Vermont Community Hospital Balance Sheet - Unrestricted Funds

Balance Sheet - Unrestricted Funds
SOUTHWESTERN VT MEDICAL CENTER

					PERCENT CI	HANGE 2017B -	ANNUALIZED 2013A -
	2016A	2017B	2017A	2018B	2016A - 2017A	2017A	2018B
ASSETS							
CURRENT ASSETS							
CASH & INVESTMENTS	\$17,335,232	\$11,528,595	\$10,804,832	\$10,316,790	-37.7%	-6.3%	-5.4%
PATIENT ACCOUNTS RECEIVABLE, GROSS	\$34,150,256	\$35,900,311	\$33,801,461	\$36,571,726	-1.0%	-5.8%	1.3%
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS	-\$19,101,465	-\$21,667,612	-\$19,824,157	-\$21,714,424	-3.8%	8.5%	0.0%
DUE FROM THIRD PARTIES	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
RISK RESERVE FOR FIXED REFORM PAYMENTS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER CURRENT ASSETS	\$4,203,043	\$5,600,000	\$4,942,624	\$4,715,000	17.6%	-11.7%	-7.0%
TOTAL CURRENT ASSETS	\$36,587,066	\$31,361,294	\$29,724,760	\$29,889,092	-18.8%	-5.2%	-1.9%
BOARD DESIGNATED ASSETS							
FUNDED DEPRECIATION	\$5,969,875	\$6,336,385	\$6,606,342	\$6,735,091	10.7%	4.3%	5.3%
ESCROWED BOND FUNDS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER	\$102,281	\$104,000	\$102,383	\$104,000	0.1%	-1.6%	-23.7%
TOTAL BOARD DESIGNATED ASSETS	\$6,072,156	\$6,440,385	\$6,708,725	\$6,839,091	10.5%	4.2%	4.1%
TOTAL PROPERTY, PLANT AND EQUIPMENT, NET	\$35,053,506	\$36,089,692	\$39,864,038	\$42,346,334	13.7%	10.5%	11.4%
OTHER LONG-TERM ASSETS	\$3,470,204	\$2,134,117	\$6,951,651	\$5,468,261	100.3%	225.7%	38.2%
TOTAL ASSETS	\$81,182,932	\$76,025,488	\$83,249,174	\$84,542,778	2.5%	9.5%	5.7%
LIABILITIES AND FUND BALANCE							
CURRENT LIABILITIES							
ACCOUNTS PAYABLE	\$7,559,821	\$9,500,000	\$9,282,674	\$7,800,000	22.8%	-2.3%	4.7%
SALARIES, WAGES AND PAYROLL TAXES PAYABLE	\$4,998,052	\$4,909,071	\$4,994,679	\$4,876,489	-0.1%	1.7%	1.9%
ESTIMATED THIRD-PARTY SETTLEMENTS	\$3,542,995	\$2,000,000	\$1,229,984	\$1,500,000	-65.3%	-38.5%	4.8%
OTHER CURRENT LIABILITIES	\$8,872,944	\$4,770,177	\$9,066,373	\$8,781,923	2.2%	90.1%	8.2%
CURRENT PORTION OF LONG-TERM DEBT	\$448,392	\$515,667	\$462,621	\$404,160	3.2%	-10.3%	-4.8%
TOTAL CURRENT LIABILITIES	\$25,422,204	\$21,694,915	\$25,036,331	\$23,362,572	-1.5%	15.4%	5.1%
LONG-TERM DEBT							
BONDS & MORTGAGES PAYABLE	\$10,328,151	\$9,881,339	\$9,991,779	\$9,510,254	-3.3%	1.1%	-0.4%
CAPITAL LEASE OBLIGATIONS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER LONG-TERM DEBT	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL LONG-TERM DEBT	\$10,328,151	\$9,881,339	\$9,991,779	\$9,510,254	-3.3%	1.1%	-0.4%
OTHER NONCURRENT LIABILITIES	\$27,286,284	\$22,593,927	\$16,576,780	\$12,567,195	-39.2%	-26.6%	-0.6%
TOTAL LIABILITIES	\$63,036,639	\$54,170,181	\$51,604,890	\$45,440,021	-18.1%	-4.7%	2.1%
FUND BALANCE	\$18,146,293	\$21,855,307	\$31,644,285	\$39,102,757	74.4%	44.8%	10.9%

Vermont Community Hospitals Capital Budget Southwestern VT Medical Center

	2013B	2013A	2014B	2014A	2015B	2015A	2016A	2017B	2017A	2018B	2019 Plan	2020 Plan	2021 Plan
CONSTRUCTION IN PROGRESS	\$0	\$50,642	\$0	\$744,889	\$0	-\$47,463	-\$490,026	\$0	\$151,188	\$0	\$0	\$0	\$0
LAND & LAND IMPROVEMENTS	\$0	\$363,652	\$0	\$9,225	\$0	\$78,134	\$0	\$0	\$0	\$0	\$0	\$0	\$0
BUILDINGS & BUILDING IMPROVEMENTS	\$1,400,000	\$778,934	\$2,500,000	\$1,111,452	\$5,900,000	\$3,341,047	\$3,394,462	\$2,500,000	\$2,490,624	\$1,000,000	\$2,000,000	\$2,000,000	\$2,000,000
FIXED EQUIPMENT	\$0	\$977,377	\$0	\$1,695,710	\$2,250,000	\$1,726,678	\$537,225	\$1,000,000	\$585,819	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
MAJOR MOVABLE EQUIPMENT	\$4,100,000	\$2,936,679	\$4,250,000	\$2,673,110	\$4,850,000	\$2,646,029	\$578,469	\$5,250,000	\$4,218,706	\$5,250,000	\$3,400,000	\$4,000,000	\$4,000,000
OTHER	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CAPITAL EXPENDITURES	\$5,500,000	\$5,107,283	\$6,750,000	\$6,234,386	\$13,000,000	\$7,744,425	\$4,020,130	\$8,750,000	\$7,446,337	\$7,250,000	\$6,400,000	\$7,000,000	\$7,000,000
TOTAL CON ITEMS	\$0	\$0	\$0	\$0	\$600,000	\$0	\$4,775,885	\$4,350,000	\$3,038,598	\$0	\$600,000	\$0	\$0
TOTAL CAP BUDGET AND PROJ CON	\$5,500,000	\$5,107,283	\$6,750,000	\$6,234,386	\$13,600,000	\$7,744,425	\$8,796,014	\$13,100,000	\$10,484,935	\$7,250,000	\$7,000,000	\$7,000,000	\$7,000,000

