

**Vermont Community Hospital**  
**Balance Sheet - Unrestricted Funds**  
**NORTHWESTERN MEDICAL CENTER**

	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED
					2016A - 2017A	2017B - 2017A	2013A - 2018B
<b>ASSETS</b>							
<b>CURRENT ASSETS</b>							
CASH & INVESTMENTS	\$67,086,851	\$57,433,113	\$63,385,539	\$54,214,537	-5.5%	10.4%	3.0%
PATIENT ACCOUNTS RECEIVABLE, GROSS	\$21,669,566	\$19,500,000	\$24,207,080	\$22,000,000	11.7%	24.1%	11.7%
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS DUE FROM THIRD PARTIES	-\$12,302,596	-\$10,450,000	-\$13,797,372	-\$9,000,000	-12.2%	-32.0%	15.8%
RISK RESERVE FOR FIXED REFORM PAYMENTS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER CURRENT ASSETS	\$5,491,959	\$4,250,000	\$5,419,361	\$4,250,000	-1.3%	27.5%	-2.1%
<b>TOTAL CURRENT ASSETS</b>	<b>\$81,945,780</b>	<b>\$70,733,113</b>	<b>\$79,214,608</b>	<b>\$71,464,537</b>	<b>-3.3%</b>	<b>12.0%</b>	<b>3.6%</b>
<b>BOARD DESIGNATED ASSETS</b>							
FUNDED DEPRECIATION	\$21,496,058	\$15,000,000	\$23,995,468	\$14,500,000	11.6%	60.0%	-7.1%
ESCROWED BOND FUNDS	\$17,429,519	\$1,400,000	\$0	\$0	-100.0%	-100.0%	-100.0%
OTHER	\$5,375,011	\$4,950,000	\$6,120,588	\$4,950,000	13.9%	23.6%	15.2%
<b>TOTAL BOARD DESIGNATED ASSETS</b>	<b>\$44,300,588</b>	<b>\$21,350,000</b>	<b>\$30,116,056</b>	<b>\$19,450,000</b>	<b>-32.0%</b>	<b>41.1%</b>	<b>-8.7%</b>
<b>TOTAL PROPERTY, PLANT AND EQUIPMENT, NET</b>	<b>\$37,488,236</b>	<b>\$67,609,861</b>	<b>\$60,856,203</b>	<b>\$71,320,115</b>	<b>62.3%</b>	<b>-10.0%</b>	<b>18.6%</b>
OTHER LONG-TERM ASSETS	\$453,154	\$1,300,000	\$880,014	\$1,300,000	94.2%	-32.3%	-3.0%
<b>TOTAL ASSETS</b>	<b>\$164,187,758</b>	<b>\$160,992,974</b>	<b>\$171,066,881</b>	<b>\$163,534,652</b>	<b>4.2%</b>	<b>6.3%</b>	<b>6.0%</b>
<b>LIABILITIES AND FUND BALANCE</b>							
<b>CURRENT LIABILITIES</b>							
ACCOUNTS PAYABLE	\$3,513,961	\$2,847,062	\$4,164,425	\$4,000,000	18.5%	46.3%	-0.4%
SALARIES, WAGES AND PAYROLL TAXES PAYABLE	\$3,161,705	\$2,950,000	\$3,220,246	\$3,900,000	1.9%	9.2%	-2.5%
ESTIMATED THIRD-PARTY SETTLEMENTS	\$1,460,033	\$1,950,000	\$1,911,849	\$1,950,000	30.9%	-2.0%	-6.4%
OTHER CURRENT LIABILITIES	\$1,594,847	\$1,100,000	\$1,270,106	\$1,200,000	-20.4%	15.5%	-6.3%
CURRENT PORTION OF LONG-TERM DEBT	\$846,977	\$700,000	\$1,015,636	\$1,488,276	19.9%	45.1%	15.3%
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$10,577,523</b>	<b>\$9,547,062</b>	<b>\$11,582,262</b>	<b>\$12,538,276</b>	<b>9.5%</b>	<b>21.3%</b>	<b>-1.6%</b>
<b>LONG-TERM DEBT</b>							
BONDS & MORTGAGES PAYABLE	\$33,708,946	\$33,100,000	\$32,708,054	\$31,440,939	-3.0%	-1.2%	10.9%
CAPITAL LEASE OBLIGATIONS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER LONG-TERM DEBT	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
<b>TOTAL LONG-TERM DEBT</b>	<b>\$33,708,946</b>	<b>\$33,100,000</b>	<b>\$32,708,054</b>	<b>\$31,440,939</b>	<b>-3.0%</b>	<b>-1.2%</b>	<b>10.9%</b>
OTHER NONCURRENT LIABILITIES	\$2,193,713	\$1,350,000	\$433,263	\$400,000	-80.2%	-67.9%	-17.8%
<b>TOTAL LIABILITIES</b>	<b>\$46,480,182</b>	<b>\$43,997,062</b>	<b>\$44,723,579</b>	<b>\$44,379,215</b>	<b>-3.8%</b>	<b>1.7%</b>	<b>5.8%</b>
FUND BALANCE	\$117,707,576	\$116,995,912	\$126,343,302	\$119,155,437	7.3%	8.0%	6.1%
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>164,187,758</b>	<b>160,992,974</b>	<b>171,066,881</b>	<b>163,534,652</b>	<b>4.2%</b>	<b>6.3%</b>	<b>6.0%</b>

