

# Fiscal Year 2020 Vermont Hospital Budget Board Deliberations

September 11, 2019

GMCB Health System Finance Team

# Overview

## **Staff Recommendations and Vote**

- Northeastern Vermont Regional Hospital, continued
- Mount Ascutney

## **Review re-submitted information and adjustments**

- Central Vermont Medical Center
  - FY19 Projection Update
  - FY20 Budget Update
  - Provider Transfers and Accounting Adjustments
- Porter Medical Center
  - FY19 Projection Update
  - Provider Transfers and Accounting Adjustments

## **University of Vermont Health Network (CVMC, PMC, and UVMHC)**

- Staff Recommendations, deliberation and vote

# Northeastern Vermont Regional Hospital Recommendations

	FY20 Request	Options	Preliminary Decision
<b>Provider Transfers</b>	None Requested	Not Required	
<b>Accounting Changes</b>	None Requested	Not Required	
<b>NPR/FPP</b>	7.2% exceeds growth rate target	<ul style="list-style-type: none"> <li>Reduce to reflect utilization efficiencies, for example emergency room utilization decreases</li> <li>Reduce to 4.5% - 5.0%</li> <li>Review NPR growth at FY19 enforcement</li> <li>Reduction in Operating Expenses</li> </ul>	
<b>Change in Charge</b>	3.5% overall change in charges  1% = \$376,300	<ul style="list-style-type: none"> <li>Approve as submitted</li> <li>Reduce to reflect offsetting increases in utilization</li> <li>3.0% - 3.4%</li> </ul>	
<b>Additional Recommendation</b>	Historical growth in Operating Expenses associated with NPR/FPP growth	<ul style="list-style-type: none"> <li>Quarterly report on cost savings initiatives</li> </ul>	

# Mount Ascutney Recommendations

	FY20 Request	Options	Preliminary Decision
<b>Provider Transfers</b>	None Requested	Not Required	
<b>Accounting Changes</b>	None Requested	Not Required	
<b>NPR/FPP</b>	0.9% budget variance  7.4% exceeds growth rate target	<ul style="list-style-type: none"> <li>• Approve as submitted</li> <li>• Reduce to reflect justified utilization</li> <li>• Reduce because of “conservative” ACO reserves</li> <li>• Reduce to 4.5% - 5.0%</li> <li>• Review NPR growth at FY19 enforcement</li> <li>• Reduction in Operating Expenses</li> </ul>	
<b>Change in Charge</b>	3.2% overall change in charges  1% = \$430,000	<ul style="list-style-type: none"> <li>• Approve as submitted</li> <li>• Reduce to reflect offsetting increases in utilization</li> </ul>	
<b>Additional Recommendations for Deliberation</b>		<ul style="list-style-type: none"> <li>• Continue ACO reserve discussion as a Board to inform decision on Mount Ascutney</li> </ul>	

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\*As of September 10, 2019, Mt Ascutney has not submitted responses to follow up questions.

# Central Vermont Medical Center

## NPR/FPP

<b>FY19 Budget-to-Projection Variance</b>	<b>-2.2%</b>
FY19 Budget (\$)	\$211,387,021
FY20 Request (\$)	\$218,043,247
<b>FY20 Request (% change FY19B)</b>	<b>3.1%</b>
FY20 Request ( \$ change FY19B)	\$6,656,226
FY20 Request (% change FY19P)	5.4%
FY19 Projection (% change FY18 Actuals)	6.3%

**Variance triggers 5% cap**  
**Request is not compliant with budget guidance**  
**Growth rate impacted by requested adjustments**

## Change in Charges

Commercial	\$20,332,096
Medicaid	-\$63,457
Medicare	\$7,154,587

**3.0% Overall Change in Charge**  
**5.9% Commercial Change in Charge**

## Hospital Justification:

- Case Mix Index
- Unique Patients
- Adjustments decrease NPR/FPP growth rate to 2.0%
  1. Provider Transfers
    - \$3.4 million in provider transfer adjustments
  2. Accounting Adjustment
    - \$821,520 reclassification of bad debt collection fees to expenses
  3. ACO Accounting
    - -\$1.8 million reclassification of payment reform investments to NPR/FPP deductions
- Change in charge to cover annual inflation on commercial business and support long term operating margin

Represents 9/9 updates to FY19 projection and FY20 budget

# Central Vermont Medical Center Resubmissions

## FY19 Projection

FY19 Projection	7/1/2019	8/9/2019	9/5/2019
NPR/FPP (\$)	\$209,649,672	\$205,689,884	\$206,785,307
NPR/FPP (% variance)	-0.8%	-2.70%	-2.2%
Operating Margin	\$678,464	-\$4,281,324	-\$4,043,741
Operating Margin (%)	0.3%	-1.9%	-1.8%

## FY20 Budget

FY20 Budget	7/1/2019	8/9/2019	9/5/2019
NPR/FPP (\$)	\$222,024,685	No Change	\$218,043,247
NPR/FPP (% growth)	5.0%		3.1%
Operating Margin	\$4,168,541		\$187,103
Operating Margin (%)	1.7%		0.1%

# Central Vermont Medical Center

## Accounting Adjustment & Provider Transfers

### Provider Transfers

Central Vermont Medical Center is requesting an NPR/FPP adjustment for three provider transfers:

