

All Vermont Community Hospitals

Hospital Summary

	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Income Statement Summary								
Gross Revenue	\$4,611,188,456	\$4,823,931,803	\$4,892,291,632	\$4,932,595,594	\$5,019,391,864	1.4%	2.6%	2.9%
Inpatient	\$1,168,483,958	\$1,269,134,971	\$1,277,255,058	\$1,294,972,242	\$1,347,102,086	0.6%	5.5%	4.9%
Outpatient	\$2,363,889,293	\$2,527,248,297	\$2,542,614,149	\$2,573,354,749	\$2,618,647,798	0.6%	3.0%	3.5%
Physician	\$1,004,732,695	\$949,902,175	\$995,662,819	\$989,239,850	\$973,284,602	4.8%	-2.2%	-1.1%
Other Rev - Chronic, Swing, SNF	\$74,082,516	\$77,646,363	\$76,759,608	\$75,028,752	\$80,357,377	-1.1%	4.7%	2.7%
Bad Debt	(\$72,307,900)	(\$63,368,233)	(\$79,755,659)	(\$71,061,411)	(\$65,844,392)	-25.9%	17.4%	-3.1%
Free Care	(\$43,261,680)	(\$35,384,897)	(\$45,838,756)	(\$40,422,787)	(\$33,183,078)	-29.5%	27.6%	-8.5%
All Other Deductions	(\$2,326,165,131)	(\$2,446,908,368)	(\$2,459,216,171)	(\$2,482,187,611)	(\$2,503,631,400)	-0.5%	-1.8%	2.5%
Net Patient Care Revenue	\$2,169,453,746	\$2,278,270,306	\$2,307,481,046	\$2,338,923,786	\$2,416,732,994	1.3%	4.7%	3.7%
Total Operating Revenue	\$2,293,620,433	\$2,419,651,402	\$2,445,658,623	\$2,480,538,552	\$2,561,388,256	1.1%	4.7%	3.7%
Total Operating Expenses	\$2,208,636,610	\$2,309,283,512	\$2,376,018,120	\$2,410,993,243	\$2,490,598,806	2.9%	4.8%	4.1%
Operating Surplus	\$84,983,822	\$110,367,890	\$69,640,503	\$69,545,308	\$70,789,450	-36.9%	1.6%	-5.9%
Non-Operating Revenue	\$48,710,942	(\$20,910,214)	\$30,710,453	\$33,478,719	\$36,146,043	246.9%	17.7%	-9.5%
Total Surplus	\$133,694,764	\$89,457,676	\$100,350,956	\$103,024,027	\$106,935,493	12.2%	6.6%	-7.2%
Utilization Statistics								
Acute Staffed Beds	942	942	942	954	954	0.0%	1.3%	0.4%
Acute Admissions	44,009	45,414	43,868	45,707	46,352	-3.4%	5.7%	1.7%
Physician Office Visits	3,485,236	3,621,172	3,728,277	3,679,981	3,880,528	3.0%	4.1%	3.6%
All Outpatient Visits	3,189,105	3,272,889	3,254,380	3,423,277	3,392,777	-0.6%	4.3%	2.1%
Adjusted Admissions*	174,851	173,569	168,912	175,664	174,478	-2.7%	3.3%	-0.1%
Staffing Information								
Total Non-MD \$/FTE	\$59,466	\$61,326	\$62,434	\$63,058	\$63,874	1.8%	2.3%	2.4%
Compensation Ratio	56.5%	56.0%	57.3%	57.1%	57.3%	2.2%	-0.1%	0.4%
Total Non-MD FTEs	12,294	12,491	12,683	12,732	13,075	1.5%	3.1%	2.1%
Physician FTEs	977	1,006	1,089	1,043	1,088	8.3%	-0.1%	3.6%
	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Uncompensated Care								
Free Care % of Gross Revenue	0.9%	0.7%	0.9%	0.8%	0.7%	27.7%	-29.4%	-11.0%
Bad Debt % of Gross Revenue	1.6%	1.3%	1.6%	1.4%	1.3%	24.1%	-19.5%	-5.8%
% share of total Gross Revenue								
Medicare	41.6%	42.1%	41.5%	41.9%	42.2%	-1.3%	1.6%	0.5%
Medicaid	16.4%	17.6%	17.3%	17.5%	18.6%	-1.8%	7.6%	4.2%
Commercial	42.0%	40.4%	41.2%	40.6%	39.2%	2.2%	-4.8%	-2.2%
% share of total Net Revenue								
Medicare (w/o DSH)	32.7%	32.5%	31.3%	32.0%	32.3%	-3.4%	2.9%	-0.5%
Medicaid (w/o DSH)	12.5%	12.3%	12.5%	12.5%	12.2%	2.2%	-2.4%	-0.6%
Commercial (w/o DSH)	54.8%	55.3%	56.1%	55.5%	55.5%	1.5%	-1.1%	0.4%
Capital & Assets								
Capital Budget - no unapproved CONs	\$115,704,108	\$137,979,707	\$208,695,066	\$206,510,238	\$142,638,775	51.3%	-31.7%	7.2%
Unapproved CONs					\$142,056,216			
Financial Indicators								
Days Cash on Hand	176	179	180	175	166	0.6%	-7.6%	-2.0%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

Brattleboro Memorial Hospital

Hospital Summary

	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Income Statement Summary								
Gross Revenue	\$142,612,465	\$153,068,995	\$154,417,865	\$148,909,539	\$157,473,555	0.9%	2.0%	3.4%
Inpatient	\$27,716,232	\$28,331,883	\$29,415,276	\$27,146,857	\$29,795,555	3.8%	1.3%	2.4%
Outpatient	\$97,279,717	\$105,642,092	\$103,345,790	\$106,453,759	\$110,296,412	-2.2%	6.7%	4.3%
Physician	\$17,616,516	\$19,095,020	\$21,656,799	\$15,308,923	\$17,381,587	13.4%	-19.7%	-0.4%
Other Rev - Chronic, Swing, SNF	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
Bad Debt	(\$4,333,162)	(\$4,437,076)	(\$5,026,252)	(\$4,619,305)	(\$4,842,195)	-13.3%	3.7%	3.8%
Free Care	(\$2,634,253)	(\$3,520,013)	(\$3,113,975)	(\$5,210,225)	(\$3,157,876)	11.5%	-1.4%	6.2%
All Other Deductions	(\$64,132,278)	(\$69,368,986)	(\$72,381,487)	(\$66,088,194)	(\$73,064,872)	-4.3%	-0.9%	4.4%
Net Patient Care Revenue	\$71,512,773	\$75,742,920	\$73,896,151	\$72,991,815	\$76,408,612	-2.4%	3.4%	2.2%
Total Operating Revenue	\$75,309,785	\$78,669,021	\$76,251,929	\$75,348,073	\$80,281,708	-3.1%	5.3%	2.2%
Total Operating Expenses	\$72,612,206	\$76,473,143	\$76,268,125	\$76,948,723	\$80,123,835	-0.3%	5.1%	3.3%
Operating Surplus	\$2,697,579	\$2,195,878	(\$16,196)	(\$1,600,649)	\$157,873	-100.7%	1074.8%	-61.2%
Non-Operating Revenue	\$6,487,437	\$1,020,455	\$733,978	\$1,496,368	\$582,602	-28.1%	-20.6%	-55.2%
Total Surplus	\$9,185,015	\$3,216,333	\$717,782	(\$104,281)	\$740,475	-77.7%	3.2%	-56.8%
Utilization Statistics								
Acute Staffed Beds	38	38	38	38	38	0.0%	0.0%	0.0%
Acute Admissions	1,555	1,569	1,527	1,575	1,575	-2.7%	3.1%	0.4%
Physician Office Visits	229,637	244,105	250,454	245,992	254,193	2.6%	1.5%	3.4%
All Outpatient Visits	86,658	88,722	86,857	86,857	0	-2.1%	-100.0%	-100.0%
Adjusted Admissions*	8,001	8,477	8,016	8,639	8,324	-5.4%	3.8%	1.3%
Staffing Information								
Total Non-MD \$/FTE	\$56,995	\$57,355	\$57,930	\$56,668	\$57,261	1.0%	-1.2%	0.2%
Compensation Ratio	56.5%	57.4%	61.4%	61.3%	60.0%	7.0%	-2.3%	2.0%
Total Non-MD FTEs	400	412	422	424	438	2.5%	3.7%	3.1%
Physician FTEs	38	44	54	44	50	22.9%	-6.2%	9.5%
	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Uncompensated Care								
Free Care % of Gross Revenue	1.8%	2.3%	2.0%	3.5%	2.0%	-12.3%	-0.6%	2.8%
Bad Debt % of Gross Revenue	3.0%	2.9%	3.3%	3.1%	3.1%	12.3%	-5.5%	0.4%
% share of total Gross Revenue								
Medicare	42.7%	42.7%	43.9%	42.1%	42.5%	2.6%	-3.1%	-0.1%
Medicaid	17.6%	19.0%	19.0%	20.6%	21.0%	0.1%	10.2%	5.9%
Commercial	39.7%	38.2%	37.1%	37.2%	36.5%	-3.0%	-1.5%	-2.7%
% share of total Net Revenue								
Medicare (w/o DSH)	32.8%	36.3%	35.1%	37.7%	35.4%	-3.4%	0.8%	2.6%
Medicaid (w/o DSH)	10.5%	10.7%	12.2%	15.1%	15.0%	14.1%	23.4%	12.7%
Commercial (w/o DSH)	56.7%	53.0%	52.8%	47.2%	49.6%	-0.5%	-5.9%	-4.4%
Capital & Assets								
Capital Budget - no unapproved CONs	\$4,529,767	\$3,551,724	\$4,512,197	\$4,512,197	\$2,704,898	27.0%	-40.1%	-15.8%
Unapproved CONs					\$0			
Financial Indicators								
Days Cash on Hand	169	196	187	193	195	-4.5%	4.3%	4.8%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

