Vermont Community Hospital Balance Sheet - Unrestricted Funds RUTLAND REGIONAL MEDICAL CENTER

					PERCENT CHANGE 2017B -		ANNUALIZED 2013A -
	2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2018B
ASSETS							
CURRENT ASSETS							
CASH & INVESTMENTS	\$12,941,834	\$39,503,614	\$9,725,785	\$14,576,141	-24.9%	-75.4%	22.9%
PATIENT ACCOUNTS RECEIVABLE, GROSS	\$67,802,703	\$65,671,511	\$68,715,251	\$67,802,702	1.3%	4.6%	1.0%
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS	-\$45,270,950	-\$45,002,495	-\$42,709,423	-\$45,270,950	5.7%	5.1%	2.1%
DUE FROM THIRD PARTIES	\$0	\$5,167,469	\$0	\$5,260,001	0.0%	-100.0%	100.0%
RISK RESERVE FOR FIXED REFORM PAYMENTS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER CURRENT ASSETS	\$10,594,249	\$9,722,463	\$11,217,548	\$10,594,250	5.9%	15.4%	-3.2%
TOTAL CURRENT ASSETS	\$46,067,836	\$75,062,562	\$46,949,161	\$52,962,144	1.9%	-37.5%	5.1%
BOARD DESIGNATED ASSETS							
FUNDED DEPRECIATION	\$72,048,982	\$112,843,141	\$98,892,161	\$129,432,346	37.3%	-12.4%	15.9%
ESCROWED BOND FUNDS	\$1,040,330	\$0	\$94,485	\$0	-90.9%	100.0%	-100.0%
OTHER	\$43,912,240	\$5,997,925	\$31,889,957	\$6,201,912	-27.4%	431.7%	-28.1%
TOTAL BOARD DESIGNATED ASSETS	\$117,001,552	\$118,841,066	\$130,876,603	\$135,634,258	11.9%	10.1%	7.3%
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TOTAL PROPERTY, PLANT AND EQUIPMENT, NET	\$81,726,125	\$73,819,053	\$81,137,226	\$87,915,866	-0.7%	9.9%	4.2%
OTHER LONG-TERM ASSETS	\$10,526,690	\$4,122,446	\$10,512,958	\$5,266,692	-0.1%	155.0%	-13.7%
TOTAL ASSETS	\$255,322,203	\$271,845,127	\$269,475,948	\$281,778,960	5.5%	-0.9%	5.2%
LIABILITIES AND FUND BALANCE							
CURRENT LIABILITIES							
CURRENT LIABILITIES ACCOUNTS PAYABLE	\$2,835,603	\$5,442,168	\$3,934,653	¢4 442 266	38.8%	-27.7%	4.6%
SALARIES, WAGES AND PAYROLL TAXES PAYABLE	\$10,390,193		\$10,987,448	\$4,443,366 \$11,234,778	5.7%	8.6%	5.7%
ESTIMATED THIRD-PARTY SETTLEMENTS	\$9,152,712	\$10,113,344 \$8,592,533	\$7,886,938	\$9,152,712	-13.8%	-8.2%	5.6%
OTHER CURRENT LIABILITIES	\$7,686,843	\$6,610,517	\$7,683,360	\$5,192,502	0.0%	16.2%	-7.9%
CURRENT PORTION OF LONG-TERM DEBT	\$1,877,085	\$2,133,373	\$1,795,006	\$1,865,452	-4.4%	-15.9%	4.5%
TOTAL CURRENT LIABILITIES	£24.042.42C	¢22.004.025	¢22.207.40F	#24 000 040	1.1%	-1.8%	2.40/
TOTAL CURRENT LIABILITIES	\$31,942,436	\$32,891,935	\$32,287,405	\$31,888,810	1.1%	-1.8%	2.4%
LONG-TERM DEBT							
BONDS & MORTGAGES PAYABLE	\$31,768,771	\$56,102,482	\$31,717,459	\$34,603,702	-0.2%	-43.5%	2.0%
CAPITAL LEASE OBLIGATIONS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER LONG-TERM DEBT	\$6,495,388	\$0	\$4,751,724	\$0	-26.8%	100.0%	-100.0%
TOTAL LONG-TERM DEBT	\$38,264,159	\$56,102,482	\$36,469,183	\$34,603,702	-4.7%	-35.0%	-4.1%
OTHER NONCURRENT LIABILITIES	\$31,844,814	\$29,744,143	\$15,040,693	\$30,183,617	-52.8%	-49.4%	-2.1%
TOTAL LIABILITIES	\$102,051,409	\$118,738,560	\$83,797,281	\$96,676,129	-17.9%	-29.4%	-1.6%
FUND BALANCE	\$153,270,796	\$153,106,567	\$185,678,667	\$185,102,831	21.1%	21.3%	10.1%
TOTAL LIABILITIES AND FUND BALANCE	255,322,205	271,845,127	269,475,948	281,778,960	5.5%	-0.9%	5.2%

Vermont Community Hospitals Capital Budget Rutland Regional Medical Center

	2013B	2013A	2014B	2014A	2015B	2015A	2016A	2017B	2017A	2018B	2019 Plan	2020 Plan	2021 Plan
CONSTRUCTION IN PROGRESS	\$0	\$590,395	\$0	\$1,152,093	\$0	\$1,585,640	\$1,374,580	\$0	\$566,351	\$0	\$0	\$0	\$0
LAND & LAND IMPROVEMENTS	\$0	\$5,810	\$0	\$133,605	\$0	\$69,148	\$364,506	\$0	\$201,184	\$710,000	\$0	\$0	\$0
BUILDINGS & BUILDING IMPROVEMENTS	\$1,683,334	\$517,884	\$4,500,000	\$935,115	\$2,100,000	\$5,145,147	\$4,862,366	\$2,567,333	\$1,434,519	\$6,650,992	\$9,690,480	\$7,074,692	\$6,709,734
FIXED EQUIPMENT	\$0	\$386,128	\$3,000,000	\$1,058,268	\$1,500,000	\$661,990	\$2,174,009	\$3,317,333	\$737,781	\$992,697	\$1,059,140	\$326,715	\$2,482,717
MAJOR MOVABLE EQUIPMENT	\$5,741,459	\$3,221,219	\$3,000,000	\$4,523,530	\$3,935,000	\$5,240,169	\$6,622,968	\$3,969,334	\$4,575,948	\$6,837,094	\$6,250,381	\$8,098,594	\$7,807,549
OTHER	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CAPITAL EXPENDITURES	\$7,424,793	\$4,721,436	\$10,500,000	\$7,802,611	\$7,535,000	\$12,702,094	\$15,398,429	\$9,854,000	\$7,515,783	\$15,190,782	\$17,000,000	\$15,500,000	\$17,000,000
TOTAL CON ITEMS	\$5.617.674	\$8,158,861	\$4,000,000	\$5,218,870	\$6,500,000	\$955,838	\$3,140,580	\$33,075,000	\$5,063,318	\$24,532,665	\$0	\$1.500.000	\$n
											90		90
TOTAL CAP BUDGET AND PROJECTA	\$13,042,467	\$12,880,297	\$14,500,000	\$13,021,481	\$14,035,000	\$13,657,932	\$18 539 009	\$42,929,000	\$12 579 101	\$39 723 447	\$17,000,000	\$17,000,000	\$17,000,000

