THE
University of Vermont
MEDICAL CENTER

By Electronic Mail & U.S. Mail

June 15, 2023

Ms. Donna Jerry
Senior Health Policy Analyst
Green Mountain Care Board
144 State Street
Montpelier, VT 05602
Donna.Jerry@vermont.gov

Re: Docket No. GMCB-004-23con, Development of Outpatient Surgery Center on Tilley Drive, Project Cost: $129,640,703
Response to Q.002 – REDACTED

Dear Ms. Jerry:

The University of Vermont Medical Center Inc. ("UVM Medical Center") hereby responds to the Green Mountain Care Board's ("Board") Requests for Additional Information Q.002, dated March 15, 2023, regarding the above-referenced project.

In addition to responding to the Board's specific Requests for Information, the UVM Medical Center is also submitting herewith a revised set of CON financial tables, which have been updated to take account of the relevant portions of UVM Health Network's "Five Year Financial Framework" for the UVM Medical Center, which the UVM Medical Center provided in response to the Board's Requests for Additional Information Q.001. Because those revised tables form the basis for several of UVM Medical Center's responses to the Board's questions, below, they warrant separate explanation at the outset.

You will recall that, prior to submitting its CON application for the Outpatient Surgery Center ("OSC" or "the project") in February 2023, the UVM Medical Center informed Board staff that the UVM Health Network would be updating its financial framework in March 2023, and the refreshed financial framework would provide the Board with a more comprehensive, up-to-date, and interactive tool for determining the financial impacts of the project on the UVM Medical Center. Now that it has completed and submitted the financial framework, the UVM Medical Center has revised the OSC CON financial tables to incorporate the same assumptions used in the framework and to closely synchronize those tables with the framework. As described below, while the task of transposing the financial framework into the Board's table format involved substantial effort and some modest compromises, we believe the revised tables will provide the

Board and all interested parties a more meaningful and actionable set of tools by which to assess the financial impact of the project.

For instance, by incorporating information and assumptions from the refreshed financial framework, the revised tables now include the following information, some of which the Board has requested, and some of which we are submitting in order to avoid any confusion that might result from comparing the original tables to the updated framework.

- The original CON tables utilized the UVM Medical Center's FY23 budget as the "base" year for all projected future financial results. The revised tables use the UVM Medical Center's projected FY23 actual results as the base year, which is a more up-to-date starting point.

- The original CON tables purposefully held most non-project-related factors constant in its future projections. This is consistent with the tables the UVM Medical Center submitted, and the Board accepted, for other large capital projects in the past (e.g., the Miller Builiding); it is also a useful way to highlight the impact that the project will have on the applicant's finances, which can get lost in the "noise" of other changes in the finances of a large academic medical center. In contrast, the updated tables incorporate all of the same growth assumptions contained in the financial framework for the following important factors, among others:

    - Future patient volumes
    - Future year cost inflation
    - Future year capital spending
    - Future year debt issuances
    - Future year principal debt paydown
    - Future year depreciation on PPE
    - Future year investment returns and cash balances
    - Future year operating margins

As the UVM Medical Center highlighted when it provided its financial framework to the Board, the framework is a planning tool constructed at a higher level of generality than the project-specific financial modeling the Board requires as part of UVM Medical Center's CON applications. In the vast majority of instances, we were nonetheless able to transpose the data produced by the financial framework to fit within the categories prescribed by the Board's tables. In a few instances, however, we were unable to "fit" the categories of data on which we rely for planning purposes into the categories the tables prescribe. We have identified within the tables each instance in which that is the case, and we do not believe that any of them will prove material to the Board's assessment of the project. More importantly, we believe that the benefit of synchronizing the updated tables with the financial framework is worth the modest tradeoffs that result from our inability to fully conform the two tools in a few, immaterial respects.

Finally, we believe that any foundational questions the Board may have regarding the financial tables, and how they intersect with the financial framework, may be best addressed through discussion, rather than written questions and answers. In prior, large CON proceedings, a

collaborative approach has proven useful, and we believe it would be helpful here as well. Under this approach, the UVM Medical Center finance team can meet with Board staff and consultants, along with any interested parties, to help narrow the issues prior to hearing. Please let us know if you would like to arrange such a meeting. Of course, the Board will have the opportunity to ask questions regarding the financial framework at the merits hearing on this matter.

1. Revise and resubmit all financial tables to include information for FY 2024 which was omitted from each spreadsheet submitted with the application.

Response: See the revised financial tables sumitted herewith.

2. Complete and submit the Payer Revenue Report, Tables 6 A, B and C.

Response: See the revised financial tables sumitted herewith.

Financial Projections

Based on the revised financial tables requested in question 1 above, please address the following:

3. UVMMC saw its operating income decline from $74 million in FY 2016 to $31 million in FY 2019 prior to the onset of the COVID 19 pandemic. Subsequently, UVMMC experienced operating losses in FY 2020 and FY 2022. Despite a $22 million operating loss in FY 2022 and a large operating loss in the 1st quarter of FY 2023, UVMMC projects operating income to increase to $39 million in FY 2023. UVMMC projects operating income to continue to rise from $61 million in FY 2025 to $105 million in FY 2029. Given historical financial trends, explain in detail why UVMMC believes it can achieve these operating profits given: 1) its current losses, 2) projected operating profits that exceed every historical year since FY 2016, and 3) no projected volume increases for any services other than operating room cases after FY 2023.

Response:
The organization's financial performance over time, and therefore its historical growth trend, is more accurately measured as a percentage of overall annual revenue, rather than in straight dollar amounts. When viewed in this manner (see below), the pre-FY18 margins of 5.9% for FY16 and 5.2% for FY17 *exceeded* the margins now projected for FY23 through FY26.

FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
5.9%	5.2%	3.4%	2.2%	(0.3%)	2.3%	(1.2%)	2.8%	3.8%	3.9%	4.0%

The decline in margin after FY17 can be attributed to several factors. Starting in FY18, UVM Medical Center's commercial revenue rate increases, as approved by the Board, did not keep pace with cost inflation, leading to deterioration of UVM Medical Center's margin in both FY18 and FY19. Significant events over the following three years – the COVID-19 pandemic, a cyber attack, and the closing of the Fanny Allen ORs – contributed to further deterioration and negative margins for FY20 and FY22. FY21 results are artificially inflated because UVM Medical Center

received a significant amount of federal and state relief funds in FY21. In addition, the workforce shortage and utilization of contract labor that remains a concern to the present became acute in FY22, resulting in a significant increase in staffing expenses.

Notwithstanding a first quarter operating loss in FY23, the organization projects a positive margin by the end of the year based on its current financial performance and ongoing financial initiatives. Starting in January 2023, UVM Medical Center began to experience the positive impact of commercial rates, approved by the Board in September 2022, that more closely match cost inflation, along with strong volumes. We also continued to implement even tighter expense controls and other margin improvement initiatives. To achieve the projected operating margins from FY24 through FY26 (3.8% to 4.0%), we assume that 1) revenue rate approvals will continue to keep pace with cost inflation, 2) our dependence on contract labor will continue to decline as a result of an active recruitment initiative, 3) we will continue to experience population growth in the region we serve, and 4) we will maintain and expand upon our margin improvement initiatives.

As mentioned in the foreword to these responses, the refreshed financial framework, and therefore the revised financial tables, now incorporate the following high-level volume growth assumptions: (a) increased outpatient volumes of 1% in FY24 and FY25, and 2% in FY26 and FY27; (b) increased ancillary volumes of 1% for each of the years in the table; and (c) flat inpatient volumes because the UVM Medical Center is currently at capacity.

4. UVMMC released Q1 2023 results on February 23, 2023. UVMMC had a $17 million operating loss for the quarter. The income statement in Table 3 has a budgeted profit of $39 million for the year. Please provide a 2023 budget by month or quarter to confirm the reasonableness of the 2023 projection based on the first quarter loss.

Response:
Please see the below projections. The large margins in March and May are the result of the expected receipt of FEMA grants. The September margin reflects the receipt of our annual GME Intergovernmental Transfer Payment.

1st QTR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY22 Projected
($17M)	$3M	$2M	$8M	$4M	$8M	$5M	$5M	$5M	$16M	$39M

5. UVMMC's projections for positive operating margins are based on total revenue increasing 7.4% in FY 2023, 9.0% in FY 2025, 4.0% in FY 2026, and 3% thereafter. Explain in detail how these additional revenues will be generated given the utilization projections in Table 7, namely that volume is expected to be flat after FY 2023 for every service except OR cases. If these increases are the result of inflation, please provide detailed data supporting inflation assumptions.

Response:
As noted in the foreword to these responses, the original financial tables purposefully held non-project-related patient volumes constant, as UVM Medical Center has done, and the Board has accepted, in prior CON submissions. The refreshed financial framework has allowed us to update most of those tables, including Table 7C, to reflect (a) increased outpatient volumes of

1% in FY24 and FY25, and 2% in FY26 and FY27; (b) increased ancillary volumes of 1% for each of the years in the table; and (c) flat inpatient volumes because the UVM Medical Center is currently at capacity. Please note that, because the financial framework is constructed at a higher level of generality than Table 7C, we have applied these projected growth rates uniformly across the relevant sub-categories prescribed by that table. For the same reason, the financial framework cannot be accurately transposed into the "A+B=C" framework of Table 7, and we therefore have not updated Tables 7A and 7B to correspond to the financial framework. Of course, the pro-forma already contains detailed project-related volume projections. We do not, therefore, believe that the resulting lack of detail in the updated Table 7 is material to the Board's consideration of the project and would be happy to further address this aspect of the tables in any discussions with the Board or staff, or at hearing on this matter.

In addition to the volume increases discussed above, we have included revenue increases to cover cost inflation; the following table shows the assumptions used to determine those increases.

						Repeat FY2027		
	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
	4	5	6	7	8	9	10
Cost Inflation Assumptions:							
Clinical Staff	5.00%	4.00%	4.00%	3.00%	3.00%	3.00%	3.00%
Physicians Salaries	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Residents	15.00%	4.00%	4.00%	3.00%	3.00%	3.00%	3.00%
Other /Management	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other Support/Clinical	10.00%	5.00%	5.00%	3.00%	3.00%	3.00%	3.00%
Travelers Labor	(10.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Medical Supplies	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Drugs Supplies	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%
Nutrition Supplies	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other Supplies	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Lease and Rental	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Insurance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Utilities	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Maintenance and Repairs	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
All Other Expenses	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Rate/Revenue Change to Cover Cost Inflation	**5.00%**	**4.00%**	**4.00%**	**3.50%**	**3.50%**	**3.50%**	**3.50%**

Together, the volume and rate increases described above support the revenue projections in the refreshed financial framework and updated tables.

6. On pages 33 and 34 of the application it states, "as the network continues to pay off its existing debt at a rate of approximately $20M per year." The projected balance sheet (Table 4) projects debt remaining flat at FY 2023 levels. Explain why the financial projections don't match the statement in the application.

Response:
Because the original tables held most non-project-related factors constant, they did not reflect the projected payment of debt. The refreshed financial framework and revised tables show that the Network will continue to pay off its existing debt at a rate of approximately $20M per year, as stated in the application.

7. The incremental operating pro-forma is presented on page 36 in the application. Another incremental operating pro-forma is included in UVMMC Outpatient Surgery Center Business Plan in the appendix (PDF page 72). The application pro-forma has nearly $10 million more incremental margin than the business plan ($40.3 million vs. $31.8 million). Explain in detail why the two incremental operating pro-formas are different and specify which one is correct.

Response:
Adjustments were made to the original business plan pro forma as errors or updates were discovered in the process of creating the original set of CON tables after the original business plan was published. These adjustments fall into 2 categories:

- OSC Volume Updates: upon additional review, two errors related to OSC volumes were discovered. First, the original business plan pro forma understated the number of cases from the demand model that could be accommodated when the OSC opened in mid-FY25 by 207 cases. Note that this correction only applies to FY25 volume. Second, volumes that would move to the OSC from Fanny Allen or the Medical Center were incorrectly transferred from the model to the pro forma starting in FY26. The result of this error was an overstatement of approximately 100 cases per year from FY26-29.
- Interest Expense Updates: interest expense was updated to reflect interest-only payments for all 5 years in the FY25-29 timeline.

Additional changes made with the Incremental Project Pro Forma submitted with our Q002 response include the following:

- Interest Expense Update: adjustment to interest expense in FY25 to reflect capitalized interest.
- Depreciation Expense Update: minor adjustment for alignment with our 5-year Financial Framework.
- Impact of assumptions re. increase in total net operating revenue and total costs using the assumptions shown in our response to Q. 5, above. Note that assumptions for these increases result in a 5-year total margin % = 15% of net operating revenue, which is the same margin % as in the incremental pro forma prior to applying cost and revenue increase assumptions.

The table below shows the breakdown of the additional $10.8M incremental margin over the 5-year timeframe.

Summary:	Total Impact ($)
Original Business Plan Incremental Pro Forma:	
5 Yr Total Project Operating Margin	$ 31,832,792
Updated CON Incremental Pro Forma:	
5 Yr Total Project Operating Margin	$ 42,632,971
Difference	**$ 10,800,179**
Detailed Reconciliation	
1. FY25: Additional 207 OP Cases at OSC	$ 1,462,933
Note: Includes increases to Net Revenue for OP cases, and increased costs associated for Healthcare Provider Tax and	
2. Reimbursement Adjustment Revenue Line: Lower volumes for cases moving to OSC from FA/MC FY26-FY29	$ 271,321
Note: includes small increase to Healthcare Provider Tax in alignment with small reduction in Reimbursement Adjustment	
3. Minor Change to Total Depreciation Expense for Financial Framework Alignment	$ (27,638)
4. Updates to Interest Expense:	$ (1,982,859)
Note: increase in interest expense in FY25 to better reflect accounting treatment for capitalized interest, with interest in FY26-FY29 reflecting interest-only payments	
Impact of Updates to Original Business Plan before Cost and Revenue Annual Growth Assumptions	**$ (276,243)**
Impact of Assumptions re Revenue and Cost Growth *(see Question 5 for revenue increase and cost inflation assumptions)*	
A. 5-Yr Additional Revenue Impact of Assumptions for Annual Reimbursement Growth, net of additional provider tax	$ 29,358,687
B. Updated 5-Yr Total Cost Impact of Annual Cost Inflation Assumptions	$ (18,282,266)
Total	**$ 11,076,421**
Difference from Original Business Plan to Updated CON Pro Forma	**$ 10,800,178**

8. One page 37, the estimated fit-up cost of the additional 4 OR rooms is listed as a positive $8,756,748. If this is a cost, explain the increase in cash flow. If this is an error and the cash flow for this cost should be negative, please correct the incremental cash flow calculations.

Response:

The future fit-up cost was erroneously entered into the cash flow statement as a positive cash flow and, in fact, should have been negative. The corrected cash flow statement is as follows:

Incremental Cash Flow: Outpatient Surgery Center

	FY25 (Half Year)	FY26	FY27	FY28	FY29	5 Yr. Total
Margin from Operations	$ 1,501,558	$ 5,993,173	$ 8,911,254	$ 10,516,806	$ 15,710,179	*$ 42,632,971*
Depreciation	$ 3,424,856	$ 6,849,711	$ 6,849,711	$ 6,849,711	$ 7,382,816	*$ 31,356,806*
Cap Interest (non-cash, add back as in Total Project Cost)	$ 6,345,897					*$ 6,345,897*
Total Project Cost - this CON Application	$ (129,640,703)					*$ (129,640,703)*
Estimated fit-up cost of Additional 4 OR rooms - Future CON (TBD)					$ (8,756,748)	*$ (8,756,748)*
Debt Proceeds	$ 100,000,000					*$ 100,000,000*
Debt Principle payments (intest only first 5 years)	$ -	$ -	$ -	$ -	$ -	*$ -*
Annual Cash Flow	**$ (18,368,393)**	**$ 12,842,885**	**$ 15,760,966**	**$ 17,366,518**	**$ 14,336,247**	*$ 41,938,222*
Project Aggregate Cash Flow @ End of Each Yr	**$ (18,368,393)**	**$ (5,525,509)**	**$ 10,235,457**	**$ 27,601,975**	**$ 41,938,222**	
5 Yr NPV @ 5%	$33,290,384					

Financial Projections-Assumptions

9. Provide detailed assumptions for Table 3A and the Balance Sheets A, B, and C.

Response:
The originally submitted Table 3A used non-discounted projected values adjusted for only cost and rate inflation. The inflationary factors used were projected based on preliminary financial modeling and broadly applied by fiscal year. A line-by-line projection analysis was not completed due to the lack of updated information at the time of submission and our concern with its inconsistency with the methods we use for financial planning and forecasting, which are applied at a more macro level. The refreshed financial framework and updated tables contain detailed assumptions for each line of revenue and expense included in Table 3.

Similarly, the balance sheet was adjusted only for cash and cash equivalents. We adjusted cash in tables 4 A, B & C annually by projected net income included in tables 3 A, B & C, respectively. The refreshed financial framework and updated tables contain detailed assumptions for each line of asset and liability included in Table 4.

10. Provide the average outpatient and inpatient reimbursement per case by service line.

Response:

[redacted]

11. Provide detailed information to support the outpatient reimbursement adjustment on page 36.

Response:

[redacted]

12. Provide the salary for each position listed in the staffing and workforce tables on pages 24 and 25 of the application.

Response:

[redacted]

[1] Intellimarker ASC, a product of VMG Health, provides financial benchmarking information on ambulatory surgery centers across the United States.

13. Provide the inflation assumption for each expense item by year for the incremental pro-forma on page 36 (or for the proforma that is correct based on your response to question 7 above).

Response:

						Repeat FY2027		
	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
	4	5	6	7	8	9	10
Cost Inflation Assumptions:							
Clinical Staff	5.00%	4.00%	4.00%	3.00%	3.00%	3.00%	3.00%
Physicians Salaries	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Residents	15.00%	4.00%	4.00%	3.00%	3.00%	3.00%	3.00%
Other /Management	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other Support/Clinical	10.00%	5.00%	5.00%	3.00%	3.00%	3.00%	3.00%
Travelers Labor	(10.00%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Medical Supplies	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Drugs Supplies	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%
Nutrition Supplies	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other Supplies	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Lease and Rental	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Insurance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Utilities	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Maintenance and Repairs	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
All Other Expenses	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Rate/Revenue Change to Cover Cost Inflation	**5.00%**	**4.00%**	**4.00%**	**3.50%**	**3.50%**	**3.50%**	**3.50%**

14. On page 36, there are incremental net patient revenues: professional that reach nearly $10 million by 2029. The physician expense, which includes additional anesthesiology providers, only increases by up to $2.8 million. Explain whether the professional fees are related only to anesthesiology. If not, explain why there is no additional compensation for surgeons if the surgeons are increasing volume by 4,341 cases (roughly 22 percent).

Response:
The professional fees shown in the Incremental Pro Forma include fees for both anesthesiology and surgeons. UVM Medical Center's service line surgical leaders advise that the OSC project will enable UVM Medical Center to increase outpatient OR cases to meet forecasted demand through 2029 without adding surgeon FTEs because the OSC's proposed design will optimize utilization of space, staff, and equipment to increase physicians' productivity. *See* CON Application at I(B)(d), (f). Additional physician staffing costs related to the incremental inpatient cases are included in the IP Direct Cost line.

Utilization Projections

15. Utilization projections in Table 7 assume that every service will experience flat volume except operating room cases. Explain in detail why it is reasonable to project surgical case volume increases with no other expected volume increases.

Response: The original financial tables purposefully held non-project-related patient volumes constant, as we have in prior CON submissions. The refreshed financial framework has allowed us to update those tables, including Table 7, to reflect (a) increased outpatient volumes of 1% in FY24 and FY25, and 2% in FY26 and FY27; (b) increased ancillary volumes of 1% for each of the years in the table; and (c) flat inpatient volumes because the UVM Medical Center is currently at capacity. Please note that, because the financial framework is constructed at a higher level of generality than Table 7C, we have applied these projected growth rates uniformly across the relevant the sub-categories prescribed by that table. For the same reason, the financial framework cannot be accurately transposed into the "A+B=C" framework of Table 7, and we have therefore not updated Tables 7A and 7B to correspond to the financial framework. Of course, the pro-forma already contains detailed project-related volume projections. We do not, therefore, believe that the resulting lack of detail in the updated Table 7 is material to the Board's consideration of the project and would be happy to include further explanation of this aspect of the tables in any discussions with the Board or staff, or at hearing on this matter.

With respect to project-related increases, no additional volumes for incremental non-operating room services are included in the financial pro forma for several reasons. First, our analysis indicates that we are already capturing the vast majority of diagnostic, laboratory, and post procedure follow-up and therapy volumes ("ancillary volume") related to outpatient surgeries for patients who ultimately seek surgery services outside of UVM Medical Center due to our current limited surgical capacity.

Second, our forecasts for growth in diagnostic services are independent of where surgeries are performed, and based on Sg2's forecasted growth rates by service for our region. For example, our recent 3T MRI CON application includes expected total growth in MR imaging. This additional volume is already reflected in our volume projections provided during our annual budget submission.

