

# EXHIBIT B



## RRMC 4th Floor PSIU Mock Survey Renovations DD Budget Estimate REV 1 04.25.19

Project: RRMC PSIU West and North Wing

printed on

04/25/19

Architect: Lavallee Brensinger Architects

ITEM	DESCRIPTION		QUAN	U/M	UNIT LABOR	LABOR	UNIT MAT'L	MAT	SUB COST	TOTAL
	Counter-top, solid surface	in above	9	lf		\$0		\$0		\$0
	Corridor					\$0		\$0		\$0
	Tall cabinets		8	lf		\$0	\$650.00	\$5,200		\$5,200
	Miscellaneous Casework	allow	1	ls		\$0	\$7,500.00	\$7,500		\$7,500
						\$0		\$0		\$0
<b>ITEM TOTAL</b>						<b>\$0</b>		<b>\$60,150</b>	<b>\$78,974</b>	<b>\$129,124</b>

7 THERMAL & MOISTURE PROTECTION										
<b>072100 Thermal Insulation</b>										
	Insulate at laundry units exterior penetrations		2	ea	\$240.00	\$480	\$50.00	\$100		\$580
	<b>072500 Weather Barriers</b>	NONE				\$0		\$0		\$0
	<b>075300 Elastomeric Membrane Roofing</b>					\$0		\$0		\$0
	Roof penetrations for new work	allow	2	ea		\$0	\$2,800.00	\$5,600		\$5,600
	<b>078100 Applied Fireproofing</b>					\$0		\$0		\$0
	Patch fireproofing where disturbed	allow	1	ls		\$0	\$3,600.00	\$3,600		\$3,600
	<b>078400 Firestopping</b>					\$0		\$0		\$0
	Firestopping not by trades, labor	allow	64	hrs	\$60.00	\$3,840		\$0		\$3,840
	Firestopping not by trades, material	allow	1	ls		\$0	\$2,500.00	\$2,500		\$2,500
	<b>079005 Joint Sealers</b>					\$0		\$0		\$0
	Pick proof caulking, labor	allow	160	hrs	\$60.00	\$9,600		\$0		\$9,600
	Pick proof caulking, material	allow	1	ls		\$0	\$4,000.00	\$4,000		\$4,000
	NW03, Pick proof caulking at corner guards		8	ea	\$60.00	\$480	\$40.00	\$320		\$800
						\$0		\$0		\$0
<b>ITEM TOTAL</b>						<b>\$14,400</b>		<b>\$16,120</b>	<b>\$0</b>	<b>\$30,520</b>

8 DOORS, WINDOWS & GLASS										
<b>081113 Hollow Metal Doors and Frames</b>										
<b>081416 Flush Wood Doors</b>										
	Replace stairwell doors for new recessed panics		2	ea	\$464.00	\$928	\$2,500.00	\$5,000		\$5,928
	New psych double door opening		2	ea	\$1,920.00	\$3,840	\$3,000.00	\$6,000		\$9,840
	New psych single door opening		5	ea	\$960.00	\$4,800	\$3,000.00	\$15,000		\$19,800
	New psych window frame		3	ea	\$240.00	\$720	\$400.00	\$1,200		\$1,920
	NW15, Psych single door opening		3	ea	\$960.00	\$2,880	\$3,000.00	\$9,000		\$11,880
	NW16, Psych patient bathroom door		4	ea	\$960.00	\$3,840	\$3,000.00	\$12,000		\$15,840
	NW16, Psych patient door		2	ea	\$960.00	\$1,920	\$3,000.00	\$6,000		\$7,920
	Unload, haul, storage	allow	1	ls	\$1,920.00	\$1,920	\$1,500.00	\$1,500		\$3,420
	<b>083100 Access Doors &amp; Panels</b>					\$0		\$0		\$0
	Phase 1					\$0		\$0		\$0
	NW05, Replace ceiling access panel with security type		4	ea	\$360.00	\$1,440	\$220.00	\$880		\$2,320
	Phase 2					\$0		\$0		\$0
	NW05, Replace ceiling access panel with security type		23	ea	\$360.00	\$8,280	\$220.00	\$5,060		\$13,340
	Misc access doors for other work	allow	20	ea	\$360.00	\$7,200	\$220.00	\$4,400		\$11,600
	<b>084313 Aluminum Storefronts</b>	NONE				\$0		\$0		\$0
	<b>085654 Security Windows</b>	NONE				\$0		\$0		\$0
	<b>087100 Door Hardware</b>					\$0		\$0		\$0
	Phase 1					\$0		\$0		\$0
	NW10, provide new continuous hinge		1	ea	\$696.00	\$696	\$1,200.00	\$1,200		\$1,896
	NW11, provide new continuous hinge, lockset, wall stop		2	ea	\$1,392.00	\$2,784	\$1,500.00	\$3,000		\$5,784
	Remove rubber stops, fill holes		9	ea	\$240.00	\$2,160	\$75.00	\$675		\$2,835
	Phase 2					\$0		\$0		\$0
	Replace patient toilet door hardware		12	ea	\$928.00	\$11,136	\$1,500.00	\$18,000		\$29,136
	NW09, provide new continuous hinge, lockset, wall stop		20	ea	\$1,392.00	\$27,840	\$1,500.00	\$30,000		\$57,840
	NW10, provide new continuous hinge		3	ea	\$696.00	\$2,088	\$1,200.00	\$3,600		\$5,688
	NW11, provide new continuous hinge, lockset, wall stop		1	ea	\$1,392.00	\$1,392	\$1,500.00	\$1,500		\$2,892
	Remove rubber stops, fill holes		36	ea	\$240.00	\$8,640	\$75.00	\$2,700		\$11,340
	Replace stairwell door hardware with new psych panic	allow	2	ea	\$464.00	\$928	\$1,000.00	\$2,000		\$2,928
	Replace fasteners for misc items	allow	1	ls		\$0	\$4,000.00	\$4,000		\$4,000
	Miscellaneous hardware	allow	1	ls		\$0	\$4,500.00	\$4,500		\$4,500
	<b>088000 Glazing</b>					\$0		\$0		\$0
	<b>Glass Sub</b>	Royal Glass	1	budget		\$0		\$0	\$10,445	\$10,445
	Daisy sliders at temp nurse station	in above	2	ea		\$0		\$0		\$0
	Privacy glass, Vistamatic at doors	in above	3	ea		\$0		\$0		\$0
	Quik-serve sliding windows	in above	2	ea		\$0		\$0		\$0
	Tempered laminated glass at BLs	in above	2	ea		\$0		\$0		\$0
	Tempered laminated glass at doors	in above	3	ea		\$0		\$0		\$0
	Glass film		5	ea		\$0	\$250.00	\$1,250		\$1,250
	Miscellaneous glass	allow	1	ls		\$0	\$4,000.00	\$4,000		\$4,000
						\$0		\$0		\$0
<b>ITEM TOTAL</b>						<b>\$95,432</b>		<b>\$142,465</b>	<b>\$10,445</b>	<b>\$248,342</b>

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Project: RRMC PSIU West and North Wing

printed on 04/25/19

Architect: Lavallee Bremsinger Architects

ITEM	DESCRIPTION	QUAN	U/M	UNIT LABOR	LABOR	UNIT MAT'L	MAT	SUB COST	TOTAL
<b>9 FINISHES</b>									
<b>092116 Gypsum Board Assemblies</b>									
Phase 1									
	Patch for laundry units	allow	1	ls	\$960.00	\$960	\$450.00	\$450	\$1,410
	Wall assembly, psych at Patient rooms, 12' tall	699	sf			\$0	\$22.00	\$15,378	\$15,378
	Wall assembly, psych materials, 12' tall	250	sf			\$0	\$22.00	\$5,500	\$5,500
	Patch new openings	2	ea		\$960.00	\$1,920	\$450.00	\$900	\$2,820
	Gypsum ceilings at patient room	270	sf			\$0	\$24.00	\$6,480	\$6,480
Phase 2									
	Wall assembly, psych at Patient rooms, 12' tall	690	sf			\$0	\$22.00	\$15,180	\$15,180
	Wall assembly, psych materials, 12' tall	1600	sf			\$0	\$22.00	\$35,200	\$35,200
	Gypsum ceilings at patient room	150	sf			\$0	\$24.00	\$3,600	\$3,600
	Patch new openings	allow	24	ea	\$960.00	\$23,040	\$450.00	\$10,800	\$33,840
	Misc patching	allow	1	ls	\$9,600.00	\$9,600	\$4,500.00	\$4,500	\$14,100
<b>095100 Acoustical Ceilings</b>									
<b>Subcontract Furnish &amp; Install</b>									
	Security 2x2 metal ceiling system	350	sf			\$0	\$85.00	\$29,750	\$29,750
	ACT at Nurse Station	360	sf			\$0	\$7.00	\$2,520	\$2,520
	Remove & replace ACT on other floors, labor	allow	40	hrs	\$60.00	\$2,400		\$0	\$2,400
	Remove & replace ACT on other floors, material	allow	1	ls		\$0	\$1,500.00	\$1,500	\$1,500
<b>096500 Resilient Flooring</b>									
<b>096800 Carpeting</b>									
Phase 1									
	Patient room vinyl flooring with integral base	620	sf			\$0	\$14.00	\$8,680	\$8,680
	Patient toilet room vinyl flooring with integral base	95	sf			\$0	\$14.00	\$1,330	\$1,330
	Utility room flooring & base	110	sf			\$0	\$10.00	\$1,100	\$1,100
Phase 2									
	Corridor vinyl flooring with integral base	1350	sf			\$0	\$14.00	\$18,900	\$18,900
	Dictation Forbo carpet with wall base	150	sf			\$0	\$8.00	\$1,200	\$1,200
	Med room vinyl flooring with integral base	105	sf			\$0	\$14.00	\$1,470	\$1,470
	Patient room vinyl flooring with integral base	150	sf			\$0	\$14.00	\$2,100	\$2,100
	Floor prep	allow	1	ls		\$0	\$8,450.00	\$6,450	\$6,450
	Slope floor to drain	allow	2	ea		\$0	\$500.00	\$1,000	\$1,000
<b>099000 Painting and Coating</b>									
Phase 1									
	Paint walls, 9' high	7400	sf			\$0	\$2.00	\$14,800	\$14,800
	Paint ceilings	270	sf			\$0	\$2.50	\$675	\$675
Phase 2									
	Paint walls, 9' high	21600	sf			\$0	\$2.00	\$43,200	\$43,200
	Paint ceilings	150	sf			\$0	\$2.50	\$375	\$375
	Paint door frames	86	ea			\$0	\$250.00	\$21,500	\$21,500
	Miscellaneous painting	allow	1	ls		\$0	\$4,000.00	\$4,000	\$4,000
<b>ITEM TOTAL</b>									
					<b>\$38,880</b>		<b>\$258,988</b>	<b>\$0</b>	<b>\$297,868</b>
<b>10 SPECIALTIES</b>									
<b>101101 Visual Display Boards</b>									
<b>101425 Code Required Building Signage</b>									
<b>102601 Wall &amp; Corner Protection</b>									
	Whiterock wall protection	486	sf			\$0	\$30	\$14,580	\$14,580
<b>Wall protection Sub</b>									
	Handrail, Inpro 800	Lajeunesse	1	budget		\$0		\$7,025	\$7,025
	Hardware & lig resis brackets	in above	132	lf		\$0		\$0	\$0
	Misc wall protection	allow	1	ls		\$0	\$3,500	\$3,500	\$3,500
<b>102800 Toilet &amp; Healthcare Accessories</b>									
<b>Toilet Access Sub</b>									
New Patient Toilet Rooms									
	Recessed toilet paper holder	in above	5	ea		\$0		\$0	\$0
	Paper towel dispenser, surface	in above	5	ea		\$0		\$0	\$0
	Grab bars, anti-ligature	in above	10	ea		\$0		\$0	\$0
	Mirror, ligature	in above	5	ea		\$0		\$0	\$0
<b>Toilet Access Sub</b>									
	Minor toilet room renovation	Lajeunesse	1	budget		\$0		\$5,220	\$5,220
	Paper towel dispenser, surface	in above	12	ea		\$0		\$0	\$0
<b>Toilet Access Sub</b>									
	Mirror, half dome, 12x24	in above	2	ea		\$0		\$0	\$0
	Robe hooks, item 11A	18	ea		\$45.00	\$810	\$120	\$2,160	\$2,970
	Misc toilet accessories	allow	1	ls		\$0	\$2,000	\$2,000	\$2,000
<b>104400 Fire Protection Specialties</b>									
	Replace FE cabinets & extinguishers	allow	3	ea	\$480.00	\$1,440	\$550	\$1,650	\$3,090
<b>105100 Lockers</b>									
	Re-install visitor lockers	3	ea		\$480.00	\$1,440	\$50	\$150	\$1,590
<b>ITEM TOTAL</b>									
					<b>\$3,690</b>		<b>\$24,040</b>	<b>\$23,895</b>	<b>\$51,625</b>