### RUTLAND REGIONAL MEDICAL CENTER

Profit and Loss Statement

					2017 Budget to 2017 Actu		
	2016 Actual	2017 Budget	2017 Actuals	2018 Budget Approved	\$ Change	% Change	
Gross Patient Care Revenue	\$528,854,315	\$500,916,338	\$511,529,874	\$530,938,307	\$10,613,536	2.1%	
Disproportionate Share Payments	\$4,573,554	\$5,724,870	\$5,269,069	\$3,995,289	-\$455,801	-8.0%	
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	\$0	0.0%	
Bad Debt	-\$4,183,690	-\$6,626,902	-\$7,056,413	-\$5,309,383	-\$429,511	-6.5%	
Free Care	-\$5,838,729	-\$3,569,908	-\$5,753,971	-\$6,121,719	-\$2,184,063	-61.2%	
Deductions From Revenue	-\$277,582,498	-\$253,028,950	-\$261,795,128	-\$272,539,164	-\$8,766,178	-3.5%	
Net Revenue Deductions	-\$283,031,363	-\$257,500,890	-\$269,336,443	-\$279,974,977	-\$11,835,553	-4.6%	
Net Patient Care Revenue	\$245,822,952	\$243,415,448	\$242,193,431	\$250,963,330	-\$1,222,017	-0.5%	
Fixed Prospective Payments (incl Reserves&Other)	\$0	\$0	\$0	\$0	\$0	0.0%	
Total NPR & FPP (incl Reserves)	\$245,822,952	\$243,415,448	\$242,193,431	\$250,963,330	-\$1,222,017	-0.5%	
Other Operating Revenue	\$8,598,283	\$11,017,731	\$12,083,366	\$12,290,310	\$1,065,635	9.7%	
Total Operating Revenue	\$254,421,235	\$254,433,179	\$254,276,797	\$263,253,640	-\$156,382	-0.1%	
Operating Expense						0.0%	
Salaries Non Md	\$78,446,783	\$82,628,937	\$81,623,868	\$86,033,134	-\$1,005,069	-1.2%	
Fringe Benefits Non Md	\$25,172,851	\$27,673,380	\$24,176,644	\$26,970,680	-\$3,496,736	-12.6%	
Fringe Benefits Md	\$1,375,451	\$1,529,901	\$1,332,753	\$1,475,722	-\$197,148	-12.9%	
Physician Fees Salaries Contracts & Fringes	\$30,000,115	\$29,969,647	\$32,106,201	\$31,552,125	\$2,136,554	7.1%	
Health Care Provider Tax	\$14,052,304	\$14,352,823	\$14,644,716	\$14,810,108	\$291,893	2.0%	
Depreciation Amortization	\$13,596,263	\$13,161,688	\$12,784,354	\$12,728,164	-\$377,334	-2.9%	
Interest - Short Term	\$0	\$0	\$0	\$0	\$0	0.0%	
Interest - Long Term	\$1,803,469	\$1,749,035	\$1,549,155	\$1,688,565	-\$199,880	-11.4%	
Other Operating Expense	\$79,195,624	\$77,262,881	\$81,895,722	\$82,290,825	\$4,632,841	6.0%	
Total Operating Expense	\$243,642,860	\$248,328,292	\$250,113,413	\$257,549,323	\$1,785,121	0.7%	
Net Operating Income (Loss)	\$10,778,375	\$6,104,887	\$4,163,384	\$5,704,317	-\$1,941,503	-31.8%	
Non-Operating Revenue	\$11,380,794	\$7,136,913	\$16,154,020	\$8,794,172	\$9,017,107	126.3%	
Excess (Deficit) Of Revenue Over Expense	\$22,159,169	\$13,241,800	\$20,317,404	\$14,498,489	\$7,075,604	53.4%	
Operating Margin %	4.2%	2.4%	1.6%	2.2%			
Total Margin %	8.7%	5.2%	8.0%	5.5%			

## Net Payer Revenue-Budget to Budget

	Rutlan	d Regional Medical Center			
PAYER REVENUE DETAIL		2017 Approved	2017 Actuals	B17-A18	B17-B18
All Payers	Gross Revenue	\$500,916,338.00	\$511,529,874.00	\$10,613,536.00	2.19
.,	Contractual Allowances	-\$253,028,950.00	-\$261,795,128.00	-\$8,766,178.00	3.59
	Bad debt	-\$6,626,902.00	-\$7,056,413.00	-\$429,511.00	6.59
	Free Care	-\$3,569,908.00	-\$5,753,971.00	-\$2,184,063.00	61.29
	Disproportionate Share Payments	\$5,724,870.00	\$5,269,069.00	-\$455,801.00	-8.09
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.09
	Net Payer Revenue	\$243,415,448.00	\$242,193,431.00	-\$1,222,017.00	-0.5%
	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	\$243,415,448.00	\$242,193,431.00	-\$1,222,017.00	-0.5%
	Total III II II II II	\$0.00	\$0.00	\$0.00	0.57
COMMERCIAL	Gross Revenue	\$161,499,254.00	\$158,001,339.00	-\$3,497,915.00	-2.29
COMMERCIAL	Contractual Allowances	-\$25,126,621.00	-\$29,788,389.00	-\$4,661,768.00	18.69
	Bad debt	\$0.00	\$0.00	\$0.00	0.0%
	Free Care	\$0.00	\$0.00	\$0.00	0.09
		\$0.00			
	Disproportionate Share Payments	\$0.00	\$0.00	\$0.00	0.0%
	Graduate Medical Education Payments		\$0.00	\$0.00	0.0%
	Net Payer Revenue	\$136,372,633.00	\$128,212,950.00	-\$8,159,683.00	-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	0.09
	Total NPR & FPP	\$136,372,633.00	\$128,212,950.00	-\$8,159,683.00 \$0.00	-6.0%
MEDICAID	Gross Revenue	\$96,650,618.00	\$85,977,028.00	-\$10,673,590.00	-11.0%
MEDICAID	Contractual Allowances	-\$68,402,245.00	-\$62,150,733.00	\$6,251,512.00	-9.1%
	Bad debt	\$0.00	\$0.00	\$0.00	0.0%
	Free Care	\$0.00	\$0.00	\$0.00	0.0%
	Disproportionate Share Payments	\$5,724,870.00	\$5,269,069.00	-\$455,801.00	-8.0%
	Graduate Medical Education Payments	\$3,724,870.00	\$3,209,009.00	\$0.00	0.0%
	Net Payer Revenue	\$33,973,243.00	\$29,095,364.00	-\$4,877,879.00	-14.49
	,	\$0.00	\$0.00	\$0.00	0.0%
	Fixed Prospective Payments	\$0.00			0.07
	Other Reform Payments		\$0.00	\$0.00	
	Reserves (Risk)	\$0.00	\$0.00	\$0.00	0.0%
	Total NPR & FPP	\$33,973,243.00	\$29,095,364.00	-\$4,877,879.00 \$0.00	-14.4%
MEDICARE	Gross Revenue	\$242,766,466.00	\$267,551,507.00	\$24,785,041.00	10.2%
	Contractual Allowances	-\$159,500,084.00	-\$169,856,006.00	-\$10,355,922.00	6.5%
	Bad debt	\$0.00	\$0.00	\$0.00	0.0%
	Free Care	\$0.00	\$0.00	\$0.00	0.0%
	Disproportionate Share Payments	\$0.00	\$0.00	\$0.00	0.0%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.09
	Net Payer Revenue	\$83,266,382.00	\$97,695,501.00	\$14,429,119.00	17.3%
	Fixed Prospective Payments	\$0.00	\$0.00	\$0.00	0.0%
	Other Reform Payments	\$0.00	\$0.00	Ç0.00	0.0%
	Reserves (Risk)	\$0.00	\$0.00	\$0.00	0.09
	Total NPR & FPP	\$83,266,382.00	\$97,695,501.00	\$14,429,119.00	17.3%
		\$0.00	\$0.00	\$0.00	17.37
Bad Debt/ Free Care	Gross Revenue	\$0.00	\$0.00	\$0.00	0.0%
•	Contractual Allowances	\$0.00	\$0.00	\$0.00	0.09
	Bad debt	-\$6,626,902.00	-\$7,056,413.00	-\$429,511.00	6.5%
	Free Care	-\$3,569,908.00	-\$5,753,971.00	-\$2,184,063.00	61.29
	Disproportionate Share Payments	\$0.00	\$0.00	\$0.00	0.09
	Disproportionate Share Payments Graduate Medical Education Payments	\$0.00 \$0.00	\$0.00 \$0.00	\$0.00 \$0.00	0.09

