

Vermont Community Hospital
Balance Sheet - Unrestricted Funds
CENTRAL VERMONT MEDICAL CENTER

	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED
					2016A - 2017A	2017B - 2017A	2013A - 2018B
ASSETS							
CURRENT ASSETS							
CASH & INVESTMENTS	\$6,742,732	\$19,500,000	\$13,064,236	\$13,560,268	93.8%	-33.0%	18.0%
PATIENT ACCOUNTS RECEIVABLE, GROSS	\$28,176,376	\$25,000,000	\$32,588,281	\$27,471,027	15.7%	30.4%	7.8%
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS DUE FROM THIRD PARTIES	-\$5,589,823	-\$4,800,000	-\$7,349,706	\$787,421	-31.5%	-53.1%	-175.6%
RISK RESERVE FOR FIXED REFORM PAYMENTS	\$0	\$0	\$0	\$0	0.0%	0.0%	-100.0%
OTHER CURRENT ASSETS	\$6,726,241	\$5,750,000	\$7,859,673	\$7,476,337	16.9%	36.7%	5.7%
TOTAL CURRENT ASSETS	\$36,055,526	\$45,450,000	\$46,162,484	\$49,295,052	28.0%	1.6%	12.5%
BOARD DESIGNATED ASSETS							
FUNDED DEPRECIATION	\$45,195,101	\$45,000,000	\$50,356,223	\$58,627,654	11.4%	11.9%	8.7%
ESCROWED BOND FUNDS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER	\$0	\$0	\$0	\$3,435,423	0.0%	0.0%	100.0%
TOTAL BOARD DESIGNATED ASSETS	\$45,195,101	\$45,000,000	\$50,356,223	\$62,063,077	11.4%	11.9%	9.9%
TOTAL PROPERTY, PLANT AND EQUIPMENT, NET	\$74,623,674	\$75,011,446	\$71,396,584	\$69,568,858	-4.3%	-4.8%	-0.2%
OTHER LONG-TERM ASSETS	\$11,069,306	\$11,000,000	\$12,247,377	\$3,154,336	10.6%	11.3%	-22.4%
TOTAL ASSETS	\$166,943,607	\$176,461,446	\$180,162,668	\$184,081,323	7.9%	2.1%	4.5%
LIABILITIES AND FUND BALANCE							
CURRENT LIABILITIES							
ACCOUNTS PAYABLE	\$10,561,925	\$7,000,000	\$16,236,096	\$1,680,686	53.7%	131.9%	-18.8%
SALARIES, WAGES AND PAYROLL TAXES PAYABLE	\$10,726,477	\$11,500,000	\$11,718,921	\$11,901,485	9.3%	1.9%	7.9%
ESTIMATED THIRD-PARTY SETTLEMENTS	\$3,836,587	\$3,225,000	\$2,033,579	\$4,233,555	-47.0%	-36.9%	13.1%
OTHER CURRENT LIABILITIES	\$4,921,173	\$2,950,000	\$4,696,759	\$4,637,766	-4.6%	59.2%	100.0%
CURRENT PORTION OF LONG-TERM DEBT	\$2,889,398	\$2,675,000	\$3,196,950	\$3,042,757	10.6%	19.5%	-7.4%
TOTAL CURRENT LIABILITIES	\$32,935,560	\$27,350,000	\$37,882,305	\$25,496,248	15.0%	38.5%	5.3%
LONG-TERM DEBT							
BONDS & MORTGAGES PAYABLE	\$14,899,147	\$13,500,000	\$16,166,696	\$17,929,862	8.5%	19.8%	-2.4%
CAPITAL LEASE OBLIGATIONS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER LONG-TERM DEBT	\$1,416,702	\$6,000,000	\$2,094,738	\$0	47.9%	-65.1%	-100.0%
TOTAL LONG-TERM DEBT	\$16,315,849	\$19,500,000	\$18,261,434	\$17,929,862	11.9%	-6.4%	-4.2%
OTHER NONCURRENT LIABILITIES	\$42,903,233	\$28,750,000	\$33,795,663	\$59,761,651	-21.2%	17.6%	20.9%
TOTAL LIABILITIES	\$92,154,642	\$75,600,000	\$89,939,402	\$103,187,761	-2.4%	19.0%	9.6%
FUND BALANCE	\$74,788,965	\$100,861,446	\$90,223,266	\$80,893,562	20.6%	-10.5%	-0.4%
TOTAL LIABILITIES AND FUND BALANCE	166,943,607	176,461,446	180,162,668	184,081,323	7.9%	2.1%	4.5%

