

**CENTRAL VERMONT MEDICAL CENTER
REPORT 3
STAFFING REPORT**

	2014A	2015A	2016B	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED 2012A - 2018B
								2016A - 2017A	2017B - 2017A	
PHYSICIAN FTEs										
GENERAL SERVICES	-	0.5	0.5	0.5	0.5	0.5	0.6	-2.9%	-4.8%	100.0%
INPATIENT ROUTINE SERVICES	16.5	16.9	19.6	15.5	17.5	4.1	16.0	-73.5%	-76.5%	27.9%
OUTPATIENT ROUTINE SERVICES	47.7	-	52.2	-	-	-	-	0.0%	0.0%	10.5%
ANCILLARY SERVICES	12.2	14.2	13.5	14.0	13.4	13.2	11.5	-5.4%	-1.1%	10.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	49.9	-	53.2	53.9	70.3	59.3	32.0%	30.5%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL PHYSICIAN FTEs	76.3	81.5	85.7	83.2	85.2	88.1	87.4	5.9%	3.4%	12.5%
	3.4%	6.7%	8.4%	2.1%	-0.6%	5.9%	2.5%			
TRAVELER NON MD FTEs										
GENERAL SERVICES	-	0.1	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	3.9	8.8	-	13.2	3.0	9.2	1.8	-30.0%	207.4%	100.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	2.0	2.1	-	5.5	1.0	3.2	0.5	-43.0%	215.3%	100.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	1.7	0.6	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL TRAVELER FTEs	7.5	11.5	-	18.7	4.0	12.4	2.3	-33.8%	209.4%	100.0%
	-18.8%	52.7%	-100.0%	62.5%	#DIV/0!	-33.8%	-43.0%			
TRAVELER MD FTEs										
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%
TOTAL TRAVELER MD FTEs	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
TOTAL TRAVELER FTEs										
GENERAL SERVICES	-	0.1	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	3.9	8.8	-	13.2	3.0	9.2	1.8	-30.0%	207.4%	100.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	2.0	2.1	-	5.5	1.0	3.2	0.5	-43.0%	215.3%	100.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	1.7	0.6	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL TRAVELER FTEs	7.5	11.5	-	18.7	4.0	12.4	2.3	-33.8%	209.4%	100.0%
	-18.8%	52.7%	-100.0%	62.5%	#DIV/0!	-33.8%	-43.0%			
TOTAL RESIDENTS & FELLOWS FTEs										
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%
TOTAL RESIDENTS & FELLOWS FTEs	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			
MLP FTEs										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	5.3	5.2	1.5	3.2	-72.0%	-71.3%	100.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	5.2	4.2	3.7	4.8	-29.7%	-13.8%	100.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	33.6	36.8	33.9	29.5	0.7%	-7.9%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL MLP FTEs	-	-	-	44.2	46.2	39.0	37.4	-11.7%	-15.6%	100.0%
	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	-11.7%	-19.0%			

