

Executive Summary

Preparation of a budget for FY2021 is extremely difficult and the final budget being submitted contains a great deal of uncertainty related to the impacts of the Covid-19 pandemic. The largest risk factor to our financial position that we, and all hospitals and businesses around the country face, is the potential for an additional period of shutdown and lost revenue. We place the health and safety of our community first and fully support all public health initiatives that have been taken and may need to be taken in the future to contain the spread of Covid-19. We also recognize that many of these measures place significant financial strain on our organization and that it is our responsibility as financial stewards of a not-for-profit community focused organization to ensure that we have a sustainable financial base to be able to absorb as much of these impacts as possible.

In May of this year, we presented a request for a special rate increase related to our financial situation as it stood in February, prior to the impacts of Covid-19. The challenges that we faced then remain now. Since that time, we have executed on initiatives discussed at that time to reduce expenses in the organization. The most significant expense that we and other Vermont hospitals have is the cost of wages and benefits to our employees.

To reduce costs, we implemented two rounds of staffing reductions, the first voluntary and the second involuntary. These reductions included three physicians and a Vice President position. We have also taken a hard look at the services that we provide and have discontinued two services where we determined that they could be performed by a partner organization in the community or where low volumes could not justify the provision of the service here at Northwestern Medical Center (NMC). The cumulative effect of these changes is an FTE budget that has been reduced (Budget FY2020 to Budget FY2021) by 62.3 FTEs or 8.7%. The change in FTEs from February 2020 to Budget FY2021 is a reduction of 26.75 FTEs or 3.9%.

We experienced extremely high health insurance claims during the first four months of FY2020. Over the last six months, we have been in discussions with our benefits consultant around strategies to reduce the cost of our self-funded health insurance program, both in terms of claims and administration. As of February, we were projecting a total benefits cost of \$15.4 million compared to a budget of \$12.9 million. This rate decreased significantly throughout the spring when healthcare services were shutdown across Vermont, meaning that our own employees were not generating the same level of claims. The true claim rate, we believe to be somewhere between the February and May projections, and with the reduction in total FTEs and the savings of \$750,000 that have been incorporated into the budget, we expect to be able keep total benefits costs at the same level that was projected as of the end of May.

Year-over-year growth in total costs at NMC has been challenged by the Green Mountain Care Board (GMCB) over the past several years. The Covid-19 Free budget for FY2021 includes total expenses that are 3.2% below Budget FY2020 and 4.4% below the Covid-19 Free projection as of February (adjusting for the change in ACO Dues reporting). This marks a noticeable suppression of the upward trend in costs. We can also demonstrate that, given our volumes, our costs are already a low outlier compared to our peers throughout Vermont.

Through February, we had continued to struggle with low utilization. That level of utilization is our “new normal” and we expect a slight downward trend in utilization to continue, as shown in the Net Patient

Revenue Reconciliation included in the next section. We will be adding two service lines in FY2021 that will generate additional net patient revenue with a positive operating margin and that will provide a key service for the residents of Franklin and Grand Isle Counties: Sleep Lab and Tele-ICU.

We are assuming continued participation in OneCare Vermont for FY2021. This continued participation comes with notable costs, realized and opportunity, that factor into the requested rate increase. These costs include dues, funding a risk reserve and the difference in payments that we would receive for the same visit types under fee for service collection rates. The total cost of membership in OneCare Vermont in Budget FY2021 is approximately \$4.2 million.

The successful implementation of payment reform has the potential to have significant and long-lasting positive effects for our communities and Vermont. It is important for the GMCB to understand the key factors that drive decision making and allow for the successful alignment of financial incentives with the overall goals of improved health and reduced utilization. The section titled OneCare Vermont Participation will focus on this and will highlight the critical need for high rates of capitation and true fixed monthly payments.

After accounting for these impacts, as well as the typical annual changes in payer mix and government payer reimbursement rates, we have calculated the need for a 19.9% overall average increase in charges. We fully understand the magnitude of this request and the potential impact that it could have on our patients. It is important to recognize that the brunt of this impact will be felt by those with high deductible plans or with no insurance coverage. To help offset this, we have updated our free-care policy in the last year to raise the income limit to qualify for free care from 300% of the poverty line to 400% of the poverty line and worked with the office of the Health Care Advocate to simplify the qualification process for our patients in order to limit the impact of this price increase for those who can least afford the higher rates. Even with this rate increase, NMC will remain as a low cost option for Vermonters. We are also keenly aware of the concern that this increase will affect premiums paid by Vermonters who have commercial coverage. It is important to note that total hospital NPR *dollars* are factored into premium calculations, not the percentage, and the total NPR dollars budgeted in FY2021 are less than the total dollars budgeted in FY2020. For this reason, we do not believe that this rate increase represents a cost shift.

With a rate increase request of this magnitude, we understand that the burden falls squarely on us to show that the resulting prices are reasonable and necessary. Using the same method mentioned related to total costs, we will show that, given our volumes, the amount of net patient revenue that we collect is a low outlier compared with our peer hospitals throughout Vermont. We will also show that pricing is a primary factor in this using the publicly available data published by the Vermont Department of Health in their Hospital Report Cards.

As the GMCB, the Vermont Legislature, and we as Vermonters, consider the future of healthcare delivery in our state, it is important to understand the role that community hospitals play in providing low cost access to care, even when those hospitals are located near tertiary care centers. University of Vermont Medical Center (UVMC) possesses the resources and skills necessary to treat cases that cannot be treated in our local community hospitals. It is critical that capacity at UVMC be maintained through the ability of community hospitals to treat lower acuity patients. It is also beneficial from the perspective of systemwide costs, as moving services from any of our community hospitals to UVMC will increase total costs to the system. Just as addiction medicine is treated using the hub-and-spoke system

of interconnected community partners of varying specialties, our hospital system is buoyed by a hub and spoke system of community hospitals providing access to routine and preventative services at a low cost and strong tertiary care centers in Burlington and Hanover providing specialized and advanced treatments.

The discussion throughout the proceeding sections will focus on the Covid-19 Free budget request. Establishing a firm financial base from which to deal with the risks associated with Covid-19 is critical. We will further discuss those risks and illustrate the wide range of potential impacts. The single greatest financial risk is declining revenue which, at this time, is extremely difficult to quantify. With so little information about what the trajectory of our volume recovery looks like and with the risk that surging cases around the country may impact Vermont in the future, necessitating a second shutdown of non-emergent services, we are left to recognize the wide range of potential results rather than a single estimate of the impact.

This wide range of potential impacts from Covid-19 coupled with the tenuous financial position that existed prior to Covid-19 makes this rate request cycle more important than any other. We are the current stewards of a public resource that has served the community of Franklin and Grand Isle Counties for over 100 years. We are on a financial trajectory that will not allow us to continue to serve this community if it is not altered. There is a notable passage in Ernest Hemingway's novel *The Sun Also Rises* where Mike asks Bill "How did you go bankrupt?" and Bill responds, "Two ways...gradually, then suddenly".

We are fortunate to be in the gradual phase with an opportunity to reverse course. There have been times when other hospitals have failed financially, and the GMCB was not aware of the pending failure until it was too late. With the dramatic impact of Covid-19, it has brought this issue to the forefront and together we can make a difference to ensure the financial health of all Vermont hospitals and ensure access to care for all Vermonters. This is an opportunity for us to share a common goal and move forward. We are dedicated to the stewardship of the community resource that is NMC. We have made difficult decisions to eliminate services and to eliminate the jobs of our fellow community members to preserve the whole. We do not enjoy being in a position where a rate increase of 19.9% is needed, or to be making the request during a pandemic. Nevertheless, *we are the current stewards of this Vermont community resource* and it is our desire to present a solution allowing us to preserve Northwestern Medical Center; because of its value to those who live and work in Northwestern Vermont and because it is enormously beneficial to the Vermont Healthcare system. We trust that the information presented herein will allow you to fully understand and appreciate our current situation, the risks we face, the Vermont-wide and local community benefits of a strong NMC, and the need for the full approval of this request.

Year-Over-Year Changes and Reconciliation

Net Patient Revenue (NPR) and Fixed Prospective Payments (FPP) - The period of October 2019 through February 2020 was used as the basis for the FY2021 volume and revenue budget that excludes the impact of Covid-19. During this period, volumes, gross revenue and net collection rate lagged Budget FY2020 resulting in a projected NPR and FPP shortfall of 8% or \$9.2 million for the full fiscal year.

Net Patient Revenue

Appendix I shows a reconciliation of FY2020 budgeted NPR to FY2020 projected (both the Covid-19 Free projection as of February and the projection that includes the realized impacts of Covid-19 through June), and a reconciliation of NPR from FY2020 projected to the FY2021 Covid-19 Free budget.

FPP will end the year considerably under budget. We found that this variance began with an error in the FPP calculation from Medicare in early 2019. Payments from Medicare were considerably higher than they should have been and while preparing the budget for FY2020, this error was unknown to us and to Medicare. When the error was identified and corrected, the budget was not updated to reflect the lower level of payments.

Utilization has lagged since the beginning of the fiscal year, led by declines in outpatient physician practice visits and their associated ancillary revenues. A few areas have seen strong volumes, including the laboratory, pharmacy and cardiac services which have helped to offset some of the negative variance. The net impact is an unfavorable budget variance of approximately \$3.3 million or 2.8% related to utilization.

Using the FY2020 projection as the base, the second half of the reconciliation shows the effect of each service line adjustment as discussed in the Service Line Adjustments section, along with the other changes that we anticipate. Those changes are as follows:

- 1) The budget includes the funding of the ACO risk reserve as discussed in the OneCare Vermont Participation section.
- 2) We anticipate a decrease in DSH payments which follows the current trend and recognizes the financial stress that the Vermont budget will be under in the coming year. This data is typically available prior to our budget submission but has been delayed this year as a result of Covid-19.
- 3) We expect unemployment to remain higher over the coming year than it was this past fall. As a result, we expect to see increased Medicaid enrollment with a corresponding decrease in commercial enrollment. We have budgeted for the share of revenue from Medicaid to increase by .5% compared to the YTD level as of February.
- 4) Draft guidance from Medicare indicates that reimbursement rates for hospital based services (both inpatient and outpatient) will increase by 2.6%.
- 5) We have seen gradual negative volume trends over the past four years, and we are budgeting for those trends to continue. Adjustments have been made for specific provider staffing changes.
- 6) We are requesting a rate increase of 19.9% and each 1% is worth \$578,900 which results in a total request of \$11,520,110 related to rate. This is a very substantial request and an extremely detailed analysis of our rates and those of our peers has been provided in the Change in Charge Request section and corresponding Appendices.

The above changes combine to produce an NPR budget that is \$1.6 million lower than Budget FY2020, after adjusting for the reclassification of ACO Dues.

Other Operating Revenue

Appendix II is a reconciliation of Other Operating Revenue from Budget FY2020 to Projected FY2020 and then from Projected FY2020 to Budget FY2021. The most notable items in this reconciliation are:

- 1) Projected FY2020 includes \$12.6 million of Covid-19 stimulus funds as a result of the CARES Act. Budget FY2021 does not include additional stimulus funds.
- 2) Reference lab income dropped during the current year and fell even further after volumes in independent physician practices were impacted by Covid-19. The Covid-19 Free FY2021 budget assumes that volumes will be consistent with volumes through February.
- 3) We have made significant progress in increasing our utilization of the 340(b) program. We made investments in personnel and training over the past 18 months with the goal of maximizing our use of the 340(b) program. Budget FY2020 included an additional \$250,000 of revenue compared to Actual FY2019 and we have exceeded that target substantially. The revenue on this line was reduced during the early spring as a result of Covid-19 and the Covid-19 Free Budget FY2021 assumes that we will return to the same revenue levels observed through February.
- 4) The largest grant that we receive is for the Community Health Team which directly offsets expenses. With many community practices closed and individuals asking to reduce hours during the early spring, the expenses and therefore offsetting grant revenue was reduced. The Covid-19 Free Budget FY2021 assumes that grants will return to previous levels.
- 5) The final category of "Other" is made up of a variety of accounts such as Rebates, Vendor Discounts, Gain/Loss of Sale of Assets and Net Assets Released. These items are all highly variable and subject to variable timing. This affects project calculations which are not done at this level of granularity. The budget is set in a manner to smooth some of these effects rather than to match the unpredictable timing. The result is that while the projections calculated in FY2020 are well below budget, the budget for FY2021 is set consistently with the long term trends for these accounts.

Non-Operating Revenue

Appendix III is a reconciliation of Non-Operating Revenue from Budget FY2020 to Projected FY2020 and then from Projected FY2020 to Budget FY2021. The most notable items in this reconciliation are:

- 1) Investment Income is projected to miss budget in FY2020 by \$3.75 million as of June. This is a direct result of the decline in the stock market that occurred in February and March. At the same time, we were forced to sell some assets to maintain liquidity which resulted in having to realize losses on investments. In addition, we have an outstanding bond issuance from 2016 that has a variable and a fixed component as the result of a bond swap that we entered in order to synthetically fix the interest rate. While this swap eliminates interest rate risk, we are required to adjust the market value of the swap on a monthly basis with the change recorded as a gain or loss in this section. When interest rates fall, the market value drops and we record an unrealized loss which occurred in FY2020. We do not budget for unrealized gains/losses as a matter of

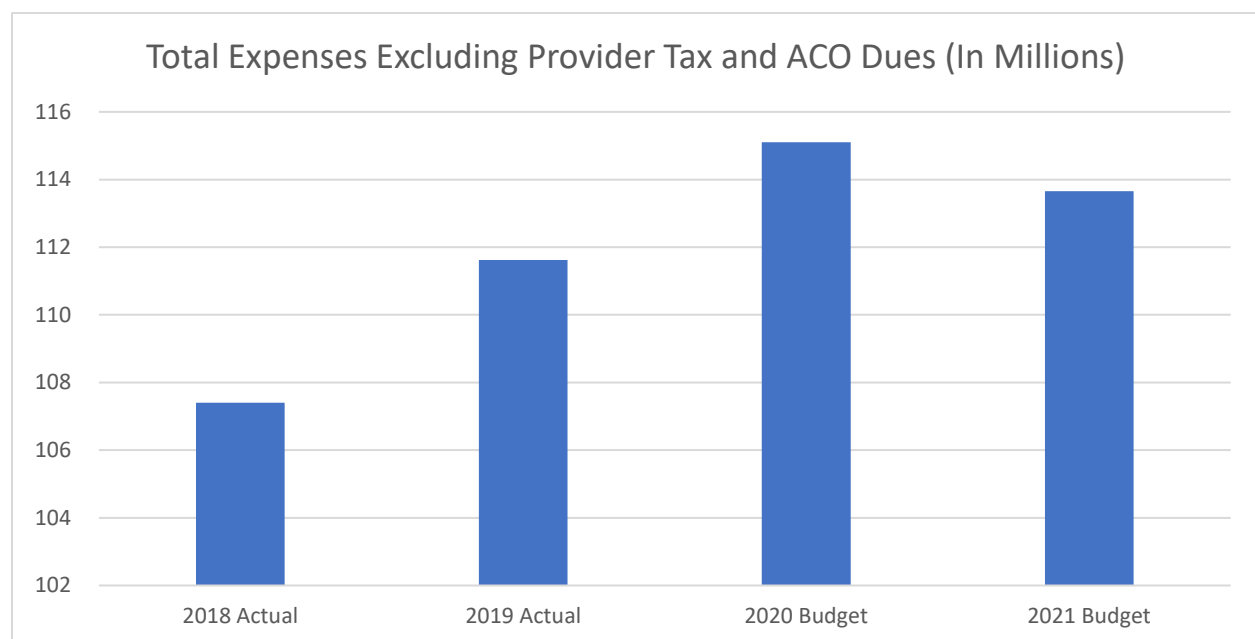
policy and we do not expect interest rates to fall further in FY2021 so these losses are not included in Budget FY2021.

- 2) Funded Depreciation Income is affected by all the same market conditions discussed above. We do not budget for unrealized gains/losses.
- 3) Rental income is running ahead of Budget FY2020 as we have tenants in our rental properties. One tenant has notified us that they will terminate their lease before October 1, 2020. A reduction of approximately \$70,000 has been included in Budget FY2021.

Operating Expenses

Appendix IV shows a reconciliation of Operating Expenses from Budget FY2020 to Projected FY2020 and then from Projected FY2020 to Budget FY2021.

Total operating expenses, excluding Medicaid Provider Tax and ACO dues, are budgeted to decrease by \$1.4 million or 1.2% compared to Budget FY2020 and decrease by \$3.0 million or 2.4% compared to the projected expenses calculated as of February. The most significant reason for the decrease the result of the voluntary and involuntary staff reductions that have been implemented and the restructuring of some departments such as Lifestyle Medicine and Health Information Management.



Salaries, Benefits, Physician Fees and Contracts

Wages and benefits are the most significant expenses in our organization and account for nearly 60% of total costs. Wages have decreased by \$4.7 million or 8.0% compared to Budget FY2020 and this is a direct result of reductions in worked hours across the organization. Much of this reduction was achieved through the voluntary and involuntary reduction programs, with additional decreases in Lifestyle Medicine and the transition of coding from employed staff to a contracted service. Budget FY2021 includes a total reduction of 62.3 full time equivalents (FTEs) compared with Budget FY2020, and this is a reduction of 26.9 FTEs compared to staffing levels in February.

The most significant cost in our employee benefits line is health insurance claims from employees covered by our self-funded health insurance plan. We experienced extremely high claim amounts over the first three months of this fiscal year which led us to begin conversations with our benefits consultant around methods to significantly reduce our total costs. Based on these conversations, we have included reductions in the net cost of health claims (premiums paid by employees are netted against the expense) of approximately \$500,000. Many of the changes under consideration have not been made public at this time. If further detail is required by the GMCB, we would be happy to share additional information in a confidential manner.

The projected employee benefits expense in the current year is misleading because of anomalies in claim amounts in the first three months of the year (driving the projection through February) and the extremely low claim amounts in March through May as a result of Covid-19 and a low demand for hospital services. We believe that a more realistic projection for the next year is somewhere between these projections and that the savings noted above will allow us to remain relatively flat compared to the calculated projection through May. This represents an increase compared to Budget FY2020 and a decrease compared to Actual FY2019.

Healthcare Provider Tax

This tax is calculated as 6% of the prior year net patient revenue. The significant reduction in net patient revenue that we have experienced in FY2020 will result in a lower tax in FY2021.

Depreciation/Amortization

As a result of reduced capital expenditures in FY2020 and the anticipation of continued deferral of major capital projects, depreciation expense is expected to decrease in FY2021.

Other

Contract Services is our largest expense category after wages and benefits. The most significant costs within this line include physician contracts (UVMC providers in our clinics, Anesthesiologists, Radiologists and temporary Locum Tenen providers), our QHR management contract including CEO wages, outsourced coding services, IT related maintenance contracts and software-as-a-service agreements.

Outsourcing coding duties has added \$850,000 to this line but represents a reclassification of expenses from the wages and benefits lines. The net savings included in the budget is \$250,000.

We will incur higher costs under our contracts with UVMC in FY2021 related to the Cardiology practice (increased hours) and the Urology practice (requested increase by UVMC) resulting in an additional cost of \$250,000 compared to Budget FY2020.

Temporary physicians are budgeted in Pediatrics and ENT in FY2021. We are actively recruiting for an additional Pediatrician and we expect to need a temporary provider while that process is ongoing. We have a surgeon who is an active duty member of the Vermont National Guard and we have received notification he is likely to be deployed for twelve months as soon as January 1, 2021. To maintain continuity of services, we have budgeted to contract with a temporary provider during that time period. The total cost of these temporary physicians is \$675,000. This is an increase compared to Budget FY2020 that included a temporary physician in the Orthopedic office at a cost of \$450,000.

Traveler expense has continued to run at a very high rate in FY2020 and reduction in traveler expenses remains a key area of focus for our Clinical leaders. We expect to continue to see a high level of demand for travelers in our inpatient units over the coming year as a result of the national and Vermont nursing shortage. We expect to be able to hire and train additional employed staff prior to October 1 and throughout FY2021 which will begin to alleviate this cost. To help address the nursing shortage locally, we have partnered with Vermont Technical College to establish a nurse training program in St. Albans to help alleviate this shortage in the long run, but this program will not have an impact in the upcoming fiscal year. The budget assumes modest success in recruitment and employment of inpatient nursing staff which leads to a savings of approximately \$500,000 compared to the current year. This does remain an area of risk as a resurgence of Covid-19 cases will require additional staffing and the implementation of Tele-ICU will require a compliment of ICU level nurses that is beyond our current availability.

Per instructions from the GMCB, ACO dues have been included as an operating expense in Budget FY2021 rather than as an offset to net patient revenue. \$931,000 for these dues is included in this line.

Operating Margin

All of the changes noted above and quantified in the reconciliation files combine to increase the net operating margin from Budget FY2020 to Budget FY2021. The table below summarizes the changes, showing operating revenue that is essentially unchanged with at \$3 million reduction in expenses.

	FY2020 Budget	Changes	FY2021 Budget
Operating Revenue			
Net Patient Revenue	116,926,579	(104,243)	116,822,336
Other Operating Revenue	5,213,346	131,419	5,344,765
Total Operating Revenue	122,139,925	27,176	122,167,101
Operating Expenses	122,388,212	(3,026,047)	119,362,165
Net Operating Income	(248,287)	3,053,223	2,804,936
Net Operating Margin	-0.20%	2.50%	2.30%

Change in Charge Request

Covid-19 Free Budget FY2021 includes an overall average charge increase of 19.9% which will be implemented as a 25.37% increase to hospital based charged and a 0% increase to physician professional fees.

Increases to gross charges result in additional net patient revenue only to the extent that payment is made as a percent of charge. For hospital based services, we maintain percent of charge agreements with commercial insurance payers but not with Medicare and Medicaid. Medicare and Medicaid determine the payment based on the services provided and we write off the rest as a contractual allowance. For this reason, increased prices for hospital based services result in increased payments from commercial payers but does not result in increased payments from Medicare or Medicaid.

Reimbursement for physician professional fees is different than reimbursement for hospital based services. All payers, commercial and government, maintain a fee schedule for these services. What this

means is that the payer determines the price to be paid and the price charged by the hospital is irrelevant. When we increase prices for professional fees, the only increase in net revenue that we could realize would be from patients without insurance. The very limited financial benefit to the hospital of increasing these charges does not outweigh the financial hardship that it could cause on individuals without insurance coverage. For this reason, we do not request an increase to these prices.

In prior narratives, presentations and rate request hearings, we have focused pricing in terms of percentage increases since 2013 when enforcement authority was granted to the GMCB by the Vermont Legislature. What we have failed to do is to transform the abstract idea of compounded annual rate increases into tangible dollars. There are a variety of ways to assess pricing and we will walk through some of those, from a high level look at overall pricing based on patient case types, down to the pricing of individual codes reported by the Vermont Department of Health.

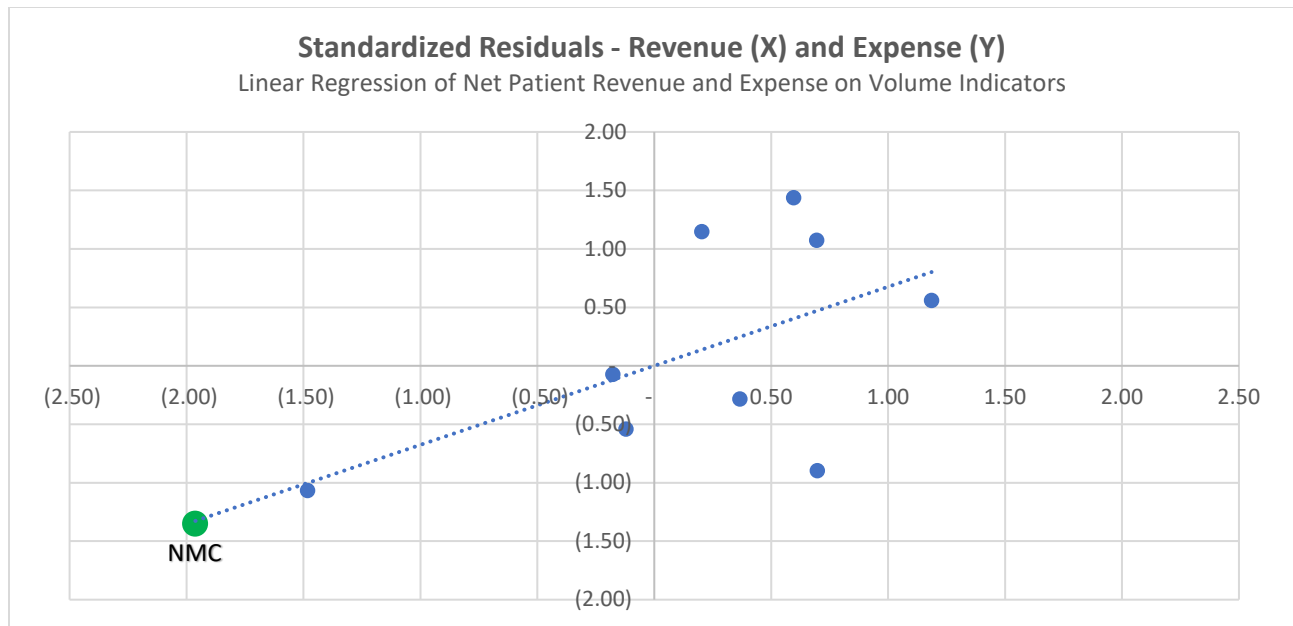
Regression Analysis of Net Patient Revenue:

Even at a high level, it is difficult to accurately compare revenue from one hospital to the next. Each hospital provides a different range of services and in different quantities. It is tempting to compare hospitals using metrics such as NPR per adjusted occupied bed, or NPR per adjusted patient day. There are two challenges in using an adjusted metric as the normalizing denominator:

- 1) The calculation of the adjusted statistic is a function of prices: If we are attempting to compare prices between hospitals using a standardized metric, then we need to find a metric that is not itself calculated based on prices. Adjusted occupied beds, adjusted patient days, and adjusted discharges require the calculation of an adjustment factor. This adjustment factor is Total Gross Revenue divided by Inpatient Gross Revenue. Gross revenue is a function of prices, so the adjusted statistic is also a function of prices. Likewise, NPR is a function of prices because some component of NPR is generated by percent of charge reimbursement that is determined by price. Using adjusted metrics confounds our analysis because prices determine both the independent (adjusted statistic) and dependent (NPR) variables in this analysis.
- 2) Reimbursement rates differ between services used in calculating the adjustment factor: Adjusted patient days is calculated as Total Gross Revenue divided by Inpatient Gross Revenue (this quotient is the adjustment factor) multiplied by acute patient days. As discussed, reimbursement for certain services differ (percent of charge vs fee schedule) and using gross charges to calculate a standardized metric does not account for the varying weights of these types of reimbursement among hospitals.

Because of these shortcomings, we have sought to use raw volume metrics, as reported to the GMCB in February, to model expected net patient revenue by hospital and use this model to look for outliers. A more complete discussion of this analysis is included as **Appendix V**.

The objective of this analysis is to identify cases where net patient revenue, operating expenses or both differ from the expected levels of those measures based on the volumes at each Vermont hospital. The scatter plot below shows the standardized residuals (NMC indicated by the green point).



The points show a direct relationship between expense and net patient revenue residuals. The standardized residual shows the standardized variance between the actual reported measure (net patient revenue on the horizontal axis and operating expenses on the vertical axis) and the expected value of those measures based on each hospital's volume. No Vermont hospitals fall into the upper left quadrant which would indicate higher than expected expenses with lower than expected revenue, and only two fall into the bottom right quadrant indicating higher than expected revenue and lower than expected expenses. The remaining Vermont hospitals are found in the upper right or lower left quadrant showing that expenses and revenues tend to deviate from the expected amounts in the same direction (positive or negative).

This relationship supports the supposition that limiting net patient revenue will force hospitals to limit expenses. It also indicates that the historical and cumulative implementation of rate regulation has created a disparity between hospitals. Those who have been successful in achieving higher rates, either through higher rate allowances or by having higher rates in 2013 when enforcement began, have been able to support higher than expected costs.

This analysis shows that net patient revenue, given our volumes, falls significantly short of the levels of revenue that other Vermont hospitals would expect to receive given the same level of volumes. NMC maintains the Medicare status of "Sole Community Hospital" and we are typically eligible to receive low-volume-adjustments, two items that result in reimbursement rates from government payers that are the same or slightly more advantageous than those of our peers. Based on past negotiations and past professional experience, we believe that our commercial reimbursement rates as a percent of charge are in line with or slightly better than market averages. Taken together, this indicates that our gross charges are the cause of this variance.

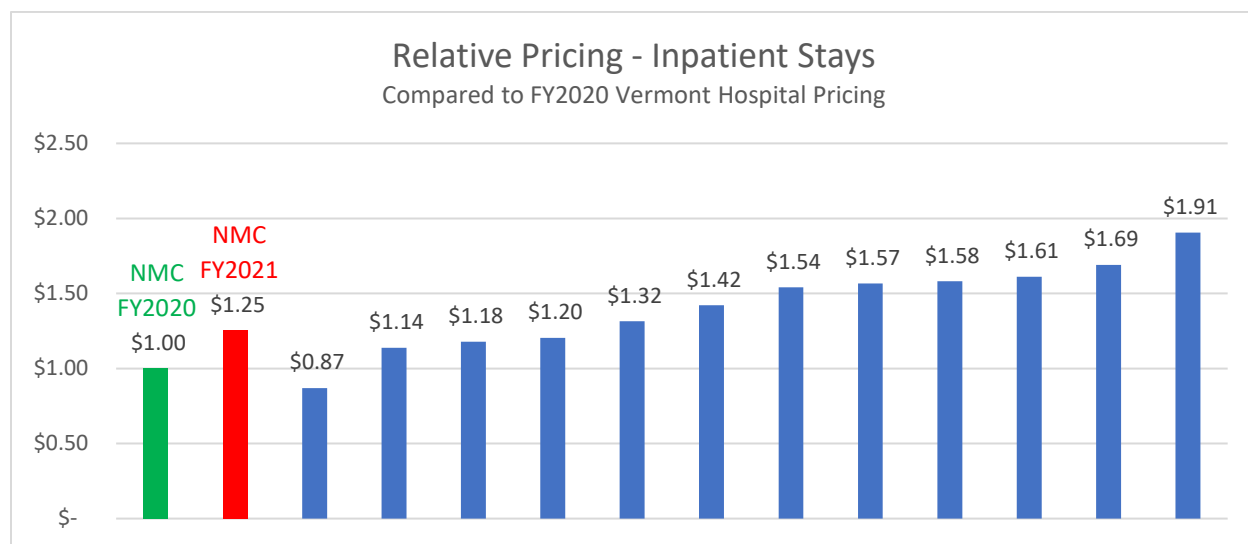
Vermont Department of Health (VDH) Pricing Data:

The Vermont Department of Health makes pricing data for common services available at <https://www.healthvermont.gov/health-statistics-vital-records/health-care-systems-reporting/hospital-report-cards>

We have extracted all data available and updated it to include FY2019 and FY2020 approved rate increases as appropriate. The data includes gross charge amounts for:

1. Inpatient Services by Diagnosis Related Grouping (DRG),
2. Outpatient Procedures (surgical procedures) by procedure type, and
3. Outpatient charges by CPT code (No published data for Mt. Ascutney is available).

When comparing NMC's prices to our peer group, we can see that we are dramatically underpriced for the same services. For example, if NMC's inpatient cases reported on the VDH site had occurred the other hospitals around the state, the total billed charges would have been 42% higher on average. The chart below shows the relative pricing of the services provided by NMC if those services were to have been performed at each of the other Vermont hospitals. The prices shown for the other Vermont hospitals are the FY2020 prices. Only one hospital reports lower prices. NMC's FY2020 prices are indicated by the green bar and NMC's requested FY2021 prices are indicated by the red bar.

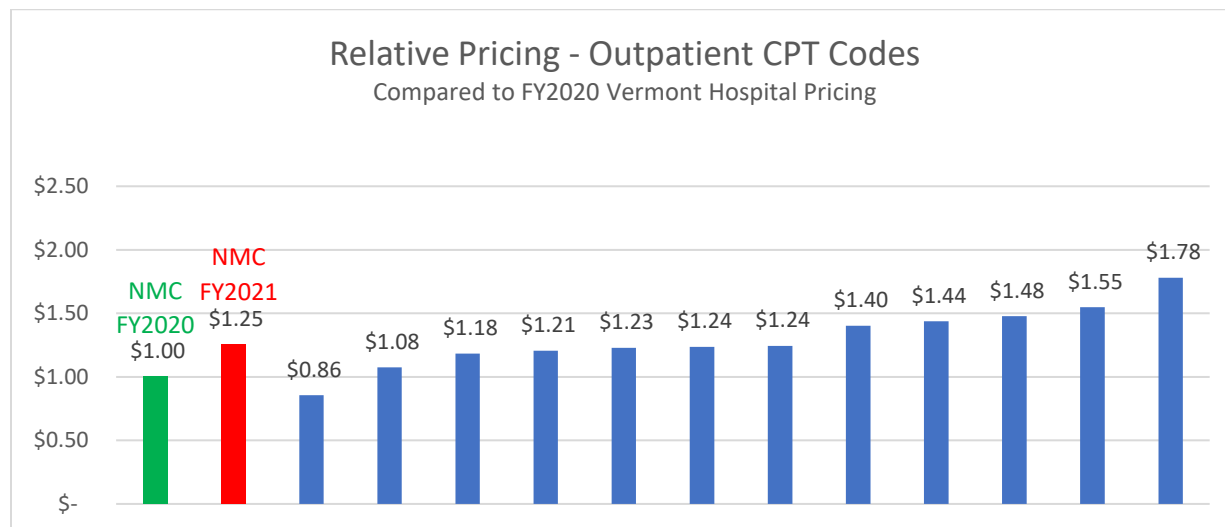


This shows that \$1.00 of inpatient gross charges generated at NMC would have generated \$0.87 of gross charges at the lowest of the remaining hospitals and \$1.91 of gross charges at the highest with an average of \$1.42 and a median of \$1.48.

What this means is that we would need to increase inpatient prices by 42% to reach the state average and 48% to reach the state median *if no other hospital receives any rate increase in FY2021*. We are requesting a rate increase of 25.37% to be applied to these charges which would place us 12% below the FY2020 state average and would make us the 5th lowest priced hospital in Vermont.

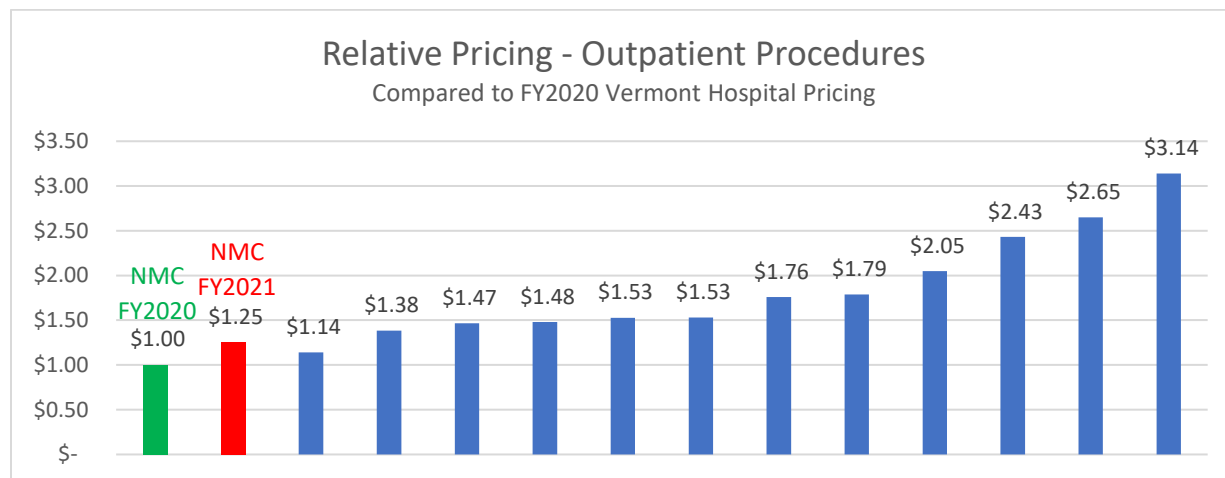
Likewise, if NMC's billed outpatient CPT codes had occurred at the other hospitals around the state, the total billed charges would have been 31% higher on average. The chart below shows the relative pricing of the services provided by NMC if those services were to have been performed at each of the other

hospitals. The prices shown for the other hospitals are the FY2020 prices. Only one hospital reports lower prices. NMC's FY2020 prices are indicated by the green bar and NMC's requested FY2021 prices are indicated by the red bar.



We would need to increase outpatient CPT billed charges by 31% to reach the state average and 24% to reach the median *if no other hospital receives any rate increase in FY2021*. We are requesting a rate increase of 25.37% to be applied to these charges which would place us 1% above the FY2020 state average and would rank us 6th in CPT code pricing in Vermont. It is important to note that if all other hospitals receive a 4% increase in FY2021 then after applying a 25.37% increase, we will rank as the 4th lowest priced hospital for outpatient CPT codes.

Likewise, if NMC's outpatient surgical procedures had been performed in the other hospitals around the state, the total billed charges would have been 86% higher on average. The chart below shows the relative pricing of the services provided by NMC if those services were to have been performed at each of the other Vermont hospitals. The prices shown for the other hospitals are the FY2020 prices. No hospital reports lower prices than NMC. NMC's FY2020 prices are indicated by the green bar and NMC's requested FY2021 prices are indicated by the red bar.



We would need to increase outpatient surgical procedure charges by 86% to reach the state average and 64.5% to reach the median *if no other hospital receives any rate increase in FY2021*. We are requesting a rate increase of 25.37% to be applied to these charges which would keep our charges 33% below the FY2020 state average and leave us with the second lowest outpatient surgical pricing in Vermont.

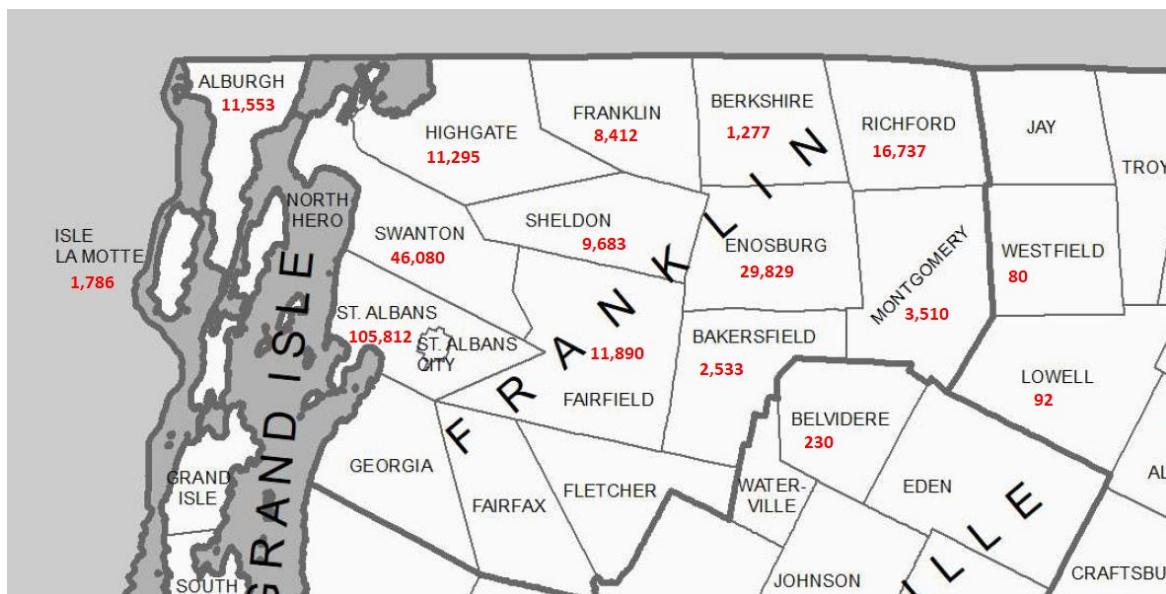
A fact sheet for each Inpatient DRG, Outpatient Surgical Procedure and CPT can be found in **Appendices VI, VII and VIII**.

The price disparities for the services that we provide are shocking. The rate increase that we are requesting is equally shocking, and yet, if approved, we will remain as one of the lowest priced hospitals in Vermont. Even after this request is implemented, patients will still expect the charges from NMC to be far lower than they would be if they traveled to one of Vermont's other hospitals. This rate increase request is not a request to become a high priced hospital, it is not even a request to become an average priced hospital. It is a request to stop being an outlier and to move within striking distance of the bottom of the pack and to regain financial stability.

Benefits to the Vermont Healthcare System

We have heard the question: When all community hospitals are struggling, should we evaluate the need for so many community hospitals, particularly those near larger tertiary care centers? Because of our position as a community hospital located 30 minutes from the University of Vermont Medical Center, we feel compelled to explain the critical need to support NMC and other Vermont community hospitals like us.

From door to door, NMC is located 27 miles or 29 minutes from UVMC. This creates the idea that our patients would only need to travel 30 minutes to receive services elsewhere, when in fact, over 40% of all patient visits come from towns north of St. Albans with only the town of Swanton having easy access to I-89. Visit counts from FY2019 by town using zip code data (Bakersfield, Berkshire and Montgomery are underrepresented as many residents of those towns use the Enosburg zip code) are shown on the map below.



For the northern tier of our service area, the drive time to UVMC is an hour or more on sunny summer days for those who live on a main road. Inclement weather and poor road conditions that regularly exist throughout the winter months are a major obstacle for many of us who live in these areas and preclude us from making unnecessary trips to Chittenden county during much of the year. Removing community hospitals or limiting the services available in community hospitals will certainly result in negative health outcomes for Vermonters living in these areas who will forego preventative and routine visits due to difficult travel conditions.

There is also a strong financial argument for maintaining the vitality and resiliency of Vermont community hospitals. The pricing data above compares NMC prices with those of all other hospitals around the state. In aggregate, when we compare our current prices to the state averages, we calculate that we are reducing charges to the system by \$44.2 million which equates to a savings for Vermonters of over \$20 million each year. This understates the true impact of having a community hospital located near an Academic Medical Center. As discussed in **Appendix V**, the revenue and cost structure of UVMC is simply unlike those of any of the Vermont community hospitals. This difference results in prices that are considerably higher than those of all community hospitals because of the increased costs of providing tertiary care. If NMC was not an option for our patients, nearly all would seek services at UVMC because it is the closest hospital geographically. Given the services that we provide and the publicly available pricing data, NMC contributes savings to Vermonters of approximately \$95 million of net patient revenue (actual payments from insurance providers and patients) that otherwise would be paid to UVMC for the same volume of services. This savings represents approximately 82% of the requested \$116 million NPR request for FY2021 is equivalent to an additional 164% rate increase.

UVMC operates as a community health center for those who live within their service area and they operate as a critical resource for all Vermonters in the case of severe illness or trauma. We have seen the story of Starr County Memorial Hospital in Texas where they are being forced to make the horrific decision of who will receive treatment and who will be sent home to die with Covid-19 because they do not have the ability to transfer patients to another critical care hospital. Community hospitals serve the vital function of taking care of lower acuity patients outside of the tertiary care center at a lower cost. This preserves critical care capacity within UVMC and Dartmouth-Hitchcock so that the critically ill Vermonters can receive the care when they need it. Strong community hospitals support and strengthen tertiary care centers, just as strong tertiary care centers strengthen and support community hospitals. This partnership undergirds the healthcare system in Vermont and is critical to the continued care of Vermonters.

Service Line Adjustments

Three items have been removed from Budget FY2021 that had been included in Budget FY2020. These items are: Cold Hollow Family Practice acquisition, Northwestern Partners in Hope and Recovery, and a Neurology Clinic that is part of our rotating clinics department. The net patient revenue impact of these changes is shown in the Year-Over-Year Changes and Reconciliation section.

Cold Hollow Family Practice will remain open as an independent primary care provider. Patients receiving services from Northwestern Partners in Hope and Recovery have been notified of the closure and their care has been transferred to the community partner of their choosing.

Two new service lines included in Budget FY2021, which are the opening of a sleep clinic as part of Northwestern Pulmonology and the establishment of Tele-ICU services in PCU.

The treatment of sleep apnea has a significant impact on overall health. Sleep apnea increases risk of heart disease, progression of underlying pulmonary disease processes such as asthma, metabolic and fatty liver syndrome. All these chronic and potentially acute symptoms (heart attacks) significantly increase costs to the health system. The sleep clinic is budgeted to be open for the full year with a net contribution margin of \$90,000.

The implementation process for Tele-ICU is ongoing and will require several months to complete. The budget assumes that the program will be fully operational by April 1 (6 months of FY2021) although the goal is to have it running prior to that date. This investment is the natural next step in strengthening our progressive care unit to care for lower acuity patients in our community and reducing the strain on tertiary partners to enhance access to critical care beds in those facilities for the most vulnerable Vermonters. The budget includes a positive contribution margin for this service of \$293,000 and a larger contribution margin could be realized with an earlier start date.

Risks and Opportunities

The future impacts of Covid-19 is the single largest risk that we face, with significant risks to public health and our community as well as financial risks.

From a clinical perspective, the experience that we had in March and April has prepared us to be able to adapt in the case of a future surge. We worked with the State of Vermont and the Vermont National Guard to set up an overflow site at Collins-Perley Sports and Fitness Center and made the infrastructure improvements to that site that allow it to quickly transition back to an overflow site if needed.

Internally, our staff has been trained on the necessary workflows and precautions, from testing in the emergency department all the way to admission in an isolation room on our dedicated Covid-19 inpatient unit. We are as prepared as possible, recognizing that in the case of a major surge that fully overwhelms our regional healthcare resources, we would be overwhelmed as well. It is critical for our community, Vermont and our region to follow the health guidelines put forth by the Centers for Disease Control and Prevention, to maintain social distancing, to wear a mask when social distancing is not possible, to maintain good hand hygiene and to stay home and avoid contact with others if symptoms are present. We all must take our personal responsibility for limiting the spread of the disease in our communities very seriously.

The financial risk that we face from Covid-19 comes from the prospect of reduced revenue during a future shutdown that mirrors the experience of late March and early April, and reduced revenue occurring as a result of patients choosing to avoid public spaces, including hospitals, and delaying or declining services. We have seen revenue increase since the initial shutdown in March, but we do not yet know to what level it will recover. To illustrate the scale of this risk, take note that a 1% variance from the Covid-19 Free Budget FY2021 as submitted results in a decrease of \$1.16 million dollars of net patient revenue and operating margin. In April, we saw revenue decrease by 59% compared to October through February, and in June, revenue was still behind by 14.7%. There is significant uncertainty around the occurrence of and duration of a future Covid-19 related shutdown, and there is uncertainty around the level of volumes that will occur even with no future shutdown but with continued limitations

due to the need for social distancing, patient screening and air changes (through HVAC systems) in certain procedure rooms.

We have been asked to produce a single budget with one operating margin and one total margin that incorporates the impact of Covid-19. We have complied with that request, but we must highlight the fact that it is very unlikely to be accurate and that what we are planning for is a year with a very wide range of potential outcomes. To illustrate the level of risk that we are discussing, the table below shows our expected operating margin given a variety of scenarios.

Assumption Set	Operating Income	Operating Expenses	Operating Income (Loss)
Covid-19 Free	122,167,101	119,362,165	2,804,936
Covid-19 (a)	95,362,594	122,141,306	(26,778,712)
Covid-19 (b)	108,665,584	122,141,306	(13,475,722)
Covid-19 (c)	112,174,362	122,141,306	(9,966,944)
Covid-19 (d)	86,898,738	122,141,306	(35,242,568)

Assumption Sets:

Covid-19 Free: Baseline budget submitted with 19.9% Rate Increase

Covid-19 (a): Assumes Phase I for three months and Phase II for nine months as discussed in narrative

Covid-19 (b): Assumes June 2020 revenue levels for all months of FY2021 and all budget costs from Covid-19 Free and Covid-19 budgets

Covid-19 (c): Continued upward trend in revenue resulting in 10% decrease from Covid-19 Free budget

Covid-19 (d): Phase I for six months and Phase II for six months

Our first priority in addressing these risks is to establish a sustainable model in the Covid-19 Free Budget. This includes the expense reductions, the changes to service lines and the requested 19.9% rate increase to get us closer to the same pricing level as the other Vermont hospitals. If we are able to start from a position of pricing parity, it will further support our financial resiliency and we will be able to tolerate higher levels of uncertainty. For every 1% of rate request that is disallowed by the GMCB, each scenario above becomes \$579,900 worse. This is our second largest risk factor. We are addressing this risk through this document, and through comparative pricing data in the noted appendices, demonstrating that our prices are dramatically lower than those of our peers and that it is not sustainable for our organization to continue to operate with revenue levels that are so much lower than our peers. We hope that the GMCB and our fellow Vermonters can recognize the value of NMC to the system as a whole and will continue to support us.

OneCare Vermont Participation

Budget FY2021 as submitted includes the assumption that we will be participating in the ACO during calendar year 2021. We believe in the long-term benefits of payment reform to the health of Vermonters and we must weigh these long-term benefits against the financial cost of participation which has its own set of short and long-term impacts. Another factor that we must consider is the likelihood of the ACO being successful in changing the financial incentive of healthcare providers from one of a volume driven fee for service environment to one where enhanced prevention and wellness result in financially stronger healthcare providers. This is a worthy goal that we would like to achieve,

even if that means sustaining financial losses in the short-term. Even so, it is important that the risks and the path to success are fully understood by the GMCB and OneCare Vermont.

Cost of Membership

As noted in the Executive Summary, the cost of participation in OneCare Vermont in FY2021 is approximately \$4.2 million and accounts for 7.25 percentage points of the 19.9% overall average rate increase request. There are three components to this cost:

- 1) Dues – we will be asked to pay between \$759,000 and \$850,000 in dues for calendar year 2021. The budget includes \$850,000 in dues, effective January 1. This is a decrease from the current level of \$1.2 million for calendar year 2020. Three months of FY2021 will include these higher dues, resulting in total dues budgeted of \$931,000.
- 2) Risk Reserve – The prospect of reimbursing the insurance providers at the end of each calendar year in which utilization exceeds the benchmarks is the risk carried by each member hospital. In calendar year 2020, the total risk carried by NMC is approximately \$3.2 million. OneCare Vermont has worked to lower this risk level for calendar year 2021 and we expect the maximum risk to be \$1.6 million. Generally Accepted Accounting Principles (GAAP), confirmed by our outside auditors, and consistent with the guidance received by the other member hospitals in Vermont from their auditors, require that this risk be reserved as a liability in our financial statements. This means that \$1.6 million of the fixed prospective payments that will be received, will be recorded as a liability and not as net patient revenue. The transaction to record this is an increase to contractual allowances (thereby decreasing net patient revenue) on the income statement and an increase to a liability on the balance sheet.
- 3) Decreased Collection Rate – When we consider the gross charges by patient type that are generated by the patients that are attributed lives within OneCare Vermont, and we model that revenue using the collection rates that we observe for the same patient types that are not attributed lives within OneCare Vermont, we calculate that we would receive approximately \$1.6 million more in a fully fee for service environment.

Achieving Payment Reform Success

We have noted in past hearings and written communications with the GMCB, the importance of achieving “scale” or high levels of capitation. We have not, however, fully explained why those levels of capitation are needed or clarified how critical scale is to achieve the primary goals of an ACO.

The goal of an ACO is to improve the health of the community in which it operates. This is done by emphasizing prevention and wellness and utilizing the existing healthcare providers to advance that initiative. The fundamental mechanism that allows this to happen, is the alignment of financial incentives for these healthcare providers with the action of increasing access to preventative services, investment in wellness initiatives and high scores on quality indicators which should translate into less care or less intensive interventions needed. No ACO can find long-term success unless and until the financial incentives for providers are fully aligned with these goals.

In theory, the financial incentives can be aligned if payments to providers are guaranteed so that there is, for example, no financial incentive to perform a high cost surgery when a combination of physical therapy and nutrition counseling could be equally as effective. What may not be as intuitive is the way

these financial incentives play out when this payment structure only applies to a portion of the patients being treated.

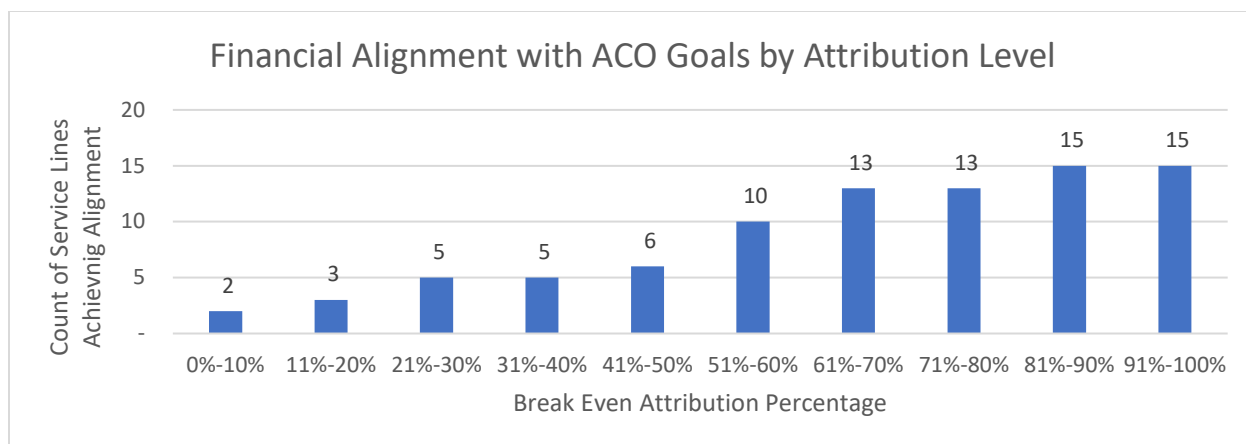
In practice, we begin with one major assumption: Physicians in the clinical setting should not know whether a patient is an attributed life under the ACO. We do not want physician to feel pressure, or our patients to perceive that physicians feel pressure, to ration care or to change their judgement based upon the financial implications of a patient's attribution status. Instead, we must ask our physicians to behave in one of two ways, as though: 1) every patient is attributed and our goal is to increase low cost preventative visits and decrease high cost interventions, or 2) no patient is attributed and all of the incentives under a fee for service model still apply.

We have asked physicians and other patient facing clinicians to align their practice with the ACO model and to seek lower cost therapies for all our patients. If successful, then utilization should decrease. However, since the treatment of all patients is consistent with the goals of the ACO regardless of attribution status, the utilization for unattributed (fee for service) patients will also decrease. In a scenario where 25% of cases are for attributed lives and 75% of visits are fee for service visits, then when we avoid 100 surgeries, we continue to receive fixed payments for only 25 of those cases and we lose out on the fee for service revenue that would have been paid for the other 75. In this scenario, we compare the cost savings achieved with the reduction of 100 cases to the fee for service revenue lost by not performing the 75 fee for service cases. If the reduction in cost is greater than the loss of fee for service revenue, then we have achieved alignment of the financial incentives with the goal of reduced utilization.

The table below illustrates this simplified hypothetical scenario, showing that with all other factors remaining the same, the financial incentive for reduced volumes materializes when the rate of attribution reaches 55%, as indicated by a positive net benefit.

Capitated Cases	Fee For Service Cases	Direct Variable Cost per Case	Fee for Service Revenue per Case	Cost Savings (100 Cases)	Lost Revenue (Fee for Service)	Net Benefit (Cost)
25	75	900	1,900	90,000	(142,500)	(52,500)
30	70	900	1,900	90,000	(133,000)	(43,000)
35	65	900	1,900	90,000	(123,500)	(33,500)
40	60	900	1,900	90,000	(114,000)	(24,000)
45	55	900	1,900	90,000	(104,500)	(14,500)
50	50	900	1,900	90,000	(95,000)	(5,000)
55	45	900	1,900	90,000	(85,500)	4,500
60	40	900	1,900	90,000	(76,000)	14,000
65	35	900	1,900	90,000	(66,500)	23,500

We have performed this analysis for NMC to discover the point at which the financial incentive for reduced utilization materializes and aligns with the goals of the ACO. We maintain 15 broadly defined service line groupings. The chart below shows the number of service lines where the financial incentive changes from increased utilization to decreased utilization within each range of attribution levels.



A handful of small service lines achieve this alignment of incentives below 30% attribution but the majority (9) require attribution levels over 50% for this alignment of incentives to be achieved. The service lines that require a high rate of attribution are the ones that are most profitable under a fee for service model and therefore carry more weight when calculating the overall average attribution rate required for the organization's financial incentives as a whole to be aligned with the goals of reduced utilization. We estimate that an overall attribution rate of approximately 55% is needed to align the goals of the ACO with the financial incentives of NMC.

Since becoming a member of OneCare Vermont, effective in January of 2017, we have been actively working to reduce utilization, in direct conflict with the financial incentives of the organization, with the assumption that over time, OneCare Vermont would reach the high levels of attribution needed to sustain the program. To date, this has not been achieved. At this point, between 30% and 35% of our gross charges are associated with attributed patients and we have reached a plateau over the last two years. A lack of further growth in attribution levels calls into question the ability for OneCare Vermont to achieve the fundamental alignment of financial incentives with the goals of reduced utilization of high cost diagnostic and interventional services.

Annual Fixed Payment Adjustments

It is not enough to simply reach a high level of attribution; it is also critical that fixed prospective payments truly remain fixed. This requires that a single base is established, and predictable growth rates need to be applied to this base without adjustments to mirror the fee for service revenue that would have been received (shadow payments). When fixed payments are adjusted to mirror fee for service utilization, such as is the case for Medicare, then the patients covered by that program are effectively in a fee for service arrangement and this reduces the actual rate of attribution. For example, if the overall attribution level for our organization is 35% and 15% are covered under the Medicare program and payments for future years are adjusted to mirror utilization, then we have an effective capitation rate of $35\% - 15\% = 20\%$. When we know that we need to reach 55% capitation for the goals of the ACO to align with the financial incentives of the organization, this practice further reduces the likelihood of success. We currently see a form of this occurring within both Medicare and Blue Cross.

Conclusion

Our budget assumes that we will continue to participate in OneCare Vermont in 2021 but the final determination will not be made until the final renewal contract has been received. The driving factors in the final determination will be growth in attribution and the magnitude of Covid-19 grant funds available through the State of Vermont. At this time, there is not enough information available regarding either of these factors to make a definitive determination. Our initial review of the state grant application leads us to believe that very little funding will be available to NMC.

Capital Investment Cycle

Due to the impacts of Covid-19 during the spring months and the reprioritization of work that was required for many of our department managers, the capital planning timeline was delayed. For this reason, a finalized list of capital purchases has not yet been established and will be done around the time of the scheduled budget hearings. For purposes of budgeting, we have established an expected level of capital expenditures based on the historical need for routine capital replacements and the known larger projects that have been previously identified. As discussed in the Risks and Opportunities section, proactive management of cash flows will be a critical and ongoing process throughout FY2021 and capital expenditure levels will be one mechanism for managing cash flow.

Routine Replacement

Our initial plan calls for \$4.75 million to be used for routine replacement items. The largest items within this include the replacement of a CT Scanner (\$942,000), the relocation of our bulk oxygen tank (\$672,000), a retrofit of an unfinished space (\$870,000), and Computer server and hardware replacements (\$827,500). The remaining capital funds will be used for a variety of smaller items throughout the organization.

Strategic Renovations

We are experiencing space limitations in the Medical Office Building at the front of our campus which currently houses Northwestern Primary Care, Northwestern Orthopedics and Northwestern Urgent Care. Primary Care and Urgent Care, in order to meet the access demands of our community, need additional space. We recognize this as an opportunity to co-locate Northwestern Orthopedics and Northwestern Physical Therapy in the Cobblestone Health Commons building located at the back of our campus. Renovations will be required in the Cobblestone building before making that move. The full cost and scope of this project has not yet been finalized.

We currently offer pool based physical therapy utilizing leased space at a privately owned pool in St. Albans that is aging and in need of renovations. Providing the service offset creates inefficiencies in staffing which could be avoided if provided on campus. We need improved space and are in the initial planning phases of installing our own small therapy pool. This would occur in conjunction with the relocation of physical therapy services as noted above.

We have been in conversations with NOTCH about opening an outpatient pharmacy on the NMC campus in one of the Doctors' Office Commons buildings. This would involve the renovation of one of the suites in that building and would be initially funded by NMC. A pharmacy on campus would improve

access to prescriptions for those being discharged and would allow us to further increase our benefits under the 340(b) program.

These items each have a positive return on investment, yet short-term cash flow limitations may force us to delay some or all these projects. We have initially allocated \$3 million in capital funds to be used toward these. The final prioritization and total level of investment that can be made will be determined by our board of directors and will be reevaluated as we move through the next year.

Emergency Department Certificate of Need

We have received approval from the GMCB to move forward with the renovation of our Emergency Department. The full explanation, including the reasons for and benefits of this project have been fully disclosed through the CON application process. The approved amount of this project is \$7.6 million.

Additionally, in responding to Covid-19, the limitations of our current ED has become much more problematic due to the lack of individual rooms vs curtain separation. We are limited in the ability to convert rooms to negative pressure to reduce exposure risk of potential Covid patients to patients presenting for other emergent conditions. As such, we are planning to move forward with this project and expect to have a substantial amount completed within FY2021. Our initial capital plan assumes that we will expend \$7.0 million of the approved \$7.6 million during FY2021. As with each of the capital items previously discussed, short-term cash management will be a factor in determining the actual amount spent during the fiscal year. We do not anticipate cancelling or scaling back the project, however, a delay to manage cash flow may be used if needed.

APPENDIX I

Net Patient Revenue Reconciliation

	Utilization As of Feb	Utilization As of June
FY2020 Budget to FY2020 Projection Reconciliation		
FY2020 Budget	\$ 116,926,579	\$ 116,926,579
Add ACO Dues	1,374,294	1,374,294
Adjusted FY2020 Budget	118,300,873	118,300,873
FY2020 Projected Variance to Budget		
FY2020 FPP	(5,865,789)	(4,659,045)
FY2020 Utilization	(3,319,950)	(11,390,085)
Total FY2020 Projected Variance to Budget	(9,185,739)	(16,049,130)
Projected FY2020 Adjusted Net Patient Revenue	109,115,134	102,251,743
FY2020 Projection to FY2021 Budget Reconciliation		
Projected FY2020 Adjusted Net Patient Revenue	109,115,134	102,251,743
Service Line Adjustments		
Additions:		
Sleep Clinic	273,810	273,810
Tele-ICU	651,439	651,439
Reductions:		
Partners in Hope and Recovery	(380,914)	(380,914)
Neurology	(121,133)	(121,133)
Primary Care Practice Acquisition	(941,347)	(941,347)
Total Service Line Adjustments	(518,145)	(518,145)
ACO Risk Reserve	(1,600,000)	(1,600,000)
Change in DSH	(184,355)	(184,355)
Payer Mix Shift	(826,210)	(826,210)
Medicare Reimbursement Change	456,209	456,209
Utilization	(1,269,514)	5,593,877
Rate Increase	11,520,110	11,520,110
FY2021 Net Patient Revenue and FPP Budget	\$ 116,693,229	\$ 116,693,229

APPENDIX II

Other Operating Revenue

	<u>As of Feb</u>	<u>As of Jun</u>
FY2020 Budget	\$ 5,213,346	\$ 5,213,346
FY2020 Projected Variances		
Covid Stimulus	-	12,616,067
Lab Referrals	(424,292)	(624,291)
340(b) Program	647,373	521,839
Grants	151,211	(517,206)
Cafeteria	(31,685)	(152,143)
Other	(302,900)	(288,476)
Total Projected Variances	39,707	11,555,790
FY2020 Projection	5,253,053	16,769,136
FY2021 Budget Adjustments		
Covid Stimulus	-	(12,616,067)
Lab Referrals	2,670	202,669
340(b) Program	4,485	130,019
Grants	40,247	708,664
Cafeteria	23,624	144,082
Other	146,270	171,553
FY2021 Budget	\$ 5,510,056	\$ 5,510,056

Appendix III

Non-Operating Revenue

	<u>As of Feb</u>	<u>As of Jun</u>
FY2020 Budget	\$ 1,706,318	\$ 1,706,318
FY2020 Budget Variances		
General Contributions	(7,520)	(6,136)
Investment Income	(1,173,822)	(3,725,422)
Funded Depreciation Income	11,395	(1,190,844)
Rentals (Net)	102,292	105,188
All Other	18,363	(4,481)
Total Projected Variances	(1,049,292)	(4,821,695)
FY2020 Projection	657,026	(3,115,377)
FY2021 Budget Adjustments		
General Contributions	7,520	6,136
Investment Income	1,189,339	3,740,939
Funded Depreciation Income	(90,926)	1,111,313
Rentals (Net)	(70,925)	(73,821)
All Other	(18,359)	4,485
FY2021 Budget	<u>\$ 1,673,675</u>	<u>\$ 1,673,675</u>

Appendix IV

Operating Expenses

	<u>As of Feb</u>	<u>As of Jun</u>
FY2020 Budget	\$ 122,388,212	\$ 122,388,212
FY2020 Budget Variances		
Salaries, Benefits, Physician Contracts	2,308,820	(2,635,654)
Healthcare Provider Tax	-	(989,560)
Depreciation/Amortization	(2,196)	(2,192)
Interest	(211,252)	(153,933)
Other Operating Expenses	(571,815)	652,261
Total Projected Variances	1,523,557	(3,129,078)
FY2020 Projection	123,911,769	119,259,134
FY2021 Budget Adjustments		
Add ACO Dues	931,000	931,000
Salaries, Benefits, Physician Contracts	(6,577,953)	(1,633,479)
Healthcare Provider Tax	(2,512,600)	(1,523,040)
Depreciation/Amortization	(510,166)	(510,170)
Interest	143,231	85,912
Other Operating Expenses	3,976,884	2,752,808
Total FY2021 Budget Adjustments	(4,549,604)	103,031
FY2021 Budget	<u>\$ 119,362,165</u>	<u>\$ 119,362,165</u>

APPENDIX V

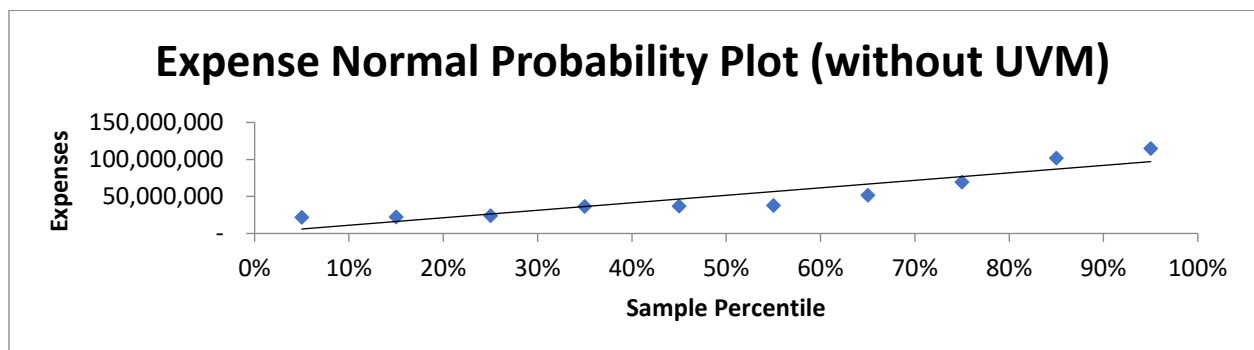
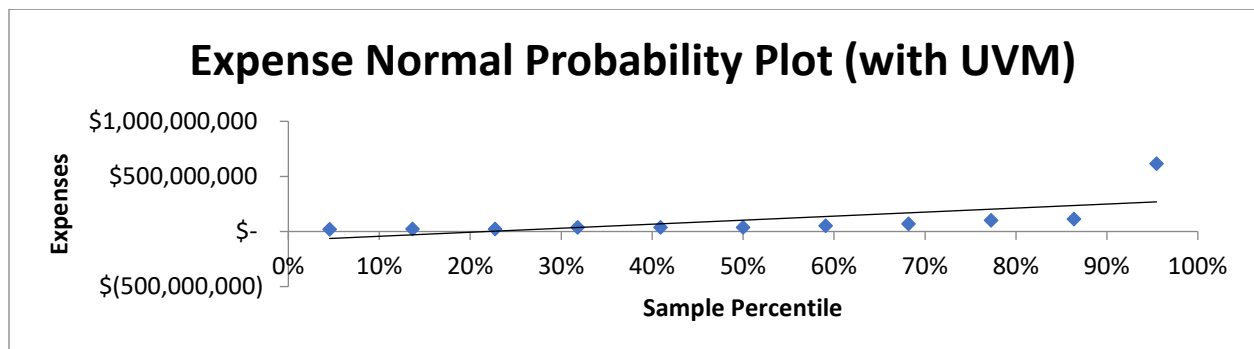
Regression Analysis of Expenses and Net Patient Revenue

Data:

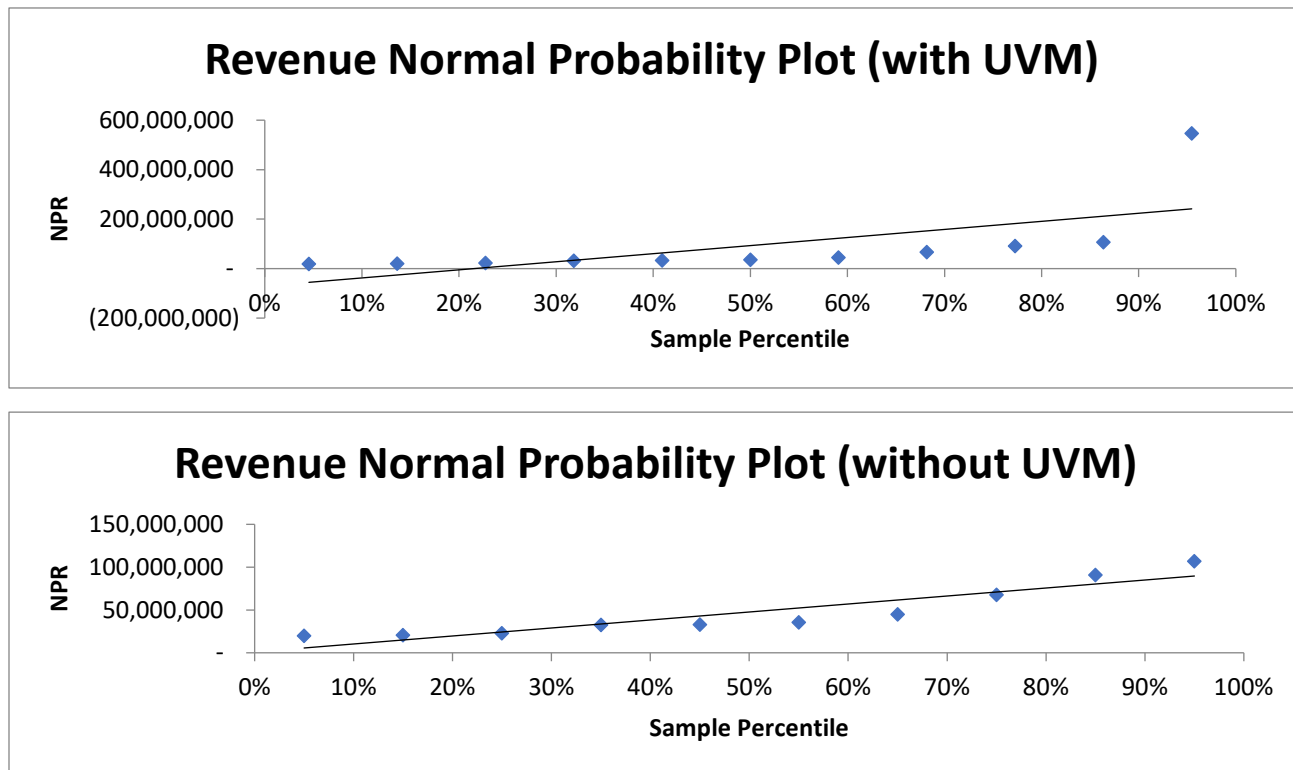
11 hospitals submitted files to the Green Mountain Care Board in February of 2020 that were made viewable by all other users within the Adaptive Planning system and include volume metrics, net patient revenue values and operating expense values.

Methodology:

Volume indicators reported in the files include Admissions, Operating Room Cases, Physician Practice Visits and Emergency Room Visits. Both total operating expenses and net patient revenue were regressed over these volume factors. A test of normality was conducted to ensure that the results do not violate the fundamental assumption of linear regression that the results are normally distributed. This test indicated that UVM Medical Center violated this assumption, indicating that revenue and expenses at UVM Medical Center are associated with factors that are not present in the other hospitals included in the analysis. For this reason, UVM Medical Center was excluded from the models. The normal probability plots below demonstrate the violation of normality when UVM is included. If the assumption of normality holds, then the points in this plot should fall roughly along a straight line. When UVM is excluded, this pattern is present.



APPENDIX V



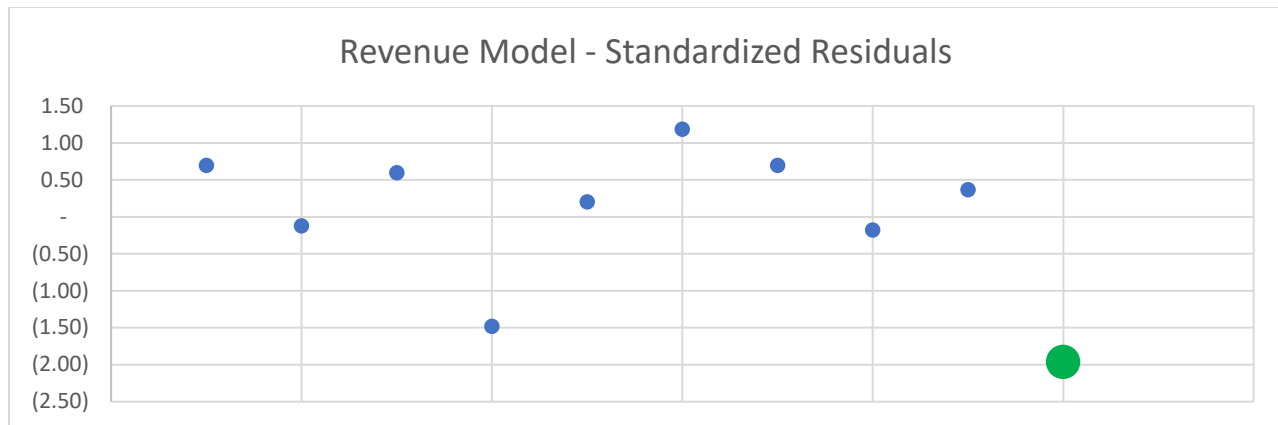
Regression of Net Patient Revenue:

Admissions, Operating Room and Physician Practice visits were significant in predicting the observed Net Patient Revenue at the 90% confidence level. Emergency department visits had a p-value of .168 and was left in the model.

	<i>Coefficients</i>	<i>P-value</i>
Intercept	-5,701,052	0.070
Admissions	43,507	0.000
Operating Room Cases	4,631	0.038
Physician Practice Visits	173	0.008
Emergency Room Visits	-1,161	0.168

To look for outliers, the difference was calculated between the predicted net patient revenue and the actual reported net patient revenue. This difference is the residual. The residual was then standardized by dividing each residual by its standard deviation. The standardized residuals are shown in the scatter plot below with one point for each hospital. The green dot indicates NMC.

APPENDIX V

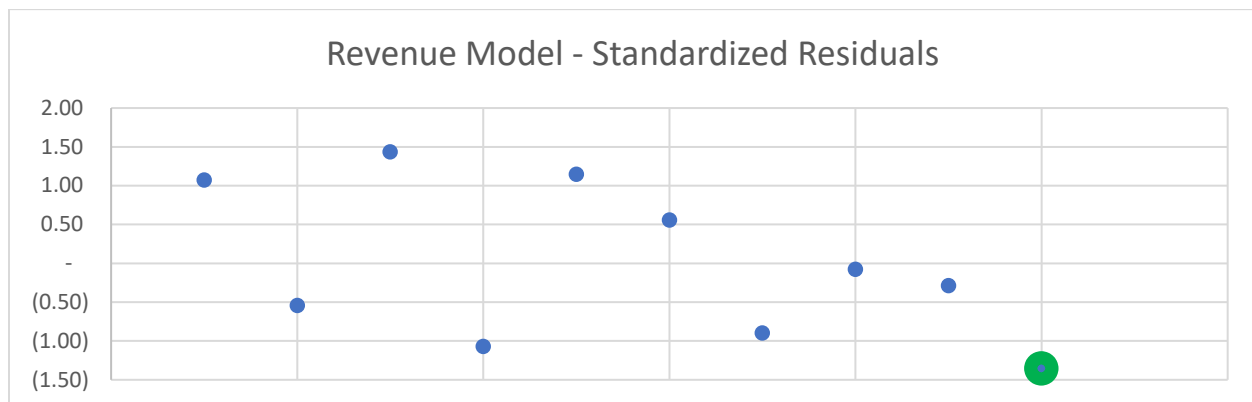


Regression of Operating Expenses:

Admissions, Operating Room and Physician Practice visits were significant in predicting the observed Net Patient Revenue at the 95% confidence level. Emergency department visits were not statistically significant and did not contribute to the model.

	<i>Coefficients</i>	<i>P-value</i>
Intercept	-8,633,830	0.060
Admissions	41,491	0.000
Operating Room	5,340	0.078
Physician Practice	178	0.017

To look for outliers, the difference was calculated between the predicted operating expenses and the actual reported operating expenses. This difference is the residual. The residual was then standardized by dividing each residual by its standard deviation. The standardized residuals are shown in the scatter plot below with one point for each hospital. The green dot indicates NMC.



Discussion:

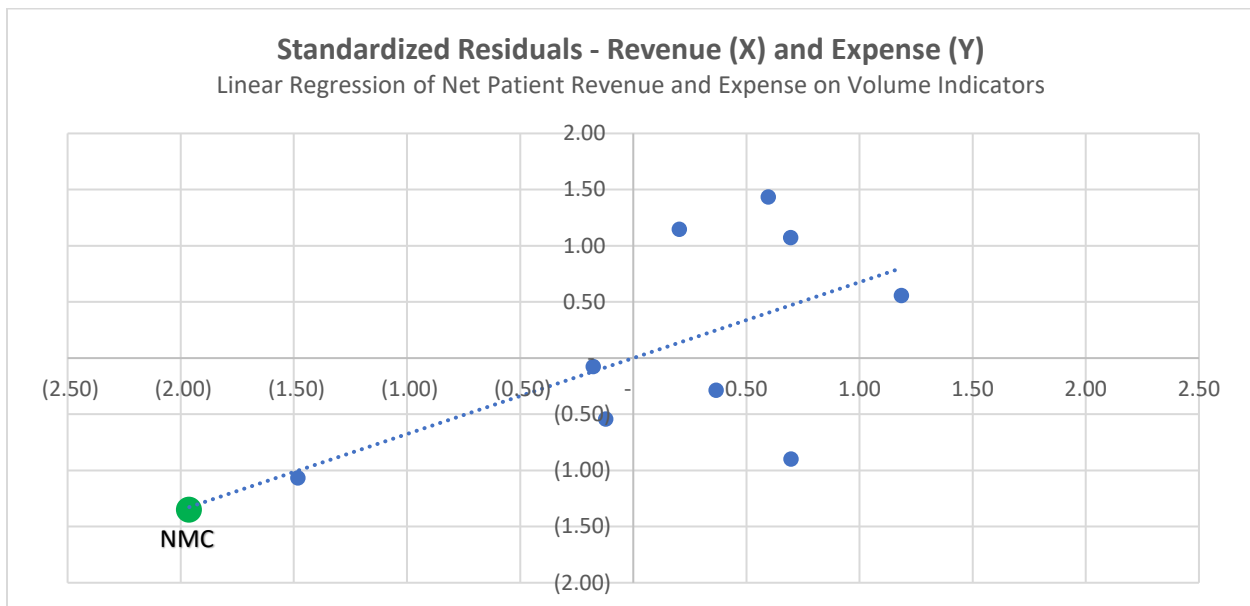
The cutoff for labeling a point an “outlier” is subjective, so the interpretation of standardized residuals should be thought of as directional. NMC has the lowest standardized residual in both net patient revenue and expense of all data points in the model. The model contains key limitations, including the small sample size (10 hospitals) and the use of factors that are marginal in terms of their p-values.

APPENDIX V

Ignoring these limitations for a moment, what we see as a result of the standardized residual values is an indication that, compared to other hospitals in Vermont, NMC operates with less revenue and lower expenses than would be expected for a given level of patient volumes.

Given the limitations of the model, this indication should be confirmed with other data as available, including publicly available pricing data from the Vermont Department of Health.

When plotted together, the relationship between standardized residuals of expenses and revenue becomes apparent (NMC indicated by green point).



Further discussion of this chart is included within the main body of the budget narrative.

