



May 30, 2019

Donna Jerry  
Senior Health Policy Analyst  
Green Mountain Care Board  
144 State St.  
Montpelier, VT 05602  
802-828-2918  
[donna.jerry@vermont.gov](mailto:donna.jerry@vermont.gov)

Re: Valley Vista Request to Add 14 DAIL Therapeutic Community Residence Licensed Adult Beds

Dear Ms. Jerry,

Enclosed for filing with the Green Mountain Care Board is Valley Vista Bradford's Certificate of Need Application to add 14 DAIL Therapeutic Community Residence licensed, adult, residential beds in place of its 14 existing DCF licensed adolescent beds. Also enclosed are the program's request for expedited review and the Verification Under Oath.

Please feel free to contact me for more information or with any questions.

Respectfully,

A handwritten signature in black ink that reads "Amanda Hudak, MS, LADC, MAC". The signature is written in a cursive style.

Amanda Hudak, MS, LADC, MAC  
Treatment Director

## **Valley Vista:**

### **Conversion of 14 youth beds licensed by DCF to 14 adult beds licensed as Therapeutic Community Residence (TCR) beds by DAIL**

#### **GMCB-005-19con**

- Green Mountain Care Board address: 144 State St., Montpelier, VT 05602. My number: 802-828-2918.
- Send applicant a copy of: VUO and financial tables.

#### **Project Overview**

##### **Program Description:**

Valley Vista is a 99-bed inpatient addiction treatment program for men and women suffering from substance use disorder often complicated by co-occurring mental health conditions. Valley Vista Bradford is an 80-bed alcohol and substance use treatment center located in Bradford, Vermont ("Valley Vista Bradford"). Valley Vista Bradford is licensed as a Therapeutic Community Residence for 66 adult beds from DAIL and licensed for 14 residential beds by DCF. Valley Vista Vergennes is a 19-bed alcohol and substance use treatment program located in Vergennes, Vermont ("Valley Vista Vergennes"). Valley Vista is part of a larger organization, Meridian Behavioral Health (MBH), which includes residential and outpatient treatment for substance use disorder and/or substance user disorder/mental health disorders, psychiatric treatment programs, lab processing, and medication assisted therapy. MBH is based out of New Brighton, MN and has facilities in Minnesota, North Dakota, Vermont, Maryland, and Louisiana.

Recognizing the individual needs of every patient, each gender-specific program makes use of multiple, evidence-based therapeutic modalities including health realization, Cognitive Behavioral Therapy, Dialectical Behavioral Therapy, Seeking Safety, Smart Recovery, 12-Step programming and the Seven Challenges. Humility, acceptance and accountability underscore the work we do and service we provide to those seeking a life of enduring recovery. Each patient is treated with respect, dignity, anonymity and validation in an intimate, safe and therapeutic environment. With two beautiful Vermont locations, in Bradford and Vergennes, Valley Vista offers recovery from addiction in humble and tranquil settings.

Each Valley Vista program, whether men's or women's, is designed to provide treatment in an intimate, safe and secure therapeutic environment offering an assurance of anonymity, respect, dignity and validation for all program participants served. Each residential treatment program offers services from withdrawal management to discharge and comprehensive aftercare planning, ensuring program participants have a continuum of care that supports enduring recovery. Valley Vista residential programs are well-structured and feature a dedicated staff including a Program Director, Primary Therapists, Primary Therapist in Training, Continuing Care Specialists and 24-hour / 7 days-a-week floor supervision by trained recovery specialists, some of whom are certified recovery coaches. The Valley Vista board-certified psychiatrist is integrated as a part of each program.

Program Services:

Program Services:	Provider:
Medically supervised detoxification	MD, APRN, RN, LPN, LADC, Counselors, Recovery Specialists
24/ 7 residential care	MD, APRN, RN, LPN, LADC, Counselors, Recovery Specialists
Mental health services for the treatment of co-occurring conditions	MD, APRN, RN, LPN, LADC, Counselors, Recovery Specialists
Medical services provided by 24/ 7 nursing staff supported by licensed medical providers	MD, APRN, RN, LPN, LADC, Counselors, Recovery Specialists
Individualized comprehensive treatment plans	LADC, Counselor
Individual therapy / counseling	LADC, Counselor
Family / relationship therapy	LADC, Counselor
Recovery-focused groups and discussion lead by clinical staff, self-directed by patients, and outside 12-Step based facilitators	Counselors, LADC, Recovery Specialist and outside speakers/providers
Group therapy	MD, APRN, RN, LPN, LADC, Counselors, Recovery Specialists
Cognitive Behavioral Therapy	LADC, counselor
Psycho-education groups	MD, APRN, RN, LPN, LADC, Counselors, Recovery Specialists
Insight to spirituality	LADC, Counselors, Recovery Specialists
Therapy dog services provided by trained canine handlers	Contracted offsite volunteer
Anger management	LADC, Counselors, Recovery Specialists
Expressive therapies	LADC, Counselors, Recovery Specialists
Insight into accountability	LADC, Counselors, Recovery Specialists
Yoga provided by staff and outside certified instructors, two-times weekly	Contracted offsite
Twice-monthly meetings by Vermont Recovery Network	Vermont Recovery Network
Specialized dietary services for diabetes, vegetarian, vegan, and as needed or prescribed	METZ contractors
Comprehensive post-completion aftercare planning managed by the Continuing Care Specialist in collaboration with each patient and Primary Therapist	Continuing Care Specialists, LADC, Counselors

### Proposed Changes

Valley Vista Bradford has discontinued its adolescent treatment program and is requesting to convert its 14 DCF licensed residential beds to 14 DAIL Therapeutic Community Residence licensed, adult, residential beds. This change would allow us to reallocate our resources to address the high demand for adult substance abuse treatment in Vermont. This conversion is supported by DCF and ADAP, as it is in alignment with the current treatment needs in the state of Vermont.

### Timeline for Changes:

Valley Vista Bradford is ready to implement the changes as soon as the CON is approved.

### Statutory Criteria and HRAP Standards

1. **Proposed project aligns with statewide health care reform goals and principles because the project:**
  - A. **takes into consideration health care payment and delivery system reform initiatives;**  
We are offering withdrawal management and substance abuse treatment services at the appropriate level of care.
  - B. **addresses current and future community needs in a manner that balances statewide needed (if applicable); and**  
We are increasing our capacity for adult substance abuse residential treatment by 14 beds, which will allow us to decrease the time it takes to access treatment.
  - C. **is consistent with appropriate allocation of health care resources, including appropriate utilization of services, as identified in the HRAP pursuant to section 9405 of this title.** Serving more patients at a residential level of care will decrease costs that would be spent treating these individuals in a hospital setting.

**CON STANDARD 4.4: Applications involving substance abuse treatment services shall include an explanation of how such proposed project is consistent with the Department of Health's recommendations concerning effective substance abuse treatment or explain why such consistency should not be required.**

On April 5, 2019, Valley Vista leadership met with Megan Mitchell, Director of Clinical Services with Vermont Department of Health Division of Alcohol and Drug Abuse Programs, and Cynthia Seivwright, Division Director with Vermont Department of Health Division of Alcohol and Drug Abuse Programs. During this meeting, both Ms. Mitchell and Ms. Seivwright acknowledged that they are in support of Valley Vista's plan to increase capacity for adult beds by 14, dissolving the DCF license, and requesting DAIL to license the 14 beds.

**CON STANDARD 4.5: To the extent possible, an applicant seeking to implement a new health care project shall ensure that such project supports further integration of mental health, substance abuse and other health care.**

Not Applicable. Valley Vista is not implementing a new program, only increasing capacity of an existing program.

**CON STANDARD 4.6: Applicants for mental health care, substance abuse treatment or primary care related certificates of need should demonstrate how integration of mental health, substance abuse and primary care will occur, including whether co-location of services is proposed.**

Valley Vista offers a comprehensive biopsychosocial assessment in which all dimensions are reviewed and evaluated. From this we complete a comprehensive treatment plan that is individualized to each patient that reviews all biopsychosocial factors that can be addressed while in treatment in addition to them working with the continued care specialist to create a transition plan that allows the patients to continue to address the needs while in outpatient. It is noted, we also complete a history and physical and this will provide a direction for the medical care that a patient may need, some of which can be supported while in treatment and some in which we refer to the local health clinic to address. We do have an OBGYN that comes to site at VV Wednesdays to address patient needs.

**Triple Aims: Institute of Healthcare Improvement (IHI), Triple Aims: Explain how your project is:**

**(a) improving the individual experience of care;** Providing withdrawal management and substance abuse treatment services in a residential setting will give individuals a more comfortable, appropriate environment than they would receive in a hospital setting.

**(b) improving health of populations;** We are increasing our capacity for adult substance abuse residential treatment by 14 beds, which will allow us to treat more individuals seeking care.

**(c) reducing the per capita costs of care for populations.** Providing services at the residential level of care is less costly and more appropriate setting than the hospital level of care.

**2. The cost of project is reasonable because each of the following conditions is met:**

**A. The applicant's financial condition will sustain any financial burden likely to result from completion of the project;** There will be no financial burden associated with this change, as the facility is merely requesting to replace adolescent licensed beds with adult licensed beds. Valley Vista expects to see an increase in Medicaid and a decrease in Commercial and Self Pay with the conversion; however, no decrease in revenue is expected.

**B. The project will not result in an undue increase in the costs of medical care or an undue impact on the affordability of medical care for consumers. In making a finding, the Board shall consider and weigh relevant factors, including:**

**(i) The financial implications of the project on hospitals and other clinical settings, including the impact on their services, expenditures and charges; and**

There will be no financial burden associated with this change, as the facility is merely requesting to replace adolescent licensed beds with adult licensed beds.

**(ii) Whether the impact on services, expenditures, and charges is outweighed by the benefit of the project to the public;**

Providing services at the residential level of care is less costly and more appropriate setting than the hospital level of care, which is not an appropriate setting.

**C. Less expensive alternatives do not exist, would be unsatisfactory, or are not feasible or appropriate.**

Providing services at the residential level of care is less costly and more appropriate setting than the hospital level of care, which is not an appropriate setting.

**D. If applicable, the applicant has incorporated appropriate energy efficiency measures.** N/A

**3. There is an identifiable, existing, or reasonably anticipated need for the proposed project that is appropriate for the applicant to provide.** Valley Vista currently has a waitlist for adult males seeking treatment for substance use disorder. By increasing capacity for adult males, individuals in need of treatment will have a shorter wait to access services.