**CENTRAL VERMONT MEDICAL CENTER
REPORT 3
STAFFING REPORT**

	2014A	2015A	2016B	2016A	2017B	2017A	2018B	PERCENT CHANGE 2016A - 2017B - 2017A 2017A		ANNUALIZED 2012A - 2018B
ALL OTHER FTEs										
GENERAL SERVICES	268.5	288.7	290.8	319.0	333.2	321.7	307.9	0.8%	-3.4%	2.4%
INPATIENT ROUTINE SERVICES	330.7	344.8	338.2	333.7	357.9	356.1	353.7	6.7%	-0.5%	2.0%
OUTPATIENT ROUTINE SERVICES	202.5	8.5	246.9	9.5	9.8	-	-	-100.0%	-100.0%	-100.0%
ANCILLARY SERVICES	248.6	266.5	274.6	268.6	273.4	287.7	292.6	7.1%	5.2%	2.5%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	226.7	-	240.6	236.3	248.0	237.2	3.1%	4.9%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL ALL OTHER FTEs	1,050.3	1,135.2	1,150.5	1,171.4	1,210.5	1,213.5	1,191.4	3.6%	0.2%	3.0%
	-0.4%	8.1%	5.1%	3.2%	5.2%	3.6%	-1.6%			
NON-MD FTEs										
GENERAL SERVICES	268.5	288.7	290.8	319.0	333.2	321.7	307.9	0.8%	-3.4%	2.4%
INPATIENT ROUTINE SERVICES	330.7	344.8	338.2	339.1	363.1	357.6	356.9	5.5%	-1.5%	2.1%
OUTPATIENT ROUTINE SERVICES	202.5	8.5	246.9	9.5	9.8	-	-	-100.0%	-100.0%	-100.0%
ANCILLARY SERVICES	248.6	266.5	274.6	273.8	277.6	291.3	297.5	6.4%	4.9%	2.8%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	226.7	-	274.2	273.1	281.8	266.6	2.8%	3.2%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL NON-MD FTEs	1,050.3	1,135.2	1,150.5	1,215.6	1,256.7	1,252.5	1,228.8	3.0%	-0.3%	3.5%
	-0.4%	8.1%	5.1%	7.1%	9.2%	3.0%	-2.2%			
ALL FTEs										
GENERAL SERVICES	268.5	289.2	291.3	319.5	333.7	322.2	308.5	0.8%	-3.4%	2.5%
INPATIENT ROUTINE SERVICES	351.1	370.6	357.8	367.7	383.5	370.9	374.7	0.9%	-3.3%	2.3%
OUTPATIENT ROUTINE SERVICES	250.2	8.5	299.1	9.5	9.8	-	-	-100.0%	-100.0%	-100.0%
ANCILLARY SERVICES	262.7	282.7	288.2	293.3	292.0	307.7	309.4	4.9%	5.4%	2.8%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	1.7	277.2	-	327.4	326.9	352.1	325.9	7.5%	7.7%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL ALL FTEs	1,134.1	1,228.2	1,236.2	1,317.4	1,345.9	1,353.0	1,318.4	2.7%	0.5%	3.6%
	-0.3%	8.3%	5.2%	7.3%	8.9%	2.7%	-2.0%			
NON-MD WAGES										
GENERAL SERVICES	\$15,736,470	\$17,581,376	\$17,572,951	\$19,835,245	\$20,011,816	\$20,451,086	\$20,049,557	3.1%	2.2%	5.9%
INPATIENT ROUTINE SERVICES	\$18,353,090	\$19,840,990	\$18,898,721	\$21,732,961	\$20,667,325	\$22,405,076	\$22,278,361	3.1%	8.4%	5.7%
OUTPATIENT ROUTINE SERVICES	\$611,650	\$594,038	\$14,452,557	\$608,633	\$713,082	\$0	\$0	-100.0%	-100.0%	-100.0%
ANCILLARY SERVICES	\$16,767,665	\$18,247,787	\$18,701,110	\$19,412,574	\$18,918,582	\$22,509,113	\$22,343,219	16.0%	19.0%	6.0%
OTHER SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	\$11,294,249	\$13,445,754	\$0	\$16,287,122	\$16,824,085	\$18,024,861	\$16,965,583	10.7%	7.1%	100.0%
UNCATEGORIZED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL NON-MD WAGES	\$62,763,124	\$69,709,945	\$69,625,339	\$77,876,535	\$77,134,890	\$83,390,137	\$81,636,720	7.1%	8.1%	6.8%
	4.1%	11.1%	7.6%	11.7%	10.8%	7.1%	5.8%			
NON-MD WAGES PER FTE										
GENERAL SERVICES	\$58,618	\$60,903	\$60,436	\$62,174	\$60,067	\$63,565	\$65,117	2.2%	5.8%	3.4%
INPATIENT ROUTINE SERVICES	\$55,493	\$57,537	\$55,882	\$64,098	\$56,924	\$62,650	\$62,429	-2.3%	10.1%	3.5%
OUTPATIENT ROUTINE SERVICES	\$3,020	\$69,559	\$58,534	\$64,134	\$73,062	\$0	\$0	-100.0%	-100.0%	-100.0%
ANCILLARY SERVICES	\$67,462	\$68,480	\$68,093	\$70,903	\$68,141	\$77,266	\$75,116	9.0%	13.4%	3.0%
OTHER SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	\$0	\$59,321	\$0	\$59,401	\$61,609	\$63,955	\$63,637	7.7%	3.8%	100.0%
UNCATEGORIZED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL NON-MD WAGES PER FTE	\$59,759	\$61,408	\$60,517	\$64,066	\$61,378	\$66,578	\$66,436	3.9%	8.5%	3.2%
	4.5%	2.8%	2.4%	4.3%	1.4%	3.9%	8.2%			

