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University of Vermont
HEALTH NETWORK

To: The Honorable Kevin Mullin, Chair, Green Mountain Care Board

From: John Brumsted, CEO University of Vermont Medical Center/President and Chief Executive Officer, University of Vermont Health Network

Date: August 15, 2019

Subject: UVM Health Network quarterly report on inpatient mental health capacity

Please accept this memorandum as the UVM Health Network's fifth quarterly status report on the planning of new inpatient psychiatric capacity on its Central Vermont Medical Center (CVMC) campus. We look forward to discussing this report at an upcoming public hearing to be scheduled at the Board's convenience.

The discussion below describes the inpatient psychiatric locations considered on CVMC campus, design selection criteria, and the chosen site location on CVMC campus. In doing so, this memo addresses the following GMCB milestones:

- Identify stakeholders from whom UVMHN will seek input, and how those stakeholders will be engaged
- Provide analysis that supports the choice of CVMC as the location for additional inpatient psychiatric capacity
- Describe how UVMHN will assess and address workforce needs for the additional beds
- Provide timeline/work plan and progress report for the following:
 - obtaining public/stakeholder input
 - hiring architect and developing schematic-level architectural drawings that are compliant with Facility Guideline Institute guidelines
 - describing how this project will interface with future facility needs at CVMC
- Describe the funds flow from the \$21 million FY 2017 UVMMC net patient revenue overage

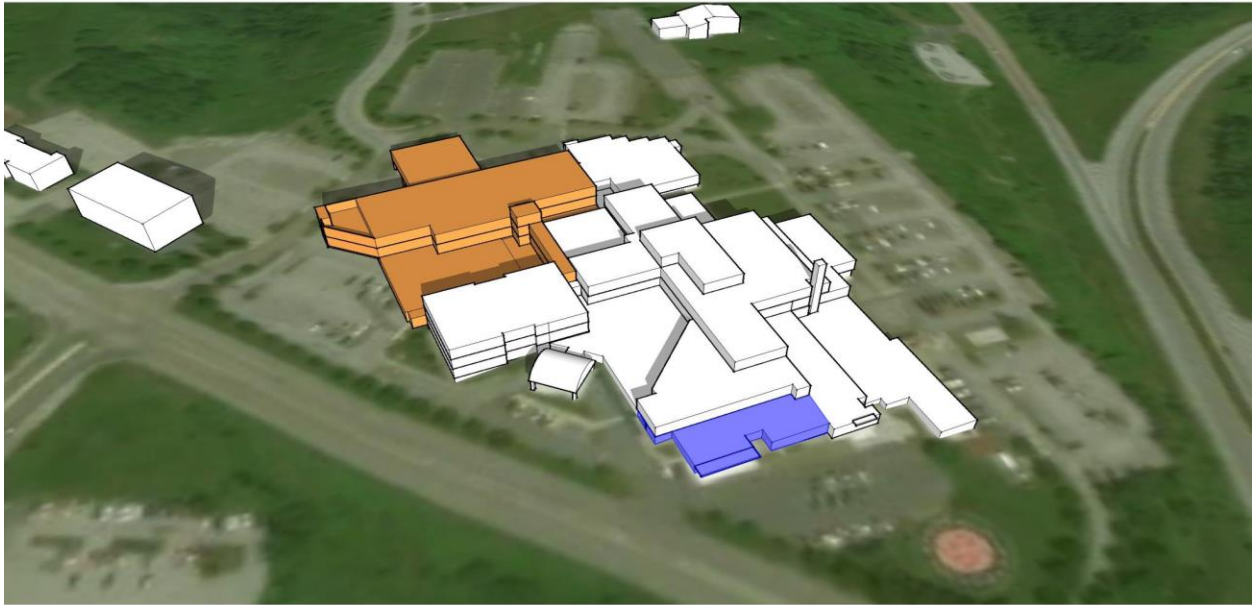
Inpatient Psychiatric Site Location

The programming phase of the inpatient psychiatric project was completed by the planning firm Halsa Advisors in conjunction with many project stakeholders. Projections for the size and scope of the project were handed to the architectural firm e4h for a site study on the Central Vermont Medical Center Campus. There were seven sites studied by e4h. These sites were evaluated based on impact to patients and staff, operational impact, integration with the CVMC campus master plan, estimated first patient day, stakeholder input and cost. Based on the study, three different configurations for the psychiatric capacity were identified on the same site of the CVMC campus. One configuration was selected by the project planning committee as being optimal.

