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

| ASSETS<br>CURRENT ASSETS<br>CLAR ALWESTMENTS<br>CLAR ALWESTMENTS<br>CLAR ALWESTMENTS<br>CLAR ALWESTMENTS<br>CLAR ALWESTMENTS<br>CLAR ALWESTMENTS<br>CLAR ALWESTMENTS<br>CLAR ALWESTMENTS<br>CLAR ALWESTMENTS<br>S22 IT 63,755<br>S22 IT 63,755<br>S23 IT 63,755<br>S23 IT 63,755<br>S23 IT 63,755<br>S23 IT 63,757<br>S25 ISO0000<br>S23 S28 278,582 S27 AF7,027<br>S26 S28 278,582 S27 AF7,027<br>S27 AF7,037<br>S27 AF7,037<br>S27 AF7,037<br>S28 AF8<br>S27 AF7,037<br>S28 AF8<br>S27 AF7,037<br>S28 AF8<br>S27 AF7,037<br>S28 AF8<br>S27 AF7,037<br>S28 AF8<br>S27 AF7,037<br>S28 AF8<br>S27 AF7,037<br>S28 AF8<br>S28 AF8<br>S27 AF7,037<br>S28 AF8<br>S28 |  |               |               |               |               | 2017B -       |        | ANNUALIZE<br>2013A - |
|--|--|---------------|---------------|---------------|---------------|---------------|--------|----------------------|
| CARENT ASSETS         S6,742,732         \$19,600,000         \$13,064,236         \$13,560,268         93,8%         -33,0%           PATIENT ACCOUNTS RECEIVABLE, GROSS         \$28,176,373         \$25,000,000         \$22,888,213         \$34,000,000         \$27,847,107         15,7%         \$31,5%<  |  | 2016A         | 2017B         | 2017A         | 2018B         | 2016A - 2017A | 2017A  | 2018B                |
| CASH & INVESTMENTS         56,742,732         \$19,500,000         \$13,264,236         \$14,263         \$14,264         \$14,264         \$14,264         \$14,264         \$14,264         \$14,264         \$14,264         \$14,264         \$14,264         \$14,264         \$14,264         \$14,264         \$14,264         \$14,264         \$14,264         \$14,264         \$14,264         \$14,264         \$14,266         \$14,264 </td <td>ASSETS</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>  | ASSETS                                   |               |               |               |               |               |        |                      |
| CASH AIWESTMENTS         56.742.732         \$19,600.000         \$13,264.236         \$10,265         \$10,076         \$10,076         \$10,076         \$10,076         \$10,076         \$11,076         \$10,576         \$12,68,276         \$11,646         \$44,92,95,052         \$28,076         \$11,4%         \$11,9%         \$10,076         \$11         \$10,076         \$11         \$10,076         \$11         \$11,076  | CURRENT ASSETS                           |               |               |               |               |               |        |                      |
| PATEENT ACCOUNTS RECEIVABLE, GROSS         528, 171,376         \$25,000,000         \$32,288,281         \$27,471,027         15,7%         50,4%           LESS, ALLOWARGE FOR UNCOLLECTENE ACCTS         \$55,989,823         \$4,0000         \$7,489,076         \$37,476,337         11,5%         \$51,000         \$7,476,073         \$7,476,337         11,5%         \$51,000         \$7,476,337         11,5%         \$51,000         \$50         \$0         \$0,0%  |  | \$6 742 732   | \$19 500 000  | \$13,064,236  | \$13 560 268  | 93.8%         | -33.0% | 18.0                 |
| LESS: ALLOWANCE FOR UNCOLLECTBLE ACCTS         \$5,589,823         \$4,540,0000         \$7,347,706         \$787,421         \$31,5%         \$63,00%         0.0   |  |               |               | . , ,         | . , ,         |               |        | 7.8                  |
| DUE FROM THIRD PARTIES         S0         S0<  | ,  |               |               | . , ,         |               |               |        | -175.6               |