	Oncology	Pulmonology	Dermatology
NPR/FPP Impact (\$)	\$2,006,256	\$692,182	\$731,628
NPR/FPP Impact (%)	-0.9%	-0.3%	-0.3%
<b>Overall Impact of Provider Transfers</b>			
-1.6%			

### Accounting Adjustment

The UVMHN proposes two accounting adjustments:

1. Accounting Adjustment: reclassification of bad debt collection fees to expenses
2. ACO accounting: reclassification of payment reform investments to NPR/FPP deductions

	Accounting	ACO Accounting
NPR/FPP Impact (\$)	\$821,520	-\$1,806,998
NPR/FPP Impact (%)	-0.4%	0.8%
<b>Overall Impact of Accounting Adjustments</b>		
0.5%		

# Central Vermont Medical Center Provider Transfer Requests

Pulmonology- Effective September 1, 2019

<b>FY20 Impact</b>	
Gross Patient Care Revenue	\$1,701,812
Deductions from Revenue	\$1,009,630
<b>Net Patient Revenue - Physician</b>	<b>\$692,182</b>
Provider Salaries	\$315,700
Provider Fringe Benefits	\$63,140
Staff Wages & Benefits (Non MD)	\$200,510
Medical/Surgical Supplies	\$3,090
Other Costs	\$34,449
<b>Total Operating Expense</b>	<b>\$616,889</b>
<b>Net Operating Income/Loss</b>	<b>\$75,293</b>

**GMCB staff recommend approval**

*Motion to approve CVMC's request to adjust their FY20 budget to reflect full scope of volume associated with the previously approved pulmonary acquisition.*

In 2018, the GMCB approved CVMC's acquisition of an independent pulmonologist's inpatient services.

CVMC's FY20 request is a follow up to the original request to add outpatient services.

Current wait times to see a pulmonologist is 3-4 months.

FTEs and units of service:

- 1 FTE
- 6,002 units of service

-0.3% impact on NPR/FPP



# Central Vermont Medical Center

## Provider Transfer Requests

Dermatology- Effective September 1, 2019

<b>FY20 Impact</b>	
Gross Patient Care Revenue	\$1,186,364
Deductions from Revenue	\$454,736
<b>Net Patient Revenue - Physician</b>	<b>\$731,628</b>
Provider Salaries	\$265,893
Provider Fringe Benefits	\$53,179
Staff Wages & Benefits (Non MD)	\$279,836
Medical/Surgical Supplies	\$89,042
Other Costs	\$86,112
<b>Total Operating Expense</b>	<b>\$774,062</b>
<b>Net Operating Income/Loss</b>	<b>-\$42,434</b>

### **GMCB staff recommend approval**

*Motion to approve CVMC's request to adjust their FY20 budget to reflect full scope of volume associated with the previously approved dermatology acquisition.*

In 2018, the GMCB approved CVMC's 0.4 FTE dermatology acquisition resulting from the closure of an independent practice.

CVMC's FY20 request is a follow up to the original request to add 0.8 FTE.

Current wait times to see a dermatologist is 35 days.

FTEs and units of service:

- 0.8 FTE
- 4,263 units of service

-0.3% impact on NPR/FPP

# Central Vermont Medical Center Provider Transfer Requests

## Oncology

<b>FY20 Impact</b>	
Gross Patient Care Revenue	\$3,895,643
Deductions from Revenue	-\$1,889,387
<b>Net Patient Revenue - Physician</b>	<b>\$2,006,256</b>
Provider Salaries	\$446,300
Provider Fringe Benefits	\$89,260
Other Costs	\$42,974
<b>Total Operating Expense</b>	<b>\$578,534</b>
<b>Net Operating Income/Loss</b>	<b>\$1,427,722</b>

CVMC is expanding oncology coverage due to the increased need for this service. CVMC will also continue to support Gifford and Copley patients in need of oncological services.

Current wait times to see a dermatologist is 35 days.

1.0 FTE

-0.9% impact on NPR/FPP

### **GMCB staff recommendation:**

- **Not eligible for provider transfer adjustment**
- **Consider as justification for overall NPR/FPP request- increased utilization, access to care and shared services**

