

MEMORANDUM

TO: Representative Mary S. Hooper, Senator Jane Kitchel, Representative Janet Ancel, Senator Becca Balint, Representative Tim Briglin, Senator Ann Cummings, Representative Peter J. Fagan, Representative Emilie Kornheiser, Senator Dick Sears Jr., Senator Richard Westman

FROM: Emily Hawes, Commissioner, Department of Mental Health
Sarah Clark, Chief Financial Officer, Vermont Agency of Human Services

DATE: July 30, 2021

SUBJECT: Act 139, Sec. 27 An act relating to capital construction and State bonding budget adjustment, Brattleboro Retreat

This memorandum is submitted in response to the requirements of Act 139, Section 27 of the 2020 legislative session, which requires the Agency to submit an update with BGS and the Retreat covering

- A) the Retreat financial reports, including income statement, balance sheet and cash flow projections;
- B) the Status of 12 level-1 beds including anticipated opening date and cost estimates to complete;
- C) an update on the development of a long-term strategic plan that analyzes current and future needs of the service delivery priorities and role of the Retreat in Vermont's mental health system of care; and
- D) an update on the strategic plan for the long-term reuse of the renovated facility.

A) Please refer to Attachment A for Brattleboro Retreat's financial reports including income statement, balance sheet and cash flow projections.

B) The Status of 12 level-1 beds including anticipated opening date and cost estimates to complete. *Update provided by the Department of Buildings and General Services.*

The original design for the 12 level-1 beds included the renovation of two spaces. The program was not functioning in those spaces and the cost of two renovations was well over budget. The design team sought an alternative solution and found another vacant space on the Brattleboro Retreat campus that would better suit the programmatic needs, while reducing cost. Costs were still over budget, but less than the original dual renovation scheme. The project experienced many hardships due to COVID restrictions, including a month-long shutdown, limited workforce restrictions, restrictions related to out-of-state contractors, labor shortages and material delays. The project was estimated to be complete in

Mid October 2020. The certificate of occupancy was granted on February 21st, 2021.

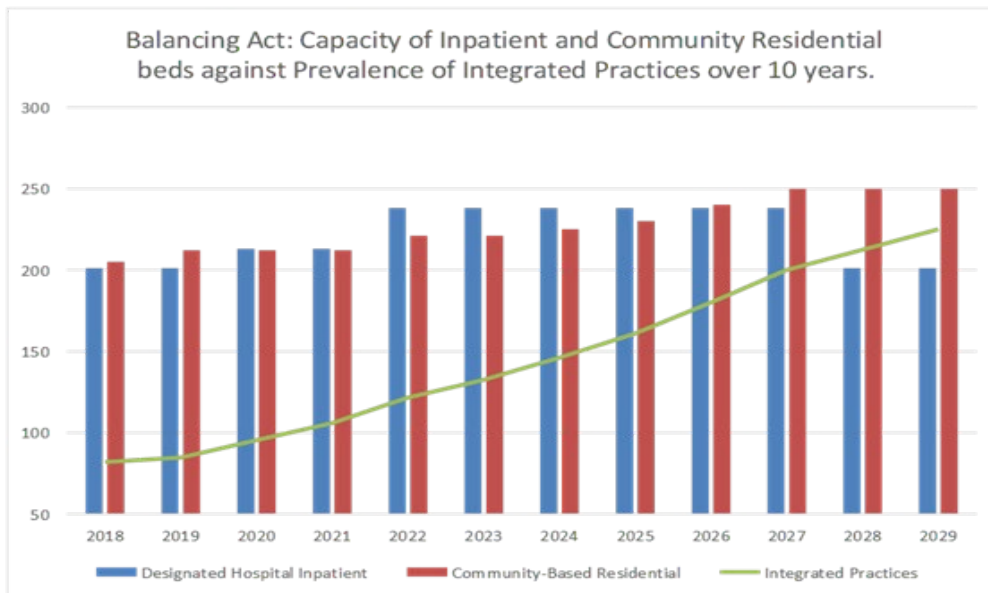
Total appropriations for the project were \$7.0M. All funds were expended. The beds are not open currently due to lack of staffing. The Brattleboro Retreat, along with many organizations across the state and nation is experiencing significant staffing shortages impacting their patient capacity. They are making extensive efforts to recruit and continue to transparently communicate these efforts to AHS. The Retreat’s current plan sets a goal for September 1st, 2021, to increase staffing capacity sufficiently in order to open up more beds in their facility.

C) Update on the Development of Long-Term Strategic Plan and Role of the Retreat in Vermont’s Mental Health System of Care

In January of 2020, Vision 2030: A 10-Year Plan for an Integrated and Holistic System of Care was delivered to the Legislature and is [available here](#).

As articulated in Vision 2030, goals to improve access and quality of care while reducing costs can best be realized with integrated care delivery - where all types of care providers are connected in delivering whole health care. Further, continuing to evaluate the integration of mental health care within a holistic health care system as it relates to inpatient psychiatric treatment remains a strategic priority. An essential element of this vision is to shift the balance between mental health services provided in the hospital to services delivered in the community.

The graph, below, shows that while inpatient capacity must grow initially, additional capacity in community residential levels of care and expansion of integrated care approaches may alleviate the need for inpatient level of care over time.



The impact of COVID-19 significantly threatened the Retreat’s ability to provide mental health care to Vermonters, and the Retreat’s financial situation became increasingly tenuous due to low client census

and strained staffing capacity. AHS is working collaboratively with the Retreat on a long-term plan to stabilize the Retreat as a more adaptable component in the evolving integrated system of care in Vermont. The Retreat's [Action Plan for Sustainability](#) was presented to the Legislature in June of 2020 and recognizes the need for nimble planning, adaptable work force and operation as we reconfigure and integrate our system of care. The Action Plan outlines key areas of current and future service delivery reconfigured for the Retreat including expansion of residential programming for adults and youth as well community-based service expansion opportunities.

An integral piece of the Action Plan for Sustainability was an Alternative Payment Model (APM), which was successfully implemented on March 3rd, 2021. The financial impact of this payment model will be most appropriately evaluated after more time has passed; however, the predictable monthly payments are undeniably a stabilizing force after the volatility of the pandemic year. Another notable aspect of the APM arrangement is that it has allowed AHS to track outcomes and establish a forum to discuss this performance data with the Retreat. Reviews of this data have led to adjustments to their intake process aimed at reducing wait times for admission, among other quality improvements.

The Department of Mental Health is already working toward an integrated system that will be guided by the newly enacted Mental Health Integration Council. The Council convened on July 13th, led by the Commissioner of Health Dr. Mark Levine, and Deputy Commissioner of Mental Health Alison Krompf. The council has broad representation including membership from the Brattleboro Retreat. The Department of Mental Health will ensure the Retreat remains a central focus in this integration work and is included as a component of analysis for current and future priorities to meet a broad range of mental health needs.

