

Porter Medical Center

Fiscal Year 2018 Analysis

Report Date: 3/26/2019

Fiscal Year 2018 Analysis															
Porter Medical Center															
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
Revenues															
Gross Patient Care Revenue	133,237,109	141,734,183	155,530,473	166,216,172	167,256,350	169,389,242	167,523,162	171,658,662	4,402,312	0.2%	(1,866,080)	-1.1%	2.6%	2.5%	5.9%
Disproportionate Share Payments	691,760	847,106	489,898	536,826	813,664	813,660	738,988	439,130	(374,534)	-9.2%	(74,672)	-9.2%	-46.0%	-40.6%	1.7%
Bad Debt	(2,006,853)	(3,256,656)	(2,626,449)	(3,658,767)	(3,136,779)	(3,708,637)	(4,231,055)	(3,733,610)	(596,831)	34.9%	(522,418)	14.1%	19.0%	-11.8%	20.5%
Free Care	(1,647,438)	(1,171,520)	(1,438,965)	(1,622,357)	(1,829,936)	(1,662,203)	(1,496,308)	(1,682,255)	147,681	-18.2%	165,895	-10.0%	-8.1%	12.4%	-2.4%
Deductions from Revenue	(63,558,005)	(67,556,843)	(76,893,461)	(85,787,802)	(101,464,312)	(93,604,973)	(93,110,937)	(99,140,975)	2,323,337	-8.2%	494,036	-0.5%	-2.3%	6.5%	10.0%
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	66,716,573	70,596,270	75,061,496	75,684,072	61,638,987	71,227,089	69,423,850	67,540,952	5,901,965	12.6%	(1,803,239)	-2.5%	9.6%	-2.7%	1.0%
Fixed Prospective Payments Fixed P	0	0	0	2,523,220	17,507,455	11,776,874	11,462,703	18,342,324	834,869	-34.5%	(314,171)	-2.7%	4.8%	60.0%	#DIV/0!
Reserves Reserves	0	0	0	(98,295)	(1,612,597)	(1,188,294)	(1,057,233)	(2,191,379)	(578,782)	-34.4%	131,061	-11.0%	35.9%	107.3%	#DIV/0!
Other Reform Payments Other Refo	0	0	0	94,221	814,654	415,660	517,081	838,618	23,964	-36.5%	101,421	24.4%	2.9%	62.2%	#DIV/0!
Fixed Prospective Payments & Reserves	0	0	0	2,519,146	16,709,512	11,004,241	10,922,551	16,989,563	280,050	-34.6%	(81,690)	-0.7%	1.7%	55.5%	#DIV/0!
Net Patient Care Revenue & Fixed Payments & Reserves	66,716,573	70,596,270	75,061,496	78,203,218	78,348,499	82,231,330	80,346,401	84,530,515	6,182,016	2.6%	(1,884,929)	-2.3%	7.9%	5.2%	4.8%
Other Operating Revenue	2,832,225	2,672,651	1,966,684	2,868,001	2,510,934	5,086,892	2,379,128	4,954,509	2,443,575	-5.2%	(2,707,764)	-53.2%	97.3%	108.2%	-4.3%
Total Operating Revenue	69,548,798	73,268,921	77,028,180	81,071,219	80,859,433	87,318,222	82,725,529	89,485,024	8,625,591	2.3%	(4,592,693)	-5.3%	10.7%	8.2%	4.4%
Expenses															
Salaries Non MD	24,004,182	25,255,889	23,709,508	25,411,092	27,629,889	28,804,776	27,240,177	29,623,574	1,993,685	-1.4%	(1,564,599)	-5.4%	7.2%	8.7%	3.2%
Fringe Benefits Non MD	6,676,214	6,784,569	6,100,340	6,629,307	6,944,531	7,068,832	7,175,748	7,349,268	404,737	1.5%	106,916	1.5%	5.8%	2.4%	1.8%
Fringe Benefits MD	2,273,386	2,171,711	2,344,447	2,498,582	2,647,134	2,616,235	2,691,475	2,718,945	71,811	1.7%	75,240	2.9%	2.7%	1.0%	4.3%
Physician Fees, Salaries, Contracts	8,196,179	8,686,845	10,921,261	12,087,442	10,726,723	11,523,316	11,931,540	12,245,768	1,519,045	11.2%	408,224	3.5%	14.2%	2.6%	9.8%
Health Care Provider Tax	3,910,934	4,046,886	4,214,165	4,489,107	4,720,371	4,724,376	4,703,348	4,720,371	0	-0.4%	(21,028)	-0.4%	0.0%	0.4%	4.7%
Depreciation & Amortization	4,501,522	3,174,882	2,871,627	2,852,122	3,163,598	2,858,676	3,020,880	3,020,880	(142,718)	-9.6%	(156)	0.0%	-4.5%	5.7%	-10.7%
Interest - Long Term & Short Term	403,110	296,891	386,132	359,436	336,971	346,076	337,421	319,531	(17,440)	0.1%	(8,655)	-2.5%	-5.2%	-5.3%	-4.3%
Other Operating Expense	21,738,367	24,599,826	25,029,795	24,547,801	24,893,661	23,975,491	24,295,093	26,195,236	1,301,575	-2.4%	319,602	1.3%	5.2%	7.8%	2.8%
Total Operating Expense	71,703,894	75,017,499	75,577,275	78,874,889	81,062,878	81,917,777	81,233,322	86,193,573	5,130,695	0.2%	(684,455)	-0.8%	6.3%	6.1%	3.2%
		5%	1%	4%		3%	6%								
Net Operating Income (Loss)	(2,155,096)	(1,748,578)	1,450,905	2,196,330	(203,445)	5,400,445	1,492,207	3,291,451	3,494,896	-833.5%	(3,908,238)	-72.4%	-1717.9%	120.6%	#NUM!
Non-Operating Revenue	3,941,525	3,610,111	3,270,135	3,838,238	2,935,182	530,269	3,769,246	399,455	(2,535,727)	28.4%	3,238,977	610.8%	-86.4%	-89.4%	-1.1%
Excess (Deficit) of Rev Over Exp	1,786,429	1,861,533	4,721,040	6,034,568	2,731,737	5,930,714	5,261,453	3,690,906	959,169	92.6%	(669,261)	-11.3%	35.1%	-29.9%	31.0%
Benchmarks-Hospital															
Operating Margin%	-3.1%	-2.4%	1.9%	2.7%	-0.3%	6.2%	1.8%	3.7%							
Total Margin %	2.4%	2.4%	5.9%	7.1%	3.3%	6.8%	6.1%	4.1%							
EBIDA Margin %	4.0%	2.4%	6.1%	6.7%	4.1%	6.7%	5.7%	7.4%							
Cost per Adjusted Admission	11,006	11,791	12,172	12,535	12,844	13,478	12,911	13,113							

