

Vermont Community Hospital
Balance Sheet - Unrestricted Funds
BRATTLEBORO MEMORIAL HOSPITAL

	2016A	2017B	2017A	2018B	PERCENT CHANGE 2016A - 2017A	PERCENT CHANGE 2017B - 2017A	ANNUALIZED 2013A - 2018B
ASSETS							
CURRENT ASSETS							
CASH & INVESTMENTS	\$4,193,240	\$1,985,621	\$2,595,840	\$3,320,662	-38.1%	30.7%	15.7%
PATIENT ACCOUNTS RECEIVABLE, GROSS	\$11,643,001	\$12,425,311	\$14,918,968	\$12,775,950	28.1%	20.1%	6.3%
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS DUE FROM THIRD PARTIES	-\$5,719,983	-\$6,471,516	-\$5,414,985	-\$5,876,937	5.3%	16.3%	7.7%
RISK RESERVE FOR FIXED REFORM PAYMENTS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER CURRENT ASSETS	\$5,708,233	\$4,656,952	\$5,761,695	\$3,973,595	0.9%	23.7%	-12.1%
TOTAL CURRENT ASSETS	\$15,824,491	\$12,596,368	\$17,861,517	\$14,193,270	12.9%	41.8%	-0.5%
BOARD DESIGNATED ASSETS							
FUNDED DEPRECIATION	\$39,755,129	\$38,000,000	\$37,571,529	\$42,968,661	-5.5%	-1.1%	8.0%
ESCROWED BOND FUNDS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER	\$933,615	\$438,166	\$978,948	\$480,294	4.9%	123.4%	1.2%
TOTAL BOARD DESIGNATED ASSETS	\$40,688,744	\$38,438,166	\$38,550,477	\$43,448,955	-5.3%	0.3%	7.9%
TOTAL PROPERTY, PLANT AND EQUIPMENT, NET	\$27,068,802	\$27,211,671	\$28,117,484	\$23,053,288	3.9%	3.3%	-3.9%
OTHER LONG-TERM ASSETS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL ASSETS	\$83,582,038	\$78,246,205	\$84,529,479	\$80,695,513	1.1%	8.0%	2.2%
LIABILITIES AND FUND BALANCE							
CURRENT LIABILITIES							
ACCOUNTS PAYABLE	\$2,307,189	\$2,982,043	\$5,235,040	\$2,944,074	126.9%	75.6%	3.9%
SALARIES, WAGES AND PAYROLL TAXES PAYABLE	\$4,821,653	\$4,470,208	\$5,198,627	\$4,719,532	7.8%	16.3%	3.4%
ESTIMATED THIRD-PARTY SETTLEMENTS	\$4,742,463	\$3,000,000	\$2,861,139	\$2,750,000	-39.7%	-4.6%	-14.7%
OTHER CURRENT LIABILITIES	\$2,235,176	\$2,800,000	\$2,352,639	\$2,800,000	5.3%	-16.0%	-16.0%
CURRENT PORTION OF LONG-TERM DEBT	\$1,244,764	\$926,871	\$1,258,699	\$943,231	1.1%	35.8%	16.5%
TOTAL CURRENT LIABILITIES	\$15,351,245	\$14,179,122	\$16,906,144	\$14,156,837	10.1%	19.2%	-6.3%
LONG-TERM DEBT							
BONDS & MORTGAGES PAYABLE	\$10,360,540	\$8,361,302	\$9,097,624	\$7,491,821	-12.2%	8.8%	-3.6%
CAPITAL LEASE OBLIGATIONS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER LONG-TERM DEBT	\$153,262	\$0	\$0	\$0	-100.0%	0.0%	-100.0%
TOTAL LONG-TERM DEBT	\$10,513,802	\$8,361,302	\$9,097,624	\$7,491,821	-13.5%	8.8%	-5.0%
OTHER NONCURRENT LIABILITIES	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL LIABILITIES	\$25,865,047	\$22,540,424	\$26,003,768	\$21,648,658	0.5%	15.4%	-5.9%
FUND BALANCE	\$57,716,990	\$55,705,780	\$58,525,710	\$59,046,855	1.4%	5.1%	6.5%
TOTAL LIABILITIES AND FUND BALANCE	83,582,037	78,246,204	84,529,478	80,695,513	1.1%	8.0%	2.2%

