Vermont Community Hospital Balance Sheet - Unrestricted Funds GRACE COTTAGE HOSPITAL

| | | | | | PERCENT C | HANGE 2017B - | ANNUALIZED 2013A - |
|---|--------------|--------------|--------------|--------------|---------------|------------------|-----------------------|
| | 2016A | 2017B | 2017A | 2018B | 2016A - 2017A | 2017A | 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 | -\$270,629 | -\$346,256 | -\$792,367 | -\$680,390 | -192.8% | -128.8% | -4.1% |
| DUE FROM THIRD PARTIES | \$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% | |
| let Revenue Deductions | -\$8,591,630 | -\$9,202,275 | -\$9,158,457 | -\$8,958,075 | \$43,818 | 0.5% | |
| let 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% | |
| otal 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% | |
| otal 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% | |
| otal 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% | |
| Ion-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% | | | |
| Γotal Margin % | -2.2% | 2.7% | -0.8% | 0.7% | | | |

Net Payer Revenue-Budget to Budget

| | G | race 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 | -8.19 |
| • | Contractual Allowances | -\$8,531,417.00 | -\$8,205,801.00 | \$325,616.00 | -3.89 |
| | 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 | 0.07 |
| | Total NPR & FPP | \$19,205,503.00 | \$16,955,398.00 | -\$2,250,105.00 | |
| | TOTAL NEW & FFF | | | | -11.7% |
| | | \$0.00 | \$0.00 | \$0.00 | F 40 |
| 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% |
| 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% |
| | | \$11,831,207.00 | \$11,124,383.00 | \$0.00 | 0.0% |
| | Fixed Prospective Payments Other Reform Payments | \$0.00 | · · · · · · · · · · · · · · · · · · · | \$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 \$0.00 | \$11,124,385.00 \$0.00 | -\$726,882.00 \$0.00 | -6.1% |
| 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% |
| | | | | | |

GRACE COTTAGE HOSPITAL REPORT 3 STAFFING REPORT

| | 2014A | 2015A | 2016B | 2016A | 2017B | 2017A | 2018B | PERCENT 2016A - 2017A | | ANNUALIZED 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 UNCATEGORIZED | - | - | - | - | - | - | - | 0.0% | 0.0% | 0.0% 0.0% |
| TOTAL PHYSICIAN FTEs | 8.1 | 8.9 | 9.7 | 9.5 | 9.6 | 9.2 | 9.0 | 0.0% -3.7% | 0.0% -4.0% | 4.0% |
| TOTAL PHI SICIANT TES | 18.3% | 10.2% | 6.2% | 7.3% | -1.4% | -3.7% | -6.3% | -3.7 /6 | -4.0 /8 | 4.078 |
| TRAVELER NON MD FTEs | 10.576 | 10.276 | 0.276 | 7.576 | -1.470 | -3.776 | -0.376 | | | |
| 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% |
| TOTAL TRAVELER FTEs | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | | | |
| 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 | | | | - | - | - | - | 0.0% | 0.0% | 0.0% |
| GENERAL SERVICES | - | - | - | | | | | | | |
| GENERAL SERVICES INPATIENT ROUTINE SERVICES | - | - | - | - | - | - | - | 0.0% | 0.0% | 0.0% |
| GENERAL SERVICES INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES | - - | - | - | - | - | - | - | 0.0% | 0.0% | 0.0% |
| GENERAL SERVICES INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES | - - - | - - - | - - - | - - - | - | - | - - - | 0.0% 0.0% | 0.0% 0.0% | 0.0% 0.0% |
| GENERAL SERVICES INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES | - - - - | - - - - | - - - - | - - - | - - - | - - - | - - - | 0.0% 0.0% 0.0% | 0.0% 0.0% 0.0% | 0.0% 0.0% 0.0% |
| GENERAL SERVICES INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES PHYSICIAN OFFICE PRACTICE SERVICES | - - - - - | - - - - - | - | - - - - | - - - - | - - - - | - - - - | 0.0% 0.0% 0.0% 0.0% | 0.0% 0.0% 0.0% 0.0% | 0.0% 0.0% 0.0% 0.0% |