Central Vermont Medical Center

Hospital Summary

	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Income Statement Summary								
Gross Revenue	\$301,005,474	\$332,365,981	\$349,042,779	\$368,572,565	\$369,484,662	5.0%	5.9%	7.1%
Inpatient	\$69,706,991	\$79,913,346	\$77,598,744	\$89,756,365	\$86,881,714	-2.9%	12.0%	7.6%
Outpatient	\$176,642,075	\$192,767,361	\$203,272,833	\$210,461,616	\$206,694,176	5.4%	1.7%	5.4%
Physician	\$37,930,450	\$43,013,534	\$49,492,222	\$50,559,845	\$55,860,463	15.1%	12.9%	13.8%
Other Rev - Chronic, Swing, SNF	\$16,725,958	\$16,671,740	\$18,678,980	\$17,794,739	\$20,048,309	12.0%	7.3%	6.2%
Bad Debt	(\$6,081,997)	(\$4,271,792)	(\$6,270,000)	(\$5,445,771)	(\$4,842,995)	-46.8%	22.8%	-7.3%
Free Care	(\$2,754,623)	(\$4,179,800)	(\$3,883,000)	(\$1,943,023)	(\$2,464,000)	7.1%	36.5%	-3.6%
All Other Deductions	(\$130,815,094)	(\$149,923,730)	(\$164,893,493)	(\$172,857,613)	(\$170,346,524)	-10.0%	-3.3%	9.2%
Net Patient Care Revenue	\$161,353,760	\$173,990,659	\$173,996,286	\$188,326,158	\$191,831,143	0.0%	10.3%	5.9%
Total Operating Revenue	\$172,172,432	\$186,201,600	\$185,626,985	\$199,672,741	\$203,194,981	-0.3%	9.5%	5.7%
Total Operating Expenses	\$167,297,972	\$180,875,428	\$180,331,539	\$196,424,545	\$199,521,392	-0.3%	10.6%	6.0%
Operating Surplus	\$4,874,460	\$5,326,172	\$5,295,446	\$3,248,196	\$3,673,589	-0.6%	-30.6%	-9.0%
Non-Operating Revenue	\$3,747,329	\$1,206,103	\$1,850,334	\$2,805,980	\$1,872,894	53.4%	1.2%	-20.6%
Total Surplus	\$8,621,789	\$6,532,275	\$7,145,780	\$6,054,176	\$5,546,483	9.4%	-22.4%	-13.7%
Utilization Statistics								
Acute Staffed Beds	80	80	80	90	90	0.0%	12.5%	4.0%
Acute Admissions	3,495	3,877	3,680	4,142	4,131	-5.1%	12.3%	5.7%
Physician Office Visits	180,895	192,997	219,587	199,880	244,829	13.8%	11.5%	10.6%
All Outpatient Visits	379,040	395,021	420,303	419,766	451,087	6.4%	7.3%	6.0%
Adjusted Admissions*	15,092	16,125	16,553	17,496	18,086	2.7%	9.3%	6.2%
Staffing Information								
Total Non-MD \$/FTE	\$59,759	\$61,408	\$60,517	\$62,291	\$61,378	-1.5%	1.4%	0.9%
Compensation Ratio	63.4%	62.7%	63.2%	64.5%	65.1%	0.8%	2.9%	0.9%
Total Non-MD FTEs	1,050	1,135	1,151	1,206	1,257	1.3%	9.2%	6.2%
Physician FTEs	76	81	86	82	85	5.2%	-0.6%	3.7%
	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Uncompensated Care								
Free Care % of Gross Revenue	0.9%	1.3%	1.1%	0.5%	0.7%	-11.5%	-40.1%	-10.0%
Bad Debt % of Gross Revenue	2.0%	1.3%	1.8%	1.5%	1.3%	39.8%	-27.0%	-13.4%
% share of total Gross Revenue								
Medicare	41.1%	41.7%	41.4%	42.0%	41.3%	-0.7%	-0.2%	0.2%
Medicaid	19.8%	20.1%	19.7%	20.3%	20.7%	-2.1%	4.9%	1.5%
Commercial	39.2%	38.2%	38.9%	37.7%	38.0%	1.9%	-2.3%	-1.0%
% share of total Net Revenue								
Medicare (w/o DSH)	34.1%	35.0%	35.0%	35.6%	36.4%	-0.1%	4.0%	2.1%
Medicaid (w/o DSH)	16.9%	17.2%	16.6%	17.5%	16.8%	-3.4%	1.1%	-0.2%
Commercial (w/o DSH)	49.0%	47.8%	48.4%	46.9%	46.8%	1.3%	-3.2%	-1.5%
Capital & Assets								
Capital Budget - no unapproved CON	\$5,693,801	\$9,306,066	\$13,000,000	\$13,000,000	\$14,134,000	39.7%	8.7%	35.4%
Unapproved CONs					\$0			
Financial Indicators								
Days Cash on Hand	120	110	129	120	124	18.0%	-4.0%	1.2%

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Copley Hospital

Hospital Summary

	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Income Statement Summary								
Gross Revenue	\$102,790,019	\$109,268,829	\$104,808,884	\$108,916,336	\$109,597,074	-4.1%	4.6%	2.2%
Inpatient	\$28,099,712	\$34,219,575	\$29,757,095	\$35,433,004	\$35,507,760	-13.0%	19.3%	8.1%
Outpatient	\$69,952,654	\$70,570,880	\$69,945,086	\$69,113,677	\$69,669,881	-0.9%	-0.4%	-0.1%
Physician	\$4,424,342	\$4,249,386	\$4,821,840	\$4,058,729	\$4,110,303	13.5%	-14.8%	-2.4%
Other Rev - Chronic, Swing, SNF	\$313,311	\$228,988	\$284,863	\$310,926	\$309,130	24.4%	8.5%	-0.4%
Bad Debt	(\$2,320,138)	(\$1,891,472)	(\$2,305,795)	(\$1,742,661)	(\$1,753,554)	-21.9%	24.0%	-8.9%
Free Care	(\$1,196,689)	(\$770,278)	(\$1,048,087)	(\$861,187)	(\$866,568)	-36.1%	17.3%	-10.2%
All Other Deductions	(\$39,325,526)	(\$43,142,643)	(\$40,467,283)	(\$43,833,480)	(\$41,467,058)	6.2%	-2.5%	1.8%
Net Patient Care Revenue	\$59,947,666	\$63,464,436	\$60,987,719	\$62,479,008	\$65,509,894	-3.9%	7.4%	3.0%
Total Operating Revenue	\$61,752,529	\$64,873,517	\$62,511,187	\$64,133,067	\$66,988,462	-3.6%	7.2%	2.7%
Total Operating Expenses	\$57,514,548	\$60,870,560	\$61,638,921	\$64,117,808	\$66,743,216	1.3%	8.3%	5.1%
Operating Surplus	\$4,237,981	\$4,002,957	\$872,266	\$15,259	\$245,246	-78.2%	-71.9%	-61.3%
Non-Operating Revenue	\$202,946	\$649,315	\$175,000	\$193,000	\$2,603,000	-73.0%	1387.4%	134.1%
Total Surplus	\$4,440,927	\$4,652,272	\$1,047,266	\$208,259	\$2,848,246	-77.5%	172.0%	-13.8%
Utilization Statistics								
Acute Staffed Beds	21	21	21	21	21	0.0%	0.0%	0.0%
Acute Admissions	1,523	1,724	1,563	1,698	1,676	-9.3%	7.2%	3.2%
Physician Office Visits	14,040	27,011	27,819	27,496	27,988	3.0%	0.6%	25.9%
All Outpatient Visits	101,521	99,183	99,292	103,797	101,586	0.1%	2.3%	0.0%
Adjusted Admissions*	5,571	5,505	5,505	5,219	5,173	0.0%	-6.0%	-2.4%
Staffing Information								
Total Non-MD \$/FTE	\$59,824	\$61,854	\$60,757	\$64,323	\$63,841	-1.8%	5.1%	2.2%
Compensation Ratio	54.3%	53.7%	57.5%	57.4%	57.3%	6.9%	-0.3%	1.8%
Total Non-MD FTEs	334	341	353	345	356	3.6%	0.8%	2.1%
Physician FTEs	17	15	19	16	17	22.9%	-9.0%	1.2%
	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Uncompensated Care								
Free Care % of Gross Revenue	1.2%	0.7%	1.0%	0.8%	0.8%	41.9%	-20.9%	-12.1%
Bad Debt % of Gross Revenue	2.3%	1.7%	2.2%	1.6%	1.6%	27.1%	-27.3%	-10.8%
% share of total Gross Revenue								
Medicare	30.6%	33.6%	31.8%	35.3%	33.3%	-5.4%	4.9%	2.9%
Medicaid	18.5%	18.6%	17.9%	19.4%	18.3%	-3.8%	2.2%	-0.4%
Commercial	50.9%	47.8%	50.3%	45.3%	48.4%	5.3%	-3.9%	-1.7%
% share of total Net Revenue								
Medicare (w/o DSH)	24.5%	27.5%	26.3%	29.4%	28.4%	-4.5%	8.0%	5.1%
Medicaid (w/o DSH)	10.5%	10.1%	10.2%	11.4%	10.4%	1.1%	1.4%	-0.6%
Commercial (w/o DSH)	65.0%	62.3%	63.5%	59.2%	61.2%	1.8%	-3.5%	-2.0%
Capital & Assets								
Capital Budget - no unapproved CON	\$3,212,130	\$2,924,509	\$10,802,035	\$7,272,847	\$10,406,202	269.4%	-3.7%	48.0%
Unapproved CONs					\$0			
Financial Indicators								
Days Cash on Hand	98	109	111	96	93	2.1%	-16.2%	-1.6%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