### RUTLAND REGIONAL MEDICAL CENTER REPORT 3 STAFFING REPORT

PATISECIAN FIEE   13		2014A	2015A	2016B	2016A	2017B	2017A	2018B	PERCENT 2016A - 2017A	CHANGE 2017B - 2017A	ANNUALIZED 2012A - 2018B
NAME NAME NAME NAME NAME NAME NAME NAME											
COUTAMINE SERVICES											
MANIBARY SERVICES   646		15.2	14.9	15.4	15.7	16.2	15.8	16.4			
Physician Orifice Peach (1968   1978   1978   1978   1979   197		-	-	-	-	-	-	-			
Physical OFFICE PROTICES SERVICES   1		64.6	71.8	76.6	51.2	53.9	53.1	55.6			
TOTAL PITTICAM PITT		-	-	-	-	-	-	-			
TRAVELER NON NOTES   1.11%   84.2   9.3   68.2   71.9   68.7   72.9   2.2%   1.8%   18.9%   1.11%   1.11%   1.11%   2.2.9%   2.2.9%   2.2.9%   2.2.7%   2.		-	-	-	-	-	-	-			
TRAVELER NON NO FTES  GENERAL SERVICES  1 1/16 2		- 01.1				- 74.0		- 70.0			
Centern Services	TOTAL PHYSICIAN FIES								2.2%	-1.8%	18.9%
CAMPIGNES NEWLOOK		1.1%	8.7%	4.1%	-22.6%	-23.9%	2.2%	2.7%			
NAPELER FROUTINS SERVICES											
CALIFATIÈNE ROLLINE SERVICES		•	-	-	-	-	-	-			
Color   Colo		-	-	-	-	-	-	-			
Physician Office Practice Services   1		•	-	-	-	-	-	-			
PHYSICIAN OFFICE PRACTICE SERVICES   S. 18   S. 30   73.7   91.7   71.9   10.4   77.8   9.5%   39.7%   48.9%   10.7%   10.7%   10.4%   17.8   9.5%   39.7%   48.9%   10.7%   10.7%   10.4%		-	-	-	-	-	-	-			
PATRICE NAME		-	-	-	-	-	-	-			
TRAVELER NO FEE		-	-	- 70 7		- 74.0	-	-			
TRAVELER ND FTES											
PREVINCES	TOTAL TRAVELER FIES								9.5%	39.7%	48.9%
PATENT ROUTINE SERVICES	TRAVELER MR ETEC	100.8%	13.7%	-1.2%	-1.4%	-2.4%	9.5%	8.2%			
NAME									0.09/	0.09/	0.00/
Comparison   Com		•	-	-	-	-	-	-			
Chicagn   Chic		•	-	-	-	-	-	-			
PHYSICIAN OFFICE PRACTICE SERVICES		•	-	-	-	-	-	-			
Physician office Practice Services   0.0%   0.		•	-	-	-	-	-	-			
TOTAL TRAVELER MD FTES		•	-	-	-	-	-	-			
TOTAL TRAVELER NOTES		•	-	-	-	-	-	-			
TOTAL TRAVELER FTES		<u> </u>									
Common   C	TOTAL TRAVELER MDT TES	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		0.070	0.070	0.070
PARTEMENT ROUTINE SERVICES	TOTAL TRAVELER FTES	0.070	0.070	0.070	0.070	0.070	0.070	0.070			
NAPTEINT ROUTINE SERVICES		_	_	_	_	_	_	_	0.0%	0.0%	0.0%
Comparison		_	_	_	_	_	_	_			
ANCILLARY SERVICES		_	_	_	_	-	_	_			
Company		_	_	_	_	_	_	_			
PHYSICIAN OFFICE PRACTICE SERVICES         1         1         1         1         1         1         0.0%         0.0%         0.0%         0.0%         0.0%         0.0%         0.0%         0.0%         0.0%         0.0%         0.0%         0.0%         0.0%         0.0%         0.0%         4.8%         0.0%         0.0%         4.8%         0.0% <td></td> <td>_</td> <td>_</td> <td>_</td> <td>_</td> <td>_</td> <td>_</td> <td>_</td> <td></td> <td></td> <td></td>		_	_	_	_	_	_	_			
DNCATEGORIZED   81.8   93.0   73.7   91.7   71.9   100.4   77.8   9.5%   39.7%   48.9%   100.4   10		_	_	_	_	_	_	_			
TOTAL TRAVELER FTES		81.8	93.0	73.7	91.7	71.9	100.4	77.8			
156.8%   13.7%   -1.2%   -1.4%   -2.4%   9.5%   8.2%											
CONTAIN RESIDENTS & FELLOWS FTES   GENERAL SERVICES		156.8%	13.7%	-1.2%	-1.4%	-2.4%	9.5%	8.2%			
GENERAL SERVICES	TOTAL RESIDENTS & FELLOWS FTES										
INPATIENT ROUTINE SERVICES			_	_	_	-	_		0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES 0.0% 0.0% 0.0% 0.0%		_	_	_	-	-	_	_			
ANCILLARY SERVICES 0.0% 0.0% 0.0% 0.0% 0			-	-	-		-	-			
OTHER SERVICES 0.0% 0.0%	ANCILLARY SERVICES		_	_	_	-	_				
PHYSICIAN OFFICE PRACTICE SERVICES PHYSICIAN OFFICE	OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED 0.0% 0.0% 0.0%	PHYSICIAN OFFICE PRACTICE SERVICES		-	-	-		-	-	0.0%		
MLP FTES			-	-	-		-	-			
MLP FTES  GENERAL SERVICES  INPATIENT ROUTINE SERVICES  OUTPATIENT ROUTINE	TOTAL RESIDENTS & FELLOWS FTEs		-	-	-	-		-	0.0%	0.0%	0.0%
MLP FTES  GENERAL SERVICES  INPATIENT ROUTINE SERVICES  OUTPATIENT ROUTINE		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			
INPATIENT ROUTINE SERVICES         -         -         -         -         0.0%	MLP FTEs										
INPATIENT ROUTINE SERVICES         -         -         -         -         0.0%	GENERAL SERVICES		_	_	_	-	_		0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES         -         -         -         -         -         0.0%		-	-	-	-	-	-	-			
ANCILLARY SERVICES 0.0% 0.0% 0.0% 0.0% 0.0%		-	-	-	-	-	-	-			
OTHER SERVICES         -         -         -         -         -         -         0.0% <td></td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td></td> <td></td> <td></td>		-	-	-	-	-	-	-			
PHYSICIAN OFFICE PRACTICE SERVICES         -         -         -         -         -         -         -         0.0%		-	-	-	-	_	-	-			
UNCATEGORIZED         -         -         -         -         -         -         -         0.0%         0.0%           TOTAL MLP FTES         -         -         -         -         -         0.0%         0.0%         0.0%		-	-	-	-	-	-	-			
TOTAL MLP FTES 0.0% 0.0% 0.0%		-	-	-	-	_	-	-			
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# RUTLAND REGIONAL MEDICAL CENTER REPORT 3 STAFFING REPORT

