

Presentation to

Green Mountain Care Board

FY 2018 SVMC Budget

August 17, 2017



SVHC: Overview

Southwestern Vermont Health Care is a comprehensive health care system serving Bennington and Northern Berkshire Counties, Deerfield Valley, upper New York State, and surrounding regions.

CENTERS FOR LIVING AND REHABILITATION

BENNINGTON, VT

Residential care and rehabilitation with one of the highest nurse-to-patient ratios in the state. Quality care for quality living.



SVMC ORTHOPEDICS

BENNINGTON, VT

SVMC Orthopedics offers care in subspecialties including sports medicine, fracture care, and orthopedic emergencies.



POWNALE CAMPUS

POWNALE, VT

SVMC Pownal Campus provides comprehensive medical care to the residents of the Pownal Valley region.

NORTHSHIRE CAMPUS

MANCHESTER, VT

SVMC Northshire Campus provides access to primary and urgent care to residents of the Northshire of Bennington County.



SOUTHWESTERN VERMONT MEDICAL CENTER

BENNINGTON, VT

Recognized as a Magnet® Hospital for Nursing Excellence, SVMC meets or exceeds national benchmarks for quality and patient satisfaction.



**Southwestern
Vermont**
HEALTH CARE



TWIN RIVERS MEDICAL, P.C.

HOOSICK FALLS, NY

Twin Rivers Medical, P.C., provides primary medical care to the residents of the greater Hoosick and Cambridge area.

CENTER FOR NURSING AND REHABILITATION OF HOOSICK FALLS

Residential care and rehabilitation for the residents of the greater Hoosick and Cambridge area.



SOUTHWESTERN VERMONT REGIONAL CANCER CENTER

BENNINGTON, VT

State-of-the-art radiation and chemotherapy and access to the same treatments available at larger cancer centers in New York and Boston.



DEERFIELD VALLEY CAMPUS

WILMINGTON, VT

Since 1996, SVHC has supported the SVMC Deerfield Valley Campus and its goal of keeping access to primary medical care.

MOUNTAIN MEDICAL CAMPUS

WEST DOVER, VT

SVMC Mountain Medical sits at the base of Mount Snow and offers high-quality medical care for people visiting the resort and the surrounding area.



NORTHERN BERKSHIRE ORTHOPEDICS

WILLIAMSTOWN, MA

Northern Berkshire Orthopedics treats all general orthopedic conditions and injuries and provides expert fracture care, arthritis treatment, joint replacements, and sports medicine, including arthroscopic surgery.

Northern Berkshire
Orthopedics

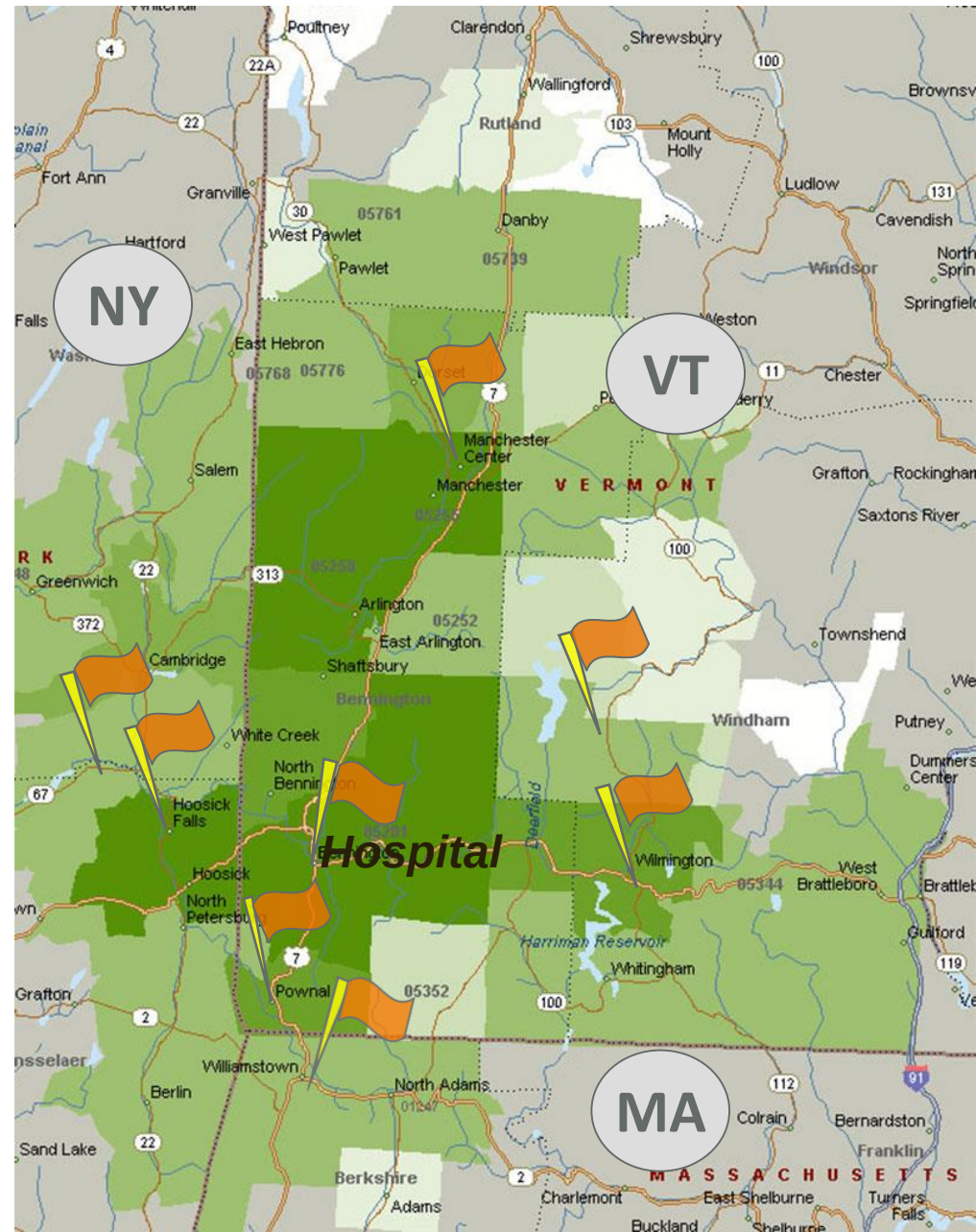
Affiliated with

Dartmouth-Hitchcock

SVHC: Overview

SVHC Profile --2016

- **Tri-state Service Area**
  - Southwestern Vermont 75%
  - Eastern New York 20%
  - Northwestern Massachusetts 5%
- **Service Area Population:** ± 75,000
- **Hospital Statistics**
  - Inpatient discharges: 3,400
  - Outpatient visits: 300,000
  - Emergency visits: 24,000
  - Surgical cases: 3,000
  - Employees: 1,262



VISION 2020

PARTNERSHIP | TRANSFORMATION | SUSTAINABILITY

- **Strategic Road Map
Based Upon ...**
  - Developing **Partnerships**
  - **Transforming** Our Health System
  - Creating **Sustainability**

VISION **2020**

PARTNERSHIP

Developing Partnerships

- **Continued Integration with Dartmouth-Hitchcock**
  - Cancer Center, Telemedicine, Quality/Value Institute, Orthopedics, Primary Care
- **Bennington Community Collaborative**

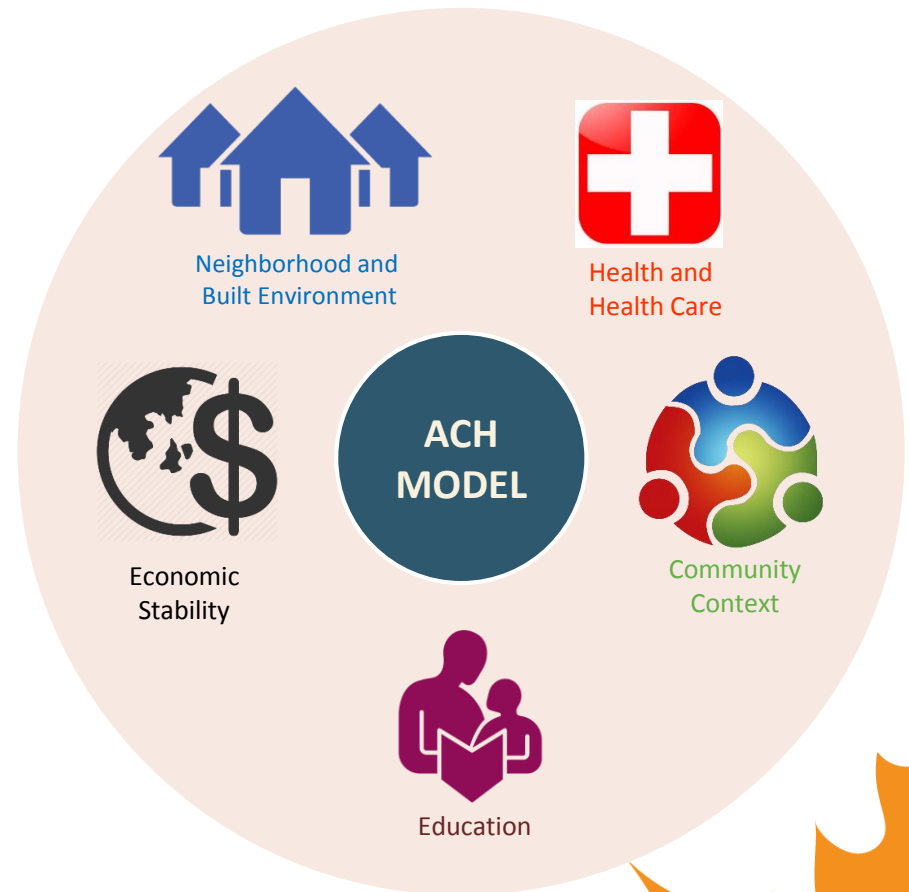


Community Partnerships

Focus on Population Health

- Community coalitions
- Rise VT
- Partnering with UCS, Safe Arms
- Project catalyst
- Partnership with Department of Health for PFOA testing
- Transitional care nurses
- Dental services

