

# Northeastern VT Regional Hospital

**Fiscal Year 2022 Submitted Budget**

## Northeastern VT Regional Hospital

### Questions:

1. Is your Projection still valid? If not, please explain.
2. Does the hospital's budget request include support or a need to support any other entities outside of the physical hospital? An example includes a higher operating margin to transfer surplus to a subsidiary.
3. If the answer to question #2 is yes, what portion of your FY22 operating margin is scheduled/planned to be allocated to those entities?
4. Your Accounts Payable and Other Third Party Settlements for FY21 Projection and FY22 Budget are the same amounts, would you like to change your submission?

Northeastern VT Regional Hospital						
Shawn Tester		Bob Hersey				
Fiscal Year 2022 Submitted Budget						
INCOME STATEMENT	2019 A	2020 A	2021 B	2021 PROJ	Impact of COVID-19 vaccination clinics and testing	Adjusted 2021 PROJ
<b>Revenues</b>						
<b>Gross Patient Care Revenue</b>	<b>\$177,779,611</b>	<b>\$169,222,081</b>	<b>\$193,629,600</b>	<b>\$191,972,700</b>	<b>\$1,275,000</b>	<b>\$190,697,700</b>
Disproportionate Share Payments	\$959,185	\$972,598	\$919,700	\$1,029,300		\$1,029,300
Graduate Medical Education	\$0	\$0	\$0	\$0		\$0
Bad Debt	-\$3,270,152	-\$2,570,475	-\$3,773,400	-\$2,730,800		-\$2,730,800
Free Care	-\$3,141,595	-\$2,623,396	-\$3,014,000	-\$2,701,500		-\$2,701,500
Deductions from Revenue	-\$87,642,307	-\$85,929,972	-\$105,035,600	-\$101,953,200		-\$101,953,200
<b>Net Patient Care Revenue</b>	<b>\$84,684,742</b>	<b>\$79,070,836</b>	<b>\$82,726,300</b>	<b>\$85,616,500</b>	<b>\$1,275,000</b>	<b>\$84,341,500</b>
Fixed Prospective Payments	\$0	\$6,704,919	\$8,399,000	\$8,042,064		\$8,042,064
Reserves	\$0	\$0	-\$600,000	-\$312,500		-\$312,500
Other Reform Payments	\$0	\$0	\$0	\$378,898		\$378,898
<b>Fixed Prospective Payments and Res</b>	<b>\$0</b>	<b>\$6,704,919</b>	<b>\$7,799,000</b>	<b>\$8,108,462</b>	<b>\$0</b>	<b>\$8,108,462</b>
<b>Net Patient Care Rev &amp; Fixed Payme</b>	<b>\$84,684,742</b>	<b>\$85,775,755</b>	<b>\$90,525,300</b>	<b>\$93,724,962</b>	<b>\$1,275,000</b>	<b>\$92,449,962</b>
340B Retail Pharmacy Programs	\$2,063,305	\$2,712,187	\$2,575,000	\$2,314,633		\$2,314,633
COVID-19 Stimulus and Other Grant	\$0	\$1,788,510	\$597,400	\$1,160,140		\$1,160,140
Specialty Pharmacy	\$0	\$0	\$0	\$0		\$0
Outpatient Pharmacy Revenue	\$0	\$0	\$0	\$0		\$0
Cafeteria & Parking	\$0	\$0	\$0	\$0		\$0
Grant Income	\$0	\$117,759	\$0	\$0		\$0
Reference Lab Revenue	\$1,887,358	\$1,458,431	\$1,525,000	\$1,731,307		\$1,731,307
Meaningful Use	\$0	\$0	\$0	\$0		\$0
Other	\$181,472	\$34,000	\$210,000	\$339,540		\$339,540
<b>Other Operating Revenue</b>	<b>\$4,132,135</b>	<b>\$6,110,887</b>	<b>\$4,907,400</b>	<b>\$5,545,620</b>	<b>\$0</b>	<b>\$5,545,620</b>
<b>Total Operating Revenue</b>	<b>\$88,816,877</b>	<b>\$91,886,642</b>	<b>\$95,432,700</b>	<b>\$99,270,582</b>	<b>\$1,275,000</b>	<b>\$97,995,582</b>
<b>Operating Expenses</b>						
Salaries Non MD, Fringe Benefits						
Non MD, Physician Fees & Salaries,	\$50,023,124	\$54,305,978	\$62,771,420	\$60,057,600		\$60,057,600
Health Care Provider Tax	\$4,683,787	\$4,968,780	\$4,700,000	\$5,272,800		\$5,272,800
Depreciation Amortization	\$3,307,697	\$3,196,677	\$3,110,000	\$3,159,700		\$3,159,700
Interest - Short Term, Interest -						
Long Term	\$247,716	\$231,980	\$200,700	\$211,100		\$211,100
ACO Dues	\$0	\$157,129	\$0	\$150,000		\$150,000
Medical/Surgical Drugs and	\$0	\$0	\$0	\$0		\$0
Pharmaceuticals	\$0	\$0	\$0	\$0		\$0
Other Purchased Services -						
Consulting	\$0	\$0	\$0	\$0		\$0
Other Purchased Services -Travelers	\$0	\$0	\$0	\$0		\$0
Other Operating Expenses	\$28,927,360	\$27,844,880	\$22,705,880	\$28,436,126	\$1,136,200	\$27,299,926
<b>Total Operating Expenses</b>	<b>\$87,189,684</b>	<b>\$90,705,424</b>	<b>\$93,488,000</b>	<b>\$97,287,326</b>	<b>\$1,136,200</b>	<b>\$96,151,126</b>
<b>Net Operating Income</b>	<b>\$1,627,193</b>	<b>\$1,181,218</b>	<b>\$1,944,700</b>	<b>\$1,983,256</b>	<b>\$138,800</b>	<b>\$1,844,456</b>
<b>Non Operating Revenue</b>	<b>-\$37,567</b>	<b>\$2,418,526</b>	<b>\$0</b>	<b>\$3,503,586</b>		<b>\$3,503,586</b>
<b>Excess (Deficit) of Rev over Exp</b>	<b>\$1,589,626</b>	<b>\$3,599,744</b>	<b>\$1,944,700</b>	<b>\$5,486,842</b>	<b>\$138,800</b>	<b>\$5,348,042</b>
<b>Income Statement Metrics</b>						
Operating Margin %	1.8%	1.3%	2.0%	2.0%	10.9%	1.9%
Total Margin %	1.8%	3.8%	2.0%	5.3%	10.9%	5.3%