	2014A	2015A	2016B	2016A	2017B	2017A	2018B	PERCENT 2016A - 2017A	CHANGE 2017B - 2017A	ANNUALIZE 2012A - 2018B
ALL OTHER FTEs	2014A	2015A	2016B	2016A	2017B	2017A	2018B	2017A	2017A	2018B
GENERAL SERVICES	401.9	409.0	415.6	419.3	427.8	425.7	425.5	1.5%	-0.5%	-1.2
INPATIENT ROUTINE SERVICES	239.7	250.0	251.1	264.3	267.2	264.5	276.1	0.1%	-1.0%	1.8
OUTPATIENT ROUTINE SERVICES	145.6	168.8	215.9	204.3	247.9	203.6	253.6	0.1%	-17.9%	14.9
ANCILLARY SERVICES		338.1		357.1	340.9				8.9%	2.0
OTHER SERVICES	319.7	336.1	308.6	357.1	340.9	371.4	346.3	4.0%		0.0
	•	-	-	-	-	-	-	0.0%	0.0%	
PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED	•	-	-	-	-	-	-	0.0%	0.0%	0.0
TOTAL ALL OTHER FTEs	1.106.9	1,165.8	1.191.3	1,242.8	1.283.8	1.265.1	1.301.4	0.0% <b>1.8%</b>	0.0% -1.5%	0.0 <b>2.5</b>
TOTAL ALL OTHER FIES								1.0%	-1.5%	2.5
NON-MD FTEs	-2.9%	5.3%	7.0%	6.6%	7.8%	1.8%	1.4%			
GENERAL SERVICES	404.0	409.0	415.6	440.0	427.8	425.7	425.5	1.5%	-0.5%	-1.2
INPATIENT ROUTINE SERVICES	401.9 239.7	409.0 250.0	415.6 251.1	419.3 264.3	427.8 267.2	425.7 264.5	425.5 276.1	0.1%	-0.5% -1.0%	1.8
OUTPATIENT ROUTINE SERVICES	145.6	168.8	215.9	202.1	247.9	203.6	253.6	0.7%	-17.9%	14.9
ANCILLARY SERVICES	319.7	338.1	308.6	357.1	340.9	371.4	346.3	4.0%	8.9%	2.0
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0
UNCATEGORIZED TOTAL NON-MD FTEs	1,106.9	1,165.8	1.191.3	1.242.8	1.283.8	1,265.1	1.301.4	0.0% 1.8%	0.0% -1.5%	0.0° <b>2.5</b> °
TOTAL NON-WID FIES	-2.9%	5.3%	7.0%	6.6%	7.8%	1.8%	1,301.4	1.0%	-1.5%	2.3
	-2.9%	3.3%	7.0%	0.0%	7.0%	1.0%	1.476			
ALL FTEs										
GENERAL SERVICES	403.1	410.5	416.9	420.5	428.7	426.5	426.3	1.4%	-0.5%	-1.3
INPATIENT ROUTINE SERVICES	254.9	264.8	266.5	280.0	283.4	280.4	292.5	0.1%	-1.1%	1.7
OUTPATIENT ROUTINE SERVICES	145.6	168.8	215.9	202.1	247.9	203.6	253.6	0.7%	-17.9%	14.9
ANCILLARY SERVICES	384.3	409.8	385.2	408.3	394.9	424.5	401.9	4.0%	7.5%	2.0
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0
UNCATEGORIZED	81.8	93.0	73.7	91.7	71.9	100.4	77.8	9.5%	39.7%	48.9
TOTAL ALL FTES	1,269.8	1,347.0	1,358.2	1,402.7	1,426.6	1,435.3	1,452.0	2.3%	0.6%	3.2
	1.4%	6.1%	6.3%	4.1%	5.0%	2.3%	1.8%			
NON-MD WAGES										
GENERAL SERVICES	\$22,409,482	\$23,472,478	\$24,534,326	\$25,010,294	\$26,452,673	\$25,906,900	\$27,716,366	3.6%	-2.1%	1.2
INPATIENT ROUTINE SERVICES	\$15,122,536	\$15,651,884	\$16,495,058	\$17,104,812	\$18,867,440	\$17,224,425	\$19,136,176	0.7%	-8.7%	3.8
OUTPATIENT ROUTINE SERVICES	\$1,753,611	\$1,800,053	\$12,845,902	\$1,887,068	\$2,226,210	\$1,883,005	\$2,098,991	-0.2%	-15.4%	-16.5
ANCILLARY SERVICES	\$18,229,983	\$19,259,240	\$19,287,330	\$20,934,743	\$21,531,341	\$22,298,186	\$22,892,902	6.5%	3.6%	3.8
OTHER SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0
PHYSICIAN OFFICE PRACTICE SERVICES	\$8,523,124	\$10,411,128	\$0	\$13,509,866	\$13,551,273	\$14,311,352	\$14,188,699	5.9%	5.6%	100.0
UNCATEGORIZED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0
TOTAL NON-MD WAGES	\$66,038,736	\$70,594,783	\$73,162,616	\$78,446,783	\$82,628,937	\$81,623,868	\$86,033,134	4.0%	-1.2%	4.6
NON MD WACES DED ETF	-2.9%	6.9%	9.7%	11.1%	12.9%	4.0%	4.1%			
NON-MD WAGES PER FTE	<b>PEE 700</b>	er7 200	<b>650.000</b>	@FO 050	C4 004	600.001	CCE 4.10	0.001	4.007	
GENERAL SERVICES	\$55,763	\$57,393	\$59,038	\$59,652	\$61,834	\$60,861	\$65,146	2.0%	-1.6%	2.4
INPATIENT ROUTINE SERVICES	\$63,082	\$62,615	\$65,691	\$64,722	\$70,625	\$65,111	\$69,316	0.6%	-7.8%	1.9
OUTPATIENT ROUTINE SERVICES	\$12,042	\$10,663	\$59,488	\$9,338	\$8,981	\$9,251	\$8,278	-0.9%	3.0%	-27.3
ANCILLARY SERVICES	\$57,026	\$56,972	\$62,491	\$58,623	\$63,155	\$60,046	\$66,107	2.4%	-4.9%	1.8
OTHER SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0
DUMOIOUNI OFFICE DENOTICE OFFICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0
PHYSICIAN OFFICE PRACTICE SERVICES				4 -						
PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED TOTAL NON-MD WAGES PER FTE	\$0 \$59,660	\$0 <b>\$60.554</b>	\$0 <b>\$61,417</b>	\$0 \$63,124	\$0 \$64,365	\$0 \$64.519	\$0 \$66,110	0.0% <b>2.2%</b>	0.0%	0.0 <b>2.1</b>

