

Rutland Regional Medical Center

Fiscal Year 2018 Analysis

Report Date: 3/25/2019

Fiscal Year 2018 Analysis																				
Rutland Regional Medical Center																				
INCOME STATEMENT	FY2014A	FY2015A	FY2016A	FY2017A	FY2018B	FY2018P	FY2018A	FY2019B	2018B - 2018A		2018B - 2018A		2018P - 2018A		2018B - 2019B		2018A - 2019B		2014-2018	
									\$ Chg	% Chg	\$ Chg	% Chg	\$ Chg	% Chg	% Chg	% Chg	Annual Average			
Revenues																				
Gross Patient Care Revenue	460,771,041	493,394,512	528,854,315	511,529,874	530,938,307	551,322,958	548,537,244	562,125,362	31,187,055	3.3%	(2,785,714)	-0.5%	5.9%	2.5%	4.5%					
Disproportionate Share Payments	5,217,947	4,576,163	4,573,554	5,269,069	3,995,289	3,995,289	3,756,859	3,090,930	(904,359)	-6.0%	(238,430)	-6.0%	-22.6%	-17.7%	-7.9%					
Bad Debt	(4,791,443)	(5,520,297)	(4,183,690)	(7,056,413)	(5,309,383)	(9,553,196)	(4,702,339)	(8,769,156)	(3,459,773)	-11.4%	4,850,857	-50.8%	65.2%	86.5%	-0.5%					
Free Care	(5,681,211)	(4,167,120)	(5,838,729)	(5,753,971)	(6,121,719)	(3,969,525)	(8,597,207)	(4,047,303)	2,074,416	40.4%	(4,627,682)	116.6%	-33.9%	-52.9%	10.9%					
Deductions from Revenue	(234,686,887)	(259,954,621)	(277,582,498)	(261,795,128)	(272,539,164)	(288,174,594)	(284,759,528)	(319,179,508)	(46,640,344)	4.5%	3,415,066	-1.2%	17.1%	12.1%	5.0%					
Graduate Medical Education	0	0	0	0	0	0	0	0	0	#DIV/0!	0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!					
Net Patient Care Revenue	220,829,447	228,328,637	245,822,952	242,193,431	250,963,330	253,620,932	254,235,029	233,220,325	(17,743,005)	1.3%	614,097	0.2%	-7.1%	-8.3%	3.6%					
Fixed Prospective Payments Fixed P	0	0	0	0	0	0	0	25,500,000	25,500,000	#DIV/0!	0	#DIV/0!	#DIV/0!	#DIV/0!	#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	0	0	0	0	0	#DIV/0!	0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!					
Fixed Prospective Payments & Reserves	0	0	0	0	0	0	0	25,500,000	25,500,000	#DIV/0!	0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!					
Net Patient Care Revenue & Fixed Payments & Reserves	220,829,447	228,328,637	245,822,952	242,193,431	250,963,330	253,620,932	254,235,029	258,720,325	7,756,995	1.3%	614,097	0.2%	3.1%	1.8%	3.6%					
Other Operating Revenue	9,926,146	9,275,938	8,598,283	12,083,366	12,290,310	13,363,394	15,182,290	15,699,404	3,409,094	23.5%	1,818,896	13.6%	27.7%	3.4%	11.2%					
Total Operating Revenue	230,755,593	237,604,575	254,421,235	254,276,797	263,253,640	266,984,326	269,417,319	274,419,729	11,166,089	2.3%	2,432,993	0.9%	4.2%	1.9%	3.9%					