Northeastern VT Regional Hospital							
Shawn Tester							
Fiscal Year 2022 Submitted Budget							
INCOME STATEMENT	2022 B	Impact of COVID-19 vaccination clinics and testing	Adjusted 2022 B	2021 B - 2021 P adjusted	2021 B - 2022 B	2021 B - 2022 B adjusted	2021 P - 2022 B adjusted
<b>Revenues</b>							
<b>Gross Patient Care Revenue</b>	<b>\$203,382,600</b>	<b>\$425,000</b>	<b>\$202,957,600</b>	<b>-1.5%</b>	<b>5.0%</b>	<b>4.8%</b>	<b>6.4%</b>
Disproportionate Share Payments	\$926,400		\$926,400	11.9%	0.7%	0.7%	-10.0%
Graduate Medical Education	\$0		\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Bad Debt	-\$2,879,100		-\$2,879,100	-27.6%	-23.7%	-23.7%	5.4%
Free Care	-\$2,843,100		-\$2,843,100	-10.4%	-5.7%	-5.7%	5.2%
Deductions from Revenue	-\$109,757,666		-\$109,757,666	-2.9%	4.5%	4.5%	7.7%
<b>Net Patient Care Revenue</b>	<b>\$88,829,134</b>	<b>\$425,000</b>	<b>\$88,404,134</b>	<b>2.0%</b>	<b>7.4%</b>	<b>6.9%</b>	<b>4.8%</b>
Fixed Prospective Payments	\$9,027,154		\$9,027,154	-4.2%	7.5%	7.5%	12.2%
Reserves	-\$812,500		-\$812,500	-47.9%	35.4%	35.4%	\$2
Other Reform Payments	\$325,000		\$325,000	#DIV/0!	#DIV/0!	#DIV/0!	-14.2%
<b>Fixed Prospective Payments and Res</b>	<b>\$8,539,654</b>	<b>\$0</b>	<b>\$8,539,654</b>	<b>4.0%</b>	<b>9.5%</b>	<b>9.5%</b>	<b>5.3%</b>
<b>Net Patient Care Rev &amp; Fixed Payme</b>	<b>\$97,368,788</b>	<b>\$425,000</b>	<b>\$96,943,788</b>	<b>2.1%</b>	<b>7.6%</b>	<b>7.1%</b>	<b>4.9%</b>
340B Retail Pharmacy Programs	\$2,400,000		\$2,400,000	-10.1%	-6.8%	-6.8%	\$0
COVID-19 Stimulus and Other Grant	\$0		\$0	94.2%	-100.0%	-100.0%	-\$1
Specialty Pharmacy	\$0		\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Outpatient Pharmacy Revenue	\$0		\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Cafeteria & Parking	\$0		\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Grant Income	\$0		\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Reference Lab Revenue	\$1,725,000		\$1,725,000	13.5%	13.1%	13.1%	\$0
Meaningful Use	\$0		\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Other	\$340,100		\$340,100	61.7%	62.0%	62.0%	\$0
<b>Other Operating Revenue</b>	<b>\$4,465,100</b>	<b>\$0</b>	<b>\$4,465,100</b>	<b>13.0%</b>	<b>-9.0%</b>	<b>-9.0%</b>	<b>-19.5%</b>
<b>Total Operating Revenue</b>	<b>\$101,833,888</b>	<b>\$425,000</b>	<b>\$101,408,888</b>	<b>2.7%</b>	<b>6.7%</b>	<b>6.3%</b>	<b>3.5%</b>
<b>Operating Expenses</b>							
Salaries Non MD, Fringe Benefits							
Non MD, Physician Fees & Salaries,	\$63,799,600		\$63,799,600	-4.3%	1.6%	1.6%	6.2%
Health Care Provider Tax	\$5,525,000		\$5,525,000	12.2%	17.6%	17.6%	4.8%
Depreciation Amortization	\$3,508,500		\$3,508,500	1.6%	12.8%	12.8%	11.0%
Interest - Short Term, Interest -							
Long Term	\$176,700		\$176,700	5.2%	-12.0%	-12.0%	-16.3%
ACO Dues	\$200,000		\$200,000	#DIV/0!	#DIV/0!	#DIV/0!	\$0
Medical/Surgical Drugs and	\$0		\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Pharmaceuticals	\$0		\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Other Purchased Services -							
Consulting	\$0		\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Other Purchased Services -Travelers	\$0		\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Other Operating Expenses	\$26,559,050	\$369,700	\$26,189,350	20.2%	17.0%	15.3%	-4.1%
<b>Total Operating Expenses</b>	<b>\$99,768,850</b>	<b>\$369,700</b>	<b>\$99,399,150</b>	<b>2.8%</b>	<b>6.7%</b>	<b>6.3%</b>	<b>3.4%</b>
<b>Net Operating Income</b>	<b>\$2,065,038</b>	<b>\$55,300</b>	<b>\$2,009,738</b>	<b>-5.2%</b>	<b>6.2%</b>	<b>3.3%</b>	<b>9.0%</b>
<b>Non Operating Revenue</b>	<b>\$0</b>		<b>\$0</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>-100.0%</b>
<b>Excess (Deficit) of Rev over Exp</b>	<b>\$2,065,038</b>	<b>\$55,300</b>	<b>\$2,009,738</b>	<b>175.0%</b>	<b>6.2%</b>	<b>3.3%</b>	<b>-62.4%</b>
<b>Income Statement Metrics</b>							
Operating Margin %	2.0%	13.0%	2.0%				
Total Margin %	2.0%	13.0%	2.0%				