16. Provide case counts by service line for each project year 2022-2029. In addition, provide incremental case volume for all five project years (2025-2029) by service line.

Response:
Below see the case counts by service line for the OSC:

Service Line	FY19 baseline - OP all locations		half year FY25	FY26	FY27	FY28	FY29
Cardiology	1		-	-	-	-	-
Cardiothoracic	5		-	-	-	-	-
Derm	44		-	-	-	-	-
ENT	1,670		597	1,155	1,193	1,193	1,366
General	1,046		194	375	387	387	443
Neurosurgery	328		-	-	-	-	-
OB/Gyn	1,610		332	643	664	664	761
Ophthalmology	1,364		839	1,624	1,677	1,677	1,921
Oral/Maxillofacial	78		-	-	-	-	-
Ortho	3,470		1,778	3,442	3,555	3,555	4,072
Foot/Ankle	813		436	844	872	872	999
General	280		158	306	316	316	362
Joints			130	251	259	259	297
Spine	214		-	-	-	-	-
Sports	698		394	763	788	788	903
Trauma	319		45	87	90	90	103
Upper Extremity	1,146		615	1,190	1,229	1,229	1,408
Pediatrics	306		-	-	-	-	-
Plastics	410		119	229	237	237	271
Pulmonary	133		-	-	-	-	-
Surg/Onc	408		62	120	124	124	142
Transplant	6		-	-	-	-	-
Urology	1,962		-	-	-	-	-
Vascular	495		102	197	203	203	233
Total OSC OP Cases	**13,336**		**4,020**	**7,784**	**8,039**	**8,039**	**9,208**

Incremental OSC Cases by Service Line are show in the table below:

	half year				
Service Line	**FY25**	**FY26**	**FY27**	**FY28**	**FY29**
Derm	-	-	-	-	-
ENT	220	384	404	386	541
General	71	125	131	125	175
OB/Gyn	122	214	225	215	301
Ophthalmology	309	540	568	542	760
Oral/Maxillofacial	-	-	-	-	-
Ortho	655	1,144	1,203	1,149	1,612
Foot/Ankle	161	281	295	282	395
General	58	102	107	102	143
Joints	48	83	88	84	117
Spine	-	-	-	-	-
Sports	145	254	267	255	357
Trauma	17	29	30	29	41
Upper Extremity	227	395	416	397	557
Pediatrics	-	-	-	-	-
Plastics	44	76	80	77	107
Pulmonary	-	-	-	-	-
Surg/Onc	23	40	42	40	56
Urology	-	-	-	-	-
Vascular	37	65	69	66	92
Total Incremental OSC Cases	**1,482**	**2,587**	**2,721**	**2,599**	**3,645**

17. Volume projections utilizing UVMMC's scenario 3 are 23,767 combined procedures in 2030 (see application pages 11 & 13). Operating room cases in financial Table 7 titled "Utilization Projections" exceed this volume in 2026 through 2029. Provide an explanation of this discrepancy and provide a reconciliation of the two tables.

Response:
There is a discrepancy between the Scenario 3 projection and the original CON Table 7C because the OR demand model forcasts future demand for surgeries performed *in general purpose OR spaces only*, and excludes volumes for certain special-purpose ORs and procedure rooms (labor & delivery, cardiology, and the hybrid OR; plus special purpose procedure spaces used for bronchoscopy, electroconvulsive therapy, endoscopy, and dental procedures) from its baseline. In contrast, the total number of Operating Room Cases in Table 7C includes these procedures.

18. On pages 10 and 11, UVMMC provides population projections for Chittenden County, but acknowledges that Burlington residents account for only 51 percent of its surgical cases. Provide information on how differential population growth rates for the counties and states in which their non-local patients reside (as shown on page 9) might affect the projected demand for surgeries.

Response: UVM Medical Center used population projections for Chittenden County in modeling three surgical case volume growth scenarios. *See* CON Application at 8-12. A slight majority (51.4%) of UVM Medical Center's outpatient surgery patients in FY19 resided in the Burlington Health Service Area ("HSA"), which encompasses Chittenden and Grand Isle counties. Scenario 1 uses Claritas 2021 estimates. Scenarios 2 and 3 use Public Opinion Strategies ("POS") 2021 estimates.

The projections for Chittenden County are a reasonable proxy for population growth in the hospital's overall service area for surgeries. This is demonstrated by a comparison of the population projections for Chittenden County used in each of Scenarios 1- 3 to a corresponding composite projection for the Burlington HSA together with the other areas in which UVM Medical Center's FY19 outpatient surgery patients resided (as shown on page 9 of the CON Application). The composite projections are the average of the population growth estimates for each area from which UVM Medical Center draws patients (as shown on page 9 of the CON Application) weighted for each area's share of UVM Medical Center's total patients.

Scenario 1 – Claritas Estimates

As shown in the below Table 1, the composite growth rates calculated from Claritas' 2021 estimates are lower than the Claritas 2021 estimates for Chittenden County that UVM Medical Center used in its Scenario 1 for both the overall population (2.9% for Chittenden County vs. 1.95% composite), and the age 65+ cohort (35% for Chittenden Country vs. 31.5% composite).

Table 1

County	Patient Origin Share	Overall Pop Growth to 2030* (2021 Claritas est)	Weighted Share of Growth		65+ Growth to 2030*	Weighted Share of Growth 65+
Chittenden VT	51%	2.9%	1.48%		35%	17.85%
Grand Isle VT		5.0%	0.00%		32%	
Franklin VT	9%	2.2%	0.20%		26%	2.34%
Washington VT	8%	-0.9%	-0.07%		22%	1.76%
Clinton NY	8%	-1.80%	-0.14%		24%	1.92%
Addison VT	6%	-0.6%	-0.04%		22%	1.32%
Other	18%		0.52%			6.30%
	Composite Growth Rate		**1.95%**			**31.49%**

As shown in the below Table 2, however, UVM Medical Center has also calculated composite growth rates using Claritas population forecasts that became available in Fall 2022. The composite growth rates calculated from Claritas' 2022 estimates are also lower than the Claritas 2021 estimates for Chittenden County that UVM Medical Center used in its Scenario 1 for the age 65+ cohort (35% for Chittenden County vs. 31.7% composite), but higher for the overall population (2.9% for Chittenden County vs. 3.5% composite). This suggests that use of the Claritas 2021 estimates for Chittenden Country in Scenario 1 may have slightly underestimated regional population growth, and Scenario 1 surgical case volume growth estimates are conservative to that extent.

Table 2

County	Overall Pop 10 yr* Growth Claritas Fall 2022	65+ Pop 10 yr* Growth Claritas Fall 2022
Chittenden VT	4.6%	35%
Franklin VT	4.0%	32%
Washington VT	1.4%	25%
Clinton NY	-2.56%	21%
Addison VT	1.0%	23%
Composite Growth Rate	**3.5%**	**31.7%**

Scenarios 2 and 3 – Public Opinion Strategies ("POS") Estimates

As shown in the below Table 3, the composite growth rates calculated from POS' 2021 estimates are closely proximate to the POS 2021 estimates for Chittenden County that UVM Medical Center used in its Scenarios 2 and 3 for both the overall population (6% for Chittenden County vs. 5.8% composite), and the age 65+ cohort (62% for Chittenden Country vs. 61.8% composite).

Table 3

County	Patient Origin Share	Overall Pop Growth to 2030 POS Forecast	Weighted Share of Growth		POS 65+ Growth to 2030	Weighted Share of Growth 65+
Chittenden VT	51%	6.0%	3.06%		62%	31.62%
Grand Isle VT		52.0%			141%	
Franklin VT	9%	13.0%	1.17%		81%	7.29%
Washington VT	8%	7.0%	0.56%		56%	4.48%
Clinton NY	8%	N/A	-0.03%		N/A	5.12%
Addison VT	6%	-0.4%	-0.02%		64%	3.84%
Other	18%		1.08%			10.08%
	Composite Growth Rate		**5.81%**			**62.43%**

Overall, UVM Medical Center's use of POS population growth estimates for Chittenden County rather than a composite growth rate had no material impact on volume growth projections in its demand model Scenarios 2 and 3, and its use of Claritas 2021 population growth estimates for Chittenden County in Scenario 1 may have produced slightly understated volume growth projections.

19. On page 10 and 11, UVMMC assumes the 65+ population in Chittenden County will increase by 62 percent over 10 years, based on Public Opinion Strategies forecasts. However, the Public Opinion Strategies 65+ population growth rate is significantly higher than the census data's 65+ forecast for the Burlington HSA over the same period (36 percent), as well as the state's projections (31-39 percent). Explain in detail how Public Opinion Strategies derived its population growth rate estimates for the 65+ population.

Response:
As stated on page 10 of the CON Application, Public Opinion Strategies ("POS") forecast that the 65+ population of Chittenden County will grow by 62% from 23,807 in 2019 to 38,521 in 2030. POS took the 2019 population figure from United States Census Bureau data, which is currently available here: DP05: ACS DEMOGRAPHIC AND ... - Census Bureau Table; and it took the 2030 population estimate from a State of Vermont report, Vermont Population Projections – 2010-2030 (August, 2013), which is currently available here: vt-population-projections-2010-2030.pdf (vermont.gov).

20. On page 9, UVMMC assumes its market share of outpatient surgeries will remain constant from 2023 to 2030. Provide a detailed explanation supporting this assumption.

Response:
UVM Medical Center's demand model projects volumes using UVM Medical Center's FY 2019 volumes as a baseline. UVM Medical Center is focused on improving access and reducing wait time for services, including surgical services, for its current patients. It is not seeking to attract additional patients from other hospitals' catchment areas and has no plans or need to do so. As a result, for planning purposes, UVM Medical Center conservatively assumes that UVM Medical Center's market share will remain constant because each other provider of outpatient surgery that serves patients in Vermont and northern New York will maintain its current market share by growing capacity as necessary to accommodate their share of increased demand. If other providers cannot accommodate increased demand in their respective catchment areas, UVM Medical Center's market share may grow, but any assumption that this will occur is speculative.

21. On page 9, UVMMC states that its inpatient and outpatient surgical caseloads remained stable from 2015 to 2019. However, the overall population of Chittenden County increased by 4.4 percent and the 65+ population increased by 13 percent during this time period. Provide a detailed explanation of why population increases in 2015-2019 did not translate into increased outpatient surgical caseloads during the same period.

Response:
UVM Medical Center's volumes remained essentially flat during this period because its OR capacity for both inpatient and outpatient surgeries was at or near its maximum. UVM Medical Center does not have reliable data concerning wait times for surgeries from 2015 to 2019.

22. On page 9, UVMMC states that while its inpatient and outpatient caseloads remained stable from 2015 to 2019, wait times for outpatient surgeries increased. Provide a detailed explanation for the reason why wait times during this period increased if demand remained constant.

Response:
Volumes remained stable, but demand grew. See response to Question 21, above.

23. On page 12, UVMMC assumes the following rates of use for its surgical rooms when projecting demand: rooms are open 250 days per year, 10 hours per day, and 60 minutes

per hour, and they are filled 75 percent of the time. Provide data documenting these assumptions, as well as average length of surgery.

Response:
UVM Medical Center's assumptions with respect to hours of operation and percent utilization are as recommended by its consultant Halsa Advisors. Please see Halsa Advisors' letter regarding the utilization assumption attached as Exhibit 1. The average length of surgery data is provided in response to Question 24, below.

24. In a table format, provide separately the average outpatient and inpatient case times for each service line along with the average OR turnover time for 2016-2019.

Response:
Average case lengths are shown below by service line and location for calendar years 2016-2019. An asterisk (*) denotes less than 10 surgeries were performed.

	2016						2017						2018						2019					
	Inpatient			Outpatient			Inpatient			Outpatient			Inpatient			Outpatient			Inpatient			Outpatient		
	FAH	MPU	UVMMC OR	FAH	MPU	UVMMC OR	FAH	MPU	UVMMC OR	FAH	MPU	UVMMC OR	FAH	MPU	UVMMC OR	FAH	MPU	UVMMC OR	FAH	MPU	UVMMC OR	FAH	MPU	UVMMC OR
Service Line	Avg Min/Case	Avg Min/Case	Avg Min/Case	Avg Min/Case	Avg Min/Case	Avg Min/Case	Avg Min/Case	Avg Min/Case	Avg Min/Case	Avg Min/Case	Avg Min/Case	Avg Min/Case	Avg Min/Case	Avg Min/Case	Avg Min/Case	Avg Min/Case	Avg Min/Case	Avg Min/Case	Avg Min/Case	Avg Min/Case	Avg Min/Case	Avg Min/Case	Avg Min/Case	Avg Min/Case
Cardiology			157						136						*						*			*
Cardiothoracic			275			105			289			*			297			*			275			*
Dermatology														*			*	116			*			123
ENT		174	179	*	55	131		*	179	*	53	124		160	172	*	59	123		214	195	*	60	127
GeneralSurgery		*	150	86	114	96		*	147	59	111	100		*	150	54	87	101		*	148	62	96	99
Neurosurgery			221		*	155			224			145			222			149		*	240		*	159
OB/GYN		*	178	61	74	122		*	188	56	63	128		*	188	55	66	134		*	207	54	69	139
Ophthalmology	*	*	167	47	103	144	*	*	168	54	110	125		*	*	54	114	128		*	209	54	99	115
Oral/Maxillofacial		251	137	*	167	133		*	117	*	135	193		*	150	*	149	176		*	105	88	109	139
Orthopedics	*	*	194	88	96	138	*	*	190	85	91	145	*	*	181	87		138	*	*	179	86	*	124
Other	*		41	*		153		*		*		*			*		*	*		*	*			173
Pediatrics		*	145	88	*	80		*	138	89	*	82		*	132	80	*	85		*	134	90	*	85
Plastics		*	171	*	183	162		*	169	179	195	177		*	206	*	212	183		254	218	83	185	181
Pulmonary		109	140		107	108		103	93		94	108		*	121		91	101		*	123		102	106
SurgOnc		*	262		114	125		*	213	*	122	127		*	225	59	143	142		*	220	59	122	141
Transplant			364			134			333			*			341			*			319			*
Urology		158	177	57	85	98		153	172	58	87	99		148	140	55	91	112		162	144	54	95	117
Vascular			198	87	*	112		*	196	87	*	112		*	190	89		117	*	*	198	98		112
Grand Total	*	**159**	**194**	**80**	**82**	**119**	*	**141**	**193**	**79**	**83**	**122**	*	**157**	**187**	**78**	**85**	**125**	*	**176**	**190**	**77**	**84**	**126**

* Avg min/case not shown where cases<10 but these case times are included in the total avg min/case for that location.

Average turnover times by service line for calendar years 2016-2019 are shown in the below table.[2] Please note that average turnover times were calculated using the metric provided by UVM Medical Center's Wise OR system, which calculates average turnover times for back-to-back cases done by the same "group." A "group" may be a UVM Medical Center speciality, or an outside practice. As shown at the bottom of the below table, the frequency of this scenario varies by site of service. For example, in 2019, it happened 30% of the time at the Main Campus and 66% of the time at Fanny Allen.

[2] Turnover times that are more than one standard deviation from the mean are shown in red.

Avg Turn Times by Service Line	Main ORs				MPU 1 & 2				FAH			
Service Line	**2016**	**2017**	**2018**	**2019**	**2016**	**2017**	**2018**	**2019**	**2016**	**2017**	**2018**	**2019**
Cardiology	51	*										
Cardiothoracic	48	50	51	52								
Dermatology			*	38			37	48				
ENT	35	34	36	35	19	21	22	22	*			
GeneralSurgery	38	39	39	38	36	39	35	37	25	27	24	20
Neurosurgery	43	45	46	46								
OB/GYN	39	42	42	41	31	38	35	32	28	28	26	24
Ophthalmology	*	*	*	37	40	39	39	36	20	22	24	23
Oral/Maxillofacial	*	*	*	*	43	40	49	39				*
Orthopedics	42	44	43	42	49	37			27	27	28	26
Pediatrics	37	37	37	37	25	39	38	26	*	*	30	31
Plastics	42	43	42	41	44	41	50	47	*	*	*	*
Pulmonary	*	*			42	42	38	36				
SurgOnc	36	35	37	35	34	34	39	34				
Transplant	*	*	*	*								
Urology	38	39	41	40	32	34	36	34	16	20	20	22
Vascular	42	41	41	42	34	31			24	22	24	24
All Service Lines	39	40	41	40	27	28	29	28	26	26	27	26
Avg Turn Times - All Cases	39	40	40	40	26	28	28	29	25	26	27	26
Std Deviation	8.8	8	7.7	5.5	7.4	11.3	8.1	7	8.9	5.6	5.7	4.1	3.8
Low	30.2	32	32.3	34.5	18.6	16.7	19.9	22		19.4	20.3	22.9	22.2
High	47.8	48	47.7	45.5	33.4	39.3	36.1	36		30.6	31.7	31.1	29.8

	Main ORs				MPU 1 & 2				FAH			
	2016	**2017**	**2018**	**2019**	**2016**	**2017**	**2018**	**2019**	**2016**	**2017**	**2018**	**2019**
Total Case Volumes	12,604	12,974	12,677	13,124	2,986	2,616	2,758	2,418	4,620	4,794	4,791	4,109
Case Volumes 'n' for Turn Time Avg by SL	4,888	4,983	4,635	3,972	1,282	1,136	1,312	1,179	3,015	3,084	3,031	2,722
% Total Cases	39%	38%	37%	30%	43%	43%	48%	49%	65%	64%	63%	66%

* note 2019 % likely low as SL avg only calculated on Wise OR data and did not include 11/9-12/31 Epic OR data

Finally, please note that UVM Medical Center did not use the above-stated average turnover times in determining the number of ORs needed based on FY2030 projected OR case volumes, as described on page 13 of the CON Application. Rather, UVM Medical Center used benchmarch turnover times recommended by its consultant Halsa Advisors, which are stated in the below table.

Surgery Model Assumptions

Main OR IP Assumptions	
Room Turnover	37
Hours per Day	10
Days per Year	250
Utilization	75%
Minutes/Rm/Yr	112,500

Main OR OP Assumptions	
Room Turnover	37
Hours per Day	10
Days per Year	250
Utilization	75%
Minutes/Rm/Yr	112,500

Fanny Allen OR Assumptions	
Room Turnover	25
Hours per Day	10
Days per Year	250
Utilization	75%
Minutes/Rm/Yr	112,500

WP Proc Room Assumptions	
Room Turnover	25
Hours per Day	10
Days per Year	250
Utilization	75%
Minutes/Rm/Yr	112,500

25. In a table format, provide the number of surgical cases performed separately in inpatient and outpatient settings at UVMMC by year from 2016 to 2019. Provide the assumed rate of transfer from inpatient to outpatient settings between 2022 and 2030, and any supporting documentation that supports this assumption.

Response:
Surgical cases performed inpatient and outpatient at UVM Medical Center in FY2016 – FY2019 are shown in the table below. Please note that outpatient volumes in 2019 were impacted by the closure of Fanny Allen ORs from December 2 to December 31, 2019, in response to the discovery of air quality issues and to ensure patient and staff safety.

	2016		2017		2018		2019	
Service Line	**Inpatient**	**Outpatient**	**Inpatient**	**Outpatient**	**Inpatient**	**Outpatient**	**Inpatient**	**Outpatient**
Cardiology	53		15		1	2	3	5
Cardiothoracic	671	7	636	7	505	5	541	6
Dermatology					2	28	1	37
ENT	161	1,682	133	1,660	164	1,739	187	1,610
GeneralSurgery	1,278	1,116	1,316	1,152	1,351	1,053	1,372	1,014
Neurosurgery	471	309	549	295	553	278	633	314
OB/GYN	211	1,643	191	1,591	189	1,547	178	1,478
Ophthalmology	28	1,054	19	1,045	9	1,177	22	1,247
Oral/Maxillofacial	42	83	28	72	26	56	25	59
Orthopedics	1,873	3,615	1,707	3,790	1,859	3,773	1,785	3,406
Other	2	8	1	4	2	5	4	11
Pediatrics	157	335	154	328	144	338	118	267
Plastics	145	423	194	533	136	367	177	422
Pulmonary	29	119	31	118	28	149	24	125
SurgOnc	22	446	23	496	35	520	37	539
Transplant	88	6	100	6	82	3	75	5
Urology	499	1,456	517	1,486	433	1,615	388	1,647
Vascular	427	409	436	433	421	460	508	479
Grand Total	**6,157**	**12,711**	**6,050**	**13,016**	**5,940**	**13,115**	**6,078**	**12,671**

As described on pages 10-11 of the CON Application, UVM Medical Center modeled growth in surgical demand based on three different sets of assumptions (Scenarios 1-3). Scenarios 1 and Scenario 3 were generated using a Sg2 forecast application called the Impact of Change® model, which predicts changes in utilization based on six "impact factors." Scenario 2 is an age-adjusted utilization projection based solely on population growth estimates.

