

North Country Hospital Fiscal 2018 Budget Presentation to the Green Mountain Care Board

August 15, 2017

Presenters

- André Bissonnette, CFO
- Claudio Fort, President & CEO

Support

- Tracey Paul, Interim Controller, Executive Director for Finance and Accountable Care
- Avril Cochran, VP of Patient Care Services
- Thomas Frank, Chief Operating Officer



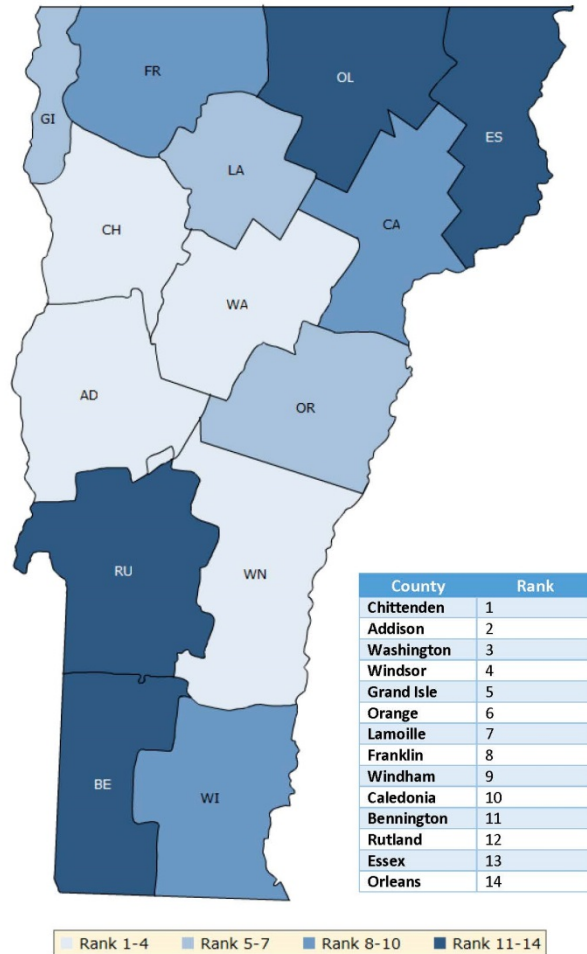
Service Area \approx 30,000

- Most Isolated
- Highest Poverty
- Lowest Health Status

45 Minutes to Closest Critical
Access Hospital

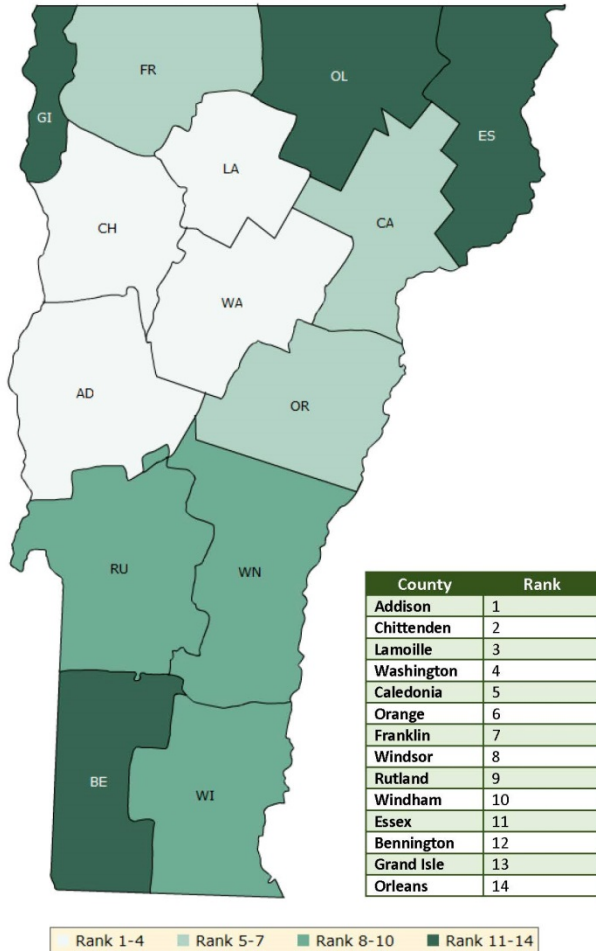
2 Hours to Tertiary Care

Health Factors: weighted scores for health behaviors, clinical care, social and economic factors & physical environment

