

FY2025 Budget Presentation



Green Mountain Care Board

FY2025 Budget Presentation

Copley Hospital Participants

- Joseph Woodin: Chief Executive Officer
 - Jeffrey Hebert: Chief Financial Officer
 - Donald Dupuis, MD: Chief Medical Officer
 - Samantha Allaire, RN: Chief Nursing Office
-
- Kathy Demars, Chair: Copley Board of Trustees
(CEO of Home Health and Hospice)
 - Anne Bongiorno, Vice Chair: Copley Board of Trustees

Green Mountain Care Board

1. Introductions

2. Overview

- a. Mission & History
- b. Clinical Services +
- c. Hospital Type and Relativity

3. Strategic Plan

- a. Act 167...

4. Finances

- a. Operating Margin: insufficient
- b. Cost of Care: lowest
- c. Capital (buildings & equip.): underfunded
- d. Days Cash on Hand + : fragile
- e. Prices/Charges: lowest
 - a. Historic request/approval
 - b. Rate Increase (Gross Charges)
 - c. Rate Increase (Net Reimbursement)

5. Quality and Access

- a. Orthopedic Center of Excellence
- b. *(Specialty "Micro-Referral" Hospital)*
- c. Clinical vs. Experiential
- d. "Exceptional Quality Care,
- e. *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

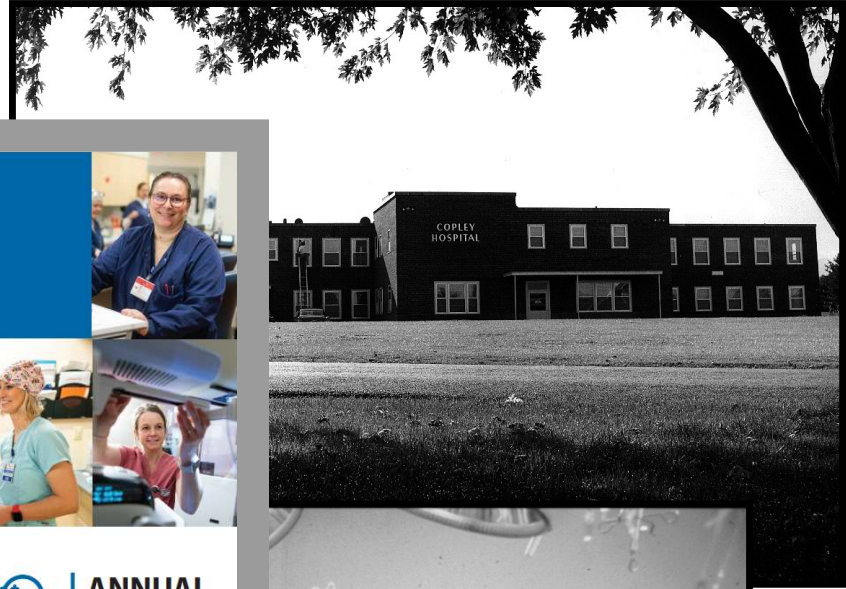
LIFE-LONG LEARNING


Continuous learning and collaboration


LIFE-LONG NOT-FOR-PROFIT

We offer care and services
regardless of ability to pay








COPLEY
 A Hospital in Morristown



Francis Favreau




ANNUAL REPORT
 2023



Copley Hospital (~1932)



Now: Lamoille County Mental Health Services (DA)!

1 Can Beets	Mrs. Tiltonson
2 Qt. Tomatoes	Mrs. Senesac
1 Box Vegetables	Mrs. Tittlemore
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 Jelley	
2 Pt. Strawberries)	
1 Pt. Corn	Leafa Brown
1 Pt. String Beans	
1 Pt. Corn	Mrs. Roy Wood
1 Pt. String Beans)	Mrs. Addie Wood
1 Qt. Corn	
1 Qt. Sweet Cucumber Pickle)	Mrs. Otto Blodgett
1 Pt. Strawberries	
1 Pt. Raspberries	Mrs. Lease
1 Can Pineapple)	Gwen Child
1 Can Peaches	Mrs. H. J. Edmunds
2 Cans Spaghetti	Mrs. J. Stevens
1 Can Tomatoes	
1 Can Rabbit Meat)	
1 Can Corn	Mrs. Bruce MacDonald

Overview: Highlights



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



Service Area Population ~ 30,000 – 50,000 Patients *HSA definitions ?*



25 Bed Critical Access Hospital with 1,900 Admissions



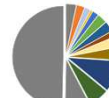
13,901 Emergency Department Visits (budgeted 11,600)



499 Employee paychecks FY24 (411 FTE's – not Travelers)



182 Members on Medical Staff representing 22 Specialties



\$98 million Net Operating Revenue (\$177 million gross charges)



162 Volunteers

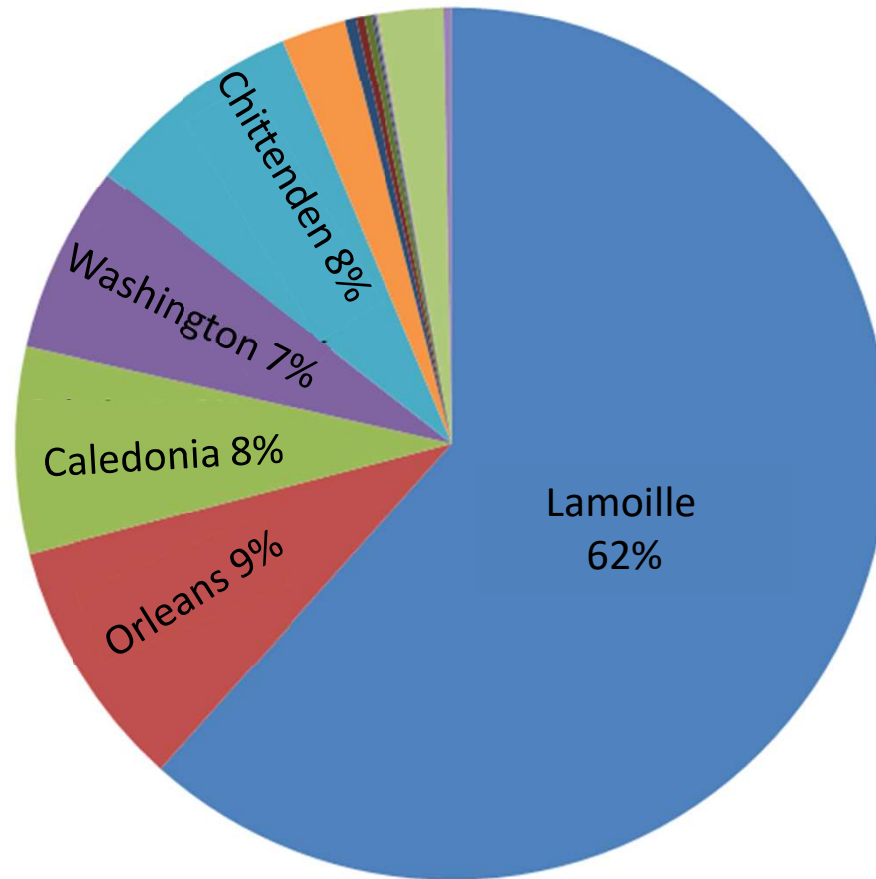


789 Donors > 1,455 gifts

Overview of Services

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

Patients Served by County



Patients By Zip Code FY 2023

	Inpatient	Outpatient	TOTAL
Morrisville	340	21,826	22,166
Hyde Park (North)*	119	10,096	10,215
Stowe	99	8,990	9,089
Johnson	128	8,584	8,712
Hardwick (East)*	170	7,949	8,119
Wolcott	90	5,884	5,974
Eden (Mills)*	64	3,868	3,932
Craftsbury (Common)*	58	3,225	3,283
Jeffersonville	47	2,682	2,729
Waturbury (Center)*	8	1,997	2,005
Greensboro (Bend)*	36	1,700	1,736
Burlington (South)*	13	1,630	1,643
Waterville	27	1,405	1,432
Montpelier (East, North)*	17	1,364	1,381
Essex (Junction)*	7	1,226	1,233
Lowell	26	1,078	1,104
Barre (East, South)*	3	958	961
Cambridge	7	829	836
Lake Elmore	3	829	832
Belvidere Center	13	586	599
Other VT Town (179)	183	16,056	16,239
Out of State (49)	44	2,267	2,311
Other Country (20)	1	104	105
TOTAL	1,503	105,133	106,636

* - denotes combined similar zip codes

They are driving
to get here!



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

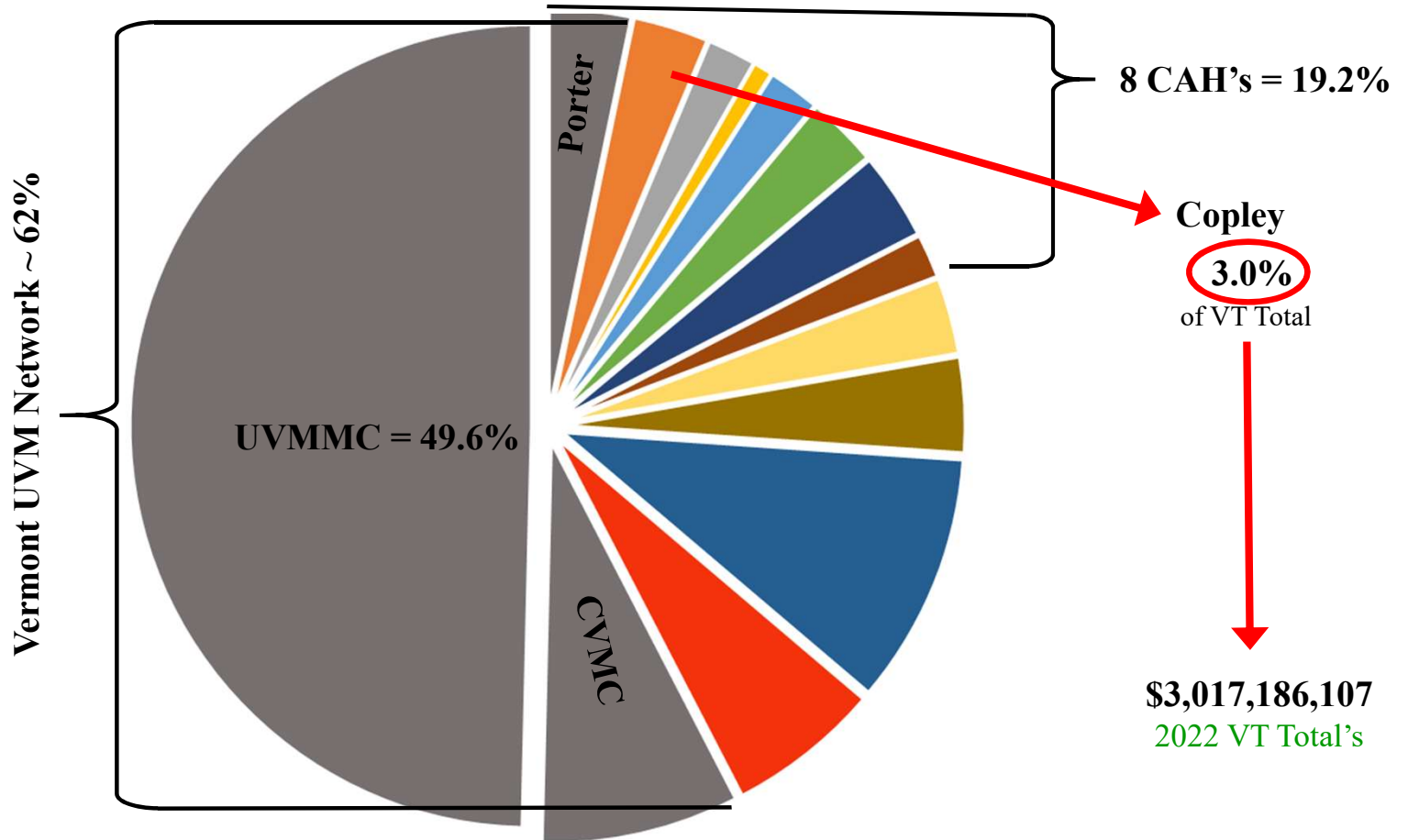
PPS: A healthcare payment system used by the Feds since 1983 for reimbursing healthcare providers for Medicare/Medicaid care provided. Payment is fixed and based on est. costs of the pts diagnosis.

