

Brattleboro Memorial Hospital

History of Orders/Letters

FY 2017 Budget Order: Approved as Submitted.

Budget FY2016 to Actual Performance: No further review was necessary.

Net Patient Revenue (NPR) % Change	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Submitted Budget	63,847,610	65,889,615	69,957,064	71,284,572	73,993,162	76,408,612	80,202,627
Approved Budget	63,847,610	65,889,615	69,793,064	71,284,572	73,896,151	76,408,612	
Actuals (2017 column is Projected)	66,309,862	68,187,907	71,512,773	75,742,920	73,164,810	75,004,925	
Prior Approved to Submitted	1.5%	3.2%	6.2%	2.1%	3.8%	3.4%	5.0%
Approved to Approved	1.5%	3.2%	5.9%	2.1%	3.7%	3.4%	
Approved Budget to Actual Performance	3.9%	3.5%	2.5%	6.3%	-1.0%		

NPR % Change Caps per GMCB Guidance (Bud to Bud)	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
NPR	3.8%	3.0%	3.0%	3.0%	3.0%	3.0%
Health Care Reform Investments	healthcare reform exemptions considered	1.0%	0.8%	0.6%	0.4%	0.4%

Note: Guidance for FY18 was for "new" Health Care Reform Investments

Rate/Price Requests	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Submitted	7.4%	7.5%	6.2%	2.70%	-1.20%	3.50%	8.90%
Approved	7.4%	5.2%	5.8%	2.70%	-1.40%	3.50%	

Every 1.0% increase in rate is approximately \$0.4 million in NPR.

The 8.9% rate request is approximately \$3.7 million in NPR.

Brattleboro Memorial Hospital	Approved Budgets						Projections	Submission
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY 2017P	FY2018
Select Measures								
Adjusted Admissions	7,252	7,574	7,634	7,955	8,016	8,324	8,268	7,867
FTEs per 100 Adj Discharges	5.3	5.2	5.3	5.1	5.3	5.3	5.1	6.0
FTEs Per Adjusted Occupied Bed	5.1	5.1	5.7	5.5	5.5	6.2	5.7	6.7
Bad Debt (Gross Revenue)	(3,167,366)	(4,036,161)	(4,385,295)	\$ (4,545,944)	\$ (5,026,252)	\$ (4,842,195)	\$ (2,861,966)	\$ (3,203,297)
Bad Debt %	2.7%	3.2%	3.1%	3.0%	3.3%	3.1%	1.9%	1.8%
Free Care (Gross Revenue)	\$ (2,470,607)	\$ (2,686,438)	\$ (3,049,876)	\$ (2,819,482)	\$ (3,113,975)	\$ (3,157,876)	\$ (1,379,559)	\$ (1,509,792)
Free Care %	2.1%	2.1%	2.1%	1.9%	2.0%	2.0%	0.9%	0.9%
Operating Margin %	0.1%	0.5%	0.2%	0.3%	0.0%	0.2%	-0.6%	0.4%
Total Margin %	0.3%	1.7%	0.8%	1.2%	0.9%	0.9%	2.5%	1.3%
Days Cash on Hand	130	117	132	159	187	195	230	222

Central Vermont Medical Center

History of Orders/Letters

FY 2017 Budget Order: The overall approved rate is established at 0.0%, to include a “commercial ask” not to exceed 2.45%.

Budget FY2016 to Actual Performance: The rate for FY 2018 to be no more than 0.72%.

Net Patient Revenue (NPR) % Change	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Submitted Budget	149,887,323	155,378,089	161,181,377	166,221,844	173,996,286	193,220,803	198,726,498
Approved Budget	149,887,323	155,378,089	160,372,377	166,221,844	173,996,286	191,831,143	
Actuals (2017 column is Projected)	149,448,313	153,969,087	161,353,760	173,990,659	191,539,946	192,467,553	
Prior Approved to Submitted	1.0%	3.7%	3.7%	3.6%	4.7%	11.0%	3.6%
Approved to Approved	1.0%	3.7%	3.2%	3.6%	4.7%	10.3%	
Approved Budget to Actual Performance	-0.3%	-0.9%	0.6%	4.7%	10.1%		

NPR % Change Caps per GMCB Guidance (Bud to Bud)	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
NPR	3.8%	3.0%	3.0%	3.0%	3.0%	3.0%
Health Care Reform Investments	healthcare reform exemptions considered	1.0%	0.8%	0.6%	0.4%	0.4%

Note: Guidance for FY18 was for "new" Health Care Reform Investments

Rate/Price Requests	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Submitted	6.0%	5.0%	7.9%	5.90%	4.70%	3.00%	0.72%
Approved	6.0%	5.0%	6.9%	5.90%	4.70%	2.50%	

Every 1.0% increase in rate is approximately \$2.2 million in NPR.

The 0.72% rate request is approximately \$1.6 million in NPR.

