

**Vermont Community Hospital**  
**Balance Sheet - Unrestricted Funds**  
**COPLEY HOSPITAL**

	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED
					2016A - 2017A	2017B - 2017A	2013A - 2018B
<b>ASSETS</b>							
<b>CURRENT ASSETS</b>							
CASH & INVESTMENTS	\$13,115,878	\$12,260,982	\$13,409,693	\$14,493,518	2.2%	9.4%	14.5%
PATIENT ACCOUNTS RECEIVABLE, GROSS	\$11,517,731	\$11,383,000	\$11,878,617	\$11,527,000	3.1%	4.4%	3.3%
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS DUE FROM THIRD PARTIES	-\$6,850,000	-\$6,233,000	-\$6,900,000	-\$6,122,000	-0.7%	-10.7%	1.4%
RISK RESERVE FOR FIXED REFORM PAYMENTS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER CURRENT ASSETS	\$5,012,828	\$5,000,000	\$5,114,727	\$5,200,000	2.0%	2.3%	4.9%
<b>TOTAL CURRENT ASSETS</b>	<b>\$22,796,437</b>	<b>\$22,410,982</b>	<b>\$23,503,037</b>	<b>\$25,098,518</b>	<b>3.1%</b>	<b>4.9%</b>	<b>10.0%</b>
<b>BOARD DESIGNATED ASSETS</b>							
FUNDED DEPRECIATION	\$763,010	\$3,284,857	\$1,478,371	\$0	93.8%	-55.0%	-100.0%
ESCROWED BOND FUNDS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
<b>TOTAL BOARD DESIGNATED ASSETS</b>	<b>\$763,010</b>	<b>\$3,284,857</b>	<b>\$1,478,371</b>	<b>\$0</b>	<b>93.8%</b>	<b>-55.0%</b>	<b>-100.0%</b>
<b>TOTAL PROPERTY, PLANT AND EQUIPMENT, NET</b>	<b>\$19,125,504</b>	<b>\$27,043,657</b>	<b>\$28,145,736</b>	<b>\$28,797,408</b>	<b>47.2%</b>	<b>4.1%</b>	<b>13.6%</b>
<b>OTHER LONG-TERM ASSETS</b>	<b>\$1,921,889</b>	<b>\$1,900,000</b>	<b>\$2,248,763</b>	<b>\$2,200,000</b>	<b>17.0%</b>	<b>18.4%</b>	<b>12.6%</b>
<b>TOTAL ASSETS</b>	<b>\$44,606,840</b>	<b>\$54,639,496</b>	<b>\$55,375,907</b>	<b>\$56,095,926</b>	<b>24.1%</b>	<b>1.3%</b>	<b>9.4%</b>
<b>LIABILITIES AND FUND BALANCE</b>							
<b>CURRENT LIABILITIES</b>							
ACCOUNTS PAYABLE	\$3,310,698	\$3,140,000	\$2,996,733	\$2,730,000	-9.5%	-4.6%	5.1%
SALARIES, WAGES AND PAYROLL TAXES PAYABLE	\$3,253,914	\$3,619,000	\$3,597,349	\$2,992,000	10.6%	-0.6%	1.0%
ESTIMATED THIRD-PARTY SETTLEMENTS	\$250,000	\$250,000	\$1,200,000	\$1,770,000	380.0%	380.0%	-4.3%
OTHER CURRENT LIABILITIES	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
CURRENT PORTION OF LONG-TERM DEBT	\$190,111	\$190,872	\$253,238	\$591,815	33.2%	32.7%	24.1%
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$7,004,723</b>	<b>\$7,199,872</b>	<b>\$8,047,320</b>	<b>\$8,083,815</b>	<b>14.9%</b>	<b>11.8%</b>	<b>1.8%</b>
<b>LONG-TERM DEBT</b>							
BONDS & MORTGAGES PAYABLE	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
CAPITAL LEASE OBLIGATIONS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER LONG-TERM DEBT	\$3,867,539	\$10,740,023	\$10,917,898	\$9,861,026	182.3%	1.7%	19.7%
<b>TOTAL LONG-TERM DEBT</b>	<b>\$3,867,539</b>	<b>\$10,740,023</b>	<b>\$10,917,898</b>	<b>\$9,861,026</b>	<b>182.3%</b>	<b>1.7%</b>	<b>19.7%</b>
<b>OTHER NONCURRENT LIABILITIES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>TOTAL LIABILITIES</b>	<b>\$10,872,262</b>	<b>\$17,939,895</b>	<b>\$18,965,218</b>	<b>\$17,944,841</b>	<b>74.4%</b>	<b>5.7%</b>	<b>9.5%</b>
<b>FUND BALANCE</b>	<b>\$33,734,578</b>	<b>\$36,699,601</b>	<b>\$36,410,689</b>	<b>\$38,151,085</b>	<b>7.9%</b>	<b>-0.8%</b>	<b>9.3%</b>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>44,606,840</b>	<b>54,639,496</b>	<b>55,375,907</b>	<b>56,095,926</b>	<b>24.1%</b>	<b>1.3%</b>	<b>9.4%</b>

