Vermont Community Hospital Balance Sheet - Unrestricted Funds COPLEY HOSPITAL

ASSETS						PERCENT C	HANGE 2017B -	ANNUALIZED 2013A -
CURRENT ASSETS  CASH & INVESTMENTS  \$13,115,878  \$12,200,982  \$13,419,693  \$14,493,518  \$2,2%  9,4%  AWA  AWA  AWA  AWA  AWA  AWA  AWA  A		2016A	2017B	2017A	2018B	2016A - 2017A		2018B
CASH & INVESTMENTS	ASSETS							
PATIENT ACCOUNTS RECEIVABLE, GROSS   \$11,517.731   \$11,383,000   \$40,300   \$40,000   \$0.000	CURRENT ASSETS							
LESS: ALLOWANDE FOR UNCOLLECTIBLE ACCTS         \$6,850,000         \$6,233,000         \$6,900,000         \$8,122,000         -0.7%         -0.7%         DUF FROM THING PARTIES         \$0	CASH & INVESTMENTS	\$13,115,878	\$12,260,982	\$13,409,693	\$14,493,518	2.2%	9.4%	14.5%
DUE FROM THIRD PARTIES INCK RESERVE FOR FIXED REFORM PAYMENTS         \$0         \$0         \$0         \$0         \$0         0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	PATIENT ACCOUNTS RECEIVABLE, GROSS	\$11,517,731	\$11,383,000	\$11,878,617	\$11,527,000	3.1%	4.4%	3.3%
RISK RESERVE FOR FIXED REFORM PAYMENTS  \$5,012,828 \$5,000,000 \$5,114,727 \$5,200,000 2,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0	LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS	-\$6,850,000	-\$6,233,000	-\$6,900,000	-\$6,122,000	-0.7%	-10.7%	1.4%
OTHER CURRENT ASSETS	DUE FROM THIRD PARTIES	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
## TOTAL CURRENT ASSETS  ## S22,796,437		\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
BOARD DESIGNATED ASSETS	OTHER CURRENT ASSETS	\$5,012,828	\$5,000,000	\$5,114,727	\$5,200,000	2.0%	2.3%	4.9%
FUNDED DEPRECIATION   \$763,010   \$3,284,857   \$1,478,371   \$0   93.8%   55.0%   50   50   50   50   50   50   50	TOTAL CURRENT ASSETS	\$22,796,437	\$22,410,982	\$23,503,037	\$25,098,518	3.1%	4.9%	10.0%
FUNDED DEPRECIATION   \$763,010   \$3,284,857   \$1,478,371   \$0   93.8%   55.0%   50   50   50   50   50   50   50	BOARD DESIGNATED ASSETS							
ESCROWED BOND FUNDS  \$0 \$0 \$0 \$0 \$0 .00% 0		\$763 010	\$3 284 857	\$1 478 371	\$0	93.8%	-55.0%	-100.0%
OTHER         \$0         \$0         \$0         \$0         0.0%         0.0%           TOTAL BOARD DESIGNATED ASSETS         \$763,010         \$3,284,857         \$1,478,371         \$0         93.8%         -55.0%         -11           TOTAL PROPERTY, PLANT AND EQUIPMENT, NET         \$19,125,504         \$27,043,857         \$28,145,736         \$28,797,408         47.2%         4.1%           OTHER LONG-TERM ASSETS         \$19,21,889         \$1,900,000         \$2,248,763         \$2,200,000         17.0%         18.4%           TOTAL ASSETS         \$44,606,840         \$54,639,496         \$55,375,907         \$56,095,926         24.1%         1.3%           LIABILITIES AND FUND BALANCE         CURRENT LIABILITIES         \$3,310,698         \$3,140,000         \$2,996,733         \$2,730,000         -9.5%         -4.6%           SALARIES, WAGES AND PAYROLL TAXES PAYABLE         \$3,253,914         \$3,619,000         \$3,597,349         \$2,992,000         10.6%         -0.6%           ESTIMATED THIRD-PARTY SETTLEMENTS         \$250,000         \$250,000         \$3,597,349         \$2,992,000         10.6%         -0.6%           COHNER CURRENT LIABILITIES         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0								
TOTAL PROPERTY, PLANT AND EQUIPMENT, NET  \$19,125,504 \$27,043,657 \$28,145,736 \$28,797,408 47.2% 4.1%  OTHER LONG-TERM ASSETS \$1,921,889 \$1,900,000 \$2,248,763 \$2,200,000 17.0% 18.4%  TOTAL ASSETS \$44,606,840 \$54,639,496 \$55,375,907 \$56,095,926 24.1% 1,3%  LIABILITIES AND FUND BALANCE  CURRENT LIABILITIES ACCOUNTS PAYABLE \$3,310,698 \$3,140,000 \$2,996,733 \$2,730,000 -9.5% -4.6% \$3,149,000 \$3,597,349 \$2,992,000 10.6% -0.6% ESTIMATED THIRD-PARTY SETILEMENTS \$250,000 \$250,000 \$1,200,000 \$1,700,000 \$380,0% 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 \$3,2% 32,7%  TOTAL CURRENT LIABILITIES \$7,004,723 \$7,199,872 \$8,047,320 \$8,083,815 \$14.9% \$11.8%  LONG-TERM DEBT \$3,867,539 \$10,740,023 \$10,917,898 \$9,861,026 \$12,3% 1.7%  TOTAL LONG-TERM DEBT \$3,867,539 \$10,740,023 \$10,917,898 \$9,861,026 \$12,3% 1.7%  TOTAL LIABILITIES \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0								
TOTAL PROPERTY, PLANT AND EQUIPMENT, NET \$19,125,504 \$27,043,657 \$28,145,736 \$28,797,408 47.2% 4.1%  OTHER LONG-TERM ASSETS \$1,921,889 \$1,900,000 \$2,248,763 \$2,200,000 17.0% 18.4%  TOTAL ASSETS \$44,606,840 \$54,639,496 \$55,375,907 \$56,095,926 24.1% 1.3%  LIABILITIES AND FUND BALANCE  CURRENT LIABILITIES \$3,310,698 \$3,140,000 \$2,996,733 \$2,730,000 -9.5% -4.6% ACCOUNTS PAYABLE \$3,253,914 \$3,619,000 \$3,597,349 \$2,992,000 10.6% -0.6% ESTIMATED THIRD-PARTY SETTLEMENTS \$250,000 \$250,000 \$1,200,000 \$1,700,000 380.0% 07HER CURRENT LIABILITIES \$0 \$0 \$0 \$0 \$0,770,000 380.0% 07HER CURRENT LIABILITIES \$190,111 \$190,872 \$253,238 \$591,815 33.2% 32.7%  TOTAL CURRENT LIABILITIES \$7,004,723 \$7,199,872 \$8,047,320 \$8,083,815 14.9% 11.8%  LONG-TERM DEBT \$3,867,539 \$10,740,023 \$10,917,898 \$9,861,026 182.3% 1.7%  OTHER CURRENT LIABILITIES \$0 \$0 \$0 \$0 \$0.0% 0.0% 0.0% OTHER CURRENT DEBT \$3,867,539 \$10,740,023 \$10,917,898 \$9,861,026 182.3% 1.7%  OTHER CURRENT LIABILITIES \$0 \$0 \$0 \$0 \$0 0.0% 0.0% OTHER CURRENT DEBT \$3,867,539 \$10,740,023 \$10,917,898 \$9,861,026 182.3% 1.7%  OTHER CURRENT LIABILITIES \$10,872,262 \$17,939,895 \$18,965,218 \$17,944,841 74.4% 5.7%  FUND BALANCE \$33,734,578 \$36,699,601 \$36,410,689 \$38,151,085 7.9% -0.8%	TOTAL BOARD DESIGNATED ASSETS	\$762.010	¢2 204 057	¢1 //70 271	0.2	02.9%	55 O9/	-100.0%
OTHER LONG-TERM ASSETS         \$1,921,889         \$1,900,000         \$2,248,763         \$2,200,000         17.0%         18.4%           TOTAL ASSETS         \$44,606,840         \$54,639,496         \$55,375,907         \$56,095,926         24.1%         1.3%           LIABILITIES AND FUND BALANCE         CURRENT LIABILITIES         ACCOUNTS PAYABLE         \$3,310,698         \$3,140,000         \$2,996,733         \$2,730,000         -9.5%         -4.6%           SALARIES, WAGES AND PAYROLL TAXES PAYABLE         \$3,253,914         \$3,619,000         \$3,397,349         \$2,990,000         10.6%         -0.9%           SALARIES, WAGES AND PAYROLL TAXES PAYABLE         \$3,253,914         \$3,619,000         \$3,597,349         \$2,990,000         10.6%         -0.9%           SALARIES, WAGES AND PAYROLL TAXES PAYABLE         \$3,253,914         \$3,619,000         \$3,597,349         \$2,990,000         10.6%         -0.9%           SALARIES, WAGES AND PAYROLL TAXES PAYABLE         \$3,000         \$0.00         \$0.00         \$0.0%         0.	TOTAL BOARD DESIGNATED ASSETS	\$703,010	ψ3,204,037	φ1,470,371	φ0	93.076	-55.076	-100.076
TOTAL ASSETS	TOTAL PROPERTY, PLANT AND EQUIPMENT, NET	\$19,125,504	\$27,043,657	\$28,145,736	\$28,797,408	47.2%	4.1%	13.6%
LIABILITIES AND FUND BALANCE         CURRENT LIABILITIES         ACCOUNTS PAYABLE       \$3,310,698       \$3,140,000       \$2,996,733       \$2,730,000       -9.5%       -4.6%         SALARIES, WAGES AND PAYROLL TAXES PAYABLE       \$32,253,914       \$3.619,000       \$35,597,349       \$2,992,000       10.6%       -0.6%         ESTIMATED THIRD-PARTY SETTLEMENTS       \$250,000       \$250,000       \$1,200,000       \$1,770,000       380.0%	OTHER LONG-TERM ASSETS	\$1,921,889	\$1,900,000	\$2,248,763	\$2,200,000	17.0%	18.4%	12.6%
LIABILITIES AND FUND BALANCE         CURRENT LIABILITIES         ACCOUNTS PAYABLE       \$3,310,698       \$3,140,000       \$2,996,733       \$2,790,000       -9.5%       -4.6%         SALARIES, WAGES AND PAYROLL TAXES PAYABLE       \$3,253,914       \$3,619,000       \$1,200,000       \$1,770,000       380.0%         SESTIMATED THIRD-PARTY SETTLEMENTS       \$250,000       \$250,000       \$1,200,000       \$1,770,000       380.0%         SOURES OF THE CURRENT LIABILITIES       \$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%         TOTAL CURRENT LIABILITIES       \$7,004,723       \$7,199,872       \$8,047,320       \$8,083,815       14.9%       11.8%         LONG-TERM DEBT       \$0       \$0       \$0       \$0       \$0       0.0%       0.0%         BONDS & MORTGAGES PAYABLE       \$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 <td< td=""><td>TOTAL ASSETS</td><td>\$44,606,840</td><td>\$54,639,496</td><td>\$55,375,907</td><td>\$56,095,926</td><td>24.1%</td><td>1.3%</td><td>9.4%</td></td<>	TOTAL ASSETS	\$44,606,840	\$54,639,496	\$55,375,907	\$56,095,926	24.1%	1.3%	9.4%
ACCOUNTS PAYABLE \$3,310,698 \$3,140,000 \$2,996,733 \$2,730,000 -9.5% -4.6% SALARIES, WAGES AND PAYROLL TAXES PAYABLE \$3,253,914 \$3,619,000 \$3.597,349 \$2,992,000 10.6% -0.6% ESTIMATED THIRD-PARTY SETTLEMENTS \$250,000 \$1,200,000 \$1,770,000 380.0% 380.0% OTHER CURRENT LIABILITIES \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	LIABILITIES AND FUND BALANCE							
SALARIES, WAGES AND PAYROLL TAXES PAYABLE         \$3,253,914         \$3,619,000         \$3,597,349         \$2,992,000         10.6%         -0.6%           ESTIMATED THIRD-PARTY SETTLEMENTS         \$250,000         \$250,000         \$1,770,000         380.0%         300.0%         0.0%         0.0%         0.0%         0.0%         0.0%         0.0%         0.0%         0.0%         0.0%         0.0%         0.0%         0.0%         0.0%         32.7%         :         11.8%           TOTAL CURRENT LIABILITIES         \$7,004,723         \$7,199,872         \$8,047,320         \$8,083,815         14.9%         11.8%           LONG-TERM DEBT         \$0 <td>CURRENT LIABILITIES</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>	CURRENT LIABILITIES							
ESTIMATED THIRD-PARTY SETTLEMENTS         \$250,000         \$250,000         \$1,200,000         \$1,770,000         380.0%         380.0%           OTHER CURRENT LIABILITIES         \$0         \$0         \$0         \$0         .00%         0.0%         0.0%           CURRENT PORTION OF LONG-TERM DEBT         \$190,111         \$190,872         \$253,238         \$591,815         33.2%         32.7% <td>ACCOUNTS PAYABLE</td> <td>\$3,310,698</td> <td>\$3,140,000</td> <td>\$2,996,733</td> <td>\$2,730,000</td> <td>-9.5%</td> <td>-4.6%</td> <td>5.1%</td>	ACCOUNTS PAYABLE	\$3,310,698	\$3,140,000	\$2,996,733	\$2,730,000	-9.5%	-4.6%	5.1%
OTHER CURRENT LIABILITIES         \$0         \$0         \$0         \$0         \$0         0.0%         0.0%         0.0%         0.0%         0.0%         0.0%         0.0%         0.0%         0.0%         0.0%         0.0%         0.0%         0.0%         0.0%         33.2%         32.7% <td>SALARIES, WAGES AND PAYROLL TAXES PAYABLE</td> <td>\$3,253,914</td> <td>\$3,619,000</td> <td>\$3,597,349</td> <td>\$2,992,000</td> <td>10.6%</td> <td>-0.6%</td> <td>1.0%</td>	SALARIES, WAGES AND PAYROLL TAXES PAYABLE	\$3,253,914	\$3,619,000	\$3,597,349	\$2,992,000	10.6%	-0.6%	1.0%
CURRENT PORTION OF LONG-TERM DEBT         \$190,111         \$190,872         \$253,238         \$591,815         33.2%         32.7%           TOTAL CURRENT LIABILITIES         \$7,004,723         \$7,199,872         \$8,047,320         \$8,083,815         14.9%         11.8%           LONG-TERM DEBT         \$0         \$0         \$0         \$0         \$0         0.0%         0.0%           CAPITAL LEASE OBLIGATIONS         \$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%           TOTAL LONG-TERM DEBT         \$3,867,539         \$10,740,023         \$10,917,898         \$9,861,026         182.3%         1.7%           OTHER NONCURRENT LIABILITIES         \$0         \$0         \$0         \$0         0.0%         0.0%           TOTAL LIABILITIES         \$10,872,262         \$17,939,895         \$18,965,218         \$17,944,841         74.4%         5.7%           FUND BALANCE         \$33,734,578         \$36,699,601         \$36,410,689         \$38,151,085         7.9%         -0.8%	ESTIMATED THIRD-PARTY SETTLEMENTS	\$250,000	\$250,000	\$1,200,000	\$1,770,000	380.0%	380.0%	-4.3%
TOTAL CURRENT LIABILITIES         \$7,004,723         \$7,199,872         \$8,047,320         \$8,083,815         14.9%         11.8%           LONG-TERM DEBT         \$0         \$0         \$0         \$0         0.0%         <	OTHER CURRENT LIABILITIES	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
LONG-TERM DEBT         \$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%
BONDS & MORTGAGES PAYABLE         \$0         \$0         \$0         \$0         0.0% <td>TOTAL CURRENT LIABILITIES</td> <td>\$7,004,723</td> <td>\$7,199,872</td> <td>\$8,047,320</td> <td>\$8,083,815</td> <td>14.9%</td> <td>11.8%</td> <td>1.8%</td>	TOTAL CURRENT LIABILITIES	\$7,004,723	\$7,199,872	\$8,047,320	\$8,083,815	14.9%	11.8%	1.8%
CAPITAL LEASE OBLIGATIONS OTHER LONG-TERM DEBT         \$0         \$0         \$0         \$0         0.0% 0.0% 0.0% 10,917,898         \$9,861,026         182.3% 1.7%         1.7%           TOTAL LONG-TERM DEBT         \$3,867,539         \$10,740,023         \$10,917,898         \$9,861,026         182.3%         1.7%           OTHER NONCURRENT LIABILITIES         \$0         \$0         \$0         \$0         0.0%         0.0%           TOTAL LIABILITIES         \$10,872,262         \$17,939,895         \$18,965,218         \$17,944,841         74.4%         5.7%           FUND BALANCE         \$33,734,578         \$36,699,601         \$36,410,689         \$38,151,085         7.9%         -0.8%	LONG-TERM DEBT							
OTHER LONG-TERM DEBT         \$3,867,539         \$10,740,023         \$10,917,898         \$9,861,026         182.3%         1.7%           TOTAL LONG-TERM DEBT         \$3,867,539         \$10,740,023         \$10,917,898         \$9,861,026         182.3%         1.7%           OTHER NONCURRENT LIABILITIES         \$0         \$0         \$0         \$0         0.0%         0.0%           TOTAL LIABILITIES         \$10,872,262         \$17,939,895         \$18,965,218         \$17,944,841         74.4%         5.7%           FUND BALANCE         \$33,734,578         \$36,699,601         \$36,410,689         \$38,151,085         7.9%         -0.8%	BONDS & MORTGAGES PAYABLE	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL LONG-TERM DEBT         \$3,867,539         \$10,740,023         \$10,917,898         \$9,861,026         182.3%         1.7%           OTHER NONCURRENT LIABILITIES         \$0         \$0         \$0         \$0         0.0%         0.0%           TOTAL LIABILITIES         \$10,872,262         \$17,939,895         \$18,965,218         \$17,944,841         74.4%         5.7%           FUND BALANCE         \$33,734,578         \$36,699,601         \$36,410,689         \$38,151,085         7.9%         -0.8%	CAPITAL LEASE OBLIGATIONS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER NONCURRENT LIABILITIES         \$0         \$0         \$0         \$0         0.0%         0.0%           TOTAL LIABILITIES         \$10,872,262         \$17,939,895         \$18,965,218         \$17,944,841         74.4%         5.7%           FUND BALANCE         \$33,734,578         \$36,699,601         \$36,410,689         \$38,151,085         7.9%         -0.8%	OTHER LONG-TERM DEBT	\$3,867,539	\$10,740,023	\$10,917,898	\$9,861,026	182.3%	1.7%	19.7%
TOTAL LIABILITIES         \$10,872,262         \$17,939,895         \$18,965,218         \$17,944,841         74.4%         5.7%           FUND BALANCE         \$33,734,578         \$36,699,601         \$36,410,689         \$38,151,085         7.9%         -0.8%	TOTAL LONG-TERM DEBT	\$3,867,539	\$10,740,023	\$10,917,898	\$9,861,026	182.3%	1.7%	19.7%
FUND BALANCE \$33,734,578 \$36,699,601 \$36,410,689 \$38,151,085 7.9% -0.8%	OTHER NONCURRENT LIABILITIES	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
	TOTAL LIABILITIES	\$10,872,262	\$17,939,895	\$18,965,218	\$17,944,841	74.4%	5.7%	9.5%
TOTAL LIABILITIES AND FUND BALANCE 44 606 840 54 639 496 55 375 907 56 095 926 24 1% 1 3%	FUND BALANCE	\$33,734,578	\$36,699,601	\$36,410,689	\$38,151,085	7.9%	-0.8%	9.3%
11,000,010 01,000,100 00,010,001 00,000,0	TOTAL LIABILITIES AND FUND BALANCE	44,606,840	54,639,496	55,375,907	56,095,926	24.1%	1.3%	9.4%

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
TOTAL CAPITAL EXPENDITURES	\$4,646,602	\$4,815,773	\$3,520,744	\$2,561,119	\$2,642,111	\$2,572,553	\$2,469,485	\$10,159,879	\$2,373,263	\$3,739,327	\$3,005,044	\$3,071,724	\$2,069,240
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
TOTAL CAP BUDGET AND PROJECT	\$4.746.602	\$4.815.773	\$6.520.744	\$3.212.130	\$4,642,111	\$2,924,509	\$5.192.168	\$10.159.879	\$11.621.841	\$3,739,327	\$7.505.044	\$3,321,724	\$4.860.240

## COPLEY HOSPITAL Profit and Loss Statement

					2017 Budget to	o 2017 Actual
	2016 Actual	2017 Budget	2017 Actuals	2018 Budget Approved	\$ Change	% Change
Gross Patient Care Revenue	\$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%
Net Revenue Deductions	-\$47,002,463	-\$41,718,159	-\$44,786,250	-\$45,689,194	-\$3,068,091	-7.4%
Net Patient Care Revenue	\$62,804,324	\$64,819,405	\$64,983,966	\$68,024,531	\$164,561	0.3%
Fixed Prospective Payments (incl Reserves&Other)	\$0	\$0	\$0	\$0	\$0	0.0%
Total NPR & FPP (incl Reserves)	\$62,804,324	\$64,819,405	\$64,983,966	\$68,024,531	\$164,561	0.3%
Other Operating Revenue	\$1,423,139	\$1,478,618	\$1,418,426	\$1,348,615	-\$60,192	-4.1%
Total Operating Revenue	\$64,227,463	\$66,298,023	\$66,402,392	\$69,373,146	\$104,369	0.2%
Operating Expense						0.0%
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%
Total Operating Expense	\$64,312,384	\$65,966,541	\$66,780,338	\$69,296,653	\$813,797	1.2%
Net Operating Income (Loss)	-\$84,921	\$331,482	-\$377,946	\$76,493	-\$709,428	-214.0%
Non-Operating Revenue	\$262,636	\$2,603,000	\$3,054,057	\$370,900	\$451,057	17.3%
Excess (Deficit) Of Revenue Over Expense	\$177,715	\$2,934,482	\$2,676,111	\$447,393	-\$258,371	-8.8%
Operating Margin %	-0.1%	0.5%	-0.6%	0.1%		
Total Margin %	0.3%	4.4%	4.0%	0.6%		

## Net Payer Revenue-Budget to Budget

		Copley Hospital			
PAYER REVENUE DETAIL	L	2017 Approved	2017 Actuals	B17-A18	B17-B18
All Payers	Gross Revenue	2017 Approved \$106,537,564.00	\$109,770,216.00	\$3,232,652.00	3.0
All Fayers	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	-18.19
	Disproportionate Share Payments	\$988,678.00	\$988,678.00	\$0.00	0.09
		\$988,678.00	\$988,678.00	\$0.00	0.09
	Graduate Medical Education Payments  Net Payer Revenue	\$64,819,405.00	\$64,983,966.00	\$164,561.00	0.09
	Fixed Prospective Payments	\$0.00	\$0.00	\$0.00	0.09
	Other Reform Payments	\$0.00	\$0.00	\$0.00	0.09
	Reserves (Risk)	\$0.00	\$0.00	\$0.00	0.09
	Total NPR & FPP	\$64,819,405.00	\$64,983,966.00	\$164,561.00	0.39
	TOTAL NEW & LEE				0.37
COMMERCIAL	Gross Revenue	\$0.00 \$51,327,997.00	\$0.00 \$51,952,076.00	\$624,079.00	1.29
COMMERCIAL	Contractual Allowances				
		-\$11,025,440.00	-\$11,647,019.00	-\$621,579.00	5.69
	Bad debt	\$0.00	\$0.00	\$0.00	0.09
	Free Care	\$0.00	\$0.00	\$0.00	0.09
	Disproportionate Share Payments	\$0.00	\$0.00	\$0.00	0.09
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.09
	Net Payer Revenue	\$40,302,557.00	\$40,305,057.00	\$2,500.00	0.09
	Fixed Prospective Payments	\$0.00	\$0.00	\$0.00	0.09
	Other Reform Payments	\$0.00	\$0.00	\$0.00	0.09
	Reserves (Risk)	\$0.00	\$0.00	\$0.00	0.09
	Total NPR & FPP	\$40,302,557.00	\$40,305,057.00	\$2,500.00	0.0%
MEDICAID	Gross Revenue	\$0.00 \$19,726,148.00	\$0.00	\$0.00 -\$2,843,521.00	-14.49
WEDICAID	Contractual Allowances		\$16,882,627.00		
		-\$12,916,550.00	-\$10,919,731.00	\$1,996,819.00	-15.5%
	Bad debt	\$0.00	\$0.00	\$0.00	0.09
	Free Care	\$0.00	\$0.00	\$0.00	0.09
	Disproportionate Share Payments	\$988,678.00	\$988,678.00	\$0.00	0.09
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.09
	Net Payer Revenue	\$7,798,276.00	\$6,951,574.00	-\$846,702.00	-10.9%
	Fixed Prospective Payments	\$0.00	\$0.00	\$0.00	0.09
	Other Reform Payments	\$0.00	\$0.00	\$0.00	0.09
	Reserves (Risk)	\$0.00	\$0.00	\$0.00	0.09
	Total NPR & FPP	\$7,798,276.00	\$6,951,574.00	-\$846,702.00 \$0.00	-10.99
MEDICARE	Gross Revenue	\$35,483,419.00	\$40,935,513.00	\$5,452,094.00	15.49
	Contractual Allowances	-\$16,217,866.00	-\$21,089,326.00	-\$4,871,460.00	30.09
	Bad debt	\$0.00	\$0.00	\$0.00	0.09
	Free Care	\$0.00	\$0.00	\$0.00	0.09
	Disproportionate Share Payments	\$0.00	\$0.00	\$0.00	0.09
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.09
	Net Payer Revenue	\$19,265,553.00	\$19,846,187.00	\$580,634.00	3.09
	•		. , ,	. ,	
	Fixed Prospective Payments	\$0.00	\$0.00	\$0.00	0.09
	Other Reform Payments	\$0.00	\$0.00	40.00	0.09
	Reserves (Risk)	\$0.00	\$0.00	\$0.00	0.09
	Total NPR & FPP	\$19,265,553.00	\$19,846,187.00	\$580,634.00	3.09
Bad Debt/ Free Care	Gross Revenue	\$0.00	\$0.00	\$0.00	0.09
Data Desty Tiec Cale	Contractual Allowances	\$0.00	\$0.00	\$0.00	0.09
	Bad debt	-\$1,501,753.00	-\$1,202,955.00	\$298,798.00	-19.99
	Free Care	-\$618,742.00	-\$406,556.00	\$212,186.00	-34.39
	Disproportionate Share Payments	\$0.00	\$0.00	\$0.00	0.09
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.09
	•				
	Net Payer Revenue	-\$2,120,495.00	-\$1,609,511.00	\$510,984.00	-24.1

COPLEY HOSPITAL REPORT 3 STAFFING REPORT

	2014A	2015A	2016B	2016A	2017B	2017A	2018B	PERCENT 2016A - 2017A	CHANGE 2017B - 2017A	ANNUALIZED 2012A - 2018B
PHYSICIAN FTES										
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%
TOTAL PHYSICIAN FTEs	16.5	15.3	18.8	15.9	16.2	16.7	16.4	5.0%	3.1%	8.4%
	10.7%	-7.3%	9.3%	3.9%	-13.8%	5.0%	1.2%			
TRAVELER NON MD FTEs										
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%
TOTAL TRAVELER FTES	8.1	4.3	3.7	9.2	9.9	13.4	7.3	45.7%	35.4%	12.1%
	58.8%	-46.9%	270.0%	114.0%	167.6%	45.7%	-26.3%			,
TRAVELER MD FTEs										
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%
TOTAL TRAVELER MD FTEs			-		3.6	3.0	3.1	100.0%	-16.7%	100.0%
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-13.9%			
TOTAL TRAVELER FTEs	*****									
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		0.7	-	-100.0%	0.0%	-100.0%
TOTAL TRAVELER FTEs	8.1	4.3	3.7	9.2	13.5	16.4	10.4	78.3%	21.5%	19.0%
TOTAL TRAVELER TES	58.8%	-46.9%	270.0%	114.0%	264.9%	78.3%	-23.0%	10.570	21.070	13.070
TOTAL RESIDENTS & FELLOWS FTEs	30.076	-40.376	270.076	114.076	204.576	70.576	-23.076			
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 TOTAL RESIDENTS & FELLOWS FTEs	<u> </u>							0.0%	0.0%	0.0%
TOTAL RESIDENTS & FELLOWS FTES	#DIV/0I	#DIV/OI	#DIV/0I	#DI\//01	#DIV/0I	#DIV//01	#DIV//01	0.0%	0.0%	0.0%
MID FTF:	#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		-	-	-	-	-	-	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 MLP FTEs	•	-	-	-	•	-	-	0.0%	0.0%	0.0%
	#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	2016A - 2017A	2017B - 2017A	2012A - 2018B
ALL OTHER FTEs	2014A	2015A	20100	2010A	20176	2017A	20100	2017A	2017A	20100
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%	-2.39
OUTPATIENT ROUTINE SERVICES	46.4	40.4	37.3	30.0	39.4	37.0	40.1	0.0%	0.0%	-100.09
ANCILLARY SERVICES	114.2	128.8	132.8	125.9	127.8	127.4	129.8	1.2%	-0.3%	3.6%
OTHER SERVICES	114.2	120.0	132.0	123.9	127.0	127.4	129.0	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	-	41.1	43.7	44.2	44.5	44.4	43.9	0.5%	0.0%	0.0%
TOTAL ALL OTHER FTES	334.0	340.6	352.9	342.2	354.8	345.9	360.3	1.1%	-2.5%	2.7%
TOTAL ALL OTHER TIES	2.6%	2.0%	1.0%	0.5%	0.5%	1.1%	1.6%	1.170	-2.5/8	2.1 /
NON-MD FTEs	2.070	2.070	1.070	0.570	0.570	1.170	1.070			
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	114.2	120.0	132.0	123.9	127.0	127.4	125.0	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		41.1	43.7	44.2	44.5	44.4	43.9	0.0%	0.0%	0.0%
TOTAL NON-MD FTEs	334.0	340.6	352.9	342.2	354.8	345.9	360.3	1.1%	-2.5%	2.7%
	2.6%	2.0%	1.0%	0.5%	0.5%	1.1%	1.6%			
ALL FTEs										
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%
TOTAL ALL FTEs	358.6	360.2	375.4	367.3	384.5	379.0	387.1	3.2%	-1.4%	3.0%
	3.8%	0.4%	2.1%	2.0%	2.4%	3.2%	0.7%			
NON-MD WAGES										
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 TOTAL NON-MD WAGES	\$0	\$0	\$0	\$0 \$22.282.275	\$0 \$22.775.925	\$0 \$22.931.684	\$0	0.0% <b>2.9%</b>	0.0%	0.0% <b>4.2</b> %
TOTAL NON-MID WAGES	\$19,981,360 3.7%	<b>\$21,067,433</b> 5.4%	<b>\$21,441,280</b> 0.3%	5.8%	6.2%	2.9%	<b>\$23,635,205</b> 3.8%	2.9%	0.7%	4.2%
NON-MD WAGES PER FTE	3.1 76	5.4%	0.376	5.6%	0.276	2.9%	3.076			
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	\$05,944	\$05,665 \$0	\$67,600	\$70,887	\$07,921	\$73,229	\$00,404	0.0%	0.0%	-100.0%
ANCILLARY SERVICES	\$0 \$71,677	\$69,890	\$68,023	\$72,834	\$74,030	\$74,594	\$74,394	2.4%		1.5%
		\$69,890 \$0							0.8%	
			\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER SERVICES	\$0 \$0			@E7 EF0	¢=7,000	©E0 700	CC 4 400	2 00/	2 20/	
OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES	\$0	\$55,558	\$0	\$57,559	\$57,938	\$59,796	\$64,129	3.9%	3.2%	
OTHER SERVICES				\$57,559 \$0 <b>\$65,115</b>	\$57,938 \$0 <b>\$64,194</b>	\$59,796 \$0 <b>\$66,296</b>	\$64,129 \$0 <b>\$65,599</b>	3.9% 0.0% <b>1.8%</b>	3.2% 0.0% 3.3%	100.0% 0.0% <b>1.5</b> %

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

PERCENT CHANGE ANNUALIZED

COPLEY HOSPITAL
REPORT 4
KEY HOSPITAL STATISTICS & RATIOS

						PERCENT 2016A -	CHANGE 2017B -	ANNUALIZED 2014A -	# CH/	ANGE
Type	Statistic	2016A	2017B	2017A	2018B	2010A -	2017B -	2014A -	2016A - 2017A	2017B - 2017A
ÚTI	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	# CH	ANGE
						2016A -	2017B -	2014A -		
0.15	100000000000000000000000000000000000000	2016A	2017B	2017A	2018B	2017A	2017A	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  DEBT PER STAFFED RED	10.3%	22.6%	23.1%	20.5%	124.3%	1.9%	14.4%	0.1	0.0
CAP	DEBIT ER GTAIT ED DED	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)
							CHANGE	<b>ANNUALIZED</b>	# CH	ANGE
						20164 -	2017R -	20144 -		
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
REV	DEDUCTION %	<b>2016A</b> 42.8%	<b>2017B</b> 39.2%	<b>2017A</b> 40.8%	<b>2018B</b> 40.2%				<b>2016A - 2017A</b> (0.0)	
REV REV	DEDUCTION % BAD DEBT %					2017A	2017A	2018B		2017B - 2017A
		42.8%	39.2%	40.8%	40.2%	<b>2017A</b> -4.7%	<b>2017A</b> 4.2%	<b>2018B</b> -0.9%	(0.0)	<b>2017B - 2017A</b> 0.0
REV	BAD DEBT %	42.8% 1.3%	39.2% 1.6%	40.8% 1.3%	40.2% 1.4%	2017A -4.7% 3.1%	2017A 4.2% -18.6%	2018B -0.9% -11.3%	(0.0) 0.0	2017B - 2017A 0.0 (0.0)
REV REV	BAD DEBT % FREE CARE %	42.8% 1.3% 0.7%	39.2% 1.6% 0.8%	40.8% 1.3% 0.6%	40.2% 1.4% 0.7%	2017A -4.7% 3.1% -15.9%	2017A 4.2% -18.6% -20.5%	2018B -0.9% -11.3% -11.9%	(0.0) 0.0 (0.0)	2017B - 2017A 0.0 (0.0) (0.0)
REV REV REV	BAD DEBT % FREE CARE % OPERATING MARGIN %	42.8% 1.3% 0.7% -0.1%	39.2% 1.6% 0.8% 0.5%	40.8% 1.3% 0.6% -0.6%	40.2% 1.4% 0.7% 0.1%	2017A -4.7% 3.1% -15.9% -330.5%	2017A 4.2% -18.6% -20.5% -213.8%	2018B -0.9% -11.3% -11.9% -64.4%	(0.0) 0.0 (0.0) (0.0)	2017B - 2017A 0.0 (0.0) (0.0) (0.0)
REV REV REV	BAD DEBT % FREE CARE % OPERATING MARGIN % TOTAL MARGIN %	42.8% 1.3% 0.7% -0.1% 0.3%	39.2% 1.6% 0.8% 0.5% 4.3%	40.8% 1.3% 0.6% -0.6% 3.9%	40.2% 1.4% 0.7% 0.1% 0.6%	2017A -4.7% 3.1% -15.9% -330.5% 1298.2%	2017A 4.2% -18.6% -20.5% -213.8% -9.5%	2018B -0.9% -11.3% -11.9% -64.4% -45.3%	(0.0) 0.0 (0.0) (0.0) 0.0	2017B - 2017A 0.0 (0.0) (0.0) (0.0) (0.0) (0.0)
REV REV REV REV	BAD DEBT % FREE CARE % OPERATING MARGIN % TOTAL MARGIN % OUTPATIENT GROSS REVENUE %	42.8% 1.3% 0.7% -0.1% 0.3% 67.2%	39.2% 1.6% 0.8% 0.5% 4.3% 67.6%	40.8% 1.3% 0.6% -0.6% 3.9% 65.0%	40.2% 1.4% 0.7% 0.1% 0.6% 63.3%	2017A -4.7% 3.1% -15.9% -330.5% 1298.2% -3.3%	2017A 4.2% -18.6% -20.5% -213.8% -9.5% -3.9%	2018B -0.9% -11.3% -11.9% -64.4% -45.3% -3.3%	(0.0) 0.0 (0.0) (0.0) 0.0 (0.0)	2017B - 2017A 0.0 (0.0) (0.0) (0.0) (0.0) (0.0) (0.0)
REV REV REV REV REV	BAD DEBT % FREE CARE % OPERATING MARGIN % TOTAL MARGIN % OUTPATIENT GROSS REVENUE % INPATIENT GROSS REVENUE %	42.8% 1.3% 0.7% -0.1% 0.3% 67.2% 32.5%	39.2% 1.6% 0.8% 0.5% 4.3% 67.6% 32.1%	40.8% 1.3% 0.6% -0.6% 3.9% 65.0% 34.3%	40.2% 1.4% 0.7% 0.1% 0.6% 63.3% 36.1%	2017A -4.7% 3.1% -15.9% -330.5% 1298.2% -3.3% 5.6%	2017A 4.2% -18.6% -20.5% -213.8% -9.5% -3.9% 6.7%	2018B -0.9% -11.3% -11.9% -64.4% -45.3% -3.3% 7.2%	(0.0) 0.0 (0.0) (0.0) 0.0 (0.0) 0.0	2017B - 2017A 0.0 (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0)
REV REV REV REV REV REV	BAD DEBT % FREE CARE % OPERATING MARGIN % TOTAL MARGIN % OUTPATIENT GROSS REVENUE % INPATIENT GROSS REVENUE % PHYSICIAN GROSS REVENUE %	42.8% 1.3% 0.7% -0.1% 0.3% 67.2% 32.5% 0.0%	39.2% 1.6% 0.8% 0.5% 4.3% 67.6% 32.1%	40.8% 1.3% 0.6% -0.6% 3.9% 65.0% 34.3% 0.0%	40.2% 1.4% 0.7% 0.1% 0.6% 63.3% 36.1% 0.0%	2017A -4.7% 3.1% -15.9% -330.5% 1298.2% -3.3% 5.6% 0.0%	2017A 4.2% -18.6% -20.5% -213.8% -9.5% -3.9% 6.7% 0.0%	2018B -0.9% -11.3% -11.9% -64.4% -45.3% -3.3% 7.2% 0.0%	(0.0) 0.0 (0.0) (0.0) 0.0 (0.0) 0.0	2017B - 2017A 0.0 (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) -
REV REV REV REV REV REV REV	BAD DEBT % FREE CARE % OPERATING MARGIN % TOTAL MARGIN % OUTPATIENT GROSS REVENUE % INPATIENT GROSS REVENUE % PHYSICIAN GROSS REVENUE % SNF/REHAB/SWING GROSS REVENUE %	42.8% 1.3% 0.7% -0.1% 0.3% 67.2% 32.5% 0.0% 0.3% 57.2%	39.2% 1.6% 0.8% 0.5% 4.3% 67.6% 32.1% 0.0% 0.3%	40.8% 1.3% 0.6% -0.6% 3.9% 65.0% 34.3% 0.0% 0.7%	40.2% 1.4% 0.7% 0.1% 0.6% 63.3% 36.1% 0.0%	2017A -4.7% 3.1% -15.9% -330.5% 1298.2% -3.3% 5.6% 0.0% 121.6%	2017A 4.2% -18.6% -20.5% -213.8% -9.5% -3.9% 6.7% 0.0% 174.6%	2018B -0.9% -11.3% -11.9% -64.4% -45.3% -3.3% 7.2% 0.0% 16.8%	(0.0) 0.0 (0.0) (0.0) 0.0 (0.0) 0.0 -	2017B - 2017A  0.0 (0.0) (0.0) (0.0) (0.0) (0.0) - 0.0 - 0.0
REV REV REV REV REV REV REV	BAD DEBT %  FREE CARE %  OPERATING MARGIN %  TOTAL MARGIN %  OUTPATIENT GROSS REVENUE %  INPATIENT GROSS REVENUE %  PHYSICIAN GROSS REVENUE %  SNF/REHAB/SWING GROSS REVENUE %  ALL NET PATIENT REVENUE % WITH DSH & GME	42.8% 1.3% 0.7% -0.1% 0.3% 67.2% 32.5% 0.0% 0.3% 57.2% 45.6%	39.2% 1.6% 0.8% 0.5% 4.3% 67.6% 32.1% 0.0% 0.3% 60.8%	40.8% 1.3% 0.6% -0.6% 3.9% 65.0% 34.3% 0.0% 0.7% 59.2%	40.2% 1.4% 0.7% 0.1% 0.6% 63.3% 36.1% 0.0% 0.6% 59.8%	2017A -4.7% 3.1% -15.9% -330.5% 1298.2% -3.3% 5.6% 0.0% 121.6% 3.5%	2017A 4.2% -18.6% -20.5% -213.8% -9.5% -3.9% 6.7% 0.0% 174.6% -2.7%	2018B -0.9% -11.3% -11.9% -64.4% -45.3% -3.3% 7.2% 0.0% 16.8% 0.6%	(0.0) 0.0 (0.0) (0.0) 0.0 (0.0) 0.0 - 0.0 0.0	2017B - 2017A  0.0 (0.0) (0.0) (0.0) (0.0) (0.0) - 0.0 - 0.0 (0.0)
REV REV REV REV REV REV REV REV	BAD DEBT %  FREE CARE %  OPERATING MARGIN %  TOTAL MARGIN %  OUTPATIENT GROSS REVENUE %  INPATIENT GROSS REVENUE %  PHYSICIAN GROSS REVENUE %  SNF/REHAB/SWING GROSS REVENUE %  ALL NET PATIENT REVENUE % WITH DSH & GME  MEDICARE NET PATIENT REVENUE % INCLUDING PHYS	42.8% 1.3% 0.7% -0.1% 0.3% 67.2% 32.5% 0.0% 0.3% 57.2% 45.6% 34.4%	39.2% 1.6% 0.8% 0.5% 4.3% 67.6% 32.1% 0.0% 0.3% 60.8% 53.2%	40.8% 1.3% 0.6% -0.6% 3.9% 65.0% 34.3% 0.0% 0.7% 59.2% 47.4%	40.2% 1.4% 0.7% 0.1% 0.6% 63.3% 36.1% 0.0% 0.6% 59.8%	2017A -4.7% 3.1% -15.9% -330.5% 1298.2% -3.3% 5.6% 0.0% 121.6% 3.5% 3.9%	2017A 4.2% -18.6% -20.5% -213.8% -9.5% -3.9% 6.7% 0.0% 174.6% -2.7% -10.9%	2018B -0.9% -11.3% -11.9% -64.4% -45.3% -3.3% 7.2% 0.0% 16.8% 0.6% 2.3%	(0.0) 0.0 (0.0) (0.0) 0.0 (0.0) 0.0 - 0.0 0.0	2017B - 2017A  0.0 (0.0) (0.0) (0.0) (0.0) (0.0) - 0.0 - 0.0 (0.0) (0.0) (0.0)
REV REV REV REV REV REV REV REV REV	BAD DEBT %  FREE CARE %  OPERATING MARGIN %  TOTAL MARGIN %  OUTPATIENT GROSS REVENUE %  INPATIENT GROSS REVENUE %  PHYSICIAN GROSS REVENUE %  SNF/REHAB/SWING GROSS REVENUE %  ALL NET PATIENT REVENUE % WITH DSH & GME  MEDICARE NET PATIENT REVENUE % INCLUDING PHYS  MEDICAID NET PATIENT REVENUE % INCLUDING PHYS	42.8% 1.3% 0.7% -0.1% 0.3% 67.2% 32.5% 0.0% 0.3% 57.2% 45.6% 34.4%	39.2% 1.6% 0.8% 0.5% 4.3% 67.6% 32.1% 0.0% 0.3% 60.8% 53.2% 34.3%	40.8% 1.3% 0.6% -0.6% 3.9% 65.0% 34.3% 0.0% 0.7% 59.2% 47.4% 35.0%	40.2% 1.4% 0.7% 0.1% 0.6% 63.3% 36.1% 0.0% 0.6% 59.8% 50.5% 35.4%	2017A -4.7% 3.1% -15.9% -330.5% 1298.2% -3.3% 0.0% 121.6% 3.5% 3.9% 1.7% -0.8%	2017A 4.2% -18.6% -20.5% -213.8% -9.5% -3.9% 6.7% 0.0% 174.6% -2.7% -10.9%	2018B -0.9% -11.3% -11.9% -64.4% -45.3% -3.3% 7.2% 0.0% 16.8% 0.6% 2.3% 2.0%	(0.0) (0.0) (0.0) (0.0) (0.0) (0.0) 0.0 	2017B - 2017A  0.0 (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) 0.0 (0.0) (0.0) (0.0)
REV REV REV REV REV REV REV REV REV	BAD DEBT %  FREE CARE %  OPERATING MARGIN %  TOTAL MARGIN %  OUTPATIENT GROSS REVENUE %  INPATIENT GROSS REVENUE %  PHYSICIAN GROSS REVENUE %  SNF/REHAB/SWING GROSS REVENUE %  ALL NET PATIENT REVENUE % WITH DSH & GME  MEDICARE NET PATIENT REVENUE % INCLUDING PHYS  MEDICAID NET PATIENT REVENUE % INCLUDING PHYS	42.8% 1.3% 0.7% -0.1% 0.3% 67.2% 32.5% 0.0% 0.3% 57.2% 45.6% 34.4% 75.1%	39.2% 1.6% 0.8% 0.5% 4.3% 67.6% 32.1% 0.0% 0.3% 60.8% 53.2% 34.3% 74.4%	40.8% 1.3% 0.6% -0.6% 3.9% 65.0% 34.3% 0.0% 0.7% 59.2% 47.4% 35.0% 74.5%	40.2% 1.4% 0.7% 0.1% 0.6% 63.3% 36.1% 0.0% 0.6% 59.8% 50.5% 35.4% 74.5%	2017A -4.7% 3.1% -15.9% -330.5% 1298.2% -3.3% 5.6% 0.0% 121.6% 3.5% 3.9% -0.8% PERCENT 2016A -	2017A 4.2% -18.6% -20.5% -213.8% -9.5% -3.9% 6.7% 0.0% 174.6% -2.7% -10.9% 0.1%  **CHANGE* 2017B -	2018B -0.9% -11.3% -11.9% -64.4% -45.3% -3.3% -7.2% 0.0% 16.8% 0.6% 2.3% 2.0% 0.3% ANNUALIZED 2014A -	(0.0) 0.0 (0.0) (0.0) 0.0 (0.0) 0.0 - 0.0 0.0 0.0 0.0 0.0 0.0	2017B - 2017A  0.0 (0.0) (0.0) (0.0) (0.0) (0.0) 0.0 (0.0) (0.1) 0.0 ANGE
REV REV REV REV REV REV REV REV REV REV	BAD DEBT %  FREE CARE %  OPERATING MARGIN %  TOTAL MARGIN %  OUTPATIENT GROSS REVENUE %  INPATIENT GROSS REVENUE %  PHYSICIAN GROSS REVENUE %  SNF/REHAB/SWING GROSS REVENUE %  ALL NET PATIENT REVENUE % WITH DSH & GME  MEDICARE NET PATIENT REVENUE % INCLUDING PHYS  MEDICAID NET PATIENT REVENUE % INCLUDING PHYS  COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS	42.8% 1.3% 0.7% -0.1% 0.3% 67.2% 32.5% 0.0% 0.3% 57.2% 45.6% 34.4% 75.1%	39.2% 1.6% 0.8% 0.5% 4.3% 67.6% 32.1% 0.0% 0.3% 60.8% 53.2% 34.3% 74.4%	40.8% 1.3% 0.6% -0.6% 3.9% 65.0% 34.3% 0.0% 0.7% 59.2% 47.4% 35.0% 74.5%	40.2% 1.4% 0.7% 0.1% 0.6% 63.3% 36.1% 0.0% 0.6% 59.8% 50.5% 35.4% 74.5%	2017A -4.7% 3.1% -15.9% -330.5% 1298.2% -3.3% 5.6% 0.0% 121.6% 3.5% 3.9% -0.8% PERCENT 2016A - 2017A	2017A 4.2% -18.6% -20.5% -213.8% -9.5% -3.9% 6.7% 0.0% 174.6% -2.7% -10.9% 0.1%	2018B -0.9% -11.3% -11.9% -64.4% -45.3% -3.3% 7.2% 0.0% 16.8% 0.6% 2.3% 2.0% 0.3% ANNUALIZED 2014A - 2018B	(0.0) 0.0 (0.0) 0.0 (0.0) 0.0 0.0 - 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0	2017B - 2017A  0.0 (0.0) (0.0) (0.0) (0.0) (0.0) - 0.0 (0.0) (0.0) (0.1) 0.0 ANGE
REV REV REV REV REV REV REV REV REV REV	BAD DEBT %  FREE CARE %  OPERATING MARGIN %  TOTAL MARGIN %  OUTPATIENT GROSS REVENUE %  INPATIENT GROSS REVENUE %  PHYSICIAN GROSS REVENUE %  SNF/REHAB/SWING GROSS REVENUE %  ALL NET PATIENT REVENUE % WITH DSH & GME  MEDICARE NET PATIENT REVENUE % INCLUDING PHYS  MEDICAID NET PATIENT REVENUE % INCLUDING PHYS  COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS	42.8% 1.3% 0.7% -0.1% 0.3% 67.2% 32.5% 0.0% 0.3% 57.2% 45.6% 34.4% 75.1%	39.2% 1.6% 0.8% 0.5% 4.3% 67.6% 32.1% 0.0% 0.3% 60.8% 53.2% 34.3% 74.4%	40.8% 1.3% 0.6% -0.6% 3.9% 65.0% 34.3% 0.0% 0.7% 59.2% 47.4% 35.0% 74.5%	40.2% 1.4% 0.7% 0.1% 0.6% 63.3% 36.1% 0.0% 0.6% 59.8% 50.5% 35.4% 74.5%	2017A -4.7% 3.1% -15.9% -330.5% 1298.2% -3.3% 5.6% 0.0% 121.6% 3.5% 3.9% -0.8% PERCENT 2016A - 2017A -3.7%	2017A 4.2% -18.6% -20.5% -213.8% -9.5% -3.9% 6.7% 0.0% 174.6% -2.7% -10.9% 0.1%	2018B -0.9% -11.3% -11.9% -64.4% -45.3% -3.3% -7.2% 0.0% 16.8% 0.6% 2.3% 2.0% 0.3% ANNUALIZED 2014A - 2018B -4.0%	(0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) 0.0 0.0 0.0 0.0 0.0 4 CHJ	2017B - 2017A  0.0 (0.0) (0.0) (0.0) (0.0) (0.0) - 0.0 (0.0) (0.0) (0.1) 0.0 ANGE  2017B - 2017A (0.3)
REV	BAD DEBT %  FREE CARE %  OPERATING MARGIN %  TOTAL MARGIN %  OUTPATIENT GROSS REVENUE %  INPATIENT GROSS REVENUE %  PHYSICIAN GROSS REVENUE %  SNF/REHAB/SWING GROSS REVENUE %  ALL NET PATIENT REVENUE % WITH DSH & GME  MEDICARE NET PATIENT REVENUE % INCLUDING PHYS  MEDICAID NET PATIENT REVENUE % INCLUDING PHYS  COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS  ADJUSTED ADMISSIONS PER FTE  FTES PER 100 ADJ DISCHARGES	42.8% 1.3% 0.7% -0.1% 0.3% 67.2% 32.5% 0.0% 0.3% 57.2% 45.6% 34.4% 75.1%	39.2% 1.6% 0.8% 0.5% 4.3% 67.6% 32.1% 0.0% 0.3% 60.8% 53.2% 34.3% 74.4% 2017B 15.4 6.5	40.8% 1.3% 0.6% -0.6% 3.9% 65.0% 34.3% 0.0% 0.7% 59.2% 47.4% 35.0% 74.5%	40.2% 1.4% 0.7% 0.1% 0.6% 63.3% 36.1% 0.0% 0.6% 59.8% 50.5% 35.4% 74.5%	2017A -4.7% 3.1% -15.9% -330.5% 1298.2% -3.3% 5.6% 0.0% 121.6% 3.5% 3.9% -0.8% -0.8% PERCENT 2016A - 2017A -3.7% 3.8%	2017A 4.2% -18.6% -20.5% -213.8% -9.5% -3.9% 6.7% 0.0% 174.6% -2.7% -10.9% 0.1% CHANGE 2017B -2017A -2.1% 2.1%	2018B -0.9% -11.3% -11.9% -64.4% -45.3% -3.3% -7.2% 0.0% 16.8% 0.6% 2.3% 2.0% 0.3% ANNUALIZED 2014A - 2018B -4.0% 4.2%	(0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) 0.0 0.0 0.0 0.0 4 CHJ 2016A - 2017A (0.6) 0.2	2017B - 2017A  0.0 (0.0) (0.0) (0.0) (0.0) (0.0) - 0.0 (0.0) (0.0) (0.0)  - 40.0 (0.0) (0.1) 0.0  2017B - 2017A (0.3) 0.1
REV	BAD DEBT %  FREE CARE %  OPERATING MARGIN %  TOTAL MARGIN %  OUTPATIENT GROSS REVENUE %  INPATIENT GROSS REVENUE %  PHYSICIAN GROSS REVENUE %  SNF/REHAB/SWING GROSS REVENUE %  ALL NET PATIENT REVENUE % WITH DSH & GME  MEDICARE NET PATIENT REVENUE % INCLUDING PHYS  MEDICAID NET PATIENT REVENUE % INCLUDING PHYS  COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS  ADJUSTED ADMISSIONS PER FTE  FTES PER 100 ADJ DISCHARGES  FTES PER ADJUSTED OCCUPIED BED	42.8% 1.3% 0.7% -0.1% 0.3% 67.2% 32.5% 0.0% 0.3% 57.2% 45.6% 34.4% 75.1%  2016A 15.7 6.4 8.9	39.2% 1.6% 0.8% 0.5% 4.3% 67.6% 32.1% 0.0% 0.3% 60.8% 53.2% 34.3% 74.4%  2017B 15.4 6.5 8.8	40.8% 1.3% 0.6% -0.6% 3.9% 65.0% 34.3% 0.0% 0.7% 59.2% 47.4% 35.0% 74.5%  2017A 15.1 6.6 8.9	40.2% 1.4% 0.7% 0.1% 0.6% 63.3% 36.1% 0.0% 0.6% 59.8% 50.5% 35.4% 74.5%  2018B 14.2 7.1 9.3	2017A -4.7% 3.1% -15.9% -330.5% 1298.2% -3.3% 5.6% 0.0% 121.6% 3.5% 3.9% -0.8% PERCENTI 2016A - 2017A -3.7% 3.8% -0.6%	2017A 4.2% -18.6% -20.5% -213.8% -9.5% -3.9% 6.7% 0.0% 174.6% -2.7% -10.9% 0.1% CHANGE 2017B -2017A -2.1% 2.1% 0.8%	2018B -0.9% -11.3% -11.9% -64.4% -45.3% -3.3% -7.2% 0.0% 16.8% 0.6% 2.3% 2.0% 0.3% ANNUALIZED 2014A - 2018B -4.0% 4.2% 2.3%	(0.0) 0.0 (0.0) 0.0 (0.0) 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	2017B - 2017A  0.0 (0.0) (0.0) (0.0) (0.0) (0.0) - 0.0 (0.0) (0.0) (0.0)  - 2017B - 2017A (0.3) 0.1 0.1
REV	BAD DEBT %  FREE CARE %  OPERATING MARGIN %  TOTAL MARGIN %  OUTPATIENT GROSS REVENUE %  INPATIENT GROSS REVENUE %  PHYSICIAN GROSS REVENUE %  SNF/REHAB/SWING GROSS REVENUE %  ALL NET PATIENT REVENUE % WITH DSH & GME  MEDICARE NET PATIENT REVENUE % INCLUDING PHYS  MEDICAID NET PATIENT REVENUE % INCLUDING PHYS  COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS  ADJUSTED ADMISSIONS PER FTE  FTES PER 100 ADJ DISCHARGES  FTES PER ADJUSTED OCCUPIED BED  RETURN ON ASSETS	42.8% 1.3% 0.7% -0.1% 0.3% 67.2% 32.5% 0.0% 0.3% 57.2% 45.6% 34.4% 75.1%  2016A 15.7 6.4 8.9 0.4%	39.2% 1.6% 0.8% 0.5% 4.3% 67.6% 32.1% 0.0% 0.3% 60.8% 53.2% 34.3% 74.4%  2017B 15.4 6.5 8.8 5.4%	40.8% 1.3% 0.6% -0.6% 3.9% 65.0% 34.3% 0.0% 0.7% 59.2% 47.4% 35.0% 74.5%  2017A 15.1 6.6 8.9 4.8%	40.2% 1.4% 0.7% 0.1% 0.6% 63.3% 36.1% 0.0% 59.8% 50.5% 35.4% 74.5%  2018B 14.2 7.1 9.3 0.8%	2017A -4.7% 3.1% -15.9% -330.5% 1298.2% -3.3% 5.6% 0.0% 121.6% 3.5% 3.9% -0.8% PERCENTI 2016A - 2017A -3.7% 3.8% -0.6% 1113.0%	2017A 4.2% -18.6% -20.5% -213.8% -9.5% -3.9% 6.7% 0.0% 174.6% -2.7% -10.9% 0.1% CHANGE 2017B -2017A -2.1% 0.8% -10.0%	2018B -0.9% -11.3% -11.9% -64.4% -45.3% -3.3% -7.2% 0.0% 16.8% 0.6% 2.3% 2.0% 0.3% ANNUALIZED 2014A - 2018B -4.0% 4.2% 2.3% -48.0%	(0.0) 0.0 (0.0) 0.0 (0.0) 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	2017B - 2017A  0.0 (0.0) (0.0) (0.0) (0.0) (0.0) - 0.0 (0.0) (0.0) (0.0)  40.0) 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0
REV	BAD DEBT %  FREE CARE %  OPERATING MARGIN %  TOTAL MARGIN %  OUTPATIENT GROSS REVENUE %  INPATIENT GROSS REVENUE %  PHYSICIAN GROSS REVENUE %  SNF/REHAB/SWING GROSS REVENUE %  ALL NET PATIENT REVENUE % WITH DSH & GME  MEDICARE NET PATIENT REVENUE % INCLUDING PHYS  MEDICAID NET PATIENT REVENUE % INCLUDING PHYS  COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS  ADJUSTED ADMISSIONS PER FTE  FTES PER 100 ADJ DISCHARGES  FTES PER ADJUSTED OCCUPIED BED	42.8% 1.3% 0.7% -0.1% 0.3% 67.2% 32.5% 0.0% 0.3% 57.2% 45.6% 34.4% 75.1%  2016A 15.7 6.4 8.9	39.2% 1.6% 0.8% 0.5% 4.3% 67.6% 32.1% 0.0% 0.3% 60.8% 53.2% 34.3% 74.4%  2017B 15.4 6.5 8.8	40.8% 1.3% 0.6% -0.6% 3.9% 65.0% 34.3% 0.0% 0.7% 59.2% 47.4% 35.0% 74.5%  2017A 15.1 6.6 8.9	40.2% 1.4% 0.7% 0.1% 0.6% 63.3% 36.1% 0.0% 0.6% 59.8% 50.5% 35.4% 74.5%  2018B 14.2 7.1 9.3	2017A -4.7% 3.1% -15.9% -330.5% 1298.2% -3.3% 5.6% 0.0% 121.6% 3.5% 3.9% -0.8% PERCENTI 2016A - 2017A -3.7% 3.8% -0.6% 1113.0% -3.7%	2017A 4.2% -18.6% -20.5% -213.8% -9.5% -3.9% 6.7% 0.0% 174.6% -2.7% -10.9% 0.1% CHANGE 2017A -2.1% 2.1% 0.8% -10.0% -5.3%	2018B -0.9% -11.3% -11.9% -64.4% -45.3% -3.3% -7.2% 0.0% 16.8% 0.6% 2.3% 2.0% 0.3% ANNUALIZED 2014A - 2018B -4.0% 4.2% 2.3%	(0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) # CHJ 2016A - 2017A (0.6) (0.2) (0.1) (0.0)	2017B - 2017A  0.0 (0.0) (0.0) (0.0) (0.0) (0.0) - 0.0 (0.0) (0.0) (0.0)  - 2017B - 2017A (0.3) 0.1 0.1

						2016A -	2017B -	2014A -		
		2016A	2017B	2017A	2018B	2017A	2017A	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		ANNUALIZED	# CH	ANGE
						2016A -	2017B -	2014A -		
		2016A	2017B	2017A	2018B	2017A	2017A	2018B	2016A - 2017A	2017B - 2017A
CASH	CURRENT RATIO	3.4	3.6	3.1	3.1	-7.7%	-13.0%			(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%		(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		<b>ANNUALIZED</b>	# CH	ANGE
						2016A -	2017B -	2014A -		
		2016A	2017B	2017A	2018B	2017A	2017A	2018B	2016A - 2017A	2017B - 2017A
UNIT	GROSS PRICE PER DISCHARGE	17,870	16,969	18,582	19,485	4.0%	9.5%			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		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	\$ Ch	ange	% Change			
	Actual	Budget	Actual	Budget	Actual - Actual	Budget - Actual	Actual - Actual	Budget - Actual		
Inpatient				_						
Acute										
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	000	100	4.4%	1.3%		
Chronic/Rehab	2.0.	2.00	2.7.2	2.70			,	1.070		
Beds (Staffed)	_		_			_ 1		ı		
Admissions	_	_	_			_				
Patient Days	_	_	_			_				
Average Length Of Stay	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!		_	#DIV/0!	#DIV/0!		
SNF/ECF	#DIV/0:	#DIV/0:	#DIV/0:	#DIV/0:			#DIV/0:	#517/0:		
Beds (Staffed)	_		_			_ 1				
Admissions	_		_			_				
Patient Days		_	-			_				
Average Length Of Stay	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!		_	#DIV/0!	#DIV/0!		
Nursery	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!		
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)	-6.5% -16.7%	-15.0%		
•	2.06	1.96	1.88	2.05	(73)	(04)	-9.0%	-4.4%		
Average Length Of Stay Swing Beds	2.06	1.96	1.00	2.05			-9.0%	-4.4%		
Beds (Staffed)	4	4	4	4		_ [	0.0%	0.0%		
, ,	44	44	43			_	-2.3%	-2.3%		
Admissions	419	304	43 494	56	(1)	(1)				
Patient Days				639	75	190	17.9%	62.5%		
Average Length Of Stay	9.52	6.91	11.49	11.41			20.6%	66.3%		
Total	04	04	04	04			0.00/	0.00/		
Beds (Staffed)	31	31	31	31	31	-	0.0%	0.0%		
Admissions	1,994	2,017	2,025	2,107		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%		
Outpatient	404.705	404 407	400 400	404.070	(4.000)	(07.1)	4.40/	4.00/		
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%		
Ancillary			0			, I		1		
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%		
Adjusted Statistics								1		
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%		