Northeastern VT Regional Hospital									
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Fiscal Year 2022 Submitted Budget									
BALANCE SHEET	2019 A	2020 A	2021 B	2021 Projection	2022 B	2021 B - 2021 P	2021 B - 2022 B	2021 P - 2022 B	
Cash & Investments	\$5,802,955	\$28,733,062	\$7,867,007	\$26,505,258	\$13,670,959	236.9%	73.8%	-48.4%	
Net Patient Accounts Receivable	\$9,251,739	\$8,715,262	\$9,500,000	\$9,718,000	\$10,602,000	2.3%	11.6%	9.1%	
Due From Third Parties	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	
Risk Reserve Receivable	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	
Other Current Assets	\$4,096,242	\$3,521,751	\$3,850,000	\$3,492,654	\$3,250,000	-9.3%	-15.6%	-6.9%	
<b>Current Assets</b>	<b>\$19,150,936</b>	<b>\$40,970,075</b>	<b>\$21,217,007</b>	<b>\$39,715,912</b>	<b>\$27,522,959</b>	<b>87.2%</b>	<b>29.7%</b>	<b>-30.7%</b>	
Board Designated Assets	\$18,880,553	\$20,793,491	\$19,572,233	\$24,028,949	\$24,028,949	22.8%	22.8%	0.0%	
Net, Property, Plant And Equipment	\$23,016,182	\$22,455,672	\$22,852,685	\$23,754,017	\$26,024,017	3.9%	13.9%	9.6%	
Other Long-Term Assets	\$7,622,392	\$7,442,663	\$6,326,406	\$7,137,798	\$6,278,864	12.8%	-0.8%	-12.0%	
<b>Assets</b>	<b>\$68,670,063</b>	<b>\$91,661,901</b>	<b>\$69,968,331</b>	<b>\$94,636,676</b>	<b>\$83,854,789</b>	<b>35.3%</b>	<b>19.8%</b>	<b>-11.4%</b>	
Accounts Payable	\$2,633,148	\$4,474,753	\$2,604,116	\$3,311,675	\$3,311,675	27.2%	27.2%	0.0%	
Current Liabilities COVID-19	\$0	\$6,263,821	\$0	\$10,809,222	\$0	#DIV/0!	#DIV/0!	-100.0%	
Salaries, Wages And Payroll Taxes Payable	\$5,757,701	\$5,194,885	\$7,175,000	\$6,834,307	\$6,026,807	-4.7%	-16.0%	-11.8%	
Other Third Party Settlements	\$1,668,353	\$3,063,418	\$1,737,500	\$1,055,540	\$1,055,540	-39.2%	-39.2%	0.0%	
ACO Risk Reserve	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	
Other Current Liabilities	\$1,133,001	\$1,432,417	\$1,608,355	\$5,358,941	\$4,253,206	233.2%	164.4%	-20.6%	
<b>Current Liabilities</b>	<b>\$11,192,203</b>	<b>\$20,429,294</b>	<b>\$13,124,971</b>	<b>\$27,369,685</b>	<b>\$14,647,228</b>	<b>108.5%</b>	<b>11.6%</b>	<b>-46.5%</b>	
Long Term Liabilities COVID-19	\$0	\$10,778,846	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	
Long Term Liabilities	\$10,385,290	\$10,046,480	\$7,773,050	\$7,703,002	\$6,893,002	-0.9%	-11.3%	-10.5%	
Other Noncurrent Liabilities	\$4,737,451	\$4,463,755	\$5,954,995	\$8,407,919	\$9,094,489	41.2%	52.7%	8.2%	
<b>Long Term Liabilities</b>	<b>\$15,122,741</b>	<b>\$25,289,081</b>	<b>\$13,728,045</b>	<b>\$16,110,921</b>	<b>\$15,987,491</b>	<b>17.4%</b>	<b>16.5%</b>	<b>-0.8%</b>	
<b>Total Liabilities</b>	<b>\$26,314,944</b>	<b>\$45,718,375</b>	<b>\$26,853,016</b>	<b>\$43,480,606</b>	<b>\$30,634,719</b>	<b>61.9%</b>	<b>14.1%</b>	<b>-29.5%</b>	
Net Assets	\$40,765,493	\$42,343,782	\$41,170,615	\$45,669,228	\$51,155,032	10.9%	24.3%	12.0%	
YTD Change In Net Assets	\$1,589,626	\$3,599,744	\$1,944,700	\$5,486,842	\$2,065,038	182.1%	6.2%	-62.4%	
<b>Fund Balance</b>	<b>\$42,355,119</b>	<b>\$45,943,526</b>	<b>\$43,115,315</b>	<b>\$51,156,070</b>	<b>\$53,220,070</b>	<b>18.6%</b>	<b>23.4%</b>	<b>4.0%</b>	
<b>Liabilities and Equities</b>	<b>\$68,670,063</b>	<b>\$91,661,901</b>	<b>\$69,968,331</b>	<b>\$94,636,676</b>	<b>\$83,854,789</b>	<b>35.3%</b>	<b>19.8%</b>	<b>-11.4%</b>	
<b>Balance Sheet Metrics</b>							Change in Points		
Days Cash on Hand	107.4	206.6	110.8	196.0	143.0	85.1	32.1	-53.0	
Debt Service Coverage Ratio to 1	5.1	4.5	5.2	4.8	5.4	-0.4	0.2	0.5	
Long Term Debt to Capitalization	0.2	0.3	0.2	0.1	0.1	-0.0	-0.0	-0.0	
Days Payable	48.7	85.2	53.0	106.1	55.5	53.1	2.5	-50.6	
Days Receivable	39.9	40.2	41.9	41.4	43.6	-0.5	1.6	2.1	