Vermont Community Hospitals
 Capital Budget
 Central Vermont Medical Center

	2013B	2013A	2014B	2014A	2015B	2015A	2016A	2017B	2017A	2018B	2019 Plan	2020 Plan	2021 Plan
CONSTRUCTION IN PROGRESS	\$0	-\$22,166	\$0	\$1,623,070	\$0	\$1,367,284	\$2,650,814	\$0	\$1,398,132	\$0	\$0	\$0	\$0
LAND & LAND IMPROVEMENTS	\$0	\$1,371,700	\$0	\$64,109	\$0	\$362,121	\$294,891	\$0	\$201,332	\$0	\$0	\$0	\$0
BUILDINGS & BUILDING IMPROVEMENTS	\$2,000,000	\$1,059,203	\$2,000,000	\$1,089,957	\$4,500,000	\$3,585,868	\$7,375,075	\$5,805,000	\$6,035,128	\$4,533,467	\$4,400,000	\$4,400,000	\$4,400,000
FIXED EQUIPMENT	\$2,500,000	\$873,601	\$2,000,000	\$733,441	\$3,500,000	\$2,846,728	\$2,040,316	\$1,700,000	\$2,346,333	\$0	\$0	\$0	\$0
MAJOR MOVABLE EQUIPMENT	\$4,500,000	\$3,375,269	\$4,900,000	\$2,183,224	\$2,400,000	\$1,144,065	\$569,637	\$6,629,000	\$722,793	\$5,766,533	\$5,900,000	\$5,900,000	\$5,900,000
OTHER	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CAPITAL EXPENDITURES	\$9,000,000	\$6,657,607	\$8,900,000	\$5,693,801	\$10,400,000	\$9,306,066	\$12,930,732	\$14,134,000	\$10,703,718	\$10,300,000	\$10,300,000	\$10,300,000	\$10,300,000
TOTAL CON ITEMS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CAP BUDGET AND PROJ CON	\$9,000,000	\$6,657,607	\$8,900,000	\$5,693,801	\$10,400,000	\$9,306,066	\$12,930,732	\$14,134,000	\$10,703,718	\$10,300,000	\$10,300,000	\$10,300,000	\$10,300,000

