



Gifford Retirement Community

215 Tom Wicker Ln., Randolph Ctr., Vermont 05061
802-728-7887 • fax 802-728-7886

April 25, 2018

Ms. Donna Jerry
Senior Health Policy Analyst
Green Mountain Care Board
144 State Street
Montpelier, VT 05602

Dear Ms. Jerry,


Please find the attached documents in response to your request dated March 15, 2018 regarding Docket No. GMCB-015-17com. Included is a copy of the March 2018 departmental revenue and expense report for our Independent Living Facility, and a copy of our Vision for the Future Capital Campaign (Vision) brochure.

In regard to your request #1 in your March 15th letter, we do not have a balance sheet for our Independent Living Facility (ILF). Our ILF is a department of our Gifford Retirement Community and, therefore, does not have its own balance sheet.

Gifford's Vision campaign sought to raise \$5 million, a portion of which (\$511,757) was allocated to "over built" space at our Menig Nursing Home to accommodate our future ILF. After a successful silent phase the campaign went public in March 2015 and concluded on June 28, 2016. Gifford successfully obtained pledges of \$4,734,708 with a current outstanding balance of \$326,088.16.

Please contact me with any further questions.

Respectfully,


Daniel A. Bennett
President and CEO





- MONTH TO DATE -

March FY 2018
310 - MORGAN II

- YEAR TO DATE -

Actual	Budget	Var	Var %		Actual	Budget	Var	Var %	
REVENUES									
Other Revenue									
\$ 23,531	\$ 133,333	\$ (109,802)	-82.4%	Independent Living -Morgan Or (52300.310)	\$ 124,689	\$ 799,998	\$ (675,309)	-84.4%	
\$ 63	\$ -	\$ 63	0.0%	Ind Living Ancel Rev -Morgan Or (52310.310)	\$ 516	\$ -	\$ 516	0.0%	
\$ 6,078	\$ -	\$ 6,078	0.0%	Ind Living 20% Dep -Morgan Or (52320.310)	\$ 32,426	\$ -	\$ 32,426	0.0%	
\$ 8,741	\$ -	\$ 8,741	0.0%	Ind Living Rental -Morgan Or (52330.310)	\$ 41,767	\$ -	\$ 41,767	0.0%	
\$ 1,526	\$ -	\$ 1,526	0.0%	Second Resident Fee -Morgan Or (52340.310)	\$ 10,596	\$ -	\$ 10,596	0.0%	
\$ 39,939	\$ 133,333	\$ (93,394)	-70.0%	Other Revenue	\$ 209,994	\$ 799,998	\$ (590,004)	-73.8%	

