

Vermont Community Hospital
Balance Sheet - Unrestricted Funds
ALL VERMONT COMMUNITY HOSPITALS (ROLLUP)

					PERCENT CHANGE		ANNUALIZED
	2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2013A - 2018B
ASSETS							
CURRENT ASSETS							
CASH & INVESTMENTS	\$366,749,063	\$348,171,932	\$315,739,030	\$339,914,508	-13.9%	-9.3%	1.8%
PATIENT ACCOUNTS RECEIVABLE, GROSS	\$450,698,279	\$425,639,883	\$468,536,549	\$450,381,272	4.0%	10.1%	3.1%
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS DUE FROM THIRD PARTIES	-\$175,555,967	-\$167,603,988	-\$181,308,262	-\$162,415,615	-3.3%	-8.2%	1.0%
RISK RESERVE FOR FIXED REFORM PAYMENTS	\$3,703,112	\$5,270,129	\$9,512,054	\$12,609,244	156.9%	80.5%	24.5%
OTHER CURRENT ASSETS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER CURRENT ASSETS	\$161,049,428	\$114,188,406	\$171,124,571	\$171,617,515	6.3%	49.9%	6.4%
TOTAL CURRENT ASSETS	\$806,643,915	\$725,666,362	\$783,603,942	\$812,106,923	-2.9%	8.0%	3.8%
BOARD DESIGNATED ASSETS							
FUNDED DEPRECIATION	\$663,878,879	\$676,725,565	\$838,783,022	\$697,465,947	26.3%	23.9%	7.1%
ESCROWED BOND FUNDS	\$59,682,779	\$58,752,611	\$5,076,128	\$21,543,947	-91.5%	-91.4%	-8.9%
OTHER	\$130,793,750	\$55,455,735	\$134,812,274	\$96,826,007	3.1%	143.1%	-1.6%
TOTAL BOARD DESIGNATED ASSETS	\$854,355,408	\$790,933,911	\$978,671,424	\$815,835,901	14.6%	23.7%	5.2%
TOTAL PROPERTY, PLANT AND EQUIPMENT, NET	\$870,982,951	\$1,093,688,191	\$943,582,565	\$1,065,930,815	8.3%	-13.7%	6.2%
OTHER LONG-TERM ASSETS	\$109,239,690	\$73,894,186	\$122,488,913	\$99,292,417	12.1%	65.8%	3.4%
TOTAL ASSETS	\$2,641,221,964	\$2,684,182,650	\$2,828,346,844	\$2,793,166,056	7.1%	5.4%	5.1%
LIABILITIES AND FUND BALANCE							
CURRENT LIABILITIES							
ACCOUNTS PAYABLE	\$80,754,458	\$81,646,732	\$104,683,960	\$80,369,789	29.6%	28.2%	3.7%
SALARIES, WAGES AND PAYROLL TAXES PAYABLE	\$141,875,224	\$140,793,749	\$129,450,810	\$137,714,677	-8.8%	-8.1%	-0.4%
ESTIMATED THIRD-PARTY SETTLEMENTS	\$48,415,339	\$38,382,756	\$29,232,917	\$50,610,712	-39.6%	-23.8%	2.9%
OTHER CURRENT LIABILITIES	\$82,825,739	\$92,113,733	\$93,682,819	\$107,069,219	13.1%	1.7%	7.2%
CURRENT PORTION OF LONG-TERM DEBT	\$24,888,162	\$44,803,943	\$29,381,127	\$30,805,153	18.1%	-34.4%	-6.3%
TOTAL CURRENT LIABILITIES	\$378,758,923	\$397,740,913	\$386,431,633	\$406,569,551	2.0%	-2.8%	1.9%
LONG-TERM DEBT							
BONDS & MORTGAGES PAYABLE	\$625,154,098	\$612,260,200	\$651,517,971	\$648,080,781	4.2%	6.4%	4.1%
CAPITAL LEASE OBLIGATIONS	\$743,452	\$783,622	\$1,510,825	\$1,189,074	103.2%	92.8%	-1.7%
OTHER LONG-TERM DEBT	\$16,859,160	\$25,421,259	\$22,079,372	\$12,749,289	31.0%	-13.1%	-13.3%
TOTAL LONG-TERM DEBT	\$642,756,710	\$638,465,081	\$675,108,167	\$662,019,144	5.0%	5.7%	3.5%
OTHER NONCURRENT LIABILITIES	\$150,641,888	\$124,422,261	\$109,693,184	\$144,920,203	-27.2%	-11.8%	6.0%
TOTAL LIABILITIES	\$1,172,157,520	\$1,160,628,255	\$1,171,232,985	\$1,213,508,898	-0.1%	0.9%	3.2%
FUND BALANCE	\$1,469,064,445	\$1,523,554,395	\$1,657,113,860	\$1,579,657,158	12.8%	8.8%	6.7%
TOTAL LIABILITIES AND FUND BALANCE	2,641,221,965	2,684,182,650	2,828,346,844	2,793,166,056	7.1%	5.4%	5.1%

Vermont Community Hospitals
Capital Budget
All Vermont Community Hospitals (Rollup)

