

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

	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED
					2016A - 2017A	2017B - 2017A	2013A - 2018B
<b>ASSETS</b>							
<b>CURRENT ASSETS</b>							
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 DUE FROM THIRD PARTIES	-\$45,270,950	-\$45,002,495	-\$42,709,423	-\$45,270,950	5.7%	5.1%	2.1%
RISK RESERVE FOR FIXED REFORM PAYMENTS	\$0	\$5,167,469	\$0	\$5,260,001	0.0%	-100.0%	100.0%
OTHER CURRENT ASSETS	\$10,594,249	\$9,722,463	\$11,217,548	\$10,594,250	5.9%	15.4%	-3.2%
<b>TOTAL CURRENT ASSETS</b>	<b>\$46,067,836</b>	<b>\$75,062,562</b>	<b>\$46,949,161</b>	<b>\$52,962,144</b>	<b>1.9%</b>	<b>-37.5%</b>	<b>5.1%</b>
<b>BOARD DESIGNATED ASSETS</b>							
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%
<b>TOTAL BOARD DESIGNATED ASSETS</b>	<b>\$117,001,552</b>	<b>\$118,841,066</b>	<b>\$130,876,603</b>	<b>\$135,634,258</b>	<b>11.9%</b>	<b>10.1%</b>	<b>7.3%</b>
<b>TOTAL PROPERTY, PLANT AND EQUIPMENT, NET</b>	<b>\$81,726,125</b>	<b>\$73,819,053</b>	<b>\$81,137,226</b>	<b>\$87,915,866</b>	<b>-0.7%</b>	<b>9.9%</b>	<b>4.2%</b>
<b>OTHER LONG-TERM ASSETS</b>	<b>\$10,526,690</b>	<b>\$4,122,446</b>	<b>\$10,512,958</b>	<b>\$5,266,692</b>	<b>-0.1%</b>	<b>155.0%</b>	<b>-13.7%</b>
<b>TOTAL ASSETS</b>	<b>\$255,322,203</b>	<b>\$271,845,127</b>	<b>\$269,475,948</b>	<b>\$281,778,960</b>	<b>5.5%</b>	<b>-0.9%</b>	<b>5.2%</b>
<b>LIABILITIES AND FUND BALANCE</b>							
<b>CURRENT LIABILITIES</b>							
ACCOUNTS PAYABLE	\$2,835,603	\$5,442,168	\$3,934,653	\$4,443,366	38.8%	-27.7%	4.6%
SALARIES, WAGES AND PAYROLL TAXES PAYABLE	\$10,390,193	\$10,113,344	\$10,987,448	\$11,234,778	5.7%	8.6%	5.7%
ESTIMATED THIRD-PARTY SETTLEMENTS	\$9,152,712	\$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%
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$31,942,436</b>	<b>\$32,891,935</b>	<b>\$32,287,405</b>	<b>\$31,888,810</b>	<b>1.1%</b>	<b>-1.8%</b>	<b>2.4%</b>
<b>LONG-TERM DEBT</b>							
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%
<b>TOTAL LONG-TERM DEBT</b>	<b>\$38,264,159</b>	<b>\$56,102,482</b>	<b>\$36,469,183</b>	<b>\$34,603,702</b>	<b>-4.7%</b>	<b>-35.0%</b>	<b>-4.1%</b>
<b>OTHER NONCURRENT LIABILITIES</b>	<b>\$31,844,814</b>	<b>\$29,744,143</b>	<b>\$15,040,693</b>	<b>\$30,183,617</b>	<b>-52.8%</b>	<b>-49.4%</b>	<b>-2.1%</b>
<b>TOTAL LIABILITIES</b>	<b>\$102,051,409</b>	<b>\$118,738,560</b>	<b>\$83,797,281</b>	<b>\$96,676,129</b>	<b>-17.9%</b>	<b>-29.4%</b>	<b>-1.6%</b>
<b>FUND BALANCE</b>	<b>\$153,270,796</b>	<b>\$153,106,567</b>	<b>\$185,678,667</b>	<b>\$185,102,831</b>	<b>21.1%</b>	<b>21.3%</b>	<b>10.1%</b>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>255,322,205</b>	<b>271,845,127</b>	<b>269,475,948</b>	<b>281,778,960</b>	<b>5.5%</b>	<b>-0.9%</b>	<b>5.2%</b>