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

Overview: Size based on NPR/FFP



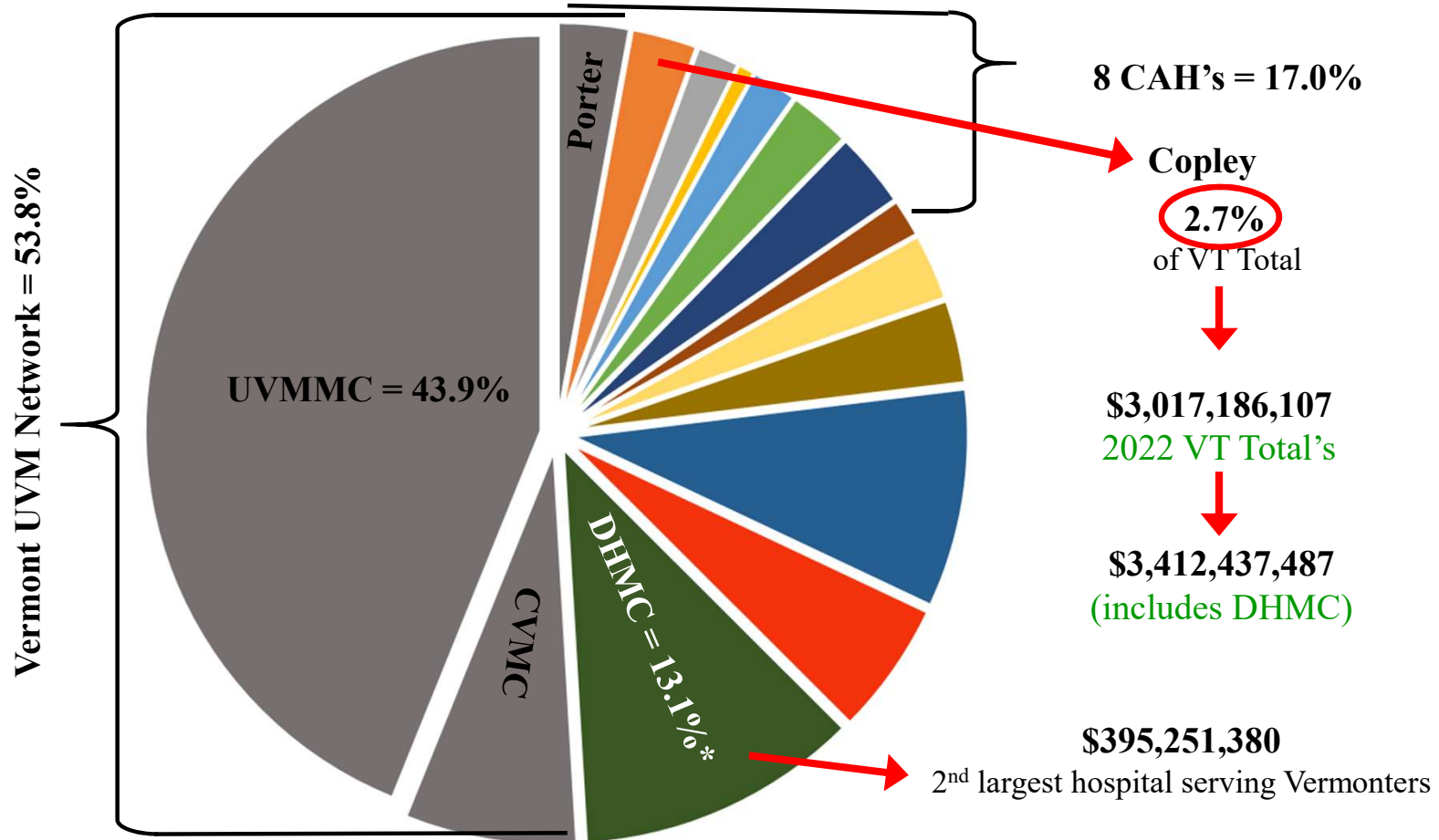
- Porter
- Copley
- Gifford
- Grace Cottage
- Mount Ascutney
- North Country
- Northeastern
- Springfield
- Brattleboro
- Northwestern
- Rutland
- Southwestern
- CVMC
- UVMCC



Overview: Size based on NPR/FFP



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



*Note: 1) Total Medical Spend for Vermonters DHMC 2) Does not include \$175 million of Vermonter out of state spend

resentation

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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"> f. Pursue grants and funding for workforce development g. Partner with schools and Tertiary Care Centers (UVM/Dartmouth) to recruit and develop workforce talent across all disciplines h. 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

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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 (NSQP, 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



Act 167 (2022) Community Engagement to Support hospital transformation GMCB Board Presentation

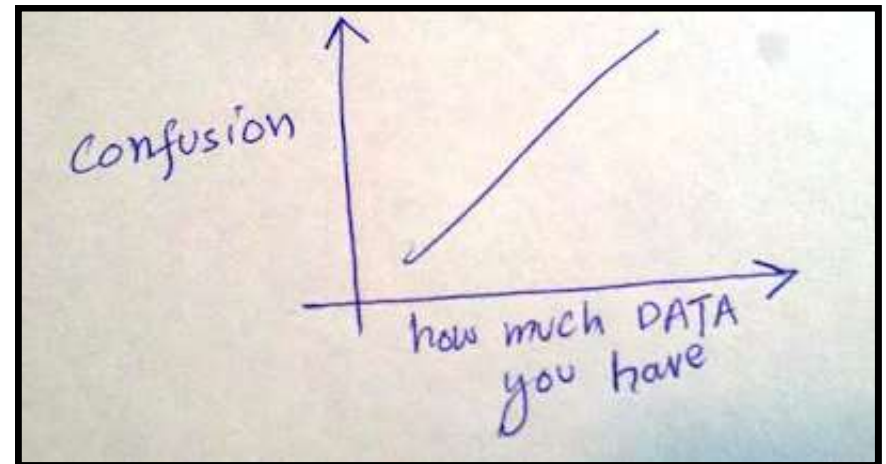
08 July 2024

A business of Marsh McLennan



Cognitive overload

The brain can process a certain amount of information presented in different methods. The brain processes the information you gather each day from reading a newspaper, following directions on a map and having a conversation with a friend. When there is too much information to process, you may feel **cognitive overload**.



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

Regional Collaborations:



Copley is a proud member of the newly formed NECHN. The purpose of the New England Collaborative Health Network (NECHN) is to provide independent hospitals and their Community Partners in Care the structure, resources, and technical expertise to remain independent by creating an inter-dependent framework that achieves scale and efficiency for each individual member, and the Collaborative as a whole.



Regional Collaborations:



Local News

Three Vermont hospitals will work together to find cost savings

Vermont Public | By [Howard Weiss-Tisman](#)
Published July 29, 2024 at 5:49 PM EDT



Three Vermont hospitals have signed on to a new partnership, agreeing to work together towards long-term sustainability.

Brattleboro Memorial Hospital, Copley Hospital in Morrisville, and Northwestern Medical Center in St. Albans have formed the New England Collaborative Health Network.

The group hopes to save money with group purchasing, and will also focus on sharing services and ensure better access to health care.

BMH, Copley, NMC sign on to new healthcare collaboration



Submitted by [tim](#) on [Mon, 07/29/2024 - 09:34](#)

Related Company

[Copley Health Systems](#)



Vermont Business Magazine The Green Mountain Care Board's consultant, Oliver Wyman, has been traversing the state, holding community forums, and sharing a simple message with independent community hospitals - they need to work more closely together with each other and their community partners to share services and reduce costs. Until now, independent community hospitals across New England have lacked the structure to implement this concept.



Dartmouth Hitchcock Radiology Services

- July 1, 2024, Copley entered into a partnership with Dartmouth Hitchcock Radiology Services to be Copley's sole provider for Radiology reads.
- Dartmouth Hitchcock Radiologists read all studies performed at Copley 24 hours per day, 7 days per week, 365 days per year. Eliminated VRAD (Virtual Radiology Services) during our off hours.
- In person Radiologist at Copley Monday-Friday ~ 8am-5pm. Eventually will be 1-2 consistent Radiologists just for Copley.
- Copley now has specialty Radiologist capacity. This allows the most specialized Radiologist to read studies. Example: Stroke patients go to the Neuro Radiologist.
- Since moving to DHMC, Copley has received excellent feedback from ordering providers on the report quality they receive for their patients.

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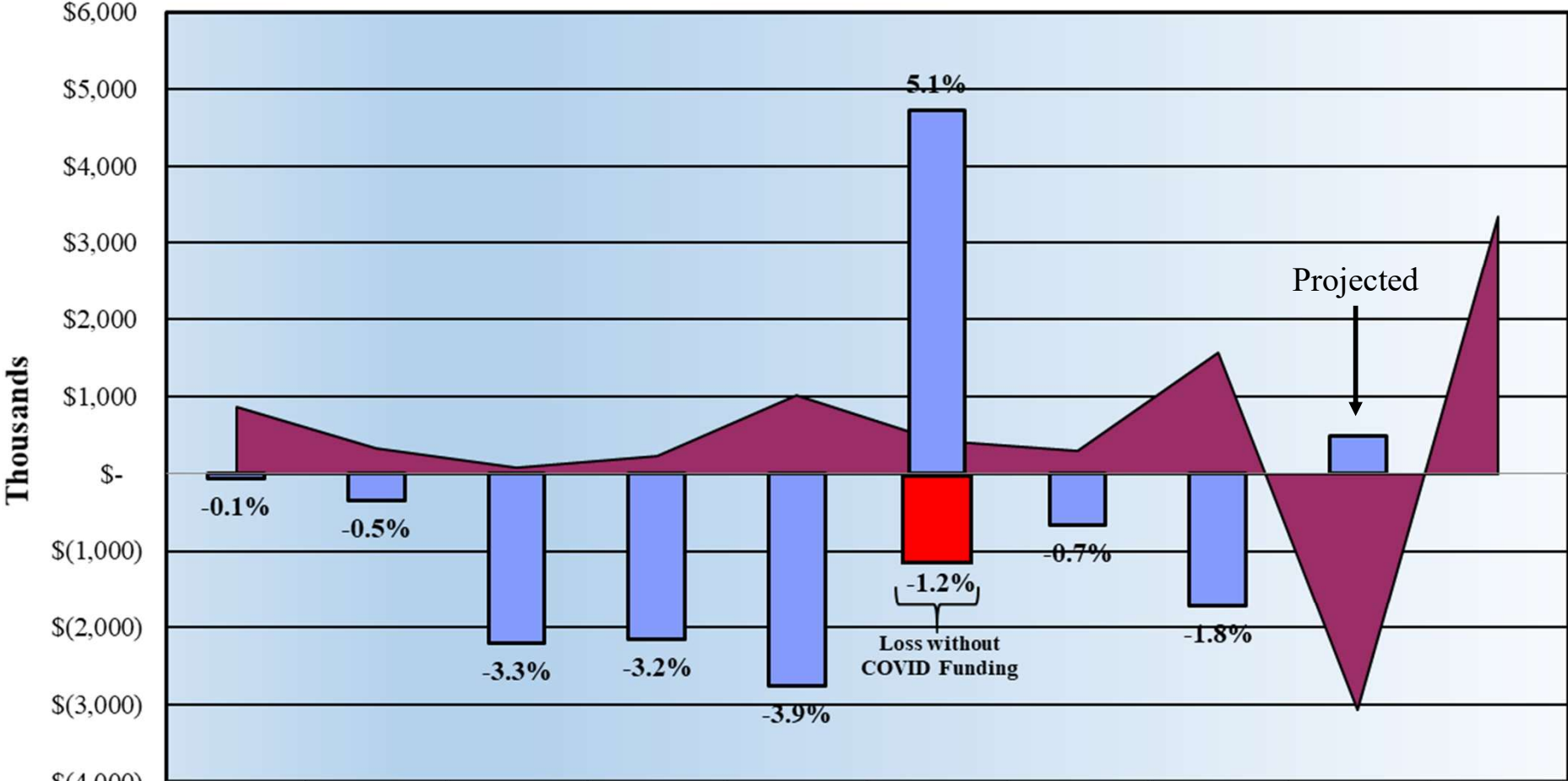
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Copley Hospital Operating Gain (Loss)



	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Bud25
Budget	\$872,266	\$331,482	\$76,493	\$232,539	\$1,019,064	\$438,596	\$291,615	\$1,569,096	\$(3,059,523)	\$3,342,264
Actual	\$(70,683)	\$(353,625)	\$(2,212,169)	\$(2,161,243)	\$(2,756,779)	\$4,715,884	\$(671,006)	\$(1,726,541)	\$485,564	

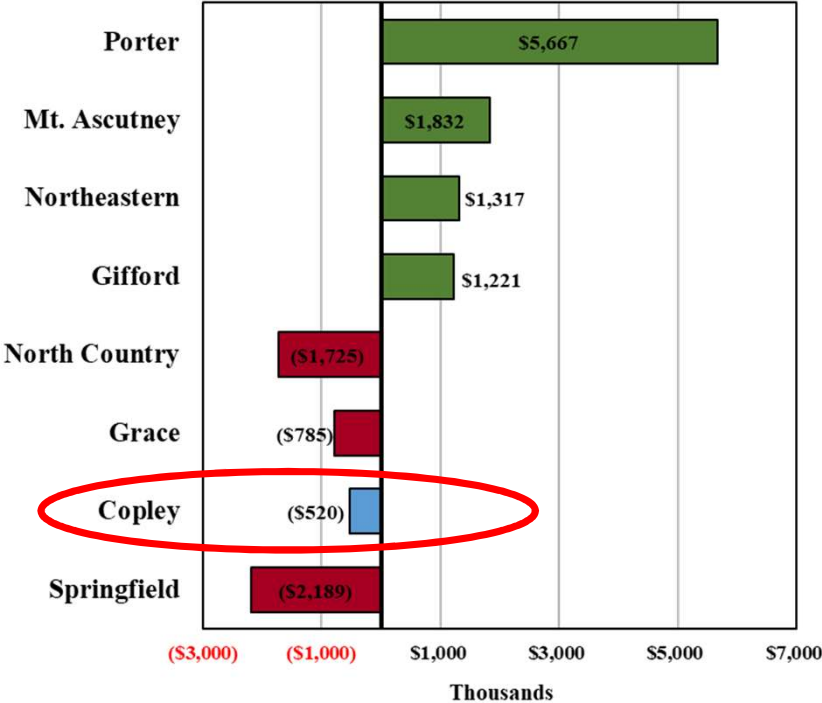
Operating Margin



CAH 5 Year Operating Margins

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5 Year Average
Copley	(\$2,161,242)	(\$2,756,792)	\$4,715,884	(\$670,999)	(\$1,726,541)	(\$519,938)
Gifford	(\$413,707)	\$1,417,726	\$5,456,163	\$4,380,666	(\$4,733,932)	\$1,221,383
Grace	(\$1,301,798)	\$237,545	\$1,707,912	(\$2,229,065)	(\$2,339,003)	(\$784,882)
Mt. Ascutney	(\$42,885)	\$538,310	\$6,142,843	\$1,119,070	\$1,402,140	\$1,831,896
North Country	\$1,676,946	\$3,336,242	\$4,532,332	(\$9,383,220)	(\$8,788,077)	(\$1,725,155)
Northeastern	\$1,627,193	\$1,181,218	\$2,927,072	\$258,482	\$588,642	\$1,316,521
Porter	\$4,705,271	\$3,673,600	\$7,669,728	\$3,229,913	\$9,054,914	\$5,666,685
Springfield	(\$9,021,952)	(\$5,314,274)	\$639,922	\$3,309,654	(\$557,083)	(\$2,188,747)

CAH 5 Year Average Operating Margins (2018 – 2023):



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.

