

Vermont Community Hospital
Balance Sheet - Unrestricted Funds
GRACE COTTAGE HOSPITAL

	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED
					2016A - 2017A	2017B - 2017A	2013A - 2018B
ASSETS							
CURRENT ASSETS							
CASH & INVESTMENTS	\$237,043	\$261,660	\$155,417	\$359,871	-34.4%	-40.6%	4.8%
PATIENT ACCOUNTS RECEIVABLE, GROSS	\$2,561,193	\$2,564,756	\$2,786,279	\$2,610,591	8.8%	8.6%	-2.5%
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS DUE FROM THIRD PARTIES	-\$270,629	-\$346,256	-\$792,367	-\$680,390	-192.8%	-128.8%	-4.1%
RISK RESERVE FOR FIXED REFORM PAYMENTS	\$214,185	\$102,660	-\$90,153	\$13,849	-142.1%	-187.8%	-39.8%
RISK RESERVE FOR FIXED REFORM PAYMENTS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER CURRENT ASSETS	\$1,550,247	\$1,637,777	\$1,692,694	\$1,597,332	9.2%	3.4%	5.9%
TOTAL CURRENT ASSETS	\$4,292,039	\$4,220,597	\$3,751,870	\$3,901,253	-12.6%	-11.1%	0.6%
BOARD DESIGNATED ASSETS							
FUNDED DEPRECIATION	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
ESCROWED BOND FUNDS	\$83,238	\$80,611	\$79,643	\$75,198	-4.3%	-1.2%	-5.2%
OTHER	\$3,804,445	\$3,929,490	\$4,213,117	\$3,758,047	10.7%	7.2%	5.4%
TOTAL BOARD DESIGNATED ASSETS	\$3,887,683	\$4,010,101	\$4,292,760	\$3,833,245	10.4%	7.0%	5.2%
TOTAL PROPERTY, PLANT AND EQUIPMENT, NET	\$3,453,925	\$3,756,642	\$3,395,151	\$3,569,593	-1.7%	-9.6%	-7.0%
OTHER LONG-TERM ASSETS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL ASSETS	\$11,633,647	\$11,987,340	\$11,439,781	\$11,304,091	-1.7%	-4.6%	-1.0%
LIABILITIES AND FUND BALANCE							
CURRENT LIABILITIES							
ACCOUNTS PAYABLE	\$1,025,387	\$814,490	\$1,189,085	\$1,289,016	16.0%	46.0%	13.0%
SALARIES, WAGES AND PAYROLL TAXES PAYABLE	\$980,563	\$1,037,502	\$1,081,011	\$1,110,562	10.2%	4.2%	8.5%
ESTIMATED THIRD-PARTY SETTLEMENTS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER CURRENT LIABILITIES	\$2,065,206	\$648,261	\$2,078,472	\$609,019	0.6%	220.6%	10.9%
CURRENT PORTION OF LONG-TERM DEBT	\$326,722	\$639,578	\$339,578	\$652,757	3.9%	-46.9%	18.5%
TOTAL CURRENT LIABILITIES	\$4,397,878	\$3,139,831	\$4,688,146	\$3,661,354	6.6%	49.3%	12.0%
LONG-TERM DEBT							
BONDS & MORTGAGES PAYABLE	\$800,000	\$660,000	\$660,000	\$515,000	-17.5%	0.0%	-15.4%
CAPITAL LEASE OBLIGATIONS	\$194,582	\$139,359	\$134,673	\$76,891	-30.8%	-3.4%	37.9%
OTHER LONG-TERM DEBT	\$725,041	\$1,485,695	\$585,611	\$1,640,406	-19.2%	-60.6%	1.8%
TOTAL LONG-TERM DEBT	\$1,719,623	\$2,285,054	\$1,380,284	\$2,232,297	-19.7%	-39.6%	-3.8%
OTHER NONCURRENT LIABILITIES	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL LIABILITIES	\$6,117,501	\$5,424,885	\$6,068,430	\$5,893,651	-0.8%	11.9%	4.2%
FUND BALANCE	\$5,516,146	\$6,562,455	\$5,371,351	\$5,410,440	-2.6%	-18.2%	-5.3%
TOTAL LIABILITIES AND FUND BALANCE	11,633,647	11,987,340	11,439,781	11,304,091	-1.7%	-4.6%	-1.0%

