

FY2024 Budget Presentation



Green Mountain Care Board

Copley Hospital Participants

- Joseph Woodin: Chief Executive Officer
 - Jeffrey Hebert: Chief Financial Officer
 - Donald Dupuis, MD: Chief Medical Officer
 - Karen Cavender, RN: Perioperative & Emergency Services,
Executive Director
 - Elizabeth Couto, RN: Emergency Department, Nurse Manager
-
- Nancy Banks, Chair: Copley Board of Trustees
 - Kathy Demars: Copley Board of Trustees
(CEO of Home Health and Hospice)

FY2024 Budget Presentation

1. Introductions

2. Overview

- a. Mission
- b. History
- c. Services
- d. Hospital Type

3. Strategic Plan

4. Finances

- a. Operating Margin
- b. Low Rates/Prices/Charges
- c. Days Cash on Hand
- d. Capital Needs (MFP & Equipment)

5. Quality and Access

- a. Orthopedic Center of Excellence
(Specialty “Micro-Referral” Hospital)
- a. Clinical vs. Experiential
- b. “Exceptional Quality Care,
Close to Home”

6. Questions

Our Mission: Exceptional quality care, close to home.

COMMUNITY

Achieving our shared goal
Of a health community

SERVICE EXCELLENCE

Excellent care and
exceeding expectations

RESPECT & COMPASSION

We respect every individual

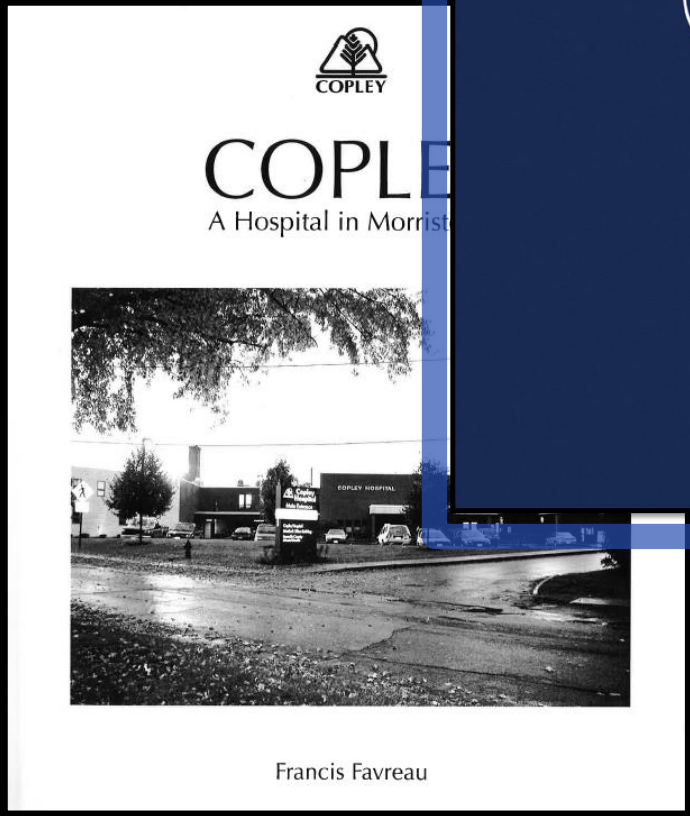
LIFE-LONG LEARNING

Continuous learning and collaboration

LIFE-LONG NOT-FOR-PROFIT

We offer care and services
regardless of ability to pay





Francis Favreau

CELEBRATING

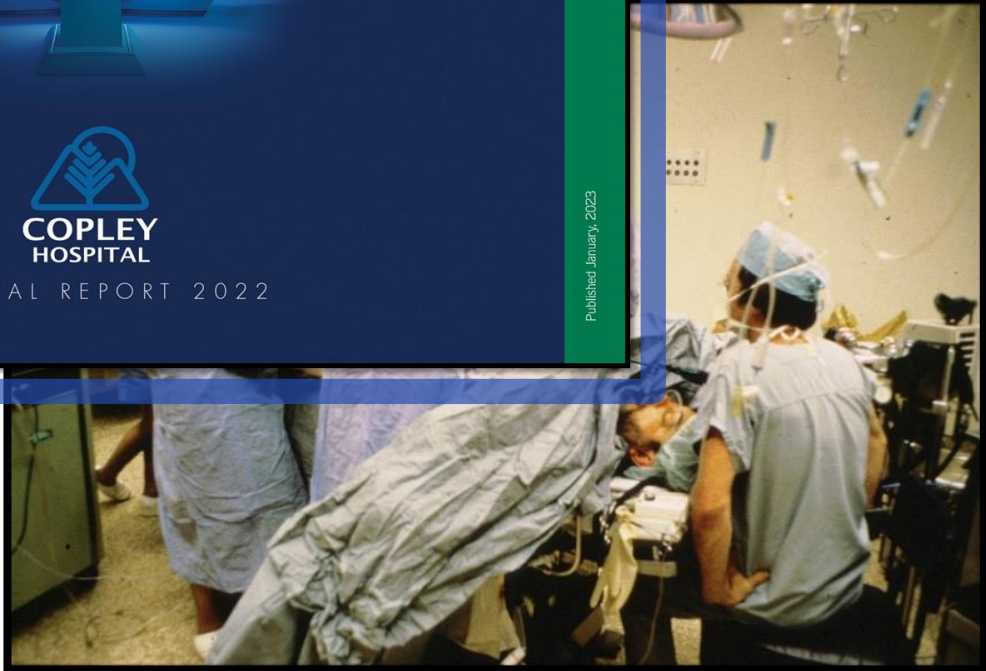
90 Years

COPLEY HOSPITAL

ANNUAL REPORT 2022

2022 Annual Report

Published January, 2023





Lamoille County Mental Health Services (DA)

1 Can Beets	Mrs. Tiltonson
2 Qt. Tomatoes	Mrs. Senesac
1 Box Vegetables	Mrs. Tittermore
1 Box Vegetables	Mrs. Harry Hopkins
1 Can Shell Beans)	
1 Can String Beans)	Miss Dorothy Small
1 Can Tomatoes)	
1 Can Shell Beans)	Mrs. T. B. Ellis
1 Can Shell Beans)	
1 Jar Relish)	Mower Girls
1 Can String Beans	Mrs. W. M. Hill
1 Can Carrots	Mrs. Blanche Adams
Turnips	Mrs. Beland Ring
1 Qt. String Beans)	
1 Qt. Corn)	Mrs. David Walker
1 Pt. String Beans)	
1 Pt. Carrots)	
1 Glass Jam)	Mrs. D. N. Hutchins
1 Pt. String Beans)	Mrs. Reginald Plante
1 Pt. Carrots)	Mrs. E. H. Calkins
1 Pt. Relish)	
1 Pt. String Beans)	Mrs. H. A. Smalley
1 Qt. Corn)	Mrs. Lynwood Emmons
1 Qt. Pears)	Mrs. Campbell
1 Pt. Cherries)	Mrs. Russell Graves
1 Qt. Beet Pickles)	
1 Qt. Cucumber Pickles)	Mrs. E. E. Camp
1 1/2 Qt. ???	Mrs. R. Atchinson
1 qt. ????	Mrs. Dan Montgomery
1 Qt. ????	Mrs. Frank Raymond
Carrots	Mrs. Don Sanders
2 Qt. Tomatoes	Mrs. James Wakefield
1 Qt. Tomatoes)	
1 Pt. Greens)	Mrs. Oscar Mudgett
1 Pt. Corn)	Mrs. M. B. White
1/2 Bu. Potatoes	
2 Qt. Tomatoes)	Mrs. A. N. Hall
1 Pt. Corn)	Mrs. Davis
2 Qt. Tomatoes	Mrs. Edna Skinner
2 Qt. Beets	
1 Qt. Strawberries)	Mrs. Arthur Isham
1 Jar Summer Jelly)	
2 Pt. Strawberries)	
1 Pt. Corn)	Leafa Brown
1 Pt. String Beans)	Mrs. Roy Wood
1 Pt. Corn)	Mrs. Addie Wood
1 Pt. String Beans)	
1 Qt. Corn)	Mrs. Otto Blodgett
1 Qt. Sweet Cucumber Pickle)	
1 Pt. Strawberries)	Mrs. Lease
1 Pt. Raspberries)	Gwen Child
1 Can Pineapple)	Mrs. H. J. Edmunds
1 Can Peaches	Mrs. J. Stevens
2 Cans Spaghetti	
1 Can Tomatoes	
1 Can Rabbit Meat)	Mrs. Bruce MacDonald
1 Can Corn)	

Overview: Highlights



Independent, Non-Profit Critical Access Hospital (1 of 8 in VT)



Service Area Population ~ 30,000 – 50,000 Patients *HSA definition concerns*



25 Bed Critical Access Hospital with 1,900 Admissions



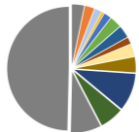
14,222 Emergency Department Visits (budgeted 11,600)



498 Employee paychecks FY21 (420 FTE's, 497 current active staff – not Travelers)



176 Members on Medical Staff representing 27 Specialties



\$87 million Net Revenue (\$154 million gross charges)



120 Volunteers (pre-COVID)



715 Donors > 1,364 gifts

Overview of Services

- Anesthesiology
- Birthing Center, Newborn Hearing Screenings
- Cardiology and Heart Health
- Surgical Services
 - General Surgery
 - Gynecology
 - Orthopedic Center of Excellence
 - Urology
- Orthopedics and Sports Medicine
- Oncology and Infusion
- Chaplaincy Support
- Diabetes Management & Education, Nutrition Services
- Gastroenterology (General Surgery)
- Emergency Medicine
- Hospitalist Program
- Laboratory Services
- Neurology
- OB/GYN: The Women's Center
- Pain Management
- Pulmonology
- Radiology – Diagnostic Imaging
- Rehabilitation Services: Physical, Occupational, and Cardiac Rehabilitation Program
- Respiratory Services
- Sleep Medicine

Overview: Payment Methodologies



50%	The University of Vermont Medical Center	Tertiary PPS
	Brattleboro Memorial Hospital	PPS
	Central Vermont Medical Center	PPS
30%	Northwestern Medical Center	PPS
	Rutland Regional Medical Center	PPS
	Southwestern VT Medical Center	PPS
	Copley Hospital	CAH
	Gifford Medical Center	CAH
	Grace Cottage Hospital	CAH
20%	Mt. Ascutney Hospital & Health Ctr	CAH
	North Country Hospital	CAH
	Northeastern VT Regional Hospital	CAH
	Porter Medical Center	CAH
	Springfield Hospital	CAH