CENTRAL VERMONT MEDICAL CENTER
Profit and Loss Statement

	2017 Budget to 2017 Actual					
	2016 Actual	2017 Budget	2017 Actuals	2018 Budget Approved	\$ Change	% Change
Gross Patient Care Revenue	\$376,366,499	\$369,484,662	\$381,116,124	\$381,366,132	\$11,631,462	3.1%
Disproportionate Share Payments	\$2,680,286	\$2,029,504	\$1,606,925	\$1,628,175	-\$422,579	-20.8%
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	\$0	0.0%
Bad Debt	-\$5,191,108	-\$4,842,995	-\$5,837,575	-\$4,469,802	-\$994,580	-20.5%
Free Care	-\$2,552,818	-\$2,464,000	-\$5,274,726	-\$4,195,027	-\$2,810,726	-114.1%
Deductions From Revenue	-\$179,762,913	-\$172,376,028	-\$183,367,236	-\$219,696,022	-\$10,991,208	-6.4%
Net Revenue Deductions	-\$184,826,553	-\$177,653,519	-\$192,872,612	-\$226,732,675	-\$15,219,093	-8.6%
Net Patient Care Revenue	\$191,539,946	\$191,831,143	\$188,243,511	\$154,633,457	-\$3,587,632	-1.9%
Fixed Prospective Payments (incl Reserves&Other)	\$0	\$0	\$6,994,019	\$43,819,104	\$6,994,019	100.0%
Total NPR & FPP (incl Reserves)	\$191,539,946	\$191,831,143	\$195,237,530	\$198,452,560	\$3,406,387	1.8%
Other Operating Revenue	\$12,479,881	\$11,363,838	\$12,925,899	\$13,620,034	\$1,562,061	13.7%
Total Operating Revenue	\$204,019,827	\$203,194,981	\$208,163,429	\$212,072,595	\$4,968,448	2.4%
Operating Expense						0.0%
Salaries Non Md	\$77,876,535	\$77,134,890	\$83,390,137	\$81,636,720	\$6,255,247	8.1%
Fringe Benefits Non Md	\$24,803,597	\$24,266,850	\$24,208,157	\$24,005,625	-\$58,693	-0.2%
Fringe Benefits Md	\$4,037,795	\$3,950,418	\$3,940,713	\$3,907,892	-\$9,705	-0.2%
Physician Fees Salaries Contracts & Fringes	\$25,798,463	\$26,835,906	\$27,678,828	\$26,701,573	\$842,922	3.1%
Health Care Provider Tax	\$10,430,709	\$10,529,277	\$11,214,416	\$11,663,639	\$685,139	6.5%
Depreciation Amortization	\$9,715,868	\$10,107,631	\$9,792,873	\$9,953,950	-\$314,758	-3.1%
Interest - Short Term	\$748,559	\$34,554	\$0	\$0	-\$34,554	-100.0%
Interest - Long Term	\$4,330	\$466,128	\$598,940	\$500,019	\$132,812	28.5%
Other Operating Expense	\$48,554,015	\$46,195,738	\$49,241,440	\$49,929,290	\$3,045,702	6.6%
Total Operating Expense	\$201,969,871	\$199,521,392	\$210,065,504	\$208,298,707	\$10,544,112	5.3%
Net Operating Income (Loss)	\$2,049,956	\$3,673,589	-\$1,902,075	\$3,773,888	-\$5,575,664	-151.8%
Non-Operating Revenue	\$1,762,757	\$1,872,894	\$17,026,427	\$1,871,035	\$15,153,533	809.1%
Excess (Deficit) Of Revenue Over Expense	\$3,812,713	\$5,546,483	\$15,124,352	\$5,644,922	\$9,577,869	172.7%
Operating Margin %	1.0%	1.8%	-0.9%	1.8%		
Total Margin %	1.9%	2.7%	7.3%	2.7%		

Net Payer Revenue-Budget to Budget

Central Vermont Medical Center					
PAYER REVENUE DETAIL					
		2017 Approved	2017 Actuals	B17-A18	B17-B18
All Payers	Gross Revenue	\$369,484,662.00	\$381,116,123.62	\$11,631,461.62	3.1%
	Contractual Allowances	-\$172,376,028.00	-\$183,367,236.35	-\$10,991,208.35	6.4%
	Bad debt	-\$4,842,995.00	-\$5,837,575.34	-\$994,580.34	20.5%
	Free Care	-\$2,464,000.00	-\$5,274,726.13	-\$2,810,726.13	114.1%
	Disproportionate Share Payments	\$2,029,504.00	\$1,606,925.40	-\$422,578.60	-20.8%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	Net Payer Revenue	\$191,831,143.00	\$188,243,511.20	-\$3,587,631.80	-1.9%
	Fixed Prospective Payments	\$0.00	\$6,994,018.56	\$6,994,018.56	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	\$191,831,143.00	\$195,237,529.76	\$3,406,386.76	1.8%
			\$0.00	\$0.00	\$0.00
COMMERCIAL	Gross Revenue	\$140,510,357.00	\$146,739,719.20	\$6,229,362.20	4.4%
	Contractual Allowances	-\$44,305,620.00	-\$43,441,712.29	\$863,907.71	-1.9%
	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	\$96,204,737.00	\$103,298,006.91	\$7,093,269.91	7.4%
	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	\$96,204,737.00	\$103,298,006.91	\$7,093,269.91	7.4%
			\$0.00	\$0.00	\$0.00
MEDICAID	Gross Revenue	\$76,402,605.00	\$70,043,646.13	-\$6,358,958.87	-8.3%
	Contractual Allowances	-\$44,504,700.00	-\$48,443,202.65	-\$3,938,502.65	8.8%
	Bad debt	\$0.00	\$0.00	\$0.00	0.0%
	Free Care	\$0.00	\$0.00	\$0.00	0.0%
	Disproportionate Share Payments	\$2,029,504.00	\$1,606,925.40	-\$422,578.60	-20.8%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	Net Payer Revenue	\$33,927,409.00	\$23,207,368.88	-\$10,720,040.12	-31.6%
	Fixed Prospective Payments	\$0.00	\$6,994,018.56	\$6,994,018.56	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	\$33,927,409.00	\$30,201,387.44	-\$3,726,021.56	-11.0%
			\$0.00	\$0.00	\$0.00
MEDICARE	Gross Revenue	\$152,571,700.00	\$164,332,758.29	\$11,761,058.29	7.7%
	Contractual Allowances	-\$83,565,708.00	-\$91,482,321.41	-\$7,916,613.41	9.5%
	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	\$69,005,992.00	\$72,850,436.88	\$3,844,444.88	5.6%
	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	\$69,005,992.00	\$72,850,436.88	\$3,844,444.88	5.6%
			\$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	-\$4,842,995.00	-\$5,837,575.34	-\$994,580.34	20.5%
	Free Care	-\$2,464,000.00	-\$5,274,726.13	-\$2,810,726.13	114.1%
	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	-\$7,306,995.00	-\$11,112,301.47	-\$3,805,306.47	52.1%

