



By Courier & Email

April 12, 2021

Donna Jerry
Senior Health Policy Analyst Green Mountain Care Board
144 State Street
Montpelier, VT 05620

RE: Docket No. GMCB-011-20con, Visiting Nurse and Hospice for Vermont and New Hampshire. Replace Current Electronic Health Record and Related Information Technology Systems. Project Cost: \$5,869,024.

Dear Donna,

On behalf of Visiting Nurse and Hospice for Vermont and New Hampshire, a member of the Dartmouth-Hitchcock Health system, I am pleased to submit the enclosed response to the request for additional information received on March 31, 2021.

Accordingly, we have enclosed the following documents for the Project:

1. Verification under Oath, signed by Johanna Beliveau, RN;
2. Additional information request, including:
 - a. A detailed response to each identified question; and
 - b. Updated financial tables.

Thank you.


Johanna L. Beliveau, DNP, MBA, RN
President and CEO

cc: John Kacavas, Office of General Counsel, Dartmouth-Hitchcock Health (by email only)

Enclosures

Financial

- 1) **Explain how you arrived at the 10% project contingency and explain your contingency plan if the 10% is exceeded. If implementation is not successful or exceeds the projected total project cost, address whether any borrowing or rate increases will be required.**

VNH collaborated with D-HH to determine the contingency allowance. In D-HH's experience implementing this suite of information technology platforms in 4 system members, a 10% contingency is sufficient for the scope of VNH's project. If the project exceeds the 10% contingency, VNH will cover additional cost with available cash; this will not require borrowing or rate increases to off-set additional expense.

- 2) **The Financial Tables do not tie out to the Berry Dunn Audited Financial Statements for FY2020.**

- a. **When comparing the audited financial statements to the Income Statement and Balance Sheet (Tables 3 A-C and 4 A-C) for 2020, explanations are needed as to the variances in the accounts. Also specify which subsidiaries are included or excluded in the application and in the financial tables submitted with the application.**

The audited financials contain three entities consolidated into one presentation – Visiting Nurse and Hospice of VT & NH (Home Health and Hospice Provider), Help at Home (Private Duty Provider), and 88 Prospect Street Unit Owners Association. Tables 3, 4 and 5 have been updated to reflect all three companies consolidated with eliminations. The trial balance for the audited financials is identical to the VNH internal trail balance used to compile financial tables, but some account groupings on the audited financials are different from the account groupings VNH used to compile the financial tables. The audited financial statements also disclose minority equity from the other member of the Unit Owners Association where our internal presentation does not. The variance in presentation is due to a \$460,000 intercompany transaction between VNH and the Unit Owners Association.

- b. **VNH received a net asset transfer from D-HH in the amount of \$750,000. Explain if these transfers will continue and what the total dollar amounts will be over the period of the project. Explain whether these transfers will be net asset transfers or cash and investments.**

As a result of the COVID-19 CARES Act Provider Relief Fund, VNH received direct funding for Phase 1 and Phase 3. VNH did not qualify for direct funds as part of Phase 2 but each D-HH hospital member did. D-HH allocated \$750,000 of these funds through a one-time net asset transfer to VNH.

- 3) **There is no mention of a loan with D-HH or any subscription fees that might be assessed to VNH that would be associated with D-HH's contribution of 75% of the capital expenditures associated with the project. Please explain.**

Financing will be covered by existing cash, the net asset transfer described in question 2, and the expected \$4.3 million net asset transfer planned in FY22. Subscription fees associated with the new systems are incorporated into the D-HH cost allocation methodology in the

FY22 and FY23 income statements in Tables 3A, 3C (line 36 – Other operating expenses).

- 4) Please explain where the Net Asset Transfer (\$4.3 million) is reported on the financial tables from D-HH to VNH. Explain whether there is a cash transaction.**

The \$4.3 Million Net Asset Transfer is contained in Table 4B on the Fund Balance line (line 68). It is spread over the course of the current fiscal year, and the next two projected fiscal years, in accordance to the anticipated expenses for those years, and the portion D-HH is expected to cover. It is expected that cash will be transferred into the VNH, which offsets the amount of cash needed for the project. The cash and investment line (line 11) on table 4B contains the net effect of the cash expected from D-HH, and the cash requirements from VNH needed to pay the full cost of the project.

- 5) Tables 3A and 4A (without project) shows large balances in 2021 as Non-Operating Revenue on the Income Statement and Other Long-Term Assets and Fund Balance on the Balance Sheet, then in financial tables 3B,C and 4B,C (project only and with the project) for 2022 the Construction in Progress is reported to be \$4,713,893, and Cash and Investments is decreased by the VNH contribution of the project, but Other Long-Term Assets are not decreased by the amount of the asset and the Fund Balance seems to be overstated. Table 4B does not tie Total Assets and Total Liabilities and Fund Balance. Also, Table 4C does not tie out. The Depreciation costs are not accounted for in tables 3B & C as the asset should already be in use. Please explain, revise, and resubmit Tables 3A- C, 4A-C.**

Large balances reflected in non-operating revenue on the Income Statement and other long-term assets and fund balance on the Balance Sheet are due to strong performance of VNH's investment portfolio.

VNH is not funding project costs with the use of investments but is able to fully fund our allocation through available cash. The VNH investment asset is reported on line 41 (table 4A) – Other long term assets, and associated income is reported on line 42 (table 3A).

Tables 3B, 3C were restated to include estimated depreciation (10-year life Half year convention). VNH expects to place the assets into service in FY22, with additional costs added in during early FY23. The Construction in Progress asset is converted into a Placed into Service Asset on line 28 (table 4B). The FY21 Construction in Progress balance was added to FY22 and FY23 Fixed Equipment balance on line 28 (Table 4B), and the corresponding additions to the Fund Balance were made on line 68 so the tables will tie out. Tables were also restated to include the expected net loss from tables 3A, B. Net assets now agrees to total Liabilities and Fund Balance.

- 6) The associated net annual operating expense identified in the project's two-year projections is \$348,000. (p. 5, 12) Explain whether such costs are already included in all applicable tables. (See p.6 of application.) Specify the anticipated annual operating expenses related to Epic for 2024 and 2025.**

The net annual operating expense is restated from \$348,000 to \$399,000 which ties to lines 30, 31 and 36 on Table 3B to include VNH's overtime expense. Per D-HH member cost allocation methodology, VNH does not anticipate the expense for Epic and related systems to

exceed expense allocated for our current vendor (Netsmart) in FY24 and FY25.

- 7) Tables 3B-C (project only and with the project) and Tables 6B-C (project only and with the project) report decreases in gross revenue for FY2022 and FY2023 but Tables 7B- C (Utilization Projections), reflect no change in utilization with or without the project. Please explain the reasons for the projected decrease in gross revenues.**

A reduction in patient services revenue is expected due to the learning curve for VNH staff to use the new systems. Visit frequency (total visits) is not expected to change as a result of the learning curve, but we do expect data entry accuracy to decrease for a period of time which will lead to a corresponding drop in revenue. VNH's major programs (Homecare and Hospice) are not reimbursed on a per visit basis, so drop in visits might not lead directly to a decrease in Revenue.

- 8) Tables 5A-C (Cash Flow) are showing an error edit at the bottom of each table, these edits should be zero. (pp. 30-32) Please explain, revise, and resubmit if corrections are needed.**

Revisions were made to Cash flow and stated without exceptions.

- 9) Revenue by source on Tables 6 A and C are not tying to the Income Statement Tables 3A and C for FY2021. Please revise and resubmit.**

Statements were corrected and restated.