**Vermont Community Hospitals**  
**Capital Budget**  
**Northwestern Medical Center**

	2013B	2013A	2014B	2014A	2015B	2015A	2016A	2017B	2017A	2018B	2019 Plan	2020 Plan	2021 Plan
CONSTRUCTION IN PROGRESS	\$600,000	\$996,257	\$250,000	\$1,342,659	\$385,000	\$1,700,721	\$5,775,983	\$100,000	\$444,139	\$469,085	\$0	\$0	\$0
LAND & LAND IMPROVEMENTS	\$0	\$0	\$2,236,000	\$19,809	\$65,000	\$1,944,485	\$11,400	\$0	\$0	\$620,000	\$0	\$0	\$0
BUILDINGS & BUILDING IMPROVEMENTS	\$2,525,000	\$289,145	\$2,596,250	\$2,213,067	\$2,486,000	\$687,745	\$1,520,362	\$2,699,470	\$2,331,418	\$4,519,170	\$0	\$0	\$0
FIXED EQUIPMENT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
MAJOR MOVABLE EQUIPMENT	\$3,432,360	\$2,597,877	\$3,418,790	\$1,559,423	\$1,739,116	\$2,090,625	\$2,045,484	\$4,445,073	\$2,674,028	\$4,637,697	\$1,169,500	\$0	\$0
OTHER	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$6,557,360</b>	<b>\$3,883,279</b>	<b>\$8,501,040</b>	<b>\$5,134,958</b>	<b>\$4,675,116</b>	<b>\$6,423,576</b>	<b>\$9,353,229</b>	<b>\$7,244,543</b>	<b>\$5,449,585</b>	<b>\$10,245,952</b>	<b>\$1,169,500</b>	<b>\$0</b>	<b>\$0</b>
TOTAL CON ITEMS	\$0	\$0	\$0	\$0	\$2,000,000	\$0	\$0	\$24,000,000	\$22,766,593	\$4,164,000	\$0	\$0	\$0
<b>TOTAL CAP BUDGET AND PROJ CON</b>	<b>\$6,557,360</b>	<b>\$3,883,279</b>	<b>\$8,501,040</b>	<b>\$5,134,958</b>	<b>\$6,675,116</b>	<b>\$6,423,576</b>	<b>\$9,353,229</b>	<b>\$31,244,543</b>	<b>\$28,216,178</b>	<b>\$14,409,952</b>	<b>\$1,169,500</b>	<b>\$0</b>	<b>\$0</b>

