

# Mt. Ascutney Hospital & Health Ctr

Fiscal Year 2018 Analysis

Report Date: 3/25/2019

Fiscal Year 2018 Analysis															
Mt. Ascutney Hospital & Health Ctr															
INCOME STATEMENT	FY2014A	FY2015A	FY2016A	FY2017A	FY2018B	FY2018P	FY2018A	FY2019B	2018B - 2018A	2018B - 2018A	2018P - 2018A	2018P - 2018A	2018B - 2019B	2018A - 2019B	2014-2018
									\$ Chg	% Chg	\$ Chg	% Chg	% Chg	% Chg	Annual Average
<b>Revenues</b>															
Gross Patient Care Revenue	80,390,152	83,434,613	87,851,066	88,433,432	92,707,821	97,419,309	97,368,608	101,585,837	8,878,016	5.0%	(50,701)	-0.1%	9.6%	4.3%	4.9%
Disproportionate Share Payments	533,586	376,571	187,769	541,427	683,877	683,877	683,877	300,000	(383,877)	0.0%	0	0.0%	-56.1%	-56.1%	6.4%
Bad Debt	(770,772)	(1,498,927)	(1,301,630)	(1,725,743)	(927,078)	(1,366,534)	(1,541,879)	(1,777,742)	(850,664)	66.3%	(175,345)	12.8%	91.8%	15.3%	18.9%
Free Care	(1,280,926)	(765,163)	(615,260)	(733,410)	(788,016)	(890,193)	(949,742)	(1,015,853)	(227,837)	20.5%	(59,549)	6.7%	28.9%	7.0%	-7.2%
Deductions from Revenue	(33,082,691)	(36,032,579)	(39,719,670)	(38,262,682)	(42,994,295)	(46,215,474)	(45,484,924)	(47,896,472)	(4,902,177)	5.8%	730,550	-1.6%	11.4%	5.3%	8.3%
Graduate Medical Education	0	0	0	0	0	0	0	0	0	#DIV/0!	0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
<b>Net Patient Care Revenue</b>	<b>45,789,349</b>	<b>45,514,515</b>	<b>46,402,275</b>	<b>48,253,025</b>	<b>48,682,309</b>	<b>49,630,985</b>	<b>50,075,941</b>	<b>51,195,770</b>	<b>2,513,461</b>	<b>2.9%</b>	<b>444,956</b>	<b>0.9%</b>	<b>5.2%</b>	<b>2.2%</b>	<b>2.3%</b>
Fixed Prospective Payments Fixed P	0	0	0	0	0	603,259	732,703	756,000	756,000	#DIV/0!	129,444	21.5%	#DIV/0!	3.2%	#DIV/0!
Reserves Reserves	0	0	0	0	0	0	0	0	0	#DIV/0!	0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Other Reform Payments Other Refo	0	0	0	0	0	0	0	0	0	#DIV/0!	0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
<b>Fixed Prospective Payments &amp; Reserves</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>603,259</b>	<b>732,703</b>	<b>756,000</b>	<b>756,000</b>	<b>#DIV/0!</b>	<b>129,444</b>	<b>21.5%</b>	<b>#DIV/0!</b>	<b>3.2%</b>	<b>#DIV/0!</b>
<b>Net Patient Care Revenue &amp; Fixed Payments &amp; Reserves</b>	<b>45,789,349</b>	<b>45,514,515</b>	<b>46,402,275</b>	<b>48,253,025</b>	<b>48,682,309</b>	<b>50,234,244</b>	<b>50,808,643</b>	<b>51,951,770</b>	<b>3,269,461</b>	<b>4.4%</b>	<b>574,399</b>	<b>1.1%</b>	<b>6.7%</b>	<b>2.2%</b>	<b>2.6%</b>
Other Operating Revenue	2,931,428	2,409,717	3,316,523	3,530,324	3,346,873	3,777,416	3,694,902	2,903,789	(443,084)	10.4%	(82,514)	-2.2%	-13.2%	-21.4%	6.0%