Northeastern VT Regional Hospital					
Shawn Tester			Bob Hersey		
Fiscal Year 2022 Submitted Budget					
Utilization Monthly	2019 A	2020 A	2021 P	2022 B	2021 P - 2022 B
Total Average Daily Census	19	16	16	17	4%
Total Admissions	1,794	1,756	1,730	1,775	3%
Total Patient Days	6,965	5,873	5,878	6,132	4%
Magnetic Resonance Image Procedures, Exams	1,283	1,344	1,550	1,550	0%
Cat Scan Procedures	12,103	11,178	12,691	12,691	0%
Radiology - Diagnostic Procedures	17,018	15,425	16,336	17,000	4%
Emergency Room Visits	15,336	11,563	10,900	12,500	15%
Operating Room Procedure	2,926	2,521	3,193	3,312	4%
Operating Room Cases	-	-	-	-	#DIV/0!
Physician Office Visits	66,778	61,530	69,884	81,015	16%
Staffing Year to Date	2019 A	2020 A	2021 P	2022 B	2021 P - 2022 B
Non MD FTEs	402.2	405.2	431.7	450.3	18.6
MLPs	36.7	30.7	34.6	37.4	2.8
Residents & Fellows	-	-	-	-	-
Physician FTEs	31.4	31.2	30.0	32.3	2.3
Travelers, Travelers MD	-	-	-	-	-