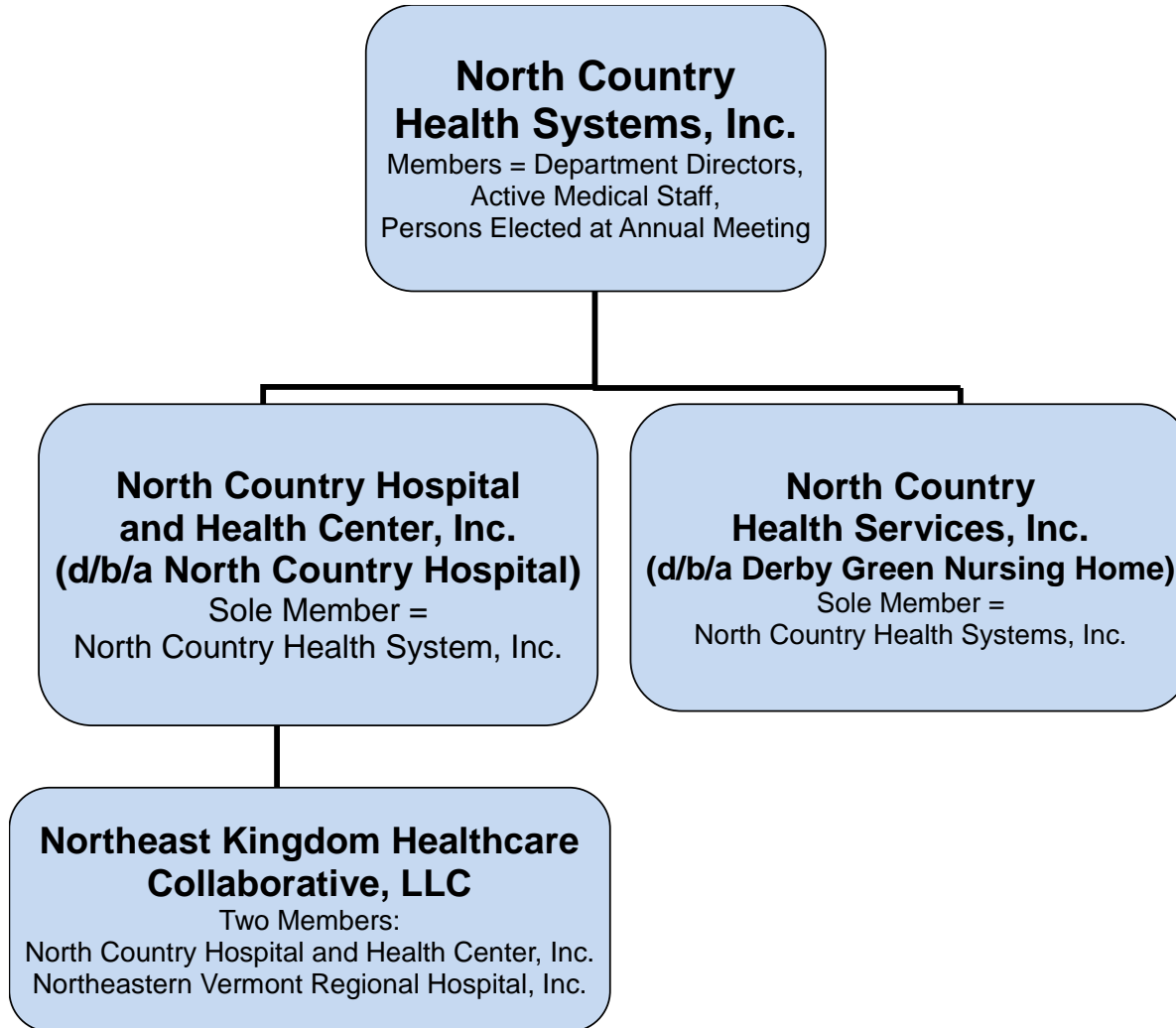


2017 County Health Rankings: Orleans & Essex Counties Ranked Last in Vermont for *Health Factors* (Health Behaviors, Access to Care, **Socioeconomics**, Clinical Outcomes, and Physical Environment)

Health Outcomes: equal weighting of length and quality of life



2017 County Health Rankings: Orleans Ranked Last in Vermont for *Health Outcomes* (Premature Death, Poor Physical Health, Poor Mental Health, Low Birthweight)



A. Ensure Continued Financial & Operational Viability

Current Year Projections

- FY2017 Projected (\$1.8 Million) Operating Loss
- YTD July 2017 Actual (\$1.5 Million) Operating Loss
- YTD July 2017 Net Revenues Down \$3.7 Million

A. Ensure Continued Financial & Operational Viability

Strategies:

- Implement AthenaHealth EHR to Lower Cost of Ownership & Improve Functionality
- Institute New Staffing Models to Reduce Cost and Ensure Availability of Nurses
- Fully Participate in New England Alliance for Health Group Purchasing Collaborative
- Conduct Financial and Operational Evaluation of All Services

B. Advance Health Care Reform

- Evaluate Medicaid Risk Contract Under OneCare Vermont
- Implement AthenaHealth EHR
- Improve Population Health Data Infrastructure
- Evaluate Population Health/Medical Home Organizational Structure and Resource Needs
- Develop Strategy To Mitigate Financial Risk (Reserves, Re-Insurance, CAH Impact, etc.)

C. Continue to Strengthen Relationships With Other Providers

➤ UVM Medical Center

- Outpatient Hemodialysis
- Clinical Pathology
- Urology
- Neonatal Intensive Care & Transport
- OBNet Clinical Quality Improvement Program