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Architect: Lavallee Brensinger Architects

ITEM	DESCRIPTION		QUAN	U/M	UNIT LABOR	LABOR	UNIT MAT'L	MAT	SUB COST	TOTAL
<b>11 EQUIPMENT</b>										
110000	Equipment	NONE				\$0		\$0		\$0
ITEM TOTAL						\$0		\$0	\$0	\$0
<b>12 FURNISHINGS</b>										
123600	Countertops	Refer to 062000				\$0		\$0	\$0	\$0
ITEM TOTAL						\$0		\$0	\$0	\$0
<b>13 SPECIAL CONSTRUCTION</b>										
130000	Special Construction	NONE				\$0		\$0	\$0	\$0
ITEM TOTAL						\$0		\$0	\$0	\$0
<b>14 CONVEYING SYSTEMS</b>										
140000	Elevator	NONE				\$0		\$0	\$0	\$0
ITEM TOTAL						\$0		\$0	\$0	\$0
<b>21 FIRE SUPPRESSION</b>										
210000	Fire Protection									
<b>Sprinkler Sub</b>										
	Phase 1 trips	Firetech	1	budget		\$0		\$0	\$85,760	\$85,760
	Design and permit	in above	10	ea		\$0		\$0		\$0
	Replace sprinkler heads with new Tyco Raven	in above				\$0		\$0		\$0
	Phase 2 trips	in above	42	ea		\$0		\$0		\$0
	Unforeseen sprinkler work	allow	1	ls		\$0	\$6,000.00	\$6,000		\$6,000
ITEM TOTAL						\$0		\$6,000	\$85,760	\$91,760
<b>22 PLUMBING</b>										
220000	Plumbing	Refer to division 230000				\$0		\$0		\$0
ITEM TOTAL						\$0		\$0	\$0	\$0
<b>23 HEATING, VENTILATING, AND AIR-CONDITIONING (HVAC)</b>										
230000	HVAC									
<b>Mechanical Sub</b>										
	Enclosure for unit ventilators	NEAS	1	budget		\$0		\$0	\$303,000	\$303,000
	Minor toilet renovations	in above	20	ea		\$0		\$0		\$0
	Replace diffusers with security type	in above	12	ea		\$0		\$0		\$0
	HVAC for patient room & bathroom	allow	5	ea		\$0	\$3,000.00	\$15,000		\$15,000
	Unforeseen Plumbing & HVAC	allow	1	ls		\$0	\$15,000.00	\$15,000		\$15,000
ITEM TOTAL						\$0		\$30,000	\$303,000	\$333,000
<b>25 INTEGRATED AUTOMATION</b>										
250000	HVAC Instrumentation and Controls	Refer to division 23				\$0		\$0	\$0	\$0
ITEM TOTAL						\$0		\$0	\$0	\$0

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ITEM	DESCRIPTION		QUAN	U/M	UNIT LABOR	LABOR	UNIT MAT'L	MAT	SUB COST	TOTAL
<b>26 ELECTRICAL</b>										
<b>260000 Electrical</b>										
	<b>Electrical Sub</b>	Interstate	1	budget		\$0		\$0	\$386,310	\$386,310
	Light fixtures & supports	in above				\$0		\$0		\$0
	Light fixture branch circuit wiring	in above				\$0		\$0		\$0
	Lighting control & occupancy sensors	in above				\$0		\$0		\$0
	General use/special devices	in above				\$0		\$0		\$0
	Power branch circuit wiring	in above				\$0		\$0		\$0
	Mechanical connections & disconnects & branch	in above				\$0		\$0		\$0
	Rework existing distribution equipment	in above				\$0		\$0		\$0
	Modify existing fire alarm system & branch wiring	in above				\$0		\$0		\$0
	Modify existing nurse call & branch wiring	in above				\$0		\$0		\$0
	Sound system & branch wiring	in above				\$0		\$0		\$0
	Modify existing CCTV system	in above				\$0		\$0		\$0
	Telecommunications system empty conduit sleeve	in above				\$0		\$0		\$0
	Misc minor materials	in above				\$0		\$0		\$0
	Electrical make safe & selective demolition	in above				\$0		\$0		\$0
	Testing & commissioning & training	in above				\$0		\$0		\$0
	Temporary power and lighting	in above				\$0		\$0		\$0
	Storage office trailer rental	in above				\$0		\$0		\$0
	Electrical permit fee	in above				\$0		\$0		\$0
	As-built drawings	in above				\$0		\$0		\$0
	Direct job expense	in above				\$0		\$0		\$0
	Overtime allowance	in above				\$0		\$0		\$0
	Project supervision	in above				\$0		\$0		\$0
	P&P bond	excluded				\$0		\$0		\$0
	Unforeseen electrical	allow	1	ls		\$0	\$12,000.00	\$12,000		\$12,000
	Replace code GREY buttons with Psych safe	allow	12	ea		\$0	\$850.00	\$10,200		\$10,200
	Solenoid for bathroom shutoffs	allow	5	ea		\$0	\$1,500.00	\$7,500		\$7,500
	Add psych safe domes to clocks	allow	7	ea		\$0	\$550.00	\$3,850		\$3,850
						\$0		\$0		\$0
	<b>ITEM TOTAL</b>					\$0		\$33,650	\$386,310	\$419,960
<b>27 COMMUNICATIONS</b>										
<b>270000 Communications</b>										
	Replace pay phone with Psych safe	allow	3	ea		\$0	\$2,500.00	\$7,500		\$7,500
						\$0		\$0		\$0
	<b>ITEM TOTAL</b>					\$0		\$7,500	\$0	\$7,500
<b>28 ELECTRONIC SAFETY &amp; SECURITY</b>										
<b>283100 Fire Detection and Alarm</b>										
	<b>Access Control Sub</b>	Royal Group	1	budget		\$0		\$0	\$52,399	\$52,399
	Access control @ doors	in above	8	ea		\$0		\$0		\$0
	Video management system	in above	1	ea		\$0		\$0		\$0
	Remove & relocate system to temp nurse station	in above	1	ls		\$0		\$0		\$0
	Reception video intercom & surveillance	in above	2	ea		\$0		\$0		\$0
	Nurse station video intercom & surveillance	in above	2	ea		\$0		\$0		\$0
	South wing nurse station video surveillance	in above	1	ea		\$0		\$0		\$0
	Electromechanical lockset, & reader at doors	in above	6	ea		\$0		\$0		\$0
	West wing video door station, electro lock	in above	1	ea		\$0		\$0		\$0
	Elevator to Recep video door station, electro lock	in above	1	ea		\$0		\$0		\$0
	Replace card reader with low profile unit	allow	20	ea		\$0	\$514.00	\$10,280		\$10,280
	Provide ceiling dome camera	allow	8	ea		\$0	\$960.00	\$7,680		\$7,680
	<b>Video Intercom Sub</b>	Royal Group	1	budget		\$0		\$0	\$20,466	\$20,466
	Replace existing video intercom with Aiphone IX	in above	1	ls		\$0		\$0		\$0
	Aiphone video door station	in above	14	ea		\$0		\$0		\$0
	Aiphone video master station	in above	2	ea		\$0		\$0		\$0
	Aiphone relay adapter	in above	2	ea		\$0		\$0		\$0
	D-link PoE switch	in above	1	ls		\$0		\$0		\$0
	Replace fire alarm devices with psych safe, item #4	allow	45	ea		\$0	\$350.00	\$15,750		\$15,750
						\$0		\$0		\$0
	<b>ITEM TOTAL</b>					\$0		\$33,710	\$72,866	\$106,676
<b>31 EARTHWORK</b>										
<b>312256 Foundation Related Earthwork</b>										
		NONE				\$0		\$0	\$0	\$0
	<b>ITEM TOTAL</b>					\$0		\$0	\$0	\$0
<b>32 EXTERIOR IMPROVEMENTS</b>										
<b>320000 Exterior Improvements</b>										
		NONE				\$0		\$0	\$0	\$0
	<b>ITEM TOTAL</b>					\$0		\$0	\$0	\$0
<b>33 UTILITIES</b>										
<b>330000 Utilities</b>										
		NONE				\$0		\$0	\$0	\$0
	<b>ITEM TOTAL</b>					\$0		\$0	\$0	\$0

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888-921-5990 | 802-860-4095

Memo

To: Jim Greenough, Rutland Regional Medical Center (RRMC)

From: David Adams

Date: May 9, 2019

Re: **RRMC/4<sup>th</sup> Floor PSIU Renovations**

This memo confirms that Efficiency Vermont is working closely with Jim Greenough and RRMC on the development and implementation of the 4<sup>th</sup> Floor PSIU renovations at their Rutland facility.