	2013B	2013A	2014B	2016A	2017B	2017A	2018B	2019 Plan	2020 Plan	2021 Plan
CONSTRUCTION IN PROGRESS	\$600,000	\$634,857	\$250,000	\$10,020,995	\$100,000	\$992,645	\$469,085	\$0	\$0	\$0
LAND & LAND IMPROVEMENTS	\$126,673	\$2,179,360	\$2,917,000	\$1,094,306	\$215,500	\$1,269,841	\$1,789,000	\$92,000	\$0	\$0
BUILDINGS & BUILDING IMPROVEMENTS	\$30,941,116	\$32,432,541	\$42,310,475	\$46,642,830	\$48,502,553	\$33,952,126	\$49,001,961	\$34,347,411	\$29,147,767	\$26,453,734
FIXED EQUIPMENT	\$4,326,619	\$3,167,217	\$7,792,727	\$27,129,123	\$6,407,783	\$27,650,789	\$2,291,645	\$2,059,140	\$1,413,812	\$3,482,717
MAJOR MOVABLE EQUIPMENT	\$69,480,587	\$46,844,871	\$65,864,250	\$20,934,666	\$84,093,250	\$30,398,143	\$77,908,467	\$51,509,198	\$50,580,154	\$55,264,211
OTHER	\$0	\$706,350	\$0	\$96,054	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CAPITAL EXPENDITURES	\$105,474,995	\$85,965,196	\$119,134,451	\$105,917,974	\$139,319,086	\$94,263,544	\$131,460,158	\$88,007,749	\$81,141,732	\$85,200,662
TOTAL CON ITEMS	\$17,811,423	\$17,124,603	\$90,921,169	\$46,756,134	\$146,071,000	\$90,282,447	\$161,439,665	\$126,051,000	\$47,825,000	\$54,599,000
TOTAL CAP BUDGET AND PROJ CON	\$123,286,418	\$103,089,799	\$210,055,620	\$152,674,108	\$285,390,086	\$184,545,992	\$292,899,823	\$214,058,749	\$128,966,732	\$139,799,662

ALL VERMONT COMMUNITY HOSPITALS (ROLLUP)
Profit and Loss Statement

	2017 Budget to 2017 Actual					
	2016 Actual	2017 Budget	2017 Actuals	2018 Budget Approved	\$ Change	% Change
Gross Patient Care Revenue	\$5,022,142,448	\$5,024,582,354	\$5,160,851,780	\$5,273,136,403	\$136,269,426	2.7%
Disproportionate Share Payments	\$37,106,878	\$37,340,979	\$35,024,053	\$27,448,780	-\$2,316,926	-6.2%
Graduate Medical Education Payments	\$30,000,000	\$30,000,000	\$29,445,510	\$30,000,000	-\$554,490	-1.8%
Bad Debt	-\$63,720,674	-\$65,795,440	-\$71,910,071	-\$65,542,426	-\$6,114,631	-9.3%
Free Care	-\$34,941,876	-\$33,158,889	-\$43,032,447	-\$41,737,615	-\$9,873,557	-29.8%
Deductions From Revenue	-\$2,612,379,958	-\$2,571,196,399	-\$2,692,893,203	-\$2,977,114,615	-\$121,696,804	-4.7%
Net Revenue Deductions	-\$2,643,935,629	-\$2,602,809,749	-\$2,743,366,158	-\$3,026,945,876	-\$140,556,409	-5.4%
Net Patient Care Revenue	\$2,378,206,819	\$2,421,772,605	\$2,417,485,622	\$2,246,190,527	-\$4,286,983	-0.2%
Fixed Prospective Payments (incl Reserves&Other)	\$0	\$0	\$28,024,087	\$246,144,412	\$28,024,087	100.0%
Total NPR & FPP (incl Reserves)	\$2,378,206,819	\$2,421,772,605	\$2,445,509,709	\$2,492,334,939	\$23,737,104	1.0%
Other Operating Revenue	\$141,073,877	\$144,655,312	\$161,153,884	\$163,452,522	\$16,498,573	11.4%
Total Operating Revenue	\$2,519,280,696	\$2,566,427,916	\$2,606,663,593	\$2,655,787,462	\$40,235,677	1.6%
Operating Expense						0.0%
Salaries Non Md	\$808,126,826	\$836,671,099	\$857,737,423	\$880,015,527	\$21,066,324	2.5%
Fringe Benefits Non Md	\$238,549,900	\$259,580,003	\$259,445,903	\$252,966,866	-\$134,100	-0.1%
Fringe Benefits Md	\$41,667,932	\$45,414,036	\$44,401,595	\$44,422,573	-\$1,012,441	-2.2%
Physician Fees Salaries Contracts & Fringes	\$326,192,560	\$327,834,683	\$344,245,360	\$344,170,311	\$16,410,677	5.0%
Health Care Provider Tax	\$132,599,065	\$136,966,944	\$137,996,182	\$142,457,957	\$1,029,238	0.8%
Depreciation Amortization	\$106,630,509	\$111,859,798	\$106,016,908	\$112,696,320	-\$5,842,890	-5.2%
Interest - Short Term	\$963,106	\$210,224	\$17,023	\$65,306	-\$193,201	-91.9%
Interest - Long Term	\$19,098,110	\$20,038,572	\$20,362,982	\$24,287,127	\$324,410	1.6%
Other Operating Expense	\$745,977,486	\$756,806,772	\$766,991,821	\$785,597,899	\$10,185,049	1.3%
Total Operating Expense	\$2,419,805,495	\$2,495,382,131	\$2,537,215,198	\$2,586,679,885	\$41,833,067	1.7%
Net Operating Income (Loss)	\$99,475,201	\$71,045,786	\$69,448,396	\$69,107,577	-\$1,597,390	-2.2%
Non-Operating Revenue	\$41,449,741	\$36,146,043	\$87,568,469	\$39,936,040	\$51,422,426	142.3%
Excess (Deficit) Of Revenue Over Expense	\$140,924,942	\$107,191,828	\$157,016,864	\$109,043,617	\$49,825,036	46.5%
Operating Margin %	3.9%	2.8%	2.7%	2.6%		
Total Margin %	5.6%	4.2%	6.0%	4.1%		