RUTLAND REGIONAL MEDICAL CENTER REPORT 4 KEY HOSPITAL STATISTICS & RATIOS

	F					PERCENT CHANGE ANNUALIZED			ED # CHANGE		
Type	Statistic	2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A	
UTI	AVERAGE DAILY CENSUS	86.3	84.3	86.8	88.5	0.6%	3.0%		0.5	2.6	
UTI	AVERAGE LENGTH OF STAY	4.7	4.7	4.7	4.9	0.1%	-0.1%		0.0	(0.0)	
UTI	ACUTE ALOS	4.7	4.8	4.8	5.0	0.1%	-0.1%	2.2%	0.0	(0.0)	
UTI	ADJUSTED ADMISSIONS	17.901	17.390	17.837	16.884	-0.4%	2.6%	-1.2%	(63.9)	447.0	
UTI	ADJUSTED DAYS	84.928	83.051	84.750	85.240	-0.4%	2.0%	1.0%	(178.2)	1.699.2	
UTI	ACUTE CARE AVE DAILY CENSUS	84.2	82.1	84.9	86.8	0.9%	3.5%	3.8%	0.7	2.9	
UTI	ACUTE ADMISSIONS	6,495.0	6.272.0	6,525.0	6,279.0	0.5%	4.0%		30.0	253.0	
011	ACCITE ADMICSIONS	0,495.0	0,272.0	0,323.0	0,213.0	PERCENT		ANNUALIZED	# CH/		
						2016A -	2017B -	2014A -	# 0117	AVOL	
		2016A	2017B	2017A	2018B	2017A	2017A	2018B	2016A - 2017A	2017B - 2017A	
CAP	AGE OF PLANT	11.8	12.9	13.3	14.7	12.2%	2.8%	7.6%	1.4	0.4	
CAP	AGE OF PLANT BUILDING	14.4	12.3	14.6	11.9	1.0%	18.2%	-4.5%	0.1	2.2	
CAP	AGE OF PLANT EQUIPMENT	10.1	13.4	12.2	17.7	20.7%	-8.4%	18.3%	2.1	(1.1)	
CAP	LONG TERM DEBT TO CAPITALIZATION	20.0%	26.8%	16.4%	15.7%	-17.8%	-38.8%	-10.7%	(0.0)	(0.1)	
CAP	DEBT PER STAFFED BED	791,096	965,354	710,146	749,427	-10.2%	-26.4%	-3.8%	(80,949.7)	(255,207.7)	
CAP	NET PROP, PLANT & EQUIP PER STAFFED BED	633,536	600,155	687,604	681,518	8.5%	14.6%	4.9%	54,067.8	87,448.7	
CAP	LONG TERM DEBT TO TOTAL ASSETS	15.0%	20.6%	13.5%	12.3%	-9.7%	-34.4%	-8.2%	(0.0)	(0.1)	
CAP	DEBT SERVICE COVERAGE RATIO	7.1	5.4	5.5	5.7	-22.2%	2.2%	-2.1%	(1.6)	0.1	
CAP	DEPRECIATION RATE	5.6	5.4	5.1	4.6	-9.1%	-5.6%	-5.7%	(0.5)	(0.3)	
CAP	CAPITAL EXPENDITURES TO DEPRECIATION	113.3%	74.9%	58.8%	119.3%	-48.1%	-21.5%	16.3%	(0.5)	(0.2)	
CAP	CAPITAL EXPENDITURE GROWTH RATE	6.3	4.0	3.0	5.5	-52.8%	-25.9%	9.6%	(3.3)	(1.0)	
CAP	CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV	6.3%	4.0%	3.1%	6.1%	-50.5%	-23.3%	14.4%	(0.0)	(0.0)	
						DEDOENIE	OLIANIOE	ANNULALIZED		1110	
						PERCENT	CHANGE	ANNUALIZED	# CH/	ANGE	
						2016A -	2017B -	2014A -			
DE)/	PERMOTION (	2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A	
REV	DEDUCTION %	53.5%	51.4%	52.7%	52.7%	2016A - 2017A -1.6%	2017B - 2017A 2.4%	2014A - 2018B 0.3%	<b>2016A - 2017A</b> (0.0)	<b>2017B - 2017A</b> 0.0	
REV	BAD DEBT %	53.5% 0.8%	51.4% 1.3%	52.7% 1.4%	52.7% 1.0%	2016A - 2017A -1.6% 74.4%	2017B - 2017A 2.4% 4.3%	2014A - 2018B 0.3% -1.0%	<b>2016A - 2017A</b> (0.0) 0.0	2017B - 2017A 0.0 0.0	
REV REV	BAD DEBT % FREE CARE %	53.5% 0.8% 1.1%	51.4% 1.3% 0.7%	52.7% 1.4% 1.1%	52.7% 1.0% 1.2%	2016A - 2017A -1.6% 74.4% 1.9%	2017B - 2017A 2.4% 4.3% 57.8%	2014A - 2018B 0.3% -1.0% -1.7%	2016A - 2017A (0.0) 0.0 0.0	2017B - 2017A 0.0 0.0 0.0	
REV REV REV	BAD DEBT % FREE CARE % OPERATING MARGIN %	53.5% 0.8% 1.1% 4.2%	51.4% 1.3% 0.7% 2.4%	52.7% 1.4% 1.1% 1.6%	52.7% 1.0% 1.2% 2.2%	2016A - 2017A -1.6% 74.4% 1.9% -61.4%	2017B - 2017A 2.4% 4.3% 57.8% -31.8%	2014A - 2018B 0.3% -1.0% -1.7% -18.7%	2016A - 2017A (0.0) 0.0 0.0 (0.0)	2017B - 2017A 0.0 0.0 0.0 0.0 (0.0)	
REV REV REV	BAD DEBT % FREE CARE % OPERATING MARGIN % TOTAL MARGIN %	53.5% 0.8% 1.1% 4.2% 8.3%	51.4% 1.3% 0.7% 2.4% 5.1%	52.7% 1.4% 1.1% 1.6% 7.5%	52.7% 1.0% 1.2% 2.2% 5.3%	2016A - 2017A -1.6% 74.4% 1.9% -61.4% -9.9%	2017B - 2017A 2.4% 4.3% 57.8% -31.8% 48.4%	2014A - 2018B 0.3% -1.0% -1.7% -18.7% -10.2%	2016A - 2017A (0.0) 0.0 0.0 (0.0) (0.0)	2017B - 2017A 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 %	53.5% 0.8% 1.1% 4.2% 8.3% 63.7%	51.4% 1.3% 0.7% 2.4% 5.1% 63.9%	52.7% 1.4% 1.1% 1.6% 7.5% 63.4%	52.7% 1.0% 1.2% 2.2% 5.3% 62.8%	2016A - 2017A -1.6% 74.4% 1.9% -61.4% -9.9% -0.5%	2017B - 2017A 2.4% 4.3% 57.8% -31.8% 48.4% -0.8%	2014A - 2018B 0.3% -1.0% -1.7% -18.7% -10.2% -1.1%	2016A - 2017A (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 %	53.5% 0.8% 1.1% 4.2% 8.3% 63.7% 36.3%	51.4% 1.3% 0.7% 2.4% 5.1% 63.9% 36.1%	52.7% 1.4% 1.1% 1.6% 7.5% 63.4% 36.6%	52.7% 1.0% 1.2% 2.2% 5.3% 62.8% 37.2%	2016A - 2017A -1.6% 74.4% 1.9% -61.4% -9.9% -0.5% 0.8%	2017B - 2017A 2.4% 4.3% 57.8% -31.8% 48.4% -0.8% 1.4%	2014A - 2018B 0.3% -1.0% -1.7% -18.7% -10.2% -1.1% 2.8%	2016A - 2017A (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 %	53.5% 0.8% 1.1% 4.2% 8.3% 63.7% 36.3% 0.0%	51.4% 1.3% 0.7% 2.4% 5.1% 63.9% 36.1% 0.0%	52.7% 1.4% 1.1% 1.6% 7.5% 63.4% 36.6% 0.0%	52.7% 1.0% 1.2% 2.2% 5.3% 62.8% 37.2%	2016A - 2017A -1.6% 74.4% 1.9% -61.4% -9.9% -0.5% 0.8%	2017B - 2017A 2.4% 4.3% 57.8% -31.8% 48.4% -0.8% 1.4%	2014A - 2018B 0.3% -1.0% -1.7% -18.7% -10.2% -1.1% 2.8% 0.0%	2016A - 2017A (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 %	53.5% 0.8% 1.1% 4.2% 8.3% 63.7% 36.3% 0.0%	51.4% 1.3% 0.7% 2.4% 5.1% 63.9% 36.1% 0.0%	52.7% 1.4% 1.1% 1.6% 7.5% 63.4% 36.6% 0.0%	52.7% 1.0% 1.2% 2.2% 5.3% 62.8% 37.2% 0.0%	2016A - 2017A -1.6% 74.4% 1.9% -61.4% -9.9% -0.5% 0.8% 0.0%	2017B - 2017A 2.4% 4.3% 57.8% -31.8% 48.4% -0.8% 1.4% 0.0%	2014A - 2018B	2016A - 2017A (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 %  ALL NET PATIENT REVENUE % WITH DSH & GME	53.5% 0.8% 1.1% 4.2% 8.3% 63.7% 36.3% 0.0% 46.5%	51.4% 1.3% 0.7% 2.4% 5.1% 63.9% 36.1% 0.0% 48.6%	52.7% 1.4% 1.1% 1.6% 7.5% 63.4% 36.6% 0.0% 47.3%	52.7% 1.0% 1.2% 2.2% 5.3% 62.8% 37.2% 0.0% 47.3%	2016A - 2017A -1.6% 74.4% 1.9% -61.4% -9.9% -0.5% 0.8% 0.0% 1.9%	2017B - 2017A 2.4% 4.3% 57.8% -31.8% 48.4% -0.8% 1.4% 0.0% 0.0% -2.6%	2014A - 2018B  0.3% -1.0% -1.7% -18.7% -10.2% -1.1% 2.8% 0.0% -100.0% -0.3%	2016A - 2017A (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 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	53.5% 0.8% 1.1% 4.2% 8.3% 63.7% 36.3% 0.0% 0.0% 46.5% 33.6%	51.4% 1.3% 0.7% 2.4% 5.1% 63.9% 36.1% 0.0% 48.6% 34.3%	52.7% 1.4% 1.1% 1.6% 7.5% 63.4% 36.6% 0.0% 47.3% 36.5%	52.7% 1.0% 1.2% 2.2% 5.3% 62.8% 37.2% 0.0% 47.3% 33.2%	2016A - 2017A -1.6% 74.4% 1.9% -61.4% -9.9% -0.5% 0.8% 0.0% 1.9% 8.7%	2017B - 2017A 2.4% 4.3% 57.8% -31.8% 48.4% -0.8% 0.0% 0.0% -2.6% 6.5%	2014A - 2018B  0.3% -1.0% -1.7% -18.7% -10.2% -1.1% -2.8% 0.0% -100.0% -0.3% 1.0%	2016A - 2017A (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 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	53.5% 0.8% 1.1% 4.2% 8.3% 63.7% 36.3% 0.0% 0.0% 46.5% 33.6% 27.5%	51.4% 1.3% 0.7% 2.4% 5.1% 63.9% 36.1% 0.0% 0.0% 48.6% 34.3% 29.2%	52.7% 1.4% 1.1% 1.6% 7.5% 63.4% 36.6% 0.0% 47.3% 36.5% 27.7%	52.7% 1.0% 1.2% 2.2% 5.3% 62.8% 37.2% 0.0% 47.3% 33.2% 27.9%	2016A - 2017A -1.6% 74.4% 1.9% -61.4% -9.9% -0.5% 0.0% 0.0% 1.9% 8.7% 0.8%	2017B - 2017A 2.4% 4.3% 57.8% -31.8% 48.4% -0.8% 1.4% 0.0% -2.6% 6.5% -5.2%	2014A - 2018B 0.3% -1.0% -1.7% -18.7% -10.2% -2.8% 0.0% -100.0% -0.3% 1.0% -4.3%	2016A - 2017A (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)	