Central Vermont Medical Center	Approved Budgets						Projections	Submission
	Select Measures	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY 2017P
Adjusted Admissions	16,132	15,368	15,089	15,316	16,553	18,086	17,957	18,029
FTEs per 100 Adj Discharges	6.2	6.7	7.2	7.1	7.0	6.9	7.0	6.8
FTEs Per Adjusted Occupied Bed	5.0	5.4	5.3	5.3	5.3	5.5	5.5	5.3
Bad Debt (Gross Revenue)	(5,943,407)	(6,103,688)	(6,706,848)	\$ (6,572,279)	\$ (6,270,000)	\$ (4,842,995)	\$ (4,251,559)	\$ (4,469,802)
Bad Debt %	2.2%	2.2%	2.2%	2.0%	1.8%	1.3%	1.1%	1.2%
Free Care (Gross Revenue)	\$ (2,562,000)	\$ (2,654,000)	\$ (5,108,381)	\$ (4,162,040)	\$ (3,883,000)	\$ (2,464,000)	\$ (3,446,996)	\$ (3,713,634)
Free Care %	1.0%	0.9%	1.7%	1.3%	1.1%	0.7%	0.9%	1.0%
Operating Margin %	2.4%	2.5%	2.9%	2.9%	2.9%	1.8%	0.3%	1.8%
Total Margin %	3.7%	3.6%	3.8%	3.7%	3.8%	2.7%	2.1%	2.6%
Days Cash on Hand	115	110	117	131	129	124	142	139

Copley Hospital

History of Orders/Letters

FY 2017 Original Budget Order (Sept 29, 2016): Copley shall revise and resubmit its FY17 budget, in addition to budget plans for FY18 and FY19.

FY 2017 Revised Budget Order (Jan 4, 2017): A rate reduction of 3.7% is to be applied to surgical services, orthopedic implants, and drugs.

Budget FY2016 to Actual Performance: No further review was necessary.

Net Patient Revenue (NPR) % Change	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Submitted Budget	51,073,832	56,720,005	57,795,625	59,600,484	61,469,771	65,509,894	69,663,508
Approved Budget	51,073,832	56,335,433	57,795,625	59,600,484	60,987,719	64,819,405	
Actuals (2017 column is Projected)	51,398,678	53,862,405	59,947,666	63,464,436	62,804,324	66,837,565	
Prior Approved to Submitted	6.8%	11.1%	2.6%	3.1%	3.1%	7.4%	7.5%
Approved to Approved	6.8%	10.3%	2.6%	3.1%	2.3%	6.3%	
Approved Budget to Actual Performance	0.6%	-4.4%	3.7%	6.5%	3.0%		

NPR % Change Caps per GMCB Guidance (Bud to Bud)	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
NPR	3.8%	3.0%	3.0%	3.0%	3.0%	3.0%
Health Care Reform Investments	healthcare reform exemptions considered	1.0%	0.8%	0.6%	0.4%	0.4%

Note: Guidance for FY18 was for "new" Health Care Reform Investments

Rate/Price Requests	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Submitted	6.0%	3.0%	6.0%	0.00%	-3.00%	0.00%	0.00%
Approved	6.0%	3.0%	6.0%	0.00%	-4.00%	0.00%	

Every 1.0% increase in rate is approximately \$0.5 million in NPR.

The 0.0% rate request.

Copley Hospital	Approved Budgets						Projections	Submission
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY 2017P	FY2018
Adjusted Admissions	5,939	6,257	6,398	5,786	5,505	5,463	5,117	5,186
FTEs per 100 Adj Discharges	5.2	5.4	5.3	6.0	6.4	6.5	6.8	6.9
FTEs Per Adjusted Occupied Bed	6.3	6.7	6.4	7.7	9.1	8.8	9.1	9.0
Bad Debt (Gross Revenue)	(2,353,612)	(2,773,580)	(2,972,890)	\$ (3,136,362)	\$ (2,305,795)	\$ (1,704,602)	\$ (1,592,738)	\$ (1,647,489)
Bad Debt %	2.7%	2.7%	2.9%	2.9%	2.2%	1.6%	1.4%	1.4%
Free Care (Gross Revenue)	\$ (1,238,567)	\$ (1,366,166)	\$ (1,537,702)	\$ (1,405,955)	\$ (1,048,087)	\$ (842,379)	\$ (796,369)	\$ (823,744)
Free Care %	1.4%	1.4%	1.5%	1.3%	1.0%	0.8%	0.7%	0.7%
Operating Margin %	3.1%	3.0%	3.0%	2.6%	1.4%	0.5%	1.7%	1.3%
Total Margin %	3.7%	4.3%	3.4%	2.9%	1.7%	4.3%	5.6%	1.8%
Days Cash on Hand	88	67	81	82	111	89	90	83

Grace Cottage Hospital

History of Orders/Letters

FY 2017 Budget Order: Approved as Submitted.

Budget FY2016 to Actual Performance: No further review was necessary.

Net Patient Revenue (NPR) % Change	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Submitted Budget	17,515,866	18,722,593	16,560,535	17,980,282	18,375,041	19,205,503	18,649,074
Approved Budget	17,515,866	18,722,593	16,560,535	17,980,282	18,375,041	19,205,503	
Actuals (2017 column is Projected)	16,118,798	15,327,065	15,543,287	16,038,766	17,241,709	17,334,364	
Prior Approved to Submitted	6.0%	6.9%	-11.5%	8.6%	2.2%	4.5%	-2.9%
Approved to Approved	6.0%	6.9%	-11.5%	8.6%	2.2%	4.5%	
Approved Budget to Actual Performance	-8.0%	-18.1%	-6.1%	-10.8%	-6.2%		

NPR % Change Caps per GMCB Guidance (Bud to Bud)	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
NPR	3.8%	3.0%	3.0%	3.0%	3.0%	3.0%
Health Care Reform Investments	healthcare reform exemptions considered	1.0%	0.8%	0.6%	0.4%	0.4%

Note: Guidance for FY18 was for "new" Health Care Reform Investments

Rate/Price Requests	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Submitted	10.6%	6.5%	6.0%	5.00%	5.00%	5.00%	5.00%
Approved	10.6%	6.5%	6.0%	5.00%	5.00%	5.00%	

Every 1.0% increase in rate is approximately \$0.07 million in NPR.