D) Update on the Strategic Plan for the Long-Term Reuse of the Renovated Facility

A team from DMH and leadership of the Retreat have been meeting to develop a strategic plan for long term reuse of the renovated facility (12 new Level 1 beds), anticipating over the long term an integrated system with increased community-based services and decreased need for psychiatric inpatient. This work will be informed by Vision 2030 and the Mental Health Integration Council as well as the Analysis of Residential Beds Needs Report completed by DMH in 2020. Initial planning has highlighted opportunities for the Retreat in the following areas.

- Adult Rapid/Crisis Stabilization Unit to provide rapid stabilization, assessment, psychiatric evaluation, brief treatment, and social service supports for adults experiencing acute mental health concerns
- Youth/Adolescent Hospital Diversion Program
- Youth/Adolescent Partial Hospitalization
- Additional secure residential capacity

The AHS and Brattleboro Retreat teams continue to explore these and other opportunities together, inclusive of stakeholder feedback and responsiveness to system of care needs. Further engagement will include legal and licensing experts to support a sustainable plan covering service delivery reconfiguration, improvement to business and revenue operations, and achievement of organizational efficiency, that we can further detail at the September meeting of the Joint Fiscal Committee.

**BRATTLEBORO RETREAT
PATIENT STATISTICS
June 2021**

Prior Year	Current Month			INPATIENT <u>ADMISSIONS</u>	Prior Year	Year-to-Date		
	Actual	Budget	Fav/(Unfav)			Actual	Budget	Fav/(Unfav)
44	24	21	3	I/P Adult Psych (T2)	282	186	168	18
22	17	25	(8)	I/P Adolescent Psych (T3)	177	118	161	(43)
10	8	14	(6)	I/P Child Psych (O1)	74	59	79	(20)
51	35	43	(8)	I/P LGBT Psych (O2)	206	215	261	(46)
3	5	6	(1)	I/P Adult Intensive (T4)	18	25	38	(13)
-	-	4	(4)	I/P Adult Intensive (LL1)	-	-	14	(14)
130	89	113	(24)	TOTAL INPATIENT	1,118	603	721	(118)

Prior Year	Current Month			INPATIENT <u>PATIENT DAYS</u>	Prior Year	Year-to-Date		
	Actual	Budget	Fav/(Unfav)			Actual	Budget	Fav/(Unfav)
593	517	285	232	I/P Adult Psych (T2)	3,659	2,704	2,281	423
369	266	375	(109)	I/P Adolescent Psych (T3)	2,443	1,974	2,415	(441)
222	147	225	(78)	I/P Child Psych (O1)	1,559	947	1,298	(351)
338	324	360	(36)	I/P LGBT Psych (O2)	1,729	1,998	2,173	(175)
366	325	405	(80)	I/P Adult Intensive (T4)	2,302	2,121	2,446	(325)
-	-	240	(240)	I/P Adult Intensive (LL1)	-	-	915	(915)
1,888	1,579	1,890	(311)	TOTAL INPATIENT	13,862	9,744	11,528	(1,784)

Prior Year	Current Month			INPATIENT <u>AVERAGE DAILY CENSUS</u>	Prior Year	Year-to-Date		
	Actual	Budget	Fav/(Unfav)			Actual	Budget	Fav/(Unfav)
19.8	17.2	9.5	7.7	I/P Adult Psych (T2)	20.2	14.9	12.6	2.3
12.3	8.9	12.5	(3.6)	I/P Adolescent Psych (T3)	13.5	10.9	13.3	(2.4)
7.4	4.9	7.5	(2.6)	I/P Child Psych (O1)	8.6	5.2	7.2	(1.9)
11.3	10.8	12.0	(1.2)	I/P LGBT Psych (O2)	9.6	11.0	12.0	(1.0)
12.2	10.8	13.5	(2.7)	I/P Adult Intensive (T4)	12.7	11.7	13.5	(1.8)
-	-	8.0	(8.0)	I/P Adult Intensive (LL1)	-	-	5.1	(5.1)
62.9	52.6	63.0	(10.4)	TOTAL INPATIENT	76.6	53.8	63.7	(9.9)

Prior Year	Current Month			INPATIENT <u>AVERAGE LENGTH OF STAY</u>	Prior Year	Year-to-Date		
	Actual	Budget	Fav/(Unfav)			Actual	Budget	Fav/(Unfav)
16.1	15.8	13.6	2.2	I/P Adult Psych (T2)	12.9	13.5	13.6	(0.1)
27.9	19.6	15.0	4.6	I/P Adolescent Psych (T3)	14.1	17.1	15.0	2.1
10.7	33.1	16.2	16.9	I/P Child Psych (O1)	19.2	16.5	16.2	0.3
10.9	9.8	8.3	1.5	I/P LGBT Psych (O2)	8.3	9.8	8.3	1.5
76.7	79.6	65.2	14.4	I/P Adult Intensive (T4)	74.7	84.3	65.2	19.1
-	-	65.2	(65.2)	I/P Adult Intensive (LL1)	-	-	65.2	(65.2)
16.9	19.6	16.7	2.9	TOTAL INPATIENT	11.5	16.5	16.7	(0.2)

