

Hospital Viability Study (Section 338)

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Legislative Requirements

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→ **Two primary research questions**

- ◆ How is access to specific hospital capabilities **geographically distributed** in Wyoming?
- ◆ **Cost vs. access.** How can an “efficient” distribution of hospital resources be balanced against “maintain[ing] the highest quality and broadest range of medical services” throughout the State?

→ **Implied research question**

- ◆ Evaluate potential for new hospitals in Riverton, Pinedale and Saratoga.

Viability Study Outline

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- **Executive Summary**
- **Background**
 - ◆ Overview of hospitals
 - ◆ Financial health
 - ◆ Workforce and provider access
 - ◆ Ambulance access
- **Time-sensitive conditions**
 - ◆ Overview
 - ◆ Childbirth
 - ◆ Trauma
- **New hospital projections**
- **Recommendations**

Executive Summary

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→ **“Economic and medical viability of hospital services”**

- ◆ Most hospitals in Wyoming seem economically viable.
- ◆ Physician and provider availability is major limiting factor for medical viability. Wyoming ranks low nationally, but there is significant variation across counties.

→ **Access to care for time-sensitive conditions**

- ◆ Riverton and Pinedale do seem to have worse access when looking at (a) childbirth and (b) trauma.

Executive Summary

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→ Recommendations:

- ◆ New hospitals or expanded services increase access, but also add cost.
- ◆ This trade-off is fundamental. “Good, fast or cheap — pick two”
- ◆ **If** the Legislature believes there is a role for the State in negotiating this tradeoff, we suggest considering “time-sensitive” services differently from “shoppable” services.
 - Pay for “time-sensitive” services directly, restrict hospital billing.
 - Leave “shoppable” services to the free-market.

Hospital Overview

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- **33** total hospitals in Wyoming. **30** hospitals accept Medicare/Medicaid, **27** are general acute care hospitals
- Of these **27**, **11** are Prospective Payment System (PPS) hospitals in Wyoming, **16** are Critical Access Hospitals (CAHs).
- Governance, ownership and for-profit status vary.

Hospitals in and around Wyoming



Financial Indicators

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- Section 338 requires study of “economic viability”
- We chose ten (10) metrics broken into five (5) categories:
 - Liquidity;
 - Profitability;
 - Cost structure;
 - Relationship with Medicare; and,
 - Medicaid and uncompensated care.
- Data from Medicare Healthcare Cost Report Information System (“hospital cost reports”)

Liquidity

Quick ratio

Hospital	2012	2013	2014	2015	2016	2017	2018
Wyoming Medical Center	2.4	2.8	3.3	3.5	5.8	4.1	3.9
Wyoming Behavioral Institute	4.6	4.6	7.2	10.6	6.3		
Weston County [HD]	2.2	2.2	2.4	2.4	0.8	0.9	2
West Park Hospital [HD]	4.3	5.9	5.1	5.2	3.8	4.3	3.4
Washakie Medical Center [CM]	2	3	7.6	2	2.7	4.9	1.8
Torrington Community	1.9	2.4	2.4	2	2.6	1.7	1.4
Sweetwater County [CM]	3.5	4.7	1.9	1.9	2.6	2.4	2.8
Star Valley [HD]		7	3.4	4.1	3.4	4.5	3.5
St. John's [HD]	5.3	5	6	6	6.1	5.8	5.6
South Lincoln [HD]	7.3	6.4	6.2	3	3.6	4	2.4
South Big Horn [HD]	8.1	7.1	11.6	4.7	5.9	2.1	1.4
Sheridan County [CM]	2.3	1	1.8	2.6	2.5	1.6	1.2
SageWest - Riverton	3.5	2.7	4.2	3.6	2.2	2.8	
SageWest - Lander	3.5	4					
Powell Valley [HD]	2.4	2	1.9	2	0.7	0.7	3
Platte County [HD]	1.1	2.1	1.9	1.5	2.7	1.6	1.2
North Big Horn [HD]	3.9	4.1	4	2.7	3.1	3.9	2.6
Niobrara Community [HD]	3.5	3.7	2	4.1	4.9	5.1	2.9
Mountain View	1.4	1.8	1.7	1.5	2.2	1.7	
Johnson County [HD]	7.3	8	10.4	6.2	4.9	3.2	6.8
Ivinson Memorial [HD]	4.3	4.4	5.1	5.6	6	7.6	
Hot Springs County [HD]	1.6	1.6	2.1	2.5	3	3.2	1.9
Evanston Regional						0.7	
Crook County [HD]	2	2.7	1.7	2.6	1.5	2	1.2
Converse County [CM]	8.4	3.7	2.8	4.8	3.4	3.8	3.2
Cheyenne Regional [CM]	1.8	1.4	1.7	2.6	2.3	2.6	3.1
Carbon County Memorial [CM]	1.1	1.3	2.3	3.7	3.3	5	6.8
Campbell County [HD]	1.6	1.5	1.3	1.4	1.7	2.7	2.3

Debt-to-capital ratio

Hospital	2012	2013	2014	2015	2016	2017	2018
Wyoming Medical Center	0	0	0	0	0	0	0.1
Wyoming Behavioral Institute	0		0	0	0	0	0
Weston County [HD]	0	0	0	0	0.1	0.4	0.3
West Park Hospital [HD]	0.3	0.3	0.3	0.3	0.3	0.3	0
Washakie Medical Center [CM]	0	0	0	0	0	0	0
Torrington Community	0.6	0.6	0.5	0.4	0.4	0.4	0.4
Sweetwater County [CM]	0.3	0.4	0.4	0.3	0.3	0.3	0.3
Star Valley [HD]		0.1	0.1	0.1	0.1	0.1	0.1
St. John's [HD]	0.2	0.2	0.2	0.2	0.1	0.1	0.1
South Lincoln [HD]	0	0	0	0	0	0	0
South Big Horn [HD]	0	0	0.3	0.3	0.3	0.3	0.4
Sheridan County [CM]	0	0	0	0	0	0	0
SageWest - Riverton	0	0	0	0			
SageWest - Lander	0.5	0					
Powell Valley [HD]	0.1	0.1	0.2	0.2	0.2	0.2	0.3
Platte County [HD]	0.1	0.2	0.1	0.1	0	0	0
North Big Horn [HD]	0	0	0	0	0.2	0.2	0.1
Niobrara Community [HD]	0	0	0	0	0	0	
Mountain View	0.2	0.1	0.1	0.1	0.1	0.2	
Johnson County [HD]	0	0	0	0	0.1	0	0
Ivinson Memorial [HD]	0	0	0	0	0.1	0.1	
Hot Springs County [HD]	0.2	0.2	0.1	0.1	0.2	0.1	0.1
Evanston Regional	0	0	0	0	0	0	0
Crook County [HD]	0	0	0.1	0.1	0	0	0
Converse County [CM]	0.2	0.1	0.2	0.2	0.2	0.1	0.1
Cheyenne Regional [CM]	0.3	0.3	0.2	0.2	0.2	0.2	0.2
Carbon County Memorial [CM]	0.5	0.4	0.4	0.3	0.2	0.2	0
Campbell County [HD]	0.2	0.2	0.2	0.2	0.2	0.2	0.2

Hospital

FY

FY

Profitability

Hospital	Total margin (%)							Patient services margin (%)						
	2012	2013	2014	2015	2016	2017	2018	2012	2013	2014	2015	2016	2017	2018
Wyoming Medical Center	0	7	1	3	0	10	8	1	6	-5	-1	-4	6	1
Wyoming Behavioral Institute	31	33	33	30	26	19	14	28	37	35	28	23	18	14
Weston County [HD]	7	10	1	6	6	2	5	-5	-2	-14	-13	-21	-25	-12
West Park Hospital [HD]	11	7	5	7	6	8	5	2	-2	-6	0	-2	1	-3
Washakie Medical Center [CM]	7	4	1	-1	-2	-9	-2	6	3	-3	-1	-3	-9	-3
Torrington Community	13	10	16	20	19	0	-2	9	6	13	19	19	0	-4
Sweetwater County [CM]	6	3	1	7	1	-9	3	4	-1	-10	-3	-6	-14	-5
Star Valley [HD]		7	4	9	10	2	4		1	-1	2	6	-5	2
St. John's [HD]	13	18	12	11	9	6	4	-2	3	1	3	2	-3	-5
South Lincoln [HD]	7	3	-3	-1	-4	-15	-13	-20	-24	-27	-15	-16	-33	-30
South Big Horn [HD]	4	8	5	22	-3	-13	-5	-27	-17	-39	-32	-27	-32	-30
Sheridan County [CM]	8	-3	2	1	5	-1	-2	-3	-12	-5	-3	-10	-11	-7
SageWest - Riverton	9	8	13	10	14	10		6	4	12	9	11	6	
SageWest - Lander	11	12						11	12					
Powell Valley [HD]	1	0	-3	-2	-3	-2	-3	-2	-2	-10	-6	-8	-7	-7
Platte County [HD]	11	7	1	8	-3	-10	-8	3	2	-4	3	-6	-12	-10
North Big Horn [HD]	5	7	0	4	7	1	2	-12	-5	-20	-7	-3	-14	-9
Niobrara Community [HD]	4	7	-7	-13	-17	-6	-26	-5	-15	-38		-46	-20	-47
Mountain View	24	30	31	20	3			23	27	27	17	-18	-8	
Johnson County [HD]	16	8	8	6	8	-3	1	-5	-13	-10	-12	-7	-13	-9
Iverson Memorial [HD]	20	20	23	12	14	21		11	11	12	7	9	13	
Hot Springs County [HD]	3	3	-2	1	3	-3	7	-1	-3	-8	-3	0	-7	-4
Evanston Regional	38	28	37	36	44	28	27	37	27	35	34	43	27	27
Crook County [HD]	0	-4	6	-1	-4	5	-6	-23	-27	-11	-16	-36	-20	-20
Converse County [CM]	9	5	-2	3	-4	0	-3	0	-4	-11	-5	-11	-7	-10
Cheyenne Regional [CM]	2	4	5	3	4	6	3	9	3	-2	4	5	3	4
Carbon County Memorial [CM]	3	7	13	19	9	9	9	-7	-2	4	13	-1	5	-13
Campbell County [HD]	12	6	2	6	4	-1	0	-5	-15	-18	-12	-12	-15	-11

Cost Structure

Hospital	Overall depreciation (%)							Cost per ADC (millions)						
	2012	2013	2014	2015	2016	2017	2018	2012	2013	2014	2015	2016	2017	2018
Wyoming Medical Center	67	63	61	61	66	69	70	1.8	1.7	1.6	1.6	1.6	1.6	1.6
Wyoming Behavioral Institute	28	32	36	40	43	46	47	0.2	0.2	0.2	0.2	0.3	0.3	0.3
Weston County [HD]	55	58	57	60	64	40	27	9.6						
West Park Hospital [HD]	39	42	46	48	47	50	52	3.5	3.6	3.6	4.2	4.8	5.2	5.6
Washakie Medical Center [CM]	81	76	80	42	29	29	34	1.9	2.4	3.9	3.6	4.5	6.2	5.8
Torrington Community	58	57	60	54	52	59	62	3.4	3.4	3.4	3.8	4.3	5.2	7.2
Sweetwater County [CM]	38	42		42	46		55	2.3	2.4	2.4	2.3	2.6	3	4.1
Star Valley [HD]		58	52	55	52	52	52		4	4.1	4.8	5.5	6.6	7.5
St. John's [HD]	57	59	51	47	49	49	52	2.9	3.2	3.8	4.2	4.6	5.4	5.4
South Lincoln [HD]	65	66	67	66	68	67	70			9.9				
South Big Horn [HD]	48	47	52	56	35	37	37	5.3	7.2	8.2	8.8	9.7		
Sheridan County [CM]	54	49	55	62	67	64	63	2	2.5	2.3	3.1	3.1	3.3	3.7
SageWest - Riverton	53	58	55	57	56	60		1.6	1.7	1.7	1.9	2	2.1	
SageWest - Lander	45	49						1.5	1.8					
Powell Valley [HD]	58	60	59	70	78	78	88	6.1	6.4	8.6	8.4	7.9	9.5	
Platte County [HD]	72	70	74	75	72	78	82	3.7	3.7	4.4	4	4.9	5.9	6.1
North Big Horn [HD]	72	72	75	78	62	62	66	9.3	8.1		9.8	8.4	8.8	8.6
Niobrara Community [HD]	64	67	74	49	60	69	57							
Mountain View	48	54	61	16	35	48		4.7	5.2	5.6	5.9	6.4	7.9	
Johnson County [HD]	33	35	39	43	33	36	40	4.6	4.6	4.7	5.7	6	6	6
Ivinson Memorial [HD]	64	54	44	43	45	41		2.5	2.9	3.1	3.5	3.7	3.7	
Hot Springs County [HD]	70	74	78	83	76	79	76	3.1	2.5	4.1	3.8	4.4	5.3	6.5
Evanston Regional	40	46	50	52	57	61	59	2.9	2.5	2.5	3.2	4.2	4.8	4.5
Crook County [HD]	60	64	61	66	69			9.6		8.6				
Converse County [CM]	46	48	54	51	52	58	61	4.6	5.1	5.7	5.7	5.7	6.5	7
Cheyenne Regional [CM]	64	60	49	51	55	59	63	2	2.1	2.4	2.2	2.2	2.4	2.5
Carbon County Memorial [CM]	73	60	63	65		70	73	3.7	3.6	3.1	3.4	3.7	4	4.5
Campbell County [HD]								3.1	3.4	4	3.9	4.7	5.5	5.6

Hospital

	Percent Medicare or Medicaid (%)								Adj. Medicare cost coverage (%)							
Wyoming Medical Center	58	57	55	55	57	58	59	75	79	78	79	80	83	86		
Wyoming Behavioral Institute	34	35	34	30	31	38	36									
Weston County [HD]	67	69	60	67	79	75	70	101	101	101	100	94	92	90		
West Park Hospital [HD]	66	68	66	62	59	64	62	93	92	91	90	88	89	88		
Washakie Medical Center [CM]	69	70	76	71	74	76	79	101	101	101	101	101	101	101		
Torrington Community	70	68	73	71	68	72	75	100	100	101	101	101	101	101		
Sweetwater County [CM]	49	53	50	48	46	54	53	67	84	63	66	63	52	55		
Star Valley [HD]		45	55	58	53	50	52		86	83	83	99	100	98		
St. John's [HD]	39	39	39	35	38	36	42	72	93	68	68	67	64	62		
South Lincoln [HD]	42	35	54	49	47	45	78	80	79	79	80	79	80	91		
South Big Horn [HD]	76	65	90	83	85	79	87	100	101	101	101	101	101	101		
Sheridan County [CM]	62	56	50	54	59	60	60	76	85	73	69	75	74	76		
SageWest - Riverton	63	66	61	66	64	67		79	86	99	94	87	88			
SageWest - Lander	63	66						106	113							
Powell Valley [HD]	62	49	61	52	62	51	60	99	99	99	99	99	100	100		
Platte County [HD]	64	71	72	79	74	81	75	101	101	101	101	101	101	101		
North Big Horn [HD]	82	79	81	76	82	86	82	100	100	101	100	100	100	99		
Niobrara Community [HD]	90	97	90	94	81	87	62	101	101	101	101	101	101	101		
Mountain View	52	52	54	54	55	57		66	68	67	64	43	40			
Johnson County [HD]	76	69	75	71	72	70	80	101	101	101	101	101	101	101		
Iverson Memorial [HD]	59	60	58	58	58	58		90	110	75	63	69	70			
Hot Springs County [HD]	78	66	79	77	74	73	73	100	101	101	101	101	101	99		
Evanston Regional	54	60	59	52	60	60	63	87	88	86	89	82	77	80		
Crook County [HD]	83	90	92	82	67	87	67	101	101	101	101	101	101	101		
Converse County [CM]	63	58	58	57	57	60	60	101	101	101	101	101	100	100		
Cheyenne Regional [CM]	63	64	64	65	66	64	63	97	83	79	85	87	88	89		
Carbon County Memorial [CM]	54	55	50	51	52	54	51	97	99	100	100	100	100	100		
Campbell County [HD]	41	46	46	49	48	54	49	69	82	65	69	69	67	73		
	2012	2013	2014	2015	2016	2017	2018	2012	2013	2014	2015	2016	2017	2018		

Public Payer Mix and Medicare Cost Coverage

Medicare reimbursement

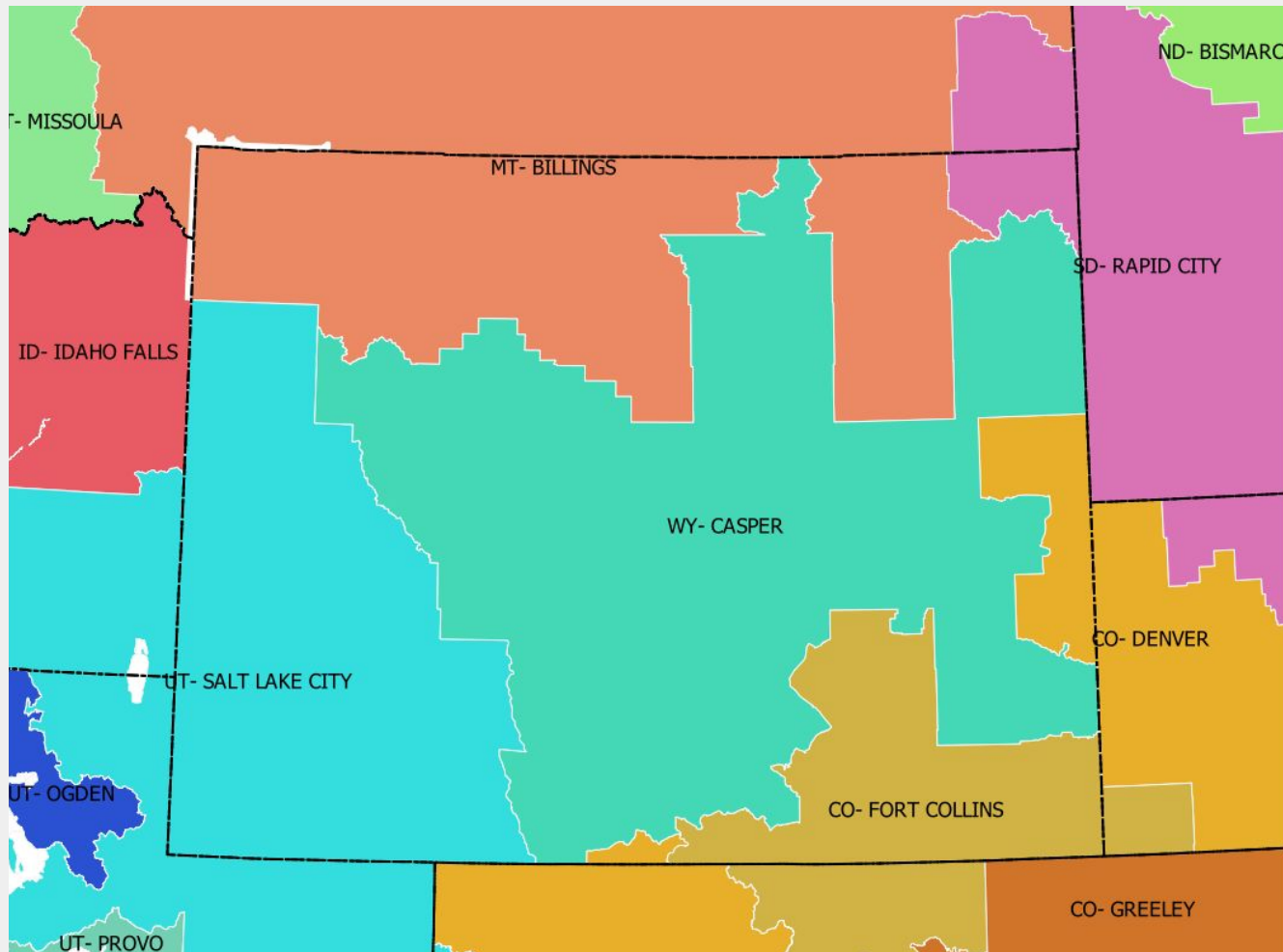
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- Separately from the study, Chairmen of JtLHSS asked WDH and LSO to examine how Medicare payment rates vary across hospitals in and around Wyoming.