# Central Vermont Medical Center Accounting Adjustment

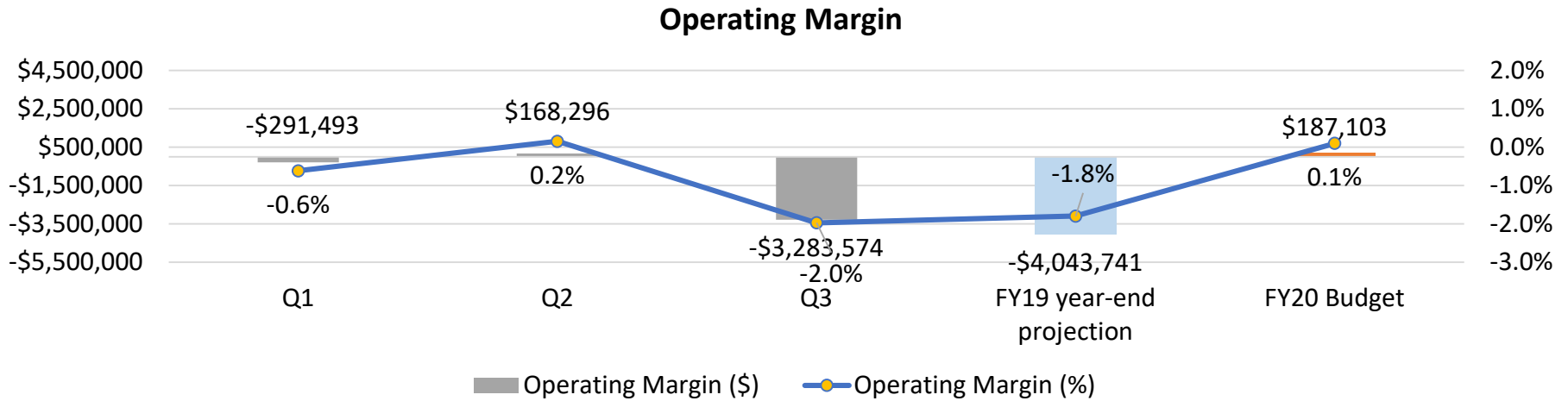
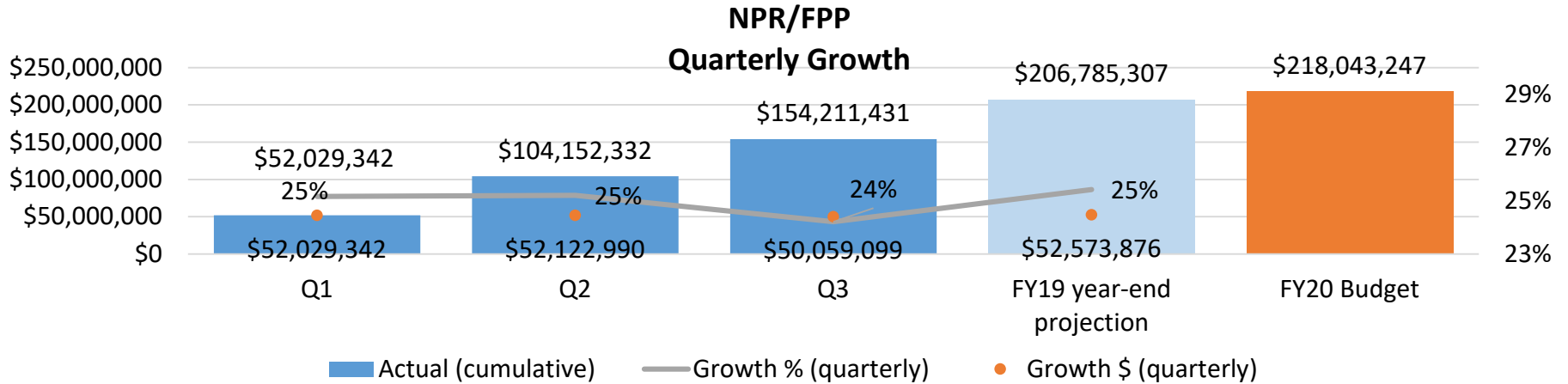
Central Vermont Medical Center proposes two accounting adjustments:

1. Accounting Adjustment: reclassification of bad debt collection fees to expenses
2. ACO accounting: reclassification of payment reform investments to NPR/FPP deductions

	<b>Accounting</b>	<b>ACO Accounting</b>
NPR/FPP Impact (\$)	\$821,520	-\$1,806,998
NPR/FPP Impact (%)	-0.4%	0.8%
	<b>Overall Impact of Accounting Adjustments</b>	
	0.5%	

*Motion to recognize CVMC's accounting adjustments to reclassify bad debt collection fees as an expense and to reclassify payment reform investments as NPR/FPP deductions*

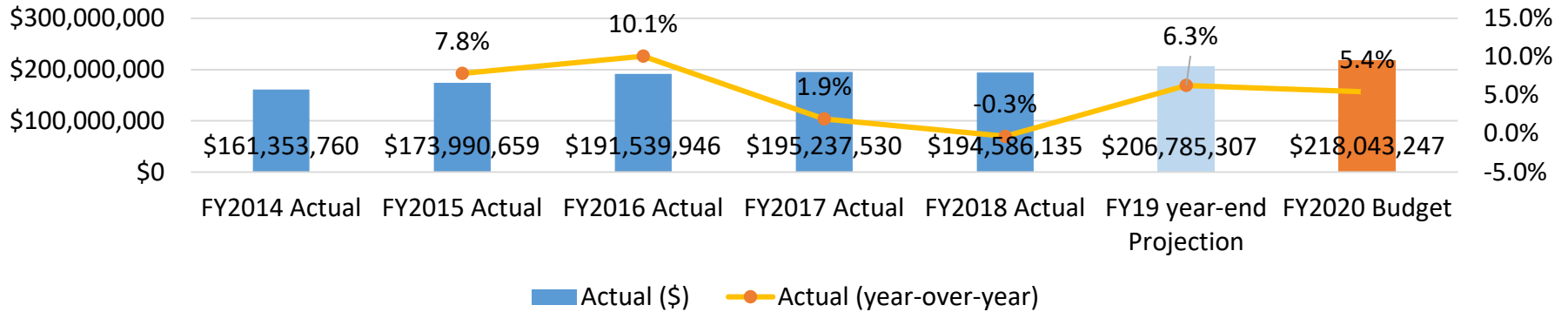
# Central Vermont Medical Center FY19 Operating Performance