APPENDIX VI

CPT Code: 460
Description: Fusion of spinal vertebra of the chest or low back w/o MCC

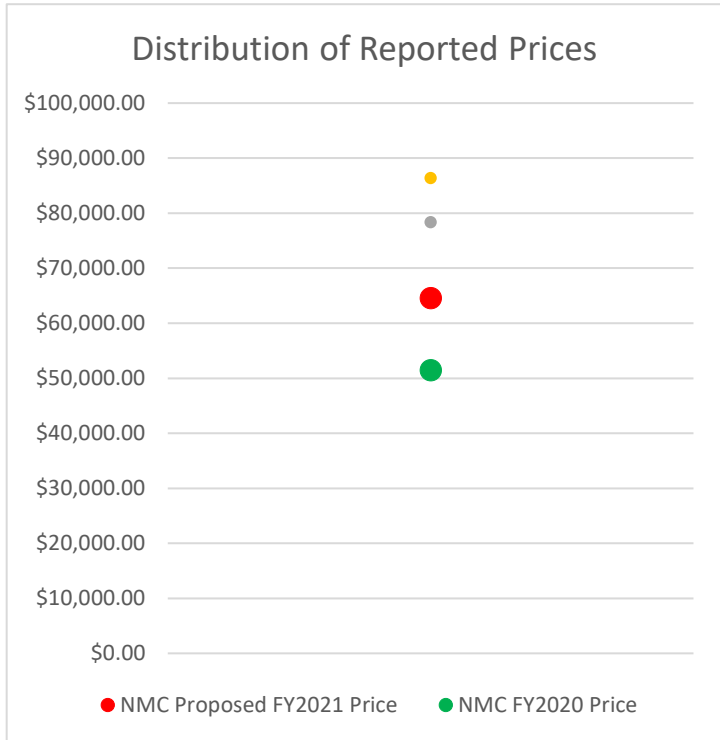
NMC Price: \$51,475.96
Highest Price: \$86,395.20
Average Price: \$72,085.70
Median Price: \$78,385.93
Lowest Price: \$51,475.96

NMC Rank (1 = Highest): 3 of 3

Rate Increase Needed for NMC to Reach

Median: 52.3%
Average: 40.0%
Highest: 67.8%

FY2018 Billed Units 91
Total Gross Revenue \$ 4,684,312
Gross Revenue at Average Price \$ 6,559,799
Gross Revenue Variance from Average \$ (1,875,486)



CPT Code: 775
Description: Vaginal delivery (normal birth) w/o CC

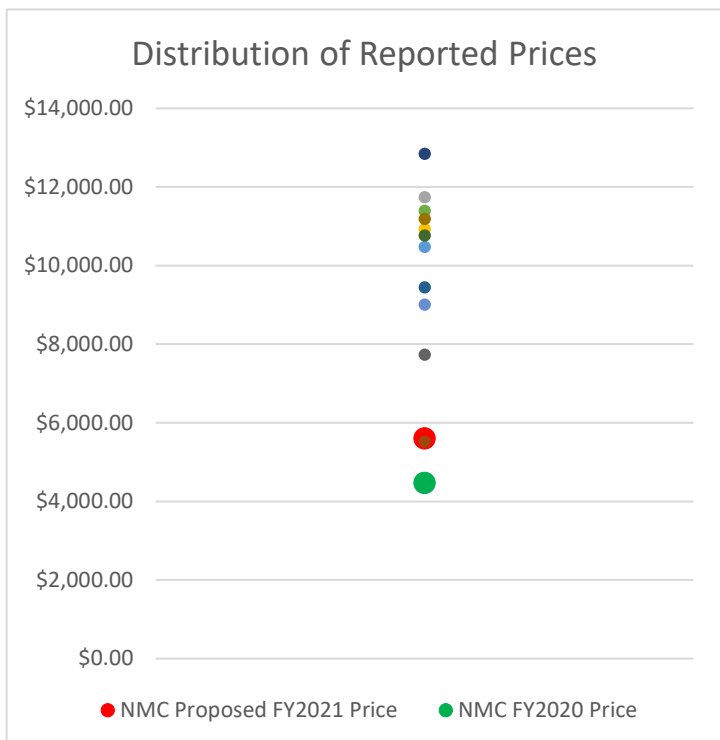
NMC Price: \$4,470.35
Highest Price: \$12,845.70
Average Price: \$9,625.38
Median Price: \$10,619.45
Lowest Price: \$4,470.35

NMC Rank (1 = Highest): 12 of 12

Rate Increase Needed for NMC to Reach

Median: 137.6%
Average: 115.3%
Highest: 187.4%

FY2018 Billed Units 222
Total Gross Revenue \$ 992,418
Gross Revenue at Average Price \$ 2,136,834
Gross Revenue Variance from Average \$ (1,144,417)



APPENDIX VI

CPT Code: 193
Description: Pneumonia with MCC

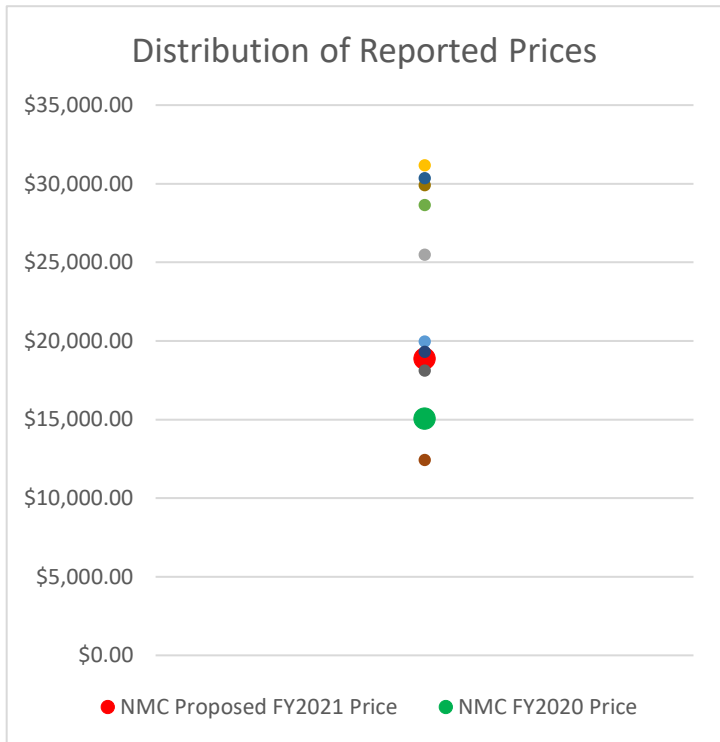
NMC Price: \$15,049.00
Highest Price: \$31,178.61
Average Price: \$23,040.75
Median Price: \$22,716.67
Lowest Price: \$12,439.07

NMC Rank (1 = Highest): 9 of 10

Rate Increase Needed for NMC to Reach

Median: 51.0%
Average: 53.1%
Highest: 107.2%

FY2018 Billed Units 92
Total Gross Revenue \$ 1,384,508
Gross Revenue at Average Price \$ 2,119,749
Gross Revenue Variance from Average \$ (735,241)



CPT Code: 190
Description: Chronic lung disease (emphysema) with MCC

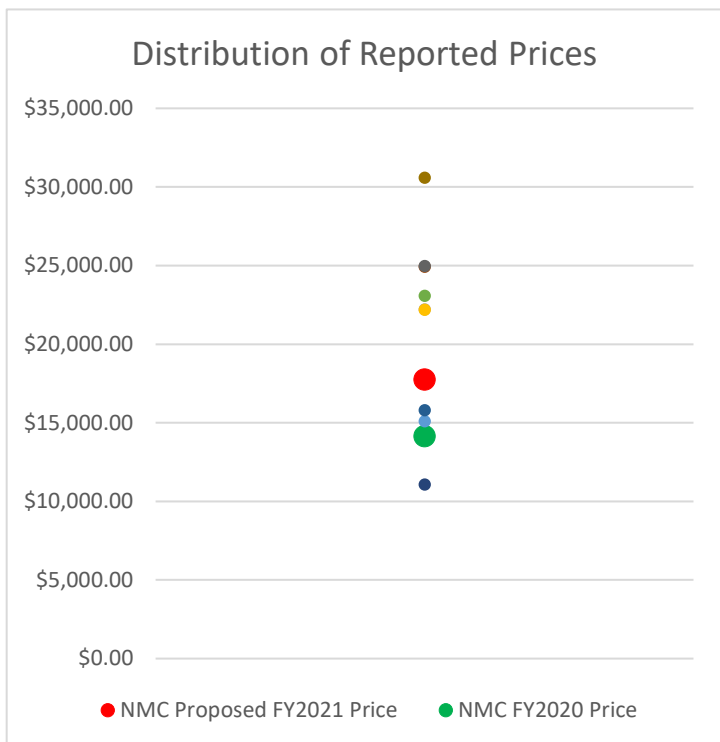
NMC Price: \$14,157.56
Highest Price: \$30,585.75
Average Price: \$20,405.76
Median Price: \$22,204.81
Lowest Price: \$11,072.51

NMC Rank (1 = Highest): 9 of 10

Rate Increase Needed for NMC to Reach

Median: 56.8%
Average: 44.1%
Highest: 116.0%

FY2018 Billed Units 80
Total Gross Revenue \$ 1,132,605
Gross Revenue at Average Price \$ 1,632,461
Gross Revenue Variance from Average \$ (499,856)



APPENDIX VI

CPT Code: 766
Description: Cesarean section w/o CC

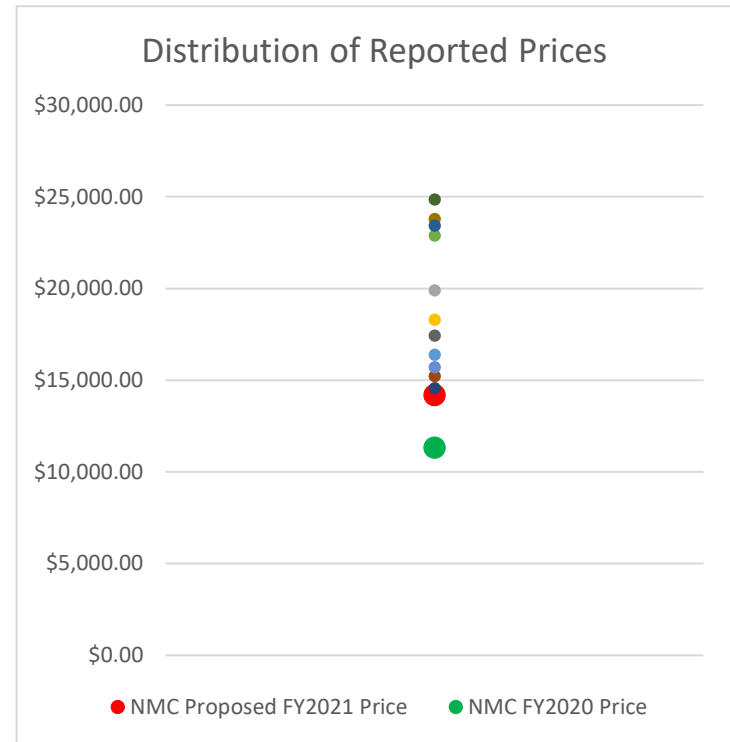
NMC Price: \$11,319.68
Highest Price: \$24,859.01
Average Price: \$18,651.17
Median Price: \$17,868.25
Lowest Price: \$11,319.68

NMC Rank (1 = Highest): 12 of 12

Rate Increase Needed for NMC to Reach

Median: 57.9%
Average: 64.8%
Highest: 119.6%

FY2018 Billed Units 68
Total Gross Revenue \$ 769,738
Gross Revenue at Average Price \$ 1,268,280
Gross Revenue Variance from Average \$ (498,541)



CPT Code: 291
Description: Heart failure with MCC

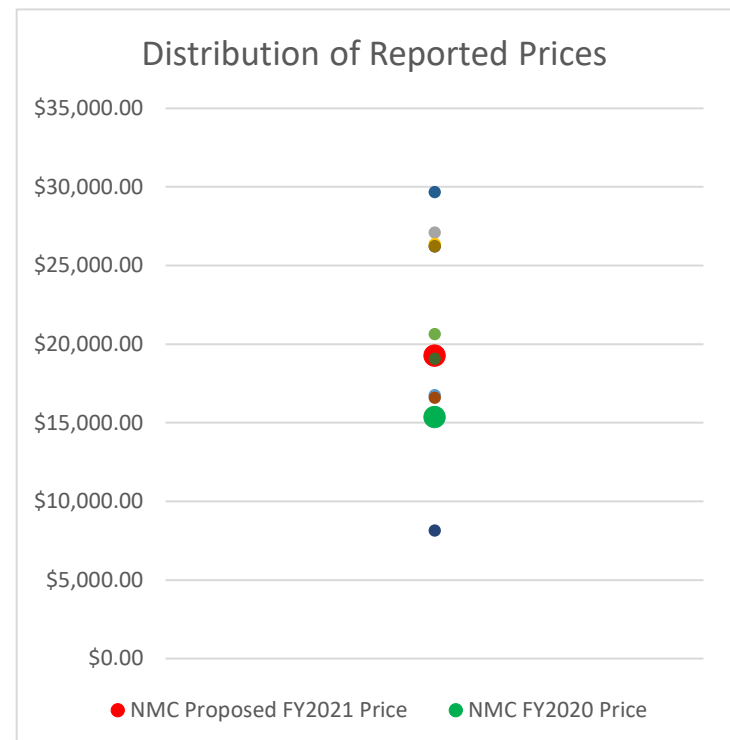
NMC Price: \$15,364.07
Highest Price: \$29,662.76
Average Price: \$21,106.44
Median Price: \$20,652.27
Lowest Price: \$8,145.46

NMC Rank (1 = Highest): 10 of 11

Rate Increase Needed for NMC to Reach

Median: 34.4%
Average: 37.4%
Highest: 93.1%

FY2018 Billed Units 62
Total Gross Revenue \$ 952,572
Gross Revenue at Average Price \$ 1,308,599
Gross Revenue Variance from Average \$ (356,027)



APPENDIX VI

CPT Code: 871

Description: Septicemia or severe sepsis w/o MV for 96+ hours with MCC

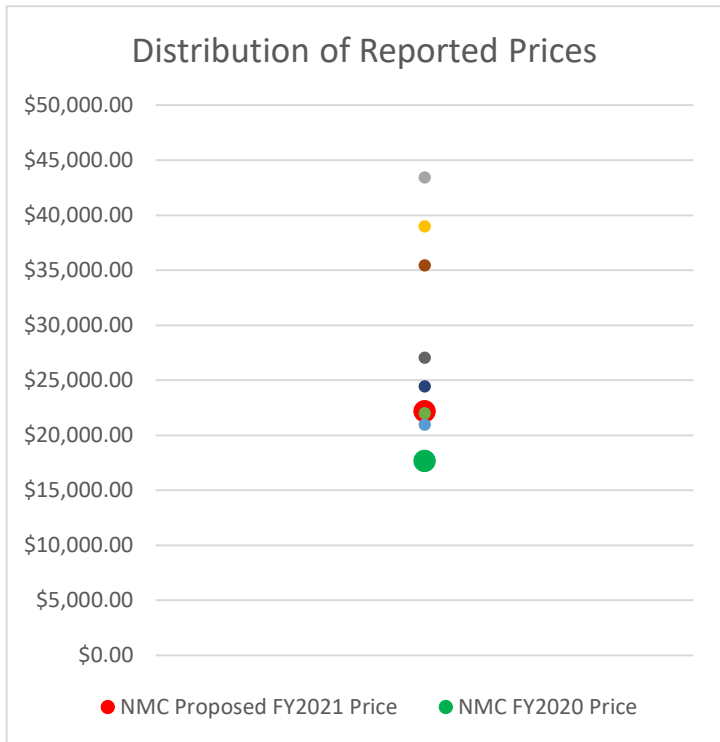
NMC Price: \$17,684.88
 Highest Price: \$43,430.10
 Average Price: \$28,749.21
 Median Price: \$25,738.25
 Lowest Price: \$17,684.88

NMC Rank (1 = Highest): 8 of 8

Rate Increase Needed for NMC to Reach

Median: 45.5%
 Average: 62.6%
 Highest: 145.6%

FY2018 Billed Units 30
 Total Gross Revenue \$ 530,546
 Gross Revenue at Average Price \$ 862,476
 Gross Revenue Variance from Average \$ (331,930)



CPT Code: 194

Description: Pneumonia with CC

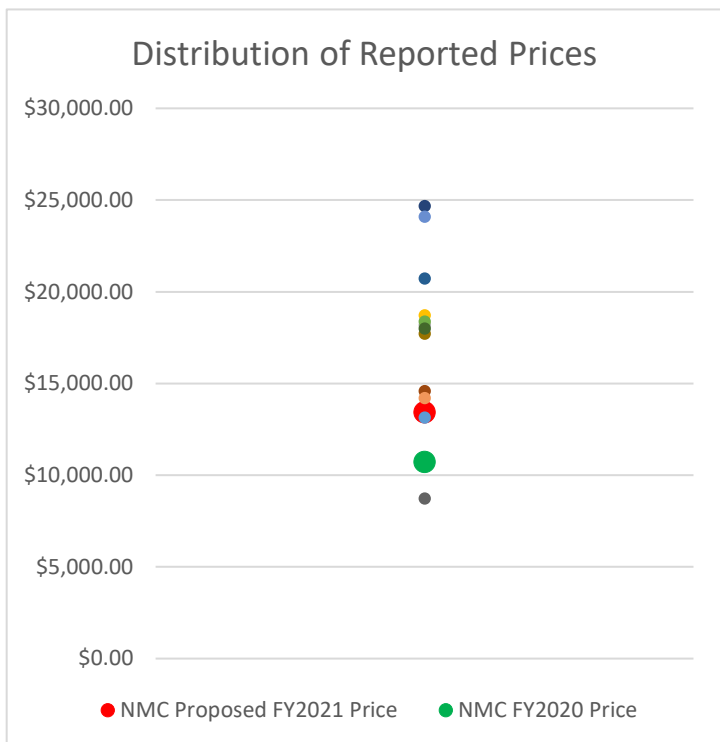
NMC Price: \$10,716.98
 Highest Price: \$24,676.11
 Average Price: \$17,061.69
 Median Price: \$17,983.58
 Lowest Price: \$8,728.35

NMC Rank (1 = Highest): 12 of 13

Rate Increase Needed for NMC to Reach

Median: 67.8%
 Average: 59.2%
 Highest: 130.3%

FY2018 Billed Units 43
 Total Gross Revenue \$ 460,830
 Gross Revenue at Average Price \$ 733,653
 Gross Revenue Variance from Average \$ (272,823)



APPENDIX VI

CPT Code: 765
Description: Cesarean section with CC

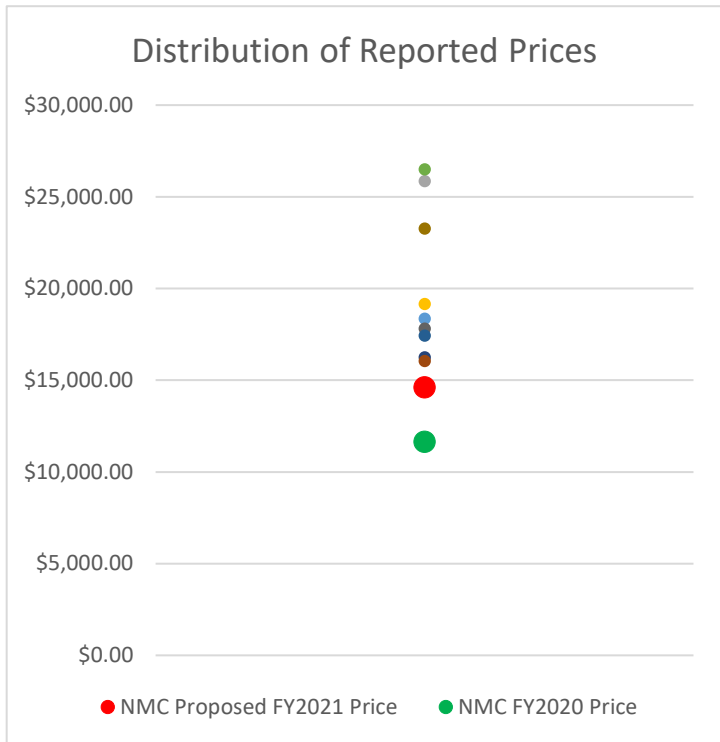
NMC Price: \$11,653.42
Highest Price: \$26,493.62
Average Price: \$19,232.27
Median Price: \$18,086.37
Lowest Price: \$11,653.42

NMC Rank (1 = Highest): 10 of 10

Rate Increase Needed for NMC to Reach

Median: 55.2%
Average: 65.0%
Highest: 127.3%

FY2018 Billed Units 30
Total Gross Revenue \$ 349,603
Gross Revenue at Average Price \$ 576,968
Gross Revenue Variance from Average \$ (227,366)



CPT Code: 897
Description: Untreated alcohol or drug abuse w/o MCC

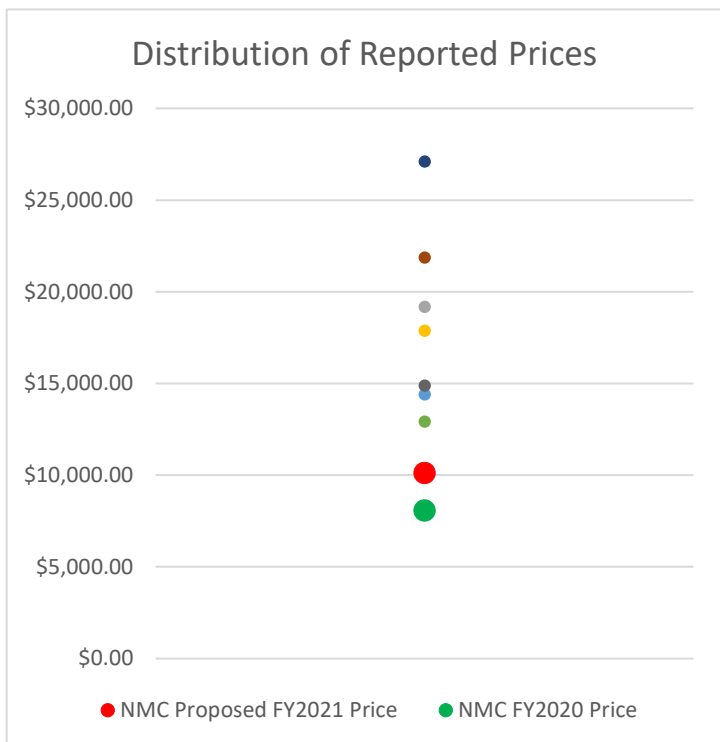
NMC Price: \$8,065.73
Highest Price: \$27,108.90
Average Price: \$17,034.27
Median Price: \$16,373.41
Lowest Price: \$8,065.73

NMC Rank (1 = Highest): 8 of 8

Rate Increase Needed for NMC to Reach

Median: 103.0%
Average: 111.2%
Highest: 236.1%

FY2018 Billed Units 25
Total Gross Revenue \$ 201,643
Gross Revenue at Average Price \$ 425,857
Gross Revenue Variance from Average \$ (224,214)



APPENDIX VI

CPT Code: 189
Description: Pulmonary edema & respiratory failure

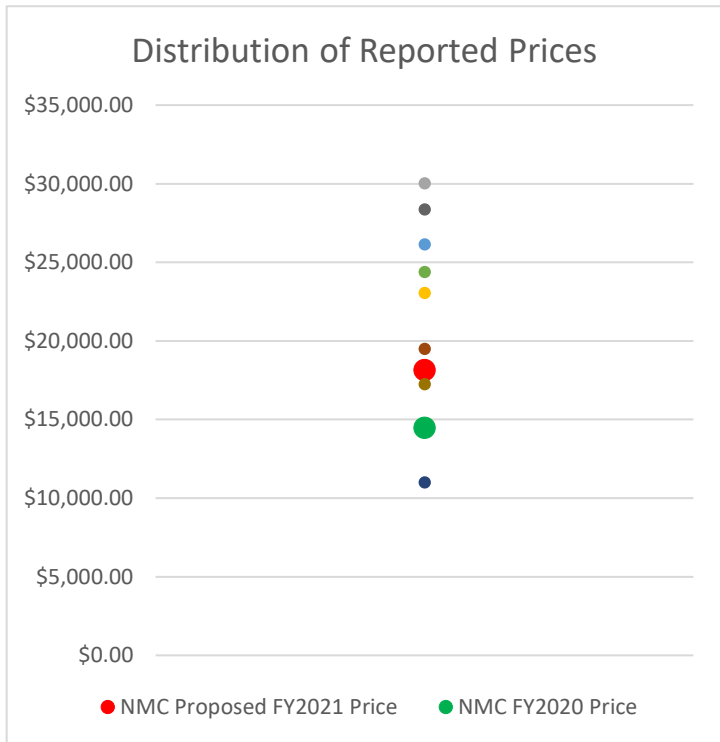
NMC Price: \$14,471.54
Highest Price: \$30,027.01
Average Price: \$21,577.18
Median Price: \$23,055.36
Lowest Price: \$10,997.92

NMC Rank (1 = Highest): 8 of 9

Rate Increase Needed for NMC to Reach

Median: 59.3%
Average: 49.1%
Highest: 107.5%

FY2018 Billed Units 30
Total Gross Revenue \$ 434,146
Gross Revenue at Average Price \$ 647,315
Gross Revenue Variance from Average \$ (213,169)



CPT Code: 794
Description: Newborn with medical problems

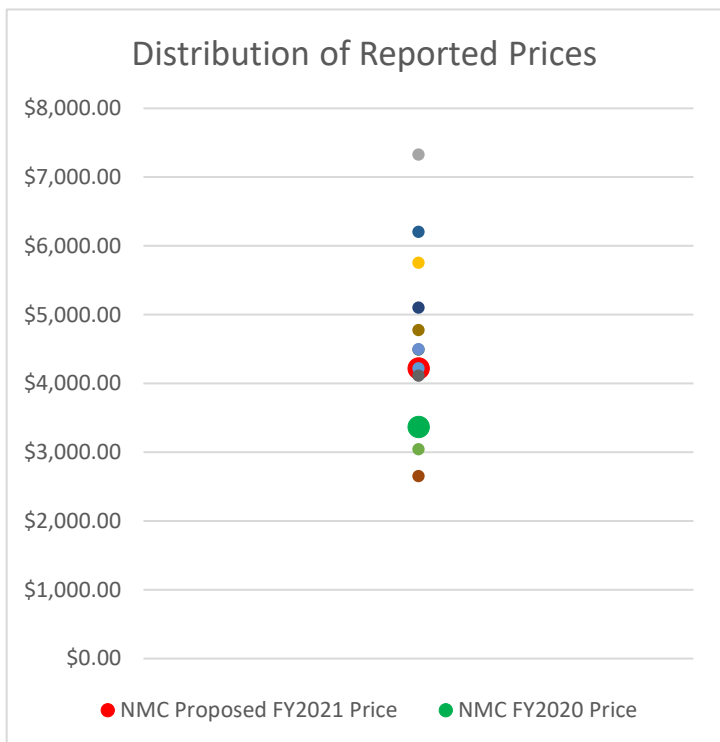
NMC Price: \$3,365.93
Highest Price: \$7,328.52
Average Price: \$4,630.45
Median Price: \$4,497.17
Lowest Price: \$2,655.11

NMC Rank (1 = Highest): 10 of 12

Rate Increase Needed for NMC to Reach

Median: 33.6%
Average: 37.6%
Highest: 117.7%

FY2018 Billed Units 166
Total Gross Revenue \$ 558,744
Gross Revenue at Average Price \$ 768,655
Gross Revenue Variance from Average \$ (209,910)



APPENDIX VI

CPT Code: 280
Description: AMI discharged alive w MCC

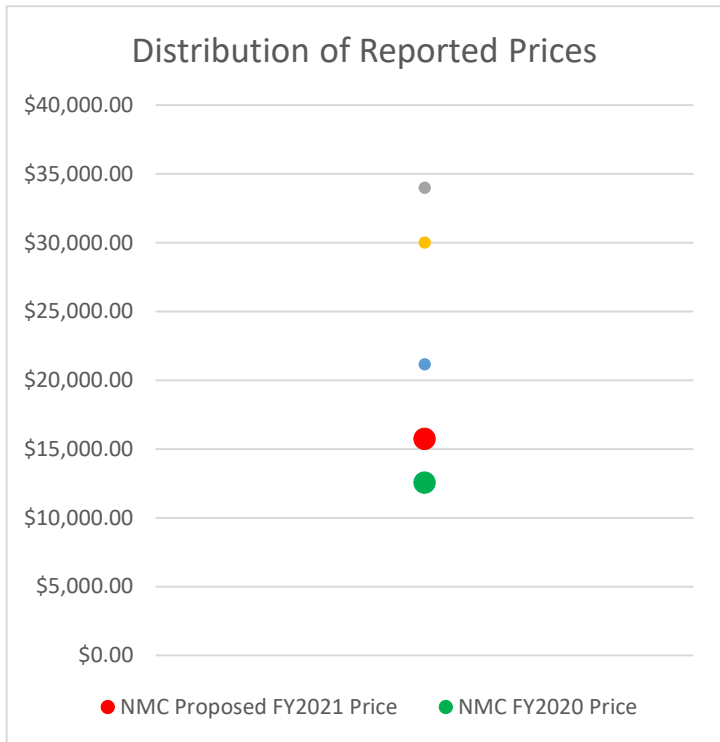
NMC Price: \$12,565.72
Highest Price: \$34,005.29
Average Price: \$24,436.64
Median Price: \$25,587.77
Lowest Price: \$12,565.72

NMC Rank (1 = Highest): 4 of 4

Rate Increase Needed for NMC to Reach

Median: 103.6%
Average: 94.5%
Highest: 170.6%

FY2018 Billed Units 17
Total Gross Revenue \$ 213,617
Gross Revenue at Average Price \$ 415,423
Gross Revenue Variance from Average \$ (201,806)



CPT Code: 66
Description: Stroke w/o CC

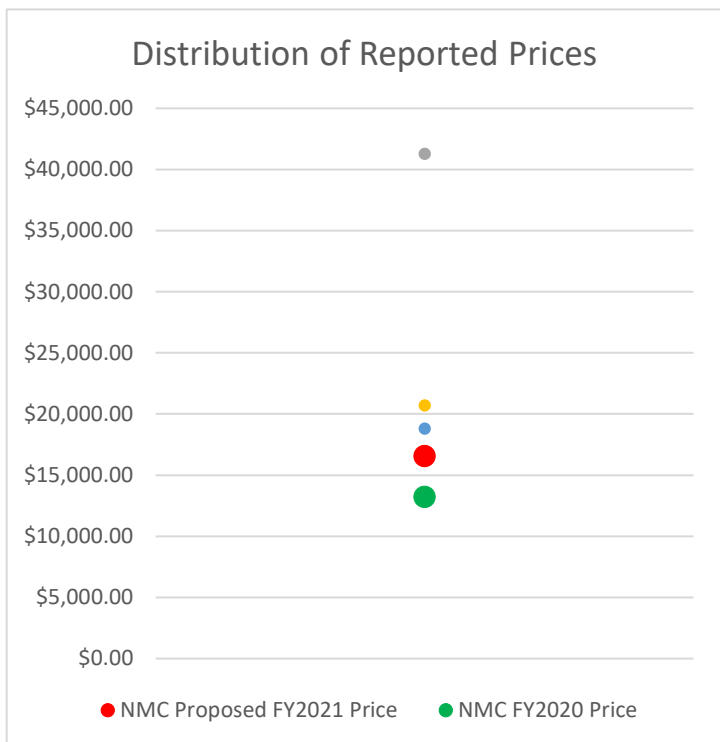
NMC Price: \$13,218.92
Highest Price: \$41,275.46
Average Price: \$23,503.40
Median Price: \$19,759.60
Lowest Price: \$13,218.92

NMC Rank (1 = Highest): 4 of 4

Rate Increase Needed for NMC to Reach

Median: 49.5%
Average: 77.8%
Highest: 212.2%

FY2018 Billed Units 19
Total Gross Revenue \$ 251,159
Gross Revenue at Average Price \$ 446,565
Gross Revenue Variance from Average \$ (195,405)



APPENDIX VI

CPT Code: 392

Description: Irritation or ulcer of the esophagus or stomach w/o MC

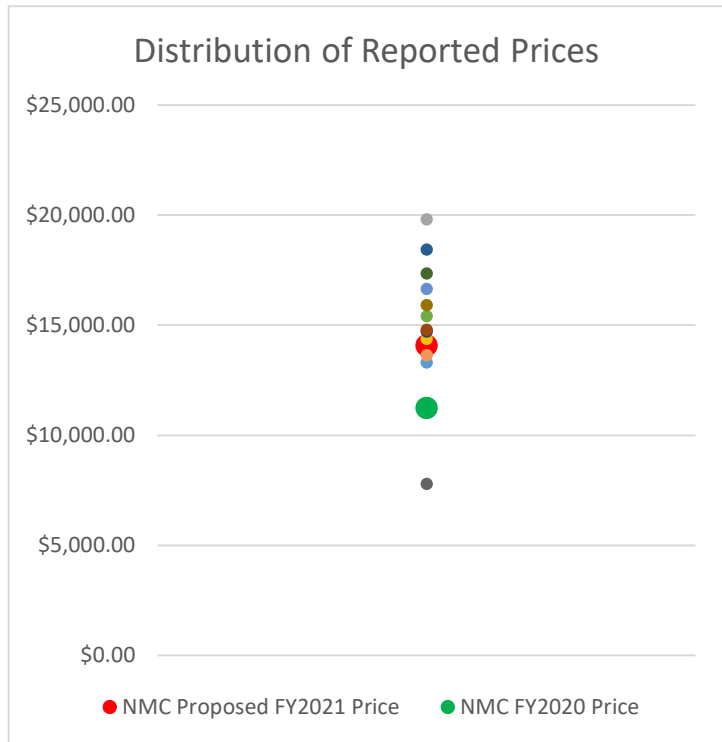
NMC Price: \$11,235.15
 Highest Price: \$19,806.54
 Average Price: \$14,877.76
 Median Price: \$14,798.39
 Lowest Price: \$7,795.50

NMC Rank (1 = Highest): 12 of 13

Rate Increase Needed for NMC to Reach

Median: 31.7%
 Average: 32.4%
 Highest: 76.3%

FY2018 Billed Units 53
 Total Gross Revenue \$ 595,463
 Gross Revenue at Average Price \$ 788,521
 Gross Revenue Variance from Average \$ (193,058)



CPT Code: 378

Description: Bleeding from the stomach or intestine with CC

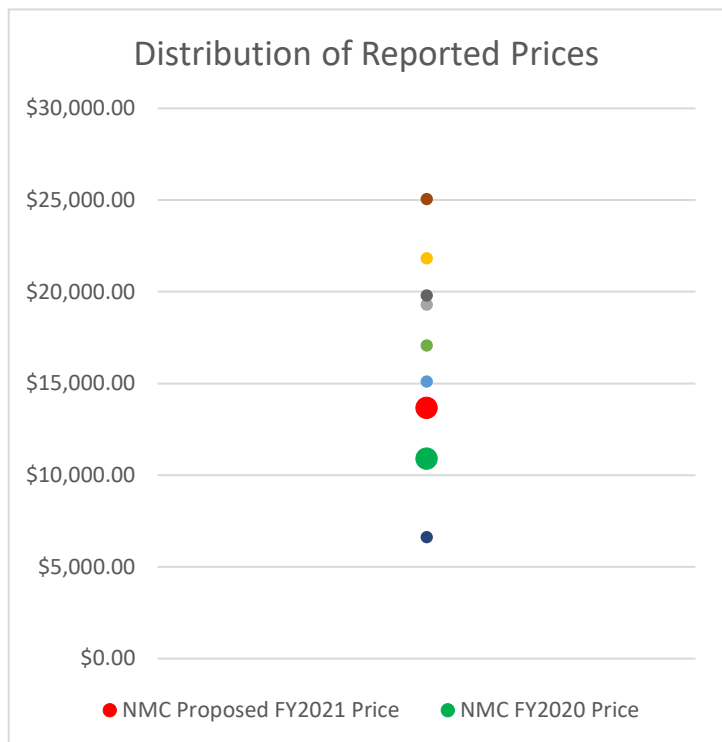
NMC Price: \$10,911.29
 Highest Price: \$25,049.97
 Average Price: \$16,958.99
 Median Price: \$18,183.18
 Lowest Price: \$6,625.15

NMC Rank (1 = Highest): 7 of 8

Rate Increase Needed for NMC to Reach

Median: 66.6%
 Average: 55.4%
 Highest: 129.6%

FY2018 Billed Units 30
 Total Gross Revenue \$ 327,339
 Gross Revenue at Average Price \$ 508,770
 Gross Revenue Variance from Average \$ (181,431)



APPENDIX VI

CPT Code: 65
Description: Stroke with CC or TPA in 24 hrs

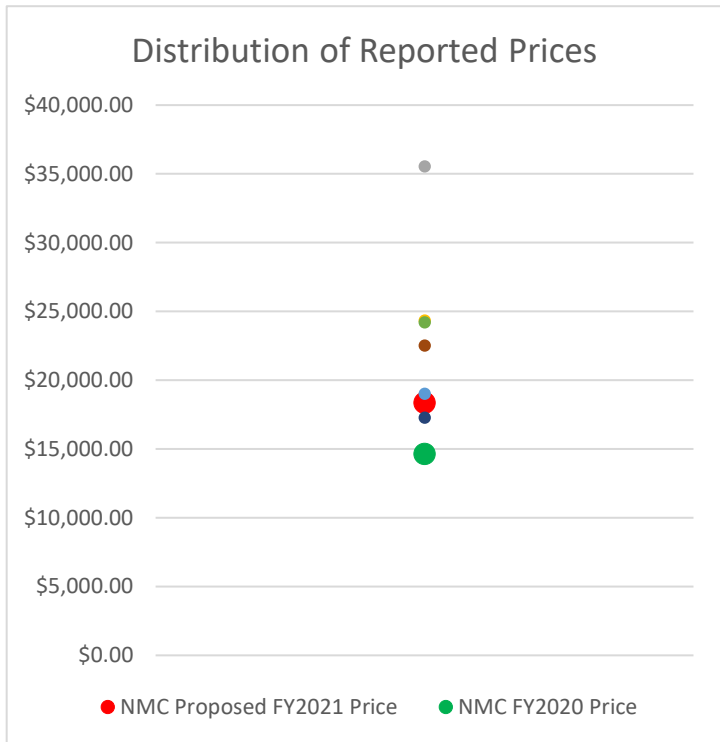
NMC Price: \$14,637.31
Highest Price: \$35,556.29
Average Price: \$22,503.78
Median Price: \$22,515.72
Lowest Price: \$14,637.31

NMC Rank (1 = Highest): 7 of 7

Rate Increase Needed for NMC to Reach

Median: 53.8%
Average: 53.7%
Highest: 142.9%

FY2018 Billed Units 22
Total Gross Revenue \$ 322,021
Gross Revenue at Average Price \$ 495,083
Gross Revenue Variance from Average \$ (173,062)



CPT Code: 603
Description: A deep infection of the skin w/o MCC

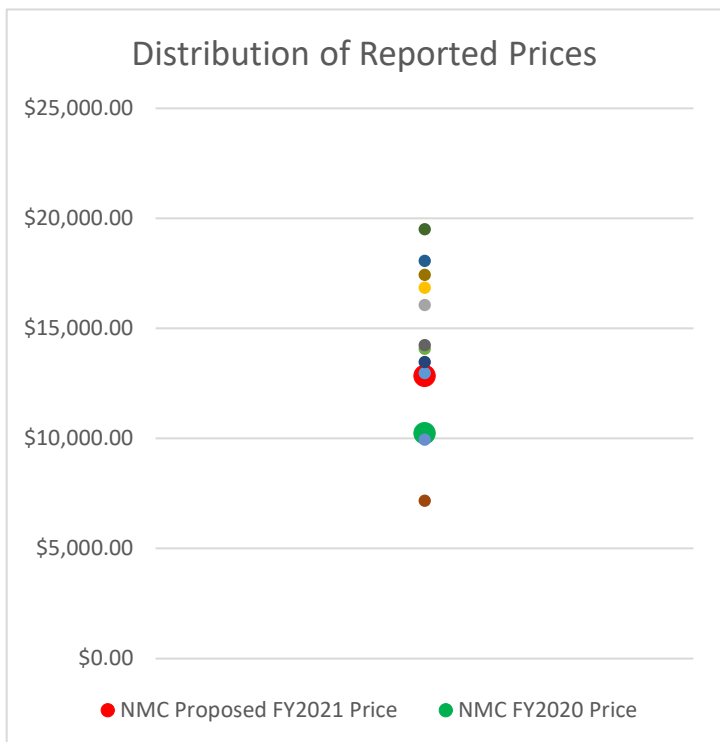
NMC Price: \$10,247.11
Highest Price: \$19,513.13
Average Price: \$14,169.57
Median Price: \$14,155.70
Lowest Price: \$7,166.72

NMC Rank (1 = Highest): 10 of 12

Rate Increase Needed for NMC to Reach

Median: 38.1%
Average: 38.3%
Highest: 90.4%

FY2018 Billed Units 44
Total Gross Revenue \$ 450,873
Gross Revenue at Average Price \$ 623,461
Gross Revenue Variance from Average \$ (172,588)



APPENDIX VI

CPT Code: 689
Description: Kidney or urinary tract infection with MCC

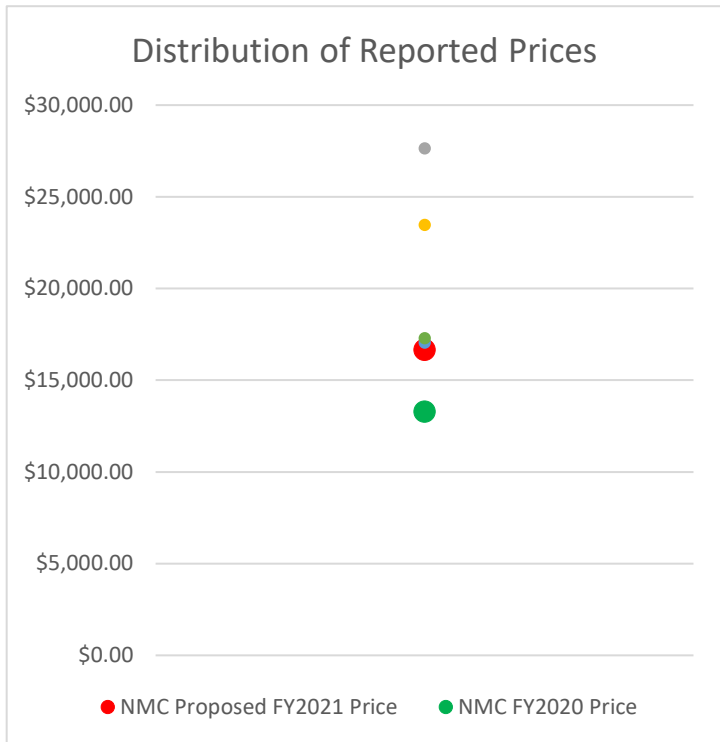
NMC Price: \$13,291.38
Highest Price: \$27,645.34
Average Price: \$19,746.33
Median Price: \$17,283.74
Lowest Price: \$13,291.38

NMC Rank (1 = Highest): 5 of 5

Rate Increase Needed for NMC to Reach

Median: 30.0%
Average: 48.6%
Highest: 108.0%

FY2018 Billed Units 26
Total Gross Revenue \$ 345,576
Gross Revenue at Average Price \$ 513,405
Gross Revenue Variance from Average \$ (167,829)



CPT Code: 690
Description: Kidney or urinary tract infection w/o MCC

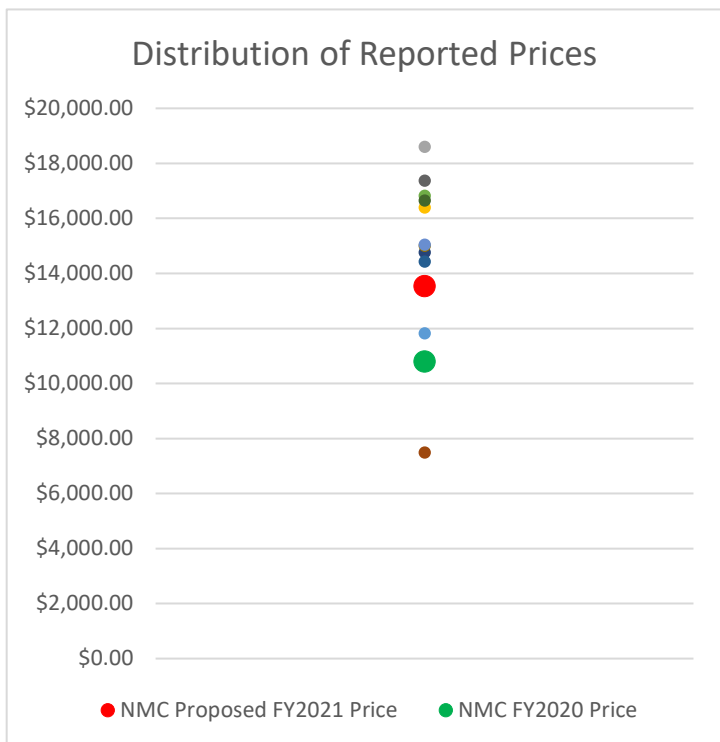
NMC Price: \$10,804.80
Highest Price: \$18,604.56
Average Price: \$14,601.15
Median Price: \$15,025.46
Lowest Price: \$7,490.29

NMC Rank (1 = Highest): 11 of 12

Rate Increase Needed for NMC to Reach

Median: 39.1%
Average: 35.1%
Highest: 72.2%

FY2018 Billed Units 41
Total Gross Revenue \$ 442,997
Gross Revenue at Average Price \$ 598,647
Gross Revenue Variance from Average \$ (155,650)



APPENDIX VI

CPT Code: 774
Description: Vaginal delivery (normal birth) with CC

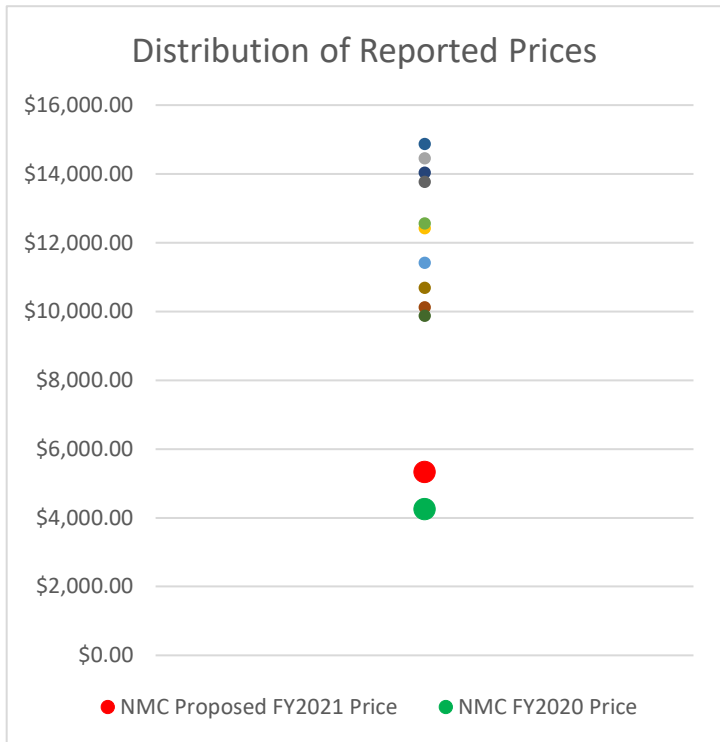
NMC Price: \$4,258.47
Highest Price: \$14,866.39
Average Price: \$11,677.75
Median Price: \$12,420.26
Lowest Price: \$4,258.47

NMC Rank (1 = Highest): 11 of 11

Rate Increase Needed for NMC to Reach

Median: 191.7%
Average: 174.2%
Highest: 249.1%

FY2018 Billed Units 17
Total Gross Revenue \$ 72,394
Gross Revenue at Average Price \$ 198,522
Gross Revenue Variance from Average \$ (126,128)



CPT Code: 872
Description: Septicemia or severe sepsis w/o MV for 96+ hours w/o MCC

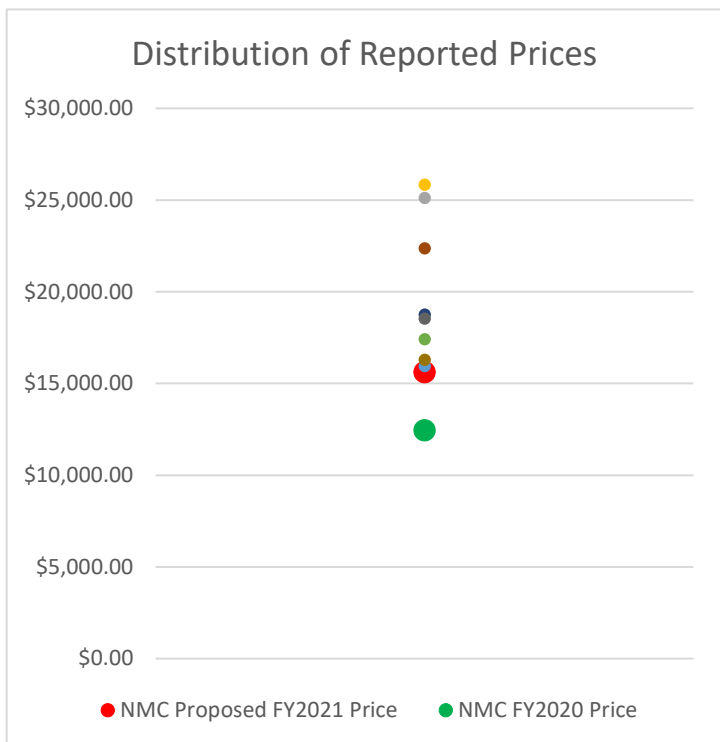
NMC Price: \$12,452.64
Highest Price: \$25,831.57
Average Price: \$19,188.70
Median Price: \$18,535.47
Lowest Price: \$12,452.64

NMC Rank (1 = Highest): 9 of 9

Rate Increase Needed for NMC to Reach

Median: 48.8%
Average: 54.1%
Highest: 107.4%

FY2018 Billed Units 17
Total Gross Revenue \$ 211,695
Gross Revenue at Average Price \$ 326,208
Gross Revenue Variance from Average \$ (114,513)



APPENDIX VI

CPT Code: 552
Description: Medical back problems w/o MCC

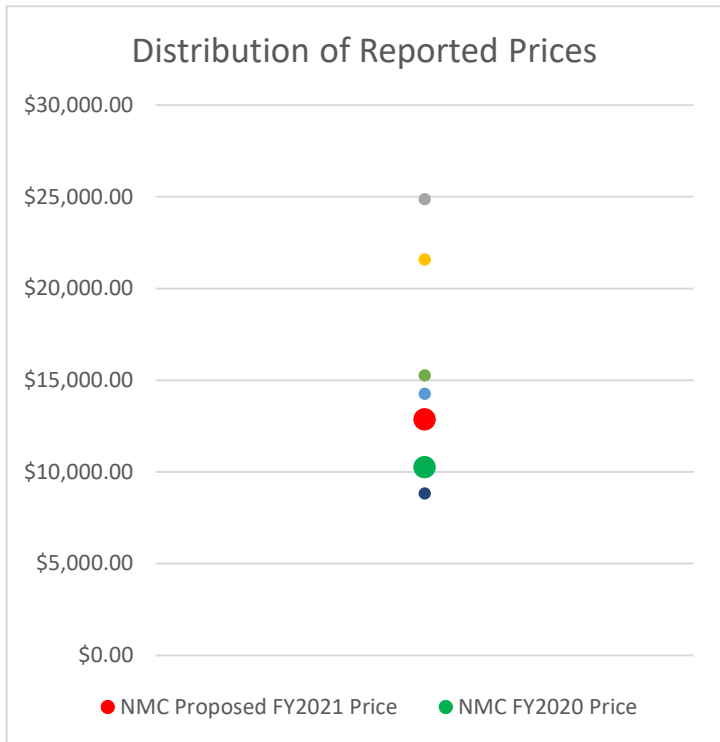
NMC Price: \$10,260.28
Highest Price: \$24,870.09
Average Price: \$15,844.94
Median Price: \$14,763.18
Lowest Price: \$8,836.20

NMC Rank (1 = Highest): 5 of 6

Rate Increase Needed for NMC to Reach

Median: 43.9%
Average: 54.4%
Highest: 142.4%

FY2018 Billed Units 20
Total Gross Revenue \$ 205,206
Gross Revenue at Average Price \$ 316,899
Gross Revenue Variance from Average \$ (111,693)



CPT Code: 795
Description: Normal newborn

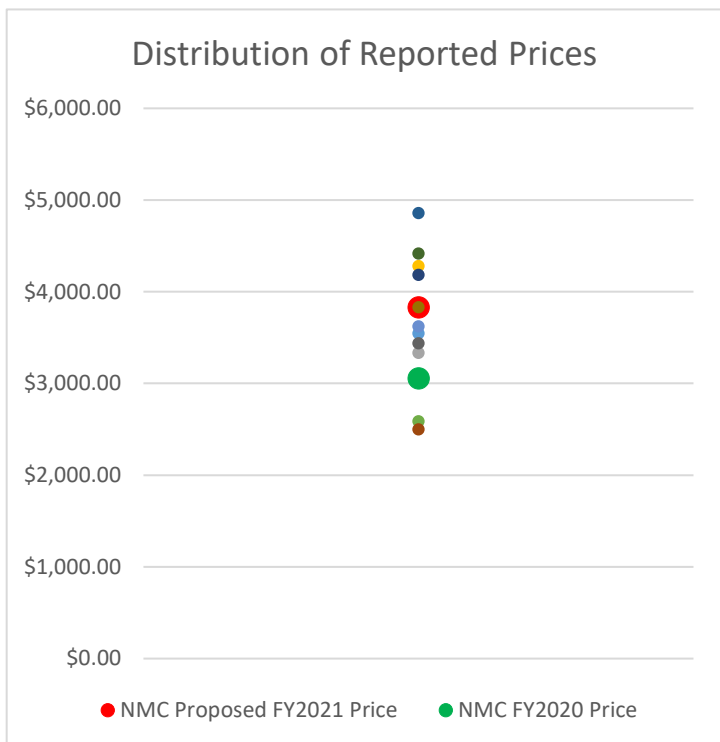
NMC Price: \$3,055.25
Highest Price: \$4,856.89
Average Price: \$3,637.95
Median Price: \$3,584.16
Lowest Price: \$2,499.06

NMC Rank (1 = Highest): 10 of 12

Rate Increase Needed for NMC to Reach

Median: 17.3%
Average: 19.1%
Highest: 59.0%

FY2018 Billed Units 151
Total Gross Revenue \$ 461,343
Gross Revenue at Average Price \$ 549,330
Gross Revenue Variance from Average \$ (87,988)



APPENDIX VI

CPT Code: 309
Description: Heart rhythm disturbances with CC

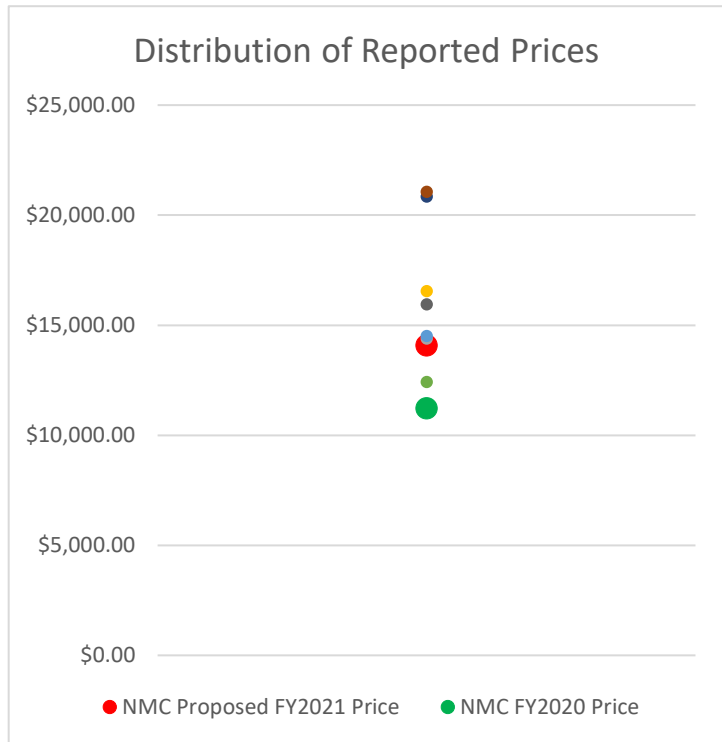
NMC Price: \$11,230.76
Highest Price: \$21,063.11
Average Price: \$15,867.59
Median Price: \$15,227.06
Lowest Price: \$11,230.76

NMC Rank (1 = Highest): 8 of 8

Rate Increase Needed for NMC to Reach

Median: 35.6%
Average: 41.3%
Highest: 87.5%

FY2018 Billed Units 18
Total Gross Revenue \$ 202,154
Gross Revenue at Average Price \$ 285,617
Gross Revenue Variance from Average \$ (83,463)



CPT Code: 195
Description: Pneumonia w/o CC

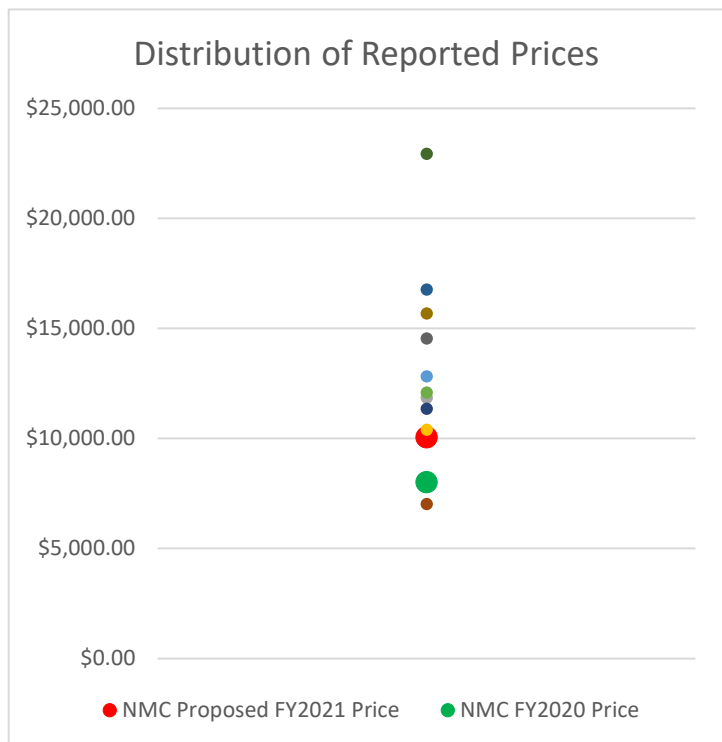
NMC Price: \$8,020.72
Highest Price: \$22,928.17
Average Price: \$13,041.49
Median Price: \$12,079.00
Lowest Price: \$7,016.41

NMC Rank (1 = Highest): 10 of 11

Rate Increase Needed for NMC to Reach

Median: 50.6%
Average: 62.6%
Highest: 185.9%

FY2018 Billed Units 15
Total Gross Revenue \$ 120,311
Gross Revenue at Average Price \$ 195,622
Gross Revenue Variance from Average \$ (75,312)



APPENDIX VI

CPT Code: 641
Description: Dehydration w/o MCC

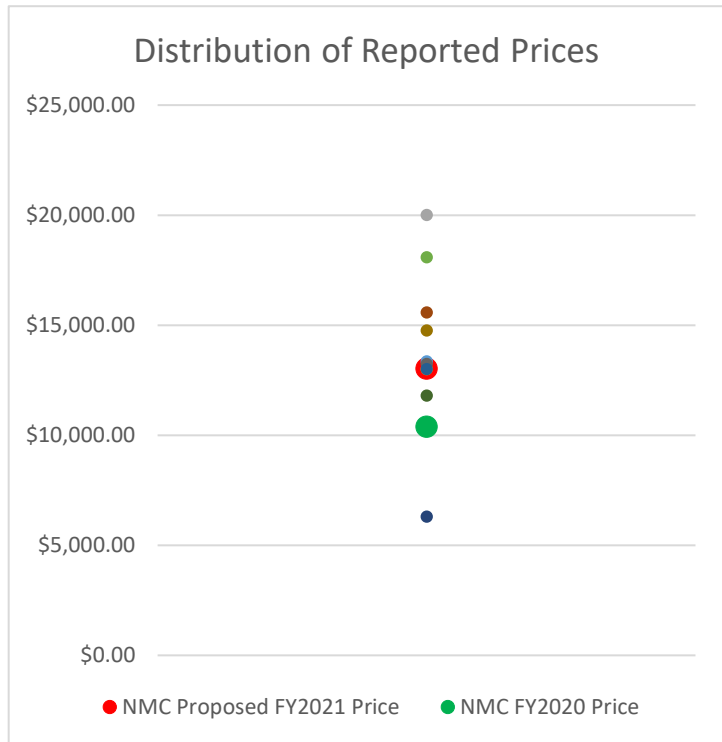
NMC Price: \$10,392.02
Highest Price: \$20,015.53
Average Price: \$13,594.55
Median Price: \$13,233.48
Lowest Price: \$6,295.84

NMC Rank (1 = Highest): 10 of 11

Rate Increase Needed for NMC to Reach

Median: 27.3%
Average: 30.8%
Highest: 92.6%

FY2018 Billed Units 19
Total Gross Revenue \$ 197,448
Gross Revenue at Average Price \$ 258,296
Gross Revenue Variance from Average \$ (60,848)



CPT Code: 292
Description: Heart failure with CC

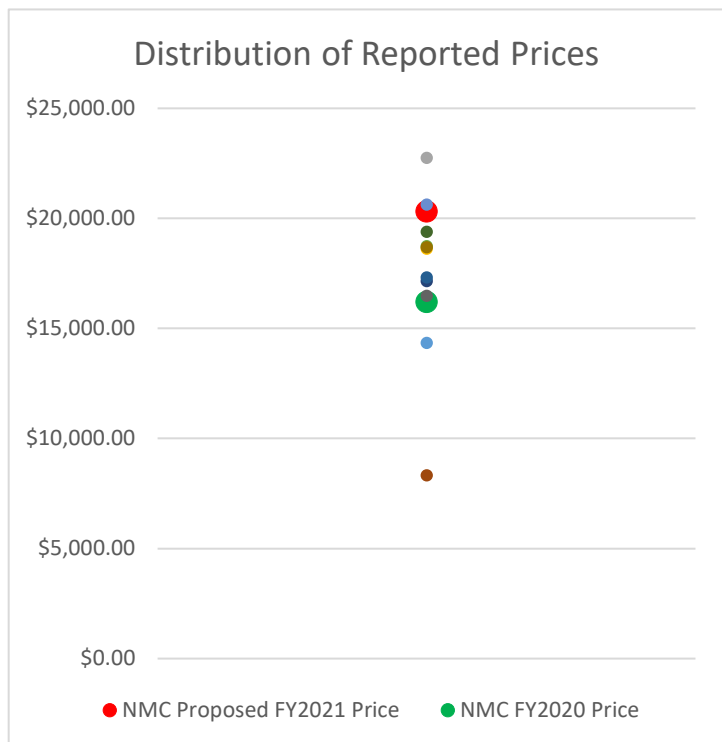
NMC Price: \$16,210.50
Highest Price: \$22,754.71
Average Price: \$17,389.53
Median Price: \$17,976.78
Lowest Price: \$8,333.64

NMC Rank (1 = Highest): 10 of 12

Rate Increase Needed for NMC to Reach

Median: 10.9%
Average: 7.3%
Highest: 40.4%

FY2018 Billed Units 29
Total Gross Revenue \$ 470,105
Gross Revenue at Average Price \$ 504,296
Gross Revenue Variance from Average \$ (34,192)



APPENDIX VI

CPT Code: 789

Description: Neonates died or transferred to an Oth acute care facility

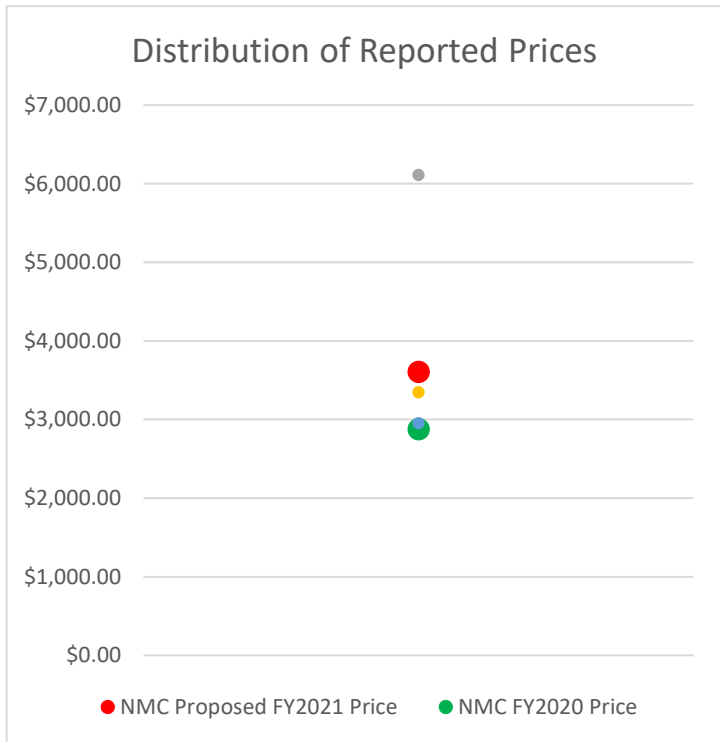
NMC Price: \$2,875.21
 Highest Price: \$6,114.82
 Average Price: \$3,822.18
 Median Price: \$3,149.35
 Lowest Price: \$2,875.21

NMC Rank (1 = Highest): 4 of 4

Rate Increase Needed for NMC to Reach

Median: 9.5%
 Average: 32.9%
 Highest: 112.7%

FY2018 Billed Units 29
 Total Gross Revenue \$ 83,381
 Gross Revenue at Average Price \$ 110,843
 Gross Revenue Variance from Average \$ (27,462)



CPT Code: 470

Description: Hip or knee replacement or reattachment of feet or legs w/o MCC

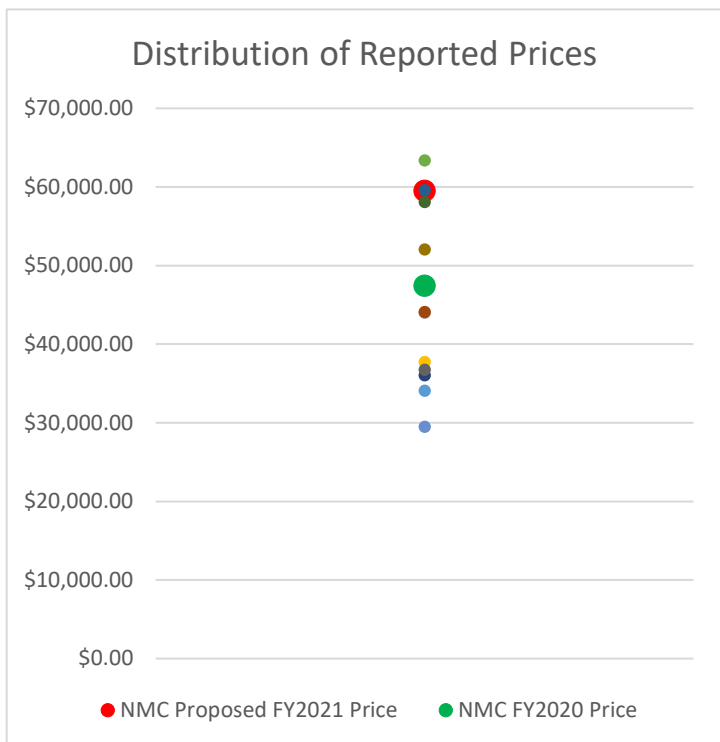
NMC Price: \$47,455.72
 Highest Price: \$63,394.70
 Average Price: \$45,230.43
 Median Price: \$44,054.92
 Lowest Price: \$29,507.44

NMC Rank (1 = Highest): 5 of 12

Rate Increase Needed for NMC to Reach

Median: -7.2%
 Average: -4.7%
 Highest: 33.6%

FY2018 Billed Units 103
 Total Gross Revenue \$ 4,887,939
 Gross Revenue at Average Price \$ 4,658,734
 Gross Revenue Variance from Average \$ 229,205



APPENDIX VII

CPT Code: 76
Description: Colonoscopy & biopsy

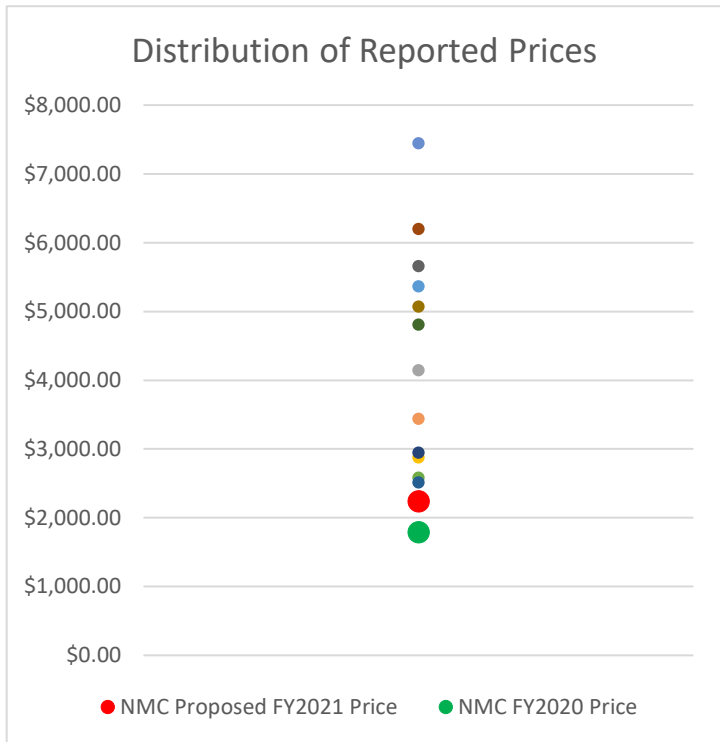
NMC Price: \$1,787.26
Highest Price: \$7,447.47
Average Price: \$4,220.05
Median Price: \$4,146.95
Lowest Price: \$1,787.26

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 132.0%
Average: 136.1%
Highest: 316.7%

FY2018 Billed Units 1,905
Total Gross Revenue \$ 3,404,730
Gross Revenue at Average Price \$ 8,039,195
Gross Revenue Variance from Average \$ (4,634,465)



CPT Code: 160
Description: Other therapeutic procedures on muscles & tendons

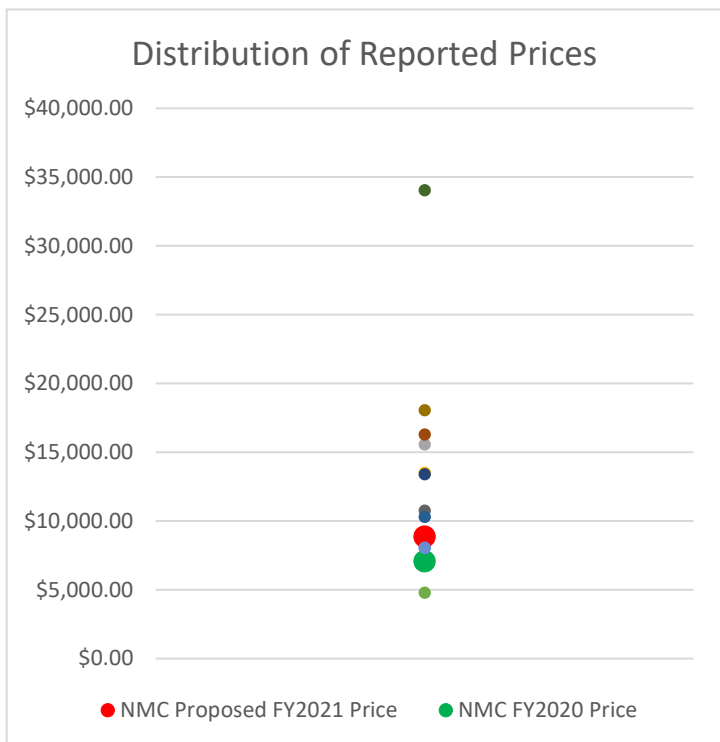
NMC Price: \$7,067.80
Highest Price: \$34,037.43
Average Price: \$13,323.66
Median Price: \$12,085.47
Lowest Price: \$4,776.45

NMC Rank (1 = Highest): 11 of 12

Rate Increase Needed for NMC to Reach

Median: 71.0%
Average: 88.5%
Highest: 381.6%

FY2018 Billed Units 281
Total Gross Revenue \$ 1,986,052
Gross Revenue at Average Price \$ 3,743,948
Gross Revenue Variance from Average \$ (1,757,897)



APPENDIX VII

CPT Code: 84
Description: Cholecystectomy & common duct exploration

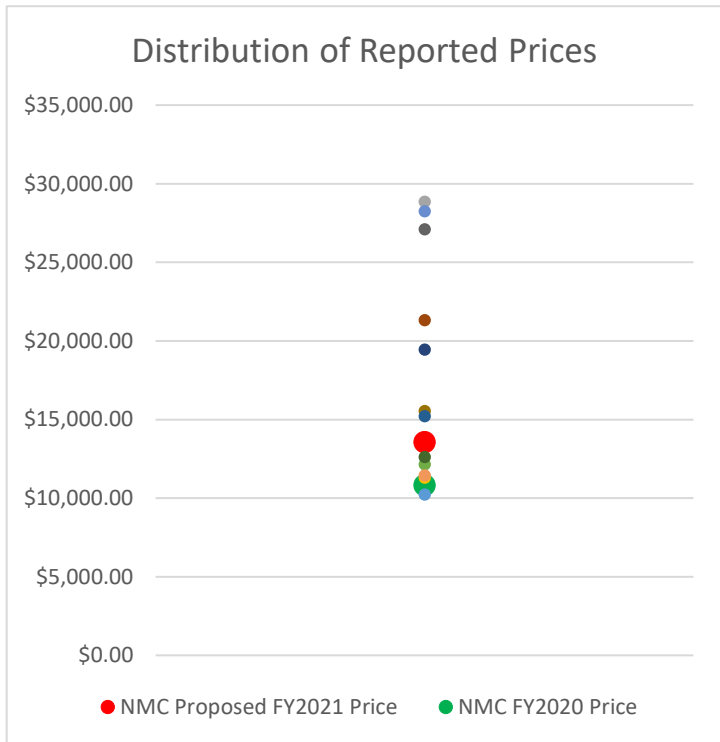
NMC Price: \$10,816.88
Highest Price: \$28,860.07
Average Price: \$17,252.71
Median Price: \$15,208.92
Lowest Price: \$10,216.99

NMC Rank (1 = Highest): 12 of 13

Rate Increase Needed for NMC to Reach

Median: 40.6%
Average: 59.5%
Highest: 166.8%

FY2018 Billed Units 152
Total Gross Revenue \$ 1,644,166
Gross Revenue at Average Price \$ 2,622,412
Gross Revenue Variance from Average \$ (978,246)



CPT Code: 70
Description: Upper gastrointestinal endoscopy, biopsy

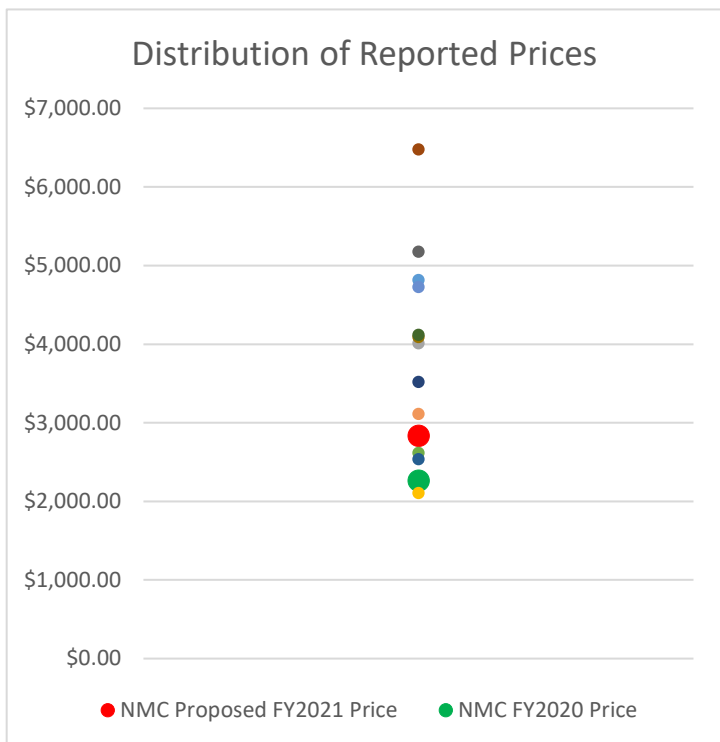
NMC Price: \$2,261.52
Highest Price: \$6,479.10
Average Price: \$3,813.44
Median Price: \$4,011.26
Lowest Price: \$2,105.45

NMC Rank (1 = Highest): 12 of 13

Rate Increase Needed for NMC to Reach

Median: 77.4%
Average: 68.6%
Highest: 186.5%

FY2018 Billed Units 569
Total Gross Revenue \$ 1,286,805
Gross Revenue at Average Price \$ 2,169,847
Gross Revenue Variance from Average \$ (883,042)



APPENDIX VII

CPT Code: 170
Description: Excision of skin lesion

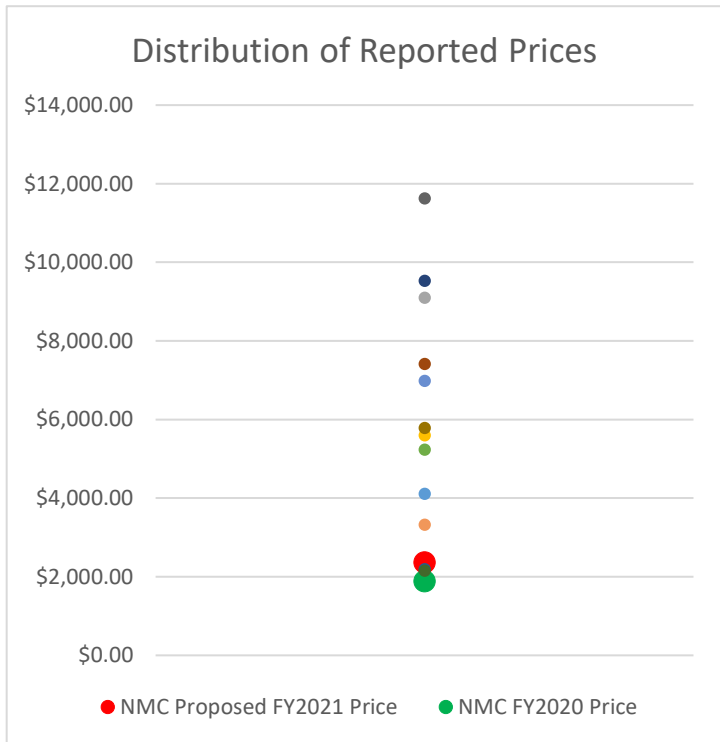
NMC Price: \$1,888.26
Highest Price: \$11,625.34
Average Price: \$5,765.72
Median Price: \$5,602.09
Lowest Price: \$1,888.26

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 196.7%
Average: 205.3%
Highest: 515.7%

FY2018 Billed Units 197
Total Gross Revenue \$ 371,987
Gross Revenue at Average Price \$ 1,135,847
Gross Revenue Variance from Average \$ (763,860)



CPT Code: 124
Description: Hysterectomy, abdominal & vaginal

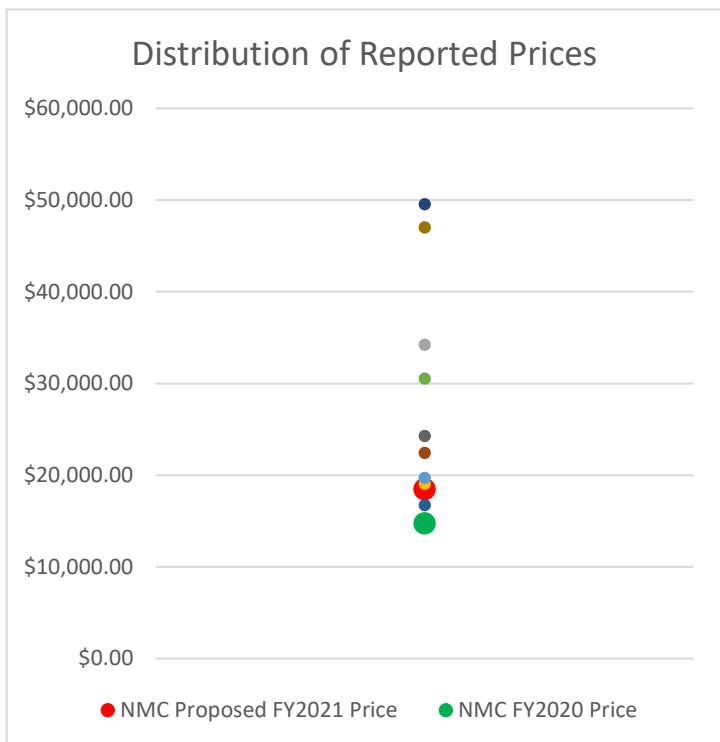
NMC Price: \$14,750.39
Highest Price: \$49,565.25
Average Price: \$27,826.71
Median Price: \$23,354.37
Lowest Price: \$14,750.39

NMC Rank (1 = Highest): 10 of 10

Rate Increase Needed for NMC to Reach

Median: 58.3%
Average: 88.7%
Highest: 236.0%

FY2018 Billed Units 50
Total Gross Revenue \$ 737,520
Gross Revenue at Average Price \$ 1,391,336
Gross Revenue Variance from Average \$ (653,816)



APPENDIX VII

CPT Code: 85
Description: Inguinal & femoral hernia repair

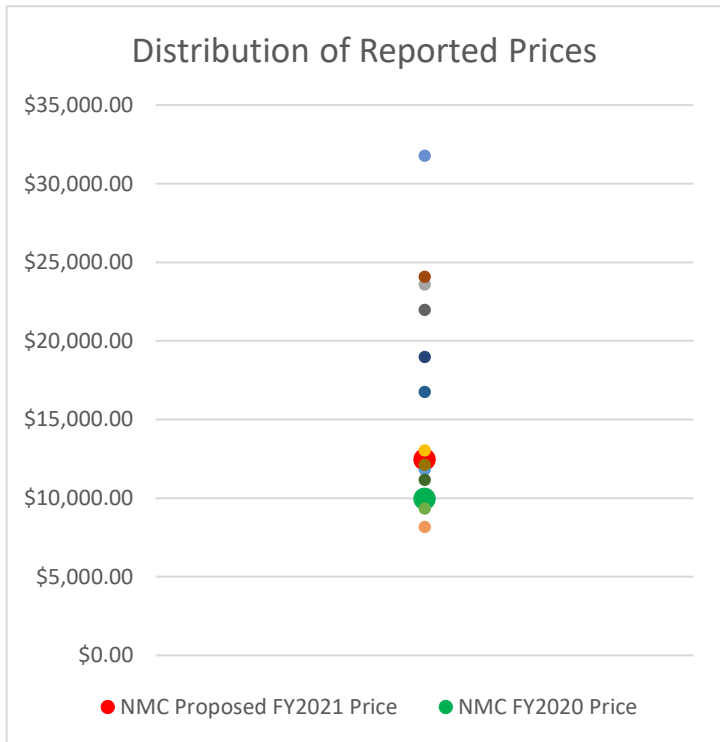
NMC Price: \$9,948.50
Highest Price: \$31,775.03
Average Price: \$16,367.51
Median Price: \$13,039.92
Lowest Price: \$8,170.25

NMC Rank (1 = Highest): 11 of 13

Rate Increase Needed for NMC to Reach

Median: 31.1%
Average: 64.5%
Highest: 219.4%

FY2018 Billed Units 100
Total Gross Revenue \$ 994,850
Gross Revenue at Average Price \$ 1,636,751
Gross Revenue Variance from Average \$ (641,901)



CPT Code: 86
Description: Other hernia repair

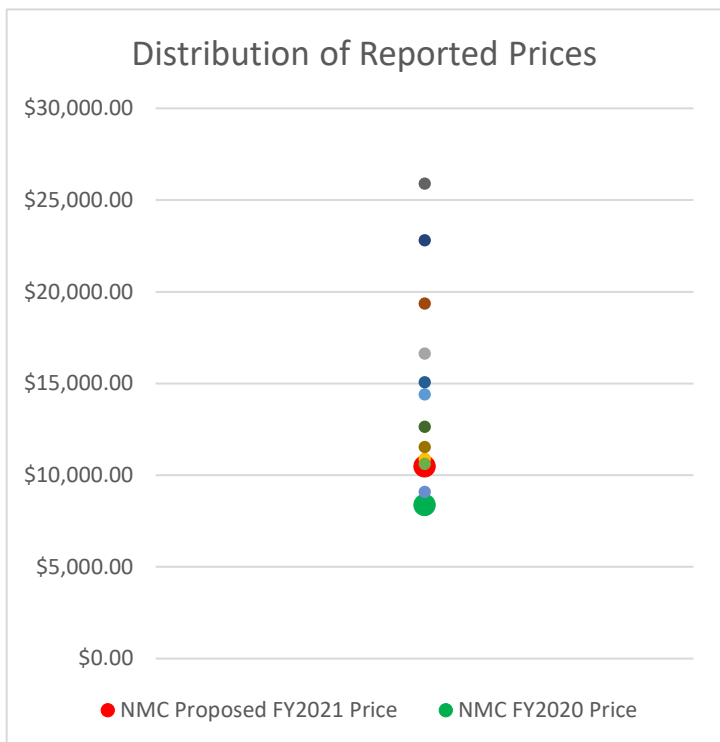
NMC Price: \$8,367.63
Highest Price: \$25,887.02
Average Price: \$14,770.09
Median Price: \$13,523.99
Lowest Price: \$8,367.63

NMC Rank (1 = Highest): 12 of 12

Rate Increase Needed for NMC to Reach

Median: 61.6%
Average: 76.5%
Highest: 209.4%

FY2018 Billed Units 95
Total Gross Revenue \$ 794,925
Gross Revenue at Average Price \$ 1,403,159
Gross Revenue Variance from Average \$ (608,234)



APPENDIX VII

CPT Code: 143
Description: Bunionectomy or repair of toe deformities

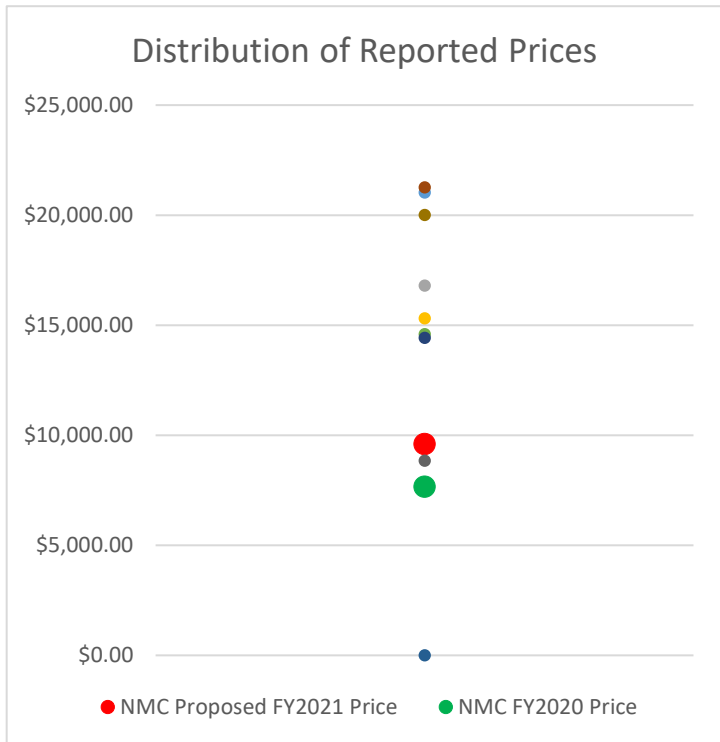
NMC Price: \$7,658.43
Highest Price: \$21,270.69
Average Price: \$15,549.25
Median Price: \$15,317.01
Lowest Price: \$7,658.43

NMC Rank (1 = Highest): 9 of 10

Rate Increase Needed for NMC to Reach

Median: 100.0%
Average: 103.0%
Highest: 177.7%

FY2018 Billed Units 55
Total Gross Revenue \$ 421,214
Gross Revenue at Average Price \$ 855,209
Gross Revenue Variance from Average \$ (433,995)



CPT Code: 15
Description: Lens & cataract procedures

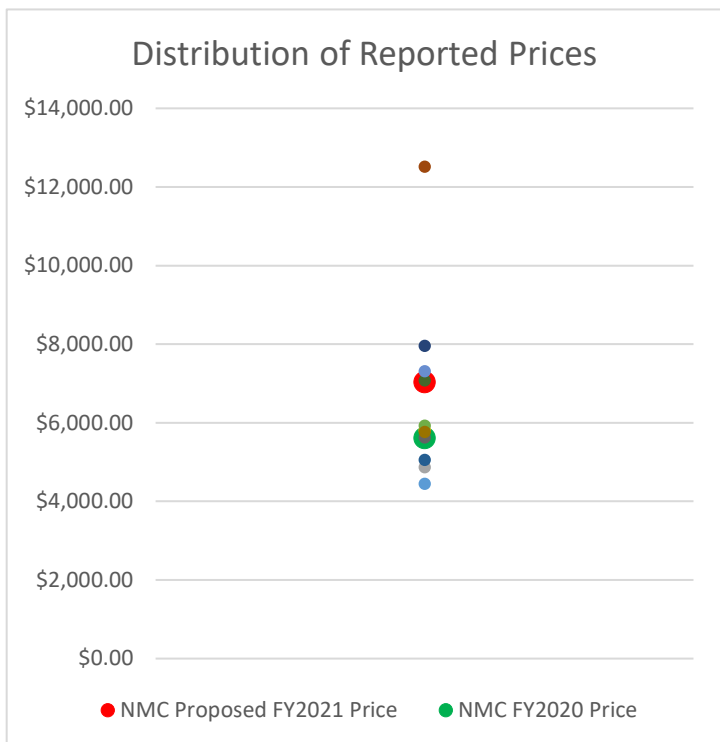
NMC Price: \$5,613.18
Highest Price: \$12,518.62
Average Price: \$6,499.44
Median Price: \$5,790.77
Lowest Price: \$4,448.85

NMC Rank (1 = Highest): 9 of 12

Rate Increase Needed for NMC to Reach

Median: 3.2%
Average: 15.8%
Highest: 123.0%

FY2018 Billed Units 438
Total Gross Revenue \$ 2,458,573
Gross Revenue at Average Price \$ 2,846,755
Gross Revenue Variance from Average \$ (388,182)



APPENDIX VII

CPT Code: 5
Description: Insert cath, spinal stimulator, inject into spinal canal

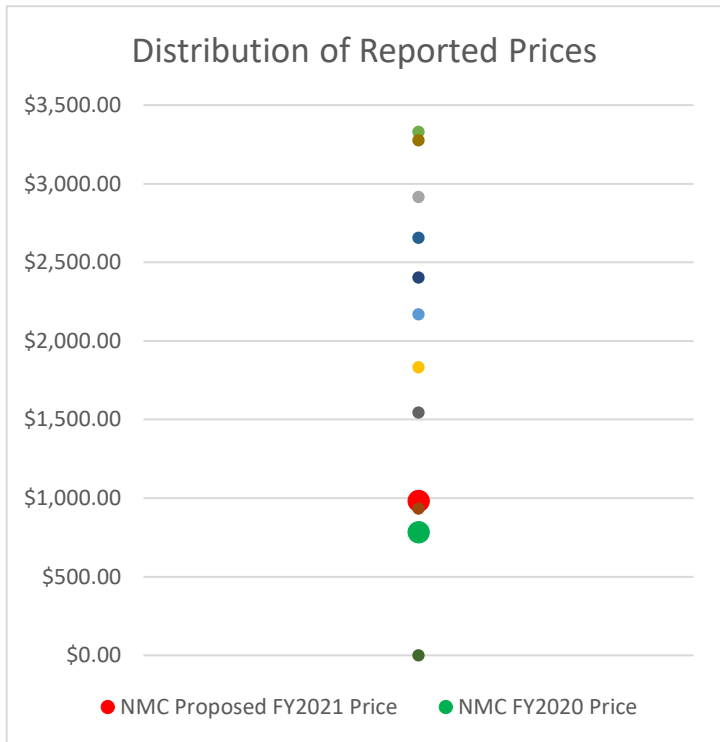
NMC Price: \$783.85
Highest Price: \$3,329.73
Average Price: \$2,184.45
Median Price: \$2,286.23
Lowest Price: \$783.85

NMC Rank (1 = Highest): 10 of 11

Rate Increase Needed for NMC to Reach

Median: 191.7%
Average: 178.7%
Highest: 324.8%

FY2018 Billed Units 254
Total Gross Revenue \$ 199,098
Gross Revenue at Average Price \$ 554,850
Gross Revenue Variance from Average \$ (355,752)



CPT Code: 6
Description: Decompression peripheral nerve

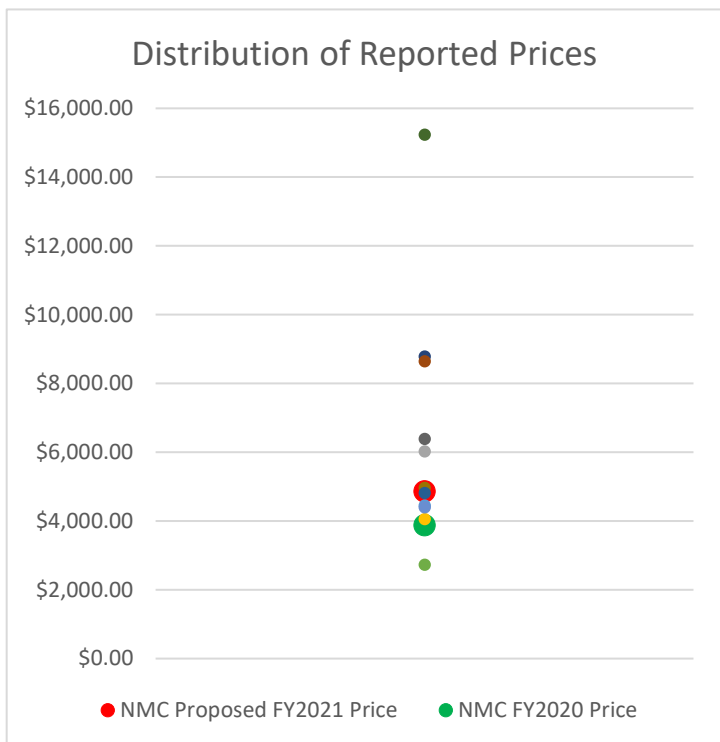
NMC Price: \$3,878.62
Highest Price: \$15,231.56
Average Price: \$6,196.93
Median Price: \$4,888.93
Lowest Price: \$2,726.85

NMC Rank (1 = Highest): 11 of 12

Rate Increase Needed for NMC to Reach

Median: 26.0%
Average: 59.8%
Highest: 292.7%

FY2018 Billed Units 150
Total Gross Revenue \$ 581,793
Gross Revenue at Average Price \$ 929,540
Gross Revenue Variance from Average \$ (347,747)



APPENDIX VII

CPT Code: 125
Description: Other excision of cervix & uterus

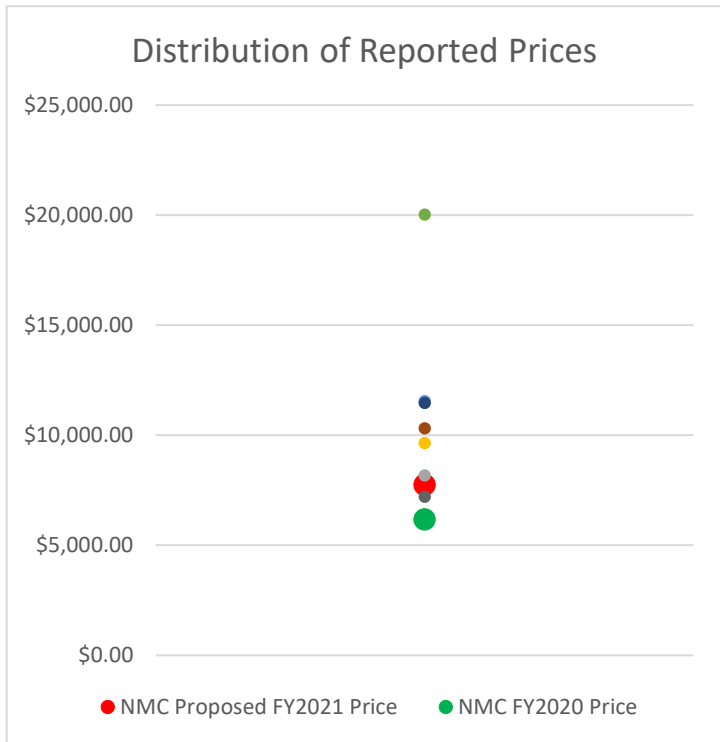
NMC Price: \$6,181.86
Highest Price: \$20,019.18
Average Price: \$10,570.60
Median Price: \$9,982.38
Lowest Price: \$6,181.86

NMC Rank (1 = Highest): 8 of 8

Rate Increase Needed for NMC to Reach

Median: 61.5%
Average: 71.0%
Highest: 223.8%

FY2018 Billed Units 68
Total Gross Revenue \$ 420,366
Gross Revenue at Average Price \$ 718,801
Gross Revenue Variance from Average \$ (298,434)



CPT Code: 151
Description: Excision of semilunar cartilage of knee

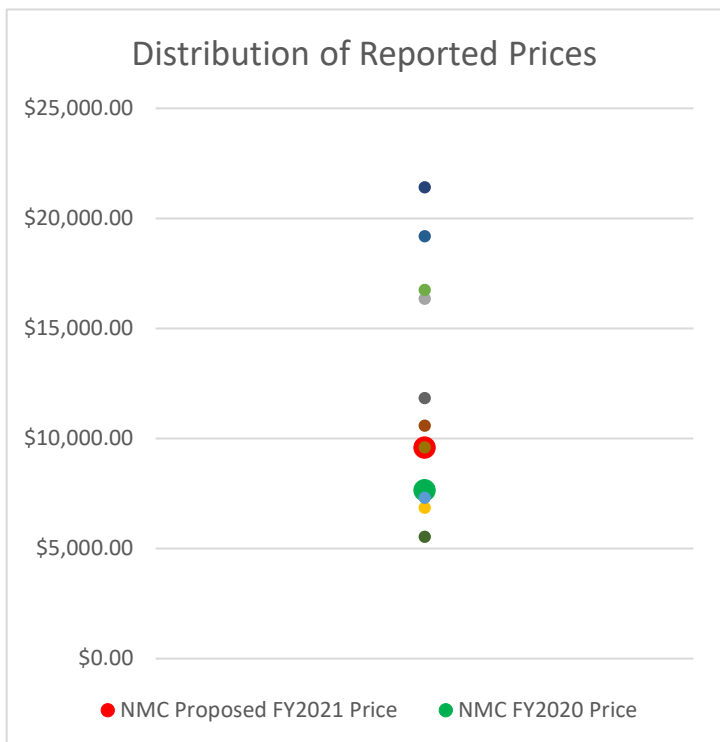
NMC Price: \$7,646.36
Highest Price: \$21,420.63
Average Price: \$12,098.39
Median Price: \$10,588.78
Lowest Price: \$5,533.85

NMC Rank (1 = Highest): 8 of 11

Rate Increase Needed for NMC to Reach

Median: 38.5%
Average: 58.2%
Highest: 180.1%

FY2018 Billed Units 67
Total Gross Revenue \$ 512,306
Gross Revenue at Average Price \$ 810,592
Gross Revenue Variance from Average \$ (298,286)