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

CENTRAL VERMONT MEDICAL CENTER
Profit and Loss Statement

	2017 Budget to 2017 Actual					
	2016 Actual	2017 Budget	2017 Actuals	2018 Budget Approved	\$ Change	% Change
Gross Patient Care Revenue	\$376,366,499	\$369,484,662	\$381,116,124	\$381,366,132	\$11,631,462	3.1%
Disproportionate Share Payments	\$2,680,286	\$2,029,504	\$1,606,925	\$1,628,175	-\$422,579	-20.8%
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	\$0	0.0%
Bad Debt	-\$5,191,108	-\$4,842,995	-\$5,837,575	-\$4,469,802	-\$994,580	-20.5%
Free Care	-\$2,552,818	-\$2,464,000	-\$5,274,726	-\$4,195,027	-\$2,810,726	-114.1%
Deductions From Revenue	-\$179,762,913	-\$172,376,028	-\$183,367,236	-\$219,696,022	-\$10,991,208	-6.4%
Net Revenue Deductions	-\$184,826,553	-\$177,653,519	-\$192,872,612	-\$226,732,675	-\$15,219,093	-8.6%
Net Patient Care Revenue	\$191,539,946	\$191,831,143	\$188,243,511	\$154,633,457	-\$3,587,632	-1.9%
Fixed Prospective Payments (incl Reserves&Other)	\$0	\$0	\$6,994,019	\$43,819,104	\$6,994,019	100.0%
Total NPR & FPP (incl Reserves)	\$191,539,946	\$191,831,143	\$195,237,530	\$198,452,560	\$3,406,387	1.8%
Other Operating Revenue	\$12,479,881	\$11,363,838	\$12,925,899	\$13,620,034	\$1,562,061	13.7%
Total Operating Revenue	\$204,019,827	\$203,194,981	\$208,163,429	\$212,072,595	\$4,968,448	2.4%
Operating Expense						0.0%
Salaries Non Md	\$77,876,535	\$77,134,890	\$83,390,137	\$81,636,720	\$6,255,247	8.1%
Fringe Benefits Non Md	\$24,803,597	\$24,266,850	\$24,208,157	\$24,005,625	-\$58,693	-0.2%
Fringe Benefits Md	\$4,037,795	\$3,950,418	\$3,940,713	\$3,907,892	-\$9,705	-0.2%
Physician Fees Salaries Contracts & Fringes	\$25,798,463	\$26,835,906	\$27,678,828	\$26,701,573	\$842,922	3.1%
Health Care Provider Tax	\$10,430,709	\$10,529,277	\$11,214,416	\$11,663,639	\$685,139	6.5%
Depreciation Amortization	\$9,715,868	\$10,107,631	\$9,792,873	\$9,953,950	-\$314,758	-3.1%
Interest - Short Term	\$748,559	\$34,554	\$0	\$0	-\$34,554	-100.0%
Interest - Long Term	\$4,330	\$466,128	\$598,940	\$500,019	\$132,812	28.5%
Other Operating Expense	\$48,554,015	\$46,195,738	\$49,241,440	\$49,929,290	\$3,045,702	6.6%
Total Operating Expense	\$201,969,871	\$199,521,392	\$210,065,504	\$208,298,707	\$10,544,112	5.3%
Net Operating Income (Loss)	\$2,049,956	\$3,673,589	-\$1,902,075	\$3,773,888	-\$5,575,664	-151.8%
Non-Operating Revenue	\$1,762,757	\$1,872,894	\$17,026,427	\$1,871,035	\$15,153,533	809.1%
Excess (Deficit) Of Revenue Over Expense	\$3,812,713	\$5,546,483	\$15,124,352	\$5,644,922	\$9,577,869	172.7%
Operating Margin %	1.0%	1.8%	-0.9%	1.8%		
Total Margin %	1.9%	2.7%	7.3%	2.7%		