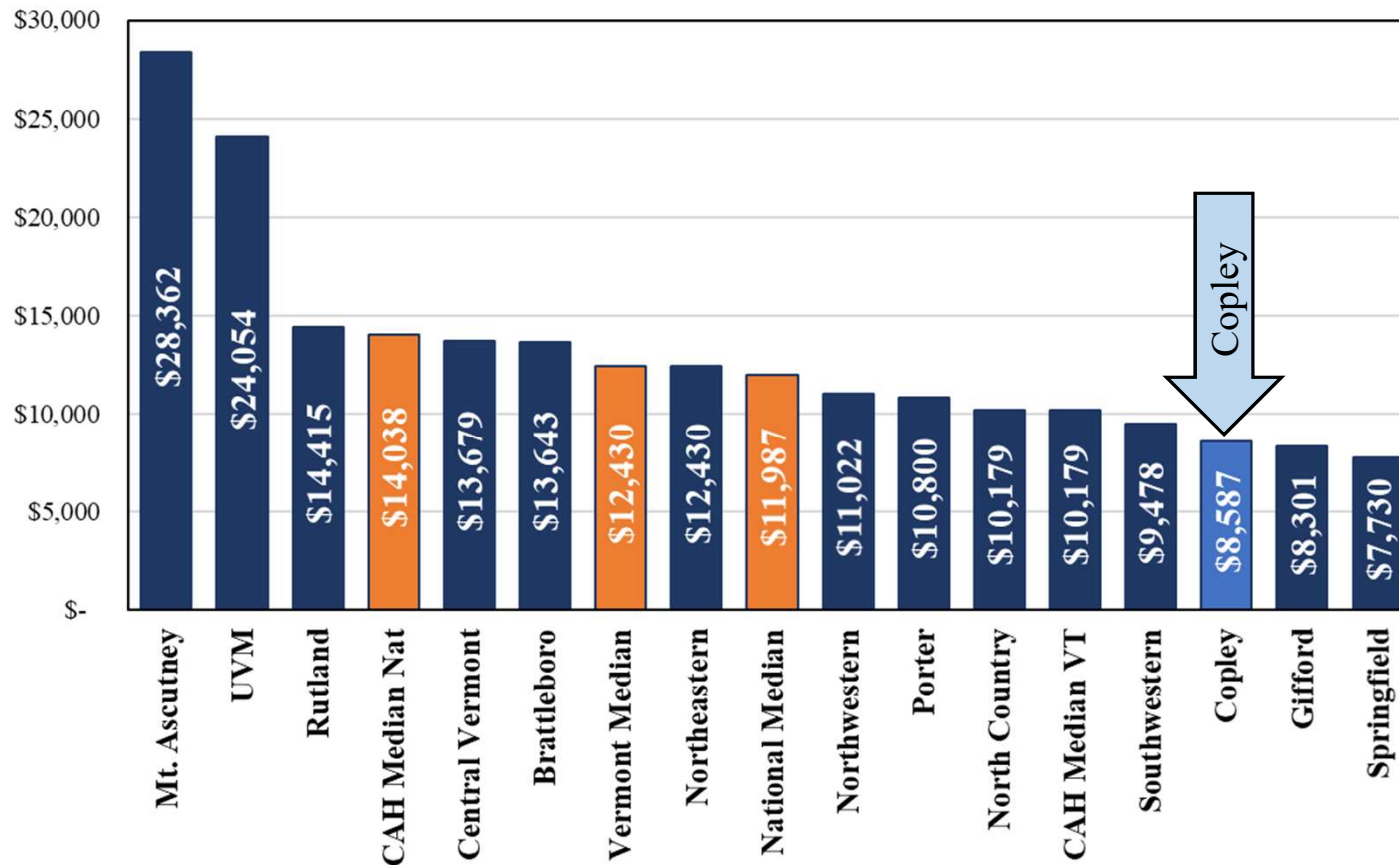
Note: Same order as in years past

Cost of Care (Cost per Adjusted Discharges):



Hospital Operating Costs per Adjusted Discharge

FY 2022 The National Academy for State Health Policy's (NASHP) Hospital Cost Tool

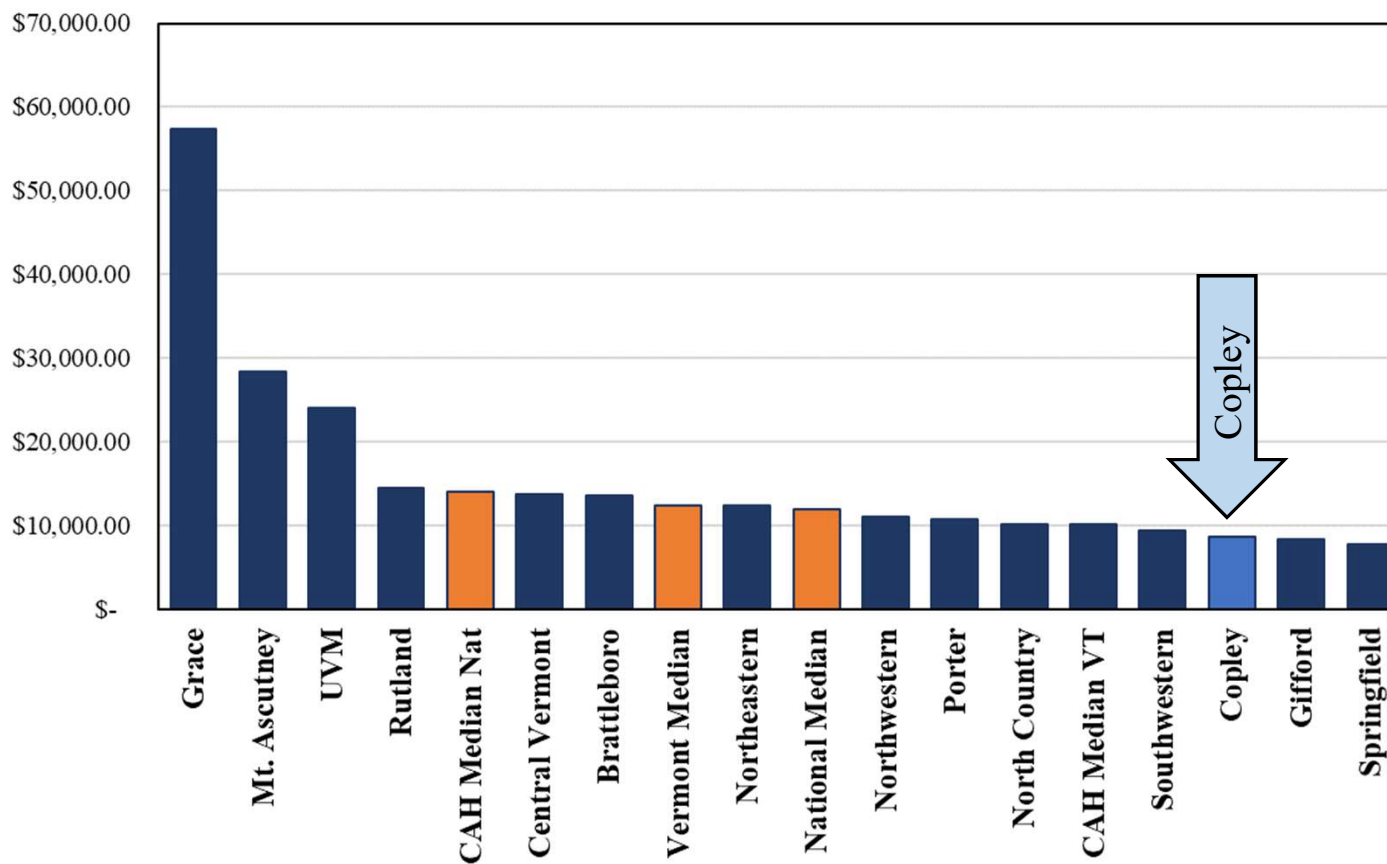


Cost of Care (Cost per Adjusted Discharges):



Hospital Operating Costs per Adjusted Discharge

FY 2022 The National Academy for State Health Policy's (NASHP) Hospital Cost Tool



Cost of Care (Ratio Admin to Clinic Salaries):

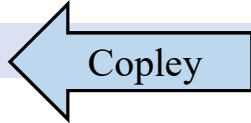


FY24 Hospital Budget Review Tool (Cost Report Tab)

Critical Access Hospitals

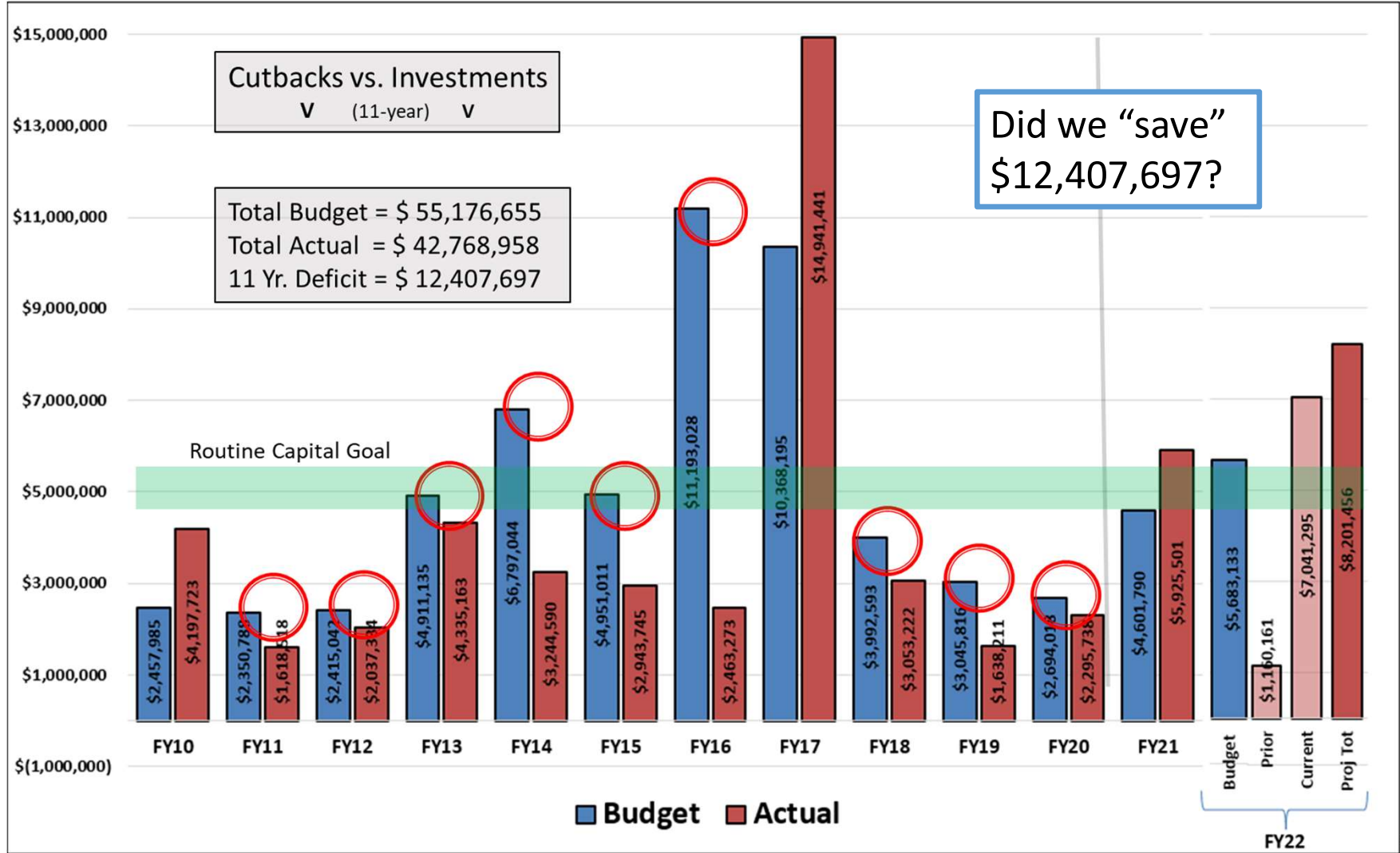
Medicare Cost Report data are unaudited results for FY22 accessed through the American Hospital Directory.

Ratio Admin to Clinical Salaries

Hospital	Indicator	Notes
SPRINGFIELD HOSPITAL	21.1%	
PORTER HOSPITAL	13.6% Lowest	
NORTHEASTERN HOSPITAL	21.0%	
NORTH COUNTRY HOSPITAL	24.2%	
MT ASCUTNEY HOSPITAL	22.4%	
GRACE COTTAGE HOSPITAL	36.4%	
GIFFORD MEDICAL CENTER	23.0%	
COPLEY HOSPITAL INC.	16.4% Second Lowest	
Vermont Average	23.5%	