Vermont Community Hospitals
Capital Budget
Grace Cottage Hospital

	2013B	2013A	2014B	2014A	2015B	2015A	2016A	2017B	2017A	2018B	2019 Plan	2020 Plan	2021 Plan
CONSTRUCTION IN PROGRESS	\$0	-\$219,688	\$0	\$23,620	\$0	\$381,874	-\$377,784	\$0	\$252,899	\$0	\$0	\$0	\$0
LAND & LAND IMPROVEMENTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000	\$0	\$15,000	\$52,000	\$0	\$0
BUILDINGS & BUILDING IMPROVEMENTS	\$202,000	\$421,214	\$158,500	\$0	\$328,000	\$159,590	\$575,484	\$202,000	\$104,195	\$248,070	\$151,000	\$2,914,000	\$1,104,000
FIXED EQUIPMENT	\$15,000	\$0	\$0	\$6,687	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
MAJOR MOVABLE EQUIPMENT	\$366,405	\$181,410	\$485,442	\$143,465	\$605,169	\$405,601	\$336,875	\$670,520	\$467,885	\$810,846	\$731,180	\$72,849	\$160,932
OTHER	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CAPITAL EXPENDITURES	\$583,405	\$382,936	\$643,942	\$173,772	\$933,169	\$947,065	\$534,575	\$887,520	\$824,979	\$1,073,916	\$934,180	\$2,986,849	\$1,264,932
TOTAL CON ITEMS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CAP BUDGET AND PROJ CON	\$583,405	\$382,936	\$643,942	\$173,772	\$933,169	\$947,065	\$534,575	\$887,520	\$824,979	\$1,073,916	\$934,180	\$2,986,849	\$1,264,932

GRACE COTTAGE 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	\$25,833,339	\$28,407,778	\$26,113,855	\$27,607,149	-\$2,293,923	-8.1%
Disproportionate Share Payments	\$0	\$0	\$0	\$0	\$0	0.0%
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	\$0	0.0%
Bad Debt	-\$406,558	-\$476,230	-\$842,397	-\$748,260	-\$366,167	-76.9%
Free Care	-\$126,612	-\$194,628	-\$110,259	-\$101,466	\$84,369	43.3%
Deductions From Revenue	-\$8,058,460	-\$8,531,417	-\$8,205,801	-\$8,108,349	\$325,616	3.8%
Net Revenue Deductions	-\$8,591,630	-\$9,202,275	-\$9,158,457	-\$8,958,075	\$43,818	0.5%
Net Patient Care Revenue	\$17,241,709	\$19,205,503	\$16,955,398	\$18,649,074	-\$2,250,105	-11.7%
Fixed Prospective Payments (incl Reserves&Other)	\$0	\$0	\$0	\$0	\$0	0.0%
Total NPR & FPP (incl Reserves)	\$17,241,709	\$19,205,503	\$16,955,398	\$18,649,074	-\$2,250,105	-11.7%
Other Operating Revenue	\$871,069	\$1,186,377	\$1,073,643	\$1,247,133	-\$112,734	-9.5%
Total Operating Revenue	\$18,112,778	\$20,391,880	\$18,029,041	\$19,896,207	-\$2,362,839	-11.6%
Operating Expense						0.0%
Salaries Non Md	\$8,455,100	\$8,932,279	\$8,838,636	\$9,377,560	-\$93,643	-1.0%
Fringe Benefits Non Md	\$2,644,288	\$3,044,319	\$2,558,790	\$3,084,330	-\$485,529	-15.9%
Fringe Benefits Md	\$427,177	\$443,884	\$427,267	\$477,745	-\$16,617	-3.7%
Physician Fees Salaries Contracts & Fringes	\$2,276,960	\$2,253,780	\$2,235,272	\$2,145,185	-\$18,508	-0.8%
Health Care Provider Tax	\$621,491	\$618,577	\$648,299	\$659,052	\$29,722	4.8%
Depreciation Amortization	\$705,748	\$656,184	\$599,378	\$644,540	-\$56,806	-8.7%
Interest - Short Term	\$0	\$0	\$0	\$0	\$0	0.0%
Interest - Long Term	\$150,863	\$143,906	\$131,905	\$125,817	-\$12,001	-8.3%
Other Operating Expense	\$4,278,775	\$4,498,373	\$4,166,086	\$3,972,003	-\$332,287	-7.4%
Total Operating Expense	\$19,560,402	\$20,591,302	\$19,605,633	\$20,486,232	-\$985,669	-4.8%
Net Operating Income (Loss)	-\$1,447,624	-\$199,422	-\$1,576,592	-\$590,025	-\$1,377,170	-690.6%
Non-Operating Revenue	\$1,052,582	\$743,534	\$1,433,287	\$737,258	\$689,753	92.8%
Excess (Deficit) Of Revenue Over Expense	-\$395,042	\$544,112	-\$143,305	\$147,233	-\$687,417	-126.3%
Operating Margin %	-8.0%	-1.0%	-8.7%	-3.0%		
Total Margin %	-2.2%	2.7%	-0.8%	0.7%		