**Vermont Community Hospitals**  
**Capital Budget**  
**Copley Hospital**

	2013B	2013A	2014B	2014A	2015B	2015A	2016A	2017B	2017A	2018B	2019 Plan	2020 Plan	2021 Plan
CONSTRUCTION IN PROGRESS	\$0	\$96,058	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
LAND & LAND IMPROVEMENTS	\$20,000	\$204,032	\$52,000	\$0	\$0	\$369,853	\$20,300	\$23,000	\$0	\$0	\$0	\$0	\$0
BUILDINGS & BUILDING IMPROVEMENTS	\$1,931,061	\$2,307,557	\$648,061	\$1,212,205	\$375,485	\$796,576	\$954,340	\$7,260,000	\$416,913	\$1,005,000	\$1,040,000	\$815,000	\$665,000
FIXED EQUIPMENT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
MAJOR MOVABLE EQUIPMENT	\$2,695,541	\$2,208,126	\$2,820,683	\$1,348,914	\$2,266,626	\$1,406,124	\$1,494,845	\$2,876,879	\$1,956,350	\$2,734,327	\$1,965,044	\$2,256,724	\$1,404,240
OTHER	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$4,646,602</b>	<b>\$4,815,773</b>	<b>\$3,520,744</b>	<b>\$2,561,119</b>	<b>\$2,642,111</b>	<b>\$2,572,553</b>	<b>\$2,469,485</b>	<b>\$10,159,879</b>	<b>\$2,373,263</b>	<b>\$3,739,327</b>	<b>\$3,005,044</b>	<b>\$3,071,724</b>	<b>\$2,069,240</b>
TOTAL CON ITEMS	\$100,000	\$0	\$3,000,000	\$651,011	\$2,000,000	\$351,956	\$2,722,683	\$0	\$9,248,578	\$0	\$4,500,000	\$250,000	\$2,791,000
<b>TOTAL CAP BUDGET AND PROJ CON</b>	<b>\$4,746,602</b>	<b>\$4,815,773</b>	<b>\$6,520,744</b>	<b>\$3,212,130</b>	<b>\$4,642,111</b>	<b>\$2,924,509</b>	<b>\$5,192,168</b>	<b>\$10,159,879</b>	<b>\$11,621,841</b>	<b>\$3,739,327</b>	<b>\$7,505,044</b>	<b>\$3,321,724</b>	<b>\$4,860,240</b>