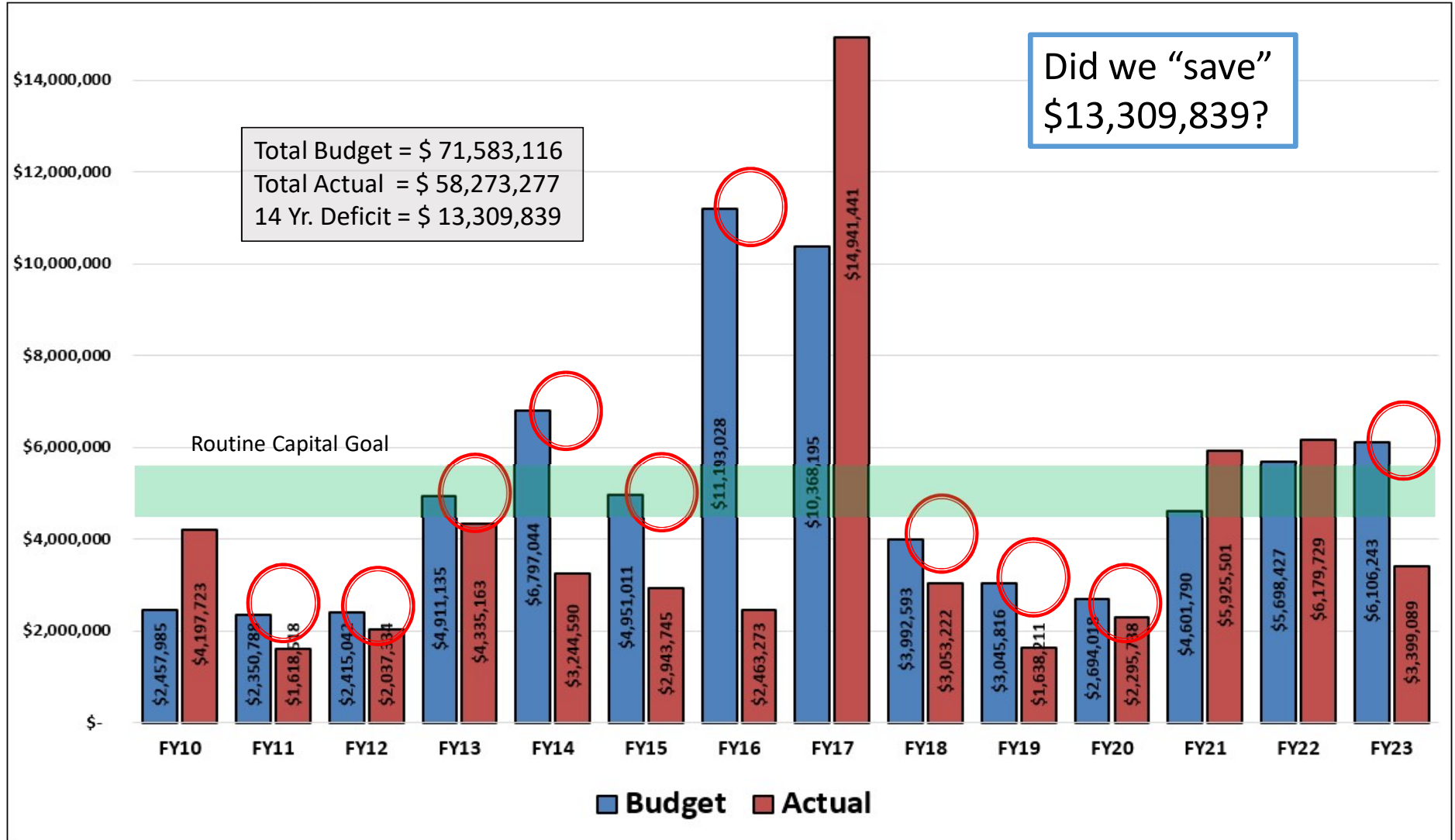
Capital Budgets and Spending

Actual versus Budgeted Capital FY 10 - FY 22



Capital Budgets and Spending

Actual versus Budgeted Capital FY 10 - FY 23



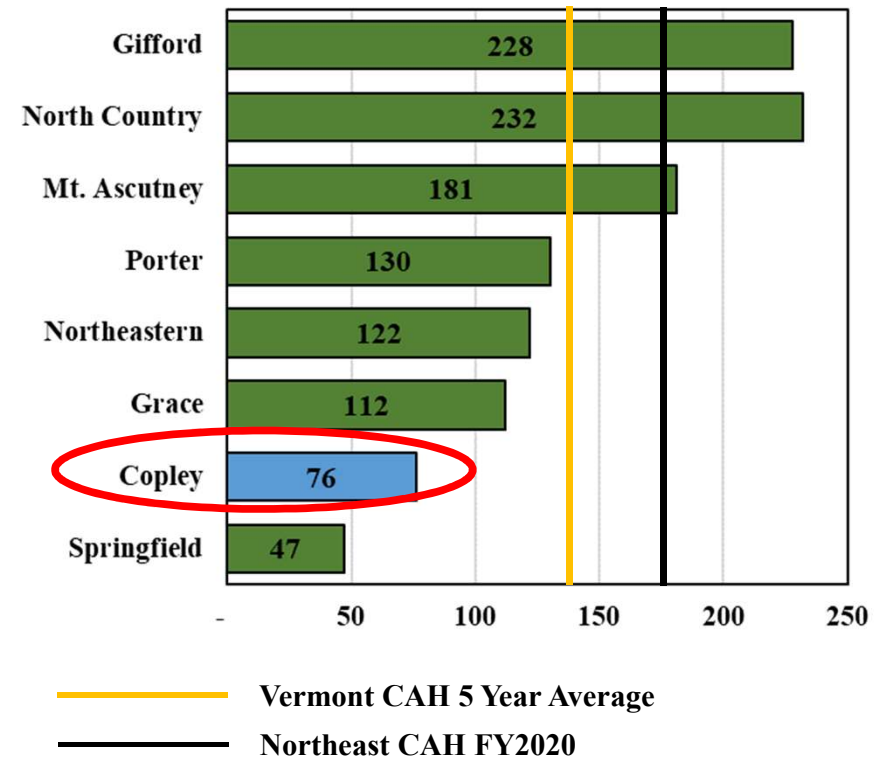
Key Indicators: DCOH (w/o COVID Advance Payments)



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

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5 Year Average
Copley	62	130	93	66	43	76
Gifford	237	270	289	204	146	228
Grace	93	142	157	98	88	112
Mt. Ascutney	144	168	215	208	220	181
North Country	221	270	285	213	187	232
Northeastern	107	147	154	106	98	122
Porter	129	141	165	120	98	130
Springfield	17	38	38	70	71	47

CAH 5 Year Average Days Cash on Hand (2018 – 2023):



Key Indicators: (Cash for Operation):



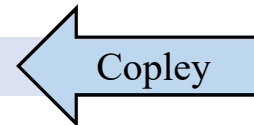
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Critical Access Hospitals

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Cash for Operations

Hospital	Indicator	Notes
SPRINGFIELD HOSPITAL	\$ 10,078,454	Second lowest, coming out of bankruptcy
PORTER HOSPITAL	\$ 27,763,376	
NORTHEASTERN HOSPITAL	\$ 30,951,127	
NORTH COUNTRY HOSPITAL	\$ 58,848,499	
MT ASCUTNEY HOSPITAL	\$ 43,594,913	
GRACE COTTAGE HOSPITAL	\$ 2,085,768	Lowest, but budget losses
GIFFORD MEDICAL CENTER	\$ 34,795,410	
COPLEY HOSPITAL INC.	\$ 16,667,414	Third lowest



Approved/Requested Increase: 2004 – 2023 (19 years)



	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%	-5.70%	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%	5.00%	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%	4.60%	4.60%	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%	2.20%	2.20%	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%	4.75%	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%	5.30%	3.00%	3.00%	2.80%	2.80%	2.60%	0.00%	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%	4.5%	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%	3.20%	3.10%	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 Increase:



FY 2015 FY 2016 FY 2017 FY 2018 FY 2019 FY 2020 FY 2021 FY 2022 FY 2023 FY 2024

Requested Rate Increase

0.0% -3.0% 0.0% 0.0% 7.9% 9.8% 8.0% 5.0% 12.0% 15.0%



Approved Rate Increase

0.0% -4.0% -3.7% -3.4% 4.5% 9.8% 6.0% 4.0% 12.0% 8% (15%)

Rate Increase (Gross Charges):



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

CPT	Description	Copley	Vermont Hospitals													
			VT Avg	A	B	*C	D	E	F	G	H	I	J	K	L	M
Estimated FY 2024 Semi Private Rooms																
★	Semi Private Medical Surgical Room & Bed Rate	\$ 1,700	\$ 2,463	\$ 2,749	\$ 2,450		\$ 2,366	\$ 2,087	\$ 3,377	\$ 2,866		\$ 1,807	\$ 3,115	\$ 2,052	\$ 1,850	\$ 3,140
Estimated FY 2024 Emergency Room Levels of Care																
99281	EMERGENCY VISIT LEVEL 1	\$ 323	\$ 354	\$ 350	\$ 283		\$ 288	\$ 363	\$ 678	\$ 490	\$ 251	\$ 152	\$ 405	\$ 253	\$ 358	\$ 402
99282	EMERGENCY VISIT LEVEL 2	\$ 510	\$ 530	\$ 613	\$ 498		\$ 445	\$ 406	\$ 1,066	\$ 490	\$ 431	\$ 262	\$ 599	\$ 316	\$ 400	\$ 858
99283	EMERGENCY VISIT LEVEL 3	\$ 804	\$ 877	\$ 1,049	\$ 740		\$ 824	\$ 601	\$ 1,968	\$ 876	\$ 651	\$ 460	\$ 707	\$ 674	\$ 747	\$ 1,296
99284	EMERGENCY VISIT LEVEL 4	\$ 1,179	\$ 1,223	\$ 1,748	\$ 1,281		\$ 1,265	\$ 960	\$ 1,167	\$ 1,316	\$ 1,159	\$ 717	\$ 1,224	\$ 944	\$ 902	\$ 2,039
99285	EMERGENCY VISIT LEVEL 5	\$ 1,608	\$ 1,818	\$ 2,623	\$ 1,656		\$ 1,769	\$ 1,540	\$ 3,110	\$ 1,316	\$ 1,865	\$ 1,030	\$ 1,834	\$ 1,158	\$ 932	\$ 3,188
Estimated FY 2024 Laboratory Services:																
80053	COMPREHEN METABOLIC PANEL	\$ 119	\$ 145	\$ 134	\$ 135		\$ 185	\$ 208	\$ 235	\$ 221	\$ 66	\$ 182	\$ 56	\$ 135	\$ 95	\$ 119
80061	LIPID PANEL	\$ 109	\$ 133	\$ 185	\$ 117		\$ 155	\$ 196	\$ 131	\$ 227	\$ 58	\$ 137	\$ 71	\$ 135	\$ 113	\$ 99
84443	ASSAY THYROID STIM HORMONE	\$ 129	\$ 196	\$ 209	\$ 213		\$ 212	\$ 288	\$ 282	\$ 335	\$ 97	\$ 190	\$ 103	\$ 245	\$ 116	\$ 125
85025	COMPLETE CBC W/AUTO DIFF WBC	\$ 63	\$ 101	\$ 98	\$ 65		\$ 123	\$ 145	\$ 140	\$ 168	\$ 79	\$ 97	\$ 45	\$ 128	\$ 110	\$ 51
80048	METABOLIC PANEL TOTAL CA	\$ 89	\$ 116	\$ 107	\$ 89		\$ 162	\$ 177	\$ 142	\$ 179	\$ 66	\$ 120	\$ 51	\$ 105	\$ 114	\$ 101
87088	URINE BACTERIA CULTURE	\$ 36	\$ 83	\$ 48	\$ 88			\$ 79	\$ 232	\$ 88	\$ 28	\$ 75	\$ 39		\$ 91	\$ 109
85027	COMPLETE CBC AUTOMATED	\$ 59	\$ 79		\$ 58		\$ 87	\$ 118	\$ 99	\$ 139	\$ 46	\$ 68	\$ 42	\$ 73	\$ 105	\$ 48
★ 87070	CULTURE OTHR SPECIMN AEROBIC	\$ 56	\$ 168	\$ 107	\$ 211		\$ 144	\$ 182	\$ 460	\$ 185	\$ 58	\$ 127	\$ 232	\$ 203	\$ 106	\$ 110
Estimated FY 2024 Diagnostic Imaging:																
73030	X-RAY EXAM OF SHOULDER	\$ 448	\$ 722	\$ 510	\$ 574		\$ 393	\$ 607	\$ 1,941	\$ 855	\$ 671	\$ 455	\$ 517	\$ 813	\$ 754	\$ 854
73630	X-RAY EXAM OF FOOT	\$ 448	\$ 648	\$ 510	\$ 530		\$ 393	\$ 679	\$ 1,449	\$ 687	\$ 546	\$ 438	\$ 435	\$ 608	\$ 870	\$ 827
77067	SCR MAMMO BI INCL CAD	\$ 736	\$ 704	\$ 530	\$ 749			\$ 757	\$ 606	\$ 1,250	\$ 441	\$ 651	\$ 579	\$ 746	\$ 620	\$ 777
73610	X-RAY EXAM OF ANKLE	\$ 448	\$ 688	\$ 510	\$ 535		\$ 393	\$ 700	\$ 2,111	\$ 726	\$ 585	\$ 446	\$ 464	\$ 608	\$ 573	\$ 839
70450	CT HEAD/BRAIN W/O DYE	\$ 1,539	\$ 2,080	\$ 1,667	\$ 1,979		\$ 2,404	\$ 2,412	\$ 2,194	\$ 533	\$ 2,078	\$ 1,810	\$ 2,103	\$ 2,408	\$ 2,025	\$ 3,892
73110	X-RAY EXAM OF WRIST	\$ 448	\$ 656	\$ 510	\$ 574		\$ 367	\$ 808	\$ 1,193	\$ 687	\$ 557	\$ 439	\$ 552	\$ 709	\$ 837	\$ 849
73562	X-RAY EXAM OF KNEE 3	\$ 580	\$ 763	\$ 510	\$ 574		\$ 508	\$ 776	\$ 2,407	\$ 701	\$ 916	\$ 490	\$ 375	\$ 581	\$ 613	\$ 889
73560	X-RAY EXAM OF KNEE 1 OR 2	\$ 448	\$ 646	\$ 510	\$ 535		\$ 349	\$ 620	\$ 1,986	\$ 649	\$ 779	\$ 439	\$ 334	\$ 518	\$ 501	\$ 735
73130	X-RAY EXAM OF HAND	\$ 448	\$ 685	\$ 510	\$ 574		\$ 393	\$ 690	\$ 2,044	\$ 710	\$ 507	\$ 393	\$ 607	\$ 581	\$ 635	\$ 813
74176	CT ABD & PELVIS W/O CONTRAST	\$ 1,899	\$ 3,773	\$ 3,390	\$ 3,844		\$ 3,929	\$ 4,939	\$ 3,480	\$ 1,056	\$ 4,078	\$ 3,008	\$ 4,630	\$ 3,795	\$ 4,547	\$ 6,458
73721	MRI JNT OF LWR EXTRE W/O DYE	\$ 2,729	\$ 3,778	\$ 3,272	\$ 3,405			\$ 4,902	\$ 3,591	\$ 3,616	\$ 5,299	\$ 3,353	\$ 3,785	\$ 3,934	\$ 2,235	\$ 5,220

□ Copley Price is Lower

□ Copley Price is Higher

Rate Increase (Gross Charges):



Vermont Hospital 2024 Rate & 2021 Rate Study Used Act 53 procedures as basis for study

	Copley increase needed to get to hosp rates		Copley increase needed to get to hosp rates	
	2021 *Rank		2024 *Rank	
Hospital I	9	22%	12	-4%
Copley	12	0%	11	0%
Hospital L	11	19%	10	6%
Hospital H	10	22%	9	12%
Hospital K	8	28%	8	17%
Hospital B	7	31%	7	22%
Hospital J	5	38%	6	25%
Hospital D	6	36%	5	28%
Hospital E	4	51%	4	29%
Hospital G	3	68%	3	41%
Hospital M	2	92%	2	76%
Hospital F	1	124%	1	111%
**Hospital C	N/A	N/A	N/A	N/A
***Hospital A	N/A	N/A	N/A	N/A
VT Average		44%		31%

