



September 23, 2021

Donna Jerry  
Vermont Green Mountain Care Board  
144 State Street  
Montpelier, VT 05602

**RE: Docket No. GMCB-001-16con, Construction of Four-Story Medical Office Building and Replacement of Boilers. Material Change to Original Project Cost: \$22,692,789 to \$26,750,896**

- 1. In response to question 1, BMH represented that the total project cost will have an impact on the income statement through depreciation and based on a 40-year depreciation schedule, that the additional annual amount would increase by \$101,452. However, the income statement reflects \$1,197,612 for annual depreciation for the project (See Table 3). Please explain the discrepancy and revise and resubmit financial tables and/or narrative if in error.**

The income statement in Table 3 reflecting \$1,197,612 for annual depreciation for the project is incorrect. The \$1,197,612 was a calculation error. Please see attached a revised Table 3.

- 2. In response to question 3, BMH represents that financing for the additional cost of \$4,058,107 will be from BMH's cash on hand and investment portfolio. It is further stated that the financing of the additional \$4,058,107 will not require any change in charges (rates). Given this representation explain: a) why Net Patient Revenue and Fixed Prospective Payments (NPR/FPP) are reported for the project if the project is not going to increase rates/charges; and b) why there is a Health Care Provider Tax expense which is equal to 6% of NPR/FPP for the project. See Table 3B.**

- a.) The Net Patient Revenue and Fixed Prospective Payments (NPR/FPP) that were reported for the project are in error. There are no increases in these amounts related to the increase in cost of \$4,058,107. Please see corrected Table 3B.
- b.) The Health Care Provider Tax expense is a calculation from the NPR/FPP in part (a). This amount should be \$0.00 as there is no increased NPR/FPP. Please see corrected Table 3B.



- 3. Based on CON Table 1 & 2 and the request for expedited review dated July 21, 2021 (page 3), BMH is financing the project with a \$12.5 million loan at 2.75% interest rate secured in December 2019. However, this change in financing was not reported to the GMCB (Original loan was for \$10 million.) The project tables do not account for the increased interest expense due to the revised loan from \$10 million at a 2.5% interest rate to a \$12.5 million loan at an interest rate of 2.75%. In addition, the loan financing period has increased by five years, from 2017-2042 to 2019-2049. (See CON tables 1 & 2 compared to the CON application from May 2017 CON Table 2.) Please explain why these changes and additional costs are not reflected or revise and resubmit all affected financial tables.**

To account for the change in debt structure which was not reported to the GMCB, tables 1 & 3 have been adjusted. This adjustment is to identify the change in interest from the original submission.

- 4. CON financial tables titled Payer Revenue Report (Table 6) and the Income Statement (Table 3) do not tie in total for NPR/FPP for the proposed years 1-3 or 2023-2025. The issues are the Disproportionate Share Payments and Allowances for Hospital and Physicians for those years. Please explain the discrepancy and revise and resubmit these financial tables and the narrative so they comport.**

The Payer Revenue Report (Table 6) and the Income Statement (Table 3) has been revised for a calculation error. Please see corrected tables.

- 5. The Balance Sheet (Table 4) does not account correctly for increase in accumulated depreciation for FY2023 as these amounts should be a negative against the assets and FY2024 is not accounting for any accumulated depreciation. Please revise and resubmit a corrected Table 4.**

The Balance Sheet in Table 4 has been corrected. Please find attached corrected Table 4.

- 6. The CON Statements prepared are consistent and confirmed with the GMCB hospital budget submissions as of July 1, 2021, for the years 2020-2022 without the project. However, based on an e-mail from Andre Bissonette dated August 11, 2021, the hospital's operating margin has changed from a \$4 million loss to a \$1.8 million loss. Please revise and resubmit all financial tables affected by this change.**

All financial tables have been revised for the change in projections for FY2021. Please find attached all affected tables for this change.

**PLEASE PROVIDE ASSUMPTIONS**

**Brattleboro Memorial Hospital  
Ron Reed Modernization Project - Revision**

**Proposed    Proposed    Proposed**  
**Yr 1        Yr 2        Yr 3**

Table 1

Table 2

**INCOME STATEMENT**

<b>allowed rate incr (avg) with project</b>			
ip Hospital	7.0%	7.0%	7.0%
OP Hospital	7.0%	7.0%	7.0%
Physician Fees	0.0%	0.0%	0.0%
med surg supplies	0.0%	0.0%	0.0%
Drugs	0.0%	0.0%	0.0%
 <b>allowed rate incr (avg) without project</b>			
ip Hospital	7.0%	7.0%	7.0%
OP Hospital	7.0%	7.0%	7.0%
Physician Fees	0.0%	0.0%	0.0%
med surg supplies	0.0%	0.0%	0.0%
Drugs	0.0%	0.0%	0.0%
 <b>Inflation</b>			
wages & fringes & contracted physician fees	4.0%	4.0%	4.0%
other expenses	2-3%	2-3%	2-3%

**BALANCE SHEET**

**CASH FLOW**

**REVENUE SOURCE-PAYER**

pmix same as FY2022 Budget request

**UTILIZATION**

no volume changes from the Fy2022 Budget

**STAFFING**

**STATISTICS**

Notes to Support Assumptions:

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

**Brattleboro Memorial Hospital  
Ron Reed Modernization Project - Revision**

TABLE 1  
PROJECT COSTS

<b>Construction Costs</b>	
1. New Construction	\$ 16,160,181
2. Renovation	\$2,166,863
3. Site Work	616,146
4. Fixed Equipment	864,507
5. Design/Bidding Contingency	\$310,353
6. Construction Contingency	\$895,873
7. Construction Manager Fee	428,682
8. Other (please specify)	-
Subtotal	\$ 21,442,605
<b>Related Project Costs</b>	
1. Major Moveable Equipment	\$ 1,144,022
2. Furnishings, Fixtures & Other Equip.	\$2,350,627
3. Architectural/Engineering Fees	
4. Land Acquisition	
5. Purchase of Buildings	\$1,430,309
6. Administrative Expenses & Permits	383,333
7. Debt Financing Expenses (see below)	
8. Debt Service Reserve Fund	-
9. Working Capital	-
10. Other (please specify)	-
Subtotal	\$ 5,308,291
<b>Total Project Costs</b>	<b>\$ 26,750,896</b>

<b>Debt Financing Expenses</b>	
1. Capital Interest	\$ 183,333
2. Bond Discount or Placement Fee	200,000
3. Misc. Financing Fees & Exp. (issuance costs)	-
4. Other	-
Subtotal	\$ 383,333
<b>Less Interest Earnings on Funds</b>	
1. Debt Service Reserve Funds	\$ -
2. Capitalized Interest Account	-
3. Construction Fund	-
4. Other	-
Subtotal	\$ -
<b>Total Debt Financing Expenses</b>	<b>\$ 383,333</b>
feeds to line 7 above	

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

**Brattleboro Memorial Hospital  
Ron Reed Modernization Project - Revision**

TABLE 2  
DEBT FINANCING ARRANGEMENT, SOURCES & USES OF FUNDS

<b>Sources of Funds</b>		
1. Financing Instrument	Bond	
a. Interest Rate	2.75%	
b. Loan Period	Dec 2019 To: Nov 2049	
c. Amount Financed		\$ 12,500,000
2. Equity Contribution		14,250,896
3. Other Sources		
a. Working Capital		
b. Fundraising		-
c. Grants		-
d. Other		-
<b>Total Required Funds</b>		<b>\$ 26,750,896</b>

<b>Uses of Funds</b>		
<u>Project Costs (feeds from Table 1)</u>		
1. New Construction		\$ 16,160,181
2. Renovation		2,166,863
3. Site Work		616,146
4. Fixed Equipment		864,507
5. Design/Bidding Contingency		310,353
6. Construction Contingency		895,873
7. Construction Manager Fee		428,682
8. Major Moveable Equipment		1,144,022
9. Furnishings, Fixtures & Other Equip.		-
10. Architectural/Engineering Fees		2,350,627
11. Land Acquisition		-
12. Purchase of Buildings		-
13. Administrative Expenses & Permits		1,430,309
14. Debt Financing Expenses		383,333
15. Debt Service Reserve Fund		-
16. Working Capital		-
17. Other (please specify)		-
<b>Total Uses of Funds</b>		<b>\$ 26,750,896</b>

Total sources should equal total uses of funds.