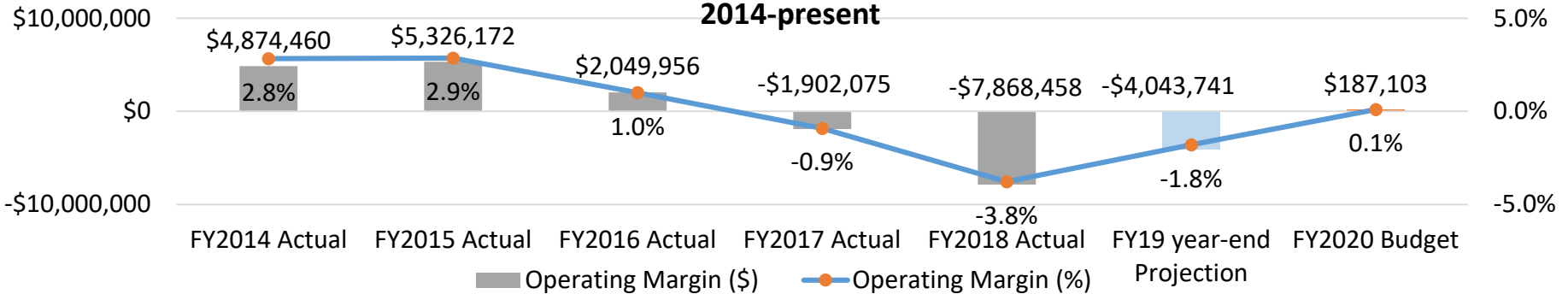
Represents 9/9 updates to FY19 projection and FY20 budget

# Central Vermont Medical Center Historical Operating Performance

## NPR/FPP 2014-present



## Operating Margin 2014-present



	FY16A	FY17A	FY18A	FY19B	FY19P	FY20B
Days Cash on Hand	99	116	110	113	?	?
Age of Plant	10	10	11	12	12	13

# Central Vermont Medical Center

## Change in Charge

Request						
Overall Change in Charge %						3.0%
Commercial Change in Charge%						5.9%
NPR due to Change in Charge						NA
Value of 1% Change in Charge						NA
Service Category						
Hospital Inpatient Change in Gross Charges						3.0%
Hospital Outpatient Change in Gross Charges						3.0%
Professional Services Change in Gross Charges						3.0%
Skilled Nursing Facility Change in Gross Charges						3.0%
Payer						
Commercial						NA
Medicaid						NA
Medicare						NA
% of NPR/FPP Increase						
FY20 Request ( \$ change FY19B)						\$6,656,226
Change in Charge (\$)						NA
Change in Charge as a % of NPR/FPP Increase						NA
Overall Charge	FY16	FY17	FY18	FY19	FY20	Blended 5-year average
Approved	4.7%	2.5%	0.7%	2.3%	NA	3.2%
Submitted	4.7%	3.0%	0.7%	2.8%	5.9%	3.4%

# Central Vermont Medical Center ACO Participation

HSA: Berlin

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

% FPP/NPR & FPP		
FY18 Act.	FY19 Proj.	FY20 Budget
14.7%	18.7%	23.4%

Attributed Lives (#; % of System)	
CY18 <sup>1</sup>	CY19 <sup>2</sup>
15,225; 13.5%	20,433; 11.9%

Maximum Risk Limit (MRL); % of System MRL	
CY18 <sup>3</sup>	CY19 <sup>4</sup>
\$3,497,498; 16.5%	\$4,754,444; 12.5%

FY20 Submitted Data (\$ or #, % of System) <sup>5</sup>			
NPR & FPP	Net Worth	DCOH	CAH
\$222,024,685, 3.3%	\$110,057,485	89.1	No

MRL as % of NPR & FPP	
CY18 <sup>6</sup>	CY19 <sup>7</sup>
1.7%	2.1%

MRL as % of Net Worth	
CY18 <sup>6</sup>	CY19 <sup>7</sup>
3.7%	4.3%

Days Cash on Hand Needed to Fund MRL	
CY18 <sup>6</sup>	CY19 <sup>7</sup>
1.9	2.5

<sup>1-5</sup>All data sources listed at the end of this report

<sup>6</sup> Calculations under CY18 headers use CY18 data from OneCare, and FY19 data from hospitals.

<sup>7</sup> Calculations under CY19 headers use CY19 data from OneCare, and FY20 data from hospitals.

# Porter Medical Center

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

**Request is within budget guidance**

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

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

## Hospital Justification:

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

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



# Porter Medical Center ACO Accounting Adjustment & Provider Transfers

## Provider Transfers

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

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

## Accounting Adjustment

The UVMHN proposes an accounting adjustment related to the ACO payment reform investments. The adjustment reclassifies payment reform investments as an NPR/FPP deductions.

The impact of this adjustment on Porter Medical Center is \$1,067,391.