Vermont Community Hospitals
Capital Budget
Brattleboro Memorial Hospital

	2015A	2016A	2017B	2017A	2018B	2019 Plan	2020 Plan	2021 Plan
CONSTRUCTION IN PROGRESS	210,660	509,023	-	(2,464,080)	-	-	-	-
LAND & LAND IMPROVEMENTS	30,297	-	-	296,580	26,000	30,000	-	-
BUILDINGS & BUILDING IMPROVEMENTS	701,313	562,783	61,528	1,315,179	75,975	40,000	75,144	40,000
FIXED EQUIPMENT	-	28,060	151,450	51,395	8,948	-	87,097	-
MAJOR MOVABLE EQUIPMENT	2,609,454	820,494	2,491,920	6,120,771	3,020,497	3,607,885	2,101,503	1,516,690
OTHER	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURES	3,551,724	1,920,360	2,704,898	5,319,845	3,131,420	3,677,885	2,263,744	1,556,690
TOTAL CON ITEMS	-	-	-	-	-	25,000,000	-	-
TOTAL CAP BUDGET AND PROJ CON	3,551,724	1,920,360	2,704,898	5,319,845	3,131,420	28,677,885	2,263,744	1,556,690

BRATTLEBORO MEMORIAL HOSPITAL
Profit and Loss Statement

	2017 Budget to 2017 Actual					
	2016 Actual	2017 Budget	2017 Actuals	2018 Budget Approved	\$ Change	% Change
Gross Patient Care Revenue	\$148,991,981	\$157,473,554	\$150,218,470	\$169,571,693	-\$7,255,084	-4.6%
Disproportionate Share Payments	\$918,389	\$976,889	\$866,228	\$517,313	-\$110,661	-11.3%
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	\$0	0.0%
Bad Debt	-\$3,778,102	-\$4,842,195	-\$3,915,046	-\$3,203,297	\$927,149	19.1%
Free Care	-\$880,452	-\$3,157,876	-\$1,192,080	-\$1,509,789	\$1,965,796	62.3%
Deductions From Revenue	-\$72,087,006	-\$74,041,761	-\$70,915,040	-\$86,496,487	\$3,126,721	4.2%
Net Revenue Deductions	-\$75,827,171	-\$81,064,943	-\$75,155,939	-\$90,692,260	\$5,909,004	7.3%
Net Patient Care Revenue	\$73,164,810	\$76,408,611	\$75,062,531	\$78,879,433	-\$1,346,080	-1.8%
Fixed Prospective Payments (incl Reserves&Other)	\$0	\$0	\$0	\$0	\$0	0.0%
Total NPR & FPP (incl Reserves)	\$73,164,810	\$76,408,611	\$75,062,531	\$78,879,433	-\$1,346,080	-1.8%
Other Operating Revenue	\$2,435,186	\$3,873,096	\$3,803,166	\$3,555,853	-\$69,930	-1.8%
Total Operating Revenue	\$75,599,996	\$80,281,707	\$78,865,697	\$82,435,286	-\$1,416,010	-1.8%
Operating Expense						0.0%
Salaries Non Md	\$24,114,635	\$25,089,274	\$24,916,816	\$26,810,405	-\$172,458	-0.7%
Fringe Benefits Non Md	\$6,692,579	\$6,982,929	\$6,748,472	\$7,343,526	-\$234,457	-3.4%
Fringe Benefits Md	\$0	\$0	\$0	\$0	\$0	0.0%
Physician Fees Salaries Contracts & Fringes	\$14,695,165	\$16,057,446	\$16,347,060	\$17,436,707	\$289,614	1.8%
Health Care Provider Tax	\$4,568,419	\$4,379,509	\$4,420,086	\$4,500,295	\$40,577	0.9%
Depreciation Amortization	\$4,348,154	\$4,411,523	\$4,271,163	\$3,933,151	-\$140,360	-3.2%
Interest - Short Term	\$0	\$0	\$0	\$0	\$0	0.0%
Interest - Long Term	\$191,396	\$165,520	\$162,833	\$234,071	-\$2,687	-1.6%
Other Operating Expense	\$21,427,020	\$23,037,634	\$24,436,473	\$23,140,261	\$1,398,839	6.1%
Total Operating Expense	\$76,037,368	\$80,123,835	\$81,302,905	\$83,398,416	\$1,179,070	1.5%
Net Operating Income (Loss)	-\$437,373	\$157,872	-\$2,437,208	-\$963,130	-\$2,595,080	-1643.8%
Non-Operating Revenue	\$2,232,750	\$582,602	\$3,200,593	\$740,000	\$2,617,991	449.4%
Excess (Deficit) Of Revenue Over Expense	\$1,795,377	\$740,474	\$763,386	-\$223,130	\$22,912	3.1%
Operating Margin %	-0.6%	0.2%	-3.1%	-1.2%		
Total Margin %	2.4%	0.9%	1.0%	-0.3%		