Gifford Medical Center

Hospital Summary

	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Income Statement Summary								
Gross Revenue	\$113,520,199	\$110,199,633	\$114,775,075	\$115,690,980	\$121,780,035	4.2%	6.1%	2.4%
Inpatient	\$23,707,592	\$27,245,335	\$28,390,717	\$30,009,548	\$31,393,921	4.2%	10.6%	9.8%
Outpatient	\$63,805,524	\$65,316,713	\$69,862,295	\$70,743,660	\$74,576,486	7.0%	6.7%	5.3%
Physician	\$19,211,754	\$11,630,460	\$13,898,807	\$12,749,780	\$13,587,816	19.5%	-2.2%	-10.9%
Other Rev - Chronic, Swing, SNF	\$6,795,332	\$6,007,125	\$2,623,256	\$2,187,992	\$2,221,812	-56.3%	-15.3%	-31.1%
Bad Debt	(\$3,265,073)	(\$2,213,420)	(\$3,533,898)	(\$2,583,424)	(\$3,152,951)	-59.7%	10.8%	-1.2%
Free Care	(\$608,399)	(\$360,486)	(\$1,285,389)	(\$457,596)	(\$606,337)	-256.6%	52.8%	-0.1%
All Other Deductions	(\$51,364,635)	(\$53,729,000)	(\$53,754,055)	(\$56,824,338)	(\$60,258,318)	0.0%	-12.1%	5.5%
Net Patient Care Revenue	\$58,282,092	\$53,896,728	\$56,201,733	\$55,825,622	\$57,762,429	4.3%	2.8%	-0.3%
Total Operating Revenue	\$61,894,925	\$56,933,619	\$57,345,721	\$57,530,958	\$59,240,671	0.7%	3.3%	-1.5%
Total Operating Expenses	\$59,709,720	\$55,368,184	\$55,683,978	\$54,428,594	\$58,086,178	0.6%	4.3%	-0.9%
Operating Surplus	\$2,185,205	\$1,565,435	\$1,661,743	\$3,102,364	\$1,154,493	6.2%	-30.5%	-19.2%
Non-Operating Revenue	\$1,986,289	\$3,192,123	\$850,000	\$4,086,040	\$850,000	-73.4%	0.0%	-24.6%
Total Surplus	\$4,171,494	\$4,757,558	\$2,511,743	\$7,188,404	\$2,004,493	-47.2%	-20.2%	-21.7%
Utilization Statistics								
Acute Staffed Beds	15	15	15	20	20	0.0%	33.3%	10.1%
Acute Admissions	1,178	1,318	1,227	1,402	1,362	-6.9%	11.0%	5.0%
Physician Office Visits	74,930	24,065	39,370	36,476	37,475	63.6%	-4.8%	-20.6%
All Outpatient Visits	52,592	54,541	55,793	56,177	57,862	2.3%	3.7%	3.2%
Adjusted Admissions*	5,641	5,331	4,960	5,405	5,283	-7.0%	6.5%	-2.2%
Staffing Information								
Total Non-MD \$/FTE	\$52,259	\$52,845	\$59,076	\$61,506	\$60,594	11.8%	2.6%	5.1%
Compensation Ratio	60.9%	59.6%	59.8%	57.1%	57.6%	0.2%	-3.6%	-1.9%
Total Non-MD FTEs	398	363	322	298	306	-11.4%	-4.8%	-8.4%
Physician FTEs	32	19	26	25	25	33.0%	-4.0%	-8.2%
	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Uncompensated Care								
Free Care % of Gross Revenue	0.5%	0.3%	1.1%	0.4%	0.5%	242.4%	-55.5%	-2.4%
Bad Debt % of Gross Revenue	2.9%	2.0%	3.1%	2.2%	2.6%	53.3%	-15.9%	-3.4%
% share of total Gross Revenue								
Medicare	38.5%	39.7%	37.9%	41.3%	41.2%	-4.4%	8.7%	2.3%
Medicaid	19.8%	21.4%	18.9%	19.0%	19.0%	-11.7%	0.8%	-1.3%
Commercial	41.7%	39.0%	43.2%	39.7%	39.8%	10.9%	-8.0%	-1.6%
% share of total Net Revenue								
Medicare (w/o DSH)	35.6%	34.4%	34.6%	33.7%	33.9%	0.6%	-2.0%	-1.7%
Medicaid (w/o DSH)	14.5%	14.9%	9.8%	9.5%	9.5%	-34.4%	-3.2%	-13.2%
Commercial (w/o DSH)	49.9%	50.7%	55.6%	56.8%	56.6%	9.8%	1.8%	4.4%
Capital & Assets								
Capital Budget - no unapproved CON	\$4,171,425	\$10,310,397	\$6,257,288	\$6,969,188	\$4,168,177	-39.3%	-33.4%	0.0%
Unapproved CONs					\$0			
Financial Indicators								
Days Cash on Hand	201	188	226	199	175	19.8%	-22.4%	-4.6%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

Grace Cottage Hospital

Hospital Summary

	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Income Statement Summary								
Gross Revenue	\$22,980,699	\$22,650,537	\$25,772,227	\$25,180,563	\$28,407,778	13.8%	10.2%	7.3%
Inpatient	\$1,402,704	\$1,188,545	\$1,415,116	\$1,409,753	\$1,479,494	19.1%	4.5%	1.8%
Outpatient	\$11,250,344	\$11,867,060	\$13,382,456	\$13,478,379	\$15,555,278	12.8%	16.2%	11.4%
Physician	\$3,928,863	\$3,743,036	\$4,897,353	\$4,205,099	\$4,966,088	30.8%	1.4%	8.1%
Other Rev - Chronic, Swing, SNF	\$6,398,788	\$5,851,896	\$6,077,302	\$6,087,332	\$6,406,918	3.9%	5.4%	0.0%
Bad Debt	(\$623,521)	(\$525,606)	(\$623,933)	(\$417,708)	(\$476,230)	-18.7%	23.7%	-8.6%
Free Care	(\$331,918)	(\$196,472)	(\$261,236)	(\$172,010)	(\$194,628)	-33.0%	25.5%	-16.3%
All Other Deductions	(\$6,481,973)	(\$5,889,693)	(\$6,512,017)	(\$7,348,116)	(\$8,531,417)	-10.6%	-31.0%	9.6%
Net Patient Care Revenue	\$15,543,287	\$16,038,766	\$18,375,041	\$17,242,729	\$19,205,503	14.6%	4.5%	7.3%
Total Operating Revenue	\$16,343,549	\$16,958,824	\$19,437,379	\$18,237,649	\$20,391,880	14.6%	4.9%	7.7%
Total Operating Expenses	\$17,479,354	\$18,614,414	\$19,846,438	\$19,320,611	\$20,591,302	6.6%	3.8%	5.6%
Operating Surplus	(\$1,135,805)	(\$1,655,590)	(\$409,059)	(\$1,082,962)	(\$199,422)	75.3%	51.2%	-44.0%
Non-Operating Revenue	\$670,524	\$943,756	\$564,157	\$1,178,581	\$743,534	-40.2%	31.8%	3.5%
Total Surplus	(\$465,281)	(\$711,834)	\$155,098	\$95,619	\$544,112	121.8%	250.8%	-205.4%
Utilization Statistics								
Acute Staffed Beds	7	7	7	7	7	0.0%	0.0%	0.0%
Acute Admissions	179	130	142	142	142	9.2%	0.0%	-7.4%
Physician Office Visits	20,007	17,948	22,274	19,541	22,477	24.1%	0.9%	4.0%
All Outpatient Visits	21,653	19,070	21,011	20,688	22,757	10.2%	8.3%	1.7%
Adjusted Admissions*	2,933	2,477	2,586	2,536	2,727	4.4%	5.4%	-2.4%
Staffing Information								
Total Non-MD \$/FTE	\$59,002	\$60,148	\$61,745	\$61,316	\$63,589	2.7%	3.0%	2.5%
Compensation Ratio	70.5%	74.4%	73.0%	75.2%	72.0%	-2.0%	-1.4%	0.7%
Total Non-MD FTEs	126	131	141	136	140	7.1%	-0.3%	3.8%
Physician FTEs	8	9	10	9	10	9.2%	-1.4%	5.8%
	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Uncompensated Care								
Free Care % of Gross Revenue	1.4%	0.9%	1.0%	0.7%	0.7%	16.9%	-32.4%	-22.0%
Bad Debt % of Gross Revenue	2.7%	2.3%	2.4%	1.7%	1.7%	4.3%	-30.8%	-14.8%
% share of total Gross Revenue								
Medicare	53.2%	53.7%	52.6%	53.2%	52.4%	-2.0%	-0.4%	-0.5%
Medicaid	15.5%	16.5%	16.0%	17.3%	17.6%	-2.6%	10.0%	4.5%
Commercial	31.3%	29.8%	31.4%	29.5%	30.0%	5.0%	-4.4%	-1.5%
% share of total Net Revenue								
Medicare (w/o DSH)	62.1%	65.9%	62.3%	62.4%	61.7%	-5.5%	-0.9%	-0.2%
Medicaid (w/o DSH)	8.6%	8.6%	9.8%	10.6%	10.8%	13.6%	10.4%	7.8%
Commercial (w/o DSH)	29.3%	25.6%	28.0%	26.9%	27.5%	9.5%	-1.6%	-2.0%
Capital & Assets								
Capital Budget - no unapproved CON	\$173,772	\$947,065	\$1,271,738	\$575,719	\$887,520	34.3%	-30.2%	72.2%
Unapproved CONs					\$0			
Financial Indicators								
Days Cash on Hand	81	76	81	81	77	5.8%	-4.7%	-1.7%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

