

Southwestern VT Medical Center

Fiscal Year 2024 YTD Summary

Year to Date Submission (October 2023 through December 2023)

Southwestern VT Medical Center														
Fiscal Year 2024 YTD Summary														
Submission (October 2023 through December 2023)														
Submission (October 2023 through December 2023)														
INCOME STATEMENT	2022 A	2023 A	2024 B	Oct-2023	Nov-2023	Dec-2023	2024 B YTD	Oct-2023	Nov-2023	Dec-2023	2024 YTD	2024 PROJ	2024 B-2024 A YTD	2023 A-2024 P
Revenues														
Gross Patient Care Revenue	\$433,654,824	\$459,782,525	\$502,952,280	\$41,912,690	\$41,912,690	\$41,912,690	\$125,738,070	\$42,657,552	\$40,853,284	\$41,403,086	\$124,913,922	\$502,952,280	-0.7%	9.4%
Disproportionate Share Payments	\$1,766,096	\$861,771	\$883,065	\$73,589	\$73,589	\$73,589	\$220,766	\$66,490	\$71,399	\$67,472	\$205,362	\$883,065	-7.0%	2.5%
Graduate Medical Education (UVMC only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Bad Debt	-\$5,171,384	-\$6,168,682	-\$7,650,000	-\$637,500	-\$637,500	-\$637,500	-\$1,912,500	-\$493,595	-\$533,168	-\$683,744	-\$1,710,507	-\$7,650,000	-10.6%	24.0%
Free Care	-\$1,774,483	-\$2,073,062	-\$2,500,000	-\$208,333	-\$208,333	-\$208,333	-\$625,000	-\$157,409	-\$135,509	-\$81,976	-\$374,894	-\$2,500,000	-40.0%	20.6%
Deductions from Revenue	-\$273,590,999	-\$296,813,890	-\$320,751,591	-\$26,729,299	-\$26,729,299	-\$26,729,299	-\$80,187,898	-\$27,353,783	-\$26,842,617	-\$26,836,666	-\$81,033,067	-\$320,751,591	1.1%	8.1%
Net Patient Care Revenue	\$154,884,054	\$155,588,662	\$172,933,754	\$14,411,146	\$14,411,146	\$14,411,146	\$43,233,439	\$14,719,255	\$13,413,389	\$13,868,172	\$42,000,816	\$172,933,754	-2.9%	11.1%
Fixed Prospective Payments	\$31,845,094	\$29,113,085	\$30,525,953	\$2,543,829	\$2,543,829	\$2,543,829	\$7,631,488	\$2,740,454	\$2,608,447	\$2,081,907	\$7,430,808	\$30,525,953	-2.6%	4.9%
Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Other Reform Payments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Fixed Prospective Payments and Reserves	\$31,845,094	\$29,113,085	\$30,525,953	\$2,543,829	\$2,543,829	\$2,543,829	\$7,631,488	\$2,740,454	\$2,608,447	\$2,081,907	\$7,430,808	\$30,525,953		
Net Patient Care Rev & Fixed Payments & Reserves	\$186,729,148	\$184,701,747	\$203,459,707	\$16,954,976	\$16,954,976	\$16,954,976	\$50,864,927	\$17,459,709	\$16,021,836	\$15,950,079	\$49,431,624	\$203,459,707	-2.8%	10.2%
340B Retail Pharmacy Programs	\$2,389,544	\$5,133,841	\$5,400,000	\$450,000	\$450,000	\$450,000	\$1,350,000	\$405,069	\$454,120	\$450,000	\$1,309,189	\$5,400,000	-3.0%	5.2%
COVID-19 Stimulus and Other Grant Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Specialty Pharmacy	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Outpatient Pharmacy Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Cafeteria & Parking	\$251,647	\$68,229	\$152,400	\$12,700	\$12,700	\$12,700	\$38,100	\$23,090	\$23,239	\$21,367	\$67,696	\$152,400	77.7%	123.4%
Grant Income	\$2,575,943	\$3,040,787	\$1,653,923	\$137,827	\$137,827	\$137,827	\$413,481	\$198,666	\$240,286	\$215,248	\$654,200	\$1,653,923	58.2%	-45.6%
