

Vermont Community Hospital
Balance Sheet - Unrestricted Funds
GIFFORD MEDICAL CENTER

	2016A	2017B	2017A	2018B	PERCENT CHANGE 2016A - 2017A	ANNUALIZED 2017B - 2017A	ANNUALIZED 2013A - 2018B
ASSETS							
CURRENT ASSETS							
CASH & INVESTMENTS	\$4,862,410	\$6,583,458	\$3,312,949	\$5,455,037	-31.9%	-49.7%	-6.6%
PATIENT ACCOUNTS RECEIVABLE, GROSS	\$16,879,033	\$15,736,672	\$17,316,496	\$15,133,436	2.6%	10.0%	1.4%
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS DUE FROM THIRD PARTIES	-\$10,487,414	-\$7,414,999	-\$10,358,670	-\$7,470,977	1.2%	-39.7%	1.4%
RISK RESERVE FOR FIXED REFORM PAYMENTS	\$0	\$0	\$0	\$0	128.6%	100.0%	-100.0%
OTHER CURRENT ASSETS	\$2,632,441	\$2,974,459	\$3,228,871	\$3,007,196	0.0%	0.0%	0.0%
TOTAL CURRENT ASSETS	\$13,254,685	\$17,879,590	\$13,680,092	\$16,124,692	3.2%	-23.5%	-0.1%
BOARD DESIGNATED ASSETS							
FUNDED DEPRECIATION	\$20,765,972	\$18,988,906	\$22,836,250	\$17,375,278	10.0%	20.3%	-4.8%
ESCROWED BOND FUNDS	\$338,692	\$0	\$0	\$0	-100.0%	0.0%	-100.0%
OTHER	\$0	\$659,000	\$4,525,547	\$493,000	100.0%	586.7%	100.0%
TOTAL BOARD DESIGNATED ASSETS	\$21,104,664	\$19,647,906	\$27,361,797	\$17,868,278	29.6%	39.3%	-4.3%
TOTAL PROPERTY, PLANT AND EQUIPMENT, NET	\$40,463,546	\$41,613,056	\$39,329,212	\$43,539,875	-2.8%	-5.5%	8.7%
OTHER LONG-TERM ASSETS	\$8,962,413	\$8,221,000	\$9,027,454	\$9,058,000	0.7%	9.8%	3.7%
TOTAL ASSETS	\$83,785,307	\$87,361,552	\$89,398,555	\$86,590,845	6.7%	2.3%	3.0%
LIABILITIES AND FUND BALANCE							
CURRENT LIABILITIES							
ACCOUNTS PAYABLE	\$3,231,445	\$8,036,987	\$5,351,435	\$8,089,290	65.6%	-33.4%	1.7%
SALARIES, WAGES AND PAYROLL TAXES PAYABLE	\$1,907,179	\$3,997,027	\$1,835,707	\$3,882,243	-3.7%	-54.1%	4.6%
ESTIMATED THIRD-PARTY SETTLEMENTS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER CURRENT LIABILITIES	\$59,385	\$53,000	\$59,385	\$59,000	0.0%	12.0%	-0.7%
CURRENT PORTION OF LONG-TERM DEBT	\$592,833	\$1,073,000	\$619,957	\$1,676,736	4.6%	-42.2%	27.3%
TOTAL CURRENT LIABILITIES	\$5,790,842	\$13,160,014	\$7,866,484	\$13,707,269	35.8%	-40.2%	4.3%
LONG-TERM DEBT							
BONDS & MORTGAGES PAYABLE	\$19,533,686	\$23,565,000	\$18,750,163	\$17,098,619	-4.0%	-20.4%	-1.9%
CAPITAL LEASE OBLIGATIONS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER LONG-TERM DEBT	\$414,606	\$407,000	\$390,547	\$309,000	-5.8%	-4.0%	-5.7%
TOTAL LONG-TERM DEBT	\$19,948,292	\$23,972,000	\$19,140,710	\$17,407,619	-4.0%	-20.2%	-1.9%
OTHER NONCURRENT LIABILITIES	\$0	\$0	\$543,771	\$0	100.0%	100.0%	0.0%
TOTAL LIABILITIES	\$25,739,134	\$37,132,014	\$27,550,965	\$31,114,888	7.0%	-25.8%	0.5%
FUND BALANCE	\$58,046,174	\$50,229,539	\$61,847,590	\$55,475,957	6.5%	23.1%	4.6%
TOTAL LIABILITIES AND FUND BALANCE	83,785,308	87,361,553	89,398,555	86,590,845	6.7%	2.3%	3.0%

Vermont Community Hospitals
Capital Budget
Gifford Medical Center

	2013B	2013A	2014B	2014A	2015B	2015A	2016A	2017B	2017A	2018B	2019 Plan	2020 Plan	2021 Plan
CONSTRUCTION IN PROGRESS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
LAND & LAND IMPROVEMENTS	\$28,000	\$27,574	\$629,000	\$130,872	\$434,000	\$248,296	\$133,445	\$120,000	\$369,267	\$120,000	\$0	\$0	\$0
BUILDINGS & BUILDING IMPROVEMENTS	\$943,000	\$3,415,692	\$696,000	\$2,281,802	\$0	\$770,445	\$1,010,792	\$1,496,808	\$1,452,654	\$3,746,906	\$7,268,931	\$3,905,931	\$1,850,000
FIXED EQUIPMENT	\$37,500	\$0	\$13,000	\$0	\$230,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
MAJOR MOVABLE EQUIPMENT	\$1,766,590	\$2,130,913	\$3,185,416	\$1,758,752	\$2,225,689	\$962,828	\$883,603	\$2,551,369	\$1,281,618	\$1,608,090	\$1,797,308	\$1,057,734	\$944,000
OTHER	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CAPITAL EXPENDITURES	\$2,775,090	\$5,574,379	\$4,513,416	\$4,171,425	\$2,889,689	\$1,981,569	\$2,027,840	\$4,168,177	\$3,103,539	\$5,474,996	\$9,066,240	\$4,963,665	\$2,794,000
TOTAL CON ITEMS	\$0	\$0	\$8,721,169	\$0	\$8,721,170	\$8,328,828	\$4,595,133	\$0	\$391,208	\$0	\$0	\$0	\$0
TOTAL CAP BUDGET AND PROJ CON	\$2,775,090	\$5,574,379	\$13,234,585	\$4,171,425	\$11,610,859	\$10,310,397	\$6,622,973	\$4,168,177	\$3,494,747	\$5,474,996	\$9,066,240	\$4,963,665	\$2,794,000

GIFFORD 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	\$115,924,550	\$121,780,035	\$114,244,392	\$125,207,806	-\$7,535,643	-6.2%
Disproportionate Share Payments	\$982,684	\$852,599	\$858,641	\$645,999	\$6,042	0.7%
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	\$0	0.0%
Bad Debt	-\$2,992,658	-\$3,152,951	-\$2,904,150	-\$3,316,988	\$248,801	7.9%
Free Care	-\$420,372	-\$606,337	-\$383,228	-\$558,851	\$223,109	36.8%
Deductions From Revenue	-\$58,706,318	-\$61,110,917	-\$57,508,283	-\$62,463,956	\$3,602,634	5.9%
Net Revenue Deductions	-\$61,136,664	-\$64,017,606	-\$59,937,020	-\$65,693,796	\$4,080,587	6.4%
Net Patient Care Revenue	\$54,787,886	\$57,762,429	\$54,307,372	\$59,514,010	-\$3,455,056	-6.0%
Fixed Prospective Payments (incl Reserves&Other)	\$0	\$0	\$0	\$0	\$0	0.0%
Total NPR & FPP (incl Reserves)	\$54,787,886	\$57,762,429	\$54,307,372	\$59,514,010	-\$3,455,056	-6.0%
Other Operating Revenue	\$2,234,075	\$1,478,242	\$1,516,475	\$909,288	\$38,233	2.6%
Total Operating Revenue	\$57,021,961	\$59,240,671	\$55,823,847	\$60,423,298	-\$3,416,824	-5.8%
Operating Expense						0.0%
Salaries Non Md	\$18,216,052	\$18,553,835	\$17,820,045	\$18,765,491	-\$733,790	-4.0%
Fringe Benefits Non Md	\$5,759,763	\$5,998,977	\$4,939,549	\$5,172,627	-\$1,059,428	-17.7%
Fringe Benefits Md	\$1,648,699	\$1,934,474	\$1,485,066	\$2,155,729	-\$449,408	-23.2%
Physician Fees Salaries Contracts & Fringes	\$8,090,904	\$7,623,967	\$8,895,542	\$7,455,319	\$1,271,575	16.7%
Health Care Provider Tax	\$2,873,372	\$3,186,753	\$3,164,988	\$3,186,753	-\$21,765	-0.7%
Depreciation Amortization	\$3,135,617	\$3,406,290	\$3,120,162	\$3,091,633	-\$286,128	-8.4%
Interest - Short Term	\$0	\$0	\$0	\$0	\$0	0.0%
Interest - Long Term	\$740,573	\$810,228	\$767,781	\$794,710	-\$42,447	-5.2%
Other Operating Expense	\$14,347,302	\$16,571,654	\$16,505,007	\$18,431,082	-\$66,647	-0.4%
Total Operating Expense	\$54,812,282	\$58,086,178	\$56,698,140	\$59,053,344	-\$1,388,038	-2.4%
Net Operating Income (Loss)	\$2,209,679	\$1,154,493	-\$874,293	\$1,369,954	-\$2,028,786	-175.7%
Non-Operating Revenue	\$2,435,112	\$850,000	\$1,032,308	\$850,000	\$182,308	21.4%
Excess (Deficit) Of Revenue Over Expense	\$4,644,791	\$2,004,493	\$158,015	\$2,219,954	-\$1,846,478	-92.1%
Operating Margin %	3.9%	1.9%	-1.6%	2.3%		
Total Margin %	8.1%	3.4%	0.3%	3.7%		

Net Payer Revenue-Budget to Budget

Gifford Medical Center					
PAYER REVENUE DETAIL					
		2017 Approved	2017 Actuals	B17-A18	B17-B18
All Payers	Gross Revenue	\$121,780,034.93	\$114,244,392.13	-\$7,535,642.80	-6.2%
	Contractual Allowances	-\$61,110,917.45	-\$57,508,282.98	\$3,602,634.47	-5.9%
	Bad debt	-\$3,152,951.10	-\$2,904,149.91	\$248,801.19	-7.9%
	Free Care	-\$606,336.75	-\$383,227.85	\$223,108.90	-36.8%
	Disproportionate Share Payments	\$852,599.00	\$858,641.04	\$6,042.04	0.7%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	Net Payer Revenue	\$57,762,428.63	\$54,307,372.43	-\$3,455,056.20	-6.0%
	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	\$57,762,428.63	\$54,307,372.43	-\$3,455,056.20	-6.0%
			\$0.00	\$0.00	\$0.00
COMMERCIAL	Gross Revenue	\$48,427,313.19	\$45,831,062.76	-\$2,596,250.43	-5.4%
	Contractual Allowances	-\$12,430,470.96	-\$12,359,704.72	\$70,766.24	-0.6%
	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%
	Net Payer Revenue	\$35,996,842.23	\$33,471,358.04	-\$2,525,484.19	-7.0%
	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	\$35,996,842.23	\$33,471,358.04	-\$2,525,484.19	-7.0%
			\$0.00	\$0.00	\$0.00
MEDICAID	Gross Revenue	\$23,156,753.02	\$19,673,810.98	-\$3,482,942.04	-15.0%
	Contractual Allowances	-\$17,759,948.49	-\$14,718,458.59	\$3,041,489.90	-17.1%
	Bad debt	\$0.00	\$0.00	\$0.00	0.0%
	Free Care	\$0.00	\$0.00	\$0.00	0.0%
	Disproportionate Share Payments	\$852,599.00	\$858,641.04	\$6,042.04	0.7%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	Net Payer Revenue	\$6,249,403.53	\$5,813,993.43	-\$435,410.10	-7.0%
	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	\$6,249,403.53	\$5,813,993.43	-\$435,410.10	-7.0%
			\$0.00	\$0.00	\$0.00
MEDICARE	Gross Revenue	\$50,195,968.72	\$48,739,518.39	-\$1,456,450.33	-2.9%
	Contractual Allowances	-\$30,920,498.00	-\$30,430,119.67	\$490,378.33	-1.6%
	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%
	Net Payer Revenue	\$19,275,470.72	\$18,309,398.72	-\$966,072.00	-5.0%
	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	\$19,275,470.72	\$18,309,398.72	-\$966,072.00	-5.0%
			\$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	-\$3,152,951.10	-\$2,904,149.91	\$248,801.19	-7.9%
	Free Care	-\$606,336.75	-\$383,227.85	\$223,108.90	-36.8%
	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	-\$3,759,287.85	-\$3,287,377.76	\$471,910.09	-12.6%	

**GIFFORD MEDICAL CENTER
REPORT 3
STAFFING REPORT**

	2014A	2015A	2016B	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED
								2016A - 2017A	2017B - 2017A	2012A - 2018B
PHYSICIAN FTEs										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	32.0	-	25.7	-	-	-	-	0.0%	0.0%	16.4%
ANCILLARY SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	-100.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	19.4	-	25.5	24.7	24.6	23.6	-3.9%	-0.6%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL PHYSICIAN FTEs	32.0	19.4	25.7	25.5	24.7	24.6	23.6	-3.9%	-0.6%	15.2%
	-15.6%	-39.5%	12.1%	32.0%	-4.0%	-3.9%	-4.5%			
TRAVELER NON 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 FTEs	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/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	-	-	-	-	-	-	-	0.0%	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 FTEs	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
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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%
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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%
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**GIFFORD MEDICAL CENTER
REPORT 3
STAFFING REPORT**

	2014A	2015A	2016B	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED
								2016A - 2017A	2017B - 2017A	2012A - 2018B
ALL OTHER FTEs										
GENERAL SERVICES	142.6	132.6	129.6	119.3	111.8	117.2	103.4	-1.8%	4.8%	-5.3%
INPATIENT ROUTINE SERVICES	79.6	76.4	47.5	50.8	50.6	49.3	50.6	-3.0%	-2.5%	-6.1%
OUTPATIENT ROUTINE SERVICES	74.4	15.1	-	11.7	-	3.9	-	-66.9%	100.0%	-100.0%
ANCILLARY SERVICES	86.3	87.1	92.4	86.7	93.5	90.3	94.2	4.2%	-3.4%	0.1%
OTHER SERVICES	15.0	15.0	15.9	14.3	16.3	15.1	16.3	6.0%	-7.1%	0.5%
PHYSICIAN OFFICE PRACTICE SERVICES	-	36.7	36.3	37.9	34.1	34.8	34.1	-8.2%	2.1%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL ALL OTHER FTEs	397.9	363.0	321.6	320.6	306.2	310.5	298.5	-3.1%	1.4%	-5.3%
	-3.9%	-8.8%	-13.1%	-11.7%	-4.8%	-3.1%	-2.5%			
NON-MD FTEs										
GENERAL SERVICES	142.6	132.6	129.6	119.3	111.8	117.2	103.4	-1.8%	4.8%	-5.3%
INPATIENT ROUTINE SERVICES	79.6	76.4	47.5	50.8	50.6	49.3	50.6	-3.0%	-2.5%	-6.1%
OUTPATIENT ROUTINE SERVICES	74.4	15.1	-	11.7	-	3.9	-	-66.9%	100.0%	-100.0%
ANCILLARY SERVICES	86.3	87.1	92.4	86.7	93.5	90.3	94.2	4.2%	-3.4%	0.1%
OTHER SERVICES	15.0	15.0	15.9	14.3	16.3	15.1	16.3	6.0%	-7.1%	0.5%
PHYSICIAN OFFICE PRACTICE SERVICES	-	36.7	36.3	37.9	34.1	34.8	34.1	-8.2%	2.1%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL NON-MD FTEs	397.9	363.0	321.6	320.6	306.2	310.5	298.5	-3.1%	1.4%	-5.3%
	-3.9%	-8.8%	-13.1%	-11.7%	-4.8%	-3.1%	-2.5%			
ALL FTEs										
GENERAL SERVICES	142.6	132.6	129.6	119.3	111.8	117.2	103.4	-1.8%	4.8%	-5.3%
INPATIENT ROUTINE SERVICES	79.6	76.4	47.5	50.8	50.6	49.3	50.6	-3.0%	-2.5%	-6.1%
OUTPATIENT ROUTINE SERVICES	106.4	15.1	25.7	11.7	-	3.9	-	-66.9%	100.0%	-100.0%
ANCILLARY SERVICES	86.3	87.1	92.4	86.7	93.5	90.3	94.2	4.2%	-3.4%	0.1%
OTHER SERVICES	15.0	15.0	15.9	14.3	16.3	15.1	16.3	6.0%	-7.1%	0.5%
PHYSICIAN OFFICE PRACTICE SERVICES	-	56.0	36.3	63.4	58.8	59.3	57.7	-6.5%	1.0%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL ALL FTEs	429.9	382.3	347.4	346.2	330.9	335.1	322.1	-3.2%	1.3%	-5.6%
	-4.9%	-11.1%	-11.6%	-9.4%	-4.7%	-3.2%	-2.7%			
NON-MD WAGES										
GENERAL SERVICES	\$6,981,727	\$6,490,508	\$7,042,260	\$6,057,083	\$6,172,786	\$5,786,801	\$6,038,286	-4.5%	-6.3%	-1.5%
INPATIENT ROUTINE SERVICES	\$4,201,083	\$4,354,919	\$3,208,329	\$3,378,674	\$3,487,767	\$3,342,562	\$3,633,055	-1.1%	-4.2%	0.7%
OUTPATIENT ROUTINE SERVICES	\$155,772	\$489,377	\$2,420,409	\$475,491	\$42,140	\$156,700	\$0	-67.0%	271.9%	-100.0%
ANCILLARY SERVICES	\$5,313,790	\$5,528,380	\$5,814,812	\$5,637,141	\$6,048,037	\$5,708,210	\$6,273,006	1.3%	-5.6%	2.7%
OTHER SERVICES	\$573,380	\$531,506	\$514,340	\$505,737	\$538,546	\$535,727	\$543,572	5.9%	-0.5%	3.1%
PHYSICIAN OFFICE PRACTICE SERVICES	\$3,566,590	\$1,785,282	\$0	\$2,161,926	\$2,264,559	\$2,290,045	\$2,277,572	5.9%	1.1%	100.0%
UNCATEGORIZED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL NON-MD WAGES	\$20,792,342	\$19,179,972	\$19,000,150	\$18,216,052	\$18,553,835	\$17,820,045	\$18,765,491	-2.2%	-4.0%	-1.2%
	-0.5%	-7.8%	0.4%	-5.0%	-2.3%	-2.2%	1.1%			
NON-MD WAGES PER FTE										
GENERAL SERVICES	\$48,950	\$48,948	\$54,322	\$50,780	\$55,213	\$49,388	\$58,386	-2.7%	-10.5%	4.0%
INPATIENT ROUTINE SERVICES	\$52,804	\$56,987	\$67,572	\$66,483	\$68,983	\$67,800	\$71,856	2.0%	-1.7%	7.2%
OUTPATIENT ROUTINE SERVICES	\$2,093	\$32,409	\$0	\$40,606	\$0	\$40,387	\$0	-0.5%	100.0%	-100.0%
ANCILLARY SERVICES	\$61,573	\$63,443	\$62,965	\$65,034	\$64,664	\$63,207	\$66,614	-2.8%	-2.3%	2.6%
OTHER SERVICES	\$38,328	\$35,387	\$32,450	\$35,490	\$33,121	\$35,479	\$33,430	0.0%	7.1%	2.6%
PHYSICIAN OFFICE PRACTICE SERVICES	\$0	\$48,685	\$0	\$57,043	\$66,507	\$65,844	\$66,791	15.4%	-1.0%	100.0%
UNCATEGORIZED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL NON-MD WAGES PER FTE	\$52,259	\$52,845	\$59,076	\$56,812	\$60,594	\$57,384	\$62,864	1.0%	-5.3%	4.4%
	3.6%	1.1%	15.5%	7.5%	2.6%	1.0%	3.7%			

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

**GIFFORD MEDICAL CENTER
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	18.4	22.0	16.4	17.3	-11.1%	-25.6%	-23.2%	(2.0)	(5.6)
UTI	AVERAGE LENGTH OF STAY	4.1	4.7	3.7	3.8	-9.0%	-22.1%	-24.0%	(0.4)	(1.0)
UTI	ACUTE ALOS	3.8	4.5	3.6	3.7	-6.3%	-20.7%	-1.0%	(0.2)	(0.9)
UTI	ADJUSTED ADMISSIONS	5,166	5,283	5,132	5,186	-0.7%	-2.9%	-2.1%	(33.9)	(151.7)
UTI	ADJUSTED DAYS	19,651	23,740	18,293	18,980	-6.9%	-22.9%	-3.0%	(1,357.9)	(5,446.6)
UTI	ACUTE CARE AVE DAILY CENSUS	13.5	16.8	12.3	13.3	-9.4%	-26.8%	2.0%	(1.3)	(4.5)
UTI	ACUTE ADMISSIONS	1,303.0	1,362.0	1,257.0	1,328.0	-3.5%	-7.7%	3.0%	(46.0)	(105.0)
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
CAP	AGE OF PLANT	13.1	12.6	14.1	14.1	7.5%	11.6%	8.3%	1.0	1.5
CAP	AGE OF PLANT BUILDING	14.5	14.1	15.1	15.1	4.1%	7.2%	8.7%	0.6	1.0
CAP	AGE OF PLANT EQUIPMENT	11.6	11.1	12.9	12.9	10.8%	15.9%	7.9%	1.3	1.8
CAP	LONG TERM DEBT TO CAPITALIZATION	25.6%	32.3%	23.6%	23.9%	-7.6%	-26.8%	-2.9%	(0.0)	(0.1)
CAP	DEBT PER STAFFED BED	735,404	1,060,915	787,170	888,997	7.0%	-25.8%	19.6%	51,766.6	(273,744.3)
CAP	NET PROP, PLANT & EQUIP PER STAFFED BED	1,156,101	1,188,944	1,123,692	1,243,996	-2.8%	-5.5%	26.2%	(32,409.6)	(65,252.7)
CAP	LONG TERM DEBT TO TOTAL ASSETS	23.8%	27.4%	21.4%	20.1%	-10.1%	-22.0%	-3.9%	(0.0)	(0.1)
CAP	DEBT SERVICE COVERAGE RATIO	4.6	2.9	2.2	2.1	-52.4%	-23.9%	-16.4%	(2.4)	(0.7)
CAP	DEPRECIATION RATE	3.8	4.0	3.7	3.5	-2.6%	-6.9%	-8.5%	(0.1)	(0.3)
CAP	CAPITAL EXPENDITURES TO DEPRECIATION	64.7%	122.4%	99.5%	177.1%	53.8%	-18.7%	9.3%	0.3	(0.2)
CAP	CAPITAL EXPENDITURE GROWTH RATE	2.5	4.9	3.7	6.3	49.8%	-24.3%	0.0%	1.2	(1.2)
CAP	CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV	3.7%	7.2%	5.7%	9.2%	54.4%	-20.8%	6.5%	0.0	(0.0)
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
REV	DEDUCTION %	52.7%	52.6%	52.5%	52.5%	-0.5%	-0.2%	1.9%	(0.0)	(0.0)
REV	BAD DEBT %	2.6%	2.6%	2.5%	2.6%	-1.5%	-1.8%	-2.0%	(0.0)	(0.0)
REV	FREE CARE %	0.4%	0.5%	0.3%	0.4%	-7.5%	-32.6%	-4.5%	(0.0)	(0.0)
REV	OPERATING MARGIN %	3.9%	1.9%	-1.6%	2.3%	-140.4%	-180.4%	-10.5%	(0.1)	(0.0)
REV	TOTAL MARGIN %	7.8%	3.3%	0.3%	3.6%	-96.4%	-91.7%	-13.7%	(0.1)	(0.0)
REV	OUTPATIENT GROSS REVENUE %	73.0%	72.4%	74.0%	73.0%	1.3%	2.2%	-0.1%	0.0	0.0
REV	INPATIENT GROSS REVENUE %	25.2%	25.8%	24.5%	25.6%	-2.9%	-5.0%	5.2%	(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 %	1.8%	1.8%	1.5%	1.4%	-12.8%	-16.0%	-29.9%	(0.0)	(0.0)
REV	ALL NET PATIENT REVENUE % WITH DSH & GME	47.3%	47.4%	47.5%	47.5%	0.6%	0.2%	-1.9%	0.0	0.0
REV	MEDICARE NET PATIENT REVENUE % INCLUDING PHYS	37.3%	38.4%	37.6%	39.2%	0.8%	-2.2%	-4.4%	0.0	(0.0)
REV	MEDICAID NET PATIENT REVENUE % INCLUDING PHYS	23.4%	23.3%	25.2%	21.9%	7.5%	8.1%	-12.4%	0.0	0.0
REV	COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS	66.6%	66.6%	65.9%	66.7%	-1.1%	-1.1%	2.5%	(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	16.1	17.3	16.5	17.4	2.6%	-4.2%	5.2%	0.4	(0.7)
PROD	FTES PER 100 ADJ DISCHARGES	6.2	5.8	6.1	5.8	-2.5%	4.4%	-5.0%	(0.2)	0.3
PROD	FTES PER ADJUSTED OCCUPIED BED	6.0	4.7	6.2	5.7	4.0%	31.6%	-4.0%	0.2	1.5
PROD	RETURN ON ASSETS	5.5%	2.3%	0.2%	2.6%	-96.8%	-92.3%	-16.5%	(0.1)	(0.0)
PROD	OVERHEAD EXPENSE W/ FRINGE, AS A % OF TOTAL OPERATING	24.7%	27.7%	26.7%	29.9%	8.0%	-3.4%	5.3%	0.0	(0.0)

		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
COST	COST PER ADJUSTED ADMISSION	10,611	10,994	11,049	11,387	4.1%	0.5%	1.8%	437.6	54.5
COST	SALARY PER FTE - NON-MD	56,812	60,594	57,384	62,864	1.0%	-5.3%	4.7%	572.5	(3,209.8)
COST	SALARY & BENEFITS PER FTE - NON-MD	74,775	80,186	73,290	80,192	-2.0%	-8.6%	5.0%	(1,484.5)	(6,895.2)
COST	FRINGE BENEFIT % - NON-MD	31.6%	32.3%	27.7%	27.6%	-12.3%	-14.3%	1.4%	(0.0)	(0.0)
COST	COMPENSATION RATIO	59.1%	57.6%	59.4%	55.5%	0.4%	3.1%	-2.3%	0.0	0.0
COST	CAPITAL COST % OF TOTAL EXPENSE	7.1%	7.3%	6.9%	6.6%	-3.0%	-5.5%	-2.4%	(0.0)	(0.0)
COST	CAPITAL COST PER ADJUSTED ADMISSION	750	798	758	749	1.0%	-5.1%	-0.6%	7.3	(40.4)
COST	CONTRACTUAL ALLOWANCE %	53.6%	53.3%	53.2%	53.0%	-0.7%	-0.1%	1.8%	(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	5.9	2.8	4.6	2.4	-21.0%	65.7%	-11.7%	(1.2)	1.8
CASH	DAYS PAYABLE	40.9	87.8	53.6	89.4	31.0%	-39.0%	9.4%	12.7	(34.3)
CASH	DAYS RECEIVABLE	42.6	52.6	46.8	47.0	9.8%	-11.1%	2.7%	4.2	(5.8)
CASH	DAYS CASH ON HAND	181.0	175.1	209.0	152.1	15.4%	19.3%	-6.8%	28.0	33.9
CASH	CASH FLOW MARGIN	10.7%	9.1%	5.4%	8.7%	-49.4%	-40.5%	-4.7%	(0.1)	(0.0)
CASH	CASH TO LONG TERM DEBT	1.3	1.1	1.6	1.3	24.7%	46.5%	-5.4%	0.3	0.5
CASH	CASH FLOW TO TOTAL DEBT	0.4	0.2	0.2	0.3	-45.3%	-0.7%	-7.7%	(0.2)	(0.0)
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
UNIT	GROSS PRICE PER DISCHARGE	17,626	18,554	17,317	19,141	-1.8%	-6.7%	6.7%	(309.1)	(1,237.4)
UNIT	GROSS PRICE PER VISIT	1,507	1,524	1,504	1,626	-0.2%	-1.3%	0.7%	(2.4)	(19.4)
UNIT	GROSS REVENUE PER ADJ ADMISSION	22,442	23,050	22,263	24,143	-0.8%	-3.4%	4.7%	(179.1)	(787.2)
UNIT	NET REVENUE PER ADJUSTED ADMISSION	10,606	10,933	10,583	11,475	-0.2%	-3.2%	2.7%	(23.5)	(350.1)

**Gifford 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)	15	20	20	20	5	-	33.3%	0.0%	
Occupancy % (Staffed Beds)	91%	84%	61%	67%			-32.2%	-26.8%	
Admissions	1,303	1,362	1,257	1,328	(46)	(105)	-3.5%	-7.7%	
Patient Days	4,957	6,120	4,481	4,860	(476)	(1,639)	-9.6%	-26.8%	
Average Length Of Stay	3.80	4.49	3.56	3.66			-6.3%	-20.7%	
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)	-	-	-	-	-	-			
Admissions	-	-	-	-	-	-			
Patient Days	-	-	-	-	-	-			
Average Length Of Stay	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!	
Nursery									
Beds (Staffed)	10	10	10	10	-	-	0.0%	0.0%	
Admissions	183	160	180	177	(3)	20	-1.6%	12.5%	
Patient Days	460	400	442	460	(18)	42	-3.9%	10.5%	
Average Length Of Stay	2.51	2.50	2.46	2.60			-2.3%	-1.8%	
Swing Beds									
Beds (Staffed)	10	5	5	5	(5)	-	-50.0%	0.0%	
Admissions	173	170	179	170	6	9	3.5%	5.3%	
Patient Days	1,316	1,500	1,047	1,000	(269)	(453)	-20.4%	-30.2%	
Average Length Of Stay	7.61	8.82	5.85	5.88			-23.1%	-33.7%	
Total									
Beds (Staffed)	35	35	35	35	-	-	0.0%	0.0%	
Admissions	1,659	1,692	1,616	1,675	(43)	(76)	-2.6%	-4.5%	
Patient Days	6,733	8,020	5,970	6,320	(763)	(2,050)	-11.3%	-25.6%	
Average Length Of Stay	4.06	4.74	3.69	3.77	(0.36)	(1.05)	-9.0%	-22.1%	
Outpatient									
All Outpatient Visits	56,177	57,862	56,177	56,177	-	(1,685)	0.0%	-2.9%	
Operating Room Procedure	2,741	2,186	2,381	2,185	(360)	195	-13.1%	8.9%	
Observation Units	1,125	1,100	974	1,050	(151)	(126)	-13.4%	-11.5%	
Physician Office Visits	34,992	37,475	35,063	35,150	71	(2,412)	0.2%	-6.4%	
Ancillary									
All Operating Room Procedure	2,985	2,426	2,595	2,505	(390)	169	-13.1%	7.0%	
Emergency Room Visits	7,855	7,500	7,191	7,351	(664)	(309)	-8.5%	-4.1%	
Adjusted Statistics									
Adjusted Admissions	5,166	5,283	5,132	5,186	(34)	(152)	-0.7%	-2.9%	
Adjusted Days	19,651	23,740	18,293	18,980	(1,358)	(5,447)	-6.9%	-22.9%	