SOUTHWESTERN VT MEDICAL CENTER

Profit and Loss Statement

					2017 Budget to 2017 Actual		
	2016 Actual	2017 Budget	2017 Actuals	2018 Budget Approved	\$ Change	% Change	
Gross Patient Care Revenue	\$315,410,037	\$324,105,700	\$329,824,876	\$350,066,035	\$5,719,176	1.8%	
Disproportionate Share Payments	\$1,627,431	\$727,209	\$806,253	\$1,043,610	\$79,044	10.9%	
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	\$0	0.0%	
Bad Debt	-\$4,601,465	-\$5,000,000	-\$4,985,696	-\$4,800,000	\$14,304	0.3%	
Free Care	-\$1,623,587	-\$1,601,666	-\$2,371,913	-\$2,100,000	-\$770,247	-48.1%	
Deductions From Revenue	-\$158,889,662	-\$165,868,983	-\$170,670,618	-\$184,712,141	-\$4,801,635	-2.9%	
let Revenue Deductions	-\$163,487,283	-\$171,743,440	-\$177,221,974	-\$190,568,531	-\$5,478,534	-3.2%	
let Patient Care Revenue	\$151,922,754	\$152,362,260	\$152,602,902	\$159,497,504	\$240,642	0.2%	
Fixed Prospective Payments (incl Reserves&Other)	\$0	\$0	\$0	\$0	\$0	0.0%	
otal NPR & FPP (incl Reserves)	\$151,922,754	\$152,362,260	\$152,602,902	\$159,497,504	\$240,642	0.2%	
Other Operating Revenue	\$2,730,803	\$2,811,549	\$4,564,357	\$3,963,786	\$1,752,808	62.3%	
otal Operating Revenue	\$154,653,557	\$155,173,809	\$157,167,259	\$163,461,290	\$1,993,450	1.3%	
Operating Expense						0.0%	
Salaries Non Md	\$44,549,054	\$46,344,567	\$45,524,815	\$47,791,012	-\$819,752	-1.8%	
Fringe Benefits Non Md	\$11,836,099	\$13,595,523	\$12,335,213	\$14,146,717	-\$1,260,310	-9.3%	
Fringe Benefits Md	\$0	\$0	\$0	\$0	\$0	0.0%	
Physician Fees Salaries Contracts & Fringes	\$28,092,615	\$28,160,556	\$28,753,247	\$30,180,285	\$592,691	2.1%	
Health Care Provider Tax	\$8,745,616	\$8,945,341	\$9,056,992	\$9,311,076	\$111,651	1.2%	
Depreciation Amortization	\$5,550,510	\$6,104,254	\$6,042,316	\$6,531,292	-\$61,938	-1.0%	
Interest - Short Term	\$23,741	\$0	\$17,023	\$0	\$17,023	100.0%	
Interest - Long Term	\$507,601	\$521,891	\$507,261	\$521,014	-\$14,630	-2.8%	
Other Operating Expense	\$50,049,511	\$46,872,688	\$49,154,502	\$48,651,517	\$2,281,814	4.9%	
otal Operating Expense	\$149,354,747	\$150,544,820	\$151,391,369	\$157,132,913	\$846,549	0.6%	
Net Operating Income (Loss)	\$5,298,810	\$4,628,989	\$5,775,890	\$6,328,377	\$1,146,901	24.8%	
Ion-Operating Revenue	\$618,918	\$605,000	\$2,034,841	\$685,862	\$1,429,841	236.3%	
Excess (Deficit) Of Revenue Over Expense	\$5,917,728	\$5,233,989	\$7,810,731	\$7,014,239	\$2,576,742	49.2%	
Operating Margin %	3.4%	3.0%	3.7%	3.9%			
Гotal Margin %	3.8%	3.4%	5.0%	4.3%			

Net Payer Revenue-Budget to Budget

	South	western VT Medical Center			
PAYER REVENUE DETAIL		2017 Approved	2017 Actuals	B17-A18	B17-B18
All Payers	Gross Revenue	\$324,105,700.00	\$329,824,876.00	\$5,719,176.00	1.89
•	Contractual Allowances	-\$165,868,983.00	-\$170,670,618.00	-\$4,801,635.00	2.99
	Bad debt	-\$5,000,000.00	-\$4,985,696.00	\$14,304.00	-0.39
	Free Care	-\$1,601,666.00	-\$2,371,913.00	-\$770,247.00	48.19
	Disproportionate Share Payments	\$727,209.00	\$806,253.00	\$79,044.00	10.99
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.09
	Net Payer Revenue	\$152,362,260.00	\$152,602,902.00	\$240,642.00	0.29
	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	0.0
	Total NPR & FPP	\$152,362,260.00	\$152,602,902.00	\$240,642.00	0.0
	TOTAL INFIL & LEE				0.2
COMMERCIAL	Carre Barrer	\$0.00	\$0.00	\$0.00	4.00
COMMERCIAL	Gross Revenue	\$107,927,843.00	\$103,613,640.00	-\$4,314,203.00	-4.09
	Contractual Allowances	-\$22,968,147.00	-\$22,137,553.00	\$830,594.00	-3.69
	Bad debt	\$0.00	\$0.00	\$0.00	0.09
	Free Care	\$0.00	\$0.00	\$0.00	0.09
	Disproportionate Share Payments	\$0.00	\$0.00	\$0.00	0.09
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.09
	Net Payer Revenue	\$84,959,696.00	\$81,476,087.00	-\$3,483,609.00	-4.19
	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	\$84,959,696.00	\$81,476,087.00	-\$3,483,609.00	-4.19
*******		\$0.00	\$0.00	\$0.00	0.50
MEDICAID	Gross Revenue	\$59,131,486.00	\$59,409,450.00	\$277,964.00	0.59
	Contractual Allowances	-\$41,565,393.00	-\$41,203,347.00	\$362,046.00	-0.99
	Bad debt	\$0.00	\$0.00	\$0.00	0.09
	Free Care	\$0.00	\$0.00	\$0.00	0.09
	Disproportionate Share Payments	\$727,209.00	\$806,253.00	\$79,044.00	10.99
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.09
	Net Payer Revenue	\$18,293,302.00	\$19,012,356.00	\$719,054.00	3.99
	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	\$18,293,302.00	\$19,012,356.00	\$719,054.00	3.9%
MEDICARE	Gross Revenue	\$157,046,371.00	\$166,801,786.00	\$9,755,415.00	6.29
	Contractual Allowances	-\$101,335,443.00	-\$107,329,718.00	-\$5,994,275.00	5.99
	Bad debt	\$0.00	\$0.00	\$0.00	0.09
	Free Care	\$0.00	\$0.00	\$0.00	0.09
	Disproportionate Share Payments	\$0.00	\$0.00	\$0.00	0.09
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.09
	Net Payer Revenue	\$55,710,928.00	\$59,472,068.00	\$3,761,140.00	6.89
	Fixed Prospective Payments	\$0.00	\$0.00	\$0.00	0.09
	Other Reform Payments	\$0.00	\$0.00	\$0.00	0.09
	•			¢0.00	
	Reserves (Risk)	\$0.00	\$0.00	\$0.00	0.09
	Total NPR & FPP	\$55,710,928.00 \$0.00	\$59,472,068.00 \$0.00	\$3,761,140.00	6.89
Bad Debt/ Free Care	Gross Revenue	\$0.00	\$0.00	\$0.00	0.09
•	Contractual Allowances	\$0.00	\$0.00	\$0.00	0.09
	Bad debt	-\$5,000,000.00	-\$4,985,696.00	\$14,304.00	-0.39
	Free Care	-\$1,601,666.00	-\$2,371,913.00	-\$770,247.00	48.19
	Disproportionate Share Payments	\$0.00	\$0.00	\$0.00	0.09
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.09
	Net Payer Revenue	-\$6,601,666.00	-\$7,357,609.00	-\$755,943.00	11.59
	Net rayer nevenue	-50,001,000.00	-51,557,005.00	-7133,343.00	11.3

SOUTHWESTERN VT MEDICAL CENTER REPORT 3 STAFFING REPORT

	2014A	2015A	2016B	2016A	2017B	2017A	2018B	PERCENT 2016A - 2017A	CHANGE 2017B - 2017A	ANNUALIZED 2012A - 2018B
PHYSICIAN FTEs										
GENERAL SERVICES	0.3	2.6	9.6	6.7	8.0	7.5	7.3	11.3%	-6.5%	100.0%
INPATIENT ROUTINE SERVICES	9.4	9.9	9.8	8.6	8.1	7.8	9.3	-9.1%	-3.1%	27.6%
OUTPATIENT ROUTINE SERVICES	33.4	44.3	52.1	55.1	59.0	58.2	68.3	5.6%	-1.4%	66.9%
ANCILLARY SERVICES	14.4	13.3	12.1	12.6	12.1	12.3	12.3	-2.5%	2.1%	11.6%
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%
TOTAL PHYSICIAN FTEs	57.5	70.1	83.6	83.0	87.1	85.7	97.2	3.3%	-1.6%	31.5%
	-1.3%	22.0%	3.3%	18.4%	4.2%	3.3%	11.6%			
TRAVELER NON MD FTEs										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES		-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES		-	-	-	-	-	-	0.0%	0.0%	0.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL TRAVELER FTEs	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TO AVELED MD ETC.	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			
TRAVELER MD FTEs								0.00/	0.00/	0.00/
GENERAL SERVICES	•	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	•	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED		-		-	-	-	-	0.0%	0.0%	0.0%
TOTAL TRAVELER MD FTEs	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
TOTAL TRAVELER ETEC	0.070	0.0%	0.076	0.070	0.0%	0.0%	0.0%			
TOTAL TRAVELER FTES	0.070	0.0%	0.078	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
GENERAL SERVICES INPATIENT ROUTINE SERVICES	-			-			- -	0.0%	0.0%	0.0%
GENERAL SERVICES INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES	- - -			- - -	- - -			0.0% 0.0%	0.0% 0.0%	0.0% 0.0%
GENERAL SERVICES 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%
GENERAL SERVICES 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%
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%
GENERAL SERVICES INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED			- - - - - -				- - - - - - -	0.0% 0.0% 0.0% 0.0% 0.0%	0.0% 0.0% 0.0% 0.0% 0.0%	0.0% 0.0% 0.0% 0.0% 0.0%
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%
GENERAL SERVICES 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%
GENERAL SERVICES INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED TOTAL TRAVELER FTES 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%
GENERAL SERVICES INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES UNCATEGORIZED TOTAL TRAVELER FTES TOTAL RESIDENTS & FELLOWS 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%
GENERAL SERVICES 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	- - - - - - -		- - - - - -	- - - - - -			- - - - - -	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%
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SOUTHWESTERN VT MEDICAL CENTER REPORT 3 STAFFING REPORT