- Top 10 DRGs by volume used:
 - ◆ 189 - Pulmonary edema / respiratory failure
 - ◆ 190 - COPD with MCC
 - ◆ 193 - Simple pneumonia with MCC
 - ◆ 291 - Heart failure with MCC
 - ◆ 392 - Digestive disorders without MCC
 - ◆ 460 - Spinal fusion without MCC
 - ◆ 470 - Major joint replacement without MCC
 - ◆ 683 - Renal failure with CC
 - ◆ 871 - Sepsis with MCC
 - ◆ 873 - Sepsis without MCC

Hospital Referral Regions

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Wyoming hospitals and peers in their HRRs

Hospital	189	190	193	291	392	460	470	683	871	872
Banner Fort Collins Medical Center (CO)							\$12.2 [32]		\$15.5 [15]	
Poudre Valley Hospital (CO)	\$8.3 [73]	\$8.1 [83]	\$9.6 [96]	\$9.8 [143]	\$5.5 [69]	\$26.5 [83]	\$15.2 [994]	\$6.5 [41]	\$12.2 [362]	\$7.3 [78]
Portneuf Medical Center (ID)	\$10.5 [47]	\$9.7 [63]	\$12.4 [63]	\$12.8 [70]	\$6.3 [20]	\$33.4 [32]	\$18.5 [298]	\$8.4 [26]	\$15.3 [314]	\$8.7 [54]
Bozeman Health Deaconess Hospital (MT)	\$7.4 [33]	\$7.4 [28]	\$8.4 [51]	\$8.9 [81]	\$5.1 [32]	\$29.8 [38]	\$13.3 [204]	\$6.3 [23]	\$10.8 [113]	\$6.8 [36]
St Vincent Healthcare (MT)	\$8.2 [114]	\$7.6 [21]	\$9.1 [52]	\$10 [172]	\$5.1 [23]	\$26.3 [67]	\$14.2 [564]	\$6.4 [53]	\$11.6 [398]	\$6.9 [91]
Billings Clinic Hospital (MT)	\$8.5 [75]	\$7.9 [172]	\$9.3 [95]	\$10 [123]	\$5.2 [64]	\$30.4 [36]	\$14.6 [327]	\$6.3 [50]	\$11.8 [277]	\$7.1 [73]
St Peter's Health (MT)	\$8.2 [69]	\$7.7 [88]	\$9.4 [49]	\$10 [83]	\$5.5 [36]		\$14.9 [157]	\$6.3 [29]	\$11.9 [146]	\$6.9 [59]
Northeastern Nevada Regional Hospital (NV)	\$11 [49]	\$10.4 [14]		\$13.4 [18]	\$6.7 [17]		\$20.1 [37]	\$8.3 [13]	\$15.9 [44]	\$10.3 [21]
Lone Peak Hospital (UT)			\$7.5 [12]			\$23.4 [23]	\$15.4 [42]		\$10.7 [24]	
Riverton Hospital (UT)	\$12.7 [11]			\$9.6 [13]	\$5.7 [14]		\$15.1 [59]		\$10.8 [66]	\$7.8 [29]
Park City Hospital (UT)							\$15.6 [167]		\$13.4 [19]	\$6.6 [15]
Cache Valley Hospital (UT)						\$36.4 [23]	\$13.3 [125]			
Jordan Valley Medical Center (UT)	\$8.6 [99]	\$8 [15]	\$9.2 [50]	\$9.7 [71]	\$5.3 [15]	\$25.6 [17]	\$13.8 [205]	\$6.5 [25]	\$11.6 [169]	\$7.4 [29]
The Orthopedic Specialty Hospital (UT)						\$25.6 [65]	\$14.4 [359]			
St Mark's Hospital (UT)	\$8.3 [50]	\$7 [31]	\$8.8 [73]	\$8.8 [100]	\$5.2 [37]	\$27 [78]	\$14.7 [384]	\$5.8 [56]	\$10.8 [217]	\$6.6 [61]
Alta View Hospital (UT)	\$7.1 [11]			\$9 [17]			\$15.3 [134]		\$9.9 [62]	\$6.2 [20]
Lakeview Hospital (UT)	\$7.2 [20]		\$8 [20]	\$9 [40]	\$4.5 [12]	\$25.1 [46]	\$12.4 [324]	\$5.4 [12]	\$9.9 [91]	\$6 [16]
Ashley Regional Medical Center (UT)		\$9.2 [12]	\$12.8 [19]	\$11.6 [16]			\$16.3 [32]		\$14.1 [38]	\$8.3 [11]
Sevier Valley Hospital (UT)							\$15.4 [87]			\$7.5 [11]
Dixie Regional Medical Center (UT)	\$8.9 [83]	\$8.6 [79]	\$9.7 [124]	\$10.1 [135]	\$5.3 [55]	\$28.7 [125]	\$14.8 [732]	\$6.4 [81]	\$13.1 [388]	\$7.2 [107]
Uintah Basin Medical Center (UT)	\$11.4 [33]		\$12 [14]				\$17.6 [35]		\$15.2 [26]	
Logan Regional Hospital (UT)	\$8 [30]		\$8.9 [17]	\$8.8 [41]	\$5.3 [14]	\$26.2 [44]	\$15.6 [59]		\$10.7 [153]	\$6.8 [42]
Mountain West Medical Center (UT)		\$8.1 [17]	\$9.7 [20]				\$14.8 [57]		\$12 [18]	\$7 [11]
Castleview Hospital (UT)	\$8.2 [35]	\$7.8 [17]	\$9.6 [30]	\$9.6 [15]	\$5.5 [11]		\$15.2 [103]	\$6.1 [24]	\$11.5 [67]	\$7.3 [14]
Intermountain Medical Center (UT)	\$9.8 [110]	\$8.9 [36]	\$10.9 [47]	\$11.3 [219]	\$6.2 [55]	\$30.6 [84]	\$16 [178]	\$7.4 [67]	\$13.3 [608]	\$8.2 [144]
University of Utah Hospitals and Clinics (UT)	\$12 [76]	\$17.4 [48]	\$14.6 [40]	\$13.7 [117]	\$7.7 [37]	\$32.5 [110]	\$16.2 [324]	\$10.3 [42]	\$16.6 [410]	\$9.8 [92]
Cedar City Hospital (UT)		\$8.2 [14]	\$9.8 [23]	\$10.5 [11]	\$5.3 [11]		\$15.1 [128]	\$6.5 [18]	\$12.6 [48]	\$7.3 [11]
Lds Hospital (UT)	\$9.5 [25]	\$7.7 [14]	\$9.4 [17]	\$9.4 [20]			\$14.5 [262]	\$7.6 [13]	\$11.9 [119]	\$7.2 [42]
Salt Lake Regional Medical Center (UT)						\$24.5 [16]	\$14 [132]		\$10.7 [30]	\$6.5 [13]
Mountain View Regional Hospital (WY)						\$26.3 [80]	\$13.4 [72]			
Evanston Regional Hospital (WY)		\$10.6 [14]					\$20.1 [11]		\$13.7 [13]	
Ivins Memorial Hospital (WY)		\$12.6 [20]			\$8.4 [12]		\$23.6 [90]	\$10.4 [15]	\$20 [15]	\$11.7 [15]
St Johns Medical Center (WY)					\$8.7 [14]		\$24.3 [71]		\$22 [12]	
Cheyenne Regional Medical Center (WY)	\$11.4 [57]	\$10.8 [107]	\$13.3 [166]	\$14.5 [133]	\$7.2 [71]	\$42.5 [40]	\$19.7 [125]	\$8.6 [71]	\$17 [349]	\$9.7 [71]
Wyoming Medical Center (WY)	\$8.5 [186]	\$7 [39]	\$9.2 [87]	\$9.6 [118]	\$5 [53]	\$32.3 [75]	\$15.1 [206]	\$5.8 [66]	\$11.2 [190]	\$7 [36]
Memorial Hospital Sweetwater County (WY)	\$12.7 [62]			\$15.3 [47]	\$7.7 [12]		\$21.4 [15]	\$9.5 [14]	\$18.4 [80]	\$10.6 [13]
Sagewest Health Care (WY)	\$10 [55]	\$9.6 [23]	\$11.5 [33]	\$12.6 [18]	\$6.2 [20]		\$17.1 [33]	\$7.6 [11]	\$14.5 [56]	\$9.7 [21]
Sheridan Memorial Hospital (WY)	\$12.9 [16]	\$12.2 [47]	\$14.8 [23]	\$15.7 [22]	\$7.9 [16]		\$22.6 [94]	\$9.8 [13]	\$19 [116]	\$11 [25]
Campbell County Memorial Hospital (WY)	\$13.1 [27]	\$12.4 [16]	\$14.9 [11]	\$15.9 [20]			\$24.4 [69]		\$20.1 [28]	\$11.1 [12]

Hospital

Medicaid cost coverage (%)

Uncompensated care (%)

Hospital	2012	2013	2014	2015	2016	2017	2018
Wyoming Medical Center	72	60	58	56	62	83	74
Wyoming Behavioral Institute							
Weston County [HD]	108	104	95	97	96	75	67
West Park Hospital [HD]	84	99	91	102	78	77	73
Washakie Medical Center [CM]	104	79	71	85	71	46	77
Torrington Community		80	73	67	69	66	63
Sweetwater County [CM]	92	73	69	69	85	76	79
Star Valley [HD]		82	90	95	79	67	62
St. John's [HD]	60	70	67	72	83	75	68
South Lincoln [HD]	83	83	67	55	48	49	37
South Big Horn [HD]	55	58	56	43	75	45	24
Sheridan County [CM]	84	96	97	72	58	58	57
SageWest - Riverton	70	81	76	76	70	77	
SageWest - Lander	90	83					
Powell Valley [HD]	72	77	59	55	58	62	55
Platte County [HD]	81	84	79	89	62	56	56
North Big Horn [HD]	53	76	50	46	105	127	92
Niobrara Community [HD]	63	79	19	43	35	54	48
Mountain View	65	85	58	56	53	36	
Johnson County [HD]				65	58	37	39
Ivinson Memorial [HD]	91	100	88	79	88	85	
Hot Springs County [HD]					63	43	46
Evanston Regional	78	79	80	69	64	74	93
Crook County [HD]	64	83	107	87	65	65	85
Converse County [CM]	68	65	109	65	54	57	48
Cheyenne Regional [CM]	94	84	87	87	95	95	81
Carbon County Memorial [CM]	83	77	73	124	88	43	86
Campbell County [HD]	105	89	94	85	92	78	92

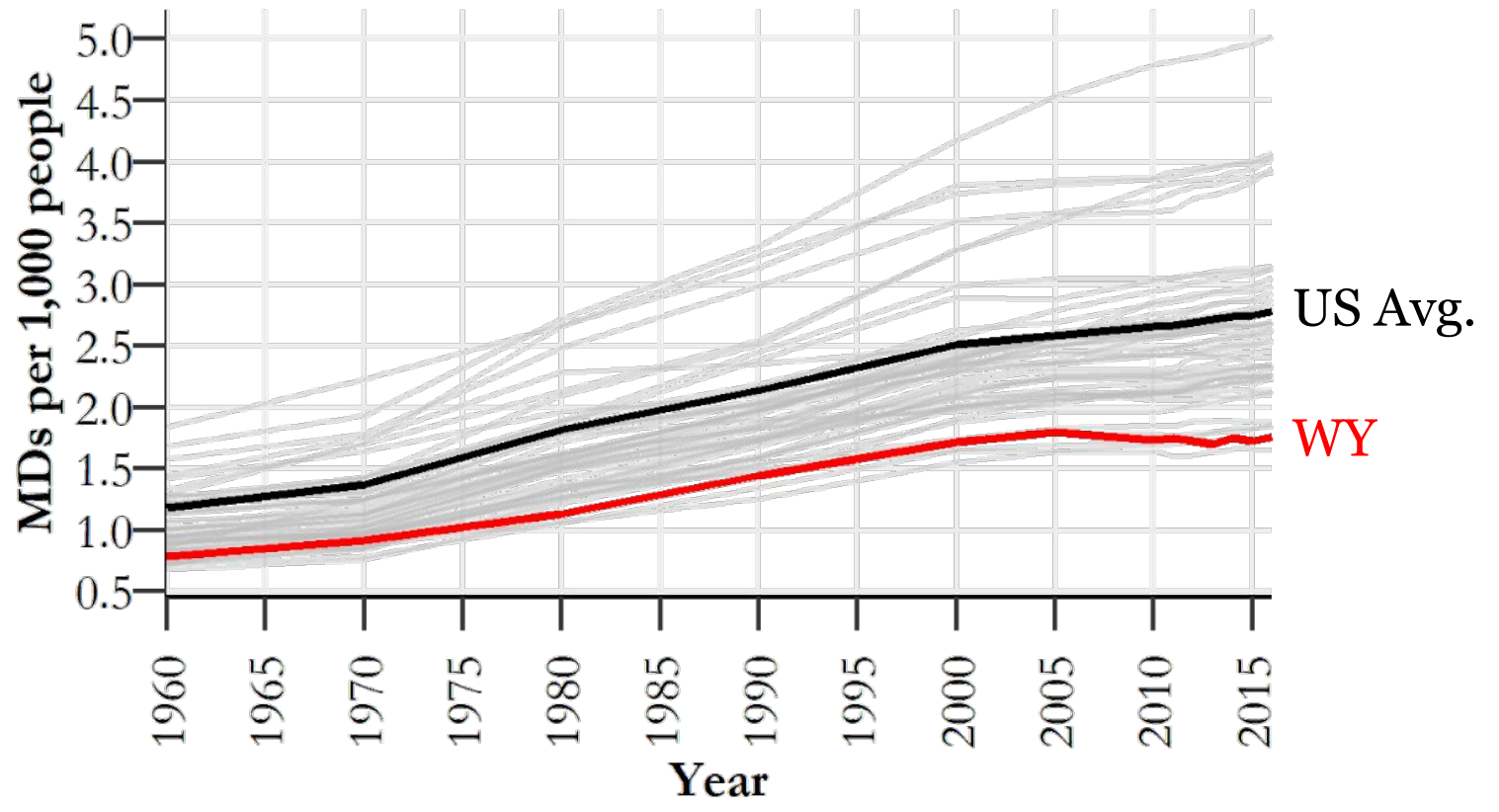
Hospital	2012	2013	2014	2015	2016	2017	2018
Wyoming Medical Center	11	11	10	14	8	11	8
Wyoming Behavioral Institute	0	0	0	0	0	0	0
Weston County [HD]	5	4	5	5	6	6	0
West Park Hospital [HD]	5	6	5	5	6	4	4
Washakie Medical Center [CM]	11	8	14	12	11	7	5
Torrington Community	0	5	9	8	8	5	6
Sweetwater County [CM]	9	8	8	7	6	6	6
Star Valley [HD]		3	3	3	3	3	3
St. John's [HD]	4	4	4	3	4	4	4
South Lincoln [HD]	8	8	6	5	7	6	8
South Big Horn [HD]	3	3	2	7	5	9	5
Sheridan County [CM]	6	7	2	4	6	5	4
SageWest - Riverton	0	7	6	6	7	6	
SageWest - Lander	5	5					
Powell Valley [HD]	4	7	8	6	5	3	3
Platte County [HD]	9	8	13	11	12	8	9
North Big Horn [HD]	6	10	10	10	11	14	8
Niobrara Community [HD]	6	6	7	4	6	8	1
Mountain View	2	2	1	2	1	0	
Johnson County [HD]	5	7	7	8	8	8	7
Ivinson Memorial [HD]	5	4	3	2	2	3	
Hot Springs County [HD]	6	6	5	3	4	6	6
Evanston Regional	4	4	3	9	11	10	10
Crook County [HD]	1	3	6	7	11	2	4
Converse County [CM]	6	10	7	8	10	7	8
Cheyenne Regional [CM]	8	8	7	6	6	7	6
Carbon County Memorial [CM]	14	14	19	9	14	9	12
Campbell County [HD]	3	9	7	7	5	6	6

Medicaid and Uncomp. Care

Medical provider density

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- Section 338 required study of “medical viability.” WDH interpretation of this in study relates to availability of labor and support services.
- Intuitively, **Wyoming ranks low** among States in terms of access to providers.
- However, **access varies widely across counties.**