Net Payer Revenue-Budget to Budget

Grace Cottage Hospital					
PAYER REVENUE DETAIL					
		2017 Approved	2017 Actuals	B17-A18	B17-B18
All Payers	Gross Revenue	\$28,407,778.00	\$26,113,855.00	-\$2,293,923.00	-8.1%
	Contractual Allowances	-\$8,531,417.00	-\$8,205,801.00	\$325,616.00	-3.8%
	Bad debt	-\$476,230.00	-\$842,397.00	-\$366,167.00	76.9%
	Free Care	-\$194,628.00	-\$110,259.00	\$84,369.00	-43.3%
	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	\$19,205,503.00	\$16,955,398.00	-\$2,250,105.00	-11.7%
	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	\$19,205,503.00	\$16,955,398.00	-\$2,250,105.00	-11.7%
		\$0.00	\$0.00	\$0.00	
COMMERCIAL	Gross Revenue	\$8,515,247.00	\$8,077,162.00	-\$438,085.00	-5.1%
	Contractual Allowances	-\$2,558,442.00	-\$2,726,400.00	-\$167,958.00	6.6%
	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	\$5,956,805.00	\$5,350,762.00	-\$606,043.00	-10.2%
	Fixed Prospective Payments	\$0.00	\$0.00	\$0.00	0.0%
	Other Reform Payments	\$0.00	\$0.00	\$0.00	0.0%
	Reserves (Risk)	\$0.00	\$0.00	\$0.00	0.0%
	Total NPR & FPP	\$5,956,805.00	\$5,350,762.00	-\$606,043.00	-10.2%
		\$0.00	\$0.00	\$0.00	
MEDICAID	Gross Revenue	\$5,009,268.00	\$3,758,504.00	-\$1,250,764.00	-25.0%
	Contractual Allowances	-\$2,940,979.00	-\$2,325,597.00	\$615,382.00	-20.9%
	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	\$2,068,289.00	\$1,432,907.00	-\$635,382.00	-30.7%
	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	\$2,068,289.00	\$1,432,907.00	-\$635,382.00	-30.7%
		\$0.00	\$0.00	\$0.00	
MEDICARE	Gross Revenue	\$14,883,263.00	\$14,278,189.00	-\$605,074.00	-4.1%
	Contractual Allowances	-\$3,031,996.00	-\$3,153,804.00	-\$121,808.00	4.0%
	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	\$11,851,267.00	\$11,124,385.00	-\$726,882.00	-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	\$11,851,267.00	\$11,124,385.00	-\$726,882.00	-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	-\$476,230.00	-\$842,397.00	-\$366,167.00	76.9%
	Free Care	-\$194,628.00	-\$110,259.00	\$84,369.00	-43.3%
	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	-\$670,858.00	-\$952,656.00	-\$281,798.00	42.0%

