

Brattleboro Retreat

Pricing for Selected Services

This page provides gross charge information for the hospital's top admissions of adults and children & adolescents. Because each patient receives treatment based on their individual needs, the gross charge to each patient will vary. Admissions with fewer than 15 cases are excluded.

Actual 2017 Inpatient Gross Charges

Inpatient		
Description	Number of Cases	Hospital Avg. Gross Charge
Adult:		
Alcohol use disorder, severe(F10.20)	778	16,942.69
Bipolar I disorder, current or most recent episode unspecified(F31.9)	199	35,006.69
Bipolar II disorder(F31.81)	21	28,769.45
Major depressive disorder, recurrent episode, moderate(F33.1)	16	19,025.61
Major depressive disorder, recurrent episode, severe(F33.2)	39	35,175.16
Major depressive disorder, recurrent episode, unspecified(F33.9)	133	30,241.46
Major depressive disorder, recurrent episode, with psychotic features(F33.3)	47	31,394.89
Major depressive disorder, single episode with psychotic features(F32.3)	16	32,542.42
Opioid use disorder, severe(F11.20)	62	16,995.28
Schizoaffective disorder, bipolar type(F25.0)	33	123,823.14
Schizophrenia(F20.9)	133	80,246.04
Sedative, hypnotic, or anxiolytic use disorder, severe(F13.20)	40	19,654.26
Unspecified depressive disorder(F32.9)	1,300	23,821.98
Unspecified mental disorder(F99)	25	37,625.90
Unspecified opioid-related disorder(F11.99)	27	14,712.08
Unspecified schizophrenia spectrum and other psychotic disorder(F29)	139	78,604.38
Child & Adolescent:		
Bipolar I disorder, current or most recent episode unspecified(F31.9)	17	78,069.89
Disruptive mood dysregulation disorder(F34.81)	117	62,038.06
Major depressive disorder, recurrent episode, unspecified(F33.9)	60	44,672.82
Posttraumatic stress disorder(F43.10)	18	50,340.57
Unspecified depressive disorder(F32.9)	353	38,262.96
Unspecified schizophrenia spectrum and other psychotic disorder(F29)	15	50,713.09
Percent of inpatient cases and gross revenues generated by these admissions:		

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Pricing for Selected Services

This page provides gross charge information for the hospital's top outpatient visits. Because each patient receives treatment based on their individual needs, the gross charge to each patient will vary.

Actual 2017 Outpatient Gross Charges

Outpatient		
Description	Number of Visits	Hospital Average Gross Charge
Adult Partial Hospitalization (1)	4446	\$1,055
Starting Now/IOP(2)	7978	\$1,063
Child/Adolescent Partial Hospitalization (1)	1428	\$653
Hospital Outpatient (2)	2142	\$1,188
Uniform Service Program (3)		
(1) Services provided 5 days/wk, 6-8 hr per day		
(2) Services provided 3-5 days/wk, 3-4 hr per day		
(3) Servies provided 7 days/wek, 6-8 hr per day		
A patient visit includes multiple group sessions and therapies per day for treatment of their condition.		

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Budget and Financial Information

This page provides information about the hospital's finances, workforce, and patient admissions and visits.