| RISK RESERVE FOR FIXED REFORM PAYMENTS         \$0 <td></td> <td></td> <td></td> <td></td> <td>. ,</td> <td></td> <td></td> <td></td>  |  |               |               |               | . ,           |               |        |                      |
| OTHER CURRENT ASSETS         \$6,726,241         \$5,750,000         \$7,899,673         \$7,476,337         16.3%         36.7%           DTAL CURRENT ASSETS         \$36,055,526         \$45,450,000         \$46,162,484         \$49,235,052         28.0%         1.6%           BOARD DESIGNATED ASSETS         \$45,195,101         \$45,000,000         \$50,356,223         \$56,627,654         11.4%         11.9%           ESCROWED BOND FUNDS         \$0         \$0         \$0         \$0         \$0         0.0%  |  |               |               |               |               |               |        | -100.0               |
| COTAL CURRENT ASSETS         \$36,065,526         \$46,162,484         \$40,295,052         28,0%         1.6%           BOARD DESIGNATED ASSETS         FUNDED DEPRECIATION         \$45,195,101         \$45,000,000         \$50,356,223         \$58,627,654         11.4%         11.9%           ECROWED DEND FUNDS         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0%         \$0         \$0         \$0         \$0%         \$0         \$0         \$0%   |  |               |               |               |               |               |        | 0.                   |
| Construction         Status         S  | OTHER CURRENT ASSETS                     | \$6,726,241   | \$5,750,000   | \$7,859,673   | \$7,476,337   | 16.9%         | 36.7%  | 5.                   |
| FUNDED DEPRECIATION         \$45,195,101         \$45,000,000         \$50,356,223         \$58,627,654         11.4%         11.9%           DTHER         \$0  | TOTAL CURRENT ASSETS                     | \$36,055,526  | \$45,450,000  | \$46,162,484  | \$49,295,052  | 28.0%         | 1.6%   | 12.                  |
| FUNDED DEPRECIATION         \$45,195,101         \$45,000,000         \$50,356,223         \$58,627,654         11.4%         11.9%           DTHER         \$0  | BOARD DESIGNATED ASSETS                  |               |               |               |               |               |        |                      |
| ESCROWED BOND FUNDS         \$0 <td></td> <td>\$45 195 101</td> <td>\$45,000,000</td> <td>\$50 356 223</td> <td>\$58 627 654</td> <td>11 4%</td> <td>11.9%</td> <td>8.</td>  |  | \$45 195 101  | \$45,000,000  | \$50 356 223  | \$58 627 654  | 11 4%         | 11.9%  | 8.                   |
| OTHER         \$0         \$0         \$0         \$3,435,423         0.0%         0.0%         11           IOTAL BOARD DESIGNATED ASSETS         \$46,195,101         \$45,000,000         \$50,356,223         \$62,063,077         11.4%         11.9%           IOTAL BOARD DESIGNATED ASSETS         \$44,5195,101         \$45,000,000         \$50,356,223         \$62,063,077         11.4%         11.9%           IOTAL PROPERTY, PLANT AND EQUIPMENT, NET         \$74,623,674         \$75,011,446         \$71,396,584         \$69,568,855         4.3%         -4.8%           DTHER LONG-TERM ASSETS         \$110,069,306         \$11,000,000         \$12,247,377         \$3,154,336         10.6%         11.3%         -2           IABILITIES         \$106,943,607         \$176,461,446         \$180,162,668         \$184,061,323         7.9%         2.1%           IABILITIES         \$10,561,925         \$7,000,000         \$16,236,096         \$1,680,686         53.7%         131.9%         -           SALARIES, WAGES AND PAYROLL TAXES PAYABLE         \$10,726,477         \$13,500,000         \$16,235,595         \$4,637,766         -4.6%         59.2%         1           OTHER CURRENT LABILITIES         \$22,893,985         \$2,2475,000         \$3,169,565         \$4,637,756         -4.6%         59.2%   |  |               |               |               | . , ,         |               |        | 0.                   |
