

# All Vermont Community Hospitals

## Hospital Summary

	Actual 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Income Statement Summary</b>								
Gross Revenue	\$4,823,931,803	\$5,022,142,447	\$5,024,582,354	\$5,160,851,780	\$5,273,136,403	2.8%	2.7%	3.0%
Inpatient	\$1,269,276,281	\$1,317,785,611	\$1,347,919,970	\$1,385,992,876	\$1,451,184,316	5.2%	2.8%	4.6%
Outpatient	\$2,527,106,987	\$2,612,263,272	\$2,622,188,069	\$2,654,459,651	\$2,741,596,400	1.6%	1.2%	2.8%
Physician	\$949,902,175	\$1,017,957,058	\$973,751,525	\$1,042,374,463	\$996,500,048	2.4%	7.0%	1.6%
Other Rev - Chronic, Swing, SNF	\$77,646,363	\$74,136,506	\$80,722,789	\$78,024,789	\$83,855,640	5.2%	-3.3%	2.6%
Bad Debt	(\$63,368,233)	(\$63,720,674)	(\$65,795,440)	(\$71,910,071)	(\$65,542,426)	-12.9%	-9.3%	1.1%
Free Care	(\$35,384,897)	(\$34,941,876)	(\$33,158,889)	(\$43,032,447)	(\$41,737,615)	-23.2%	-29.8%	5.7%
All Other Deductions	(\$2,446,908,368)	(\$2,545,273,080)	(\$2,503,855,420)	(\$2,628,423,640)	(\$2,919,665,835)	-3.3%	-5.0%	6.1%
Net Patient Care Revenue	\$2,278,270,306	\$2,378,206,818	\$2,421,772,605	\$2,417,485,621	\$2,246,190,527	1.7%	-0.2%	-0.5%
Fixed Prospective Pmnts, Reserves & Other	\$0	\$0	\$0	\$28,024,087	\$246,144,412	#DIV/0!	#DIV/0!	#DIV/0!
Total NPR & FPP	\$2,278,270,306	\$2,378,206,818	\$2,421,772,605	\$2,445,509,709	\$2,492,334,939	2.8%	1.0%	3.0%
Total Operating Revenue	\$2,419,651,402	\$2,519,280,695	\$2,566,427,917	\$2,606,663,593	\$2,655,787,462	3.5%	1.6%	3.2%
Total Operating Expenses	\$2,309,283,512	\$2,419,805,495	\$2,495,382,131	\$2,537,215,198	\$2,586,679,885	4.9%	1.7%	3.9%
Operating Surplus	\$110,367,890	\$99,475,201	\$71,045,786	\$69,448,395	\$69,107,576	-30.2%	-2.2%	-14.4%
Non-Operating Revenue	(\$20,910,214)	\$41,449,741	\$36,146,043	\$87,568,469	\$39,936,040	111.3%	142.3%	-224.1%
Total Surplus	\$89,457,676	\$140,924,941	\$107,191,829	\$157,016,864	\$109,043,617	11.4%	46.5%	6.8%
<b>Utilization Statistics</b>								
Acute Staffed Beds	942	953	954	965	961	1.2%	1.1%	0.7%
Acute Admissions	45,414	47,232	46,431	48,135	47,422	1.9%	3.7%	1.5%
Physician Office Visits	3,621,172	3,767,171	3,880,507	3,944,835	4,166,027	4.7%	1.7%	4.8%
All Outpatient Visits	3,272,889	3,312,260	3,494,721	3,339,561	3,561,598	0.8%	-4.4%	2.9%
Adjusted Admissions*	173,569	181,349	174,233	180,881	173,578	-0.3%	3.8%	0.0%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$61,326	\$63,250	\$63,995	\$65,422	\$65,943	3.4%	2.2%	2.4%
Compensation Ratio	56.0%	56.1%	57.3%	57.8%	57.3%	2.9%	0.9%	0.7%
Total Non-MD FTEs	12,491	12,777	13,074	13,111	13,345	2.6%	0.3%	2.2%
Physician FTEs	1,006	1,036	1,087	1,080	1,137	4.2%	-0.6%	4.2%
	Actual 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	0.7%	0.7%	0.7%	0.8%	0.8%	19.8%	26.3%	2.6%
Bad Debt % of Gross Revenue	1.3%	1.3%	1.3%	1.4%	1.2%	9.8%	6.4%	-1.8%
<b>% share of total Gross Revenue</b>								
Medicare	42.1%	42.6%	42.2%	43.9%	43.5%	3.0%	4.1%	1.1%
Medicaid	17.6%	17.9%	18.6%	17.2%	17.1%	-4.2%	-7.6%	-1.0%
Commercial	40.4%	39.4%	39.2%	38.9%	39.4%	-1.4%	-0.8%	-0.8%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	32.5%	32.8%	32.3%	34.5%	30.0%	5.3%	6.7%	-2.6%
Medicaid (w/o DSH)	12.3%	12.2%	12.2%	10.6%	10.7%	-13.5%	-13.7%	-4.4%
Commercial (w/o DSH)	55.3%	55.0%	55.4%	55.0%	59.2%	-0.1%	-0.9%	2.3%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CONS	\$137,979,707	\$152,674,108	\$285,390,086	\$178,741,586	\$131,460,158	17.1%	-37.4%	-1.6%
Unapproved CONS					\$161,439,665			
<b>Financial Indicators</b>								
Days Cash on Hand	179	183	165	194	167	5.6%	17.0%	-2.1%

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

# Brattleboro Memorial Hospital

## Hospital Summary

	Actual 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Income Statement Summary</b>								
Gross Revenue	\$153,068,995	\$148,991,981	\$157,473,555	\$150,218,471	\$169,571,693	0.8%	-4.6%	3.5%
Inpatient	\$28,331,883	\$29,309,983	\$29,795,555	\$31,586,619	\$36,187,128	7.8%	6.0%	8.5%
Outpatient	\$105,642,092	\$104,288,251	\$110,296,412	\$100,698,215	\$112,222,884	-3.4%	-8.7%	2.0%
Physician	\$19,095,020	\$15,393,747	\$17,381,587	\$17,933,636	\$21,161,681	16.5%	3.2%	3.5%
Other Rev - Chronic, Swing, SNF	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
Bad Debt	(\$4,437,076)	(\$3,778,102)	(\$4,842,195)	(\$3,915,046)	(\$3,203,297)	-3.6%	19.1%	-10.3%
Free Care	(\$3,520,013)	(\$880,452)	(\$3,157,876)	(\$1,192,080)	(\$1,509,789)	-35.4%	62.3%	-24.6%
All Other Deductions	(\$69,368,986)	(\$71,168,617)	(\$73,064,872)	(\$70,048,813)	(\$85,979,174)	1.6%	4.1%	7.4%
Net Patient Care Revenue	\$75,742,920	\$73,164,810	\$76,408,612	\$75,062,532	\$78,879,433	2.6%	-1.8%	1.4%
Fixed Prospective Pmnts, Reserves & Other	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
Total NPR & FPP	\$75,742,920	\$73,164,810	\$76,408,612	\$75,062,532	\$78,879,433	2.6%	-1.8%	1.4%
Total Operating Revenue	\$78,669,021	\$75,599,996	\$80,281,708	\$78,865,698	\$82,435,286	4.3%	-1.8%	1.6%
Total Operating Expenses	\$76,473,143	\$76,037,368	\$80,123,835	\$81,302,905	\$83,398,416	6.9%	1.5%	2.9%
Operating Surplus	\$2,195,878	(\$437,372)	\$157,873	(\$2,437,207)	(\$963,130)	-457.2%	-1643.8%	-176.0%
Non-Operating Revenue	\$1,020,455	\$2,232,750	\$582,602	\$3,200,593	\$740,000	43.3%	449.4%	-10.2%
Total Surplus	\$3,216,333	\$1,795,377	\$740,475	\$763,386	(\$223,130)	-57.5%	3.1%	-141.1%
<b>Utilization Statistics</b>								
Acute Staffed Beds	38	38	38	38	38	0.0%	0.0%	0.0%
Acute Admissions	1,569	1,611	1,575	1,618	1,687	0.4%	2.7%	2.4%
Physician Office Visits	244,105	242,651	254,193	259,130	316,619	6.8%	1.9%	9.1%
All Outpatient Visits	88,722	0	102,063	0	102,518	#DIV/0!	-100.0%	4.9%
Adjusted Admissions*	8,477	8,189	8,324	7,695	7,905	-6.0%	-7.6%	-2.3%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$57,355	\$57,360	\$57,261	\$57,730	\$56,914	0.6%	0.8%	-0.3%
Compensation Ratio	57.4%	60.2%	60.0%	60.9%	62.6%	1.1%	1.5%	2.9%
Total Non-MD FTEs	412	420	438	432	471	2.7%	-1.5%	4.6%
Physician FTEs	44	43	50	44	57	2.3%	-12.2%	8.9%
	Actual 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	2.3%	0.6%	2.0%	0.8%	0.9%	34.3%	-60.4%	-27.1%
Bad Debt % of Gross Revenue	2.9%	2.5%	3.1%	2.6%	1.9%	2.8%	-15.2%	-13.3%
<b>% share of total Gross Revenue</b>								
Medicare	42.7%	42.7%	42.5%	44.3%	43.8%	3.8%	4.3%	0.8%
Medicaid	19.0%	20.2%	21.0%	20.0%	20.0%	-1.1%	-4.8%	1.6%
Commercial	38.2%	37.1%	36.5%	35.7%	36.2%	-3.7%	-2.3%	-1.8%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	36.3%	33.9%	35.4%	38.1%	33.8%	12.4%	7.8%	-2.4%
Medicaid (w/o DSH)	10.7%	13.5%	15.0%	13.4%	12.6%	-0.8%	-10.9%	5.6%
Commercial (w/o DSH)	53.0%	52.6%	49.6%	48.5%	53.6%	-7.8%	-2.3%	0.4%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CONs	\$3,551,724	\$1,920,360	\$2,704,898	\$5,319,845	\$3,131,420	177.0%	96.7%	-4.1%
Unapproved CONs					\$0			
<b>Financial Indicators</b>								
Days Cash on Hand	196	229	195	195	215	-14.7%	0.0%	3.2%