Reference Lab Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Meaningful Use	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Other	\$3,491,331	\$3,792,548	\$2,984,783	\$248,732	\$248,732	\$248,732	\$746,196	\$176,871	\$206,804	\$246,355	\$630,030	\$2,984,783	-15.6%	-21.3%
Other Operating Revenue	\$8,708,465	\$12,035,405	\$10,191,106	\$849,259	\$849,259	\$849,259	\$2,547,777	\$803,696	\$924,449	\$932,970	\$2,661,115	\$10,191,106	4.4%	-15.3%
Total Operating Revenue	\$195,437,613	\$196,737,152	\$213,650,813	\$17,804,234	\$17,804,234	\$17,804,234	\$53,412,703	\$18,263,405	\$16,946,285	\$16,883,049	\$52,092,739	\$213,650,813	-2.5%	8.6%
Operating Expenses							\$0							
Salaries Non MD, Fringe Benefits Non MD,														
Physician Fees & Salaries, Fringe Benefits MD	\$110,379,528	\$117,567,897	\$123,410,967	\$10,284,247	\$10,284,247	\$10,284,247	\$30,852,742	\$10,842,647	\$10,698,764	\$10,577,552	\$32,118,963	\$123,410,967	4.1%	5.0%
Health Care Provider Tax	\$10,868,481	\$11,190,225	\$11,680,361	\$973,363	\$973,363	\$973,363	\$2,920,090	\$934,828	\$934,828	\$934,828	\$2,804,484	\$11,680,361	-4.0%	4.4%
Depreciation Amortization	\$6,241,552	\$5,983,457	\$7,921,480	\$660,123	\$660,123	\$660,123	\$1,980,370	\$567,418	\$539,169	\$535,410	\$1,641,997	\$7,921,480	-17.1%	32.4%
Interest - Short Term, Interest - Long Term	\$767,602	\$1,518,145	\$1,675,340	\$139,612	\$139,612	\$139,612	\$418,835	\$212,886	\$169,511	\$88,620	\$471,017	\$1,675,340	12.5%	10.4%
ACO Dues	\$1,229,256	\$1,521,248	\$1,500,000	\$125,000	\$125,000	\$125,000	\$375,000	\$128,839	\$128,839	\$128,839	\$386,517	\$1,500,000	3.1%	-1.4%
Medical/Surgical Drugs and Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,377,495	\$941,079	\$1,515,557	\$3,834,131	\$0	#DIV/0!	#DIV/0!
Pharmaceuticals	\$0	\$0	\$16,479,500	\$1,373,292	\$1,373,292	\$1,373,292	\$4,119,875	\$1,904,311	\$1,019,101	\$1,258,174	\$4,181,586	\$16,479,500	1.5%	#DIV/0!
Other Purchased Services - Consulting	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Other Purchased Services -Travelers	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Other Operating Expenses	\$66,290,626	\$66,367,882	\$48,923,840	\$4,076,987	\$4,076,987	\$4,076,987	\$12,230,960	\$2,418,299	\$2,159,951	\$2,353,792	\$6,932,042	\$48,923,840	-43.3%	-26.3%
Total Operating Expenses	\$195,777,045	\$204,148,854	\$211,591,488	\$17,632,624	\$17,632,624	\$17,632,624	\$52,897,872	\$18,386,723	\$16,591,242	\$17,392,772	\$52,370,737	\$211,591,488	-1.0%	3.6%
Net Operating Income	-\$339,432	-\$7,411,703	\$2,059,325	\$171,610	\$171,610	\$171,610	\$514,831	-\$123,318	\$355,043	-\$509,723	-\$277,998	\$2,059,325	-154.0%	-127.8%
Non Operating Revenue	\$8,005,419	\$6,001,964	\$10,849,601	\$904,133	\$904,133	\$904,133	\$2,712,400	-\$315,292	\$6,059,889	\$870,710	\$6,615,307	\$10,849,601	143.9%	80.8%
Excess (Deficit) of Rev over Exp	\$7,665,986	-\$1,409,739	\$12,908,926	\$1,075,744	\$1,075,744	\$1,075,744	\$3,227,231	-\$438,610	\$6,414,932	\$360,987	\$6,337,309	\$12,908,926	96.4%	-1015.7%
Income Statement Metrics														
Operating Margin %	-0.2%	-3.8%	1.0%	1.0%	1.0%	1.0%	4.8%	-0.7%	2.1%	-3.0%	-0.5%	1.0%		
Total Margin %	3.8%	-0.7%	5.8%	5.8%	5.8%	5.8%	28.8%	-2.4%	27.9%	2.0%	10.8%	5.8%		