| GENERAL SERVICES INPATIENT ROUTINE SERVICES OUTPATIENT ROUTINE SERVICES ANCILLARY SERVICES OTHER SERVICES | - - - - - - | - - - - - - - | - - - - - | - - - - - | - - - - - | - - - - - | - - - - - | 0.0% 0.0% 0.0% | 0.0% 0.0% 0.0% | 0.0% 0.0% 0.0% |

GRACE COTTAGE HOSPITAL REPORT 3 STAFFING REPORT

| | 2014A | 2015A | 2016B | 2016A | 2017B | 2017A | 2018B | PERCENT 2016A - 2017A | CHANGE 2017B - 2017A | ANNUALIZE 2012A - 2018B |
|------------------------------------|----------------|-------------------|---------------|---------------|---------------|---------------|----------------|-----------------------------|----------------------------|-------------------------------|
| ALL OTHER FTEs | 20 | 20.07. | 20.02 | 20.0.0 | 202 | 20 | 20.02 | 20.17. | 20 | 20.02 |
| GENERAL SERVICES | 48.0 | 52.3 | 54.6 | 52.9 | 53.0 | 52.7 | 52.4 | -0.3% | -0.5% | -0.79 |
| INPATIENT ROUTINE SERVICES | 28.3 | 28.3 | 29.3 | 28.4 | 27.7 | 29.0 | 31.4 | 2.1% | 4.7% | -0.89 |
| OUTPATIENT ROUTINE SERVICES | 25.9 | 27.0 | 32.1 | 30.6 | 34.0 | 31.7 | 32.2 | 3.7% | -6.8% | 4.19 |
| ANCILLARY SERVICES | 23.6 | 23.8 | 24.9 | 24.2 | 25.8 | 24.6 | 26.1 | 1.4% | -4.7% | -0.99 |
| OTHER SERVICES | - | - | - | - | 20.0 | - | - | 0.0% | 0.0% | 0.09 |
| PHYSICIAN OFFICE PRACTICE SERVICES | | | | | | | _ | 0.0% | 0.0% | 0.09 |
| UNCATEGORIZED | | _ | _ | _ | | _ | | 0.0% | 0.0% | 0.09 |
| TOTAL ALL OTHER FTES | 125.7 | 131.5 | 140.8 | 136.1 | 140.5 | 138.0 | 142.1 | 1.4% | -1.8% | 0.29 |
| | -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% | -0.79 |
| INPATIENT ROUTINE SERVICES | 28.3 | 28.3 | 29.3 | 28.4 | 27.7 | 29.0 | 31.4 | 2.1% | 4.7% | -0.89 |
| OUTPATIENT ROUTINE SERVICES | 25.9 | 27.0 | 32.1 | 30.6 | 34.0 | 31.7 | 32.2 | 3.7% | -6.8% | 4.19 |
| ANCILLARY SERVICES | 23.6 | 23.8 | 24.9 | 24.2 | 25.8 | 24.6 | 26.1 | 1.4% | -4.7% | -0.99 |
| OTHER SERVICES | | - | | | - | | | 0.0% | 0.0% | 0.09 |
| PHYSICIAN OFFICE PRACTICE SERVICES | _ | _ | - | _ | - | _ | - | 0.0% | 0.0% | 0.09 |
| UNCATEGORIZED | _ | _ | - | _ | - | _ | - | 0.0% | 0.0% | 0.09 |
| TOTAL NON-MD FTEs | 125.7 | 131.5 | 140.8 | 136.1 | 140.5 | 138.0 | 142.1 | 1.4% | -1.8% | 0.29 |
| | -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% | -0.79 |
| INPATIENT ROUTINE SERVICES | 28.7 | 29.9 | 31.0 | 30.1 | 29.4 | 30.7 | 33.1 | 2.0% | 4.4% | 0.09 |
| OUTPATIENT ROUTINE SERVICES | 30.6 | 31.6 | 37.1 | 35.1 | 38.6 | 36.1 | 36.4 | 2.7% | -6.5% | 2.49 |
| ANCILLARY SERVICES | 26.5 | 26.4 | 27.9 | 27.5 | 29.1 | 27.7 | 29.2 | 0.5% | -4.9% | 0.09 |
| OTHER SERVICES | - | - | - | - | - | - | - | 0.0% | 0.0% | 0.09 |
| PHYSICIAN OFFICE PRACTICE SERVICES | - | - | - | - | - | - | - | 0.0% | 0.0% | 0.09 |
| UNCATEGORIZED | 2.9 | 3.6 | 2.3 | 3.7 | 2.8 | 3.8 | <u> </u> | 3.5% | 36.1% | 0.09 |
| TOTAL ALL FTEs | 136.7 -2.3% | 143.9 5.3% | 152.8 4.5% | 149.3 3.7% | 152.8 0.0% | 151.0 1.1% | 151.1 -1.2% | 1.1% | -1.2% | 0.39 |
| | -2.376 | 5.5% | 4.5% | 3.176 | 0.0% | 1.176 | -1.276 | | | |
| 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% | 2.39 |
| 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% | 2.39 |
| OUTPATIENT ROUTINE SERVICES | \$2,289 | \$6,203 | \$1,220,897 | \$5,921 | \$8,015 | \$6,819 | \$6,762 | 15.2% | -14.9% | -57.99 |
| 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% | 0.29 |
| OTHER SERVICES | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% | 0.0% | 0.09 |
| 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% | 100.09 |
| UNCATEGORIZED | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% | 0.0% | 0.09 |
| 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% | 2.89 |
| | -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% | 3.09 |
| INPATIENT ROUTINE SERVICES | \$54,902 | \$54,955 | \$54,459 | \$56,577 | \$57,870 | \$58,327 | \$61,090 | 3.1% | 0.8% | 3.19 |
