

**Referral and Visit Lags**

Table One: Referral Lags for Hospital-Owned Services Please input referral lags for all hospital-owned services.		
Type of Service	Total number of patients	The percentage of appointments scheduled within three business days of referral
Ophthalmology	40	38%
Pediatric Surgery	0	0%
Vascular Surgery	0	0%
Hematology / Oncology	55	15%
Barre Adult Primary Care	13	23%
Cardiology	64	56%
Dermatology	102	15%
Endocrinology	35	54%
Ear, Nose, and Throat	126	29%
Mad River Family Medicine	4	0%
Montpelier Family Medicine	35	23%
Berlin Family Medicine	24	21%
Family Medicine, Main Campus	29	14%
Family Medicine Waterbury	19	16%
Family Psych	3	0%
General Surgery	122	28%
Green Mountain Family Practice	9	22%
Infectious Disease	9	56%
Neurology	65	48%
Occupational Medicine, Berlin	10	50%
Occupational Medicine, Waterbury	2	50%
Orthopedics & Podiatry	75	68%
Orthopedics & Spine	60	73%
Orthopedics & Sports	155	64%
Orthopedics & Sports, Waterbury	17	76%
Pediatric Primary Care, Berlin	10	10%
Pulmonology	44	7%
Rheumatology	48	29%
Urology	55	49%
OB Gyn	66	32%

Table Two: Referral Lags & Visit Lags for Imaging Procedures Please input referral lags for the top five most frequent imaging procedures.							
Imaging Procedure	Total number of patients	The percentage of appointments scheduled within three business days of referral	Percentage of new patients scheduled to be seen within 14 days	Percentage of new patients scheduled to be seen within 30 days	Percentage of new patients scheduled to be seen within 90 days	Percentage of new patients scheduled to be seen within 180 days	
CT ABDOMEN PELVIS WITH CONTRAST	65	49%	54%	92%	100%	100%	100%
CT CHEST WITH CONTRAST	34	50%	44%	82%	100%	100%	100%
CT HEAD WO CONTRAST	16	50%	38%	100%	100%	100%	100%
MR HEAD WO AND WITH CONTRAST	16	50%	25%	100%	100%	100%	100%
US ABDOMEN LIMITED	32	86%	56%	100%	100%	100%	100%

Table Three: Visit Lags for Hospital-Owned Services Please input visit lags for all hospital-owned services. Please remember to include weekends and holidays in your calculation.					
Type of Service	Total number of new patients	Percentage of new patients scheduled to be seen within 14 days	Percentage of new patients scheduled to be seen within 30 days	Percentage of new patients scheduled to be seen within 90 days	Percentage of new patients scheduled to be seen within 180 days
Ophthalmology	55	35%	38%	64%	96%
Pediatric Surgery	1	0%	100%	100%	100%
Vascular Surgery	5	0%	40%	100%	100%
Hematology / Oncology	38	39%	63%	100%	100%
Barre Adult Primary Care	2	0%	0%	100%	100%
Cardiology	46	13%	17%	74%	98%
Dermatology	50	26%	32%	32%	100%
Endocrinology	30	0%	3%	100%	100%
Ear, Nose, and Throat	98	17%	20%	52%	99%
Mad River Family Medicine	3	100%	100%	100%	100%
Montpelier Family Medicine	107	5%	15%	28%	99%
Berlin Family Medicine	8	13%	25%	75%	100%
Family Medicine, Main Campus	28	0%	32%	96%	100%
Family Medicine Waterbury	5	20%	100%	100%	100%
Family Psych	N/A	N/A	N/A	N/A	N/A
General Surgery	60	65%	73%	100%	100%
Green Mountain Family Practice	57	12%	19%	35%	95%
Infectious Disease	12	33%	92%	100%	100%
Neurology	40	18%	25%	28%	35%
Occupational Medicine, Berlin	11	45%	55%	100%	100%
Occupational Medicine, Waterbury	2	100%	100%	100%	100%
Orthopedics & Podiatry	78	35%	87%	99%	100%
Orthopedics & Spine	77	12%	18%	99%	100%
Orthopedics & sports	145	42%	72%	100%	100%
Orthopedics & Sports, Waterbury	44	66%	93%	100%	100%

Pediatric Primary Care, Berlin	19	63%	63%	79%	89%
Pulmonology	9	67%	67%	100%	100%
Rheumatology	32	13%	25%	47%	100%
Urology	59	37%	58%	98%	98%
OB Gyn	68	32%	54%	100%	100%

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## Staff Turnover

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Note: If you are unable to answer the question in full, please provide GMCB with a written explanation of your limitations and answer the question to the best of your ability.

