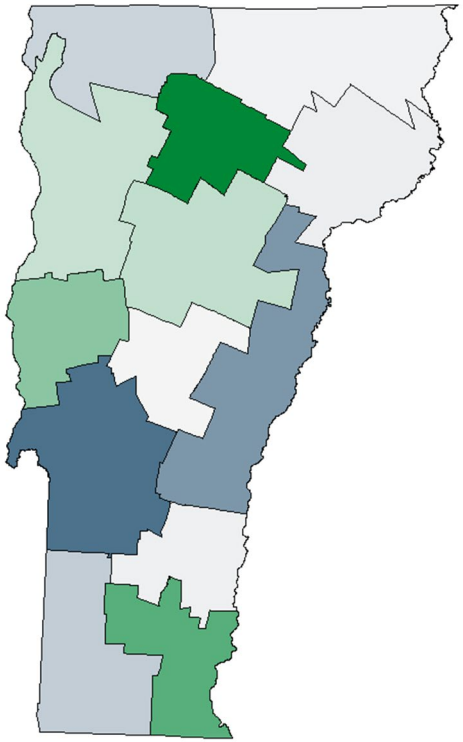


Fiscal Year 2020
Vermont Hospital Budget
Board Deliberations

September 4, 2019

GMCB Health System Finance Team
updated 9/6/2019

VERMONT
GREEN MOUNTAIN CARE BOARD

Deliberation & Public Comment

September 4th, Review of

- Compliant Hospitals
- Provider transfers and accounting adjustments
- Non-Compliant Hospitals
- The University of Vermont Health Network

Week of 9/9, Discuss and vote

Public Comment: August 28, 2019 through September 3, 2019 end of business, the Board is accepting public comment regarding the FY 2020 Hospital Budgets. The Board will potentially begin voting on September 4, 2019 regarding hospital budgets, and all the decisions will be made by September 15, 2019. In order for your comments to be considered before votes are made, please submit them before EOB September 3, 2019. This being said, the Board is always accepting public comment and reading them as they are received.

https://gmcboard.vermont.gov/board/comment

FY20 Budget Resubmissions and Updates

North Country

- Original submission 1.8% NPR/FPP increase
- Resubmission 2.6% NPR/FPP increase (3.4% when considering accounting adjustment)
    - North Country identified accounting errors impacting FY19. Gross Revenues were overstated by $638,225 due to double counting swing bed revenue in both inpatient revenue and swing bed revenue which flowed through to NPR. The original FY20 budget did not include capitation and incentive income. North Country resubmitted their budget to include $644,200 in capitation and incentive income, increasing their FY20 NPR/FPP request from $82,979,049 to $83,623,249.

Northwestern

- Updated FY19 Projections for NPR and Operating Margins along with updated FY20 budget Operating Margins
    - Reductions to NPR/FPP and Days Cash on Hand due to decreased utilization and increased expenses associated with upgraded electronic health records system. Projections changed from $110,438,452 to $108,246,154 for NPR and a loss of $4,730,884 to loss of $6,765,758 in Operating Margins. These projections have also affected their FY20 budget Operating Margins from a gain of $1,274,415 to a loss of $248,287 with no change in NPR.

FY20 Budget Resubmissions and Updates

Central Vermont Medical Center

- Updated FY19 Projections for NPR/FPP and Operating Margin
    - Reductions to NPR/FPP due to decreased NPR collection rates and FPPs, and increased expenses associated with high inpatient census, travelers, pharmaceuticals, and bad debt. Projections changed from $209,649,672 to $205,689,884 for NPR/FPP and from a gain of $678,464 to a loss of $4,281,324 in Operating Margin.

- Updated UVMHN FY19 ACO Accounting Adjustments for FY20 NPR/FPP growth consideration, accounting for fiscal year versus calendar year
    - CVMC - changed from $2,325,600 to $1,806,998
    - UVMMC – changed from $8,423,327 to $6,369,722
    - PMC – no change

Staff Considerations

GMCB staff recommend considering the following:

- FY19 operating performance
    - Reasonableness of projection considering quarterly performance
- Hospital's overall financial health, including operating margin and key financial indicators
- Hospital's capital and infrastructure needs
- Electronic Health Record (EHR) conversions
- Participation in the All-Payer Model
- Impact of change in charge on commercial rate payers
- Provider transfer and accounting adjustments and whether request have been adequately justified
- Budget guidance maximum NPR/FPP growth rates and whether request have been adequately justified
- Budget guidance enforcement policy requiring review of hospitals whose year-end NPR/FPP exceeds budget by 1.0%.
- Hospital-specific risks and opportunities

Staff Considerations

- Additional Topics:
  - Cost savings initiatives
  - Delivery system reform
  - Leadership turnover
  - Workforce, specifically travelers
  - Utilization
  - Other revenue
  - Medicare Cost Report settlements

NPR & FPP ($) Submission

Hospitals	Actuals FY18	Budget FY19*	Projections FY19	Budget FY20
Brattleboro Memorial Hospital	$77,601,735	$83,947,707	$83,344,044	$89,966,363
Central Vermont Medical Center	$194,586,135	$211,387,021	$209,649,672	$222,024,685
Copley Hospital	$66,226,448	$70,201,316	$68,344,899	$72,658,362
Gifford Medical Center	$48,844,171	$55,894,654	$51,250,800	$52,382,984
Grace Cottage Hospital	$18,193,737	$19,292,581	$18,665,293	$20,966,669
Mt. Ascutney Hospital & Health Ctr	$50,808,643	$51,195,770	$51,639,251	$55,007,317
North Country Hospital	$76,427,164	$81,523,350	$81,331,408	$82,979,049
Northeastern VT Regional Hospital	$78,445,072	$81,568,705	$84,478,242	$87,440,494
Northwestern Medical Center	$103,317,768	$112,773,980	$110,438,452	$116,926,579
Porter Medical Center	$80,346,401	$84,530,515	$83,827,507	$87,487,539
Rutland Regional Medical Center	$254,235,029	$258,720,325	$259,079,184	$267,787,827
Southwestern VT Medical Center	$161,115,765	$165,201,376	$164,909,631	$172,284,645
Springfield Hospital	$52,978,810	$60,485,878	$48,575,772	$48,889,189
The University of Vermont Medical Center	$1,254,036,509	$1,273,460,046	$1,297,458,297	$1,351,201,703
System Total	$2,517,163,387	$2,610,183,225	$2,612,992,451	$2,728,003,406

*Includes FY19 amended budget orders

NPR & FPP ($) Updated Information

Hospitals	Actuals FY18	Budget FY19*	Projections FY19	Budget FY20
Brattleboro Memorial Hospital	$77,601,735	$83,947,707	$83,344,044	$89,966,363
Central Vermont Medical Center	$194,586,135	$211,387,021	$205,689,884	$222,024,685
Copley Hospital	$66,226,448	$70,201,316	$68,344,899	$72,658,362
Gifford Medical Center	$48,844,171	$55,894,654	$51,250,800	$52,382,984
Grace Cottage Hospital	$18,193,737	$19,292,581	$18,665,293	$20,966,669
Mt. Ascutney Hospital & Health Ctr	$50,808,643	$51,195,770	$51,639,251	$55,007,317
North Country Hospital	$76,427,164	$81,523,350	$81,331,408	$83,623,249
Northeastern VT Regional Hospital	$78,445,072	$81,568,705	$84,478,242	$87,440,494
Northwestern Medical Center	$103,317,768	$112,773,980	$108,246,154	$116,926,579
Porter Medical Center	$80,346,401	$84,530,515	$83,827,507	$87,487,539
Rutland Regional Medical Center	$254,235,029	$258,720,325	$259,079,184	$267,787,827
Southwestern VT Medical Center	$161,115,765	$165,201,376	$164,909,631	$172,284,645
Springfield Hospital	$52,978,810	$60,485,878	$48,575,772	$48,889,189
The University of Vermont Medical Center	$1,254,036,509	$1,273,460,046	$1,297,458,297	$1,351,201,703
System Total	$2,517,163,387	$2,610,183,225	$2,606,840,366	$2,728,647,606

*Includes FY19 amended budget orders

NPR & FPP % Growth
With Requested Adjustments

Red text indicates request exceeds budget guidance maximum
Blue highlighted cells indicate data updated due to resubmission

	Budget-to-Projection % Variance		Budget-to-Budget % Change		
	Original Submission	Re-submission	Original Submission	Re-submission	Re-submission Provider Transfer & Accounting Adjustments
Brattleboro Memorial Hospital	-0.7%		7.2%		7.2%
Central Vermont Medical Center	-0.8%	-2.2%	5.0%	3.1%	2.2%
Copley Hospital	-2.6%		3.5%		3.5%
Gifford Medical Center	-8.3%		-6.3%		-6.3%
Grace Cottage Hospital	-3.3%		8.7%		8.7%
Mt. Ascutney Hospital & Health Ctr	0.9%		7.4%		7.4%
North Country Hospital	-0.2%	0.6%	1.8%	2.6%	3.4%
Northeastern VT Regional Hospital	3.6%		7.2%		7.2%
Northwestern Medical Center	-2.1%	-4.0%	3.7%		3.5%
Porter Medical Center	-0.8%	0.6%	3.5%		3.4%
Rutland Regional Medical Center	0.1%		3.5%		3.5%
Southwestern VT Medical Center	-0.2%		4.3%		3.5%
Springfield Hospital	-19.7%		-19.2%		-19.2%
The University of Vermont Medical Center	1.9%		6.1%		6.6%
System Total	**0.1%**	**0.0%**	**4.5%**	**4.4%**	**4.5%**

Accounting: bad debt collection fees moved to expenses; ACO Accounting: payment reform investments moved to deductions

Impact of Adjustments

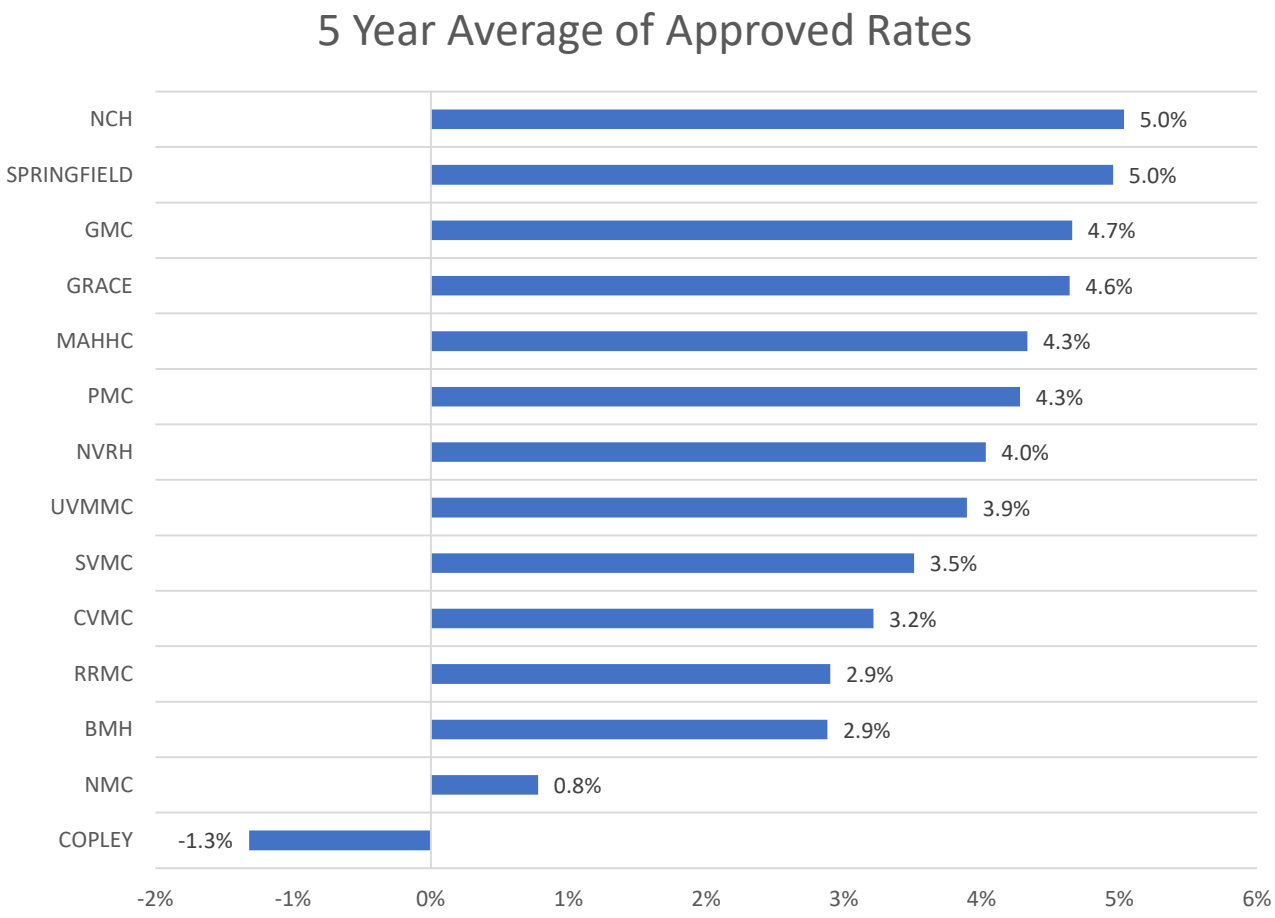
	Provider Transfers	Accounting	ACO Accounting	Impact on NPR/FPP
Central Vermont Medical Center	$3,179,852	$821,520	-$1,806,998	-1.2%
North Country Hospital		$638,225		0.8%
Northwestern Medical Center	$230,331			-0.2%
Porter Medical Center	$1,110,958		-$1,067,391	-0.1%
Southwestern VT Medical Center	$1,301,000			-0.8%
The University of Vermont Medical Center			-$6,369,722	0.5%

In order to account for adjustments and provide an “apples-to-apples” comparison of FY19-to-FY20 growth, hospitals with adjustments to their FY19 budget will be presented with an “FY19 Effective Budget.” This analysis impacts North Country, Northwestern and the University of Vermont Health Network.

5 Years of Change in Charge

	2015		2016		2017		2018		2019		Five year average 2015-2019		2020	
	Submitted	Approved	Submitted	Approved	Submitted	Approved	Submitted	Approved	Submitted	Approved	Submitted	Approved	Submitted	Commercial Effective Rate
Brattleboro Memorial Hospital	2.7%	2.7%	-1.2%	-1.4%	3.5%	3.5%	8.9%	5.7%	4.9%	3.9%	3.8%	2.9%	3.40%	
Central Vermont Medical Center	5.9%	5.9%	4.7%	4.7%	3.0%	2.45%	0.7%	0.7%	2.8%	2.3%	3.4%	3.2%	3.00%	5.9%
Copley Hospital	0.0%	0.0%	-3.0%	-4.0%	0.0%	-3.7%	0.0%	-3.4%	7.9%	4.5%	1.0%	-1.3%	9.80%	
Gifford Medical Center	5.6%	5.6%	5.8%	5.8%	3.9%	3.9%	4.0%	4.0%	4.0%	4.0%	4.7%	4.7%	5.00%	
Grace Cottage Hospital	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	3.2%	3.2%	4.6%	4.6%	3.20%	
Mt. Ascutney Hospital & Health Center	3.2%	3.2%	5.7%	5.7%	4.9%	4.9%	4.9%	4.9%	2.9%	2.9%	4.3%	4.3%	3.20%	
North Country Hospital	8.3%	8.3%	4.8%	4.8%	3.5%	3.5%	5.0%	5.0%	3.6%	3.6%	5.0%	5.0%	4.25%	
Northeastern VT Regional Hospital	5.0%	5.0%	5.2%	5.2%	3.8%	3.8%	4.3%	3.2%	4.0%	3.0%	4.4%	4.0%	3.50%	
Northwestern Medical Center	6.4%	6.4%	-8.0%	-8.0%	2.9%	0.0%	6.0%	3.5%	2.0%	2.0%	1.9%	0.8%	5.90%	
Porter Medical Center	5.0%	5.0%	5.3%	5.3%	3.7%	5.3%	3.0%	3.0%	2.8%	2.8%	4.0%	4.3%	0.00%	2.6%
Rutland Regional Medical Center	8.4%	8.4%	3.7%	3.7%	-5.1%	-5.1%	4.9%	4.9%	3.0%	2.6%	3.0%	2.9%	2.65%	
Southwestern VT Medical Center	4.5%	4.5%	3.8%	3.8%	3.9%	3.4%	2.9%	2.9%	3.2%	3.0%	3.7%	3.5%	2.80%	
Springfield Hospital	5.5%	5.5%	2.8%	2.8%	0.0%	0.0%	6.5%	6.5%	10.0%	10.0%	5.0%	5.0%	0.00%	
The University of Vermont Medical Center	7.8%	7.8%	6.0%	6.0%	3.0%	2.45%	0.7%	0.7%	4.0%	2.5%	4.3%	3.9%	3.00%	4.0%

Approved Change in Charge
5-year average



Compliant Requests

Gifford Medical Center
Rutland Regional Medical Center
Springfield Hospital

Request does not exceed 5.0% cap for those hospitals whose budget-to-projection variance exceeds -2.0%
and
Request is within 3.5% target growth rate

Gifford Medical Center

NPR/FPP	
FY19 Budget-to-Projection Variance	**-8.3%**
FY19 Budget	$55,894,654
FY19 Projection ($)*	$51,250,800
FY20 Request ($)	$52,382,984
FY20 Request (% change FY19B)	**-6.3%**
FY20 Request ($ change FY19P)	$1,132,184
FY20 Request (% change FY19P)	**2.2%**
FY19 Projection (% change FY18 Actuals)	4.9%
Request is within budget guidance limit	

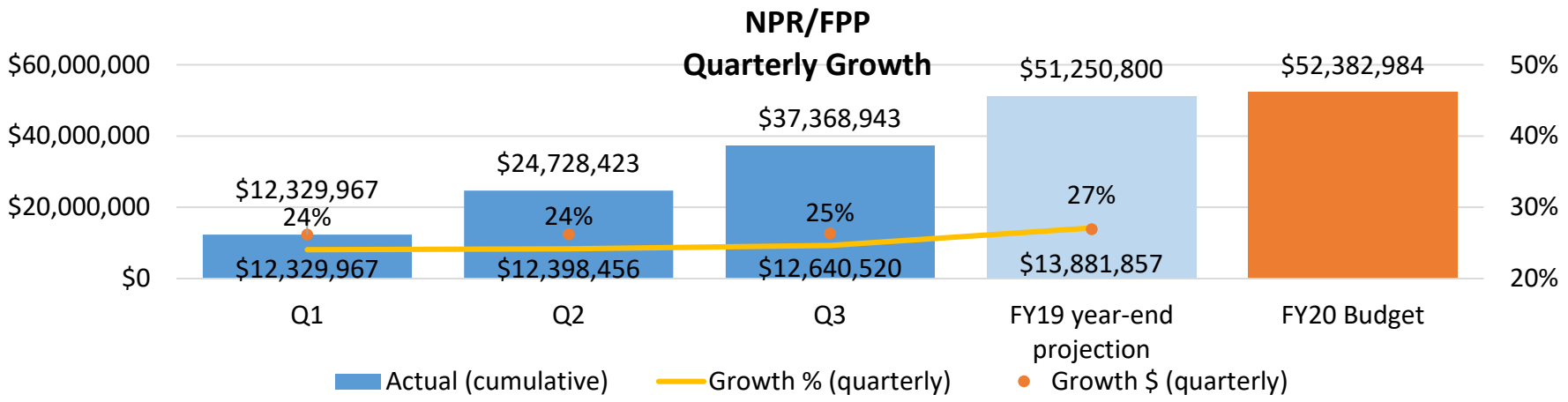
Change in Charges	
Commercial	$1,346,261
Medicaid	$0
Medicare	$942,541
5.0% Change in Charge	

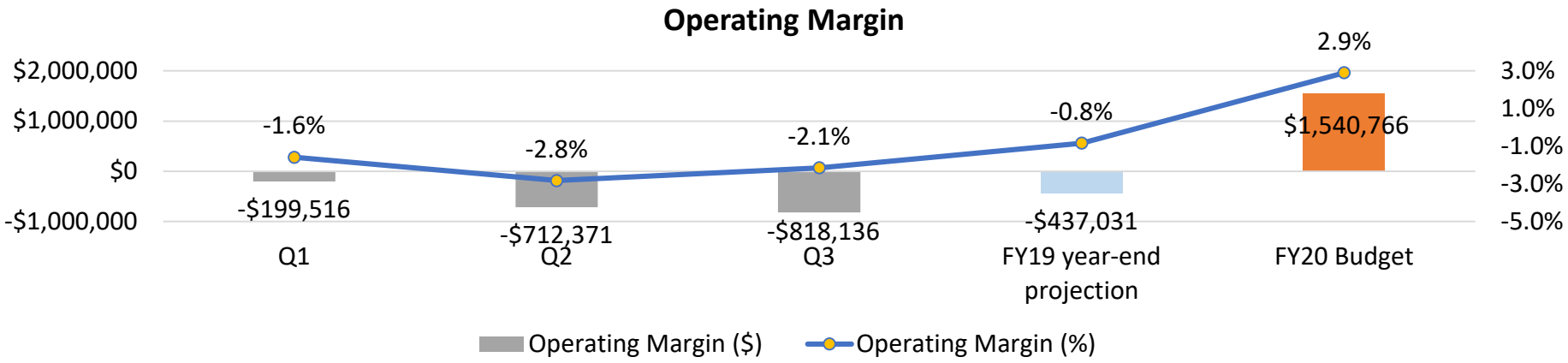
Hospital Justification:

- Utilization, recovery in FY19
- Aging Population
  - Shift from Commercial to Medicare
  - Complexity of care
- Age of plant
- Change in charge to support positive operating margin

*Because of Gifford's negative NPR/FPP request, FY19 Projection is used as a basis for analysis, instead of their FY19 Budget, to account for FY19 operating performance