**GRACE COTTAGE HOSPITAL
REPORT 3
STAFFING REPORT**

	2014A	2015A	2016B	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED
								2016A - 2017A	2017B - 2017A	2012A - 2018B
PHYSICIAN FTEs										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	0.4	1.7	1.7	1.7	1.7	1.7	1.7	1.2%	-0.6%	0.0%
OUTPATIENT ROUTINE SERVICES	4.7	4.6	5.0	4.6	4.6	4.4	4.2	-3.7%	-3.7%	0.0%
ANCILLARY SERVICES	2.9	2.6	3.0	3.3	3.3	3.1	3.1	-6.0%	-6.0%	100.0%
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 PHYSICIAN FTEs	8.1	8.9	9.7	9.5	9.6	9.2	9.0	-3.7%	-4.0%	4.0%
	18.3%	10.2%	6.2%	7.3%	-1.4%	-3.7%	-6.3%			
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	2.9	3.6	2.3	3.7	2.8	3.8	-	3.5%	36.1%	0.0%
TOTAL TRAVELER FTEs	2.9	3.6	2.3	3.7	2.8	3.8	-	3.5%	36.1%	0.0%
	#DIV/0!	23.9%	#DIV/0!	2.8%	21.7%	3.5%	-100.0%			
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%	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	2.9	3.6	2.3	3.7	2.8	3.8	-	3.5%	36.1%	0.0%
TOTAL TRAVELER FTEs	2.9	3.6	2.3	3.7	2.8	3.8	-	3.5%	36.1%	0.0%
	#DIV/0!	23.9%	#DIV/0!	2.8%	21.7%	3.5%	-100.0%			
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!	#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!	#DIV/0!			

**GRACE COTTAGE HOSPITAL
REPORT 3
STAFFING REPORT**

	2014A	2015A	2016B	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED
								2016A - 2017A	2017B - 2017A	2012A - 2018B
ALL OTHER FTEs										
GENERAL SERVICES	48.0	52.3	54.6	52.9	53.0	52.7	52.4	-0.3%	-0.5%	-0.7%
INPATIENT ROUTINE SERVICES	28.3	28.3	29.3	28.4	27.7	29.0	31.4	2.1%	4.7%	-0.8%
OUTPATIENT ROUTINE SERVICES	25.9	27.0	32.1	30.6	34.0	31.7	32.2	3.7%	-6.8%	4.1%
ANCILLARY SERVICES	23.6	23.8	24.9	24.2	25.8	24.6	26.1	1.4%	-4.7%	-0.9%
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	125.7	131.5	140.8	136.1	140.5	138.0	142.1	1.4%	-1.8%	0.2%
	-5.6%	4.6%	2.7%	3.5%	-0.3%	1.4%	1.2%			
NON-MD FTEs										
GENERAL SERVICES	48.0	52.3	54.6	52.9	53.0	52.7	52.4	-0.3%	-0.5%	-0.7%
INPATIENT ROUTINE SERVICES	28.3	28.3	29.3	28.4	27.7	29.0	31.4	2.1%	4.7%	-0.8%
OUTPATIENT ROUTINE SERVICES	25.9	27.0	32.1	30.6	34.0	31.7	32.2	3.7%	-6.8%	4.1%
ANCILLARY SERVICES	23.6	23.8	24.9	24.2	25.8	24.6	26.1	1.4%	-4.7%	-0.9%
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	125.7	131.5	140.8	136.1	140.5	138.0	142.1	1.4%	-1.8%	0.2%
	-5.6%	4.6%	2.7%	3.5%	-0.3%	1.4%	1.2%			
ALL FTEs										
GENERAL SERVICES	48.0	52.3	54.6	52.9	53.0	52.7	52.4	-0.3%	-0.5%	-0.7%
INPATIENT ROUTINE SERVICES	28.7	29.9	31.0	30.1	29.4	30.7	33.1	2.0%	4.4%	0.0%
OUTPATIENT ROUTINE SERVICES	30.6	31.6	37.1	35.1	38.6	36.1	36.4	2.7%	-6.5%	2.4%
ANCILLARY SERVICES	26.5	26.4	27.9	27.5	29.1	27.7	29.2	0.5%	-4.9%	0.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	2.9	3.6	2.3	3.7	2.8	3.8	-	3.5%	36.1%	0.0%
TOTAL ALL FTEs	136.7	143.9	152.8	149.3	152.8	151.0	151.1	1.1%	-1.2%	0.3%
	-2.3%	5.3%	4.5%	3.7%	0.0%	1.1%	-1.2%			