The 5.0% rate request is approximately \$0.4 million in NPR.

Grace Cottage Hospital	Approved Budgets						Projections	Submission
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY 2017P	FY2018
Select Measures								
Adjusted Admissions	3,052	3,480	3,367	3,263	2,586	2,727	2,438	2,495
FTEs per 100 Adj Discharges	4.6	4.1	3.8	4.2	5.4	5.2	5.6	5.7
FTEs Per Adjusted Occupied Bed	5.5	5.0	4.7	4.7	6.2	6.4	6.5	6.7
Bad Debt (Gross Revenue)	(695,670)	(709,596)	(598,363)	\$ (572,312)	\$ (623,933)	\$ (476,230)	\$ (683,029)	\$ (748,260)
Bad Debt %	3.3%	2.9%	2.7%	2.3%	2.4%	1.7%	2.7%	2.7%
Free Care (Gross Revenue)	\$ (356,060)	\$ (404,542)	\$ (457,294)	\$ (480,015)	\$ (261,236)	\$ (194,628)	\$ (91,812)	\$ (101,466)
Free Care %	1.7%	1.7%	2.0%	2.0%	1.0%	0.7%	0.4%	0.4%
Operating Margin %	0.0%	0.1%	-0.7%	0.6%	-2.1%	-1.0%	-6.6%	-3.0%
Total Margin %	2.3%	2.2%	1.7%	2.7%	0.8%	2.6%	-1.3%	0.7%
Days Cash on Hand	56	61	75	92	81	77	81	76

Gifford Medical Center

History of Orders/Letters

FY 2017 Budget Order: Approved as Submitted.

Budget FY2016 to Actual Performance: No further review was necessary.

Net Patient Revenue (NPR) % Change	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Submitted Budget	61,031,030	62,965,572	64,106,475	57,753,248	56,201,733	57,762,429	59,497,391
Approved Budget	61,031,030	62,965,572	64,106,475	57,753,248	56,201,733	57,762,429	
Actuals (2017 column is Projected)	58,059,721	59,864,825	58,282,092	53,896,728	54,787,886	55,999,376	
Prior Approved to Submitted	1.1%	3.2%	1.8%	-9.9%	-2.7%	2.8%	3.0%
Approved to Approved	1.1%	3.2%	1.8%	-9.9%	-2.7%	2.8%	
Approved Budget to Actual Performance	-4.9%	-4.9%	-9.1%	-6.7%	-2.5%		

NPR % Change Caps per GMCB Guidance (Bud to Bud)	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
NPR	3.8%	3.0%	3.0%	3.0%	3.0%	3.0%
Health Care Reform Investments	healthcare reform exemptions considered	1.0%	0.8%	0.6%	0.4%	0.4%

Note: Guidance for FY18 was for "new" Health Care Reform Investments

Rate/Price Requests	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Submitted	7.0%	6.1%	7.6%	5.60%	5.80%	3.90%	4.00%
Approved	7.0%	6.1%	7.6%	5.60%	5.80%	3.90%	

Every 1.0% increase in rate is approximately \$0.6 million in NPR.

The 4.0% rate request is approximately \$2.4 million in NPR.

Gifford Medical Center	Approved Budgets						Projections	Submission
	Select Measures	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY 2017P
Adjusted Admissions	5,160	6,567	6,479	5,613	4,960	5,283	5,089	5,186
FTEs per 100 Adj Discharges	8.0	6.4	6.5	6.6	6.5	5.8	5.9	5.8
FTEs Per Adjusted Occupied Bed	7.9	7.6	7.3	7.3	6.6	4.7	5.8	5.7
Bad Debt (Gross Revenue)	(3,790,209)	(3,703,903)	(3,865,729)	\$ (3,607,086)	\$ (3,533,898)	\$ (3,152,951)	\$ (2,763,334)	\$ (3,316,988)
Bad Debt %	3.5%	3.2%	3.2%	3.2%	3.1%	2.6%	2.4%	2.6%
Free Care (Gross Revenue)	\$ (1,082,917)	\$ (1,157,470)	\$ (1,208,040)	\$ (1,243,823)	\$ (1,285,389)	\$ (606,337)	\$ (369,406)	\$ (558,851)
Free Care %	1.0%	1.0%	1.0%	1.1%	1.1%	0.5%	0.3%	0.4%
Operating Margin %	2.3%	2.6%	2.6%	2.7%	2.9%	1.9%	3.6%	2.2%
Total Margin %	3.5%	6.3%	5.3%	5.6%	4.3%	3.3%	4.4%	3.6%
Days Cash on Hand	149	131	115	190	226	175	195	152

Mt. Ascutney Hospital & Health Ctr

History of Orders/Letters

FY 2017 Budget Order: Approved as Submitted.

Budget FY2016 to Actual Performance: No further review was necessary.