An assumed rate of transfer from the inpatient to the outpatient site of service by line of service is not an input to the Impact of Change® model. Rather, the model may predict a rate of transfer at the individual major procedure level following from other assumptions the model incorporates with respect to variables such as changes in health care policy, insurance coverage, and technology. Please see Sg2's explanation its Impact of Change® model attached as Exhibit 2.

UVM Medical Center did adjust the model in consultation with Sg2 and UVM Medical Center's orthopedics leadership to specify a local variance in site of service for joint replacements at UVM Medical Center: specifically, an anticipated increase in the percentage of joint replacement surgeries performed in an outpatient setting from 0% presently to 35% in 2025, and to 55% by 2030.

26. On page 9, UVMMC states that it provides approximately 19,000 inpatient and outpatient surgical cases in operating rooms annually. Explain in detail how UVMMC defined an individual: a) inpatient surgical case; and b) outpatient surgical case.

Response:
An individual surgical case is defined as an individual visit to an operating room during which one or more surgical procedures are performed. A surgical case is classified as an inpatient case if the patient was admitted to the hospital as an inpatient. A surgical case is classified as an outpatient case if the patient was classified as an outpatient.

27. Provide a list of the CPT procedure codes that map into each one of the 17 service lines shown on page 16.

Response:
We have included as Exhibit 3, attached, a list of CPT codes for each of the service lines listed on page 16 of the application (note that there are no CPT codes listed for cardiology, as no cases are indicated for transfer to the OSC). The list is based on historical outpatient surgeries performed at the UVM Medical Center and therefore indicative, but not determinative, of the types of outpatient surgeries UVM Medical Center may perform at the OSC once the project is completed. Procedures that will be performed at the OSC may vary from those listed based on factors such as patient demand and the movement of more types of surgeries to an outpatient setting.

Thank you for your attention to UVM Medical Center's application. Please let us know if you have any further questions or need additional information.

Sincerely,

Eric Miller
Sr. Vice President and General Counsel
The University of Vermont Health Network Inc.

Hälsa Advisors

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October 15, 2021

Ms. Eve Hoar
Network Vice President, Strategic and Business Planning
UVM Health Network
462 Shelburne Road; suite 202
Burlington, VT 05401

VIA EMAIL

Dear Ms. Hoar:

Halsa Advisors has planned and programmed ORs for scores of clients in both ambulatory and inpatient settings across the United States. While many of our benchmark throughput standards have evolved over the decades we have been doing this work, one that has remained remarkably consistent has been the OR utilization target of 75 percent.

Hospital and surgical center experience forms the basis of the recommendation. Hospitals with utilization rates anywhere in the 70s report generally smooth operations, ability to meet the expectations of staff and surgeons to provide a safe, effective, productive working environment, and the ability to recover from an extended case or an unexpected emergency or trauma case.

We recommend the UVMMC utilize the industry standard 75 percent utilization factor in planning for a new outpatient surgery center.

If you have any questions please do not hesitate to contact me directly at 651-645-7604, or by email at SWalters@HalsaAdvisors.com.

Best regards,

Scott M. Walters

Sg2 Impact of Change® (IoC) Forecast Methodology

Sg2's forecasting methodology focuses on the complexity of the transformation happening in today's health system. A model that systematically incorporates the impact of key developments ensures that health care leaders don't miss the big shifts—the trends that are going to create new left and right turns in the demand for future services.

Baseline Data:

The national baseline includes inpatient national baseline utilization data from the Healthcare Cost and Utilization Project (HCUP) Nationwide Inpatient Sample (NIS). Outpatient estimates are derived from commercial and Managed Medicaid claims from Sg2's proprietary All-Payer Claims Database and CMS Medicare data to create use rates that are combined with payer-specific population estimates to estimate total utilization (Volumes) at a regional or county level, which are then distributed to the ZIP code level using the population-based insurance coverage estimates.

Data Grouping Methodology:

The disease-based forecast begins at the service line level, a key clinical area of care. Sg2's proprietary model aggregates patient diagnosis codes (formed primarily from ICD-9 codes) into more than 200 clinically meaningful categories of diagnoses called CARE Families. CARE Families are then split into distinct CARE Groups based on the procedures used to diagnose and treat the disease or condition. The example below shows just some of the CARE Families specific to orthopedics, with a further breakdown of select CARE Groups particular to the osteoarthritis CARE Family.

Sg2's forecast is applied at the CARE Group level of detail (disease + procedure combination) for >22,000 unique groupings.

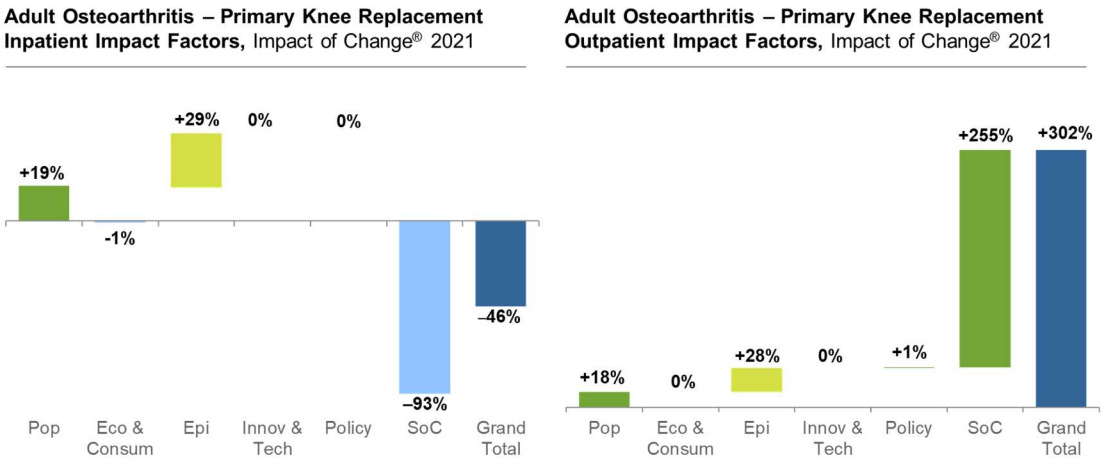
Service Line	CARE Family (Disease)	CARE Group (Disease + Procedure)
Orthopedics	Musculoskeletal Injury - Lower Leg/Foot/Ankle	Musculoskeletal Injury - Lower Leg/Foot/Ankle - Advanced Imaging - MRI
Orthopedics	Osteoarthritis	Osteoarthritis - Rehab: Physical/Occupational Therapy
Orthopedics	Musculoskeletal Injury - Shoulder/Elbow/Upper Arm	Musculoskeletal Injury - Shoulder/Elbow/Upper Arm
Orthopedics	Nonspecific Musculoskeletal Pain	Nonspecific Musculoskeletal Pain - Procedures - Major: Primary Knee Replacement
Orthopedics	Musculoskeletal Injury - Knee	Musculoskeletal Injury - Knee - Visits - Urgent

Impact Factor Details:

Data projections available at single-year intervals across a 10-year horizon enable the informed decision making required in both the short-term and long-term.

Sg2's experts regularly monitor developments across six key impact factors, annually synthesizing their findings to predict how utilization will change within and/or shift between care settings. The Sg2 impact factors are applied for each CARE Group at the national level. The below chart describes each national impact factor:

The chart below walks through an example of how the Sg2 forecast is applied at the CARE Group level for each of the six impact factors nationally for Osteoarthritis – Primary Knee Replacement, showing forecasts for both inpatient and outpatient care settings.



Note Analysis excludes 0–17 age group. **Sources** Impact of Change®, 2021; HCUP National Inpatient Sample (NIS). Healthcare Cost and Utilization Project (HCUP) 2018. Agency for Healthcare Research and Quality, Rockville, MD; Proprietary Sg2 All-Payer Claims Data Set, 2018; The following 2018 CMS Limited Data Sets (LDS): Carrier, Denominator, Home Health Agency, Hospice, Outpatient, Skilled Nursing Facility; Claritas Pop-Facts®, 2021; Sg2 Analysis, 2022.

Localized Forecast:

Sg2's national demand projections offer insight into the trends and forces set to impact health care across the country. But in the dynamic field that is health care, leaders know that local is everything. To answer the targeted questions that affect organizations at a market and institutional level requires a deeper data dive using localized rates. Sg2 uses inpatient state data, local outpatient estimates and ZIP code–level Claritas demographic forecast data to create a local baseline.

In addition to the national impact factor forecasts, Sg2 incorporates local market knowledge through a process called Hyperlocalization. The Hyperlocalization process accounts for variation at the market level. We work with members to understand market dynamics for specific market conditions to apply at the local level. The "Market Factors" allow Sg2 to better model volume trends that are known to vary significantly from one market to another. Below are the Market Factors and an example of how Hyperlocalization

settings for the UVMMC Hospital Referral Region are applied to the IoC forecast at a local level to create a better localized forecast in the Adult Osteoarthritis - Primary Knee Replacement:

Market Factors	What it Does	Impact to UVMMC IoC Forecast
Payer Coverage	Accounts for differences in coverage due to expected policy changes. It allows us to adjust our forecast based on a state's policy agenda (eg, Medicaid expansion), baseline uninsured rate and fiscal health of the state.	Payer Coverage modification better modeled that unemployment is low due to COVID-19 and Medicaid enrollment is increasing. As a result, University of Vermont Health Network markets will experience an increase in Evaluation and Management visits, health maintenance services and elective procedures.
Shift to Value	Models market timing and degree of inpatient decline as organizations move away from fee-for-service to risk-based payment models.	
Consumerism	Models the impact of COVID-19 and price sensitivity on utilization by local market.	Consumerism modification better captures short-term outpatient volume changes due to consumer and provider reticence, the lockdown and social distancing because of the COVID-19 pandemic. In addition, this market factor projects long-term consumer price sensitivity in terms of delaying, deferring and diverting care to lower cost settings.
Total Joint Replacement (TJR) Outpatient Shift	Considers the differences in timing of outpatient shift for primary knee, hip, and shoulder replacement by adjusting the inpatient and outpatient growth projections for these three procedures.	TJR OP Shift modification better forecasts the timing of the shift from inpatient to outpatient for Total Joint Replacements based on the UVMMC market's current proportion of outpatient TJR volumes. The higher the current proportion of volumes occurring outpatient, the faster the shift will occur.

In addition to Hyperlocalization, UVMMC manually adjusted the population Impact Factor to better reflect local population trends based on the 2020 census and updated demographic forecasts that are not yet updated in UVMHN's Sg2 Analytics market demographics dataset or reflected in IoC forecasts. Their approach to manual adjustment was reviewed with Sg2 prior to use in demand modeling for projects including the OP Surgery Center.

Sg2 is committed to helping organizations navigate their questions and challenges with a robust forecast that guides decision making from service line development to physician recruiting to facility design. The Impact of Change forecast provides a detailed look at how key impact factors—from payment reform to population health management—will affect demand for both inpatient and outpatient services over the next decade.

Notes: For the use of UVM Health Network. Created April 2022. ASC = ambulatory surgery center; CARE = Clinical Alignment and Resource Effectiveness; OPPS = Outpatient Prospective Payment System.
Sources: CMS. CY 2022 Medicare Hospital Outpatient Prospective Payment System and Ambulatory Surgical Center Payment System Proposed Rule (CMS-1753-P) [news release]. July 19, 2021; US

Department of Health and Human Services. Medicare program: Hospital outpatient prospective payment and ambulatory surgical center payment systems and quality reporting programs; price transparency of hospital standard charges; Radiation Oncology Model; request for information on rural emergency hospitals [public inspection document]. *Federal Register*. Accessed July 2021; CMS. Physician and other supplier data CY 2018. Last modified July 21, 2021; CMS. Physician/supplier procedure summary. Last modified July 21, 2021; Impact of Change®, 2021; HCUP National Inpatient Sample (NIS). Healthcare Cost and Utilization Project (HCUP) 2018. Agency for Healthcare Research and Quality, Rockville, MD; Proprietary Sg2 All-Payer Claims Data Set, 2018; 2018 CMS Limited Data Sets (LDS); Claritas Pop-Facts®, 2021; Sg2 Analysis, 2021.

Question 27 Response: Outpatient CPTs by Service Line

Dermatology	ENT	Gen Surgery	Neurosurgery	OB-GYN	Ophthalmology	Orthopedics	Plastics	Surg Onc	Urology	Vascular	Other, Including: Cardiothoracic, Oral/ Maxillofacialfacial, Pediatrics, Pulmonary, Transplant
C_11102	C_11441	C_10021	C_21181	C_11443	C_11442	C_11012	C_11042	C_10005	C_50080	C_11042	**Cardiothoracic**
C_11403	C_15120	C_10060	C_22554	C_11604	C_11446	C_11043	C_11440	C_11400	C_50081	C_11044	C_10180
C_11603	C_15770	C_10061	C_61885	C_11642	C_15260	C_11420	C_11643	C_11600	C_50543	C_21615	C_11044
C_11900	C_20912	C_10120	C_61886	C_11982	C_15822	C_11730	C_11644	C_11602	C_50544	C_28810	C_20670
C_13101	C_21025	C_10121	C_62230	C_12032	C_15823	C_11750	C_11646	C_11623	C_50948	C_28820	C_20680
C_13131	C_21030	C_10140	C_62362	C_12034	C_15850	C_11760	C_11970	C_11626	C_51040	C_28825	
C_14040	C_21044	C_11401	C_63003	C_36590	C_21390	C_12020	C_11971	C_15240	C_51050	C_35011	**Oral/Maxillofacial**
C_14060	C_21235	C_11402	C_63005	C_38571	C_30930	C_13120	C_13132	C_15777	C_51102	C_36012	C_21040
C_14301	C_21315	C_11404	C_63016	C_49320	C_31231	C_13121	C_13151	C_15860	C_51703	C_36200	C_21141
C_15830	C_21320	C_11406	C_63020	C_49321	C_31239	C_13160	C_14001	C_19020	C_51705	C_36245	C_21142
C_17110	C_21356	C_11421	C_63045	C_49322	C_31254	C_15852	C_15002	C_19083	C_51720	C_36246	C_21196
C_19303	C_21453	C_11422	C_63655	C_51700	C_37609	C_20103	C_15630	C_19112	C_51728	C_36247	C_21210
C_19318	C_21461	C_11423	C_63662	C_56440	C_64712	C_20225	C_15820	C_19357	C_51990	C_36475	C_41899
C_21013	C_21462	C_11424	C_63664	C_56501	C_65093	C_20240	C_15828	C_19380	C_52000	C_36482	C_D7140
C_25071	C_21465	C_11606	C_63685	C_56515	C_65105	C_20245	C_15832	C_20206	C_52005	C_36590	C_D7220
C_25280	C_30115	C_11770	C_63688	C_56620	C_65135	C_20525	C_15836	C_21501	C_52010	C_36818	C_D7240
C_26111	C_30130	C_11771	C_63744	C_56700	C_65285	C_20526	C_15838	C_22904	C_52204	C_36819	C_D7230
C_26113	C_30140	C_11772	C_64861	C_56821	C_65400	C_20550	C_15839	C_24077	C_52214	C_36820	
C_26540	C_30310	C_12031		C_57061	C_65426	C_20600	C_15847	C_24079	C_52224	C_36821	**Pediatrics**
C_26615	C_30410	C_15100		C_57240	C_65436	C_20605	C_15877	C_25073	C_52234	C_36830	C_11104
C_28285	C_30420	C_20200		C_57260	C_65730	C_20610	C_15879	C_38500	C_52235	C_36832	C_21012
C_28825	C_30435	C_20205		C_57288	C_65755	C_20690	C_19110	C_38510	C_52240	C_36902	C_28192
C_42215	C_30465	C_21552		C_57410	C_65756	C_20693	C_19120	C_60220	C_52260	C_36903	C_31526
C_64721	C_30520	C_21554		C_57420	C_65778	C_20694	C_19125	C_60240	C_52276	C_36908	C_31624
C_64910	C_30540	C_21555		C_57460	C_65800	C_20696	C_19285	C_64647	C_52281	C_37191	C_43215
C_69300	C_30560	C_21556		C_57520	C_65815	C_20900	C_19300	C_69110	C_52287	C_37193	C_54161
	C_30580	C_21930		C_57522	C_65820	C_20902	C_19301		C_52301	C_37215	C_54520
	C_30630	C_21931		C_57558	C_65850	C_20930	C_19302		C_52310	C_37218	C_54640
	C_30802	C_21933		C_58100	C_65865	C_20931	C_19307		C_52315	C_37221	C_55040
	C_30901	C_22901		C_58262	C_65920	C_21925	C_19316		C_52317	C_37224	C_55060
	C_31237	C_22902		C_58300	C_66170	C_22551	C_19325		C_52318	C_37225	
	C_31241	C_22903		C_58301	C_66179	C_22612	C_19328		C_52320	C_37226	**Pulmonary**
	C_31253	C_23071		C_58552	C_66180	C_22856	C_19330		C_52327	C_37228	C_30100
	C_31255	C_23076		C_58555	C_66183	C_23066	C_19340		C_52332	C_37236	C_31535
	C_31256	C_24071		C_58558	C_66185	C_23073	C_19342		C_52351	C_37242	C_31622
	C_31257	C_24076		C_58561	C_66250	C_23101	C_19350		C_52352	C_37607	C_31623
	C_31259	C_25075		C_58562	C_66825	C_23120	C_21011		C_52353	C_37700	C_31625
	C_31267	C_27043		C_58563	C_66840	C_23140	C_21014		C_52354	C_37765	C_31627
	C_31276	C_27327		C_58571	C_66850	C_23146	C_21120		C_52356	C_37766	C_31628
	C_31288	C_27337		C_58573	C_66852	C_23334	C_21365		C_52400	C_37780	C_31629
	C_31525	C_27619		C_58661	C_66920	C_23395	C_21470		C_52500	C_37799	C_31630
	C_31528	C_36561		C_58662	C_66940	C_23410	C_28345		C_52601	C_75600	C_31635
	C_31529	C_43280		C_58671	C_66982	C_23412	C_38525		C_52648	C_75625	C_31640
	C_31536	C_43281		C_59160	C_66984	C_23430	C_38745		C_53230	C_76937	C_31641
	C_31541	C_43282		C_59812	C_66985	C_23455	C_40700		C_53270	C_93971	C_31647
	C_31545	C_43285		C_59820	C_66986	C_23460	C_42950		C_53400		C_31648
	C_31571	C_43774		C_59821	C_67028	C_23462	C_53020		C_53410		C_31652
	C_31572	C_44312		C_59840	C_67036	C_23472			C_53440		C_31653
	C_31575	C_44970		C_59841	C_67039	C_23515			C_53447		C_32609

Question 27 Response: Outpatient CPTs by Service Line

Dermatology	ENT	Gen Surgery	Neurosurgery	OB-GYN	Ophthalmology	Orthopedics	Plastics	Surg Onc	Urology	Vascular	Other, Including: Cardiothoracic, Oral/ Maxillofacialfacial, Pediatrics, Pulmonary, Transplant
	C_31590	C_45020			C_67040	C_23550			C_53450		
	C_31614	C_45100			C_67041	C_23585			C_54057		
	C_31820	C_45171			C_67042	C_23615			C_54100		
	C_40510	C_45172			C_67043	C_23700			C_54110		**Transplant**
	C_40520	C_45330			C_67105	C_24000			C_54162		C_49422
	C_40800	C_45338			C_67107	C_24006			C_54163		
	C_40812	C_45340			C_67108	C_24065			C_54164		
	C_40814	C_45378			C_67113	C_24075			C_54300		
	C_41100	C_45380			C_67120	C_24101			C_54304		
	C_41105	C_45915			C_67121	C_24105			C_54312		
	C_41110	C_45990			C_67228	C_24110			C_54324		
	C_41112	C_46020			C_67311	C_24149			C_54340		
	C_41113	C_46030			C_67312	C_24201			C_54401		
	C_41120	C_46040			C_67314	C_24341			C_54405		
	C_41512	C_46045			C_67346	C_24342			C_54410		
	C_42104	C_46050			C_67400	C_24343			C_54530		
	C_42107	C_46080			C_67413	C_24358			C_54600		
	C_42145	C_46200			C_67715	C_24359			C_54620		
	C_42335	C_46220			C_67800	C_24430			C_54830		
	C_42340	C_46230			C_67808	C_24435			C_54840		
	C_42410	C_46250			C_67840	C_24515			C_55100		
	C_42415	C_46255			C_67875	C_24538			C_55120		
	C_42420	C_46260			C_67900	C_24545			C_55400		
	C_42440	C_46270			C_67901	C_24546			C_55530		
	C_42450	C_46275			C_67904	C_24575			C_55550		
	C_42500	C_46280			C_67908	C_24579			C_55700		
	C_42800	C_46288			C_67917	C_24635			C_55866		
	C_42808	C_46320			C_67921	C_24640			C_55875		
	C_42810	C_46505			C_67924	C_24655			C_C9740		
	C_42815	C_46604			C_67950	C_24665			C_C9739		
	C_42820	C_46606			C_67966	C_24666					
	C_42821	C_46615			C_68100	C_24685					
	C_42825	C_46900			C_68110	C_25000					
	C_42826	C_46910			C_68115	C_25040					
	C_42830	C_46922			C_68510	C_25065					
	C_42831	C_46924			C_68700	C_25066					
	C_42836	C_46947			C_68720	C_25109					
	C_42870	C_47001			C_68750	C_25111					
	C_42962	C_47562			C_68811	C_25112					
	C_43030	C_47563			C_68815	C_25115					
	C_43130	C_49505			C_0191T	C_25116					
	C_43180	C_49507				C_25118					
	C_43192	C_49520				C_25145					
	C_43196	C_49525				C_25210					
	C_43201	C_49550				C_25215					
	C_43212	C_49553				C_25240					
	C_43213	C_49560				C_25260					
	C_43220	C_49561				C_25270					
	C_43226	C_49565				C_25275					