| COTAL BOARD DESIGNATED ASSETS         \$45,195,101         \$45,000,000         \$50,356,223         \$62,063,077         11.4%         11.9%           COTAL PROPERTY, PLANT AND EQUIPMENT, NET         \$74,623,674         \$75,011,446         \$71,396,584         \$69,568,858         -4.3%         -4.8%           OTHLE LONG-TERM ASSETS         \$11,069,306         \$11,000,000         \$12,247,377         \$3,154,336         10.6%         11.3%         -           TOTAL ASSETS         \$166,943,607         \$176,461,446         \$180,162,668         \$184,081,323         7.9%         2.1%           LIABILITIES           ACCOUNTS PAYABLE         \$10,561,925         \$7,000,000         \$16,236,096         \$1,860,686         53,7%         131,9%         -           SUAREST ND FUND BALANCE           SUAREST SETTICHENTS         \$3,836,687         \$32,200,000         \$11,718,921         \$11,901,485         9.3%         19%         -           SUAREST SUBJOINTED AVABLE         \$10,766,477         \$11,500,000         \$2,033,579         \$4,233,555         -4,70%         -36,9%         19%         -           CURRENT LIABILITIES         \$3,836,687         \$32,295,000         \$2,033,579         \$4,377,766         -4,6%         59,2 <td< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>100.</td></td<>  |  |               |               |               |               |               |        | 100.                 |
| TOTAL PROPERTY, PLANT AND EQUIPMENT, NET         \$74,623,674         \$75,011,446         \$71,396,584         \$69,568,858         -4.3%         -4.8%           OTHER LONG-TERM ASSETS         \$11,069,306         \$11,000,000         \$12,247,377         \$3,154,336         10.6%         11.3%         -           IOTAL ASSETS         \$166,943,607         \$176,461,446         \$180,162,668         \$184,081,323         7.9%         2.1%           IABILITIES         \$10,561,925         \$7,000,000         \$16,236,096         \$1,680,686         53.7%         131.9%           SALARIES, WAGES AND PAYROLL TAXES PAYABLE         \$10,761,925         \$7,000,000         \$11,718,921         \$11,001,465         9.3%         1.9%           OTHER CURRENT LIABILITIES         \$3,386,687         \$3,225,000         \$2,033,579         \$4,233,555         47.0%         -46,6%         59.2%         11           CURRENT UNRO-PARTY SETTLEMENTS         \$3,386,687         \$3,22,000         \$4,696,759         \$4,637,766         -4.6%         59.2%         11           CURRENT UNRO-PARTY SETTLEMENTS         \$3,386,567         \$3,24,757         10.6%         19.5%         19.5%           OTHER CURRENT LIABILITIES         \$3,29,3560         \$27,750,000         \$3,78,205         \$2,64,96,248         15.0%         38.5% <td></td> <td><b>.</b></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>  |  | <b>.</b>      |               |               |               |               |        |                      |