**BRATTLEBORO MEMORIAL HOSPITAL**

*Ron Reed Modernization Project - Revision*

INCOME STATEMENT

**Table 3A**  
WITHOUT PROJECT

	2020	2021	2021	2022	Proposed Yr 1		Proposed Yr 2		Proposed Yr 3				
	Actual	Budget	Projection	Budget	YYYY	YYYY	YYYY	YYYY	YYYY	YYYY			
		% change	% change	% change	% change	% change	% change	% change	% change	% change			
<b>REVENUES</b>													
INPATIENT CARE REVENUE	37,012,384	42,198,446	14.0%	40,512,045	-4.0%	46,970,672	15.9%	49,817,296	6.1%	52,863,086	6.1%	56,122,085	6.2%
OUTPATIENT CARE REVENUE	119,293,422	135,226,886	13.4%	136,676,793	1.1%	141,726,609	3.7%	150,018,910	5.9%	158,891,671	5.9%	168,385,525	6.0%
OUTPATIENT CARE REVENUE - PHYSICIAN	16,211,490	17,949,119	10.7%	19,029,001	6.0%	24,318,448	27.8%	24,318,446	0.0%	24,318,446	0.0%	24,318,446	0.0%
CHRONIC/SNF PT CARE REVENUE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
SWING BEDS PT CARE REVENUE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
<b>GROSS PATIENT CARE REVENUE</b>	<b>172,517,296</b>	<b>195,374,451</b>	<b>13.2%</b>	<b>196,217,839</b>	<b>0.4%</b>	<b>213,015,729</b>	<b>8.6%</b>	<b>224,154,652</b>	<b>5.2%</b>	<b>236,073,203</b>	<b>5.3%</b>	<b>248,826,056</b>	<b>5.4%</b>
DISPROPORTIONATE SHARE PAYMENTS	532,030	530,861	-0.2%	634,391	19.5%	530,861	-16.3%	530,861	0.0%	530,861	0.0%	530,861	0.0%
BAD DEBT FREE CARE	(4,730,892)	(6,318,891)	33.6%	(3,652,477)	-42.2%	(6,464,778)	77.0%	(7,209,596)	11.5%	(7,614,827)	5.6%	(8,048,424)	5.7%
DEDUCTIONS FROM REVENUE	(107,163,710)	(110,623,821)	3.2%	(119,305,294)	7.8%	(125,379,326)	5.1%	(133,560,901)	6.5%	(142,122,032)	6.4%	(151,311,545)	6.5%
<b>NET PATIENT CARE REVENUE</b>	<b>61,154,724</b>	<b>78,962,600</b>	<b>29.1%</b>	<b>73,894,459</b>	<b>-6.4%</b>	<b>81,702,486</b>	<b>10.6%</b>	<b>83,915,016</b>	<b>2.7%</b>	<b>86,867,205</b>	<b>3.5%</b>	<b>89,996,948</b>	<b>3.6%</b>
FIXED PROSPECTIVE PAYMENTS AND RESERVES	15,439,130	13,839,826	-10.4%	14,132,924	2.1%	13,892,894	-1.7%	13,892,894	0.0%	13,892,894	0.0%	13,892,894	0.0%
<b>NET PATIENT CARE REV &amp; FIXED PAYMENTS &amp; RESERVES</b>	<b>76,593,854</b>	<b>92,802,429</b>	<b>21.2%</b>	<b>88,027,383</b>	<b>-5.1%</b>	<b>95,595,382</b>	<b>8.6%</b>	<b>97,807,910</b>	<b>2.3%</b>	<b>100,760,099</b>	<b>3.0%</b>	<b>103,889,842</b>	<b>3.1%</b>
OTHER OPERATING REVENUE	16,603,162	3,694,854	-77.7%	5,101,770	38.1%	4,253,831	-16.6%	4,338,663	2.0%	4,425,436	2.0%	4,513,945	2.0%
<b>TOTAL OPERATING REVENUE</b>	<b>93,197,016</b>	<b>96,497,283</b>	<b>3.5%</b>	<b>93,129,153</b>	<b>-3.5%</b>	<b>99,849,213</b>	<b>7.2%</b>	<b>102,146,573</b>	<b>2.3%</b>	<b>105,185,535</b>	<b>3.0%</b>	<b>108,403,787</b>	<b>3.1%</b>
<b>OPERATING EXPENSE</b>													
SALARIES NON MD	29,955,500	32,924,457	9.9%	31,868,868	-3.2%	33,974,518	6.6%	35,333,497	4.0%	36,746,841	4.0%	38,216,716	4.0%
FRINGE BENEFITS NON MD	8,578,240	9,741,773	13.6%	8,642,403	-11.3%	11,900,084	37.7%	12,376,089	4.0%	12,871,133	4.0%	13,385,977	4.0%
PHYSICIAN FEES & SALARIES	19,966,791	18,671,941	-6.5%	19,913,919	6.7%	17,172,724	-13.8%	17,859,631	4.0%	18,574,015	4.0%	19,316,976	4.0%
FRINGE BENEFITS MD	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
HEALTH CARE PROVIDER TAX	5,006,382	5,517,700	10.2%	4,633,102	-16.0%	5,677,439	22.5%	5,034,901	-11.3%	5,212,032	3.5%	5,399,817	3.6%
DEPRECIATION AMORTIZATION	4,237,777	4,500,340	6.2%	3,931,048	-12.6%	4,270,607	8.6%	4,094,858	-4.1%	3,670,964	-10.4%	3,730,211	1.6%
INTEREST - LONG/SHORT TERM	136,985	463,315	238.2%	125,702	-72.9%	449,046	257.2%	454,971	1.3%	422,155	-7.2%	388,298	-8.0%
OTHER OPERATING EXPENSE	24,799,980	24,235,568	-2.3%	25,816,283	6.5%	25,755,972	-0.2%	26,306,245	2.1%	26,972,951	2.5%	27,657,276	2.5%
BAD DEBT	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OPERATING EXPENSE</b>	<b>92,681,654</b>	<b>96,055,094</b>	<b>3.6%</b>	<b>94,931,325</b>	<b>-1.2%</b>	<b>99,200,390</b>	<b>4.5%</b>	<b>101,460,192</b>	<b>2.3%</b>	<b>104,470,091</b>	<b>3.0%</b>	<b>108,095,271</b>	<b>3.5%</b>
<b>NET OPERATING INCOME (LOSS)</b>	<b>515,362</b>	<b>442,189</b>	<b>-14.2%</b>	<b>(1,802,172)</b>	<b>-507.6%</b>	<b>648,823</b>	<b>-136.0%</b>	<b>686,381</b>	<b>5.8%</b>	<b>715,444</b>	<b>4.2%</b>	<b>308,516</b>	<b>-56.9%</b>
NON-OPERATING REVENUE	9,204,560	700,000	-92.4%	5,500,000	685.7%	505,000	-90.8%	350,000	-30.7%	375,000	7.1%	400,000	6.7%
<b>EXCESS (DEFICIT) OF REVENUE OVER EXPENSE</b>	<b>9,719,922</b>	<b>1,142,189</b>	<b>-88.2%</b>	<b>3,697,828</b>	<b>223.7%</b>	<b>1,153,823</b>	<b>-68.8%</b>	<b>1,036,381</b>	<b>-10.2%</b>	<b>1,090,444</b>	<b>5.2%</b>	<b>708,516</b>	<b>-35.0%</b>
Operating Margin %	0.6%	0.5%	-1.9%	0.6%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.3%	
Bad Debt & Free Care%	2.7%	3.2%	1.9%	3.0%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%	
Compensation Ratio	63.1%	63.9%	63.7%	63.6%	64.6%	65.3%	65.3%	65.3%	65.3%	65.3%	65.6%	65.6%	
Capital Cost % of Total Expenses	4.7%	5.2%	4.3%	4.8%	4.5%	3.9%	3.9%	3.9%	3.9%	3.9%	3.8%	3.8%	

**BRATTLEBORO MEMORIAL HOSPITAL**

<b>Ron Reed Modernization Project - Revision</b>													
<b>INCOME STATEMENT</b>													
<b>Table 3B</b>													
<b>PROJECT ONLY</b>													
	2020	2021	PROJECT ONLY 2021		2022	Proposed Yr 2		Proposed Yr 2		Proposed Yr 3			
	Actual	Budget	% change	Projection	% change	Budget	% change	2023	% change	2024	% change	2025	% change
<b>REVENUES</b>													
INPATIENT CARE REVENUE			#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
OUTPATIENT CARE REVENUE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
OUTPATIENT CARE REVENUE - PHYSICIAN			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
CHRONIC/SNF PT CARE REVENUE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
SWING BEDS PT CARE REVENUE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
<b>GROSS PATIENT CARE REVENUE</b>	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
DISPROPORTIONATE SHARE PAYMENTS			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
BAD DEBT FREE CARE			#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
DEDUCTIONS FROM REVENUE			#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
<b>NET PATIENT CARE REVENUE</b>	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
FIXED PROSPECTIVE PAYMENTS AND RESERVES	15,439,130	13,839,826	-10.4%		-100.0%		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
<b>NET PATIENT CARE REV &amp; FIXED PAYMENTS &amp; RESERVES</b>			#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
OTHER OPERATING REVENUE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
<b>TOTAL OPERATING REVENUE</b>	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
<b>OPERATING EXPENSE</b>													
SALARIES NON MD			#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0!		#DIV/0!		#DIV/0!
FRINGE BENEFITS NON MD			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
FRINGE BENEFITS MD			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
PHYSICIAN FEES & SALARIES			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
HEALTH CARE PROVIDER TAX			#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
DEPRECIATION AMORTIZATION			#DIV/0!		#DIV/0!		#DIV/0!	101,452	#DIV/0!	101,452	0.0%	101,452	0.0%
INTEREST - LONG/SHORT TERM			#DIV/0!		#DIV/0!		#DIV/0!	4,433	#DIV/0!	7,309	64.9%	10,338	41.4%
OTHER OPERATING EXPENSE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
<b>TOTAL OPERATING EXPENSE</b>	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	105,885	#DIV/0!	108,761	2.7%	111,790	2.8%
NET OPERATING INCOME (LOSS)	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	(105,885)	#DIV/0!	(108,761)	2.7%	(111,790)	2.8%
NON-OPERATING REVENUE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
<b>EXCESS (DEFICIT) OF REVENUE OVER EXPENSE</b>	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	(105,885)	#DIV/0!	(108,761)	2.7%	(111,790)	2.8%

**BRATTLEBORO MEMORIAL HOSPITAL**

**Ron Reed Modernization Project - Revision**

Note: This table requires no "fill-in" as it is populated automatically

**INCOME STATEMENT**

**Table 3C**

**WITH PROJECT**

**2021**

	2020	2021	WITH PROJECT 2021		2022	Proposed Yr 2		Proposed Yr 2		Proposed Yr 3			
	Actual	Budget	% change	Projection	% change	Budget	% change	2023	% change	2024	% change	YYYY 2025	% change
<b>REVENUES</b>													
INPATIENT CARE REVENUE	37,012,384	42,198,446	14.0%	40,512,045	-4.0%	46,970,672	15.9%	49,817,296	6.1%	52,863,086	6.1%	56,122,085	6.2%
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OUTPATIENT CARE REVENUE - PHYSICIAN	16,211,490	17,949,119	10.7%	19,029,001	6.0%	24,318,448	27.8%	24,318,446	0.0%	24,318,446	0.0%	24,318,446	0.0%
CHRONIC/SNFP CARE REVENUE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
SWING BEDS PT CARE REVENUE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
<b>GROSS PATIENT CARE REVENUE</b>	<b>172,517,296</b>	<b>195,374,451</b>	<b>13.2%</b>	<b>196,217,839</b>	<b>0.4%</b>	<b>213,015,729</b>	<b>8.6%</b>	<b>224,154,652</b>	<b>5.2%</b>	<b>236,073,203</b>	<b>5.3%</b>	<b>248,826,056</b>	<b>5.4%</b>
DISPROPORTIONATE SHARE PAYMENTS	532,030	530,861	-0.2%	634,391	19.5%	530,861	-16.3%	530,861	0.0%	530,861	0.0%	530,861	0.0%
BAD DEBT FREE CARE	(4,730,892)	(6,318,891)	33.6%	(3,652,477)	-42.2%	(6,464,778)	77.0%	(7,209,596)	11.5%	(7,614,827)	5.6%	(8,048,424)	5.7%
DEDUCTIONS FROM REVENUE	(107,163,710)	(110,623,821)	3.2%	(119,305,294)	7.8%	(125,379,326)	5.1%	(133,560,901)	6.5%	(142,122,032)	6.4%	(151,311,545)	6.5%
	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
<b>NET PATIENT CARE REVENUE</b>	<b>61,154,724</b>	<b>78,962,600</b>	<b>29.1%</b>	<b>73,894,459</b>	<b>-6.4%</b>	<b>81,702,486</b>	<b>10.6%</b>	<b>83,915,016</b>	<b>2.7%</b>	<b>86,867,205</b>	<b>3.5%</b>	<b>89,996,948</b>	<b>3.6%</b>
FIXED PROSPECTIVE PAYMENTS AND RESERVES	30,878,260	27,679,652	-10.4%	14,132,924	-48.9%	13,892,894	-1.7%	13,892,894	0.0%	13,892,894	0.0%	13,892,894	0.0%
<b>NET PATIENT CARE REV &amp; FIXED PAYMENTS &amp; RESERVES</b>	<b>76,593,854</b>	<b>92,802,429</b>	<b>21.2%</b>	<b>88,027,383</b>	<b>-5.1%</b>	<b>95,595,382</b>	<b>8.6%</b>	<b>97,807,910</b>	<b>2.3%</b>	<b>100,760,099</b>	<b>3.0%</b>	<b>103,889,842</b>	<b>3.1%</b>
OTHER OPERATING REVENUE	16,603,162	3,694,854	-77.7%	5,101,770	38.1%	4,253,831	-16.6%	4,338,663	2.0%	4,425,436	2.0%	4,513,945	2.0%
<b>TOTAL OPERATING REVENUE</b>	<b>93,197,016</b>	<b>96,497,283</b>	<b>3.5%</b>	<b>93,129,153</b>	<b>-3.5%</b>	<b>99,849,213</b>	<b>7.2%</b>	<b>102,146,573</b>	<b>2.3%</b>	<b>105,185,535</b>	<b>3.0%</b>	<b>108,403,787</b>	<b>3.1%</b>
<b>OPERATING EXPENSE</b>													
SALARIES NON MD	29,955,500	32,924,457	9.9%	31,868,868	-3.2%	33,974,518	6.6%	35,333,497	4.0%	36,746,841	4.0%	38,216,716	4.0%
FRINGE BENEFITS NON MD	8,578,240	9,741,773	13.6%	8,642,403	-11.3%	11,900,084	37.7%	12,376,089	4.0%	12,871,133	4.0%	13,385,977	4.0%
FRINGE BENEFITS MD	19,966,791	18,671,941	-6.5%	19,913,919	6.7%	17,172,724	-13.8%	17,859,631	4.0%	18,574,015	4.0%	19,316,976	4.0%
PHYSICIAN FEES & SALARIES	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
HEALTH CARE PROVIDER TAX	5,006,382	5,517,700	10.2%	4,633,102	-16.0%	5,677,439	22.5%	5,034,901	-11.3%	5,212,032	3.5%	5,399,817	3.6%
DEPRECIATION AMORTIZATION	4,237,777	4,500,340	6.2%	3,931,048	-12.6%	4,270,607	8.6%	4,196,310	-1.7%	3,772,416	-10.1%	3,831,663	1.6%
INTEREST - LONG/SHORT TERM	136,985	463,315	238.2%	125,702	-72.9%	449,046	257.2%	459,404	2.3%	429,464	-6.5%	398,636	-7.2%
OTHER OPERATING EXPENSE	24,799,980	24,235,568	-2.3%	25,816,283	6.5%	25,755,972	-0.2%	26,306,245	2.1%	26,972,951	2.5%	27,657,276	2.5%
<b>TOTAL OPERATING EXPENSE</b>	<b>92,681,654</b>	<b>96,055,094</b>	<b>3.6%</b>	<b>94,931,325</b>	<b>-1.2%</b>	<b>99,200,390</b>	<b>4.5%</b>	<b>101,566,077</b>	<b>2.4%</b>	<b>104,578,852</b>	<b>3.0%</b>	<b>108,207,061</b>	<b>3.5%</b>
NET OPERATING INCOME (LOSS)	515,362	442,189	-14.2%	(1,802,172)	-507.6%	648,823	-136.0%	580,496	-10.5%	606,683	4.5%	196,726	-67.6%
NON-OPERATING REVENUE	9,204,560	700,000	-92.4%	5,500,000	685.7%	505,000	-90.8%	350,000	-30.7%	375,000	7.1%	400,000	6.7%
<b>EXCESS (DEFICIT) OF REVENUE OVER EXPENSE</b>	<b>9,719,922</b>	<b>1,142,189</b>	<b>-88.2%</b>	<b>3,697,828</b>	<b>223.7%</b>	<b>1,153,823</b>	<b>-68.8%</b>	<b>930,496</b>	<b>-19.4%</b>	<b>981,683</b>	<b>5.5%</b>	<b>596,726</b>	<b>-39.2%</b>
Operating Margin %	0.6%	0.5%		-1.9%		0.6%		0.6%		0.6%		0.2%	
Bad Debt & Free Care%	2.7%	3.2%		1.9%		3.0%		3.2%		3.2%		3.2%	
Compensation Ratio	63.1%	63.9%		63.7%		63.6%		64.6%		65.2%		65.5%	
Capital Cost % of Total Expenses	4.7%	5.2%		4.3%		4.8%		4.6%		4.0%		3.9%	