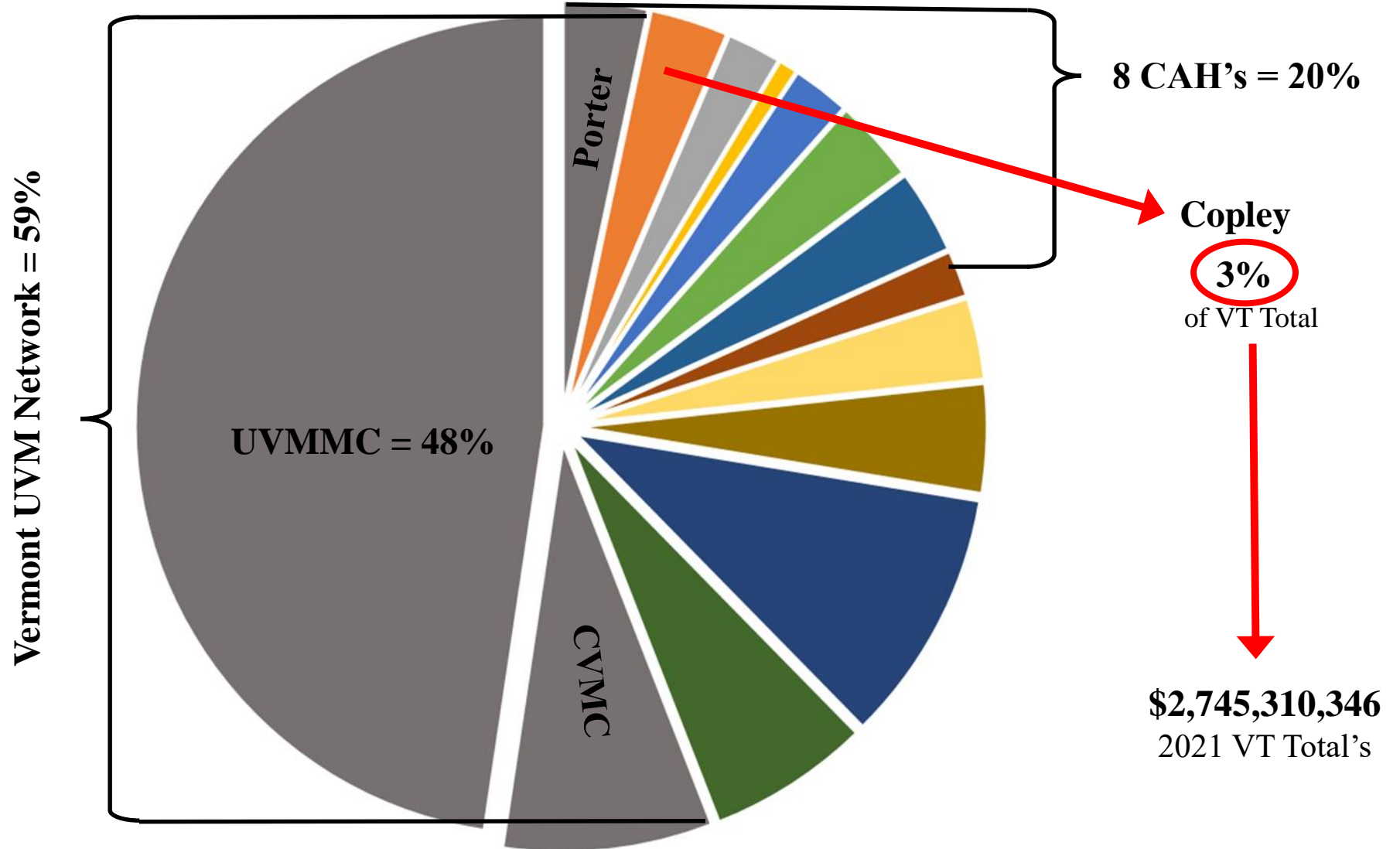
PPS: A healthcare payment system used by the Feds since 1983 for reimbursing healthcare providers for Medicare/Medicaid care provided. Payment is fixed and based on est. costs of the pts diagnosis.

CAH: Medicare pays CAHs 99% (was 101%) percent of their allowable costs for most services.


Overview: Size




- Porter
- Copley
- Gifford
- Grace Cottage
- Mount Ascutney
- North Country
- Northeastern
- Springfield
- Brattleboro
- Northwestern
- Rutland
- Southwestern
- CVMC
- UVMMMC



Strategic Plan 2022-2024

 Strategic Plan 2022 - 2024 CONFIDENTIAL	
Goal	#1 - Financial Sustainability: Improve and maintain the financial health of the organization
Goal	#2 - Exceptional Quality: Provide safe, respectful, and reliable experience for all patients and caregivers
Goal	#3 - Workforce & Culture: Develop and maintain a workforce that supports Copley's mission
Goal	#4 - Keep Care Local: Maintain appropriate patient care in the community
Objectives	Action Steps
1. Invest in the financial health of the organization	<ul style="list-style-type: none"> a. Develop a Financial Plan to address growth and investment needs stemming from the 3-year Strategic Plan b. Enhance cash flow, debt capacity, and operating margins to support facility and program investments through improved earnings, fundraising, and borrowed capital c. Establish a Finance Committee policy to ensure support for capital allocation
2. Enhance Patient Experience and Outcomes	<ul style="list-style-type: none"> a. Utilize NRC (satisfaction) feedback and patient-reported outcomes across patient touchpoints to improve patient experience b. Improve patient relations through consistent processes and reliable interactions c. Increase efficiency across patient contact by enhancing technology, provider coordination, and standardized communication d. Evaluate the resource need and develop a plan to pursue Orthopedic Center of Excellence certification e. Implement facility upgrades to create a welcoming, professional, and healing environment for patients, staff, and visitors
3. Advance IT/Technology/EHR	<ul style="list-style-type: none"> a. Create an Information Technology and Security Plan that identifies specific needs and objectives to develop a robust IT operating model that supports organization's long-term success
4. Stabilize and Grow Workforce	<p><u>Stabilize and Develop Existing Workforce</u></p> <ul style="list-style-type: none"> a. Operationalize a new HRIS to improve personnel development, diversity, equity, and inclusion efforts b. Evaluate and invest in additional processes, system improvements, and facility enhancements to support workforce needs c. Employ annual performance evaluation and feedback to encourage personnel development and organization responsiveness d. Cultivate collaboration across teams and individuals to promote the sharing of opinions and ideas e. Invest in specific processes and services to address staff fatigue and burnout in collaboration with UNAP (nursing union) <p><u>Grow Workforce</u></p> <ul style="list-style-type: none"> g. Pursue grants and funding for workforce development h. Partner with schools and Tertiary Care Centers (UVM/Dartmouth) to recruit and develop workforce talent across all disciplines i. Develop a formal onboarding plan, ensuring consistency and exposure to the organization's operations, workforce, and mission
5. Leadership Development & Responsibilities	<ul style="list-style-type: none"> a. Complete Board Self-Assessment and create a Board Development Plan based on the results b. Address workforce technical and management gaps, with specific focus on leadership development c. Advocate with unified messages to all stakeholders and state, local, and regional policy-makers (VAHHS, GMCB, etc.) d. Invest and grow social capital throughout the Board, Medical Staff, employees, and community e. Support Board, Leadership, and Medical Staff presence in the community (Rotary, School Boards, Events, Sponsorship, etc.) f. Encourage provider engagement through onboarding, leadership development, and succession planning

 Strategic Plan 2022 - 2024 CONFIDENTIAL	
Goal	#1 - Financial Sustainability: Improve and maintain the financial health of the organization
Goal	#2 - Exceptional Quality: Provide safe, respectful, and reliable experience for all patients and caregivers
Goal	#3 - Workforce & Culture: Develop and maintain a workforce that supports Copley's mission
Goal	#4 - Keep Care Local: Maintain appropriate patient care in the community
Objectives	Action Steps
6. Build Community Partnerships & Enhance Care Coordination With Providers	<ul style="list-style-type: none"> a. Create a Taskforce focused on growing and improving care coordination efforts with Copley and local/regional providers b. Cultivate relationship with LHP, including Board-to-Board meetings, provider/service line support, and Board collaboration c. Collaborate with area school nurses for health education/events and to promote wellness d. Improve coordination with the Copley Women's Center and local primary care providers e. Enhance referral process to tertiary care centers (UVM/ Dartmouth) and back to Copley f. Identify shared services and joint strategic initiatives for collaboration with independent and network hospitals in the region g. Continue to engage CRT-MV in community health strategies
7. Engage Community to Build Awareness of Copley Medical Staff and Services	<ul style="list-style-type: none"> a. Market Copley's quality measurement systems and outcomes both internally & externally (NSQIP, HCAHPS, etc.) b. Develop understanding of current/past patients' and providers' experiences to identify specific areas for improvement c. Increase marketing of services, stories and providers d. Utilize marketing efforts to support specific fundraising needs for the organization e. Engage providers and partners in ongoing community education and marketing efforts
8. Improve and Grow Service Offerings	<ul style="list-style-type: none"> a. Stabilize women's health and primary care access through consistent provider coverage, relationships, and follow up care b. Facilitate timely access to surgical services through: <ul style="list-style-type: none"> i. Medical Staff membership growth ii. Expanding OR capacity as outlined in the Master Facility Plan iii. Evaluate feasibility for additional patient care clinics and locations c. Expand service line offerings to meet community needs through investment or partnership with providers
9. Master Facility Planning	<ul style="list-style-type: none"> a. Update the Master Facility Plan connecting to specific initiatives in both the Strategic and Financial Plans b. Develop timeline for facility additions or renovations, with focus on: <ul style="list-style-type: none"> i. Clinic and procedural space for new and existing services ii. OR/Surgical support services iii. Routine replacement/repair of common use facilities c. Evaluate feasibility for new construction initiatives and potential partnerships <ul style="list-style-type: none"> i. Additional facility location to enhance access to surgical services ii. Staff housing to support ongoing workforce needs iii. Children's Center to support employee recruitment and retention efforts d. Explore acquisition opportunities to support growth and access needs e. Identify funding sources and/or partnerships to support facility projects