Mt. Ascutney Hospital & Health Center

Hospital Summary

	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Income Statement Summary								
Gross Revenue	\$80,390,152	\$83,434,613	\$89,496,703	\$87,927,391	\$91,421,269	7.3%	2.2%	4.4%
Inpatient	\$3,665,853	\$4,242,618	\$4,509,558	\$4,508,070	\$4,449,208	6.3%	-1.3%	6.7%
Outpatient	\$43,705,266	\$43,391,611	\$46,891,591	\$45,559,915	\$47,436,819	8.1%	1.2%	2.8%
Physician	\$18,115,727	\$18,787,816	\$19,602,443	\$18,801,182	\$19,604,218	4.3%	0.0%	2.7%
Other Rev - Chronic, Swing, SNF	\$14,903,306	\$17,012,568	\$18,493,111	\$19,058,224	\$19,931,024	8.7%	7.8%	10.2%
Bad Debt	(\$770,772)	(\$1,498,927)	(\$2,684,903)	(\$840,745)	(\$914,213)	-79.1%	65.9%	5.9%
Free Care	(\$1,280,926)	(\$765,163)	(\$894,968)	(\$692,410)	(\$777,082)	-17.0%	13.2%	-15.3%
All Other Deductions	(\$32,549,105)	(\$35,656,008)	(\$37,855,961)	(\$39,782,091)	(\$41,985,274)	-6.2%	-10.9%	8.9%
Net Patient Care Revenue	\$45,789,349	\$45,514,515	\$48,060,871	\$46,612,145	\$47,744,700	5.6%	-0.7%	1.4%
Total Operating Revenue	\$48,720,777	\$47,924,232	\$50,650,779	\$49,764,992	\$50,611,859	5.7%	-0.1%	1.3%
Total Operating Expenses	\$49,184,582	\$49,097,805	\$50,599,108	\$50,189,968	\$51,856,343	3.1%	2.5%	1.8%
Operating Surplus	(\$463,805)	(\$1,173,573)	\$51,671	(\$424,976)	(\$1,244,484)	104.4%	-2508.5%	39.0%
Non-Operating Revenue	\$679,987	(\$303,003)	\$446,000	\$1,026,970	\$1,844,274	247.2%	313.5%	39.5%
Total Surplus	\$216,182	(\$1,476,576)	\$497,671	\$601,994	\$599,790	133.7%	20.5%	40.5%
Utilization Statistics								
Acute Staffed Beds	13	13	13	13	13	0.0%	0.0%	0.0%
Acute Admissions	350	398	366	350	360	-8.0%	-1.6%	0.9%
Physician Office Visits	0	51,997	65,120	48,866	51,645	25.2%	-20.7%	#DIV/0!
All Outpatient Visits	80,503	29,864	23,059	26,112	23,110	-22.8%	0.2%	-34.0%
Adjusted Admissions*	7,675	7,827	7,264	6,827	7,397	-7.2%	1.8%	-1.2%
Staffing Information								
Total Non-MD \$/FTE	\$56,178	\$57,454	\$59,140	\$61,021	\$60,541	2.9%	2.4%	2.5%
Compensation Ratio	63.2%	63.3%	64.0%	63.0%	62.9%	1.2%	-1.7%	-0.1%
Total Non-MD FTEs	312	307	314	303	309	2.5%	-1.8%	-0.4%
Physician FTEs	21	22	22	21	20	-1.5%	-8.1%	-2.0%
	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Uncompensated Care								
Free Care % of Gross Revenue	1.6%	0.9%	1.0%	0.8%	0.9%	9.0%	-15.0%	-18.9%
Bad Debt % of Gross Revenue	1.0%	1.8%	3.0%	1.0%	1.0%	67.0%	-66.7%	1.4%
% share of total Gross Revenue								
Medicare	50.1%	53.6%	50.7%	51.5%	51.5%	-5.4%	1.5%	0.9%
Medicaid	13.1%	12.7%	13.4%	15.7%	15.7%	5.5%	17.1%	6.1%
Commercial	36.8%	33.7%	35.9%	32.9%	32.9%	6.5%	-8.5%	-3.6%
% share of total Net Revenue								
Medicare (w/o DSH)	51.4%	51.6%	53.9%	51.2%	51.3%	4.5%	-4.8%	0.0%
Medicaid (w/o DSH)	8.7%	6.9%	8.0%	9.6%	9.5%	15.6%	18.5%	2.7%
Commercial (w/o DSH)	39.9%	41.5%	38.1%	39.2%	39.2%	-8.2%	2.9%	-0.6%
Capital & Assets								
Capital Budget - no unapproved CON	\$1,834,432	\$5,902,127	\$2,680,163	\$2,849,663	\$3,085,000	-54.6%	15.1%	18.9%
Unapproved CONs					\$0			
Financial Indicators								
Days Cash on Hand	138	143	141	127	129	-1.2%	-8.5%	-2.4%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

North Country Hospital

Hospital Summary

	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Income Statement Summary								
Gross Revenue	\$150,537,638	\$166,223,234	\$171,453,494	\$176,540,284	\$184,601,880	3.1%	7.7%	7.0%
Inpatient	\$24,191,930	\$26,315,182	\$26,828,669	\$27,002,783	\$28,187,950	2.0%	5.1%	5.2%
Outpatient	\$103,043,400	\$115,499,429	\$118,060,814	\$123,056,263	\$129,372,829	2.2%	9.6%	7.9%
Physician	\$23,024,241	\$23,937,052	\$26,204,793	\$25,889,154	\$26,425,552	9.5%	0.8%	4.7%
Other Rev - Chronic, Swing, SNF	\$278,068	\$471,570	\$359,218	\$592,084	\$615,549	-23.8%	71.4%	30.3%
Bad Debt	(\$3,599,471)	(\$3,626,966)	(\$3,299,360)	(\$3,858,297)	(\$3,862,806)	9.0%	-17.1%	2.4%
Free Care	(\$1,074,525)	(\$1,283,142)	(\$1,315,045)	(\$1,154,115)	(\$1,200,997)	-2.5%	8.7%	3.8%
All Other Deductions	(\$74,232,246)	(\$88,016,031)	(\$90,234,769)	(\$93,498,918)	(\$98,348,415)	-2.5%	-9.0%	9.8%
Net Patient Care Revenue	\$71,631,396	\$73,297,094	\$76,604,320	\$78,028,954	\$81,189,662	4.5%	6.0%	4.3%
Total Operating Revenue	\$77,990,681	\$80,478,650	\$81,266,942	\$83,580,387	\$86,413,683	1.0%	6.3%	3.5%
Total Operating Expenses	\$75,707,661	\$77,634,509	\$80,046,931	\$82,631,062	\$85,332,744	3.1%	6.6%	4.1%
Operating Surplus	\$2,283,020	\$2,844,141	\$1,220,010	\$949,325	\$1,080,939	-57.1%	-11.4%	-22.1%
Non-Operating Revenue	\$2,432,880	(\$1,384,871)	\$859,688	\$436,884	\$453,721	162.1%	-47.2%	-42.9%
Total Surplus	\$4,715,901	\$1,459,270	\$2,079,698	\$1,386,209	\$1,534,660	42.5%	-26.2%	-31.2%
Utilization Statistics								
Acute Staffed Beds	25	25	25	25	25	0.0%	0.0%	0.0%
Acute Admissions	1,370	1,420	1,366	1,416	1,417	-3.8%	3.7%	1.1%
Physician Office Visits	84,068	86,549	100,882	96,959	102,489	16.6%	1.6%	6.8%
All Outpatient Visits	69,862	69,362	69,878	68,690	68,690	0.7%	-1.7%	-0.6%
Adjusted Admissions*	8,525	8,970	8,730	9,258	9,280	-2.7%	6.3%	2.9%
Staffing Information								
Total Non-MD \$/FTE	\$55,043	\$57,460	\$55,839	\$59,952	\$57,527	-2.8%	3.0%	1.5%
Compensation Ratio	59.3%	58.6%	59.9%	59.3%	59.0%	2.3%	-1.5%	-0.1%
Total Non-MD FTEs	409	426	450	437	467	5.6%	3.8%	4.5%
Physician FTEs	32	30	34	32	32	11.3%	-6.2%	-0.6%
	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Uncompensated Care								
Free Care % of Gross Revenue	0.7%	0.8%	0.8%	0.7%	0.7%	-0.6%	-15.2%	-3.0%
Bad Debt % of Gross Revenue	2.4%	2.2%	1.9%	2.2%	2.1%	-11.8%	8.7%	-4.3%
% share of total Gross Revenue								
Medicare	40.7%	40.7%	39.6%	41.7%	41.7%	-2.7%	5.2%	0.8%
Medicaid	24.2%	26.1%	27.2%	25.2%	25.3%	4.1%	-6.9%	1.5%
Commercial	35.1%	33.2%	33.2%	33.1%	33.1%	0.1%	-0.6%	-2.0%
% share of total Net Revenue								
Medicare (w/o DSH)	36.7%	36.0%	35.3%	35.6%	35.3%	-2.0%	0.1%	-1.3%
Medicaid (w/o DSH)	14.4%	14.6%	14.7%	15.3%	15.2%	0.5%	3.6%	1.8%
Commercial (w/o DSH)	48.9%	49.4%	50.0%	49.1%	49.5%	1.3%	-1.1%	0.4%
Capital & Assets								
Capital Budget - no unapproved CON	\$3,088,618	\$5,424,996	\$3,792,554	\$3,792,554	\$3,495,000	-30.1%	-7.8%	4.2%
Unapproved CONs					\$0			
Financial Indicators								
Days Cash on Hand	211	199	165	165	175	-17.2%	6.3%	-6.0%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