EXPENSES									
\$ 17,030	\$ 16,302	\$ 728	4.5%	Wages Physician & Non Physician	\$ 95,722	\$ 118,611	\$ (22,889)	-19.3%	
\$ 42	\$ 38	\$ 4	10.5%	Ben Long Term -Morgan II (42200.310)	\$ 243	\$ 151	\$ 92	60.9%	
\$ (419)	\$ 1,906	\$ (2,325)	-122.0%	Ben Fica -Morgan II (42205.310)	\$ 1,996	\$ 7,702	\$ (5,706)	-74.1%	
\$ 49	\$ 29	\$ 20	69.0%	Ben Pension -Morgan II (42215.310)	\$ 212	\$ 165	\$ 47	28.5%	
\$ 181	\$ 94	\$ 87	92.6%	Ben Dental -Morgan II (42220.310)	\$ 791	\$ 469	\$ 322	68.7%	
\$ 2,944	\$ 3,249	\$ (305)	-9.4%	Ben Health -Morgan II (42230.310)	\$ 16,048	\$ 16,930	\$ (882)	-5.2%	
\$ (27)	\$ 13	\$ (40)	-307.7%	Ben Life -Morgan II (42235.310)	\$ 43	\$ 51	\$ (8)	-15.7%	
\$ 942	\$ 968	\$ (26)	-2.7%	Sup Min Equip -Morgan II (42308.310)	\$ 5,634	\$ 5,606	\$ 28	0.5%	
\$ 12	\$ 14	\$ (2)	-14.3%	Sup Other Med -Morgan II (42312.310)	\$ 156	\$ 82	\$ 74	90.2%	
\$ -	\$ -	\$ -	0.0%	Sup Pt Charge -Morgan II (42314.310)	\$ 1	\$ -	\$ 1	0.0%	
\$ (120)	\$ 251	\$ (371)	-147.8%	Sup Food -Morgan II (42352.310)	\$ 684	\$ 991	\$ (307)	-31.0%	
\$ 44	\$ 41	\$ 3	7.3%	Sup Office -Morgan II (42356.310)	\$ 200	\$ 222	\$ (22)	-9.9%	
\$ -	\$ -	\$ -	0.0%	Sup Oth Non Med -Morgan II (42358.310)	\$ 21	\$ -	\$ 21	0.0%	
\$ 13	\$ 14	\$ (1)	-7.1%	Sup Uniforms -Morgan II (42360.310)	\$ 78	\$ 83	\$ (5)	-6.0%	
\$ -	\$ -	\$ -	0.0%	Exp Freight -Morgan II (42440.310)	\$ 14	\$ -	\$ 14	0.0%	
\$ 15,464	\$ 14,907	\$ 557	3.7%	Exp Lic/Taxes -Morgan II (42475.310)	\$ 86,829	\$ 90,556	\$ (3,727)	-4.1%	
\$ -	\$ 400	\$ (400)	-100.0%	Exp Oth Pur Svc -Morgan II (42500.310)	\$ 270	\$ 1,600	\$ (1,330)	-83.1%	
\$ 102	\$ 1,105	\$ (1,003)	-90.8%	Exp Oth Direct -Morgan II (42510.310)	\$ 24,126	\$ 6,399	\$ 17,727	277.0%	
\$ 1,872	\$ 366	\$ 1,506	411.5%	Exp Printing -Morgan II (42530.310)	\$ 3,626	\$ 1,464	\$ 2,162	147.7%	
\$ -	\$ 3,048	\$ (3,048)	-100.0%	Exp Svc Contract -Morgan II (42575.310)	\$ 32,210	\$ 28,721	\$ 3,489	12.1%	
\$ 15,910	\$ 9,842	\$ 6,068	61.7%	Dep Building Svc -Morgan II (42700.310)	\$ 95,460	\$ 55,076	\$ 40,384	73.3%	
\$ 36,196	\$ 22,390	\$ 13,806	61.7%	Dep Buildings -Morgan II (42705.310)	\$ 217,176	\$ 125,294	\$ 91,882	73.3%	
\$ 10,158	\$ 6,284	\$ 3,874	61.6%	Dep Land Improve -Morgan II (42710.310)	\$ 60,948	\$ 35,164	\$ 25,784	73.3%	
\$ 4,299	\$ 2,659	\$ 1,640	61.7%	Dep Major Move -Morgan II (42715.310)	\$ 25,794	\$ 14,880	\$ 10,914	73.3%	
\$ 277	\$ -	\$ 277	0.0%	Dep Vehicles -Morgan II (42725.310)	\$ 277	\$ -	\$ 277	0.0%	
\$ 104,969	\$ 83,920	\$ 21,049	25.1%	Total Expenses	\$ 668,559	\$ 510,217	\$ 158,342	31.0%	

Vision for the Future
HONORING OUR PROMISE TO COMMUNITY

For information on how you can participate in Gifford's
Vision for the Future, contact:

Ashley Lincoln, Campaign Manager

Gifford Medical Center

44 South Main Street, Randolph, VT 05060

(802) 728-2380 | alincoln@giffordmed.org



Vision for the Future
HONORING OUR PROMISE TO COMMUNITY



More than a health care provider.

A Letter from Our Administrator



Joe Woodin

You'll see the words **community, compassion and commitment** throughout this publication, and for good reason. Gifford is more than a health care provider, more than an institution. We are a community.

With our various health clinics and other local facilities, we're an everyday part of each town and village we serve — and we're here for every stage of life, from our acclaimed Birthing Center to our award-winning nursing home. When we plan for the future, we think very personally and carefully about the needs of our communities, our neighbors, our families.

And when we're ready to take a big step forward, like the one presented in these pages, we ask for your support. Because Gifford is us. We are part of each other's lives, and we depend on each other.

We've been working for several years to develop the project that's outlined here. At every important step, we have sought, gathered, and listened to ideas, suggestions, and feedback from the communities and the people we serve. In these pages, you'll see what we want to do.

