

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

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TABLE 1
PROJECT COSTS

Construction Costs	
1. New Construction	\$ -
2. Renovation	\$0
3. Site Work	-
4. Fixed Equipment	-
5. Design/Bidding Contingency	\$0
6. Construction Contingency	\$0
7. Construction Manager Fee	-
8. Other (please specify)	-
Subtotal	\$ -
Related Project Costs	
1. Major Moveable Equipment	\$ -
2. Furnishings, Fixtures & Other Equip.	\$170,000
3. Architectural/Engineering Fees	\$0
4. Land Acquisition	\$0
5. Purchase of Buildings	\$0
6. Administrative Expenses & Permits	\$5,583,883
7. Debt Financing Expenses (see below)	-
8. Debt Service Reserve Fund	-
9. Working Capital	-
10. Other (infrastructure licensing and maintenance fees)	115,141
Subtotal	\$ 5,869,024
Total Project Costs	\$ 5,869,024

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



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TABLE 2
DEBT FINANCING ARRANGEMENT, SOURCES & USES OF FUNDS

Sources of Funds		
1. Financing Instrument	Bond	
a. Interest Rate	0.0%	
b. Loan Period		To: [redacted]
c. Amount Financed		\$ -
2. Equity Contribution		5,869,024
3. Other Sources		
a. Working Capital		-
b. Fundraising		-
c. Grants		-
d. Other		-
Total Required Funds		\$ 5,869,024

Uses of Funds		
<u>Project Costs (feeds from Table 1)</u>		
1. New Construction		\$ -
2. Renovation		-
3. Site Work		-
4. Fixed Equipment		-
5. Design/Bidding Contingency		-
6. Construction Contingency		-
7. Construction Manager Fee		-
8. Major Moveable Equipment		-
9. Furnishings, Fixtures & Other Equip.		170,000
10. Architectural/Engineering Fees		-
11. Land Acquisition		-
12. Purchase of Buildings		-
13. Administrative Expenses & Permits		5,583,883
14. Debt Financing Expenses		-
15. Debt Service Reserve Fund		-
16. Working Capital		-
17. Other (please specify)		115,141
Total Uses of Funds		\$ 5,869,024

Total sources should equal total uses of funds.

**VISITING NURSE AND HOSPICE FOR VERMONT & NEW HAMPSHIRE
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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
Frings 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
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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	\$ -
Fringe 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)

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**VISITING NURSE AND HOSPICE FOR VERMONT & NEW HAMPSHIRE
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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)

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**VISITING NURSE AND HOSPICE FOR VERMONT & NEW HAMPSHIRE
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TABLE 4A
BALANCE SHEET - UNRESTRICTED FUNDS
WITHOUT PROJECT

ASSETS	Latest Actual [1] 2020	Budget 2021	[2] Annualized Year 1 2021	Proposed Year 2 2022	Proposed Year 3 2023
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

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[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
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TABLE 4B
BALANCE SHEET - UNRESTRICTED FUNDS
PROJECT ONLY

ASSETS [1]	Latest Actual 2020	Budget 2021	[2] Annualized Year 1 2021	Proposed Year 2 2022	Proposed Year 3 2023
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

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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
			2021	2022	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

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TABLE 5A
STATEMENT OF CASH FLOWS
WITHOUT 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	\$ 5,500,000	\$ 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	\$ -	\$ -	\$ -	\$ -	\$ -
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

**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	[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		#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	% of	Budget	% of	Annualized	% of	Proposed	% of	Proposed	% of
	2020	Total	2021	Total	Year 1	Total	Year 2	Total	Year 3	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%

[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
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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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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	Latest Actual	Budget	Proposed Year 1	Proposed Year 2	Proposed Year 3
	0	1	2	3	4
You may wish to enter your own categories below:					
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	Latest Actual	Budget	Proposed Year 1	Proposed Year 2	Proposed Year 3
	0	1	2	3	4
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	Latest Actual	Budget	Proposed Year 1	Proposed Year 2	Proposed Year 3
	0	1	2	3	4
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

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