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

# Central Vermont Medical Center

## Hospital Summary

	Actual 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Income Statement Summary</b>								
Gross Revenue	\$332,365,981	\$376,366,499	\$369,484,662	\$381,116,124	\$381,366,132	1.3%	3.1%	4.7%
Inpatient	\$79,913,346	\$89,686,053	\$86,881,714	\$88,560,714	\$90,380,814	-1.3%	1.9%	4.2%
Outpatient	\$192,767,361	\$216,223,113	\$206,694,176	\$217,738,933	\$214,388,704	0.7%	5.3%	3.6%
Physician	\$43,013,534	\$53,045,374	\$55,860,463	\$55,860,587	\$54,803,139	5.3%	0.0%	8.4%
Other Rev - Chronic, Swing, SNF	\$16,671,740	\$17,411,959	\$20,048,309	\$18,955,890	\$21,793,475	8.9%	-5.4%	9.3%
Bad Debt	(\$4,271,792)	(\$5,191,108)	(\$4,842,995)	(\$5,837,575)	(\$4,469,802)	-12.5%	-20.5%	1.5%
Free Care	(\$4,179,800)	(\$2,552,818)	(\$2,464,000)	(\$5,274,726)	(\$4,195,027)	-106.6%	-114.1%	0.1%
All Other Deductions	(\$149,923,730)	(\$177,082,627)	(\$170,346,524)	(\$181,760,311)	(\$218,067,847)	-2.6%	-6.7%	13.3%
Net Patient Care Revenue	\$173,990,659	\$191,539,946	\$191,831,143	\$188,243,511	\$154,633,456	-1.7%	-1.9%	-3.9%
Fixed Prospective Pmnts, Reserves & Other	\$0	\$0	\$0	\$6,994,019	\$43,819,104	#DIV/0!	#DIV/0!	#DIV/0!
Total NPR & FPP	\$173,990,659	\$191,539,946	\$191,831,143	\$195,237,530	\$198,452,560	1.9%	1.8%	4.5%
Total Operating Revenue	\$186,201,600	\$204,019,827	\$203,194,981	\$208,163,429	\$212,072,595	2.0%	2.4%	4.4%
Total Operating Expenses	\$180,875,428	\$201,969,871	\$199,521,392	\$210,065,504	\$208,298,707	4.0%	5.3%	4.8%
Operating Surplus	\$5,326,172	\$2,049,956	\$3,673,589	(\$1,902,075)	\$3,773,887	-192.8%	-151.8%	-10.8%
Non-Operating Revenue	\$1,206,103	\$1,762,757	\$1,872,894	\$17,026,427	\$1,871,035	865.9%	809.1%	15.8%
Total Surplus	\$6,532,275	\$3,812,713	\$5,546,483	\$15,124,352	\$5,644,922	296.7%	172.7%	-4.8%
<b>Utilization Statistics</b>								
Acute Staffed Beds	80	91	90	92	92	1.1%	2.2%	4.8%
Acute Admissions	3,877	4,220	4,131	4,141	4,154	-1.9%	0.2%	2.3%
Physician Office Visits	192,997	216,786	244,829	221,921	328,769	2.4%	-9.4%	19.4%
All Outpatient Visits	395,021	424,134	451,087	433,317	453,492	2.2%	-3.9%	4.7%
Adjusted Admissions*	16,125	17,709	17,568	17,821	17,528	0.6%	1.4%	2.8%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$61,408	\$64,066	\$61,378	\$66,578	\$66,436	3.9%	8.5%	2.7%
Compensation Ratio	62.7%	65.0%	65.1%	66.9%	64.2%	3.0%	2.8%	0.8%
Total Non-MD FTEs	1,135	1,216	1,257	1,253	1,229	3.0%	-0.3%	2.7%
Physician FTEs	81	83	85	88	87	5.9%	3.4%	2.4%
	Actual 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	1.3%	0.7%	0.7%	1.4%	1.1%	104.0%	107.5%	-4.4%
Bad Debt % of Gross Revenue	1.3%	1.4%	1.3%	1.5%	1.2%	11.1%	16.9%	-3.0%
<b>% share of total Gross Revenue</b>								
Medicare	41.7%	42.3%	41.3%	43.1%	42.7%	1.9%	4.4%	0.8%
Medicaid	20.1%	20.0%	20.7%	18.4%	18.5%	-7.9%	-11.1%	-2.7%
Commercial	38.2%	37.7%	38.0%	38.5%	38.8%	2.0%	1.2%	0.5%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	35.0%	35.2%	36.4%	39.0%	28.2%	10.7%	7.4%	-6.9%
Medicaid (w/o DSH)	17.2%	16.5%	16.8%	11.6%	13.1%	-30.0%	-31.1%	-8.8%
Commercial (w/o DSH)	47.8%	48.2%	46.8%	49.4%	58.7%	2.5%	5.5%	7.1%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CONs	\$9,306,066	\$12,930,732	\$14,134,000	\$10,703,718	\$10,300,000	-17.2%	-24.3%	3.4%
Unapproved CONs					\$0			
<b>Financial Indicators</b>								
Days Cash on Hand	110	99	124	116	139	17.2%	-7.0%	8.3%

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

# Copley Hospital

## Hospital Summary

	Actual 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Income Statement Summary</b>								
Gross Revenue	\$109,268,829	\$109,806,787	\$106,537,564	\$109,770,216	\$113,713,725	0.0%	3.0%	1.3%
Inpatient	\$34,219,575	\$35,632,614	\$34,225,644	\$37,629,199	\$41,055,658	5.6%	9.9%	6.3%
Outpatient	\$70,570,880	\$69,689,006	\$67,860,152	\$67,051,481	\$67,957,741	-3.8%	-1.2%	-1.2%
Physician	\$4,249,386	\$4,134,470	\$4,177,226	\$4,312,810	\$4,056,247	4.3%	3.2%	-1.5%
Other Rev - Chronic, Swing, SNF	\$228,988	\$350,697	\$274,542	\$776,726	\$644,079	121.5%	182.9%	41.2%
Bad Debt	(\$1,891,472)	(\$1,386,799)	(\$1,704,602)	(\$1,428,812)	(\$1,591,990)	-3.0%	16.2%	-5.6%
Free Care	(\$770,278)	(\$821,151)	(\$842,379)	(\$690,040)	(\$795,996)	16.0%	18.1%	1.1%
All Other Deductions	(\$43,142,643)	(\$44,794,513)	(\$39,171,178)	(\$42,667,398)	(\$43,301,208)	4.7%	-8.9%	0.1%
Net Patient Care Revenue	\$63,464,436	\$62,804,324	\$64,819,405	\$64,983,966	\$68,024,531	3.5%	0.3%	2.3%
Fixed Prospective Pmnts, Reserves & Other	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
Total NPR & FPP	\$63,464,436	\$62,804,324	\$64,819,405	\$64,983,966	\$68,024,531	3.5%	0.3%	2.3%
Total Operating Revenue	\$64,873,517	\$64,227,463	\$66,298,023	\$66,402,392	\$69,373,146	3.4%	0.2%	2.3%
Total Operating Expenses	\$60,870,560	\$64,312,384	\$65,966,541	\$66,780,338	\$69,296,653	3.8%	1.2%	4.4%
Operating Surplus	\$4,002,957	(\$84,921)	\$331,482	(\$377,946)	\$76,493	-345.1%	-214.0%	-73.3%
Non-Operating Revenue	\$649,315	\$262,636	\$2,603,000	\$3,054,057	\$370,900	1062.8%	17.3%	-17.0%
Total Surplus	\$4,652,272	\$177,715	\$2,934,482	\$2,676,111	\$447,393	1405.8%	-8.8%	-54.2%
<b>Utilization Statistics</b>								
Acute Staffed Beds	21	21	21	21	21	0.0%	0.0%	0.0%
Acute Admissions	1,724	1,738	1,755	1,788	1,841	2.9%	1.9%	2.2%
Physician Office Visits	27,011	28,779	27,967	27,137	26,810	-5.7%	-3.0%	-0.2%
All Outpatient Visits	99,183	104,785	101,467	100,493	101,073	-4.1%	-1.0%	0.6%
Adjusted Admissions*	5,505	5,356	5,463	5,216	5,099	-2.6%	-4.5%	-2.5%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$61,854	\$65,115	\$64,194	\$66,296	\$65,599	1.8%	3.3%	2.0%
Compensation Ratio	53.7%	56.8%	57.6%	56.9%	56.8%	0.2%	-1.1%	1.9%
Total Non-MD FTEs	341	342	355	346	360	1.1%	-2.5%	1.9%
Physician FTEs	15	16	16	17	16	5.0%	3.1%	2.3%
	Actual 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	0.7%	0.7%	0.8%	0.6%	0.7%	-15.9%	-20.5%	-0.2%
Bad Debt % of Gross Revenue	1.7%	1.3%	1.6%	1.3%	1.4%	3.1%	-18.6%	-6.8%
<b>% share of total Gross Revenue</b>								
Medicare	33.6%	36.5%	33.3%	37.3%	37.0%	2.1%	12.0%	3.3%
Medicaid	18.6%	18.6%	18.5%	15.4%	16.5%	-17.3%	-16.9%	-3.9%
Commercial	47.8%	44.9%	48.2%	47.3%	46.5%	5.5%	-1.8%	-0.9%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	27.5%	29.4%	29.6%	30.3%	31.6%	3.2%	2.5%	4.7%
Medicaid (w/o DSH)	10.1%	11.3%	10.6%	9.2%	9.9%	-18.1%	-13.0%	-0.8%
Commercial (w/o DSH)	62.3%	59.4%	59.8%	60.5%	58.5%	1.8%	1.1%	-2.1%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CONS	\$2,924,509	\$5,192,168	\$10,159,879	\$11,621,841	\$3,739,327	123.8%	14.4%	8.5%
Unapproved CONS					\$0			
<b>Financial Indicators</b>								
Days Cash on Hand	109	82	89	84	80	3.0%	-5.5%	-9.8%