MDs per 1,000 people

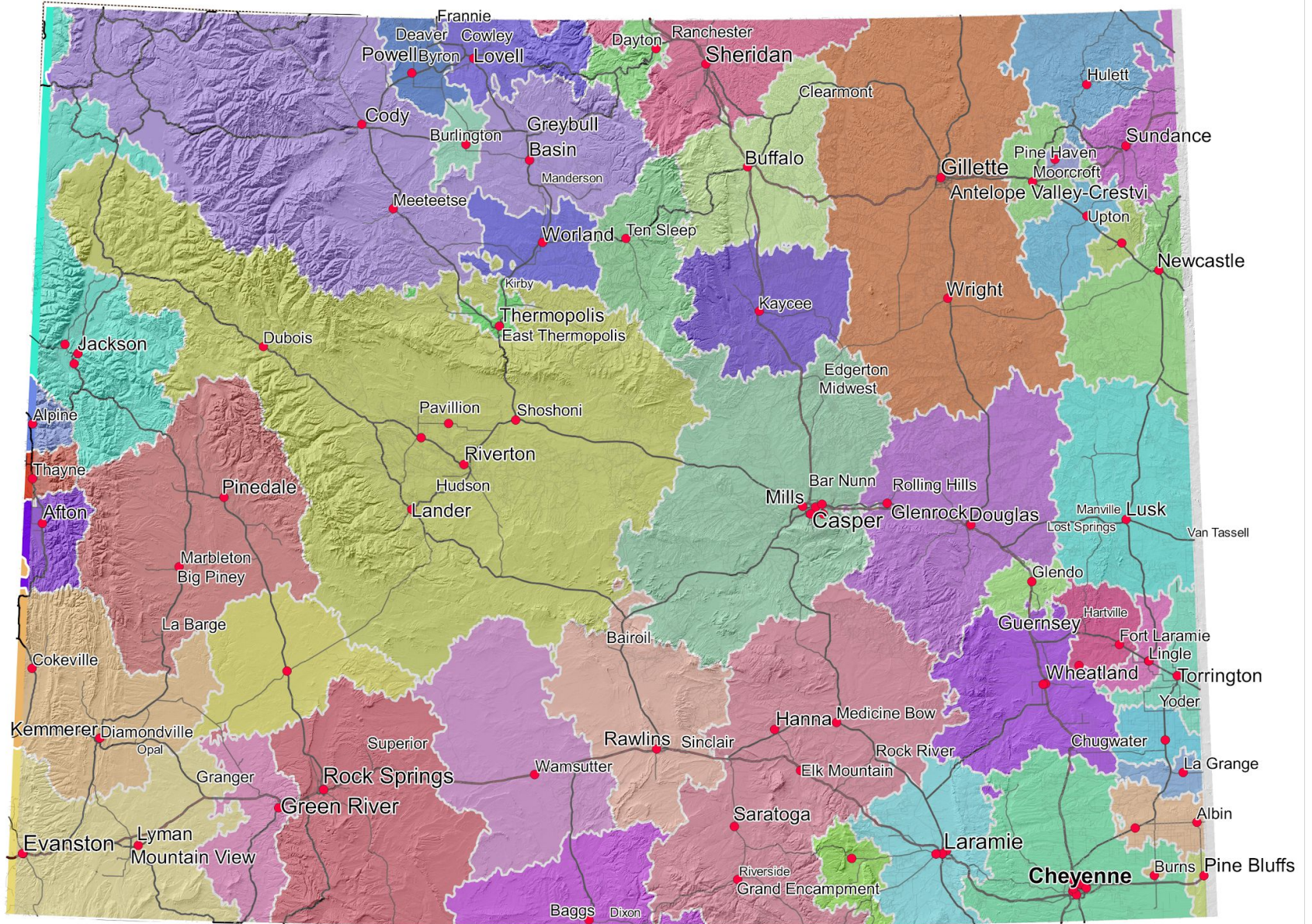
County	1960	1970	1980	1990	2000	2005	2010	2011	2012	2013	2014	2015	2016
Weston	0	0.5	0.7	0.5	0.6	0.9	0.7	0.6	0.6	0.6	0.7	0.6	0.4
Washakie	0.4	0.9	0.6	0.8	1	1	0.7	0.7	0.9	0.8	0.8	1	0.9
Uinta	0.9	1.4	0.9	1	1.2	1.4	1.3	1.1	1	0.9	0.9	0.9	0.9
Teton	0.6	1.5	2.7	2.9	3.2	4.2	4.1	4.2	4.3	4.2	4.1	3.9	4.1
Sweetwater	0.6	0.5	0.7	0.8	1	0.9	0.7	0.8	0.8	0.9	0.9	0.9	1
Sublette	0.5	0.5	0.9	0.8	1.4	1	0.8	0.9	0.8	0.8	0.8	0.7	0.7
Sheridan	1	1	1.4	2	1.9	1.8	2.1	2.3	2.4	2.4	2.2	2.2	2.1
Platte	0.6	0.5	0.3	0.7	0.8	0.9	1	1.1	1	1	0.9	0.9	1
Park	0.9	0.9	1.1	1.4	2.3	2.3	2.4	2.3	2.4	2.3	2.6	2.6	2.5
Niobrara	0.8	0.7	0	0.4	0.4	0	0	0	0.4	0.4	0.4	0.4	0.4
Natrona	1	1.1	1.5	2.1	2.3	2.3	2.4	2.5	2.3	2.3	2.3	2.4	2.6
Lincoln	0.7	0.5	0.3	0.8	0.8	0.6	0.6	0.7	0.8	0.8	0.9	0.8	0.6
Laramie	1	1.2	1.6	2	2.3	2.3	2.3	2.4	2.4	2.3	2.3	2.3	2.3
Johnson	0.5	0.5	0.9	0.8	1.3	1.2	1.4	1.5	1.5	1.6	1.6	1.6	1.6
Hot Springs	0.9	1.2	0.9	1	2	1.5	1.2	1.3	1.2	1	1.2	0.8	0.6
Goshen	0.8	0.6	0.8	0.8	0.9	1	0.9	1	1	0.9	1	0.9	1.1
Fremont	0.6	0.7	1.5	1.9	1.9	2.1	1.8	1.8	1.8	1.8	1.9	1.9	1.8
Crook	0.2	0.2	0.4	0.4	0.3	0.6	0.3	0.6	0.7	0.7	0.7	0.7	0.7
Converse	0.5	0.7	0.4	0.5	0.7	1.3	1	1.1	0.9	0.9	1	1	1.1
Carbon	0.8	0.8	0.6	0.8	1	0.8	0.8	0.8	0.6	0.6	0.6	0.5	0.6
Campbell	0.5	0.6	0.9	1.1	1.4	1.5	1.4	1.2	1.2	1.3	1.4	1.3	1.2
Big Horn	0.7	0.9	0.5	0.6	0.4	0.8	0.5	0.4	0.4	0.3	0.3	0.2	0.2
Albany	0.8	0.9	1.2	1.5	2	2.2	2	1.7	1.6	1.6	1.7	1.6	1.6

Providers per 1,000 people

Specialists per 1,000 people

County	Providers per 1,000 people						Specialists per 1,000 people					
	APRN	DO	MD	NP	PA	Total pat. care	Anesth.	Diag. rad.	Emerg.	Gen. internal	Ob-Gyn	Surg. specs
Weston	0.1	0	0.5	0.1	0.4	1	0	0	0	0	0	0
Washakie	0.6	0.1	0.9	0.5	0.2	2.3	0	0	0	0	0.1	0.2
Uinta	0.8	0.1	0.8	0.4	0.3	2.4	0	0	0.1	0.1	0.1	0.3
Teton	1.3	0.4	3.7	0.6	0.4	6.4	0.2	0.3	0.5	0.5	0.3	1.3
Sweetwater	0.3	0.3	0.8	0.2	0.3	2	0.1	0	0	0.1	0.1	0.3
Sublette	0.5	0.1	0.7	0.5	0.3	2.1	0	0	0.1	0	0	0
Sheridan	0.7	0.2	2.1	0.6	0.5	4.1	0.1	0.1	0.2	0.4	0.2	0.6
Platte	0.7	0	1	0.7	0	2.5	0.1	0	0.2	0	0	0.2
Park	0.6	0.3	2.5	0.2	0.9	4.4	0.1	0	0.1	0.3	0.2	0.7
Niobrara	0.4	0	0.4	0.4	0.2	1.4	0	0	0	0.4	0	0
Natrona	0.8	0.3	2.4	0.8	0.7	5	0.2	0.1	0.1	0.2	0.1	0.6
Lincoln	0.4	0.4	0.7	0.3	0.3	2	0	0	0	0.1	0	0.2
Laramie	1.1	0.3	2.2	1	0.5	5	0.2	0.1	0.1	0.1	0.1	0.4
Johnson	0.5	0.1	1.6	0.3	0.2	2.8	0	0	0.2	0.1	0	0.2
Hot Springs	0.4	0.4	0.7	0	0.6	2.2	0	0	0	0	0	0.3
Goshen	0.4	0	1	0.2	0.1	1.8	0	0	0	0	0	0.1
Fremont	0.7	0.1	1.8	0.5	0.3	3.5	0.1	0.1	0.1	0.2	0.1	0.3
Crook	0.4	0	0.7	0.4	0.3	1.7	0	0.1	0	0	0	0.1
Converse	0.5	0.1	0.9	0.2	0.6	2.4	0	0.1	0	0.1	0	0.4
Carbon	0.4	0.2	0.5	0.2	0.6	2	0.1	0	0.1	0	0	0.1
Campbell	0.5	0.1	1.2	0.3	0.3	2.5	0.1	0	0.1	0.1	0.1	0.3
Big Horn	0.2	0	0.2	0.2	0.2	0.9	0	0	0	0	0	0
Albany	0.9	0.2	1.6	0.8	0.2	3.7	0.2	0.1	0.1	0.3	0.1	0.4

Modeled Ground EMS "Service Areas"



Time-sensitive conditions

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→ Heart Attacks

- ◆ Leading cause of death in WY/US
- ◆ Prompt hospital-setting intervention critical (<90 min)

→ Stroke

- ◆ 3rd leading cause of death for women, 5th leading cause in WY/US
- ◆ 4 to 6 hour effective treatment window from onset
- ◆ Rapid imaging (CT/MRI) vital to ID stroke type/treatment

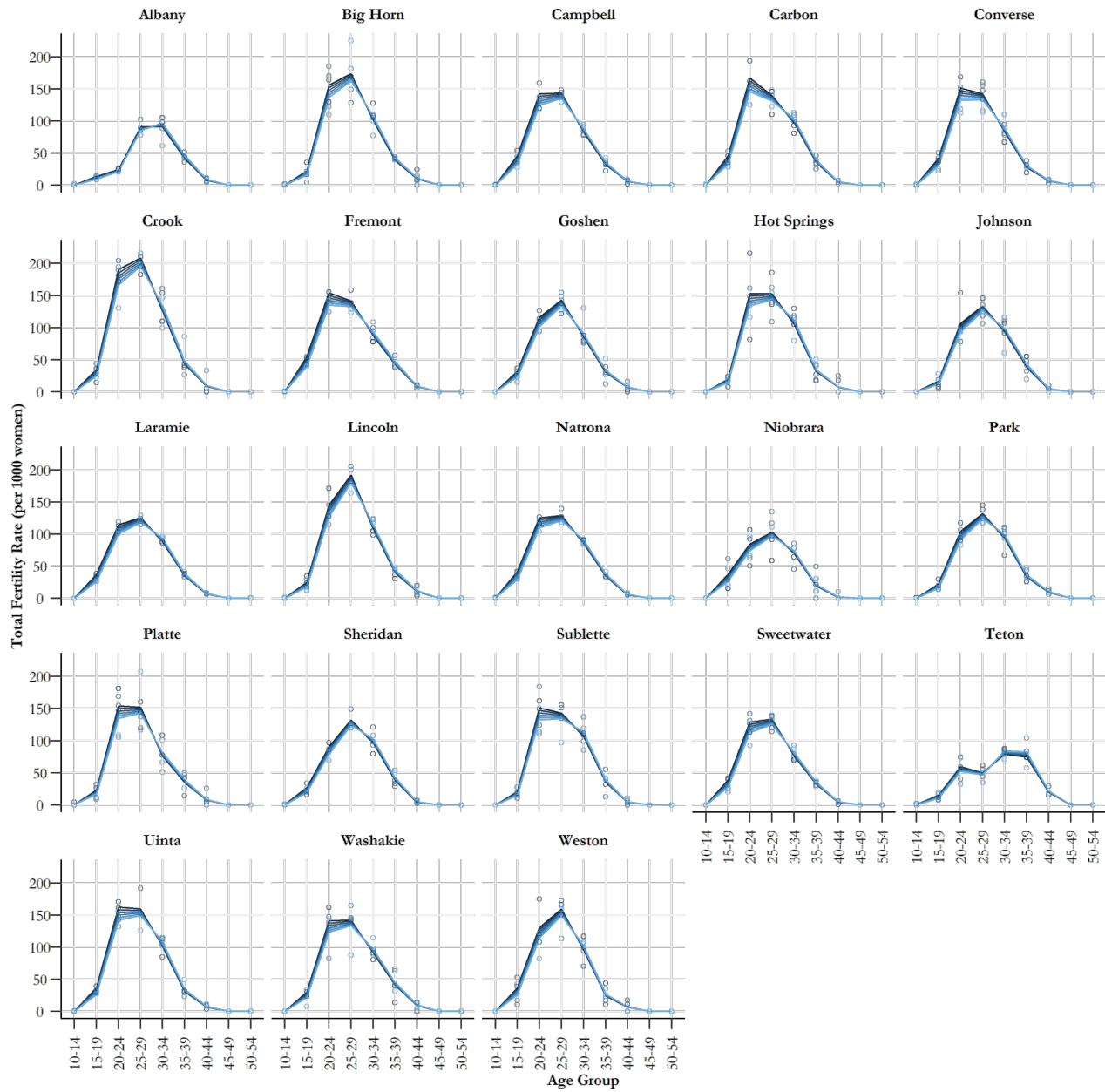
→ Trauma

- ◆ Leading cause of death for <35 year olds, 3rd leading in WY/US
- ◆ “Golden Hour” is industry standard

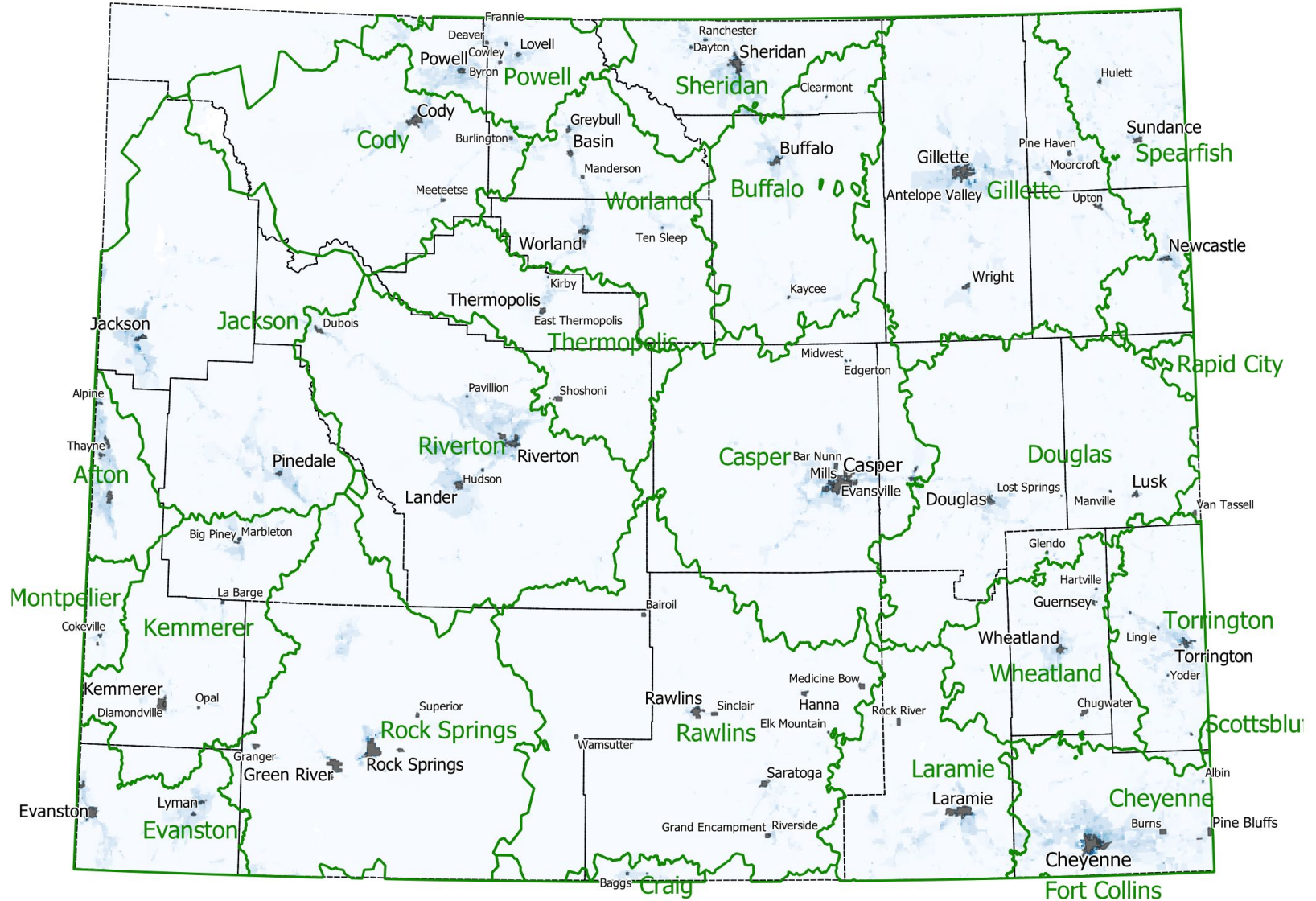
→ Childbirth

- ◆ Complications often require prompt hospital-setting interventions (e.g. 30-60 mins for severe hypertension)

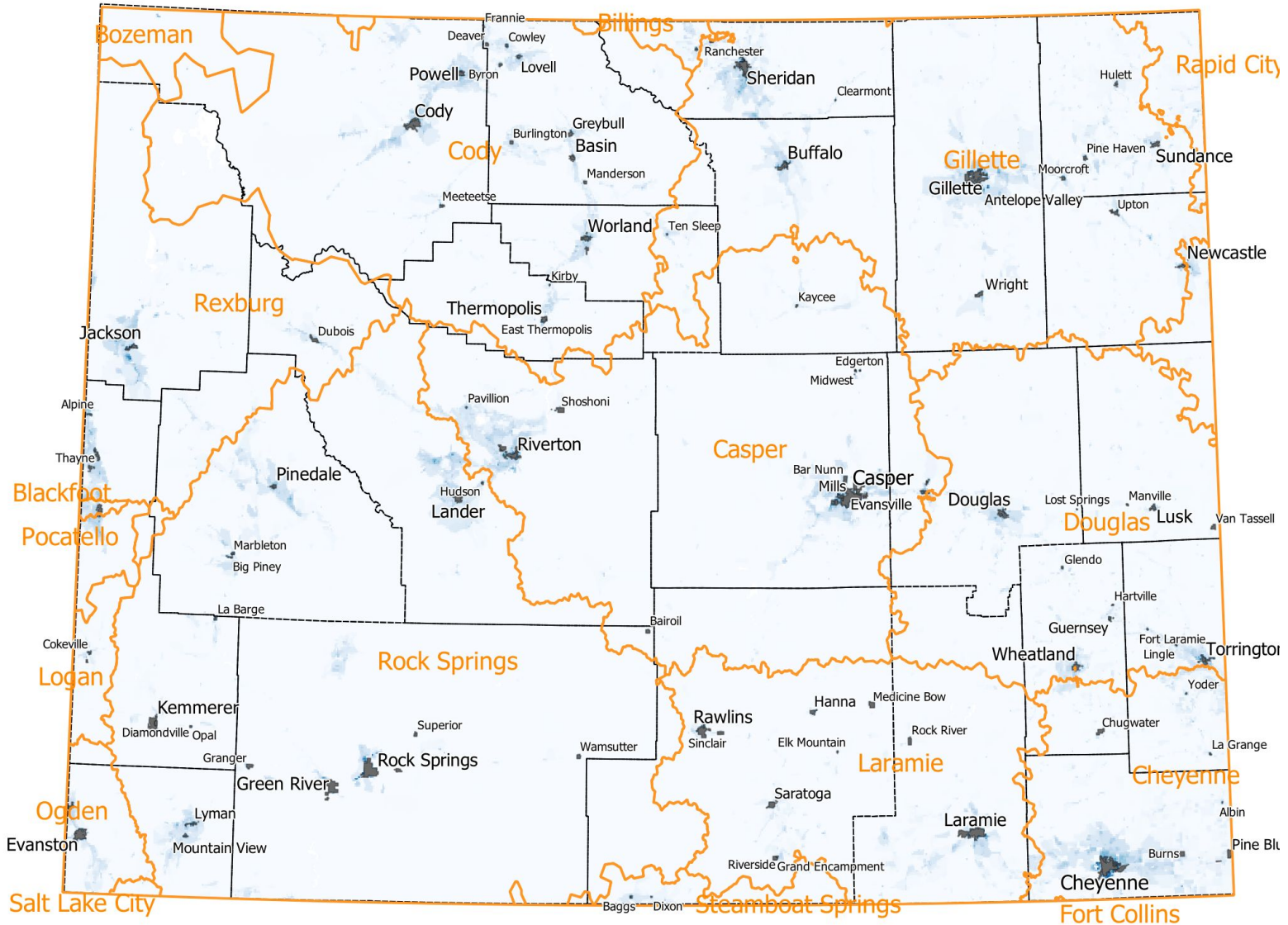
Risk of Childbirth by Age, County and Year



