcare professionals and potential patients. Work with the ARHP Marketing and Communications team to develop an online presence, brochures, direct outreach strategies, educational videos, and presentations.
4. *Referral Networks:* Strengthen relationships with primary care physicians, specialists, and discharge planners to increase referrals to the existing programs.

5. *Data Analytics*: Utilize data analytics to track trends, identify areas for improvement or expansion, and make informed decisions about resource allocation and program adjustments necessary for expansion.

**Financial Impact:** CMMC anticipates experiencing a \$189,022 annual benefit from this initiative.

#### **B. Dental Clinic:**

**CMMC aims to expand and establish more comprehensive dental services within eighteen (18) months, fostering long-term sustainability by meeting the dental health needs of the local community and enhancing the hospital's revenue streams.**

**Rationale:** CMMC currently has one dentist, and the services provided have continued to generate revenue for the hospital. By expanding those services, the hospital could attract new patients, retain existing ones, and increase its revenue base, contributing to financial sustainability.

#### **Activities:**

1. *Dental Program Development*. Expand current services to address the need for a more comprehensive dental program that includes preventative, restorative, and emergency dental care by working collaboratively with partnering organizations (FQHCs), specifically to address pediatric dental needs in the community.
2. *Facility and Equipment Enhancement*: Assess the hospital's current infrastructure to ensure it can accommodate expanded dental services effectively and acquire modern dental equipment and technology to facilitate efficient and high-quality dental care.
3. *Recruitment and Training*: Recruit additional skilled and experienced dentists, dental hygienists, and dental assistants to form a competent dental care team.
4. *Community Engagement and Education*: Launch outreach and awareness campaigns to inform the community about the availability of dental services at the hospital and conduct dental health education programs in local schools and community centers to promote preventative dental health practices.
5. *Insurance and Payment Options*: Collaborate with dental insurance providers to expand coverage and make dental services accessible to a broader patient base and develop flexible payment plans and financial assistance programs to accommodate patients with varying financial means.
6. *Referral Network and Partnerships*: Establish partnerships with local healthcare providers, community health centers, and schools to enhance referrals and coordinated care and collaborate with relevant organizations to offer oral health screenings and dental care to underserved populations.

**Financial Impact:** CMMC anticipates experiencing a loss of \$8,800 for the first year, then a \$228,000 annual benefit from this initiative.

### **C. Optometry Services:**

**Collaborate with the UAMS Jones Eye Institute to offer comprehensive optometry services within twenty-four (24) months, ensuring the hospital's long-term sustainability by meeting the eye care needs of the local community and expanding its service offerings.**

**Rationale:** Currently, there is limited access to optometry services in Chicot County. By introducing optometry services, the hospital can attract new patients and diversify its revenue streams, contributing to financial sustainability. Addressing eye health needs locally helps improve community health and reduces the burden of preventable eye conditions.

#### **Activities:**

1. *Optometry Program Development:* Conduct a thorough assessment of the community's eye care needs to determine the scope and range of optometry services required. Develop a comprehensive optometry program that includes vision screenings, eye examinations, prescription eyeglasses, contact lenses, and other eye care services.
2. *Facility and Equipment Enhancement:* Evaluate the hospital's existing infrastructure to ensure it can accommodate optometry services efficiently and acquire modern optometry equipment and technology to facilitate accurate diagnoses and comprehensive eye care.
3. *Recruitment and Training:* Recruit licensed and experienced optometrists and opticians to form a skilled and dedicated eye care team and work with state partners to bring in specialty and telehealth eye and out-patient services (UAMS Jones Eye Institute)
4. *Community Engagement and Education:* launch outreach and awareness campaigns to inform the community about the availability of optometry services at the hospital and conduct eye health education programs in local schools and community centers to promote preventative eye care practices.
5. *Insurance and Payment Options:* Collaborate with vision insurance providers to expand coverage and make optometry services accessible to a broader patient base and develop flexible payment plans and financial assistance programs to accommodate patients with varying financial means.
6. *Referral Network and Partnerships:* Establish partnerships with local healthcare providers, schools, and organizations to enhance referrals and coordinate eye care. Collaborate with relevant entities to offer underserved populations eye screenings and vision care.