➤ Dartmouth Hitchcock

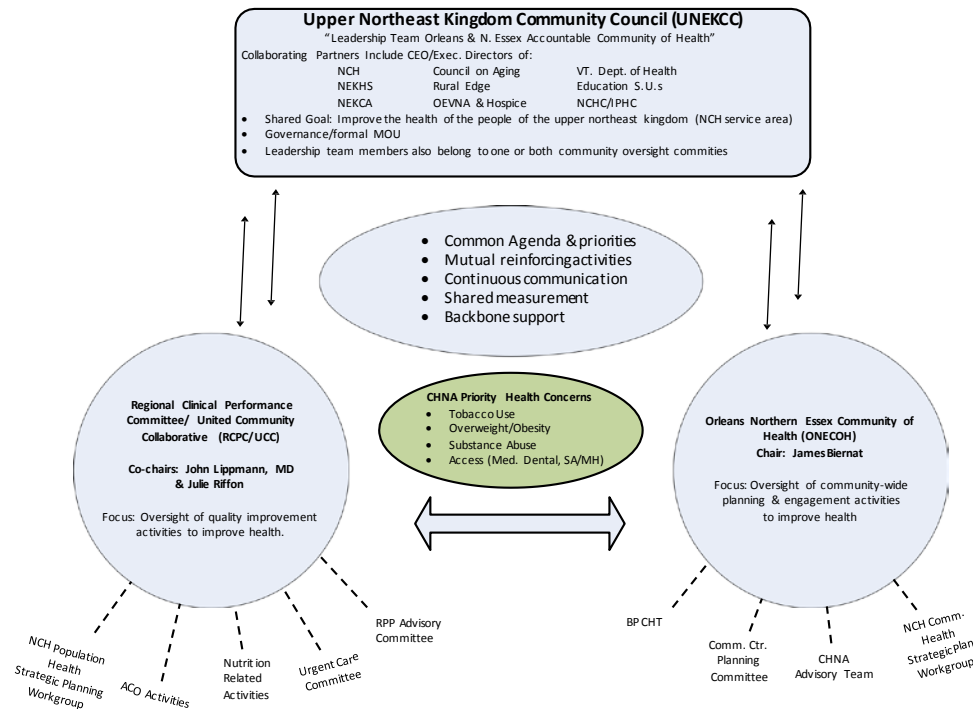
- Cardiology (Stroke & STEMI Collaboratives)
- Oncology (Norris Cotton Cancer Center)
- Telemedicine – Tele-ER, Tele-Neuro, Tele-Psych
- Group Purchasing (Dartmouth-Hitchcock Alliance)

C. Continue to Strengthen Relationships With Other Providers

- Northern Counties Health Care (FQHC)
 - New Dental Clinic in Orleans
- Northeast Kingdom Human Services (Designated Mental Health Agency)
 - Psychiatry in NCH Primary Care Clinic
- Strategic Plan – Evaluate Affiliation/Integration Models & Options

C. Continue to Strengthen Relationships With Other Providers

➤ Upper Northeast Kingdom Community Council



➤ FY 2018 Capital Budget = \$3.5M

- 73.3% of Depreciation
- Funded Through Operating Cash Flow

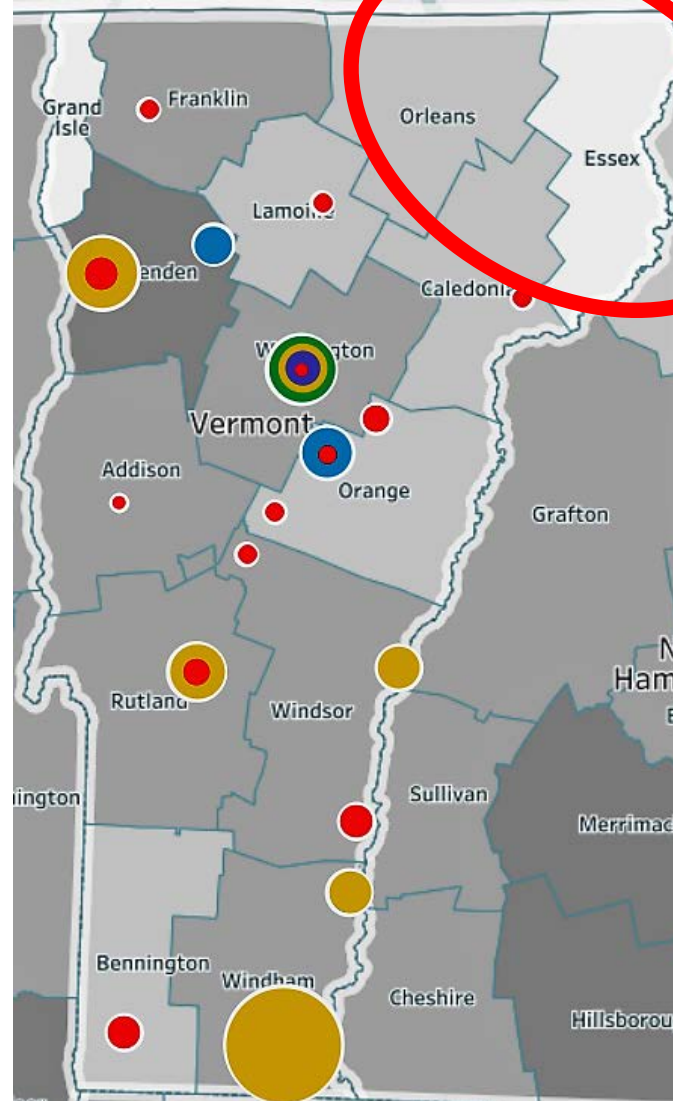
➤ Routine Equipment and Facilities Replacement

- Surgical Services Routine Equipment Replacement - \$600,000
- Barton Clinic Rehab and Community Room Renovation - \$350,000
- PACS Replacement - \$300,000
- Building Management Control Replacement/Upgrade - \$250,000
- Parking Lot Resurfacing - \$225,000
- EKG Replacement - \$160,000
- Laboratory Microbiology Instrumentation - \$100,000
- ED Renovations to Better Serve Acute Mental Health Patients Awaiting Placement - ? (Contingency)

Orleans & Essex Counties Top Community Health Needs:

- Access to Medical & Dental Care
- Substance Abuse Prevention & Treatment
- Tobacco Prevention & Treatment
- Obesity Prevention & Treatment
- Access to Mental Health Resources...

A map showing the counties of Essex, Orleans, and Caledonia. A red circle highlights the location of the study area, which is situated in the southern part of Essex, near the border with Caledonia.



