

**All Vermont Community Hospitals
Hospital Summary**

Preliminary

	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y	Y to Y	Y to Y	Y to Y	Ave Ann
						A16-B17	A16-P17	P17-B18	B17-B18	A15-B18
Income Statement Summary										
Gross Revenue	\$4,823,931,803	\$5,022,142,447	\$5,016,332,354	\$5,077,150,357	\$5,287,893,346	-0.1%	1.1%	4.2%	5.4%	3.1%
Inpatient	\$1,269,276,281	\$1,317,785,611	\$1,345,819,970	\$1,375,969,490	\$1,454,351,975	2.1%	4.4%	5.7%	8.1%	4.6%
Outpatient	\$2,527,106,987	\$2,612,263,272	\$2,616,838,069	\$2,616,551,457	\$2,753,143,892	0.2%	0.2%	5.2%	5.2%	2.9%
Physician	\$949,902,175	\$1,017,957,058	\$973,351,525	\$1,005,611,914	\$996,533,484	-4.4%	-1.2%	-0.9%	2.4%	1.6%
Other Rev - Chronic, Swing, SNF	\$77,646,363	\$74,136,506	\$80,322,789	\$79,017,495	\$83,863,996	8.3%	6.6%	6.1%	4.4%	2.6%
Bad Debt	(\$63,368,233)	(\$63,720,674)	(\$65,795,440)	(\$63,364,767)	(\$65,757,528)	-3.3%	0.6%	-3.8%	0.1%	1.2%
Free Care	(\$35,384,897)	(\$34,941,876)	(\$33,158,889)	(\$38,397,903)	(\$41,331,672)	5.1%	-9.9%	-7.6%	-24.6%	5.3%
All Other Deductions	(\$2,446,908,368)	(\$2,545,273,080)	(\$2,501,335,520)	(\$2,546,444,701)	(\$2,677,898,599)	1.7%	0.0%	-5.2%	-7.1%	3.1%
Net Patient Care Revenue	\$2,278,270,306	\$2,378,206,818	\$2,416,042,505	\$2,428,942,986	\$2,502,905,547	1.6%	2.1%	3.0%	3.6%	3.2%
Total Operating Revenue	\$2,419,651,402	\$2,519,280,695	\$2,560,697,817	\$2,585,005,149	\$2,667,712,812	1.6%	2.6%	3.2%	4.2%	3.3%
Total Operating Expenses	\$2,309,283,512	\$2,419,805,495	\$2,489,822,131	\$2,519,434,754	\$2,593,832,180	2.9%	4.1%	3.0%	4.2%	3.9%
Operating Surplus	\$110,367,890	\$99,475,201	\$70,875,686	\$65,570,395	\$73,880,632	-28.8%	-34.1%	12.7%	4.2%	-12.5%
Non-Operating Revenue	(\$20,910,214)	\$41,449,741	\$36,146,043	\$55,663,897	\$38,755,106	-12.8%	34.3%	-30.4%	7.2%	-222.8%
Total Surplus	\$89,457,676	\$140,924,941	\$107,021,729	\$121,234,292	\$112,635,738	-24.1%	-14.0%	-7.1%	5.2%	8.0%
Utilization Statistics										
Acute Staffed Beds	942	953	954	962	961	0.1%	0.9%	-0.1%	0.7%	0.7%
Acute Admissions	45,414	47,232	46,431	46,707	47,422	-1.7%	-1.1%	1.5%	2.1%	1.5%
Physician Office Visits	3,621,172	3,767,171	3,880,507	3,962,451	4,166,027	3.0%	5.2%	5.1%	7.4%	4.8%
All Outpatient Visits	3,272,889	3,312,260	3,494,721	3,519,525	3,561,598	5.5%	6.3%	1.2%	1.9%	2.9%
Adjusted Admissions*	173,569	181,771	174,837	174,257	174,236	-3.8%	-4.1%	0.0%	-0.3%	0.1%
Staffing Information										
Total Non-MD \$/FTE	\$61,326	\$63,250	\$63,883	\$65,371	\$66,001	1.0%	3.4%	1.0%	3.3%	2.5%
Compensation Ratio	56.0%	56.1%	57.3%	57.7%	57.1%	2.0%	2.7%	-1.1%	-0.4%	0.6%
Total Non-MD FTEs	12,491	12,777	13,074	13,014	13,331	2.3%	1.9%	2.4%	2.0%	2.2%
Physician FTEs	1,006	1,036	1,087	1,088	1,147	4.9%	5.0%	5.4%	5.6%	4.5%
	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y	Y to Y	Y to Y	Y to Y	Ave Ann
Uncompensated Care						A16-B17	A16-P17	P17-B18	B17-B18	A15-B18
Free Care % of Gross Revenue	0.7%	0.7%	0.7%	0.8%	0.8%	-5.0%	8.7%	3.4%	18.2%	2.1%
Bad Debt % of Gross Revenue	1.3%	1.3%	1.3%	1.2%	1.2%	3.4%	-1.6%	-0.4%	-5.2%	-1.8%
% share of total Gross Revenue										
Medicare	42.1%	42.6%	42.2%	43.3%	43.5%	-1.0%	1.6%	0.5%	3.1%	1.1%
Medicaid	17.6%	17.9%	18.6%	17.5%	17.1%	3.7%	-2.6%	-2.3%	-8.2%	-1.0%
Commercial	40.4%	39.4%	39.2%	39.2%	39.4%	-0.6%	-0.6%	0.5%	0.5%	-0.8%
% share of total Net Revenue										
Medicare (w/o DSH)	32.5%	32.8%	32.3%	33.2%	32.7%	-1.4%	1.3%	-1.3%	1.4%	0.3%
Medicaid (w/o DSH)	12.3%	12.2%	12.2%	11.8%	11.5%	0.3%	-3.5%	-2.0%	-5.8%	-2.1%
Commercial (w/o DSH)	55.3%	55.0%	55.5%	55.1%	55.7%	0.8%	0.0%	1.2%	0.5%	0.3%
Capital & Assets										
Capital Budget - no unapproved CONs	\$137,979,707	\$152,674,108	\$284,448,668	\$286,988,065	\$131,460,158	86.3%	88.0%	-54.2%	-53.8%	-1.6%
Unapproved CONs					\$161,439,665					
Financial Indicators										
Days Cash on Hand	179	183	166	186	167	-9.5%	1.6%	-10.5%	0.5%	-2.3%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

Brattleboro Memorial Hospital
Hospital Summary

Preliminary

	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y A16-B17	Y to Y A16-P17	Y to Y P17-B18	Y to Y B17-B18	Ave Ann A15-B18
Income Statement Summary										
Gross Revenue	\$153,068,995	\$148,991,981	\$157,473,555	\$150,344,453	\$174,768,050	5.7%	0.9%	16.2%	11.0%	4.5%
Inpatient	\$28,331,883	\$29,309,983	\$29,795,555	\$29,711,827	\$37,476,642	1.7%	1.4%	26.1%	25.8%	9.8%
Outpatient	\$105,642,092	\$104,288,251	\$110,296,412	\$103,929,837	\$116,129,727	5.8%	-0.3%	11.7%	5.3%	3.2%
Physician	\$19,095,020	\$15,393,747	\$17,381,587	\$16,702,789	\$21,161,681	12.9%	8.5%	26.7%	21.7%	3.5%
Other Rev - Chronic, Swing, SNF	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Bad Debt	(\$4,437,076)	(\$3,778,102)	(\$4,842,195)	(\$2,861,966)	(\$3,203,297)	-28.2%	24.2%	-11.9%	33.8%	-10.3%
Free Care	(\$3,520,013)	(\$880,452)	(\$3,157,876)	(\$1,379,559)	(\$1,509,792)	-258.7%	-56.7%	-9.4%	52.2%	-24.6%
All Other Deductions	(\$69,368,986)	(\$71,168,617)	(\$73,064,872)	(\$71,098,003)	(\$89,852,334)	-2.7%	0.1%	-26.4%	-23.0%	9.0%
Net Patient Care Revenue	\$75,742,920	\$73,164,810	\$76,408,612	\$75,004,925	\$80,202,627	4.4%	2.5%	6.9%	5.0%	1.9%
Total Operating Revenue	\$78,669,021	\$75,599,996	\$80,281,708	\$78,827,845	\$83,758,480	6.2%	4.3%	6.3%	4.3%	2.1%
Total Operating Expenses	\$76,473,143	\$76,037,368	\$80,123,835	\$79,298,320	\$83,398,416	5.4%	4.3%	5.2%	4.1%	2.9%
Operating Surplus	\$2,195,878	(\$437,372)	\$157,873	(\$470,474)	\$360,064	136.1%	-7.6%	176.5%	128.1%	-45.3%
Non-Operating Revenue	\$1,020,455	\$2,232,750	\$582,602	\$2,527,083	\$740,000	-73.9%	13.2%	-70.7%	27.0%	-10.2%
Total Surplus	\$3,216,333	\$1,795,377	\$740,475	\$2,056,608	\$1,100,064	-58.8%	14.6%	-46.5%	48.6%	-30.1%
Utilization Statistics										
Acute Staffed Beds	38	38	38	38	38	0.0%	0.0%	0.0%	0.0%	0.0%
Acute Admissions	1,569	1,611	1,575	1,634	1,687	-2.2%	1.4%	3.2%	7.1%	2.4%
Physician Office Visits	244,105	242,651	254,193	242,630	316,619	4.8%	0.0%	30.5%	24.6%	9.1%
All Outpatient Visits	88,722	0	102,063	102,518	102,518	#DIV/0!	#DIV/0!	0.0%	0.4%	4.9%
Adjusted Admissions*	8,477	8,189	8,324	8,268	7,867	1.6%	1.0%	-4.9%	-5.5%	-2.5%
Staffing Information										
Total Non-MD \$/FTE	\$57,355	\$57,360	\$57,261	\$57,779	\$56,914	-0.2%	0.7%	-1.5%	-0.6%	-0.3%
Compensation Ratio	57.4%	60.2%	60.0%	59.6%	61.6%	-0.4%	-1.0%	3.3%	2.7%	2.4%
Total Non-MD FTEs	412	420	438	424	471	4.2%	0.8%	11.1%	7.5%	4.6%
Physician FTEs	44	43	50	53	57	16.6%	21.5%	7.5%	12.1%	8.9%
	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y A16-B17	Y to Y A16-P17	Y to Y P17-B18	Y to Y B17-B18	Ave Ann A15-B18
Uncompensated Care										
Free Care % of Gross Revenue	2.3%	0.6%	2.0%	0.9%	0.9%	239.3%	55.3%	-5.9%	-56.9%	-27.8%
Bad Debt % of Gross Revenue	2.9%	2.5%	3.1%	1.9%	1.8%	21.3%	-24.9%	-3.7%	-40.4%	-14.2%
% share of total Gross Revenue										
Medicare	42.7%	42.7%	42.5%	43.2%	43.8%	-0.5%	1.1%	1.4%	3.1%	0.8%
Medicaid	19.0%	20.2%	21.0%	19.3%	20.0%	3.9%	-4.3%	3.5%	-4.6%	1.7%
Commercial	38.2%	37.1%	36.5%	37.5%	36.2%	-1.5%	1.1%	-3.4%	-0.9%	-1.8%
% share of total Net Revenue										
Medicare (w/o DSH)	36.3%	33.9%	35.4%	35.2%	33.2%	4.2%	3.7%	-5.6%	-6.0%	-2.9%
Medicaid (w/o DSH)	10.7%	13.5%	15.0%	11.5%	12.4%	11.3%	-14.4%	7.2%	-17.6%	5.0%
Commercial (w/o DSH)	53.0%	52.6%	49.6%	53.3%	54.4%	-5.6%	1.3%	2.1%	9.6%	0.8%
Capital & Assets										
Capital Budget - no unapproved CONs	\$3,551,724	\$1,920,360	\$2,704,898	\$3,913,122	\$3,131,420	40.9%	103.8%	-20.0%	15.8%	-4.1%
Unapproved CONs					\$0					
Financial Indicators										
Days Cash on Hand	196	229	195	230	222	-14.7%	0.6%	-3.3%	14.0%	4.3%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

