

PLEASE PROVIDE ASSUMPTIONS

Rutland Regional Medical Center Renovations and Substantial Remediations to Remedy Ligature Risks

Table 1

- 1 Administrative Expenses and Permits includes permit costs only.

INCOME STATEMENT

Table 3A:

- 2 Rate increase assumed to be 2.65% in FY 2020 (remaining increase is related to volume), 2.9% in FY 2021, and 3% in FY 2022.
- 3 FY 2020 - FY 2022 breakdown of gross revenue between Inpatient, Outpatient, and Physician Outpatient is assumed to be consistent with budget 2019.
- 4 Net Patient Service Revenue increase, including Fixed Prospective Payments, is 3.6% in FY 2020, 2.9% in FY 2021 and 3.0% in FY 2022.
- 5 Operating Margin is 2.6% in FY 2020 and 2.3% in FY 2021 and FY 2022.
- 6 Bad Debt and Free Care as a percent of gross revenue for FY 2021 and 2022 are assumed to remain consistent with the 2020 projection.
- 7 Medicaid DPS for FY 2021-2022 is anticipated to be flat with 2020 projection.
- 8 Other Operating Income is expected to remain consistent with the 2020 projection.
- 9 Physician Fees/Salaries/Contracts and Salaries Non-MD are assumed to increase 3% per year in FY 2021 and FY 2022.
- 10 Includes expenses related to the CT Scanner CoN for which a Certificate of Need was issued 2/12/19.

Table 3B:

- 11 Gross Revenue reduction is related to the reduction in Inpatient Psychiatric patient days (see Utilization assumptions)
- 12 Contractual allowances are based on projection 2020 payer mix.
- 13 Salary and Fringe Benefits (including payroll taxes) are related to the 6.0 FTE increase (see Staffing assumptions)
- 14 Depreciation expense has been calculated based on the project being complete in FY 2020.
- 15 Project start date is estimated to be 10/1/19 and have a 12 month duration.
- 16 Asbestos Abatement is estimated to cost \$10,000, and is expected to be incurred in FY 2020.
- 17 Operating expense related to moving Performance Improvement existing furnishings and equipment permanently to another location are estimated at \$25,000, and are expected to be incurred in FY 2020.

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Rutland Regional Medical Center Renovations and Substantial Remediations to Remedy Ligature Risks

BALANCE SHEET

- 18 Includes Medical Office Building and new USDA debt of \$21.7 million
- 19 Assumes capital spending will be evenly spread over the 12 month duration of the project, starting 10/1/19.

REVENUE SOURCE-PAYER

Table 6A:

- 20 Payer mix and contractual allowances for FY 2021 and FY 2022 are consistent with projection 2020.

Table 6B:

- 21 Payer mix is Psychiatric Unit specific.

UTILIZATION

Without Project:

- 22 Utilization numbers for FY 2021 - FY 2022 are consistent with the 2020 projection.

Project Only:

- 23 Includes a reduction of 365 Psychiatric patient days due to the reduction of 1 bed per day throughout the 12 month project starting 10/1/19.

STAFFING

Table 8A:

- 24 Overall physician, non-physician, and temporary staff FTEs for FY 2021-2022 are consistent with the 2020 projection. A transfer of 5 FTEs from temporary staff to employed staff is anticipated for each year.

Table 8B:

- 25 An increase of 6.0 FTEs is included. This is calculated as one additional staff person needed 24 hours per day for the 12 month duration of this project and one additional staff person needed 24 hours per day for 188 days, for 10/1/19 through 3/7/20 which is when the West Wing is expected to be complete.

NOTE: When completing this table make entries in the shaded fields only.

**Rutland Regional Medical Center
Renovations and Substantial Remediations to Remedy Ligature Risk**

TABLE 1
PROJECT COSTS

Construction Costs		
1. New Construction		
2. Renovation		\$2,647,643
3. Site Work		
4. Fixed Equipment		
5. Design/Bidding Contingency		
6. Construction Contingency		\$255,199
7. Construction Manager Fee		65,536
8. Other (please specify)		-
Subtotal		<u>\$ 2,968,378</u>
Related Project Costs		
1. Major Moveable Equipment		
2. Furnishings, Fixtures & Other Equip.		\$376,464
3. Architectural/Engineering Fees		\$434,382
4. Land Acquisition		
5. Purchase of Buildings		
6. Administrative Expenses & Permits		\$27,500
7. Debt Financing Expenses (see below)		-
8. Debt Service Reserve Fund		-
9. Working Capital		-
10. Other (please specify) Owners Contingency		260,629
		-
		-
Subtotal		<u>\$ 1,098,975</u>
Total Project Costs		<u><u>\$ 4,067,353</u></u>

Debt Financing Expenses		
1. Capital Interest		\$ -
2. Bond Discount or Placement Fee		-
3. Misc. Financing Fees & Exp. (issuance costs)		-
4. Other		-
Subtotal		<u>\$ -</u>
Less Interest Earnings on Funds		
1. Debt Service Reserve Funds		\$ -
2. Capitalized Interest Account		-
3. Construction Fund		-
4. Other		-
Subtotal		<u>\$ -</u>
Total Debt Financing Expenses		<u><u>\$ -</u></u>
feeds to line 7 above		



NOTE: When completing this table make entries in the shaded fields only.

Rutland Regional Medical Center
Renovations and Substantial Remediations to Remedy Ligature Risks
TABLE 2
DEBT FINANCING ARRANGEMENT, SOURCES & USES OF FUNDS

Sources of Funds					
1. Financing Instrument		Bond			
a. Interest Rate		0.0%			
b. Loan Period			To:		
c. Amount Financed				\$	-
2. Equity Contribution					4,067,353
3. Other Sources					
a. Working Capital					-
b. Fundraising					-
c. Grants					-
d. Other					-
Total Required Funds				\$	4,067,353

Uses of Funds					
<u>Project Costs (feeds from Table 1)</u>					
1. New Construction		\$			-
2. Renovation					2,647,643
3. Site Work					-
4. Fixed Equipment					-
5. Design/Bidding Contingency					-
6. Construction Contingency					255,199
7. Construction Manager Fee					65,536
8. Major Moveable Equipment					-
9. Furnishings, Fixtures & Other Equip.					376,464
10. Architectural/Engineering Fees					434,382
11. Land Acquisition					-
12. Purchase of Buildings					-
13. Administrative Expenses & Permits					27,500
14. Debt Financing Expenses					-
15. Debt Service Reserve Fund					-
16. Working Capital					-
17. Other (please specify) Owners Contingency					260,629
Total Uses of Funds		\$			4,067,353

Total sources should equal total uses of funds.