Source: Vermont Department of
Mental Health Act 82 (S. 133)
Working Meeting, July 25, 2017

1. Income Statement

Fiscal Year 2018 Budget Analysis		North Country Hospital					
INCOME STATEMENT	FY2015A	FY2017B	FY2017P	FY2018B	2017B - 2018B \$ Chg	2017B - 2018B % Chg	3YR CAGR (FY2015A- FY2018B)
Revenues							
Gross Patient Care Revenue	166,223,234	184,601,880	177,943,890	186,181,775	1,579,895	0.9%	
Disproportionate Share Payments	2,276,974	1,453,268	1,453,268	1,000,000	(453,268)	-31.2%	
Bad Debt	(3,626,966)	(3,862,806)	(1,090,376)	(1,105,660)	2,757,146	-71.4%	
Free Care	(1,283,142)	(1,200,997)	(1,207,472)	(1,261,784)	(60,787)	5.1%	
Deductions from Revenue	(90,293,004)	(99,801,683)	(99,709,716)	(105,143,570)	(5,341,887)	5.4%	
Graduate Medical Education	0	0	0	0	0	#DIV/0!	
Net Patient Care Revenue	73,297,094	81,189,662	77,389,594	79,670,761	(1,518,901)	-1.9%	2.8%
Other Operating Revenue	7,181,556	5,224,021	5,660,743	5,885,122	661,101	12.7%	
Total Operating Revenue	80,478,650	86,413,683	83,050,337	85,555,883	(857,800)	-1.0%	
Expenses							
Salaries Non MD	24,491,810	26,875,340	26,359,087	27,485,621	610,281	2.3%	
Fringe Benefits Non MD	8,077,211	9,570,508	9,619,132	10,481,826	911,318	9.5%	
Physician Fees Salaries Contracts & Fringes	14,596,207	14,559,144	15,664,692	15,350,374	791,230	5.4%	
Health Care Provider Tax	4,283,890	4,773,348	4,773,348	4,533,348	(240,000)	-5.0%	
Depreciation Amortization	4,681,156	4,609,866	4,682,822	4,458,804	(151,062)	-3.3%	
Interest - Long Term	647,943	683,080	741,172	689,347	6,267	0.9%	
Other Operating Expense	20,856,291	24,261,458	22,095,028	21,266,142	(2,995,316)	-12.3%	
Total Operating Expense	77,634,509	85,332,744	83,935,281	84,265,462	(1,067,282)	-1.3%	2.8%
Net Operating Income (Loss)	2,844,141	1,080,939	(884,944)	1,290,421	209,482	19.4%	
Non-Operating Revenue	(1,384,871)	453,721	1,259,228	1,253,190	799,469	176.2%	
Excess (Deficit) of Rev Over Exp	1,459,270	1,534,660	374,284	2,543,611	1,008,951	65.7%	
Operating Margin%	3.5%	1.3%	-1.1%	1.5%			
Total Margin %	1.8%	1.8%	0.4%	2.9%			
Cost per Adjusted Admission	8,655	9,195	9,527	9,688	493	5.4%	

NPR Decrease
of 1.9%
(-\$1.5M)

Discontinuation
of Chemotherapy
Administration
(-\$1.5M)

Total Operating
Expense
Decrease of 1.3%
(-\$1.1M)

2. Utilization

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Operating Margin%	3.5%	1.3%	-1.1%	1.5%			
Total Margin %	1.8%	1.8%	0.4%	2.9%			
Cost per Adjusted Admission	8,655	9,195	9,527	9,688	493	5.4%	

Cost Per Adjusted Admission Increase of 5.4% is Predominately Related to Volume Decrease.

NCH is 12% Below Overall VT Median and 8% Below VT CAH Median.

3. Rate & NPR

Fiscal Year 2018 Budget Analysis North Country Hospital								
NET PAYER REVENUE CHANGE - PAYERS		FY2017B	FY2017P	FY2018B	2017B - 2018B Chg	\$ 2017B - 2018B Chg	%	Change due to Rate
All Payers	Gross Revenue	\$184,601,880	\$177,943,890	\$186,181,775	\$1,579,895	0.9%		
	Contractual Allowances	(\$99,801,683)	(\$99,709,716)	(\$105,143,570)	(\$5,341,887)	-5.4%		
	Bad Debt	(\$3,862,806)	(\$1,090,376)	(\$1,105,660)	\$2,757,146	-71.4%		
	Free Care	(\$1,200,997)	(\$1,207,472)	(\$1,261,784)	(\$60,787)	5.1%		
	Graduate Medical Education Payments	\$0	\$0	\$0	\$0	#DIV/0!		
	Disproportionate Share Payments	\$1,453,268	\$1,453,268	\$1,000,000	(\$453,268)	-31.2%		
	Net Payer Revenue	\$81,189,662	\$77,389,594	\$79,670,761	(\$1,518,901)	-1.9%		\$2,951,506 (\$4,470,406)
Commercial	Gross Revenue	\$61,013,130	\$58,455,735	\$61,525,233	\$512,103	0.8%		
	Contractual Allowances	(\$16,509,371)	(\$15,431,141)	(\$16,385,202)	\$124,169	-0.8%		
	Bad Debt	(\$3,862,806)	(\$1,090,376)	(\$1,105,660)	\$2,757,146	-71.4%		
	Free Care	(\$1,200,997)	(\$1,207,472)	(\$1,261,784)	(\$60,787)	5.1%		
	Graduate Medical Education Payments	\$0	\$0	\$0	\$0	#DIV/0!		
	Net Payer Revenue	\$39,439,956	\$40,726,746	\$42,772,587	\$3,332,631	8.4%		\$2,258,215 \$1,074,417
Medicaid	Gross Revenue	\$46,684,530	\$45,075,146	\$47,789,151	\$1,104,621	2.4%		
	Contractual Allowances	(\$34,548,367)	(\$34,058,604)	(\$36,534,389)	(\$1,986,022)	5.7%		
	Bad Debt	\$0	\$0	\$0	\$0	#DIV/0!		
	Free Care	\$0	\$0	\$0	\$0	#DIV/0!		
	Graduate Medical Education Payments	\$0	\$0	\$0	\$0	#DIV/0!		
	Net Payer Revenue	\$12,136,163	\$11,016,542	\$11,254,762	(\$881,401)	-7.3%		\$0 (\$881,401)
Medicare	Gross Revenue	\$76,904,220	\$74,413,009	\$76,867,391	(\$36,829)	0.0%		
	Contractual Allowances	(\$48,743,945)	(\$50,219,971)	(\$52,223,979)	(\$3,480,034)	7.1%		
	Bad Debt	\$0	\$0	\$0	\$0	#DIV/0!		
	Free Care	\$0	\$0	\$0	\$0	#DIV/0!		
	Graduate Medical Education Payments	\$0	\$0	\$0	\$0	#DIV/0!		
	Net Payer Revenue	\$28,160,275	\$24,193,038	\$24,643,412	(\$3,516,863)	-12.5%		\$693,291 (\$4,210,154)
Disproportionate Share Payments		\$1,453,268	\$1,453,268	\$1,000,000	(\$453,268)	-31.2%		
	Net Payer Revenue	\$1,453,268	\$1,453,268	\$1,000,000	(\$453,268)	-31.2%		\$0 (\$453,268)