<b>COPLEY HOSPITAL</b>						
<b>Profit and Loss Statement</b>						
	<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>	\$109,806,787	\$106,537,564	\$109,770,216	\$113,713,725	\$3,232,652	3.0%
Disproportionate Share Payments	\$502,588	\$988,678	\$988,678	\$758,102	\$0	0.0%
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	\$0	0.0%
Bad Debt	-\$1,386,799	-\$1,704,602	-\$1,428,812	-\$1,591,990	\$275,790	16.2%
Free Care	-\$821,151	-\$842,379	-\$690,040	-\$795,996	\$152,339	18.1%
Deductions From Revenue	-\$45,297,101	-\$40,159,856	-\$43,656,076	-\$44,059,310	-\$3,496,220	-8.7%
<b>Net Revenue Deductions</b>	<b>-\$47,002,463</b>	<b>-\$41,718,159</b>	<b>-\$44,786,250</b>	<b>-\$45,689,194</b>	<b>-\$3,068,091</b>	<b>-7.4%</b>
<b>Net Patient Care Revenue</b>	<b>\$62,804,324</b>	<b>\$64,819,405</b>	<b>\$64,983,966</b>	<b>\$68,024,531</b>	<b>\$164,561</b>	<b>0.3%</b>
<b>Fixed Prospective Payments (incl Reserves&amp;Other)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>Total NPR &amp; FPP (incl Reserves)</b>	<b>\$62,804,324</b>	<b>\$64,819,405</b>	<b>\$64,983,966</b>	<b>\$68,024,531</b>	<b>\$164,561</b>	<b>0.3%</b>
<b>Other Operating Revenue</b>	<b>\$1,423,139</b>	<b>\$1,478,618</b>	<b>\$1,418,426</b>	<b>\$1,348,615</b>	<b>-\$60,192</b>	<b>-4.1%</b>
<b>Total Operating Revenue</b>	<b>\$64,227,463</b>	<b>\$66,298,023</b>	<b>\$66,402,392</b>	<b>\$69,373,146</b>	<b>\$104,369</b>	<b>0.2%</b>
<b>Operating Expense</b>						<b>0.0%</b>
Salaries Non Md	\$22,282,275	\$22,775,925	\$22,931,684	\$23,635,205	\$155,759	0.7%
Fringe Benefits Non Md	\$5,111,465	\$5,627,529	\$5,128,668	\$5,576,778	-\$498,861	-8.9%
Fringe Benefits Md	\$612,050	\$677,825	\$761,667	\$652,595	\$83,842	12.4%
Physician Fees Salaries Contracts & Fringes	\$8,493,874	\$9,077,349	\$8,990,189	\$9,547,525	-\$87,160	-1.0%
Health Care Provider Tax	\$3,794,131	\$3,721,134	\$3,747,213	\$4,015,272	\$26,079	0.7%
Depreciation Amortization	\$2,488,049	\$2,410,245	\$2,384,022	\$2,972,162	-\$26,223	-1.1%
Interest - Short Term	\$0	\$0	\$0	\$0	\$0	0.0%
Interest - Long Term	\$32,541	\$74,624	\$26,868	\$116,013	-\$47,756	-64.0%
Other Operating Expense	\$21,497,999	\$21,601,910	\$22,810,027	\$22,781,103	\$1,208,117	5.6%
<b>Total Operating Expense</b>	<b>\$64,312,384</b>	<b>\$65,966,541</b>	<b>\$66,780,338</b>	<b>\$69,296,653</b>	<b>\$813,797</b>	<b>1.2%</b>
<b>Net Operating Income (Loss)</b>	<b>-\$84,921</b>	<b>\$331,482</b>	<b>-\$377,946</b>	<b>\$76,493</b>	<b>-\$709,428</b>	<b>-214.0%</b>
<b>Non-Operating Revenue</b>	<b>\$262,636</b>	<b>\$2,603,000</b>	<b>\$3,054,057</b>	<b>\$370,900</b>	<b>\$451,057</b>	<b>17.3%</b>
<b>Excess (Deficit) Of Revenue Over Expense</b>	<b>\$177,715</b>	<b>\$2,934,482</b>	<b>\$2,676,111</b>	<b>\$447,393</b>	<b>-\$258,371</b>	<b>-8.8%</b>
<b>Operating Margin %</b>	<b>-0.1%</b>	<b>0.5%</b>	<b>-0.6%</b>	<b>0.1%</b>		
<b>Total Margin %</b>	<b>0.3%</b>	<b>4.4%</b>	<b>4.0%</b>	<b>0.6%</b>		

