

# Central Vermont Medical Center

Fiscal Year 2018 Analysis

Report Date: 3/25/2019

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INCOME STATEMENT	FY2014A	FY2015A	FY2016A	FY2017A	FY2018B	FY2018P	FY2018A	FY2019B	2018B - 2018A	2018B - 2018A	2018P - 2018A	2018P - 2018A	2018B - 2019B	2018A - 2019B	2014-2018
									\$ Chg	% Chg	\$ Chg	% Chg	% Chg	% Chg	Annual Average
<b>Revenues</b>															
Gross Patient Care Revenue	301,005,474	332,365,981	376,366,499	381,116,124	381,366,132	393,393,937	389,142,484	412,507,360	31,141,228	2.0%	(4,251,454)	-1.1%	8.2%	6.0%	6.6%
Disproportionate Share Payments	2,057,789	3,113,509	2,680,286	1,606,925	1,628,175	1,628,175	1,628,175	1,493,005	(135,170)	0.0%	0	0.0%	-8.3%	-8.3%	-5.7%
Bad Debt	(6,081,997)	(4,271,792)	(5,191,108)	(5,837,575)	(4,469,802)	(4,408,650)	(3,052,588)	(5,081,726)	(611,925)	-31.7%	1,356,062	-30.8%	13.7%	66.5%	-15.8%
Free Care	(2,754,623)	(4,179,800)	(2,552,818)	(5,274,726)	(4,195,027)	(3,859,120)	(4,383,140)	(4,112,828)	82,199	4.5%	(524,020)	13.6%	-2.0%	-6.2%	12.3%
Deductions from Revenue	(132,872,883)	(153,037,239)	(179,762,913)	(183,367,236)	(219,696,022)	(216,275,431)	(217,439,742)	(244,252,888)	(24,556,866)	-1.0%	(1,164,312)	0.5%	11.2%	12.3%	13.1%
Graduate Medical Education	0	0	0	0	0	0	0	0	0	#DIV/0!	0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
<b>Net Patient Care Revenue</b>	<b>161,353,760</b>	<b>173,990,659</b>	<b>191,539,946</b>	<b>188,243,511</b>	<b>154,633,456</b>	<b>170,478,912</b>	<b>165,895,188</b>	<b>160,552,922</b>	<b>5,919,466</b>	<b>7.3%</b>	<b>(4,583,724)</b>	<b>-2.7%</b>	<b>3.8%</b>	<b>-3.2%</b>	<b>0.7%</b>
Fixed Prospective Payments Fixed P	0	0	0	6,994,019	43,111,883	32,531,052	28,690,947	48,962,113	5,850,230	-33.5%	(3,840,105)	-11.8%	13.6%	70.7%	#DIV/0!
Reserves Reserves	0	0	0	0	0	0	0	0	0	#DIV/0!	0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Other Reform Payments Other Refo	0	0	0	0	707,220	941,671	0	1,871,986	1,164,766	-100.0%	(941,671)	-100.0%	164.7%	#DIV/0!	#DIV/0!
<b>Fixed Prospective Payments &amp; Reserves</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,994,019</b>	<b>43,819,104</b>	<b>33,472,723</b>	<b>28,690,947</b>	<b>50,834,099</b>	<b>7,014,996</b>	<b>-34.5%</b>	<b>(4,781,776)</b>	<b>-14.3%</b>	<b>16.0%</b>	<b>77.2%</b>	<b>#DIV/0!</b>
<b>Net Patient Care Revenue &amp; Fixed Payments &amp; Reserves</b>	<b>161,353,760</b>	<b>173,990,659</b>	<b>191,539,946</b>	<b>195,237,530</b>	<b>198,452,560</b>	<b>203,951,635</b>	<b>194,586,135</b>	<b>211,387,021</b>	<b>12,934,461</b>	<b>-1.9%</b>	<b>(9,365,500)</b>	<b>-4.6%</b>	<b>6.5%</b>	<b>8.6%</b>	<b>4.8%</b>
Other Operating Revenue	10,818,672	12,210,941	12,479,881	12,925,899	13,620,034	13,298,724	13,579,338	13,831,969	211,934	-0.3%	280,614	2.1%	1.6%	1.9%	5.8%