*Rank - 1 = highest 12 = Lowest

**Note1: Data not available

***Note2: Data available only in JSON format

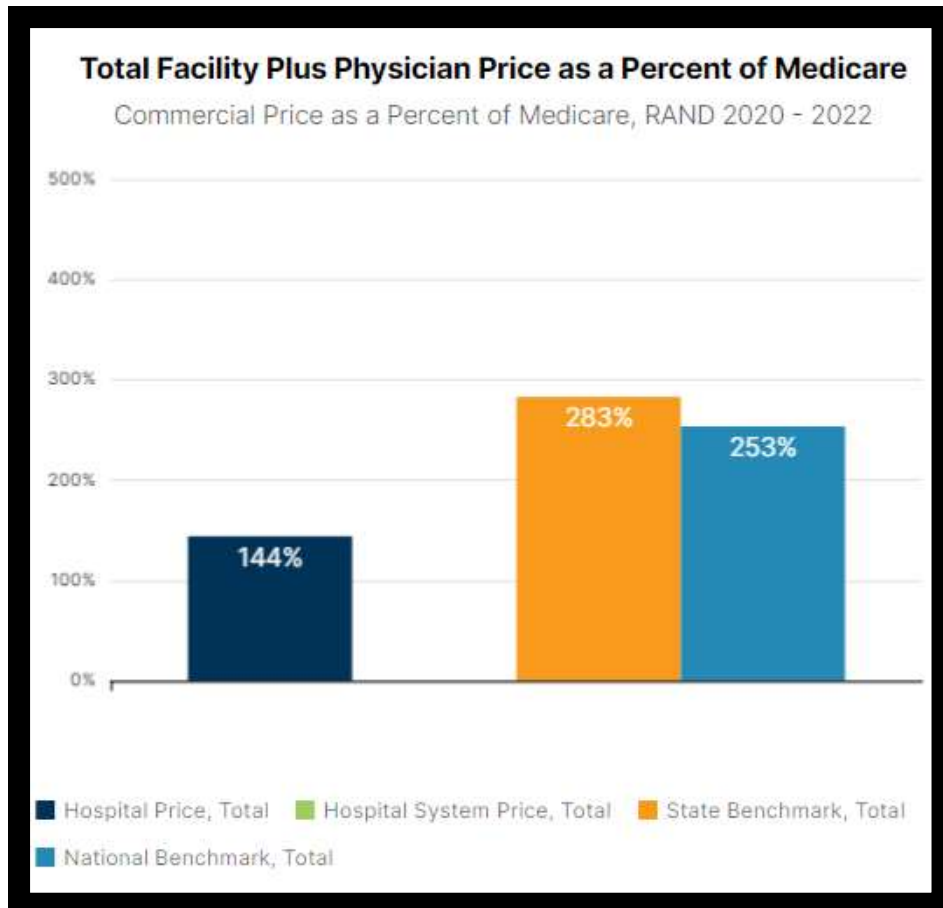
For example:

1. In 2021, we were the lowest in gross charges for the 12 hospital data points available. To move up one position, we would need a 19% rate increase. To get to the most expensive, we would need a 124% increase.
2. In 2024, we were the second lowest in gross charges for the 13 hospital data points available. To move up one position, we would need a 6% rate increase. To get to the most expensive, we would need a 111% increase.

Rate Increase (Gross Charges):



Copley Hospital



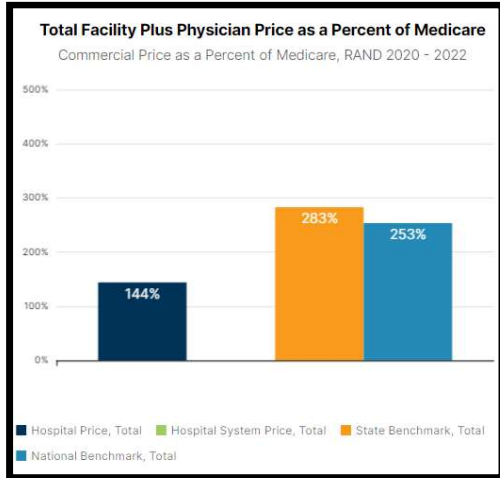
Sage Transparency's Data

Sage Transparency utilizes both public and proprietary data to compare hospital prices and quality

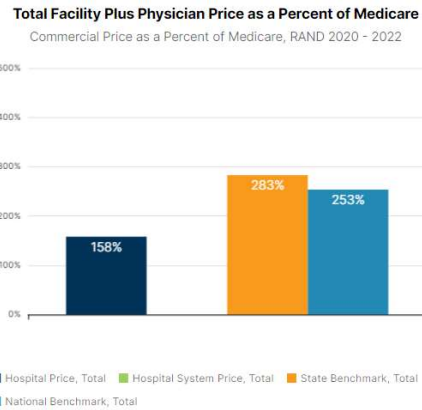
- Employer Price Transparency Studies conducted by RAND

A key metric in Sage Transparency's reports is the price of health care as a percentage of the Medicare reimbursement rate. The Medicare rate is the amount of money Medicare pays providers for specific services. If a hospital's overall prices are 2.5 times what that same hospital would charge Medicare for the same services, Sage Transparency would express that hospital's price as 250% of Medicare. We call this the relative price.

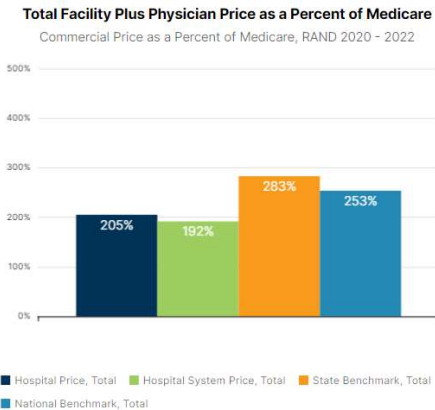
Rate Increase (Gross Charges):



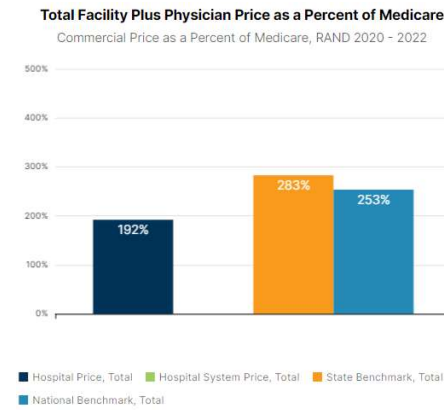
Springfield



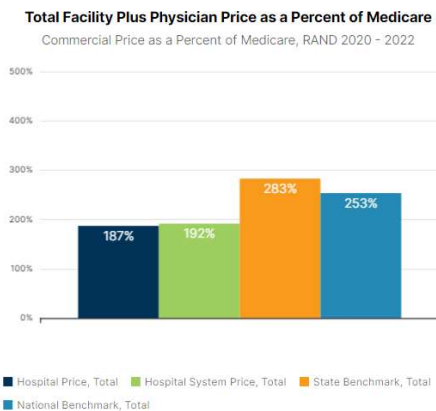
Mt. Ascutney



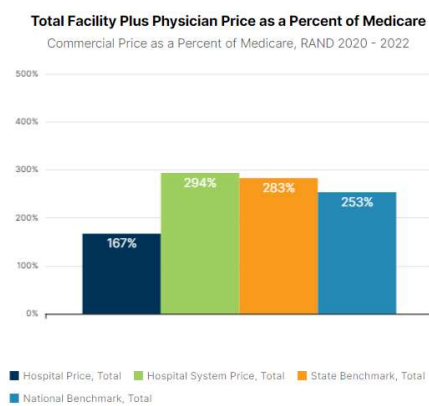
Gifford



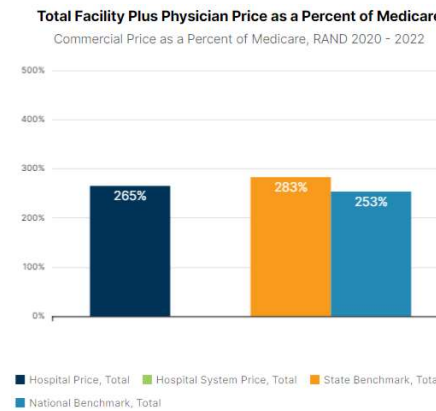
Northeastern



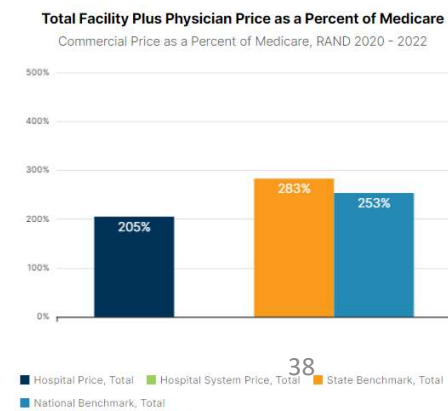
Porter



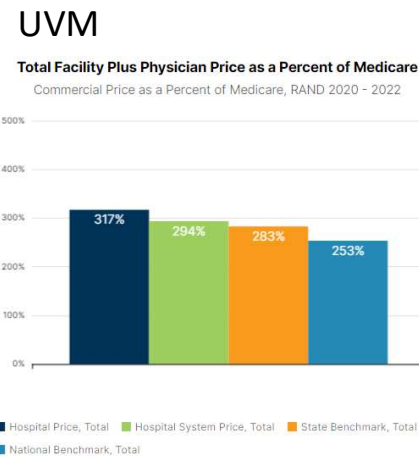
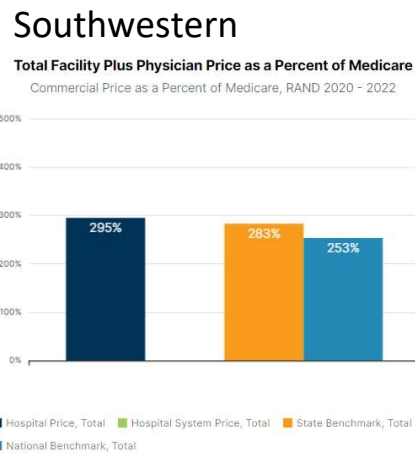
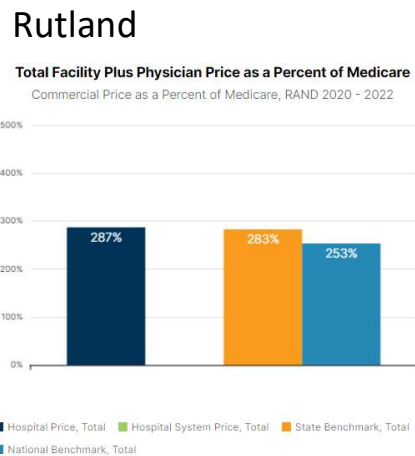
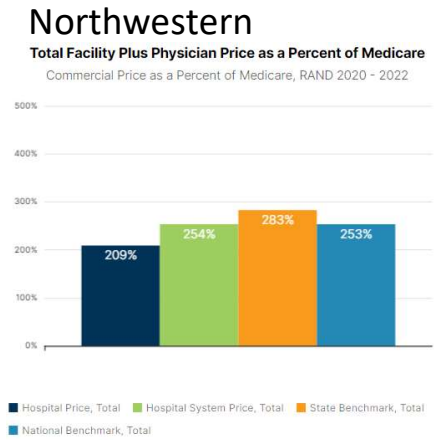
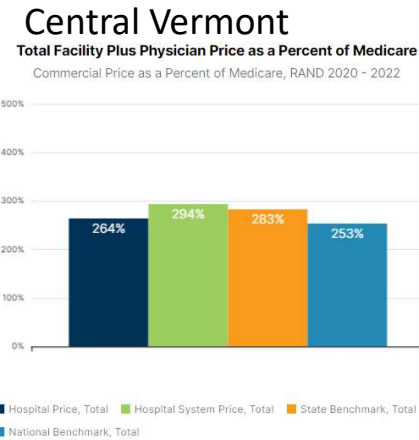
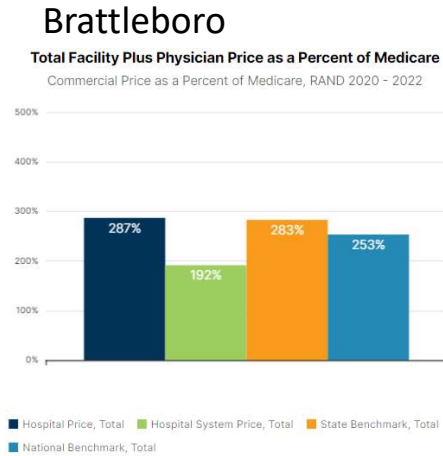
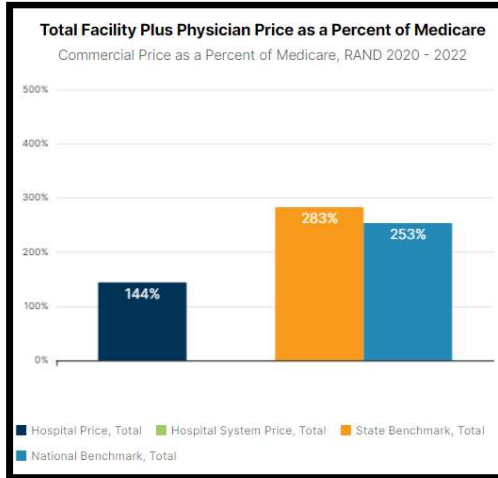
North County