Strategic Plan 2022-2024

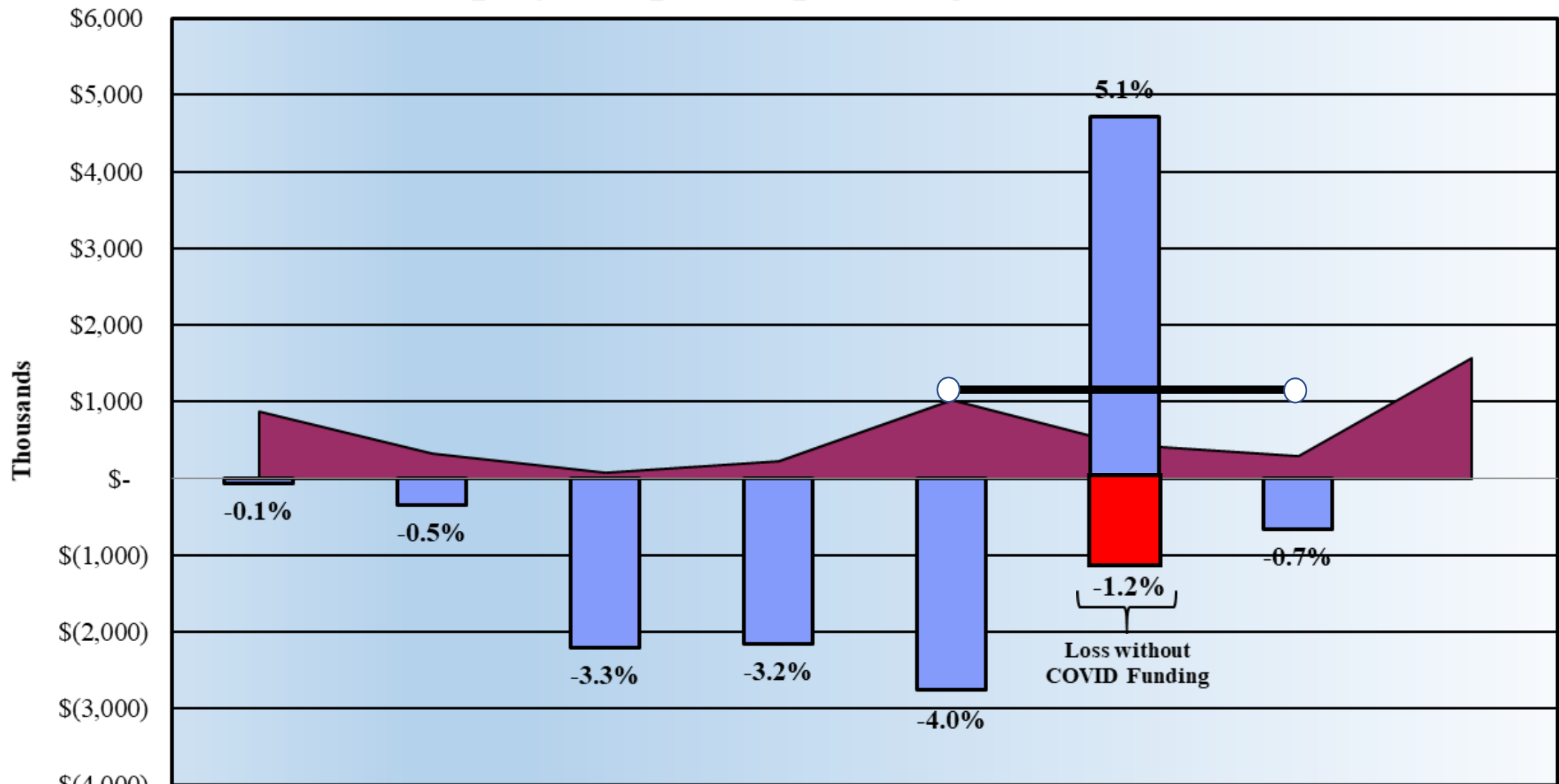
Financial Sustainability

Exceptional Quality

Workforce & Culture

Keep Care Local

Copley Hospital Operating Gain (Loss)



	FY16	FY17	FY18	FY19	FY20	FY21	FY22	Bud 23
Budget	\$872,266	\$331,482	\$76,493	\$232,539	\$1,019,064	\$438,596	\$291,615	\$1,569,096
Actual	\$(70,683)	\$(353,625)	\$(2,212,169)	\$(2,161,243)	\$(2,756,779)	\$4,715,884	\$(671,006)	

Rate Request: Price Comparisons



FY 2022 Pricing Comparison for Laboratory Services:

CPT	CPT Description	Copley Price	Quest* Price	Other VT Hospital Comparisons				
				VT Avg	A	B	C	D
80053	COMPREHEN METABOLIC PANEL	\$ 88	\$ 88	\$ 130	\$ 119	\$ 180	\$ 198	\$ 102
80061	LIPID PANEL	\$ 81	\$ 155	\$ 121	\$ 108	\$ 185	\$ 110	\$ 85
84443	ASSAY THYROID STIM HORMONE	\$ 97	\$ 130	\$ 175	\$ 187	\$ 273	\$ 237	\$ 110
85025	COMPLETE CBC W/AUTO DIFF WBC	\$ 45	\$ 46	\$ 87	\$ 55	\$ 137	\$ 117	\$ 42
80178	ASSAY OF LITHIUM	\$ 44	\$ 63		\$ 94	\$ 133	\$ 297	\$ 49
80048	BASIC METABOLIC PANEL	\$ 66	\$ 70	\$ 100	\$ 78	\$ 121	\$ 120	\$ 86
87088	CULTURE URINE	\$ 25	\$ 36	\$ 75		\$ 71	\$ 195	\$ 64
85652	SEDIMENTATION RATE	\$ 11	\$ 37		\$ 52	\$ 50		\$ 35
85027	HEMOGRAM & PLATELET W/O DIFF	\$ 43	\$ 34	\$ 70	\$ 51	\$ 113	\$ 83	\$ 40
87070	CULTURE BACTERIAL	\$ 41	\$ 75	\$ 131	\$ 186	\$ 150	\$ 123	\$ 62

Notes:

- *Quest Pricing updated as of 08/01/22, pricing verified through Quest automated phone system, as well as Quest customer support.
- Copley Pricing updated as of 10/01/21
- Other VT Hospital Comparison as of 10/01/21

In this study – Copley is below the average in 10 out of 10 charges.

Rate Request: Price Comparisons (cont.)



FY 2021 Inpatient Room and Bed:

CPT	Description	Copley	Vermont Hospitals													
			VT Avg	A	B	C	D	E	F	G	H	I	J	K	L	M
	Semi Private Medical Surgical Room & Bed Rate ★	\$ 1,300	\$2,163	\$1,964	\$1,770	\$2,158			\$2,738	\$2,866		\$1,526	\$2,629	\$1,453		\$2,360

FY 2022 Emergency Room Levels of Care:

99281	EMERGENCY VISIT LEVEL 1	\$ 253	\$ 321		\$ 223		\$ 264	\$ 322	\$ 626	\$ 400	\$ 212	\$ 184	\$ 339	\$ 223	\$ 351	\$ 386
99282	EMERGENCY VISIT LEVEL 2	\$ 366	\$ 447		\$ 393		\$ 408	\$ 359	\$ 868	\$ 400	\$ 364	\$ 235	\$ 502	\$ 278	\$ 393	\$ 719
99283	EMERGENCY VISIT LEVEL 3	\$ 606	\$ 737		\$ 584		\$ 754	\$ 532	\$1,613	\$ 716	\$ 550	\$ 393	\$ 592	\$ 594	\$ 733	\$1,041
99284	EMERGENCY VISIT LEVEL 4	\$ 921	\$1,122		\$1,011		\$1,158	\$ 850	\$1,973	\$1,076	\$ 979	\$ 813	\$1,025	\$ 931	\$ 885	\$1,638
99285	EMERGENCY VISIT LEVEL 5	\$ 1,331	\$1,566		\$1,307		\$1,620	\$1,364	\$2,629	\$1,076	\$1,575	\$1,228	\$1,536	\$1,020	\$ 915	\$2,951

FY 2022 Diagnostic Imaging:

73030	X-RAY EXAM OF SHOULDER	★ \$ 279	\$ 544		\$ 504		\$ 360	\$ 538	\$ 816	\$ 698	\$ 567	\$ 400	\$ 346	\$ 654	\$ 450	\$ 655
73630	X-RAY EXAM OF FOOT	★ \$ 279	\$ 494		\$ 466		\$ 360	\$ 602	\$ 609	\$ 494	\$ 561	\$ 400	\$ 325	\$ 489	\$ 519	\$ 606
77067	SCR MAMMO BI INCL CAD	\$ 466	\$ 587		\$ 659			\$ 671	\$ 510	\$1,022	\$ 218	\$ 629	\$ 485	\$ 600	\$ 458	\$ 621
74177	CT ABD & PELV W/CONTRAST	\$ 1,486	\$3,899		\$4,364		\$4,381	\$4,367	\$4,636	\$1,100	\$3,445	\$3,102	\$3,673	\$3,674	\$3,964	\$6,188
73610	X-RAY EXAM OF ANKLE	★ \$ 263	\$ 511		\$ 470		\$ 360	\$ 620	\$ 888	\$ 494	\$ 593	\$ 400	\$ 346	\$ 489	\$ 344	\$ 615
70450	CT HEAD/BRAIN W/O DYE	\$ 977	\$1,753		\$1,741		\$2,002	\$2,237	\$1,846	\$ 533	\$1,755	\$1,642	\$1,601	\$1,937	\$ 930	\$3,059
73110	X-RAY EXAM OF WRIST	★ \$ 264	\$ 554		\$ 504		\$ 336	\$ 716	\$1,003	\$ 561	\$ 471	\$ 400	\$ 413	\$ 570	\$ 501	\$ 622
73562	X-RAY EXAM OF KNEE 3	\$ 367	\$ 575		\$ 504		\$ 465	\$ 787	\$1,013	\$ 773	\$ 573	\$ 446	\$ 281	\$ 467	\$ 364	\$ 652
73560	X-RAY EXAM OF KNEE 1 OR 2	★ \$ 190	\$ 466		\$ 471		\$ 320	\$ 618	\$ 835	\$ 658	\$ 328	\$ 400	\$ 249	\$ 416	\$ 296	\$ 539
73130	X-RAY EXAM OF HAND	★ \$ 210	\$ 520		\$ 504		\$ 360	\$ 679	\$ 860	\$ 580	\$ 429	\$ 350	\$ 454	\$ 467	\$ 442	\$ 596
74176	CT ABD & PELVIS W/O CONTRAST	★ \$ 1,224	\$3,334		\$3,381		\$3,598	\$3,453	\$2,928	\$1,490	\$3,445	\$2,746	\$3,525	\$3,053	\$3,897	\$5,153
73721	MRI JNT OF LWR EXTRE W/O DYE	★ \$ 1,732	\$3,585		\$2,995			\$5,156	\$3,035	\$3,319	\$4,476	\$2,981	\$2,962	\$3,165		\$4,173

In this study – Copley is below the average in all charges.