**BRATTLEBORO RETREAT
PATIENT STATISTICS
June 2021**

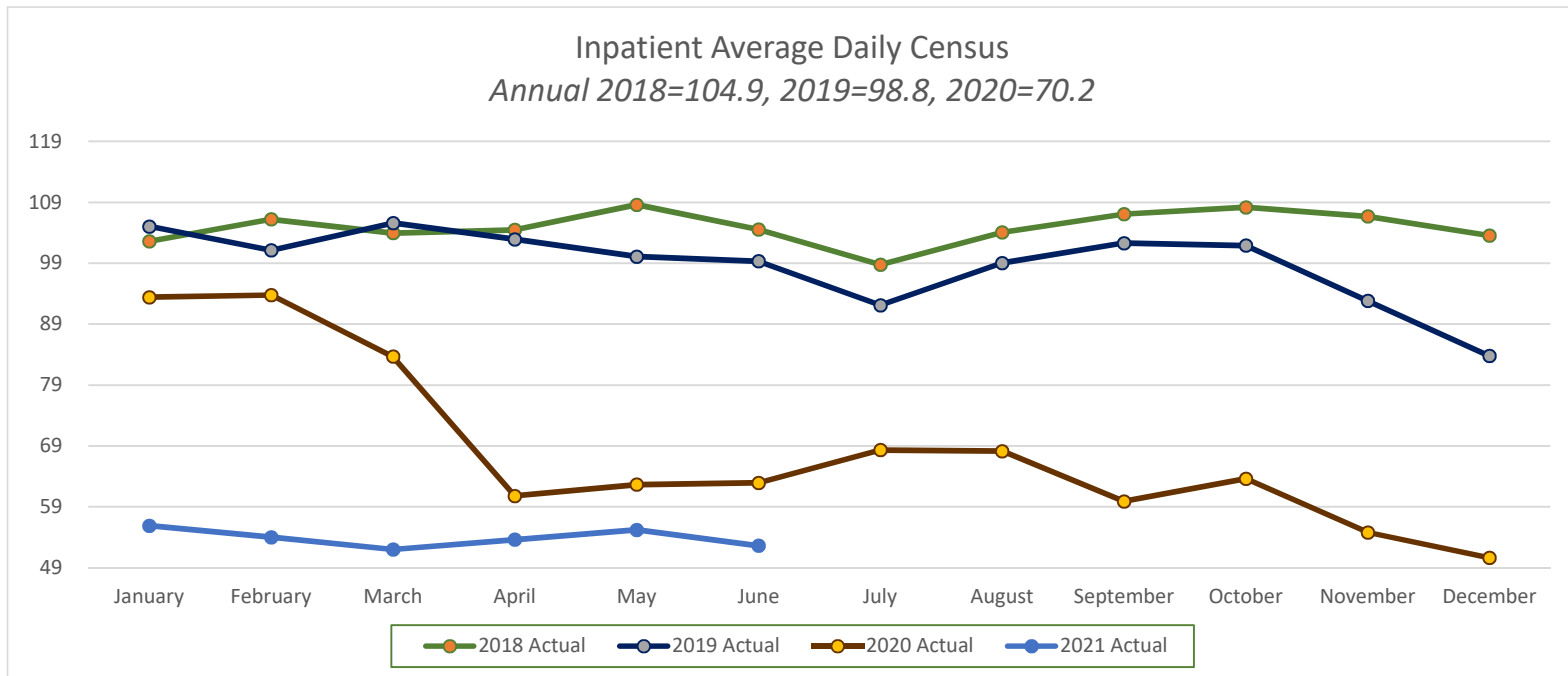
Prior Year	Current Month			RESIDENTIAL <u>ADMISSIONS</u>	Prior Year	Year-to-Date		
	Actual	Budget	Fav/(Unfav)			Actual	Budget	Fav/(Unfav)
1	-	-	-	Adolescent Residential	6	-	-	-
-	-	-	-	ARCC	2	2	3	(1)
1	-	-	-	TOTAL RESIDENTIAL	8	2	3	(1)
119	-	-	-	<u>PATIENT DAYS</u>	894	35	-	35
136	210	180	30	Adolescent Residential	783	1,176	1,083	93
255	210	180	30	ARCC	1,677	1,211	1,083	128
				TOTAL RESIDENTIAL				
4.0	-	-	-	<u>AVERAGE DAILY CENSUS</u>	4.9	0.2	-	0.2
4.5	7.0	6.0	1.0	Adolescent Residential	4.3	6.5	6.0	0.5
8.5	7.0	6.0	1.0	ARCC	13.7	6.7	6.0	0.7
				TOTAL RESIDENTIAL				
201.0	-	120.0	(120.0)	<u>AVERAGE LENGTH OF STAY</u>	118.3	139.5	120.0	19.5
636.0	-	283.0	(283.0)	Adolescent Residential	304.0	-	283.0	(283.0)
418.5	-	152.0	(152.0)	ARCC	164.8	139.5	152.0	(12.5)
				TOTAL RESIDENTIAL				

Prior Year	Current Month			OUTPATIENT <u>VISITS</u>	Prior Year	Year-to-Date		
	Actual	Budget	Fav/(Unfav)			Actual	Budget	Fav/(Unfav)
108	63	66	(3)	Meadows School	909	640	606	34
220	224	189	35	<u>Hospital Outpatient</u>	1,385	1,453	1,095	358
44	146	55	91	Adult PHP	113	544	316	228
264	370	244	126	Hospital Outpatient	1,498	1,997	1,411	586
-	14	21	(7)	TOTAL PHP	-	85	126	(41)
228	266	238	28	Starting Now-IDRP	1,378	1,647	1,379	268
228	280	259	21	Starting Now-OP	1,378	1,732	1,505	227
				TOTAL STARTING NOW				
1,323	1,497	1,276	221	AMBCC	7,166	8,437	6,918	1,519
1,815	2,147	1,779	368	TOTAL HOSPITAL OUTPATIENT	10,042	12,166	9,834	2,332

Prior Year	Current Month			FULL TIME EQUIVALENTS	Prior Year	Year-to-Date		
	Actual	Budget	Fav/(Unfav)			Actual	Budget	Fav/(Unfav)
72.05	59.56	72.20	12.64	* Contract FTE's	79.11	60.58	73.51	12.93
391.30	316.47	347.23	30.77	Worked FTE's	443.71	334.06	357.13	23.07
463.34	376.02	419.43	43.41	Total Worked FTE's	522.83	394.64	430.64	36.00
5.66	5.33	5.49	0.16	Total Worked FTE Per Equiv Pt Day	5.26	5.57	5.62	0.05
510.54	412.54	460.16	47.63	Total Paid FTE's	591.79	422.53	461.07	38.55
6.24	5.85	6.03	0.18	Total Paid FTE Per Equiv Pt Day	5.95	5.97	6.02	0.05
35.62	38.52	48.20	9.68	*Sodexo FTE's	42.25	39.15	48.20	9.05
27.70	15.09	20.00	4.91	*Nurse FTE's - Avant (YTD 7.3)	25.86	15.56	20.00	4.44
2.53	0.56	4.00	3.44	* Travel Physician FTE's	5.29	1.37	5.33	3.96
6.20	5.38	-	(5.38)	*Travel Other FTE's	5.72	4.51	-	(4.51)

Inpatient Average Daily Census

	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>November</u>	<u>December</u>	<u>Total</u>
2017 Actual	108	109	102	105	102	102	97	88	94	104	98	92	100
2018 Actual	103	106	104	104	109	105	99	104	107	108	107	104	105
2019 Actual	105	101	106	103	100	99	92	99	102	102	93	84	99
2020 Actual	93	94	84	61	63	63	68	68	60	64	55	51	69
2021 Actual	56	54	52	54	55	53							



BRATTLEBORO RETREAT
Revenue by Program
June 2021

Current Month			
Actual	Budget	FAV/ (UNFAV)	% Variance
1,584,605	873,525	711,080	81%
-	-	-	#DIV/0!
993,060	1,103,400	(110,340)	-10%
-	-	-	#DIV/0!
996,125	1,241,325	(245,200)	-20%
-	735,600	(735,600)	-100%
861,840	1,215,000	(353,160)	-29%
476,280	729,000	(252,720)	-35%
4,911,910	5,897,850	(985,940)	-17%
701,208	975,185	(273,977)	-28%
5,613,118	6,873,035	(1,259,917)	-18%
-	-	-	#DIV/0!
352,800	302,400	50,400	17%
352,800	302,400	50,400	17%
24		24	
352,824	302,400	50,424	17%
5,965,942	7,175,435	(1,209,493)	-17%
52,631	40,672	11,959	29%
-	-	-	#DIV/0!
52,631	40,672	11,959	29%
-	-	-	#DIV/0!
310,277	249,851	60,426	24%
310,277	249,851	60,426	24%
34,446	11,348	23,098	204%
966	2,010	(1,044)	-52%
345,689	263,209	82,480	31%
526,157	302,612	223,545	74%
-	-	-	
526,157	302,612	223,545	74%
626,775	545,776	80,999	15%
7,517,194	8,327,704	(810,510)	-10%
-			
(3,418)	(7,535)	4,117	
(4,622,988)	(4,201,933)	(421,055)	
(42,275)	(300,814)	258,539	
268,689	(72,378)	341,067	
(4,399,992)	(4,582,660)	182,668	4%
3,117,201	3,745,044	(627,842)	-17%
41.5%	45.0%		
46,770	80,000	(33,230)	-42%
132,335	67,778	64,557	95%
3,296,307	3,892,822	(596,515)	-15%