| 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% | 1.19 |
| OTHER SERVICES | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% | 0.0% | 0.09 |
| PHYSICIAN OFFICE PRACTICE SERVICES | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% | 0.0% | 0.09 |
| UNCATEGORIZED | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% | 0.0% | 0.09 |
| TOTAL NON-MD WAGES PER FTE | \$59,002 | \$60,148 | \$56,069 | \$62,147 | \$63,589 | \$64,071 | \$65,997 | 3.1% | 0.8% | 2.69 |
| | 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 | | F. | | | | | | | | ANNUALIZED # CHANGE 2014A - | |
|--|--|--|--|--|--|--|--|---|--|---|--|
| UTI AVERAGE EARLY CENSUS | Type | Statistic | 20164 | 2017P | 20174 | 20100 | 2016A - | | | 2016 4 - 2017 4 | 2017B 2017A |
| UTI AVERAGE LENGTH OF STAY 10,7 10,0 10,6 11,3 3,02% 6,7% 4,1% 10,0 0.7 | | | | | - | | | | | | |
| UTI ADUSTED ADMISSIONS | | *** | | | | | | | | | |
| UTI ADUSTED DAMISSIONS | | | | | | | | | | | |
| UTI ADJUSTED DAYS | | | | | | | | | | | (/ |
| UTI ACUTE CARE AVE DAILY CENSUS 1,0 1,1 1,1 1,0 10,6% -4,6% -9,5% 0,1 0,1 0,1 1,1 1,1 1,0 10,6% -4,6% -9,5% 0,0 | | | , | | , | , | | | | | \/ |
| AGE OF PLANT BUILDING 131.0 142.0 137.0 120.0 4.6% 3.5% -9.5% 6.0 (5.0) | | | , - | , | , | , | | | | _ | |
| CAP AGE OF PLANT 17.8 2017A | | | | | | | | | | | |
| CAP AGE OF PLANT 17.8 20178 20188 2016A 20178 | 011 | ACCITE ADMINISTRA | 101.0 1 | 142.0 [] | 107.0 | 120.0 [] | | | | | |
| CAP AGE OF PLANT BUILDING | | | | | | | | | | • | |
| CAP AGE OF PLANT EQUIDMENT 18.3 23.3 26.8 22.2 46.4% 0.6% 1.0 0.8 | | | | 2017B | | 2018B | | 2017A | | 2016A - 2017A | 2017B - 2017A |
| CAP AGE OF PLANT EQUIPMENT | | | | | | | | | | | 1.9 |
| CAP LONG TERM DEBT TO CAPITALIZATION 25.8% 27.0% 22.0% 29.9% -14.6% -18.5% 3.9% (0.0) (0.0) | | | | | | | | | | | 0.8 |
| CAP DEBT PER STAFFED BED | | AGE OF PLANT EQUIPMENT | 18.3 | 23.3 | 26.8 | | 46.4% | | | 8.5 | 3.6 |
| CAP NET PROP, PLANT & EQUIP PER STAFFED BED 181,786 197,718 1178,692 181,7873 1.17% -9.6% -2.1% (3,093.4) (19.025.8) | CAP | LONG TERM DEBT TO CAPITALIZATION | 25.8% | | 22.0% | 29.9% | -14.6% | -18.5% | | (0.0) | (0.0) |
| CAP LONG TERM DEBT TO TOTAL ASSETS 16.5% 20.2% 13.2% 20.4% 1-19.5% 3-45% 0.1% (0.0) (0.1) | CAP | DEBT PER STAFFED BED | 321,974 | 285,520 | 319,391 | 310,192 | -0.8% | 11.9% | 6.2% | (2,582.7) | , |
| CAP DEBT SERVICE COVERAGE RATIO (1.2) 0.8 (1.8) 0.2 -44.9% -333.99 33.2% (0.6) (2.6) | 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 DEPRECIATION RATE | | 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 CAPITAL EXPENDITURES TO DEPRECIATION 75.7% 135.3% 137.6% 166.6% 81.7% 1.8% 91.1% 0.6 0.0 | CAP | DEBT SERVICE COVERAGE RATIO | (1.2) | 0.8 | (1.8) | 0.2 | -44.9% | -333.9% | -38.2% | (0.6) | (2.6) |
| CAP CAPITAL EXPENDITURE GROWTH RATE 3.3 5.2 5.0 6.2 49.0% 4.9% 50.8% 50.8% 1.6 (0.3) | | DEPRECIATION RATE | 4.4 | 3.9 | 3.6 | 3.7 | -18.0% | -6.5% | -21.1% | (8.0) | (0.3) |
| 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 | CAP | CAPITAL EXPENDITURES TO DEPRECIATION | 75.7% | 135.3% | 137.6% | 166.6% | 81.7% | 1.8% | 91.1% | 0.6 | 0.0 |
| REV DEDUCTION % 33.3% 32.4% 35.1% 32.4% 5.5% 8.3% 0.1% 0.0 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) |
| REV DEDUCTION % 33.3% 32.4% 35.1% 32.4% 5.5% 8.3% 0.1% 0.00 0.0 | 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 |
| REV DEDUCTION % 33.3% 33.4% 35.1% 32.4% 5.5% 8.3% 0.1% 0.0 0.0 | | | | | | | DEDOENT | CHANGE | ANNULALIZED | # 011 | NOT |
| REV DEDUCTION % | | | | | | | | | | # СП | ANGE |
| REV BAD DEBT % 1.6% 1.7% 3.2% 2.7% 105.0% 92.4% 0.0% 0.0 0.0 0.0 REV FREE CARE % 0.05% 0.7% 0.4% 0.4% 1-3.9% -38.4% -29.0% (0.0) (0. | | | 20464 | 2047B | 20474 | 204 BB | 2016A - | 2017B - | 2014A - | | |