Income, Expenses & Margin

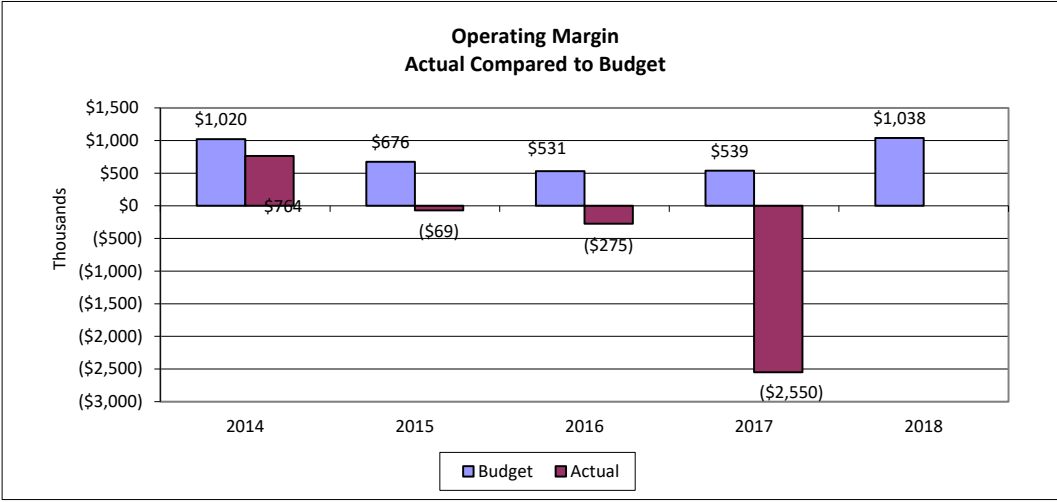
		(all #s in thousands; #s in parentheses are negative)			
	<u>Definition</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Budget 2018</u>
Gross Patient Revenue	Total of all patients' bills.	\$169,825	\$175,191	\$167,009	\$ 174,252
Uncompensated Care	Total of all patient bills not paid by insurance or patients.	(\$236)	(\$259)	(\$197)	\$ (247)
Contractual Allowances	Discounts or amounts of charges not paid by insurers, Medicare, & Medicaid.	(\$103,982)	(\$108,791)	(\$102,305)	\$ (104,264)
Bad Debt		(\$748)	(\$2,034)	(\$1,942)	\$ (1,100)
Other Operating Revenue	Money collected for non-medical services such as cafeteria services.	\$4,132	\$3,823	\$4,129	\$ 4,072
Total Net Operating Revenue	Actual money collected for services.	\$68,991	\$67,930	\$66,694	\$ 72,713
Salaries & Fringe	Wages and benefits for all hospital employees. Includes contracted physicians.	\$52,624	\$51,695	\$51,793	\$ 54,074
Other Operating Expense	Non-wage costs such as supplies, drugs, utilities, and insurance.	\$14,438	\$15,034	\$15,907	\$ 15,619
Depreciation / Amortization	Current costs of buildings, property, and equipment.	\$1,764	\$1,825	\$1,881	\$ 1,982
Total Operating Expense	Total of the above three items.	\$68,826	\$68,554	\$69,581	\$ 71,675
Operating Margin	Revenues remaining after expenses are paid.	\$165	(\$624)	\$ (2,887)	\$ 1,038
Non-Operating Revenue	Revenues earned from non-patient services such as investments & contributions.	\$76	\$349	\$336	\$ 350
Total Margin	The sum of Operating Margin and Non-Operating Revenue.	\$241	(\$275)	(\$2,551)	\$ 1,388

Operating Indicators

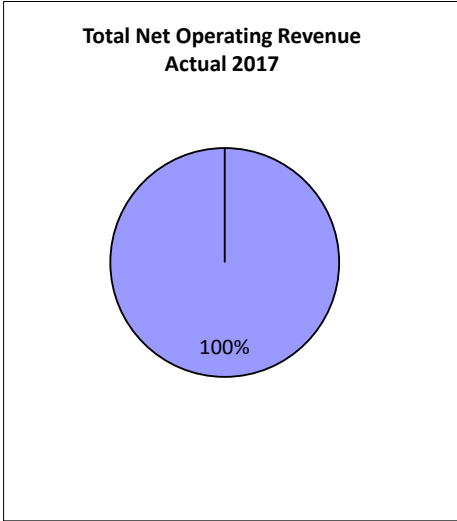
	<u>Definition</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Budget 2018</u>
Acute Admissions	Number of hospital patients who stay overnight.	3,946	3,805	3,808	4,115
Residential Admissions	Number of Child and Adolescent patients residing at the hospital.	79	112	56	69
Acute Avg. Length of Stay	How long the average patient stays in the hospital (in days).	10.0	10.3	9.6	8.9
Residential Ave Length of Stay (Range)	How long the average patient stays in the Residential Program (in days).	121	93	116	112
Outpatient Gross Revenue %	% of billings for those receiving care in outpatient settings such as day surgery.	15.2%	12.0%	12.2%	10.1%
Professional Office Visits	Patient visits for outpatient counseling.	34,731	34,371	30,211	32,452
Direct Care Staff	RNs, MHWs, Social Workers, Psychologists, Activity Therapists, Teachers-Staff.	532	471	406	fte's
Non-MD Employees	Number of full-time employees who are not doctors.	366	335	339	fte's
Physician Employees	Number of full-time hospital-employed doctors.	10	14	16	fte's

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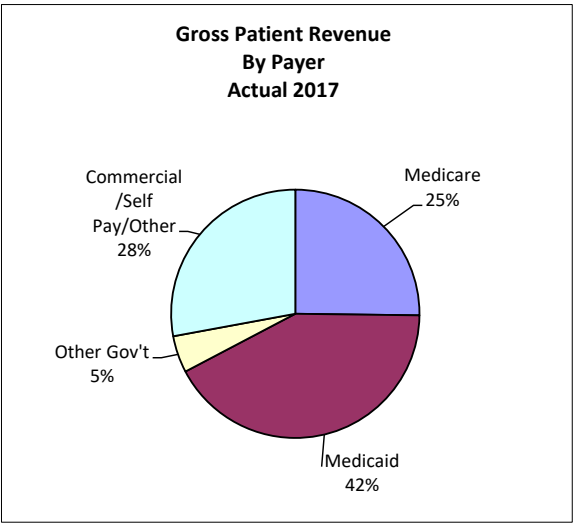
Budget and Financial Information