Southwestern VT Medical Center											
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Fiscal Year 2024 YTD Summary											
Submission (October 2023 through December 2023)											
BALANCE SHEET	FY2022A	FY2023 B	FY2023 A	FY2024 B	Oct-2023	Nov-2023	Dec-2023	2024 Projection	2024 B-2024 P	2023 A-2024 P	
Cash & Investments	\$10,785,155	\$10,020,348	\$8,896,871	\$13,399,549	\$1,762,217	\$4,209,271	\$3,196,277	\$13,399,549	0.0%	50.6%	
Net Patient Accounts Receivable	\$14,574,201	\$15,441,551	\$17,671,010	\$18,952,411	\$18,817,852	\$17,556,136	\$17,749,692	\$18,952,411	0.0%	7.3%	
Due From Third Parties	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	
Risk Reserve Receivable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	
Other Current Assets	\$7,755,405	\$8,736,335	\$9,790,297	\$10,426,879	\$9,614,134	\$11,328,592	\$11,862,254	\$10,426,879	0.0%	6.5%	
Current Assets	\$33,114,761	\$34,198,234	\$36,358,178	\$42,778,839	\$30,194,203	\$33,093,999	\$32,808,223	\$42,778,839	0.0%		
Board Designated Assets	\$26,831,849	\$9,879,506	\$19,859,929	\$20,458,365	\$18,772,419	\$18,720,370	\$19,724,091	\$20,458,365	0.0%	3.0%	
Net, Property, Plant And Equipment	\$48,230,366	\$58,767,891	\$62,106,994	\$77,545,822	\$62,385,659	\$62,474,710	\$63,573,847	\$77,545,822	0.0%	24.9%	
Other Long-Term Assets	\$16,000,945	\$16,697,418	\$7,317,273	\$10,931,834	\$8,289,906	\$7,436,363	\$7,839,224	\$10,931,834	0.0%	49.4%	
Assets	\$124,177,921	\$119,543,049	\$125,642,374	\$151,714,860	\$119,642,187	\$121,725,442	\$123,945,385	\$151,714,860	0.0%	20.8%	
Accounts Payable	\$12,703,595	\$6,640,510	\$11,374,537	\$12,384,617	\$10,444,762	\$7,607,445	\$8,546,240	\$12,384,617	0.0%	8.9%	
Current Liabilities COVID-19	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	
Salaries, Wages And Payroll Taxes Payable	\$4,213,297	\$6,519,763	\$2,292,897	\$6,910,949	\$2,680,211	\$3,026,318	\$3,729,958	\$6,910,949	0.0%	201.4%	
Other Third Party Settlements	\$1,537,638	\$6,500,000	\$1,375,654	\$1,300,000	\$569,313	-\$34,942	-\$381,387	\$1,300,000	0.0%	-5.5%	
ACO Risk Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	
Other Current Liabilities	\$26,286,480	\$18,698,394	\$34,918,565	\$26,336,416	\$30,830,329	\$30,656,328	\$31,832,294	\$26,336,416	0.0%	-24.6%	
Current Liabilities	\$44,741,010	\$38,358,667	\$49,961,653	\$46,931,982	\$44,524,615	\$41,255,149	\$43,727,105	\$46,931,982	0.0%	-6.1%	
Long Term Liabilities COVID-19	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	
Long Term Liabilities	\$31,039,202	\$27,961,000	\$28,335,660	\$25,328,000	\$28,204,973	\$28,063,948	\$27,337,290	\$25,328,000	0.0%	-10.6%	
Other Noncurrent Liabilities	\$2,401,399	\$3,255,258	\$2,758,490	\$2,596,974	\$2,764,638	\$1,843,452	\$1,957,109	\$2,596,974	0.0%	-5.9%	
Long Term Liabilities	\$33,440,601	\$31,216,258	\$31,094,150	\$27,924,974	\$30,969,611	\$29,907,400	\$29,294,399	\$27,924,974	0.0%	-10.2%	
Total Liabilities	\$78,181,611	\$69,574,925	\$81,055,803	\$74,856,956	\$75,494,226	\$71,162,549	\$73,021,504	\$74,856,956	0.0%		
Net Assets	\$38,330,899	\$48,383,615	\$45,996,310	\$63,948,978	\$44,586,571	\$44,586,571	\$44,586,572	\$63,948,978	0.0%	39.0%	
YTD Change In Net Assets	\$7,665,986	\$1,584,509	-\$1,409,739	\$12,908,926	-\$438,610	\$5,976,322	\$6,337,309	\$12,908,926	0.0%	-1015.7%	
Fund Balance	\$45,996,885	\$49,968,124	\$44,586,571	\$76,857,904	\$44,147,961	\$50,562,893	\$50,923,881	\$76,857,904	0.0%	72.4%	
Liabilities and Equities	\$124,178,496	\$119,543,049	\$125,642,374	\$151,714,860	\$119,642,187	\$121,725,442	\$123,945,385	\$151,714,860	0.0%	20.8%	
Balance Sheet Metrics											Change in Points
Days Cash on Hand	37.5	38.3	48.8	24.0	3.1	7.6	5.8	24.0	0.0	-24.8	
Debt Service Coverage Ratio	0.5	2.2	0.0	2.5	2.0	2.0	3.2	2.5	0.0	2.5	
Long Term Debt to Capitalization	0.4	0.4	0.4	0.3	0.2	0.2	0.2	0.3	0.0	-0.1	
Days Payable	86.2	73.8	92.0	42.9	50.8	31.8	33.4	42.9	0.0	-49.2	
Days Receivable	34.3	37.2	41.5	34.0	39.6	38.1	38.9	34.0	0.0	-7.5	