Net Payer Revenue-Budget to Budget

All Vermont Community Hospitals (Rollup)					
PAYER REVENUE DETAIL		2017 Approved	2017 Actuals	B17-A18	B17-B18
All Payers	Gross Revenue	\$5,024,582,353.85	\$5,160,851,779.97	\$136,269,426.12	2.7%
	Contractual Allowances	-\$2,571,196,399.04	-\$2,692,893,203.01	-\$121,696,803.97	4.7%
	Bad debt	-\$65,795,439.87	-\$71,910,071.36	-\$6,114,631.49	9.3%
	Free Care	-\$33,158,889.38	-\$43,032,446.68	-\$9,873,557.30	29.8%
	Disproportionate Share Payments	\$37,340,979.00	\$35,024,052.62	-\$2,316,926.38	-6.2%
	Graduate Medical Education Payments	\$30,000,000.00	\$29,445,510.00	-\$554,490.00	-1.8%
	Net Payer Revenue	\$2,421,772,604.56	\$2,417,485,621.54	-\$4,286,983.02	-0.2%
	Fixed Prospective Payments	\$0.00	\$28,028,161.40	\$28,028,161.40	0.0%
	Other Reform Payments	\$0.00	\$94,221.00	\$94,221.00	0.0%
	Reserves (Risk)	\$0.00	-\$98,295.00	-\$98,295.00	0.0%
	Total NPR & FPP	\$2,421,772,604.56	\$2,445,509,708.94	\$23,737,104.38	1.0%
			\$0.00	\$0.00	\$0.00
COMMERCIAL	Gross Revenue	\$1,971,120,138.40	\$2,007,955,993.30	\$36,835,854.90	1.9%
	Contractual Allowances	-\$550,436,805.21	-\$584,152,367.96	-\$33,715,562.75	6.1%
	Bad debt	\$0.00	\$0.00	\$0.00	0.0%
	Free Care	\$0.00	\$0.00	\$0.00	0.0%
	Disproportionate Share Payments	\$0.00	\$0.00	\$0.00	0.0%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	Net Payer Revenue	\$1,420,683,333.19	\$1,423,803,625.34	\$3,120,292.15	0.2%
	Fixed Prospective Payments	\$0.00	\$0.00	\$0.00	0.0%
	Other Reform Payments	\$0.00	\$0.00	\$0.00	0.0%
	Reserves (Risk)	\$0.00	\$0.00	\$0.00	0.0%
	Total NPR & FPP	\$1,420,683,333.19	\$1,423,803,625.34	\$3,120,292.15	0.2%
			\$0.00	\$0.00	\$0.00
MEDICAID	Gross Revenue	\$934,362,842.34	\$886,423,872.82	-\$47,938,969.52	-5.1%
	Contractual Allowances	-\$672,963,639.11	-\$664,446,765.34	\$8,516,873.77	-1.3%
	Bad debt	\$0.00	\$0.00	\$0.00	0.0%
	Free Care	\$0.00	\$0.00	\$0.00	0.0%
	Disproportionate Share Payments	\$37,340,979.00	\$35,024,052.62	-\$2,316,926.38	-6.2%
	Graduate Medical Education Payments	\$30,000,000.00	\$29,445,510.00	-\$554,490.00	-1.8%
	Net Payer Revenue	\$328,740,182.23	\$286,446,670.10	-\$42,293,512.13	-12.9%
	Fixed Prospective Payments	\$0.00	\$28,028,161.40	\$28,028,161.40	0.0%
	Other Reform Payments	\$0.00	\$94,221.00	\$94,221.00	0.0%
	Reserves (Risk)	\$0.00	-\$98,295.00	-\$98,295.00	0.0%
	Total NPR & FPP	\$328,740,182.23	\$314,470,757.50	-\$14,269,424.73	-4.3%
			\$0.00	\$0.00	\$0.00
MEDICARE	Gross Revenue	\$2,119,099,373.11	\$2,266,471,913.85	\$147,372,540.74	7.0%
	Contractual Allowances	-\$1,347,795,954.72	-\$1,444,294,069.71	-\$96,498,114.99	7.2%
	Bad debt	\$0.00	\$0.00	\$0.00	0.0%
	Free Care	\$0.00	\$0.00	\$0.00	0.0%
	Disproportionate Share Payments	\$0.00	\$0.00	\$0.00	0.0%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	Net Payer Revenue	\$771,303,418.39	\$822,177,844.14	\$50,874,425.75	6.6%
	Fixed Prospective Payments	\$0.00	\$0.00	\$0.00	0.0%
	Other Reform Payments	\$0.00	\$0.00	\$0.00	0.0%
	Reserves (Risk)	\$0.00	\$0.00	\$0.00	0.0%
	Total NPR & FPP	\$771,303,418.39	\$822,177,844.14	\$50,874,425.75	6.6%
			\$0.00	\$0.00	\$0.00
Bad Debt/ Free Care	Gross Revenue	\$0.00	\$0.00	\$0.00	0.0%
	Contractual Allowances	\$0.00	\$0.00	\$0.00	0.0%
	Bad debt	-\$65,592,590.87	-\$71,684,214.36	-\$6,091,623.49	9.3%
	Free Care	-\$32,935,252.38	-\$42,748,962.68	-\$9,813,710.30	29.8%
	Disproportionate Share Payments	\$0.00	\$0.00	\$0.00	0.0%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	Net Payer Revenue	-\$98,527,843.25	-\$114,433,177.04	-\$15,905,333.79	16.1%