Gifford Medical Center
FY19 Operating Performance

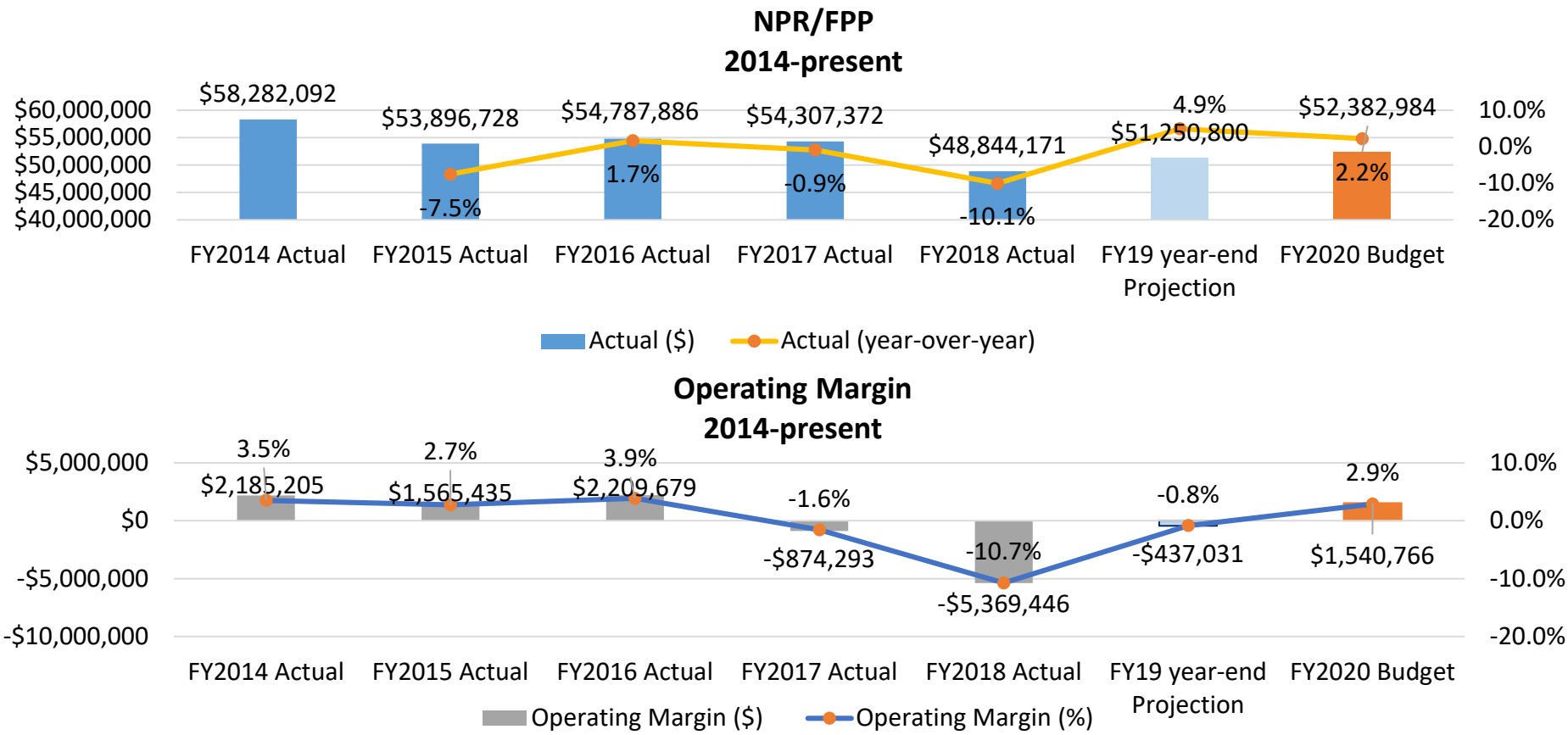




No change to hospital's FY19 projection from its response to staff analysis

VERMONT
GREEN MOUNTAIN CARE BOARD

Gifford Medical Center
Historical Operating Performance



	FY16A	FY17A	FY18A	FY19B	FY19P	FY20B
Days Cash on Hand	181	209	224	187	228	241
Age of Plant	13	14	17	18	19	21

Gifford Medical Center
Change in Charge

Request	
Overall Change in Charge %	5.0%
NPR due to Change in Charge	$2,288,802
Value of 1% Change in Charge	$457,760
Service Category	
Hospital Inpatient Change in Gross	5.0%
Hospital Outpatient Change in Gross Charges	5.0%
Professional Services- Specialty Care Change in Gross Charges	5.0%
Skilled Nursing Facility	5.0%
Hospital Swing	5.0%
Payer	
Commercial	$1,346,261
Medicaid	$0
Medicare	$942,541
% of NPR/FPP Increase	
FY20 Request ($ change FY19P)	$1,132,184
Change in Charge ($)	$2,288,802
Change in Charge as a % of NPR/FPP Increase	202.2%

	FY16	FY17	FY18	FY19*	FY20	5-year average
Approved %	5.8%	3.9%	4.0%	4.0%	NA	4.7%
Submitted %	5.8%	3.9%	4.0%	4.0%	5.0%	4.7%

Hospital's assumptions about Medicare and Medicaid remain unchanged.

*FY19 change in charge originally approved at 2.75%, amended in March 2019 to 4.0%

Gifford Medical Center
ACO Participation
HSA: Randolph

Risk Program Participation		
CY18	CY19	Planned CY20
n/a	Medicaid	Medicaid

FY20 Submitted Data ($ or #, % of System)[5]			
NPR & FPP	Net Worth	DCOH	CAH
$52,382,984;1.9%	$58,908,869	241.4	Yes

% FPP/NPR & FPP		
FY18 Act.	FY19 Proj.	FY20 Budget
0.0%	3.9%	5.3%

MRL as % of NPR & FPP	
CY18[6]	CY19[7]
n/a	0.7%

Attributed Lives (#; % of System)	
CY18[1]	CY19[2]
n/a	2,743; 1.6%

MRL as % of Net Worth	
CY18[6]	CY19[7]
n/a	0.6%

Maximum Risk Limit (MRL); % of System MRL	
CY18[3]	CY19[4]
n/a	$344,901; 0.9%

Days Cash on Hand Needed to Fund MRL	
CY18[6]	CY19[7]
n/a	1.2

[1-5]All data sources listed at the end of this report

[6] Calculations under CY18 headers use CY18 data from OneCare, and FY19 data from hospitals.

[7] Calculations under CY19 headers use CY19 data from OneCare, and FY20 data from hospitals.

Rutland Regional Medical Center

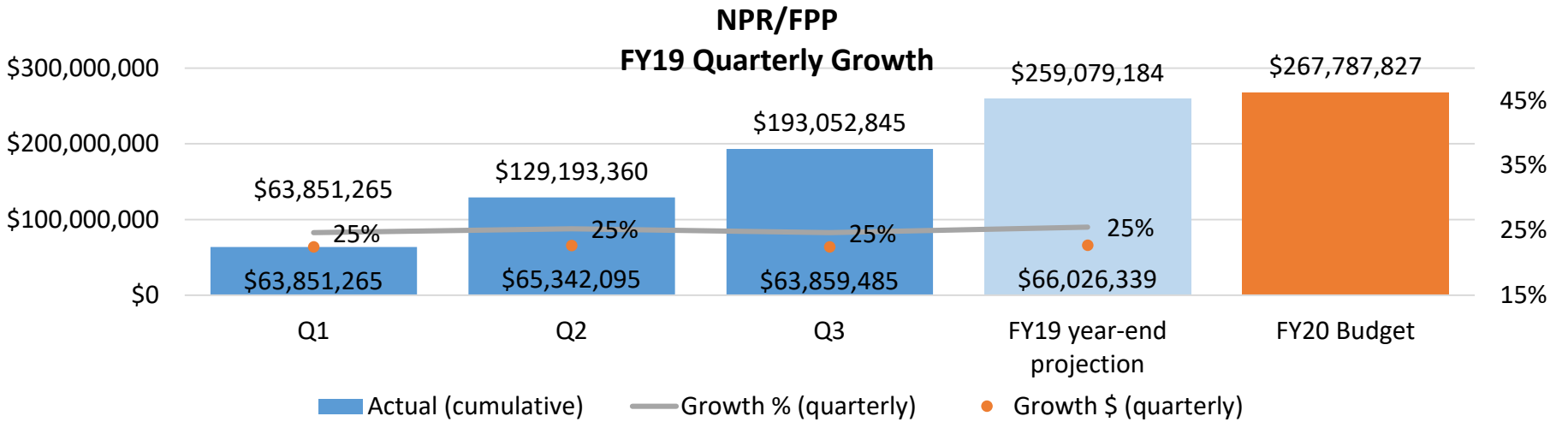
NPR/FPP	
FY19 Budget-to-Projection Variance	**0.1%**
FY19 Budget ($)	$258,720,325
FY20 Request ($)	$267,787,827
FY20 Request (% change FY19B)	**3.5%**
FY20 Request ($ change FY19B)	$9,067,502
FY20 Request (% change FY19P)	3.4%
FY19 Projection (% change FY18 Actuals)	1.9%
Request is within budget guidance limit	

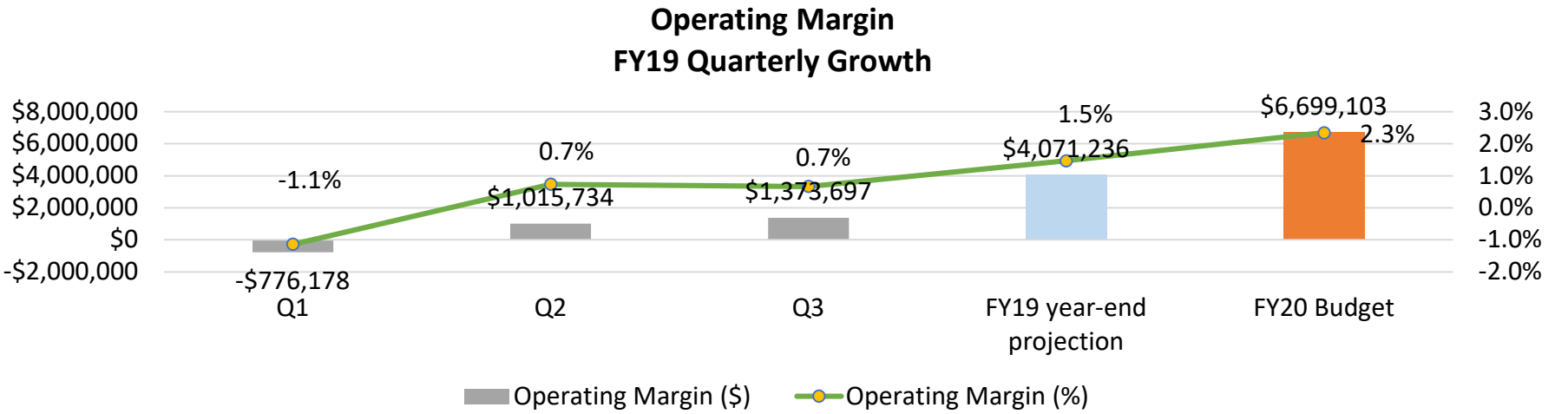
Change in Charges	
Commercial	$2,757,935
Medicaid	$0
Medicare	$0
2.7% Change in Charge	

Hospital Justification:

- Cost structure outpacing NPR, impact on operating margin
- Reimbursement deterioration
- State psychiatric care
- ACO impact on financial performance
- Historical charge request, 5-year average is below 3%

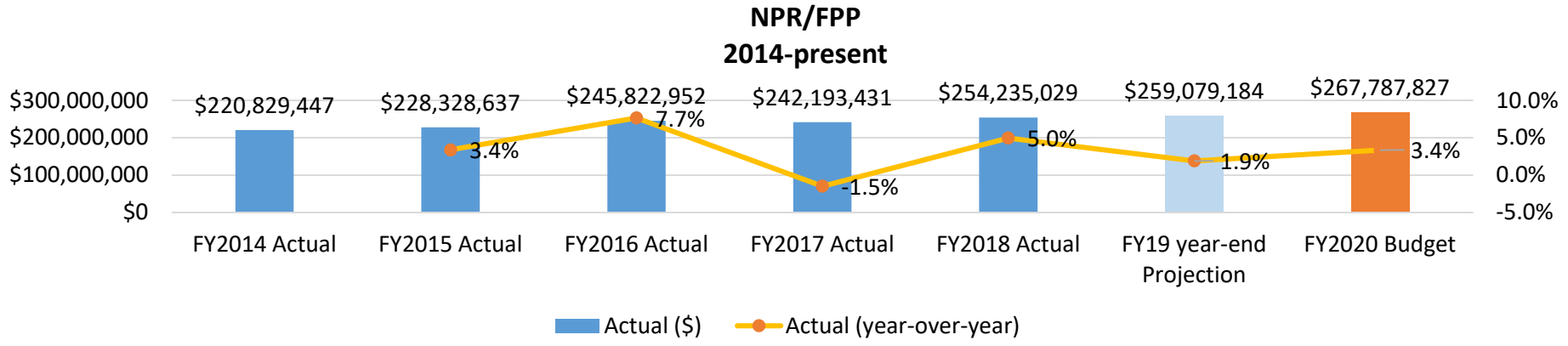
Rutland Regional Medical Center
FY19 Operating Performance

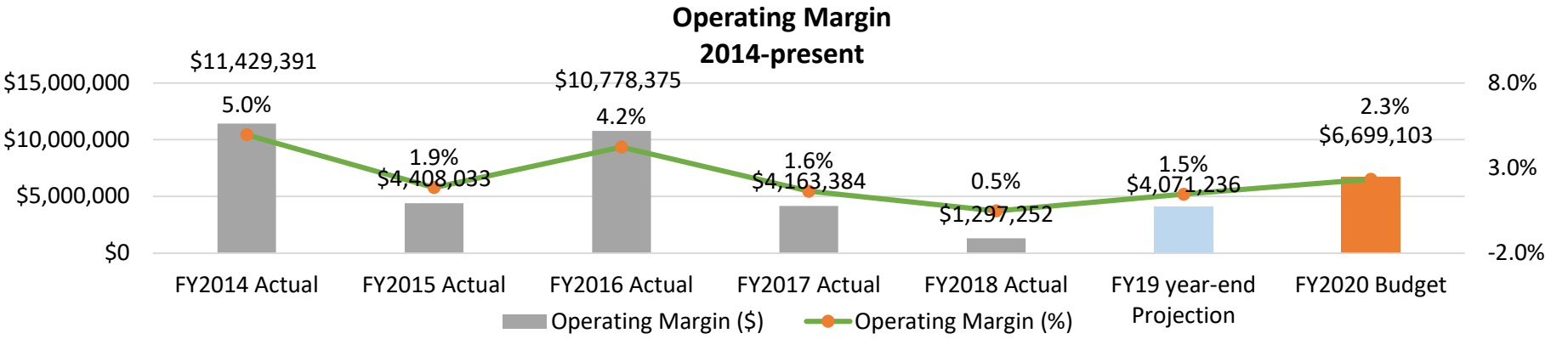




No change to hospital's FY19 projection from its response to staff analysis

Rutland Regional Medical Center
Historical Operating Performance





	FY16A	FY17A	FY18A	FY19B	FY19P	FY20B
Days Cash on Hand	205	216	209	206	203	205
Age of Plant	12	13	14	15	14	14

Rutland Regional Medical Center
Change in Charge

Request	
Overall Change in Charge %	2.7%
NPR due to Change in Charge	$2,757,935
Value of 1% Change in Charge	$1,040,730
Service Category	
Hospital Inpatient Change in Gross	1.1%
Hospital Outpatient Change in Gross Charges	1.4%
Professional Services Change in Gross Charges	0.1%
Payer	
Commercial	$2,757,935
Medicaid	$0
Medicare	$0
% of NPR/FPP Increase	
FY20 Request ($ change FY19B)	$9,067,502
Change in Charge ($)	$2,757,935
Change in Charge as a % of NPR/FPP Increase	30.4%

	FY16	FY17	FY18	FY19*	FY20	5-year average
Approved %	3.7%	-5.1%	4.9%	2.6%	NA	2.9%
Submitted %	3.7%	-5.1%	4.9%	3.0%	2.7%	3.0%

Hospital's assumptions about Medicare and Medicaid remain unchanged.

Rutland Regional Medical Center
ACO Participation

HSA: Rutland

Risk Program Participation		
CY18	CY19	Planned CY20
n/a	Medicaid	Medicaid

FY20 Submitted Data ($ or #, % of System)[5]			
NPR & FPP	Net Worth	DCOH	CAH
$267,787,827; 9.8%	$225,366,861	204.6	No

% FPP/NPR & FPP		
FY18 Act.	FY19 Proj.	FY20 Budget
0.0%	3.4%	0.1%

MRL as % of NPR & FPP	
CY18[6]	CY19[7]
n/a	0.4%

Attributed Lives (#; % of System)	
CY18[1]	CY19[2]
n/a	5,646; 3.3%

MRL as % of Net Worth	
CY18[6]	CY19[7]
n/a	0.4%

Maximum Risk Limit (MRL); % of System MRL	
CY18[3]	CY19[4]
n/a	$978,193; 2.6%

Days Cash on Hand Needed to Fund MRL	
CY18[6]	CY19[7]
n/a	0.8

[1-5]All data sources listed at the end of this report

[6] Calculations under CY18 headers use CY18 data from OneCare, and FY19 data from hospitals.

[7] Calculations under CY19 headers use CY19 data from OneCare, and FY20 data from hospitals.

Springfield Hospital

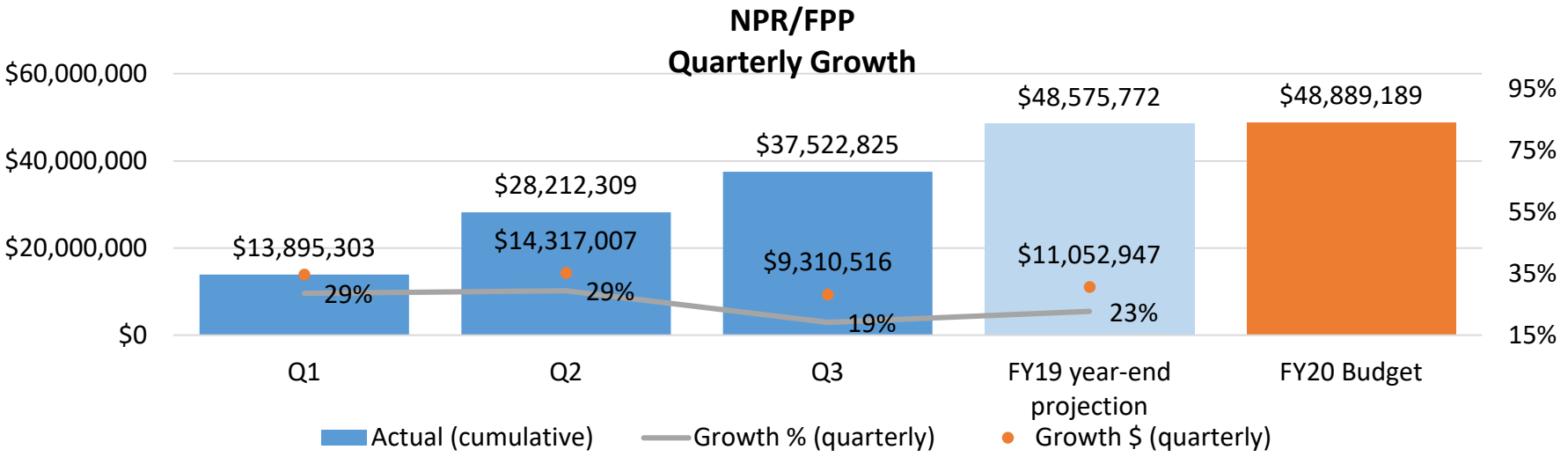
NPR/FPP	
FY19 Budget-to-Projection Variance	**-19.7%**
FY19 Budget ($)	$60,485,878
FY20 Request ($)	$48,889,189
FY20 Request (% change FY19B)	**-19.2%**
FY20 Request ($ change FY19B)	-$11,596,689
FY20 Request (% change FY19P)	0.6%
FY19 Projection (% change FY18 Actuals)	-8.3%
Request is within budget guidance limit	

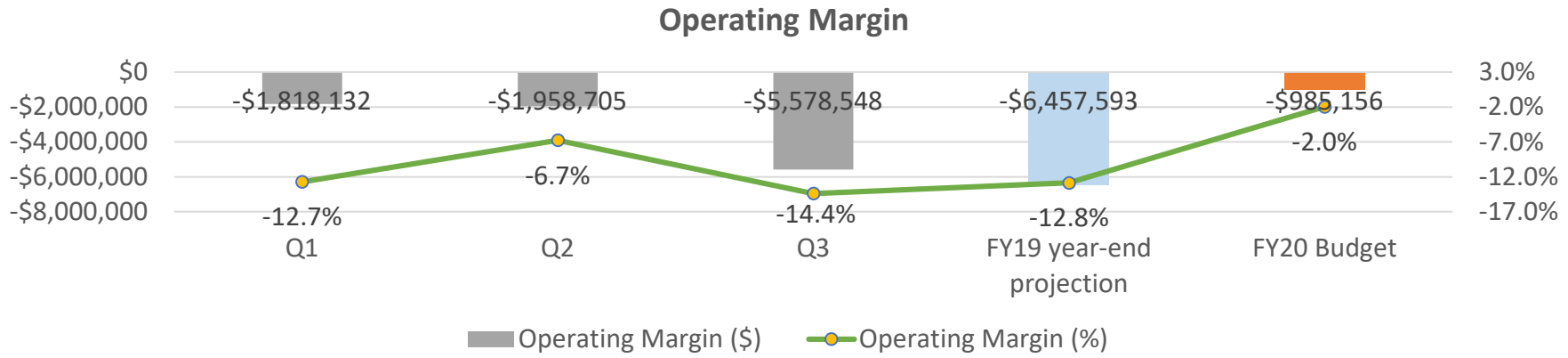
Change in Charges	
Commercial	$0
Medicaid	$0
Medicare	$0
0.0% Change in Charge	

Hospital Justification:

- Utilization decreases in inpatient acute census, psych census and outpatient volumes
- Closure of labor and delivery service line

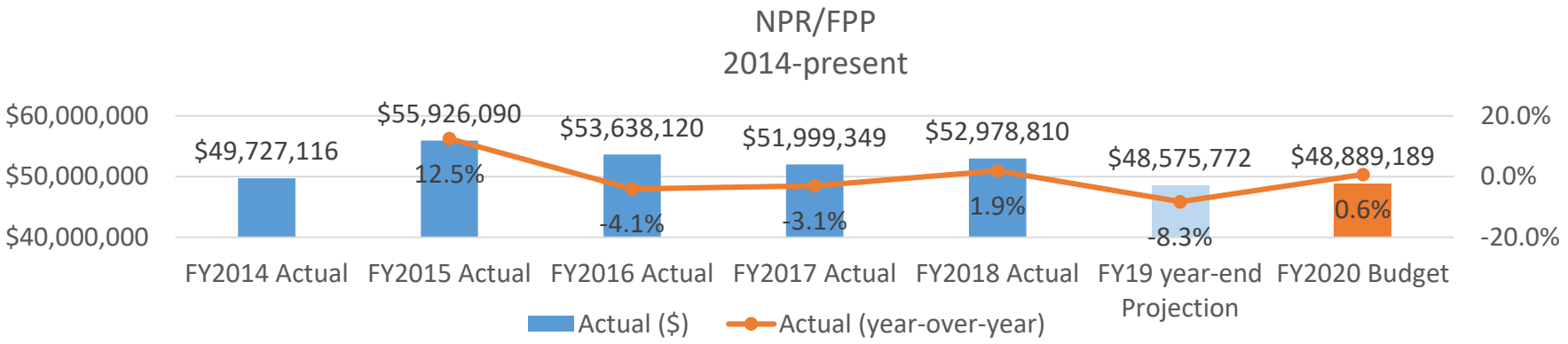
Springfield Hospital
FY19 Operating Performance

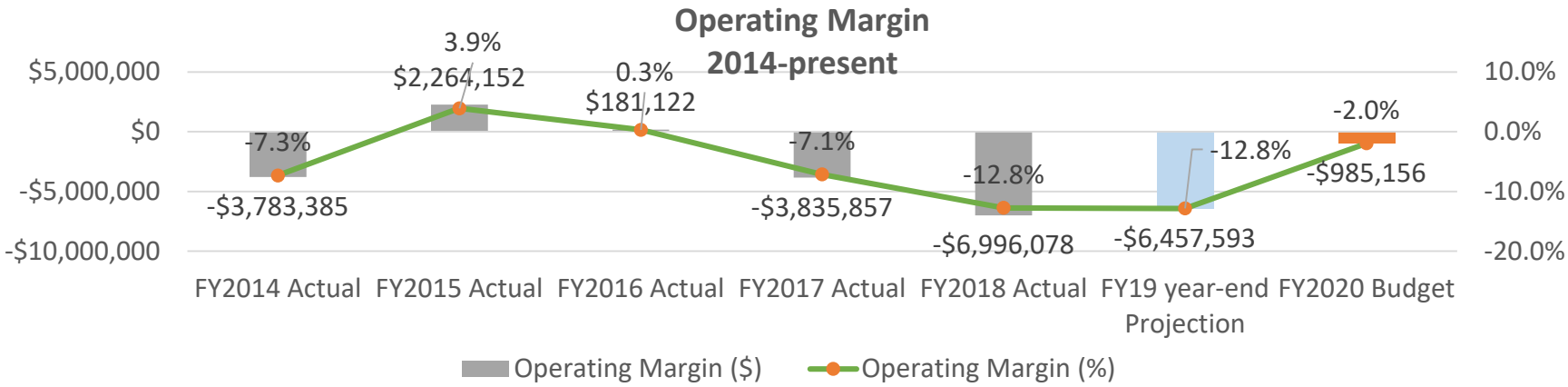




No change to hospital's FY19 projection from their response to staff analysis

Springfield Hospital
Historical Operating Performance





	FY16A	FY17A	FY18A	FY19B	FY19P	FY20B
Days Cash on Hand	104	101	46	107	3	4
Age of Plant	14	16	17	16	17	20

Springfield Hospital
Change in Charge

Request	
Overall Change in Charge %	0.0%
NPR due to Change in Charge	$0
Value of 1% Change in Charge	$0
Service Category	
Hospital Inpatient Change in Gross	0.0%
Hospital Outpatient Change in Gross Charges	0.0%
Professional Services Change in Gross Charges	0.0%
Payer	
Commercial	$0
Medicaid	$0
Medicare	$0

% of NPR/FPP Increase	
FY20 Request ($ change FY19B)	NA
Change in Charge ($)	NA
Change in Charge as a % of NPR/FPP Increase	NA

	FY16	FY17	FY18	FY19*	FY20	5-year average
Approved %	2.8%	0.0%	6.5%	10.0%	NA	5.0%
Submitted %	2.8%	0.0%	6.5%	10.0%	0.0%	5.0%

*FY19 change in charge originally approved at 5.0%, amended in March 2019 to 10.0%

Hospital's assumptions about Medicare and Medicaid remain unchanged.