As part of the project team, Efficiency Vermont has assigned a designated energy consultant, who will provide support services as part of the design process, including:

- Technical assistance & recommendations on energy efficiency opportunities
- Cost/benefit analysis of options
- Collaborate with Architects/Contractors
- Provide "Objective Expertise"
- Financial incentives & assistance

The collaborative goal of these efforts is to achieve the highest levels of efficiency that are appropriate for a project of this nature, and in the process, reduce energy costs, strengthen the economy, and protect our environment.

If you have any questions, don't hesitate to contact me directly.

Thanks,

David C. Adams, BEP

Manager, Account Management

Efficiency Vermont

P: (802) 540-7628

C: (802) 318-7561

RRMC - 4th Floor Psychiatric Unit Assessment

ITEM	LOCATION	DESCRIPTION	TIMEFRAME	REMARKS	IN PROJECT (Y/N)
1	General	Remove rubber silencers from door frames		Ingestion risk	Y
2	General	Replace spanner screws with pin-and-torx screws		Patients can remove spanner type	Y
3	General	Replace door locksets with BH grade version		Ligature risk; Review on case-by-case basis	Y
4	General	Replace deadbolts with BH grade version		Ligature risk	Y
5	General	Replace hinges with BH grade version		Ligature risk	Y
6	General	Remove existing exterior windows and replace with BH grade units		Ligature / Patient safety risk	N
7	General	Remove & replace / modify existing unit ventilators to make BH safe		Ligature / Ingestion / Weaponization risk	Y
8	General	Replace door stops with BH grade stops		Risk of weaponization	Y
9	General	Replace sprinkler heads with Tycho Raven heads		Ligature & tampering risk	Y
10	Corridor	Add convex security mirror at blind spots in corridors to improve visibility (by showers)		Staff safety Risk	Y
11	Intake	Relocate bottled gases to staff only area		Risk of Weaponization	Y
12	Nurse Station	Remove thumbtacks from tack panels		Ingestion / Weaponization risk	Y
13	Nurse Station	Conceal computer screens from patients' view			Y
14	Nurse Station	Modify/Relocate nurse station layout to improve visibility of the unit		HIPAA concern; weaponization concern; can be resolved as part of nurse station relocation	RESOLVED BY NURSE STATION RENOVATIONS
15	Nutrition	Conceal sink piping		Staff / Patient safety risk	Y
16	Nutrition	Replace cabinet pulls with ligature resistant ones		Ligature Risk; Resolved as part of nurse station relocation	RESOLVED BY NURSE STATION RENOVATIONS
17	Patient Rooms	Remove floor eyebolts		Ligature Risk; Resolved as part of nurse station relocation	RESOLVED BY NURSE STATION RENOVATIONS
18	Patient Rooms	Replace hospital style beds and replace with fixed platform beds		Ligature risk (crocodile roll)	Y
19	Patient Rooms	Replace electrical outlets with tamper-resistant outlets		Ligature risk (crocodile roll)	Y
20	Patient Shower	Replace mechanical supply/exhaust grille with BH version		Patient safety risk	Y
21	Patient Toilets	Replace plumbing fixtures with BH grade fixtures		Ligature risk	Y
22	Corridor	Eliminate hidden alcove in West wing		Ligature risk	Y
23	General	Add pick proof sealant to cove cap (integral base)		Staff/Patient safety risk	Y
24	General	Replace wall plate covers with BH grade		Risk of weaponization	Y
25	Intake	Replace adjustable wall shelving with fixed BH appropriate shelving		Risk of weaponization; Resolved as part of nurse station relocation	RESOLVED BY NURSE STATION RENOVATIONS
26	Kitchen	Replace cabinet locks with ligature resistant ones		Ligature Risk; Resolved as part of nurse station relocation	RESOLVED BY NURSE STATION RENOVATIONS
27	Kitchen	Make soda/ice machine BH safe		Ligature & tampering risk	RESOLVED BY NURSE STATION RENOVATIONS
28	Nurse Station	Replace gate closer with spring hinge		Ligature & staff safety risk; Resolved as part of nurse station relocation	RESOLVED BY NURSE STATION RENOVATIONS
29	Nutrition	Install valance over wall cabinets		Ligature risk and contraband concealment space; Resolved as part of nurse station relocation	RESOLVED BY NURSE STATION RENOVATIONS
30	Nutrition	Replace cabinet locks with ligature resistant ones		Ligature risk; Resolved as part of nurse station relocation	RESOLVED BY NURSE STATION RENOVATIONS
31	Patient Rooms	Remove / Protect medical gas connections		Ligature & tampering risk	Y
32	Patient Rooms	Remove tel/data/cable outlets		Ligature & tampering risk	Y
33	General	Replace hazardous furniture with BH appropriate furniture (Review on case-by-case basis)		Ligature & weaponization risk	N
34	Corridor	Replace Corridor Ceilings		Tampering and weaponization risk	Y/N
35	General	Replace ceiling access panels with security grade panels		Tampering risk	Y
36	General	Remove tension style robe hooks and replace with Kingsway Coat hook (KG180)		Ligature risk	Y

RRMC - 4th Floor Psychiatric Unit Assessment

ITEM	LOCATION	DESCRIPTION	TIMEFRAME	REMARKS	IN PROJECT (Y/N)
37	General	Seal wall corner guards to lock the parts into place	Red	Ligature / Ingestion / Weaponization risk	Y
38	Kitchen	Make dumbwaiter hardware BH safe	Red	Ligature risk	Y
39	Nutrition	Replace exhaust hood with code compliant one	Yellow	Potential State Fire Marshal citation risk	N
40	Patient Rooms	Replace privacy curtains with BH grade curtains	Yellow	Asphyxiation risk	Y
41	Patient Shower	Replace shower heads with recommended head (Intersan 40691)	Red	Ligature risk	Y/N
42	Patient Shower	Remove ceramic wall tile; replace with paint or impact resistant sheet product	Red	Risk of weaponization	Y/N
43	Patient Shower	Remove ceramic floor tile; replace with sheet vinyl	Red	Risk of weaponization	Y
44	Patient Shower	Replace mirrors with BH grade version	Red	Ligature and weaponization risk	Y/N
45	Patient Toilets	Remove ceramic wall tile from bathrooms; replace with paint or impact resistant sheet product	Red	Risk of weaponization	Y/N
46	Patient Toilets	Remove ceramic floor tile from bathrooms; replace with sheet vinyl	Red	Risk of weaponization	Y
47	Corridor	Replace Corridor Bumper Rails	Red	Ligature risk	Y
48	Corridor	Replace wall mounted fire alarm devices with BH appropriate ceiling mounted ones	Red	Ligature risk	Y
49	General	Replace lockable switch covers with a keyed switch	Green	Ligature risk	N
50	Patient Rooms	Replace wicket doors with standard doors with double swing hinges and removeable stops	Green	Ligature & patient/staff safety risk	N
51	Patient Rooms	Remove privacy curtains tracks completely (if converting to private rooms)	Green	Ligature risk	Y
52	Patient Rooms	Replace existing shelf/coat hook unit and replace with more appropriate unit	Green	Ligature risk	Y
53	Patient Rooms	Replace surface mounted speakers with recessed unit	Green	Ligature & tampering risk	Y
54	Patient Shower	Replace grab bars with recommended Kingsway grab bars (KG270)	Red	Ligature & infection control risk	Y
55	Patient Toilets	Replace grab bars with recommended Kingsway grab bars (KG270)	Red	Ligature & infection control risk	Y
56	Patient Toilets	Replace TP dispensers with recommended intersan surface mounted holder (TRH02)	Green	Ligature & infection control risk	Y

RESOLVED BY NURSE STATION RENOVATIONS BY OWNER

OPTIONS BASED ON COST

OPTIONS BASED ON COST

OPTIONS BASED ON COST

OPTIONS BASED ON COST

REPLACE OR JUST REMOVE? EXTENT?

TIMEFRAME LEGEND	DESCRIPTION
Red	Highly recommended that these items should be addressed immediately. Item poses an immediate safety risk to patients / staff / visitors. CMS citation risk is very high
Yellow	Recommended that these items should be addressed as soon as financially possible. Item poses a substantial safety risk to patients / staff / visitors. CMS citation risk is medium-to-high
Orange	Considered 'BH Best Practice', but can be deferred as time/budget allows. Includes BH products that have been found to pose a potential safety risk to patients. CMS citation risk is low-to-medium
Green	Recommended that Owner review these items as part of their Risk Assessment to determine need. CMS citation risk is low.

# Rutland Regional Medical Center

## PSIU Renovations

Preliminary Timeline Rev 1 05.22.19

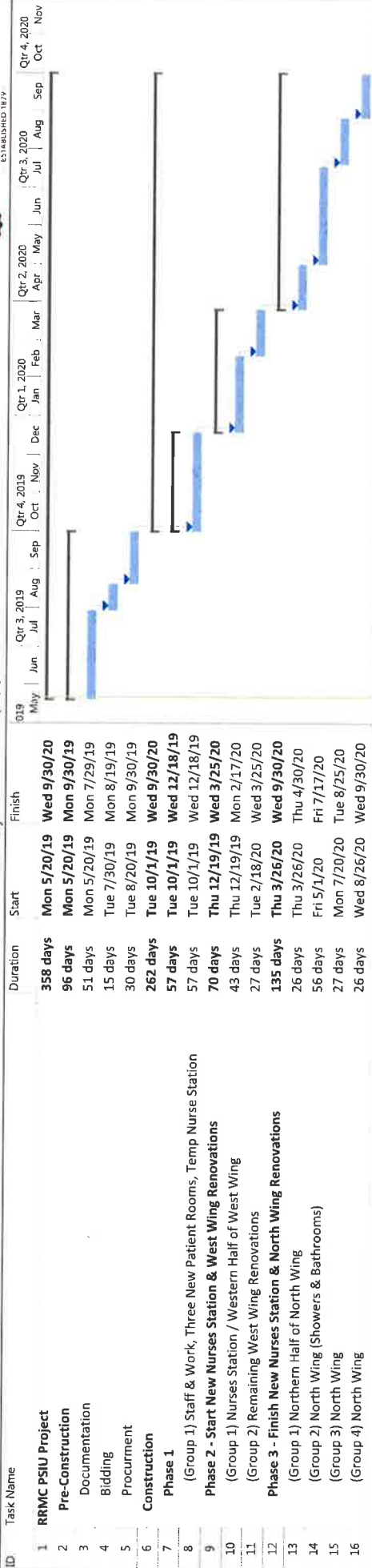


EXHIBIT E



**PLEASE PROVIDE ASSUMPTIONS****Rutland Regional Medical Center  
Renovations and Substantial Remediations to Remedy Ligature Risks****Table 1**

- 1 Administrative Expenses and Permits includes permit costs only.