	2014A	2015A	2016B	2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2012A - 2018B
ALL OTHER FTEs										
GENERAL SERVICES	300.3	308.7	313.4	308.3	315.5	310.9	320.2	0.9%	-1.5%	-0.3%
INPATIENT ROUTINE SERVICES	116.0	115.0	104.0	109.9	104.0	107.9	97.0	-1.7%	3.8%	-3.9%
OUTPATIENT ROUTINE SERVICES	170.5	128.6	141.5	130.1	139.8	131.4	139.3	1.0%	-6.0%	1.4%
ANCILLARY SERVICES	198.0	195.6	189.0	200.4	197.5	205.0	195.8	2.3%	3.8%	-1.4%
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 ALL OTHER FTEs	784.8	747.9	747.9	748.6	756.7	755.3	752.3	0.9%	-0.2%	-0.8%
	-2.3%	-4.7%	1.8%	0.1%	1.2%	0.9%	-0.6%			
NON-MD FTES										
GENERAL SERVICES	300.3	308.7	313.4	308.3	315.5	310.9	320.2	0.9%		-0.3%
INPATIENT ROUTINE SERVICES	116.0	115.0	104.0	109.9	104.0	107.9	97.0	-1.7%	3.8%	-3.9%
OUTPATIENT ROUTINE SERVICES	178.1	128.6	141.5	130.1	139.8	131.4	139.3	1.0%		1.4%
ANCILLARY SERVICES	198.0	195.6	189.0	200.4	197.5	205.0	195.8	2.3%		-1.4%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%		0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%		0.0%
UNCATEGORIZED			-				-	0.0%	0.0%	0.0%
TOTAL NON-MD FTEs	792.4	747.9	747.9	748.6	756.7	755.3	752.3	0.9%	-0.2%	-0.8%
	-1.3%	-5.6%	1.8%	0.1%	1.2%	0.9%	-0.6%			
ALL FTEs										
GENERAL SERVICES	300.6	311.4	323.0	315.0	323.5	318.4	327.5	1.1%	-1.6%	0.0%
INPATIENT ROUTINE SERVICES	125.4	124.9	113.8	118.4	112.1	115.7	106.3	-2.3%	3.3%	-3.5%
OUTPATIENT ROUTINE SERVICES	211.5	172.9	193.6	185.2	198.8	189.5	207.6	2.4%	-4.6%	4.6%
ANCILLARY SERVICES	212.4	208.8	201.1	213.0	209.5	217.4	208.1	2.0%	3.7%	-1.4%
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 ALL FTEs	849.9	818.0	831.5	831.6	843.8	841.0	849.5	1.1%	-0.3%	0.1%
	-1.3%	-3.8%	2.0%	1.7%	1.5%	1.1%	0.7%			
NON-MD WAGES										
GENERAL SERVICES	\$17,097,446	\$18,053,090	\$18,512,735	\$18,909,472	\$19,117,815	\$19,139,242	\$20,076,652	1.2%	0.1%	1.8%
INPATIENT ROUTINE SERVICES	\$7,222,477	\$7,329,845	\$6,808,529	\$6,860,144	\$6,788,277	\$6,749,929	\$6,547,865	-1.6%	-0.6%	-2.1%
OUTPATIENT ROUTINE SERVICES	\$2,400,300	\$20,642	\$5,928,916	\$0	\$0	\$0	\$0	0.0%	0.0%	-100.0%
ANCILLARY SERVICES	\$13,163,141	\$13,112,823	\$13,469,487	\$13,396,290	\$14,119,418	\$13,882,037	\$14,893,773	3.6%		0.8%
OTHER SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	\$4,741,983	\$5,072,923	\$0	\$5,383,148	\$6,319,057	\$5,753,607	\$6,272,722	6.9%	-8.9%	100.0%
UNCATEGORIZED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL NON-MD WAGES	\$44,625,347	\$43,589,323	\$44,719,667	\$44,549,054	\$46,344,567	\$45,524,815	\$47,791,012	2.2%	-1.8%	0.6%
NOV MD WAGES BED ETF	-3.5%	-2.3%	3.5%	2.2%	3.6%	2.2%	3.1%			
NON-MD WAGES PER FTE	AFO 00=	050 170	PEO 000	604.00=	600 505	604 555	000 700	0.401	4 00/	0.00
GENERAL SERVICES	\$56,927	\$58,473	\$59,063	\$61,337	\$60,595	\$61,557	\$62,700	0.4%		2.2%
INPATIENT ROUTINE SERVICES	\$62,263	\$63,738	\$65,467	\$62,444	\$65,272	\$62,534	\$67,504	0.1%		1.9%
OUTPATIENT ROUTINE SERVICES	\$13,479	\$161	\$41,900	\$0	\$0	\$0	\$0	0.0%		-100.0%
ANCILLARY SERVICES	\$66,481	\$67,053	\$71,267	\$66,844	\$71,505	\$67,704	\$76,066	1.3%		2.29
OTHER SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%		0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%		0.09
UNCATEGORIZED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.09
TOTAL NON-MD WAGES PER FTE	\$56,315	\$58,282	\$59,790	\$59,508	\$61,243	\$60,275	\$63,527	1.3%	-1.6%	1.5%
	-2.2%	3.5%	1.6% ev were included in	2.1%	2.4%	1.3%	3.7%			