2020  
Actuals

Accounts	
Gross Revenue	
Hospital	
Inpatient Care Revenue	37,012,384
Outpatient Care Revenue	119,293,422
Chronic/SNF PT Care Revenue	0
Swing Beds PT Care Revenue	0
Total Hospital	156,305,806
Physician	
Outpatient Care Revenue - Physician	16,211,490
Total Physician	16,211,490
Net Revenue Deductions	
Disproportionate Share Payments	532,030
Bad Debt Free Care	-4,730,892
Deductions from Revenue	-107,163,710
Graduate Medical Education	0
Total Net Revenue Deductions	-111,362,572
Net Patient Care Revenue	61,154,724
Fixed Prospective Payments and Reserves	15,439,130
Net Patient Care Rev & Fixed Payments & Reserves	76,593,854
Other Operating Revenue	
Community Foundation Revenue	0
Grant Income	1,533,248
Cafeteria & Parking	258,578
Employee Sales Pharmacy	0
Employee Sales Med Surg Supplies	0
Sale of Services to Other Organizations	0
Physician Office and Other Rentals	0
Meaningful Use	8,500
340B Retail Pharmacy Programs	1,855,151
COVID-19 Stimulus and Other Grant Funding	12,484,406
Miscellaneous/Contract Income	0
Premium Revenue and Payer Incentives	0
Specialty Pharmacy	0
Outpatient Pharmacy Revenue	0
Reference Lab Revenue	0
Institutional Services Revenue	0
Reimbursed Expenses	0
Other	463,279
Total Other Operating Revenue	16,603,162
Total Operating Revenue	93,197,016
Operating Expense	
Salaries Non MD	29,955,500
Fringe Benefits Non MD	8,578,240
Physician Fees & Salaries	19,966,791
Fringe Benefits MD	0
Health Care Provider Tax	5,006,382
Depreciation Amortization	4,237,777
Interest - Short Term	0
Interest - Long Term	136,985
Other Operating Expense	24,799,980
Bad Debt (pre 2012)	0

Total Operating Expense	92,681,654
Net Operating Income (Loss)	515,362
Non-Operating Revenue	9,204,560
Excess (Deficit) of Revenue Over Expense	9,719,922

2021  
Budget 2021 Approved

Budget 2022 Projection 2021

42,198,446	38,169,325
135,226,886	133,339,726
0	0
0	0
177,425,332	171,509,051
17,949,119	19,291,876
17,949,119	19,291,876
530,861	643,199
-6,318,891	-4,005,413
-110,623,821	-114,463,794
0	0
-116,411,851	-117,826,008
78,962,603	72,974,919
13,839,826	13,956,728
92,802,429	86,931,647
0	0
1,350,760	1,548,935
356,000	288,497
0	0
0	0
0	0
0	0
0	43,714
1,637,168	2,127,968
0	187,009
0	0
0	0
0	0
0	0
0	0
0	0
0	0
350,926	406,823
3,694,854	4,602,946
96,497,283	91,534,593
32,924,457	31,903,792
9,741,773	9,014,264
18,671,941	19,796,277
0	0
5,517,700	4,853,959
4,500,340	3,945,276
0	0
463,315	118,191
24,235,568	25,991,180
0	0

96,055,094  
442,189  
700,000  
1,142,189

95,622,939  
-4,088,346  
4,650,053  
561,707

2022  
Budget 2022 Projection 2021

46,970,672  
141,726,609  
0  
0  
188,697,281  
  
24,318,448  
24,318,448  
  
530,861  
-6,464,778  
-125,379,326  
0  
-131,313,243  
81,702,488  
13,892,894  
95,595,382  
  
0  
1,432,352  
349,981  
0  
0  
0  
0  
0  
0  
2,145,495  
0  
0  
0  
0  
0  
0  
0  
0  
326,003  
4,253,831  
99,849,213  
  
33,974,518  
11,900,084  
17,172,724  
0  
5,677,439  
4,270,607  
0  
449,046  
25,755,972  
0

99,200,390  
648,823  
505,000  
1,153,823

Income Statement  
Descriptor Tables 3A, 3B and 3C

Levels: Brattleboro Memorial Hospital  
Currency: United States of America, Dollars

**PLEASE PROVIDE ASSUMPTIONS**

PROJECT NAME  
BALANCE SHEET PROJECTIONS--TABLE 4

Proposed Yr 1 Proposed Yr 2 Proposed Yr 3  
YYYY YYYY YYYY

**ASSETS**

CURRENT ASSETS

CASH & INVESTMENTS  
PATIENT ACCOUNTS RECEIVABLE, GROSS  
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS  
DUE FROM THIRD PARTIES  
OTHER CURRENT ASSETS

TOTAL CURRENT ASSETS

**BOARD DESIGNATED ASSETS**

FUNDED DEPRECIATION  
ESCROWED BOND FUNDS  
OTHER

TOTAL BOARD DESIGNATED ASSETS

PROPERTY, PLANT, AND EQUIPMENT  
LAND, BUILDINGS & IMPROVEMENTS  
CONSTRUCTION IN PROGRESS  
MAJOR MOVABLE EQUIPMENT  
FIXED EQUIPMENT

**TOTAL PROPERTY, PLANT AND EQUIPMENT**

LESS: ACCUMULATED DEPRECIATION  
LAND, BUILDINGS & IMPROVEMENTS  
EQUIPMENT - FIXED  
EQUIPMENT - MAJOR MOVEABLE

TOTAL ACCUMULATED DEPRECIATION

TOTAL PROPERTY, PLANT AND EQUIPMENT, NET

OTHER LONG-TERM ASSETS

TOTAL ASSETS

LIABILITIES AND FUND BALANCE

CURRENT LIABILITIES

ACCOUNTS PAYABLE  
SALARIES, WAGES AND 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

OTHER NONCURRENT LIABILITIES



TOTAL LIABILITIES

FUND BALANCE

TOTAL LIABILITIES AND FUND BALANCE

NOTES:

# BRATTLEBORO MEMORIAL HOSPITAL

## Ron Reed Modernization Project - Revision

### Balance Sheet

#### WITHOUT PROJECT

	2020	2021	2021		2022	2023		2024		2025			
	Actual	Budget	% change	Projection	% change	Budget	% change	Proposed Year 1	% change	Proposed Year 2	% change	Proposed Year 3	% change
<b>ASSETS</b>													
<b>CURRENT ASSETS</b>													
CASH & INVESTMENTS	20,789,147	2,456,906	-88.2%	10,390,379	322.9%	6,432,416	-38.1%	6,000,000	-6.7%	6,000,000	0.0%	6,000,000	0.0%
PATIENT ACCOUNTS RECEIVABLE, GROSS	12,725,733	18,263,991	43.5%	16,182,507	-11.4%	19,758,956	22.1%	26,448,910	33.9%	27,331,975	3.3%	28,423,090	4.0%
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS DUE FROM THIRD PARTIES	(4,325,450)	(5,780,943)	33.6%	(4,077,452)	-29.5%	(6,302,931)	54.6%	(6,011,116)	-4.6%	(6,211,812)	3.3%	(6,459,793)	4.0%
ACO RISK RESERVE/SETTLEMENT RECEIVABLE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
OTHER CURRENT ASSETS	3,680,806	3,128,397	-15.0%	3,752,111	19.9%	3,715,495	-1.0%	3,789,805	2.0%	3,865,601	2.0%	3,942,913	2.0%
<b>TOTAL CURRENT ASSETS</b>	<b>32,870,236</b>	<b>18,068,351</b>	<b>-45.0%</b>	<b>26,247,545</b>	<b>45.3%</b>	<b>23,603,936</b>	<b>-10.1%</b>	<b>30,227,599</b>	<b>28.1%</b>	<b>30,985,764</b>	<b>2.5%</b>	<b>31,906,210</b>	<b>3.0%</b>
<b>BOARD DESIGNATED ASSETS</b>													
FUNDED DEPRECIATION	31,448,042	35,628,189	13.3%	33,908,365	-4.8%	34,188,401	0.8%	34,480,764	0.9%	36,476,367	5.8%	37,726,075	3.4%
ESCROWED BOND FUNDS	10,311,792	-	-100.0%	10,000,000	#DIV/0!	3,000,000	-70.0%	0	-100.0%	#DIV/0!	#DIV/0!	#DIV/0!	
OTHER	951,348	5,716,452	500.9%	1,060,297	-81.5%	1,060,297	0.0%	1,060,297	0.0%	1,060,297	0.0%	1,060,297	0.0%
<b>TOTAL BOARD DESIGNATED ASSETS</b>	<b>42,711,182</b>	<b>41,344,641</b>	<b>-3.2%</b>	<b>44,968,662</b>	<b>8.8%</b>	<b>38,248,698</b>	<b>-14.9%</b>	<b>35,541,061</b>	<b>-7.1%</b>	<b>37,536,664</b>	<b>5.6%</b>	<b>38,786,372</b>	<b>3.3%</b>
<b>PROPERTY, PLANT, AND EQUIPMENT</b>													
LAND, BUILDINGS & IMPROVEMENTS	46,389,235	34,154,913	-26.4%	48,389,235	41.7%	64,769,755	33.9%	69,587,104	7.4%	69,587,104	0.0%	69,587,104	0.0%
CONSTRUCTION IN PROGRESS	3,233,127	17,717,095	448.0%	12,233,127	-31.0%	4,038,401	-67.0%	0	-100.0%	0	#DIV/0!	0	#DIV/0!
MAJOR MOVABLE EQUIPMENT	28,620,335	32,147,055	12.3%	29,370,335	-8.6%	33,334,980	13.5%	34,640,415	3.9%	35,893,873	3.6%	38,213,871	6.5%
FIXED EQUIPMENT	2,063,020	15,474,197	650.1%	2,663,020	-82.8%	3,923,883	47.3%	5,297,998	35.0%	5,401,418	2.0%	5,401,418	0.0%
<b>TOTAL PROPERTY, PLANT AND EQUIPMENT</b>	<b>80,305,717</b>	<b>99,493,260</b>	<b>23.9%</b>	<b>92,655,717</b>	<b>-6.9%</b>	<b>106,067,019</b>	<b>14.5%</b>	<b>109,525,517</b>	<b>3.3%</b>	<b>110,882,395</b>	<b>1.2%</b>	<b>113,202,393</b>	<b>2.1%</b>
<b>LESS: ACCUMULATED DEPRECIATION</b>													
LAND, BUILDINGS & IMPROVEMENTS	(29,641,022)	(24,114,875)	-18.6%	(31,239,936)	29.5%	(33,209,139)	6.3%	(35,271,064)	6.2%	(37,236,050)	5.6%	(39,102,664)	5.0%
EQUIPMENT - FIXED	(1,691,596)	(9,056,225)	435.4%	(2,497,725)	-72.4%	(4,264,030)	70.7%	(5,554,905)	30.3%	(5,776,791)	4.0%	(5,893,415)	2.0%
EQUIPMENT - MAJOR MOVEABLE	(23,470,285)	(26,325,016)	12.2%	(25,284,075)	-4.0%	(27,050,380)	7.0%	(29,221,003)	8.0%	(30,756,209)	5.3%	(33,201,889)	8.0%
<b>TOTAL ACCUMULATED DEPRECIATION</b>	<b>(54,802,903)</b>	<b>(59,496,116)</b>	<b>8.6%</b>	<b>(59,021,736)</b>	<b>-0.8%</b>	<b>(64,523,549)</b>	<b>9.3%</b>	<b>(70,046,972)</b>	<b>8.6%</b>	<b>(73,769,050)</b>	<b>5.3%</b>	<b>(78,197,968)</b>	<b>6.0%</b>
<b>TOTAL PROPERTY, PLANT AND EQUIPMENT, NET</b>	<b>25,502,814</b>	<b>39,997,144</b>	<b>56.8%</b>	<b>33,633,981</b>	<b>-15.9%</b>	<b>41,543,470</b>	<b>23.5%</b>	<b>39,478,545</b>	<b>-5.0%</b>	<b>37,113,345</b>	<b>-6.0%</b>	<b>35,004,425</b>	<b>-5.7%</b>
OTHER LONG-TERM ASSETS	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
<b>TOTAL ASSETS</b>	<b>101,084,232</b>	<b>99,410,136</b>	<b>-1.7%</b>	<b>104,850,188</b>	<b>5.5%</b>	<b>103,396,104</b>	<b>-1.4%</b>	<b>105,247,205</b>	<b>1.8%</b>	<b>105,635,773</b>	<b>0.4%</b>	<b>105,697,007</b>	<b>0.1%</b>
<b>LIABILITIES AND FUND BALANCE</b>													
<b>CURRENT LIABILITIES</b>													
ACCOUNTS PAYABLE	8,939,686	5,804,215	-35.1%	6,162,540	6.2%	5,944,242	-3.5%	6,677,925	8.4%	6,894,451	3.2%	7,157,810	3.8%
CURRENT LIABILITIES COVID-19	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
SALARIES, WAGES AND PAYROLL TAXES PAYABLE	4,640,686	5,542,875	19.4%	7,522,271	35.7%	5,502,575	-26.8%	6,542,243	-13.0%	6,785,343	3.7%	7,076,090	4.3%
ESTIMATED THIRD-PARTY SETTLEMENTS	7,102,341	3,093,532	-56.4%	5,598,086	81.0%	1,525,000	-72.8%	1,600,000	-71.4%	1,700,000	6.3%	1,800,000	5.9%
OTHER CURRENT LIABILITIES	1,545,614	1,825,000	18.1%	988,659	-45.8%	410,000	-58.5%	500,000	-49.4%	500,000	0.0%	500,000	0.0%
CURRENT PORTION OF LONG-TERM DEBT	975,403	1,273,259	30.5%	1,261,223	-0.9%	1,295,650	2.7%	1,008,677	-20.0%	1,025,592	1.7%	1,043,084	1.7%
<b>TOTAL CURRENT LIABILITIES</b>	<b>23,203,730</b>	<b>17,538,881</b>	<b>-24.4%</b>	<b>21,532,779</b>	<b>22.8%</b>	<b>14,677,467</b>	<b>-31.8%</b>	<b>16,328,845</b>	<b>-24.2%</b>	<b>16,905,386</b>	<b>3.5%</b>	<b>17,576,984</b>	<b>4.0%</b>
<b>LONG-TERM DEBT</b>													
LONG TERM LIABILITIES COVID-19	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
BONDS & MORTGAGES PAYABLE	7,133,496	9,329,297	30.8%	11,983,906	28.5%	15,171,311	26.6%	14,335,951	19.6%	13,058,832	-8.9%	11,741,250	-10.1%
CAPITAL LEASE OBLIGATIONS	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
OTHER LONG-TERM DEBT	191,397	-	-100.0%	107,656	#DIV/0!	107,656	0.0%	107,656	0.0%	107,656	0.0%	107,656	0.0%
<b>TOTAL LONG-TERM DEBT</b>	<b>7,324,893</b>	<b>9,329,297</b>	<b>27.4%</b>	<b>12,091,562</b>	<b>29.6%</b>	<b>15,278,967</b>	<b>26.4%</b>	<b>14,443,607</b>	<b>19.5%</b>	<b>13,166,488</b>	<b>-8.8%</b>	<b>11,848,906</b>	<b>-10.0%</b>
OTHER NONCURRENT LIABILITIES	-	208,211	#DIV/0!	-	-100.0%	-	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
<b>TOTAL LIABILITIES</b>	<b>30,528,623</b>	<b>27,076,389</b>	<b>-11.3%</b>	<b>33,624,341</b>	<b>24.2%</b>	<b>29,956,434</b>	<b>-10.9%</b>	<b>30,772,452</b>	<b>-8.5%</b>	<b>30,071,874</b>	<b>-2.3%</b>	<b>29,425,890</b>	<b>-2.1%</b>

**BRATTLEBORO MEMORIAL HOSPITAL**

FUND BALANCE	70,555,609	72,333,749	2.5%	71,225,847	-1.5%	73,439,670	3.1%	74,474,753	4.6%	75,563,899	1.5%	76,271,117	0.9%
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>101,084,232</b>	<b>99,410,138</b>	<b>-1.7%</b>	<b>104,850,188</b>	<b>5.5%</b>	<b>103,396,104</b>	<b>-1.4%</b>	<b>105,247,205</b>	<b>0.4%</b>	<b>105,635,773</b>	<b>0.4%</b>	<b>105,697,007</b>	<b>0.1%</b>

**BRATTLEBORO MEMORIAL HOSPITAL**

**Ron Reed Modernization Project - Revision**

Balance Sheet													
PROJECT ONLY													
	2020	2021	2021		2022	%	2023		2024		2025		
	Actual	Budget	% change	Projection	% change	Budget	change	Proposed Year 1	% change	Proposed Year 2	% change	Proposed Year 3	% change
<b>ASSETS</b>													
<b>CURRENT ASSETS</b>													
CASH & INVESTMENTS			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
PATIENT ACCOUNTS RECEIVABLE, GROSS			#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS			#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
DUE FROM THIRD PARTIES			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
ACO RISK RESERVE/SETTLEMENT RECEIVABLE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
OTHER CURRENT ASSETS			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
<b>TOTAL CURRENT ASSETS</b>	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
<b>BOARD DESIGNATED ASSETS</b>													
FUNDED DEPRECIATION			#DIV/0!		#DIV/0!		#DIV/0!	(8,745,784)	#DIV/0!	(8,541,045)	-2.3%	(8,193,909)	-4.1%
ESCROWED BOND FUNDS			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
OTHER			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
<b>TOTAL BOARD DESIGNATED ASSETS</b>	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	(8,745,784)	#DIV/0!	(8,541,045)	-2.3%	(8,193,909)	-4.1%
<b>PROPERTY, PLANT, AND EQUIPMENT</b>													
LAND, BUILDINGS & IMPROVEMENTS			#DIV/0!		#DIV/0!		#DIV/0!	2,920,043	#DIV/0!	2,920,043	0.0%	2,920,043	0.0%
CONSTRUCTION IN PROGRESS			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
MAJOR MOVABLE EQUIPMENT			#DIV/0!		#DIV/0!		#DIV/0!	1,138,065	#DIV/0!	1,138,065	0.0%	1,138,065	0.0%
FIXED EQUIPMENT			#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
<b>TOTAL PROPERTY, PLANT AND EQUIPMENT</b>	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	4,058,108	#DIV/0!	4,058,108	0.0%	4,058,108	0.0%
<b>LESS: ACCUMULATED DEPRECIATION</b>													
LAND, BUILDINGS & IMPROVEMENTS			#DIV/0!		#DIV/0!		#DIV/0!	(73,000)	#DIV/0!	(146,000)	100.0%	(219,000)	50.0%
EQUIPMENT - FIXED			#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
EQUIPMENT - MAJOR MOVEABLE			#DIV/0!		#DIV/0!		#DIV/0!	(28,452)	#DIV/0!	(56,904)	100.0%	(85,356)	50.0%
<b>TOTAL ACCUMULATED DEPRECIATION</b>	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	(101,452)	#DIV/0!	(202,904)	100.0%	(304,356)	50.0%
<b>TOTAL PROPERTY, PLANT AND EQUIPMENT, NET</b>	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	3,956,656	#DIV/0!	3,855,204	-2.6%	3,753,752	-2.6%
<b>OTHER LONG-TERM ASSETS</b>													
<b>TOTAL ASSETS</b>	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	(4,789,128)	#DIV/0!	(4,685,841)	-2.2%	(4,440,157)	-5.2%
<b>LIABILITIES AND FUND BALANCE</b>													
<b>CURRENT LIABILITIES</b>													
ACCOUNTS PAYABLE			#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
CURRENT LIABILITIES COVID-19			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
SALARIES, WAGES AND PAYROLL TAXES PAYABLE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
ESTIMATED THIRD-PARTY SETTLEMENTS			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
OTHER CURRENT LIABILITIES			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
CURRENT PORTION OF LONG-TERM DEBT			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
<b>TOTAL CURRENT LIABILITIES</b>	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
<b>LONG-TERM DEBT</b>													
LONG TERM LIABILITIES COVID-19			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
BONDS & MORTGAGES PAYABLE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
CAPITAL LEASE OBLIGATIONS			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
OTHER LONG-TERM DEBT			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
<b>TOTAL LONG-TERM DEBT</b>	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
<b>OTHER NONCURRENT LIABILITIES</b>													
			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!

