

Brattleboro Retreat

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 2024 Outpatient Gross Charges

Outpatient		
Description	Number of Visits	Hospital Average Gross Charge
Birches		
Adult Partial Hospitalization (PHP) & (IOP)	4,247	\$ 1,024
AMBCC - Outpatient Psychotherapy	23,072	\$ 356
Healthcare Workers Program	806	\$ 733
Therapeutic Repetitive Transcranial Magnetic Stimulation (TMS)	638	\$ 692
Esketamine Treatment	1,471	\$ 3,266
A patient visit includes multiple group sessions and therapies per day for treatment of their condition.		

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Budget and Financial Information

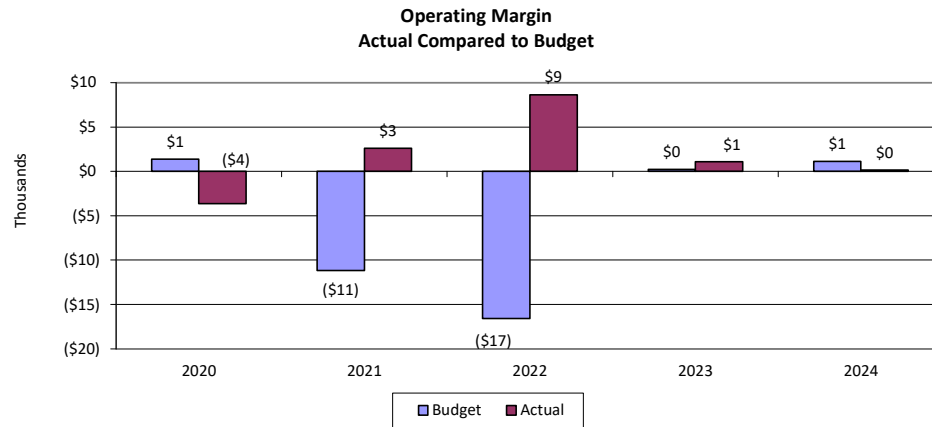
This page provides information about the hospital's finances, workforce, and patient admissions and visits.

Income, Expenses & Margin		(all #s in thousands; #s in parentheses are negative)				
	Definition	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Budget 2025
Gross Patient Revenue	Total of all patients' bills.	\$89,360	\$106,243	\$147,165	\$148,944	\$154,564
Uncompensated Care	Total of all patient bills not paid by insurance or patients.	(\$206)	(\$528)	(\$227)	(\$681)	(\$500)
Contractual Allowances	Discounts or amounts of charges not paid by insurers, Medicare, and Medicaid.	(\$53,562)	(\$43,006)	(\$54,801)	(\$54,586)	(\$55,390)
Bad Debt		(\$380)	(\$2,150)	(\$2,088)	(\$218)	(\$500)
Other Operating Revenue	Money collected for non-medical services such as cafeteria services.	\$25,596	\$20,184	\$1,804	\$1,786	\$1,372
Total Net Operating Revenue	Actual money collected for services.	\$60,808	\$80,743	\$91,853	\$95,244	\$99,547
Salaries & Fringe	Wages and benefits for all hospital employees. Includes contracted physicians.	\$44,029	\$56,282	\$72,987	\$74,347	\$75,790
Other Operating Expense	Non-wage costs such as supplies, drugs, utilities, and insurance.	\$14,284	\$13,875	\$15,667	\$18,577	\$21,016
Depreciation / Amortization	Current costs of buildings, property, and equipment.	\$1,755	\$1,968	\$2,097	\$2,160	\$2,107
Total Operating Expense	Total of the above three items.	\$60,068	\$72,125	\$90,751	\$95,084	\$98,913
Operating Margin	Revenues remaining after expenses are paid.	\$740	\$8,618	\$1,102	\$160	\$634
Non-Operating Revenue	Revenues earned from non-patient services such as investments and contributions.	\$89	(\$375)	\$2,906	\$1,424	\$504
Total Margin	The sum of Operating Margin and Non-Operating Revenue.	\$829	\$8,243	\$4,008	\$1,584	\$1,138

Operating Indicators		Actual 2021	Actual 2022	Actual 2023	Actual 2024	Budget 2025
	Definition					
Acute Admissions	Number of hospital patients who stay overnight.	1,045	1232	1,778	1,794	1,738
Residential Admissions	Number of Child and Adolescent patients residing at the hospital.	6	8	11	11	23
Acute Avg. Length of Stay	How long the average patient stays in the hospital (in days).	17.9	18.3	19.0	19.2	19.2
Residential Ave Length of Stay (Range)	How long the average patient stays in the Residential Program (in days).	372	348	327	256	199
Outpatient Gross Revenue %	Percentage of billings for those receiving care in outpatient settings such as day surgery.	12.5%	11%	10.6%	11.4%	11.5%
Professional Office Visits	Patient visits for outpatient counseling.	24,549	26836	31,777	30,234	33,804
Direct Care Staff	RNs, MHWs, Social Workers, Psychologists, Activity Therapists, Teachers-Staff.	233	169	244	283	249
Non-MD Employees	Number of full-time employees who are not doctors.	157	336	355	426	408
Physician Employees	Number of full-time hospital-employed doctors.	9	8	8	10	10