| REV FREE CARE % 0.5% 0.7% 0.4% 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 % 2.6% -0.7% 0.7% 64.3% 9.4% 794.2% 19.2% (0.0) (0.1) REV OUTPATIENT GROSS REVENUE % 53.4% 54.8% 52.7% 53.7% 1.4% 1.28.6% #NUMI 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 INPATIENT 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% 10.0% 0.0 (0.0) REV ALL NET PATIENT REVENUE % WITH DSH & GME 66.7% 67.6% 64.9% 67.6% 2.2.7% 4.0% 0.0% (0.0) (0.0) REV MEDICARE NET PATIENT REVENUE % INCLUDING PHYS 79.6% 79.6% 77.9% 80.4% -0.9% 12.3% 1.2% 0.5% (0.0) (0.0) REV COMMERCIAL/SELF PAY NET PATIENT REVENUE % INCLUDING PHYS 62.6% 62.1% 54.5% 58.6% 1.31.1% 1.2% 1.23% | DEV/ | DEDUCTION 9/ | | | | | 2016A - 2017A | 2017B - 2017A | 2014A - 2018B | 2016A - 2017A | 2017B - 2017A |
| REV OPERATING MARGIN % -8.0% -1.0% -8.7% -3.0% -9.4% -794.2% -19.2% (0.0) (0.1) | | | 33.3% | 32.4% | 35.1% | 32.4% | 2016A - 2017A 5.5% | 2017B - 2017A 8.3% | 2014A - 2018B 0.1% | 2016A - 2017A | 2017B - 2017A 0.0 |
| REV TOTAL MARGIN % | REV | BAD DEBT % | 33.3% 1.6% | 32.4% 1.7% | 35.1% 3.2% | 32.4% 2.7% | 2016A - 2017A 5.5% 105.0% | 2017B - 2017A 8.3% 92.4% | 2014A - 2018B 0.1% 0.0% | 2016A - 2017A 0.0 0.0 | 2017B - 2017A 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 REV | BAD DEBT % FREE CARE % | 33.3% 1.6% 0.5% | 32.4% 1.7% 0.7% | 35.1% 3.2% 0.4% | 32.4% 2.7% 0.4% | 2016A - 2017A 5.5% 105.0% -13.9% | 2017B - 2017A 8.3% 92.4% -38.4% | 2014A - 2018B 0.1% 0.0% -29.0% | 2016A - 2017A 0.0 0.0 (0.0) | 2017B - 2017A 0.0 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 REV REV | BAD DEBT % FREE CARE % OPERATING MARGIN % | 33.3% 1.6% 0.5% -8.0% | 32.4% 1.7% 0.7% -1.0% | 35.1% 3.2% 0.4% -8.7% | 32.4% 2.7% 0.4% -3.0% | 2016A - 2017A 5.5% 105.0% -13.9% -9.4% | 2017B - 2017A 8.3% 92.4% -38.4% -794.2% | 2014A - 2018B 0.1% 0.0% -29.0% -19.2% | 2016A - 2017A 0.0 0.0 (0.0) (0.0) | 2017B - 2017A 0.0 0.0 (0.0) (0.1) |
| REV PHYSICIAN GROSS REVENUE % 16.2% 17.5% 16.9% 16.7% 4.4% -3.4% 100.0% 0.0 (0.0) | REV REV REV | BAD DEBT % FREE CARE % OPERATING MARGIN % TOTAL MARGIN % | 33.3% 1.6% 0.5% -8.0% -2.1% | 32.4% 1.7% 0.7% -1.0% 2.6% | 35.1% 3.2% 0.4% -8.7% -0.7% | 32.4% 2.7% 0.4% -3.0% 0.7% | 2016A - 2017A 5.5% 105.0% -13.9% -9.4% 64.3% | 2017B - 2017A 8.3% 92.4% -38.4% -794.2% -128.6% | 2014A - 2018B 0.1% 0.0% -29.0% -19.2% #NUM! | 2016A - 2017A 0.0 0.0 (0.0) (0.0) 0.0 | 2017B - 2017A 0.0 0.0 (0.0) (0.1) (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% 38.7% 38.8% -7.7% 0.7% 0.0% 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) 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) 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) 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) 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) 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) 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) 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) REV COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS 62.6% 62.1% 54.5% 58.6% -1.0% | REV REV REV REV | BAD DEBT % FREE CARE % OPERATING MARGIN % TOTAL MARGIN % OUTPATIENT GROSS REVENUE % | 33.3% 1.6% 0.5% -8.0% -2.1% 53.4% | 32.4% 1.7% 0.7% -1.0% 2.6% 54.8% | 35.1% 3.2% 0.4% -8.7% -0.7% 52.7% | 32.4% 2.7% 0.4% -3.0% 0.7% 53.7% | 2016A - 2017A 5.5% 105.0% -13.9% -9.4% 64.3% -1.4% | 2017B - 2017A 8.3% 92.4% -38.4% -794.2% -128.6% -3.7% | 2014A - 2018B 0.1% 0.0% -29.0% -19.2% #NUM! -5.0% | 2016A - 2017A 0.0 0.0 (0.0) (0.0) 0.0 (0.0) | 2017B - 2017A 0.0 0.0 (0.0) (0.1) (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% 38.8% -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) | REV REV REV REV REV | BAD DEBT % FREE CARE % OPERATING MARGIN % TOTAL MARGIN % OUTPATIENT GROSS REVENUE % INPATIENT GROSS REVENUE % | 33.3% 1.6% 0.5% -8.0% -2.1% 53.4% 4.9% | 32.4% 1.7% 0.7% -1.0% 2.6% 54.8% | 35.1% 3.2% 0.4% -8.7% -0.7% 52.7% | 32.4% 2.7% 0.4% -3.0% 0.7% 53.7% 4.8% | 2016A - 2017A 5.5% 105.0% -13.9% -9.4% 64.3% -1.4% 2.9% | 2017B - 2017A 8.3% 92.4% -38.4% -794.2% -128.6% -3.7% -2.6% | 2014A - 2018B 0.1% 0.0% -29.0% -19.2% #NUM! -5.0% -5.8% | 2016A - 2017A 0.0 0.0 (0.0) (0.0) 0.0 (0.0) 0.0 0.0 | 2017B - 2017A 0.0 0.0 (0.0) (0.1) (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 | REV REV REV REV REV REV | BAD DEBT % FREE CARE % OPERATING MARGIN % TOTAL MARGIN % OUTPATIENT GROSS REVENUE % INPATIENT GROSS REVENUE % PHYSICIAN GROSS REVENUE % | 33.3% 1.6% 0.5% -8.0% -2.1% 53.4% 4.9% 16.2% | 32.4% 1.7% 0.7% -1.0% 2.6% 54.8% 5.2% 17.5% | 35.1% 3.2% 0.4% -8.7% -0.7% 52.7% 5.1% 16.9% | 32.4% 2.7% 0.4% -3.0% 0.7% 53.7% 4.8% | 2016A - 2017A 5.5% 105.0% -13.9% -9.4% 64.3% -1.4% 2.9% 4.4% | 2017B - 2017A 8.3% 92.4% -38.4% -794.2% -128.6% -3.7% -2.6% -3.4% | 2014A - 2018B 0.1% 0.0% -29.0% -19.2% #NUM! -5.0% -5.8% 100.0% | 2016A - 2017A 0.0 0.0 (0.0) (0.0) 0.0 (0.0) 0.0 0.0 | 2017B - 2017A 0.0 0.0 (0.0) (0.1) (0.0) (0.0) (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 2016A - 2017B - 2017A 2016A - 2017B - 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 5.5.1 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 6.3 -3.4% 4.5% -1.3% 1.3% 63.1% -12.6% #NUM! 0.0 (0.0) | REV REV REV REV REV REV REV | BAD DEBT % FREE CARE % OPERATING MARGIN % TOTAL MARGIN % OUTPATIENT GROSS REVENUE % INPATIENT GROSS REVENUE % PHYSICIAN GROSS REVENUE % SNF/REHAB/SWING GROSS REVENUE % | 33.3% 1.6% 0.5% -8.0% -2.1% 53.4% 4.9% 16.2% 25.5% | 32.4% 1.7% 0.7% -1.0% 2.6% 54.8% 5.2% 17.5% 22.6% | 35.1% 3.2% 0.4% -8.7% -0.7% 52.7% 5.1% 16.9% 25.3% | 32.4% 2.7% 0.4% -3.0% 0.7% 53.7% 4.8% 16.7% 24.7% | 2016A - 2017A 5.5% 105.0% -13.9% -9.4% 64.3% -1.4% 2.9% 4.4% -0.5% | 2017B - 2017A 8.3% 92.4% -38.4% -794.2% -128.6% -3.7% -2.6% -3.4% 12.3% | 2014A - 2018B 0.1% 0.0% -29.0% -19.2% #NUM! -5.0% -5.8% 100.0% -2.9% | 2016A - 2017A 0.0 (0.0) (0.0) (0.0) 0.0 (0.0) 0.0 0.0 0.0 (0.0) | 2017B - 2017A 0.0 0.0 (0.0) (0.1) (0.0) (0.0) (0.0) (0.0) (0.0) |
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| 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 OPERATIN 32.2% 33.2% 31.9% 32.8% -1.0% -3.8% -0.7% (0.0) (0.0) | REV REV REV REV REV REV REV REV REV | BAD DEBT % FREE CARE % OPERATING MARGIN % TOTAL MARGIN % OUTPATIENT GROSS REVENUE % INPATIENT GROSS REVENUE % PHYSICIAN GROSS REVENUE % SNF/REHAB/SWING GROSS REVENUE % ALL NET PATIENT REVENUE % WITH DSH & GME MEDICARE NET PATIENT REVENUE % INCLUDING PHYS MEDICAID NET PATIENT REVENUE % INCLUDING PHYS | 33.3% 1.6% 0.5% -8.0% -2.1% 53.4% 4.9% 16.2% 25.5% 66.7% 78.6% 36.7% | 32.4% 1.7% 0.7% -1.0% 2.6% 54.8% 5.2% 17.5% 22.6% 67.6% 79.6% 41.3% | 35.1% 3.2% 0.4% -8.7% -0.7% 52.7% 5.1% 16.9% 25.3% 64.9% 77.9% 38.1% | 32.4% 2.7% 0.4% -3.0% 0.7% 53.7% 4.8% 16.7% 24.7% 67.6% 80.4% 38.7% | 2016A - 2017A 5.5% 105.0% -13.9% -9.4% 64.3% -1.4% 2.9% 4.4% -0.5% -2.7% -0.9% 3.8% -13.1% PERCENT | 2017B - 2017A 8.3% 92.4% -38.4% -794.2% -128.6% -3.7% -2.6% -3.4% -4.0% -4.0% -2.2% -12.3% CHANGE | 2014A - 2018B 0.1% 0.0% -29.0% -19.2% #NUM! -5.0% -5.8% 100.0% 0.0% 0.5% 0.7% -1.9% ANNUALIZED | 2016A - 2017A 0.0 0.0 (0.0) 0.0 0.0 0.0 0.0 0 | 2017B - 2017A 0.0 0.0 (0.0) (0.1) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.1) |