RUTLAND REGIONAL MEDICAL CENTER

Renovations and Substantial Remediations to Remedy Ligature Risks

INCOME STATEMENT

Table JA

WITHOUT PROJECT

	2017 Actual	2018		2018 Actuals	% change	2019		2019 Budget	Proposed Yr 1 2020		Proposed Yr 2 2021		Proposed Yr 3 2022		
		Budget	% change			Budget	% change		Budget	% change	Budget	% change	Budget	% change	Budget
REVENUES															
INPATIENT CARE REVENUE	187,127,013	197,451,546	5.5%	202,442,359	2.5%	206,103,533	1.8%	214,723,807	4.2%	220,886,804	4.2%	227,513,408	2.9%	227,513,408	3.0%
OUTPATIENT CARE REVENUE	259,019,965	267,618,314	3.3%	280,873,244	5.0%	291,853,628	3.9%	304,080,397	4.2%	312,787,531	4.2%	312,787,531	2.9%	322,171,157	3.0%
OUTPATIENT CARE REVENUE - PHYSICIAN	65,385,906	65,868,447	0.7%	65,221,641	-1.0%	64,168,218	-1.6%	66,862,052	4.2%	68,770,838	4.2%	68,770,838	2.9%	70,833,963	3.0%
CHRONICSNFT CARE REVENUE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	#DIV/0!	
SWING BEDS PT CARE REVENUE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	#DIV/0!	
GROSS PATIENT CARE REVENUE	511,529,874	500,930,307	3.8%	548,537,244	3.3%	562,125,379	2.5%	585,636,256	4.2%	602,445,173	4.2%	620,445,173	2.9%	620,445,173	3.0%
DISPROPORTIONATE SHARE PAYMENTS	5,269,069	3,995,289	-24.2%	3,756,859	-6.0%	3,090,930	-17.7%	3,180,973	2.9%	3,180,973	0.0%	3,180,973	0.0%	3,180,973	0.0%
BAD DEBT FREE CARE	(12,810,384)	(11,431,102)	-10.8%	(13,259,546)	-16.3%	(12,816,489)	-3.6%	(16,056,996)	25.3%	(16,056,996)	25.3%	(16,056,996)	2.8%	(17,002,208)	3.0%
DEDUCTIONS FROM REVENUE	(281,795,128)	(272,539,164)	4.1%	(284,759,528)	4.5%	(319,179,508)	12.1%	(305,058,547)	-4.4%	(313,719,295)	-4.4%	(313,719,295)	2.8%	(323,022,797)	3.0%
NET PATIENT CARE REVENUE	242,193,431	250,963,330	3.6%	254,235,029	1.3%	233,220,342	-8.3%	267,702,286	14.8%	275,399,853	2.9%	283,674,496	2.9%	283,674,496	3.0%
FIXED PROSPECTIVE PAYMENTS AND RESERVES	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	#DIV/0!	
NET PATIENT CARE REV & FIXED PAYMENTS & RESERVES	242,193,431	250,963,330	3.6%	254,235,029	1.3%	258,720,342	1.8%	268,123,895	3.6%	275,821,462	2.9%	284,096,105	2.9%	284,096,105	3.0%
OTHER OPERATING REVENUE	12,083,366	12,290,310	1.7%	15,182,290	23.6%	15,669,404	3.4%	18,405,876	17.2%	18,405,876	0.0%	18,405,876	0.0%	18,405,876	0.0%
TOTAL OPERATING REVENUE	254,276,797	263,253,640	3.5%	269,417,319	2.3%	274,419,746	1.9%	286,529,771	4.4%	294,227,338	2.7%	302,501,981	2.8%	302,501,981	2.8%
OPERATING EXPENSE															
SALARIES NON MD	81,623,868	86,033,134	5.4%	86,674,972	0.7%	89,707,829	3.5%	91,604,511	2.1%	94,352,646	3.0%	97,183,226	3.0%	97,183,226	3.0%
FRINGE BENEFITS NON MD	24,176,644	26,970,690	11.6%	26,318,594	-2.4%	29,001,380	10.2%	28,436,236	-1.9%	29,523,320	3.8%	30,650,041	3.8%	30,650,041	3.8%
FRINGE BENEFITS MD	1,332,753	1,475,722	10.7%	1,413,861	-4.2%	1,565,989	10.8%	1,535,479	-1.9%	1,594,182	3.8%	1,655,022	3.8%	1,655,022	3.8%
PHYSICIAN FEES SALARIES CONTRACTS & FRINGES	32,106,201	31,552,125	-1.7%	34,225,122	8.5%	31,716,662	-7.3%	34,035,470	7.3%	35,056,637	3.0%	36,108,336	3.0%	36,108,336	3.0%
HEALTH CARE PROVIDER TAX	14,644,716	14,810,108	1.1%	14,701,522	-0.7%	15,398,699	4.7%	15,821,854	2.8%	16,276,083	2.9%	16,784,366	3.0%	16,784,366	3.0%
DEPRECIATION AMORTIZATION	12,784,354	12,728,164	-0.4%	11,901,430	-6.5%	12,904,769	8.4%	13,085,992	1.4%	15,068,596	15.2%	15,881,651	5.4%	15,881,651	5.4%
INTEREST - LONG/SHORT TERM	1,549,155	1,688,565	9.0%	1,308,027	-22.5%	1,532,255	17.1%	1,276,128	-16.7%	1,942,739	52.2%	1,905,290	-1.9%	1,905,290	-1.9%
OTHER OPERATING EXPENSE	81,895,722	82,290,825	0.5%	91,576,539	11.3%	86,395,202	-5.7%	93,237,796	7.5%	93,525,157	0.3%	95,259,206	1.9%	95,259,206	1.9%
TOTAL OPERATING EXPENSE	250,113,413	257,549,323	3.0%	268,120,067	4.1%	268,220,785	0.0%	279,033,566	4.0%	287,339,360	3.0%	295,407,138	2.8%	295,407,138	2.8%
NET OPERATING INCOME (LOSS)	4,163,384	5,704,317	37.0%	1,297,252	-77.3%	6,198,961	377.9%	7,496,205	20.9%	6,887,978	-8.1%	7,094,843	3.0%	7,094,843	3.0%
NON-OPERATING REVENUE	16,154,020	8,794,172	-45.6%	10,592,381	20.4%	5,939,237	-43.9%	5,995,053	0.9%	6,175,862	3.0%	6,363,000	3.0%	6,363,000	3.0%
EXCESS (DEFICIT) OF REVENUE OVER EXPENSE	20,317,404	14,498,469	-28.6%	11,889,633	-18.0%	12,138,188	2.1%	13,481,258	11.1%	13,063,840	-3.2%	13,457,843	3.0%	13,457,843	3.0%
Operating Margin %	1.6%	2.2%	2.2%	0.5%	2.3%	2.9%	2.6%	2.6%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	
Bad Debt & Free Care%	2.5%	2.2%	2.2%	2.4%	2.3%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	
Compensation Ratio	55.7%	56.7%	56.7%	55.4%	56.7%	56.8%	55.8%	55.8%	55.9%	55.9%	55.9%	55.9%	55.9%	55.9%	
Capital Cost % of Total Expenses	3.7%	3.6%	3.6%	4.9%	5.4%	5.4%	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%	

RUTLAND REGIONAL MEDICAL CENTER

Renovations and Substantial Remediations to Remedy Ligature Risks

INCOME STATEMENT

Table 3B

PROJECT ONLY

	2017		2018		2019		Proposed Yr 2		Proposed Yr 2		Proposed Yr 3		
	Actual	Budget	% change	Actuals	% change	Budget	% change	2020	% change	2021	% change	2022	% change
REVENUES													
INPATIENT CARE REVENUE			#DIV/0!		#DIV/0!		#DIV/0!	(738,030)	#DIV/0!		-100.0%		#DIV/0!
OUTPATIENT CARE REVENUE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
OUTPATIENT CARE REVENUE - PHYSICIAN			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
CHRONIC/SNFP PT CARE REVENUE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
SWING BEDS PT CARE REVENUE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
GROSS PATIENT CARE REVENUE	-	-	#DIV/0!	-	#DIV/0!	-	(738,030)		#DIV/0!	-	-100.0%	-	#DIV/0!
DISPROPORTIONATE SHARE PAYMENTS			#DIV/0!		#DIV/0!			20,046	#DIV/0!		#DIV/0!		#DIV/0!
BAD DEBT FREE CARE			#DIV/0!		#DIV/0!			381,916	#DIV/0!		-100.0%		#DIV/0!
DEDUCTIONS FROM REVENUE			#DIV/0!		#DIV/0!				#DIV/0!		#DIV/0!		#DIV/0!
NET PATIENT CARE REVENUE	-	-	#DIV/0!	-	#DIV/0!	-	(336,068)		#DIV/0!	-	-100.0%	-	#DIV/0!
FIXED PROSPECTIVE PAYMENTS AND RESERVES			#DIV/0!		#DIV/0!			(336,068)	#DIV/0!		#DIV/0!		#DIV/0!
NET PATIENT CARE REV & FIXED PAYMENTS & RESERVES	-	-	#DIV/0!	-	#DIV/0!	-	(336,068)		#DIV/0!	-	-100.0%	-	#DIV/0!
OTHER OPERATING REVENUE			#DIV/0!		#DIV/0!				#DIV/0!		#DIV/0!		#DIV/0!
TOTAL OPERATING REVENUE	-	-	#DIV/0!	-	#DIV/0!	-	(336,068)		#DIV/0!	-	-100.0%	-	#DIV/0!
OPERATING EXPENSE													
SALARIES NON MD			#DIV/0!		#DIV/0!			224,744	#DIV/0!		-100.0%		#DIV/0!
FRINGE BENEFITS NON MD			#DIV/0!		#DIV/0!			59,437	#DIV/0!		-100.0%		#DIV/0!
FRINGE BENEFITS MD			#DIV/0!		#DIV/0!				#DIV/0!		#DIV/0!		#DIV/0!
PHYSICIAN FEES SALARIES CONTRACTS & FRINGES			#DIV/0!		#DIV/0!				#DIV/0!		#DIV/0!		#DIV/0!
HEALTH CARE PROVIDER TAX			#DIV/0!		#DIV/0!				#DIV/0!		#DIV/0!		#DIV/0!
DEPRECIATION AMORTIZATION			#DIV/0!		#DIV/0!			141,853	#DIV/0!	283,706	100.0%	283,706	0.0%
INTEREST - LONG/SHORT TERM			#DIV/0!		#DIV/0!				#DIV/0!		#DIV/0!		#DIV/0!
OTHER OPERATING EXPENSE			#DIV/0!		#DIV/0!			35,000	#DIV/0!		-100.0%		#DIV/0!
TOTAL OPERATING EXPENSE	-	-	#DIV/0!	-	#DIV/0!	-	481,034		#DIV/0!	283,706	-38.5%	283,706	0.0%
NET OPERATING INCOME (LOSS)	-	-	#DIV/0!	-	#DIV/0!	-	(797,102)		#DIV/0!	(283,706)	-64.4%	(283,706)	0.0%
NON-OPERATING REVENUE			#DIV/0!		#DIV/0!		550,000		#DIV/0!		-100.0%		#DIV/0!
EXCESS (DEFICIT) OF REVENUE OVER EXPENSE	-	-	#DIV/0!	-	#DIV/0!	-	(247,102)		#DIV/0!	(283,706)	14.8%	(283,706)	0.0%