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

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

# Porter Medical Center Provider Transfer Requests

General Surgery- Effective June 1, 2019

## FY20 Impact

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

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

FTEs and units of service:

- 0.75 Provider FTE

-0.4% impact on NPR/FPP

**GMCB staff recommend approval**

*Motion to approve PMC's request to adjust their FY20 budget to reflect the general surgery acquisition.*

# Porter Medical Center Provider Transfer Requests

Radiology- Effective June 1, 2019

## FY20 Impact

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

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

FTEs and units of service:

- 1.8 Provider FTE

-0.9% impact on NPR/FPP

**GMCB staff recommend  
approval**

*Motion to approve PMC's request to adjust their FY20 budget to reflect the radiology acquisition.*

# Porter Medical Center Accounting Adjustment

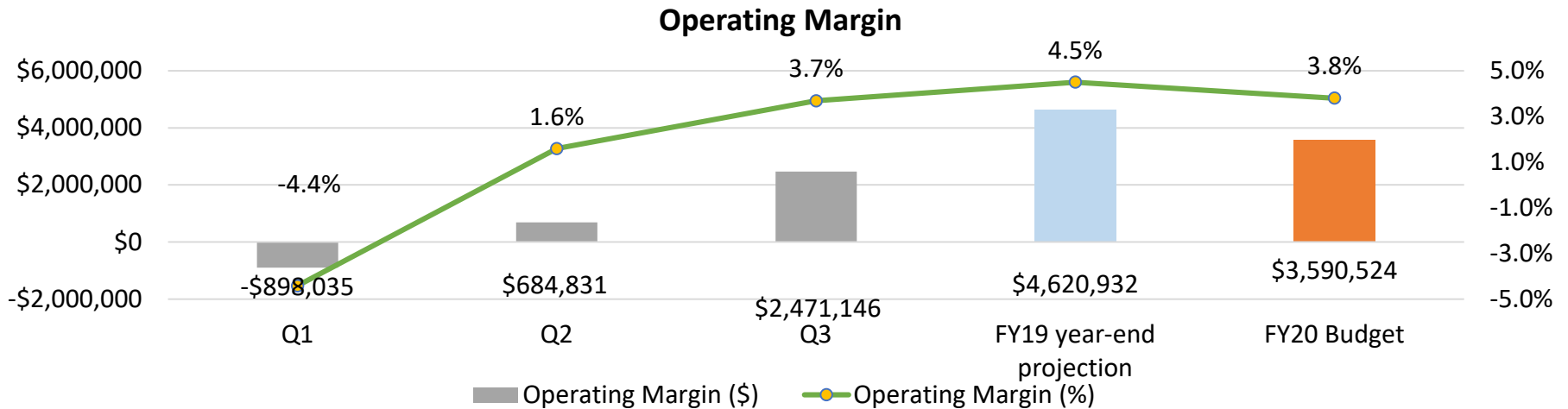
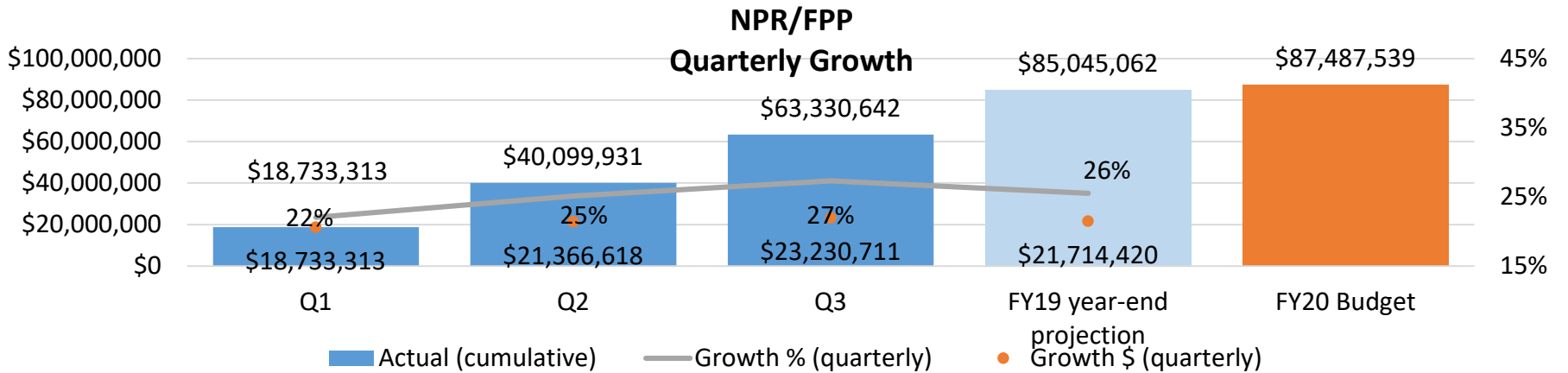
Porter Medical Center proposes an accounting adjustment related to the ACO payment reform investments. The adjustment reclassifies payment reform investments as an NPR/FPP deductions. The impact of this adjustment on Porter Medical Center is \$1,067,391.