The final site selected locates the new building at the northeast corner of the current Central Vermont Medical Center acute care facility, connecting the structure to the main lobby of the existing building. This site allows for optimal placement of the new building for enhanced patient flow while working within the constraints on the current Central Vermont Medical Center campus. This location aligns with the CVMC campus long term master facility plan.

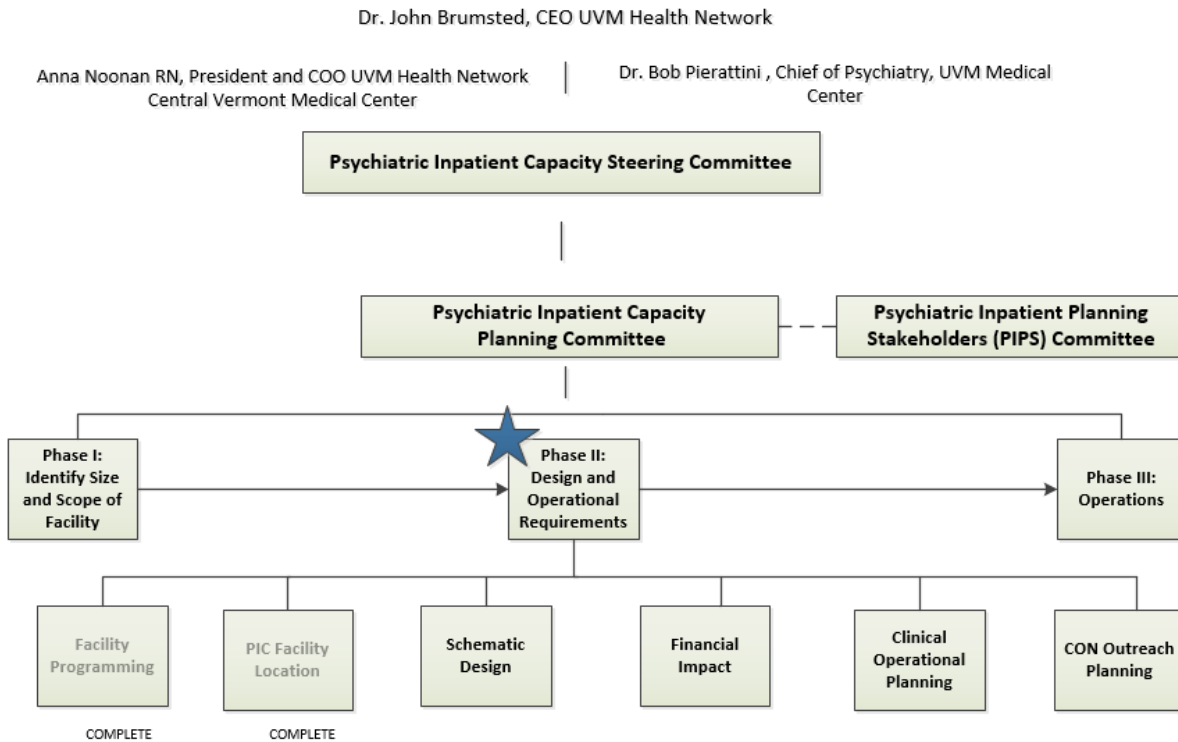
Additionally, as we have worked through the programming and site location for the inpatient psychiatric project, it became clear that constraints of the current CVMC Emergency Department (ED) would limit our ability to efficiently admit psychiatric patients into the new space. Therefore, in conjunction with the new inpatient psychiatry facility, we will be seeking to build a new Emergency Department as the first floor of the proposed building. Floors two and three of the new build will be dedicated to adult inpatient psychiatry. The proximity of the new ED to the new psychiatric capacity will improve our patient and family experience, promote safety and optimize flow. The need for this alignment was identified by internal and external stakeholders as a priority. Additionally, a modern relocated ED will improve flow for all patients who require this service or an acute care admission.

An open issue with the identified site is that it will require the removal of the Mountainview Physician's Center. Mountainview Physician's Center is a 10,875 square foot medical office building on the Central Vermont Medical Center campus. The building is under a condominium structure dating back to 1989. Central Vermont Medical Center currently owns all the suites in the building with the exception of one suite. CVMC has entered negotiations with the remaining suite owners to pursue the purchase of this space.