RUTLAND REGIONAL MEDICAL CENTER

Renovations and Substantial Remediations to Remedy Ligature Risks

Note: This table requires no "fill-in" as it is populated automatically

INCOME STATEMENT

Table 3C

WITH PROJECT

	2017		2018		2019		Proposed Yr 2		Proposed Yr 2		Proposed Yr 3		
	Actual	Budget	% change	Actuals	% change	Budget	% change	2020	% change	2021	% change	2022	% change
REVENUES													
INPATIENT CARE REVENUE	187,127,013	197,451,546	5.5%	202,442,359	2.5%	206,103,533	1.8%	213,985,777	3.8%	220,886,804	3.2%	227,513,408	3.0%
OUTPATIENT CARE REVENUE	289,019,955	287,618,314	3.3%	280,873,244	5.0%	291,853,628	3.9%	304,060,397	4.2%	312,787,531	2.9%	322,171,157	3.0%
OUTPATIENT CARE REVENUE - PHYSICIAN	65,382,906	65,868,447	0.7%	65,221,641	-1.0%	64,168,218	-1.6%	66,852,052	4.2%	68,770,838	2.9%	70,833,963	3.0%
CHRONIC/SNFP CARE REVENUE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
SWING BEDS FT CARE REVENUE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
GROSS PATIENT CARE REVENUE	511,529,874	530,938,307	3.8%	548,537,244	3.3%	562,125,379	2.5%	584,898,226	4.1%	602,445,173	3.0%	620,518,528	3.0%
DISPROPORTIONATE SHARE PAYMENTS	5,269,069	3,995,289	-24.2%	3,756,859	-6.0%	3,090,930	-17.7%	3,180,973	2.9%	3,180,973	0.0%	3,180,973	0.0%
BAD DEBT FREE CARE	(12,810,384)	(11,431,102)	-10.8%	(13,299,546)	16.3%	(12,816,459)	-3.6%	(16,036,550)	25.1%	(16,506,598)	2.9%	(17,002,208)	3.0%
DEDUCTIONS FROM REVENUE	(261,795,128)	(272,539,164)	4.1%	(284,759,528)	4.5%	(319,179,508)	12.1%	(304,876,831)	-4.5%	(313,719,285)	3.0%	(323,022,797)	3.0%
NET PATIENT CARE REVENUE	242,193,431	250,963,330	3.6%	254,235,029	1.3%	233,220,342	-8.3%	267,366,218	14.6%	275,399,653	3.0%	283,674,496	3.0%
FIXED PROSPECTIVE PAYMENTS AND RESERVES	-	-	#DIV/0!	-	#DIV/0!	25,900,000	#DIV/0!	421,609	-96.3%	421,609	0.0%	421,609	0.0%
NET PATIENT CARE REV & FIXED PAYMENTS & RESERVES	242,193,431	250,963,330	3.6%	254,235,029	1.3%	258,720,342	1.8%	267,787,827	3.5%	275,821,462	3.0%	284,096,105	3.0%
OTHER OPERATING REVENUE	12,083,366	12,290,310	1.7%	15,182,290	23.5%	15,699,404	3.4%	18,405,876	17.2%	18,405,876	0.0%	18,405,876	0.0%
TOTAL OPERATING REVENUE	254,276,797	263,253,640	3.5%	269,417,319	2.3%	274,419,746	1.9%	286,193,703	4.3%	294,227,338	2.8%	302,501,981	2.8%
OPERATING EXPENSE													
SALARIES NON MD	81,623,888	86,033,134	5.4%	86,674,972	0.7%	89,707,829	3.5%	91,829,255	2.4%	94,352,646	2.7%	97,183,226	3.0%
FRINGE BENEFITS NON MD	24,175,644	26,970,680	11.6%	26,318,594	-2.4%	29,001,380	10.2%	28,495,673	-1.7%	29,623,320	3.6%	30,650,041	3.8%
FRINGE BENEFITS MD	1,332,753	1,475,722	10.7%	1,413,861	-4.2%	1,565,989	10.8%	1,535,479	-1.9%	1,594,182	3.8%	1,655,022	3.8%
PHYSICIAN FEES SALARIES CONTRACTS & FRINGES	32,106,201	31,552,125	-1.7%	34,225,122	8.5%	31,716,662	-7.3%	34,035,570	7.3%	35,056,637	3.0%	36,108,336	3.0%
HEALTH CARE PROVIDER TAX	14,844,716	14,810,108	1.1%	14,701,522	-0.7%	15,396,690	4.7%	15,821,954	2.8%	16,276,083	2.9%	16,764,366	3.0%
DEPRECIATION AMORTIZATION	12,784,354	12,728,184	-0.4%	11,901,490	-6.5%	12,904,789	8.4%	13,227,845	2.5%	15,352,302	16.1%	16,165,357	5.3%
INTEREST - LONG/SHORT TERM	1,549,155	1,688,565	9.0%	1,308,027	-22.5%	1,332,255	17.1%	1,276,128	-6.7%	1,842,739	52.2%	1,905,290	3.3%
OTHER OPERATING EXPENSE	81,693,722	82,290,625	0.5%	91,576,539	11.3%	86,395,202	-5.7%	93,272,796	8.0%	93,525,157	0.3%	96,269,206	1.9%
TOTAL OPERATING EXPENSE	280,113,413	257,549,323	3.0%	268,120,067	4.1%	268,220,795	0.0%	279,494,600	4.2%	287,623,066	2.9%	295,690,844	2.8%
NET OPERATING INCOME (LOSS)	4,163,384	5,704,317	37.0%	1,297,252	-77.3%	6,198,951	377.9%	6,899,103	8.1%	6,604,272	-1.4%	6,811,137	3.1%
NON-OPERATING REVENUE	16,154,020	8,794,172	-45.6%	10,592,381	20.4%	5,939,237	-43.9%	6,545,053	10.2%	6,175,662	-5.6%	6,363,000	3.0%
EXCESS (DEFICIT) OF REVENUE OVER EXPENSE	20,317,404	14,498,489	-28.6%	11,889,633	-18.0%	12,138,188	2.1%	13,244,156	9.1%	12,780,134	-3.5%	13,174,137	3.1%
Operating Margin %	1.6%	2.2%	2.2%	0.5%	2.3%	2.3%	2.3%	2.3%	2.3%	2.2%	2.2%	2.3%	2.3%
Bad Debt & Free Care%	2.5%	2.2%	2.2%	2.4%	2.3%	2.3%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
Compensation Ratio	55.7%	56.7%	56.7%	55.4%	56.7%	56.7%	55.8%	55.8%	55.8%	55.8%	55.8%	56.0%	56.0%
Capital Cost % of Total Expenses	5.7%	5.6%	5.6%	4.9%	5.4%	5.4%	5.2%	5.2%	5.2%	5.2%	5.2%	6.1%	6.1%