- 10) Table 9, Staffing Projections, does not comport with the number of staff shown on page 7 of the application. Specify the number of staff currently dedicated to health information technology system, minus the 8-10 positions to be centralized to the D-HH system and the projected 25 positions to be dedicated to implement the project. Also, the staffing for the project years does not comport with the Table 3B-C salaries and fringe benefits for FY2021-2023. Please explain, revise, and resubmit Tables 9 A-C, and 3 B- C and/or page 7 of the application.**

The 199 staff identified on page 7 of the application represents the consolidated entities of VNH and Help at Home; the Unit Owners Association has no staff allocated. The number of FTE's for VNH (at the time of the application) was 177.9 as represented in Table 9, section A. VNH currently employs 2 Information Technology technicians that support the IT infrastructure and needs for VNH and are included Table 9, line 16 – Total other services. Network administration is a purchased service from D-HH and included in VNH operating expenses.

Table 9, Section B represents the number of D-HH staff allocated to support implementation of the project Year 1, 2 and 3. The 2.5 FTEs in Year 1 represent the number of hours expected for D-HH project management and staff assigned to conduct the fit-gap analysis slated in the last quarter of the fiscal year. The 25 FTEs in Year 2 represent the number of hours for D-HH staff who will be assigned to the project, including project management, IS staff, trainers, and other subject matter experts to build, test, and implement the new systems. The 2.5 FTEs in

Year 3 represent the number of hours expected for post go-live support and optimization of the system. VNH does not plan to add FTE to VNH as part of the project.

There is an *assumption* that approximately 8-10 VNH staff will become part of shared services and employed by D-HH at the end of the project. This includes 2 IT technicians, 2 billers, 2 insurance specialists, 1 accounts payable specialist, 1 payroll specialist and potentially 2 documentation specialists. These FTEs are not removed from Year 3 in Table 9 as FTE transitions will be finalized as part of the project. Expense associated with VNH FTE that are transitioned to D-HH as a result of the project will be included in the D-HH member cost allocation and budget neutral to VNH.

- 11) Explain how the approximate three-month training period was determined and is adequate to train all staff working with the new system. Confirm that all training costs are included in the financial tables submitted. Also explain whether additional costs (and specify the dollars associated) are included in the total project cost for additional temporary staff to be on board while permanent staff are in training. If no additional temporary staff will be hired, please explain. Also, explain your contingency plan if additional staff does need to be hired when other dedicated HIT staff are in training.**

The three-month training period to address staffs' learning curve is based on D-HH system experience with prior implementations and in accordance with the scope of VNH's project. Training costs associated with the D-HH team for training VNH staff are included in labor expenses on (Table 3B) and capitalized expenses on (Table 4B). Based on this prior experience and current assumptions, additional costs for temporary staff at VNH during training are not included. If VNH determines there is a need to hire temporary staff, available cash resources would be utilized.

Other

- 12) Provide a response to Statutory Criteria 9 regarding how the new system will facilitate this Criterion especially for patients who also require mental health services.**

VNH is not a primary provider of mental health services but recognizes and addresses mental health concerns through patient assessment and referral to the appropriate community or healthcare services. This is an important aspect of care provided by VNH clinicians and is not impacted by a change in the electronic health record and related systems. VNH will continue to assess for need, communicate to the patient's ordering Provider, and initiate referrals accordingly.

- 13) To be compliant with Vermont's Health Information Exchange, explain how this proposed technical upgrade will improve and facilitate sharing data outside of VNH's delivery network for patients who are seen by both Dartmouth staff and providers outside of the Dartmouth network.**

This proposed technology upgrade will greatly enhance VNH's ability to share data through the Vermont Health Information Exchange (VHIE). Once approved and implemented, VNH will be subject to Dartmouth-Hitchcock Health's Master provider agreement for the VHIE and

contribute patient specific information as outlined in the agreement, improving access to VNH medical record information from what is provided today.

In addition to the VHIE, there are 2 additional ways Epic functionality will improve Providers access to comprehensive health records for patients, Care Everywhere and Care Link. Care Everywhere is functionality that queries other Epic organizations and CommonWell and Carequality repositories through nationwide data exchange networks. This functionality will search and flag new patient health information that a Provider can review and choose to incorporate into the health record, all through secure data networks.

Care Link is available to approved Providers to log-in and view the comprehensive health record of any patient under their care. Through the Care Link portal, the Provider can view visit notes from all encounters (ED, inpatient, and outpatient), lab and other diagnostic test results, discharge summaries, and medication lists as examples. There are currently 144 Vermont Provider sites already registered with D-HH's Care Link portal who will have access to VNH's patient information. To ensure all Referring Providers can access the comprehensive health record, information on how to access Care Link will be included in VNH's communication plan to Referring Providers when the transition to Epic is made.

INDEX OF EXHIBITS

- Exhibit 1: Financial Table 3A, 3B, 3C, Income Statements
- Financial Table 4A, 4B, 4C, Balance Sheets
- Financial Table 5A, 5B, 5C, Statement of Cash Flows
- Financial Table 6A, 6B, and 6C, Revenue Source Projections
- Financial Table 7, Utilization Projections
- Financial Table 9, Staffing Projections

**VISITING NURSE AND HOSPICE FOR VERMONT & NEW HAMPSHIRE
A HEALTH INFORMATION TECHNOLOGY PROJECT**

TABLE 3A
INCOME STATEMENT
WITHOUT PROJECT

[1]	Latest Actual 2020	Budget 2021	[2] Annualized Year 1 2021	Proposed Year 2 2022	Proposed Year 3 2023
Revenues					
Inpatient Care Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Outpatient Care Revenue	25,117,486	27,863,011	25,126,424	25,977,688	26,537,465
Chronic/Rehab Revenue	-	-	-	-	-
SNF/ECF Patient Care Revenue	-	-	-	-	-
Swing Beds Patient Care Revenue	-	-	-	-	-
Gross Patient Care Revenue	\$ 25,117,486	\$ 27,863,011	\$ 25,126,424	\$ 25,977,688	\$ 26,537,465
Disproportionate Share Payments	\$ -	\$ -	\$ -	\$ -	\$ -
Free Care & Bad Debt	(327,977)	(250,000)	(200,654)	(202,661)	(204,687)
Deductions from Revenue	(3,483,482)	(4,065,661)	(3,411,726)	(3,445,843)	(3,480,302)
Net Patient Care Revenue	\$ 21,306,027	\$ 23,547,350	\$ 21,514,044	\$ 22,329,184	\$ 22,852,476
Other Operating Revenue	1,757,025	413,500	544,854	550,303	555,806
Total Operating Revenue	\$ 23,063,052	\$ 23,960,850	\$ 22,058,898	\$ 22,879,487	\$ 23,408,282
Operating Expense					
Salaries (Non-MD)	\$ 12,098,012	\$ 14,181,018	\$ 12,630,732	\$ 12,630,732	\$ 12,757,039
Fringes Benefits (Non-MD)	2,915,597	3,259,568	2,709,226	\$ 2,709,226	\$ 2,736,318
Physician Fees/Salaries/Contracts/Fringes	509,844	467,063	467,063	\$ 467,063	\$ 471,734
Health Care Provider Tax	623,996	622,604	622,604	\$ 622,604	\$ 628,830
Depreciation/Amortization	360,106	400,764	400,764	\$ 400,764	\$ 404,772
Interest	61,693	55,098	55,098	\$ 55,098	\$ 55,649
Other Operating Expense	7,906,969	6,675,863	7,079,825	\$ 7,009,027	\$ 7,079,117
Total Operating Expense	\$ 24,476,217	\$ 25,661,978	\$ 23,965,312	\$ 23,894,514	\$ 24,133,459
Net Operating Income (Loss)	\$ (1,413,165)	\$ (1,701,128)	\$ (1,906,414)	\$ (1,015,027)	\$ (725,177)
Non-Operating Revenue	1,502,003	1,936,300	4,322,904	1,955,663	1,975,220
Excess (Deficit) of Rev Over Exp	\$ 88,838	\$ 235,172	\$ 2,416,490	\$ 940,636	\$ 1,250,042