**4. The project will improve the quality of health care in the State or provide greater access to health care for Vermont's residents, or both.** Valley Vista currently has a waitlist for adult males seeking treatment for substance use disorder. By increasing capacity for adult males, individuals in need of treatment will have a shorter wait to access services. In addition, providing services at the residential level of care is less costly and more appropriate setting than the hospital level of care, which is not an appropriate setting.

5. **The project will not have an undue adverse impact on any other existing services provided by the applicant.** The Project will not have an undue adverse impact as we stated prior due to switching the DCF license for DAIL license with the staff already allocated into the plan from the previous licensed program.
  6. ***REPEALED*** N/A
  7. **The applicant has adequately considered the availability of affordable, accessible transportation services to the facility, if applicable.** This does not apply as we are simply converting licensing beds with no location change.
  8. **If the application is for the purchase or lease of new Health Care Information Technology, it conforms with the Health Information Technology Plan established under section 9351 of this title.** Valley Vista, uses Procentive, a web-based EHR system for the management of patient documentation. Valley Vista will continue using Procentive to manage patient documentation for the additional 14 DAIL licensed beds.
  9. **The applicant must show the project will support equal access to appropriate mental health care that meets the Institute of Medicine's triple aims. 18 V.S.A. § 9437(9).** As explained in the program overview, we offer integrated services for MH and SA through individual, group, skills, psych for the wellbeing of all of our patients.
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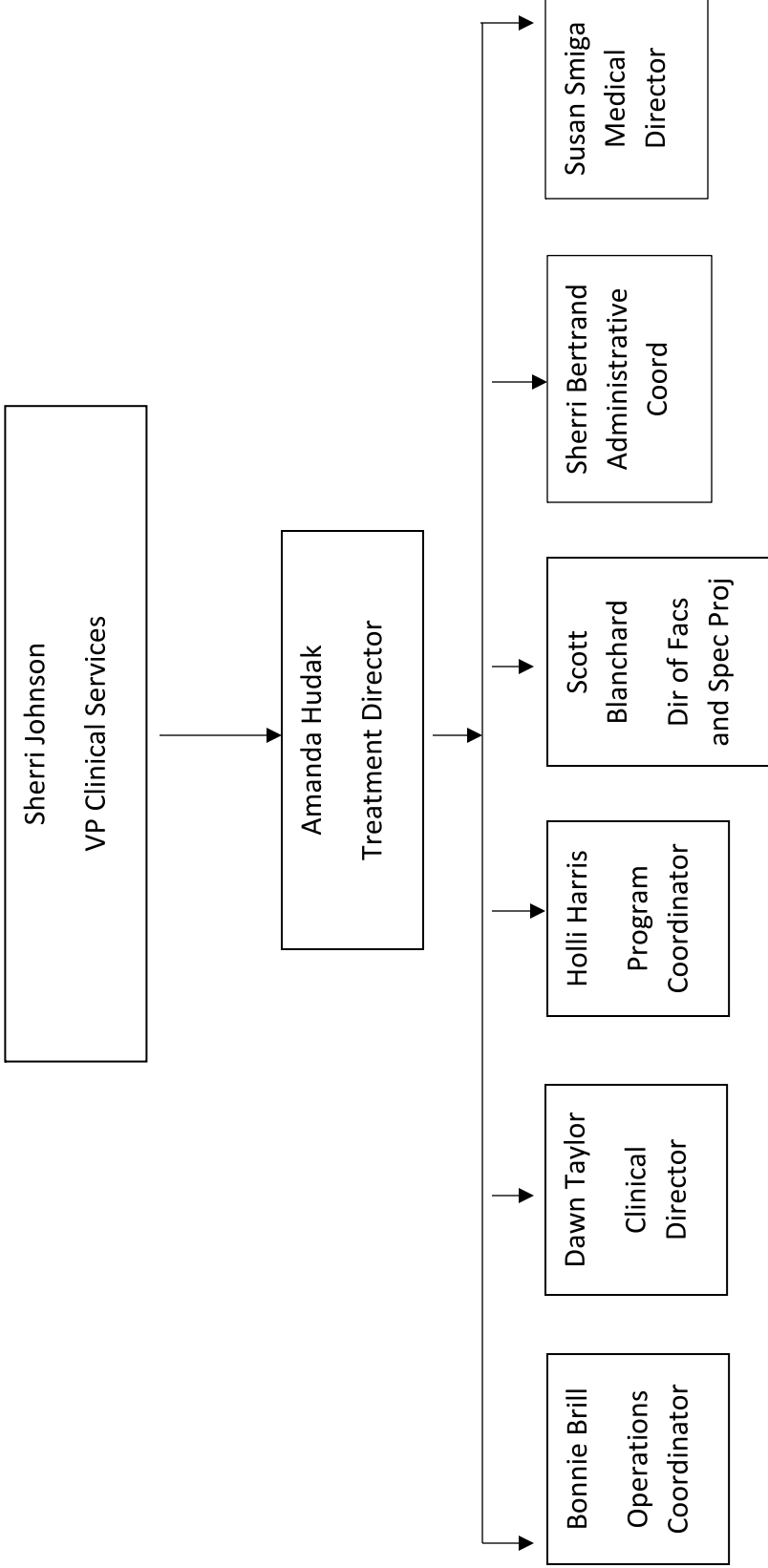
**Attachments**

Attachment No.	Description
1	Valley Vista Leadership Organizational Chart
2	Valley Vista Bradford Organizational Chart
3	Valley Vista Vergennes Organizational Chart
4	Meridian Behavioral Health Leadership Organizational Chart
5	Valley Vista Financial Tables