### CVMC

Table Eight: Staff Turnover and Vacancies			
	Employed as of May 31, 2024	Terminated employment between June 1, 2023 and May 31, 2024	Vacancies as of May 31, 2024
FTE physicians	1.0	2.5	0.0
FTE mid-level providers	53.3	3.6	6.8
FTE nurses	279.4	27.5	59.8

## Clinical Productivity

Note: If you are unable to answer the question in full, please provide GMCB with a written explanation of your limitations and answer the question to the best of your ability.

**Table Seven: Clinical Productivity**

Please report average work RVUs per clinical physician FTE by department – both the level and the associated percentile of national benchmarks, or similar, for the most recent year available. Report the number of clinical and budgeted FTEs (if different) that are included in the denominator.

Specialty	work RVUS / Clinical Provider FTEs	Associated Percentile of National Benchmark	Benchmark Source Details	Number of Clinical Provider FTEs	Number of Total Provider FTEs	Year of Data
APP - Audiologist	599	<10th Percentile	2023 Sullivan Cotter	0.80	0.80	FY23 Actuals
APP - Certified Nurse Midwife	1,650	21st Percentile	2023 Sullivan Cotter	1.03	1.03	FY23 Actuals
APP - Nurse Practitioner – Hospital Based	718	<10th Percentile	2023 Sullivan Cotter	0.88	0.88	FY23 Actuals
APP - Nurse Practitioner – Medical	3,094	59th Percentile	2023 Sullivan Cotter	17.60	17.60	FY23 Actuals
APP - Nurse Practitioner – Primary Care	4,390	62nd Percentile	2023 Sullivan Cotter	2.61	2.61	FY23 Actuals
APP - Physician Assistant – Medical	4,073	58th Percentile	2023 Sullivan Cotter	9.26	9.30	FY23 Actuals
APP - Physician Assistant – Primary Care	9,372	90th Percentile	2023 Sullivan Cotter	2.78	2.78	FY23 Actuals
APP - Psychologist (MS)	3,079	48th Percentile	2023 Sullivan Cotter	1.00	1.00	FY23 Actuals
APP - Social Worker	3,691	83rd Percentile	2023 Sullivan Cotter	1.00	1.00	FY23 Actuals
Cardiology – General	5,703	21st Percentile	2023 Sullivan Cotter	2.77	2.93	FY23 Actuals
Dermatology	5,816	15th Percentile	2023 Sullivan Cotter	0.80	0.80	FY23 Actuals
Emergency Medicine	8,055	65th Percentile	2023 Sullivan Cotter	8.15	9.49	FY23 Actuals
Endocrinology and Metabolism	4,396	22nd Percentile	2023 Sullivan Cotter	0.87	0.92	FY23 Actuals
Family Medicine With Obstetrics	3,254	<10th Percentile	2023 Sullivan Cotter	0.23	0.23	FY23 Actuals
General Surgery	3,821	<10th Percentile	2023 Sullivan Cotter	4.03	4.03	FY23 Actuals
Geriatrics	2,526	19th Percentile	2023 Sullivan Cotter	0.75	0.75	FY23 Actuals
Hospice and Palliative Medicine	1,236	<10th Percentile	2023 Sullivan Cotter	1.65	1.75	FY23 Actuals
Hospitalist – Internal Medicine	3,863	39th Percentile	2023 Sullivan Cotter	12.12	13.36	FY23 Actuals
Infectious Disease	2,376	<10th Percentile	2023 Sullivan Cotter	0.88	1.13	FY23 Actuals
Neurology	4,374	36th Percentile	2023 Sullivan Cotter	1.40	1.91	FY23 Actuals
Obstetrics/Gynecology – General	4,117	10th Percentile	2023 Sullivan Cotter	3.68	4.00	FY23 Actuals