Address the Social Determinants of Health



Bennington Community Collaborative

Goal: *Build a high-performing system that supports measureable improvement in the health of the community*

Leadership Partners

- Community Member
- Housing
- Bennington Blueprint for Health
- Council on Aging
- Physician Healthsystem Organization (United Health Alliance)
- Federally Qualified Health Center
- Bennington Free Clinic
- Designated Mental Health Agency
- Health and Human Services
- Local Department of Health
- Long Term Care
- Home Health
- OneCare Vermont Physician Leadership
- OneCare Vermont
- Dartmouth Putman Physician Group Leadership
- Hospital System Representation

Strategies

- Improve the health of children (increase rates of immunization, well-child and adolescent primary care visits)
- Reduce the number of people who use the Emergency Department for non-acute medical needs
- Support persons with chronic disease to prevent disease exacerbation and hospitalization
- Increase the use of Hospice for end of life care
- Address substance abuse prevention and treatment

All Payer Model Priorities

1. *Improve access to Primary Care*
2. *Reducing deaths from suicide and drug overdoses*
3. *Reducing prevalence and morbidity of chronic disease (COPD, Diabetes, Hypertension)*

VISION 2020

PARTNERSHIP

Developing Partnerships

- Continued Integration with Dartmouth-Hitchcock
  - Cancer Center, Telemedicine, Quality/Value Institute, Orthopedics, Primary Care
- Bennington Community Collaborative
- Bennington Redevelopment Group
  - SVMC, Bennington College, So. Vermont College, Bank of Bennington, others ...



VISION **2020**

TRANSFORMATION

Transforming Our Health System

- **Focus on Primary Care**
  - Expansion | Creation of Community Health Centers
    - ✓ Bennington, Pownal, Wilmington, Manchester, Hoosick Falls
    - ✓ Developing ExpressCare Sites
    - ✓ Commencing Primary Care Dental Services
    - ✓ Primary Care Training (Future?)
- **Enhanced Technology**
  - Tele-Stroke (Neurology), Tele-ED, Tele-ICU
  - Planning for Tele-Psychiatry and Tele-Pharmacy
- **Community Based Care**
  - Transitional Care Nursing



VISION **2020**

SUSTAINABILITY

Creating Sustainability

- **Focus on Expense Management**

- Key Metrics

- ✓ Cost Per ADJ Admission 25th Percentile (VT)
    - ✓ 3 Year NPR Growth Below Median (VT)
    - ✓ Operating Margin Above Median (VT)

- **Operations Improvement**

- Value Institute (One D-H)

- Movement towards High Reliability Organization (HRO)

- **Reversal of Patient Outmigration**

- Orthopedics & Oncology

SVMC's FY 2018 Budget

- 1. Operating Indicators;***
- 2. Overview FY 2018 Operating Budget;***
- 3. Net Patient Service Revenues;***
- 4. Operating Expenses;***
- 5. Capital Needs;***
- 6. Discussion and Questions.***

SVMC Comparisons -- 2016

<i>Benchmark/Ratio</i>	<i>2016 SVMC</i>	<i>2016 Avg VT PPS Hospitals</i>	<i>Percent Favorable or Unfavorable</i>
Net Revenue per Adjusted Admission	\$8,855	\$10,174	13%
Cost per Adjusted Admission	\$8,705	\$10,349	16%
FTEs per 100 Adjusted Discharges	4.40	5.68	23%
Salary & Benefits per FTE (non-MD)	\$75,319	\$79,470	5%
Capital Cost per Adjusted Admission	\$354	\$559	37%
Days Cash on Hand <i>(including parent)</i>	188	214	-12%

Source: Vermont Community Hospitals – Financial and Statistical Trends (*PPS Hospitals excluding UVM*)

SVMC Comparisons – FY 2018 submitted budgets

<i>Benchmark/Ratio</i>	<i>2018 SVMC</i>	<i>2018 VT Hospitals 50th</i>	<i>Favorable or Unfavorable</i>
Cost per Adjusted Admission	\$9,455	\$10,994	Favorable
FTEs per 100 Adjusted Discharges	4.4	5.9	Favorable
Salary & Benefits per FTE (non-MD)	\$82,331	\$85,010 avg.	Favorable
Average Age of Plant	16.5 years	12.7 years	Unfavorable
Capital Expenditures to Depreciation	111%	123%	-----

Source: GMCB FY 2018 Budget Analysis dated 8/9/2017

***SVMC's
FY 2018 Budget
vs.
FY 2017 Budget***

SOUTHWESTERN VERMONT MEDICAL CENTER
STATEMENT OF OPERATIONS
FY 2018 Budget VS. FY 2017 Budget

	<u>BUDGET</u> <u>9/30/2017</u>	<u>BUDGET</u> <u>9/30/2018</u>	<u>FY 17 Budget to FY 18 Budget</u> <u>Variance</u>	<u>Change</u>
NET PATIENT SERVICE REVENUES	\$152,362,260	\$159,497,504	\$7,135,244	4.7%
OTHER REVENUE	2,811,549	3,963,786	1,152,237	41.0%
NET OPERATING REVENUE	155,173,809	163,461,290	8,287,481	5.3%
<u>OPERATING EXPENSES</u>				
SALARIES and BENEFITS	59,940,090	61,937,729	1,997,639	3.3%
SUPPLIES	10,956,619	10,940,376	(16,243)	-0.1%
PHARMACY DRUG EXPENSE	11,541,152	14,120,715	2,579,563	22.4%
DARTMOUTH PSA	26,098,659	29,115,597	3,016,938	11.6%
PURCHASE SERVICES AND OTHER	26,436,814	24,655,114	(1,781,700)	-6.7%
PROVIDER TAX	8,945,341	9,311,076	365,735	4.1%
INTEREST	521,891	521,014	(877)	-0.2%
DEPRECIATION & AMORTIZATION	6,104,254	6,531,292	427,038	7.0%
TOTAL OPERATING EXPENSES	150,544,820	157,132,913	6,875,506	4.6%
INCOME (LOSS) FROM OPERATIONS	<u>\$4,628,989</u>	<u>\$6,328,377</u>	<u>\$1,411,975</u>	<u>30.5%</u>
Operating Margin	<u>3.0%</u>	<u>3.9%</u>		

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SOUTHWESTERN VERMONT MEDICAL CENTER

STATEMENT OF CASH Flows

FY 2018 Budget

	<u><i>FY 2017 Budget</i></u>	<u><i>FY 2018 Budget</i></u>
<i>INCOME (LOSS) FROM OPERATIONS</i>	<i>\$4,628,899</i>	<i>\$6,328,377</i>
<u><i>Add items included in operating results that are non-cash items</i></u>		
Depreciation and Amortization	6,104,254	6,531,292
Defined Benefit Pension Plan credit (included in benefits)	(600,000)	(250,000)
Changes in working capital items (less then one year due)	2,264,879	123,279
Funding of Defined Benefit Pension Plan	(3,900,000)	(4,200,000)
<u><i>Investing Activities</i></u>		
FY 2018 Capital Budget and other capital related investments	(12,500,000)	(7,250,000)
<u><i>Financing Actiivties</i></u>		
Repayment of Debt	(441,552)	(456,000)
<i>Excess cash from operations</i>	<i>(\$4,443,520)</i>	<i>\$826,948</i>

SOUTHWESTERN VERMONT MEDICAL CENTER
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Net Patient Service Revenues

- SVMC's NPSR budget is increasing over \$7.1 million or 4.7%, above the GMCB recommended:
  - **Rate/Price increase components:**
    - Commercial effective rate increase of 2.85%, GMCB letter dated April 28, 2017; \$2,473,000 (1.62% increase of total budget);
    - Medicare expected increase \$440,000; (.29% increase of total budget);

Net Patient Service Revenues

- **Rate/Price increase components, continued:**

- DSH payment increase \$316,000.
(.21% increase of total budget)

VT DSH payments FY 2014 – FY 2018

	<u>Amounts</u>
<i>FY 2014</i>	<i>\$2,642,412</i>
<i>FY 2015</i>	<i>2,645,546</i>
<i>FY 2016</i>	<i>1,627,431</i>
<i>FY 2017</i>	<i>727,314</i>
<i>FY 2018 budget</i>	<i>1,043,610</i>