<b>Total Operating Revenue</b>	<b>172,172,432</b>	<b>186,201,600</b>	<b>204,019,827</b>	<b>208,163,429</b>	<b>212,072,595</b>	<b>217,250,359</b>	<b>208,165,473</b>	<b>225,218,990</b>	<b>13,146,395</b>	<b>-1.8%</b>	<b>(9,084,886)</b>	<b>-4.2%</b>	<b>6.2%</b>	<b>8.2%</b>	<b>4.9%</b>
<b>Expenses</b>															
Salaries Non MD	62,763,124	69,709,945	77,876,535	83,390,123	81,636,720	83,344,926	81,232,684	87,532,906	5,896,186	-0.5%	(2,112,242)	-2.5%	7.2%	7.8%	6.7%
Fringe Benefits Non MD	22,592,018	21,520,428	24,803,597	24,208,157	24,005,625	20,414,568	21,458,524	21,816,604	(2,189,021)	-10.6%	1,043,956	5.1%	-9.1%	1.7%	-1.3%
Fringe Benefits MD	3,677,770	3,503,325	4,037,795	3,940,713	3,907,892	5,943,310	5,708,890	6,060,375	2,152,483	46.1%	(234,419)	-3.9%	55.1%	6.2%	11.6%
Physician Fees, Salaries, Contracts	20,105,492	22,074,295	25,798,463	27,678,828	26,701,573	27,928,885	29,304,577	26,425,939	(275,634)	9.7%	1,375,692	4.9%	-1.0%	-9.8%	9.9%
Health Care Provider Tax	9,085,389	9,613,251	10,430,709	11,214,416	11,663,639	11,056,033	11,510,964	12,343,107	679,468	-1.3%	454,930	4.1%	5.8%	7.2%	6.1%
Depreciation & Amortization	9,380,706	9,770,912	9,715,868	9,792,873	9,953,950	9,810,048	9,828,730	9,825,661	(128,288)	-1.3%	18,682	0.2%	-1.3%	0.0%	1.2%
Interest - Long Term & Short Term	1,176,404	1,042,882	752,889	598,940	500,019	528,741	490,157	393,821	(106,197)	-2.0%	(38,585)	-7.3%	-21.2%	-19.7%	-19.7%
Other Operating Expense	38,517,069	43,640,390	48,554,015	49,241,440	49,929,290	55,425,594	56,499,404	57,564,537	7,635,247	13.2%	1,073,810	1.9%	15.3%	1.9%	10.1%
<b>Total Operating Expense</b>	<b>167,297,972</b>	<b>180,875,428</b>	<b>201,969,871</b>	<b>210,065,504</b>	<b>208,298,707</b>	<b>214,452,106</b>	<b>216,033,931</b>	<b>221,962,950</b>	<b>13,664,243</b>	<b>3.7%</b>	<b>1,581,825</b>	<b>0.7%</b>	<b>6.6%</b>	<b>2.7%</b>	<b>6.6%</b>
		8%	12%	4%		3%	7%								
<b>Net Operating Income (Loss)</b>	<b>4,874,460</b>	<b>5,326,172</b>	<b>2,049,956</b>	<b>(1,902,075)</b>	<b>3,773,887</b>	<b>2,798,253</b>	<b>(7,868,458)</b>	<b>3,256,040</b>	<b>(517,847)</b>	<b>-308.5%</b>	<b>(10,666,711)</b>	<b>-381.2%</b>	<b>-13.7%</b>	<b>-141.4%</b>	<b>#NUM!</b>
Non-Operating Revenue	3,747,329	1,206,103	1,762,757	17,026,427	1,871,035	3,640,831	9,757,603	4,246,649	2,375,615	421.5%	6,116,772	168.0%	127.0%	-56.5%	27.0%
<b>Excess (Deficit) of Rev Over Exp</b>	<b>8,621,789</b>	<b>6,532,275</b>	<b>3,812,713</b>	<b>15,124,352</b>	<b>5,644,922</b>	<b>6,439,084</b>	<b>1,889,145</b>	<b>7,502,689</b>	<b>1,857,767</b>	<b>-66.5%</b>	<b>(4,549,939)</b>	<b>-70.7%</b>	<b>32.9%</b>	<b>297.1%</b>	<b>-31.6%</b>
<b>Benchmarks-Hospital</b>															
Operating Margin%	2.8%	2.9%	1.0%	-0.9%	1.8%	1.3%	-3.8%	1.4%							