**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	\$6,050,992	\$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
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$7,424,793</b>	<b>\$4,721,436</b>	<b>\$10,500,000</b>	<b>\$7,802,611</b>	<b>\$7,535,000</b>	<b>\$12,702,094</b>	<b>\$15,398,429</b>	<b>\$9,854,000</b>	<b>\$7,515,783</b>	<b>\$15,190,782</b>	<b>\$17,000,000</b>	<b>\$15,500,000</b>	<b>\$17,000,000</b>
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	\$0
<b>TOTAL CAP BUDGET AND PROJ CON</b>	<b>\$13,042,467</b>	<b>\$12,880,297</b>	<b>\$14,500,000</b>	<b>\$13,021,481</b>	<b>\$14,035,000</b>	<b>\$13,657,932</b>	<b>\$18,539,009</b>	<b>\$42,929,000</b>	<b>\$12,579,101</b>	<b>\$39,723,447</b>	<b>\$17,000,000</b>	<b>\$17,000,000</b>	<b>\$17,000,000</b>

**RUTLAND REGIONAL MEDICAL CENTER**  
**Profit and Loss Statement**

	<b>2017 Budget to 2017 Actual</b>					
	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Actuals</b>	<b>2018 Budget Approved</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Gross Patient Care Revenue</b>	\$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%
<b>Net Revenue Deductions</b>	<b>-\$283,031,363</b>	<b>-\$257,500,890</b>	<b>-\$269,336,443</b>	<b>-\$279,974,977</b>	<b>-\$11,835,553</b>	<b>-4.6%</b>
<b>Net Patient Care Revenue</b>	<b>\$245,822,952</b>	<b>\$243,415,448</b>	<b>\$242,193,431</b>	<b>\$250,963,330</b>	<b>-\$1,222,017</b>	<b>-0.5%</b>
<b>Fixed Prospective Payments (incl Reserves&amp;Other)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>Total NPR &amp; FPP (incl Reserves)</b>	<b>\$245,822,952</b>	<b>\$243,415,448</b>	<b>\$242,193,431</b>	<b>\$250,963,330</b>	<b>-\$1,222,017</b>	<b>-0.5%</b>
<b>Other Operating Revenue</b>	<b>\$8,598,283</b>	<b>\$11,017,731</b>	<b>\$12,083,366</b>	<b>\$12,290,310</b>	<b>\$1,065,635</b>	<b>9.7%</b>
<b>Total Operating Revenue</b>	<b>\$254,421,235</b>	<b>\$254,433,179</b>	<b>\$254,276,797</b>	<b>\$263,253,640</b>	<b>-\$156,382</b>	<b>-0.1%</b>
<b>Operating Expense</b>						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%
<b>Total Operating Expense</b>	<b>\$243,642,860</b>	<b>\$248,328,292</b>	<b>\$250,113,413</b>	<b>\$257,549,323</b>	<b>\$1,785,121</b>	<b>0.7%</b>
<b>Net Operating Income (Loss)</b>	<b>\$10,778,375</b>	<b>\$6,104,887</b>	<b>\$4,163,384</b>	<b>\$5,704,317</b>	<b>-\$1,941,503</b>	<b>-31.8%</b>
<b>Non-Operating Revenue</b>	<b>\$11,380,794</b>	<b>\$7,136,913</b>	<b>\$16,154,020</b>	<b>\$8,794,172</b>	<b>\$9,017,107</b>	<b>126.3%</b>
<b>Excess (Deficit) Of Revenue Over Expense</b>	<b>\$22,159,169</b>	<b>\$13,241,800</b>	<b>\$20,317,404</b>	<b>\$14,498,489</b>	<b>\$7,075,604</b>	<b>53.4%</b>
<b>Operating Margin %</b>	<b>4.2%</b>	<b>2.4%</b>	<b>1.6%</b>	<b>2.2%</b>		
<b>Total Margin %</b>	<b>8.7%</b>	<b>5.2%</b>	<b>8.0%</b>	<b>5.5%</b>		