RUTLAND REGIONAL MEDICAL CENTER

RENOVATIONS AND SUBSTANTIAL REMEDIATIONS TO REMEDY LIGATURE RISKS

Balance Sheet

WITHOUT PROJECT

	2017	2018	2018	2019	2020	2021	2022						
	Actual	Budget	% change	Actuals	% change	Proposed Year 1	% change	Proposed Year 2	% change	Proposed Year 3	% change		
ASSETS													
CURRENT ASSETS													
CASH & INVESTMENTS	9,725,785	14,576,141	49.9%	7,330,570	-49.7%	7,770,719	6.0%	5,683,915	-28.0%	5,234,114	-6.4%	4,783,789	-8.4%
PATIENT ACCOUNTS RECEIVABLE, GROSS	68,715,251	67,802,702	-1.3%	70,830,538	4.5%	61,203,862	-13.8%	64,667,457	5.7%	68,427,447	5.8%	72,512,529	6.0%
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS	(42,709,423)	(45,270,950)	6.0%	(45,214,397)	-0.1%	(43,132,456)	-4.6%	(43,313,872)	0.4%	(43,500,731)	0.4%	(43,683,195)	0.4%
DUE FROM THIRD PARTIES	-	5,260,001	#DIV/0!	-	-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	0	#DIV/0!
OTHER CURRENT ASSETS	11,217,548	10,594,250	-5.6%	11,937,108	12.7%	10,518,663	-11.9%	10,203,288	-3.0%	10,302,328	0.9%	10,404,339	1.0%
TOTAL CURRENT ASSETS	46,949,161	52,962,144	12.8%	44,883,818	-15.3%	36,360,788	-19.0%	37,150,788	2.2%	40,463,168	8.9%	44,020,192	8.8%
BOARD DESIGNATED ASSETS													
FUNDED DEPRECIATION	98,892,161	129,432,346	30.9%	139,725,632	8.0%	104,229,763	-25.4%	100,210,954	-3.9%	104,331,598	4.1%	106,505,910	5.0%
ESCROWED BOND FUNDS	94,485	-	-100.0%	428,917	#DIV/0!	94,485	-78.0%	94,485	0.0%	94,485	0.0%	94,485	0.0%
OTHER	31,889,957	6,201,912	-80.6%	-	-100.0%	31,889,957	#DIV/0!	31,889,957	0.0%	31,889,957	0.0%	31,889,957	0.0%
TOTAL BOARD DESIGNATED ASSETS	130,876,603	135,634,258	3.6%	140,154,549	3.3%	136,214,205	-2.8%	132,195,396	-3.0%	136,316,040	3.1%	141,480,352	3.8%
PROPERTY, PLANT, AND EQUIPMENT													
LAND, BUILDINGS & IMPROVEMENTS	107,786,316	102,633,484	-4.8%	107,950,862	5.2%	107,786,316	-0.2%	119,480,273	10.8%	119,552,940	0.1%	119,552,940	0.0%
CONSTRUCTION IN PROGRESS	3,841,932	33,456,193	770.8%	3,680,435	-89.1%	19,103,857	421.9%	34,550,227	80.9%	34,550,227	0.0%	34,550,227	0.0%
MAJOR MOVABLE EQUIPMENT	104,891,711	135,200,943	28.9%	101,119,628	-25.2%	144,388,157	42.8%	165,617,519	14.7%	183,017,519	10.5%	201,417,519	10.1%
FIXED EQUIPMENT	34,550,227	3,422,993	-90.1%	29,871,122	772.7%	34,550,227	15.7%	19,121,500	-44.7%	19,121,500	0.0%	19,121,500	0.0%
TOTAL PROPERTY, PLANT AND EQUIPMENT	251,070,196	274,713,613	9.4%	242,602,045	-11.7%	305,798,557	26.0%	338,769,519	10.8%	356,242,186	5.2%	374,842,186	5.2%
LESS: ACCUMULATED DEPRECIATION													
LAND, BUILDINGS & IMPROVEMENTS	(57,801,563)	(63,095,223)	-8.1%	(61,218,659)	15.3%	(67,801,563)	-5.8%	(61,679,107)	6.7%	(66,144,122)	7.2%	(70,650,056)	7.1%
EQUIPMENT - FIXED	(25,778,441)	(24,755,689)	-4.0%	(16,357,516)	-33.9%	(25,778,441)	57.6%	(27,507,755)	6.7%	(29,499,070)	7.2%	(31,597,630)	7.1%
EQUIPMENT - MAJOR MOVABLE	(86,352,956)	(108,946,635)	26.2%	(83,579,776)	-23.3%	(111,469,530)	33.4%	(118,968,664)	6.7%	(127,680,929)	7.2%	(138,665,887)	7.1%
TOTAL ACCUMULATED DEPRECIATION	(169,932,960)	(196,797,547)	9.9%	(161,155,950)	-13.7%	(195,069,534)	21.0%	(208,155,526)	6.7%	(223,224,121)	7.2%	(239,105,773)	7.1%
TOTAL PROPERTY, PLANT AND EQUIPMENT, NET	81,137,236	87,915,866	8.4%	81,446,095	-7.4%	110,729,023	36.0%	130,613,993	18.0%	133,018,065	1.8%	135,636,413	1.9%
OTHER LONG-TERM ASSETS	10,512,958	5,266,692	-49.9%	8,989,819	70.7%	10,392,859	15.6%	10,435,359	0.4%	10,477,859	0.4%	10,520,359	0.4%
TOTAL ASSETS	269,475,948	281,778,960	4.6%	275,474,282	-2.2%	293,696,875	6.6%	310,395,536	5.7%	320,275,122	3.2%	331,567,316	3.5%
LIABILITIES AND FUND BALANCE													
CURRENT LIABILITIES													
ACCOUNTS PAYABLE	3,934,653	4,443,366	12.9%	3,988,873	-10.2%	3,221,536	-19.2%	4,380,162	9.8%	4,717,293	7.7%	4,974,549	5.5%
SALARIES, WAGES AND PAYROLL TAXES PAYABLE	10,987,448	11,234,778	2.3%	12,184,503	8.5%	8,675,338	-28.6%	8,881,525	-27.2%	9,104,980	2.5%	9,335,773	2.5%
ESTIMATED THIRD-PARTY SETTLEMENTS	7,885,938	9,152,712	16.0%	7,963,186	-13.0%	7,486,938	-8.0%	7,286,938	-0.0%	7,286,938	0.0%	7,286,938	0.0%
OTHER CURRENT LIABILITIES	1,665,360	5,192,502	32.4%	8,248,540	58.9%	7,483,360	-9.3%	7,291,001	-11.6%	7,291,001	0.0%	7,291,001	0.0%
CURRENT PORTION OF LONG-TERM DEBT	1,795,008	1,865,452	3.9%	1,891,774	1.4%	1,938,661	2.6%	2,564,804	35.6%	2,717,830	6.0%	2,828,768	4.1%
TOTAL CURRENT LIABILITIES	32,287,405	31,898,810	-1.2%	34,286,876	7.5%	28,805,833	-16.0%	30,404,230	-11.3%	31,118,012	2.3%	31,711,029	1.9%
LONG-TERM DEBT													
BONDS & MORTGAGES PAYABLE	31,717,459	34,603,702	9.1%	31,522,525	-8.9%	46,979,384	49.0%	51,792,535	64.3%	49,074,703	-5.2%	46,245,937	-5.8%
CAPITAL LEASE OBLIGATIONS	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
OTHER LONG-TERM DEBT	4,751,724	-	-100.0%	2,938,513	#DIV/0!	947,611	-67.8%	-	-100.0%	-	-	-	-
TOTAL LONG-TERM DEBT	36,469,183	34,603,702	-5.1%	34,461,038	-0.4%	47,926,995	39.1%	51,792,535	50.3%	49,074,703	-5.2%	46,245,937	-5.8%
OTHER NONCURRENT LIABILITIES	15,040,693	30,183,617	100.7%	5,697,136	-81.1%	10,449,585	83.4%	8,193,051	43.8%	7,012,949	-14.4%	7,076,949	0.9%
TOTAL LIABILITIES	83,797,281	96,676,129	15.4%	74,446,050	-23.0%	87,182,413	17.1%	90,389,816	21.4%	87,205,564	-3.5%	85,039,915	-2.5%
FUND BALANCE	185,678,667	185,102,831	-0.3%	201,028,232	8.6%	206,514,462	2.7%	220,005,720	9.4%	233,069,558	5.9%	246,527,401	5.8%
TOTAL LIABILITIES AND FUND BALANCE	269,475,948	281,778,960	4.6%	275,474,282	-2.2%	293,696,875	6.6%	310,395,536	12.7%	320,275,122	3.2%	331,567,316	3.5%

RUTLAND REGIONAL MEDICAL CENTER

RENOVATIONS AND SUBSTANTIAL REMEDIATIONS TO REMEDY LIGATURE RISKS

Balance Sheet
PROJECT ONLY

	2017	2018	2018	2019	2020	2021	2022
	Actual	Budget	% change	Budget	Proposed Year 1	Proposed Year 2	Proposed Year 3
					% change	% change	% change
ASSETS							
CURRENT ASSETS							
CASH & INVESTMENTS			#DIV/0!	#DIV/0!	(4,172,603)	(4,172,603)	(4,172,603)
PATIENT ACCOUNTS RECEIVABLE, GROSS			#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS			#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
DUE FROM THIRD PARTIES			#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
OTHER CURRENT ASSETS			#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
TOTAL CURRENT ASSETS	-	-	#DIV/0!	#DIV/0!	(4,172,603)	(4,172,603)	(4,172,603)
BOARD DESIGNATED ASSETS			#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
FUNDED DEPRECIATION			#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
ESCROWED BOND FUNDS			#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
OTHER			#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
TOTAL BOARD DESIGNATED ASSETS	-	-	#DIV/0!	#DIV/0!	-	-	-
PROPERTY, PLANT, AND EQUIPMENT			#DIV/0!	#DIV/0!	3,690,889	3,690,889	3,690,889
LAND, BUILDINGS & IMPROVEMENTS			#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
CONSTRUCTION IN PROGRESS			#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
MAJOR MOVABLE EQUIPMENT			#DIV/0!	#DIV/0!	376,464	376,464	376,464
FIXED EQUIPMENT			#DIV/0!	#DIV/0!	4,067,353	4,067,353	4,067,353
TOTAL PROPERTY, PLANT AND EQUIPMENT	-	-	#DIV/0!	#DIV/0!	(123,030)	(369,088)	(615,148)
LESS: ACCUMULATED DEPRECIATION			#DIV/0!	#DIV/0!	(18,823)	(56,470)	(94,116)
LAND, BUILDINGS & IMPROVEMENTS			#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
EQUIPMENT - FIXED			#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
EQUIPMENT - MAJOR MOVABLE			#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
TOTAL ACCUMULATED DEPRECIATION	-	-	#DIV/0!	#DIV/0!	(141,853)	(425,558)	(709,264)
TOTAL PROPERTY, PLANT AND EQUIPMENT, NET	-	-	#DIV/0!	#DIV/0!	3,925,500	3,641,795	3,358,089
OTHER LONG-TERM ASSETS			#DIV/0!	#DIV/0!	-	-	-
TOTAL ASSETS	-	-	#DIV/0!	#DIV/0!	(247,103)	(530,808)	(814,514)
LIABILITIES AND FUND BALANCE							
CURRENT LIABILITIES			#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
ACCOUNTS PAYABLE			#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
SALARIES, WAGES AND PAYROLL TAXES PAYABLE			#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
ESTIMATED THIRD-PARTY SETTLEMENTS			#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
OTHER CURRENT LIABILITIES			#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
CURRENT PORTION OF LONG-TERM DEBT			#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
TOTAL CURRENT LIABILITIES	-	-	#DIV/0!	#DIV/0!	-	-	-
LONG-TERM DEBT			#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
BONDS & MORTGAGES PAYABLE			#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
CAPITAL LEASE OBLIGATIONS			#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
OTHER LONG-TERM DEBT			#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
TOTAL LONG-TERM DEBT	-	-	#DIV/0!	#DIV/0!	-	-	-
OTHER NONCURRENT LIABILITIES			#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
TOTAL LIABILITIES	-	-	#DIV/0!	#DIV/0!	-	-	-
FUND BALANCE			#DIV/0!	#DIV/0!	(247,103)	(530,808)	(814,514)
TOTAL LIABILITIES AND FUND BALANCE	-	-	#DIV/0!	#DIV/0!	(247,103)	(530,808)	(814,514)