Net Patient Revenue (NPR) % Change	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Submitted Budget	45,294,665	46,919,923	46,900,850	48,508,891	48,060,871	47,744,700	48,395,281
Approved Budget	45,294,665	46,919,923	46,900,850	48,508,891	48,060,871	47,744,700	
Actuals (2017 column is Projected)	41,550,915	44,667,282	45,789,349	45,514,515	46,402,275	46,645,730	
Prior Approved to Submitted	-3.5%	3.6%	0.0%	3.4%	-0.9%	-0.7%	1.4%
Approved to Approved	-3.5%	3.6%	0.0%	3.4%	-0.9%	-0.7%	
Approved Budget to Actual Performance	-8.3%	-4.8%	-2.4%	-6.2%	-3.5%		

NPR % Change Caps per GMCB Guidance (Bud to Bud)	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
NPR	3.8%	3.0%	3.0%	3.0%	3.0%	3.0%
Health Care Reform Investments	healthcare reform exemptions considered	1.0%	0.8%	0.6%	0.4%	0.4%

Note: Guidance for FY18 was for "new" Health Care Reform Investments

Rate/Price Requests	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Submitted	3.5%	7.0%	5.0%	3.20%	5.70%	4.90%	4.89%
Approved	3.5%	7.0%	5.0%	3.20%	5.70%	4.90%	

Every 1.0% increase in rate is approximately \$0.8 million in NPR.

The 4.9% rate request is approximately \$3.9 million in NPR.

Mt. Ascutney Hospital & Health Ctr	Approved Budgets						Projections	Submission
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY 2017P	FY2018
Select Measures								
Adjusted Admissions	4,953	6,501	6,155	7,795	7,264	7,397	6,634	6,905
FTEs per 100 Adj Discharges	6.7	5.0	4.9	4.1	4.3	4.2	4.7	4.4
FTEs Per Adjusted Occupied Bed	5.3	4.6	4.5	4.7	4.5	4.5	4.6	4.4
Bad Debt (Gross Revenue)	(1,759,509)	(1,966,842)	(1,848,175)	\$ (1,943,472)	\$ (2,684,903)	\$ (914,213)	\$ (946,511)	\$ (927,078)
Bad Debt %	2.4%	2.5%	2.4%	2.4%	3.0%	1.0%	1.1%	1.0%
Free Care (Gross Revenue)	\$ (1,074,047)	\$ (867,565)	\$ (729,343)	\$ (766,950)	\$ (894,968)	\$ (777,082)	\$ (804,535)	\$ (788,016)
Free Care %	1.5%	1.1%	0.9%	0.9%	1.0%	0.9%	0.9%	0.8%
Operating Margin %	1.9%	3.9%	1.6%	1.5%	0.1%	-2.5%	0.6%	-2.3%
Total Margin %	2.6%	5.1%	3.6%	2.0%	1.0%	1.1%	6.5%	-0.6%
Days Cash on Hand	76	63	128	141	141	129	135	134

North Country Hospital

History of Orders/Letters

FY 2017 Budget Order: Approved as Submitted.

Budget FY2016 to Actual Performance: No further review was necessary.

Net Patient Revenue (NPR) % Change	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Submitted Budget	76,043,506	75,876,293	75,085,299	73,586,146	76,604,320	81,189,662	79,670,761
Approved Budget	76,043,506	75,876,293	75,375,299	73,586,146	76,604,320	81,189,662	
Actuals (2017 column is Projected)	71,693,786	70,996,943	71,631,396	73,297,094	77,791,582	77,389,594	
Prior Approved to Submitted	6.1%	-0.2%	-1.0%	-2.4%	4.1%	6.0%	-1.9%
Approved to Approved	6.1%	-0.2%	-0.7%	-2.4%	4.1%	6.0%	
Approved Budget to Actual Performance	-5.7%	-6.4%	-5.0%	-0.4%	1.5%		

NPR % Change Caps per GMCB Guidance (Bud to Bud)	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
NPR	3.8%	3.0%	3.0%	3.0%	3.0%	3.0%
Health Care Reform Investments	healthcare reform exemptions considered	1.0%	0.8%	0.6%	0.4%	0.4%

Note: Guidance for FY18 was for "new" Health Care Reform Investments

Rate/Price Requests	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Submitted	5.1%	4.6%	8.0%	8.30%	4.80%	3.50%	5.00%
Approved	5.1%	4.6%	8.0%	8.30%	4.80%	3.50%	

Every 1.0% increase in rate is approximately \$0.6 million in NPR.

The 5.0% rate request is approximately \$3.0 million in NPR.

North Country Hospital	Approved Budgets						Projections	Submission
	Select Measures	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY 2017P
Adjusted Admissions	8,821	8,874	8,065	7,684	8,730	9,280	8,810	8,698
FTEs per 100 Adj Discharges	5.4	5.4	5.7	5.6	5.2	5.0	5.2	5.3
FTEs Per Adjusted Occupied Bed	6.1	5.8	6.1	6.0	5.8	5.8	5.9	6.0
Bad Debt (Gross Revenue)	(3,379,581)	(3,423,631)	(4,146,688)	\$ (4,248,919)	\$ (3,299,360)	\$ (3,862,806)	\$ (1,090,376)	\$ (1,105,660)
Bad Debt %	2.3%	2.2%	2.6%	2.6%	1.9%	2.1%	0.6%	0.6%
Free Care (Gross Revenue)	\$ (1,474,805)	\$ (1,521,905)	\$ (1,622,197)	\$ (1,310,379)	\$ (1,315,045)	\$ (1,200,997)	\$ (1,207,472)	\$ (1,261,784)
Free Care %	1.0%	1.0%	1.0%	0.8%	0.8%	0.7%	0.7%	0.7%
Operating Margin %	1.4%	3.1%	2.2%	1.6%	1.5%	1.3%	-1.1%	1.5%
Total Margin %	1.8%	3.1%	3.2%	2.4%	2.5%	1.8%	0.4%	2.9%
Days Cash on Hand	130	132	149	163	165	175	190	196

Northwestern Medical Center

History of Orders/Letters

FY 2017 Budget Order: The overall approved rate is established at 0.0% over current approved levels.