5% Rate Increase

\$2.7M Reduction in
Bad Debt

\$1.5M Reduction in
NPR

\$450K Reduction in
DSH

Additional \$600 REDUCTION in DSH Proposed for NCH!

6. Income Statement – 340B Retail Pharmacy

Fiscal Year 2018 Budget Analysis		North Country Hospital					
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Total Margin %	1.8%	1.8%	0.4%	2.9%			
Cost per Adjusted Admission	8,655	9,195	9,527	9,688	493	5.4%	

\$4.1M of Other Operating Revenue is Income From the 340B Program

To mitigate **Compliance Risk**, we are conducting annual third party audits.

Also **Program Risk**. July, CMS proposed rules that would significantly harm NCH.

7. Income Statement: FYE 2017 Revised Projection

	FYTD July 2017			FY 2017 Projected	
	Budget	Actual		Budget	Actual
Operating Revenue	\$ 71,807,484	\$ 67,053,371		\$ 86,413,683	\$ 83,050,337
Expenses	\$ 71,100,421	\$ 69,585,029		\$ 85,332,744	\$ 83,935,281
Net Operating Income	\$ 707,0630	\$ (1,531,658)		\$ 1,080,939	\$ (884,944)

Material Changes to FY 2017 Projections vs. Budget:

- Outpatient Surgery Gross Revenues YTD July **(\$1,104,309) -6.8%**
- ER Gross Revenues YTD July **(\$429,020) -1.9%**
- Diagnostic Imaging Gross Revenues YTD July **(\$516,162) -2.2%**
- Lab Outpatient Revenues YTD July **(\$295,268) -2.2%**

8. Pricing (Act 53) – Laboratory Services

All Vermont Community Hospitals

For The Past 6 Years, NCH Has Actively Worked To Bring Our Pricing In Line With State Medians

Table 3B - Laboratory Services

	CPT Code	80051	80053	80055	80061	81000	81001	81025*	82947	84153	85025	86850	86900
Hospital	Description	Electrolyte Panel	Comprehensive Metabolic Panel	Obstetric Panel	Lipid Panel	Urinalysis, non-automated, microscopy	Urinalysis, automated, microscopy	Pregnancy test (urine)	Blood glucose	Prostate specific antigen (PSA)	Complete blood count (CBC)	Antibody detection	ABO blood typing
Brattleboro Memorial Hospital	Hospital Charge	\$54	\$81	\$414	\$84	\$24	n/a	\$21	\$30	\$142	\$60	\$89	\$23
Central Vermont Medical Center*	Hospital Charge	\$64	\$101	\$417	\$92	\$17	\$85	\$74	\$45	\$149	\$47	\$185	\$74
Copley Hospital	Hospital Charge	\$72	\$122	\$360	\$72	n/a	\$63	\$48	\$23	\$98	\$48	\$85	\$35
University of Vermont Medical Center	Hospital Charge	\$40	\$103	\$129	\$72	\$34	\$38	\$49	\$25	\$81	\$34	\$63	\$57
Gifford Medical Center	Hospital Charge	\$85	\$125	\$418	\$138	\$35	n/a	\$79	\$51	\$211	\$83	\$127	\$117
Grace Cottage Hospital	Hospital Charge	\$72	\$143	n/a	\$119	\$62	\$47	\$92	\$34	\$147	\$68	\$111	\$56
Mt. Ascutney Hospital & Health Center	Hospital Charge	\$110	\$167	n/a	\$173	n/a	\$48	\$98	\$37	\$289	\$120	\$138	\$47
North Country Hospital	Hospital Charge	\$120	\$158	\$422	\$87	\$102	n/a	\$45	\$59	\$111	\$93	\$88	\$72
Northeastern Vermont Regional Hospital	Hospital Charge	n/a	\$146	\$440	\$151	n/a	n/a	\$89	\$57	\$254	\$110	\$127	\$96
Northwestern Medical Center	Hospital Charge	\$35	\$40	\$125	\$35	\$12	\$26	\$43	\$20	\$40	\$28	\$81	\$45
Porter Hospital	Hospital Charge	\$100	\$169	n/a	\$99	\$49	\$46	\$62	\$48	\$138	\$87	\$113	\$59
Rutland Regional Medical Center	Hospital Charge	\$38	\$29	n/a	\$39	n/a	\$85	\$36	\$21	\$55	\$23	\$150	\$155
Southwestern Vermont Medical Center	Hospital Charge	\$55	\$95	n/a	\$95	\$24	\$84	\$27	\$38	\$188	\$90	\$136	\$79
Springfield Hospital	Hospital Charge	\$67	\$108	n/a	\$132	\$58	n/a	\$61	\$41	\$173	\$78	\$53	\$32
Hospital System Averages	Hospital Charge	\$70	\$113	\$341	\$99	\$42	\$58	\$59	\$38	\$148	\$69	\$110	\$68