Annual Financial Health Analysis: FY14-17 Actuals, FY18 Projection, FY19 GMCB-Approved Budget		Porter 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	65,336,605	66,716,573	70,596,270	75,061,496	78,203,218	78,348,499	80,346,401	84,530,515							
NPR & FPP % Change			5.8%	6.3%	4.2%	0.2%	2.6%	5.2%							
Five Year NPR & FPP CAGR* (FY15A - FY18A)							3.8%								
Operating Expense	69,701,754	71,703,894	75,017,499	75,577,275	78,874,889	81,062,878	81,233,322	86,193,573							
Oper Exp % Change			4.6%	0.7%	4.4%	2.8%	0.2%	6.1%							
Five Year Operating Expenses CAGR* (FY15A - FY18A)							2.5%								
Profitability															
Operating Margin	(116,204)	(2,155,096)	(1,748,578)	1,450,905	2,196,330	(203,445)	1,492,207	3,291,451							
Five Year Operating Margin CAGR* (FY15A - FY18A)							-192.9%								
EBIDA Margin%		4.0%	2.4%	6.1%	6.7%	4.1%	5.7%	#REF!			8.1%	7.3%	7.7%	10.7%	10.7%
Operating Margin %	-0.2%	-3.1%	-2.4%	1.9%	2.7%	-0.3%	1.8%	3.7%	0.61%	0.93%	0.0%	-2.1%	-0.5%	2.1%	2.1%
Total Margin	3,265,847	1,786,429	1,861,533	4,721,040	6,034,568	2,731,737	5,261,453	3,690,906							
Five Year Total Margin CAGR* (FY15A - FY18A)							24.1%								
Total Margin %	4.5%	2.4%	2.4%	5.9%	7.1%	3.3%	6.1%	4.1%	2.25%	2.74%	1.6%	0.0%	1.9%	6.0%	3.7%
Return On Assets	5.9%	3.2%	3.3%	8.3%	9.5%	4.4%	7.7%	5.1%			1.6%	0.0%	2.0%	5.3%	3.7%
Liquidity															
Cash & Investments	7,934,083	11,294,135	11,950,916	14,497,053	18,692,243	17,711,057	21,047,087	24,475,433							
Days Cash on Hand	66	84	86	101	119	110	127	135	134.67	77.72	84	93	116	80	98
Current Ratio	1.8	2.3	2.6	2.8	2.8	2.0	2.7	2.9	1.66	2.48	1.6	1.4	2.6	1.8	1.5
Expense Per Day**		196,449	205,527	207,061	216,096	222,090	222,557	236,147							
Days Receivable**	48.3	50.7	50.2	45.5	50.1	53.9	61.8	61.8	43.11	51.34	42.1	46.3	48.6	42.8	42.3
Days Payable**	70.1	65.9	51.8	50.3	58.5	74.7	64.1	61.2			67.3	66.0	48.8	65.2	67.7
Capital															
Age of Plant**	5.3	6.7	10.8	11.1	12.3	12.0	12.5	13.1	12.54	10.48	12.5	14.4	10.6	12.4	10.5
Long Term Debt to Capitalization**	38.5%	35.3%	33.9%	30.5%	25.0%	27.7%	21.5%	19.9%	31.83	27.20	28.0%	23.0%	26.6%	19.0%	32.8%
Debt Service Coverage Ratio	2.9	2.3	1.8	4.1	4.8	2.9	5.2	6.1	7.05	3.35	3.1	1.4	3.1	6.7	6.0
Cash to Long Term Debt	81.3%	113.5%	129.8%	168.1%	218.8%	215.6%	253.9%	288.6%							
*CAGR = Compounded Annual Growth Rate															
**Denotes metric is favorable if lower															