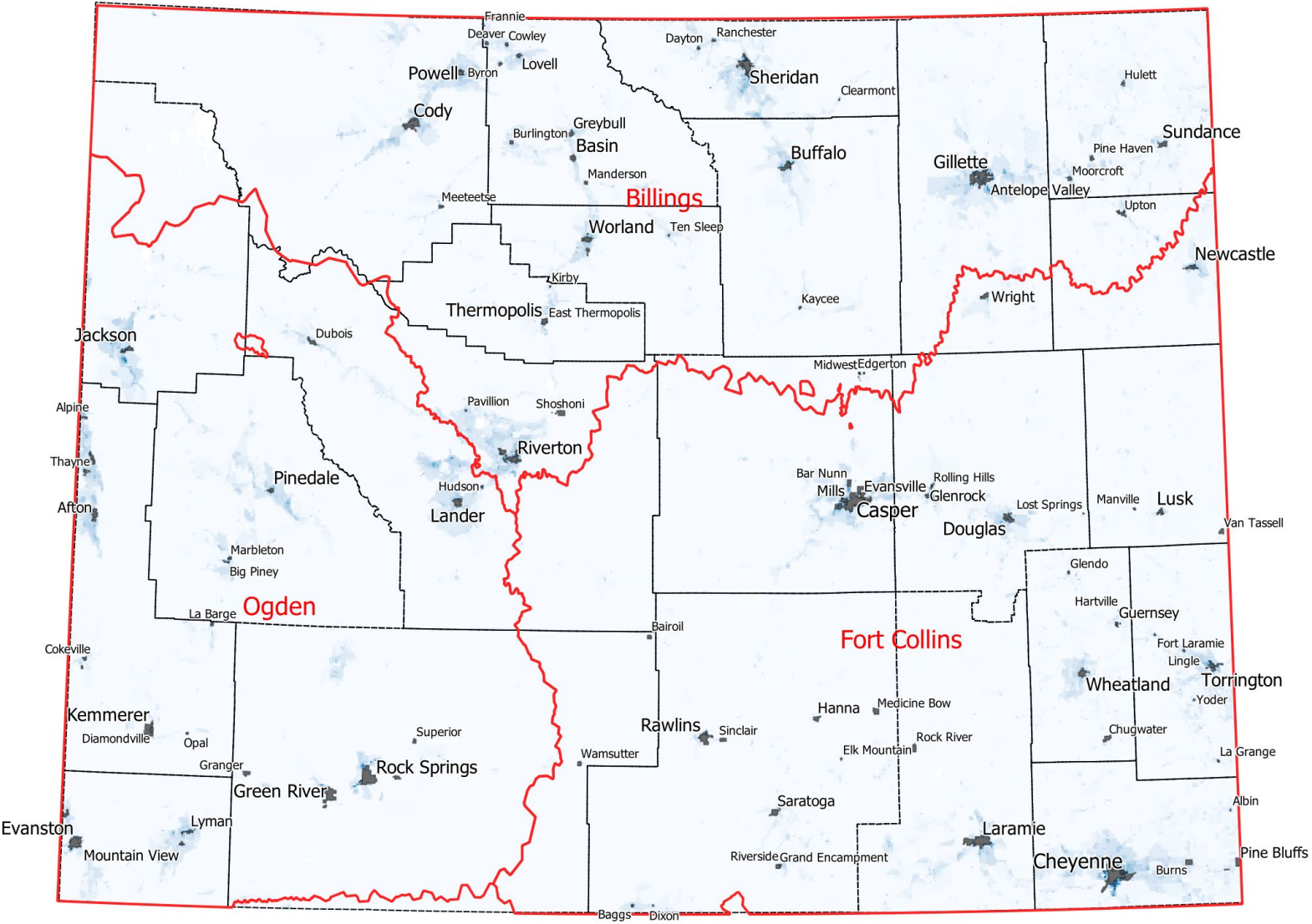
Closest hospital for uncomplicated delivery



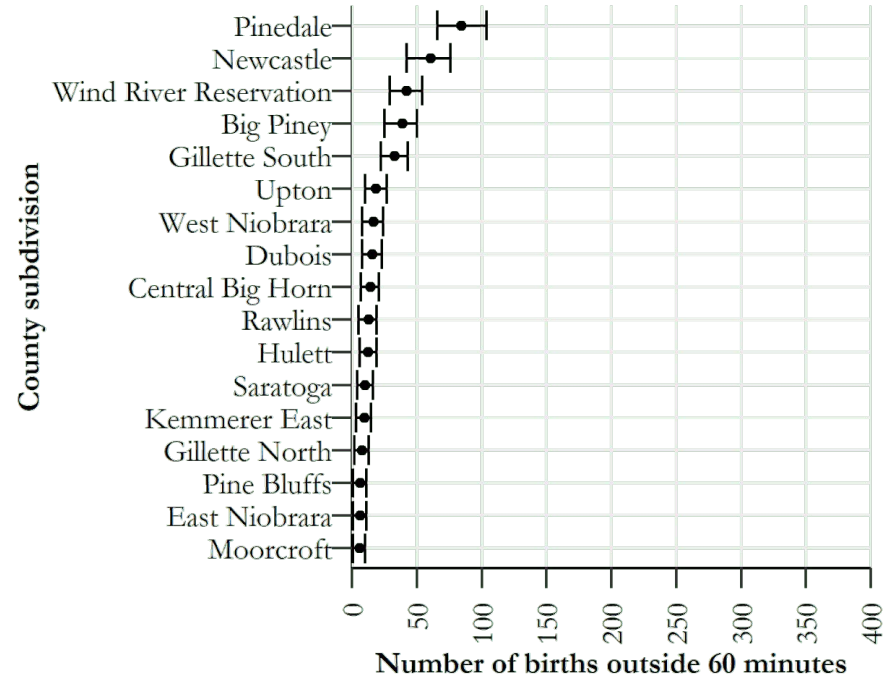
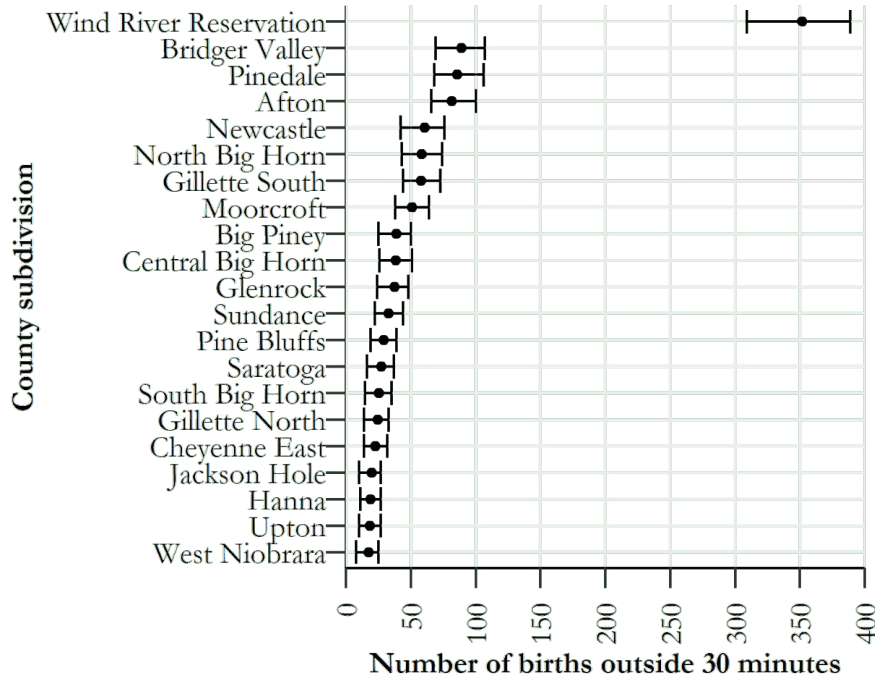
Closest hospital for semi-complicated delivery



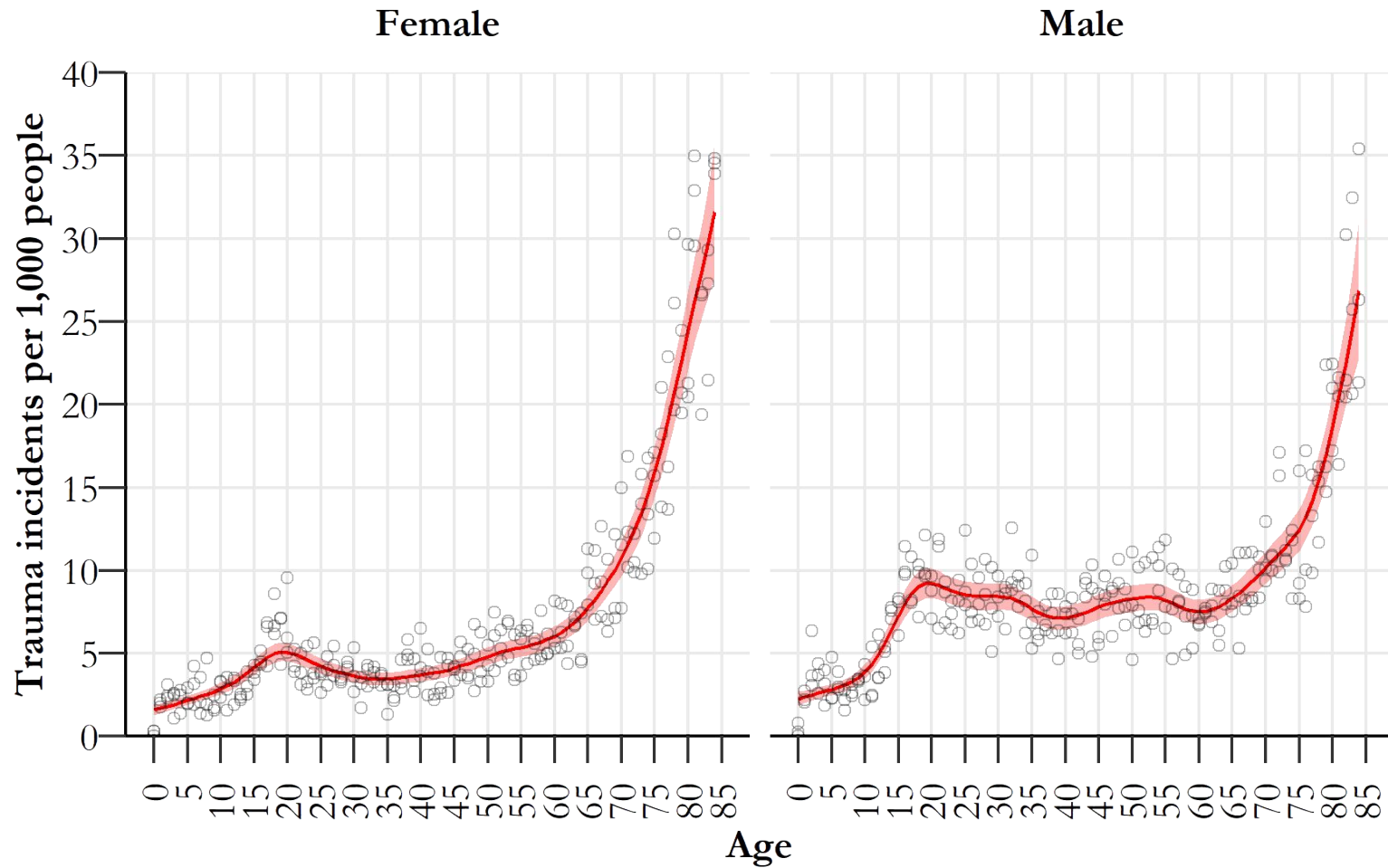
Closest hospital for complicated delivery



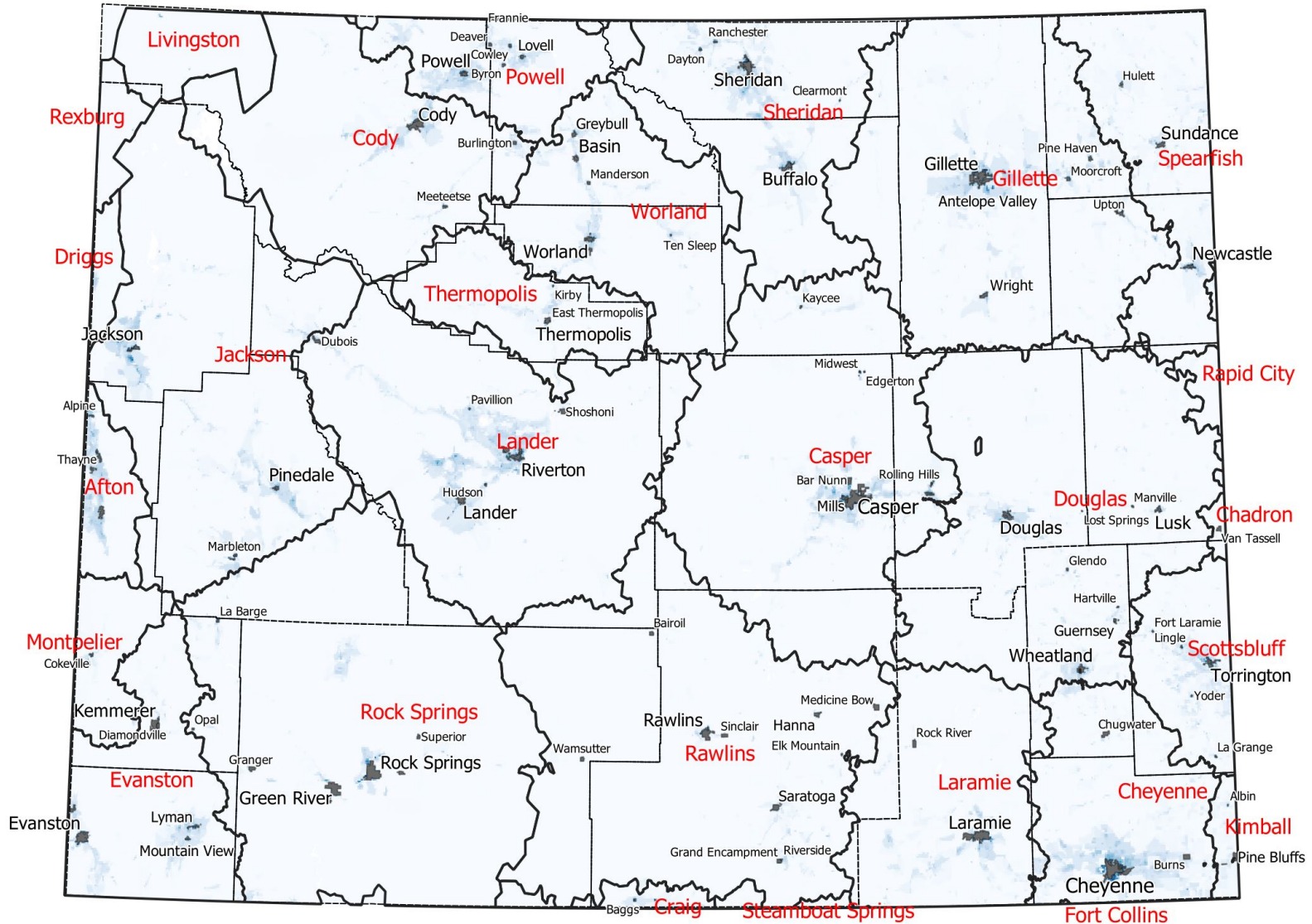
Access to hospital services for uncomplicated deliveries