**Financial Impact:** CMMC anticipates experiencing a benefit of \$40,000 during the first year, then a \$96,000 benefit annually after that from this initiative.

### **D. OB/GYN Clinic:**

**Pursue establishing and expanding comprehensive OB/GYN clinical services within twelve (12) months, ensuring accessible and high-quality reproductive healthcare for women in the service area.**

**Rationale:** The absence of OB-GYN services in rural areas has led to limited access to essential reproductive health services, resulting in potential health risks for women and underserved expectant mothers. Re-opening OB/GYN clinical services will address the unmet healthcare needs of women in the community, contributing to improved maternal and child health outcomes and reducing health disparities. The hospital can retain patients, increase patient volume, and bolster its financial sustainability by providing a full range of clinical (NOT inpatient) OB/GYN services locally.

**Activities:**

1. *Staff Recruitment and Training:* Recruit qualified OB/GYN specialists and support staff with a focus on individuals experienced in rural healthcare settings.
2. *Facility Upgrades and Equipment Acquisition:* Assess the hospital's infrastructure to determine necessary upgrades and modifications to accommodate comprehensive clinical OB/GYN services and acquire state-of-the-art medical equipment and instruments needed to provide comprehensive clinical women's care.
3. *Collaboration and Partnerships:* Forge partnerships with local community healthcare organizations, public health agencies, and regional and state medical centers to enhance service coordination and referral pathways and collaborate with obstetricians and gynecologists from neighboring areas to provide support and consultation, particularly during the initial phase of re-opening. Potential Partnerships include Arkansas Children's Hospital, UAMS, Mainline Health Systems, and ARHome (Maternal health home visiting program).
4. *Outreach and Awareness:* Develop a targeted community outreach and awareness campaign to inform residents about the availability of OB/GYN clinical services at the hospital; organize health fairs, workshops, and seminars to educate the community about the importance of women's health and benefits of receiving care locally; and work with other community hospitals in the region.
5. *Telemedicine Integration:* Explore the integration of telemedicine services to enhance access to clinical OB/GYN consultations, especially for remote and underserved areas.

**Financial Impact:** CMMC anticipates experiencing an annual benefit of \$58,000 during the first full year and \$77,000 annually from this initiative.

## **II. DRCHSD Program Participation**

Utilize resources provided to Chicot Memorial Medical Center (CMMC) through the Delta Region Community Health Systems Development (DRCHSD) Program to improve performance and develop a detailed sustainable plan.

**Rationale:** CMMC experienced improvements during its involvement with the DRCHSD Program pre-Covid. By re-engaging this program, CMMC could re-evaluate the organization's current financial position and update action plans to implement performance improvement best practices. CMMC will have access to experienced professionals to guide leaders in implementing recommendations and developing strategies that enhance the hospital's ability to sustain access to local services.

**Activities:**

1. *Re-engage in the DRCHSD Program:* CMMC was a past participant in the DRCHSD Program, which provided the hospital with substantial services and reports to support a sustainability plan that includes the following key areas:
  - Financial and operational performance
  - Quality of care
  - Telehealth and financial systems enhancements
  - Revenue cycle and Physician Practice Management
  - Rural Health Clinic operations
  - Leadership development

**III. Expand Marketing and Communications Efforts**

**Rationale:** Expanding marketing and communications efforts for any rural hospital is essential to increase visibility, attract patients, promote service lines, and ensure financial sustainability. Since 2013, CMMC Community Health Needs Assessments identified the lack of marketing and communication efforts on behalf of the hospital as a problem and has resulted in little to no knowledge of current hospital services in the local community.