| 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 OPERATIN 32.2% 33.2% 31.9% 32.8% -1.0% -3.8% -0.7% (0.0) (0.0) | REV REV REV REV REV REV REV REV REV | BAD DEBT % FREE CARE % OPERATING MARGIN % TOTAL MARGIN % OUTPATIENT GROSS REVENUE % INPATIENT GROSS REVENUE % PHYSICIAN GROSS REVENUE % SNF/REHAB/SWING GROSS REVENUE % ALL NET PATIENT REVENUE % WITH DSH & GME MEDICARE NET PATIENT REVENUE % INCLUDING PHYS MEDICAID NET PATIENT REVENUE % INCLUDING PHYS | 33.3% 1.6% 0.5% -8.0% -2.1% 53.4% 4.9% 16.2% 25.5% 66.7% 78.6% 36.7% 62.6% | 32.4% 1.7% 0.7% -1.0% 2.6% 54.8% 5.2% 17.5% 22.6% 67.6% 79.6% 41.3% 62.1% | 35.1% 3.2% 0.4% -8.7% -0.7% 52.7% 5.1% 16.9% 25.3% 64.9% 77.9% 38.1% 54.5% | 32.4% 2.7% 0.4% -3.0% 0.7% 53.7% 4.8% 16.7% 24.7% 67.6% 80.4% 38.7% 58.6% | 2016A - 2017A 5.5% 105.0% -13.9% -9.4% 64.3% -1.4% 2.9% 4.4% -0.5% -2.7% -0.9% 3.8% -13.1% PERCENT 2016A - | 2017B - 2017A 8.3% 92.4% -38.4% -794.2% -128.6% -3.7% -2.6% -3.4% -4.0% -2.2% -7.7% -12.3% CHANGE 2017B - | 2014A - 2018B 0.1% 0.0% -29.0% -19.2% #NUM! -5.0% 100.0% 0.5% 0.0% 0.7% -1.9% ANNUALIZED 2014A - | 2016A - 2017A 0.0 0.0 (0.0) 0.0 0.0 0.0 0.0 0 | 2017B - 2017A 0.0 0.0 (0.0) (0.1) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (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 OPERATIN 32.2% 33.2% 31.9% 32.8% -1.0% -3.8% -0.7% (0.0) (0.0) | REV REV REV REV REV REV REV REV REV REV | BAD DEBT % FREE CARE % OPERATING MARGIN % TOTAL MARGIN % OUTPATIENT GROSS REVENUE % INPATIENT GROSS REVENUE % PHYSICIAN GROSS REVENUE % SNF/REHAB/SWING GROSS REVENUE % ALL NET PATIENT REVENUE % WITH DSH & GME MEDICARE NET PATIENT REVENUE % INCLUDING PHYS MEDICAID NET PATIENT REVENUE % INCLUDING PHYS COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS | 33.3% 1.6% 0.5% -8.0% -2.1% 53.4% 4.9% 16.2% 25.5% 66.7% 78.6% 36.7% 62.6% | 32.4% 1.7% 0.7% -1.0% 2.6% 54.8% 5.2% 17.5% 22.6% 67.6% 79.6% 41.3% 62.1% | 35.1% 3.2% 0.4% -8.7% -0.7% 52.7% 5.1% 16.9% 25.3% 64.9% 77.9% 38.1% 54.5% | 32.4% 2.7% 0.4% -3.0% 0.7% 53.7% 4.8% 16.7% 24.7% 67.6% 80.4% 38.7% 58.6% | 2016A - 2017A 5.5% 105.0% -13.9% -9.4% 64.3% -1.4% 2.9% 4.4% -0.5% -2.7% -0.9% 3.8% -13.1% PERCENT 2016A - 2017A | 2017B - 2017A 8.3% 92.4% -38.4% -794.2% -128.6% -3.7% -2.6% -3.4% -4.0% -2.2% -7.7% -12.3% -12.3% -12.3% | 2014A - 2018B 0.1% 0.0% -29.0% -19.2% #NUM! -5.0% -5.8% 100.0% -2.9% 0.0% 0.5% 0.7% -1.9% ANNUALIZED 2014A - 2018B | 2016A - 2017A 0.0 0.0 (0.0) (0.0) 0.0 (0.0) 0.0 (0.0) (0.0) (0.0) (0.0) (0.1) # CHA 2016A - 2017A | 2017B - 2017A 0.0 0.0 (0.0) (0.1) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.1) ANGE |
| PROD OVERHEAD EXPENSE W/ FRINGE, AS A % OF TOTAL OPERATIN 32.2% 33.2% 31.9% 32.8% -1.0% -3.8% -0.7% (0.0) (0.0) | REV | BAD DEBT % FREE CARE % OPERATING MARGIN % TOTAL MARGIN % OUTPATIENT GROSS REVENUE % INPATIENT GROSS REVENUE % PHYSICIAN GROSS REVENUE % SNF/REHAB/SWING GROSS REVENUE % ALL NET PATIENT REVENUE % WITH DSH & GME MEDICARE NET PATIENT REVENUE % INCLUDING PHYS MEDICAID NET PATIENT REVENUE % INCLUDING PHYS COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS | 33.3% 1.6% 0.5% -8.0% -2.1% 53.4% 4.9% 16.2% 25.5% 66.7% 78.6% 36.7% 62.6% | 32.4% 1.7% 0.7% -1.0% 2.6% 54.8% 5.2% 17.5% 22.6% 67.6% 79.6% 41.3% 62.1% | 35.1% 3.2% 0.4% -8.7% -0.7% 52.7% 5.1% 16.9% 25.3% 64.9% 77.9% 38.1% 54.5% | 32.4% 2.7% 0.4% -3.0% 0.7% 53.7% 4.8% 16.7% 24.7% 67.6% 80.4% 38.7% 58.6% | 2016A - 2017A 5.5% 105.0% -13.9% -9.4% 64.3% -1.4% 2.9% 4.4% -0.5% -2.7% -0.9% 3.8% -13.1% PERCENT 2016A - 2017A 0.3% | 2017B - 2017A 8.3% 92.4% -38.4% -128.6% -3.7% -2.6% -3.4% 12.3% -4.0% -2.2% -7.7% -12.3% CHANGE 2017B - 2017A 0.8% | 2014A - 2018B 0.1% 0.0% -29.0% -19.2% #NUM! -5.0% -5.8% 100.0% 0.5% 0.7% -1.9% ANNUALIZED 2014A - 2018B -6.9% | 2016A - 2017A 0.0 0.0 (0.0) (0.0) 0.0 0.0 0.0 | 2017B - 2017A 0.0 0.0 (0.0) (0.1) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) |