[1] VNH's Fiscal Year is July - June

[2] Annualized represents actual July - December numbers projected through 12 months

**VISITING NURSE AND HOSPICE FOR VERMONT & NEW HAMPSHIRE
A HEALTH INFORMATION TECHNOLOGY PROJECT**

TABLE 3B
INCOME STATEMENT
PROJECT ONLY

[1]	Latest Actual 2020	Budget 2021	[2] Annualized Year 1 2021	Proposed Year 2 2022	Proposed Year 3 2023
Revenues					
Inpatient Care Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Outpatient Care Revenue	\$ -	-	-	(1,009,719)	(908,747)
Chronic/Rehab Revenue	\$ -	-	-	-	-
SNF/ECF Patient Care Revenue	\$ -	-	-	-	-
Swing Beds Patient Care Revenue	\$ -	-	-	-	-
Gross Patient Care Revenue		\$ -	\$ -	\$ (1,009,719)	\$ (908,747)
Disproportionate Share Payments	\$ -	\$ -	\$ -	\$ -	\$ -
Free Care & Bad Debt	\$ -	-	-	-	-
Deductions from Revenue	\$ -	-	-	161,216	145,094
Net Patient Care Revenue	\$ -	\$ -	\$ -	\$ (848,503)	\$ (763,653)
Other Operating Revenue	\$ -	-	-	-	-
Total Operating Revenue	\$ -	\$ -	\$ -	\$ (848,503)	\$ (763,653)
Operating Expense					
Salaries (Non-MD)	\$ -	\$ -	\$ 231,689	\$ 63,954	\$ -
Frings Benefits (Non-MD)	\$ -	-	72,460	13,110	-
Physician Fees/Salaries/Contracts/Fringe	\$ -	-	-	-	-
Health Care Provider Tax	\$ -	-	-	-	-
Depreciation/Amortization	\$ -	-	-	111,000	547,000
Interest	\$ -	-	-	-	-
Other Operating Expense	\$ -	-	-	-	17,641
Total Operating Expense	\$ -	\$ -	\$ 304,149	\$ 188,064	\$ 564,641
Net Operating Income (Loss)	\$ -	\$ -	\$ (304,149)	\$ (1,036,567)	\$ (1,328,294)
Non-Operating Revenue	\$ -	-	-	-	-
Excess (Deficit) of Rev Over Exp	\$ -	\$ -	\$ (304,149)	\$ (1,036,567)	\$ (1,328,294)

[1] VNH's Fiscal Year is July - June

[2] [2] Annualized represents actual July - December numbers projected through 12 months

**VISITING NURSE AND HOSPICE FOR VERMONT & NEW HAMPSHIRE
A HEALTH INFORMATION TECHNOLOGY PROJECT**

TABLE 3C
INCOME STATEMENT
WITH PROJECT

[1]	Latest Actual 2020	Budget 2021	[2] Annualized Year 1 2021	Proposed Year 2 2022	Proposed Year 3 2023
Revenues					
Inpatient Care Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Outpatient Care Revenue	25,117,486	27,863,011	25,126,424	24,967,969	25,628,718
Chronic/Rehab Revenue	-	-	-	-	-
SNF/ECF Patient Care Revenue	-	-	-	-	-
Swing Beds Patient Care Revenue	-	-	-	-	-
Gross Patient Care Revenue	\$ 25,117,486	\$ 27,863,011	\$ 25,126,424	\$ 24,967,969	\$ 25,628,718
Disproportionate Share Payments	\$ -	\$ -	\$ -	\$ -	\$ -
Free Care & Bad Debt	(327,977)	(250,000)	(200,654)	(202,661)	(204,687)
Deductions from Revenue	(3,483,482)	(4,065,661)	(3,411,726)	(3,284,627)	(3,335,208)
Net Patient Care Revenue	\$ 21,306,027	\$ 23,547,350	\$ 21,514,044	\$ 21,480,682	\$ 22,088,823
Other Operating Revenue	1,757,025	413,500	544,854	550,303	555,806
Total Operating Revenue	\$ 23,063,052	\$ 23,960,850	\$ 22,058,898	\$ 22,030,984	\$ 22,644,629
Operating Expense					
Salaries (Non-MD)	\$ 12,098,012	\$ 14,181,018	\$ 12,862,421	\$ 12,694,686	\$ 12,757,039
Frings Benefits (Non-MD)	2,915,597	3,259,568	2,781,686	2,722,336	2,736,318
Physician Fees/Salaries/Contracts/Fringe	509,844	467,063	467,063	467,063	471,734
Health Care Provider Tax	623,996	622,604	622,604	622,604	628,830
Depreciation/Amortization	360,106	400,764	400,764	511,764	951,772
Interest	61,693	55,098	55,098	55,098	55,649
Other Operating Expense	7,906,969	6,675,863	7,079,825	7,009,027	7,096,758
Total Operating Expense	\$ 24,476,217	\$ 25,661,978	\$ 24,269,461	\$ 24,082,578	\$ 24,698,100
Net Operating Income (Loss)	\$ (1,413,165)	\$ (1,701,128)	\$ (2,210,563)	\$ (2,051,594)	\$ (2,053,471)
Non-Operating Revenue	1,502,003	1,936,300	4,322,904	1,955,663	1,975,220
Excess (Deficit) of Rev Over Exp	\$ 88,838	\$ 235,172	\$ 2,112,341	\$ (95,931)	\$ (78,252)

[1] VNH's Fiscal Year is July - June

[2] [2] Annualized represnts actual July - December numbers projected through 12 months