Shawn Tester		Bob Hersey						
Fiscal Year 2022 Submitted Budget								
Payer Mix	2019 A	2020 A	2021 B	2021 PROJ	2022 B	2021 B - 2021 P	2021 B - 2022 B	2021 P - 2022 B
<b>Gross Revenue</b>	<b>\$177,779,612</b>	<b>\$169,222,081</b>	<b>\$193,629,600</b>	<b>\$191,972,700</b>	<b>\$203,382,600</b>	<b>99%</b>	<b>105%</b>	<b>106%</b>
Contractual Allowances (includes Bad Debt & Free Care)	-\$94,054,054	-\$91,123,843	-\$111,823,000	-\$107,385,500	-\$115,479,866	96%	103%	108%
Disproportionate Share Payments	\$959,185	\$972,598	\$919,700	\$1,029,300	\$926,400	112%	101%	90%
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
<b>Net Payer Revenue</b>	<b>\$84,684,743</b>	<b>\$79,070,836</b>	<b>\$82,726,300</b>	<b>\$85,616,500</b>	<b>\$88,829,134</b>	<b>103%</b>	<b>107%</b>	<b>104%</b>
Fixed Prospective Payments	\$0	\$6,704,919	\$8,399,000	\$8,042,064	\$9,027,154	96%	107%	112%
Reserves - Risk Portion	\$0	\$0	-\$600,000	-\$312,500	-\$812,500	52%	135%	260%
Other Reform Payments	\$0	\$0	\$0	\$378,898	\$325,000	#DIV/0!	#DIV/0!	86%
<b>Total Net Payer Revenue &amp; Fixed Prospective Payment</b>	<b>\$84,684,743</b>	<b>\$85,775,755</b>	<b>\$90,525,300</b>	<b>\$93,724,962</b>	<b>\$97,368,788</b>	<b>104%</b>	<b>108%</b>	<b>104%</b>
<b>Above From the Income Statement</b>								
<b>Medicare</b>								
<b>Gross Revenue</b>	<b>\$77,754,068</b>	<b>\$70,347,221</b>	<b>\$83,351,900</b>	<b>\$80,527,100</b>	<b>\$85,231,000</b>	<b>97%</b>	<b>102%</b>	<b>106%</b>
Contractual Allowances (includes Bad Debt & Free Care)	-\$43,789,723	-\$38,021,935	-\$47,883,900	-\$45,831,700	-\$49,893,912	96%	104%	109%
Disproportionate Share Payments	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
<b>Net Payer Revenue</b>	<b>\$33,964,345</b>	<b>\$32,325,286</b>	<b>\$35,468,000</b>	<b>\$34,695,400</b>	<b>\$35,337,088</b>	<b>98%</b>	<b>100%</b>	<b>102%</b>
Fixed Prospective Payments	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
Reserves - Risk Portion	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
Other Reform Payments	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
<b>Total Net Payer Revenue &amp; Fixed Prospective Payment</b>	<b>\$33,964,345</b>	<b>\$32,325,286</b>	<b>\$35,468,000</b>	<b>\$34,695,400</b>	<b>\$35,337,088</b>	<b>98%</b>	<b>100%</b>	<b>102%</b>