Expenses																				
Salaries Non MD	66,038,736	70,594,783	78,446,783	81,623,868	86,033,134	85,495,640	86,674,972	89,707,829	3,674,695	0.7%	1,179,332	1.4%	4.3%	3.5%	7.0%					
Fringe Benefits Non MD	24,793,222	27,728,540	25,172,851	24,176,644	26,970,680	27,009,847	26,318,594	29,001,380	2,030,700	-2.4%	(691,253)	-2.6%	7.5%	10.2%	1.5%					
Fringe Benefits MD	1,815,597	2,101,246	1,375,451	1,332,753	1,475,722	1,509,169	1,413,861	1,565,999	90,277	-4.2%	(95,308)	-6.3%	6.1%	10.8%	-6.1%					
Physician Fees, Salaries, Contracts	28,177,523	30,053,013	30,000,115	32,106,201	31,552,125	32,928,897	34,225,122	31,716,662	164,537	8.5%	1,296,225	3.9%	0.5%	-7.3%	5.0%					
Health Care Provider Tax	12,808,872	13,002,474	14,052,304	14,644,716	14,810,108	14,736,369	14,701,522	15,396,699	586,591	-0.7%	(34,847)	-0.2%	4.0%	4.7%	3.5%					
Depreciation & Amortization	11,960,609	12,433,769	13,596,263	12,784,354	12,728,164	12,231,805	11,901,430	12,904,769	176,605	-6.5%	(330,375)	-2.7%	1.4%	8.4%	-0.1%					
Interest - Long Term & Short Term	1,862,292	1,897,138	1,803,469	1,549,155	1,688,565	1,382,431	1,308,027	1,532,255	(156,310)	-22.5%	(74,404)	-5.4%	-9.3%	17.1%	-8.5%					
Other Operating Expense	71,869,351	75,385,579	79,195,624	81,895,722	82,290,825	89,640,927	91,576,539	86,395,202	4,104,377	11.3%	1,935,612	2.2%	5.0%	-5.7%	6.2%					
Total Operating Expense	219,326,202	233,196,542	243,642,860	250,113,413	257,549,323	264,935,085	268,120,067	268,220,795	10,671,472	4.1%	3,184,982	1.2%	4.1%	0.0%	5.2%					
		6%	4%	3%		7%	4%													
Net Operating Income (Loss)	11,429,391	4,408,033	10,778,375	4,163,384	5,704,317	2,049,241	1,297,252	6,198,934	494,617	-77.3%	(751,989)	-36.7%	8.7%	377.9%	-42.0%					
Non-Operating Revenue	8,151,845	(492,377)	11,380,794	16,154,020	8,794,172	6,443,603	10,592,381	5,939,237	(2,854,935)	20.4%	4,148,778	64.4%	-32.5%	-43.9%	6.8%					
Excess (Deficit) of Rev Over Exp	19,581,236	3,915,656	22,159,169	20,317,404	14,498,489	8,492,844	11,889,633	12,138,171	(2,360,318)	-18.0%	3,396,789	40.0%	-16.3%	2.1%	-11.7%					
Benchmarks-Hospital																				
Operating Margin%	5.0%	1.9%	4.2%	1.6%	2.2%	0.8%	0.5%	2.3%												
Total Margin %	8.2%	1.7%	8.3%	7.5%	5.3%	3.1%	4.2%	4.3%												
EBIDA Margin %	10.9%	7.9%	10.3%	7.3%	7.6%	5.4%	7.5%													
Cost per Adjusted Admission	12,391	13,552	13,611	14,022	15,254	14,295	13,836	14,236												

Fiscal Year 2018 Analysis		Rutland Regional 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	