APPENDIX VII

CPT Code:	147
Description:	Treatment, fracture or disloc of lower extremity

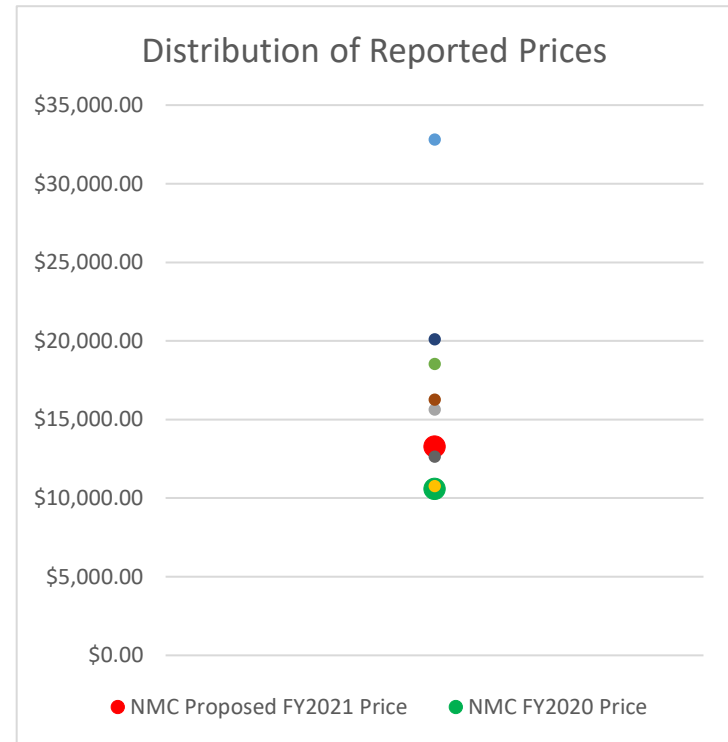
NMC Price:	\$10,591.83
Highest Price:	\$32,819.95
Average Price:	\$17,168.72
Median Price:	\$15,945.24
Lowest Price:	\$10,591.83

NMC Rank (1 = Highest): 8 of 8

Rate Increase Needed for NMC to Reach

Median:	50.5%
Average:	62.1%
Highest:	209.9%

FY2018 Billed Units		43
Total Gross Revenue	\$	455,449
Gross Revenue at Average Price	\$	738,255
Gross Revenue Variance from Average	\$	(282,806)



CPT Code:	165
Description:	Breast biopsy & other diagnostic procedures on breast

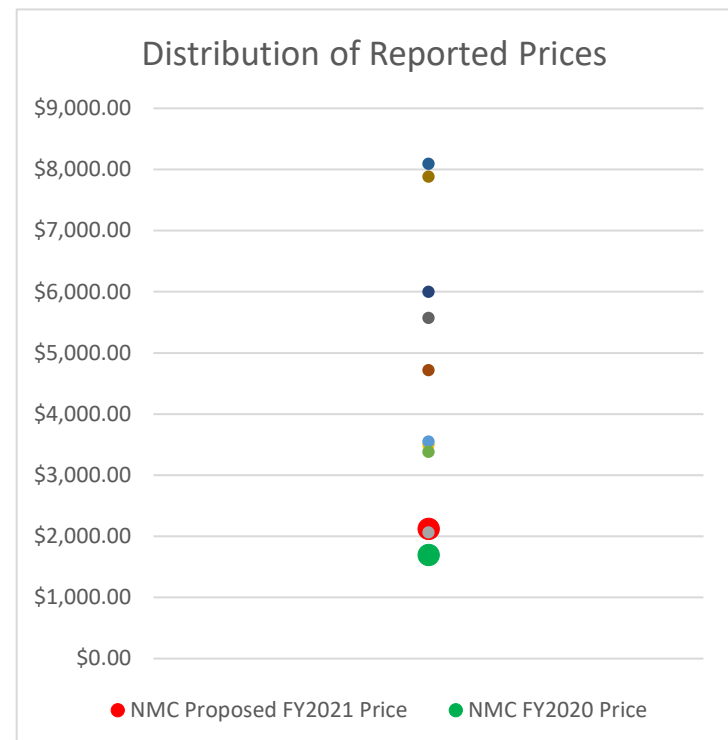
NMC Price:	\$1,692.85
Highest Price:	\$8,093.97
Average Price:	\$4,644.57
Median Price:	\$4,134.18
Lowest Price:	\$1,692.85

NMC Rank (1 = Highest): 10 of 10

Rate Increase Needed for NMC to Reach

Median:	144.2%
Average:	174.4%
Highest:	378.1%

FY2018 Billed Units		90
Total Gross Revenue	\$	152,357
Gross Revenue at Average Price	\$	418,011
Gross Revenue Variance from Average	\$	(265,655)



APPENDIX VII

CPT Code: 38
Description: Other diagnostic procedures on lung & bronchus

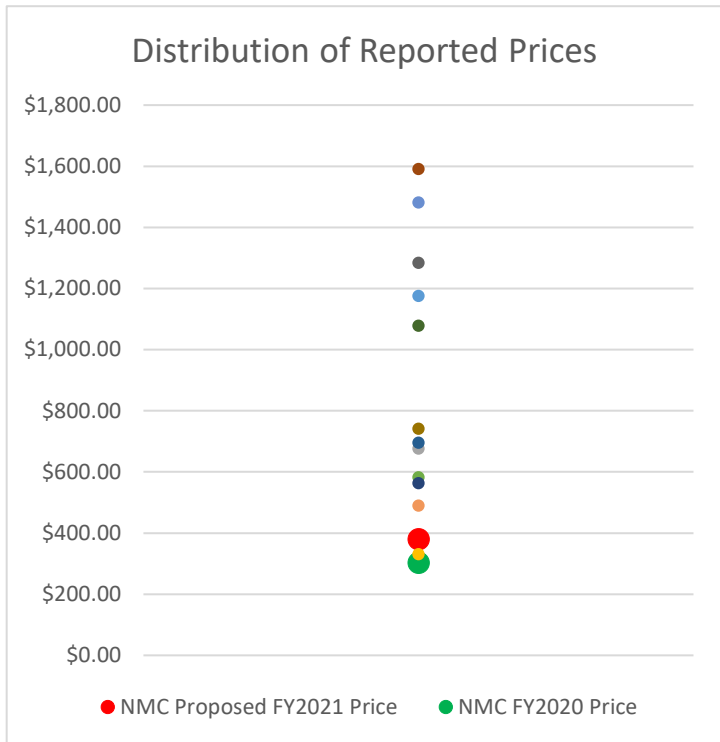
NMC Price: \$303.00
Highest Price: \$1,590.88
Average Price: \$845.78
Median Price: \$695.33
Lowest Price: \$303.00

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 129.5%
Average: 179.1%
Highest: 425.0%

FY2018 Billed Units 485
Total Gross Revenue \$ 146,955
Gross Revenue at Average Price \$ 410,203
Gross Revenue Variance from Average \$ (263,248)



CPT Code: 107
Description: Extracorporeal lithotripsy, urinary

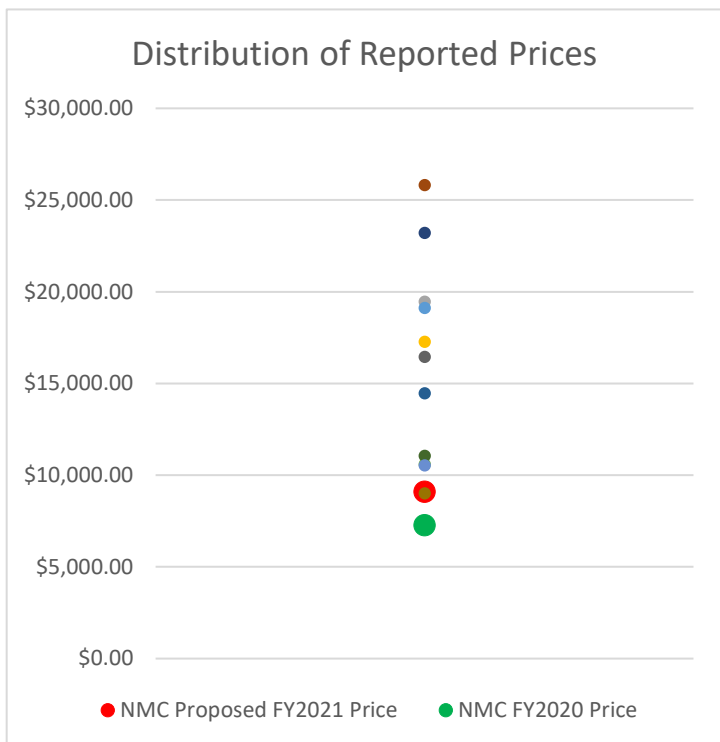
NMC Price: \$7,264.31
Highest Price: \$25,807.45
Average Price: \$15,349.01
Median Price: \$15,449.07
Lowest Price: \$7,264.31

NMC Rank (1 = Highest): 12 of 12

Rate Increase Needed for NMC to Reach

Median: 112.7%
Average: 111.3%
Highest: 255.3%

FY2018 Billed Units 30
Total Gross Revenue \$ 217,929
Gross Revenue at Average Price \$ 460,470
Gross Revenue Variance from Average \$ (242,541)



APPENDIX VII

CPT Code: 162
Description: Other OR therapeutic procedures on joints

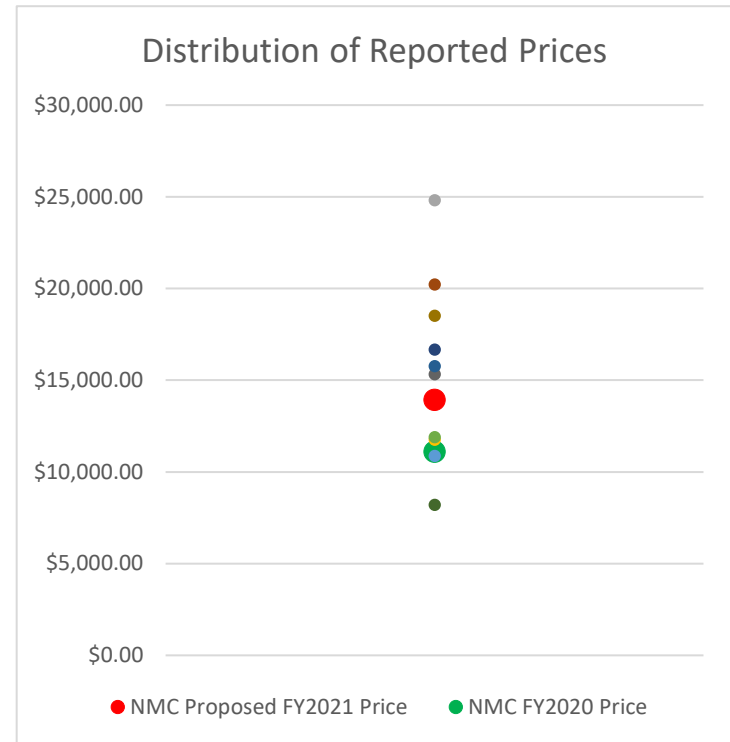
NMC Price: \$11,107.80
Highest Price: \$24,812.84
Average Price: \$15,012.01
Median Price: \$15,334.20
Lowest Price: \$8,211.07

NMC Rank (1 = Highest): 9 of 11

Rate Increase Needed for NMC to Reach

Median: 38.0%
Average: 35.1%
Highest: 123.4%

FY2018 Billed Units 58
Total Gross Revenue \$ 644,252
Gross Revenue at Average Price \$ 870,697
Gross Revenue Variance from Average \$ (226,444)



CPT Code: 145
Description: Treatment, fracture or disloc of radius & ulna

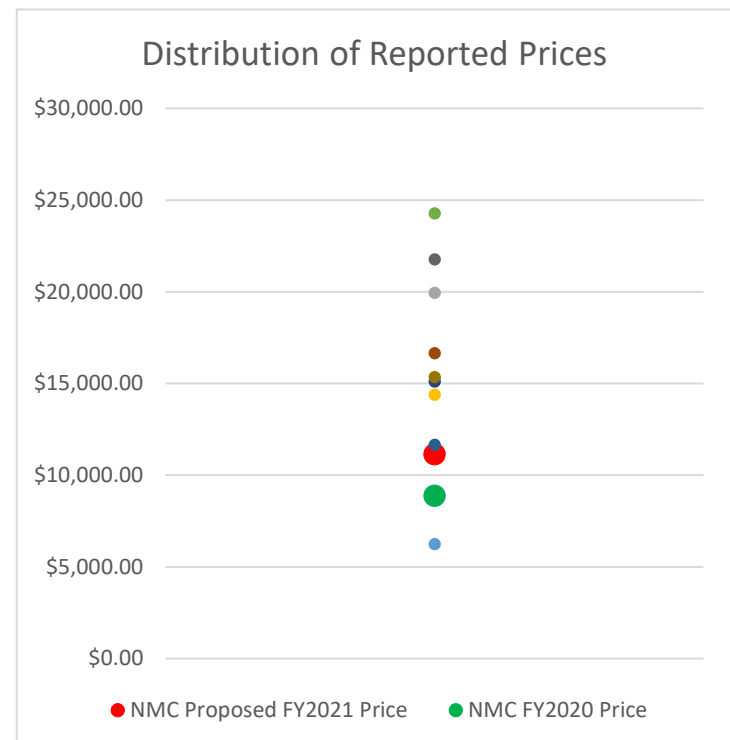
NMC Price: \$8,881.41
Highest Price: \$24,277.99
Average Price: \$15,422.64
Median Price: \$15,226.39
Lowest Price: \$6,244.36

NMC Rank (1 = Highest): 9 of 10

Rate Increase Needed for NMC to Reach

Median: 71.4%
Average: 73.7%
Highest: 173.4%

FY2018 Billed Units 30
Total Gross Revenue \$ 266,442
Gross Revenue at Average Price \$ 462,679
Gross Revenue Variance from Average \$ (196,237)



APPENDIX VII

CPT Code: 63
Description: Other non-OR therapeutic cardiovascular procedures

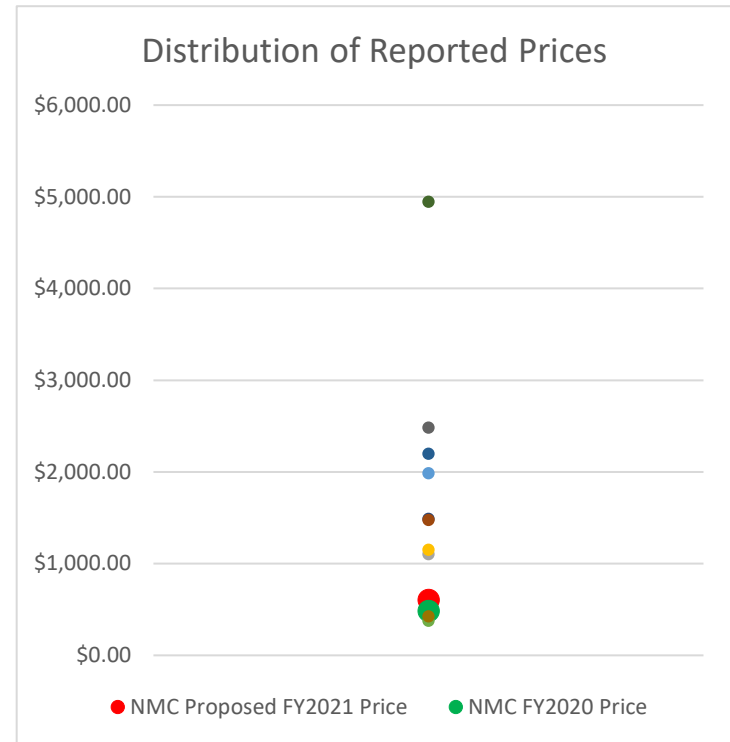
NMC Price: \$483.04
Highest Price: \$4,946.20
Average Price: \$1,647.57
Median Price: \$1,476.77
Lowest Price: \$379.05

NMC Rank (1 = Highest): 9 of 11

Rate Increase Needed for NMC to Reach

Median: 205.7%
Average: 241.1%
Highest: 924.0%

FY2018 Billed Units 165
Total Gross Revenue \$ 79,702
Gross Revenue at Average Price \$ 271,849
Gross Revenue Variance from Average \$ (192,147)



CPT Code: 142
Description: Partial excision bone

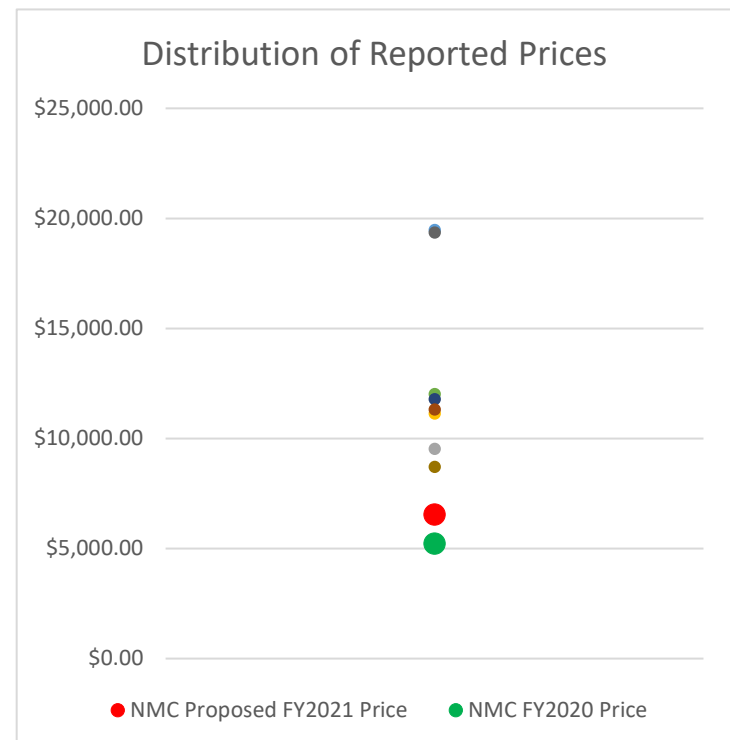
NMC Price: \$5,219.06
Highest Price: \$19,482.37
Average Price: \$12,061.88
Median Price: \$11,321.66
Lowest Price: \$5,219.06

NMC Rank (1 = Highest): 9 of 9

Rate Increase Needed for NMC to Reach

Median: 116.9%
Average: 131.1%
Highest: 273.3%

FY2018 Billed Units 25
Total Gross Revenue \$ 130,477
Gross Revenue at Average Price \$ 301,547
Gross Revenue Variance from Average \$ (171,071)



APPENDIX VII

CPT Code: 119
Description: Oophorectomy, unilateral & bilateral

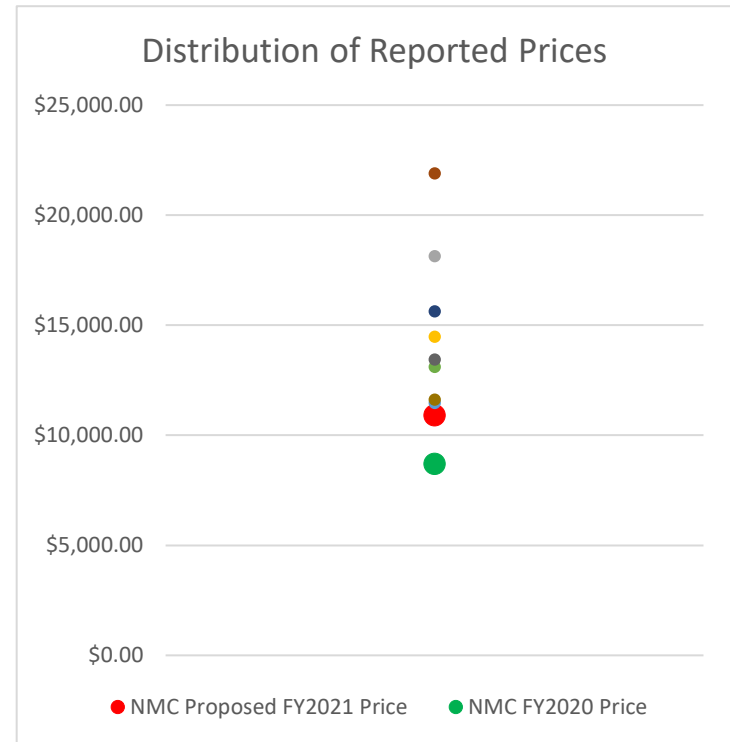
NMC Price: \$8,696.98
Highest Price: \$21,905.46
Average Price: \$14,275.17
Median Price: \$13,439.16
Lowest Price: \$8,696.98

NMC Rank (1 = Highest): 9 of 9

Rate Increase Needed for NMC to Reach

Median: 54.5%
Average: 64.1%
Highest: 151.9%

FY2018 Billed Units 29
Total Gross Revenue \$ 252,212
Gross Revenue at Average Price \$ 413,980
Gross Revenue Variance from Average \$ (161,768)



CPT Code: 132
Description: Other OR therapeutic procedures, female organs

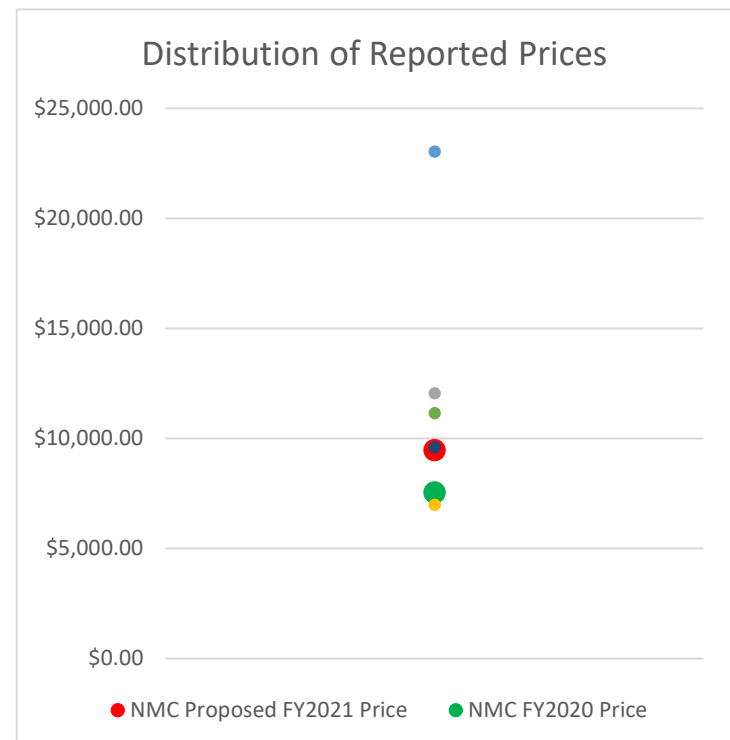
NMC Price: \$7,553.04
Highest Price: \$23,034.88
Average Price: \$11,729.77
Median Price: \$10,377.12
Lowest Price: \$6,982.64

NMC Rank (1 = Highest): 5 of 6

Rate Increase Needed for NMC to Reach

Median: 37.4%
Average: 55.3%
Highest: 205.0%

FY2018 Billed Units 29
Total Gross Revenue \$ 219,038
Gross Revenue at Average Price \$ 340,163
Gross Revenue Variance from Average \$ (121,125)



APPENDIX VII

CPT Code: 148
Description: Other fracture & dislocation procedure

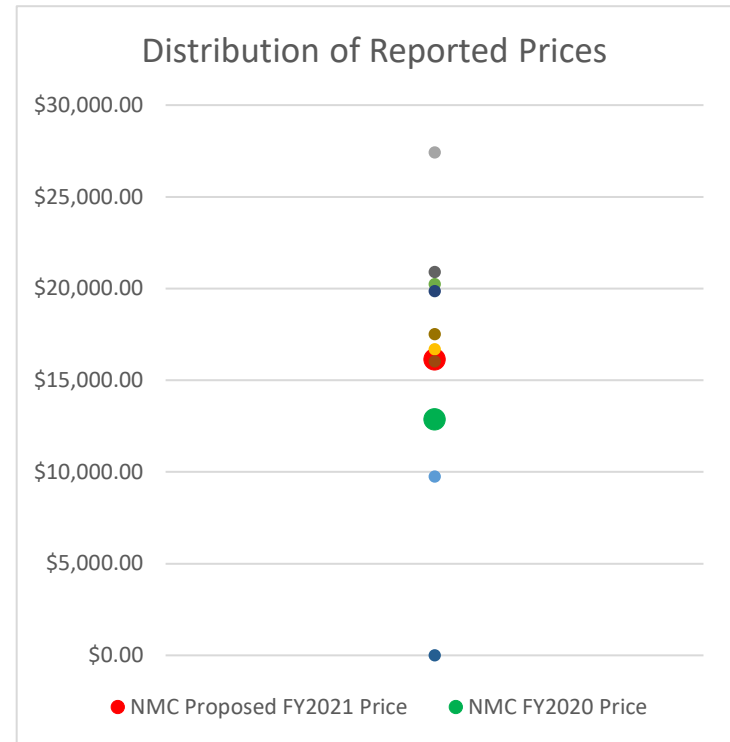
NMC Price: \$12,870.91
Highest Price: \$27,418.82
Average Price: \$17,918.37
Median Price: \$17,509.74
Lowest Price: \$9,755.69

NMC Rank (1 = Highest): 8 of 10

Rate Increase Needed for NMC to Reach

Median: 36.0%
Average: 39.2%
Highest: 113.0%

FY2018 Billed Units 21
Total Gross Revenue \$ 270,289
Gross Revenue at Average Price \$ 376,286
Gross Revenue Variance from Average \$ (105,997)



CPT Code: 161
Description: Other OR therapeutic procedures on bone

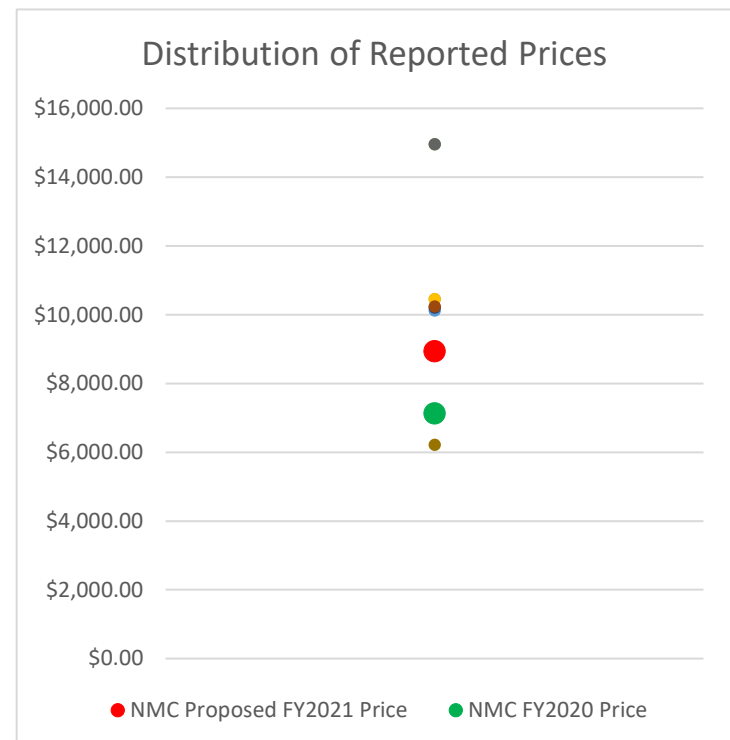
NMC Price: \$7,133.67
Highest Price: \$14,959.75
Average Price: \$10,525.65
Median Price: \$10,237.19
Lowest Price: \$6,213.90

NMC Rank (1 = Highest): 8 of 9

Rate Increase Needed for NMC to Reach

Median: 43.5%
Average: 47.5%
Highest: 109.7%

FY2018 Billed Units 29
Total Gross Revenue \$ 206,876
Gross Revenue at Average Price \$ 305,244
Gross Revenue Variance from Average \$ (98,367)



APPENDIX VII

CPT Code: 166
Description: Lumpectomy, quadrantectomy of breast

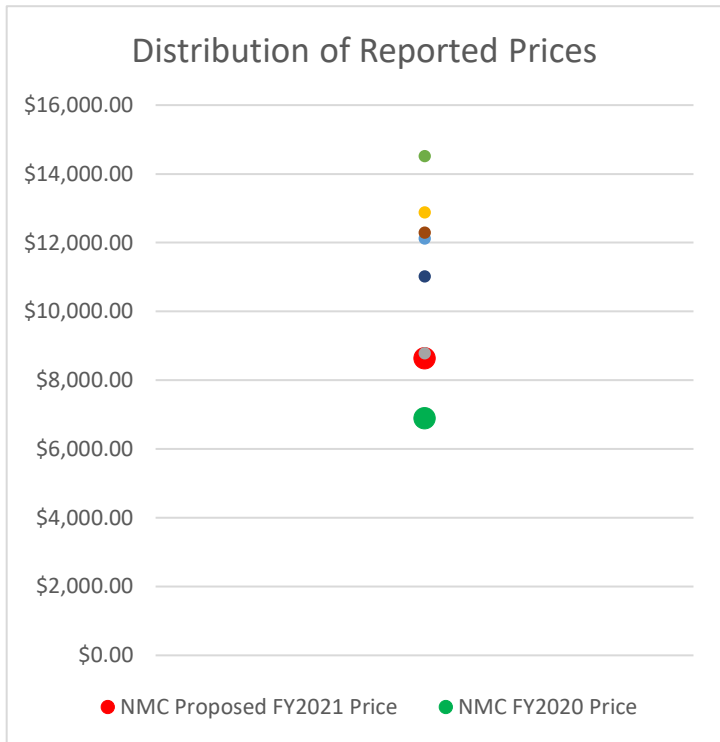
NMC Price: \$6,893.25
Highest Price: \$14,518.38
Average Price: \$11,216.67
Median Price: \$12,124.35
Lowest Price: \$6,893.25

NMC Rank (1 = Highest): 7 of 7

Rate Increase Needed for NMC to Reach

Median: 75.9%
Average: 62.7%
Highest: 110.6%

FY2018 Billed Units 22
Total Gross Revenue \$ 151,652
Gross Revenue at Average Price \$ 246,767
Gross Revenue Variance from Average \$ (95,115)



CPT Code: 101
Description: Transurethral excision, drainage, rem urinary obstruction

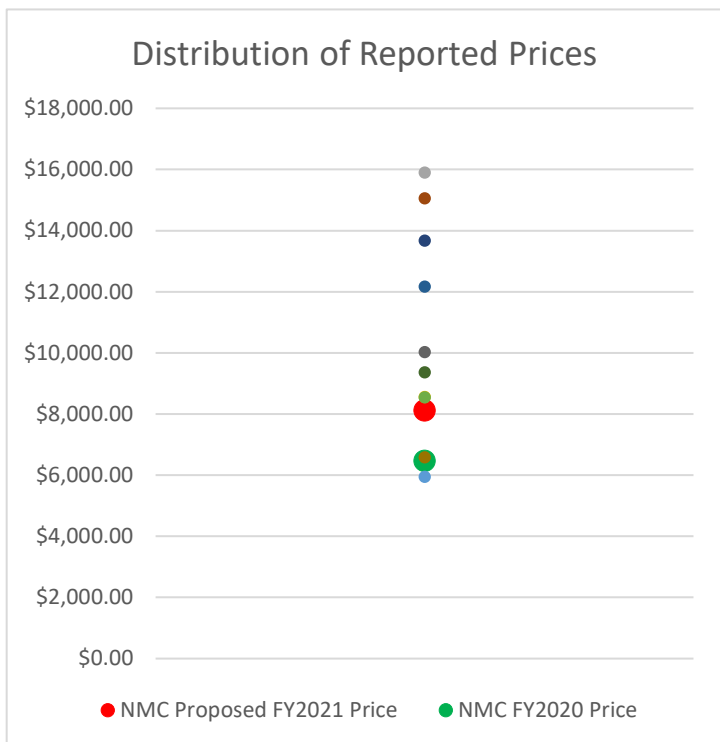
NMC Price: \$6,472.78
Highest Price: \$15,904.19
Average Price: \$10,209.46
Median Price: \$9,364.90
Lowest Price: \$5,943.15

NMC Rank (1 = Highest): 10 of 11

Rate Increase Needed for NMC to Reach

Median: 44.7%
Average: 57.7%
Highest: 145.7%

FY2018 Billed Units 19
Total Gross Revenue \$ 122,983
Gross Revenue at Average Price \$ 193,980
Gross Revenue Variance from Average \$ (70,997)



APPENDIX VII

CPT Code: 77
Description: Proctoscopy & anorectal biopsy

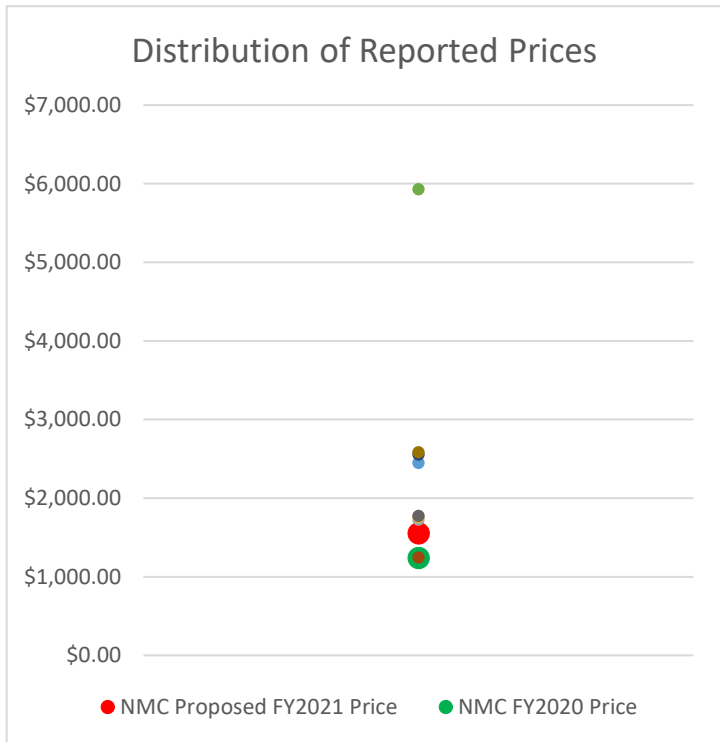
NMC Price: \$1,237.25
Highest Price: \$5,930.44
Average Price: \$2,363.46
Median Price: \$1,774.84
Lowest Price: \$1,237.25

NMC Rank (1 = Highest): 9 of 9

Rate Increase Needed for NMC to Reach

Median: 43.5%
Average: 91.0%
Highest: 379.3%

FY2018 Billed Units 40
Total Gross Revenue \$ 49,490
Gross Revenue at Average Price \$ 94,538
Gross Revenue Variance from Average \$ (45,048)



CPT Code: 130
Description: Other diagnostic procedures, female organs

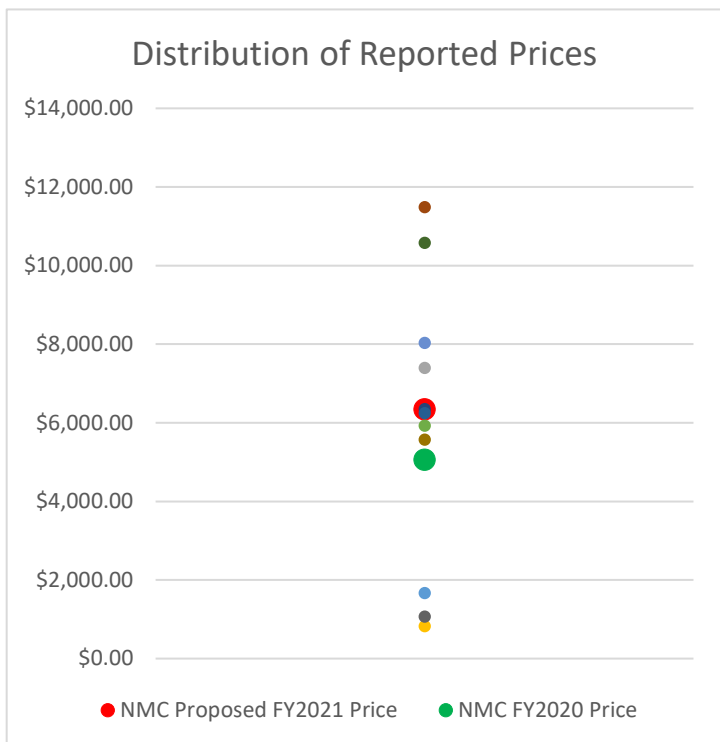
NMC Price: \$5,055.49
Highest Price: \$11,485.30
Average Price: \$5,849.23
Median Price: \$6,084.18
Lowest Price: \$820.86

NMC Rank (1 = Highest): 9 of 12

Rate Increase Needed for NMC to Reach

Median: 20.3%
Average: 15.7%
Highest: 127.2%

FY2018 Billed Units 55
Total Gross Revenue \$ 278,052
Gross Revenue at Average Price \$ 321,708
Gross Revenue Variance from Average \$ (43,656)



APPENDIX VII

CPT Code: 115
Description: Circumcision

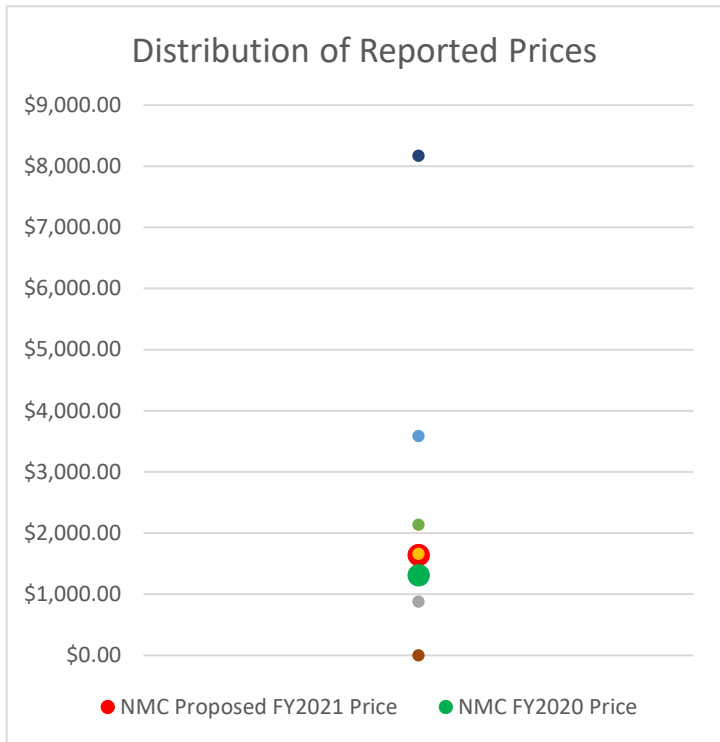
NMC Price: \$1,309.71
Highest Price: \$8,171.92
Average Price: \$2,957.16
Median Price: \$1,898.38
Lowest Price: \$879.97

NMC Rank (1 = Highest): 5 of 7

Rate Increase Needed for NMC to Reach

Median: 44.9%
Average: 125.8%
Highest: 523.9%

FY2018 Billed Units 16
Total Gross Revenue \$ 20,955
Gross Revenue at Average Price \$ 47,315
Gross Revenue Variance from Average \$ (26,359)



CPT Code: 69
Description: Esophageal dilatation

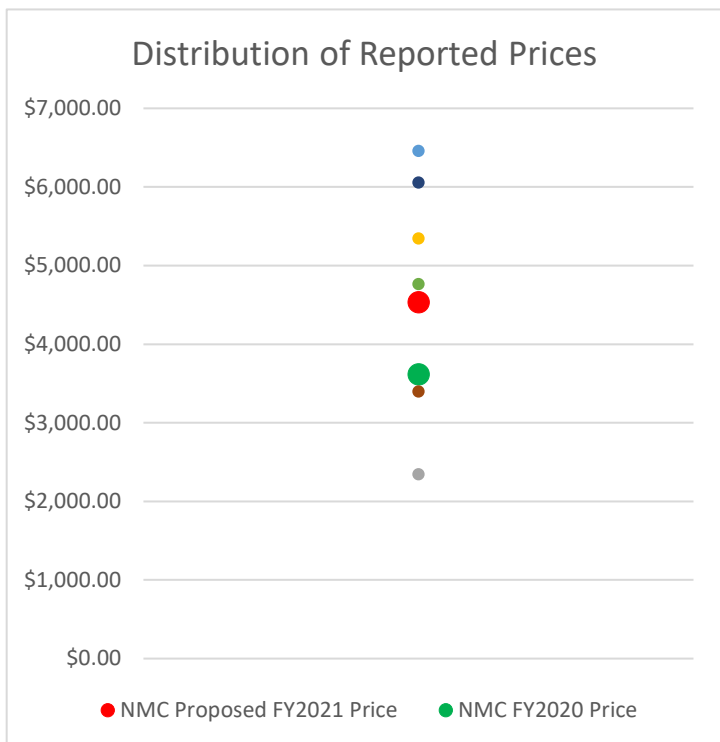
NMC Price: \$3,616.24
Highest Price: \$6,458.58
Average Price: \$4,569.61
Median Price: \$4,766.48
Lowest Price: \$2,345.31

NMC Rank (1 = Highest): 5 of 7

Rate Increase Needed for NMC to Reach

Median: 31.8%
Average: 26.4%
Highest: 78.6%

FY2018 Billed Units 23
Total Gross Revenue \$ 83,174
Gross Revenue at Average Price \$ 105,101
Gross Revenue Variance from Average \$ (21,928)



APPENDIX VII

CPT Code: 7
Description: Other diagnostic nervous system procedures

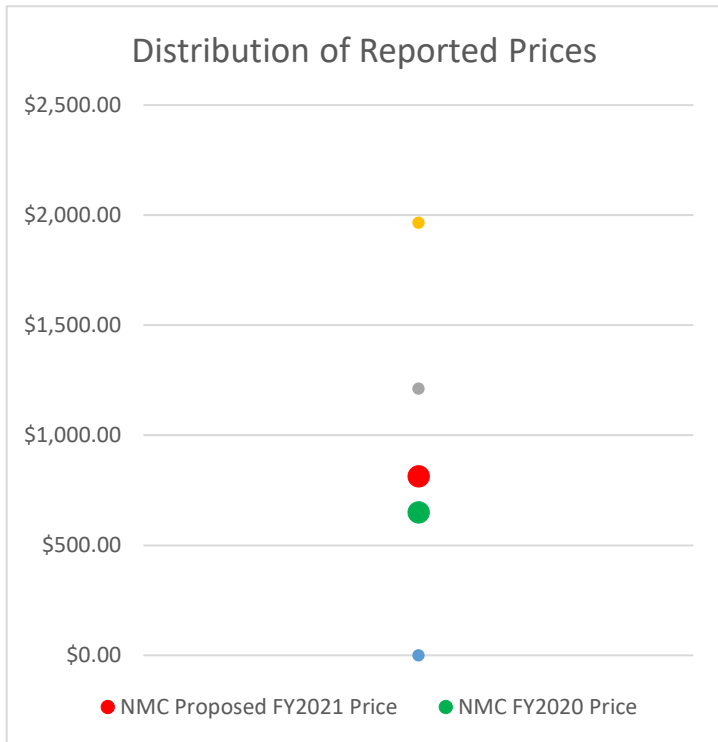
NMC Price: \$648.82
Highest Price: \$1,965.80
Average Price: \$1,275.26
Median Price: \$1,211.17
Lowest Price: \$648.82

NMC Rank (1 = Highest): 3 of 4

Rate Increase Needed for NMC to Reach

Median: 86.7%
Average: 96.6%
Highest: 203.0%

FY2018 Billed Units 20
Total Gross Revenue \$ 12,976
Gross Revenue at Average Price \$ 25,505
Gross Revenue Variance from Average \$ (12,529)



CPT Code: 100
Description: Endoscopy & endoscopic biopsy of the urinary tract

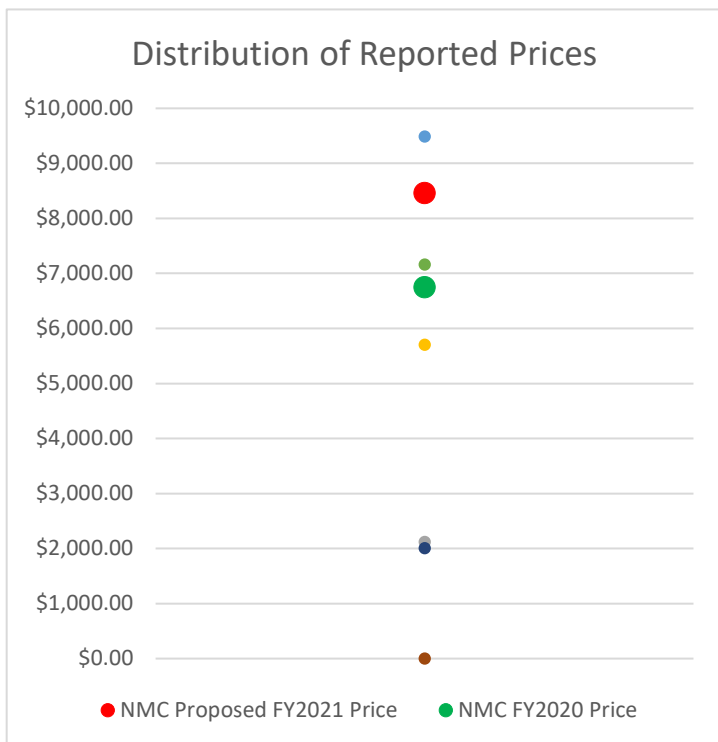
NMC Price: \$6,748.34
Highest Price: \$9,487.63
Average Price: \$5,537.66
Median Price: \$6,227.54
Lowest Price: \$2,005.05

NMC Rank (1 = Highest): 3 of 7

Rate Increase Needed for NMC to Reach

Median: -7.7%
Average: -17.9%
Highest: 40.6%

FY2018 Billed Units 18
Total Gross Revenue \$ 121,470
Gross Revenue at Average Price \$ 99,678
Gross Revenue Variance from Average \$ 21,792



APPENDIX VII

CPT Code: 152
Description: Arthroplasty knee

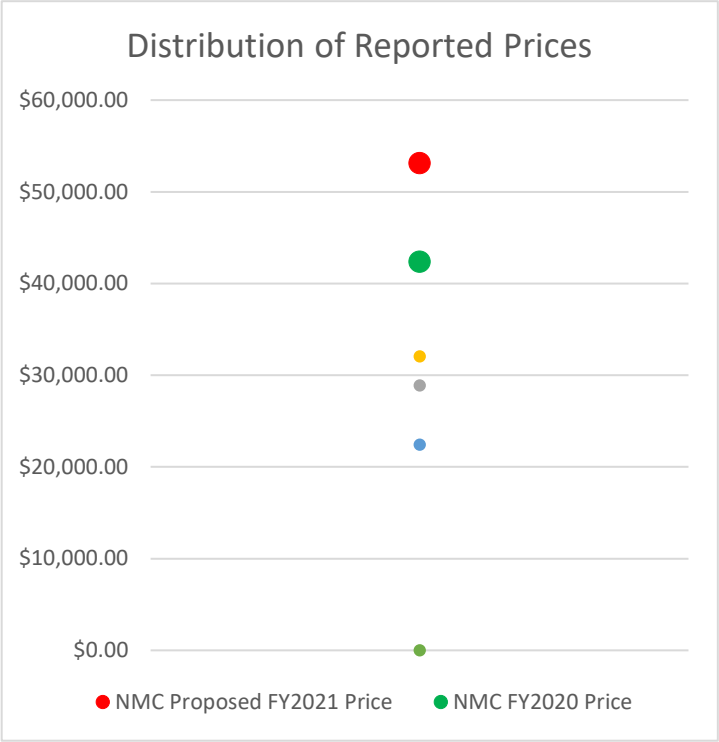
NMC Price: \$42,387.06
Highest Price: \$42,387.06
Average Price: \$31,434.14
Median Price: \$30,470.32
Lowest Price: \$22,408.86

NMC Rank (1 = Highest): 1 of 5

Rate Increase Needed for NMC to Reach

Median: -28.1%
Average: -25.8%
Highest: 0.0%

FY2018 Billed Units 62
Total Gross Revenue \$ 2,627,998
Gross Revenue at Average Price \$ 1,948,917
Gross Revenue Variance from Average \$ 679,081



APPENDIX VIII

CPT Code: 80053
Description: Comprehensive metabolic panel

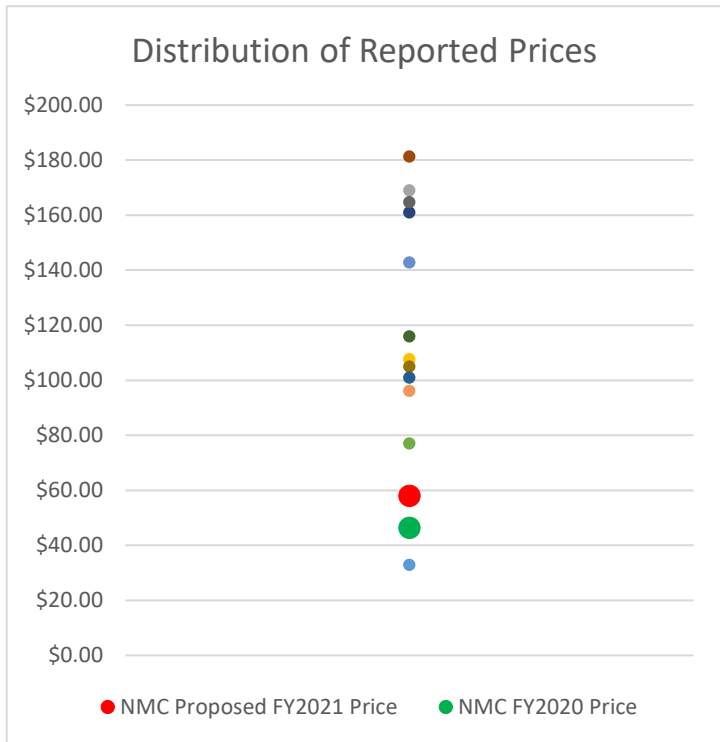
NMC Price: \$46.28
Highest Price: \$181.40
Average Price: \$115.45
Median Price: \$107.64
Lowest Price: \$32.85

NMC Rank (1 = Highest): 12 of 13

Rate Increase Needed for NMC to Reach

Median: 132.6%
Average: 149.5%
Highest: 292.0%

FY2019 Billed Units 24,865
Total Gross Revenue \$ 1,150,752
Gross Revenue at Average Price \$ 2,870,664
Gross Revenue Variance from Average \$ (1,719,912)



CPT Code: 84443
Description: Thyroid stimulating hormone (TSH) level

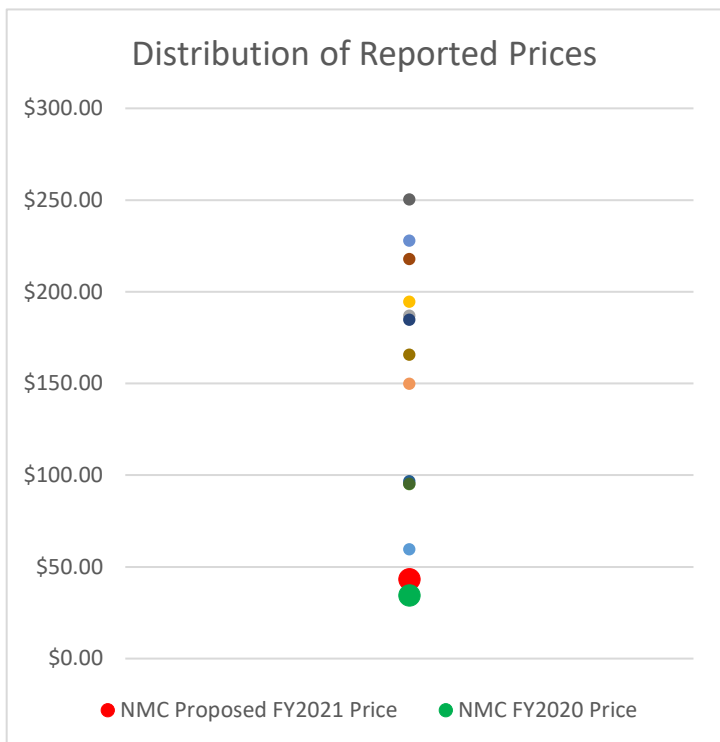
NMC Price: \$34.44
Highest Price: \$250.29
Average Price: \$150.67
Median Price: \$165.67
Lowest Price: \$34.44

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 381.0%
Average: 337.5%
Highest: 626.7%

FY2019 Billed Units 13,619
Total Gross Revenue \$ 469,038
Gross Revenue at Average Price \$ 2,051,975
Gross Revenue Variance from Average \$ (1,582,936)



APPENDIX VIII

CPT Code: 99283
Description: Emergency room visit, level 3

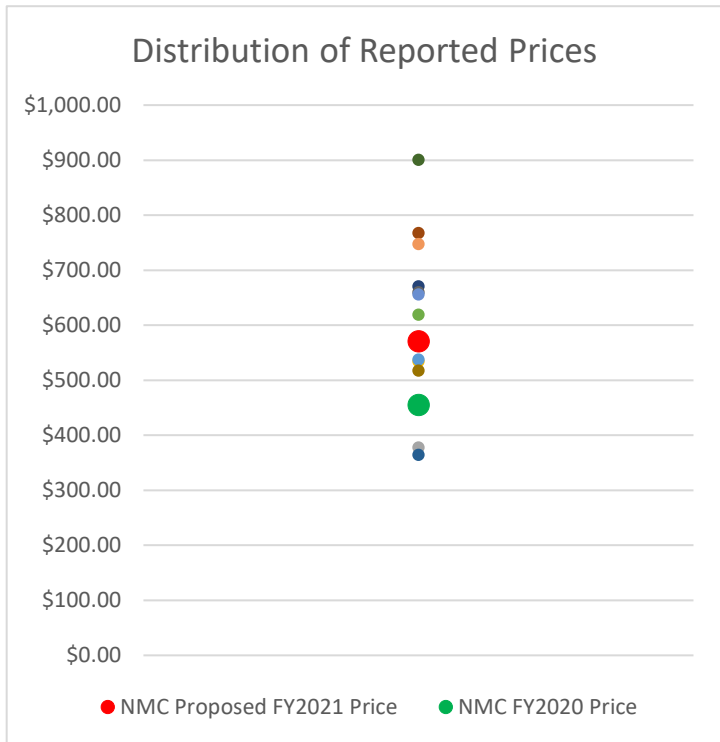
NMC Price: \$455.27
Highest Price: \$900.45
Average Price: \$600.69
Median Price: \$619.00
Lowest Price: \$364.54

NMC Rank (1 = Highest): 11 of 13

Rate Increase Needed for NMC to Reach

Median: 36.0%
Average: 31.9%
Highest: 97.8%

FY2019 Billed Units 7,949
Total Gross Revenue \$ 3,618,941
Gross Revenue at Average Price \$ 4,774,885
Gross Revenue Variance from Average \$ (1,155,944)



CPT Code: 80061
Description: Lipid panel

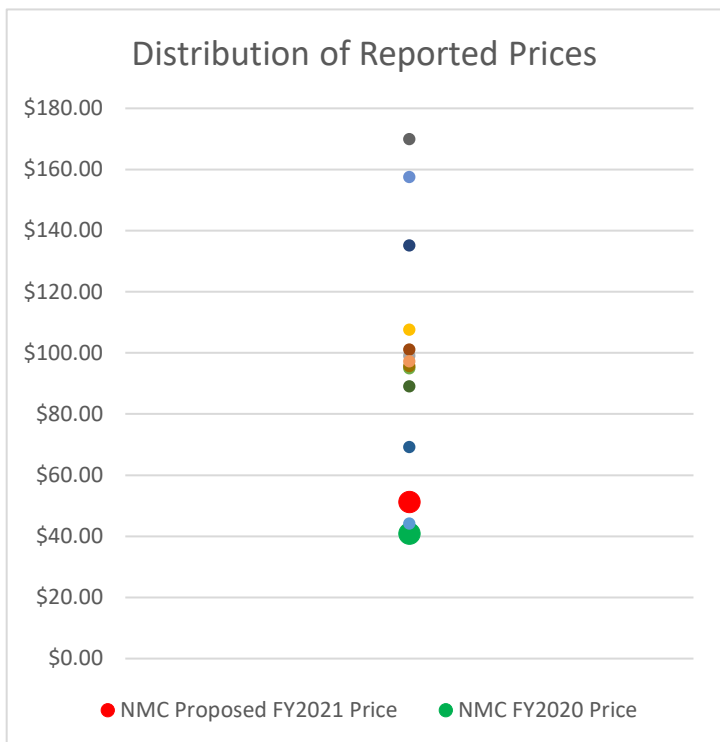
NMC Price: \$40.90
Highest Price: \$169.95
Average Price: \$100.12
Median Price: \$97.20
Lowest Price: \$40.90

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 137.7%
Average: 144.8%
Highest: 315.5%

FY2019 Billed Units 14,214
Total Gross Revenue \$ 581,353
Gross Revenue at Average Price \$ 1,423,106
Gross Revenue Variance from Average \$ (841,753)



APPENDIX VIII

CPT Code: 77067
Description: Screening mammography, CAD, bilateral

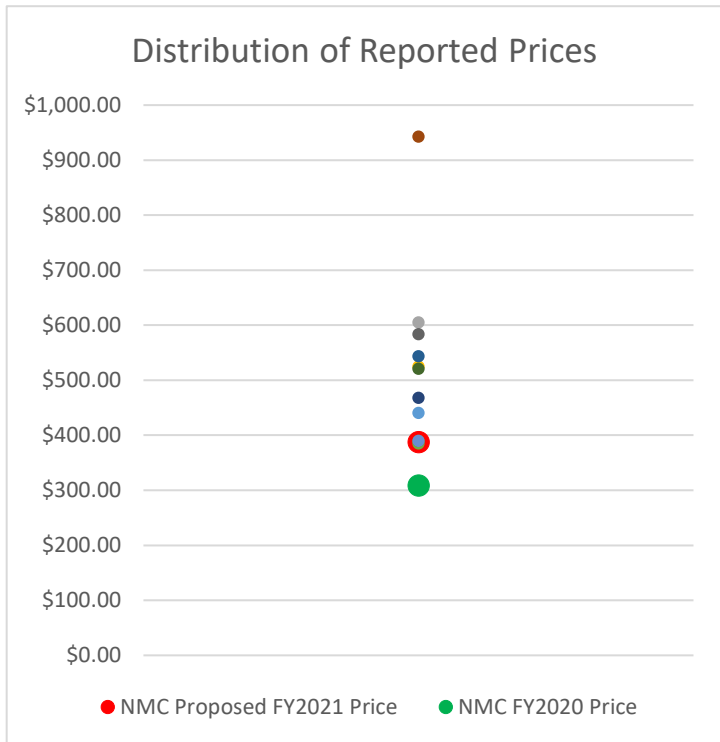
NMC Price: \$308.90
Highest Price: \$942.45
Average Price: \$508.48
Median Price: \$494.44
Lowest Price: \$308.90

NMC Rank (1 = Highest): 12 of 12

Rate Increase Needed for NMC to Reach

Median: 60.1%
Average: 64.6%
Highest: 205.1%

FY2019 Billed Units 4,185
Total Gross Revenue \$ 1,292,747
Gross Revenue at Average Price \$ 2,127,989
Gross Revenue Variance from Average \$ (835,242)



CPT Code: 97110
Description: Therapeutic exercise to develop strength, endurance, range of motion, and flexibility; 15 min.

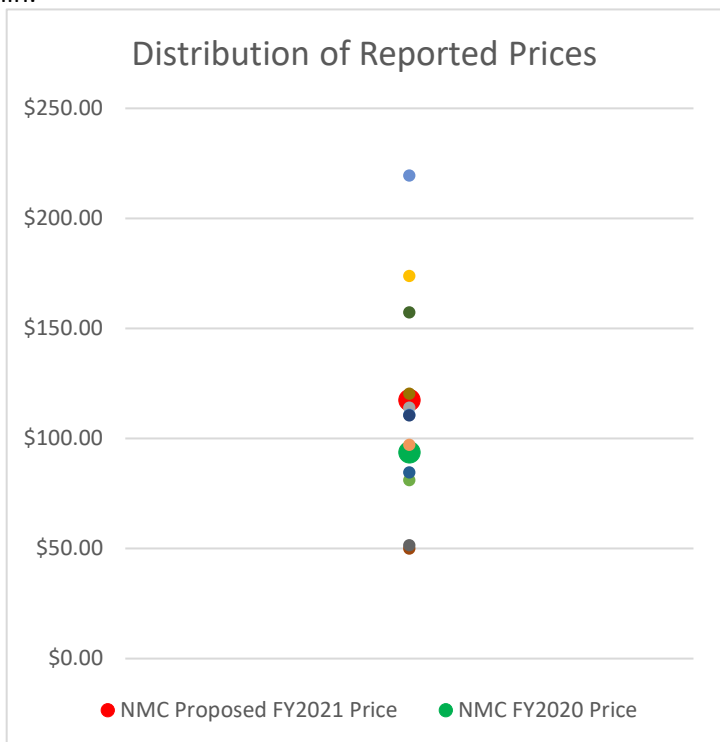
NMC Price: \$93.64
Highest Price: \$219.45
Average Price: \$112.63
Median Price: \$110.42
Lowest Price: \$50.04

NMC Rank (1 = Highest): 9 of 13

Rate Increase Needed for NMC to Reach

Median: 17.9%
Average: 20.3%
Highest: 134.4%

FY2019 Billed Units 42,577
Total Gross Revenue \$ 3,986,910
Gross Revenue at Average Price \$ 4,795,448
Gross Revenue Variance from Average \$ (808,537)



APPENDIX VIII

CPT Code: 99284
Description: Emergency room visit, level 4

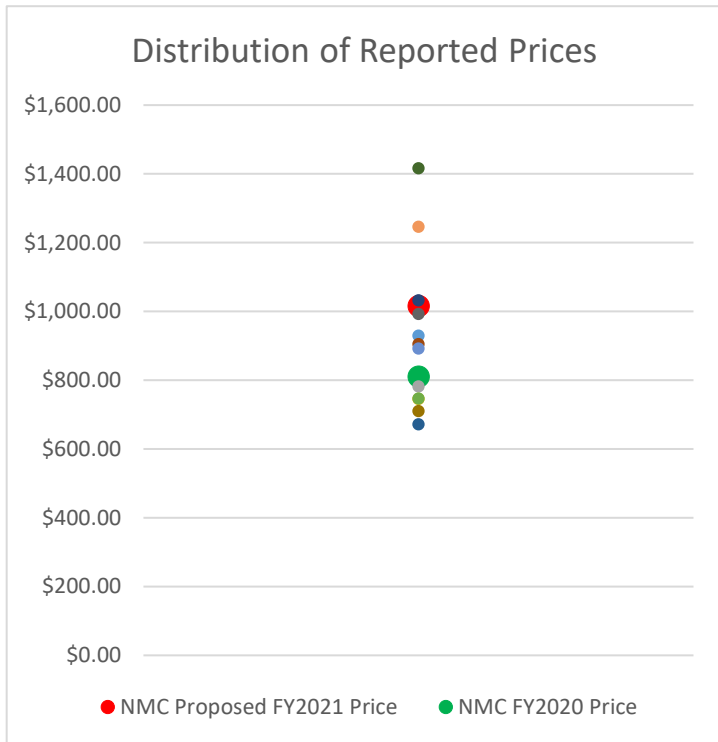
NMC Price: \$810.45
Highest Price: \$1,416.92
Average Price: \$914.07
Median Price: \$892.50
Lowest Price: \$671.98

NMC Rank (1 = Highest): 8 of 13

Rate Increase Needed for NMC to Reach

Median: 10.1%
Average: 12.8%
Highest: 74.8%

FY2019 Billed Units 7,121
Total Gross Revenue \$ 5,771,214
Gross Revenue at Average Price \$ 6,509,092
Gross Revenue Variance from Average \$ (737,878)



CPT Code: 83036
Description: Glycosylated mehoglobin test (A1C) for blood glucose

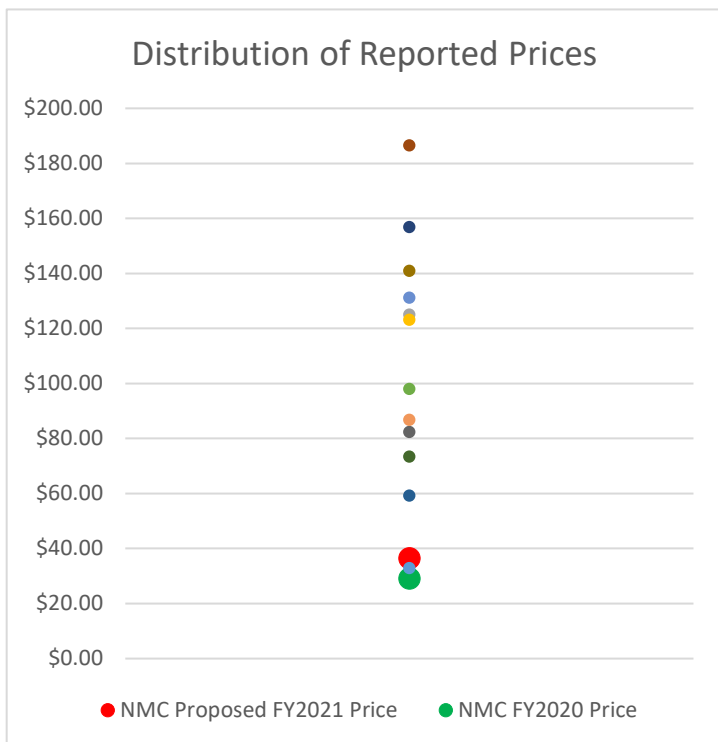
NMC Price: \$29.06
Highest Price: \$186.61
Average Price: \$101.98
Median Price: \$98.00
Lowest Price: \$29.06

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 237.2%
Average: 250.9%
Highest: 542.2%

FY2019 Billed Units 9,603
Total Gross Revenue \$ 279,063
Gross Revenue at Average Price \$ 979,314
Gross Revenue Variance from Average \$ (700,251)



APPENDIX VIII

CPT Code: 76705
Description: Ultrasound of abdomen (limited area)

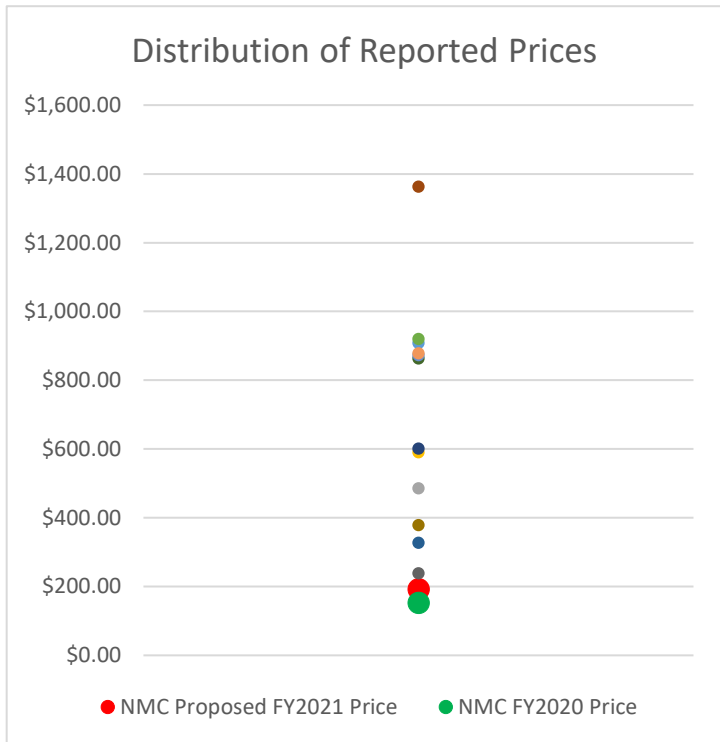
NMC Price: \$152.83
Highest Price: \$1,362.55
Average Price: \$660.07
Median Price: \$601.66
Lowest Price: \$152.83

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 293.7%
Average: 331.9%
Highest: 791.5%

FY2019 Billed Units 1,267
Total Gross Revenue \$ 193,636
Gross Revenue at Average Price \$ 836,309
Gross Revenue Variance from Average \$ (642,673)



CPT Code: 74177
Description: CT scan of abdomen & pelvis with contrast

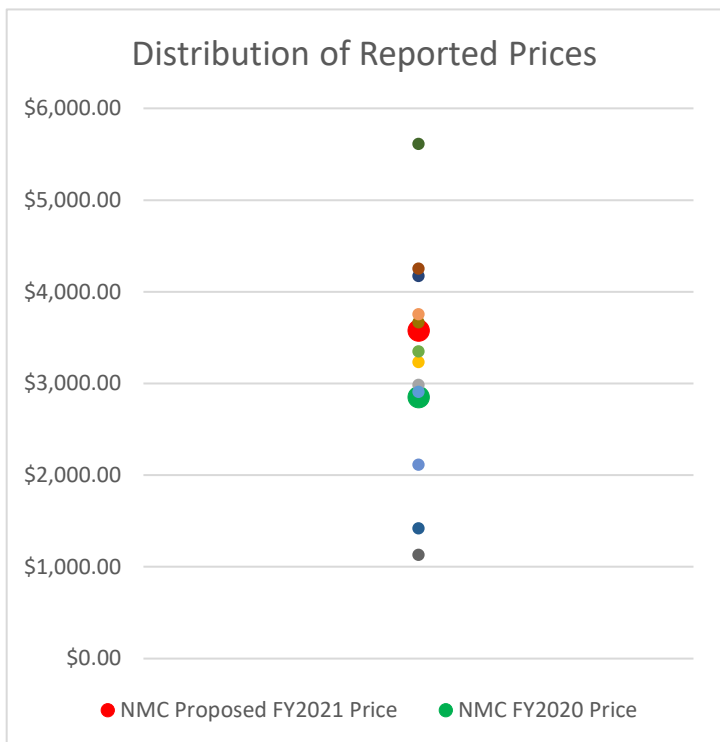
NMC Price: \$2,852.20
Highest Price: \$5,612.81
Average Price: \$3,189.36
Median Price: \$3,235.41
Lowest Price: \$1,133.00

NMC Rank (1 = Highest): 10 of 13

Rate Increase Needed for NMC to Reach

Median: 13.4%
Average: 11.8%
Highest: 96.8%

FY2019 Billed Units 1,783
Total Gross Revenue \$ 5,085,473
Gross Revenue at Average Price \$ 5,686,629
Gross Revenue Variance from Average \$ (601,156)



APPENDIX VIII

CPT Code: 85025
Description: CBC, automated, and automated WBC count

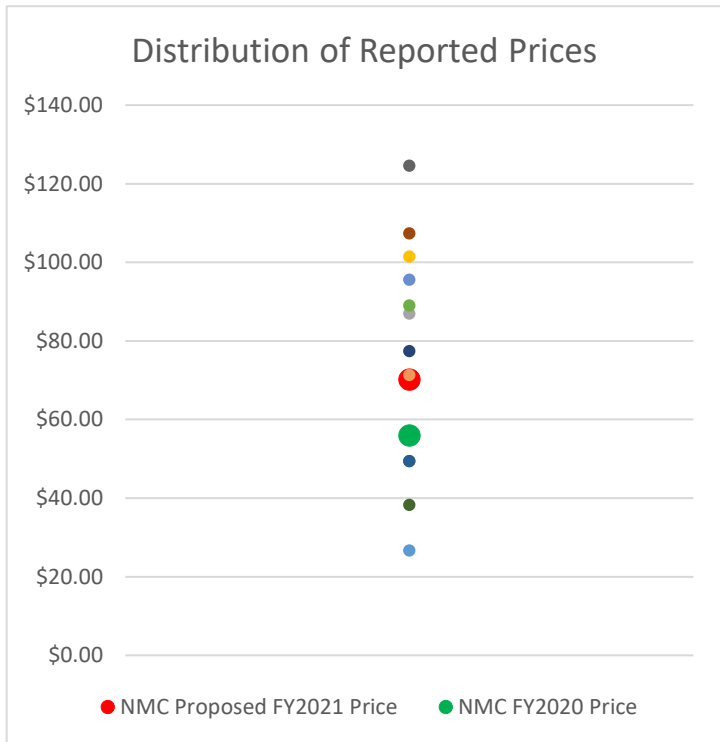
NMC Price: \$55.97
Highest Price: \$124.63
Average Price: \$74.88
Median Price: \$77.40
Lowest Price: \$26.69

NMC Rank (1 = Highest): 9 of 13

Rate Increase Needed for NMC to Reach

Median: 38.3%
Average: 33.8%
Highest: 122.7%

FY2019 Billed Units 26,415
Total Gross Revenue \$ 1,478,448
Gross Revenue at Average Price \$ 1,977,955
Gross Revenue Variance from Average \$ (499,508)



CPT Code: 72148
Description: MRI scan of thoracic spine with contrast

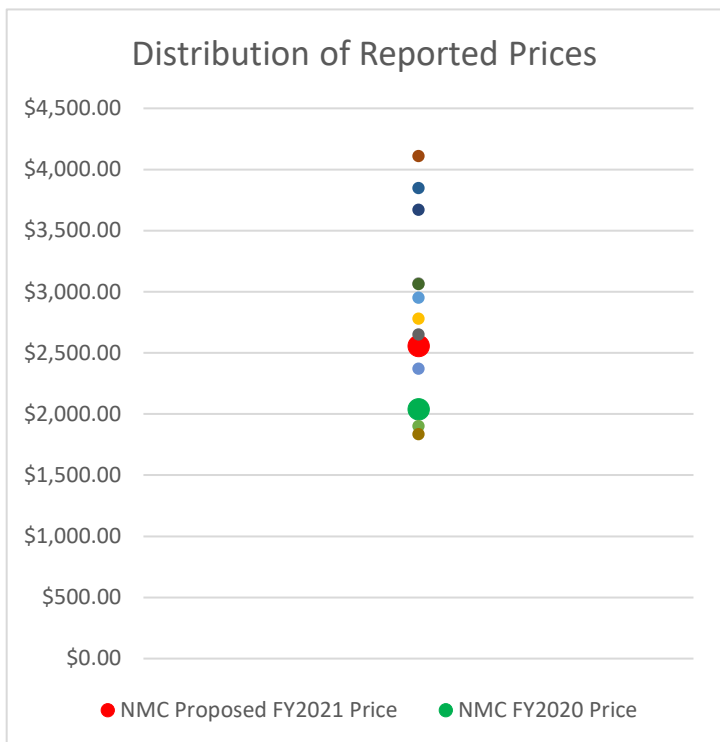
NMC Price: \$2,038.51
Highest Price: \$4,110.73
Average Price: \$2,857.89
Median Price: \$2,867.14
Lowest Price: \$1,835.86

NMC Rank (1 = Highest): 10 of 12

Rate Increase Needed for NMC to Reach

Median: 40.6%
Average: 40.2%
Highest: 101.7%

FY2019 Billed Units 579
Total Gross Revenue \$ 1,180,297
Gross Revenue at Average Price \$ 1,654,718
Gross Revenue Variance from Average \$ (474,421)



APPENDIX VIII

CPT Code: 70553

Description: MRI scan of brain (multiple sequences) with and without contrast

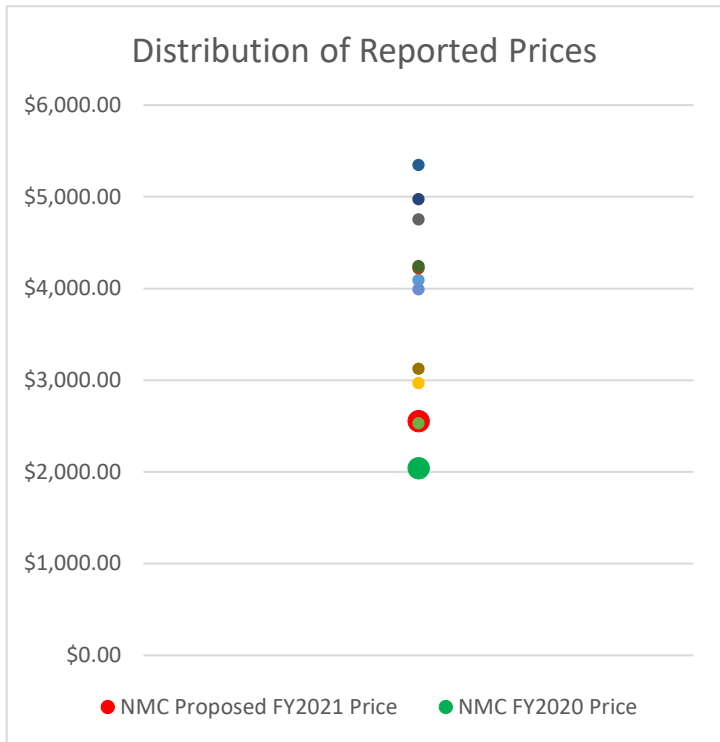
NMC Price: \$2,038.51
 Highest Price: \$5,348.88
 Average Price: \$3,877.12
 Median Price: \$4,156.80
 Lowest Price: \$2,038.51

NMC Rank (1 = Highest): 12 of 12

Rate Increase Needed for NMC to Reach

Median: 103.9%
 Average: 90.2%
 Highest: 162.4%

FY2019 Billed Units 236
 Total Gross Revenue \$ 481,088
 Gross Revenue at Average Price \$ 915,000
 Gross Revenue Variance from Average \$ (433,912)



CPT Code: 82607

Description: Vitamin B-12 (cyanocobalamin) level

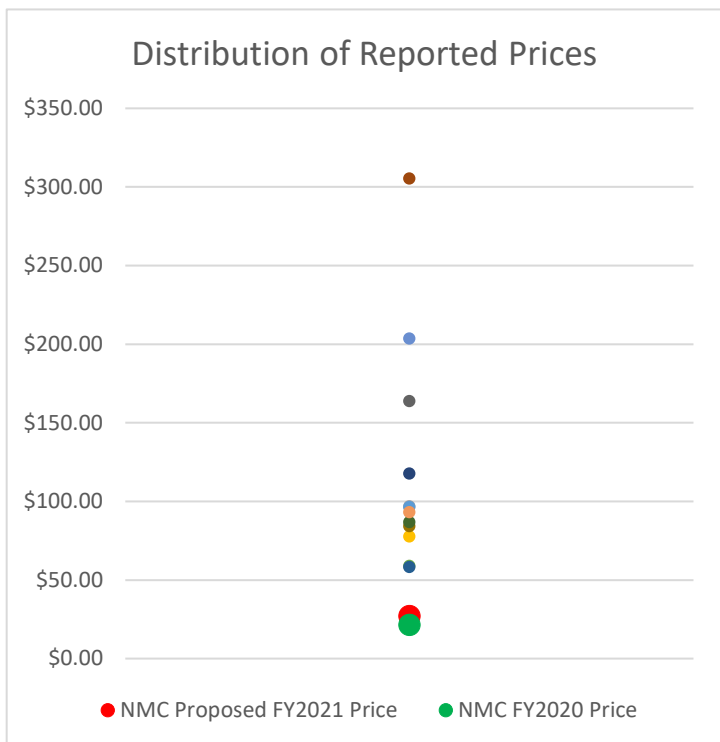
NMC Price: \$21.53
 Highest Price: \$305.45
 Average Price: \$112.68
 Median Price: \$93.06
 Lowest Price: \$21.53

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 332.2%
 Average: 423.4%
 Highest: 1318.7%

FY2019 Billed Units 4,023
 Total Gross Revenue \$ 86,615
 Gross Revenue at Average Price \$ 453,312
 Gross Revenue Variance from Average \$ (366,696)



APPENDIX VIII

CPT Code: 72100
Description: X-ray of lower and sacral spine, 2 or 3 views

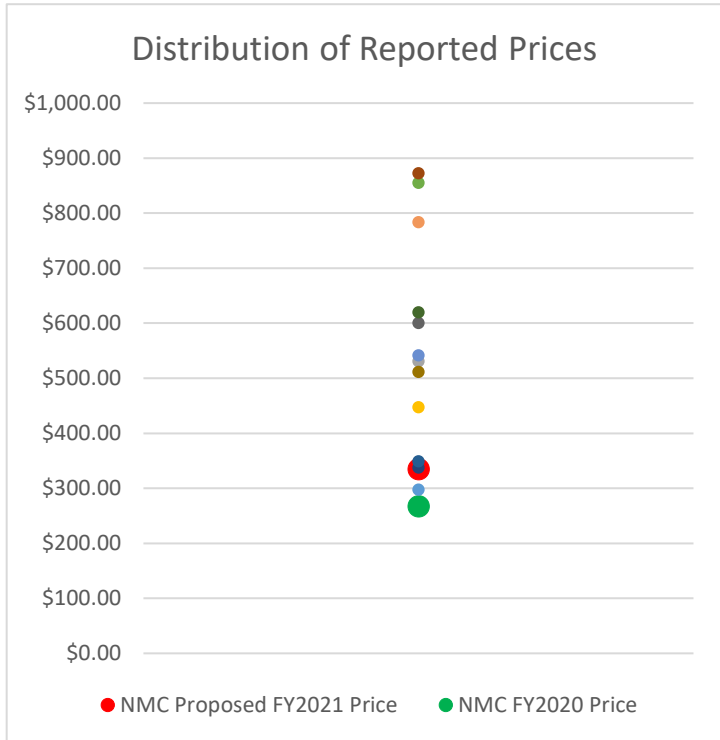
NMC Price: \$266.92
Highest Price: \$872.57
Average Price: \$539.57
Median Price: \$531.00
Lowest Price: \$266.92

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 98.9%
Average: 102.1%
Highest: 226.9%

FY2019 Billed Units 1,330
Total Gross Revenue \$ 355,004
Gross Revenue at Average Price \$ 717,628
Gross Revenue Variance from Average \$ (362,625)



CPT Code: 70551
Description: MRI scan of brain without contrast

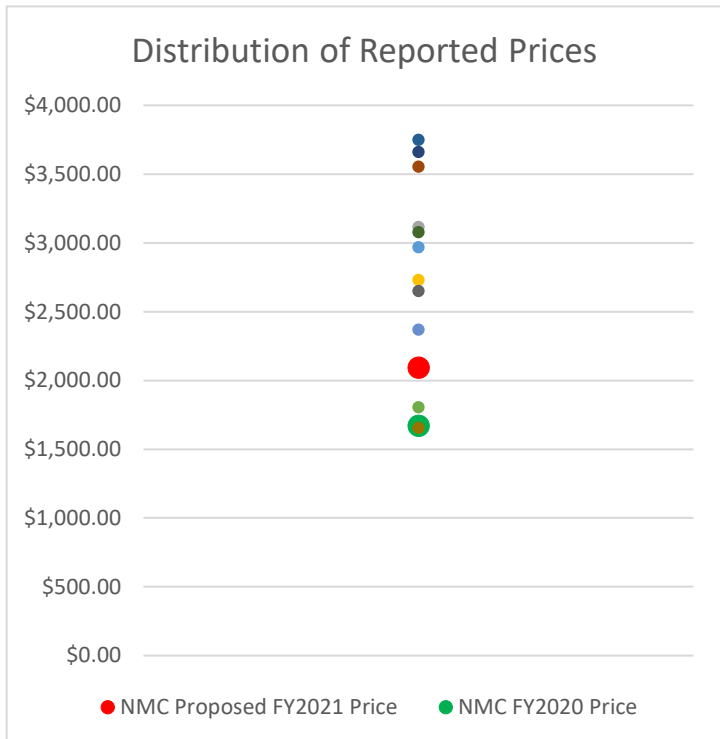
NMC Price: \$1,669.34
Highest Price: \$3,749.81
Average Price: \$2,751.25
Median Price: \$2,850.51
Lowest Price: \$1,655.78

NMC Rank (1 = Highest): 11 of 12

Rate Increase Needed for NMC to Reach

Median: 70.8%
Average: 64.8%
Highest: 124.6%

FY2019 Billed Units 335
Total Gross Revenue \$ 559,229
Gross Revenue at Average Price \$ 921,669
Gross Revenue Variance from Average \$ (362,440)



APPENDIX VIII

CPT Code: 71260
Description: CT scan of chest with contrast

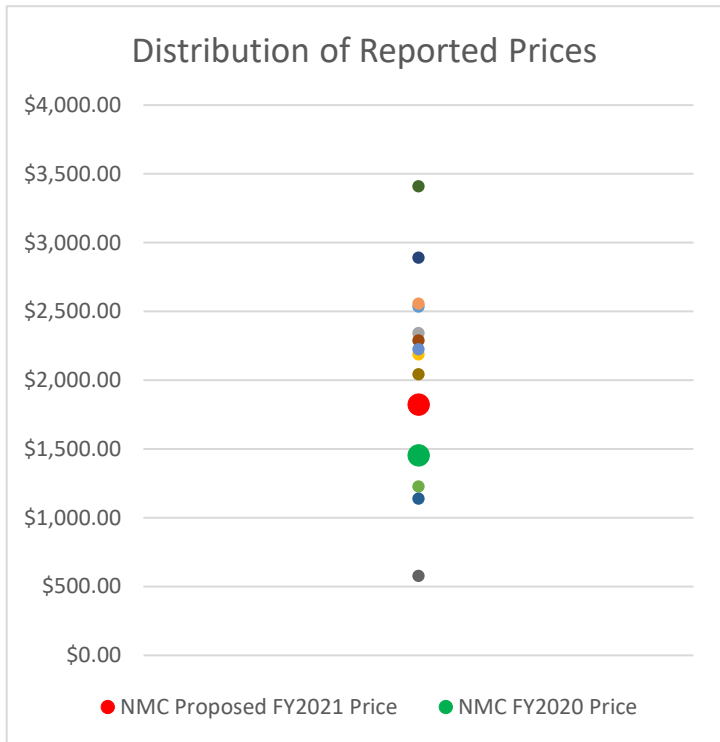
NMC Price: \$1,453.01
Highest Price: \$3,410.33
Average Price: \$2,067.84
Median Price: \$2,226.00
Lowest Price: \$577.83

NMC Rank (1 = Highest): 10 of 13

Rate Increase Needed for NMC to Reach

Median: 53.2%
Average: 42.3%
Highest: 134.7%

FY2019 Billed Units 578
Total Gross Revenue \$ 839,840
Gross Revenue at Average Price \$ 1,195,212
Gross Revenue Variance from Average \$ (355,372)



CPT Code: 82306
Description: Vitamin D level

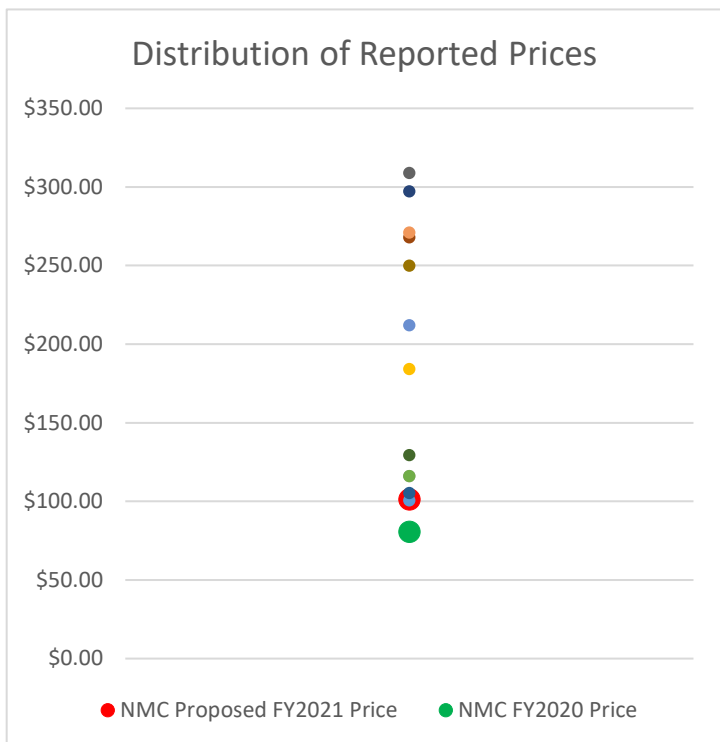
NMC Price: \$80.72
Highest Price: \$309.00
Average Price: \$187.66
Median Price: \$184.23
Lowest Price: \$80.72

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 128.2%
Average: 132.5%
Highest: 282.8%

FY2019 Billed Units 3,268
Total Gross Revenue \$ 263,793
Gross Revenue at Average Price \$ 613,273
Gross Revenue Variance from Average \$ (349,480)



APPENDIX VIII

CPT Code: 87591
Description: Gonorrhea test (neisseria gonorrhoeae bacteria)

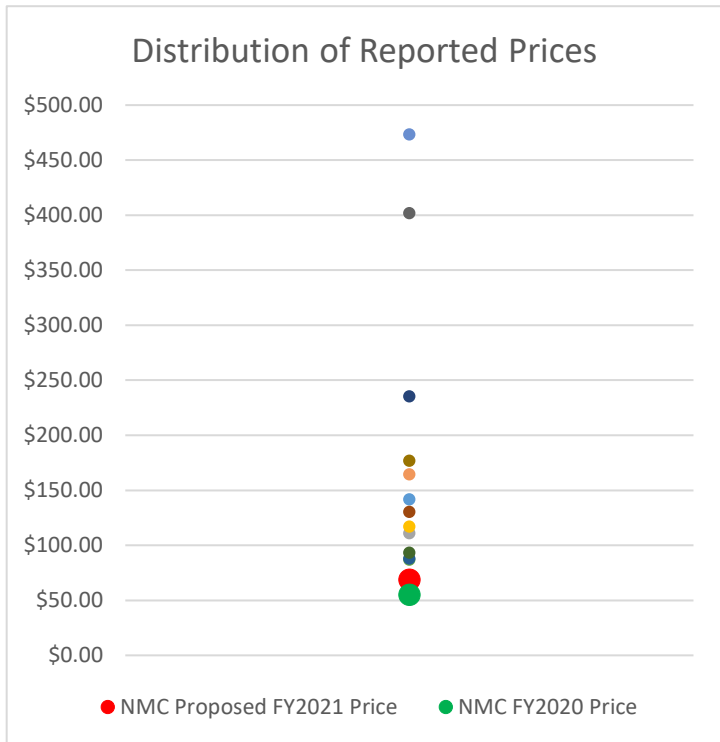
NMC Price: \$54.89
Highest Price: \$473.55
Average Price: \$174.98
Median Price: \$130.31
Lowest Price: \$54.89

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 137.4%
Average: 218.8%
Highest: 762.7%

FY2019 Billed Units 2,778
Total Gross Revenue \$ 152,484
Gross Revenue at Average Price \$ 486,094
Gross Revenue Variance from Average \$ (333,610)