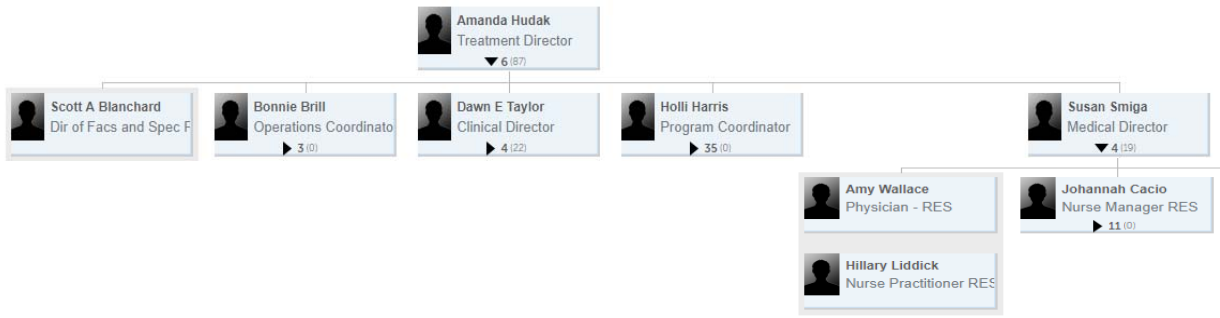
# **ATTACHMENT 1**

**Meridian Behavioral Health, LLC.**  
**Valley Vista Leadership**  
**Organizational Chart**  
**May 2019**



## **ATTACHMENT 2**

**Meridian Behavioral Health, LLC.**  
**Valley Vista Bradford**  
**Organizational Chart**  
**May 2019**

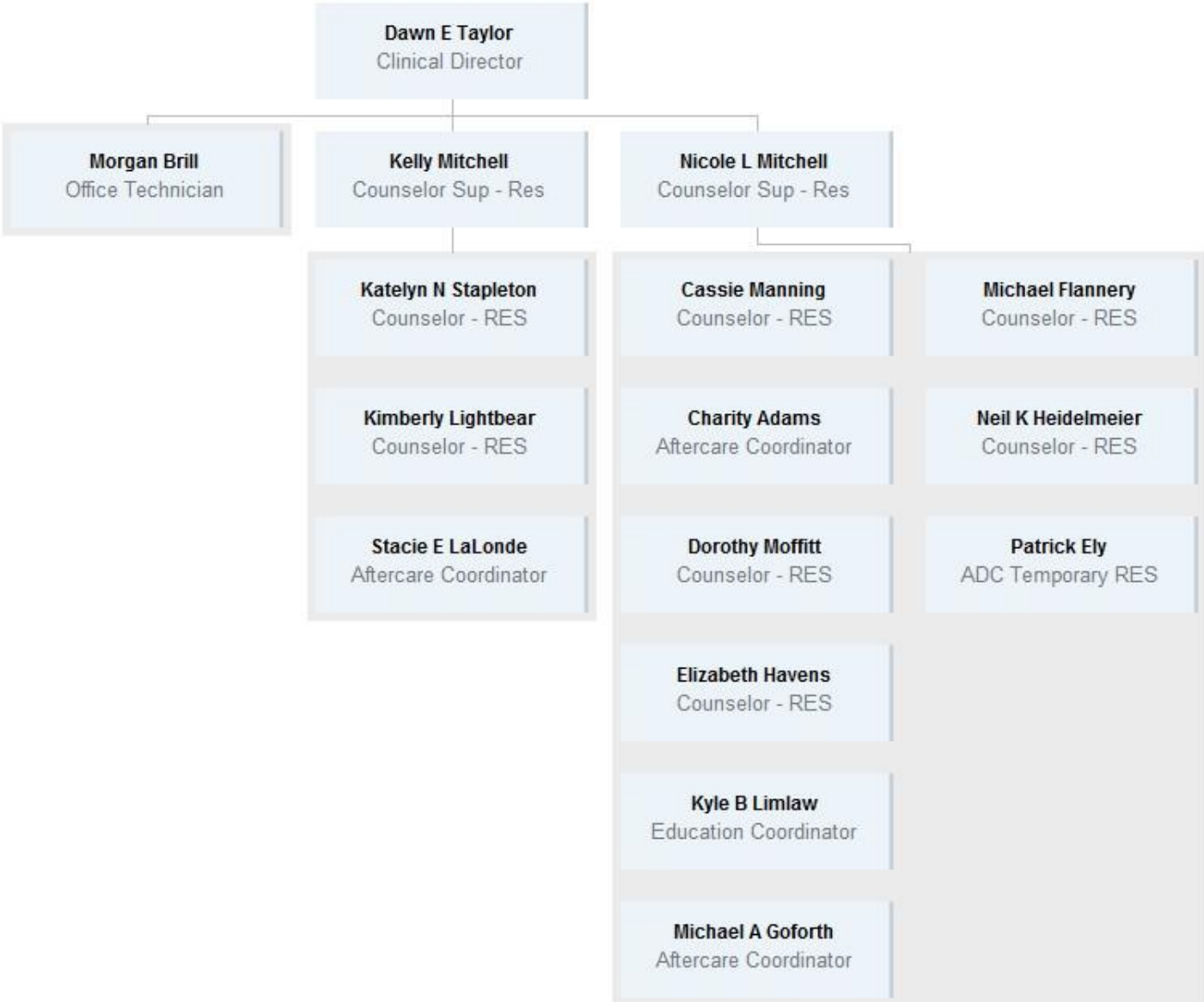


**Bonnie Brill**  
Operations Coordinator

**Cassandra Emmons**  
Administrative Assistant

**Georgia Hadley**  
Intake Coordinator

**Jill Doneske**  
Admit Specialist



**Dawn E Taylor**  
Clinical Director

**Morgan Brill**  
Office Technician

**Kelly Mitchell**  
Counselor Sup - Res

**Nicole L Mitchell**  
Counselor Sup - Res

**Katelyn N Stapleton**  
Counselor - RES

**Cassie Manning**  
Counselor - RES

**Michael Flannery**  
Counselor - RES

**Kimberly Lightbear**  
Counselor - RES

**Charity Adams**  
Aftercare Coordinator

**Neil K Heidelmeier**  
Counselor - RES

**Stacie E LaLonde**  
Aftercare Coordinator

**Dorothy Moffitt**  
Counselor - RES

**Patrick Ely**  
ADC Temporary RES

**Elizabeth Havens**  
Counselor - RES

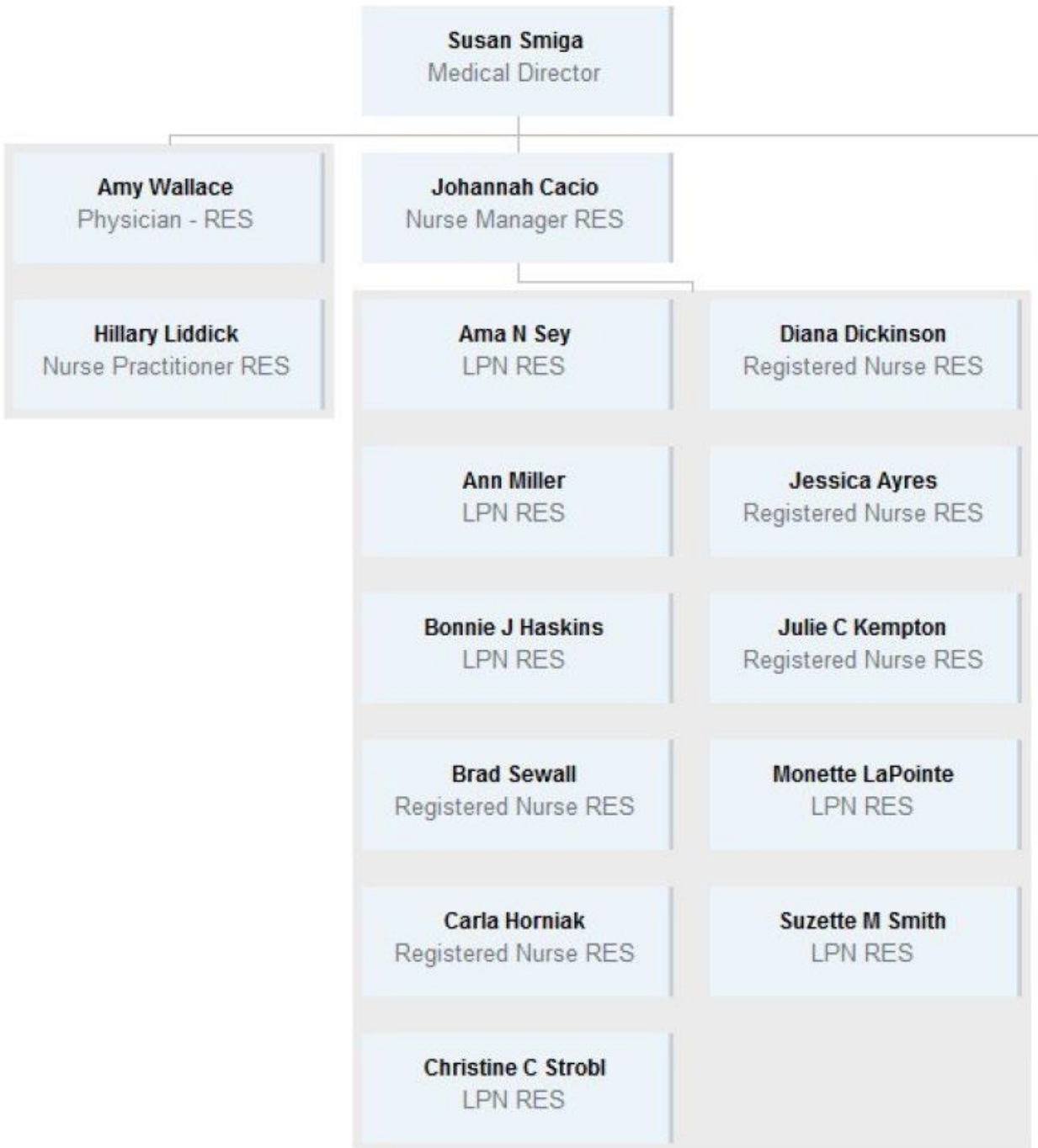
**Kyle B Limlaw**  
Education Coordinator

**Michael A Goforth**  
Aftercare Coordinator



**Holli Harris**  
Program Coordinator

<b>Allen R Colby</b> Recovery Specialist	<b>Daniel J Hudson</b> Recovery Specialist	<b>Gregory Melkonian</b> Recovery Specialist	<b>Lauren R Kiessling</b> Recovery Specialist	<b>Niles Woolf</b> Recovery Specialist	<b>Tatum S Lauzon</b> Recovery Specialist
<b>Allison Harmon</b> Recovery Specialist	<b>Dulcie P Taylor</b> Recovery Specialist	<b>James McManus</b> Recovery Specialist	<b>Marietta E Nelson</b> Recovery Specialist	<b>Rachel Sargent</b> Recovery Specialist	<b>Terry Read</b> Recovery Specialist
<b>Bridget A Clover</b> Recovery Specialist	<b>Edward Wendell</b> Recovery Specialist	<b>Jessica Messner</b> Recovery Specialist	<b>Melissa J Garr</b> Recovery Specialist	<b>Raelyn Rowsey</b> Recovery Specialist	<b>Timothy C Lebron</b> Recovery Specialist
<b>Carin E White</b> Recovery Specialist	<b>Emily Cummings</b> Recovery Specialist	<b>John Condon</b> Recovery Specialist	<b>Michael Clover</b> Recovery Specialist	<b>Rebecca Martin</b> Recovery Specialist	<b>William Eck</b> Recovery Specialist
<b>Chantelle Paradise</b> Recovery Specialist	<b>Emily Moore</b> Recovery Specialist	<b>Julian Emerson</b> Recovery Specialist	<b>Michelle Farnham</b> Recovery Specialist	<b>Sarah Castello</b> Recovery Specialist	<b>William Thompson</b> Recovery Specialist
<b>Corlene Lefebvre</b> Recovery Specialist	<b>Gary McCarver</b> Recovery Specialist	<b>Kenneth Farnham</b> Recovery Specialist	<b>Molly Moghari</b> Recovery Specialist	<b>Susan Pierce</b> Recovery Specialist	



**Scott Redden**  
VP Human Resources



**Valerie DiLorenzo**  
HR Business Partner

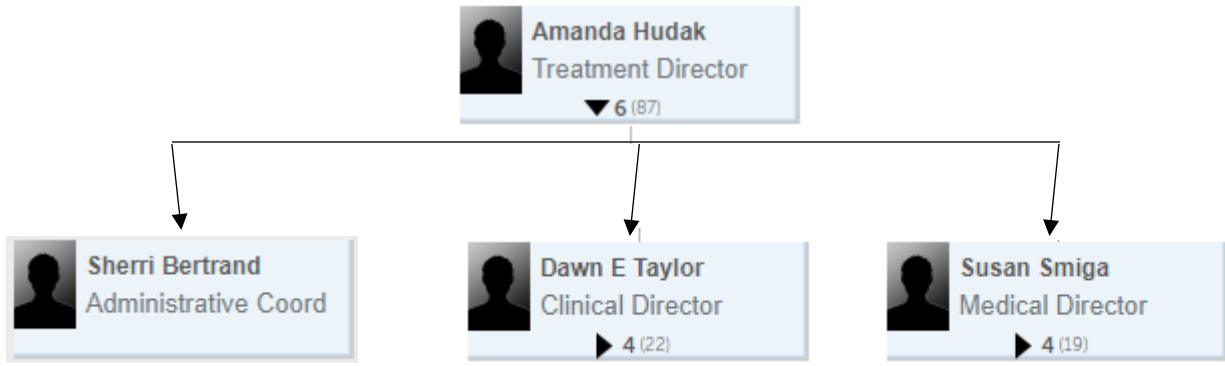
**John Seymour**  
VP Marketing and Business  
Development




**John Caceres**  
Director of Business  
Development and  
Marketing

# **ATTACHMENT 3**

**Meridian Behavioral Health, LLC.**  
**Valley Vista Vergennes**  
**Organizational Chart**  
**May 2019**



 **Dawn E Taylor**  
Clinical Director  
▶ 4 (22)

**Jessica Webster**  
Counselor Sup - Res

<b>Allison M Burden</b> Recovery Specialist	<b>Linda Lafountain</b> Recovery Specialist
<b>Ellie M Severy</b> Recovery Specialist	<b>Lyndsi Fischer</b> ADC Temporary RES
<b>Emma L Duprey</b> Recovery Specialist	<b>Peighton M Duprey</b> Recovery Specialist
<b>Haley Newman</b> Recovery Specialist	<b>Stephanie L Cota</b> Recovery Specialist
<b>Janis Pawul-Sullo</b> Recovery Specialist	
<b>Jessica Thompson</b> Aftercare Coordinator	