## Net Payer Revenue-Budget to Budget

Rutland Regional Medical Center					
PAYER REVENUE DETAIL					
		2017 Approved	2017 Actuals	B17-A18	B17-B18
<b>All Payers</b>	Gross Revenue	\$500,916,338.00	\$511,529,874.00	\$10,613,536.00	2.1%
	Contractual Allowances	-\$253,028,950.00	-\$261,795,128.00	-\$8,766,178.00	3.5%
	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	61.2%
	Disproportionate Share Payments	\$5,724,870.00	\$5,269,069.00	-\$455,801.00	-8.0%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	<b>Net Payer Revenue</b>	<b>\$243,415,448.00</b>	<b>\$242,193,431.00</b>	<b>-\$1,222,017.00</b>	<b>-0.5%</b>
	Fixed Prospective Payments	\$0.00	\$0.00	\$0.00	0.0%
	Other Reform Payments	\$0.00	\$0.00	\$0.00	0.0%
	Reserves (Risk)	\$0.00	\$0.00	\$0.00	0.0%
	<b>Total NPR &amp; FPP</b>	<b>\$243,415,448.00</b>	<b>\$242,193,431.00</b>	<b>-\$1,222,017.00</b>	<b>-0.5%</b>
		\$0.00	\$0.00	\$0.00	
<b>COMMERCIAL</b>	Gross Revenue	\$161,499,254.00	\$158,001,339.00	-\$3,497,915.00	-2.2%
	Contractual Allowances	-\$25,126,621.00	-\$29,788,389.00	-\$4,661,768.00	18.6%
	Bad debt	\$0.00	\$0.00	\$0.00	0.0%
	Free Care	\$0.00	\$0.00	\$0.00	0.0%
	Disproportionate Share Payments	\$0.00	\$0.00	\$0.00	0.0%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	<b>Net Payer Revenue</b>	<b>\$136,372,633.00</b>	<b>\$128,212,950.00</b>	<b>-\$8,159,683.00</b>	<b>-6.0%</b>
	Fixed Prospective Payments	\$0.00	\$0.00	\$0.00	0.0%
	Other Reform Payments	\$0.00	\$0.00	\$0.00	0.0%
	Reserves (Risk)	\$0.00	\$0.00	\$0.00	0.0%
	<b>Total NPR &amp; FPP</b>	<b>\$136,372,633.00</b>	<b>\$128,212,950.00</b>	<b>-\$8,159,683.00</b>	<b>-6.0%</b>
		\$0.00	\$0.00	\$0.00	
<b>MEDICAID</b>	Gross Revenue	\$96,650,618.00	\$85,977,028.00	-\$10,673,590.00	-11.0%
	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	\$0.00	\$0.00	\$0.00	0.0%
	<b>Net Payer Revenue</b>	<b>\$33,973,243.00</b>	<b>\$29,095,364.00</b>	<b>-\$4,877,879.00</b>	<b>-14.4%</b>
	Fixed Prospective Payments	\$0.00	\$0.00	\$0.00	0.0%
	Other Reform Payments	\$0.00	\$0.00	\$0.00	0.0%
	Reserves (Risk)	\$0.00	\$0.00	\$0.00	0.0%
	<b>Total NPR &amp; FPP</b>	<b>\$33,973,243.00</b>	<b>\$29,095,364.00</b>	<b>-\$4,877,879.00</b>	<b>-14.4%</b>
		\$0.00	\$0.00	\$0.00	
<b>MEDICARE</b>	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	0.0%
	<b>Net Payer Revenue</b>	<b>\$83,266,382.00</b>	<b>\$97,695,501.00</b>	<b>\$14,429,119.00</b>	<b>17.3%</b>
	Fixed Prospective Payments	\$0.00	\$0.00	\$0.00	0.0%
	Other Reform Payments	\$0.00	\$0.00	\$0.00	0.0%
	Reserves (Risk)	\$0.00	\$0.00	\$0.00	0.0%
	<b>Total NPR &amp; FPP</b>	<b>\$83,266,382.00</b>	<b>\$97,695,501.00</b>	<b>\$14,429,119.00</b>	<b>17.3%</b>
		\$0.00	\$0.00	\$0.00	
<b>Bad Debt/ Free Care</b>	Gross Revenue	\$0.00	\$0.00	\$0.00	0.0%
	Contractual Allowances	\$0.00	\$0.00	\$0.00	0.0%
	Bad debt	-\$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	61.2%
	Disproportionate Share Payments	\$0.00	\$0.00	\$0.00	0.0%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	<b>Net Payer Revenue</b>	<b>-\$10,196,810.00</b>	<b>-\$12,810,384.00</b>	<b>-\$2,613,574.00</b>	<b>25.6%</b>