**Central Vermont Medical Center
Hospital Summary**

Preliminary

	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y	Y to Y	Y to Y	Y to Y	Ave Ann
						A16-B17	A16-P17	P17-B18	B17-B18	A15-B18
Income Statement Summary										
Gross Revenue	\$332,365,981	\$376,366,499	\$369,484,662	\$372,928,631	\$381,366,133	-1.8%	-0.9%	2.3%	3.2%	4.7%
Inpatient	\$79,913,346	\$89,686,053	\$86,881,714	\$88,535,098	\$90,380,814	-3.1%	-1.3%	2.1%	4.0%	4.2%
Outpatient	\$192,767,361	\$216,223,113	\$206,694,176	\$209,332,726	\$214,388,705	-4.4%	-3.2%	2.4%	3.7%	3.6%
Physician	\$43,013,534	\$53,045,374	\$55,860,463	\$55,434,998	\$54,803,139	5.3%	4.5%	-1.1%	-1.9%	8.4%
Other Rev - Chronic, Swing, SNF	\$16,671,740	\$17,411,959	\$20,048,309	\$19,625,809	\$21,793,475	15.1%	12.7%	11.0%	8.7%	9.3%
Bad Debt	(\$4,271,792)	(\$5,191,108)	(\$4,842,995)	(\$4,251,559)	(\$4,469,802)	6.7%	18.1%	-5.1%	7.7%	1.5%
Free Care	(\$4,179,800)	(\$2,552,818)	(\$2,464,000)	(\$3,446,996)	(\$3,713,634)	3.5%	-35.0%	-7.7%	-50.7%	-3.9%
All Other Deductions	(\$149,923,730)	(\$177,082,627)	(\$170,346,524)	(\$172,762,523)	(\$174,456,199)	3.8%	2.4%	-1.0%	-2.4%	5.2%
Net Patient Care Revenue	\$173,990,659	\$191,539,946	\$191,831,143	\$192,467,553	\$198,726,498	0.2%	0.5%	3.3%	3.6%	4.5%
Total Operating Revenue	\$186,201,600	\$204,019,827	\$203,194,981	\$205,113,818	\$212,570,597	-0.4%	0.5%	3.6%	4.6%	4.5%
Total Operating Expenses	\$180,875,428	\$201,969,871	\$199,521,392	\$204,587,760	\$208,796,709	-1.2%	1.3%	2.1%	4.6%	4.9%
Operating Surplus	\$5,326,172	\$2,049,956	\$3,673,589	\$526,058	\$3,773,888	79.2%	-74.3%	617.4%	2.7%	-10.8%
Non-Operating Revenue	\$1,206,103	\$1,762,757	\$1,872,894	\$3,903,305	\$1,871,035	6.2%	121.4%	-52.1%	-0.1%	15.8%
Total Surplus	\$6,532,275	\$3,812,713	\$5,546,483	\$4,429,363	\$5,644,922	45.5%	16.2%	27.4%	1.8%	-4.8%
Utilization Statistics										
Acute Staffed Beds	80	91	90	91	92	-1.1%	0.0%	1.1%	2.2%	4.8%
Acute Admissions	3,877	4,220	4,131	4,140	4,154	-2.1%	-1.9%	0.3%	0.6%	2.3%
Physician Office Visits	192,997	216,786	244,829	322,727	328,769	12.9%	48.9%	1.9%	34.3%	19.4%
All Outpatient Visits	395,021	424,134	451,087	434,124	453,492	6.4%	2.4%	4.5%	0.5%	4.7%
Adjusted Admissions*	16,125	17,709	18,086	17,957	18,029	2.1%	1.4%	0.4%	-0.3%	3.8%
Staffing Information										
Total Non-MD \$/FTE	\$61,408	\$64,066	\$61,378	\$65,983	\$66,436	-4.2%	3.0%	0.7%	8.2%	2.7%
Compensation Ratio	62.7%	65.0%	65.1%	66.9%	64.1%	0.2%	2.9%	-4.1%	-1.5%	0.7%
Total Non-MD FTEs	1,135	1,216	1,257	1,252	1,229	3.4%	3.0%	-1.9%	-2.2%	2.7%
Physician FTEs	81	83	85	87	87	2.5%	4.2%	0.8%	2.5%	2.4%
	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y A16-B17	Y to Y A16-P17	Y to Y P17-B18	Y to Y B17-B18	Ave Ann A15-B18
Uncompensated Care										
Free Care % of Gross Revenue	1.3%	0.7%	0.7%	0.9%	1.0%	-1.7%	36.3%	5.4%	46.0%	-8.2%
Bad Debt % of Gross Revenue	1.3%	1.4%	1.3%	1.1%	1.2%	-5.0%	-17.3%	2.8%	-10.6%	-3.0%
% share of total Gross Revenue										
Medicare	41.7%	42.3%	41.3%	42.3%	42.7%	-2.4%	0.0%	0.9%	3.3%	0.8%
Medicaid	20.1%	20.0%	20.7%	19.3%	18.5%	3.6%	-3.2%	-4.0%	-10.4%	-2.7%
Commercial	38.2%	37.7%	38.0%	38.4%	38.8%	0.7%	1.7%	1.1%	2.0%	0.5%
% share of total Net Revenue										
Medicare (w/o DSH)	35.0%	35.2%	36.4%	37.0%	36.3%	3.1%	4.8%	-1.9%	-0.3%	1.2%
Medicaid (w/o DSH)	17.2%	16.5%	16.8%	15.5%	14.5%	1.6%	-6.3%	-6.4%	-13.6%	-5.5%
Commercial (w/o DSH)	47.8%	48.2%	46.8%	47.5%	49.2%	-2.8%	-1.4%	3.5%	5.1%	1.0%
Capital & Assets										
Capital Budget - no unapproved CON	\$9,306,066	\$12,930,732	\$14,134,000	\$14,134,000	\$10,300,000	9.3%	9.3%	-27.1%	-27.1%	3.4%
Unapproved CONs					\$0					
Financial Indicators										
Days Cash on Hand	110	99	124	142	139	26.0%	44.1%	-2.3%	11.7%	8.2%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

**Copley Hospital
Hospital Summary**

Preliminary

	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y A16-B17	Y to Y A16-P17	Y to Y P17-B18	Y to Y B17-B18	Ave Ann A15-B18
Income Statement Summary										
Gross Revenue	\$109,268,829	\$109,806,787	\$106,537,564	\$113,767,086	\$117,677,776	-3.0%	3.6%	3.4%	10.5%	2.5%
Inpatient	\$34,219,575	\$35,632,614	\$34,225,644	\$40,416,153	\$41,773,241	-3.9%	13.4%	3.4%	22.1%	6.9%
Outpatient	\$70,570,880	\$69,689,006	\$67,860,152	\$68,737,723	\$71,196,517	-2.6%	-1.4%	3.6%	4.9%	0.3%
Physician	\$4,249,386	\$4,134,470	\$4,177,226	\$3,971,134	\$4,055,583	1.0%	-4.0%	2.1%	-2.9%	-1.5%
Other Rev - Chronic, Swing, SNF	\$228,988	\$350,697	\$274,542	\$642,076	\$652,435	-21.7%	83.1%	1.6%	137.6%	41.8%
Bad Debt	(\$1,891,472)	(\$1,386,799)	(\$1,704,602)	(\$1,592,738)	(\$1,647,489)	-22.9%	-14.8%	-3.4%	3.4%	-4.5%
Free Care	(\$770,278)	(\$821,151)	(\$842,379)	(\$796,369)	(\$823,744)	-2.6%	3.0%	-3.4%	2.2%	2.3%
All Other Deductions	(\$43,142,643)	(\$44,794,513)	(\$39,171,178)	(\$44,540,414)	(\$45,543,035)	12.6%	0.6%	-2.3%	-16.3%	1.8%
Net Patient Care Revenue	\$63,464,436	\$62,804,324	\$64,819,405	\$66,837,565	\$69,663,508	3.2%	6.4%	4.2%	7.5%	3.2%
Total Operating Revenue	\$64,873,517	\$64,227,463	\$66,298,023	\$68,454,459	\$71,012,123	3.2%	6.6%	3.7%	7.1%	3.1%
Total Operating Expenses	\$60,870,560	\$64,312,384	\$65,966,541	\$67,307,805	\$70,072,338	2.6%	4.7%	4.1%	6.2%	4.8%
Operating Surplus	\$4,002,957	(\$84,921)	\$331,482	\$1,146,654	\$939,785	490.3%	1450.3%	-18.0%	183.5%	-38.3%
Non-Operating Revenue	\$649,315	\$262,636	\$2,603,000	\$2,822,460	\$370,900	891.1%	974.7%	-86.9%	-85.8%	-17.0%
Total Surplus	\$4,652,272	\$177,715	\$2,934,482	\$3,969,114	\$1,310,685	1551.2%	2133.4%	-67.0%	-55.3%	-34.4%
Utilization Statistics										
Acute Staffed Beds	21	21	21	21	21	0.0%	0.0%	0.0%	0.0%	0.0%
Acute Admissions	1,724	1,738	1,755	1,818	1,841	1.0%	4.6%	1.3%	4.9%	2.2%
Physician Office Visits	27,011	28,779	27,967	26,357	26,810	-2.8%	-8.4%	1.7%	-4.1%	-0.2%
All Outpatient Visits	99,183	104,785	101,467	100,561	101,073	-3.2%	-4.0%	0.5%	-0.4%	0.6%
Adjusted Admissions*	5,505	5,356	5,463	5,117	5,186	2.0%	-4.5%	1.3%	-5.1%	-2.0%
Staffing Information										
Total Non-MD \$/FTE	\$61,854	\$65,115	\$64,194	\$65,081	\$65,462	-1.4%	-0.1%	0.6%	2.0%	1.9%
Compensation Ratio	53.7%	56.8%	57.6%	56.6%	55.6%	1.3%	-0.5%	-1.7%	-3.4%	1.2%
Total Non-MD FTEs	341	342	355	348	357	3.7%	1.8%	2.4%	0.5%	1.5%
Physician FTEs	15	16	16	17	16	1.9%	6.9%	-3.5%	1.2%	2.3%
	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y A16-B17	Y to Y A16-P17	Y to Y P17-B18	Y to Y B17-B18	Ave Ann A15-B18
Uncompensated Care										
Free Care % of Gross Revenue	0.7%	0.7%	0.8%	0.7%	0.7%	5.7%	-6.4%	0.0%	-11.5%	-0.2%
Bad Debt % of Gross Revenue	1.7%	1.3%	1.6%	1.4%	1.4%	26.7%	10.9%	0.0%	-12.5%	-6.8%
% share of total Gross Revenue										
Medicare	33.6%	36.5%	33.3%	36.9%	36.9%	-8.8%	1.0%	0.0%	10.7%	3.1%
Medicaid	18.6%	18.6%	18.5%	16.6%	16.6%	-0.4%	-10.8%	0.0%	-10.3%	-3.8%
Commercial	47.8%	44.9%	48.2%	46.5%	46.5%	7.4%	3.7%	0.0%	-3.4%	-0.9%
% share of total Net Revenue										
Medicare (w/o DSH)	27.5%	29.4%	29.6%	30.2%	31.0%	0.7%	2.7%	2.9%	4.9%	4.1%
Medicaid (w/o DSH)	10.1%	11.3%	10.6%	9.8%	9.6%	-5.9%	-12.9%	-1.8%	-9.1%	-1.6%
Commercial (w/o DSH)	62.3%	59.4%	59.8%	60.0%	59.3%	0.7%	1.1%	-1.1%	-0.8%	-1.6%
Capital & Assets										
Capital Budget - no unapproved CON	\$2,924,509	\$5,192,168	\$10,159,879	\$12,630,362	\$3,739,327	95.7%	143.3%	-70.4%	-63.2%	8.5%
Unapproved CONs					\$0					
Financial Indicators										
Days Cash on Hand	109	82	89	90	83	9.0%	9.2%	-7.3%	-7.0%	-8.6%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