**VISITING NURSE AND HOSPICE FOR VERMONT & NEW HAMPSHIRE
A HEALTH INFORMATION TECHNOLOGY PROJECT**

TABLE 4A
BALANCE SHEET - UNRESTRICTED FUNDS
WITHOUT PROJECT

ASSETS	Latest Actual	Budget	[2] Annualized Year 1 2021	Proposed Year 2 2022	Proposed Year 3 2023
[1]	2020	2021			
Current Assets					
Cash & Investments	\$ 6,916,120	\$ 5,214,992	\$ 5,500,000	\$ 3,284,973	\$ 2,559,796
Patient Accounts Receivable, Gross	2,785,091	2,783,410	2,783,410	2,783,410	2,783,410
Less: Allowance for Uncollectable Accts.	(537,273)	537,273	537,273	537,273	537,273
Due from Third Parties	-	-	-	-	-
Other Current Assets	1,154,803	1,332,452	1,332,452	1,332,452	1,332,452
Total Current Assets	\$ 10,318,741	\$ 9,868,127	\$ 10,153,135	\$ 7,938,108	\$ 7,212,931
Board Designated Assets					
Funded Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -
Escrowed Bond Funds					
Other					
Total Board Designated Assets	\$ -	\$ -	\$ -	\$ -	\$ -
Property, Plant & Equipment					
Land, Buildings & Improvements	\$ 3,204,771	\$ 3,204,771	\$ 3,204,771	\$ 3,204,771	\$ 3,204,771
Fixed Equipment	\$ 2,816,892	3,068,892	2,866,892	3,041,892	3,066,892
Major Moveable Equipment					
Construction in Progress					
Total Property, Plant & Equipment	\$ 6,021,663	\$ 6,273,663	\$ 6,071,663	\$ 6,246,663	\$ 6,271,663
Less: Accumulated Depreciation					
Land, Buildings & Improvements	\$ (367,714)	\$ (375,000)	\$ (375,000)	\$ (400,000)	\$ (425,000)
Fixed Equipment	(2,232,613)	(2,607,767)	(2,607,767)	(2,966,767)	(3,325,767)
Major Moveable Equipment					
Total Accumulated Depreciation	\$ (2,600,327)	\$ (2,982,767)	\$ (2,982,767)	\$ (3,366,767)	\$ (3,750,767)
Total Net Property, Plant & Equipment	\$ 3,421,336	\$ 3,290,896	\$ 3,088,896	\$ 2,879,896	\$ 2,520,896
Other Long-Term Assets	\$ 21,616,956	\$ 23,553,256	\$ 25,939,860	\$ 27,895,523	\$ 29,870,743
TOTAL ASSETS	\$ 35,357,033	\$ 36,712,279	\$ 39,181,891	\$ 38,713,527	\$ 39,604,569
LIABILITIES AND FUND BALANCE					
Current Liabilities					
Accounts Payable	\$ 1,199,597	\$ 1,198,106	\$ 1,198,106	\$ 1,198,106	\$ 1,198,106
Salaries, Wages & Payroll Taxes Payable	1,483,285	1,483,285	1,483,285	1,483,285	1,483,285
Estimated Third-Party Settlements	-	-	-	-	-
Other Current Liabilities	1,830,869	1,830,869	1,830,869	630,869	630,869
Current Portion of Long-Term Debt	70,667	72,364	72,364	74,102	75,881
Total Current Liabilities	\$ 4,584,418	\$ 4,584,624	\$ 4,584,624	\$ 3,386,362	\$ 3,388,141
Long-Term Debt					
Bonds & Mortgages Payable	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Lease Obligations	92,400	92,400	92,400	92,400	92,400
Other Long-Term Debt	2,489,477	2,417,078	2,417,078	2,342,926	2,267,095
Total Long-Term Debt	\$ 2,581,877	\$ 2,509,478	\$ 2,509,478	\$ 2,435,326	\$ 2,359,495
Total Other Non-Current Liabilities	\$ -	\$ -	\$ -	\$ -	\$ -
Total Liabilities	\$ 7,166,295	\$ 7,094,102	\$ 7,094,102	\$ 5,821,688	\$ 5,747,636
Fund Balance	\$ 28,190,737	\$ 29,618,177	\$ 32,087,789	\$ 32,891,839	\$ 33,856,933
TOTAL LIABILITIES & FUND BALANCE	\$ 35,357,032	\$ 36,712,279	\$ 39,181,891	\$ 38,713,527	\$ 39,604,569

[1] VNH's Fiscal Year is July - June

[2] [2] Annualized represents actual July - December numbers projected through 12 months

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

**VISITING NURSE AND HOSPICE FOR VERMONT & NEW HAMPSHIRE
A HEALTH INFORMATION TECHNOLOGY PROJECT**

TABLE 4B
BALANCE SHEET - UNRESTRICTED FUNDS
PROJECT ONLY

ASSETS	Latest Actual 2020	Budget 2021	[2] Annualized Year 1 2021	Proposed Year 2 2022	Proposed Year 3 2023
[1]					
Current Assets					
Cash & Investments	\$ -	\$ -	\$ (173,340)	\$ (1,223,165)	\$ (108,889)
Patient Accounts Receivable, Gross	\$ -	\$ -		(1,009,719)	(908,747)
Less: Allowance for Uncollectable Accts.	\$ -	\$ -		161,218	145,094
Due from Third Parties	\$ -	\$ -			
Other Current Assets	\$ -	\$ -			
Total Current Assets	\$ -	\$ -	\$ (173,340)	\$ (2,071,665)	\$ (872,542)
Board Designated Assets					
Funded Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -
Escrowed Bond Funds	\$ -	\$ -			
Other	\$ -	\$ -			
Total Board Designated Assets	\$ -	\$ -	\$ -	\$ -	\$ -
Property, Plant & Equipment					
Land, Buildings & Improvements	\$ -	\$ -	\$ -	\$ -	\$ -
Fixed Equipment	\$ -	\$ -		5,052,254	5,470,168
Major Moveable Equipment	\$ -	\$ -			
Construction in Progress	\$ -	\$ -	338,361		
Total Property, Plant & Equipment	\$ -	\$ -	\$ 338,361	\$ 5,052,254	\$ 5,470,168
Less: Accumulated Depreciation					
Land, Buildings & Improvements	\$ -	\$ -	\$ -	\$ -	\$ -
Fixed Equipment	\$ -	\$ -		(111,000)	(547,000)
Major Moveable Equipment	\$ -	\$ -			
Total Accumulated Depreciation	\$ -	\$ -	\$ -	\$ (111,000)	\$ (547,000)
Total Net Property, Plant & Equipment	\$ -	\$ -	\$ 338,361	\$ 4,941,254	\$ 4,923,168
Other Long-Term Assets	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL ASSETS	\$ -	\$ -	\$ 165,021	\$ 2,869,589	\$ 4,050,626
LIABILITIES AND FUND BALANCE					
Current Liabilities					
Accounts Payable	\$ -	\$ -	\$ -	\$ -	\$ -
Salaries, Wages & Payroll Taxes Payable	\$ -	\$ -			
Estimated Third-Party Settlements	\$ -	\$ -			
Other Current Liabilities	\$ -	\$ -			
Current Portion of Long-Term Debt	\$ -	\$ -			
Total Current Liabilities	\$ -	\$ -	\$ -	\$ -	\$ -
Long-Term Debt					
Bonds & Mortgages Payable	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Lease Obligations	\$ -	\$ -			
Other Long-Term Debt	\$ -	\$ -			
Total Long-Term Debt	\$ -	\$ -	\$ -	\$ -	\$ -
Total Other Non-Current Liabilities	\$ -	\$ -	\$ -	\$ -	\$ -
Total Liabilities	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance	\$ -	\$ -	\$ 165,021	\$ 2,869,588	\$ 4,050,626
TOTAL LIABILITIES & FUND BALANCE	\$ -	\$ -	\$ 165,021	\$ 2,869,588	\$ 4,050,626

[1] VNH's Fiscal Year is July - June

[2] [2] Annualized represents actual July - December numbers projected through 12 months