**Activities:**

1. *Assessments:* Evaluate the hospital's strengths, weaknesses, opportunities, and threats related to marketing and communications. Analyze the local healthcare market, demographics, competition, and trends.
2. *Branding and Messaging:* Develop a consistent and compelling brand identity that reflects the hospital's values, services, and commitment to the community. Craft clear, patient-centric messaging highlighting the hospital's unique offerings and benefits.
3. *Online Presence:* Update the hospital's website with user-friendly navigation, up-to-date information, patient resources, and appointment scheduling. Optimize the website content to improve its visibility in search engine results.
4. *Social Media Strategy:* Identify appropriate social media platforms and regularly share informative and engaging content, including health tips, patient stories, and updates about hospital services.
5. *Content Creation:* Produce valuable content to showcase the hospital's expertise and establish it as a trusted source of health information.



6. *Community Engagement:* Participate in and host local health fairs, workshops, and seminars and collaborate with other community organizations and partners.
7. *Patient Testimonials:* Share patient success stories and testimonials to build trust and demonstrate the hospital's positive impact.
8. *Physician Referral Program:* Strengthen relationships with local physicians and specialists by establishing a referral program highlighting the hospital's services and capabilities.
9. *Telemedicine Services:* Offer telemedicine services to expand the hospital's reach and provide access to healthcare services.
10. *Collaboration and Partnership:* Continue to work with Arkansas Rural Health Partnership for marketing and communications assistance.

### **Days in Accounts Receivable, Net**

**Rationale:** Successfully managing the revenue cycle to keep days in accounts receivable within industry standards is essential to keeping cash flowing into the hospital. This cash intake is crucial to a hospital's ability to meet its financial obligations.

#### **Activities:**

1. CMMC is implementing the following strategies to improve upon revenue cycle processes:
  - Point of Service collections. Continue to work with the registration software vendor in developing and implementing tools to assist personnel with accurately calculating a patient's responsibility, allowing for staff to counsel with patients regarding their out-of-pocket medical expenses and improve upon collecting patient copays prior to services being provided.
  - Payment posting and reconciliation. Continue to improve upon the daily reconciliation of payment posting, ensuring all payments received have been correctly posted to patient accounts.
  - Discharged, Not Final Billed. Implement initiatives within the Health Information Department for improved coding productivity to allow for quicker billing of claims and turnaround of payments.
  - Collaboration with Third Party Billing Agency. Continue to monitor key performance indicators and review regularly with third party billing agency, timely addressing areas of concern and implementing corrective action plans.

### **Cybersecurity Defense Checklist Readiness Statement**

Chicot's Director of Information Services reviewed the six-internet basic controls and eight Cyber Defense Minimum Standards. Chicot will work with Legislative Audit to complete an on-site cyber review.

## **Capital Outlay Upcoming Challenges**

### **IT System Upgrades**

Establishing and maintaining a robust and secure IT environment within a hospital is an integral part of operating efficiently, both clinically and financially. CMMC has evaluated its IT systems and are in the process of updating equipment that is aged and at end of life. The expenses related to these upgrades are currently being paid incrementally as equipment is ordered and prepared for installation. The total for these upgrades is \$453,991.

### **Physical Plant Upgrades**

Maintaining and repairing the physical plant needs is challenging for CMMC as it has some necessary repair expenses that have been deferred for some time, due to cash restraints and the unknowns following Covid. These repairs are vital to preserving the building and providing an optimal and safe experience to CMMC's patients, families and staff.

- Flat roof repair: Installation of a membrane separator and new PVC or TPO roofing system with new flashing and accessories. \$557,600. This is an approximate 50,000 square ft. section that has not been overlaid since 1984. This section of the hospital serves both patients and staff.
- Parking lot improvements: Repaving of existing parking lot surface, installation of concrete curb/gutter, parking lot lighting, and paint striping. \$384,500. The current section referenced is not adequate for patient safety due to continued breakdown of the surface.
- Replacement of generator: Installation of new generator to fully accommodate load and demand of the entire facility. \$750,000. The current emergency backup only operates the lighting, electrical outlets and some equipment. The current emergency backup does not allow operation of HVAC (chiller and air handlers, Radiology), (CT, General x-ray), and some IT equipment.