Net Payer Revenue-Budget to Budget

Central Vermont Medical Center					
PAYER REVENUE DETAIL					
		2017 Approved	2017 Actuals	B17-A18	B17-B18
All Payers	Gross Revenue	\$369,484,662.00	\$381,116,123.62	\$11,631,461.62	3.1%
	Contractual Allowances	-\$172,376,028.00	-\$183,367,236.35	-\$10,991,208.35	6.4%
	Bad debt	-\$4,842,995.00	-\$5,837,575.34	-\$994,580.34	20.5%
	Free Care	-\$2,464,000.00	-\$5,274,726.13	-\$2,810,726.13	114.1%
	Disproportionate Share Payments	\$2,029,504.00	\$1,606,925.40	-\$422,578.60	-20.8%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	Net Payer Revenue	\$191,831,143.00	\$188,243,511.20	-\$3,587,631.80	-1.9%
	Fixed Prospective Payments	\$0.00	\$6,994,018.56	\$6,994,018.56	0.0%
	Other Reform Payments	\$0.00	\$0.00	\$0.00	0.0%
	Reserves (Risk)	\$0.00	\$0.00	\$0.00	0.0%
	Total NPR & FPP	\$191,831,143.00	\$195,237,529.76	\$3,406,386.76	1.8%
		\$0.00	\$0.00	\$0.00	
COMMERCIAL	Gross Revenue	\$140,510,357.00	\$146,739,719.20	\$6,229,362.20	4.4%
	Contractual Allowances	-\$44,305,620.00	-\$43,441,712.29	\$863,907.71	-1.9%
	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%
	Net Payer Revenue	\$96,204,737.00	\$103,298,006.91	\$7,093,269.91	7.4%
	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%
	Total NPR & FPP	\$96,204,737.00	\$103,298,006.91	\$7,093,269.91	7.4%
		\$0.00	\$0.00	\$0.00	
MEDICAID	Gross Revenue	\$76,402,605.00	\$70,043,646.13	-\$6,358,958.87	-8.3%
	Contractual Allowances	-\$44,504,700.00	-\$48,443,202.65	-\$3,938,502.65	8.8%
	Bad debt	\$0.00	\$0.00	\$0.00	0.0%
	Free Care	\$0.00	\$0.00	\$0.00	0.0%
	Disproportionate Share Payments	\$2,029,504.00	\$1,606,925.40	-\$422,578.60	-20.8%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	Net Payer Revenue	\$33,927,409.00	\$23,207,368.88	-\$10,720,040.12	-31.6%
	Fixed Prospective Payments	\$0.00	\$6,994,018.56	\$6,994,018.56	0.0%
	Other Reform Payments	\$0.00	\$0.00	\$0.00	0.0%
	Reserves (Risk)	\$0.00	\$0.00	\$0.00	0.0%
	Total NPR & FPP	\$33,927,409.00	\$30,201,387.44	-\$3,726,021.56	-11.0%
		\$0.00	\$0.00	\$0.00	
MEDICARE	Gross Revenue	\$152,571,700.00	\$164,332,758.29	\$11,761,058.29	7.7%
	Contractual Allowances	-\$83,565,708.00	-\$91,482,321.41	-\$7,916,613.41	9.5%
	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%
	Net Payer Revenue	\$69,005,992.00	\$72,850,436.88	\$3,844,444.88	5.6%
	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%
	Total NPR & FPP	\$69,005,992.00	\$72,850,436.88	\$3,844,444.88	5.6%
		\$0.00	\$0.00	\$0.00	
Bad Debt/ Free Care	Gross Revenue	\$0.00	\$0.00	\$0.00	0.0%
	Contractual Allowances	\$0.00	\$0.00	\$0.00	0.0%
	Bad debt	-\$4,842,995.00	-\$5,837,575.34	-\$994,580.34	20.5%
	Free Care	-\$2,464,000.00	-\$5,274,726.13	-\$2,810,726.13	114.1%
	Disproportionate Share Payments	\$0.00	\$0.00	\$0.00	0.0%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	Net Payer Revenue	-\$7,306,995.00	-\$11,112,301.47	-\$3,805,306.47	52.1%