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

PERCENT CHANGE ANNUALIZED

SOUTHWESTERN VT MEDICAL CENTER REPORT 4 KEY HOSPITAL STATISTICS & RATIOS

Value							PERCENT		ANNUALIZED	# CHA	ANGE
UTI AVERAGE PAIT CONTROL STAY 3.2 3.2 3.3 3.3 3.4 8.6 6.9% 6.7% 1.7% 1.9 2.2 1.0	Type	Statistic	20164	2017B	2017.6	2018B	2016A -	2017B -	2014A -	2016 A - 2017 A	2017B - 2017A
UTI AVERAGE LENGTH OF STAY 3.2 3.2 3.3 3.3 5.2% 5.4% -0.9% 0.2 0.0											
UTI ACUTE ALOS 3.3 3.3 3.3 3.5 3.4 5.4% 5.1% 5.1% 1.0% 0.2											
UTI ADJUSTED DAYS 56.436 53.468 59.086 56.786 2.9% 3.7% 0.5% 1.6% (403.9) 561.1 T.											0.2
UTI ADJUSTED DAYS 10.5% 15.48.6 4.625.1											
UTI ACUTE CARE AVE DAILY CENSUS 3.9.4 3.9.2 3.2.1 3.1.7 5.6% 6.4% 2.2.1% 1.7 1.5.1			, -	-, -	-,	- /				\/	
ACUTE ADMISSIONS 3,387.0 3,341.0 3,383.0 3,389.0 0,-13% 1,39% 1,09% 14.00 42.0			,	,	,	,				,	1.9
Page											42.0
CAP AGE OF PLANT EQUIPMENT 17.1 17.3 16.7 16.5 2018 2017 2018 2017	011	ACCITE ADMINISTRA	0,007.0	0,041.0	0,000.0	0,000.0				\ -/.	
CAP AGE OF PLANT BUILDING 17.1 17.3 16.7 16.5 2.7% 3.3% 2.2% (0.5) (0.5) (0.6)										•	
CAP AGE OF PLANT BUILDING 23.0 18.5 23.0 23.5 0.1% 24.7% 1.2% 0.0 4.4			2016A		2017A						2017B - 2017A
CAP AGE OF PLANT EQUIPMENT										· /	(0.6)
CAP LONG TERM DEBT TO CAPITALIZATION 36.3% 31.1% 24.0% 19.8% 33.8% -22.9% -7.6% (0.1) (0.1)	CAP	AGE OF PLANT BUILDING	23.0	18.5	23.0	23.5	0.1%	24.7%	1.2%	0.0	4.6
CAP DEBT PER STAFFED BED		AGE OF PLANT EQUIPMENT	13.7	16.3			-3.7%			(0.5)	(3.1)
CAP LONG TERM DEBT TO TOTAL ASSETS 407.599 419.648 463.535 492.399 13.7% 10.5% 14.2% 55.936.4 43.887.	CAP	LONG TERM DEBT TO CAPITALIZATION	36.3%	31.1%	24.0%	19.6%	-33.8%	-22.9%	-7.6%	(0.1)	(0.1)
CAP LONG TERM DEBT TO TOTAL ASSETS 12.7% 13.0% 12.0% 11.2% 5.7% 7.7% 4.7% (0.0) (0.0)	CAP	DEBT PER STAFFED BED	- /	629,886		528,372	-18.1%	-4.7%	1.8%		(29,829.0)
CAP DEBT SERVICE COVERAGE RATIO 11.6 10.8 12.5 14.5 7.7% 15.3% 2.2% 0.9 1.1	CAP	NET PROP, PLANT & EQUIP PER STAFFED BED	407,599	419,648	463,535	492,399	13.7%	10.5%	14.2%	55,936.4	43,887.7
CAP CAPITAL EXPENDITURES TO DEPRECIATION 72.4% 143.3% 123.2% 111.0% 70.2% -14.0% 1.1% 0.5 (0.2		LONG TERM DEBT TO TOTAL ASSETS	12.7%	13.0%	12.0%	11.2%	-5.7%	-7.7%	-4.7%	(0.0)	(0.0)
CAP CAPITAL EXPENDITURES TO DEPRECIATION 72.4% 143.3% 123.2% 111.0% 70.2% 14.0% 1.1% 0.5 (0.2 CAP CAPITAL EXPENDITURE GROWTH RATE 3.1 6.2 5.3 4.8 71.4% 14.5% -3.1% 2.2 (0.3 CAP CAPITAL EXPENDITURE GROWTH RATE 3.1 6.2 5.3 4.8 71.4% 14.5% -3.1% 2.2 (0.3 CAP CAPITAL EXPENDITURE GROWTH RATE 3.1 6.2 5.3 4.8 71.4% 14.5% -3.1% 2.2 (0.3 CAP CAPITAL EXPENDITURE GROWTH RATE 3.1 6.2 5.3 4.8 71.4% 14.5% -3.1% 2.2 (0.3 CAP CAPITAL EXPENDITURE GROWTH RATE 3.1 6.2 5.3 4.8 71.4% -15.0% 0.4% 0.0 (0.0 CAPITAL EXPENDITURE GROWTH RATE 3.1 6.2 5.3 4.8 71.4% 1.5% 1.5% 0.0 (0.0 CAPITAL EXPENDITURE GROWTH RATE 3.1 6.2 5.3 4.8 71.4% 1.5% 0.0 0.0 (0.0 CAPITAL EXPENDITURE GROWTH RATE 3.1 6.2 5.3 4.8 71.4% 1.5% 1.5% 0.0 0.0 (0.0 CAPITAL EXPENDITURE GROWTH RATE 3.1 6.2 5.3 4.8 71.4% 1.5% 1.5% 0.0 0.0 (0.0 CAPITAL EXPENDITURE GROWTH RATE 3.1 6.2 5.3 4.8 71.4% 1.5% 1.5% 0.0			11.6	10.8	12.5	14.5		15.3%	2.2%	0.9	1.7
CAP CAPITAL EXPENDITURE GROWTH RATE CAP CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV CAP CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV CAP CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV CAP CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV CAP CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV CAP CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV CAP CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV CAP CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV CAP CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV CAP CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV CAP CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV CAP CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV CAP CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV CAP CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV CAP CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV CAP CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV CAP CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV CAP CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV CAP CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV PRICE AS A % OF TOTAL OPERATIN CROSS AS A % OF TOTAL MARGIN % AS A % OF TOTAL OPERATING ACROSS AS A % OF TOTAL OPERATIN CROSS AS A % OF TOTAL OPERATING ACROSS AS A % OF TOTAL OPERATING ACROSS AS A % OF TOTAL OPERATING ACROSS AS A % OF TOTAL OPERATION CROSS AS A % OF TOTAL OPE		DEPRECIATION RATE	4.3	4.3	4.3	4.4	0.7%	-0.5%	-4.2%	0.0	(0.0)
CAP CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV 2.6% 5.7% 4.9% 4.5% 84.4% -15.0% 0.4% 0.0 (0.0	CAP	CAPITAL EXPENDITURES TO DEPRECIATION	72.4%	143.3%	123.2%	111.0%	70.2%	-14.0%	1.1%	0.5	(0.2)
REV DEDUCTION % 51.8% 51.8% 53.0% 53.7% 54.4% 3.7% 1.4% 1.6% 0.0 0.0 0.0	CAP	CAPITAL EXPENDITURE GROWTH RATE	3.1	6.2		4.8	71.4%	-14.5%	-3.1%	2.2	(0.9)
REV DEDUCTION %	CAP	CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV	2.6%	5.7%	4.9%	4.5%	84.4%	-15.0%	0.4%	0.0	(0.0)
REV DEDUCTION % S1.8% S3.0% S3.7% S4.4% 3.7% 1.4% 1.6% 0.0 0.0							DED 0 = 1 T	01141105	**********	" 011	
REV DEDUCTION %										# CH/	ANGE
REV BAD DEBT % 1.5% 1.5% 1.5% 1.5% 1.4% 3.6% -2.0% -9.1% 0.0 (0.0			20464	2047B	20474	2040B	2016A -	2017B -	2014A -		
REV FREE CARE % 0.5% 0.5% 0.7% 0.6% 39.7% 45.5% -3.8% 0.0 0.0 REV OPERATING MARGIN % 3.4% 3.0% 3.7% 3.9% 7.3% 23.2% -2.3% 0.0 0.0 REV TOTAL MARGIN % 3.8% 3.4% 4.9% 4.3% 28.7% 46.0% -2.2% 0.0 0.0 REV OUTPATIENT GROSS REVENUE % 80.3% 79.4% 79.8% 79.6% -0.6% 0.5% 0.7% (0.0) 0.0 REV INPATIENT GROSS REVENUE % 19.7% 20.6% 20.2% 20.4% 2.3% -2.1% -2.6% 0.0 (0.0 REV PHYSICIAN GROSS REVENUE % 0.0% 0	DEV/	DEDUCTION 9/					2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
REV OPERATING MARGIN % 3.4% 3.0% 3.7% 3.9% 7.3% 23.2% -2.3% 0.0 0.0			51.8%	53.0%	53.7%	54.4%	2016A - 2017A 3.7%	2017B - 2017A 1.4%	2014A - 2018B 1.6%	2016A - 2017A	2017B - 2017A 0.0
REV TOTAL MARGIN % 3.8% 3.4% 4.9% 4.3% 28.7% 46.0% -2.2% 0.0 0.0	REV	BAD DEBT %	51.8% 1.5%	53.0% 1.5%	53.7% 1.5%	54.4% 1.4%	2016A - 2017A 3.7% 3.6%	2017B - 2017A 1.4% -2.0%	2014A - 2018B 1.6% -9.1%	2016A - 2017A 0.0 0.0	2017B - 2017A 0.0 (0.0)
REV OUTPATIENT GROSS REVENUE % 80.3% 79.4% 79.8% 79.6% -0.6% 0.5% 0.7% (0.0) 0.0 REV INPATIENT GROSS REVENUE % 19.7% 20.6% 20.2% 20.4% 2.3% -2.1% -2.6% 0.0 (0.0) REV PHYSICIAN GROSS REVENUE % 0.0% <td< td=""><td>REV REV</td><td>BAD DEBT % FREE CARE %</td><td>51.8% 1.5% 0.5%</td><td>53.0% 1.5% 0.5%</td><td>53.7% 1.5% 0.7%</td><td>54.4% 1.4% 0.6%</td><td>2016A - 2017A 3.7% 3.6% 39.7%</td><td>2017B - 2017A 1.4% -2.0% 45.5%</td><td>2014A - 2018B 1.6% -9.1% -3.8%</td><td>2016A - 2017A 0.0 0.0 0.0</td><td>2017B - 2017A 0.0 (0.0) 0.0</td></td<>	REV REV	BAD DEBT % FREE CARE %	51.8% 1.5% 0.5%	53.0% 1.5% 0.5%	53.7% 1.5% 0.7%	54.4% 1.4% 0.6%	2016A - 2017A 3.7% 3.6% 39.7%	2017B - 2017A 1.4% -2.0% 45.5%	2014A - 2018B 1.6% -9.1% -3.8%	2016A - 2017A 0.0 0.0 0.0	2017B - 2017A 0.0 (0.0) 0.0