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	53.5% 0.8% 1.1% 4.2% 8.3% 63.7% 36.3% 0.0% 0.0% 46.5% 33.6% 27.5%	51.4% 1.3% 0.7% 2.4% 5.1% 63.9% 36.1% 0.0% 48.6% 34.3%	52.7% 1.4% 1.1% 1.6% 7.5% 63.4% 36.6% 0.0% 47.3% 36.5%	52.7% 1.0% 1.2% 2.2% 5.3% 62.8% 37.2% 0.0% 47.3% 33.2%	2016A - 2017A -1.6% 74.4% 1.9% -61.4% -9.9% -0.5% 0.0% 0.0% 1.9% 8.7% 0.8% -4.2%	2017B - 2017A 2.4% 4.3% 57.8% -31.8% 48.4% -0.8% 1.4% 0.0% -2.6% 6.5% -5.2% -6.5%	2014A - 2018B   0.3%   -1.0%   -1.7%   -18.7%   -10.2%   -1.1%   2.8%   0.0%   -100.0%   -0.3%   1.0%   -4.3%   0.7%	2016A - 2017A (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)  0.0  (0.0)  0.0  1.0  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	53.5% 0.8% 1.1% 4.2% 8.3% 63.7% 36.3% 0.0% 0.0% 46.5% 33.6% 27.5%	51.4% 1.3% 0.7% 2.4% 5.1% 63.9% 36.1% 0.0% 0.0% 48.6% 34.3% 29.2%	52.7% 1.4% 1.1% 1.6% 7.5% 63.4% 36.6% 0.0% 47.3% 36.5% 27.7%	52.7% 1.0% 1.2% 2.2% 5.3% 62.8% 37.2% 0.0% 47.3% 33.2% 27.9%	2016A - 2017A -1.6% 74.4% 1.9% -61.4% -9.9% -0.5% 0.0% 0.0% 1.9% 8.7% 0.8% -4.2%	2017B - 2017A 2.4% 4.3% 57.8% -31.8% 48.4% -0.8% 0.0% 0.0% -2.6% 6.5% -5.2% -6.5% CHANGE	2014A - 2018B  0.3% -1.0% -1.7% -18.7% -10.2% -1.1% 2.8% 0.0% -100.0% -0.3% 1.0% -4.3% 0.7%  ANNUALIZED	2016A - 2017A (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  (0.0)  0.0  1.0  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	53.5% 0.8% 1.1% 4.2% 8.3% 63.7% 36.3% 0.0% 46.5% 33.6% 27.5% 76.2%	51.4% 1.3% 0.7% 2.4% 5.1% 63.9% 36.1% 0.0% 0.0% 48.6% 34.3% 29.2% 78.1%	52.7% 1.4% 1.1% 1.6% 7.5% 63.4% 36.6% 0.0% 47.3% 36.5% 27.7% 73.0%	52.7% 1.0% 1.2% 2.2% 5.3% 62.8% 37.2% 0.0% 47.3% 33.2% 27.9% 78.9%	2016A - 2017A -1.6% -1.6% -1.6% -1.9% -61.4% -9.9% -0.5% -0.0% -1.9% -1.	2017B - 2017A 2.4% 4.3% 57.8% -31.8% 48.4% -0.8% 1.4% 0.0% -2.6% 6.5% -6.5% CHANGE 2017B -	2014A - 2018B  0.3% -1.0% -1.7% -18.7% -10.2% -1.1% 2.8% 0.0% -100.0% -100.0% -0.3% 1.0% -4.3% 0.7%  ANNUALIZED 2014A -	2016A - 2017A (0.0) 0.0 0.0 (0.0) (0.0) (0.0) 0.0 0.0 0.0 0.0 # CHA	2017B - 2017A  0.0  0.0  0.0  (0.0)  0.0  (0.0)  -  (0.0)  0.0  (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	53.5% 0.8% 1.1% 4.2% 8.3% 63.7% 36.3% 0.0% 46.5% 33.6% 27.5% 76.2%	51.4% 1.3% 0.7% 2.4% 5.1% 63.9% 36.1% 0.0% 48.6% 34.3% 29.2% 78.1%	52.7% 1.4% 1.1% 1.6% 7.5% 63.4% 36.6% 0.0% 47.3% 36.5% 27.7% 73.0%	52.7% 1.0% 1.2% 2.2% 5.3% 62.8% 37.2% 0.0% 47.3% 33.2% 27.9% 78.9%	2016A - 2017A -1.6% 74.4% 1.9% -61.4% -9.9% -0.5% 0.8% 0.0% 1.9% 8.7% 0.8% -4.2% PERCENT 2016A - 2017A	2017B - 2017A 2.4% 4.3% 57.8% -31.8% 48.4% -0.8% 0.0% -2.6% 6.5% -5.2% -6.5% CHANGE 2017B - 2017A	2014A - 2018B  0.3% -1.0% -1.7% -18.7% -10.2% -1.1% 2.8% 0.0% -100.0% -0.3% 1.0% -4.3% 0.7%  ANNUALIZED 2014A - 2018B	2016A - 2017A (0.0) 0.0 0.0 (0.0) (0.0) (0.0) 0.0 0.0 0.0 0.0 0.0 # CHA 2016A - 2017A	2017B - 2017A  0.0  0.0  0.0  (0.0)  0.0  (0.0)  -  (0.0)  0.0  (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	53.5% 0.8% 1.1% 4.2% 8.3% 63.7% 36.3% 0.0% 46.5% 33.6% 27.5% 76.2%	51.4% 1.3% 0.7% 2.4% 5.1% 63.9% 36.1% 0.0% 48.6% 34.3% 29.2% 78.1%	52.7% 1.4% 1.1% 1.6% 7.5% 63.4% 36.6% 0.0% 47.3% 36.5% 27.7% 73.0%	52.7% 1.0% 1.2% 2.2% 5.3% 62.8% 37.2% 0.0% 47.3% 33.2% 27.9% 78.9%	2016A - 2017A -1.6% 74.4% 1.9% -61.4% -9.9% -0.5% 0.8% 0.0% 1.9% 8.7% 0.8% -4.2% PERCENT 2016A - 2017A -2.1%	2017B - 2017A 2.4% 4.3% 57.8% -31.8% 48.4% -0.8% 1.4% 0.0% 6.5% -5.2% -6.5% CHANGE 2017B - 2017A 4.1%	2014A - 2018B  0.3% -1.0% -1.7% -18.7% -10.2% -1.1% 2.8% 0.0% -100.0% -0.3% 1.0% -4.3% 0.7% ANNUALIZED 2014A - 2018B -5.1%	2016A - 2017A (0.0) 0.0 0.0 (0.0) (0.0) (0.0) 0.0 0.0 0.0 0.0 0.0 4 CHA 2016A - 2017A	2017B - 2017A  0.0  0.0  0.0  (0.0)  0.0  (0.0)  -  (0.0)  0.0  (0.0)  ANGE  2017B - 2017A	
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	53.5%  0.8%  1.1%  4.2%  8.3%  63.7%  36.3%  0.0%  46.5%  33.6%  27.5%  76.2%  2016A  14.4  6.9	51.4% 1.3% 0.7% 2.44% 5.1% 63.9% 36.1% 0.0% 48.6% 34.3% 29.2% 78.1%  2017B 13.5 7.4	52.7% 1.4% 1.1% 1.6% 7.5% 63.4% 36.6% 0.0% 47.3% 36.5% 27.7% 73.0%  2017A 14.1 7.1	52.7% 1.0% 1.2% 2.2% 5.3% 62.8% 37.2% 0.0% 47.3% 33.2% 27.9% 78.9%  2018B 13.0 7.7	2016A - 2017A -1.6%   74.4%   1.9%   -61.4%   -9.9%   0.0%   0.0%   1.9%   8.7%   0.8%   -4.2%   PERCENT 2016A - 2017A   -2.1%   2.2%	2017B - 2017A  2.4% 4.3% 57.8% -31.8% 48.4% -0.8% 1.4% 0.0% -2.6% 6.5% -5.2% -6.5%  CHANGE 2017B - 2017A 4.1% -3.9%	2014A - 2018B  0.3% -1.0% -1.7% -18.7% -10.2% -1.1% 2.8% 0.0% -100.0% -0.3% 1.0% -4.3% 0.7% ANNUALIZED 2014A - 2018B -5.1% 5.4%	2016A - 2017A (0.0) 0.0 0.0 (0.0) (0.0) (0.0) 0.0 0.0 0.0 0.0 0.0 0.0 2016A - 2017A (0.3) 0.2	2017B - 2017A  0.0  0.0  0.0)  (0.0)  0.0  (0.0)  -  (0.0)  0.0  (0.0)  ANGE  2017B - 2017A  0.6  (0.3)	
REV REV REV REV REV REV REV REV REV PROD PROD	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	53.5%  0.8%  1.1%  4.2%  8.3%  63.7%  36.3%  0.0%  46.5%  33.6%  27.5%  76.2%   2016A  14.4  6.9  5.3	51.4% 1.3% 0.7% 2.44% 5.1% 63.9% 36.1% 0.0% 48.6% 34.3% 29.2% 78.1%  2017B 13.5 7.4 5.6	52.7% 1.4% 1.1% 1.6% 7.5% 63.4% 36.6% 0.0% 47.3% 36.5% 27.7% 73.0%  2017A 14.1 7.1 5.4	52.7% 1.0% 1.2% 2.2% 5.3% 62.8% 37.2% 0.0% 47.3% 33.2% 27.9% 78.9%  2018B 13.0 7.7 5.6	2016A - 2017A -1.6%   74.4%   1.9%   -61.4%   -9.9%   0.8%   0.0%   1.9%   8.7%   0.8%   -4.2%   PERCENT 2016A - 2017A -2.1%   2.2%   2.0%	2017B - 2017A 2.4% 4.3% 57.8% -31.8% 48.4% -0.8% 1.4% 0.0% -2.6% 6.5% -5.2% -6.5% CHANGE 2017B - 2017A 4.1% -3.9% -3.4%	2014A - 2018B  0.3% -1.0% -1.7% -18.7% -10.2% -1.1% 2.8% 0.0% -100.0% -100.0% -0.3% 1.0% -4.3% 0.7%  ANNUALIZED 2014A - 2018B -5.1% 5.4% 3.1%	2016A - 2017A (0.0) 0.0 0.0 (0.0) (0.0) (0.0) 0.0 0.0 0.0 (0.0) # CHA 2016A - 2017A (0.3) 0.2 0.1	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)  ANGE  2017B - 2017A  0.6  (0.3) (0.2)	
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	53.5%  0.8%  1.1%  4.2%  8.3%  63.7%  36.3%  0.0%  46.5%  33.6%  27.5%  76.2%   2016A  14.4  6.9  5.3  8.7%	51.4% 1.3% 0.7% 2.44% 5.1% 63.9% 36.1% 0.0% 48.6% 34.3% 29.2% 78.1%  2017B 13.5 7.4 5.6 4.9%	52.7% 1.4% 1.1% 1.6% 7.5% 63.4% 36.6% 0.0% 47.3% 36.5% 27.7% 73.0%  2017A 14.1 7.1 5.4 7.5%	52.7% 1.0% 1.2% 2.2% 5.3% 62.8% 37.2% 0.0% 47.3% 33.2% 27.9% 78.9%  2018B 13.0 7.7 5.6 5.1%	2016A - 2017A -1.6%   74.4%   1.9%   -61.4%   -9.9%   0.0%   0.0%   8.7%   0.8%   -4.2%   PERCENT 2016A - 2017A   -2.1%   2.2%   2.0%   -13.1%	2017B - 2017A 2.4% 4.3% 57.8% -31.8% 48.4% -0.8% 0.0% -2.6% 6.5% -5.2% -6.5% CHANGE 2017B - 2017A 4.1% -3.9% 54.8%	2014A - 2018B  0.3% -1.0% -1.7% -18.7% -10.2% -1.1% 2.8% 0.0% -100.0% -0.3% 1.0% -4.3% 0.7% ANNUALIZED 2014A - 2018B -5.1% 5.4% 3.1% -11.1%	2016A - 2017A (0.0) 0.0 0.0 (0.0) (0.0) (0.0) 0.0 0.0 0.0 (0.0) # CHA 2016A - 2017A (0.3) 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  40.0)  0.0  (0.0)  0.0  0.0  0.0  0.0  0.	
REV REV REV REV REV REV REV REV REV PROD PROD	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	53.5%  0.8%  1.1%  4.2%  8.3%  63.7%  36.3%  0.0%  46.5%  33.6%  27.5%  76.2%   2016A  14.4  6.9  5.3  8.7%	51.4% 1.3% 0.7% 2.44% 5.1% 63.9% 36.1% 0.0% 48.6% 34.3% 29.2% 78.1%  2017B 13.5 7.4 5.6	52.7% 1.4% 1.1% 1.6% 7.5% 63.4% 36.6% 0.0% 47.3% 36.5% 27.7% 73.0%  2017A 14.1 7.1 5.4	52.7% 1.0% 1.2% 2.2% 5.3% 62.8% 37.2% 0.0% 47.3% 33.2% 27.9% 78.9%  2018B 13.0 7.7 5.6	2016A - 2017A -1.6%   74.4%   1.9%   -61.4%   -0.5%   0.0%   0.0%   1.9%   8.7%   0.8%   -4.2%   PERCENT 2016A - 2017A -2.1%   2.2%   2.0%   -13.1%   2.7%	2017B - 2017A 2.4% 4.3% 57.8% -31.8% 48.4% -0.8% 0.0% -2.6% 6.5% -5.2% -6.5%  CHANGE 2017B - 2017A 4.1% -3.9% -3.4% 54.8% -2.7%	2014A - 2018B  0.3% -1.0% -1.7% -18.7% -10.2% -1.1% 2.8% 0.0% -100.0% -0.3% 1.0% -4.3% 0.7% ANNUALIZED 2014A - 2018B -5.1% 5.4% 3.1% -11.1%	2016A - 2017A (0.0) 0.0 0.0 (0.0) (0.0) (0.0) 0.0 0.0 0.0 (0.0) # CHA 2016A - 2017A (0.3) 0.2 0.1	2017B - 2017A  0.0  0.0  0.0  (0.0)  0.0  (0.0)  -  (0.0)  0.0  (0.0)  2.0  (0.0)  0.0  (0.1)  ANGE  2017B - 2017A  0.6  (0.3) (0.2)  0.0  (0.0)	

