## 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?

Shawn Tester

Fiscal Year 2022 Submitted Budget

Bob Hersey

INCOME STATEMENT	2019 A	2020 A	2021 B	2021 PROJ	Impact of COVID-19 vaccination clinics	Adjusted 2021
					and testing	PROJ
Revenues						
Gross Patient Care Revenue	\$177,779,611	\$169,222,081	\$193,629,600	\$191,972,700	\$1,275,000	\$190,697,700
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
Net Patient Care Revenue	\$84,684,742	\$79,070,836	\$82,726,300	\$85,616,500	\$1,275,000	\$84,341,500
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	Ş0	\$0	\$0	\$378,898		\$378,898
Fixed Prospective Payments and Res	\$0	\$6,704,919	\$7,799,000	\$8,108,462	\$0	\$8,108,462
Net Patient Care Rev & Fixed Payme	\$84,684,742	\$85,775,755	\$90,525,300	\$93,724,962	\$1,275,000	\$92,449,962
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
Other Operating Revenue	\$4,132,135	\$6,110,887	\$4,907,400	\$5,545,620	\$0	\$5,545,620
Total Operating Revenue	\$88,816,877	\$91,886,642	\$95,432,700	\$99,270,582	\$1,275,000	\$97,995,582
Operating Expenses	<i>\$00,010,017</i>	<i>\$51,000,042</i>	\$35,452,700	<i>\$33,270,302</i>	<i>\\\\\\\\\\\\\</i>	<i>ç,,,,,,,,,</i> ,,,,,,,,,,,,,,,,,,,,,,,,,,,
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
Total Operating Expenses	\$87,189,684	\$90,705,424	\$93,488,000	\$97,287,326	\$1,136,200	\$96,151,126
	<i>407,103,004</i>	<i>\$50,703,424</i>	<i>\$33,400,000</i>	<i>Ş57,207,32</i> 0	<i>Ş</i> 1,130,200	<i>\$</i> 50,151,120
Net Operating Income	\$1,627,193	\$1,181,218	\$1,944,700	\$1,983,256	\$138,800	\$1,844,456
Non Operating Revenue	-\$37,567	\$2,418,526	\$0	\$3,503,586		\$3,503,586
Excess (Deficit) of Rev over Exp	\$1,589,626	\$3,599,744	\$1,944,700	\$5,486,842	\$138,800	\$5,348,042
Income Statement Metrics						
Operating Margin %	1.8%	1.3%	2.0%	2.0%	10.9%	1.9%
operating indigiti /	1.070	1.570	2.070	2.070	10.070	1.370

INCOME STATEMENT     2022 B     vacination clinics     Adjusted     2021 P adjusted     2021 P adjusted     2021 P adjusted     adjusted </th <th>Northeastern VT Regional Hospital</th> <th></th> <th></th> <th></th> <th></th> <th></th> <th></th> <th></th>	Northeastern VT Regional Hospital							
INCOME STATEMENT     2022 B     Impact of COVID-19 vancination clinics and testing.     Adjusted 2022 B 2021 P adjuste     2021 B - 2022 B 2021 P adjusted     2021 B - 2022 B adjusted     2021 B - 2027 B adjusted     2021 B - 2027 B adjusted <	<b>.</b> .							