**RUTLAND REGIONAL MEDICAL CENTER  
REPORT 3  
STAFFING REPORT**

	2014A	2015A	2016B	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED
								2016A - 2017A	2017B - 2017A	2012A - 2018B
<b>PHYSICIAN FTEs</b>										
GENERAL SERVICES	1.3	1.5	1.4		0.9	0.8	0.9	-37.8%	-8.1%	-11.6%
INPATIENT ROUTINE SERVICES	15.2	14.9	15.4	15.7	16.2	15.8	16.4	0.7%	-2.3%	36.4%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	64.6	71.8	76.6	51.2	53.9	53.1	55.6	3.7%	-1.5%	16.6%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>TOTAL PHYSICIAN FTEs</b>	<b>81.1</b>	<b>88.2</b>	<b>93.3</b>	<b>68.2</b>	<b>71.0</b>	<b>69.7</b>	<b>72.9</b>	<b>2.2%</b>	<b>-1.8%</b>	<b>18.9%</b>
	1.1%	8.7%	4.1%	-22.6%	-23.9%	2.2%	2.7%			
<b>TRAVELER NON MD FTEs</b>										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	81.8	93.0	73.7	91.7	71.9	100.4	77.8	9.5%	39.7%	48.9%
<b>TOTAL TRAVELER FTEs</b>	<b>81.8</b>	<b>93.0</b>	<b>73.7</b>	<b>91.7</b>	<b>71.9</b>	<b>100.4</b>	<b>77.8</b>	<b>9.5%</b>	<b>39.7%</b>	<b>48.9%</b>
	156.8%	13.7%	-1.2%	-1.4%	-2.4%	9.5%	8.2%			
<b>TRAVELER MD FTEs</b>										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>TOTAL TRAVELER MD FTEs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
<b>TOTAL TRAVELER FTEs</b>										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	81.8	93.0	73.7	91.7	71.9	100.4	77.8	9.5%	39.7%	48.9%
<b>TOTAL TRAVELER FTEs</b>	<b>81.8</b>	<b>93.0</b>	<b>73.7</b>	<b>91.7</b>	<b>71.9</b>	<b>100.4</b>	<b>77.8</b>	<b>9.5%</b>	<b>39.7%</b>	<b>48.9%</b>
	156.8%	13.7%	-1.2%	-1.4%	-2.4%	9.5%	8.2%			
<b>TOTAL RESIDENTS &amp; FELLOWS FTEs</b>										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>TOTAL RESIDENTS &amp; FELLOWS FTEs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			
<b>MLP FTEs</b>										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>TOTAL MLP FTEs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			