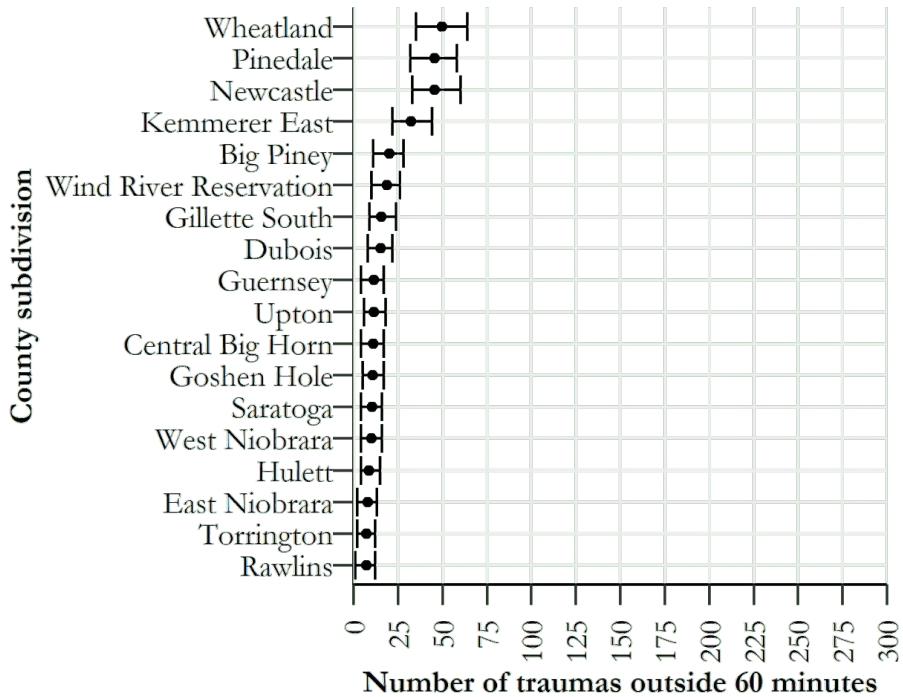
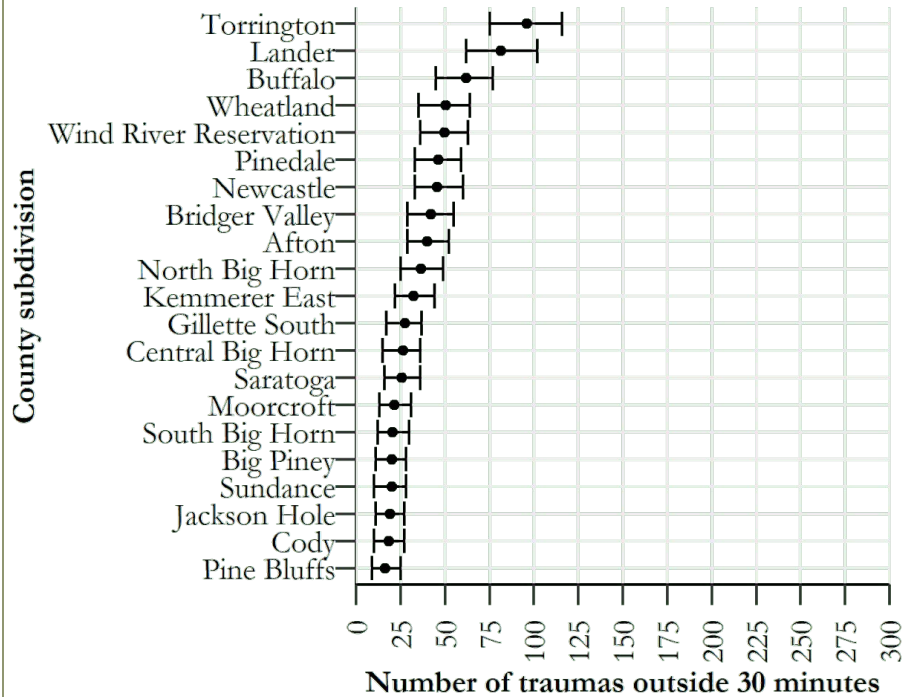
Trauma risk by age and sex



Closest Community Trauma Hospital (IV) or higher



Access to trauma care (CTH/IV or higher)

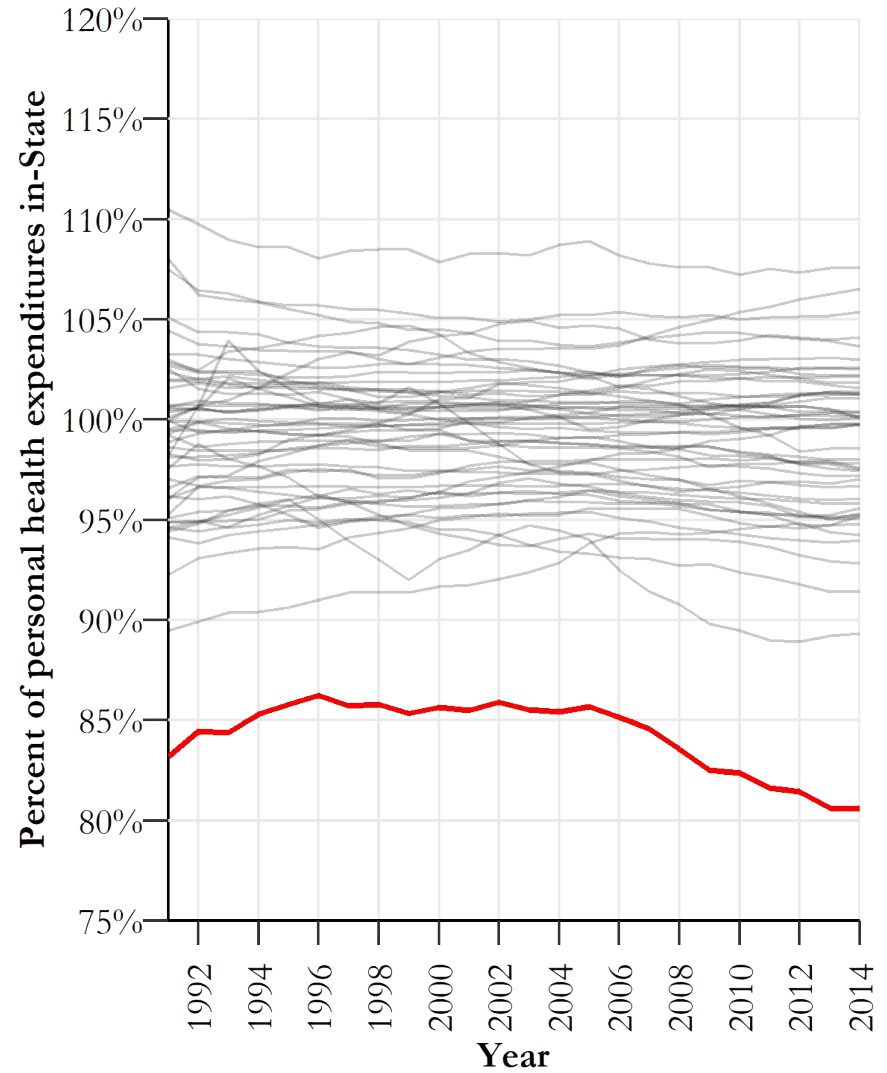
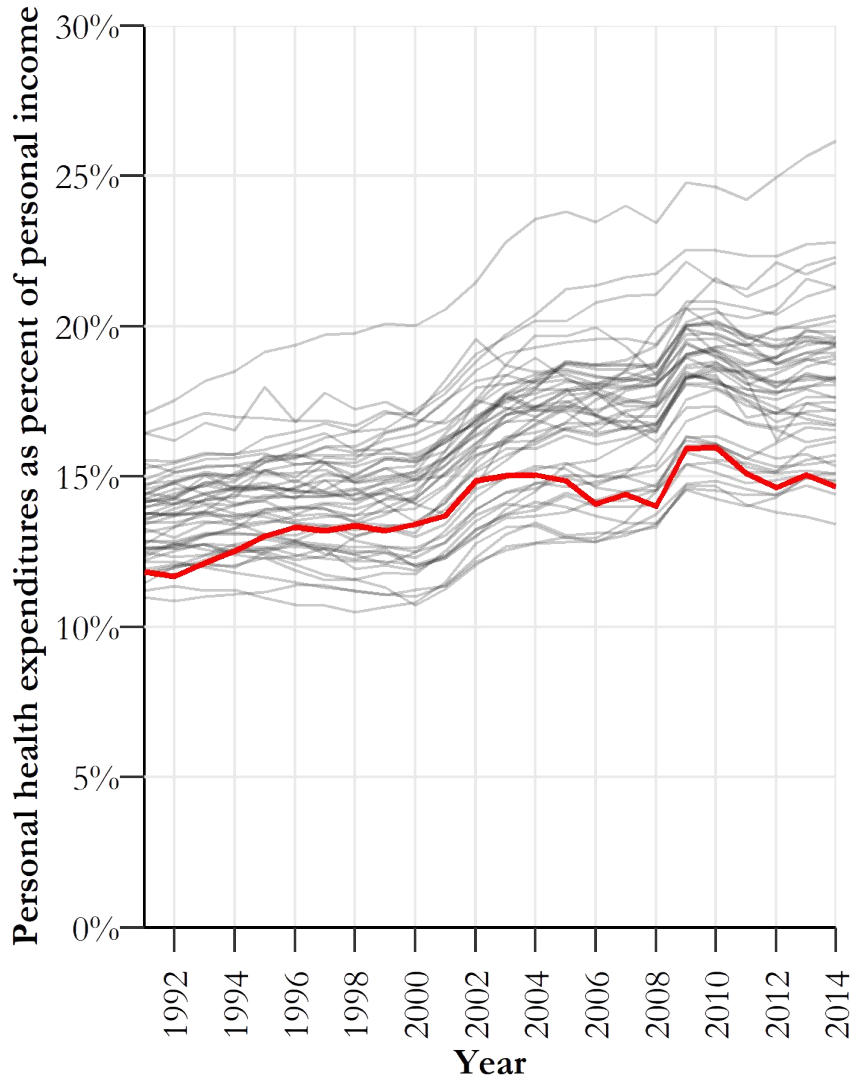


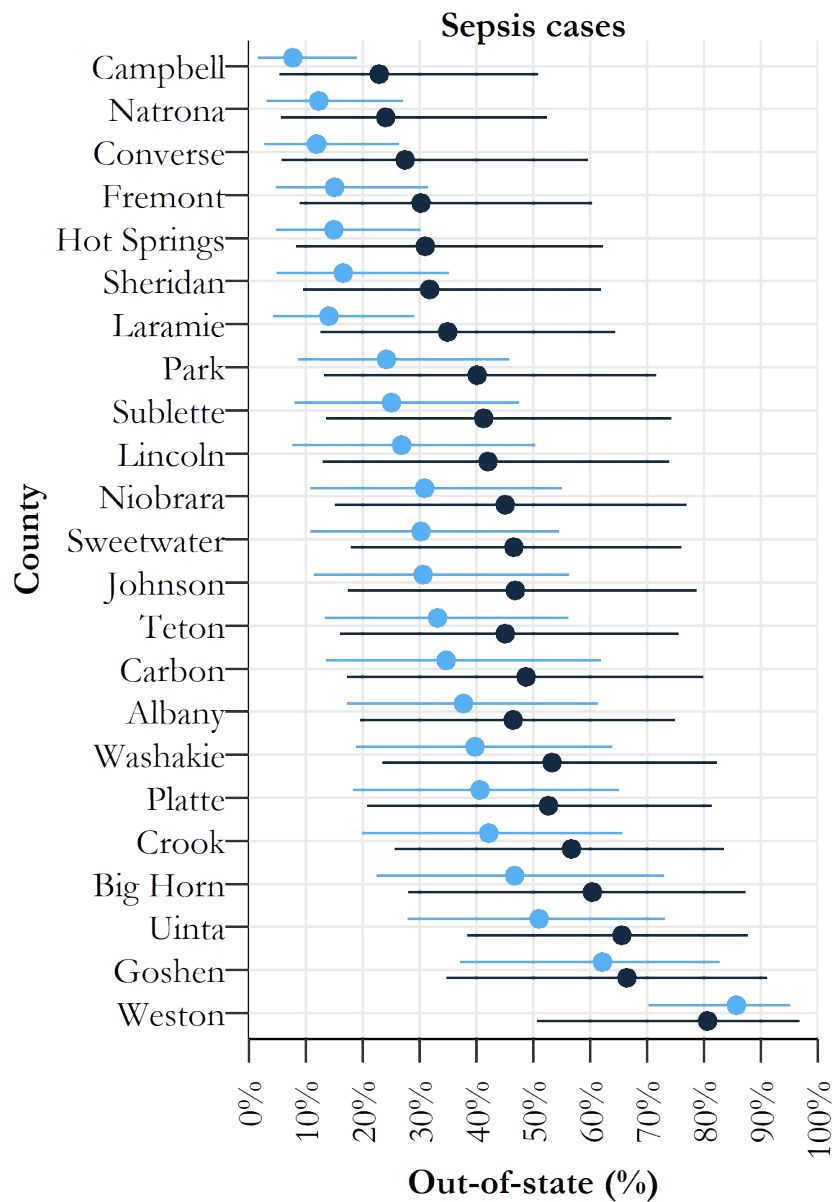
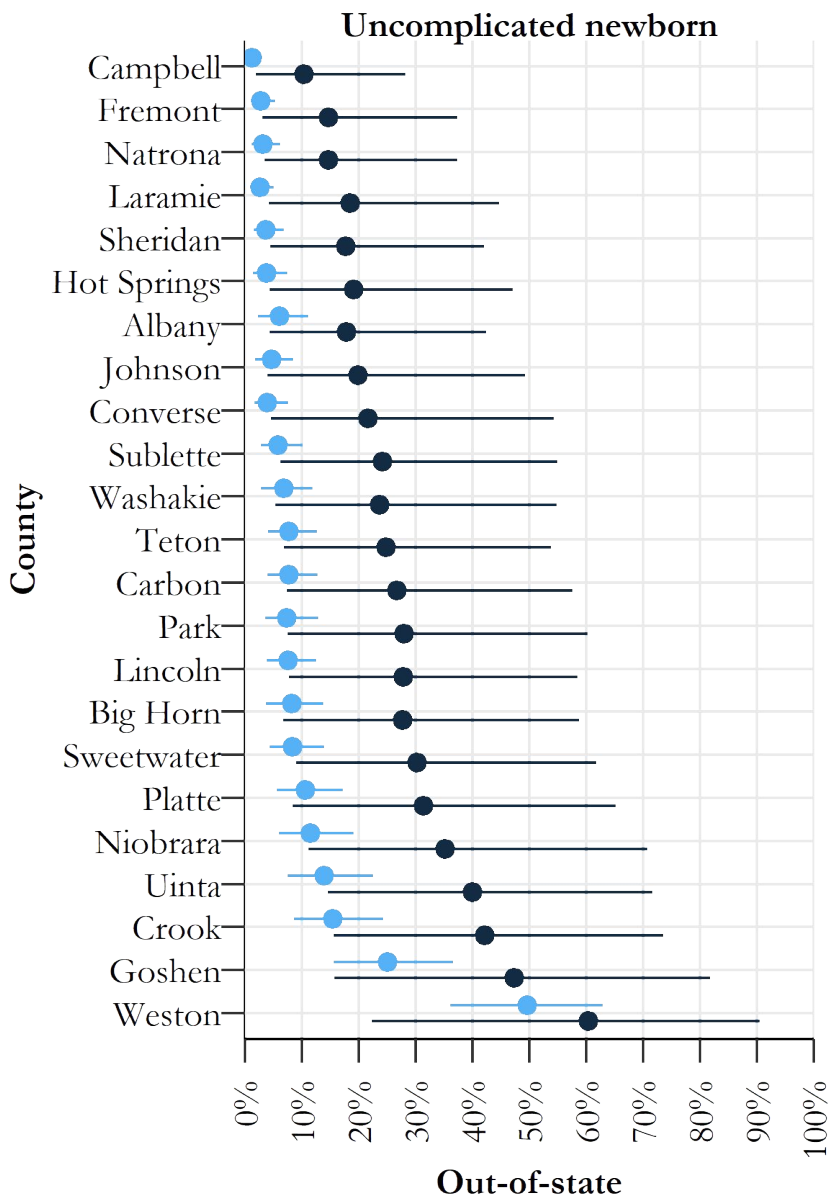
Out-of-State spending

31

- Compared with other states, Wyoming has one of the highest percentages of out-of-state health spending.
- When it comes to hospital costs and volume, varies by payer, diagnosis, location. Those most likely to go out-of-state is intuitive:
 - ◆ Private payers
 - ◆ More complex cases
 - ◆ Peripheral counties

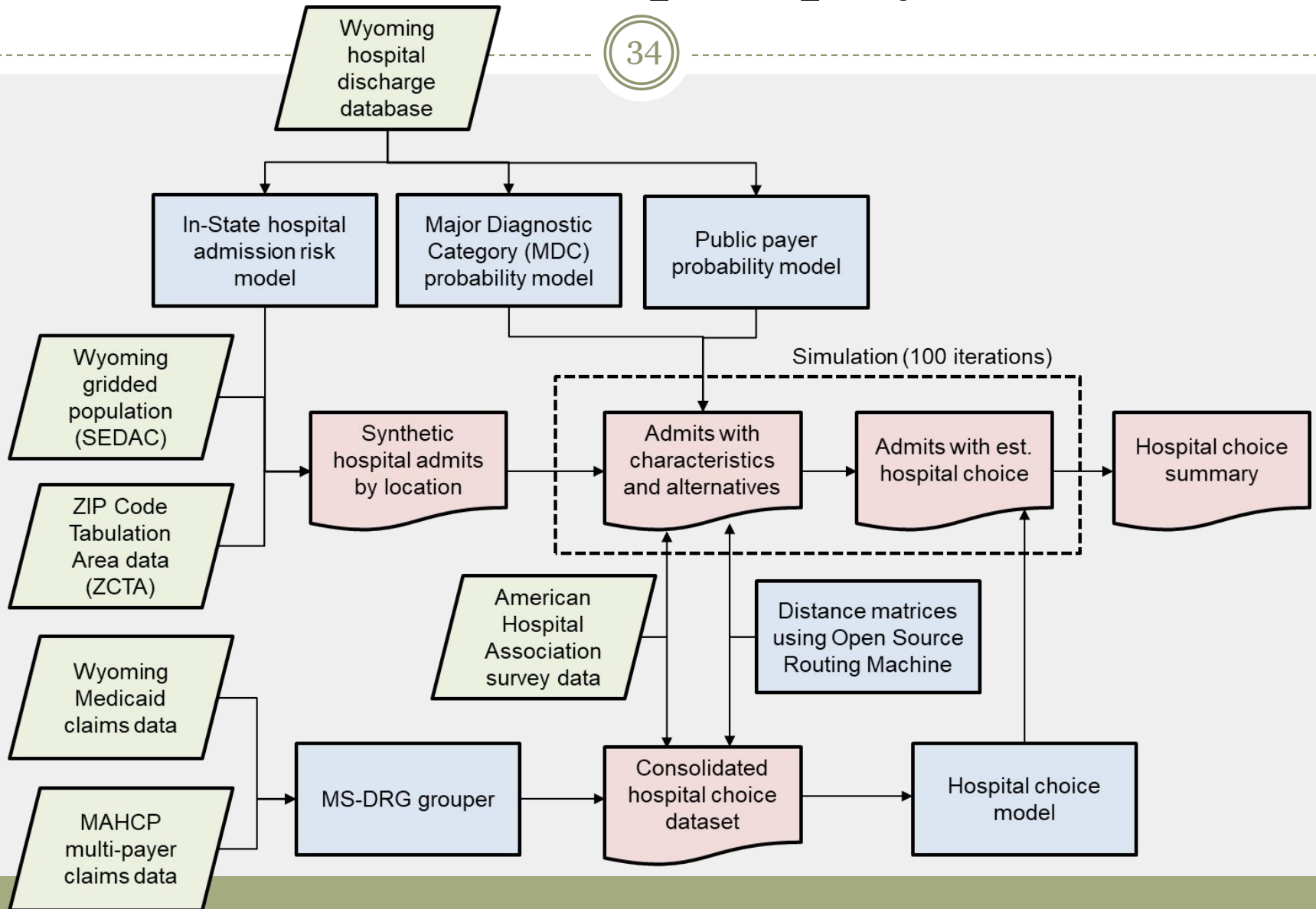
Big-picture health care expenditure trends