INCOME STATEMENT     2022 B     vacination clinics and testing.     Adjusted 2022 B     2021 B - 2023 B     20	Fiscal Year 2022 Submitted Budget							
Gross Patient Care Resume     \$203,382,600     \$425,000     \$202,957,600     1.5%     5.0%     4.8%     6.4       Disproprionate Share Payments Gradute Meial Education Sad Detti Tree Care     \$926,000     11.9%     0.7%     0.7%     0.7%     0.7%     0.7%     190/V01     #DVV01     #	INCOME STATEMENT	2022 B	vaccination clinics	Adjusted 2022 B		2021 B - 2022 B		2021 P - 2022 B adjusted
Disproportionate Share Payments Bad Detail Bad Detail Free Care     S926,400 5,28,879,100     11.9% Free Care     0.7% Free Care								
Graduate Medical Education Bad Del 4     55.0     400/(01)     410/(01)     400/(01)     410/(01)     400/(01)     410/(01)     <	Gross Patient Care Revenue	\$203,382,600	\$425,000	\$202,957,600	-1.5%	5.0%	4.8%	6.4%
Free Care Deductions from Revenue     5-52,843,100 -5109,757,666     -10.4% -5109,757,666     -5.7% -2.9%     4.5% 4.5%     -5.7% 4.5%     -5.7% 5.2%     -5.7% 5.2% <td>Graduate Medical Education</td> <td>\$0</td> <td></td> <td>\$0</td> <td>#DIV/0!</td> <td>#DIV/0!</td> <td>#DIV/0!</td> <td><mark>-10.0%</mark> #DIV/0! 5.4%</td>	Graduate Medical Education	\$0		\$0	#DIV/0!	#DIV/0!	#DIV/0!	<mark>-10.0%</mark> #DIV/0! 5.4%
Net Patient Care Revenue     \$\$88,829,134     \$425,000     \$\$88,849,134     2.0%     7.8%     6.9%     4.8       Fibed Prospective Payments     \$\$12,500     -4.2%     \$3.3,4%     35.4%     55.4%	Free Care			-\$2,843,100	-10.4%	-5.7%	-5.7%	5.2%
Fixed Prospective Payments     \$9,027,154     4.4.2%     7.5%     7.5%     7.5%     7.5%     12.2       Other Reform Payments     \$321,500     \$322,000     \$47,9%     \$35,4%     \$35,4%     \$55       Net Preferent Payments     \$325,000     \$58,539,654     40.0%     \$9,5%     \$53       Net Patient Care Rev & Fixed Payme     \$57,568,788     \$425,000     \$10,1%     -6.8%     -6.8%     \$56       SAOB Retail Pharmacy Programs     \$2,400,000     \$52,400,000     \$10,1%     -6.8%     -100,0%     \$57       Outpatient Pharmacy Programs     \$2,400,000     \$52,000,000     \$10,1%     -6.8%     -6.8%     \$50       Outpatient Pharmacy Pervenue     \$0     \$0     \$10,1%     #01,1% <td>Deductions from Revenue</td> <td>-\$109,757,666</td> <td></td> <td>-\$109,757,666</td> <td>-2.9%</td> <td>4.5%</td> <td>4.5%</td> <td>7.7%</td>	Deductions from Revenue	-\$109,757,666		-\$109,757,666	-2.9%	4.5%	4.5%	7.7%
Reserves Other Reform Payments     5312,500 3325,000	Net Patient Care Revenue	\$88,829,134	\$425,000	\$88,404,134	2.0%	7.4%	6.9%	4.8%
Other Reform Payments     \$325,000     R325,000     R325,000     R4DIV/01     #DIV/01     #DIV/	Fixed Prospective Payments	\$9,027,154		\$9,027,154	-4.2%	7.5%	7.5%	12.2%
Fixed Prospective Payments and Re S83,539,654     \$50     \$53,539,654     \$40%     9.5%     9.5%     9.5%     9.5%     9.5%     49.5% </td <td></td> <td>-\$812,500</td> <td></td> <td></td> <td></td> <td>35.4%</td> <td>35.4%</td> <td>\$2</td>		-\$812,500				35.4%	35.4%	\$2
Net Patient Care Rev.a Fixed Payme     \$97,366,788     \$425,000     \$96,943,788     2.1%     7.6%     7.1%     4.9       3408 Retail Pharmacy Programs     \$2,400,000     \$2,400,000     \$94,2%     100.0%     -100.0%     5       COVID-19 Stimulus and Other Grant     \$0     \$30 B Retail Pharmacy     \$0     \$94,2%     100.0%     -100.0%     5       Specialty Pharmacy     \$0     \$0     \$94,2%     100.0%     #DIV/01     #D	,					,		-14.2%
3408 Retail Pharmacy Programs     \$2,400,000     -10.1%     6.8%     6.8%     5.5%       COVID-19 Stimulus and Other Grant     \$0     \$2,400,000     -100.0%     -100.0%     -5       Outpatient Pharmacy Revenue     \$0     \$0     #DIV/01								5.3%
COVID-19 Stimulus and Other Grant     S0     94.2%     -100.0%     -5       Specialty Pharmacy     S0     S0     #DIV/01	Net Patient Care Rev & Fixed Payme	\$97,368,788	\$425,000	\$96,943,788				4.9%
Specially Pharmacy     \$50     \$51,755,000     \$13,75%     \$13,13%     \$13,13%     \$51     \$50     \$53,000     \$64,465,100     \$50     \$53,00,00     \$61,75%     \$62,75%     \$63,79%     \$61,75%     \$62,75%     \$63,79%     \$61,75%     \$63,79%     \$61,75%     \$63,79%     \$61,75%     \$63,79%,500     \$11,408,888     \$20,75%     \$61,75%     \$63,79%,500     \$12,25%     \$61,75%     \$63,79%,500     \$12,25%     \$61,75%     \$63,79%,500     \$12,75%     \$17,55%     \$17,55%     \$17,55%     \$17,55%     \$17,55%     \$17,55%     \$17,55%     \$17,55%     \$17,55%     \$17,55%     \$17,55%     \$17,55%     \$17,55%     \$17,55%								\$0
Outpatient Pharmacy Revenue     S0 Cafeteria & Parking     S0 S0 S0     S0 S0     S0 S0     #DIV/01 #DIV/01     #DIV/01 #DIV/01 <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>-\$1</td>								-\$1
Cafeteria & Parking Grant Income So     So     #DIV/0I For For So     #DIV/0I FOR For For So     #DIV/0I FOR FOR For So     #DIV/0I FOR FOR For So     #DIV/0I FOR FOR FOR FOR FOR FOR FOR FOR FOR FOR								#DIV/0!