**NORTHWESTERN MEDICAL CENTER**  
**Profit and Loss Statement**

	<b>2017 Budget to 2017 Actual</b>					
	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Actuals</b>	<b>2018 Budget Approved</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Gross Patient Care Revenue</b>	\$183,899,105	\$189,175,618	\$185,859,626	\$199,897,992	-\$3,315,992	-1.8%
Disproportionate Share Payments	\$1,565,986	\$1,866,885	\$1,742,991	\$1,278,056	-\$123,894	-6.6%
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	\$0	0.0%
Bad Debt	-\$3,031,340	-\$3,020,833	-\$4,642,652	-\$5,404,532	-\$1,621,819	-53.7%
Free Care	-\$1,292,667	-\$1,355,047	-\$1,112,947	-\$1,316,726	\$242,100	17.9%
Deductions From Revenue	-\$81,245,324	-\$84,730,687	-\$80,736,594	-\$112,822,222	\$3,994,093	4.7%
<b>Net Revenue Deductions</b>	<b>-\$84,003,345</b>	<b>-\$87,239,682</b>	<b>-\$84,749,202</b>	<b>-\$118,265,424</b>	<b>\$2,490,480</b>	<b>2.9%</b>
<b>Net Patient Care Revenue</b>	<b>\$99,895,760</b>	<b>\$101,935,936</b>	<b>\$101,110,424</b>	<b>\$81,632,568</b>	<b>-\$825,512</b>	<b>-0.8%</b>
<b>Fixed Prospective Payments (incl Reserves&amp;Other)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$22,768,482</b>	<b>\$0</b>	<b>0.0%</b>
<b>Total NPR &amp; FPP (incl Reserves)</b>	<b>\$99,895,760</b>	<b>\$101,935,936</b>	<b>\$101,110,424</b>	<b>\$104,401,050</b>	<b>-\$825,512</b>	<b>-0.8%</b>
<b>Other Operating Revenue</b>	<b>\$6,079,088</b>	<b>\$5,867,838</b>	<b>\$5,313,543</b>	<b>\$5,841,987</b>	<b>-\$554,295</b>	<b>-9.4%</b>
<b>Total Operating Revenue</b>	<b>\$105,974,848</b>	<b>\$107,803,774</b>	<b>\$106,423,967</b>	<b>\$110,243,037</b>	<b>-\$1,379,807</b>	<b>-1.3%</b>
<b>Operating Expense</b>						0.0%
Salaries Non Md	\$38,214,236	\$38,361,486	\$38,663,374	\$38,326,212	\$301,888	0.8%
Fringe Benefits Non Md	\$9,690,855	\$9,778,124	\$11,070,787	\$10,595,073	\$1,292,663	13.2%
Fringe Benefits Md	\$1,357,663	\$1,631,738	\$1,683,576	\$1,351,541	\$51,838	3.2%
Physician Fees Salaries Contracts & Fringes	\$11,837,699	\$14,384,277	\$15,581,139	\$15,869,275	\$1,196,862	8.3%
Health Care Provider Tax	\$5,882,637	\$5,784,039	\$5,976,583	\$6,116,156	\$192,544	3.3%
Depreciation Amortization	\$4,608,288	\$4,683,554	\$4,703,776	\$6,030,059	\$20,222	0.4%
Interest - Short Term	\$0	\$0	\$0	\$0	\$0	0.0%
Interest - Long Term	\$510,720	\$500,085	\$586,527	\$1,157,186	\$86,442	17.3%
Other Operating Expense	\$30,217,608	\$29,341,097	\$29,418,029	\$29,854,282	\$76,932	0.3%
<b>Total Operating Expense</b>	<b>\$102,319,706</b>	<b>\$104,464,400</b>	<b>\$107,683,791</b>	<b>\$109,299,784</b>	<b>\$3,219,391</b>	<b>3.1%</b>
<b>Net Operating Income (Loss)</b>	<b>\$3,655,142</b>	<b>\$3,339,374</b>	<b>-\$1,259,824</b>	<b>\$943,253</b>	<b>-\$4,599,198</b>	<b>-137.7%</b>
<b>Non-Operating Revenue</b>	<b>\$3,076,611</b>	<b>\$399,520</b>	<b>\$9,149,976</b>	<b>\$377,188</b>	<b>\$8,750,456</b>	<b>2190.2%</b>
<b>Excess (Deficit) Of Revenue Over Expense</b>	<b>\$6,731,753</b>	<b>\$3,738,894</b>	<b>\$7,890,152</b>	<b>\$1,320,441</b>	<b>\$4,151,258</b>	<b>111.0%</b>
<b>Operating Margin %</b>	<b>3.4%</b>	<b>3.1%</b>	<b>-1.2%</b>	<b>0.9%</b>		
<b>Total Margin %</b>	<b>6.4%</b>	<b>3.5%</b>	<b>7.4%</b>	<b>1.2%</b>		