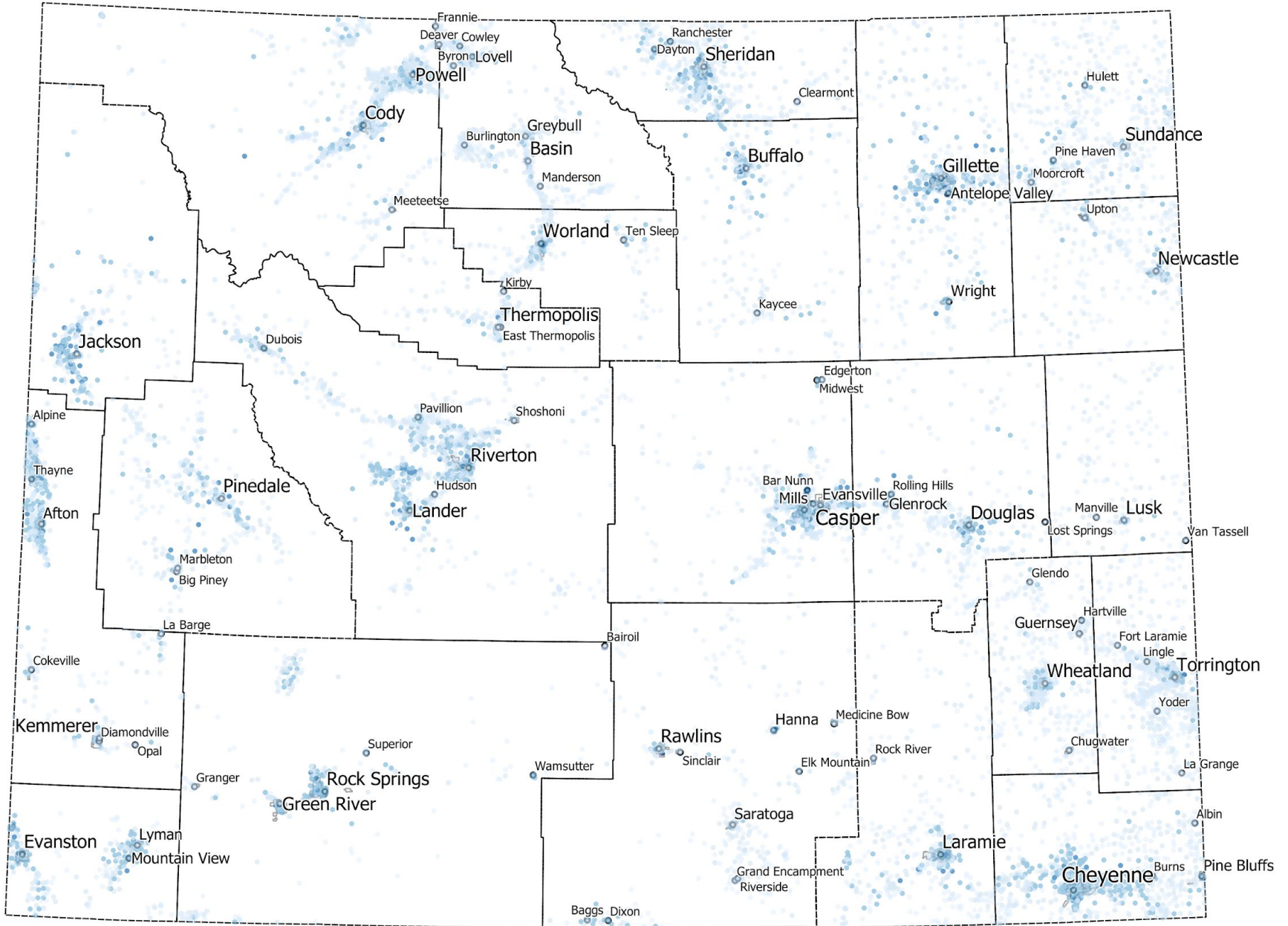




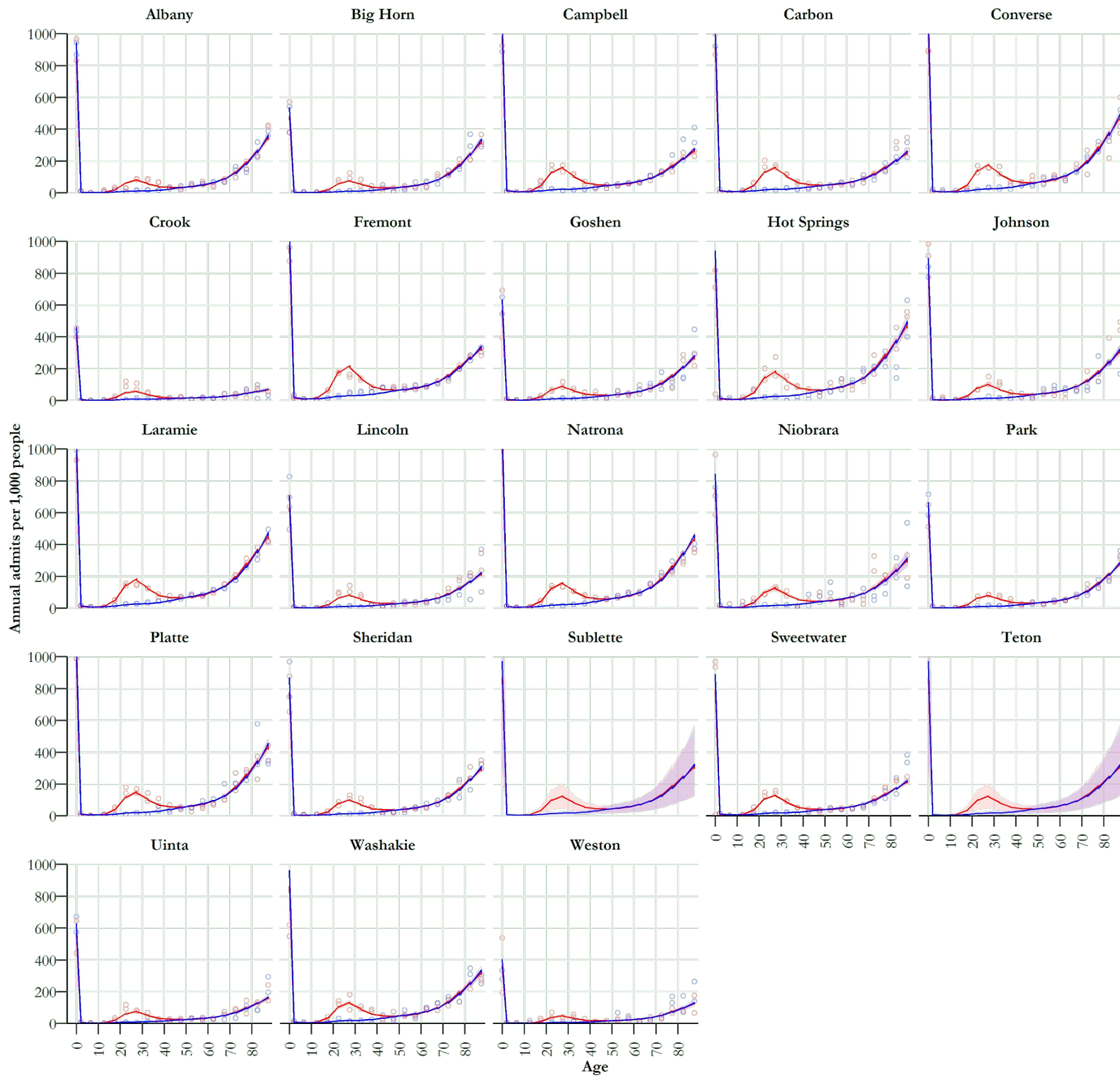
In-State new hospital projections

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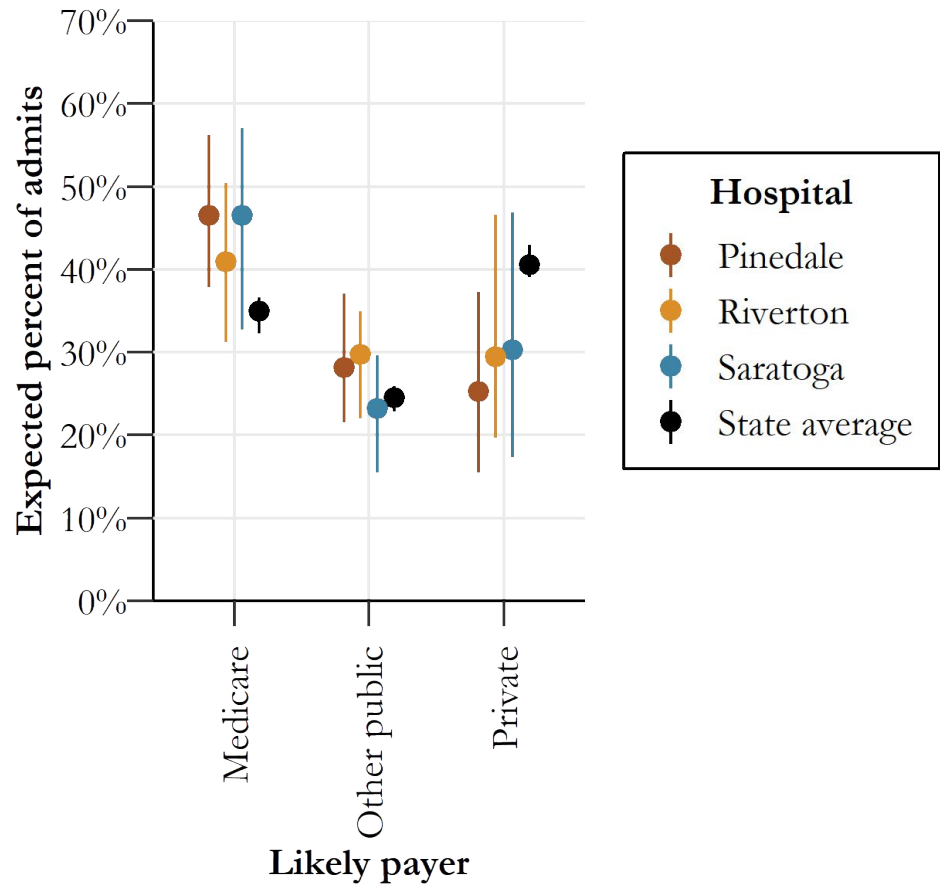
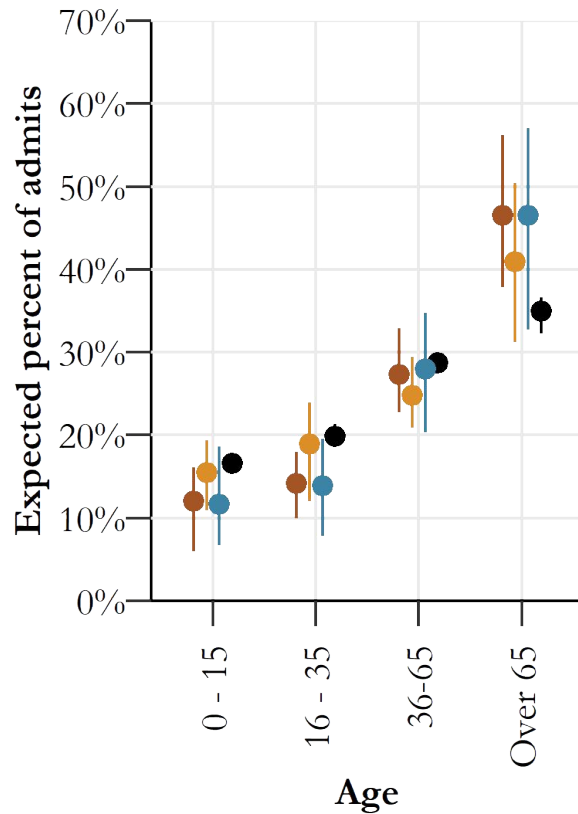


Risk of In-State Hospital Admit by Age and County



Expected annual inpatient admits

Riverton - 745 (470 - 890)
 Pinedale - 420 (150 - 700)
 Saratoga - 190 (110 - 280)



Recommendations

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- **Is there a role for the State in managing cost vs. access?**

- **If there is, we suggest considering alternative framework for paying for hospital services differently.**
 - ◆ Free-market excellent in terms of improving value. Lots of room to improve here, though limits on what's “shoppable.”
 - ◆ Unintended consequences of ‘full free market’:
 - Probably even more care out-of-State.
 - Impact on access for time-sensitive conditions due to role of cross-subsidies.
 - ◆ Can we isolate “time-sensitive” services and pay for them separately?

Wyoming Medicaid Air Ambulance Waiver Update

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Franz Fuchs

Policy Analyst / Legislative Liaison



Wyoming
Department
of Health

Waiver status

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- **Air ambulance waiver was submitted** on Oct. 28th, 2019.
- Deadline for CMS to respond re: completeness is Nov. 12th.
- If complete, **30-day federal public comment period** begins.
- **Our primary objective** is to get **quality feedback** from the Federal government.
 - ◆ Worst case scenario is bureaucratic limbo (e.g., Tribal uncompensated care waiver)

Medicaid Expansion Updates

41

Franz Fuchs

Policy Analyst / Legislative Liaison



Wyoming
Department
of Health

Summary - Expectations

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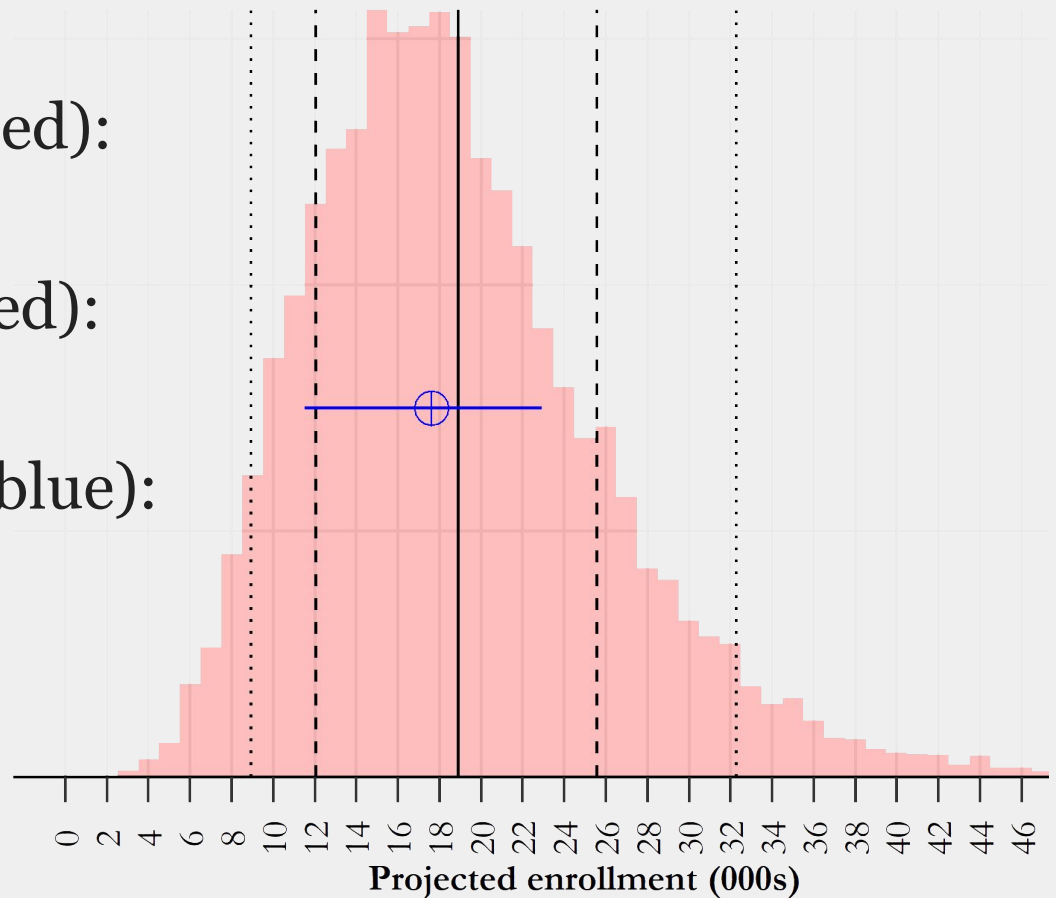
- Projecting **first biennium only**, due to significant uncertainty.
- **~19,000** expected enrollment by **24 months**. Most likely between **9,000** and **32,000**.
 - ◆ **~56%** of new enrollees previously **uninsured**.
 - ◆ **~64%** of new enrollees below **100% FPL**.
- First biennium cost of **~\$154M**, made up of **~\$136M federal funds** and **~\$18M State General Funds**.
- Including effects of crowd-out, **additional net provider revenue of ~\$41M**.