## BRATTLEBORO MEMORIAL HOSPITAL

<b>TOTAL LIABILITIES</b>	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
FUND BALANCE			#DIV/0!		#DIV/0!		#DIV/0!	(4,789,128)	#DIV/0!	(4,685,841)	-2.2%	(4,440,157)	-5.2%
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	(4,789,128)	#DIV/0!	(4,685,841)	-2.2%	(4,440,157)	-5.2%

# BRATTLEBORO MEMORIAL HOSPITAL

## Ron Reed Modernization Project - Revision

Note: This table requires no "fill-in" as it is populated automatically

### Balance Sheet

#### WITH PROJECT

	2020	2021	2021	2021	2022	2022	2,023	2,023	2,024	2,024	2,025	2,025	
	Actual	Budget	% change	Projection	% change	Budget	% change	Proposed Year 1	% change	Proposed Year 2	% change	Proposed Year 3	% change
<b>ASSETS</b>													
<b>CURRENT ASSETS</b>													
CASH & INVESTMENTS	20,789,147	2,456,906	-88.2%	10,390,379	322.9%	6,432,416	-38.1%	6,000,000	-6.7%	6,000,000	0.0%	6,000,000	0.0%
PATIENT ACCOUNTS RECEIVABLE, GROSS	12,725,733	18,263,991	43.5%	16,182,507	-11.4%	19,758,956	22.1%	26,448,910	33.9%	27,331,975	3.3%	28,423,090	4.0%
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS	(4,325,450)	(5,780,943)	33.6%	(4,077,452)	-29.5%	(6,302,931)	54.6%	(6,011,116)	-4.6%	(6,211,812)	3.3%	(6,459,793)	4.0%
DUE FROM THIRD PARTIES	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
ACO RISK RESERVE/SETTLEMENT RECEIVABLE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
OTHER CURRENT ASSETS	3,680,806	3,128,397	-15.0%	3,752,111	19.9%	3,715,495	-1.0%	3,789,805	2.0%	3,865,601	2.0%	3,942,913	2.0%
<b>TOTAL CURRENT ASSETS</b>	<b>32,870,236</b>	<b>18,068,351</b>	<b>-45.0%</b>	<b>26,247,545</b>	<b>45.3%</b>	<b>23,603,936</b>	<b>-10.1%</b>	<b>30,227,599</b>	<b>28.1%</b>	<b>30,985,764</b>	<b>2.5%</b>	<b>31,906,210</b>	<b>3.0%</b>
<b>BOARD DESIGNATED ASSETS</b>													
FUNDED DEPRECIATION	31,448,042	35,628,189	13.3%	33,908,365	-4.8%	34,188,401	0.8%	25,734,980	-24.7%	27,935,322	8.6%	29,532,166	5.7%
ESCROWED BOND FUNDS	10,311,792	-	-100.0%	10,000,000	#DIV/0!	3,000,000	-70.0%	-	-100.0%	-	#DIV/0!	-	#DIV/0!
OTHER	951,348	5,716,452	500.9%	1,060,297	-81.5%	1,060,297	0.0%	1,060,297	0.0%	1,060,297	0.0%	1,060,297	0.0%
<b>TOTAL BOARD DESIGNATED ASSETS</b>	<b>42,711,182</b>	<b>41,344,641</b>	<b>-3.2%</b>	<b>44,968,662</b>	<b>8.8%</b>	<b>38,248,698</b>	<b>-14.9%</b>	<b>26,795,277</b>	<b>-29.9%</b>	<b>28,995,619</b>	<b>8.2%</b>	<b>30,592,463</b>	<b>5.5%</b>
<b>PROPERTY, PLANT, AND EQUIPMENT</b>													
LAND, BUILDINGS & IMPROVEMENTS	46,389,235	34,154,913	-26.4%	48,389,235	41.7%	64,769,755	33.9%	72,507,147	11.9%	72,507,147	0.0%	72,507,147	0.0%
CONSTRUCTION IN PROGRESS	3,233,127	17,717,095	448.0%	12,233,127	-31.0%	4,038,401	-67.0%	-	-100.0%	-	#DIV/0!	-	#DIV/0!
MAJOR MOVABLE EQUIPMENT	28,620,335	32,147,055	12.3%	29,370,335	-8.6%	33,334,980	13.5%	35,778,480	7.3%	37,031,938	3.5%	39,351,936	6.3%
FIXED EQUIPMENT	2,063,020	15,474,197	650.1%	2,663,020	-82.8%	3,923,883	47.3%	5,297,998	35.0%	5,401,418	2.0%	5,401,418	0.0%
<b>TOTAL PROPERTY, PLANT AND EQUIPMENT</b>	<b>80,305,717</b>	<b>99,493,260</b>	<b>23.9%</b>	<b>92,655,717</b>	<b>-6.9%</b>	<b>106,067,019</b>	<b>14.5%</b>	<b>113,583,625</b>	<b>7.1%</b>	<b>114,940,503</b>	<b>1.2%</b>	<b>117,260,501</b>	<b>2.0%</b>
<b>LESS: ACCUMULATED DEPRECIATION</b>													
LAND, BUILDINGS & IMPROVEMENTS	(29,641,022)	(24,114,875)	-18.6%	(31,239,936)	29.5%	(33,209,139)	6.3%	(35,344,064)	6.4%	(37,382,050)	5.8%	(39,321,664)	5.2%
EQUIPMENT - FIXED	(1,691,596)	(9,056,225)	435.4%	(2,497,725)	-72.4%	(4,264,030)	70.7%	(5,554,905)	30.3%	(5,776,791)	4.0%	(5,893,415)	2.0%
EQUIPMENT - MAJOR MOVEABLE	(23,470,285)	(26,325,016)	12.2%	(25,284,075)	-4.0%	(27,050,380)	7.0%	(29,249,455)	8.1%	(30,813,113)	5.3%	(33,287,245)	8.0%
<b>TOTAL ACCUMULATED DEPRECIATION</b>	<b>(54,802,903)</b>	<b>(59,496,116)</b>	<b>8.6%</b>	<b>(59,021,736)</b>	<b>-0.8%</b>	<b>(64,523,549)</b>	<b>9.3%</b>	<b>(70,148,424)</b>	<b>8.7%</b>	<b>(73,971,954)</b>	<b>5.5%</b>	<b>(78,502,324)</b>	<b>6.1%</b>
<b>TOTAL PROPERTY, PLANT AND EQUIPMENT, NET</b>	<b>25,502,814</b>	<b>39,997,144</b>	<b>56.8%</b>	<b>33,633,981</b>	<b>-15.9%</b>	<b>41,543,470</b>	<b>23.5%</b>	<b>43,435,201</b>	<b>4.6%</b>	<b>40,968,549</b>	<b>-5.7%</b>	<b>38,758,177</b>	<b>-5.4%</b>
OTHER LONG-TERM ASSETS	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
<b>TOTAL ASSETS</b>	<b>101,084,232</b>	<b>99,410,136</b>	<b>-1.7%</b>	<b>104,850,188</b>	<b>5.5%</b>	<b>103,396,104</b>	<b>-1.4%</b>	<b>100,458,077</b>	<b>-2.8%</b>	<b>100,949,932</b>	<b>0.5%</b>	<b>101,256,850</b>	<b>0.3%</b>
<b>LIABILITIES AND FUND BALANCE</b>													
<b>CURRENT LIABILITIES</b>													
ACCOUNTS PAYABLE	8,939,686	5,804,215	-35.1%	6,162,540	6.2%	5,944,242	-3.5%	6,677,925	8.4%	6,894,451	3.2%	7,157,810	3.8%
CURRENT LIABILITIES COVID-19	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
SALARIES, WAGES AND PAYROLL TAXES PAYABLE	4,640,686	5,542,875	19.4%	7,522,271	35.7%	5,502,575	-26.8%	6,542,243	-13.0%	6,785,343	3.7%	7,076,090	4.3%
ESTIMATED THIRD-PARTY SETTLEMENTS	7,102,341	3,093,532	-56.4%	5,598,086	81.0%	1,525,000	-72.8%	1,600,000	-71.4%	1,700,000	6.3%	1,800,000	5.9%
OTHER CURRENT LIABILITIES	1,545,614	1,825,000	18.1%	988,659	-45.8%	410,000	-58.5%	500,000	-49.4%	500,000	0.0%	500,000	0.0%
CURRENT PORTION OF LONG-TERM DEBT	975,403	1,273,259	30.5%	1,261,223	-0.9%	1,295,650	2.7%	1,008,677	-20.0%	1,025,592	1.7%	1,043,084	1.7%
<b>TOTAL CURRENT LIABILITIES</b>	<b>23,203,730</b>	<b>17,538,881</b>	<b>-24.4%</b>	<b>21,532,779</b>	<b>22.8%</b>	<b>14,677,467</b>	<b>-31.8%</b>	<b>16,328,845</b>	<b>-24.2%</b>	<b>16,905,386</b>	<b>3.5%</b>	<b>17,576,984</b>	<b>4.0%</b>
<b>LONG-TERM DEBT</b>													
LONG TERM LIABILITIES COVID-19	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
BONDS & MORTGAGES PAYABLE	7,133,496	9,329,297	30.8%	11,983,906	28.5%	15,171,311	26.6%	14,335,951	19.6%	13,058,832	-8.9%	11,741,250	-10.1%
CAPITAL LEASE OBLIGATIONS	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
OTHER LONG-TERM DEBT	191,397	-	-100.0%	107,656	#DIV/0!	107,656	0.0%	107,656	0.0%	107,656	0.0%	107,656	0.0%
<b>TOTAL LONG-TERM DEBT</b>	<b>7,324,893</b>	<b>9,329,297</b>	<b>27.4%</b>	<b>12,091,562</b>	<b>29.6%</b>	<b>15,278,967</b>	<b>26.4%</b>	<b>14,443,607</b>	<b>19.5%</b>	<b>13,166,488</b>	<b>-8.8%</b>	<b>11,848,906</b>	<b>-10.0%</b>
OTHER NONCURRENT LIABILITIES	-	208,211	#DIV/0!	-	-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!

## BRATTLEBORO MEMORIAL HOSPITAL

<b>TOTAL LIABILITIES</b>	<b>30,528,623</b>	<b>27,076,389</b>	<b>-11.3%</b>	<b>33,624,341</b>	<b>24.2%</b>	<b>29,956,434</b>	<b>-10.9%</b>	<b>30,772,452</b>	<b>-8.5%</b>	<b>30,071,874</b>	<b>-2.3%</b>	<b>29,425,890</b>	<b>-2.1%</b>
FUND BALANCE	70,555,609	72,333,749	2.5%	71,225,847	-1.5%	73,439,670	3.1%	69,685,625	-2.2%	70,878,058	1.7%	71,830,960	1.3%
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>101,084,232</b>	<b>99,410,138</b>	<b>-1.7%</b>	<b>104,850,188</b>	<b>5.5%</b>	<b>103,396,104</b>	<b>-1.4%</b>	<b>100,458,077</b>	<b>-4.2%</b>	<b>100,949,932</b>	<b>0.5%</b>	<b>101,256,850</b>	<b>0.3%</b>