Budget FY2016 to Actual Performance: The rate for FY 2018 to be no more than -1.1%.

Net Patient Revenue (NPR) % Change	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Submitted Budget	75,891,567	83,550,542	87,759,305	90,795,885	96,172,890	102,867,018	105,776,757
Approved Budget	75,891,567	83,550,542	87,759,305	90,795,885	95,697,390	101,935,936	
Actuals (2017 column is Projected)	86,988,040	89,180,074	91,165,412	97,798,763	99,895,760	100,706,855	
Prior Approved to Submitted	6.4%	10.1%	5.0%	3.5%	5.9%	7.5%	3.8%
Approved to Approved	6.4%	10.1%	5.0%	3.5%	5.4%	6.5%	
Approved Budget to Actual Performance	14.6%	6.7%	3.9%	7.7%	4.4%		

NPR % Change Caps per GMCB Guidance (Bud to Bud)	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
NPR	3.8%	3.0%	3.0%	3.0%	3.0%	3.0%
Health Care Reform Investments	healthcare reform exemptions considered	1.0%	0.8%	0.6%	0.4%	0.4%

Note: Guidance for FY18 was for "new" Health Care Reform Investments

Rate/Price Requests	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Submitted	6.3%	2.9%	4.6%	6.40%	-8.00%	2.90%	6.00%
Approved	6.3%	2.9%	3.9%	6.40%	-8.00%	0.00%	

Every 1.0% increase in rate is approximately \$0.5 million in NPR.

The 6.0% rate request is approximately \$3.0 million in NPR.

Northwestern Medical Center	Approved Budgets						Projections	Submission
	Select Measures	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY 2017P
Adjusted Admissions	9,163	9,544	9,343	9,509	10,368	11,724	12,108	12,359
FTEs per 100 Adj Discharges	5.3	5.4	5.5	5.6	5.5	5.4	5.2	5.0
FTEs Per Adjusted Occupied Bed	6.3	6.2	6.6	6.8	6.2	6.4	6.5	5.8
Bad Debt (Gross Revenue)	(5,015,527)	(4,572,670)	(4,897,611)	\$ (5,762,816)	\$ (5,045,412)	\$ (3,020,833)	\$ (5,359,395)	\$ (5,549,735)
Bad Debt %	3.3%	2.7%	2.8%	3.2%	2.8%	1.6%	2.9%	2.7%
Free Care (Gross Revenue)	\$ (1,487,438)	\$ (2,160,515)	\$ (2,112,441)	\$ (1,794,212)	\$ (1,621,948)	\$ (1,355,047)	\$ (868,592)	\$ (1,353,025)
Free Care %	1.0%	1.3%	1.2%	1.0%	0.9%	0.7%	0.5%	0.7%
Operating Margin %	4.0%	5.4%	5.2%	4.8%	2.1%	3.1%	-0.5%	2.1%
Total Margin %	5.2%	6.2%	6.0%	5.2%	2.6%	3.5%	4.7%	2.4%
Days Cash on Hand	239	246	318	354	352	283	306	264

Northeastern VT Regional Hospital

History of Orders/Letters

FY 2017 Budget Order: Approved as Submitted.

Budget FY2016 to Actual Performance: The rate for FY 2018 to be no more than 3.2%.

Net Patient Revenue (NPR) % Change	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Submitted Budget	58,450,144	61,601,200	64,687,170	65,324,117	68,487,300	71,339,400	79,385,200
Approved Budget	58,450,144	62,276,100	64,687,170	65,324,117	68,095,300	71,339,400	
Actuals (2017 column is Projected)	58,288,486	61,024,189	61,868,757	65,548,594	71,586,551	75,996,100	
Prior Approved to Submitted	2.2%	5.4%	3.9%	1.0%	4.8%	4.8%	11.3%
Approved to Approved	2.2%	6.5%	3.9%	1.0%	4.2%	4.8%	
Approved Budget to Actual Performance	-0.3%	-2.0%	-4.4%	0.3%	5.1%		

NPR % Change Caps per GMCB Guidance (Bud to Bud)	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
NPR	3.8%	3.0%	3.0%	3.0%	3.0%	3.0%
Health Care Reform Investments	healthcare reform exemptions considered	1.0%	0.8%	0.6%	0.4%	0.4%

Note: Guidance for FY18 was for "new" Health Care Reform Investments

Rate/Price Requests	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Submitted	7.5%	6.5%	5.8%	5.00%	5.20%	3.80%	4.25%
Approved	7.5%	6.5%	5.6%	5.00%	5.20%	3.80%	

Every 1.0% increase in rate is approximately \$0.4 million in NPR.

The 4.3% rate request is approximately \$1.6 million in NPR.

Northeastern VT Regional Hospital	Approved Budgets						Projections	Submission
	Select Measures	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY 2017P
Adjusted Admissions	5,609	5,544	5,592	5,524	5,665	6,559	6,442	6,506
FTEs per 100 Adj Discharges	6.3	6.7	6.9	7.0	7.0	6.3	6.5	6.6
FTEs Per Adjusted Occupied Bed	7.1	7.6	7.9	8.5	8.0	7.2	7.4	7.5
Bad Debt (Gross Revenue)	(2,500,000)	(2,547,700)	(2,848,900)	\$ (2,777,200)	\$ (3,030,000)	\$ (2,977,400)	\$ (3,400,000)	\$ (3,550,000)
Bad Debt %	2.2%	2.2%	2.3%	2.2%	2.1%	2.0%	2.1%	2.1%
Free Care (Gross Revenue)	\$ (2,200,000)	\$ (2,180,900)	\$ (2,337,700)	\$ (2,709,800)	\$ (2,900,000)	\$ (3,045,300)	\$ (2,700,000)	\$ (2,808,800)
Free Care %	2.0%	1.9%	1.9%	2.1%	2.1%	2.0%	1.7%	1.7%
Operating Margin %	2.4%	2.4%	3.1%	3.9%	1.5%	1.9%	2.0%	1.8%
Total Margin %	4.9%	3.1%	3.1%	3.9%	1.5%	1.9%	2.0%	1.8%
Days Cash on Hand	99	97	91	112	96	128	118	115

Porter Medical Center

History of Orders/Letters

FY 2017 Budget Order: Approved as Submitted.