CPT	Description	Copley	Vermont Hospitals												
			VT Avg	*A	B	*C	D	E	F	G	H	I	J	K	L

Estimated FY 2024 Semi Private Rooms

Semi Private Medical Surgical Room & Bed Rate	★ \$ 1,300	\$ 2,067	\$ 1,964	\$ 1,770				\$ 2,738	\$ 2,866		\$ 1,526	\$ 2,629	\$ 1,453		\$ 2,360
---	------------	----------	----------	----------	--	--	--	----------	----------	--	----------	----------	----------	--	----------

Estimated FY 2024 Emergency Room Levels of Care

99281	EMERGENCY VISIT LEVEL 1	\$ 271	\$ 345	\$ 350	\$ 269		\$ 277	\$ 341	\$ 648	\$ 449	\$ 235	\$ 190	\$ 405	\$ 253	\$ 358	\$ 437
99282	EMERGENCY VISIT LEVEL 2	\$ 392	\$ 502	\$ 613	\$ 474		\$ 428	\$ 381	\$ 1,020	\$ 449	\$ 403	\$ 243	\$ 599	\$ 316	\$ 400	\$ 814
99283	EMERGENCY VISIT LEVEL 3	\$ 648	\$ 828	\$ 1,049	\$ 705		\$ 792	\$ 564	\$ 1,883	\$ 804	\$ 608	\$ 407	\$ 707	\$ 674	\$ 747	\$ 1,178
99284	EMERGENCY VISIT LEVEL 4													\$ 902	\$ 1,854	
99285	EMERGENCY VISIT LEVEL 5													\$ 932	\$ 3,340	

FY24 new Rates, with a 15% increase

Examples where Copley's price is extremely low as compared to another Vermont hospital include:

- CPT 87070 Culture Other Specimen Aerobic
 - Copley's price is \$44 compared to \$440 or 900% higher.
- CPT 87088 Urine Bacteria Culture
 - Copley's price is \$27 compared to \$222 or 722% higher.
- CPT 74176 CT Abd & Pelvis W/O Contrast
 - Copley's price is \$1,571 compared to \$5,871 or 274% higher.
- CPT 84443 Assay Thyroid Stim Hormone
 - Copley's price is \$104 compared to \$307 or 195% higher.

Estimated FY 2024

80053	COMPREHENSIVE METABOLIC PANEL	\$ 95	\$ 108													
80061	LIPID PANEL	\$ 116	\$ 90													
84443	ASSAY THYROID STIMULATING HORMONE	\$ 116	\$ 116													
85025	COMPLETE URINE BACTERIA CULTURE	\$ 110	\$ 47													
80048	METABOLIC PANEL	\$ 114	\$ 92													
87088	URINE BACTERIA CULTURE	\$ 63	\$ 110													
85027	COMPLETE URINE BACTERIA CULTURE	\$ 90	\$ 44													
87070	CULTURE OTHER SPECIMEN AEROBIC	\$ 80	\$ 111													

Estimated FY 2024

73030	X-RAY EXAM OF KNEE 3 OR MORE VIEWS	\$ 471	\$ 697	\$ 510	\$ 546		\$ 488	\$ 729	\$ 2,304	\$ 645	\$ 855	\$ 462	\$ 252	\$ 530	\$ 525	\$ 741
73560	X-RAY EXAM OF KNEE 1 OR 2 VIEWS	★ \$ 244	\$ 542	\$ 510	\$ 510		\$ 336	\$ 582	\$ 1,901	\$ 369	\$ 366	\$ 414	\$ 297	\$ 473	\$ 429	\$ 612
73130	X-RAY EXAM OF HAND	★ \$ 270	\$ 629	\$ 510	\$ 546		\$ 378	\$ 648	\$ 1,956	\$ 651	\$ 474	\$ 362	\$ 542	\$ 530	\$ 635	\$ 677
74176	CT ABD & PELVIS W/O CONTRAST	\$ 1,571	\$ 3,503	\$ 3,416	\$ 3,661		\$ 3,778	\$ 4,638	\$ 3,330	\$ 1,056	\$ 3,808	\$ 2,842	\$ 4,209	\$ 3,465	\$ 3,897	\$ 5,871
73721	MRI JNT OF LWR EXTRE W/O DYE	\$ 2,222	\$ 3,597	\$ 3,272	\$ 3,243		\$ 4,603	\$ 6,905	\$ 3,319	\$ 2,723	\$ 3,085	\$ 3,537	\$ 3,593	\$ 1,916	\$ 4,745	

 Copley Price is Lower
 Copley Price is Higher

*Note: Hospitals A and C have not submitted Act53 data for FY22 or FY23. Hospital A's price information was acquired through the Centers for Medicare & Medicaid Services (CMS) annual requirement for a machine-readable price transparency file posted to their website. Hospital C's price transparency file has not been updated since 2021.

★ Indicates Copley's price for this service is the lowest compared to all Vermont Hospitals.

Approved/Requested Increase:



	2004	2004	2005	2005	2006	2006	2007	2007	2008	2008	2009	2009	2010	2010	2011	2011	2012	2012	2013	2013	2014	2014	2015	2015	2016	2016	2017	2017	2018	2018	2019	2019	2020	2020	2021	2021	2022	2022	2023	2023		
	Submitted	Revised Rate Increase	Submitted	Revised Rate Increase	Submitted	Revised Rate Increase	Submitted	Revised Rate Increase	Submitted	Revised Rate Increase	Submitted	Revised Rate Increase	Submitted	Revised Rate Increase	Submitted	Revised Rate Increase	Submitted	Revised Rate Increase	Submitted	Revised Rate Increase	Submitted	Revised Rate Increase	Submitted	Revised Rate Increase	Submitted	Revised Rate Increase	Submitted	Revised Rate Increase	Submitted	Revised Rate Increase	Submitted	Revised Rate Increase	Submitted	Revised Rate Increase	Submitted	Revised Rate Increase	Submitted	Revised Rate Increase	Submitted	Revised Rate Increase	Submitted	Revised Rate Increase
Brattleboro	4.7%	4.7%	6.6%	6.60%	8.70%	8.70%	5.10%	5.10%	6.80%	6.30%	7.90%	7.50%	8.80%	7.10%	6.30%	6.00%	7.40%	7.40%	7.50%	7.50%	6.20%	5.80%	2.7%	2.70%	-1.20%	1.40%	3.50%	3.50%	8.90%	5.70%	4.90%	3.90%	3.40%	3.40%	4.92%	4.92%	5.10%	4.60%	14.90%	14.61%		
Central Vermont	6.7%	6.7%	7.0%	5.50%	6.35%	6.35%	4.75%	4.30%	8.00%	8.00%	10.00%	9.60%	8.00%	6.80%	5.50%	5.20%	6.00%	6.00%	5.00%	5.00%	7.91%	6.90%	5.9%	5.90%	4.70%	4.70%	3.00%	2.45%	0.70%	0.70%	2.80%	2.30%	5.90%	3.00%	8.50%	7.00%	16.00%	8.70%	14.50%	12.50%		
Copley	8.0%	8.0%	8.0%	8.00%	0.00%	0.00%	4.90%	4.90%	4.50%	4.50%	6.00%	6.00%	6.00%	6.00%	5.50%	5.50%	6.00%	6.00%	3.00%	3.00%	6.00%	6.00%	0.0%	0.00%	-3.00%	4.00%	0.00%	3.70%	0.00%	3.40%	7.90%	4.50%	9.80%	9.80%	8.00%	6.00%	5.00%	4.00%	12.00%	12.00%		
Fletcher Allen	8.0%	8.0%	10.0%	8.50%	8.00%	8.00%	8.00%	7.50%	6.50%	5.50%	10.00%	10.00%	6.50%	6.00%	6.00%	5.70%	5.90%	5.90%	9.40%	9.40%	4.49%	4.50%	0.0%	7.80%	6.00%	6.00%	3.00%	2.45%	0.70%	0.70%	4.00%	2.50%	3.50%	3.00%	8.00%	6.00%	16.10%	8.60%	19.90%	14.77%		
Gifford	8.8%	8.8%	5.3%	5.32%	3.60%	3.60%	5.79%	4.80%	7.20%	6.37%	8.60%	7.90%	5.80%	5.80%	5.80%	5.80%	7.00%	7.00%	6.10%	6.10%	7.60%	7.60%	5.6%	5.60%	5.80%	5.80%	3.90%	3.90%	4.00%	4.00%	4.00%	4.00%	5.00%	5.00%	4.00%	4.00%	3.50%	3.50%	3.65%	3.65%		
Grace Cottage	3.5%	3.5%	3.6%	3.60%	11.00%	11.00%	4.40%	4.40%	8.70%	8.70%	5.00%	5.00%	5.00%	5.00%	5.50%	5.50%	12.00%	10.60%	6.50%	6.50%	6.00%	6.00%	5.0%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	3.20%	3.20%	3.20%	3.20%	3.20%	3.20%	5.00%	3.20%	5.00%	5.00%		
Mount Ascutney	10.7%	10.7%	6.5%	6.50%	5.30%	5.30%	6.50%	5.50%	5.30%	5.30%	10.90%	10.50%	6.10%	6.10%	6.50%	6.50%	3.50%	3.50%	7.00%	7.00%	5.00%	5.00%	3.2%	3.20%	5.70%	5.70%	4.90%	4.90%	4.90%	4.90%	2.90%	2.90%	3.20%	3.20%	4.60%	4.60%	4.70%	4.70%				
North Country	9.3%	9.3%	7.1%	7.13%	4.77%	4.77%	5.61%	4.60%	7.00%	6.50%	7.00%	7.00%	4.00%	4.00%	4.70%	4.40%	5.10%	5.10%	4.60%	4.60%	8.00%	8.00%	8.3%	8.30%	4.80%	4.80%	3.50%	3.50%	5.00%	5.00%	3.60%	3.60%	4.25%	4.25%	3.60%	3.60%	4.90%	3.30%	12.50%	12.50%		
Northeastern	8.0%	8.0%	0.0%	0.00%	8.50%	8.50%	6.50%	6.50%	7.00%	6.50%	10.00%	9.20%	6.00%	6.00%	4.80%	4.80%	7.50%	7.50%	7.50%	7.50%	5.80%	5.60%	5.0%	5.00%	5.20%	5.20%	3.80%	3.80%	4.30%	3.20%	4.00%	3.00%	3.50%	3.00%	3.90%	3.90%	3.00%	3.00%	10.80%	10.80%		
Northwestern	2.6%	2.6%	2.9%	2.50%	4.48%	4.48%	7.00%	7.00%	14.00%	10.55%	11.40%	7.00%	6.50%	5.20%	3.70%	1.75%	6.27%	6.27%	0.00%	0.00%	4.64%	3.90%	6.4%	6.40%	-8.00%	-8.00%	2.90%	0.00%	6.00%	3.50%	2.00%	2.00%	5.90%	5.90%	21.10%	13.00%	3.00%	3.00%	9.00%	9.00%		
Porter	7.0%	7.0%	6.5%	6.50%	5.00%	5.00%	6.00%	6.00%	9.20%	7.40%	11.20%	8.70%	7.00%	6.70%	6.50%	6.50%	10.30%	10.30%	5.00%	5.00%	6.00%	6.00%	5.0%	5.00%	5.30%	5.30%	3.70%	3.00%	2.80%	2.80%	2.60%	2.60%	5.75%	4.00%	5.90%	4.00%	11.50%	11.50%				
Rutland	8.0%	8.0%	2.4%	2.00%	9.00%	8.00%	6.00%	5.25%	10.50%	8.50%	10.90%	9.60%	6.50%	5.50%	5.50%	5.50%	9.80%	9.80%	10.30%	10.30%	4.75%	4.75%	8.4%	8.40%	3.70%	3.70%	-5.10%	-5.10%	4.90%	4.90%	3.00%	2.60%	2.65%	2.65%	6.00%	6.00%	12.60%	3.60%	17.80%	17.40%		
Southwestern	7.9%	4.9%	7.5%	6.00%	12.80%	11.15%	8.50%	7.00%	9.50%	7.05%	11.80%	10.70%	N/A	5.00%	6.00%	6.00%	5.50%	5.50%	9.90%	9.90%	9.00%	7.17%	4.5%	4.50%	3.80%	3.80%	3.90%	3.36%	2.90%	2.90%	3.20%	3.00%	2.80%	2.80%	3.50%	3.50%	4.80%	4.80%	9.50%	9.50%		
Springfield	8.8%	8.8%	4.8%	4.80%	8.00%	8.00%	4.10%	4.10%	4.30%	4.30%	3.80%	3.80%	6.70%	6.10%	3.80%	3.80%	5.80%	5.80%	6.00%	6.00%	6.00%	4.60%	5.5%	5.45%	2.80%	2.80%	0.00%	0.00%	6.50%	6.50%	10.00%	10.00%	0.00%	0.00%	4.00%	4.00%	8.30%	8.30%	10.00%	10.00%		
System Average	7.80%	7.70%	6.80%	7.50%	7.33%	7.10%	6.54%	7.07%	6.31%	9.80%	9.50%	7.20%	5.72%	5.44%	6.50%	6.50%	8.10%	8.10%	5.50%	5.20%	6.8%	6.80%	4.40%	4.40%	2.20%	1.80%	2.30%	2.00%	3.90%	2.90%	3.20%	3.10%	3.20%	3.10%	6.81%	4.76%	11.13%	10.57%				
Median	8.00%	8.00%	6.50%	5.75%	7.18%	7.18%	5.90%	5.18%	7.10%	6.50%	10.00%	8.30%	6.80%	6.00%	5.50%	5.50%	6.14%	6.14%	6.30%	6.30%	6.00%	5.90%	5.0%	5.23%	4.75%	4.75%	3.50%	3.43%	4.60%	3.75%	3.40%	3.00%	3.45%	3.10%	4.76%	4.30%	5.00%	4.00%	11.15%	11.15%		