RUTLAND REGIONAL MEDICAL CENTER

RENOVATIONS AND SUBSTANTIAL REMEDIATIONS TO REMEDY LIGATURE RISKS

Note: This table requires no "fill-in" as it is populated automatically

**Balance Sheet
WITH PROJECT**

	2017	2018	2018	2018	2019	2020	2021	2022
	Actual	Budget	% change	Actuals	% change	Proposed Year 1	Proposed Year 2	Proposed Year 3
						% change	% change	% change
ASSETS								
CURRENT ASSETS								
CASH & INVESTMENTS	9,725,785	14,576,141	49.9%	7,330,570	-49.7%	1,421,312	1,061,511	621,186
PATIENT ACCOUNTS RECEIVABLE, GROSS	68,715,251	67,802,702	-1.3%	70,830,538	4.5%	64,667,457	68,427,447	72,515,259
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS	(42,709,423)	(45,270,950)	6.0%	(45,214,397)	-0.1%	(43,313,872)	(43,500,731)	(43,693,195)
DUE FROM THIRD PARTIES	5,260,001	5,260,001	#DIV/0!	-	-100.0%	-	-	-
OTHER CURRENT ASSETS	11,217,548	10,594,250	-5.6%	11,937,108	12.7%	10,203,288	10,302,328	10,404,339
TOTAL CURRENT ASSETS	46,949,161	52,992,144	12.8%	44,883,819	-15.3%	32,978,185	36,290,555	39,847,589
BOARD DESIGNATED ASSETS								
FUNDED DEPRECIATION	96,892,161	129,432,346	30.9%	130,725,632	8.0%	100,210,954	104,331,588	108,505,910
ESCROWED BOND FUNDS	94,485	-	-100.0%	428,917	-	94,485	94,485	94,485
OTHER	31,889,957	6,201,912	-80.6%	-	-100.0%	31,889,957	31,889,957	31,889,957
TOTAL BOARD DESIGNATED ASSETS	130,876,603	135,634,258	3.6%	140,154,549	3.3%	132,195,396	136,316,040	141,490,352
PROPERTY, PLANT, AND EQUIPMENT								
LAND, BUILDINGS & IMPROVEMENTS	107,786,316	102,633,484	-4.8%	107,860,862	5.2%	123,171,162	123,243,829	123,243,829
CONSTRUCTION IN PROGRESS	3,841,932	33,456,193	770.8%	3,660,435	-88.1%	34,560,227	34,560,227	34,560,227
MAJOR MOVABLE EQUIPMENT	34,550,227	135,200,943	28.9%	101,119,626	-25.2%	165,617,519	183,017,519	201,417,519
FIXED EQUIPMENT		3,422,993	-90.1%	29,871,122	772.7%	19,497,964	19,497,964	19,497,964
TOTAL PROPERTY, PLANT AND EQUIPMENT	251,070,186	274,713,613	9.4%	242,802,045	-11.7%	342,836,872	360,309,539	378,709,539
LESS: ACCUMULATED DEPRECIATION								
LAND, BUILDINGS & IMPROVEMENTS	(57,801,563)	(53,095,223)	-8.1%	(61,218,668)	15.3%	(61,802,137)	(66,513,210)	(71,465,204)
EQUIPMENT - FIXED	(25,778,441)	(24,755,689)	-4.0%	(16,357,516)	-33.9%	(27,526,578)	(29,585,540)	(31,691,946)
EQUIPMENT - MAJOR MOVEABLE	(96,352,956)	(108,946,835)	26.2%	(83,579,776)	-23.3%	(118,968,664)	(127,590,929)	(136,657,887)
TOTAL ACCUMULATED DEPRECIATION	(180,932,960)	(186,797,747)	9.9%	(161,155,950)	-13.7%	(208,297,379)	(223,649,679)	(239,815,037)
TOTAL PROPERTY, PLANT AND EQUIPMENT, NET	81,137,226	87,915,866	8.4%	81,446,095	-7.4%	134,539,493	136,659,860	138,894,502
OTHER LONG-TERM ASSETS	10,512,958	5,266,692	-49.9%	9,899,819	70.7%	10,485,359	10,477,859	10,520,359
TOTAL ASSETS	269,475,948	281,778,960	4.6%	275,474,282	-2.2%	293,696,875	319,744,314	330,752,802
LIABILITIES AND FUND BALANCE								
CURRENT LIABILITIES								
ACCOUNTS PAYABLE	3,994,653	4,443,366	12.9%	3,998,873	-10.2%	4,380,162	4,717,283	4,974,549
SALARIES, WAGES AND PAYROLL TAXES PAYABLE	10,987,448	11,234,778	2.3%	12,194,503	8.5%	8,881,525	9,104,950	9,335,773
ESTIMATED THIRD-PARTY SETTLEMENTS	7,896,938	9,152,712	16.0%	7,963,186	-6.0%	7,886,938	7,286,938	7,286,938
OTHER CURRENT LIABILITIES	7,683,360	5,192,502	-32.4%	8,248,540	58.9%	7,291,001	7,291,001	7,291,001
CURRENT PORTION OF LONG-TERM DEBT	1,795,006	1,869,452	3.9%	1,891,774	1.4%	2,564,604	2,717,830	2,828,768
TOTAL CURRENT LIABILITIES	32,267,405	31,896,810	-1.2%	34,266,876	7.5%	30,404,230	31,118,012	31,717,029
LONG-TERM DEBT								
BONDS & MORTGAGES PAYABLE	31,717,459	34,803,702	9.1%	31,522,525	-8.9%	51,792,535	49,074,703	46,245,937
CAPITAL LEASE OBLIGATIONS	4,751,724	-	-100.0%	2,939,513	-	-	-	-
OTHER LONG-TERM DEBT								
TOTAL LONG-TERM DEBT	36,469,183	34,803,702	-5.1%	34,462,038	-0.4%	51,792,535	49,074,703	46,245,937
OTHER NONCURRENT LIABILITIES	15,040,693	30,183,617	100.7%	5,697,136	-81.1%	8,193,051	7,012,849	7,076,949
TOTAL LIABILITIES	83,787,281	96,678,129	15.4%	74,446,050	-23.0%	90,389,816	87,205,564	85,039,915
FUND BALANCE	185,678,667	185,102,831	-0.3%	201,026,232	8.6%	219,766,617	232,538,750	245,712,887
TOTAL LIABILITIES AND FUND BALANCE	269,475,948	281,778,960	4.6%	275,474,282	-2.2%	293,696,875	319,744,314	330,752,802