Budget FY2016 to Actual Performance: No further review was necessary.

Net Patient Revenue (NPR) % Change	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Submitted Budget	61,806,287	68,848,517	69,809,477	72,696,910	75,581,081	76,094,921	78,682,778
Approved Budget	61,806,287	68,848,517	69,809,477	72,696,910	75,581,081	76,094,921	
Actuals (2017 column is Projected)	61,257,971	65,336,605	66,716,573	70,596,270	75,061,496	77,066,147	
Prior Approved to Submitted	3.8%	11.4%	1.4%	4.1%	4.0%	0.7%	3.4%
Approved to Approved	3.8%	11.4%	1.4%	4.1%	4.0%	0.7%	
Approved Budget to Actual Performance	-0.9%	-5.1%	-4.4%	-2.9%	-0.7%		

NPR % Change Caps per GMCB Guidance (Bud to Bud)	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
NPR	3.8%	3.0%	3.0%	3.0%	3.0%	3.0%
Health Care Reform Investments	healthcare reform exemptions considered	1.0%	0.8%	0.6%	0.4%	0.4%

Note: Guidance for FY18 was for "new" Health Care Reform Investments

Rate/Price Requests	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Submitted	10.3%	5.0%	6.0%	5.00%	5.30%	3.70%	3.00%
Approved	10.3%	5.0%	6.0%	5.00%	5.30%	3.70%	

Every 1.0% increase in rate is approximately \$0.2 million in NPR.

The 3.0% rate request is approximately \$0.7 million in NPR.

Porter Medical Center	Approved Budgets						Projections	Submission
	Select Measures	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY 2017P
Adjusted Admissions	6,720	7,117	6,420	6,323	6,355	6,226	6,199	6,311
FTEs per 100 Adj Discharges	5.6	5.7	6.5	6.9	6.9	6.7	6.6	7.0
FTEs Per Adjusted Occupied Bed	6.6	6.4	6.7	7.5	7.4	7.6	7.3	7.9
Bad Debt (Gross Revenue)	(3,745,000)	(4,950,000)	(4,588,575)	\$ (2,740,946)	\$ (3,429,666)	\$ (2,460,638)	\$ (3,854,816)	\$ (3,136,779)
Bad Debt %	3.1%	3.7%	3.4%	1.9%	2.2%	1.5%	2.3%	1.9%
Free Care (Gross Revenue)	\$ (1,441,000)	\$ (1,608,000)	\$ (1,100,451)	\$ (1,383,920)	\$ (1,354,675)	\$ (1,062,113)	\$ (1,785,621)	\$ (1,829,936)
Free Care %	1.2%	1.2%	0.8%	1.0%	0.9%	0.7%	1.1%	1.1%
Operating Margin %	0.8%	5.2%	1.0%	1.1%	0.4%	1.0%	2.3%	0.2%
Total Margin %	4.0%	9.9%	5.7%	5.5%	4.5%	4.7%	6.3%	3.6%
Days Cash on Hand	63	103	100	97	99	85	105	82

Rutland Regional Medical Center

History of Orders/Letters

FY 2017 Budget Order: Approved as Submitted.

Budget FY2016 to Actual Performance: The Board accepts RRMC's proposal, effective May 1, 2017, to reduce prices by 1.0%, to be targeted towards pharmacy and orthopedic supplies.

Net Patient Revenue (NPR) % Change	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Submitted Budget	192,780,327	211,476,550	217,820,712	224,138,940	233,248,162	243,415,448	251,547,278
Approved Budget	192,780,326	211,476,550	217,820,712	224,138,940	233,248,162	243,415,448	
Actuals (2017 column is Projected)	192,468,640	213,331,119	220,829,447	228,328,637	245,822,952	245,247,743	
Prior Approved to Submitted	5.1%	9.7%	3.0%	2.9%	4.1%	4.4%	3.3%
Approved to Approved	5.1%	9.7%	3.0%	2.9%	4.1%	4.4%	
Approved Budget to Actual Performance	-0.2%	0.9%	1.4%	1.9%	5.4%		

NPR % Change Caps per GMCB Guidance (Bud to Bud)	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
NPR	3.8%	3.0%	3.0%	3.0%	3.0%	3.0%
Health Care Reform Investments	healthcare reform exemptions considered	1.0%	0.8%	0.6%	0.4%	0.4%

Note: Guidance for FY18 was for "new" Health Care Reform Investments

Rate/Price Requests	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Submitted	9.8%	10.3%	4.8%	8.40%	3.70%	-5.10%	4.94%
Approved	9.8%	10.3%	4.8%	8.40%	3.70%	-5.10%	

Every 1.0% increase in rate is approximately \$1.0 million in NPR.

The 4.9% rate request is approximately \$5.1 million in NPR.