CPT Code: 87491
Description: Chlamydia test, amplified probe technique

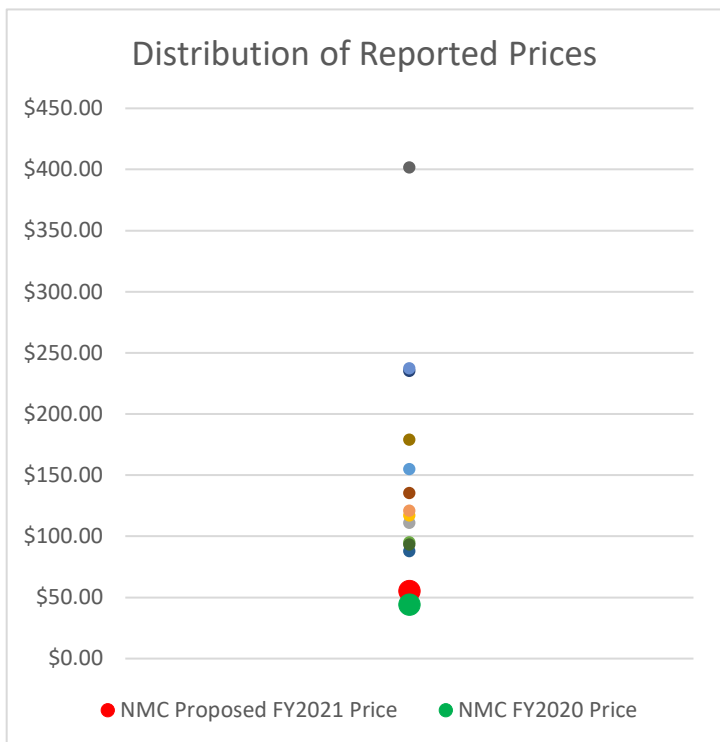
NMC Price: \$44.13
Highest Price: \$401.70
Average Price: \$154.84
Median Price: \$120.98
Lowest Price: \$44.13

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 174.1%
Average: 250.9%
Highest: 810.3%

FY2019 Billed Units 2,779
Total Gross Revenue \$ 122,637
Gross Revenue at Average Price \$ 430,300
Gross Revenue Variance from Average \$ (307,663)



APPENDIX VIII

CPT Code: 85027
Description: CBC, automated

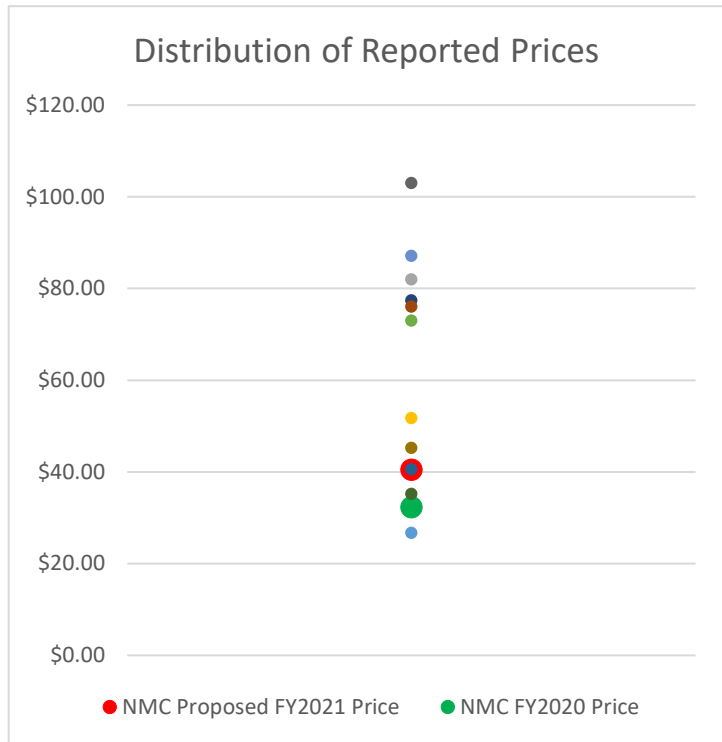
NMC Price: \$32.29
Highest Price: \$103.00
Average Price: \$60.87
Median Price: \$62.38
Lowest Price: \$26.69

NMC Rank (1 = Highest): 11 of 12

Rate Increase Needed for NMC to Reach

Median: 93.2%
Average: 88.5%
Highest: 219.0%

FY2019 Billed Units 9,154
Total Gross Revenue \$ 295,583
Gross Revenue at Average Price \$ 557,204
Gross Revenue Variance from Average \$ (261,621)



CPT Code: 97162
Description: Physical therapy evaluation, moderate complexity

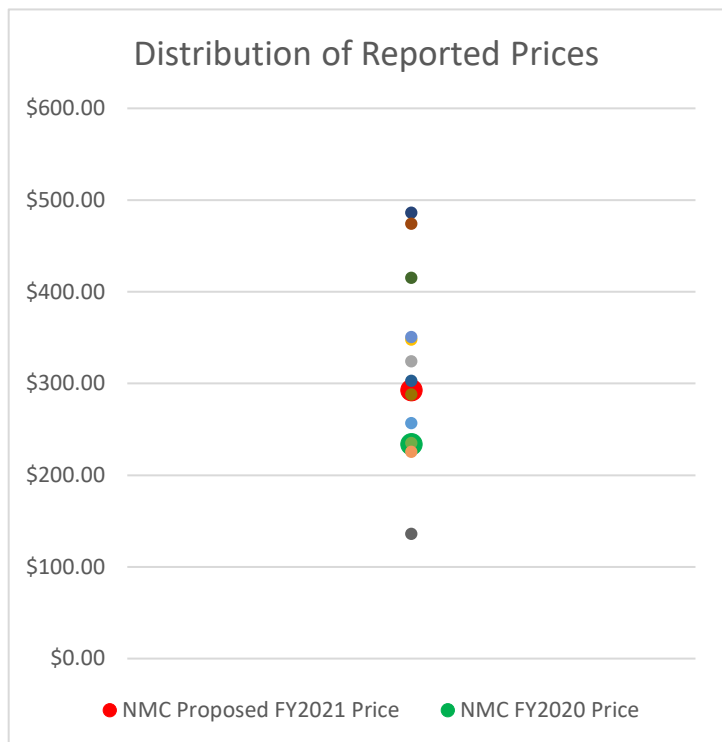
NMC Price: \$233.56
Highest Price: \$486.07
Average Price: \$313.51
Median Price: \$303.05
Lowest Price: \$135.96

NMC Rank (1 = Highest): 11 of 13

Rate Increase Needed for NMC to Reach

Median: 29.8%
Average: 34.2%
Highest: 108.1%

FY2019 Billed Units 3,032
Total Gross Revenue \$ 708,154
Gross Revenue at Average Price \$ 950,562
Gross Revenue Variance from Average \$ (242,408)



APPENDIX VIII

CPT Code: 84439
Description: Thyroxine (thyroid chemical) level, free

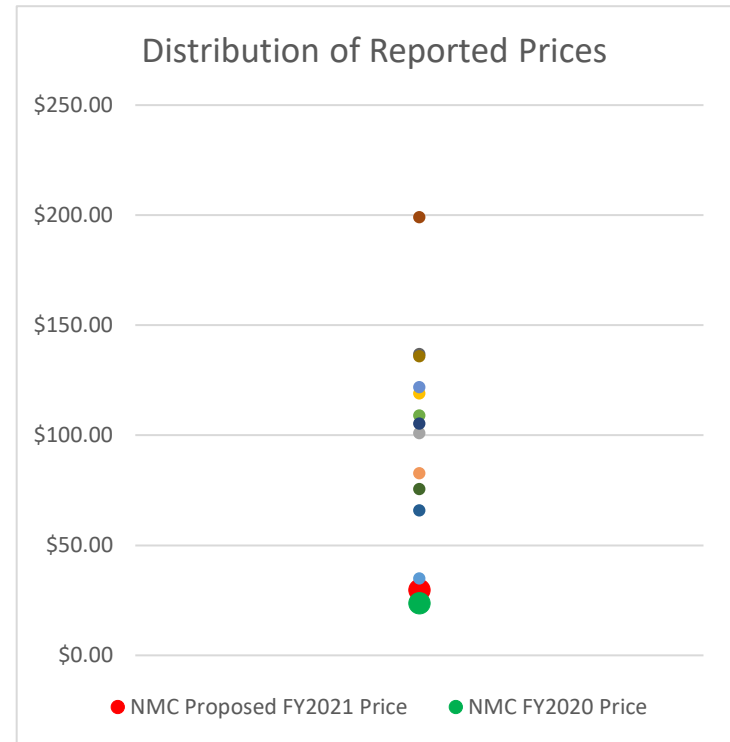
NMC Price: \$23.68
Highest Price: \$199.12
Average Price: \$100.83
Median Price: \$105.26
Lowest Price: \$23.68

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 344.5%
Average: 325.8%
Highest: 740.9%

FY2019 Billed Units 2,907
Total Gross Revenue \$ 68,838
Gross Revenue at Average Price \$ 293,113
Gross Revenue Variance from Average \$ (224,275)



CPT Code: 76642
Description: Ultrasound of single breast

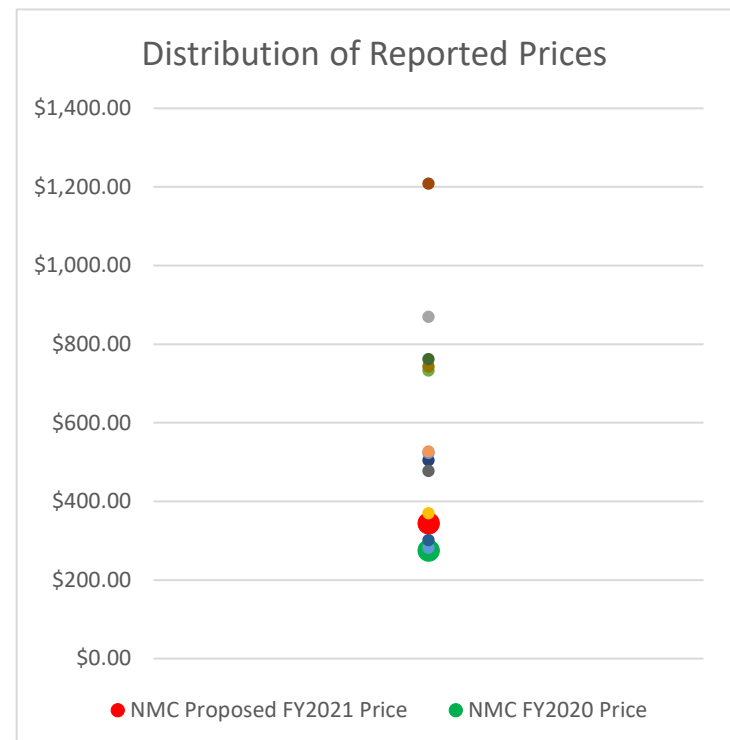
NMC Price: \$274.46
Highest Price: \$1,208.26
Average Price: \$582.84
Median Price: \$522.90
Lowest Price: \$274.46

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 90.5%
Average: 112.4%
Highest: 340.2%

FY2019 Billed Units 696
Total Gross Revenue \$ 191,024
Gross Revenue at Average Price \$ 405,657
Gross Revenue Variance from Average \$ (214,632)



APPENDIX VIII

CPT Code:	87086
Description:	Urine culture, colony count

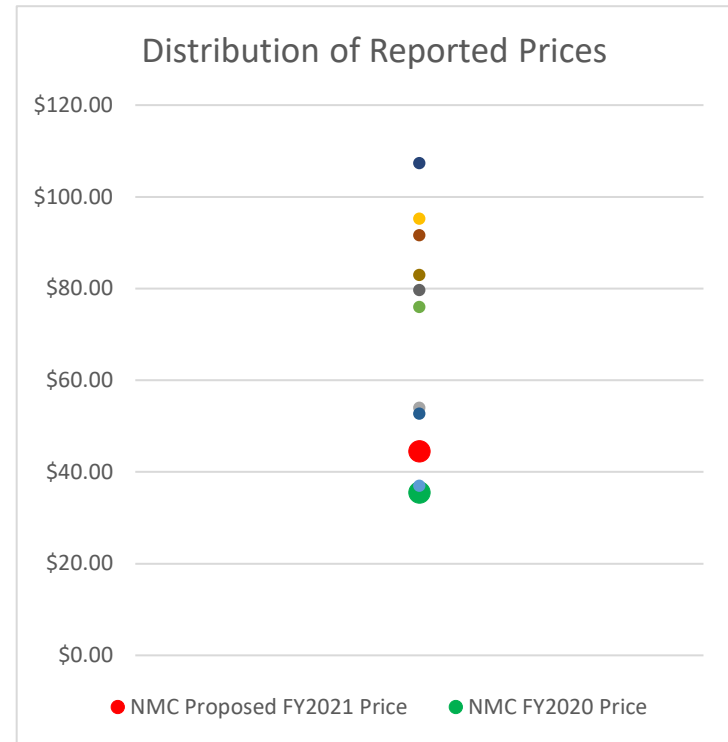
NMC Price:	\$35.52
Highest Price:	\$107.33
Average Price:	\$71.21
Median Price:	\$77.85
Lowest Price:	\$35.52

NMC Rank (1 = Highest): 10 of 10

Rate Increase Needed for NMC to Reach

Median:	119.2%
Average:	100.5%
Highest:	202.2%

FY2019 Billed Units		5,941
Total Gross Revenue	\$	211,024
Gross Revenue at Average Price	\$	423,059
Gross Revenue Variance from Average	\$	(212,034)



CPT Code:	72141
Description:	MRI scan of cervical spine without contrast

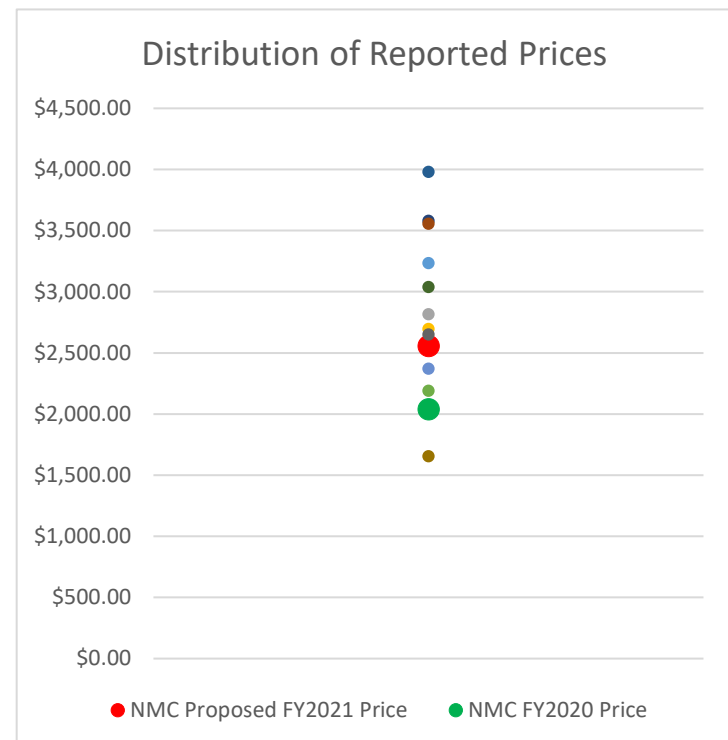
NMC Price:	\$2,038.51
Highest Price:	\$3,981.65
Average Price:	\$2,817.12
Median Price:	\$2,755.07
Lowest Price:	\$1,655.78

NMC Rank (1 = Highest): 11 of 12

Rate Increase Needed for NMC to Reach

Median:	35.2%
Average:	38.2%
Highest:	95.3%

FY2019 Billed Units		267
Total Gross Revenue	\$	544,282
Gross Revenue at Average Price	\$	752,171
Gross Revenue Variance from Average	\$	(207,889)



APPENDIX VIII

CPT Code: 83735
Description: Magnasium level

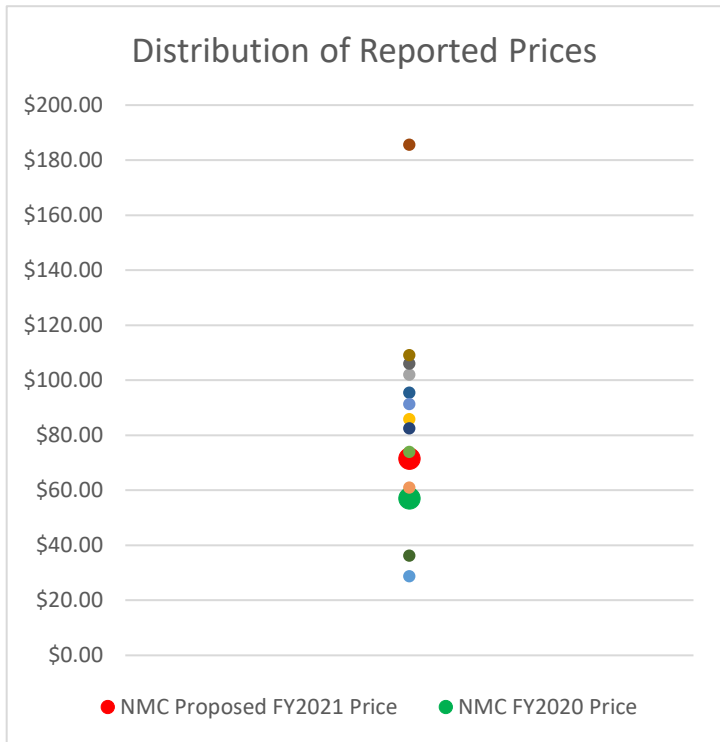
NMC Price: \$57.04
Highest Price: \$185.57
Average Price: \$85.78
Median Price: \$85.91
Lowest Price: \$28.74

NMC Rank (1 = Highest): 11 of 13

Rate Increase Needed for NMC to Reach

Median: 50.6%
Average: 50.4%
Highest: 225.3%

FY2019 Billed Units 7,153
Total Gross Revenue \$ 408,007
Gross Revenue at Average Price \$ 613,584
Gross Revenue Variance from Average \$ (205,577)



CPT Code: 83690
Description: Lipase (fat enzyme) level

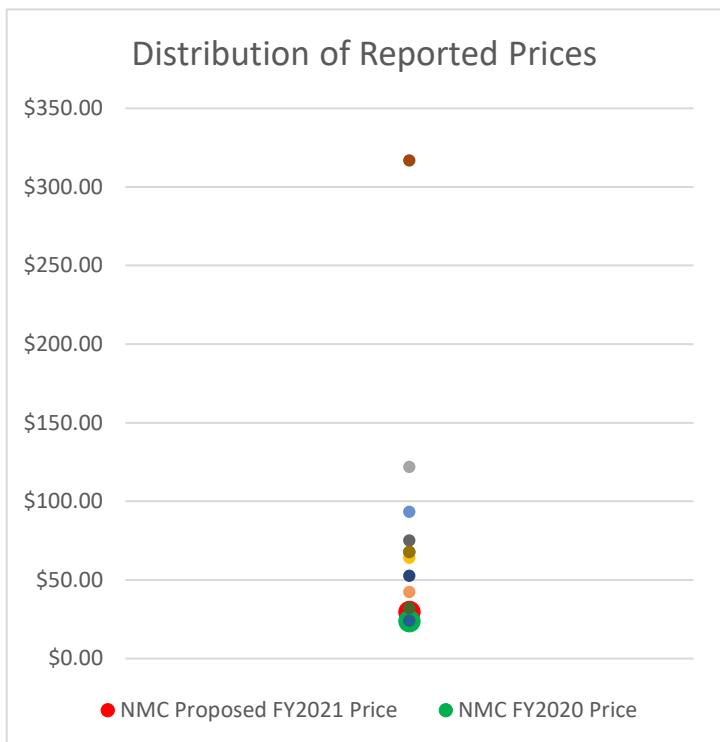
NMC Price: \$23.68
Highest Price: \$316.92
Average Price: \$80.80
Median Price: \$67.75
Lowest Price: \$23.68

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 186.1%
Average: 241.2%
Highest: 1238.3%

FY2019 Billed Units 3,581
Total Gross Revenue \$ 84,798
Gross Revenue at Average Price \$ 289,345
Gross Revenue Variance from Average \$ (204,547)



APPENDIX VIII

CPT Code: 87186
Description: Evaluation of antimicrobial drug

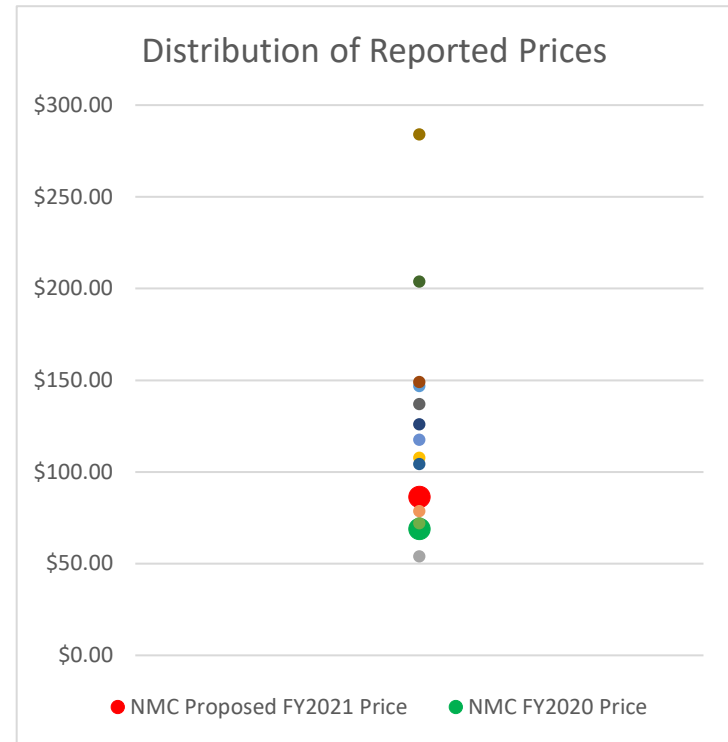
NMC Price: \$68.88
Highest Price: \$284.00
Average Price: \$126.90
Median Price: \$117.60
Lowest Price: \$54.00

NMC Rank (1 = Highest): 12 of 13

Rate Increase Needed for NMC to Reach

Median: 70.7%
Average: 84.2%
Highest: 312.3%

FY2019 Billed Units 3,207
Total Gross Revenue \$ 220,898
Gross Revenue at Average Price \$ 406,968
Gross Revenue Variance from Average \$ (186,070)



CPT Code: 82728
Description: Ferritin level

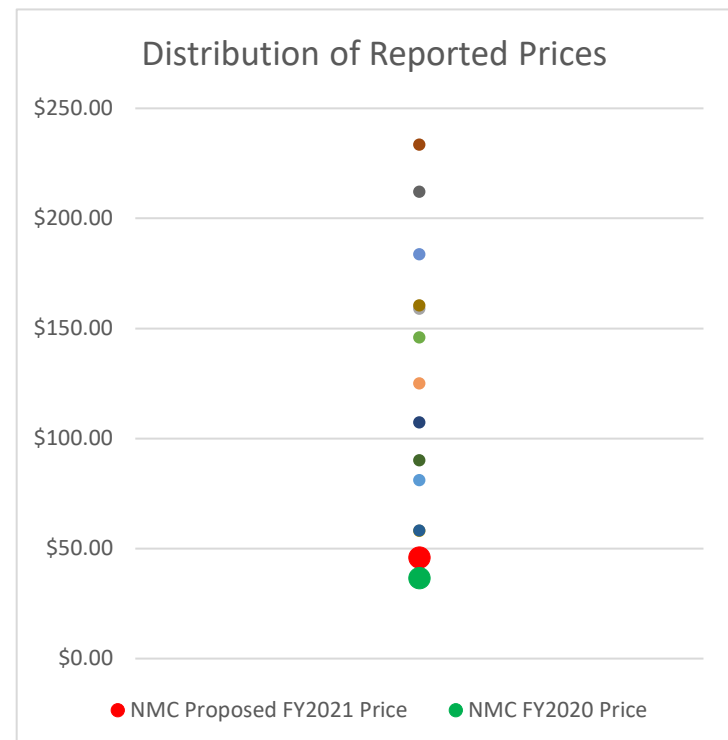
NMC Price: \$36.59
Highest Price: \$233.52
Average Price: \$127.02
Median Price: \$125.11
Lowest Price: \$36.59

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 241.9%
Average: 247.1%
Highest: 538.2%

FY2019 Billed Units 2,055
Total Gross Revenue \$ 75,192
Gross Revenue at Average Price \$ 261,026
Gross Revenue Variance from Average \$ (185,834)



APPENDIX VIII

CPT Code: 76817
Description: Obstetric transvaginal ultrasound pregnant fetus

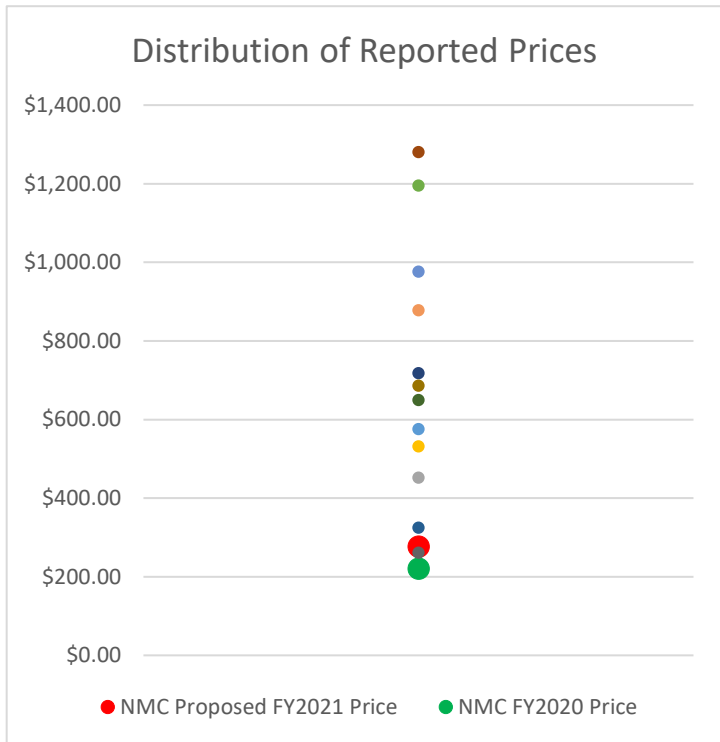
NMC Price: \$220.64
Highest Price: \$1,280.19
Average Price: \$673.18
Median Price: \$649.98
Lowest Price: \$220.64

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 194.6%
Average: 205.1%
Highest: 480.2%

FY2019 Billed Units 400
Total Gross Revenue \$ 88,256
Gross Revenue at Average Price \$ 269,272
Gross Revenue Variance from Average \$ (181,016)



CPT Code: 93005
Description: Electrocardiogram (EKG) - technical component only

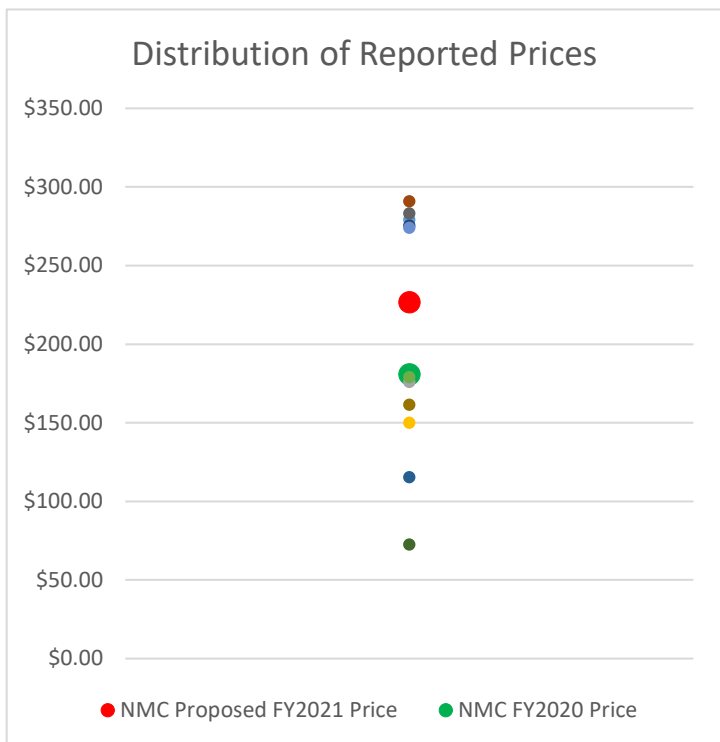
NMC Price: \$180.82
Highest Price: \$290.86
Average Price: \$203.17
Median Price: \$179.91
Lowest Price: \$72.45

NMC Rank (1 = Highest): 6 of 12

Rate Increase Needed for NMC to Reach

Median: -0.5%
Average: 12.4%
Highest: 60.9%

FY2019 Billed Units 7,724
Total Gross Revenue \$ 1,396,654
Gross Revenue at Average Price \$ 1,569,285
Gross Revenue Variance from Average \$ (172,631)



APPENDIX VIII

CPT Code: 87077
Description: Bacterial culture for aerobic isolates

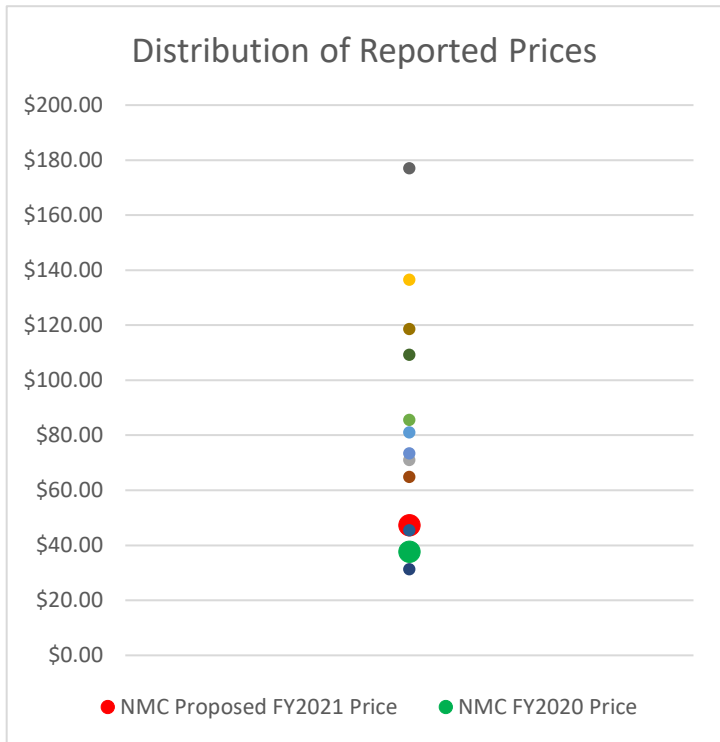
NMC Price: \$37.67
Highest Price: \$176.99
Average Price: \$85.98
Median Price: \$77.21
Lowest Price: \$31.28

NMC Rank (1 = Highest): 11 of 12

Rate Increase Needed for NMC to Reach

Median: 105.0%
Average: 128.2%
Highest: 369.8%

FY2019 Billed Units 3,541
Total Gross Revenue \$ 133,389
Gross Revenue at Average Price \$ 304,455
Gross Revenue Variance from Average \$ (171,066)



CPT Code: 85610
Description: Clotting time

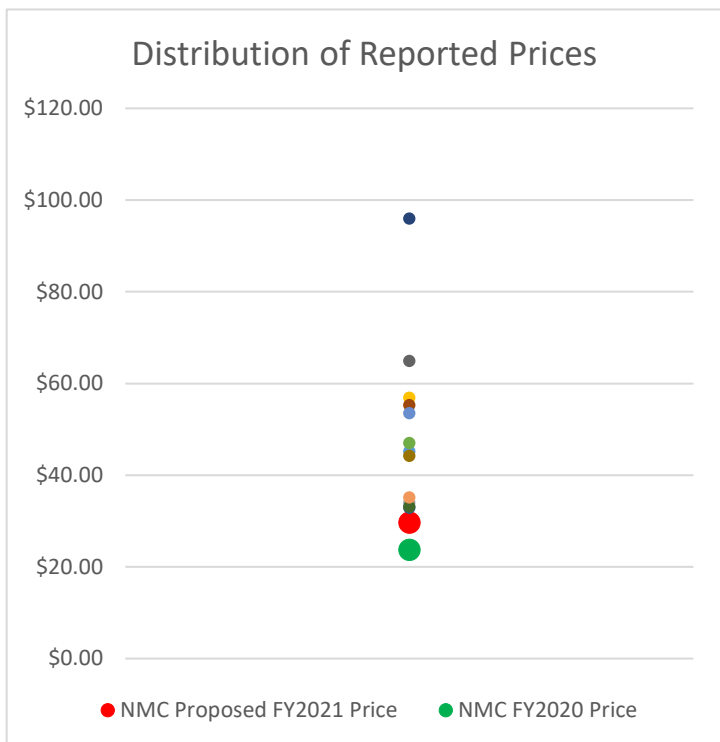
NMC Price: \$23.68
Highest Price: \$95.98
Average Price: \$47.84
Median Price: \$45.17
Lowest Price: \$23.68

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 90.8%
Average: 102.0%
Highest: 305.3%

FY2019 Billed Units 6,595
Total Gross Revenue \$ 156,170
Gross Revenue at Average Price \$ 315,505
Gross Revenue Variance from Average \$ (159,335)



APPENDIX VIII

CPT Code: 88175

Description: Pap test (with liquid base preparation), automated

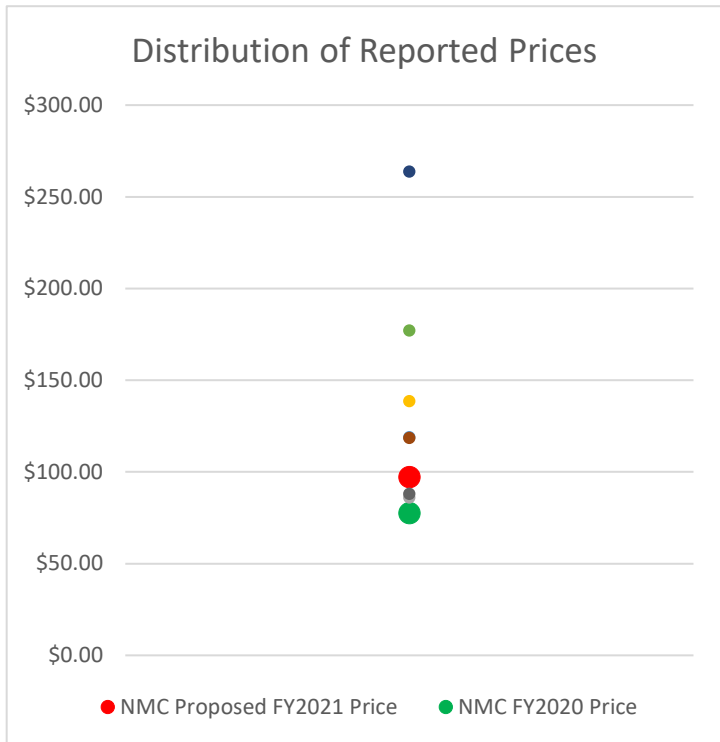
NMC Price: \$77.49
 Highest Price: \$263.68
 Average Price: \$133.58
 Median Price: \$118.79
 Lowest Price: \$77.49

NMC Rank (1 = Highest): 8 of 8

Rate Increase Needed for NMC to Reach

Median: 53.3%
 Average: 72.4%
 Highest: 240.3%

FY2019 Billed Units 2,800
 Total Gross Revenue \$ 216,972
 Gross Revenue at Average Price \$ 374,024
 Gross Revenue Variance from Average \$ (157,052)



CPT Code: 72125

Description: CT scan of cervical spine without contrast

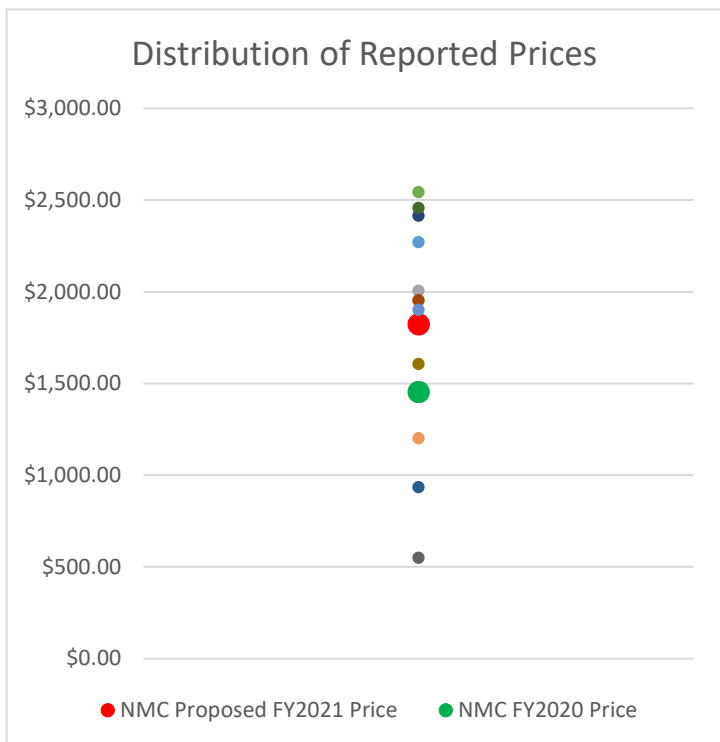
NMC Price: \$1,453.01
 Highest Price: \$2,544.00
 Average Price: \$1,788.16
 Median Price: \$1,948.91
 Lowest Price: \$548.99

NMC Rank (1 = Highest): 10 of 13

Rate Increase Needed for NMC to Reach

Median: 34.1%
 Average: 23.1%
 Highest: 75.1%

FY2019 Billed Units 457
 Total Gross Revenue \$ 664,026
 Gross Revenue at Average Price \$ 817,189
 Gross Revenue Variance from Average \$ (153,164)



APPENDIX VIII

CPT Code: 72158

Description: MRI scan of lumbar spine (multiple sequences) with and without contrast

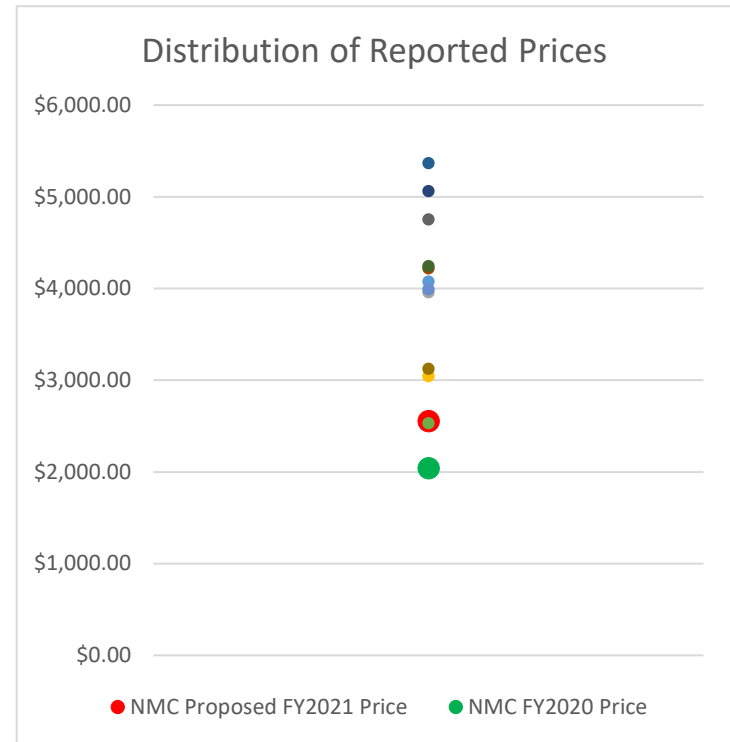
NMC Price: \$2,038.51
 Highest Price: \$5,369.58
 Average Price: \$3,868.50
 Median Price: \$4,032.71
 Lowest Price: \$2,038.51

NMC Rank (1 = Highest): 12 of 12

Rate Increase Needed for NMC to Reach

Median: 97.8%
 Average: 89.8%
 Highest: 163.4%

FY2019 Billed Units 82
 Total Gross Revenue \$ 167,158
 Gross Revenue at Average Price \$ 317,217
 Gross Revenue Variance from Average \$ (150,059)



CPT Code: 87088

Description: Urine culture, organism identification

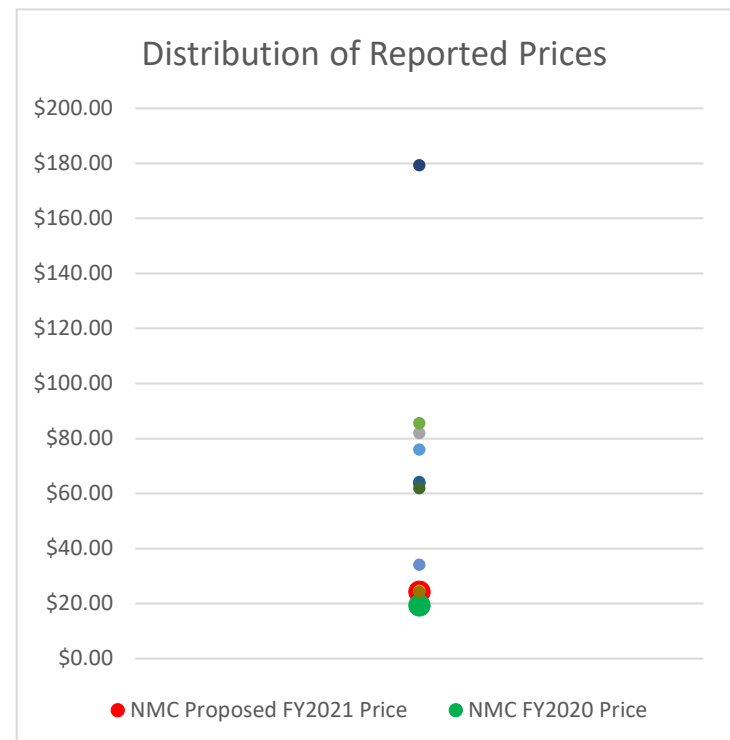
NMC Price: \$19.37
 Highest Price: \$179.31
 Average Price: \$64.92
 Median Price: \$63.83
 Lowest Price: \$19.37

NMC Rank (1 = Highest): 12 of 12

Rate Increase Needed for NMC to Reach

Median: 229.5%
 Average: 235.2%
 Highest: 825.7%

FY2019 Billed Units 3,092
 Total Gross Revenue \$ 59,892
 Gross Revenue at Average Price \$ 200,733
 Gross Revenue Variance from Average \$ (140,841)



APPENDIX VIII

CPT Code: 73221
Description: MRI scan of any joint, upper extremity without contrast

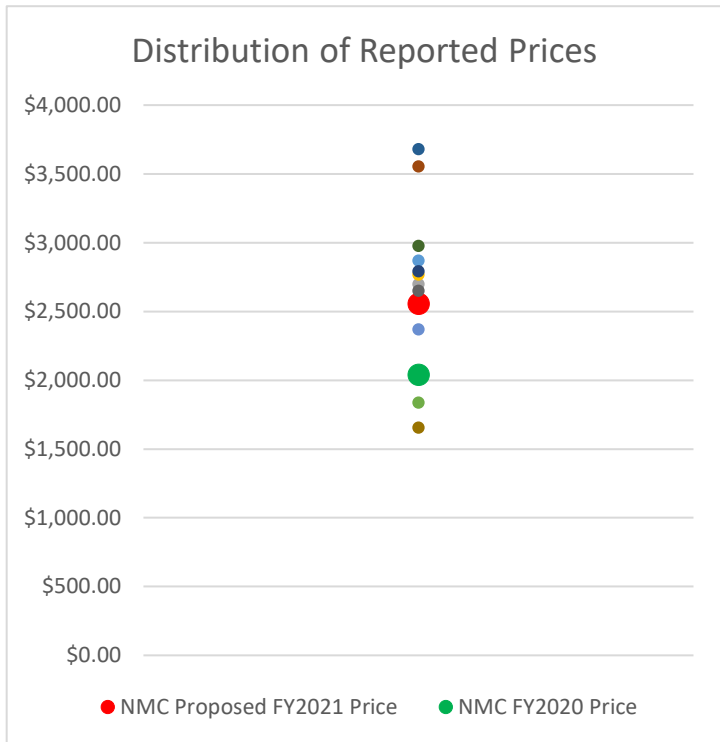
NMC Price: \$2,038.51
Highest Price: \$3,680.46
Average Price: \$2,657.86
Median Price: \$2,733.31
Lowest Price: \$1,655.78

NMC Rank (1 = Highest): 10 of 12

Rate Increase Needed for NMC to Reach

Median: 34.1%
Average: 30.4%
Highest: 80.5%

FY2019 Billed Units 227
Total Gross Revenue \$ 462,742
Gross Revenue at Average Price \$ 603,334
Gross Revenue Variance from Average \$ (140,592)



CPT Code: 99285
Description: Emergency room visit, level 5

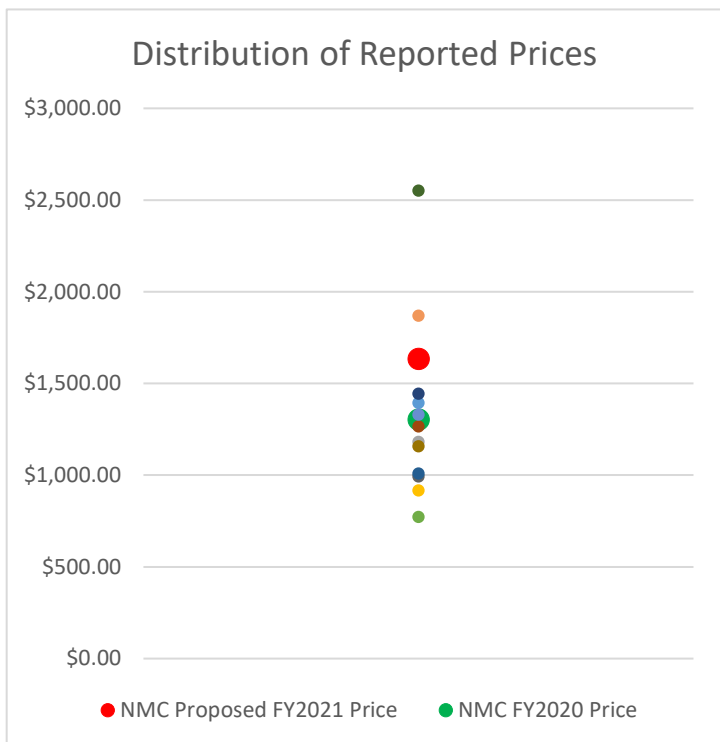
NMC Price: \$1,303.40
Highest Price: \$2,552.31
Average Price: \$1,322.11
Median Price: \$1,265.60
Lowest Price: \$772.00

NMC Rank (1 = Highest): 6 of 13

Rate Increase Needed for NMC to Reach

Median: -2.9%
Average: 1.4%
Highest: 95.8%

FY2019 Billed Units 7,427
Total Gross Revenue \$ 9,680,352
Gross Revenue at Average Price \$ 9,819,311
Gross Revenue Variance from Average \$ (138,959)



APPENDIX VIII

CPT Code: 99282
Description: Emergency room visit, level 2

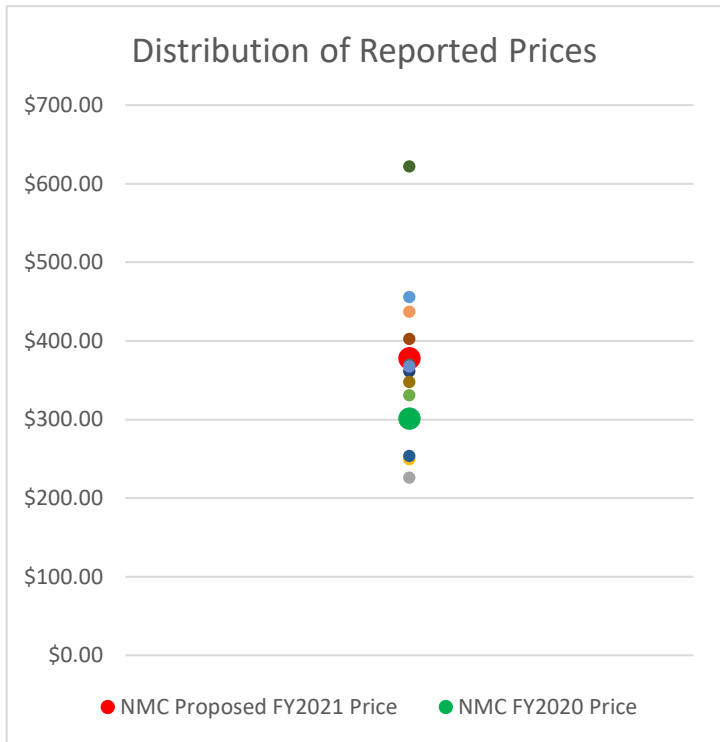
NMC Price: \$301.36
Highest Price: \$622.04
Average Price: \$363.48
Median Price: \$361.20
Lowest Price: \$226.00

NMC Rank (1 = Highest): 10 of 13

Rate Increase Needed for NMC to Reach

Median: 19.9%
Average: 20.6%
Highest: 106.4%

FY2019 Billed Units 2,105
Total Gross Revenue \$ 634,363
Gross Revenue at Average Price \$ 765,125
Gross Revenue Variance from Average \$ (130,763)



CPT Code: 87081
Description: Screening test for disease- causing organism

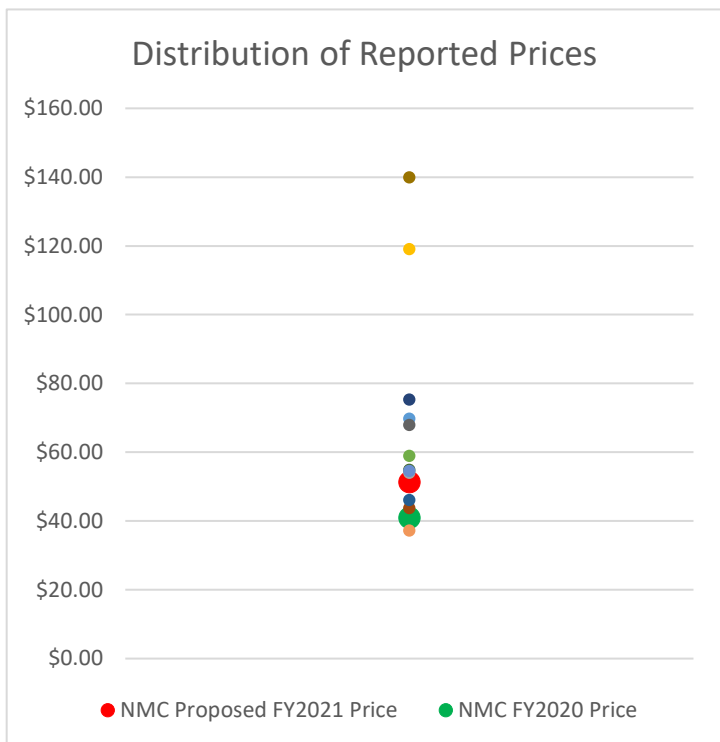
NMC Price: \$40.90
Highest Price: \$139.94
Average Price: \$66.35
Median Price: \$54.86
Lowest Price: \$37.22

NMC Rank (1 = Highest): 12 of 13

Rate Increase Needed for NMC to Reach

Median: 34.1%
Average: 62.2%
Highest: 242.2%

FY2019 Billed Units 4,944
Total Gross Revenue \$ 202,210
Gross Revenue at Average Price \$ 328,034
Gross Revenue Variance from Average \$ (125,825)



APPENDIX VIII

CPT Code: 83540
Description: Iron level

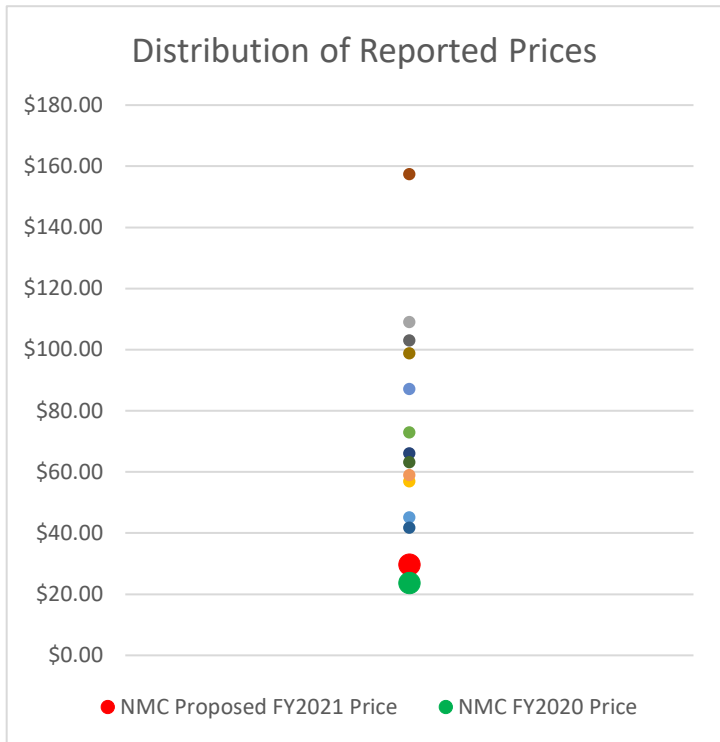
NMC Price: \$23.68
Highest Price: \$157.42
Average Price: \$75.69
Median Price: \$66.05
Lowest Price: \$23.68

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 178.9%
Average: 219.6%
Highest: 564.8%

FY2019 Billed Units 2,226
Total Gross Revenue \$ 52,712
Gross Revenue at Average Price \$ 168,486
Gross Revenue Variance from Average \$ (115,774)



CPT Code: 81025
Description: Urine pregnancy test

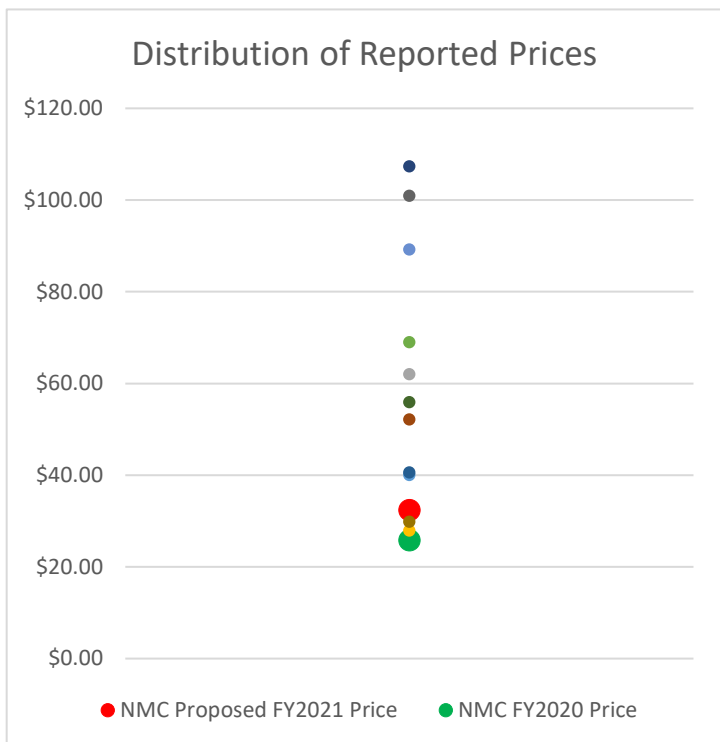
NMC Price: \$25.83
Highest Price: \$107.33
Average Price: \$58.40
Median Price: \$54.01
Lowest Price: \$25.83

NMC Rank (1 = Highest): 12 of 12

Rate Increase Needed for NMC to Reach

Median: 109.1%
Average: 126.1%
Highest: 315.5%

FY2019 Billed Units 3,449
Total Gross Revenue \$ 89,088
Gross Revenue at Average Price \$ 201,422
Gross Revenue Variance from Average \$ (112,334)



APPENDIX VIII

CPT Code: 87070

Description: Bacterial culture swab, other than urine, blood, or stool

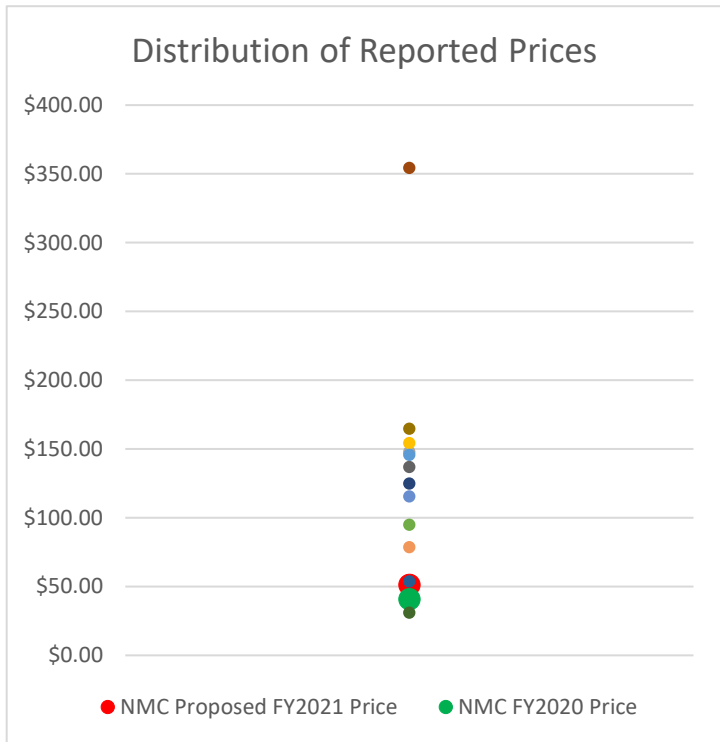
NMC Price: \$40.90
 Highest Price: \$354.45
 Average Price: \$126.44
 Median Price: \$124.87
 Lowest Price: \$31.05

NMC Rank (1 = Highest): 12 of 13

Rate Increase Needed for NMC to Reach

Median: 205.3%
 Average: 209.1%
 Highest: 766.6%

FY2019 Billed Units 1,264
 Total Gross Revenue \$ 51,698
 Gross Revenue at Average Price \$ 159,820
 Gross Revenue Variance from Average \$ (108,123)



CPT Code: 84153

Description: Prostate specific antigen (PSA), total

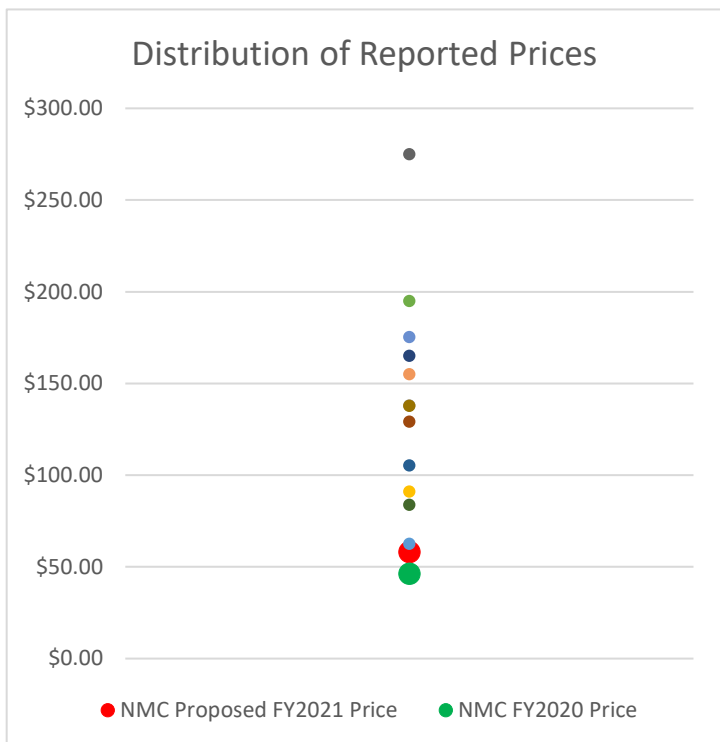
NMC Price: \$46.28
 Highest Price: \$275.01
 Average Price: \$135.38
 Median Price: \$137.89
 Lowest Price: \$46.28

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 197.9%
 Average: 192.5%
 Highest: 494.2%

FY2019 Billed Units 1,182
 Total Gross Revenue \$ 54,703
 Gross Revenue at Average Price \$ 160,019
 Gross Revenue Variance from Average \$ (105,316)



APPENDIX VIII

CPT Code: 80076
Description: Hepatic (liver) function panel

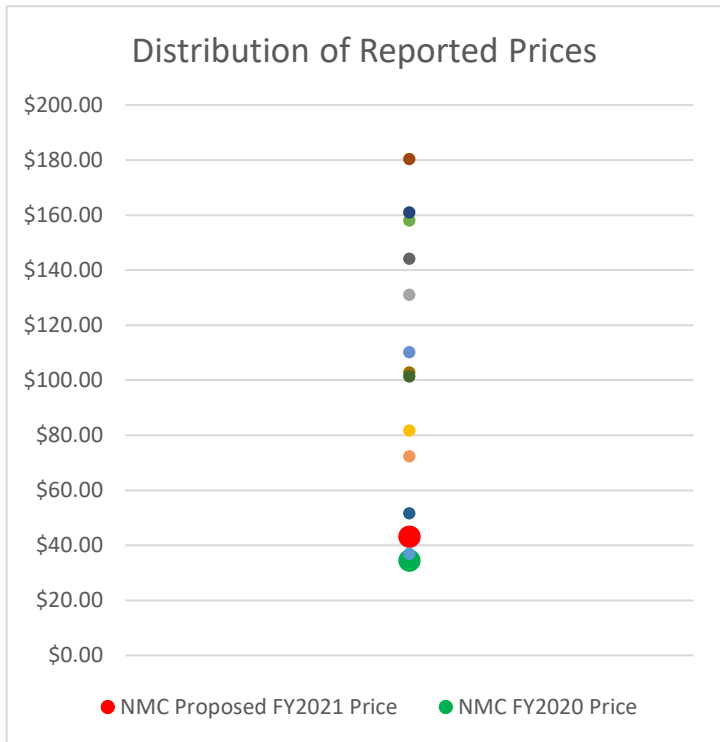
NMC Price: \$34.44
Highest Price: \$180.35
Average Price: \$105.10
Median Price: \$102.90
Lowest Price: \$34.44

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 198.8%
Average: 205.2%
Highest: 423.7%

FY2019 Billed Units 1,465
Total Gross Revenue \$ 50,455
Gross Revenue at Average Price \$ 153,972
Gross Revenue Variance from Average \$ (103,517)



CPT Code: 76805
Description: Obstetric transabdominal ultrasound, after first trimester

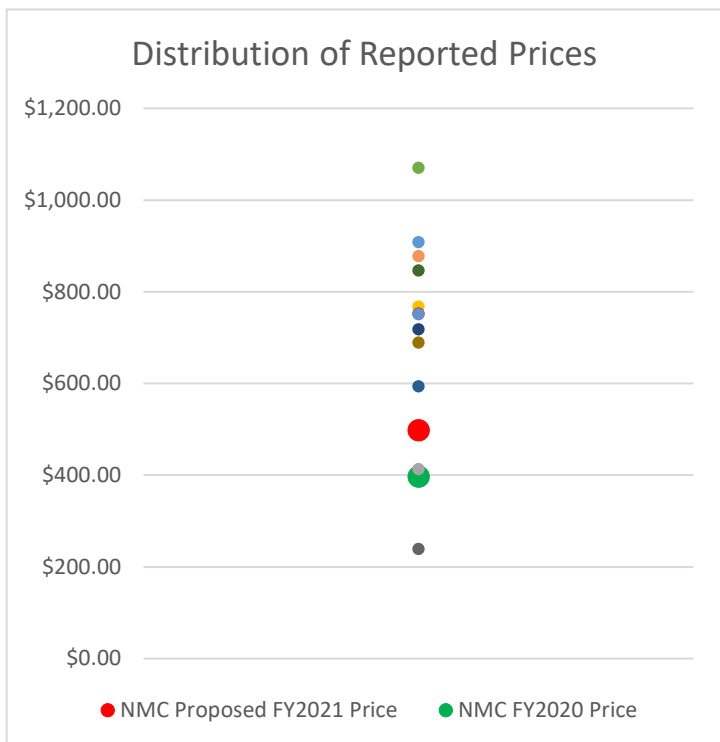
NMC Price: \$397.15
Highest Price: \$1,070.00
Average Price: \$694.25
Median Price: \$750.75
Lowest Price: \$238.96

NMC Rank (1 = Highest): 12 of 13

Rate Increase Needed for NMC to Reach

Median: 89.0%
Average: 74.8%
Highest: 169.4%

FY2019 Billed Units 337
Total Gross Revenue \$ 133,840
Gross Revenue at Average Price \$ 233,962
Gross Revenue Variance from Average \$ (100,123)



APPENDIX VIII

CPT Code: 76700
Description: Ultrasound of abdomen (complete)

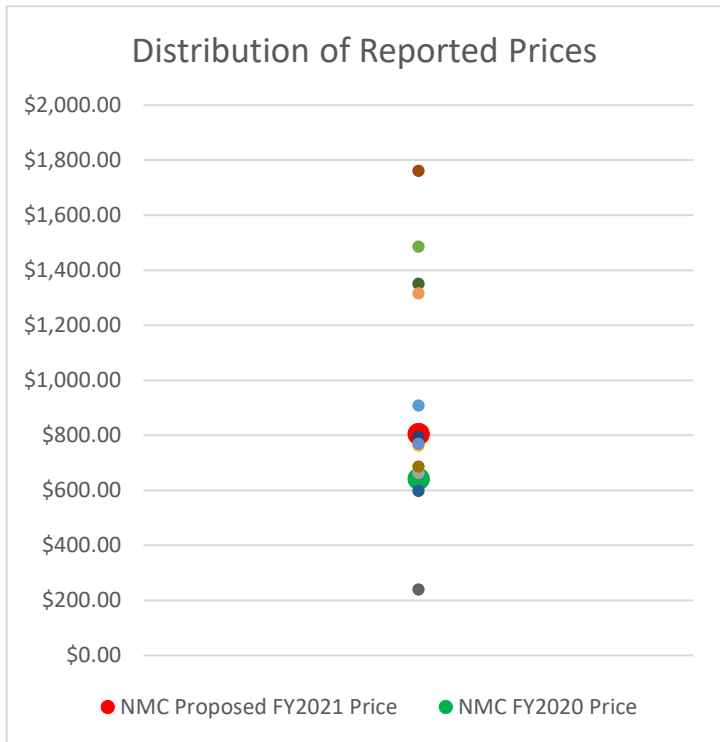
NMC Price: \$641.47
Highest Price: \$1,760.78
Average Price: \$921.18
Median Price: \$769.65
Lowest Price: \$238.96

NMC Rank (1 = Highest): 11 of 13

Rate Increase Needed for NMC to Reach

Median: 20.0%
Average: 43.6%
Highest: 174.5%

FY2019 Billed Units 357
Total Gross Revenue \$ 229,005
Gross Revenue at Average Price \$ 328,861
Gross Revenue Variance from Average \$ (99,856)



CPT Code: 74178
Description: CT scan of abdomen & pelvis (multiple sections) with and without contrast

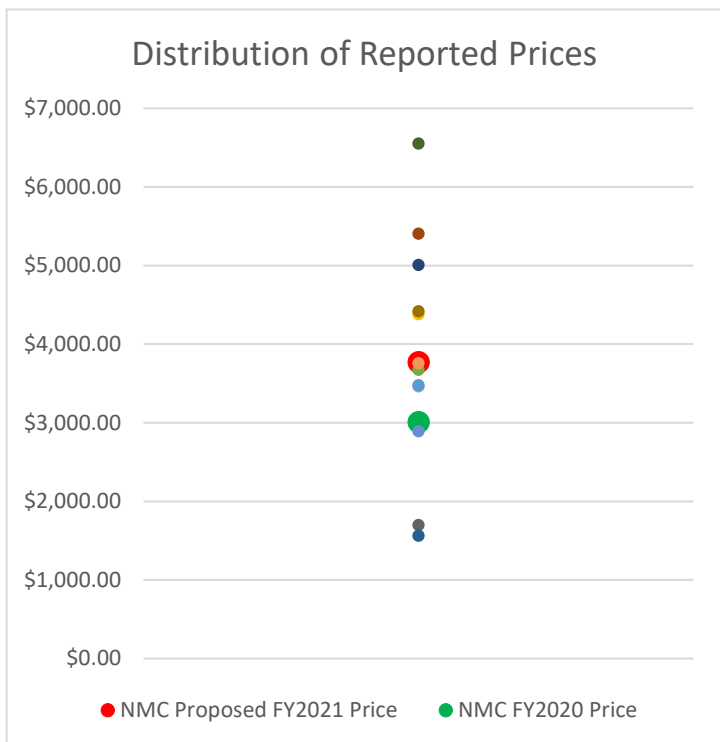
NMC Price: \$3,006.11
Highest Price: \$6,551.55
Average Price: \$3,791.94
Median Price: \$3,672.00
Lowest Price: \$1,565.75

NMC Rank (1 = Highest): 10 of 13

Rate Increase Needed for NMC to Reach

Median: 22.2%
Average: 26.1%
Highest: 117.9%

FY2019 Billed Units 123
Total Gross Revenue \$ 369,752
Gross Revenue at Average Price \$ 466,409
Gross Revenue Variance from Average \$ (96,657)



APPENDIX VIII

CPT Code: 97161
Description: Physical therapy evaluation, low complexity

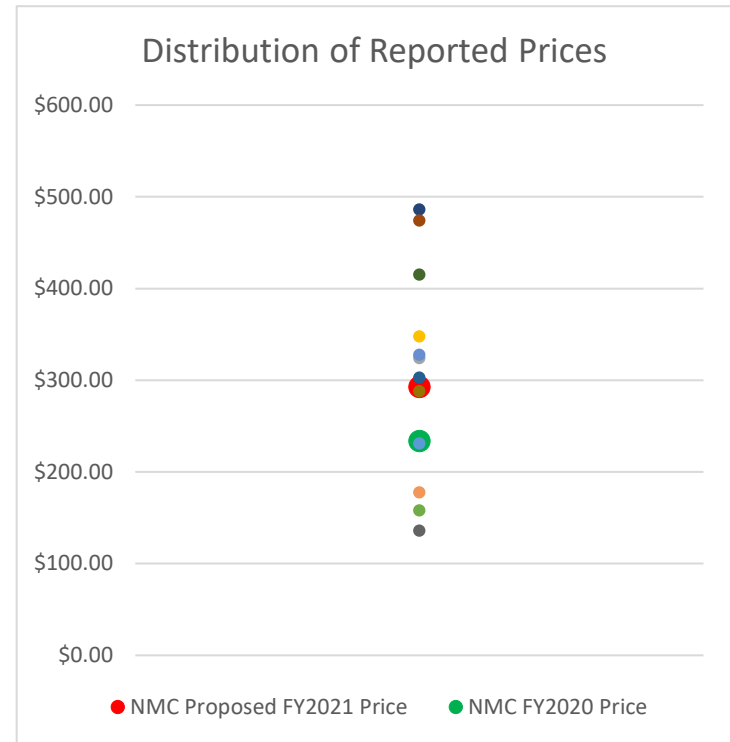
NMC Price: \$233.56
Highest Price: \$486.07
Average Price: \$300.18
Median Price: \$303.05
Lowest Price: \$135.96

NMC Rank (1 = Highest): 9 of 13

Rate Increase Needed for NMC to Reach

Median: 29.8%
Average: 28.5%
Highest: 108.1%

FY2019 Billed Units 1,450
Total Gross Revenue \$ 338,662
Gross Revenue at Average Price \$ 435,261
Gross Revenue Variance from Average \$ (96,599)



CPT Code: 82746
Description: Blood test for folic acid level

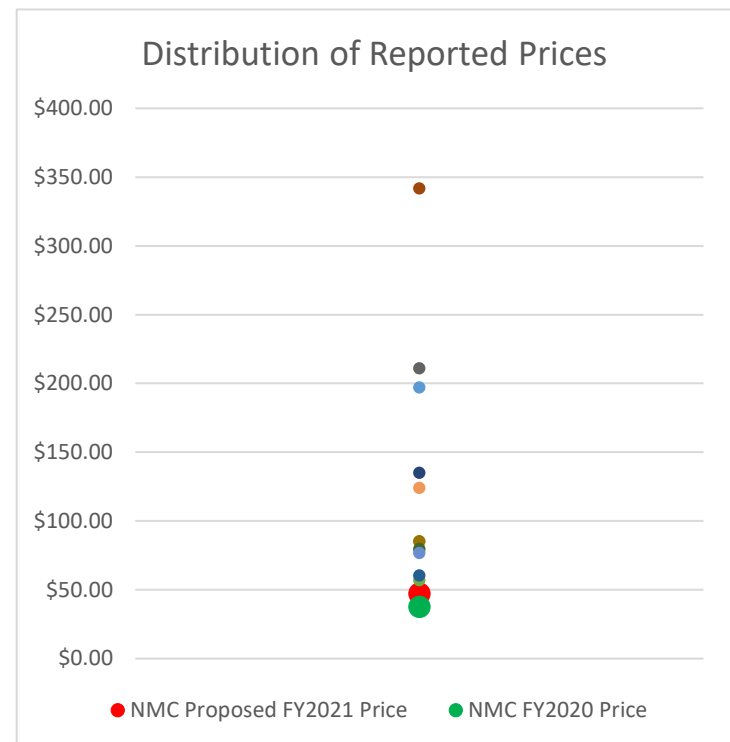
NMC Price: \$37.67
Highest Price: \$341.94
Average Price: \$120.76
Median Price: \$85.00
Lowest Price: \$37.67

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 125.6%
Average: 220.6%
Highest: 807.7%

FY2019 Billed Units 1,121
Total Gross Revenue \$ 42,228
Gross Revenue at Average Price \$ 135,372
Gross Revenue Variance from Average \$ (93,144)



APPENDIX VIII

CPT Code: 71250
Description: CT scan of chest without contrast

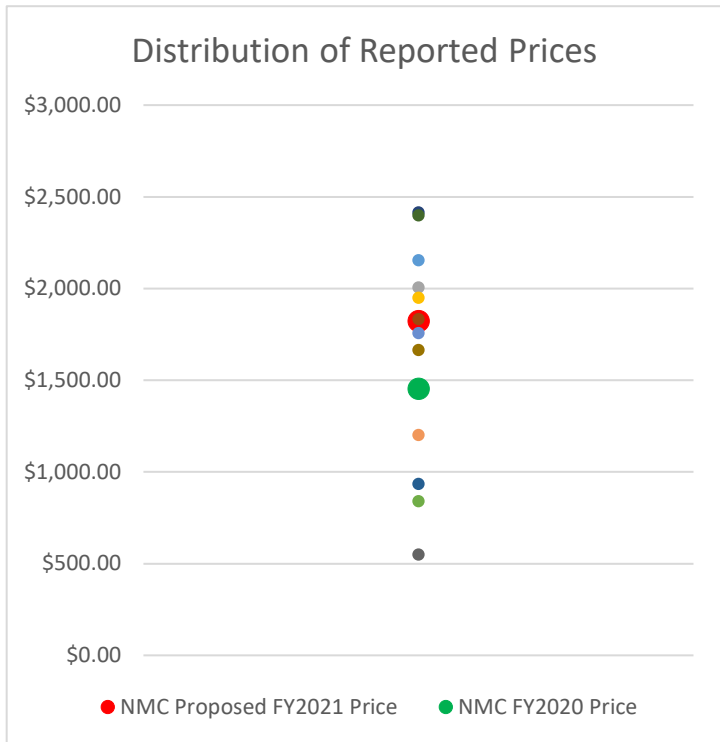
NMC Price: \$1,453.01
Highest Price: \$2,415.91
Average Price: \$1,627.52
Median Price: \$1,756.65
Lowest Price: \$548.99

NMC Rank (1 = Highest): 9 of 13

Rate Increase Needed for NMC to Reach

Median: 20.9%
Average: 12.0%
Highest: 66.3%

FY2019 Billed Units 523
Total Gross Revenue \$ 759,924
Gross Revenue at Average Price \$ 851,193
Gross Revenue Variance from Average \$ (91,269)



CPT Code: 80051
Description: Electrolyte panel

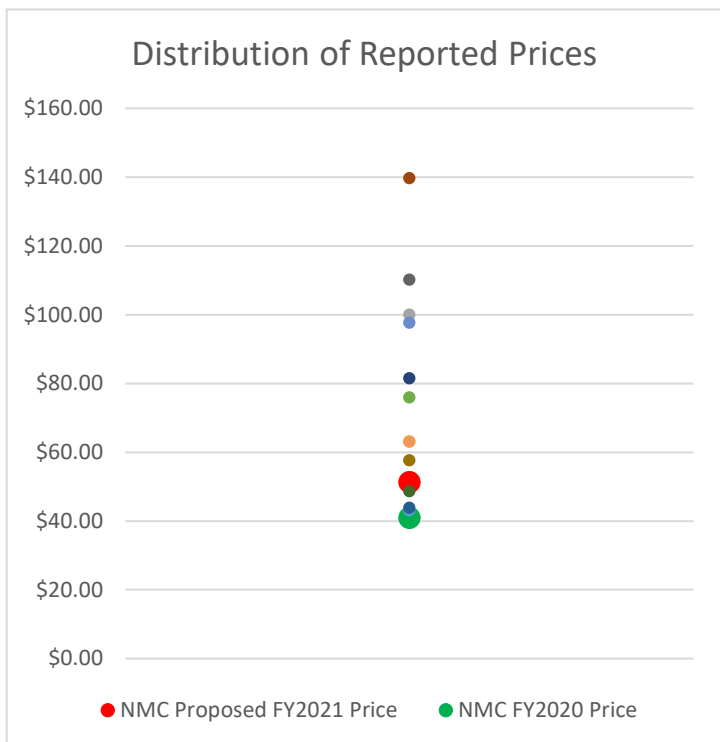
NMC Price: \$40.90
Highest Price: \$139.70
Average Price: \$74.27
Median Price: \$63.14
Lowest Price: \$40.90

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 54.4%
Average: 81.6%
Highest: 241.6%

FY2019 Billed Units 2,682
Total Gross Revenue \$ 109,694
Gross Revenue at Average Price \$ 199,192
Gross Revenue Variance from Average \$ (89,498)



APPENDIX VIII

CPT Code: 97530

Description: Therapeutic activities to improve function, with one-on-one contact between patient and provider; 15 min.

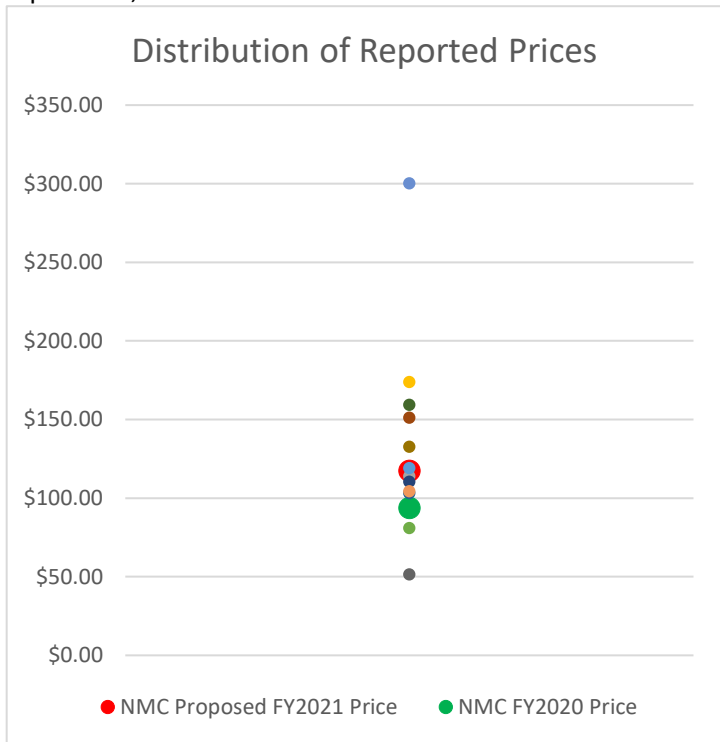
NMC Price: \$93.64
 Highest Price: \$300.30
 Average Price: \$130.37
 Median Price: \$114.00
 Lowest Price: \$51.50

NMC Rank (1 = Highest): 11 of 13

Rate Increase Needed for NMC to Reach

Median: 21.7%
 Average: 39.2%
 Highest: 220.7%

FY2019 Billed Units 2,407
 Total Gross Revenue \$ 225,391
 Gross Revenue at Average Price \$ 313,801
 Gross Revenue Variance from Average \$ (88,409)



CPT Code: 83550

Description: Iron binding capacity

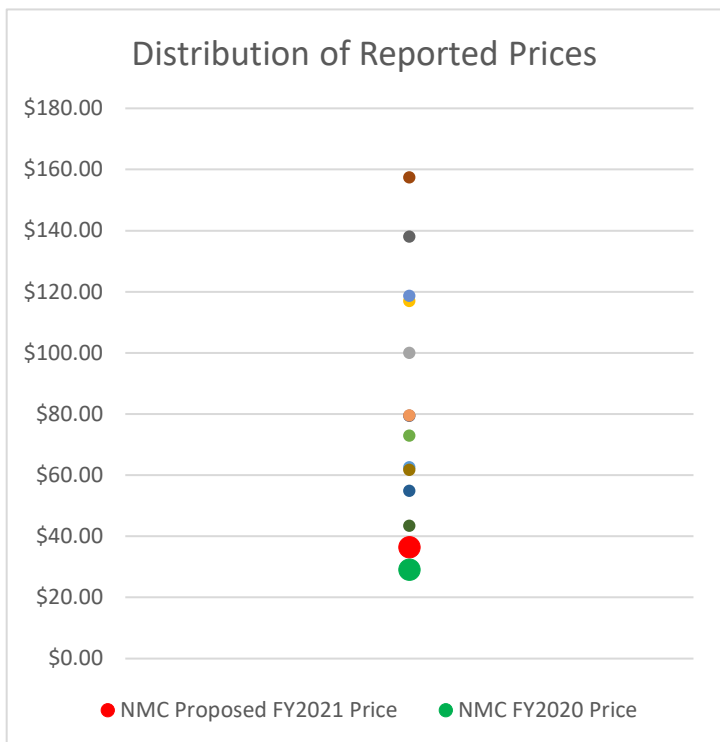
NMC Price: \$29.06
 Highest Price: \$157.42
 Average Price: \$85.76
 Median Price: \$79.46
 Lowest Price: \$29.06

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 173.4%
 Average: 195.1%
 Highest: 441.7%

FY2019 Billed Units 1,556
 Total Gross Revenue \$ 45,217
 Gross Revenue at Average Price \$ 133,443
 Gross Revenue Variance from Average \$ (88,225)



APPENDIX VIII

CPT Code: 82565
Description: Creatinine level

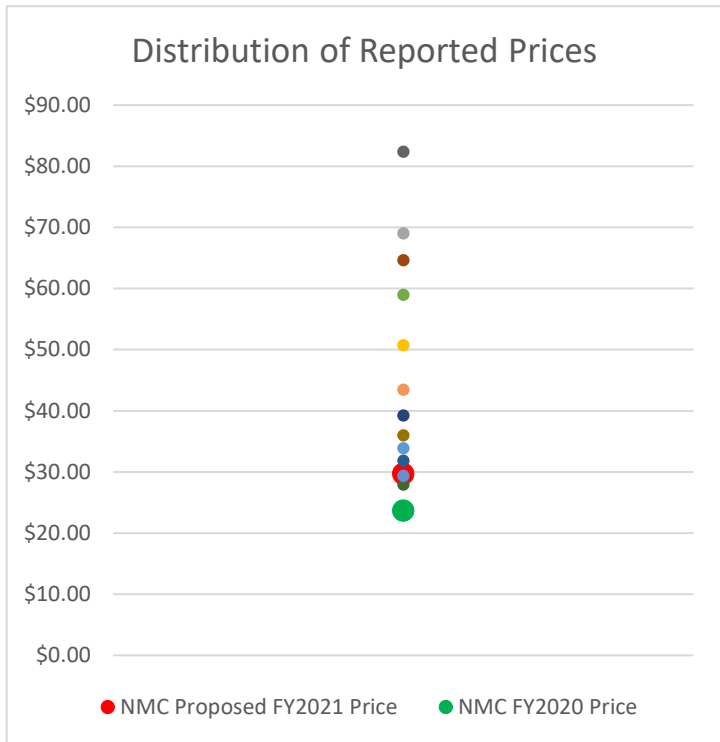
NMC Price: \$23.68
Highest Price: \$82.40
Average Price: \$45.47
Median Price: \$39.22
Lowest Price: \$23.68

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 65.6%
Average: 92.0%
Highest: 248.0%

FY2019 Billed Units 4,031
Total Gross Revenue \$ 95,454
Gross Revenue at Average Price \$ 183,290
Gross Revenue Variance from Average \$ (87,835)



CPT Code: 86140
Description: C-reactive protein

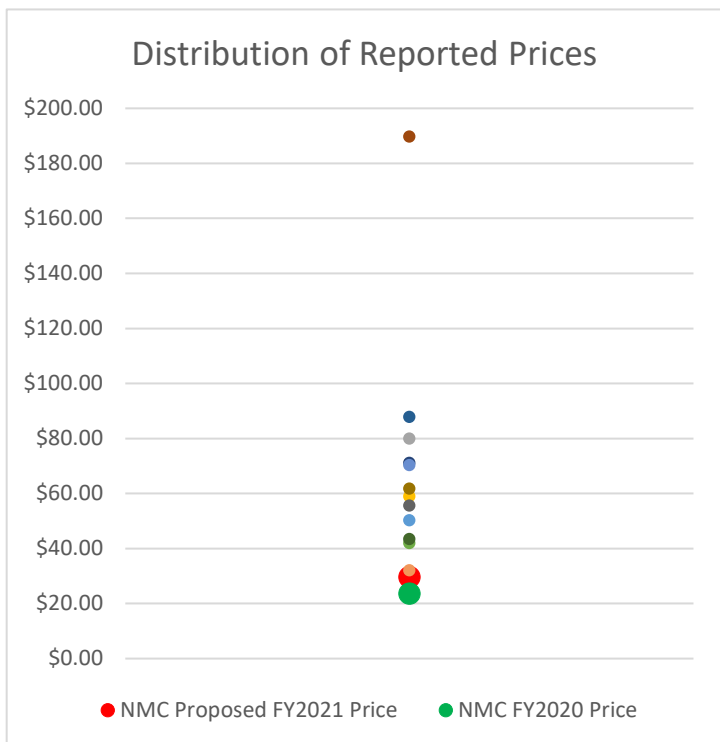
NMC Price: \$23.68
Highest Price: \$189.74
Average Price: \$66.69
Median Price: \$59.00
Lowest Price: \$23.68

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 149.2%
Average: 181.6%
Highest: 701.3%

FY2019 Billed Units 1,964
Total Gross Revenue \$ 46,508
Gross Revenue at Average Price \$ 130,979
Gross Revenue Variance from Average \$ (84,472)



APPENDIX VIII

CPT Code: 77066
Description: Diagnostic mammography, CAD, bilateral

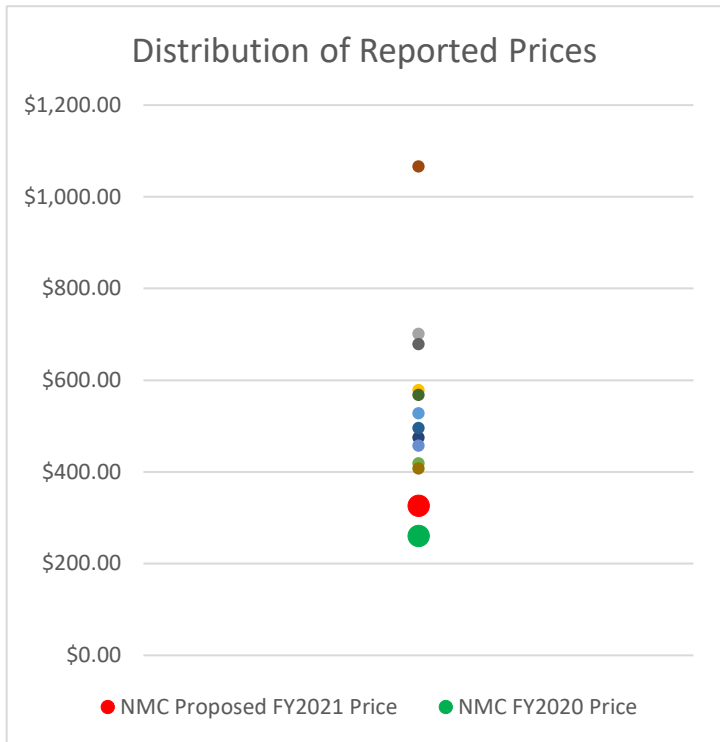
NMC Price: \$260.46
Highest Price: \$1,066.05
Average Price: \$552.95
Median Price: \$511.69
Lowest Price: \$260.46

NMC Rank (1 = Highest): 12 of 12

Rate Increase Needed for NMC to Reach

Median: 96.5%
Average: 112.3%
Highest: 309.3%

FY2019 Billed Units 286
Total Gross Revenue \$ 74,492
Gross Revenue at Average Price \$ 158,144
Gross Revenue Variance from Average \$ (83,652)



CPT Code: 86803
Description: Hepatitis C antibody level

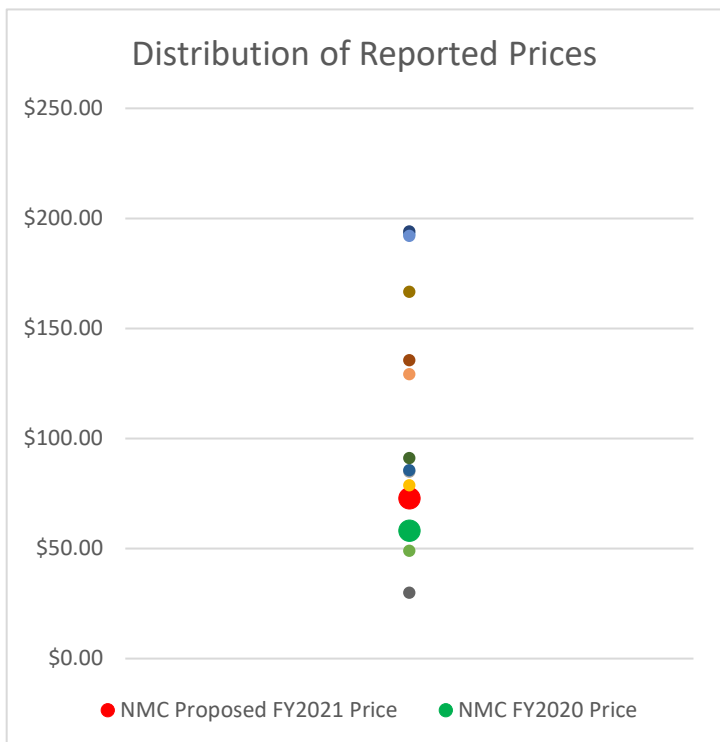
NMC Price: \$58.12
Highest Price: \$194.02
Average Price: \$114.46
Median Price: \$91.08
Lowest Price: \$29.87

NMC Rank (1 = Highest): 11 of 13

Rate Increase Needed for NMC to Reach

Median: 56.7%
Average: 96.9%
Highest: 233.8%

FY2019 Billed Units 1,449
Total Gross Revenue \$ 84,216
Gross Revenue at Average Price \$ 165,853
Gross Revenue Variance from Average \$ (81,637)



APPENDIX VIII

CPT Code: 87880

Description: Strep test, group A, immunoassay with direct optical obs.