**Susan Smiga**  
Medical Director

**Shauna McKeon**  
Nurse Practitioner RES

**Diana Dickinson**  
Registered Nurse RES

**Amber L Prime**  
LPN RES

**Shelby Sheehan**  
Registered Nurse HOS

**Jessica Ayres**  
Registered Nurse RES

**Angela B Ezzo**  
LPN RES

**Wendy A Elkins**  
LPN RES

**Julie C Kempton**  
Registered Nurse RES

**Bambi J Lombard**  
Registered Nurse RES

**Monette LaPointe**  
LPN RES

**Christina St. Denis**  
Registered Nurse RES

**Suzette M Smith**  
LPN RES

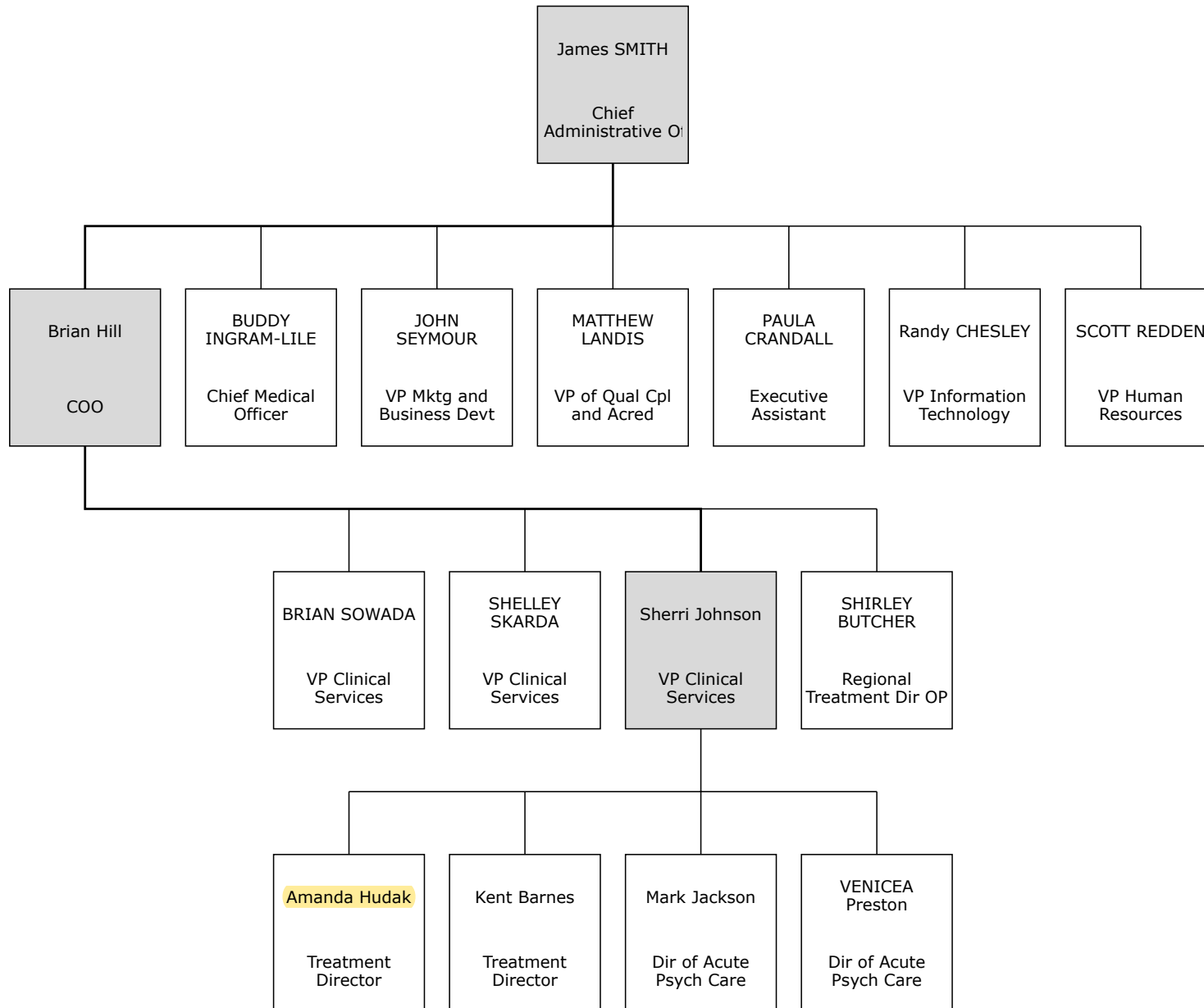
**Crystal J McLaughlin**  
LPN RES

**Linda Laramee**  
Registered Nurse RES

# **ATTACHMENT 4**

**Meridian Behavioral Health, LLC.  
Resource Center Leadership  
Organizational Chart  
May 2019**

# Meridian Behavioral Health



# **ATTACHMENT 5**

## Required Tables

When completing the tables please note that you need only fill-in the **shaded fields**. Fields with diagonal lines indicating **N/A** do not require an entry. The CON Application Form tables, when completed electronically, are set up to calculate totals as well as pre-populate fields in other tables for you. If you have any questions please contact Division staff. Also, please contact Division staff prior to determining if a given table may not be applicable for your project.

Applicants are encouraged to submit an electronic version of a completed application via attachment to email. Please send electronic versions as attachments to email addressed to: **jgarson@bishca.state.vt.us**

<u>Table</u>	<u>Description</u>
1	Project Costs
2	Debt Financing Arrangement: Sources & Uses of Funds
3A	Income Statement: Without Project
3B	Income Statement: Project Only
3C	Income Statement: With Project (no 'fill-in' required)
4A	Balance Sheet - Unrestricted Funds: Without Project
4B	Balance Sheet - Unrestricted Funds: Project Only
4C	Balance Sheet - Unrestricted Funds: With Project (no 'fill-in' required)
5A	Statement of Cash Flows: Without Project
5B	Statement of Cash Flows: Project Only
5C	Statement of Cash Flows: With Project (no 'fill-in' required)
6A	Revenue Source Projections: Without Project
6B	Revenue Source Projections: Project Only
6C	Revenue Source Projections: With Project (no 'fill-in' required)
7	Utilization Projections: Totals
8	Utilization Projections: Project Specific
9	Staffing Projections: Totals

NOTE: When completing this table make entries in the shaded fields only.

**FACILITY**  
**Valley Vista Bradford**  
**TABLE 1**  
**PROJECT COSTS**

<b>Construction Costs</b>		
1.	New Construction	\$ -
2.	Renovation	
3.	Site Work	
4.	Fixed Equipment	
5.	Design/Bidding Contingency	
6.	Construction Contingency	
7.	Construction Manager Fee	
8.	Other (please specify)	-
	Subtotal	\$ -
<b>Related Project Costs</b>		
1.	Major Moveable Equipment	
2.	Furnishings, Fixtures & Other Equip.	
3.	Architectural/Engineering Fees	
4.	Land Acquisition	
5.	Purchase of Buildings	
6.	Administrative Expenses & Permits	
7.	Debt Financing Expenses (see below)	
8.	Debt Service Reserve Fund	
9.	Working Capital	
10.	Other (please specify)	
	Subtotal	\$ -
<b>Total Project Costs</b>		\$ -

<b>Debt Financing Expenses</b>		
1.	Capital Interest	\$ -
2.	Bond Discount or Placement Fee	
3.	Misc. Financing Fees & Exp. (issuance costs)	
4.	Other	
	Subtotal	\$ -
<b>Less Interest Earnings on Funds</b>		
1.	Debt Service Reserve Funds	
2.	Capitalized Interest Account	
3.	Construction Fund	
4.	Other	
	Subtotal	\$ -
<b>Total Debt Financing Expenses</b>		\$ -
feeds to line 7 above		



NOTE: When completing this table make entries in the shaded fields only.

**FACILITY**  
**Valley Vista Bradford**

TABLE 2  
DEBT FINANCING ARRANGEMENT, SOURCES & USES OF FUNDS

<b>Sources of Funds</b>				
1. Financing Instrument	Bond			
a. Interest Rate	0.0%			
b. Loan Period		To:		
c. Amount Financed				\$ -
2. Equity Contribution				-
3. Other Sources				
a. Working Capital				-
b. Fundraising				-
c. Grants				-
d. Other				-
<b>Total Required Funds</b>				<b>\$ -</b>

<b>Uses of Funds</b>			
<u>Project Costs (feeds from Table 1)</u>			
1. New Construction			\$ -
2. Renovation			-
3. Site Work			-
4. Fixed Equipment			-
5. Design/Bidding Contingency			-
6. Construction Contingency			-
7. Construction Manager Fee			-
8. Major Moveable Equipment			-
9. Furnishings, Fixtures & Other Equip.			-
10. Architectural/Engineering Fees			-
11. Land Acquisition			-
12. Purchase of Buildings			-
13. Administrative Expenses & Permits			-
14. Debt Financing Expenses			-
15. Debt Service Reserve Fund			-
16. Working Capital			-
17. Other (please specify)			-
<hr/>			
<b>Total Uses of Funds</b>			<b>\$ -</b>

Total sources should equal total uses of funds.



NOTE: When completing this table make entries in the shaded fields only.

**FACILITY**  
**Valley Vista Bradford**  
 TABLE 3A  
 INCOME STATEMENT  
 WITHOUT PROJECT

	Latest Actual Year	Budget #VALUE!	Proposed Year 1 #VALUE!	Proposed Year 2 #VALUE!	Proposed Year 3 #VALUE!
<b>Revenues</b>					
Inpatient Care Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Outpatient Care Revenue	-	-	-	-	-
Chronic/Rehab Revenue	-	-	-	-	-
SNF/ECF Patient Care Revenue	-	-	-	-	-
Swing Beds Patient Care Revenue	-	-	-	-	-
<b>Gross Patient Care Revenue</b>	\$ -	\$ -	\$ -	\$ -	\$ -
Disproportionate Share Payments	\$ -	\$ -	\$ -	\$ -	\$ -
Free Care & Bad Debt	-	-	-	-	-
Deductions from Revenue	-	-	-	-	-
<b>Net Patient Care Revenue</b>	\$ -	\$ -	\$ -	\$ -	\$ -
Other Operating Revenue					
<b>Total Operating Revenue</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operating Expense</b>					
Salaries (Non-MD)	\$ -	\$ -	\$ -	\$ -	\$ -
Frings Benefits (Non-MD)	-	-	-	-	-
Physician Fees/Salaries/Contracts/Fringe	-	-	-	-	-
Health Care Provider Tax					
Depreciation/Amortization					
Interest					
Other Operating Expense					
<b>Total Operating Expense</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net Operating Income (Loss)</b>	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Operating Revenue					
<b>Excess (Deficit) of Rev Over Exp</b>	\$ -	\$ -	\$ -	\$ -	\$ -

Latest actual numbers should tie to the hospital budget process.