Total Margin %	4.9%	3.5%	1.9%	6.7%	2.6%	2.9%	0.9%	3.3%							
EBIDA Margin %	9.0%	8.7%	6.1%	4.1%	6.7%	1.2%	6.0%								
Cost per Adjusted Admission	11,085	11,217	11,405	11,788	11,884	11,607	11,892	12,144							

Fiscal Year 2018 Analysis		Central Vermont Medical Center										
NET PAYER REVENUE CHANGE - PAYERS		FY2014A	FY2015A	FY2016A	FY2017A	FY2018B	FY2018A	FY2019B	2017A-2018A % Chg	2018B - 2018A % Chg	2014A - 2019B % Chg	2018A - 2019B % Chg
<b>All Payers</b>	<b>Gross Patient Care Revenue</b>	\$301,005,474	\$332,365,981	\$376,366,499	\$381,116,124	\$381,366,132	\$389,142,484	\$412,507,360	2.1%	2.0%	37.0%	6.0%
	Contractual Allowances	(\$132,872,883)	(\$153,037,239)	(\$179,762,913)	(\$183,367,236)	(\$219,696,022)	(\$217,439,742)	(\$244,252,888)	18.6%	-1.0%	83.8%	12.3%
	Bad Debt	(\$6,081,997)	(\$4,271,792)	(\$5,191,108)	(\$5,837,575)	(\$4,469,802)	(\$3,052,588)	(\$5,081,726)	-47.7%	-31.7%	-16.4%	66.5%
	Free Care	(\$2,754,623)	(\$4,179,800)	(\$2,552,818)	(\$5,274,726)	(\$4,195,027)	(\$4,383,140)	(\$4,112,828)	-16.9%	4.5%	49.3%	-6.2%
	Graduate Medical Education Payments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	Disproportionate Share Payments	\$2,057,789	\$3,113,509	\$2,680,286	\$1,606,925	\$1,628,175	\$1,628,175	\$1,493,005	1.3%	0.0%	-27.4%	-8.3%
	<b>Net Payer Revenue</b>	<b>\$161,353,760</b>	<b>\$173,990,659</b>	<b>\$191,539,946</b>	<b>\$188,243,511</b>	<b>\$154,633,457</b>	<b>\$165,895,188</b>	<b>\$160,552,922</b>	<b>-11.9%</b>	<b>7.3%</b>	<b>-0.5%</b>	<b>-3.2%</b>
	FPP & Reserves	\$0	\$0	\$0	\$6,994,019	\$43,819,104	\$28,690,947	\$50,834,099	310.2%	-34.5%	#DIV/0!	77.2%
<b>NPR &amp; FPP</b>	<b>\$161,353,760</b>	<b>\$173,990,659</b>	<b>\$191,539,946</b>	<b>\$195,237,530</b>	<b>\$198,452,560</b>	<b>\$194,586,135</b>	<b>\$211,387,021</b>	<b>-0.3%</b>	<b>-1.9%</b>	<b>31.0%</b>	<b>8.6%</b>	
		8%	10%	2%	2%	-2%	9%					
<b>Commercial</b>	<b>Gross Patient Care Revenue</b>	\$117,897,226	\$126,916,034	\$142,073,238	\$146,739,719	\$147,957,349	\$146,195,456	\$154,134,877	-0.4%	-1.2%	30.7%	5.4%
	Contractual Allowances	(\$31,049,037)	(\$36,825,039)	(\$43,284,733)	(\$43,441,712)	(\$49,454,277)	(\$42,785,457)	(\$54,212,693)	-1.5%	-13.5%	74.6%	26.7%
	Bad Debt	(\$6,081,997)	(\$4,271,792)	(\$5,191,108)	(\$5,837,575)	(\$4,469,802)	(\$3,052,588)	(\$4,514,370)	-47.7%	-31.7%	-25.8%	47.9%
	Free Care	(\$2,754,623)	(\$4,179,800)	(\$2,552,818)	(\$5,274,726)	(\$4,195,027)	(\$4,383,140)	(\$3,197,116)	-16.9%	4.5%	16.1%	-27.1%
	<b>NPR</b>	<b>\$78,011,569</b>					<b>\$95,974,271</b>	<b>\$92,210,697</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>18.2%</b>	<b>-3.9%</b>
	FPP & Reserves	\$0	\$0	\$0	\$0	\$6,763,700	\$116,852	\$9,299,921	#DIV/0!	-98.3%	#DIV/0!	7858.7%