## Track 2 Sustainability Summary (Operating Margin)

Initiative	Description	Start Date	Time to Implement	Revenue Impact	Expense Impact	Status
<b>Service Line Optimization/Expansion:</b> Increase capacity of swing bed program by 10% within 12 months. Increase capacity of IOP, Outpatient Therapy, and Home Health programs by 5% within 12 months	CMMC will expand marketing and communications efforts which will enhance the hospital's revenue--with the focus being on growth in swing bed, IOP, OP Therapy, and Home Health	Nov-23	12 months	\$289,022	\$100,000	Ongoing--developing position for marketing
<b>Dental Clinic Optimization/Expansion:</b> Expand and establish more comprehensive dental services within 18 months.	CMMC will foster long term sustainability by meeting the dental health needs of the local community and enhancing the hospital's revenue streams. CMMC to add a dentist and dental hygienist to the established program and expand current clinic space.	Dec-23	18 months	\$616,026	\$387,500	Currently analyzing existing space for expansion possibilities
<b>OB/GYN Services Establishment:</b> Pursue establishing and expanding comprehensive OB/GYN clinical services within 12 months. Partner with Mainline Health (FQHC) to provide OB/GYN weekly clinic in hospital beginning 8/28/23 (generating lab and radiology testing revenue)	CMMC to ensure accessible and high-quality reproductive healthcare for women in the service area. CMMC has partnered with Mainline Health to provide a weekly OB/GYN clinic which will enhance lab and radiology testing revenue.	Aug-23	12 months	\$68,157	\$10,341	Ongoing-first clinic held 8/28/23.
<b>Optometry Services Establishment:</b> Collaborate with the UAMS Jones Eye Institute to offer comprehensive optometry services within 24 months expanding its service offerings.	CMMC will ensure the hospital's long-term sustainability by meeting the eye care needs of the local community and expanding its service offerings.	Jan-24	24 months	\$341,487	\$301,453	Still in discussion and planning stages. Have contacted UAMS Jones Eye Institute, but no contractual discussions to date.
Net Revenue				\$1,314,392	\$799,294	<b>\$515,398</b>

AMERICAN RESCUE PLAN ACT OF 2021 PROGRAM APPROPRIATION  
AND PERSONNEL AUTHORIZATION REQUEST  
SECTION 36 OF ACT 796 OF 2023

C.10

Agency:Arkansas Department of Human Services

Business Area Code:0710

Program Title:Emergency Aid Relief to Hospitals

Granting Organization:American Rescue Plan Act of 2021

CFDA #:State Fiscal Recovery Funds (SFRF)

Effective Date of Authorization:

Beginning:7/1/2023

Ending:6/30/2024

Purpose of Grant / Reason for addition or change (include attachments as necessary to provide thorough information):  
Hospitals continue to experience severe financial strain due to the economic impacts of the ongoing COVID-19 pandemic. Increased costs and labor shortages have resulted in lesser revenues for the hospitals. This means that several hospitals across the state, particularly those that serve rural populations, are at immediate risk of closure.  
Use of these funds will allow hospitals to maintain operations to ensure patients receive the care they need during and between the pandemic disease "surges". The purpose of these payments is to assist hospitals to offset extraordinary costs related to mitigating and preventing COVID-19 and retaining and acquiring frontline staff that have occurred as a result of the COVID-19 pandemic.  
This request is for DeWitt Hospital and Nursing Home in support of their efforts to provide rural healthcare to Arkansans.