**VISITING NURSE AND HOSPICE FOR VERMONT & NEW HAMPSHIRE
A HEALTH INFORMATION TECHNOLOGY PROJECT**

TABLE 4C
BALANCE SHEET - UNRESTRICTED FUNDS
WITH PROJECT

ASSETS	Latest Actual	Budget	[2] Annualized	Proposed	Proposed
[1]	2020	2021	Year 1	Year 2	Year 3
2023					
Current Assets					
Cash & Investments	\$ 6,916,120	\$ 5,214,992	\$ 5,326,660	\$ 2,061,808	\$ 2,450,907
Patient Accounts Receivable, Gross	2,785,091	2,783,410	2,783,410	1,773,691	1,874,663
Less: Allowance for Uncollectable Accts.	(537,273)	537,273	537,273	698,491	682,367
Due from Third Parties	-	-	-	-	-
Other Current Assets	1,154,803	1,332,452	1,332,452	1,332,452	1,332,452
Total Current Assets	\$ 10,318,741	\$ 9,868,127	\$ 9,979,795	\$ 5,866,443	\$ 6,340,389
Board Designated Assets					
Funded Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -
Escrowed Bond Funds	-	-	-	-	-
Other	-	-	-	-	-
Total Board Designated Assets	\$ -	\$ -	\$ -	\$ -	\$ -
Property, Plant & Equipment					
Land, Buildings & Improvements	\$ 3,204,771	\$ 3,204,771	\$ 3,204,771	\$ 3,204,771	\$ 3,204,771
Fixed Equipment	2,816,892	3,068,892	2,866,892	8,094,146	8,537,060
Major Moveable Equipment	-	-	-	-	-
Construction in Progress	-	-	338,361	-	-
Total Property, Plant & Equipment	\$ 6,021,663	\$ 6,273,663	\$ 6,410,024	\$ 11,298,917	\$ 11,741,831
Less: Accumulated Depreciation					
Land, Buildings & Improvements	\$ (367,714)	\$ (375,000)	\$ (375,000)	\$ (400,000)	\$ (425,000)
Fixed Equipment	(2,232,613)	(2,607,767)	(2,607,767)	(3,077,767)	(3,872,767)
Major Moveable Equipment	-	-	-	-	-
Total Accumulated Depreciation	\$ (2,600,327)	\$ (2,982,767)	\$ (2,982,767)	\$ (3,477,767)	\$ (4,297,767)
Total Net Property, Plant & Equipment	\$ 3,421,336	\$ 3,290,896	\$ 3,427,257	\$ 7,821,150	\$ 7,444,064
Other Long-Term Assets	\$ 21,616,956	\$ 23,553,256	\$ 25,939,860	\$ 27,895,523	\$ 29,870,743
TOTAL ASSETS	\$ 35,357,033	\$ 36,712,279	\$ 39,346,912	\$ 41,583,116	\$ 43,655,195
LIABILITIES AND FUND BALANCE					
Current Liabilities					
Accounts Payable	\$ 1,199,597	\$ 1,198,106	\$ 1,198,106	\$ 1,198,106	\$ 1,198,106
Salaries, Wages & Payroll Taxes Payable	1,483,285	1,483,285	1,483,285	1,483,285	1,483,285
Estimated Third-Party Settlements	-	-	-	-	-
Other Current Liabilities	1,830,869	1,830,869	1,830,869	630,869	630,869
Current Portion of Long-Term Debt	70,667	72,364	72,364	74,102	75,881
Total Current Liabilities	\$ 4,584,418	\$ 4,584,624	\$ 4,584,624	\$ 3,386,362	\$ 3,388,141
Long-Term Debt					
Bonds & Mortgages Payable	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Lease Obligations	92,400	92,400	92,400	92,400	92,400
Other Long-Term Debt	2,489,477	2,417,078	2,417,078	2,342,926	2,267,095
Total Long-Term Debt	\$ 2,581,877	\$ 2,509,478	\$ 2,509,478	\$ 2,435,326	\$ 2,359,495
Total Other Non-Current Liabilities	\$ -	\$ -	\$ -	\$ -	\$ -
Total Liabilities	\$ 7,166,295	\$ 7,094,102	\$ 7,094,102	\$ 5,821,688	\$ 5,747,636
Fund Balance	\$ 28,190,737	\$ 29,618,177	\$ 32,252,810	\$ 35,761,427	\$ 37,907,559
TOTAL LIABILITIES & FUND BALANCE	\$ 35,357,032	\$ 36,712,279	\$ 39,346,912	\$ 41,583,115	\$ 43,655,195

[1] VNH's Fiscal Year is July - June

[2] [2] Annualized represents actual July - December numbers projected through 12 months

**VISITING NURSE AND HOSPICE FOR VERMONT & NEW HAMPSHIRE
A HEALTH INFORMATION TECHNOLOGY PROJECT**

TABLE 5A
STATEMENT OF CASH FLOWS
WITHOUT PROJECT

	[2] Latest Actual	Budget	Annualized	Proposed	Proposed
	2020	2021	Year 1	Year 2	Year 3
	2020	2021	2021	2022	2023
[1] Beginning Cash	\$ 5,686,289	\$ 6,916,120	\$ 5,214,992	\$ 5,500,000	\$ 3,284,973
Operations					
Excess revenues over expenses	88,838	235,172	2,416,490	940,636	1,250,042
Depreciation / Amortization	360,107	400,764	400,764	400,764	404,772
(Increase)/Decrease Patient A/R	905,078	(1,072,865)	-	-	-
(Increase)/Decrease Other Changes	432,014	(177,443)	-	(1,198,262)	1,779
Subtotal Cash from Operations	\$ 1,786,037	\$ (614,372)	\$ 2,817,254	\$ 143,138	\$ 1,656,593
Investing Activity					
Capital Spending					
Capital					
Capitalized Interest					
Change in accum depr less depreciation	-	(18,324)	(400,764)	(16,764)	(20,772)
(Increase) Decrease in capital assets	(487,193)	(252,000)	202,000	(175,000)	(25,000)
Subtotal Capital Spending	\$ (487,193)	\$ (270,324)	\$ (198,764)	\$ (191,764)	\$ (45,772)
(Increase) / Decrease					
Funded Depreciation	-	-	-	-	-
Other LT assets & escrowed bonds & other	-	(1,936,300)	(2,386,604)	(1,955,663)	(1,975,220)
Subtotal (Increase) / Decrease	\$ -	\$ (1,936,300)	\$ (2,386,604)	\$ (1,955,663)	\$ (1,975,220)
Subtotal Cash from Investing Activity	\$ (487,193)	\$ (2,206,624)	\$ (2,585,368)	\$ (2,147,427)	\$ (2,020,991)
Financing Activity					
Debt (increase) decrease					
Bonds & mortgages	-	-	-	-	-
Repayment	-	-	-	-	-
Capital lease & other long term debt	(69,516)	(72,399)	-	(74,152)	(75,831)
Subtotal Cash from Financing Activity	\$ (69,516)	\$ (72,399)	\$ -	\$ (74,152)	\$ (75,831)
Other Changes (please describe)					
Manual adjustment	503	(1)			
Other					
Change in fund balance less net income		1,192,268	53,122	(136,586)	(284,948)
Other					
Subtotal Other Changes	\$ 503	\$ 1,192,267	\$ 53,122	\$ (136,586)	\$ (284,948)
Net Increase (Decrease) in Cash	\$ 1,229,831	\$ (1,701,128)	\$ 285,008	\$ (2,215,027)	\$ (725,177)
Ending Cash	\$ 6,916,120	\$ 5,214,992	\$ 5,500,000	\$ 3,284,973	\$ 2,559,796
Edit	\$0	(\$0)	(\$0)	(\$0)	(\$0)

[1] VNH's Fiscal Year is July - June

[2] Annualized represents actual July - December numbers projected through 12 months

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

VISITING NURSE AND HOSPICE FOR VERMONT & NEW HAMPSHIRE
A HEALTH INFORMATION TECHNOLOGY PROJECT
 TABLE 5B
 STATEMENT OF CASH FLOWS
 PROJECT ONLY

[1]	Latest Actual 2020	Budget 2021	[2] Annualized Year 1 2021	Proposed Year 2 2022	Proposed Year 3 2023
Beginning Cash	\$ -	\$ -	\$ -	\$ (173,340)	\$ (1,223,165)
Operations					
Excess revenues over expenses	\$ -	-	(304,149)	(1,036,567)	(1,328,294)
Depreciation / Amortization	\$ -	-	-	111,000	547,000
(Increase)/Decrease Patient A/R	\$ -	-	-	848,501	(84,848)
(Increase)/Decrease Other Changes	\$ -	-	-	-	-
Subtotal Cash from Operations	\$ -	\$ -	\$ (304,149)	\$ (77,066)	\$ (866,142)
Investing Activity					
Capital Spending					
Capital	\$ -	-	-	-	(111,000)
Capitalized Interest	\$ -	-	-	-	-
Change in accum depr less depreciation	\$ -	-	-	-	(111,000)
(Increase) Decrease in capital assets	\$ -	-	(338,361)	(4,713,893)	(417,914)
Subtotal Capital Spending	\$ -	\$ -	\$ (338,361)	\$ (4,713,893)	\$ (528,914)
(Increase) / Decrease					
Funded Depreciation	\$ -	-	-	-	-
Other LT assets & escrowed bonds & other	\$ -	-	-	-	-
Subtotal (Increase) / Decrease	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal Cash from Investing Activity	\$ -	\$ -	\$ (338,361)	\$ (4,713,893)	\$ (528,914)
Financing Activity					
Debt (increase) decrease					
Bonds & mortgages	\$ -	-	-	-	-
Repayment	\$ -	-	-	-	-
Capital lease & other long term debt	\$ -	-	-	-	-
Subtotal Cash from Financing Activity	\$ -	\$ -	\$ -	\$ -	\$ -
Other Changes (please describe)					
Manual adjustment	\$ -	-	-	-	-
Other	\$ -	-	-	-	-
Change in fund balance less net income	\$ -	-	469,170	3,741,134	2,509,332
Other	\$ -	-	-	-	-
Subtotal Other Changes	\$ -	\$ -	\$ 469,170	\$ 3,741,134	\$ 2,509,332
Net Increase (Decrease) in Cash	\$ -	\$ -	\$ (173,340)	\$ (1,049,825)	\$ 1,114,276
Ending Cash	\$ -	\$ -	\$ (173,340)	\$ (1,223,165)	\$ (108,889)
Edit		\$ -	\$ 0	\$ (0)	\$ -