## Net Payer Revenue-Budget to Budget

Northwestern Medical Center					
PAYER REVENUE DETAIL					
		2017 Approved	2017 Actuals	B17-A18	B17-B18
<b>All Payers</b>	Gross Revenue	\$189,175,618.00	\$185,859,626.00	-\$3,315,992.00	-1.8%
	Contractual Allowances	-\$84,730,687.00	-\$80,736,594.00	\$3,994,093.00	-4.7%
	Bad debt	-\$3,020,833.00	-\$4,642,652.00	-\$1,621,819.00	53.7%
	Free Care	-\$1,355,047.00	-\$1,112,947.00	\$242,100.00	-17.9%
	Disproportionate Share Payments	\$1,866,885.00	\$1,742,991.00	-\$123,894.00	-6.6%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	<b>Net Payer Revenue</b>	<b>\$101,935,936.00</b>	<b>\$101,110,424.00</b>	<b>-\$825,512.00</b>	<b>-0.8%</b>
	Fixed Prospective Payments	\$0.00	\$0.00	\$0.00	0.0%
	Other Reform Payments	\$0.00	\$0.00	\$0.00	0.0%
	Reserves (Risk)	\$0.00	\$0.00	\$0.00	0.0%
	<b>Total NPR &amp; FPP</b>	<b>\$101,935,936.00</b>	<b>\$101,110,424.00</b>	<b>-\$825,512.00</b>	<b>-0.8%</b>
	\$0.00	\$0.00	\$0.00		
<b>COMMERCIAL</b>	Gross Revenue	\$77,241,243.00	\$76,509,584.00	-\$731,659.00	-0.9%
	Contractual Allowances	-\$22,591,749.00	-\$24,346,725.00	-\$1,754,976.00	7.8%
	Bad debt	\$0.00	\$0.00	\$0.00	0.0%
	Free Care	\$0.00	\$0.00	\$0.00	0.0%
	Disproportionate Share Payments	\$0.00	\$0.00	\$0.00	0.0%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	<b>Net Payer Revenue</b>	<b>\$54,649,494.00</b>	<b>\$52,162,859.00</b>	<b>-\$2,486,635.00</b>	<b>-4.6%</b>
	Fixed Prospective Payments	\$0.00	\$0.00	\$0.00	0.0%
	Other Reform Payments	\$0.00	\$0.00	\$0.00	0.0%
	Reserves (Risk)	\$0.00	\$0.00	\$0.00	0.0%
	<b>Total NPR &amp; FPP</b>	<b>\$54,649,494.00</b>	<b>\$52,162,859.00</b>	<b>-\$2,486,635.00</b>	<b>-4.6%</b>
	\$0.00	\$0.00	\$0.00		
<b>MEDICAID</b>	Gross Revenue	\$46,121,256.00	\$41,566,493.00	-\$4,554,763.00	-9.9%
	Contractual Allowances	-\$28,265,642.00	-\$24,253,606.00	\$4,012,036.00	-14.2%
	Bad debt	\$0.00	\$0.00	\$0.00	0.0%
	Free Care	\$0.00	\$0.00	\$0.00	0.0%
	Disproportionate Share Payments	\$1,866,885.00	\$1,742,991.00	-\$123,894.00	-6.6%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	<b>Net Payer Revenue</b>	<b>\$19,722,499.00</b>	<b>\$19,055,878.00</b>	<b>-\$666,621.00</b>	<b>-3.4%</b>
	Fixed Prospective Payments	\$0.00	\$0.00	\$0.00	0.0%
	Other Reform Payments	\$0.00	\$0.00	\$0.00	0.0%
	Reserves (Risk)	\$0.00	\$0.00	\$0.00	0.0%
	<b>Total NPR &amp; FPP</b>	<b>\$19,722,499.00</b>	<b>\$19,055,878.00</b>	<b>-\$666,621.00</b>	<b>-3.4%</b>
	\$0.00	\$0.00	\$0.00		
<b>MEDICARE</b>	Gross Revenue	\$65,813,119.00	\$67,783,549.00	\$1,970,430.00	3.0%
	Contractual Allowances	-\$33,873,296.00	-\$32,136,263.00	\$1,737,033.00	-5.1%
	Bad debt	\$0.00	\$0.00	\$0.00	0.0%
	Free Care	\$0.00	\$0.00	\$0.00	0.0%
	Disproportionate Share Payments	\$0.00	\$0.00	\$0.00	0.0%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	<b>Net Payer Revenue</b>	<b>\$31,939,823.00</b>	<b>\$35,647,286.00</b>	<b>\$3,707,463.00</b>	<b>11.6%</b>
	Fixed Prospective Payments	\$0.00	\$0.00	\$0.00	0.0%
	Other Reform Payments	\$0.00	\$0.00	\$0.00	0.0%