Func. Area: HHS

Fund Code: FRP7178

Direct Funding:

Funds Center: AZ5

Internal Order/WBS Element:

State: X

Continuation:

	Program Funding Amount
Regular Salaries	
Extra Help	
Personal Services Matching	
Operating Expenses	
Conference & Travel Expenses	
Professional Fees	
Capital Outlay	
Data Processing	
Grants and Aid (CI: 04)	1,549,473
Other:	
Other:	
Total	\$ 1,549,473

Anticipated Duration of Federal Funds:9/30/2024

**DFA IGS State Technology Planning**      **Date**  
Items requested for information technology must be in compliance with Technology Plans as submitted to DFA IGS State Technology Planning.  
\* unclassified positions only

Positions to be established: (list each position separately)

Org Unit	Pers Area	Pers SubArea	Cost Center	Position Number	Cmnt Item	Position Title	Class Code	Grade	Line Item Maximum *

State funds will not be used to replace federal funds when such funds expire, unless appropriated by the General Assembly and authorized by the Governor.

Approved by:

Kristi Putnam

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# Arkansas Rural Hospital Sustainability Program

Hospital Plan Summaries

*December ALC*

Arkansas Department of Finance & Administration

*Prepared by Alvarez & Marsal Public Sector Services, LLC*

2023

# DeWitt Regional Hospital Sustainability Plan Summary

## February Baseline Metrics

- 52.32 Days Cash on Hand<sup>6</sup> (DCOH)
- 46.2 Days in Accounts Receivable, Net (Net Days in AR)
- 66.3% in Labor/Net Patient Service Revenue (NPSR)
- -6% Operating Margin
- 3.4 FTEs per Adjusted Occupied Bed (AOB)
- 3.3 in Average Daily Census (ADC)

## Challenges

DeWitt is a 25 licensed-bed Critical Access Hospital (CAH) within DeWitt County. DeWitt has experienced a decrease in patient admissions and a low occupancy rate. When comparing December 2022 YTD volume to the prior year, DeWitt experienced a 59% reduction in admissions and 36% reduction in outpatient visits while noting increases in emergency room visits and observation admissions. Management has faced difficulties in staff recruitment and retention, as seasoned providers begin to retire. Furthermore, although DeWitt has made recent upgrades to equipment in the physical plant, the hospital still requires several costly capital and infrastructure repairs (estimated at least \$200k<sup>7</sup>).

## Sustainability Approach: Track 1

DeWitt selected *Track 1: Transformative Hospital Reform (Reclassification or Consolidation/Merger)* to convert to a Rural Emergency Hospital (REH). This reclassification will allow the Hospital to re-allocate space and resources from inpatient and swing bed services to outpatient and the skilled nursing services. Additional REH funding will be used to primarily support monthly payroll but could also be used to expand community-needed healthcare services and upgrade facility equipment. Noted benefits and changes from this reclassification for DeWitt include:

- Continuation of skilled nursing facility and Ferguson Rural Health Clinic
- Continuation of Laboratory / Outpatient services, including Cardiology, MRI mobile unit, sleep studies, Radiology, and Respiratory services
- Discontinuation of all inpatient, swing bed, and intensive outpatient behavioral health services
- Establishment of a transfer agreement with UAMS (University of Arkansas Medical Sciences), a Level 1 trauma center, to provide continuity of patient care for DeWitt patients
- 5% increased reimbursement on the Hospital Outpatient Prospective Payment System (OPPS) payment rates
- Additional monthly REH facility payment, starting at \$272,866+ hospital market basket percentage increase in CY 2024

## Track 1 Benchmarks

- ✓ Letter of Intent [7/31/23]
- ✓ Transfer Agreement [9/18/23]
- ✓ Conversion Plan [10/20/23]
- ✓ Public Press Release [10/20/23]
- ✓ REH Attestation Statement [10/20/23]
- ✓ Pro-forma [11/24/2023]
- ✓ Application for REH status [11/24/23]

## Noted Progress/Updates

DeWitt management completed all requested milestones in November 2023, signed a Patient Transfer Agreement with the University of Arkansas for Medical Services (UAMS) and made a public release on October 20<sup>th</sup>, 2023, explaining the closure of inpatient and swing bed services. Management reiterated that DeWitt would continue to provide current services (including Emergency Room, Respiratory, Lab, Radiology) and can keep patients in hospital, through an observation admission, when the need arises. Rehab patients will be directed to DeWitt's Nursing Home. The public notice emphasized a "seamless transition" as "the REH designation is changing the way that DHNH will get paid" and this conversion will "assure the longevity of the hospital."