Accounts	2020 Actuals	2021 Budget 2021 Approved
[Assets] Assets		
[Current_Assets] Current Assets		
[Cash_Investments] Cash & Investments	20,789,147	2,456,906
[Patient_Accts_Rec_Gross] Patient Accounts Re	12,725,733	18,263,991
[Less_Allowance_For_Uncollectible_Accts] Less	-4,325,450	-5,780,943
[Due_From_Third_Parties] Due From Third Part	0	0
[Risk_Reserve_Receivable] ACO Risk Reserve/	0	0
[Other_Current_Assets] Other Current Assets	3,680,806	3,128,397
[Current_Assets] Total Current Assets	32,870,236	18,068,351
[Fixed_Assets] Fixed Assets	0	0
[Board_Designated_Assets] Board Designated Assets		
[Funded_Depr] Funded Depreciation	31,448,042	35,628,189
[Escrowed_Bond_Funds] Escrowed Bond Funds	10,311,792	0
[Other] Other	951,348	5,716,452
[Board_Designated_Assets] Total Board Designa	42,711,182	41,344,641
[LongTerm_Assets] Long Term Assets		
[Net_Property_Plant_And_Equip] Net, Property, Plant And Equipment		
[Gross_Property_Plant_And_Equip] Gross, Property, Plant And Equipment		
[Land_Buildings_Improvements] Land, Buildir	46,389,235	34,154,913
[Construction_In_Progress] Construction In P	3,233,127	17,717,095
[Major_Movable_Equip] Major Movable Equip	28,620,335	32,147,055
[Fixed_Equip] Fixed Equipment	2,063,020	15,474,197
[Gross_Property_Plant_And_Equip] Total Gros	80,305,717	99,493,260
[Accumulated_Depr] Accumulated Depreciation		
[Depr_Land_Buildings_Improvements] Land,	-29,641,022	-24,114,875
[Equip_Fixed] Equipment - Fixed	-1,691,596	-9,056,225
[Equip_Major_Moveable] Equipment - Major M	-23,470,285	-26,325,016
[Accumulated_Depr] Total Accumulated Depre	-54,802,903	-59,496,116
[Net_Property_Plant_And_Equip] Total Net, Pro	25,502,814	39,997,144
[LongTerm_Assets] Total Long Term Assets	25,502,814	39,997,144
[Other_LT_Assets] Other Long-Term Assets	0	0
[Assets] Total Assets	101,084,232	99,410,136
[Liabilities_Equities] Liabilities and Equities		
[Liabilities] Liabilities		
[Current_Liabilities] Current Liabilities		
[Accts_Payable] Accounts Payable	8,939,686	5,804,215
[Current_Liab_COVID] Current Liabilities COVI	0	0
[Salaries_Wages_Payroll_Taxes_Payable] Sal	4,640,686	5,542,875
[Est_3rd_Party_Settlements] Estimated Third-F	7,102,341	3,093,532
[Other_Current_Liabilities] Other Current Liabil	1,545,614	1,825,000
[Current_Portion_Of_LT_Debt] Current Portion	975,403	1,273,259
[Current_Liabilities] Total Current Liabilities	23,203,730	17,538,881
[LongTerm_Liabilities] Long Term Liabilities		
[Long_Liab_COVID] Long Term Liabilities COV	0	0
[LT_Debt] Long-Term Debt		
[Bonds_Mortgages_Payable] Bonds & Mortgæ	7,133,496	9,329,297
[Capital_Lease_Obligations] Capital Lease Ol	0	0
[Other_LT_Debt] Other Long-Term Debt	191,397	0
[LT_Debt] Total Long-Term Debt	7,324,893	9,329,297
[LongTerm_Liabilities] Total Long Term Liabilitie	7,324,893	9,329,297
[Other_Noncurrent_Liabilities] Other Noncurrent	0	208,211



[Liabilities] Total Liabilities	30,528,623	27,076,389
[Fund_Balance] Fund Balance	70,555,609	72,333,749
[Liabilities_Equities] Total Liabilities and Equities	101,084,232	99,410,138

## Budget 2022 Projection 2021

2022  
Budget 2022 Projection 2021

10,390,379	6,432,416
16,182,507	19,758,956
-4,077,452	-6,302,931
0	0
0	0
3,752,111	3,715,495
26,247,545	23,603,936
0	0
33,908,365	34,188,401
10,000,000	3,000,000
1,060,297	1,060,297
44,968,662	38,248,698
48,389,235	64,769,755
12,233,127	4,038,401
29,370,335	33,334,980
2,663,020	3,923,883
92,655,717	106,067,019
-31,239,936	-33,209,139
-2,497,725	-4,264,030
-25,284,075	-27,050,380
-59,021,736	-64,523,549
33,633,981	41,543,470
33,633,981	41,543,470
0	0
104,850,188	103,396,104
6,162,540	5,944,242
0	0
7,522,271	5,502,575
5,598,086	1,525,000
988,659	410,000
1,261,223	1,295,650
21,532,779	14,677,467
0	0
11,983,906	15,171,311
0	0
107,656	107,656
12,091,562	15,278,967
12,091,562	15,278,967
0	0

33,624,341  
71,225,847  
104,850,188

29,956,434  
73,439,670  
103,396,104





















Balance Sheet  
Descriptor Table 4A, 4B & 4C

Levels: Brattleboro Memorial Hospital  
Currency: United States of America, Dollars

**PLEASE PROVIDE ASSUMPTIONS**

PROJECT NAME  
 PAYER PROJECTIONS--TABLE 6

Proposed Yr 1 Proposed Yr 2 Proposed Yr 3  
 YYYY YYYY YYYY

	Proposed Yr 1 YYYY	Proposed Yr 2 YYYY	Proposed Yr 3 YYYY	
<b>Commercial</b>				Revenue payor mix % based on the fy2022 Proposed budget across all payors
Hospital				
Physician				
Total Revenue	4.8%	4.9%	5.0%	Allowed Avg rate increase each year
Allowances - Hospital				use the FY2022 proposed budget discount rate before applying rate increase and reimbursement increase
Allowances - Physicians				use the FY2022 proposed budget discount rate before any reimbursement increase
Free Care				use the FY2022 proposed budget discount rate
Bad Debt				use the FY2022 proposed budget discount rate
Net Payer Revenue				
<b>Medicaid</b>				Revenue payor mix % based on the fy2022 Proposed budget across all payors
Hospital				
Physician				
Total Revenue				
Allowances - Hospital				allowed a .25% reimbursement Increase each year.
Allowances - Physicians				allowed a .25% reimbursement Increase each year.
Free Care				
Bad Debt				
Graduate Medical Education Payments_Phys.				
Graduate Medical Education Payments-Hosp				
Net Payer Revenue				
<b>Medicare</b>				Revenue payor mix % based on the fy2022 Proposed budget across all payors
Hospital				
Physician				
Total Revenue				
Allowances - Hospital				allowed a 2.0% reimbursement Increase each year.
Allowances - Physicians				allowed a 2.0% reimbursement Increase each year.
Free Care				
Bad Debt				
Net Payer Revenue				
<b>Disproportionate Share Payments</b>				use the FY2022 proposed budget DSH Payment for all projected years
<b>Total Payer Revenue</b>				
Hospital				
Physician				
Total Revenue				
Allowances - Hospital				
Allowances - Physicians				
Free Care				
Bad Debt				
Disproportionate Share Payments				
Graduate Medical Education Payments_Phys.				
Graduate Medical Education Payments-Hosp				
<b>Net Payer Revenue</b>				

NOTES:

BRATTLEBORO MEMORIAL HOSPITAL

PROJECT NAME

PAYER REVENUE REPORT

WITHOUT PROJECT

	2020 Actual	2021 Budget	% change	2021 Projection	% change	2022 Budget	% change	YYYY Proposed Year 1	% change	YYYY Proposed Year 2	% change	YYYY Proposed Year 3	% change
<b>Commercial</b>													
Hospital	52,403,696	60,270,667	15.0%	62,316,261	3.4%	66,049,131	6.0%	69,388,478	5.1%	73,518,713	6.0%	77,938,066	6.0%
Physician	6,963,964	7,648,476	9.8%	8,272,003	8.2%	10,583,628	27.9%	10,718,622	1.3%	10,718,622	0.0%	10,718,622	0.0%
Total Revenue	59,367,660	67,919,143	14.4%	70,588,264	3.9%	76,632,759	8.6%	80,107,100	4.5%	84,237,335	5.2%	88,656,688	5.2%
Allowances - Hospital	-14,483,996	-13,276,785	-8.3%	(18,727,740)	41.1%	-20,799,818	11.1%	(22,667,369)	9.0%	(24,016,783)	6.0%	(25,460,657)	6.0%
Allowances - Physicians	-2,514,667	-3,080,258	22.5%	(2,394,329)	-22.3%	-4,632,547	93.5%	(3,856,424)	-16.8%	(3,856,424)	0.0%	(3,856,424)	0.0%
Free Care	-2,545,757	-2,930,617	15.1%	(821,807)	-72.0%	-2,829,140	244.3%	(3,362,320)	18.8%	(3,541,098)	5.3%	(3,732,391)	5.4%
Bad Debt	-2,185,342	-3,388,274	55.0%	(2,830,670)	-16.5%	-3,635,638	28.4%	(3,847,276)	5.8%	(4,073,729)	5.9%	(4,316,033)	5.9%
Net Payer Revenue	37,637,898	43,297,281	15.0%	45,813,718	5.8%	44,735,616	-2.4%	46,373,711	3.7%	48,749,301	5.1%	51,291,183	5.2%
Fixed Prospective Payment & Reserves	-47,067	0	-100.0%	0	#DIV/0!	-10,767	#DIV/0!	(10,767)	0.0%	(10,767)	0.0%	(10,767)	0.0%
Total Net Payer Revenue & Fixed Prospective Payment	37,590,831	43,297,281	15.2%	45,813,718	5.8%	44,724,849	-2.4%	46,362,944	3.7%	48,738,534	5.1%	51,280,416	5.2%
Reimbursement Rate - Commercial	63%	64%		65%		58%		58%		58%		58%	
Payer Mix - Commercial	49%	47%		52%		47%		47%		48%		49%	
<b>Medicaid</b>													
Hospital	26,060,912	29,925,193	14.8%	31,579,309	5.5%	33,853,189	7.2%	35,184,285	3.9%	37,283,202	6.0%	39,529,044	6.0%
Physician	3,338,539	3,051,343	-8.6%	3,379,565	10.8%	4,543,908	34.5%	5,077,493	11.7%	5,077,493	0.0%	5,077,493	0.0%
Total Revenue	29,399,451	32,976,536	12.2%	34,958,874	6.0%	38,397,097	9.8%	40,261,778	4.9%	42,360,695	5.2%	44,606,537	5.3%
Allowances - Hospital	-22,881,268	-22,795,271	-0.4%	(29,722,193)	30.4%	-26,487,935	-10.9%	(28,989,770)	9.4%	(31,073,201)	7.2%	(33,303,518)	7.2%
Allowances - Physicians	-1,886,609	-3,376,629	79.0%	(1,763,716)	-47.8%	-2,969,774	68.4%	(2,317,174)	-22.0%	(2,317,174)	0.0%	(2,317,174)	0.0%
Free Care	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Bad Debt	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Graduate Medical Education Payments-Phys	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Graduate Medical Education Payments-Hosp	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Net Payer Revenue	4,631,574	6,804,636	46.9%	3,472,965	-49.0%	8,939,388	157.4%	8,954,834	0.2%	8,970,320	0.2%	8,985,845	0.2%
Fixed Prospective Payment & Reserves	4,426,905	4,463,227	0.8%	4,174,442	-6.5%	4,174,442	0.0%	4,174,442	0.0%	4,174,442	0.0%	4,174,442	0.0%
Total Net Payer Revenue & Fixed Prospective Payment	9,058,479	11,267,863	24.4%	7,647,407	-32.1%	13,113,830	71.5%	13,129,276	0.1%	13,144,762	0.1%	13,160,287	0.1%
Reimbursement Rate - Medicaid	31%	34%		22%		34%		33%		31%		30%	
Payer Mix - Medicaid	12%	12%		9%		14%		13%		13%		13%	
<b>Medicare</b>													
Hospital	77,841,199	87,229,472	12.1%	83,293,268	-4.5%	88,794,961	6.6%	95,263,443	7.3%	100,952,842	6.0%	107,040,500	6.0%
Physician	5,908,987	7,249,300	22.7%	7,377,433	1.8%	9,190,912	24.6%	8,522,331	-7.3%	8,522,331	0.0%	8,522,331	0.0%
Total Revenue	83,750,186	94,478,772	12.8%	90,670,701	-4.0%	97,985,873	8.1%	103,785,774	5.9%	109,475,173	5.5%	115,562,831	5.6%
Allowances - Hospital	-63,402,469	-60,652,181	-4.3%	(64,628,415)	6.6%	-67,070,417	3.8%	(73,530,662)	9.6%	(78,785,405)	7.1%	(84,429,714)	7.2%
Allowances - Physicians	-1,994,495	-5,496,769	175.6%	(2,068,901)	-62.4%	-3,418,836	65.2%	(2,199,502)	-35.7%	(2,073,045)	-5.7%	(1,944,059)	-6.2%
Free Care	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Bad Debt	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Net Payer Revenue	18,353,222	28,329,822	54.4%	23,973,385	-15.4%	27,496,620	14.7%	28,055,610	2.0%	28,616,723	2.0%	29,189,058	2.0%
Fixed Prospective Payment & Reserves	11,059,292	9,376,599	-15.2%	9,958,482	6.2%	9,729,219	-2.3%	9,729,219	0.0%	9,729,219	0.0%	9,729,219	0.0%
Total Net Payer Revenue & Fixed Prospective Payment	29,412,514	37,706,421	28.2%	33,931,867	-10.0%	37,225,839	9.7%	37,784,829	1.5%	38,345,942	1.5%	38,918,277	1.5%
Reimbursement Rate - Medicare	35%	40%		37%		38%		36%		35%		34%	
Payer Mix - Medicare	38%	41%		39%		39%		39%		38%		37%	
<b>Disproportionate Share Payments</b>	532,030	530,861	-0.2%	634,391	19.5%	530,861	-16.3%	530,861	0.0%	530,861	0.0%	530,861	0.0%
<b>Total Payer Revenue</b>													
Hospital	156,305,806	177,425,332	13.5%	177,188,838	-0.1%	188,697,281	6.5%	199,836,206	5.9%	211,754,757	6.0%	224,507,610	6.0%
Physician	16,211,490	17,949,119	10.7%	19,029,001	6.0%	24,318,448	27.8%	24,318,446	0.0%	24,318,446	0.0%	24,318,446	0.0%
Total Revenue	172,517,296	195,374,451	13.2%	196,217,839	0.4%	213,015,729	8.6%	224,154,652	5.2%	236,073,203	5.3%	248,826,056	5.4%
Allowances - Hospital	-100,767,733	-98,670,185	-2.1%	(113,078,348)	14.6%	-114,358,170	1.1%	(125,187,801)	9.5%	(133,875,389)	6.9%	(143,193,889)	7.0%
Allowances - Physicians	-6,395,771	-11,953,656	86.9%	(6,226,946)	-47.9%	-11,021,157	77.0%	(8,373,100)	-24.0%	(8,246,643)	-1.5%	(8,117,657)	-1.6%
Free Care	-2,545,757	-2,930,617	15.1%	(821,807)	-72.0%	-2,829,140	244.3%	(3,362,320)	18.8%	(3,541,098)	5.3%	(3,732,391)	5.4%
Bad Debt	-2,185,342	-3,388,274	55.0%	(2,830,670)	-16.5%	-3,635,638	28.4%	(3,847,276)	5.8%	(4,073,729)	5.9%	(4,316,033)	5.9%
Disproportionate Share Payments	532,030	530,861	-0.2%	634,391	19.5%	530,861	-16.3%	530,861	0.0%	530,861	0.0%	530,861	0.0%
Graduate Medical Education Payments_Phys	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Graduate Medical Education Payments-Hosp	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Net Payer Revenue	61,154,723	78,962,600	29.1%	73,894,459	-6.4%	81,702,485	10.6%	83,915,016	2.7%	86,867,205	3.5%	89,996,947	3.6%
Fixed Prospective Payment & Reserves	15,439,130	13,839,826	-11.0%	14,132,924	2.1%	13,892,894	-0.4%	13,892,894	0.0%	13,892,894	0.0%	13,892,894	0.0%
Total Net Payer Revenue & Fixed Prospective Payment	76,593,853	92,802,426	21.3%	88,027,383	-13.1%	95,595,379	8.7%	97,807,910	2.3%	100,760,099	3.0%	103,889,841	3.1%
Reimbursement Rate - All Payers	44%	47%		45%		45%		44%		43%		42%	