Obstetrics/Gynecology – Reproductive Endocrinology and Infertility	3,668	19th Percentile	2023 Sullivan Cotter	0.10	0.10	FY23 Actuals
Oncology – Hematology and Oncology	3,870	22nd Percentile	2023 Sullivan Cotter	2.10	2.24	FY23 Actuals
Orthopedic Surgery – Sports Medicine	8,315	35th Percentile	2023 Sullivan Cotter	3.62	3.76	FY23 Actuals
Otolaryngology – General	5,839	23rd Percentile	2023 Sullivan Cotter	1.00	1.00	FY23 Actuals
Pediatrics – General	3,688	14th Percentile	2023 Sullivan Cotter	3.82	3.97	FY23 Actuals
Psychiatry – General	1,729	<10th Percentile	2023 Sullivan Cotter	0.29	0.30	FY23 Actuals
Psychiatry – Inpatient	1,463	<10th Percentile	2023 Sullivan Cotter	6.53	6.67	FY23 Actuals
Pulmonology – Critical Care Medicine	3,190	<10th Percentile	2023 Sullivan Cotter	1.90	2.00	FY23 Actuals
Rheumatology	3,929	21st Percentile	2023 Sullivan Cotter	2.06	2.49	FY23 Actuals
Sports Medicine – Medical	3,697	<10th Percentile	2023 Sullivan Cotter	2.89	3.00	FY23 Actuals
Urgent Care	3,305	<10th Percentile	2023 Sullivan Cotter	1.63	2.23	FY23 Actuals
Urology	4,129	<10th Percentile	2023 Sullivan Cotter	2.00	2.00	FY23 Actuals
CVH Occupational Medicine MD - APP - Physician Assistant – Medical	2,152	27th Percentile	2023 Sullivan Cotter	0.90	0.90	FY23 Actuals
CVH Occupational Medicine MD - APP - Psychologist (PhD)	1,731	16th Percentile	2023 Sullivan Cotter	0.29	0.29	FY23 Actuals
CVH Occupational Medicine MD - Occupational and Environmental Medicine	4,322	64th Percentile	2023 Sullivan Cotter	0.50	1.00	FY23 Actuals
CVMC Family Medicine – Main Campus - APP - Nurse Practitioner – Primary Care	3,106	33rd Percentile	2023 Sullivan Cotter	1.67	1.67	FY23 Actuals
CVMC Family Medicine – Main Campus - APP - Physician Assistant – Primary Care	2,786	16th Percentile	2023 Sullivan Cotter	0.48	0.48	FY23 Actuals
CVMC Family Medicine – Main Campus - Family Medicine	4,457	21st Percentile	2023 Sullivan Cotter	2.81	3.05	FY23 Actuals
CVMC Family Medicine – Main Campus - Internal Medicine	7,606	82nd Percentile	2023 Sullivan Cotter	0.03	0.03	FY23 Actuals
FM Barre - APP - Nurse Practitioner – Primary Care	3,759	47th Percentile	2023 Sullivan Cotter	2.97	2.97	FY23 Actuals
FM Barre - Internal Medicine	3,704	13th Percentile	2023 Sullivan Cotter	4.77	4.92	FY23 Actuals
FM Berlin - APP - Nurse Practitioner – Primary Care	3,564	43rd Percentile	2023 Sullivan Cotter	1.67	1.67	FY23 Actuals
FM Berlin - APP - Physician Assistant – Primary Care	3,630	29th Percentile	2023 Sullivan Cotter	1.04	1.04	FY23 Actuals
FM Berlin - Family Medicine	3,099	<10th Percentile	2023 Sullivan Cotter	3.77	3.89	FY23 Actuals
FM Green Mountain - APP - Nurse Practitioner – Primary Care	2,739	24th Percentile	2023 Sullivan Cotter	2.43	2.43	FY23 Actuals
FM Green Mountain - APP - Physician Assistant – Primary Care	3,853	35th Percentile	2023 Sullivan Cotter	0.59	0.59	FY23 Actuals
FM Green Mountain - Family Medicine	3,774	11th Percentile	2023 Sullivan Cotter	1.55	1.75	FY23 Actuals