Rutland Regional Medical Center	Approved Budgets						Projections	Submission
	Select Measures	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY 2017P
Adjusted Admissions	15,782	18,006	16,672	16,827	16,020	17,390	16,920	16,884
FTEs per 100 Adj Discharges	7.1	6.6	6.4	6.6	7.4	7.4	7.5	7.7
FTEs Per Adjusted Occupied Bed	5.4	5.0	4.8	5.0	5.5	5.6	5.4	5.6
Bad Debt (Gross Revenue)	(8,247,297)	(9,292,541)	(9,647,180)	\$ (9,856,365)	\$ (8,337,141)	\$ (6,626,902)	\$ (5,104,274)	\$ (5,309,383)
Bad Debt %	2.1%	2.1%	2.1%	2.0%	1.6%	1.3%	1.0%	1.0%
Free Care (Gross Revenue)	\$ (5,105,630)	\$ (5,752,525)	\$ (5,972,064)	\$ (7,391,288)	\$ (5,627,667)	\$ (3,569,908)	\$ (5,885,228)	\$ (6,121,719)
Free Care %	1.3%	1.3%	1.3%	1.5%	1.1%	0.7%	1.2%	1.2%
Operating Margin %	3.1%	3.5%	3.6%	3.4%	2.4%	2.4%	2.7%	2.4%
Total Margin %	6.3%	6.1%	6.1%	6.7%	4.7%	5.1%	6.2%	5.5%
Days Cash on Hand	163	162	163	205	226	246	219	224

Southwestern VT Medical Center

History of Orders/Letters

FY 2017 Budget Order: The overall approved rate is established at 3.4% over current approved levels.

Budget FY2016 to Actual Performance: The rate for FY 2018 to be no more than 2.85%.

Net Patient Revenue (NPR) % Change	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Submitted Budget	133,111,874	149,179,382	139,576,168	139,041,542	144,025,568	152,792,211	159,497,504
Approved Budget	133,111,874	149,179,382	139,576,168	139,041,542	144,025,568	152,362,260	
Actuals (2017 column is Projected)	136,213,395	140,399,534	139,410,223	142,769,168	151,922,754	151,057,048	
Prior Approved to Submitted	5.6%	12.1%	-6.4%	-0.4%	3.6%	6.1%	4.7%
Approved to Approved	5.6%	12.1%	-6.4%	-0.4%	3.6%	5.8%	
Approved Budget to Actual Performance	2.3%	-5.9%	-0.1%	2.7%	5.5%		

NPR % Change Caps per GMCB Guidance (Bud to Bud)	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
NPR	3.8%	3.0%	3.0%	3.0%	3.0%	3.0%
Health Care Reform Investments	healthcare reform exemptions considered	1.0%	0.8%	0.6%	0.4%	0.4%

Note: Guidance for FY18 was for "new" Health Care Reform Investments

Rate/Price Requests	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Submitted	5.5%	9.9%	9.0%	4.50%	3.80%	3.90%	2.85%
Approved	5.5%	6.8%	7.2%	4.50%	3.80%	3.40%	

Every 1.0% increase in rate is approximately \$1.0 million in NPR.

The 2.9% rate request is approximately \$2.9 million in NPR.

Southwestern VT Medical Center	Approved Budgets						Projections	Submission
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY 2017P	FY2018
Adjusted Admissions	13,888	14,850	15,473	16,384	14,849	16,201	16,205	16,678
FTEs per 100 Adj Discharges	5.7	5.7	4.9	4.5	5.0	4.7	4.6	4.5
FTEs Per Adjusted Occupied Bed	5.8	5.7	5.2	4.7	5.1	5.2	4.8	4.8
Bad Debt (Gross Revenue)	(4,800,000)	(5,200,000)	(5,800,000)	\$ (5,850,000)	\$ (5,200,000)	\$ (5,000,000)	\$ (4,606,472)	\$ (4,800,000)
Bad Debt %	1.9%	1.8%	2.0%	2.0%	1.7%	1.5%	1.4%	1.4%
Free Care (Gross Revenue)	\$ (2,300,000)	\$ (2,800,000)	\$ (2,900,000)	\$ (2,360,000)	\$ (2,000,000)	\$ (1,601,666)	\$ (2,063,938)	\$ (2,100,000)
Free Care %	0.9%	0.9%	1.0%	0.8%	0.7%	0.5%	0.6%	0.6%
Operating Margin %	3.1%	3.1%	3.0%	3.0%	3.0%	3.0%	2.9%	3.9%
Total Margin %	3.4%	3.3%	3.2%	3.4%	3.4%	3.4%	3.9%	4.3%
Days Cash on Hand	64	39	42	62	59	45	41	42

Springfield Hospital

History of Orders/Letters

FY 2017 Budget Order: Approved as Submitted.

Budget FY2016 to Actual Performance: No further review was necessary.

Net Patient Revenue (NPR) % Change	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Submitted Budget	50,707,900	51,874,106	51,978,215	54,652,014	55,936,500	59,147,241	59,375,198
Approved Budget	50,707,900	51,874,106	51,978,216	54,360,014	55,936,500	59,147,241	
Actuals (2017 column is Projected)	50,280,105	47,796,957	49,727,116	55,926,090	53,638,120	52,779,844	
Prior Approved to Submitted	3.1%	2.3%	0.2%	5.1%	2.9%	5.7%	0.4%
Approved to Approved	3.1%	2.3%	0.2%	4.6%	2.9%	5.7%	
Approved Budget to Actual Performance	-0.8%	-7.9%	-4.3%	2.9%	-4.1%		

NPR % Change Caps per GMCB Guidance (Bud to Bud)	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
NPR	3.8%	3.0%	3.0%	3.0%	3.0%	3.0%
Health Care Reform Investments	healthcare reform exemptions considered	1.0%	0.8%	0.6%	0.4%	0.4%

Note: Guidance for FY18 was for "new" Health Care Reform Investments

Rate/Price Requests	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Submitted	5.8%	6.0%	6.0%	5.50%	2.80%	0.00%	6.50%
Approved	5.8%	6.0%	4.6%	5.50%	2.80%	0.00%	

Every 1.0% increase in rate is approximately \$0.4 million in NPR.