REV INPATIENT GROSS REVENUE % 19.7% 20.6% 20.2% 20.4% 2.3% -2.1% -2.6% 0.0 (0.0	REV REV REV	BAD DEBT % FREE CARE % OPERATING MARGIN %	51.8% 1.5% 0.5% 3.4%	53.0% 1.5% 0.5% 3.0%	53.7% 1.5% 0.7% 3.7%	54.4% 1.4% 0.6% 3.9%	2016A - 2017A 3.7% 3.6% 39.7% 7.3%	2017B - 2017A 1.4% -2.0% 45.5% 23.2%	2014A - 2018B 1.6% -9.1% -3.8% -2.3%	2016A - 2017A 0.0 0.0 0.0 0.0 0.0	2017B - 2017A 0.0 (0.0) 0.0 0.0
REV PHYSICIAN GROSS REVENUE % 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0	REV REV REV	BAD DEBT % FREE CARE % OPERATING MARGIN % TOTAL MARGIN %	51.8% 1.5% 0.5% 3.4% 3.8%	53.0% 1.5% 0.5% 3.0% 3.4%	53.7% 1.5% 0.7% 3.7% 4.9%	54.4% 1.4% 0.6% 3.9% 4.3%	2016A - 2017A 3.7% 3.6% 39.7% 7.3% 28.7%	2017B - 2017A 1.4% -2.0% 45.5% 23.2% 46.0%	2014A - 2018B 1.6% -9.1% -3.8% -2.3% -2.2%	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
REV SNF/REHAB/SWING GROSS REVENUE % 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0	REV REV REV REV	BAD DEBT % FREE CARE % OPERATING MARGIN % TOTAL MARGIN % OUTPATIENT GROSS REVENUE %	51.8% 1.5% 0.5% 3.4% 3.8% 80.3%	53.0% 1.5% 0.5% 3.0% 3.4% 79.4%	53.7% 1.5% 0.7% 3.7% 4.9% 79.8%	54.4% 1.4% 0.6% 3.9% 4.3% 79.6%	2016A - 2017A 3.7% 3.6% 39.7% 7.3% 28.7% -0.6%	2017B - 2017A 1.4% -2.0% 45.5% 23.2% 46.0% 0.5%	2014A - 2018B 1.6% -9.1% -3.8% -2.3% -2.2% 0.7%	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 ALL NET PATIENT REVENUE % WITH DSH & GME	REV REV REV REV REV	BAD DEBT % FREE CARE % OPERATING MARGIN % TOTAL MARGIN % OUTPATIENT GROSS REVENUE % INPATIENT GROSS REVENUE %	51.8% 1.5% 0.5% 3.4% 3.8% 80.3% 19.7%	53.0% 1.5% 0.5% 3.0% 3.4% 79.4% 20.6%	53.7% 1.5% 0.7% 3.7% 4.9% 79.8% 20.2%	54.4% 1.4% 0.6% 3.9% 4.3% 79.6% 20.4%	2016A - 2017A 3.7% 3.6% 39.7% 7.3% 28.7% -0.6% 2.3%	2017B - 2017A 1.4% -2.0% 45.5% 23.2% 46.0% 0.5% -2.1%	2014A - 2018B 1.6% -9.1% -3.8% -2.3% -2.2% 0.7% -2.6%	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)
REV MEDICARE NET PATIENT REVENUE % INCLUDING PHYS 37.1% 35.5% 35.7% 33.8% -3.8% 0.5% -3.2% (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	BAD DEBT % FREE CARE % OPERATING MARGIN % TOTAL MARGIN % OUTPATIENT GROSS REVENUE % INPATIENT GROSS REVENUE % PHYSICIAN GROSS REVENUE %	51.8% 1.5% 0.5% 3.4% 3.8% 80.3% 19.7%	53.0% 1.5% 0.5% 3.0% 3.4% 79.4% 20.6%	53.7% 1.5% 0.7% 3.7% 4.9% 79.8% 20.2%	54.4% 1.4% 0.6% 3.9% 4.3% 79.6% 20.4%	2016A - 2017A 3.7% 3.6% 39.7% 7.3% 28.7% -0.6% 2.3% 0.0%	2017B - 2017A 1.4% -2.0% 45.5% 23.2% 46.0% 0.5% -2.1%	2014A - 2018B 1.6% -9.1% -3.8% -2.3% -2.2% 0.7% -2.6% 0.0%	2016A - 2017A 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0	2017B - 2017A 0.0 (0.0) 0.0 0.0 0.0 0.0 (0.0) -
REV MEDICAID NET PATIENT REVENUE % INCLUDING PHYS 34.1% 29.7% 30.6% 27.9% -10.1% 3.2% -5.9% (0.0) 0.0 REV COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS 71.7% 72.6% 71.5% 72.4% -0.2% -1.5% 1.5% (0.0) (0.0) PROD ADJUSTED ADMISSIONS PER FTE 2016A 2017B 2017A 2018B 2017A 2018B 2016A - 2017A 2018B 2016A - 2017A 2018B 2016A - 2017A 2017B - 2017A 2018B 2016A - 2017A 2017B - 2017A<	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 %	51.8% 1.5% 0.5% 3.4% 3.8% 80.3% 19.7% 0.0%	53.0% 1.5% 0.5% 3.0% 3.4% 79.4% 20.6% 0.0%	53.7% 1.5% 0.7% 3.7% 4.9% 79.8% 20.2% 0.0%	54.4% 1.4% 0.6% 3.9% 4.3% 79.6% 20.4% 0.0%	2016A - 2017A 3.7% 3.6% 39.7% 7.3% 28.7% -0.6% 2.3% 0.0%	2017B - 2017A 1.4% -2.0% 45.5% 23.2% 46.0% 0.5% -2.1% 0.0%	2014A - 2018B 1.6% -9.1% -3.8% -2.3% -2.2% 0.7% -2.6% 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 COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS 71.7% 72.6% 71.5% 72.4% -0.2% -1.5% 1.5% (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	51.8% 1.5% 0.5% 3.4% 3.8% 80.3% 19.7% 0.0% 48.2%	53.0% 1.5% 0.5% 3.0% 3.4% 79.4% 20.6% 0.0% 47.0%	53.7% 1.5% 0.7% 3.7% 4.9% 79.8% 20.2% 0.0% 46.3%	54.4% 1.4% 0.6% 3.9% 4.3% 79.6% 20.4% 0.0% 0.0% 45.6%	2016A - 2017A 3.7% 3.6% 39.7% 7.3% 28.7% -0.6% 2.3% 0.0% 0.0% -3.9%	2017B - 2017A 1.4% -2.0% 45.5% 23.2% 46.0% 0.5% -2.1% 0.0% 0.0% -1.6%	2014A - 2018B 1.6% -9.1% -3.8% -2.3% -2.2% 0.7% -2.6% 0.0% -1.8%	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)
PROD ADJUSTED ADMISSIONS PER FTE 22.9 21.4 22.2 22.2 -3.2% 3.6% 2.9% (0.7) 0.8	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	51.8% 1.5% 0.5% 3.4% 3.8% 80.3% 19.7% 0.0% 48.2% 37.1%	53.0% 1.5% 0.5% 3.0% 3.4% 79.4% 20.6% 0.0% 47.0% 35.5%	53.7% 1.5% 0.7% 3.7% 4.9% 79.8% 20.2% 0.0% 46.3% 35.7%	54.4% 1.4% 0.6% 3.9% 4.3% 79.6% 20.4% 0.0% 45.6% 33.8%	2016A - 2017A 3.7% 3.6% 39.7% 7.3% 28.7% -0.6% 2.3% 0.0% -3.9% -3.8%	2017B - 2017A 1.4% -2.0% 45.5% 23.2% 46.0% -2.1% 0.0% -1.6% 0.5%	2014A - 2018B 1.6% -9.1% -3.8% -2.3% -2.2% 0.7% -2.6% 0.0% -1.8% -3.2%	2016A - 2017A 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
PROD ADJUSTED ADMISSIONS PER FTE 22.9 21.4 22.2 22.2 -3.2% 3.6% 2.9% (0.7) 0.8 PROD FTES PER 100 ADJ DISCHARGES 4.4 4.7 4.5 4.5 3.3% -3.5% -2.8% 0.1 (0.2 PROD FTES PER ADJUSTED OCCUPIED BED 4.8 5.2 4.7 4.8 -2.0% -8.1% -1.8% (0.1) (0.4 PROD RETURN ON ASSETS 7.3% 6.9% 9.4% 8.3% 28.7% 36.3% -4.6% 0.0 0.0 PROD OVERHEAD EXPENSE W/FRINGE, AS A % OF TOTAL OPERATIN 28.3% 26.7% 25.6% 25.4% -9.5% -4.0% -0.1% (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	51.8% 1.5% 0.5% 3.4% 3.8% 80.3% 19.7% 0.0% 48.2% 37.1% 34.1%	53.0% 1.5% 0.5% 3.0% 3.4% 79.4% 20.6% 0.0% 47.0% 35.5% 29.7%	53.7% 1.5% 0.7% 3.7% 4.9% 79.8% 20.2% 0.0% 46.3% 35.7% 30.6%	54.4% 1.4% 0.6% 3.9% 4.3% 79.6% 20.4% 0.0% 0.0% 45.6% 33.8% 27.9%	2016A - 2017A 3.7% 3.6% 39.7% 7.3% 28.7% -0.6% 0.0% 0.0% -3.9% -3.8% -10.1%	2017B - 2017A 1.4% -2.0% 45.5% 23.2% 46.0% -2.1% -0.0% -1.6% 0.5% 3.2%	2014A - 2018B 1.6% -9.1% -3.8% -2.3% -2.2% 0.7% -2.6% 0.0% -1.8% -3.2% -5.9%	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
PROD ADJUSTED ADMISSIONS PER FTE 22.9 21.4 22.2 22.2 -3.2% 3.6% 2.9% (0.7) 0.8 PROD FTES PER 100 ADJ DISCHARGES 4.4 4.7 4.5 4.5 3.3% -3.5% -2.8% 0.1 (0.2 PROD FTES PER ADJUSTED OCCUPIED BED 4.8 5.2 4.7 4.8 -2.0% -8.1% -1.8% (0.1) (0.4 PROD RETURN ON ASSETS 7.3% 6.9% 9.4% 8.3% 28.7% 36.3% -4.6% 0.0 0.0 PROD OVERHEAD EXPENSE W/ FRINGE, AS A % OF TOTAL OPERATIN 28.3% 26.7% 25.6% 25.4% -9.5% -4.0% -0.1% (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	51.8% 1.5% 0.5% 3.4% 3.8% 80.3% 19.7% 0.0% 48.2% 37.1% 34.1%	53.0% 1.5% 0.5% 3.0% 3.4% 79.4% 20.6% 0.0% 47.0% 35.5% 29.7%	53.7% 1.5% 0.7% 3.7% 4.9% 79.8% 20.2% 0.0% 46.3% 35.7% 30.6%	54.4% 1.4% 0.6% 3.9% 4.3% 79.6% 20.4% 0.0% 0.0% 45.6% 33.8% 27.9%	2016A - 2017A 3.7% 3.6% 39.7% 7.3% 28.7% -0.6% 2.3% 0.0% -3.9% -3.8% -10.1% -0.2%	2017B - 2017A 1.4% -2.0% 45.5% 23.2% 46.0% -2.1% 0.0% -1.6% 0.5% 3.2% -1.5%	2014A - 2018B 1.6% -9.1% -3.8% -2.3% -2.2% 0.7% -2.6% 0.0% -1.8% -3.2% -5.9% 1.5%	2016A - 2017A 0.0 0.0 0.0 0.0 0.0 0.0 - (0.0) (0.0) (0.0) (0.0) (0.0)	2017B - 2017A 0.0 (0.0) 0.0 0.0 0.0 0.0 (0.0) - (0.0) 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0