Shawn Tester		Bob Hersey						
Fiscal Year 2022 Submitted Budget								
Payer Mix	2019 A	2020 A	2021 B	2021 PROJ	2022 B	2021 B - 2021 P	2021 B - 2022 B	2021 P - 2022 B
<b>Medicaid</b>								
<b>Gross Revenue</b>	\$36,470,274	\$33,568,186	\$41,024,200	\$38,059,800	\$40,548,340	93%	99%	107%
Contractual Allowances (includes Bad Debt & Free Care)	-\$24,351,987	-\$29,257,418	-\$34,202,800	-\$31,864,400	-\$33,200,354	93%	97%	104%
Disproportionate Share Payments	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
<b>Net Payer Revenue</b>	<b>\$12,118,287</b>	<b>\$4,310,768</b>	<b>\$6,821,400</b>	<b>\$6,195,400</b>	<b>\$7,347,986</b>	<b>91%</b>	<b>108%</b>	<b>119%</b>
Fixed Prospective Payments	\$0	\$6,704,919	\$8,399,000	\$8,042,064	\$9,027,154	96%	107%	112%
Reserves - Risk Portion	\$0	\$0	-\$600,000	-\$312,500	-\$812,500	52%	135%	260%
Other Reform Payments	\$0	\$0	\$0	\$378,898	\$325,000	#DIV/0!	#DIV/0!	86%
<b>Total Net Payer Revenue &amp; Fixed Prospective Payment</b>	<b>\$12,118,287</b>	<b>\$11,015,687</b>	<b>\$14,620,400</b>	<b>\$14,303,862</b>	<b>\$15,887,640</b>	<b>98%</b>	<b>109%</b>	<b>111%</b>
<b>Commercial</b>								
<b>Gross Revenue</b>	<b>\$63,555,270</b>	<b>\$65,306,674</b>	<b>\$69,253,500</b>	<b>\$73,385,800</b>	<b>\$77,603,260</b>	<b>106%</b>	<b>112%</b>	<b>106%</b>
Contractual Allowances (includes Bad Debt & Free Care)	-\$25,912,344	-\$23,844,490	-\$29,736,300	-\$29,689,400	-\$32,385,600	100%	109%	109%
Disproportionate Share Payments	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
<b>Net Payer Revenue</b>	<b>\$37,642,926</b>	<b>\$41,462,184</b>	<b>\$39,517,200</b>	<b>\$43,696,400</b>	<b>\$45,217,660</b>	<b>111%</b>	<b>114%</b>	<b>103%</b>
Fixed Prospective Payments	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
Reserves - Risk Portion	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
Other Reform Payments	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
<b>Total Net Payer Revenue &amp; Fixed Prospective Payment</b>	<b>\$37,642,926</b>	<b>\$41,462,184</b>	<b>\$39,517,200</b>	<b>\$43,696,400</b>	<b>\$45,217,660</b>	<b>111%</b>	<b>114%</b>	<b>103%</b>
Disproportionate Share Payments	\$959,185	\$972,598	\$919,700	\$1,029,300	\$926,400	112%	101%	90%