**Gifford Medical Center
Hospital Summary**

Preliminary

	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y A16-B17	Y to Y A16-P17	Y to Y P17-B18	Y to Y B17-B18	Ave Ann A15-B18
Income Statement Summary										
Gross Revenue	\$110,199,633	\$115,924,550	\$121,780,035	\$115,712,976	\$125,207,806	5.1%	-0.2%	8.2%	2.8%	4.3%
Inpatient	\$27,245,335	\$29,241,608	\$31,393,921	\$30,057,300	\$32,061,329	7.4%	2.8%	6.7%	2.1%	5.6%
Outpatient	\$65,316,713	\$71,757,606	\$74,576,486	\$71,237,310	\$77,347,991	3.9%	-0.7%	8.6%	3.7%	5.8%
Physician	\$11,630,460	\$12,887,248	\$13,587,816	\$12,575,256	\$13,992,094	5.4%	-2.4%	11.3%	3.0%	6.4%
Other Rev - Chronic, Swing, SNF	\$6,007,125	\$2,038,088	\$2,221,812	\$1,843,110	\$1,806,392	9.0%	-9.6%	-2.0%	-18.7%	-33.0%
Bad Debt	(\$2,213,420)	(\$2,992,658)	(\$3,152,951)	(\$2,763,334)	(\$3,316,988)	-5.4%	7.7%	-20.0%	-5.2%	14.4%
Free Care	(\$360,486)	(\$420,372)	(\$606,337)	(\$369,406)	(\$558,851)	-44.2%	12.1%	-51.3%	7.8%	15.7%
All Other Deductions	(\$53,729,000)	(\$57,723,634)	(\$60,258,318)	(\$56,580,860)	(\$61,834,576)	-4.4%	2.0%	-9.3%	-2.6%	4.8%
Net Patient Care Revenue	\$53,896,728	\$54,787,886	\$57,762,429	\$55,999,376	\$59,497,391	5.4%	2.2%	6.2%	3.0%	3.4%
Total Operating Revenue	\$56,933,619	\$57,021,961	\$59,240,671	\$57,524,898	\$60,406,679	3.9%	0.9%	5.0%	2.0%	2.0%
Total Operating Expenses	\$55,368,184	\$54,812,282	\$58,086,178	\$55,436,841	\$59,053,344	6.0%	1.1%	6.5%	1.7%	2.2%
Operating Surplus	\$1,565,435	\$2,209,679	\$1,154,493	\$2,088,057	\$1,353,335	-47.8%	-5.5%	-35.2%	17.2%	-4.7%
Non-Operating Revenue	\$3,192,123	\$2,435,112	\$850,000	\$446,694	\$850,000	-65.1%	-81.7%	90.3%	0.0%	-35.7%
Total Surplus	\$4,757,558	\$4,644,791	\$2,004,493	\$2,534,751	\$2,203,335	-56.8%	-45.4%	-13.1%	9.9%	-22.6%
Utilization Statistics										
Acute Staffed Beds	15	15	20	20	20	33.3%	33.3%	0.0%	0.0%	10.1%
Acute Admissions	1,318	1,303	1,362	1,322	1,328	4.5%	1.5%	0.5%	-2.5%	0.3%
Physician Office Visits	24,065	34,992	37,475	32,890	35,150	7.1%	-6.0%	6.9%	-6.2%	13.5%
All Outpatient Visits	54,541	56,177	57,862	56,177	56,177	3.0%	0.0%	0.0%	-2.9%	1.0%
Adjusted Admissions*	5,331	5,166	5,283	5,089	5,186	2.3%	-1.5%	1.9%	-1.8%	-0.9%
Staffing Information										
Total Non-MD \$/FTE	\$52,845	\$56,812	\$60,594	\$60,128	\$62,864	6.7%	5.8%	4.6%	3.7%	6.0%
Compensation Ratio	59.6%	59.1%	57.6%	54.1%	55.5%	-2.6%	-8.5%	2.6%	-3.5%	-2.3%
Total Non-MD FTEs	363	321	306	299	299	-4.5%	-6.8%	-0.1%	-2.5%	-6.3%
Physician FTEs	19	26	25	24	24	-3.2%	-5.3%	-2.4%	-4.5%	6.9%
	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y A16-B17	Y to Y A16-P17	Y to Y P17-B18	Y to Y B17-B18	Ave Ann A15-B18
Uncompensated Care										
Free Care % of Gross Revenue	0.3%	0.4%	0.5%	0.3%	0.4%	37.3%	-12.0%	39.8%	-10.4%	10.9%
Bad Debt % of Gross Revenue	2.0%	2.6%	2.6%	2.4%	2.6%	0.3%	-7.5%	10.9%	2.3%	9.7%
% share of total Gross Revenue										
Medicare	39.7%	40.9%	41.2%	42.8%	42.6%	0.8%	4.6%	-0.4%	3.3%	2.4%
Medicaid	21.4%	19.0%	19.0%	17.7%	17.8%	0.2%	-6.7%	0.3%	-6.6%	-6.0%
Commercial	39.0%	40.1%	39.8%	39.5%	39.7%	-0.9%	-1.5%	0.3%	-0.3%	0.6%
% share of total Net Revenue										
Medicare (w/o DSH)	34.4%	32.8%	33.9%	34.4%	35.5%	3.1%	4.7%	3.3%	4.8%	1.1%
Medicaid (w/o DSH)	14.9%	9.6%	9.5%	9.9%	8.3%	-1.0%	3.5%	-16.7%	-12.9%	-17.9%
Commercial (w/o DSH)	50.7%	57.6%	56.6%	55.7%	56.2%	-1.6%	-3.3%	0.9%	-0.7%	3.5%
Capital & Assets										
Capital Budget - no unapproved CON	\$10,310,397	\$6,622,973	\$4,168,177	\$3,143,126	\$5,474,996	-37.1%	-52.5%	74.2%	31.4%	-19.0%
Unapproved CONs					\$0					
Financial Indicators										
Days Cash on Hand	188	181	175	195	152	-3.3%	7.7%	-22.0%	-13.1%	-6.9%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

**Grace Cottage Hospital
Hospital Summary**

Preliminary

	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y	Y to Y	Y to Y	Y to Y	Ave Ann
						A16-B17	A16-P17	P17-B18	B17-B18	A15-B18
Income Statement Summary										
Gross Revenue	\$22,650,537	\$25,833,339	\$28,407,778	\$25,638,473	\$27,607,149	10.0%	-0.8%	7.7%	-2.8%	6.8%
Inpatient	\$1,188,545	\$1,274,608	\$1,479,494	\$1,261,956	\$1,327,919	16.1%	-1.0%	5.2%	-10.2%	3.8%
Outpatient	\$11,867,060	\$13,804,539	\$15,555,278	\$13,431,317	\$14,825,910	12.7%	-2.7%	10.4%	-4.7%	7.7%
Physician	\$3,743,036	\$4,176,707	\$4,966,088	\$4,457,503	\$4,622,785	18.9%	6.7%	3.7%	-6.9%	7.3%
Other Rev - Chronic, Swing, SNF	\$5,851,896	\$6,577,485	\$6,406,918	\$6,487,697	\$6,830,535	-2.6%	-1.4%	5.3%	6.6%	5.3%
Bad Debt	(\$525,606)	(\$406,558)	(\$476,230)	(\$683,029)	(\$748,260)	-17.1%	-68.0%	-9.6%	-57.1%	12.5%
Free Care	(\$196,472)	(\$126,612)	(\$194,628)	(\$91,812)	(\$101,466)	-53.7%	27.5%	-10.5%	47.9%	-19.8%
All Other Deductions	(\$5,889,693)	(\$8,058,460)	(\$8,531,417)	(\$7,529,268)	(\$8,108,349)	-5.9%	6.6%	-7.7%	5.0%	11.2%
Net Patient Care Revenue	\$16,038,766	\$17,241,709	\$19,205,503	\$17,334,364	\$18,649,074	11.4%	0.5%	7.6%	-2.9%	5.2%
Total Operating Revenue	\$16,958,824	\$18,112,778	\$20,391,880	\$18,482,913	\$19,896,207	12.6%	2.0%	7.6%	-2.4%	5.5%
Total Operating Expenses	\$18,614,414	\$19,560,402	\$20,591,302	\$19,707,858	\$20,486,232	5.3%	0.8%	3.9%	-0.5%	3.2%
Operating Surplus	(\$1,655,590)	(\$1,447,624)	(\$199,422)	(\$1,224,945)	(\$590,025)	86.2%	15.4%	51.8%	-195.9%	-29.1%
Non-Operating Revenue	\$943,756	\$1,052,582	\$743,534	\$972,006	\$737,258	-29.4%	-7.7%	-24.2%	-0.8%	-7.9%
Total Surplus	(\$711,834)	(\$395,042)	\$544,112	(\$252,939)	\$147,233	237.7%	36.0%	158.2%	-72.9%	-159.1%
Utilization Statistics										
Acute Staffed Beds	7	7	7	7	7	0.0%	0.0%	0.0%	0.0%	0.0%
Acute Admissions	130	131	142	120	120	8.4%	-8.4%	0.0%	-15.5%	-2.6%
Physician Office Visits	17,948	19,397	22,477	19,717	20,691	15.9%	1.6%	4.9%	-7.9%	4.9%
All Outpatient Visits	19,070	20,822	22,757	19,398	20,368	9.3%	-6.8%	5.0%	-10.5%	2.2%
Adjusted Admissions*	2,477	2,655	2,727	2,438	2,495	2.7%	-8.2%	2.3%	-8.5%	0.2%
Staffing Information										
Total Non-MD \$/FTE	\$60,148	\$62,147	\$63,589	\$63,181	\$65,997	2.3%	1.7%	4.5%	3.8%	3.1%
Compensation Ratio	74.4%	76.2%	72.0%	75.4%	75.8%	-5.6%	-1.0%	0.5%	5.4%	0.6%
Total Non-MD FTEs	131	136	140	136	142	3.2%	0.1%	4.3%	1.2%	2.6%
Physician FTEs	9	10	10	9	9	0.3%	-3.0%	-3.0%	-6.3%	0.3%
	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y A16-B17	Y to Y A16-P17	Y to Y P17-B18	Y to Y B17-B18	Ave Ann A15-B18
Uncompensated Care										
Free Care % of Gross Revenue	0.9%	0.5%	0.7%	0.4%	0.4%	39.8%	-26.9%	2.6%	-46.4%	-24.9%
Bad Debt % of Gross Revenue	2.3%	1.6%	1.7%	2.7%	2.7%	6.5%	69.3%	1.7%	61.7%	5.3%
% share of total Gross Revenue										
Medicare	53.7%	53.1%	52.4%	54.7%	54.4%	-1.4%	2.9%	-0.5%	3.8%	0.4%
Medicaid	16.5%	16.9%	17.6%	14.6%	14.7%	4.1%	-13.7%	0.3%	-16.9%	-3.8%
Commercial	29.8%	29.9%	30.0%	30.7%	31.0%	0.1%	2.6%	0.8%	3.3%	1.3%
% share of total Net Revenue										
Medicare (w/o DSH)	65.9%	62.6%	61.7%	65.2%	64.7%	-1.4%	4.1%	-0.7%	4.9%	-0.6%
Medicaid (w/o DSH)	8.6%	9.3%	10.8%	8.3%	8.4%	15.5%	-10.7%	0.8%	-22.1%	-0.8%
Commercial (w/o DSH)	25.6%	28.1%	27.5%	26.5%	26.9%	-2.1%	-5.7%	1.4%	-2.4%	1.7%
Capital & Assets										
Capital Budget - no unapproved CON	\$947,065	\$534,575	\$887,520	\$765,167	\$1,073,916	66.0%	43.1%	40.4%	21.0%	4.3%
Unapproved CONs					\$0					
Financial Indicators										
Days Cash on Hand	76	78	77	81	76	-1.9%	3.4%	-6.4%	-1.3%	-0.2%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