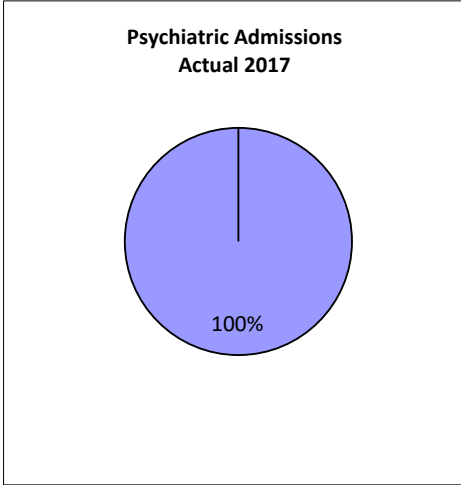
This graph shows the actual total amount the hospital earned as a surplus compared to what it planned to earn. 2017 does not have actual results yet.



This graph shows Brattleboro Retreat's share of the total amount of revenues collected by Vermont hospitals in 2017.



This graph shows who was charged for hospital services by the different payer types (Medicare, Medicaid, other government, commercial insurers, self payers).



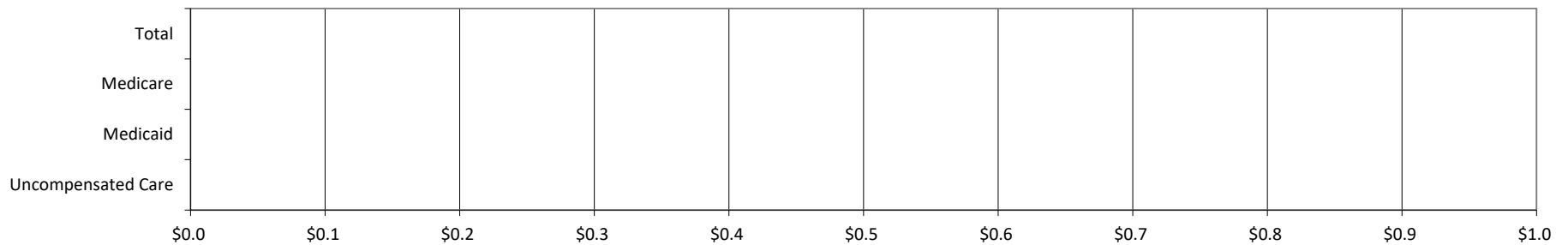
This graph shows Brattleboro Retreat's share of psychiatric acute admissions in Vermont in 2017.

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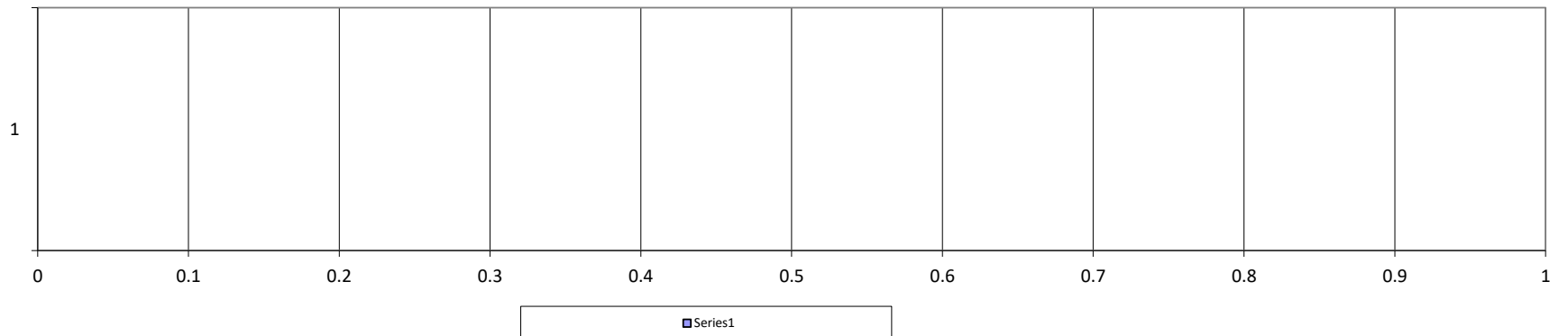
Cost Shift

A hospital incurs costs to provide services to their patients. All patients, regardless of their ability to pay, are billed the same price for the same service. Sometimes the payment received by the hospital is less than cost for the services provided. This includes payments from uninsured, Medicare, and Medicaid patients. When the payment doesn't cover the cost to provide those services, this unreimbursed cost is passed on to other payers; this is the "cost shift". The ability to cost shift helps the hospital maintain its financial health.