Orange	Inpatient Psychiatry units and new Emergency Department on CVMC campus
White	Existing CVMC facility
Blue	Current Emergency Department

Project Oversight and Timeline



The University of Vermont Health Network committed to a 3-4 year timeframe to “significantly improve access to inpatient psychiatric care.” Over the past year, the team has identified the size and scope for the new capacity, the patient populations that will be cared for in this new capacity, alignment of the new inpatient psychiatric facility with CVMC’s master facility plan, and has identified and launched a stakeholder engagement plan inclusive of the Psychiatric Inpatient Planning Stakeholders (PIPS) team.

The program planning phase of the project identified the importance of appropriate emergency intake space for the new psychiatric build. Inclusion of the Emergency Department has resulted in a modification to the milestone timeline previously communicated. Facility programming for the ED is currently underway, and once completed, will move into schematic design, aligning with the inpatient psychiatric plan. We will complete schematic design estimates in December, with business plan approvals occurring in January 2020. The CON submission is planned for February, 2020.

In the next six months, the team will complete key milestones to include: completion of the emergency department facility programming, completion of emergency department and inpatient psychiatric schematic design, pro formas for capital and operations financials, and submission of the CON.

Timeframe	Milestone
May, 2019	Facility Programming Complete
June, 2019	PIC Facility Location Identified
August, 2019	ED Programming Complete
November, 2019	Schematic Design Complete; Financial Operating Pro Forma Complete
December, 2019	Schematic Design Estimates Complete; Project Financial Pro Formas Complete; Business Plan Complete
January, 2020	Business Plan Approvals by senior leadership teams, UVMMC and CVMC Boards, UVM Health Network Board
February, 2020	CON Submitted

Stakeholder Engagement to Date

The University of Vermont Health Network remains committed to obtaining input from key constituents from across the State of Vermont, throughout the duration of this project. The following table reflects key constituents/forums that have been engaged in the PIC planning process, and are planned through August 2019. We will continue to engage in these forums as we move through the planning process.

Date	Tactic	Audiences
9/6/2018	Presentation: PIC Modeling Analysis	Internal Sub-group preliminary
9/6/2018	Presentation: PIC Overview	Community Collaborative
9/7/2018	Presentation: PIC Modeling Analysis	Full internal group review
9/17/2018	Presentation: PIC Modeling Analysis	PIC Steering Committee
9/18/2018	Presentation: PIC Overview	BOT Planning
9/19/2018	Presentation: PIC Modeling Analysis	THRIVE: Barre
9/24/2018	Presentation: PIC Modeling Analysis	DMH
9/26/2018	Presentation: PIC Modeling Analysis	Network Board Planning
9/27/2019	PIPS Meeting	Community Stakeholders Group
10/4/2018	Presentation: PIC Modeling Analysis	Community Collaborative
10/5/2018	GMCB Meeting	Green Mountain Care Board and Staff
10/12/2018	Presentation: PIC Modeling Analysis	VAHHS Board meeting
10/12/2018	Presentation: PIC Modeling Analysis	VAHHS CMO Meeting
10/15/2018	Presentation: PIC Modeling Analysis	Howard Center (Catherine Simonson and Charlotte McCorkel)
10/15/2018	GMCB Report Distribution	Green Mountain Care Board
10/16/2018	PIC overview	Program Quality Meeting
10/16/2018	CVMC Community Town Hall	CVMC key influencers and public
10/23/2018	Presentation: PIPs Follow-up Deep Dive	Rep. Anne Donahue, Ward Nial and Daniel Towle
10/25/2018	GMCB Report Distribution	PIPs Committee; UVMC Program Quality Committee
10/26/2018	Meeting with Legislators	Rep. Lori Houghton and Rep. Ben Jickling
11/6/2018	AHS Meeting	AHS Secretary