NOTE: When completing this table make entries in the shaded fields only.

**FACILITY**  
**Valley Vista Bradford**  
**TABLE 3B**  
**INCOME STATEMENT**  
**PROJECT ONLY**

	Latest Actual Year	Budget #VALUE!	Proposed Year 1 #VALUE!	Proposed Year 2 #VALUE!	Proposed Year 3 #VALUE!
<b>Revenues</b>					
Inpatient Care Revenue	N/A	\$ -	\$ -	\$ -	\$ -
Outpatient Care Revenue	N/A	-	-	-	-
Chronic/Rehab Revenue	N/A	-	-	-	-
SNF/ECF Patient Care Revenue	N/A	-	-	-	-
Swing Beds Patient Care Revenue	N/A	-	-	-	-
<b>Gross Patient Care Revenue</b>		\$ -	\$ -	\$ -	\$ -
Disproportionate Share Payments	N/A	\$ -	\$ -	\$ -	\$ -
Free Care & Bad Debt	N/A	-	-	-	-
Deductions from Revenue	N/A	-	-	-	-
<b>Net Patient Care Revenue</b>	N/A	\$ -	\$ -	\$ -	\$ -
Other Operating Revenue	N/A	-	-	-	-
<b>Total Operating Revenue</b>	N/A	\$ -	\$ -	\$ -	\$ -
<b>Operating Expense</b>					
Salaries (Non-MD)	N/A	\$ -	\$ -	\$ -	\$ -
Frings Benefits (Non-MD)	N/A	-	-	-	-
Physician Fees/Salaries/Contracts/Fringe	N/A	-	-	-	-
Health Care Provider Tax	N/A	-	-	-	-
Depreciation/Amortization	N/A	-	-	-	-
Interest	N/A	-	-	-	-
Other Operating Expense	N/A	-	-	-	-
<b>Total Operating Expense</b>	N/A	\$ -	\$ -	\$ -	\$ -
<b>Net Operating Income (Loss)</b>	N/A	\$ -	\$ -	\$ -	\$ -
Non-Operating Revenue	N/A	-	-	-	-
<b>Excess (Deficit) of Rev Over Exp</b>	N/A	\$ -	\$ -	\$ -	\$ -

Latest actual numbers should tie to the hospital budget process.

NOTE: This table requires no 'fill-in' as it is populated automatically from Tables 3A & 3B.

**FACILITY**  
**Valley Vista Bradford**  
 TABLE 3C  
 INCOME STATEMENT  
 WITH PROJECT

	Latest Actual Year	Budget #VALUE!	Proposed Year 1 #VALUE!	Proposed Year 2 #VALUE!	Proposed Year 3 #VALUE!
<b>Revenues</b>					
Inpatient Care Revenue	#VALUE!	\$ -	\$ -	\$ -	\$ -
Outpatient Care Revenue	#VALUE!	-	-	-	-
Chronic/Rehab Revenue	#VALUE!	-	-	-	-
SNF/ECF Patient Care Revenue	#VALUE!	-	-	-	-
Swing Beds Patient Care Revenue	#VALUE!	-	-	-	-
<b>Gross Patient Care Revenue</b>	#VALUE!	\$ -	\$ -	\$ -	\$ -
Disproportionate Share Payments	#VALUE!	\$ -	\$ -	\$ -	\$ -
Free Care & Bad Debt	#VALUE!	-	-	-	-
Deductions from Revenue	#VALUE!	-	-	-	-
<b>Net Patient Care Revenue</b>	#VALUE!	\$ -	\$ -	\$ -	\$ -
Other Operating Revenue	#VALUE!	-	-	-	-
<b>Total Operating Revenue</b>	#VALUE!	\$ -	\$ -	\$ -	\$ -
<b>Operating Expense</b>					
Salaries (Non-MD)	#VALUE!	\$ -	\$ -	\$ -	\$ -
Fringe Benefits (Non-MD)	#VALUE!	-	-	-	-
Physician Fees/Salaries/Contracts/Fringe	#VALUE!	-	-	-	-
Health Care Provider Tax	#VALUE!	-	-	-	-
Depreciation/Amortization	#VALUE!	-	-	-	-
Interest	#VALUE!	-	-	-	-
Other Operating Expense	#VALUE!	-	-	-	-
<b>Total Operating Expense</b>	#VALUE!	\$ -	\$ -	\$ -	\$ -
<b>Net Operating Income (Loss)</b>	#VALUE!	\$ -	\$ -	\$ -	\$ -
Non-Operating Revenue	#VALUE!	-	-	-	-
<b>Excess (Deficit) of Rev Over Exp</b>	#VALUE!	\$ -	\$ -	\$ -	\$ -

Latest actual numbers should tie to the hospital budget process.

NOTE: When completing this table make entries in the shaded fields only.

**FACILITY**  
**Valley Vista Bradford**  
 TABLE 4A  
 BALANCE SHEET - UNRESTRICTED FUNDS  
 WITHOUT PROJECT

ASSETS	Latest Actual	Budget	Proposed	Proposed	Proposed
	1	2	Year 1	Year 2	Year 3
	1	2	3	4	4
<b>Current Assets</b>					
Cash & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
Patient Accounts Receivable, Gross					
Less: Allowance for Uncollectable Accts.					
Due from Third Parties					
Other Current Assets					
<b>Total Current Assets</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Board Designated Assets</b>					
Funded Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -
Escrowed Bond Funds					
Other					
<b>Total Board Designated Assets</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Property, Plant &amp; Equipment</b>					
Land, Buildings & Improvements	\$ -	\$ -	\$ -	\$ -	\$ -
Fixed Equipment					
Major Moveable Equipment					
Construction in Progress					
<b>Total Property, Plant &amp; Equipment</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Less: Accumulated Depreciation</b>					
Land, Buildings & Improvements	\$ -	\$ -	\$ -	\$ -	\$ -
Fixed Equipment					
Major Moveable Equipment					
<b>Total Accumulated Depreciation</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Net Property, Plant &amp; Equipment</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Other Long-Term Assets</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL ASSETS</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>LIABILITIES AND FUND BALANCE</b>					
<b>Current Liabilities</b>					
Accounts Payable	\$ -	\$ -	\$ -	\$ -	\$ -
Salaries, Wages & Payroll Taxes Payable					
Estimated Third-Party Settlements					
Other Current Liabilities					
Current Portion of Long-Term Debt					
<b>Total Current Liabilities</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Long-Term Debt</b>					
Bonds & Mortgages Payable	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Lease Obligations	-	-	-	-	-
Other Long-Term Debt	-	-	-	-	-
<b>Total Long-Term Debt</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Other Non-Current Liabilities</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Liabilities</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL LIABILITIES &amp; FUND BALANCE</b>	\$ -	\$ -	\$ -	\$ -	\$ -

NOTE: When completing this table make entries in the shaded fields only.

**FACILITY**  
**Valley Vista Bradford**  
**TABLE 4B**  
**BALANCE SHEET - UNRESTRICTED FUNDS**  
**PROJECT ONLY**

ASSETS	Latest Actual 0	Budget 1	Proposed Year 1 2	Proposed Year 2 3	Proposed Year 3 4
<b>Current Assets</b>					
Cash & Investments	N/A	\$ -	\$ -	\$ -	\$ -
Patient Accounts Receivable, Gross	N/A				
Less: Allowance for Uncollectable Accts.	N/A	-			
Due from Third Parties	N/A	-			
Other Current Assets	N/A	-	-	-	-
<b>Total Current Assets</b>	N/A	\$ -	\$ -	\$ -	\$ -
<b>Board Designated Assets</b>					
Funded Depreciation	N/A	\$ -	\$ -	\$ -	\$ -
Escrowed Bond Funds	N/A	-			
Other	N/A	-			
<b>Total Board Designated Assets</b>	N/A	\$ -	\$ -	\$ -	\$ -
<b>Property, Plant &amp; Equipment</b>					
Land, Buildings & Improvements	N/A	\$ -	\$ -	\$ -	\$ -
Fixed Equipment	N/A	-			
Major Moveable Equipment	N/A	-			
Construction in Progress	N/A	-			
<b>Total Property, Plant &amp; Equipment</b>	N/A	\$ -	\$ -	\$ -	\$ -
<b>Less: Accumulated Depreciation</b>					
Land, Buildings & Improvements	N/A	\$ -	\$ -	\$ -	\$ -
Fixed Equipment	N/A	-			
Major Moveable Equipment	N/A	-			
<b>Total Accumulated Depreciation</b>	N/A	\$ -	\$ -	\$ -	\$ -
<b>Total Net Property, Plant &amp; Equipment</b>	N/A	\$ -	\$ -	\$ -	\$ -
<b>Other Long-Term Assets</b>	N/A	\$ -	\$ -	\$ -	\$ -
<b>TOTAL ASSETS</b>	N/A	\$ -	\$ -	\$ -	\$ -
<b>LIABILITIES AND FUND BALANCE</b>					
<b>Current Liabilities</b>					
Accounts Payable	N/A	\$ -	\$ -	\$ -	\$ -
Salaries, Wages & Payroll Taxes Payable	N/A	-	-	-	-
Estimated Third-Party Settlements	N/A	-	-	-	-
Other Current Liabilities	N/A	-	-	-	-
Current Portion of Long-Term Debt	N/A	-	-	-	-
<b>Total Current Liabilities</b>	N/A	\$ -	\$ -	\$ -	\$ -
<b>Long-Term Debt</b>					
Bonds & Mortgages Payable	N/A	\$ -	\$ -	\$ -	\$ -
Capital Lease Obligations	N/A	-	-	-	-
Other Long-Term Debt	N/A	-	-	-	-
<b>Total Long-Term Debt</b>	N/A	\$ -	\$ -	\$ -	\$ -
<b>Total Other Non-Current Liabilities</b>	N/A	\$ -	\$ -	\$ -	\$ -
<b>Total Liabilities</b>	N/A	\$ -	\$ -	\$ -	\$ -
<b>Fund Balance</b>	N/A	\$ -	\$ -	\$ -	\$ -
<b>TOTAL LIABILITIES &amp; FUND BALANCE</b>	N/A	\$ -	\$ -	\$ -	\$ -

NOTE: This table requires no 'fill-in' as it is populated automatically from Tables 4A & 4B.