RUTLAND REGIONAL MEDICAL CENTER

RENOVATIONS AND SUBSTANTIAL REMEDIATIONS TO REMEDY LIGATURE RISKS

PAYER REVENUE REPORT

WITHOUT PROJECT

	2017	2018	2018	2019	2020	2021	2022	
	Actual	Budget	% change	Actuals	% change	Proposed Year 1	Proposed Year 2	% change
Commercial								
Hospital	133,502,803	141,279,875	5.8%	142,342,476	0.8%	163,041,967	167,721,593	2.9%
Physician	24,498,536	23,710,947	-3.2%	24,015,866	1.3%	24,225,425	24,920,743	2.9%
Total Revenue	158,001,339	164,990,822	4.4%	166,358,342	0.8%	187,267,392	192,642,336	2.9%
Allowances - Hospital	-20,603,529	-11,379,603	-44.8%	-20,069,361	-76.4%	(19,007,149)	(19,546,771)	2.8%
Allowances - Physicians	-9,184,860	-11,928,991	28.9%	-8,998,140	-25.1%	(12,092,442)	(12,949,564)	2.8%
Free Care	-7,056,413	-6,121,719	6.4%	-6,597,207	-40.4%	(6,514,564)	(6,697,387)	2.8%
Bad Debt	-115,402,566	-130,251,126	12.9%	-124,051,295	-4.8%	(139,611,801)	(143,659,028)	2.9%
Net Payer Revenue	115,402,566	130,251,126	12.9%	124,051,295	-4.8%	138,611,801	143,659,028	2.9%
Fixed Prospective Payment & Reserves								
Total Net Payer Revenue & Fixed Prospective Payment	115,402,566	130,251,126	12.9%	124,051,295	-4.8%	138,611,801	143,659,028	2.9%
Reimbursement Rate - Commercial	73%	79%	75%	75%	74.6%	0.745625448	0.745625448	52%
Payer Mix - Commercial	48%	52%	49%	50%	52%			52%
Medicaid								
Hospital	72,086,056	74,194,704	2.9%	77,681,556	4.7%	82,066,880	84,422,362	2.9%
Physician	13,890,972	14,312,221	3.0%	13,042,252	-6.9%	13,270,706	13,651,602	2.9%
Total Revenue	85,977,028	88,506,925	2.9%	90,723,808	2.5%	95,337,586	98,073,964	2.9%
Allowances - Hospital	-53,960,000	-53,988,139	-0.3%	-61,159,674	14.5%	(60,218,226)	(61,927,848)	2.8%
Allowances - Physicians	-8,590,733	-10,419,765	21.3%	-8,331,141	-20.0%	(10,840,606)	(11,148,375)	2.8%
Free Care	0	0	#DIV/0!	0	#DIV/0!	0	0	#DIV/0!
Bad Debt	0	0	#DIV/0!	0	#DIV/0!	0	0	#DIV/0!
Graduate Medical Education Payments-Phys.	0	0	#DIV/0!	0	#DIV/0!	0	0	#DIV/0!
Graduate Medical Education Payments-Hosp	0	0	#DIV/0!	0	#DIV/0!	0	0	#DIV/0!
Net Payer Revenue	23,926,296	24,689,021	3.6%	21,232,993	-14.0%	24,278,754	24,997,741	3.0%
Fixed Prospective Payment & Reserves								
Total Net Payer Revenue & Fixed Prospective Payment	23,926,296	24,689,021	3.6%	21,232,993	-14.0%	24,278,754	24,997,741	3.0%
Reimbursement Rate - Medicaid	28%	28%	23%	28%	26%	26%	26%	26%
Payer Mix - Medicaid	10%	10%	8%	10%	9%	9%	9%	9%
Medicare								
Hospital	240,558,109	249,695,281	3.8%	263,291,571	5.5%	273,628,491	281,482,168	2.9%
Physician	26,993,398	27,845,279	3.2%	28,163,523	1.1%	29,402,788	30,246,705	2.9%
Total Revenue	267,551,507	277,440,560	3.7%	291,455,094	5.1%	303,031,279	311,728,873	2.9%
Allowances - Hospital	-196,814,467	-166,286,762	6.0%	-172,761,228	3.9%	(179,745,670)	(184,848,729)	2.8%
Allowances - Physicians	-13,041,539	-19,125,894	46.7%	-13,498,984	-29.4%	(22,654,851)	(23,298,033)	2.8%
Free Care	0	0	#DIV/0!	0	#DIV/0!	0	0	#DIV/0!
Bad Debt	0	0	#DIV/0!	0	#DIV/0!	0	0	#DIV/0!
Net Payer Revenue	97,695,501	92,027,894	5.8%	105,193,882	-14.3%	100,984,175	103,582,111	2.6%
Fixed Prospective Payment & Reserves								
Total Net Payer Revenue & Fixed Prospective Payment	97,695,501	92,027,894	5.8%	105,193,882	-14.3%	100,984,175	103,582,111	2.6%
Reimbursement Rate - Medicare	37%	33%	36%	34%	33%	33%	33%	33%
Payer Mix - Medicare	40%	37%	41%	39%	38%	38%	38%	38%
Disproportionate Share Payments								
Net Payer Revenue	5,269,069	3,995,289	-24.2%	3,756,869	-6.0%	3,180,973	3,180,973	0.0%
Total Payer Revenue	446,146,968	465,069,860	4.2%	483,515,603	3.9%	518,737,338	533,626,123	2.9%
Physician	65,382,906	65,868,447	0.7%	65,221,641	-1.6%	66,698,979	68,819,050	2.9%
Total Revenue	511,529,874	530,938,307	3.8%	548,737,244	3.3%	585,436,357	602,445,173	2.9%
Allowances - Hospital	-210,374,467	-219,694,921	4.4%	-233,920,902	6.5%	(258,971,045)	(266,323,346)	2.8%
Allowances - Physicians	-30,917,132	-44,474,940	34.6%	-30,169,265	-23.6%	(46,087,503)	(47,385,947)	2.6%
Free Care	-7,056,413	-6,121,719	6.4%	-6,597,207	-40.4%	(6,514,564)	(6,697,387)	2.8%
Bad Debt	-115,402,566	-130,251,126	12.9%	-124,051,295	-4.8%	(139,611,801)	(143,659,028)	2.9%
Disproportionate Share Payments	5,269,069	3,995,289	-24.2%	3,756,869	-6.0%	3,180,973	3,180,973	0.0%
Graduate Medical Education Payments-Phys.	0	0	#DIV/0!	0	#DIV/0!	0	0	#DIV/0!
Graduate Medical Education Payments-Hosp	0	0	#DIV/0!	0	#DIV/0!	0	0	#DIV/0!
Net Payer Revenue	242,193,431	250,963,330	3.6%	254,235,029	1.3%	267,702,266	275,389,853	2.9%
Fixed Prospective Payment & Reserves								
Total Net Payer Revenue & Fixed Prospective Payment	242,193,431	250,963,330	3.6%	254,235,029	1.3%	267,702,266	275,389,853	2.9%
Reimbursement Rate - All Payers	47%	47%	46%	46%	46%	46%	46%	46%

RUTLAND REGIONAL MEDICAL CENTER

RENOVATIONS AND SUBSTANTIAL REMEDIATIONS TO REMEDY LIGATURE RISKS

PAYER REVENUE REPORT

PROJECT ONLY

	2017 Actual	2018 Budget	% change	2018 Actuals	% change	2019 Budget	% change	2020		2021		2022	
								Proposed Year 1	% change	Proposed Year 2	% change	Proposed Year 3	% change
Commercial													
Hospital	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	(137,864)	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Physician	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	(137,864)	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Total Revenue	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	16,949	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Allowances - Hospital	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	455	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Allowances - Physicians	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	19,591	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Free Care	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	(100,869)	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Bad Debt	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Net Payer Revenue	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Fixed Prospective Payment & Reserves	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Total Net Payer Revenue & Fixed Prospective Payment	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Reimbursement Rate - Commercial	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0%	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Payer Mix - Commercial	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	(257,794)	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Medicaid													
Hospital	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	(257,794)	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Physician	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	(257,794)	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Total Revenue	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	164,885	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Allowances - Hospital	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	164,885	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Allowances - Physicians	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Free Care	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Bad Debt	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Graduate Medical Education Payments-Phys.	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Graduate Medical Education Payments-Hosp	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Net Payer Revenue	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	(92,909)	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Fixed Prospective Payment & Reserves	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Total Net Payer Revenue & Fixed Prospective Payment	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Reimbursement Rate - Medicaid	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0%	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Payer Mix - Medicaid	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	(342,372)	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Medicare													
Hospital	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	(342,372)	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Physician	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	(342,372)	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Total Revenue	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	200,082	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Allowances - Hospital	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	200,082	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Allowances - Physicians	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Free Care	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Bad Debt	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Graduate Medical Education Payments-Phys.	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Graduate Medical Education Payments-Hosp	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Net Payer Revenue	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	(142,290)	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Fixed Prospective Payment & Reserves	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Total Net Payer Revenue & Fixed Prospective Payment	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Reimbursement Rate - Medicare	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0%	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Payer Mix - Medicare	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	(738,030)	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Disproportionate Share Payments													
Hospital	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	381,916	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Physician	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	455	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Total Revenue	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	19,591	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Allowances - Hospital	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	19,591	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Allowances - Physicians	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Free Care	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Bad Debt	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Disproportionate Share Payments	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Graduate Medical Education Payments-Phys.	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Graduate Medical Education Payments-Hosp	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Net Payer Revenue	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	(336,068)	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Fixed Prospective Payment & Reserves	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Total Net Payer Revenue & Fixed Prospective Payment	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	(336,068)	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!
Reimbursement Rate - All Payers	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0.455358163	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!	#DIV/0!