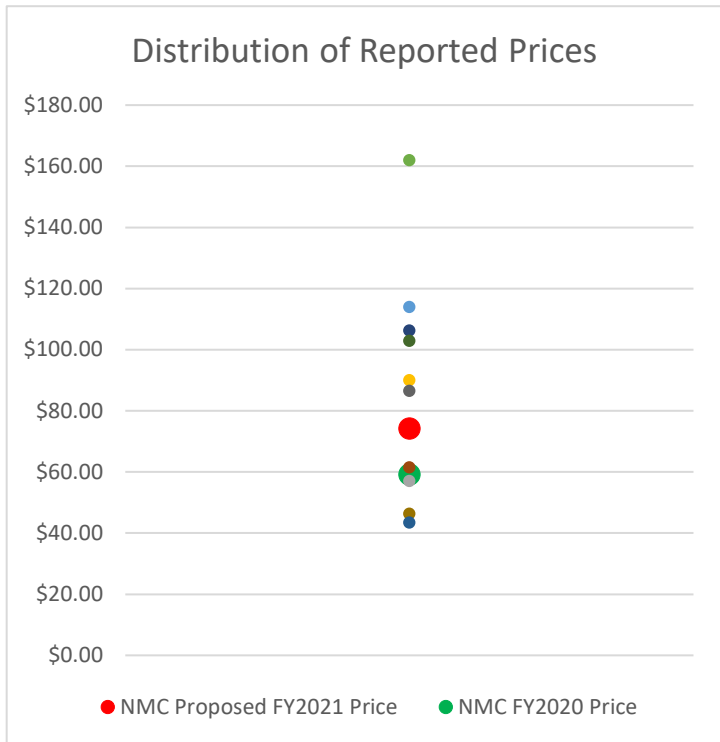
NMC Price: \$59.20
 Highest Price: \$162.00
 Average Price: \$84.47
 Median Price: \$86.52
 Lowest Price: \$43.47

NMC Rank (1 = Highest): 8 of 11

Rate Increase Needed for NMC to Reach

Median: 46.1%
 Average: 42.7%
 Highest: 173.6%

FY2019 Billed Units 3,221
 Total Gross Revenue \$ 190,683
 Gross Revenue at Average Price \$ 272,078
 Gross Revenue Variance from Average \$ (81,395)



CPT Code: 73130

Description: X-ray of hand, minimum 3 views

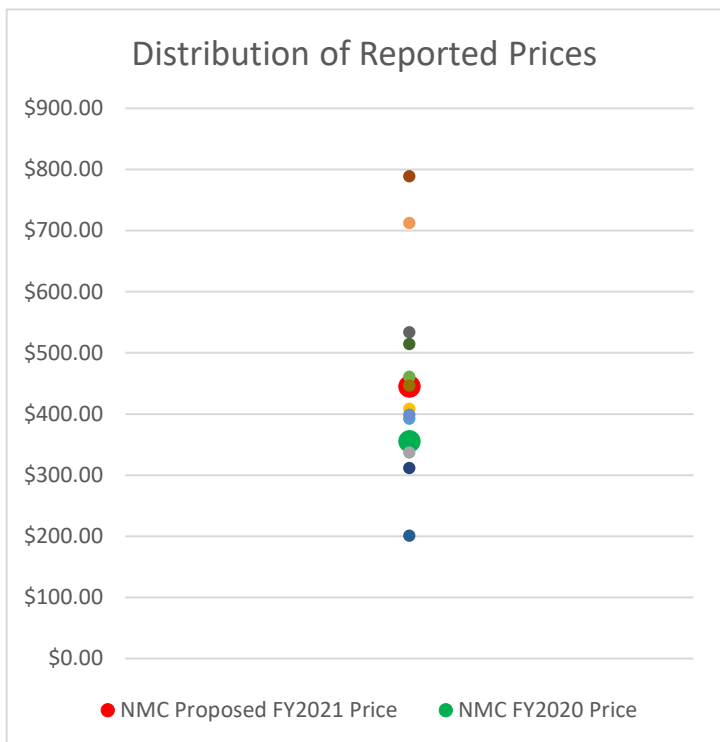
NMC Price: \$355.18
 Highest Price: \$789.17
 Average Price: \$450.91
 Median Price: \$408.83
 Lowest Price: \$200.93

NMC Rank (1 = Highest): 10 of 13

Rate Increase Needed for NMC to Reach

Median: 15.1%
 Average: 27.0%
 Highest: 122.2%

FY2019 Billed Units 843
 Total Gross Revenue \$ 299,417
 Gross Revenue at Average Price \$ 380,117
 Gross Revenue Variance from Average \$ (80,700)



APPENDIX VIII

CPT Code: 77065
Description: Diagnostic mammography, CAD, unilateral

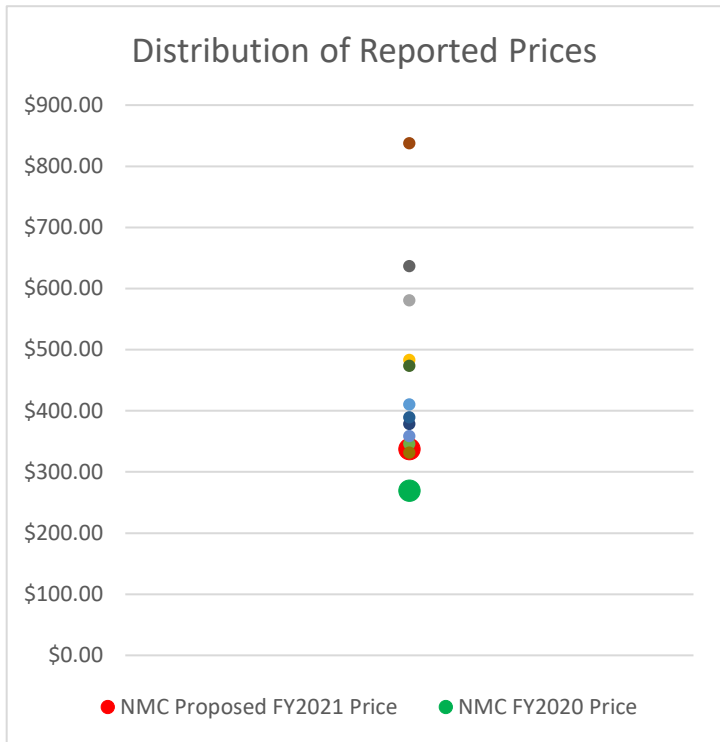
NMC Price: \$269.08
Highest Price: \$837.39
Average Price: \$457.99
Median Price: \$399.88
Lowest Price: \$269.08

NMC Rank (1 = Highest): 12 of 12

Rate Increase Needed for NMC to Reach

Median: 48.6%
Average: 70.2%
Highest: 211.2%

FY2019 Billed Units 426
Total Gross Revenue \$ 114,628
Gross Revenue at Average Price \$ 195,104
Gross Revenue Variance from Average \$ (80,476)



CPT Code: 74170
Description: CT scan of abdomen (multiple sections) with and without contrast

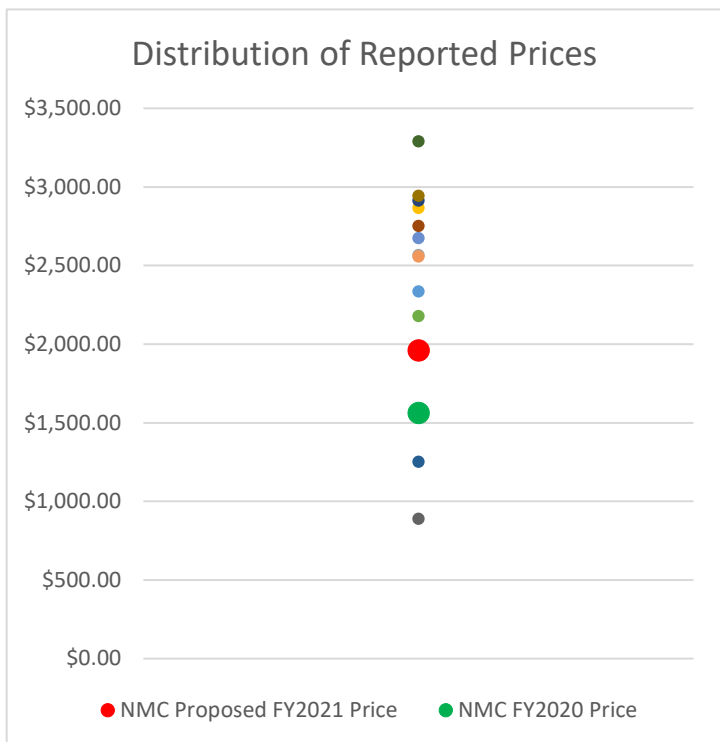
NMC Price: \$1,562.79
Highest Price: \$3,290.27
Average Price: \$2,368.15
Median Price: \$2,568.00
Lowest Price: \$889.92

NMC Rank (1 = Highest): 11 of 13

Rate Increase Needed for NMC to Reach

Median: 64.3%
Average: 51.5%
Highest: 110.5%

FY2019 Billed Units 93
Total Gross Revenue \$ 145,339
Gross Revenue at Average Price \$ 220,238
Gross Revenue Variance from Average \$ (74,898)



APPENDIX VIII

CPT Code: 70491
Description: CT scan of neck with contrast

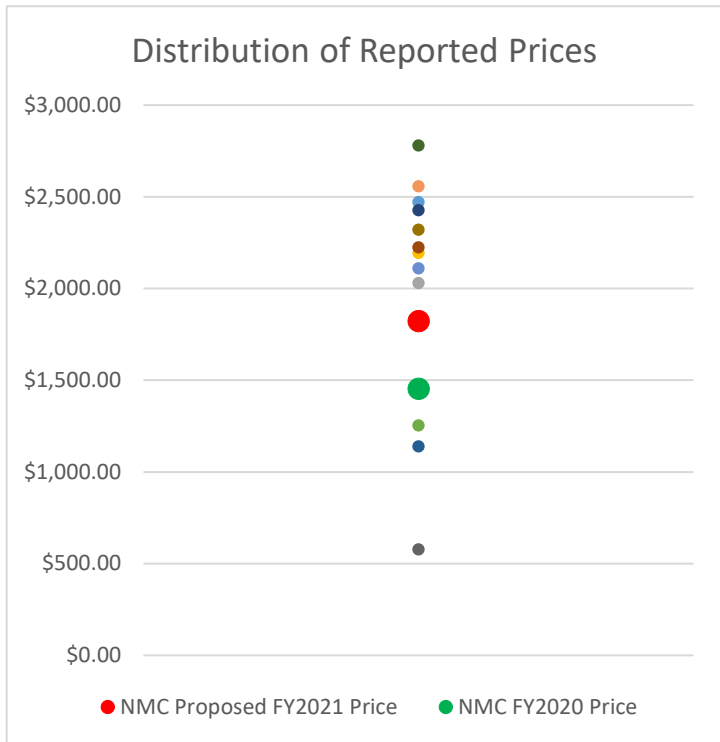
NMC Price: \$1,453.01
Highest Price: \$2,781.05
Average Price: \$1,964.49
Median Price: \$2,194.20
Lowest Price: \$577.83

NMC Rank (1 = Highest): 10 of 13

Rate Increase Needed for NMC to Reach

Median: 51.0%
Average: 35.2%
Highest: 91.4%

FY2019 Billed Units 146
Total Gross Revenue \$ 212,139
Gross Revenue at Average Price \$ 286,816
Gross Revenue Variance from Average \$ (74,676)



CPT Code: 73222
Description: MRI scan of any joint, upper extremity with contrast

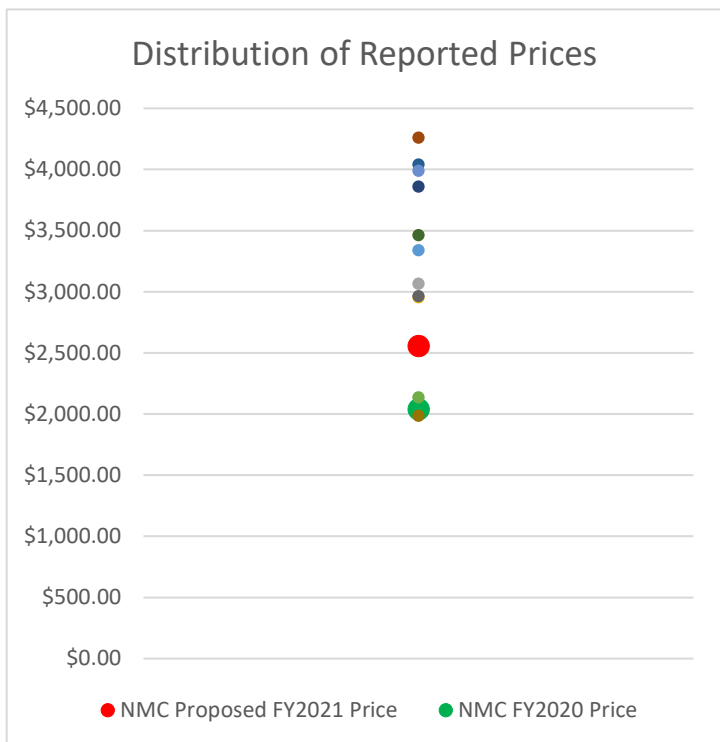
NMC Price: \$2,038.51
Highest Price: \$4,261.11
Average Price: \$3,174.96
Median Price: \$3,203.62
Lowest Price: \$1,985.18

NMC Rank (1 = Highest): 11 of 12

Rate Increase Needed for NMC to Reach

Median: 57.2%
Average: 55.7%
Highest: 109.0%

FY2019 Billed Units 65
Total Gross Revenue \$ 132,503
Gross Revenue at Average Price \$ 206,372
Gross Revenue Variance from Average \$ (73,869)



APPENDIX VIII

CPT Code: 70450
Description: CT scan of head without contrast

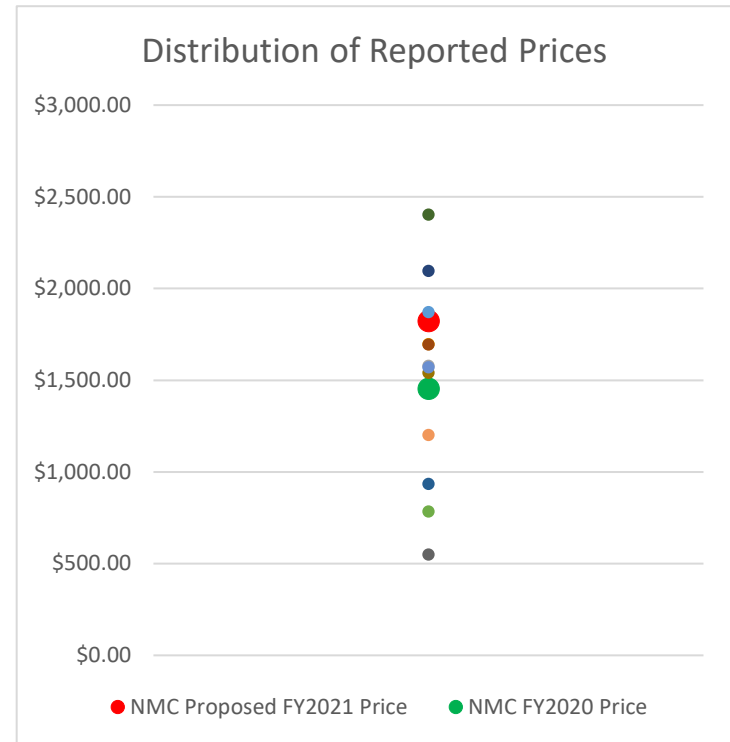
NMC Price: \$1,453.01
Highest Price: \$2,402.24
Average Price: \$1,490.40
Median Price: \$1,570.80
Lowest Price: \$548.99

NMC Rank (1 = Highest): 9 of 13

Rate Increase Needed for NMC to Reach

Median: 8.1%
Average: 2.6%
Highest: 65.3%

FY2019 Billed Units 1,969
Total Gross Revenue \$ 2,860,977
Gross Revenue at Average Price \$ 2,934,598
Gross Revenue Variance from Average \$ (73,621)



CPT Code: 84520
Description: Urea nitrogen level

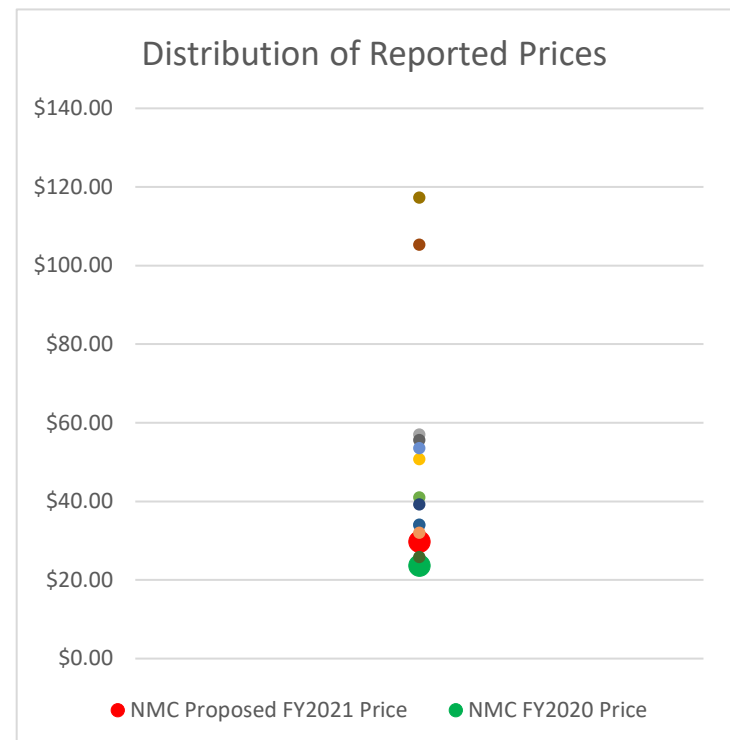
NMC Price: \$23.68
Highest Price: \$117.31
Average Price: \$51.48
Median Price: \$41.00
Lowest Price: \$23.68

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 73.1%
Average: 117.4%
Highest: 395.4%

FY2019 Billed Units 2,583
Total Gross Revenue \$ 61,165
Gross Revenue at Average Price \$ 132,973
Gross Revenue Variance from Average \$ (71,807)



APPENDIX VIII

CPT Code:	72131
Description:	CT scan of lumbar spine without contrast

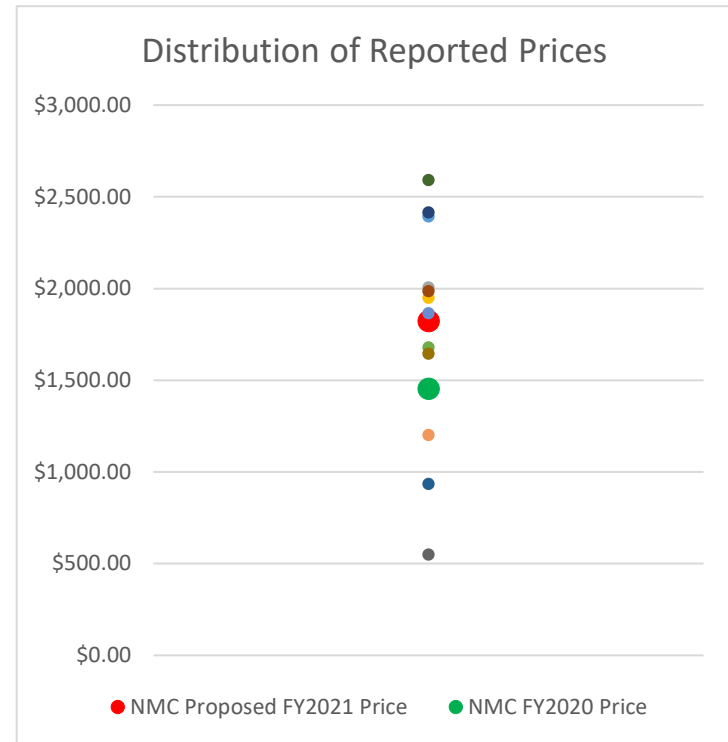
NMC Price:	\$1,453.01
Highest Price:	\$2,591.64
Average Price:	\$1,743.71
Median Price:	\$1,865.85
Lowest Price:	\$548.99

NMC Rank (1 = Highest): 10 of 13

Rate Increase Needed for NMC to Reach

Median:	28.4%
Average:	20.0%
Highest:	78.4%

FY2019 Billed Units		244
Total Gross Revenue	\$	354,534
Gross Revenue at Average Price	\$	425,465
Gross Revenue Variance from Average	\$	(70,931)



CPT Code:	83970
Description:	Parathormone (parathyroid hormone) level

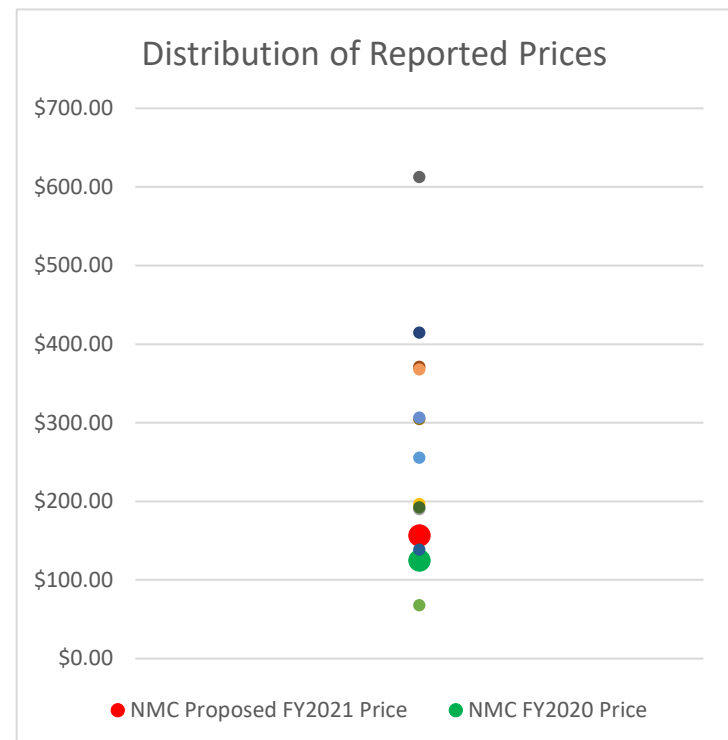
NMC Price:	\$124.85
Highest Price:	\$612.85
Average Price:	\$272.62
Median Price:	\$255.60
Lowest Price:	\$68.00

NMC Rank (1 = Highest): 12 of 13

Rate Increase Needed for NMC to Reach

Median:	104.7%
Average:	118.4%
Highest:	390.9%

FY2019 Billed Units		475
Total Gross Revenue	\$	59,304
Gross Revenue at Average Price	\$	129,495
Gross Revenue Variance from Average	\$	(70,191)



APPENDIX VIII

CPT Code: 73110
Description: X-ray of wrist, minimum 3 views

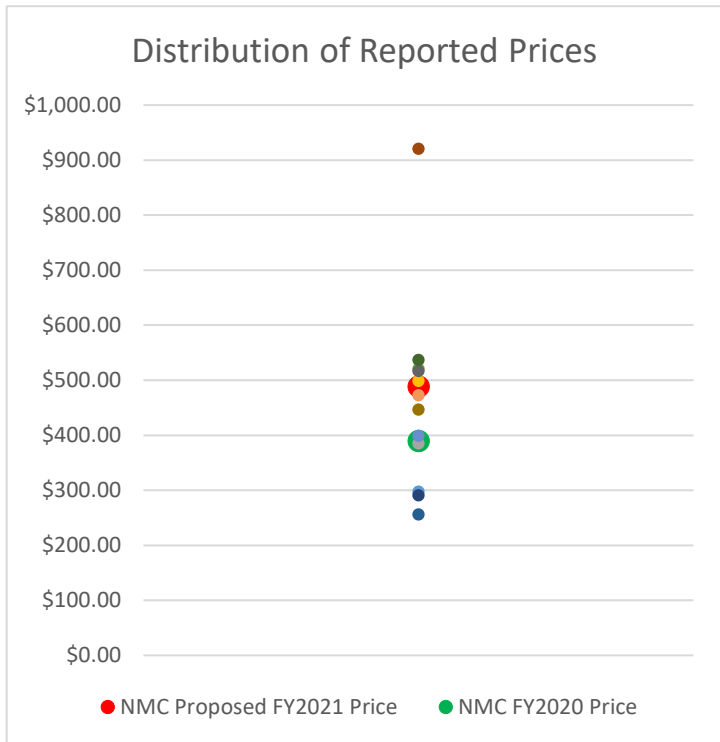
NMC Price: \$389.62
Highest Price: \$920.53
Average Price: \$456.30
Median Price: \$446.59
Lowest Price: \$255.83

NMC Rank (1 = Highest): 9 of 13

Rate Increase Needed for NMC to Reach

Median: 14.6%
Average: 17.1%
Highest: 136.3%

FY2019 Billed Units 1,029
Total Gross Revenue \$ 400,919
Gross Revenue at Average Price \$ 469,533
Gross Revenue Variance from Average \$ (68,614)



CPT Code: 84100
Description: Phosphate level

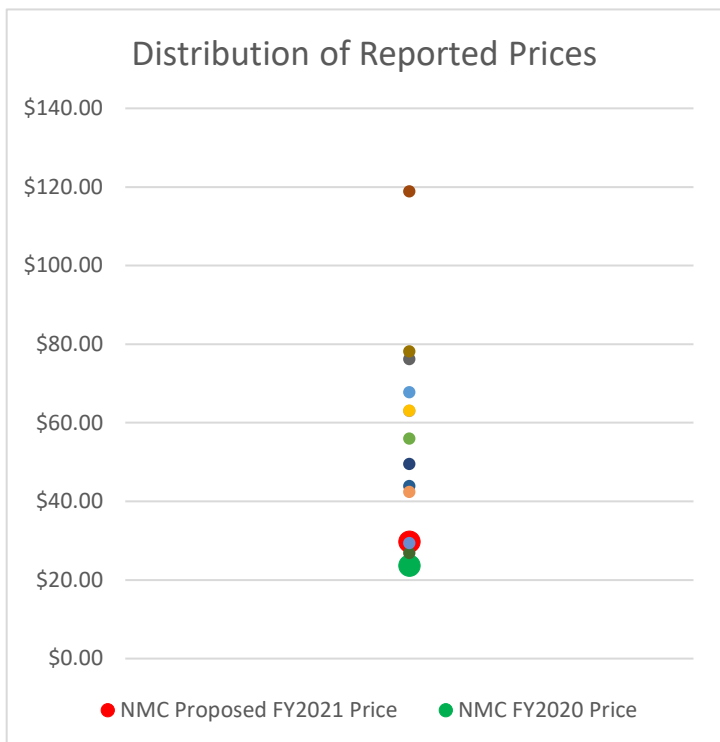
NMC Price: \$23.68
Highest Price: \$118.85
Average Price: \$56.85
Median Price: \$56.00
Lowest Price: \$23.68

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 136.5%
Average: 140.1%
Highest: 401.9%

FY2019 Billed Units 2,047
Total Gross Revenue \$ 48,473
Gross Revenue at Average Price \$ 116,372
Gross Revenue Variance from Average \$ (67,899)



APPENDIX VIII

CPT Code: 86618
Description: Analysis for lyme disease bacteria

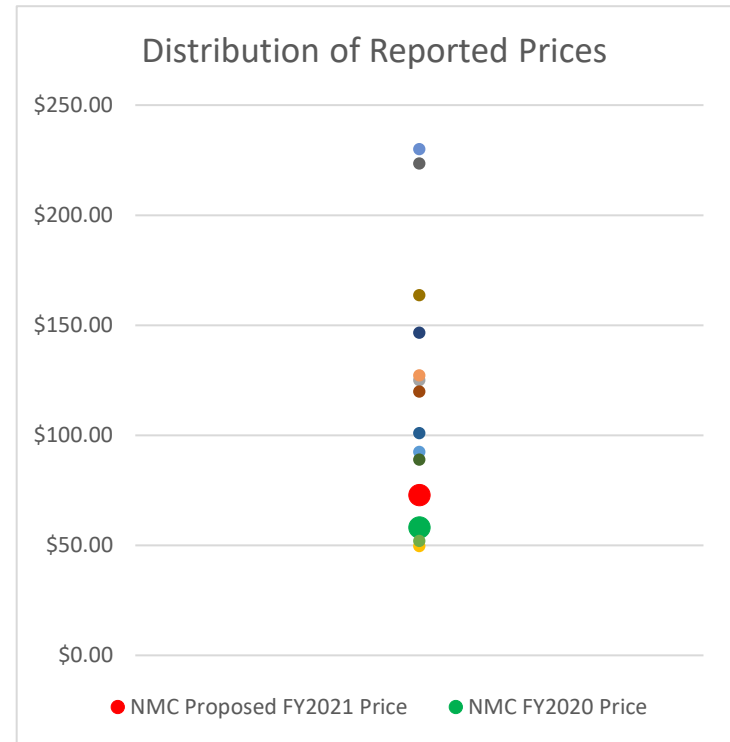
NMC Price: \$58.12
Highest Price: \$229.95
Average Price: \$121.38
Median Price: \$119.89
Lowest Price: \$49.68

NMC Rank (1 = Highest): 11 of 13

Rate Increase Needed for NMC to Reach

Median: 106.3%
Average: 108.8%
Highest: 295.6%

FY2019 Billed Units 1,065
Total Gross Revenue \$ 61,898
Gross Revenue at Average Price \$ 129,270
Gross Revenue Variance from Average \$ (67,372)



CPT Code: 73610
Description: X-ray of ankle, minimum 3 views

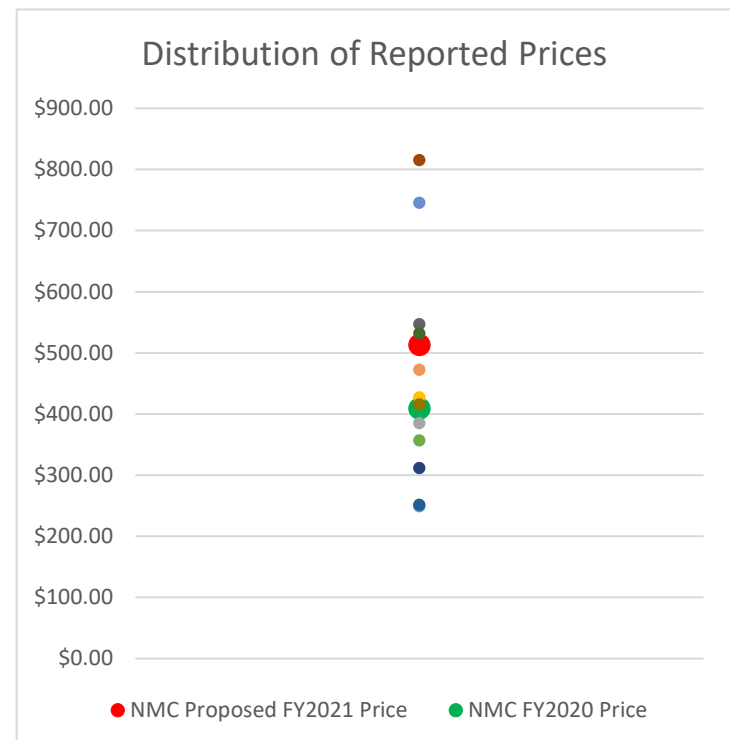
NMC Price: \$408.99
Highest Price: \$815.24
Average Price: \$455.30
Median Price: \$415.72
Lowest Price: \$249.44

NMC Rank (1 = Highest): 8 of 13

Rate Increase Needed for NMC to Reach

Median: 1.6%
Average: 11.3%
Highest: 99.3%

FY2019 Billed Units 1,446
Total Gross Revenue \$ 591,400
Gross Revenue at Average Price \$ 658,364
Gross Revenue Variance from Average \$ (66,964)



APPENDIX VIII

CPT Code: 84403
Description: Testosterone level, total

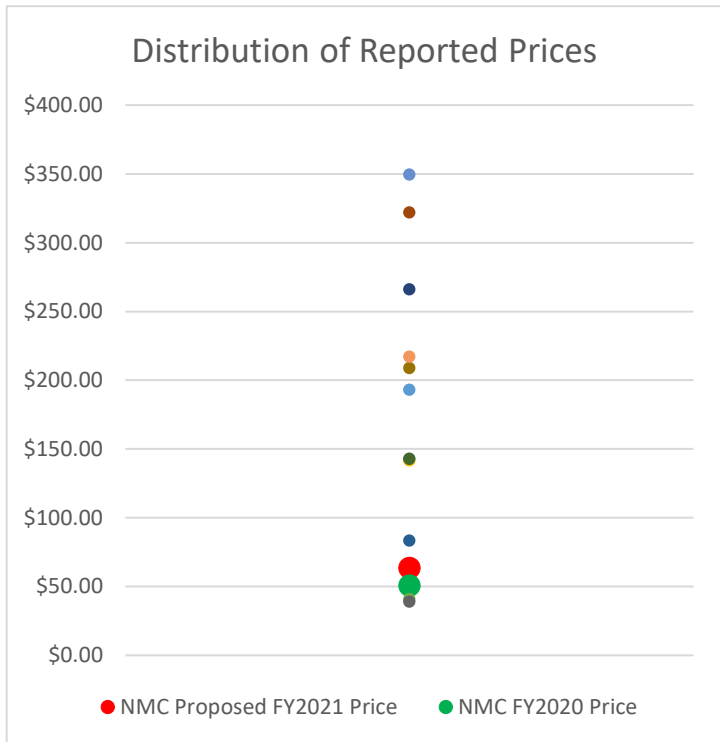
NMC Price: \$50.59
Highest Price: \$349.65
Average Price: \$169.14
Median Price: \$143.00
Lowest Price: \$39.14

NMC Rank (1 = Highest): 11 of 13

Rate Increase Needed for NMC to Reach

Median: 182.7%
Average: 234.3%
Highest: 591.1%

FY2019 Billed Units 525
Total Gross Revenue \$ 26,560
Gross Revenue at Average Price \$ 88,799
Gross Revenue Variance from Average \$ (62,239)



CPT Code: 97116
Description: Therapeutic procedure, walking training; 15 min.

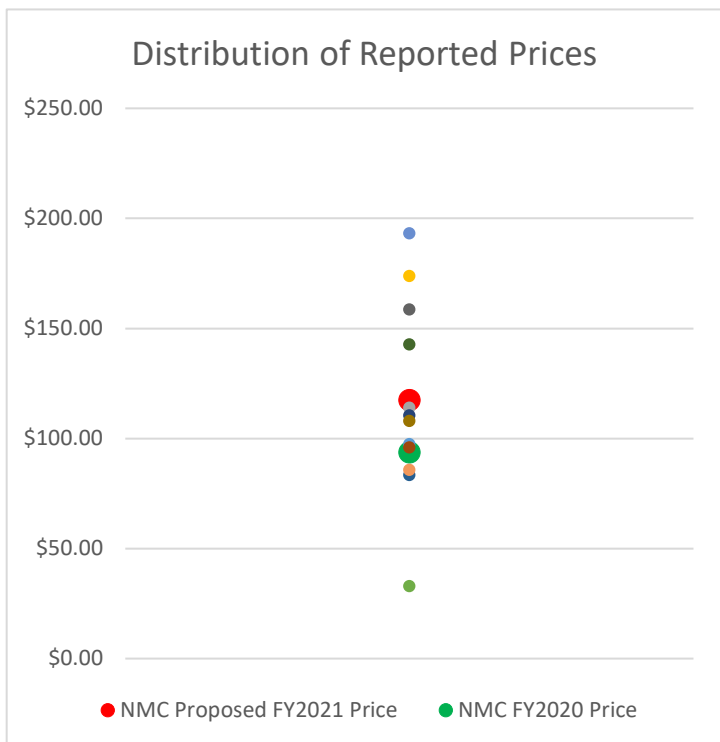
NMC Price: \$93.64
Highest Price: \$193.20
Average Price: \$114.64
Median Price: \$108.05
Lowest Price: \$33.00

NMC Rank (1 = Highest): 10 of 13

Rate Increase Needed for NMC to Reach

Median: 15.4%
Average: 22.4%
Highest: 106.3%

FY2019 Billed Units 2,898
Total Gross Revenue \$ 271,369
Gross Revenue at Average Price \$ 332,227
Gross Revenue Variance from Average \$ (60,858)



APPENDIX VIII

CPT Code: 74160
Description: CT scan of abdomen with contrast

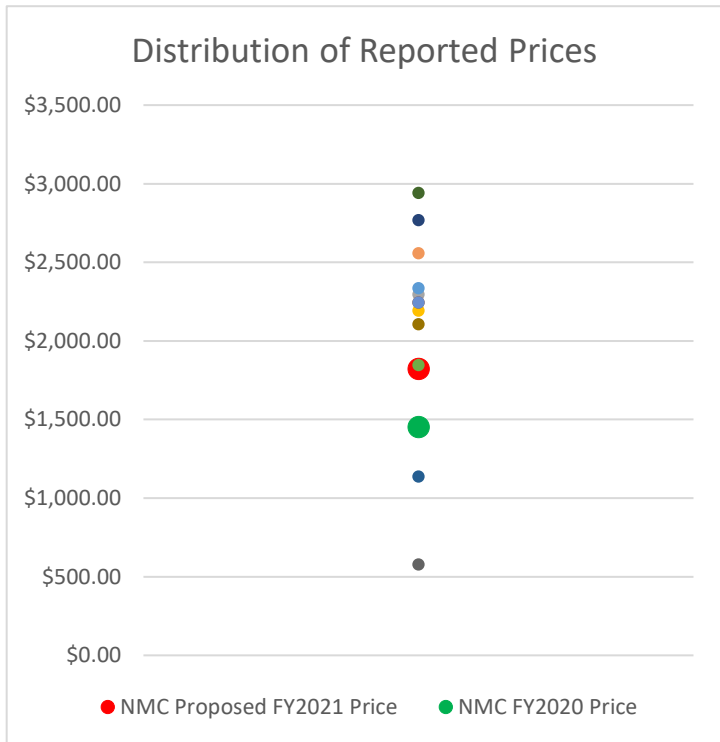
NMC Price: \$1,453.01
Highest Price: \$2,942.51
Average Price: \$2,053.85
Median Price: \$2,243.46
Lowest Price: \$577.83

NMC Rank (1 = Highest): 11 of 13

Rate Increase Needed for NMC to Reach

Median: 54.4%
Average: 41.4%
Highest: 102.5%

FY2019 Billed Units 101
Total Gross Revenue \$ 146,754
Gross Revenue at Average Price \$ 207,439
Gross Revenue Variance from Average \$ (60,685)



CPT Code: 81003
Description: Urinalysis (automated), without microscopy

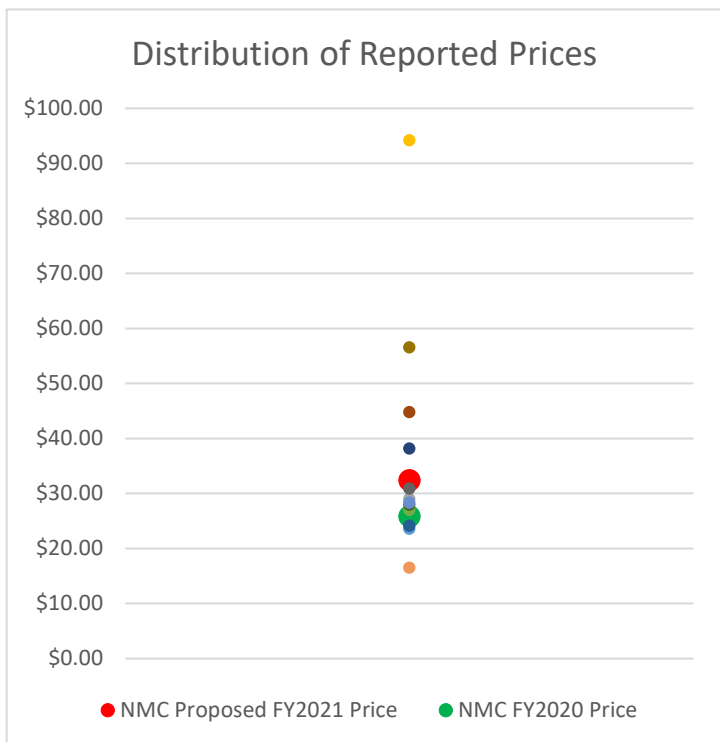
NMC Price: \$25.83
Highest Price: \$94.19
Average Price: \$35.93
Median Price: \$28.35
Lowest Price: \$16.54

NMC Rank (1 = Highest): 10 of 13

Rate Increase Needed for NMC to Reach

Median: 9.8%
Average: 39.1%
Highest: 264.7%

FY2019 Billed Units 5,891
Total Gross Revenue \$ 152,165
Gross Revenue at Average Price \$ 211,664
Gross Revenue Variance from Average \$ (59,499)



APPENDIX VIII

CPT Code: 76816

Description: Obstetric transabdominal ultrasound re- evaluation of pregnant uterus, per fetus

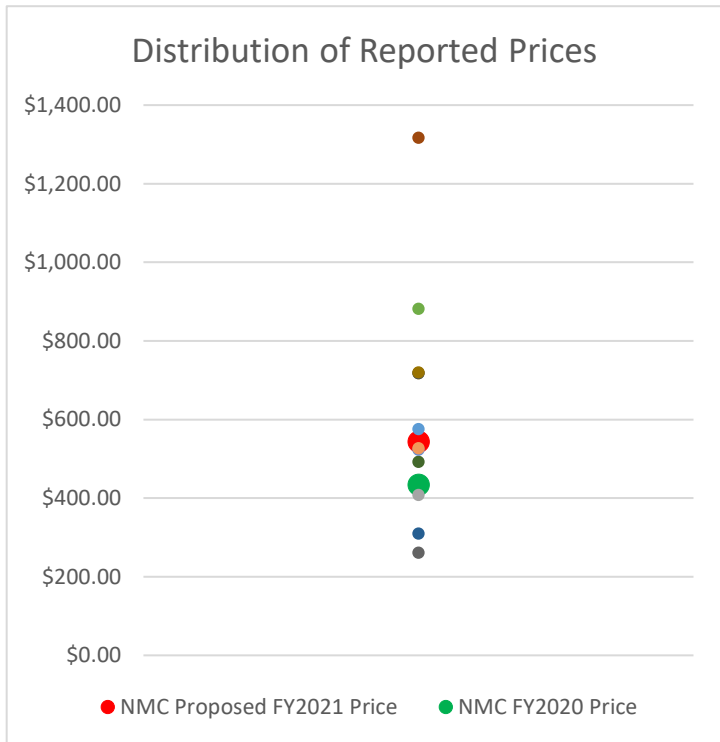
NMC Price: \$433.75
 Highest Price: \$1,316.68
 Average Price: \$606.72
 Median Price: \$527.34
 Lowest Price: \$261.62

NMC Rank (1 = Highest): 10 of 13

Rate Increase Needed for NMC to Reach

Median: 21.6%
 Average: 39.9%
 Highest: 203.6%

FY2019 Billed Units 339
 Total Gross Revenue \$ 147,041
 Gross Revenue at Average Price \$ 205,678
 Gross Revenue Variance from Average \$ (58,637)



CPT Code: 86038

Description: Test to screen for autoimmune disorder

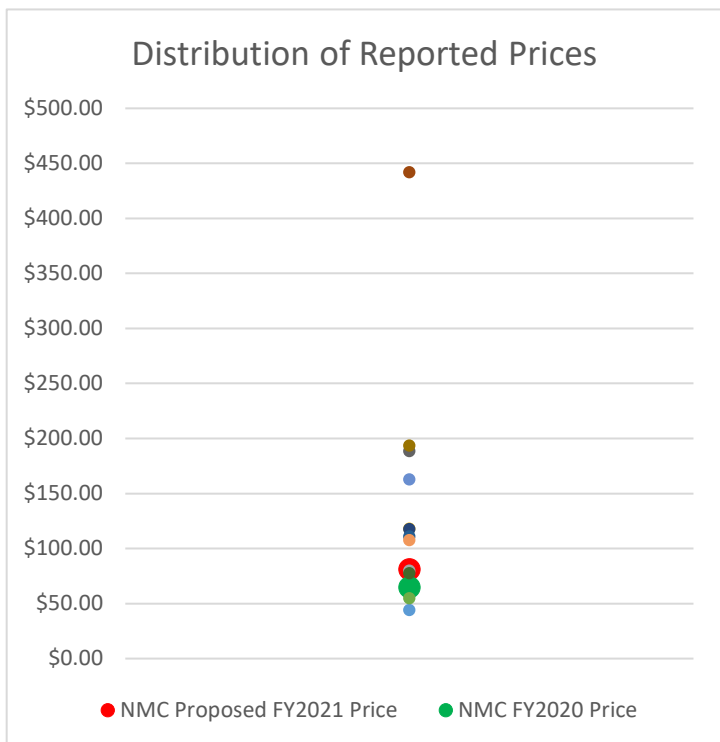
NMC Price: \$64.58
 Highest Price: \$442.02
 Average Price: \$135.55
 Median Price: \$110.90
 Lowest Price: \$44.14

NMC Rank (1 = Highest): 11 of 13

Rate Increase Needed for NMC to Reach

Median: 71.7%
 Average: 109.9%
 Highest: 584.5%

FY2019 Billed Units 693
 Total Gross Revenue \$ 44,754
 Gross Revenue at Average Price \$ 93,936
 Gross Revenue Variance from Average \$ (49,182)



APPENDIX VIII

CPT Code: 81001
Description: Urinalysis (automated), with microscopy

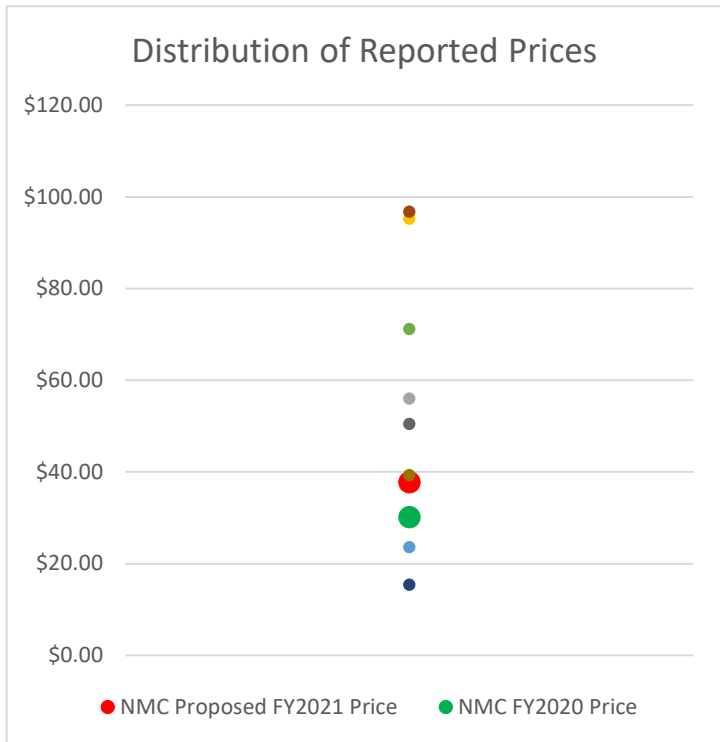
NMC Price: \$30.14
Highest Price: \$96.73
Average Price: \$53.13
Median Price: \$50.51
Lowest Price: \$15.45

NMC Rank (1 = Highest): 7 of 9

Rate Increase Needed for NMC to Reach

Median: 67.6%
Average: 76.3%
Highest: 220.9%

FY2019 Billed Units 2,134
Total Gross Revenue \$ 64,319
Gross Revenue at Average Price \$ 113,379
Gross Revenue Variance from Average \$ (49,061)



CPT Code: 76856
Description: Ultrasound of pelvis, non- obstetric (complete)

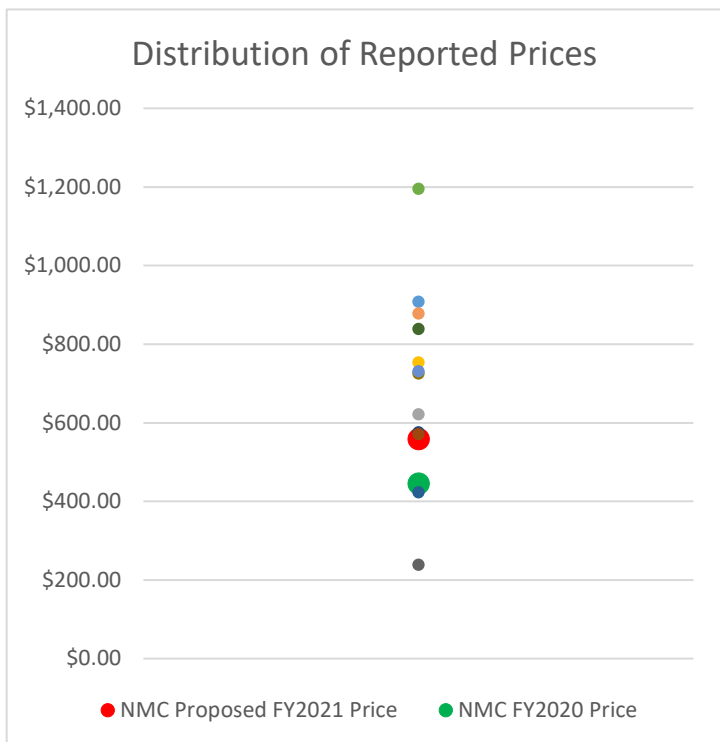
NMC Price: \$445.59
Highest Price: \$1,195.00
Average Price: \$685.06
Median Price: \$725.45
Lowest Price: \$238.96

NMC Rank (1 = Highest): 11 of 13

Rate Increase Needed for NMC to Reach

Median: 62.8%
Average: 53.7%
Highest: 168.2%

FY2019 Billed Units 198
Total Gross Revenue \$ 88,227
Gross Revenue at Average Price \$ 135,642
Gross Revenue Variance from Average \$ (47,415)



APPENDIX VIII

CPT Code: 77080
Description: Bone density scan (DXA scan)

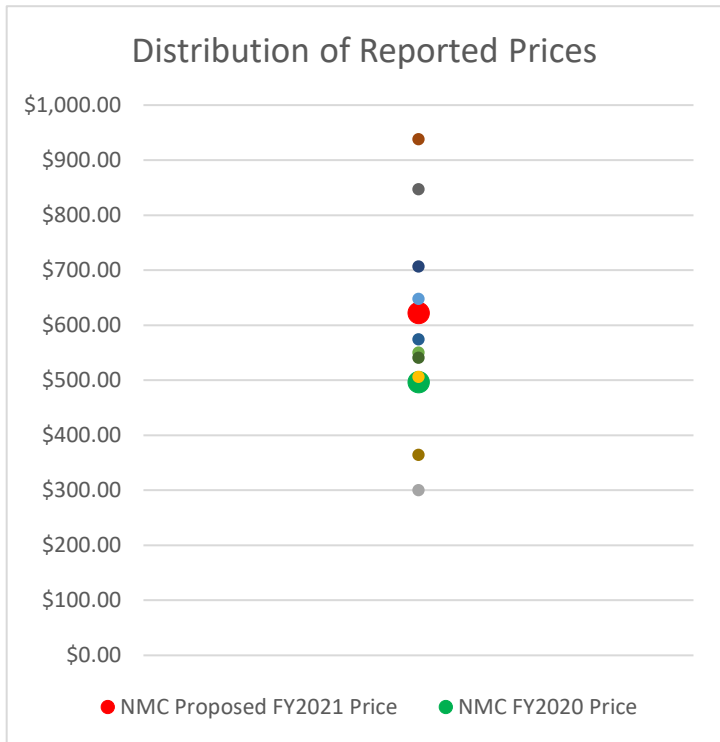
NMC Price: \$496.17
Highest Price: \$938.33
Average Price: \$588.34
Median Price: \$550.06
Lowest Price: \$300.00

NMC Rank (1 = Highest): 9 of 11

Rate Increase Needed for NMC to Reach

Median: 10.9%
Average: 18.6%
Highest: 89.1%

FY2019 Billed Units 492
Total Gross Revenue \$ 244,116
Gross Revenue at Average Price \$ 289,463
Gross Revenue Variance from Average \$ (45,348)



CPT Code: 97113
Description: Therapeutic procedure, aquatic therapy with therapeutic exercises; 15 min.

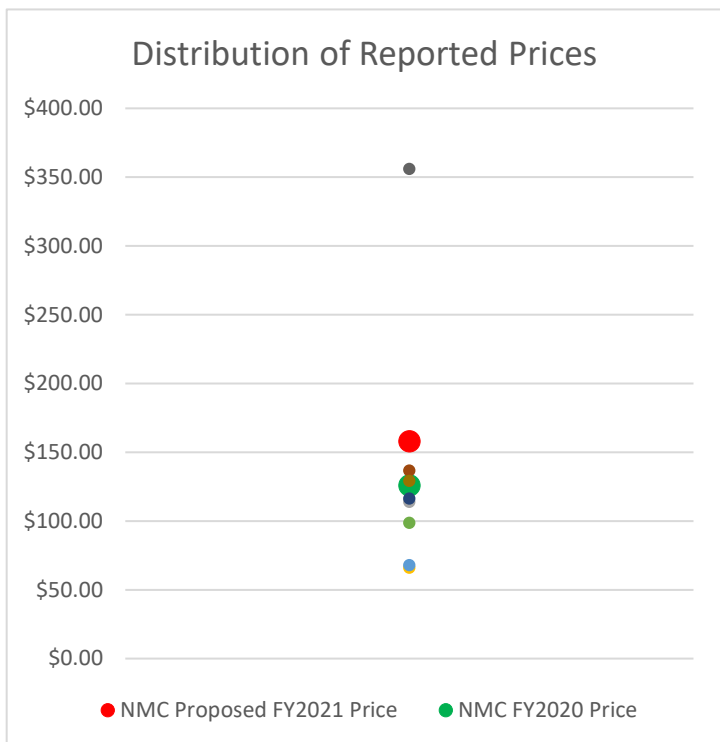
NMC Price: \$125.93
Highest Price: \$355.95
Average Price: \$134.54
Median Price: \$116.39
Lowest Price: \$66.00

NMC Rank (1 = Highest): 4 of 9

Rate Increase Needed for NMC to Reach

Median: -7.6%
Average: 6.8%
Highest: 182.7%

FY2019 Billed Units 5,212
Total Gross Revenue \$ 656,347
Gross Revenue at Average Price \$ 701,222
Gross Revenue Variance from Average \$ (44,875)



APPENDIX VIII

CPT Code: 86706
Description: Hepatitis B surface antibody level

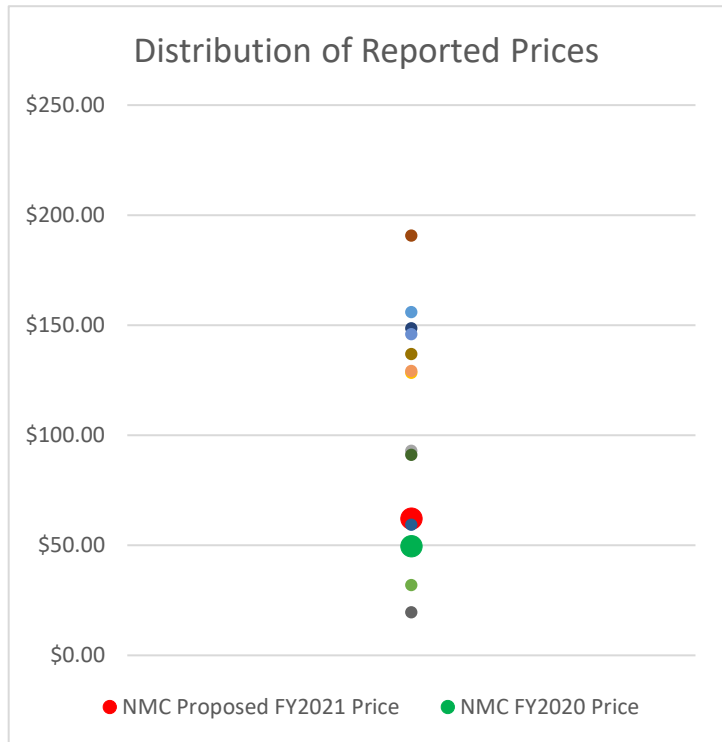
NMC Price: \$49.51
Highest Price: \$190.78
Average Price: \$106.17
Median Price: \$128.34
Lowest Price: \$19.57

NMC Rank (1 = Highest): 11 of 13

Rate Increase Needed for NMC to Reach

Median: 159.2%
Average: 114.4%
Highest: 285.3%

FY2019 Billed Units 760
Total Gross Revenue \$ 37,628
Gross Revenue at Average Price \$ 80,689
Gross Revenue Variance from Average \$ (43,062)



CPT Code: 84481
Description: T3 (thyroid hormone) level, free

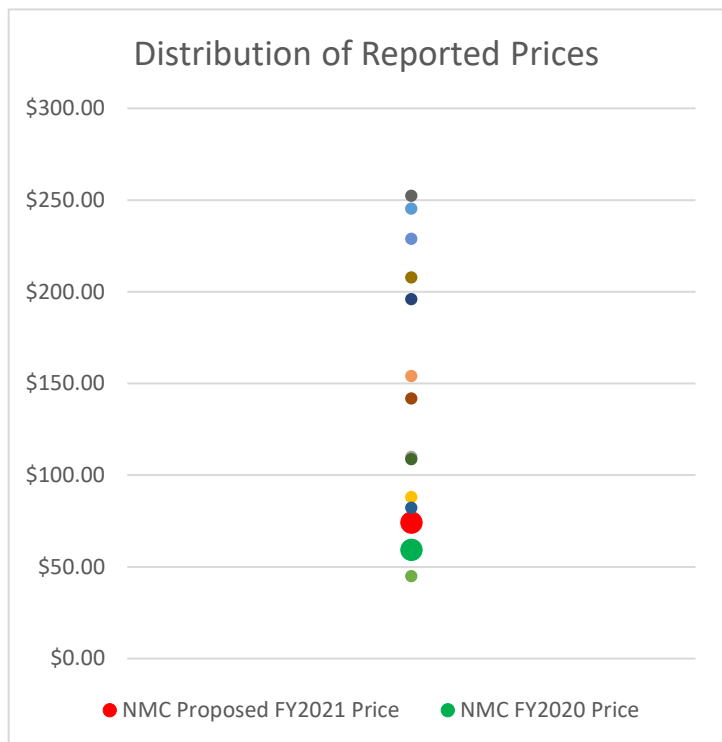
NMC Price: \$59.20
Highest Price: \$252.35
Average Price: \$147.66
Median Price: \$141.78
Lowest Price: \$45.00

NMC Rank (1 = Highest): 12 of 13

Rate Increase Needed for NMC to Reach

Median: 139.5%
Average: 149.4%
Highest: 326.3%

FY2019 Billed Units 479
Total Gross Revenue \$ 28,357
Gross Revenue at Average Price \$ 70,729
Gross Revenue Variance from Average \$ (42,372)



APPENDIX VIII

CPT Code: 70486
Description: CT scan of face & jaw without contrast

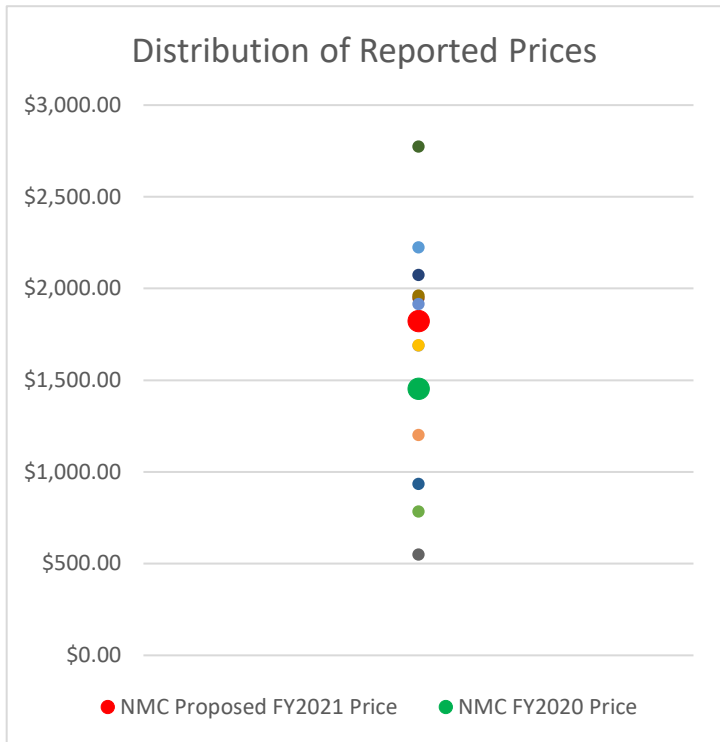
NMC Price: \$1,453.01
Highest Price: \$2,773.80
Average Price: \$1,630.89
Median Price: \$1,690.16
Lowest Price: \$548.99

NMC Rank (1 = Highest): 9 of 13

Rate Increase Needed for NMC to Reach

Median: 16.3%
Average: 12.2%
Highest: 90.9%

FY2019 Billed Units 235
Total Gross Revenue \$ 341,457
Gross Revenue at Average Price \$ 383,259
Gross Revenue Variance from Average \$ (41,802)



CPT Code: 76830
Description: Transvaginal ultrasound, non-obstetric

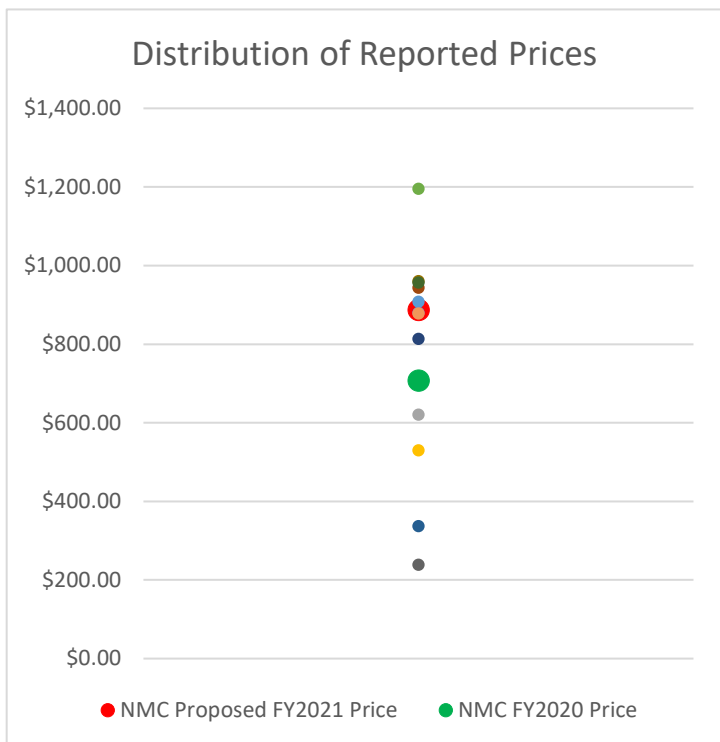
NMC Price: \$707.13
Highest Price: \$1,195.00
Average Price: \$766.80
Median Price: \$877.87
Lowest Price: \$238.96

NMC Rank (1 = Highest): 9 of 13

Rate Increase Needed for NMC to Reach

Median: 24.1%
Average: 8.4%
Highest: 69.0%

FY2019 Billed Units 668
Total Gross Revenue \$ 472,363
Gross Revenue at Average Price \$ 512,222
Gross Revenue Variance from Average \$ (39,860)



APPENDIX VIII

CPT Code: 82947
Description: Blood glucose (sugar) level

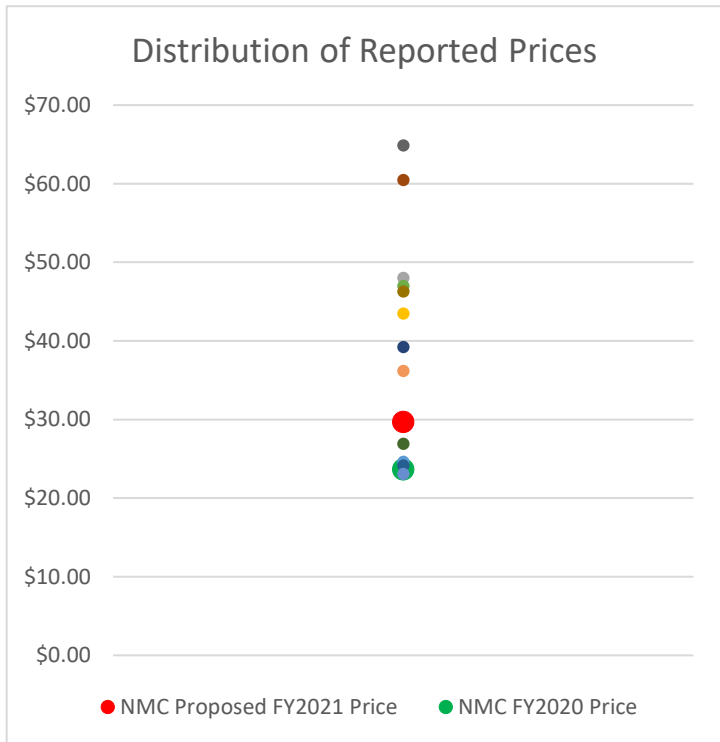
NMC Price: \$23.68
Highest Price: \$64.89
Average Price: \$39.08
Median Price: \$39.22
Lowest Price: \$23.10

NMC Rank (1 = Highest): 12 of 13

Rate Increase Needed for NMC to Reach

Median: 65.6%
Average: 65.0%
Highest: 174.0%

FY2019 Billed Units 2,496
Total Gross Revenue \$ 59,105
Gross Revenue at Average Price \$ 97,544
Gross Revenue Variance from Average \$ (38,438)



CPT Code: 84460
Description: Alanine transaminase (ALT or SGPT) test

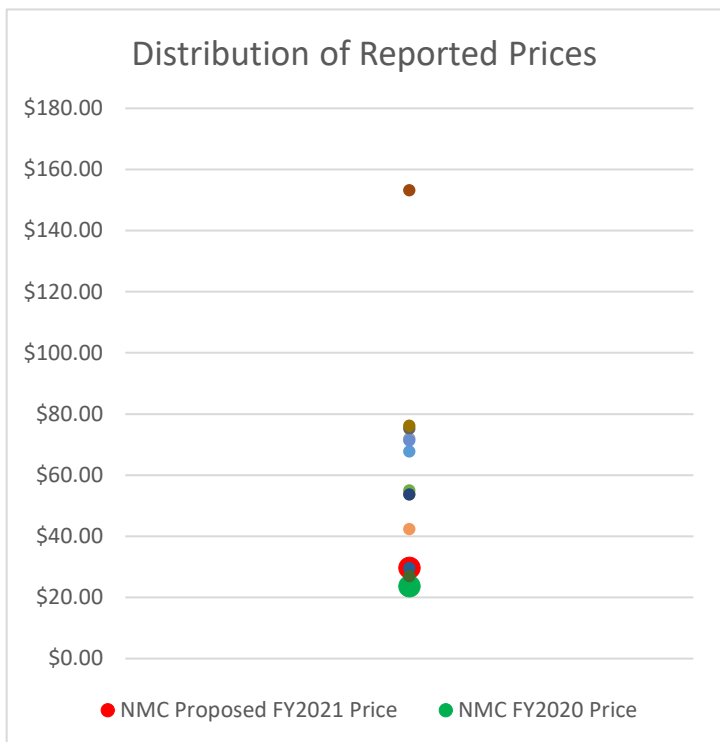
NMC Price: \$23.68
Highest Price: \$153.25
Average Price: \$61.60
Median Price: \$55.00
Lowest Price: \$23.68

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 132.3%
Average: 160.1%
Highest: 547.2%

FY2019 Billed Units 1,006
Total Gross Revenue \$ 23,822
Gross Revenue at Average Price \$ 61,970
Gross Revenue Variance from Average \$ (38,148)



APPENDIX VIII

CPT Code: 84450
Description: Aspartate aminotransferase (AST or SGOT) test

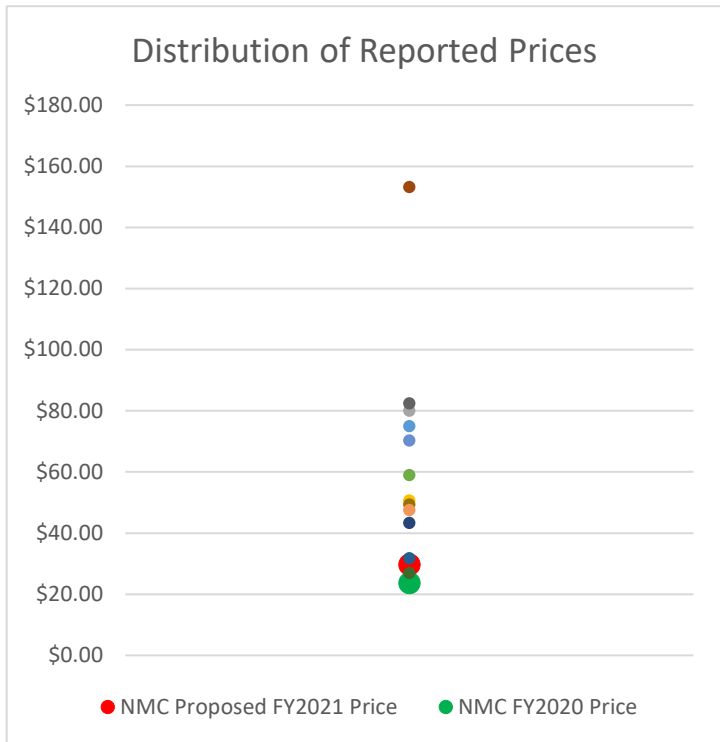
NMC Price: \$23.68
Highest Price: \$153.25
Average Price: \$61.03
Median Price: \$50.72
Lowest Price: \$23.68

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 114.2%
Average: 157.7%
Highest: 547.2%

FY2019 Billed Units 1,008
Total Gross Revenue \$ 23,869
Gross Revenue at Average Price \$ 61,518
Gross Revenue Variance from Average \$ (37,649)



CPT Code: 72156
Description: MRI scan of cervical spine (multiple sequences) with and without contrast

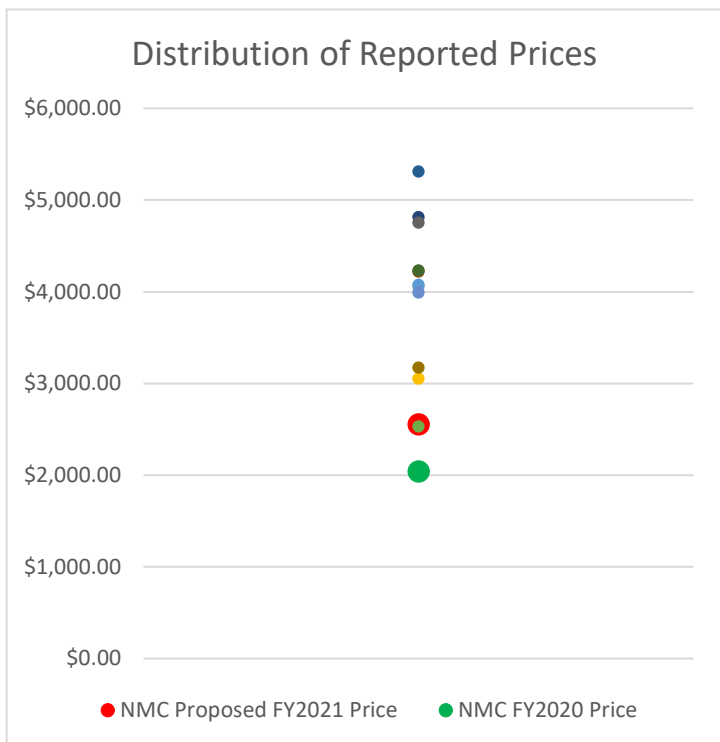
NMC Price: \$2,038.51
Highest Price: \$5,312.66
Average Price: \$3,854.30
Median Price: \$4,066.60
Lowest Price: \$2,038.51

NMC Rank (1 = Highest): 12 of 12

Rate Increase Needed for NMC to Reach

Median: 99.5%
Average: 89.1%
Highest: 160.6%

FY2019 Billed Units 20
Total Gross Revenue \$ 40,770
Gross Revenue at Average Price \$ 77,086
Gross Revenue Variance from Average \$ (36,316)



APPENDIX VIII

CPT Code: 97112

Description: Therapeutic procedure to re-educate brain-to- nerve-to-muscle function; 15 min.

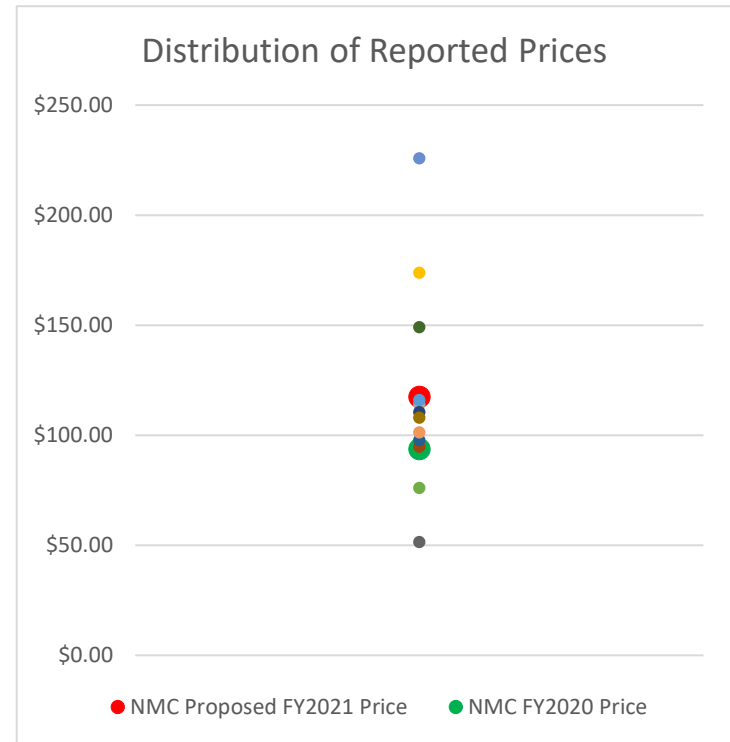
NMC Price: \$93.64
 Highest Price: \$225.75
 Average Price: \$116.32
 Median Price: \$108.05
 Lowest Price: \$51.50

NMC Rank (1 = Highest): 11 of 13

Rate Increase Needed for NMC to Reach

Median: 15.4%
 Average: 24.2%
 Highest: 141.1%

FY2019 Billed Units 1,579
 Total Gross Revenue \$ 147,858
 Gross Revenue at Average Price \$ 183,669
 Gross Revenue Variance from Average \$ (35,812)



CPT Code: 72146

Description: MRI scan of thoracic spine without contrast

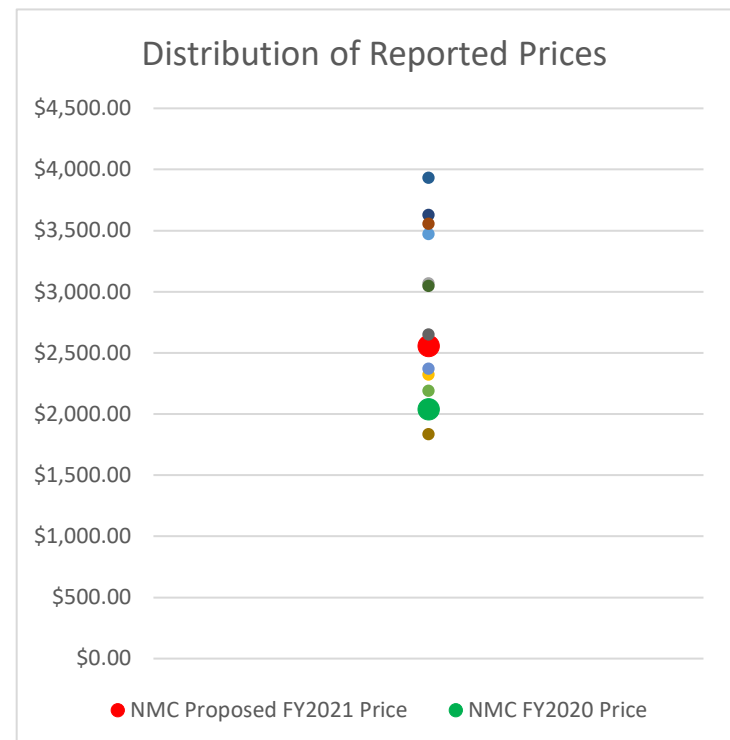
NMC Price: \$2,038.51
 Highest Price: \$3,934.04
 Average Price: \$2,842.73
 Median Price: \$2,848.90
 Lowest Price: \$1,835.86

NMC Rank (1 = Highest): 11 of 12

Rate Increase Needed for NMC to Reach

Median: 39.8%
 Average: 39.5%
 Highest: 93.0%

FY2019 Billed Units 44
 Total Gross Revenue \$ 89,694
 Gross Revenue at Average Price \$ 125,080
 Gross Revenue Variance from Average \$ (35,386)



APPENDIX VIII

CPT Code: 97163
Description: Physical therapy evaluation, high complexity

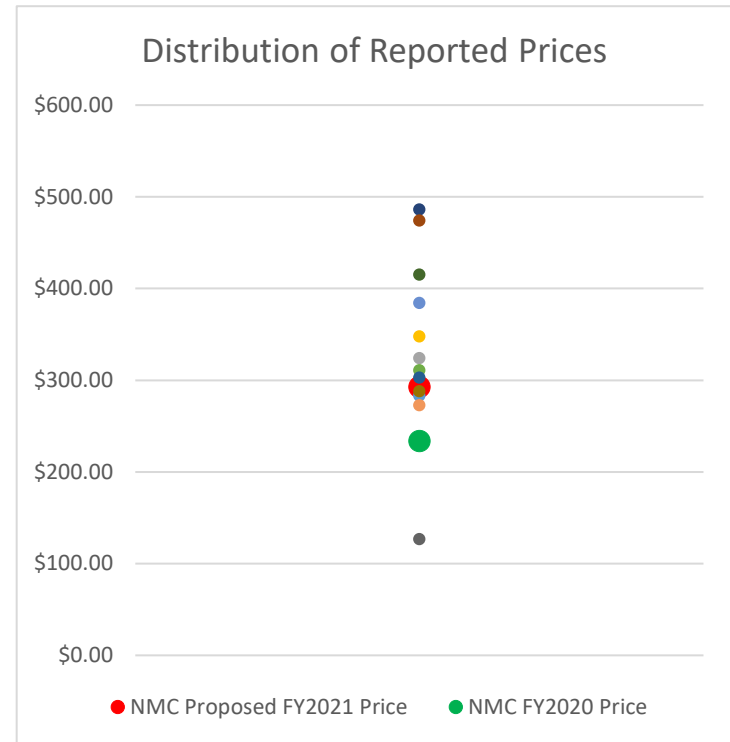
NMC Price: \$233.56
Highest Price: \$486.07
Average Price: \$326.94
Median Price: \$311.00
Lowest Price: \$126.69

NMC Rank (1 = Highest): 12 of 13

Rate Increase Needed for NMC to Reach

Median: 33.2%
Average: 40.0%
Highest: 108.1%

FY2019 Billed Units 377
Total Gross Revenue \$ 88,052
Gross Revenue at Average Price \$ 123,256
Gross Revenue Variance from Average \$ (35,204)



CPT Code: 84550
Description: Uric acid level

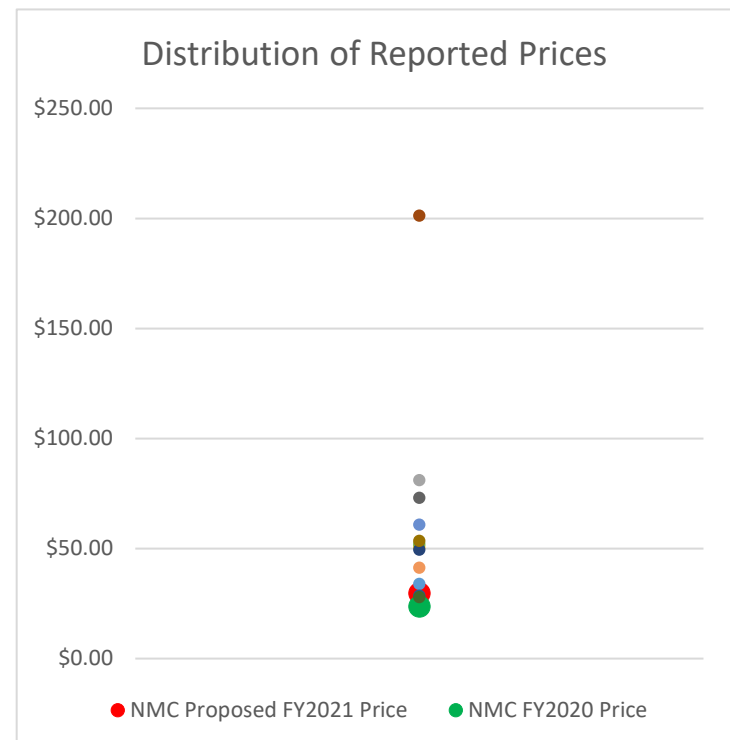
NMC Price: \$23.68
Highest Price: \$201.20
Average Price: \$59.80
Median Price: \$50.72
Lowest Price: \$23.68

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 114.2%
Average: 152.5%
Highest: 749.7%

FY2019 Billed Units 961
Total Gross Revenue \$ 22,756
Gross Revenue at Average Price \$ 57,468
Gross Revenue Variance from Average \$ (34,711)



APPENDIX VIII

CPT Code: 70544
Description: MRI scan of head without contrast

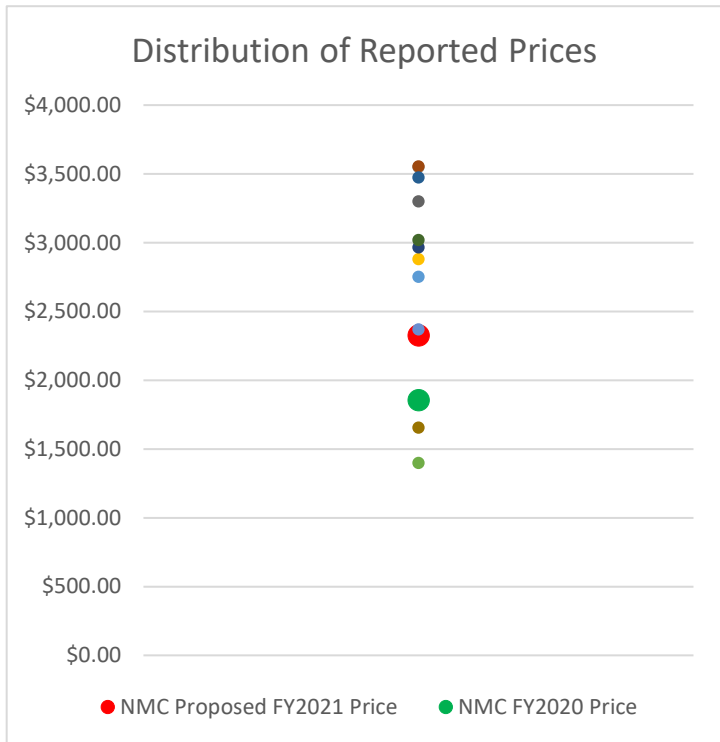
NMC Price: \$1,854.46
Highest Price: \$3,555.56
Average Price: \$2,731.36
Median Price: \$2,923.16
Lowest Price: \$1,399.00

NMC Rank (1 = Highest): 10 of 12

Rate Increase Needed for NMC to Reach

Median: 57.6%
Average: 47.3%
Highest: 91.7%

FY2019 Billed Units 39
Total Gross Revenue \$ 72,324
Gross Revenue at Average Price \$ 106,523
Gross Revenue Variance from Average \$ (34,199)



CPT Code: 87205
Description: Special stain for microorganism

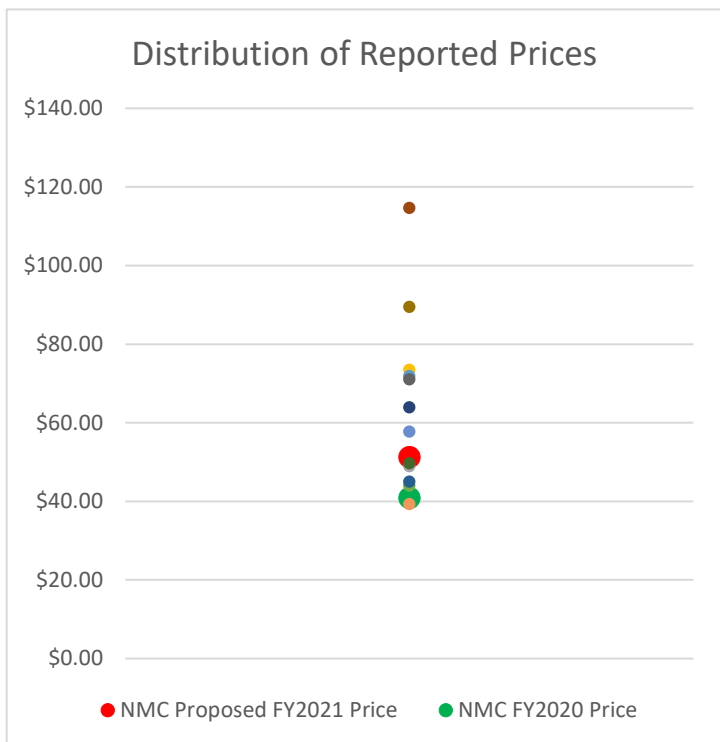
NMC Price: \$40.90
Highest Price: \$114.68
Average Price: \$62.33
Median Price: \$57.75
Lowest Price: \$39.29

NMC Rank (1 = Highest): 12 of 13

Rate Increase Needed for NMC to Reach

Median: 41.2%
Average: 52.4%
Highest: 180.4%

FY2019 Billed Units 1,583
Total Gross Revenue \$ 64,745
Gross Revenue at Average Price \$ 98,668
Gross Revenue Variance from Average \$ (33,924)



APPENDIX VIII

CPT Code: 82550
Description: Creatine kinase (CK) level

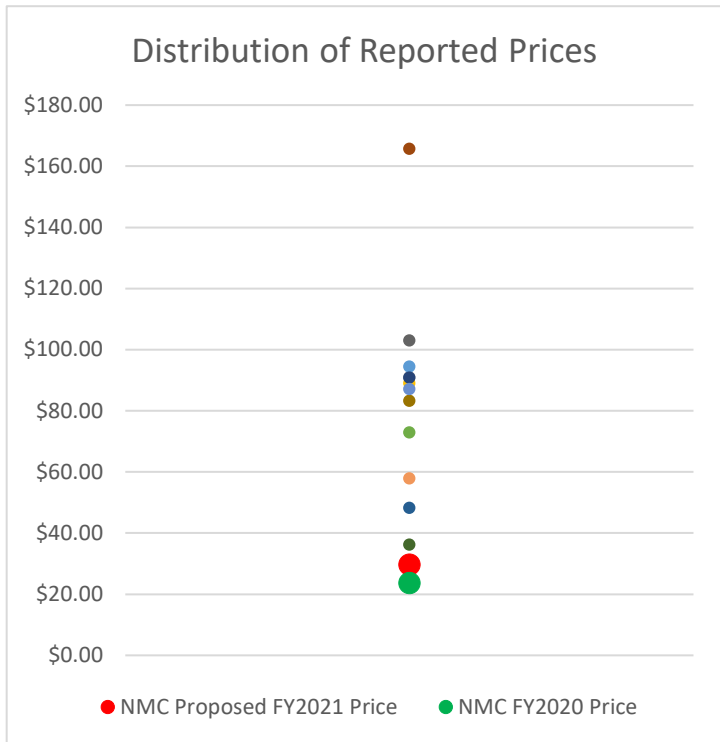
NMC Price: \$23.68
Highest Price: \$165.76
Average Price: \$80.28
Median Price: \$87.15
Lowest Price: \$23.68

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 268.0%
Average: 239.0%
Highest: 600.0%

FY2019 Billed Units 574
Total Gross Revenue \$ 13,592
Gross Revenue at Average Price \$ 46,081
Gross Revenue Variance from Average \$ (32,488)



CPT Code: 80069
Description: Renal (kidney) function panel

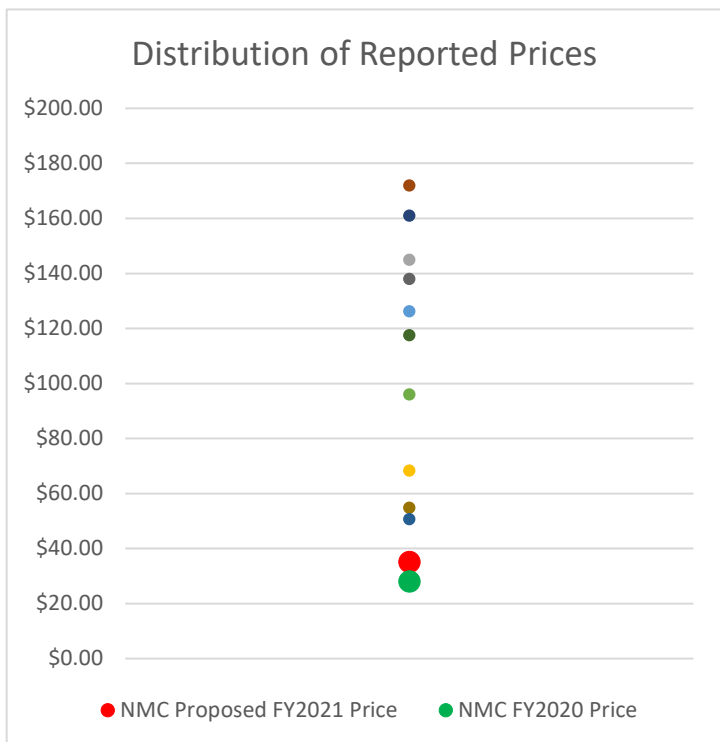
NMC Price: \$27.98
Highest Price: \$172.01
Average Price: \$105.25
Median Price: \$117.60
Lowest Price: \$27.98