Springfield Hospital
ACO Participation

HSA: Springfield

Risk Program Participation		
CY18	CY19	Planned CY20
Medicaid Medicare BCBSVT	Medicaid Medicare BCBSVT	Medicaid BCBSVT

FY20 Submitted Data ($ or #, % of System)[5]			
NPR & FPP	Net Worth	DCOH	CAH
$48,889,189; 1.8%	$(6,486,235)	3.7	Yes

% FPP/NPR & FPP		
FY18 Act.	FY19 Proj.	FY20 Budget
0.0%	0.0%	0.0%

MRL as % of NPR & FPP	
CY18[6]	CY19[7]
2.9%	3.7%

Attributed Lives (#; % of System)	
CY18[1]	CY19[2]
8,775; 7.8%	9,064; 5.3%

MRL as % of Net Worth	
CY18[6]	CY19[7]
6.0%	-27.5%

Maximum Risk Limit (MRL); % of System MRL	
CY18[3]	CY19[4]
1,773,290; 8.4%	$1,786,895; 4.7%

Days Cash on Hand Needed to Fund MRL	
CY18[6]	CY19[7]
3.2	3.2

[1-5]All data sources listed on at the end of this report

[6] Calculations under CY18 headers use CY18 data from OneCare, and FY19 data from hospitals.

[7] Calculations under CY19 headers use CY19 data from OneCare, and FY20 data from hospitals.

Provider Transfer and Accounting Adjustment Requests

North Country Hospital
Northwestern Vermont Medical Center
Southwestern Vermont Medical Center

Hospitals requesting adjustments for provider transfers, accounting, and ACO accounting adjustments

North Country Hospital

NPR/FPP	
FY19 Budget-to-Projection Variance	0.6%
FY19 Budget ($)	$81,523,350
FY20 Request ($)	$83,623,249
FY20 Request (% change FY19B)	**2.6%**
FY20 Request ($ change FY19P)	$2,099,899
FY20 Request (% change FY19P)	2.8%
FY19 Projection (% change FY18 Actuals)	4.4%

Request is within budget guidance limit
Effective growth rate 3.4% when factoring accounting adjustment

Change in Charges	
Commercial	$1,496,143
Medicaid	-$198,949
Medicare	$569,841

4.2% Change in Charge

Hospital Justification:

- Operating margin recovery after 3-year downward trend
- Increased complexity of care
- Utilization increases

Note: FY19 projection and FY20 NPR/FPP updated August 9, 2019

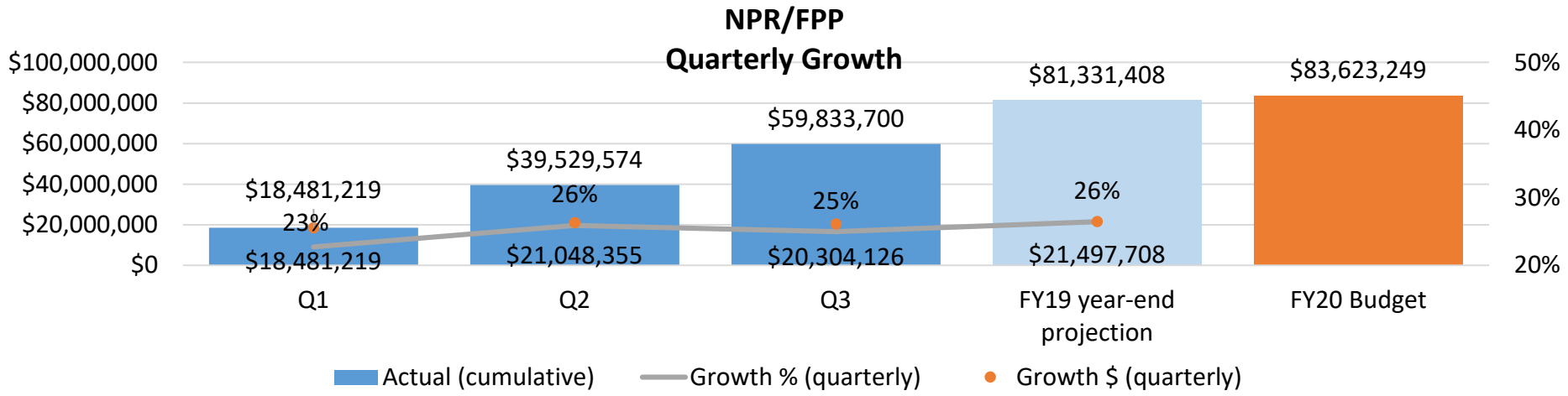
North Country Hospital Accounting Adjustment

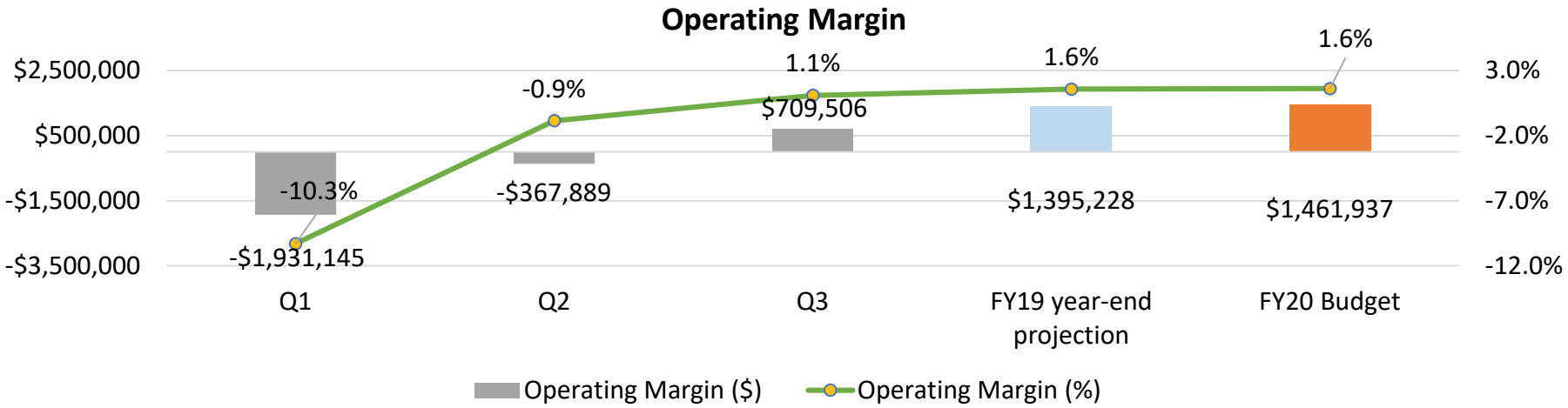
North Country resubmitted their budget information on August 9th to reflect double counting of swing bed revenues in FY19 in the amount of **$638,225**. North Country also adjusted **$644,200** in capitation and incentive income in their FY20 budget.

FY19 Approved	FY19 Approved	FY19 Effective Budget
$81,523,350	$81,523,350	$80,885,125
FY20 Original Submission	**FY20 Resubmitted**	**FY20 Resubmission**
$82,979,049	$83,623,249	$83,623,249
	NPR/FPP % Growth	
1.8%	2.6%	3.4%

North Country Hospital
FY19 Operating Performance

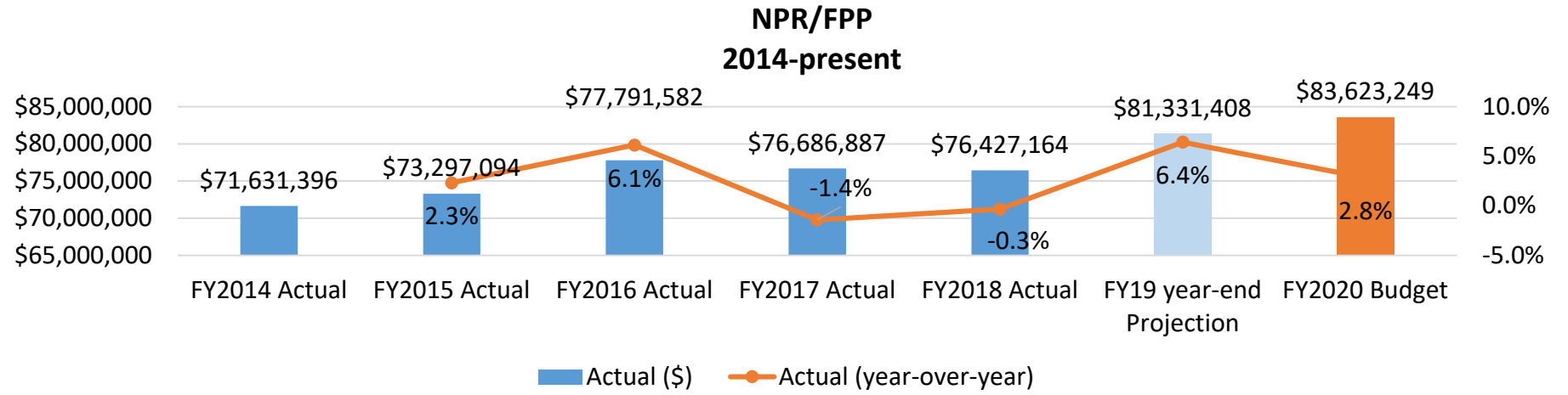
Reflects resubmitted FY19 budget and FY20 budget

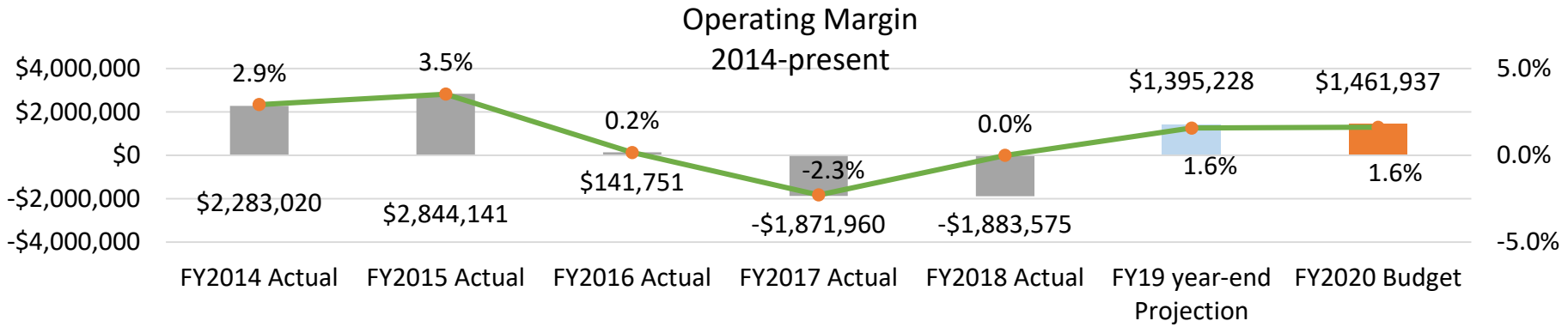




No change to hospital's FY19 projection from their response to staff analysis

North Country Hospital
Historical Operating Performance





	FY16A	FY17A	FY18A	FY19B	FY19P	FY20B
Days Cash on Hand	169	185	213	196	191	202
Age of Plant	9	11	13	13	13	14

VERMONT
GREEN MOUNTAIN CARE BOARD

North Country Hospital
Change in Charge

Request	
Overall Change in Charge %	4.2%
NPR due to Change in Charge	$2,043,275
Value of 1% Change in Charge	$387,681

Service Category	
Hospital Inpatient Change in Gross	5.0%
Hospital Outpatient Change in Gross Charges	5.0%
Physician Outpatient Change in Gross Charges	0.0%

Payer	
Commercial	$1,496,143
Medicaid	-$198,949
Medicare	$569,841

% of NPR/FPP Increase	
FY20 Request ($ change FY19B)	$2,099,899
Change in Charge ($)	$2,043,275
Change in Charge as a % of NPR/FPP Increase	97.3%

	FY16	**FY17**	**FY18**	**FY19**	**FY20**	**5-year average**
Approved	4.8%	3.5%	5.0%	3.6%	NA	5.0%
Submitted	4.8%	3.5%	5.0%	3.6%	4.2%	5.0%

Hospital's assumptions about Medicare and Medicaid remain unchanged.

North Country Hospital
ACO Participation

HSA: Newport

Risk Program Participation		
CY18	CY19	Planned CY20
Medicaid	Medicaid	Medicaid

FY20 Submitted Data ($ or #, % of System)[5]			
NPR & FPP	Net Worth	DCOH	CAH
$82,979,049; 3.0%	$57,757,012	201.8	Yes

% FPP/NPR & FPP		
FY18 Act.	FY19 Proj.	FY20 Budget
5.7%	6.9%	6.8%

MRL as % of NPR & FPP	
CY18[6]	CY19[7]
0.3%	0.5%

Attributed Lives (#; % of System)	
CY18[1]	CY19[2]
3,920; 3.5%	4,649; 2.7%

MRL as % of Net Worth	
CY18[6]	CY19[7]
0.4%	0.8%

Maximum Risk Limit (MRL); % of System MRL	
CY18[3]	CY19[4]
$260,281; 1.2%	$448,423; 1.2%

Days Cash on Hand Needed to Fund MRL	
CY18[6]	CY19[7]
0.6	1.1

[1-5]All data sources listed at the end of this report

[6] Calculations under CY18 headers use CY18 data from OneCare, and FY19 data from hospitals.

[7] Calculations under CY19 headers use CY19 data from OneCare, and FY20 data from hospitals.

Northwestern Medical Center

NPR/FPP	
FY19 Budget-to-Projection Variance	**-4.0%**
FY19 Budget ($)	$112,773,980
FY20 Request ($)	$116,926,579
FY20 Request (% change FY19B)	**3.7%**
FY20 Request ($ change FY19B)	$4,152,599
FY20 Request (% change FY19P)	8.0%
FY19 Projection (% change FY18 Actuals)	4.8%

Budget-to-projection variance triggers 5% cap
Request exceeds 5.0% cap and 3.5% target growth rate
Effective growth rate is 3.5% when considering provider transfer

Change in Charges	
Commercial	$3,395,863
Medicaid	$0
Medicare	$0

5.9% Change in Charge

Hospital Justification:

- 5-year trend of decreasing operating margin
  - -$6,765,758 FY19 projected operating losses (-6.0% operating margin)
- NMC states NPR/FPP growth reasonable given expected increases in utilization and 5.9% request change in charge
- "Overcorrection" in change in charge
- Change in Charge to support operating margin recovery

Note: FY19 projection and FY20 NPR/FPP updated August 9, 2019

Northwestern Vermont Medical Center Provider Transfer Requests

Northwestern Medical Center					
Name of Acquisition or Transfer	**NPR/FPP**	**Expenses**	**Net Profit/Loss**	**Effective Date**	**Adjustment to FY20 NPR/FPP**
Cold Hollow Family Practice	$941,347	$1,103,308	-$161,961	1/1/2020	0.8%
Northwestern Dermatology	-$711,015	-$696,532	-$14,483	1/1/2019	-0.6%
	$230,332	**$406,776**	**-$176,444**		0.2%

Northwestern Vermont Medical Center Provider Transfer Requests

NMC plans to acquire **Cold Hollow Family Practice** located in Enosburg Falls on January 1, 2020

FY20 Impact	
Gross Patient Care Revenue	$1,711,539
Deductions from Revenue	-$770,192
Net Patient Revenue	$941,347
Provider Salaries	$323,352
Provider Fringe Benefits	$45,000
Staff Wages & Benefits (Non MD)	$514,068
Malpractice	$12,000
Depreciation/Amortization	$0
Rent	$64,378
Billing Service	$0
Medical/Surgical Supplies	$40,000
Other Costs	$104,510
Operating Expense	$1,103,308
Net Operating Income/Loss	-$161,961

Northwestern plans to acquire this practice to maintain and improve access to primary care.

FTEs and units of service:

- 1 Provider FTE
- 8 non-provider FTEs
- 6,586 units of service

0.8% impact on FY20 NPR/FPP

GMCB staff recommend approval

Motion to approve Northwestern's request to adjust their FY20 budget request to reflect the acquisition of Cold Hollow Family Practice on January 1, 2020, pending the hospital board's approval and required notice to patients pursuant to Act 143.

Northwestern Vermont Medical Center Provider Transfer Requests

As of January 1, 2019, **Northwestern Dermatology** is no longer a hospital-owned practice

FY19 Impact	
Gross Patient Care Revenue	-$1,622,726
Deductions from Revenue	-$911,711
Net Patient Revenue	**-$711,015**
Provider Salaries	-$432,057
Provider Fringe Benefits	-$51,847
Staff Wages & Benefits (Non MD)	-$144,709
Malpractice	
Depreciation/Amortization	$0
Rent	$0
Billing Service	$0
Medical/Surgical Supplies	-$46,358
Other Costs	-$21,561
Total Operating Expense	**-$696,532**
Net Operating Income/Loss	**-$14,483**

FTEs 0.375 Provider FTE

- 3.45 non-provider FTEs

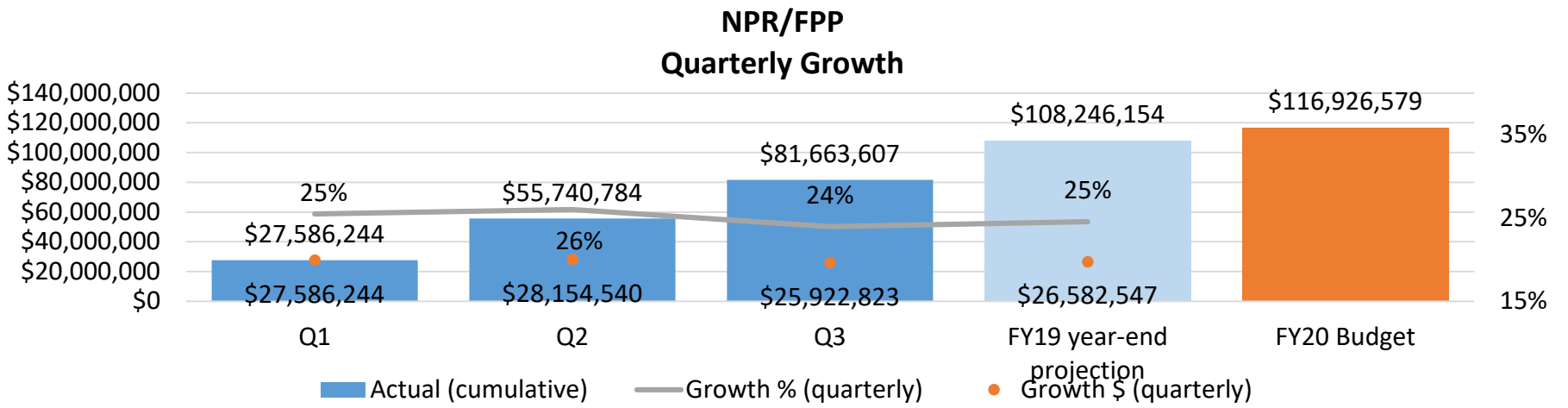
-0.6% impact on FY20 NPR/FPP

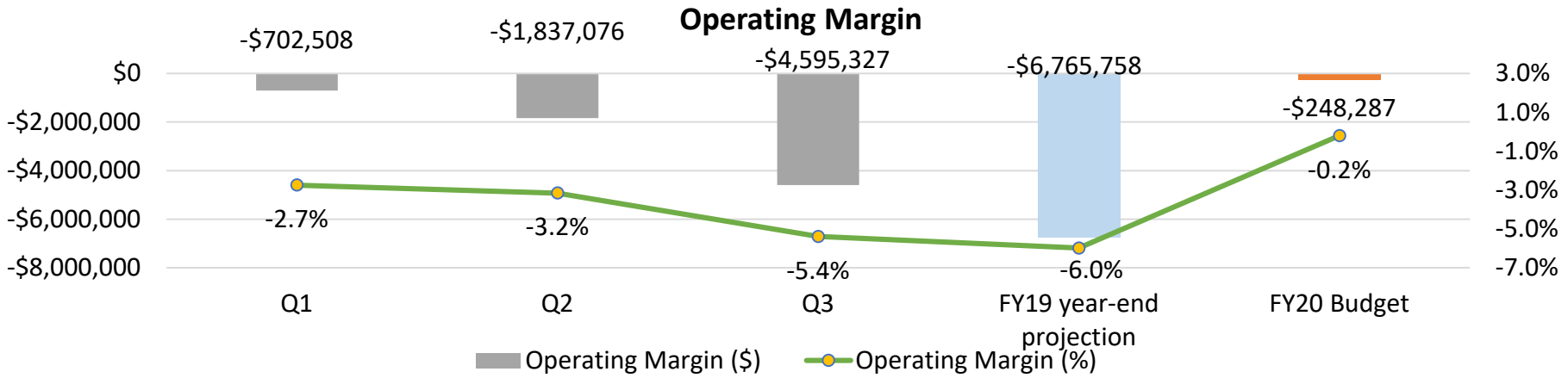
GMCB staff recommend approval

Motion to approve Northwestern's request to adjust their FY20 budget request to reflect the transfer of Northwestern Dermatology to an independent practice.