<b>Total Operating Revenue</b>	<b>48,720,777</b>	<b>47,924,232</b>	<b>49,718,798</b>	<b>51,783,349</b>	<b>52,029,182</b>	<b>54,011,660</b>	<b>54,503,546</b>	<b>54,855,559</b>	<b>2,826,377</b>	<b>4.8%</b>	<b>491,885</b>	<b>0.9%</b>	<b>5.4%</b>	<b>0.6%</b>	<b>2.8%</b>
<b>Expenses</b>															
Salaries Non MD	17,553,376	17,621,811	18,175,724	19,325,779	19,948,664	20,049,475	20,332,089	21,475,959	1,527,295	1.9%	282,614	1.4%	7.7%	5.6%	3.7%
Fringe Benefits Non MD	5,376,420	4,826,804	5,055,963	5,325,614	7,091,700	7,014,509	7,097,429	7,197,995	106,295	0.1%	82,920	1.2%	1.5%	1.4%	7.2%
Fringe Benefits MD	760,648	814,888	777,295	789,803	0	0	0	0	0	#DIV/0!	0	#DIV/0!	#DIV/0!	#DIV/0!	-100.0%
Physician Fees, Salaries, Contracts	7,103,399	7,069,399	6,601,768	6,213,721	4,595,438	4,660,071	6,312,966	4,779,482	184,044	37.4%	1,652,895	35.5%	4.0%	-24.3%	-2.9%
Health Care Provider Tax	1,732,272	1,828,623	1,691,726	1,617,571	1,800,000	1,746,307	1,762,965	1,750,000	(50,000)	-2.1%	16,658	1.0%	-2.8%	-0.7%	0.4%
Depreciation & Amortization	2,501,983	2,844,370	2,124,980	2,104,831	2,299,071	2,175,788	2,076,659	2,223,622	(75,449)	-9.7%	(99,129)	-4.6%	-3.3%	7.1%	-4.6%
Interest - Long Term & Short Term	504,632	446,591	437,533	219,414	272,000	242,029	226,535	256,000	(16,000)	-16.7%	(15,494)	-6.4%	-5.9%	13.0%	-18.1%
Other Operating Expense	13,651,852	13,645,319	14,712,518	14,796,237	16,932,239	17,059,746	15,642,648	17,154,917	222,678	-7.6%	(1,417,098)	-8.3%	1.3%	9.7%	3.5%
<b>Total Operating Expense</b>	<b>49,184,582</b>	<b>49,097,805</b>	<b>49,577,507</b>	<b>50,392,970</b>	<b>52,939,112</b>	<b>52,947,925</b>	<b>53,451,291</b>	<b>54,837,975</b>	<b>1,898,863</b>	<b>1.0%</b>	<b>503,366</b>	<b>1.0%</b>	<b>3.6%</b>	<b>2.6%</b>	<b>2.1%</b>
		0%	1%	2%			6%	4%							
<b>Net Operating Income (Loss)</b>	<b>(463,805)</b>	<b>(1,173,573)</b>	<b>141,292</b>	<b>1,390,379</b>	<b>(909,930)</b>	<b>1,063,735</b>	<b>1,052,255</b>	<b>17,584</b>	<b>927,514</b>	<b>-215.6%</b>	<b>(11,481)</b>	<b>-1.1%</b>	<b>-101.9%</b>	<b>-98.3%</b>	<b>#NUM!</b>
Non-Operating Revenue	679,987	(303,003)	1,161,272	4,500,330	2,040,934	1,373,655	1,934,494	861,000	(1,179,934)	-5.2%	560,839	40.8%	-57.8%	-55.5%	29.9%
<b>Excess (Deficit) of Rev Over Exp</b>	<b>216,182</b>	<b>(1,476,576)</b>	<b>1,302,564</b>	<b>5,890,709</b>	<b>1,131,004</b>	<b>2,437,390</b>	<b>2,986,749</b>	<b>878,584</b>	<b>(252,420)</b>	<b>164.1%</b>	<b>549,358</b>	<b>22.5%</b>	<b>-22.3%</b>	<b>-70.6%</b>	<b>92.8%</b>
<b>Benchmarks-Hospital</b>															
Operating Margin%	-1.0%	-2.4%	0.3%	2.7%	-1.7%	2.0%	1.9%	0.0%							
Total Margin %	0.4%	-3.1%	2.6%	10.5%	2.1%	4.4%	5.3%	1.6%							
EBIDA Margin %	5.2%	4.4%	5.4%	7.2%	3.2%	6.2%	4.6%								
Cost per Adjusted Admission	6,408	6,273	7,259	7,856	7,667	8,509	8,430	7,692							