11/27/2018	Legislative Update	Rep. Mary Hooper
11/28/2018	GMCB Hearing	Green Mountain Care Board
12/5/2018	AHS Meeting	AHS Secretary and key staff (Al Gobeille, Michael Costa, Ena Backus, Cory Gustafson, Mourning Fox)
12/20/2018	Inpatient Psych Presentation	Vermont Medical Society
12/20/2018	PIPS Meeting	Community Stakeholders Group
1/4/2019	VAHHS ED Medical Directors	ED Medical Directors
1/8/2019	Meeting with Peer Advocates	Elaine Toohey , Vicki Warfield and Ward Nial
1/15/2019	GMCB Report Distribution	Green Mountain Care Board, PIPS
1/17/2019	UVMHC Community Leaders Breakfast	AHS, GMCB, PIPS, Community members
1/24/2019	PIC Update Presentation	VAHHS Designated Hospitals
2/6/2019	PIC Update Presentation	House Corrections and Institutions Committee
2/12/2019	PIC Overview Presentation	CVMC Clinical and Administrative Leadership Meeting (CALM)
2/20/2018	GMCB Hearing	Green Mountain Care Board
3/20/2019	PIC Presentation - Overview, IMD, Bed Planning	Psychiatric Inpatient Planning Stakeholders Group (PIPS)
3/27/2019	PIC Update Presentation	CVMC Community Town Hall
4/2/2019	PIC Overview Presentation	Senate Institutes Committee
4/9/2019	Follow-up meeting	Ken Liberto
4/16/2019	Follow-up meeting	Rep. Anne Donahue and Ward Nial
5/15/2019	GMCB Report Distribution	Green Mountain Care Board, PIPS, UVMHC Program Quality Committee
5/17/2019	PIC Presentation - Overview, IMD, Bed Planning	Commissioner of the Department of Mental Health - Sarah Squirrel
6/12/2019	PIC Facilities Presentation	Green Mountain Care Board and attending public
7/9/2019	PIC Presentation - Facilities Planning	Psychiatric Inpatient Planning Stakeholders Group (PIPS)
8/9/2019	Update Meeting	Green Mountain Care Board
8/12/2019	Update meeting	Rep. Anne Donahue
8/13/2019	PIC Presentation - Facilities and site planning	Psychiatric Inpatient Planning Stakeholders Group (PIPS)

8/14/2019	AHS Meeting	AHS key staff (Martha Maksym, Sarah Squirrel, Mourning Fox)
8/15/2019	GMCB Report Distribution	Green Mountain Care Board, PIPS, UVMHC Program Quality Committee

Funds to Date:

To date, UVM Health Network has expended \$139,898.84 of the \$21 million FY2017 net patient revenue overage, without taking account of the significant internal resources already devoted to the planning process. The below table reflects the breakdown of funds allocated to date.

Time Period	Description of Transaction	Amount of Expenditure	Amount of Revenue	Balance
7/3/18	Halsa Consulting	\$19,588.72	\$21M	\$20,980,411.28
9/13/18	Halsa Consulting	\$25,170.92	\$20,980,411.28	\$20,955,240.36
12/5/18	Manatt Group	\$33,381.00	\$20,955,240.36	\$20,921,859.36
1/11/2019	Manatt Group	\$217.50	\$20,921,859.36	\$20,921,641.86
1/16/2019	Halsa Consulting	\$1,397.85	\$20,921,641.86	\$20,920,244.01
3/8/2019	Halsa Consulting	\$15,000.00	\$20,920,244.01	\$20,905,244.01
4/22/2019	Halsa Consulting	\$3,403.67	\$20,905,244.01	\$20,901,840.34
5/16/19	PIC Site Visits	\$6,675.21	\$20,901,840.34	\$20,895,165.13
5/21/2019	Halsa Consulting	\$30,000.00	\$20,895,165.13	\$20,865,165.13
6/20/2019	Halsa Consulting	\$5,063.97	\$20,865,165.13	\$20,860,101.16

Next Steps

Utilizing the expertise of e4h architect firm, we will continue to move through the schematic design process for inpatient psychiatry and emergency departments at CVMC. Once this is complete, we will refine the project capital cost estimate based on the schematic design work, in preparation for the CON submission in February, 2020.

Additionally, we are convening a Clinical Operational Planning group to further define the clinical and operational requirements. In parallel to the work identified above, we will continue to develop pro forma operating financials to inform our business plan and CON submission.

Conclusion

We remain committed to this exciting and important project and look forward to the progress that we will continue to make in this planning process. Our next quarterly report is scheduled to be submitted on November 15, 2019.