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

# Gifford Medical Center

## Hospital Summary

	Actual 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Income Statement Summary</b>								
Gross Revenue	\$110,199,633	\$115,924,550	\$121,780,035	\$114,244,392	\$125,207,806	-1.4%	-6.2%	4.3%
Inpatient	\$27,245,335	\$29,241,608	\$31,393,921	\$27,984,211	\$32,061,329	-4.3%	-10.9%	5.6%
Outpatient	\$65,316,713	\$71,757,606	\$74,576,486	\$71,427,886	\$77,347,991	-0.5%	-4.2%	5.8%
Physician	\$11,630,460	\$12,887,248	\$13,587,816	\$13,081,148	\$13,992,094	1.5%	-3.7%	6.4%
Other Rev - Chronic, Swing, SNF	\$6,007,125	\$2,038,088	\$2,221,812	\$1,751,146	\$1,806,392	-14.1%	-21.2%	-33.0%
Bad Debt	(\$2,213,420)	(\$2,992,658)	(\$3,152,951)	(\$2,904,150)	(\$3,316,988)	3.0%	7.9%	14.4%
Free Care	(\$360,486)	(\$420,372)	(\$606,337)	(\$383,228)	(\$558,851)	8.8%	36.8%	15.7%
All Other Deductions	(\$53,729,000)	(\$57,723,634)	(\$60,258,318)	(\$56,649,642)	(\$61,817,957)	1.9%	6.0%	4.8%
Net Patient Care Revenue	\$53,896,728	\$54,787,886	\$57,762,429	\$54,307,372	\$59,514,010	-0.9%	-6.0%	3.4%
Fixed Prospective Pmnts, Reserves & Other	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
Total NPR & FPP	\$53,896,728	\$54,787,886	\$57,762,429	\$54,307,372	\$59,514,010	-0.9%	-6.0%	3.4%
Total Operating Revenue	\$56,933,619	\$57,021,961	\$59,240,671	\$55,823,847	\$60,423,298	-2.1%	-5.8%	2.0%
Total Operating Expenses	\$55,368,184	\$54,812,282	\$58,086,178	\$56,698,140	\$59,053,344	3.4%	-2.4%	2.2%
Operating Surplus	\$1,565,435	\$2,209,679	\$1,154,493	(\$874,293)	\$1,369,954	-139.6%	-175.7%	-4.3%
Non-Operating Revenue	\$3,192,123	\$2,435,112	\$850,000	\$1,032,308	\$850,000	-57.6%	21.4%	-35.7%
Total Surplus	\$4,757,558	\$4,644,791	\$2,004,493	\$158,015	\$2,219,954	-96.6%	-92.1%	-22.4%
<b>Utilization Statistics</b>								
Acute Staffed Beds	15	15	20	20	20	33.3%	0.0%	10.1%
Acute Admissions	1,318	1,303	1,362	1,257	1,328	-3.5%	-7.7%	0.3%
Physician Office Visits	24,065	34,992	37,475	35,063	35,150	0.2%	-6.4%	13.5%
All Outpatient Visits	54,541	56,177	57,862	56,177	56,177	0.0%	-2.9%	1.0%
Adjusted Admissions*	5,331	5,166	5,283	5,132	5,186	-0.7%	-2.9%	-0.9%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$52,845	\$56,812	\$60,594	\$57,384	\$62,864	1.0%	-5.3%	6.0%
Compensation Ratio	59.6%	59.1%	57.6%	59.4%	55.5%	0.4%	3.1%	-2.3%
Total Non-MD FTEs	363	321	306	311	299	-3.1%	1.4%	-6.3%
Physician FTEs	19	26	25	25	24	-3.9%	-0.6%	6.9%
	Actual 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	0.3%	0.4%	0.5%	0.3%	0.4%	-7.5%	-32.6%	10.9%
Bad Debt % of Gross Revenue	2.0%	2.6%	2.6%	2.5%	2.6%	-1.5%	-1.8%	9.7%
<b>% share of total Gross Revenue</b>								
Medicare	39.7%	40.9%	41.2%	42.7%	42.6%	4.3%	3.5%	2.4%
Medicaid	21.4%	19.0%	19.0%	17.2%	17.8%	-9.2%	-9.4%	-6.0%
Commercial	39.0%	40.1%	39.8%	40.1%	39.7%	0.0%	0.9%	0.6%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	34.4%	32.8%	33.9%	34.3%	35.5%	4.3%	1.1%	1.1%
Medicaid (w/o DSH)	14.9%	9.6%	9.5%	9.3%	8.3%	-3.2%	-2.2%	-17.9%
Commercial (w/o DSH)	50.7%	57.6%	56.6%	56.5%	56.2%	-1.9%	-0.3%	3.5%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CONS	\$10,310,397	\$6,622,973	\$4,168,177	\$3,494,747	\$5,474,996	-47.2%	-16.2%	-19.0%
Unapproved CONS					\$0			
<b>Financial Indicators</b>								
Days Cash on Hand	188	181	175	209	152	15.4%	19.3%	-6.9%

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

# Grace Cottage Hospital

## Hospital Summary

	Actual 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Income Statement Summary</b>								
Gross Revenue	\$22,650,537	\$25,833,339	\$28,407,778	\$26,113,855	\$27,607,149	1.1%	-8.1%	6.8%
Inpatient	\$1,188,545	\$1,274,608	\$1,479,494	\$1,325,233	\$1,327,919	4.0%	-10.4%	3.8%
Outpatient	\$11,867,060	\$13,804,539	\$15,555,278	\$13,763,229	\$14,825,910	-0.3%	-11.5%	7.7%
Physician	\$3,743,036	\$4,176,707	\$4,966,088	\$4,409,896	\$4,622,785	5.6%	-11.2%	7.3%
Other Rev - Chronic, Swing, SNF	\$5,851,896	\$6,577,485	\$6,406,918	\$6,615,497	\$6,830,535	0.6%	3.3%	5.3%
Bad Debt	(\$525,606)	(\$406,558)	(\$476,230)	(\$842,397)	(\$748,260)	-107.2%	-76.9%	12.5%
Free Care	(\$196,472)	(\$126,612)	(\$194,628)	(\$110,259)	(\$101,466)	12.9%	43.3%	-19.8%
All Other Deductions	(\$5,889,693)	(\$8,058,460)	(\$8,531,417)	(\$8,205,801)	(\$8,108,349)	-1.8%	3.8%	11.2%
Net Patient Care Revenue	\$16,038,766	\$17,241,709	\$19,205,503	\$16,955,398	\$18,649,074	-1.7%	-11.7%	5.2%
Fixed Prospective Pmnts, Reserves & Other	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
Total NPR & FPP	\$16,038,766	\$17,241,709	\$19,205,503	\$16,955,398	\$18,649,074	-1.7%	-11.7%	5.2%
Total Operating Revenue	\$16,958,824	\$18,112,778	\$20,391,880	\$18,029,041	\$19,896,207	-0.5%	-11.6%	5.5%
Total Operating Expenses	\$18,614,414	\$19,560,402	\$20,591,302	\$19,605,633	\$20,486,232	0.2%	-4.8%	3.2%
Operating Surplus	(\$1,655,590)	(\$1,447,624)	(\$199,422)	(\$1,576,592)	(\$590,025)	-8.9%	-690.6%	-29.1%
Non-Operating Revenue	\$943,756	\$1,052,582	\$743,534	\$1,433,287	\$737,258	36.2%	92.8%	-7.9%
Total Surplus	(\$711,834)	(\$395,042)	\$544,112	(\$143,305)	\$147,233	63.7%	-126.3%	-159.1%
<b>Utilization Statistics</b>								
Acute Staffed Beds	7	7	7	7	7	0.0%	0.0%	0.0%
Acute Admissions	130	131	142	137	120	4.6%	-3.5%	-2.6%
Physician Office Visits	17,948	19,397	22,477	20,256	20,691	4.4%	-9.9%	4.9%
All Outpatient Visits	19,070	20,822	22,757	19,840	20,368	-4.7%	-12.8%	2.2%
Adjusted Admissions*	2,477	2,655	2,727	2,700	2,495	1.7%	-1.0%	0.2%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$60,148	\$62,147	\$63,589	\$64,071	\$65,997	3.1%	0.8%	3.1%
Compensation Ratio	74.4%	76.2%	72.0%	78.0%	75.8%	2.3%	8.4%	0.6%
Total Non-MD FTEs	131	136	140	138	142	1.4%	-1.8%	2.6%
Physician FTEs	9	10	10	9	9	-3.7%	-4.0%	0.3%
	Actual 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	0.9%	0.5%	0.7%	0.4%	0.4%	-13.9%	-38.4%	-24.9%
Bad Debt % of Gross Revenue	2.3%	1.6%	1.7%	3.2%	2.7%	105.0%	92.4%	5.3%
<b>% share of total Gross Revenue</b>								
Medicare	53.7%	53.1%	52.4%	54.7%	54.4%	2.9%	4.4%	0.4%
Medicaid	16.5%	16.9%	17.6%	14.4%	14.7%	-15.0%	-18.4%	-3.8%
Commercial	29.8%	29.9%	30.0%	30.9%	31.0%	3.3%	3.2%	1.3%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	65.9%	62.6%	61.7%	65.6%	64.7%	4.8%	6.3%	-0.6%
Medicaid (w/o DSH)	8.6%	9.3%	10.8%	8.5%	8.4%	-9.3%	-21.5%	-0.8%
Commercial (w/o DSH)	25.6%	28.1%	27.5%	25.9%	26.9%	-7.7%	-5.8%	1.7%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CONS	\$947,065	\$534,575	\$887,520	\$824,979	\$1,073,916	54.3%	-7.0%	4.3%
Unapproved CONS					\$0			
<b>Financial Indicators</b>								
Days Cash on Hand	76	78	77	84	76	7.2%	9.3%	-0.2%