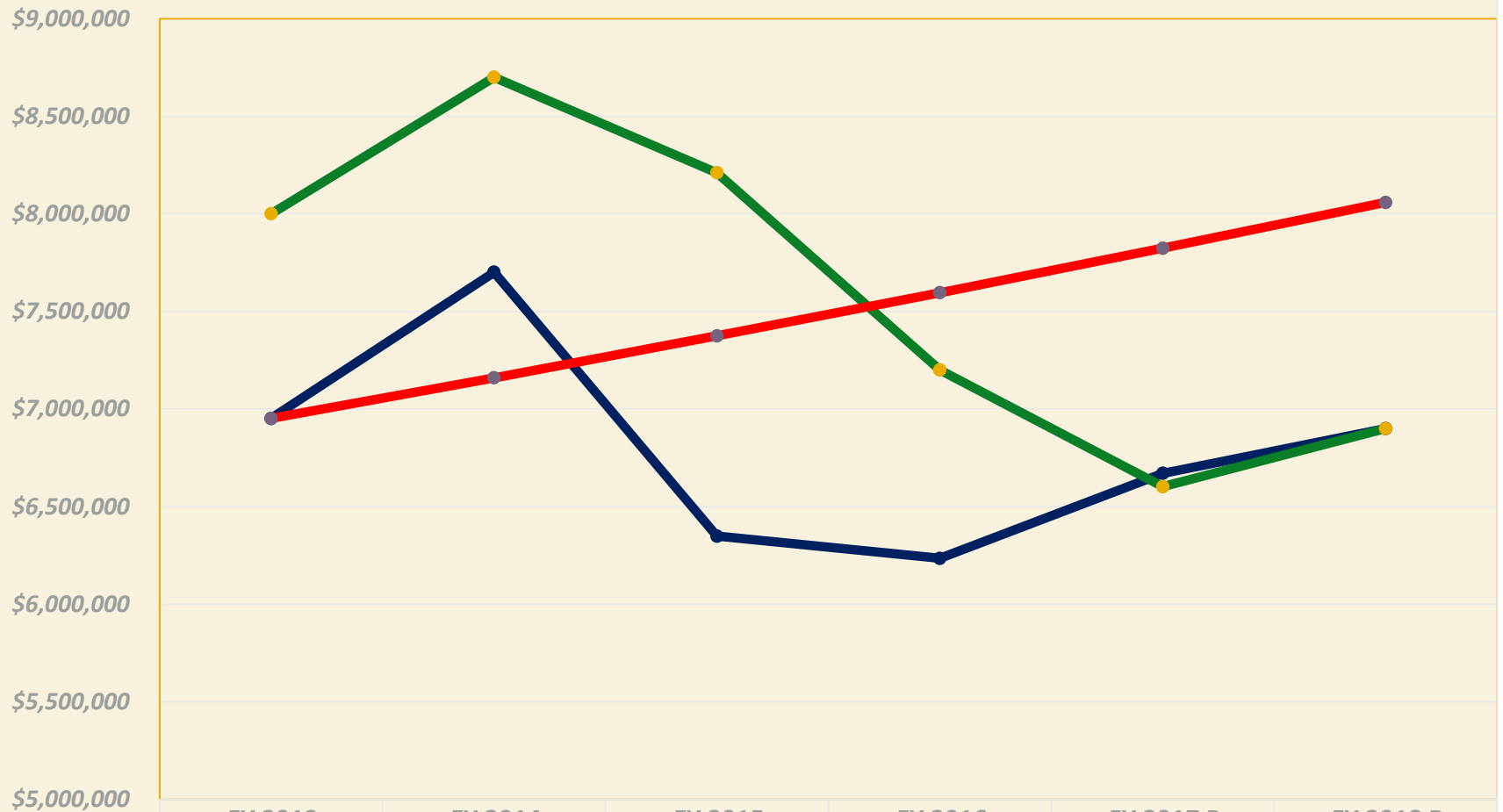
Net Patient Service Revenues

- ***Rate/Price increase components, continued:***

Bad Debt and Charity Care

- Bad debt expense to decrease \$200,000;
- Charity care to increase \$498,000;
- ***Net increase \$298,000 (decrease in NPSR)***

SVMC Bad Debt and Charity Care FY 2013 -- Budget FY 2018



Actual

\$6,951,383

\$7,700,723

\$6,348,302

\$6,234,619

\$6,670,410

\$6,900,000

Budget

\$8,000,000

\$8,700,000

\$8,210,000

\$7,200,000

\$6,601,666

\$6,900,000

Fy 2013 plus 3%

\$6,951,383

\$7,159,924

\$7,374,722

\$7,595,964

\$7,823,843

\$8,058,558

Net Patient Service Revenues

- ***Total rate / price increases of \$2.9 million represents an overall increase of 1.92%, budget to budget***

Net Patient Service Revenues

- ***Significant volume drivers:***

- Medical Oncology \$2.3 million;
- Radiation Oncology \$1.5 million;
- Improve primary care access \$1.1 million;
- Orthopedic services \$920,000;
- Out of State Volumes.

Net Patient Service Revenues

- *Medical Oncology Services*
  - Unique patients increasing;
  - Visits per patient increasing;
  - Cost of Pharmaceuticals increasing;
    - Cost of Drugs in FY 2018 to increase approximately \$2.6 million.

Outpatient Medical Oncology Services

	Unique Patients	Visits with Pharm	Gross Charges	NPSR	NPSR Per Visit	% Change
FY 2014	353	2,884	\$19,559,730	\$9,158,066	\$3,175	6.97%
FY 2015	371	3,371	\$24,029,948	\$10,977,778	\$3,256	2.55%
FY 2016	402	3,727	\$32,244,705	\$14,294,163	\$3,835	17.79%
FY 2017 B	410	3,800	\$33,000,000	\$14,377,000	\$3,783	-1.30%
FY 2017 P	418	3,788	\$33,910,000	\$15,001,000	\$3,960	3.25%
FY 2018 B	432	3,918	\$37,720,960	\$16,617,163	\$4,072	2.82%

Net Patient Service Revenues

- *Radiation Therapy*
  - Volumes/revenues increasing;
  - New Linear Accelerator operational April 2016;
  - Greater number of patients;
  - Less number of treatments per patient.

Net Patient Service Revenues

- *Improve primary care access:*
  - Northshire Campus
    - Opened Express Care – June 2017 (same day appointment) both regular business hours and expanded hours, evenings and weekends;
    - Added Associate providers – provides more access to the community;
  - Pownal Campus
    - Added an associate provider to meet the increasing demand from MA;
  - Adding associate providers in several practices;

Net Patient Service Revenues

- *Orthopedic services, hospital and office:*
  - Return of the Bennington volumes that have migrated out;
  - Out of state volumes, MA;