	<u>ACO Accounting Adjustment</u>
NPR/FPP Impact (\$)	-\$1,067,391
NPR/FPP Impact (%)	1.2%

*Motion to recognize PMC's accounting adjustment to reclassify payment reform investments as NPR/FPP deductions*

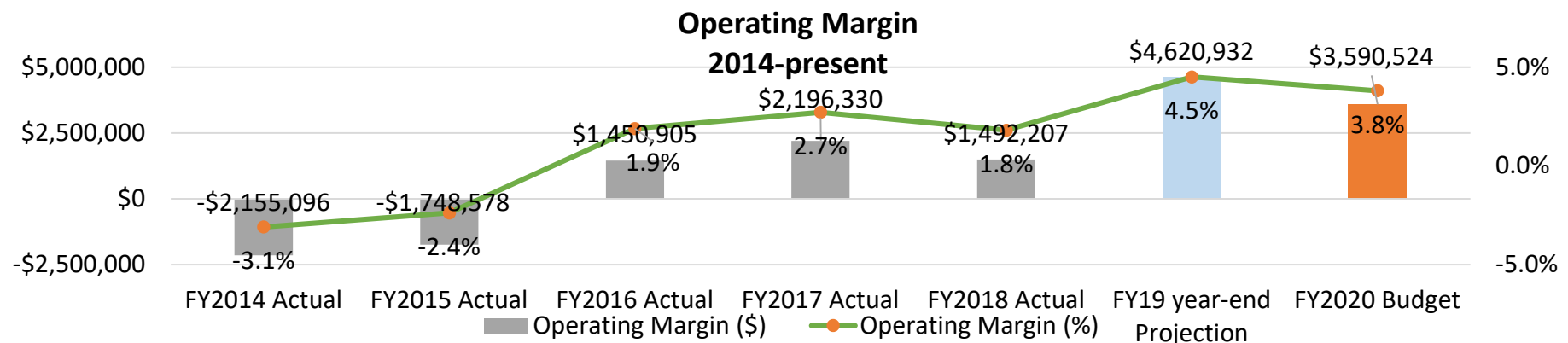
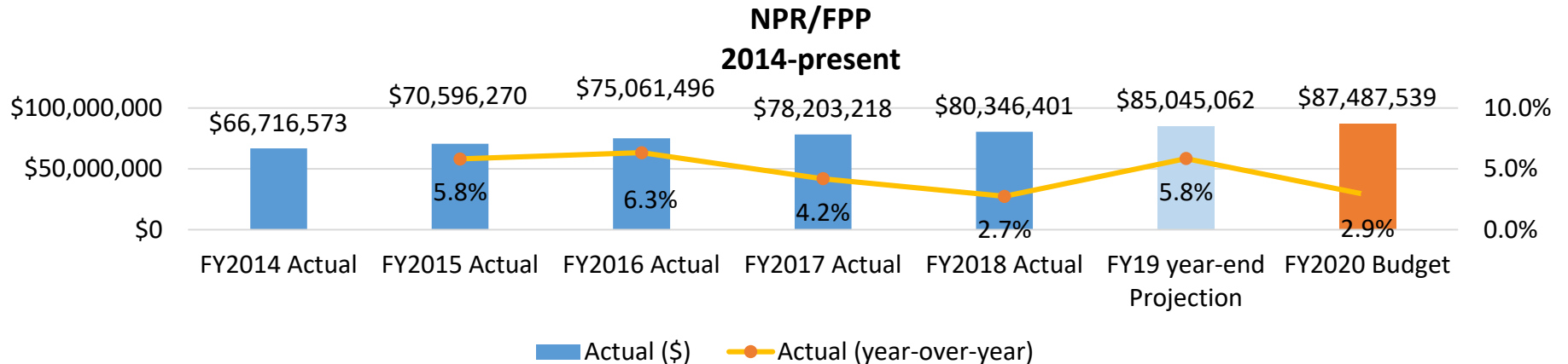
# Porter Hospital FY19 Operating Performance

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



# Porter Hospital Historical Operating Performance

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



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

# Porter Hospital Change in Charge

Request						
Overall Change in Charge %						0.0%
Commercial Change in Charge%						2.6%
NPR due to Change in Charge						\$914,438
Value of 1% Change in Charge						\$374,288
Service Category						
Hospital Inpatient Change in Gross Charges						0.1%
Hospital Outpatient Change in Gross Charges						4.1%
Professional Services Change in Gross Charges						0.0%
Skilled Nursing Facility Change in Gross Charges						0.0%
Payer						
Commercial						\$1,264,439
Medicaid						\$0
Medicare						-\$350,001
% of NPR/FPP Increase						
FY20 Request ( \$ change FY19B)						\$2,957,025
Change in Charge (\$)						\$973,148
Change in Charge as a % of NPR/FPP Increase						30.9%
	FY16	FY17	FY18	FY19	FY20	Blended 5-year average
Approved	5.3%	5.3%	3.0%	2.8%	NA	4.3%
Submitted	5.3%	3.7%	3.0%	2.8%	2.6%	4.0%

# Porter Medical Center ACO Participation

## HSA: Middlebury

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

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

Attributed Lives (#; % of System)	
CY18 <sup>1</sup>	CY19 <sup>2</sup>
9,749; 8.6%	13,979; 8.1%

Maximum Risk Limit (MRL); % of System MRL	
CY18 <sup>3</sup>	CY19 <sup>4</sup>
\$2,097,705; 9.9%	\$2,960,613; 7.8%

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

MRL as % of NPR & FPP	
CY18 <sup>6</sup>	CY19 <sup>7</sup>
2.5%	3.4%

MRL as % of Net Worth	
CY18 <sup>6</sup>	CY19 <sup>7</sup>
4.9%	6.7%

Days Cash on Hand Needed to Fund MRL	
CY18 <sup>6</sup>	CY19 <sup>7</sup>
3.4	4.8

<sup>1-5</sup>All data sources listed at the end of this report

<sup>6</sup> Calculations under CY18 headers use CY18 data from OneCare, and FY19 data from hospitals.