| | REV | BAD DEBT % FREE CARE % OPERATING MARGIN % TOTAL MARGIN % OUTPATIENT GROSS REVENUE % INPATIENT GROSS REVENUE % PHYSICIAN GROSS REVENUE % SNF/REHAB/SWING GROSS REVENUE % ALL NET PATIENT REVENUE % WITH DSH & GME MEDICARE NET PATIENT REVENUE % INCLUDING PHYS MEDICAID NET PATIENT REVENUE % INCLUDING PHYS COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS ADJUSTED ADMISSIONS PER FTE FTES PER 100 ADJ DISCHARGES | 33.3% 1.6% 0.5% -8.0% -2.1% 53.4% 4.9% 16.2% 25.5% 66.7% 78.6% 36.7% 62.6% 2016A 19.5 5.1 | 32.4% 1.7% 0.7% -1.0% 2.6% 54.8% 5.2% 17.5% 22.6% 67.6% 79.6% 41.3% 62.1% 2017B 19.4 5.2 | 35.1% 3.2% 0.4% -8.7% -0.7% 52.7% 5.1% 16.9% 25.3% 64.9% 77.9% 38.1% 54.5% | 32.4% 2.7% 0.4% -3.0% 0.7% 53.7% 4.8% 16.7% 24.7% 67.6% 80.4% 38.7% 58.6% | 2016A - 2017A 5.5% 105.0% -13.9% 64.3% -1.4% -0.5% -2.7% -0.9% 3.8% -13.1% PERCENT 2016A - 2017A 0.3% -0.3% | 2017B - 2017A 8.3% 92.4% -38.4% -194.2% -128.6% -3.7% -2.6% -3.4% 12.3% -4.0% -12.3% CHANGE 2017B - 2017A 0.8% -0.8% | 2014A - 2018B 0.1% 0.0% -29.0% -19.2% #NUM! -5.0% -5.8% 100.0% 0.5% 0.7% -1.9% ANNUALIZED 2014A - 2018B -6.9% 7.4% | 2016A - 2017A 0.0 0.0 (0.0) (0.0) 0.0 0.0 0.0 | 2017B - 2017A 0.0 0.0 (0.0) (0.1) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.1) ANGE 2017B - 2017A |
| | REV | BAD DEBT % FREE CARE % OPERATING MARGIN % TOTAL MARGIN % OUTPATIENT GROSS REVENUE % INPATIENT GROSS REVENUE % PHYSICIAN GROSS REVENUE % SNF/REHAB/SWING GROSS REVENUE % ALL NET PATIENT REVENUE % WITH DSH & GME MEDICARE NET PATIENT REVENUE % INCLUDING PHYS MEDICAID NET PATIENT REVENUE % INCLUDING PHYS COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS ADJUSTED ADMISSIONS PER FTE FTES PER 100 ADJ DISCHARGES FTES PER ADJUSTED OCCUPIED BED | 33.3% 1.6% 0.5% -8.0% -2.1% 53.4% 4.9% 16.2% 25.5% 66.7% 78.6% 36.7% 62.6% 2016A 19.5 5.1 6.8 | 32.4% 1.7% 0.7% -1.0% 2.6% 54.8% 5.2% 17.5% 22.6% 67.6% 79.6% 41.3% 62.1% 2017B 19.4 5.2 6.4 | 35.1% 3.2% 0.4% -8.7% -0.7% 52.7% 5.1% 16.9% 25.3% 64.9% 77.9% 38.1% 54.5% 2017A 19.6 5.1 6.5 | 32.4% 2.7% 0.4% -3.0% 0.7% 53.7% 4.8% 16.7% 24.7% 67.6% 80.4% 38.7% 58.6% 2018B 17.6 5.7 | 2016A - 2017A 5.5% 105.0% -13.9% 64.3% -1.4% -0.5% -2.7% -0.9% 3.8% -13.1% PERCENT 2016A - 2017A 0.3% -0.3% -5.5% | 2017B - 2017A 8.3% 92.4% -38.4% -794.2% -128.6% -3.7% -2.6% -3.4% -4.0% -2.2% -7.7% -12.3% CHANGE 2017B - 2017A 0.8% -0.8% 0.3% | 2014A - 2018B 0.1% 0.0% -29.0% -19.2% #NUM! -5.0% -5.8% 100.0% 0.5% 0.7% -1.9% ANNUALIZED 2014A - 2018B -6.9% 7.4% 7.3% | 2016A - 2017A 0.0 0.0 (0.0) (0.0) 0.0 0.0 0.0 | 2017B - 2017A 0.0 0.0 (0.0) (0.1) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.1) ANGE 2017B - 2017A 0.2 (0.0) |
| | REV | BAD DEBT % FREE CARE % OPERATING MARGIN % TOTAL MARGIN % OUTPATIENT GROSS REVENUE % INPATIENT GROSS REVENUE % PHYSICIAN GROSS REVENUE % SNF/REHAB/SWING GROSS REVENUE % ALL NET PATIENT REVENUE % WITH DSH & GME MEDICARE NET PATIENT REVENUE % INCLUDING PHYS MEDICAID NET PATIENT REVENUE % INCLUDING PHYS COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS ADJUSTED ADMISSIONS PER FTE FTES PER 100 ADJ DISCHARGES FTES PER ADJUSTED OCCUPIED BED RETURN ON ASSETS | 33.3% 1.6% 0.5% -8.0% -2.1% 53.4% 4.9% 16.2% 25.5% 66.7% 78.6% 36.7% 62.6% 2016A 19.5 5.1 6.8 -3.4% | 32.4% 1.7% 0.7% -1.0% 2.6% 54.8% 5.2% 17.5% 22.6% 67.6% 79.6% 41.3% 62.1% 2017B 19.4 5.2 6.4 4.5% | 35.1% 3.2% 0.4% -8.7% -0.7% 52.7% 5.1% 16.9% 25.3% 64.9% 77.9% 38.1% 54.5% 2017A 19.6 5.1 6.5 -1.3% | 32.4% 2.7% 0.4% -3.0% 0.7% 53.7% 4.8% 16.7% 24.7% 67.6% 80.4% 38.7% 58.6% 2018B 17.6 5.7 6.7 | 2016A - 2017A 5.5% 105.0% -13.9% -9.4% 64.3% -1.4% -0.5% -2.7% -0.9% 3.8% -13.1% PERCENT 2016A - 2017A 0.3% -0.3% -5.5% 63.1% | 2017B - 2017A 8.3% 92.4% -38.4% -794.2% -128.6% -3.7% -2.6% -3.4% -4.0% -2.2% -7.7% -12.3% CHANGE 2017B - 2017A 0.8% -0.8% -0.8% -0.3% -127.6% | 2014A - 2018B 0.1% 0.0% -29.0% -19.2% #NUM! -5.0% -5.8% 100.0% 0.5% 0.7% -1.9% ANNUALIZED 2014A - 2018B -6.9% 7.4% 7.3% #NUM! | 2016A - 2017A 0.0 0.0 (0.0) (0.0) 0.0 0.0 0.0 | 2017B - 2017A 0.0 0.0 (0.0) (0.1) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.0) (0.1) ANGE 2017B - 2017A 0.2 (0.0) 0.0 |