| DTHER LONG-TERM ASSETS         \$11,069,306         \$11,000,000         \$12,247,377         \$3,154,336         10.6%         11.3%         -:           TOTAL ASSETS         \$166,943,607         \$176,461,446         \$180,162,668         \$184,081,323         7.9%         2.1%           LABILITIES AND FUND BALANCE           \$10,561,925         \$7,000,000         \$16,236,096         \$1,690,686         53.7%         131.9%         -           SALARIES, WAGES AND PAYROLL TAXES PAYABLE         \$10,561,925         \$7,000,000         \$16,236,096         \$1,690,686         53.7%         131.9%         -           SALARIES, WAGES AND PAYROLL TAXES PAYABLE         \$10,726,477         \$11,500,000         \$11,718,921         \$11,901,485         9.3%         1.9%           CURRENT LIABILITIES         \$32,835,878         \$32,225,000         \$2,033,579         \$4,637,766         -4,6%         59.2%         11           CURRENT PORTION OF LONG-TERM DEBT         \$2,889,398         \$2,675,000         \$3,196,950         \$3,042,757         10.6%         19.2%           OTHE CURRENT LIABILITIES         \$32,935,560         \$27,350,000         \$37,882,305         \$25,496,248         15.0%         38.5%           OTAL CURRENT LIABILITIES         \$32,935,560         \$27,350,000         \$16,166  | FOTAL BOARD DESIGNATED ASSETS            | \$45,195,101  | \$45,000,000  | \$50,356,223  | \$62,063,077  | 11.4%         | 11.9%  | 9.                   |
| TOTAL ASSETS         \$166,943,607         \$176,461,446         \$180,162,668         \$184,081,323         7.9%         2.1%           LIABILITIES AND FUND BALANCE           CURRENT LIABILITIES<br>ACCOUNTS PAYABLE         \$10,561,925         \$7,000,000         \$16,236,096         \$1,680,686         53,7%         131,9%         -           SALARIES, WAGES AND PAYROLL TAXES PAYABLE         \$10,726,477         \$11,500,000         \$11,718,921         \$11,901,485         9.3%         19%         -           ESTIMATED THIRD-PARTY SETTLEMENTS         \$3,836,587         \$3,225,000         \$4,698,759         \$4,637,766         -4,6%         59.2%         11           OTHER CURRENT LIABILITIES         \$4,921,173         \$2,980,000         \$4,696,759         \$4,637,766         -4,6%         59.2%         11           IONG-TERM DEBT         \$2,899,388         \$2,675,000         \$3,1882,305         \$25,496,248         15.0%         38.5%           LONG-TERM DEBT         \$32,935,560         \$27,350,000         \$37,882,305         \$25,496,248         15.0%         38.5%           LONG-TERM DEBT         \$14,4899,147         \$13,500,000         \$16,166,696         \$17,929,862         8.5%         19.8%           OTHER LONG-TERM DEBT         \$14,416,702         \$6,000,000         \$2,094,738   | FOTAL PROPERTY, PLANT AND EQUIPMENT, NET | \$74,623,674  | \$75,011,446  | \$71,396,584  | \$69,568,858  | -4.3%         | -4.8%  | -0.                  |
| LIABILITIES AND FUND BALANCE         CURRENT LIABILITIES         ACCOUNTS PAYABLE       \$10,561,925       \$7,000,000       \$16,236,096       \$1,680,686       53.7%       131.9%       -         SALARIES, WAGES AND PAYROLL TAXES PAYABLE       \$10,726,477       \$11,500,000       \$11,718,921       \$11,901,485       9.3%       1.9%       -         ESTIMATED THIRD-PARTY SETTLEMENTS       \$33,86,587       \$3,225,000       \$2,423,555       -47.0%       -36.9%       -         OTHER CURRENT LIABILITIES       \$4,921,173       \$2,950,000       \$4,696,759       \$4,637,766       -4.6%       59.2%       11         CURRENT PORTION OF LONG-TERM DEBT       \$2,889,398       \$2,675,000       \$3,196,950       \$3,042,757       10.6%       19.5%         TOTAL CURRENT LIABILITIES       \$32,935,560       \$27,350,000       \$37,882,305       \$25,496,248       15.0%       38.5%         ONG-TERM DEBT       BONDS & MORTGAGES PAYABLE       \$14,899,147       \$13,500,000       \$16,166,696       \$17,929,862       8.5%       19.8%         CAPITAL LEASE OBLIGATIONS       \$0       \$0       \$0       \$0       \$0       0.0%       0.0%       0.0%       0.0%       0.0%       0.0%       0.0%       0.0%       0.0%       0.0%       0.0%  | OTHER LONG-TERM ASSETS                   | \$11,069,306  | \$11,000,000  | \$12,247,377  | \$3,154,336   | 10.6%         | 11.3%  | -22.                 |
| LIABILITIES AND FUND BALANCE         CURRENT LIABILITIES         ACCOUNTS PAYABLE       \$10,561,925       \$7,000,000       \$16,236,096       \$1,680,686       53.7%       131.9%       -         SALARES, WAGES AND PAYROLL TAXES PAYABLE       \$10,726,477       \$11,500,000       \$11,718,921       \$11,901,485       9.3%       1.9%       -         ESTIMATED THRD-PARTY SETTLEMENTS       \$33,86,587       \$3,225,000       \$2,423,555       -47.0%       -36.9%       -         OTHER CURRENT LIABILITIES       \$4,921,173       \$2,950,000       \$4,696,759       \$4,637,766       -4.6%       59.2%       11         CURRENT PORTION OF LONG-TERM DEBT       \$2,889,398       \$2,675,000       \$3,196,950       \$3,042,757       10.6%       19.5%         PONDS & MORTGAGES PAYABLE       \$14,899,147       \$13,500,000       \$37,882,305       \$25,496,248       15.0%       38.5%         ONG-TERM DEBT       BONDS & MORTGAGES PAYABLE       \$14,899,147       \$13,500,000       \$16,166,696       \$17,929,862       8.5%       19.8%         CAPITAL LEASE OBLIGATIONS       \$0       \$0       \$0       \$0       \$0       0.0%       0.0%       0.0%       0.0%       0.0%       0.0%       0.0%       0.0%       0.0%       0.0%       0.0% <t< td=""><td></td><td>\$166 943 607</td><td>\$176 /61 //6</td><td>\$180 162 668</td><td>\$184 081 323</td><td>7 0%</td><td>2 1%</td><td>4.</td></t<>  |  | \$166 943 607 | \$176 /61 //6 | \$180 162 668 | \$184 081 323 | 7 0%          | 2 1%   | 4.                   |
| ACCOUNTS PAYABLE       \$10,561,925       \$7,000,000       \$16,236,096       \$1,680,686       53.7%       131.9%       -         SALARIES, WAGES AND PAYROLL TAXES PAYABLE       \$10,726,477       \$11,500,000       \$11,718,921       \$11,901,485       9.3%       1.9%         ESTIMATED THIRD-PARTY SETTLEMENTS       \$33,836,587       \$3.225,000       \$20,33,579       \$4,233,555       -47.0%       -36.9%         OTHER CURRENT LIABILITIES       \$4,921,173       \$2,950,000       \$4,696,759       \$4,637,766       -4.6%       59.2%       11         CURRENT PORTION OF LONG-TERM DEBT       \$2,889,398       \$2,675,000       \$3,196,950       \$3,042,757       10.6%       19.5%         LONG-TERM DEBT       \$32,935,560       \$27,350,000       \$37,882,305       \$25,496,248       15.0%       38.5%         LONG-TERM DEBT       \$14,899,147       \$13,500,000       \$16,166,696       \$17,929,862       8.5%       19.8%         CAPITAL LEASE OBLIGATIONS       \$0       \$0       \$0       \$0       0.0%  | LIABILITIES AND FUND BALANCE             |               |               |               |               |               |        |                      |