Fiscal Year 2018 Analysis												
Porter 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	\$133,237,109	\$141,734,187	\$155,530,473	\$166,216,172	\$167,256,350	\$167,523,162	\$171,658,662	0.8%	0.2%	28.8%	2.5%
	Contractual Allowances	(\$63,558,005)	(\$67,556,843)	(\$76,893,461)	(\$85,787,802)	(\$101,464,312)	(\$93,110,937)	(\$99,140,975)	8.5%	-8.2%	56.0%	6.5%
	Bad Debt	(\$2,006,853)	(\$3,256,656)	(\$2,626,449)	(\$3,658,767)	(\$3,136,779)	(\$4,231,055)	(\$3,733,610)	15.6%	34.9%	86.0%	-11.8%
	Free Care	(\$1,647,438)	(\$1,171,520)	(\$1,438,965)	(\$1,622,357)	(\$1,829,936)	(\$1,496,308)	(\$1,682,255)	-7.8%	-18.2%	2.1%	12.4%
	Graduate Medical Education Payments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	Disproportionate Share Payments	\$691,760	\$847,106	\$489,898	\$536,826	\$813,664	\$738,988	\$439,130	37.7%	-9.2%	-36.5%	-40.6%
	Net Payer Revenue	\$66,716,573	\$70,596,274	\$75,061,496	\$75,684,072	\$61,638,987	\$69,423,850	\$67,540,952	-8.3%	12.6%	1.2%	-2.7%
FPP & Reserves	\$0	\$0	\$0	\$2,519,146	\$16,709,512	\$10,922,551	\$16,989,563	333.6%	-34.6%	#DIV/0!	55.5%	
NPR & FPP	\$66,716,573	\$70,596,274	\$75,061,496	\$78,203,218	\$78,348,499	\$80,346,401	\$84,530,515	2.7%	2.6%	26.7%	5.2%	
		6%	6%	4%	0%	3%	5%					
Commercial	Gross Patient Care Revenue	\$58,914,453	\$61,979,978	\$66,198,796	\$72,408,326	\$72,423,249	\$69,826,800	\$72,193,800	-3.6%	-3.6%	22.5%	3.4%
	Contractual Allowances	(\$18,591,508)	(\$21,449,823)	(\$23,669,442)	(\$26,440,752)	(\$29,237,150)	(\$23,972,557)	(\$24,491,561)	-9.3%	-18.0%	31.7%	2.2%
	Bad Debt	(\$2,006,853)	(\$3,256,656)	(\$2,626,449)	(\$3,658,767)	(\$3,136,779)	(\$4,231,055)	(\$3,733,610)	15.6%	34.9%	86.0%	-11.8%
	Free Care	(\$1,647,438)	(\$1,171,520)	(\$1,438,965)	(\$1,622,357)	(\$1,829,936)	(\$1,496,308)	(\$1,682,255)	-7.8%	-18.2%	2.1%	12.4%
	NPR	\$36,668,654					\$40,126,880	\$42,286,374	#DIV/0!	#DIV/0!	15.3%	5.4%
	FPP & Reserves	\$0	\$0	\$0	\$0	\$3,753,696	\$42,097	\$3,259,345	#DIV/0!	-98.9%	#DIV/0!	7642.5%
	NPR & FPP	\$36,668,654	\$36,101,979	\$38,463,940	\$40,686,450	\$41,973,080	\$40,168,977	\$45,545,720	-1.3%	-4.3%	24.2%	13.4%
		-2%	7%	6%	3%	-4%	13%					
Medicaid	Gross Patient Care Revenue	\$23,282,502	\$24,746,411	\$27,275,625	\$28,013,112	\$26,572,404	\$26,786,818	\$26,673,951	-4.4%	0.8%	14.6%	-0.4%
	Contractual Allowances	(\$15,405,392)	(\$16,694,891)	(\$18,662,020)	(\$22,020,839)	(\$22,971,632)	(\$21,739,495)	(\$23,365,675)	-1.3%	-5.4%	51.7%	7.5%
	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	\$7,877,110					\$5,047,323	\$3,308,276	#DIV/0!	#DIV/0!	-58.0%	-34.5%
	FPP & Reserves	\$0	\$0	\$0	\$2,519,146	\$3,685,957	\$3,730,565	\$4,055,828	48.1%	1.2%	#DIV/0!	8.7%
NPR & FPP	\$7,877,110	\$8,051,520	\$8,613,605	\$8,511,419	\$7,286,729	\$8,777,888	\$7,364,104	3.1%	20.5%	-6.5%	-16.1%	
		2%	7%	-1%	-14%	20%	-16%					
Medicare	Gross Patient Care Revenue	\$51,040,154	\$55,007,798	\$62,056,052	\$65,794,734	\$68,260,697	\$70,909,544	\$72,790,911	7.8%	3.9%	42.6%	2.7%
	Contractual Allowances	(\$29,561,105)	(\$29,412,129)	(\$34,561,999)	(\$37,326,211)	(\$49,255,530)	(\$47,398,885)	(\$51,283,739)	27.0%	-3.8%	73.5%	8.2%
	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!
	NPR	\$21,479,049					\$23,510,659	\$21,507,172	#DIV/0!	#DIV/0!	0.1%	-8.5%
	FPP & Reserves	\$0	\$0	\$0	\$0	\$9,269,859	\$7,149,889	\$9,674,390	#DIV/0!	-22.9%	#DIV/0!	35.3%
	NPR & FPP	\$21,479,049	\$25,595,669	\$27,494,053	\$28,468,523	\$28,275,026	\$30,660,548	\$31,181,562	7.7%	8.4%	45.2%	1.7%
		19%	7%	4%	-1%	8%	2%					
Disproportionate Share Payments	\$691,760	\$847,106	\$489,898	\$536,826	\$813,664	\$738,988	\$439,130	37.7%	-9.2%	-36.5%	-40.6%	
NPR to Gross Commercial (no dsh)	62.2%	58.2%	58.1%	56.2%	58.0%	57.5%	63.1%					
NPR to Gross Medicaid (no dsh)	33.8%	32.5%	31.6%	30.4%	27.4%	32.8%	27.6%					
NPR to Gross Medicare (no dsh)	42.1%	46.5%	44.3%	43.3%	41.4%	43.2%	42.8%					
NPR to Gross All (no dsh)	49.6%	49.2%	47.9%	46.7%	46.4%	47.5%	49.0%					