All Payers	Gross Patient Care Revenue	\$460,771,041	\$493,394,512	\$528,854,315	\$511,529,874	\$530,938,307	\$548,537,244	\$562,125,379	7.2%	3.3%	22.0%	2.5%	
	Contractual Allowances	(\$234,686,887)	(\$259,954,621)	(\$277,582,498)	(\$261,795,128)	(\$272,539,164)	(\$284,759,528)	(\$319,179,508)	8.8%	4.5%	36.0%	12.1%	
	Bad Debt	(\$4,791,443)	(\$5,520,297)	(\$4,183,690)	(\$7,056,413)	(\$5,309,383)	(\$4,702,339)	(\$8,769,156)	-33.4%	-11.4%	83.0%	86.5%	
	Free Care	(\$5,681,211)	(\$4,167,120)	(\$5,838,729)	(\$5,753,971)	(\$6,121,719)	(\$8,597,207)	(\$4,047,303)	49.4%	40.4%	-28.8%	-52.9%	
	Graduate Medical Education Payments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
	Disproportionate Share Payments	\$5,217,947	\$4,576,163	\$4,573,554	\$5,269,069	\$3,995,289	\$3,756,859	\$3,090,930	-28.7%	-6.0%	-40.8%	-17.7%	
	Net Payer Revenue	\$220,829,447	\$228,328,637	\$245,822,952	\$242,193,431	\$250,963,330	\$254,235,029	\$233,220,342	5.0%	1.3%	5.6%	-8.3%	
	FPP & Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$25,500,000	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
	NPR & FPP	\$220,829,447	\$228,328,637	\$245,822,952	\$242,193,431	\$250,963,330	\$254,235,029	\$258,720,342	5.0%	1.3%	17.2%	1.8%	
			3%	8%	-1%	4%	1%	2%					
Commercial	Gross Patient Care Revenue	\$150,104,590	\$155,124,162	\$162,904,580	\$158,001,339	\$164,990,822	\$166,358,342	\$171,432,482	5.3%	0.8%	14.2%	3.1%	
	Contractual Allowances	(\$24,194,605)	(\$26,558,863)	(\$28,669,193)	(\$29,788,389)	(\$23,308,594)	(\$29,007,501)	(\$30,329,185)	-2.6%	24.4%	25.4%	4.6%	
	Bad Debt	(\$4,791,443)	(\$5,520,297)	(\$4,183,690)	(\$7,056,413)	(\$5,309,383)	(\$4,702,339)	(\$8,769,156)	-33.4%	-11.4%	83.0%	86.5%	
	Free Care	(\$5,681,211)	(\$4,167,120)	(\$5,838,729)	(\$5,753,971)	(\$6,121,719)	(\$8,597,207)	(\$4,047,303)	49.4%	40.4%	-28.8%	-52.9%	
	NPR	\$115,437,331					\$124,051,295	\$128,286,838	#DIV/0!	#DIV/0!	11.1%	3.4%	
	FPP & Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
	NPR & FPP	\$115,437,331	\$118,877,882	\$124,212,968	\$115,402,566	\$130,251,126	\$124,051,295	\$128,286,838	7.5%	-4.8%	11.1%	3.4%	
			3%	4%	-7%	13%	-5%	3%					
	Medicaid	Gross Patient Care Revenue	\$86,009,577	\$95,887,069	\$95,969,006	\$85,977,028	\$88,506,925	\$90,723,808	\$94,815,665	5.5%	2.5%	10.2%	4.5%
		Contractual Allowances	(\$57,434,367)	(\$67,839,082)	(\$69,590,789)	(\$62,150,733)	(\$63,817,904)	(\$69,490,815)	(\$93,957,266)	11.8%	8.9%	63.6%	35.2%
Bad Debt		\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
Free Care		\$0	\$0	\$0	\$0	\$0	\$0	\$0	#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!	