PROD FTES PER 100 ADJ DISCHARGES 4.4 4.7 4.5 4.5 3.3% -3.5% -2.8% 0.1 (0.2 PROD FTES PER ADJUSTED OCCUPIED BED 4.8 5.2 4.7 4.8 -2.0% -8.1% -1.8% (0.1) (0.4 PROD RETURN ON ASSETS 7.3% 6.9% 9.4% 8.3% 28.7% 36.3% -4.6% 0.0 0.0 PROD OVERHEAD EXPENSE W/ FRINGE, AS A % OF TOTAL OPERATIN 28.3% 26.7% 25.6% 25.4% -9.5% -4.0% -0.1% (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	51.8% 1.5% 0.5% 3.4% 3.8% 80.3% 19.7% 0.0% 48.2% 37.1% 34.1%	53.0% 1.5% 0.5% 3.0% 3.4% 79.4% 20.6% 0.0% 47.0% 35.5% 29.7%	53.7% 1.5% 0.7% 3.7% 4.9% 79.8% 20.2% 0.0% 46.3% 35.7% 30.6%	54.4% 1.4% 0.6% 3.9% 4.3% 79.6% 20.4% 0.0% 0.0% 45.6% 33.8% 27.9%	2016A - 2017A 3.7% 3.6% 39.7% 7.3% 28.7% -0.6% 0.0% 0.0% -3.9% -10.1% -0.2% PERCENT	2017B - 2017A 1.4% -2.0% 45.5% 23.2% 46.0% 0.5% -2.1% 0.0% -1.6% 0.5% 3.2% -1.5% CHANGE	2014A - 2018B 1.6% -9.1% -3.8% -2.3% -2.2% 0.7% -2.6% 0.0% -1.8% -3.2% -5.9% 1.5% ANNUALIZED	2016A - 2017A 0.0 0.0 0.0 0.0 0.0 0.0 - (0.0) (0.0) (0.0) (0.0) (0.0)	2017B - 2017A 0.0 (0.0) 0.0 0.0 0.0 0.0 (0.0) - (0.0) 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0
PROD FTES PER ADJUSTED OCCUPIED BED 4.8 5.2 4.7 4.8 -2.0% -8.1% -1.8% (0.1) (0.4 PROD RETURN ON ASSETS 7.3% 6.9% 9.4% 8.3% 28.7% 36.3% -4.6% 0.0 0.0 PROD OVERHEAD EXPENSE W/ FRINGE, AS A % OF TOTAL OPERATIN 28.3% 26.7% 25.6% 25.4% -9.5% -4.0% -0.1% (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	51.8% 1.5% 0.5% 3.4% 3.8% 80.3% 19.7% 0.0% 0.0% 48.2% 37.1% 34.1% 71.7%	53.0% 1.5% 0.5% 3.0% 3.4% 79.4% 20.6% 0.0% 47.0% 35.5% 29.7% 72.6%	53.7% 1.5% 0.7% 3.7% 4.9% 79.8% 20.2% 0.0% 0.0% 46.3% 35.7% 30.6% 71.5%	54.4% 1.4% 0.6% 3.9% 4.3% 79.6% 20.4% 0.0% 45.6% 33.8% 27.9% 72.4%	2016A - 2017A 3.7% 3.6% 39.7% 7.3% 28.7% -0.6% 2.3% 0.0% -3.9% -10.1% -0.2% PERCENT 2016A -	2017B - 2017A 1.4% -2.0% 45.5% 23.2% 46.0% 0.5% -2.1% 0.0% -1.6% 3.2% -1.5% CHANGE 2017B -	2014A - 2018B 1.6% -9.1% -3.8% -2.3% -2.2% 0.7% -2.6% 0.0% -1.8% -3.2% -5.9% 1.5% ANNUALIZED 2014A -	2016A - 2017A 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 0.0 0.0 0.0
PROD RETURN ON ASSETS 7.3% 6.9% 9.4% 8.3% 28.7% 36.3% -4.6% 0.0 0.0 PROD OVERHEAD EXPENSE W/ FRINGE, AS A % OF TOTAL OPERATIN 28.3% 26.7% 25.6% 25.4% -9.5% -4.0% -0.1% (0.0) (0.0)	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	51.8% 1.5% 0.5% 3.4% 3.8% 80.3% 19.7% 0.0% 48.2% 37.1% 34.1% 71.7%	53.0% 1.5% 0.5% 3.0% 3.4% 79.4% 20.6% 0.0% 47.0% 35.5% 29.7% 72.6%	53.7% 1.5% 0.7% 3.7% 4.9% 79.8% 20.2% 0.0% 46.3% 35.7% 30.6% 71.5%	54.4% 1.4% 0.6% 3.9% 4.3% 79.6% 20.4% 0.0% 45.6% 33.8% 27.9% 72.4%	2016A - 2017A 3.7% 3.6% 39.7% 7.3% 28.7% -0.6% 2.3% 0.0% -3.9% -10.1% -0.2% PERCENT 2016A - 2017A	2017B - 2017A 1.4% -2.0% 45.5% 23.2% 46.0% 0.5% -2.1% 0.0% -1.6% 0.5% 3.2% -1.5% CHANGE 2017B - 2017A	2014A - 2018B 1.6% -9.1% -3.8% -2.3% -2.2% 0.7% -2.6% 0.0% -1.8% -3.2% -5.9% 1.5% 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) (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 0.0 0.0 0.0
PROD RETURN ON ASSETS 7.3% 6.9% 9.4% 8.3% 28.7% 36.3% -4.6% 0.0 0.0 PROD OVERHEAD EXPENSE W/ FRINGE, AS A % OF TOTAL OPERATIN 28.3% 26.7% 25.6% 25.4% -9.5% -4.0% -0.1% (0.0) (0.0)	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	51.8% 1.5% 0.5% 3.4% 3.8% 80.3% 19.7% 0.0% 48.2% 37.1% 34.1% 71.7%	53.0% 1.5% 0.5% 3.0% 3.4% 79.4% 20.6% 0.0% 47.0% 35.5% 29.7% 72.6%	53.7% 1.5% 0.7% 3.7% 4.9% 79.8% 20.2% 0.0% 46.3% 35.7% 30.6% 71.5%	54.4% 1.4% 0.6% 3.9% 4.3% 79.6% 20.4% 0.0% 45.6% 33.8% 27.9% 72.4%	2016A - 2017A 3.7% 3.6% 39.7% 7.3% 28.7% -0.6% 2.3% 0.0% -3.9% -10.1% -0.2% PERCENT 2016A - 2017A -3.2%	2017B - 2017A 1.4% -2.0% 45.5% 23.2% 46.0% 0.5% -2.1% 0.0% -1.6% 0.5% 3.2% -1.5% CHANGE 2017B - 2017A 3.6%	2014A - 2018B 1.6% -9.1% -3.8% -2.3% -2.2% 0.7% -2.6% 0.0% -1.8% -3.2% -5.9% 1.5% ANNUALIZED 2014A - 2018B 2.9%	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) (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 0.0 0.0 0.0 0.0
	REV	BAD DEBT % FREE CARE % OPERATING MARGIN % TOTAL MARGIN % OUTPATIENT GROSS REVENUE % INPATIENT GROSS REVENUE % PHYSICIAN GROSS REVENUE % SNF/REHAB/SWING GROSS REVENUE % ALL NET PATIENT REVENUE % WITH DSH & GME MEDICARE NET PATIENT REVENUE % INCLUDING PHYS MEDICAID NET PATIENT REVENUE % INCLUDING PHYS COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS ADJUSTED ADMISSIONS PER FTE FTES PER 100 ADJ DISCHARGES	51.8% 1.5% 0.5% 3.4% 3.8% 80.3% 19.7% 0.0% 48.2% 37.1% 34.1% 71.7% 2016A 22.9 4.4	53.0% 1.5% 0.5% 3.0% 3.4% 79.4% 20.6% 0.0% 47.0% 35.5% 29.7% 72.6% 2017B 21.4 4.7	53.7% 1.5% 0.7% 3.7% 4.9% 79.8% 20.2% 0.0% 46.3% 35.7% 30.6% 71.5%	54.4% 1.4% 0.6% 3.9% 4.3% 79.6% 20.4% 0.0% 45.6% 33.8% 27.9% 72.4% 2018B 22.2 4.5	2016A - 2017A 3.7% 3.6% 39.7% 7.3% 28.7% -0.6% 2.3% 0.0% -3.9% -3.8% -10.1% -0.2% PERCENT 2016A - 2017A -3.2% 3.3%	2017B - 2017A 1.4% -2.0% 45.5% 46.0% 0.5% -2.1% 0.0% -1.6% 0.5% 3.2% -1.5% CHANGE 2017B - 2017A 3.6% -3.5%	2014A - 2018B 1.6% -9.1% -3.8% -2.3% -2.2% 0.7% -2.6% 0.0% -1.8% -3.2% -5.9% 1.5% ANNUALIZED 2014A - 2018B 2.9% -2.8%	2016A - 2017A 0.0 0.0 0.0 0.0 0.0 0.0 0.0 - - (0.0) (0.0) (0.0) (0.0) (2.0) # CHA 2016A - 2017A (0.7) 0.1	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 0.0 0.0 0.0 0.0 0.0
PERCENT CHANGE ANNUALIZED # CHANGE	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	51.8% 1.5% 0.5% 3.4% 3.8% 80.3% 19.7% 0.0% 48.2% 37.1% 34.1% 71.7% 2016A 22.9 4.4 4.8	53.0% 1.5% 0.5% 3.0% 3.4% 79.4% 20.6% 0.0% 47.0% 35.5% 29.7% 72.6% 2017B 21.4 4.7 5.2	53.7% 1.5% 0.7% 3.7% 4.9% 79.8% 20.2% 0.0% 46.3% 35.7% 30.6% 71.5% 2017A 22.2 4.5 4.7	54.4% 1.4% 0.6% 3.9% 4.3% 79.6% 20.4% 0.0% 45.6% 33.8% 27.9% 72.4% 2018B 22.2 4.5 4.8	2016A - 2017A 3.7% 3.6% 39.7% 7.3% 28.7% -0.6% 2.3% 0.0% -3.9% -3.8% -10.1% -0.2% PERCENT 2016A - 2017A -3.2% 3.3% -2.0%	2017B - 2017A 1.4% -2.0% 45.5% 46.0% 0.5% -2.1% 0.0% -1.6% 0.5% 3.2% -1.5% CHANGE 2017B - 2017A 3.6% -3.5% -8.1%	2014A - 2018B 1.6% -9.1% -3.8% -2.3% -2.2% 0.7% -2.6% 0.0% -1.8% -3.2% -5.9% 1.5% ANNUALIZED 2014A - 2018B 2.9% -2.8% -1.8%	2016A - 2017A 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 0.0 0.0 0.0
	REV	BAD DEBT % FREE CARE % OPERATING MARGIN % TOTAL MARGIN % OUTPATIENT GROSS REVENUE % INPATIENT GROSS REVENUE % PHYSICIAN GROSS REVENUE % SNF/REHAB/SWING GROSS REVENUE % ALL NET PATIENT REVENUE % WITH DSH & GME MEDICARE NET PATIENT REVENUE % INCLUDING PHYS MEDICAID NET PATIENT REVENUE % INCLUDING PHYS COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS ADJUSTED ADMISSIONS PER FTE FTES PER 100 ADJ DISCHARGES FTES PER ADJUSTED OCCUPIED BED RETURN ON ASSETS	51.8% 1.5% 0.5% 3.4% 3.8% 80.3% 19.7% 0.0% 48.2% 37.1% 34.1% 71.7% 2016A 22.9 4.4 4.8 7.3%	53.0% 1.5% 0.5% 3.0% 3.4% 79.4% 20.6% 0.0% 47.0% 35.5% 29.7% 72.6% 2017B 21.4 4.7 5.2 6.9%	53.7% 1.5% 0.7% 3.7% 4.9% 79.8% 20.2% 0.0% 46.3% 35.7% 30.6% 71.5% 2017A 22.2 4.5 4.7 9.4%	54.4% 1.4% 0.6% 3.9% 4.3% 79.6% 20.4% 0.0% 45.6% 33.8% 27.9% 72.4% 2018B 22.2 4.5 4.8 8.3%	2016A - 2017A 3.7% 3.6% 39.7% 7.3% 28.7% -0.6% 0.0% -3.9% -3.8% -10.1% -0.2% PERCENT 2016A - 2017A -3.2% 3.3% -2.0% 28.7%	2017B - 2017A 1.4% -2.0% 45.5% 46.0% 0.5% -2.1% 0.0% -1.6% 0.5% 3.2% -1.5% CHANGE 2017B - 2017A 3.6% -3.5% -8.1% 36.3%	2014A - 2018B 1.6% -9.1% -3.8% -2.2% 0.7% -2.6% 0.0% -1.8% -3.2% -5.9% 1.5% ANNUALIZED 2014A - 2018B 2.9% -2.8% -1.8% -4.6%	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) (0.0) # CHJ 2016A - 2017A (0.7) 0.1 (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 0.0 0.0 0.0 0.0 0.0 0.0