Fiscal Year 2018 Analysis												
Mt. Ascunty Hospital & Health Ctr												
NET PAYER REVENUE CHANGE - PAYERS		FY2014A	FY2015A	FY2016A	FY2017A	FY2018B	FY2018A	FY2019B	2017A-2018A % Chg	2018B - 2018A % Chg	2014A - 2019B % Chg	2018A - 2019B % Chg
All Payers	Gross Patient Care Revenue	\$80,390,152	\$83,434,613	\$87,851,066	\$88,433,432	\$92,707,821	\$97,368,608	\$101,585,837	10.1%	5.0%	26.4%	4.3%
	Contractual Allowances	(\$33,082,691)	(\$36,032,579)	(\$39,719,670)	(\$38,262,682)	(\$42,994,295)	(\$45,484,924)	(\$47,896,472)	18.9%	5.8%	44.8%	5.3%
	Bad Debt	(\$770,772)	(\$1,498,927)	(\$1,301,630)	(\$1,725,743)	(\$927,078)	(\$1,541,879)	(\$1,777,742)	-10.7%	66.3%	130.6%	15.3%
	Free Care	(\$1,280,926)	(\$765,163)	(\$615,260)	(\$733,410)	(\$788,016)	(\$949,742)	(\$1,015,853)	29.5%	20.5%	-20.7%	7.0%
	Graduate Medical Education Payments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	Disproportionate Share Payments	\$533,586	\$376,571	\$187,769	\$541,427	\$683,877	\$683,877	\$300,000	26.3%	0.0%	-43.8%	-56.1%
	Net Payer Revenue	\$45,789,349	\$45,514,515	\$46,402,275	\$48,253,025	\$48,682,309	\$50,075,941	\$51,195,770	3.8%	2.9%	11.8%	2.2%
	FPP & Reserves	\$0	\$0	\$0	\$0	\$0	\$732,703	\$756,000	#DIV/0!	#DIV/0!	#DIV/0!	3.2%
NPR & FPP	\$45,789,349	\$45,514,515	\$46,402,275	\$48,253,025	\$48,682,309	\$50,808,643	\$51,951,770	5.3%	4.4%	13.5%	2.2%	
			-1%	2%	4%	1%	4%	2%				
Commercial	Gross Patient Care Revenue	\$29,545,242	\$28,139,860	\$30,557,835	\$28,911,843	\$32,831,326	\$30,331,573	\$33,434,038	4.9%	-7.6%	13.2%	10.2%
	Contractual Allowances	(\$9,445,766)	(\$7,140,621)	(\$9,443,849)	(\$8,288,473)	(\$10,343,205)	(\$9,424,439)	(\$10,207,972)	13.7%	-8.9%	8.1%	8.3%
	Bad Debt	(\$770,772)	(\$1,498,927)	(\$1,301,630)	(\$1,725,743)	(\$927,078)	(\$1,541,879)	(\$1,777,742)	-10.7%	66.3%	130.6%	15.3%
	Free Care	(\$1,280,926)	(\$765,163)	(\$615,260)	(\$733,410)	(\$788,016)	(\$949,742)	(\$1,015,853)	29.5%	20.5%	-20.7%	7.0%
	NPR	\$18,047,778				\$18,415,513	\$20,432,471		#DIV/0!	#DIV/0!	13.2%	11.0%
	FPP & Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	NPR & FPP	\$18,047,778	\$18,735,149	\$19,197,096	\$18,164,217	\$20,773,027	\$18,415,513	\$20,432,471	1.4%	-11.3%	13.2%	11.0%
				4%	2%	-5%	14%	-11%	11%			
Medicaid	Gross Patient Care Revenue	\$10,547,700	\$10,582,868	\$12,318,658	\$9,511,901	\$10,678,516	\$11,435,999	\$11,384,702	20.2%	7.1%	7.9%	-0.4%
	Contractual Allowances	(\$6,597,132)	(\$7,466,016)	(\$9,180,895)	(\$7,082,245)	(\$7,761,610)	(\$8,897,010)	(\$9,521,659)	25.6%	14.6%	44.3%	7.0%