Grace



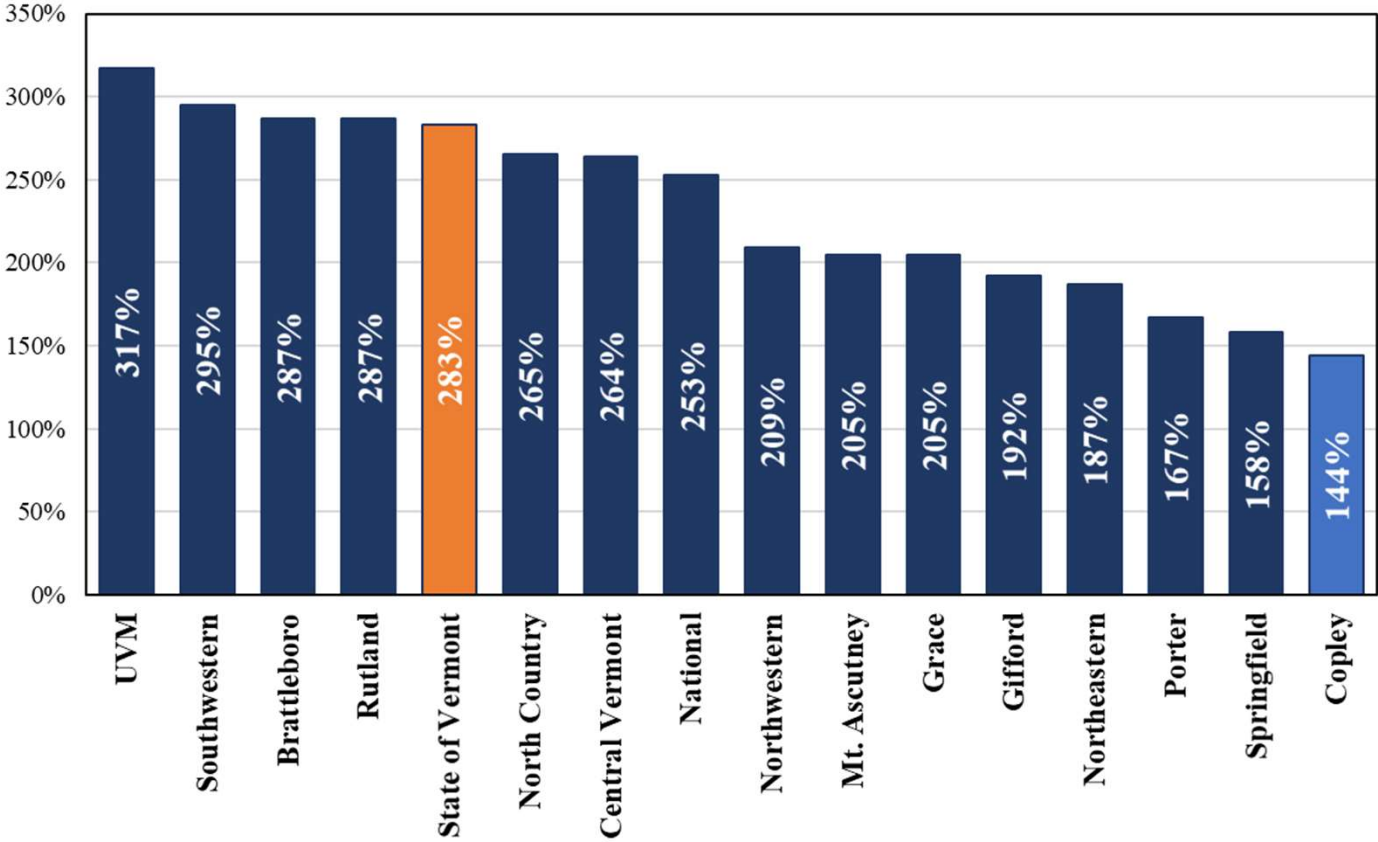
Rate Increase (Gross Charges):



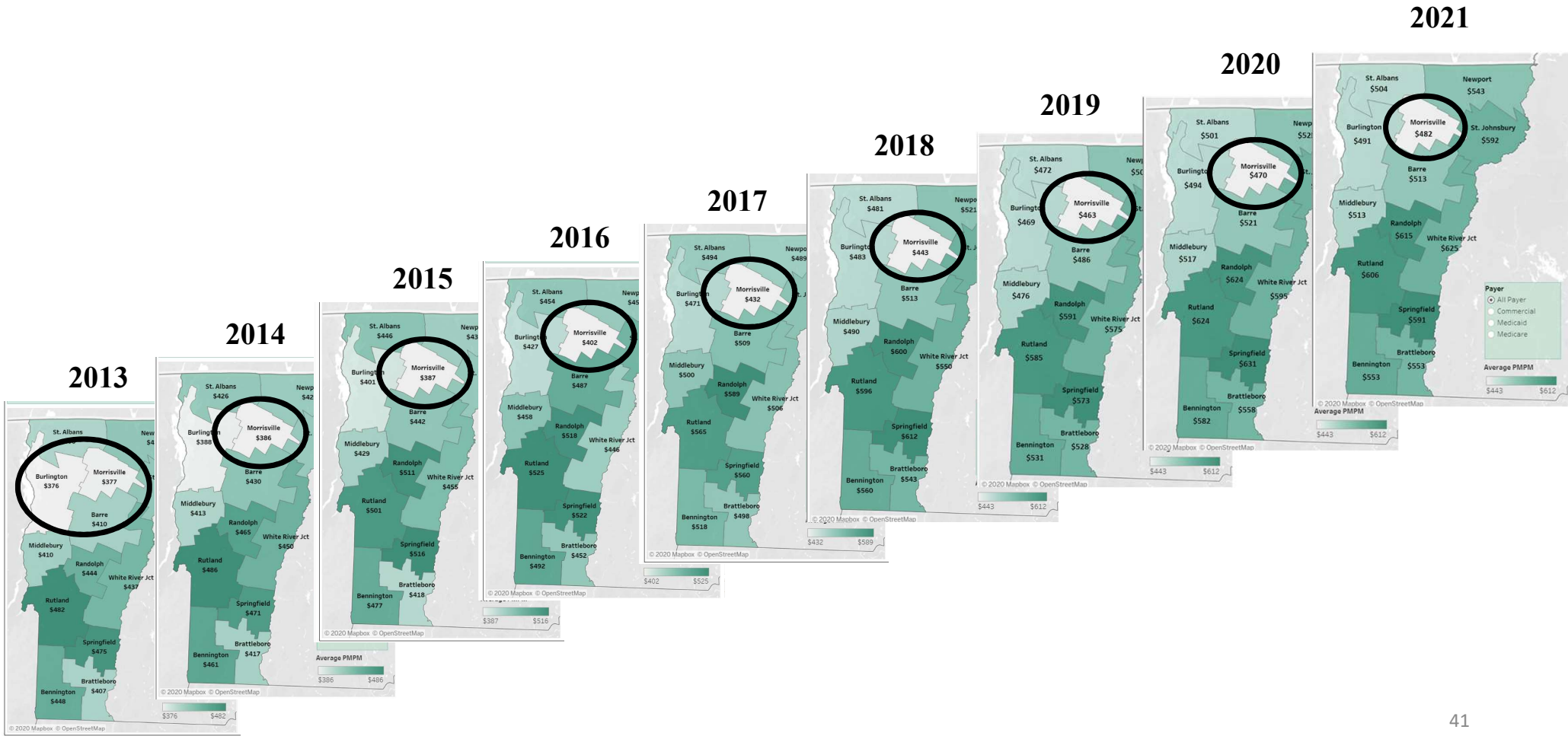
Rate Increase (Gross Charges):



Total Facility Plus Physician Price as a Percent of Medicare
Commercial Price as a Percent of Medicare, RAND 2020 - 2022



Rate Increase (Gross Charges):



* Source: GMCB Estimates from Expenditure Analysis

Rate Increase (Net Reimbursement):



BC/BS Reimbursement Rates

CPT	Description	Copley	Vermont Hospitals													
			VT Avg	*A	B	*C	D	E	F	G	H	I	J	K	L	M
Estimated FY 2024 Emergency Room Levels of Care																
99281	EMERGENCY VISIT LEVEL 1	\$ 144	\$ 255	\$ 315	\$ 266		\$ 143	\$ 323	\$ 323		\$ 196	\$ 77	\$ 373	\$ 264	\$ 272	\$ 365
99282	EMERGENCY VISIT LEVEL 2	\$ 258	\$ 389	\$ 552	\$ 468		\$ 270	\$ 361	\$ 361		\$ 337	\$ 100	\$ 551	\$ 329	\$ 304	\$ 780
99283	EMERGENCY VISIT LEVEL 3	\$ 376	\$ 635	\$ 944	\$ 697		\$ 522	\$ 535	\$ 535		\$ 508	\$ 314	\$ 650	\$ 702	\$ 663	\$1,178
99284	EMERGENCY VISIT LEVEL 4	\$ 690	\$1,002	\$1,574	\$1,206		\$ 828	\$ 854	\$ 854		\$ 904	\$ 473	\$1,126	\$ 982	\$ 686	\$1,854
99285	EMERGENCY VISIT LEVEL 5	\$ 1,041	\$1,468	\$2,361	\$1,558		\$1,178	\$1,371	\$1,371		\$1,454	\$ 787	\$1,687	\$1,204	\$ 708	\$2,899
Estimated FY 2024 Laboratory Services:																
80053	COMPREHEN METABOLIC PANEL	\$ 101	\$ 125	\$ 121	\$ 153		\$ 179	\$ 185	\$ 196		\$ 54	\$ 146	\$ 52	\$ 128	\$ 72	\$ 108
80061	LIPID PANEL	\$ 76	\$ 110	\$ 122	\$ 123		\$ 294	\$ 174	\$ 109		\$ 54	\$ 125	\$ 65	\$ 80	\$ 13	\$ 90
84443	ASSAY THYROID STIM HORMONE	\$ 117	\$ 178	\$ 188	\$ 176		\$ 401	\$ 257	\$ 235		\$ 82	\$ 152	\$ 95	\$ 233	\$ 88	\$ 116
85025	COMPLETE CBC W/AUTO DIFF WBC	\$ 55	\$ 82	\$ 89	\$ 67		\$ 82	\$ 129	\$ 117		\$ 65	\$ 85	\$ 42	\$ 122	\$ 84	\$ 47
80048	METABOLIC PANEL TOTAL CA	\$ 53	\$ 109	\$ 96	\$ 91		\$ 307	\$ 158	\$ 119		\$ 54	\$ 109	\$ 47	\$ 100	\$ 87	\$ 92
87088	URINE BACTERIA CULTURE	\$ 27	\$ 66		\$ 80			\$ 70	\$ 194		\$ 23	\$ 66	\$ 36		\$ 35	\$ 68
85027	COMPLETE CBC AUTOMATED	\$ 44	\$ 63		\$ 58		\$ 82	\$ 105	\$ 83		\$ 38	\$ 54	\$ 38	\$ 69	\$ 80	\$ 44
87070	CULTURE OTHR SPECIMN AEROBIC★	\$ 60	\$ 122	\$ 96	\$ 118		\$ 139	\$ 162	\$ 123		\$ 109	\$ 111	\$ 213	\$ 193	\$ 71	\$ 66
Estimated FY 2024 Diagnostic Imaging:																
73030	X-RAY EXAM OF SHOULDER★	\$ 359	\$ 538	\$ 459	\$ 491		\$ 418	\$ 540	\$ 810		\$ 547	\$ 371	\$ 427	\$ 773	\$ 573	\$ 745
73630	X-RAY EXAM OF FOOT	\$ 359	\$ 499	\$ 459	\$ 454		\$ 418	\$ 604	\$ 605		\$ 476	\$ 350	\$ 400	\$ 577	\$ 661	\$ 692
77067	SCR MAMMO BI INCL CAD	\$ 598	\$ 551	\$ 477	\$ 656			\$ 674	\$ 503		\$ 360	\$ 503	\$ 533	\$ 708	\$ 471	\$ 706
73610	X-RAY EXAM OF ANKLE★	\$ 338	\$ 508	\$ 459	\$ 458		\$ 421	\$ 623	\$ 882		\$ 477	\$ 357	\$ 426	\$ 577	\$ 435	\$ 700
73110	X-RAY EXAM OF WRIST★	\$ 343	\$ 556	\$ 459	\$ 491		\$ 393	\$ 719	\$ 996		\$ 454	\$ 351	\$ 508	\$ 673	\$ 636	\$ 708
73562	X-RAY EXAM OF KNEE 3★	\$ 471	\$ 562	\$ 459	\$ 491		\$ 530	\$ 630	\$1,005		\$ 746	\$ 392	\$ 345	\$ 551	\$ 466	\$ 744
73560	X-RAY EXAM OF KNEE 1 OR 2★	\$ 244	\$ 471	\$ 459	\$ 458		\$ 380	\$ 552	\$ 829		\$ 635	\$ 351	\$ 307	\$ 492	\$ 381	\$ 612
73130	X-RAY EXAM OF HAND★	\$ 270	\$ 504	\$ 459	\$ 491		\$ 421	\$ 614	\$ 853		\$ 414	\$ 306	\$ 558	\$ 551	\$ 483	\$ 677
74176	CT ABD & PELVIS W/O CONTRAST★	\$ 1,571	\$3,504	\$3,075	\$3,294		\$4,161	\$4,396	\$2,906		\$3,324	\$2,403	\$4,260	\$3,605	\$3,456	\$5,871
73721	MRI JNT OF LWR EXTRE W/O DYE★	\$ 2,222	\$3,247	\$2,945	\$2,917			\$4,363	\$2,999		\$4,319	\$2,678	\$3,482	\$3,737	\$1,699	\$4,745

 Copley Price is Lower
 Copley Price is Higher

★ Indicates Copley's reimbursement for this service is the lowest to all Vermont Hospitals

Rate Increase (Net Reimbursement):