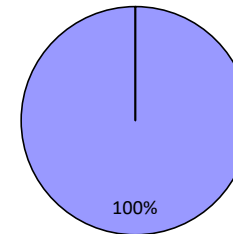
Brattleboro Retreat

Budget and Financial Information



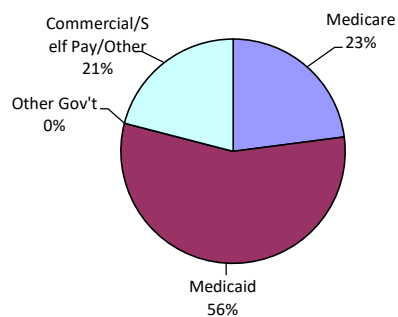
This graph shows the actual total amount the hospital earned as a surplus compared to what it planned to earn. 2024 does not have actual results yet.

**Total Net Operating Revenue
Actual 2023**



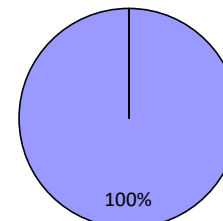
This graph shows Brattleboro Retreat's share of the total amount of revenues collected by Vermont hospitals in 2023.

**Gross Patient Revenue
By Payer
Actual 2024**



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

**Psychiatric Admissions
Actual 2023**



This graph shows Brattleboro Retreat's share of psychiatric acute admissions in Vermont in 2023.

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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 2024 Inpatient Gross Charges

Inpatient		
Description	Number of Cases	Hospital Avg. Gross Charge Per Diem
Adult:		
Major depressive disorder, recurrent episode, severe(F33.2)	184	4,119.62
Major depressive disorder, recurrent severe without psychotic features(F33.2)	170	4,146.17
Major depressive disorder, recurrent, moderate(F33.1)	109	3,848.23
Schizophrenia(F20.9)	87	4,872.75
Unspecified psychosis not due to a substance or known physiological condition(F2	65	4,184.56
Major depressive disorder, recurrent, severe with psychotic symptoms(F33.3)	56	4,504.11
Schizoaffective disorder, bipolar type(F25.0)	56	4,198.53
Bipolar disorder, unspecified(F31.9)	55	4,491.90
Schizoaffective disorder(F25.9)	48	4,281.60
Major depressive disorder, recurrent, unspecified(F33.9)	34	4,106.33
Bipolar disorder, current episode manic severe with psychotic features(F31.2)	31	4,639.58
Major depressive disorder, single episode, severe(F32.2)	18	3,784.32
Major depressive disorder, single episode, moderate(F32.1)	16	3,827.17
Bipolar disorder, current episode depressed, severe, without psychotic features(F3	15	3,879.03
Child & Adolescent:		
Disruptive mood dysregulation disorder(F34.81)	147	4,244.84
Major depressive disorder, recurrent severe without psychotic features(F33.2)	59	4,158.26
Major depressive disorder, recurrent, moderate(F33.1)	53	3,778.00
Adjustment disorder, unspecified(F43.20)	45	3,862.64
Major depressive disorder, recurrent episode, severe(F33.2)	34	3,746.64
Oppositional defiant disorder(F91.3)	25	3,881.38
Adjustment disorder with depressed mood(F43.21)	20	4,191.31
Major depressive disorder, single episode, severe(F32.2)	15	3,827.70

Percent of inpatient cases and gross revenues generated by these admissions:	
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Brattleboro Retreat

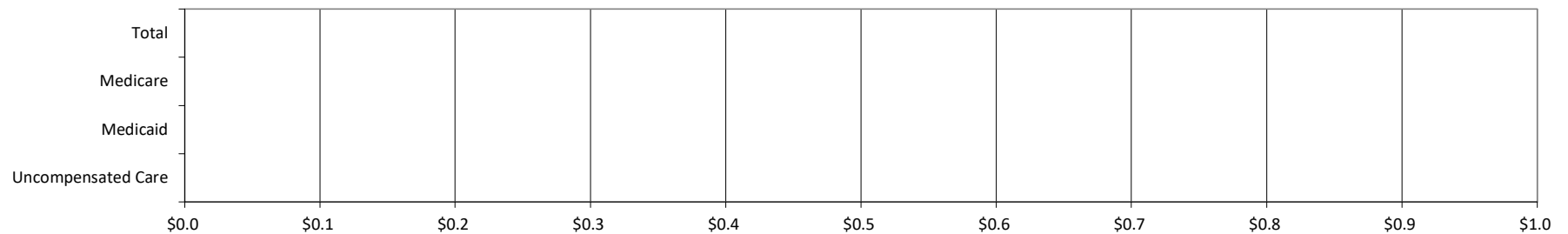
Cost Shift

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.