**CENTRAL VERMONT MEDICAL CENTER
REPORT 3
STAFFING REPORT**

	2014A	2015A	2016B	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED
								2016A - 2017A	2017B - 2017A	2012A - 2018B
PHYSICIAN FTEs										
GENERAL SERVICES	-	0.5	0.5	0.5	0.5	0.5	0.6	-2.9%	-4.8%	100.0%
INPATIENT ROUTINE SERVICES	16.5	16.9	19.6	15.5	17.5	4.1	16.0	-73.5%	-76.5%	27.9%
OUTPATIENT ROUTINE SERVICES	47.7	-	52.2	-	-	-	-	0.0%	0.0%	10.5%
ANCILLARY SERVICES	12.2	14.2	13.5	14.0	13.4	13.2	11.5	-5.4%	-1.1%	10.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	49.9	-	53.2	53.9	70.3	59.3	32.0%	30.5%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL PHYSICIAN FTEs	76.3	81.5	85.7	83.2	85.2	88.1	87.4	5.9%	3.4%	12.5%
	3.4%	6.7%	8.4%	2.1%	-0.6%	5.9%	2.5%			
TRAVELER NON MD FTEs										
GENERAL SERVICES	-	0.1	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	3.9	8.8	-	13.2	3.0	9.2	1.8	-30.0%	207.4%	100.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	2.0	2.1	-	5.5	1.0	3.2	0.5	-43.0%	215.3%	100.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	1.7	0.6	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL TRAVELER FTEs	7.5	11.5	-	18.7	4.0	12.4	2.3	-33.8%	209.4%	100.0%
	-18.8%	52.7%	-100.0%	62.5%	#DIV/0!	-33.8%	-43.0%			
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	-	0.1	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	3.9	8.8	-	13.2	3.0	9.2	1.8	-30.0%	207.4%	100.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	2.0	2.1	-	5.5	1.0	3.2	0.5	-43.0%	215.3%	100.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	1.7	0.6	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL TRAVELER FTEs	7.5	11.5	-	18.7	4.0	12.4	2.3	-33.8%	209.4%	100.0%
	-18.8%	52.7%	-100.0%	62.5%	#DIV/0!	-33.8%	-43.0%			
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	-	-	-	5.3	5.2	1.5	3.2	-72.0%	-71.3%	100.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	5.2	4.2	3.7	4.8	-29.7%	-13.8%	100.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	33.6	36.8	33.9	29.5	0.7%	-7.9%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL MLP FTEs	-	-	-	44.2	46.2	39.0	37.4	-11.7%	-15.6%	100.0%
	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	-11.7%	-19.0%			