**CENTRAL VERMONT MEDICAL CENTER
REPORT 4
KEY HOSPITAL STATISTICS & RATIOS**

Type	Statistic	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED	# CHANGE	
						2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
UTI	AVERAGE DAILY CENSUS	170.8	189.1	175.7	192.4	2.9%	-7.1%	1.9%	4.9	(13.5)
UTI	AVERAGE LENGTH OF STAY	12.9	14.3	13.3	14.5	3.0%	-7.1%	-1.6%	0.4	(1.0)
UTI	ACUTE ALOS	4.5	4.6	4.5	4.7	1.3%	-1.2%	-1.4%	0.1	(0.1)
UTI	ADJUSTED ADMISSIONS	17,709	17,568	17,821	17,528	0.6%	1.4%	3.8%	111.4	252.5
UTI	ADJUSTED DAYS	79,079	82,849	83,089	84,346	5.1%	0.3%	3.1%	4,010.8	240.6
UTI	ACUTE CARE AVE DAILY CENSUS	51.5	51.8	51.3	53.2	-0.3%	-1.0%	3.0%	(0.2)	(0.5)
UTI	ACUTE ADMISSIONS	4,220.0	4,131.0	4,141.0	4,154.0	-1.9%	0.2%	4.4%	(79.0)	10.0
		2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A				
CAP	AGE OF PLANT	9.7	10.6	10.2	11.4	5.8%	-3.7%	6.2%	0.6	(0.4)
CAP	AGE OF PLANT BUILDING	12.1	13.4	16.0	17.0	31.7%	19.4%	9.1%	3.8	2.6
CAP	AGE OF PLANT EQUIPMENT	7.4	7.3	6.6	7.7	-11.4%	-10.2%	5.1%	(0.8)	(0.7)
CAP	LONG TERM DEBT TO CAPITALIZATION	17.9%	16.2%	16.8%	18.1%	-6.0%	3.9%	-0.4%	(0.0)	0.0
CAP	DEBT PER STAFFED BED	365,693	301,195	355,492	407,857	-2.8%	18.0%	9.5%	(10,201.3)	54,296.5
CAP	NET PROP, PLANT & EQUIP PER STAFFED BED	296,126	298,850	282,200	274,976	-4.7%	-5.6%	-1.4%	(13,925.8)	(16,650.4)
CAP	LONG TERM DEBT TO TOTAL ASSETS	9.8%	11.1%	10.1%	9.7%	3.7%	-8.3%	-6.4%	0.0	(0.0)
CAP	DEBT SERVICE COVERAGE RATIO	3.4	4.5	2.2	4.0	-34.9%	-50.3%	-0.5%	(1.2)	(2.3)
CAP	DEPRECIATION RATE	5.8	5.5	5.7	5.4	-1.0%	3.0%	-2.8%	(0.1)	0.2
CAP	CAPITAL EXPENDITURES TO DEPRECIATION	133.1%	139.8%	109.3%	103.5%	-17.9%	-21.8%	14.3%	(0.2)	(0.3)
CAP	CAPITAL EXPENDITURE GROWTH RATE	7.7	7.7	6.2	5.6	-18.7%	-19.5%	11.1%	(1.4)	(1.5)
CAP	CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV	6.8%	7.4%	5.7%	6.7%	-15.8%	-22.8%	17.2%	(0.0)	(0.0)
		2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A				
REV	DEDUCTION %	49.1%	48.1%	50.6%	59.5%	3.1%	5.3%	6.4%	0.0	0.0
REV	BAD DEBT %	1.4%	1.3%	1.5%	1.2%	11.1%	16.9%	-12.7%	0.0	0.0
REV	FREE CARE %	0.7%	0.7%	1.4%	1.1%	104.0%	107.5%	4.7%	0.0	0.0
REV	OPERATING MARGIN %	1.0%	1.8%	-0.9%	1.8%	-190.9%	-150.5%	-11.0%	(0.0)	(0.0)
REV	TOTAL MARGIN %	1.9%	2.7%	6.7%	2.6%	262.5%	148.3%	-14.3%	0.0	0.0
REV	OUTPATIENT GROSS REVENUE %	71.5%	71.1%	71.8%	56.2%	0.3%	1.0%	-5.8%	0.0	0.0
REV	INPATIENT GROSS REVENUE %	23.8%	23.5%	23.2%	23.7%	-2.5%	-1.2%	0.6%	(0.0)	(0.0)
REV	PHYSICIAN GROSS REVENUE %	0.0%	0.0%	0.0%	14.4%	0.0%	0.0%	100.0%	-	-
REV	SNF/REHAB/SWING GROSS REVENUE %	4.6%	5.4%	5.0%	5.7%	7.5%	-8.3%	0.7%	0.0	(0.0)
REV	ALL NET PATIENT REVENUE % WITH DSH & GME	50.9%	51.9%	49.4%	40.5%	-2.9%	-4.9%	-6.7%	(0.0)	(0.0)
REV	MEDICARE NET PATIENT REVENUE % INCLUDING PHYS	41.8%	45.2%	44.3%	26.5%	6.0%	-2.0%	-11.9%	0.0	(0.0)
REV	MEDICAID NET PATIENT REVENUE % INCLUDING PHYS	41.6%	41.7%	30.8%	28.3%	-25.9%	-26.1%	-11.1%	(0.1)	(0.1)
REV	COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS	64.1%	63.3%	62.8%	60.7%	-2.0%	-0.7%	-2.1%	(0.0)	(0.0)
		2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A				
PROD	ADJUSTED ADMISSIONS PER FTE	14.6	14.0	14.2	14.3	-2.3%	1.8%	-0.2%	(0.3)	0.2
PROD	FTES PER 100 ADJ DISCHARGES	6.9	7.2	7.0	7.0	2.4%	-1.7%	0.2%	0.2	(0.1)
PROD	FTES PER ADJUSTED OCCUPIED BED	5.6	5.5	5.5	5.3	-1.9%	-0.6%	0.9%	(0.1)	(0.0)
PROD	RETURN ON ASSETS	2.3%	3.1%	8.4%	3.1%	267.6%	167.1%	-13.7%	0.1	0.1
PROD	OVERHEAD EXPENSE W/ FRINGE, AS A % OF TOTAL OPERATING	20.0%	18.8%	22.2%	23.9%	10.7%	18.0%	4.5%	0.0	0.0

