VERMONT

Green Mountain Care Board
144 State Street
Montpelier, VT 05602

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DELIVERED ELECTRONICALLY

September 26, 2019

Mr. Jonathan Billings
Northwestern Medical Center
133 Fairfield St.
St. Albans, VT 05478

RE: Docket No. GMCB-003-19con, Renovation/Construction of Emergency Department, Project Cost: $7,616,215

Dear Jonathan:

Thank you for your responses to the last set of questions for the above-referenced project. Please provide the following information:

1. Table 7, *Utilization Projections*, and the table on page 5 of the application do not show the same annual patient volumes or visits per bed (1,190) noted in NMC's response to questions, August 22, 2019*)*. Explain in more detail why NMC expects the utilization reflected on Table 7 to remain flat at 24,000 for 2020, 2021 and 2022, or alternatively, either revise and resubmit Table 7 and all other financial tables affected by such a change, or revise the "NMC planned" column in the table on page 5 reflecting patient volume and annual visits per bed.

2. Did you review benchmark sources other than the 2014 Strauss and Mayer's "Emergency Department Management" publication for benchmarks for annual visits per bed? If so, please describe (source, date, and benchmark).

3. Specify the assumptions and calculations NMC used to support the 20 planned beds as being "right sized" given the projected patient volume and number of visits per bed in 2020, 2021 and 2022 for:
    - 1 trauma room bed
    - 1 cardiac room bed
    - 12 traditional treatment beds
    - 2 airborne infectious isolation room beds
    - 2 dedicated safe holding rooms (mental health)
    - 2 convertible safe holding rooms

In responding, restate the question in bold font and respond in unmolded font. Send an electronic copy to me at donna.jerry@vermont.gov and one hard copy (three-hole punched) with a Verification Under Oath to my attention at the Green Mountain Care Board, 144 State Street, Montpelier, Vermont 05602.

If you have any questions, please do not hesitate to contact me at 802-828-2918.

Sincerely,

s/ Donna Jerry
Donna Jerry
Senior Health Policy Analyst

cc. Michael Barber, General Counsel
Green Mountain Care Board