	<b>NPR &amp; FPP</b>	<b>\$78,011,569</b>	<b>\$81,639,403</b>	<b>\$91,044,579</b>	<b>\$92,185,705</b>	<b>\$96,601,943</b>	<b>\$96,091,123</b>	<b>\$101,510,618</b>	<b>4.2%</b>	<b>-0.5%</b>	<b>30.1%</b>	<b>5.6%</b>
			5%	12%	1%	5%	-1%	6%				
<b>Medicaid</b>	<b>Gross Patient Care Revenue</b>	\$59,485,544	\$66,899,236	\$75,089,693	\$70,043,646	\$70,667,267	\$69,712,360	\$73,800,686	-0.5%	-1.4%	24.1%	5.9%
	Contractual Allowances	(\$32,565,836)	(\$37,477,292)	(\$43,845,612)	(\$48,443,203)	(\$50,686,296)	(\$51,841,523)	(\$54,693,966)	7.0%	2.3%	67.9%	5.5%
	Bad Debt	\$0	\$0	\$0	\$0	\$0	\$0	(\$15,249)	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	Free Care	\$0	\$0	\$0	\$0	\$0	\$0	(\$282,991)	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	Graduate Medical Education Payments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	<b>NPR</b>	<b>\$26,919,708</b>					<b>\$17,870,837</b>	<b>\$18,808,481</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>-30.1%</b>	<b>5.2%</b>
	FPP & Reserves	\$0	\$0	\$0	\$6,994,019	\$8,635,521	\$9,310,359	\$9,405,763	33.1%	7.8%	#DIV/0!	1.0%
	<b>NPR &amp; FPP</b>	<b>\$26,919,708</b>	<b>\$29,421,944</b>	<b>\$31,244,081</b>	<b>\$28,594,462</b>	<b>\$28,616,492</b>	<b>\$27,181,196</b>	<b>\$28,214,244</b>	<b>-4.9%</b>	<b>-5.0%</b>	<b>4.8%</b>	<b>3.8%</b>
		9%	6%	-8%	0%	-5%	4%					
<b>Medicare</b>	<b>Gross Patient Care Revenue</b>	\$123,622,704	\$138,550,711	\$159,203,568	\$164,332,758	\$162,741,516	\$173,234,668	\$184,571,797	5.4%	6.4%	49.3%	6.5%
	Contractual Allowances	(\$69,258,010)	(\$78,734,908)	(\$92,632,568)	(\$91,482,321)	(\$119,555,449)	(\$122,812,762)	(\$135,346,229)	34.2%	2.7%	95.4%	10.2%
	Bad Debt	\$0	\$0	\$0	\$0	\$0	\$0	(\$552,107)	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	Free Care	\$0	\$0	\$0	\$0	\$0	\$0	(\$632,721)	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	<b>NPR</b>	<b>\$54,364,694</b>					<b>\$50,421,906</b>	<b>\$48,040,739</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>-11.6%</b>	<b>-4.7%</b>
	FPP & Reserves	\$0	\$0	\$0	\$0	\$28,419,883	\$19,263,736	\$32,128,416	#DIV/0!	-32.2%	#DIV/0!	66.8%
	<b>NPR &amp; FPP</b>	<b>\$54,364,694</b>	<b>\$59,815,803</b>	<b>\$66,571,000</b>	<b>\$72,850,437</b>	<b>\$71,605,950</b>	<b>\$69,685,641</b>	<b>\$80,169,155</b>	<b>-4.3%</b>	<b>-2.7%</b>	<b>47.5%</b>	<b>15.0%</b>
			10%	11%	9%	-2%	-3%	15%				
<b>Disproportionate Share Payments</b>	<b>\$2,057,789</b>	<b>\$3,113,509</b>	<b>\$2,680,286</b>	<b>\$1,606,925</b>	<b>\$1,628,175</b>	<b>\$1,628,175</b>	<b>\$1,493,005</b>	<b>1.3%</b>	<b>0.0%</b>	<b>-27.4%</b>	<b>-8.3%</b>	
<b>NPR to Gross Commercial (no dsh)</b>	<b>66.2%</b>	<b>64.3%</b>	<b>64.1%</b>	<b>62.8%</b>	<b>65.3%</b>	<b>65.7%</b>	<b>65.9%</b>					