\*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 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Income Statement Summary</b>								
Gross Revenue	\$83,434,613	\$87,851,066	\$91,421,269	\$88,433,432	\$92,707,821	0.7%	-3.3%	3.6%
Inpatient	\$4,242,618	\$4,604,676	\$4,449,208	\$4,990,377	\$4,900,629	8.4%	12.2%	4.9%
Outpatient	\$43,391,611	\$45,081,228	\$47,436,819	\$46,054,850	\$48,418,719	2.2%	-2.9%	3.7%
Physician	\$18,787,816	\$18,761,046	\$19,604,218	\$18,195,183	\$19,347,158	-3.0%	-7.2%	1.0%
Other Rev - Chronic, Swing, SNF	\$17,012,568	\$19,404,116	\$19,931,024	\$19,193,023	\$20,041,315	-1.1%	-3.7%	5.6%
Bad Debt	(\$1,498,927)	(\$1,301,630)	(\$914,213)	(\$1,725,743)	(\$927,078)	-32.6%	-88.8%	-14.8%
Free Care	(\$765,163)	(\$615,260)	(\$777,082)	(\$733,410)	(\$788,016)	-19.2%	5.6%	1.0%
All Other Deductions	(\$35,656,008)	(\$39,531,901)	(\$41,985,274)	(\$37,721,255)	(\$42,310,418)	4.6%	10.2%	5.9%
Net Patient Care Revenue	\$45,514,515	\$46,402,275	\$47,744,700	\$48,253,025	\$48,682,309	4.0%	1.1%	2.3%
Fixed Prospective Pmnts, Reserves & Other	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
Total NPR & FPP	\$45,514,515	\$46,402,275	\$47,744,700	\$48,253,025	\$48,682,309	4.0%	1.1%	2.3%
Total Operating Revenue	\$47,924,232	\$49,718,798	\$50,611,859	\$51,783,349	\$52,029,182	4.2%	2.3%	2.8%
Total Operating Expenses	\$49,097,805	\$49,577,507	\$51,856,343	\$50,392,970	\$52,939,112	1.6%	-2.8%	2.5%
Operating Surplus	(\$1,173,573)	\$141,292	(\$1,244,484)	\$1,390,379	(\$909,930)	884.0%	211.7%	-8.1%
Non-Operating Revenue	(\$303,003)	\$1,161,272	\$1,844,274	\$4,500,330	\$2,040,934	287.5%	144.0%	-288.9%
Total Surplus	(\$1,476,576)	\$1,302,564	\$599,790	\$5,890,709	\$1,131,004	352.2%	882.1%	-191.5%
<b>Utilization Statistics</b>								
Acute Staffed Beds	13	13	13	15	15	15.4%	15.4%	4.9%
Acute Admissions	398	358	360	362	365	1.1%	0.6%	-2.8%
Physician Office Visits	51,997	49,207	51,645	41,822	44,009	-15.0%	-19.0%	-5.4%
All Outpatient Visits	29,864	29,262	23,110	0	21,845	-100.0%	-100.0%	-9.9%
Adjusted Admissions*	7,827	6,830	7,397	6,415	6,905	-6.1%	-13.3%	-4.1%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$57,454	\$58,972	\$60,541	\$61,610	\$63,393	4.5%	1.8%	3.3%
Compensation Ratio	63.3%	61.6%	62.9%	61.1%	60.8%	-0.7%	-2.9%	-1.3%
Total Non-MD FTEs	307	308	309	314	315	1.8%	1.7%	0.9%
Physician FTEs	22	21	20	19	19	-7.2%	-3.3%	-4.0%
	Actual 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	0.9%	0.7%	0.9%	0.8%	0.8%	18.4%	-2.4%	-2.5%
Bad Debt % of Gross Revenue	1.8%	1.5%	1.0%	2.0%	1.0%	31.7%	95.1%	-17.7%
<b>% share of total Gross Revenue</b>								
Medicare	53.6%	51.2%	51.5%	56.6%	53.1%	10.5%	9.9%	-0.3%
Medicaid	12.7%	14.0%	15.7%	10.8%	11.5%	-23.3%	-31.4%	-3.2%
Commercial	33.7%	34.8%	32.9%	32.7%	35.4%	-6.0%	-0.6%	1.6%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	51.6%	51.7%	51.3%	56.8%	50.6%	10.0%	10.7%	-0.6%
Medicaid (w/o DSH)	6.9%	6.8%	9.5%	5.1%	6.1%	-25.0%	-46.2%	-4.2%
Commercial (w/o DSH)	41.5%	41.5%	39.2%	38.1%	43.3%	-8.3%	-2.9%	1.4%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CONs	\$5,902,127	\$2,805,026	\$3,085,000	\$1,635,000	\$3,219,000	-41.7%	-47.0%	-18.3%
Unapproved CONs					\$0			
<b>Financial Indicators</b>								
Days Cash on Hand	143	148	129	177	134	19.7%	37.4%	-2.0%

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

# North Country Hospital

## Hospital Summary

	Actual 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Income Statement Summary</b>								
Gross Revenue	\$166,223,234	\$178,370,005	\$184,601,880	\$176,924,304	\$186,181,775	-0.8%	-4.2%	3.9%
Inpatient	\$26,315,182	\$26,586,998	\$28,187,950	\$28,367,389	\$30,653,038	6.7%	0.6%	5.2%
Outpatient	\$115,499,429	\$125,554,877	\$129,372,829	\$122,281,044	\$127,579,715	-2.6%	-5.5%	3.4%
Physician	\$23,937,052	\$25,674,982	\$26,425,552	\$25,513,951	\$27,183,282	-0.6%	-3.4%	4.3%
Other Rev - Chronic, Swing, SNF	\$471,570	\$553,148	\$615,549	\$761,921	\$765,740	37.7%	23.8%	17.5%
Bad Debt	(\$3,626,966)	(\$3,465,231)	(\$3,862,806)	(\$2,087,878)	(\$1,105,660)	39.7%	45.9%	-32.7%
Free Care	(\$1,283,142)	(\$1,114,262)	(\$1,200,997)	(\$1,545,788)	(\$1,261,784)	-38.7%	-28.7%	-0.6%
All Other Deductions	(\$88,016,031)	(\$95,998,930)	(\$98,348,415)	(\$96,603,751)	(\$104,739,752)	-0.6%	1.8%	6.0%
Net Patient Care Revenue	\$73,297,094	\$77,791,582	\$81,189,662	\$76,686,887	\$79,074,579	-1.4%	-5.5%	2.6%
Fixed Prospective Pmnts, Reserves & Other	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
Total NPR & FPP	\$73,297,094	\$77,791,582	\$81,189,662	\$76,686,887	\$79,074,579	-1.4%	-5.5%	2.6%
Total Operating Revenue	\$80,478,650	\$83,966,536	\$86,413,683	\$82,307,055	\$84,959,701	-2.0%	-4.8%	1.8%
Total Operating Expenses	\$77,634,509	\$83,824,785	\$85,332,744	\$84,179,016	\$84,265,462	0.4%	-1.4%	2.8%
Operating Surplus	\$2,844,141	\$141,751	\$1,080,939	(\$1,871,960)	\$694,239	-1420.6%	-273.2%	-37.5%
Non-Operating Revenue	(\$1,384,871)	\$2,028,401	\$453,721	\$3,886,125	\$1,253,190	91.6%	756.5%	-196.7%
Total Surplus	\$1,459,270	\$2,170,151	\$1,534,660	\$2,014,165	\$1,947,429	-7.2%	31.2%	10.1%
<b>Utilization Statistics</b>								
Acute Staffed Beds	25	25	25	25	25	0.0%	0.0%	0.0%
Acute Admissions	1,420	1,394	1,417	2,268	1,432	62.7%	60.1%	0.3%
Physician Office Visits	86,549	97,769	102,489	99,775	98,876	2.1%	-2.6%	4.5%
All Outpatient Visits	69,362	67,973	68,690	65,830	67,467	-3.2%	-4.2%	-0.9%
Adjusted Admissions*	8,970	9,352	9,280	14,145	8,698	51.3%	52.4%	-1.0%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$57,460	\$59,587	\$57,527	\$58,602	\$59,854	-1.7%	1.9%	1.4%
Compensation Ratio	58.6%	61.2%	59.0%	64.6%	62.8%	5.5%	9.4%	2.3%
Total Non-MD FTEs	426	444	467	456	459	2.8%	-2.3%	2.5%
Physician FTEs	30	29	32	30	31	3.1%	-5.2%	1.1%
	Actual 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	0.8%	0.6%	0.7%	0.9%	0.7%	39.9%	34.3%	-4.2%
Bad Debt % of Gross Revenue	2.2%	1.9%	2.1%	1.2%	0.6%	-39.3%	-43.6%	-35.2%
<b>% share of total Gross Revenue</b>								
Medicare	40.7%	42.9%	41.7%	42.3%	41.3%	-1.3%	1.6%	0.5%
Medicaid	26.1%	25.1%	25.3%	24.7%	25.7%	-1.5%	-2.3%	-0.6%
Commercial	33.2%	32.0%	33.1%	33.0%	33.0%	2.9%	-0.3%	-0.1%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	36.0%	37.6%	35.3%	37.7%	31.3%	0.2%	6.8%	-4.5%
Medicaid (w/o DSH)	14.6%	15.6%	15.2%	13.7%	14.3%	-12.1%	-9.9%	-0.7%
Commercial (w/o DSH)	49.4%	46.8%	49.5%	48.6%	54.4%	3.9%	-1.8%	3.3%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CONS	\$5,424,996	\$4,045,660	\$3,495,000	\$2,486,859	\$3,269,037	-38.5%	-28.8%	-15.5%
Unapproved CONS					\$0			
<b>Financial Indicators</b>								
Days Cash on Hand	199	169	175	200	196	18.1%	14.3%	-0.4%