Net Payer Revenue-Budget to Budget

Brattleboro Memorial Hospital					
PAYER REVENUE DETAIL					
		2017 Approved	2017 Actuals	B17-A18	B17-B18
All Payers	Gross Revenue	\$157,473,554.00	\$150,218,470.00	-\$7,255,084.00	-4.6%
	Contractual Allowances	-\$74,041,761.00	-\$70,915,040.40	\$3,126,720.60	-4.2%
	Bad debt	-\$4,842,195.00	-\$3,915,045.99	\$927,149.01	-19.1%
	Free Care	-\$3,157,876.00	-\$1,192,080.46	\$1,965,795.54	-62.3%
	Disproportionate Share Payments	\$976,889.00	\$866,227.81	-\$110,661.19	-11.3%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	Net Payer Revenue	\$76,408,611.00	\$75,062,530.96	-\$1,346,080.04	-1.8%
	Fixed Prospective Payments	\$0.00	\$0.00	\$0.00	0.0%
	Other Reform Payments	\$0.00	\$0.00	\$0.00	0.0%
	Reserves (Risk)	\$0.00	\$0.00	\$0.00	0.0%
	Total NPR & FPP	\$76,408,611.00	\$75,062,530.96	-\$1,346,080.04	-1.8%
			\$0.00	\$0.00	\$0.00
COMMERCIAL	Gross Revenue	\$57,531,857.00	\$53,626,816.00	-\$3,905,041.00	-6.8%
	Contractual Allowances	-\$12,101,715.00	-\$12,542,303.41	-\$440,588.41	3.6%
	Bad debt	\$0.00	\$0.00	\$0.00	0.0%
	Free Care	\$0.00	\$0.00	\$0.00	0.0%
	Disproportionate Share Payments	\$0.00	\$0.00	\$0.00	0.0%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	Net Payer Revenue	\$45,430,142.00	\$41,084,512.59	-\$4,345,629.41	-9.6%
	Fixed Prospective Payments	\$0.00	\$0.00	\$0.00	0.0%
	Other Reform Payments	\$0.00	\$0.00	\$0.00	0.0%
	Reserves (Risk)	\$0.00	\$0.00	\$0.00	0.0%
	Total NPR & FPP	\$45,430,142.00	\$41,084,512.59	-\$4,345,629.41	-9.6%
			\$0.00	\$0.00	\$0.00
MEDICAID	Gross Revenue	\$33,034,041.00	\$29,995,405.00	-\$3,038,636.00	-9.2%
	Contractual Allowances	-\$21,700,040.00	-\$20,064,817.00	\$1,635,223.00	-7.5%
	Bad debt	\$0.00	\$0.00	\$0.00	0.0%
	Free Care	\$0.00	\$0.00	\$0.00	0.0%
	Disproportionate Share Payments	\$976,889.00	\$866,227.81	-\$110,661.19	-11.3%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	Net Payer Revenue	\$12,310,890.00	\$10,796,815.81	-\$1,514,074.19	-12.3%
	Fixed Prospective Payments	\$0.00	\$0.00	\$0.00	0.0%
	Other Reform Payments	\$0.00	\$0.00	\$0.00	0.0%
	Reserves (Risk)	\$0.00	\$0.00	\$0.00	0.0%
	Total NPR & FPP	\$12,310,890.00	\$10,796,815.81	-\$1,514,074.19	-12.3%
			\$0.00	\$0.00	\$0.00
MEDICARE	Gross Revenue	\$66,907,656.00	\$66,596,249.00	-\$311,407.00	-0.5%
	Contractual Allowances	-\$40,240,006.00	-\$38,307,919.99	\$1,932,086.01	-4.8%
	Bad debt	\$0.00	\$0.00	\$0.00	0.0%
	Free Care	\$0.00	\$0.00	\$0.00	0.0%
	Disproportionate Share Payments	\$0.00	\$0.00	\$0.00	0.0%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	Net Payer Revenue	\$26,667,650.00	\$28,288,329.01	\$1,620,679.01	6.1%
	Fixed Prospective Payments	\$0.00	\$0.00	\$0.00	0.0%
	Other Reform Payments	\$0.00	\$0.00	\$0.00	0.0%
	Reserves (Risk)	\$0.00	\$0.00	\$0.00	0.0%
	Total NPR & FPP	\$26,667,650.00	\$28,288,329.01	\$1,620,679.01	6.1%
			\$0.00	\$0.00	\$0.00
Bad Debt/ Free Care	Gross Revenue	\$0.00	\$0.00	\$0.00	0.0%
	Contractual Allowances	\$0.00	\$0.00	\$0.00	0.0%
	Bad debt	-\$4,842,195.00	-\$3,915,045.99	\$927,149.01	-19.1%
	Free Care	-\$3,157,876.00	-\$1,192,080.46	\$1,965,795.54	-62.3%
	Disproportionate Share Payments	\$0.00	\$0.00	\$0.00	0.0%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	Net Payer Revenue	-\$8,000,071.00	-\$5,107,126.45	\$2,892,944.55	-36.2%