	Bad Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	Free Care	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	Graduate Medical Education Payments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	NPR	\$3,950,568				\$2,538,989	\$1,863,043		#DIV/0!	#DIV/0!	-52.8%	-26.6%
	FPP & Reserves	\$0	\$0	\$0	\$0	\$0	\$732,703	\$756,000	#DIV/0!	#DIV/0!	#DIV/0!	3.2%
	NPR & FPP	\$3,950,568	\$3,116,852	\$3,137,763	\$2,429,656	\$2,916,906	\$3,271,692	\$2,619,043	34.7%	12.2%	-33.7%	-19.9%
			-21%	1%	-23%	20%	12%	-20%				
Medicare	Gross Patient Care Revenue	\$40,297,210	\$44,711,885	\$44,974,573	\$50,009,688	\$49,197,979	\$55,601,036	\$56,767,097	11.2%	13.0%	40.9%	2.1%
	Contractual Allowances	(\$17,039,793)	(\$21,425,942)	(\$21,094,926)	(\$22,891,964)	(\$24,889,480)	(\$27,163,475)	(\$28,166,841)	18.7%	9.1%	65.3%	3.7%
	Bad Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	Free Care	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	NPR	\$23,257,417				\$28,437,561	\$28,600,256		#DIV/0!	#DIV/0!	23.0%	0.6%
	FPP & Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	NPR & FPP	\$23,257,417	\$23,285,943	\$23,879,647	\$27,117,724	\$24,308,499	\$28,437,561	\$28,600,256	4.9%	17.0%	23.0%	0.6%
				0%	3%	14%	-10%	17%	1%			
Disproportionate Share Payments	\$533,586	\$376,571	\$187,769	\$541,427	\$683,877	\$683,877	\$300,000	26.3%	0.0%	-43.8%	-56.1%	
NPR to Gross Commercial (no dsh)	61.1%	66.6%	62.8%	62.8%	63.3%	60.7%	61.1%					
NPR to Gross Medicaid (no dsh)	37.5%	29.5%	25.5%	25.5%	27.3%	28.6%	23.0%					
NPR to Gross Medicare (no dsh)	57.7%	52.1%	53.1%	54.2%	49.4%	51.1%	50.4%					
NPR to Gross All (no dsh)	56.3%	54.1%	52.6%	54.0%	51.8%	51.5%	50.8%					

Annual Financial Health Analysis: FY14-17 Actuals, FY18 Projection, FY19 GMCB-Approved Budget		Mt. Ascutney Hospital & Health Ctr							Flex Monitoring Team 2016 CAH Medians		2018 Almanac of Hospital Financial and Operating Indicators (Optum) FY2016				
DASHBOARD	FY2013A	FY2014A	FY2015A	FY2016A	FY2017A	FY2018B	FY2018A	FY2019B	Vermont--8 Hospitals	U.S.--1317 Hospitals	Northeast Region	Northeast CAH	25-99 beds	100-199 beds	Teaching Hospitals
Net Patient Care Rev & Fixed Payments & Reserves	44,667,282	45,789,349	45,514,515	46,402,275	48,253,025	48,682,309	50,808,643	51,951,770							
NPR & FPP % Change			-0.6%	2.0%	4.0%	0.9%	4.4%	2.2%							
Five Year NPR & FPP CAGR* (FY15A - FY18A)							2.1%								
Operating Expense	48,694,676	49,184,582	49,097,805	49,577,507	50,392,970	52,939,112	53,451,291	54,837,975							
Oper Exp % Change			-0.2%	1.0%	1.6%	5.1%	1.0%	2.6%							
Five Year Operating Expenses CAGR* (FY15A - FY18A)							1.7%								
<b>Profitability</b>															
Operating Margin	21,601	(463,805)	(1,173,573)	141,292	1,390,379	(909,930)	1,052,255	17,584							
Five Year Operating Margin CAGR* (FY15A - FY18A)							-217.8%								