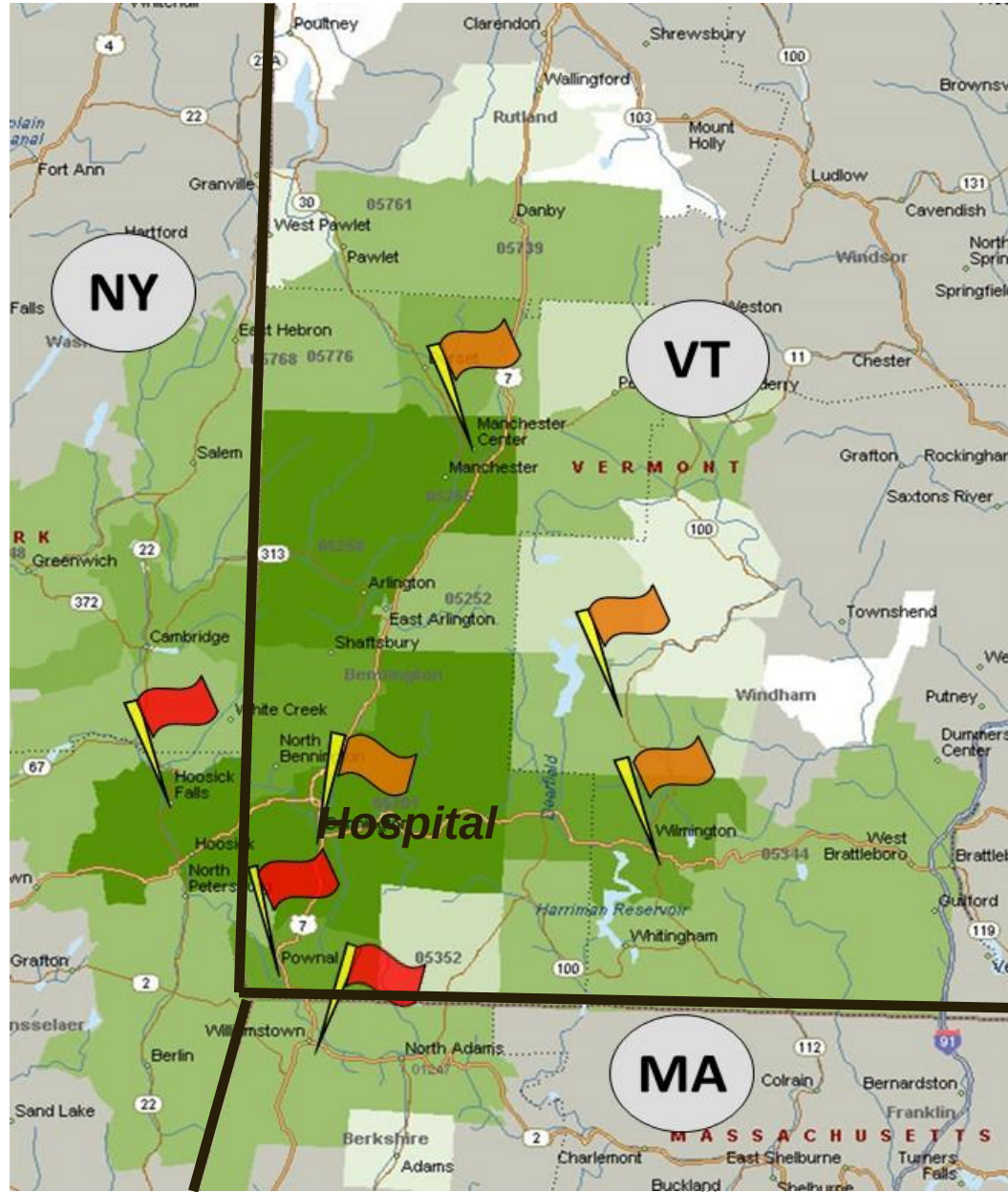
Out of State -- NPSR

New York State NPSR

FY 2014	\$27,700,000
FY 2015	\$27,175,000
FY 2016	\$30,404,000
FY 2017 P	\$31,982,000
FY 2018 B	\$33,324,000

Massachusetts NPSR

FY 2014	\$4,950,000
FY 2015	\$6,250,000
FY 2016	\$7,904,000
FY 2017 P	\$10,100,000
FY 2018 B	\$10,900,000



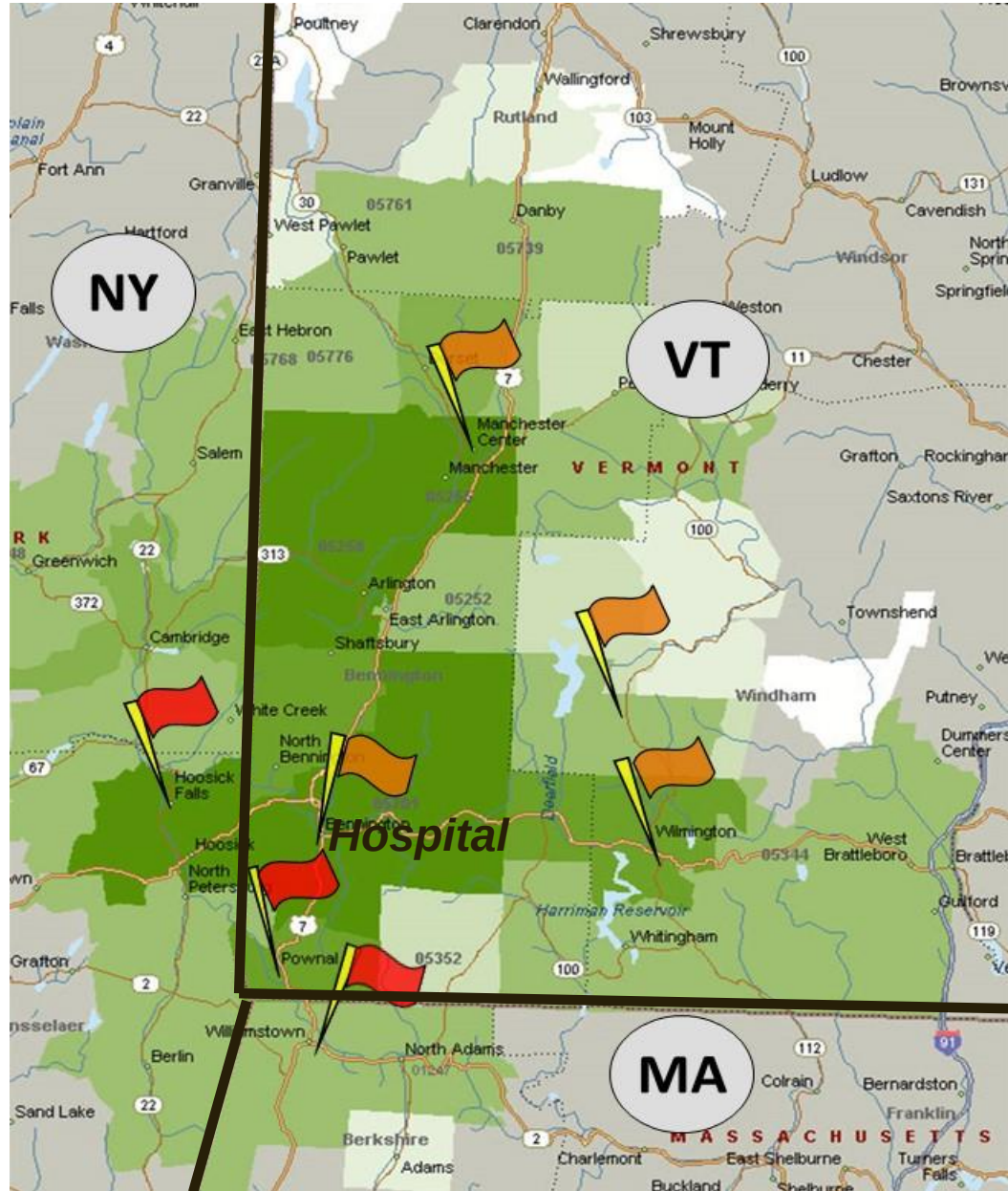
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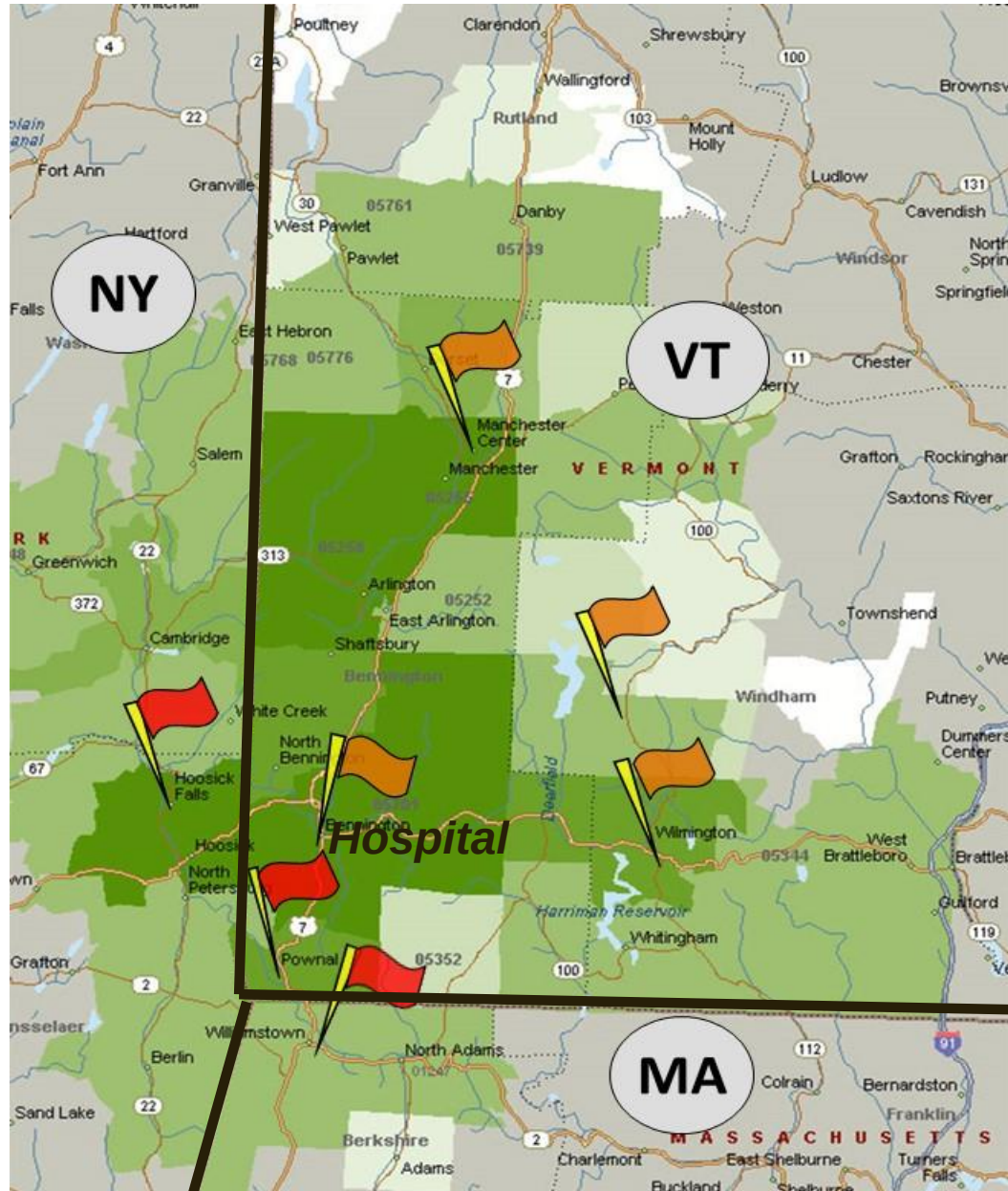
Out of State -- NPSR

FY 2016 NPSR

MA	\$7,904,000	5.2%
NY	30,404,000	20.0%
Other	2,366,223	1.5%
VT	111,248,531	73.2%
Total	\$151,922,754	100.0%