- Reduced Rate Increase
- Reduced Rate Increase to an already submitted negative increase or to a negative increase

➤ From 2004 – 2015 (12 years), the GMCB didn't adjust Copley's requested increase. Longest run of any Vermont hospital during that time period.

➤ From 2016 – 2023 (8 years), the GMCB has adjusted Copley's requested increase down 6 times, the most of any Vermont hospital during that time period.



Approved/Requested Increases:

5 yrs.

10 yrs.

15 yrs.

2023

	5 Yr (2018-2022)		10 Yr (2013-2022)		15 Yr (2008-2022)		2023	
	Ave submit	Thru 2020 Average Approved	Ave submit	Thru 2020 Average Approved	Ave submit	Thru 2020 Average Approved	Submitted	Approved
Brattleboro	5.44%	4.50%	4.59%	4.06%	5.54%	4.99%	14.90%	14.61%
Central Vermont	6.78%	4.34%	6.04%	4.67%	6.53%	5.48%	14.50%	12.50%
Copley	6.14%	4.18%	3.67%	2.22%	4.31%	3.35%	12.00%	12.00%
UVM	6.46%	4.16%	5.52%	5.10%	6.01%	5.60%	19.90%	14.77%
Gifford	4.10%	4.10%	4.95%	4.95%	5.59%	5.49%	3.65%	3.65%
Grace Cottage	3.92%	3.92%	4.71%	4.71%	5.55%	5.46%	5.00%	5.00%
Mount Ascutney	3.56%	3.56%	4.36%	4.36%	5.06%	5.03%	4.70%	4.70%
North Country	4.27%	3.95%	5.06%	4.90%	5.22%	5.06%	12.50%	12.50%
Northeastern	3.74%	3.22%	4.60%	4.32%	5.42%	5.15%	10.80%	10.80%
Northwestern	7.60%	5.48%	4.39%	2.97%	5.72%	4.03%	9.00%	9.00%
Porter	4.01%	2.76%	4.51%	4.04%	5.95%	5.33%	11.50%	11.50%
Rutland	5.83%	3.95%	5.12%	4.18%	6.29%	5.38%	17.80%	17.40%
Southwestern	3.44%	3.40%	4.83%	4.57%	5.79%	5.33%	9.50%	9.50%
Springfield	5.76%	5.76%	4.91%	4.77%	4.90%	4.76%	10.00%	10.00%
System Average	5.08%	4.09%	4.80%	4.27%	5.56%	5.03%	11.13%	10.57%
Median	4.86%	4.03%	4.77%	4.47%	5.57%	5.24%	11.15%	11.15%

Lowest Increase

Highest Increase

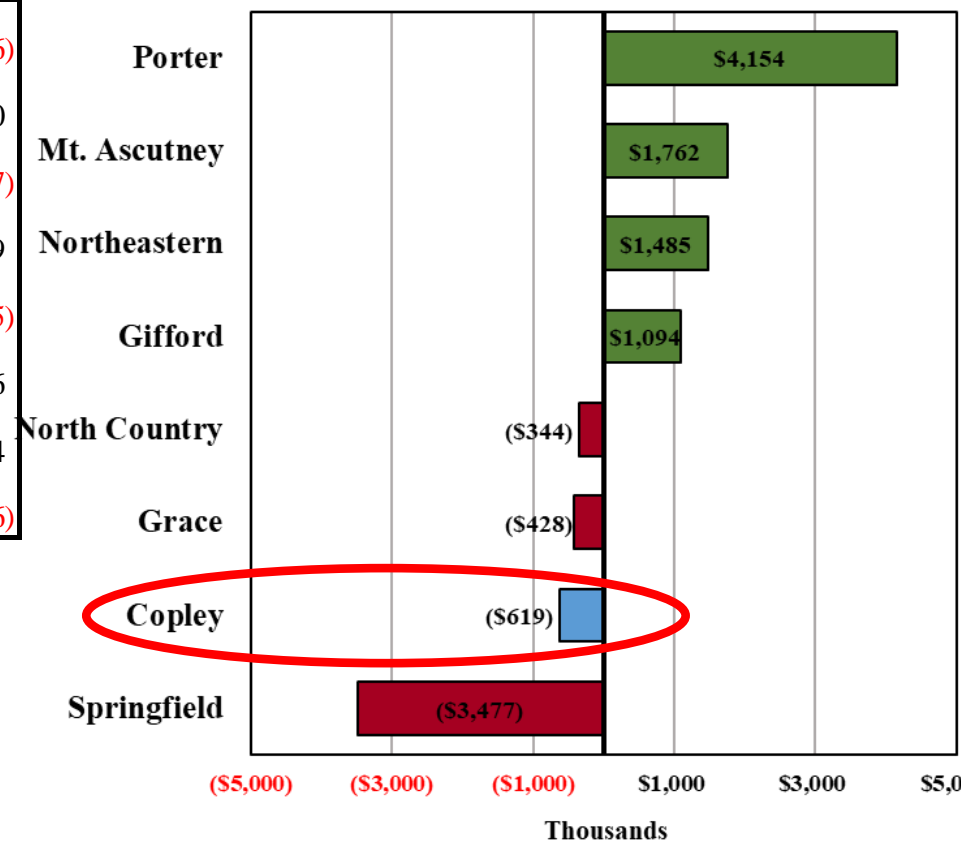


Operating Margin

CAH 5 Year Operating Margins

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	5 Year Avg
Copley	(\$84,921)	(\$377,946)	(\$2,222,433)	(\$2,161,242)	(\$2,756,792)	\$4,715,884	(\$670,999)	(\$619,116)
Gifford	\$2,609,679	(\$874,293)	(\$5,369,446)	(\$413,707)	\$1,417,726	\$5,456,163	\$4,380,666	\$1,094,280
Grace	(\$1,447,624)	(\$1,270,782)	(\$556,530)	(\$1,301,798)	\$237,545	\$1,707,912	(\$2,229,065)	(\$428,387)
Mt. Ascutney	\$141,292	\$1,390,379	\$1,052,255	(\$42,885)	\$538,310	\$6,142,843	\$1,119,070	\$1,761,919
North Country	\$141,751	(\$1,871,960)	(\$1,883,575)	\$1,676,946	\$3,336,242	\$4,532,332	(\$9,383,220)	(\$344,255)
Northeastern	\$1,487,940	\$1,477,373	\$1,430,264	\$1,627,193	\$1,181,218	\$2,927,072	\$258,482	\$1,484,846
Porter	\$1,450,905	\$2,196,330	\$1,492,207	\$4,705,271	\$3,673,600	\$7,669,728	\$3,229,913	\$4,154,144
Springfield	\$181,122	(\$3,835,857)	(\$6,996,078)	(\$9,021,952)	(\$5,314,274)	\$639,922	\$3,309,654	(\$3,476,546)

CAH 5 Year Average Operating Margins (2018 – 2022):



The GMCB has a statutory obligation to ensure that hospital budgets “promote efficient and economic operation of the hospital” and “reflect budget performances for prior years”. 18 VSA 9456 (3) & (4). In its 2020 hospital budget review, the Board ordered 6 of the 14 hospitals to complete sustainability plans to address concerns about consistent operating losses.

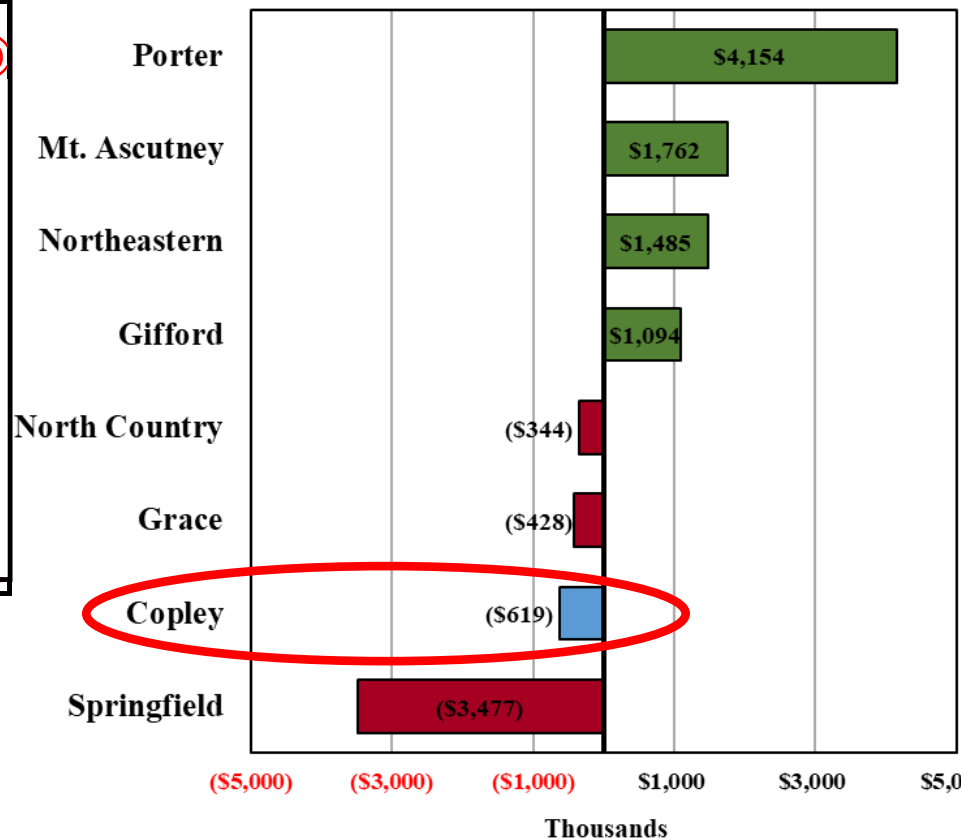


Operating Margin

CAH 5 Year Operating Margins

	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>5 Year Avg</u>
Copley	(\$84,921)	(\$377,946)	(\$2,222,433)	(\$2,161,242)	(\$2,756,792)	\$4,715,884	(\$670,999)	(\$619,116)
			Requested Rate Increases					
	-3.0%	0.0%	0.0%	7.9%	9.8%	8.0%	5.0%	6.1%
			Approved Rate Increases					
	-4.0%	-3.7%	-3.4%	4.5%	9.8%	6.0%	4.0%	4.2%

CAH 5 Year Average Operating Margins (2018 – 2022):



The GMCB has a statutory obligation to ensure that hospital budgets “promote efficient and economic operation of the hospital” and “reflect budget performances for prior years”. 18 VSA 9456 (3) & (4). In its 2020 hospital budget review, the Board ordered 6 of the 14 hospitals to complete sustainability plans to address concerns about consistent operating losses.