Northwestern Vermont Medical Center
FY19 Operating Performance

Reflects resubmitted budget to update FY19 projected NPR/FPP and Operating Margin

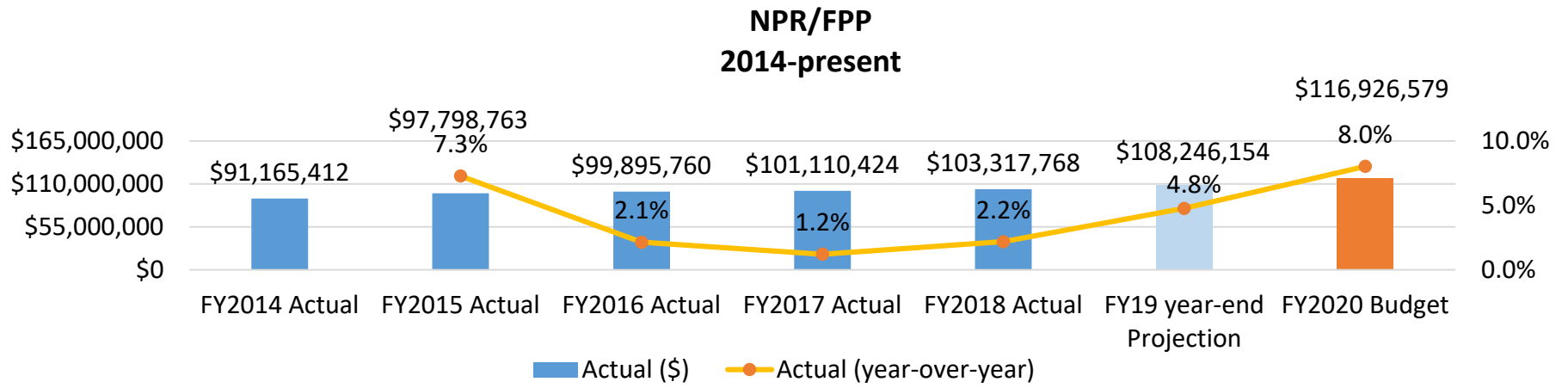


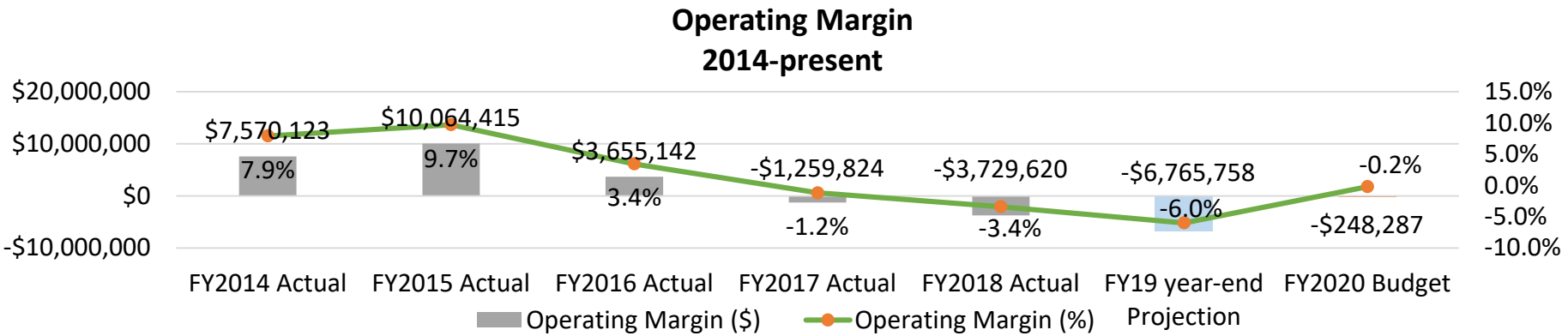


Note: FY19 projection and FY20 NPR/FPP updated August 9, 2019

VERMONT
GREEN MOUNTAIN CARE BOARD

Northwestern Vermont Medical Center
Historical Operating Performance





	FY16A	FY17A	FY18A	FY19B	FY19P	FY20B
Days Cash on Hand	351	331	300	307	257	244
Age of Plant	11	11	11	10	10	10

Northwestern Vermont Medical Center
Change in Charge

Request	
Overall Change in Charge %	5.9%
NPR due to Change in Charge	$3,395,863
Value of 1% Change in Charge	$575,570

Service Category	
Hospital Inpatient Change in Gross	7.6%
Hospital Outpatient Change in Gross Charges	7.6%
Skilled Nursing Facility Change in Gross Charges	0.0%

Payer	
Commercial	$3,395,863
Medicaid	$0
Medicare	$0

% of NPR/FPP Increase	
FY20 Request ($ change FY19B)	$4,152,599
Change in Charge ($)	$3,395,863
Change in Charge as a % of NPR/FPP Increase	81.8%

	FY16	FY17	FY18	FY19	FY20	5-year average
Approved	-8.0%	0.0%	3.5%	2.0%	NA	0.8%
Submitted	-8.0%	2.9%	6.0%	2.0%	5.9%	1.9%

Hospital's assumptions about Medicare and Medicaid remain unchanged.

Northwestern Vermont Medical Center
ACO Participation

HSA: St. Albans

Risk Program Participation		
CY18	CY19	Planned CY20
Medicaid Medicare BCBSVT	Medicaid Medicare BCBSVT	Medicaid Medicare BCBSVT

FY20 Submitted Data ($ or #, % of System)[5]			
NPR & FPP	Net Worth	DCOH	CAH
$116,926,579, 4.3%	$131,647,728	287.7	No

% FPP/NPR & FPP		
FY18 Act.	FY19 Proj.	FY20 Budget
13.9%	16.9%	21.0%

MRL as % of NPR & FPP	
CY18[6]	CY19[7]
1.4%	3.6%

Attributed Lives (#; % of System)	
CY18[1]	CY19[2]
6,909; 6.1%	15,357; 8.9%

MRL as % of Net Worth	
CY18[6]	CY19[7]
1.2%	3.2%

Maximum Risk Limit (MRL); % of System MRL	
CY18[3]	CY19[4]
$1,628,106; 7.7%	$4,200,754; 11.0%

Days Cash on Hand Needed to Fund MRL	
CY18[6]	CY19[7]
4.5	11.7

[1-5]All data sources listed at the end of this report

[6] Calculations under CY18 headers use CY18 data from OneCare, and FY19 data from hospitals.

[7] Calculations under CY19 headers use CY19 data from OneCare, and FY20 data from hospitals.

Southwestern Vermont Medical Center

NPR/FPP	
FY19 Budget-to-Projection Variance	**-0.2%**
FY19 Budget ($)	$165,201,376
FY20 Request ($)	$172,284,645
FY20 Request (% change FY19B)	**4.3%**
FY20 Request ($ change FY19B)	$7,083,269
FY20 Request (% change FY19P)	4.5%
FY19 Projection (% change FY18 Actuals)	2.4%

Request exceeds 3.5% target growth rate

Within target growth rate when considering request for provider transfer 3.5%

Change in Charges	
Commercial	$2,776,170
Medicaid	$0
Medicare	$0

2.8% Change in Charge

Hospital Justification:

- Utilization increases
- Anesthesia provider transfer

Southwestern Vermont Medical Center Provider Transfer Requests

SVMC plans to acquire **SVMC Anesthesia** located in Bennington on January 1, 2020

FY20 Impact	
Gross Patient Care Revenue	$2,147,112
Deductions from Revenue	-$846,098
Net Patient Revenue	**$1,301,014**
Provider Salaries	$1,977,890
Provider Fringe Benefits	$338,220
Staff Wages & Benefits (Non MD)	-
Malpractice	$203,920
Depreciation/Amortization	-
Rent	-
Billing Service	$75,685
Medical/Surgical Supplies	$100,823
Other Costs	$343,938
Operating Expense	**$3,040,476**
Net Operating Income/Loss	**-$1,739,462**

Currently, SVMC has a professional service agreement (PSA) with an Anesthesia group. Under the new arrangement, physicians would be hospital-employed.

FTEs and units of service:

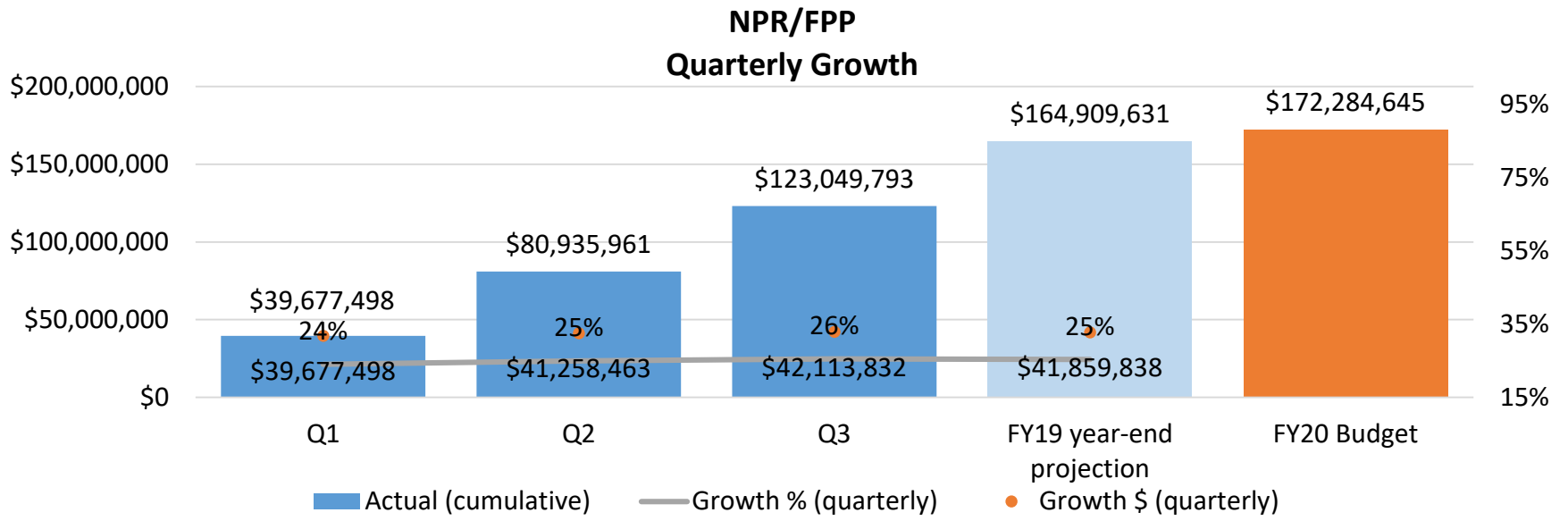
- 3 Provider FTE
- 3.75 non-provider FTEs
- 43,933 units of service

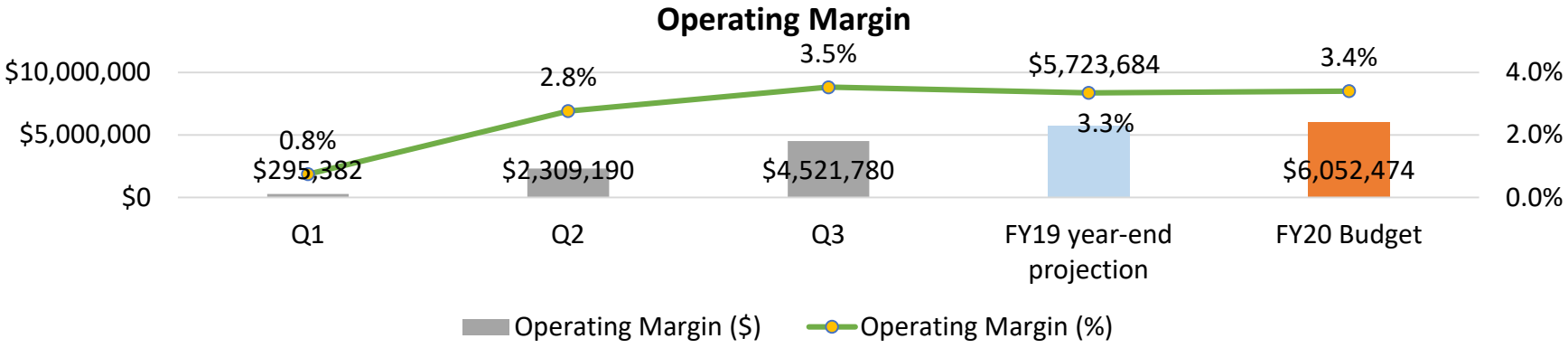
0.8% impact on FY20 NPR/FPP

GMCB staff recommend approval

Motion to approve Southwestern's request to adjust their FY20 budget request to reflect the acquisition of SVMC Anesthesia on January 1, 2020, pending required notice to patients pursuant to Act 143.

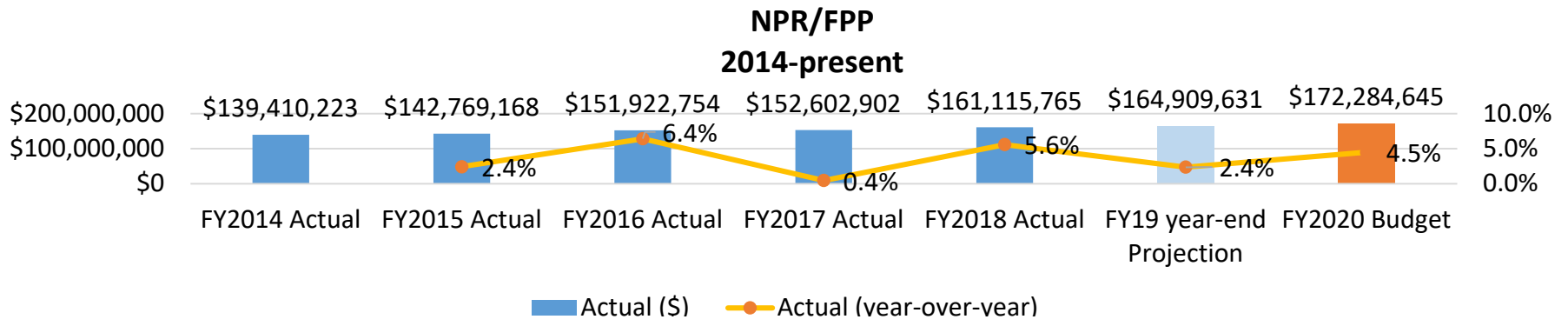
Southwestern Vermont Medical Center
FY19 Operating Performance

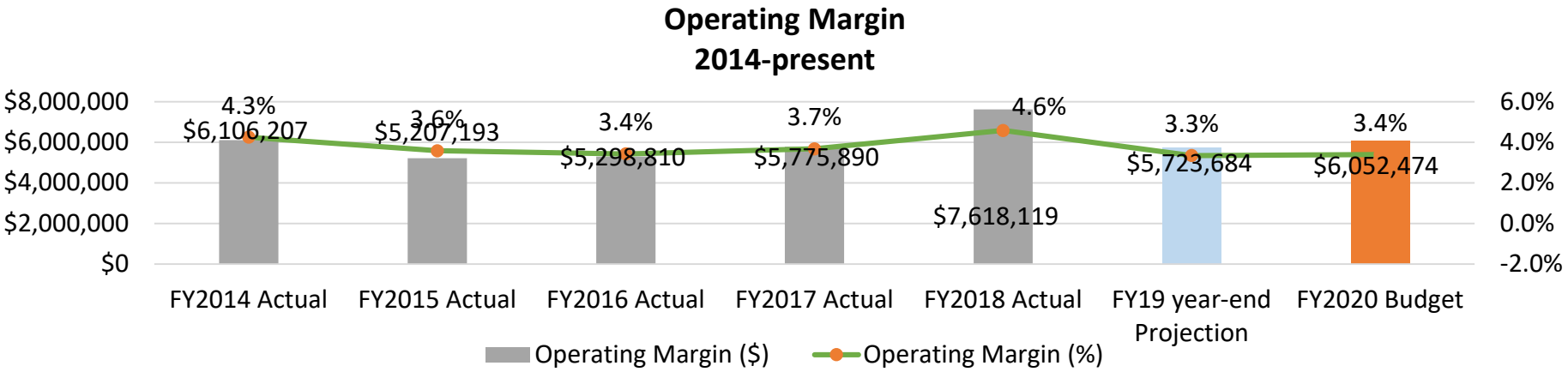




No change to hospital's FY19 projection from their response to staff analysis

Southwestern Vermont Medical Center
Historical Operating Performance





	FY16A	FY17A	FY18A	FY19B	FY19P	FY20B
Days Cash on Hand*	59	44	38	46	35	36
Age of Plant	17	17	17	18	18	18

*Does not include parent company of 161 for FY20

Southwestern Vermont Medical Center
Change in Charge

Request	
Overall Change in Charge %	2.8%
NPR due to Change in Charge	$2,776,170
Value of 1% Change in Charge	$926,000

Service Category	
Hospital Inpatient Change in Gross	4.7%
Hospital Outpatient Change in Gross Charges	4.7%
Professional Services Change in Gross Charges	0.0%

Payer	
Commercial	$2,776,170
Medicaid	$0
Medicare	$0

% of NPR/FPP Increase	
FY20 Request ($ change FY19B)	$7,083,269
Change in Charge ($)	$2,776,170
Change in Charge as a % of NPR/FPP Increase	39.2%

	FY16	**FY17**	**FY18**	**FY19**	**FY20**	**5-year average**
Approved	3.8%	3.4%	2.9%	3.0%	NA	3.5%
Submitted	3.8%	3.9%	2.9%	3.2%	2.8%	3.7%

Southwestern Vermont Medical Center
ACO Participation

HSA: Bennington

Risk Program Participation		
CY18	CY19	Planned CY20
Medicaid	Medicaid Medicare BCBSVT	Medicaid Medicare BCBSVT

FY20 Submitted Data ($ or #, % of System)[5]			
NPR & FPP	Net Worth	DCOH	CAH
$172,284,645; 6.3%	$41,156,577	35.7*	No

*SVMC's DCOH considering parent company: 161

% FPP/NPR & FPP		
FY18 Act.	FY19 Proj.	FY20 Budget
3.3%	17.4%	21.2%

MRL as % of NPR & FPP	
CY18[6]	CY19[7]
0.2%	1.4%

Attributed Lives (#; % of System)	
CY18[1]	CY19[2]
5,884; 5.2%	14,560; 8.4%

MRL as % of Net Worth	
CY18[6]	CY19[7]
0.9%	5.9%

Maximum Risk Limit (MRL); % of System MRL	
CY18[3]	CY19[4]
$404,598; 1.9%	$2,439,652; 6.4%

Days Cash on Hand Needed to Fund MRL	
CY18[6]	CY19[7]
0.4	2.8

[1-5]All data sources listed at the end of this report

[6] Calculations under CY18 headers use CY18 data from OneCare, and FY19 data from hospitals.

[7] Calculations under CY19 headers use CY19 data from OneCare, and FY20 data from hospitals.