Question 27 Response: Outpatient CPTs by Service Line

Dermatology	ENT	Gen Surgery	Neurosurgery	OB-GYN	Ophthalmology	Orthopedics	Plastics	Surg Onc	Urology	Vascular	Other, Including: Cardiothoracic, Oral/ Maxillofacialfacial, Pediatrics, Pulmonary, Transplant
	C_43249	C_49566				C_25295					
	C_43450	C_49568				C_25301					
	C_60252	C_49570				C_25310					
	C_60260	C_49572				C_25320					
	C_60271	C_49585				C_25332					
	C_60280	C_49587				C_25337					
	C_60281	C_49650				C_25390					
	C_60500	C_49651				C_25400					
	C_60502	C_49652				C_25405					
	C_61782	C_49654				C_25415					
	C_64568	C_49656				C_25440					
	C_64788	C_49657				C_25447					
	C_67414	C_57250				C_25515					
	C_69140	C_64561				C_25525					
	C_69145	C_64581				C_25575					
	C_69205	C_64585				C_25600					
	C_69421	C_64590				C_25607					
	C_69424	C_64595				C_25608					
	C_69436	C_64795				C_25609					
	C_69440	C_0184T				C_25628					
	C_69502					C_25645					
	C_69550					C_25675					
	C_69603					C_25695					
	C_69610					C_25810					
	C_69620					C_25820					
	C_69631					C_25825					
	C_69632					C_26011					
	C_69633					C_26055					
	C_69635					C_26115					
	C_69637					C_26116					
	C_69641					C_26121					
	C_69642					C_26123					
	C_69643					C_26145					
	C_69645					C_26160					
	C_69646					C_26180					
	C_69660					C_26200					
	C_69662					C_26205					
	C_69714					C_26210					
	C_69930					C_26230					
						C_26235					
						C_26236					
						C_26320					
						C_26350					
						C_26356					
						C_26370					
						C_26410					
						C_26418					
						C_26426					
						C_26437					

Question 27 Response: Outpatient CPTs by Service Line

Dermatology	ENT	Gen Surgery	Neurosurgery	OB-GYN	Ophthalmology	Orthopedics	Plastics	Surg Onc	Urology	Vascular	Other, Including: Cardiothoracic, Oral/ Maxillofacialfacial, Pediatrics, Pulmonary, Transplant
						C_26440					
						C_26442					
						C_26445					
						C_26471					
						C_26480					
						C_26516					
						C_26531					
						C_26536					
						C_26541					
						C_26542					
						C_26565					
						C_26567					
						C_26596					
						C_26608					
						C_26650					
						C_26665					
						C_26686					
						C_26715					
						C_26725					
						C_26727					
						C_26735					
						C_26742					
						C_26746					
						C_26775					
						C_26776					
						C_26785					
						C_26850					
						C_26852					
						C_26860					
						C_26910					
						C_26951					
						C_26952					
						C_27001					
						C_27066					
						C_27130					
						C_27324					
						C_27328					
						C_27331					
						C_27339					
						C_27347					
						C_27350					
						C_27355					
						C_27360					
						C_27364					
						C_27380					
						C_27385					
						C_27403					
						C_27405					
						C_27415					

Question 27 Response: Outpatient CPTs by Service Line

Dermatology	ENT	Gen Surgery	Neurosurgery	OB-GYN	Ophthalmology	Orthopedics	Plastics	Surg Onc	Urology	Vascular	Other, Including: Cardiothoracic, Oral/ Maxillofacialfacial, Pediatrics, Pulmonary, Transplant
						C_27418					
						C_27427					
						C_27446					
						C_27447					
						C_27447					
						C_27475					
						C_27477					
						C_27485					
						C_27524					
						C_27570					
						C_27600					
						C_27602					
						C_27605					
						C_27606					
						C_27607					
						C_27610					
						C_27612					
						C_27613					
						C_27614					
						C_27618					
						C_27620					
						C_27625					
						C_27630					
						C_27634					
						C_27635					
						C_27638					
						C_27650					
						C_27654					
						C_27656					
						C_27658					
						C_27664					
						C_27675					
						C_27680					
						C_27681					
						C_27685					
						C_27687					
						C_27690					
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						C_27695					
						C_27696					
						C_27698					
						C_27705					
						C_27720					
						C_27726					
						C_27758					
						C_27759					
						C_27766					
						C_27792					
						C_27810					

Question 27 Response: Outpatient CPTs by Service Line

Dermatology	ENT	Gen Surgery	Neurosurgery	OB-GYN	Ophthalmology	Orthopedics	Plastics	Surg Onc	Urology	Vascular	Other, Including: Cardiothoracic, Oral/ Maxillofacialfacial, Pediatrics, Pulmonary, Transplant
						C_27814					
						C_27822					
						C_27823					
						C_27827					
						C_27828					
						C_27829					
						C_27870					
						C_28008					
						C_28020					
						C_28035					
						C_28039					
						C_28041					
						C_28043					
						C_28052					
						C_28060					
						C_28072					
						C_28080					
						C_28090					
						C_28092					
						C_28100					
						C_28104					
						C_28108					
						C_28110					
						C_28111					
						C_28112					
						C_28113					
						C_28114					
						C_28116					
						C_28119					
						C_28120					
						C_28122					
						C_28124					
						C_28126					
						C_28140					
						C_28160					
						C_28190					
						C_28225					
						C_28238					
						C_28262					
						C_28270					
						C_28289					
						C_28291					
						C_28292					
						C_28295					
						C_28296					
						C_28297					
						C_28298					
						C_28299					
						C_28300					

Question 27 Response: Outpatient CPTs by Service Line

Dermatology	ENT	Gen Surgery	Neurosurgery	OB-GYN	Ophthalmology	Orthopedics	Plastics	Surg Onc	Urology	Vascular	Other, Including: Cardiothoracic, Oral/ Maxillofacialfacial, Pediatrics, Pulmonary, Transplant
						C_28306					
						C_28308					
						C_28309					
						C_28313					
						C_28315					
						C_28320					
						C_28322					
						C_28415					
						C_28445					
						C_28485					
						C_28615					
						C_28635					
						C_28715					
						C_28725					
						C_28730					
						C_28740					
						C_28750					
						C_28755					
						C_28810					
						C_28820					
						C_29035					
						C_29425					
						C_29700					
						C_29710					
						C_29806					
						C_29807					
						C_29822					
						C_29823					
						C_29824					
						C_29825					
						C_29826					
						C_29827					
						C_29828					
						C_29834					
						C_29838					
						C_29844					
						C_29845					
						C_29846					
						C_29848					
						C_29850					
						C_29851					
						C_29867					
						C_29868					
						C_29870					
						C_29873					
						C_29874					
						C_29875					
						C_29876					
						C_29877					

Question 27 Response: Outpatient CPTs by Service Line

Dermatology	ENT	Gen Surgery	Neurosurgery	OB-GYN	Ophthalmology	Orthopedics	Plastics	Surg Onc	Urology	Vascular	Other, Including: Cardiothoracic, Oral/ Maxillofacialfacial, Pediatrics, Pulmonary, Transplant
						C_29879					
						C_29880					
						C_29881					
						C_29882					
						C_29883					
						C_29884					
						C_29886					
						C_29887					
						C_29888					
						C_29889					
						C_29891					
						C_29893					
						C_29894					
						C_29895					
						C_38222					
						C_63030					
						C_63042					
						C_63047					
						C_63056					
						C_64616					
						C_64640					
						C_64642					
						C_64702					
						C_64704					
						C_64708					
						C_64718					
						C_64719					
						C_64722					
						C_64772					
						C_64774					
						C_64776					
						C_64782					
						C_64784					
						C_64790					
						C_64831					
						C_69990					

University of Vermont Medical Center
Outpatient Surgery Center
TABLE 1
PROJECT COSTS

Construction Costs		
1. New Construction	$	71,708,913
2. Renovation	$	-
3. Site Work	$	-
4. Fixed Equipment	$	4,658,925
5. Design/Bidding Contingency	$	-
6. Construction Contingency	$	14,635,886
7. Construction Manager Fee	$	-
8. Other (please specify)	$	-
Subtotal	$	91,003,724
Related Project Costs		
1. Major Moveable Equipment	$	-
2. Furnishings, Fixtures & Other Equip.	$	19,058,288
3. Architectural/Engineering Fees	$	4,540,051
4. Land Acquisition	$	5,150,158
5. Purchase of Buildings		
6. Administrative Expenses & Permits	$	3,542,586
7. Debt Financing Expenses (see below)		
8. Debt Service Reserve Fund		
9. Working Capital		
10. Other (capitalized interest, non-cash)	$	6,345,897
Subtotal	$	38,636,980
Total Project Costs	**$**	**129,640,703**

Debt Financing Expenses			
1. Capital Interest	$	-	captured in item 10 above
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			

University of Vermont Medical Center
Outpatient Surgery Center
TABLE 2
DEBT FINANCING ARRANGEMENT, SOURCES & USES OF FUNDS

Sources of Funds

1. Financing Instrument	Bond		
a. Interest Rate	5.0%	(estimated)	
b. Loan Period	Oct 2025	To: Sep 2049	
c. Amount Financed	(net proceeds from financing)		$ 100,000,000
2. Equity Contribution			29,640,703
3. Other Sources			
a. Working Capital			-
b. Fundraising			-
c. Grants			-
d. Other			-
Total Required Funds			**$ 129,640,703**

Uses of Funds

Project Costs (feeds from Table 1)		
1. New Construction	$	71,708,913
2. Renovation		-
3. Site Work		-
4. Fixed Equipment		4,658,925
5. Design/Bidding Contingency		-
6. Construction Contingency		14,635,886
7. Construction Manager Fee		-
8. Major Moveable Equipment		-
9. Furnishings, Fixtures & Other Equip.		19,058,288
10. Architectural/Engineering Fees		4,540,051
11. Land Acquisition		5,150,158
12. Purchase of Buildings		-
13. Administrative Expenses & Permits		3,542,586
14. Debt Financing Expenses		-
15. Debt Service Reserve Fund		-
16. Working Capital		-
17. Other (capitalized interest, non-cash)		6,345,897
Total Uses of Funds	**$**	**129,640,703**

Total sources should equal total uses of funds.

INCREMENTAL Pro-Forma: Outpatient Surgery Center

	FY25 (Half Year)	FY26	FY27	FY28	FY29	5 Yr. Total
Incremental Volume						
Total Volume [1]	1,689	3,071	3,275	3,224	4,341	15,600
OP Surgical Volume @ OSC	*1,482*	*2,587*	*2,721*	*2,599*	*3,645*	*13,034*
IP Surgical Volume @ Main Campus	*206*	*484*	*554*	*625*	*696*	*2,566*
Incremental Revenue						
OP: Total Gross Patient Revenue + FPP [2]	$ 31,641,303	$ 67,502,611	$ 79,499,997	$ 75,935,538	$ 106,520,168	$ 361,099,617
Gross Patient Revenue: Facility	*$ 24,441,447*	*$ 52,142,653*	*$ 61,410,080*	*$ 58,656,700*	*$ 82,281,916*	*$ 278,932,795*
Gross Patient Revenue: Professional	*$ 7,199,856*	*$ 15,359,958*	*$ 18,089,917*	*$ 17,278,838*	*$ 24,238,253*	*$ 82,166,822*
IP: Total Gross Patient Revenue + FPP [2]	$ 30,129,000	$ 57,586,289	$ 62,110,180	$ 70,043,801	$ 77,977,421	$ 297,846,691
Gross Patient Revenue: Facility	*$ 29,122,298*	*$ 55,662,155*	*$ 60,034,889*	*$ 67,703,423*	*$ 75,371,957*	*$ 287,894,721*
Gross Patient Revenue: Professional	*$ 1,006,702*	*$ 1,924,134*	*$ 2,075,291*	*$ 2,340,378*	*$ 2,605,464*	*$ 9,951,969*
Deductions from Gross Revenue	$ (34,568,441)	$ (70,029,229)	$ (79,469,419)	$ (78,269,010)	$ (100,680,610)	$ (363,016,709)
Contractual Discounts	*$ (33,557,228)*	*$ (67,981,869)*	*$ (77,147,173)*	*$ (75,981,842)*	*$ (97,738,533)*	*$ (352,406,646)*
Bad Debt	*$ (643,961)*	*$ (1,303,799)*	*$ (1,478,851)*	*$ (1,456,513)*	*$ (1,873,571)*	*$ (6,756,694)*
Provision for Charity	*$ (367,253)*	*$ (743,562)*	*$ (843,395)*	*$ (830,655)*	*$ (1,068,505)*	*$ (3,853,369)*
OP: Net Reimb. adjustment on current vol. shifted to OSC [3]	$ (1,636,303)	$ (3,338,044)	$ (3,512,510)	$ (3,692,210)	$ (3,877,301)	$ (16,056,368)
Total Operating Revenue	$ 25,565,559	$ 51,721,627	$ 58,628,248	$ 64,018,118	$ 79,939,679	$ 279,873,231
Incremental Expenses						
Salaries/Wages and Other [4]	$ 4,992,114	$ 9,959,665	$ 10,251,726	$ 10,552,381	$ 14,259,707	$ 50,015,594
Physicians	*$ 672,475*	*$ 1,345,750*	*$ 1,379,394*	*$ 1,413,878*	*$ 2,762,152*	*$ 7,573,648*
Staff Direct	*$ 3,741,691*	*$ 7,461,412*	*$ 7,685,255*	*$ 7,915,812*	*$ 10,142,835*	*$ 36,947,005*
Staff Indirect	*$ 577,948*	*$ 1,152,503*	*$ 1,187,078*	*$ 1,222,691*	*$ 1,354,720*	*$ 5,494,941*
Health Care Provider Tax [5]	$ 1,533,954	$ 3,103,000	$ 3,517,093	$ 3,841,087	$ 4,796,381	$ 16,791,515
Provider Tax	*$ 1,533,954*	*$ 3,103,000*	*$ 3,517,093*	*$ 3,841,087*	*$ 4,796,381*	*$ 16,791,515*
Med/Surg/Pharmaceutical Supplies [6]	$ 1,919,327	$ 3,382,994	$ 3,725,474	$ 3,771,162	$ 5,260,721	$ 18,059,678
Medical & Surgical Supplies	*$ 1,670,227*	*$ 2,942,173*	*$ 3,232,755*	*$ 3,263,193*	*$ 4,552,104*	*$ 15,660,451*
Pharmaceuticals	*$ 249,100*	*$ 440,821*	*$ 492,719*	*$ 507,969*	*$ 708,618*	*$ 2,399,227*
Other Dept. Operating Expense [7]	$ 1,463,494	$ 672,394	$ 692,566	$ 713,343	$ 1,090,165	$ 4,631,963
Miscellaneous Other Expense	*$ 309,157*	*$ 618,838*	*$ 637,403*	*$ 656,525*	*$ 841,235*	*$ 3,063,158*
Maintenance	*$ 13,575*	*$ 53,556*	*$ 55,163*	*$ 56,817*	*$ 88,687*	*$ 267,798*
Start-up Costs	*$ 1,140,762*	*$ -*	*$ -*	*$ -*	*$ 160,244*	*$ 1,301,006*
Other non-Dept. Operating Expense [8]	$ -	$ 333,281	$ 465,821	$ 484,465	$ 1,064,915	$ 2,348,482
Miscellaneous non-Dept. Other Expense	*$ -*	*$ 333,281*	*$ 465,821*	*$ 484,465*	*$ 1,064,915*	*$ 2,348,482*
IP Direct Cost [9]	$ 7,076,153	$ 16,427,407	$ 19,214,602	$ 22,289,163	$ 25,374,794	$ 90,382,119
IP direct cost	*$ 7,076,153*	*$ 16,427,407*	*$ 19,214,602*	*$ 22,289,163*	*$ 25,374,794*	*$ 90,382,119*
Total Depreciation and Interest [10]	$ 7,078,959	$ 11,849,711	$ 11,849,711	$ 11,849,711	$ 12,382,816	$ 55,010,909
Depreciation and Amortization	*$ 3,424,856*	*$ 6,849,711*	*$ 6,849,711*	*$ 6,849,711*	*$ 7,382,816*	*$ 31,356,806*
Interest Expense [11]	*$ 3,654,103*	*$ 5,000,000*	*$ 5,000,000*	*$ 5,000,000*	*$ 5,000,000*	*$ 23,654,103*
Total Expenses	$ 24,064,001	$ 45,728,453	$ 49,716,994	$ 53,501,312	$ 64,229,500	$ 237,240,260
Incremental Operating Margin	$ 1,501,558	$ 5,993,173	$ 8,911,254	$ 10,516,806	$ 15,710,179	$ 42,632,971
EBIDA OPERATING MARGIN [12]	$ 8,580,516	$ 17,842,885	$ 20,760,966	$ 22,366,518	$ 28,092,995	$ 97,643,880

Notes:

General Assumptions:

> All values include cost inflation and revenue inflation to be consistent with assumptions used in the development of our Future Financial Framework.
> Volume estimates are based on OR and surgical volume demand analysis.
> FY25 reflects the April 2025 expected start to operations.
> Estimated cost and revenue not included for additional imaging or other ancillary services.
> There were no estimates built into this pro-forma for revenue opportunities or expense savings for vacated space at the FA campus created by this move.

Specific Assumptions:

1: Volume based on OR cases. Incremental OP and IP cases due to this project.
2: Gross revenue based on OSC avg net reimbursement per case for OP case mix, and average IP net reimbursement per case for IP case mix, then grossed up using historic revenue deduction figures.
3: Reduced reimbursement from HOPD rates for current OP cases moving to the new OSC and reimbursed at OSC reimbursement rate per case.
4: Salaries for incremental providers and staff based on FY22 averages. 20% of physician salary added as benefits. 33.1% of staff salary added as benefits, then adjusted for cost inflation.
5: Calculated at 6% of Total NPR + FPP.
6: Cost based on FY22 avg. supply cost per case and applied to incremental OP OSC volume then adjusted for cost inflation.
7: Incremental costs based on operating budget for the new OSC plus one time operating start-up cost incurred from FY21-FY25.
8: Incremental non-salary expenses assigned to the future OSC cost center. Based on cost accounting analysis.
9: Incremental IP direct costs for incremental IP cases.
10: Capital depreciation for project and Interest expense on a loan to fund this project. Includes additional depreciation for $8.8M fit-up costs for shelled spaces starting in FY29.
11: $5M represents 12 months of interest. $100M debt issuance expected in October FY25 - Interest only payments for first 5 years. This expense is netted down by capitalized interest of $1,345,897 in FY25.
12: Earnings before interest, depreciation and amortization.