Northeastern Vermont Regional Hospital

Hospital Summary

	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Income Statement Summary								
Gross Revenue	\$119,515,126	\$131,890,992	\$141,089,000	\$145,173,600	\$152,171,500	7.0%	7.9%	8.4%
Inpatient	\$26,127,388	\$30,362,996	\$30,462,800	\$29,426,000	\$30,834,700	0.3%	1.2%	5.7%
Outpatient	\$75,483,720	\$83,758,833	\$90,561,600	\$96,383,700	\$100,998,100	8.1%	11.5%	10.2%
Physician	\$16,067,864	\$16,347,393	\$18,315,600	\$17,976,600	\$18,885,100	12.0%	3.1%	5.5%
Other Rev - Chronic, Swing, SNF	\$1,836,154	\$1,421,770	\$1,749,000	\$1,387,300	\$1,453,600	23.0%	-16.9%	-7.5%
Bad Debt	(\$2,924,757)	(\$3,154,200)	(\$3,030,000)	(\$2,841,400)	(\$2,977,400)	3.9%	1.7%	0.6%
Free Care	(\$2,000,119)	(\$2,214,500)	(\$2,900,000)	(\$2,906,200)	(\$3,045,300)	-31.0%	-5.0%	15.0%
All Other Deductions	(\$52,721,493)	(\$60,973,698)	(\$67,063,700)	(\$70,215,800)	(\$74,809,400)	-10.0%	-11.5%	12.4%
Net Patient Care Revenue	\$61,868,757	\$65,548,594	\$68,095,300	\$69,210,200	\$71,339,400	3.9%	4.8%	4.9%
Total Operating Revenue	\$64,401,191	\$66,841,136	\$69,743,976	\$70,764,400	\$72,924,500	4.3%	4.6%	4.2%
Total Operating Expenses	\$65,007,033	\$65,373,391	\$68,696,400	\$69,357,800	\$71,509,500	5.1%	4.1%	3.2%
Operating Surplus	(\$605,842)	\$1,467,745	\$1,047,576	\$1,406,600	\$1,415,000	-28.6%	35.1%	-232.7%
Non-Operating Revenue	\$1,237,641	(\$1,099,487)	\$0	\$0	\$0	100.0%	#DIV/0!	-100.0%
Total Surplus	\$631,799	\$368,258	\$1,047,576	\$1,406,600	\$1,415,000	184.5%	35.1%	30.8%
Utilization Statistics								
Acute Staffed Beds	23	23	23	23	23	0.0%	0.0%	0.0%
Acute Admissions	1,199	1,233	1,230	1,318	1,329	-0.2%	8.0%	3.5%
Physician Office Visits	65,154	66,909	70,924	73,249	73,981	6.0%	4.3%	4.3%
All Outpatient Visits	82,905	88,627	90,600	90,220	91,122	2.2%	0.6%	3.2%
Adjusted Admissions*	5,463	5,331	5,665	6,502	6,559	6.3%	15.8%	6.3%
Staffing Information								
Total Non-MD \$/FTE	\$56,515	\$56,595	\$57,606	\$57,858	\$58,572	1.8%	1.7%	1.2%
Compensation Ratio	64.3%	57.3%	59.7%	58.2%	58.9%	4.2%	-1.4%	-2.9%
Total Non-MD FTEs	390	394	399	404	415	1.3%	4.0%	2.0%
Physician FTEs	25	25	33	30	31	35.5%	-8.4%	7.4%
	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Uncompensated Care								
Free Care % of Gross Revenue	1.7%	1.7%	2.1%	2.0%	2.0%	22.4%	-2.6%	6.1%
Bad Debt % of Gross Revenue	2.4%	2.4%	2.1%	2.0%	2.0%	-10.2%	-8.9%	-7.2%
% share of total Gross Revenue								
Medicare	42.1%	42.5%	41.7%	40.8%	40.9%	-1.8%	-2.0%	-1.0%
Medicaid	20.5%	23.1%	21.7%	23.3%	23.3%	-6.0%	7.2%	4.2%
Commercial	37.3%	34.5%	36.6%	35.9%	35.9%	6.3%	-2.0%	-1.3%
% share of total Net Revenue								
Medicare (w/o DSH)	34.6%	35.8%	33.6%	33.5%	33.5%	-6.2%	-0.3%	-1.1%
Medicaid (w/o DSH)	13.4%	15.2%	14.1%	15.5%	14.8%	-7.5%	5.1%	3.4%
Commercial (w/o DSH)	52.0%	49.0%	52.4%	51.0%	51.7%	6.9%	-1.2%	-0.2%
Capital & Assets								
Capital Budget - no unapproved CON	\$4,292,080	\$1,571,740	\$3,509,840	\$3,509,840	\$2,725,805	123.3%	-22.3%	-14.0%
Unapproved CONs					\$2,100,000			
Financial Indicators								
Days Cash on Hand	97	131	96	127	128	-26.7%	33.3%	9.6%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