## Cybersecurity Checklist

DeWitt's Director of Information Services reviewed the six-internet security basic controls and eight Cyber Defense Minimum Standards. DeWitt will work with Legislative Audit to complete an on-site cyber review.

<sup>6</sup> Days Cash on Hand as of February 2023 was calculated by dividing \$1.69M in cash by \$32k in daily expenditures.

<sup>7</sup> \$200k in repairs and replacements include costs for an aged generator, an aging air handler, a leaking washing machine, an aged kitchen vent hood, and roof leaks.



## **Purpose**

DeWitt Hospital and Nursing Home (DHNH) is a vital part of the surrounding community, and a Rural Health Emergency (REH) conversion will help to assure the longevity of the hospital. The purpose of this document is to discuss the decision rationale, conversion plan and subsequent milestones the Hospital will be reaching to ensure a REH conversion is a seamless transition for the community.

## **Overview of Strengths and Challenges**

Like most small rural hospitals, the Hospital has faced financial challenges and has experienced significant operating challenges during and after COVID-19. However, the Hospital has significant community support as evidenced by the 1.5% sales tax passed permanently in 2018. Despite this support, the impact of the pandemic and overall decreases in patient volume has had a significant negative impact on the Hospital's sustainability.

The current strengths and challenges to the sustainability of the Hospital are as follows:

### **Strengths**

1. **Community Support**  
DeWitt serves roughly 8,000 individuals in the DeWitt, Gillette, and surrounding rural areas. The presence of the Hospital is critical for the well-being of its citizens. As noted above, the citizens have evidenced their support by passing and maintaining a 1.5% sales tax to maintain the Hospital.
2. **Staff Culture**  
DeWitt boasts a strong and positive work culture as evidenced by its staff's long tenures and limited use of travelers. Positive relationships between hospital physicians and nurses enable the Hospital to continuously deliver quality care for its patients.
3. **Nursing Home**  
DeWitt is one of the few hospitals across Arkansas that operates a nursing home. The Dewitt Hospital Nursing Home is a 60-bed facility fully certified for Medicare and Medicaid that offers an array of services such as short-term rehabilitation services, long-term skilled nursing care, physical therapy, and dietary and recreational programs. Until COVID, the nursing home census was strong. Since COVID, the nursing home capacity has been limited by staffing availability but is still fully occupied by as many residents as staffing can handle; the census in March 2023 saw 29 of 60 beds filled. An REH conversion will allow the Hospital to continue operating and direct more attention towards its successful nursing home.

### **Challenges**

1. **Decreasing patient volume**  
Patient volume, length of stay and occupancy rate are low. Average daily census (ADC) was 3.84 based on seven-month (July. 2022 through Jan. 2023) operations representing an occupancy rate of ~13%. Acute discharges totaled 44% less than the same period in the prior year (Jul. 2021 through Jan. 2022).



2. Hiring/retaining staff

As the national staffing landscape continues to evolve, Dewitt Hospital must adapt to survive. There are growing concerns about staff sustainability as current physicians near retirement, so the hospital has extended recruiting and training efforts to scout for new physicians. Recruitment is limited due to financial constraints and unstable future of the organization.

3. Facility Improvements

The Hospital has made recent upgrades to facility equipment. However, several additional capital and infrastructure items still require major investment. At least \$200k will be needed to replace or repair items critical to hospital operations -- such as a generator, air handler, washing machine, vent hood, and roof leaks.