Enrollment

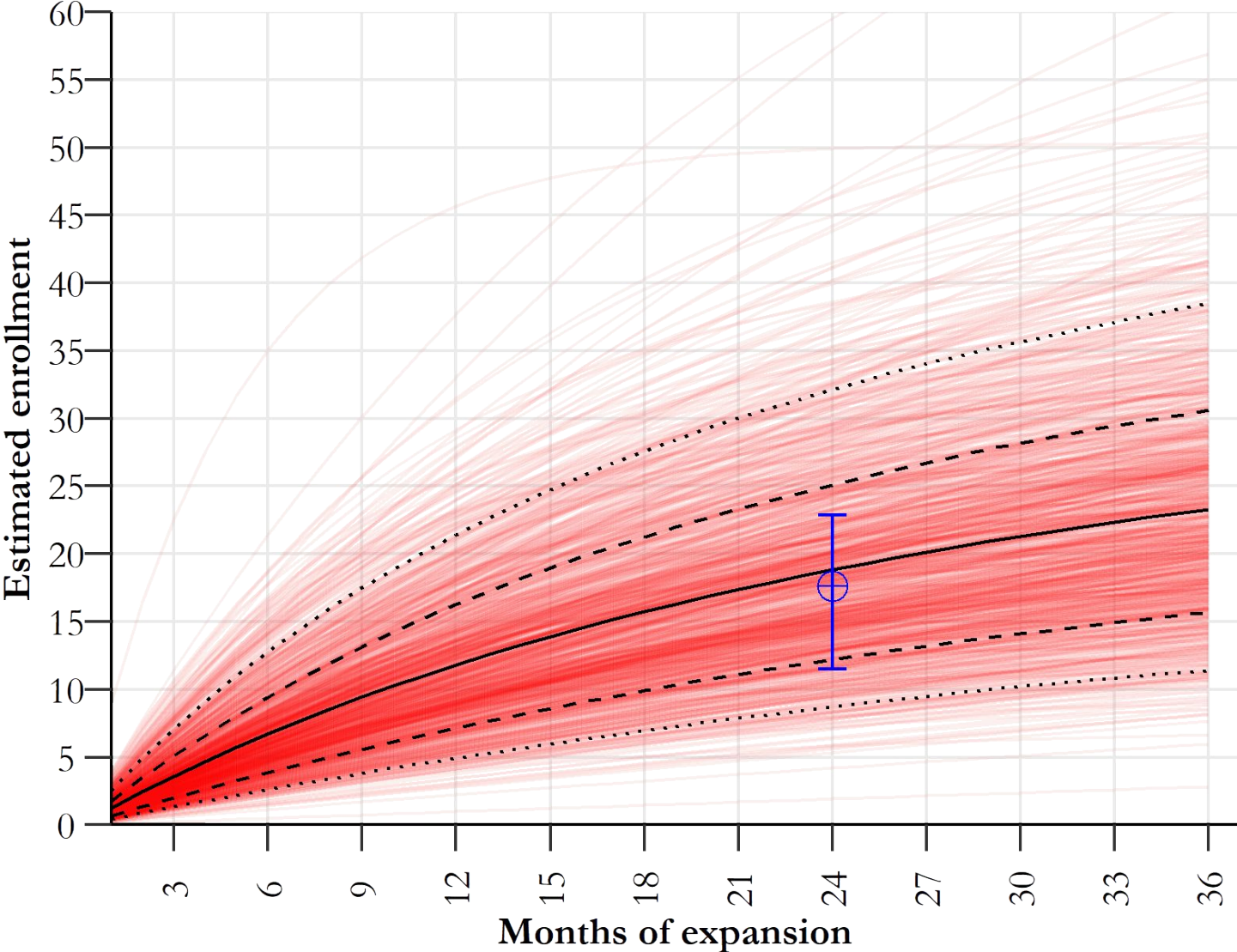
43

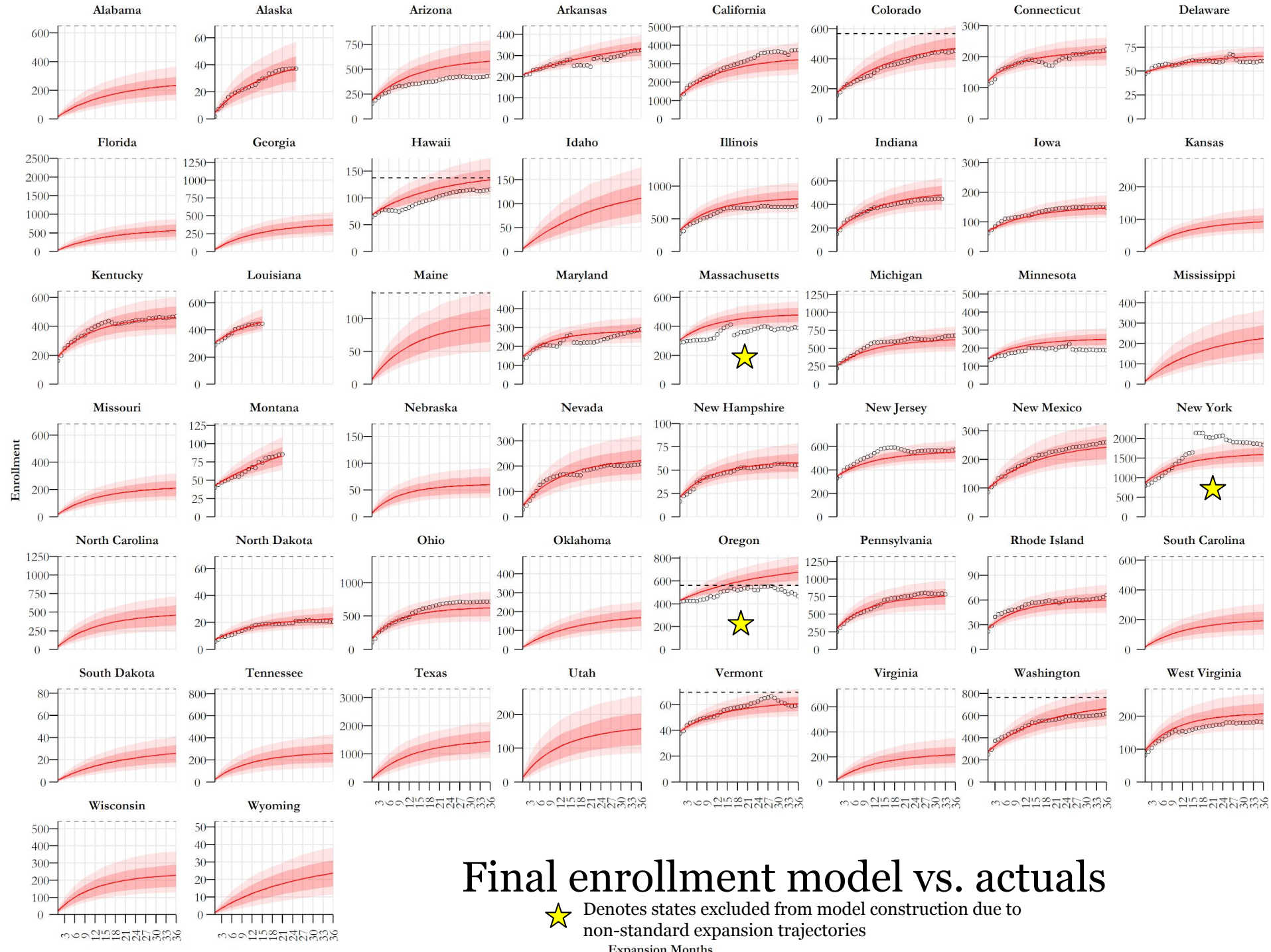
~19,000 expected enrollment at 24 months

- 67% of scenarios (dashed):
12 - 26K
- 90% of scenarios (dotted):
9 - 32K
- 2011 Milliman report (blue):
Expected: 17.6K
Low: 11.5K
High: 22.9K



Enrollment expected to have a growth curve





Why simulation-based projections?

46

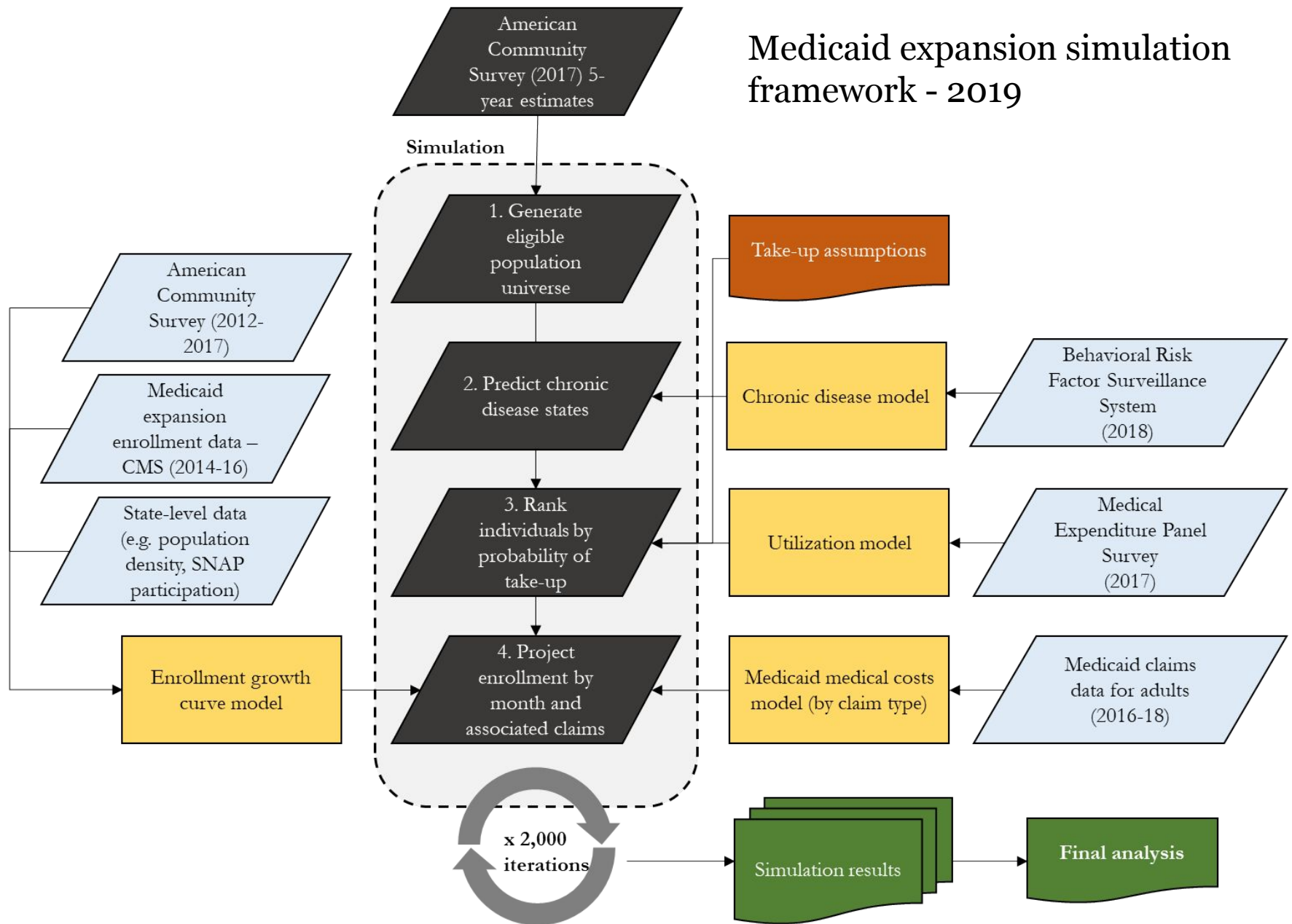
- **“How many people will enroll?”** is not the only question that matters;
- **“What kind of people will enroll? Who will enroll first?”**
 - ◆ We assume sicker people — those with a demonstrated need for insurance — will likely enroll first
 - ◆ Affects overall cost and PMPM over time.
- **“How many of these people will be uninsured? How many will already have insurance?”**
 - ◆ I.e., how much ‘crowd out’ in the program, which affects providers will see re: reduction in effective rates paid.
- **“What services will they use?”** Provider revenue varying by type; inpatient vs. medical vs. pharmacy.
- **Demographics, poverty, employment**
 - ◆ Affects enrollment with different program designs.

Why simulation-based projections?

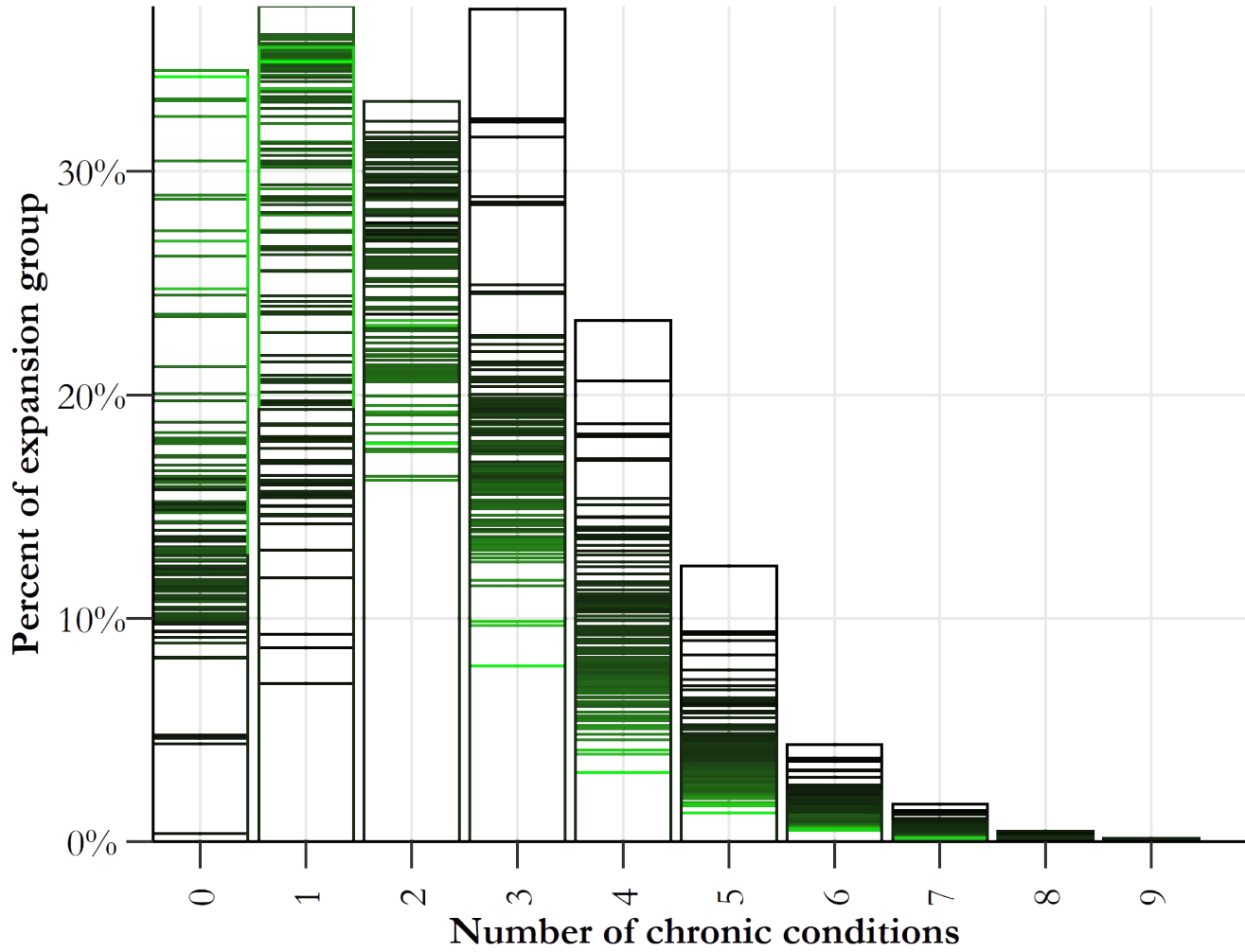
47

- **Flexibility.** Simulation-based estimates allows us to set ‘the rules of the game,’ and see what happens.
 - ◆ Limit enrollment to 100% FPL?
 - ◆ Work requirements?
 - ◆ Cost sharing?
- **Propagates the uncertainty** inherent in all component models to the final estimates.
 - ◆ Uncertainty is just as important as expected averages.

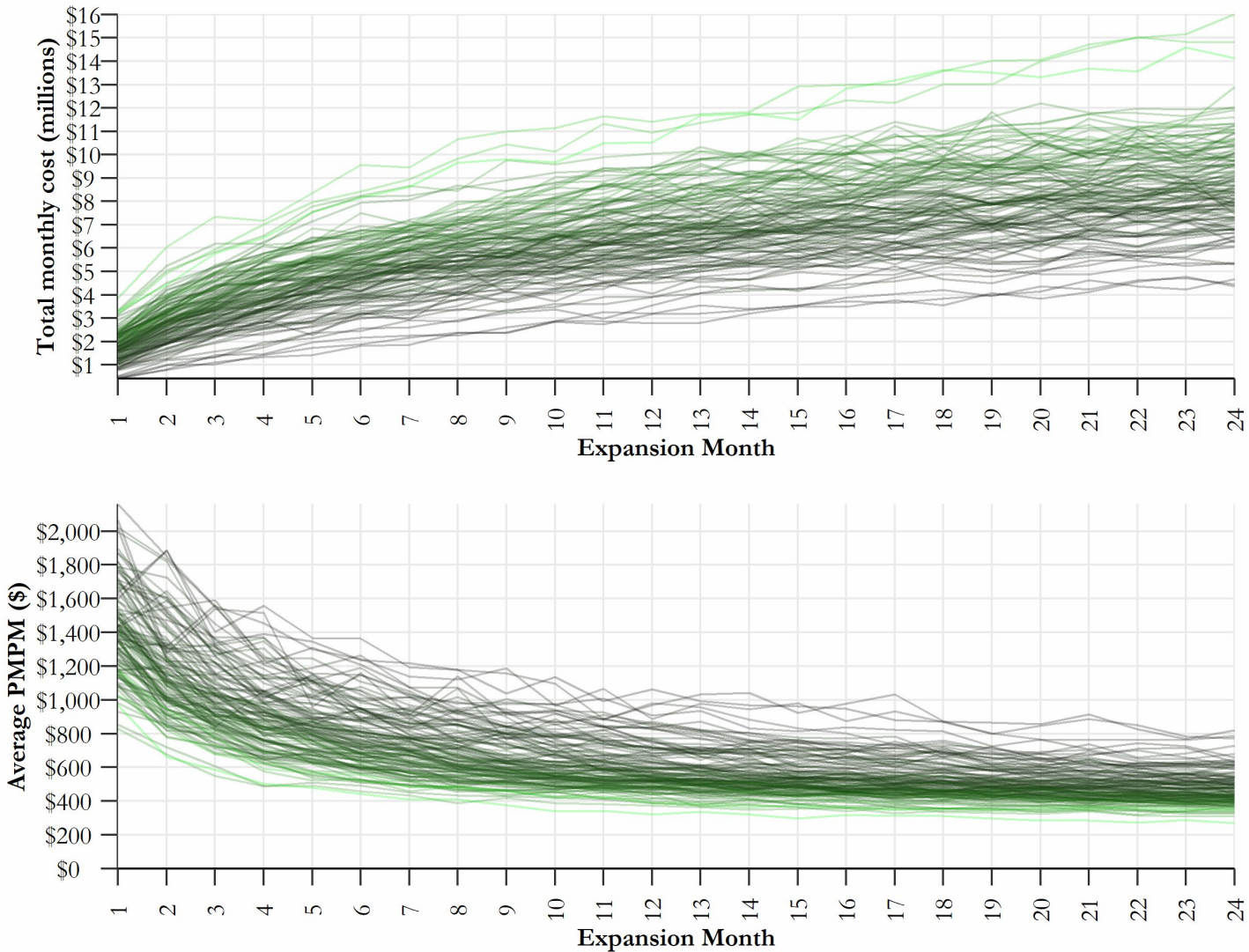
Medicaid expansion simulation framework - 2019