RUTLAND REGIONAL MEDICAL CENTER

RENOVATIONS AND SUBSTANTIAL REMEDIATIONS TO REMEDY LIGATURE RISKS

Note: This table requires no "fill-in" as it is populated automatically

PAYER REVENUE REPORT

WITH PROJECT

	2017 Actual	2018 Budget	% change	2018 Actuals	% change	2019 Budget	% change	Y1YY Proposed Year 1	% change	Y1YY Proposed Year 2	% change	Y1YY Proposed Year 3	% change
Commercial													
Hospital	133,502,803	141,279,875	5.8%	142,342,476	0.8%	149,239,166	4.8%	162,904,103	9.2%	167,721,593	3.0%	172,753,241	3.0%
Physician	24,498,536	23,710,947	-3.2%	24,015,866	1.3%	22,193,316	-7.5%	24,225,425	9.2%	24,920,743	2.9%	25,668,365	3.0%
Total Revenue	158,001,339	164,990,822	4.4%	166,358,342	0.8%	171,432,482	3.1%	187,129,528	9.2%	192,642,336	2.9%	198,421,606	3.0%
Allowances - Hospital	-20,603,529	-11,379,603	-44.8%	-20,069,361	76.4%	-18,236,743	-9.1%	-18,990,200	4.1%	-19,546,771	2.9%	-20,126,440	3.0%
Allowances - Physicians	-9,184,860	-11,928,991	29.9%	-8,938,140	-25.1%	-12,092,442	35.3%	-12,592,046	4.1%	-12,949,539	2.8%	-13,333,564	3.0%
Free Care	-5,783,971	-6,121,719	6.4%	-6,697,207	40.4%	-4,047,303	-52.9%	-6,514,109	60.9%	-6,697,387	2.8%	-6,898,308	3.0%
Bad Debt	-7,056,413	-5,309,383	-24.8%	-4,793,338	-11.4%	-8,769,156	86.5%	-9,592,241	8.6%	-9,809,611	3.0%	-10,103,900	3.0%
Net Payer Revenue	115,402,966	130,251,126	12.9%	124,051,295	-4.8%	128,286,838	3.4%	139,510,332	8.7%	143,639,028	3.0%	147,959,394	3.0%
Fixed Prospective Payment & Reserves	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Total Net Payer Revenue & Fixed Prospective Payment	115,402,966	130,251,126	12.9%	124,051,295	-4.8%	128,286,838	3.4%	139,510,332	8.8%	143,639,028	2.9%	147,959,394	0
Reimbursement Rate - Commercial	73%	79%	75%	75%	50%	75%	75%	75%	75%	52%	52%	75%	52%
Payer Mix - Commercial	48%	52%	49%	49%	50%	50%	50%	52%	52%	52%	52%	52%	52%
Medicaid													
Hospital	72,086,056	74,194,704	2.9%	77,681,556	4.7%	81,581,824	5.0%	81,809,086	0.3%	84,422,362	3.2%	86,955,032	3.0%
Physician	13,890,972	14,312,221	3.0%	13,942,262	-8.9%	13,233,841	1.5%	13,270,708	0.3%	13,651,602	2.9%	14,051,150	3.0%
Total Revenue	85,977,028	88,506,925	2.9%	90,723,808	2.5%	94,815,665	4.5%	95,079,792	0.3%	98,073,964	3.1%	101,016,182	3.0%
Allowances - Hospital	-59,560,000	-53,398,139	-9.3%	-61,159,674	14.5%	-79,589,979	30.1%	-60,053,341	-24.5%	-61,927,848	3.1%	-63,764,349	3.0%
Allowances - Physicians	-8,590,733	-10,419,765	21.3%	-8,331,141	-20.0%	-14,367,287	72.5%	-10,840,606	-24.5%	-11,146,375	2.8%	-11,478,966	3.0%
Free Care	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Bad Debt	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Graduate Medical Education Payments-Phys.	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Graduate Medical Education Payments-Hosp	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Net Payer Revenue	23,826,295	24,689,021	3.6%	21,232,993	-14.0%	24,689,399	96.0%	24,185,845	-2.0%	24,997,741	3.4%	25,772,847	3.1%
Fixed Prospective Payment & Reserves	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Total Net Payer Revenue & Fixed Prospective Payment	23,826,295	24,689,021	3.6%	21,232,993	-14.0%	24,689,399	96.0%	24,185,845	-2.0%	24,997,741	3.4%	25,772,847	3.1%
Reimbursement Rate - Medicaid	28%	28%	28%	23%	28%	26%	26%	26%	26%	26%	26%	26%	26%
Payer Mix - Medicaid	10%	10%	8%	8%	10%	10%	10%	9%	9%	9%	9%	9%	9%
Medicare													
Hospital	240,568,109	249,595,281	3.8%	263,291,571	5.5%	267,136,171	1.5%	273,286,119	2.3%	281,482,168	3.0%	286,926,633	3.0%
Physician	26,993,398	27,845,279	3.2%	28,163,523	1.1%	28,741,061	2.1%	29,402,789	2.3%	30,246,705	2.9%	31,154,107	3.0%
Total Revenue	267,561,507	277,440,560	3.7%	291,455,094	5.1%	295,877,232	1.5%	302,688,907	2.3%	311,728,873	3.0%	321,080,740	3.0%
Allowances - Hospital	-156,814,467	-166,286,782	6.0%	-172,761,228	3.9%	-173,056,936	0.2%	-179,545,688	3.7%	-184,848,733	3.0%	-190,330,510	3.0%
Allowances - Physicians	-13,041,639	-19,125,894	46.7%	-13,499,984	-29.4%	-21,836,121	61.7%	-22,654,851	3.7%	-23,296,033	2.8%	-23,988,947	3.0%
Free Care	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Bad Debt	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Net Payer Revenue	97,695,501	92,027,894	-5.8%	105,193,892	14.3%	100,984,175	-4.0%	100,488,468	-0.5%	103,592,111	3.1%	106,761,283	3.1%
Fixed Prospective Payment & Reserves	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Total Net Payer Revenue & Fixed Prospective Payment	97,695,501	92,027,894	-5.8%	105,193,892	14.3%	100,984,175	-4.0%	100,488,468	-0.5%	103,592,111	3.1%	106,761,283	3.1%
Reimbursement Rate - Medicare	37%	33%	36%	36%	34%	34%	33%	33%	33%	33%	33%	33%	33%
Payer Mix - Medicare	40%	37%	41%	41%	39%	38%	38%	38%	38%	38%	38%	38%	38%
Disproportionate Share Payments	5,269,069	3,995,289	-24.2%	3,756,859	-6.0%	3,090,930	-17.7%	3,180,973	2.9%	3,180,973	0.0%	3,180,973	0.0%
Total Payer Revenue													
Hospital	446,146,968	465,069,880	4.2%	483,315,603	3.9%	497,957,161	3.0%	517,999,308	4.0%	533,626,123	3.0%	549,634,906	3.0%
Physician	65,352,906	65,888,447	0.7%	65,221,641	-1.0%	64,168,218	-1.6%	66,898,919	4.3%	68,819,050	2.9%	70,883,622	3.0%
Total Revenue	511,529,874	530,938,307	3.8%	548,537,244	3.3%	562,125,379	2.5%	584,898,227	4.1%	602,445,173	3.0%	620,518,528	3.0%
Allowances - Hospital	-210,374,467	-219,684,921	4.4%	-233,920,902	6.5%	-270,883,658	15.8%	-258,589,129	-4.5%	-266,323,348	3.0%	-274,221,259	3.0%
Allowances - Physicians	-30,817,132	-41,474,640	34.6%	-30,769,265	-25.8%	-48,295,660	57.0%	-46,087,903	-4.6%	-47,395,947	2.8%	-48,801,497	3.0%
Free Care	-6,783,971	-6,121,719	6.4%	-6,697,207	40.4%	-4,047,303	-52.9%	-6,514,109	60.9%	-6,697,387	2.8%	-6,898,308	3.0%
Bad Debt	-7,056,413	-5,309,383	-24.8%	-4,793,338	-11.4%	-8,769,156	86.5%	-9,592,241	8.6%	-9,809,611	3.0%	-10,103,900	3.0%
Disproportionate Share Payments	5,269,069	3,995,289	-24.2%	3,756,859	-6.0%	3,090,930	-17.7%	3,180,973	2.9%	3,180,973	0.0%	3,180,973	0.0%
Graduate Medical Education Payments-Phys.	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Graduate Medical Education Payments-Hosp	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Net Payer Revenue	242,193,431	250,963,330	3.6%	254,235,029	1.3%	233,220,342	-8.3%	267,366,218	14.6%	275,399,853	3.0%	283,674,497	3.0%
Fixed Prospective Payment & Reserves	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Total Net Payer Revenue & Fixed Prospective Payment	242,193,431	250,963,330	3.6%	254,235,029	1.3%	233,220,342	-8.3%	267,366,218	14.6%	275,399,853	3.0%	283,674,497	3.0%
Reimbursement Rate - All Payers	47%	47%	46%	46%	41%	46%	46%	46%	46%	46%	46%	46%	46%