FM Green Mountain - Family Medicine With Obstetrics	3,084	<10th Percentile	2023 Sullivan Cotter	0.46	0.46	FY23 Actuals
FM Green Mountain - Psychiatry – General	1,014	<10th Percentile	2023 Sullivan Cotter	0.05	0.05	FY23 Actuals
FM Mad River - APP - Physician Assistant – Primary Care	3,066	20th Percentile	2023 Sullivan Cotter	2.04	2.04	FY23 Actuals
FM Mad River - Family Medicine	3,355	<10th Percentile	2023 Sullivan Cotter	0.90	1.00	FY23 Actuals
FM Mad River - Internal Medicine	7,499	81st Percentile	2023 Sullivan Cotter	0.10	0.10	FY23 Actuals
FM Montpelier Integrative Health - APP - Nurse Practitioner – Primary Care	3,121	33rd Percentile	2023 Sullivan Cotter	3.91	3.91	FY23 Actuals
FM Montpelier Integrative Health - APP - Psychologist (PhD)	3,536	78th Percentile	2023 Sullivan Cotter	1.00	1.00	FY23 Actuals
FM Montpelier Integrative Health - Family Medicine	4,020	15th Percentile	2023 Sullivan Cotter	2.78	3.08	FY23 Actuals
FM Montpelier Integrative Health - Psychiatry – General	1,062	<10th Percentile	2023 Sullivan Cotter	0.08	0.08	FY23 Actuals
FM Waterbury - APP - Nurse Practitioner – Primary Care	4,105	55th Percentile	2023 Sullivan Cotter	0.83	0.83	FY23 Actuals
FM Waterbury - APP - Physician Assistant – Primary Care	3,555	27th Percentile	2023 Sullivan Cotter	1.00	1.00	FY23 Actuals
FM Waterbury - Family Medicine	3,908	13th Percentile	2023 Sullivan Cotter	3.11	3.51	FY23 Actuals
FM Waterbury - Sports Medicine – Medical	3,838	<10th Percentile	2023 Sullivan Cotter	0.90	0.90	FY23 Actuals

## Boarding and Transfer Issues

Note: These questions were lifted from budget narratives of previous years. If you are unable to answer the questions in full, please provide GMCB with a written explanation of your limitations and answer the question to the best of your ability.

**Table Five: Patient Boarding**

Please estimate total number of discharges, patient days, associated expenditures and reimbursements for FY22 (Actuals), FY23 (Actuals), FY24 (Projected) and FY25 (Budget): Provision of care due to the inability to discharge patients home due to lack of services or transfer patients to post-acute or other more appropriate care settings. Examples might include hospital stays beyond what is clinically indicated due to difficulties discharging/transferring after patients are deemed safe and appropriate for discharge/transfer or stays for which patients received care that would not generally be provided in a hospital setting (i.e. admissions for social reasons)

Year	Total Number of Discharges	Total Number of Patient Days	Associated Expenditures	Associated Reimbursements
FY2022 (Actuals)		4,120	8,083,550	
FY2023 (Actuals)		1,334	2,616,818	
FY2024 (Projected)				
FY2025 (Budget)				

**Table Six: Patient Boarding (LOS)**

Assuming the majority of patients who stay in emergency departments for greater than 24 hours without an admitted disposition are patients boarding for a mental health evaluation, please define the LOS in patient hours for patients who have a LOS greater 24 hours without an admitted disposition and the total number of episodes this represents. Please estimate the associated expenditures and reimbursements associated with these encounters.

Year	LOS in patient hours for patients who have a LOS greater 24 hours (without an admitted disposition)	Total Number of Episodes	Associated Expenditures	Associated Reimbursements
CVMC - FY24	8,760	365	197,100	



Hospital to Provide - Currently Filled with Example Data.