Incremental Cash Flow: Outpatient Surgery Center

	FY25 (Half Year)	FY26	FY27	FY28	FY29	5 Yr. Total
Margin from Operations	$ 1,501,558	$ 5,993,173	$ 8,911,254	$ 10,516,806	$ 15,710,179	***$ 42,632,971***
Depreciation	$ 3,424,856	$ 6,849,711	$ 6,849,711	$ 6,849,711	$ 7,382,816	***$ 31,356,806***
Cap Interest (non-cash, add back as in Total Project Cost)	$ 6,345,897					***$ 6,345,897***
Total Project Cost - this CON Application	$ (129,640,703)					***$ (129,640,703)***
Estimated fit-up cost of Additional 4 OR rooms - Future CON (TBD)					$ (8,756,748)	***$ (8,756,748)***
Debt Proceeds	$ 100,000,000					***$ 100,000,000***
Debt Principle payments (intest only first 5 years)	$ -	$ -	$ -	$ -	$ -	$ -
Annual Cash Flow	**$ (18,368,393)**	**$ 12,842,885**	**$ 15,760,966**	**$ 17,366,518**	**$ 14,336,247**	***$ 41,938,222***
Project Aggregate Cash Flow @ End of Each Yr	**$ (18,368,393)**	**$ (5,525,509)**	**$ 10,235,457**	**$ 27,601,975**	**$ 41,938,222**	
5 Yr NPV @ 5%	$33,290,384					

THE UNIVERSITY OF VERMONT MEDICAL CENTER

Outpatient Surgery Center

INCOME STATEMENT

Table 3A

WITHOUT PROJECT

	2021 Actual	2022 Budget	% change	2022 Actual	% change	2023 Budget	% change	4 / 5 2023 Projected	% change	6 2024 Projected	% change	7 2025 Project Yr 1	% change	8 2026 Project Yr 2	% change	9 2027 Project Yr 3	% change
REVENUES																	
INPAT ENT CARE REVENUE	1,040,515,780	1,140,061,944	9.6%	1,181,255,119	3 6%	1,275,210,726	8.0%	1,298,943,000	1.9%	1,363,890,150	5.0%	1,388,316,755	1 8%	1,417,597,295	2.1%	1,464,704,827	3 3%
OUTPAT ENT CARE REVENUE	1,423,273,080	1,616,166,040	13.6%	1,692,993,784	4 8%	1,871,814,603	10.6%	2,674,835,000	42.9%	2,836,664,090	6.1%	2,949,626,961	4 0%	3,087,349,740	4.7%	3,241,366,076	5 0%
OUTPAT ENT CARE REVENUE - PHYSICIAN	601,148,188	703,860,927	17.1%	687,368,255	-2 3%	803,021,428	16.8%		-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
CHRONIC/SNF PT CARE REVENUE	18,811,357	35,107,205	86.6%	21,736,148	-38.1%	23,733,230	9.2%		-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
SW NG BEDS PT CARE REVENUE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
GROSS PAT ENT CARE REVENUE	3,083,748,404	3,495,196,116	13.3%	3,583,353,306	2 5%	3,973,779,987	10.9%	3,973,778,000	0.0%	4,200,554,240	5.7%	4,337,943,715	3 3%	4,504,947,035	3 8%	4,706,070,903	4 5%
DISPROPORTIONATE SHARE PAYMENTS	11,231,758	11,214,283	-0.2%	20,245,439	80 5%	23,019,801	13.7%		-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
BAD DEBT FREE CARE	(38,614,931)	(62,334,502)	61.4%	(54,738,345)	-12 2%	(69,681,406)	27.3%	(69,680,437)	0.0%	(73,666,785)	5.7%	(76,129,857)	3 3%	(79,098,607)	3 9%	(82,632,330)	4 5%
DEDUCTIONS FROM REVENUE	(1,922,786,867)	(2,120,449,812)	10.3%	(2,239,810,380)	5 6%	(2,477,198,404)	10.6%	(2,245,368,750)	-9.4%	(2,373,547,811)	5.7%	(2,451,681,611)	3 3%	(2,546,502,518)	3 9%	(2,660,308,142)	4 5%
			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
NET PATIENT CARE REVENUE	1,133,578,363	1,323,626,086	16.8%	1,309,050,019	-1.1%	1,449,919,978	10.8%	1,658,728,814	14.4%	1,753,339,645	5.7%	1,810,132,247	3 2%	1,879,345,910	3 8%	1,963,130,431	4 5%
FIXED PROSPECTIVE PAYMENTS AND RESERVES	174,137,869	184,880,390	6.2%	188,414,129	1 9%	188,414,129	0.0%		-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
NET PATIENT CARE REV & FIXED PAYMENTS & RESERVES	1,307,716,232	1,508,506,476	15.4%	1,497,464,148	-0.7%	1,638,334,107	9.4%	1,658,728,814	1.2%	1,753,339,645	5.7%	1,810,132,247	3 2%	1,879,345,910	3 8%	1,963,130,431	4 5%
OTHER OPERATING REVENUE	301,030,443	213,583,061	-29.0%	328,165,497	53 6%	302,189,353	-7.9%	332,687,280	10.1%	377,446,644	13.5%	390,264,510	3.4%	403,595,090	3.4%	415,725,918	3 0%
TOTAL OPERATING REVENUE	1,608,746,674	1,722,089,536	7.0%	1,825,629,645	6 0%	1,940,523,460	6.3%	1,991,416,094	2.6%	2,130,786,289	7.0%	2,200,396,757	3 3%	2,282,941,000	3 8%	2,378,856,349	4 2%
OPERATING EXPENSE																	
SALAR ES NON MD	547,014,092	551,773,862	0.9%	670,507,139	21 5%	669,997,312	-0.1%	915,813,848	36.7%	958,911,820	4.7%	982,657,629	2 5%	1,015,566,548	3 3%	1,046,925,614	3.1%
FR NGE BENEFITS NON MD	129,678,297	151,555,836	16.9%	138,497,328	-8 6%	156,970,328	13.3%	194,798,808	24.1%	211,369,591	8.5%	221,441,832	4 8%	231,161,327	4.4%	239,545,796	3 6%
PHYSICIAN FEES & SALAR ES	195,160,314	205,922,158	5.5%	211,002,920	2 5%	229,986,745	9.0%		-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
FR NGE BENEFITS MD	38,634,427	40,418,719	4.6%	39,661,884	-1 9%	42,457,604	7.0%		-100.0%		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
HEALTH CARE PROV DER TAX	76,060,716	85,942,735	13.0%	85,420,044	-0 6%	96,127,311	12.5%	96,127,000	0.0%	101,804,000	5.9%	105,282,000	3.4%	109,364,000	3 9%	114,392,000	4 6%
DEPRECIATION AMORTIZATION	62,290,231	70,212,839	12.7%	68,233,037	-2 8%	66,201,582	-3.0%	64,774,107	-2.2%	71,953,605	11.1%	71,710,800	-0 3%	69,516,881	-3.1%	72,786,510	4.7%
INTEREST - LONG/SHORT TERM	15,972,409	16,569,123	3.7%	16,144,190	-2 6%	16,282,548	0.9%	16,283,000	0.0%	19,904,113	22.2%	19,503,920	-2 0%	17,633,895	-9 6%	17,110,478	-3 0%
									#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
OTHER OPERAT NG EXPENSE	507,413,632	540,356,407	6.5%	618,889,279	14 5%	643,589,944	4.0%	647,889,987.16	0.7%	685,638,803.42	5.8%	714,273,479	4 2%	751,609,647	5 2%	791,487,172 80	5 3%
BAD DEBT	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
TOTAL OPERATING EXPENSE	1,572,224,117	1,662,751,679	5.8%	1,848,355,820	11 2%	1,921,613,374	4.0%	1,935,686,751	0.7%	2,049,581,931	5.9%	2,114,869,661	3 2%	2,194,852,298	3 8%	2,282,247,571	4 0%
NET OPERAT NG INCOME (LOSS)	36,522,557	59,337,858	62.5%	(22,726,174)	-138 3%	18,910,086	-183.2%	55,729,343	194.7%	81,204,358	45.7%	85,527,096	5 3%	88,088,702	3 0%	96,608,778	9.7%
NON-OPERAT NG REVENUE	83,240,192	20,981,262	-74.8%	(154,168,560)	-834 8%	16,896,055	-111.0%	16,896,000	0.0%	24,764,558	46.6%	28,052,718	13 3%	32,002,638	14.1%	35,093,978	9.7%
EXCESS (DEFICIT) OF REVENUE OVER EXPENSE	119,762,749	80,319,120	-32.9%	(176,894,734)	-320 2%	35,806,141	-120.2%	72,625,343	102.8%	105,968,915	-159.9%	113,579,814	217 2%	120,091,340	65.4%	131,702,756	9.7%
Operating Margin %	2.3%	3.4%		-1.2%		1.0%		2.8%		3.8%		3.9%		3.9%		4.1%	
Bad Debt & Free Care%	1.3%	1.8%		1.5%		1.8%		1.8%		1.8%		1.8%		1.8%		1 8%	
Compensation Ratio	57.9%	57.1%		57.3%		57.2%		57.4%		57.1%		56.9%		56.8%		56.4%	
Capital Cost % of Total Expenses	5.0%	5.2%		4.6%		4.3%		4.2%		4.5%		4.3%		4.0%		3 9%	

THE UNIVERSITY OF VERMONT MEDICAL CENTER

Outpatient Surgery Center

INCOME STATEMENT

Table 3B

	2021	2022		PROJECT ONLY 2022		2023		Projected		Projected		Project Yr 1		Project Yr 2		Project Yr 3	
	Actual	Budget	% change	Actual	% change	Budget	% change	2023	% change	2024	% change	2025	% change	2026	% change	2027	% change
REVENUES																	
INPAT ENT CARE REVENUE			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	30,129,000	#DIV/0!	57,586,289	91.1%	62,110,180	7 9%
OUTPAT ENT CARE REVENUE			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	30,005,000	#DIV/0!	64,164,567	113 8%	75,987,487	18.4%
OUTPAT ENT CARE REVENUE - PHYSICIAN			#DIV/0!		#DIV/0!		#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!	-	#DIV/0!	-	#DIV/0!
SW NG BEDS PT CARE REVENUE			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
GROSS PAT ENT CARE REVENUE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	60,134,000	#DIV/0!	121,750,856	102 5%	138,097,667	13.4%
DISPROPORTIONATE SHARE PAYMENTS			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
BAD DEBT FREE CARE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	(1,011,214)	#DIV/0!	(2,047,360)	102 5%	(2,322,246)	13.4%
DEDUCTIONS FROM REVENUE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	(33,557,228)	#DIV/0!	(67,981,869)	102 6%	(77,147,173)	13 5%
NET PATIENT CARE REVENUE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	25,565,559	#DIV/0!	51,721,627	102 3%	58,628,248	13.4%
FIXED PROSPECTIVE PAYMENTS AND RESERVES			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!		#DIV/0!	-	#DIV/0!
NET PATIENT CARE REV & FIXED PAYMENTS & RESERVES			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	25,565,559	#DIV/0!	51,721,627	102 3%	58,628,248	13.4%
OTHER OPERATING REVENUE			#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0!		#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
TOTAL OPERATING REVENUE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	25,565,559	#DIV/0!	51,721,627	102 3%	58,628,248	13.4%
												r		s		t	
OPERATING EXPENSE																	
SALAR ES NON MD			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	3,743,501	#DIV/0!	7,468,813	99 5%	7,686,982	2 9%
FR NGE BENEFITS NON MD			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	1,248,499	#DIV/0!	2,491,495	99 6%	2,564,520	2 9%
FR NGE BENEFITS MD			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
PHYSICIAN FEES & SALAR ES			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
HEALTH CARE PROV DER TAX			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	1,463,000	#DIV/0!	3,103,000	112.1%	3,517,000	13 3%
DEPRECIATION AMORTIZATION			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	3,424,856	#DIV/0!	6,849,711	100 0%	6,849,711	0 0%
INTEREST - LONG/SHORT TERM			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	3,654,103	#DIV/0!	5,000,000	36 8%	5,000,000	0 0%
OTHER OPERAT NG EXPENSE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	10,529,000	#DIV/0!	20,815,000	97.7%	24,099,000	15 8%
TOTAL OPERATING EXPENSE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	24,062,959	#DIV/0!	45,728,020	90 0%	49,717,214	8.7%
NET OPERAT NG INCOME (LOSS)	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	1,502,600	#DIV/0!	5,993,607	298 9%	8,911,034	48.7%
NON-OPERAT NG REVENUE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	1 334 100	#DIV/0!	866 520	-35 0%	(660 960)	-176 3%	(84 800)	-87 2%
EXCESS (DEFICIT) OF REVENUE OVER EXPENSE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	1,334,100	#DIV/0!	2,369,120	77 6%	5,332,647	125.1%	8,826,234	65 5%

The business plan modeled net patient revenues, to populate rows 71-84 the same relationships of net patient revenue was utilized for each row base on without project relationships.

THE UNIVERSITY OF VERMONT MEDICAL CENTER

Outpatient Surgery Center

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

INCOME STATEMENT

Table 3C

	2021	2022		WITH PROJECT 2022		2023		Projected		Projected		Project Yr 1		Project Yr 2		Proposed Yr 3	
	Actual	Budget	% change	Actual	% change	Budget	% change	2023	% change	2024	% change	2025	% change	2026	% change	2027	% change
REVENUES																	
INPAT ENT CARE REVENUE	1,040,515,780	1,140,061,944	9.6%	1,181,255,119	3 6%	1,275,210,726	8.0%	1,298,943,000	1.9%	1,363,890,150	5.0%	1,418,445,755	4 0%	1,475,183,583	4 0%	1,526,815,007	3 5%
OUTPAT ENT CARE REVENUE	1,423,273,080	1,616,166,040	13.6%	1,692,993,784	4 8%	1,871,814,603	10.6%	2,674,835,000	42.9%	2,836,664,090	6.1%	2,979,631,961	5 0%	3,151,514,307	5 8%	3,317,353,563	5 3%
OUTPAT ENT CARE REVENUE - PHYSICIAN	601,148,188	703,860,927	17.1%	687,368,255	-2 3%	803,021,428	16.8%	-	-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
CHRONIC/SNF PT CARE REVENUE	18,811,357	35,107,205	86.6%	21,736,148	-38.1%	23,733,230	9.2%	-	-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
SW NG BEDS PT CARE REVENUE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
GROSS PAT ENT CARE REVENUE	3,083,748,404	3,495,196,116	13.3%	3,583,353,306	2 5%	3,973,779,987	10.9%	3,973,778,000	0.0%	4,200,554,240	5.7%	4,398,077,715	4.7%	4,626,697,891	5 2%	4,844,168,570	4.7%
DISPROPORTIONATE SHARE PAYMENTS	11,231,758	11,214,283	-0.2%	20,245,439	80 5%	23,019,801	13.7%	-	-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
BAD DEBT FREE CARE	(38,614,931)	(62,334,502)	61.4%	(54,738,345)	-12 2%	(69,681,406)	27.3%	(69,680,437)	0.0%	(73,666,785)	5.7%	(77,141,070)	4.7%	(81,145,967)	5 2%	(84,954,575)	4.7%
DEDUCTIONS FROM REVENUE	(1 922 786 867)	(2 120 449 812)	10.3%	(2 239 810 380)	5 6%	(2 477 198 404)	10.6%	(2 245 368 750)	-9.4%	(2 373 547 811)	5.7%	(2 485 238 839)	4.7%	(2 614 484 387)	5 2%	(2 737 455 316)	4.7%
NET PATIENT CARE REVENUE	1,133,578,363	1,323,626,086	16.8%	1,309,050,019	-1.1%	1,449,919,978	10.8%	1,658,728,814	14.4%	1,753,339,645	5.7%	1,835,697,806	4.7%	1,931,067,537	5 2%	2,021,758,679	4.7%
FIXED PROSPECTIVE PAYMENTS AND RESERVES	174,137,869	184,880,390	6.2%	188,414,129	1 9%	188,414,129	0.0%	-	-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
NET PATIENT CARE REV & FIXED PAYMENTS & RESERVES	1,307,716,232	1,508,506,476	15.4%	1,497,464,148	-0.7%	1,638,334,107	9.4%	1,658,728,814	1.2%	1,753,339,645	5.7%	1,835,697,806	4.7%	1,931,067,537	5 2%	2,021,758,679	4.7%
OTHER OPERATING REVENUE	301,030,443	213,583,061	-29.0%	328,165,497	53 6%	302,189,353	-7.9%	332,687,280	10.1%	377,446,644	13.5%	390,264,510	3.4%	403,595,090	3.4%	415,725,918	3 0%
TOTAL OPERATING REVENUE	1,608,746,674	1,722,089,536	7.0%	1,825,629,645	6 0%	1,940,523,460	6.3%	1,991,416,094	2.6%	2,130,786,289	7.0%	2,225,962,315	4 5%	2,334,662,627	4 9%	2,437,484,597	4.4%
OPERATING EXPENSE																	
SALAR ES NON MD	547,014,092	551,773,862	0.9%	670,507,139	21 5%	669,997,312	-0.1%	915,813,848	36.7%	958,911,820	4.7%	986,401,130	2 9%	1,023,035,361	3.7%	1,054,612,596	3.1%
FR NGE BENEFITS NON MD	129,678,297	151,555,836	16.9%	138,497,328	-8 6%	156,970,328	13.3%	194,798,808	24.1%	211,369,591	8.5%	222,690,332	5.4%	233,652,822	4 9%	242,110,316	3 6%
FR NGE BENEFITS MD	195,160,314	205,922,158	5.5%	211,002,920	2 5%	229,986,745	9.0%	-	-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
PHYSICIAN FEES & SALAR ES	38,634,427	40,418,719	4.6%	39,661,884	-1 9%	42,457,604	7.0%	-	-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
HEALTH CARE PROV DER TAX	76,060,716	85,942,735	13.0%	85,420,044	-0 6%	96,127,311	12.5%	96,127,000	0.0%	101,804,000	5.9%	106,745,000	4 9%	112,467,000	5.4%	117,909,000	4 8%
DEPRECIATION AMORTIZATION	62,290,231	70,212,839	12.7%	68,233,037	-2 8%	66,201,582	-3.0%	64,774,107	-2.2%	71,953,605	11.1%	75,135,656	4.4%	76,366,593	1 6%	79,636,222	4 3%
INTEREST - LONG/SHORT TERM	15,972,409	16,569,123	3.7%	16,144,190	-2 6%	16,282,548	0.9%	16,283,000	0.0%	19,904,113	22.2%	23,158,024	16 3%	22,633,895	-2 3%	22,110,478	-2 3%
OTHER OPERAT NG EXPENSE	507,413,632	540,356,407	6.5%	618,889,279	14 5%	643,589,944	4.0%	647,889,987	0.7%	685,638,803	5.8%	724,802,479	5.7%	772,424,647	6 6%	815,586,173	5 6%
TOTAL OPERATING EXPENSE	1,572,224,117	1,662,751,679	5.8%	1,848,355,820	11 2%	1,921,613,374	4.0%	1,935,686,751	0.7%	2,049,581,931	5.9%	2,138,932,620	4.4%	2,240,580,318	4 8%	2,331,964,785	4.1%
NET OPERAT NG INCOME (LOSS)	36,522,557	59,337,858	62.5%	(22,726,174)	-138 3%	18,910,086	-183.2%	55,729,343	194.7%	81,204,358	45.7%	87,029,696	7 2%	94,082,309	8.1%	105,519,813	12 2%
NON-OPERAT NG REVENUE	83 240 192	20 981 262	-74.8%	(154 168 560)	-834 8%	16 896 055	-111.0%	16 896 000	0.0%	26 098 658	54.5%	28 919 238	10 8%	31 341 678	8.4%	35 009 178	11.7%
EXCESS (DEFICIT) OF REVENUE OVER EXPENSE	119,762,749	80,319,120	-32.9%	(176,894,734)	-320 2%	35,806,141	-120.2%	72,625,343	102.8%	107,303,015	47.7%	115,948,933	8.1%	125,423,987	8 2%	140,528,990	12 0%

Operating Margin %	2.3%	3.4%	-1.2%	1.0%	2.8%	3.8%	3.9%	4.0%	4 3%
Bad Debt & Free Care%	1.3%	1.8%	1.5%	1.8%	1.8%	1.8%	1.8%	1.8%	1 8%
Compensation Ratio	57.9%	57.1%	57.3%	57.2%	57.4%	57.1%	56.5%	56.1%	55 6%
Capital Cost % of Total Expenses	5.0%	5.2%	4.6%	4.3%	4.2%	4.5%	4.6%	4.4%	4.4%