Northwestern Medical Center

Hospital Summary

	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Income Statement Summary								
Gross Revenue	\$174,476,221	\$189,773,212	\$180,271,472	\$184,313,271	\$189,175,618	-5.0%	4.9%	2.7%
Inpatient	\$43,078,019	\$44,189,510	\$39,801,134	\$42,290,278	\$44,665,109	-9.9%	12.2%	1.2%
Outpatient	\$106,752,137	\$116,721,485	\$109,883,759	\$109,909,818	\$108,057,061	-5.9%	-1.7%	0.4%
Physician	\$24,592,448	\$28,791,680	\$30,543,711	\$32,048,165	\$36,376,267	6.1%	19.1%	13.9%
Other Rev - Chronic, Swing, SNF	\$53,617	\$70,537	\$42,868	\$65,010	\$77,181	-39.2%	80.0%	12.9%
Bad Debt	(\$5,218,540)	(\$4,119,971)	(\$5,045,412)	(\$3,065,130)	(\$3,020,833)	-22.5%	40.1%	-16.7%
Free Care	(\$1,302,980)	(\$1,270,121)	(\$1,621,948)	(\$1,468,977)	(\$1,355,047)	-27.7%	16.5%	1.3%
All Other Deductions	(\$76,789,289)	(\$86,584,357)	(\$77,906,722)	(\$80,054,087)	(\$82,863,802)	10.0%	-6.4%	2.6%
Net Patient Care Revenue	\$91,165,412	\$97,798,763	\$95,697,390	\$99,725,077	\$101,935,936	-2.1%	6.5%	3.8%
Total Operating Revenue	\$95,432,040	\$103,563,933	\$99,883,660	\$105,196,719	\$107,803,774	-3.6%	7.9%	4.1%
Total Operating Expenses	\$87,861,917	\$93,499,518	\$97,797,560	\$101,347,753	\$104,464,400	4.6%	6.8%	5.9%
Operating Surplus	\$7,570,123	\$10,064,415	\$2,086,100	\$3,848,966	\$3,339,374	-79.3%	60.1%	-23.9%
Non-Operating Revenue	\$3,456,864	(\$1,865,700)	\$542,442	\$542,442	\$399,520	129.1%	-26.3%	-51.3%
Total Surplus	\$11,026,987	\$8,198,715	\$2,628,542	\$4,391,408	\$3,738,894	-67.9%	42.2%	-30.3%
Utilization Statistics								
Acute Staffed Beds	70	70	70	70	70	0.0%	0.0%	0.0%
Acute Admissions	2,386	2,468	2,289	2,588	2,630	-7.3%	14.9%	3.3%
Physician Office Visits	63,788	71,570	80,036	76,250	87,329	11.8%	9.1%	11.0%
All Outpatient Visits	76,342	83,113	92,357	210,097	221,176	11.1%	139.5%	42.6%
Adjusted Admissions*	9,664	10,599	10,368	11,891	11,724	-2.2%	13.1%	6.7%
Staffing Information								
Total Non-MD \$/FTE	\$56,361	\$58,984	\$59,115	\$61,389	\$60,639	0.2%	2.6%	2.5%
Compensation Ratio	53.6%	52.6%	58.2%	57.7%	59.5%	10.6%	2.2%	3.5%
Total Non-MD FTEs	524	544	570	590	633	4.7%	11.1%	6.5%
Physician FTEs	29	28	30	32	37	3.8%	25.8%	8.8%
	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Uncompensated Care								
Free Care % of Gross Revenue	0.7%	0.7%	0.9%	0.8%	0.7%	34.4%	-20.4%	-1.4%
Bad Debt % of Gross Revenue	3.0%	2.2%	2.8%	1.7%	1.6%	28.9%	-42.9%	-18.9%
% share of total Gross Revenue								
Medicare	36.4%	37.1%	36.1%	36.2%	34.8%	-2.7%	-3.5%	-1.5%
Medicaid	21.6%	22.7%	22.4%	23.8%	24.4%	-1.2%	8.8%	4.2%
Commercial	42.0%	40.3%	41.5%	40.1%	40.8%	3.2%	-1.7%	-0.9%
% share of total Net Revenue								
Medicare (w/o DSH)	31.0%	31.6%	30.9%	33.2%	31.9%	-2.3%	3.4%	1.0%
Medicaid (w/o DSH)	16.9%	16.8%	19.3%	17.8%	17.8%	14.4%	-7.3%	1.8%
Commercial (w/o DSH)	52.1%	51.6%	49.9%	49.0%	50.2%	-3.3%	0.7%	-1.2%
Capital & Assets								
Capital Budget - no unapproved CON	\$5,134,958	\$6,423,576	\$18,687,196	\$20,688,530	\$9,987,013	190.9%	-46.6%	24.8%
Unapproved CONs					\$17,885,216			
Financial Indicators								
Days Cash on Hand	371	374	352	350	283	-5.9%	-19.7%	-8.6%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

Porter Medical Center Hospital Summary

	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Income Statement Summary								
Gross Revenue	\$133,237,109	\$141,734,183	\$155,481,056	\$155,128,433	\$160,650,501	9.7%	3.3%	6.4%
Inpatient	\$32,313,293	\$34,218,122	\$39,463,635	\$37,660,222	\$39,813,856	15.3%	0.9%	7.2%
Outpatient	\$75,864,394	\$82,105,645	\$88,005,808	\$90,106,855	\$93,922,384	7.2%	6.7%	7.4%
Physician	\$24,686,204	\$24,184,837	\$26,872,040	\$26,334,355	\$26,119,364	11.1%	-2.8%	1.9%
Other Rev - Chronic, Swing, SNF	\$373,218	\$1,225,583	\$1,139,575	\$1,027,000	\$794,898	-7.0%	-30.2%	28.7%
Bad Debt	(\$2,006,853)	(\$3,256,656)	(\$3,429,666)	(\$2,740,325)	(\$2,460,638)	-5.3%	28.3%	7.0%
Free Care	(\$1,647,438)	(\$1,171,520)	(\$1,354,675)	(\$978,517)	(\$1,062,113)	-15.6%	21.6%	-13.6%
All Other Deductions	(\$62,866,245)	(\$66,709,737)	(\$75,115,634)	(\$77,952,826)	(\$81,032,829)	-12.6%	-7.9%	8.8%
Net Patient Care Revenue	\$66,716,573	\$70,596,270	\$75,581,081	\$73,456,765	\$76,094,921	7.1%	0.7%	4.5%
Total Operating Revenue	\$69,548,798	\$73,268,921	\$77,541,003	\$75,781,069	\$78,081,584	5.8%	0.7%	3.9%
Total Operating Expenses	\$71,703,894	\$75,017,499	\$77,254,719	\$78,727,992	\$77,326,904	3.0%	0.1%	2.5%
Operating Surplus	(\$2,155,096)	(\$1,748,578)	\$286,284	(\$2,946,923)	\$754,680	116.4%	163.6%	-170.5%
Non-Operating Revenue	\$3,941,525	\$3,610,111	\$3,355,339	\$3,219,051	\$3,047,274	-7.1%	-9.2%	-8.2%
Total Surplus	\$1,786,429	\$1,861,533	\$3,641,623	\$272,128	\$3,801,954	95.6%	4.4%	28.6%
Utilization Statistics								
Acute Staffed Beds	25	25	25	25	25	0.0%	0.0%	0.0%
Acute Admissions	1,580	1,536	1,613	1,473	1,543	5.0%	-4.3%	-0.8%
Physician Office Visits	94,177	99,287	107,220	102,108	97,862	8.0%	-8.7%	1.3%
All Outpatient Visits	67,784	61,274	60,978	64,221	64,451	-0.5%	5.7%	-1.7%
Adjusted Admissions*	6,515	6,362	6,355	6,068	6,226	-0.1%	-2.0%	-1.5%
Staffing Information								
Total Non-MD \$/FTE	\$58,237	\$57,620	\$61,549	\$61,346	\$61,525	6.8%	0.0%	1.8%
Compensation Ratio	59.2%	58.6%	60.2%	59.3%	57.4%	2.8%	-4.6%	-1.0%
Total Non-MD FTEs	412	424	440	411	417	3.9%	-5.1%	0.4%
Physician FTEs	35	34	38	38	36	11.6%	-5.9%	0.9%
	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Uncompensated Care								
Free Care % of Gross Revenue	1.2%	0.8%	0.9%	0.6%	0.7%	5.4%	-24.1%	-18.8%
Bad Debt % of Gross Revenue	1.5%	2.3%	2.2%	1.8%	1.5%	-4.0%	-30.6%	0.6%
% share of total Gross Revenue								
Medicare	38.3%	38.8%	38.8%	40.3%	39.6%	0.0%	2.0%	1.1%
Medicaid	17.5%	17.5%	16.8%	17.0%	17.3%	-3.6%	3.1%	-0.2%
Commercial	44.2%	43.7%	44.4%	42.7%	43.1%	1.5%	-2.9%	-0.9%
% share of total Net Revenue								
Medicare (w/o DSH)	32.5%	36.7%	34.3%	36.6%	34.9%	-6.6%	1.9%	2.4%
Medicaid (w/o DSH)	11.9%	11.5%	11.0%	10.8%	10.4%	-4.7%	-5.0%	-4.3%
Commercial (w/o DSH)	55.5%	51.8%	54.7%	52.6%	54.6%	5.7%	-0.2%	-0.5%
Capital & Assets								
Capital Budget - no unapproved CON	\$1,551,918	\$3,019,293	\$3,492,355	\$2,650,000	\$4,000,000	15.7%	14.5%	37.1%
Unapproved CONs					\$0			
Financial Indicators								
Days Cash on Hand	84	86	99	84	85	15.8%	-14.6%	0.4%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