						2016A -	2017B -	2014A -		
		2016A	2017B	2017A	2018B	2017A	2017A	2018B	2016A - 2017A	2017B - 2017A
COST	COST PER ADJUSTED ADMISSION	13,611	14,280	14,022	15,254	3.0%	-1.8%	5.3%	411.5	(257.8)
COST	SALARY PER FTE - NON-MD	63,124	64,365	64,519	66,110	2.2%	0.2%	2.6%	1,395.6	154.4
COST	SALARY & BENEFITS PER FTE - NON-MD	83,379	85,921	83,629	86,835	0.3%	-2.7%	1.4%	250.2	(2,291.8)
COST	FRINGE BENEFIT % - NON-MD	32.1%	33.5%	29.6%	31.3%	-7.7%	-11.6%	-4.4%	(0.0)	(0.0)
COST	COMPENSATION RATIO	53.1%	55.7%	54.8%	55.5%	3.2%	-1.7%	1.5%	0.0	(0.0)
COST	CAPITAL COST % OF TOTAL EXPENSE	6.3%	6.0%	5.7%	5.6%	-9.3%	-4.6%	-2.9%	(0.0)	(0.0)
COST	CAPITAL COST PER ADJUSTED ADMISSION	860	857	804	854	-6.6%	-6.3%	2.3%	(56.7)	(53.8)
COST	CONTRACTUAL ALLOWANCE %	54.4%	52.5%	53.7%	53.5%	-1.3%	2.2%	0.1%	(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	3.7	5.7	4.5	5.7	22.2%	-20.9%	9.7%	0.8	(1.2)
CASH	DAYS PAYABLE	50.7	51.1	49.7	47.5	-2.0%	-2.7%	-3.3%	(1.0)	(1.4)
CASH	DAYS RECEIVABLE	33.5	31.0	39.2	32.8	17.1%	26.5%	-4.9%	5.7	8.2
CASH	DAYS CASH ON HAND	204.5	245.8	216.1	223.9	5.7%	-12.1%	2.0%	11.6	(29.7)
CASH	CASH FLOW MARGIN	10.3%	8.3%	7.3%	7.6%	-29.3%	-11.9%	-8.6%	(0.0)	(0.0)
CASH	CASH TO LONG TERM DEBT	3.4	2.8	3.9	4.3	14.4%	36.5%	11.0%	0.5	1.0
CASH	CASH FLOW TO TOTAL DEBT	0.6	0.4	0.6	0.5	2.7%	57.4%	-0.8%	0.0	0.2
						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	28,281	27,407	27,519	30,247	-2.7%	0.4%		(762.5)	
UNIT	GROSS PRICE PER VISIT	1,379	1,388	1,309	1,382	-5.1%	-5.7%	0.8%	(70.6)	(79.6)
UNIT	GROSS REVENUE PER ADJ ADMISSION	29,544	28,805	28,678	31,446	-2.9%	-0.4%	4.8%	(865.5)	(126.8)
UNIT	NET REVENUE PER ADJUSTED ADMISSION	13,733	13,998	13,578	14,864	-1.1%	-3.0%	4.5%	(154.3)	(419.3)