NON-MD WAGES										
GENERAL SERVICES	\$2,950,348	\$3,320,863	\$3,563,635	\$3,409,255	\$3,565,043	\$3,478,163	\$3,605,110	2.0%	-2.4%	2.3%
INPATIENT ROUTINE SERVICES	\$1,554,275	\$1,554,118	\$1,594,012	\$1,608,481	\$1,604,745	\$1,692,647	\$1,918,241	5.2%	5.5%	2.3%
OUTPATIENT ROUTINE SERVICES	\$2,289	\$6,203	\$1,220,897	\$5,921	\$8,015	\$6,819	\$6,762	15.2%	-14.9%	-57.9%
ANCILLARY SERVICES	\$1,671,312	\$1,652,326	\$1,517,642	\$1,776,324	\$1,863,495	\$1,812,778	\$1,940,784	2.1%	-2.7%	0.2%
OTHER SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	\$1,239,545	\$1,374,211	\$0	\$1,655,119	\$1,890,981	\$1,848,229	\$1,906,663	11.7%	-2.3%	100.0%
UNCATEGORIZED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL NON-MD WAGES	\$7,417,769	\$7,907,721	\$7,896,186	\$8,455,100	\$8,932,279	\$8,838,636	\$9,377,560	4.5%	-1.0%	2.8%
	-1.8%	6.6%	-6.1%	6.9%	13.1%	4.5%	5.0%			
NON-MD WAGES PER FTE										
GENERAL SERVICES	\$61,478	\$63,448	\$65,292	\$64,508	\$67,328	\$66,024	\$68,800	2.4%	-1.9%	3.0%
INPATIENT ROUTINE SERVICES	\$54,902	\$54,955	\$54,459	\$56,577	\$57,870	\$58,327	\$61,090	3.1%	0.8%	3.1%
OUTPATIENT ROUTINE SERVICES	\$89	\$230	\$38,010	\$194	\$236	\$215	\$210	11.1%	-8.7%	-59.5%
ANCILLARY SERVICES	\$70,939	\$69,338	\$61,048	\$73,402	\$72,313	\$73,840	\$74,474	0.6%	2.1%	1.1%
OTHER SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
UNCATEGORIZED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL NON-MD WAGES PER FTE	\$59,002	\$60,148	\$56,069	\$62,147	\$63,589	\$64,071	\$65,997	3.1%	0.8%	2.6%
	4.0%	1.9%	-8.5%	3.3%	13.4%	3.1%	3.8%			