8. Pricing (Act 53) – Laboratory Services (cont.)

All Vermont Community Hospitals

Table 3B - Laboratory Services (page 2)

Hospital	CPT Code	86901	87086	87088**	87491	Similar tests		88142	88175
						87430	87880		
	Description	Rh blood typing	Urine culture, colony count	Urine culture, organism identification	Chlamydia test	Strep test, group A, immunoassay technique	Strep test, group A, immunoassay with direct optical obs	Pap test (with liquid base preparation)	Pap test (with liquid base preparation), automated
Brattleboro Memorial Hospital	Hospital Charge	\$23	\$44	\$29	\$201	\$88	\$41	\$156	n/a
Central Vermont Medical Center	Hospital Charge	\$70	n/a	\$61	\$172	\$87	\$43	\$120	n/a
Copley Hospital	Hospital Charge	\$35	n/a	\$39	\$77	\$41	n/a	n/a	\$103
University of Vermont Medical Center	Hospital Charge	\$37	\$71	\$56	\$110	n/a	\$39	\$87	\$76
Gifford Medical Center	Hospital Charge	\$130	\$73	\$44	\$294	n/a	\$137	\$277	n/a
Grace Cottage Hospital**	Hospital Charge	\$56	\$95	\$76	\$209	n/a	\$89	n/a	n/a
Mt. Ascutney Hospital & Health Center	Hospital Charge	n/a	\$57	\$59	\$411	\$72	\$166	\$319	n/a
North Country Hospital	Hospital Charge	\$72	n/a	\$104	\$57	\$70	\$53	\$95	\$102
Northeastern Vermont Regional Hospital	Hospital Charge	\$96	\$81	\$56	\$357	n/a	\$77	\$237	\$237
Northwestern Medical Center	Hospital Charge	\$34	\$31	\$17	\$45	n/a	\$51	\$77	\$67
Porter Hospital	Hospital Charge	\$52	\$54	\$82	\$111	\$52	\$57	n/a	\$86
Rutland Regional Medical Center	Hospital Charge	\$155	\$32	\$21	\$125	\$45	\$100	\$76	n/a
Southwestern Vermont Medical Center	Hospital Charge	\$74	\$84	n/a	\$103	n/a	\$80	\$122	n/a
Springfield Hospital	Hospital Charge	\$58	\$67	\$67	n/a	\$84	\$152	\$100	n/a
Hospital System Averages	Hospital Charge	\$69	\$63	\$59	\$175	\$68	\$83	\$151	\$120

Note:

* For CVMC, pregnancy test (CPT code 81025) is \$74 if done at the hospital, \$19 if done at physician office.

** For the urine culture organism identification, Grace Cottage Hospital uses CPT code 87077.

We Have Not
Increased Prices
For Laboratory
Services For The
Past 6 Years

In FY 2016, We
Reduced Prices For
3 Critical Lab Tests



8. Pricing (Act 53) – CT Scans

All Vermont Community Hospitals

Table 3E - Radiology Services - Computed Tomography (CT Scans)

- There is usually a physician charge for interpreting these procedures. Please check with your hospital and physician for details about pricing and your specific circumstances.