**ALL VERMONT COMMUNITY HOSPITALS (ROLLUP)
REPORT 3
STAFFING REPORT**

	2014A	2015A	2016B	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED 2012A - 2018B
								2016A - 2017A	2017B - 2017A	
PHYSICIAN FTEs										
GENERAL SERVICES	7.7	10.3	17.4	12.9	13.3	12.0	12.9	-6.9%	-9.2%	14.0%
INPATIENT ROUTINE SERVICES	56.5	56.8	62.6	58.4	60.8	52.2	69.4	-10.5%	-14.1%	36.8%
OUTPATIENT ROUTINE SERVICES	223.9	126.5	220.0	111.8	137.9	135.9	152.1	21.5%	-1.5%	5.9%
ANCILLARY SERVICES	110.5	118.4	129.4	111.0	118.4	111.7	122.7	0.6%	-5.7%	10.5%
OTHER SERVICES	25.9	24.2	27.4	24.0	25.3	25.1	21.9	4.8%	-0.6%	6.0%
PHYSICIAN OFFICE PRACTICE SERVICES	562.6	669.4	622.3	718.4	720.9	743.0	749.7	3.4%	3.1%	0.0%
UNCATEGORIZED	-	-	10.3	-	10.5	-	8.5	0.0%	-100.0%	0.0%
TOTAL PHYSICIAN FTEs	977.1	1,005.6	1,089.4	1,036.4	1,086.9	1,079.9	1,137.3	4.2%	-0.6%	6.9%
	2.2%	2.9%	3.6%	3.1%	-0.2%	4.2%	4.6%			
TRAVELER NON MD FTEs										
GENERAL SERVICES	0.2	0.5	-	0.2	0.5	1.3	0.1	437.5%	158.0%	100.0%
INPATIENT ROUTINE SERVICES	6.4	22.4	2.2	34.0	6.6	54.9	5.0	61.3%	731.1%	100.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	2.6	-	100.0%	100.0%	0.0%
ANCILLARY SERVICES	5.8	7.9	1.0	18.5	6.8	49.6	5.3	167.7%	629.6%	100.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	2.6	1.6	-	0.6	-	3.1	0.2	376.6%	100.0%	100.0%
UNCATEGORIZED	104.5	108.8	82.2	113.9	74.7	117.0	79.0	2.7%	56.6%	34.5%
TOTAL TRAVELER FTEs	119.5	141.0	85.4	167.3	88.6	228.3	89.6	36.5%	157.8%	37.4%
	54.5%	18.0%	8.9%	18.6%	3.7%	36.5%	1.2%			
TRAVELER MD FTEs										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	2.6	2.5	2.6	100.0%	-3.8%	100.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	-	0.0	-	100.0%	100.0%	0.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	1.0	0.5	0.5	100.0%	-50.0%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL TRAVELER MD FTEs	-	-	-	-	3.6	3.0	3.1	100.0%	-15.6%	100.0%
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-13.9%			
TOTAL TRAVELER FTEs										
GENERAL SERVICES	0.2	0.5	-	0.2	0.5	1.3	0.1	437.5%	158.0%	100.0%
INPATIENT ROUTINE SERVICES	6.4	22.4	2.2	34.0	9.2	57.4	7.6	68.7%	523.4%	100.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	2.6	-	100.0%	100.0%	0.0%
ANCILLARY SERVICES	5.8	7.9	1.0	18.5	6.8	49.7	5.3	168.0%	630.2%	100.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	2.6	1.6	-	0.6	1.0	3.6	0.7	454.7%	255.0%	100.0%
UNCATEGORIZED	104.5	108.8	82.2	113.9	74.7	117.0	79.0	2.7%	56.6%	34.5%
TOTAL TRAVELER FTEs	119.5	141.0	85.4	167.3	92.2	231.4	92.7	38.3%	151.0%	38.1%
	54.5%	18.0%	8.9%	18.6%	8.0%	38.3%	0.6%			
TOTAL RESIDENTS & FELLOWS FTEs										
GENERAL SERVICES	312.4	310.3	311.5	315.0	315.0	322.8	323.2	2.5%	2.5%	100.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	0.0	-	-	-	-100.0%	0.0%	0.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	8.3	7.6	9.0	31.1	11.0	10.3	11.8	-66.8%	-6.2%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL RESIDENTS & FELLOWS FTEs	320.6	317.9	320.5	346.1	326.0	333.1	334.9	-3.8%	2.2%	100.0%
	4.3%	-0.8%	1.7%	8.9%	1.7%	-3.8%	2.7%			
MLP FTEs										
GENERAL SERVICES	1.9	2.3	1.9	4.7	4.7	4.4	4.7	-7.2%	-6.8%	100.0%
INPATIENT ROUTINE SERVICES	4.6	3.7	5.0	14.3	8.2	2.3	7.4	-84.2%	-72.4%	100.0%
OUTPATIENT ROUTINE SERVICES	7.6	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	4.8	3.0	4.0	9.8	13.3	9.6	26.5	-1.8%	-27.8%	100.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	170.8	172.3	187.7	257.0	263.7	259.9	291.5	1.1%	-1.4%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL MLP FTEs	189.8	181.4	198.6	285.8	289.8	276.1	330.1	-3.4%	-4.7%	100.0%
	7.4%	-4.4%	2.4%	57.5%	45.9%	-3.4%	13.9%			