| ACCOUNTS PAYABLE       \$10,561,925       \$7,000,000       \$16,236,096       \$1,680,686       53.7%       131.9%          SALARIES, WAGES AND PAYROLL TAXES PAYABLE       \$10,726,477       \$11,500,000       \$11,718,921       \$11,901,485       9.3%       1.9%         ESTIMATED THIRD-PARTY SETTLEMENTS       \$3,836,687       \$3,225,000       \$2,23,579       \$4,233,555       -47.0%       -36.9%         OTHER CURRENT LIABILITIES       \$4,921,173       \$2,2950,000       \$4,696,759       \$4,637,766       -4.6%       59.2%       11         CURRENT PORTION OF LONG-TERM DEBT       \$2,889,398       \$2,675,000       \$3,196,950       \$3,042,757       10.6%       19.5%         TOTAL CURRENT LIABILITIES       \$32,935,560       \$27,350,000       \$37,882,305       \$25,496,248       15.0%       38.5%         LONG-TERM DEBT       \$32,935,560       \$27,350,000       \$37,882,305       \$25,496,248       15.0%       38.5%         LONG-TERM DEBT       \$0  |  |               |               |               |               |               |        |                      |
| SALARIES, WAGES AND PAYROLL TAXES PAYABLE       \$10,726,477       \$11,500,000       \$11,718,921       \$11,901,485       9.3%       1.9%         ESTIMATED THIRD-PARTY SETTLEMENTS       \$3,836,587       \$3,225,000       \$2,033,579       \$4,233,555       -47.0%       -36.9%         OTHER CURRENT LIABILITIES       \$4,921,173       \$2,950,000       \$4,696,759       \$4,637,766       -4.6%       59.2%       11         CURRENT PORTION OF LONG-TERM DEBT       \$2,889,398       \$2,675,000       \$3,196,950       \$3,042,757       10.6%       19.5%         LONG-TERM DEBT       \$32,935,560       \$27,350,000       \$37,882,305       \$25,496,248       15.0%       38.5%         LONG-TERM DEBT       \$14,899,147       \$13,500,000       \$16,166,696       \$17,929,862       8.5%       19.8%         CAPITAL LEASE OBLIGATIONS       \$0       \$0       \$0       \$0       0.0%       0.0%         OTHER LONG-TERM DEBT       \$14,61702       \$6,000,000       \$2,094,738       \$0       47.9%       -65.1%       -11         TOTAL LONG-TERM DEBT       \$16,315,849       \$19,500,000       \$18,261,434       \$17,929,862       11.9%       -6.4%         OTHER NONCURRENT LIABILITIES       \$42,903,233       \$28,750,000       \$33,795,663       \$59,761,651 <td< td=""><td></td><td>\$10 561 925</td><td>\$7,000,000</td><td>\$16 236 096</td><td>\$1 680 686</td><td>53 7%</td><td>131.9%</td><td>-18.</td></td<>  |  | \$10 561 925  | \$7,000,000   | \$16 236 096  | \$1 680 686   | 53 7%         | 131.9% | -18.                 |
| ESTIMATED THIRD-PARTY SETTLEMENTS       \$3,836,587       \$3,225,000       \$2,033,579       \$4,233,555       -47.0%       -36.9%         OTHER CURRENT LIABILITIES       \$4,921,173       \$2,950,000       \$4,696,759       \$4,637,766       -4.6%       59.2%       10         CURRENT PORTION OF LONG-TERM DEBT       \$2,889,398       \$2,675,000       \$3,196,950       \$3,042,757       10.6%       19.5%         TOTAL CURRENT LIABILITIES       \$32,935,560       \$27,350,000       \$37,882,305       \$25,496,248       15.0%       38.5%         LONG-TERM DEBT       \$32,935,560       \$27,350,000       \$37,882,305       \$25,496,248       15.0%       38.5%         LONG-TERM DEBT       \$14,899,147       \$13,500,000       \$16,166,696       \$17,929,862       8.5%       19.8%         CAPITAL LEASE OBLIGATIONS       \$0       \$0       \$0       \$0       \$0       \$0       0.0%       0.0%         OTHER LONG-TERM DEBT       \$14,16,702       \$6,000,000       \$2,094,738       \$0       47.9%       -65.1%       -11         TOTAL LONG-TERM DEBT       \$16,315,849       \$19,500,000       \$18,261,434       \$17,929,862       11.9%       -6.4%         OTHER NONCURRENT LIABILITIES       \$92,154,642       \$75,600,000       \$33,795,663       \$59  |  |               | . , ,         | . , ,         |               |               |        | 7.                   |