Southwestern VT Medical Center							
Fiscal Year 2024 YTD Summary							
Utilization & Staffing	2022 A	2023 A	Oct-2023	Nov-2023	Dec-2023	2024 YTD	2024 PROJ
Utilization Monthly		Utilization Monthly					
Total Average Daily Census							
Total Admissions	3,556	3,186	279	246	273	798	1,915.20
Total Patient Days	13,275	12,606	1,078	916	1,014	3,008	7,219.20
Magnetic Resonance Image Procedures, Exams	4,174	4,541	389	351	367	1,107	2,656.80
Cat Scan Procedures	14,730	15,163	1,363	1,285	1,381	4,029	9,669.60
Radiology - Diagnostic Procedures	33,773	47,440	2,765	2,677	2,750	8,192	19,660.80
Emergency Room Visits	22,641	23,406	1,980	1,840	2,069	5,889	14,133.60
Operating Room Procedure	3,003	3,142	270	256	261	787	1,888.80
Operating Room Cases	-	-	-	-	-	-	-
Physician Office Visits	144,284	146,481	10,863	10,286	9,219	30,368	72,883.20
Primary Care Visits						-	-
Specialty Visits						-	-
Staffing Year to Date		Staffing Year to Date					
Non MD FTEs	820.2	822.0	817.9	822.3	823.7	5,667	5,666.9
MLPs	-	-	-	-	-	-	-
Residents & Fellows	-	-	-	-	-	-	-
Physician FTEs	99.9	98.7	100	101	101	301	301.1
Travelers, Travelers MD	-	-	-	-	-	-	-