Non-Compliant Requests

Brattleboro Memorial Hospital
Copley Hospital
Northeastern Vermont Regional Hospital
Mount Ascutney
Grace Cottage

Request exceeds 5.0% cap for those hospitals whose budget-to-projection variance exceeds -2.0%
and/or
Request exceeds 3.5% target growth rate

Brattleboro Memorial Hospital

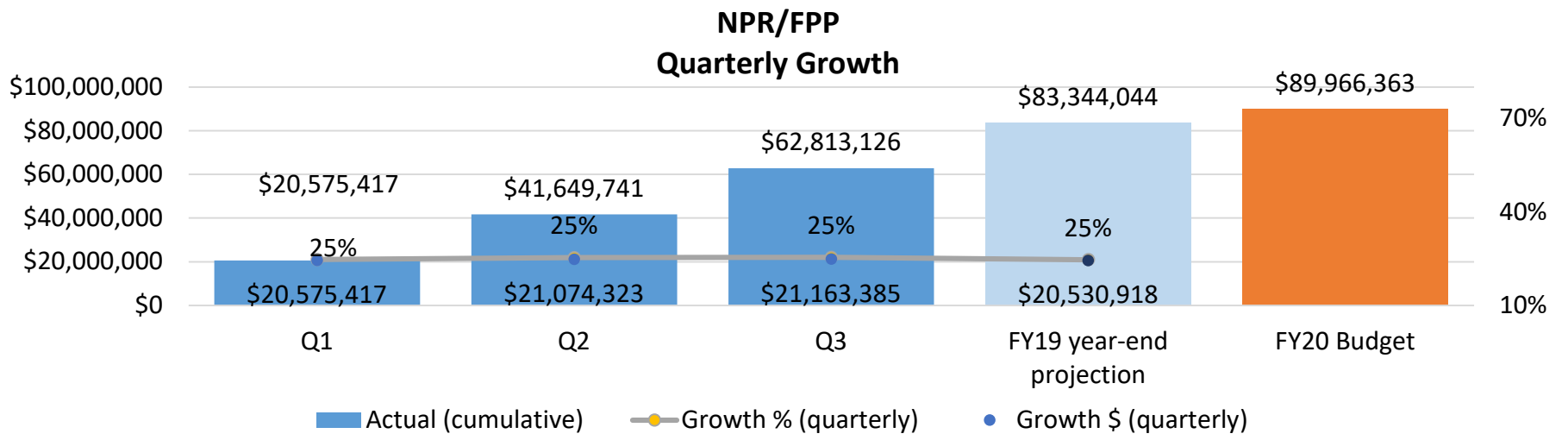
NPR/FPP	
FY19 Budget-to-Projection Variance	**-0.7%**
FY19 Budget ($)	$83,947,707
FY20 Request ($)	$89,344,044
FY20 Request (% change FY19B)	**7.2%**
FY20 Request ($ change FY19B)	$6,018,656
FY20 Request (% change FY19P)	7.9%
FY19 Projection (% change FY18 Actuals)	7.4%
Request exceeds the 3.5% target growth rate	

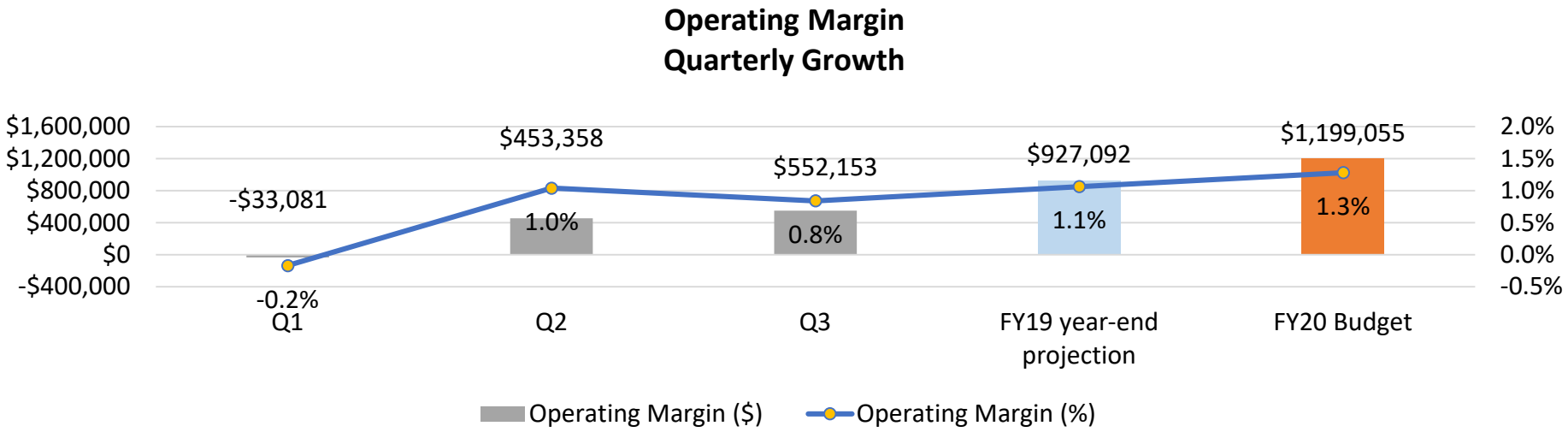
Change in Charges	
Commercial	$1,879,709
Medicaid	$0
Medicare	$0
3.4% Change in Charge	

Hospital Justification:

- Increased Utilization
  - Expectation that patients will continue to return to BMH now that clinicians have been recruited in Orthopedics, Primary Care, OB/GYN, General Surgery, Hospitalists, Dentist and Urology ARPN
- 3-year trend of negative operating margin

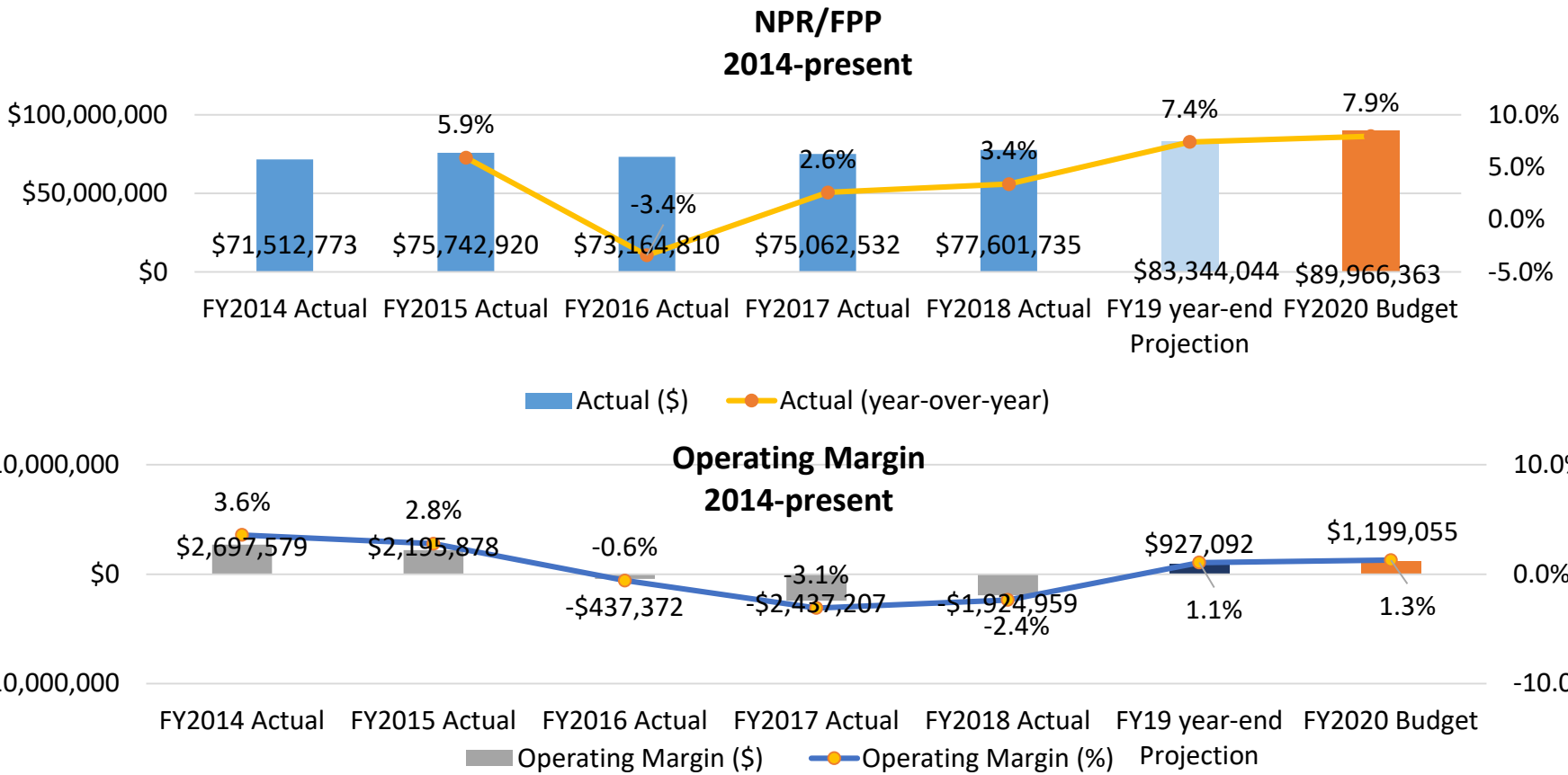
Brattleboro Memorial Hospital
FY19 Operating Performance





No change to hospital's FY19 projection from their response to staff analysis

Brattleboro Memorial Hospital
Historical Operating Performance



	FY16A	FY17A	FY18A	FY19B	FY19P	FY20B
Days Cash on Hand	229	195	196	196	253	146
Age of Plant	9	10	10	11	12	13

Brattleboro Memorial Hospital Change in Charge

Request	
Overall Change in Charge %	3.4%
NPR due to Change in Charge	$1,879,709
Value of 1% Change in Charge	$531,295
Service Category	
Hospital Inpatient Change in Gross	4.4%
Hospital Outpatient Change in Gross Charges	3.6%
Professional Services Change in Gross Charges	0.0%
Payer	
Commercial	$1,879,709
Medicaid	$0
Medicare	$0
% of NPR/FPP Increase	
FY20 Request ($ change FY19B)	$6,018,656
Change in Charge ($)	$1,879,709
Change in Charge as a % of NPR/FPP Increase	31.2%

	FY16	FY17	FY18	FY19	FY20	5-year average
Approved	-1.4%	3.5%	5.7%	3.9%	NA	2.9%
Submitted	-1.2%	3.5%	8.9%	4.9%	3.4%	3.8%

Hospital's assumptions about Medicare and Medicaid remain unchanged.

Brattleboro Memorial Hospital
ACO Participation

HSA: Brattleboro

Risk Program Participation		
CY18	CY19	Planned CY20
Medicaid Medicare BCBSVT	Medicaid Medicare BCBSVT	Medicaid Medicare BCBSVT

FY20 Submitted Data ($ or #, % of System)[5]			
NPR & FPP	Net Worth	DCOH	CAH
$89,966,363; 3.3%	$62,417,161	146.3	No (MDH)

% FPP/NPR & FPP		
FY18 Act.	FY19 Proj.	FY20 Budget
9.7%	12.2%	12.2%

MRL as % of NPR & FPP	
CY18[6]	CY19[7]
1.6%	1.3%

Attributed Lives (#; % of System)	
CY18[1]	CY19[2]
7,246; 6.4%	7,476; 4.3%

MRL as % of Net Worth	
CY18[6]	CY19[7]
2.3%	1.9%

Maximum Risk Limit (MRL); % of System MRL	
CY18[3]	CY19[4]
$1,346,573; 6.4%	$1,165,053; 3.1%

Days Cash on Hand Needed to Fund MRL	
CY18[6]	CY19[7]
3.2	2.8

[1-5]All data sources listed at the end of this report

[6] Calculations under CY18 headers use CY18 data from OneCare, and FY19 data from hospitals.

[7] Calculations under CY19 headers use CY19 data from OneCare, and FY20 data from hospitals.

Copley Hospital

NPR/FPP	
FY19 Budget-to-Projection Variance	**-2.6%**
FY19 Budget ($)	$70,201,316
FY20 Request ($)	$72,658,362
FY20 Request (% change FY19B)	**3.5%**
FY20 Request ($ change FY19B)	$2,457,046
FY20 Request (% change FY19P)	6.3%
FY19 Projection (% change FY18 Actuals)	3.2%

Budget-to-to-projection variance triggers 5.0% cap
Request exceeds the 3.5% target growth rate

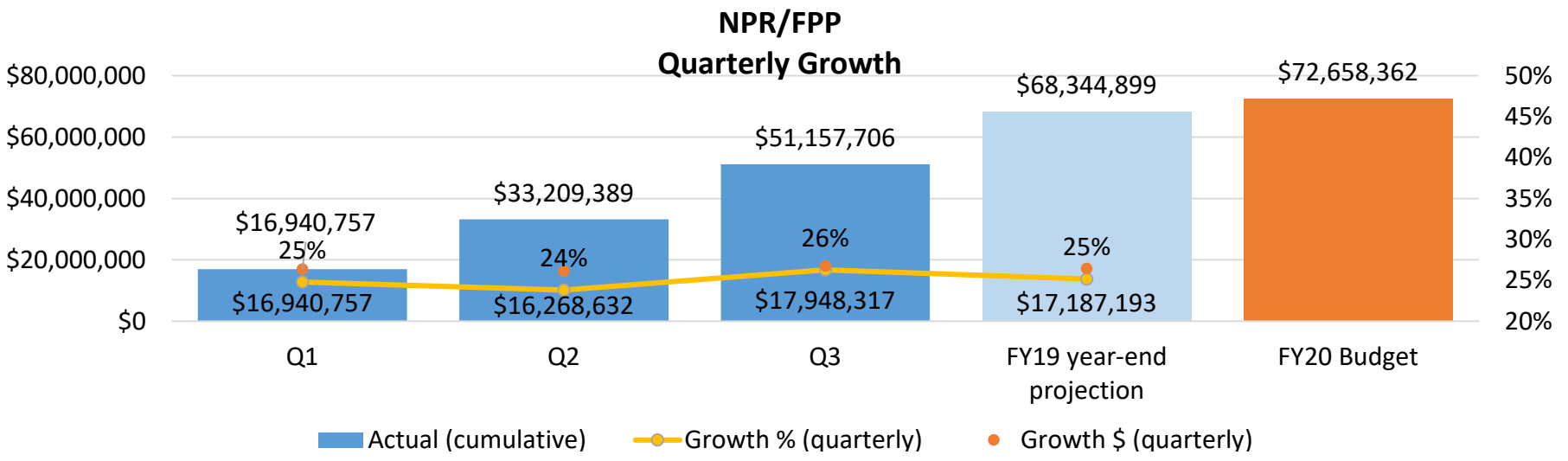
Change in Charges	
Commercial	$3,636,748
Medicaid	$0
Medicare	$0

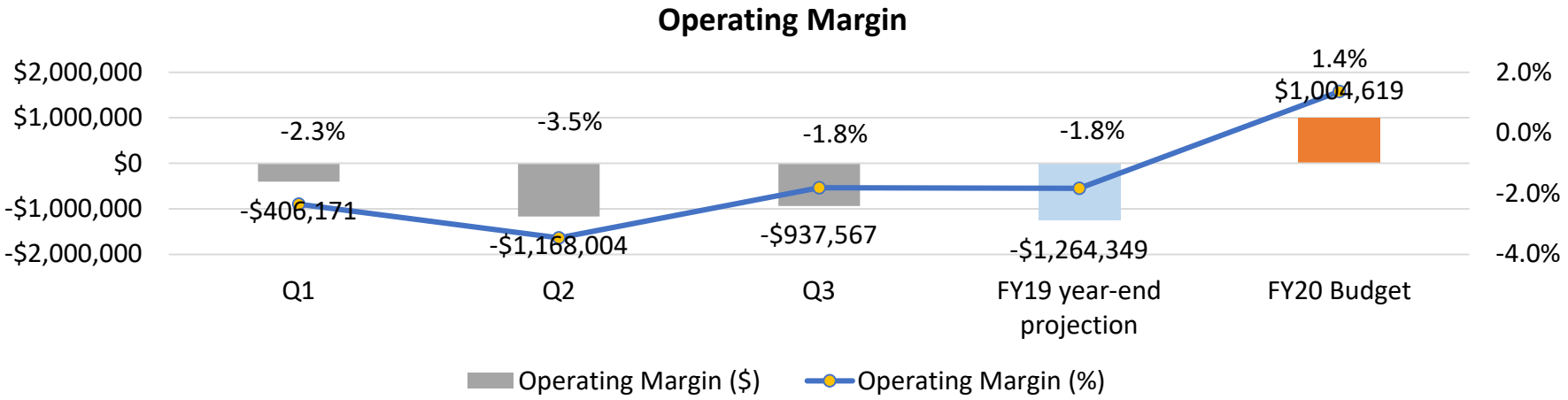
9.8% Change in Charge

Hospital Justification:

- 4-year trend of negative operating margin
- Requirement to build cash for deferred maintenance and risk mitigation
- Cost pressures
  - Inflation, Drugs (oncology Rx), Wages, Supplies (implants)
  - Affiliation initiatives
- Service Mix and Complexity of Care
- “Overcorrection of change in charge, 4-year trend -1.7%”
- Change in Charge to support positive operating margin

Copley Hospital
FY19 Operating Performance

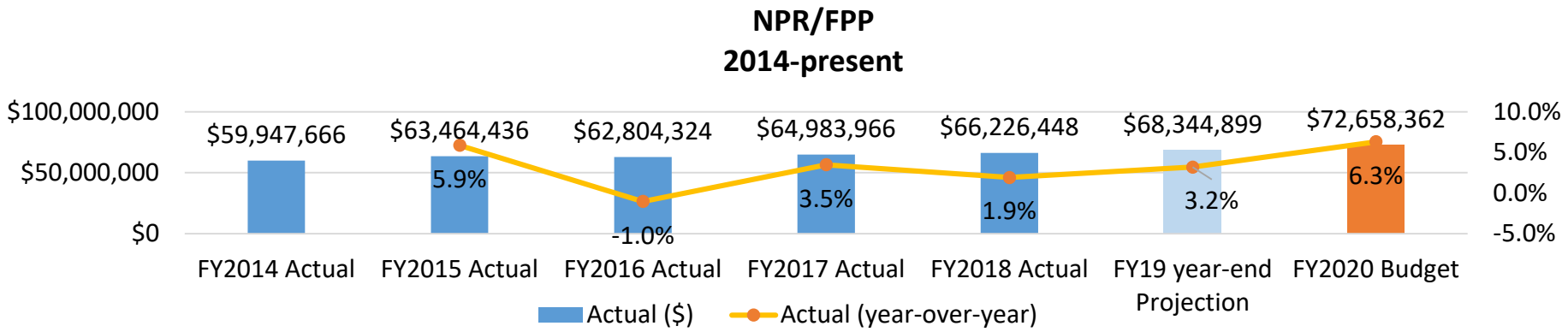


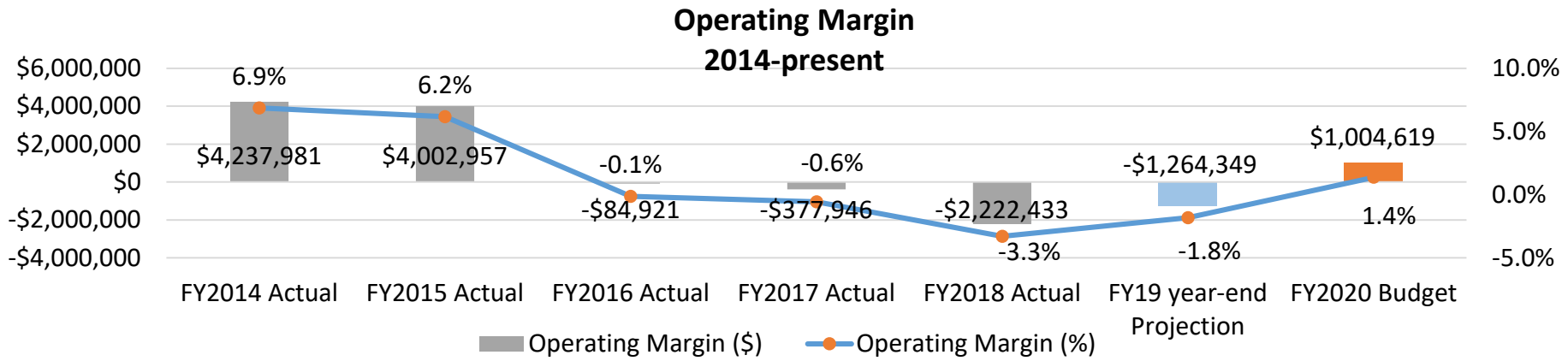


No change to hospital's FY19 projection from their response to staff analysis.

VERMONT
GREEN MOUNTAIN CARE BOARD

Copley Hospital
Historical Operating Performance





	FY16A	FY17A	FY18A	FY19B	FY19P	FY20B
Days Cash on Hand	82	84	64	65	67	72
Age of Plant	11	12	10	12	12	12

Copley Hospital
Change in Charge

Request	
Overall Change in Charge %	9.8%
NPR due to Change in Charge	$3,636,748
Value of 1% Change in Charge	$370,684

Service Category	
Hospital Inpatient Change in Gross	9.8%
Hospital Outpatient Change in Gross Charges	9.8%
Skilled Nursing Facility Change in Gross Charges	9.8%

Payer	
Commercial	$3,636,748
Medicaid	$0
Medicare	$0

% of NPR/FPP Increase	
FY20 Request ($ change FY19B)	$2,457,046
Change in Charge ($)	$3,636,748
Change in Charge as a % of NPR/FPP Increase	148.0%

	FY16	FY17	FY18	FY19	FY20	5-year average
Approved	-4.0%	-3.7%	-3.4%	4.5%	NA	-1.3%
Submitted	-3.0%	0.0%	0.0%	7.9%	9.8%	1.0%

Hospital's assumptions about Medicare and Medicaid remain unchanged.

Copley Hospital
ACO Participation

HSA: Morrisville

Risk Program Participation		
CY18	CY19	Planned CY20
n/a	n/a	Medicaid

FY20 Submitted Data ($ or #, % of System)[5]			
NPR & FPP	Net Worth	DCOH	CAH
$72,658,362; 2.7%	$35,219,117	72.1	Yes

% FPP/NPR & FPP		
FY18 Act.	FY19 Proj.	FY20 Budget
0.0%	0.0%	0.0%

[1-5]All data sources listed at the end of this report

[6] Calculations under CY18 headers use CY18 data from OneCare, and FY19 data from hospitals.

[7] Calculations under CY19 headers use CY19 data from OneCare, and FY20 data from hospitals.