		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
COST	COST PER ADJUSTED ADMISSION	11,405	11,357	11,788	11,884	3.4%	3.8%	1.8%	383.0	430.7
COST	SALARY PER FTE - NON-MD	64,066	61,378	66,578	66,436	3.9%	8.5%	2.7%	2,511.7	5,199.6
COST	SALARY & BENEFITS PER FTE - NON-MD	84,471	80,688	85,906	85,971	1.7%	6.5%	1.4%	1,434.2	5,217.4
COST	FRINGE BENEFIT % - NON-MD	31.8%	31.5%	29.0%	29.4%	-8.9%	-7.7%	-4.9%	(0.0)	(0.0)
COST	COMPENSATION RATIO	65.0%	65.1%	66.9%	64.2%	3.0%	2.8%	0.3%	0.0	0.0
COST	CAPITAL COST % OF TOTAL EXPENSE	5.2%	5.3%	4.9%	5.0%	-4.6%	-7.0%	-5.6%	(0.0)	(0.0)
COST	CAPITAL COST PER ADJUSTED ADMISSION	591	604	583	596	-1.4%	-3.4%	-3.9%	(8.0)	(20.7)
COST	CONTRACTUAL ALLOWANCE %	49.8%	48.6%	51.0%	59.9%	2.4%	4.9%	6.2%	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	2.5	3.3	2.5	4.2	3.3%	-23.0%	8.0%	0.1	(0.8)
CASH	DAYS PAYABLE	62.5	52.7	69.0	46.9	10.4%	31.0%	-3.8%	6.5	16.3
CASH	DAYS RECEIVABLE	43.0	38.4	48.9	66.7	13.7%	27.3%	16.7%	5.9	10.5
CASH	DAYS CASH ON HAND	98.6	124.3	115.6	139.2	17.2%	-7.0%	3.8%	17.0	(8.7)
CASH	CASH FLOW MARGIN	6.1%	7.0%	4.1%	6.7%	-33.5%	-42.0%	-7.0%	(0.0)	(0.0)
CASH	CASH TO LONG TERM DEBT	3.2	3.3	3.5	4.2	9.1%	5.0%	12.7%	0.3	0.2
CASH	CASH FLOW TO TOTAL DEBT	0.4	0.4	0.5	0.5	44.1%	25.2%	-4.4%	0.2	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	18,496	17,977	18,336	18,697	-0.9%	2.0%	3.1%	(160.2)	358.8
UNIT	GROSS PRICE PER VISIT	635	582	631	473	-0.5%	8.5%	-4.4%	(3.5)	49.4
UNIT	GROSS REVENUE PER ADJ ADMISSION	21,253	21,032	21,386	21,758	0.6%	1.7%	2.2%	133.7	354.7
UNIT	NET REVENUE PER ADJUSTED ADMISSION	10,816	10,919	10,563	8,822	-2.3%	-3.3%	-4.7%	(252.6)	(356.1)