**INCOME STATEMENT****Table 3A:**

- 2 Rate increase assumed to be 3.4% in FY 2020 and 3% per year in FY 2021 and FY 2022.
- 3 Net Patient Service Revenue increase, including Fixed Prospective Payments, is 2.9% in FY 2020 and 2.8% per year in FY 2021 and FY 2022.
- 4 Operating Margin is approximately 2.0% in FY 2020 and 1.9% in FY 2021 and FY 2022, requiring operating expense reductions of \$657,000 in FY 2020, \$2.7 million in FY 2021, and \$3.7 million in FY 2022.
- 5 Bad Debt and Free Care as a percent of gross revenue are assumed to remain consistent with the 2019 budget.
- 6 Medicaid DPS for FY 2020-2022 is anticipated to be flat with 2019 budget.
- 7 Includes expenses related to the CT Scanner CoN for which a Certificate of Need was issued 2/12/19.

**Table 3B:**

- 8 Gross Revenue reduction is related to the reduction in Inpatient Psychiatric patient days (see Utilization assumptions)
- 9 Contractual allowances are based on budget 2019 payer mix.
- 10 Salary and Fringe Benefits (including payroll taxes) are related to the 6.0 FTE increase (see Staffing assumptions)
- 11 Depreciation expense has been calculated based on the project being complete in FY 2020.
- 12 Project start date is estimated to be 10/1/19 and have a 12 month duration.
- 13 Asbestos Abatement is estimated to cost \$10,000, and are expected to be incurred in FY 2020.
- 14 Operating expense related to moving Performance Improvement existing furnishings and equipment permanently to another location are estimated at \$25,000, and are expected to be incurred in FY 2020.

**BALANCE SHEET**

- 15 Includes Medical Office Building and new USDA debt of \$21.7 million
- 16 Assumes capital spending will be evenly spread over the 12 month duration of the project, starting 10/1/19.

**PLEASE PROVIDE ASSUMPTIONS**

**Rutland Regional Medical Center  
Renovations and Substantial Remediations to Remedy Ligature Risks**

**REVENUE SOURCE-PAYER**

**Table 6A:**  
17 Payer mix and contractual allowances are consistent with budget 2019

**Table 6B:**  
18 Payer mix is Psychiatric Unit specific.

**UTILIZATION**

**Without Project:**  
19 Utilization numbers for projection 2020 through 2022 are consistent with 2019 budget.

**Project Only:**  
20 Includes a reduction of 365 Psychiatric patient days due to the reduction of 1 bed per day throughout the 12 month project starting 10/1/19.

**STAFFING**

**Table 8A:**  
21 Overall physician, non-physician, and temporary staff FTEs for FY 2020-2022 are consistent with the 2019 budget. A transfer of 5 FTEs from temporary staff to employed staff is anticipated for each year.

**Table 8B:**  
22 An increase of 6.0 FTEs is included. This is calculated as one additional staff person needed 24 hours per day for the 12 month duration of this project and one additional staff person needed 24 hours per day for 188 days, for 10/1/19 through 3/7/20 which is when the West Wing is expected to be complete.

# EXHIBIT F

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

## Rutland Regional Medical Center Renovations and Substantial Remediations to Remedy Ligature Risk

TABLE 1  
PROJECT COSTS

<b>Construction Costs</b>	
1. New Construction	
2. Renovation	\$2,647,643
3. Site Work	
4. Fixed Equipment	
5. Design/Bidding Contingency	
6. Construction Contingency	\$255,199
7. Construction Manager Fee	65,536
8. Other (please specify)	-
<b>Subtotal</b>	<b>\$ 2,968,378</b>
<b>Related Project Costs</b>	
1. Major Moveable Equipment	
2. Furnishings, Fixtures & Other Equip.	\$376,464
3. Architectural/Engineering Fees	\$434,382
4. Land Acquisition	
5. Purchase of Buildings	
6. Administrative Expenses & Permits	\$27,500
7. Debt Financing Expenses (see below)	-
8. Debt Service Reserve Fund	-
9. Working Capital	-
10. Other (please specify) Owners Contingency	260,629
	-
	-
<b>Subtotal</b>	<b>\$ 1,098,975</b>
<b>Total Project Costs</b>	<b>\$ 4,067,353</b>

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

# EXHIBIT F

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

## Rutland Regional Medical Center Renovations and Substantial Remediations to Remedy Ligature Risks

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			4,067,353
3. Other Sources			
a. Working Capital			-
b. Fundraising			-
c. Grants			-
d. Other			-
<b>Total Required Funds</b>		<b>\$</b>	<b>4,067,353</b>

<b>Uses of Funds</b>			
<u>Project Costs (feeds from Table 1)</u>			
1. New Construction		\$	-
2. Renovation			2,647,643
3. Site Work			-
4. Fixed Equipment			-
5. Design/Bidding Contingency			-
6. Construction Contingency			255,199
7. Construction Manager Fee			65,536
8. Major Moveable Equipment			-
9. Furnishings, Fixtures & Other Equip.			376,464
10. Architectural/Engineering Fees			434,382
11. Land Acquisition			-
12. Purchase of Buildings			-
13. Administrative Expenses & Permits			27,500
14. Debt Financing Expenses			-
15. Debt Service Reserve Fund			-
16. Working Capital			-
17. Other (please specify) Owners Contingency			260,629
<b>Total Uses of Funds</b>		<b>\$</b>	<b>4,067,353</b>

Total sources should equal total uses of funds.

5/23/2019

Health Care Administration

CON Table 1-3 - Income Statement updated 2019-03-18, Table 2



RUTLAND REGIONAL MEDICAL CENTER

Renovations and Substantial Remediations to Remedy Ligature Risks

INCOME STATEMENT											
Table 3A											
WITHOUT PROJECT											
	2017	2018	2018	2018	2019	2020	2021	2022	% change	% change	% change
	Actual	Budget	% change	Actuals	Budget	% change	Budget	% change	% change	% change	% change
REVENUES											
INFAPATIENT CARE REVENUE	187,127,013	197,451,546	5.5%	202,442,359	206,103,533	1.8%	213,113,437	219,506,840	3.4%	3.4%	225,082,045
OUTPATIENT CARE REVENUE	250,019,955	267,618,314	3.3%	280,873,244	291,853,628	3.9%	301,730,027	310,833,028	3.4%	3.0%	320,156,430
OUTPATIENT CARE REVENUE - PHYSICIAN	65,392,906	65,868,447	0.7%	65,221,641	64,168,218	-1.6%	66,350,680	68,341,200	3.4%	3.0%	70,391,436
CHRONIC/SNF PT CARE REVENUE	-	-	#DIV/0!	-	-	#DIV/0!	-	-	#DIV/0!	#DIV/0!	-
SWING BEDS PT CARE REVENUE	-	-	#DIV/0!	-	-	#DIV/0!	-	-	#DIV/0!	#DIV/0!	-
GROSS PATIENT CARE REVENUE	511,559,874	530,938,307	3.8%	548,537,244	562,125,379	2.5%	581,244,144	588,681,468	3.4%	3.0%	616,641,911
DISPROPORTIONATE SHARE PAYMENTS	5,269,069	3,985,269	-24.2%	3,756,859	3,090,930	-17.7%	3,090,930	3,090,930	0.0%	0.0%	3,090,930
BAD DEBT FREE CARE	(12,810,384)	(11,431,102)	-10.8%	(13,259,546)	(12,816,458)	-3.5%	(13,252,366)	(13,649,337)	3.4%	3.0%	(14,059,436)
DEDUCTIONS FROM REVENUE	(261,795,128)	(272,538,164)	4.1%	(284,759,528)	(313,179,508)	12.1%	(330,585,193)	(340,250,164)	3.6%	2.9%	(350,268,327)
NET PATIENT CARE REVENUE	242,153,431	250,963,330	3.6%	254,235,029	233,220,942	-8.5%	240,547,515	247,872,277	3.1%	3.0%	255,405,078
FIXED PROSPECTIVE PAYMENTS AND RESERVES	-	-	#DIV/0!	-	25,500,000	#DIV/0!	25,627,500	25,755,639	0.5%	0.5%	25,884,416
NET PATIENT CARE REV & FIXED PAYMENTS & RESERVES	242,153,431	250,963,330	3.6%	254,235,029	258,720,942	1.8%	266,175,015	273,627,915	2.9%	2.8%	281,289,495
OTHER OPERATING REVENUE	12,063,366	12,290,310	1.7%	15,182,280	15,689,404	3.4%	16,178,975	16,743,131	3.1%	3.5%	17,399,995
TOTAL OPERATING REVENUE	254,216,797	263,253,640	3.5%	269,417,319	274,419,746	1.9%	282,353,990	280,371,046	2.9%	2.8%	288,689,490
OPERATING EXPENSE											
SALARIES NON MD	81,623,868	86,033,134	5.4%	86,574,972	89,707,829	0.7%	89,001,380	94,830,435	2.7%	2.9%	97,567,828
FRINGE BENEFITS NON MD	24,176,644	26,970,680	11.6%	26,316,594	29,001,380	10.2%	30,007,753	31,080,654	3.5%	3.6%	32,190,375
FRINGE BENEFITS MD	1,332,753	1,475,722	10.7%	1,413,861	1,565,889	4.2%	1,620,341	1,678,285	3.5%	3.6%	1,738,106
PHYSICIAN FEES SALARIES CONTRACTS & FRINGES	32,106,201	31,552,125	-1.7%	34,225,122	31,716,552	-7.5%	32,395,508	33,071,076	2.1%	2.1%	33,773,782
HEALTH CARE PROVIDER TAX	14,644,716	14,810,108	1.1%	14,701,522	15,396,658	4.7%	15,542,915	16,034,960	0.9%	3.2%	16,544,256
DEPRECIATION AMORTIZATION	12,764,354	12,728,164	-0.4%	11,901,430	12,904,768	8.4%	14,825,080	16,124,248	14.9%	8.8%	16,937,301
INTEREST - LONG/SHORT TERM	1,549,155	1,688,565	9.0%	1,308,027	1,532,255	17.1%	1,895,530	1,942,739	2.3%	3.0%	1,905,230
OTHER OPERATING EXPENSE	81,895,722	82,250,825	0.5%	91,576,538	86,395,202	-5.7%	88,355,223	89,894,649	2.3%	1.8%	92,220,330
TOTAL OPERATING EXPENSE	250,113,413	257,549,323	3.0%	268,120,067	268,220,795	0.0%	276,791,366	284,747,234	3.2%	2.9%	292,877,358
NET OPERATING INCOME (LOSS)	4,163,384	5,704,317	37.0%	1,287,252	6,198,951	377.9%	5,562,624	5,623,812	-10.3%	1.1%	5,812,132
NON-OPERATING REVENUE	16,154,020	8,794,172	-45.6%	10,582,381	5,939,237	-43.9%	5,474,653	5,654,623	-7.8%	-3.3%	5,840,851
EXCESS (DEFICIT) OF REVENUE OVER EXPENSE	20,317,404	14,498,489	-29.5%	11,869,633	12,138,188	2.1%	11,037,317	11,276,435	-9.1%	2.2%	11,652,963
Operating Margin %	1.6%	2.2%	2.2%	0.5%	2.3%	2.0%	2.0%	1.9%	1.9%	1.9%	1.9%
Bad Debt & Free Care%	2.5%	2.2%	2.4%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%
Compensation Ratio	55.7%	56.7%	55.4%	56.7%	56.7%	56.4%	56.4%	56.4%	56.4%	56.4%	56.4%
Capital Cost % of Total Expenses	5.7%	5.6%	4.9%	4.9%	5.4%	6.0%	6.0%	6.3%	6.3%	6.3%	6.4%