Grant Income     50     %DV/0!     #DIV/0!     #DIV/0! <th< td=""><td></td><td></td><td></td><td></td><td>-</td><td></td><td>-</td><td>#DIV/0!</td></th<>					-		-	#DIV/0!
Reference Lab Revenue Meaningful Use     \$1,725,000     13.1%     10.1% <td>0</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td><b>7</b></td> <td>#DIV/0!</td>	0						<b>7</b>	#DIV/0!
Meaningful Use Other     S0 S340,100     S0 S34,465,100     #DIV/0! S340,100     #DIV/0! 62.0%     #DIV/0! 70.0%     #DIV/0! 70.0% <th< td=""><td></td><td></td><td></td><td>1 -</td><td></td><td></td><td>-</td><td>#DIV/0!</td></th<>				1 -			-	#DIV/0!
Other     \$340,100     \$340,100     \$1,7%     \$62.0%     \$63.0%     \$19.0%     \$19.0%     \$63.0%     \$63.0%     \$63.7%     \$6.3%     \$63.3%     \$63.0%     \$63.7%     \$6.3%     \$62.0%     \$63.7%     \$6.3%     \$62.0% </td <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>								
Other Operating Revenue     \$4,465,100     \$0     \$4,465,100     \$13.0%     -9.0%     -9.0%     -19.       Total Operating Revenue     \$101,833,888     \$425,000     \$101,408,888     2.7%     6.7%     6.3%     3.5       Salaries Non MD, Fringe Benefits     \$63,799,600     -4.3%     1.6%     1.6%     6.2%     4.3%     1.6%     6.2%     4.3%     1.6%     6.2%     4.3%     1.6%     6.2%     4.3%     1.6%     6.2%     4.3%     1.6%     6.2%     4.3%     1.6%     6.2%     4.3%     1.6%     1.6%     6.2%     4.3%     1.6%     1.6%     6.2%     4.3%     12.8%     11.0%     4.3%     12.8%     11.1%     6.7%     16.6%     1.6%     1.6%     1.6%     1.6%     1.6%     1.6%     1.6%     1.6%     1.2.8%     11.1%     11.1%     11.1%     12.8%     12.8%     11.1%     11.1%     11.1%     12.8%     12.8%     12.8%     11.1%     12.8%     12.8%     12.8%     12.8%     12.8%     12.8%     12.8%     12.8	0				-		-	#DIV/0!