Calculated

Month of Commercial Rate Implementation

January 75%

	NPR FY24 Budget	NPR FY24 Proj.	NPR FY25 Budget	NPR YOY (Budget to Budget)	W	NPR FY24 @FY25 Comm. Prices	FY25 Rate	FY24 Rate	FY25 Rate	NPR FY24 @FY25 Utiliz.	Volume	NPR FY24 @FY25 Public Payer Prices	FY25 Rate	NPR FY24 @FY25 Payer Mix	P-Mix	FY24 Rate	FY25 Comm Rate NPR Impact	FY25 Estimated Annualized Comm Rate	FY25 Comm Rate (WAvg)	FY25 NPR Growth	FY25 NPR Growth (WAvg)		
							NPR FY25 due to Comm. Price	NPR FY25 due to Comm. Price (FY24 Proj. to FY24 Budget)	NPR FY25 due to Comm. Price (FY25 Budget to FY24 Proj.)		NPR FY25 due to Utiliz.		NPR FY25 due to Public Payer Prices		NPR FY25 due to Payer Mix	NPR FY25 due to all other							
Other Services																							
Medicaid	10,387,285	14,385,151	12,755,582	2,386,317 (1,543,585)	0.56	10,387,285	-	-	10,328,983	(60,282)	10,387,285	(0)	10,184,548	(222,719)	2,651,318	2,851,318	0.0%	0.0%	0.0%	22.8%	12.7%		
Medicare - Traditional	2,919,103	1,535,651	1,375,519	(1,543,585)	0.18	2,919,103	-	-	2,919,501	(8,602)	2,876,582	(42,542)	1,450,525	(1,488,578)	(23,982)	(23,982)	0.0%	0.0%	0.0%	-52.9%	-8.2%		
Medicare - Advantage	-	-	-	-	0.00	-	-	-	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%	0.0%		
Major Commercial	-	-	-	-	0.00	-	-	-	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%	0.0%		
[Redacted]																							
All Payer Model	2,991,785	3,611,458	3,848,273	856,488 (1,543,585)	0.15	2,991,785	-	-	2,989,745	(22,040)	3,058,693	66,908	3,716,331	724,496	87,124	87,124	0.0%	0.0%	0.0%	28.6%	4.6%		
APM - Medicare	2,991,785	3,611,458	3,848,273	856,488 (1,543,585)	0.15	2,991,785	-	-	2,969,745	(22,040)	3,058,693	66,908	3,716,261	724,496	87,124	87,124	0.0%	0.0%	0.0%	28.6%	4.6%		
APM - Medicaid	-	-	-	-	0.00	-	-	-	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%	0.0%		
APM - Other	-	-	-	-	0.00	-	-	-	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%	0.0%		
All Other Payers	2,803,507	3,989,329	4,050,687	1,447,180 (124,596)	0.14	2,803,507	-	-	2,580,390	(23,117)	2,828,334	224,828	3,897,888	1,294,361	(48,890)	(48,890)	0.0%	0.0%	0.0%	55.8%	7.7%		
Bad Debt	(124,596)	(126,571)	(145,067)	(20,471)	-0.01	(124,596)	-	-	(123,411)	1,185	(133,500)	(8,904)	(198,759)	(75,163)	82,412	82,412	0.0%	0.0%	0.0%	16.4%	-0.1%		
Free Care	(82,298)	(8,120)	(11,509)	50,789	0.00	(82,298)	-	-	(81,708)	582	(83,004)	(708)	(98,879)	(37,582)	88,485	88,485	0.0%	0.0%	0.0%	-81.5%	0.3%		
DSH	-	-	-	-	0.00	-	-	-	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%	0.0%		
Overall Other Services	18,714,767	23,396,897	21,873,486	3,158,719 (1,543,585)	1.00	18,714,767	-	-	18,602,503	(112,264)	18,954,349	239,582	18,929,582	214,815	2,816,586	2,816,586	0.0%	0.0%	0.0%	16.9%	16.9%		
TOTAL																							