**ALL VERMONT COMMUNITY HOSPITALS (ROLLUP)
REPORT 3
STAFFING REPORT**

	2014A	2015A	2016B	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED 2012A - 2018B
								2016A - 2017A	2017B - 2017A	
ALL OTHER FTEs										
GENERAL SERVICES	4,005.1	4,070.9	4,209.5	4,130.0	4,301.2	4,257.6	4,297.4	3.1%	-1.0%	1.2%
INPATIENT ROUTINE SERVICES	2,301.9	2,331.7	2,257.8	2,308.0	2,307.0	2,374.6	2,388.8	2.9%	2.9%	1.0%
OUTPATIENT ROUTINE SERVICES	1,110.8	744.3	1,079.2	710.6	927.9	817.8	923.7	15.1%	-11.9%	-12.7%
ANCILLARY SERVICES	3,185.1	3,252.3	3,210.0	3,324.4	3,279.0	3,395.6	3,374.1	2.1%	3.6%	1.1%
OTHER SERVICES	15.0	15.0	15.9	14.3	16.3	15.1	31.4	6.0%	-7.1%	12.2%
PHYSICIAN OFFICE PRACTICE SERVICES	1,165.7	1,577.8	1,378.0	1,657.6	1,612.6	1,640.9	1,653.4	-1.0%	1.8%	100.0%
UNCATEGORIZED	-	-	14.0	-	14.2	-	11.4	0.0%	-100.0%	100.0%
TOTAL ALL OTHER FTEs	11,783.5	11,991.9	12,164.4	12,144.7	12,458.2	12,501.6	12,680.1	2.9%	0.3%	1.6%
	0.3%	1.8%	1.8%	1.3%	2.4%	2.9%	1.8%			
NON-MD FTEs										
GENERAL SERVICES	4,319.4	4,383.5	4,522.9	4,449.7	4,620.9	4,584.7	4,625.3	3.0%	-0.8%	2.5%
INPATIENT ROUTINE SERVICES	2,306.5	2,335.4	2,262.8	2,322.3	2,315.2	2,376.9	2,396.2	2.4%	2.7%	1.1%
OUTPATIENT ROUTINE SERVICES	1,118.4	744.3	1,079.2	710.6	927.9	817.8	923.7	15.1%	-11.9%	-12.7%
ANCILLARY SERVICES	3,189.9	3,255.3	3,214.0	3,334.2	3,292.3	3,405.2	3,400.6	2.1%	3.4%	1.2%
OTHER SERVICES	15.0	15.0	15.9	14.3	16.3	15.1	31.4	6.0%	-7.1%	12.2%
PHYSICIAN OFFICE PRACTICE SERVICES	1,344.8	1,757.8	1,574.7	1,945.7	1,887.2	1,911.1	1,956.6	-1.8%	1.3%	100.0%
UNCATEGORIZED	-	-	14.0	-	14.2	-	11.4	0.0%	-100.0%	100.0%
TOTAL NON-MD FTEs	12,293.9	12,491.2	12,663.5	12,776.6	13,074.0	13,110.8	13,345.1	2.6%	0.3%	2.5%
	0.5%	1.6%	1.8%	2.3%	3.1%	2.6%	2.1%			
ALL FTEs										
GENERAL SERVICES	4,327.3	4,394.3	4,540.2	4,462.8	4,634.7	4,598.1	4,638.2	3.0%	-0.8%	2.5%
INPATIENT ROUTINE SERVICES	2,369.4	2,414.6	2,327.6	2,414.6	2,385.1	2,486.5	2,473.1	3.0%	4.2%	1.2%
OUTPATIENT ROUTINE SERVICES	1,342.3	870.8	1,299.2	822.4	1,065.8	956.2	1,075.8	16.3%	-10.3%	-16.3%
ANCILLARY SERVICES	3,306.2	3,381.5	3,344.4	3,463.7	3,417.5	3,566.5	3,528.7	3.0%	4.4%	1.3%
OTHER SERVICES	40.8	39.2	43.2	38.2	41.5	40.2	53.3	5.2%	-3.2%	3.7%
PHYSICIAN OFFICE PRACTICE SERVICES	1,900.1	2,428.8	2,197.0	2,664.7	2,609.1	2,657.6	2,707.0	-0.3%	1.9%	100.0%
UNCATEGORIZED	104.5	108.8	106.5	113.9	99.3	117.0	98.9	2.7%	17.7%	39.6%
TOTAL ALL FTEs	13,390.5	13,637.9	13,858.2	13,980.3	14,253.1	14,422.1	14,575.0	3.2%	1.2%	2.3%
	0.9%	1.8%	2.0%	2.5%	2.8%	3.2%	2.3%			