**Central Vermont Medical Center
Utilization**

	2016	2017	2017	2018	\$ Change		% Change		
	Actual	Budget	Actual	Budget	Actual - Actual	Budget - Actual	Actual - Actual	Budget - Actual	
Inpatient									
Acute									
Beds (Staffed)	91	90	92	92	1	2	1.1%	2.2%	
Occupancy % (Staffed Beds)	57%	58%	56%	58%			-1.7%	-3.2%	
Admissions	4,220	4,131	4,141	4,154	(79)	10	-1.9%	0.2%	
Patient Days	18,844	18,923	18,734	19,434	(110)	(189)	-0.6%	-1.0%	
Average Length Of Stay	4.47	4.58	4.52	4.68			1.3%	-1.2%	
Chronic/Rehab									
Beds (Staffed)	-	-	-	-	-	-			
Admissions	-	-	-	-	-	-			
Patient Days	-	-	-	-	-	-			
Average Length Of Stay	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!	
SNF/ECF									
Beds (Staffed)	153	153	153	153	-	-	0.0%	0.0%	
Admissions	319	350	379	365	60	29	18.8%	8.3%	
Patient Days	42,962	49,275	44,635	50,005	1,673	(4,640)	3.9%	-9.4%	
Average Length Of Stay	134.68	140.79	117.77	137.00			-12.6%	-16.3%	
Nursery									
Beds (Staffed)	8	8	8	8	-	-	0.0%	0.0%	
Admissions	310	352	310	315	-	(42)	0.0%	-11.9%	
Patient Days	697	836	749	793	52	(87)	7.5%	-10.4%	
Average Length Of Stay	2.25	2.38	2.42	2.52			7.5%	1.7%	
Swing Beds									
Beds (Staffed)	-	-	-	-	-	-			
Admissions	-	-	-	-	-	-			
Patient Days	-	-	-	-	-	-			
Average Length Of Stay	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!	
Total									
Beds (Staffed)	252	251	253	253	1	2	0.4%	0.8%	
Admissions	4,849	4,833	4,830	4,834	(19)	(3)	-0.4%	-0.1%	
Patient Days	62,503	69,034	64,118	70,232	1,615	(4,916)	2.6%	-7.1%	
Average Length Of Stay	12.89	14.28	13.27	14.53	0.39	(1.01)	3.0%	-7.1%	
Outpatient									
All Outpatient Visits	424,134	451,087	433,317	453,492	9,183	(17,770)	2.2%	-3.9%	
Operating Room Procedure	3,107	3,071	2,991	3,036	(116)	(80)	-3.7%	-2.6%	
Observation Units	1,430	1,356	1,386	1,273	(44)	30	-3.0%	2.2%	
Physician Office Visits	216,786	244,829	221,921	328,769	5,135	(22,908)	2.4%	-9.4%	
Ancillary									
All Operating Room Procedure	3,778	3,796	3,488	3,473	(290)	(308)	-7.7%	-8.1%	
Emergency Room Visits	25,254	24,388	24,675	24,752	(579)	287	-2.3%	1.2%	
Adjusted Statistics									
Adjusted Admissions	17,709	18,086	18,395	18,027	685	308	3.9%	1.7%	
Adjusted Days	79,079	82,849	83,014	84,341	3,935	165	5.0%	0.2%	

Vermont Community Hospital
Balance Sheet - Unrestricted Funds
CENTRAL VERMONT MEDICAL CENTER