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

**GRACE COTTAGE HOSPITAL
REPORT 4
KEY HOSPITAL STATISTICS & RATIOS**

Type	Statistic					PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
UTI	AVERAGE DAILY CENSUS	10.6	10.1	10.3	10.2	-2.9%	2.0%	-3.5%	(0.3)	0.2
UTI	AVERAGE LENGTH OF STAY	10.7	10.0	10.6	11.3	-0.2%	6.7%	4.1%	(0.0)	0.7
UTI	ACUTE ALOS	2.7	2.9	2.9	3.1	5.5%	-1.1%	0.1%	0.2	(0.0)
UTI	ADJUSTED ADMISSIONS	2,655	2,727	2,700	2,495	1.7%	-1.0%	-4.0%	44.5	(26.9)
UTI	ADJUSTED DAYS	7,276	7,968	7,803	7,796	7.2%	-2.1%	-3.9%	527.1	(165.2)
UTI	ACUTE CARE AVE DAILY CENSUS	1.0	1.1	1.1	1.0	10.6%	-4.6%	-9.5%	0.1	(0.1)
UTI	ACUTE ADMISSIONS	131.0	142.0	137.0	120.0	4.6%	-3.5%	-9.5%	6.0	(5.0)
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
CAP	AGE OF PLANT	17.8	20.1	22.0	21.4	23.7%	9.3%	29.3%	4.2	1.9
CAP	AGE OF PLANT BUILDING	17.1	17.3	18.1	17.6	5.6%	4.6%	-0.6%	1.0	0.8
CAP	AGE OF PLANT EQUIPMENT	18.3	23.3	26.8	26.2	46.4%	15.4%	50.7%	8.5	3.6
CAP	LONG TERM DEBT TO CAPITALIZATION	25.8%	27.0%	22.0%	29.9%	-14.6%	-18.5%	3.9%	(0.0)	(0.0)
CAP	DEBT PER STAFFED BED	321,974	285,520	319,391	310,192	-0.8%	11.9%	6.2%	(2,582.7)	33,870.8
CAP	NET PROP, PLANT & EQUIP PER STAFFED BED	181,786	197,718	178,692	187,873	-1.7%	-9.6%	-2.1%	(3,093.4)	(19,025.8)
CAP	LONG TERM DEBT TO TOTAL ASSETS	16.5%	20.2%	13.2%	20.4%	-19.5%	-34.5%	0.1%	(0.0)	(0.1)
CAP	DEBT SERVICE COVERAGE RATIO	(1.2)	0.8	(1.8)	0.2	-44.9%	-333.9%	-38.2%	(0.6)	(2.6)
CAP	DEPRECIATION RATE	4.4	3.9	3.6	3.7	-18.0%	-6.5%	-21.1%	(0.8)	(0.3)
CAP	CAPITAL EXPENDITURES TO DEPRECIATION	75.7%	135.3%	137.6%	166.6%	81.7%	1.8%	91.1%	0.6	0.0
CAP	CAPITAL EXPENDITURE GROWTH RATE	3.3	5.2	5.0	6.2	49.0%	-4.9%	50.8%	1.6	(0.3)
CAP	CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV	3.1%	4.6%	4.9%	5.8%	56.9%	5.3%	50.6%	0.0	0.0
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
REV	DEDUCTION %	33.3%	32.4%	35.1%	32.4%	5.5%	8.3%	0.1%	0.0	0.0
REV	BAD DEBT %	1.6%	1.7%	3.2%	2.7%	105.0%	92.4%	0.0%	0.0	0.0
REV	FREE CARE %	0.5%	0.7%	0.4%	0.4%	-13.9%	-38.4%	-29.0%	(0.0)	(0.0)
REV	OPERATING MARGIN %	-8.0%	-1.0%	-8.7%	-3.0%	-9.4%	-794.2%	-19.2%	(0.0)	(0.1)
REV	TOTAL MARGIN %	-2.1%	2.6%	-0.7%	0.7%	64.3%	-128.6%	#NUM!	0.0	(0.0)
REV	OUTPATIENT GROSS REVENUE %	53.4%	54.8%	52.7%	53.7%	-1.4%	-3.7%	-5.0%	(0.0)	(0.0)
REV	INPATIENT GROSS REVENUE %	4.9%	5.2%	5.1%	4.8%	2.9%	-2.6%	-5.8%	0.0	(0.0)
REV	PHYSICIAN GROSS REVENUE %	16.2%	17.5%	16.9%	16.7%	4.4%	-3.4%	100.0%	0.0	(0.0)
REV	SNF/REHAB/SWING GROSS REVENUE %	25.5%	22.6%	25.3%	24.7%	-0.5%	12.3%	-2.9%	(0.0)	0.0
REV	ALL NET PATIENT REVENUE % WITH DSH & GME	66.7%	67.6%	64.9%	67.6%	-2.7%	-4.0%	0.0%	(0.0)	(0.0)
REV	MEDICARE NET PATIENT REVENUE % INCLUDING PHYS	78.6%	79.6%	77.9%	80.4%	-0.9%	-2.2%	0.5%	(0.0)	(0.0)
REV	MEDICAID NET PATIENT REVENUE % INCLUDING PHYS	36.7%	41.3%	38.1%	38.7%	3.8%	-7.7%	0.7%	0.0	(0.0)
REV	COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS	62.6%	62.1%	54.5%	58.6%	-13.1%	-12.3%	-1.9%	(0.1)	(0.1)
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
PROD	ADJUSTED ADMISSIONS PER FTE	19.5	19.4	19.6	17.6	0.3%	0.8%	-6.9%	0.1	0.2
PROD	FTES PER 100 ADJ DISCHARGES	5.1	5.2	5.1	5.7	-0.3%	-0.8%	7.4%	(0.0)	(0.0)
PROD	FTES PER ADJUSTED OCCUPIED BED	6.8	6.4	6.5	6.7	-5.5%	0.3%	7.3%	(0.4)	0.0
PROD	RETURN ON ASSETS	-3.4%	4.5%	-1.3%	1.3%	63.1%	-127.6%	#NUM!	0.0	(0.1)
PROD	OVERHEAD EXPENSE W/ FRINGE, AS A % OF TOTAL OPERATING	32.2%	33.2%	31.9%	32.8%	-1.0%	-3.8%	-0.7%	(0.0)	(0.0)