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



# Northeastern Vermont Regional Hospital

## Hospital Summary

	Actual 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Income Statement Summary</b>								
Gross Revenue	\$131,890,992	\$146,066,754	\$160,421,500	\$157,055,100	\$167,933,800	7.5%	-2.1%	8.4%
Inpatient	\$30,504,306	\$31,327,081	\$32,934,700	\$32,625,200	\$34,743,238	4.1%	-0.9%	4.4%
Outpatient	\$83,617,523	\$95,222,036	\$106,348,100	\$104,834,700	\$111,315,700	10.1%	-1.4%	10.0%
Physician	\$16,347,393	\$18,189,642	\$19,285,100	\$18,087,100	\$20,207,400	-0.6%	-6.2%	7.3%
Other Rev - Chronic, Swing, SNF	\$1,421,770	\$1,327,995	\$1,853,600	\$1,508,100	\$1,667,462	13.6%	-18.6%	5.5%
Bad Debt	(\$3,154,200)	(\$3,443,155)	(\$2,977,400)	(\$3,387,300)	(\$3,535,600)	1.6%	-13.8%	3.9%
Free Care	(\$2,214,500)	(\$2,675,006)	(\$3,045,300)	(\$2,666,000)	(\$2,797,400)	0.3%	12.5%	8.1%
All Other Deductions	(\$60,973,698)	(\$68,362,042)	(\$77,329,300)	(\$74,207,100)	(\$82,782,700)	-8.6%	4.0%	10.7%
Net Patient Care Revenue	\$65,548,594	\$71,586,551	\$77,069,500	\$76,794,700	\$78,818,100	7.3%	-0.4%	6.3%
Fixed Prospective Pmnts, Reserves & Other	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
Total NPR & FPP	\$65,548,594	\$71,586,551	\$77,069,500	\$76,794,700	\$78,818,100	7.3%	-0.4%	6.3%
Total Operating Revenue	\$66,841,136	\$73,314,266	\$78,654,600	\$78,872,786	\$80,368,100	7.6%	0.3%	6.3%
Total Operating Expenses	\$65,373,391	\$71,826,326	\$77,069,500	\$77,395,413	\$78,918,200	7.8%	0.4%	6.5%
Operating Surplus	\$1,467,745	\$1,487,940	\$1,585,100	\$1,477,373	\$1,449,900	-0.7%	-6.8%	-0.4%
Non-Operating Revenue	(\$1,099,487)	\$906,415	\$0	(\$990,611)	\$0	-209.3%	#DIV/0!	-100.0%
Total Surplus	\$368,258	\$2,394,355	\$1,585,100	\$486,762	\$1,449,900	-79.7%	-69.3%	57.9%
<b>Utilization Statistics</b>								
Acute Staffed Beds	23	23	23	23	23	0.0%	0.0%	0.0%
Acute Admissions	1,233	1,367	1,329	1,259	1,340	-7.9%	-5.3%	2.8%
Physician Office Visits	66,909	71,707	73,981	71,565	75,580	-0.2%	-3.3%	4.1%
All Outpatient Visits	88,627	91,192	91,122	92,769	93,830	1.7%	1.8%	1.9%
Adjusted Admissions*	5,331	6,374	6,473	6,061	6,477	-4.9%	-6.4%	6.7%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$56,595	\$60,103	\$62,093	\$61,194	\$64,111	1.8%	-1.4%	4.2%
Compensation Ratio	57.3%	58.7%	58.7%	58.9%	60.0%	0.3%	0.3%	1.6%
Total Non-MD FTEs	394	403	415	431	432	6.8%	3.9%	3.1%
Physician FTEs	25	30	31	30	33	-2.6%	-3.6%	9.7%
	Actual 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	1.7%	1.8%	1.9%	1.7%	1.7%	-7.3%	-10.6%	-0.3%
Bad Debt % of Gross Revenue	2.4%	2.4%	1.9%	2.2%	2.1%	-8.5%	16.2%	-4.2%
<b>% share of total Gross Revenue</b>								
Medicare	42.5%	41.0%	40.6%	42.2%	42.3%	2.8%	3.9%	-0.2%
Medicaid	23.1%	22.9%	23.3%	21.0%	21.0%	-8.2%	-9.6%	-3.1%
Commercial	34.5%	36.0%	36.1%	36.8%	36.7%	2.0%	1.8%	2.2%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	35.8%	34.5%	34.4%	35.6%	37.7%	3.3%	3.6%	1.7%
Medicaid (w/o DSH)	15.2%	14.9%	13.8%	12.4%	13.7%	-16.5%	-9.7%	-3.4%
Commercial (w/o DSH)	49.0%	50.6%	51.9%	52.0%	48.6%	2.6%	0.2%	-0.3%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CONs	\$1,571,740	\$3,206,993	\$2,725,805	\$3,434,176	\$6,200,600	7.1%	26.0%	58.0%
Unapproved CONs					\$3,100,000			
<b>Financial Indicators</b>								
Days Cash on Hand	131	123	119	124	116	0.7%	4.2%	-4.1%