		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
COST	COST PER ADJUSTED ADMISSION	8,705	9,292	9,037	9,422	3.8%	-2.8%		331.4	(255.6)
COST	SALARY PER FTE - NON-MD	59,508	61,243	60.275	63,527	1.3%	-1.6%		767.2	(967.8)
COST	SALARY & BENEFITS PER FTE - NON-MD	75,319	79,209	76,607	82,331	1.7%	-3.3%	4.4%	1,288.6	(2,602.0)
COST	FRINGE BENEFIT % - NON-MD	26.6%	29.3%	27.1%	29.6%	2.0%	-7.6%	6.5%	0.0	(0.0)
COST	COMPENSATION RATIO	54.6%	56.8%	55.1%	56.4%	0.9%	-2.9%	0.1%	0.0	(0.0)
COST	CAPITAL COST % OF TOTAL EXPENSE	4.1%	4.4%	4.3%	4.5%	6.5%	-1.5%	-0.4%	0.0	(0.0)
COST	CAPITAL COST PER ADJUSTED ADMISSION	354	409	392	423	10.6%	-4.2%	1.4%	37.5	(17.0)
COST	CONTRACTUAL ALLOWANCE %	52.3%	53.2%	54.0%	54.7%	3.1%	1.4%	1.3%	0.0	0.0
						PERCENT		ANNUALIZED	# CH/	ANGE
		00404	00475	00474	00400	2016A -	2017B -	2014A -	00404 00474	00470 00474
0.4.01.1	OLIDDENIT DATIO	2016A	2017B	2017A	2018B	2017A	2017A	2018B	2016A - 2017A	2017B - 2017A
CASH	CURRENT RATIO	1.7	1.7	1.5	1.6	-13.3%	-16.5%		(0.2)	(0.3)
CASH	DAYS PAYABLE	64.5	54.8	62.9	56.6	-2.6%	14.7%	1.2%	(1.7)	8.0
CASH	DAYS RECEIVABLE	36.2	34.1	33.4	34.0	-7.5%	-1.9%		(2.7)	(0.7)
CASH	DAYS CASH ON HAND	59.4	45.4	44.0	41.6	-26.0%	-3.1%	-9.5%	(15.4)	(1.4)
CASH	CASH FLOW MARGIN	7.4%	7.3%	7.9%	8.2%	6.7%	8.3%	-1.3%	0.0	0.0
CASH	CASH TO LONG TERM DEBT	2.3	1.8	1.8	1.8	-22.7%	-3.6%	-7.2%	(0.5)	(0.1)
CASH	CASH FLOW TO TOTAL DEBT	0.4	0.5	0.5	0.6	19.6%	3.9%	-3.4%	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	16,177	17,547	17,272	18,444	6.8%	-1.6%	3.4%	1,095.2	(274.6)
UNIT	GROSS PRICE PER VISIT	881	903	923	976	4.7%	2.2%	1.4%	41.8	20.0
UNIT	GROSS REVENUE PER ADJ ADMISSION		20,005	19,687	20,990	7.1%	-1.6%	3.7%	1,303.6	(317.6)
UNIT	NET REVENUE PER ADJUSTED ADMISSION	8,855	9,404	9,109	9,564	2.9%	-3.1%	1.8%	254.1	(295.4)