FY 2018 Budget NPSR

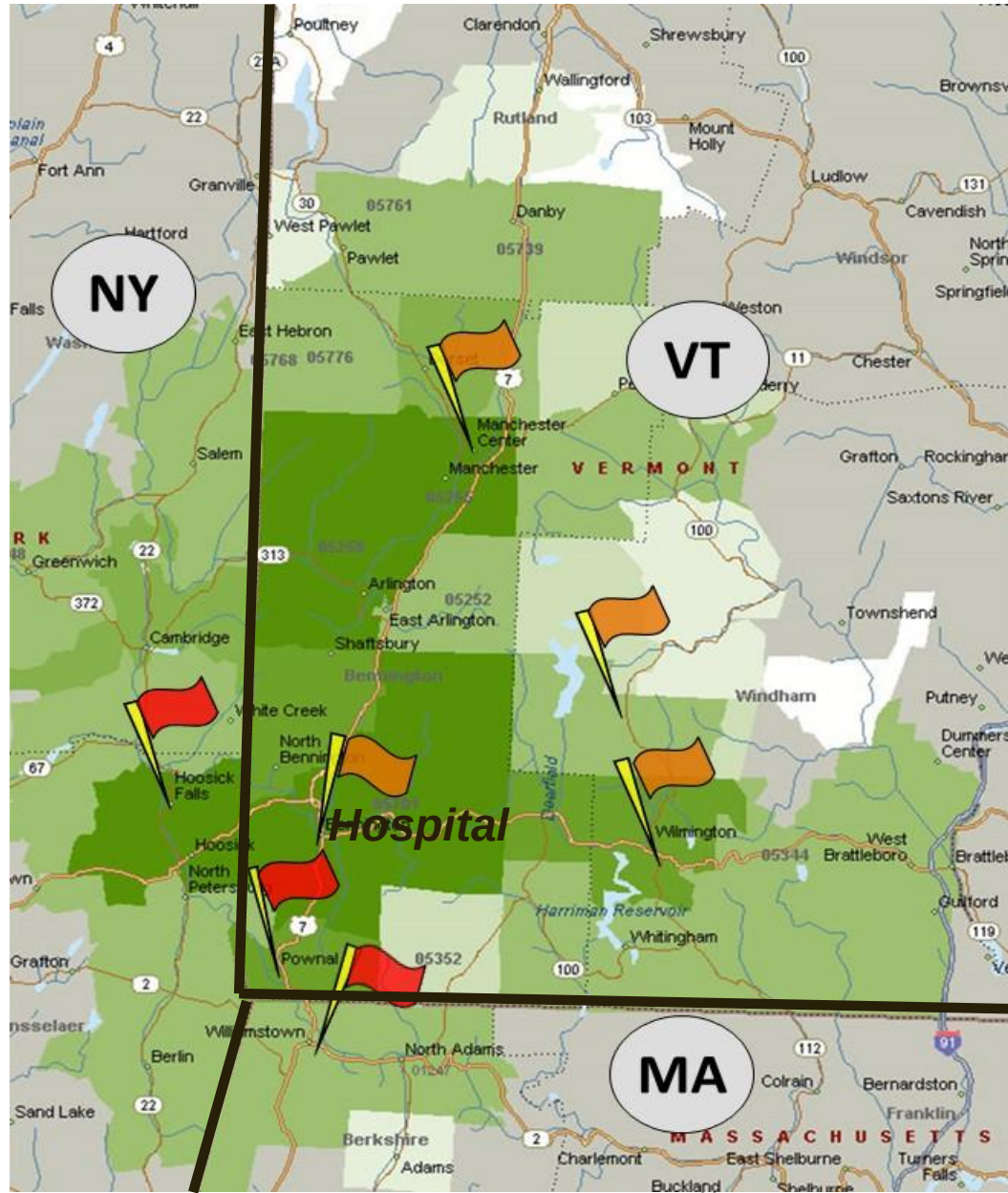
MA	\$10,900,000	6.8%
NY	33,324,000	20.9%
Other	2,163,998	1.4%
VT	113,110,506	70.9%
Total	\$159,497,504	100.0%



Out of State -- NPSR

Payer Mix

	Comm.& SP	M'care	M'caid (Inc. DSH)
MA	59%	38%	3%
NY	54%	37%	9%
Other	82%	17%	1%
VT	47%	39%	14%
Total	51%	37%	12%



Change in NPSR -- Summary

- Rate / price increases, all sources, \$2.9 million or 1.92%;
- Volume / services \$4.2 million or 2.78%;
- Out of state revenues increase over \$2 million or 1.3%.



FY 2018 Budget vs. FY 2017 Budget Significant Operating Expense Highlights

- Total operating costs are increasing 4.6%;

SOUTHWESTERN VERMONT MEDICAL CENTER

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SOUTHWESTERN VERMONT MEDICAL CENTER

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FY 2018 Budget vs. FY 2017 Budget Significant Operating Expense Highlights

- Salaries and Benefits increasing 3.3%:
  - Non-MD FTE's down 4;
  - Pay increase of 3% inflationary and 1% market adjustment for recruitment needs;
  - No significant changes to SVHC's self-insured plan design and trend;
  - No changes to retirement plans, except in the Defined Benefit Pension Plan credit, \$350,000.

SOUTHWESTERN VERMONT MEDICAL CENTER

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SUPPLIES	10,956,619	10,940,376	(16,243)	-0.1%
<i>PHARMACY DRUG EXPENSE</i>	<i>11,541,152</i>	<i>14,120,715</i>	<i>2,579,563</i>	<i>22.4%</i>
DARTMOUTH PSA	26,098,659	29,115,597	3,016,938	11.6%
PURCHASE SERVICES AND OTHER	26,436,814	24,655,114	(1,781,700)	-6.7%
PROVIDER TAX	8,945,341	9,311,076	365,735	4.1%
INTEREST	521,891	521,014	(877)	-0.2%
DEPRECIATION & AMORTIZATION	6,104,254	6,531,292	427,038	7.0%
TOTAL OPERATING EXPENSES	150,544,820	157,132,913	6,875,506	4.6%
<i>INCOME (LOSS) FROM OPERATIONS</i>	<i>\$4,628,989</i>	<i>\$6,328,377</i>	<i>\$1,411,975</i>	<i>30.5%</i>
Operating Margin	3.0%	3.9%		

FY 2018 Budget vs. FY 2017 Budget Significant Operating Expense Highlights

- Salaries and Benefits increasing 3.3%:
  - Non-MD FTE's down 4;
  - Pay increase of 3% inflationary and 1% market adjustment for recruitment needs;
  - No changes to retirement plans, except in the Defined Benefit Pension Plan credit, \$350,000.
- Drug costs increasing:
  - Nearly \$2.6 million or 22%, FY 2018 Budget to FY 2017 Budget;
  - FY 2017 projected actual variance over \$2 million FY 2017 Budget.

SOUTHWESTERN VERMONT MEDICAL CENTER

STATEMENT OF OPERATIONS

FY 2018 Budget VS. FY 2017 Budget

	<i>BUDGET 9/30/2017</i>	<i>BUDGET 9/30/2018</i>	<i>FY 17 Budget to FY 18 Budget</i>	
			<i>Variance</i>	<i>Change</i>
NET PATIENT SERVICE REVENUES	\$152,362,260	\$159,497,504	\$7,135,244	4.7%
OTHER REVENUE	2,811,549	3,963,786	1,152,237	41.0%
NET OPERATING REVENUE	155,173,809	163,461,290	8,287,481	5.3%
<i>OPERATING EXPENSES</i>				
SALARIES and BENEFITS	59,940,090	61,937,729	1,997,639	3.3%
SUPPLIES	10,956,619	10,940,376	(16,243)	-0.1%
PHARMACY DRUG EXPENSE	11,541,152	14,120,715	2,579,563	22.4%
<i>DARTMOUTH PSA</i>	<i>26,098,659</i>	<i>29,115,597</i>	<i>3,016,938</i>	<i>11.6%</i>
<i>PURCHASE SERVICES AND OTHER</i>	<i>26,436,814</i>	<i>24,655,114</i>	<i>(1,781,700)</i>	<i>-6.7%</i>
PROVIDER TAX	8,945,341	9,311,076	365,735	4.1%
INTEREST	521,891	521,014	(877)	-0.2%
DEPRECIATION & AMORTIZATION	6,104,254	6,531,292	427,038	7.0%
TOTAL OPERATING EXPENSES	150,544,820	157,132,913	6,875,506	4.6%
<i>INCOME (LOSS) FROM OPERATIONS</i>	<i>\$4,628,989</i>	<i>\$6,328,377</i>	<i>\$1,411,975</i>	<i>30.5%</i>
<i>Operating Margin</i>	<i>3.0%</i>	<i>3.9%</i>		

FY 2018 Budget vs. FY 2017 Budget Significant Operating Expense

- Salaries and Benefits increasing 3.3%:
  - Non-MD FTE's down 4;
  - Pay increase of 3% inflationary and 1% market adjustment for recruitment needs;
  - No changes to retirement plans, except in the Defined Benefit Pension Plan credit, \$350,000.
- Drug costs increasing
  - Nearly \$2.6 million or 22% FY 2018 Budget to FY 2017 Budget;
  - FY 2017 projected actual variance over \$2 million FY 2017 Budget.
- Purchase services and Dartmouth PSA increasing a combined 2.4%.
  - Reclassification of Physician Costs;
  - 10 additional providers, net:
    - 7.8 associate providers
    - 2.3 physicians

FY 2018 Budget vs. FY 2017 Budget Significant Operating Expense Summary

- Total operating costs are increasing 4.6%;
- Remove the increase of Pharmaceuticals the overall increase for all other expenses is approximately 3%;
- With the high cost of Pharmaceuticals the SVMC's cost per adjusted admission is 14.3% ***below*** the FY 2018B Vermont 50th(1)