[1] VNH's Fiscal Year is July - June

[2] Annualized represents actual July - December numbers projected through 12 months

4/9/2021

Health Care Administration

**VISITING NURSE AND HOSPICE FOR VERMONT & NEW HAMPSHIRE
A HEALTH INFORMATION TECHNOLOGY PROJECT**

TABLE 5C
STATEMENT OF CASH FLOWS
WITH PROJECT

	[1] Latest Actual 2020	Budget 2021	[2] Annualized Year 1 2021	Proposed Year 2 2022	Proposed Year 3 2023
Beginning Cash	\$ 5,686,289	\$ 6,916,120	\$ 5,214,992	\$ 5,326,660	\$ 2,061,808
Operations					
Excess revenues over expenses	88,838	235,172	2,112,341	(95,931)	(78,252)
Depreciation / Amortization	360,107	400,764	400,764	511,764	951,772
(Increase)/Decrease Patient A/R	905,078	(1,072,865)	-	848,501	(84,848)
(Increase)/Decrease Other Changes	432,014	(177,443)	-	(1,198,262)	1,779
Subtotal Cash from Operations	\$ 1,786,037	\$ (614,372)	\$ 2,513,105	\$ 66,072	\$ 790,451
Investing Activity					
Capital Spending					
Capital	-	-	-	-	-
Capitalized Interest	-	-	-	-	-
Change in accum depr less depreciation	-	(18,324)	(400,764)	(16,764)	(131,772)
(Increase) Decrease in capital assets	(487,193)	(252,000)	(136,361)	(4,888,893)	(442,914)
Subtotal Capital Spending	\$ (487,193)	\$ (270,324)	\$ (537,125)	\$ (4,905,657)	\$ (574,686)
(Increase) / Decrease					
Funded Depreciation	-	-	-	-	-
Other LT assets & escrowed bonds & other	-	(1,936,300)	(2,386,604)	(1,955,663)	(1,975,220)
Subtotal (Increase) / Decrease	\$ -	\$ (1,936,300)	\$ (2,386,604)	\$ (1,955,663)	\$ (1,975,220)
Subtotal Cash from Investing Activity	\$ (487,193)	\$ (2,206,624)	\$ (2,923,729)	\$ (6,861,320)	\$ (2,549,905)
Financing Activity					
Debt (increase) decrease					
Bonds & mortgages	-	-	-	-	-
Repayment	-	-	-	-	-
Capital lease & other long term debt	(69,516)	(72,399)	-	(74,152)	(75,831)
Subtotal Cash from Financing Activity	\$ (69,516)	\$ (72,399)	\$ -	\$ (74,152)	\$ (75,831)
Other Changes (please describe)					
Manual adjustment	503	(1)	-	-	-
Other	-	-	-	-	-
Change in fund balance less net income	-	1,192,268	522,292	3,604,548	2,224,384
Other	-	-	-	-	-
Subtotal Other Changes	\$ 503	\$ 1,192,267	\$ 522,292	\$ 3,604,548	\$ 2,224,384
Net Increase (Decrease) in Cash	\$ 1,229,831	\$ (1,701,128)	\$ 111,668	\$ (3,264,852)	\$ 389,099
Ending Cash	\$ 6,916,120	\$ 5,214,992	\$ 5,326,660	\$ 2,061,808	\$ 2,450,907
Edit	\$ 0	\$ (0)	\$ 0	\$ (1)	\$ (0)

[1] VNH's Fiscal Year is July - June

[2] Annualized represents actual July - December numbers projected through 12 months

**VISITING NURSE AND HOSPICE FOR VERMONT & NEW HAMPSHIRE
A HEALTH INFORMATION TECHNOLOGY PROJECT**

TABLE 6A
REVENUE SOURCE PROJECTIONS
WITHOUT PROJECT

[1]	Latest Actual 2020	% of Total	Budget 2021	% of Total	[2] Annualized Year 1 2021	% of Total	Proposed Year 2 2022	% of Total	Proposed Year 3 2023	% of Total
Gross Inpatient Revenue										
Medicare		#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Medicaid		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Commercial		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Self Pay		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Free Care / Bad Debt		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Other		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Gross Outpatient Revenue										
Medicare	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Medicaid	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Commercial	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Self Pay	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Free Care / Bad Debt	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Other	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Gross Other Revenue										
Medicare	\$ 15,408,387	62.2%	\$ 17,497,688	63.4%	\$ 15,151,564	60.8%	\$ 15,903,080	61.7%	\$ 16,362,110	62.1%
Medicaid	5,263,324	21.2%	5,830,374	21.1%	5,289,044	21.2%	5,341,934	20.7%	5,395,354	20.5%
Commercial	3,550,807	14.3%	3,653,061	13.2%	3,811,264	15.3%	3,849,377	14.9%	3,887,870	14.8%
Self Pay	894,968	3.6%	881,888	3.2%	874,552	3.5%	883,298	3.4%	892,130	3.4%
Free Care / Bad Debt	(327,977)	-1.3%	(250,000)	-0.9%	(200,654)	-0.8%	(202,661)	-0.8%	(204,687)	-0.8%
Other	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
	\$ 24,789,509	100.0%	\$ 27,613,011	100.0%	\$ 24,925,770	100.0%	\$ 25,775,028	100.0%	\$ 26,332,778	100.0%
Gross Patient Revenue										
Medicare	\$ 15,408,387	62.2%	\$ 17,497,688	63.4%	15,151,564	60.8%	\$ 15,903,080	61.7%	\$ 16,362,110	62.1%
Medicaid	5,263,324	21.2%	5,830,374	21.1%	5,289,044	21.2%	5,341,934	20.7%	5,395,354	20.5%
Commercial	3,550,807	14.3%	3,653,061	13.2%	3,811,264	15.3%	3,849,377	14.9%	3,887,870	14.8%
Self Pay	894,968	3.6%	881,888	3.2%	874,552	3.5%	883,298	3.4%	892,130	3.4%
Free Care / Bad Debt	(327,977)	-1.3%	(250,000)	-0.9%	(200,654)	-0.8%	(202,661)	-0.8%	(204,687)	-0.8%
Other	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
	\$ 24,789,509	100.0%	\$ 27,613,011	100.0%	\$ 24,925,770	100.0%	\$ 25,775,028	100.0%	\$ 26,332,778	100.0%
Deductions from Revenue										
Medicare	\$ 465,157	13.4%	\$ 509,641	12.5%	\$ 6,254	0.2%	\$ 6,317	0.2%	\$ 6,380	0.2%
Medicaid	2,307,524	66.2%	2,860,187	70.3%	2,514,062	73.7%	2,539,203	73.7%	2,564,595	73.7%
Commercial	672,075	19.3%	683,093	16.8%	884,230	25.9%	893,072	25.9%	902,003	25.9%
Self Pay	38,726	1.1%	12,740	0.3%	7,180	0.2%	7,252	0.2%	7,324	0.2%
Free Care / Bad Debt	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Other	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
	\$ 3,483,482	100.0%	\$ 4,065,661	100.0%	\$ 3,411,726	100.0%	\$ 3,445,843	100.0%	\$ 3,480,302	100.0%
Net Patient Revenue										
Medicare	\$ 14,943,230	70.1%	\$ 16,988,047	72.1%	\$ 15,145,310	70.4%	\$ 15,896,763	71.2%	\$ 16,355,731	71.6%
Medicaid	2,955,800	13.9%	2,970,187	12.6%	2,774,982	12.9%	2,802,732	12.6%	2,830,759	12.4%
Commercial	2,878,732	13.5%	2,969,968	12.6%	2,927,034	13.6%	2,956,304	13.2%	2,985,867	13.1%
Self Pay	856,242	4.0%	869,148	3.7%	867,372	4.0%	876,046	3.9%	884,806	3.9%
Free Care / Bad Debt	(327,977)	-1.5%	(250,000)	-1.1%	(200,654)	-0.9%	(202,661)	-0.9%	(204,687)	-0.9%
Other	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
DSP*	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
	\$ 21,306,027	100.0%	\$ 23,547,350	100.0%	\$ 21,514,044	100.0%	\$ 22,329,184	100.0%	\$ 22,852,476	100.0%