**BRATTLEBORO MEMORIAL HOSPITAL
REPORT 3
STAFFING REPORT**

	2014A	2015B	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED
							2016A - 2017A	2017B - 2017A	2012A - 2018B
PHYSICIAN FTEs									
GENERAL SERVICES	1.5	2.7	1.3	1.1	0.9	0.8	-33.1%	-19.0%	-5.3%
INPATIENT ROUTINE SERVICES	4.1	4.6	4.3	4.6	4.6	5.6	6.1%	-1.5%	69.4%
OUTPATIENT ROUTINE SERVICES	32.1	40.5	37.3	37.7	38.9	43.0	4.3%	3.2%	100.9%
ANCILLARY SERVICES	0.7	7.3	0.5	7.1	-	7.1	-100.0%	-100.0%	-23.4%
OTHER SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL PHYSICIAN FTEs	38.4	55.1	43.3	50.5	44.3	56.6	2.3%	-12.2%	31.6%
	15.9%	24.3%	-1.1%	-6.2%	2.3%	12.1%			
TRAVELER NON MD FTEs									
GENERAL SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
OTHER SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	2.7	-	6.8	-	11.8	-	72.4%	100.0%	0.0%
TOTAL TRAVELER FTEs	2.7	-	6.8	-	11.8	-	72.4%	100.0%	0.0%
	32.5%	#DIV/0!	115.1%	#DIV/0!	72.4%	#DIV/0!			
TRAVELER MD FTEs									
GENERAL SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
OTHER SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL TRAVELER MD FTEs	-	-	-	-	-	-	0.0%	0.0%	0.0%
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
TOTAL TRAVELER FTEs									
GENERAL SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
OTHER SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	2.7	-	6.8	-	11.8	-	72.4%	100.0%	0.0%
TOTAL TRAVELER FTEs	2.7	-	6.8	-	11.8	-	72.4%	100.0%	0.0%
	32.5%	#DIV/0!	115.1%	#DIV/0!	72.4%	#DIV/0!			
TOTAL RESIDENTS & FELLOWS FTEs									
GENERAL SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
OTHER SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL RESIDENTS & FELLOWS FTEs	-	-	-	-	-	-	0.0%	0.0%	0.0%
	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			
MLP FTEs									
GENERAL SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
OTHER SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL MLP FTEs	-	-	-	-	-	-	0.0%	0.0%	0.0%
	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			