NMC Rank (1 = Highest): 11 of 11

Rate Increase Needed for NMC to Reach

Median: 320.3%
Average: 276.2%
Highest: 514.8%

FY2019 Billed Units 420
Total Gross Revenue \$ 11,752
Gross Revenue at Average Price \$ 44,205
Gross Revenue Variance from Average \$ (32,453)



APPENDIX VIII

CPT Code: 86850
Description: Antibody detection

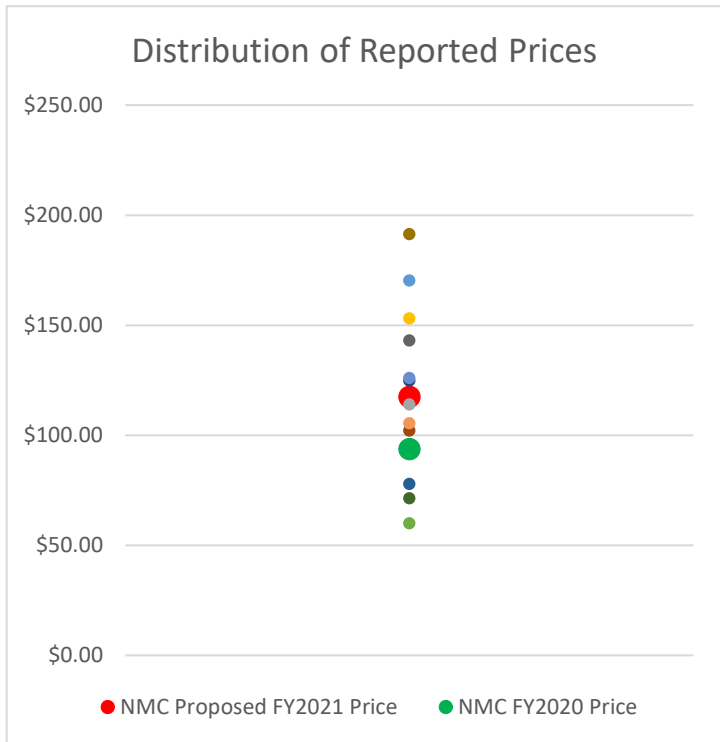
NMC Price: \$93.64
Highest Price: \$191.39
Average Price: \$117.97
Median Price: \$114.00
Lowest Price: \$60.00

NMC Rank (1 = Highest): 10 of 13

Rate Increase Needed for NMC to Reach

Median: 21.7%
Average: 26.0%
Highest: 104.4%

FY2019 Billed Units 1,301
Total Gross Revenue \$ 121,826
Gross Revenue at Average Price \$ 153,479
Gross Revenue Variance from Average \$ (31,653)



CPT Code: 70470
Description: CT scan of head (multiple sections) with and without contrast

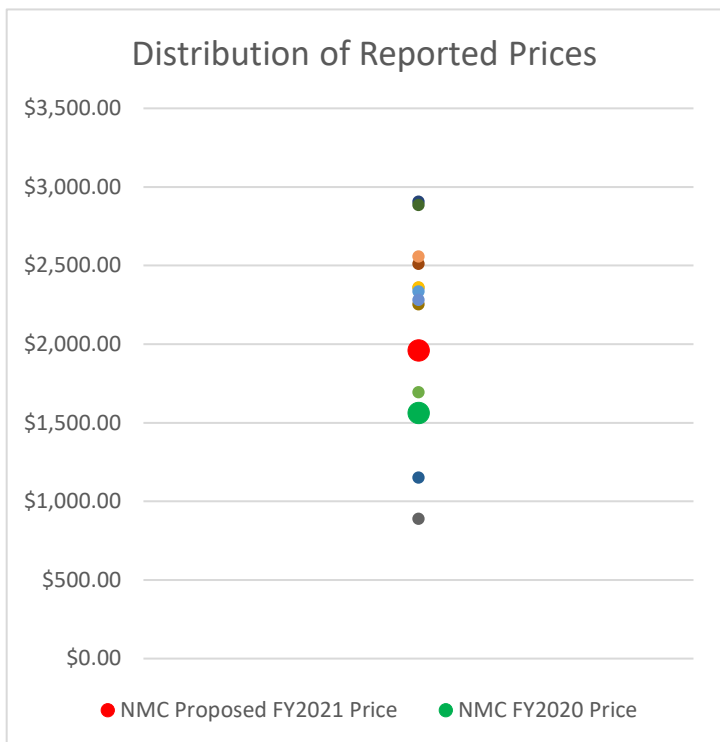
NMC Price: \$1,562.79
Highest Price: \$2,907.14
Average Price: \$2,135.01
Median Price: \$2,335.29
Lowest Price: \$889.92

NMC Rank (1 = Highest): 11 of 13

Rate Increase Needed for NMC to Reach

Median: 49.4%
Average: 36.6%
Highest: 86.0%

FY2019 Billed Units 53
Total Gross Revenue \$ 82,828
Gross Revenue at Average Price \$ 113,156
Gross Revenue Variance from Average \$ (30,328)



APPENDIX VIII

CPT Code: 86901
Description: Rh blood typing

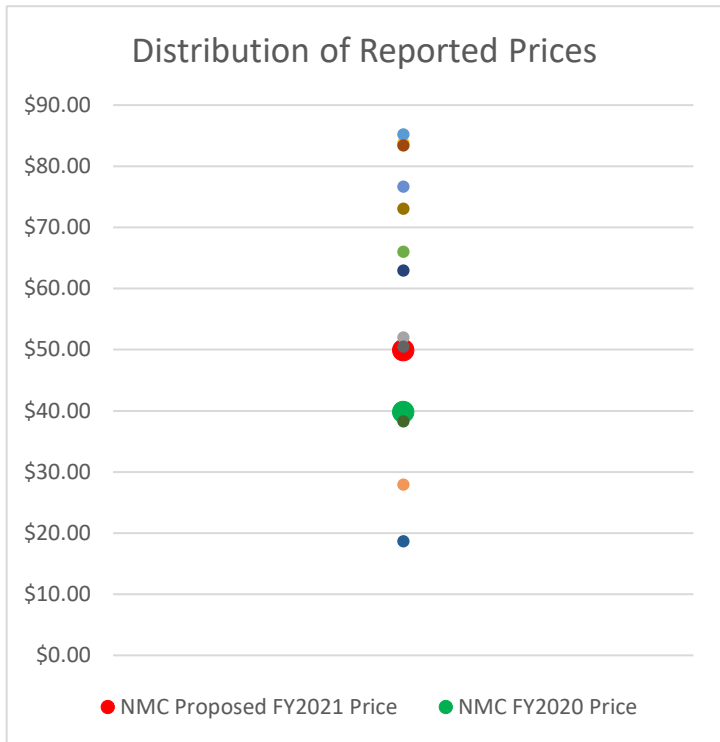
NMC Price: \$39.82
Highest Price: \$85.20
Average Price: \$58.33
Median Price: \$62.95
Lowest Price: \$18.67

NMC Rank (1 = Highest): 10 of 13

Rate Increase Needed for NMC to Reach

Median: 58.1%
Average: 46.5%
Highest: 114.0%

FY2019 Billed Units 1,617
Total Gross Revenue \$ 64,389
Gross Revenue at Average Price \$ 94,320
Gross Revenue Variance from Average \$ (29,931)



CPT Code: 78306
Description: Bone and joint image, whole body

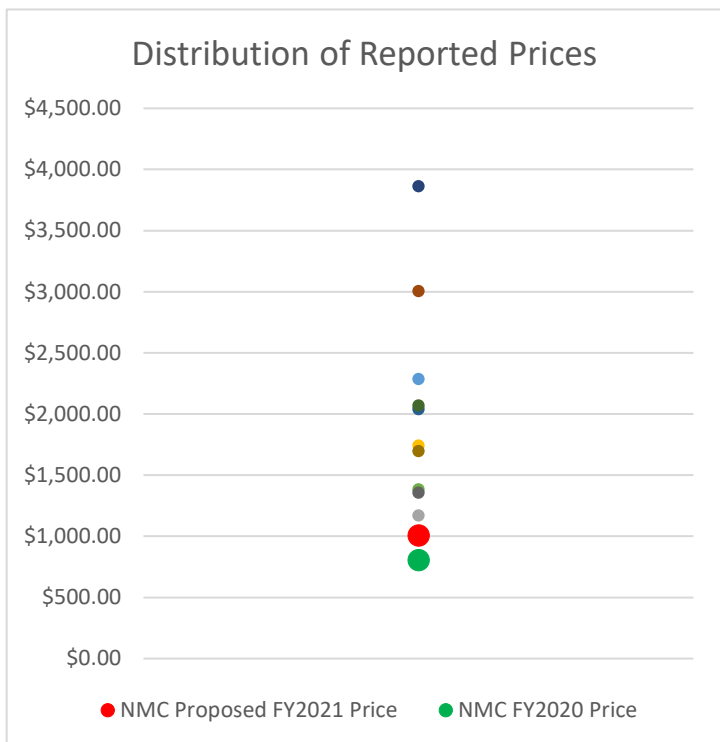
NMC Price: \$804.00
Highest Price: \$3,864.55
Average Price: \$1,947.49
Median Price: \$1,742.94
Lowest Price: \$804.00

NMC Rank (1 = Highest): 11 of 11

Rate Increase Needed for NMC to Reach

Median: 116.8%
Average: 142.2%
Highest: 380.7%

FY2019 Billed Units 26
Total Gross Revenue \$ 20,904
Gross Revenue at Average Price \$ 50,635
Gross Revenue Variance from Average \$ (29,731)



APPENDIX VIII

CPT Code: 84480
Description: T3 (thyroid hormone) level, total

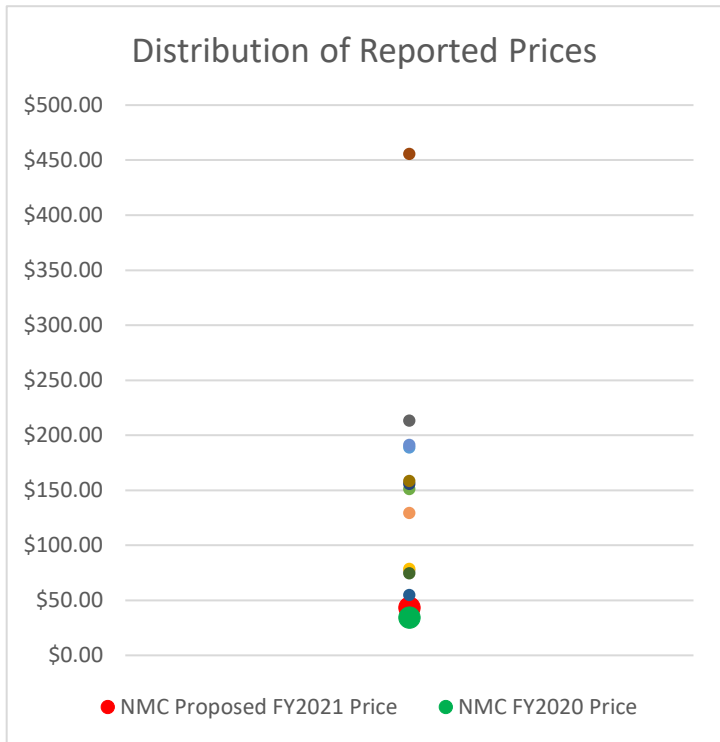
NMC Price: \$34.44
Highest Price: \$455.57
Average Price: \$150.99
Median Price: \$151.00
Lowest Price: \$34.44

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 338.4%
Average: 338.4%
Highest: 1222.8%

FY2019 Billed Units 242
Total Gross Revenue \$ 8,334
Gross Revenue at Average Price \$ 36,540
Gross Revenue Variance from Average \$ (28,205)



CPT Code: 86900
Description: ABO blood typing

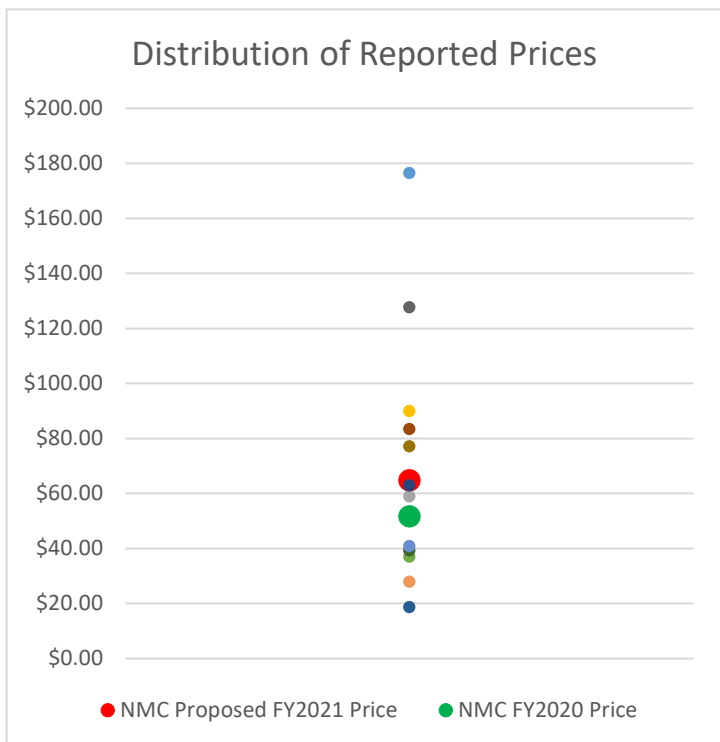
NMC Price: \$51.66
Highest Price: \$176.56
Average Price: \$68.64
Median Price: \$59.00
Lowest Price: \$18.67

NMC Rank (1 = Highest): 8 of 13

Rate Increase Needed for NMC to Reach

Median: 14.2%
Average: 32.9%
Highest: 241.8%

FY2019 Billed Units 1,617
Total Gross Revenue \$ 83,534
Gross Revenue at Average Price \$ 110,991
Gross Revenue Variance from Average \$ (27,457)



APPENDIX VIII

CPT Code: 87177
Description: Stool test for parasites

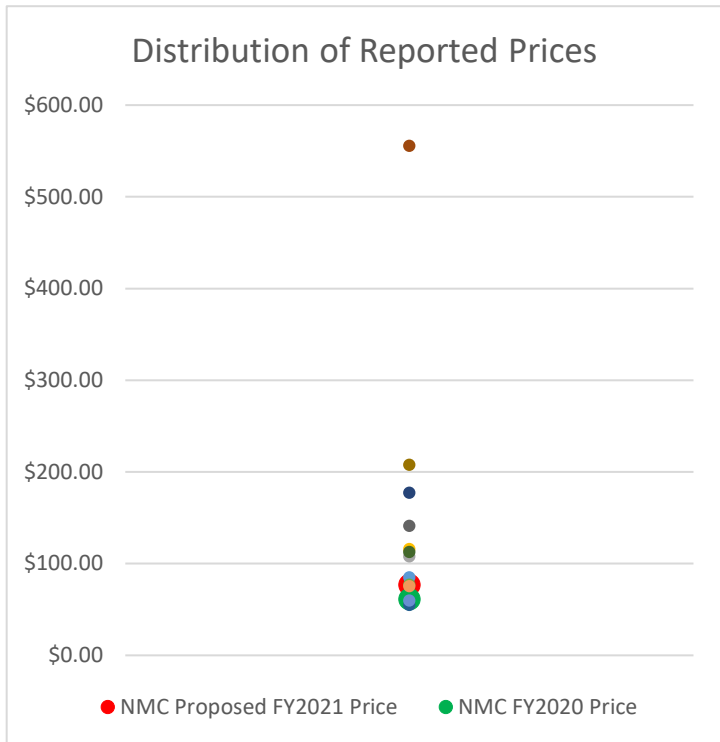
NMC Price: \$61.35
Highest Price: \$555.65
Average Price: \$140.97
Median Price: \$108.00
Lowest Price: \$54.90

NMC Rank (1 = Highest): 11 of 13

Rate Increase Needed for NMC to Reach

Median: 76.0%
Average: 129.8%
Highest: 805.7%

FY2019 Billed Units 341
Total Gross Revenue \$ 20,920
Gross Revenue at Average Price \$ 48,071
Gross Revenue Variance from Average \$ (27,150)



CPT Code: 82310
Description: Calcium level

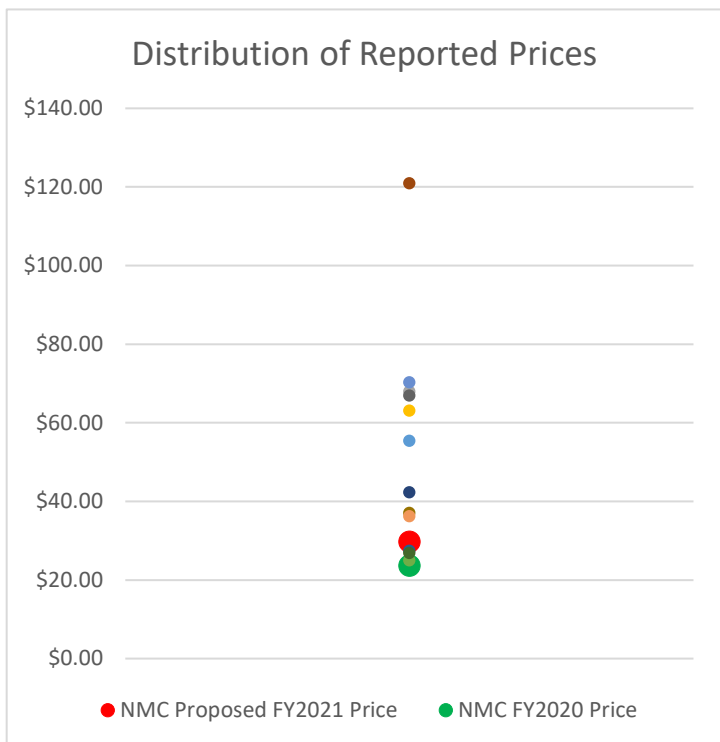
NMC Price: \$23.68
Highest Price: \$120.93
Average Price: \$51.03
Median Price: \$42.31
Lowest Price: \$23.68

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 78.7%
Average: 115.5%
Highest: 410.7%

FY2019 Billed Units 848
Total Gross Revenue \$ 20,081
Gross Revenue at Average Price \$ 43,273
Gross Revenue Variance from Average \$ (23,193)



APPENDIX VIII

CPT Code: 86787
Description: Antibody to varicella-zoster virus (chicken pox)

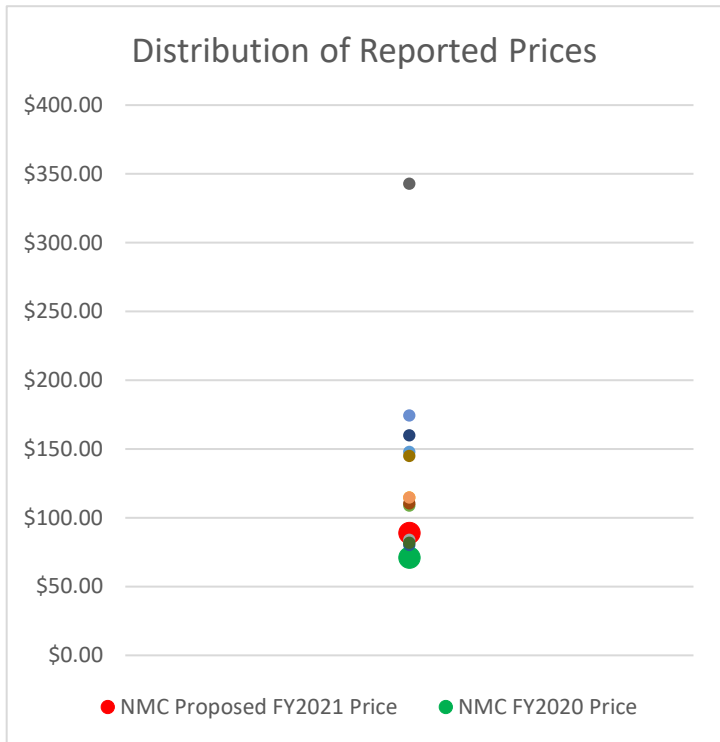
NMC Price: \$71.04
Highest Price: \$342.99
Average Price: \$133.56
Median Price: \$114.77
Lowest Price: \$71.04

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 61.6%
Average: 88.0%
Highest: 382.8%

FY2019 Billed Units 336
Total Gross Revenue \$ 23,869
Gross Revenue at Average Price \$ 44,876
Gross Revenue Variance from Average \$ (21,007)



CPT Code: 72197
Description: MRI scan of pelvis (multiple sequences) with and without contrast

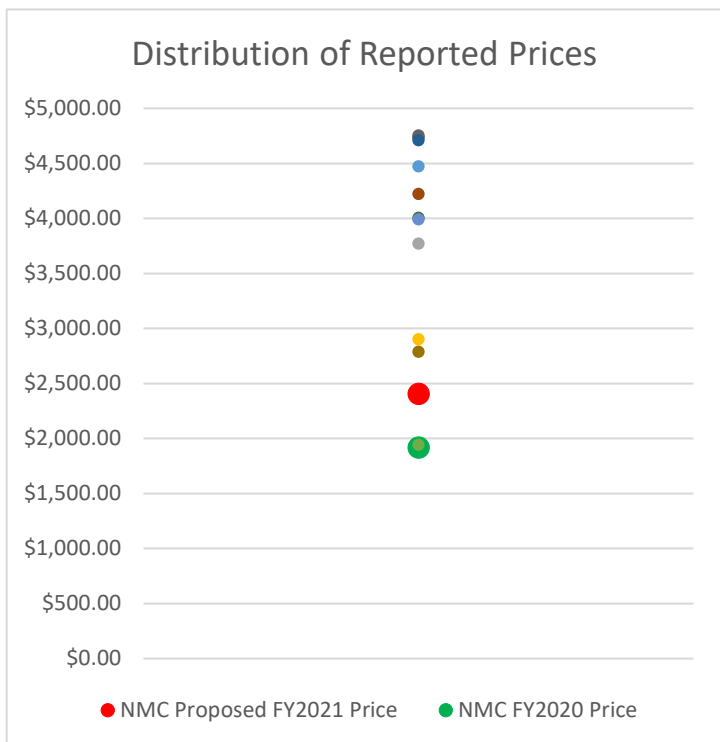
NMC Price: \$1,917.97
Highest Price: \$4,755.01
Average Price: \$3,684.47
Median Price: \$3,997.98
Lowest Price: \$1,917.97

NMC Rank (1 = Highest): 12 of 12

Rate Increase Needed for NMC to Reach

Median: 108.4%
Average: 92.1%
Highest: 147.9%

FY2019 Billed Units 11
Total Gross Revenue \$ 21,098
Gross Revenue at Average Price \$ 40,529
Gross Revenue Variance from Average \$ (19,432)



APPENDIX VIII

CPT Code: 73630
Description: X-ray of foot, minimum 3 views

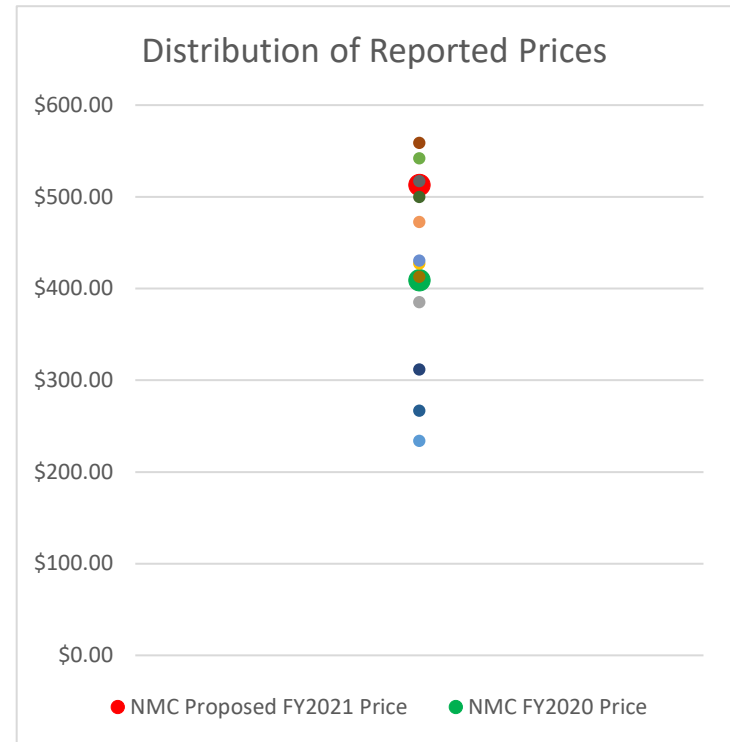
NMC Price: \$408.99
Highest Price: \$558.78
Average Price: \$420.57
Median Price: \$427.46
Lowest Price: \$234.04

NMC Rank (1 = Highest): 9 of 13

Rate Increase Needed for NMC to Reach

Median: 4.5%
Average: 2.8%
Highest: 36.6%

FY2019 Billed Units 1,669
Total Gross Revenue \$ 682,604
Gross Revenue at Average Price \$ 701,931
Gross Revenue Variance from Average \$ (19,327)



CPT Code: 84146
Description: Prolactin (milk producing hormone) level

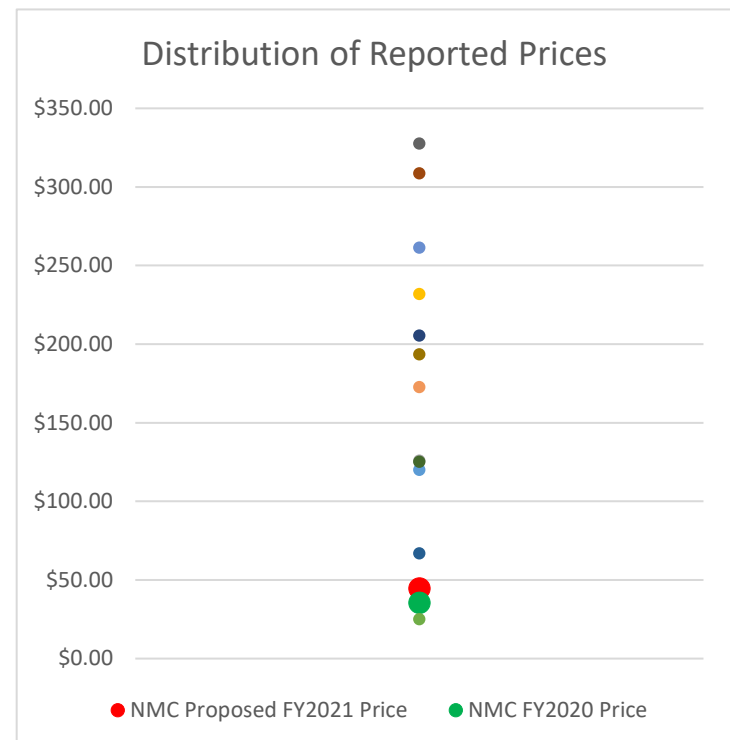
NMC Price: \$35.52
Highest Price: \$327.54
Average Price: \$169.21
Median Price: \$172.68
Lowest Price: \$25.00

NMC Rank (1 = Highest): 12 of 13

Rate Increase Needed for NMC to Reach

Median: 386.1%
Average: 376.4%
Highest: 822.1%

FY2019 Billed Units 139
Total Gross Revenue \$ 4,937
Gross Revenue at Average Price \$ 23,520
Gross Revenue Variance from Average \$ (18,583)



APPENDIX VIII

CPT Code: 72157

Description: MRI scan of thoracic spine (multiple sequences) with and without contrast

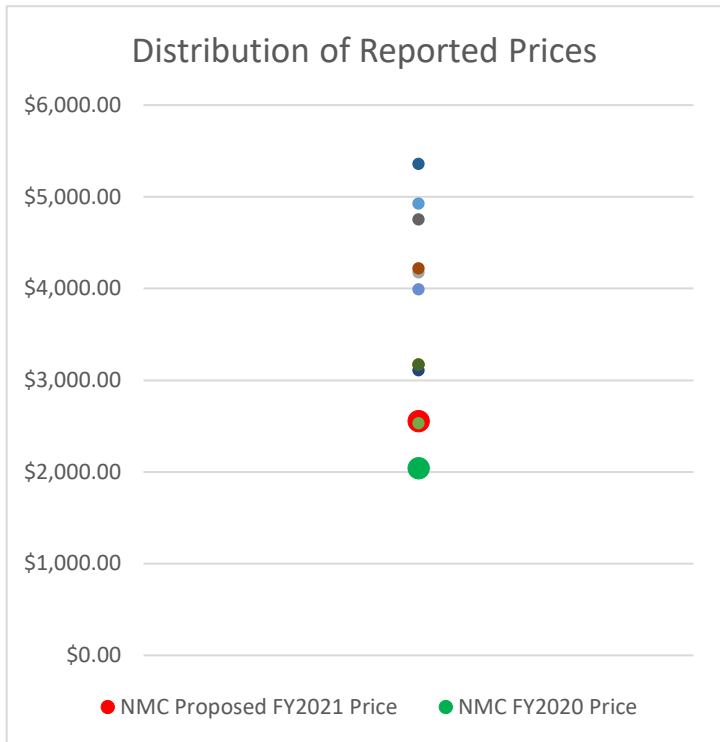
NMC Price: \$2,038.51
 Highest Price: \$5,358.20
 Average Price: \$3,718.85
 Median Price: \$3,582.79
 Lowest Price: \$2,038.51

NMC Rank (1 = Highest): 12 of 12

Rate Increase Needed for NMC to Reach

Median: 75.8%
 Average: 82.4%
 Highest: 162.8%

FY2019 Billed Units 11
 Total Gross Revenue \$ 22,424
 Gross Revenue at Average Price \$ 40,907
 Gross Revenue Variance from Average \$ (18,484)



CPT Code: 72193

Description: CT scan of pelvis with contrast

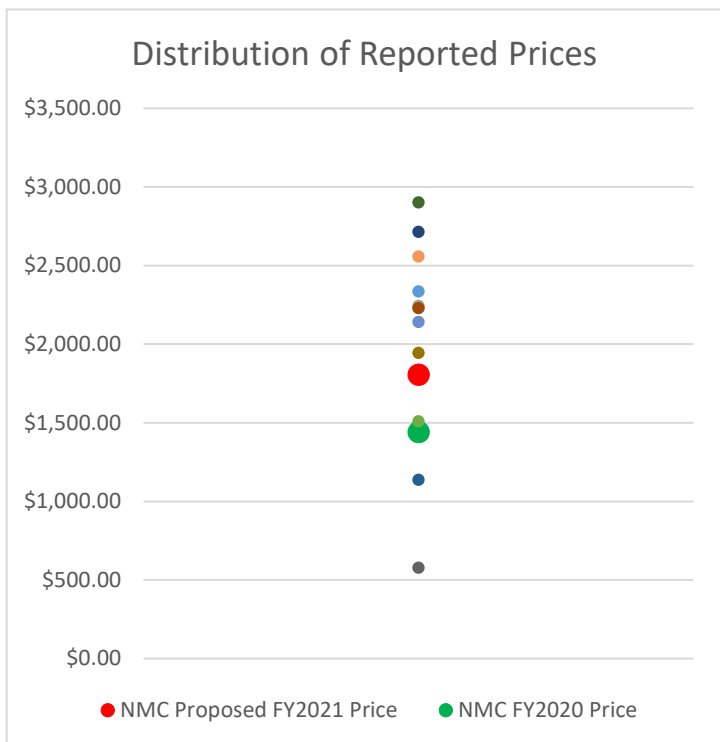
NMC Price: \$1,440.09
 Highest Price: \$2,901.11
 Average Price: \$1,997.33
 Median Price: \$2,229.91
 Lowest Price: \$577.83

NMC Rank (1 = Highest): 11 of 13

Rate Increase Needed for NMC to Reach

Median: 54.8%
 Average: 38.7%
 Highest: 101.5%

FY2019 Billed Units 33
 Total Gross Revenue \$ 47,523
 Gross Revenue at Average Price \$ 65,912
 Gross Revenue Variance from Average \$ (18,389)



APPENDIX VIII

CPT Code: 72192
Description: CT scan of pelvis without contrast

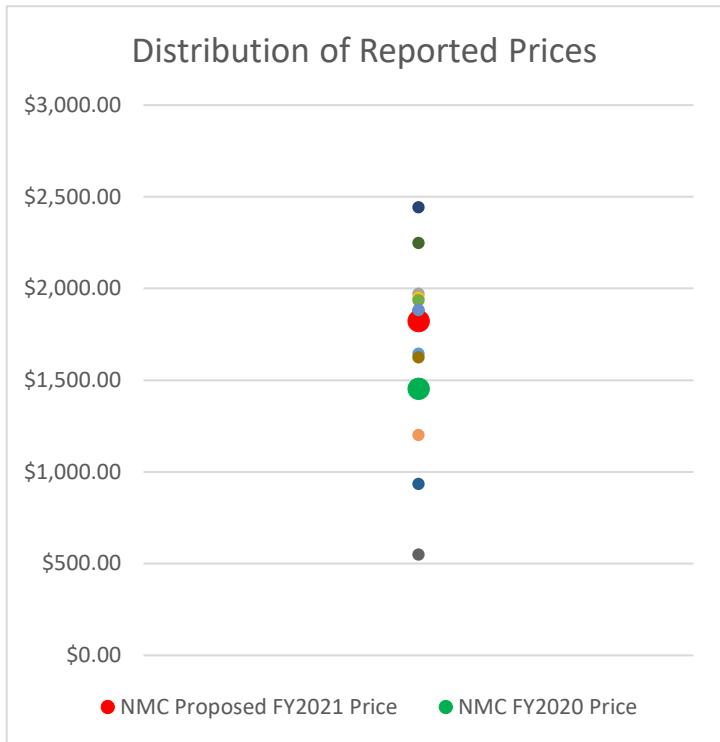
NMC Price: \$1,453.01
Highest Price: \$2,443.78
Average Price: \$1,670.71
Median Price: \$1,878.59
Lowest Price: \$548.99

NMC Rank (1 = Highest): 10 of 13

Rate Increase Needed for NMC to Reach

Median: 29.3%
Average: 15.0%
Highest: 68.2%

FY2019 Billed Units 81
Total Gross Revenue \$ 117,694
Gross Revenue at Average Price \$ 135,328
Gross Revenue Variance from Average \$ (17,634)



CPT Code: 86430
Description: Rheumatoid factor

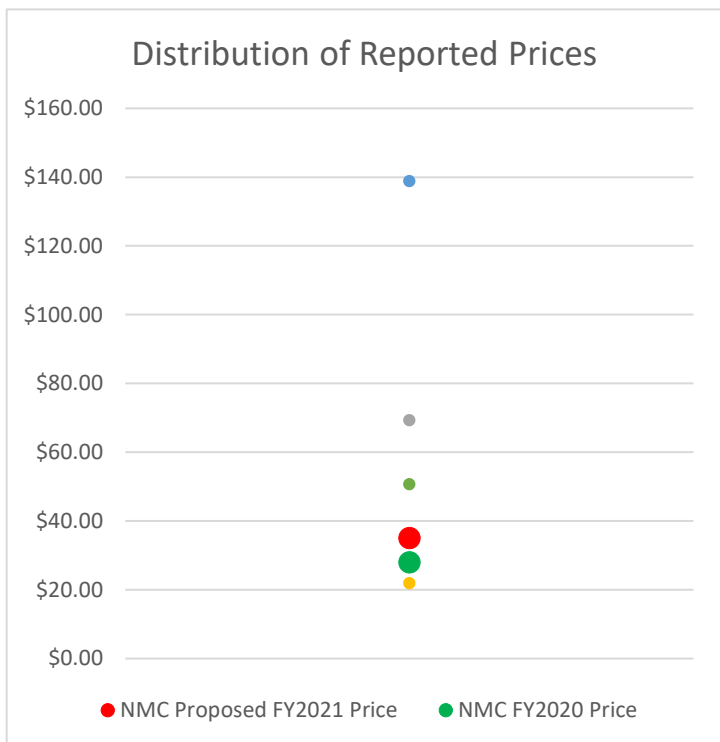
NMC Price: \$27.98
Highest Price: \$138.92
Average Price: \$61.76
Median Price: \$50.67
Lowest Price: \$21.89

NMC Rank (1 = Highest): 4 of 5

Rate Increase Needed for NMC to Reach

Median: 81.1%
Average: 120.7%
Highest: 396.5%

FY2019 Billed Units 509
Total Gross Revenue \$ 14,242
Gross Revenue at Average Price \$ 31,436
Gross Revenue Variance from Average \$ (17,194)



APPENDIX VIII

CPT Code: 86480
Description: Tuberculosis test

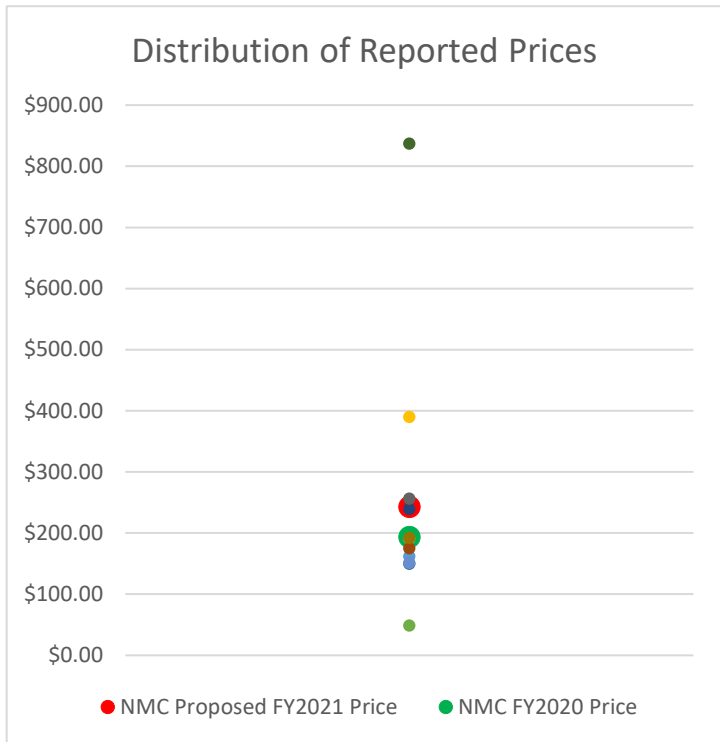
NMC Price: \$193.73
Highest Price: \$836.85
Average Price: \$248.87
Median Price: \$191.58
Lowest Price: \$48.50

NMC Rank (1 = Highest): 5 of 12

Rate Increase Needed for NMC to Reach

Median: -1.1%
Average: 28.5%
Highest: 332.0%

FY2019 Billed Units 299
Total Gross Revenue \$ 57,925
Gross Revenue at Average Price \$ 74,412
Gross Revenue Variance from Average \$ (16,487)



CPT Code: 73100
Description: X-ray of wrist, 2 views

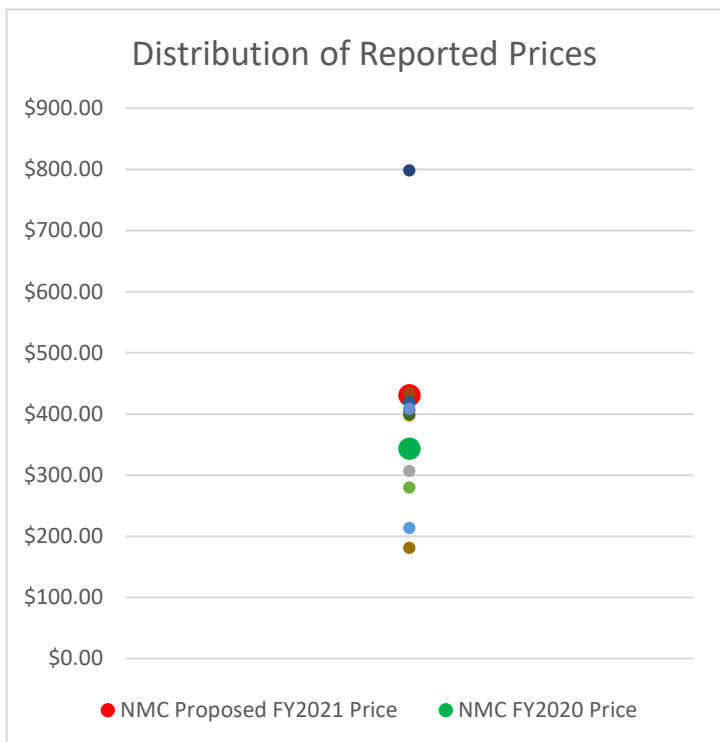
NMC Price: \$343.34
Highest Price: \$798.56
Average Price: \$382.20
Median Price: \$398.22
Lowest Price: \$181.17

NMC Rank (1 = Highest): 8 of 12

Rate Increase Needed for NMC to Reach

Median: 16.0%
Average: 11.3%
Highest: 132.6%

FY2019 Billed Units 404
Total Gross Revenue \$ 138,709
Gross Revenue at Average Price \$ 154,409
Gross Revenue Variance from Average \$ (15,699)



APPENDIX VIII

CPT Code: 86141
Description: C-reactive protein, high sensitivity

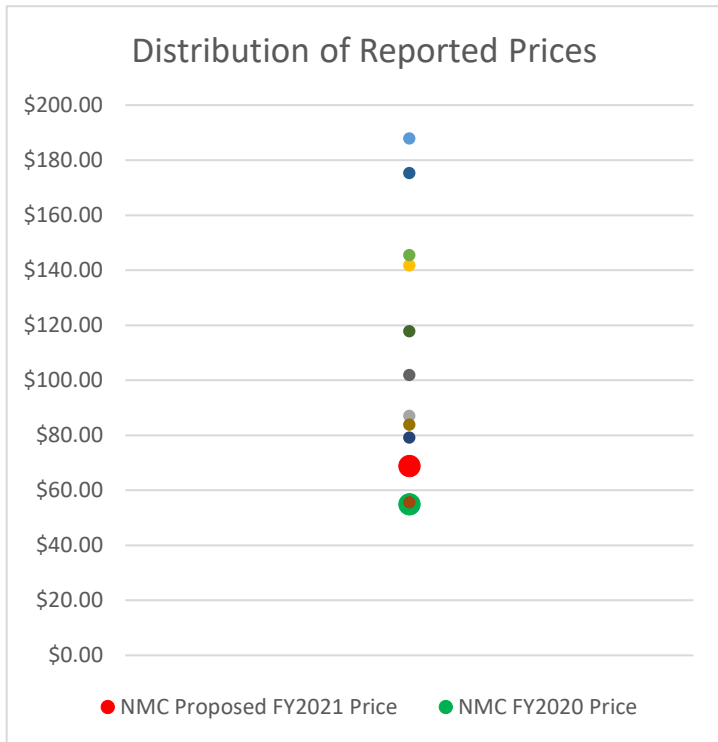
NMC Price: \$54.89
Highest Price: \$187.85
Average Price: \$111.89
Median Price: \$101.87
Lowest Price: \$54.89

NMC Rank (1 = Highest): 11 of 11

Rate Increase Needed for NMC to Reach

Median: 85.6%
Average: 103.8%
Highest: 242.2%

FY2019 Billed Units 254
Total Gross Revenue \$ 13,942
Gross Revenue at Average Price \$ 28,420
Gross Revenue Variance from Average \$ (14,478)



CPT Code: 70487
Description: CT scan of face & jaw with contrast

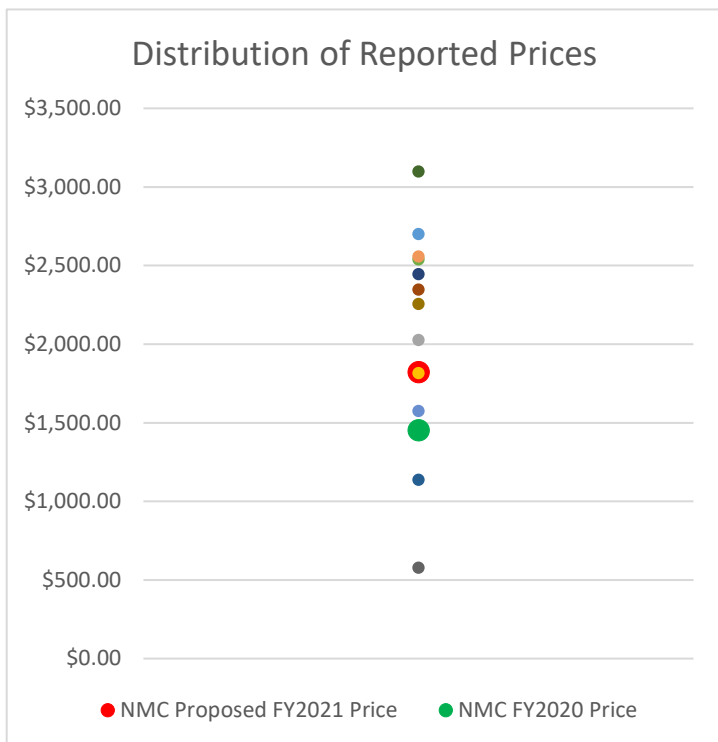
NMC Price: \$1,453.01
Highest Price: \$3,097.76
Average Price: \$2,040.89
Median Price: \$2,255.57
Lowest Price: \$577.83

NMC Rank (1 = Highest): 11 of 13

Rate Increase Needed for NMC to Reach

Median: 55.2%
Average: 40.5%
Highest: 113.2%

FY2019 Billed Units 24
Total Gross Revenue \$ 34,872
Gross Revenue at Average Price \$ 48,981
Gross Revenue Variance from Average \$ (14,109)



APPENDIX VIII

CPT Code: 82378
Description: Carcinoembryonic antigen, CEA

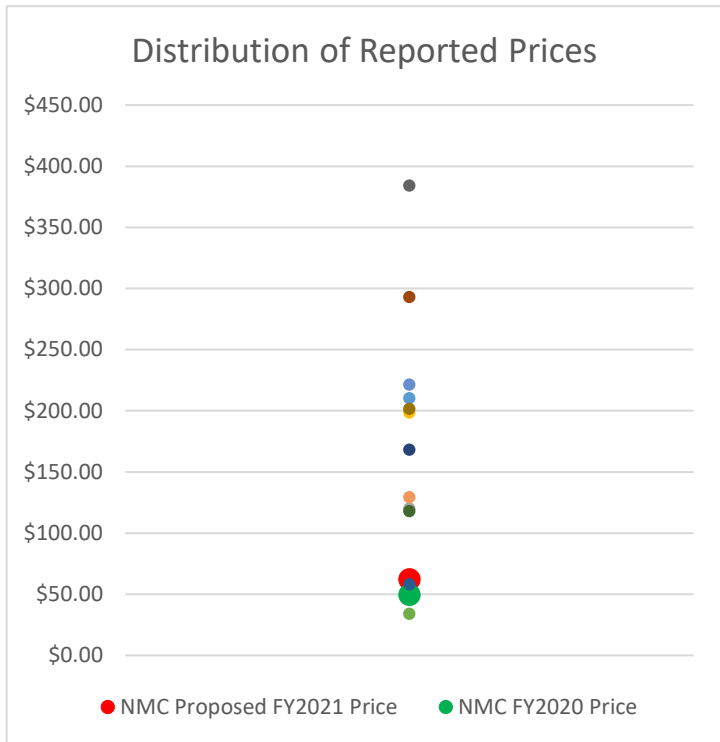
NMC Price: \$49.51
Highest Price: \$384.19
Average Price: \$168.21
Median Price: \$168.22
Lowest Price: \$34.00

NMC Rank (1 = Highest): 12 of 13

Rate Increase Needed for NMC to Reach

Median: 239.8%
Average: 239.7%
Highest: 676.0%

FY2019 Billed Units 111
Total Gross Revenue \$ 5,496
Gross Revenue at Average Price \$ 18,671
Gross Revenue Variance from Average \$ (13,176)



CPT Code: 84436
Description: Thyroxine (thyroid chemical) level, total

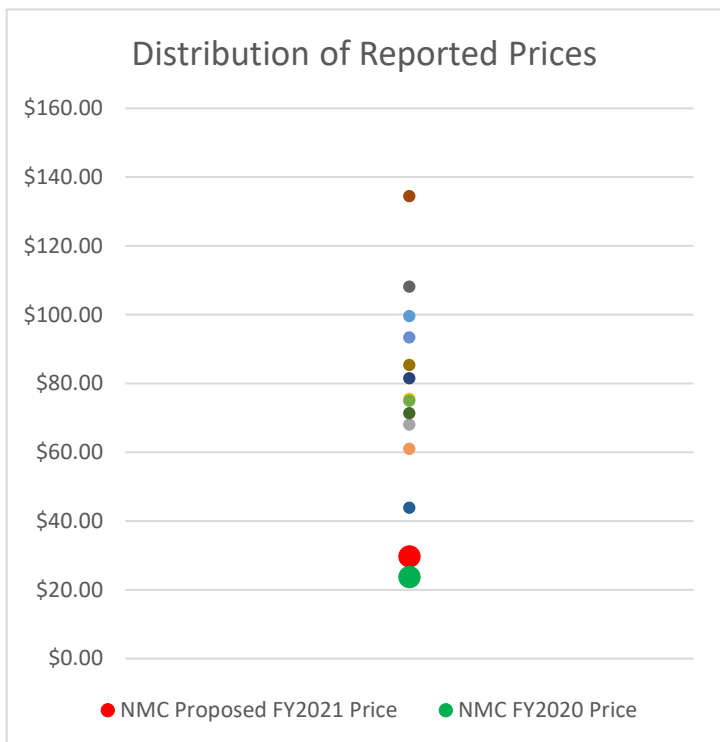
NMC Price: \$23.68
Highest Price: \$134.48
Average Price: \$78.55
Median Price: \$75.56
Lowest Price: \$23.68

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 219.1%
Average: 231.7%
Highest: 467.9%

FY2019 Billed Units 239
Total Gross Revenue \$ 5,660
Gross Revenue at Average Price \$ 18,773
Gross Revenue Variance from Average \$ (13,114)



APPENDIX VIII

CPT Code: 83615
Description: Lactate dehydrogenase (enzyme) level

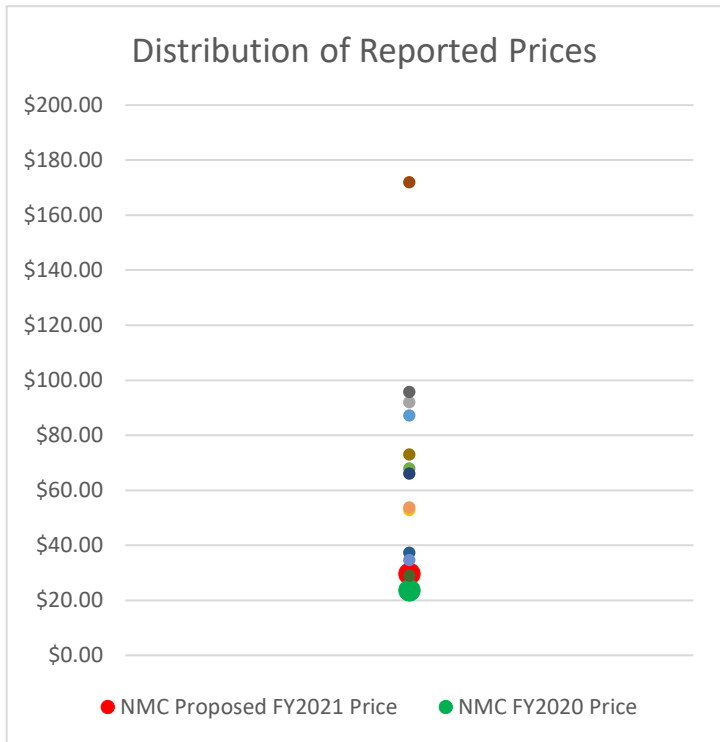
NMC Price: \$23.68
Highest Price: \$172.01
Average Price: \$68.10
Median Price: \$66.05
Lowest Price: \$23.68

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 178.9%
Average: 187.6%
Highest: 626.4%

FY2019 Billed Units 294
Total Gross Revenue \$ 6,962
Gross Revenue at Average Price \$ 20,021
Gross Revenue Variance from Average \$ (13,059)



CPT Code: 86003
Description: Antibody to allergic substance (IgE)

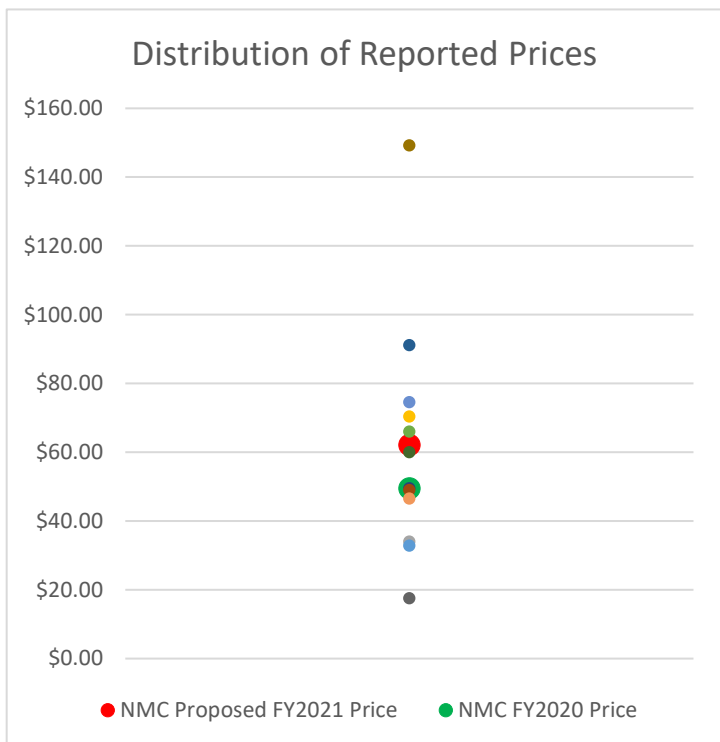
NMC Price: \$49.51
Highest Price: \$149.21
Average Price: \$60.79
Median Price: \$49.54
Lowest Price: \$17.51

NMC Rank (1 = Highest): 8 of 13

Rate Increase Needed for NMC to Reach

Median: 0.1%
Average: 22.8%
Highest: 201.4%

FY2019 Billed Units 1,157
Total Gross Revenue \$ 57,283
Gross Revenue at Average Price \$ 70,334
Gross Revenue Variance from Average \$ (13,051)



APPENDIX VIII

CPT Code: 97166

Description: Occupational therapy evaluation, moderate complexity

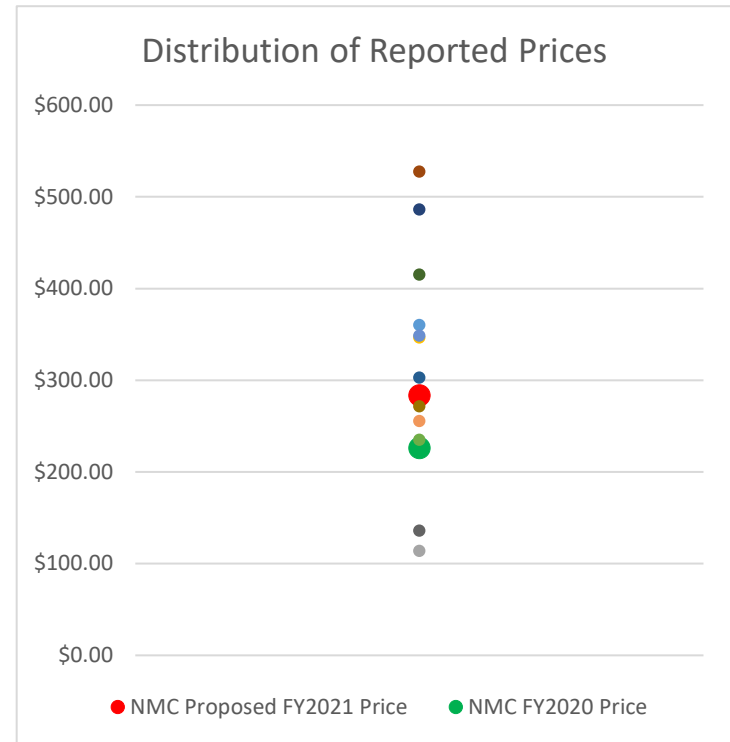
NMC Price: \$226.02
 Highest Price: \$527.51
 Average Price: \$309.64
 Median Price: \$303.05
 Lowest Price: \$114.00

NMC Rank (1 = Highest): 11 of 13

Rate Increase Needed for NMC to Reach

Median: 34.1%
 Average: 37.0%
 Highest: 133.4%

FY2019 Billed Units 153
 Total Gross Revenue \$ 34,581
 Gross Revenue at Average Price \$ 47,375
 Gross Revenue Variance from Average \$ (12,794)



CPT Code: 99281

Description: Emergency room visit, level 1

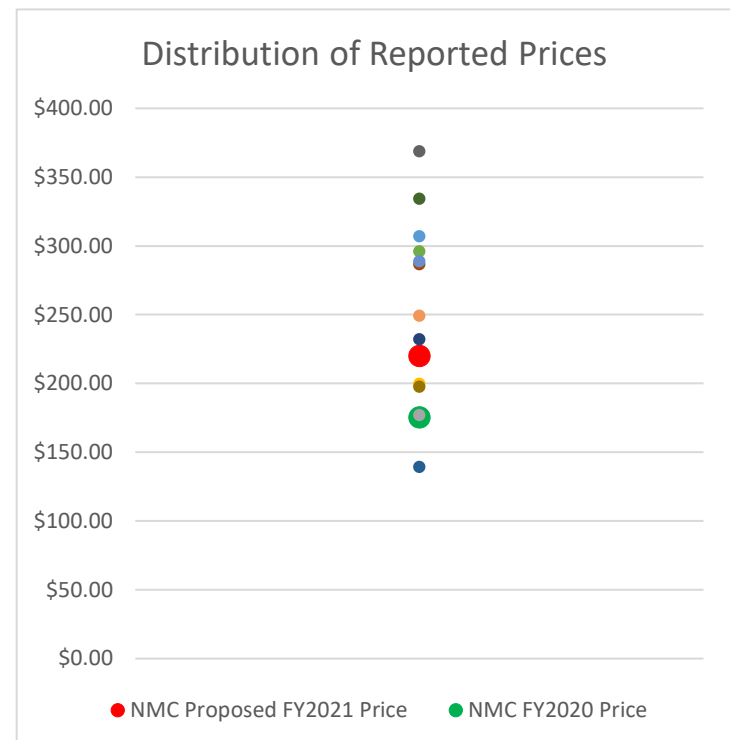
NMC Price: \$175.44
 Highest Price: \$368.74
 Average Price: \$250.15
 Median Price: \$249.19
 Lowest Price: \$139.45

NMC Rank (1 = Highest): 12 of 13

Rate Increase Needed for NMC to Reach

Median: 42.0%
 Average: 42.6%
 Highest: 110.2%

FY2019 Billed Units 170
 Total Gross Revenue \$ 29,825
 Gross Revenue at Average Price \$ 42,526
 Gross Revenue Variance from Average \$ (12,701)



APPENDIX VIII

CPT Code: 76801
Description: Obstetric transabdominal ultrasound, first trimester

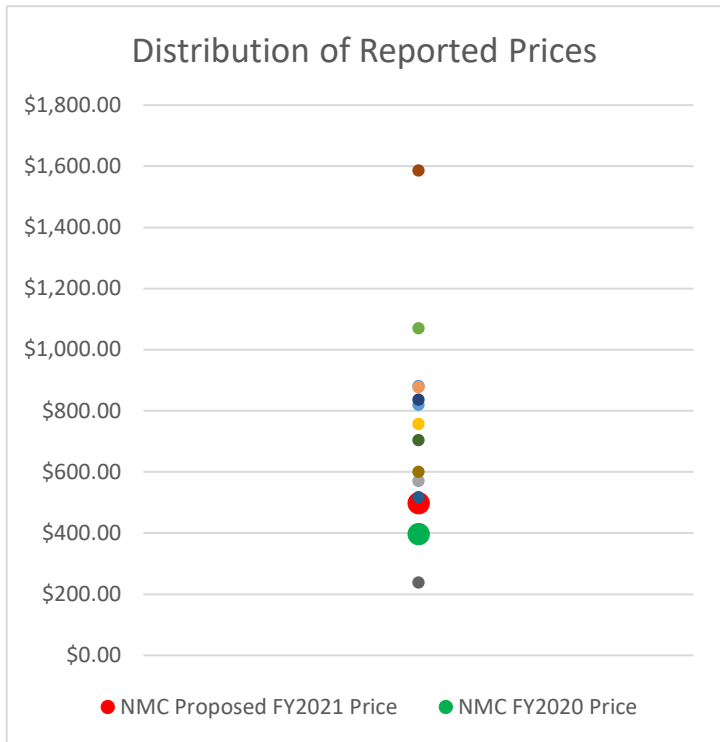
NMC Price: \$397.15
Highest Price: \$1,586.69
Average Price: \$758.25
Median Price: \$756.59
Lowest Price: \$238.96

NMC Rank (1 = Highest): 12 of 13

Rate Increase Needed for NMC to Reach

Median: 90.5%
Average: 90.9%
Highest: 299.5%

FY2019 Billed Units 30
Total Gross Revenue \$ 11,915
Gross Revenue at Average Price \$ 22,748
Gross Revenue Variance from Average \$ (10,833)



CPT Code: 97165
Description: Occupational therapy evaluation, low complexity

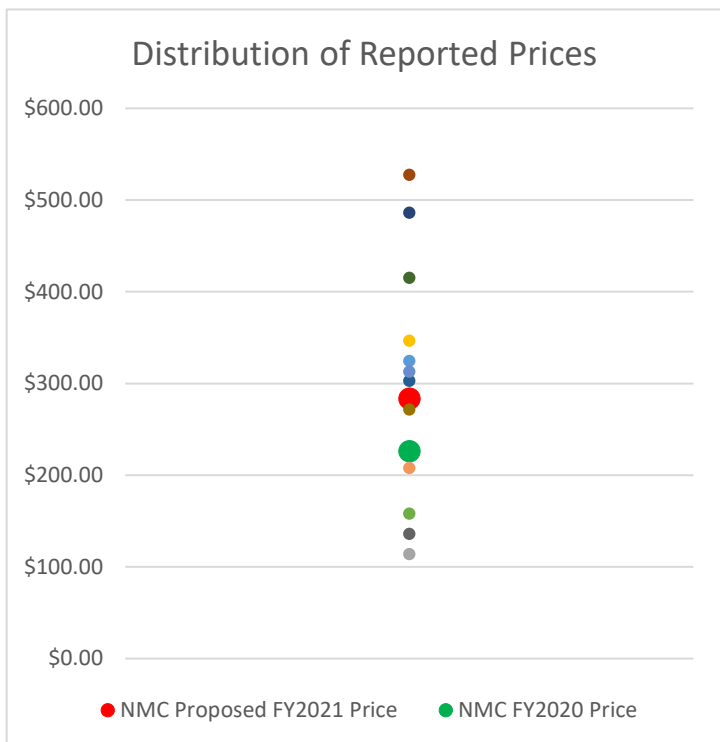
NMC Price: \$226.02
Highest Price: \$527.51
Average Price: \$294.55
Median Price: \$303.05
Lowest Price: \$114.00

NMC Rank (1 = Highest): 9 of 13

Rate Increase Needed for NMC to Reach

Median: 34.1%
Average: 30.3%
Highest: 133.4%

FY2019 Billed Units 140
Total Gross Revenue \$ 31,643
Gross Revenue at Average Price \$ 41,237
Gross Revenue Variance from Average \$ (9,594)



APPENDIX VIII

CPT Code: 82785
Description: IgE (immune system protein) level

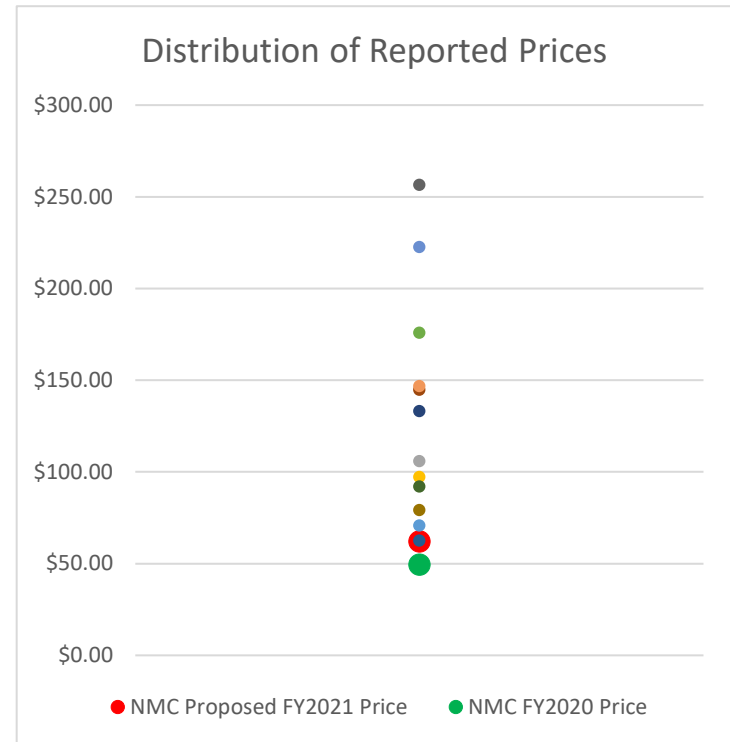
NMC Price: \$49.51
Highest Price: \$256.47
Average Price: \$125.96
Median Price: \$106.00
Lowest Price: \$49.51

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 114.1%
Average: 154.4%
Highest: 418.0%

FY2019 Billed Units 125
Total Gross Revenue \$ 6,189
Gross Revenue at Average Price \$ 15,745
Gross Revenue Variance from Average \$ (9,556)



CPT Code: 73120
Description: X-ray of hand, 2 views

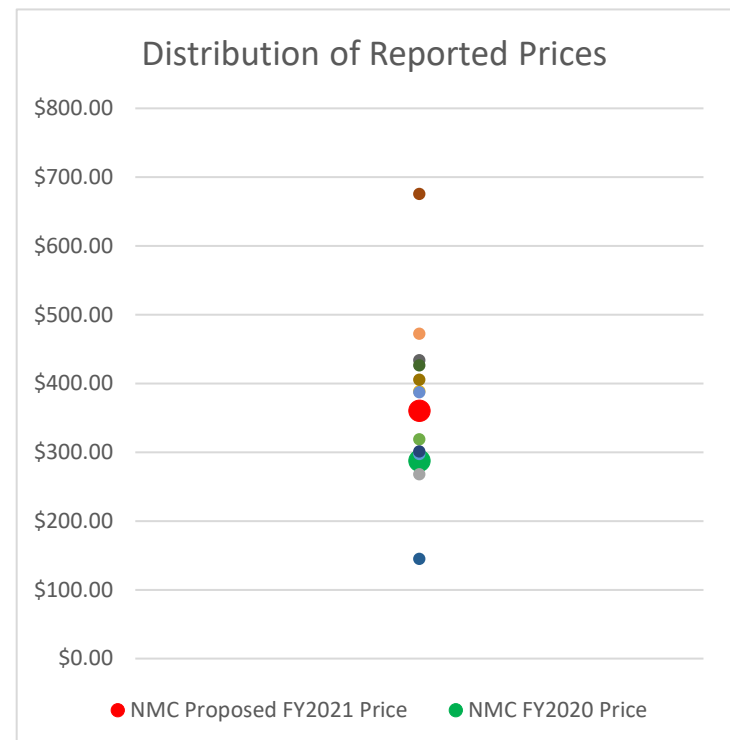
NMC Price: \$287.37
Highest Price: \$675.54
Average Price: \$369.88
Median Price: \$387.45
Lowest Price: \$144.94

NMC Rank (1 = Highest): 11 of 13

Rate Increase Needed for NMC to Reach

Median: 34.8%
Average: 28.7%
Highest: 135.1%

FY2019 Billed Units 115
Total Gross Revenue \$ 33,048
Gross Revenue at Average Price \$ 42,536
Gross Revenue Variance from Average \$ (9,489)



APPENDIX VIII

CPT Code: 97750

Description: Physical performance test or measurement with report

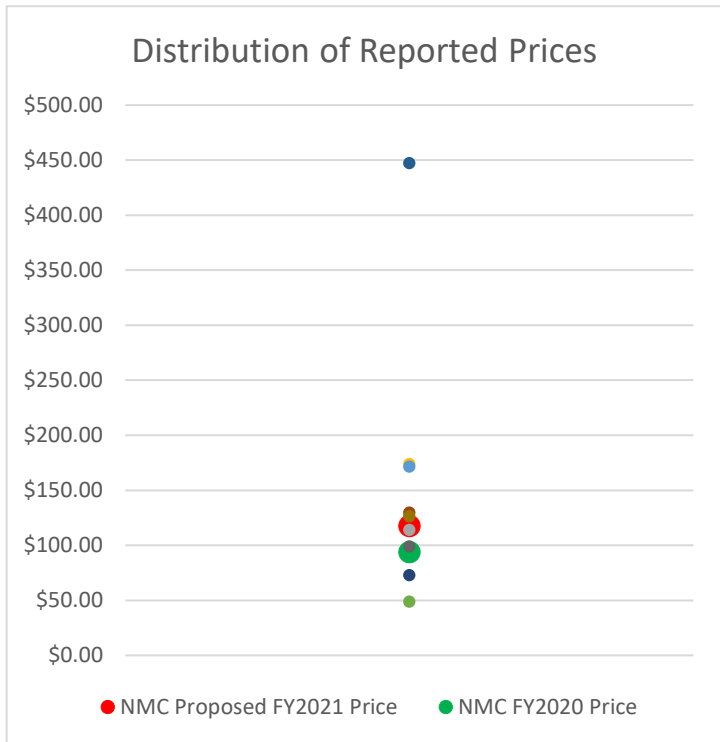
NMC Price: \$93.64
 Highest Price: \$447.30
 Average Price: \$147.70
 Median Price: \$120.14
 Lowest Price: \$49.00

NMC Rank (1 = Highest): 8 of 10

Rate Increase Needed for NMC to Reach

Median: 28.3%
 Average: 57.7%
 Highest: 377.7%

FY2019 Billed Units 173
 Total Gross Revenue \$ 16,200
 Gross Revenue at Average Price \$ 25,552
 Gross Revenue Variance from Average \$ (9,352)



CPT Code: 84478

Description: Triglycerides level

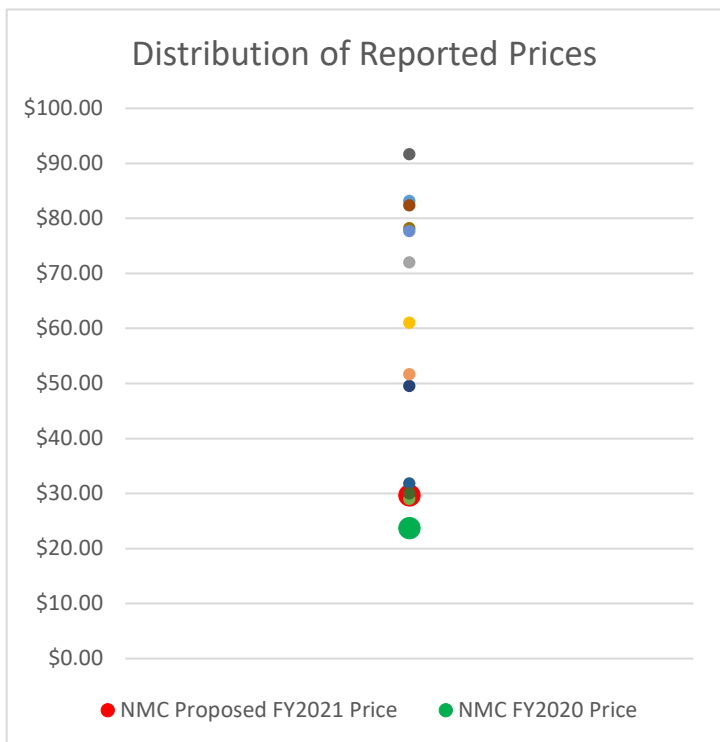
NMC Price: \$23.68
 Highest Price: \$91.67
 Average Price: \$58.61
 Median Price: \$61.07
 Lowest Price: \$23.68

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 157.9%
 Average: 147.5%
 Highest: 287.1%

FY2019 Billed Units 250
 Total Gross Revenue \$ 5,920
 Gross Revenue at Average Price \$ 14,653
 Gross Revenue Variance from Average \$ (8,733)



APPENDIX VIII

CPT Code: 84165
Description: Protein level

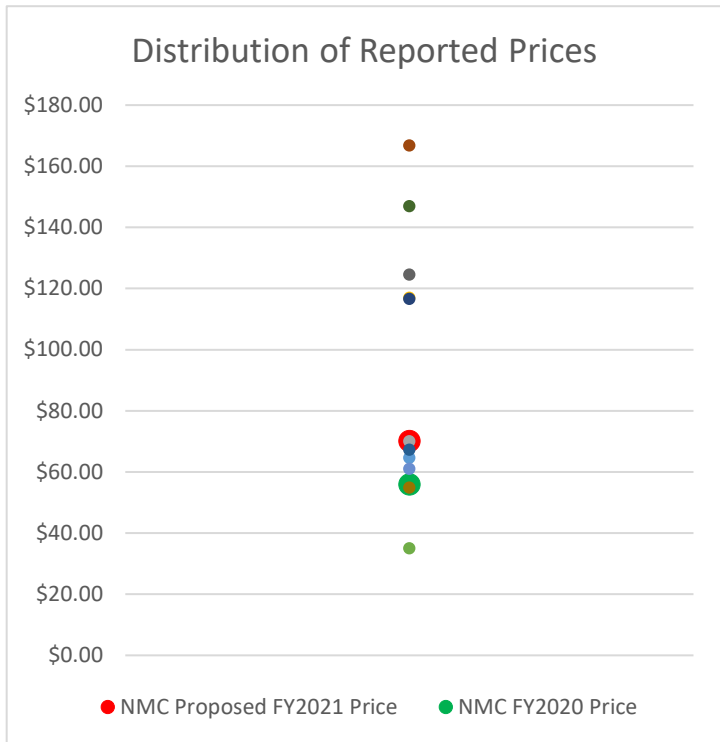
NMC Price: \$55.97
Highest Price: \$166.86
Average Price: \$90.06
Median Price: \$68.64
Lowest Price: \$35.00

NMC Rank (1 = Highest): 10 of 12

Rate Increase Needed for NMC to Reach

Median: 22.6%
Average: 60.9%
Highest: 198.1%

FY2019 Billed Units 249
Total Gross Revenue \$ 13,937
Gross Revenue at Average Price \$ 22,425
Gross Revenue Variance from Average \$ (8,488)



CPT Code: 72195
Description: MRI scan of pelvis without contrast

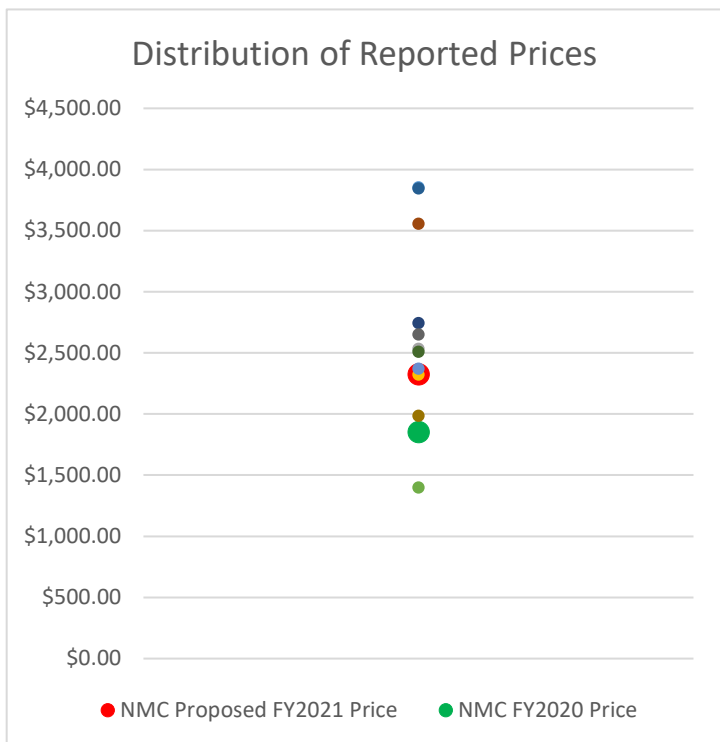
NMC Price: \$1,853.39
Highest Price: \$3,853.48
Average Price: \$2,635.44
Median Price: \$2,522.78
Lowest Price: \$1,399.00

NMC Rank (1 = Highest): 11 of 12

Rate Increase Needed for NMC to Reach

Median: 36.1%
Average: 42.2%
Highest: 107.9%

FY2019 Billed Units 10
Total Gross Revenue \$ 18,534
Gross Revenue at Average Price \$ 26,354
Gross Revenue Variance from Average \$ (7,821)



APPENDIX VIII

CPT Code: 72132
Description: CT scan of lumbar spine with contrast

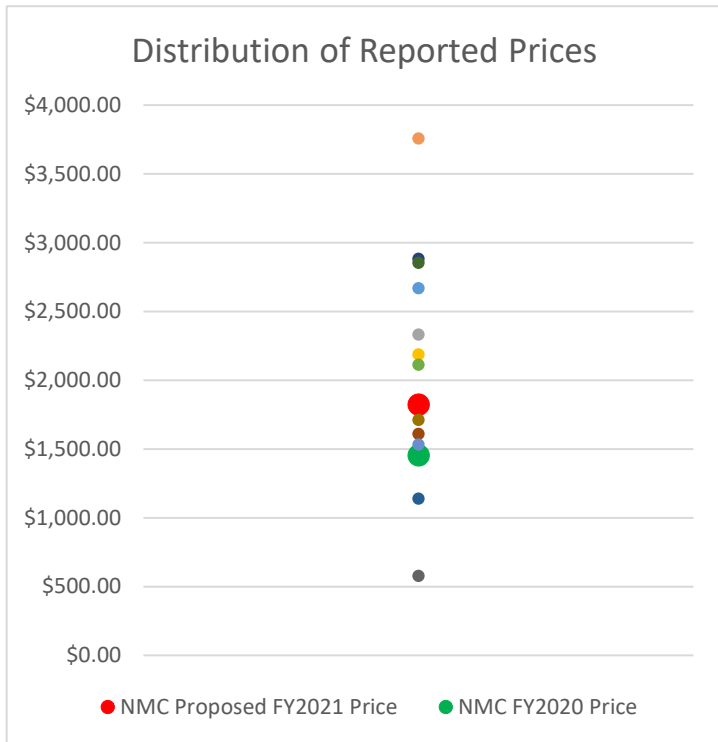
NMC Price: \$1,453.01
Highest Price: \$3,756.52
Average Price: \$2,063.05
Median Price: \$2,112.00
Lowest Price: \$577.83

NMC Rank (1 = Highest): 11 of 13

Rate Increase Needed for NMC to Reach

Median: 45.4%
Average: 42.0%
Highest: 158.5%

FY2019 Billed Units 12
Total Gross Revenue \$ 17,436
Gross Revenue at Average Price \$ 24,757
Gross Revenue Variance from Average \$ (7,320)



CPT Code: 97167
Description: Occupational therapy evaluation, high complexity

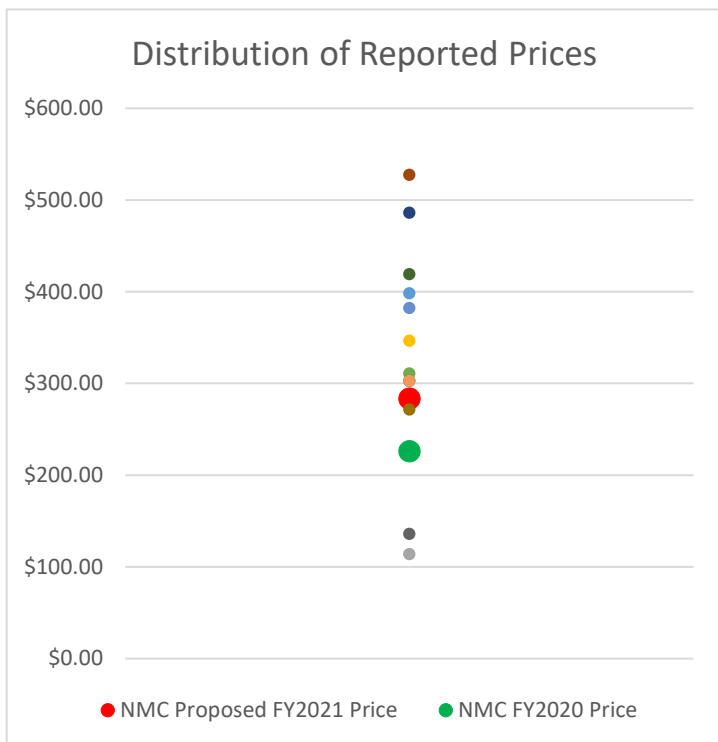
NMC Price: \$226.02
Highest Price: \$527.51
Average Price: \$324.97
Median Price: \$311.00
Lowest Price: \$114.00

NMC Rank (1 = Highest): 11 of 13

Rate Increase Needed for NMC to Reach

Median: 37.6%
Average: 43.8%
Highest: 133.4%

FY2019 Billed Units 60
Total Gross Revenue \$ 13,561
Gross Revenue at Average Price \$ 19,498
Gross Revenue Variance from Average \$ (5,937)



APPENDIX VIII

CPT Code: 97760
Description: Orthotic management of arm or leg and/or trunk

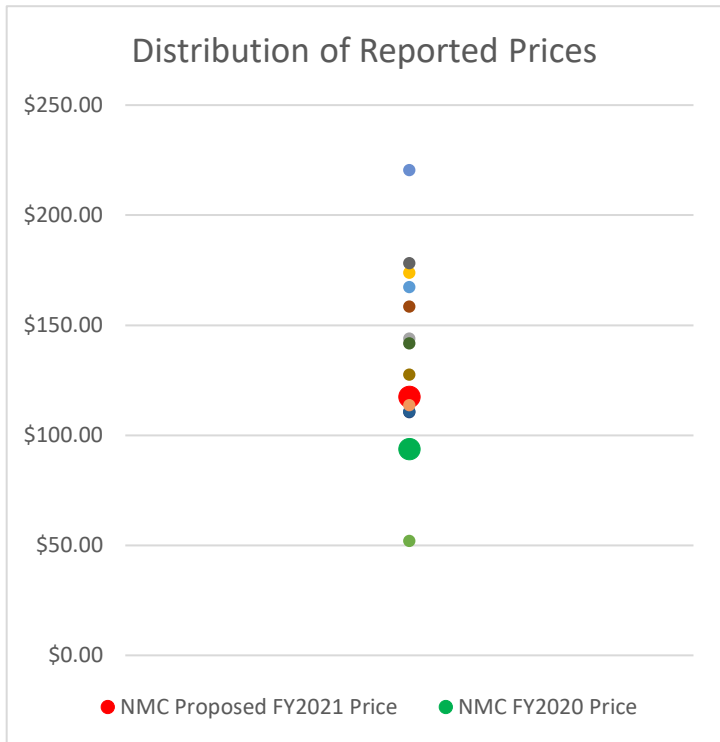
NMC Price: \$93.64
Highest Price: \$220.50
Average Price: \$137.88
Median Price: \$141.80
Lowest Price: \$52.00

NMC Rank (1 = Highest): 12 of 13

Rate Increase Needed for NMC to Reach

Median: 51.4%
Average: 47.2%
Highest: 135.5%

FY2019 Billed Units 126
Total Gross Revenue \$ 11,799
Gross Revenue at Average Price \$ 17,373
Gross Revenue Variance from Average \$ (5,574)



CPT Code: 97803
Description: Medical nutrition therapy, all individual visits after the first appointment

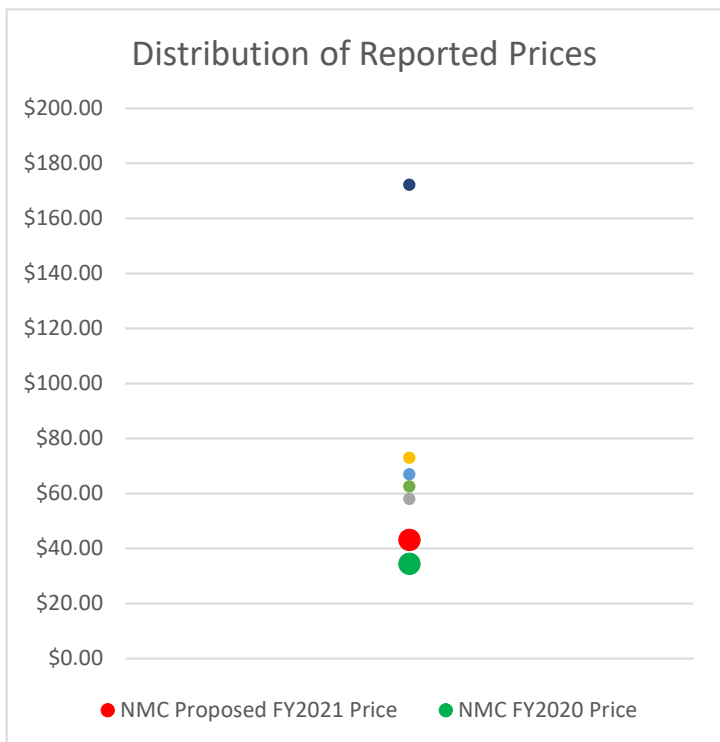
NMC Price: \$34.44
Highest Price: \$172.20
Average Price: \$77.86
Median Price: \$64.77
Lowest Price: \$34.44

NMC Rank (1 = Highest): 6 of 6

Rate Increase Needed for NMC to Reach

Median: 88.1%
Average: 126.1%
Highest: 400.0%

FY2019 Billed Units 127
Total Gross Revenue \$ 4,374
Gross Revenue at Average Price \$ 9,888
Gross Revenue Variance from Average \$ (5,514)



APPENDIX VIII

CPT Code: 97597

Description: Remove tissue from wounds (debridement, open wound 20 sq. cm or less)

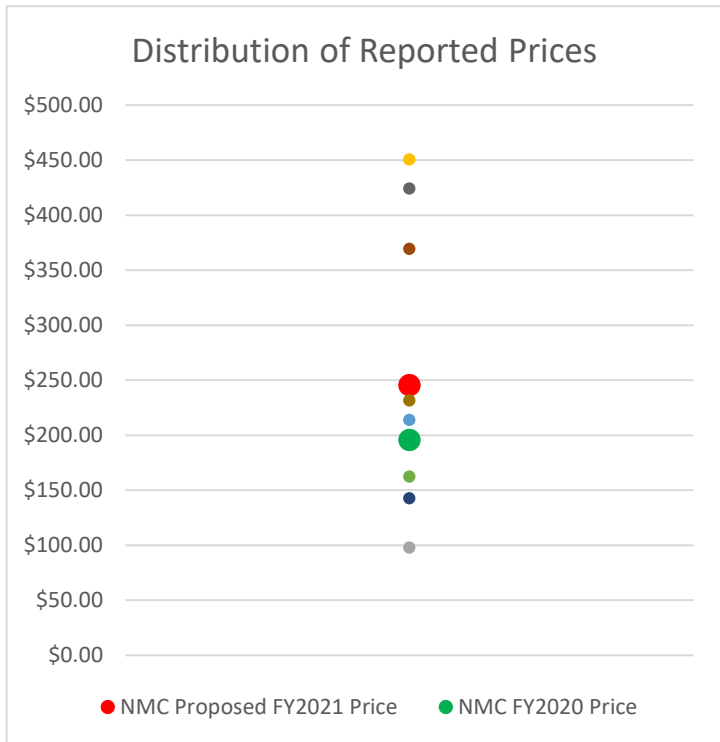
NMC Price: \$195.89
 Highest Price: \$450.63
 Average Price: \$254.36
 Median Price: \$214.00
 Lowest Price: \$98.00

NMC Rank (1 = Highest): 6 of 9

Rate Increase Needed for NMC to Reach

Median: 9.2%
 Average: 29.8%
 Highest: 130.0%

FY2019 Billed Units 85
 Total Gross Revenue \$ 16,651
 Gross Revenue at Average Price \$ 21,621
 Gross Revenue Variance from Average \$ (4,970)



CPT Code: 82627

Description: DHEA-S level

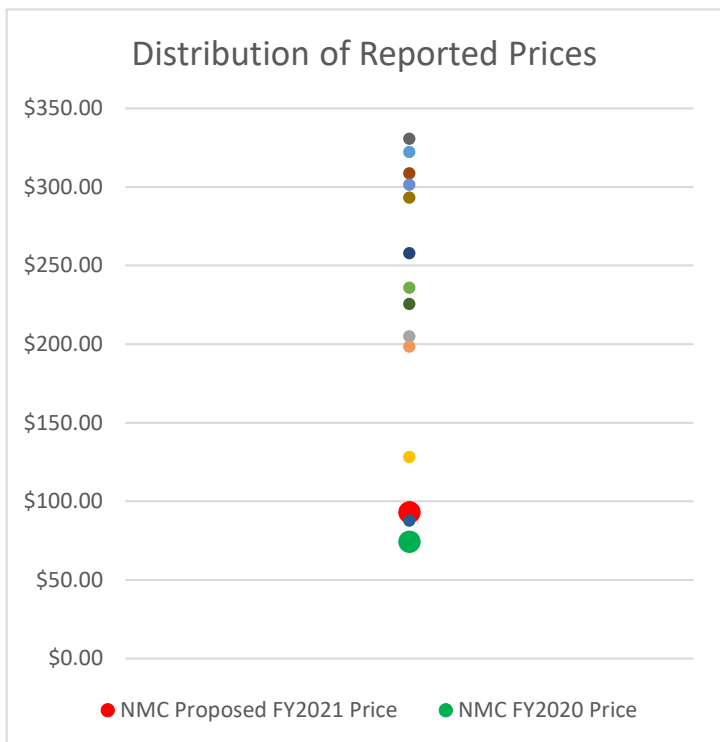
NMC Price: \$74.26
 Highest Price: \$330.63
 Average Price: \$228.44
 Median Price: \$236.00
 Lowest Price: \$74.26