Total Operating Revenue     \$101,833,888     \$425,000     \$101,408,888     2.7%     6.7%     6.3%     3.5       Operating Expenses     Salaries Non MD, Fringe Benefits     \$63,799,600     -4.3%     1.6%     1.6%     6.2%       Health Care Provider Tax     \$55,525,000     \$5,525,000     12.2%     17.6%     17.6%     4.8.8       Depreciation Amortization     \$3,508,500     \$3,508,500     1.6%     12.8%     11.1       Long Term     \$176,700     \$2,2%     -12.0%     -12.0%     -12.0%     -16.6       Medical/Surgical Drugs and     \$0     \$200,000     \$200,000     #DIV/01				. ,				
Operating Expenses Salaries Non MD, Fringe Benefits Non MD, Physician Fees & Salaries, Non MD, Physician Fees & Salaries, Health Care Provider Tax 55,525,000     \$63,799,600 \$53,598,500     -4.3%     1.6%     1.6%     6.2       Depreciation Amortization Interest - Short Term, Interest- Long Term     \$3,508,500     \$33,508,500     16.6%     12.8%     12.8%     11.1       Medical/Surgical Drugs and Pharmaceuticals     \$200,000     \$176,700     5.2%     -12.0%     -12.0%     -16.6       Other Purchased Services- Consulting Other Operating Expenses     \$20,5050     \$369,700     \$26,189,350     20.2%     17.0%     15.3%     4.4       Net Operating Expenses     \$29,650,38     \$369,700     \$26,189,350     20.2%     17.0%     15.3%     4.4       Net Operating Expenses     \$29,650,38     \$369,700     \$26,189,350     20.2%     17.0%     15.3%     4.4       Net Operating Expenses     \$29,650,38     \$369,700     \$26,189,350     20.2%     17.0%     15.3%     4.4       Net Operating Expenses     \$99,768,850     \$369,700     \$26,189,350     2.8%     6.7%     6.3%     3.4       Non Operating Revenue								-19.5%
Salaries Non MD, Fringe Benefits Non MD, Physician Fees & Salaries, Health Care Provider Tax Expericiation Amortization Interest - Short Term, Interest- Long Term ACO Dues \$200,000     \$63,799,600 \$55,525,000 \$3,508,500     -4.3% 12.2%     1.6%     1.6%     6.2       Mealth Care Provider Tax Depretiation Amortization Interest - Short Term, Interest- Long Term ACO Dues \$200,000     \$3,508,500     12.2%     17.6%     12.2% <td></td> <td>\$101,833,888</td> <td>\$425,000</td> <td>\$101,408,888</td> <td>2.1%</td> <td>6.7%</td> <td>0.3%</td> <td>3.5%</td>		\$101,833,888	\$425,000	\$101,408,888	2.1%	6.7%	0.3%	3.5%
Non MD, Physician Fees & Salaries, Health Care Provider Tax     \$\$63,799,600     \$\$63,799,600     \$\$4.3%     1.6%     1.6%     4.6%     4.8       Depreciation Amortization Interest - Short Term, Interest - Short Term, Interest     \$\$3,508,500     \$\$1,67,000     \$\$2,000,000     \$\$1,67,000     \$\$2,000,000     \$\$1,67,000     \$\$2,000,000     \$\$1,070,000     \$\$2,000,000     \$\$2,000,000     \$\$2,000,000     \$\$2,000,000     \$\$2,000,000     \$\$1,070,000     \$\$2,000,								
Health Care Provider Tax     \$5,525,000     12.2%     17.6%     17.6%     4.8       Depreciation Amortization Interest - Short Term, Interest- Long Term     \$3,508,500     \$3,508,500     1.6%     12.8%     12.8%     11.1       Long Term     \$176,700     \$3176,700     \$2.2%     -12.0%     -1		¢62 700 600		¢62 700 600	1 20/	1 60/	1 60/	E 20/
Depreciation Amortization Interest - Short Term, Interest- Long Term ACO Dues     \$3,508,500     1.6%     12.8%     12.8%     11.0       Medical/Surgical Drugs and Pharmaceuticals     \$176,700     \$176,700     \$.2%     -12.0%     -12.0%     -12.0%     -16.0       Other Purchased Services - Consulting Other Operating Expenses     \$200,000     #DIV/0!								
Interest - Short Term, Interest - Long Term ACD Dues     \$176,700 \$200,000     \$176,700 \$200,000     5.2% #DIV/0!     -12.0% #DIV/0!     -12.0% #DIV/0!     -16. #DIV/0!       Medical/Surgical Drugs and Pharmaceuticals     \$0     \$0     \$00     #DIV/0!								
ACO Dues     \$200,000     #DIV/0!	Interest - Short Term, Interest -							
Medical/Surgical Drugs and Pharmaceuticals\$0#DIV#DIV/0! <th< td=""><td>0</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></th<>	0							
Pharmaceuticals\$0					-			#DIV/0!