Mt. Ascutney Hospital & Health Center
Hospital Summary

Preliminary

	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y	Y to Y	Y to Y	Y to Y	Ave Ann
						A16-B17	A16-P17	P17-B18	B17-B18	A15-B18
Income Statement Summary										
Gross Revenue	\$83,434,613	\$87,851,066	\$91,421,269	\$86,686,463	\$92,707,821	4.1%	-1.3%	6.9%	1.4%	3.6%
Inpatient	\$4,242,618	\$4,604,676	\$4,449,208	\$4,834,829	\$4,900,629	-3.4%	5.0%	1.4%	10.1%	4.9%
Outpatient	\$43,391,611	\$45,081,228	\$47,436,819	\$44,564,027	\$48,418,719	5.2%	-1.1%	8.6%	2.1%	3.7%
Physician	\$18,787,816	\$18,761,046	\$19,604,218	\$18,053,245	\$19,347,158	4.5%	-3.8%	7.2%	-1.3%	1.0%
Other Rev - Chronic, Swing, SNF	\$17,012,568	\$19,404,116	\$19,931,024	\$19,234,362	\$20,041,315	2.7%	-0.9%	4.2%	0.6%	5.6%
Bad Debt	(\$1,498,927)	(\$1,301,630)	(\$914,213)	(\$946,511)	(\$927,078)	29.8%	27.3%	2.1%	-1.4%	-14.8%
Free Care	(\$765,163)	(\$615,260)	(\$777,082)	(\$804,535)	(\$788,016)	-26.3%	-30.8%	2.1%	-1.4%	1.0%
All Other Deductions	(\$35,656,008)	(\$39,531,901)	(\$41,985,274)	(\$38,289,687)	(\$42,597,446)	-6.2%	3.1%	-11.3%	-1.5%	6.1%
Net Patient Care Revenue	\$45,514,515	\$46,402,275	\$47,744,700	\$46,645,730	\$48,395,281	2.9%	0.5%	3.8%	1.4%	2.1%
Total Operating Revenue	\$47,924,232	\$49,718,798	\$50,611,859	\$50,053,630	\$51,742,154	1.8%	0.7%	3.4%	2.2%	2.6%
Total Operating Expenses	\$49,097,805	\$49,577,507	\$51,856,343	\$49,765,494	\$52,939,112	4.6%	0.4%	6.4%	2.1%	2.5%
Operating Surplus	(\$1,173,573)	\$141,292	(\$1,244,484)	\$288,136	(\$1,196,958)	-980.8%	103.9%	-515.4%	3.8%	0.7%
Non-Operating Revenue	(\$303,003)	\$1,161,272	\$1,844,274	\$3,171,731	\$860,000	58.8%	173.1%	-72.9%	-53.4%	-241.6%
Total Surplus	(\$1,476,576)	\$1,302,564	\$599,790	\$3,459,867	(\$336,958)	-54.0%	165.6%	-109.7%	-156.2%	-38.9%
Utilization Statistics										
Acute Staffed Beds	13	13	13	15	15	0.0%	15.4%	0.0%	15.4%	4.9%
Acute Admissions	398	358	360	370	365	0.6%	3.4%	-1.4%	1.4%	-2.8%
Physician Office Visits	51,997	49,207	51,645	41,158	44,009	5.0%	-16.4%	6.9%	-14.8%	-5.4%
All Outpatient Visits	29,864	29,262	23,110	23,110	21,845	-21.0%	-21.0%	-5.5%	-5.5%	-9.9%
Adjusted Admissions*	7,827	6,830	7,397	6,634	6,905	8.3%	-2.9%	4.1%	-6.7%	-4.1%
Staffing Information										
Total Non-MD \$/FTE	\$57,454	\$58,972	\$60,541	\$61,681	\$65,474	2.7%	4.6%	6.1%	8.1%	4.5%
Compensation Ratio	63.3%	61.6%	62.9%	60.0%	61.1%	2.2%	-2.6%	1.9%	-2.8%	-1.1%
Total Non-MD FTEs	307	308	309	309	305	0.1%	0.1%	-1.3%	-1.3%	-0.2%
Physician FTEs	22	21	20	20	29	-4.0%	-4.0%	48.2%	48.2%	10.3%
	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y A16-B17	Y to Y A16-P17	Y to Y P17-B18	Y to Y B17-B18	Ave Ann A15-B18
Uncompensated Care										
Free Care % of Gross Revenue	0.9%	0.7%	0.9%	0.9%	0.8%	21.4%	32.5%	-8.4%	0.0%	-2.5%
Bad Debt % of Gross Revenue	1.8%	1.5%	1.0%	1.1%	1.0%	-32.5%	-26.3%	-8.4%	0.0%	-17.7%
% share of total Gross Revenue										
Medicare	53.6%	51.2%	51.5%	55.0%	53.1%	0.5%	7.4%	-3.5%	3.1%	-0.3%
Medicaid	12.7%	14.0%	15.7%	10.6%	11.5%	11.8%	-24.2%	8.4%	-26.5%	-3.2%
Commercial	33.7%	34.8%	32.9%	34.4%	35.4%	-5.5%	-1.2%	3.0%	7.7%	1.6%
% share of total Net Revenue										
Medicare (w/o DSH)	51.6%	51.7%	51.3%	54.0%	50.6%	-0.7%	4.4%	-6.1%	-1.3%	-0.6%
Medicaid (w/o DSH)	6.9%	6.8%	9.5%	5.4%	6.1%	39.4%	-19.9%	11.7%	-35.8%	-4.2%
Commercial (w/o DSH)	41.5%	41.5%	39.2%	40.6%	43.3%	-5.6%	-2.3%	6.6%	10.4%	1.4%
Capital & Assets										
Capital Budget - no unapproved CON	\$5,902,127	\$2,805,026	\$3,085,000	\$3,085,000	\$3,219,000	10.0%	10.0%	4.3%	4.3%	-18.3%
Unapproved CONs					\$0					
Financial Indicators										
Days Cash on Hand	143	148	129	135	134	-12.8%	-8.4%	-0.8%	4.3%	-2.0%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