Year to Date			
Actual	Budget	FAV/ (UNFAV)	% Variance
I/P Adult Psych (T-2) (100)	8,287,760	6,991,265	1,296,495 19%
I/P Adult CORE (T-1) (110)	-	-	- #DIV/0!
I/P Psych LGBT (160)	6,125,270	6,660,245	(534,975) -8%
I/P Emerging Adult (O-3) (170)	-	-	- #DIV/0!
I/P Psych VSH (180)	6,500,865	7,496,990	(996,125) -13%
I/P Psych VSH LL (185)	-	2,804,475	(2,804,475) -100%
I/P Adolescent Psych (T-3) (120)	6,394,360	7,824,600	(1,430,240) -18%
I/P Child Psych(O-1) (140)	3,068,280	4,205,520	(1,137,240) -27%
Subtotal Inpatient R & B	30,376,535	35,983,095	(5,606,560) -16%
Ancillary Services	4,557,543	5,514,685	(957,142) -17%
Total Inpatient Revenue	34,934,078	41,497,780	(6,563,702) -16%
Residential Linden Houses/Osgood 3	56,525	-	56,525 #DIV/0!
ARCC	1,975,680	1,819,440	156,240 9%
Subtotal Residential R & B	2,032,205	1,819,440	212,765 12%
Ancillary Services	5,705		5,705
Total Residential Revenue	2,037,910	1,819,440	218,470 12%
Total I/P & Res. Revenue	36,971,988	43,317,220	(6,345,232) -15%
Meadows	329,180	279,842	49,338 18%
BRIDGES	-	-	- #DIV/0!
Total School	329,180	279,842	49,338 18%
Uniformed Service Program	-	-	- #DIV/0!
Birches PHP - HOP	1,755,274	1,351,913	403,361 30%
Total Partial Hospitalization	1,755,274	1,351,913	403,361 30%
Starting Now			
HUB			
Starting Now	187,451	68,088	119,363 175%
Hospital Outpatient Ancillary Services	1,196	10,757	(9,561) -89%
Total Hospital Outpatient Revenue	1,943,921	1,430,758	513,163 36%
Outpatient Clinics			
AMBCC	2,855,263	1,640,647	1,214,616 74%
Pain Management Clinic	(9,033)	-	(9,033)
Total Clinic	2,846,230	1,640,647	1,205,583 73%
Physician Charges	3,841,530	3,265,065	576,465 18%
Gross Patient Revenue	45,932,848	49,933,532	(4,000,684) -8%
CONTRACTUAL ALLOWANCES			
Charity care	(63,115)	(45,210)	(17,905)
3rd Party Allowances	(26,212,540)	(25,314,344)	(898,196)
Administrative Deductions	(1,065,732)	(1,804,884)	739,152
Bad Debt	458,193	(434,269)	892,462
Total Deductions	(26,883,194)	(27,598,707)	715,513 3%
Net Patient Revenue	19,049,654	22,334,825	(3,285,171) -15%
% of Gross Patient Revenue	41.5%	44.7%	
Premium Revenue VCC	340,656	480,000	(139,344) -29%
Other Operating Revenue	2,840,211	406,887	2,433,324 598%
Total Net Operating Revenue	22,230,522	23,221,712	(991,191) -4%

BRATTLEBORO RETREAT
Statement of Operations
June 2021

Current Month

Year to Date

Actual	Budget	FAV/ (UNFAV)	% Variance
3,117,201	3,745,044	(627,842)	-17%
46,770	80,000	(33,230)	-42%
132,335	67,778	64,557	95%
3,296,306	3,892,822	(596,515)	-15%
2,400,707	2,507,679	106,972	4%
369,911	427,000	57,089	13%
340	176	(164)	-93%
2,770,958	2,934,855	163,897	6%
868,353	749,332	(119,021)	-16%
3,639,311	3,684,186	44,875	1%
140,443	86,713	(53,730)	-62%
22,769	25,941	3,173	12%
241,234	264,956	23,722	9%
79,918	113,561	33,643	30%
8,917	7,840	(1,077)	-14%
33,210	29,466	(3,744)	-13%
2,581	7,147	4,565	64%
81,086	50,952	(30,134)	-59%
6,428	26,417	19,989	76%
101,222	86,584	(14,637)	-17%
66,209	68,472	2,263	3%
18,160	44,365	26,205	59%
242,036	239,267	(2,769)	-1%
136,777	133,300	(3,477)	-3%
110,309	85,693	(24,616)	-29%
20,152	14,492	(5,661)	-39%
1,298	2,606	1,308	50%
20,972	16,967	(4,005)	-24%
4,426	8,859	4,433	50%
1,338,148	1,313,599	(24,549)	-2%
4,977,459	4,997,785	20,326	0%
(1,681,152)	(1,104,963)	(576,189)	52%
-51.0%	-28.4%		
25,679	-	25,679	
		0	
		0	
25,679	0	25,679	
(1,655,473)	(1,104,963)	(550,510)	50%