| OTHER CURRENT LIABILITIES       \$4,921,173       \$2,950,000       \$4,696,759       \$4,637,766       -4.6%       59.2%       10         CURRENT PORTION OF LONG-TERM DEBT       \$2,889,398       \$2,675,000       \$3,196,950       \$3,042,757       10.6%       19.5%         TOTAL CURRENT LIABILITIES       \$32,935,560       \$27,350,000       \$37,882,305       \$25,496,248       15.0%       38.5%         LONG-TERM DEBT       BONDS & MORTGAGES PAYABLE       \$14,899,147       \$13,500,000       \$16,166,696       \$17,929,862       8.5%       19.8%         CAPITAL LEASE OBLIGATIONS       \$0       \$0       \$0       \$0       \$0       0.0%       0.0%         OTHER NONCURENT LIABILITIES       \$14,899,147       \$13,500,000       \$16,166,696       \$17,929,862       8.5%       19.8%         CAPITAL LEASE OBLIGATIONS       \$0  |  |               |               | . , ,         | . , ,         |               |        | 13.                  |
| CURRENT PORTION OF LONG-TERM DEBT       \$2,889,398       \$2,675,000       \$3,199,950       \$3,042,757       10.6%       19.5%         TOTAL CURRENT LIABILITIES       \$32,935,560       \$27,350,000       \$37,882,305       \$25,496,248       15.0%       38.5%         LONG-TERM DEBT       BONDS & MORTGAGES PAYABLE       \$14,899,147       \$13,500,000       \$16,166,696       \$17,929,862       8.5%       19.8%         CAPITAL LEASE OBLIGATIONS       \$0       <  |  |               | . , ,         |               | . , ,         |               |        | 100.                 |
| TOTAL CURRENT LIABILITIES         \$32,935,560         \$27,350,000         \$37,882,305         \$25,496,248         15.0%         38.5%           LONG-TERM DEBT         BONDS & MORTGAGES PAYABLE         \$14,899,147         \$13,500,000         \$16,166,696         \$17,929,862         8.5%         19.8%           CAPITAL LEASE OBLIGATIONS         \$0         \$0         \$0         \$0         0.0%         0.0%           OTHER LONG-TERM DEBT         \$14,16,702         \$6,000,000         \$2,094,738         \$0         47.9%         -65.1%         -11           TOTAL LONG-TERM DEBT         \$16,315,849         \$19,500,000         \$18,261,434         \$17,929,862         11.9%         -64.4%           OTHER NONCURRENT LIABILITIES         \$42,903,233         \$28,750,000         \$33,795,663         \$59,761,651         -21.2%         17.6%         2           TOTAL LIABILITIES         \$92,154,642         \$75,600,000         \$89,939,402         \$103,187,761         -24.4%         19.0%           FUND BALANCE         \$74,788,965         \$100,861,446         \$90,223,266         \$80,893,562         20.6%         -10.5%   |  |               |               |               |               |               |        |                      |
| LONG-TERM DEBT         S14,899,147         \$13,500,000         \$16,166,696         \$17,929,862         8.5%         19.8%           CAPITAL LEASE OBLIGATIONS         \$0   | CORRENT PORTION OF LONG-TERM DEBT        | \$2,889,398   | \$2,675,000   | \$3,196,950   | \$3,042,757   | 10.6%         | 19.5%  | -7.                  |