**BRATTLEBORO MEMORIAL HOSPITAL
REPORT 3
STAFFING REPORT**

	2014A	2015B	2016A	2017B	2017A	2018B	PERCENT CHANGE 2016A - 2017B - 2017A 2017A		ANNUALIZED 2012A - 2018B
ALL OTHER FTEs									
GENERAL SERVICES	137.7	136.8	150.2	147.5	152.0	154.8	1.2%	3.1%	1.9%
INPATIENT ROUTINE SERVICES	61.9	62.7	59.0	61.7	56.2	61.8	-4.8%	-8.9%	-2.1%
OUTPATIENT ROUTINE SERVICES	89.9	96.8	100.8	115.3	112.1	140.2	11.2%	-2.8%	16.2%
ANCILLARY SERVICES	110.6	109.1	110.4	113.7	111.4	114.3	0.9%	-2.0%	-0.5%
OTHER SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL ALL OTHER FTEs	400.1	405.5	420.4	438.2	431.6	471.1	2.7%	-1.5%	3.5%
	3.4%	1.0%	2.1%	3.7%	2.7%	7.5%			
NON-MD FTEs									
GENERAL SERVICES	137.7	136.8	150.2	147.5	152.0	154.8	1.2%	3.1%	1.9%
INPATIENT ROUTINE SERVICES	61.9	62.7	59.0	61.7	56.2	61.8	-4.8%	-8.9%	-2.1%
OUTPATIENT ROUTINE SERVICES	89.9	96.8	100.8	115.3	112.1	140.2	11.2%	-2.8%	16.2%
ANCILLARY SERVICES	110.6	109.1	110.4	113.7	111.4	114.3	0.9%	-2.0%	-0.5%
OTHER SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL NON-MD FTEs	400.1	405.5	420.4	438.2	431.6	471.1	2.7%	-1.5%	3.5%
	3.4%	1.0%	2.1%	3.7%	2.7%	7.5%			
ALL FTEs									
GENERAL SERVICES	139.2	139.5	151.4	148.5	152.8	155.6	0.9%	2.9%	1.9%
INPATIENT ROUTINE SERVICES	66.0	67.3	63.3	66.3	60.7	67.4	-4.1%	-8.4%	-1.7%
OUTPATIENT ROUTINE SERVICES	122.0	137.3	138.1	153.0	151.0	183.3	9.3%	-1.3%	14.0%
ANCILLARY SERVICES	111.3	116.3	110.9	120.8	111.4	121.4	0.5%	-7.8%	0.3%
OTHER SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	2.7	-	6.8	-	11.8	-	72.4%	100.0%	0.0%
TOTAL ALL FTEs	441.2	460.5	470.5	488.6	487.7	527.6	3.6%	-0.2%	4.0%
	4.5%	3.3%	2.5%	2.6%	3.6%	8.0%			
NON-MD WAGES									
GENERAL SERVICES	6,843,984	7,233,661	7,580,344	7,934,587	7,852,494	8,412,977	3.6%	-1.0%	3.6%
INPATIENT ROUTINE SERVICES	4,330,441	4,311,533	4,099,590	4,120,476	3,981,803	4,182,701	-2.9%	-3.4%	-2.0%
OUTPATIENT ROUTINE SERVICES	1,537,315	5,121,119	1,557,166	1,579,888	1,630,815	1,465,807	4.7%	3.2%	-14.2%
ANCILLARY SERVICES	6,888,602	6,804,473	7,060,321	7,307,429	7,212,995	7,485,231	2.2%	-1.3%	0.8%
OTHER SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	3,203,282	-	3,817,215	4,146,894	4,238,708	5,263,689	11.0%	2.2%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL NON-MD WAGES	22,803,623	23,470,786	24,114,635	25,089,274	24,916,816	26,810,405	3.3%	-0.7%	3.1%
	3.6%	4.6%	2.1%	2.5%	3.3%	6.9%			
NON-MD WAGES PER FTE									
GENERAL SERVICES	49,702	52,866	50,478	53,812	51,671	54,358	2.4%	-4.0%	1.7%
INPATIENT ROUTINE SERVICES	69,959	68,754	69,473	66,826	70,876	67,714	2.0%	6.1%	0.1%
OUTPATIENT ROUTINE SERVICES	17,100	52,882	15,447	13,700	14,553	10,454	-5.8%	6.2%	-26.2%
ANCILLARY SERVICES	62,284	62,386	63,941	64,252	64,749	65,482	1.3%	0.8%	1.4%
OTHER SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL NON-MD WAGES PER FTE	56,995	57,888	57,360	57,261	57,730	56,914	0.6%	0.8%	-0.4%
	0.2%	3.5%	0.0%	-1.2%	0.6%	-0.6%			