(1) -- GMCB FY 2018 Budget Analysis dated 8/9/2017



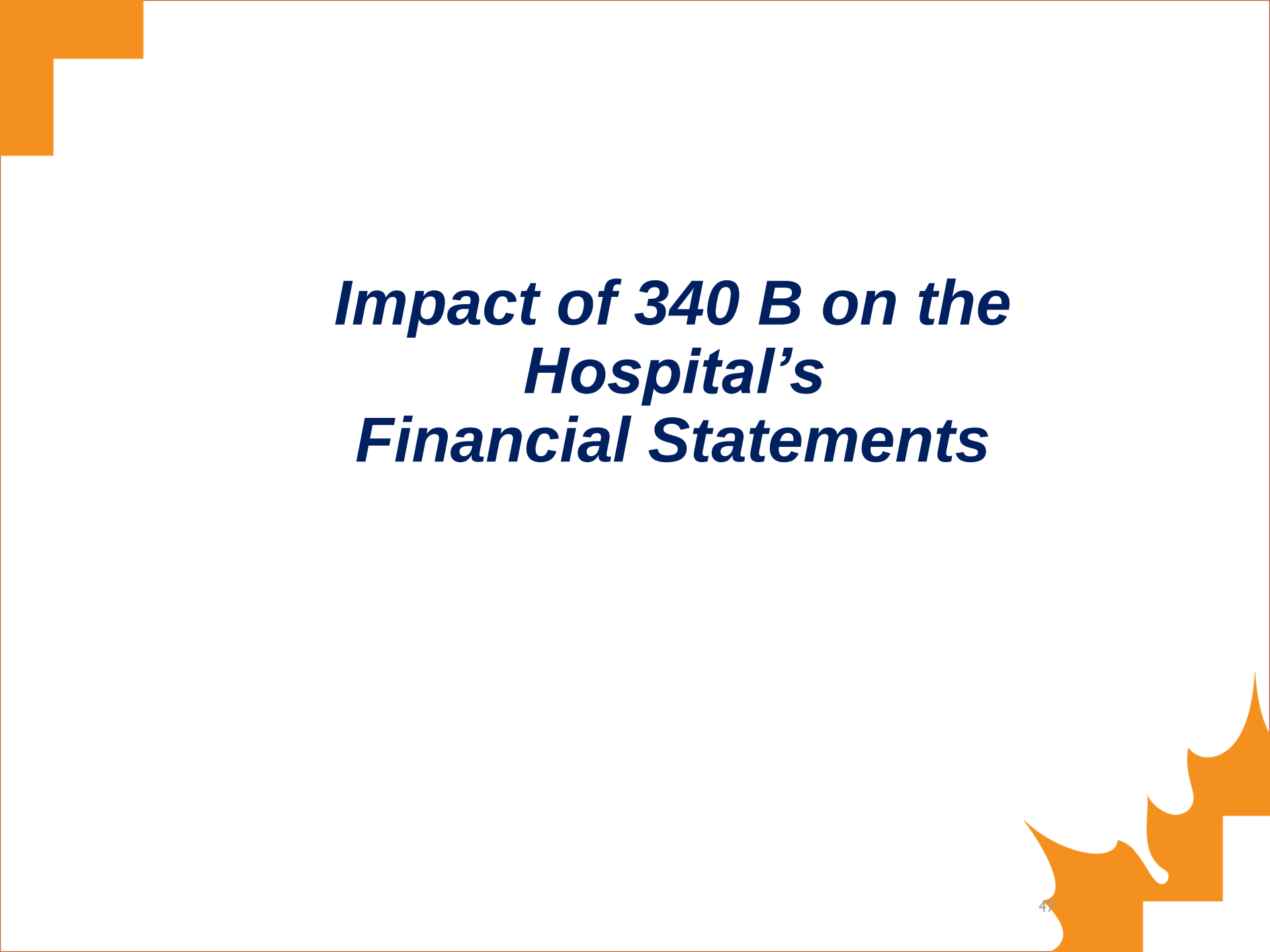
SVMC Capital Needs

Vision 2020 Modernization Project

- ***Average Age – Building 23.0 years. VT average 14.5 years;***
- ***Average Age – Plant 16.5 years. VT average 12.7 years;***
- ***Management exploring a “Phase 1” group of projects -- may cost \$25 to \$30 million;***
- ***Assessment Need for investment of over \$50 million into just the physical plant needed;***



Questions and Discussions



Impact of 340 B on the Hospital's Financial Statements

SOUTHWESTERN VERMONT MEDICAL CENTER

STATEMENT OF OPERATIONS

FY 2018 Budget VS. FY 2018 Budget w/o 340B program

	BUDGET	W/O 340B	
	9/30/2018	BUDGET	Change
		9/30/2018	
NET PATIENT SERVICE REVENUES	\$159,497,504	\$159,497,504	\$0
OTHER REVENUE	3,711,932	1,811,932	1,900,000
<i>NET OPERATING REVENUE</i>	<i>163,209,436</i>	<i>161,309,436</i>	<i>1,900,000</i>
<u>OPERATING EXPENSES</u>			
SALARIES and BENEFITS	62,322,778	62,322,778	0
SUPPLIES	10,940,376	10,940,376	0
PHARMACY DRUG EXPENSE	14,120,715	16,320,715	(2,200,000)
DARTMOUTH PSA	28,549,601	28,549,601	0
PURCHASE SERVICES AND OTHER	24,655,114	24,655,114	0
PROVIDER TAX	9,311,076	9,311,076	0
INTEREST	521,014	521,014	0
DEPRECIATION & AMORTIZATION	6,531,292	6,531,292	0
<i>TOTAL OPERATING EXPENSES</i>	<i>156,951,966</i>	<i>159,151,966</i>	<i>(2,200,000)</i>
INCOME (LOSS) FROM OPERATIONS	\$6,257,470	\$2,157,470	\$4,100,000
Operating Margin	3.8%	1.3%	

OneCare Vermont Impact Risk

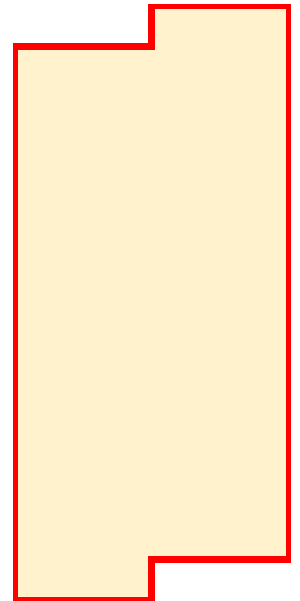
August 2017



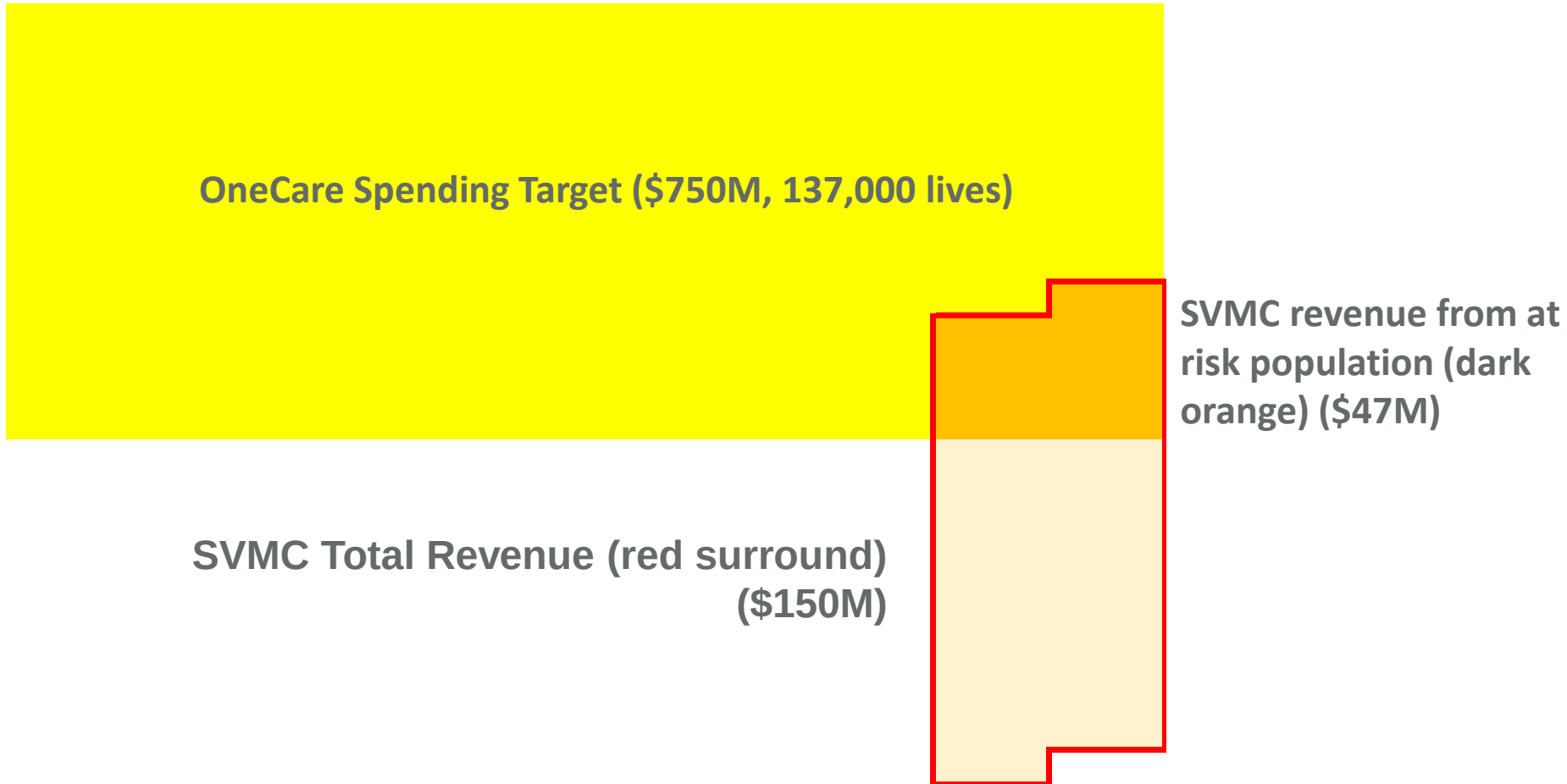
Magnitude of impact on SVMC

OneCare Spending Target (\$750M, 137,000 lives)

SVMC Total Revenue
(red surround)
(\$150M)