		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A	
COST	COST PER ADJUSTED ADMISSION	7,367	7,552	7,262	8,212	-1.4%	-3.8%	8.3%	(104.8)	(289.7)	
COST	SALARY PER FTE - NON-MD	62,147	63,589	64,071	65,997	3.1%	0.8%	2.8%	1,924.3	482.8	
COST	SALARY & BENEFITS PER FTE - NON-MD	81,583	85,261	82,620	87,704	1.3%	-3.1%	4.1%	1,036.8	(2,640.9)	
COST	FRINGE BENEFIT % - NON-MD	31.3%	34.1%	29.0%	32.9%	-7.4%	-15.1%	5.3%	(0.0)	(0.1)	
COST	COMPENSATION RATIO	76.2%	72.0%	78.0%	75.8%	2.3%	8.4%	1.8%	0.0	0.1	
COST	CAPITAL COST % OF TOTAL EXPENSE	4.4%	3.9%	3.7%	3.8%	-14.8%	-4.0%	-18.1%	(0.0)	(0.0)	
COST	CAPITAL COST PER ADJUSTED ADMISSION	323	293	271	309	-16.0%	-7.7%	-11.2%	(51.7)	(22.6)	
COST	CONTRACTUAL ALLOWANCE %	33.3%	32.4%	35.1%	32.4%	5.5%	8.3%	0.1%	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	1.0	1.3	0.8	1.1	-18.0%	-40.5%	-11.0%	(0.2)	(0.5)	
CASH	DAYS PAYABLE	85.1	57.5	90.0	67.4	5.7%	56.6%	6.1%	4.9	32.5	
CASH	DAYS RECEIVABLE	48.5	42.2	42.9	37.8	-11.5%	1.8%	-9.8%	(5.6)	0.8	
CASH	DAYS CASH ON HAND	78.2	76.7	83.9	75.8	7.2%	9.3%	-1.6%	5.7	7.2	
CASH	CASH FLOW MARGIN	-3.3%	2.9%	-4.7%	0.9%	-43.7%	-259.2%	-17.7%	(0.0)	(0.1)	
CASH	CASH TO LONG TERM DEBT	2.4	1.8	3.2	1.8	34.7%	72.6%	4.4%	0.8	1.3	
CASH	CASH FLOW TO TOTAL DEBT	0.1	0.3	0.2	0.3	82.5%	-30.8%	-6.0%	0.1	(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	3,511	4,020	3,765	4,036	7.2%	-6.4%	6.4%	253.5	(255.5)	
UNIT	GROSS PRICE PER VISIT	663	684	694	728	4.6%	1.5%	0.9%	30.7	10.2	
UNIT	GROSS REVENUE PER ADJ ADMISSION	9,730	10,419	9,673	11,066	-0.6%	-7.2%	9.0%	(56.6)	(745.7)	
UNIT	NET REVENUE PER ADJUSTED ADMISSION	6,494	7,044	6,281	7,475	-3.3%	-10.8%	9.0%	(213.2)	(763.2)	