	Reserves (Risk)	\$0.00	\$0.00	\$0.00	0.0%
	<b>Total NPR &amp; FPP</b>	<b>\$31,939,823.00</b>	<b>\$35,647,286.00</b>	<b>\$3,707,463.00</b>	<b>11.6%</b>
	\$0.00	\$0.00	\$0.00		
<b>Bad Debt/ Free Care</b>	Gross Revenue	\$0.00	\$0.00	\$0.00	0.0%
	Contractual Allowances	\$0.00	\$0.00	\$0.00	0.0%
	Bad debt	-\$3,020,833.00	-\$4,642,652.00	-\$1,621,819.00	53.7%
	Free Care	-\$1,355,047.00	-\$1,112,947.00	\$242,100.00	-17.9%
	Disproportionate Share Payments	\$0.00	\$0.00	\$0.00	0.0%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	<b>Net Payer Revenue</b>	<b>-\$4,375,880.00</b>	<b>-\$5,755,599.00</b>	<b>-\$1,379,719.00</b>	<b>31.5%</b>

**NORTHWESTERN MEDICAL CENTER  
REPORT 3  
STAFFING REPORT**

	2014A	2015A	2016B	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED
								2016A - 2017A	2017B - 2017A	2012A - 2018B
<b>PHYSICIAN FTEs</b>										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	3.9	5.1	4.7	5.3	4.7	5.0	4.7	-5.8%	5.5%	100.0%
OUTPATIENT ROUTINE SERVICES	22.9	21.5	22.8	0.2	24.2	21.2	26.1	10167.2%	-12.3%	11.7%
ANCILLARY SERVICES	2.0	1.8	2.0	8.4	8.2	9.1	8.3	8.7%	10.6%	12.2%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	17.8	-	-	-	-100.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>TOTAL PHYSICIAN FTEs</b>	<b>28.8</b>	<b>28.5</b>	<b>29.5</b>	<b>31.6</b>	<b>37.1</b>	<b>35.3</b>	<b>39.1</b>	<b>11.5%</b>	<b>-4.9%</b>	<b>14.7%</b>
	0.2%	-1.2%	-1.9%	11.2%	25.8%	11.5%	5.3%			
<b>TRAVELER NON MD FTEs</b>										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	3.8	4.7	2.5	2.5	-	1.0	1.3	-60.8%	100.0%	0.0%
<b>TOTAL TRAVELER FTEs</b>	<b>3.8</b>	<b>4.7</b>	<b>2.5</b>	<b>2.5</b>	<b>-</b>	<b>1.0</b>	<b>1.3</b>	<b>-60.8%</b>	<b>100.0%</b>	<b>0.0%</b>
	-4.1%	25.3%	150.0%	-46.8%	-100.0%	-60.8%	#DIV/0!			
<b>TRAVELER MD FTEs</b>										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>TOTAL TRAVELER MD FTEs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
<b>TOTAL TRAVELER FTEs</b>										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	3.8	4.7	2.5	2.5	-	1.0	1.3	-60.8%	100.0%	0.0%
<b>TOTAL TRAVELER FTEs</b>	<b>3.8</b>	<b>4.7</b>	<b>2.5</b>	<b>2.5</b>	<b>-</b>	<b>1.0</b>	<b>1.3</b>	<b>-60.8%</b>	<b>100.0%</b>	<b>0.0%</b>
	-4.1%	25.3%	150.0%	-46.8%	-100.0%	-60.8%	#DIV/0!			
<b>TOTAL RESIDENTS &amp; FELLOWS FTEs</b>										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	22.1	-	-	-	-100.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>TOTAL RESIDENTS &amp; FELLOWS FTEs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>22.1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>0.0%</b>	<b>0.0%</b>
	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!			
<b>MLP FTEs</b>										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	22.1	-	-	-	-100.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>TOTAL MLP FTEs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>22.1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>0.0%</b>	<b>0.0%</b>
	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!			