Rutland Regional Medical Center

Hospital Summary

	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Income Statement Summary								
Gross Revenue	\$460,771,041	\$493,394,512	\$510,432,125	\$514,799,410	\$500,916,338	3.5%	-1.9%	2.8%
Inpatient	\$153,505,000	\$170,343,832	\$176,547,476	\$185,723,492	\$180,666,477	3.6%	2.3%	5.6%
Outpatient	\$261,686,493	\$281,110,791	\$274,404,944	\$268,828,616	\$257,142,036	-2.4%	-6.3%	-0.6%
Physician	\$40,371,834	\$40,880,965	\$58,686,415	\$60,247,302	\$63,107,825	43.6%	7.5%	16.1%
Other Rev - Chronic, Swing, SNF	\$5,207,714	\$1,058,924	\$793,290	\$0	\$0	-25.1%	-100.0%	-100.0%
Bad Debt	(\$4,791,443)	(\$5,520,297)	(\$8,337,141)	(\$6,804,114)	(\$6,626,902)	-51.0%	20.5%	11.4%
Free Care	(\$5,681,211)	(\$4,167,120)	(\$5,627,667)	(\$3,665,372)	(\$3,569,908)	-35.0%	36.6%	-14.3%
All Other Deductions	(\$229,468,940)	(\$255,378,458)	(\$263,219,155)	(\$260,212,369)	(\$247,304,080)	-3.1%	6.0%	2.5%
Net Patient Care Revenue	\$220,829,447	\$228,328,637	\$233,248,162	\$244,117,555	\$243,415,448	2.2%	4.4%	3.3%
Total Operating Revenue	\$230,755,593	\$237,604,575	\$243,187,008	\$253,554,789	\$254,433,179	2.3%	4.6%	3.3%
Total Operating Expenses	\$219,326,202	\$233,196,542	\$237,327,054	\$242,230,707	\$248,328,292	1.8%	4.6%	4.2%
Operating Surplus	\$11,429,391	\$4,408,033	\$5,859,954	\$11,324,082	\$6,104,887	32.9%	4.2%	-18.9%
Non-Operating Revenue	\$8,151,845	(\$492,377)	\$5,973,111	\$3,615,606	\$7,136,913	1313.1%	19.5%	-4.3%
Total Surplus	\$19,581,236	\$3,915,656	\$11,833,065	\$14,939,688	\$13,241,800	202.2%	11.9%	-12.2%
Utilization Statistics								
Acute Staffed Beds	118	118	118	115	115	0.0%	-2.5%	-0.9%
Acute Admissions	5,897	5,941	5,541	6,272	6,272	-6.7%	13.2%	2.1%
Physician Office Visits	0	0	0	0	0	#DIV/0!	#DIV/0!	#DIV/0!
All Outpatient Visits	225,383	233,187	231,618	231,618	230,700	-0.7%	-0.4%	0.8%
Adjusted Admissions*	17,701	17,208	16,020	17,385	17,390	-6.9%	8.5%	-0.6%
Staffing Information								
Total Non-MD \$/FTE	\$59,660	\$60,554	\$61,417	\$62,266	\$64,365	1.4%	4.8%	2.6%
Compensation Ratio	52.4%	54.9%	53.8%	53.3%	55.7%	-2.0%	3.5%	2.1%
Total Non-MD FTEs	1,107	1,166	1,191	1,247	1,284	2.2%	7.8%	5.1%
Physician FTEs	81	88	93	69	71	5.8%	-23.9%	-4.3%
	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Uncompensated Care								
Free Care % of Gross Revenue	1.2%	0.8%	1.1%	0.7%	0.7%	30.5%	-35.4%	-16.7%
Bad Debt % of Gross Revenue	1.0%	1.1%	1.6%	1.3%	1.3%	46.0%	-19.0%	8.4%
% share of total Gross Revenue								
Medicare	48.8%	49.1%	47.2%	48.5%	48.5%	-4.0%	2.8%	-0.2%
Medicaid	18.7%	19.4%	19.6%	19.3%	19.3%	0.8%	-1.6%	1.1%
Commercial	32.6%	31.4%	33.2%	32.3%	32.2%	5.7%	-3.0%	-0.3%
% share of total Net Revenue								
Medicare (w/o DSH)	33.2%	34.3%	30.3%	34.3%	35.0%	-11.7%	15.6%	1.8%
Medicaid (w/o DSH)	13.3%	12.5%	15.4%	12.3%	11.9%	23.1%	-23.0%	-3.6%
Commercial (w/o DSH)	53.5%	53.1%	54.3%	53.4%	53.1%	2.1%	-2.2%	-0.3%
Capital & Assets								
Capital Budget - no unapproved CON	\$13,021,481	\$13,657,932	\$21,628,000	\$21,628,000	\$9,854,000	58.4%	-54.4%	-8.9%
Unapproved CONs					\$33,075,000			
Financial Indicators								
Days Cash on Hand	207	195	226	201	246	15.7%	8.9%	5.9%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

Southwestern Vermont Medical Center

Hospital Summary

	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Income Statement Summary								
Gross Revenue	\$284,743,456	\$295,170,198	\$300,198,105	\$309,345,486	\$324,105,700	1.7%	8.0%	4.4%
Inpatient	\$64,429,940	\$67,016,174	\$67,827,160	\$63,204,322	\$66,835,959	1.2%	-1.5%	1.2%
Outpatient	\$176,530,064	\$183,720,956	\$185,140,360	\$197,801,178	\$204,605,991	0.8%	10.5%	5.0%
Physician	\$43,783,452	\$44,433,068	\$47,230,585	\$48,339,986	\$52,663,750	6.3%	11.5%	6.3%
Other Rev - Chronic, Swing, SNF	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
Bad Debt	(\$5,706,387)	(\$5,112,025)	(\$5,200,000)	(\$4,892,431)	(\$5,000,000)	-1.7%	3.8%	-4.3%
Free Care	(\$1,994,336)	(\$1,236,277)	(\$2,000,000)	(\$1,342,188)	(\$1,601,666)	-61.8%	19.9%	-7.0%
All Other Deductions	(\$137,632,510)	(\$146,052,728)	(\$148,972,537)	(\$155,753,940)	(\$165,141,774)	-2.0%	-10.9%	6.3%
Net Patient Care Revenue	\$139,410,223	\$142,769,168	\$144,025,568	\$147,356,927	\$152,362,260	0.9%	5.8%	3.0%
Total Operating Revenue	\$143,587,628	\$145,512,579	\$146,048,391	\$150,087,437	\$155,173,809	0.4%	6.2%	2.6%
Total Operating Expenses	\$137,481,421	\$140,305,386	\$141,665,763	\$146,569,515	\$150,544,820	1.0%	6.3%	3.1%
Operating Surplus	\$6,106,207	\$5,207,193	\$4,382,628	\$3,517,922	\$4,628,989	-15.8%	5.6%	-8.8%
Non-Operating Revenue	\$640,960	(\$5,187)	\$600,000	\$747,393	\$605,000	11667.4%	0.8%	-1.9%
Total Surplus	\$6,747,167	\$5,202,006	\$4,982,628	\$4,265,315	\$5,233,989	-4.2%	5.0%	-8.1%
Utilization Statistics								
Acute Staffed Beds	80	80	80	80	80	0.0%	0.0%	0.0%
Acute Admissions	3,544	3,411	3,355	3,418	3,341	-1.6%	-0.4%	-1.9%
Physician Office Visits	129,814	133,068	140,931	149,505	160,062	5.9%	13.6%	7.2%
All Outpatient Visits	238,802	268,563	245,216	287,616	285,036	-8.7%	16.2%	6.1%
Adjusted Admissions*	15,662	15,024	14,849	16,729	16,201	-1.2%	9.1%	1.1%
Staffing Information								
Total Non-MD \$/FTE	\$56,315	\$58,282	\$59,790	\$59,364	\$61,243	2.6%	2.4%	2.8%
Compensation Ratio	56.2%	56.7%	57.0%	56.6%	56.8%	0.5%	-0.4%	0.3%
Total Non-MD FTEs	792	748	748	748	757	0.0%	1.2%	-1.5%
Physician FTEs	57	70	84	83	87	19.2%	4.2%	14.9%
	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Uncompensated Care								
Free Care % of Gross Revenue	0.7%	0.4%	0.7%	0.4%	0.5%	59.1%	-25.8%	-11.0%
Bad Debt % of Gross Revenue	2.0%	1.7%	1.7%	1.6%	1.5%	0.0%	-10.9%	-8.4%
% share of total Gross Revenue								
Medicare	49.5%	48.7%	48.6%	48.3%	48.5%	-0.2%	-0.3%	-0.7%
Medicaid	17.0%	19.2%	18.4%	18.9%	18.2%	-4.3%	-0.6%	2.5%
Commercial	33.5%	32.1%	33.0%	32.8%	33.3%	2.9%	0.8%	-0.2%
% share of total Net Revenue								
Medicare (w/o DSH)	39.7%	36.6%	36.4%	36.2%	36.7%	-0.7%	1.0%	-2.6%
Medicaid (w/o DSH)	12.6%	13.8%	13.3%	13.4%	11.6%	-3.8%	-12.7%	-2.7%
Commercial (w/o DSH)	47.7%	49.6%	50.3%	50.4%	51.7%	1.6%	2.6%	2.7%
Capital & Assets								
Capital Budget - no unapproved CON	\$6,234,386	\$7,744,425	\$17,160,500	\$17,160,500	\$8,750,000	121.6%	-49.0%	12.0%
Unapproved CONs					\$4,350,000			
Financial Indicators								
Days Cash on Hand	62	66	59	57	45	-9.9%	-23.2%	-9.8%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