**BRATTLEBORO MEMORIAL HOSPITAL**

**PROJECT NAME**

**PAYER REVENUE REPORT**

**PROJECT ONLY**

	2020	2021	% change	2021	% change	2022	% change	YYYY		YYYY		YYYY	
	Actual	Budget		Projection		Budget		Proposed Year 1	% change	Proposed Year 2	% change	Proposed Year 3	% change
<b>Commercial</b>													
Hospital			#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Physician			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Total Revenue			#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Allowances - Hospital			#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Allowances - Physicians			#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Free Care							#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Bad Debt							#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Net Payer Revenue			#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Fixed Prospective Payment & Reserves													
Total Net Payer Revenue & Fixed Prospective Payment													
Reimbursement Rate - Commercial	#DIV/0!	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
Payer Mix - Commercial	#DIV/0!	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
<b>Medicaid</b>													
Hospital			#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Physician			#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Total Revenue			#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Allowances - Hospital			#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Allowances - Physicians			#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Free Care							#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Bad Debt							#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Graduate Medical Education Payments-Phys			#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Graduate Medical Education Payments-Hosp			#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Net Payer Revenue			#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Fixed Prospective Payment & Reserves													
Total Net Payer Revenue & Fixed Prospective Payment													
Reimbursement Rate - Medicaid	#DIV/0!	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
Payer Mix - Medicaid	#DIV/0!	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
<b>Medicare</b>													
Hospital			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Physician			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Total Revenue			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Allowances - Hospital			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Allowances - Physicians			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Free Care							#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Bad Debt							#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Net Payer Revenue			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Fixed Prospective Payment & Reserves								-		-		-	
Total Net Payer Revenue & Fixed Prospective Payment								-		-		-	
Reimbursement Rate - Medicare	#DIV/0!	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
Payer Mix - Medicare	#DIV/0!	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
<b>Disproportionate Share Payments</b>			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
<b>Total Payer Revenue</b>													
Hospital			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Physician			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Total Revenue			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Allowances - Hospital			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Allowances - Physicians			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Free Care			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Bad Debt			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Disproportionate Share Payments			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Graduate Medical Education Payments-Phys			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Graduate Medical Education Payments-Hosp			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Net Payer Revenue			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Fixed Prospective Payment & Reserves								-		-		-	
Total Net Payer Revenue & Fixed Prospective Payment								-		-		-	
Reimbursement Rate - All Payers	#DIV/0!	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	



**BRATTLEBORO MEMORIAL HOSPITAL**

**PROJECT NAME**

**Note: This table requires no "fill-in" as it is populated automatically  
PAYER REVENUE REPORT**

**WITH PROJECT**

	2020 Actual	2021 Budget	% change	2021 Projection	% change	2022 Budget	% change	YYYY Proposed Year 1	% change	YYYY Proposed Year 2	% change	YYYY Proposed Year 3	% change
<b>Commercial</b>													
Hospital	52,403,696	60,270,667	15.0%	62,316,261	3.4%	66,049,131	6.0%	69,388,478	5.1%	73,518,713	6.0%	77,938,066	6.0%
Physician	6,963,964	7,648,476	9.8%	8,272,003	8.2%	10,583,628	27.9%	10,718,622	1.3%	10,718,622	0.0%	10,718,622	0.0%
Total Revenue	59,367,660	67,919,143	14.4%	70,588,264	3.9%	76,632,759	8.6%	80,107,100	4.5%	84,237,335	5.2%	88,656,688	5.2%
Allowances - Hospital	-14,483,996	-13,276,785	-8.3%	-18,727,740	41.1%	-20,799,818	11.1%	-22,667,369	9.0%	-24,016,783	6.0%	-25,460,657	6.0%
Allowances - Physicians	-2,514,667	-3,080,258	22.5%	-2,394,329	-22.3%	-4,632,547	93.5%	-3,856,424	-16.8%	-3,856,424	0.0%	-3,856,424	0.0%
Free Care	-2,545,757	-2,930,617	15.1%	-821,807	-72.0%	-2,829,140	244.3%	-3,362,320	18.8%	-3,541,098	5.3%	-3,732,391	5.4%
Bad Debt	-2,185,342	-3,388,274	55.0%	-2,830,670	-16.5%	-3,635,638	28.4%	-3,847,276	5.8%	-4,073,729	5.9%	-4,316,033	5.9%
Net Payer Revenue	37,637,898	43,297,281	15.0%	45,813,718	5.8%	44,735,616	-2.4%	46,373,711	3.7%	48,749,301	5.1%	51,291,183	5.2%
Fixed Prospective Payment & Reserves	-47,067	0	-100.0%	0	#DIV/0!	-10,767	#DIV/0!	-10,767	0.0%	-10,767	0.0%	-10,767	0.0%
Total Net Payer Revenue & Fixed Prospective Payment	37,590,831	43,297,281	15.2%	45,813,718	5.8%	44,724,849	-2.4%	46,362,944	3.7%	48,738,534	5.1%	51,280,416	0
Reimbursement Rate - Commercial	63%	64%		65%		65%		58%		58%		58%	
Payer Mix - Commercial	49%	47%		52%		47%		47%		48%		49%	
<b>Medicaid</b>													
Hospital	26,060,912	29,925,193	14.8%	31,579,309	5.5%	33,853,189	7.2%	35,184,285	3.9%	37,283,202	6.0%	39,529,044	6.0%
Physician	3,338,539	3,051,343	-8.6%	3,379,565	10.8%	4,543,908	34.5%	5,077,493	11.7%	5,077,493	0.0%	5,077,493	0.0%
Total Revenue	29,399,451	32,976,536	12.2%	34,958,874	6.0%	38,397,097	9.8%	40,261,778	4.9%	42,360,695	5.2%	44,606,537	5.3%
Allowances - Hospital	-22,881,268	-22,795,271	-0.4%	-29,722,193	30.4%	-26,487,935	-10.9%	-28,989,770	9.4%	-31,073,201	7.2%	-33,303,518	7.2%
Allowances - Physicians	-1,886,609	-3,376,629	79.0%	-1,763,716	-47.8%	-2,969,774	68.4%	-2,317,174	-22.0%	-2,317,174	0.0%	-2,317,174	0.0%
Free Care	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Bad Debt	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Graduate Medical Education Payments-Phys	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Graduate Medical Education Payments-Hosp	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Net Payer Revenue	4,631,574	6,804,636	46.9%	3,472,965	-49.0%	8,939,388	157.4%	8,954,834	0.2%	8,970,320	0.2%	8,985,845	0.2%
Fixed Prospective Payment & Reserves	4,426,905	4,463,227		4,174,442		4,174,442		4,174,442		4,174,442		4,174,442	
Total Net Payer Revenue & Fixed Prospective Payment	9,058,479	11,267,863		7,647,407		13,113,830		13,129,276		13,144,762		13,160,287	
Reimbursement Rate - Medicaid	31%	34%		22%		34%		33%		31%		30%	
Payer Mix - Medicaid	12%	12%		9%		14%		13%		13%		13%	
<b>Medicare</b>													
Hospital	77,841,199	87,229,472	12.1%	83,293,268	-4.5%	88,794,961	6.6%	95,263,443	7.3%	100,952,842	6.0%	107,040,500	6.0%
Physician	5,908,987	7,249,300	22.7%	7,377,433	1.8%	9,190,912	24.6%	8,522,331	-7.3%	8,522,331	0.0%	8,522,331	0.0%
Total Revenue	83,750,186	94,478,772	12.8%	90,670,701	-4.0%	97,985,873	8.1%	103,785,774	5.9%	109,475,173	5.5%	115,562,831	5.6%
Allowances - Hospital	-63,402,469	-60,652,181	-4.3%	-64,628,415	6.6%	-67,070,417	3.8%	-73,530,662	9.6%	-78,785,405	7.1%	-84,429,714	7.2%
Allowances - Physicians	-1,994,495	-5,496,769	175.6%	-2,068,901	-62.4%	-3,418,836	65.2%	-2,199,502	-35.7%	-2,073,045	-5.7%	-1,944,059	-6.2%
Free Care	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Bad Debt	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Net Payer Revenue	18,353,222	28,329,822	54.4%	23,973,385	-15.4%	27,496,620	14.7%	28,055,610	2.0%	28,616,723	2.0%	29,189,058	2.0%
Fixed Prospective Payment & Reserves	11,059,292	9,376,599		9,958,482		9,729,219		9,729,219		9,729,219		9,729,219	
Total Net Payer Revenue & Fixed Prospective Payment	29,412,514	37,706,421		33,931,867		37,225,839		37,784,829		38,345,942		38,918,277	
Reimbursement Rate - Medicare	35%	40%		37%		38%		36%		35%		34%	
Payer Mix - Medicare	38%	41%		39%		39%		39%		38%		37%	
<b>Disproportionate Share Payments</b>													
	532,030	530,861	-0.2%	634,391	19.5%	530,861	-16.3%	530,861	0.0%	530,861	0.0%	530,861	0.0%
<b>Total Payer Revenue</b>													
Hospital	156,305,806	177,425,332	13.5%	177,188,838	-0.1%	188,697,281	6.5%	199,836,206	5.9%	211,754,757	6.0%	224,507,610	6.0%
Physician	16,211,490	17,949,119	10.7%	19,029,001	6.0%	24,318,448	27.8%	24,318,446	0.0%	24,318,446	0.0%	24,318,446	0.0%
Total Revenue	172,517,296	195,374,451	13.2%	196,217,839	0.4%	213,015,729	8.6%	224,154,652	5.2%	236,073,203	5.3%	248,826,056	5.4%
Allowances - Hospital	-100,767,733	-98,670,165	-2.1%	-113,078,348	14.6%	-114,358,170	1.1%	-125,187,801	9.5%	-133,875,389	6.9%	-143,193,889	7.0%
Allowances - Physicians	-6,395,771	-11,953,656	86.9%	-6,226,946	-47.9%	-11,021,157	77.0%	-8,373,100	-24.0%	-8,246,643	-1.5%	-8,117,657	-1.6%
Free Care	-2,545,757	-2,930,617	15.1%	-821,807	-72.0%	-2,829,140	244.3%	-3,362,320	18.8%	-3,541,098	5.3%	-3,732,391	5.4%
Bad Debt	-2,185,342	-3,388,274	55.0%	-2,830,670	-16.5%	-3,635,638	28.4%	-3,847,276	5.8%	-4,073,729	5.9%	-4,316,033	5.9%
Disproportionate Share Payments	532,030	530,861	-0.2%	634,391	19.5%	530,861	-16.3%	530,861	0.0%	530,861	0.0%	530,861	0.0%
Graduate Medical Education Payments-Phys	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Graduate Medical Education Payments-Hosp	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Net Payer Revenue	61,154,723	78,962,600	29.1%	73,894,459	-6.4%	81,702,485	10.6%	83,915,016	2.7%	86,867,205	3.5%	89,996,947	3.6%
Fixed Prospective Payment & Reserves	15,439,130	13,839,826		14,132,924		13,892,894		13,892,894		13,892,894		13,892,894	
Total Net Payer Revenue & Fixed Prospective Payment	76,593,853	92,802,426		88,027,383		95,595,379		97,807,910		100,760,099		103,889,841	
Reimbursement Rate - All Payers	35%	40%		38%		38%		37%		37%		36%	