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

# Northwestern Medical Center

## Hospital Summary

	Actual 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Income Statement Summary</b>								
Gross Revenue	\$189,773,212	\$183,899,105	\$189,175,618	\$185,859,626	\$199,897,992	1.1%	-1.8%	1.7%
Inpatient	\$44,189,510	\$42,680,063	\$44,665,109	\$42,419,726	\$44,039,006	-0.6%	-5.0%	-0.1%
Outpatient	\$116,721,485	\$106,889,779	\$108,057,061	\$105,957,760	\$112,071,545	-0.9%	-1.9%	-1.3%
Physician	\$28,791,680	\$34,180,639	\$36,376,267	\$37,482,140	\$43,787,441	9.7%	3.0%	15.0%
Other Rev - Chronic, Swing, SNF	\$70,537	\$148,624	\$77,181	\$0	\$0	-100.0%	-100.0%	-100.0%
Bad Debt	(\$4,119,971)	(\$3,031,340)	(\$3,020,833)	(\$4,642,652)	(\$5,404,532)	-53.2%	-53.7%	9.5%
Free Care	(\$1,270,121)	(\$1,292,667)	(\$1,355,047)	(\$1,112,947)	(\$1,316,726)	13.9%	17.9%	1.2%
All Other Deductions	(\$86,584,357)	(\$79,679,338)	(\$82,863,802)	(\$78,993,603)	(\$111,544,166)	0.9%	4.7%	8.8%
Net Patient Care Revenue	\$97,798,763	\$99,895,760	\$101,935,936	\$101,110,424	\$81,632,568	1.2%	-0.8%	-5.8%
Fixed Prospective Pmnts, Reserves & Other	\$0	\$0	\$0	\$0	\$22,768,482	#DIV/0!	#DIV/0!	#DIV/0!
Total NPR & FPP	\$97,798,763	\$99,895,760	\$101,935,936	\$101,110,424	\$104,401,050	1.2%	-0.8%	2.2%
Total Operating Revenue	\$103,563,933	\$105,974,848	\$107,803,774	\$106,423,967	\$110,243,037	0.4%	-1.3%	2.1%
Total Operating Expenses	\$93,499,518	\$102,319,706	\$104,464,400	\$107,683,791	\$109,299,784	5.2%	3.1%	5.3%
Operating Surplus	\$10,064,415	\$3,655,142	\$3,339,374	(\$1,259,824)	\$943,253	-134.5%	-137.7%	-54.6%
Non-Operating Revenue	(\$1,865,700)	\$3,076,611	\$399,520	\$9,149,976	\$377,188	197.4%	2190.2%	-158.7%
Total Surplus	\$8,198,715	\$6,731,753	\$3,738,894	\$7,890,152	\$1,320,441	17.2%	111.0%	-45.6%
<b>Utilization Statistics</b>								
Acute Staffed Beds	70	70	70	70	70	0.0%	0.0%	0.0%
Acute Admissions	2,468	2,581	2,630	2,557	2,603	-0.9%	-2.8%	1.8%
Physician Office Visits	71,570	93,823	87,329	106,222	122,582	13.2%	21.6%	19.6%
All Outpatient Visits	83,113	187,904	221,176	209,431	220,447	11.5%	-5.3%	38.4%
Adjusted Admissions*	10,599	11,121	11,139	11,203	11,815	0.7%	0.6%	3.7%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$58,984	\$64,534	\$60,639	\$61,654	\$62,488	-4.5%	1.7%	1.9%
Compensation Ratio	52.6%	57.7%	59.5%	63.0%	60.0%	9.2%	5.8%	4.5%
Total Non-MD FTEs	544	592	633	627	613	5.9%	-0.9%	4.1%
Physician FTEs	28	32	37	35	39	11.5%	-4.9%	11.2%
	Actual 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	0.7%	0.7%	0.7%	0.6%	0.7%	-14.8%	-16.4%	-0.5%
Bad Debt % of Gross Revenue	2.2%	1.6%	1.6%	2.5%	2.7%	51.5%	56.4%	7.6%
<b>% share of total Gross Revenue</b>								
Medicare	37.1%	35.6%	34.8%	36.5%	36.3%	2.5%	4.8%	-0.7%
Medicaid	22.7%	24.1%	24.4%	22.4%	22.3%	-7.0%	-8.3%	-0.5%
Commercial	40.3%	40.4%	40.8%	41.2%	41.3%	2.0%	0.8%	0.9%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	31.6%	33.0%	31.9%	35.9%	26.9%	8.7%	12.4%	-5.2%
Medicaid (w/o DSH)	16.8%	17.6%	17.8%	17.4%	13.8%	-0.9%	-2.4%	-6.4%
Commercial (w/o DSH)	51.6%	49.4%	50.2%	46.7%	59.3%	-5.5%	-7.0%	4.8%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CONs	\$6,423,576	\$9,353,229	\$31,244,543	\$28,216,178	\$10,245,952	201.7%	-9.7%	16.8%
Unapproved CONs					\$4,164,000			
<b>Financial Indicators</b>								
Days Cash on Hand	374	351	283	331	260	-5.6%	17.1%	-11.4%

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

# Porter Medical Center

## Hospital Summary

	Actual 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Income Statement Summary</b>								
Gross Revenue	\$141,734,183	\$155,530,473	\$160,650,501	\$166,216,172	\$167,256,350	6.9%	3.5%	5.7%
Inpatient	\$34,218,122	\$36,422,048	\$39,813,856	\$37,986,686	\$40,519,168	4.3%	-4.6%	5.8%
Outpatient	\$82,105,645	\$91,233,932	\$93,922,384	\$100,470,792	\$99,415,562	10.1%	7.0%	6.6%
Physician	\$24,184,837	\$27,033,748	\$26,119,364	\$26,582,443	\$26,541,382	-1.7%	1.8%	3.1%
Other Rev - Chronic, Swing, SNF	\$1,225,583	\$840,745	\$794,898	\$1,176,251	\$780,238	39.9%	48.0%	-14.0%
Bad Debt	(\$3,256,656)	(\$2,626,449)	(\$2,460,638)	(\$3,658,767)	(\$3,136,779)	-39.3%	-48.7%	-1.2%
Free Care	(\$1,171,520)	(\$1,438,965)	(\$1,062,113)	(\$1,622,357)	(\$1,829,936)	-12.7%	-52.7%	16.0%
All Other Deductions	(\$66,709,737)	(\$76,403,563)	(\$81,032,829)	(\$85,250,976)	(\$100,650,648)	-11.6%	-5.2%	14.7%
Net Patient Care Revenue	\$70,596,270	\$75,061,496	\$76,094,921	\$75,684,072	\$61,638,987	0.8%	-0.5%	-4.4%
Fixed Prospective Pmnts, Reserves & Other	\$0	\$0	\$0	\$2,519,146	\$16,709,512	#DIV/0!	#DIV/0!	#DIV/0!
Total NPR & FPP	\$70,596,270	\$75,061,496	\$76,094,921	\$78,203,218	\$78,348,499	4.2%	2.8%	3.5%
Total Operating Revenue	\$73,268,921	\$77,028,180	\$78,081,584	\$81,071,219	\$80,859,433	5.2%	3.8%	3.3%
Total Operating Expenses	\$75,017,499	\$75,577,275	\$77,326,904	\$78,874,889	\$81,062,878	4.4%	2.0%	2.6%
Operating Surplus	(\$1,748,578)	\$1,450,905	\$754,680	\$2,196,330	(\$203,445)	51.4%	191.0%	-51.2%
Non-Operating Revenue	\$3,610,111	\$3,270,135	\$3,047,274	\$3,838,238	\$2,935,182	17.4%	26.0%	-6.7%
Total Surplus	\$1,861,533	\$4,721,040	\$3,801,954	\$6,034,568	\$2,731,737	27.8%	58.7%	13.6%
<b>Utilization Statistics</b>								
Acute Staffed Beds	25	25	25	24	25	-4.0%	-4.0%	0.0%
Acute Admissions	1,536	1,454	1,543	1,438	1,529	-1.1%	-6.8%	-0.2%
Physician Office Visits	99,287	102,068	97,862	98,580	100,683	-3.4%	0.7%	0.5%
All Outpatient Visits	61,274	63,660	64,451	64,175	64,016	0.8%	-0.4%	1.5%
Adjusted Admissions*	6,362	6,209	6,226	6,292	6,311	1.3%	1.1%	-0.3%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$57,620	\$60,314	\$61,525	\$61,800	\$62,190	2.5%	0.4%	2.6%
Compensation Ratio	58.6%	55.9%	57.4%	57.5%	59.3%	2.8%	0.1%	0.4%
Total Non-MD FTEs	424	393	417	411	444	4.6%	-1.5%	1.6%
Physician FTEs	34	35	36	33	37	-8.1%	-9.6%	2.3%
	Actual 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	0.8%	0.9%	0.7%	1.0%	1.1%	5.5%	47.6%	9.8%
Bad Debt % of Gross Revenue	2.3%	1.7%	1.5%	2.2%	1.9%	30.3%	43.7%	-6.5%
<b>% share of total Gross Revenue</b>								
Medicare	38.8%	39.9%	39.6%	39.6%	40.8%	-0.8%	0.0%	1.7%
Medicaid	17.5%	17.5%	17.3%	16.9%	15.9%	-3.9%	-2.8%	-3.1%
Commercial	43.7%	42.6%	43.1%	43.6%	43.3%	2.3%	1.2%	-0.3%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	36.7%	36.9%	34.9%	37.9%	31.2%	2.8%	8.5%	-5.2%
Medicaid (w/o DSH)	11.5%	11.6%	10.4%	8.0%	5.9%	-31.0%	-23.7%	-20.0%
Commercial (w/o DSH)	51.8%	51.6%	54.6%	54.1%	62.8%	5.0%	-0.9%	6.7%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CONS	\$3,019,293	\$2,388,030	\$3,669,104	\$2,323,729	\$4,428,704	-2.7%	-36.7%	13.6%
Unapproved CONS					\$0			
<b>Financial Indicators</b>								
Days Cash on Hand	86	101	85	119	110	17.7%	40.8%	8.6%