Actual	Budget	FAV/ (UNFAV)	% Variance	
REVENUE				
Net Patient Revenue	19,049,654	22,334,825	(3,285,171)	-15%
Net Premium Revenue	340,656	480,000	(139,344)	-29%
Other Operating Revenue	2,840,211	406,887	2,433,324	598%
TOTAL OPERATING REVENUE	22,230,521	23,221,712	(991,191)	-4%
EXPENSES				
Salaries & Wages	14,675,366	15,151,201	475,835	3%
Contract Labor	2,185,944	2,520,200	334,256	13%
Deferred Compensation	2,040	1,056	(984)	-93%
Total Salaries & Wages	16,863,350	17,672,457	809,107	5%
Employee Benefits	4,796,775	4,503,632	(293,143)	-7%
Total Salaries, Wages & Benefits	21,660,125	22,176,089	515,964	2%
Legal, Audit & Consulting	1,206,234	664,518	(541,716)	-82%
Supplies (Medical, Office, etc.)	134,759	144,270	9,511	7%
Sodexo (Dietary, Hskpg, & Laundry)	1,525,877	1,607,400	81,523	5%
Purchased Services	608,965	681,501	72,537	11%
Outreach & Education	37,005	46,042	9,037	20%
Pharmaceuticals	129,523	176,796	47,273	27%
Travel, Education & Other Travel	47,742	37,049	(10,693)	-29%
Maintenance & Repairs	345,874	305,711	(40,163)	-13%
Recruiting & Relocation	47,941	158,500	110,560	70%
Dues, Books & Subscriptions	525,418	508,722	(16,697)	-3%
Insurance	425,756	415,969	(9,787)	-2%
Interest	254,503	266,590	12,087	5%
Taxes (Provider, Property, etc.)	1,519,308	1,435,602	(83,706)	-6%
Depreciation	841,097	813,945	(27,152)	-3%
Utilities	528,475	514,161	(14,314)	-3%
Rent/Lease Equip & Minor Equip	117,802	85,701	(32,101)	-37%
Patient Activities	9,974	13,886	3,912	28%
Food (Non-Cafeteria)	97,273	99,795	2,522	3%
Other	28,903	53,152	24,249	46%
Total Other Operating Expenses	8,432,429	8,029,310	(403,119)	-5%
TOTAL OPERATING EXPENSES	30,092,554	30,205,399	112,845	0%
NET OPERATING INCOME/(LOSS)	(7,862,033)	(6,983,687)	(878,346)	13%
<i>Operating Margin %</i>	-35.4%	-30.1%		
Nonoperating Revenues/(Expenses)				
Income from Investments	68,884	-	68,884	
Net Assets Released from Restrictions			0	
Equity Income for VCC Joint Venture			0	
Net Non-Oper Gain/(Loss) on Investments	68,884	0	68,884	
Net Income/(Loss)	(7,793,149)	(6,983,687)	(809,462)	12%

BRATTLEBORO RETREAT
BALANCE SHEET
June 30, 2021

	6/30/2021	5/31/21	<i>Unaudited</i> 12/31/20
ASSETS			
CURRENT ASSETS			
Cash	13,270,136	14,162,548	6,234,849
Patient Accounts Receivable	7,719,217	6,593,648	7,344,976
APM Payments not yet applied	(7,912,280)	(5,130,422)	-
Inventories	150,075	150,075	150,075
Prepaid Expenses	750,818	889,531	1,127,701
Other	191,866	131,954	354,675
	<u>14,169,831</u>	<u>16,797,333</u>	<u>15,212,276</u>
INVESTMENTS			
Board-designated Assets	3,038,343	3,038,343	3,218,698
Endowment Fund	1,322,136	1,298,390	1,083,329
	<u>4,360,479</u>	<u>4,336,733</u>	<u>4,302,027</u>
ASSETS LIMITED AS TO USE			
VSH Project Contribution	27,878	27,878	711,923
Deferred Cost of Issuance	42,926	43,820	48,291
	<u>70,804</u>	<u>71,698</u>	<u>760,214</u>
PROPERTY, PLANT & EQUIPMENT			
Property, Plant & Equipment	64,399,069	64,383,624	63,926,334
Accumulated Depreciation	(42,187,711)	(42,045,335)	(41,341,016)
	<u>22,211,358</u>	<u>22,338,289</u>	<u>22,585,318</u>
OTHER ASSETS			
Cash Surrender Value - Life Insurance	525,049	525,049	525,049
457B Deferred Comp Plan	487,229	564,478	565,919
Insurance Settlement Proceeds	-	-	-
Investment in VCC, LLC	188,551	188,551	188,551
	<u>1,200,829</u>	<u>1,278,078</u>	<u>1,279,519</u>
TOTAL ASSETS	<u><u>42,013,301</u></u>	<u><u>44,822,131</u></u>	<u><u>44,139,354</u></u>
LIABILITIES & NET ASSETS			
CURRENT LIABILITIES			
Accounts Payable & Accrued Expenses	14,982,462	14,996,788	7,657,016
Salaries & Wages Payable	875,576	1,721,906	1,271,953
Accrued Earned Time	2,190,094	2,260,065	2,199,651
Working Capital Line of Credit	0	0	0
Bond VEHBFA Series 2015	9,998,467	10,069,193	10,420,197
Stimulus Advance Medicare	1,513,646	1,591,545	1,678,932
Stimulus Advance Medicaid	0	0	(1,462,536)
Due to/from Third Party Payors	(71,827)	(71,827)	0
	<u>29,488,418</u>	<u>30,567,670</u>	<u>21,765,214</u>
OTHER LIABILITIES			
Deferred Compensation	39,703	39,363	52,663
Insurance Settlement Proceeds	0	0	0
457B Deferred Comp Plan	487,229	564,478	565,919
	<u>526,932</u>	<u>603,841</u>	<u>618,582</u>
LONG-TERM DEBT			
Bond VEHBFA Series 2015	-	-	0
	<u>-</u>	<u>-</u>	<u>-</u>
NET ASSETS			
Restricted	349,378	347,860	339,465
Temporary Restricted	7,384,647	7,317,309	9,292,968
Unrestricted	4,263,926	5,985,451	12,123,126
TOTAL LIABILITIES & NET ASSETS	<u><u>42,013,301</u></u>	<u><u>44,822,131</u></u>	<u><u>44,139,354</u></u>

BRATTLEBORO RETREAT
STATEMENT OF CASH FLOWS
June 2021

Cash flows from operating activities:

Change in net assets	\$ (1,722,000)
Adjustments to reconcile the change in net assets to net cash (used) provided by operating activities	
Depreciation	841,000
Change in equity VCC	0
(Increase) decrease in	
Accounts Receivable	1,656,588
Prepaid and other expenses	80,000
Increase (decrease) in	
Accounts Payable and accrued expenses	(14,000)
Line of Credit increase/(decrease)	0
Accrued salaries and related amounts	(916,000)
Due to third-party payors	0
Stimulus Advance Medicare	(78,000)
Stimulus Advance Medicaid	0
Net cash provided (used) by operating activities	<u>(152,412)</u>

Cash flows from investing activities:

Purchases of property and equipment	(714,000)
VSH bed-expansion - funds released	0
Changes to restricted assets	45,000
Net cash provided (used) by investing activities	<u>(669,000)</u>

Cash flows from financing activities:

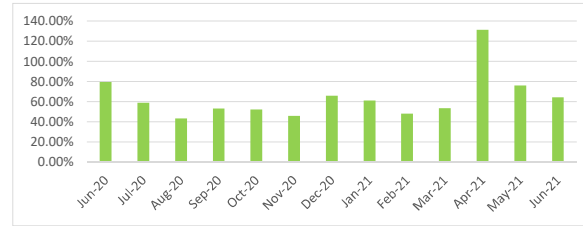
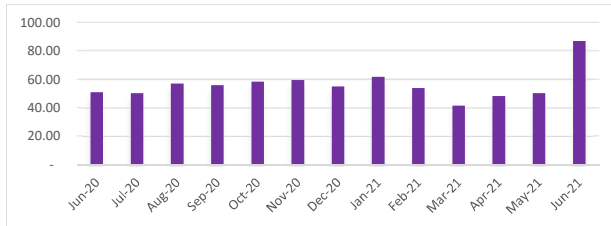
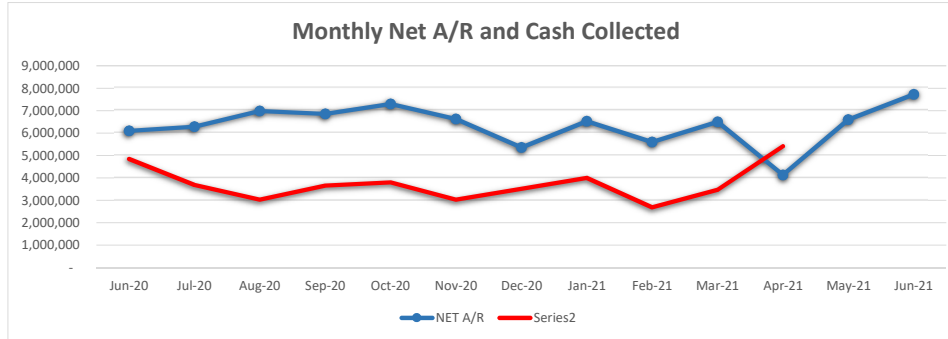
Payments of long-term debt	<u>(71,000)</u>
----------------------------	-----------------

Net increase (decrease) in cash (892,412)

Cash and cash equivalents, beginning of month 14,162,548

Cash and cash equivalents, as of June30, 2021 \$ 13,270,136

**Brattleboro Retreat
Days in Accounts Receivable**



Aging by Days	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	13 Month Average
0-30	8,986,702	8,845,686	9,133,163	8,898,192	9,720,770	12,857,235	15,901,523	12,816,367	11,357,260	10,066,377	14,575,008	13,503,470	13,606,858	10,512,443
31-60	1,859,894	1,975,883	1,436,342	1,362,691	1,879,363	2,488,277	2,204,683	1,430,770	3,334,539	1,035,739	848,981	943,764	2,236,159	1,600,071
61-90	348,181	1,369,489	1,283,437	1,115,802	819,242	1,013,977	2,051,243	640,168	2,074,979	2,852,177	2,262,513	3,199,276	1,475,735	1,463,883
91-120	1,004,198	266,550	1,543,254	1,160,605	637,675	1,235,431	1,074,500	1,145,559	1,702,202	1,302,795	495,106	1,078,709	927,419	972,814
121 and over	14,801,887	14,460,091	13,224,289	13,088,670	12,048,518	7,153,610	1,309,525	6,679,873	4,940,632	4,849,541	3,743,443	4,004,244	3,012,186	7,715,717
Total Gross A/R	27,000,863	26,917,698	26,620,484	25,625,960	25,105,569	24,748,530	22,541,474	22,712,737	23,409,612	20,106,628	21,925,051	22,729,463	21,258,356	22,264,928
Contractual	20,912,233	20,638,376	19,639,529	18,771,021	17,811,516	18,119,887	17,195,498	16,182,728	17,819,069	13,608,130	17,797,058	16,135,815	13,539,139	16,510,066
Net A/R	6,088,630	6,279,322	6,980,955	6,854,939	7,294,053	6,628,643	5,345,976	6,530,009	5,590,543	6,498,498	4,127,993	6,593,648	7,719,217	5,754,862.23
Cash Collected	4,837,242	3,685,727	3,019,305	3,646,381	3,796,244	3,027,949	3,514,408	3,990,170	2,682,309	3,468,832	5,410,460	4,998,224	4,950,078	3,544,403.92
Days in A/R	50.65	50.02	56.72	55.58	58.16	59.34	54.70	61.50	53.60	41.30	48.10	50.10	86.70	49
% of Cash Collected to A/R	79.45%	58.70%	43.25%	53.19%	52.05%	45.68%	65.74%	61.11%	47.98%	53.38%	131.07%	75.80%	64.13%	61.59%
Contractual %	77%	77%	74%	73%	71%	73%	76%	71%	76%	68%	81%	71%	64%	74%

Summary Trial Balance
 BRATTLEBORORETREAT
 1 ANNA MARSH LANE
 BRATTLEBORO, VT 05302-0101
 AS OF: 06/30/2021

REVENUE GROUP: ALL

Financial Class	Un billed			Billed										Totals
	In-House	Disch	Days	0	30	60	90	120	150	180	210	365		
HMO	34,607.74	-	-	154,471.85	11,139.86	13,436.01	2,407.28	988.87	(108.95)	1,993.00	9,917.12	(40,509.57)	188,343.21	
Medicaid	2,804,085.14	-	-	4,200,295.16	1,405,945.39	1,247,165.16	264,428.46	408,016.31	281,895.76	77,758.60	842,421.94	(59,406.62)	11,472,605.30	
Champus	39,182.44	-	-	7,824.32	46,146.88	656.00	21,618.60	2,485.98	(29.36)	1,968.67	33,775.04	93,045.39	246,673.96	
Commercial	184,211.92	-	-	264,971.30	73,445.10	110,278.64	399,314.08	3,158.39	5,953.32	2,866.88	18,858.70	(25,972.61)	1,037,085.72	
Self Pay	24,489.88	(45.00)	-	115,734.68	66,725.46	28,009.00	176,446.78	30,821.73	6,458.00	7,740.91	384,408.06	67,454.23	908,243.73	
Medicare A	1,557,690.95	-	-	1,764,034.41	105,354.25	21,787.00	9,934.29	12,400.14	43,350.48	1,403.60	(143.38)	865.89	3,516,677.63	
Medicare B	180,997.25	-	-	143,057.84	26,839.00	27,270.00	24,860.00	21,076.70	98,043.40	-	-	(650.53)	521,493.66	
Blue Cross	463,023.23	-	-	767,925.14	241,294.65	5,271.13	2,611.31	2,245.06	(682.14)	6,972.20	850.09	278,044.45	1,767,555.12	
Non-Recoverabl	6,483.90	-	-	-	-	-	(246.00)	(169.00)	-	-	-	-	6,068.90	
MEDICAID MANAG	28,579.61	-	-	216,932.86	58,221.76	2,012.04	2,684.79	131,016.96	15,992.63	34,206.73	5,711.35	20,259.81	515,618.54	
MANAGED CARE C	51,082.92	-	-	21,659.00	58,645.32	1,156.00	5,841.00	12,529.65	228.34	1,630.00	4,267.00	(1,187.59)	155,851.64	
PNMI	121,417.20	-	-	296,400.02	121,417.20	-	-	-	-	-	-	8,270.51	547,504.93	
SP OUTSOURCE	46,417.34	-	-	-	-	-	-	-	-	-	58,958.50	104,462.20	209,838.04	
MEADOWS SCHOOL	-	-	-	15,858.20	20,983.71	18,693.72	17,518.20	-	-	-	-	-	73,053.83	
FORENSIC	-	-	-	-	-	-	-	-	-	-	-	-	-	
MEDICAID PENDI	-	-	-	-	-	-	-	-	-	-	-	-	-	
CHARITY	95,121.59	-	-	-	-	-	-	-	-	-	-	-	95,121.59	
GRANTS	-	-	-	347.00	-	-	-	-	-	-	(1,256.21)	(2,479.00)	(3,388.21)	
BAD DEBT	-	-	-	-	-	-	-	-	-	-	-	8.19	8.19	
GRAND TOTALS	5,637,391.11	(45.00)	-	7,969,511.78	2,236,158.58	1,475,734.70	927,418.79	624,570.79	451,101.48	136,540.59	1,357,768.21	442,204.75	21,258,355.78	

