

HSF QUESTIONS FOR HOSPITALS



HOSPITAL 1: BRATTLEBORO MEMORIAL HOSPITAL (BMH)

Follow-Up Questions and Requests Related to Your Budget Submission

On your corporate structure

1. Please provide details of the corporate structure of the New England Collaborative Health Network. In addition, please provide any contract(s) you have with the New England Collaborative Health Network, including any contract(s) with the consulting firm Ovation.
2. To the best of your ability, please estimate your expected return on investment for your participation in the New England Collaborative Health Network. What do you anticipate will be the main driver of your savings/improvements in quality etc.? Where do you anticipate potential risks associated with your ability to achieve the expected value?

On labor expenses

3. Can you please provide an update on the hiring process for budgeted staff (podiatry, cardiology and support staff)? In your executive summary, you write that you've struggled to hire for these positions in the past. How will your FY25B budget be affected should you continue to struggle to hire for these positions?

On utilization

4. Can you explain the assumptions & methodology behind the budgeted 4% increase in utilization in the following departments: cardiology, podiatry, lab, MRI, echocardiography and outpatient surgeries?
5. Can you provide a more specific assessment of where volume has increased above FY2024 budgeted expectations. How have you recalibrated your expectations as to not underpredict your NPR for FY2025?

On pharmaceuticals

6. Why do you project a 12% increase in pharmaceutical expenses? How much of these expenses do you attribute to an increase in price vs. an increase in volume? Please provide data to support your answer.
7. Please provide data on your pharmaceutical reimbursements for your FY23 actuals, FY24 budget, your FY24 projections, and your FY25 budget.

On cost inflation

8. Why do you expect a 5.8% inflation rate for your medical surgical supplies?

On capital expenditures

9. Are all capital expenditures being funded by the stated 2016 Bond Issuance or just the MRI replacement?

On uncompensated care

10. What concerns prompted you to hire the consulting firm BerryDunn? Can you provide an update on how you've begun to address these concerns?

On community benefit

11. You write that you continue to offer "cutting-edge transfer treatments" that operate at a loss since they are critical to the community. Can you quantify the size of the loss in recent fiscal years? Do you believe that the loss is sustainable?

On work with community providers

12. Can you provide details on the FQHC that is in the works?
 - a. What is the expected timeline for the facility to be operational?
 - b. Once the facility is set to launch, how long do you expect it to be until it is at full operating capacity? Given any type of ramp-up period, how long do you expect the facility to operate before it breaks even?

On your workbook submission

13. In Table 3 in the workbook, can you clarify what these values indicate? For example, for primary care, are you saying that all patients were seen in 15-30 days? Or were some of them scheduled within 14 days?
14. In Table 7 in the workbook:
 - a. Please provide the missing Benchmark information (Brattleboro Cardiology).
 - b. It appears that each of your departments is operating at the 75th percentile according to the benchmarks provided. Please explain how you arrived at this determination and provide any supporting calculations.
15. Please review the rate decomposition details you submitted as well as the "summary" tab and explain the following (where available, show supporting calculations):
 - a. How did you arrive at the assumed rates of growth for price, volume, and payer mix shifts by payer?
 - b. For non-zero values in the "other" column, how did you derive these estimates?

Other

16. Do you think Medicaid is underfunding the cost of delivering care to your Medicaid patients? If so, please quantify this amount based on 2023 actuals. Please explain your calculation.
17. Do you think Medicare is underfunding the cost of delivering care to your Medicare patients? If so, please quantify this amount based on 2023 actuals. Please explain your calculation.
18. In the attached spreadsheet, please review the measures of financial health that we have calculated for your hospital. We have included the measure definitions. Confirm that these calculated values reflect your understanding. If your financial measures differ from our

calculations, please review our formulas, provide your calculation, and explain why you believe your calculation is a better measure for your organization. [?](#)