	CPT Code	74150	74160	74170	70450	70460	70470	70486	70491	71250	71260	72125	72131	72192	72193	72194
Hospital	Description	CT- Abdomen without contrast	CT- Abdomen with contrast	CT- Abdomen (multiple sections) w/o contrast	CT-Head without contrast	CT-Head with contrast	CT-Head (multiple sections) w/o contrast	CT-Face & jaw without contrast	CT-Neck with contrast	CT-Chest without contrast	CT-Chest with contrast	CT- Cervical spine without contrast	CT- Lumbar spine without contrast	CT-Pelvis without contrast	CT-Pelvis with contrast	CT-Pelvis (multiple sections) w/o contrast
Brattleboro Memorial Hospital	Hospital Charge	\$1,012	\$2,155	\$2,155	\$1,012	\$2,155	\$2,155	\$1,012	\$2,155	\$1,012	\$2,155	\$1,012	\$1,012	\$1,012	\$2,155	\$2,155
	Physician Charge	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Total Charge	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Central Vermont Medical Center	Hospital Charge	\$1,776	\$2,020	\$2,834	\$1,482	\$1,729	\$2,169	\$1,888	\$2,232	\$1,603	\$1,966	\$1,547	\$1,582	\$1,578	\$1,871	\$1,929
	Physician Charge	\$122	\$122	\$139	\$88	\$115	\$128	\$118	\$144	\$119	\$127	\$118	\$118	\$108	\$115	\$119
	Total Charge	\$1,898	\$2,142	\$2,973	\$1,570	\$1,844	\$2,297	\$2,006	\$2,376	\$1,722	\$2,093	\$1,665	\$1,700	\$1,686	\$1,986	\$2,048
Copley Hospital	Hospital Charge	\$904	\$1,102	\$1,213	\$904	\$1,102	\$1,115	\$904	\$1,102	\$904	\$1,102	\$904	\$904	\$904	\$1,102	\$1,213
	Physician Charge	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Total Charge	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
University of Vermont Medical Center	Hospital Charge	\$2,288	\$2,590	\$3,472	\$2,369	\$2,477	\$2,527	\$2,585	\$2,509	\$2,165	\$3,337	\$1,957	\$2,339	\$4,135	\$2,619	\$2,840
	Physician Charge	\$335	\$357	\$394	\$238	\$317	\$357	\$245	\$390	\$288	\$351	\$301	\$282	\$305	\$327	\$341
	Total Charge	\$2,623	\$2,947	\$3,866	\$2,607	\$2,794	\$2,884	\$2,830	\$2,899	\$2,453	\$3,688	\$2,258	\$2,621	\$4,440	\$2,946	\$3,181
Gifford Medical Center	Hospital Charge	\$1,564	\$1,255	\$1,405	\$1,564	\$1,408	\$1,609	\$1,564	\$1,437	\$1,564	\$1,255	\$1,564	\$1,564	\$1,564	\$1,427	\$1,568
	Physician Charge	\$127	\$137	\$149	\$91	\$122	\$137	\$148	\$110	\$134	\$114	\$114	\$106	\$117	\$124	\$296
	Total Charge	\$1,691	\$1,392	\$1,554	\$1,655	\$1,530	\$1,746	\$1,655	\$1,585	\$1,674	\$1,389	\$1,678	\$1,670	\$1,681	\$1,551	\$1,864
Grace Cottage Hospital	Hospital Charge	\$2,143	\$2,469	\$2,598	\$1,732	\$2,120	\$2,592	\$1,849	\$2,164	\$2,154	\$2,579	\$2,154	\$2,154	\$2,179	\$2,420	\$2,987
	Physician Charge	\$195	\$207	\$228	\$139	\$185	\$207	\$187	\$225	\$166	\$203	\$174	\$163	\$177	\$190	\$199
	Total Charge	\$2,338	\$2,676	\$2,826	\$1,871	\$2,305	\$2,799	\$2,036	\$2,389	\$2,320	\$2,782	\$2,328	\$2,317	\$2,356	\$2,610	\$3,186
Mt. Ascutney Hospital & Health Center	Hospital Charge	\$2,414	\$3,480	\$4,776	\$1,985	\$2,573	\$3,172	\$2,644	\$3,102	\$2,569	\$3,201	\$2,589	\$2,573	\$2,432	\$3,040	\$4,068
	Physician Charge	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Total Charge	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
North Country Hospital	Hospital Charge	\$1,615	\$1,926	\$2,362	\$1,455	\$1,563	\$2,155	\$2,377	\$1,909	\$1,574	\$1,985	\$1,678	\$1,710	\$1,612	\$1,915	\$1,741
	Physician Charge	\$408	\$404	\$460	\$378	\$354	\$407	\$1,671	\$408	\$357	\$401	\$364	\$366	\$335	\$408	\$335
	Total Charge	\$2,023	\$2,330	\$2,822	\$1,833	\$1,917	\$2,562	\$4,048	\$2,317	\$1,931	\$2,386	\$2,042	\$2,076	\$1,947	\$2,323	\$2,076
Northeastern Vermont Regional Hospital	Hospital Charge	\$533	\$561	\$864	\$533	\$561	\$864	\$533	\$561	\$533	\$561	\$533	\$533	\$533	\$561	\$864
	Physician Charge	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Total Charge	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Northwestern Medical Center	Hospital Charge	\$1,257	\$1,257	\$1,352	\$1,257	\$898	\$1,352	\$1,257	\$1,257	\$1,504	\$1,257	\$1,257	\$1,257	\$1,257	\$1,257	\$1,246
	Physician Charge	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Total Charge	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Porter Hospital	Hospital Charge	\$1,951	\$2,295	\$2,568	\$1,579	\$1,927	\$2,359	\$1,690	\$2,031	\$2,006	\$2,342	\$2,006	\$2,006	\$1,972	\$2,244	\$2,943
	Physician Charge	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Total Charge	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Rutland Regional Medical Center	Hospital Charge	\$1,801	\$2,055	\$2,055	\$1,648	\$2,055	\$2,055	\$1,958	\$2,175	\$1,897	\$2,233	\$2,001	\$2,106	\$1,448	\$2,055	\$2,055
	Physician Charge	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Total Charge	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Southwestern Vermont Medical Center	Hospital Charge	\$1,725	\$1,936	\$2,533	\$1,496	\$1,654	\$2,085	\$1,485	\$1,899	\$1,725	\$1,936	\$1,725	\$1,725	\$1,725	\$1,975	\$2,260
	Physician Charge	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Total Charge	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Springfield Hospital	Hospital Charge	\$1,221	\$1,650	\$1,947	\$701	\$852	\$1,515	\$2,738	\$1,120	\$751	\$1,098	\$2,274	\$1,502	\$1,729	\$1,349	\$1,947
	Physician Charge	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Total Charge	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Hospital System Averages	Hospital Charge	\$1,586	\$1,911	\$2,295	\$1,408	\$1,648	\$1,980	\$1,749	\$1,832	\$1,569	\$1,928	\$1,657	\$1,641	\$1,720	\$1,856	\$2,130
	Physician Charge	\$237	\$245	\$274	\$187	\$219	\$247	\$462	\$214	\$208	\$243	\$214	\$207	\$208	\$233	\$258
	Total Charge	\$2,115	\$2,297	\$2,808	\$1,807	\$2,078	\$2,458	\$2,515	\$2,313	\$2,020	\$2,464	\$1,894	\$2,077	\$2,422	\$2,283	\$2,471