Fiscal Year 2018 Analysis		Porter Medical Center								
UTILIZATION & STAFFING	FY2014A	FY2015A	FY2016A	FY2017A	FY2018B	FY2018A	FY2019B	2018B-2018A	2018B-2019B	2018A-2019B
UTILIZATION										
Adjusted Admissions	6,515	6,362	6,209	6,292	6,311	6,292	6,573	-0.3%	4.1%	4.5%
Acute Admissions	1,580	1,536	1,454	1,438	1,529	1,433	1,507	-6.3%	-1.4%	5.2%
Acute Average Length Of Stay	3.2	3.2	3.4	3.2	3.3	3.3	3.2	1.6%	-2.8%	-4.3%
All Operating Room Procedure Tests	4,319	3,686	3,862	3,807	4,248	3,982	3,885	-6.3%	-8.5%	-2.4%
Emergency Room Visits	189,851	209,023	195,860	193,389	184,774	176,412	185,363	-4.5%	0.3%	5.1%
Cat Scan, Radiology - Diagnostic Exams	15,016	15,374	15,018	14,100	14,902	12,588	13,313	-15.5%	-10.7%	5.8%
Physician Office Visits	27,129	30,155	30,672	30,672	31,257	29,846	30,842	-4.5%	-1.3%	3.3%
Provider Work RVU	1,057	1,021	1,021	1,067	1,158	1,088	1,092	-6.0%	-5.7%	0.4%
Physician Office Visits	0	0	0	0	0	0	155,341	#DIV/0!	#DIV/0!	#DIV/0!
Visits	94,177	99,287	102,068	98,580	100,683	103,631	104,933	2.9%	4.2%	1.3%
	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!	#DIV/0!
STAFFING										
FT Equivalents (Heads)	412	424	379	396	424	404	424	(20)	(0)	20
Travelers, Travelers MD	5	2	11	15	1	13	4	12	3	(9)
Residents & Fellows	0	0	0	0	0	0	0	0	0	0
MLPs	0	0	14	15	20	20	23	1	3	3
Physician FTEs	35	34	35	33	37	33	36	(3)	(1)	3
Total FTEs	452	460	439	459	482	471	487	(11)	5	16
Benchmarks-Hospital										
Salary per FTE - Non-MD	\$ 58,237	\$ 57,620	\$ 60,314	\$ 61,800	\$ 62,190	\$ 64,161	\$ 66,239	3.2%	6.5%	3.2%
Salary & Benefits per FTE - Non-MD	\$ 74,434	\$ 75,653	\$ 75,833	\$ 77,923	\$ 77,821	\$ 81,063	\$ 82,686	4.2%	6.3%	2.0%
FTEs Per Adjusted Occupied Bed	7	8	7	7	8	7	8	-5.6%	-0.7%	5.2%
FTEs per 100 Adj Discharges	6	7	6	7	7	7	7	-4.1%	-3.4%	0.8%
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%