NPR		\$28,575,210					\$21,232,993	\$858,399	#DIV/0!	#DIV/0!	-97.0%	-96.0%	
FPP & Reserves		\$0	\$0	\$0	\$0	\$0	\$0	\$25,500,000	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
NPR & FPP		\$28,575,210	\$28,047,987	\$26,378,217	\$23,826,295	\$24,689,021	\$21,232,993	\$26,358,399	-10.9%	-14.0%	-7.8%	24.1%	
			-2%	-6%	-10%	4%	-14%	24%					
Medicare		Gross Patient Care Revenue	\$224,656,874	\$242,383,281	\$269,980,729	\$267,551,507	\$277,440,560	\$291,455,094	\$295,877,232	8.9%	5.1%	31.7%	1.5%
	Contractual Allowances	(\$153,057,915)	(\$165,556,676)	(\$179,322,516)	(\$169,856,006)	(\$185,412,666)	(\$186,261,212)	(\$194,893,057)	9.7%	0.5%	27.3%	4.6%	
	Bad Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
	Free Care	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
	NPR	\$71,598,959					\$105,193,882	\$100,984,175	#DIV/0!	#DIV/0!	41.0%	-4.0%	
	FPP & Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
	NPR & FPP	\$71,598,959	\$76,826,605	\$90,658,213	\$97,695,501	\$92,027,894	\$105,193,882	\$100,984,175	7.7%	14.3%	41.0%	-4.0%	
			7%	18%	8%	-6%	14%	-4%					
	Disproportionate Share Payments	\$5,217,947	\$4,576,163	\$4,573,554	\$5,269,069	\$3,995,289	\$3,756,859	\$3,090,930	-28.7%	-6.0%	-40.8%	-17.7%	
	NPR to Gross Commercial (no dsh)	76.9%	76.6%	76.2%	73.0%	78.9%	74.6%	74.8%					
NPR to Gross Medicaid (no dsh)	33.2%	29.3%	27.5%	27.7%	27.9%	23.4%	27.8%						
NPR to Gross Medicare (no dsh)	31.9%	31.7%	33.6%	36.5%	33.2%	36.1%	34.1%						
NPR to Gross All (no dsh)	46.8%	45.3%	45.6%	46.3%	46.5%	45.7%	45.5%						

Annual Financial Health Analysis: FY14-17 Actuals, FY18 Projection, FY19 GMCB-Approved Budget		Rutland Regional 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	213,331,119	220,829,447	228,328,637	245,822,952	242,193,431	250,963,330	254,235,029	258,925,111							
NPR & FPP % Change			3.4%	7.7%	-1.5%	3.6%	1.3%	1.8%							
Five Year NPR & FPP CAGR* (FY15A - FY18A)							2.9%								
Operating Expense	211,968,878	219,326,202	233,196,542	243,642,860	250,113,413	257,549,323	268,120,067	268,220,795							
Oper Exp % Change			6.3%	4.5%	2.7%	3.0%	4.1%	0.0%							
Five Year Operating Expenses CAGR* (FY15A - FY18A)							4.1%								
Profitability															
Operating Margin	9,694,431	11,429,391	4,408,033	10,778,375	4,163,384	5,704,317	1,297,252	6,403,720							
Five Year Operating Margin CAGR* (FY15A - FY18A)							-35.3%								
EBIDA Margin%		10.9%	7.9%	10.3%	7.3%	7.6%	5.4%	#REF!			8.1%	7.3%	7.7%	10.7%	10.7%
Operating Margin %	4.4%	5.0%	1.9%	4.2%	1.6%	2.2%	0.5%	2.3%	0.61%	0.93%	0.0%	-2.1%	-0.5%	2.1%	2.1%
Total Margin	22,915,160	19,581,236	3,915,656	22,159,169	20,317,404	14,498,489	11,889,633	12,342,957							
Five Year Total Margin CAGR* (FY15A - FY18A)							-9.5%								