Cigna Reimbursement Rates

CPT	Description	Copley	Vermont Hospitals													
			VT Avg	*A	B	*C	D	E	F	G	H	I	J	K	L	M
Estimated FY 2024 Emergency Room Levels of Care																
99281	EMERGENCY VISIT LEVEL 1	\$ 307	\$ 277	\$ 333	\$ 271		\$ 140	\$ 338	\$ 273		\$ 206	\$ 153	\$ 389	\$ 269	\$ 265	\$ 387
99282	EMERGENCY VISIT LEVEL 2	\$ 485	\$ 439	\$ 583	\$ 476		\$ 264	\$ 378	\$ 497		\$ 354	\$ 196	\$ 575	\$ 336	\$ 296	\$ 825
99283	EMERGENCY VISIT LEVEL 3	\$ 764	\$ 718	\$ 996	\$ 708		\$ 511	\$ 559	\$ 935		\$ 534	\$ 328	\$ 679	\$ 716	\$ 644	\$1,246
99284	EMERGENCY VISIT LEVEL 4	\$ 1,120	\$ 1,099	\$1,661	\$1,226		\$ 811	\$ 893	\$1,040		\$ 950	\$ 678	\$1,175	\$1,002	\$ 667	\$1,961
99285	EMERGENCY VISIT LEVEL 5	\$ 1,528	\$ 1,578	\$2,492	\$1,584		\$1,153	\$1,432	\$1,454		\$1,529	\$1,025	\$1,761	\$1,230	\$ 689	\$3,066
Estimated FY 2024 Laboratory Services:																
80053	COMPREHEN METABOLIC PANEL	\$ 113	\$ 126	\$ 128	\$ 130		\$ 176	\$ 193	\$ 210		\$ 54	\$ 147	\$ 54	\$ 131	\$ 70	\$ 108
80061	LIPID PANEL	\$ 104	\$ 120	\$ 129	\$ 118		\$ 288	\$ 182	\$ 117		\$ 54	\$ 104	\$ 68	\$ 81	\$ 100	\$ 90
84443	ASSAY THYROID STIM HORMONE	\$ 123	\$ 185	\$ 198	\$ 204		\$ 392	\$ 269	\$ 250		\$ 82	\$ 162	\$ 99	\$ 237	\$ 86	\$ 116
85025	COMPLETE CBC W/AUTO DIFF WBC	\$ 60	\$ 82	\$ 93	\$ 62		\$ 81	\$ 135	\$ 125		\$ 65	\$ 71	\$ 43	\$ 124	\$ 81	\$ 47
80048	METABOLIC PANEL TOTAL CA	\$ 104	\$ 104	\$ 101	\$ 85		\$ 301	\$ 165	\$ 127		\$ 54	\$ 82	\$ 49	\$ 102	\$ 84	\$ 92
87088	URINE BACTERIA CULTURE	\$ 34	\$ 68		\$ 84			\$ 73	\$ 208		\$ 23	\$ 55	\$ 37		\$ 34	\$ 68
85027	COMPLETE CBC AUTOMATED	\$ 56	\$ 67		\$ 56		\$ 81	\$ 110	\$ 89		\$ 38	\$ 71	\$ 40	\$ 71	\$ 78	\$ 44
87070	CULTURE OTHR SPECIMN AEROBIC	\$ 53	\$ 129	\$ 101	\$ 202		\$ 136	\$ 169	\$ 131		\$ 109	\$ 93	\$ 223	\$ 197	\$ 69	\$ 66
Estimated FY 2024 Diagnostic Imaging:																
73030	X-RAY EXAM OF SHOULDER	\$ 359	\$ 554	\$ 485	\$ 549		\$ 409	\$ 565	\$ 869		\$ 550	\$ 334	\$ 445	\$ 789	\$ 557	\$ 668
73630	X-RAY EXAM OF FOOT	\$ 359	\$ 515	\$ 485	\$ 507		\$ 409	\$ 631	\$ 648		\$ 480	\$ 334	\$ 418	\$ 589	\$ 643	\$ 606
77067	SCR MAMMO BI INCL CAD	\$ 598	\$ 594	\$ 504	\$ 717			\$ 704	\$ 543		\$ 362	\$ 525	\$ 556	\$ 723	\$ 458	\$ 747
73610	X-RAY EXAM OF ANKLE	\$ 338	\$ 528	\$ 485	\$ 511		\$ 412	\$ 651	\$ 945		\$ 480	\$ 334	\$ 445	\$ 589	\$ 423	\$ 638
73110	X-RAY EXAM OF WRIST	\$ 343	\$ 578	\$ 485	\$ 549		\$ 385	\$ 751	\$1,067		\$ 457	\$ 334	\$ 530	\$ 687	\$ 619	\$ 645
73562	X-RAY EXAM OF KNEE 3	\$ 471	\$ 582	\$ 485	\$ 549		\$ 519	\$ 658	\$1,077		\$ 751	\$ 373	\$ 360	\$ 563	\$ 453	\$ 651
73560	X-RAY EXAM OF KNEE 1 OR 2	\$ 244	\$ 499	\$ 485	\$ 512		\$ 372	\$ 577	\$ 889		\$ 638	\$ 334	\$ 321	\$ 502	\$ 370	\$ 558
73130	X-RAY EXAM OF HAND	\$ 270	\$ 537	\$ 485	\$ 549		\$ 412	\$ 642	\$ 991		\$ 416	\$ 292	\$ 583	\$ 563	\$ 469	\$ 618
74176	CT ABD & PELVIS W/O CONTRAST	\$ 1,571	\$3,654	\$3,246	\$3,677		\$4,076	\$4,593	\$3,115		\$3,344	\$2,292	\$4,445	\$3,681	\$3,360	\$6,211
73721	MRI JNT OF LWR EXTRE W/O DYE	\$ 2,222	\$3,363	\$3,109	\$3,257			\$4,559	\$3,214		\$4,346	\$2,488	\$3,634	\$3,816	\$1,652	\$4,327

 Copley Price is Lower

 Copley Price is Higher

★ Indicates Copley's reimbursement for this service is the lowest to all Vermont Hospitals

Rate Increase (Net Reimbursement):



MVP Reimbursement Rates

CPT	Description	Copley	Vermont Hospitals													
			VT Avg	*A	B	*C	D	E	F	G	H	I	J	K	L	M
Estimated FY 2024 Emergency Room Levels of Care																
99281	EMERGENCY VISIT LEVEL 1	\$ 252	\$ 263	\$ 315	\$ 261		\$ 110	\$ 330	\$ 271		\$ 201	\$ 167	\$ 405	\$ 264	\$ 276	\$ 300
99282	EMERGENCY VISIT LEVEL 2	\$ 398	\$ 410	\$ 552	\$ 459		\$ 209	\$ 369	\$ 494		\$ 345	\$ 214	\$ 599	\$ 329	\$ 308	\$ 640
99283	EMERGENCY VISIT LEVEL 3	\$ 627	\$ 674	\$ 944	\$ 683		\$ 404	\$ 547	\$ 930		\$ 524	\$ 358	\$ 707	\$ 702	\$ 671	\$ 997
99284	EMERGENCY VISIT LEVEL 4	\$ 920	\$ 1,033	\$ 1,574	\$ 1,181		\$ 641	\$ 874	\$ 1,034		\$ 927	\$ 739	\$ 1,224	\$ 982	\$ 695	\$ 1,606
99285	EMERGENCY VISIT LEVEL 5	\$ 1,254	\$ 1,471	\$ 2,361	\$ 1,526		\$ 911	\$ 1,401	\$ 1,446		\$ 1,492	\$ 1,117	\$ 1,834	\$ 1,204	\$ 718	\$ 2,383
Estimated FY 2024 Laboratory Services:																
80053	COMPREHEN METABOLIC PANEL	\$ 93	\$ 121	\$ 121	\$ 125		\$ 139	\$ 189	\$ 209		\$ 53	\$ 160	\$ 56	\$ 128	\$ 73	\$ 108
80061	LIPID PANEL	\$ 85	\$ 113	\$ 122	\$ 114		\$ 227	\$ 178	\$ 117		\$ 53	\$ 113	\$ 71	\$ 80	\$ 104	\$ 90
84443	ASSAY THYROID STIM HORMONE	\$ 101	\$ 177	\$ 188	\$ 196		\$ 310	\$ 263	\$ 273		\$ 80	\$ 177	\$ 103	\$ 233	\$ 89	\$ 116
85025	COMPLETE CBC W/AUTO DIFF WBC	\$ 49	\$ 80	\$ 89	\$ 60		\$ 64	\$ 132	\$ 124		\$ 63	\$ 77	\$ 45	\$ 122	\$ 85	\$ 47
80048	METABOLIC PANEL TOTAL CA	\$ 69	\$ 104	\$ 96	\$ 82		\$ 238	\$ 161	\$ 127		\$ 53	\$ 90	\$ 51	\$ 100	\$ 88	\$ 92
87088	URINE BACTERIA CULTURE	\$ 28	\$ 68		\$ 81			\$ 72	\$ 206		\$ 22	\$ 60	\$ 39		\$ 35	\$ 68
85027	COMPLETE CBC AUTOMATED	\$ 46	\$ 64		\$ 54		\$ 64	\$ 107	\$ 88		\$ 37	\$ 77	\$ 42	\$ 69	\$ 81	\$ 44
87070	CULTURE OTHR SPECIMN AEROBIC	\$ 44	\$ 126	\$ 96	\$ 194		\$ 107	\$ 166	\$ 131		\$ 107	\$ 101	\$ 232	\$ 193	\$ 72	\$ 66
Estimated FY 2024 Diagnostic Imaging:																
73030	X-RAY EXAM OF SHOULDER	\$ 349	\$ 530	\$ 459	\$ 529		\$ 323	\$ 552	\$ 864		\$ 537	\$ 364	\$ 464	\$ 773	\$ 581	\$ 570
73630	X-RAY EXAM OF FOOT	\$ 349	\$ 492	\$ 459	\$ 489		\$ 323	\$ 618	\$ 645		\$ 468	\$ 364	\$ 435	\$ 577	\$ 670	\$ 512
77067	SCR MAMMO BI INCL CAD	\$ 574	\$ 582	\$ 477	\$ 691			\$ 689	\$ 540		\$ 353	\$ 572	\$ 579	\$ 708	\$ 477	\$ 743
73610	X-RAY EXAM OF ANKLE	\$ 349	\$ 502	\$ 459	\$ 493		\$ 326	\$ 637	\$ 940		\$ 468	\$ 364	\$ 464	\$ 577	\$ 441	\$ 501
73110	X-RAY EXAM OF WRIST	\$ 349	\$ 560	\$ 459	\$ 529		\$ 304	\$ 735	\$ 1,157		\$ 446	\$ 364	\$ 552	\$ 673	\$ 644	\$ 512
73562	X-RAY EXAM OF KNEE 3	\$ 452	\$ 561	\$ 459	\$ 529		\$ 410	\$ 644	\$ 1,071		\$ 733	\$ 406	\$ 375	\$ 551	\$ 472	\$ 627
73560	X-RAY EXAM OF KNEE 1 OR 2	\$ 349	\$ 477	\$ 459	\$ 493		\$ 294	\$ 564	\$ 884		\$ 623	\$ 364	\$ 334	\$ 492	\$ 386	\$ 481
73130	X-RAY EXAM OF HAND	\$ 349	\$ 512	\$ 459	\$ 529		\$ 326	\$ 628	\$ 960		\$ 406	\$ 318	\$ 607	\$ 551	\$ 489	\$ 522
74176	CT ABD & PELVIS W/O CONTRAST	\$ 1,481	\$ 3,364	\$ 3,075	\$ 3,544		\$ 3,218	\$ 4,494	\$ 3,097		\$ 3,263	\$ 2,498	\$ 4,630	\$ 3,605	\$ 3,501	\$ 3,967
73721	MRI JNT OF LWR EXTRE W/O DYE	\$ 2,129	\$ 2,950	\$ 2,945	\$ 3,139			\$ 4,461	\$ 3,196		\$ 4,240	\$ 2,712	\$ 3,785	n/a	\$ 1,721	\$ 4,122

 Copley Price is Lower

 Copley Price is Higher

★ Indicates Copley's reimbursement for this service is the lowest to all Vermont Hospitals

Rate Increase (Net Reimbursement):



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

CPT4	Description	Payer	Average	Max Reimb	Copley	Max % above	Avg % above
87088	URINE BACTERIA CULTURE	BC	\$ 66	\$ 194	\$ 27	619%	144%
99283	EMERGENCY VISIT LEVEL 3	BC	\$ 635	\$ 1,178	\$ 376	213%	69%
74176	CT ABD & PELVIS W/O CONTRAST	Cigna	\$ 3,654	\$ 6,211	\$ 1,571	295%	133%
87070	CULTURE OTHR SPECIMN AEROBIC	MVP	\$ 126	\$ 232	\$ 44	427%	186%



Example of Copley's Reimbursement Shortfall:

Using 99283 ED Level 3:

Payer = Blue Cross Blue Shield

Copley Hospital = \$376

"M" Hospital = \$1,178

"M" Hospital Estimated Volume = 3,777 visits (for BCBS ED Level 3 visits only)

Copley Hospital Net Revenue = \$1,419,984

"M" Hospital Net Revenue = \$4,448,781

Overall Increase Due to Difference in Reimbursement = \$3,028,796

1. Introductions

2. Overview

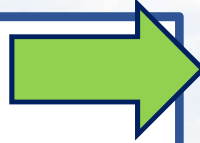
- a. Mission & History
- b. Clinical Services +
- c. Hospital Type and Relativity

3. Strategic Plan

- a. Act 167...

4. Finances

- a. Operating Margin: insufficient
- b. Cost of Care: lowest
- c. Capital (buildings & equip.): underfunded
- d. Days Cash on Hand + : fragile
- e. Prices/Charges: lowest
 - a. Historic request/approval
 - b. Rate Increase (Gross Charges)
 - c. Rate Increase (Net Reimbursement)



5. Quality and Access

- a. Orthopedic Center of Excellence
- b. *(Specialty "Micro-Referral" Hospital)*
- c. Clinical vs. Experiential
- d. "Exceptional Quality Care,
- e. *Close to Home*"

6. Questions

What are examples of quality of care?