**Green Mountain Care Board**

Payer  
Payer (Uncategorized)

Accounts  
Hospital  
Physician  
**Total Revenue**  
**Allowances - Hospital**  
    Free Care  
    Allowances  
    Discounts  
    Bad Debt  
**Total Allowances - Hospital**  
**Allowances - Physicians**  
    Free Care  
    Allowances  
    Discounts  
    Bad Debt  
**Total Allowances - Physicians**  
**Disproportionate Share Payments**  
**Graduate Medical Education Payments\_Phys.**  
**Graduate Medical Education Payments-Hosp**  
**Net Payer Revenue**  
**Fixed Prospective Payments and Reserves**  
    Fixed Prospective Payments  
    Reserves  
    Other Reform Payments  
**Total Fixed Prospective Payments and Reserves**  
**Total Net Payer Revenue & Fixed Prospective Payment**  
**Hospital**  
**Physician**  
**Total Revenue**  
**Allowances - Hospital**  
    Free Care  
    Allowances  
    Discounts  
    Bad Debt  
**Total Allowances - Hospital**  
**Allowances - Physicians**  
    Free Care  
    Allowances  
    Discounts  
    Bad Debt  
**Total Allowances - Physicians**  
**Disproportionate Share Payments**  
**Graduate Medical Education Payments\_Phys.**  
**Graduate Medical Education Payments-Hosp**  
**Net Payer Revenue**  
**Fixed Prospective Payments and Reserves**  
    Fixed Prospective Payments  
    Reserves  
    Other Reform Payments

**Commercial (Rollup)**

**left out of rollup**

Medicaid (Rollup)

Total Fixed Prospective Payments and Reserves  
Total Net Payer Revenue & Fixed Prospective Payment  
Hospital  
Physician  
Total Revenue  
Allowances - Hospital  
Free Care  
Allowances  
Discounts  
Bad Debt  
Total Allowances - Hospital  
Allowances - Physicians  
Free Care  
Allowances  
Discounts  
Bad Debt  
Total Allowances - Physicians  
Disproportionate Share Payments  
Graduate Medical Education Payments\_Phys.  
Graduate Medical Education Payments-Hosp  
Net Payer Revenue  
Fixed Prospective Payments and Reserves  
Fixed Prospective Payments  
Reserves  
Other Reform Payments

Medicare (Rollup)

Total Fixed Prospective Payments and Reserves  
Total Net Payer Revenue & Fixed Prospective Payment  
Hospital  
Physician  
Total Revenue  
Allowances - Hospital  
Free Care  
Allowances  
Discounts  
Bad Debt  
Total Allowances - Hospital  
Allowances - Physicians  
Free Care  
Allowances  
Discounts  
Bad Debt  
Total Allowances - Physicians  
Disproportionate Share Payments  
Graduate Medical Education Payments\_Phys.  
Graduate Medical Education Payments-Hosp  
Net Payer Revenue  
Fixed Prospective Payments and Reserves  
Fixed Prospective Payments  
Reserves  
Other Reform Payments

Unallocated

Total Fixed Prospective Payments and Reserves  
Total Net Payer Revenue & Fixed Prospective Payment  
Hospital  
Physician  
Total Revenue  
Allowances - Hospital

Free Care  
Allowances  
Discounts  
Bad Debt  
Total Allowances - Hospital  
Allowances - Physicians  
Free Care  
Allowances  
Discounts  
Bad Debt  
Total Allowances - Physicians  
Disproportionate Share Payments  
Graduate Medical Education Payments\_Phys.  
Graduate Medical Education Payments-Hosp  
Net Payer Revenue  
Fixed Prospective Payments and Reserves  
Fixed Prospective Payments  
Reserves  
Other Reform Payments  
Total Fixed Prospective Payments and Reserves  
Total Net Payer Revenue & Fixed Prospective Payment

Free Care

Hospital  
Physician  
Total Revenue  
Allowances - Hospital  
Free Care  
Allowances  
Discounts  
Bad Debt  
Total Allowances - Hospital  
Allowances - Physicians  
Free Care  
Allowances  
Discounts  
Bad Debt  
Total Allowances - Physicians  
Disproportionate Share Payments  
Graduate Medical Education Payments\_Phys.  
Graduate Medical Education Payments-Hosp  
Net Payer Revenue  
Fixed Prospective Payments and Reserves  
Fixed Prospective Payments  
Reserves  
Other Reform Payments  
Total Fixed Prospective Payments and Reserves  
Total Net Payer Revenue & Fixed Prospective Payment

Bad Debt

Free Care  
Allowances  
Discounts  
Bad Debt  
Total Allowances - Physicians  
Disproportionate Share Payments  
Graduate Medical Education Payments\_Phys.  
Graduate Medical Education Payments-Hosp  
Net Payer Revenue  
Fixed Prospective Payments and Reserves  
Fixed Prospective Payments  
Reserves  
Other Reform Payments  
Total Fixed Prospective Payments and Reserves  
Total Net Payer Revenue & Fixed Prospective Payment  
Total Payer (Rollup)  
Hospital  
Physician  
Total Revenue  
Allowances - Hospital  
Free Care  
Allowances  
Discounts  
Bad Debt  
Total Allowances - Hospital  
Allowances - Physicians  
Free Care  
Allowances  
Discounts  
Bad Debt  
Total Allowances - Physicians  
Disproportionate Share Payments  
Graduate Medical Education Payments\_Phys.  
Graduate Medical Education Payments-Hosp  
Net Payer Revenue  
Fixed Prospective Payments and Reserves  
Fixed Prospective Payments  
Reserves  
Other Reform Payments  
Total Fixed Prospective Payments and Reserves  
Total Net Payer Revenue & Fixed Prospective Payment  
Accounts  
Net Patient Care Rev & Fixed Payments & Reserves

2020

2021

Actuals

Budget 2021 Approved

Budget 2022 Projection 2021

0	0	0
0	0	0
0	0	0
0	0	0
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532,030	530,861	643,199
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532,030	530,861	643,199
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0	0	0
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532,030	530,861	643,199
52,403,696	60,270,667	60,318,714
6,963,964	7,648,476	8,386,276
59,367,660	67,919,143	68,704,990
-2,408,336	-2,606,776	-836,665
-14,483,996	-1,945,928	-16,816,423
0	-13,276,785	0
-2,006,333	-3,280,327	-3,024,164
-18,898,665	-21,109,816	-20,677,252
-137,421	-323,841	-60,856
-2,514,667	-3,080,258	-2,427,405
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-179,009	-107,947	-83,406
-2,831,097	-3,512,046	-2,571,667
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37,637,898	43,297,281	45,456,071
-47,067	0	-39
0	0	0
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-47,067	0	-39
37,590,831	43,297,281	45,456,032
26,060,912	29,925,193	30,567,034
3,338,539	3,051,343	3,426,252
29,399,451	32,976,536	33,993,286
0	0	0
-22,881,268	-22,795,271	-28,777,973
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-22,881,268	-22,795,271	-28,777,973
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-1,886,609	-3,376,629	-1,788,081
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-1,886,609	-3,376,629	-1,788,081
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4,631,574	6,804,636	3,427,232
4,426,905	4,463,227	4,227,547
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4,426,905	4,463,227	4,227,547
9,058,479	11,267,863	7,654,779
77,841,199	87,229,472	80,623,303
5,908,987	7,249,300	7,479,348
83,750,186	94,478,772	88,102,651
0	0	0
-63,402,469	-60,652,181	-62,556,752
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-63,402,469	-60,652,181	-62,556,752
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-1,994,495	-5,496,769	-2,097,482
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-1,994,495	-5,496,769	-2,097,482
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18,353,222	28,329,822	23,448,417
11,059,292	9,376,599	9,729,220
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11,059,292	9,376,599	9,729,220
29,412,514	37,706,421	33,177,637
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156,305,806	177,425,332	171,509,051
16,211,490	17,949,119	19,291,876
172,517,296	195,374,451	190,800,927
-2,408,336	-2,606,776	-836,665
-100,767,733	-85,393,380	-108,151,148
0	-13,276,785	0
-2,006,333	-3,280,327	-3,024,164
-105,182,402	-104,557,268	-112,011,977
-137,421	-323,841	-60,856
-6,395,771	-11,953,656	-6,312,968
0	0	0
-179,009	-107,947	-83,406
-6,712,201	-12,385,444	-6,457,230
532,030	530,861	643,199
0	0	0
0	0	0
61,154,723	78,962,600	72,974,919
15,439,130	13,839,826	13,956,728
0	0	0
0	0	0
15,439,130	13,839,826	13,956,728
76,593,853	92,802,426	86,931,647
76,593,854	92,802,429	86,931,647

2022

Budget 2022 Projection 2021

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530,861  
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76,632,759

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-20,799,818
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-3,498,419
-26,762,371

-15,222,713

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-4,632,547
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-5,134,772

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-3,388,274

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-67,070,417

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-137,219  
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13,892,894  
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13,892,894  
95,595,379  
  
95,595,382



**Green Mountain Care Board**

PAYER REVENUE

Description: REPORT 6

**Levels:** **Brattleboro Memorial Hospital**

Currency: United States of America, Dollars