Other Purchased Services - Consulting Other Purchased Services -Travelers Other Operating Expenses\$0#DIV/0! \$0#DIV/0! #DIV/0!#							,	,
Consulting Other Purchased Services -Travelers Other Operating Expenses\$0 \$26,559,050\$369,700 \$369,700\$26,189,350 \$26,189,350\$#DIV/0! #DIV/0!##DIV/0! #DIV/0! </td <td></td> <td>ŞU</td> <td></td> <td>ŞU</td> <td>#017/01</td> <td>#017/0!</td> <td>#017/0!</td> <td>וע/עוט#</td>		ŞU		ŞU	#017/01	#017/0!	#017/0!	וע/עוט#
Other Purchased Services -Travelers Other Operating Expenses     \$0 \$26,559,050     \$369,700     \$26,189,350     #DIV/0!     #DIV/0!<								
Other Operating Expenses     \$26,559,050     \$369,700     \$26,189,350     20.2%     17.0%     15.3%     -4.1       Total Operating Expenses     \$99,768,850     \$369,700     \$99,399,150     2.8%     6.7%     6.3%     3.4       Net Operating Income     \$2,065,038     \$55,300     \$2,009,738     -5.2%     6.2%     3.3%     9.0       Non Operating Revenue     \$0     \$2,065,038     \$55,300     \$2,009,738     -5.2%     6.2%     3.3%     9.0       Income Statement Metrics     \$2,065,038     \$55,300     \$2,009,738     175.0%     6.2%     3.3%     -62.7%       Operating Margin %     \$2,065,038     \$55,300     \$2,009,738     175.0%     6.2%     3.3%     -62.7%	0				-		-	#DIV/0!
Total Operating Expenses     \$99,768,850     \$369,700     \$99,399,150     2.8%     6.7%     6.3%     3.4       Net Operating Income     \$2,065,038     \$55,300     \$2,009,738     -5.2%     6.2%     3.3%     9.0       Non Operating Revenue     \$0     \$\$2,065,038     \$55,300     \$2,009,738     -5.2%     6.2%     3.3%     9.0       Excess (Deficit) of Rev over Exp     \$2,065,038     \$55,300     \$2,009,738     175.0%     6.2%     3.3%     -62.       Income Statement Metrics							-	#DIV/0!
Net Operating Income\$2,065,038\$55,300\$2,009,738-5.2%6.2%3.3%9.0Non Operating Revenue\$0\$0\$0#DIV/0!#DIV/0!#DIV/0!#DIV/0!-100Excess (Deficit) of Rev over Exp\$2,065,038\$55,300\$2,009,738175.0%6.2%3.3%-62.Income Statement Metrics Operating Margin %2.0%13.0%2.0%2.0%1100								-4.1%
Non Operating Revenue\$0\$0\$0\$0\$100Excess (Deficit) of Rev over Exp\$2,065,038\$55,300\$2,009,738175.0%6.2%3.3%-62.Income Statement Metrics Operating Margin %2.0%13.0%2.0%2.0%1.001.00	Total Operating Expenses	\$99,768,850	\$369,700	\$99,399,150	2.8%	6.7%	6.3%	3.4%
Excess (Deficit) of Rev over Exp   \$2,065,038   \$55,300   \$2,009,738   175.0%   6.2%   3.3%   -62.     Income Statement Metrics	Net Operating Income	\$2,065,038	\$55,300	\$2,009,738	-5.2%	6.2%	3.3%	9.0%
Income Statement Metrics 2.0% 13.0% 2.0% 13.0%	Non Operating Revenue	\$0		\$0	#DIV/0!	#DIV/0!	#DIV/0!	-100.0%
Operating Margin % 2.0% 13.0% 2.0%	Excess (Deficit) of Rev over Exp	\$2,065,038	\$55,300	\$2,009,738	175.0%	6.2%	3.3%	-62.4%
Operating Margin % 2.0% 13.0% 2.0%	Income Statement Metrics							
		2.0%	13.0%	2.0%				
Total Margin % 2.0% 13.0% 2.0%								

4 of 10

Northeastern VT Regional Hospital								
Shawn Tester		E	Bob Hersey					
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 Net Patient Accounts Receivable Due From Third Parties Risk Reserve Receivable Other Current Assets	\$5,802,955 \$9,251,739 \$0 \$0 \$4,096,242 \$19,150,936	\$28,733,062 \$8,715,262 \$0 \$0 \$3,521,751 \$40,970,075	\$7,867,007 \$9,500,000 \$0 \$3,850,000 \$21,217,007	\$26,505,258 \$9,718,000 \$0 \$3,492,654 \$39,715,912	\$13,670,959 \$10,602,000 \$0 \$0 \$3,250,000 \$27,522,959	236.9% 2.3% #DIV/0! #DIV/0! -9.3% 87.2%	73.8% 11.6% #DIV/0! #DIV/0! -15.6% 29.7%	-48.4% 9.1% #DIV/0! #DIV/0! -6.9%