We hope you'll see clearly how much sense this project makes — how it will enable us to meet the lifelong health-care needs of our community in strategic ways that are efficient, cost-effective, and supported by today's best knowledge and research, along with our own shared experience.

Now we're asking for your support. We will continue doing everything we can to make this project work, and to be the best community medical center we can be — one of the best anywhere.

We've come this far together. Let's take the next step as a community.

This is the future of community health care.

Your Support Will Help Us Get There Together.

In the changing world of health care, Gifford works diligently to deliver community-based health care services that surpass national quality standards.

Your support for this campaign will enable Gifford to take a giant step into delivering the best patient care — in the most effective, cost-efficient ways — to meet the full spectrum of need. Working shoulder to shoulder with our community, we have planned carefully and strategically to design a project that achieves our community-wide goals.

Your support will strengthen the future of our community health care. With your support we will get there together. **Please make your contribution today to the Vision for the Future.**

Ways to Give:

- Cash or check
- Pledges (can be made over a period of three years)
- Appreciated securities
- Real property (such as real estate)
- Gifts from retirement plans
- Matching gifts



Financing the future.

Funding Community-Based Health and Senior Care



Projected costs for these improvements:

Phase One:	
25 Private Patient Room Conversion	\$ 3,300,000
Menig Nursing Home	\$ 8,700,000
Total Cost	\$ 12,000,000

Funding Projections:

Phase One:	
Vision for the Future Campaign	\$ 5,000,000
Internal Financing	\$ 7,000,000
Total Funding	\$ 12,000,000

The Gifford index

Providing Care for More Than 110 Years

Founded by Dr. John Gifford in 1903, Gifford has been committed to providing high-quality accessible health care to our communities. Our providers and staff, many of whom have been with us for decades, are committed to compassionately caring for patients, improving lives and bettering overall community health.

We take pride in our commitment to your health and we are thankful for the privilege of serving as your medical home.

Facts about today's Gifford:

Community Health Centers: **Berlin, Bethel, Chelsea, Randolph, Rochester, Sharon, White River Junction and Wilder.**

Patient visits in fiscal year 2013:

- Hospital patient admissions and same day surgical procedures: **71,543**
- Physician office visits: **101,399**
- Laboratory procedures: **169,955**

Size of today's medical staff: **More than 100.** Includes physicians, certified nurse-midwives, physician assistants, and nurse practitioners.





A growing need — and a positive answer. The Hillside Senior Living Community

More facts about today's Gifford:

The National Rural Health Association has named Gifford as a **Top 100 Critical Access Hospital** out of 1,339 in the country.

Efficiency Vermont has benchmarked Gifford as the **most energy efficient hospital** in Vermont.

In 2013, we received the **Federally Qualified Health Center (FQHC)** designation, integrating dental care and mental health services into preventative and primary care.

2013 marked the **14th consecutive year** of meeting our state-approved operating budget, the only medical center in northern New England to achieve this goal.

Over the past decade, **Menig Extended Care Facility** has received numerous state and national awards as one of the top skilled nursing facilities in the United States.

For more than 10 years, you have shared your concerns and ideas for a local retirement community. You asked Gifford to take the lead. The need is growing ever stronger for a fuller spectrum of senior living options. Our solution gives our senior neighbors the chance to continue living locally, while easing their day-to-day worries and providing care at changing levels of need.

This new campus includes:

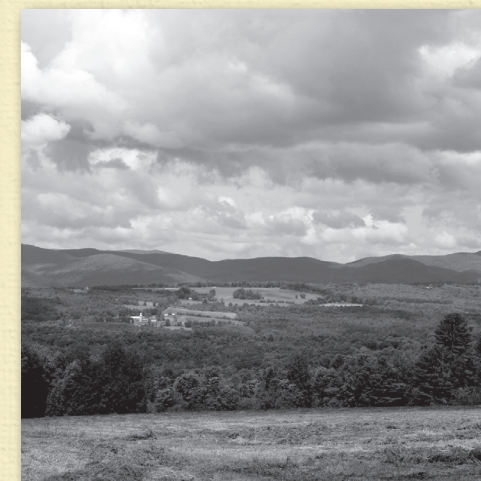
Building a new **Menig** as the anchor for this community and building the **infrastructure** for the remaining phases.