The 6.5% rate request is approximately \$2.7 million in NPR.

Springfield Hospital	Approved Budgets						Projections	Submission
	Select Measures	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY 2017P
Adjusted Admissions	9,235	9,075	8,987	8,597	8,350	8,198	9,206	8,716
FTEs per 100 Adj Discharges	3.2	3.3	3.2	3.5	3.6	3.7	3.3	3.6
FTEs Per Adjusted Occupied Bed	2.8	2.8	2.7	3.3	2.7	3.1	3.0	3.2
Bad Debt (Gross Revenue)	(3,986,000)	(3,821,027)	(3,795,117)	\$ (4,906,400)	\$ (4,559,200)	\$ (5,201,151)	\$ (4,217,143)	\$ (4,472,028)
Bad Debt %	4.1%	3.7%	3.6%	4.3%	3.6%	4.2%	3.7%	3.4%
Free Care (Gross Revenue)	\$ (2,641,366)	\$ (3,570,674)	\$ (3,520,216)	\$ (3,461,100)	\$ (3,083,706)	\$ (2,604,562)	\$ (1,885,714)	\$ (2,737,480)
Free Care %	2.7%	3.5%	3.4%	3.0%	2.5%	2.1%	1.6%	2.1%
Operating Margin %	1.0%	1.2%	1.0%	2.0%	2.0%	2.9%	-3.1%	1.7%
Total Margin %	4.1%	3.8%	3.2%	4.6%	3.7%	4.1%	-1.1%	3.7%
Days Cash on Hand	81	56	57	53	105	106	106	112

The University of Vermont Medical Center

History of Orders/Letters

FY 2017 Budget Order: The overall approved rate is established at 0.0%, to include a “commercial ask” not to exceed 2.45%.

Budget FY2016 to Actual Performance: The rate for FY 2018 to be no more than 0.72%.

Net Patient Revenue (NPR) % Change	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Submitted Budget	944,654,713	1,014,716,512	1,063,141,724	1,087,767,762	1,126,774,924	1,175,237,274	1,213,835,692
Approved Budget	944,654,713	1,014,716,512	1,059,369,725	1,087,767,762	1,126,774,924	1,172,785,845	
Actuals (2017 column is Projected)	954,237,064	1,052,541,455	1,055,675,894	1,115,357,666	1,156,546,653	1,194,410,143	
Prior Approved to Submitted	4.6%	7.4%	4.8%	2.7%	3.6%	4.3%	3.5%
Approved to Approved	4.6%	7.4%	4.4%	2.7%	3.6%	4.1%	
Approved Budget to Actual Performance	1.0%	3.7%	-0.3%	2.5%	2.6%		

NPR % Change Caps per GMCB Guidance (Bud to Bud)	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
NPR	3.8%	3.0%	3.0%	3.0%	3.0%	3.0%
Health Care Reform Investments	healthcare reform exemptions considered	1.0%	0.8%	0.6%	0.4%	0.4%

Note: Guidance for FY18 was for "new" Health Care Reform Investments

Rate/Price Requests	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Submitted	5.9%	9.4%	4.5%	0.00%	6.00%	3.00%	0.72%
Approved	5.9%	9.4%	4.4%	0.00%	6.00%	2.50%	

Every 1.0% increase in rate is approximately \$12.9 million in NPR.

The 0.7% rate request is approximately \$9.3 million in NPR.

The University of Vermont Medical Center	Approved Budgets						Projections	Submission
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY 2017P	FY2018
Select Measures								
Adjusted Admissions	74,128	70,403	70,383	63,307	64,447	64,127	65,248	64,805
FTEs per 100 Adj Discharges	6.8	7.8	8.2	9.2	9.1	9.3	9.2	9.6
FTEs Per Adjusted Occupied Bed	4.7	5.4	5.5	5.9	5.8	6.3	6.0	6.1
Bad Debt (Gross Revenue)	(27,351,704)	(28,526,313)	(27,570,055)	\$ (30,107,607)	\$ (26,410,099)	\$ (20,712,524)	\$ (22,633,154)	\$ (23,521,029)
Bad Debt %	1.3%	1.2%	1.1%	1.2%	1.1%	0.8%	0.9%	0.9%
Free Care (Gross Revenue)	\$ (21,563,109)	\$ (24,955,135)	\$ (26,798,053)	\$ (27,363,476)	\$ (17,449,060)	\$ (10,676,995)	\$ (15,112,661)	\$ (15,623,425)
Free Care %	1.0%	1.1%	1.1%	1.1%	0.7%	0.4%	0.6%	0.6%
Operating Margin %	1.8%	3.8%	3.2%	3.8%	3.8%	3.8%	4.0%	3.8%
Total Margin %	3.1%	5.2%	4.3%	4.7%	4.9%	4.9%	5.4%	5.1%
Days Cash on Hand	143	160	173	210	197	176	213	180