**North Country Hospital
Hospital Summary**

Preliminary

	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y A16-B17	Y to Y A16-P17	Y to Y P17-B18	Y to Y B17-B18	Ave Ann A15-B18
Income Statement Summary										
Gross Revenue	\$166,223,234	\$178,370,005	\$184,601,880	\$177,943,890	\$186,181,775	3.5%	-0.2%	4.6%	0.9%	3.9%
Inpatient	\$26,315,182	\$26,586,998	\$28,187,950	\$28,923,726	\$30,653,038	6.0%	8.8%	6.0%	8.7%	5.2%
Outpatient	\$115,499,429	\$125,554,877	\$129,372,829	\$122,836,837	\$127,579,715	3.0%	-2.2%	3.9%	-1.4%	3.4%
Physician	\$23,937,052	\$25,674,982	\$26,425,552	\$25,461,647	\$27,183,282	2.9%	-0.8%	6.8%	2.9%	4.3%
Other Rev - Chronic, Swing, SNF	\$471,570	\$553,148	\$615,549	\$721,680	\$765,740	11.3%	30.5%	6.1%	24.4%	17.5%
Bad Debt	(\$3,626,966)	(\$3,465,231)	(\$3,862,806)	(\$1,090,376)	(\$1,105,660)	-11.5%	68.5%	-1.4%	71.4%	-32.7%
Free Care	(\$1,283,142)	(\$1,114,262)	(\$1,200,997)	(\$1,207,472)	(\$1,261,784)	-7.8%	-8.4%	-4.5%	-5.1%	-0.6%
All Other Deductions	(\$88,016,031)	(\$95,998,930)	(\$98,348,415)	(\$98,256,448)	(\$104,143,570)	-2.4%	-2.4%	-6.0%	-5.9%	5.8%
Net Patient Care Revenue	\$73,297,094	\$77,791,582	\$81,189,662	\$77,389,594	\$79,670,761	4.4%	-0.5%	2.9%	-1.9%	2.8%
Total Operating Revenue	\$80,478,650	\$83,966,536	\$86,413,683	\$83,050,337	\$85,555,883	2.9%	-1.1%	3.0%	-1.0%	2.1%
Total Operating Expenses	\$77,634,509	\$83,824,785	\$85,332,744	\$83,935,281	\$84,265,462	1.8%	0.1%	0.4%	-1.3%	2.8%
Operating Surplus	\$2,844,141	\$141,751	\$1,080,939	(\$884,944)	\$1,290,421	662.6%	-724.3%	245.8%	19.4%	-23.2%
Non-Operating Revenue	(\$1,384,871)	\$2,028,401	\$453,721	\$1,259,228	\$1,253,190	-77.6%	-37.9%	-0.5%	176.2%	-196.7%
Total Surplus	\$1,459,270	\$2,170,151	\$1,534,660	\$374,284	\$2,543,611	-29.3%	-82.8%	579.6%	65.7%	20.3%
Utilization Statistics										
Acute Staffed Beds	25	25	25	25	25	0.0%	0.0%	0.0%	0.0%	0.0%
Acute Admissions	1,420	1,394	1,417	1,432	1,432	1.6%	2.7%	0.0%	1.1%	0.3%
Physician Office Visits	86,549	97,769	102,489	92,819	98,876	4.8%	-5.1%	6.5%	-3.5%	4.5%
All Outpatient Visits	69,362	67,973	68,690	67,467	67,467	1.1%	-0.7%	0.0%	-1.8%	-0.9%
Adjusted Admissions*	8,970	9,352	9,280	8,810	8,698	-0.8%	-5.8%	-1.3%	-6.3%	-1.0%
Staffing Information										
Total Non-MD \$/FTE	\$57,460	\$59,587	\$57,527	\$57,802	\$59,854	-3.5%	-3.0%	3.5%	4.0%	1.4%
Compensation Ratio	58.6%	61.2%	59.0%	62.2%	62.3%	-3.6%	1.6%	0.2%	5.6%	2.1%
Total Non-MD FTEs	426	444	467	456	459	5.3%	2.8%	0.7%	-1.7%	2.5%
Physician FTEs	30	29	32	31	31	8.7%	5.4%	2.0%	-1.1%	1.1%
	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y A16-B17	Y to Y A16-P17	Y to Y P17-B18	Y to Y B17-B18	Ave Ann A15-B18
Uncompensated Care										
Free Care % of Gross Revenue	0.8%	0.6%	0.7%	0.7%	0.7%	4.1%	8.6%	-0.1%	4.2%	-4.2%
Bad Debt % of Gross Revenue	2.2%	1.9%	2.1%	0.6%	0.6%	7.7%	-68.5%	-3.1%	-71.6%	-35.2%
% share of total Gross Revenue										
Medicare	40.7%	42.9%	41.7%	41.8%	41.3%	-2.8%	-2.5%	-1.3%	-0.9%	0.5%
Medicaid	26.1%	25.1%	25.3%	25.3%	25.7%	0.8%	0.9%	1.3%	1.5%	-0.6%
Commercial	33.2%	32.0%	33.1%	32.9%	33.0%	3.2%	2.6%	0.6%	0.0%	-0.1%
% share of total Net Revenue										
Medicare (w/o DSH)	36.0%	37.6%	35.3%	31.9%	31.3%	-6.2%	-15.3%	-1.7%	-11.3%	-4.5%
Medicaid (w/o DSH)	14.6%	15.6%	15.2%	14.5%	14.3%	-2.4%	-7.0%	-1.4%	-6.0%	-0.7%
Commercial (w/o DSH)	49.4%	46.8%	49.5%	53.6%	54.4%	5.8%	14.7%	1.4%	9.9%	3.3%
Capital & Assets										
Capital Budget - no unapproved CON	\$5,424,996	\$4,045,660	\$3,495,000	\$2,561,676	\$3,269,037	-13.6%	-36.7%	27.6%	-6.5%	-15.5%
Unapproved CONs					\$0					
Financial Indicators										
Days Cash on Hand	199	169	175	190	196	3.4%	12.3%	3.2%	12.2%	-0.4%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

Northeastern Vermont Regional Hospital
Hospital Summary

Preliminary

	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y A16-B17	Y to Y A16-P17	Y to Y P17-B18	Y to Y B17-B18	Ave Ann A15-B18
Income Statement Summary										
Gross Revenue	\$131,890,992	\$146,066,754	\$152,171,500	\$159,464,400	\$168,687,800	4.2%	9.2%	5.8%	10.9%	8.5%
Inpatient	\$30,504,306	\$31,327,081	\$30,834,700	\$32,553,590	\$34,743,238	-1.6%	3.9%	6.7%	12.7%	4.4%
Outpatient	\$83,617,523	\$95,222,036	\$100,998,100	\$105,811,400	\$112,035,600	6.1%	11.1%	5.9%	10.9%	10.2%
Physician	\$16,347,393	\$18,189,642	\$18,885,100	\$19,265,100	\$20,241,500	3.8%	5.9%	5.1%	7.2%	7.4%
Other Rev - Chronic, Swing, SNF	\$1,421,770	\$1,327,995	\$1,453,600	\$1,834,310	\$1,667,462	9.5%	38.1%	-9.1%	14.7%	5.5%
Bad Debt	(\$3,154,200)	(\$3,443,155)	(\$2,977,400)	(\$3,400,000)	(\$3,550,000)	13.5%	1.3%	-4.4%	-19.2%	4.0%
Free Care	(\$2,214,500)	(\$2,675,006)	(\$3,045,300)	(\$2,700,000)	(\$2,808,800)	-13.8%	-0.9%	-4.0%	7.8%	8.2%
All Other Deductions	(\$60,973,698)	(\$68,362,042)	(\$74,809,400)	(\$77,368,300)	(\$82,943,800)	-9.4%	-13.2%	-7.2%	-10.9%	10.8%
Net Patient Care Revenue	\$65,548,594	\$71,586,551	\$71,339,400	\$75,996,100	\$79,385,200	-0.3%	6.2%	4.5%	11.3%	6.6%
Total Operating Revenue	\$66,841,136	\$73,314,266	\$72,924,500	\$77,554,100	\$80,935,200	-0.5%	5.8%	4.4%	11.0%	6.6%
Total Operating Expenses	\$65,373,391	\$71,826,326	\$71,509,500	\$75,973,200	\$79,485,200	-0.4%	5.8%	4.6%	11.2%	6.7%
Operating Surplus	\$1,467,745	\$1,487,940	\$1,415,000	\$1,580,900	\$1,450,000	-4.9%	6.2%	-8.3%	2.5%	-0.4%
Non-Operating Revenue	(\$1,099,487)	\$906,415	\$0	\$0	\$0	-100.0%	-100.0%	#DIV/0!	#DIV/0!	-100.0%
Total Surplus	\$368,258	\$2,394,355	\$1,415,000	\$1,580,900	\$1,450,000	-40.9%	-34.0%	-8.3%	2.5%	57.9%
Utilization Statistics										
Acute Staffed Beds	23	23	23	23	23	0.0%	0.0%	0.0%	0.0%	0.0%
Acute Admissions	1,233	1,367	1,329	1,315	1,340	-2.8%	-3.8%	1.9%	0.8%	2.8%
Physician Office Visits	66,909	71,707	73,981	71,942	75,580	3.2%	0.3%	5.1%	2.2%	4.1%
All Outpatient Visits	88,627	91,192	91,122	93,480	93,830	-0.1%	2.5%	0.4%	3.0%	1.9%
Adjusted Admissions*	5,331	6,561	6,559	6,442	6,506	0.0%	-1.8%	1.0%	-0.8%	6.9%
Staffing Information										
Total Non-MD \$/FTE	\$56,595	\$60,103	\$58,572	\$62,775	\$64,472	-2.5%	4.4%	2.7%	10.1%	4.4%
Compensation Ratio	57.3%	58.7%	58.9%	58.7%	60.1%	0.4%	0.0%	2.3%	2.0%	1.6%
Total Non-MD FTEs	394	403	415	421	432	2.8%	4.3%	2.7%	4.1%	3.1%
Physician FTEs	25	30	31	31	33	1.0%	3.0%	4.2%	6.2%	9.7%
	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y A16-B17	Y to Y A16-P17	Y to Y P17-B18	Y to Y B17-B18	Ave Ann A15-B18
Uncompensated Care										
Free Care % of Gross Revenue	1.7%	1.8%	2.0%	1.7%	1.7%	9.3%	-7.5%	-1.7%	-16.8%	-0.3%
Bad Debt % of Gross Revenue	2.4%	2.4%	2.0%	2.1%	2.1%	-17.0%	-9.5%	-1.3%	7.6%	-4.2%
% share of total Gross Revenue										
Medicare	42.5%	41.0%	40.9%	42.2%	42.3%	-0.5%	2.8%	0.1%	3.4%	-0.2%
Medicaid	23.1%	22.9%	23.3%	21.0%	21.0%	1.5%	-8.2%	-0.1%	-9.7%	-3.1%
Commercial	34.5%	36.0%	35.9%	36.8%	36.7%	-0.4%	2.0%	-0.1%	2.4%	2.2%
% share of total Net Revenue										
Medicare (w/o DSH)	35.8%	34.5%	33.5%	37.9%	37.7%	-2.9%	9.9%	-0.6%	12.6%	1.7%
Medicaid (w/o DSH)	15.2%	14.9%	14.8%	13.9%	13.7%	-0.7%	-6.4%	-1.7%	-7.4%	-3.4%
Commercial (w/o DSH)	49.0%	50.6%	51.7%	48.2%	48.6%	2.2%	-4.9%	1.0%	-6.0%	-0.2%
Capital & Assets										
Capital Budget - no unapproved CON	\$1,571,740	\$3,206,993	\$4,825,805	\$2,725,805	\$6,200,600	50.5%	-15.0%	127.5%	28.5%	58.0%
Unapproved CONs					\$3,100,000					
Financial Indicators										
Days Cash on Hand	131	123	128	118	115	4.1%	-3.9%	-2.7%	-10.2%	-4.3%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