Menig has won recognition as one of the best nursing homes in Vermont and the nation. In 2012, U.S. News and World Report ranked Menig among the top 1 percent of nursing homes in the country. Because of the quality of care and resident satisfaction, Menig is always full and, in fact, has an extensive wait list.

Future Phases include building independent and assisted living apartments in the coming years. These options will enable seniors and their family to choose an appropriate living arrangement and to transition into greater levels of care if needed. *Phase two will be self-funded.*

Providing these choices on this campus will mean that more seniors can continue to live close to the people they love and the things they love doing. Maintaining relationships is central to our vision: relationships with their local organizations and especially with their health care providers.

Your support for our vision and investment in this campaign will strengthen the fabric of our community. Please help to meet an urgent need, while honoring the values we all share: **community, compassion, and commitment to each other.**



As our population ages, the need for good choices in senior housing will grow — but it's already urgent.

By 2015, a projected 7,705 people aged 65 or older will be living within 20 miles of Gifford. Yet right now Orange County has by far the lowest per-capita number of senior housing options of any Vermont county.

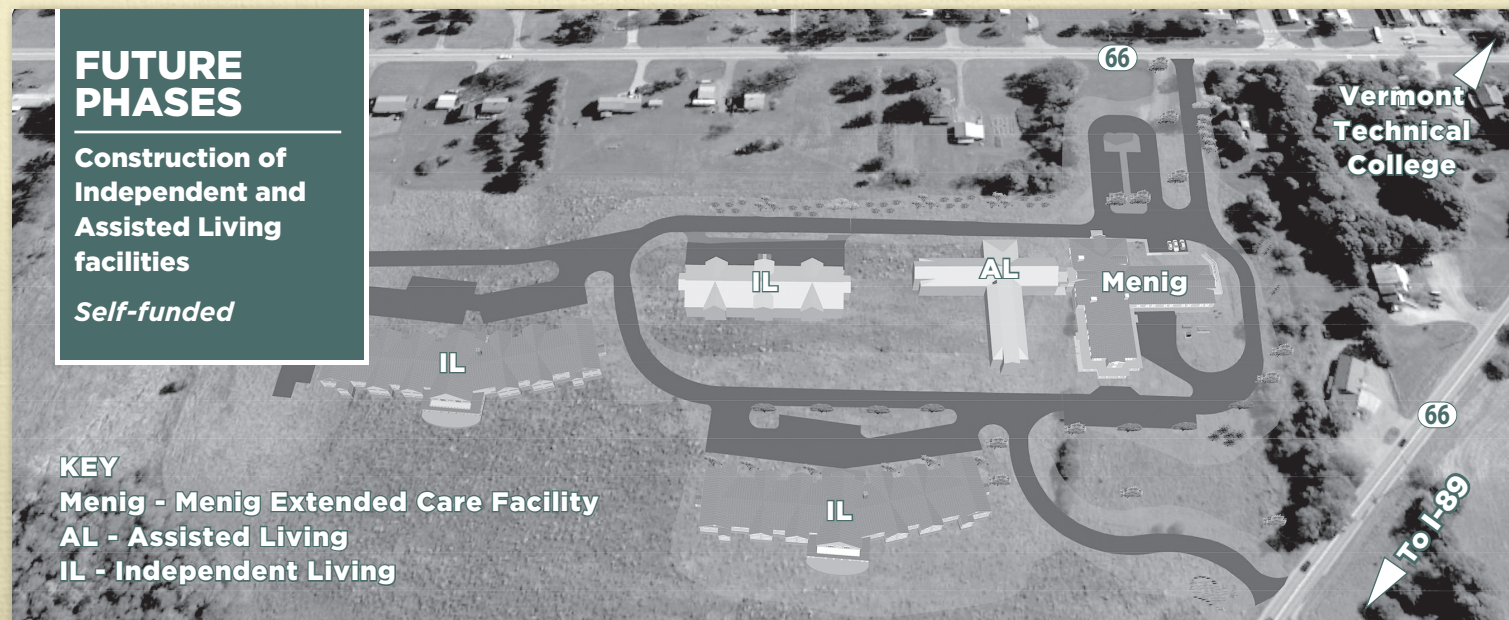
Research sources available upon request.