Medicaid	18,898,848	20,193,838	18,318,818	1,419,788 (1,543,585)	0.08	18,898,848	-	-	17,248,151	(352,303)	18,971,941	75,093	14,810,847	(2,088,200)	3,078,573	3,078,573	0.0%	0.0%	0.0%	8.4%	0.5%		
Medicare - Traditional	27,186,813	24,223,096	24,708,461	(2,476,452)	0.10	27,186,813	-	-	29,025,842	1,838,729	27,908,045	121,132	24,113,890	(3,073,023)	(1,385,290)	(1,385,290)	0.0%	0.0%	0.0%	-9.1%	-0.9%		
Medicare - Advantage	23,576,834	29,786,952	28,052,298	5,075,462	0.09	23,576,834	-	-	25,908,965	2,332,181	23,719,144	142,510	27,817,308	4,040,474	(1,439,483)	(1,439,483)	0.0%	0.0%	0.0%	21.5%	1.8%		
Major Commercial	118,758,374	122,144,567	134,743,937	17,984,562 (1,543,585)	0.42	123,231,450	6,472,076	(3,382,784)	127,972,450	11,213,075	118,758,374	-	120,451,570	3,693,196	(3,382,784)	(3,382,784)	5.5%	7.4%	2.4%	15.4%	6.5%		
[Redacted]																							
All Payer Model	68,348,130	78,094,689	80,304,607	11,955,678 (1,543,585)	0.25	68,348,130	-	-	74,218,424	5,870,294	71,485,258	3,138,129	70,324,782	1,975,653	973,802	973,802	0.0%	0.0%	0.0%	17.5%	4.3%		
APM - Medicare	54,999,068	61,708,932	63,907,433	8,908,365 (1,543,585)	0.20	54,999,068	-	-	59,563,812	4,564,744	57,887,464	2,888,397	56,430,705	1,431,638	23,587	23,587	0.0%	0.0%	0.0%	16.2%	3.2%		
APM - Medicaid	13,267,674	16,365,505	16,397,812	3,130,138 (82,388)	0.05	13,267,674	-	-	14,573,223	1,305,550	13,515,843	248,169	13,811,689	544,015	1,032,404	1,032,404	0.0%	0.0%	0.0%	23.6%	1.1%		
APM - Other	82,388	20,231	(437)	(82,388)	0.00	82,388	-	-	82,388	-	81,951	(437)	82,388	-	(82,388)	(82,388)	0.0%	0.0%	0.0%	-100.5%	0.0%		
All Other Payers	30,518,519	27,329,618	31,077,978	561,480 (124,596)	0.11	30,518,519	-	-	32,988,705	2,470,188	30,833,272	416,754	29,846,143	(870,378)	(1,455,104)	(1,455,104)	0.0%	0.0%	0.0%	1.8%	0.2%		
Bad Debt	(8,570,585)	(9,057,796)	(9,313,489)	(2,942,884)	-0.02	(8,570,585)	(288,757)	(8,859,343)	(8,987,132)	(416,547)	(8,853,643)	(283,058)	(8,988,895)	(988,310)	(1,158,212)	(1,158,212)	4.5%	6.0%	-0.1%	48.2%	-1.1%		
Free Care	(3,212,007)	(2,489,770)	(2,155,037)	1,056,970	-0.01	(3,245,491)	(33,484)	(3,278,975)	(3,512,397)	(300,306)	(3,310,918)	(88,911)	(3,417,637)	(285,830)	1,895,585	1,895,585	1.0%	1.4%	0.0%	-32.9%	0.4%		
DSH	1,299,288	1,302,685	1,339,740	37,472	0.00	1,299,288	-	-	1,299,288	-	1,299,288	-	1,299,288	-	37,472	37,472	0.0%	0.0%	0.0%	2.9%	0.0%		
Overall Total	275,002,293	291,529,946	307,672,329	32,670,036 (1,543,585)	1.00	281,152,127	6,149,834	(3,392,784)	6,149,834	298,162,104	23,159,811	278,511,742	3,509,449	277,876,875	2,874,582	(3,023,640)	2.2%	3.0%	2.2%	11.9%	11.9%		

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Notes: Please report IP Psych consistently with prior years, and indicate in your narrative whether it is included in "inpatient" or "other services".

Inflation Var