Safe: Avoiding harm to patients during their medical treatment. Effective: Providing medical services to patients who could benefit from them and avoiding the use of services that are unlikely to result in better patient outcomes. Timely: Reducing wait times and delays for appointments and treatment. Feb 13, 2024

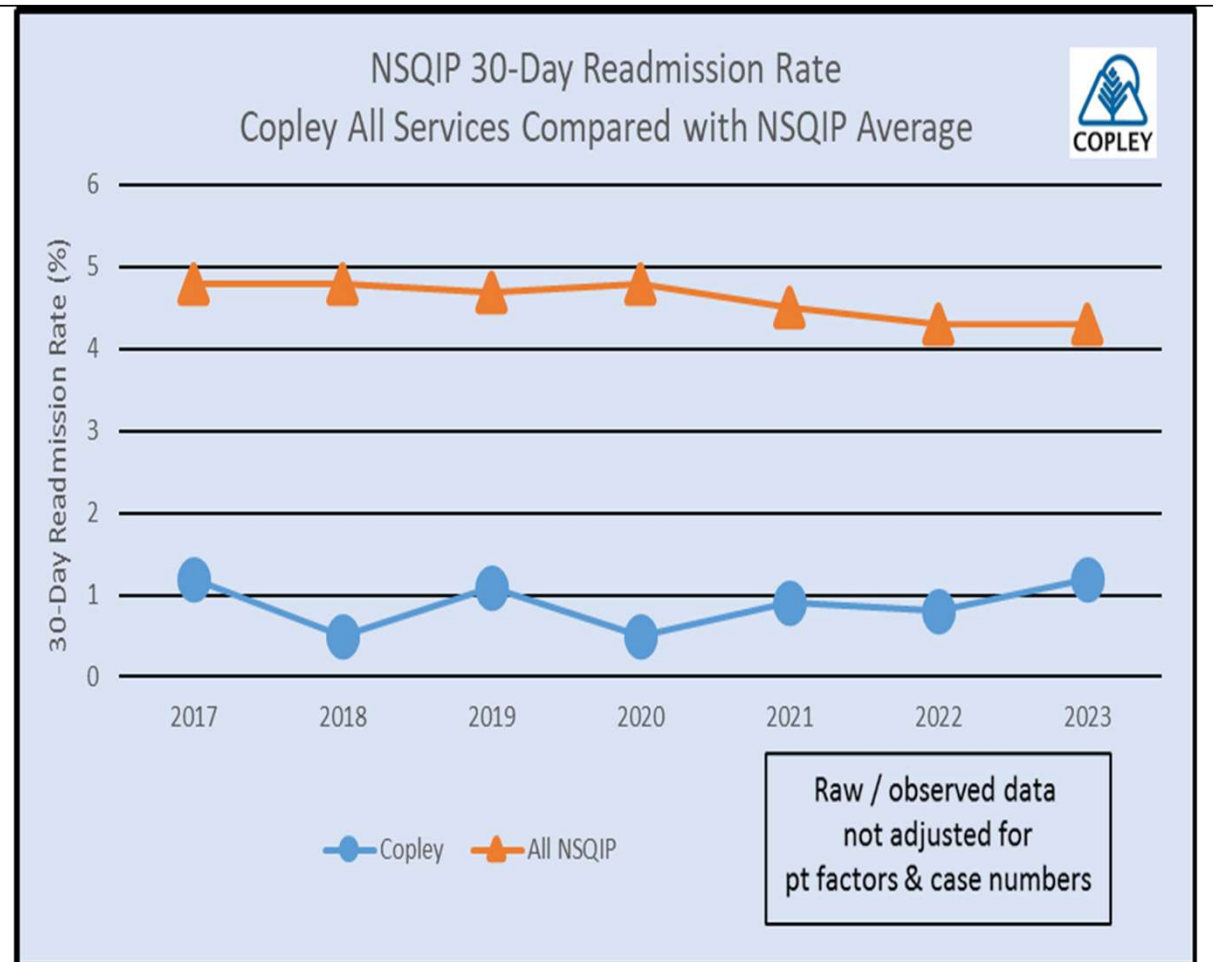


Measure: 30 Day Readmission Rate (NSQIP)

Definition: 30 day readmission rate for all services

Data Source: National Surgical Quality Improvement Program (NSQIP)

Noteworthy: We consistently achieve 60–80% better results than our comparison hospitals within NSQIP



Quality:

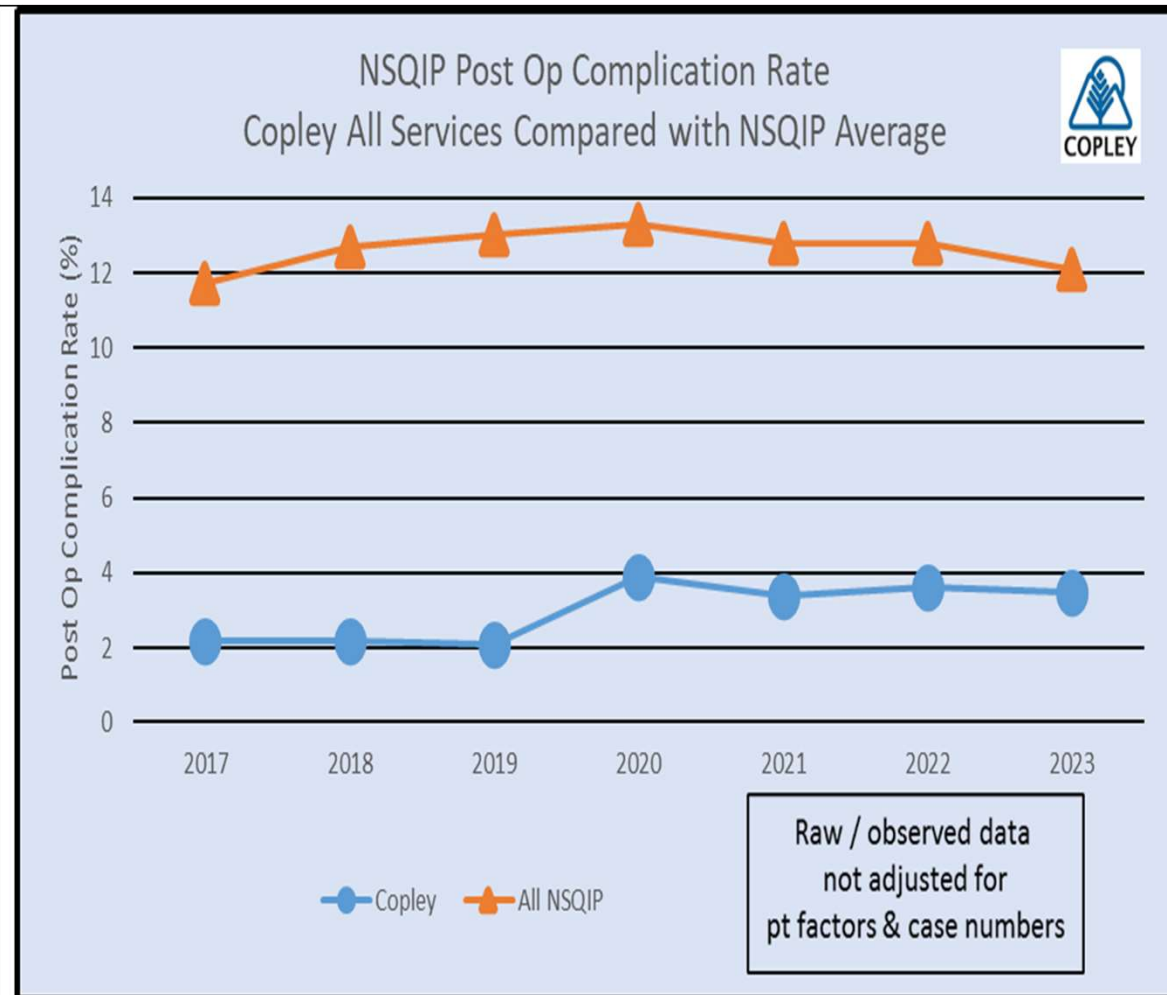


Measure: Post Op Complication Rate (NSQIP)

Definition: All surgical complications for all services

Data Source: National Surgical Quality Improvement Program (NSQIP)

Noteworthy: We consistently achieve 60–80% better results than our comparison hospitals within NSQIP



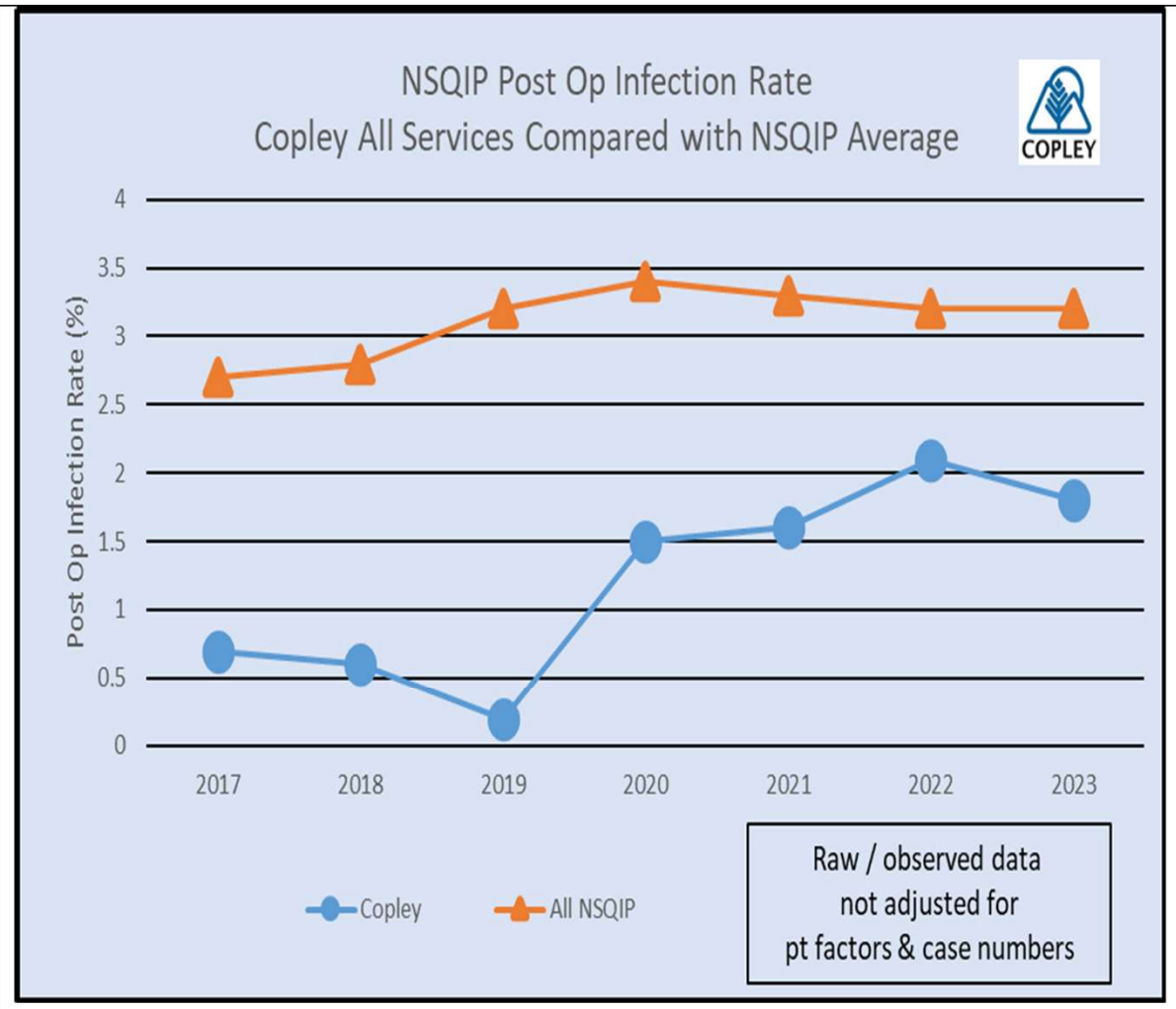


Measure: Post Operative Infection Rate

Definition: The monthly number of infections reported from all service surgeries performed at Copley.

Data Source: National Surgical Quality Improvement Program (NSQIP)

Noteworthy: Our performance is consistently better than national average.



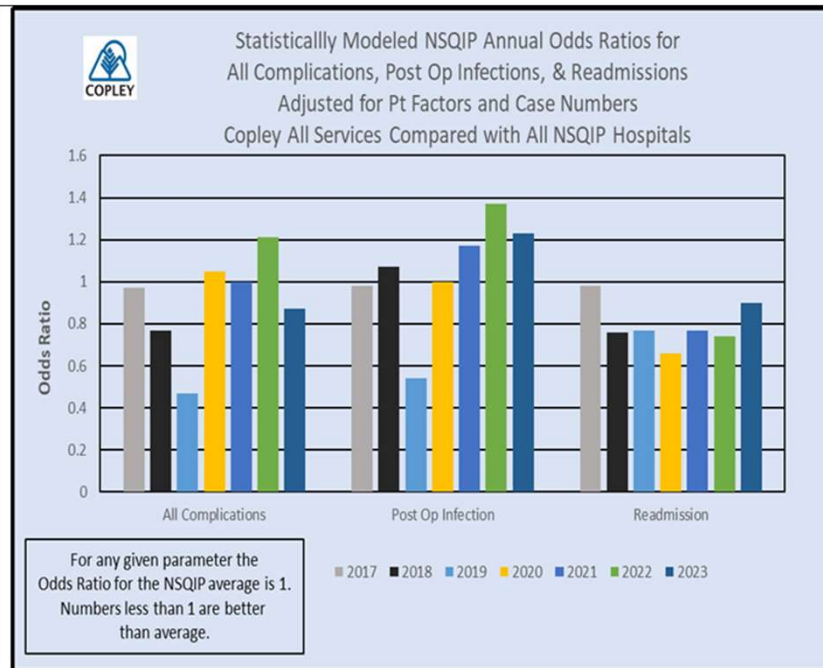


Measure: Adjusted all services, all complications (Odds Ratio) (NSQIP)

Definition: Statistically Modeled NSQIP Annual Odds Ratios for All Complications, Post Op Infections, & Readmissions Adjusted for Pt Factors and Case Numbers Copley All Services Compared with All NSQIP Hospitals

Data Source: National Surgical Quality Improvement Program (NSQIP)

Noteworthy: Values below 1.0 indicate better performance than our comparison hospitals within NSQIP



The top recommended hospitals in every state

Mackenzie Bean (Twitter) - Updated 2 hours ago

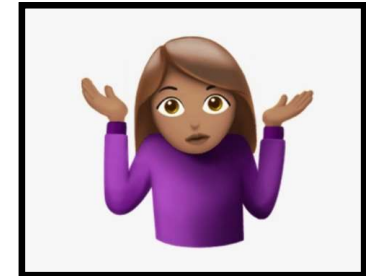


Becker's has compiled a list of the hospitals patients are most likely to recommend in every state using Hospital Consumer Assessment of Healthcare Providers and Systems data from CMS.

CMS shares 10 HCAHPS star ratings based on publicly reported HCAHPS measures. The recommended hospital star rating is based on patients' responses to the question, "Would you recommend this hospital to your friends and family?" Hospitals must have at least 100 completed HCAHPS surveys in a four-quarter period to be eligible for a star rating. Learn more about the methodology [here](#).

The star rating is based on survey data collected from hospital patients from October 2022 through September 2023. The figures are from CMS' Provider Data Catalog and were released July 31. Asterisks denote that CMS included a footnote about the organization's data, which are summarized below.

The hospitals that received five stars for patient recommendations in every state:



Quality Culture?

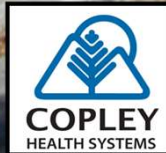


Vermont

Copley Hospital (Morrisville)

White River Junction VA Medical Center

FY2025 Budget Presentation



Green Mountain Care Board