**Brattleboro Retreat
Days in Accounts Payable**

Aging by Days	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Average
Current	1,913,470	1,826,778	1,360,564	1,495,357	1,710,398	2,144,361	551,014	1,504,189	1,596,619	1,797,449	1,534,502	1,224,920	1,554,968.45
1-30	642,533	125,313	541,375	294,204	593,512	1,024,127	1,410,367	1,382,479	936,595	691,138	616,676	487,935	728,854.53
31-60	100,584	2	7,243	548,686	479,057	4,985	423,740	471,307	406,146	311,860	87,226	255,342	258,014.84
61 and Over	1,762,755	1,730,758	1,294,071	1,085,956	1,613,994	2,109,718	2,343,624	2,362,997	2,784,874	2,735,412	3,179,268	3,280,439	2,190,322.13
Total Accounts Payable	4,419,342	3,682,851	3,203,254	3,424,204	4,396,961	5,283,191	4,728,745	5,720,972	5,724,234	5,535,858	5,417,672	5,248,636	4,732,160
Days in A/P	72	68	59	56	78	89	98	103	116	100	89	100	82

Note:

The Total Provider Tax included in the aging is: \$ 3,853,157.69

System: HISTORICAL AGED TRIAL BALANCE

Brattleboro Retreat

Payables Management

Ranges: Vendor ID:

Print Option: SUMMARY

Aging Date: 6/30/2021

Vendor Name: First - Last

Exclude: Zero Balance, No Activity, Fully Paid Documents, Unposted Applied Credit Documents, Multicurrency Info

Aged By: Document Date

Vendor ID:	Vouchers	Due	Current Period	31 - 60 Days	61 - 90 Days	91 and Over
A165	1	\$18,730.32	\$18,730.32	\$0.00	\$0.00	\$0.00
A359	6	\$283,898.69	\$283,898.69	\$0.00	\$0.00	\$0.00
A367	2	\$863.58	\$863.58	\$0.00	\$0.00	\$0.00
A452	1	\$1,100.00	\$1,100.00	\$0.00	\$0.00	\$0.00
A736	4	\$70,735.04	\$70,735.04	\$0.00	\$0.00	\$0.00
A780	1	\$1,573.93	\$1,573.93	\$0.00	\$0.00	\$0.00
A877	1	\$33.00	\$33.00	\$0.00	\$0.00	\$0.00
A990	1	(\$59,190.50)	(\$59,190.50)	\$0.00	\$0.00	\$0.00
B197	1	\$339.08	\$339.08	\$0.00	\$0.00	\$0.00
B270	1	(\$2.49)	(\$2.49)	\$0.00	\$0.00	\$0.00
B430	4	\$1,317.45	\$1,317.45	\$0.00	\$0.00	\$0.00
B487	1	\$17,770.00	\$17,770.00	\$0.00	\$0.00	\$0.00
B617	1	\$1,315.66	\$1,315.66	\$0.00	\$0.00	\$0.00
B631	1	\$495.00	\$495.00	\$0.00	\$0.00	\$0.00
B730	1	\$46.28	\$46.28	\$0.00	\$0.00	\$0.00
B770	4	\$1,295.39	\$1,295.39	\$0.00	\$0.00	\$0.00
C018	1	\$1,170.00	\$1,170.00	\$0.00	\$0.00	\$0.00
C317	1	\$10.56	\$10.56	\$0.00	\$0.00	\$0.00
C323	3	\$372.19	\$372.19	\$0.00	\$0.00	\$0.00
C343	1	(\$70,726.41)	(\$70,726.41)	\$0.00	\$0.00	\$0.00
C475	2	\$2,150.00	\$2,150.00	\$0.00	\$0.00	\$0.00
C583	2	\$366.08	\$366.08	\$0.00	\$0.00	\$0.00
C627	1	\$189.59	\$189.59	\$0.00	\$0.00	\$0.00
C722	4	\$15,553.75	\$15,553.75	\$0.00	\$0.00	\$0.00
C752	1	(\$4,831.00)	(\$4,831.00)	\$0.00	\$0.00	\$0.00
C775	3	\$9,218.60	\$2,739.15	\$3,733.25	\$2,746.20	\$0.00
C863	1	\$582.43	\$582.43	\$0.00	\$0.00	\$0.00
C920	1	(\$350.00)	(\$350.00)	\$0.00	\$0.00	\$0.00
C929	2	\$1,595.80	\$1,595.80	\$0.00	\$0.00	\$0.00
C954	3	\$9,195.62	\$5,559.64	\$0.00	\$0.00	\$3,635.98
D268	1	\$167.00	\$167.00	\$0.00	\$0.00	\$0.00
D547	1	\$3,332.80	\$3,332.80	\$0.00	\$0.00	\$0.00
E067	1	\$110.59	\$110.59	\$0.00	\$0.00	\$0.00
E177	1	\$783.00	\$783.00	\$0.00	\$0.00	\$0.00
E537	4	\$3,465.96	\$3,465.96	\$0.00	\$0.00	\$0.00
F204	1	\$250.00	\$250.00	\$0.00	\$0.00	\$0.00
F326	1	(\$142.23)	(\$142.23)	\$0.00	\$0.00	\$0.00
F923	3	\$1,062.88	\$1,062.88	\$0.00	\$0.00	\$0.00
G236	1	\$1,993.25	\$1,993.25	\$0.00	\$0.00	\$0.00
G284	1	\$50.00	\$50.00	\$0.00	\$0.00	\$0.00
G454	1	\$1,000.00	\$1,000.00	\$0.00	\$0.00	\$0.00
G462	1	\$1,760.54	\$1,760.54	\$0.00	\$0.00	\$0.00
G496	1	\$80.58	\$80.58	\$0.00	\$0.00	\$0.00
G498	1	(\$245.80)	(\$245.80)	\$0.00	\$0.00	\$0.00
G551	2	\$981.30	\$981.30	\$0.00	\$0.00	\$0.00
G782	1	\$280.00	\$280.00	\$0.00	\$0.00	\$0.00
G911	1	\$462.00	\$462.00	\$0.00	\$0.00	\$0.00
H104	14	\$2,736.40	\$2,736.40	\$0.00	\$0.00	\$0.00
H481	2	\$765.00	\$765.00	\$0.00	\$0.00	\$0.00
H555	2	\$1,320.00	\$980.00	\$0.00	\$340.00	\$0.00
H556	1	(\$1,826.85)	(\$1,826.85)	\$0.00	\$0.00	\$0.00
H921	1	\$250.00	\$250.00	\$0.00	\$0.00	\$0.00
H974	2	\$4,930.00	\$4,930.00	\$0.00	\$0.00	\$0.00
H984	1	\$2,500.00	\$2,500.00	\$0.00	\$0.00	\$0.00
I008	1	(\$256.15)	(\$256.15)	\$0.00	\$0.00	\$0.00
I436	1	\$1,981.16	\$1,981.16	\$0.00	\$0.00	\$0.00