**CENTRAL VERMONT MEDICAL CENTER
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	268.5	288.7	290.8	319.0	333.2	321.7	307.9	0.8%	-3.4%	2.4%
INPATIENT ROUTINE SERVICES	330.7	344.8	338.2	333.7	357.9	356.1	353.7	6.7%	-0.5%	2.0%
OUTPATIENT ROUTINE SERVICES	202.5	8.5	246.9	9.5	9.8	-	-	-100.0%	-100.0%	-100.0%
ANCILLARY SERVICES	248.6	266.5	274.6	268.6	273.4	287.7	292.6	7.1%	5.2%	2.5%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	226.7	-	240.6	236.3	248.0	237.2	3.1%	4.9%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL ALL OTHER FTEs	1,050.3	1,135.2	1,150.5	1,171.4	1,210.5	1,213.5	1,191.4	3.6%	0.2%	3.0%
	-0.4%	8.1%	5.1%	3.2%	5.2%	3.6%	-1.6%			
NON-MD FTEs										
GENERAL SERVICES	268.5	288.7	290.8	319.0	333.2	321.7	307.9	0.8%	-3.4%	2.4%
INPATIENT ROUTINE SERVICES	330.7	344.8	338.2	339.1	363.1	357.6	356.9	5.5%	-1.5%	2.1%
OUTPATIENT ROUTINE SERVICES	202.5	8.5	246.9	9.5	9.8	-	-	-100.0%	-100.0%	-100.0%
ANCILLARY SERVICES	248.6	266.5	274.6	273.8	277.6	291.3	297.5	6.4%	4.9%	2.8%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	226.7	-	274.2	273.1	281.8	266.6	2.8%	3.2%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL NON-MD FTEs	1,050.3	1,135.2	1,150.5	1,215.6	1,256.7	1,252.5	1,228.8	3.0%	-0.3%	3.5%
	-0.4%	8.1%	5.1%	7.1%	9.2%	3.0%	-2.2%			
ALL FTEs										
GENERAL SERVICES	268.5	289.2	291.3	319.5	333.7	322.2	308.5	0.8%	-3.4%	2.5%
INPATIENT ROUTINE SERVICES	351.1	370.6	357.8	367.7	383.5	370.9	374.7	0.9%	-3.3%	2.3%
OUTPATIENT ROUTINE SERVICES	250.2	8.5	299.1	9.5	9.8	-	-	-100.0%	-100.0%	-100.0%
ANCILLARY SERVICES	262.7	282.7	288.2	293.3	292.0	307.7	309.4	4.9%	5.4%	2.8%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	1.7	277.2	-	327.4	326.9	352.1	325.9	7.5%	7.7%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL ALL FTEs	1,134.1	1,228.2	1,236.2	1,317.4	1,345.9	1,353.0	1,318.4	2.7%	0.5%	3.6%
	-0.3%	8.3%	5.2%	7.3%	8.9%	2.7%	-2.0%			
NON-MD WAGES										
GENERAL SERVICES	\$15,736,470	\$17,581,376	\$17,572,951	\$19,835,245	\$20,011,816	\$20,451,086	\$20,049,557	3.1%	2.2%	5.9%
INPATIENT ROUTINE SERVICES	\$18,353,090	\$19,840,990	\$18,898,721	\$21,732,961	\$20,667,325	\$22,405,076	\$22,278,361	3.1%	8.4%	5.7%
OUTPATIENT ROUTINE SERVICES	\$611,650	\$594,038	\$14,452,557	\$608,633	\$713,082	\$0	\$0	-100.0%	-100.0%	-100.0%
ANCILLARY SERVICES	\$16,767,665	\$18,247,787	\$18,701,110	\$19,412,574	\$18,918,582	\$22,509,113	\$22,343,219	16.0%	19.0%	6.0%
OTHER SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	\$11,294,249	\$13,445,754	\$0	\$16,287,122	\$16,824,085	\$18,024,861	\$16,965,583	10.7%	7.1%	100.0%
UNCATEGORIZED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL NON-MD WAGES	\$62,763,124	\$69,709,945	\$69,625,339	\$77,876,535	\$77,134,890	\$83,390,137	\$81,636,720	7.1%	8.1%	6.8%
	4.1%	11.1%	7.6%	11.7%	10.8%	7.1%	5.8%			
NON-MD WAGES PER FTE										
GENERAL SERVICES	\$58,618	\$60,903	\$60,436	\$62,174	\$60,067	\$63,565	\$65,117	2.2%	5.8%	3.4%
INPATIENT ROUTINE SERVICES	\$55,493	\$57,537	\$55,882	\$64,098	\$56,924	\$62,650	\$62,429	-2.3%	10.1%	3.5%
OUTPATIENT ROUTINE SERVICES	\$3,020	\$69,559	\$58,534	\$64,134	\$73,062	\$0	\$0	-100.0%	-100.0%	-100.0%
ANCILLARY SERVICES	\$67,462	\$68,480	\$68,093	\$70,903	\$68,141	\$77,266	\$75,116	9.0%	13.4%	3.0%
OTHER SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	\$0	\$59,321	\$0	\$59,401	\$61,609	\$63,955	\$63,637	7.7%	3.8%	100.0%
UNCATEGORIZED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL NON-MD WAGES PER FTE	\$59,759	\$61,408	\$60,517	\$64,066	\$61,378	\$66,578	\$66,436	3.9%	8.5%	3.2%
	4.5%	2.8%	2.4%	4.3%	1.4%	3.9%	8.2%			