**RUTLAND REGIONAL MEDICAL CENTER  
REPORT 3  
STAFFING REPORT**

	2014A	2015A	2016B	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED
								2016A - 2017A	2017B - 2017A	2012A - 2018B
<b>ALL OTHER FTEs</b>										
GENERAL SERVICES	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	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	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>TOTAL ALL OTHER FTEs</b>	<b>1,106.9</b>	<b>1,165.8</b>	<b>1,191.3</b>	<b>1,242.8</b>	<b>1,283.8</b>	<b>1,265.1</b>	<b>1,301.4</b>	<b>1.8%</b>	<b>-1.5%</b>	<b>2.5%</b>
	-2.9%	5.3%	7.0%	6.6%	7.8%	1.8%	1.4%			
<b>NON-MD FTEs</b>										
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	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	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>TOTAL NON-MD FTEs</b>	<b>1,106.9</b>	<b>1,165.8</b>	<b>1,191.3</b>	<b>1,242.8</b>	<b>1,283.8</b>	<b>1,265.1</b>	<b>1,301.4</b>	<b>1.8%</b>	<b>-1.5%</b>	<b>2.5%</b>
	-2.9%	5.3%	7.0%	6.6%	7.8%	1.8%	1.4%			
<b>ALL FTEs</b>										
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%
<b>TOTAL ALL FTEs</b>	<b>1,269.8</b>	<b>1,347.0</b>	<b>1,358.2</b>	<b>1,402.7</b>	<b>1,426.6</b>	<b>1,435.3</b>	<b>1,452.0</b>	<b>2.3%</b>	<b>0.6%</b>	<b>3.2%</b>
	1.4%	6.1%	6.3%	4.1%	5.0%	2.3%	1.8%			
<b>NON-MD WAGES</b>										
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%
<b>TOTAL NON-MD WAGES</b>	<b>\$66,038,736</b>	<b>\$70,594,783</b>	<b>\$73,162,616</b>	<b>\$78,446,783</b>	<b>\$82,628,937</b>	<b>\$81,623,868</b>	<b>\$86,033,134</b>	<b>4.0%</b>	<b>-1.2%</b>	<b>4.6%</b>
	-2.9%	6.9%	9.7%	11.1%	12.9%	4.0%	4.1%			
<b>NON-MD WAGES PER FTE</b>										
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%
PHYSICIAN OFFICE PRACTICE SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
UNCATEGORIZED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
<b>TOTAL NON-MD WAGES PER FTE</b>	<b>\$59,660</b>	<b>\$60,554</b>	<b>\$61,417</b>	<b>\$63,124</b>	<b>\$64,365</b>	<b>\$64,519</b>	<b>\$66,110</b>	<b>2.2%</b>	<b>0.2%</b>	<b>2.1%</b>
	0.0%	1.5%	2.6%	4.2%	4.8%	2.2%	2.7%			