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

# Rutland Regional Medical Center

## Hospital Summary

	Actual 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Income Statement Summary</b>								
Gross Revenue	\$493,394,512	\$528,854,315	\$500,916,338	\$511,529,874	\$530,938,307	-3.3%	2.1%	2.5%
Inpatient	\$170,343,832	\$191,888,077	\$180,666,477	\$187,127,013	\$197,451,546	-2.5%	3.6%	5.0%
Outpatient	\$281,110,791	\$274,399,840	\$257,142,036	\$259,019,955	\$267,618,314	-5.6%	0.7%	-1.6%
Physician	\$40,880,965	\$62,566,398	\$63,107,825	\$65,382,906	\$65,868,447	4.5%	3.6%	17.2%
Other Rev - Chronic, Swing, SNF	\$1,058,924	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	-100.0%
Bad Debt	(\$5,520,297)	(\$4,183,690)	(\$6,626,902)	(\$7,056,413)	(\$5,309,383)	-68.7%	-6.5%	-1.3%
Free Care	(\$4,167,120)	(\$5,838,729)	(\$3,569,908)	(\$5,753,971)	(\$6,121,719)	1.5%	-61.2%	13.7%
All Other Deductions	(\$255,378,458)	(\$273,008,944)	(\$247,304,080)	(\$256,526,059)	(\$268,543,875)	6.0%	-3.7%	1.7%
Net Patient Care Revenue	\$228,328,637	\$245,822,952	\$243,415,448	\$242,193,431	\$250,963,330	-1.5%	-0.5%	3.2%
Fixed Prospective Pmnts, Reserves & Other	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
Total NPR & FPP	\$228,328,637	\$245,822,952	\$243,415,448	\$242,193,431	\$250,963,330	-1.5%	-0.5%	3.2%
Total Operating Revenue	\$237,604,575	\$254,421,235	\$254,433,179	\$254,276,797	\$263,253,640	-0.1%	-0.1%	3.5%
Total Operating Expenses	\$233,196,542	\$243,642,860	\$248,328,292	\$250,113,413	\$257,549,323	2.7%	0.7%	3.4%
Operating Surplus	\$4,408,033	\$10,778,375	\$6,104,887	\$4,163,384	\$5,704,317	-61.4%	-31.8%	9.0%
Non-Operating Revenue	(\$492,377)	\$11,380,794	\$7,136,913	\$16,154,020	\$8,794,172	41.9%	126.3%	-361.4%
Total Surplus	\$3,915,656	\$22,159,169	\$13,241,800	\$20,317,404	\$14,498,489	-8.3%	53.4%	54.7%
<b>Utilization Statistics</b>								
Acute Staffed Beds	118	118	115	118	118	0.0%	2.6%	0.0%
Acute Admissions	5,941	6,495	6,272	6,525	6,279	0.5%	4.0%	1.9%
Physician Office Visits	0	0	0	0	0	#DIV/0!	#DIV/0!	#DIV/0!
All Outpatient Visits	233,187	244,330	230,700	247,908	241,389	1.5%	7.5%	1.2%
Adjusted Admissions*	17,208	17,901	17,390	17,837	16,884	-0.4%	2.6%	-0.6%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$60,554	\$63,124	\$64,365	\$64,519	\$66,110	2.2%	0.2%	3.0%
Compensation Ratio	54.9%	53.1%	55.7%	54.8%	55.5%	3.2%	-1.7%	0.3%
Total Non-MD FTEs	1,166	1,243	1,284	1,265	1,301	1.8%	-1.5%	3.7%
Physician FTEs	88	68	71	70	73	2.2%	-1.8%	-6.1%
	Actual 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	0.8%	1.1%	0.7%	1.1%	1.2%	1.9%	57.8%	10.9%
Bad Debt % of Gross Revenue	1.1%	0.8%	1.3%	1.4%	1.0%	74.4%	4.3%	-3.7%
<b>% share of total Gross Revenue</b>								
Medicare	49.1%	51.1%	48.5%	52.3%	52.3%	2.5%	7.9%	2.1%
Medicaid	19.4%	18.1%	19.3%	16.8%	16.7%	-7.4%	-12.9%	-5.0%
Commercial	31.4%	30.8%	32.2%	30.9%	31.1%	0.3%	-4.2%	-0.4%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	34.3%	37.6%	35.0%	41.2%	37.3%	9.7%	17.7%	2.8%
Medicaid (w/o DSH)	12.5%	10.9%	11.9%	10.1%	10.0%	-8.0%	-15.4%	-7.3%
Commercial (w/o DSH)	53.1%	51.5%	53.1%	48.7%	52.7%	-5.4%	-8.2%	-0.2%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CONs	\$13,657,932	\$18,539,009	\$42,929,000	\$9,813,293	\$15,190,782	-47.1%	-77.1%	3.6%
Unapproved CONs					\$24,532,665			
<b>Financial Indicators</b>								
Days Cash on Hand	195	205	246	216	224	5.7%	-12.1%	4.7%

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

# Southwestern Vermont Medical Center

## Hospital Summary

	Actual 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Income Statement Summary</b>								
Gross Revenue	\$295,170,198	\$315,410,037	\$324,105,700	\$329,824,876	\$350,066,035	4.6%	1.8%	5.9%
Inpatient	\$67,016,174	\$62,265,283	\$66,835,959	\$66,601,760	\$71,324,846	7.0%	-0.4%	2.1%
Outpatient	\$183,720,956	\$203,294,089	\$204,605,991	\$211,945,126	\$221,234,433	4.3%	3.6%	6.4%
Physician	\$44,433,068	\$49,850,665	\$52,663,750	\$51,277,990	\$57,506,756	2.9%	-2.6%	9.0%
Other Rev - Chronic, Swing, SNF	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
Bad Debt	(\$5,112,025)	(\$4,601,465)	(\$5,000,000)	(\$4,985,696)	(\$4,800,000)	-8.4%	0.3%	-2.1%
Free Care	(\$1,236,277)	(\$1,623,587)	(\$1,601,666)	(\$2,371,913)	(\$2,100,000)	-46.1%	-48.1%	19.3%
All Other Deductions	(\$146,052,728)	(\$157,262,231)	(\$165,141,774)	(\$169,864,365)	(\$183,668,531)	-8.0%	-2.9%	7.9%
Net Patient Care Revenue	\$142,769,168	\$151,922,754	\$152,362,260	\$152,602,902	\$159,497,504	0.4%	0.2%	3.8%
Fixed Prospective Pmnts, Reserves & Other	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
Total NPR & FPP	\$142,769,168	\$151,922,754	\$152,362,260	\$152,602,902	\$159,497,504	0.4%	0.2%	3.8%
Total Operating Revenue	\$145,512,579	\$154,653,557	\$155,173,809	\$157,167,259	\$163,461,290	1.6%	1.3%	4.0%
Total Operating Expenses	\$140,305,386	\$149,354,747	\$150,544,820	\$151,391,369	\$157,132,913	1.4%	0.6%	3.8%
Operating Surplus	\$5,207,193	\$5,298,810	\$4,628,989	\$5,775,890	\$6,328,377	9.0%	24.8%	6.7%
Non-Operating Revenue	(\$5,187)	\$618,918	\$605,000	\$2,034,841	\$685,862	228.8%	236.3%	-609.5%
Total Surplus	\$5,202,006	\$5,917,728	\$5,233,989	\$7,810,731	\$7,014,239	32.0%	49.2%	10.5%
<b>Utilization Statistics</b>								
Acute Staffed Beds	80	80	80	80	80	0.0%	0.0%	0.0%
Acute Admissions	3,411	3,387	3,341	3,383	3,398	-0.1%	1.3%	-0.1%
Physician Office Visits	133,068	146,942	160,062	144,043	142,527	-2.0%	-10.0%	2.3%
All Outpatient Visits	268,563	287,393	285,036	285,295	285,514	-0.7%	0.1%	2.1%
Adjusted Admissions*	15,024	17,157	16,201	16,753	16,678	-2.4%	3.4%	3.5%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$58,282	\$59,508	\$61,243	\$60,275	\$63,527	1.3%	-1.6%	2.9%
Compensation Ratio	56.7%	54.6%	56.8%	55.1%	56.4%	0.9%	-2.9%	-0.2%
Total Non-MD FTEs	748	749	757	755	752	0.9%	-0.2%	0.2%
Physician FTEs	70	83	87	86	97	3.3%	-1.6%	11.5%
	Actual 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	0.4%	0.5%	0.5%	0.7%	0.6%	39.7%	45.5%	12.7%
Bad Debt % of Gross Revenue	1.7%	1.5%	1.5%	1.5%	1.4%	3.6%	-2.0%	-7.5%
<b>% share of total Gross Revenue</b>								
Medicare	48.7%	49.2%	48.5%	50.6%	49.6%	2.7%	4.4%	0.6%
Medicaid	19.2%	18.6%	18.2%	18.0%	18.0%	-3.1%	-1.3%	-2.0%
Commercial	32.1%	32.2%	33.3%	31.4%	32.4%	-2.3%	-5.7%	0.3%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	36.6%	38.3%	36.7%	39.2%	37.1%	2.3%	6.6%	0.4%
Medicaid (w/o DSH)	13.8%	13.3%	11.6%	12.0%	11.1%	-9.9%	3.5%	-6.9%
Commercial (w/o DSH)	49.6%	48.4%	51.7%	48.8%	51.8%	0.9%	-5.5%	1.5%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CONS	\$7,744,425	\$8,796,014	\$13,100,000	\$7,446,337	\$7,250,000	-15.3%	-43.2%	-2.2%
Unapproved CONS					\$0			
<b>Financial Indicators</b>								
Days Cash on Hand	66	59	45	44	42	-26.0%	-3.1%	-14.1%