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

**CENTRAL VERMONT MEDICAL CENTER
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	170.8	189.1	175.7	192.4	2.9%	-7.1%	1.9%	4.9	(13.5)
UTI	AVERAGE LENGTH OF STAY	12.9	14.3	13.3	14.5	3.0%	-7.1%	-1.6%	0.4	(1.0)
UTI	ACUTE ALOS	4.5	4.6	4.5	4.7	1.3%	-1.2%	-1.4%	0.1	(0.1)
UTI	ADJUSTED ADMISSIONS	17,709	17,568	17,821	17,528	0.6%	1.4%	3.8%	111.4	252.5
UTI	ADJUSTED DAYS	79,079	82,849	83,089	84,346	5.1%	0.3%	3.1%	4,010.8	240.6
UTI	ACUTE CARE AVE DAILY CENSUS	51.5	51.8	51.3	53.2	-0.3%	-1.0%	3.0%	(0.2)	(0.5)
UTI	ACUTE ADMISSIONS	4,220.0	4,131.0	4,141.0	4,154.0	-1.9%	0.2%	4.4%	(79.0)	10.0
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
CAP	AGE OF PLANT	9.7	10.6	10.2	11.4	5.8%	-3.7%	6.2%	0.6	(0.4)
CAP	AGE OF PLANT BUILDING	12.1	13.4	23.2	17.0	91.1%	73.3%	9.1%	11.0	9.8
CAP	AGE OF PLANT EQUIPMENT	7.4	7.3	1.9	7.7	-73.8%	-73.4%	5.1%	(5.5)	(5.4)
CAP	LONG TERM DEBT TO CAPITALIZATION	17.9%	16.2%	16.8%	18.1%	-6.0%	3.9%	-0.4%	(0.0)	0.0
CAP	DEBT PER STAFFED BED	365,693	301,195	355,492	407,857	-2.8%	18.0%	9.5%	(10,201.3)	54,296.5
CAP	NET PROP, PLANT & EQUIP PER STAFFED BED	296,126	298,850	282,200	274,976	-4.7%	-5.6%	-1.4%	(13,925.8)	(16,650.4)
CAP	LONG TERM DEBT TO TOTAL ASSETS	9.8%	11.1%	10.1%	9.7%	3.7%	-8.3%	-6.4%	0.0	(0.0)
CAP	DEBT SERVICE COVERAGE RATIO	3.4	4.5	2.2	4.0	-34.9%	-50.3%	-0.5%	(1.2)	(2.3)
CAP	DEPRECIATION RATE	5.8	5.5	5.7	5.4	-1.0%	3.0%	-2.8%	(0.1)	0.2
CAP	CAPITAL EXPENDITURES TO DEPRECIATION	133.1%	139.8%	109.3%	103.5%	-17.9%	-21.8%	14.3%	(0.2)	(0.3)
CAP	CAPITAL EXPENDITURE GROWTH RATE	7.7	7.7	6.2	5.6	-18.7%	-19.5%	11.1%	(1.4)	(1.5)
CAP	CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV	6.8%	7.4%	5.7%	6.7%	-15.8%	-22.8%	17.2%	(0.0)	(0.0)
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
REV	DEDUCTION %	49.1%	48.1%	50.6%	59.5%	3.1%	5.3%	6.4%	0.0	0.0
REV	BAD DEBT %	1.4%	1.3%	1.5%	1.2%	11.1%	16.9%	-12.7%	0.0	0.0
REV	FREE CARE %	0.7%	0.7%	1.4%	1.1%	104.0%	107.5%	4.7%	0.0	0.0
REV	OPERATING MARGIN %	1.0%	1.8%	-0.9%	1.8%	-190.9%	-150.5%	-11.0%	(0.0)	(0.0)
REV	TOTAL MARGIN %	1.9%	2.7%	6.7%	2.6%	262.5%	148.3%	-14.3%	0.0	0.0
REV	OUTPATIENT GROSS REVENUE %	71.5%	71.1%	71.8%	56.2%	0.3%	1.0%	-5.8%	0.0	0.0
REV	INPATIENT GROSS REVENUE %	23.8%	23.5%	23.2%	23.7%	-2.5%	-1.2%	0.6%	(0.0)	(0.0)
REV	PHYSICIAN GROSS REVENUE %	0.0%	0.0%	0.0%	14.4%	0.0%	0.0%	100.0%	-	-
REV	SNF/REHAB/SWING GROSS REVENUE %	4.6%	5.4%	5.0%	5.7%	7.5%	-8.3%	0.7%	0.0	(0.0)
REV	ALL NET PATIENT REVENUE % WITH DSH & GME	50.9%	51.9%	49.4%	40.5%	-2.9%	-4.9%	-6.7%	(0.0)	(0.0)
REV	MEDICARE NET PATIENT REVENUE % INCLUDING PHYS	41.8%	45.2%	44.3%	26.5%	6.0%	-2.0%	-11.9%	0.0	(0.0)
REV	MEDICAID NET PATIENT REVENUE % INCLUDING PHYS	41.6%	41.7%	30.8%	28.3%	-25.9%	-26.1%	-11.1%	(0.1)	(0.1)
REV	COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS	64.1%	63.3%	62.8%	60.7%	-2.0%	-0.7%	-2.1%	(0.0)	(0.0)
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
PROD	ADJUSTED ADMISSIONS PER FTE	14.6	14.0	14.2	14.3	-2.3%	1.8%	-0.2%	(0.3)	0.2
PROD	FTES PER 100 ADJ DISCHARGES	6.9	7.2	7.0	7.0	2.4%	-1.7%	0.2%	0.2	(0.1)
PROD	FTES PER ADJUSTED OCCUPIED BED	5.6	5.5	5.5	5.3	-1.9%	-0.6%	0.9%	(0.1)	(0.0)
PROD	RETURN ON ASSETS	2.3%	3.1%	8.4%	3.1%	267.6%	167.1%	-13.7%	0.1	0.1
PROD	OVERHEAD EXPENSE W/ FRINGE, AS A % OF TOTAL OPERATIN	20.0%	18.8%	22.2%	23.9%	10.7%	18.0%	4.5%	0.0	0.0