RUTLAND REGIONAL MEDICAL CENTER

RENOVATIONS AND SUBSTANTIAL REMEDIATIONS TO REMEDY LIGATURE RISKS

UTILIZATION PROJECTIONS--TABLE 7

WITHOUT PROJECT

	2017 Actual	2018 Budget	% change	2018 Actuals	% change	2019 Budget	% change	Proposed Yr 1 2020	% change	Proposed Yr 2 2021	% change	Proposed Yr 3 2022	% change
Inpatient Utilization													
Acute Beds (Staffed)	118	118	0.0%	118	0.0%	118	0.0%	117	-0.8%	118	0.9%	118	0.0%
Acute Admissions	6,525	6,279	-3.8%	7,152	13.9%	6,908	-3.4%	6,877	-0.4%	6,877	0.0%	6,877	0.0%
Acute Patient Days	31,003	31,700	2.2%	32,398	2.2%	32,714	1.0%	31,789	-2.8%	31,789	0.0%	31,789	0.0%
Acute Average Length Of Stay	4.75	5.05	6.3%	4.53	-10.3%	4.74	4.5%	4.74	0.1%	4.74	0.0%	4.74	0.0%
Outpatient													
All Outpatient Visits	247,908	241,389	-2.6%	253,659	5.1%	255,527	0.7%	220,471	-13.7%	220,471	0.0%	220,471	0.0%
Physician Office Visits	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	220,471	#DIV/0!	220,471	#DIV/0!	220,471	#DIV/0!
Ancillary													
All Operating Room Procedure	4,964	5,037	1.5%	4,863	-3.1%	5,128	5.0%	4,919	-4.1%	4,919	0.0%	4,919	0.0%
All Operating Room Cases	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	3,1134	-4.9%	3,1134	0.0%	3,1134	0.0%
Emergency Room Visits	33,872	32,218	-4.9%	33,321	3.4%	32,722	-1.8%	13,660	-1.1%	13,660	0.0%	13,660	0.0%
Cat Scan Procedures	11,554	11,900	3.0%	12,384	4.1%	13,808	11.5%	4,878	-4.4%	4,878	0.0%	4,878	0.0%
Magnetic Resonance Image Exams	4,987	4,941	-0.9%	5,090	3.0%	5,104	0.3%	709	-0.4%	709	0.0%	709	0.0%
Nuclear Medicine Procedures	806	757	-6.1%	733	-3.2%	712	-2.9%	4,5647	4.6%	4,5647	0.0%	4,5647	0.0%
Radiology - Diagnostic Procedures	43,861	41,794	-4.7%	43,266	3.5%	43,641	0.9%	572761	-0.4%	572761	0.0%	572761	0.0%
Laboratory Tests	524,029	519,824	-0.8%	555,128	6.8%	574,914	3.6%	572761	-0.4%	572761	0.0%	572761	0.0%
			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Adjusted Statistics													
Adjusted Admissions	17,837	16,884	-5.3%	19,379	14.8%	18,841	-2.8%		-100.0%		#DIV/0!		#DIV/0!
Adjusted Days	84,750	85,240	0.6%	87,786	3.0%	89,224	1.6%		-100.0%		#DIV/0!		#DIV/0!

RUTLAND REGIONAL MEDICAL CENTER

RENOVATIONS AND SUBSTANTIAL REMEDIATIONS TO REMEDY LIGATURE RISKS

UTILIZATION PROJECTIONS--TABLE 7

PROJECT ONLY

	2017 Actual	2018 Budget	% change	2018 Actuals	% change	2019 Budget	% change	Proposed Yr. 1 2020	% change	Proposed Yr. 2 2021	% change	Proposed Yr 3 2022	% change
Inpatient Utilization													
Acute Beds (Staffed)			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Acute Admissions			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Acute Patient Days			#DIV/0!		#DIV/0!		#DIV/0!	(365)	#DIV/0!		-100.0%		#DIV/0!
Acute Average Length Of Stay			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Outpatient													
All Outpatient Visits			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Physician Office Visits			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Ancillary													
All Operating Room Procedure			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
All Operating Room Cases			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Emergency Room Visits			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Cat Scan Procedures			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Magnetic Resonance Image Exams			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Nuclear Medicine Procedures			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Radiology - Diagnostic Procedures			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Laboratory Tests			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Adjusted Statistics													
Adjusted Admissions			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Adjusted Days			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!

RUTLAND REGIONAL MEDICAL CENTER

RENOVATIONS AND SUBSTANTIAL REMEDIATIONS TO REMEDY LIGATURE RISKS

UTILIZATION PROJECTIONS--TABLE 7

Note: This table requires no "fill-in" as it is populated automatically

WITH PROJECT

	2017 Actual	2018 Budget	% change	2018 Actuals	% change	2019 Budget	% change	Proposed Yr 1 2020	% change	Proposed Yr 2 2021	% change	Proposed Yr 3 2022	% change
Inpatient Utilization													
Acute Beds (Staffed)	118	118	0.0%	118	0.0%	118	0.0%	117	-0.8%	118	0.9%	118	0.0%
Acute Admissions	6,525	6,279	-3.8%	7,152	13.9%	6,908	-3.4%	6,877	-0.4%	6,877	0.0%	6,877	0.0%
Acute Patient Days	31,003	31,700	2.2%	32,398	2.2%	32,714	1.0%	31,424	-3.9%	31,789	1.2%	31,789	0.0%
Acute Average Length Of Stay	5	5	6.3%	5	-10.3%	5	4.5%	5	0.1%	5	0.0%	5	0.0%
Outpatient													
All Outpatient Visits	247,908	241,389	-2.6%	253,659	5.1%	255,527	0.7%	220,471	-13.7%	220,471	0.0%	220,471	0.0%
Physician Office Visits	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Ancillary													
All Operating Room Procedure	4,964	5,037	1.5%	4,883	-3.1%	5,128	5.0%	4,919	-4.1%	4,919	0.0%	4,919	0.0%
All Operating Room Cases	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Emergency Room Visits	33,872	32,218	-4.9%	33,321	3.4%	32,722	-1.8%	31,134	-4.9%	31,134	0.0%	31,134	0.0%
Cat Scan Procedures	11,554	11,900	3.0%	12,384	4.1%	13,808	11.5%	13,660	-1.1%	13,660	0.0%	13,660	0.0%
Magnetic Resonance Image Exams	4,987	4,941	-0.9%	5,090	3.0%	5,104	0.3%	4,878	-4.4%	4,878	0.0%	4,878	0.0%
Nuclear Medicine Procedures	806	757	-6.1%	733	-3.2%	712	-2.9%	709	-0.4%	709	0.0%	709	0.0%
Radiology - Diagnostic Procedures	43,861	41,794	-4.7%	43,266	3.5%	43,641	0.9%	45,647	4.6%	45,647	0.0%	45,647	0.0%
Laboratory Tests	524,029	519,824	-0.8%	555,128	6.8%	574,914	3.6%	572,761	-0.4%	572,761	0.0%	572,761	0.0%
	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Adjusted Statistics													
Adjusted Admissions	17,837	16,864	-5.3%	19,379	14.8%	18,841	-2.8%	-	-100.0%	-	#DIV/0!	-	#DIV/0!
Adjusted Days	84,750	85,240	0.6%	87,786	3.0%	89,224	1.6%	-	-100.0%	-	#DIV/0!	-	#DIV/0!

RUTLAND REGIONAL MEDICAL CENTER

RENOVATIONS AND SUBSTANTIAL REMEDIATIONS TO REMEDY LIGATURE RISKS

WITHOUT PROJECT

	2017 Actual	2018 Budget	2018 Actuals	2019 Budget	2020 Budget	2020 % change	2021 % change	2021 Proposed Year 2	2022 % change	2022 Proposed Year 3
PHYSICIAN FTEs	69.7	72.9	69.5	71.1	71.9	2.4%	1.1%	71.9	0.0%	71.9
TRAVELERS	100.4	77.8	109.6	74.9	73.1	-31.6%	-2.4%	68.1	-6.9%	63.1
Residents & Fellows MLPs	-	-	-	-	-	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Non-MD FTEs	1,265.1	1,301.4	1,294.3	1,316.4	1,329.3	-0.5%	1.0%	1,334.3	0.4%	1,339.3
TOTAL NON-MD FTEs	1,265.1	1,301.4	1,294.3	1,316.4	1,329.3	-0.5%	1.0%	1,334.3	0.4%	1,339.3

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

PROJECT ONLY

	2017 Actual	2018 Budget	2018 Actuals	2019 Budget	2020 Budget	2020 % change	2021 % change	2021 Proposed Year 2	2022 % change	2022 Proposed Year 3
PHYSICIAN FTEs	-	-	-	-	6.0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
TRAVELERS	-	-	-	-	6.0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Residents & Fellows MLPs	-	-	-	-	-	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Non-MD FTEs	-	-	-	-	6.0	#DIV/0!	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!
TOTAL NON-MD FTEs	-	-	-	-	6.0	#DIV/0!	#DIV/0!	#DIV/0!	-100.0%	#DIV/0!

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

Note: This table requires no "fill-in" as it is populated automatically

WITH PROJECT

	2017 Actual	2018 Budget	2018 Actuals	2019 Budget	2020 Budget	2020 % change	2021 % change	2021 Proposed Year 2	2022 % change	2022 Proposed Year 3
PHYSICIAN FTEs	69.7	72.9	69.5	71.1	71.9	2.4%	1.1%	71.9	0.0%	71.9
TRAVELERS	100.4	77.8	109.6	74.9	73.1	-31.6%	-2.4%	68.1	-6.9%	63.1
Residents & Fellows MLPs	-	-	-	-	-	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Non-MD FTEs	1,265.1	1,301.4	1,294.3	1,316.4	1,335.3	-0.5%	1.4%	1,334.3	-0.1%	1,339.3
TOTAL NON-MD FTEs	1,265.1	1,301.4	1,294.3	1,316.4	1,335.3	-0.5%	1.4%	1,334.3	-0.1%	1,339.3

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