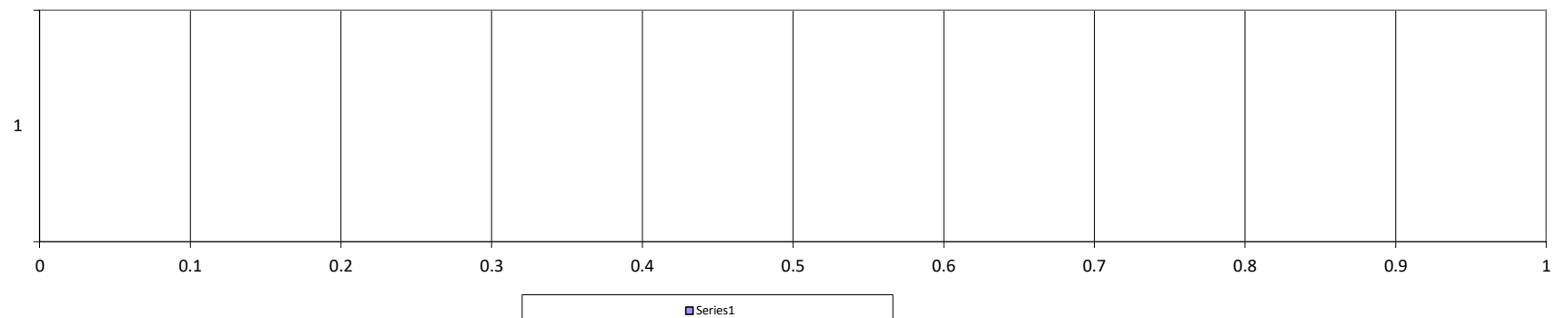
Costs Shifted by Payer Type

Actual 2022



Amount Collected for Each \$1 of Expense and Surplus

Actual 2022



Brattleboro Retreat

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 may not be appropriate.

		Hospital Data					Vermont
<u>Cash & Revenue Indicators</u>	<u>Definition</u>	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Actual 2023</u>	<u>Actual 2024</u>	<u>Budget 2025</u>	<u>Budget 2025 Median</u>
Days Cash on Hand	The number of days of cash available to run the hospital.	94.0	133.0	91.3	53.5	58.0	
Current Ratio	Ability to pay short-term bills.	0.8	1.4	1.9	2.7	3.0	
Outpatient Gross Revenue %	Percentage of billings for those receiving care in less than 24 hours.	10.4%	9.9%	10.6%	11.4%	11.5%	
Total Margin as % of Net Revenues	Percent of money left over after expenses are paid.	15.6%	10.2%	5.0%	3.5%	1.2%	
<u>Productivity & Cost Indicators</u>							
Return on Assets	One measure of how a hospital is doing financially.	-1.5%	-1.8%	7.7%	3.0%	2.0%	
FTEs per 100 Adjusted Inpatient and Residential Discharges	A measure of employee efficiency.	38.5	40.5	29.6	24.5	31.2	
Overhead Expense w/ Fringe, as % of Total Operating Expense	Another measure of efficiency.	21.0%	27.0%	26.0%	19.1%	19.1%	
Salary & Benefits per FTE, Non-MD	Total average cost for a full time employee who is not a doctor.	\$91,504	\$98,908	\$103,649	\$112,752	\$111,730	
Cost per Adjusted Admission (Inpatient and Residential)	The average hospital cost for a patient.	\$45,848	\$46,804	\$45,362	\$45,230	\$46,190	

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

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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				Vermont	
		Actual <u>2021</u>	Actual <u>2022</u>	Actual <u>2023</u>	Actual <u>2024</u>	Budget <u>2025</u>	Budget 2025 <u>Median</u>
Age of Plant	The average age (in years) of buildings and equipment.	24.5	23.6	22.4	22.9	24.4	
Age of Plant - Building	The average age (in years) of buildings.	262.2	22.9	21.9	22.0	22.9	
Age of Plant - Equipment	The average age (in years) of equipment.	19.8	26.8	24.7	27.3	32.2	
Net Property, Plant & Equipment per Staffed Bed	On average, the amount of buildings, property, and equipment for each hospital bed.	\$148,053	\$137,553	\$151,304	\$145,286	\$140,001	
Long Term Debt to Total Assets	The hospital's borrowing compared to what it owns.	17.3%	0.3%	13.1%	10.2%	9.0%	
Capital Acquisitions as % of Net Patient Revenue	A measure of spending on buildings, property, and equipment.	3.1%	0.8%	3.1%	1.9%	2.3%	
<u>Capital Plans</u>		Hospital Data					
		Actual <u>2024</u>	Budget <u>2025</u>	Plan <u>2026</u>	Plan <u>2027</u>		
Building & Property Capital Expenditures	Money spent to buy hospital buildings and property.	\$978,202	\$864,000	\$1,360,500	\$2,915,000		
Equipment Capital Expenditures	Money spent to buy hospital equipment.	\$775,197	\$1,286,314	\$929,580	\$301,080		
<u>Possible Certificate of Need (CON) Projects</u>	Projects the hospital needs 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.	\$1,753,399	\$2,150,314	\$2,290,080	\$3,216,080		

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