Magnitude of impact on SVMC



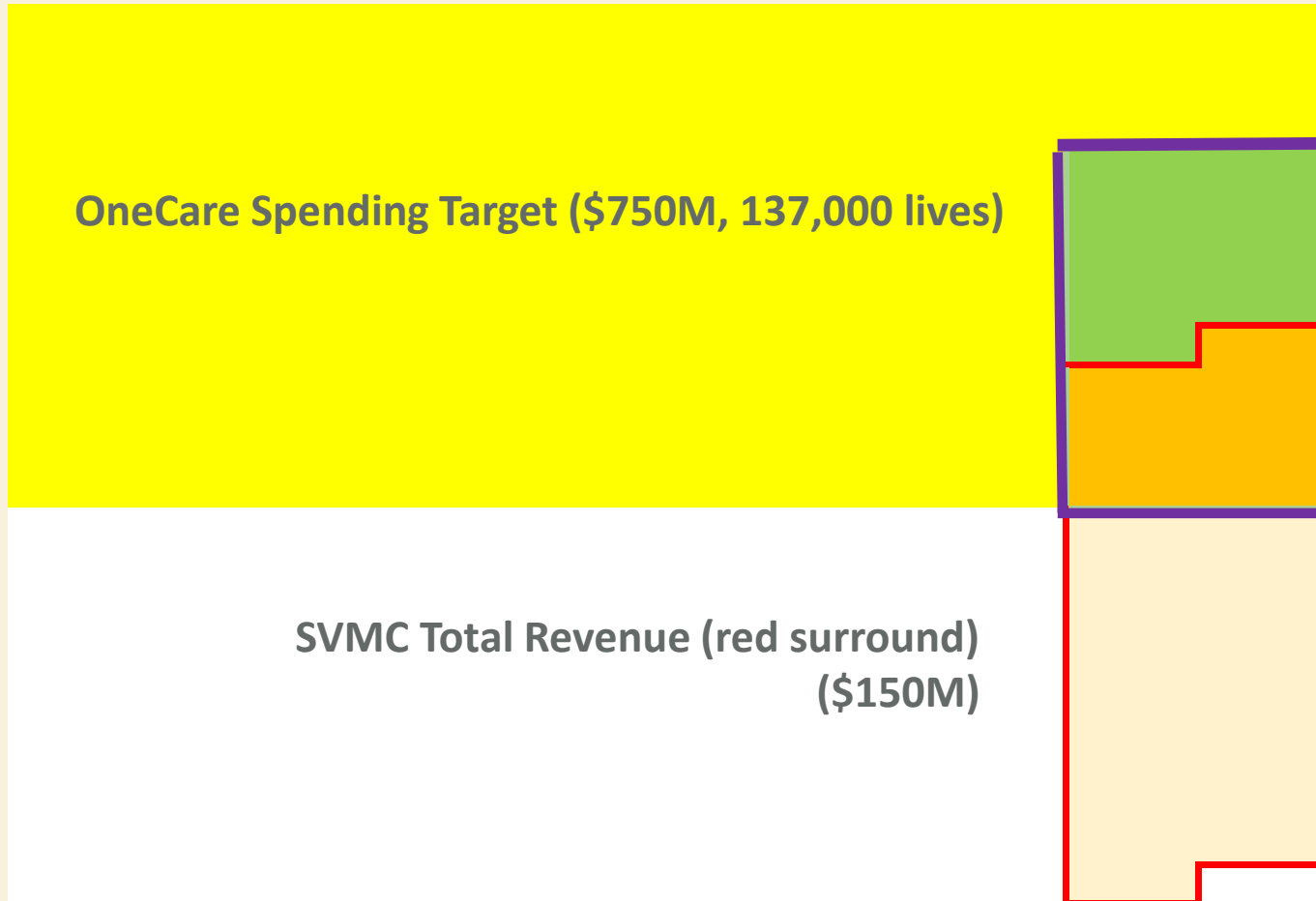
Magnitude of impact on SVMC

OneCare Spending Target (\$750M, 137,000 lives)

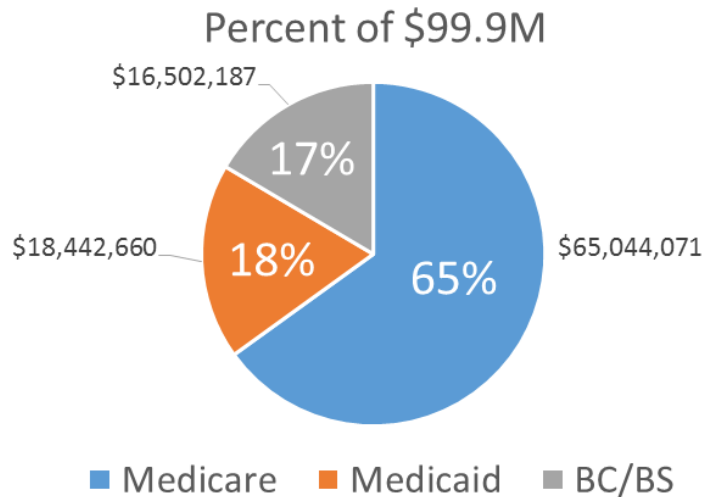
*Bennington Service
Area (green)
(\$99M, 15,700 lives)
SVMC at risk*

SVMC revenue from at
risk population (dark
orange) (\$47M)

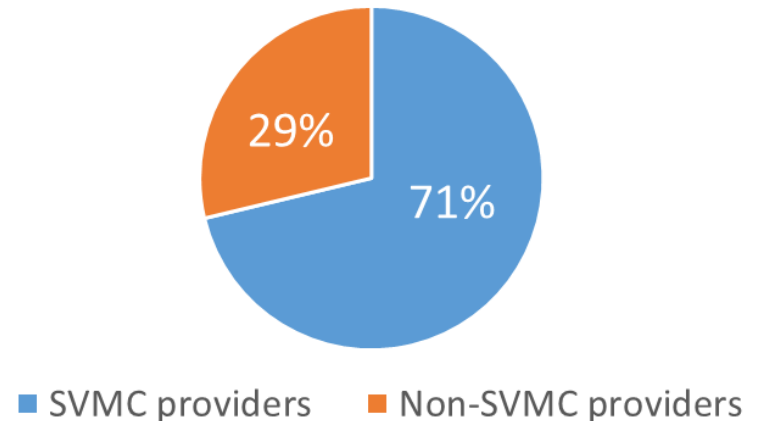
SVMC Total Revenue (red surround)
(\$150M)



Demographics of the \$99M



Percent of 15,700 Lives



- The majority of the spending is Medicare (65%)
- The majority of the lives attribute to SVMC providers (71%)
- SVMC is responsible for all the lives within the service area including those that do not attribute to SVMC
- SVMC is responsible for all the healthcare spending including the spending that does not occur at SVMC (ie. spending that is not SVMC's revenue, for example, spending at Albany Med Cntr or in Florida)

Two pools of RISK

Total amount \$99.9M

Pool #1 (Variable) – Payments to institutions other than SVMC (***target = \$52.5M***)

- Considered the variable pool because the amount of healthcare spending changes with utilization by the 15,700 people outside

Pool #2 (Fixed) – Payments to SVMC (***target = \$47.5M***)

- SVMC will receive \$47,495,773 to provide care to the 15,700 people during 2018

Over half of the variable at-risk spending is out of the OneCare network

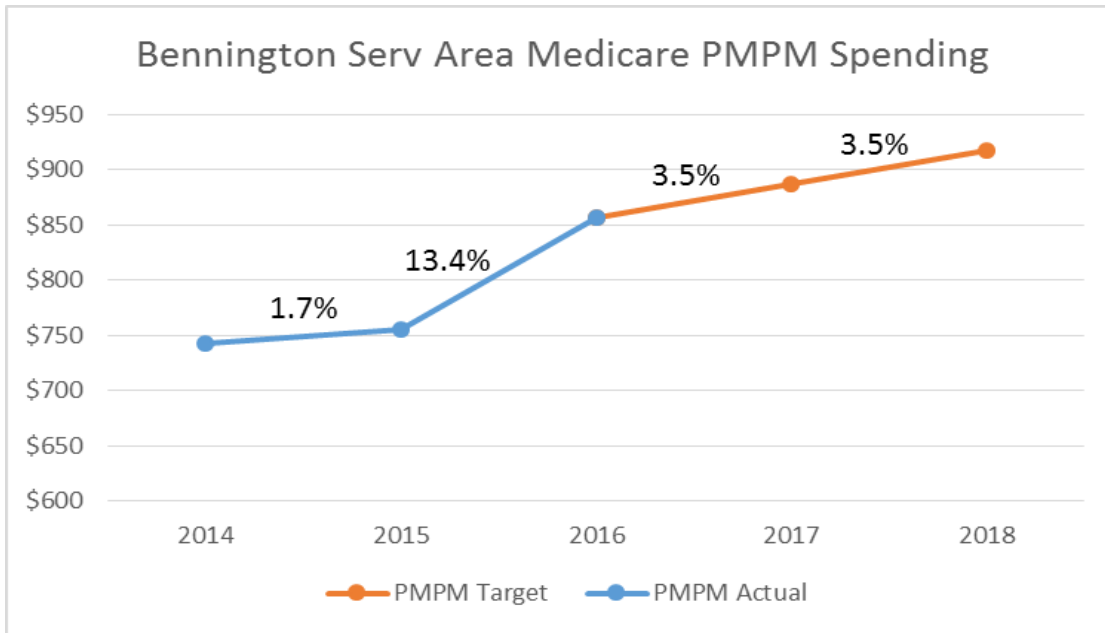
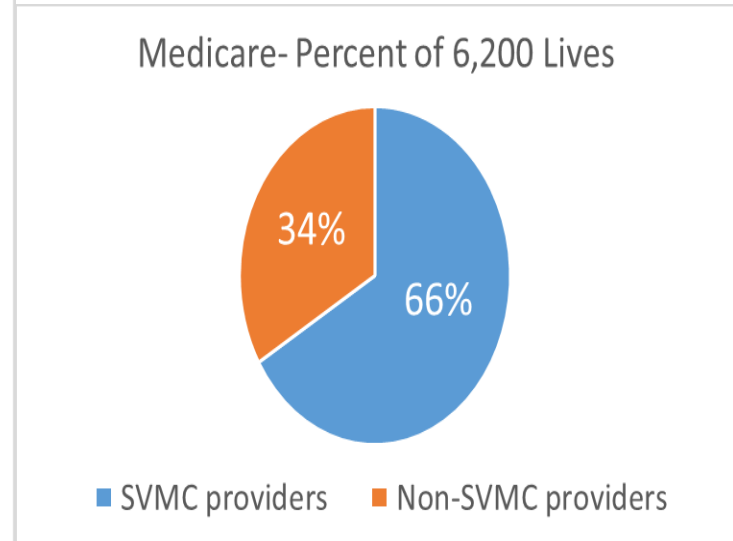
2018 Spending at