Northeastern Vermont Regional Hospital

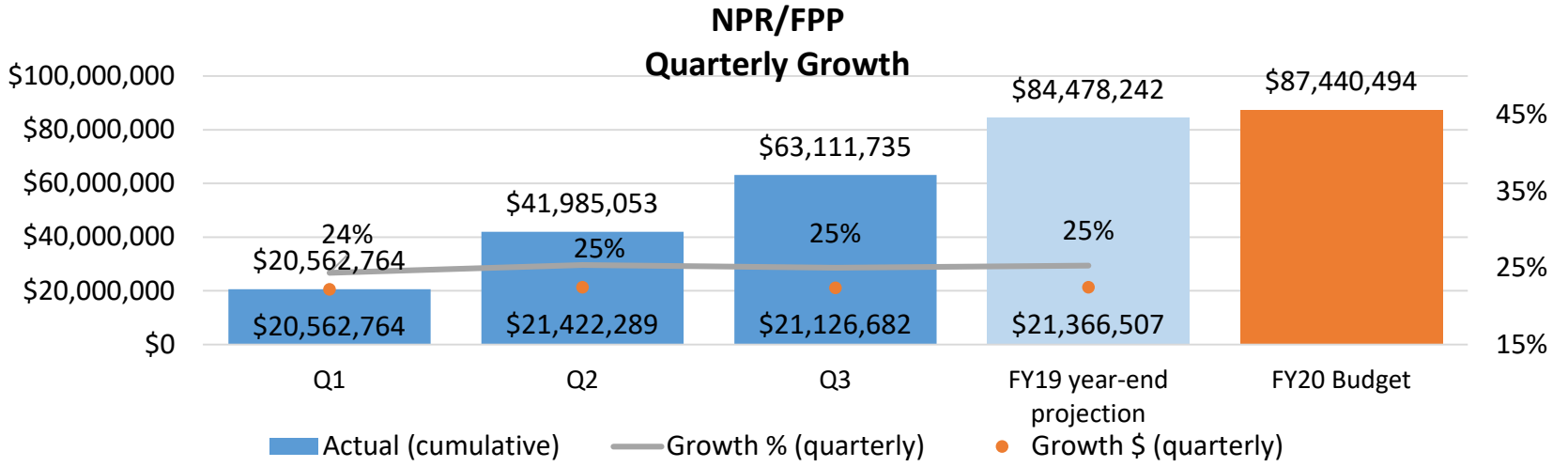
NPR/FPP	
FY19 Budget-to-Projection Variance	**3.6%**
FY19 Budget ($)	$81,568,705
FY20 Request ($)	$87,440,494
FY20 Request (% change FY19B)	**7.2%**
FY20 Request ($ change FY19B)	$5,871,789
FY20 Request (% change FY19P)	3.5%
FY19 Projection (% change FY18 Actuals)	7.7%
Request exceeds the 3.5% target growth rate	

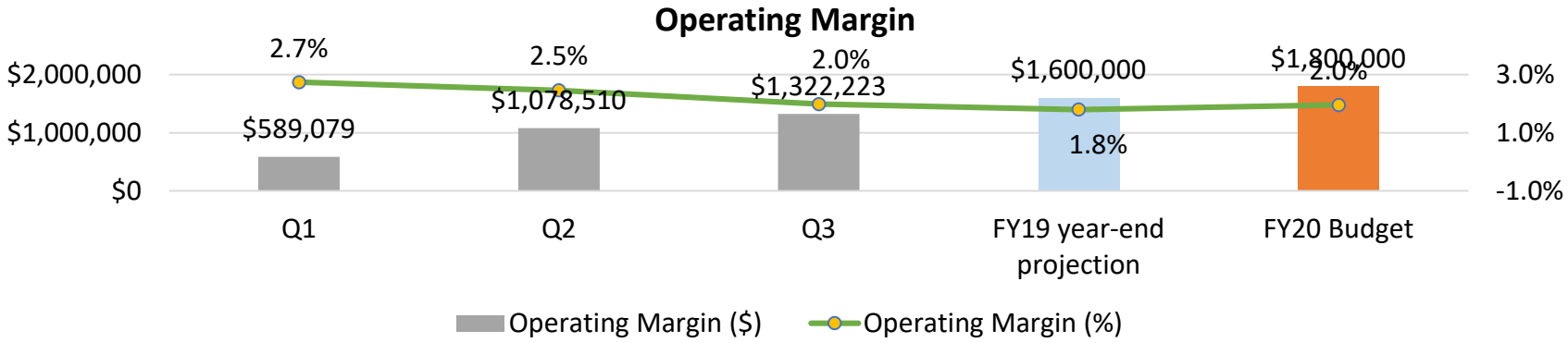
Change in Charges	
Commercial	$1,317,200
Medicaid	$0
Medicare	$0
3.5% Change in Charge	

Hospital Justification:

- Utilization increases
  - Average daily census increased from 14 to 18
  - Regained confidence in the hospital from service area
  - Increased staffing levels (orthopedics, general surgery, specialty and primary care)
  - Change in Charge to support long term operating margin
  - Operating margin necessary to expand Emergency Room planned for FY23

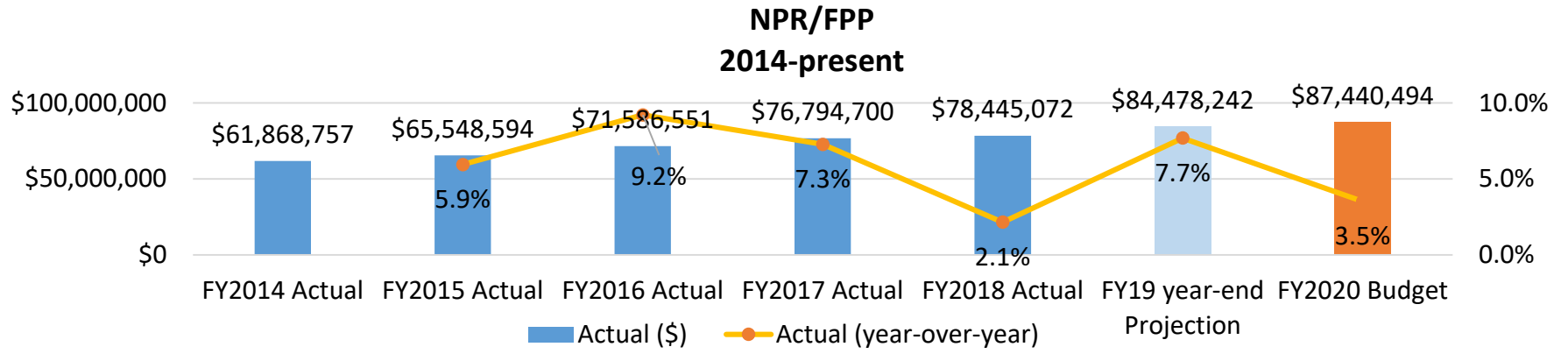
Northeastern Vermont Regional Hospital
FY19 Operating Performance

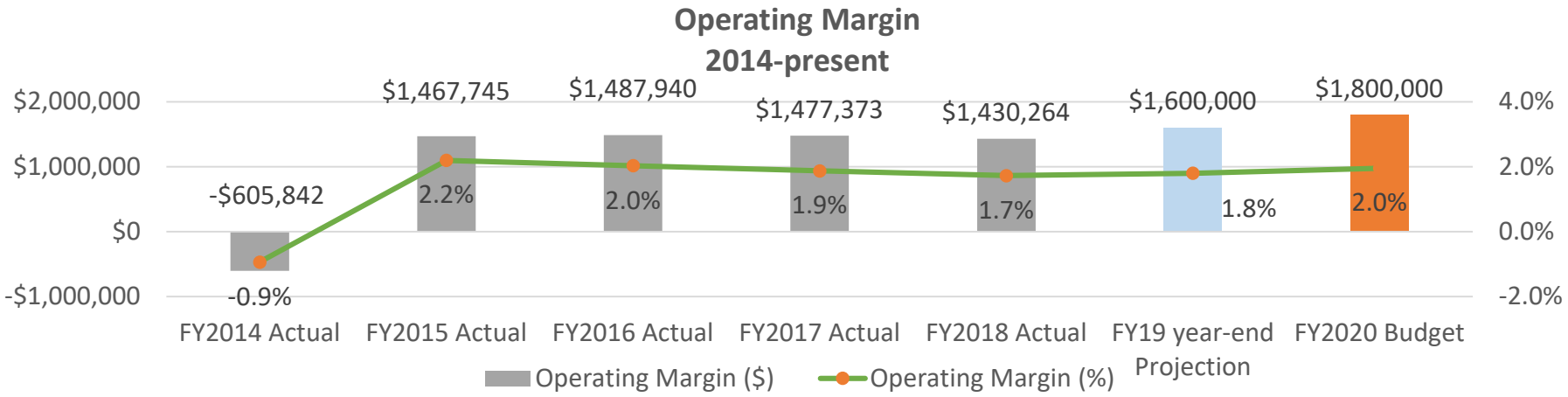




No change to hospital's FY19 projection from their response to staff analysis.

Northeastern Vermont Regional Hospital
Historical Operating Performance





	FY16A	FY17A	FY18A	FY19B	FY19P	FY20B
Days Cash on Hand	123	124	120	122	108	114
Age of Plant	13	13	13	13	13	12

Northeastern Vermont Regional Hospital Change in Charge

Request	
Overall Change in Charge %	3.5%
NPR due to Change in Charge	$1,317,200
Value of 1% Change in Charge	$376,300

Service Category	
Hospital Inpatient Change in Gross	3.8%
Hospital Outpatient Change in Gross Charges	3.8%
All Other Change in Gross Charges	0.0%

Payer	
Commercial	$1,317,200
Medicaid	$0
Medicare	$0

% of NPR/FPP Increase	
FY20 Request ($ change FY19B)	$5,871,789
Change in Charge ($)	$1,317,200
Change in Charge as a % of NPR/FPP Increase	22.4%

	FY16	FY17	FY18	FY19	FY20	5-year average
Approved	5.2%	3.8%	3.2%	3.0%	NA	4.0%
Submitted	5.2%	3.8%	4.3%	4.0%	3.5%	4.4%

Hospital's assumptions about Medicare and Medicaid remain unchanged.

Northeastern Vermont Regional Hospital
ACO Participation

HSA: St. Johnsbury

Risk Program Participation		
CY18	CY19	Planned CY20
n/a	Medicaid	Medicaid

FY20 Submitted Data ($ or #, % of System)[5]			
NPR & FPP	Net Worth	DCOH	CAH
$87,440,494; 3.2%	$44,883,800	107.5	Yes

% FPP/NPR & FPP		
FY18 Act.	FY19 Proj.	FY20 Budget
0.0%	3.9%	5.2%

MRL as % of NPR & FPP	
CY18[6]	CY19[7]
n/a	0.8%

Attributed Lives (#; % of System)	
CY18[1]	CY19[2]
n/a	5,003; 2.9%

MRL as % of Net Worth	
CY18[6]	CY19[7]
n/a	1.5%

Maximum Risk Limit (MRL); % of System MRL	
CY18[3]	CY19[4]
n/a	$678,843; 1.8%

Days Cash on Hand Needed to Fund MRL	
CY18[6]	CY19[7]
n/a	1.0

[1-5]All data sources listed at the end of this report

[6] Calculations under CY18 headers use CY18 data from OneCare, and FY19 data from hospitals.

[7] Calculations under CY19 headers use CY19 data from OneCare, and FY20 data from hospitals.

Mt. Ascutney Hospital & Health Center

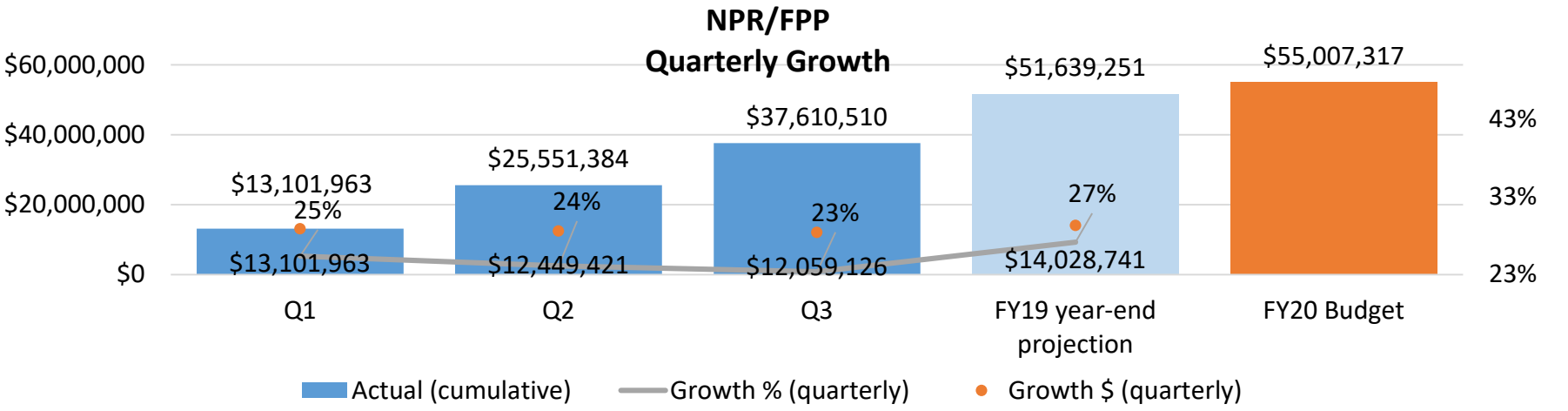
NPR/FPP	
FY19 Budget-to-Projection Variance	**0.9%**
FY19 Budget ($)	$51,195,770
FY20 Request ($)	$55,007,317
FY20 Request (% change FY19B)	**7.4%**
FY20 Request ($ change FY19B)	$3,811,547
FY20 Request (% change FY19P)	6.5%
FY19 Projection (% change FY18 Actuals)	1.6%
Request exceeds the 3.5% target growth rate	

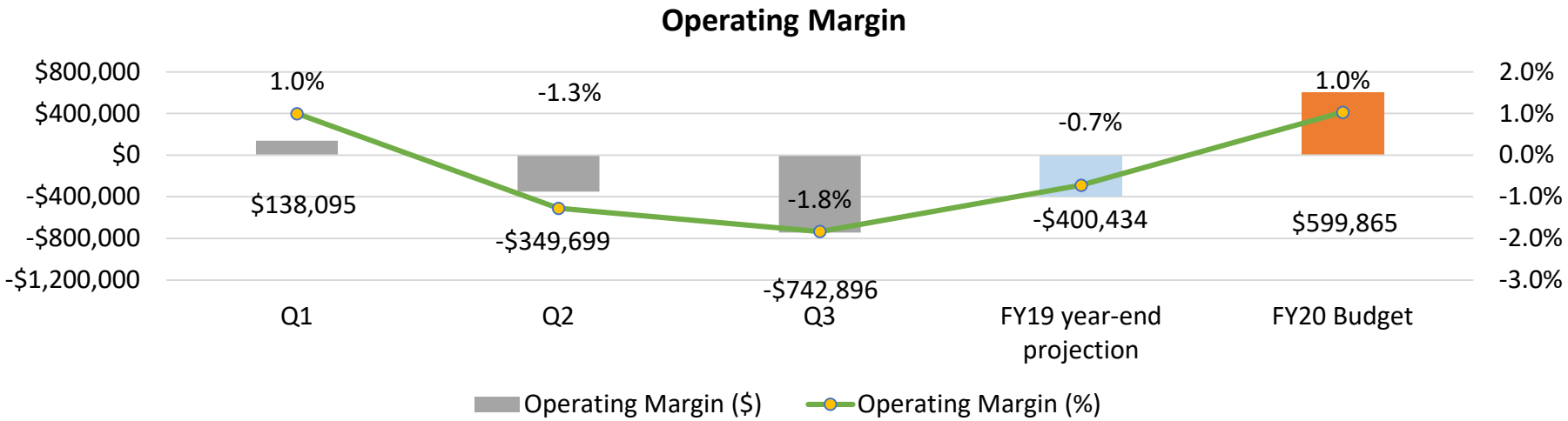
Change in Charges	
Commercial	$1,376,000
Medicaid	$0
Medicare	$0
3.2% Change in Charge	

Hospital Justification:

- Utilization increases
  - Springfield Volume
  - Increases in primary care (3 new primary care providers), swing beds, rehab, ancillary services
- Change in Charge to support operating margin

Mt. Ascutney Hospital & Health Center
FY19 Operating Performance

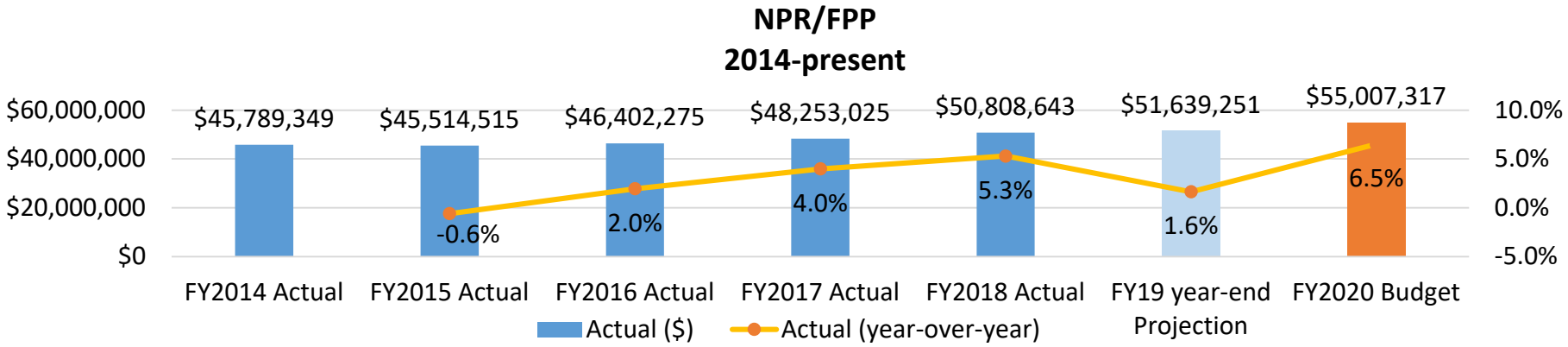


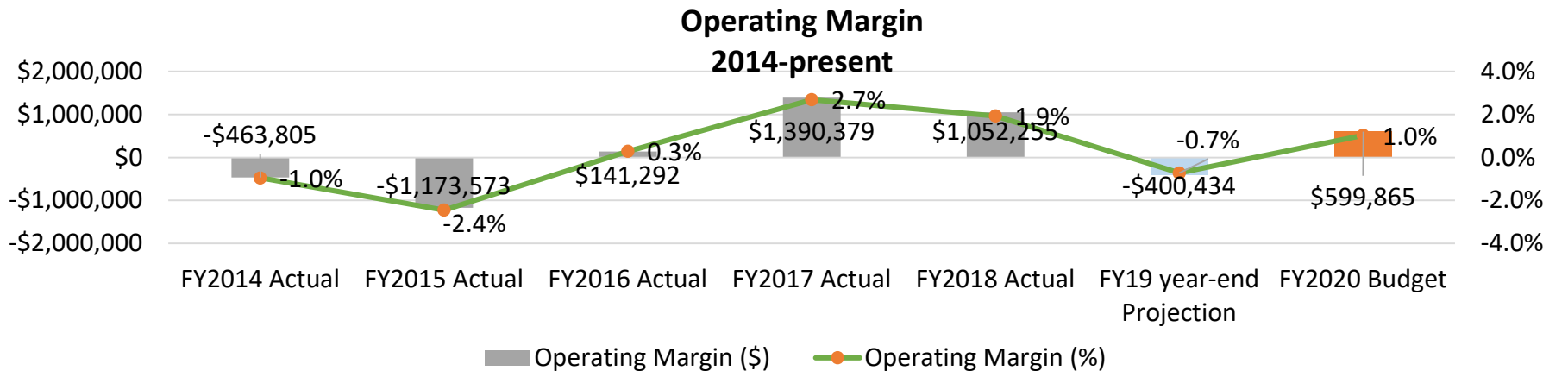


No change to hospital's FY19 projection from their response to staff analysis.

VERMONT
GREEN MOUNTAIN CARE BOARD

Mt. Ascutney Hospital & Health Center
Historical Operating Performance





	FY16A	FY17A	FY18A	FY19B	FY19P	FY20B
Days Cash on Hand	91	119	132	120	127	133
Age of Plant	13	12	13	12	13	12

Mt. Ascutney Hospital & Health Center
Change in Charge

Request	
Overall Change in Charge %	3.2%
NPR due to Change in Charge	$1,376,000
Value of 1% Change in Charge	$430,000
Service Category	
Hospital Inpatient Change in Gross Charges	4.0%
Hospital Outpatient Change in Gross Charges	4.0%
Professional Services Change in Gross Charges	3.0%
Rehab Change in Gross Charges	4.0%
Swing Change in Gross Charges	1.6%
Payer	
Commercial	$1,376,000
Medicaid	$0
Medicare	$0
% of NPR/FPP Increase	
FY20 Request ($ change FY19B)	$3,811,547
Change in Charge ($)	$1,376,000
Change in Charge as a % of NPR/FPP Increase	36.1%

	FY16	FY17	FY18	FY19	FY20	5-year average
Approved	5.7%	4.9%	4.9%	2.9%	NA	4.3%
Submitted	5.7%	4.9%	4.9%	2.9%	3.2%	4.3%

Hospital's assumptions about Medicare and Medicaid remain unchanged.

Mt. Ascutney Hospital & Health Center
ACO Participation

HSA: Windsor

Risk Program Participation		
CY18	CY19	Planned CY20
Medicaid	Medicaid Medicare BCBSVT	Medicaid Medicare BCBSVT

FY20 Submitted Data ($ or #, % of System)[5]			
NPR & FPP	Net Worth	DCOH	CAH
$55,007,317; 2.0%	$30,326,779	133.0	Yes

% FPP/NPR & FPP		
FY18 Act.	FY19 Proj.	FY20 Budget
1.4%	10.0%	14.8%

MRL as % of NPR & FPP	
CY18[6]	CY19[7]
0.2%	3.9%

Attributed Lives (#; % of System)	
CY18[1]	CY19[2]
1,071; 0.9%	5,775; 3.4%

MRL as % of Net Worth	
CY18[6]	CY19[7]
0.3%	7.0%

Maximum Risk Limit (MRL); % of System MRL	
CY18[3]	CY19[4]
$83,530; 0.4%	$2,126,624; 5.6%

Days Cash on Hand Needed to Fund MRL	
CY18[6]	CY19[7]
0.2	7.1

[1-5] All data sources listed at the end of this report

[6] Calculations under CY18 headers use CY18 data from OneCare, and FY19 data from hospitals.

[7] Calculations under CY19 headers use CY19 data from OneCare, and FY20 data from hospitals.