RUTLAND REGIONAL MEDICAL CENTER

Renovations and Substantial Remediations to Remedy Ligature Risks

INCOME STATEMENT												
Table 3B												
PROJECT ONLY												
	2017	2018	2018	2018	2020	2021	2022	2020	2021	2022	% change	
	Actual	Budget	Actuals	change	Budget	% change	2020	% change	2021	% change	2022	% change
REVENUES												
INPATIENT CARE REVENUE				#DIV/0!		#DIV/0!	(736,030)	#DIV/0!				-100.0%
OUTPATIENT CARE REVENUE				#DIV/0!		#DIV/0!		#DIV/0!				#DIV/0!
OUTPATIENT CARE REVENUE - PHYSICIAN				#DIV/0!		#DIV/0!		#DIV/0!				#DIV/0!
CHRONIC/SNF PT CARE REVENUE				#DIV/0!		#DIV/0!		#DIV/0!				#DIV/0!
SWING BEDS PT CARE REVENUE				#DIV/0!		#DIV/0!		#DIV/0!				#DIV/0!
GROSS PATIENT CARE REVENUE				#DIV/0!		#DIV/0!	(736,030)	#DIV/0!				-100.0%
DISPROPORTIONATE SHARE PAYMENTS				#DIV/0!		#DIV/0!		#DIV/0!				#DIV/0!
BAD DEBT FREE CARE				#DIV/0!		#DIV/0!	20,046	#DIV/0!				-100.0%
DEDUCTIONS FROM REVENUE				#DIV/0!		#DIV/0!	381,916	#DIV/0!				-100.0%
NET PATIENT CARE REVENUE				#DIV/0!		#DIV/0!	(336,068)	#DIV/0!				-100.0%
FIXED PROSPECTIVE PAYMENTS AND RESERVES				#DIV/0!		#DIV/0!		#DIV/0!				#DIV/0!
NET PATIENT CARE REV & FIXED PAYMENTS & RESERVES				#DIV/0!		#DIV/0!		#DIV/0!				#DIV/0!
OTHER OPERATING REVENUE				#DIV/0!		#DIV/0!		#DIV/0!				#DIV/0!
TOTAL OPERATING REVENUE				#DIV/0!		#DIV/0!	(336,068)	#DIV/0!				-100.0%
OPERATING EXPENSE												
SALARIES NON MD				#DIV/0!		#DIV/0!	224,744	#DIV/0!				-100.0%
FRINGE BENEFITS NON MD				#DIV/0!		#DIV/0!	69,437	#DIV/0!				-100.0%
PHYSICIAN FEES SALARIES CONTRACTS & FRINGES				#DIV/0!		#DIV/0!		#DIV/0!				#DIV/0!
HEALTH CARE PROVIDER TAX				#DIV/0!		#DIV/0!		#DIV/0!				#DIV/0!
DEPRECIATION AMORTIZATION				#DIV/0!		#DIV/0!	141,853	#DIV/0!	283,706		283,706	100.0%
INTEREST - LONG/SHORT TERM				#DIV/0!		#DIV/0!		#DIV/0!				#DIV/0!
OTHER OPERATING EXPENSE				#DIV/0!		#DIV/0!	95,000	#DIV/0!				-100.0%
TOTAL OPERATING EXPENSE				#DIV/0!		#DIV/0!	461,034	#DIV/0!	283,706		283,706	-36.5%
NET OPERATING INCOME (LOSS)				#DIV/0!		#DIV/0!	(797,102)	#DIV/0!	(283,706)		(283,706)	-64.4%
NON-OPERATING REVENUE				#DIV/0!		#DIV/0!	590,000	#DIV/0!				-100.0%
EXCESS (DEFICIT) OF REVENUE OVER EXPENSE				#DIV/0!		#DIV/0!	(247,102)	#DIV/0!	(283,706)		(283,706)	14.8%





**RUTLAND REGIONAL MEDICAL CENTER**

**RENOVATIONS AND SUBSTANTIAL REMEDIATIONS TO REMEDY LIGATURE RISKS**

**Balance Sheet**

**WITHOUT PROJECT**

	2017	2018	2019	2020	2021	2022
	Actual	Budget	% change	Actuals	Budget	% change
			% change			% change
			% change	Proposed Year 1	Proposed Year 2	Proposed Year 3
			% change			
			% change			% change
<b>ASSETS</b>						
<b>CURRENT ASSETS</b>						
CASH & INVESTMENTS	9,725,785	14,578,141	49.9%	7,330,570	7,770,719	6.0%
PATIENT ACCOUNTS RECEIVABLE, GROSS	89,715,251	87,802,702	-1.3%	70,830,538	61,203,882	-13.6%
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS	(42,709,423)	(45,270,850)	6.0%	(45,214,397)	(43,313,872)	-4.8%
DUE FROM THIRD PARTIES	5,260,001	5,260,001	#DIV/0	-	-	#DIV/0
OTHER CURRENT ASSETS	11,217,546	10,584,280	-5.6%	11,937,108	10,518,683	-11.9%
<b>TOTAL CURRENT ASSETS</b>	<b>48,948,101</b>	<b>52,942,144</b>	<b>12.8%</b>	<b>44,883,819</b>	<b>36,360,788</b>	<b>-15.3%</b>
<b>BOARD DESIGNATED ASSETS</b>						
FUNDED DEPRECIATION	98,892,161	129,432,346	30.9%	138,725,632	104,229,763	-25.4%
ESCROWED BOND FUNDS	94,485	-	-100.0%	428,917	94,485	-78.0%
OTHER	31,888,957	6,201,912	-80.6%	31,889,957	31,889,957	0.0%
<b>TOTAL BOARD DESIGNATED ASSETS</b>	<b>130,875,603</b>	<b>135,634,258</b>	<b>3.6%</b>	<b>140,154,549</b>	<b>136,214,205</b>	<b>-2.8%</b>
<b>PROPERTY, PLANT, AND EQUIPMENT</b>						
LAND, BUILDINGS & IMPROVEMENTS	107,786,316	102,683,484	-4.8%	107,950,882	107,786,316	-0.2%
CONSTRUCTION IN PROGRESS	3,841,932	33,456,193	770.8%	3,680,435	19,103,857	421.9%
MAJOR MOVABLE EQUIPMENT	104,891,711	135,200,843	28.9%	101,119,826	144,358,157	42.8%
FIXED EQUIPMENT	34,550,227	3,422,893	-90.1%	29,871,122	34,550,227	15.7%
<b>TOTAL PROPERTY, PLANT AND EQUIPMENT</b>	<b>251,070,186</b>	<b>274,713,813</b>	<b>9.4%</b>	<b>242,602,045</b>	<b>305,738,557</b>	<b>26.0%</b>
<b>LESS: ACCUMULATED DEPRECIATION</b>						
LAND, BUILDINGS & IMPROVEMENTS	(67,801,583)	(63,095,223)	-8.1%	(61,218,868)	(67,801,583)	-5.6%
EQUIPMENT - FIXED	(25,778,441)	(24,755,689)	-4.0%	(10,357,516)	(25,778,441)	57.6%
EQUIPMENT - MAJOR MOVABLE	(86,352,856)	(108,946,635)	26.2%	(83,579,776)	(111,468,530)	33.4%
<b>TOTAL ACCUMULATED DEPRECIATION</b>	<b>(169,932,880)</b>	<b>(196,797,547)</b>	<b>9.9%</b>	<b>(161,155,950)</b>	<b>(205,069,534)</b>	<b>21.0%</b>
<b>TOTAL PROPERTY, PLANT AND EQUIPMENT, NET</b>	<b>81,137,306</b>	<b>77,916,266</b>	<b>8.4%</b>	<b>81,446,089</b>	<b>110,729,023</b>	<b>36.0%</b>
<b>OTHER LONG-TERM ASSETS</b>						
OTHER LONG-TERM ASSETS	10,512,958	5,266,682	-48.9%	8,989,819	10,382,869	15.6%
<b>TOTAL ASSETS</b>	<b>269,475,948</b>	<b>281,778,960</b>	<b>4.6%</b>	<b>275,474,282</b>	<b>293,696,875</b>	<b>6.5%</b>
<b>LIABILITIES AND FUND BALANCE</b>						
<b>CURRENT LIABILITIES</b>						
ACCOUNTS PAYABLE	3,934,653	4,443,366	12.9%	3,988,873	3,221,536	-19.2%
SALARIES, WAGES AND PAYROLL TAXES PAYABLE	10,987,448	11,254,778	2.3%	12,194,503	8,675,338	-28.9%
ESTIMATED THIRD-PARTY SETTLEMENTS	7,886,938	9,152,712	16.0%	7,965,186	7,486,938	-6.0%
OTHER CURRENT LIABILITIES	7,683,360	5,192,502	-32.4%	8,246,540	7,483,360	-9.3%
CURRENT PORTION OF LONG-TERM DEBT	1,795,006	1,865,452	3.9%	1,891,774	1,938,861	2.5%
<b>TOTAL CURRENT LIABILITIES</b>	<b>32,287,405</b>	<b>31,868,810</b>	<b>-1.2%</b>	<b>34,286,876</b>	<b>28,905,833</b>	<b>-15.0%</b>
<b>LONG-TERM DEBT</b>						
BONDS & MORTGAGES PAYABLE	31,717,459	34,603,702	9.1%	31,522,525	46,979,384	49.0%
CAPITAL LEASE OBLIGATIONS	-	-	-100.0%	2,936,513	-	-
OTHER LONG-TERM DEBT	4,751,724	-	-	947,611	-	-
<b>TOTAL LONG-TERM DEBT</b>	<b>36,469,183</b>	<b>34,603,702</b>	<b>-5.1%</b>	<b>34,469,038</b>	<b>46,979,384</b>	<b>35.1%</b>
<b>OTHER NONCURRENT LIABILITIES</b>						
OTHER NONCURRENT LIABILITIES	15,040,893	30,183,617	100.7%	5,697,136	10,449,695	83.4%
<b>TOTAL LIABILITIES</b>	<b>51,317,488</b>	<b>66,052,419</b>	<b>27.5%</b>	<b>74,442,049</b>	<b>86,334,813</b>	<b>15.8%</b>
<b>FUND BALANCE</b>						
FUND BALANCE	185,678,667	185,102,831	-0.3%	201,028,232	208,514,462	3.7%
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>269,475,948</b>	<b>281,778,960</b>	<b>4.6%</b>	<b>275,474,282</b>	<b>293,696,875</b>	<b>6.0%</b>
<b>PERCENTAGE CHANGES</b>						
TOTAL ASSETS	3.0%	2.6%	0.4%	4.7%	2.6%	3.0%
TOTAL LIABILITIES	1.2%	1.1%	0.1%	1.6%	1.0%	1.1%
TOTAL FUND BALANCE	5.1%	5.2%	0.1%	10.5%	10.5%	0.0%
TOTAL CURRENT ASSETS	7.2%	7.1%	0.1%	10.8%	10.8%	0.0%
TOTAL BOARD DESIGNATED ASSETS	3.8%	3.1%	0.7%	3.1%	3.1%	0.0%
PROPERTY, PLANT, AND EQUIPMENT	5.2%	5.2%	0.0%	10.8%	10.8%	0.0%
LESS: ACCUMULATED DEPRECIATION	1.8%	1.8%	0.0%	13.4%	13.4%	0.0%
OTHER LONG-TERM ASSETS	0.4%	0.4%	0.0%	0.4%	0.4%	0.0%
ACCOUNTS PAYABLE	5.5%	7.7%	2.2%	9.8%	7.7%	2.1%
SALARIES, WAGES AND PAYROLL TAXES PAYABLE	2.5%	2.5%	0.0%	-6.5%	2.5%	9.0%
ESTIMATED THIRD-PARTY SETTLEMENTS	0.0%	0.0%	0.0%	-11.6%	0.0%	11.6%
OTHER CURRENT LIABILITIES	4.1%	6.0%	1.9%	35.6%	6.0%	1.9%
CURRENT PORTION OF LONG-TERM DEBT	1.8%	2.3%	0.5%	7.7%	2.3%	0.5%
BONDS & MORTGAGES PAYABLE	-5.8%	-5.2%	0.6%	64.3%	-5.2%	69.1%
CAPITAL LEASE OBLIGATIONS	-	-	-	-100.0%	-	-
OTHER LONG-TERM DEBT	-	-	-	-	-	-
OTHER NONCURRENT LIABILITIES	0.9%	0.9%	0.0%	43.8%	0.9%	0.0%
FUND BALANCE	5.1%	5.2%	0.1%	10.5%	10.5%	0.0%
TOTAL LIABILITIES AND FUND BALANCE	3.0%	2.9%	0.1%	11.6%	2.9%	0.1%