**Northwestern Medical Center
Hospital Summary**

Preliminary

	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y A16-B17	Y to Y A16-P17	Y to Y P17-B18	Y to Y B17-B18	Ave Ann A15-B18
Income Statement Summary										
Gross Revenue	\$189,773,212	\$183,899,105	\$189,175,618	\$184,806,707	\$204,740,526	2.9%	0.5%	10.8%	8.2%	2.6%
Inpatient	\$44,189,510	\$42,680,063	\$44,665,109	\$41,438,603	\$45,199,568	4.7%	-2.9%	9.1%	1.2%	0.8%
Outpatient	\$116,721,485	\$106,889,779	\$108,057,061	\$105,588,924	\$115,753,517	1.1%	-1.2%	9.6%	7.1%	-0.3%
Physician	\$28,791,680	\$34,180,639	\$36,376,267	\$37,616,379	\$43,787,441	6.4%	10.1%	16.4%	20.4%	15.0%
Other Rev - Chronic, Swing, SNF	\$70,537	\$148,624	\$77,181	\$162,801	\$0	-48.1%	9.5%	-100.0%	-100.0%	-100.0%
Bad Debt	(\$4,119,971)	(\$3,031,340)	(\$3,020,833)	(\$5,359,395)	(\$5,549,735)	0.3%	-76.8%	-3.6%	-83.7%	10.4%
Free Care	(\$1,270,121)	(\$1,292,667)	(\$1,355,047)	(\$868,592)	(\$1,353,025)	-4.8%	32.8%	-55.8%	0.1%	2.1%
All Other Deductions	(\$86,584,357)	(\$79,679,338)	(\$82,863,802)	(\$77,871,865)	(\$92,061,009)	-4.0%	2.3%	-18.2%	-11.1%	2.1%
Net Patient Care Revenue	\$97,798,763	\$99,895,760	\$101,935,936	\$100,706,855	\$105,776,757	2.0%	0.8%	5.0%	3.8%	2.6%
Total Operating Revenue	\$103,563,933	\$105,974,848	\$107,803,774	\$105,952,854	\$111,618,744	1.7%	0.0%	5.3%	3.5%	2.5%
Total Operating Expenses	\$93,499,518	\$102,319,706	\$104,464,400	\$106,525,900	\$109,299,784	2.1%	4.1%	2.6%	4.6%	5.3%
Operating Surplus	\$10,064,415	\$3,655,142	\$3,339,374	(\$573,046)	\$2,318,960	-8.6%	-115.7%	504.7%	-30.6%	-38.7%
Non-Operating Revenue	(\$1,865,700)	\$3,076,611	\$399,520	\$5,875,727	\$377,188	-87.0%	91.0%	-93.6%	-5.6%	-158.7%
Total Surplus	\$8,198,715	\$6,731,753	\$3,738,894	\$5,302,681	\$2,696,148	-44.5%	-21.2%	-49.2%	-27.9%	-31.0%
Utilization Statistics										
Acute Staffed Beds	70	70	70	70	70	0.0%	0.0%	0.0%	0.0%	0.0%
Acute Admissions	2,468	2,581	2,630	2,578	2,603	1.9%	-0.1%	1.0%	-1.0%	1.8%
Physician Office Visits	71,570	93,823	87,329	105,590	122,582	-6.9%	12.5%	16.1%	40.4%	19.6%
All Outpatient Visits	83,113	187,904	221,176	203,455	220,447	17.7%	8.3%	8.4%	-0.3%	38.4%
Adjusted Admissions*	10,599	11,708	11,724	12,108	12,359	0.1%	3.4%	2.1%	5.4%	5.3%
Staffing Information										
Total Non-MD \$/FTE	\$58,984	\$64,534	\$60,639	\$63,039	\$62,488	-6.0%	-2.3%	-0.9%	3.0%	1.9%
Compensation Ratio	52.6%	57.7%	59.5%	63.1%	59.3%	3.2%	9.4%	-6.1%	-0.4%	4.0%
Total Non-MD FTEs	544	592	633	625	613	6.8%	5.6%	-1.9%	-3.0%	4.1%
Physician FTEs	28	32	37	36	39	17.3%	14.6%	7.9%	5.3%	11.2%
	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y A16-B17	Y to Y A16-P17	Y to Y P17-B18	Y to Y B17-B18	Ave Ann A15-B18
Uncompensated Care										
Free Care % of Gross Revenue	0.7%	0.7%	0.7%	0.5%	0.7%	1.9%	-33.1%	40.6%	-7.7%	-0.4%
Bad Debt % of Gross Revenue	2.2%	1.6%	1.6%	2.9%	2.7%	-3.1%	75.9%	-6.5%	69.7%	7.7%
% share of total Gross Revenue										
Medicare	37.1%	35.6%	34.8%	35.7%	36.4%	-2.2%	0.5%	1.8%	4.6%	-0.6%
Medicaid	22.7%	24.1%	24.4%	23.6%	22.3%	1.3%	-2.0%	-5.4%	-8.5%	-0.5%
Commercial	40.3%	40.4%	40.8%	40.7%	41.3%	1.1%	0.8%	1.5%	1.2%	0.9%
% share of total Net Revenue										
Medicare (w/o DSH)	31.6%	33.0%	31.9%	35.9%	34.6%	-3.3%	8.9%	-3.9%	8.3%	3.0%
Medicaid (w/o DSH)	16.8%	17.6%	17.8%	17.7%	16.0%	1.5%	0.6%	-9.5%	-10.3%	-1.7%
Commercial (w/o DSH)	51.6%	49.4%	50.2%	46.4%	49.4%	1.6%	-6.2%	6.6%	-1.6%	-1.4%
Capital & Assets										
Capital Budget - no unapproved CON	\$6,423,576	\$9,353,229	\$27,872,229	\$31,244,543	\$10,245,952	198.0%	234.1%	-67.2%	-63.2%	16.8%
Unapproved CONs					\$4,164,000					
Financial Indicators										
Days Cash on Hand	374	351	283	306	264	-19.3%	-12.9%	-13.5%	-6.6%	-11.0%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

**Porter Medical Center
Hospital Summary**

Preliminary

	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y A16-B17	Y to Y A16-P17	Y to Y P17-B18	Y to Y B17-B18	Ave Ann A15-B18
Income Statement Summary										
Gross Revenue	\$141,734,183	\$155,530,473	\$160,650,501	\$166,466,364	\$167,256,350	3.3%	7.0%	0.5%	4.1%	5.7%
Inpatient	\$34,218,122	\$36,422,048	\$39,813,856	\$38,830,884	\$40,519,168	9.3%	6.6%	4.3%	1.8%	5.8%
Outpatient	\$82,105,645	\$91,233,932	\$93,922,384	\$99,688,196	\$99,415,562	2.9%	9.3%	-0.3%	5.8%	6.6%
Physician	\$24,184,837	\$27,033,748	\$26,119,364	\$26,716,022	\$26,541,382	-3.4%	-1.2%	-0.7%	1.6%	3.1%
Other Rev - Chronic, Swing, SNF	\$1,225,583	\$840,745	\$794,898	\$1,231,262	\$780,238	-5.5%	46.4%	-36.6%	-1.8%	-14.0%
Bad Debt	(\$3,256,656)	(\$2,626,449)	(\$2,460,638)	(\$3,854,816)	(\$3,136,779)	6.3%	-46.8%	18.6%	-27.5%	-1.2%
Free Care	(\$1,171,520)	(\$1,438,965)	(\$1,062,113)	(\$1,785,621)	(\$1,829,936)	26.2%	-24.1%	-2.5%	-72.3%	16.0%
All Other Deductions	(\$66,709,737)	(\$76,403,563)	(\$81,032,829)	(\$83,759,780)	(\$83,606,857)	-6.1%	-9.6%	0.2%	-3.2%	7.8%
Net Patient Care Revenue	\$70,596,270	\$75,061,496	\$76,094,921	\$77,066,147	\$78,682,778	1.4%	2.7%	2.1%	3.4%	3.7%
Total Operating Revenue	\$73,268,921	\$77,028,180	\$78,081,584	\$80,907,295	\$81,193,712	1.4%	5.0%	0.4%	4.0%	3.5%
Total Operating Expenses	\$75,017,499	\$75,577,275	\$77,326,904	\$79,069,778	\$81,062,878	2.3%	4.6%	2.5%	4.8%	2.6%
Operating Surplus	(\$1,748,578)	\$1,450,905	\$754,680	\$1,837,517	\$130,834	-48.0%	26.6%	-92.9%	-82.7%	-142.1%
Non-Operating Revenue	\$3,610,111	\$3,270,135	\$3,047,274	\$3,510,014	\$2,935,182	-6.8%	7.3%	-16.4%	-3.7%	-6.7%
Total Surplus	\$1,861,533	\$4,721,040	\$3,801,954	\$5,347,531	\$3,066,016	-19.5%	13.3%	-42.7%	-19.4%	18.1%
Utilization Statistics										
Acute Staffed Beds	25	25	25	25	25	0.0%	0.0%	0.0%	0.0%	0.0%
Acute Admissions	1,536	1,454	1,543	1,446	1,529	6.1%	-0.6%	5.7%	-0.9%	-0.2%
Physician Office Visits	99,287	102,068	97,862	99,638	100,683	-4.1%	-2.4%	1.0%	2.9%	0.5%
All Outpatient Visits	61,274	63,660	64,451	64,534	64,016	1.2%	1.4%	-0.8%	-0.7%	1.5%
Adjusted Admissions*	6,362	6,209	6,226	6,199	6,311	0.3%	-0.2%	1.8%	1.4%	-0.3%
Staffing Information										
Total Non-MD \$/FTE	\$57,620	\$60,314	\$61,525	\$60,507	\$62,190	2.0%	0.3%	2.8%	1.1%	2.6%
Compensation Ratio	58.6%	55.9%	57.4%	57.4%	59.1%	2.7%	2.6%	2.9%	2.8%	0.3%
Total Non-MD FTEs	424	393	417	408	444	6.2%	3.8%	8.9%	6.5%	1.6%
Physician FTEs	34	35	36	34	37	1.7%	-4.9%	9.1%	2.0%	2.3%
	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y A16-B17	Y to Y A16-P17	Y to Y P17-B18	Y to Y B17-B18	Ave Ann A15-B18
Uncompensated Care										
Free Care % of Gross Revenue	0.8%	0.9%	0.7%	1.1%	1.1%	-28.5%	15.9%	2.0%	65.5%	9.8%
Bad Debt % of Gross Revenue	2.3%	1.7%	1.5%	2.3%	1.9%	-9.3%	37.1%	-19.0%	22.4%	-6.5%
% share of total Gross Revenue										
Medicare	38.8%	39.9%	39.6%	40.0%	40.8%	-0.8%	0.1%	2.1%	3.1%	1.7%
Medicaid	17.5%	17.5%	17.3%	16.0%	15.9%	-1.1%	-9.0%	-0.5%	-8.4%	-3.1%
Commercial	43.7%	42.6%	43.1%	44.1%	43.3%	1.2%	3.6%	-1.8%	0.6%	-0.3%
% share of total Net Revenue										
Medicare (w/o DSH)	36.7%	36.9%	34.9%	37.1%	37.0%	-5.3%	0.8%	-0.3%	6.0%	0.3%
Medicaid (w/o DSH)	11.5%	11.6%	10.4%	9.1%	9.4%	-9.6%	-20.9%	2.4%	-10.4%	-6.8%
Commercial (w/o DSH)	51.8%	51.6%	54.6%	53.7%	53.6%	5.9%	4.1%	-0.2%	-1.9%	1.2%
Capital & Assets										
Capital Budget - no unapproved CON	\$3,019,293	\$2,388,030	\$4,000,000	\$3,669,104	\$4,428,704	67.5%	53.6%	20.7%	10.7%	13.6%
Unapproved CONs					\$0					
Financial Indicators										
Days Cash on Hand	86	101	85	105	82	-16.4%	3.7%	-21.9%	-3.1%	-1.4%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