Southwestern VT Medical Center Utilization

	2016	2017	2017	2018	\$ Ch	ange	% Change		
	Actual	Budget	Actual	Budget	Actual - Actual	Budget - Actual	Actual - Actual	Budget - Actual	
Inpatient				_					
Acute									
Beds (Staffed)	80	80	80	80		_	0.0%	0.0%	
Occupancy % (Staffed Beds)	38%	38%	40%	40%			5.3%	6.4%	
Admissions	3,387	3,341	3,383	3,398	(4)	42	-0.1%	1.3%	
Patient Days	11,141	11,024	11,729	11,570	588	705	5.3%	6.4%	
Average Length Of Stay	3.29	3.30	3.47	3.40	300	703	5.4%	5.1%	
Chronic/Rehab	3.29	3.30	3.47	3.40			3.476	3.176	
Beds (Staffed)	_	_	-			_		1	
Admissions	-	-	-			-			
	-	-	-			-			
Patient Days	"DIV/OI	"DIV/OI	- "DIV/OI	"DIV/OI	_	-	"DIV ((O)	"DIV //OI	
Average Length Of Stay	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	_		#DIV/0!	#DIV/0!	
SNF/ECF								1	
Beds (Staffed)	-	-	-			-			
Admissions	-	-	-			-			
Patient Days	-	-	-			-			
Average Length Of Stay	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!	
Nursery									
Beds (Staffed)	6	6	6	6		-	0.0%	0.0%	
Admissions	462	468	473	469	11	5	2.4%	1.1%	
Patient Days	1,078	1,044	1,145	1,150	67	101	6.2%	9.7%	
Average Length Of Stay	2.33	2.23	2.42	2.45			3.7%	8.5%	
Swing Beds									
Beds (Staffed)	-	-	-	-	-	-			
Admissions	-	-	-			-			
Patient Days	-	-	-			-			
Average Length Of Stay	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!	
Total									
Beds (Staffed)	86	86	86	86		- 1	0.0%	0.0%	
Admissions	3,849	3,809	3,856	3,867	7	47	0.2%	1.2%	
Patient Days	12,219	12,068	12,874	12,720	655	806	5.4%	6.7%	
Average Length Of Stay	3.17	3.17	3.34	3.29	0.16	0.17	5.2%	5.4%	
Outpatient	0.17	0.17	0.04	0.20	0.10	0.17	0.270	0.470	
All Outpatient Visits	287,393	285,036	285,295	285,514	(2,098)	259	-0.7%	0.1%	
Operating Room Procedure	2,266	2,390	2,288	2,617	(2,098)	(102)	1.0%	-4.3%	
Observation Units	2,266 978	1,010	725	738	(253)	(285)	-25.9%	-28.2%	
		1,010	725 144,043		` ′	` '	-25.9% -2.0%	-28.2% -10.0%	
Physician Office Visits	146,942	160,062	144,043	142,527	(2,899)	(16,019)	-∠.0%	-10.0%	
Ancillary	0.000	0.000	0.000	0.007		(70)	0.50/	1 0.00/	
All Operating Room Procedure	2,922	3,066	2,996	3,327	74	(70)	2.5%	-2.3%	
Emergency Room Visits	23,744	23,716	23,231	23,484	(513)	(485)	-2.2%	-2.0%	
Adjusted Statistics								1	
Adjusted Admissions	17,157	16,201	16,753	16,678	(404)	552	-2.4%	3.4%	
Adjusted Days	56,436	53,458	58,084	56,786	1,649	4,626	2.9%	8.7%	