NON-MD WAGES										
GENERAL SERVICES	\$240,860,560	\$257,637,344	\$270,600,737	\$269,842,263	\$281,240,807	\$289,675,309	\$296,123,598	7.3%	3.0%	5.5%
INPATIENT ROUTINE SERVICES	\$143,879,919	\$148,056,594	\$147,398,365	\$151,325,001	\$153,075,616	\$158,823,007	\$159,789,954	5.0%	3.8%	2.6%
OUTPATIENT ROUTINE SERVICES	\$13,320,315	\$11,329,648	\$129,327,383	\$11,940,295	\$13,904,313	\$11,842,082	\$12,676,089	-0.8%	-14.8%	-30.6%
ANCILLARY SERVICES	\$208,600,867	\$214,983,221	\$218,271,007	\$225,736,261	\$230,298,440	\$238,934,116	\$244,919,220	5.8%	3.7%	3.5%
OTHER SERVICES	\$573,380	\$531,506	\$514,340	\$505,737	\$538,546	\$535,727	\$543,572	5.9%	-0.5%	3.1%
PHYSICIAN OFFICE PRACTICE SERVICES	\$123,837,256	\$133,500,283	\$0	\$148,777,269	\$157,613,377	\$157,927,181	\$165,963,094	6.2%	0.2%	100.0%
UNCATEGORIZED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL NON-MD WAGES	\$731,072,297	\$766,038,596	\$766,111,831	\$808,126,826	\$836,671,099	\$857,737,423	\$880,015,527	6.1%	2.5%	4.8%
	1.8%	4.8%	4.5%	5.5%	9.2%	6.1%	5.2%			
NON-MD WAGES PER FTE										
GENERAL SERVICES	\$55,763	\$58,774	\$59,829	\$60,643	\$60,863	\$63,183	\$64,023	4.2%	3.8%	2.9%
INPATIENT ROUTINE SERVICES	\$62,381	\$63,398	\$65,140	\$65,162	\$66,118	\$66,819	\$66,685	2.5%	1.1%	1.5%
OUTPATIENT ROUTINE SERVICES	\$11,910	\$15,222	\$119,835	\$16,804	\$14,985	\$14,480	\$13,723	-13.8%	-3.4%	-20.6%
ANCILLARY SERVICES	\$65,395	\$66,041	\$67,912	\$67,704	\$69,950	\$70,168	\$72,022	3.6%	0.3%	2.2%
OTHER SERVICES	\$38,328	\$35,387	\$32,450	\$35,490	\$33,121	\$35,479	\$17,339	0.0%	7.1%	-8.1%
PHYSICIAN OFFICE PRACTICE SERVICES	\$92,087	\$75,949	\$0	\$76,466	\$83,515	\$82,637	\$84,823	8.1%	-1.1%	100.0%
UNCATEGORIZED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL NON-MD WAGES PER FTE	\$59,466	\$61,326	\$60,402	\$63,250	\$63,995	\$65,422	\$65,943	3.4%	2.2%	2.2%
	1.3%	3.1%	2.6%	3.1%	5.9%	3.4%	3.0%			