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

# Springfield Hospital

## Hospital Summary

	Actual 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Income Statement Summary</b>								
Gross Revenue	\$119,561,775	\$119,749,195	\$123,894,113	\$115,399,145	\$129,887,486	-3.6%	-6.9%	2.8%
Inpatient	\$26,389,798	\$23,162,319	\$29,168,760	\$22,506,957	\$29,327,744	-2.8%	-22.8%	3.6%
Outpatient	\$85,054,111	\$88,202,408	\$87,776,144	\$85,612,952	\$91,971,318	-2.9%	-2.5%	2.6%
Physician	\$8,005,866	\$8,263,958	\$6,768,209	\$7,174,176	\$8,370,064	-13.2%	6.0%	1.5%
Other Rev - Chronic, Swing, SNF	\$112,000	\$120,510	\$181,000	\$105,060	\$218,360	-12.8%	-42.0%	24.9%
Bad Debt	(\$4,129,553)	(\$4,702,358)	(\$5,201,151)	(\$4,915,458)	(\$4,472,028)	-4.5%	5.5%	2.7%
Free Care	(\$2,606,086)	(\$2,111,595)	(\$2,604,562)	(\$1,805,615)	(\$2,737,480)	14.5%	30.7%	1.7%
All Other Deductions	(\$56,900,046)	(\$59,297,122)	(\$56,941,159)	(\$56,678,723)	(\$63,302,780)	4.4%	0.5%	3.6%
Net Patient Care Revenue	\$55,926,090	\$53,638,120	\$59,147,241	\$51,999,349	\$59,375,198	-3.1%	-12.1%	2.0%
Fixed Prospective Pmnts, Reserves & Other	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
Total NPR & FPP	\$55,926,090	\$53,638,120	\$59,147,241	\$51,999,349	\$59,375,198	-3.1%	-12.1%	2.0%
Total Operating Revenue	\$57,893,638	\$55,368,896	\$60,909,941	\$53,655,838	\$60,833,198	-3.1%	-11.9%	1.7%
Total Operating Expenses	\$55,629,486	\$55,187,774	\$59,158,280	\$57,491,695	\$59,796,044	4.2%	-2.8%	2.4%
Operating Surplus	\$2,264,152	\$181,122	\$1,751,661	(\$3,835,857)	\$1,037,154	-2217.8%	-319.0%	-22.9%
Non-Operating Revenue	(\$2,699,949)	\$199,062	\$750,000	\$2,057,619	\$1,290,000	933.7%	174.3%	-178.2%
Total Surplus	(\$435,797)	\$380,184	\$2,501,661	(\$1,778,238)	\$2,327,154	-567.7%	-171.1%	-274.8%
<b>Utilization Statistics</b>								
Acute Staffed Beds	35	35	35	35	35	0.0%	0.0%	0.0%
Acute Admissions	1,994	1,894	1,930	1,906	1,968	0.6%	-1.2%	-0.4%
Physician Office Visits	0	0	22,020	0	24,750	#DIV/0!	-100.0%	#DIV/0!
All Outpatient Visits	80,139	80,661	85,000	76,537	84,000	-5.1%	-10.0%	1.6%
Adjusted Admissions*	9,034	9,792	8,198	9,773	8,716	-0.2%	19.2%	-1.2%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$54,296	\$54,963	\$58,728	\$56,539	\$57,322	2.9%	-3.7%	1.8%
Compensation Ratio	48.1%	49.7%	48.2%	54.7%	48.9%	9.9%	13.4%	0.5%
Total Non-MD FTEs	298	301	304	298	313	-1.0%	-1.9%	1.6%
Physician FTEs	19	15	21	18	19	20.2%	-12.1%	-0.4%
	Actual 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	2.2%	1.8%	2.1%	1.6%	2.1%	-11.3%	-25.6%	-1.1%
Bad Debt % of Gross Revenue	3.5%	3.9%	4.2%	4.3%	3.4%	8.5%	1.5%	-0.1%
<b>% share of total Gross Revenue</b>								
Medicare	45.0%	40.0%	44.0%	41.3%	42.5%	3.1%	-6.2%	-1.9%
Medicaid	22.3%	22.9%	21.0%	21.7%	21.4%	-5.1%	3.6%	-1.3%
Commercial	32.6%	37.1%	35.0%	37.0%	36.1%	-0.2%	5.7%	3.4%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	42.9%	29.8%	42.2%	33.0%	36.4%	10.7%	-21.7%	-5.3%
Medicaid (w/o DSH)	13.9%	14.0%	16.6%	13.6%	20.0%	-2.8%	-17.7%	13.0%
Commercial (w/o DSH)	43.3%	56.2%	41.2%	53.3%	43.6%	-5.0%	29.4%	0.2%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CONS	\$2,921,402	\$931,056	\$2,100,000	\$1,886,571	\$1,687,169	102.6%	-10.2%	-16.7%
Unapproved CONS					\$0			
<b>Financial Indicators</b>								
Days Cash on Hand	101	104	106	101	112	-3.1%	-4.2%	3.5%

\*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 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Income Statement Summary</b>								
Gross Revenue	\$2,475,195,109	\$2,529,488,342	\$2,505,711,841	\$2,648,146,194	\$2,630,800,332	4.7%	5.7%	2.1%
Inpatient	\$695,158,055	\$713,704,200	\$737,421,623	\$776,281,792	\$797,212,253	8.8%	5.3%	4.7%
Outpatient	\$1,089,721,330	\$1,106,622,568	\$1,112,544,201	\$1,147,602,729	\$1,175,227,864	3.7%	3.2%	2.5%
Physician	\$662,802,062	\$683,798,434	\$627,428,060	\$697,080,498	\$629,052,172	1.9%	11.1%	-1.7%
Other Rev - Chronic, Swing, SNF	\$27,513,662	\$25,363,139	\$28,317,956	\$27,181,176	\$29,308,043	7.2%	-4.0%	2.1%
Bad Debt	(\$19,610,271)	(\$22,610,131)	(\$20,712,524)	(\$24,522,185)	(\$23,521,029)	-8.5%	-18.4%	6.2%
Free Care	(\$11,643,918)	(\$13,430,399)	(\$10,676,995)	(\$17,770,112)	(\$15,623,425)	-32.3%	-66.4%	10.3%
All Other Deductions	(\$1,328,583,254)	(\$1,336,901,158)	(\$1,301,536,478)	(\$1,413,245,844)	(\$1,544,848,430)	-5.7%	-8.6%	5.2%
Net Patient Care Revenue	\$1,115,357,666	\$1,156,546,653	\$1,172,785,845	\$1,192,608,052	\$1,046,807,448	3.1%	1.7%	-2.1%
Fixed Prospective Pmnts, Reserves & Other	\$0	\$0	\$0	\$18,510,923	\$162,847,314	#DIV/0!	#DIV/0!	#DIV/0!
Total NPR & FPP	\$1,115,357,666	\$1,156,546,653	\$1,172,785,845	\$1,211,118,975	\$1,209,654,762	4.7%	3.3%	2.7%
Total Operating Revenue	\$1,202,927,157	\$1,245,852,354	\$1,264,938,225	\$1,313,820,916	\$1,315,579,349	5.5%	3.9%	3.0%
Total Operating Expenses	\$1,127,327,647	\$1,171,802,207	\$1,217,011,600	\$1,245,240,122	\$1,265,182,817	6.3%	2.3%	3.9%
Operating Surplus	\$75,599,510	\$74,050,147	\$47,926,625	\$68,580,794	\$50,396,532	-7.4%	43.1%	-12.6%
Non-Operating Revenue	(\$23,681,502)	\$11,062,297	\$15,257,311	\$21,191,258	\$17,990,319	91.6%	38.9%	-191.2%
Total Surplus	\$51,918,007	\$85,112,444	\$63,183,936	\$89,772,052	\$68,386,852	5.5%	42.1%	9.6%
<b>Utilization Statistics</b>								
Acute Staffed Beds	392	392	392	397	392	1.1%	1.1%	0.0%
Acute Admissions	18,395	19,299	18,644	19,496	19,378	1.0%	4.6%	1.8%
Physician Office Visits	2,605,666	2,663,050	2,698,178	2,819,321	2,828,981	5.9%	4.5%	2.8%
All Outpatient Visits	1,702,223	1,653,967	1,690,200	1,687,789	1,749,462	2.0%	-0.1%	0.9%
Adjusted Admissions*	66,174	69,349	64,127	67,606	64,805	-2.5%	5.4%	-0.7%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$64,327	\$65,471	\$67,082	\$69,029	\$68,705	5.4%	2.9%	2.2%
Compensation Ratio	54.8%	54.3%	55.7%	55.8%	55.5%	2.9%	0.2%	0.5%
Total Non-MD FTEs	5,803	5,909	5,993	6,075	6,214	2.8%	1.4%	2.3%
Physician FTEs	520	545	567	577	597	5.8%	1.8%	4.7%
	Actual 2015	Actual 2016	Budget 2017	Actual 2017	Budget 2018	Y to Y A16-A17	Y to Y B17-A17	Ave Ann A15-B18
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	0.5%	0.5%	0.4%	0.7%	0.6%	26.4%	57.5%	8.1%
Bad Debt % of Gross Revenue	0.8%	0.9%	0.8%	0.9%	0.9%	3.6%	12.0%	4.1%
<b>% share of total Gross Revenue</b>								
Medicare	40.3%	40.9%	41.0%	42.5%	41.9%	3.9%	3.7%	1.3%
Medicaid	15.1%	16.0%	16.9%	15.9%	15.4%	-0.9%	-6.1%	0.7%
Commercial	44.6%	43.1%	42.2%	41.7%	42.7%	-3.4%	-1.2%	-1.5%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	28.7%	28.9%	28.2%	29.9%	24.3%	3.5%	6.1%	-5.3%
Medicaid (w/o DSH)	10.9%	11.1%	10.9%	9.6%	9.8%	-12.9%	-11.6%	-3.3%
Commercial (w/o DSH)	60.4%	60.0%	60.9%	60.5%	65.8%	0.7%	-0.7%	2.9%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CONS	\$64,274,455	\$75,408,282	\$150,987,160	\$89,534,312	\$56,249,255	18.7%	-40.7%	-4.3%
Unapproved CONS					\$129,643,000			
<b>Financial Indicators</b>								
Days Cash on Hand	201	214	176	229	181	6.7%	30.1%	-3.4%

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