<b>NPR to Gross Medicaid (no dsh)</b>	<b>45.3%</b>	<b>44.0%</b>	<b>41.6%</b>	<b>40.8%</b>	<b>40.5%</b>	<b>39.0%</b>	<b>38.2%</b>					
<b>NPR to Gross Medicare (no dsh)</b>	<b>44.0%</b>	<b>43.2%</b>	<b>41.8%</b>	<b>44.3%</b>	<b>44.0%</b>	<b>40.2%</b>	<b>43.4%</b>					
<b>NPR to Gross All (no dsh)</b>	<b>52.9%</b>	<b>51.4%</b>	<b>50.2%</b>	<b>50.8%</b>	<b>51.6%</b>	<b>49.6%</b>	<b>50.9%</b>					

Annual Financial Health Analysis: FY14-17 Actuals, FY18 Projection, FY19 GMCB-Approved Budget		Central Vermont Medical Center							Flex Monitoring Team 2016 CAH Medians		2018 Almanac of Hospital Financial and Operating Indicators (Optum) FY2016				
DASHBOARD	FY2013A	FY2014A	FY2015A	FY2016A	FY2017A	FY2018B	FY2018A	FY2019B	Vermont--8 Hospitals	U.S.--1317 Hospitals	Northeast Region	Northeast CAH	25-99 beds	100-199 beds	Teaching Hospitals
Net Patient Care Rev & Fixed Payments & Reserves	153,969,087	161,353,760	173,990,659	191,539,946	195,237,530	198,452,560	194,586,135	211,387,021							
NPR & FPP % Change			7.8%	10.1%	1.9%	1.6%	-1.9%	8.6%							
Five Year NPR & FPP CAGR* (FY15A - FY18A)							3.8%								
Operating Expense	162,655,005	167,297,972	180,875,428	201,969,871	210,065,504	208,298,707	216,033,931	221,962,950							
Oper Exp % Change			8.1%	11.7%	4.0%	-0.8%	3.7%	2.7%							
Five Year Operating Expenses CAGR* (FY15A - FY18A)							5.2%								
<b>Profitability</b>															
Operating Margin	813,570	4,874,460	5,326,172	2,049,956	(1,902,075)	3,773,887	(7,868,458)	3,256,040							
Five Year Operating Margin CAGR* (FY15A - FY18A)							-210.1%								
EBIDA Margin%		9.0%	8.7%	6.1%	4.1%	6.7%	1.2%	#REF!			8.1%	7.3%	7.7%	10.7%	10.7%
Operating Margin %	0.5%	2.8%	2.9%	1.0%	-0.9%	1.8%	-3.8%	1.4%	0.61%	0.93%	0.0%	-2.1%	-0.5%	2.1%	2.1%
Total Margin	2,334,900	8,621,789	6,532,275	3,812,713	15,124,352	5,644,922	1,889,145	7,502,689							
Five Year Total Margin CAGR* (FY15A - FY18A)							-26.2%								
Total Margin %	1.4%	4.9%	3.5%	1.9%	6.7%	2.6%	0.9%	3.3%	2.25%	2.74%	1.6%	0.0%	1.9%	6.0%	3.7%
Return On Assets	1.6%	5.5%	4.3%	2.3%	8.4%	3.1%	1.1%	4.2%			1.6%	0.0%	2.0%	5.3%	3.7%
<b>Liquidity</b>															
Cash & Investments	5,931,359	7,294,723	8,392,378	6,742,732	13,064,236	13,560,268	8,886,320	14,202,229							
Days Cash on Hand	106	120	110	99	116	139	110	113	134.67	77.72	84	93	116	80	98
Current Ratio	3.4	3.1	2.9	2.5	2.5	4.2	2.1	3.4	1.66	2.48	1.6	1.4	2.6	1.8	1.5
Expense Per Day**		458,351	495,549	553,342	575,522	570,681	591,874	608,118							
Days Receivable**	37.1	36.0	36.4	43.0	48.9	66.7	45.3	47.5	43.11	51.34	42.1	46.3	48.6	42.8	42.3
Days Payable**	46.9	54.8	54.6	62.5	69.0	46.9	77.2	48.3			67.3	66.0	48.8	65.2	67.7
<b>Capital</b>															
Age of Plant**	8.4	9.0	9.0	9.7	10.2	11.4	10.8	12.2	12.54	10.48	12.5	14.4	10.6	12.4	10.5