Total Margin %	9.8%	8.2%	1.7%	8.3%	7.5%	5.3%	4.2%	4.4%	2.25%	2.74%	1.6%	0.0%	1.9%	6.0%	3.7%
Return On Assets	10.5%	8.2%	1.7%	8.7%	7.5%	5.1%	4.3%	4.2%			1.6%	0.0%	2.0%	5.3%	3.7%
Liquidity															
Cash & Investments	5,207,783	12,724,165	12,803,315	12,941,834	9,725,785	14,576,141	7,330,570	7,770,719							
Days Cash on Hand	182	207	195	205	216	224	209	206	134.67	77.72	84	93	116	80	98
Current Ratio	3.6	4.0	3.2	3.7	4.5	5.7	5.4	4.9	1.66	2.48	1.6	1.4	2.6	1.8	1.5
Expense Per Day**		600,894	638,895	667,515	685,242	705,615	734,576	734,851							
Days Receivable**	40.5	40.0	33.0	33.5	39.2	32.8	36.8	28.3	43.11	51.34	42.1	46.3	48.6	42.8	42.3
Days Payable**	51.7	54.4	54.5	50.7	49.7	47.5	48.8	41.2			67.3	66.0	48.8	65.2	67.7
Capital															
Age of Plant**	10.0	11.0	11.5	11.8	13.3	14.7	13.5	15.1	12.54	10.48	12.5	14.4	10.6	12.4	10.5
Long Term Debt to Capitalization**	27.2%	24.7%	23.7%	20.0%	16.4%	15.7%	14.6%	18.8%	31.83	27.20	28.0%	23.0%	26.6%	19.0%	32.8%
Debt Service Coverage Ratio	6.1	6.2	4.5	7.1	5.5	5.7	4.5	6.0	7.05	3.35	3.1	1.4	3.1	6.7	6.0
Cash to Long Term Debt	233.1%	285.9%	295.1%	336.9%	385.3%	434.1%	426.7%	300.2%							
*CAGR = Compounded Annual Growth Rate															
**Denotes metric is favorable if lower															

Fiscal Year 2018 Analysis		Rutland Regional Medical Center								
UTILIZATION & STAFFING	FY2014A	FY2015A	FY2016A	FY2017A	FY2018B	FY2018A	FY2019B	2018B-2018A	2018B-2019B	2018A-2019B
UTILIZATION										
Adjusted Admissions	17,701	17,208	17,901	17,837	16,884	19,379	18,841	14.8%	11.6%	-2.8%
Acute Admissions	5,897	5,941	6,495	6,525	6,279	7,152	6,908	13.9%	10.0%	-3.4%
Acute Average Length Of Stay	4.6	4.6	4.7	4.8	5.0	4.5	4.7	-10.3%	-6.2%	4.5%
All Operating Room Procedure Tests	4,592	4,539	4,885	4,964	5,037	4,883	5,128	-3.1%	1.8%	5.0%
Emergency Room Visits	522,183	505,126	510,930	524,029	519,824	555,128	574,914	6.8%	10.6%	3.6%
Cat Scan, Radiology - Diagnostic Exams	33,992	34,067	33,831	33,872	32,218	33,321	32,722	3.4%	1.6%	-1.8%
Provider Work RVU	53,379	54,203	54,762	55,415	53,694	55,650	57,449	3.6%	7.0%	3.2%
Physician Office Visits	4,503	4,694	5,085	4,987	4,941	5,090	5,104	3.0%	3.3%	0.3%
Visits	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!	#DIV/0!
	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!	#DIV/0!
	347,276	357,686	396,746	396,055	391,090	408,728	408,763	4.5%	4.5%	0.0%
STAFFING										
FT Equivalents (Heads)	1,107	1,166	1,243	1,265	1,301	1,294	1,316	(7)	15	22
Travelers, Travelers MD	82	93	92	100	78	110	75	32	(3)	(35)
Residents & Fellows	0	0	0	0	0	0	0	0	0	0
MLPs	0	0	0	0	0	0	0	0	0	0
Physician FTEs	81	88	68	70	73	69	71	(3)	(2)	2
Total FTEs	1,270	1,347	1,403	1,435	1,452	1,473	1,462	21	10	(11)
Benchmarks-Hospital										
Salary per FTE - Non-MD	\$ 59,660	\$ 60,554	\$ 63,124	\$ 64,519	\$ 66,110	\$ 66,968	\$ 68,147	1.3%	3.1%	1.8%