<sup>7</sup> Calculations under CY19 headers use CY19 data from OneCare, and FY20 data from hospitals.



# Porter Medical Center Recommendations

	FY20 Request	Options	Preliminary Decision
<b>Provider Transfers</b>	<ol style="list-style-type: none"> <li>General Surgery</li> <li>Radiology</li> </ol>	Approve as submitted	
<b>Accounting Changes</b>	ACO Accounting	Approve as submitted	
<b>NPR/FPP</b>	<p>3.5% is within budget guidance</p> <p>Impact of provider transfers and ACO accounting adjustments net neutral</p>	<ul style="list-style-type: none"> <li>Approve as submitted</li> </ul>	
<b>Change in Charge</b>	<p>0.0% overall change in charge</p> <p>2.6% commercial change in charge</p> <p>1% = \$374,288</p>	<ul style="list-style-type: none"> <li>Approve as submitted</li> </ul>	
<b>Additional Recommendations</b>		<ul style="list-style-type: none"> <li>Report on Epic implementation impact on FY20 operating performance, if any</li> </ul>	

# Central Vermont Medical Center

## Recommendations

	FY20 Request	Options	Preliminary Decision
<b>Provider Transfers</b>	<ol style="list-style-type: none"> <li>Oncology</li> <li>Pulmonology</li> <li>Dermatology</li> </ol>	<ol style="list-style-type: none"> <li>Oncology: do not approve as provider transfer, access to care justification</li> <li>Pulmonology: approve</li> <li>Dermatology: approve</li> </ol>	
<b>Accounting Changes</b>	\$821,520; -0.4% impact	<ul style="list-style-type: none"> <li>Approve as submitted</li> </ul>	
<b>ACO Accounting Changes</b>	\$1.8 million; 0.8% impact	<ul style="list-style-type: none"> <li>Approve as submitted</li> </ul>	
<b>NPR/FPP</b>	<p>-2.2% budget-to-projection variance triggers the 5% cap</p> <p>3.1% request exceeds target growth rate due to 5% cap</p> <p><b>Financial health concern</b></p>	<ul style="list-style-type: none"> <li>Approve as submitted</li> <li>Exempt 5% cap</li> <li>Recognize oncology as justified utilization</li> </ul>	
<b>Change in Charge</b>	<p>3.0% Overall Change in Charge</p> <p>5.9% Commercial Change in Charge</p>	<ul style="list-style-type: none"> <li>Approve as submitted</li> </ul>	
<b>Additional Recommendation</b>		<ul style="list-style-type: none"> <li>Bi-monthly monitoring</li> <li>Quarterly Cost Savings report</li> <li>Report on Epic implementation impact on FY20 operating performance, if any</li> </ul>	

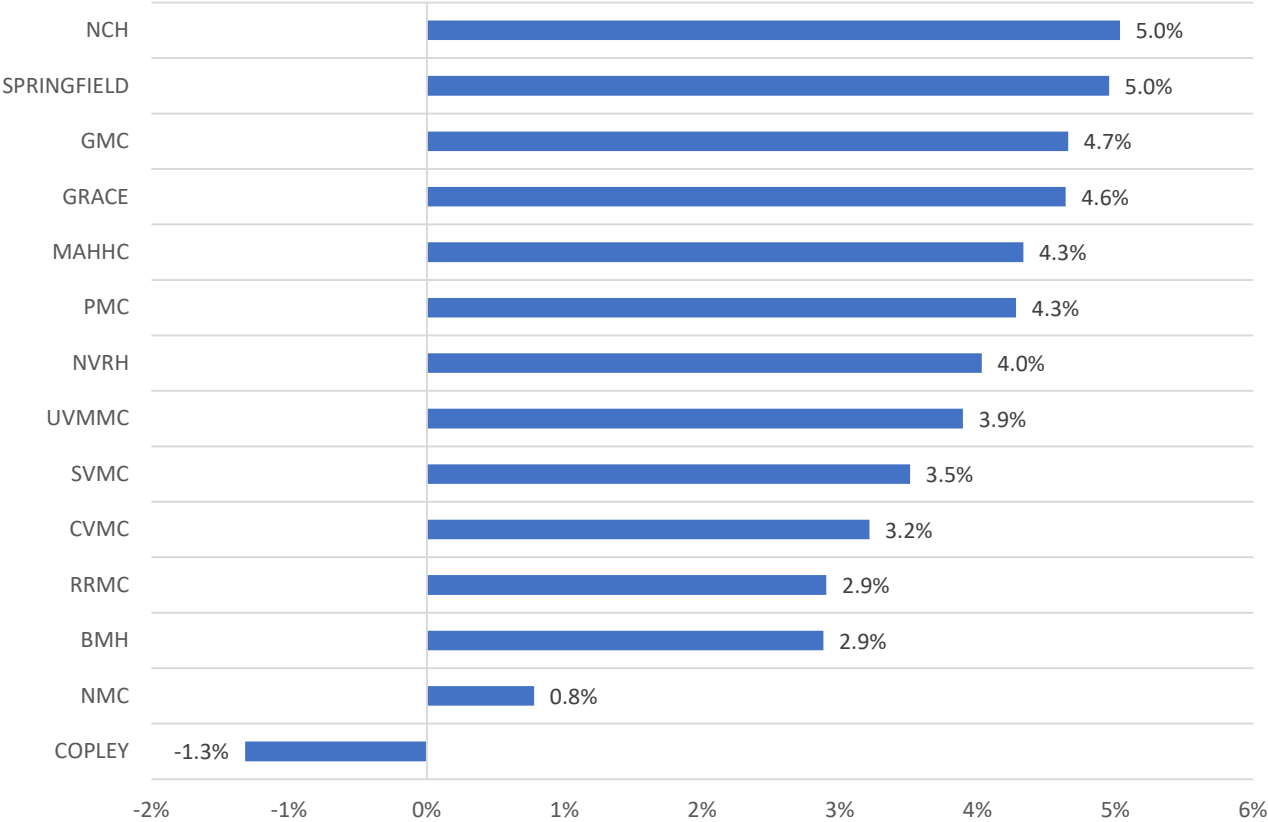
# University of Vermont Medical Center Recommendations

	FY20 Request	Options	Preliminary Decision
<b>Provider Transfers</b>	None Requested	Not Required	
<b>ACO Accounting Changes</b>	Original submission: \$8.2 million Resubmission: \$6.4 million	<ul style="list-style-type: none"> <li>• Approve as re-submitted</li> </ul>	
<b>NPR/FPP</b>	6.1% exceeds growth rate target	<ul style="list-style-type: none"> <li>• Approve as submitted</li> <li>• Reduce to reflect FY19 operating performance</li> </ul>	
<b>Change in Charge</b>	3.0% overall change in charge  4.0% commercial change in charge 1.0% = \$6.2 million	<ul style="list-style-type: none"> <li>• Approve as submitted</li> <li>• Reduce to reflect offsetting increases in utilization</li> </ul>	
<b>Additional Recommendations</b>		<ul style="list-style-type: none"> <li>• Review change in charge and NPR/FPP at FY19 enforcement</li> <li>• Report on Epic implementation impact on FY20 operating performance, if any</li> </ul>	

# Approved Change in Charge

## 5-year average

5 Year Average of Approved Rates



# Payer Mix

## FY19 & FY20

Hospital Payer Mix % Budget Year	Commercial FY2019	Commercial FY2020	Medicaid FY2019	Medicaid FY2020	Medicare FY2019	Medicare FY2020	Bad Debt & Free Care FY2019	Bad Debt & Free Care FY2020	DSH FY2019	DSH FY2020	NPR/FPP FY2019	NPR/FPP FY2020
Brattleboro Memorial Hospital	50.7%	58.0%	12.8%	13.1%	37.4%	31.3%	-1.6%	-3.0%	0.7%	0.6%	100%	100%
Central Vermont Medical Center	49.9%	53.1%	13.4%	13.1%	38.2%	34.8%	-2.1%	-1.5%	0.7%	0.6%	100%	100%
Copley Hospital	61.2%	58.7%	8.1%	8.6%	30.0%	32.0%	0.0%	0.0%	0.7%	0.6%	100%	100%
Gifford Medical Center	56.4%	53.1%	7.3%	9.8%	35.2%	36.1%	0.0%	0.0%	1.0%	1.0%	100%	100%
Grace Cottage Hospital	29.6%	28.7%	7.7%	8.0%	63.4%	64.2%	-0.7%	-0.9%	0.0%	0.0%	100%	100%
Mt. Ascutney Hospital & Health Ctr	43.4%	39.4%	3.6%	7.5%	55.9%	56.0%	-3.5%	-3.4%	0.6%	0.6%	100%	100%
North Country Hospital	48.5%	48.2%	16.0%	14.6%	34.6%	36.3%	-0.2%	-0.3%	1.1%	1.1%	100%	100%
Northeastern VT Regional Hospital	45.2%	44.7%	14.7%	13.8%	38.9%	40.7%	0.0%	-0.4%	1.2%	1.1%	100%	100%
Northwestern Medical Center	49.2%	50.6%	17.6%	17.5%	33.1%	32.0%	-0.8%	-0.9%	0.8%	0.8%	100%	100%
Porter Medical Center	57.6%	56.8%	8.7%	11.7%	36.9%	35.0%	-3.7%	-4.1%	0.5%	0.6%	100%	100%
Rutland Regional Medical Center	49.6%	52.1%	10.2%	9.2%	39.0%	37.5%	0.0%	0.0%	1.2%	1.2%	100%	100%
Southwestern VT Medical Center	50.4%	50.4%	11.3%	10.9%	37.7%	38.3%	0.0%	0.0%	0.6%	0.5%	100%	100%
Springfield Hospital	46.2%	47.0%	18.8%	18.0%	37.0%	35.2%	-3.7%	-2.1%	1.8%	1.8%	100%	100%
The University of Vermont Medical Center	60.3%	61.1%	10.8%	9.9%	29.8%	29.7%	-1.7%	-1.6%	0.8%	0.8%	100%	100%
All Vermont Community Hospitals	54.1%	55.2%	11.4%	11.0%	33.9%	33.3%	-0.3%	-0.3%	0.9%	0.8%	100%	100%