Long Term Debt to Capitalization**	21.2%	18.5%	18.1%	17.9%	16.8%	18.1%	12.3%	11.8%	31.83	27.20	28.0%	23.0%	26.6%	19.0%	32.8%
Debt Service Coverage Ratio	2.0	4.1	4.4	3.4	2.2	4.0	0.4	3.8	7.05	3.35	3.1	1.4	3.1	6.7	6.0
Cash to Long Term Debt	200.6%	261.6%	299.7%	318.3%	347.3%	421.8%	482.7%	516.2%							
*CAGR = Compounded Annual Growth Rate															
**Denotes metric is favorable if lower															

Fiscal Year 2018 Analysis		Central Vermont Medical Center								
UTILIZATION & STAFFING	FY2014A	FY2015A	FY2016A	FY2017A	FY2018B	FY2018A	FY2019B	2018B-2018A	2018B-2019B	2018A-2019B
<b>UTILIZATION</b>										
Adjusted Admissions	15,092	16,125	17,709	17,821	17,528	18,166	18,277	3.6%	4.3%	0.6%
Acute Admissions	3,495	3,877	4,220	4,141	4,154	3,949	4,124	-4.9%	-0.7%	4.4%
Acute Average Length Of Stay	4.9	4.7	4.5	4.5	4.7	4.6	4.5	-1.7%	-3.9%	-2.2%
All Operating Room Procedure	3,446	3,305	3,778	3,488	3,473	3,430	3,762	-1.2%	8.3%	9.7%
Tests	483,724	480,341	485,318	471,188	471,085	469,983	469,683	-0.2%	-0.3%	-0.1%
Emergency Room Visits	26,119	24,784	25,254	24,675	24,752	24,329	24,444	-1.7%	-1.2%	0.5%
Cat Scan, Radiology - Diagnostic	48,275	51,418	56,732	59,901	61,071	61,630	60,648	0.9%	-0.7%	-1.6%
Exams	2,979	3,956	4,095	3,665	3,635	3,540	3,673	-2.6%	1.0%	3.8%
Provider Work RVU	0	0	0	0	0	326,789	350,129	#DIV/0!	#DIV/0!	7.1%
Physician Office Visits	180,895	192,997	216,786	221,921	328,769	226,404	284,937	-31.1%	-13.3%	25.9%
Visits	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!	#DIV/0!
<b>STAFFING</b>										
FT Equivalents (Heads)	1,050	1,135	1,171	1,214	1,191	1,197	1,237	6	45	39
Travelers, Travelers MD	8	12	19	12	2	7	3	5	1	(4)
Residents & Fellows	0	0	0	0	0	0	0	0	0	0
MLPs	0	0	44	39	37	42	47	5	10	5
Physician FTEs	76	81	83	88	87	90	95	3	8	5
<b>Total FTEs</b>	<b>1,134</b>	<b>1,228</b>	<b>1,317</b>	<b>1,353</b>	<b>1,318</b>	<b>1,337</b>	<b>1,382</b>	<b>18</b>	<b>64</b>	<b>45</b>
<b>Benchmarks-Hospital</b>										
Salary per FTE - Non-MD	\$ 59,759	\$ 61,408	\$ 64,066	\$ 66,578	\$ 66,436	\$ 65,538	\$ 68,192	-1.4%	2.6%	4.0%
Salary & Benefits per FTE - Non-MD	\$ 81,270	\$ 80,366	\$ 84,471	\$ 85,906	\$ 85,971	\$ 82,851	\$ 85,188	-3.6%	-0.9%	2.8%
FTEs Per Adjusted Occupied Bed	5	5	6	6	5	5	6	-1.2%	3.9%	5.1%
FTEs per 100 Adj Discharges	7	7	7	7	7	7	7	-2.7%	0.2%	2.9%
<b>Benchmarks-Vermont System Averages</b>										
Salary per FTE - Non-MD	\$ 59,466	\$ 61,326	\$ 63,250	\$ 65,422	\$ 65,917	\$ 66,284	\$ 67,426	0.6%	2.3%	1.7%
Salary & Benefits per FTE - Non-MD	\$ 78,162	\$ 80,704	\$ 81,921	\$ 85,211	\$ 84,856	\$ 85,050	\$ 86,788	0.2%	2.3%	2.0%
FTEs Per Adjusted Occupied Bed	6	6	6	6	6	6	6	-2.5%	2.8%	5.4%
FTEs per 100 Adj Discharges	7	7	7	7	8	7	8	-3.5%	1.2%	4.9%

Notes: