Vermont Community Hospital
Balance Sheet - Unrestricted Funds NORTH COUNTRY HOSPITAL

PATIENT ACCOUNTS RECEIVABLE, GROSS \$20,661,133 \$18,319,000 \$21,302,718 \$20,655,122 3.1% \$1.38 \$1.85 \$1.00 \$1.90	ANNUALIZED 2013A -	HANGE 2017B -	PERCENT CH					
CURRENT ASSETS CASH & INVESTMENTS \$2,507,404 \$9,156,381 \$15,194,466 \$37,5% \$20,061,133 \$18,319,000 \$21,302,718 \$20,665,122 \$31,710,066 \$11,907,350 \$14,286,695 \$13,442,113 \$41,40 \$20,065,122 \$13,710,066 \$11,907,350 \$14,286,695 \$14,286,695 \$14,286,695 \$13,442,113 \$41,40 \$20,065,122 \$13,710,066 \$11,907,350 \$14,286,695 \$14,286,695 \$14,286,695 \$13,442,113 \$41,40 \$20,065,122 \$14,4113 \$41,40 \$20,065,122 \$14,4113 \$41,40 \$20,065,122 \$14,421,133 \$41,421,137 \$20,065,122 \$14,286,695 \$14,286	2018B	2017A	2016A - 2017A	2018B	2017A	2017B	2016A	
CASH & INVESTMENTS PATIENT ACCOUNTS RECEIVABLE, GROSS \$20,061,132 \$31,319,000 \$21,302,718 \$20,065,122 \$31,44,113 \$4,146 \$20,005 \$10,005 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0								ASSETS
PATIENT ACCOUNTS RECEIVABLE, GROSS \$20,661,133 \$18,319,000 \$21,302,718 \$20,655,122 \$3.17% 16.37% DUE FROM THIRD PARTIES \$0 \$1,900 \$50 \$0,000								CURRENT ASSETS
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS \$13,719,096 \$11,907,350 \$14,286,695 \$13,442,113 4-119 -20.0% DUB FROM THIRD PARTIES \$0 \$0 \$0 \$0 0.0% 0.0% RISK RESERVE FOR FIXED REFORM PAYMENTS \$6,632,000 \$4,160,197 \$6,745,801 -10,595 -37,395 TOTAL CURRENT ASSETS \$14,097,563 \$22,200,0031 \$12,743,676 \$19,153,276 -9.6% -42,697 BOARD DESIGNATED ASSETS \$14,097,563 \$22,200,0031 \$12,743,676 \$19,153,276 -9.6% -42,697 BOARD DESIGNATED ASSETS \$14,097,563 \$22,200,003 \$33,740,890 \$37,723,628 18.5% 27.7% ESCROWED BOND FUNDS \$0 <td>% 7.4%</td> <td>-82.9%</td> <td>-37.5%</td> <td>\$5,194,466</td> <td>\$1,567,456</td> <td>\$9,156,381</td> <td>\$2,507,404</td> <td>CASH & INVESTMENTS</td>	% 7.4%	-82.9%	-37.5%	\$5,194,466	\$1,567,456	\$9,156,381	\$2,507,404	CASH & INVESTMENTS
DUE FROM THIRD PARTIES RISK RESERVE FOR PIXED REFORM PAYMENTS \$ 0 \$ 0 \$ 0 \$ 0 \$ 0 \$ 0 \$ 0 \$ 0 \$ 0 \$ 0	% 3.1%	16.3%	3.1%	\$20,655,122	\$21,302,718	\$18,319,000	\$20,661,133	PATIENT ACCOUNTS RECEIVABLE, GROSS
RISK RESERVE FOR FIXED REFORM PAYMENTS \$4.648,142 \$6.632,000 \$1,160,197 \$6,743,676 \$19,153,276 9.6,96, 442,697 TOTAL CURRENT ASSETS \$14.097,583 \$22,200,031 \$12,743,676 \$19,153,276 9.6,96, 442,697 BOARD DESIGNATED ASSETS FUNDED DEPRECIATION \$28,464,529 \$26,424,000 \$33,740,890 \$37,723,628 \$18.59, 27,796 \$50, \$0, \$0, \$0, \$0, \$0, \$0, \$0, \$0, \$0, \$	% 3.5%	-20.0%	-4.1%	-\$13,442,113	-\$14,286,695	-\$11,907,350	-\$13,719,096	LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS
OTHER CURRENT ASSETS	% 0.0%	0.0%	0.0%	\$0	\$0	\$0	\$0	DUE FROM THIRD PARTIES
### TOTAL CURRENT ASSETS ### BOARD DESIGNATED ASSETS ### FUNDED DEPRECIATION ### \$28,464,529 ### \$26,424,000 ### \$33,740,890 ### \$37,723,628 ### \$37,723,628 ### \$37,723,628 ### \$37,723,628 ### \$37,723,628 ### \$37,723,628 ### \$37,723,628 ### \$37,723,628 ### \$37,723,628 ### \$37,723,628 ### \$37,723,628 ### \$31,119,000 ### \$32,6424,000 ### \$33,740,890 ### \$37,723,628 ### \$37,723,628 ### \$31,119,000 ### \$33,740,890 ### \$37,723,628 ### \$31,119,000 ### \$32,6424,000 ### \$33,740,890 ### \$33,743,890 ### \$33,743,828 ### \$34,027,352 ### \$29,543,000 ### \$42,001,289 ### \$37,723,628 ### \$24,475,605 ### \$24,4	% 0.0%	0.0%	0.0%	\$0	\$0	\$0	\$0	
BOARD DESIGNATED ASSETS FUNDED DEPRECIATION \$28,464,529 \$26,424,000 \$33,740,890 \$37,723,628 \$18,5% 27,7% ESCROWED BOND FUNDS \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	% 14.8%	-37.3%	-10.5%	\$6,745,801	\$4,160,197	\$6,632,000	\$4,648,142	OTHER CURRENT ASSETS
FUNDED DEPRECIATION \$28,464,529 \$26,424,000 \$33,740,890 \$37,723,628 18.5% 27.7%	% 7.4%	-42.6%	-9.6%	\$19,153,276	\$12,743,676	\$22,200,031	\$14,097,583	TOTAL CURRENT ASSETS
FUNDED DEPRECIATION \$22,464,529 \$26,424,000 \$33,740,890 \$37,723,628 18.5% 27.7% ESCROWED BOND FUNDS \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0								BOARD DESIGNATED ASSETS
SCROWED BOND FUNDS \$0	% 7.8%	27.7%	18.5%	\$37 723 628	\$33,740,890	\$26 424 000	\$28 464 529	
OTHER \$5,562,823 \$3,119,000 \$8,260,399 \$0 48.5% 164.8% TOTAL BOARD DESIGNATED ASSETS \$34,027,352 \$29,543,000 \$42,001,289 \$37,723,628 23.4% 42.2% TOTAL PROPERTY, PLANT AND EQUIPMENT, NET \$26,815,387 \$26,834,000 \$24,697,926 \$24,175,605 -7.9% -8.0% OTHER LONG-TERM ASSETS \$4,668,601 \$1,475,000 \$4,320,222 \$3,404,110 -7.5% 192.9% TOTAL ASSETS \$79,608,923 \$80,052,031 \$83,763,113 \$84,456,619 5.2% 4.6% CURRENT LIABILITIES \$79,608,923 \$80,052,031 \$83,763,113 \$84,456,619 5.2% 4.6% CURRENT LIABILITIES \$1,651,047 \$2,109,000 \$2,565,766 \$1,830,608 55.4% 21.7% SALARIES, WAGES AND PAYROLL TAXES PAYABLE \$3,819,292 \$4,012,000 \$3,791,280 \$4,384,072 -0.7% -5.5% ESTIMATED THIRD-PARTY SETTLEMENTS \$487,115 \$1,904,000 \$1,791,945 \$2,420,610 267,9% -5.5% CURRENT LIABILITIES \$2,801						. , ,		
TOTAL PROPERTY, PLANT AND EQUIPMENT, NET \$26,815,387 \$26,834,000 \$24,697,926 \$24,175,605 -7.9% -8.0% OTHER LONG-TERM ASSETS \$4,668,601 \$1,475,000 \$4,320,222 \$3,404,110 -7.5% 192.9% OTAL ASSETS \$79,608,923 \$80,052,031 \$83,763,113 \$84,456,619 5.2% 4.6% OTAL ASSETS \$1,051,047 \$2,109,000 \$2,565,766 \$1,830,608 55,4% 21,7% SALARIES, WAGES AND PAYROLL TAXES PAYABLE \$3,819,292 \$4,012,000 \$3,791,280 \$4,384,072 0.77% 5.5% ESTIMATED THIRD-PARTY SETTLEMENTS \$487,115 \$1,904,000 \$1,791,405 \$2,420,610 267.9% 5.5% OTHER CURRENT LIABILITIES \$2,801,065 \$2,105,000 \$3,403,834 \$3,302,391 21.5% 61.7% CURRENT PORTION OF LONG-TERM DEBT \$1,139,123 \$21,176,000 \$1,083,888 \$1,061,494 4.8% 94.9% OTHER CURRENT LIABILITIES \$9,897,642 \$31,306,000 \$1,2636,713 \$12,999,175 27.7% 5.96 CAPITAL LEASE OBLIGATIONS \$0 \$50 \$590,001 \$3,483,964 100,0% 100.0% OTHER LONG-TERM DEBT \$2,795,751 \$274,000 \$1,746,771 \$0.37,5% 575,5% OTHER LONG-TERM DEBT \$2,060,2338 \$928,000 \$1,9364,561 \$19,339,995 6.0% 1986,7% OTHER LONG-TERM DEBT \$20,602,338 \$928,000 \$19,364,561 \$19,339,995 6.0% 1986,7% OTHER LONG-TERM DEBT \$20,602,338 \$928,000 \$19,364,561 \$19,339,995 6.0% 1986,7% OTHER LONG-TERM DEBT \$20,602,338 \$928,000 \$19,364,561 \$19,339,995 6.0% 1986,7% OTHER LONG-TERM DEBT \$20,602,338 \$928,000 \$19,364,561 \$19,339,995 6.0% 1986,7% OTHER LONG-TERM DEBT \$20,602,338 \$928,000 \$32,234,000 \$32,001,274 \$32,339,070 4.9% -0.7% OTHER LONG-TERM DEBT \$20,602,338 \$32,001,274 \$3		164.8%			·	·		
TOTAL PROPERTY, PLANT AND EQUIPMENT, NET \$26,815,387 \$26,834,000 \$24,697,926 \$24,175,605 .7.9% -8.0% OTHER LONG-TERM ASSETS \$4,668,601 \$1,475,000 \$4,320,222 \$3,404,110 .7.5% 192.9% OTAL ASSETS \$79,608,923 \$80,052,031 \$83,763,113 \$84,456,619 5.2% 4.6% OTAL ASSETS \$1,000 \$2,565,766 \$1,830,608 55,4% 21,7% SALARIES, WAGES AND PAYROLL TAXES PAYABLE \$1,651,047 \$2,109,000 \$2,565,766 \$1,830,608 55,4% 21,7% 5-55% ESTIMATED THIRD-PARTY SETTLEMENTS \$487,115 \$1,904,000 \$3,791,280 \$4,384,072 0.7% 5.5% CURRENT PHIRD-PARTY SETTLEMENTS \$2,801,065 \$2,105,000 \$3,403,834 \$3,302,391 21,5% 61,7% CURRENT PORTION OF LONG-TERM DEBT \$1,139,123 \$21,176,000 \$1,083,888 \$1,061,494 4.8% 94,9% TOTAL CURRENT LIABILITIES \$9,897,642 \$31,306,000 \$1,083,888 \$1,061,494 4.8% 94,9% TOTAL CURRENT LIABILITIES \$9,897,642 \$31,306,000 \$17,027,789 \$18,990,931 4.4% 2503,6% CAPITAL LEASE OBLIGATIONS \$0 \$50 \$590,001 \$348,964 100,0% 100,0% CAPITAL LEASE OBLIGATIONS \$0 \$50 \$590,001 \$348,964 100,0% 100,0% CAPITAL LEASE OBLIGATIONS \$0 \$50 \$590,001 \$348,964 100,0% 100,0% CAPITAL LEASE OBLIGATIONS \$0 \$590,001 \$348,964 100,0% 100,0% CAPITAL LEASE OBLIGATIONS \$0 \$50 \$590,001 \$348,964 100,0% 100,0% CAPITAL LEASE OBLIGATIONS \$0 \$590,001 \$348,964 100,0% CAPITAL LEASE OBLIGATIONS \$0 \$50 \$500,001 \$348,964 100,0% CAPIT	% 3.7%	42.20/	22.40/	¢27 722 629	\$42,001,280	\$20.542.000	\$24,027,252	TOTAL BOADD DESIGNATED ASSETS
OTHER LONG-TERM ASSETS \$4,668,601 \$1,475,000 \$4,320,222 \$3,404,110 -7.5% 192.9% TOTAL ASSETS \$79,608,923 \$80,052,031 \$83,763,113 \$84,456,619 5.2% 4.6% LIABILITIES AND FUND BALANCE CURRENT LIABILITIES ACCOUNTS PAYABLE \$1,651,047 \$2,109,000 \$2,565,766 \$1,830,608 55.4% 21.7% SALARIES, WAGES AND PAYROLL TAXES PAYABLE \$3,819,292 \$4,012,000 \$3,791,280 \$4,384,072 -0.7% -5.5% ESTIMATED THIRD-PARTY SETTLEMENTS \$467,115 \$1,304,000 \$1,791,945 \$2,420,610 267.9% -9.9% CURRENT LIABILITIES \$2,801,065 \$2,105,000 \$3,403,834 \$3,302,391 21.5% 61.7% CURRENT PORTION OF LONG-TERM DEBT \$1,139,123 \$21,176,000 \$1,083,888 \$1,061,494 -4.8% -94.9% TOTAL CURRENT LIABILITIES \$9,897,642 \$31,306,000 \$12,636,713 \$12,999,175 27.7% -59.6% LONG-TERM DEBT \$0 \$0 \$0 \$590,001 \$348,964 100.0%	76 3.776	42.2 /0	23.4 /	φ31,123,020	φ42,001,209	φ29,343,000	\$34,027,332	TOTAL BOARD DESIGNATED ASSETS
TOTAL ASSETS \$79,608,923 \$80,052,031 \$83,763,113 \$84,456,619 5.2% 4.6% LIABILITIES AND FUND BALANCE CURRENT LIABILITIES ACCOUNTS PAYABLE \$1,651,047 \$2,109,000 \$2,565,766 \$1,830,608 55.4% 21.7% SALARIES, WAGES AND PAYROLL TAXES PAYABLE \$3,819,292 \$4,012,000 \$3,791,280 \$4,384,072 -0.7% -5.5% ESTIMATED THIRD-PARTY SETTLEMENTS \$487,115 \$1,904,000 \$1,791,945 \$2,240,610 267.9% -5.9% CURRENT LIABILITIES \$2,201,065 \$2,105,000 \$3,403,834 \$3,302,391 21.5% 61.7% CURRENT PORTION OF LONG-TERM DEBT \$1,139,123 \$21,176,000 \$1,083,888 \$1,061,494 -4.8% -94.9% TOTAL CURRENT LIABILITIES \$9,897,642 \$31,306,000 \$12,636,713 \$12,999,175 27.7% -59.6% LONG-TERM DEBT BONDS & MORTIGAGES PAYABLE \$17,806,587 \$654,000 \$17,027,789 \$18,990,931 -4.4% 2503.6% CAPITAL LEASE OBLIGATIONS \$0 \$5,90,001 \$348,964 100.0% OTHER LONG-TERM DEBT \$2,795,751 \$274,000 \$1,746,771 \$0 -37.5% 537.5% TOTAL LONG-TERM DEBT \$20,602,338 \$928,000 \$19,364,561 \$19,339,895 -6.0% 1986,7% OTHER NONCURRENT LIABILITIES \$0 \$0.000 \$32,234,000 \$32,201,274 \$32,339,070 4.9% -0.7%	% -2.8%	-8.0%	-7.9%	\$24,175,605	\$24,697,926	\$26,834,000	\$26,815,387	TOTAL PROPERTY, PLANT AND EQUIPMENT, NET
LIABILITIES AND FUND BALANCE CURRENT LIABILITIES ACCOUNTS PAYABLE \$1,651,047 \$2,109,000 \$2,565,766 \$1,830,608 55.4% 21.7% SALARIES, WAGES AND PAYROLL TAXES PAYABLE \$3,819,292 \$4,012,000 \$3,791,280 \$4,884,072 -0.7% -5.5% ESTIMATED THIRD-PARTY SETTLEMENTS \$487,115 \$1,904,000 \$1,791,945 \$2,420,610 267.9% -5.9% OTHER CURRENT LIABILITIES \$2,801,065 \$2,105,000 \$3,403,834 \$3,302,391 21.5% 61.7% CURRENT PORTION OF LONG-TERM DEBT \$1,139,123 \$21,176,000 \$1,083,888 \$1,061,494 -4.8% -94.9% TOTAL CURRENT LIABILITIES \$9,897,642 \$31,306,000 \$12,636,713 \$12,999,175 27.7% -59,6% LONG-TERM DEBT \$17,806,587 \$654,000 \$17,027,789 \$18,990,931 -4.4% 2503,6% CAPITAL LEASE OBLIGATIONS \$0 \$0 \$599,001 \$348,964 100.0% 100.0% OTHER LONG-TERM DEBT \$2,795,751 \$274,000 \$1,746,771 \$0 -37.5% 537.5% TOTAL LONG-TERM DEBT	% 18.9%	192.9%	-7.5%	\$3,404,110	\$4,320,222	\$1,475,000	\$4,668,601	OTHER LONG-TERM ASSETS
CURRENT LIABILITIES ACCOUNTS PAYABLE \$1,651,047 \$2,109,000 \$2,565,766 \$1,830,608 55.4% 21.7% SALARIES, WAGES AND PAYROLL TAXES PAYABLE \$3,819,292 \$4,012,000 \$3,791,280 \$4,384,072 -0.7% -5.5% ESTIMATED THIRD-PARTY SETTLEMENTS \$4487,115 \$1,904,000 \$1,791,945 \$2,420,610 267.9% -5.9% OTHER CURRENT LIABILITIES \$2,801,065 \$2,105,000 \$3,403,834 \$3,302,391 21.5% 61.7% CURRENT PORTION OF LONG-TERM DEBT \$1,139,123 \$21,176,000 \$1,083,888 \$1,061,494 -4.8% -94.9% TOTAL CURRENT LIABILITIES \$9,897,642 \$31,306,000 \$12,636,713 \$12,999,175 27.7% -59.6% LONG-TERM DEBT BONDS & MORTGAGES PAYABLE \$17,806,587 \$654,000 \$17,027,789 \$18,990,931 -4.4% 2503.6% CAPITAL LEASE OBLIGATIONS \$0 \$0 \$590,001 \$348,964 100.0% 100.0% OTHER LONG-TERM DEBT \$2,795,751 \$274,000 \$1,746,771 \$0 -37.5% 537.5% TOTAL LONG-TERM DEBT \$20,602,338 \$928,000 \$19,364,561 \$19,339,895 -6.0% 1986.7% OTHER NONCURRENT LIABILITIES \$30,499,980 \$32,234,000 \$32,001,274 \$32,339,070 4.9% -0.7%	% 2.6%	4.6%	5.2%	\$84,456,619	\$83,763,113	\$80,052,031	\$79,608,923	TOTAL ASSETS
ACCOUNTS PAYABLE \$1,651,047 \$2,109,000 \$2,565,766 \$1,830,608 \$5.4% 21.7% SALARIES, WAGES AND PAYROLL TAXES PAYABLE \$3,819,292 \$4,012,000 \$3,791,280 \$4,384,072 -0.7% -5.5% ESTIMATED THIRD-PARTY SETTLEMENTS \$487,115 \$1,904,000 \$1,791,945 \$2,420,610 267.9% -5.5% OTHER CURRENT LIABILITIES \$2,801,065 \$2,105,000 \$3,403,834 \$3,302,391 21.5% 61.7% CURRENT PORTION OF LONG-TERM DEBT \$1,139,123 \$21,176,000 \$1,083,888 \$1,061,494 -4.8% -94.9% TOTAL CURRENT LIABILITIES \$9,897,642 \$31,306,000 \$12,636,713 \$12,999,175 27.7% -59.6% TOTAL CURRENT DEBT BONDS & MORTGAGES PAYABLE CAPITAL LEASE OBLIGATIONS \$0 \$0 \$0 \$590,001 \$348,964 100.0% OTHER LONG-TERM DEBT \$2,795,751 \$274,000 \$1,746,771 \$0 -37.5% 537.5% TOTAL LONG-TERM DEBT \$20,602,338 \$928,000 \$19,364,561 \$19,339,895 -6.0% 1986.7% OTHER NONCURRENT LIABILITIES \$30,499,980 \$32,234,000 \$32,001,274 \$32,339,070 4.9% -0.7%								LIABILITIES AND FUND BALANCE
SALARIES, WAGES AND PAYROLL TAXES PAYABLE \$3,819,292 \$4,012,000 \$3,791,280 \$4,384,072 -0.7% -5.5% ESTIMATED THIRD-PARTY SETTLEMENTS \$487,115 \$1,904,000 \$1,791,945 \$2,420,610 267.9% -5.9% OTHER CURRENT LIABILITIES \$2,801,065 \$2,105,000 \$3,403,834 \$3,302,391 21.5% 61.7% CURRENT PORTION OF LONG-TERM DEBT \$1,139,123 \$21,176,000 \$1,083,888 \$1,061,494 -4.8% -94.9% TOTAL CURRENT LIABILITIES \$9,897,642 \$31,306,000 \$12,636,713 \$12,999,175 27.7% -59.6% LONG-TERM DEBT \$0,000 \$0,000 \$17,027,789 \$18,990,931 -4.4% 2503.6% CAPITAL LEASE OBLIGATIONS \$0 \$0 \$590,001 \$348,964 100.0% 100.0% OTHER LONG-TERM DEBT \$2,795,751 \$274,000 \$1,746,771 \$0 -37.5% 537.5% TOTAL LONG-TERM DEBT \$20,602,338 \$928,000 \$19,364,561 \$19,339,895 -6.0% 1986.7% OTHER NONCURRENT LIABILITIES								CURRENT LIABILITIES
ESTIMATED THIRD-PARTY SETTLEMENTS OTHER CURRENT LIABILITIES \$2,801,065 \$2,105,000 \$3,403,834 \$3,302,391 21.5% 61.7% CURRENT PORTION OF LONG-TERM DEBT \$1,139,123 \$21,176,000 \$1,083,888 \$1,061,494 -4.8% -94.9% TOTAL CURRENT LIABILITIES \$9,897,642 \$31,306,000 \$12,636,713 \$12,999,175 27.7% -59.6% LONG-TERM DEBT BONDS & MORTGAGES PAYABLE CAPITAL LEASE OBLIGATIONS \$0 \$0 \$0 \$590,001 \$348,964 100.0% 0THER LONG-TERM DEBT \$2,795,751 \$274,000 \$1,746,771 \$0 -37.5% 537.5% TOTAL LONG-TERM DEBT \$20,602,338 \$928,000 \$19,364,561 \$19,339,895 -6.0% 1986.7% OTHER NONCURRENT LIABILITIES \$0 \$30,499,980 \$32,234,000 \$32,001,274 \$32,339,070 4.9% -0.7%	% 1.5%	21.7%	55.4%	\$1,830,608	\$2,565,766	\$2,109,000	\$1,651,047	ACCOUNTS PAYABLE
OTHER CURRENT LIABILITIES \$2,801,065 \$2,105,000 \$3,403,834 \$3,302,391 21.5% 61.7% CURRENT PORTION OF LONG-TERM DEBT \$1,139,123 \$21,176,000 \$1,083,888 \$1,061,494 -4.8% -94.9% TOTAL CURRENT LIABILITIES \$9,897,642 \$31,306,000 \$12,636,713 \$12,999,175 27.7% -59.6% LONG-TERM DEBT BONDS & MORTGAGES PAYABLE \$17,806,587 \$654,000 \$17,027,789 \$18,990,931 -4.4% 2503.6% CAPITAL LEASE OBLIGATIONS \$0 \$0 \$590,001 \$348,964 100.0% 100.0% OTHER LONG-TERM DEBT \$2,795,751 \$274,000 \$1,746,771 \$0 -37.5% 537.5% TOTAL LONG-TERM DEBT \$20,602,338 \$928,000 \$19,364,561 \$19,339,895 -6.0% 1986.7% OTHER NONCURRENT LIABILITIES \$0 \$0 \$0 \$0 \$0 \$0 0.0% TOTAL LIABILITIES \$30,499,980 \$32,234,000 \$32,001,274 \$32,339,070 4.9% -0.7%	% 0.2%	-5.5%	-0.7%	\$4,384,072	\$3,791,280	\$4,012,000	\$3,819,292	SALARIES, WAGES AND PAYROLL TAXES PAYABLE
CURRENT PORTION OF LONG-TERM DEBT \$1,139,123 \$21,176,000 \$1,083,888 \$1,061,494 -4.8% -94.9% TOTAL CURRENT LIABILITIES \$9,897,642 \$31,306,000 \$12,636,713 \$12,999,175 27.7% -59.6% LONG-TERM DEBT BONDS & MORTGAGES PAYABLE \$17,806,587 \$654,000 \$17,027,789 \$18,990,931 -4.4% 2503.6% CAPITAL LEASE OBLIGATIONS \$0 \$0 \$590,001 \$348,964 100.0% 100.0% OTHER LONG-TERM DEBT \$2,795,751 \$274,000 \$1,746,771 \$0 -37.5% 537.5% TOTAL LONG-TERM DEBT \$20,602,338 \$928,000 \$19,364,561 \$19,339,895 -6.0% 1986.7% OTHER NONCURRENT LIABILITIES \$0 \$0 \$0 \$0 0.0% 0.0% TOTAL LIABILITIES \$30,499,980 \$32,234,000 \$32,001,274 \$32,339,070 4.9% -0.7%	% 5.8%	-5.9%	267.9%	\$2,420,610	\$1,791,945	\$1,904,000	\$487,115	ESTIMATED THIRD-PARTY SETTLEMENTS
TOTAL CURRENT LIABILITIES \$9,897,642 \$31,306,000 \$12,636,713 \$12,999,175 27.7% -59.6% LONG-TERM DEBT BONDS & MORTGAGES PAYABLE \$17,806,587 \$654,000 \$17,027,789 \$18,990,931 -4.4% 2503.6% CAPITAL LEASE OBLIGATIONS \$0 \$0 \$590,001 \$348,964 100.0% 100.0% OTHER LONG-TERM DEBT \$2,795,751 \$274,000 \$1,746,771 \$0 -37.5% 537.5% TOTAL LONG-TERM DEBT \$20,602,338 \$928,000 \$19,364,561 \$19,339,895 -6.0% 1986.7% OTHER NONCURRENT LIABILITIES \$0 \$0 \$0 \$0 \$0 0.0% 0.0% TOTAL LIABILITIES \$30,499,980 \$32,234,000 \$32,001,274 \$32,339,070 4.9% -0.7%		61.7%						
LONG-TERM DEBT BONDS & MORTGAGES PAYABLE CAPITAL LEASE OBLIGATIONS OTHER LONG-TERM DEBT **TOTAL LONG-TERM DEBT** S17,806,587 \$17,806,587 \$17,806,587 \$17,806,587 \$17,806,587 \$17,806,587 \$17,806,587 \$18,990,931 \$18,990,931 \$18,990,931 \$18,990,931 \$18,990,931 \$18,990,931 \$18,990,931 \$10,00%	% -45.0%	-94.9%	-4.8%	\$1,061,494	\$1,083,888	\$21,176,000	\$1,139,123	CURRENT PORTION OF LONG-TERM DEBT
BONDS & MORTGAGES PAYABLE \$17,806,587 \$654,000 \$17,027,789 \$18,990,931 -4.4% 2503.6% CAPITAL LEASE OBLIGATIONS \$0 \$0 \$590,001 \$348,964 100.0% 100.0% OTHER LONG-TERM DEBT \$2,795,751 \$274,000 \$1,746,771 \$0 -37.5% 537.5% TOTAL LONG-TERM DEBT \$20,602,338 \$928,000 \$19,364,561 \$19,339,895 -6.0% 1986.7% OTHER NONCURRENT LIABILITIES \$0 \$0 \$0 \$0 0.0% 0.0% TOTAL LIABILITIES \$30,499,980 \$32,234,000 \$32,001,274 \$32,339,070 4.9% -0.7%	% -16.3%	-59.6%	27.7%	\$12,999,175	\$12,636,713	\$31,306,000	\$9,897,642	TOTAL CURRENT LIABILITIES
CAPITAL LEASE OBLIGATIONS OTHER LONG-TERM DEBT \$0 \$0 \$0 \$590,001 \$348,964 100.0% 100.0% OTHER LONG-TERM DEBT \$2,795,751 \$274,000 \$1,746,771 \$0 -37.5% 537.5% TOTAL LONG-TERM DEBT \$20,602,338 \$928,000 \$19,364,561 \$19,339,895 -6.0% 1986.7% OTHER NONCURRENT LIABILITIES \$0 \$0 \$0 \$0 0.0% 0.0% TOTAL LIABILITIES \$30,499,980 \$32,234,000 \$32,001,274 \$32,339,070 4.9% -0.7%								LONG-TERM DEBT
OTHER LONG-TERM DEBT \$2,795,751 \$274,000 \$1,746,771 \$0 -37.5% 537.5% TOTAL LONG-TERM DEBT \$20,602,338 \$928,000 \$19,364,561 \$19,339,895 -6.0% 1986.7% OTHER NONCURRENT LIABILITIES \$0 \$0 \$0 \$0 0.0% 0.0% TOTAL LIABILITIES \$30,499,980 \$32,234,000 \$32,001,274 \$32,339,070 4.9% -0.7%	% 102.0%	2503.6%	-4.4%	\$18,990,931	\$17,027,789	\$654,000	\$17,806,587	BONDS & MORTGAGES PAYABLE
TOTAL LONG-TERM DEBT \$20,602,338 \$928,000 \$19,364,561 \$19,339,895 -6.0% 1986.7% OTHER NONCURRENT LIABILITIES \$0 \$0 \$0 \$0 0.0% 0.0% TOTAL LIABILITIES \$30,499,980 \$32,234,000 \$32,001,274 \$32,339,070 4.9% -0.7%	% 100.0%	100.0%	100.0%	\$348,964	\$590,001	\$0	\$0	CAPITAL LEASE OBLIGATIONS
OTHER NONCURRENT LIABILITIES \$0 \$0 \$0 0.0% 0.0% TOTAL LIABILITIES \$30,499,980 \$32,234,000 \$32,001,274 \$32,339,070 4.9% -0.7%	% -100.0%	537.5%	-37.5%	\$0	\$1,746,771	\$274,000	\$2,795,751	OTHER LONG-TERM DEBT
TOTAL LIABILITIES \$30,499,980 \$32,234,000 \$32,001,274 \$32,339,070 4.9% -0.7%	% 53.4%	1986.7%	-6.0%	\$19,339,895	\$19,364,561	\$928,000	\$20,602,338	TOTAL LONG-TERM DEBT
	% 0.0%	0.0%	0.0%	\$0	\$0	\$0	\$0	OTHER NONCURRENT LIABILITIES
FUND BALANCE \$49,108,943 \$47,818,031 \$51,761,839 \$52,117,549 5.4% 8.2%	% -0.9%	-0.7%	4.9%	\$32,339,070	\$32,001,274	\$32,234,000	\$30,499,980	TOTAL LIABILITIES
	% 5.3%	8.2%	5.4%	\$52,117,549	\$51,761,839	\$47,818,031	\$49,108,943	FUND BALANCE
TOTAL LIABILITIES AND FUND BALANCE 79,608,923 80,052,031 83,763,113 84,456,619 5.2% 4.6%	% 2.6%	4.6%	5.2%	84,456,619	83,763,113	80,052,031	79,608,923	TOTAL LIABILITIES AND FUND BALANCE

Vermont Community Hospitals Capital Budget North Country Hospital

	2013B	2013A	2014B	2014A	2015B	2015A	2016A	2017B	2017A	2018B	2019 Plan	2020 Plan	2021 Plan
CONSTRUCTION IN PROGRESS	\$0	\$0	\$0	\$0	\$0	\$582,511	\$231,953	\$0	\$78,143	\$0	\$0	\$0	\$0
LAND & LAND IMPROVEMENTS	\$0	\$29,049	\$0	\$275	\$25,000	\$46,024	\$252,741	\$49,500	\$60,240	\$223,000	\$0	\$0	\$0
BUILDINGS & BUILDING IMPROVEMENTS	\$273,000	\$336,050	\$1,328,900	\$524,944	\$660,900	\$2,546,765	\$1,168,886	\$671,185	\$480,028	\$792,694	\$0	\$0	\$0
FIXED EQUIPMENT	\$0	\$100,068	\$0	\$1,346	\$0	\$0	\$24,124	\$0	\$0	\$0	\$0	\$0	\$0
MAJOR MOVABLE EQUIPMENT	\$2,348,368	\$1,365,853	\$3,962,433	\$2,562,053	\$2,531,515	\$2,249,696	\$2,367,956	\$2,774,315	\$1,868,448	\$2,253,343	\$0	\$0	\$0
OTHER	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CAPITAL EXPENDITURES	\$2,621,368	\$1,831,020	\$5,291,333	\$3,088,618	\$3,217,415	\$5,424,996	\$4,045,660	\$3,495,000	\$2,486,859	\$3,269,037	\$0	\$0	\$0
TOTAL CON ITEMS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CAP BUDGET AND PROJ CON	\$2,621,368	\$1.831.020	\$5,291,333	\$3,088,618	\$3.217.415	\$5,424,996	\$4,045,660	\$3,495,000	\$2 486 859	\$3,269,037	\$0	\$0	\$0

NORTH COUNTRY HOSPITAL

Profit and Loss Statement

					2017 Budget to 2017 Actual			
	2016 Actual	2017 Budget	2017 Actuals	2018 Budget Approved	\$ Change	% Change		
Gross Patient Care Revenue	\$178,370,005	\$184,601,880	\$176,924,305	\$186,181,775	-\$7,677,575	-4.2%		
Disproportionate Share Payments	\$1,735,504	\$1,453,268	\$1,201,206	\$403,818	-\$252,062	-17.3%		
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	\$0	0.0%		
Bad Debt	-\$3,465,231	-\$3,862,806	-\$2,087,878	-\$1,105,660	\$1,774,928	45.9%		
Free Care	-\$1,114,262	-\$1,200,997	-\$1,545,788	-\$1,261,784	-\$344,791	-28.7%		
Deductions From Revenue	-\$97,734,434	-\$99,801,683	-\$97,804,957	-\$105,143,570	\$1,996,726	2.0%		
let Revenue Deductions	-\$100,578,423	-\$103,412,218	-\$100,237,417	-\$107,107,196	\$3,174,801	3.1%		
let Patient Care Revenue	\$77,791,582	\$81,189,662	\$76,686,888	\$79,074,579	-\$4,502,774	-5.5%		
Fixed Prospective Payments (incl Reserves&Other)	\$0	\$0	\$0	\$0	\$0	0.0%		
otal NPR & FPP (incl Reserves)	\$77,791,582	\$81,189,662	\$76,686,888	\$79,074,579	-\$4,502,774	-5.5%		
Other Operating Revenue	\$6,174,954	\$5,224,021	\$5,620,168	\$5,885,122	\$396,147	7.6%		
otal Operating Revenue	\$83,966,536	\$86,413,683	\$82,307,056	\$84,959,701	-\$4,106,626	-4.8%		
Operating Expense						0.0%		
Salaries Non Md	\$26,443,428	\$26,875,340	\$26,747,116	\$27,485,621	-\$128,224	-0.5%		
Fringe Benefits Non Md	\$9,377,399	\$9,570,508	\$10,083,036	\$10,481,826	\$512,528	5.4%		
Fringe Benefits Md	\$1,129,208	\$1,187,319	\$1,075,390	\$1,154,352	-\$111,929	-9.4%		
Physician Fees Salaries Contracts & Fringes	\$14,439,987	\$13,371,825	\$15,256,583	\$14,196,022	\$1,884,758	14.1%		
Health Care Provider Tax	\$4,464,892	\$4,773,348	\$4,633,146	\$4,533,348	-\$140,202	-2.9%		
Depreciation Amortization	\$5,060,771	\$4,609,866	\$4,650,398	\$4,458,804	\$40,532	0.9%		
Interest - Short Term	\$190,806	\$175,670	\$0	\$65,306	-\$175,670	-100.0%		
Interest - Long Term	\$405,707	\$507,410	\$692,008	\$624,041	\$184,598	36.4%		
Other Operating Expense	\$22,312,587	\$24,261,458	\$21,041,340	\$21,266,142	-\$3,220,118	-13.3%		
otal Operating Expense	\$83,824,785	\$85,332,744	\$84,179,016	\$84,265,462	-\$1,153,728	-1.4%		
Net Operating Income (Loss)	\$141,751	\$1,080,939	-\$1,871,959	\$694,239	-\$2,952,899	-273.2%		
Ion-Operating Revenue	\$2,028,401	\$453,721	\$3,886,125	\$1,253,190	\$3,432,404	756.5%		
Excess (Deficit) Of Revenue Over Expense	\$2,170,152	\$1,534,660	\$2,014,166	\$1,947,429	\$479,506	31.2%		
Operating Margin %	0.2%	1.3%	-2.3%	0.8%				
Гotal Margin %	2.6%	1.8%	2.4%	2.3%				

Net Payer Revenue-Budget to Budget

All Payers Gross Revenue		N	lorth Country Hospital			
All Payers	YER REVENUE DETAIL		2017 Approved	2017 Actuals	B17-A18	B17-B18
Contractual Allowances	Pavers	Gross Revenue				-4.29
Bad debt						-2.09
Free Care						-45.9%
Disproportionate Share Payments S1,453,268.00 S1,201,205.69 -5252,062.31						28.79
Graduate Medical Education Payments \$0.00 \$0.00 \$0.00 Net Payer Revenue \$81,189,661.87 \$76,686,887.97 \$-4,502,777.39 Fixed Prospective Payments \$0.00 \$0.00 \$0.00 Other Reform Payments \$0.00 \$0.00 \$0.00 Total NPR & FPP \$81,189,661.87 \$76,686,887.97 \$-4,502,773.90 Solon \$0.00 \$0.00 \$0.00 Total NPR & FPP \$81,189,661.87 \$76,686,887.97 \$-4,502,773.90 Solon \$0.00 \$0.00 \$0.00 Commercial Allowances \$0.013,129.87 \$58,312,042.27 \$2,721,087.60 Bad debt \$0.00 \$0.00 \$0.00 Free Care \$0.00 \$0.00 \$0.00 Graduate Medical Education Payments \$0.00 \$0.00 \$0.00 Net Payer Revenue \$44,503,758.87 \$40,304,058.53 \$-4,199,700.34 Fixed Prospective Payments \$0.00 \$0.00 \$0.00 Reserves (Risk) \$44,503,758.87 \$40,304,058.53 \$-4,199,700.34 Fixed Prospective Payments \$0.00 \$0.00 \$0.00 Reserves (Risk) \$44,503,758.87 \$40,304,058.53 \$-4,199,700.34 MEDICAID Gross Revenue \$46,684,500 \$45,003,758.87 \$40,304,058.53 \$-4,199,700.34 MEDICAID Gross Revenue \$46,684,500 \$45,003,58.83 \$40,304,058.53 \$-4,199,700.34 Gross Revenue \$46,684,500 \$45,003,58.87 \$40,304,058.53 \$-4,199,700.34 Gross Revenue \$46,684,500 \$45,003,58.83 \$40,304,058.53 \$40,304,058.53 \$-4,199,700.34 MEDICAID Gross Revenue \$46,684,500 \$45,003,58.83 \$40,304,058.53						-17.3%
Net Payer Revenue \$31,189,661.87 \$76,686,887.97 \$4,502,773.30						0.0%
Fixed Prospective Payments		·		·		-5.5%
Other Reform Payments		,				0.0%
Reserves (Risk) \$5,0.00 \$0,0.0				· ·		0.0%
Total NPR & FPP		•				0.0%
S000						-5.5%
COMMERCIAL Gross Revenue \$61,013,129.87 \$58,312,042.27 \$-\$2,701,087.60						
Contractual Allowances	MMFRCIAI	Gross Revenue				-4.4%
Bad debt \$0.00 \$						9.1%
Free Care						0.0%
Disproportionate Share Payments			· ·	·		0.0%
Graduate Medical Education Payments \$0.00 \$0.00 \$0.00 Net Payer Revenue \$44,503,758.87 \$40,304,058.53 \$-4,199,700.34 Fixed Prospective Payments \$0.00 \$0.00 \$0.00 Reserves (Risk) \$0.00 \$0.00 \$0.00 Reserves (Risk) \$0.00 \$0.00 \$0.00 Total NPR & FPP \$44,503,758.87 \$40,304,058.53 \$-4,199,700.34 MEDICAID Gross Revenue \$46,684,530.00 \$43,724,780.28 \$52,959,749.72 Contractual Allowances \$-34,548,367.00 \$-33,372,689.32 \$1,175,677.68 Bad debt \$0.00 \$0.00 \$0.00 Free Care \$0.00 \$0.00 \$0.00 Free Care \$0.00 \$0.00 \$0.00 Other Reform Payments \$1,453,268.00 \$1,201,205.69 \$-\$252,062.31 Graduate Medical Education Payments \$0.00 \$0.00 \$0.00 Other Reform Payments \$0.00 \$0.00 \$0.00 Reserves (Risk) \$0.00 \$0.00 \$0.00 Reserves (Risk) \$0.00 \$0.00 \$0.00 Reserves (Risk) \$0.00 \$0.00 \$0.00 Total NPR & FPP \$13,589,431.00 \$11,553,296.65 \$-\$2,061,343.55 MEDICARE Gross Revenue \$76,904,220.00 \$74,887,481.99 \$-\$2,016,738.01 Graduate Medical Education Payments \$0.00 \$0.00 \$0.00 Reserves (Risk) \$0.00 \$0.00 \$0.00 Total NPR & FPP \$13,589,431.00 \$11,553,296.65 \$-\$2,036,134.35 MEDICARE Gross Revenue \$76,904,220.00 \$74,887,481.99 \$-\$2,016,738.01 Graduate Medical Education Payments \$0.00 \$0.00 \$0.00 Free Care \$0.00 \$0.00 \$0.00 Disproportionate Share Payments \$0.00 \$0.00 \$0.00 Graduate Medical Education Payments \$0.00 \$0.00 \$0.00 Reserves (Risk) \$0.00 \$0.00 \$0.00 Reserves (Risk) \$0.00 \$0.00 \$0.00 Total NPR & FPP \$28,160,275.00 \$28,463,198.43 \$302,923.43 Fixed Prospective Payments \$0.00 \$0.00 \$0.00 Reserves (Risk) \$0.00 \$0.00 \$0.00 Total NPR & FPP \$28,160,275.00 \$28,463,198.43 \$302,923.43 Fixed Prospective Payments \$0.00 \$0.00 \$0.00 Total NPR & FPP \$28,160,275.00 \$28,463,198.43 \$302,923.43 Fixed Prospecti			· ·			0.0%
Net Payer Revenue						0.0%
Fixed Prospective Payments		,				-9.4%
Other Reform Payments \$0.00 \$0.		•	. , ,	. , ,		0.0%
Reserves (Risk) \$0.00 \$0			· ·	· ·		0.0%
Total NPR & FPP		•	· ·			0.0%
MEDICAID Gross Revenue Contractual Allowances Bad debt Free Care Disproportionate Share Payments Fixed Prospective Payments Contractual Allowances Sassewenue Sassewe						-9.4%
Contractual Allowances		TOTAL NEW & FEE				-9.4%
Bad debt	DICAID	Gross Revenue	\$46,684,530.00	\$43,724,780.28	-\$2,959,749.72	-6.3%
Free Care		Contractual Allowances	-\$34,548,367.00	-\$33,372,689.32	\$1,175,677.68	-3.4%
Disproportionate Share Payments \$1,453,268.00 \$1,201,205.69 -\$252,062.31		Bad debt	\$0.00	\$0.00	\$0.00	0.0%
Disproportionate Share Payments \$1,453,268.00 \$1,201,205.69 -\$252,062.31		Free Care	\$0.00	\$0.00	\$0.00	0.0%
Graduate Medical Education Payments \$0.00 \$0.00 \$0.00 Net Payer Revenue \$13,589,431.00 \$11,553,296.65 -\$2,036,134.35 Fixed Prospective Payments \$0.00 \$0.00 \$0.00 Other Reform Payments \$0.00 \$0.00 \$0.00 Reserves (Risk) \$0.00 \$0.00 \$0.00 Total NPR & FPP \$13,589,431.00 \$11,553,296.65 -\$2,036,134.35 S0.00 \$0.00 \$0.00 Total NPR & FPP \$13,589,431.00 \$11,553,296.65 -\$2,036,134.35 S0.00 \$0.00 \$0.00 Contractual Allowances \$76,904,220.00 \$74,887,481.99 -\$2,016,738.01 Contractual Allowances \$48,743,945.00 \$46,424,283.56 \$2,319,661.44 Bad debt \$0.00 \$0.00 \$0.00 Free Care \$0.00 \$0.00 \$0.00 Graduate Medical Education Payments \$0.00 \$0.00 \$0.00 Net Payer Revenue \$28,160,275.00 \$28,463,198.43 \$302,923.43 Fixed Prospective Payments \$0.00 \$0.00 \$0.00 Reserves (Risk) \$0.00 \$0.00 \$0.00 Reserves (Risk) \$0.00 \$0.00 \$0.00 Total NPR & FPP \$28,160,275.00 \$28,463,198.43 \$302,923.43 S0.00 \$0.00 \$0.00 \$0.00 Bad Debt/ Free Care \$0.00 \$0.00 \$0.00 Gross Revenue \$0.00 \$0.00 \$0.00 Contractual Allowances \$0.00 \$0.00 \$0.00 Bad debt \$-\$3,862,806.00 \$-\$2,087,877.53 \$1,774,928.47 Free Care \$-\$1,200,997.00 \$-\$1,545,788.11 \$-\$344,791.11 Disproportionate Share Payments \$0.00 \$0.00 \$0.00		Disproportionate Share Payments		· ·		-17.3%
Net Payer Revenue						0.0%
Fixed Prospective Payments \$0.00		<u> </u>				-15.0%
Other Reform Payments \$0.00 \$0.00 \$0.00 Reserves (Risk) \$0.00 \$0.00 \$0.00 Total NPR & FPP \$13,589,431.00 \$11,553,296.65 -\$2,036,134.35 MEDICARE Gross Revenue \$76,904,220.00 \$74,887,481.99 -\$2,016,738.01 Contractual Allowances -\$48,743,945.00 -\$46,424,283.56 \$2,319,661.44 Bad debt \$0.00 \$0.00 \$0.00 Free Care \$0.00 \$0.00 \$0.00 Disproportionate Share Payments \$0.00 \$0.00 \$0.00 Graduate Medical Education Payments \$0.00 \$0.00 \$0.00 Net Payer Revenue \$28,160,275.00 \$28,463,198.43 \$302,923.43 Fixed Prospective Payments \$0.00 \$0.00 \$0.00 Other Reform Payments \$0.00 \$0.00 \$0.00 Reserves (Risk) \$0.00 \$28,463,198.43 \$302,923.43 Footon Payments \$0.00 \$0.00 \$0.00 Bad Debt/ Free Care \$0.00 \$0.00 \$0.00 Bad		•				0.0%
Reserves (Risk) \$0.00 \$0.00 \$0.00 Total NPR & FPP \$13,589,431.00 \$11,553,296.65 -\$2,036,134.35 SULUD SULUD \$10,000 \$74,887,481.99 -\$2,016,738.01 Contractual Allowances -\$48,743,945.00 -\$46,424,283.56 \$2,319,661.44 Bad debt \$0.00 \$0.00 \$0.00 Free Care \$0.00 \$0.00 \$0.00 Free Care \$0.00 \$0.00 \$0.00 Graduate Medical Education Payments \$0.00 \$0.00 \$0.00 Net Payer Revenue \$28,160,275.00 \$28,463,198.43 \$302,923.43 Fixed Prospective Payments \$0.00 \$0.00 \$0.00 Reserves (Risk) \$0.00 \$0.00 \$0.00 Total NPR & FPP \$28,160,275.00 \$28,463,198.43 \$302,923.43 Sulud Payer Revenue \$0.00 \$0.00 \$0.00 Total NPR & FPP \$28,160,275.00 \$28,463,198.43 \$302,923.43 Sulud Payer Revenue \$0.00 \$0.00 \$0.00 Su			· ·	· ·		0.0%
Total NPR & FPP		· ·		· ·		0.0%
Contractual Allowances						-15.0%
Contractual Allowances	DICABE	Grace Bayanya	\$0.00	\$0.00	\$0.00	-2.6%
Bad debt						-4.8%
Free Care						0.0%
Disproportionate Share Payments \$0.00 \$0						0.0%
Graduate Medical Education Payments \$0.00 \$0.00 \$0.00 Net Payer Revenue \$28,160,275.00 \$28,463,198.43 \$302,923.43 Fixed Prospective Payments \$0.00 \$0.00 \$0.00 Other Reform Payments \$0.00 \$0.00 \$0.00 Reserves (Risk) \$0.00 \$0.00 \$0.00 Total NPR & FPP \$28,160,275.00 \$28,463,198.43 \$302,923.43 Solution \$0.00 \$0.00 \$0.00 Bad Debt/ Free Care \$0.00 \$0.00 \$0.00 Bad debt \$0.00 \$0.00 \$0.00 Free Care \$0.00 \$0.00 \$0.00 Free Care \$0.00 \$0.00 \$0.00 Solution \$0.00 Solution \$0.00 \$0.00			· · · · · · · · · · · · · · · · · · ·	·		0.0%
Net Payer Revenue \$28,160,275.00 \$28,463,198.43 \$302,923.43 Fixed Prospective Payments \$0.00 \$0.00 Other Reform Payments \$0.00 \$0.00 Reserves (Risk) \$0.00 \$0.00 Total NPR & FPP \$28,160,275.00 \$28,463,198.43 \$302,923.43 Solution \$0.00 \$0.00 Bad Debt/ Free Care \$0.00 \$0.00 \$0.00 Bad debt \$0.00 \$0.00 \$0.00 Bad debt \$0.00 \$0.00 \$0.00 Free Care \$-\$1,200,997.00 \$-\$1,545,788.11 \$-\$344,791.11 Disproportionate Share Payments \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00						0.0%
Fixed Prospective Payments \$0.00		<u> </u>				
Other Reform Payments \$0.00 \$0.00 Reserves (Risk) \$0.00 \$0.00 Total NPR & FPP \$28,160,275.00 \$28,463,198.43 \$302,923.43 Bad Debt/ Free Care Gross Revenue \$0.00 \$0.00 \$0.00 Contractual Allowances \$0.00 \$0.00 \$0.00 Bad debt -\$3,862,806.00 -\$2,087,877.53 \$1,774,928.47 Free Care -\$1,200,997.00 -\$1,545,788.11 -\$344,791.11 Disproportionate Share Payments \$0.00 \$0.00 \$0.00		•				1.1%
Reserves (Risk) \$0.00 \$0					\$0.00	0.0%
Total NPR & FPP \$28,160,275.00 \$28,463,198.43 \$302,923.43 Bad Debt/ Free Care Gross Revenue \$0.00 \$0.00 \$0.00 Contractual Allowances \$0.00 \$0.00 \$0.00 Bad debt -\$3,862,806.00 -\$2,087,877.53 \$1,774,928.47 Free Care -\$1,200,997.00 -\$1,545,788.11 -\$344,791.11 Disproportionate Share Payments \$0.00 \$0.00 \$0.00		· · · · · · · · · · · · · · · · · · ·			60.00	0.0%
S0.00 S0.0						0.0%
Bad Debt/ Free Care Gross Revenue Contractual Allowances \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.0		TOTAL NAK & EAS				1.1%
Contractual Allowances \$0.00 \$0.00 \$0.00 Bad debt -\$3,862,806.00 -\$2,087,877.53 \$1,774,928.47 Free Care -\$1,200,997.00 -\$1,545,788.11 -\$344,791.11 Disproportionate Share Payments \$0.00 \$0.00 \$0.00	d Debt/ Free Care	Gross Revenue				0.0%
Bad debt -\$3,862,806.00 -\$2,087,877.53 \$1,774,928.47 Free Care -\$1,200,997.00 -\$1,545,788.11 -\$344,791.11 Disproportionate Share Payments \$0.00 \$0.00 \$0.00						0.0%
Free Care -\$1,200,997.00 -\$1,545,788.11 -\$344,791.11 Disproportionate Share Payments \$0.00 \$0.00 \$0.00					·	-45.9%
Disproportionate Share Payments \$0.00 \$0.00						28.7%
						0.0%
Graduate Medical Education Payments Suidol S		Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
Net Payer Revenue -\$5,063,803.00 -\$3,633,665.64 \$1,430,137.36		•				-28.2%

NORTH COUNTRY HOSPITAL REPORT 3 STAFFING REPORT

	2014A	2015A	2016B	2016A	2017B	2017A	2018B	PERCENT 2016A - 2017A		ANNUALIZED 2012A - 2018B
PHYSICIAN FTEs										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-				-	3.0	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	6.5	6.2	6.5	5.3	6.5	5.0	6.5	-4.8%	-22.9%	4.3%
ANCILLARY SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OTHER SERVICES	25.9	24.2	27.4	24.0	25.3	25.1	21.9	4.8%	-0.6%	6.0%
PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL PHYSICIAN FTES	32.3	30.4	33.9	29.2	31.8	30.1	31.4	0.0% 3.1%	0.0% -5.2%	0.0% 5.7%
TOTAL PHI GICIANT TES	-9.2%	-6.0%	10.3%	-3.9%	-6.2%	3.1%	-1.1%	J. 1 /0	-J.Z /6	3.1 /6
TRAVELER NON MD FTEs	3.270	0.070	10.570	3.370	0.270	3.170	1.170			
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								0.007	0.00/	0.0%
	-	-	-	-	-	-	-	0.0%	0.0%	
INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	-	-	-	0.0%	0.0% 0.0%	0.0%
	-	-	-	-	-	-	-			
OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0% 0.0%	0.0%
UNCATEGORIZED	•	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL TRAVELER MD FTEs	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>		0.0%	0.0%	0.0%
TOTAL TRAVELER MDT TES	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.070	0.070	0.070
TOTAL TRAVELER FTEs										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
GENERAL SERVICES INPATIENT ROUTINE SERVICES		-	-	-	-	-	-	0.0% 0.0%	0.0% 0.0%	0.0%
	- - -	- - -	- - -	- - -			- - -			
INPATIENT ROUTINE SERVICES	- - -		- - -		- - -	- - -	- - -	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES	- - - -	- - - -	- - - -	- - - -	- - - -	- - - -	- - - -	0.0% 0.0%	0.0% 0.0%	0.0% 0.0%
INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES	- - - - -			- - - -	- - - -	- - - - -		0.0% 0.0% 0.0%	0.0% 0.0% 0.0%	0.0% 0.0% 0.0%
INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES	- - - - - -	- - - - -	-	- - - - -	- - - -	-		0.0% 0.0% 0.0% 0.0%	0.0% 0.0% 0.0% 0.0%	0.0% 0.0% 0.0% 0.0%
INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES	- - - - - -	- - - - - - -	- - - - - -	- - - - - - -		- - - - - -	- - - - - -	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%
INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED TOTAL TRAVELER FTES	- - - - - #DIV/0!	- - - - - #DIV/0!	- - - - - #DIV/0!	- - - - - - #DIV/0!		- - - - - #DIV/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%
INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED TOTAL TRAVELER FTES TOTAL RESIDENTS & FELLOWS FTES	#DIV/0!	- - - - - - #DIV/0!	- - - - - - #DIV/0!	- - - - - - #DIV/0!	- - - - - - #DIV/0!	- - - - - #DIV/0!	- - - - - #DIV/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% 0.0% 0.0%
INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED TOTAL TRAVELER FTES TOTAL RESIDENTS & FELLOWS FTES GENERAL SERVICES	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	- - - - - #DIV/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% 0.0% 0.0%
INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED TOTAL TRAVELER FTES TOTAL RESIDENTS & FELLOWS FTES GENERAL SERVICES INPATIENT ROUTINE SERVICES	#DIV/0!	#DIV/0!		#DIV/0!	#DIV/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% 0.0% 0.0% 0.0% 0.0% 0.0%
INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED TOTAL TRAVELER FTES TOTAL RESIDENTS & FELLOWS FTES GENERAL SERVICES INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/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% 0.0% 0.0% 0.0% 0.0% 0.0%
INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED TOTAL TRAVELER FTES TOTAL RESIDENTS & FELLOWS FTES GENERAL SERVICES INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/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% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%
INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED TOTAL TRAVELER FTES TOTAL RESIDENTS & FELLOWS FTES GENERAL SERVICES INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/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% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%
INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED TOTAL TRAVELER FTES TOTAL RESIDENTS & FELLOWS FTES GENERAL SERVICES INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/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%	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%
INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED TOTAL TRAVELER FTES TOTAL RESIDENTS & FELLOWS FTES GENERAL SERVICES INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED	#DIV/0!	- - - - - -	#DIV/0!	#DIV/0!	#DIV/0!	- - - - - -	#DIV/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%	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%
INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED TOTAL TRAVELER FTES TOTAL RESIDENTS & FELLOWS FTES GENERAL SERVICES INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES	- - - - - - -	- - - - - -	- - - - - - -			- - - - - -	- - - - - -	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%	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%
INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED TOTAL TRAVELER FTES TOTAL RESIDENTS & FELLOWS FTES GENERAL SERVICES INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED	#DIV/0!	- - - - - -	#DIV/0!	#DIV/0!	#DIV/0!	- - - - - -	#DIV/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%	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%
INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED TOTAL TRAVELER FTES TOTAL RESIDENTS & FELLOWS FTES GENERAL SERVICES INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED TOTAL RESIDENTS & FELLOWS FTES	- - - - - - -	- - - - - -	- - - - - - -			- - - - - -	- - - - - -	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%	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%
INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED TOTAL TRAVELER FTES TOTAL RESIDENTS & FELLOWS FTES GENERAL SERVICES INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES OTHER SERVICES OTHER SERVICES OTHER SERVICES OTHER SERVICES UNCATEGORIZED TOTAL RESIDENTS & FELLOWS FTES MLP FTES	- - - - - - -	- - - - - -	- - - - - - -			- - - - - -	- - - - - -	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%	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%
INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED TOTAL TRAVELER FTES TOTAL RESIDENTS & FELLOWS FTES GENERAL SERVICES INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES OTHER SERVICES OTHER SERVICES OTHER SERVICES UNCATEGORIZED TOTAL RESIDENTS & FELLOWS FTES MLP FTES GENERAL SERVICES	- - - - - - -	- - - - - -	- - - - - - -			- - - - - -	- - - - - -	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%	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%
INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED TOTAL TRAVELER FTES TOTAL RESIDENTS & FELLOWS FTES GENERAL SERVICES INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED TOTAL RESIDENTS & FELLOWS FTES MLP FTES GENERAL SERVICES INPATIENT ROUTINE SERVICES INPATIENT ROUTINE SERVICES	- - - - - - -	- - - - - -	- - - - - - -			- - - - - -	- - - - - -	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%	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%
INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED TOTAL TRAVELER FTES TOTAL RESIDENTS & FELLOWS FTES GENERAL SERVICES INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED TOTAL RESIDENTS & FELLOWS FTES MLP FTES GENERAL SERVICES INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES	- - - - - - -	- - - - - -	- - - - - - -			- - - - - -	- - - - - -	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%	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%
INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED TOTAL TRAVELER FTES TOTAL RESIDENTS & FELLOWS FTES GENERAL SERVICES INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES OTHER SERVICES OTHER SERVICES OTHER SERVICES OTHER SERVICES UNCATEGORIZED TOTAL RESIDENTS & FELLOWS FTES MLP FTES GENERAL SERVICES INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES ANCILLARY SERVICES	- - - - - - -	- - - - - -	- - - - - - -			- - - - - -	- - - - - -	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%	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%
INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED TOTAL TRAVELER FTES TOTAL RESIDENTS & FELLOWS FTES GENERAL SERVICES INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED TOTAL RESIDENTS & FELLOWS FTES MLP FTES GENERAL SERVICES INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES OTHER SERVICES OTHER SERVICES	- - - - - - -	- - - - - -	- - - - - - -			- - - - - -	- - - - - -	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%	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%

NORTH COUNTRY HOSPITAL REPORT 3 STAFFING REPORT

	2014A	2015A	2016B	2016A	2017B	2017A	2018B	PERCENT 2016A - 2017A	CHANGE 2017B - 2017A	ANNUALIZEI 2012A - 2018B
ALL OTHER FTEs	20	20.07.	20.02	20.0.	202	20	20.02	20	20	20.02
GENERAL SERVICES	133.8	142.0	161.2	146.3	168.1	149.0	162.0	1.8%	-11.4%	0.19
INPATIENT ROUTINE SERVICES	45.4	49.2	48.1	48.9	49.4	54.0	51.8	10.5%	9.4%	-1.09
OUTPATIENT ROUTINE SERVICES	107.8	113.9	143.7	107.4	152.0	109.5	147.6	1.9%	-28.0%	1.79
ANCILLARY SERVICES	122.3	121.1	97.2	141.2	97.7	144.0	97.8	2.0%	47.4%	-3.89
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.09
PHYSICIAN OFFICE PRACTICE SERVICES		-	-	_	-	_	-	0.0%	0.0%	0.09
UNCATEGORIZED		-	-	_	-	_	-	0.0%	0.0%	0.09
TOTAL ALL OTHER FTES	409.3	426.2	450.2	443.8	467.2	456.4	459.2	2.8%	-2.3%	-0.5%
	-8.9%	4.1%	4.0%	4.1%	3.8%	2.8%	-1.7%			
NON-MD FTEs										
GENERAL SERVICES	133.8	142.0	161.2	146.3	168.1	149.0	162.0	1.8%	-11.4%	0.19
INPATIENT ROUTINE SERVICES	45.4	49.2	48.1	48.9	49.4	54.0	51.8	10.5%	9.4%	-1.0%
OUTPATIENT ROUTINE SERVICES	107.8	113.9	143.7	107.4	152.0	109.5	147.6	1.9%	-28.0%	1.79
ANCILLARY SERVICES	122.3	121.1	97.2	141.2	97.7	144.0	97.8	2.0%	47.4%	-3.89
OTHER SERVICES		-	-	-	-	-	-	0.0%	0.0%	0.09
PHYSICIAN OFFICE PRACTICE SERVICES		-	-	-	-	-	-	0.0%	0.0%	0.09
UNCATEGORIZED	_	-	-	_	_	-	-	0.0%	0.0%	0.09
TOTAL NON-MD FTEs	409.3	426.2	450.2	443.8	467.2	456.4	459.2	2.8%	-2.3%	-0.5%
	-8.9%	4.1%	4.0%	4.1%	3.8%	2.8%	-1.7%			
ALL FTEs										
GENERAL SERVICES	133.8	142.0	161.2	146.3	168.1	149.0	162.0	1.8%	-11.4%	0.19
INPATIENT ROUTINE SERVICES	45.4	49.2	48.1	48.9	49.4	54.0	54.8	10.5%	9.4%	-0.19
OUTPATIENT ROUTINE SERVICES	114.3	120.1	150.2	112.6	158.5	114.5	154.1	1.6%	-27.8%	1.79
ANCILLARY SERVICES	122.3	121.1	97.2	141.2	97.7	144.0	97.8	2.0%	47.4%	-3.89
OTHER SERVICES	25.9	24.2	27.4	24.0	25.3	25.1	21.9	4.8%	-0.6%	-3.67
PHYSICIAN OFFICE PRACTICE SERVICES	25.9	24.2	21.4	24.0	25.5	23.1	21.9	0.0%	0.0%	0.09
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.09
TOTAL ALL FTEs	441.6	456.6	484.0	473.0	498.9	486.5	490.6	2.9%	-2.5%	-0.5%
TOTAL ALL FILS	-8.9%	3.4%	4.4%	3.6%	3.1%	2.9%	-1.7%	2.370	2.070	-0.37
NON MP WAGES										
NON-MD WAGES GENERAL SERVICES	67.044.040	00.040.575	00 101 000	6 0 070 000	00 004 544	#0.040.000	00 540 775	4.00/	0.00/	0.40
	\$7,641,913	\$8,343,575	\$8,464,092	\$9,078,622	\$8,991,511	\$8,916,292	\$8,542,775	-1.8%	-0.8%	0.19
INPATIENT ROUTINE SERVICES	\$2,916,451	\$3,174,693	\$2,994,199	\$3,200,256	\$3,060,048	\$3,309,291	\$3,505,058	3.4%	8.1%	0.5%
OUTPATIENT ROUTINE SERVICES	\$371,534	\$415,701	\$6,171,429	\$579,715	\$447,670	\$299,798	\$127,770	-48.3%	-33.0%	-46.5%
ANCILLARY SERVICES	\$7,067,574	\$7,268,116	\$7,508,073	\$7,501,991	\$7,730,733	\$7,795,581	\$8,377,448	3.9%	0.8%	0.5%
OTHER SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.09
PHYSICIAN OFFICE PRACTICE SERVICES	\$4,531,720	\$5,289,726	\$0	\$6,082,844	\$6,645,378	\$6,426,152	\$6,932,570	5.6%	-3.3%	100.09
UNCATEGORIZED TOTAL NON-MD WAGES	\$0 \$22.529.191	\$0 \$24,491,810	\$0 \$25.137.792	\$0 \$26.443.428	\$0 \$26,875,340	\$0 \$26,747,116	\$0 \$27,485,621	0.0%	0.0% -0.5%	0.09
TOTAL NON IIID WAGES	-7.5%	8.7%	7.6%	8.0%	6.9%	1.1%	2.3%	1.170	-0.070	1.07
NON-MD WAGES PER FTE	1.070	0.770	1.070	0.070	0.070	1.170	2.070			
GENERAL SERVICES	\$57.119	\$58,741	\$52,494	\$62,046	\$53.480	\$59.853	\$52,743	-3.5%	11.9%	0.09
INPATIENT ROUTINE SERVICES	\$64,239	\$64,553	\$62,288	\$65,485	\$62,007	\$61,295	\$67,678	-6.4%	-1.1%	1.69
OUTPATIENT ROUTINE SERVICES	\$3,446	\$3,649	\$42,947	\$5,399	\$2,945	\$2,739	\$866	-49.3%	-7.0%	-47.49
ANCILLARY SERVICES	\$57,794	\$60,017	\$77,267	\$53,126	\$79,127	\$54,140	\$85,633	1.9%	-31.6%	4.59
OTHER SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.09
PHYSICIAN OFFICE PRACTICE SERVICES	\$0 \$0	\$0	\$0 \$0	\$0 \$0	\$0 \$0	\$0	\$0 \$0	0.0%	0.0%	0.07
UNCATEGORIZED	\$0 \$0	\$0	\$0 \$0	\$0 \$0	\$0 \$0	\$0	\$0 \$0	0.0%	0.0%	0.09
TOTAL NON-MD WAGES PER FTE	\$55,043	\$57,460	\$55,839	\$59,587	\$57,527	\$58,602	\$59,854	-1.7%	1.9%	1.89
	1.5%	4.4%	3.5%	3.7%	3.0%	-1.7%	4.0%	1.1 /6	1.070	1.07

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

NORTH COUNTRY HOSPITAL REPORT 4 KEY HOSPITAL STATISTICS & RATIOS

2/12/2018

UTI AVERA UTI ACUTI UTI ADJUS UTI ADJUS UTI ACUTI UTI ACUTI UTI ACUTI UTI ACUTI CAP AGE C CAP AGE C CAP LONG CAP DEBT CAP LONG CAP DEBT CAP CAPIT	Statistic RAGE DAILY CENSUS RAGE LENGTH OF STAY TE ALOS ISTED ADMISSIONS ISTED DAYS TE CARE AVE DAILY CENSUS TE ADMISSIONS OF PLANT OF PLANT OF PLANT BUILDING OF PLANT EQUIPMENT TO FLANT EQUIPMENT TO FER STAFFED BED PROP, PLANT & EQUIP PER STAFFED BED TERM DEBT TO TOTAL ASSETS TERM DEBT TO TOTAL ASSETS TERM DEBT TO TOTAL ASSETS	2016A 16.4 3.4 3.2 9,352 30,016 12.2 1,394.0 2016A 9.3 15.4 5.8 29.6% 1,129,629 993,162	2017B 16.0 3.2 3.2 9,280 29,320 12.3 1,417.0 2017B 11.0 15.7 7.8 1.9% 1.193,852	2017A 17.8 2.4 2.0 14,145 28,116 12.4 2,268.0 2017A 10.9 16.8 7.1 27.8%	2018B 17.3 3.4 3.2 8,698 27,812 12.5 1,432.0 2018B 12.6 17.8 9.2	2016A - 2017A 8.3% -28.9% -38.1% -6.3% 1.0% 62.7% PERCENT 2016A - 2017A 17.2% 8.8% 23.3%	2017B - 2017A -0.9% 7.0%	-0.4% -1.2% 0.5% -0.7% -0.1% 1.1% ANNUALIZED 2014A - 2018B	2016A - 2017A	2017B - 2017A 1.7 (0.9) (1.2) 4,865.4 (1,203.8) 0.1 851.0 ANGE 2017B - 2017A (0.1)
UTI AVER, UTI AVER, UTI ACUTI UTI ADJUS UTI ACUTI UTI AC	AGE LENGTH OF STAY TE ALOS ISTED ADMISSIONS ISTED DAYS TE CARE AVE DAILY CENSUS TE ADMISSIONS OF PLANT OF PLANT BUILDING OF PLANT EQUIPMENT OF TERM DEBT TO CAPITALIZATION T PER STAFFED BED PROP, PLANT & EQUIP PER STAFFED BED OF TERM DEBT TO TOTAL ASSETS	3.4 3.2 9,352 30,016 12.2 1,394.0 2016A 9.3 15.4 5.8 29.6% 1,129,629 993,162	3.2 3.2 9,280 29,320 12.3 1,417.0 2017B 11.0 15.7 7.8 1.9%	2.4 2.0 14,145 28,116 12.4 2,268.0 2017A 10.9 16.8 7.1	3.4 3.2 8,698 27,812 12.5 1,432.0 2018B 12.6 17.8	-28.9% -38.1% 51.3% -6.3% 1.0% 62.7% PERCENT 2016A - 2017A 17.2% 8.8%	-26.4% -37.1% 52.4% -4.1% 0.7% 60.1% CHANGE 2017B - 2017A -0.9% 7.0%	-0.4% -1.2% 0.5% -0.7% -0.1% 1.1% ANNUALIZED 2014A - 2018B 10.4%	(1.0) (1.2) 4,793.0 (1,899.8) 0.1 874.0 # CHA 2016A - 2017A	(0.9) (1.2) 4,865.4 (1,203.8) 0.1 851.0 ANGE
UTI ACUTI UTI ADJUS UTI ADJUS UTI ACUTI UTI ACUTI UTI ACUTI UTI ACUTI UTI ACUTI CAP AGE C CAP AGE C CAP LONG CAP DEBT CAP LONG CAP DEBT CAP DEBT CAP DEBT CAP DEBT CAP DEBT CAP CAPIT	TE ALOS ISTED ADMISSIONS ISTED DAYS TE CARE AVE DAILY CENSUS TE ADMISSIONS OF PLANT OF PLANT BUILDING OF PLANT EQUIPMENT OF TERM DEBT TO CAPITALIZATION TPER STAFFED BED PROP, PLANT & EQUIP PER STAFFED BED OF TERM DEBT TO TOTAL ASSETS	3.2 9,352 30,016 12.2 1,394.0 2016A 9.3 15.4 5.8 29.6% 1,129,629 993,162	3.2 9,280 29,320 12.3 1,417.0 2017B 11.0 15.7 7.8 1.9%	2.0 14,145 28,116 12.4 2,268.0 2017A 10.9 16.8 7.1	3.2 8,698 27,812 12.5 1,432.0 2018B 12.6 17.8	-38.1% 51.3% -6.3% 1.0% 62.7% PERCENT 2016A - 2017A 17.2% 8.8%	-37.1% 52.4% -4.1% 0.7% 60.1% CHANGE 2017B - 2017A -0.9% 7.0%	-0.4% -1.2% 0.5% -0.7% -0.1% 1.1% ANNUALIZED 2014A - 2018B 10.4%	(1.2) 4,793.0 (1,899.8) 0.1 874.0 # CHA 2016A - 2017A 1.6	(1.2) 4,865.4 (1,203.8) 0.1 851.0 ANGE
UTI ADJUS UTI ADJUS UTI ACUTI UTI ACUTI UTI ACUTI UTI ACUTI CAP AGE C CAP AGE C CAP LONG CAP DEBT CAP LONG CAP DEBT CAP DEBT CAP DEBT CAP DEBT CAP DEBT CAP DEBT CAP CAPIT	STED ADMISSIONS ISTED DAYS TE CARE AVE DAILY CENSUS TE ADMISSIONS OF PLANT OF PLANT BUILDING OF PLANT EQUIPMENT OF TERM DEBT TO CAPITALIZATION TPER STAFFED BED PROP, PLANT & EQUIP PER STAFFED BED OF TERM DEBT TO TOTAL ASSETS	9,352 30,016 12.2 1,394.0 2016A 9.3 15.4 5.8 29.6% 1,129,629 993,162	9,280 29,320 12.3 1,417.0 2017B 11.0 15.7 7.8 1.9%	28,116 12.4 2,268.0 2017A 10.9 16.8 7.1	8,698 27,812 12.5 1,432.0 2018B 12.6 17.8	51.3% -6.3% 1.0% 62.7% PERCENT 2016A - 2017A 17.2% 8.8%	52.4% -4.1% 0.7% 60.1% CHANGE 2017B - 2017A -0.9% 7.0%	0.5% -0.7% -0.1% 1.1% ANNUALIZED 2014A - 2018B 10.4%	4,793.0 (1,899.8) 0.1 874.0 # CHA 2016A - 2017A 1.6	4,865.4 (1,203.8) 0.1 851.0 ANGE 2017B - 2017A
UTI ADJUS UTI ACUTI UTI ACUTI UTI ACUTI UTI ACUTI CAP AGE C CAP AGE C CAP LONG CAP DEBT CAP NET P CAP LONG CAP DEBT CAP DEBT CAP DEBT CAP CAPIT CAP CAPIT	STED DAYS TE CARE AVE DAILY CENSUS TE ADMISSIONS OF PLANT OF PLANT BUILDING OF PLANT EQUIPMENT OF PLANT EQU	30,016 12.2 1,394.0 2016A 9.3 15.4 5.8 29.6% 1,129,629 993,162	29,320 12.3 1,417.0 2017B 11.0 15.7 7.8 1.9%	28,116 12.4 2,268.0 2017A 10.9 16.8 7.1	27,812 12.5 1,432.0 2018B 12.6 17.8	-6.3% 1.0% 62.7% PERCENT 2016A - 2017A 17.2% 8.8%	-4.1% 0.7% 60.1% CHANGE 2017B - 2017A -0.9% 7.0%	-0.7% -0.1% 1.1% ANNUALIZED 2014A - 2018B 10.4%	(1,899.8) 0.1 874.0 # CHA 2016A - 2017A 1.6	(1,203.8) 0.1 851.0 ANGE 2017B - 2017A
UTI ACUTI UTI ACUTI UTI ACUTI UTI ACUTI CAP AGE C CAP AGE C CAP LONG CAP DEBT CAP NET P CAP LONG CAP DEBT CAP DEBT CAP DEBT CAP CAPIT CAP CAPIT	OF PLANT OF PLANT BUILDING OF PLANT EQUIPMENT OF PER STAFFED BED OF STAFFED BED	12.2 1,394.0 2016A 9.3 15.4 5.8 29.6% 1,129,629 993,162	12.3 1,417.0 2017B 11.0 15.7 7.8 1.9%	2017A 10.9 16.8 7.1	12.5 1,432.0 2018B 12.6 17.8	1.0% 62.7% PERCENT 2016A - 2017A 17.2% 8.8%	0.7% 60.1% CHANGE 2017B - 2017A -0.9% 7.0%	-0.1% 1.1% ANNUALIZED 2014A - 2018B 10.4%	0.1 874.0 # CHA 2016A - 2017A 1.6	0.1 851.0 ANGE 2017B - 2017A
CAP AGE C CAP AGE C CAP AGE C CAP LONG CAP DEBT CAP NET P CAP LONG CAP DEBT CAP DEBT CAP DEBT CAP CAPIT CAP CAPIT CAP CAPIT	OF PLANT OF PLANT BUILDING OF PLANT EQUIPMENT OF TERM DEBT TO CAPITALIZATION TPER STAFFED BED PROP, PLANT & EQUIP PER STAFFED BED OF TERM DEBT TO TOTAL ASSETS	1,394.0 2016A 9.3 15.4 5.8 29.6% 1,129,629 993,162	2017B 11.0 15.7 7.8 1.9%	2,268.0 2017A 10.9 16.8 7.1	1,432.0 2018B 12.6 17.8	62.7% PERCENT 2016A - 2017A 17.2% 8.8%	60.1% CHANGE 2017B - 2017A -0.9% 7.0%	1.1% ANNUALIZED 2014A - 2018B 10.4%	874.0 # CHA 2016A - 2017A 1.6	851.0 ANGE 2017B - 2017A
CAP AGE C CAP AGE C CAP AGE C CAP LONG CAP DEBT CAP NET P CAP LONG CAP DEBT CAP DEBT CAP DEPR CAP CAPIT	OF PLANT OF PLANT BUILDING OF PLANT EQUIPMENT OF TERM DEBT TO CAPITALIZATION TPER STAFFED BED PROP, PLANT & EQUIP PER STAFFED BED OF TERM DEBT TO TOTAL ASSETS	2016A 9.3 15.4 5.8 29.6% 1,129,629 993,162	2017B 11.0 15.7 7.8 1.9%	2017A 10.9 16.8 7.1	2018B 12.6 17.8	PERCENT 2016A - 2017A 17.2% 8.8%	CHANGE 2017B - 2017A -0.9% 7.0%	ANNUALIZED 2014A - 2018B 10.4%	# CHA 2016A - 2017A 1.6	ANGE 2017B - 2017A
CAP AGE C CAP AGE C CAP LONG CAP DEBT CAP NET P CAP LONG CAP DEBT CAP DEBT CAP DEBT CAP DEPRI CAP CAPIT	OF PLANT BUILDING OF PLANT EQUIPMENT OF TERM DEBT TO CAPITALIZATION OF PER STAFFED BED OF PROP, PLANT & EQUIP PER STAFFED BED OF TERM DEBT TO TOTAL ASSETS	9.3 15.4 5.8 29.6% 1,129,629 993,162	11.0 15.7 7.8 1.9%	10.9 16.8 7.1	12.6 17.8	2016A - 2017A 17.2% 8.8%	2017B - 2017A -0.9% 7.0%	2014A - 2018B 10.4%	2016A - 2017A	2017B - 2017A
CAP AGE C CAP AGE C CAP LONG CAP DEBT CAP NET P CAP LONG CAP DEBT CAP DEBT CAP DEBT CAP DEPRI CAP CAPIT	OF PLANT BUILDING OF PLANT EQUIPMENT OF TERM DEBT TO CAPITALIZATION OF PER STAFFED BED OF PROP, PLANT & EQUIP PER STAFFED BED OF TERM DEBT TO TOTAL ASSETS	9.3 15.4 5.8 29.6% 1,129,629 993,162	11.0 15.7 7.8 1.9%	10.9 16.8 7.1	12.6 17.8	2017A 17.2% 8.8%	2017A -0.9% 7.0%	2018B 10.4%	1.6	
CAP AGE C CAP AGE C CAP LONG CAP DEBT CAP NET P CAP LONG CAP DEBT CAP DEBT CAP DEBT CAP DEPRI CAP CAPIT	OF PLANT BUILDING OF PLANT EQUIPMENT OF TERM DEBT TO CAPITALIZATION OF PER STAFFED BED OF PROP, PLANT & EQUIP PER STAFFED BED OF TERM DEBT TO TOTAL ASSETS	9.3 15.4 5.8 29.6% 1,129,629 993,162	11.0 15.7 7.8 1.9%	10.9 16.8 7.1	12.6 17.8	17.2% 8.8%	-0.9% 7.0%	10.4%	1.6	
CAP AGE C CAP AGE C CAP LONG CAP DEBT CAP NET P CAP LONG CAP DEBT CAP DEBT CAP DEBT CAP DEPRI CAP CAPIT	OF PLANT BUILDING OF PLANT EQUIPMENT OF TERM DEBT TO CAPITALIZATION OF PER STAFFED BED OF PROP, PLANT & EQUIP PER STAFFED BED OF TERM DEBT TO TOTAL ASSETS	15.4 5.8 29.6% 1,129,629 993,162	15.7 7.8 1.9%	16.8 7.1	17.8	8.8%	7.0%			(0.1)1
CAP AGE C CAP LONG CAP DEBT CAP NET P CAP LONG CAP DEBT CAP DEBT CAP DEBT CAP DEPRI CAP CAPIT	OF PLANT EQUIPMENT B TERM DEBT TO CAPITALIZATION PER STAFFED BED PROP, PLANT & EQUIP PER STAFFED BED B TERM DEBT TO TOTAL ASSETS	5.8 29.6% 1,129,629 993,162	7.8 1.9%	7.1		0.070		8.6%		
CAP LONG CAP DEBT CAP NET P CAP LONG CAP DEBT CAP DEBT CAP DEPR CAP CAPIT CAP CAPIT	F TERM DEBT TO CAPITALIZATION PER STAFFED BED PROP, PLANT & EQUIP PER STAFFED BED STERM DEBT TO TOTAL ASSETS	29.6% 1,129,629 993,162	1.9%		9.2		0.00/	4.4.007	1.4	1.1
CAP DEBT CAP NET P CAP LONG CAP DEBT CAP DEPR CAP CAPIT CAP CAPIT	PER STAFFED BED PROP, PLANT & EQUIP PER STAFFED BED STERM DEBT TO TOTAL ASSETS	1,129,629 993,162			27.4%	-5.9%	-8.9%	14.3% 55.0%	1.3	(0.7)
CAP NET P CAP LONG CAP DEBT CAP DEPRI CAP CAPIT CAP CAPIT	PROP, PLANT & EQUIP PER STAFFED BED S TERM DEBT TO TOTAL ASSETS	993,162	1.193.85∠ 11	1,185,232	1,197,743	-5.9% 4.9%	1361.6%	-1.0%	(/	0.3
CAP LONG CAP DEBT CAP DEPRI CAP CAPIT CAP CAPIT	S TERM DEBT TO TOTAL ASSETS	/ -	993.852	914.738	895.393	-7.9%	-0.7% -8.0%	-1.0%	55,603.5 (78,424.5)	(8,619.5) (79,113.9)
CAP DEBT CAP DEPR CAP CAPIT CAP CAPIT			1.2%	23.8%	23.3%	-7.9% -7.9%	1955.0%		(0.0)	(79,113.9)
CAP DEPRI CAP CAPIT CAP CAPIT	SERVICE COVERAGE RATIO III	25.9% 3.3	0.3	23.6%	3.3	-41.5%	570.2%	75.0%	(1.4)	1.7
CAP CAPIT	RECIATION RATE	6.8	5.9	6.2	5.6	-9.8%	4.0%	-5.7%	(0.7)	0.2
CAP CAPIT	TAL EXPENDITURES TO DEPRECIATION	79.9%	75.8%	53.5%	73.3%	-33.1%	-29.5%	2.1%	(0.3)	(0.2)
	TAL EXPENDITURE GROWTH RATE	5.5	4.5	3.3	4.1	-39.7%	-26.6%	-3.7%	(2.2)	(1.2)
CAP CAPIT	TAL ACQUISITIONS AS A % OF NET PATIENT REV	5.2%	4.3%	3.2%	4.1%	-39.7%	-24.7%		(0.0)	(0.0)
OAI OAITI	TAL ACQUICITIONS AS A 70 OF NETT ATTENT REV	5.2 /0	7.570	3.2 /0	7.170	PERCENT		ANNUALIZED	\ /1	. ,
						2016A -	2017B -	2014A -	# 0112	WOL.
		2016A	2017B	2017A	2018B	2017A	2017A	2018B	2016A - 2017A	2017B - 2017A
	JCTION %	56.4%	56.0%	56.7%	57.5%	0.5%	1.1%		0.0	0.0
	DEBT %	1.9%	2.1%	1.2%	0.6%	-39.3%	-43.6%	-29.4%	(0.0)	(0.0)
	CARE %	0.6%	0.7%	0.9%	0.7%	39.9%	34.3%	-1.3%	0.0	0.0
	RATING MARGIN %	0.2%	1.3%	-2.3%	0.8%	-1447.2%	-281.8%	-27.3%	(0.0)	(0.0)
	L MARGIN %	2.5%	1.8%	2.3%	2.3%	-7.4%	32.3%	-21.2%	(0.0)	0.0
	PATIENT GROSS REVENUE %	84.8%	84.4%	83.5%	83.1%	-1.5%	-1.0%	-0.2%	(0.0)	(0.0)
	TIENT GROSS REVENUE %	14.9%	15.3%	16.0%	16.5%	7.6%	5.0%	0.6%	0.0	0.0
	SICIAN GROSS REVENUE %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-	-
	REHAB/SWING GROSS REVENUE %	0.3%	0.3%	0.4%	0.4%	38.9%	29.2%	22.2%	0.0	0.0
	NET PATIENT REVENUE % WITH DSH & GME	43.6%	44.0%	43.3%	42.5%	-0.6%	-1.4%	-2.8%	(0.0)	(0.0)
	CARE NET PATIENT REVENUE % INCLUDING PHYS	37.4%	36.6%	38.0%	32.1%	1.6%	3.8%	-6.1%	0.0	0.0
	CAID NET PATIENT REVENUE % INCLUDING PHYS	26.5%	26.0%	23.7%	23.6%	-10.7%	-8.9%	-3.7%	(0.0)	(0.0)
REV COMM	MERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS	62.3%	64.6%	62.9%	69.5%	1.0%	-2.7%		0.0	(0.0)
						PERCENT 2016A -	CHANGE 2017B -	ANNUALIZED 2014A -	# CHA	INGE
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
	ISTED ADMISSIONS PER FTE	21.1	19.9	31.0	18.9	47.1%	56.0%		9.9	11.1
PROD ADJUS		4.7	5.0	3.2	5.3	-32.0%	-35.9%		(1.5)	(1.8)
	PER 100 ADJ DISCHARGES			5.0	6.0	9.8%	4.007			
PROD FTES		5.4	5.8	5.9	0.0 11	9.6%1	1.9%	3.6%	0.5	0.1
PROD FTES PROD FTES	PER 100 ADJ DISCHARGES		5.8 1.9%	2.4%	2.3%	-11.8%	1.9% 25.4%		0.5 (0.0)	
PROD FTES PROD FTES PROD RETUI	PER 100 ADJ DISCHARGES PER ADJUSTED OCCUPIED BED	5.4						-21.2%		0.1

						2016A -	2017B -	2014A -		
		2016A	2017B	2017A	2018B	2017A	2017A	2018B	2016A - 2017A	2017B - 2017A
COST	COST PER ADJUSTED ADMISSION	8,963	9,195	5,951	9,688	-33.6%	-35.3%	2.2%	(3,012.0)	(3,244.4)
COST	SALARY PER FTE - NON-MD	59,587	57,527	58,602	59,854	-1.7%	1.9%	2.1%	(984.8)	1,075.2
COST	SALARY & BENEFITS PER FTE - NON-MD	80,718	78,012	80,694	82,680	0.0%	3.4%	1.2%	(24.0)	2,681.1
COST	FRINGE BENEFIT % - NON-MD	35.5%	35.6%	37.7%	38.1%	6.3%	5.9%	-3.2%	0.0	0.0
COST	COMPENSATION RATIO	61.2%	59.0%	64.6%	62.8%	5.5%	9.4%	1.4%	0.0	0.1
COST	CAPITAL COST % OF TOTAL EXPENSE	6.7%	6.2%	6.3%	6.1%	-6.0%	2.3%	-3.1%	(0.0)	0.0
COST	CAPITAL COST PER ADJUSTED ADMISSION	605	570	378	592	-37.6%	-33.8%	-0.9%	(227.2)	(192.7)
COST	CONTRACTUAL ALLOWANCE %	57.4%	56.8%	57.3%	57.7%	0.0%	0.9%	1.6%	(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	4.3	1.6	3.7	4.4	-14.5%	136.8%	32.2%	(0.6)	2.1
CASH	DAYS PAYABLE	45.9	141.6	58.0	59.5	26.4%	-59.0%	-22.1%	12.1	(83.6)
CASH	DAYS RECEIVABLE	32.6	28.8	33.4	33.3	2.5%	15.9%	1.4%	0.8	4.6
CASH	DAYS CASH ON HAND	169.3	175.0	200.0	196.3	18.1%	14.3%	-1.8%	30.7	25.0
CASH	CASH FLOW MARGIN	6.9%	7.4%	4.2%	6.9%	-38.9%	-42.8%	-8.1%	(0.0)	(0.0)
CASH	CASH TO LONG TERM DEBT	1.8	41.7	2.2	2.2	26.9%	-94.6%	-41.0%	0.5	(39.5)
CASH	CASH FLOW TO TOTAL DEBT	0.4	0.3	0.3	0.2	-22.0%	-11.9%	-11.7%	(0.1)	(0.0)
						PERCENT		ANNUALIZED	# CH	ANGE
						2016A -	2017B -	2014A -		
		2016A	2017B	2017A	2018B	2017A	2017A	2018B	2016A - 2017A	2017B - 2017A
UNIT	GROSS PRICE PER DISCHARGE	14,870	15,634	10,441	16,392	-29.8%	-33.2%	3.4%	(4,429.0)	(5,193.2)
UNIT	GROSS PRICE PER VISIT	2,225	2,268	2,245	2,294	0.9%	-1.0%	6.2%	20.2	(23.0)
UNIT	GROSS REVENUE PER ADJ ADMISSION	19,072	19,893	12,508	21,406	-34.4%	-37.1%	4.9%	(6,564.8)	
UNIT	NET REVENUE PER ADJUSTED ADMISSION	8,318	8,749	5,421	9,091	-34.8%	-38.0%	2.0%	(2,896.6)	(3,327.6)

North Country Hospital Utilization

	2016	2017	2017	2018	\$ C h	ange	% Ch	nange
	Actual	Budget	Actual	Budget	Actual - Actual	Budget - Actual	Actual - Actual	Budget - Actual
Inpatient					_			
Acute								
Beds (Staffed)	25	25	25	25		_ [0.0%	0.0%
Occupancy % (Staffed Beds)	49%	49%	49%	50%			0.8%	0.7%
Admissions	1,394	1,417	2,268	1,432	874	851	62.7%	60.1%
Patient Days	4,474	4,477	4,508	4,579	34	31	0.8%	0.7%
Average Length Of Stay	3.21	3.16	1.99	3.20	34	31	-38.1%	-37.1%
Chronic/Rehab	3.21	3.10	1.55	3.20			-30.176	-57.176
Beds (Staffed)	_		_					
Admissions	-	-	-			-		
	-	-	-			-		
Patient Days	- "DIV ((O)	"DIV/OI	"DIV/O	"DIV ((O)	_	-	"DIV ((O)	"DIV ((O)
Average Length Of Stay	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	_		#DIV/0!	#DIV/0!
SNF/ECF								Ì
Beds (Staffed)	-	-	-			-		
Admissions	-	-	-			-		
Patient Days		-	-		-	-		
Average Length Of Stay	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!
Nursery								•
Beds (Staffed)	2	2	2	2		-	0.0%	0.0%
Admissions	164	168	169	175	5	1	3.0%	0.6%
Patient Days	411	400	464	484	53	64	12.9%	16.0%
Average Length Of Stay	2.51	2.38	2.75	2.77			9.6%	15.3%
Swing Beds								
Beds (Staffed)	-	-	-			-		
Admissions	230	218	280	263	50	62	21.7%	28.4%
Patient Days	1,127	980	1,523	1,250	396	543	35.1%	55.4%
Average Length Of Stay	4.90	4.50	5.44	4.75			11.0%	21.0%
Total								
Beds (Staffed)	27	27	27	27		-	0.0%	0.0%
Admissions	1,788	1,803	2,717	1,870	929	914	52.0%	50.7%
Patient Days	6,012	5,857	6,495	6,313	483	638	8.0%	10.9%
Average Length Of Stay	3.36	3.25	2.39	3.38	(0.97)	(0.86)	-28.9%	-26.4%
Outpatient								
All Outpatient Visits	67,973	68,690	65,830	67,467	(2,143)	(2,860)	-3.2%	-4.2%
Operating Room Procedure	2,820	2,852	2,730	2,707	(90)	(122)	-3.2%	-4.3%
Observation Units	-	· -	-	- 1	_ ` ´	·- ()		
Physician Office Visits	97,769	102,489	99,775	98,876	2,006	(2,714)	2.1%	-2.6%
Ancillary						· · /		·
All Operating Room Procedure	3,063	3,127	3,000	2,968	(63)	(127)	-2.1%	-4.1%
Emergency Room Visits	15,987	16,837	15,521	16,530	(466)	(1,316)	-2.9%	-7.8%
Adjusted Statistics	-,	,	.,	,	(130)	(.,= 10)		
Adjusted Admissions	9,352	9,283	14,337	8,698	4,984	5,054	53.3%	54.4%
Adjusted Days	30,016	29,329	28,221	27,812	(1,795)	(1,108)	-6.0%	-3.8%
,	30,010	20,020		21,012	(1,733)	(1,130)	5.070	5.070