**FACILITY**  
**Valley Vista Bradford**  
**TABLE 4C**  
**BALANCE SHEET - UNRESTRICTED FUNDS**  
**WITH PROJECT**

<b>ASSETS</b>	<b>Latest Actual</b>	<b>Budget</b>	<b>Proposed</b>	<b>Proposed</b>	<b>Proposed</b>
	<b>0</b>	<b>1</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
			<b>2</b>	<b>3</b>	<b>4</b>
<b>Current Assets</b>					
Cash & Investments	#VALUE!	\$ -	\$ -	\$ -	\$ -
Patient Accounts Receivable, Gross	#VALUE!	-	-	-	-
Less: Allowance for Uncollectable Accts.	#VALUE!	-	-	-	-
Due from Third Parties	#VALUE!	-	-	-	-
Other Current Assets	#VALUE!	-	-	-	-
<b>Total Current Assets</b>	#VALUE!	\$ -	\$ -	\$ -	\$ -
<b>Board Designated Assets</b>					
Funded Depreciation	#VALUE!	\$ -	\$ -	\$ -	\$ -
Escrowed Bond Funds	#VALUE!	-	-	-	-
Other	#VALUE!	-	-	-	-
<b>Total Board Designated Assets</b>	#VALUE!	\$ -	\$ -	\$ -	\$ -
<b>Property, Plant &amp; Equipment</b>					
Land, Buildings & Improvements	#VALUE!	\$ -	\$ -	\$ -	\$ -
Fixed Equipment	#VALUE!	-	-	-	-
Major Moveable Equipment	#VALUE!	-	-	-	-
Construction in Progress	#VALUE!	-	-	-	-
<b>Total Property, Plant &amp; Equipment</b>	#VALUE!	\$ -	\$ -	\$ -	\$ -
<b>Less: Accumulated Depreciation</b>					
Land, Buildings & Improvements	#VALUE!	\$ -	\$ -	\$ -	\$ -
Fixed Equipment	#VALUE!	-	-	-	-
Major Moveable Equipment	#VALUE!	-	-	-	-
<b>Total Accumulated Depreciation</b>	#VALUE!	\$ -	\$ -	\$ -	\$ -
<b>Total Net Property, Plant &amp; Equipment</b>	#VALUE!	\$ -	\$ -	\$ -	\$ -
<b>Other Long-Term Assets</b>	#VALUE!	\$ -	\$ -	\$ -	\$ -
<b>TOTAL ASSETS</b>	<b>#VALUE!</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>LIABILITIES AND FUND BALANCE</b>					
<b>Current Liabilities</b>					
Accounts Payable	#VALUE!	\$ -	\$ -	\$ -	\$ -
Salaries, Wages & Payroll Taxes Payable	#VALUE!	-	-	-	-
Estimated Third-Party Settlements	#VALUE!	-	-	-	-
Other Current Liabilities	#VALUE!	-	-	-	-
Current Portion of Long-Term Debt	#VALUE!	-	-	-	-
<b>Total Current Liabilities</b>	#VALUE!	\$ -	\$ -	\$ -	\$ -
<b>Long-Term Debt</b>					
Bonds & Mortgages Payable	#VALUE!	\$ -	\$ -	\$ -	\$ -
Capital Lease Obligations	#VALUE!	-	-	-	-
Other Long-Term Debt	#VALUE!	-	-	-	-
<b>Total Long-Term Debt</b>	#VALUE!	\$ -	\$ -	\$ -	\$ -
<b>Total Other Non-Current Liabilities</b>	#VALUE!	\$ -	\$ -	\$ -	\$ -
<b>Total Liabilities</b>	#VALUE!	\$ -	\$ -	\$ -	\$ -
<b>Fund Balance</b>	#VALUE!	\$ -	\$ -	\$ -	\$ -
<b>TOTAL LIABILITIES &amp; FUND BALANCE</b>	<b>#VALUE!</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

NOTE: When completing this table make entries in the shaded fields only.

**FACILITY**  
**Valley Vista Bradford**  
**TABLE 5A**  
**STATEMENT OF CASH FLOWS**  
**WITHOUT PROJECT**

	Latest Actual 0	Budget 1	Proposed Year 1 2	Proposed Year 2 3	Proposed Year 3 4
<b>Beginning Cash</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
Excess revenues over expenses	-	-	-	-	-
Depreciation / Amortization	-	-	-	-	-
(Increase)/Decrease Patient A/R	-	-	-	-	-
(Increase)/Decrease Other Changes	-	-	-	-	-
<b>Subtotal Cash from Operations</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Investing Activity</b>					
Capital Spending					
Capital					
Capitalized Interest					
Change in accum depr less depreciation	-	-	-	-	-
(Increase) Decrease in capital assets	-	-	-	-	-
<b>Subtotal Capital Spending</b>	\$ -	\$ -	\$ -	\$ -	\$ -
(Increase) / Decrease					
Funded Depreciation	-	-	-	-	-
Other LT assets & escrowed bonds & other	-	-	-	-	-
<b>Subtotal (Increase) / Decrease</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal Cash from Investing Activity</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Financing Activity</b>					
Debt (increase) decrease					
Bonds & mortgages	-	-	-	-	-
Repayment	-	-	-	-	-
Capital lease & other long term debt	-	-	-	-	-
<b>Subtotal Cash from Financing Activity</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Other Changes (please describe)</b>					
Manual adjustment	-	-	-	-	-
Other	-	-	-	-	-
Change in fund balance less net income	-	-	-	-	-
Other	-	-	-	-	-
<b>Subtotal Other Changes</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net Increase (Decrease) in Cash</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Cash</b>	\$ -	\$ -	\$ -	\$ -	\$ -

NOTE: This table requires no 'fill-in' as it automatically populates from Tables 4B, 5A and 5B.

**FACILITY**  
**Valley Vista Bradford**  
**TABLE 5B**  
**STATEMENT OF CASH FLOWS**  
**PROJECT ONLY**

	Latest Actual 0	Budget 1	Proposed Year 1 2	Proposed Year 2 3	Proposed Year 3 4
<b>Beginning Cash</b>	N/A	N/A	#VALUE!	#VALUE!	#VALUE!
<b>Operations</b>					
Excess revenues over expenses	N/A	-	-	-	-
Depreciation / Amortization	N/A	-	-	-	-
(Increase)/Decrease Patient A/R	N/A	#VALUE!	-	-	-
(Increase)/Decrease Other Changes	N/A	#VALUE!	-	-	-
<b>Subtotal Cash from Operations</b>	N/A	#VALUE!	\$ -	\$ -	\$ -
<b>Investing Activity</b>					
Capital Spending					
Capital	N/A				
Capitalized Interest	N/A				
Change in accum depr less depreciation	N/A	#VALUE!	-	-	-
(Increase) Decrease in capital assets	N/A	#VALUE!	-	-	-
<b>Subtotal Capital Spending</b>	N/A	#VALUE!	\$ -	\$ -	\$ -
(Increase) / Decrease					
Funded Depreciation	N/A	#VALUE!	-	-	-
Other LT assets & escrowed bonds & other	N/A	#VALUE!	-	-	-
<b>Subtotal (Increase) / Decrease</b>	N/A	#VALUE!	\$ -	\$ -	\$ -
<b>Subtotal Cash from Investing Activity</b>	N/A	#VALUE!	\$ -	\$ -	\$ -
<b>Financing Activity</b>					
Debt (increase) decrease					
Bonds & mortgages	N/A	#VALUE!	-	-	-
Repayment	N/A				
Capital lease & other long term debt	N/A	#VALUE!	-	-	-
<b>Subtotal Cash from Financing Activity</b>	N/A	#VALUE!	\$ -	\$ -	\$ -
<b>Other Changes (please describe)</b>					
Manual adjustment	N/A				
Other	N/A				
Change in fund balance less net income	N/A	#VALUE!	-	-	-
Other	N/A				
<b>Subtotal Other Changes</b>	N/A	#VALUE!	\$ -	\$ -	\$ -
<b>Net Increase (Decrease) in Cash</b>	N/A	#VALUE!	\$ -	\$ -	\$ -
<b>Ending Cash</b>	N/A	#VALUE!	#VALUE!	#VALUE!	#VALUE!



NOTE: This table requires no 'fill-in' as it is populated automatically from Tables 5A & 5B.

**FACILITY**  
**Valley Vista Bradford**  
 TABLE 5C  
 STATEMENT OF CASH FLOWS  
 WITH PROJECT

	Latest Actual 0	Budget 1	Proposed Year 1 2	Proposed Year 2 3	Proposed Year 3 4
<b>Beginning Cash</b>	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
<b>Operations</b>					
Excess revenues over expenses	#VALUE!	-	-	-	-
Depreciation / Amortization	#VALUE!	-	-	-	-
(Increase)/Decrease Patient A/R	#VALUE!	#VALUE!	-	-	-
(Increase)/Decrease Other Changes	#VALUE!	#VALUE!	-	-	-
<b>Subtotal Cash from Operations</b>	#VALUE!	#VALUE!	\$ -	\$ -	\$ -
<b>Investing Activity</b>					
Capital Spending					
Capital	#VALUE!	-	-	-	-
Capitalized Interest	#VALUE!	-	-	-	-
Change in accum depr less depreciation	#VALUE!	#VALUE!	-	-	-
(Increase) Decrease in capital assets	#VALUE!	#VALUE!	-	-	-
<b>Subtotal Capital Spending</b>	#VALUE!	#VALUE!	\$ -	\$ -	\$ -
(Increase) / Decrease					
Funded Depreciation	#VALUE!	#VALUE!	-	-	-
Other LT assets & escrowed bonds & other	#VALUE!	#VALUE!	-	-	-
<b>Subtotal (Increase) / Decrease</b>	#VALUE!	#VALUE!	\$ -	\$ -	\$ -
<b>Subtotal Cash from Investing Activity</b>	#VALUE!	#VALUE!	\$ -	\$ -	\$ -
<b>Financing Activity</b>					
Debt (increase) decrease					
Bonds & mortgages	#VALUE!	#VALUE!	-	-	-
Repayment	#VALUE!	-	-	-	-
Capital lease & other long term debt	#VALUE!	#VALUE!	-	-	-
<b>Subtotal Cash from Financing Activity</b>	#VALUE!	#VALUE!	\$ -	\$ -	\$ -
<b>Other Changes (please describe)</b>					
Manual adjustment	#VALUE!	-	-	-	-
Other	#VALUE!	-	-	-	-
Change in fund balance less net income	#VALUE!	#VALUE!	-	-	-
Other	#VALUE!	-	-	-	-
<b>Subtotal Other Changes</b>	#VALUE!	#VALUE!	\$ -	\$ -	\$ -
<b>Net Increase (Decrease) in Cash</b>	#VALUE!	#VALUE!	\$ -	\$ -	\$ -
<b>Ending Cash</b>	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!