[1] VNH's Fiscal Year is July - June

[2] Annualized represents actual July - December numbers projected through 12 months

**VISITING NURSE AND HOSPICE FOR VERMONT & NEW HAMPSHIRE
A HEALTH INFORMATION TECHNOLOGY PROJECT**

TABLE 6B
REVENUE SOURCE PROJECTIONS
PROJECT ONLY

[1]	Latest Actual 2020	% of Total	Budget 2021	[2] % of Total	Annualized Year 1 2021	% of Total	Proposed Year 2 2022	% of Total	Proposed Year 3 2023	% of Total
Gross Inpatient Revenue										
Medicare	N/A		\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Medicaid	N/A		-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Commercial	N/A		-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Self Pay	N/A		-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Free Care / Bad Debt	N/A		-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Other	N/A		-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
	N/A		\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Gross Outpatient Revenue										
Medicare	N/A		\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Medicaid	N/A		-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Commercial	N/A		-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Self Pay	N/A		-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Free Care / Bad Debt	N/A		-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Other	N/A		-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
	N/A		\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Gross Other Revenue										
Medicare	N/A		\$ -	#DIV/0!	\$ -	#DIV/0!	\$ (1,009,719)	100.0%	\$ (908,747)	100.0%
Medicaid	N/A		-	#DIV/0!	-	#DIV/0!	-	0.0%	-	0.0%
Commercial	N/A		-	#DIV/0!	-	#DIV/0!	-	0.0%	-	0.0%
Self Pay	N/A		-	#DIV/0!	-	#DIV/0!	-	0.0%	-	0.0%
Free Care / Bad Debt	N/A		-	#DIV/0!	-	#DIV/0!	-	0.0%	-	0.0%
Other	N/A		-	#DIV/0!	-	#DIV/0!	-	0.0%	-	0.0%
	N/A		\$ -	#DIV/0!	\$ -	#DIV/0!	\$ (1,009,719)	100.0%	\$ (908,747)	100.0%
Gross Patient Revenue										
Medicare	N/A		\$ -	#DIV/0!	\$ -	#DIV/0!	\$ (1,009,719)	100.0%	\$ (908,747)	100.0%
Medicaid	N/A		-	#DIV/0!	-	#DIV/0!	-	0.0%	-	0.0%
Commercial	N/A		-	#DIV/0!	-	#DIV/0!	-	0.0%	-	0.0%
Self Pay	N/A		-	#DIV/0!	-	#DIV/0!	-	0.0%	-	0.0%
Free Care / Bad Debt	N/A		-	#DIV/0!	-	#DIV/0!	-	0.0%	-	0.0%
Other	N/A		-	#DIV/0!	-	#DIV/0!	-	0.0%	-	0.0%
	N/A		\$ -	#DIV/0!	\$ -	#DIV/0!	\$ (1,009,719)	100.0%	\$ (908,747)	100.0%
Deductions from Revenue										
Medicare	N/A		\$ -	#DIV/0!	\$ -	#DIV/0!	\$ (161,216)	100.0%	\$ (145,094)	100.0%
Medicaid	N/A		-	#DIV/0!	-	#DIV/0!	-	0.0%	-	0.0%
Commercial	N/A		-	#DIV/0!	-	#DIV/0!	-	0.0%	-	0.0%
Self Pay	N/A		-	#DIV/0!	-	#DIV/0!	-	0.0%	-	0.0%
Free Care / Bad Debt	N/A		-	#DIV/0!	-	#DIV/0!	-	0.0%	-	0.0%
Other	N/A		-	#DIV/0!	-	#DIV/0!	-	0.0%	-	0.0%
	N/A		\$ -	#DIV/0!	\$ -	#DIV/0!	\$ (161,216)	100.0%	\$ (145,094)	100.0%
Net Patient Revenue										
Medicare	N/A		\$ -	#DIV/0!	\$ -	#DIV/0!	\$ (848,503)	100.0%	\$ (763,653)	100.0%
Medicaid	N/A		-	#DIV/0!	-	#DIV/0!	-	0.0%	-	0.0%
Commercial	N/A		-	#DIV/0!	-	#DIV/0!	-	0.0%	-	0.0%
Self Pay	N/A		-	#DIV/0!	-	#DIV/0!	-	0.0%	-	0.0%
Free Care / Bad Debt	N/A		-	#DIV/0!	-	#DIV/0!	-	0.0%	-	0.0%
Other	N/A		-	#DIV/0!	-	#DIV/0!	-	0.0%	-	0.0%
DSP*	N/A		N/A		N/A		N/A		N/A	
	N/A		\$ -	#DIV/0!	\$ -	#DIV/0!	\$ (848,503)	100.0%	\$ (763,653)	100.0%

[1] VNH's Fiscal Year is July - June

[2] Annualized represents actual July - December numbers projected through 12 months

VISITING NURSE AND HOSPICE FOR VERMONT & NEW HAMPSHIRE
A HEALTH INFORMATION TECHNOLOGY PROJECT
TABLE 6C
REVENUE SOURCE PROJECTIONS
WITH PROJECT