Rate Request: Past Comparison & Outcome (cont.)



*2022 All Payer Cost of Care

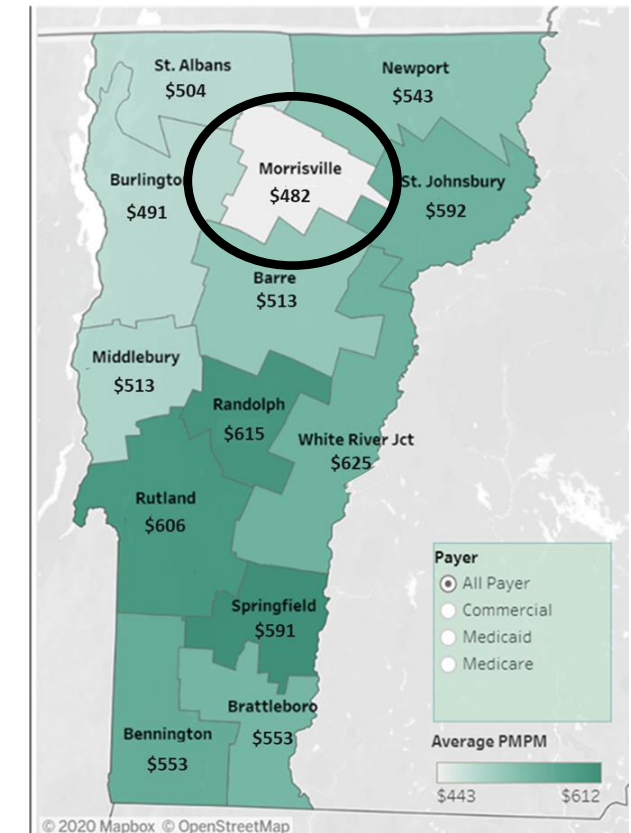
	5 Yr (2018-2022)		10 Yr (2013-2022)		15 Yr (2008-2022)	
	Ave submit	Thru 2020 Average Approved	Ave submit	Thru 2020 Average Approved	Ave submit	Thru 2020 Average Approved
Brattleboro	5.44%	4.50%	4.59%	4.06%	5.54%	4.99%
Central Vermont	6.78%	4.34%	6.04%	4.67%	6.53%	5.48%
Copley	6.14%	4.18%	3.67%	2.22%	4.31%	3.35%
Fletcher Allen	6.46%	4.16%	5.52%	5.10%	6.01%	5.60%
Gifford	4.10%	4.10%	4.95%	4.95%	5.59%	5.49%
Grace Cottage	3.92%	3.92%	4.71%	4.71%	5.55%	5.46%
Mount Ascutney	3.56%	3.56%	4.36%	4.36%	5.06%	5.03%
North Country	4.27%	3.95%	5.06%	4.90%	5.22%	5.06%
Northeastern	3.74%	3.22%	4.60%	4.32%	5.42%	5.15%
Northwestern	7.60%	5.48%	4.39%	2.97%	5.72%	4.03%
Porter	4.01%	2.76%	4.51%	4.04%	5.95%	5.33%
Rutland	5.83%	3.95%	5.12%	4.18%	6.29%	5.38%
Southwestern	3.44%	3.40%	4.83%	4.57%	5.79%	5.33%
Springfield	5.76%	5.76%	4.91%	4.77%	4.90%	4.76%
System Average	5.08%	4.09%	4.80%	4.27%	5.56%	5.03%
Median	4.86%	4.03%	4.77%	4.47%	5.57%	5.24%

15 Year Average:

- **Lowest**
- 1.68% lower than system average

10 Year Average:

- **Lowest**
- 2.05% lower than system average



 Lowest Increase Highest Increase

Prices/Charges

2021

2020

2019

2018

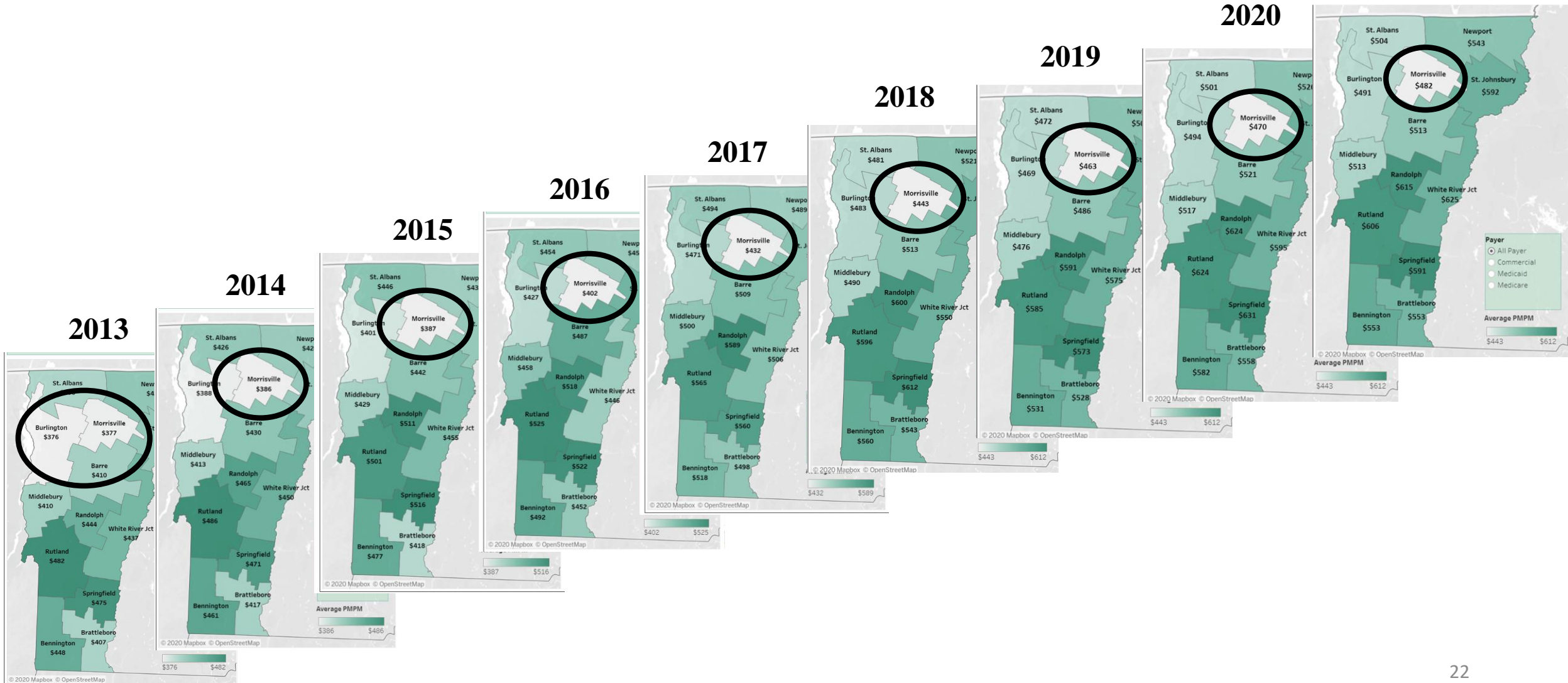
2017

2016

2015

2014

2013



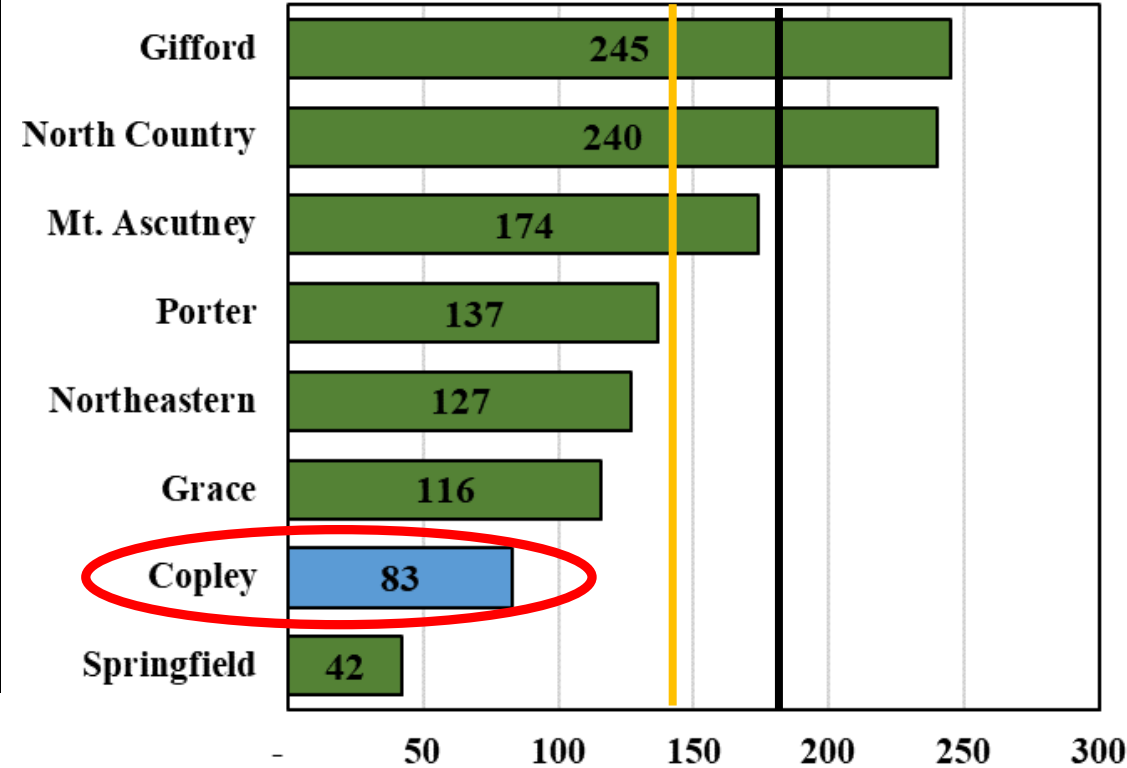
Key Indicators: DCOH (w/o COVID Advance Payments)