NOTE: When completing this table make entries in the shaded fields only.

**FACILITY**  
**Valley Vista Bradford**  
**TABLE 6A**  
**REVENUE SOURCE PROJECTIONS**  
**WITHOUT PROJECT**

	Latest Actual 0	% of Total	Budget 1	% of Total	Proposed Year 1 2	% of Total	Proposed Year 2 3	% of Total	Proposed Year 3 4	% of Total
<b>Gross Inpatient Revenue</b>										
Medicare	\$ -	0.0%	\$ -	#DIV/0!	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Medicaid	4,107,722	59.0%		#DIV/0!	3,874,452	57.2%	3,874,452	57.2%	3,874,452	57.2%
Commercial	1,664,335	23.9%		#DIV/0!	1,642,587	24.3%	1,642,587	24.3%	1,642,587	24.3%
Self Pay	15,400	0.2%		#DIV/0!	126,900	1.9%	126,900	1.9%	126,900	1.9%
Free Care / Bad Debt		0.0%		#DIV/0!		0.0%		0.0%		0.0%
Other	1,172,327	16.8%		#DIV/0!	1,123,818	16.6%	1,123,818	16.6%	1,123,818	16.6%
	\$ 6,959,784	100.0%	\$ -	#DIV/0!	\$ 6,767,757	100.0%	\$ 6,767,757	100.0%	\$ 6,767,757	100.0%
<b>Gross Outpatient Revenue</b>										
Medicare	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Medicaid	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Commercial	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Self Pay	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Free Care / Bad Debt	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Other	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
<b>Gross Other Revenue</b>										
Medicare	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Medicaid	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Commercial	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Self Pay	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Free Care / Bad Debt	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Other	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
<b>Gross Patient Revenue</b>										
Medicare	\$ -	0.0%	\$ -	#DIV/0!	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Medicaid	4,107,722	59.0%	-	#DIV/0!	3,874,452	57.2%	3,874,452	57.2%	3,874,452	57.2%
Commercial	1,664,335	23.9%	-	#DIV/0!	1,642,587	24.3%	1,642,587	24.3%	1,642,587	24.3%
Self Pay	15,400	0.2%	-	#DIV/0!	126,900	1.9%	126,900	1.9%	126,900	1.9%
Free Care / Bad Debt	-	0.0%	-	#DIV/0!	-	0.0%	-	0.0%	-	0.0%
Other	1,172,327	16.8%	-	#DIV/0!	1,123,818	16.6%	1,123,818	16.6%	1,123,818	16.6%
	\$ 6,959,784	100.0%	\$ -	#DIV/0!	\$ 6,767,757	100.0%	\$ 6,767,757	100.0%	\$ 6,767,757	100.0%
<b>Deductions from Revenue</b>										
Medicare	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Medicaid	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Commercial	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Self Pay	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Free Care / Bad Debt	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Other	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
<b>Net Patient Revenue</b>										
Medicare	\$ -	0.0%	\$ -	#DIV/0!	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Medicaid	4,107,722	59.0%	-	#DIV/0!	3,874,452	57.2%	3,874,452	57.2%	3,874,452	57.2%
Commercial	1,664,335	23.9%	-	#DIV/0!	1,642,587	24.3%	1,642,587	24.3%	1,642,587	24.3%
Self Pay	15,400	0.2%	-	#DIV/0!	126,900	1.9%	126,900	1.9%	126,900	1.9%
Free Care / Bad Debt	-	0.0%	-	#DIV/0!	-	0.0%	-	0.0%	-	0.0%
Other	1,172,327	16.8%	-	#DIV/0!	1,123,818	16.6%	1,123,818	16.6%	1,123,818	16.6%
DSP*	-	0.0%	-	#DIV/0!	-	0.0%	-	0.0%	-	0.0%
	\$ 6,959,784	100.0%	\$ -	#DIV/0!	\$ 6,767,757	100.0%	\$ 6,767,757	100.0%	\$ 6,767,757	100.0%

Latest actual numbers should tie to the hospital budget process.

\* Disproportionate share payments

NOTE: When completing this table make entries in the shaded fields only.

**FACILITY**  
**Valley Vista Bradford**  
 TABLE 6B  
 REVENUE SOURCE PROJECTIONS  
 PROJECT ONLY

	Latest Actual 0	% of Total	Budget 1	% of Total	Proposed Year 1 2	% of Total	Proposed Year 2 3	% of Total	Proposed Year 3 4	% of Total
<b>Gross Inpatient Revenue</b>										
Medicare	N/A		\$ -	#DIV/0!	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Medicaid	N/A		-	#DIV/0!	245,532	-52.2%	245,532	-52.2%	245,532	-52.2%
Commercial	N/A		-	#DIV/0!	(623,908)	132.6%	(623,908)	132.6%	(623,908)	132.6%
Self Pay	N/A		-	#DIV/0!	(91,980)	19.6%	(91,980)	19.6%	(91,980)	19.6%
Free Care / Bad Debt	N/A		-	#DIV/0!	-	0.0%	-	0.0%	-	0.0%
Other	N/A		-	#DIV/0!	-	0.0%	-	0.0%	-	0.0%
	N/A		\$ -	#DIV/0!	\$ (470,356)	100.0%	\$ (470,356)	100.0%	\$ (470,356)	100.0%
<b>Gross Outpatient Revenue</b>										
Medicare	N/A		\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Medicaid	N/A		-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Commercial	N/A		-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Self Pay	N/A		-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Free Care / Bad Debt	N/A		-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Other	N/A		-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
	N/A		\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
<b>Gross Other Revenue</b>										
Medicare	N/A		\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Medicaid	N/A		-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Commercial	N/A		-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Self Pay	N/A		-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Free Care / Bad Debt	N/A		-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Other	N/A		-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
	N/A		\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
<b>Gross Patient Revenue</b>										
Medicare	N/A		\$ -	#DIV/0!	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Medicaid	N/A		-	#DIV/0!	245,532	-52.2%	245,532	-52.2%	245,532	-52.2%
Commercial	N/A		-	#DIV/0!	(623,908)	132.6%	(623,908)	132.6%	(623,908)	132.6%
Self Pay	N/A		-	#DIV/0!	(91,980)	19.6%	(91,980)	19.6%	(91,980)	19.6%
Free Care / Bad Debt	N/A		-	#DIV/0!	-	0.0%	-	0.0%	-	0.0%
Other	N/A		-	#DIV/0!	-	0.0%	-	0.0%	-	0.0%
	N/A		\$ -	#DIV/0!	\$ (470,356)	100.0%	\$ (470,356)	100.0%	\$ (470,356)	100.0%
<b>Deductions from Revenue</b>										
Medicare	N/A		\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Medicaid	N/A		-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Commercial	N/A		-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Self Pay	N/A		-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Free Care / Bad Debt	N/A		-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Other	N/A		-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
	N/A		\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
<b>Net Patient Revenue</b>										
Medicare	N/A		\$ -	#DIV/0!	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Medicaid	N/A		-	#DIV/0!	245,532	-52.2%	245,532	-52.2%	245,532	-52.2%
Commercial	N/A		-	#DIV/0!	(623,908)	132.6%	(623,908)	132.6%	(623,908)	132.6%
Self Pay	N/A		-	#DIV/0!	(91,980)	19.6%	(91,980)	19.6%	(91,980)	19.6%
Free Care / Bad Debt	N/A		-	#DIV/0!	-	0.0%	-	0.0%	-	0.0%
Other	N/A		-	#DIV/0!	-	0.0%	-	0.0%	-	0.0%
DSP*	N/A		N/A		N/A		N/A		N/A	
	N/A		\$ -	#DIV/0!	\$ (470,356)	100.0%	\$ (470,356)	100.0%	\$ (470,356)	100.0%

Latest actual numbers should tie to the hospital budget process.

\* Disproportionate share payments

NOTE: This table requires no 'fill-in' as it will automatically populate from Tables 6A & 6B.