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 217.8%
 Average: 207.6%
 Highest: 345.2%

FY2019 Billed Units 32
 Total Gross Revenue \$ 2,376
 Gross Revenue at Average Price \$ 7,310
 Gross Revenue Variance from Average \$ (4,934)



APPENDIX VIII

CPT Code: 82977
Description: Glutamyltransfe rase (liver enzyme) level (GGT)

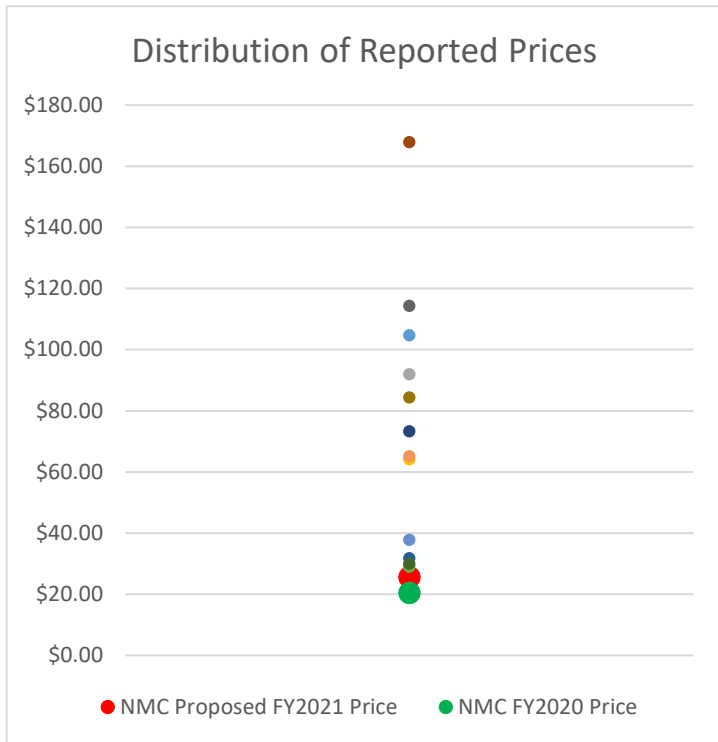
NMC Price: \$20.45
Highest Price: \$167.84
Average Price: \$70.38
Median Price: \$65.14
Lowest Price: \$20.45

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 218.5%
Average: 244.2%
Highest: 720.7%

FY2019 Billed Units 94
Total Gross Revenue \$ 1,922
Gross Revenue at Average Price \$ 6,616
Gross Revenue Variance from Average \$ (4,693)



CPT Code: 84295
Description: Sodium level

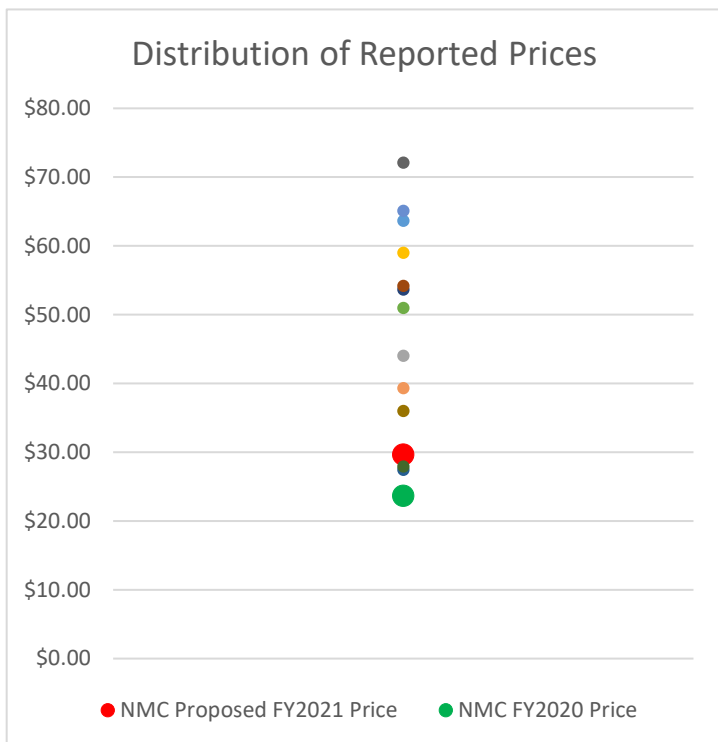
NMC Price: \$23.68
Highest Price: \$72.10
Average Price: \$47.47
Median Price: \$51.00
Lowest Price: \$23.68

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 115.4%
Average: 100.5%
Highest: 204.5%

FY2019 Billed Units 155
Total Gross Revenue \$ 3,670
Gross Revenue at Average Price \$ 7,358
Gross Revenue Variance from Average \$ (3,687)



APPENDIX VIII

CPT Code: 97012

Description: Application of mechanical traction to 1 or more areas

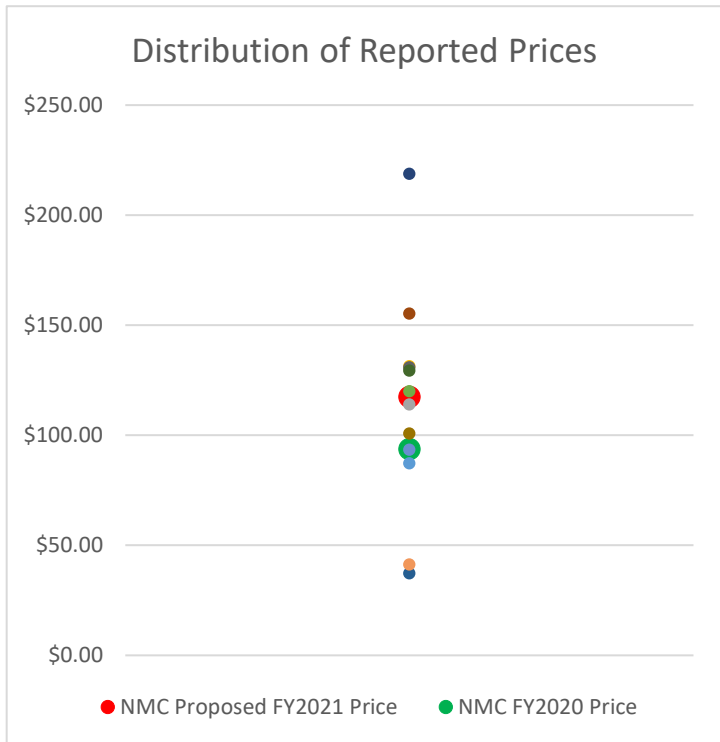
NMC Price: \$93.64
 Highest Price: \$218.78
 Average Price: \$111.82
 Median Price: \$114.00
 Lowest Price: \$37.33

NMC Rank (1 = Highest): 9 of 13

Rate Increase Needed for NMC to Reach

Median: 21.7%
 Average: 19.4%
 Highest: 133.6%

FY2019 Billed Units 194
 Total Gross Revenue \$ 18,166
 Gross Revenue at Average Price \$ 21,693
 Gross Revenue Variance from Average \$ (3,527)



CPT Code: 74150

Description: CT scan of abdomen without contrast

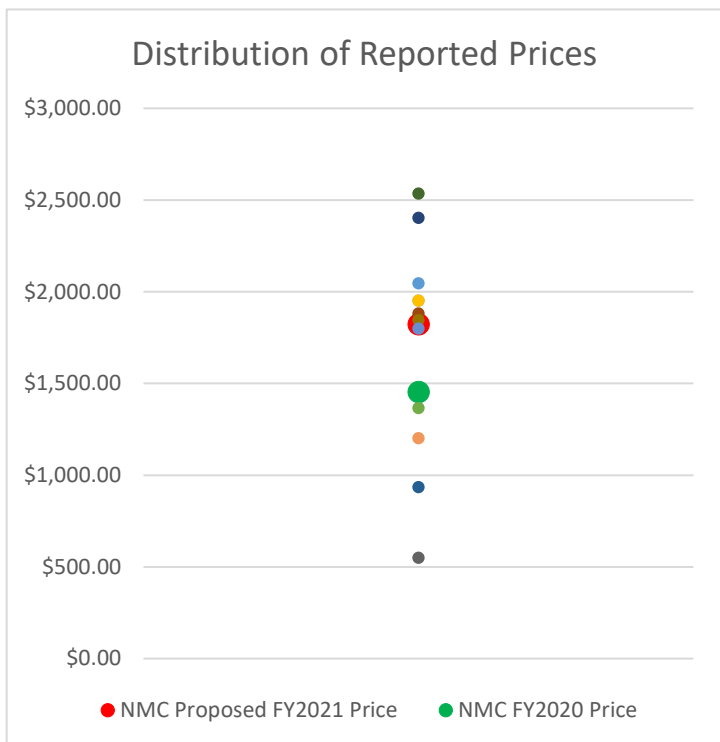
NMC Price: \$1,453.01
 Highest Price: \$2,535.75
 Average Price: \$1,686.03
 Median Price: \$1,846.03
 Lowest Price: \$548.99

NMC Rank (1 = Highest): 9 of 13

Rate Increase Needed for NMC to Reach

Median: 27.0%
 Average: 16.0%
 Highest: 74.5%

FY2019 Billed Units 15
 Total Gross Revenue \$ 21,795
 Gross Revenue at Average Price \$ 25,290
 Gross Revenue Variance from Average \$ (3,495)



APPENDIX VIII

CPT Code: 84479
Description: Test to evaluate thyroid hormone

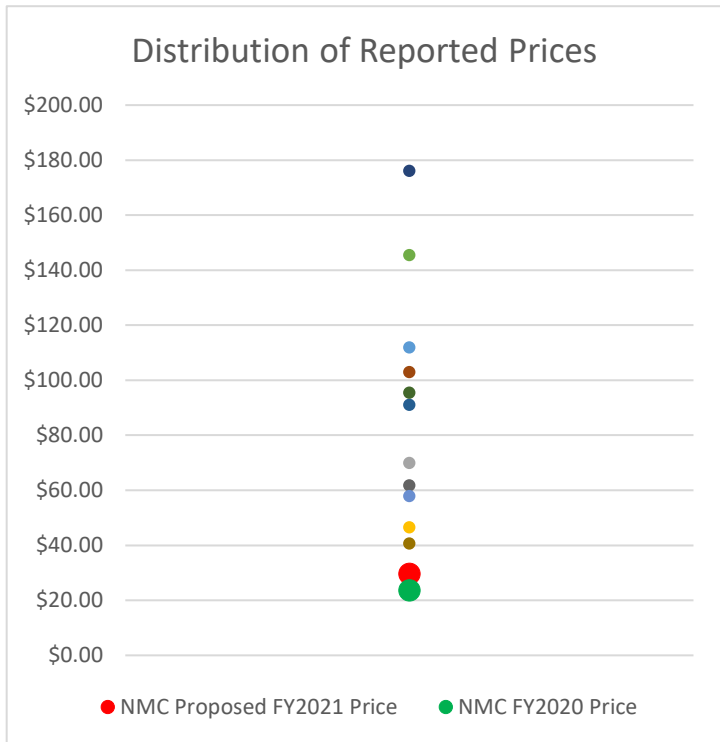
NMC Price: \$23.68
Highest Price: \$176.18
Average Price: \$85.32
Median Price: \$80.54
Lowest Price: \$23.68

NMC Rank (1 = Highest): 12 of 12

Rate Increase Needed for NMC to Reach

Median: 240.1%
Average: 260.3%
Highest: 644.0%

FY2019 Billed Units 54
Total Gross Revenue \$ 1,279
Gross Revenue at Average Price \$ 4,607
Gross Revenue Variance from Average \$ (3,329)



CPT Code: 82270
Description: Stool test for blood (to screen for colon tumors)

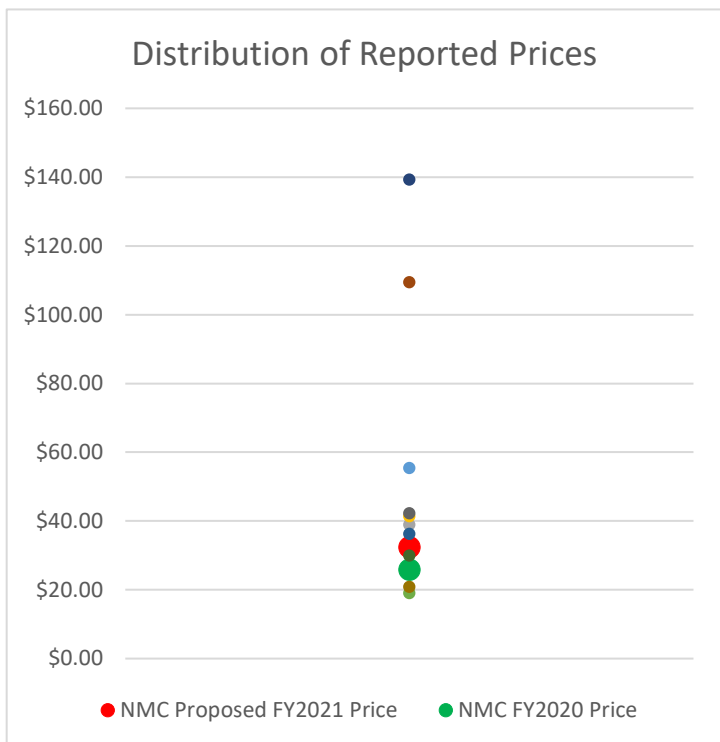
NMC Price: \$25.83
Highest Price: \$139.32
Average Price: \$50.80
Median Price: \$39.00
Lowest Price: \$19.00

NMC Rank (1 = Highest): 9 of 11

Rate Increase Needed for NMC to Reach

Median: 51.0%
Average: 96.7%
Highest: 439.4%

FY2019 Billed Units 129
Total Gross Revenue \$ 3,332
Gross Revenue at Average Price \$ 6,553
Gross Revenue Variance from Average \$ (3,221)



APPENDIX VIII

CPT Code: 84075
Description: Phosphatase (enzyme) level; alkaline

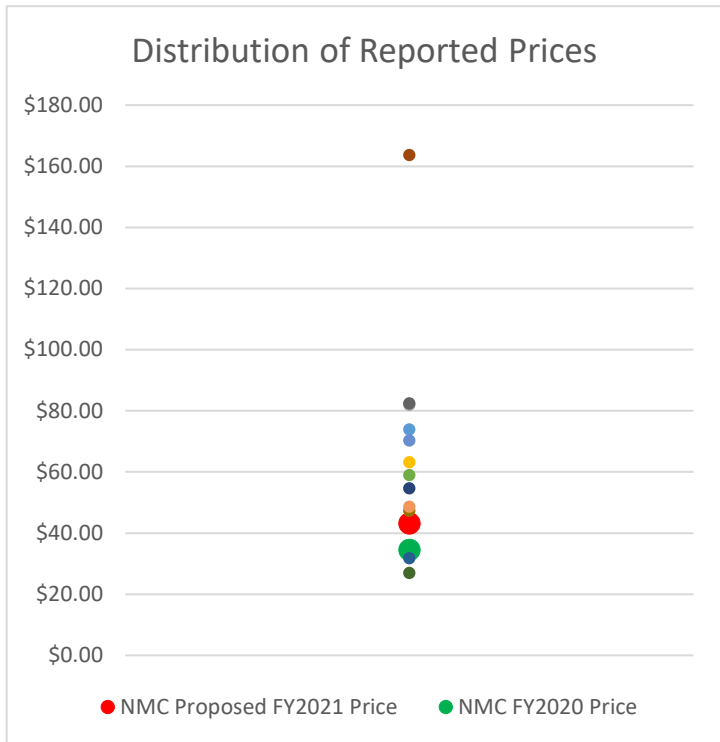
NMC Price: \$34.44
Highest Price: \$163.67
Average Price: \$64.48
Median Price: \$59.00
Lowest Price: \$26.91

NMC Rank (1 = Highest): 11 of 13

Rate Increase Needed for NMC to Reach

Median: 71.3%
Average: 87.2%
Highest: 375.2%

FY2019 Billed Units 92
Total Gross Revenue \$ 3,168
Gross Revenue at Average Price \$ 5,932
Gross Revenue Variance from Average \$ (2,764)



CPT Code: 84156
Description: Urine test for total protein level

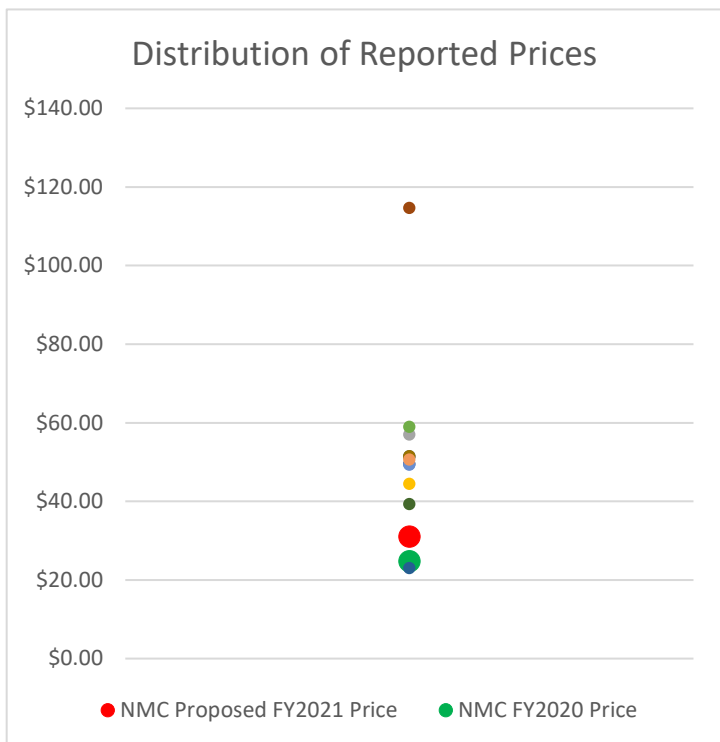
NMC Price: \$24.75
Highest Price: \$114.68
Average Price: \$51.24
Median Price: \$50.67
Lowest Price: \$23.06

NMC Rank (1 = Highest): 12 of 13

Rate Increase Needed for NMC to Reach

Median: 104.7%
Average: 107.0%
Highest: 363.4%

FY2019 Billed Units 103
Total Gross Revenue \$ 2,549
Gross Revenue at Average Price \$ 5,278
Gross Revenue Variance from Average \$ (2,728)



APPENDIX VIII

CPT Code:	93320
Description:	Doppler echocardiogram

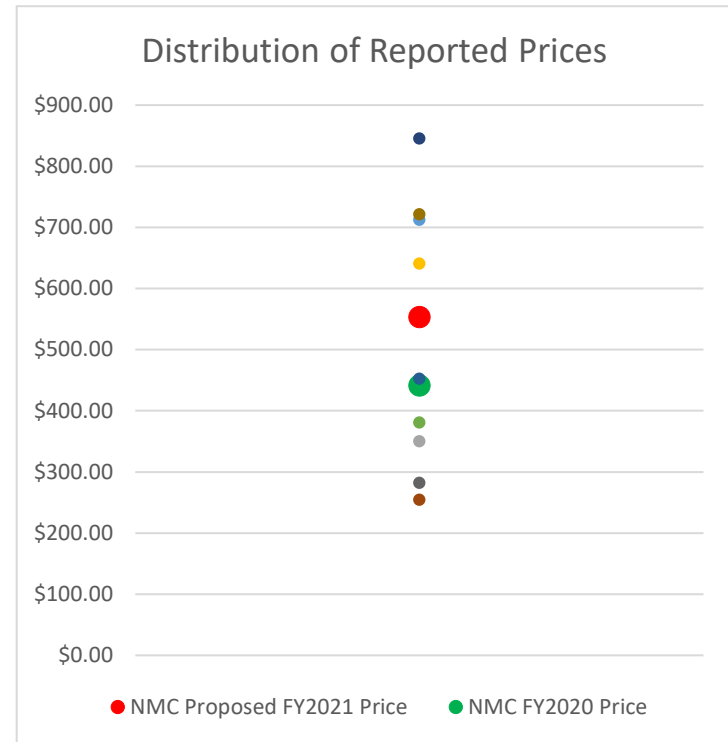
NMC Price:	\$441.28
Highest Price:	\$845.47
Average Price:	\$508.13
Median Price:	\$446.92
Lowest Price:	\$254.41

NMC Rank (1 = Highest): 6 of 10

Rate Increase Needed for NMC to Reach

Median:	1.3%
Average:	15.1%
Highest:	91.6%

FY2019 Billed Units		35
Total Gross Revenue	\$	15,445
Gross Revenue at Average Price	\$	17,785
Gross Revenue Variance from Average	\$	(2,340)



CPT Code:	83525
Description:	Insulin level

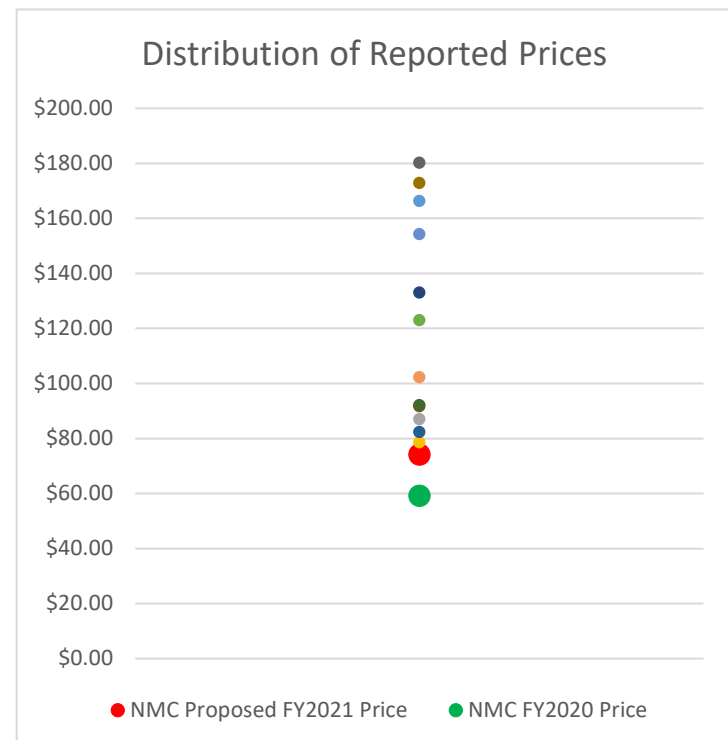
NMC Price:	\$59.20
Highest Price:	\$180.25
Average Price:	\$117.18
Median Price:	\$102.37
Lowest Price:	\$59.20

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median:	72.9%
Average:	97.9%
Highest:	204.5%

FY2019 Billed Units		34
Total Gross Revenue	\$	2,013
Gross Revenue at Average Price	\$	3,984
Gross Revenue Variance from Average	\$	(1,971)



APPENDIX VIII

CPT Code: 86696
Description: Antibody to herpes simplex virus, type 2

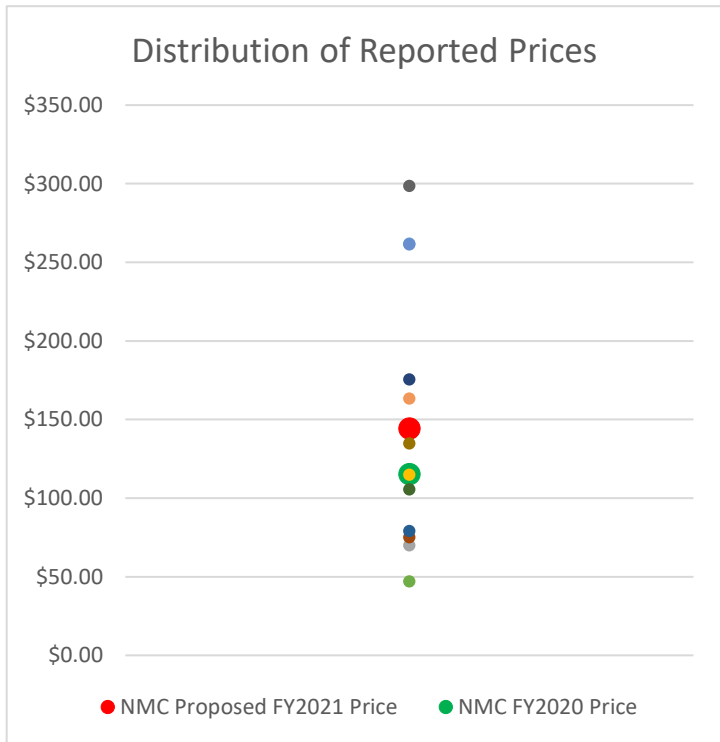
NMC Price: \$115.16
Highest Price: \$298.70
Average Price: \$146.33
Median Price: \$115.16
Lowest Price: \$47.00

NMC Rank (1 = Highest): 7 of 13

Rate Increase Needed for NMC to Reach

Median: 0.0%
Average: 27.1%
Highest: 159.4%

FY2019 Billed Units 58
Total Gross Revenue \$ 6,679
Gross Revenue at Average Price \$ 8,487
Gross Revenue Variance from Average \$ (1,808)



CPT Code: 87624
Description: Infectious agent detection of HPV, high risk types

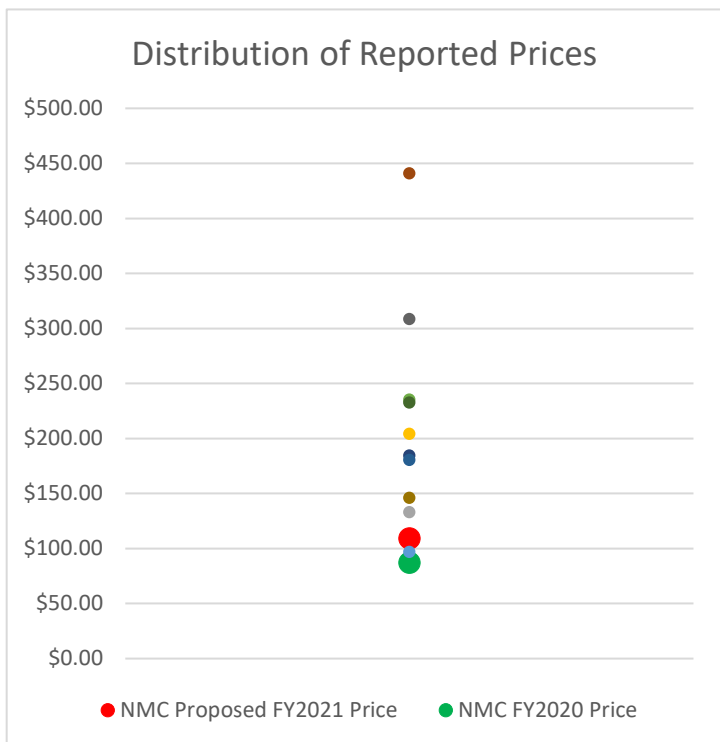
NMC Price: \$87.18
Highest Price: \$440.84
Average Price: \$204.55
Median Price: \$184.52
Lowest Price: \$87.18

NMC Rank (1 = Highest): 11 of 11

Rate Increase Needed for NMC to Reach

Median: 111.7%
Average: 134.6%
Highest: 405.7%

FY2019 Billed Units 15
Total Gross Revenue \$ 1,308
Gross Revenue at Average Price \$ 3,068
Gross Revenue Variance from Average \$ (1,761)



APPENDIX VIII

CPT Code: 97164
Description: Physical therapy re- evaluation

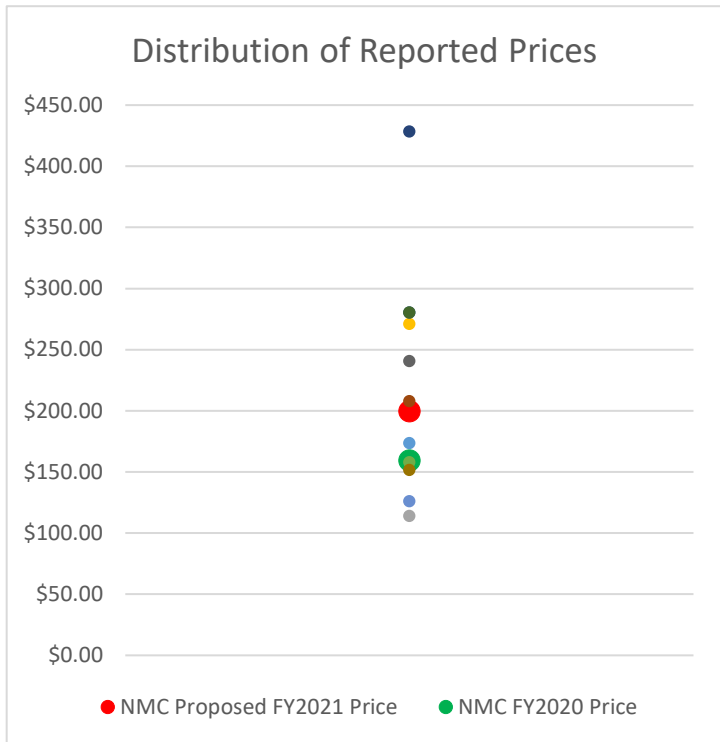
NMC Price: \$159.29
Highest Price: \$428.47
Average Price: \$215.98
Median Price: \$190.77
Lowest Price: \$114.00

NMC Rank (1 = Highest): 8 of 12

Rate Increase Needed for NMC to Reach

Median: 19.8%
Average: 35.6%
Highest: 169.0%

FY2019 Billed Units 30
Total Gross Revenue \$ 4,779
Gross Revenue at Average Price \$ 6,479
Gross Revenue Variance from Average \$ (1,701)



CPT Code: 72081
Description: X-ray of entire spine, 1 view

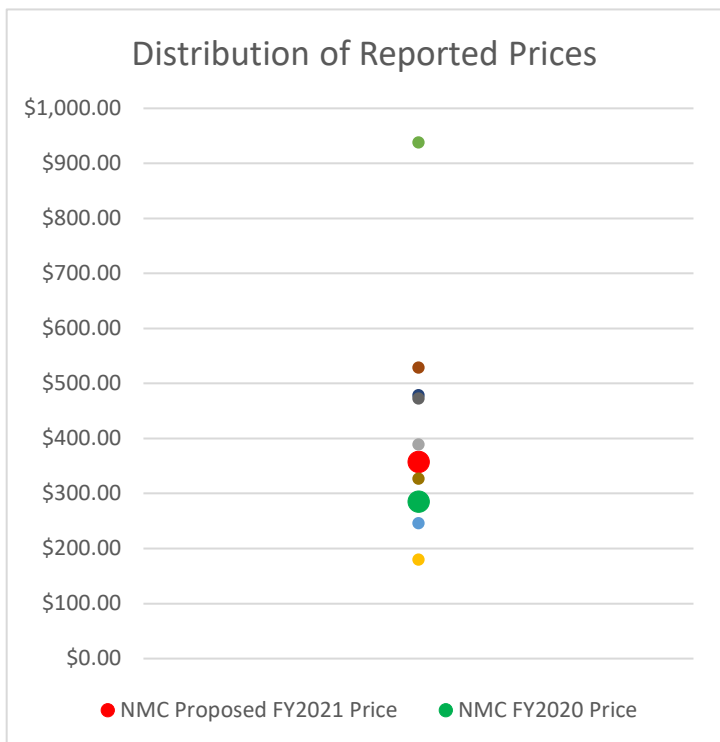
NMC Price: \$285.22
Highest Price: \$938.25
Average Price: \$427.32
Median Price: \$389.16
Lowest Price: \$179.64

NMC Rank (1 = Highest): 7 of 9

Rate Increase Needed for NMC to Reach

Median: 36.4%
Average: 49.8%
Highest: 229.0%

FY2019 Billed Units 11
Total Gross Revenue \$ 3,137
Gross Revenue at Average Price \$ 4,701
Gross Revenue Variance from Average \$ (1,563)



APPENDIX VIII

CPT Code: 70540
Description: MRI scan of face & neck without contrast

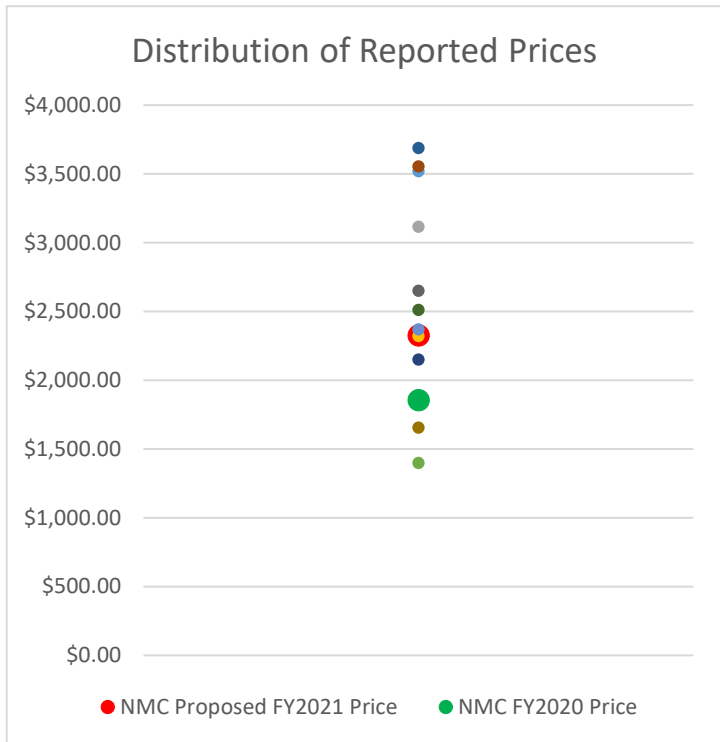
NMC Price: \$1,854.46
Highest Price: \$3,687.71
Average Price: \$2,566.07
Median Price: \$2,440.76
Lowest Price: \$1,399.00

NMC Rank (1 = Highest): 10 of 12

Rate Increase Needed for NMC to Reach

Median: 31.6%
Average: 38.4%
Highest: 98.9%

FY2019 Billed Units 2
Total Gross Revenue \$ 3,709
Gross Revenue at Average Price \$ 5,132
Gross Revenue Variance from Average \$ (1,423)



CPT Code: 87045
Description: Stool test for bacterial culture

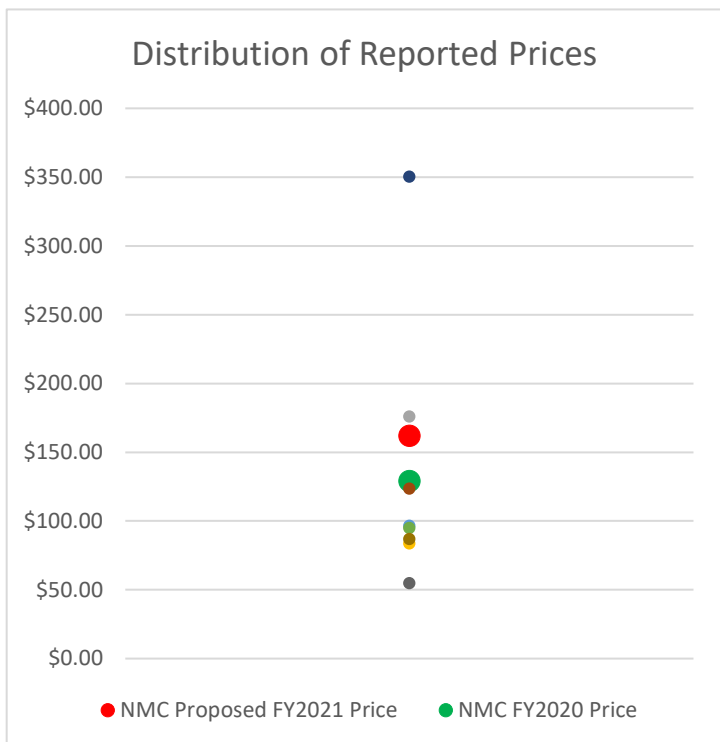
NMC Price: \$129.16
Highest Price: \$350.28
Average Price: \$132.88
Median Price: \$96.49
Lowest Price: \$54.86

NMC Rank (1 = Highest): 3 of 9

Rate Increase Needed for NMC to Reach

Median: -25.3%
Average: 2.9%
Highest: 171.2%

FY2019 Billed Units 247
Total Gross Revenue \$ 31,903
Gross Revenue at Average Price \$ 32,821
Gross Revenue Variance from Average \$ (919)



APPENDIX VIII

CPT Code: 84155
Description: Total protein level

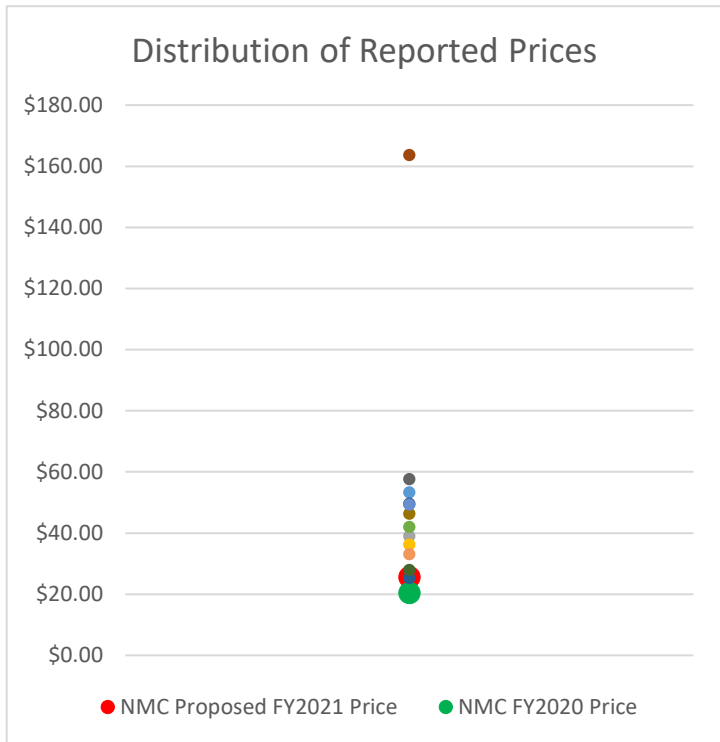
NMC Price: \$20.45
Highest Price: \$163.67
Average Price: \$49.53
Median Price: \$42.00
Lowest Price: \$20.45

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 105.4%
Average: 142.2%
Highest: 700.3%

FY2019 Billed Units 30
Total Gross Revenue \$ 614
Gross Revenue at Average Price \$ 1,486
Gross Revenue Variance from Average \$ (872)



CPT Code: 97032
Description: Application of electrical stimulation to 1 or more areas

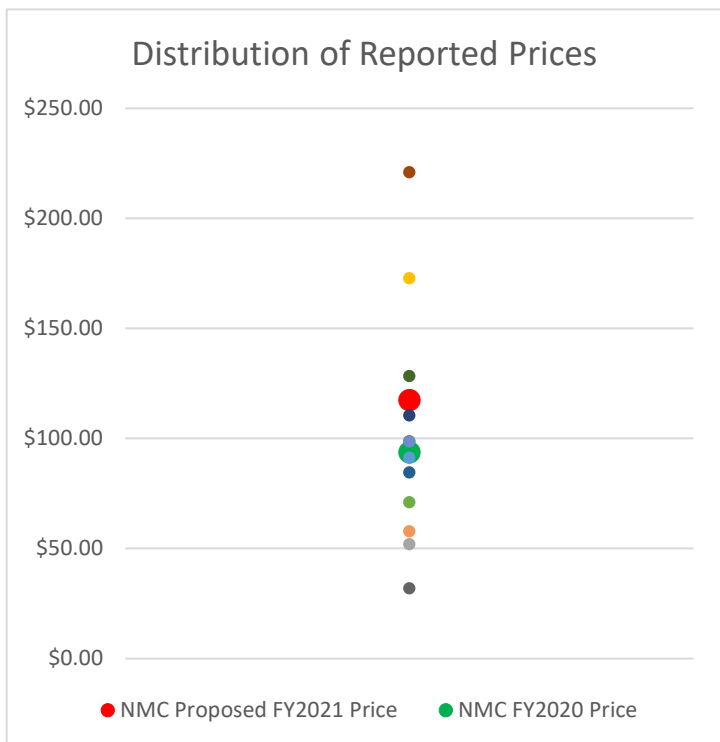
NMC Price: \$93.64
Highest Price: \$221.01
Average Price: \$100.96
Median Price: \$93.64
Lowest Price: \$31.93

NMC Rank (1 = Highest): 7 of 13

Rate Increase Needed for NMC to Reach

Median: 0.0%
Average: 7.8%
Highest: 136.0%

FY2019 Billed Units 103
Total Gross Revenue \$ 9,645
Gross Revenue at Average Price \$ 10,399
Gross Revenue Variance from Average \$ (754)



APPENDIX VIII

CPT Code: 83721
Description: LDL cholesterol level

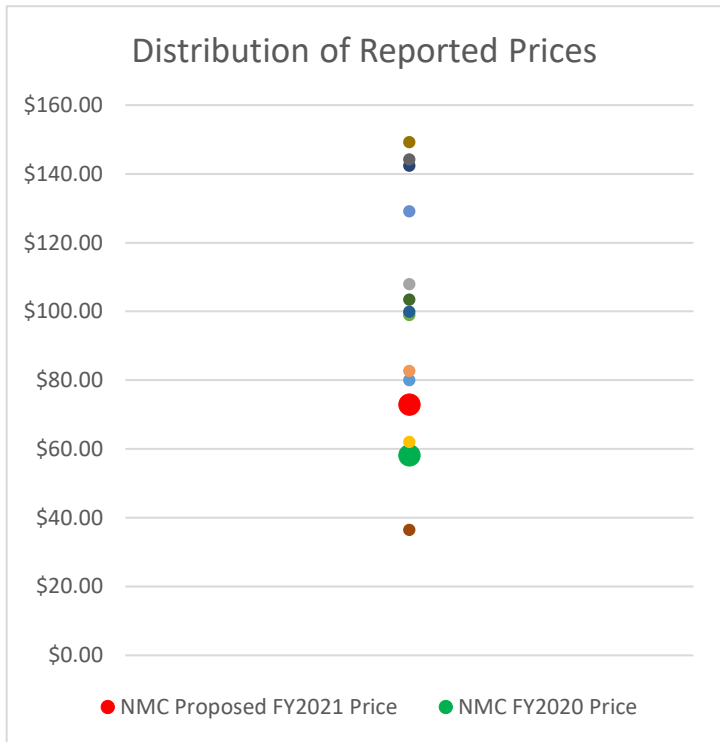
NMC Price: \$58.12
Highest Price: \$149.21
Average Price: \$99.61
Median Price: \$99.92
Lowest Price: \$36.49

NMC Rank (1 = Highest): 12 of 13

Rate Increase Needed for NMC to Reach

Median: 71.9%
Average: 71.4%
Highest: 156.7%

FY2019 Billed Units 18
Total Gross Revenue \$ 1,046
Gross Revenue at Average Price \$ 1,793
Gross Revenue Variance from Average \$ (747)



CPT Code: 72194
Description: CT scan of pelvis (multiple sections) with and without contrast

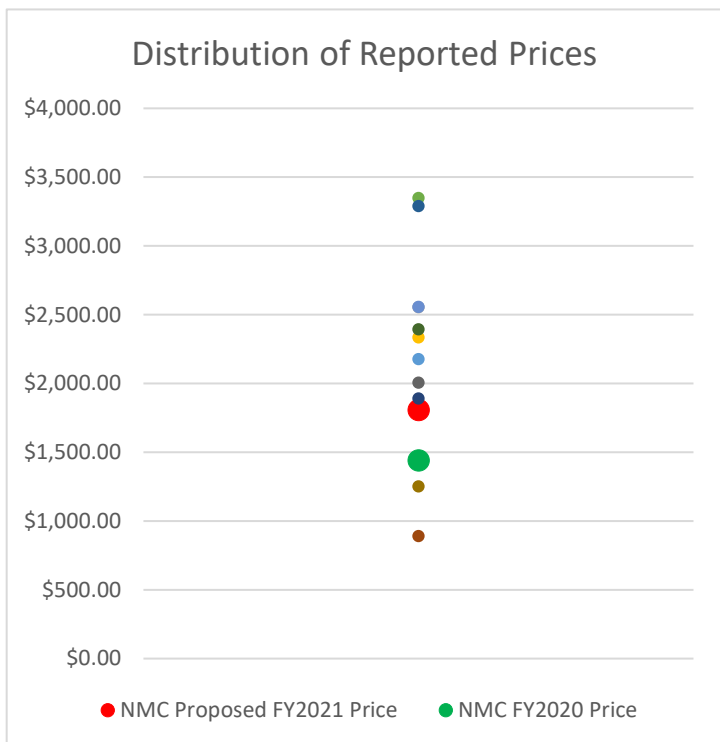
NMC Price: \$1,440.09
Highest Price: \$3,348.84
Average Price: \$2,177.93
Median Price: \$2,256.64
Lowest Price: \$889.92

NMC Rank (1 = Highest): 10 of 12

Rate Increase Needed for NMC to Reach

Median: 56.7%
Average: 51.2%
Highest: 132.5%

FY2019 Billed Units 1
Total Gross Revenue \$ 1,440
Gross Revenue at Average Price \$ 2,178
Gross Revenue Variance from Average \$ (738)



APPENDIX VIII

CPT Code: 70460
Description: CT scan of head with contrast

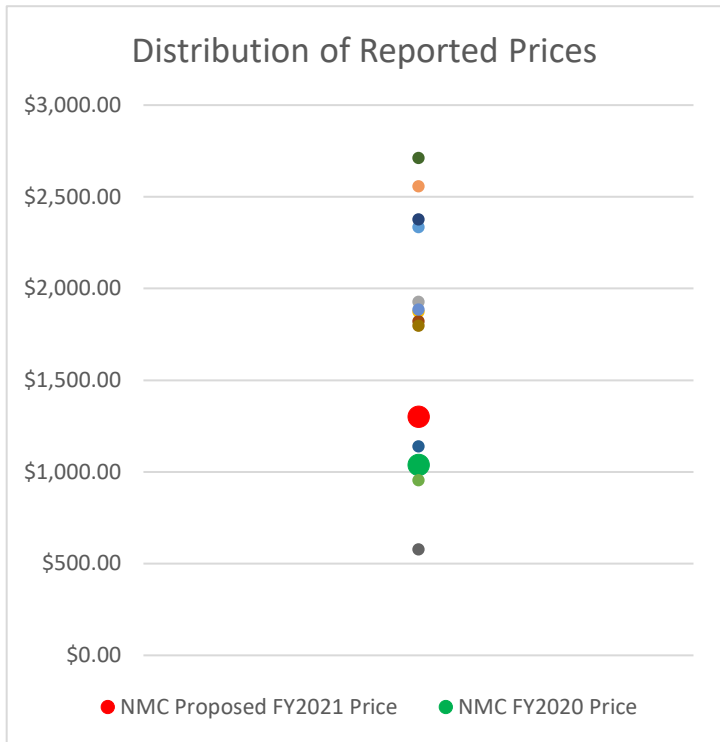
NMC Price: \$1,037.55
Highest Price: \$2,711.70
Average Price: \$1,768.92
Median Price: \$1,874.39
Lowest Price: \$577.83

NMC Rank (1 = Highest): 11 of 13

Rate Increase Needed for NMC to Reach

Median: 80.7%
Average: 70.5%
Highest: 161.4%

FY2019 Billed Units 1
Total Gross Revenue \$ 1,038
Gross Revenue at Average Price \$ 1,769
Gross Revenue Variance from Average \$ (731)



CPT Code: 97033
Description: Application of medication through skin using electrical current

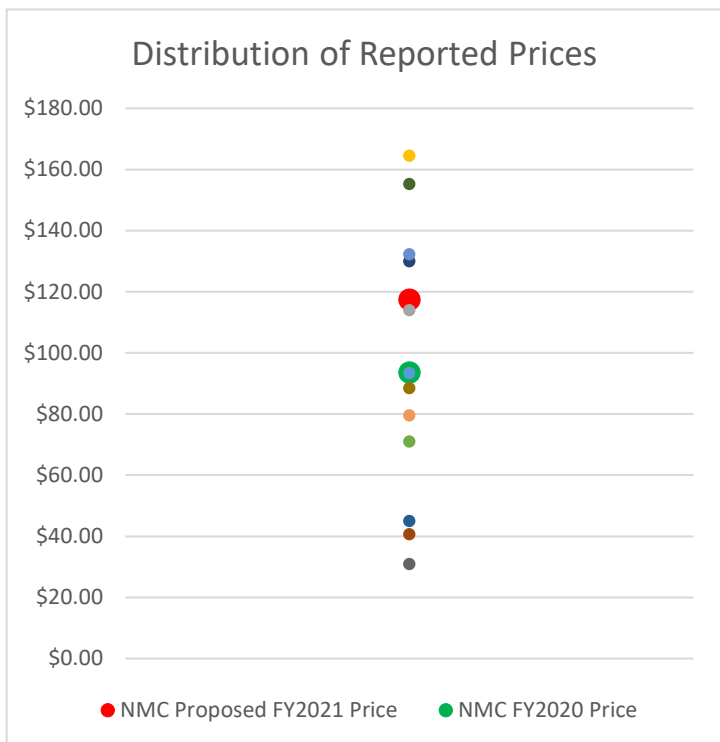
NMC Price: \$93.64
Highest Price: \$164.57
Average Price: \$95.30
Median Price: \$93.41
Lowest Price: \$30.90

NMC Rank (1 = Highest): 6 of 13

Rate Increase Needed for NMC to Reach

Median: -0.2%
Average: 1.8%
Highest: 75.7%

FY2019 Billed Units 187
Total Gross Revenue \$ 17,511
Gross Revenue at Average Price \$ 17,821
Gross Revenue Variance from Average \$ (310)



APPENDIX VIII

CPT Code: 97168
Description: Occupational therapy re- evaluation

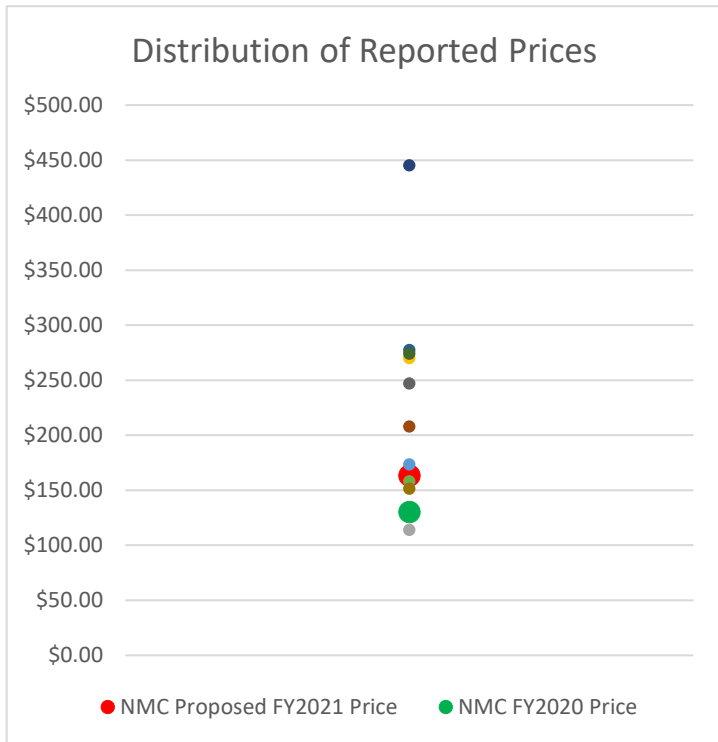
NMC Price: \$130.23
Highest Price: \$445.15
Average Price: \$222.63
Median Price: \$208.06
Lowest Price: \$114.00

NMC Rank (1 = Highest): 10 of 11

Rate Increase Needed for NMC to Reach

Median: 59.8%
Average: 71.0%
Highest: 241.8%

FY2019 Billed Units 2
Total Gross Revenue \$ 260
Gross Revenue at Average Price \$ 445
Gross Revenue Variance from Average \$ (185)



CPT Code: 82435
Description: Chloride level

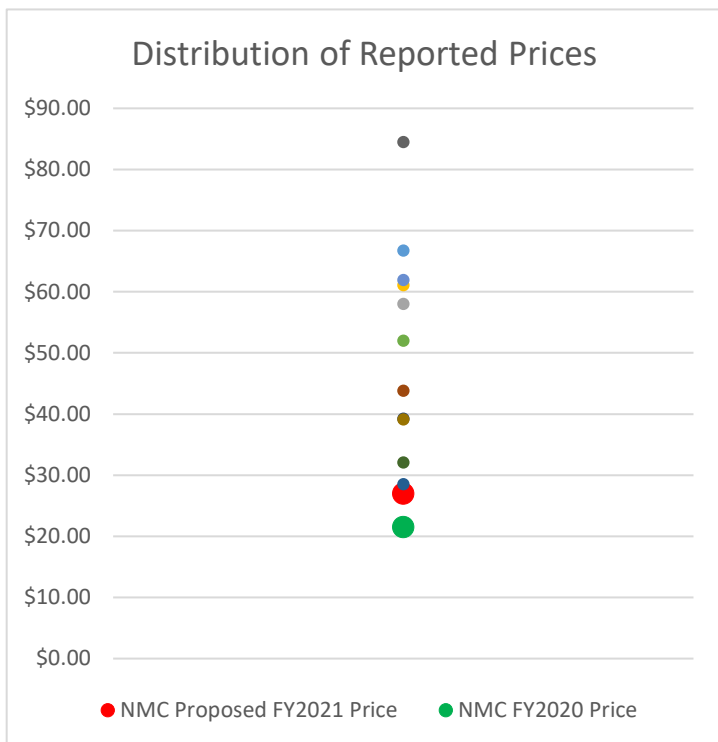
NMC Price: \$21.53
Highest Price: \$84.46
Average Price: \$49.04
Median Price: \$47.89
Lowest Price: \$21.53

NMC Rank (1 = Highest): 12 of 12

Rate Increase Needed for NMC to Reach

Median: 122.4%
Average: 127.8%
Highest: 292.3%

FY2019 Billed Units 3
Total Gross Revenue \$ 65
Gross Revenue at Average Price \$ 147
Gross Revenue Variance from Average \$ (83)



APPENDIX VIII

CPT Code: 82523
Description: Collagen cross links

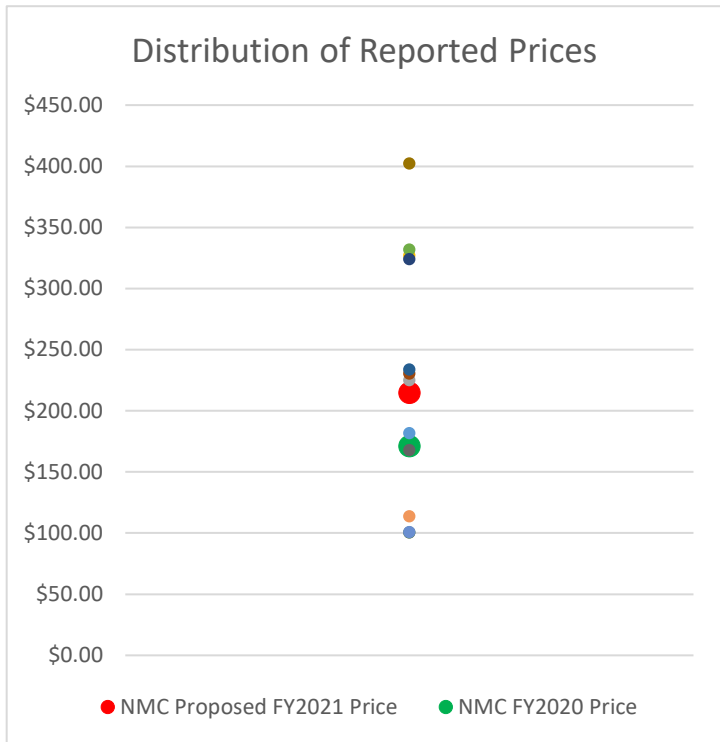
NMC Price: \$171.13
Highest Price: \$402.34
Average Price: \$223.87
Median Price: \$225.00
Lowest Price: \$100.40

NMC Rank (1 = Highest): 9 of 13

Rate Increase Needed for NMC to Reach

Median: 31.5%
Average: 30.8%
Highest: 135.1%

FY2019 Billed Units 1
Total Gross Revenue \$ 171
Gross Revenue at Average Price \$ 224
Gross Revenue Variance from Average \$ (53)



CPT Code: 93010
Description: Electrocardiogram (EKG) - interpretation only

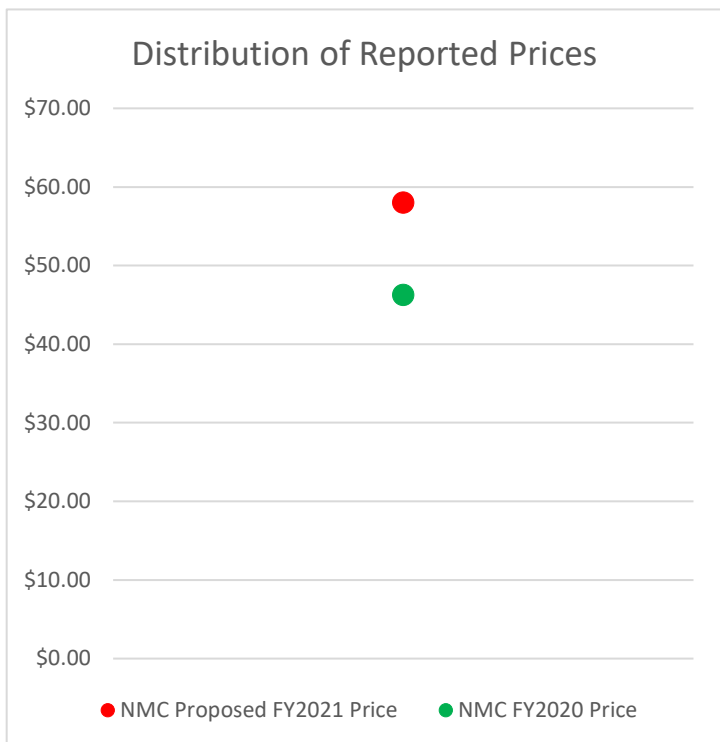
NMC Price: \$46.28
Highest Price: \$46.28
Average Price: \$46.28
Median Price: \$46.28
Lowest Price: \$46.28

NMC Rank (1 = Highest): 1 of 1

Rate Increase Needed for NMC to Reach

Median: 0.0%
Average: 0.0%
Highest: 0.0%

FY2019 Billed Units 7,490
Total Gross Revenue \$ 346,637
Gross Revenue at Average Price \$ 346,637
Gross Revenue Variance from Average \$ -



APPENDIX VIII

CPT Code: 93350
Description: Stress echocardiogram (stress test)

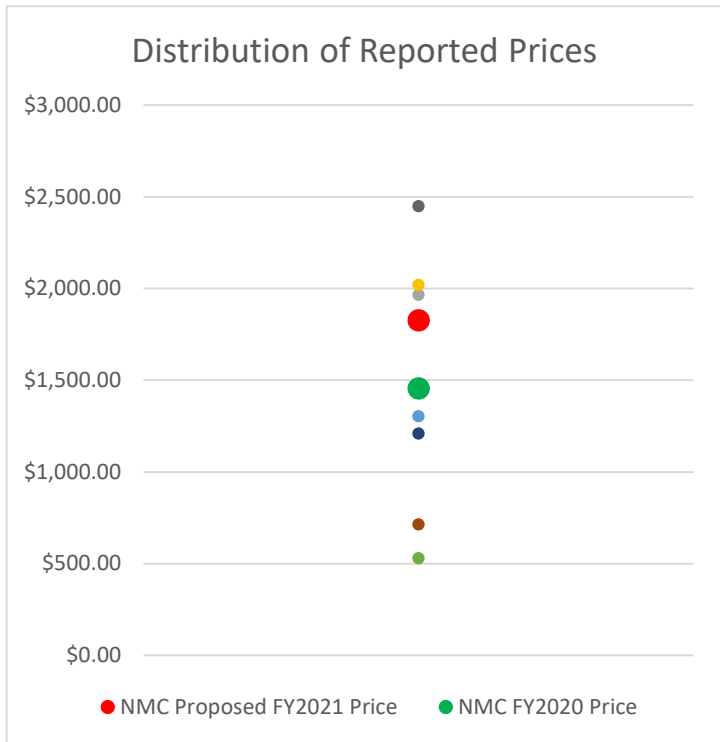
NMC Price: \$1,456.23
Highest Price: \$2,449.65
Average Price: \$1,455.86
Median Price: \$1,379.68
Lowest Price: \$529.42

NMC Rank (1 = Highest): 4 of 8

Rate Increase Needed for NMC to Reach

Median: -5.3%
Average: 0.0%
Highest: 68.2%

FY2019 Billed Units 35
Total Gross Revenue \$ 50,968
Gross Revenue at Average Price \$ 50,955
Gross Revenue Variance from Average \$ 13



CPT Code: 86695
Description: Antibody to herpes simplex virus, type 1

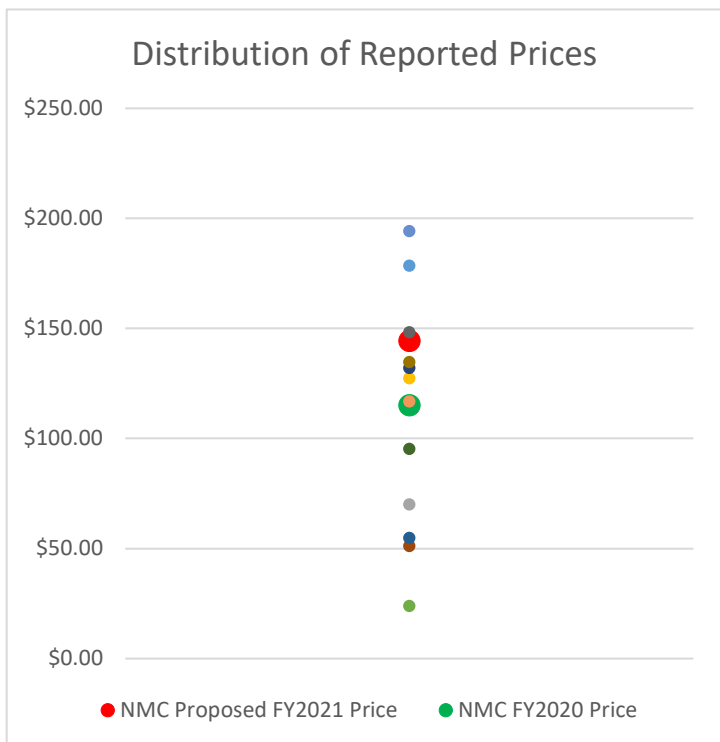
NMC Price: \$115.16
Highest Price: \$194.25
Average Price: \$110.97
Median Price: \$116.84
Lowest Price: \$24.00

NMC Rank (1 = Highest): 8 of 13

Rate Increase Needed for NMC to Reach

Median: 1.5%
Average: -3.6%
Highest: 68.7%

FY2019 Billed Units 58
Total Gross Revenue \$ 6,679
Gross Revenue at Average Price \$ 6,436
Gross Revenue Variance from Average \$ 243



APPENDIX VIII

CPT Code: 73620
Description: X-ray of foot, 2 views

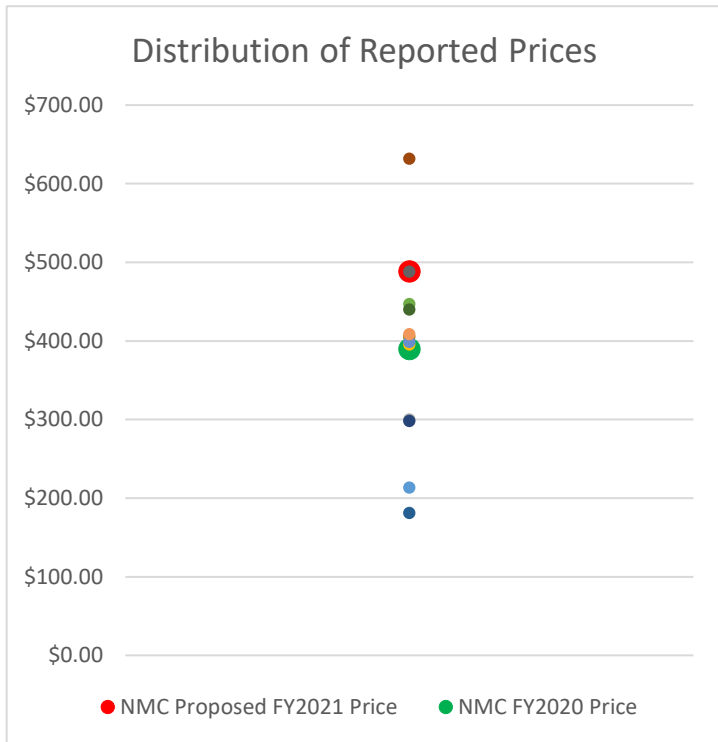
NMC Price: \$389.62
Highest Price: \$631.76
Average Price: \$384.43
Median Price: \$399.00
Lowest Price: \$181.17

NMC Rank (1 = Highest): 9 of 13

Rate Increase Needed for NMC to Reach

Median: 2.4%
Average: -1.3%
Highest: 62.1%

FY2019 Billed Units 142
Total Gross Revenue \$ 55,326
Gross Revenue at Average Price \$ 54,589
Gross Revenue Variance from Average \$ 737



CPT Code: 73600
Description: X-ray of ankle, 2 views

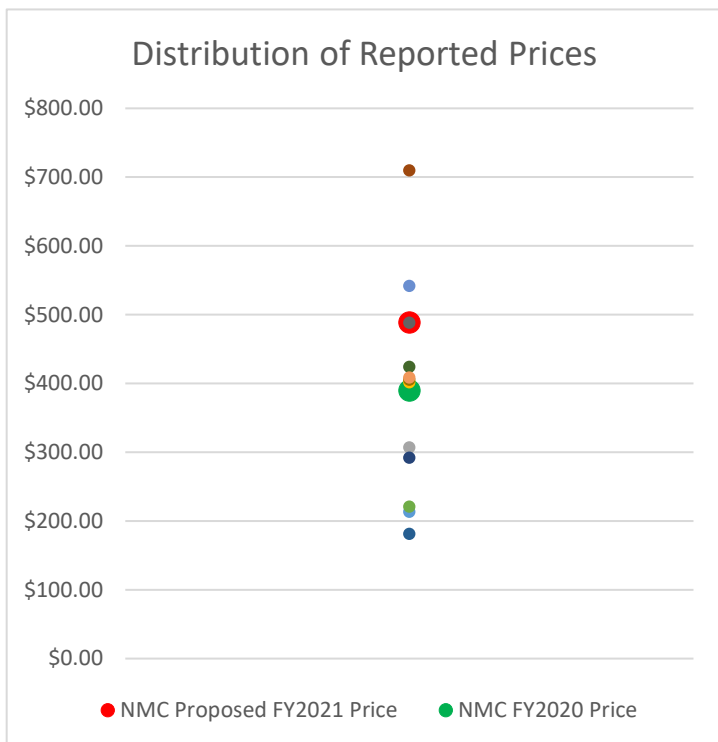
NMC Price: \$389.62
Highest Price: \$709.94
Average Price: \$383.39
Median Price: \$401.58
Lowest Price: \$181.17

NMC Rank (1 = Highest): 8 of 13

Rate Increase Needed for NMC to Reach

Median: 3.1%
Average: -1.6%
Highest: 82.2%

FY2019 Billed Units 156
Total Gross Revenue \$ 60,781
Gross Revenue at Average Price \$ 59,809
Gross Revenue Variance from Average \$ 972



APPENDIX VIII

CPT Code: 97602

Description: Remove tissue from wounds (non-selective debridement without anesthesia)

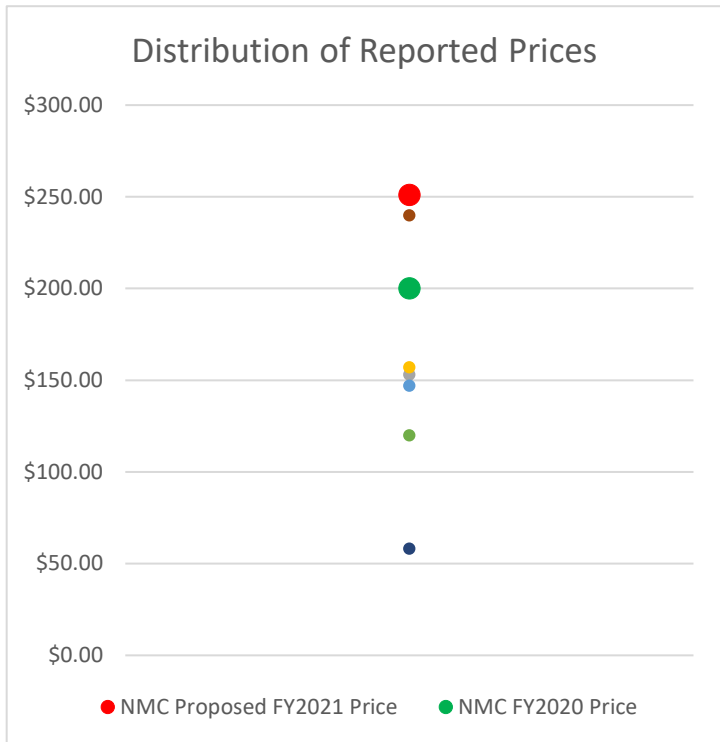
NMC Price: \$200.19
 Highest Price: \$239.89
 Average Price: \$153.60
 Median Price: \$153.00
 Lowest Price: \$58.19

NMC Rank (1 = Highest): 2 of 7

Rate Increase Needed for NMC to Reach

Median: -23.6%
 Average: -23.3%
 Highest: 19.8%

FY2019 Billed Units 29
 Total Gross Revenue \$ 5,806
 Gross Revenue at Average Price \$ 4,454
 Gross Revenue Variance from Average \$ 1,351



CPT Code: 97804

Description: Medical nutrition therapy in a group (30 min.)

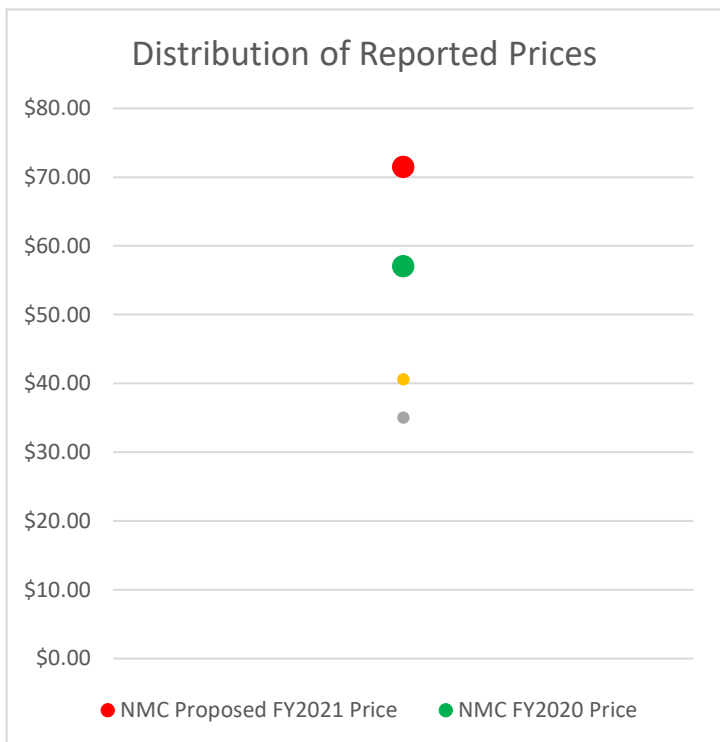
NMC Price: \$57.04
 Highest Price: \$57.04
 Average Price: \$44.23
 Median Price: \$40.63
 Lowest Price: \$35.02

NMC Rank (1 = Highest): 1 of 3

Rate Increase Needed for NMC to Reach

Median: -28.8%
 Average: -22.5%
 Highest: 0.0%

FY2019 Billed Units 112
 Total Gross Revenue \$ 6,388
 Gross Revenue at Average Price \$ 4,954
 Gross Revenue Variance from Average \$ 1,435



APPENDIX VIII

CPT Code: 97802
Description: Medical nutrition therapy, first appointment (15 min)

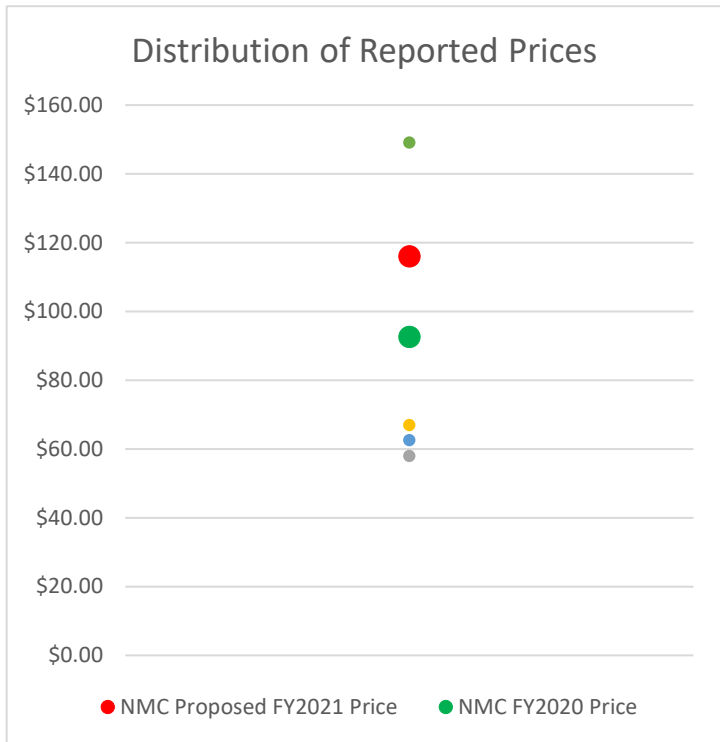
NMC Price: \$92.56
Highest Price: \$149.10
Average Price: \$85.84
Median Price: \$66.95
Lowest Price: \$58.00

NMC Rank (1 = Highest): 2 of 5

Rate Increase Needed for NMC to Reach

Median: -27.7%
Average: -7.3%
Highest: 61.1%

FY2019 Billed Units 274
Total Gross Revenue \$ 25,361
Gross Revenue at Average Price \$ 23,520
Gross Revenue Variance from Average \$ 1,841



CPT Code: 97035
Description: Application of ultrasound to 1 or more areas

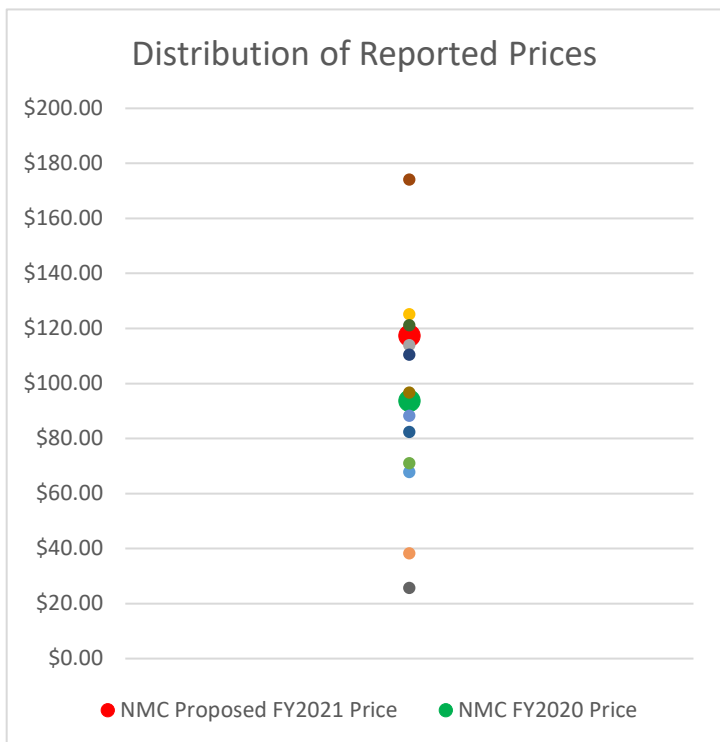
NMC Price: \$93.64
Highest Price: \$174.10
Average Price: \$92.96
Median Price: \$93.64
Lowest Price: \$25.75

NMC Rank (1 = Highest): 7 of 13

Rate Increase Needed for NMC to Reach

Median: 0.0%
Average: -0.7%
Highest: 85.9%

FY2019 Billed Units 4,163
Total Gross Revenue \$ 389,823
Gross Revenue at Average Price \$ 386,992
Gross Revenue Variance from Average \$ 2,831



APPENDIX VIII

CPT Code: 97014

Description: Application of electrical stimulation to 1 or more areas, when physical therapist is not there

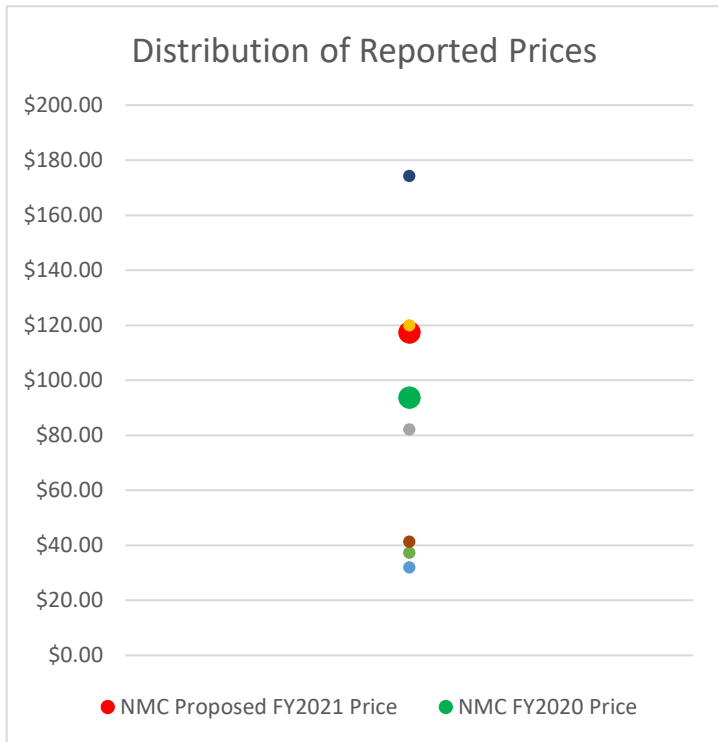
NMC Price: \$93.64
 Highest Price: \$174.30
 Average Price: \$82.95
 Median Price: \$82.12
 Lowest Price: \$31.93

NMC Rank (1 = Highest): 3 of 7

Rate Increase Needed for NMC to Reach

Median: -12.3%
 Average: -11.4%
 Highest: 86.1%

FY2019 Billed Units 450
 Total Gross Revenue \$ 42,138
 Gross Revenue at Average Price \$ 37,328
 Gross Revenue Variance from Average \$ 4,811



CPT Code: 93325

Description: Doppler echocardiogram with color flow mapping

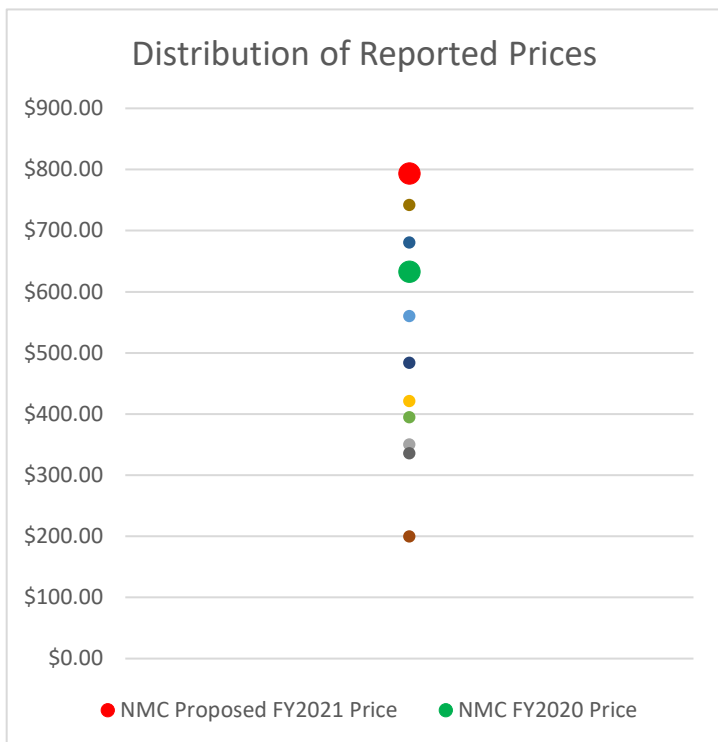
NMC Price: \$632.86
 Highest Price: \$742.10
 Average Price: \$480.16
 Median Price: \$452.48
 Lowest Price: \$199.82

NMC Rank (1 = Highest): 3 of 10

Rate Increase Needed for NMC to Reach

Median: -28.5%
 Average: -24.1%
 Highest: 17.3%

FY2019 Billed Units 35
 Total Gross Revenue \$ 22,150
 Gross Revenue at Average Price \$ 16,806
 Gross Revenue Variance from Average \$ 5,345



APPENDIX VIII

CPT Code: 86800
Description: Thyroglobulin (thyroid protein) antibody level

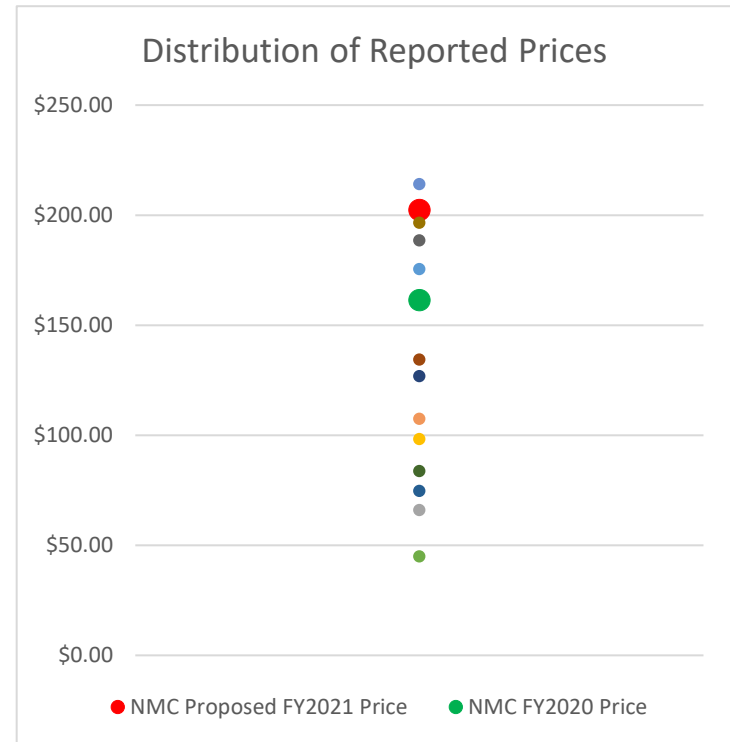
NMC Price: \$161.45
Highest Price: \$214.20
Average Price: \$128.69
Median Price: \$126.94
Lowest Price: \$45.00

NMC Rank (1 = Highest): 5 of 13

Rate Increase Needed for NMC to Reach

Median: -21.4%
Average: -20.3%
Highest: 32.7%

FY2019 Billed Units 178
Total Gross Revenue \$ 28,738
Gross Revenue at Average Price \$ 22,907
Gross Revenue Variance from Average \$ 5,831



CPT Code: 86703
Description: Antibody to HIV- 1 and HIV-2 virus

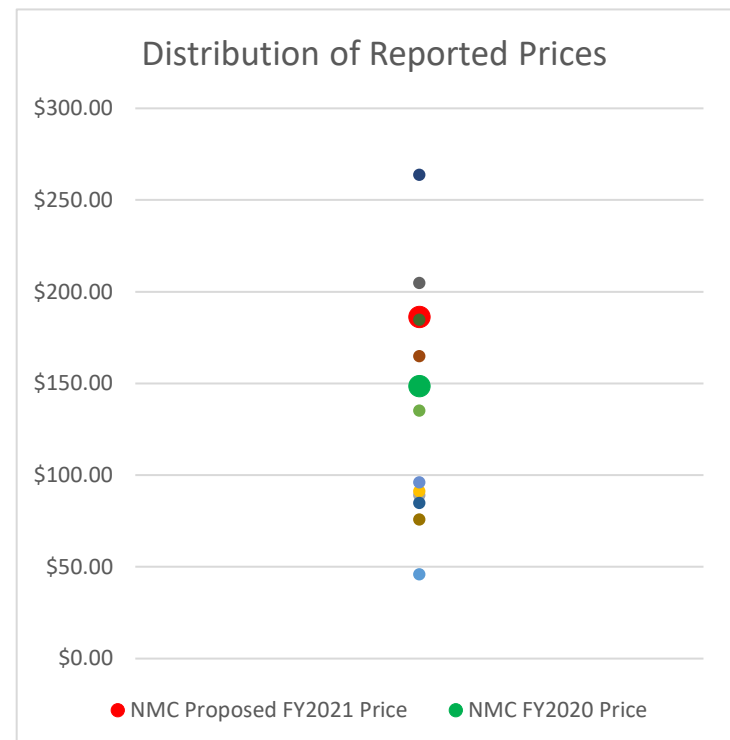
NMC Price: \$148.53
Highest Price: \$263.75
Average Price: \$132.08
Median Price: \$115.68
Lowest Price: \$46.00

NMC Rank (1 = Highest): 5 of 12

Rate Increase Needed for NMC to Reach

Median: -22.1%
Average: -11.1%
Highest: 77.6%

FY2019 Billed Units 996
Total Gross Revenue \$ 147,936
Gross Revenue at Average Price \$ 131,552
Gross Revenue Variance from Average \$ 16,384



APPENDIX VIII

CPT Code: 73560
Description: X-ray of knee, 1 or 2 views

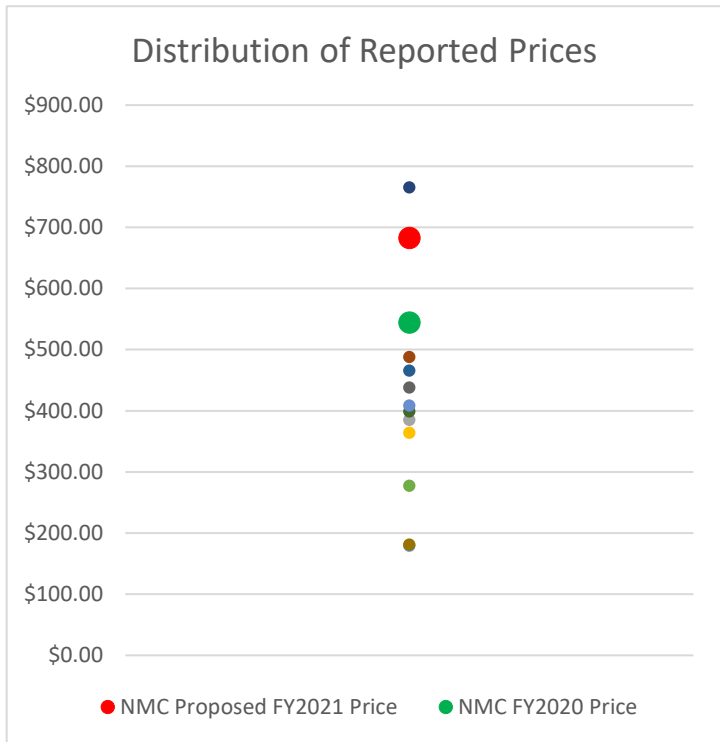
NMC Price: \$544.61
Highest Price: \$765.20
Average Price: \$408.11
Median Price: \$403.72
Lowest Price: \$179.64

NMC Rank (1 = Highest): 2 of 12

Rate Increase Needed for NMC to Reach

Median: -25.9%
Average: -25.1%
Highest: 40.5%

FY2019 Billed Units 327
Total Gross Revenue \$ 178,087
Gross Revenue at Average Price \$ 133,452
Gross Revenue Variance from Average \$ 44,636



CPT Code: 73030
Description: X-ray of shoulder, minimum 2 views

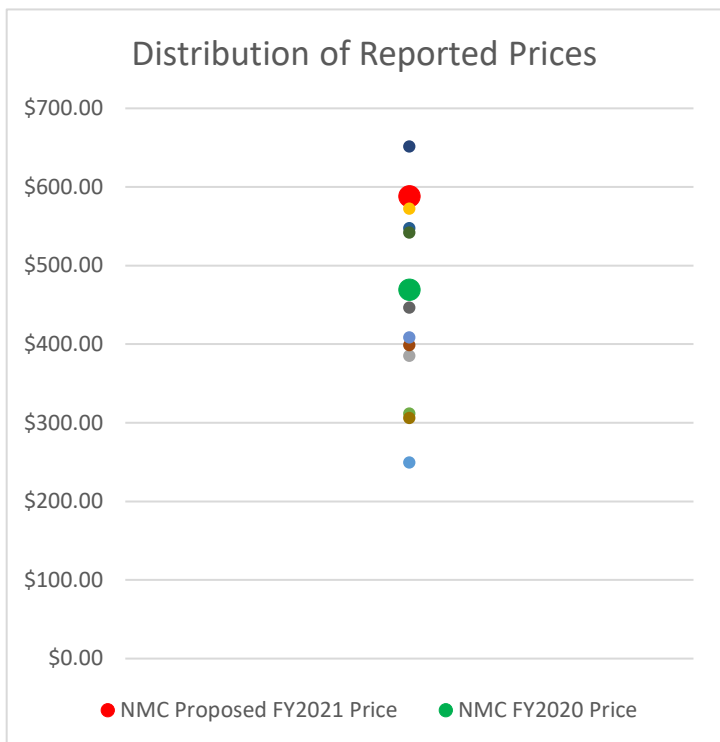
NMC Price: \$469.27
Highest Price: \$651.56
Average Price: \$440.71
Median Price: \$427.51
Lowest Price: \$249.44

NMC Rank (1 = Highest): 5 of 12

Rate Increase Needed for NMC to Reach

Median: -8.9%
Average: -6.1%
Highest: 38.8%

FY2019 Billed Units 1,596
Total Gross Revenue \$ 748,955
Gross Revenue at Average Price \$ 703,373
Gross Revenue Variance from Average \$ 45,582



