

**Green Mountain Care Board**  
144 State Street  
Montpelier, VT 05602

802-828-2177  
www.gmcbboard.vermont.gov

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**SENT ELECTRONICALLY**

December 4, 2019

Dr. James Stone, MD  
73 Main St.  
Box 39  
Montpelier, VT 05602

**RE: Docket No. GMCB-018-19con, Northern Lights Recovery Center, Inc., Development of a Substance Use Disorder Treatment Facility in Marshfield.**

Dear Dr. Stone:

Thank you for your letter of intent dated November 18, 2019 regarding the above-referenced project. The project as described is subject to Certificate of Need (CON) review under 18 V.S.A. § 9434(a)(5).

The application must include a detailed description of the proposed project and the need for the proposed project; an explanation of how the proposed project meets the applicable statutory criteria in 18 V.S.A. § 9437; a description of all programs, services, and staffing; a description of any renovation/construction/fit-up components; the cost of the individual project components and the total project cost; information on the ownership of operations and real estate and how the project is financed; a description of any health information technology components of the project; and a project timeline.

Note that the Board is currently working to update the Health Resource Allocation Plan (HRAP), which is referenced in one of the criteria, 18 V.S.A. § 9437(1)(C). Because the update is not yet completed, however, the application should address the following applicable HRAP standards from the current HRAP: 1.2, 1.3, 1.4, 1.6, 1.7, (1.9, 1.10, 1.11, 1.12 if applicable), 4.4, 4.5, 4.6. Additionally, the statutory criteria set forth in 18 V.S.A. § 9437(1)-(5) and (7-9) apply to your application.

Projects with construction/renovation/fit-up components must comply with the Facility Guidelines Institute's (FGI) most recent guidelines for hospitals and health care facilities.

At this time, the FGI's most recent guidelines (the 2018 Edition of the Guidelines) consist of three documents: *Guidelines for Design and Construction of Hospitals*; *Guidelines for Design and Construction of Outpatient Facilities* and *Guidelines for Design and Construction of Residential Health, Care and Support Facilities*. Applicants should contact the Board to confirm which of these three guidelines apply to the proposed project prior to submitting their applications to the Board.



The application must also address the Institute for Healthcare Improvement's Triple Aims: 1) improving the individual experience of care, 2) improving the health of populations, and 3) reducing the per capita costs of care for populations.

The Board also requires submission of sufficient financial information to evaluate the project. For each of the financial documents noted below, specify the 12-month period for projected Years 1, 2, and 3 and provide a summary of all financial assumptions that underlie the projections for each of the following:

- Profit and Loss Statements
- Revenue Projections
- Balance Sheets
- Cash Flows
- Operating Costs

In addition, provide:

- Financial Table 1, Project Costs
- Financial Table 2, Financing Arrangement
- Financial Table 6A, 6B, and 6C, Revenue Source Projections
- Financial Table 7A, 7B, and 7C, Utilization Projections
- Financial Table 9A, 9B, and 9C, Staffing Projections

Once complete, please send your application to me electronically at [donna.jerry@vermont.gov](mailto:donna.jerry@vermont.gov), and provide a three-hole punched hard copy with a Verification Under Oath to the Green Mountain Care Board, 144 State Street, Montpelier, Vermont 05602, Attention: Donna Jerry.

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

Sincerely,

*s/ Donna Jerry*

Donna Jerry, Senior Health Policy Analyst  
Green Mountain Care Board

cc: Michael Barber, GMCB General Counsel