Notes:

Fiscal Year 2018 Analysis		Porter Medical Center						
BALANCE SHEET	FY2014A	FY2015A	FY2016A	FY2017A	FY2018B	FY2018A	FY2019B	
Cash & Investments	\$ 11,294,135	\$ 11,950,916	\$ 14,497,053	\$ 18,692,243	\$ 17,711,057	\$ 21,047,087	\$ 24,475,433	
Net Patient Accounts Receivable	9,270,694	9,702,885	9,350,288	10,395,336	9,096,260	11,750,031	11,439,859	
Risk Reserve for Fixed Reform Payments	-	-	-	-	-	-	-	
Other Current Assets	6,815,029	4,489,923	4,441,021	5,623,450	5,445,871	4,816,817	4,872,829	
Current Assets	27,379,858	26,143,724	28,288,362	34,711,029	32,253,188	37,613,935	40,788,122	
Board Designated Assets	4,122,619	4,941,998	5,718,274	6,187,870	5,720,011	6,322,911	6,259,217	
Net, Property, Plant And Equipment	20,905,488	20,947,612	19,849,135	19,087,179	20,371,807	18,977,447	21,557,128	
Other Long-Term Assets	3,778,203	3,682,969	3,336,075	3,565,387	3,363,544	5,697,839	4,223,930	
Assets	\$ 56,186,168	\$ 55,716,303	\$ 57,191,846	\$ 63,551,465	\$ 61,708,550	\$ 68,612,132	\$ 72,828,397	
Accounts Payable	4,484,345	2,841,815	2,368,153	2,905,193	4,266,150	3,710,497	1,257,142	
Salaries, Wages And Payroll Taxes Payable	4,464,647	4,732,224	5,152,502	5,782,906	6,379,612	5,900,633	7,079,972	
Other Current Liabilities	3,182,170	2,618,845	2,500,838	3,495,892	5,294,694	4,161,666	5,610,767	
Current Liabilities	\$ 12,131,162	\$ 10,192,884	\$ 10,021,493	\$ 12,183,991	\$ 15,940,456	\$ 13,772,796	\$ 13,947,880	
Long Term Liabilities	13,586,633	13,016,798	12,025,825	11,371,435	10,867,147	10,780,847	10,650,612	
Other Noncurrent Liabilities	4,578,000	6,010,209	6,943,114	5,670,012	6,422,318	4,784,578	5,245,601	
Fund Balance	25,890,373	26,496,412	28,201,414	34,326,027	26,744,877	39,273,911	42,984,303	
Liabilities and Equities	\$ 56,186,168	\$ 55,716,303	\$ 57,191,846	\$ 63,551,465	\$ 59,974,798	\$ 68,612,132	\$ 72,828,397	
Benchmarks-Hospital	Comparative Benchmarks-Vermont System Averages							
Days Cash on Hand	83.7	85.8	101.5	119.5	109.8	127.5	134.9	
Long Term Debt to Capitalization	35.3%	33.9%	30.5%	25.0%	28.9%	21.5%	19.9%	
Debt Service Coverage Ratio	2.3	1.8	4.1	4.8	1.4	5.2	6.1	