I694		1	\$2,500.00	\$2,500.00	\$0.00	\$0.00	\$0.00
K120		1	\$575.00	\$575.00	\$0.00	\$0.00	\$0.00
L160		1	(\$16.00)	(\$16.00)	\$0.00	\$0.00	\$0.00
L351		1	\$7,178.29	\$7,178.29	\$0.00	\$0.00	\$0.00
L844		1	\$1,485.00	\$1,485.00	\$0.00	\$0.00	\$0.00
L993		1	\$916.30	\$916.30	\$0.00	\$0.00	\$0.00
M362		1	\$161.91	\$161.91	\$0.00	\$0.00	\$0.00
M600		1	(\$524.83)	(\$524.83)	\$0.00	\$0.00	\$0.00
M699		1	\$1,597.68	\$1,597.68	\$0.00	\$0.00	\$0.00
M824		2	\$199.90	\$199.90	\$0.00	\$0.00	\$0.00
M963		1	(\$75.00)	(\$75.00)	\$0.00	\$0.00	\$0.00
M966		7	\$1,647.20	\$1,647.20	\$0.00	\$0.00	\$0.00
N403		1	\$82.70	\$82.70	\$0.00	\$0.00	\$0.00
N520		1	\$1,360.00	\$1,360.00	\$0.00	\$0.00	\$0.00
N595		1	\$4,799.00	\$0.00	\$4,799.00	\$0.00	\$0.00
O027		1	(\$1,087.35)	(\$1,087.35)	\$0.00	\$0.00	\$0.00
O493		3	\$158.87	\$158.87	\$0.00	\$0.00	\$0.00
O653		1	\$1,252.29	\$1,252.29	\$0.00	\$0.00	\$0.00
P237		5	\$70,427.55	\$22,138.67	\$20,058.53	\$20,801.35	\$7,429.00
P242		6	\$3,875.44	\$3,875.44	\$0.00	\$0.00	\$0.00
P270		1	\$166.65	\$166.65	\$0.00	\$0.00	\$0.00
P382		17	\$3,853,157.69	\$231,367.00	\$231,367.00	\$231,367.00	\$3,159,056.69
P444		1	\$756.95	\$756.95	\$0.00	\$0.00	\$0.00
P814		1	\$90.70	\$90.70	\$0.00	\$0.00	\$0.00
P849		1	\$1,461.10	\$1,461.10	\$0.00	\$0.00	\$0.00
R100		1	\$889.92	\$889.92	\$0.00	\$0.00	\$0.00
R134		1	\$893.20	\$893.20	\$0.00	\$0.00	\$0.00
S139		1	\$33.00	\$33.00	\$0.00	\$0.00	\$0.00
S265		1	\$3.70	\$3.70	\$0.00	\$0.00	\$0.00
S45		1	(\$312.50)	(\$312.50)	\$0.00	\$0.00	\$0.00
S458		1	\$456.50	\$456.50	\$0.00	\$0.00	\$0.00
S535		1	\$561.05	\$561.05	\$0.00	\$0.00	\$0.00
S665		12	\$387,052.21	\$255,286.42	\$131,765.79	\$0.00	\$0.00
S712		3	\$2,671.50	\$2,671.50	\$0.00	\$0.00	\$0.00
S777		1	\$264.11	\$264.11	\$0.00	\$0.00	\$0.00
S797		6	\$205,734.36	\$117,162.67	\$88,571.69	\$0.00	\$0.00
S915		1	\$339.54	\$339.54	\$0.00	\$0.00	\$0.00
SQ5		11	\$4,792.11	\$987.16	\$0.00	\$0.00	\$3,804.95
SS5		2	\$13,285.00	\$13,285.00	\$0.00	\$0.00	\$0.00
T262		1	\$48.73	\$48.73	\$0.00	\$0.00	\$0.00
T502		1	(\$590.91)	(\$590.91)	\$0.00	\$0.00	\$0.00
T933		4	\$416.00	\$416.00	\$0.00	\$0.00	\$0.00
U180		2	\$63.70	\$63.70	\$0.00	\$0.00	\$0.00
U201		1	(\$37,479.97)	(\$37,479.97)	\$0.00	\$0.00	\$0.00
U789		1	(\$125.08)	(\$125.08)	\$0.00	\$0.00	\$0.00
V128		1	\$178.47	\$178.47	\$0.00	\$0.00	\$0.00
V262		1	\$203.00	\$203.00	\$0.00	\$0.00	\$0.00
V267		1	\$19,914.00	\$0.00	\$0.00	\$0.00	\$19,914.00
V350		1	\$1,086.00	\$1,086.00	\$0.00	\$0.00	\$0.00
V360		1	\$86,598.15	\$0.00	\$0.00	\$0.00	\$86,598.15
V441		1	\$1,503.28	\$1,503.28	\$0.00	\$0.00	\$0.00
V813		3	\$3,415.04	\$3,415.04	\$0.00	\$0.00	\$0.00
V963		3	\$12,780.00	\$5,140.00	\$7,640.00	\$0.00	\$0.00
W128		3	\$1,110.00	\$1,110.00	\$0.00	\$0.00	\$0.00
W148		3	(\$438.36)	(\$438.36)	\$0.00	\$0.00	\$0.00
W250		4	\$832.26	\$832.26	\$0.00	\$0.00	\$0.00
W310		3	\$834.92	\$834.92	\$0.00	\$0.00	\$0.00
W335		3	\$399.47	\$312.11	\$0.00	\$87.36	\$0.00
W349		1	\$875.00	\$875.00	\$0.00	\$0.00	\$0.00
W458		1	\$125.00	\$125.00	\$0.00	\$0.00	\$0.00
W666		1	\$85.45	\$85.45	\$0.00	\$0.00	\$0.00
W692		1	\$25.00	\$25.00	\$0.00	\$0.00	\$0.00
W79		1	\$732.00	\$732.00	\$0.00	\$0.00	\$0.00
W825		22	\$1,365.21	\$1,365.21	\$0.00	\$0.00	\$0.00
Z523		1	\$6,000.00	\$6,000.00	\$0.00	\$0.00	\$0.00
Z526		1	\$2,718.68	\$2,718.68	\$0.00	\$0.00	\$0.00
Total			\$5,004,094.85	\$980,378.91	\$487,935.26	\$255,341.91	\$3,280,438.77

Vendor Totals:	Due	Current Period	31 - 60 Days	61 - 90 Days	91 and Over
122	\$5,004,094.85	\$980,378.91	\$487,935.26	\$255,341.91	\$3,280,438.77