THE UNIVERSITY OF VERMONT MEDICAL CENTER

Outpatient Surgery Center

Balance Sheet

	3	4	5	6	7	8											
				WITHOUT PROJECT													
	2021	**2022**		**2022**		**2023**		**2023**		**2024**		**2025**		**2026**		**2027**	
	Actual	**Budget**	**% change**	**Actual**	**% change**	**Budget**	**% change**	**Projected**	**% change**	**Projected**	**% change**	**Project Yr 1**	**% change**	**Project Yr 2**	**% change**	**Project Yr 3**	**% change**
ASSETS																	
CURRENT ASSETS																	
CASH & INVESTMENTS	198,774,513	180,903,823	-9.0%	128,530,453	-29.0%	121,859,317	-5.2%	132,833,000	9.0%	140,618,000	5.9%	146,843,000	4.4%	154,240,000	5.0%	160,704,000	4.2%
PATIENT ACCOUNTS RECEIVABLE, GROSS	220,893,078	214,224,870	-3.0%	224,304,753	4.7%	248,375,913	10.7%	199,535,000	-19.7%	210,757,000	5.6%	220,489,000	4.6%	232,023,000	5.2%	243,007,000	4.7%
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS	(32,856,078)	(37,057,939)	12.8%	(44,646,600)	20.5%	(49,567,561)	11.0%		-100.0%		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
DUE FROM THIRD PARTIES	38,887,352	37,425,396	-3.8%	48,249,245	28.9%	44,194,736	-8.4%	48,458,000	9.6%	51,106,000	5.5%	53,387,000	4.5%	56,020,000	4.9%	58,506,000	4.4%
ACO RISK RESERVE/SETTLEMENT RECEIVABLE	7,824,341	5,000,000	-36.1%	5,387,997	7.8%	2,633,283	-51.1%		-100.0%		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
OTHER CURRENT ASSETS	91,947,303	106,016,163	15.3%	100,384,287	-5.3%	87,008,141	-13.3%	113,201,000	30.1%	119,448,000	5.5%	125,564,000	5.1%	132,666,000	5.7%	139,882,000	5.4%
TOTAL CURRENT ASSETS	525,470,509	506,512,313	-3.6%	462,210,136	-8.7%	454,503,828	-1.7%	494,027,000	8.7%	521,929,000	5.6%	546,283,000	4.7%	574,949,000	5.2%	602,099,000	4.7%
BOARD DESIGNATED ASSETS					#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
FUNDED DEPRECIATION	623,698,615	633,297,209	1.5%	420,336,616	-33.6%	533,149,487	26.8%	463,614,000	-13.0%	519,703,000	12.1%	642,064,000	23.5%	710,815,000	10.7%	789,812,000	11.1%
ESCROWED BOND FUNDS	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
OTHER	89,851,171	87,880,000	-2.2%	80,117,430	-8.8%	86,163,239	7.5%	80,118,000	-7.0%	80,118,000	0.0%	80,118,000	0.0%	80,118,000	0.0%	80,118,000	0.0%
TOTAL BOARD DESIGNATED ASSETS	713,549,786	721,177,208	1.1%	500,454,046	-30.6%	619,312,726	23.8%	543,732,000	-12.2%	599,821,000	10.3%	722,182,000	20.4%	790,933,000	9.5%	869,930,000	10.0%
PROPERTY, PLANT, AND EQUIPMENT																	
LAND, BUILDINGS & IMPROVEMENTS	917,753,544	957,180,476	4.3%	888,450,867	-7.2%	937,282,369	5.5%	1,339,741,000	42.9%	1,515,020,000	13.1%	1,571,141,000	3.7%	1,637,260,000	4.2%	1,708,489,000	4.4%
CONSTRUCTION IN PROGRESS	53,333,647	36,289,707	-32.0%	13,074,712	-64.0%	12,611,937	-3.5%	108,732,000	762.1%	46,705,000	-57.0%	-	-100.0%	-	#DIV/0!	-	#DIV/0!
MAJOR MOVABLE EQUIPMENT	494,082,075	525,773,537	6.4%	524,014,805	-0.3%	540,570,375	3.2%	-	-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
FIXED EQUIPMENT	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
TOTAL PROPERTY, PLANT AND EQUIPMENT	1,465,169,266	1,519,243,720	3.7%	1,425,540,383	-6.2%	1,490,464,680	4.6%	1,448,473,000	-2.8%	1,561,725,000	7.8%	1,571,141,000	0.6%	1,637,260,000	4.2%	1,708,489,000	4.4%
LESS: ACCUMULATED DEPRECIATION																	
LAND, BUILDINGS & IMPROVEMENTS	(453,534,588)	(492,874,419)	8.7%	(440,038,171)	-10.7%	(472,723,972)	7.4%	(866,102,000)	83.2%	(923,496,000)	6.6%	(978,418,000)	5.9%	(1,029,962,000)	5.3%	(1,084,582,000)	5.3%
EQUIPMENT - FIXED	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
EQUIPMENT - MAJOR MOVEABLE	(391,471,333)	(423,698,279)	8.2%	(379,773,321)	-10.4%	(407,269,970)	7.2%		-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
TOTAL ACCUMULATED DEPRECIATION	(845,005,921)	(916,572,698)	8.5%	(819,811,492)	-10.6%	(879,993,943)	7.3%	(866,102,000)	-1.6%	(923,496,000)	6.6%	(978,418,000)	5.9%	(1,029,962,000)	5.3%	(1,084,582,000)	5.3%
TOTAL PROPERTY, PLANT AND EQUIPMENT, NET	620,163,346	602,671,022	-2.8%	605,728,891	0.5%	610,470,738	0.8%	582,371,000	-4.6%	638,229,000	9.6%	592,723,000	-7.1%	607,298,000	2.5%	623,907,000	2.7%
OTHER LONG-TERM ASSETS	58,978,368	65,947,792	11.8%	60,959,416	-7.6%	60,172,363	-1.3%	60,950,000	1.3%	60,950,000	0.0%	60,950,000	0.0%	60,950,000	0.0%	60,950,000	0.0%
TOTAL ASSETS	**1,918,162,009**	**1,896,308,335**	-1.1%	**1,629,352,489**	-14.1%	**1,744,459,654**	7.1%	**1,681,080,000**	-3.6%	**1,820,929,000**	8.3%	**1,922,138,000**	5.6%	**2,034,130,000**	5.8%	**2,156,886,000**	6.0%
LIABILITIES AND FUND BALANCE																	
CURRENT LIABILITIES																	
ACCOUNTS PAYABLE	29,741,085	42,892,632	44.2%	28,276,421	-34.1%	34,611,306	22.4%	29,377,000	-15.1%	31,099,000	5.9%	32,476,000	4.4%	34,112,000	5.0%	35,541,000	4.2%
CURRENT LIABILITIES COVID-19	58,085,251	-	-100.0%	(0)	#DIV/0!	-	-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
SALARIES, WAGES AND PAYROLL TAXES PAYAB	92,047,675	83,759,092	-9.0%	90,046,728	7.5%	89,192,219	-0.9%		-100.0%		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
ESTIMATED THIRD-PARTY SETTLEMENTS	28,767,385	3,165,681	-89.0%	8,050,436	154.3%	6,624,963	-17.7%		-100.0%		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
OTHER CURRENT LIABILITIES	63,370,962	54,494,848	-14.0%	85,921,645	57.7%	82,330,819	-4.2%	183,871,000	123.3%	183,871,000	0.0%	183,871,000	0.0%	183,871,000	0.0%	183,871,000	0.0%
CURRENT PORTION OF LONG-TERM DEBT	19,833,768	22,322,022	12.5%	21,996,899	-1.5%	20,841,423	-5.3%	20,841,000	0.0%	16,748,000	-19.6%	12,735,000	-24.0%	13,376,000	5.0%	11,083,000	-17.1%
TOTAL CURRENT LIABILITIES	291,846,125	206,634,275	-29.2%	234,292,130	13.4%	233,600,729	-0.3%	234,089,000	0.2%	231,718,000	-1.0%	229,082,000	-1.1%	231,359,000	1.0%	230,495,000	-0.4%
LONG-TERM DEBT																	
LONG TERM LIABILITIES COVID-19	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
BONDS & MORTGAGES PAYABLE	417,399,831	394,909,193	-5.4%	393,967,431	-0.2%	368,667,665	-6.4%		-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
CAPITAL LEASE OBLIGATIONS	-	1,162,611	#DIV/0!	-	-100.0%	696,297	#DIV/0!		-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
OTHER LONG-TERM DEBT	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	373,126,000	#DIV/0!	406,378,000	8.9%	393,643,000	-3.1%	380,267,000	-3.4%	369,184,000	-2.9%
TOTAL LONG-TERM DEBT	417,399,831	396,071,804	-5.1%	393,967,431	-0.5%	369,363,962	-6.2%	373,126,000	1.0%	406,378,000	8.9%	393,643,000	-3.1%	380,267,000	-3.4%	369,184,000	-2.9%
OTHER NONCURRENT LIABILITIES	55,311,830	67,303,398	21.7%	38,061,122	-43.4%	48,198,870	26.6%	38,209,000	-20.7%	38,209,000	0.0%	38,209,000	0.0%	38,209,000	0.0%	38,209,000	0.0%
TOTAL LIABILITIES	**764,557,786**	**670,009,478**	-12.4%	**666,320,683**	-0.6%	**651,163,562**	-2.3%	**645,424,000**	-0.9%	**676,305,000**	4.8%	**660,934,000**	-2.3%	**649,835,000**	-1.7%	**637,888,000**	-1.8%
FUND BALANCE	1,153,604,222	1,226,298,857	6.3%	963,031,807	-21.5%	1,093,296,092	13.5%	1,035,656,000	-5.3%	1,144,624,000	10.5%	1,261,204,000	10.2%	1,384,295,000	9.8%	1,518,998,000	9.7%
TOTAL LIABILITIES AND FUND BALANCE	**1,918,162,009**	**1,896,308,335**	-1.1%	**1,629,352,489**	-14.1%	**1,744,459,654**	7.1%	**1,681,080,000**	-3.6%	**1,820,929,000**	8.3%	**1,922,138,000**	5.6%	**2,034,130,000**	5.8%	**2,156,886,000**	6.0%

THE UNIVERSITY OF VERMONT MEDICAL CENTER

Outpatient Surgery Center

Balance Sheet

PROJECT ONLY

	2021	2022		2022		2023		2023		2024		2025		2026		2027	
	Actual	Budget	% change	Actual	% change	Budget	% change	Projected	% change	Projected	% change	Project Yr 1	% change	Project Yr 2	% change	Project Yr 3	% change
ASSETS																	
CURRENT ASSETS																	
CASH & INVESTMENTS			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
PATIENT ACCOUNTS RECEIVABLE, GROSS			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
DUE FROM THIRD PARTIES			#DIV/0!		#DIV/0!		#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!		#DIV/0!		#DIV/0!
OTHER CURRENT ASSETS			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
TOTAL CURRENT ASSETS	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
BOARD DESIGNATED ASSETS					#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
FUNDED DEPRECIATION			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	68,039,000	#DIV/0!	(22,512,000)	-133.1%	(10,330,000)	-54.1%	5,344,000	-151.7%
ESCROWED BOND FUNDS			#DIV/0!		#DIV/0!		#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!		#DIV/0!		#DIV/0!
TOTAL BOARD DESIGNATED ASSETS	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	68,039,000	#DIV/0!	(22,512,000)	-133.1%	(10,330,000)	-54.1%	5,344,000	-151.7%
PROPERTY, PLANT, AND EQUIPMENT																	
LAND, BUILDINGS & IMPROVEMENTS			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	129,641,000	#DIV/0!	129,641,000	0.0%	129,641,000	0.0%
CONSTRUCTION IN PROGRESS			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	33,295,000	#DIV/0!	-	-100.0%	-	#DIV/0!	-	#DIV/0!
MAJOR MOVABLE EQUIPMENT			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
FIXED EQUIPMENT			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
TOTAL PROPERTY, PLANT AND EQUIPMENT	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	33,295,000	#DIV/0!	129,641,000	289.4%	129,641,000	0.0%	129,641,000	0.0%
LESS: ACCUMULATED DEPRECIATION																	
LAND, BUILDINGS & IMPROVEMENTS			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	(3,425,000)	#DIV/0!	(10,275,000)	200.0%	(17,124,000)	66.7%
EQUIPMENT - FIXED			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
EQUIPMENT - MAJOR MOVEABLE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
TOTAL ACCUMULATED DEPRECIATION	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	(3,425,000)	#DIV/0!	(10,275,000)	200.0%	(17,124,000)	66.7%
TOTAL PROPERTY, PLANT AND EQUIPMENT, NET	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	33,295,000	#DIV/0!	126,216,000	279.1%	119,366,000	-5.4%	112,517,000	-5.7%
OTHER LONG-TERM ASSETS			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
TOTAL ASSETS	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	**101,334,000**	#DIV/0!	**103,704,000**	2.3%	**109,036,000**	5.1%	**117,861,000**	8.1%
LIABILITIES AND FUND BALANCE																	
CURRENT LIABILITIES																	
ACCOUNTS PAYABLE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
CURRENT LIABILITIES COVID-19			#DIV/0!		#DIV/0!		#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!		#DIV/0!		#DIV/0!
ESTIMATED THIRD-PARTY SETTLEMENTS			#DIV/0!		#DIV/0!		#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!		#DIV/0!		#DIV/0!
CURRENT PORTION OF LONG-TERM DEBT			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
TOTAL CURRENT LIABILITIES	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
LONG-TERM DEBT																	
LONG TERM LIABILITIES COVID-19			#DIV/0!		#DIV/0!		#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!	-	#DIV/0!	-	#DIV/0!
CAPITAL LEASE OBLIGATIONS			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
OTHER LONG-TERM DEBT			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	100,000,000	#DIV/0!	100,000,000	0.0%	100,000,000	0.0%	100,000,000	0.0%
TOTAL LONG-TERM DEBT	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	100,000,000	#DIV/0!	100,000,000	0.0%	100,000,000	0.0%	100,000,000	0.0%
OTHER NONCURRENT LIABILITIES			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
TOTAL LIABILITIES	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	**100,000,000**	#DIV/0!	**100,000,000**	0.0%	**100,000,000**	0.0%	**100,000,000**	0.0%
FUND BALANCE			#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	1,334,000	#DIV/0!	3,704,000	177.7%	9,036,000	144.0%	17,861,000	97.7%
TOTAL LIABILITIES AND FUND BALANCE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	**101,334,000**	#DIV/0!	**103,704,000**	2.3%	**109,036,000**	5.1%	**117,861,000**	8.1%

THE UNIVERSITY OF VERMONT MEDICAL CENTER

Outpatient Surgery Center

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

Balance Sheet

WITH PROJECT

	2021 Actual	2022 Budget	% change	2022 Actual	% change	2023 Budget	% change	2023 Projected	% change	2024 Projected	% change	2025 Project Yr 1	% change	2026 Project Yr 2	% change	2027 Project Yr 3	% change
ASSETS																	
CURRENT ASSETS																	
CASH & INVESTMENTS	198,774,513	180,903,823	-9.0%	128,530,453	-29.0%	121,859,317	-5.2%	132,833,000	9.0%	140,618,000	5.9%	146,843,000	4.4%	154,240,000	5.0%	160,704,000	4.2%
PATIENT ACCOUNTS RECEIVABLE, GROSS	220,893,078	214,224,870	-3.0%	224,304,753	4.7%	248,375,913	10.7%	199,535,000	-19.7%	210,757,000	5.6%	220,489,000	4.6%	232,023,000	5.2%	243,007,000	4.7%
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS	(32,856,078)	(37,057,939)	12.8%	(44,646,600)	20.5%	(49,567,561)	11.0%	-	-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
DUE FROM THIRD PARTIES	38,887,352	37,425,396	-3.8%	48,249,245	28.9%	44,194,736	-8.4%	48,458,000	9.6%	51,106,000	5.5%	53,387,000	4.5%	56,020,000	4.9%	58,506,000	4.4%
ACO RISK RESERVE/SETTLEMENT RECEIVABLE	7,824,341	5,000,000	-36.1%	5,387,997	7.8%	2,633,283	-51.1%	-	-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
OTHER CURRENT ASSETS	91,947,303	106,016,163	15.3%	100,384,287	-5.3%	87,008,141	-13.3%	113,201,000	30.1%	119,448,000	5.5%	125,564,000	5.1%	132,666,000	5.7%	139,882,000	5.4%
TOTAL CURRENT ASSETS	525,470,509	506,512,313	-3.6%	462,210,136	-8.7%	454,503,828	-1.7%	494,027,000	8.7%	521,929,000	5.6%	546,283,000	4.7%	574,949,000	5.2%	602,099,000	4.7%
BOARD DESIGNATED ASSETS					#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
FUNDED DEPRECIATION	623,698,615	633,297,209	1.5%	420,336,616	-33.6%	533,149,487	26.8%	463,614,000	-13.0%	587,742,000	26.8%	619,552,000	5.4%	700,485,000	13.1%	795,156,000	13.5%
ESCROWED BOND FUNDS	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
OTHER	89,851,171	87,880,000	-2.2%	80,117,430	-8.8%	86,163,239	7.5%	80,118,000	-7.0%	80,118,000	0.0%	80,118,000	0.0%	80,118,000	0.0%	80,118,000	0.0%
TOTAL BOARD DESIGNATED ASSETS	713,549,786	721,177,208	1.1%	500,454,046	-30.6%	619,312,726	23.8%	543,732,000	-12.2%	667,860,000	22.8%	699,670,000	4.8%	780,603,000	11.6%	875,274,000	12.1%
PROPERTY, PLANT, AND EQUIPMENT																	
LAND, BUILDINGS & IMPROVEMENTS	917,753,544	957,180,476	4.3%	888,450,867	-7.2%	937,282,369	5.5%	1,339,741,000	42.9%	1,515,020,000	13.1%	1,700,782,000	12.3%	1,766,901,000	3.9%	1,838,130,000	4.0%
CONSTRUCTION IN PROGRESS	53,333,647	36,289,707	-32.0%	13,074,712	-64.0%	12,611,937	-3.5%	108,732,000	762.1%	80,000,000	-26.4%	-	-100.0%	-	#DIV/0!	-	#DIV/0!
MAJOR MOVABLE EQUIPMENT	494,082,075	525,773,537	6.4%	524,014,805	-0.3%	540,570,375	3.2%	-	-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
FIXED EQUIPMENT	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
TOTAL PROPERTY, PLANT AND EQUIPMENT	1,465,169,266	1,519,243,720	3.7%	1,425,540,383	-6.2%	1,490,464,680	4.6%	1,448,473,000	-2.8%	1,595,020,000	10.1%	1,700,782,000	6.6%	1,766,901,000	3.9%	1,838,130,000	4.0%
LESS: ACCUMULATED DEPRECIATION																	
LAND, BUILDINGS & IMPROVEMENTS	(453,534,588)	(492,874,419)	8.7%	(440,038,171)	-10.7%	(472,723,972)	7.4%	(866,102,000)	83.2%	(923,496,000)	6.6%	(981,843,000)	6.3%	(1,040,237,000)	5.9%	(1,101,706,000)	5.9%
EQUIPMENT - FIXED	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
EQUIPMENT - MAJOR MOVEABLE	(391,471,333)	(423,698,279)	8.2%	(379,773,321)	-10.4%	(407,269,970)	7.2%	-	-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
TOTAL ACCUMULATED DEPRECIATION	(845,005,921)	(916,572,698)	8.5%	(819,811,492)	-10.6%	(879,993,943)	7.3%	(866,102,000)	-1.6%	(923,496,000)	6.6%	(981,843,000)	6.3%	(1,040,237,000)	5.9%	(1,101,706,000)	5.9%
TOTAL PROPERTY, PLANT AND EQUIPMENT, NET	620,163,346	602,671,022	-2.8%	605,728,891	0.5%	610,470,738	0.8%	582,371,000	-4.6%	671,524,000	15.3%	718,939,000	7.1%	726,664,000	1.1%	736,424,000	1.3%
OTHER LONG-TERM ASSETS	58,978,368	65,947,792	11.8%	60,959,416	-7.6%	60,172,363	-1.3%	60,950,000	1.3%	60,950,000	0.0%	60,950,000	0.0%	60,950,000	0.0%	60,950,000	0.0%
TOTAL ASSETS	**1,918,162,009**	**1,896,308,335**	-1.1%	**1,629,352,489**	-14.1%	**1,744,459,654**	7.1%	**1,681,080,000**	-3.6%	**1,922,263,000**	14.3%	**2,025,842,000**	5.4%	**2,143,166,000**	5.8%	**2,274,747,000**	6.1%
LIABILITIES AND FUND BALANCE																	
CURRENT LIABILITIES																	
ACCOUNTS PAYABLE	29,741,085	42,892,632	44.2%	28,276,421	-34.1%	34,611,306	22.4%	29,377,000	-15.1%	31,099,000	5.9%	32,476,000	4.4%	34,112,000	5.0%	35,541,000	4.2%
CURRENT LIABILITIES COVID-19	58,085,251	-	-100.0%	(0)	#DIV/0!	-	-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
SALARIES, WAGES AND PAYROLL TAXES PAYAB	92,047,675	83,759,092	-9.0%	90,046,728	7.5%	89,192,219	-0.9%	-	-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
ESTIMATED THIRD-PARTY SETTLEMENTS	28,767,385	3,165,681	-89.0%	8,050,436	154.3%	6,624,963	-17.7%	-	-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
OTHER CURRENT LIABILITIES	63,370,962	54,494,848	-14.0%	85,921,645	57.7%	82,330,819	-4.2%	183,871,000	123.3%	183,871,000	0.0%	183,871,000	0.0%	183,871,000	0.0%	183,871,000	0.0%
CURRENT PORTION OF LONG-TERM DEBT	19,833,768	22,322,022	12.5%	21,996,899	-1.5%	20,841,423	-5.3%	20,841,000	0.0%	16,748,000	-19.6%	12,735,000	-24.0%	13,376,000	5.0%	11,083,000	-17.1%
TOTAL CURRENT LIABILITIES	291,846,125	206,634,275	-29.2%	234,292,130	13.4%	233,600,729	-0.3%	234,089,000	0.2%	231,718,000	-1.0%	229,082,000	-1.1%	231,359,000	1.0%	230,495,000	-0.4%
LONG-TERM DEBT																	
LONG TERM LIABILITIES COVID-19	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
BONDS & MORTGAGES PAYABLE	417,399,831	394,909,193	-5.4%	393,967,431	-0.2%	368,667,665	-6.4%	-	-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
CAPITAL LEASE OBLIGATIONS	-	1,162,611	#DIV/0!	-	-100.0%	696,297	#DIV/0!	-	-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
OTHER LONG-TERM DEBT	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	373,126,000	#DIV/0!	506,378,000	35.7%	493,643,000	-2.5%	480,267,000	-2.7%	469,184,000	-2.3%
TOTAL LONG-TERM DEBT	417,399,831	396,071,804	-5.1%	393,967,431	-0.5%	369,363,962	-6.2%	373,126,000	1.0%	506,378,000	35.7%	493,643,000	-2.5%	480,267,000	-2.7%	469,184,000	-2.3%
OTHER NONCURRENT LIABILITIES	55,311,830	67,303,398	21.7%	38,061,122	-43.4%	48,198,870	26.6%	38,209,000	-20.7%	38,209,000	0.0%	38,209,000	0.0%	38,209,000	0.0%	38,209,000	0.0%
TOTAL LIABILITIES	**764,557,786**	**670,009,478**	-12.4%	**666,320,683**	-0.6%	**651,163,562**	-2.3%	**645,424,000**	-0.9%	**776,305,000**	20.3%	**760,934,000**	-2.0%	**749,835,000**	-1.5%	**737,888,000**	-1.6%
FUND BALANCE	1,153,604,222	1,226,298,857	6.3%	963,031,807	-21.5%	1,093,296,092	13.5%	1,035,656,000	-5.3%	1,145,958,000	10.7%	1,264,908,000	10.4%	1,393,331,000	10.2%	1,536,859,000	10.3%
TOTAL LIABILITIES AND FUND BALANCE	**1,918,162,009**	**1,896,308,335**	-1.1%	**1,629,352,489**	-14.1%	**1,744,459,654**	7.1%	**1,681,080,000**	-3.6%	**1,922,263,000**	14.3%	**2,025,842,000**	5.4%	**2,143,166,000**	5.8%	**2,274,747,000**	6.1%