Let's meet this opportunity together.
 A Letter from the Campaign Co-Chairs



PHASE ONE

Construction of the Menig Extended Care Facility and Hillside campus infrastructure



FUTURE PHASES

Construction of Independent and Assisted Living facilities

Self-funded

KEY

- Menig - Menig Extended Care Facility
- AL - Assisted Living
- IL - Independent Living

Full build-out will include the Menig Extended Care Facility and the Independent and Assisted Living facilities.

Our Gifford community continues to lead the evolution of the modern community medical center. Focusing on the goals we all share, we are **meeting the needs of our neighbors here, close to home, with quality care for everyone.** Working together we are dedicated to providing the best health care with the transition to private patient rooms and creation of a Senior Living Community. Our vision builds upon our history of developing innovative medical models.

Our cost-effective, well-coordinated project, has already garnered support from 100 percent of our volunteer Board members as well as receiving a generous pledge from the Gifford Medical Center Auxiliary. Developed with input from all the towns we serve, this vision will fill two urgent needs:

1. To provide **private patient rooms** for state-of-the-art care and better outcomes. Private rooms are the standard of care; they promote healing and ensure privacy for patients, families and medical staff.
2. To create a **senior retirement community** on 30 acres of stunning property with mountain views. This new campus will offer independent and assisted living options keeping seniors close to families and involved in our community. Phase One, will begin in May 2014, includes building a new Menig as the anchor for this community and building the infrastructure for the remaining phases. Future phases will include building independent and assisted living options in the coming years.

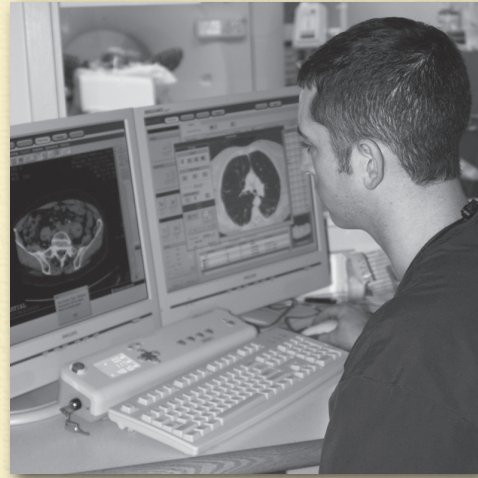
Your past support has ensured that this medical center has served you well. Your generous investments have created the foundation upon which this vision is possible. We need your help once again. It's rare to meet so many needs through one project and your help will make this possible. **You are Gifford. This is your future.**



Dr. Lou DiNicola and Lincoln Clark

Campaign Steering Committee

- Lincoln Clark, **Co-Chair**
- Dr. Lou DiNicola, **Co-Chair**
- Linda Chugkowski
- Lyndell Davis
- Paul Kendall
- Karen Korrow
- Sandy Levesque
- Linda Morse
- Barbara Rochat
- Sue Sytsma
- Joe Woodin, **Administrator**



A smart shift to 21st century efficiency. Private Rooms Mean Better Hospital Care

Gifford treats more complex cases today, rarely sending patients on to tertiary care hospitals. Today's quality standards call for private patient rooms. Why is a private room so fundamental to your care?

A private room will allow your team to bring medical services and technology to your **bedside**. A private room and bathroom has proven to reduce infections. Private rooms minimize stress and improve sleep and healing. This model of care shortens hospital stays and achieves cost-savings. **People in private rooms simply get better faster.**

The space occupied in the existing Menig wing will be converted to 25 private patient rooms at minimum cost and disruption. The move will also provide additional space to consolidate both the women's health services and the Birthing Center.

Overall, these changes will enable Gifford to continue our legacy of providing **quality patient care in our 21st century medical center.**

Research sources available upon request.



“We’re working very hard to continue being a strong, independent, well-functioning community hospital.

This helps people stay in the community, it brings jobs to the community, and it helps people want to move here, knowing they’ll have very good medical care in their back yard. We’re responding to the need for seniors to be able to retire and downsize while staying close to ‘home’ and family and friends. Embracing everyone within the fabric of our community strengthens families and the community as a whole when we create multi-generational and personal connections.”

Martin Johns, M.D.
Medical Director, Hospitalist
& Emergency Physician