**NORTHWESTERN MEDICAL CENTER  
REPORT 3  
STAFFING REPORT**

	2014A	2015A	2016B	2016A	2017B	2017A	2018B	PERCENT CHANGE 2016A - 2017B - 2017A 2017A		ANNUALIZED 2012A - 2018B
<b>ALL OTHER FTEs</b>										
GENERAL SERVICES	193.7	200.0	207.4	202.1	218.3	225.9	208.8	11.8%	3.5%	1.8%
INPATIENT ROUTINE SERVICES	74.7	76.4	71.2	74.7	70.9	79.3	78.4	6.2%	11.9%	6.5%
OUTPATIENT ROUTINE SERVICES	72.6	80.1	86.4	14.8	124.7	112.0	115.0	658.6%	-10.2%	11.6%
ANCILLARY SERVICES	182.9	187.5	204.7	212.1	218.8	209.9	211.2	-1.1%	-4.1%	2.5%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	44.3	-	-	-	-100.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>TOTAL ALL OTHER FTEs</b>	<b>524.0</b>	<b>544.0</b>	<b>569.6</b>	<b>547.9</b>	<b>632.6</b>	<b>627.1</b>	<b>613.3</b>	<b>14.5%</b>	<b>-0.9%</b>	<b>4.1%</b>
	2.3%	3.8%	7.4%	0.7%	11.1%	14.5%	-3.0%			
<b>NON-MD FTEs</b>										
GENERAL SERVICES	193.7	200.0	207.4	202.1	218.3	225.9	208.8	11.8%	3.5%	1.8%
INPATIENT ROUTINE SERVICES	74.7	76.4	71.2	74.7	70.9	79.3	78.4	6.2%	11.9%	6.5%
OUTPATIENT ROUTINE SERVICES	72.6	80.1	86.4	14.8	124.7	112.0	115.0	658.6%	-10.2%	11.6%
ANCILLARY SERVICES	182.9	187.5	204.7	212.1	218.8	209.9	211.2	-1.1%	-4.1%	2.5%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	88.5	-	-	-	-100.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>TOTAL NON-MD FTEs</b>	<b>524.0</b>	<b>544.0</b>	<b>569.6</b>	<b>592.2</b>	<b>632.6</b>	<b>627.1</b>	<b>613.3</b>	<b>5.9%</b>	<b>-0.9%</b>	<b>4.1%</b>
	2.3%	3.8%	7.4%	8.9%	11.1%	5.9%	-3.0%			
<b>ALL FTEs</b>										
GENERAL SERVICES	193.7	200.0	207.4	202.1	218.3	225.9	208.8	11.8%	3.5%	1.8%
INPATIENT ROUTINE SERVICES	78.7	81.4	76.0	80.0	75.6	84.3	83.1	5.4%	11.5%	6.5%
OUTPATIENT ROUTINE SERVICES	95.5	101.7	109.2	15.0	148.9	133.2	141.1	789.8%	-10.5%	10.7%
ANCILLARY SERVICES	184.9	189.3	206.7	220.5	227.0	219.0	219.5	-0.7%	-3.5%	3.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	106.3	-	-	-	-100.0%	0.0%	0.0%
UNCATEGORIZED	3.8	4.7	2.5	2.5	-	1.0	1.3	-60.8%	100.0%	0.0%
<b>TOTAL ALL FTEs</b>	<b>556.5</b>	<b>577.1</b>	<b>601.6</b>	<b>626.3</b>	<b>669.8</b>	<b>663.4</b>	<b>653.7</b>	<b>5.9%</b>	<b>-1.0%</b>	<b>4.3%</b>
	2.1%	3.7%	7.1%	8.5%	11.3%	5.9%	-2.4%			
<b>NON-MD WAGES</b>										
GENERAL SERVICES	\$9,041,047	\$10,224,216	\$10,680,064	\$11,770,946	\$11,903,400	\$12,591,978	\$11,326,640	7.0%	5.8%	5.0%
INPATIENT ROUTINE SERVICES	\$4,949,713	\$5,031,214	\$4,911,670	\$4,965,464	\$4,705,902	\$5,167,971	\$5,034,121	4.1%	9.8%	6.1%
OUTPATIENT ROUTINE SERVICES	\$537,151	\$552,840	\$5,105,210	\$758,658	\$2,440,897	\$1,379,192	\$1,974,304	81.8%	-43.5%	-5.2%
ANCILLARY SERVICES	\$12,070,808	\$12,613,600	\$12,976,321	\$14,491,165	\$13,378,602	\$14,255,470	\$14,175,594	-1.6%	6.6%	3.8%
OTHER SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	\$2,933,248	\$3,663,976	\$0	\$6,228,003	\$5,932,685	\$5,268,763	\$5,815,553	-15.4%	-11.2%	100.0%
UNCATEGORIZED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
<b>TOTAL NON-MD WAGES</b>	<b>\$29,531,967</b>	<b>\$32,085,846</b>	<b>\$33,673,265</b>	<b>\$38,214,236</b>	<b>\$38,361,486</b>	<b>\$38,663,374</b>	<b>\$38,326,212</b>	<b>1.2%</b>	<b>0.8%</b>	<b>6.7%</b>
	2.1%	8.6%	8.4%	19.1%	13.9%	1.2%	-0.1%			
<b>NON-MD WAGES PER FTE</b>										
GENERAL SERVICES	\$46,671	\$51,121	\$51,502	\$58,246	\$54,538	\$55,741	\$54,246	-4.3%	2.2%	3.2%
INPATIENT ROUTINE SERVICES	\$66,235	\$65,897	\$68,974	\$66,508	\$66,402	\$65,170	\$64,252	-2.0%	-1.9%	-0.4%
OUTPATIENT ROUTINE SERVICES	\$7,395	\$6,900	\$59,102	\$51,387	\$19,576	\$12,314	\$17,175	-76.0%	-37.1%	-15.1%
ANCILLARY SERVICES	\$66,000	\$67,269	\$63,404	\$68,309	\$61,145	\$67,916	\$67,107	-0.6%	11.1%	1.3%
OTHER SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	\$0	\$0	\$0	\$70,373	\$0	\$0	\$0	-100.0%	0.0%	0.0%
UNCATEGORIZED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
<b>TOTAL NON-MD WAGES PER FTE</b>	<b>\$56,361</b>	<b>\$58,984</b>	<b>\$59,115</b>	<b>\$64,534</b>	<b>\$60,639</b>	<b>\$61,654</b>	<b>\$62,488</b>	<b>-4.5%</b>	<b>1.7%</b>	<b>2.5%</b>
	-0.1%	4.7%	1.0%	9.4%	2.6%	-4.5%	3.0%			