CAH 5 Year Days Cash on Hand (without COVID-19 Advance Payments)

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	5 Year Average
Copley	64	62	130	93	66	83
Gifford	224	237	270	289	204	245
Grace	92	93	142	157	98	116
Mt. Ascutney	132	144	168	215	208	174
North Country	213	221	270	285	213	240
Northeastern	120	107	147	154	106	127
Porter	128	129	141	165	120	137
Springfield	47	17	38	38	70	42

CAH 5 Year Average Days Cash on Hand (2018 – 2022):



— Vermont CAH 5 Year Average
— Northeast CAH FY2020

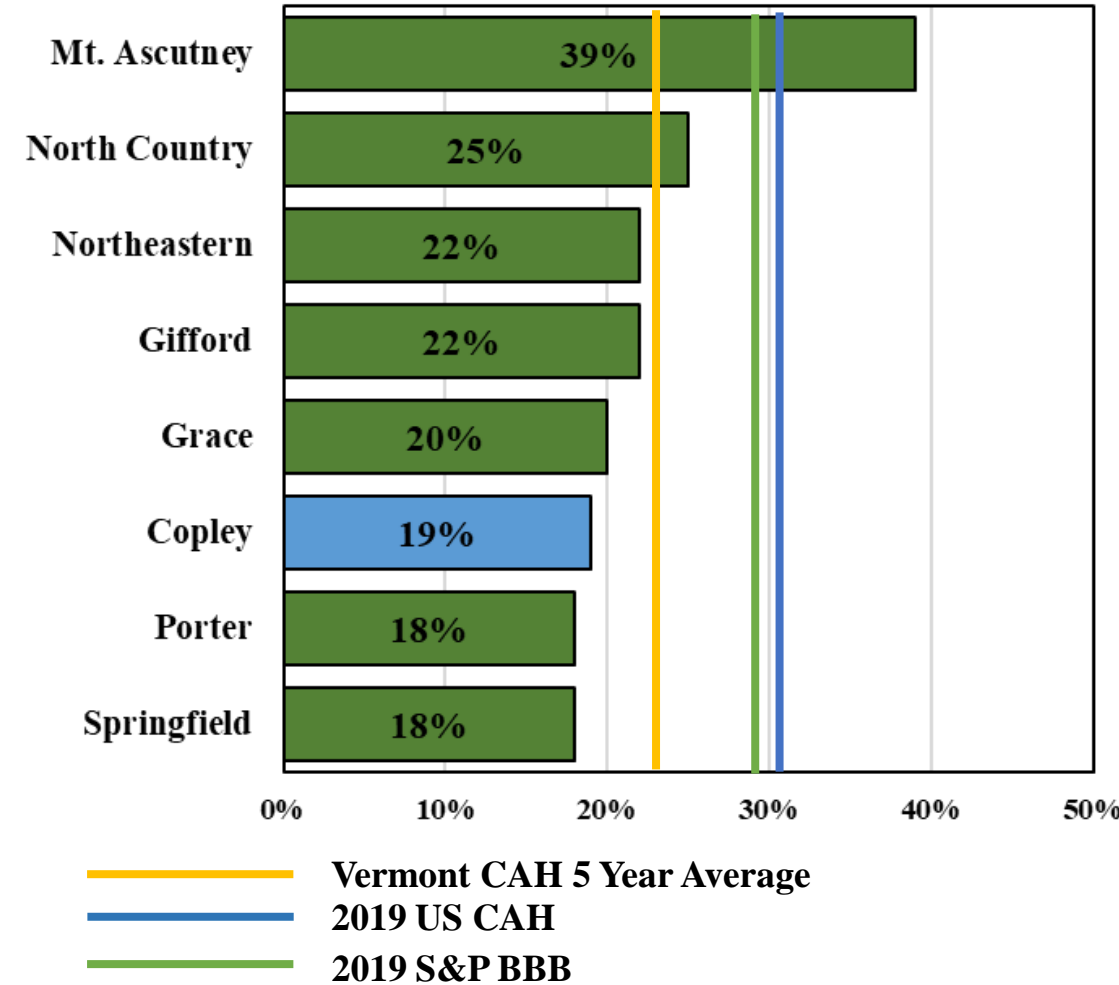


Debt Load and Capacity

CAH 5 Year Long Term Debt to Capitalization

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	5 Year Average
Copley	18.7%	18.5%	22.7%	15.6%	19.9%	19.1%
Gifford	23.5%	22.9%	25.4%	17.8%	20.5%	22.0%
Grace	14.4%	13.0%	N/A	31.3%	N/A	19.6%
Mt. Ascutney	28.4%	30.0%	39.8%	40.4%	57.1%	39.2%
North Country	25.0%	24.4%	30.4%	23.6%	23.4%	25.3%
Northeastern	21.0%	19.7%	31.2%	19.8%	19.7%	22.3%
Porter	21.5%	20.3%	17.5%	14.0%	16.7%	18.0%
Springfield	7.4%	-13.9%	-4.1%	61.2%	39.5%	18.0%

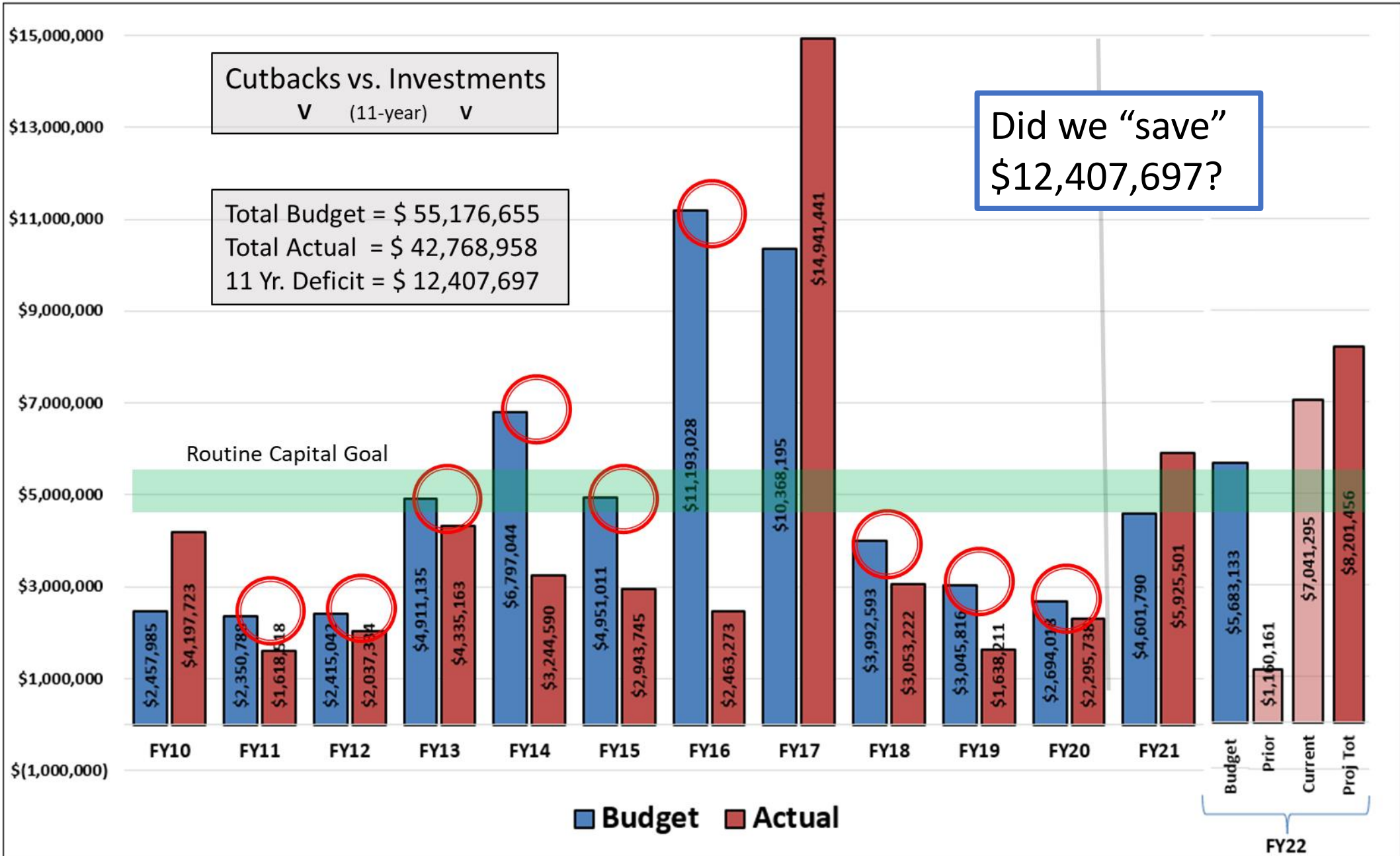
CAH 5 Year Average Long Term Debt to Cap (2018 – 2022):



Notes:

- 2020 Copley PPP loan removed from calculation
- 2020 Grace NA due to inability to remove PPP loan
- 2017–21 Re-calculated Springfield ratio's based on audited financials

Actual versus Budgeted Capital FY 10 - FY 22



Agenda

1. Introductions
2. Overview
 - a. Mission
 - b. History
 - c. Services
 - d. Hospital Type
3. Strategic Plan
4. Finances
 - a. Operating Margin
 - b. Low Rates/Prices/Charges
 - c. Days Cash on Hand
 - d. Capital Needs (MFP & Equipment)
5. Quality and Access
 - a. Orthopedic Center of Excellence
(Specialty “Micro-Referral” Hospital)
 - a. Clinical vs. Experiential
 - b. Exceptional Quality Care,
Close to Home
6. Questions