| | | | | | | 2016A - | 2017B - | 2014A - | | |
|------|-------------------------------------|--------|--------|--------|--------|---------|---------|-------------------|---------------|---------------|
| | | 2016A | 2017B | 2017A | 2018B | 2017A | 2017A | 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 | | ANNUALIZED | # CH | ANGE |
| | | | | | | 2016A - | 2017B - | 2014A - | | |
| T | | 2016A | 2017B | 2017A | 2018B | 2017A | 2017A | 2018B | 2016A - 2017A | 2017B - 2017A |
| CASH | CURRENT RATIO | 1.0 | 1.3 | 0.8 | 1.1 | -18.0% | -40.5% | | (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 | | ANNUALIZED | # CH | ANGE |
| | | | | | | 2016A - | 2017B - | 2014A - | | |
| | | 2016A | 2017B | 2017A | 2018B | 2017A | 2017A | 2018B | 2016A - 2017A | 2017B - 2017A |
| UNIT | GROSS PRICE PER DISCHARGE | 3,511 | 4,020 | 3,765 | 4,036 | 7.2% | -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 | \$ Ch | ange | % Ch | ange |
|------------------------------|----------|----------|---------|-----------|-----------------|-----------------|-----------------|-----------------|
| | Actual | Budget | Actual | Budget | Actual - Actual | Budget - Actual | Actual - Actual | Budget - Actual |
| Inpatient | | | | _ | | | | |
| Acute | | | | | | | | |
| Beds (Staffed) | 7 | 7 | 7 | 7 | | <u>.</u> | 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 | 31 | (13) | 5.5% | -1.1% |
| Chronic/Rehab | 2.14 | 2.52 | 2.09 | 3.13 | | | 3.5 /6 | -1.176 |
| Beds (Staffed) | _ | _ | _ | | | _ | | |
| Admissions | _ | _ | - | | | | | |
| Patient Days | - | <u>-</u> | - | | | - | | |
| Average Length Of Stay | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | - | - | #DIV/0! | #DIV/0! |
| SNF/ECF | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | | | #DIV/0! | #DIV/0! |
| Beds (Staffed) | _ | _ | _ | | | . 1 | | ı |
| Admissions | - | - | - | | | - | | |
| Patient Days | - | - | - | | | - | | |
| • | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | - | - | #DIV/0! | #DIV/0! |
| Average Length Of Stay | #DIV/U! | #DIV/U! | #DIV/0! | #DIV/0! | | | #DIV/0! | #DIV/0! |
| Nursery | | _ | _ | | | ı | | |
| Beds (Staffed) | | - | | | | - | | |
| Admissions | - | - | - | | | - | | |
| Patient Days | "DIV//OI | "DIV/OI | "DIV/OI | "DIV ((O) | | - | #DIV/0! | #DIV/0! |
| Average Length Of Stay | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | _ | | #DIV/0! | #DIV/0! |
| Swing Beds Beds (Staffed) | 12 | 12 | 12 | 12 | | - 1 | 0.0% | 0.0% |
| ' ' | | 226 | | | | | | |
| Admissions | 232 | | 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 | 40 | 40 | 40 | 40 | | | 0.00/ | 0.00/ |
| Beds (Staffed) | 19 | 19 | 19 | 19 | - (44) | - (40) | 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 | 20.022 | 22.757 | 10.040 | 20,202 | (000) | (2.047) | 4.70/ | 42.00/ |
| All Outpatient Visits | 20,822 | 22,757 | 19,840 | 20,368 | (982) | (2,917) | -4.7% | -12.8% |
| Operating Room Procedure | - | - | - | | | - | | |
| Observation Units | - | - | - | - | - | (0.004) | 4.40/ | 0.00/ |
| Physician Office Visits | 19,397 | 22,477 | 20,256 | 20,691 | 859 | (2,221) | 4.4% | -9.9% |
| Ancillary | | | | | | | | |
| All Operating Room Procedure | - | - | - | - 0.740 | - (00) | - (107) | 0.00/ | 4.00/ |
| Emergency Room Visits | 2,892 | 3,006 | 2,869 | 2,712 | (23) | (137) | -0.8% | -4.6% |
| Adjusted Statistics | 0.055 | 0.7 | 0.706 | 0.45- | | ا ـــــ، ا | 4 = 0/ | 1 400/ |
| 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% |
| | | | | | | | | |