Salary & Benefits per FTE - Non-MD	\$ 82,059	\$ 84,339	\$ 83,379	\$ 83,629	\$ 86,835	\$ 87,302	\$ 90,178	0.5%	3.9%	3.3%
FTEs Per Adjusted Occupied Bed	5	5	5	5	6	5	5	-3.4%	-3.4%	0.1%
FTEs per 100 Adj Discharges	6	7	7	7	8	7	7	-13.3%	-9.4%	4.6%
Benchmarks-Vermont System Averages										
Salary per FTE - Non-MD	\$ 59,466	\$ 61,326	\$ 63,250	\$ 65,422	\$ 65,917	\$ 66,659	\$ 67,426	1.1%	2.3%	1.2%
Salary & Benefits per FTE - Non-MD	\$ 78,162	\$ 80,704	\$ 81,921	\$ 85,211	\$ 84,856	\$ 85,466	\$ 86,788	0.7%	2.3%	1.5%
FTEs Per Adjusted Occupied Bed	6	6	6	6	6	6	6	1.2%	2.8%	1.6%
FTEs per 100 Adj Discharges	7	7	7	7	8	8	8	0.8%	1.2%	0.4%

Fiscal Year 2018 Analysis Rutland Regional Medical Center

BALANCE SHEET	FY2014A	FY2015A	FY2016A	FY2017A	FY2018B	FY2018A	FY2019B
Cash & Investments	\$ 12,724,165	\$ 12,803,315	\$ 12,941,834	\$ 9,725,785	\$ 14,576,141	\$ 7,330,570	\$ 7,770,719
Net Patient Accounts Receivable	24,222,319	20,669,016	22,531,753	26,005,828	22,531,752	25,616,141	18,071,406
Risk Reserve for Fixed Reform Payments	-	-	-	-	-	-	-
Other Current Assets	12,703,658	9,722,463	10,594,249	11,217,548	15,854,251	11,937,108	10,518,663
Current Assets	49,650,142	43,194,794	46,067,836	46,949,161	52,962,144	44,883,819	36,360,788
Board Designated Assets	105,910,657	106,222,958	117,001,552	130,876,603	135,634,258	140,154,549	136,214,205
Net, Property, Plant And Equipment	72,580,136	73,717,869	81,726,125	81,137,226	87,915,866	81,446,095	110,729,023
Other Long-Term Assets	9,834,220	9,289,915	10,526,690	10,512,958	5,266,692	8,989,819	10,392,859
Assets	\$ 237,975,155	\$ 232,425,536	\$ 255,322,203	\$ 269,475,948	\$ 281,778,960	\$ 275,474,282	\$ 293,696,875
Accounts Payable	4,265,135	2,818,694	2,835,603	3,934,653	4,443,366	3,988,873	3,221,536
Salaries, Wages And Payroll Taxes Payable	8,990,265	9,311,259	10,390,193	10,987,448	11,234,778	12,194,503	8,675,338
Other Current Liabilities	17,654,971	20,837,066	18,716,640	17,365,304	16,210,666	18,103,500	16,908,959
Current Liabilities	\$ 30,910,371	\$ 32,967,019	\$ 31,942,436	\$ 32,287,405	\$ 31,888,810	\$ 34,286,876	\$ 28,805,833
Long Term Liabilities	41,137,355	39,991,232	38,264,159	36,469,183	34,603,702	34,462,038	47,926,995
Other Noncurrent Liabilities	40,618,083	30,961,803	31,844,814	15,040,693	30,183,617	5,697,136	10,449,585
Fund Balance	125,309,346	128,505,482	153,270,796	185,678,667	185,102,831	201,028,232	206,514,462
Liabilities and Equities	\$ 237,975,155	\$ 232,425,536	\$ 255,322,205	\$ 269,475,948	\$ 281,778,960	\$ 275,474,282	\$ 293,696,875

Benchmarks-Hospital	Comparative Benchmarks-Vermont System Averages						
Days Cash on Hand	207.0	195.1	204.5	216.1	223.9	209.5	205.7
Long Term Debt to Capitalization	24.7%	23.7%	20.0%	16.4%	15.7%	14.6%	18.8%
Debt Service Coverage Ratio	6.2	4.5	7.1	5.5	5.7	4.5	5.9