Note: Mid-Level Providers and Residents are now included in Non-MD Employees, prior to 2013 Actual they were included in Physician FTEs

**NORTHWESTERN MEDICAL CENTER  
REPORT 4  
KEY HOSPITAL STATISTICS & RATIOS**

Type	Statistic					PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
UTI	AVERAGE DAILY CENSUS	24.3	25.5	24.4	24.4	0.2%	-4.4%	-0.8%	0.0	(1.1)
UTI	AVERAGE LENGTH OF STAY	3.0	3.0	3.0	3.0	0.4%	-0.1%	-1.7%	0.0	(0.0)
UTI	ACUTE ALOS	2.9	3.1	3.0	3.1	4.1%	-1.7%	-1.7%	0.1	(0.1)
UTI	ADJUSTED ADMISSIONS	11,121	11,139	11,203	11,815	0.7%	0.6%	5.2%	82.4	64.2
UTI	ADJUSTED DAYS	34,285	36,338	35,922	38,436	4.8%	-1.1%	4.6%	1,636.8	(416.7)
UTI	ACUTE CARE AVE DAILY CENSUS	20.7	22.3	21.4	22.1	3.4%	-4.4%	0.5%	0.7	(1.0)
UTI	ACUTE ADMISSIONS	2,581.0	2,630.0	2,557.0	2,603.0	-0.9%	-2.8%	2.2%	(24.0)	(73.0)
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
CAP	AGE OF PLANT	10.6	11.1	11.1	9.7	5.4%	0.4%	0.5%	0.6	0.0
CAP	AGE OF PLANT BUILDING	15.8	17.1	15.0	10.8	-5.1%	-12.2%	-11.6%	(0.8)	(2.1)
CAP	AGE OF PLANT EQUIPMENT	7.7	8.2	8.7	8.7	13.4%	7.0%	10.2%	1.0	0.6
CAP	LONG TERM DEBT TO CAPITALIZATION	22.3%	22.1%	20.6%	20.9%	-7.6%	-6.7%	8.2%	(0.0)	(0.0)
CAP	DEBT PER STAFFED BED	581,002	549,963	559,045	554,740	-3.8%	1.7%	7.7%	(21,957.5)	9,081.5
CAP	NET PROP, PLANT & EQUIP PER STAFFED BED	468,603	845,123	760,703	891,501	62.3%	-10.0%	22.8%	292,099.6	(84,420.7)
CAP	LONG TERM DEBT TO TOTAL ASSETS	20.5%	20.6%	19.1%	19.2%	-6.9%	-7.0%	9.2%	(0.0)	(0.0)
CAP	DEBT SERVICE COVERAGE RATIO	6.5	7.1	2.5	3.1	-61.1%	-64.6%	-24.6%	(3.9)	(4.6)
CAP	DEPRECIATION RATE	5.4	3.9	4.2	4.7	-23.1%	6.2%	-5.7%	(1.3)	0.2
CAP	CAPITAL EXPENDITURES TO DEPRECIATION	203.0%	154.7%	115.9%	169.9%	-42.9%	-25.1%	8.3%	(0.9)	(0.4)
CAP	CAPITAL EXPENDITURE GROWTH RATE	11.0	6.1	4.8	7.9	-56.1%	-20.5%	2.1%	(6.2)	(1.2)
CAP	CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV	9.4%	7.1%	5.4%	12.6%	-42.4%	-24.2%	22.2%	(0.0)	(0.0)
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
REV	DEDUCTION %	45.7%	46.1%	45.6%	59.2%	-0.2%	-1.1%	5.5%	(0.0)	(0.0)
REV	BAD DEBT %	1.6%	1.6%	2.5%	2.7%	51.5%	56.4%	-2.5%	0.0	0.0
REV	FREE CARE %	0.7%	0.7%	0.6%	0.7%	-14.8%	-16.4%	-3.1%	(0.0)	(0.0)
REV	OPERATING MARGIN %	3.4%	3.1%	-1.2%	0.9%	-134.3%	-138.2%	-42.7%	(0.0)	(0.0)
REV	TOTAL MARGIN %	6.2%	3.5%	6.8%	1.2%	10.6%	97.6%	-42.8%	0.0	0.0
REV	OUTPATIENT GROSS REVENUE %	76.7%	76.3%	77.2%	78.0%	0.6%	1.1%	0.9%	0.0	0.0
REV	INPATIENT GROSS REVENUE %	23.2%	23.6%	22.8%	22.0%	-1.7%	-3.3%	-2.8%	(0.0)	(0.0)
REV	PHYSICIAN GROSS REVENUE %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-	-
REV	SNF/REHAB/SWING GROSS REVENUE %	0.1%	0.0%	0.0%	0.0%	-100.0%	-100.0%	-100.0%	(0.0)	(0.0)
REV	ALL NET PATIENT REVENUE % WITH DSH & GME	54.3%	53.9%	54.4%	40.8%	0.1%	1.0%	-6.0%	0.0	0.0
REV	MEDICARE NET PATIENT REVENUE % INCLUDING PHYS	49.6%	48.5%	52.6%	29.7%	6.0%	8.4%	-9.2%	0.0	0.0
REV	MEDICAID NET PATIENT REVENUE % INCLUDING PHYS	39.1%	38.7%	41.7%	24.8%	6.6%	7.6%	-11.4%	0.0	0.0
REV	COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS	65.5%	65.1%	60.7%	57.7%	-7.3%	-6.8%	-2.5%	(0.0)	(0.0)
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
PROD	ADJUSTED ADMISSIONS PER FTE	18.8	17.6	17.9	19.3	-4.9%	1.5%	1.1%	(0.9)	0.3
PROD	FTES PER 100 ADJ DISCHARGES	5.3	5.7	5.6	5.2	5.1%	-1.4%	-1.1%	0.3	(0.1)
PROD	FTES PER ADJUSTED OCCUPIED BED	6.3	6.4	6.4	5.8	1.1%	0.3%	-0.6%	0.1	0.0
PROD	RETURN ON ASSETS	4.1%	2.3%	4.6%	0.8%	12.5%	98.6%	-44.1%	0.0	0.0
PROD	OVERHEAD EXPENSE W/ FRINGE, AS A % OF TOTAL OPERATING	25.9%	25.3%	25.5%	24.0%	-1.6%	0.6%	-1.2%	(0.0)	0.0