FY2022 Patients Served by Zip Code and County

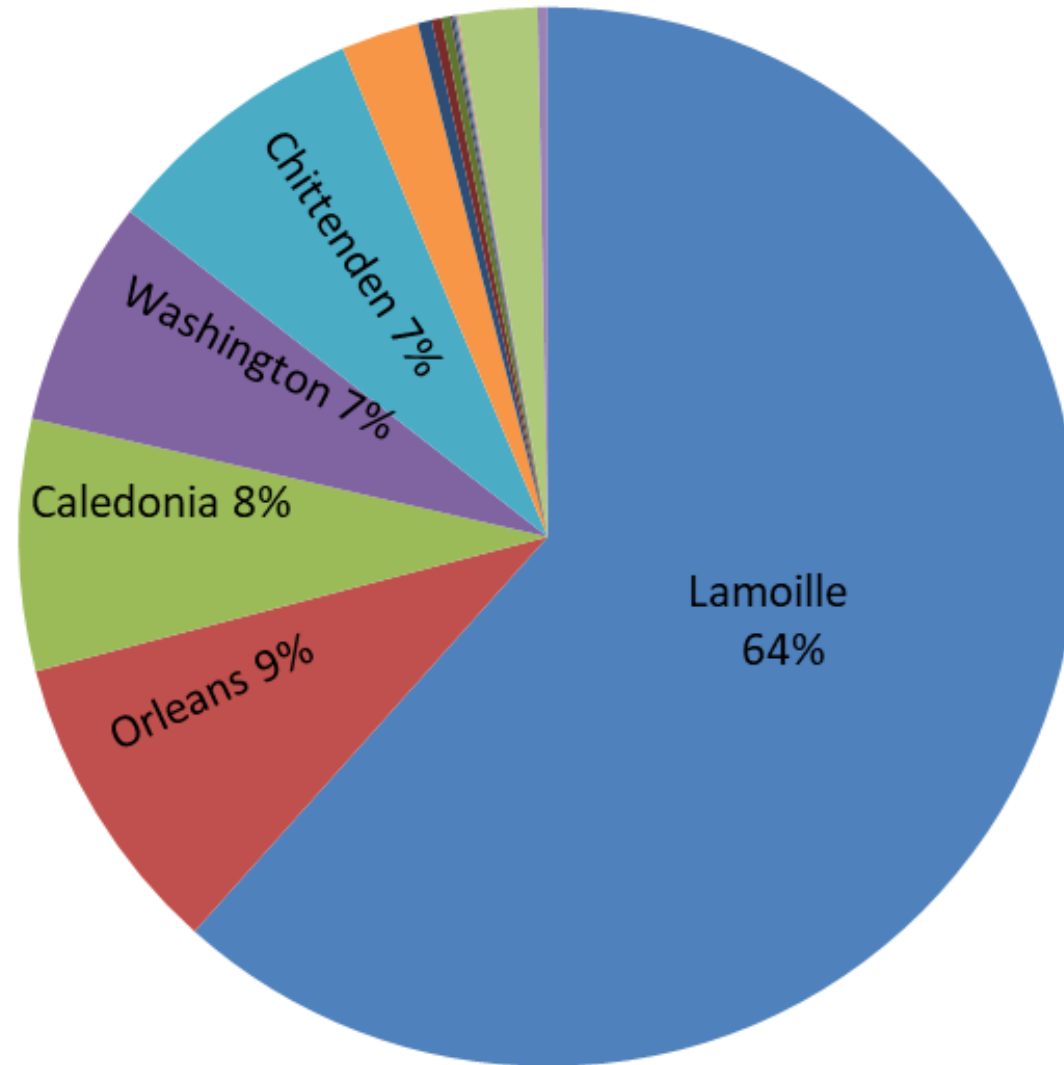
Town Zip Code	IP	OP	Total
Barre (East, South)*	14	2,638	2,652
Belvidere Center	10	706	716
Burlington (South)*	19	1,848	1,867
Cambridge	9	1,155	1,164
Craftsbury (Common)*	70	3,553	3,623
Eden (Mills)*	74	4,192	4,266
Essex (Junction)*	20	1,302	1,322
GREENSBORO (Bend)*	58	2,003	2,061
Hardwick (East)*	165	8,470	8,635
Hyde Park (North)*	201	11,304	11,505
Jeffersonville	46	3,144	3,190
Johnson	145	9,493	9,638
Lake Elmore	9	1,018	1,027
Lowell	15	1,344	1,359
Montpelier (East, North)*	16	1,403	1,419
Morrisville	359	23,895	24,254
Stowe	148	10,827	10,975
WATERBURY (Center)*	29	2,424	2,453
Waterville	35	1,448	1,483
Wolcott	107	6,925	7,032
Other VT Town (176)	224	16,216	16,440
Out Of State (49)	85	2,805	2,890
Other Country (20)	1	372	373
Total	1,859	118,485	120,344

Lamoille County – 62% of Total (and IP) >> HSA def.?

Counties	IP	OP	Total
LAMOILLE	1,134	73,026	74,160
ORLEANS	192	10,992	11,184
CALEDONIA	174	9,060	9,234
WASHINGTON	101	8,249	8,350
CHITTENDEN	111	9,692	9,803
FRANKLIN	43	2,817	2,860
ADDISON	4	502	506
ORANGE	2	368	370
GRAND ISLE	4	328	332
WINDSOR	2	104	106
RUTLAND	3	79	82
WINDHAM	-	15	15
BENNINGTON	-	23	23
ESSEX	3	53	56
Out Of State (49)	85	2,805	2,890
Other Country (20)	1	372	373
Total	1,859	118,485	120,344

Note: Outpatients are 98% of the “touch points”

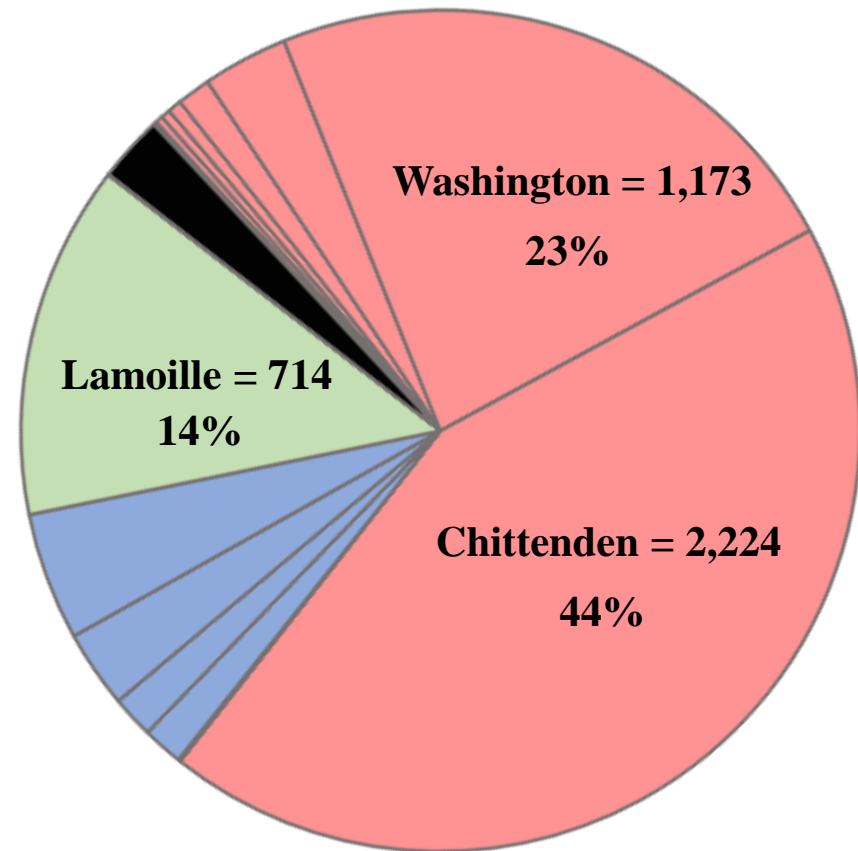
FY2022 Patients Served by County



Waterbury Mansfield Orthopedics

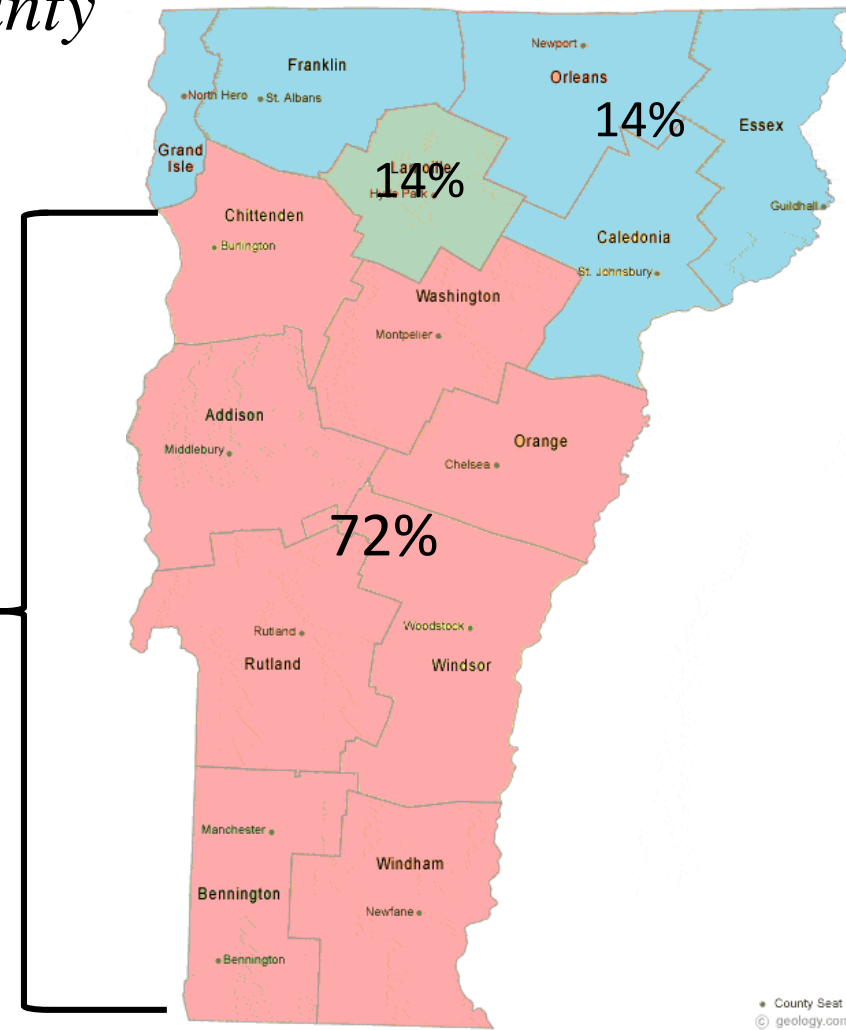


Waterbury Office Visits: by County



Chittenden + Washington & VT Southern Counties

- Fiscal Year 2021
- **72%** of Visits



*Note: Black represents non Vermont Counties.

Strategic Plan 2022-2024

Covid-19 Response Teams (CRT)

1. CRT – CH Copley Hospital

2. CRT – MV Morrisville

Hospital: CH **Nursing Home: The Manor**
Primary Care: LHP **Mental Health: LCMHS**
Primary Care: Tamarack **Home Health: LHHH**

3. CRT – LV Lamoille Valley > LAHHSRCC
 ~26 Local Agencies (liaisons)



Local

Regional

FY2024 Budget Presentation



Green Mountain Care Board

Copley Hospital

NSQIP Data: All Services Complications 2017-2022