					PERCENT CHANGE		ANNUALIZED
	2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2013A - 2018B
ASSETS							
CURRENT ASSETS							
CASH & INVESTMENTS	\$6,742,732	\$19,500,000	\$13,064,236	\$13,560,268	93.8%	-33.0%	18.0%
PATIENT ACCOUNTS RECEIVABLE, GROSS	\$28,176,376	\$25,000,000	\$32,588,281	\$27,471,027	15.7%	30.4%	7.8%
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS DUE FROM THIRD PARTIES	-\$5,589,823	-\$4,800,000	-\$7,349,706	\$787,421	-31.5%	-53.1%	-175.6%
RISK RESERVE FOR FIXED REFORM PAYMENTS	\$0	\$0	\$0	\$0	0.0%	0.0%	-100.0%
OTHER CURRENT ASSETS	\$6,726,241	\$5,750,000	\$7,859,673	\$7,476,337	16.9%	36.7%	5.7%
TOTAL CURRENT ASSETS	\$36,055,526	\$45,450,000	\$46,162,484	\$49,295,052	28.0%	1.6%	12.5%
BOARD DESIGNATED ASSETS							
FUNDED DEPRECIATION	\$45,195,101	\$45,000,000	\$50,356,223	\$58,627,654	11.4%	11.9%	8.7%
ESCROWED BOND FUNDS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER	\$0	\$0	\$0	\$3,435,423	0.0%	0.0%	100.0%
TOTAL BOARD DESIGNATED ASSETS	\$45,195,101	\$45,000,000	\$50,356,223	\$62,063,077	11.4%	11.9%	9.9%
TOTAL PROPERTY, PLANT AND EQUIPMENT, NET	\$74,623,674	\$75,011,446	\$71,396,584	\$69,568,858	-4.3%	-4.8%	-0.2%
OTHER LONG-TERM ASSETS	\$11,069,306	\$11,000,000	\$12,247,377	\$3,154,336	10.6%	11.3%	-22.4%
TOTAL ASSETS	\$166,943,607	\$176,461,446	\$180,162,668	\$184,081,323	7.9%	2.1%	4.5%
LIABILITIES AND FUND BALANCE							
CURRENT LIABILITIES							
ACCOUNTS PAYABLE	\$10,561,925	\$7,000,000	\$16,236,096	\$1,680,686	53.7%	131.9%	-18.8%
SALARIES, WAGES AND PAYROLL TAXES PAYABLE	\$10,726,477	\$11,500,000	\$11,718,921	\$11,901,485	9.3%	1.9%	7.9%
ESTIMATED THIRD-PARTY SETTLEMENTS	\$3,836,587	\$3,225,000	\$2,033,579	\$4,233,555	-47.0%	-36.9%	13.1%
OTHER CURRENT LIABILITIES	\$4,921,173	\$2,950,000	\$4,696,759	\$4,637,766	-4.6%	59.2%	100.0%
CURRENT PORTION OF LONG-TERM DEBT	\$2,889,398	\$2,675,000	\$3,196,950	\$3,042,757	10.6%	19.5%	-7.4%
TOTAL CURRENT LIABILITIES	\$32,935,560	\$27,350,000	\$37,882,305	\$25,496,248	15.0%	38.5%	5.3%
LONG-TERM DEBT							
BONDS & MORTGAGES PAYABLE	\$14,899,147	\$13,500,000	\$16,166,696	\$17,929,862	8.5%	19.8%	-2.4%
CAPITAL LEASE OBLIGATIONS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER LONG-TERM DEBT	\$1,416,702	\$6,000,000	\$2,094,738	\$0	47.9%	-65.1%	-100.0%
TOTAL LONG-TERM DEBT	\$16,315,849	\$19,500,000	\$18,261,434	\$17,929,862	11.9%	-6.4%	-4.2%
OTHER NONCURRENT LIABILITIES	\$42,903,233	\$28,750,000	\$33,795,663	\$59,761,651	-21.2%	17.6%	20.9%
TOTAL LIABILITIES	\$92,154,642	\$75,600,000	\$89,939,402	\$103,187,761	-2.4%	19.0%	9.6%
FUND BALANCE	\$74,788,965	\$100,861,446	\$90,223,266	\$80,893,562	20.6%	-10.5%	-0.4%
TOTAL LIABILITIES AND FUND BALANCE	166,943,607	176,461,446	180,162,668	184,081,323	7.9%	2.1%	4.5%