Grace Cottage

NPR/FPP	
FY19 Budget-to-Projection Variance	**-3.3%**
FY19 Budget ($)	$19,292,581
FY20 Request ($)	$20,966,669
FY20 Request (% change FY19B)	**8.7%**
FY20 Request ($ change FY19B)	$1,674,088
FY20 Request (% change FY19P)	12.3%
FY19 Projection (% change FY18 Actuals)	2.6%

Budget-to-Projection variance triggers 5% cap
Request exceeds the 3.5% target growth rate

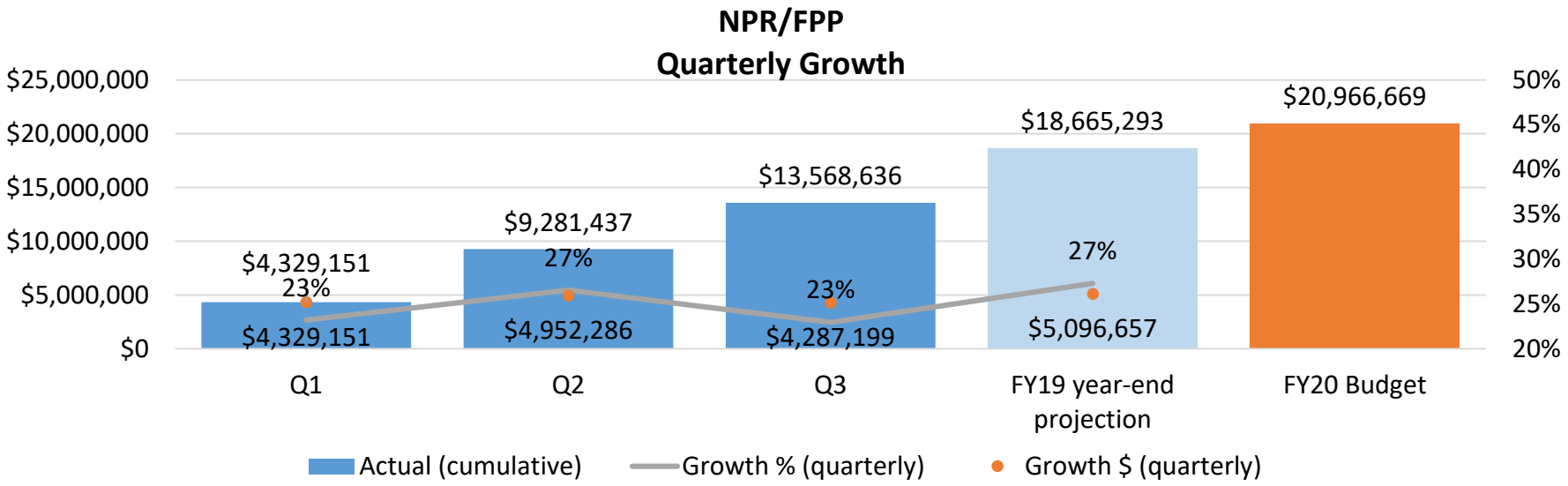
Change in Charges	
Commercial	$116,174
Medicaid	$0
Medicare	$244,562

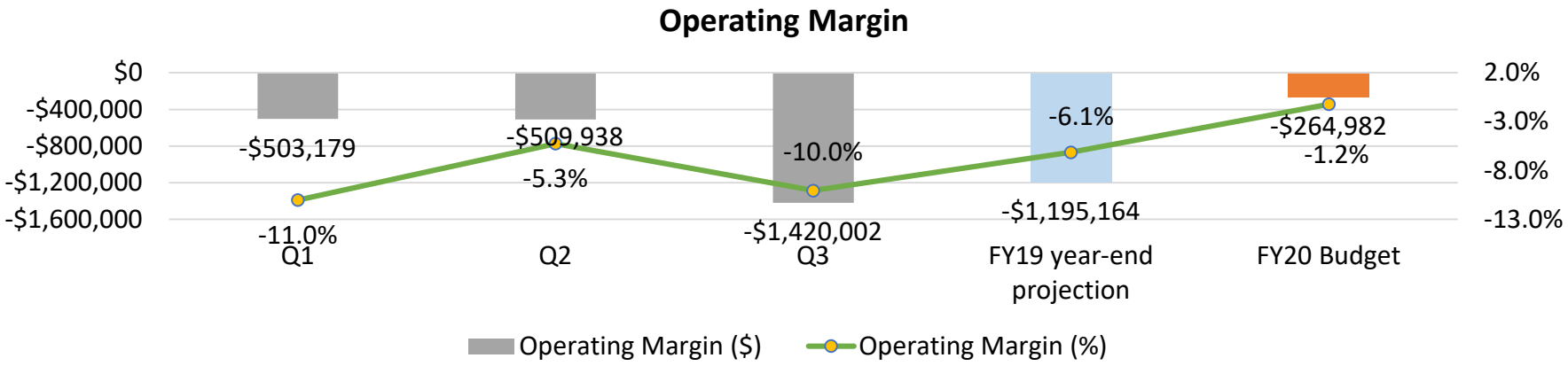
3.2% Change in Charge

Hospital Justification:

- Utilization increases
  - Primary care is now fully staffed and have full patient panels
- Change in charge to support operating margin

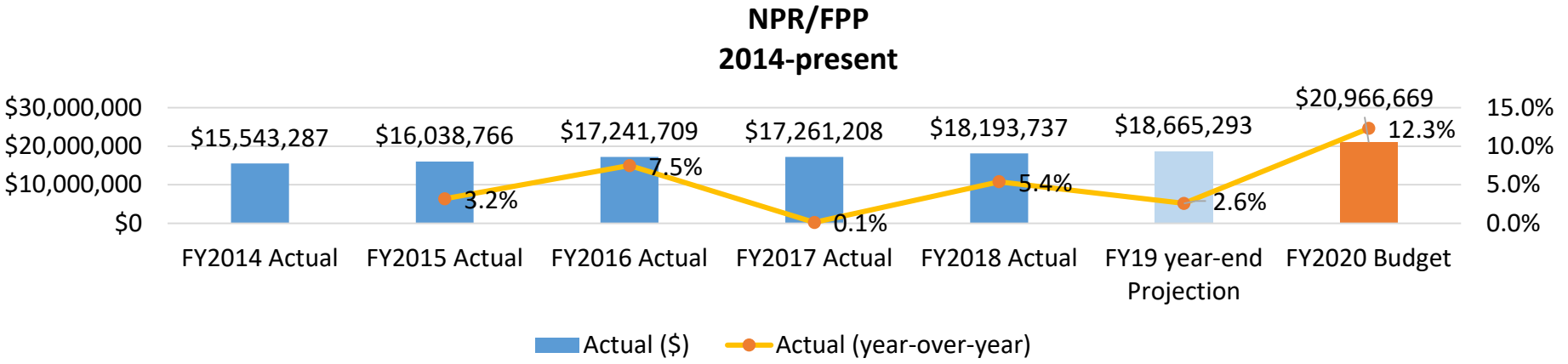
Grace Cottage
FY19 Operating Performance

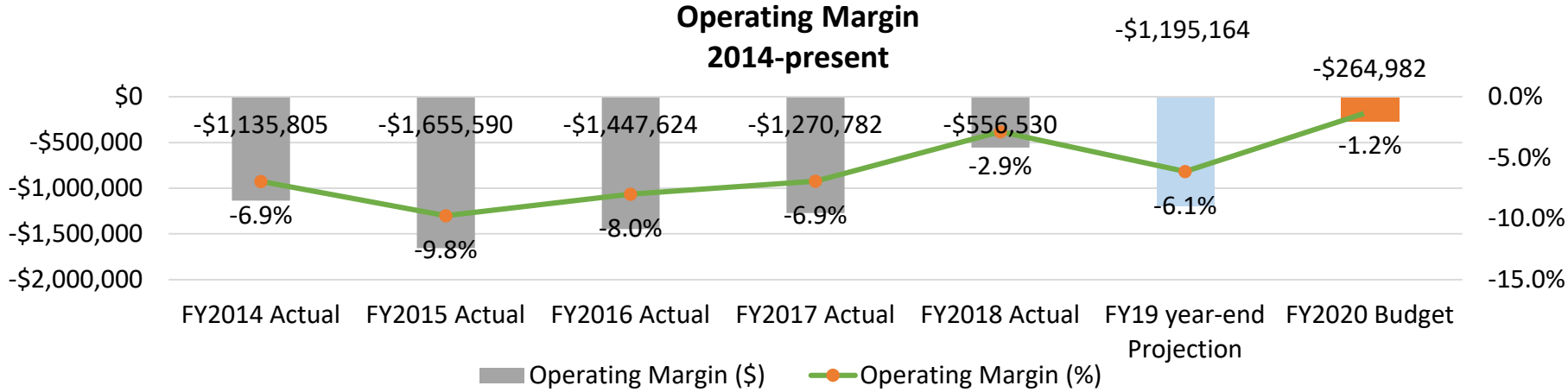




No change to hospital's FY19 projection from their response to staff analysis.

Grace Cottage
Historical Operating Performance





	FY16A	FY17A	FY18A	FY19B	FY19P	FY20B
Days Cash on Hand	78	86	92	93	94	91
Age of Plant	18	22	23	21	21	21

Grace Cottage
Change in Charge

Request	
Overall Change in Charge %	3.2%
NPR due to Change in Charge	$360,736
Value of 1% Change in Charge	$112,730

Service Category	
Hospital Inpatient Change in Gross Charges	3.2%
Hospital Outpatient Change in Gross Charges	3.2%
Primary Care Change in Gross Charges	3.2%
Swing Change in Gross Charges	3.2%

Payer	
Commercial	$116,174
Medicaid	$0
Medicare	244,562

% of NPR/FPP Increase	
FY20 Request ($ change FY19B)	$1,674,088
Change in Charge ($)	$360,736
Change in Charge as a % of NPR/FPP Increase	21.5%

	FY16	**FY17**	**FY18**	**FY19**	**FY20**	**5-year average**
Approved	5.8%	5.0%	5.0%	3.2%	NA	4.6%
Submitted	5.8%	5.0%	5.0%	3.2%	3.2%	4.6%

Grace Cottage
ACO Participation

No participation budgeted in FY20

The University of Vermont Health Network Request

Porter Medical Center (Compliant)
Central Vermont Medical Center (Non-Compliant)
The University of Vermont Medical Center (Non-Compliant)

Porter Medical Center

NPR/FPP	
FY19 Budget-to-Projection Variance	**0.6%**
FY19 Budget ($)	$84,530,515
FY20 Request ($)	$87,487,539
FY20 Request (% change FY19B)	**3.5%**
FY20 Request ($ change FY19B)	$2,957,025
FY20 Request (% change FY19P)	2.9%
FY19 Projection (% change FY18 Actuals)	5.8%

Request is within budget guidance

Change in Charges	
Commercial	$1,264,439
Medicaid	$0
Medicare	-$350,000

0.0% Overall Change in Charge
2.6% Commercial Change in Charge

Hospital Justification:

- Case Mix Index
- Provider Transfers and ACO Accounting Adjustment. The combine impact of the adjustments nets zero.
    1. Provider Transfers
        - $1,110,958 million in provider transfer adjustments, -1.25% impact on NPR/FPP
    2. Accounting Adjustment
        - $1,067,391 reclassification of ACO expenses to deductions from revenue, 1.25% impact on NPR/FPP
- Change in charge to cover annual inflation on commercial business and support long term operating margin

Porter Medical Center updated its FY19 projection on September 6, 2019

Porter Medical Center
ACO Accounting Adjustment & Provider Transfers

Provider Transfers

Porter Medical Center is requesting an NPR/FPP adjustment for two provider transfers:

1. General Surgery: $361,239
2. Radiology: $749,719

Accounting Adjustment

The UVMHN proposes an accounting adjustment related to the ACO payment reform investments. The adjustment reclassifies payment reform investments as an NPR/FPP deductions.
The impact of this adjustment on Porter Medical Center is $1,067,391.

	General Surgery	Radiology	ACO Accounting Adjustment
NPR/FPP Impact ($)	$361,239	$749,719	-$1,067,391
NPR/FPP Impact (%)	-0.4%	-0.9%	1.2%

The combined impact of these adjustments has a zero-net effect on Porter Medical Center's NPR/FPP growth. When considering the provider transfer and accounting adjustments, the hospital remains at 3.5% FY20 growth, within budget guidance.

Porter Medical Center
Provider Transfer Requests

General Surgery- Effective June 1, 2019

FY20 Impact	
Gross Patient Care Revenue	$648,897
Deductions from Revenue	-$287,658
Net Patient Revenue - Physician	**$361,239**
Provider Salaries	$310,394
Provider Fringe Benefits	$83,806
Staff Wages & Benefits (Non MD)	$0
Malpractice	$13,000
Depreciation/Amortization	$0
Rent	$0
Billing Service	$0
Medical/Surgical Supplies	$3,200
Other Costs	$3,330
Total Operating Expense	**$413,730**
Net Operating Income/Loss	**-$52,491**

The unexpected loss last year of one of the two independent general surgeons, resulted in Porter supporting this need in the community. Due to the future retirement of the second independent general surgeon, Porter will be employing him in the interim to ensure continuity of care.

FTEs and units of service:

- 0.75 Provider FTE

-0.4% impact on NPR/FPP

GMCB staff recommend approval

Porter Medical Center
Provider Transfer Requests

Radiology- Effective June 1, 2019

FY20 Impact	
Gross Patient Care Revenue	$1,452,325
Deductions from Revenue	-$702,606
Net Patient Revenue - Physician	**$749,719**
Provider Salaries	$901,216
Provider Fringe Benefits	$180,243
Staff Wages & Benefits (Non MD)	$0
Malpractice	$6,000
Depreciation/Amortization	$0
Rent	$0
Billing Service	$0
Medical/Surgical Supplies	$0
Other Costs	$88,028
Total Operating Expense	**$1,175,487**
Net Operating Income/Loss	**-$425,768**

Porter Hospital has had a longstanding relationship with Middlebury Radiologists, who have provided interpretation of imaging. With the transfer of this independent practice, Porter Hospital is able to offer a fully integrated service line as of June 2019. This integration will streamline the patient experience with regard to the billing process.

FTEs and units of service:

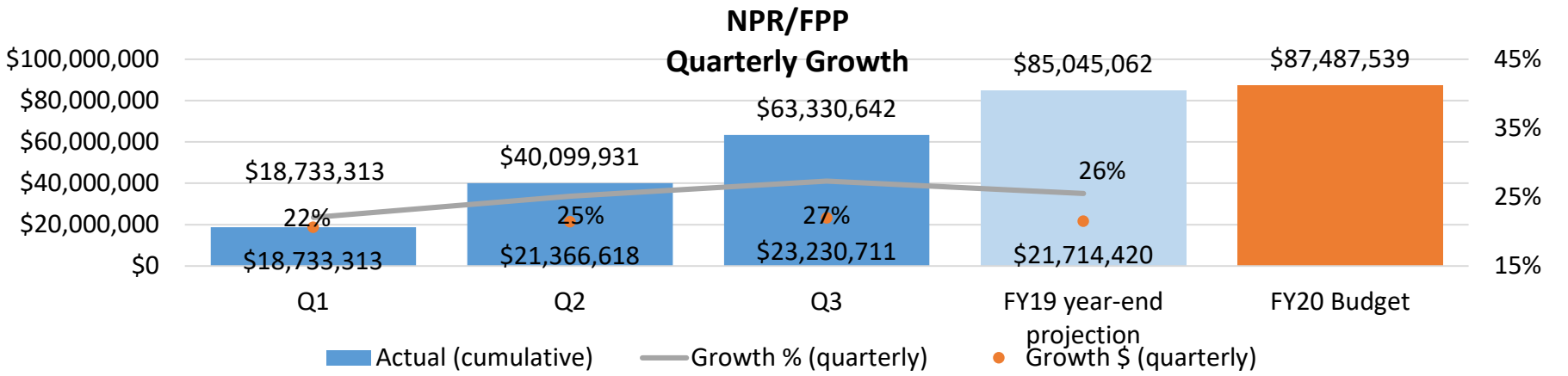
- 1.8 Provider FTE

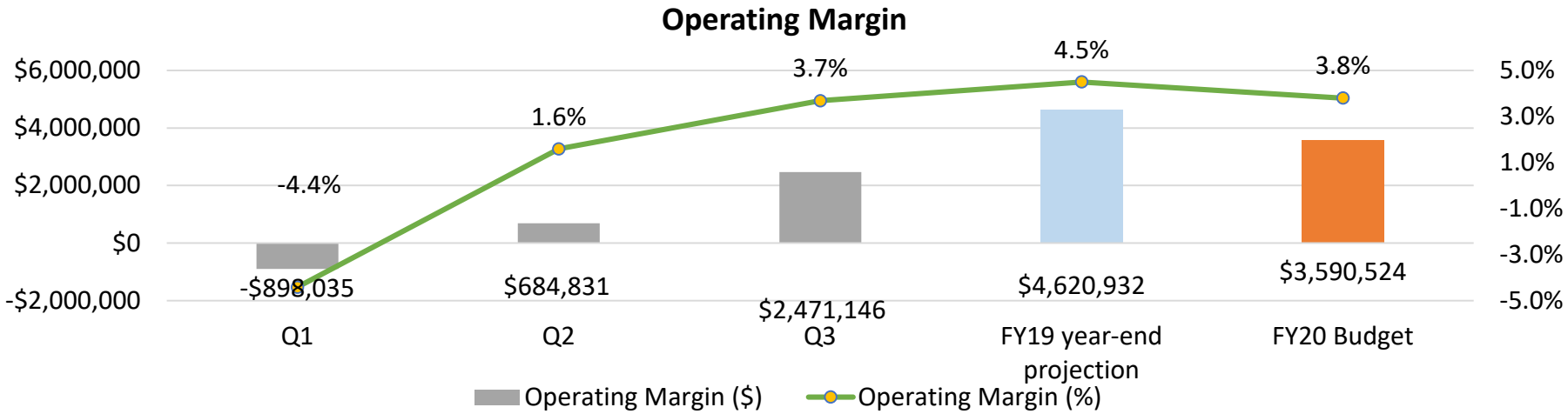
-0.9% impact on NPR/FPP

GMCB staff recommend approval

Porter Hospital
FY19 Operating Performance

Porter Medical Center updated its FY19 projection on September 6, 2019

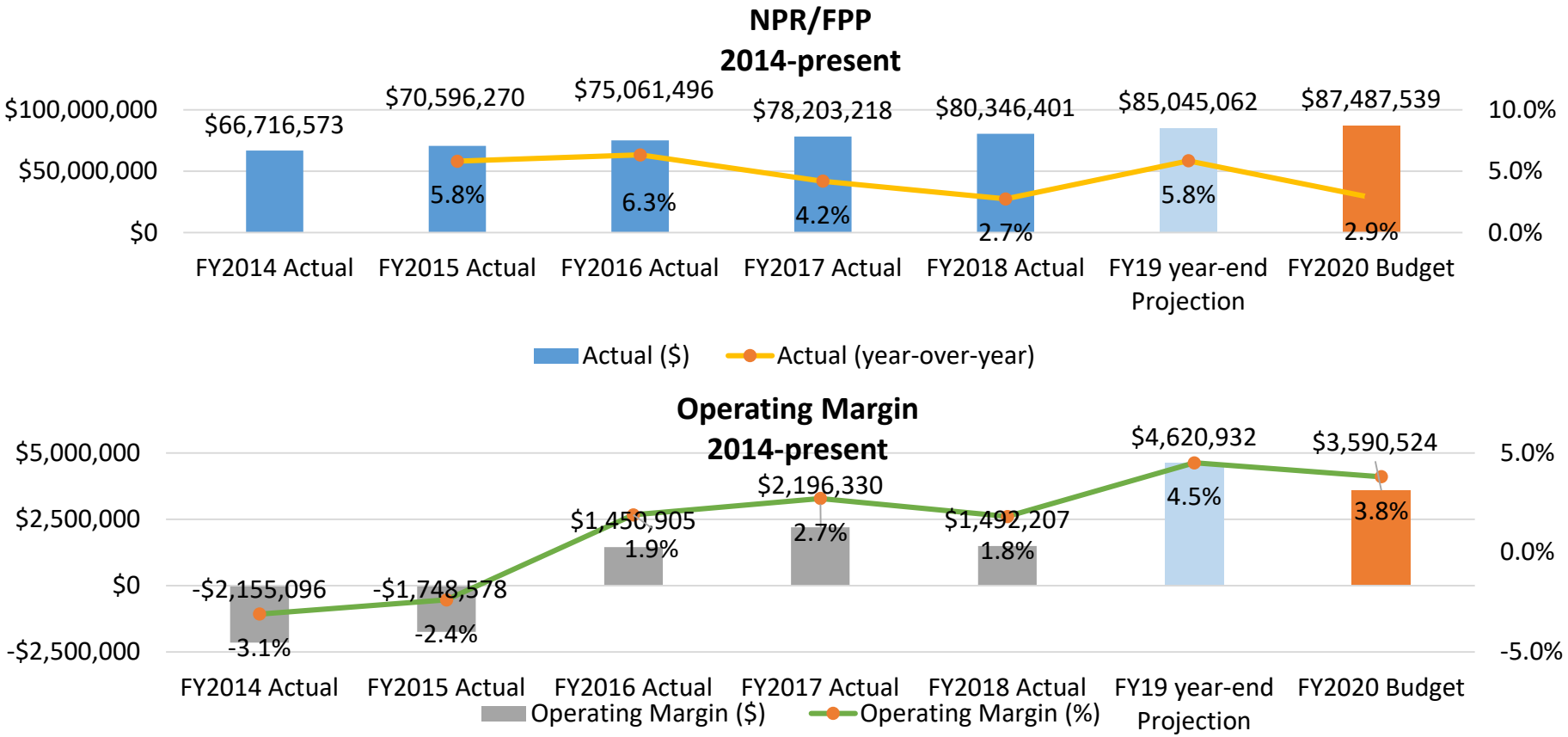




VERMONT
GREEN MOUNTAIN CARE BOARD

Porter Hospital
Historical Operating Performance

Porter Medical Center updated its FY19 projection on September 6, 2019



	FY16A	FY17A	FY18A	FY19B	FY19P	FY20B
Days Cash on Hand	101	119	127	135	118	125
Age of Plant	11	12	12	13	13	12

Porter Hospital
Change in Charge

Request	
Overall Change in Charge %	0.0%
Commercial Change in Charge%	2.6%
NPR due to Change in Charge	$914,438
Value of 1% Change in Charge	$374,288
Service Category	
Hospital Inpatient Change in Gross Charges	0.1%
Hospital Outpatient Change in Gross Charges	4.1%
Professional Services Change in Gross Charges	0.0%
Skilled Nursing Facility Change in Gross Charges	0.0%
Payer	
Commercial	$1,264,439
Medicaid	$0
Medicare	-$350,001
% of NPR/FPP Increase	
FY20 Request ($ change FY19B)	$2,957,025
Change in Charge ($)	$973,148
Change in Charge as a % of NPR/FPP Increase	30.9%

	FY16	FY17	FY18	FY19	FY20	Blended 5-year average
Approved	5.3%	5.3%	3.0%	2.8%	NA	4.3%
Submitted	5.3%	3.7%	3.0%	2.8%	2.6.%	4.0%

Porter Medical Center
ACO Participation

HSA: Middlebury

Risk Program Participation		
CY18	CY19	Planned CY20
Medicaid Medicare BCBSVT	Medicaid Medicare BCBSVT	Medicaid Medicare BCBSVT

FY20 Submitted Data ($ or #, % of System)[5]			
NPR & FPP	Net Worth	DCOH	CAH
$87,487,539; 3.2%	$43,961,837	125.3	Yes

% FPP/NPR & FPP		
FY18 Act.	FY19 Proj.	FY20 Budget
13.6%	19.8%	23.1%

MRL as % of NPR & FPP	
CY18[6]	CY19[7]
2.5%	3.4%

Attributed Lives (#; % of System)	
CY18[1]	CY19[2]
9,749; 8.6%	13,979; 8.1%

MRL as % of Net Worth	
CY18[6]	CY19[7]
4.9%	6.7%

Maximum Risk Limit (MRL); % of System MRL	
CY18[3]	CY19[4]
$2,097,705; 9.9%	$2,960,613; 7.8%

Days Cash on Hand Needed to Fund MRL	
CY18[6]	CY19[7]
3.4	4.8

[1-5]All data sources listed at the end of this report

[6] Calculations under CY18 headers use CY18 data from OneCare, and FY19 data from hospitals.

[7] Calculations under CY19 headers use CY19 data from OneCare, and FY20 data from hospitals.