THE UNIVERSITY OF VERMONT MEDICAL CENTER

Outpatient Surgery Center

PAYER REVENUE REPORT

WITHOUT PROJECT

Ref Row		2021 Actual	2022 Budget	% change	2022	% change	2023 Budget	% change	2023 Projected	% change	2024 Projected	% change	2025 Project Yr 1	% change	2026 Project Yr 2	% change	2027 Project Yr 3	% change
13	**Commercial**																	
14	Hospital	901,377,294	1,025,777,891	13.8%	1,008,751,772	-1.7%	1,180,135,043	17.0%	1,569,065,000	33 0%	1,659,897,990	64.5%	1,717,330,528	45.5%	1,786,954,264	13.9%	1,868,862,322	4.6%
15	Physician	281,032,821	338,124,255	20.3%	308,273,169	-8.8%	388,932,662	26.2%		-100 0%		-100.0%		-100.0%		#DIV/0!		#DIV/0!
16	Total Revenue	1,182,410,115	1,363,902,146	15.3%	1,317,024,941	-3.4%	1,569,067,705	19.1%	1,569,065,000	0 0%	1,659,897,990	26.0%	1,717,330,528	9.4%	1,786,954,264	13.9%	1,868,862,322	4.6%
17																		
18	Allowances - Hospital	-269,192,999	-276,960,325	2.9%	-304,460,506	9.9%	-327,726,023	7.6%	(500,154,063)	52.6%	(529,108,522)	73.8%	(548,335,113)	67.3%	(571,086,606)	14.2%	(597,075,111)	4.6%
19	Allowances - Physicians	-125,616,873	-149,211,229	18.8%	-142,507,956	-4.5%	-173,323,962	21.6%		-100 0%		-100.0%		-100.0%		#DIV/0!		#DIV/0!
20	Free Care	-9,156,991	-15,046,387	64.3%	-14,638,004	-2.7%	-15,871,091	8.4%	(9,898,039)	-37.6%	(10,472,119)	-28.5%	(10,840,016)	-31.7%	(11,283,396)	14.0%	(11,800,864)	4.6%
21	Bad Debt	-19,832,266	-27,261,330	37.5%	-32,190,892	18.1%	-33,898,689	5.3%	(17,615,611)	-48 0%	(18,638,170)	-42.1%	(19,297,385)	-43.1%	(20,089,804)	14.0%	(21,011,360)	4.6%
22	Net Payer Revenue	758,610,985	895,422,875	18.0%	823,227,583	-8.1%	1,018,247,940	23.7%	1,041,397,288	2.3%	1,101,679,179	33.8%	1,138,858,014	11.8%	1,184,494,458	13.7%	1,238,974,987	4.6%
23	Fixed Prospective Payment & Reserves	0	308,452	#DIV/0!	1,676 012	443.4%	891,852	-46.8%		-100 0%		-100.0%		-100.0%		#DIV/0!		#DIV/0!
24	Total Net Payer Revenue & Fixed Prospec ive Payment	758,610,985	895,731,327	18.1%	824,903,595	-7.9%	1,019,139,792	23.5%	1,041,397,288	2 2%	1,101,679,179	33.6%	1,138,858,014	11.7%	1,184,494,458	13.7%	1,238,974,987	4.6%
25	Reimbursement Rate - Commercial	64%	66%		63%		65%		66%		66%		66%		66%		66%	
26	Payer Mix - Commercial	58%	59%		58%		61%		63%		63%		63%		63%		63%	
27																		
28	**Medicaid**																	
29	Hospital	392,215,686	430,768,432	9.8%	482,920,289	12.1%	482,709,941	0.0%	618,353,000	28.1%	653,116,435	35.2%	673,979,567	39.6%	698,790,992	13.0%	728,757,713	4.3%
30	Physician	108,611,079	117,847,781	8.5%	121,238,449	2.9%	135,641,475	11.9%		-100 0%		-100.0%		-100.0%		#DIV/0!		#DIV/0!
31	Total Revenue	500,826,765	548,616,212	9.5%	604,158,739	10.1%	618,351,417	2.3%	618,353,000	0 0%	653,116,435	8.1%	673,979,567	9.0%	698,790,992	13.0%	728,757,713	4.3%
32																		
33	Allowances - Hospital	-342,532,567	-362,906,249	5.9%	-429,456,897	18.3%	-434,256,541	1.1%	(420,760,121)	-3.1%	(444,464,056)	3.5%	(458,652,636)	5.6%	(475,622,849)	13.0%	(496,161,412)	4.3%
34	Allowances - Physicians	-96,465,514	-101,195,797	4.9%	-107,660,245	6.4%	-120,625,992	12.0%		-100 0%		-100.0%		-100.0%		#DIV/0!		#DIV/0!
35	Free Care	-693,736	-2,902,042	318.3%	-45,801	-98.4%	-3,291,893	7087.4%	(3,900,719)	18 5%	(4,120,442)	8896.5%	(4,254,385)	29.2%	(4,412,589)	13.1%	(4,601,869)	4.3%
36	Bad Debt	-349,176	-938,053	168.6%	-471,362	-49.8%	-739,931	57.0%	(6,942,138)	838 2%	(7,333,520)	1455.8%	(7,573,762)	923.6%	(7,856,665)	13.2%	(8,193,722)	4.3%
37	Graduate Medical Education Payments-Phys.	19,025,166	18,920,388	-0.6%	16,789,197	-11.3%	21,894,022	30.4%		-100 0%		-100.0%		-100.0%		#DIV/0!		#DIV/0!
38	Graduate Medical Education Payments-Hosp	10,974,834	11,079,612	1.0%	13,210,803	19.2%	19,828,178	50.1%		-100 0%		-100.0%		-100.0%		#DIV/0!		#DIV/0!
39	Net Payer Revenue	90,785,772	110,674,071	21.9%	96,524,433	-12.8%	101,159,260	4.8%	186,750,022	84.6%	197,198,417	104.3%	203,498,784	101.2%	210,898,890	12.9%	219,800,710	4.2%
40	Fixed Prospective Payment & Reserves	0	52,597,549	#DIV/0!	60,645,115	15.3%	69,380,671	14.4%		-100 0%		-100.0%		-100.0%		#DIV/0!		#DIV/0!
41	Total Net Payer Revenue & Fixed Prospec ive Payment	90,785,772	163,271,620	79.8%	157,169 548	-3.7%	170,539,931	8.5%	186,750,022	9 5%	197,198,417	25.5%	203,498,784	19.3%	210,898,890	12.9%	219,800,710	4.2%
42	Reimbursement Rate - Medicaid	18%	30%		26%		28%		30%		30%		30%		30%		30%	
43	Payer Mix - Medicaid	7%	11%		11%		10%		11%		11%		11%		11%		11%	
44																		
45	**Medicare**																	
46	Hospital	1,189,007,237	1,334,788,866	12.3%	1,360,732,571	1.9%	1,507,913,575	10.8%	1,786,360,000	18 5%	1,887,539,815	38.7%	1,946,632,165	29.1%	2,019,198,997	13.0%	2,108,447,867	4.4%
47	Physician	211,504,288	247,888,891	17.2%	228,319 301	-7.9%	278,447,290	22.0%		-100 0%		-100.0%		-100.0%		#DIV/0!		#DIV/0!
48	Total Revenue	1,400,511,525	1,582,677,758	13.0%	1,589,051,872	0.4%	1,786,360,865	12.4%	1,786,360,000	0 0%	1,887,539,815	18.8%	1,946,632,165	9.0%	2,019,198,997	13.0%	2,108,447,867	4.4%
49																		
50	Allowances - Hospital	-948,634,948	-1,056,245,768	11.3%	-1,085,287,077	2.7%	-1,238,770,089	14.1%	(1,324,454,566)	6 9%	(1,399,975,233)	29.0%	(1,444,693,863)	16.6%	(1,499,793,063)	13.2%	(1,567,071,618)	4.5%
51	Allowances - Physicians	-170,343,966	-203,930,444	19.7%	-180,602,322	-11.4%	-224,217,997	24.2%		-100 0%		-100.0%		-100.0%		#DIV/0!		#DIV/0!
52	Free Care	-3,357,874	-5,854,927	74.4%	-3,075,994	-47.5%	-5,224,888	69.9%	(11,268,788)	115.7%	(11,908,287)	287.1%	(12,288,201)	135.2%	(12,751,382)	13.2%	(13,315,328)	4.4%
53	Bad Debt	-5,224,888	-10,331,763	97.7%	-2,418,493	-76.6%	-9,974,630	312.4%	(20,055,142)	101.1%	(21,194,247)	776.3%	(21,876,083)	119.3%	(22,704,725)	13.2%	(23,709,136)	4.4%
54	Net Payer Revenue	272,949,848	306,314,857	12.2%	317,667,986	3.7%	307,492,976	-3.2%	430,581,504	40 0%	454,462,048	43.1%	467,774,018	52.1%	483,949,827	12.4%	504,351,784	4.2%
55	Fixed Prospective Payment & Reserves	0	131,974,389	#DIV/0!	125,153,877	-5.2%	138,533,127	10.7%		-100 0%		-100.0%		-100.0%		#DIV/0!		#DIV/0!
56	Total Net Payer Revenue & Fixed Prospec ive Payment	272,949,848	438,289,246	60.6%	442,821,863	1.0%	446,026,103	0.7%	430,581,504	-3 5%	454,462,048	2.6%	467,774,018	4.9%	483,949,827	12.4%	504,351,784	4.2%
57	Reimbursement Rate - Medicare	19%	28%		28%		25%		24%		24%		24%		24%		24%	
58	Payer Mix - Medicare	21%	29%		31%		27%		26%		26%		26%		26%		26%	
59																		
60	**Disproportionate Share Payments**	11,231,758	11,214,283	-0.2%	8,400,000	-25.1%	23,019,801	174.0%		-100 0%		-100.0%		-100.0%		#DIV/0!		#DIV/0!
61																		
62	**Total Payer Revenue**																	
63	Hospital	2,482,600,216	2,791,335,189	12.4%	2,852,404,632	2.2%	3,170,758,559	11.2%	3,973,778,000	25 3%	4,200,554,240	47.3%	4,337,942,260	36.8%	4,504,944,253	13.4%	4,706,067,903	4.5%
64	Physician	601,148,188	703,860,927	17.1%	657,830,920	-6.5%	803,021,428	22.1%		-100 0%		-100.0%		-100.0%		#DIV/0!		#DIV/0!
65	Total Revenue	3,083,748,404	3,495,196,116	13.3%	3,510,235,552	0.4%	3,973,779,987	13.2%	3,973,778,000	0 0%	4,200,554,240	19.7%	4,337,942,260	9.2%	4,504,944,253	13.4%	4,706,067,903	4.5%
66																		
67	Allowances - Hospital	-1,560,360,514	-1,696,112,341	8.7%	-1,819,204,480	7.3%	-2,000,752,654	10.0%	(2,245,368,750)	12 2%	(2,373,547,811)	30.5%	(2,451,681,611)	22.5%	(2,546,502,518)	13.4%	(2,660,308,142)	4.5%
68	Allowances - Physicians	-392,426,353	-454,337,470	15.8%	-430,770,524	-5.2%	-518,167,950	20.3%		-100 0%		-100.0%		-100.0%		#DIV/0!		#DIV/0!
69	Free Care	-13,208,602	-23,803,356	80.2%	-17,759,799	-25.4%	-25,068,156	41.2%	(25,067,546)	0 0%	(26,500,848)	49.2%	(27,382,603)	9.2%	(28,447,367)	13.5%	(29,718,061)	4.5%
70	Bad Debt	-25,406,330	-38,531,146	51.7%	-35,080,747	-9.0%	-44,613,251	27.2%	(44,612,891)	0 0%	(47,165,937)	34.4%	(48,747,229)	9.3%	(50,651,193)	13.5%	(52,914,218)	4.5%
71	Dispropor ionate Share Payments	11,231,758	11,214,283	-0.2%	8,400,000	-25.1%	23,019,801	174.0%		-100 0%		-100.0%		-100.0%		#DIV/0!		#DIV/0!
72	Graduate Medical Education Payments_Phys.	19,025,166	18,920,388	-0.6%	16,789,197	-11.3%	21,894,022	30.4%		-100 0%		-100.0%		-100.0%		#DIV/0!		#DIV/0!
73	Graduate Medical Education Payments-Hosp	10,974,834	11,079,612	1.0%	13,210,803	19.2%	19,828,178	50.1%		-100 0%		-100.0%		-100.0%		#DIV/0!		#DIV/0!
74	**Net Payer Revenue**	1,133,578,363	1,323,626,086	16.8%	1,245,820,002	-5.9%	1,449,919,978	16.4%	1,658,728,814	14.4%	1,753,339,645	40.7%	1,810,130,816	24.8%	1,879,343,175	13.3%	1,963,127,481	4.5%
75	Fixed Prospective Payment & Reserves	174,137,869	184,880,390		187,475,003		208,805,650											
76	**Total Net Payer Revenue & Fixed Prospective Payment**	1,307,716,232	1,508,506,476		1,433 295 005		1,658,725,627		1,658,728,814		1,753,339,645		1,810,130 816		1 879 343,175		1,963,127,481	
77	Reimbursement Rate - All Payers	42%	43%		41%		42%		42%		42%		42%		42%		42%	
115																		

THE UNIVERSITY OF VERMONT MEDICAL CENTER

Outpatient Surgery Center

PAYER REVENUE REPORT

PROJECT ONLY

Ref Row		2021 Actual	2022 Budget	% change	2022	% change	2023 Budget	% change	2023 Projected	% change	2024 Projected	% change	2025 Project Yr 1	% change	2026 Project Yr 2	% change	2027 Project Yr 3	% change
116																		
118																		
119																		
120																		
121																		
122																		
123																		
124																		
125																		
126	**Commercial**																	
127	Hospital			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	21,966,341	#DIV/0!	44,918,923	#DIV/0!	51,367,586	14.4%
128	Physician			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
129	Total Revenue			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	21,966,341	#DIV/0!	44,918,923	#DIV/0!	51,367,586	14.4%
130																		
131	Allowances - Hospital			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	(6,120,920)	#DIV/0!	(12,503,057)	#DIV/0!	(14,285,631)	14.3%
132	Allowances - Physicians			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
133	Free Care							#DIV/0!		#DIV/0!		#DIV/0!	(134,154)	#DIV/0!	(274,331)	#DIV/0!	(313,714)	14.4%
134	Bad Debt							#DIV/0!		#DIV/0!		#DIV/0!	(235,232)	#DIV/0!	(481,025)	#DIV/0!	(550,082)	14.4%
135	Net Payer Revenue			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	15,476,035	#DIV/0!	31,660,510	#DIV/0!	36,218,159	14.4%
136	Fixed Prospective Payment & Reserves									#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
137	Total Net Payer Revenue & Fixed Prospec ive Payment									#DIV/0!		#DIV/0!	15,476,035	#DIV/0!	31,660,510	#DIV/0!	36,218,159	14.4%
138	Reimbursement Rate - Commercial	#DIV/0!	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		70%		70%		71%	
139	Payer Mix - Commercial	#DIV/0!	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		61%		61%		62%	
140																		
141	**Medicaid**																	
142	Hospital			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	9,300,916	#DIV/0!	18,561,106	#DIV/0!	20,799,477	12.1%
143	Physician			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
144	Total Revenue			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	9,300,916	#DIV/0!	18,561,106	#DIV/0!	20,799,477	12.1%
145																		
146	Allowances - Hospital			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	(6,390,233)	#DIV/0!	(12,786,112)	#DIV/0!	(14,360,099)	12.3%
147	Allowances - Physicians			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
148	Free Care							#DIV/0!		#DIV/0!		#DIV/0!	(56,803)	#DIV/0!	(113,357)	#DIV/0!	(127,027)	12.1%
149	Bad Debt							#DIV/0!		#DIV/0!		#DIV/0!	(99,601)	#DIV/0!	(198,766)	#DIV/0!	(222,736)	12.1%
150	Graduate Medical Education Payments-Phys.			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
151	Graduate Medical Education Payments-Hosp			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
152	Net Payer Revenue			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	2,754,279	#DIV/0!	5,462,871	#DIV/0!	6,089,614	11.5%
153	Fixed Prospective Payment & Reserves									#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
154	Total Net Payer Revenue & Fixed Prospec ive Payment									#DIV/0!		#DIV/0!	2,754,279	#DIV/0!	5,462,871	#DIV/0!	6,089,614	11.5%
155	Reimbursement Rate - Medicaid	#DIV/0!	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		30%		29%		29%	
156	Payer Mix - Medicaid	#DIV/0!	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		11%		11%		10%	
157																		
158	**Medicare**																	
159	Hospital			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	28,868,198	#DIV/0!	58,273,609	#DIV/0!	65,933,605	13.1%
160	Physician			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
161	Total Revenue			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	28,868,198	#DIV/0!	58,273,609	#DIV/0!	65,933,605	13.1%
162																		
163	Allowances - Hospital			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	(21,046,075)	#DIV/0!	(42,692,700)	#DIV/0!	(48,501,443)	13.6%
164	Allowances - Physicians			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
165	Free Care							#DIV/0!		#DIV/0!		#DIV/0!	(176,305)	#DIV/0!	(355,891)	#DIV/0!	(402,672)	13.1%
166	Bad Debt							#DIV/0!		#DIV/0!		#DIV/0!	(309,143)	#DIV/0!	(624,037)	#DIV/0!	(706,065)	13.1%
167	Net Payer Revenue			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	7 336,675	#DIV/0!	14,600,981	#DIV/0!	16,323,424	11.8%
168	Fixed Prospective Payment & Reserves									#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
169	Total Net Payer Revenue & Fixed Prospec ive Payment									#DIV/0!		#DIV/0!	7 336,675	#DIV/0!	14,600,981	#DIV/0!	16,323,424	11.8%
170	Reimbursement Rate - Medicare	#DIV/0!	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		25%		25%		25%	
171	Payer Mix - Medicare	#DIV/0!	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		29%		28%		28%	
172																		
173	**Disproportionate Share Payments**			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
174																		
175	**Total Payer Revenue**																	
176	Hospital			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	60,135,455	#DIV/0!	121,753,638	#DIV/0!	138,100,667	13.4%
177	Physician			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
178	Total Revenue			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	60,135,455	#DIV/0!	121,753,638	#DIV/0!	138,100,667	13.4%
179																		
180	Allowances - Hospital			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	(33,557,228)	#DIV/0!	(67,981,869)	#DIV/0!	(77,147,173)	13.5%
181	Allowances - Physicians			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
182	Free Care			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	(367,262)	#DIV/0!	(743,579)	#DIV/0!	(843,413)	13.4%
183	Bad Debt			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	(643,976)	#DIV/0!	(1,303,829)	#DIV/0!	(1,478,883)	13.4%
184	Dispropor ionate Share Payments			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
185	Graduate Medical Education Payments-Phys.			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
186	Graduate Medical Education Payments-Hosp			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
187	**Net Payer Revenue**			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	25,566,989	#DIV/0!	51,724,362	#DIV/0!	58,631,198	13.4%
188	Fixed Prospective Payment & Reserves																	
189	**Total Net Payer Revenue & Fixed Prospective Payment**												25,566,989		51,724,362		58,631,198	
190	Reimbursement Rate - All Payers	#DIV/0!	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		43%		42%		42%	
191																		