	Benn Serv Area	Percent of \$99.9M	Percent of \$52.5M
SVMC	\$47,495,773	48%	
Other Hospitals in network (UVMC, D-HH, other)	\$8,416,322	8%	16%
Other providers in network (local and non-local)	\$12,696,637	13%	24%
Out of network (Albany Med, Florida, etc.)	\$31,380,187	31%	60%
Total	\$99,988,919		

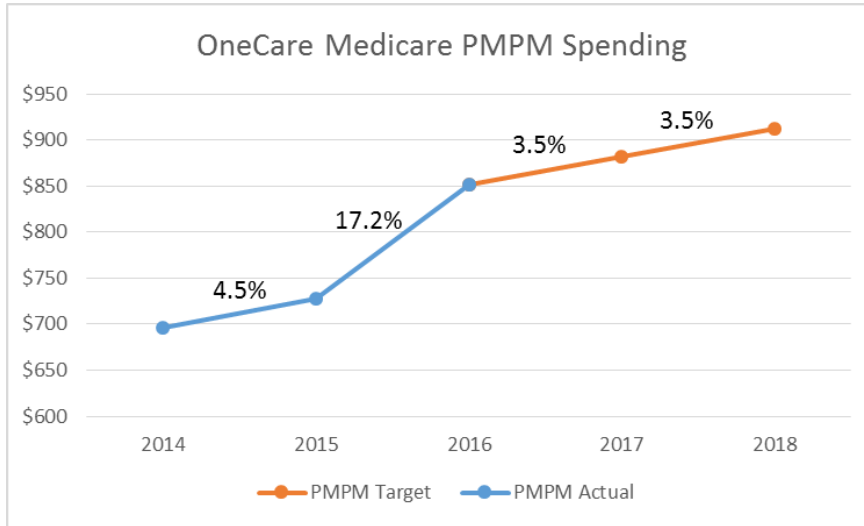
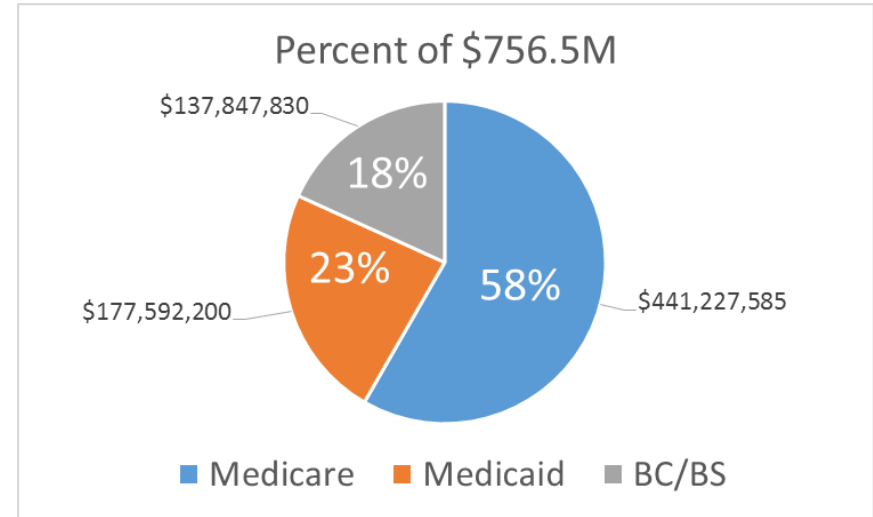
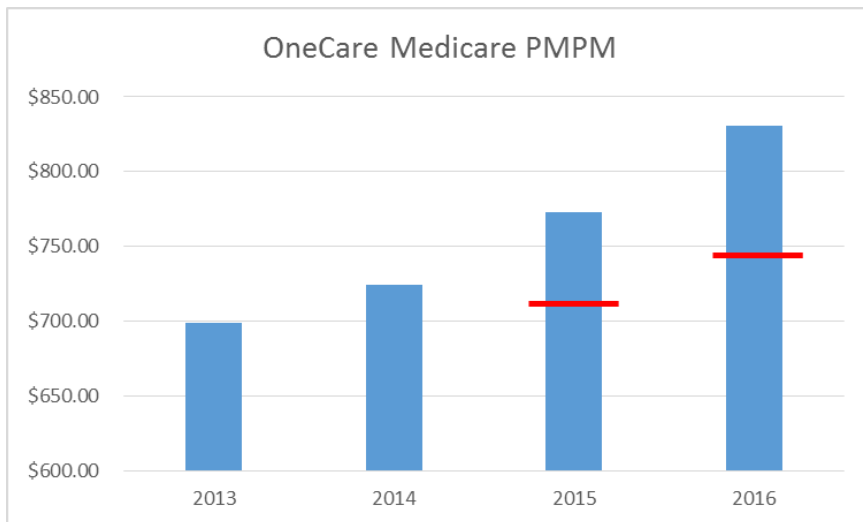
- 40% of the variable spending is in the OneCare Network
- 60% of the variable spending is out of the OneCare Network

Medicare Spending could exceed targets

Bennington



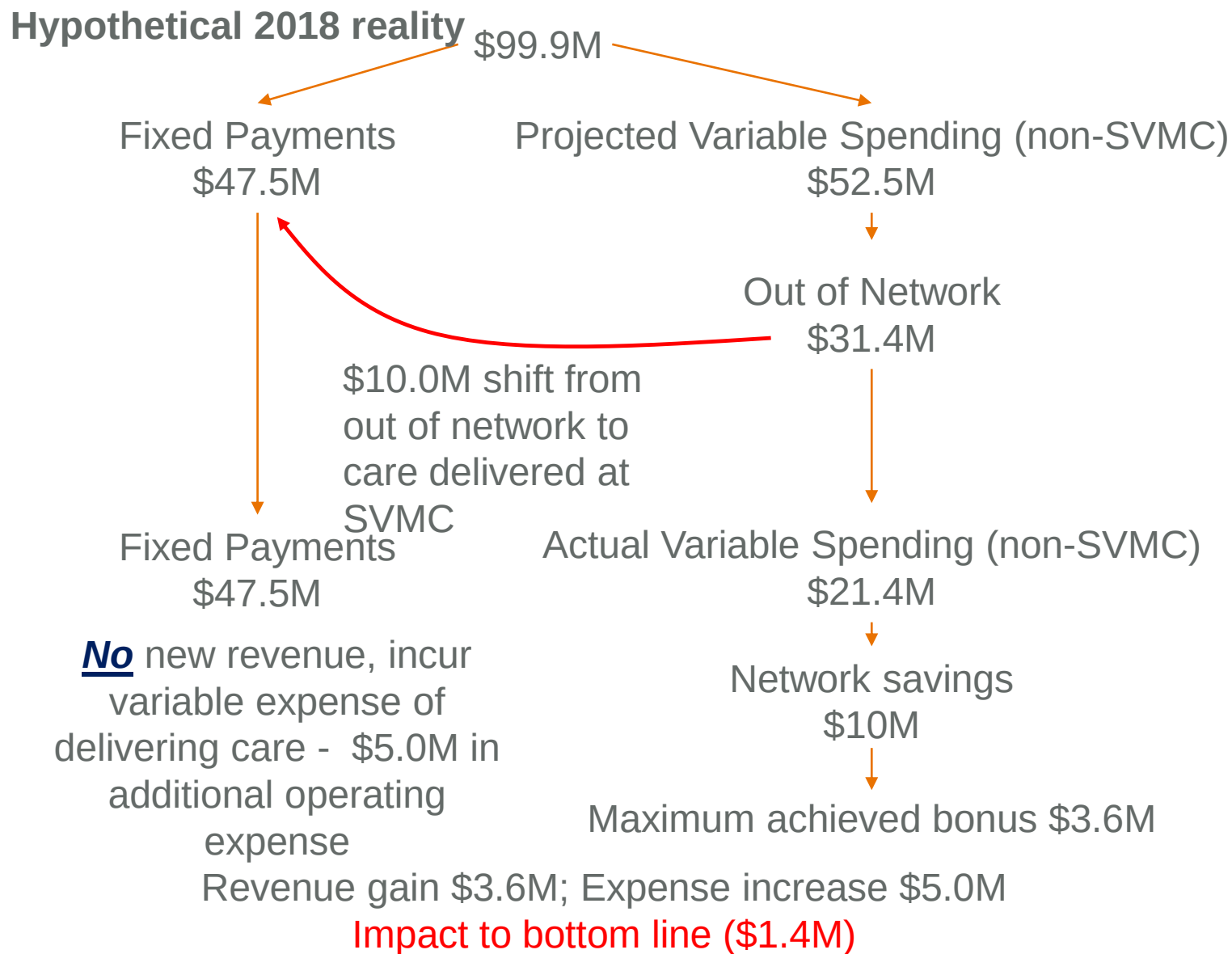
Medicare Spending across OneCare has been accelerating similarly



OneCare Medicare spending in 2015 and 2016 far exceeded targets and accelerated faster than growth in targets

Preliminary spending for 2017 is not available

Hypothetical shift in healthcare spending and impact on SVMC



Hypothetical shift in healthcare spending and impact on SVMC