Radiology Tests & Procedures Are Now In Line With The Market



8. Pricing (Act 53) - Mammography

All Vermont Community Hospitals

Table 3H - Radiology Services - Mammograms

- There is usually a physician charge for interpreting these procedures. Please check with your hospital and physician for details about pricing and your specific circumstances.

Hospital	Description	77065 Diagnostic Mammography, CAD, unilateral	77066 Diagnostic Mammography, CAD, bilateral	77067 Screening mammography, CAD, bilateral	HCPCS G0202 Screening mammography, direct digital image, bilateral	HCPCS G0204 Diagnostic mammography, direct digital image, bilateral	HCPCS G0206 Diagnostic mammography, direct digital image, unilateral
Brattleboro Memorial Hospital	Hospital Charge	n/a	n/a	n/a	\$357	\$385	\$302
	Physician Charge	n/a	n/a	n/a	n/a	n/a	n/a
	Total Charge	n/a	n/a	n/a	n/a	n/a	n/a
Central Vermont Medical Center	Hospital Charge	\$613	\$651	\$561	\$561	\$651	\$613
	Physician Charge	n/a	n/a	n/a	n/a	n/a	n/a
	Total Charge	n/a	n/a	n/a	n/a	n/a	n/a
Copley Hospital	Hospital Charge	\$378	\$394	\$321	\$378	\$394	\$321
	Physician Charge	n/a	n/a	n/a	n/a	n/a	n/a
	Total Charge	n/a	n/a	n/a	n/a	n/a	n/a
University of Vermont Medical Center	Hospital Charge	\$365	\$465	\$525	\$525	\$465	\$365
	Physician Charge	\$219	\$272	\$207	\$150	\$150	\$150
	Total Charge	\$584	\$737	\$732	\$675	\$615	\$515
Gifford Medical Center	Hospital Charge	\$439	\$558	\$450	n/a	n/a	\$439
	Physician Charge	\$69	\$86	\$65	n/a	n/a	\$69
	Total Charge	\$508	\$644	\$515	n/a	n/a	\$508
Grace Cottage Hospital	Hospital Charge	n/a	n/a	n/a	n/a	n/a	n/a
	Physician Charge	n/a	n/a	n/a	n/a	n/a	n/a
	Total Charge	n/a	n/a	n/a	n/a	n/a	n/a
Mt. Ascutney Hospital & Health Center	Hospital Charge	\$66	\$66	\$66	\$485	\$485	\$485
	Physician Charge	n/a	n/a	n/a	n/a	n/a	n/a
	Total Charge	n/a	n/a	n/a	n/a	n/a	n/a
North Country Hospital	Hospital Charge	\$324	\$409	\$401	\$401	\$409	\$324
	Physician Charge	\$159	\$165	\$145	\$145	\$165	\$159
	Total Charge	\$483	\$574	\$546	\$546	\$574	\$483
Northeastern Vermont Regional Hospital	Hospital Charge	\$725	\$923	\$816	\$816	\$923	\$725
	Physician Charge	n/a	n/a	n/a	n/a	n/a	n/a
	Total Charge	n/a	n/a	n/a	n/a	n/a	n/a
Northwestern Medical Center	Hospital Charge	\$156	\$225	\$207	\$267	\$225	\$233
	Physician Charge	n/a	n/a	n/a	n/a	n/a	n/a
	Total Charge	n/a	n/a	n/a	n/a	n/a	n/a
Porter Hospital	Hospital Charge	n/a	n/a	n/a	\$605	\$701	\$581
	Physician Charge	n/a	n/a	n/a	n/a	n/a	n/a
	Total Charge	n/a	n/a	n/a	n/a	n/a	n/a
Rutland Regional Medical Center	Hospital Charge	\$362	\$362	\$388	\$388	\$465	\$309
	Physician Charge	n/a	n/a	n/a	n/a	n/a	n/a
	Total Charge	n/a	n/a	n/a	n/a	n/a	n/a
Southwestern Vermont Medical Center	Hospital Charge	\$427	\$512	\$464	\$464	\$512	\$427
	Physician Charge	n/a	n/a	n/a	n/a	n/a	n/a
	Total Charge	n/a	n/a	n/a	n/a	n/a	n/a
Springfield Hospital	Hospital Charge	\$308	\$374	\$343	\$343	\$343	\$308
	Physician Charge	n/a	n/a	n/a	n/a	n/a	n/a
	Total Charge	n/a	n/a	n/a	n/a	n/a	n/a
Hospital System Averages	Hospital Charge	\$378	\$449	\$413	\$466	\$496	\$418
	Physician Charge	\$149	\$174	\$139	\$148	\$158	\$126
	Total Charge	\$525	\$652	\$598	\$611	\$595	\$502

Note:

* If used, these computer assisted codes (77051 or 77052) are additional charges to the mammogram itself (usually 77056 or 77057).

We have worked to keep prices down on critical screening and preventative tests like mammography.

While We Still Have Work To Do, Our Financial Situation Makes Continued Progress Very Challenging

Questions & Answers...