4. Low cash on hand

Cash and cash equivalents had dipped slightly during Fall 2022 due to increases to payroll following the addition of a new physician but have since improved. The hospital has \$32k in daily expenditures and 52.3 days cash on hand as of Feb. 2023.

### REH Conversion Overview

On July 31, 2023, the Board of Directors at DHNH voted to move forward with pursuing the Rural Emergency Hospital designation. DHNH has been approved by the Rural Health Redesign Center Organization (RHRCO) to participate in their 3<sup>rd</sup> cohort. The first meeting is scheduled for September 27, 2023. A transfer agreement is in place with UAMS (University of Arkansas Medical Sciences), which is a level 1 trauma center.

Upon REH certification, patients will not be put into an Inpatient or Swingbed designation. Any patient that needs care outside of the capabilities of Dewitt Hospital will be transferred to an appropriate facility. Staffing at DHNH will remain the same. The ER will be staffed with a qualified physician and an RN, 24/7. The nursing floor will be staffed with an RN, LPN and 2 patient care techs, 24/7. Respiratory, Lab and Radiology departments will be staffed 24/7 as well.

DHNH will keep their distinct part skilled nursing facility. With the loss of swingbeds on the hospital side, the nursing home should recognize an increased census for skilled nursing. The monthly cardiology clinic will stay scheduled on the 2<sup>nd</sup> Thursday of each month. The MRI mobile unit will continue to operate and has been changed from bi-weekly to weekly. Sleep Studies have been consistent and will continue to be scheduled.

Ferguson Rural Health Clinic, owned by the hospital, will continue to serve the community and DHNH will be purchasing the Burleson Clinic on October the 19<sup>th</sup>, 2023. The hospital is currently managing the clinic.

DHNH will discontinue their Intensive Outpatient Behavioral Health services. The census has remained low, and it is a cost-based program. Inpatient and swingbed services will be discontinued.



Radiology services (CT's, x-rays, ultrasound, echo's and dexa scan), Respiratory services (Diagnostic: Holter monitoring, pft's, electrocardiograms, sleep studies, arterial blood gas analysis, Therapeutic: Medication and aerosol delivery, oxygen therapy, airway clearance therapies, and ventilator, cpap, and BiPap management. Education: Asthma education, COPD disease management, smoking cessation, respiratory medication and device instruction) and the full regimen of laboratory outpatient/send out services will continue.

DHNNH intends to use the additional monthly facility payment to support, all or the majority, of one payroll each month.



## Benchmarks

### Track 1 - Transformative Hospital Reform

1. REH/CAH
  - a) Letter of Intent, public press release
  - b) Conversion plan and Application for REH/CAH status

### Track Actions/Milestones

Actions	Description	Anticipated Completion Date
<b>Pro-forma (6- and 12-mo. assumptions)</b>	6-month and 12-month pro-forma financials that include revenue and volume expectations.	November 24 <sup>th</sup> , 2023
<b>Conversion Plan</b>	Summary of its plan to close select service lines while adjusting the operations of other services	October 20, 2023
<b>Letter of Intent / Board support for REH conversion</b>	DeWitt Board of Directors formally express their intent to convert DeWitt to an REH.	July 31, 2023
<b>Transfer Agreement</b>	DeWitt signs patient transfer agreement with UAMS to provide continuity of patient care for DeWitt patients to be treated at UAMS	September 18, 2023
<b>Public Press Release</b>	DeWitt informs public of its conversion and changes in operations	October 20, 2023
<b>Application for REH status</b>	DeWitt will submit the formal REH application, either a change of information online (via PECOS) or a paper CMS-855A application to its Medicare Administrative Contractor (MAC) to convert to an REH	November 24, 2023
<b>REH Attestation Statement</b>	DeWitt attests to its compliance of REH enrollment and conversion requirements	October 20, 2023