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

ALL VERMONT COMMUNITY HOSPITALS (ROLLUP)
REPORT 4
KEY HOSPITAL STATISTICS & RATIOS

Type	Statistic	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED	# CHANGE	
						2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
UTI	AVERAGE DAILY CENSUS	803.8	810.3	821.6	846.8	2.2%	1.4%	0.5%	17.8	11.3
UTI	AVERAGE LENGTH OF STAY	5.3	5.4	5.4	5.6	0.1%	-1.3%	-1.0%	0.0	(0.1)
UTI	ACUTE ALOS	4.5	4.5	4.5	4.7	0.0%	0.2%	0.0%	0.0	0.0
UTI	ADJUSTED ADMISSIONS	181,349	174,233	180,881	173,578	-0.3%	3.8%	-0.2%	(468.1)	6,648.8
UTI	ADJUSTED DAYS	818,275	785,378	817,685	811,450	-0.1%	4.1%	-0.1%	(590.0)	32,307.2
UTI	ACUTE CARE AVE DAILY CENSUS	580.9	571.4	593.7	605.4	2.2%	3.9%	1.9%	12.8	22.3
UTI	ACUTE ADMISSIONS	47,232.0	46,431.0	48,135.0	47,422.0	1.9%	3.7%	1.9%	903.0	1,704.0
		2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
CAP	AGE OF PLANT	11.8	12.3	12.5	13.0	6.1%	2.0%	6.2%	0.7	0.2
CAP	AGE OF PLANT BUILDING	14.5	15.1	15.3	15.1	5.4%	1.3%	3.0%	0.8	0.2
CAP	AGE OF PLANT EQUIPMENT	9.7	10.0	10.2	11.3	5.1%	1.4%	9.2%	0.5	0.1
CAP	LONG TERM DEBT TO CAPITALIZATION	30.5%	29.6%	29.0%	29.6%	-4.8%	-1.9%	-0.1%	(0.0)	(0.0)
CAP	DEBT PER STAFFED BED	912,185	901,109	913,242	934,907	0.1%	1.3%	4.4%	1,057.3	12,133.2
CAP	NET PROP, PLANT & EQUIP PER STAFFED BED	677,808	849,137	735,737	821,210	8.5%	-13.4%	8.1%	57,929.1	(113,399.9)
CAP	LONG TERM DEBT TO TOTAL ASSETS	24.4%	23.8%	23.9%	23.7%	-1.8%	0.5%	0.5%	(0.0)	0.0
CAP	DEBT SERVICE COVERAGE RATIO	5.0	3.1	3.9	3.7	-21.8%	26.0%	3.2%	(1.1)	0.8
CAP	DEPRECIATION RATE	5.0	4.5	4.6	4.4	-7.2%	3.0%	-6.3%	(0.4)	0.1
CAP	CAPITAL EXPENDITURES TO DEPRECIATION	101.7%	125.2%	89.1%	116.6%	-12.4%	-28.8%	9.7%	(0.1)	(0.4)
CAP	CAPITAL EXPENDITURE GROWTH RATE	5.1	5.6	4.1	5.2	-18.7%	-26.7%	2.8%	(0.9)	(1.5)
CAP	CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV	4.6%	5.8%	3.9%	5.9%	-14.3%	-32.4%	10.1%	(0.0)	(0.0)
		2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
REV	DEDUCTION %	52.6%	51.8%	53.2%	57.4%	1.0%	2.6%	2.0%	0.0	0.0
REV	BAD DEBT %	1.3%	1.3%	1.4%	1.2%	9.8%	6.4%	-5.6%	0.0	0.0
REV	FREE CARE %	0.7%	0.7%	0.8%	0.8%	19.8%	26.3%	-4.2%	0.0	0.0
REV	OPERATING MARGIN %	3.9%	2.8%	2.7%	2.6%	-32.5%	-3.8%	-8.5%	(0.0)	(0.0)
REV	TOTAL MARGIN %	5.5%	4.1%	5.8%	4.0%	5.9%	41.5%	-8.2%	0.0	0.0
REV	OUTPATIENT GROSS REVENUE %	58.2%	58.6%	57.7%	57.5%	-0.9%	-1.5%	0.2%	(0.0)	(0.0)
REV	INPATIENT GROSS REVENUE %	26.2%	26.8%	26.9%	27.5%	2.3%	0.1%	2.1%	0.0	0.0
REV	PHYSICIAN GROSS REVENUE %	14.1%	13.0%	13.9%	13.4%	-0.9%	7.5%	-4.4%	(0.0)	0.0
REV	SNF/REHAB/SWING GROSS REVENUE %	1.5%	1.6%	1.5%	1.6%	2.4%	-5.9%	-0.3%	0.0	(0.0)
REV	ALL NET PATIENT REVENUE % WITH DSH & GME	47.4%	48.2%	46.8%	42.6%	-1.1%	-2.8%	-2.5%	(0.0)	(0.0)
REV	MEDICARE NET PATIENT REVENUE % INCLUDING PHYS	35.8%	36.4%	36.3%	29.0%	1.2%	-0.3%	-5.5%	0.0	(0.0)
REV	MEDICAID NET PATIENT REVENUE % INCLUDING PHYS	31.7%	31.2%	28.4%	26.5%	-10.6%	-9.1%	-6.8%	(0.0)	(0.0)
REV	COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS	65.0%	67.1%	65.2%	63.2%	0.3%	-2.8%	1.2%	0.0	(0.0)
		2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
PROD	ADJUSTED ADMISSIONS PER FTE	14.2	13.3	13.8	13.0	-2.8%	3.5%	-2.2%	(0.4)	0.5
PROD	FTES PER 100 ADJ DISCHARGES	7.0	7.5	7.2	7.7	2.9%	-3.4%	2.3%	0.2	(0.3)
PROD	FTES PER ADJUSTED OCCUPIED BED	5.7	6.1	5.9	6.0	2.7%	-3.7%	2.1%	0.2	(0.2)
PROD	RETURN ON ASSETS	5.3%	4.0%	5.6%	3.9%	4.0%	39.0%	-9.5%	0.0	0.0
PROD	OVERHEAD EXPENSE W/ FRINGE, AS A % OF TOTAL OPERATING	26.6%	28.0%	27.6%	29.7%	3.6%	-1.3%	2.9%	0.0	(0.0)