EBIDA Margin%		5.2%	4.4%	5.4%	7.2%	3.2%	6.2%	#REF!			8.1%	7.3%	7.7%	10.7%	10.7%
Operating Margin %	0.0%	-1.0%	-2.4%	0.3%	2.7%	-1.7%	1.9%	0.0%	0.61%	0.93%	0.0%	-2.1%	-0.5%	2.1%	2.1%
Total Margin	1,119,152	216,182	(1,476,576)	1,302,564	5,890,709	1,131,004	2,986,749	878,584							
Five Year Total Margin CAGR* (FY15A - FY18A)							69.1%								
Total Margin %	2.2%	0.4%	-3.1%	2.6%	10.5%	2.1%	5.3%	1.6%	2.25%	2.74%	1.6%	0.0%	1.9%	6.0%	3.7%
Return On Assets	2.6%	0.6%	-3.5%	2.8%	11.6%	2.4%	5.5%	1.6%			1.6%	0.0%	2.0%	5.3%	3.7%
<b>Liquidity</b>															
Cash & Investments	3,778,201	2,812,066	3,534,580	3,644,335	6,267,363	2,122,595	7,344,466	6,380,918							
Days Cash on Hand	138	138	143	148	177	134	188	176	134.67	77.72	84	93	116	80	98
Current Ratio	1.7	2.2	1.9	2.5	3.0	2.4	2.6	3.2	1.66	2.48	1.6	1.4	2.6	1.8	1.5
Expense Per Day**		134,752	134,515	135,829	138,063	145,039	146,442	150,241							
Days Receivable**	58.7	47.9	41.4	40.1	42.7	40.6	41.7	38.5	43.11	51.34	42.1	46.3	48.6	42.8	42.3
Days Payable**	97.5	63.9	73.9	58.1	58.5	56.0	72.3	53.5			67.3	66.0	48.8	65.2	67.7
<b>Capital</b>															
Age of Plant**	8.3	9.6	8.6	12.6	11.8	13.1	12.8	11.9	12.54	10.48	12.5	14.4	10.6	12.4	10.5
Long Term Debt to Capitalization**	36.2%	34.0%	32.2%	36.1%	31.1%	35.6%	28.4%	29.5%	31.83	27.20	28.0%	23.0%	26.6%	19.0%	32.8%
Debt Service Coverage Ratio	2.6	3.1	2.5	5.2	9.1	4.7	8.0	6.1	7.05	3.35	3.1	1.4	3.1	6.7	6.0
Cash to Long Term Debt	186.6%	210.8%	223.8%	172.0%	202.9%	167.5%	233.1%	220.8%							
*CAGR = Compounded Annual Growth Rate															
**Denotes metric is favorable if lower															

Fiscal Year 2018 Analysis		Mt. Ascutney Hospital & Health Ctr								
UTILIZATION & STAFFING	FY2014A	FY2015A	FY2016A	FY2017A	FY2018B	FY2018A	FY2019B	2018B-2018A	2018B-2019B	2018A-2019B
<b>UTILIZATION</b>										
Adjusted Admissions	7,675	7,827	6,830	6,415	6,905	6,341	7,129	-8.2%	3.2%	12.4%
Acute Admissions	350	398	358	362	365	394	396	7.9%	8.5%	0.5%
Acute Average Length Of Stay	3.2	3.3	3.7	3.8	3.6	3.8	3.5	3.8%	-3.7%	-7.2%
All Operating Room Procedure	0	1,865	1,739	1,513	1,701	1,597	1,765	-6.1%	3.8%	10.5%
Tests	92,513	64,900	60,503	58,953	57,347	60,786	60,020	6.0%	4.7%	-1.3%
Emergency Room Visits	5,243	4,024	4,754	4,575	4,365	4,764	4,600	9.1%	5.4%	-3.4%
Cat Scan, Radiology - Diagnostic	12,853	12,765	12,664	11,238	11,092	11,815	11,967	6.5%	7.9%	1.3%
Exams	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!	#DIV/0!
Provider Work RVU	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!	#DIV/0!
Physician Office Visits	0	51,997	49,207	41,822	44,009	41,965	43,650	-4.6%	-0.8%	4.0%
Visits	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!	#DIV/0!
