

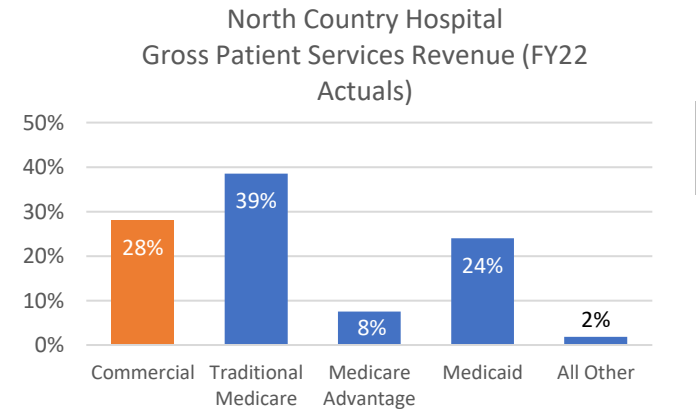
North Country Hospital

FY24 Hospital Budget Review – North Country Hospital Summary for GMCB Deliberations

Budgets								
Year		FY18	FY19	FY20	FY21	FY22	FY23	FY22-24
Net Patient Revenue (NPR)	Guidance	3.0%	2.8%	3.5%	3.5%	3.5%	8.6%	
	Submitted	-1.9%	3.1%	2.6%	-1.1%	7.3%	Missing	21.2%
	Δ Approved	-0.7%	0.0%	0.0%	0.0%	-1.1%		
Commercial NPR	Submitted	8.4%	-8.0%	1.2%	3.8%	0.2%		7.1%
	Δ Approved	0.0%	0.0%	0.0%	0.0%	-1.4%		
Operating Expenses	Submitted	-1.3%	2.8%	2.3%	0.2%	5.1%		8.2%
	Δ Approved	0.0%	0.0%	0.0%	0.0%	0.0%		
Change in Charge	Submitted	5.0%	3.6%	4.2%	3.6%	4.9%		9.4%*
	Δ Approved	0.0%	0.0%	0.0%	0.0%	-1.6%		
	Commercial weight of approved increase	1.6%	1.1%	1.3%	1.1%	1.0%		1.3%

*As submitted

Actuals							
Year		FY18	FY19	FY20	FY21	FY22	FY23
NPR	%	-0.3%	5.5%	-4.7%	21.2%	-7.9%	15.8%
	\$ in M	-0.3	4.2	-3.8	16.2	-7.3	13.6
Commercial NPR	%	-11.2%	15.9%	-10.8%	35.3%	-27.6%	-71%
	\$ in M	-4.1	5.2	-4.1	11.9	-12.5	-23.4
Operating Expenses	%	-1.0%	3.2%	-0.2%	9.5%	6.8%	6.9%
	\$ in M	-0.8	2.6	-0.2	8.2	6.4	6.9



North Country Hospital
Expense Growth Factors

	North Country Hospital		Vermont Hospitals	Benchmark Data		
	FY22-24	VT Hospital Rank	Median	Lo	Benchmark	Hi
Labor	0.0%	11	4.0%	0.8%	5.2%	9.7%
Utilization	9.8%	3	7.0%	-5.5%	-0.4%	4.2%
Pharm Ex	missing		7.6%	2.3%	12%	21.6%
Cost Inflation	11%	1	3.7%	1.1%	5.8%	10.5%

Financial Indicators

	North Country Hospital				Vermont Hospitals
	FY22 Actual	FY23 Approved	FY23 YTD	FY24 Submitted	FY24 Median
Op Margin	-10.3%	2.0%	-3.7%	-0.0%	1.2%
Op-EBIDA Margin	-6%	6%	1%	4%	5.6%
Total Margin	-5.3%	2.0%	-1.3%	-0.0%	3.8%
DCOH	212.6	221.3	186.0	195.3	109.64
Debt Service Coverage Ratio	-11.5	3.8	0.1	0.6	4.56
LT Debt to Capitalization Ratio	19.0%	16.2%	17.1%	15.8%	0.17
Age of Plant	0.0	14.9	16.0	18.2	16.02

North Country Hospital

Ratio of Administrative & General Salaries to Clinical Salaries (Critical Access Hospitals)

Hospital	VT Hospital Rank	Hospital Percent Rank ¹	Comparator 25 th Percentile	Comparator 75 th Percentile
24%	10	88 th	11%	22%

CMI-Adjusted Average Cost per Medicare Discharge (Critical Access Hospitals)

Hospital	VT Hospital Rank	Hospital Percent Rank ²	Comparator 25 th Percentile	Comparator 75 th Percentile
\$10,117	3	29 th	\$9,745	\$13,647

¹ Lower rank means more investment in clinical salaries (a lower ratio of administrative & general salaries to clinical salaries).

² Lower rank means lower costs per discharge (lower CMI-adjusted average cost per Medicare Discharge)

North Country Hospital

Inpatient – Relative Cost and Price (Critical Access Hospital, not major teaching hospital)						
Year		FY18	FY19	FY20	FY21	FY22
Commercial Cost per Discharge	Hospital					
	25 th percentile	\$11,349	\$11,030	\$12,737	\$11,914	\$11,865
	75 th percentile	\$16,115	\$19,154	\$20,538	\$17,412	\$16,365
Commercial Cost Coverage	Hospital					
	25 th percentile	94%	80%	74%	72%	84%
	75 th percentile	111%	100%	92%	97%	112%
Standardized Price	Hospital	\$24,523				
	25 th percentile	\$13,391				
	75 th percentile	\$22,644				

Outpatient – Relative Cost and Price (Critical Access Hospital, not major teaching hospital)						
Year		FY18	FY19	FY20	FY21	FY22
Commercial Cost per Discharge	Hospital	\$412	\$421	\$426	\$466	\$494
	25 th percentile	\$426	\$423	\$470	\$471	\$498
	75 th percentile	\$495	\$472	\$601	\$616	\$628
Commercial Cost Coverage	Hospital	327%	274%	272%	274%	261%
	25 th percentile	200%	171%	150%	163%	170%
	75 th percentile	226%	202%	191%	193%	202%
Standardized Price	Hospital	\$477				
	25 th percentile	\$259				
	75 th percentile	\$420				