Springfield Hospital

Hospital Summary

	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Income Statement Summary								
Gross Revenue	\$105,304,477	\$119,561,775	\$125,645,200	\$122,690,089	\$123,894,113	5.1%	-1.4%	5.6%
Inpatient	\$25,632,904	\$26,389,798	\$30,245,893	\$26,409,763	\$29,168,760	14.6%	-3.6%	4.4%
Outpatient	\$72,195,228	\$85,054,111	\$88,032,193	\$89,632,693	\$87,776,144	3.5%	-0.3%	6.7%
Physician	\$7,368,959	\$8,005,866	\$7,276,474	\$6,556,993	\$6,768,209	-9.1%	-7.0%	-2.8%
Other Rev - Chronic, Swing, SNF	\$107,388	\$112,000	\$90,640	\$90,640	\$181,000	-19.1%	99.7%	19.0%
Bad Debt	(\$3,948,148)	(\$4,129,553)	(\$4,559,200)	(\$4,800,000)	(\$5,201,151)	-10.4%	-14.1%	9.6%
Free Care	(\$3,430,999)	(\$2,606,086)	(\$3,083,706)	(\$2,121,907)	(\$2,604,562)	-18.3%	15.5%	-8.8%
All Other Deductions	(\$48,198,214)	(\$56,900,046)	(\$62,065,794)	(\$58,992,276)	(\$56,941,159)	-9.1%	8.3%	5.7%
Net Patient Care Revenue	\$49,727,116	\$55,926,090	\$55,936,500	\$56,775,906	\$59,147,241	0.0%	5.7%	6.0%
Total Operating Revenue	\$51,670,519	\$57,893,638	\$57,859,300	\$58,581,906	\$60,909,941	-0.1%	5.3%	5.6%
Total Operating Expenses	\$55,453,904	\$55,629,486	\$56,702,000	\$56,538,582	\$59,158,280	1.9%	4.3%	2.2%
Operating Surplus	(\$3,783,385)	\$2,264,152	\$1,157,300	\$2,043,324	\$1,751,661	-48.9%	51.4%	-177.4%
Non-Operating Revenue	(\$2,238,019)	(\$2,699,949)	\$1,015,000	\$385,000	\$750,000	137.6%	-26.1%	-169.5%
Total Surplus	(\$6,021,404)	(\$435,797)	\$2,172,300	\$2,428,324	\$2,501,661	598.5%	15.2%	-174.6%
Utilization Statistics								
Acute Staffed Beds	35	35	35	35	35	0.0%	0.0%	0.0%
Acute Admissions	1,933	1,994	2,010	1,954	1,930	0.8%	-4.0%	-0.1%
Physician Office Visits	0	0	26,300	26,300	22,020	#DIV/0!	-16.3%	#DIV/0!
All Outpatient Visits	76,247	80,139	81,000	81,000	85,000	1.1%	4.9%	3.7%
Adjusted Admissions*	7,941	9,034	8,350	9,078	8,198	-7.6%	-1.8%	1.1%
Staffing Information								
Total Non-MD \$/FTE	\$54,807	\$54,296	\$55,856	\$55,856	\$58,728	2.9%	5.1%	2.3%
Compensation Ratio	52.9%	48.1%	48.7%	48.1%	48.2%	1.3%	-1.1%	-3.0%
Total Non-MD FTEs	303	298	298	298	304	0.1%	1.7%	0.0%
Physician FTEs	16	19	25	25	21	30.9%	-15.7%	9.0%
	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Uncompensated Care								
Free Care % of Gross Revenue	3.3%	2.2%	2.5%	1.7%	2.1%	12.6%	-14.3%	-13.6%
Bad Debt % of Gross Revenue	3.7%	3.5%	3.6%	3.9%	4.2%	5.1%	15.7%	3.8%
% share of total Gross Revenue								
Medicare	44.6%	45.0%	43.3%	42.5%	44.0%	-3.8%	1.5%	-0.4%
Medicaid	19.7%	22.3%	19.6%	19.7%	21.0%	-12.0%	6.8%	2.0%
Commercial	35.7%	32.6%	37.0%	37.7%	35.0%	13.4%	-5.4%	-0.6%
% share of total Net Revenue								
Medicare (w/o DSH)	40.2%	42.9%	40.7%	39.6%	42.2%	-5.1%	3.7%	1.6%
Medicaid (w/o DSH)	13.4%	13.9%	13.8%	14.1%	16.6%	-0.4%	20.0%	7.4%
Commercial (w/o DSH)	46.4%	43.3%	45.5%	46.3%	41.2%	5.1%	-9.4%	-3.9%
Capital & Assets								
Capital Budget - no unapproved CON	\$2,806,695	\$2,921,402	\$2,101,200	\$2,101,200	\$2,100,000	-28.1%	-0.1%	-9.2%
Unapproved CONs					\$0			
Financial Indicators								
Days Cash on Hand	101	101	105	98	106	3.9%	0.3%	1.4%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

The University of Vermont Medical Center

Hospital Summary

	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Income Statement Summary								
Gross Revenue	\$2,419,304,380	\$2,475,195,109	\$2,469,407,647	\$2,469,407,647	\$2,505,711,841	-0.2%	1.5%	1.2%
Inpatient	\$644,906,400	\$695,158,055	\$694,991,785	\$694,991,785	\$737,421,623	0.0%	6.1%	4.6%
Outpatient	\$1,029,698,276	\$1,089,721,330	\$1,081,824,620	\$1,081,824,620	\$1,112,544,201	-0.7%	2.8%	2.6%
Physician	\$723,610,041	\$662,802,062	\$666,163,737	\$666,163,737	\$627,428,060	0.5%	-5.8%	-4.6%
Other Rev - Chronic, Swing, SNF	\$21,089,662	\$27,513,662	\$26,427,505	\$26,427,505	\$28,317,956	-3.9%	7.2%	10.3%
Bad Debt	(\$26,717,639)	(\$19,610,271)	(\$26,410,099)	(\$26,410,099)	(\$20,712,524)	-34.7%	21.6%	-8.1%
Free Care	(\$17,323,263)	(\$11,643,918)	(\$17,449,060)	(\$17,449,060)	(\$10,676,995)	-49.9%	38.8%	-14.9%
All Other Deductions	(\$1,319,587,584)	(\$1,328,583,254)	(\$1,298,773,564)	(\$1,298,773,564)	(\$1,301,536,478)	2.2%	-0.2%	-0.5%
Net Patient Care Revenue	\$1,055,675,894	\$1,115,357,666	\$1,126,774,924	\$1,126,774,924	\$1,172,785,845	1.0%	4.1%	3.6%
Total Operating Revenue	\$1,124,039,986	\$1,202,927,157	\$1,218,304,364	\$1,218,304,364	\$1,264,938,225	1.3%	3.8%	4.0%
Total Operating Expenses	\$1,072,296,197	\$1,127,327,647	\$1,172,159,584	\$1,172,159,584	\$1,217,011,600	4.0%	3.8%	4.3%
Operating Surplus	\$51,743,789	\$75,599,510	\$46,144,780	\$46,144,779	\$47,926,625	-39.0%	3.9%	-2.5%
Non-Operating Revenue	\$17,312,734	(\$23,681,502)	\$13,745,404	\$13,745,404	\$15,257,311	158.0%	11.0%	-4.1%
Total Surplus	\$69,056,522	\$51,918,007	\$59,890,183	\$59,890,183	\$63,183,936	15.4%	5.5%	-2.9%
Utilization Statistics								
Acute Staffed Beds	392	392	392	392	392	0.0%	0.0%	0.0%
Acute Admissions	17,820	18,395	17,959	17,959	18,644	-2.4%	3.8%	1.5%
Physician Office Visits	2,528,726	2,605,666	2,577,360	2,577,360	2,698,178	-1.1%	4.7%	2.2%
All Outpatient Visits	1,629,813	1,702,223	1,676,418	1,676,418	1,690,200	-1.5%	0.8%	1.2%
Adjusted Admissions*	67,687	66,174	64,447	64,447	64,127	-2.6%	-0.5%	-1.8%
Staffing Information								
Total Non-MD \$/FTE	\$61,787	\$64,327	\$65,703	\$65,703	\$67,082	2.1%	2.1%	2.8%
Compensation Ratio	55.4%	54.8%	56.0%	56.0%	55.7%	2.3%	-0.5%	0.2%
Total Non-MD FTEs	5,735	5,803	5,885	5,885	5,993	1.4%	1.8%	1.5%
Physician FTEs	509	520	538	538	567	3.4%	5.4%	3.6%
	Actual 2014	Actual 2015	Budget 2016	Projected 2016	Budget 2017	Y to Y A15-B16	Y to Y B16-B17	Ave Ann A14-B17
Uncompensated Care								
Free Care % of Gross Revenue	0.7%	0.5%	0.7%	0.7%	0.4%	50.2%	-39.7%	-15.9%
Bad Debt % of Gross Revenue	1.1%	0.8%	1.1%	1.1%	0.8%	35.0%	-22.7%	-9.2%
% share of total Gross Revenue								
Medicare	40.0%	40.3%	40.1%	40.1%	41.0%	-0.7%	2.3%	0.8%
Medicaid	14.0%	15.1%	14.9%	14.9%	16.9%	-1.6%	13.7%	6.3%
Commercial	46.0%	44.6%	45.1%	45.1%	42.2%	1.2%	-6.5%	-2.8%
% share of total Net Revenue								
Medicare (w/o DSH)	30.0%	28.7%	27.7%	27.7%	28.2%	-3.3%	1.7%	-2.1%
Medicaid (w/o DSH)	11.4%	10.9%	11.0%	11.0%	10.9%	0.9%	-0.8%	-1.5%
Commercial (w/o DSH)	58.6%	60.4%	61.3%	61.3%	60.9%	1.4%	-0.6%	1.3%
Capital & Assets								
Capital Budget - no unapproved CON	\$59,958,646	\$64,274,455	\$99,800,000	\$99,800,000	\$66,341,160	55.3%	-33.5%	3.4%
Unapproved CONs					\$84,646,000			
Financial Indicators								
Days Cash on Hand	197	201	197	197	176	-1.7%	-10.8%	-3.6%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.