## Net Payer Revenue-Budget to Budget

### Copley Hospital

Copley Hospital						
PAYER REVENUE DETAIL						
		2017 Approved	2017 Actuals	B17-A18	B17-B18	
<b>All Payers</b>	Gross Revenue	\$106,537,564.00	\$109,770,216.00	\$3,232,652.00		3.0%
	Contractual Allowances	-\$40,159,856.00	-\$43,656,076.00	-\$3,496,220.00		8.7%
	Bad debt	-\$1,704,602.00	-\$1,428,812.00	\$275,790.00		-16.2%
	Free Care	-\$842,379.00	-\$690,040.00	\$152,339.00		-18.1%
	Disproportionate Share Payments	\$988,678.00	\$988,678.00			0.0%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00		0.0%
	<b>Net Payer Revenue</b>	<b>\$64,819,405.00</b>	<b>\$64,983,966.00</b>	<b>\$164,561.00</b>		<b>0.3%</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>\$64,819,405.00</b>	<b>\$64,983,966.00</b>	<b>\$164,561.00</b>		<b>0.3%</b>
		\$0.00	\$0.00	\$0.00		
<b>COMMERCIAL</b>	Gross Revenue	\$51,327,997.00	\$51,952,076.00	\$624,079.00		1.2%
	Contractual Allowances	-\$11,025,440.00	-\$11,647,019.00	-\$621,579.00		5.6%
	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>\$40,302,557.00</b>	<b>\$40,305,057.00</b>	<b>\$2,500.00</b>		<b>0.0%</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>\$40,302,557.00</b>	<b>\$40,305,057.00</b>	<b>\$2,500.00</b>		<b>0.0%</b>
		\$0.00	\$0.00	\$0.00		
<b>MEDICAID</b>	Gross Revenue	\$19,726,148.00	\$16,882,627.00	-\$2,843,521.00		-14.4%
	Contractual Allowances	-\$12,916,550.00	-\$10,919,731.00	\$1,996,819.00		-15.5%
	Bad debt	\$0.00	\$0.00	\$0.00		0.0%
	Free Care	\$0.00	\$0.00	\$0.00		0.0%
	Disproportionate Share Payments	\$988,678.00	\$988,678.00			0.0%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00		0.0%
	<b>Net Payer Revenue</b>	<b>\$7,798,276.00</b>	<b>\$6,951,574.00</b>	<b>-\$846,702.00</b>		<b>-10.9%</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>\$7,798,276.00</b>	<b>\$6,951,574.00</b>	<b>-\$846,702.00</b>		<b>-10.9%</b>
		\$0.00	\$0.00	\$0.00		
<b>MEDICARE</b>	Gross Revenue	\$35,483,419.00	\$40,935,513.00	\$5,452,094.00		15.4%
	Contractual Allowances	-\$16,217,866.00	-\$21,089,326.00	-\$4,871,460.00		30.0%
	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>\$19,265,553.00</b>	<b>\$19,846,187.00</b>	<b>\$580,634.00</b>		<b>3.0%</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>\$19,265,553.00</b>	<b>\$19,846,187.00</b>	<b>\$580,634.00</b>		<b>3.0%</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	-\$1,501,753.00	-\$1,202,955.00	\$298,798.00		-19.9%
	Free Care	-\$618,742.00	-\$406,556.00	\$212,186.00		-34.3%
	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>-\$2,120,495.00</b>	<b>-\$1,609,511.00</b>	<b>\$510,984.00</b>		<b>-24.1%</b>

**COPLEY HOSPITAL  
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	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	10.1	-	-	-	-	-	-	0.0%	0.0%	100.0%
ANCILLARY SERVICES	6.4	6.3	6.7	7.0	6.7	7.0	7.1	0.0%	4.5%	-1.1%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	9.0	12.1	8.9	9.5	9.7	9.3	9.0%	2.1%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>TOTAL PHYSICIAN FTEs</b>	<b>16.5</b>	<b>15.3</b>	<b>18.8</b>	<b>15.9</b>	<b>16.2</b>	<b>16.7</b>	<b>16.4</b>	<b>5.0%</b>	<b>3.1%</b>	<b>8.4%</b>
	10.7%	-7.3%	9.3%	3.9%	-13.8%	5.0%	1.2%			
<b>TRAVELER NON MD FTEs</b>										
GENERAL SERVICES	-	-	-	-	0.5	0.7	0.1	100.0%	40.0%	100.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	3.6	5.1	3.0	100.0%	41.7%	100.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	5.8	7.4	4.0	100.0%	27.6%	100.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	0.2	0.2	100.0%	100.0%	100.0%
UNCATEGORIZED	8.1	4.3	3.7	9.2	-	-	-	-100.0%	0.0%	-100.0%
<b>TOTAL TRAVELER FTEs</b>	<b>8.1</b>	<b>4.3</b>	<b>3.7</b>	<b>9.2</b>	<b>9.9</b>	<b>13.4</b>	<b>7.3</b>	<b>45.7%</b>	<b>35.4%</b>	<b>12.1%</b>
	58.8%	-46.9%	270.0%	114.0%	167.6%	45.7%	-26.3%			
<b>TRAVELER MD FTEs</b>										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	2.6	2.5	2.6	100.0%	-3.8%	100.0%
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	-	-	-	-	1.0	0.5	0.5	100.0%	-50.0%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>TOTAL TRAVELER MD FTEs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3.6</b>	<b>3.0</b>	<b>3.1</b>	<b>100.0%</b>	<b>-16.7%</b>	<b>100.0%</b>
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-13.9%			
<b>TOTAL TRAVELER FTEs</b>										
GENERAL SERVICES	-	-	-	-	0.5	0.7	0.1	100.0%	40.0%	100.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	6.2	7.6	5.6	100.0%	22.6%	100.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	5.8	7.4	4.0	100.0%	27.6%	100.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	1.0	0.7	0.7	100.0%	-30.0%	100.0%
UNCATEGORIZED	8.1	4.3	3.7	9.2	-	-	-	-100.0%	0.0%	-100.0%
<b>TOTAL TRAVELER FTEs</b>	<b>8.1</b>	<b>4.3</b>	<b>3.7</b>	<b>9.2</b>	<b>13.5</b>	<b>16.4</b>	<b>10.4</b>	<b>78.3%</b>	<b>21.5%</b>	<b>19.0%</b>
	58.8%	-46.9%	270.0%	114.0%	264.9%	78.3%	-23.0%			
<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	-	-	-	-	-	-	-	0.0%	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>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/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	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>TOTAL MLP 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>
	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			

**COPLEY HOSPITAL  
REPORT 3  
STAFFING REPORT**

	2014A	2015A	2016B	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED
								2016A - 2017A	2017B - 2017A	2012A - 2018B
<b>ALL OTHER FTEs</b>										
GENERAL SERVICES	133.8	130.3	139.1	133.3	143.1	136.3	146.5	2.3%	-4.8%	2.5%
INPATIENT ROUTINE SERVICES	39.6	40.4	37.3	38.8	39.4	37.8	40.1	-2.6%	-4.1%	-2.3%
OUTPATIENT ROUTINE SERVICES	46.4	-	-	-	-	-	-	0.0%	0.0%	-100.0%
ANCILLARY SERVICES	114.2	128.8	132.8	125.9	127.8	127.4	129.8	1.2%	-0.3%	3.6%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	41.1	43.7	44.2	44.5	44.4	43.9	0.5%	-0.2%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>TOTAL ALL OTHER FTEs</b>	<b>334.0</b>	<b>340.6</b>	<b>352.9</b>	<b>342.2</b>	<b>354.8</b>	<b>345.9</b>	<b>360.3</b>	<b>1.1%</b>	<b>-2.5%</b>	<b>2.7%</b>
	2.6%	2.0%	1.0%	0.5%	0.5%	1.1%	1.6%			
<b>NON-MD FTEs</b>										
GENERAL SERVICES	133.8	130.3	139.1	133.3	143.1	136.3	146.5	2.3%	-4.8%	2.5%
INPATIENT ROUTINE SERVICES	39.6	40.4	37.3	38.8	39.4	37.8	40.1	-2.6%	-4.1%	-2.3%
OUTPATIENT ROUTINE SERVICES	46.4	-	-	-	-	-	-	0.0%	0.0%	-100.0%
ANCILLARY SERVICES	114.2	128.8	132.8	125.9	127.8	127.4	129.8	1.2%	-0.3%	3.6%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	41.1	43.7	44.2	44.5	44.4	43.9	0.5%	-0.2%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>TOTAL NON-MD FTEs</b>	<b>334.0</b>	<b>340.6</b>	<b>352.9</b>	<b>342.2</b>	<b>354.8</b>	<b>345.9</b>	<b>360.3</b>	<b>1.1%</b>	<b>-2.5%</b>	<b>2.7%</b>
	2.6%	2.0%	1.0%	0.5%	0.5%	1.1%	1.6%			
<b>ALL FTEs</b>										
GENERAL SERVICES	133.8	130.3	139.1	133.3	143.6	137.0	146.6	2.8%	-4.6%	2.5%
INPATIENT ROUTINE SERVICES	39.6	40.4	37.3	38.8	45.6	45.4	45.7	17.0%	-0.4%	-0.1%
OUTPATIENT ROUTINE SERVICES	56.5	-	-	-	-	-	-	0.0%	0.0%	-100.0%
ANCILLARY SERVICES	120.6	135.1	139.5	132.9	140.3	141.8	140.9	6.7%	1.1%	3.8%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	50.1	55.8	53.1	55.0	54.8	53.9	3.2%	-0.4%	100.0%
UNCATEGORIZED	8.1	4.3	3.7	9.2	-	-	-	-100.0%	0.0%	-100.0%
<b>TOTAL ALL FTEs</b>	<b>358.6</b>	<b>360.2</b>	<b>375.4</b>	<b>367.3</b>	<b>384.5</b>	<b>379.0</b>	<b>387.1</b>	<b>3.2%</b>	<b>-1.4%</b>	<b>3.0%</b>
	3.8%	0.4%	2.1%	2.0%	2.4%	3.2%	0.7%			

<b>NON-MD WAGES</b>										
GENERAL SERVICES	\$6,664,159	\$7,121,185	\$7,420,548	\$7,817,918	\$8,060,504	\$8,005,355	\$8,500,782	2.4%	-0.7%	4.1%
INPATIENT ROUTINE SERVICES	\$2,611,369	\$2,660,958	\$2,521,464	\$2,750,432	\$2,676,090	\$2,768,067	\$2,662,810	0.6%	3.4%	-1.4%
OUTPATIENT ROUTINE SERVICES	\$0	\$0	\$2,465,769	\$0	\$0	\$0	\$0	0.0%	0.0%	-100.0%
ANCILLARY SERVICES	\$8,185,541	\$9,001,868	\$9,033,499	\$9,169,809	\$9,461,076	\$9,503,321	\$9,656,329	3.6%	0.4%	5.1%
OTHER SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	\$2,520,291	\$2,283,422	\$0	\$2,544,116	\$2,578,255	\$2,654,941	\$2,815,284	4.4%	3.0%	100.0%
UNCATEGORIZED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
<b>TOTAL NON-MD WAGES</b>	<b>\$19,981,360</b>	<b>\$21,067,433</b>	<b>\$21,441,280</b>	<b>\$22,282,275</b>	<b>\$22,775,925</b>	<b>\$22,931,684</b>	<b>\$23,635,205</b>	<b>2.9%</b>	<b>0.7%</b>	<b>4.2%</b>
	3.7%	5.4%	0.3%	5.8%	6.2%	2.9%	3.8%			
<b>NON-MD WAGES PER FTE</b>										
GENERAL SERVICES	\$49,807	\$54,652	\$53,347	\$58,649	\$56,328	\$58,733	\$58,026	0.1%	4.3%	1.6%
INPATIENT ROUTINE SERVICES	\$65,944	\$65,865	\$67,600	\$70,887	\$67,921	\$73,229	\$66,404	3.3%	7.8%	0.9%
OUTPATIENT ROUTINE SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	-100.0%
ANCILLARY SERVICES	\$71,677	\$69,890	\$68,023	\$72,834	\$74,030	\$74,594	\$74,394	2.4%	0.8%	1.5%
OTHER SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	\$0	\$55,558	\$0	\$57,559	\$57,938	\$59,796	\$64,129	3.9%	3.2%	100.0%
UNCATEGORIZED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
<b>TOTAL NON-MD WAGES PER FTE</b>	<b>\$59,824</b>	<b>\$61,854</b>	<b>\$60,757</b>	<b>\$65,115</b>	<b>\$64,194</b>	<b>\$66,296</b>	<b>\$65,599</b>	<b>1.8%</b>	<b>3.3%</b>	<b>1.5%</b>
	1.0%	3.4%	-0.8%	5.3%	5.7%	1.8%	2.2%			

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

**COPLEY HOSPITAL  
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	14.7	14.9	15.7	17.0	6.6%	5.1%	7.2%	1.0	0.8
UTI	AVERAGE LENGTH OF STAY	2.7	2.7	2.8	2.9	4.7%	4.7%	3.0%	0.1	0.1
UTI	ACUTE ALOS	2.6	2.7	2.7	2.8	4.4%	1.3%	1.8%	0.1	0.0
UTI	ADJUSTED ADMISSIONS	5,356	5,463	5,216	5,099	-2.6%	-4.5%	-2.2%	(140.0)	(247.1)
UTI	ADJUSTED DAYS	13,972	14,689	14,212	14,184	1.7%	-3.2%	-0.4%	240.2	(476.9)
UTI	ACUTE CARE AVE DAILY CENSUS	12.4	12.9	13.3	14.0	7.7%	3.2%	6.8%	1.0	0.4
UTI	ACUTE ADMISSIONS	1,738.0	1,755.0	1,788.0	1,841.0	2.9%	1.9%	4.9%	50.0	33.0
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
CAP	AGE OF PLANT	10.9	12.3	11.5	11.4	5.8%	-6.1%	4.0%	0.6	(0.8)
CAP	AGE OF PLANT BUILDING	17.8	17.4	15.2	11.0	-14.3%	-12.4%	-10.5%	(2.5)	(2.2)
CAP	AGE OF PLANT EQUIPMENT	8.3	10.0	9.7	11.7	16.4%	-2.9%	13.0%	1.4	(0.3)
CAP	LONG TERM DEBT TO CAPITALIZATION	10.3%	22.6%	23.1%	20.5%	124.3%	1.9%	14.4%	0.1	0.0
CAP	DEBT PER STAFFED BED	350,718	578,706	611,781	578,866	74.4%	5.7%	11.4%	261,063.1	33,074.9
CAP	NET PROP, PLANT & EQUIP PER STAFFED BED	616,952	872,376	907,927	928,949	47.2%	4.1%	15.9%	290,975.2	35,550.9
CAP	LONG TERM DEBT TO TOTAL ASSETS	8.7%	19.7%	19.7%	17.6%	127.4%	0.3%	16.0%	0.1	0.0
CAP	DEBT SERVICE COVERAGE RATIO	10.9	10.6	7.3	4.5	-33.7%	-31.6%	-35.5%	(3.7)	(3.4)
CAP	DEPRECIATION RATE	5.4	4.3	4.3	4.7	-20.4%	0.7%	-6.2%	(1.1)	0.0
CAP	CAPITAL EXPENDITURES TO DEPRECIATION	99.3%	421.5%	99.5%	125.8%	0.3%	-76.4%	4.3%	0.0	(3.2)
CAP	CAPITAL EXPENDITURE GROWTH RATE	5.3	17.9	4.3	6.0	-20.1%	-76.2%	-2.1%	(1.1)	(13.7)
CAP	CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV	3.9%	15.7%	3.7%	5.5%	-7.1%	-76.7%	6.5%	(0.0)	(0.1)
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
REV	DEDUCTION %	42.8%	39.2%	40.8%	40.2%	-4.7%	4.2%	-0.9%	(0.0)	0.0
REV	BAD DEBT %	1.3%	1.6%	1.3%	1.4%	3.1%	-18.6%	-11.3%	0.0	(0.0)
REV	FREE CARE %	0.7%	0.8%	0.6%	0.7%	-15.9%	-20.5%	-11.9%	(0.0)	(0.0)
REV	OPERATING MARGIN %	-0.1%	0.5%	-0.6%	0.1%	-330.5%	-213.8%	-64.4%	(0.0)	(0.0)
REV	TOTAL MARGIN %	0.3%	4.3%	3.9%	0.6%	1298.2%	-9.5%	-45.3%	0.0	(0.0)
REV	OUTPATIENT GROSS REVENUE %	67.2%	67.6%	65.0%	63.3%	-3.3%	-3.9%	-3.3%	(0.0)	(0.0)
REV	INPATIENT GROSS REVENUE %	32.5%	32.1%	34.3%	36.1%	5.6%	6.7%	7.2%	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 %	0.3%	0.3%	0.7%	0.6%	121.6%	174.6%	16.8%	0.0	0.0
REV	ALL NET PATIENT REVENUE % WITH DSH & GME	57.2%	60.8%	59.2%	59.8%	3.5%	-2.7%	0.6%	0.0	(0.0)
REV	MEDICARE NET PATIENT REVENUE % INCLUDING PHYS	45.6%	53.2%	47.4%	50.5%	3.9%	-10.9%	2.3%	0.0	(0.1)
REV	MEDICAID NET PATIENT REVENUE % INCLUDING PHYS	34.4%	34.3%	35.0%	35.4%	1.7%	1.9%	2.0%	0.0	0.0
REV	COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS	75.1%	74.4%	74.5%	74.5%	-0.8%	0.1%	0.3%	(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	15.7	15.4	15.1	14.2	-3.7%	-2.1%	-4.0%	(0.6)	(0.3)
PROD	FTES PER 100 ADJ DISCHARGES	6.4	6.5	6.6	7.1	3.8%	2.1%	4.2%	0.2	0.1
PROD	FTES PER ADJUSTED OCCUPIED BED	8.9	8.8	8.9	9.3	-0.6%	0.8%	2.3%	(0.1)	0.1
PROD	RETURN ON ASSETS	0.4%	5.4%	4.8%	0.8%	1113.0%	-10.0%	-48.0%	0.0	(0.0)
PROD	OVERHEAD EXPENSE W/ FRINGE, AS A % OF TOTAL OPERATING	22.2%	22.6%	21.4%	22.2%	-3.7%	-5.3%	0.0%	(0.0)	(0.0)