**Grace Cottage Hospital
Utilization**

	2016	2017	2017	2018	\$ Change		% Change		
	Actual	Budget	Actual	Budget	Actual - Actual	Budget - Actual	Actual - Actual	Budget - Actual	
Inpatient									
Acute									
Beds (Staffed)	7	7	7	7	-	-	0.0%	0.0%	
Occupancy % (Staffed Beds)	14%	16%	15%	15%			10.3%	-4.6%	
Admissions	131	142	137	120	6	(5)	4.6%	-3.5%	
Patient Days	359	415	396	375	37	(19)	10.3%	-4.6%	
Average Length Of Stay	2.74	2.92	2.89	3.13			5.5%	-1.1%	
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)	-	-	-	-	-	-			
Admissions	-	-	-	-	-	-			
Patient Days	-	-	-	-	-	-			
Average Length Of Stay	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!	
Swing Beds									
Beds (Staffed)	12	12	12	12	-	-	0.0%	0.0%	
Admissions	232	226	215	209	(17)	(11)	-7.3%	-4.9%	
Patient Days	3,510	3,256	3,349	3,339	(161)	93	-4.6%	2.9%	
Average Length Of Stay	15.13	14.41	15.58	15.98			3.0%	8.1%	
Total									
Beds (Staffed)	19	19	19	19	-	-	0.0%	0.0%	
Admissions	363	368	352	329	(11)	(16)	-3.0%	-4.3%	
Patient Days	3,869	3,671	3,745	3,714	(124)	74	-3.2%	2.0%	
Average Length Of Stay	10.66	9.98	10.64	11.29	(0.02)	0.66	-0.2%	6.7%	
Outpatient									
All Outpatient Visits	20,822	22,757	19,840	20,368	(982)	(2,917)	-4.7%	-12.8%	
Operating Room Procedure	-	-	-	-	-	-			
Observation Units	-	-	-	-	-	-			
Physician Office Visits	19,397	22,477	20,256	20,691	859	(2,221)	4.4%	-9.9%	
Ancillary									
All Operating Room Procedure	-	-	-	-	-	-			
Emergency Room Visits	2,892	3,006	2,869	2,712	(23)	(137)	-0.8%	-4.6%	
Adjusted Statistics									
Adjusted Admissions	2,655	2,727	2,700	2,495	45	(27)	1.7%	-1.0%	
Adjusted Days	7,276	7,968	7,803	7,796	527	(165)	7.2%	-2.1%	