		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
COST	COST PER ADJUSTED ADMISSION	9,201	9,378	9,612	9,251	4.5%	2.5%	0.4%	411.1	233.6
COST	SALARY PER FTE - NON-MD	64,534	60,639	61,654	62,488	-4.5%	1.7%	2.6%	(2,880.1)	1,015.2
COST	SALARY & BENEFITS PER FTE - NON-MD	80,900	76,096	79,308	79,762	-2.0%	4.2%	2.4%	(1,591.6)	3,212.6
COST	FRINGE BENEFIT % - NON-MD	25.4%	25.5%	28.6%	27.6%	12.9%	12.3%	-1.1%	0.0	0.0
COST	COMPENSATION RATIO	57.7%	59.5%	63.0%	60.0%	9.2%	5.8%	2.8%	0.1	0.0
COST	CAPITAL COST % OF TOTAL EXPENSE	5.0%	5.0%	4.9%	6.6%	-1.8%	-1.0%	5.4%	(0.0)	(0.0)
COST	CAPITAL COST PER ADJUSTED ADMISSION	460	465	472	608	2.6%	1.5%	5.8%	11.9	6.9
COST	CONTRACTUAL ALLOWANCE %	46.5%	47.1%	46.5%	59.8%	0.0%	-1.2%	5.3%	0.0	(0.0)
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
CASH	CURRENT RATIO	9.8	9.0	8.9	6.9	-8.9%	-0.8%	-0.4%	(0.9)	(0.1)
CASH	DAYS PAYABLE	39.5	34.9	41.1	44.3	3.9%	17.5%	-7.4%	1.5	6.1
CASH	DAYS RECEIVABLE	34.2	32.4	37.6	58.1	9.8%	16.0%	13.5%	3.4	5.2
CASH	DAYS CASH ON HAND	351.0	283.1	331.4	260.4	-5.6%	17.1%	-8.5%	(19.6)	48.3
CASH	CASH FLOW MARGIN	8.3%	7.9%	3.8%	7.4%	-54.3%	-52.1%	-12.9%	(0.0)	(0.0)
CASH	CASH TO LONG TERM DEBT	2.8	2.3	2.9	2.3	2.6%	22.3%	-16.1%	0.1	0.5
CASH	CASH FLOW TO TOTAL DEBT	0.3	0.3	0.4	0.3	19.9%	45.0%	-18.0%	0.1	0.1
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
UNIT	GROSS PRICE PER DISCHARGE	14,327	14,431	14,312	14,729	-0.1%	-0.8%	-0.4%	(15.3)	(119.7)
UNIT	GROSS PRICE PER VISIT	751	653	685	707	-8.8%	4.9%	-19.9%	(65.9)	31.9
UNIT	GROSS REVENUE PER ADJ ADMISSION	16,536	16,983	16,590	16,919	0.3%	-2.3%	-1.6%	53.4	(393.3)
UNIT	NET REVENUE PER ADJUSTED ADMISSION	8,983	9,151	9,025	6,909	0.5%	-1.4%	-7.5%	42.4	(126.1)



**Northwestern Medical Center  
Utilization**

	2016	2017	2017	2018	\$ Change		% Change		
	Actual	Budget	Actual	Budget	Actual - Actual	Budget - Actual	Actual - Actual	Budget - Actual	
<b>Inpatient</b>									
<b>Acute</b>									
Beds (Staffed)	70	70	70	70	-	-	0.0%	0.0%	
Occupancy % (Staffed Beds)	30%	32%	31%	32%			3.1%	-4.4%	
Admissions	2,581	2,630	2,557	2,603	(24)	(73)	-0.9%	-2.8%	
Patient Days	7,558	8,152	7,793	8,068	235	(359)	3.1%	-4.4%	
Average Length Of Stay	2.93	3.10	3.05	3.10			4.1%	-1.7%	
<b>Chronic/Rehab</b>									
Beds (Staffed)	-	-	-	-	-	-			
Admissions	-	-	-	-	-	-			
Patient Days	-	-	-	-	-	-			
Average Length Of Stay	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!	
<b>SNF/ECF</b>									
Beds (Staffed)	-	-	-	-	-	-			
Admissions	-	-	-	-	-	-			
Patient Days	-	-	-	-	-	-			
Average Length Of Stay	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!	
<b>Nursery</b>									
Beds (Staffed)	10	10	10	10	-	-	0.0%	0.0%	
Admissions	369	410	382	387	13	(28)	3.5%	-6.8%	
Patient Days	830	902	837	851	7	(65)	0.8%	-7.2%	
Average Length Of Stay	2.25	2.20	2.19	2.20			-2.6%	-0.4%	
<b>Swing Beds</b>									
Beds (Staffed)	-	-	-	-	-	-			
Admissions	29	55	25	-	(4)	(30)	-13.8%	-54.5%	
Patient Days	518	250	269	-	(249)	19	-48.1%	7.6%	
Average Length Of Stay	17.86	4.55	10.76	#DIV/0!			-39.8%	136.7%	
<b>Total</b>									
Beds (Staffed)	80	80	80	80	-	-	0.0%	0.0%	
Admissions	2,979	3,095	2,964	2,990	(15)	(131)	-0.5%	-4.2%	
Patient Days	8,906	9,304	8,899	8,919	(7)	(405)	-0.1%	-4.4%	
Average Length Of Stay	2.99	3.01	3.00	2.98	0.01	(0.00)	0.4%	-0.1%	
<b>Outpatient</b>									
All Outpatient Visits	187,904	221,176	209,431	220,447	21,527	(11,745)	11.5%	-5.3%	
Operating Room Procedure	2,310	2,167	2,229	2,129	(81)	62	-3.5%	2.9%	
Observation Units	681	781	760	723	79	(21)	11.6%	-2.7%	
Physician Office Visits	93,823	87,329	106,222	122,582	12,399	18,893	13.2%	21.6%	
<b>Ancillary</b>									
All Operating Room Procedure	3,061	2,806	2,880	2,836	(181)	74	-5.9%	2.6%	
Emergency Room Visits	27,245	27,358	24,772	26,903	(2,473)	(2,586)	-9.1%	-9.5%	
<b>Adjusted Statistics</b>									
Adjusted Admissions	11,708	11,724	11,786	12,401	78	63	0.7%	0.5%	
Adjusted Days	34,285	36,338	35,922	38,436	1,637	(417)	4.8%	-1.1%	