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

**RUTLAND REGIONAL MEDICAL CENTER  
REPORT 4  
KEY HOSPITAL STATISTICS & RATIOS**

Type	Statistic					PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
UTI	AVERAGE DAILY CENSUS	86.3	84.3	86.8	88.5	0.6%	3.0%	1.6%	0.5	2.6
UTI	AVERAGE LENGTH OF STAY	4.7	4.7	4.7	4.9	0.1%	-0.1%	0.9%	0.0	(0.0)
UTI	ACUTE ALOS	4.7	4.8	4.8	5.0	0.1%	-0.5%	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	-0.2%	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%	1.6%	30.0	253.0
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 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)
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
REV	DEDUCTION %	53.5%	51.4%	52.7%	52.7%	-1.6%	2.4%	0.3%	(0.0)	0.0
REV	BAD DEBT %	0.8%	1.3%	1.4%	1.0%	74.4%	4.3%	-1.0%	0.0	0.0
REV	FREE CARE %	1.1%	0.7%	1.1%	1.2%	1.9%	57.8%	-1.7%	0.0	0.0
REV	OPERATING MARGIN %	4.2%	2.4%	1.6%	2.2%	-61.4%	-31.8%	-18.7%	(0.0)	(0.0)
REV	TOTAL MARGIN %	8.3%	5.1%	7.5%	5.3%	-9.9%	48.4%	-10.2%	(0.0)	0.0
REV	OUTPATIENT GROSS REVENUE %	63.7%	63.9%	63.4%	62.8%	-0.5%	-0.8%	-1.1%	(0.0)	(0.0)
REV	INPATIENT GROSS REVENUE %	36.3%	36.1%	36.6%	37.2%	0.8%	1.4%	2.8%	0.0	0.0
REV	PHYSICIAN GROSS REVENUE %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-	-
REV	SNF/REHAB/SWING GROSS REVENUE %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-100.0%	-	-
REV	ALL NET PATIENT REVENUE % WITH DSH & GME	46.5%	48.6%	47.3%	47.3%	1.9%	-2.6%	-0.3%	0.0	(0.0)
REV	MEDICARE NET PATIENT REVENUE % INCLUDING PHYS	33.6%	34.3%	36.5%	33.2%	8.7%	6.5%	1.0%	0.0	0.0
REV	MEDICAID NET PATIENT REVENUE % INCLUDING PHYS	27.5%	29.2%	27.7%	27.9%	0.8%	-5.2%	-4.3%	0.0	(0.0)
REV	COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS	76.2%	78.1%	73.0%	78.9%	-4.2%	-6.5%	0.7%	(0.0)	(0.1)
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
PROD	ADJUSTED ADMISSIONS PER FTE	14.4	13.5	14.1	13.0	-2.1%	4.1%	-5.1%	(0.3)	0.6
PROD	FTES PER 100 ADJ DISCHARGES	6.9	7.4	7.1	7.7	2.2%	-3.9%	5.4%	0.2	(0.3)
PROD	FTES PER ADJUSTED OCCUPIED BED	5.3	5.6	5.4	5.6	2.0%	-3.4%	3.1%	0.1	(0.2)
PROD	RETURN ON ASSETS	8.7%	4.9%	7.5%	5.1%	-13.1%	54.8%	-11.1%	(0.0)	0.0
PROD	OVERHEAD EXPENSE W/ FRINGE, AS A % OF TOTAL OPERATING	26.6%	28.1%	27.3%	28.3%	2.7%	-2.7%	-0.4%	0.0	(0.0)

		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 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 CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 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 CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
UNIT	GROSS PRICE PER DISCHARGE	28,281	27,407	27,519	30,247	-2.7%	0.4%	5.8%	(762.5)	111.7
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	\$ Change		% Change		
	Actual	Budget	Actual	Budget	Actual - Actual	Budget - Actual	Actual - Actual	Budget - Actual	
<b>Inpatient</b>									
<b>Acute</b>									
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%	
<b>Chronic/Rehab</b>									
Beds (Staffed)	-	-	-	-	-	-			
Admissions	-	-	-	-	-	-			
Patient Days	-	-	-	-	-	-			
Average Length Of Stay	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!	
<b>SNF/ECF</b>									
Beds (Staffed)	-	-	-	-	-	-			
Admissions	-	-	-	-	-	-			
Patient Days	-	-	-	-	-	-			
Average Length Of Stay	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!	
<b>Nursery</b>									
Beds (Staffed)	11	8	-	11	(11)	(8)			
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%	
<b>Swing Beds</b>									
Beds (Staffed)	-	-	-	-	-	-			
Admissions	-	-	-	-	-	-			
Patient Days	-	-	-	-	-	-			
Average Length Of Stay	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!	
<b>Total</b>									
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%	
<b>Outpatient</b>									
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	-	-	-	-	-	-			
<b>Ancillary</b>									
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%	
<b>Adjusted Statistics</b>									
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%	