# Rutland Regional Medical Center Utilization

	2016	2017	2017	2018	\$ Ch	nange	% Ch	ange
	Actual	Budget	Actual	Budget	Actual - Actual	Budget - Actual	Actual - Actual	Budget - Actual
Inpatient								
Acute								
Beds (Staffed)	118	115	118	118		3	0.0%	2.6%
Occupancy % (Staffed Beds)	72%	71%	72%	74%			0.6%	0.9%
Admissions	6,495	6,272	6,525	6,279	30	253	0.5%	4.0%
Patient Days	30,815	29,954	31,003	31,700	188	1,049	0.6%	3.5%
Average Length Of Stay	4.74	4.78	4.75	5.05			0.1%	-0.5%
Chronic/Rehab								<b>'</b>
Beds (Staffed)	-	-	-	-		-		
Admissions	-	-	-			-		
Patient Days	-	-	-			-		
Average Length Of Stay	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!
SNF/ECF								<b>'</b>
Beds (Staffed)	-		-			-		İ
Admissions	-	-	-			-		
Patient Days	-	-	-			-		
Average Length Of Stay	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!
Nursery								
Beds (Staffed)	11	8	-	11	(11)	(8)		Ì
Admissions	290	320	275	249	(15)	(45)	-5.2%	-14.1%
Patient Days	773	808	692	593	(81)	(116)	-10.5%	-14.4%
Average Length Of Stay	2.67	2.53	2.52	2.38	(-,	( -/	-5.6%	-0.3%
Swing Beds								
Beds (Staffed)			-			-		Ì
Admissions	-	-	_			-		
Patient Days	-	-	_			-		
Average Length Of Stay	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!
Total								1
Beds (Staffed)	129	123	118	129	(11)	(5)	-8.5%	-4.1%
Admissions	6,785	6,592	6,800	6,528	15	208	0.2%	3.2%
Patient Days	31,588	30,762	31,695	32,293	107	933	0.3%	3.0%
Average Length Of Stay	4.66	4.67	4.66	4.95	0.01	(0.01)	0.1%	-0.1%
Outpatient						, ,		
All Outpatient Visits	244,330	230,700	247,908	241,389	3,578	17,208	1.5%	7.5%
Operating Room Procedure	3,191	3,234	3,227	3,244	36	(7)	1.1%	-0.2%
Observation Units	57,669	55,670	57,129	58,965	(540)	1,459	-0.9%	2.6%
Physician Office Visits	-	-	-		-	-		
Ancillary								
All Operating Room Procedure	4,885	4,978	4,964	5,037	79	(14)	1.6%	-0.3%
Emergency Room Visits	33,831	31,558	33,872	32,218	41	2,314	0.1%	7.3%
Adjusted Statistics								
Adjusted Admissions	17,901	17,390	17,837	16,884	(64)	447	-0.4%	2.6%
Adjusted Days	84,928	83,051	84,750	85,240	(178)	1,699	-0.2%	2.0%