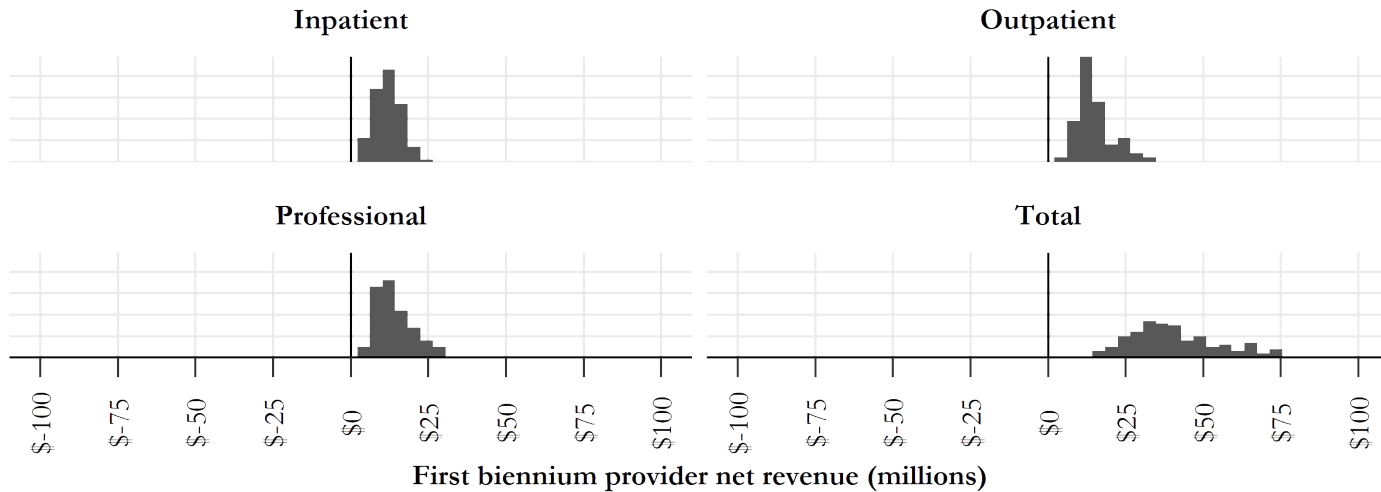
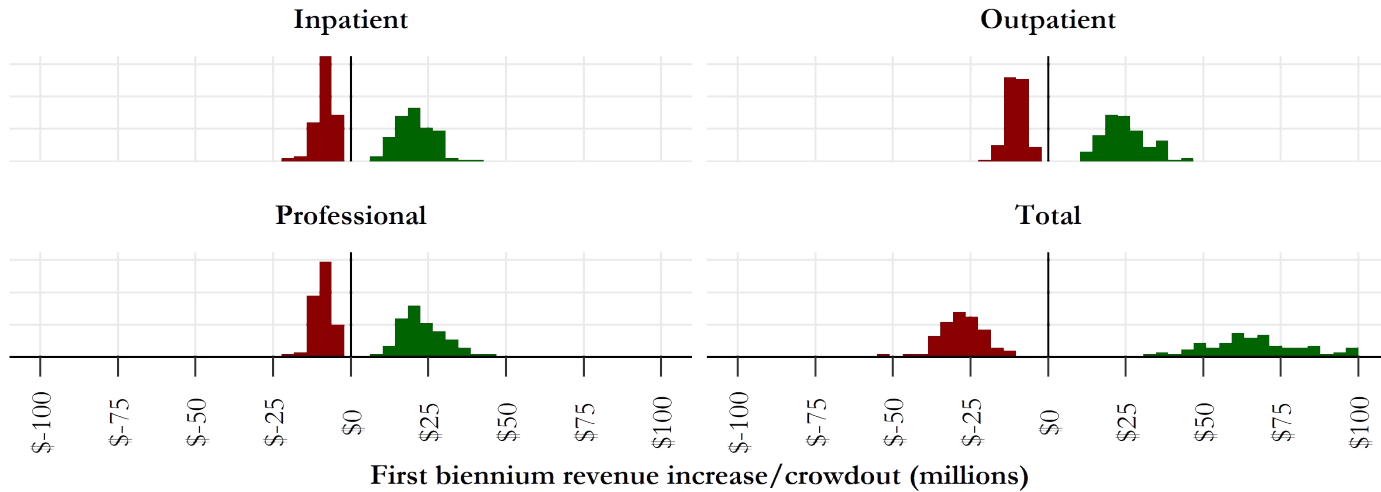
Since sicker people enroll first, higher enrollment (green) is associated with healthier pool



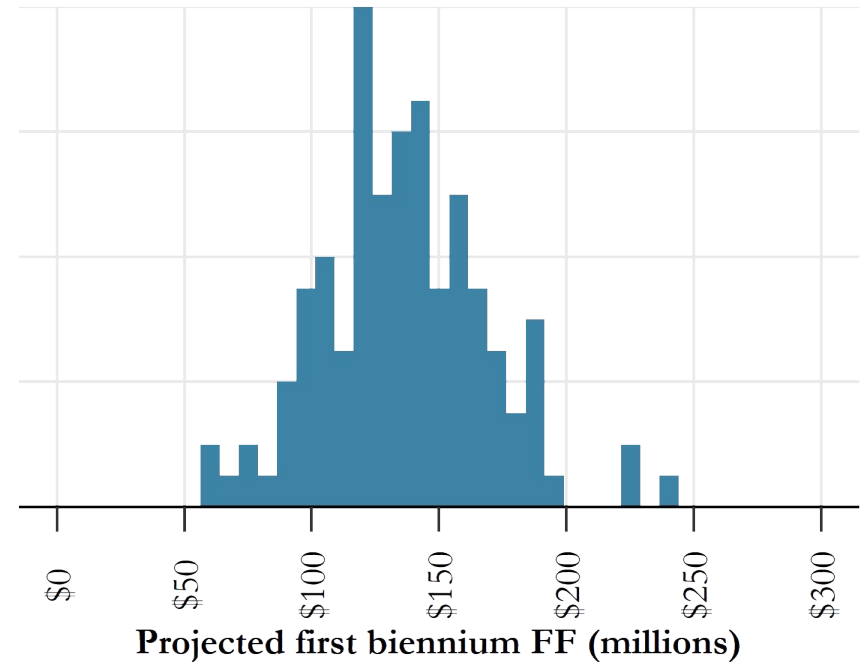
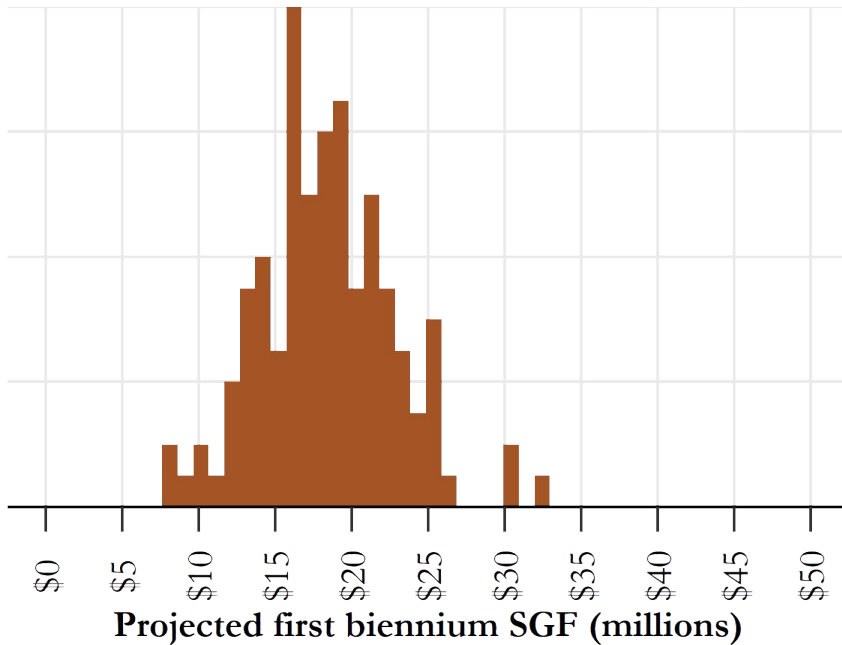
Higher total costs associated with more enrollment (green) mitigated by lower average PMPM



Crowd-out + lower Medicaid rates mean some revenue loss to providers, but net revenue expected to be positive

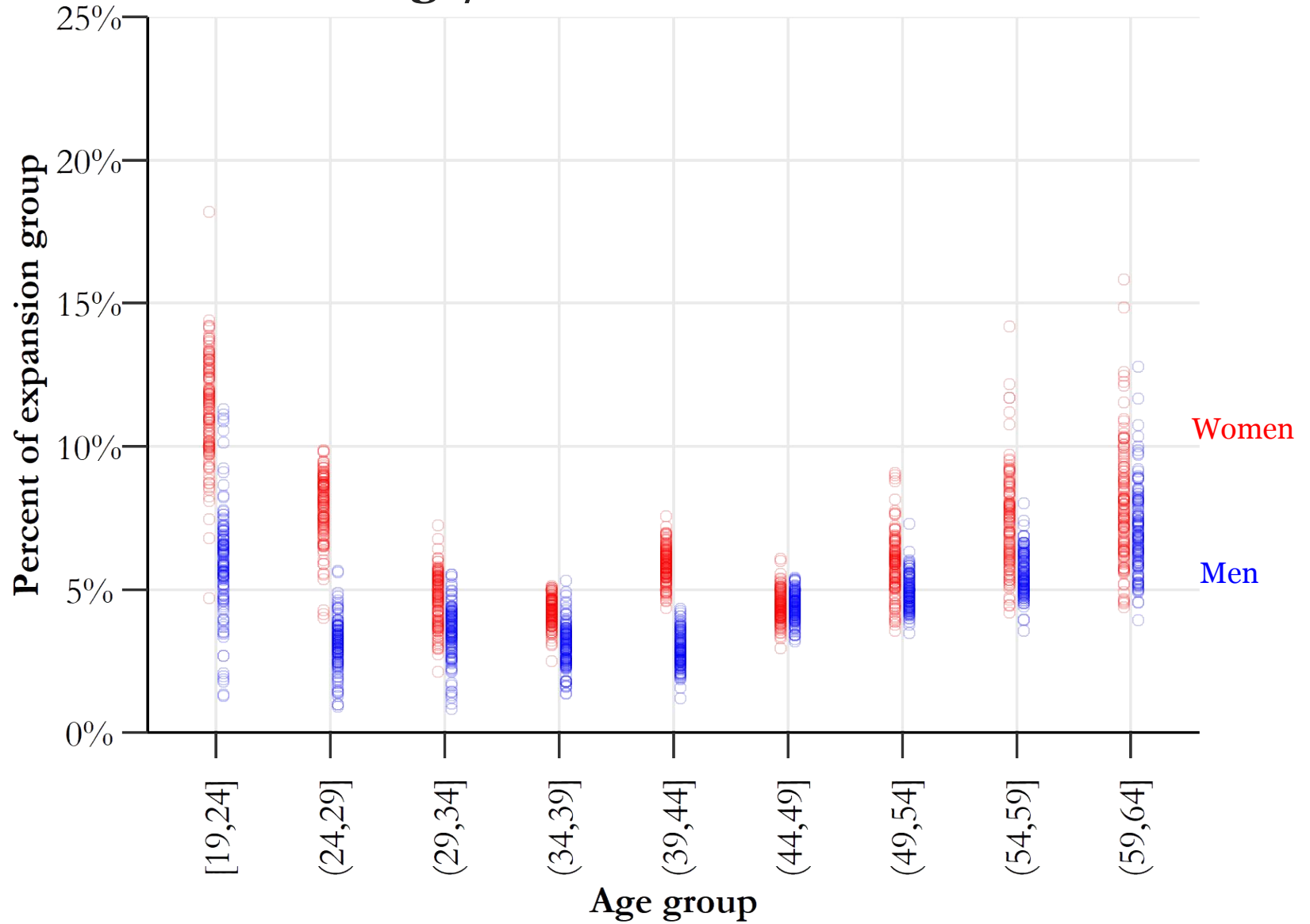


Required biennial SGF appropriation ~\$18M
Additional FF appropriation ~ \$136M

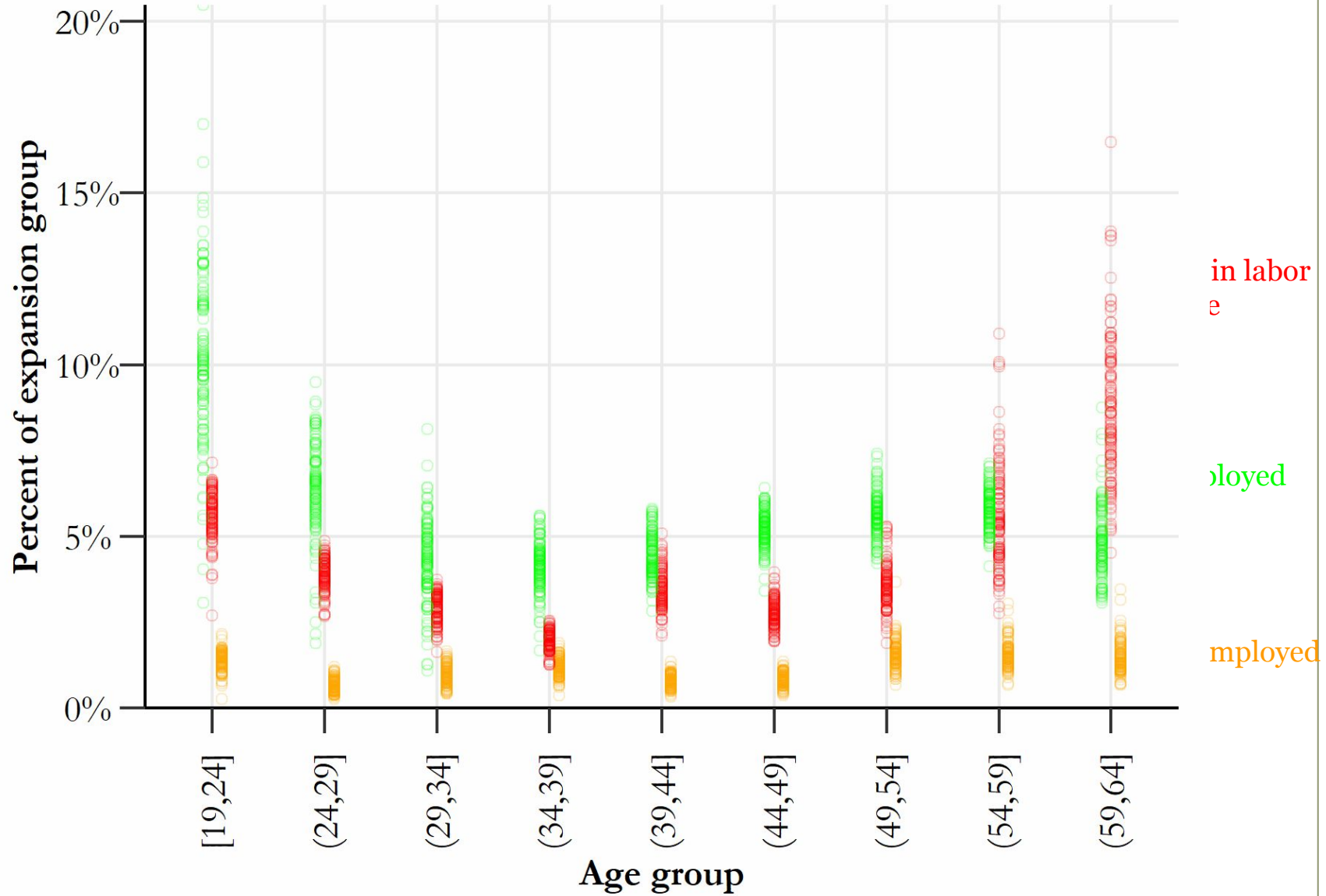


Exception request to adjust +/- in General Session based on actual enrollment and cost trends

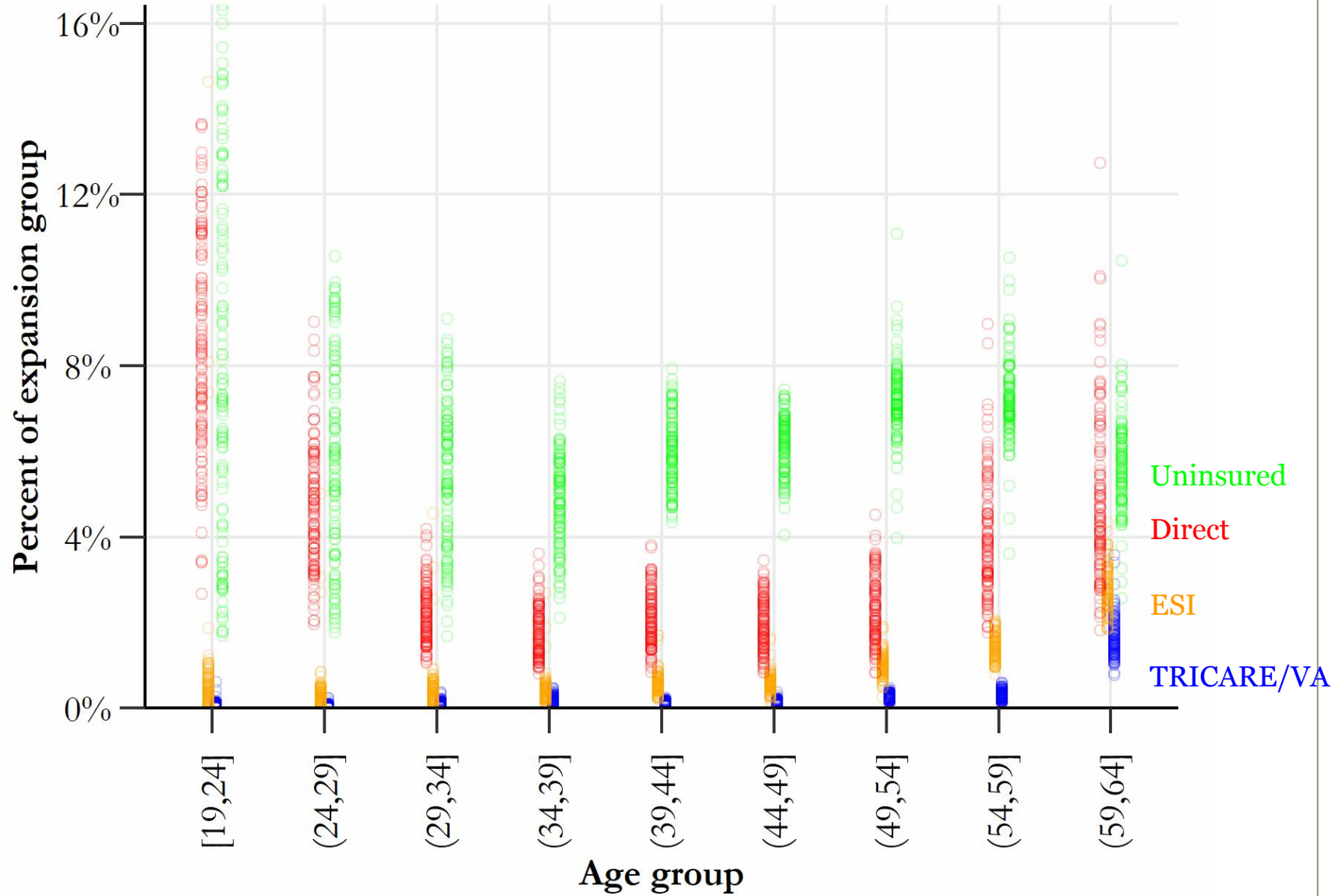
Age/sex distribution



Age/employment distribution



Age/insurance distribution



Medicaid School-Based Services and Clubhouse Services Update

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Teri Green
State Medicaid Agent



Wyoming
Department
of Health

Questions?



Wyoming
Department
of Health