**Rutland Regional Medical Center
Hospital Summary**

Preliminary

	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y A16-B17	Y to Y A16-P17	Y to Y P17-B18	Y to Y B17-B18	Ave Ann A15-B18
Income Statement Summary										
Gross Revenue	\$493,394,512	\$528,854,315	\$500,916,338	\$510,427,416	\$530,938,307	-5.3%	-3.5%	4.0%	6.0%	2.5%
Inpatient	\$170,343,832	\$191,888,077	\$180,666,477	\$189,294,487	\$197,451,546	-5.8%	-1.4%	4.3%	9.3%	5.0%
Outpatient	\$281,110,791	\$274,399,840	\$257,142,036	\$258,765,872	\$267,618,314	-6.3%	-5.7%	3.4%	4.1%	-1.6%
Physician	\$40,880,965	\$62,566,398	\$63,107,825	\$62,367,057	\$65,868,447	0.9%	-0.3%	5.6%	4.4%	17.2%
Other Rev - Chronic, Swing, SNF	\$1,058,924	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	-100.0%
Bad Debt	(\$5,520,297)	(\$4,183,690)	(\$6,626,902)	(\$5,104,274)	(\$5,309,383)	-58.4%	-22.0%	-4.0%	19.9%	-1.3%
Free Care	(\$4,167,120)	(\$5,838,729)	(\$3,569,908)	(\$5,885,228)	(\$6,121,719)	38.9%	-0.8%	-4.0%	-71.5%	13.7%
All Other Deductions	(\$255,378,458)	(\$273,008,944)	(\$247,304,080)	(\$254,190,171)	(\$267,959,927)	9.4%	6.9%	-5.4%	-8.4%	1.6%
Net Patient Care Revenue	\$228,328,637	\$245,822,952	\$243,415,448	\$245,247,743	\$251,547,278	-1.0%	-0.2%	2.6%	3.3%	3.3%
Total Operating Revenue	\$237,604,575	\$254,421,235	\$254,433,179	\$257,207,548	\$263,837,588	0.0%	1.1%	2.6%	3.7%	3.6%
Total Operating Expenses	\$233,196,542	\$243,642,860	\$248,328,292	\$250,296,484	\$257,549,323	1.9%	2.7%	2.9%	3.7%	3.4%
Operating Surplus	\$4,408,033	\$10,778,375	\$6,104,887	\$6,911,064	\$6,288,265	-43.4%	-35.9%	-9.0%	3.0%	12.6%
Non-Operating Revenue	(\$492,377)	\$11,380,794	\$7,136,913	\$9,635,893	\$8,794,172	-37.3%	-15.3%	-8.7%	23.2%	-361.4%
Total Surplus	\$3,915,656	\$22,159,169	\$13,241,800	\$16,546,957	\$15,082,437	-40.2%	-25.3%	-8.9%	13.9%	56.8%
Utilization Statistics										
Acute Staffed Beds	118	118	115	118	118	-2.5%	0.0%	0.0%	2.6%	0.0%
Acute Admissions	5,941	6,495	6,272	6,275	6,279	-3.4%	-3.4%	0.1%	0.1%	1.9%
Physician Office Visits	0	0	0	0	0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
All Outpatient Visits	233,187	244,330	230,700	241,961	241,389	-5.6%	-1.0%	-0.2%	4.6%	1.2%
Adjusted Admissions*	17,208	17,901	17,390	16,920	16,884	-2.9%	-5.5%	-0.2%	-2.9%	-0.6%
Staffing Information										
Total Non-MD \$/FTE	\$60,554	\$63,124	\$64,365	\$65,145	\$66,110	2.0%	3.2%	1.5%	2.7%	3.0%
Compensation Ratio	54.9%	53.1%	55.7%	54.4%	55.3%	5.0%	2.5%	1.7%	-0.7%	0.3%
Total Non-MD FTEs	1,166	1,243	1,284	1,270	1,301	3.3%	2.2%	2.5%	1.4%	3.7%
Physician FTEs	88	68	71	70	73	4.1%	1.9%	4.8%	2.7%	-6.1%
	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y A16-B17	Y to Y A16-P17	Y to Y P17-B18	Y to Y B17-B18	Ave Ann A15-B18
Uncompensated Care										
Free Care % of Gross Revenue	0.8%	1.1%	0.7%	1.2%	1.2%	-35.4%	4.4%	0.0%	61.8%	10.9%
Bad Debt % of Gross Revenue	1.1%	0.8%	1.3%	1.0%	1.0%	67.2%	26.4%	0.0%	-24.4%	-3.7%
% share of total Gross Revenue										
Medicare	49.1%	51.1%	48.5%	52.2%	52.3%	-5.1%	2.3%	0.0%	7.8%	2.1%
Medicaid	19.4%	18.1%	19.3%	16.7%	16.7%	6.3%	-8.2%	0.1%	-13.6%	-5.0%
Commercial	31.4%	30.8%	32.2%	31.1%	31.1%	4.7%	1.0%	-0.1%	-3.6%	-0.4%
% share of total Net Revenue										
Medicare (w/o DSH)	34.3%	37.6%	35.0%	37.4%	37.3%	-6.8%	-0.6%	-0.3%	6.4%	2.8%
Medicaid (w/o DSH)	12.5%	10.9%	11.9%	10.3%	10.0%	8.7%	-5.5%	-3.2%	-15.9%	-7.3%
Commercial (w/o DSH)	53.1%	51.5%	53.1%	52.3%	52.7%	3.1%	1.6%	0.8%	-0.6%	-0.2%
Capital & Assets										
Capital Budget - no unapproved CON	\$13,657,932	\$18,539,009	\$42,929,000	\$42,929,000	\$15,190,782	131.6%	131.6%	-64.6%	-64.6%	3.6%
Unapproved CONs					\$24,532,665					
Financial Indicators										
Days Cash on Hand	195	205	246	219	224	20.2%	6.9%	2.4%	-8.9%	4.7%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

Southwestern Vermont Medical Center
Hospital Summary

Preliminary

	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y A16-B17	Y to Y A16-P17	Y to Y P17-B18	Y to Y B17-B18	Ave Ann A15-B18
Income Statement Summary										
Gross Revenue	\$295,170,198	\$315,410,037	\$324,105,700	\$328,941,917	\$350,066,035	2.8%	4.3%	6.4%	8.0%	5.9%
Inpatient	\$67,016,174	\$62,265,283	\$66,835,959	\$68,429,110	\$71,324,846	7.3%	9.9%	4.2%	6.7%	2.1%
Outpatient	\$183,720,956	\$203,294,089	\$204,605,991	\$210,186,701	\$221,234,433	0.6%	3.4%	5.3%	8.1%	6.4%
Physician	\$44,433,068	\$49,850,665	\$52,663,750	\$50,326,106	\$57,506,756	5.6%	1.0%	14.3%	9.2%	9.0%
Other Rev - Chronic, Swing, SNF	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Bad Debt	(\$5,112,025)	(\$4,601,465)	(\$5,000,000)	(\$4,606,472)	(\$4,800,000)	-8.7%	-0.1%	-4.2%	4.0%	-2.1%
Free Care	(\$1,236,277)	(\$1,623,587)	(\$1,601,666)	(\$2,063,938)	(\$2,100,000)	1.4%	-27.1%	-1.7%	-31.1%	19.3%
All Other Deductions	(\$146,052,728)	(\$157,262,231)	(\$165,141,774)	(\$171,214,459)	(\$183,668,531)	-5.0%	-8.9%	-7.3%	-11.2%	7.9%
Net Patient Care Revenue	\$142,769,168	\$151,922,754	\$152,362,260	\$151,057,048	\$159,497,504	0.3%	-0.6%	5.6%	4.7%	3.8%
Total Operating Revenue	\$145,512,579	\$154,653,557	\$155,173,809	\$155,078,971	\$163,461,290	0.3%	0.3%	5.4%	5.3%	4.0%
Total Operating Expenses	\$140,305,386	\$149,354,747	\$150,544,820	\$150,612,245	\$157,132,913	0.8%	0.8%	4.3%	4.4%	3.8%
Operating Surplus	\$5,207,193	\$5,298,810	\$4,628,989	\$4,466,726	\$6,328,377	-12.6%	-15.7%	41.7%	36.7%	6.7%
Non-Operating Revenue	(\$5,187)	\$618,918	\$605,000	\$1,690,257	\$685,862	-2.2%	173.1%	-59.4%	13.4%	-609.5%
Total Surplus	\$5,202,006	\$5,917,728	\$5,233,989	\$6,156,983	\$7,014,239	-11.6%	4.0%	13.9%	34.0%	10.5%
Utilization Statistics										
Acute Staffed Beds	80	80	80	80	80	0.0%	0.0%	0.0%	0.0%	0.0%
Acute Admissions	3,411	3,387	3,341	3,371	3,398	-1.4%	-0.5%	0.8%	1.7%	-0.1%
Physician Office Visits	133,068	146,942	160,062	143,010	142,527	8.9%	-2.7%	-0.3%	-11.0%	2.3%
All Outpatient Visits	268,563	287,393	285,036	279,278	285,514	-0.8%	-2.8%	2.2%	0.2%	2.1%
Adjusted Admissions*	15,024	17,157	16,201	16,205	16,678	-5.6%	-5.6%	2.9%	2.9%	3.5%
Staffing Information										
Total Non-MD \$/FTE	\$58,282	\$59,508	\$61,243	\$61,677	\$63,527	2.9%	3.6%	3.0%	3.7%	2.9%
Compensation Ratio	56.7%	54.6%	56.8%	56.7%	56.4%	3.9%	3.8%	-0.6%	-0.7%	-0.2%
Total Non-MD FTEs	748	749	757	752	752	1.1%	0.5%	0.0%	-0.6%	0.2%
Physician FTEs	70	83	87	84	97	4.9%	0.7%	16.3%	11.6%	11.5%
	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y A16-B17	Y to Y A16-P17	Y to Y P17-B18	Y to Y B17-B18	Ave Ann A15-B18
Uncompensated Care										
Free Care % of Gross Revenue	0.4%	0.5%	0.5%	0.6%	0.6%	-4.0%	21.9%	-4.4%	21.4%	12.7%
Bad Debt % of Gross Revenue	1.7%	1.5%	1.5%	1.4%	1.4%	5.7%	-4.0%	-2.1%	-11.1%	-7.5%
% share of total Gross Revenue										
Medicare	48.7%	49.2%	48.5%	50.1%	49.6%	-1.6%	1.8%	-1.0%	2.4%	0.6%
Medicaid	19.2%	18.6%	18.2%	17.8%	18.0%	-1.8%	-4.2%	1.2%	-1.2%	-2.0%
Commercial	32.1%	32.2%	33.3%	32.1%	32.4%	3.5%	-0.3%	0.9%	-2.8%	0.3%
% share of total Net Revenue										
Medicare (w/o DSH)	36.6%	38.3%	36.7%	37.8%	37.1%	-4.1%	-1.3%	-1.9%	0.9%	0.4%
Medicaid (w/o DSH)	13.8%	13.3%	11.6%	11.5%	11.1%	-12.9%	-13.4%	-3.5%	-4.0%	-6.9%
Commercial (w/o DSH)	49.6%	48.4%	51.7%	50.7%	51.8%	6.8%	4.7%	2.2%	0.2%	1.5%
Capital & Assets										
Capital Budget - no unapproved CON	\$7,744,425	\$8,796,014	\$13,100,000	\$13,100,000	\$7,250,000	48.9%	48.9%	-44.7%	-44.7%	-2.2%
Unapproved CONs					\$0					
Financial Indicators										
Days Cash on Hand	66	59	45	41	42	-23.6%	-31.7%	2.5%	-8.4%	-14.1%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