THE UNIVERSITY OF VERMONT MEDICAL CENTER

Outpatient Surgery Center

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

PAYER REVENUE REPORT

WITH PROJECT

Ref Row		2021 Actual	2022 Budget	% change	2022	% change	2023 Budget	% change	2023 Projected	% change	2024 Projected	% change	2025 Project Yr 1	% change	2026 Project Yr 2	% change	2027 Project Yr 3	% change
193																		
194																		
195																		
196																		
197																		
198																		
199																		
200																		
201	**Commercial**																	
202	Hospital	901,377,294	1,025,777,891	13.8%	1,008,751,772	-1.7%	1,180,135,043	17.0%	1,569,065,000	33 0%	1,659,897,990	64.5%	1,739,296,869	47.4%	1,831,873,187	16.7%	1,920,229,908	4.8%
203	Physician	281,032,821	338,124,255	20.3%	308,273,169	-8.8%	388,932,662	26.2%	0	-100 0%	0	-100.0%	0	-100.0%	0	#DIV/0!	0	#DIV/0!
204	Total Revenue	1,182,410,115	1,363,902,146	15.3%	1,317,024,941	-3.4%	1,569,067,705	19.1%	1,569,065,000	0 0%	1,659,897,990	26.0%	1,739,296,869	10.8%	1,831,873,187	16.7%	1,920,229,908	4.8%
205																		
206	Allowances - Hospital	-269,192,999	-276,960,325	2.9%	-304,460,506	9.9%	-327,726,023	7.6%	-500,154,063	52.6%	-529,108,522	73.8%	-554,456,033	69.2%	-583,589,663	16.7%	-611,360,742	4.8%
207	Allowances - Physicians	-125,616,873	-149,211,229	18.8%	-142,507,956	-4.5%	-173,323,962	21.6%	0	-100 0%	0	-100.0%	0	-100.0%	0	#DIV/0!	0	#DIV/0!
208	Free Care	-9,156,991	-15,046,387	64.3%	-14,638,004	-2.7%	-15,871,091	8.4%	-9,898,039	-37.6%	-10,472,119	-28.5%	-10,974,170	-30.9%	-11,557,727	16.8%	-12,114,578	4.8%
209	Bad Debt	-19,832,266	-27,261,330	37.5%	-32,190,892	18.1%	-33,898,689	5.3%	-17,615,611	-48 0%	-18,638,170	-42.1%	-19,532,617	-42.4%	-20,570,829	16.8%	-21,561,442	4.8%
210	Net Payer Revenue	758,610,985	895,422,875	18.0%	823,227,583	-8.1%	1,018,247,940	23.7%	1,041,397,288	2 3%	1,101,679,179	33.8%	1,154,334,049	13.4%	1,216,154,968	16.8%	1,275,193,146	4.9%
211	Fixed Prospective Payment & Reserves	0	308,452	#DIV/0!	1,676,012	443.4%	891,852	-46.8%	0	-100 0%	0	-100.0%	0	-100.0%	0	#DIV/0!	0	#DIV/0!
212	Total Net Payer Revenue & Fixed Prospec ive Payment	758,610,985	895,731,327	18.1%	824,903,595	-7.9%	1,019,139,792	23.5%	1,041,397,288	2 2%	1,101,679,179	33.6%	1,154,334,049	13.3%	1,216,154,968	16.8%	1,275,193,146	0
213	Reimbursement Rate - Commercial	64%	66%		63%		65%		66%		66%		66%		66%		66%	
214	Payer Mix - Commercial	58%	59%		58%		61%		63%		63%		63%		63%		63%	
215																		
216	**Medicaid**																	
217	Hospital	392,215,686	430,768,432	9.8%	482,920,289	12.1%	482,709,941	0.0%	618,353,000	28.1%	653,116,435	35.2%	683,280,484	41.6%	717,352,098	16.0%	749,557,190	4.5%
218	Physician	108,611,079	117,847,781	8.5%	121,238,449	2.9%	135,641,475	11.9%	0	-100 0%	0	-100.0%	0	-100.0%	0	#DIV/0!	0	#DIV/0!
219	Total Revenue	500,826,765	548,616,212	9.5%	604,158,739	10.1%	618,351,417	2.3%	618,353,000	0 0%	653,116,435	8.1%	683,280,484	10.5%	717,352,098	16.0%	749,557,190	4.5%
220																		
221	Allowances - Hospital	-342,532,567	-362,906,249	5.9%	-429,456,897	18.3%	-434,256,541	1.1%	-420,760,121	-3.1%	-444,464,056	3.5%	-465,042,869	7.1%	-488,408,960	16.1%	-510,521,512	4.5%
222	Allowances - Physicians	-96,465,514	-101,195,797	4.9%	-107,660,245	6.4%	-120,625,992	12.0%	0	-100 0%	0	-100.0%	0	-100.0%	0	#DIV/0!	0	#DIV/0!
223	Free Care	-693,736	-2,902,042	318.3%	-45,801	-98.4%	-3,291,893	7087.4%	-3,900,719	18 5%	-4,120,442	8896.5%	-4,311,188	31.0%	-4,525,946	16.0%	-4,728,897	4.5%
224	Bad Debt	-349,176	-938,053	168.6%	-471,362	-49.8%	-739,931	57.0%	-6,942,138	838 2%	-7,333,520	1455.8%	-7,673,363	937.0%	-8,055,431	16.0%	-8,416,458	4.5%
225	Graduate Medical Education Payments-Phys.	19,025,166	18,920,388	-0.6%	16,789,197	-11.3%	21,894,022	30.4%	0	-100 0%	0	-100.0%	0	-100.0%	0	#DIV/0!	0	#DIV/0!
226	Graduate Medical Education Payments-Hosp	10,974,834	11,079,612	1.0%	13,210,803	19.2%	19,828,178	50.1%	0	-100 0%	0	-100.0%	0	-100.0%	0	#DIV/0!	0	#DIV/0!
227	Net Payer Revenue	90,785,772	110,674,071	21.9%	96,524,433	-12.8%	101,159,260	4.8%	186,750,022	84.6%	197,198,417	104.3%	206,253,063	103.9%	216,361,761	15.9%	225,890,324	4.4%
228	Fixed Prospective Payment & Reserves	0	52,597,549		60,645,115		69,380,671		0	-100 0%	0	-100.0%	0	-100.0%	0	#DIV/0!	0	#DIV/0!
229	Total Net Payer Revenue & Fixed Prospec ive Payment	90,785,772	163,271,620		157,169,548		170,539,931		186,750,022	9 5%	197,198,417	25.5%	206,253,063	20.9%	216,361,761	15.9%	225,890,324	4.4%
230	Reimbursement Rate - Medicaid	18%	30%		26%		28%		30%		30%		30%		30%		30%	
231	Payer Mix - Medicaid	7%	11%		11%		10%		11%		11%		11%		11%		11%	
232																		
233	**Medicare**																	
234	Hospital	1,189,007,237	1,334,788,866	12.3%	1,360,732,571	1.9%	1,507,913,575	10.8%	1,786,360,000	18 5%	1,887,539,815	38.7%	1,975,500,362	31.0%	2,077,472,606	16.3%	2,174,381,472	4.7%
235	Physician	211,504,288	247,888,891	17.2%	228,319,301	-7.9%	278,447,290	22.0%	0	-100 0%	0	-100.0%	0	-100.0%	0	#DIV/0!	0	#DIV/0!
236	Total Revenue	1,400,511,525	1,582,677,758	13.0%	1,589,051,872	0.4%	1,786,360,865	12.4%	1,786,360,000	0 0%	1,887,539,815	18.8%	1,975,500,362	10.6%	2,077,472,606	16.3%	2,174,381,472	4.7%
237																		
238	Allowances - Hospital	-948,634,948	-1,056,245,768	11.3%	-1,085,287,077	2.7%	-1,238,770,089	14.1%	-1,324,454,566	6 9%	-1,399,975,233	29.0%	-1,465,739,937	18.3%	-1,542,485,763	16.5%	-1,615,573,062	4.7%
239	Allowances - Physicians	-170,343,966	-203,930,444	19.7%	-180,602,322	-11.4%	-224,217,997	24.2%	0	-100 0%	0	-100.0%	0	-100.0%	0	#DIV/0!	0	#DIV/0!
240	Free Care	-3,357,874	-5,854,927	74.4%	-3,075,994	-47.5%	-5,224,888	69.9%	-11,268,788	115.7%	-11,908,287	287.1%	-12,464,506	138.6%	-13,107,272	16.3%	-13,718,000	4.7%
241	Bad Debt	-5,224,888	-10,331,763	97.7%	-2,418,493	-76.6%	-9,974,630	312.4%	-20,055,142	101.1%	-21,194,247	776.3%	-22,185,225	122.4%	-23,328,762	16.3%	-24,415,202	4.7%
242	Net Payer Revenue	272,949,848	306,314,857	12.2%	317,667,986	3.7%	307,492,976	-3.2%	430,581,504	40 0%	454,462,048	43.1%	475,110,693	54.5%	498,550,808	15.8%	520,675,209	4.4%
243	Fixed Prospective Payment & Reserves	0	131,974,389		125,153,877		138,533,127		0	-100 0%	0	-100.0%	0	-100.0%	0	#DIV/0!	0	#DIV/0!
244	Total Net Payer Revenue & Fixed Prospec ive Payment	272,949,848	438,289,246		442,821,863		446,026,103		430,581,504	-3 5%	454,462,048	2.6%	475,110,693	6.5%	498,550,808	15.8%	520,675,209	4.4%
245	Reimbursement Rate - Medicare	19%	28%		28%		25%		24%		24%		24%		24%		24%	
246	Payer Mix - Medicare	21%	29%		31%		27%		26%		26%		26%		26%		26%	
247																		
248	**Disproportionate Share Payments**	11,231,758	11,214,283	-0.2%	8,400,000	-25.1%	23,019,801	174.0%	0	-100 0%	0	-100.0%	0	-100.0%	0	#DIV/0!	0	#DIV/0!
249																		
250	**Total Payer Revenue**																	
251	Hospital	2,482,600,216	2,791,335,189	12.4%	2,852,404,632	2.2%	3,170,758,559	11.2%	3,973,778,000	25 3%	4,200,554,240	47.3%	4,398,077,715	38.7%	4,626,697,891	16.4%	4,844,168,570	4.7%
252	Physician	601,148,188	703,860,927	17.1%	657,830,920	-6.5%	803,021,428	22.1%	0	-100 0%	0	-100.0%	0	-100.0%	0	#DIV/0!	0	#DIV/0!
253	Total Revenue	3,083,748,404	3,495,196,116	13.3%	3,510,235,552	0.4%	3,973,779,987	13.2%	3,973,778,000	0 0%	4,200,554,240	19.7%	4,398,077,715	10.7%	4,626,697,891	16.4%	4,844,168,570	4.7%
254																		
255	Allowances - Hospital	-1,560,360,514	-1,696,112,341	8.7%	-1,819,204,480	7.3%	-2,000,752,654	10.0%	-2,245,368,750	12 2%	-2,373,547,811	30.5%	-2,485,238,839	24.2%	-2,614,484,387	16.4%	-2,737,455,316	4.7%
256	Allowances - Physicians	-392,426,353	-454,337,470	15.8%	-430,770,524	-5.2%	-518,167,950	20.3%	0	-100 0%	0	-100.0%	0	-100.0%	0	#DIV/0!	0	#DIV/0!
257	Free Care	-13,208,602	-23,803,356	80.2%	-17,759,799	-25.4%	-25,068,156	41.2%	-25,067,546	0 0%	-26,500,848	49.2%	-27,749,865	10.7%	-29,190,945	16.4%	-30,561,474	4.7%
258	Bad Debt	-25,406,330	-38,531,146	51.7%	-35,080,747	-9.0%	-44,613,251	27.2%	-44,612,891	0 0%	-47,165,937	34.4%	-49,391,206	10.7%	-51,955,022	16.5%	-54,393,101	4.7%
259	Dispropor ionate Share Payments	11,231,758	11,214,283	-0.2%	8,400,000	-25.1%	23,019,801	174.0%	0	-100 0%	0	-100.0%	0	-100.0%	0	#DIV/0!	0	#DIV/0!
260	Graduate Medical Education Payments-Phys.	19,025,166	18,920,388	-0.6%	16,789,197	-11.3%	21,894,022	30.4%	0	-100 0%	0	-100.0%	0	-100.0%	0	#DIV/0!	0	#DIV/0!
261	Graduate Medical Education Payments-Hosp	10,974,834	11,079,612	1.0%	13,210,803	19.2%	19,828,178	50.1%	0	-100 0%	0	-100.0%	0	-100.0%	0	#DIV/0!	0	#DIV/0!
262	**Net Payer Revenue**	1,133,578,363	1,323,626,086	16.8%	1,245,820,002	-5.9%	1,449,919,978	16.4%	1,658,728,814	14.4%	1,753,339,645	40.7%	1,835,697,806	26.6%	1,931,067,537	16.4%	2,021,758,679	4.7%
263	Fixed Prospective Payment & Reserves	174,137,869	184,880,390		187,475,003		208,805,650		0		0		0		0		0	
264	**Total Net Payer Revenue & Fixed Prospective Payment**	1,307,716,232	1,508,506,476		1,433,295,005		1,658,725,627		1,658,728,814		1,753,339,645		1,835,697,806		1,931,067,537		2,021,758,679	
265	Reimbursement Rate - All Payers	37%	38%		35%		36%		42%		42%		42%		42%		42%	

The University of Vermont Medical Center

Outpatient Surgery Center

UTILIZATION PROJECTIONS--TABLE 7C

	3	4	5	6	7	8											
	2021 Actual	2022 Budget	% change	2022 Actual	% change	2023 Budget	% change	Projected 2023	% change	Projected 2024	% change	Project Yr 1 2025	% change	Project Yr 2 2026	% change	Project Yr 3 2027	% change
Inpatient Utilization																	
Acute Beds (Staffed)	450	450	0.0%	450	0.0%	450	0.0%	450	0.0%	450	0.0%	450	0.0%	450	0.0%	450	0.0%
Acute Admissions	19,886	21,231	6.8%	19,918	-6.2%	21,124	6.1%	21,124	0.0%	21,124	0.0%	21,124	0 0%	21,124	0.0%	21,124	0.0%
Acute Patient Days	124,822	124,288	-0.4%	135,054	8.7%	126,641	-6.2%	126,641	0.0%	126,641	0.0%	126,641	0.0%	126,641	0.0%	126,641	0.0%
Acute Average Length Of Stay	6.30	5.85	-7.0%	6.79	16.0%	6.00	-11.7%	6.00	0.0%	6.00	0.0%	6.00	0.0%	6.00	0.0%	6.00	0 0%
Volume Conversation Factor from the Financial Framework to Table 7 Structure										1% 1%		1% 1%		2% 1%		2% 1%	
Outpatient																	
All Outpatient Visits	-	-	#DIV/0!	-	#DIV/0!	644,455	#DIV/0!	644,455	0.0%	650,899	1.0%	657,408	1.0%	670,556	2.0%	683,968	2 0%
Physician Office Visits	602,974	647,412	7.4%	651,123	0.6%	684,609	5.1%	684,609	0.0%	691,455	1.0%	698,369	1.0%	705,353	1.0%	712,406	1 0%
Ancillary																	
All Operating Room (hours)	42,704	47,413	11.0%	41,302	-12.9%	46,469	12.5%	46,469	0.0%	46,933	1.0%	47,403	1.0%	48,351	2.0%	49,318	2 0%
All Operating Room Cases	18,962	20,300	7.1%	19,043	-6.2%	20,800	9.2%	20,800	0.0%	21,008	1.0%	21,218	1.0%	21,642	2.0%	22,075	2 0%
Emergency Room Visits	56,119	57,000	1.6%	63,809	11.9%	62,527	-2.0%	62,527	0.0%	63,152	1.0%	63,784	1.0%	65,059	2.0%	66,360	2 0%
Cat Scan Procedures	56,038	58,869	5.1%	62,658	6.4%	61,681	-1.6%	61,681	0.0%	62,298	1.0%	62,921	1.0%	64,179	2.0%	65,463	2 0%
Magnetic Resonance Image Exams	17,813	21,174	18.9%	21,252	0.4%	22,213	4.5%	22,213	0.0%	22,435	1.0%	22,659	1.0%	23,113	2.0%	23,575	2 0%
Nuclear Medicine Procedures	6,412	7,043	9.8%	6,849	-2.8%	7,180	4.8%	7,180	0.0%	7,252	1.0%	7,324	1.0%	7,471	2.0%	7,620	2 0%
Radiology - Diagnostic Procedures	157,795	182,671	15.8%	179,781	-1.6%	178,834	-0.5%	178,834	0.0%	180,622	1.0%	182,429	1.0%	186,077	2.0%	189,799	2 0%
Laboratory Tests	2,539,159	2,448,931	-3.6%	2,697,060	10.1%	2,424,803	-10.1%	2,424,803	0.0%	2,449,051	1.0%	2,473,541	1.0%	2,523,012	2.0%	2,573,472	2 0%
			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Adjusted Statistics																	
Adjusted Admissions	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Adjusted Days	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!

THE UNIVERSITY OF VERMONT MEDICAL CENTER

Outpatient Surgery Center

STAFFING REPORT - TABLE 8

WITHOUT PROJECT

	2021 Actual	2022 Budget	% change	2022 Budget	% change	2023 Budget	% change	Projected 2023	% change	Projected 2024	% change	Project Yr 1 2025	% change	Project Yr 2 2026	% change
PHYSICIAN FTEs	**628.2**	**648.3**	3.2%	**634.5**	-2.1%	**677.5**	6.8%		-100.0%		#DIV/0!		#DIV/0!		#DIV/0!
TRAVELERS	203.6	80.0	-60.7%	392.9	391.1%	228.0	-42.0%		-100.0%		#DIV/0!		#DIV/0!		#DIV/0!
Residents & Fellows	356.9	369.2	3.4%	360.8	-2.3%	364.8	1.1%		-100.0%		#DIV/0!		#DIV/0!		#DIV/0!
MLPs	236.7	260.1	9.9%	242.1	-6.9%	292.2	20.7%		-100.0%		#DIV/0!		#DIV/0!		#DIV/0!
Non-MD FTEs	5,994.9	6,303.8	5.2%	6,031.8	-4.3%	6,410.3	6.3%		-100.0%		#DIV/0!		#DIV/0!		#DIV/0!
TOTAL NON-MD FTEs	**6,588.5**	**6,933.1**	5.2%	**6,634.6**	-4.3%	**7,067.3**	6.5%	-	-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Total FTEs	**7,420.2**	**7,661.4**	3.2%	**7,662.0**	0.0%	**7,972.7**	4.1%	-	-100.0%	**8,000.0**	#DIV/0!	**7,987.7**	-0.2%	**7,992.1**	0.1%

THE UNIVERSITY OF VERMONT MEDICAL CENTER

Outpatient Surgery Center

STAFFING REPORT - TABLE 8

PROJECT ONLY

	2021 Actual	2022 Budget	% change	2022 Budget	% change	2023 Budget	% change	Projected 2023	% change	Projected 2024	% change	Project Yr 1 2025	% change	Project Yr 2 2026	% change
PHYSICIAN FTEs			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!		#DIV/0!	**2.6**	#DIV/0!	**5.2**	100.0%
TRAVELERS			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Residents & Fellows			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
MLPs			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Non-MD FTEs			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!		#DIV/0!	36.3	#DIV/0!	72.5	100.0%
TOTAL NON-MD FTEs	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	**36.3**	#DIV/0!	**72.5**	100.0%
Total FTEs	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	**38.9**	#DIV/0!	**77.7**	100.0%

THE UNIVERSITY OF VERMONT MEDICAL CENTER

Outpatient Surgery Center

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

STAFFING REPORT - TABLE 8

WITH PROJECT

	2021 Actual	2022 Budget	% change	2022 Budget	% change	2023 Budget	% change	Projected 2023	% change	Projected 2024	% change	Project Yr 1 2025	% change	Project Yr 2 2026	% change
PHYSICIAN FTEs	**628.2**	**648.3**	3.2%	**634.5**	-2.1%	**677.5**	6.8%		-100.0%		#DIV/0!		#DIV/0!		#DIV/0!
TRAVELERS	203.6	80.0	-60.7%	392.9	391.1%	228.0	-42.0%		-100.0%		#DIV/0!		#DIV/0!		#DIV/0!
Residents & Fellows	356.9	369.2	3.4%	360.8	-2.3%	364.8	1.1%		-100.0%		#DIV/0!		#DIV/0!		#DIV/0!
MLPs	236.7	260.1	9.9%	242.1	-6.9%	292.2	20.7%		-100.0%		#DIV/0!		#DIV/0!		#DIV/0!
Non-MD FTEs	5,994.9	6,303.8	5.2%	6,031.8	-4.3%	6,410.3	6.3%		-100.0%		#DIV/0!		#DIV/0!		#DIV/0!
TOTAL NON-MD FTEs	**6,588.5**	**6,933.1**	5.2%	**6,634.6**	-4.3%	**7,067.3**	6.5%	-	-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Total FTEs	**7,420.2**	**7,661.4**	3.2%	**7,662.0**	0.0%	**7,972.7**	4.1%	-	-100.0%	**8,000.0**	#DIV/0!	**8,026.6**	0.3%	**8,069.8**	0.5%