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

**BRATTLEBORO MEMORIAL HOSPITAL
REPORT 4
KEY HOSPITAL STATISTICS & RATIOS**

Type	Statistic	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED 2014A - 2018B	# CHANGE	
						2016A - 2017A	2017B - 2017A		2016A - 2017A	2017B - 2017A
UTI	AVERAGE DAILY CENSUS	16.5	15.8	16.7	17.2	1.1%	5.5%	0.2%	0.2	0.9
UTI	AVERAGE LENGTH OF STAY	3.1	3.0	3.1	3.1	-0.2%	5.1%	-1.3%	(0.0)	0.2
UTI	ACUTE ALOS	3.3	3.1	3.3	3.3	1.6%	6.4%	-1.6%	0.1	0.2
UTI	ADJUSTED ADMISSIONS	8,189	8,324	7,695	7,905	-6.0%	-7.6%	-0.3%	(494.4)	(629.3)
UTI	ADJUSTED DAYS	26,748	25,971	25,534	25,923	-4.5%	-1.7%	-1.9%	(1,214.7)	(437.5)
UTI	ACUTE CARE AVE DAILY CENSUS	14.4	13.5	14.7	15.2	2.3%	9.3%	0.4%	0.3	1.2
UTI	ACUTE ADMISSIONS	1,611.0	1,575.0	1,618.0	1,687.0	0.4%	2.7%	2.1%	7.0	43.0
		2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED 2014A - 2018B	# CHANGE	
		2016A - 2017A	2017B - 2017A	2016A - 2017A	2017B - 2017A				2016A - 2017A	2017B - 2017A
CAP	AGE OF PLANT	9.4	10.4	9.9	12.5	5.5%	-4.3%	9.1%	0.5	(0.4)
CAP	AGE OF PLANT BUILDING	12.7	13.8	12.7	15.5	0.3%	-8.1%	10.0%	0.0	(1.1)
CAP	AGE OF PLANT EQUIPMENT	6.8	7.7	7.4	9.9	8.2%	-4.1%	8.3%	0.6	(0.3)
CAP	LONG TERM DEBT TO CAPITALIZATION	15.4%	13.1%	13.5%	11.3%	-12.7%	3.1%	-6.8%	(0.0)	0.0
CAP	DEBT PER STAFFED BED	562,284	417,415	565,299	400,901	0.5%	35.4%	-5.2%	3,015.7	147,884.0
CAP	NET PROP, PLANT & EQUIP PER STAFFED BED	588,452	503,920	611,250	426,913	3.9%	21.3%	-8.8%	22,797.4	107,329.8
CAP	LONG TERM DEBT TO TOTAL ASSETS	12.6%	10.7%	10.8%	9.3%	-14.4%	0.7%	-6.6%	(0.0)	0.0
CAP	DEBT SERVICE COVERAGE RATIO	2.9	4.3	1.4	2.7	-50.8%	-67.6%	-27.7%	(1.5)	(2.9)
CAP	DEPRECIATION RATE	6.4	6.1	6.1	5.4	-5.2%	0.2%	-3.6%	(0.3)	0.0
CAP	CAPITAL EXPENDITURES TO DEPRECIATION	101.6%	61.3%	129.3%	79.6%	27.2%	110.9%	0.6%	0.3	0.7
CAP	CAPITAL EXPENDITURE GROWTH RATE	6.5	3.7	7.8	4.3	20.6%	111.2%	-3.0%	1.3	4.1
CAP	CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV	6.0%	3.5%	7.4%	4.0%	21.8%	107.8%	-2.5%	0.0	0.0
		2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED 2014A - 2018B	# CHANGE	
		2016A - 2017A	2017B - 2017A	2016A - 2017A	2017B - 2017A				2016A - 2017A	2017B - 2017A
REV	DEDUCTION %	50.9%	51.5%	50.0%	53.5%	-1.7%	-2.8%	1.8%	(0.0)	(0.0)
REV	BAD DEBT %	2.5%	3.1%	2.6%	1.9%	2.8%	-15.2%	-11.2%	0.0	(0.0)
REV	FREE CARE %	0.6%	2.0%	0.8%	0.9%	34.3%	-60.4%	-16.7%	0.0	(0.0)
REV	OPERATING MARGIN %	-0.6%	0.2%	-3.1%	-1.2%	-434.2%	-1671.5%	#NUM!	(0.0)	(0.0)
REV	TOTAL MARGIN %	2.3%	0.9%	0.9%	-0.3%	-59.7%	1.6%	#NUM!	(0.0)	0.0
REV	OUTPATIENT GROSS REVENUE %	80.3%	81.1%	79.0%	78.7%	-1.7%	-2.6%	-0.6%	(0.0)	(0.0)
REV	INPATIENT GROSS REVENUE %	19.7%	18.9%	21.0%	21.3%	6.9%	11.1%	2.4%	0.0	0.0
REV	PHYSICIAN GROSS REVENUE %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-	-
REV	SNF/REHAB/SWING GROSS REVENUE %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-	-
REV	ALL NET PATIENT REVENUE % WITH DSH & GME	49.1%	48.5%	50.0%	46.5%	1.8%	3.0%	-1.9%	0.0	0.0
REV	MEDICARE NET PATIENT REVENUE % INCLUDING PHYS	38.5%	39.9%	42.5%	35.7%	10.3%	6.6%	-1.6%	0.0	0.0
REV	MEDICAID NET PATIENT REVENUE % INCLUDING PHYS	32.4%	34.3%	33.1%	29.1%	2.2%	-3.5%	-0.3%	0.0	(0.0)
REV	COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS	68.7%	65.1%	67.1%	68.4%	-2.4%	3.1%	-0.8%	(0.0)	0.0
		2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED 2014A - 2018B	# CHANGE	
		2016A - 2017A	2017B - 2017A	2016A - 2017A	2017B - 2017A				2016A - 2017A	2017B - 2017A
PROD	ADJUSTED ADMISSIONS PER FTE	19.5	19.0	17.8	16.8	-8.5%	-6.2%	-4.3%	(1.7)	(1.2)
PROD	FTES PER 100 ADJ DISCHARGES	5.1	5.3	5.6	6.0	9.3%	6.6%	4.5%	0.5	0.3
PROD	FTES PER ADJUSTED OCCUPIED BED	5.7	6.2	6.2	6.6	7.5%	0.2%	6.2%	0.4	0.0
PROD	RETURN ON ASSETS	2.1%	0.9%	0.9%	-0.3%	-58.0%	-4.6%	#NUM!	(0.0)	(0.0)
PROD	OVERHEAD EXPENSE W/ FRINGE, AS A % OF TOTAL OPERATING	21.5%	22.8%	21.8%	22.1%	1.3%	-4.5%	1.0%	0.0	(0.0)