RUTLAND REGIONAL MEDICAL CENTER

EXHIBIT F

RENOVATIONS AND SUBSTANTIAL REMEDIATIONS TO REMEDY LIGATURE RISKS									
Balance Sheet									
PROJECT ONLY									
	2017	2018	2018	2019	2020	2021	2022	%	%
	Actual	Budget	% change	Actuals	Proposed Year 1	Proposed Year 2	Proposed Year 3	change	change
ASSETS									
CURRENT ASSETS									
CASH & INVESTMENTS									
PATIENT ACCOUNTS RECEIVABLE, GROSS									
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS									
DUE FROM THIRD PARTIES									
OTHER CURRENT ASSETS									
TOTAL CURRENT ASSETS	-	-		-	(4,172,603)	(4,172,603)	(4,172,603)	0.0%	0.0%
BOARD DESIGNATED ASSETS									
FUNDED DEPRECIATION									
ESCROWED BOND FUNDS									
OTHER									
TOTAL BOARD DESIGNATED ASSETS	-	-		-	-	-	-		
PROPERTY, PLANT, AND EQUIPMENT									
LAND, BUILDINGS & IMPROVEMENTS									
CONSTRUCTION IN PROGRESS									
MAJOR MOVABLE EQUIPMENT									
FIXED EQUIPMENT									
TOTAL PROPERTY, PLANT, AND EQUIPMENT	-	-		-	4,067,353	4,067,353	4,067,353	0.0%	0.0%
LESS: ACCUMULATED DEPRECIATION									
LAND, BUILDINGS & IMPROVEMENTS									
EQUIPMENT - FIXED									
EQUIPMENT - MAJOR MOVABLE									
TOTAL ACCUMULATED DEPRECIATION	-	-		-	(123,030)	(369,088)	(815,148)	200.0%	66.7%
TOTAL PROPERTY, PLANT, AND EQUIPMENT, NET	-	-		-	3,925,500	(66,470)	(709,284)	200.0%	66.7%
OTHER LONG-TERM ASSETS									
TOTAL ASSETS	-	-		-	(247,103)	(530,808)	(814,514)	114.8%	53.4%
LIABILITIES AND FUND BALANCE									
CURRENT LIABILITIES									
ACCOUNTS PAYABLE									
SALARIES, WAGES AND PAYROLL TAXES PAYABLE									
ESTIMATED THIRD-PARTY SETTLEMENTS									
OTHER CURRENT LIABILITIES									
CURRENT PORTION OF LONG-TERM DEBT									
TOTAL CURRENT LIABILITIES	-	-		-	-	-	-		
LONG-TERM DEBT									
BONDS & MORTGAGES PAYABLE									
CAPITAL LEASE OBLIGATIONS									
OTHER LONG-TERM DEBT									
TOTAL LONG-TERM DEBT	-	-		-	-	-	-		
OTHER NONCURRENT LIABILITIES									
TOTAL LIABILITIES	-	-		-	-	-	-		
FUND BALANCE									
TOTAL LIABILITIES AND FUND BALANCE	-	-		-	(247,103)	(530,808)	(814,514)	114.8%	53.4%

**RUTLAND REGIONAL MEDICAL CENTER**

**RENOVATIONS AND SUBSTANTIAL REMEDIATIONS TO REMEDY LIGATURE RISKS**

Note: This table requires no "fill-in" as it is populated automatically

**Balance Sheet  
WITH PROJECT**

	2017	2018	2018	2019	2020	2021	2022
	Actual	Budget	% change	Budget	Proposed Year 1	Proposed Year 2	Proposed Year 3
					% change	% change	% change
<b>ASSETS</b>							
<b>CURRENT ASSETS</b>							
CASH & INVESTMENTS	9,725,785	14,578,141	49.9%	7,770,719	484,888	(604,656)	(1,794,212)
PATIENT ACCOUNTS RECEIVABLE, GROSS	68,715,251	67,602,702	-1.3%	70,830,538	64,667,457	68,427,447	72,515,259
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS	(42,709,423)	(45,270,950)	-6.0%	(43,132,456)	(43,313,872)	(43,500,731)	(43,653,195)
DUE FROM THIRD PARTIES	5,260,001	5,260,001	#DIV/0!	-	-	-	-
OTHER CURRENT ASSETS	11,217,548	10,594,250	-5.6%	11,837,108	10,203,288	10,302,328	10,404,339
<b>TOTAL CURRENT ASSETS</b>	<b>46,949,161</b>	<b>52,962,144</b>	<b>12.8%</b>	<b>44,883,819</b>	<b>32,041,771</b>	<b>34,624,386</b>	<b>37,432,191</b>
<b>BOARD DESIGNATED ASSETS</b>							
FUNDED DEPRECIATION	98,892,161	129,432,346	30.9%	139,725,632	100,210,954	104,331,588	109,505,910
ESCROWED BOND FUNDS	94,485	94,485	-100.0%	428,917	94,485	94,485	94,485
OTHER	31,889,957	8,201,912	-80.6%	31,889,957	31,889,957	31,889,957	31,889,957
<b>TOTAL BOARD DESIGNATED ASSETS</b>	<b>130,876,603</b>	<b>135,634,259</b>	<b>3.6%</b>	<b>140,154,549</b>	<b>132,195,396</b>	<b>138,316,040</b>	<b>141,480,352</b>
<b>PROPERTY, PLANT, AND EQUIPMENT</b>							
LAND, BUILDINGS & IMPROVEMENTS	107,766,316	102,633,464	-4.9%	107,766,316	123,171,182	123,243,829	123,243,829
CONSTRUCTION IN PROGRESS	3,841,932	33,456,193	770.9%	3,860,435	19,103,857	34,550,227	34,550,227
MAJOR MOVABLE EQUIPMENT	104,891,711	135,200,943	28.9%	101,119,826	144,368,157	165,017,519	201,417,519
FIXED EQUIPMENT	34,550,227	3,422,983	-90.1%	29,871,122	34,550,227	19,497,964	19,497,964
<b>TOTAL PROPERTY, PLANT AND EQUIPMENT</b>	<b>251,070,166</b>	<b>274,713,913</b>	<b>9.4%</b>	<b>242,602,045</b>	<b>342,858,872</b>	<b>390,308,539</b>	<b>378,709,539</b>
<b>LESS: ACCUMULATED DEPRECIATION</b>							
LAND, BUILDINGS & IMPROVEMENTS	(57,801,563)	(93,095,223)	-8.1%	(61,218,658)	(57,873,299)	(59,135,163)	(60,297,028)
EQUIPMENT - FIXED	(25,778,441)	(24,755,889)	-4.0%	(16,357,516)	(25,778,441)	(25,839,322)	(25,878,732)
EQUIPMENT - MAJOR MOVABLE	(86,362,956)	(108,946,835)	-26.2%	(85,578,776)	(111,489,530)	(141,861,653)	(157,681,385)
<b>TOTAL ACCUMULATED DEPRECIATION</b>	<b>(169,942,960)</b>	<b>(186,797,947)</b>	<b>-9.9%</b>	<b>(163,154,950)</b>	<b>(210,228,186)</b>	<b>(228,536,139)</b>	<b>(243,857,145)</b>
<b>TOTAL PROPERTY, PLANT AND EQUIPMENT NET</b>	<b>81,127,206</b>	<b>87,915,966</b>	<b>8.4%</b>	<b>81,447,095</b>	<b>132,630,686</b>	<b>133,673,401</b>	<b>134,852,394</b>
<b>OTHER LONG-TERM ASSETS</b>							
	10,512,958	5,266,692	-49.9%	6,988,819	10,435,359	10,477,859	10,520,359
<b>TOTAL ASSETS</b>	<b>269,475,948</b>	<b>281,778,960</b>	<b>4.6%</b>	<b>275,474,282</b>	<b>307,281,212</b>	<b>315,091,688</b>	<b>324,295,296</b>
<b>LIABILITIES AND FUND BALANCE</b>							
<b>CURRENT LIABILITIES</b>							
ACCOUNTS PAYABLE	3,834,653	4,443,388	12.9%	3,988,873	4,380,182	4,717,293	4,974,549
SALARIES, WAGES AND PAYROLL TAXES PAYABLE	10,887,448	11,234,778	2.3%	12,194,503	6,881,525	9,104,950	9,333,773
ESTIMATED THIRD-PARTY SETTLEMENTS	7,886,938	9,152,712	16.0%	7,963,938	7,286,938	7,286,938	7,286,938
OTHER CURRENT LIABILITIES	7,883,380	5,192,502	-32.4%	8,248,540	7,291,001	7,291,001	7,291,001
CURRENT PORTION OF LONG-TERM DEBT	1,795,006	1,865,462	3.9%	1,891,774	2,564,804	2,717,890	2,828,768
<b>TOTAL CURRENT LIABILITIES</b>	<b>32,287,405</b>	<b>31,693,810</b>	<b>-1.2%</b>	<b>34,286,878</b>	<b>30,404,200</b>	<b>31,718,012</b>	<b>31,717,029</b>
<b>LONG-TERM DEBT</b>							
BONDS & MORTGAGES PAYABLE	31,717,459	34,803,702	9.1%	31,522,525	51,792,535	48,074,703	46,245,937
CAPITAL LEASE OBLIGATIONS	-	-	#DIV/0!	-	-	-	-
OTHER LONG-TERM DEBT	4,751,724	-	-100.0%	2,938,513	-	-	-
<b>TOTAL LONG-TERM DEBT</b>	<b>36,469,183</b>	<b>34,803,702</b>	<b>-5.1%</b>	<b>34,461,038</b>	<b>51,792,535</b>	<b>48,074,703</b>	<b>46,245,937</b>
<b>OTHER NONCURRENT LIABILITIES</b>							
	15,040,693	30,183,617	100.7%	5,897,138	8,193,051	7,012,849	7,076,849
<b>TOTAL LIABILITIES</b>	<b>51,797,281</b>	<b>56,676,129</b>	<b>10.4%</b>	<b>54,444,054</b>	<b>80,389,616</b>	<b>87,205,664</b>	<b>85,039,915</b>
<b>FUND BALANCE</b>							
	185,678,667	185,102,831	-0.3%	201,028,232	216,891,398	227,888,124	239,255,381
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>269,475,948</b>	<b>281,778,960</b>	<b>4.6%</b>	<b>275,474,282</b>	<b>307,281,212</b>	<b>315,091,688</b>	<b>324,295,296</b>