Board Designated Assets Net, Property, Plant And Equipment Other Long-Term Assets	\$13,130,530 \$18,880,553 \$23,016,182 \$7,622,392	\$20,793,491 \$22,455,672 \$7,442,663	\$19,572,233 \$22,852,685 \$6,326,406	\$33,713,512 \$24,028,949 \$23,754,017 \$7,137,798	\$24,028,949 \$26,024,017 \$6,278,864	22.8% 3.9% 12.8%	22.8% 13.9% -0.8%	0.0% 9.6% -12.0%
Assets	\$68,670,063	\$91,661,901	\$69,968,331	\$94,636,676	\$83,854,789	35.3%	19.8%	-11.4%
Accounts Payable Current Liabilities COVID-19 Salaries, Wages And Payroll Taxes Payable Other Third Party Settlements ACO Risk Reserve Other Current Liabilities Current Liabilities Long Term Liabilities COVID-19 Long Term Liabilities Other Noncurrent Liabilities	\$2,633,148 \$0 \$5,757,701 \$1,668,353 \$0 \$1,133,001 \$11,192,203 \$0 \$10,385,290 \$4,737,451	\$4,474,753 \$6,263,821 \$5,194,885 \$3,063,418 \$0 \$1,432,417 \$20,429,294 \$10,778,846 \$10,046,480 \$4,463,755	\$2,604,116 \$0 \$7,175,000 \$1,737,500 \$1,608,355 \$13,124,971 \$0 \$7,773,050 \$5,954,995	\$3,311,675 \$10,809,222 \$6,834,307 \$1,055,540 \$0 \$5,358,941 \$27,369,685 \$0 \$7,703,002 \$8,407,919	\$3,311,675 \$0 \$6,026,807 \$1,055,540 \$0 \$4,253,206 \$14,647,228 \$0 \$6,893,002 \$9,094,489	27.2% #DIV/0! -4.7% -39.2% #DIV/0! 233.2% 108.5% #DIV/0! -0.9% 41.2%	27.2% #DIV/0! -16.0% -39.2% #DIV/0! 164.4% 11.6% #DIV/0! -11.3% 52.7%	0.0% -100.0% -11.8% 0.0% #DIV/0! -20.6% -46.5% #DIV/0! -10.5% 8.2%
Long Term Liabilities	\$15,122,741	\$25,289,081	\$13,728,045	\$16,110,921	\$15,987,491	17.4%	16.5%	-0.8%
Total Liabilities	\$26,314,944	\$45,718,375	\$26,853,016	\$43,480,606	\$30,634,719	61.9%	14.1%	-29.5%
Net Assets YTD Change In Net Assets Fund Balance	\$40,765,493 \$1,589,626 \$42,355,119	\$42,343,782 \$3,599,744 \$45,943,526	\$41,170,615 \$1,944,700 \$43,115,315	\$45,669,228 \$5,486,842 \$51,156,070	\$51,155,032 \$2,065,038 \$53,220,070	10.9% 182.1% 18.6%	24.3% 6.2% 23.4%	12.0% -62.4% 4.0%
Liabilities and Equities	\$68,670,063	\$91,661,901	\$69,968,331	\$94,636,676	\$83,854,789	35.3%	19.8%	-11.4%
Balance Sheet Metrics							Change in Points	
Days Cash on Hand Debt Service Coverage Ratio to 1 Long Term Debt to Capitalization Days Payable Days Receivable	107.4 5.1 0.2 48.7 39.9	206.6 4.5 0.3 85.2 40.2	110.8 5.2 0.2 53.0 41.9	196.0 4.8 0.1 106.1 41.4	143.0 5.4 0.1 55.5 43.6	85.1 -0.4 -0.0 53.1 -0.5	32.1 0.2 -0.0 2.5	-53.0 0.5 -0.0 -50.6 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	49
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	-	-	-	-	-

awn Tester		E	Bob Hersey					
cal 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 I
Gross Revenue	\$177,779,612	\$169,222,081	\$193,629,600	\$191,972,700	\$203,382,600	99%	105%	106%
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 Graduate Medical Education	\$959,185	\$972,598	\$919,700	\$1,029,300	\$926,400	112%	101%	90%
Payments	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0
Net Payer Revenue	\$84,684,743	\$79,070,836	\$82,726,300	\$85,616,500	\$88,829,134	103%	107%	104%
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%
Total Net Payer Revenue & Fixed Prospective Payment	\$84,684,743	\$85,775,755	\$90,525,300	\$93,724,962	\$97,368,788	104%	108%	104%
Abo	ve From the Income St	tatement						
Medicare								
Gross Revenue	\$77,754,068	\$70,347,221	\$83,351,900	\$80,527,100	\$85,231,000	97%	102%	106%