Payer Mix	2019 A	2020 A	2021 B	2021 PROJ	2022 B
<b>Gross Revenue Payer Mix%</b>					
Medicare	44%	42%	43%	42%	42%
Medicaid	21%	20%	21%	20%	20%
Commercial	36%	39%	36%	38%	38%
<b>NPR/FPP Payer Mix%</b>					
Medicare	40%	38%	39%	37%	36%
Medicaid	14%	13%	16%	15%	16%
Commercial	44%	48%	44%	47%	46%
DSH	1%	1%	1%	1%	1%



Northeastern VT Regional Hospital							Northeastern VT Regional Hospital							
							MEDIAN BENCHMARKS							
	Actuals FY2018	Actuals FY2019	Actuals FY2020	Budget 2021 FY2021	Projection 2021 FY2021	Budget 2022 FY2022	Vermont CAH FY2021	Vermont CAH FY2022	Vermont PPS FY2021	Vermont PPS FY2022	Northeast CAH FY2019	U.S. CAH FY2019	Northern NE FY2019	Fitch** Northeast FY2019
Net Patient Care Rev & Fixed Payments & Reserves	78,445,072	84,684,742	85,775,755	90,525,300	93,724,962	97,368,788					0	0		
NPR/FPP % change					3.5%	7.6%								
Operating Expense	81,424,338	87,189,684	90,705,424	93,488,000	97,287,326	99,768,850					0	0		
Operating Expense % change					4.1%	6.7%								
Operating Margin %	1.73%	1.83%	1.29%	2.04%	2.00%	2.03%	1.99%	2.00%	1.88%	1.48%	1.8%	0.7%	1.2%	0.8%
Total Margin %	2.26%	1.79%	3.82%	2.04%	5.34%	2.03%	12.18%	2.50%	5.10%	2.71%	3.4%	2.4%	2.0%	3.5%
Days Cash on Hand	120.0	107.4	206.6	110.8	196.0	143.0	200.6	153.7	192.6	171.2	87.84	71.23	162.2	164.33
Days Payable	65.5	48.7	85.2	53.0	106.1	55.5	85.9	60.1	76.8	59.5	0	0	62.14	63.18
Days Receivable	38.1	39.9	40.2	41.9	41.4	43.6	41.3	38.2	48.2	39.2	41.15	50.54	41.06	43.07
Debt Service Coverage Ratio to 1	4.75	5.08	4.48	5.20	4.83	5.38	5.38	4.64	3.68	3.32	6.76	3.95	2.74	2.81
Long Term Debt to Capitalization	21%	20%	31%	15%	13%	11%	24%	19%	16%	16%	27.8%	30.0%	35.6%	34.8%
Age of Plant	13.1	13.8	15.4	0.0	16.6	15.9	16.2	15.6	15.1	15.6	14.61	12.28	12.47	12.59
Benchmarks														
<a href="#">*Flex Monitoring 2019 CAH</a>														
**Fitch Ratings Research-Not for Profit-Select Northeast and Northern NE (MA, ME, NH)														

**Northeastern VT Regional**



Net Patient Care Rev &  
Fixed Payments &  
Reserves

NPR/FPP % change

Operating Expense

Operating Expense % chan

Operating Margin %

Total Margin %

Days Cash on Hand

Days Payable

Days Receivable

Debt Service Coverage

Ratio to 1

Long Term Debt to

Capitalization

Age of Plant

Benchmarks

\*Flex Monitoring 2019 CAI

\*\*Fitch Ratings Research-f