		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
COST	COST PER ADJUSTED ADMISSION	11,405	11,357	11,788	11,884	3.4%	3.8%	1.8%	383.0	430.7
COST	SALARY PER FTE - NON-MD	64,066	61,378	66,578	66,436	3.9%	8.5%	2.7%	2,511.7	5,199.6
COST	SALARY & BENEFITS PER FTE - NON-MD	84,471	80,688	85,906	85,971	1.7%	6.5%	1.4%	1,434.2	5,217.4
COST	FRINGE BENEFIT % - NON-MD	31.8%	31.5%	29.0%	29.4%	-8.9%	-7.7%	-4.9%	(0.0)	(0.0)
COST	COMPENSATION RATIO	65.0%	65.1%	66.9%	64.2%	3.0%	2.8%	0.3%	0.0	0.0
COST	CAPITAL COST % OF TOTAL EXPENSE	5.2%	5.3%	4.9%	5.0%	-4.6%	-7.0%	-5.6%	(0.0)	(0.0)
COST	CAPITAL COST PER ADJUSTED ADMISSION	591	604	583	596	-1.4%	-3.4%	-3.9%	(8.0)	(20.7)
COST	CONTRACTUAL ALLOWANCE %	49.8%	48.6%	51.0%	59.9%	2.4%	4.9%	6.2%	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	2.5	3.3	2.5	4.2	3.3%	-23.0%	8.0%	0.1	(0.8)
CASH	DAYS PAYABLE	62.5	52.7	69.0	46.9	10.4%	31.0%	-3.8%	6.5	16.3
CASH	DAYS RECEIVABLE	43.0	38.4	48.9	66.7	13.7%	27.3%	16.7%	5.9	10.5
CASH	DAYS CASH ON HAND	98.6	124.3	115.6	139.2	17.2%	-7.0%	3.8%	17.0	(8.7)
CASH	CASH FLOW MARGIN	6.1%	7.0%	4.1%	6.7%	-33.5%	-42.0%	-7.0%	(0.0)	(0.0)
CASH	CASH TO LONG TERM DEBT	3.2	3.3	3.5	4.2	9.1%	5.0%	12.7%	0.3	0.2
CASH	CASH FLOW TO TOTAL DEBT	0.4	0.4	0.5	0.5	44.1%	25.2%	-4.4%	0.2	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	18,496	17,977	18,336	18,697	-0.9%	2.0%	3.1%	(160.2)	358.8
UNIT	GROSS PRICE PER VISIT	635	582	631	473	-0.5%	8.5%	-4.4%	(3.5)	49.4
UNIT	GROSS REVENUE PER ADJ ADMISSION	21,253	21,032	21,386	21,758	0.6%	1.7%	2.2%	133.7	354.7
UNIT	NET REVENUE PER ADJUSTED ADMISSION	10,816	10,919	10,563	8,822	-2.3%	-3.3%	-4.7%	(252.6)	(356.1)