		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
COST	COST PER ADJUSTED ADMISSION	12,008	12,075	12,803	13,590	6.6%	6.0%	7.1%	795.5	728.1
COST	SALARY PER FTE - NON-MD	65,115	64,194	66,296	65,599	1.8%	3.3%	2.3%	1,180.9	2,102.0
COST	SALARY & BENEFITS PER FTE - NON-MD	80,052	80,055	81,123	81,077	1.3%	1.3%	1.8%	1,070.9	1,067.9
COST	FRINGE BENEFIT % - NON-MD	22.9%	24.7%	22.4%	23.6%	-2.5%	-9.5%	-2.6%	(0.0)	(0.0)
COST	COMPENSATION RATIO	56.8%	57.6%	56.9%	56.8%	0.2%	-1.1%	1.1%	0.0	(0.0)
COST	CAPITAL COST % OF TOTAL EXPENSE	3.9%	3.8%	3.6%	4.5%	-7.9%	-4.2%	1.1%	(0.0)	(0.0)
COST	CAPITAL COST PER ADJUSTED ADMISSION	471	455	462	606	-1.8%	1.6%	8.2%	(8.4)	7.4
COST	CONTRACTUAL ALLOWANCE %	43.3%	40.1%	41.7%	40.8%	-3.6%	4.0%	-1.0%	(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	3.4	3.6	3.1	3.1	-7.7%	-13.0%	0.9%	(0.3)	(0.5)
CASH	DAYS PAYABLE	41.4	41.3	45.6	44.5	10.3%	10.3%	-3.5%	4.3	4.3
CASH	DAYS RECEIVABLE	27.1	29.0	28.0	29.0	3.1%	-3.6%	5.1%	0.8	(1.0)
CASH	DAYS CASH ON HAND	81.9	89.3	84.4	79.8	3.0%	-5.5%	-5.0%	2.4	(4.9)
CASH	CASH FLOW MARGIN	3.8%	4.2%	3.1%	4.6%	-19.3%	-27.9%	-19.5%	(0.0)	(0.0)
CASH	CASH TO LONG TERM DEBT	3.6	1.4	1.4	1.5	-62.0%	-5.8%	-20.9%	(2.2)	(0.1)
CASH	CASH FLOW TO TOTAL DEBT	0.4	0.4	0.3	0.3	-8.2%	-12.9%	-22.8%	(0.0)	(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	17,870	16,969	18,582	19,485	4.0%	9.5%	5.6%	712.4	1,613.7
UNIT	GROSS PRICE PER VISIT	705	710	710	712	0.8%	0.0%	-0.7%	5.6	0.2
UNIT	GROSS REVENUE PER ADJ ADMISSION	20,502	19,502	21,045	22,301	2.7%	7.9%	4.9%	543.3	1,543.6
UNIT	NET REVENUE PER ADJUSTED ADMISSION	11,726	11,865	12,459	13,340	6.2%	5.0%	5.5%	732.7	593.6



**Copley Hospital  
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)	21	21	21	21	-	-	0.0%	0.0%	
Occupancy % (Staffed Beds)	59%	62%	64%	67%			7.5%	3.2%	
Admissions	1,738	1,755	1,788	1,841	50	33	2.9%	1.9%	
Patient Days	4,534	4,719	4,872	5,121	338	153	7.5%	3.2%	
Average Length Of Stay	2.61	2.69	2.72	2.78			4.4%	1.3%	
<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)	6	6	6	6	-	-	0.0%	0.0%	
Admissions	212	218	194	210	(18)	(24)	-8.5%	-11.0%	
Patient Days	437	428	364	430	(73)	(64)	-16.7%	-15.0%	
Average Length Of Stay	2.06	1.96	1.88	2.05			-9.0%	-4.4%	
<b>Swing Beds</b>									
Beds (Staffed)	4	4	4	4	-	-	0.0%	0.0%	
Admissions	44	44	43	56	(1)	(1)	-2.3%	-2.3%	
Patient Days	419	304	494	639	75	190	17.9%	62.5%	
Average Length Of Stay	9.52	6.91	11.49	11.41			20.6%	66.3%	
<b>Total</b>									
Beds (Staffed)	31	31	31	31	-	-	0.0%	0.0%	
Admissions	1,994	2,017	2,025	2,107	31	8	1.6%	0.4%	
Patient Days	5,390	5,451	5,730	6,190	340	279	6.3%	5.1%	
Average Length Of Stay	2.70	2.70	2.83	2.94	0.13	0.13	4.7%	4.7%	
<b>Outpatient</b>									
All Outpatient Visits	104,785	101,467	100,493	101,073	(4,292)	(974)	-4.1%	-1.0%	
Operating Room Procedure	1,402	1,506	1,435	1,557	33	(71)	2.4%	-4.7%	
Observation Units	408	452	261	266	(147)	(191)	-36.0%	-42.3%	
Physician Office Visits	28,779	27,967	27,137	26,810	(1,642)	(830)	-5.7%	-3.0%	
<b>Ancillary</b>									
All Operating Room Procedure	2,003	2,122	2,091	2,283	88	(31)	4.4%	-1.5%	
Emergency Room Visits	16,120	13,759	12,461	13,718	(3,659)	(1,298)	-22.7%	-9.4%	
<b>Adjusted Statistics</b>									
Adjusted Admissions	5,356	5,463	5,216	5,099	(140)	(247)	-2.6%	-4.5%	
Adjusted Days	13,972	14,689	14,212	14,184	240	(477)	1.7%	-3.2%	