RUTLAND REGIONAL MEDICAL CENTER

RENOVATIONS AND SUBSTANTIAL REMEDIATIONS TO REMEDY LIGATURE RISKS

PAYER REVENUE REPORT

WITHOUT PROJECT

	2017	2018	2018	2018	2019	2020	2021	2022	
	Actual	Budget	% change	Actuals	Budget	% change	Proposed Year 1	Proposed Year 2	Proposed Year 3
<b>Commercial</b>									
Hospital	153,602,803	141,279,875	5.8%	142,242,475	143,230,165	0.8%	154,315,024	156,944,475	163,712,809
Physician	24,486,539	23,410,947	-3.2%	24,015,866	24,133,315	0.5%	22,969,145	23,636,550	24,345,887
Total Revenue	158,001,539	164,990,822	4.4%	166,358,342	167,363,480	0.6%	177,284,169	180,581,025	188,058,696
Allowances - Hospital	-20,603,529	-11,379,603	-44.9%	-20,069,361	-18,236,743	78.4%	(18,236,743)	(19,440,944)	(20,018,944)
Allowances - Physicians	-9,184,860	-11,926,991	29.8%	-8,338,140	-12,082,442	35.9%	(12,522,664)	(12,890,726)	(13,270,274)
Free Care	-5,753,971	-6,121,719	6.4%	-6,397,207	-4,047,303	-40.4%	(4,184,956)	(4,310,507)	(4,439,622)
Bad Debt	-7,056,413	-5,309,353	-24.8%	-7,056,413	-5,702,339	-11.4%	(6,067,408)	(6,338,430)	(6,619,614)
Net Payer Revenue	115,402,968	130,251,126	12.9%	124,051,295	128,286,636	3.4%	132,602,574	136,599,758	140,715,742
Fixed Prospective Payment & Reserves	0	0	0%	0	0	0%	0	0	0
Total Net Payer Revenue & Fixed Prospective Payment	115,402,968	130,251,126	12.9%	124,051,295	128,286,636	3.4%	132,602,574	136,599,758	140,715,742
Reimbursement Rate - Commercial	71%	79%	75%	75%	75%	75%	75%	75%	75%
Payer Mix - Commercial	48%	52%	48%	48%	48%	48%	48%	48%	48%
<b>Medicaid</b>									
Hospital	72,086,066	74,194,704	2.8%	77,681,568	81,581,824	4.7%	84,366,650	86,887,246	89,453,953
Physician	15,459,972	14,317,221	-8.5%	13,042,252	13,335,841	1.9%	13,893,945	14,094,463	14,517,207
Total Revenue	85,977,028	88,365,925	2.8%	90,723,820	94,917,665	4.5%	98,260,595	100,981,709	104,011,160
Allowances - Hospital	-83,590,000	-53,998,139	-35.8%	-61,159,674	-70,589,979	14.5%	(82,421,610)	(84,844,122)	(87,342,226)
Allowances - Physicians	-8,590,733	-10,419,785	21.3%	-8,331,141	-11,387,287	27.2%	(14,676,443)	(15,315,746)	(15,786,694)
Free Care	0	0	0%	0	0	0%	0	0	0
Bad Debt	0	0	0%	0	0	0%	0	0	0
Graduate Medical Education Payments-Phys	0	0	0%	0	0	0%	0	0	0
Graduate Medical Education Payments-Hosp	0	0	0%	0	0	0%	0	0	0
Net Payer Revenue	23,826,295	24,869,021	4.3%	21,232,993	24,329,686	12.7%	24,442,142	26,166,963	26,924,240
Fixed Prospective Payment & Reserves	0	0	0%	0	0	0%	0	0	0
Total Net Payer Revenue & Fixed Prospective Payment	23,826,295	24,869,021	4.3%	21,232,993	24,329,686	12.7%	24,442,142	26,166,963	26,924,240
Reimbursement Rate - Medicaid	28%	28%	23%	23%	23%	23%	23%	23%	23%
Payer Mix - Medicaid	10%	10%	8%	8%	8%	8%	8%	8%	8%
<b>Medicare</b>									
Hospital	240,558,109	249,595,281	3.8%	263,231,571	267,136,171	1.5%	276,221,891	284,508,547	293,043,804
Physician	26,953,399	27,845,279	3.3%	28,163,523	28,741,061	2.1%	29,718,590	30,610,147	31,528,452
Total Revenue	267,511,508	277,440,560	3.7%	291,395,094	295,877,232	1.5%	305,940,481	315,118,694	324,572,256
Allowances - Hospital	-156,814,467	-168,286,782	8.0%	-172,761,220	-173,066,936	0.2%	(170,213,910)	(184,481,312)	(189,813,080)
Allowances - Physicians	-13,041,539	-18,125,884	46.7%	-13,499,564	-21,836,121	61.7%	(22,613,001)	(23,277,635)	(23,963,006)
Free Care	0	0	0%	0	0	0%	0	0	0
Bad Debt	0	0	0%	0	0	0%	0	0	0
Net Payer Revenue	97,655,501	92,027,954	5.8%	105,193,962	100,984,175	4.0%	104,113,570	107,399,747	110,696,167
Fixed Prospective Payment & Reserves	0	0	0%	0	0	0%	0	0	0
Total Net Payer Revenue & Fixed Prospective Payment	97,655,501	92,027,954	5.8%	105,193,962	100,984,175	4.0%	104,113,570	107,399,747	110,696,167
Reimbursement Rate - Medicare	31%	33%	38%	38%	34%	34%	34%	34%	34%
Payer Mix - Medicare	40%	37%	41%	41%	39%	39%	39%	39%	39%
<b>Disproportionate Share Payments</b>									
Total Payer Revenue	5,269,089	3,995,289	-24.2%	3,756,859	3,090,830	-17.7%	3,080,830	3,080,830	3,080,830
Hospital	446,146,988	465,069,950	4.2%	483,315,603	497,957,161	3.0%	483,315,603	483,315,603	483,315,603
Physician	85,892,906	65,868,447	-23.3%	65,221,641	64,169,218	-1.6%	64,169,218	64,169,218	64,169,218
Total Revenue	511,520,874	530,938,397	3.8%	548,537,244	562,126,379	2.5%	547,484,821	547,484,821	547,484,821
Allowances - Hospital	-210,374,467	-216,684,921	4.4%	-233,920,802	-270,893,639	16.8%	(270,893,639)	(270,893,639)	(270,893,639)
Allowances - Physicians	-30,517,132	-41,474,940	34.6%	-30,769,265	-48,296,860	57.0%	(48,296,860)	(48,296,860)	(48,296,860)
Free Care	-7,056,413	-6,121,719	14.8%	-6,397,207	-4,047,303	-36.9%	(4,184,956)	(4,310,507)	(4,439,622)
Bad Debt	-7,056,413	-5,309,353	-24.2%	-7,056,413	-5,702,339	-11.4%	(6,067,408)	(6,338,430)	(6,619,614)
Disproportionate Share Payments	5,269,089	3,995,289	-24.2%	3,756,859	3,090,830	-17.7%	3,080,830	3,080,830	3,080,830
Graduate Medical Education Payments-Phys	0	0	0%	0	0	0%	0	0	0
Graduate Medical Education Payments-Hosp	0	0	0%	0	0	0%	0	0	0
Net Payer Revenue	242,163,431	250,963,330	3.6%	254,235,029	233,270,342	9.0%	233,270,342	233,270,342	233,270,342
Fixed Prospective Payment & Reserves	0	0	0%	0	0	0%	0	0	0
Total Net Payer Revenue & Fixed Prospective Payment	242,163,431	250,963,330	3.6%	254,235,029	233,270,342	9.0%	233,270,342	233,270,342	233,270,342
Reimbursement Rate - All Payers	47%	47%	46%	46%	40%	40%	40%	40%	40%