University of Vermont Medical Center

NPR/FPP	
FY19 Budget-to-Projection Variance	**1.9%**
FY19 Budget ($)	$1,273,460,046
FY20 Request ($)	$1,351,201,703
FY20 Request (% change FY19B)	**6.1%**
FY20 Request ($ change FY19B)	$77,741,657
FY20 Request (% change FY19P)	4.1%
FY19 Projection (% change FY18 Actuals)	3.5%

Request exceeds the 3.5% target growth rate

Change in Charges	
Commercial	$20,332,096
Medicaid	-$63,457
Medicare	$7,154,587

3.0% Overall Change in Charge
4.0% Commercial Change in Charge

Hospital Justification:

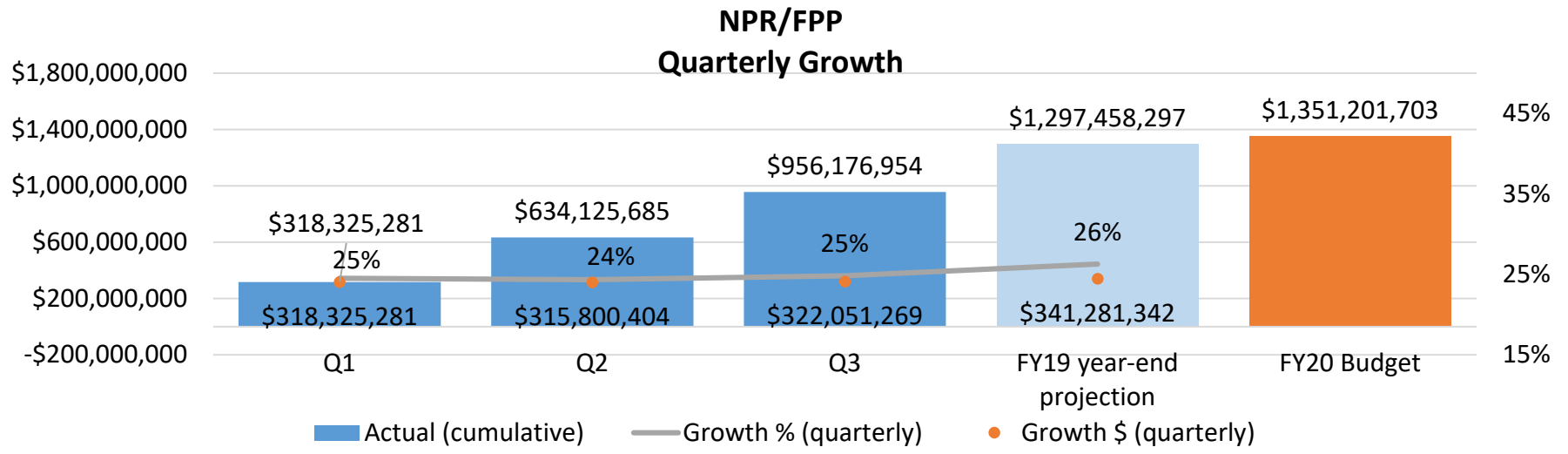
- Case Mix Index
- Unique Patients
- ACO Accounting Adjustment: -$6.4 million, increasing NPR/FPP growth by 0.5%
- Change in charge to cover annual inflation on commercial business and support long term operating margin

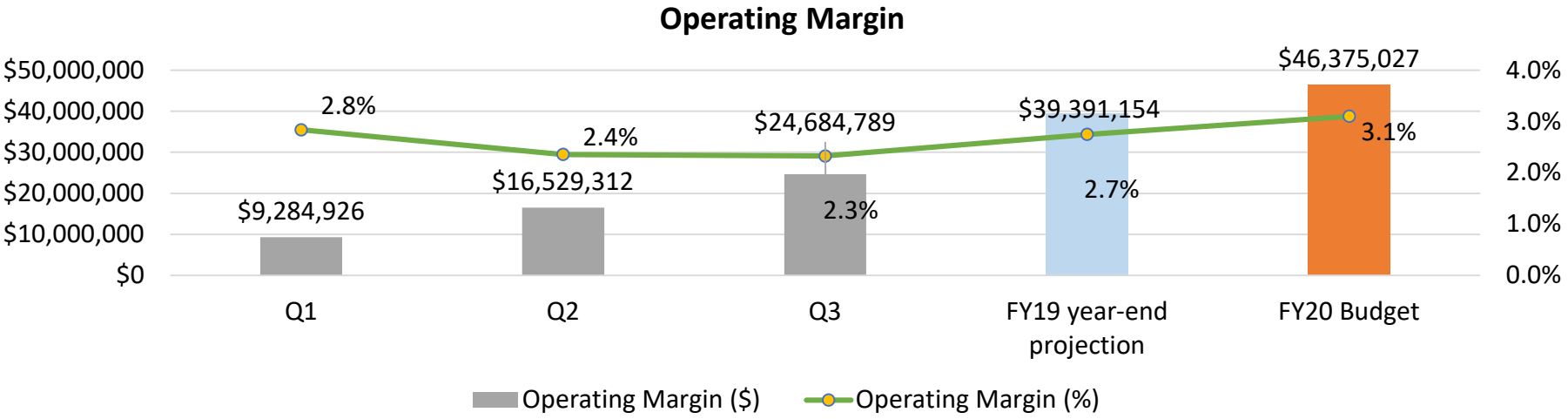
University of Vermont Medical Center ACO Accounting Adjustment

The UVMHN proposes an accounting adjustment related to the ACO payment reform investments. The adjustment reclassifies payment reform investments as an NPR/FPP deductions.
On August 9, 2019 UVMMC updated this request from $8.4 million to $6.4 million.

FY19 Approved	FY19 Effective Budget
$1,273,460,046	$1,267,090,324
FY20 Request	**FY20 Request**
$1,351,201,703	$1,351,201,703
NPR/FPP % Growth	
6.1%	6.6%

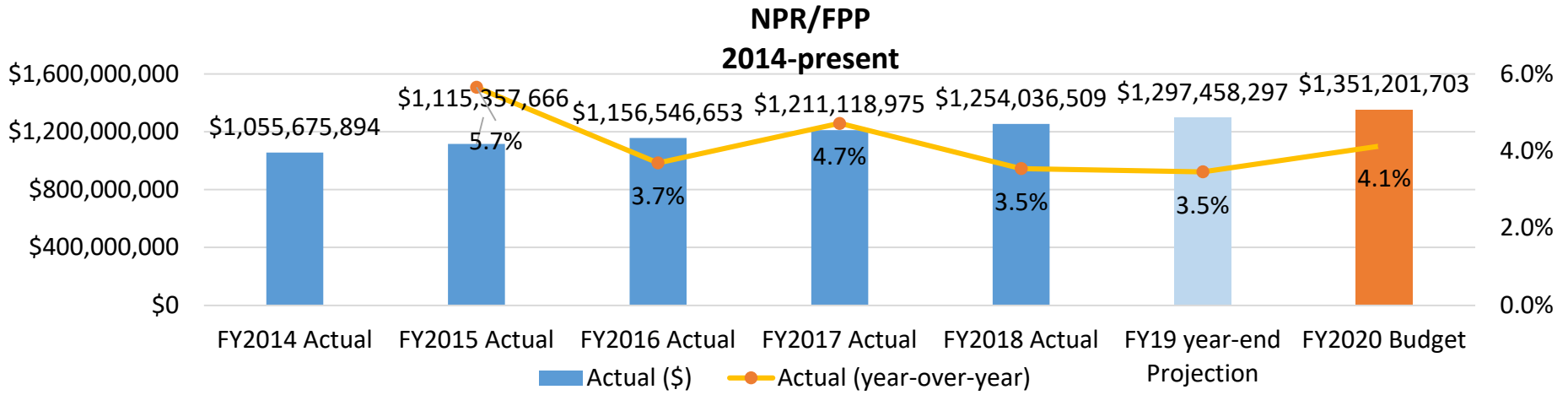
University of Vermont Medical Center
FY19 Operating Performance

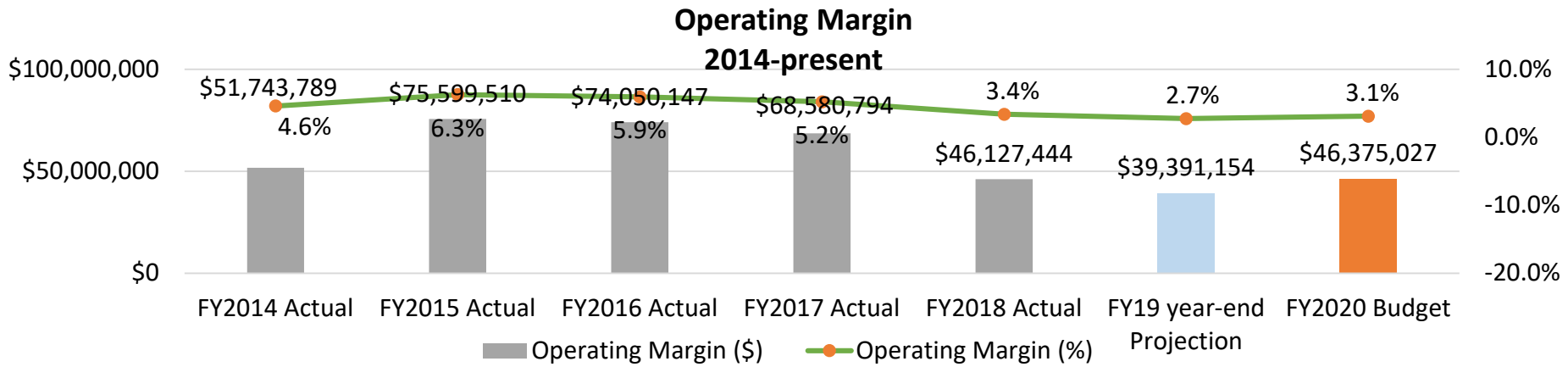




No change to hospital's FY19 projection from their response to staff analysis.

University of Vermont Medical Center
Historical Operating Performance





	FY16A	FY17A	FY18A	FY19B	FY19P	FY20B
Days Cash on Hand	214	229	202	192	189	192
Age of Plant	12	13	13	13	13	12

University of Vermont Medical Center
Change in Charge

Request	
Overall Change in Charge %	3.0%
Commercial Change in Charge %	4.0%
NPR due to Change in Charge	$27,423,226
Value of 1% Change in Charge	$6,100,000
Service Category	
Hospital Inpatient Change in Gross Charges	5.0%
Hospital Outpatient Change in Gross Charges	5.0%
Professional Services Change in Gross Charges	-3.9%
Skilled Nursing Facility Change in Gross Charges	0.0%
Payer	
Commercial	$20,332,096
Medicaid	-$63,457
Medicare	$7,154,587
% of NPR/FPP Increase	
FY20 Request ($ change FY19B)	$77,741,657
Change in Charge ($)	$27,423,226
Change in Charge as a % of NPR/FPP Increase	35.3%

	FY16	FY17	FY18	FY19	FY20	Blended 5-year average
Approved Overall	2.0%	0.0%	0.0%	3.0%	NA	3.9%
Submitted Overall	0.0%	0.0%	0.0%	3.0%	3.0%	4.3%
Approved Commercial	6.0%	2.5%	0.7%	2.5%	NA	
Submitted Commercial	6.0%	3.0%	0.7%	4.0%	4.0%	

University of Vermont Medical Center

At the budget hearing, the GMCB discussed use of an alternate FY19 base for analysis. The purpose of an alternate base is to more accurately consider FY19 operating performance. Nevertheless, FY20 established budgets and corresponding budget orders will be based on FY19 approved budgets.

Base	% Growth over FY18 budget	NPR/FPP	Pros	Cons
FY19 submitted/approved	1.1%	$1,273,460,046	Process consistency	FY19 operating performance not considered
FY19 at target growth	3.2%	$1,292,370,525	Reflects stable multi-year growth	Process inconsistency
FY19 projection	NA	$1,297,458,297	FY19 operating performance considered	Process inconsistency

% Growth over FY19			
Base	FY19 NPR/FPP	FY20 Request	% growth over FY19
FY19 submitted/approved	$1,273,460,046	$1,351,201,703	6.1%
FY19 at target growth	$1,292,370,525		4.6%
FY19 projection	$1,297,458,297		4.1%

The University of Vermont Medical Center
ACO Participation

HSA: Burlington

Risk Program Participation		
CY18	CY19	Planned CY20
Medicaid Medicare BCBSVT	Medicaid Medicare BCBSVT	Medicaid Medicare BCBSVT

FY20 Submitted Data ($ or #, % of System)[5]			
NPR & FPP	Net Worth	DCOH	CAH
$1,351,201,703; 49.5%	$1,090,502,003	192.4	No

% FPP/NPR & FPP		
FY18 Act.	FY19 Proj.	FY20 Budget
9.4%	10.4%	17.1%

MRL as % of NPR & FPP	
CY18[6]	CY19[7]
0.8%	1.1%

Attributed Lives (#; % of System)	
CY18[1]	CY19[2]
51,631; 7.8%	64,343; 37.3%

MRL as % of Net Worth	
CY18[6]	CY19[7]
0.9%	1.4%

Maximum Risk Limit (MRL); % of System MRL	
CY18[3]	CY19[4]
$9,601,911; 45.3%	$15,454,595; 40.6%

Days Cash on Hand Needed to Fund MRL	
CY18[6]	CY19[7]
1.4	2.3

[1-5]All data sources listed at the end of this report

[6] Calculations under CY18 headers use CY18 data from OneCare, and FY19 data from hospitals.

[7] Calculations under CY19 headers use CY19 data from OneCare, and FY20 data from hospitals.

Additional Resources

ACO Participation Data Sources

[1]OCV 2018 Budget Submission. OneCare Vermont 2018 Attribution Data (March 21, 2018). Available at: https://gmcboard.vermont.gov/sites/gmcb/files/OCV%202018%20Attribution%20Data%20Submission%203-21-2018.pdf

[2]OCV 2019 Budget Submission. OneCare ACO Providers and Payer Programs (Sections 2-3 Appendix). Appendix 2.4: 2019 Budgeted Risk Model. Available at: https://gmcboard.vermont.gov/sites/gmcb/files/documents/Part%203%20Attachment%20B%20OneCare%20Payer%20Program%20Attribution%20Guide.pdf

[4]OneCare Vermont. Email to GMCB Staff, August 12, 2019 Budget Submission.

[5]FY2020 Hospital Budget Submissions, compiled by GMCB staff. Individual submissions available at: https://gmcboard.vermont.gov/content/FY2020-Budget

Case Mix Index

	Hospital Fiscal Year (10/1 - 9/30)				
Hospital	**2015**	**2016**	**2017**	**2018**	**2019***
BMH	1.24	1.26	1.24	1.22	1.19
Copley	1.20	1.23	1.28	1.35	1.41
CVMC	1.22	1.24	1.21	1.28	1.42
Gifford	1.01	1.02	1.01	1.04	0.93
Grace Cottage	0.87	0.91	0.87	0.92	0.88
MAHHC	1.14	1.06	0.98	1.06	1.03
NCH	1.04	1.05	1.05	1.06	1.10
NMC	1.32	1.37	1.35	1.31	1.33
NVRH	1.18	1.20	1.21	1.22	1.30
Porter	1.12	1.20	1.17	1.28	1.29
RRMC	1.34	1.38	1.38	1.35	1.34
Springfield	1.04	1.05	1.03	1.06	1.06
SVMC	1.25	1.23	1.25	1.23	1.23
UVMMC	1.70	1.75	1.77	1.75	1.75

Case Mix Index table provided by VAHHS
Data Source: Vermont Uniform Hospital Discharge Data Set
CMS public use DRG Grouper Version 36 used to identify case weights
This is aggregate inpatient data pulled from the discharge data warehouse as received from Vermont Hospitals.
Data received is “point in time” and does not reflect any updates hospitals may have made in their systems after data submission.
*2019 data includes the first 2 quarters of the fiscal year

NPR & FPP ($)

Reflects resubmitted information as of August 9th

Hospitals	Actuals FY14	FY15	FY16	FY17	FY18	Budget FY19	Projection FY19	Budget FY20
Brattleboro Memorial Hospital	$71,512,773	$75,742,920	$73,164,810	$75,062,532	$77,601,735	$83,947,707	83,344,044	89,966,363
Central Vermont Medical Center	$161,353,760	$173,990,659	$191,539,946	$195,237,530	$194,586,135	$211,387,021	205,689,884	222,024,685
Copley Hospital	$59,947,666	$63,464,436	$62,804,324	$64,983,966	$66,226,448	$70,201,316	68,344,899	72,658,362
Gifford Medical Center	$58,282,092	$53,896,728	$54,787,886	$54,307,372	$48,844,171	$55,894,654	51,250,800	52,382,984
Grace Cottage Hospital	$15,543,287	$16,038,766	$17,241,709	$17,261,208	$18,193,737	$19,292,581	18,665,293	20,966,669
Mt. Ascutney Hospital & Health Ctr	$45,789,349	$45,514,515	$46,402,275	$48,253,025	$50,808,643	$51,195,770	51,639,251	55,007,317
North Country Hospital	$71,631,396	$73,297,094	$77,791,582	$76,686,887	$76,427,164	$81,523,350	81,331,408	83,623,249
Northeastern VT Regional Hospital	$61,868,757	$65,548,594	$71,586,551	$76,794,700	$78,445,072	$81,568,705	84,478,242	87,440,494
Northwestern Medical Center	$91,165,412	$97,798,763	$99,895,760	$101,110,424	$103,317,768	$112,773,980	108,246,154	116,926,579
Porter Medical Center	$66,716,573	$70,596,270	$75,061,496	$78,203,218	$80,346,401	$84,530,515	83,827,507	87,487,539
Rutland Regional Medical Center	$220,829,447	$228,328,637	$245,822,952	$242,193,431	$254,235,029	$258,720,325	259,079,184	267,787,827
Southwestern VT Medical Center	$139,410,223	$142,769,168	$151,922,754	$152,602,902	$161,115,765	$165,201,376	164,909,631	172,284,645
Springfield Hospital	$49,727,116	$55,926,090	$53,638,120	$51,999,349	$52,978,810	$60,485,878	48,575,772	48,889,189
The University of Vermont Medical Center	$1,055,675,894	$1,115,357,666	$1,156,546,653	$1,211,118,975	$1,254,036,509	$1,273,460,046	1,297,458,297	1,351,201,703
System Total	$2,169,453,746	$2,278,270,306	$2,378,206,818	$2,445,815,519	$2,517,163,387	$2,610,183,225	2,606,840,366	2,728,647,606

NPR & FPP (% growth)

Reflects resubmitted information as of August 9th

Hospital	FY15	Actual-to-Actual % Change FY16	FY17	FY18	Projection-to-Budget % Change FY19 - FY20	Budget-to-Budget % Change FY19 - FY20
Brattleboro Memorial Hospital	5.9%	-3.4%	2.6%	3.4%	7.9%	7.2%
Central Vermont Medical Center	7.8%	10.1%	1.9%	-0.3%	7.9%	5.0%
Copley Hospital	5.9%	-1.0%	3.5%	1.9%	6.3%	3.5%
Gifford Medical Center	-7.5%	1.7%	-0.9%	-10.1%	2.2%	-6.3%
Grace Cottage Hospital	3.2%	7.5%	0.1%	5.4%	12.3%	8.7%
Mt. Ascutney Hospital & Health Ctr	-0.6%	2.0%	4.0%	5.3%	6.5%	7.4%
North Country Hospital	2.3%	6.1%	-1.4%	-0.3%	2.8%	2.6%
Northeastern VT Regional Hospital	5.9%	9.2%	7.3%	2.1%	3.5%	7.2%
Northwestern Medical Center	7.3%	2.1%	1.2%	2.2%	8.0%	3.7%
Porter Medical Center	5.8%	6.3%	4.2%	2.7%	4.4%	3.5%
Rutland Regional Medical Center	3.4%	7.7%	-1.5%	5.0%	3.4%	3.5%
Southwestern VT Medical Center	2.4%	6.4%	0.4%	5.6%	4.5%	4.3%
Springfield Hospital	12.5%	-4.1%	-3.1%	1.9%	0.6%	-19.2%
The University of Vermont Medical Center	5.7%	3.7%	4.7%	3.5%	4.1%	6.1%
System Total	5.0%	4.4%	2.8%	2.9%*	4.7%	4.5%

*The FY18 Year-End preliminary report presented in March 2019 showed 3.1% actual-to-actual growth based on North Country's preliminary submission. North Country's FY18 actual results, as submitted with their FY20 budget, results in 2.9% actual-to-actual growth.

Operating Margin ($)

Reflects resubmitted information as of August 9th

	Actuals FY17	Actuals FY18	Budget FY19	Projection FY19	Budget FY20	5- Year Average
Brattleboro Memorial Hospital	($2,437,207)	($1,924,959)	$14,118	$927,092	$1,199,055	($559,005)
Central Vermont Medical Center	($1,902,075)	($7,868,458)	$3,256,040	($4,281,324)	$4,168,541	($2,470,829)
Copley Hospital	($377,946)	($2,222,433)	$232,541	($1,264,349)	$1,004,619	($715,027)
Gifford Medical Center	($874,293)	($5,369,446)	$1,415,014	($437,031)	$1,540,766	($1,285,001)
Grace Cottage Hospital	($1,270,782)	($556,530)	$151,817	($1,195,164)	($264,982)	($821,865)
Mt. Ascutney Hospital & Health Ctr	$1,390,379	$1,052,255	$17,584	($400,434)	$599,865	$660,516
North Country Hospital	($1,871,960)	($1,883,575)	$958,597	$1,395,228	$1,461,937	($224,592)
Northeastern VT Regional Hospital	$1,477,373	$1,430,264	$1,558,900	$1,600,000	$1,800,000	$1,576,909
Northwestern Medical Center	($1,259,824)	($3,729,620)	$2,696,711	($6,765,758)	($248,287)	($3,000,872)
Porter Medical Center	$2,196,330	$1,492,207	$3,291,451	$3,180,665	$3,590,524	$2,614,931
Rutland Regional Medical Center	$4,163,384	$1,297,252	$6,198,934	$4,071,236	$6,699,103	$4,057,744
Southwestern VT Medical Center	$5,775,890	$7,618,119	$6,117,017	$5,723,684	$6,052,474	$6,292,542
Springfield Hospital	($3,835,857)	($6,996,078)	$1,299,287	($6,457,593)	($985,156)	($4,568,671)
The University of Vermont Medical Center	$68,580,794	$46,127,444	$39,244,024	$39,391,154	$46,375,027	$50,118,605
System Total	$69,754,205	$28,466,441	$66,452,035	$35,487,406	$72,993,486	$51,675,385

Operating Margin %

Reflects resubmitted information as of August 9th

	Actuals FY17	Actuals FY18	Budget FY19	Projection FY19	Budget FY20	5-Year Average
Brattleboro Memorial Hospital	-3.1%	-2.4%	0.0%	1.1%	1.3%	-0.7%
Central Vermont Medical Center	-0.9%	-3.8%	1.4%	0.3%	1.7%	-0.3%
Copley Hospital	-0.6%	-3.3%	0.3%	-1.8%	1.4%	-0.9%
Gifford Medical Center	-1.6%	-10.7%	2.5%	-0.8%	2.9%	-1.3%
Grace Cottage Hospital	-6.9%	-2.9%	0.7%	-6.1%	-1.2%	-5.0%
Mt. Ascutney Hospital & Health Ctr	2.7%	1.9%	0.0%	-0.7%	1.0%	1.0%
North Country Hospital	-2.3%	-2.3%	1.1%	1.6%	1.6%	-0.2%
Northeastern VT Regional Hospital	1.9%	1.7%	1.8%	1.8%	2.0%	1.9%
Northwestern Medical Center	-1.2%	-3.4%	2.3%	-6.0%	-0.2%	-1.5%
Porter Medical Center	2.7%	1.8%	3.7%	3.5%	3.8%	2.8%
Rutland Regional Medical Center	1.6%	0.5%	2.3%	1.5%	2.3%	2.0%
Southwestern VT Medical Center	3.7%	4.6%	3.6%	3.3%	3.4%	3.7%
Springfield Hospital	-7.1%	-12.8%	2.1%	-12.8%	-2.0%	-6.9%
The University of Vermont Medical Center	5.2%	3.4%	2.8%	2.7%	3.1%	4.1%
System Total	2.7%	1.1%	2.4%	1.5%	2.5%	2.3%