<b>STAFFING</b>										
FT Equivalents (Heads)	303	298	299	304	305	300	312	(5)	7	12
Travelers, Travelers MD	0	0	0	0	0	0	0	0	0	0
Residents & Fellows	0	0	0	0	0	0	0	0	0	0
MLPs	10	9	10	10	10	11	11	1	1	0
Physician FTEs	21	22	21	19	19	20	20	0	0	(0)
<b>Total FTEs</b>	<b>334</b>	<b>329</b>	<b>329</b>	<b>333</b>	<b>334</b>	<b>330</b>	<b>342</b>	<b>(4)</b>	<b>8</b>	<b>12</b>
<b>Benchmarks-Hospital</b>										
Salary per FTE - Non-MD	\$ 56,178	\$ 57,454	\$ 58,972	\$ 61,610	\$ 63,393	\$ 65,461	\$ 66,510	3.3%	4.9%	1.6%
Salary & Benefits per FTE - Non-MD	\$ 73,385	\$ 73,192	\$ 75,376	\$ 78,588	\$ 85,930	\$ 88,311	\$ 88,801	2.8%	3.3%	0.6%
FTEs Per Adjusted Occupied Bed	5	4	4	5	5	5	5	3.5%	3.2%	-0.4%
FTEs per 100 Adj Discharges	4	4	5	5	5	5	5	7.5%	-0.6%	-7.5%
<b>Benchmarks-Vermont System Averages</b>										
Salary per FTE - Non-MD	\$ 59,466	\$ 61,326	\$ 63,250	\$ 65,422	\$ 65,917	\$ 66,659	\$ 67,426	1.1%	2.3%	1.2%
Salary & Benefits per FTE - Non-MD	\$ 78,162	\$ 80,704	\$ 81,921	\$ 85,211	\$ 84,856	\$ 85,466	\$ 86,788	0.7%	2.3%	1.5%
FTEs Per Adjusted Occupied Bed	6	6	6	6	6	6	6	1.2%	2.8%	1.6%
FTEs per 100 Adj Discharges	7	7	7	7	8	8	8	0.8%	1.2%	0.4%

Fiscal Year 2018 Analysis		Mt. Ascutney Hospital & Health Ctr						
BALANCE SHEET	FY2014A	FY2015A	FY2016A	FY2017A	FY2018B	FY2018A	FY2019B	
Cash & Investments	\$ 2,812,066	\$ 3,534,580	\$ 3,644,335	\$ 6,267,363	\$ 2,122,595	\$ 7,344,466	\$ 6,380,918	
Net Patient Accounts Receivable	6,007,358	5,166,265	5,099,155	5,647,780	5,409,694	5,727,191	5,397,440	
Risk Reserve for Fixed Reform Payments	-	-	-	-	-	-	-	
Other Current Assets	1,709,791	2,089,735	2,069,894	1,815,841	2,367,951	1,811,801	1,774,251	
Current Assets	10,529,215	10,790,580	10,813,384	13,730,984	9,900,240	14,883,458	13,552,609	
Board Designated Assets	14,898,301	14,531,518	15,565,953	17,137,760	16,513,919	19,094,654	19,043,644	
Net, Property, Plant And Equipment	11,549,113	14,445,756	17,732,576	17,135,210	18,089,000	18,085,244	21,033,829	
Other Long-Term Assets	2,228,173	2,306,278	2,583,827	2,604,060	2,619,718	2,692,351	2,770,913	
Assets	\$ 39,204,802	\$ 42,074,132	\$ 46,695,740	\$ 50,608,014	\$ 47,122,877	\$ 54,755,707	\$ 56,400,995	
Accounts Payable	1,587,702	2,065,141	1,875,845	1,726,793	2,412,195	3,243,911	2,550,371	
Salaries, Wages And Payroll Taxes Payable	2,131,293	2,818,568	2,609,686	3,367,257	2,768,616	3,636,379	3,172,489	
Other Current Liabilities	4,450,718	4,486,542	3,065,294	2,647,337	2,584,199	3,293,029	1,986,688	
Current Liabilities	\$ 8,169,713	\$ 9,370,251	\$ 7,550,825	\$ 7,741,387	\$ 7,765,010	\$ 10,173,319	\$ 7,709,548	
Long Term Liabilities	8,401,684	8,073,352	11,168,583	11,537,204	11,128,583	11,342,994	11,515,170	
Other Noncurrent Liabilities	6,302,707	7,660,302	8,201,730	5,786,002	7,783,067	4,686,501	8,882,254	
Fund Balance	16,330,698	16,970,227	19,774,602	25,543,421	20,446,217	28,552,893	28,294,023	
Liabilities and Equities	\$ 39,204,802	\$ 42,074,132	\$ 46,695,740	\$ 50,608,014	\$ 47,122,877	\$ 54,755,707	\$ 56,400,995	
<b>Benchmarks-Hospital</b>	<b>Comparative Benchmarks-Vermont System Averages</b>							
Days Cash on Hand	138.5	142.6	147.8	176.9	134.3	187.8	176.4	
Long Term Debt to Capitalization	34.0%	32.2%	36.1%	31.1%	35.6%	28.4%	29.5%	
Debt Service Coverage Ratio	3.1	2.5	5.2	9.1	4.7	8.0	6.1	