**Springfield Hospital
Hospital Summary**

Preliminary

	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y A16-B17	Y to Y A16-P17	Y to Y P17-B18	Y to Y B17-B18	Ave Ann A15-B18
Income Statement Summary										
Gross Revenue	\$119,561,775	\$119,749,195	\$123,894,113	\$115,078,715	\$129,887,486	3.5%	-3.9%	12.9%	4.8%	2.8%
Inpatient	\$26,389,798	\$23,162,319	\$29,168,760	\$23,775,329	\$29,327,744	25.9%	2.6%	23.4%	0.5%	3.6%
Outpatient	\$85,054,111	\$88,202,408	\$87,776,144	\$84,415,177	\$91,971,318	-0.5%	-4.3%	9.0%	4.8%	2.6%
Physician	\$8,005,866	\$8,263,958	\$6,768,209	\$6,768,209	\$8,370,064	-18.1%	-18.1%	23.7%	23.7%	1.5%
Other Rev - Chronic, Swing, SNF	\$112,000	\$120,510	\$181,000	\$120,000	\$218,360	50.2%	-0.4%	82.0%	20.6%	24.9%
Bad Debt	(\$4,129,553)	(\$4,702,358)	(\$5,201,151)	(\$4,217,143)	(\$4,472,028)	-10.6%	10.3%	-6.0%	14.0%	2.7%
Free Care	(\$2,606,086)	(\$2,111,595)	(\$2,604,562)	(\$1,885,714)	(\$2,737,480)	-23.3%	10.7%	-45.2%	-5.1%	1.7%
All Other Deductions	(\$56,900,046)	(\$59,297,122)	(\$56,941,159)	(\$56,196,014)	(\$63,302,780)	4.0%	5.2%	-12.6%	-11.2%	3.6%
Net Patient Care Revenue	\$55,926,090	\$53,638,120	\$59,147,241	\$52,779,844	\$59,375,198	10.3%	-1.6%	12.5%	0.4%	2.0%
Total Operating Revenue	\$57,893,638	\$55,368,896	\$60,909,941	\$54,202,701	\$60,833,198	10.0%	-2.1%	12.2%	-0.1%	1.7%
Total Operating Expenses	\$55,629,486	\$55,187,774	\$59,158,280	\$55,871,722	\$59,796,044	7.2%	1.2%	7.0%	1.1%	2.4%
Operating Surplus	\$2,264,152	\$181,122	\$1,751,661	(\$1,669,021)	\$1,037,154	867.1%	-1021.5%	162.1%	-40.8%	-22.9%
Non-Operating Revenue	(\$2,699,949)	\$199,062	\$750,000	\$1,050,000	\$1,290,000	276.8%	427.5%	22.9%	72.0%	-178.2%
Total Surplus	(\$435,797)	\$380,184	\$2,501,661	(\$619,021)	\$2,327,154	558.0%	-262.8%	475.9%	-7.0%	-274.8%
Utilization Statistics										
Acute Staffed Beds	35	35	35	35	35	0.0%	0.0%	0.0%	0.0%	0.0%
Acute Admissions	1,994	1,894	1,930	1,902	1,968	1.9%	0.4%	3.5%	2.0%	-0.4%
Physician Office Visits	0	0	22,020	21,000	24,750	#DIV/0!	#DIV/0!	17.9%	12.4%	#DIV/0!
All Outpatient Visits	80,139	80,661	85,000	84,000	84,000	5.4%	4.1%	0.0%	-1.2%	1.6%
Adjusted Admissions*	9,034	9,792	8,198	9,206	8,716	-16.3%	-6.0%	-5.3%	6.3%	-1.2%
Staffing Information										
Total Non-MD \$/FTE	\$54,296	\$54,963	\$58,728	\$55,115	\$57,322	6.9%	0.3%	4.0%	-2.4%	1.8%
Compensation Ratio	48.1%	49.7%	48.2%	51.4%	48.9%	-3.0%	3.3%	-4.8%	1.4%	0.5%
Total Non-MD FTEs	298	301	304	304	313	1.0%	1.0%	3.2%	3.2%	1.6%
Physician FTEs	19	15	21	21	19	36.7%	36.7%	-10.6%	-10.6%	-0.4%
	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y A16-B17	Y to Y A16-P17	Y to Y P17-B18	Y to Y B17-B18	Ave Ann A15-B18
Uncompensated Care										
Free Care % of Gross Revenue	2.2%	1.8%	2.1%	1.6%	2.1%	19.2%	-7.1%	28.6%	0.3%	-1.1%
Bad Debt % of Gross Revenue	3.5%	3.9%	4.2%	3.7%	3.4%	6.9%	-6.7%	-6.0%	-18.0%	-0.1%
% share of total Gross Revenue										
Medicare	45.0%	40.0%	44.0%	43.3%	42.5%	9.9%	8.1%	-1.9%	-3.5%	-1.9%
Medicaid	22.3%	22.9%	21.0%	20.8%	21.4%	-8.4%	-9.4%	3.2%	2.2%	-1.3%
Commercial	32.6%	37.1%	35.0%	36.0%	36.1%	-5.5%	-3.0%	0.4%	3.1%	3.4%
% share of total Net Revenue										
Medicare (w/o DSH)	42.9%	29.8%	42.2%	36.4%	36.4%	41.5%	22.1%	0.1%	-13.7%	-5.3%
Medicaid (w/o DSH)	13.9%	14.0%	16.6%	16.0%	20.0%	18.2%	14.0%	25.0%	20.6%	13.0%
Commercial (w/o DSH)	43.3%	56.2%	41.2%	47.6%	43.6%	-26.6%	-15.2%	-8.4%	5.7%	0.2%
Capital & Assets										
Capital Budget - no unapproved CON	\$2,921,402	\$931,056	\$2,100,000	\$2,100,000	\$1,687,169	125.6%	125.6%	-19.7%	-19.7%	-16.7%
Unapproved CONs					\$0					
Financial Indicators										
Days Cash on Hand	101	104	106	106	112	1.2%	1.5%	6.2%	6.5%	3.5%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

The University of Vermont Medical Center
Hospital Summary

Preliminary

	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y	Y to Y	Y to Y	Y to Y	Ave Ann
						A16-B17	A16-P17	P17-B18	B17-B18	A15-B18
Income Statement Summary										
Gross Revenue	\$2,475,195,109	\$2,529,488,342	\$2,505,711,841	\$2,568,942,867	\$2,630,800,332	-0.9%	1.6%	2.4%	5.0%	2.1%
Inpatient	\$695,158,055	\$713,704,200	\$737,421,623	\$757,906,599	\$797,212,253	3.3%	6.2%	5.2%	8.1%	4.7%
Outpatient	\$1,089,721,330	\$1,106,622,568	\$1,112,544,201	\$1,118,025,411	\$1,175,227,864	0.5%	1.0%	5.1%	5.6%	2.5%
Physician	\$662,802,062	\$683,798,434	\$627,428,060	\$665,896,469	\$629,052,172	-8.2%	-2.6%	-5.5%	0.3%	-1.7%
Other Rev - Chronic, Swing, SNF	\$27,513,662	\$25,363,139	\$28,317,956	\$27,114,388	\$29,308,044	11.7%	6.9%	8.1%	3.5%	2.1%
Bad Debt	(\$19,610,271)	(\$22,610,131)	(\$20,712,524)	(\$22,633,154)	(\$23,521,029)	8.4%	-0.1%	-3.9%	-13.6%	6.2%
Free Care	(\$11,643,918)	(\$13,430,399)	(\$10,676,995)	(\$15,112,661)	(\$15,623,425)	20.5%	-12.5%	-3.4%	-46.3%	10.3%
All Other Deductions	(\$1,328,583,254)	(\$1,336,901,158)	(\$1,301,536,478)	(\$1,336,786,908)	(\$1,377,820,186)	2.6%	0.0%	-3.1%	-5.9%	1.2%
Net Patient Care Revenue	\$1,115,357,666	\$1,156,546,653	\$1,172,785,845	\$1,194,410,143	\$1,213,835,692	1.4%	3.3%	1.6%	3.5%	2.9%
Total Operating Revenue	\$1,202,927,157	\$1,245,852,354	\$1,264,938,225	\$1,292,593,779	\$1,320,890,957	1.5%	3.8%	2.2%	4.4%	3.2%
Total Operating Expenses	\$1,127,327,647	\$1,171,802,207	\$1,217,011,600	\$1,241,046,066	\$1,270,494,425	3.9%	5.9%	2.4%	4.4%	4.1%
Operating Surplus	\$75,599,510	\$74,050,147	\$47,926,625	\$51,547,713	\$50,396,532	-35.3%	-30.4%	-2.2%	5.2%	-12.6%
Non-Operating Revenue	(\$23,681,502)	\$11,062,297	\$15,257,311	\$18,799,500	\$17,990,319	37.9%	69.9%	-4.3%	17.9%	-191.2%
Total Surplus	\$51,918,007	\$85,112,444	\$63,183,936	\$70,347,213	\$68,386,852	-25.8%	-17.3%	-2.8%	8.2%	9.6%
Utilization Statistics										
Acute Staffed Beds	392	392	392	394	392	0.0%	0.5%	-0.5%	0.0%	0.0%
Acute Admissions	18,395	19,299	18,644	18,984	19,378	-3.4%	-1.6%	2.1%	3.9%	1.8%
Physician Office Visits	2,605,666	2,663,050	2,698,178	2,742,973	2,828,981	1.3%	3.0%	3.1%	4.8%	2.8%
All Outpatient Visits	1,702,223	1,653,967	1,690,200	1,749,462	1,749,462	2.2%	5.8%	0.0%	3.5%	0.9%
Adjusted Admissions*	66,174	69,349	64,127	65,248	64,805	-7.5%	-5.9%	-0.7%	1.1%	-0.7%
Staffing Information										
Total Non-MD \$/FTE	\$64,327	\$65,471	\$67,082	\$68,651	\$68,705	2.5%	4.9%	0.1%	2.4%	2.2%
Compensation Ratio	54.8%	54.3%	55.7%	56.2%	55.3%	2.7%	3.6%	-1.6%	-0.8%	0.3%
Total Non-MD FTEs	5,803	5,909	5,993	6,011	6,214	1.4%	1.7%	3.4%	3.7%	2.3%
Physician FTEs	520	545	567	573	597	3.9%	5.0%	4.2%	5.3%	4.7%
	Actual 2015	Actual 2016	Budget 2017	Projected 2017	Budget 2018	Y to Y A16-B17	Y to Y A16-P17	Y to Y P17-B18	Y to Y B17-B18	Ave Ann A15-B18
Uncompensated Care										
Free Care % of Gross Revenue	0.5%	0.5%	0.4%	0.6%	0.6%	-19.7%	10.8%	0.9%	39.4%	8.1%
Bad Debt % of Gross Revenue	0.8%	0.9%	0.8%	0.9%	0.9%	-7.5%	-1.4%	1.5%	8.2%	4.1%
% share of total Gross Revenue										
Medicare	40.3%	40.9%	41.0%	41.5%	41.9%	0.2%	1.6%	0.9%	2.4%	1.3%
Medicaid	15.1%	16.0%	16.9%	16.2%	15.4%	5.5%	1.5%	-5.0%	-8.7%	0.7%
Commercial	44.6%	43.1%	42.2%	42.2%	42.7%	-2.2%	-2.1%	1.0%	1.2%	-1.5%
% share of total Net Revenue										
Medicare (w/o DSH)	28.7%	28.9%	28.2%	29.0%	28.5%	-2.4%	0.2%	-1.5%	1.2%	-0.2%
Medicaid (w/o DSH)	10.9%	11.1%	10.9%	11.2%	10.9%	-1.5%	1.0%	-2.4%	0.0%	0.0%
Commercial (w/o DSH)	60.4%	60.0%	60.9%	59.9%	60.6%	1.4%	-0.3%	1.2%	-0.6%	0.1%
Capital & Assets										
Capital Budget - no unapproved CON	\$64,274,455	\$75,408,282	\$150,987,160	\$150,987,160	\$56,249,255	100.2%	100.2%	-62.7%	-62.7%	-4.3%
Unapproved CONs					\$129,643,000					
Financial Indicators										
Days Cash on Hand	201	214	176	213	180	-17.9%	-0.6%	-15.3%	2.6%	-3.5%

*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.