RUTLAND REGIONAL MEDICAL CENTER

EXHIBIT F

RENOVATIONS AND SUBSTANTIAL REMEDIATIONS TO REMEDY LIGATURE RISKS

PAYER REVENUE REPORT

PROJECT ONLY

	2017 Actual	2018 Budget	% change	2018 Actuals	2019 Budget	% change	2020 Proposed Year-1	% change	2021 Proposed Year-2	% change	2022 Proposed Year-3	% change
<b>Commercial</b>	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Hospital	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Physician	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Total Revenue	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	(137,864)	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
<b>Allowances - Hospital</b>	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	(137,864)	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Allowances - Physicians	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	18,940	-100.0%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Free Care	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	455	-100.0%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Bad Debt	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	19,591	-100.0%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Net Payer Revenue	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	(100,868)	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Fixed Prospective Payment & Reserves	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Total Net Payer Revenue & Fixed Prospective Payment	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Reimbursement Ratio - Commercial	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
<b>Medicaid</b>	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	(257,794)	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Hospital	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	(257,794)	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Physician	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	164,885	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Total Revenue	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	164,885	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
<b>Allowances - Hospital</b>	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	164,885	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Allowances - Physicians	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Free Care	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Bad Debt	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Graduate Medical Education Payments-Phys.	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Graduate Medical Education Payments-Hosp	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Net Payer Revenue	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Fixed Prospective Payment & Reserves	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Total Net Payer Revenue & Fixed Prospective Payment	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Reimbursement Ratio - Medicaid	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
<b>Medicare</b>	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	(342,372)	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Hospital	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	(342,372)	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Physician	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	200,082	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Total Revenue	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	(142,290)	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
<b>Allowances - Hospital</b>	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	(142,290)	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Allowances - Physicians	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Free Care	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Bad Debt	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Net Payer Revenue	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Fixed Prospective Payment & Reserves	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Total Net Payer Revenue & Fixed Prospective Payment	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Reimbursement Ratio - Medicare	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
<b>Disproportionate Share Payments</b>	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Hospital	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Physician	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Total Revenue	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
<b>Allowances - Hospital</b>	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Allowances - Physicians	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Free Care	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Bad Debt	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Disproportionate Share Payments	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Graduate Medical Education Payments-Phys.	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Graduate Medical Education Payments-Hosp	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Net Payer Revenue	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Fixed Prospective Payment & Reserves	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Total Net Payer Revenue & Fixed Prospective Payment	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Reimbursement Ratio - All Payers	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	-100.0%	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!



RUTLAND REGIONAL MEDICAL CENTER

RENOVATIONS AND SUBSTANTIAL REMEDIATIONS TO REMEDY LICATURE RISKS

Note: This table requires no "fill-in" as it is populated automatically

PAYER REVENUE REPORT

WITH PROJECT

	2017 Actual	2018 Budget	2018 Actuals	2019 Budget	Proposed Year 1	Proposed Year 2	Proposed Year 3	% change	% change	% change	% change	% change
<b>Commercial</b>												
Hospital	133,502,803	141,279,875	142,242,476	146,238,166	154,177,150	156,944,475	163,712,809	5.8%	4.6%	3.3%	3.1%	3.0%
Physician	24,508,536	23,710,947	24,015,645	22,137,316	22,948,145	23,656,900	24,545,997	-2.2%	-7.6%	3.4%	3.0%	3.0%
Total Revenue	158,011,339	164,990,822	166,258,121	171,424,482	177,125,295	182,581,375	188,258,806	4.4%	3.1%	3.3%	3.1%	3.0%
<b>Allowances - Hospital</b>												
Allowances - Physicians	-20,603,929	-11,379,803	-20,089,361	-18,236,743	-18,688,616	-19,440,644	-20,013,044	-44.8%	-8.1%	3.5%	3.0%	2.9%
Free Care	-9,184,880	-11,928,991	-9,938,140	-12,062,442	-12,562,664	-12,860,726	-13,270,274	29.9%	36.3%	2.9%	2.9%	2.9%
Bad Debt	-7,056,413	-5,121,719	-6,197,207	-4,047,353	-4,184,503	-4,310,507	-4,439,822	6.4%	-52.9%	3.4%	3.0%	3.0%
Net Payer Revenue	115,402,566	130,251,123	124,051,653	128,288,936	132,501,707	130,959,758	140,715,742	12.9%	3.4%	3.3%	3.1%	3.0%
<b>Fixed Prospective Payment &amp; Reserves</b>												
Total Net Payer Revenue & Fixed Prospective Payment	115,402,566	130,251,123	124,051,653	128,288,936	132,501,707	130,959,758	140,715,742	12.9%	3.4%	3.3%	3.0%	3.0%
<b>Reimbursement Rate - Commercial</b>												
Payer Mix - Commercial	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
<b>Medicaid</b>												
Hospital	72,086,056	74,194,704	77,661,568	81,581,824	84,088,766	86,887,246	89,493,863	2.9%	5.0%	3.1%	3.3%	3.0%
Physician	19,890,972	14,312,221	13,042,252	13,233,841	13,663,945	14,064,463	14,517,287	3.0%	1.5%	3.4%	3.0%	3.0%
Total Revenue	91,977,028	88,506,925	90,703,820	94,815,665	97,752,711	100,951,709	104,011,150	2.9%	4.5%	3.1%	3.3%	3.0%
<b>Allowances - Hospital</b>												
Allowances - Physicians	-53,560,000	-53,398,139	-61,159,674	-78,589,979	-82,266,725	-84,844,122	-87,342,226	-0.3%	30.1%	3.4%	3.1%	2.9%
Free Care	-8,590,733	-10,419,765	-8,331,141	-14,967,287	-14,878,443	-15,315,745	-15,766,694	21.3%	-72.5%	3.6%	2.9%	2.9%
Bad Debt	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Graduate Medical Education Payments-Phys.	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Graduate Medical Education Payments-Hosp	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Net Payer Revenue	21,826,295	24,689,021	21,232,993	25,500,000	25,607,533	24,842,013	28,924,140	3.6%	-14.0%	26.5%	26.5%	9.8%
<b>Fixed Prospective Payment &amp; Reserves</b>												
Total Net Payer Revenue & Fixed Prospective Payment	23,652,295	24,689,021	21,232,993	25,500,000	25,607,533	24,842,013	28,924,140	28%	28%	10%	1%	1%
<b>Reimbursement Rate - Medicaid</b>												
Payer Mix - Medicaid	10%	10%	8%	10%	1%	1%	1%	10%	10%	1%	1%	1%
<b>Medicare</b>												
Hospital	240,558,109	249,595,281	263,291,671	267,136,171	275,678,519	284,508,547	293,043,804	3.8%	1.5%	3.3%	3.1%	3.0%
Physician	26,983,386	27,845,279	28,163,623	26,741,061	29,718,950	30,610,147	31,528,452	3.2%	2.1%	3.4%	3.0%	3.0%
Total Revenue	267,541,495	277,440,560	291,455,294	293,877,232	305,397,469	315,118,694	324,572,256	3.7%	1.3%	3.3%	3.1%	3.0%
<b>Allowances - Hospital</b>												
Allowances - Physicians	-158,814,467	-166,286,762	-172,781,228	-173,056,856	-179,013,828	-184,481,312	-189,913,080	6.0%	0.2%	3.4%	3.1%	2.9%
Free Care	-13,041,539	-19,125,884	-13,489,864	-21,656,121	-22,613,001	-23,277,635	-23,963,009	46.7%	61.7%	3.6%	2.9%	2.9%
Bad Debt	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Net Payer Revenue	97,685,501	92,027,894	105,183,862	100,864,175	103,971,260	107,359,747	110,696,167	-5.6%	-4.0%	3.0%	3.3%	3.1%
<b>Fixed Prospective Payment &amp; Reserves</b>												
Total Net Payer Revenue & Fixed Prospective Payment	97,685,501	92,027,894	105,183,862	100,864,175	103,971,260	107,359,747	110,696,167	-5.6%	-4.0%	3.0%	3.3%	3.1%
<b>Reimbursement Rate - Medicare</b>												
Payer Mix - Medicare	37%	33%	36%	34%	0%	0%	0%	37%	0%	0%	0%	0%
<b>Disproportionate Share Payments</b>												
Total Payer Revenue	5,269,069	3,985,289	3,766,859	3,090,930	3,090,930	3,090,930	3,090,930	-24.2%	-17.7%	0.0%	0.0%	0.0%
Hospital	446,146,988	465,089,860	483,315,603	457,957,161	461,000,000	461,000,000	461,000,000	4.2%	3.0%	3.3%	3.1%	3.0%
Physician	85,382,905	85,888,447	85,221,641	84,163,218	84,163,218	84,163,218	84,163,218	0.7%	-1.6%	3.4%	3.0%	3.0%
Total Revenue	511,529,893	550,978,307	568,537,244	542,120,379	545,163,218	545,163,218	545,163,218	3.8%	2.8%	3.3%	3.1%	3.0%
<b>Allowances - Hospital</b>												
Allowances - Physicians	-210,374,467	-218,694,921	-233,920,902	-270,883,656	-275,678,519	-284,508,547	-293,043,804	4.4%	15.6%	3.4%	3.1%	2.9%
Free Care	-30,817,132	-41,474,640	-30,769,265	-46,295,650	-47,000,000	-47,000,000	-47,000,000	34.6%	57.0%	3.3%	3.1%	2.9%
Bad Debt	-7,056,413	-5,121,719	-6,197,207	-4,047,353	-4,184,503	-4,310,507	-4,439,822	6.4%	-52.9%	3.4%	3.0%	3.0%
Net Payer Revenue	264,088,903	265,698,705	260,519,836	267,136,171	265,380,701	263,652,171	267,724,416	-24.8%	-11.4%	3.3%	3.1%	2.9%
<b>Fixed Prospective Payment &amp; Reserves</b>												
Total Net Payer Revenue & Fixed Prospective Payment	264,088,903	265,698,705	260,519,836	267,136,171	265,380,701	263,652,171	267,724,416	-24.2%	-11.7%	3.3%	3.1%	2.9%
<b>Reimbursement Rate - All Payers</b>												
Total Net Payer Revenue & Fixed Prospective Payment	264,088,903	265,698,705	260,519,836	267,136,171	265,380,701	263,652,171	267,724,416	-24.2%	-11.7%	3.3%	3.1%	2.9%