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	ŚO	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	, #DIV/0
Net Payer Revenue	\$33,964,345	\$32,325,286	\$35,468,000	\$34,695,400	\$35,337,088	98%	100%	102%
Fixed Prospective Payments	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/
Reserves - Risk Portion	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/
Other Reform Payments	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/
Total Net Payer Revenue & Fixed Prospective Payment	\$33,964,345	\$32,325,286	\$35,468,000	\$34,695,400	\$35,337,088	98%	100%	102%

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		
Medicaid										
Gross Revenue	\$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!		
Net Payer Revenue	\$12,118,287	\$4,310,768	\$6,821,400	\$6,195,400	\$7,347,986	91%	108%	119%		
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%		
Total Net Payer Revenue & Fixed										
Prospective Payment	\$12,118,287	\$11,015,687	\$14,620,400	\$14,303,862	\$15,887,640	98%	109%	111%		
Commercial										
Gross Revenue	\$63,555,270	\$65,306,674	\$69,253,500	\$73,385,800	\$77,603,260	106%	112%	106%		
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%		
Discuss anti-	ćo	ćo	ćo	ćo	ćo	#DIV/01	#DIV//01	#DIV (/01		
Disproportionate Share Payments Graduate Medical Education	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!		
Payments	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!		
Net Payer Revenue	\$37,642,926	\$41,462,184	\$39,517,200	\$43,696,400	\$45,217,660	111%	114%	103%		
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!		
Total Net Payer Revenue & Fixed						· · ·				
Prospective Payment	\$37,642,926	\$41,462,184	\$39,517,200	\$43,696,400	\$45,217,660	111%	114%	103%		
Dispresserties ato Chara Davisa	¢050.405	6070 500	6040 700	¢4,000,000	400C 400	4420/	1010/	0004		
Disproportionate Share Payments	\$959,185	\$972,598	\$919,700	\$1,029,300	\$926,400	112%	101%	90%		
	2019 A	2020 A	2021 B	2021 PROJ	2022 B					
Payer Mix	2019 A	2020 A	2021 B	2021 PROJ	2022 B					
Gross Revenue Payer Mix% Medicare	44%	42%	43%	42%	42%					
Medicaid	21%	20%	21%	20%	20%					
Wiediedid	21/0	2070	21/0	2070	2070					

Northeastern VT Regional Hospital Northeastern VT Regional Hospital									N	lortheastern VT	Regional Hospital			
										NCHMARKS				
													Fito	h**
	Actuals FY2018	Actuals FY2019	Actuals FY2020	Budget 2021 FY2021	Projection 2021 FY2021	Budget 2022 FY2022	Vermon FY2021	t CAH FY2022	Vermon FY2021	t PPS FY2022	Northeast CAH FY2019	U.S. CAH FY2019	Northern NE FY2019	Northeasst 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	C	)	
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	C	)	
Operating Expense % chang		- ,,			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%		
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%	5 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	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	C		
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		
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	5 2.74	2.81
Long Term Debt to	4.75	5.00	4.40	5.20	4.05	5.50	5.50	4.04	5.00	5.52	0.70		, 2.7-	2.01
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		12.28		
											l			
Benchmarks														
*Flex Monitoring 2019 CAH		4 h 4 h 4 h 4 h				Į								
**Fitch Ratings Research-No	ot for Profit-Select Nor	theast 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-