

## **HSF QUESTIONS FOR HOSPITALS**



# HOSPITAL 5: GRACE COTTAGE HOSPITAL (GCH)

## **Follow-Up Questions and Requests Related to Your Budget Submission**

On service-line changes

1. Could you provide a more detailed description of your ED telehealth programs? How do they affect patient experience? What is their fiscal impact on the hospital?

On the core justifications for your NPR request

2. You stated during our last meeting that you believe a high NPR would be necessary to expand access to primary care and recapture some of the patients you've lost. Can you elaborate on the work that you are doing to expand access to primary care and how much of this can be achieved through increasing productivity vs. incurring additional expenses?

On utilization

3. You write that you've improved efficiencies in the Rural Health Clinic in order to reduce wait times. Can you provide more details on your efforts. To your knowledge, have they been successful?

On administrative vs. clinical spending

4. You have expressed that there is a need for additional clinical staff. If these vacancies remain open, what is the hospital's contingency plan? Would travelers or contracted labor be considered?

On investments in mental health, SUD, LTC, and primary care

5. Have Grace Cottage and / or other regional providers planned any long-term solutions to support the types of home health services that were previously provided by VNH?

On your workbook submission

6. Please review the rate decomposition details you submitted as well as the "summary" tab and explain the following (where available, show supporting calculations):
  - a. How did you arrive at the assumed rates of growth for price, volume, and payer mix shifts by payer?
  - b. For non-zero values in the "other" column, how did you derive these estimates?

Other

7. Do you think Medicaid is underfunding the cost of delivering care to your Medicaid patients? If so, please quantify this amount based on 2023 actuals. Please explain your calculation.
8. Do you think Medicare is underfunding the cost of delivering care to your Medicare patients? If so, please quantify this amount based on 2023 actuals. Please explain your calculation.
9. Please review the measures of financial health that we have calculated for your hospital. We have included the measure definitions. Confirm that these calculated values reflect your

understanding. If your financial measures differ from our calculations, please review our formulas, provide your calculation and why you believe your calculation is a better measure for your organization.

10. In the attached spreadsheet, please review the measures of financial health that we have calculated for your hospital. We have included the measure definitions. Confirm that these calculated values reflect your understanding. If your financial measures differ from our calculations, please review our formulas, provide your calculation, and explain why you believe your calculation is a better measure for your organization.

#### **Narrative Questions That Still Need to Be Answered**

11. Question C.a.: Concisely describe substantive variations from current year approved budget to current year projected, and to the proposed budget, in terms of service line changes (differentiate between new or divested services, and volume changes that necessitate changes in staffing), physician transfers, accounting adjustments etc.