**Costs Shifted by Payer Type
Actual 2017**



**Amount Collected for Each \$1 of Expense and Surplus
Actual 2017**



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Financial Health Benchmarks & Indicators

This page provides information about the hospital's financial health. It includes information on the hospital's ability to pay its bills and how much it costs to run the hospital. Benchmarks provided here are for typical acute care community hospitals. Brattleboro Retreat does not provide the full scope of services of a typical acute care community hospital so comparisons to the benchmarks

		Hospital Data			
		Actual <u>2015</u>	Actual <u>2016</u>	Actual <u>2017</u>	Budget <u>2018</u>
<u>Cash & Revenue Indicators</u>					
	<u>Definition</u>				
Days Cash on Hand	The number of days of cash available to run the hospital.	63.5	41.0	48.0	48.6
Current Ratio	Ability to pay short-term bills.	1.5	1.8	1.5	n/a
Outpatient Gross Revenue %	Percentage of billings for those receiving care in less than 24 hours.	9.2%	9.7%	9.1%	9.3%
Total Margin as % of Net Revenues	Percent of money left over after expenses are paid.	0.4%	-0.4%	-4.1%	2.0%
<u>Productivity & Cost Indicators</u>					
Return on Assets	One measure of how a hospital is doing financially.	0.4%	-1.3%	-6.6%	n/a
FTEs per 100 Adjusted Inpatient and Residential Discharges	A measure of employee efficiency.	16.0	16.6	16.2	15.8
Overhead Expense w/ Fringe, as % of Total Operating Expense	Another measure of efficiency.	10.1%	8.5%	8.6%	n/a
Salary & Benefits per FTE, Non-MD	Total average cost for a full time employee who is not a doctor.	\$70,624	\$70,173	\$70,815	\$73,239
Cost per Adjusted Admission (Inpatient & Residential)	The average hospital cost for a patient.	\$13,454	\$13,722	\$14,187	\$13,486

FTEs per adjusted occupied bed measures the cost effectiveness of the organization related to the total labor costs required to provide services to patients on a daily basis.

Brattleboro Retreat's cost per adjusted admission is higher than a general hospital due to the longer lengths of stay of the patients that are treated. For an acute inpatient psychiatric admission the length of stay is 10 days, which is double the length of stay of most general hospital patients. Psychiatric residential lengths of stay can be 100 days or more.

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Hospital Capital Investments

This page provides information about the hospital's capital spending plans for the next four years. Capital spending is money spent on purchases and improvements to the hospital including buildings, property, and equipment.

<u>Capital Indicators</u>		Hospital Data			
		<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Budget 2018</u>
Age of Plant	<u>Definition</u> The average age (in years) of buildings and equipment.	18.4	18.8	19.2	19.3
Age of Plant - Building	The average age (in years) of buildings.	19.6	20.2	21.2	22.0
Age of Plant - Equipment	The average age (in years) of equipment.	14.8	14.8	14.0	13.3
Net Property, Plant & Equipment per Staffed Bed	On average, the amount of buildings, property, and equipment for each hospital bed.	\$143,232	\$137,673	\$131,178	\$130,587
Long Term Debt to Total Assets	The hospital's borrowing compared to what it owns.	30.1%	28.6%	28.9%	n/a
Capital Acquisitions as % of Net Patient Revenue	A measure of spending on buildings, property, and equipment.	2.2%	1.6%	1.6%	2.3%
<u>Capital Plans</u>		Hospital Data			
Building & Property Capital Expenditures	Money spent to buy hospital buildings and property.	<u>Actual 2015</u>	<u>Budget 2016</u>	<u>Plan 2017</u>	<u>Plan 2018</u>
Equipment Capital Expenditures	Money spent to buy hospital equipment.				
<u>Possible Certificate of Need (CON) Projects</u>	Projects for which the hospital requires a permit from the state to build or acquire.				
None		\$0	\$0	\$0	\$0
Total Capital Expenditures	Total money spent on buildings, property, equipment, and possible CONs.	\$0	\$0	\$0	\$0

Capital expenditures in a psychiatric hospital relate primarily to the physical plant and equipment expenditures relate more to the patients' physical surroundings. Investment in expensive technological diagnostic equipment for general medical services does not occur in a psychiatric facility as it would in a general medical hospital.

Brattleboro Retreat's capital planning has a much shorter time horizon and is based on cash availability for a given year after the current year operating needs have been determined.