APPENDIX VIII

CPT Code: 73562
Description: X-ray of knee, 3 views

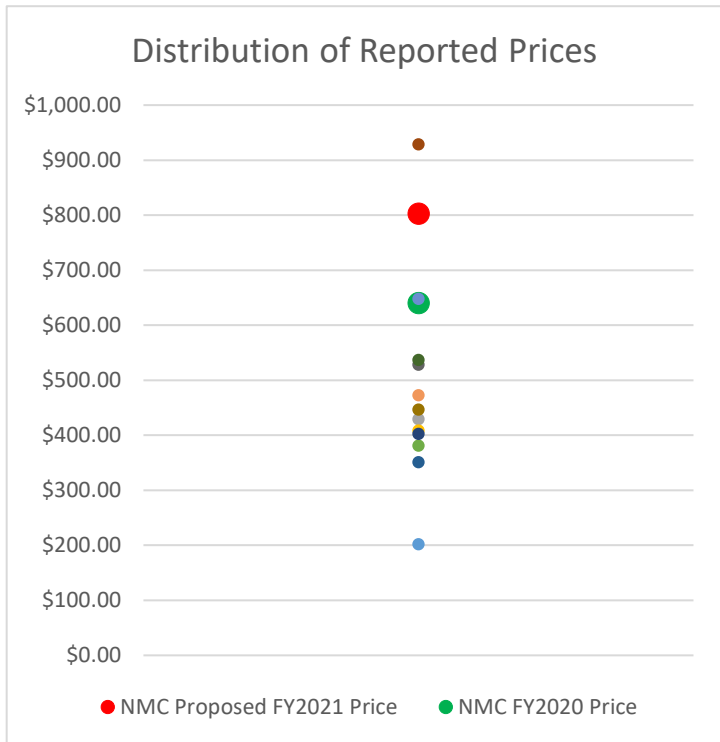
NMC Price: \$640.40
Highest Price: \$928.87
Average Price: \$490.51
Median Price: \$446.59
Lowest Price: \$202.22

NMC Rank (1 = Highest): 3 of 13

Rate Increase Needed for NMC to Reach

Median: -30.3%
Average: -23.4%
Highest: 45.0%

FY2019 Billed Units 676
Total Gross Revenue \$ 432,910
Gross Revenue at Average Price \$ 331,585
Gross Revenue Variance from Average \$ 101,326



CPT Code: 93000
Description: Electrocardiogram (EKG) - technical and interpretation

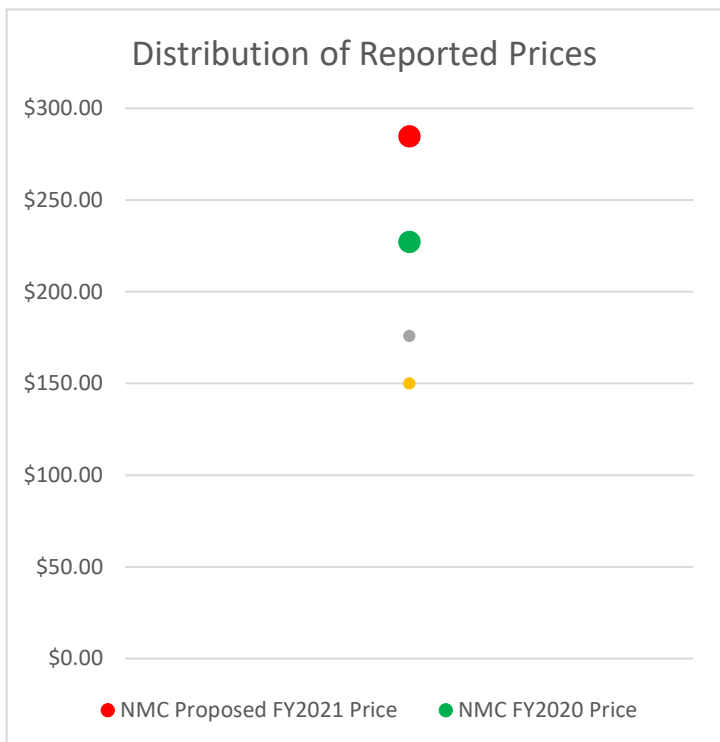
NMC Price: \$227.10
Highest Price: \$227.10
Average Price: \$184.39
Median Price: \$176.00
Lowest Price: \$150.08

NMC Rank (1 = Highest): 1 of 3

Rate Increase Needed for NMC to Reach

Median: -22.5%
Average: -18.8%
Highest: 0.0%

FY2019 Billed Units 2,479
Total Gross Revenue \$ 562,981
Gross Revenue at Average Price \$ 457,103
Gross Revenue Variance from Average \$ 105,878



APPENDIX VIII

CPT Code: G0297
Description: Low dose CT scan for lung cancer screening

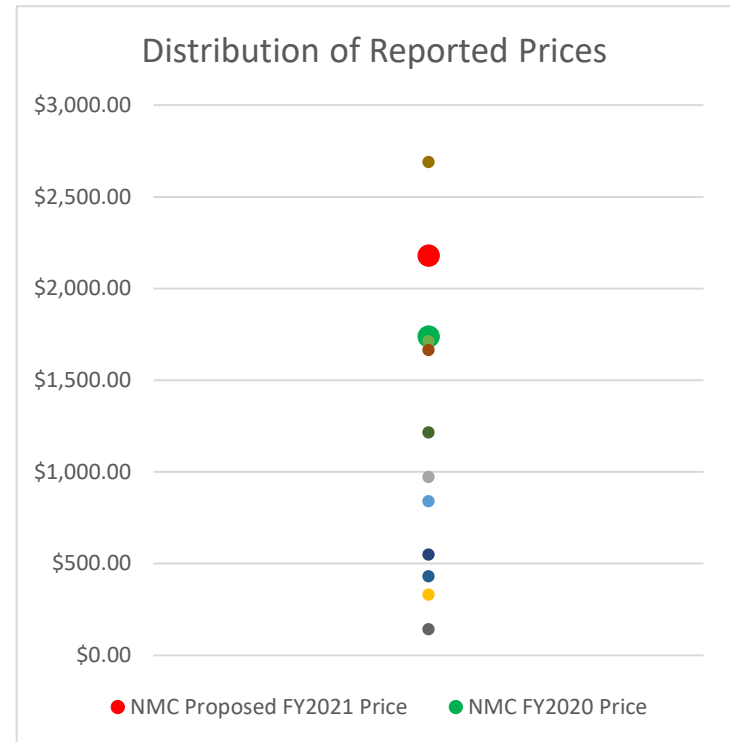
NMC Price: \$1,738.22
Highest Price: \$2,688.93
Average Price: \$1,117.33
Median Price: \$973.94
Lowest Price: \$142.74

NMC Rank (1 = Highest): 2 of 11

Rate Increase Needed for NMC to Reach

Median: -44.0%
Average: -35.7%
Highest: 54.7%

FY2019 Billed Units 426
Total Gross Revenue \$ 740,482
Gross Revenue at Average Price \$ 475,983
Gross Revenue Variance from Average \$ 264,499



CPT Code: 74176
Description: CT scan of abdomen & pelvis without contrast

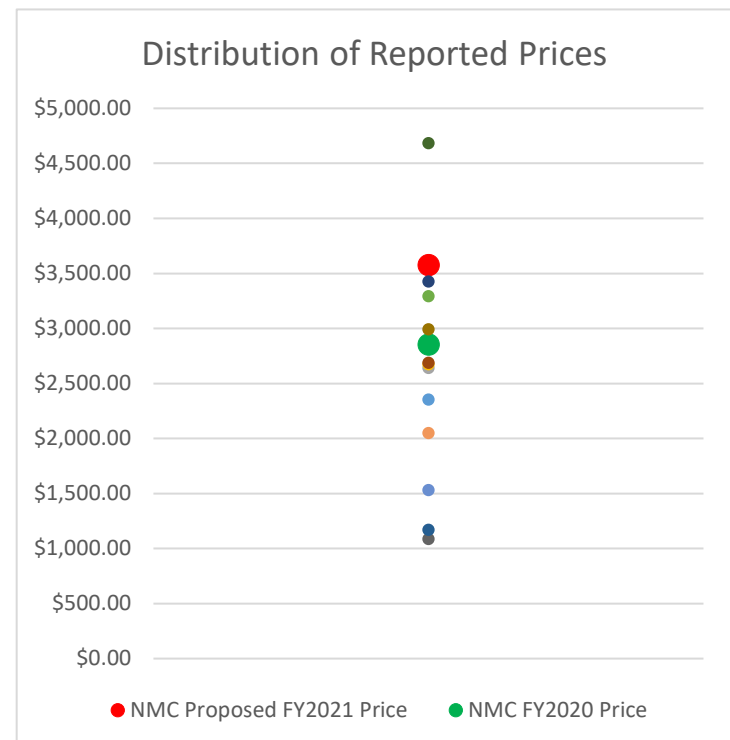
NMC Price: \$2,852.20
Highest Price: \$4,684.41
Average Price: \$2,572.56
Median Price: \$2,674.44
Lowest Price: \$1,087.68

NMC Rank (1 = Highest): 5 of 13

Rate Increase Needed for NMC to Reach

Median: -6.2%
Average: -9.8%
Highest: 64.2%

FY2019 Billed Units 1,152
Total Gross Revenue \$ 3,285,734
Gross Revenue at Average Price \$ 2,963,589
Gross Revenue Variance from Average \$ 322,145



APPENDIX VIII

CPT Code: 73721

Description: MRI scan of any joint, lower extremity without contrast

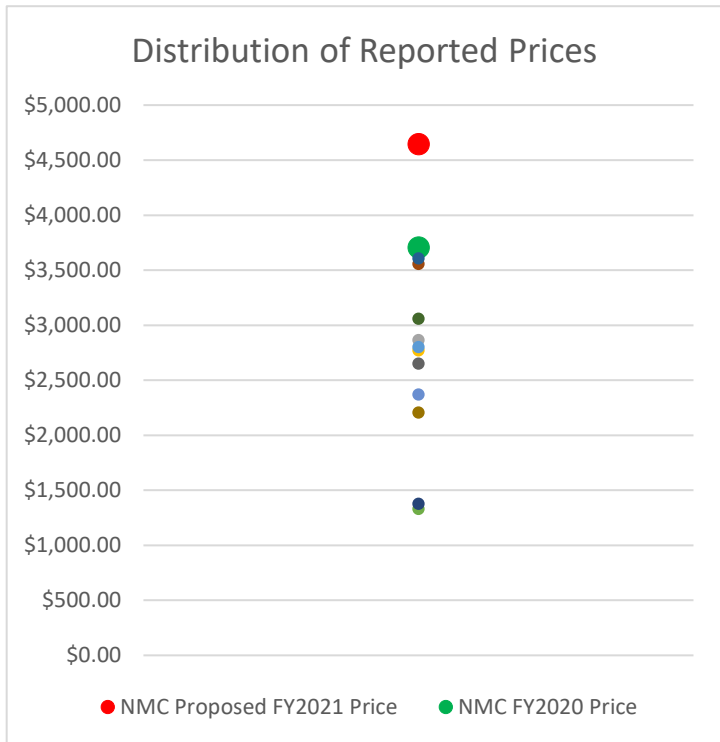
NMC Price: \$3,705.70
 Highest Price: \$3,705.70
 Average Price: \$2,691.89
 Median Price: \$2,787.04
 Lowest Price: \$1,332.00

NMC Rank (1 = Highest): 1 of 12

Rate Increase Needed for NMC to Reach

Median: -24.8%
 Average: -27.4%
 Highest: 0.0%

FY2019 Billed Units 379
 Total Gross Revenue \$ 1,404,460
 Gross Revenue at Average Price \$ 1,020,226
 Gross Revenue Variance from Average \$ 384,234



CPT Code: 93307

Description: Echocardiogram

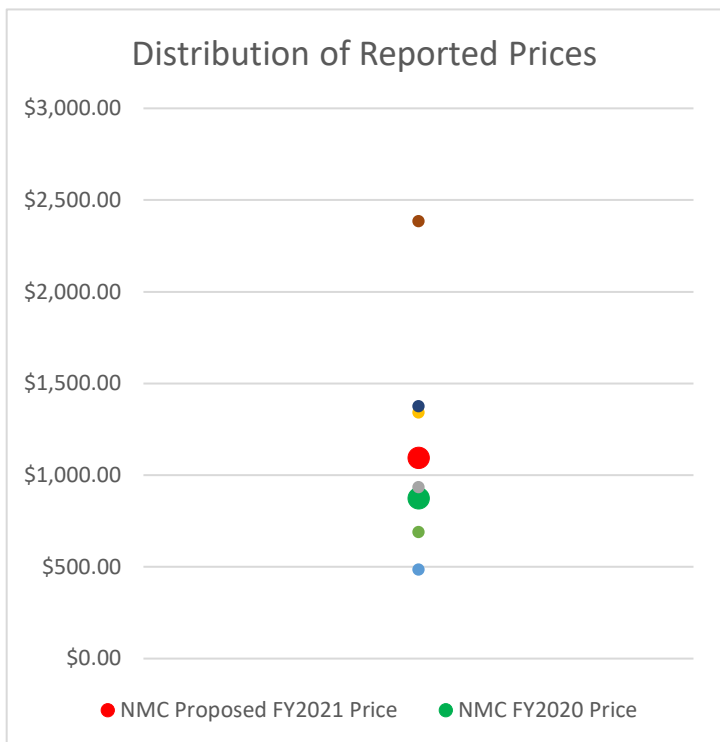
NMC Price: \$872.88
 Highest Price: \$2,385.44
 Average Price: \$1,155.56
 Median Price: \$935.64
 Lowest Price: \$486.16

NMC Rank (1 = Highest): 5 of 7

Rate Increase Needed for NMC to Reach

Median: 7.2%
 Average: 32.4%
 Highest: 173.3%

FY2019 Billed Units -
 Total Gross Revenue \$ -
 Gross Revenue at Average Price \$ -
 Gross Revenue Variance from Average \$ -



APPENDIX VIII

CPT Code: 45378
Description: Screening colonoscopy without biopsy

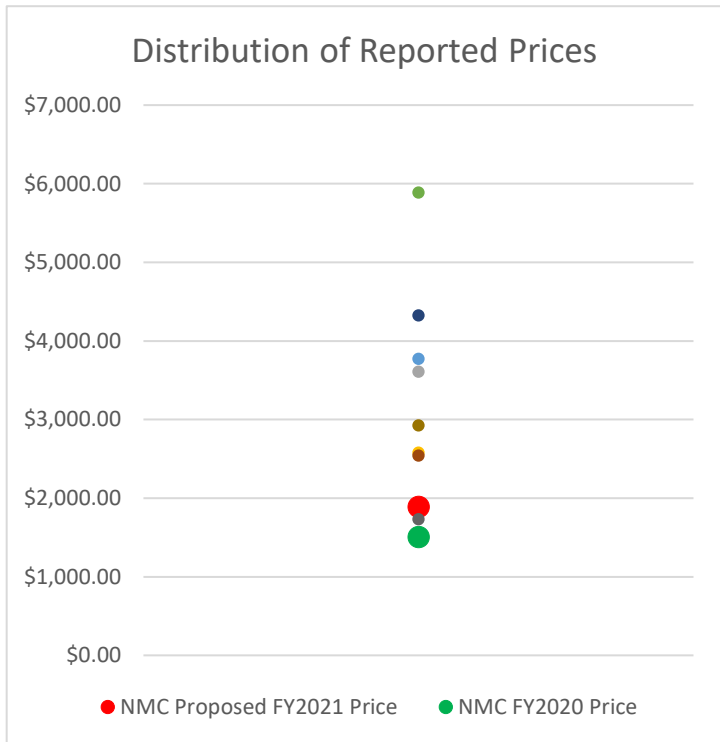
NMC Price: \$1,506.82
Highest Price: \$5,890.13
Average Price: \$3,209.08
Median Price: \$2,924.91
Lowest Price: \$1,506.82

NMC Rank (1 = Highest): 9 of 9

Rate Increase Needed for NMC to Reach

Median: 94.1%
Average: 113.0%
Highest: 290.9%

FY2019 Billed Units -
Total Gross Revenue \$ -
Gross Revenue at Average Price \$ -
Gross Revenue Variance from Average \$ -



CPT Code: 45380
Description: Colonoscopy with biopsy for noncancerous growth

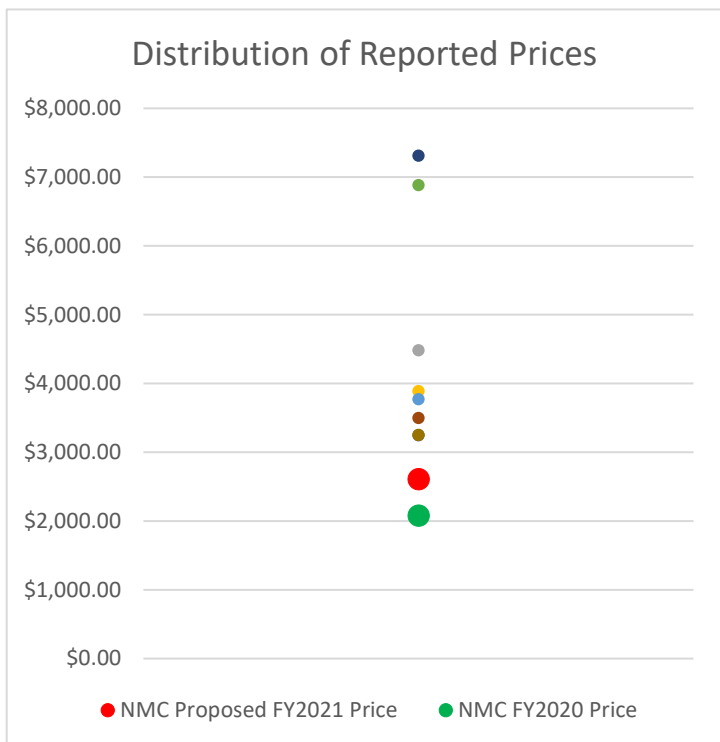
NMC Price: \$2,080.49
Highest Price: \$7,313.00
Average Price: \$4,268.14
Median Price: \$3,770.33
Lowest Price: \$2,080.49

NMC Rank (1 = Highest): 9 of 9

Rate Increase Needed for NMC to Reach

Median: 81.2%
Average: 105.2%
Highest: 251.5%

FY2019 Billed Units -
Total Gross Revenue \$ -
Gross Revenue at Average Price \$ -
Gross Revenue Variance from Average \$ -



APPENDIX VIII

CPT Code: 98925

Description: Manipulation of bones and muscles, 1 to 2 areas of the body

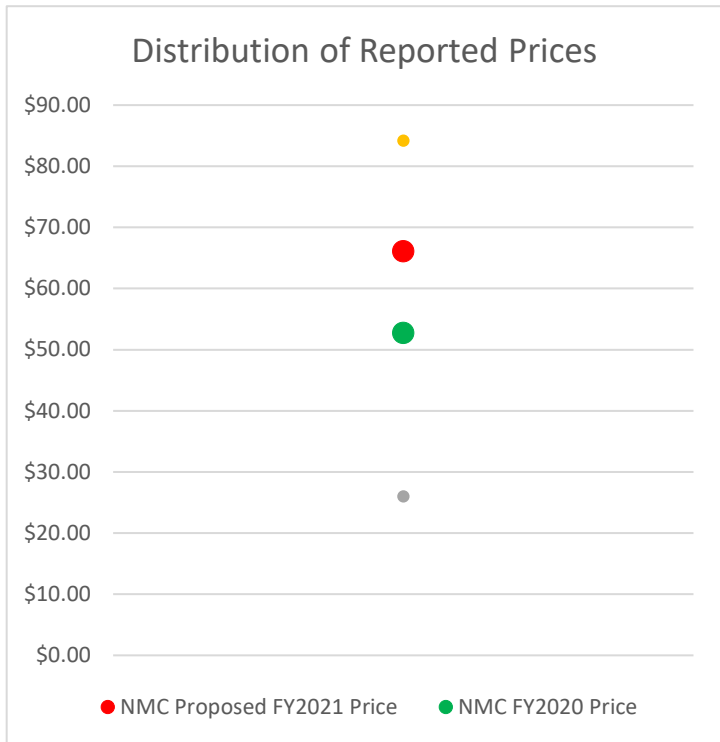
NMC Price: \$52.74
 Highest Price: \$84.17
 Average Price: \$54.30
 Median Price: \$52.74
 Lowest Price: \$26.00

NMC Rank (1 = Highest): 2 of 3

Rate Increase Needed for NMC to Reach

Median: 0.0%
 Average: 3.0%
 Highest: 59.6%

FY2019 Billed Units	-
Total Gross Revenue	\$ -
Gross Revenue at Average Price	\$ -
Gross Revenue Variance from Average	\$ -



CPT Code: 98926

Description: Manipulation of bones and muscles, 3 to 4 areas of the body

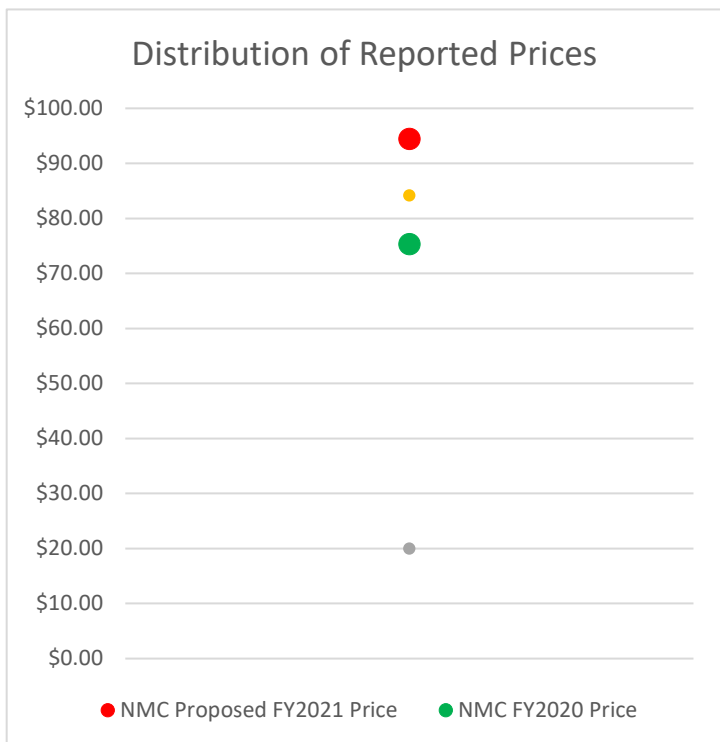
NMC Price: \$75.34
 Highest Price: \$84.17
 Average Price: \$59.84
 Median Price: \$75.34
 Lowest Price: \$20.00

NMC Rank (1 = Highest): 2 of 3

Rate Increase Needed for NMC to Reach

Median: 0.0%
 Average: -20.6%
 Highest: 11.7%

FY2019 Billed Units	-
Total Gross Revenue	\$ -
Gross Revenue at Average Price	\$ -
Gross Revenue Variance from Average	\$ -



APPENDIX VIII

CPT Code: 80074
Description: Acute hepatitis panel

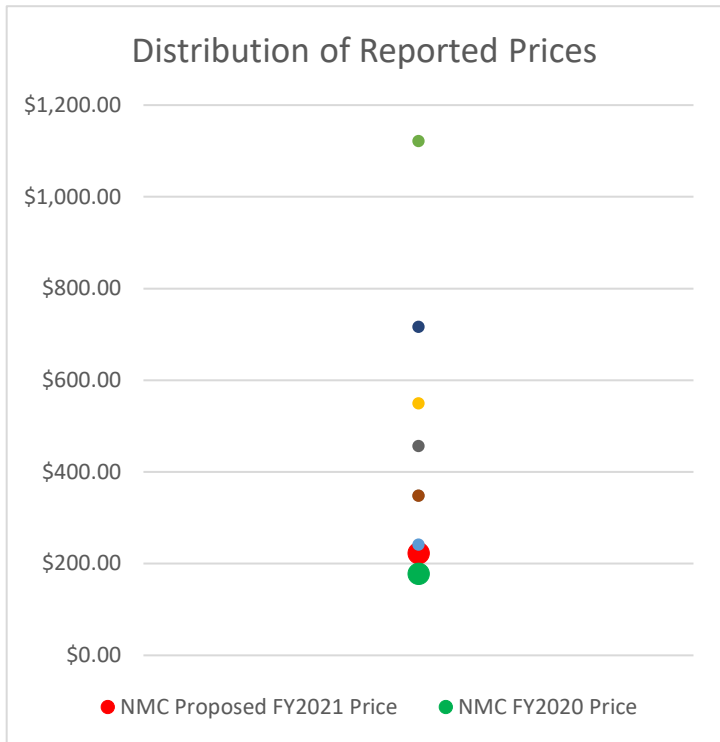
NMC Price: \$177.59
Highest Price: \$1,121.73
Average Price: \$494.94
Median Price: \$402.25
Lowest Price: \$177.59

NMC Rank (1 = Highest): 8 of 8

Rate Increase Needed for NMC to Reach

Median: 126.5%
Average: 178.7%
Highest: 531.6%

FY2019 Billed Units	-
Total Gross Revenue	\$ -
Gross Revenue at Average Price	\$ -
Gross Revenue Variance from Average	\$ -



CPT Code: 81000
Description: Urinalysis (non- automated), microscopy

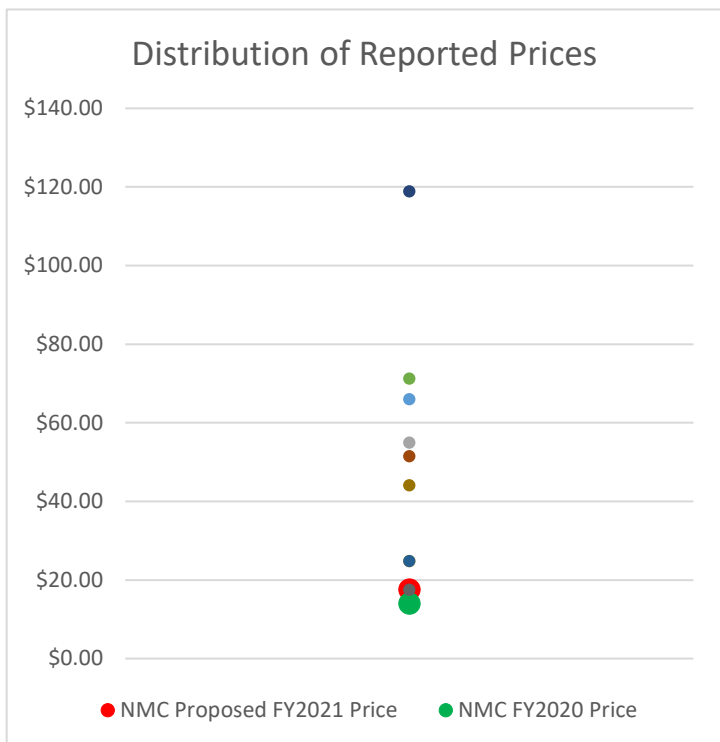
NMC Price: \$13.99
Highest Price: \$118.85
Average Price: \$48.78
Median Price: \$47.80
Lowest Price: \$13.99

NMC Rank (1 = Highest): 10 of 10

Rate Increase Needed for NMC to Reach

Median: 241.7%
Average: 248.7%
Highest: 749.5%

FY2019 Billed Units	-
Total Gross Revenue	\$ -
Gross Revenue at Average Price	\$ -
Gross Revenue Variance from Average	\$ -



APPENDIX VIII

CPT Code: 82465
Description: Cholesterol levels

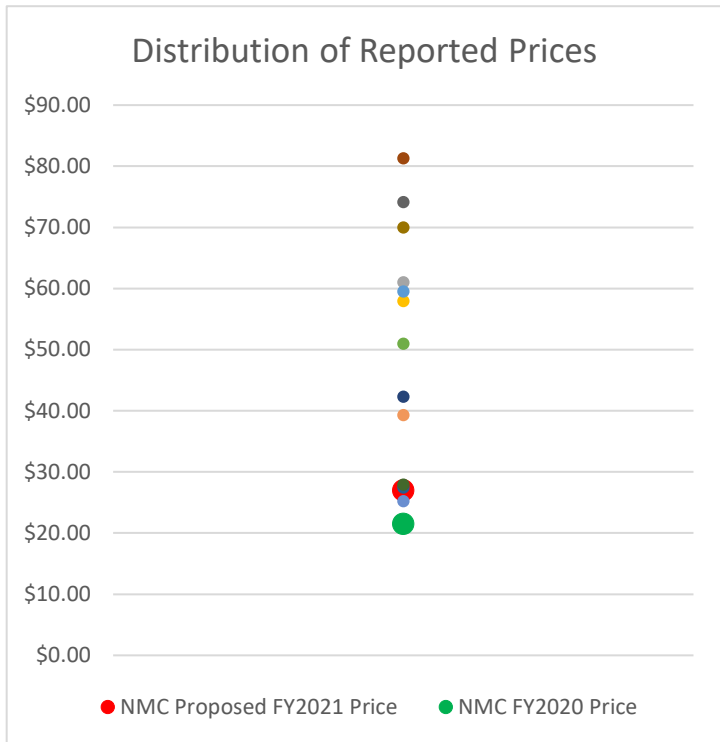
NMC Price: \$21.53
Highest Price: \$81.32
Average Price: \$49.13
Median Price: \$51.00
Lowest Price: \$21.53

NMC Rank (1 = Highest): 13 of 13

Rate Increase Needed for NMC to Reach

Median: 136.9%
Average: 128.2%
Highest: 277.7%

FY2019 Billed Units -
Total Gross Revenue \$ -
Gross Revenue at Average Price \$ -
Gross Revenue Variance from Average \$ -



CPT Code: 84703
Description: Gonadotropin (reproductive hormone)

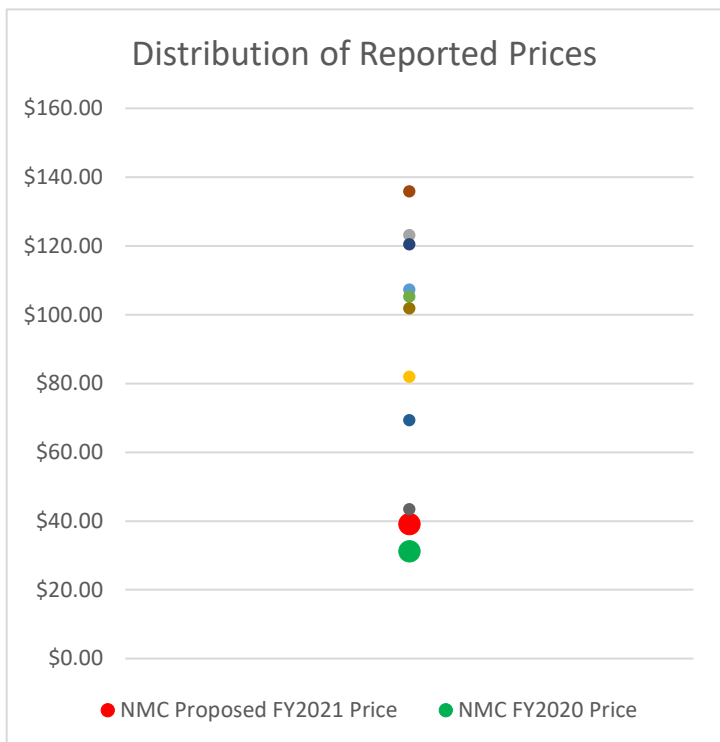
NMC Price: \$31.21
Highest Price: \$135.83
Average Price: \$91.99
Median Price: \$103.57
Lowest Price: \$31.21

NMC Rank (1 = Highest): 10 of 10

Rate Increase Needed for NMC to Reach

Median: 231.8%
Average: 194.7%
Highest: 335.2%

FY2019 Billed Units -
Total Gross Revenue \$ -
Gross Revenue at Average Price \$ -
Gross Revenue Variance from Average \$ -



APPENDIX VIII

CPT Code: 59400
Description: Vaginal delivery

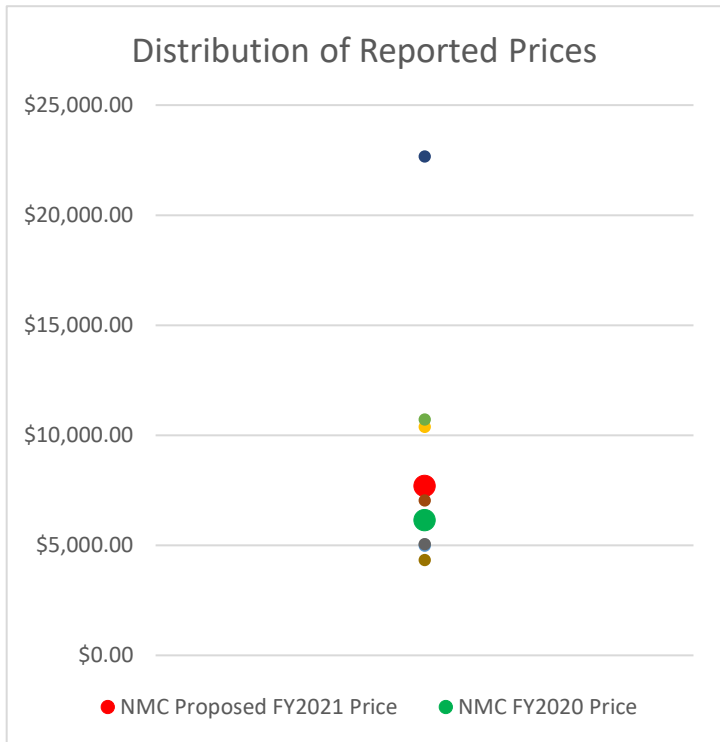
NMC Price: \$6,142.44
Highest Price: \$22,660.00
Average Price: \$8,480.27
Median Price: \$6,142.44
Lowest Price: \$4,328.37

NMC Rank (1 = Highest): 5 of 9

Rate Increase Needed for NMC to Reach

Median: 0.0%
Average: 38.1%
Highest: 268.9%

FY2019 Billed Units	-
Total Gross Revenue	\$ -
Gross Revenue at Average Price	\$ -
Gross Revenue Variance from Average	\$ -



CPT Code: 59510
Description: C-section (Cesarean delivery)

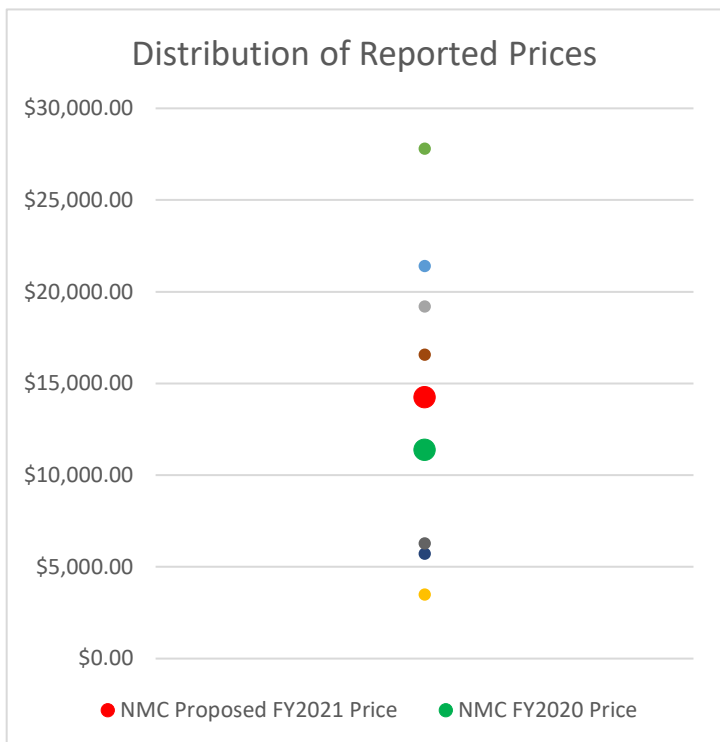
NMC Price: \$11,376.49
Highest Price: \$27,810.00
Average Price: \$13,980.23
Median Price: \$13,974.85
Lowest Price: \$3,481.89

NMC Rank (1 = Highest): 5 of 8

Rate Increase Needed for NMC to Reach

Median: 22.8%
Average: 22.9%
Highest: 144.5%

FY2019 Billed Units	-
Total Gross Revenue	\$ -
Gross Revenue at Average Price	\$ -
Gross Revenue Variance from Average	\$ -



APPENDIX VIII

CPT Code: 88142
Description: Pap test (with liquid base preparation)

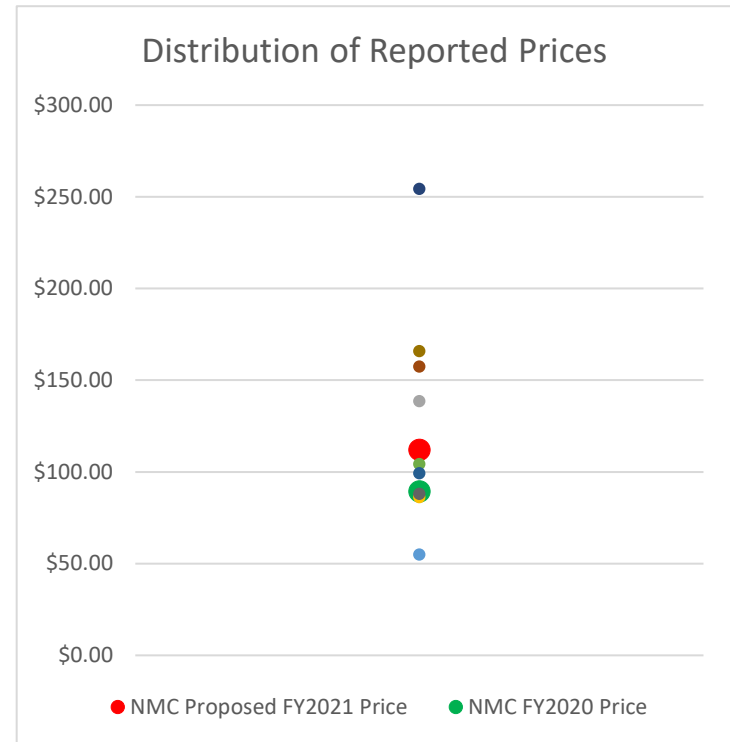
NMC Price: \$89.33
Highest Price: \$254.41
Average Price: \$123.85
Median Price: \$101.76
Lowest Price: \$55.00

NMC Rank (1 = Highest): 7 of 10

Rate Increase Needed for NMC to Reach

Median: 13.9%
Average: 38.6%
Highest: 184.8%

FY2019 Billed Units -
Total Gross Revenue \$ -
Gross Revenue at Average Price \$ -
Gross Revenue Variance from Average \$ -



CPT Code: 1700
Description: Remove skin growth (premalignant/preca ncerous)

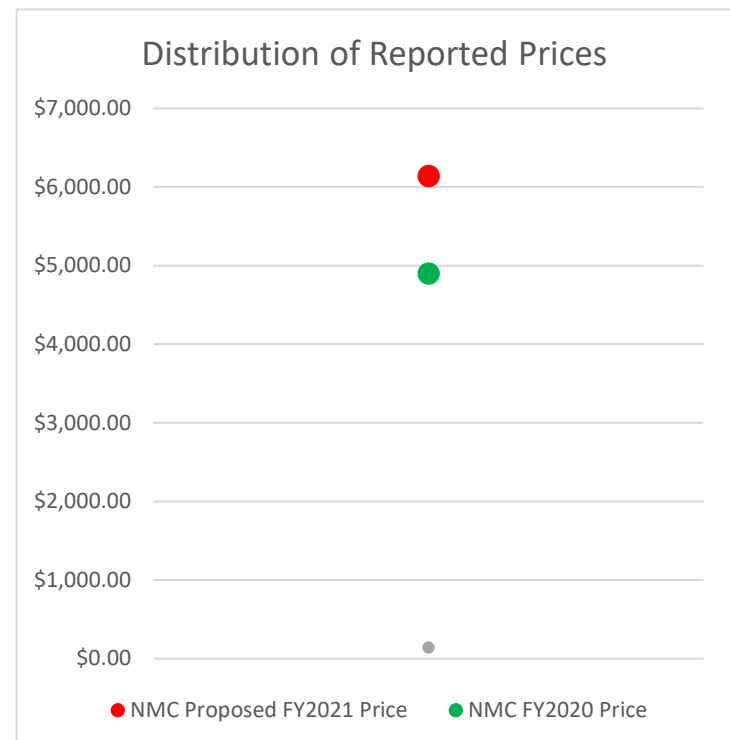
NMC Price: \$4,896.09
Highest Price: \$4,896.09
Average Price: \$2,517.33
Median Price: \$2,517.33
Lowest Price: \$138.58

NMC Rank (1 = Highest): 1 of 2

Rate Increase Needed for NMC to Reach

Median: -48.6%
Average: -48.6%
Highest: 0.0%

FY2019 Billed Units -
Total Gross Revenue \$ -
Gross Revenue at Average Price \$ -
Gross Revenue Variance from Average \$ -



APPENDIX VIII

CPT Code: 17110

Description: Remove up to 14 skin growths (benign/concacerous)

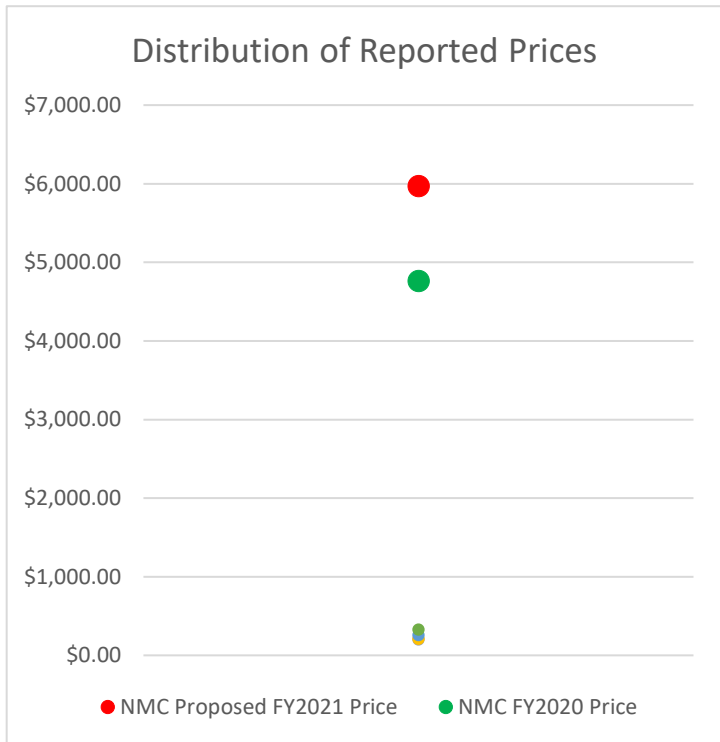
NMC Price: \$4,762.63
 Highest Price: \$4,762.63
 Average Price: \$1,152.62
 Median Price: \$256.00
 Lowest Price: \$203.90

NMC Rank (1 = Highest): 1 of 5

Rate Increase Needed for NMC to Reach

Median: -94.6%
 Average: -75.8%
 Highest: 0.0%

FY2019 Billed Units -
 Total Gross Revenue \$ -
 Gross Revenue at Average Price \$ -
 Gross Revenue Variance from Average \$ -



CPT Code: 27447

Description: Knee replacement

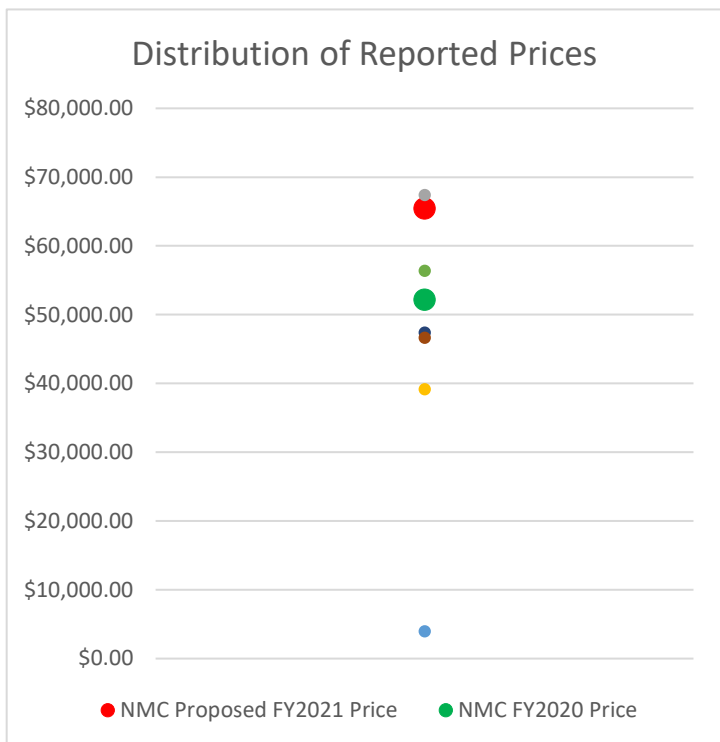
NMC Price: \$52,208.08
 Highest Price: \$67,374.00
 Average Price: \$44,722.41
 Median Price: \$47,380.00
 Lowest Price: \$3,944.84

NMC Rank (1 = Highest): 3 of 7

Rate Increase Needed for NMC to Reach

Median: -9.2%
 Average: -14.3%
 Highest: 29.0%

FY2019 Billed Units -
 Total Gross Revenue \$ -
 Gross Revenue at Average Price \$ -
 Gross Revenue Variance from Average \$ -



APPENDIX VIII

CPT Code: 29881
Description: Surgical arthroscopy of knee

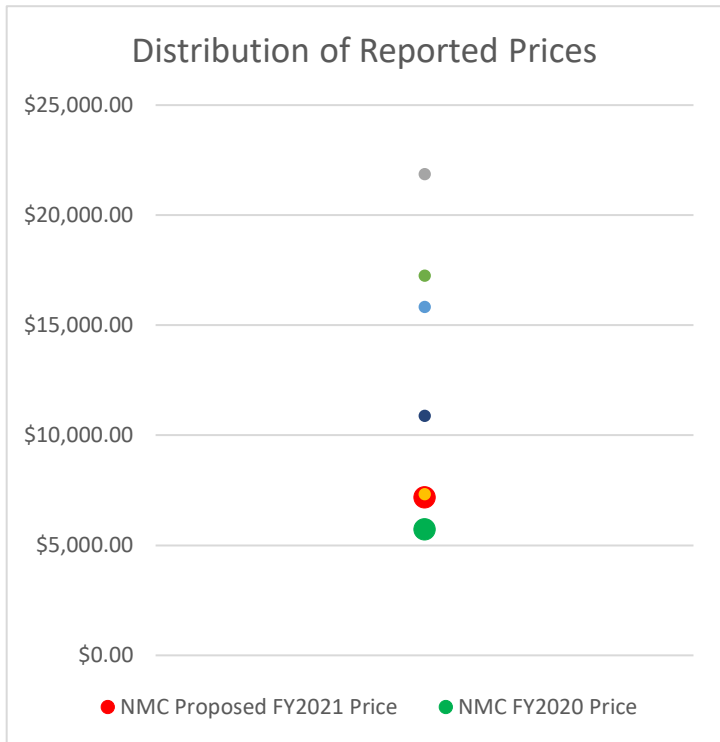
NMC Price: \$5,733.45
Highest Price: \$21,868.00
Average Price: \$13,148.88
Median Price: \$13,358.35
Lowest Price: \$5,733.45

NMC Rank (1 = Highest): 6 of 6

Rate Increase Needed for NMC to Reach

Median: 133.0%
Average: 129.3%
Highest: 281.4%

FY2019 Billed Units	-
Total Gross Revenue	\$ -
Gross Revenue at Average Price	\$ -
Gross Revenue Variance from Average	\$ -



CPT Code: 47562
Description: Gallbladder removal

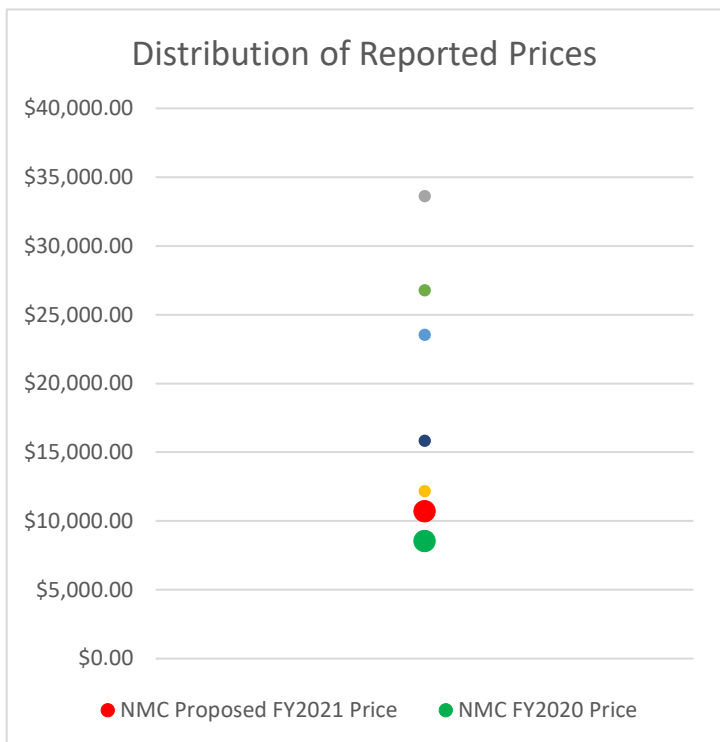
NMC Price: \$8,554.43
Highest Price: \$33,615.00
Average Price: \$20,084.33
Median Price: \$19,694.53
Lowest Price: \$8,554.43

NMC Rank (1 = Highest): 6 of 6

Rate Increase Needed for NMC to Reach

Median: 130.2%
Average: 134.8%
Highest: 293.0%

FY2019 Billed Units	-
Total Gross Revenue	\$ -
Gross Revenue at Average Price	\$ -
Gross Revenue Variance from Average	\$ -



APPENDIX VIII

CPT Code: 64721
Description: Carpal tunnel release surgery

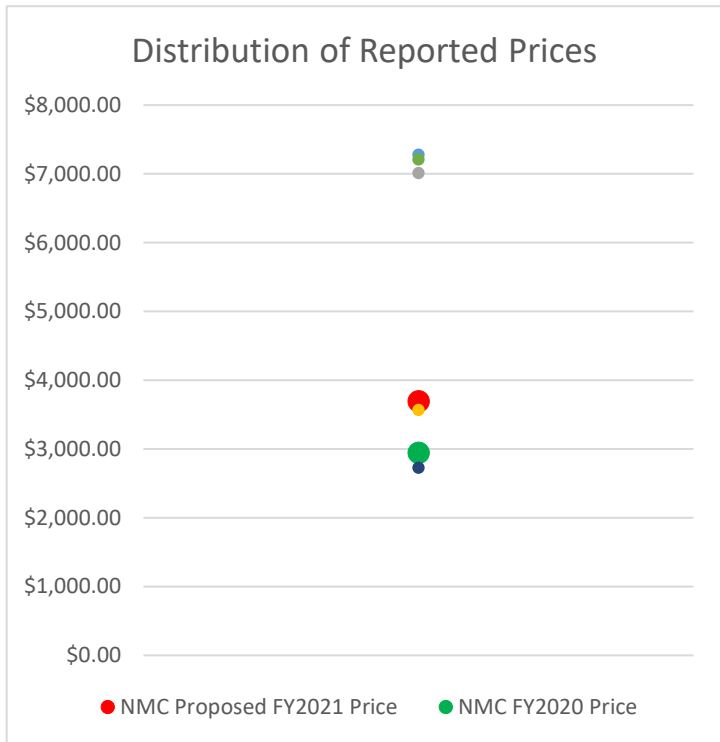
NMC Price: \$2,945.83
Highest Price: \$7,281.86
Average Price: \$5,124.80
Median Price: \$5,292.38
Lowest Price: \$2,726.33

NMC Rank (1 = Highest): 5 of 6

Rate Increase Needed for NMC to Reach

Median: 79.7%
Average: 74.0%
Highest: 147.2%

FY2019 Billed Units	-
Total Gross Revenue	\$ -
Gross Revenue at Average Price	\$ -
Gross Revenue Variance from Average	\$ -



CPT Code: G0101
Description: Cervical or vaginal cancer screening, pelvic and clinical breast examination

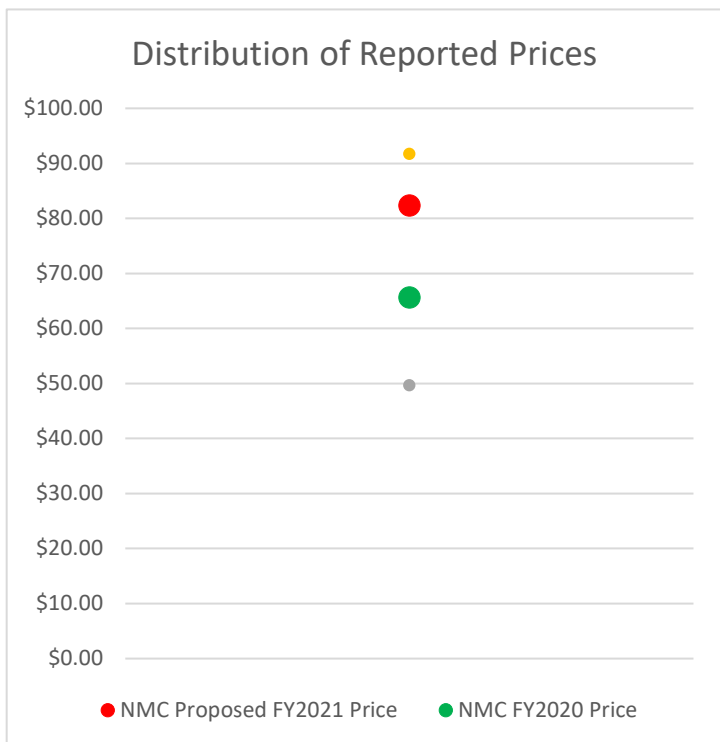
NMC Price: \$65.65
Highest Price: \$91.74
Average Price: \$69.02
Median Price: \$65.65
Lowest Price: \$49.68

NMC Rank (1 = Highest): 2 of 3

Rate Increase Needed for NMC to Reach

Median: 0.0%
Average: 5.1%
Highest: 39.7%

FY2019 Billed Units	-
Total Gross Revenue	\$ -
Gross Revenue at Average Price	\$ -
Gross Revenue Variance from Average	\$ -



APPENDIX VIII

CPT Code: G0105

Description: Colorectal cancer screening; colonoscopy on individual at high risk

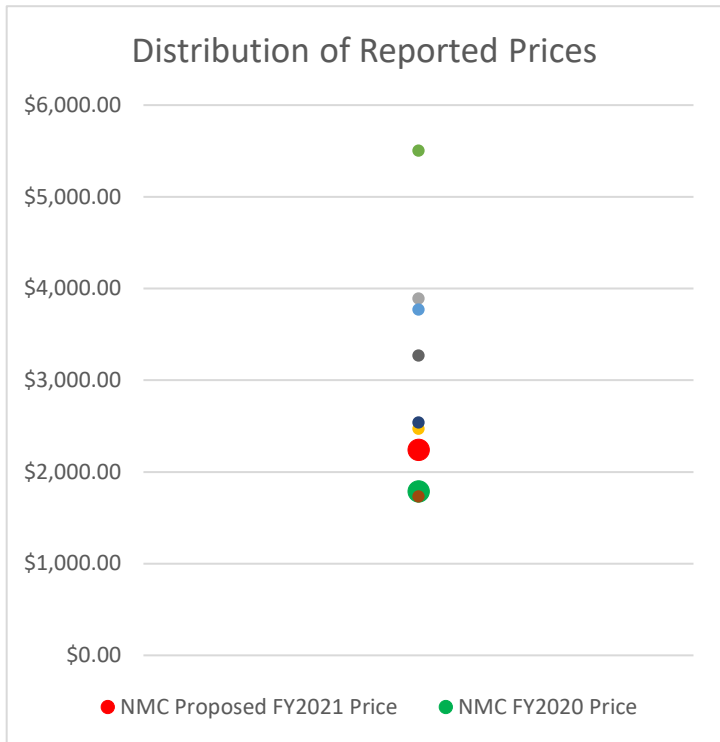
NMC Price: \$1,788.81
 Highest Price: \$5,505.44
 Average Price: \$3,121.50
 Median Price: \$2,906.12
 Lowest Price: \$1,732.64

NMC Rank (1 = Highest): 7 of 8

Rate Increase Needed for NMC to Reach

Median: 62.5%
 Average: 74.5%
 Highest: 207.8%

FY2019 Billed Units -
 Total Gross Revenue \$ -
 Gross Revenue at Average Price \$ -
 Gross Revenue Variance from Average \$ -



CPT Code: G0121

Description: Colorectal cancer screening; colonoscopy on individual not meeting criteria for high risk

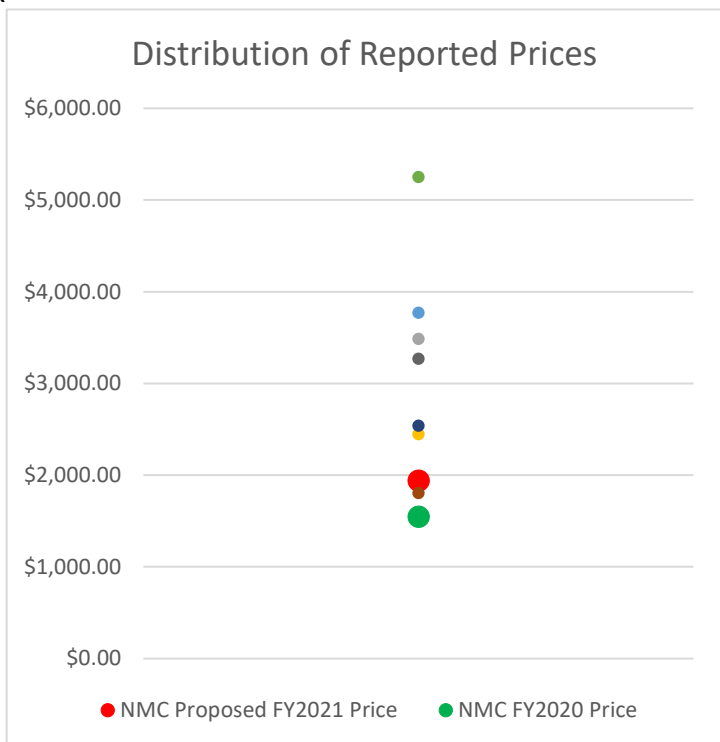
NMC Price: \$1,548.80
 Highest Price: \$5,250.03
 Average Price: \$3,014.78
 Median Price: \$2,906.12
 Lowest Price: \$1,548.80

NMC Rank (1 = Highest): 8 of 8

Rate Increase Needed for NMC to Reach

Median: 87.6%
 Average: 94.7%
 Highest: 239.0%

FY2019 Billed Units -
 Total Gross Revenue \$ -
 Gross Revenue at Average Price \$ -
 Gross Revenue Variance from Average \$ -



APPENDIX VIII

CPT Code: G1012
Description: Prostate cancer screening by digital rectal exam

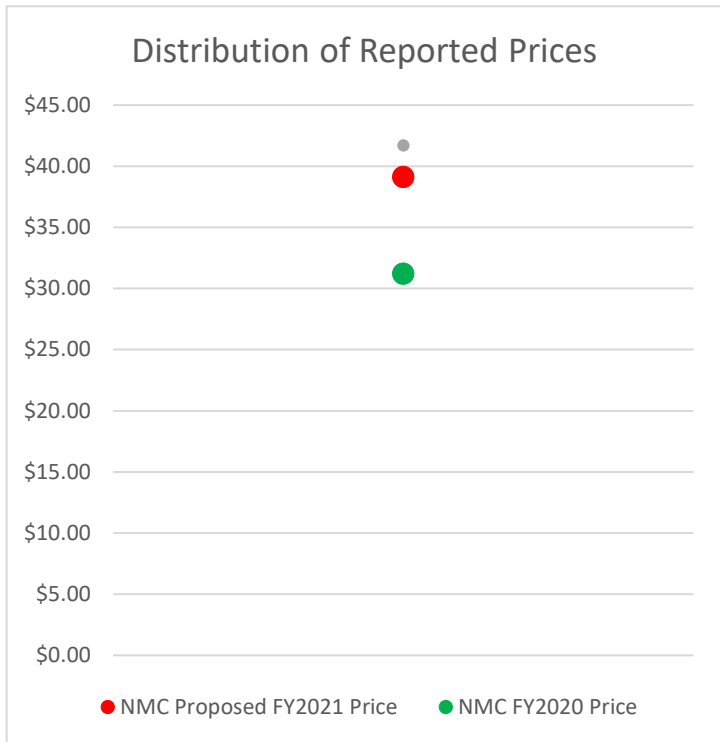
NMC Price: \$31.21
Highest Price: \$41.70
Average Price: \$36.46
Median Price: \$36.46
Lowest Price: \$31.21

NMC Rank (1 = Highest): 2 of 2

Rate Increase Needed for NMC to Reach

Median: 16.8%
Average: 16.8%
Highest: 33.6%

FY2019 Billed Units	-
Total Gross Revenue	\$ -
Gross Revenue at Average Price	\$ -
Gross Revenue Variance from Average	\$ -



CPT Code: 97010
Description: Application of hot or cold packs to 1 or more areas

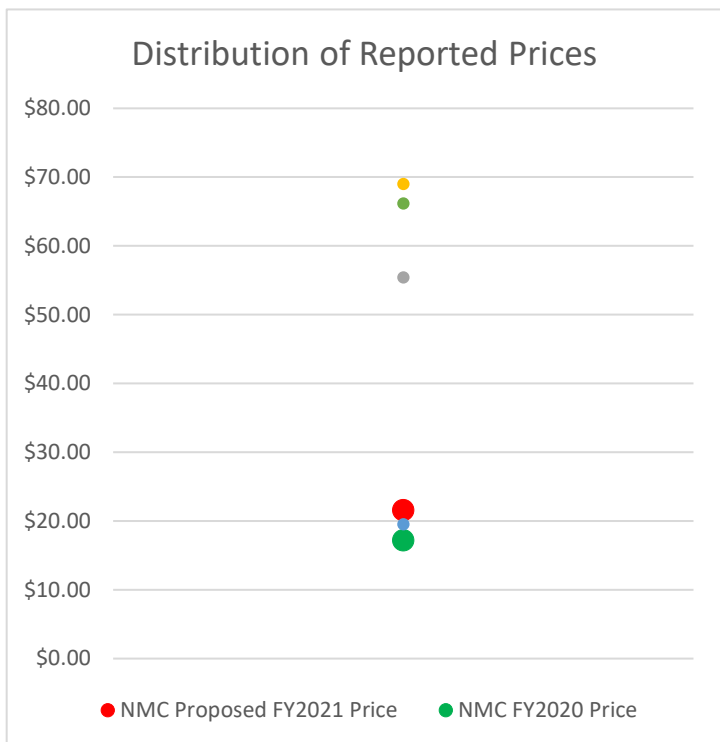
NMC Price: \$17.22
Highest Price: \$69.01
Average Price: \$45.47
Median Price: \$55.43
Lowest Price: \$17.22

NMC Rank (1 = Highest): 5 of 5

Rate Increase Needed for NMC to Reach

Median: 221.9%
Average: 164.1%
Highest: 300.8%

FY2019 Billed Units	-
Total Gross Revenue	\$ -
Gross Revenue at Average Price	\$ -
Gross Revenue Variance from Average	\$ -



APPENDIX VIII

CPT Code: 97018
Description: Application of hot wax bath to 1 or more areas

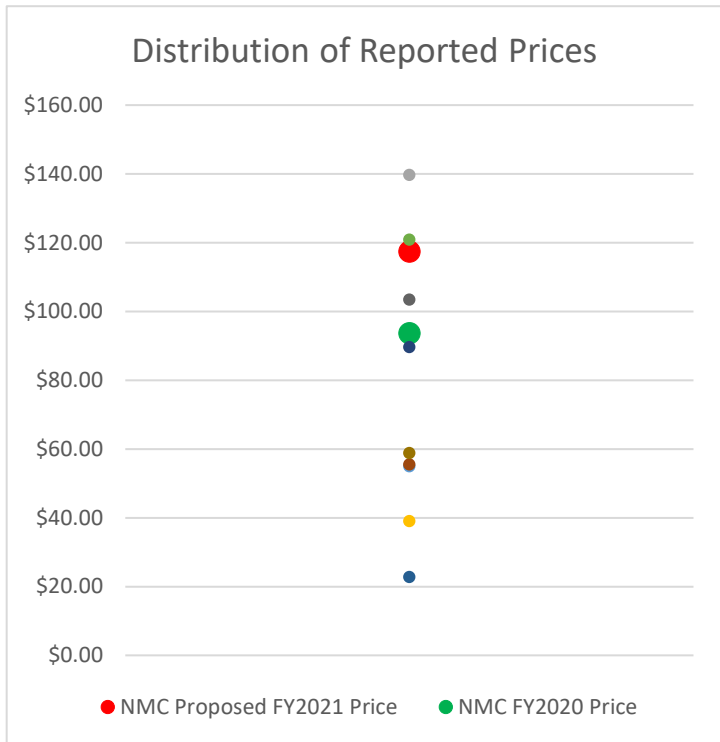
NMC Price: \$93.64
Highest Price: \$139.73
Average Price: \$77.85
Median Price: \$74.21
Lowest Price: \$22.75

NMC Rank (1 = Highest): 4 of 10

Rate Increase Needed for NMC to Reach

Median: -20.7%
Average: -16.9%
Highest: 49.2%

FY2019 Billed Units	-
Total Gross Revenue	\$ -
Gross Revenue at Average Price	\$ -
Gross Revenue Variance from Average	\$ -



CPT Code: 97150
Description: Therapeutic procedures in a group setting

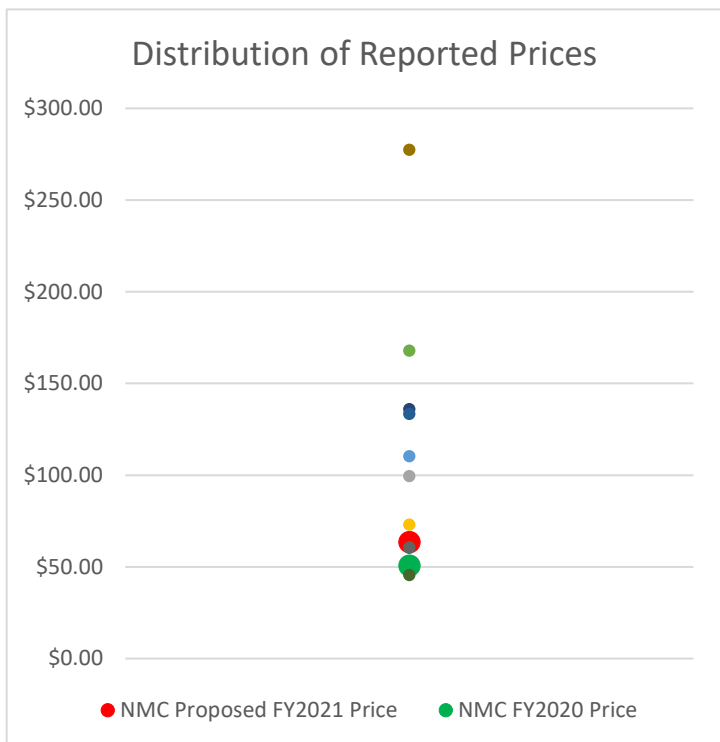
NMC Price: \$50.59
Highest Price: \$277.38
Average Price: \$110.43
Median Price: \$99.57
Lowest Price: \$45.50

NMC Rank (1 = Highest): 10 of 11

Rate Increase Needed for NMC to Reach

Median: 96.8%
Average: 118.3%
Highest: 448.3%

FY2019 Billed Units	-
Total Gross Revenue	\$ -
Gross Revenue at Average Price	\$ -
Gross Revenue Variance from Average	\$ -



APPENDIX VIII

CPT Code: 97605

Description: Negative or vacuum pressure wound therapy (total wound(s) surface area ≤ 50 sq. cm)

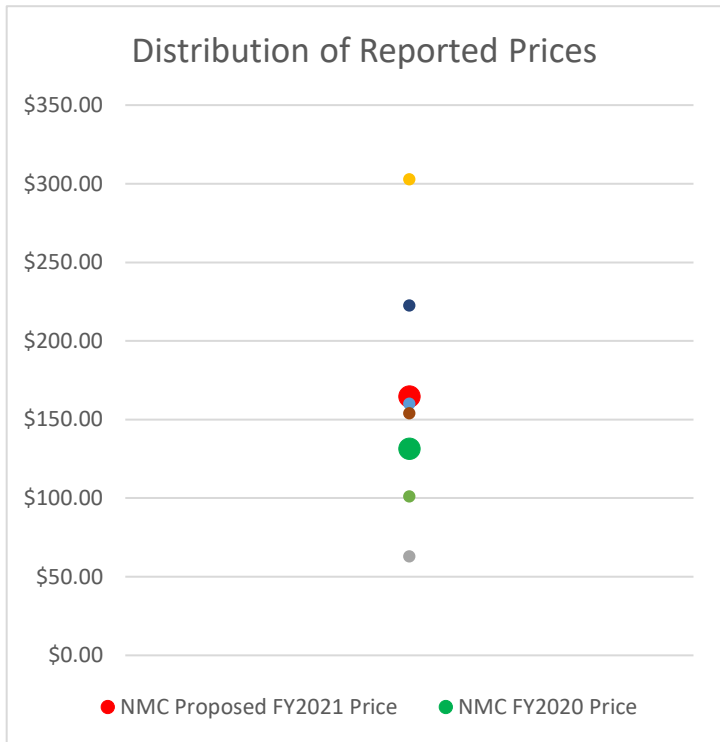
NMC Price: \$131.31
 Highest Price: \$302.82
 Average Price: \$162.10
 Median Price: \$154.07
 Lowest Price: \$63.00

NMC Rank (1 = Highest): 5 of 7

Rate Increase Needed for NMC to Reach

Median: 17.3%
 Average: 23.4%
 Highest: 130.6%

FY2019 Billed Units -
 Total Gross Revenue \$ -
 Gross Revenue at Average Price \$ -
 Gross Revenue Variance from Average \$ -



CPT Code: 97606

Description: Negative or vacuum pressure wound therapy (total wound(s) surface area > 50 sq. cm)

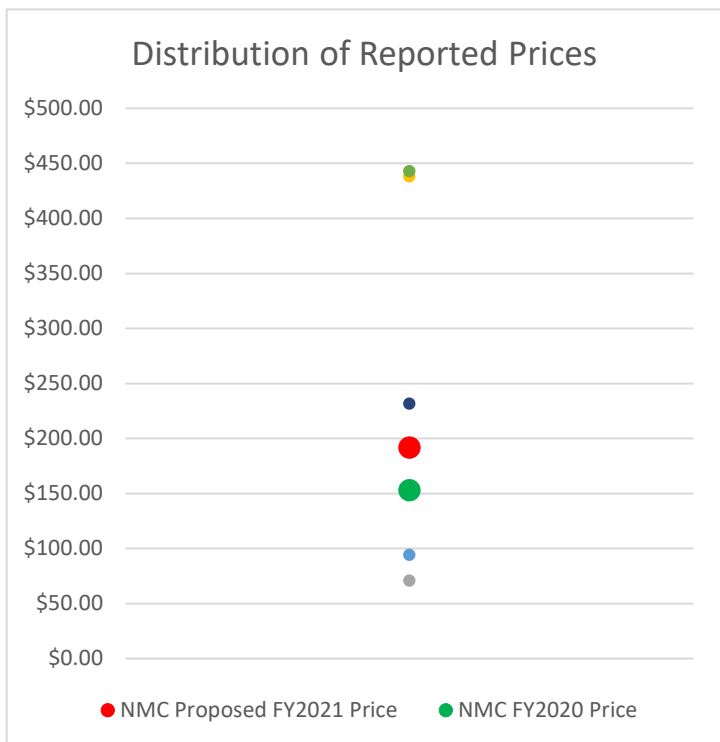
NMC Price: \$152.83
 Highest Price: \$442.98
 Average Price: \$238.53
 Median Price: \$192.23
 Lowest Price: \$71.00

NMC Rank (1 = Highest): 4 of 6

Rate Increase Needed for NMC to Reach

Median: 25.8%
 Average: 56.1%
 Highest: 189.9%

FY2019 Billed Units -
 Total Gross Revenue \$ -
 Gross Revenue at Average Price \$ -
 Gross Revenue Variance from Average \$ -



APPENDIX VIII

CPT Code: 90791
Description: Psychiatric diagnostic evaluation

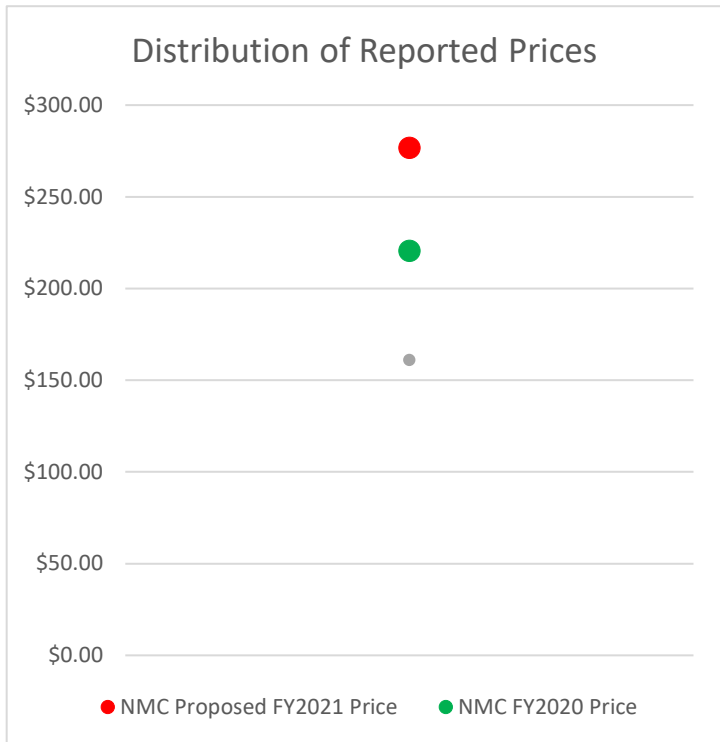
NMC Price: \$220.64
Highest Price: \$220.64
Average Price: \$190.90
Median Price: \$190.90
Lowest Price: \$161.16

NMC Rank (1 = Highest): 1 of 2

Rate Increase Needed for NMC to Reach

Median: -13.5%
Average: -13.5%
Highest: 0.0%

FY2019 Billed Units	-
Total Gross Revenue	\$ -
Gross Revenue at Average Price	\$ -
Gross Revenue Variance from Average	\$ -



CPT Code: 90792
Description: Psychiatric diagnostic evaluation with medical services

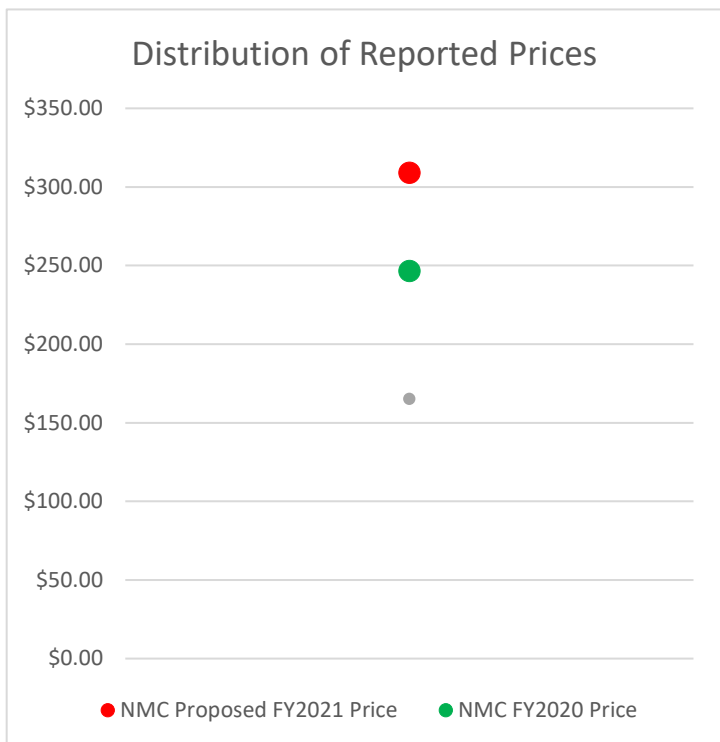
NMC Price: \$246.47
Highest Price: \$246.47
Average Price: \$205.87
Median Price: \$205.87
Lowest Price: \$165.27

NMC Rank (1 = Highest): 1 of 2

Rate Increase Needed for NMC to Reach

Median: -16.5%
Average: -16.5%
Highest: 0.0%

FY2019 Billed Units	-
Total Gross Revenue	\$ -
Gross Revenue at Average Price	\$ -
Gross Revenue Variance from Average	\$ -



APPENDIX VIII

CPT Code: 90853
Description: Group psychotherapy (other than of a multi-family group)

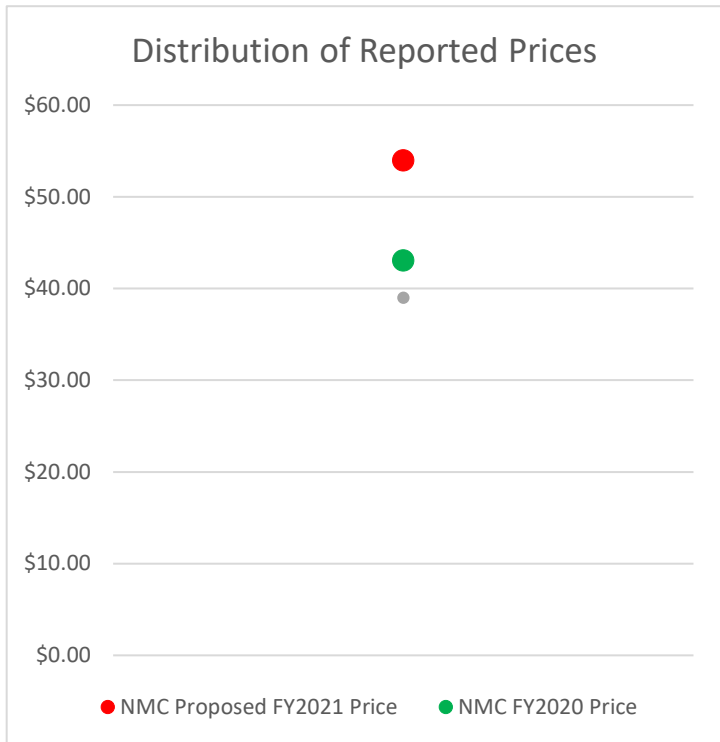
NMC Price: \$43.05
Highest Price: \$43.05
Average Price: \$41.03
Median Price: \$41.03
Lowest Price: \$39.01

NMC Rank (1 = Highest): 1 of 2

Rate Increase Needed for NMC to Reach

Median: -4.7%
Average: -4.7%
Highest: 0.0%

FY2019 Billed Units	-
Total Gross Revenue	\$ -
Gross Revenue at Average Price	\$ -
Gross Revenue Variance from Average	\$ -



CPT Code: 72126
Description: CT scan of cervical spine with contrast

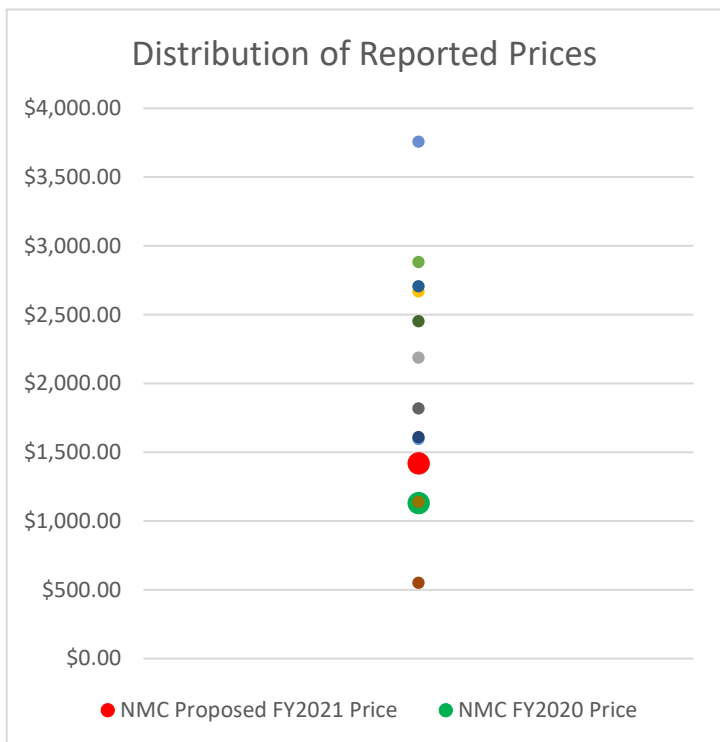
NMC Price: \$1,131.19
Highest Price: \$3,756.52
Average Price: \$2,041.74
Median Price: \$2,003.63
Lowest Price: \$550.02

NMC Rank (1 = Highest): 11 of 12

Rate Increase Needed for NMC to Reach

Median: 77.1%
Average: 80.5%
Highest: 232.1%

FY2019 Billed Units	-
Total Gross Revenue	\$ -
Gross Revenue at Average Price	\$ -
Gross Revenue Variance from Average	\$ -



APPENDIX VIII

CPT Code: 70542
Description: MRI scan of face & neck with contrast

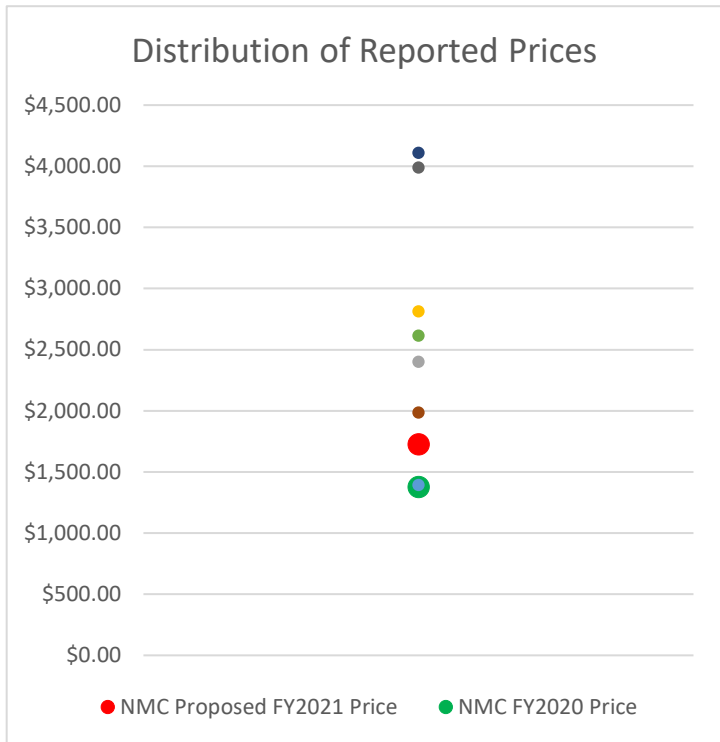
NMC Price: \$1,375.51
Highest Price: \$4,110.73
Average Price: \$2,585.50
Median Price: \$2,507.38
Lowest Price: \$1,375.51

NMC Rank (1 = Highest): 8 of 8

Rate Increase Needed for NMC to Reach

Median: 82.3%
Average: 88.0%
Highest: 198.9%

FY2019 Billed Units	-
Total Gross Revenue	\$ -
Gross Revenue at Average Price	\$ -
Gross Revenue Variance from Average	\$ -



CPT Code: 70545
Description: MRI scan of head with contrast

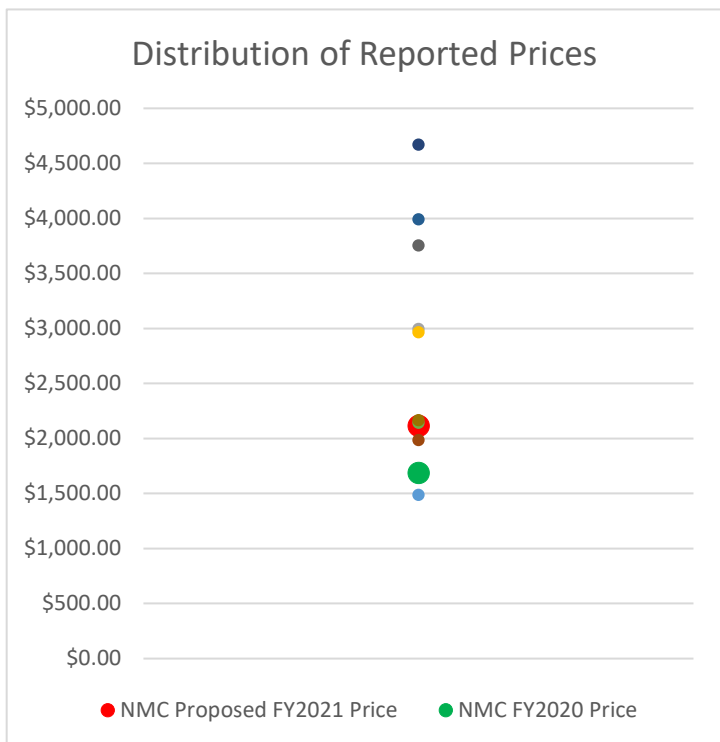
NMC Price: \$1,685.49
Highest Price: \$4,668.99
Average Price: \$2,784.32
Median Price: \$2,566.89
Lowest Price: \$1,489.00

NMC Rank (1 = Highest): 9 of 10

Rate Increase Needed for NMC to Reach

Median: 52.3%
Average: 65.2%
Highest: 177.0%

FY2019 Billed Units	-
Total Gross Revenue	\$ -
Gross Revenue at Average Price	\$ -
Gross Revenue Variance from Average	\$ -



APPENDIX VIII

CPT Code: 70552
Description: MRI scan of brain with contrast

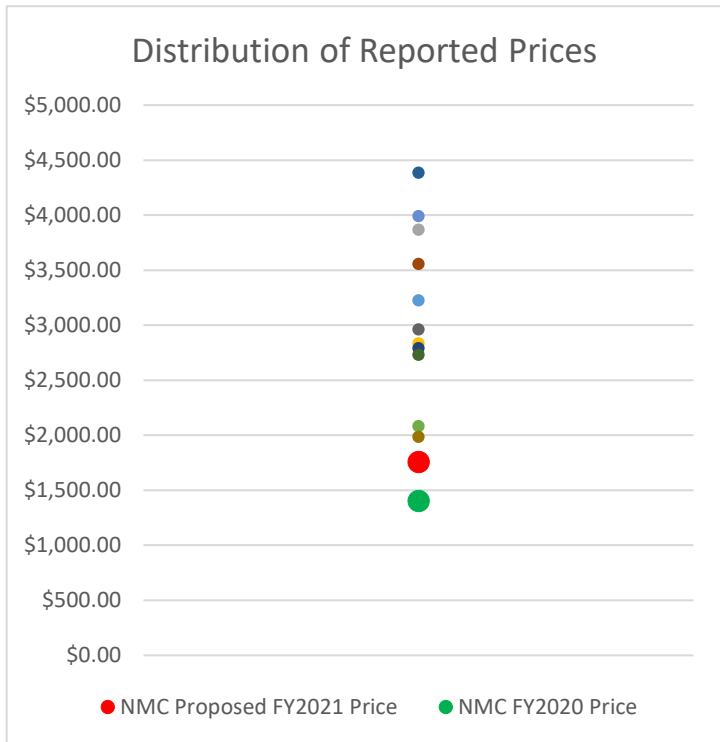
NMC Price: \$1,401.34
Highest Price: \$4,387.37
Average Price: \$2,984.85
Median Price: \$2,899.20
Lowest Price: \$1,401.34

NMC Rank (1 = Highest): 12 of 12

Rate Increase Needed for NMC to Reach

Median: 106.9%
Average: 113.0%
Highest: 213.1%

FY2019 Billed Units	-
Total Gross Revenue	\$ -
Gross Revenue at Average Price	\$ -
Gross Revenue Variance from Average	\$ -



CPT Code: 72149
Description: MRI scan of lumbar spine with contrast

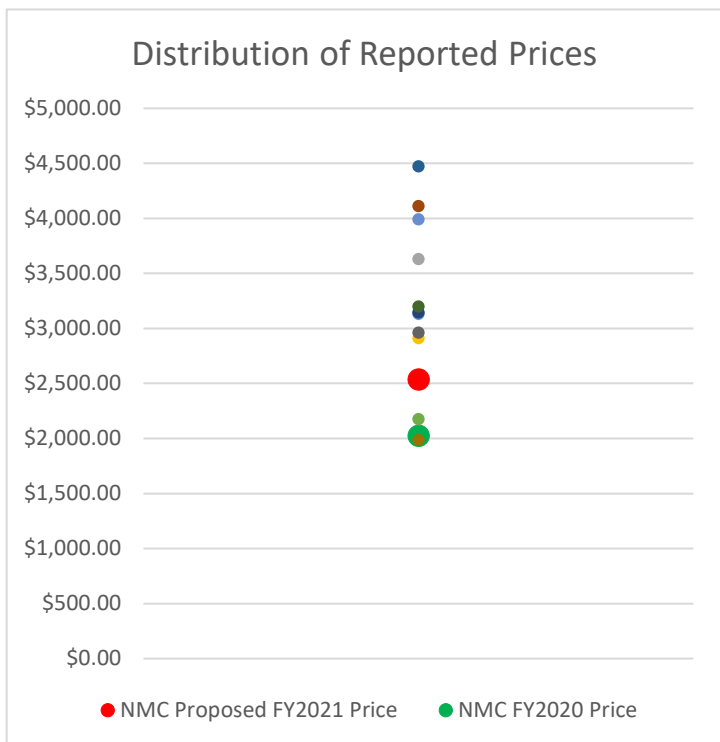
NMC Price: \$2,023.44
Highest Price: \$4,472.24
Average Price: \$3,145.36
Median Price: \$3,139.56
Lowest Price: \$1,985.18

NMC Rank (1 = Highest): 11 of 12

Rate Increase Needed for NMC to Reach

Median: 55.2%
Average: 55.4%
Highest: 121.0%

FY2019 Billed Units	-
Total Gross Revenue	\$ -
Gross Revenue at Average Price	\$ -
Gross Revenue Variance from Average	\$ -



APPENDIX VIII

CPT Code:72082

Description:X-ray of entire spine, 2 or 3 views

NMC Price:\$285.22

Highest Price:\$1,861.00

Average Price:\$725.68

Median Price:\$580.36

Lowest Price:\$285.22

NMC Rank (1 = Highest):11 of 11

Rate Increase Needed for NMC to Reach

Median:103.5%

Average:154.4%

Highest:552.5%

FY2019 Billed Units-

Total Gross Revenue\$-

Gross Revenue at Average Price\$-

Gross Revenue Variance from Average\$-