**Central Vermont Medical Center
Utilization**

	2016	2017	2017	2018	\$ Change		% Change	
	Actual	Budget	Actual	Budget	Actual - Actual	Budget - Actual	Actual - Actual	Budget - Actual
Inpatient								
Acute								
Beds (Staffed)	91	90	92	92	1	2	1.1%	2.2%
Occupancy % (Staffed Beds)	57%	58%	56%	58%			-1.7%	-3.2%
Admissions	4,220	4,131	4,141	4,154	(79)	10	-1.9%	0.2%
Patient Days	18,844	18,923	18,734	19,434	(110)	(189)	-0.6%	-1.0%
Average Length Of Stay	4.47	4.58	4.52	4.68			1.3%	-1.2%
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)	153	153	153	153	-	-	0.0%	0.0%
Admissions	319	350	379	365	60	29	18.8%	8.3%
Patient Days	42,962	49,275	44,635	50,005	1,673	(4,640)	3.9%	-9.4%
Average Length Of Stay	134.68	140.79	117.77	137.00			-12.6%	-16.3%
Nursery								
Beds (Staffed)	8	8	8	8	-	-	0.0%	0.0%
Admissions	310	352	310	315	-	(42)	0.0%	-11.9%
Patient Days	697	836	749	793	52	(87)	7.5%	-10.4%
Average Length Of Stay	2.25	2.38	2.42	2.52			7.5%	1.7%
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)	252	251	253	253	1	2	0.4%	0.8%
Admissions	4,849	4,833	4,830	4,834	(19)	(3)	-0.4%	-0.1%
Patient Days	62,503	69,034	64,118	70,232	1,615	(4,916)	2.6%	-7.1%
Average Length Of Stay	12.89	14.28	13.27	14.53	0.39	(1.01)	3.0%	-7.1%
Outpatient								
All Outpatient Visits	424,134	451,087	433,317	453,492	9,183	(17,770)	2.2%	-3.9%
Operating Room Procedure	3,107	3,071	2,991	3,036	(116)	(80)	-3.7%	-2.6%
Observation Units	1,430	1,356	1,386	1,273	(44)	30	-3.0%	2.2%
Physician Office Visits	216,786	244,829	221,921	328,769	5,135	(22,908)	2.4%	-9.4%
Ancillary								
All Operating Room Procedure	3,778	3,796	3,488	3,473	(290)	(308)	-7.7%	-8.1%
Emergency Room Visits	25,254	24,388	24,675	24,752	(579)	287	-2.3%	1.2%
Adjusted Statistics								
Adjusted Admissions	17,709	18,086	18,395	18,027	685	308	3.9%	1.7%
Adjusted Days	79,079	82,849	83,014	84,341	3,935	165	5.0%	0.2%