Southwestern VT Medical Center								
Fiscal Year 2024 YTD Summary								
Payer Mix	2022 A	2023 A	2024 B	Oct-2023	Nov-2023	Dec-2023	2024 YTD	2024 PROJ
Total Revenue	\$433,654,824	\$459,782,525	\$502,952,280	\$42,657,552	\$40,853,284	\$41,403,086	\$124,913,922	\$502,952,280
Disproportionate Share Payments	1,766,096	861,771	883,065	66,490	71,399	67,472	205,362	883,065
Graduate Medical Education	-	-	-	-	-	-	-	-
Bad Debt	(5,171,384)	(6,168,682)	(7,650,000)	(493,595)	(533,168)	(683,744)	(1,710,507)	(7,650,000)
Free Care	(1,774,483)	(2,073,062)	(2,500,000)	(157,409)	(135,509)	(81,976)	(374,894)	(2,500,000)
Deductions from Revenue	(273,590,999)	(296,813,890)	(320,751,591)	(27,353,783)	(26,842,617)	(26,836,666)	(81,033,067)	(320,751,591)
Net Payer Revenue	154,884,054	155,588,662	172,933,754	14,719,255	13,413,389	13,868,172	42,000,816	172,933,754
Fixed Prospective Payments	31,845,094	29,113,085	30,525,953	2,740,454	2,608,447	2,081,907	7,430,808	30,525,953
Reserves	-	-	-	-	-	-	-	-
Other Reform Payments	-	-	-	-	-	-	-	-
Fixed Prospective Payments and Reserves	31,845,094	29,113,085	30,525,953	2,740,454	2,608,447	2,081,907	7,430,808	30,525,953
Total Net Payer Revenue & Fixed Prospective Payment	186,729,148	184,701,747	203,459,707	17,459,709	16,021,836	15,950,079	49,431,624	203,459,707
Above From the Income Statement				Above From the Income Statement				
Medicare								
Gross Revenue	\$219,202,114	\$235,949,118	\$260,035,758	\$22,619,327	\$22,174,738	\$21,718,882	\$66,512,947	\$260,035,758
Disproportionate Share Payments							\$0	
Graduate Medical Education	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bad Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Free Care	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Deductions from Revenue	-\$169,759,326	-\$187,581,952	-\$205,443,136	-\$17,781,947	-\$17,615,022	-\$17,379,804	-\$52,776,773	-\$205,443,136
Net Payer Revenue	\$49,442,788	\$48,367,166	\$54,592,622	\$4,837,380	\$4,559,716	\$4,339,078	\$13,736,174	\$54,592,622
Fixed Prospective Payments	\$22,545,800	\$18,831,210	\$20,400,000	\$2,056,959	\$1,948,138	\$1,432,391	\$5,437,488	\$20,400,000
Reserves - Risk Portion	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Reform Payments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Net Payer Revenue & Fixed Prospective Payment	\$71,988,588	\$67,198,376	\$74,992,622	\$6,894,339	\$6,507,854	\$5,771,469	\$19,173,662	\$74,992,622
Medicaid								
Gross Revenue	\$74,873,757	\$81,497,149	\$85,681,895	\$6,747,262	\$6,611,818	\$6,735,350	\$20,094,430	\$85,681,895
Disproportionate Share Payments							\$0	
Graduate Medical Education	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bad Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Free Care	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Deductions from Revenue	-\$62,297,311	-\$71,362,266	-\$75,255,595	-\$5,900,852	-\$5,847,350	-\$5,770,133	-\$17,518,335	-\$75,255,595
Net Payer Revenue	\$12,576,446	\$10,134,883	\$10,426,300	\$846,410	\$764,468	\$965,217	\$2,576,095	\$10,426,300
Fixed Prospective Payments	\$9,198,829	\$10,281,874	\$10,125,953	\$683,494	\$660,311	\$649,517	\$1,993,322	\$10,125,953
Reserves - Risk Portion	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Reform Payments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Net Payer Revenue & Fixed Prospective Payment	\$21,775,275	\$20,416,758	\$20,552,253	\$1,529,904	\$1,424,779	\$1,614,734	\$4,569,417	\$20,552,253
Commercial								
Gross Revenue	\$139,578,953	\$142,336,259	\$157,234,627	\$13,290,963	\$12,066,728	\$12,948,854	\$38,306,545	\$157,234,627
Disproportionate Share Payments							\$0	
Graduate Medical Education	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bad Debt	-\$5,171,384	-\$6,168,682	-\$7,650,000	-\$493,595	-\$533,168	-\$683,744	-\$1,710,507	-\$7,650,000
Free Care	-\$1,774,483	-\$2,073,062	-\$2,500,000	-\$157,409	-\$135,509	-\$81,976	-\$374,894	-\$2,500,000
Deductions from Revenue	-\$41,534,362	-\$37,869,672	-\$40,052,860	-\$3,670,984	-\$3,380,246	-\$3,686,729	-\$10,737,959	-\$40,052,860
Net Payer Revenue	\$91,098,724	\$96,224,843	\$107,031,767	\$8,968,975	\$8,017,805	\$8,496,405	\$25,483,185	\$107,031,767
Fixed Prospective Payments	\$100,464	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserves - Risk Portion	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Reform Payments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Net Payer Revenue & Fixed Prospective Payment	\$91,199,188	\$96,224,843	\$107,031,767	\$8,968,975	\$8,017,805	\$8,496,405	\$25,483,185	\$107,031,767
Disproportionate Share Payments	\$1,766,096	\$861,771	\$883,065	\$66,490	\$71,399	\$67,472	\$205,362	\$883,065

Question:

Please address the financial performance seen in your quarterly reporting.

For the first quarter of Fiscal Year 2024 the operating loss of \$277,998 is better than budget by \$221,839. Total revenue is just \$30,052 less than budget or (0.1%) and expenses are \$251,891 better than budget or 0.5%.

Physician Acquisitions or Transfers: <https://gmcboard.vermont.gov/sites/gmcb/files/files/hospital-budget/Physician%20Transfer%20Schedules%20A%20%26%20B.xls>

FY2020 Budget Guidance: <https://gmcboard.vermont.gov/sites/gmcb/files/FY2020%20Hospital%20Budget%20Guidance%20Final%20as%20of%202019-03-27%20updated%204%208%2019.pdf>