		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
COST	COST PER ADJUSTED ADMISSION	13,343	14,322	14,027	14,902	5.1%	-2.1%	4.2%	683.6	(295.2)
COST	SALARY PER FTE - NON-MD	63,250	63,995	65,422	65,943	3.4%	2.2%	2.6%	2,171.6	1,427.2
COST	SALARY & BENEFITS PER FTE - NON-MD	81,921	83,850	85,211	84,899	4.0%	1.6%	2.1%	3,289.5	1,361.2
COST	FRINGE BENEFIT % - NON-MD	29.5%	31.0%	30.2%	28.7%	2.5%	-2.5%	-2.2%	0.0	(0.0)
COST	COMPENSATION RATIO	56.1%	57.3%	57.8%	57.3%	2.9%	0.9%	0.3%	0.0	0.0
COST	CAPITAL COST % OF TOTAL EXPENSE	5.2%	5.3%	5.0%	5.3%	-4.8%	-5.9%	-2.8%	(0.0)	(0.0)
COST	CAPITAL COST PER ADJUSTED ADMISSION	699	758	699	790	0.0%	-7.8%	1.3%	0.2	(59.4)
COST	CONTRACTUAL ALLOWANCE %	54.0%	53.1%	54.4%	58.5%	0.8%	2.4%	1.8%	0.0	0.0
						PERCENT CHANGE	ANNUALIZED		# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
CASH	CURRENT RATIO	3.9	3.5	4.2	3.7	8.1%	19.1%	2.1%	0.3	0.7
CASH	DAYS PAYABLE	59.8	60.9	58.0	60.0	-2.9%	-4.7%	-2.1%	(1.7)	(2.9)
CASH	DAYS RECEIVABLE	42.2	38.9	43.4	46.8	2.7%	11.5%	3.3%	1.1	4.5
CASH	DAYS CASH ON HAND	183.3	165.4	193.6	167.3	5.6%	17.0%	-1.3%	10.3	28.1
CASH	CASH FLOW MARGIN	9.0%	7.9%	7.5%	7.8%	-16.3%	-5.1%	-4.7%	(0.0)	(0.0)
CASH	CASH TO LONG TERM DEBT	1.8	1.7	1.9	1.7	5.7%	12.9%	-2.5%	0.1	0.2
CASH	CASH FLOW TO TOTAL DEBT	0.3	0.3	0.3	0.3	3.5%	14.8%	-6.0%	0.0	0.0
						PERCENT CHANGE	ANNUALIZED		# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
UNIT	GROSS PRICE PER DISCHARGE	23,952	24,725	24,749	26,241	3.3%	0.1%	3.9%	796.7	24.2
UNIT	GROSS PRICE PER VISIT	883	842	891	851	1.0%	5.8%	0.8%	8.8	49.1
UNIT	GROSS REVENUE PER ADJ ADMISSION	27,693	28,838	28,532	30,379	3.0%	-1.1%	3.6%	838.5	(306.7)
UNIT	NET REVENUE PER ADJUSTED ADMISSION	13,114	13,900	13,365	12,941	1.9%	-3.8%	1.1%	251.1	(534.6)

All Vermont Community Hospitals (Rollup)
Utilization

	2016	2017	2017	2018	\$ Change		% Change		
	Actual	Budget	Actual	Budget	Actual - Actual	Budget - Actual	Actual - Actual	Budget - Actual	
Inpatient									
Acute									
Beds (Staffed)	953	954	965	961	12	11	1.2%	1.1%	
Occupancy % (Staffed Beds)	61%	60%	62%	63%			0.7%	2.8%	
Admissions	47,232	46,431	48,135	47,422	903	1,704	1.9%	3.7%	
Patient Days	212,623	208,557	216,699	220,984	4,076	8,142	1.9%	3.9%	
Average Length Of Stay	4.50	4.49	4.50	4.66			0.0%	0.2%	
Chronic/Rehab									
Beds (Staffed)	44	44	44	44	-	-	0.0%	0.0%	
Admissions	970	1,095	951	958	(19)	(144)	-2.0%	-13.2%	
Patient Days	12,441	12,587	12,570	12,395	129	(17)	1.0%	-0.1%	
Average Length Of Stay	12.83	11.49	13.22	12.94			3.1%	15.0%	
SNF/ECF									
Beds (Staffed)	153	153	153	153	-	-	0.0%	0.0%	
Admissions	319	350	379	365	60	29	18.8%	8.3%	
Patient Days	42,962	49,275	44,635	50,005	1,673	(4,640)	3.9%	-9.4%	
Average Length Of Stay	134.68	140.79	117.77	137.00			-12.6%	-16.3%	
Nursery									
Beds (Staffed)	99	96	88	99	(11)	(8)	-11.1%	-8.3%	
Admissions	5,249	5,303	5,179	5,260	(70)	(124)	-1.3%	-2.3%	
Patient Days	12,189	11,949	11,895	12,323	(294)	(54)	-2.4%	-0.5%	
Average Length Of Stay	2.32	2.25	2.30	2.34			-1.1%	1.9%	
Swing Beds									
Beds (Staffed)	36	33	33	33	(3)	-	-8.3%	0.0%	
Admissions	1,247	1,338	1,358	1,298	111	20	8.9%	1.5%	
Patient Days	13,974	13,384	14,089	13,374	115	705	0.8%	5.3%	
Average Length Of Stay	11.21	10.00	10.37	10.30			-7.4%	3.7%	
Total									
Beds (Staffed)	1,285	1,280	1,283	1,290	(3)	3	-0.2%	0.2%	
Admissions	55,017	54,517	56,002	55,303	985	1,485	1.8%	2.7%	
Patient Days	294,189	295,752	299,888	309,081	5,699	4,136	1.9%	1.4%	
Average Length Of Stay	5.35	5.42	5.35	5.59	0.01	(0.07)	0.1%	-1.3%	
Outpatient									
All Outpatient Visits	3,312,260	3,494,721	3,339,561	3,561,598	27,301	(155,160)	0.8%	-4.4%	
Operating Room Procedure	46,159	45,565	46,588	46,826	429	1,023	0.9%	2.2%	
Observation Units	83,176	80,401	87,260	83,804	4,084	6,859	4.9%	8.5%	
Physician Office Visits	3,767,171	3,880,507	3,944,835	4,166,027	177,664	64,328	4.7%	1.7%	
Ancillary									
All Operating Room Procedure	74,070	72,221	74,447	75,080	377	2,226	0.5%	3.1%	
Emergency Room Visits	276,860	270,892	266,200	270,744	(10,660)	(4,692)	-3.9%	-1.7%	
Adjusted Statistics									
Adjusted Admissions	193,979	186,906	196,227	186,589	2,248	9,321	1.2%	5.0%	
Adjusted Days	842,176	806,595	841,453	833,174	(722)	34,858	-0.1%	4.3%	