**FACILITY**  
**Valley Vista Bradford**  
**TABLE 6C**  
**REVENUE SOURCE PROJECTIONS**  
**WITH PROJECT**

	Latest Actual	% of	Budget	% of	Proposed	% of	Proposed	% of	Proposed	% of
	0	Total	1	Total	Year 1	Total	Year 2	Total	Year 3	Total
<b>Gross Inpatient Revenue</b>										
Medicare	\$ -	0.0%	\$ -	#DIV/0!	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Medicaid	4,107,722	59.0%	-	#DIV/0!	4,119,984	65.4%	4,119,984	65.4%	4,119,984	65.4%
Commercial	1,664,335	23.9%	-	#DIV/0!	1,018,679	16.2%	1,018,679	16.2%	1,018,679	16.2%
Self Pay	15,400	0.2%	-	#DIV/0!	34,920	0.6%	34,920	0.6%	34,920	0.6%
Free Care / Bad Debt	-	0.0%	-	#DIV/0!	-	0.0%	-	0.0%	-	0.0%
Other	1,172,327	16.8%	-	#DIV/0!	1,123,818	17.8%	1,123,818	17.8%	1,123,818	17.8%
	<b>\$ 6,959,784</b>	<b>100.0%</b>	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ 6,297,401</b>	<b>100.0%</b>	<b>\$ 6,297,401</b>	<b>100.0%</b>	<b>\$ 6,297,401</b>	<b>100.0%</b>
<b>Gross Outpatient Revenue</b>										
Medicare	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Medicaid	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Commercial	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Self Pay	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Free Care / Bad Debt	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Other	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ -</b>	<b>#DIV/0!</b>
<b>Gross Other Revenue</b>										
Medicare	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Medicaid	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Commercial	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Self Pay	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Free Care / Bad Debt	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Other	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ -</b>	<b>#DIV/0!</b>
<b>Gross Patient Revenue</b>										
Medicare	\$ -	0.0%	\$ -	#DIV/0!	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Medicaid	4,107,722	59.0%	-	#DIV/0!	4,119,984	65.4%	4,119,984	65.4%	4,119,984	65.4%
Commercial	1,664,335	23.9%	-	#DIV/0!	1,018,679	16.2%	1,018,679	16.2%	1,018,679	16.2%
Self Pay	15,400	0.2%	-	#DIV/0!	34,920	0.6%	34,920	0.6%	34,920	0.6%
Free Care / Bad Debt	-	0.0%	-	#DIV/0!	-	0.0%	-	0.0%	-	0.0%
Other	1,172,327	16.8%	-	#DIV/0!	1,123,818	17.8%	1,123,818	17.8%	1,123,818	17.8%
	<b>\$ 6,959,784</b>	<b>100.0%</b>	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ 6,297,401</b>	<b>100.0%</b>	<b>\$ 6,297,401</b>	<b>100.0%</b>	<b>\$ 6,297,401</b>	<b>100.0%</b>
<b>Deductions from Revenue</b>										
Medicare	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Medicaid	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Commercial	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Self Pay	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Free Care / Bad Debt	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Other	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ -</b>	<b>#DIV/0!</b>
<b>Net Patient Revenue</b>										
Medicare	\$ -	0.0%	\$ -	#DIV/0!	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Medicaid	4,107,722	59.0%	-	#DIV/0!	4,119,984	65.4%	4,119,984	65.4%	4,119,984	65.4%
Commercial	1,664,335	23.9%	-	#DIV/0!	1,018,679	16.2%	1,018,679	16.2%	1,018,679	16.2%
Self Pay	15,400	0.2%	-	#DIV/0!	34,920	0.6%	34,920	0.6%	34,920	0.6%
Free Care / Bad Debt	-	0.0%	-	#DIV/0!	-	0.0%	-	0.0%	-	0.0%
Other	1,172,327	16.8%	-	#DIV/0!	1,123,818	17.8%	1,123,818	17.8%	1,123,818	17.8%
DSP*	-	0.0%	-	#DIV/0!	-	0.0%	-	0.0%	-	0.0%
	<b>\$ 6,959,784</b>	<b>100.0%</b>	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ 6,297,401</b>	<b>100.0%</b>	<b>\$ 6,297,401</b>	<b>100.0%</b>	<b>\$ 6,297,401</b>	<b>100.0%</b>

Latest actual numbers should tie to the hospital budget process.

\* Disproportionate share payments

NOTE: When completing this table make entries in the shaded fields only.

**FACILITY**  
**Valley Vista Bradford**  
 TABLE 7  
 UTILIZATION PROJECTIONS  
 TOTALS

<b>A: WITHOUT PROJECT</b>		Latest Actual	Budget	Proposed Year 1	Proposed Year 2	Proposed Year 3
			1	2	3	4
<b>Inpatient Utilization</b>						
Staffed Beds		59		51	51	51
Admissions		1,109		1,350	1,350	1,350
Patient Days		21,668		18,483	18,483	18,483
Average Length of Stay		19.11		15.00	15.00	15.00
<b>Outpatient Utilization</b>						
All Outpatient Visits						
OR Procedures						
Observation Units						
Physician Office Visits						
<b>Ancillary</b>						
All OR Procedures						
Emergency Room Visits						
<b>Adjusted Statistics</b>						
Adjusted Admissions						
Adjusted Patient Days						

<b>B: PROJECT ONLY</b>		Latest Actual	Budget	Proposed Year 1	Proposed Year 2	Proposed Year 3
		0	1	2	3	4
<b>Inpatient Utilization</b>						
Staffed Beds		-	-	14	14	14
Admissions		N/A	-	183	183	183
Patient Days		N/A	-	5,110	5,110	5,110
Average Length of Stay		N/A	-	15.00	15.00	15.00
<b>Outpatient Utilization</b>						
All Outpatient Visits		N/A	-	-	-	-
OR Procedures		N/A	-	-	-	-
Observation Units		N/A	-	-	-	-
Physician Office Visits		N/A	-	-	-	-
<b>Ancillary</b>						
All OR Procedures		N/A	-	-	-	-
Emergency Room Visits		N/A	-	-	-	-
<b>Adjusted Statistics</b>						
Adjusted Admissions		N/A	-	-	-	-
Adjusted Patient Days		N/A	-	-	-	-

<b>C: WITH PROJECT</b>		Latest Actual	Budget	Proposed Year 1	Proposed Year 2	Proposed Year 3
		0	1	2	3	4
<b>Inpatient Utilization</b>						
Staffed Beds		59		65	65	65
Admissions		1,109	-	1,533	1,533	1,533
Patient Days		21,668	-	23,593	23,593	23,593
Average Length of Stay		19.11				
<b>Outpatient Utilization</b>						
All Outpatient Visits		-	-	-	-	-
OR Procedures		-	-	-	-	-
Observation Units		-	-	-	-	-
Physician Office Visits		-	-	-	-	-
<b>Ancillary</b>						
All OR Procedures		-	-	-	-	-
Emergency Room Visits		-	-	-	-	-
<b>Adjusted Statistics</b>						
Adjusted Admissions		-				
Adjusted Patient Days		-				

NOTE: When completing this table make entries in the shaded fields only.

**FACILITY**  
**Valley Vista Bradford**  
**TABLE 8**  
**UTILIZATION PROJECTIONS**  
**PROJECT SPECIFIC**

<b>A: WITHOUT PROJECT</b>				Proposed	Proposed	Proposed
You may wish to enter your own categories below:		Latest Actual	Budget	Year 1	Year 2	Year 3
			1	2	3	4
<b>Acute</b>						
Acute Care Admissions						
Acute Patient Days						
Acute Staffed Beds						
<b>Imaging</b>						
Radiology - Diagnostic Procedures						
Nuclear Medicine Procedures						
Cat Scan Procedures						
Magnetic Resonance Imaging						
<b>Other</b>						
Laboratory Tests						
Division staff can assist in determining the amount of detail required to support your proposal.						

<b>B: PROJECT ONLY</b>				Proposed	Proposed	Proposed
		Latest Actual	Budget	Year 1	Year 2	Year 3
		0	1	2	3	4
<b>Acute</b>						
Acute Care Admissions		N/A	-	-	-	-
Acute Patient Days		N/A	-	-	-	-
Acute Staffed Beds		N/A	-	-	-	-
<b>Imaging</b>						
Radiology - Diagnostic Procedures		N/A	-	-	-	-
Nuclear Medicine Procedures		N/A	-	-	-	-
Cat Scan Procedures		N/A	-	-	-	-
Magnetic Resonance Imaging		N/A	-	-	-	-
<b>Other</b>						
Laboratory Tests		N/A	-	-	-	-
		N/A				
		N/A				
		N/A				
		N/A				
		N/A				

<b>C: WITH PROJECT</b>				Proposed	Proposed	Proposed
		Latest Actual	Budget	Year 1	Year 2	Year 3
		0	1	2	3	4
<b>Acute</b>						
Acute Care Admissions		-	-	-	-	-
Acute Patient Days		-	-	-	-	-
Acute Staffed Beds		-	-	-	-	-
<b>Imaging</b>						
Radiology - Diagnostic Procedures		-	-	-	-	-
Nuclear Medicine Procedures		-	-	-	-	-
Cat Scan Procedures		-	-	-	-	-
Magnetic Resonance Imaging		-	-	-	-	-
<b>Other</b>						
Laboratory Tests		-	-	-	-	-
		-	-	-	-	-
		-	-	-	-	-
		-	-	-	-	-
		-	-	-	-	-
		-	-	-	-	-

NOTE: When completing this table make entries in the shaded fields only.

**FACILITY**  
**Valley Vista Bradford**  
**TABLE 9**  
**STAFFING PROJECTIONS**  
**TOTALS**

<b>A: WITHOUT PROJECT</b>		Latest Actual	Budget	Proposed	Proposed	Proposed
			1	Year 1	Year 2	Year 3
				2	3	4
<b>Non-MD FTEs</b>						
Total General Services						
Total Inpatient Routine Services		51.9		45.4	45.4	45.4
Total Outpatient Routine Services						
Total Ancillary Services						
Total Other Services						
<b>Total Non-MD FTEs</b>		<b>51.9</b>	<b>0.0</b>	<b>45.4</b>	<b>45.4</b>	<b>45.4</b>
<b>Physician FTEs</b>		<b>1.5</b>		<b>1.2</b>	<b>1.2</b>	<b>1.2</b>
<b>Direct Service Nurse FTEs</b>		<b>8.4</b>		<b>9.7</b>	<b>9.7</b>	<b>9.7</b>

<b>B: PROJECT ONLY</b>		Latest Actual	Budget	Proposed	Proposed	Proposed
		0	1	Year 1	Year 2	Year 3
				2	3	4
<b>Non-MD FTEs</b>						
Total General Services						
Total Inpatient Routine Services		N/A				
Total Outpatient Routine Services						
Total Ancillary Services						
Total Other Services						
<b>Total Non-MD FTEs</b>		<b>N/A</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Physician Services</b>		<b>0.0</b>				
<b>Direct Service Nurse FTEs</b>		<b>0.0</b>				

<b>C: WITH PROJECT</b>		Latest Actual	Budget	Proposed	Proposed	Proposed
		0	1	Year 1	Year 2	Year 3
				2	3	4
<b>Non-MD FTEs</b>						
Total General Services						
Total Inpatient Routine Services		51.9	0.0	45.4	45.4	45.4
Total Outpatient Routine Services						
Total Ancillary Services						
Total Other Services						
<b>Total Non-MD FTEs</b>		<b>#VALUE!</b>	<b>0.0</b>	<b>45.4</b>	<b>45.4</b>	<b>45.4</b>
<b>Physician Services</b>		<b>1.5</b>	<b>0.0</b>	<b>1.2</b>	<b>1.2</b>	<b>1.2</b>
<b>Direct Service Nurse FTEs</b>		<b>8.4</b>	<b>0.0</b>	<b>9.7</b>	<b>9.7</b>	<b>9.7</b>