		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
COST	COST PER ADJUSTED ADMISSION	9,285	9,626	10,566	10,550	13.8%	9.8%	3.8%	1,280.9	940.4
COST	SALARY PER FTE - NON-MD	57,360	57,261	57,730	56,914	0.6%	0.8%	0.0%	370.1	469.4
COST	SALARY & BENEFITS PER FTE - NON-MD	73,279	73,197	73,366	72,503	0.1%	0.2%	-0.7%	86.5	168.0
COST	FRINGE BENEFIT % - NON-MD	27.8%	27.8%	27.1%	27.4%	-2.4%	-2.7%	-2.8%	(0.0)	(0.0)
COST	COMPENSATION RATIO	60.2%	60.0%	60.9%	62.6%	1.1%	1.5%	2.6%	0.0	0.0
COST	CAPITAL COST % OF TOTAL EXPENSE	6.0%	5.7%	5.5%	5.0%	-8.7%	-4.5%	-4.1%	(0.0)	(0.0)
COST	CAPITAL COST PER ADJUSTED ADMISSION	554	550	576	527	4.0%	4.8%	-0.4%	21.9	26.4
COST	CONTRACTUAL ALLOWANCE %	51.5%	52.1%	50.6%	53.8%	-1.8%	-2.9%	1.6%	(0.0)	(0.0)
						PERCENT CHANGE	ANNUALIZED	# CHANGE		
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
CASH	CURRENT RATIO	3.6	3.6	3.3	4.0	-9.4%	-8.1%	4.5%	(0.3)	(0.3)
CASH	DAYS PAYABLE	78.2	68.4	80.1	65.0	2.5%	17.2%	-2.8%	1.9	11.8
CASH	DAYS RECEIVABLE	29.5	28.4	46.2	31.9	56.4%	62.5%	1.6%	16.7	17.8
CASH	DAYS CASH ON HAND	228.5	194.9	195.0	214.8	-14.7%	0.0%	6.1%	(33.5)	0.1
CASH	CASH FLOW MARGIN	5.4%	5.9%	2.5%	3.9%	-53.3%	-57.1%	-19.5%	(0.0)	(0.0)
CASH	CASH TO LONG TERM DEBT	4.3	4.8	4.5	6.2	5.9%	-6.5%	15.7%	0.3	(0.3)
CASH	CASH FLOW TO TOTAL DEBT	0.4	0.4	0.3	0.3	-10.3%	-22.4%	-19.7%	(0.0)	(0.1)
						PERCENT CHANGE	ANNUALIZED	# CHANGE		
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
UNIT	GROSS PRICE PER DISCHARGE	15,282	15,430	16,290	18,048	6.6%	5.6%	5.3%	1,008.6	860.0
UNIT	GROSS PRICE PER VISIT	-	1,251	-	1,301	0.0%	-100.0%	-0.5%	-	(1,251.0)
UNIT	GROSS REVENUE PER ADJ ADMISSION	18,194	18,918	19,522	21,451	7.3%	3.2%	4.7%	1,328.4	604.2
UNIT	NET REVENUE PER ADJUSTED ADMISSION	8,934	9,179	9,755	9,978	9.2%	6.3%	2.8%	820.7	575.7