[1]	Latest Actual 2020	% of Total	Budget 2021	% of Total	[2] Annualized Year 1 2021	% of Total	Proposed Year 2 2022	% of Total	Proposed Year 3 2023	% of Total
Gross Inpatient Revenue										
Medicare	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Medicaid	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Commercial	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Self Pay	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Free Care / Bad Debt	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Other	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Gross Outpatient Revenue										
Medicare	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Medicaid	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Commercial	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Self Pay	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Free Care / Bad Debt	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Other	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Gross Other Revenue										
Medicare	\$ 15,408,387	62.2%	\$ 17,497,688	63.4%	\$ 15,151,564	60.8%	\$ 14,893,361	60.1%	\$ 15,453,363	60.8%
Medicaid	5,263,324	21.2%	5,830,374	21.1%	5,289,044	21.2%	5,341,934	21.6%	5,395,354	21.2%
Commercial	3,550,807	14.3%	3,653,061	13.2%	3,811,264	15.3%	3,849,377	15.5%	3,887,870	15.3%
Self Pay	894,968	3.6%	881,888	3.2%	874,552	3.5%	883,298	3.6%	892,130	3.5%
Free Care / Bad Debt	(327,977)	-1.3%	(250,000)	-0.9%	(200,654)	-0.8%	(202,661)	-0.8%	(204,687)	-0.8%
Other	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
	\$ 24,789,509	100.0%	\$ 27,613,011	100.0%	\$ 24,925,770	100.0%	\$ 24,765,309	100.0%	\$ 25,424,031	100.0%
Gross Patient Revenue										
Medicare	\$ 15,408,387	62.2%	\$ 17,497,688	63.4%	\$ 15,151,564	60.8%	\$ 14,893,361	60.1%	\$ 15,453,363	60.8%
Medicaid	5,263,324	21.2%	5,830,374	21.1%	5,289,044	21.2%	5,341,934	21.6%	5,395,354	21.2%
Commercial	3,550,807	14.3%	3,653,061	13.2%	3,811,264	15.3%	3,849,377	15.5%	3,887,870	15.3%
Self Pay	894,968	3.6%	881,888	3.2%	874,552	3.5%	883,298	3.6%	892,130	3.5%
Free Care / Bad Debt	(327,977)	-1.3%	(250,000)	-0.9%	(200,654)	-0.8%	(202,661)	-0.8%	(204,687)	-0.8%
Other	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
	\$ 24,789,509	100.0%	\$ 27,613,011	100.0%	\$ 24,925,770	100.0%	\$ 24,765,309	100.0%	\$ 25,424,031	100.0%
Deductions from Revenue										
Medicare	\$ 465,157	13.4%	\$ 509,641	12.5%	\$ 6,254	0.2%	\$ (154,899)	-4.7%	\$ (138,714)	-4.2%
Medicaid	2,307,524	66.2%	2,860,187	70.3%	2,514,062	73.7%	2,539,203	77.3%	2,564,595	76.9%
Commercial	672,075	19.3%	683,093	16.8%	884,230	25.9%	893,072	27.2%	902,003	27.0%
Self Pay	38,726	1.1%	12,740	0.3%	7,180	0.2%	7,252	0.2%	7,324	0.2%
Free Care / Bad Debt	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Other	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
	\$ 3,483,482	100.0%	\$ 4,065,661	100.0%	\$ 3,411,726	100.0%	\$ 3,284,627	100.0%	\$ 3,335,208	100.0%
Net Patient Revenue										
Medicare	\$ 14,943,230	70.1%	\$ 16,988,047	72.1%	\$ 15,145,310	70.4%	\$ 15,048,260	70.1%	\$ 15,592,078	70.6%
Medicaid	2,955,800	13.9%	2,970,187	12.6%	2,774,982	12.9%	2,802,732	13.0%	2,830,759	12.8%
Commercial	2,878,732	13.5%	2,969,968	12.6%	2,927,034	13.6%	2,956,304	13.8%	2,985,867	13.5%
Self Pay	856,242	4.0%	869,148	3.7%	867,372	4.0%	876,046	4.1%	884,806	4.0%
Free Care / Bad Debt	(327,977)	-1.5%	(250,000)	-1.1%	(200,654)	-0.9%	(202,661)	-0.9%	(204,687)	-0.9%
Other	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
DSP*	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
	\$ 21,306,027	100.0%	\$ 23,547,350	100.0%	\$ 21,514,044	100.0%	\$ 21,480,681	100.0%	\$ 22,088,823	100.0%

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**VISITING NURSE AND HOSPICE FOR VERMONT & NEW HAMPSHIRE
A HEALTH INFORMATION TECHNOLOGY PROJECT**

TABLE 7
UTILIZATION PROJECTIONS
TOTALS

A: WITHOUT PROJECT			[2]	Annualized	Proposed	Proposed
	Latest Actual	Budget	Year 1	Year 2	Year 3	Year 3
[1]		1	2	3	4	
Inpatient Utilization						
Staffed Beds						
Admissions						
Patient Days						
Average Length of Stay						
Outpatient Utilization						
All Outpatient Visits	104,359	105,000	98,210	100,000	100,000	
OR Procedures						
Observation Units						
Physician Office Visits						
Ancillary						
All OR Procedures						
Emergency Room Visits						
Adjusted Statistics						
Adjusted Admissions						
Adjusted Patient Days						

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

C: WITH PROJECT			Annualized	Proposed	Proposed
	Latest Actual	Budget	Year 1	Year 2	Year 3
	0	1	2	3	4
Inpatient Utilization					
Staffed Beds	-				
Admissions	-	-	-	-	-
Patient Days	-	-	-	-	-
Average Length of Stay	-				
Outpatient Utilization					
All Outpatient Visits	104,359	105,000	98,210	100,000	100,000
OR Procedures	-	-	-	-	-
Observation Units	-	-	-	-	-
Physician Office Visits	-	-	-	-	-
Ancillary					
All OR Procedures	-	-	-	-	-
Emergency Room Visits	-	-	-	-	-
Adjusted Statistics					
Adjusted Admissions	-				
Adjusted Patient Days	-				

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[2] Annualized represents actual July - December numbers projected through 12 months

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

**VISITING NURSE AND HOSPICE FOR VERMONT & NEW HAMPSHIRE
A HEALTH INFORMATION TECHNOLOGY PROJECT**

TABLE 8
UTILIZATION PROJECTIONS
PROJECT SPECIFIC

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

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

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

**VISITING NURSE AND HOSPICE FOR VERMONT & NEW HAMPSHIRE
A HEALTH INFORMATION TECHNOLOGY PROJECT**

TABLE 9
STAFFING PROJECTIONS
TOTALS

A: WITHOUT PROJECT		[2]	Annualized	Proposed	Proposed
	Latest Actual	Budget	Year 1	Year 2	Year 3
[1]		1	2	3	4
Non-MD FTEs					
Total General Services					
Total Inpatient Routine Services					
Total Outpatient Routine Services					
Total Ancillary Services					
Total Other Services	138.4	163.0	147.6	147.6	147.6
Total Non-MD FTEs	138.4	163.0	147.6	147.6	147.6
Physician FTEs	1.0	1.0	1.0	1.0	1.0
Direct Service Nurse FTEs	38.5	40.0	35.9	35.9	35.9

B: PROJECT ONLY			Annualized	Proposed	Proposed
	Latest Actual	Budget	Year 1	Year 2	Year 3
	0	1	2	3	4
Non-MD FTEs					
Total General Services	0.0				
Total Inpatient Routine Services	0.0				
Total Outpatient Routine Services	0.0				
Total Ancillary Services	0.0				
Total Other Services	0.0		2.5	20.4	2.5
Total Non-MD FTEs	0.0	0.0	2.5	20.4	2.5
Physician Services	0.0				
Direct Service Nurse FTEs	0.0				

C: WITH PROJECT			Annualized	Proposed	Proposed
	Latest Actual	Budget	Year 1	Year 2	Year 3
	0	1	2	3	4
Non-MD FTEs					
Total General Services	0.0	0.0	0.0	0.0	0.0
Total Inpatient Routine Services	0.0	0.0	0.0	0.0	0.0
Total Outpatient Routine Services	0.0	0.0	0.0	0.0	0.0
Total Ancillary Services	0.0	0.0	0.0	0.0	0.0
Total Other Services	138.4	163.0	150.1	168.0	150.1
Total Non-MD FTEs	138.4	163.0	150.1	168.0	150.1
Physician Services	1.0	1.0	1.0	1.0	1.0
Direct Service Nurse FTEs	38.5	40.0	35.9	35.9	35.9

[1] VNH's Fiscal Year is July - June

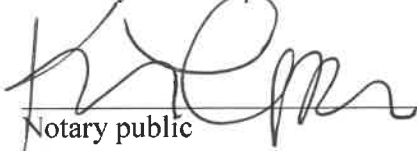
[2] Annualized represents actual July - December numbers projected through 12 months

know, or reasonably should know, that the information or document has become untrue, inaccurate or incomplete in any material respect.



Johanna L. Beliveau, RN

On April 12, 2021, Johanna L. Beliveau, RN appeared before me and swore to the truth, accuracy and completeness of the foregoing.



Notary public
My commission expires January 31, 2023