**Brattleboro Memorial Hospital
Utilization**

	2016	2017	2017	2018	\$ Change		% Change		
	Actual	Budget	Actual	Budget	Actual - Actual	Budget - Actual	Actual - Actual	Budget - Actual	
Inpatient									
Acute									
Beds (Staffed)	38	38	38	38	-	-	0.0%	0.0%	
Occupancy % (Staffed Beds)	38%	35%	39%	40%			2.0%	9.3%	
Admissions	1,611	1,575	1,618	1,687	7	43	0.4%	2.7%	
Patient Days	5,262	4,914	5,369	5,532	107	455	2.0%	9.3%	
Average Length Of Stay	3.27	3.12	3.32	3.28			1.6%	6.4%	
Chronic/Rehab									
Beds (Staffed)	-	-	-	-	-	-			
Admissions	-	-	-	-	-	-			
Patient Days	-	-	-	-	-	-			
Average Length Of Stay	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!	
SNF/ECF									
Beds (Staffed)	-	-	-	-	-	-			
Admissions	-	-	-	-	-	-			
Patient Days	-	-	-	-	-	-			
Average Length Of Stay	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!	
Nursery									
Beds (Staffed)	8	8	8	8	-	-	0.0%	0.0%	
Admissions	307	356	321	318	14	(35)	4.6%	-9.8%	
Patient Days	770	852	715	757	(55)	(137)	-7.1%	-16.1%	
Average Length Of Stay	2.51	2.39	2.23	2.38			-11.2%	-6.9%	
Swing Beds									
Beds (Staffed)	-	-	-	-	-	-			
Admissions	-	-	-	-	-	-			
Patient Days	-	-	-	-	-	-			
Average Length Of Stay	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!	
Total									
Beds (Staffed)	46	46	46	46	-	-	0.0%	0.0%	
Admissions	1,918	1,931	1,939	2,005	21	8	1.1%	0.4%	
Patient Days	6,032	5,766	6,084	6,289	52	318	0.9%	5.5%	
Average Length Of Stay	3.14	2.99	3.14	3.14	(0.01)	0.15	-0.2%	5.1%	
Outpatient									
All Outpatient Visits	-	102,063	-	102,518	-	(102,063)			
Operating Room Procedure	1,845	1,857	1,989	1,850	144	132	7.8%	7.1%	
Observation Units	1,327	1,468	1,163	1,271	(164)	(305)	-12.4%	-20.8%	
Physician Office Visits	242,651	254,193	259,130	316,619	16,479	4,937	6.8%	1.9%	
Ancillary									
All Operating Room Procedure	2,366	2,374	2,534	2,420	168	160	7.1%	6.7%	
Emergency Room Visits	13,399	13,164	14,173	14,027	774	1,009	5.8%	7.7%	
Adjusted Statistics									
Adjusted Admissions	8,189	8,324	7,695	7,905	(494)	(629)	-6.0%	-7.6%	
Adjusted Days	26,748	25,971	25,534	25,923	(1,215)	(437)	-4.5%	-1.7%	