| BONDS & MORTGAGES PAYABLE<br>CAPITAL LEASE OBLIGATIONS<br>OTHER LONG-TERM DEBT       \$14,899,147<br>\$13,500,000       \$13,150,000<br>\$0       \$16,166,696<br>\$0       \$17,929,862<br>\$0       8.5%<br>\$0       19.8%<br>\$0         TOTAL LONG-TERM DEBT       \$14,16,702       \$6,000,000       \$2,094,738       \$0       47.9%       -65.1%       -10         TOTAL LONG-TERM DEBT       \$16,315,849       \$19,500,000       \$18,261,434       \$17,929,862       11.9%       -6.4%         OTHER NONCURRENT LIABILITIES       \$42,903,233       \$28,750,000       \$33,795,663       \$59,761,651       -21.2%       17.6%       21         TOTAL LIABILITIES       \$92,154,642       \$75,600,000       \$89,939,402       \$103,187,761       -2.4%       19.0%         FUND BALANCE       \$74,788,965       \$100,861,446       \$90,223,266       \$80,893,562       20.6%       -10.5%   | TOTAL CURRENT LIABILITIES                | \$32,935,560  | \$27,350,000  | \$37,882,305  | \$25,496,248  | 15.0%         | 38.5%  | 5.                   |
| CAPITAL LEASE OBLIGATIONS<br>OTHER LONG-TERM DEBT       \$0  | LONG-TERM DEBT                           |               |               |               |               |               |        |                      |
| OTHER LONG-TERM DEBT       \$1,416,702       \$6,000,000       \$2,094,738       \$0       47.9%       -65.1%       -10         TOTAL LONG-TERM DEBT       \$16,315,849       \$19,500,000       \$18,261,434       \$17,929,862       11.9%       -6.4%         OTHER NONCURRENT LIABILITIES       \$42,903,233       \$28,750,000       \$33,795,663       \$59,761,651       -21.2%       17.6%       2         TOTAL LIABILITIES       \$92,154,642       \$75,600,000       \$89,939,402       \$103,187,761       -2.4%       19.0%         FUND BALANCE       \$74,788,965       \$100,861,446       \$90,223,266       \$80,893,562       20.6%       -10.5%   | BONDS & MORTGAGES PAYABLE                | \$14,899,147  | \$13,500,000  | \$16,166,696  | \$17,929,862  | 8.5%          | 19.8%  | -2.                  |
| TOTAL LONG-TERM DEBT       \$16,315,849       \$19,500,000       \$18,261,434       \$17,929,862       11.9%       -6.4%         OTHER NONCURRENT LIABILITIES       \$42,903,233       \$28,750,000       \$33,795,663       \$59,761,651       -21.2%       17.6%       :         TOTAL LIABILITIES       \$92,154,642       \$75,600,000       \$89,939,402       \$103,187,761       -2.4%       19.0%         FUND BALANCE       \$74,788,965       \$100,861,446       \$90,223,266       \$80,893,562       20.6%       -10.5%   | CAPITAL LEASE OBLIGATIONS                | \$0           | \$0           | \$0           | \$0           | 0.0%          | 0.0%   | 0.                   |
| OTHER NONCURRENT LIABILITIES       \$42,903,233       \$28,750,000       \$33,795,663       \$59,761,651       -21.2%       17.6%       :         FOTAL LIABILITIES       \$92,154,642       \$75,600,000       \$89,939,402       \$103,187,761       -2.4%       19.0%         FUND BALANCE       \$74,788,965       \$100,861,446       \$90,223,266       \$80,893,562       20.6%       -10.5%  | OTHER LONG-TERM DEBT                     | \$1,416,702   | \$6,000,000   | \$2,094,738   | \$0           | 47.9%         | -65.1% | -100.                |
| FUND BALANCE         \$74,788,965         \$100,861,446         \$90,223,266         \$80,893,562         20.6%         -10.5%   | TOTAL LONG-TERM DEBT                     | \$16,315,849  | \$19,500,000  | \$18,261,434  | \$17,929,862  | 11.9%         | -6.4%  | -4.                  |
| FUND BALANCE         \$74,788,965         \$100,861,446         \$90,223,266         \$80,893,562         20.6%         -10.5%   | OTHER NONCURRENT LIABILITIES             | \$42,903,233  | \$28,750,000  | \$33,795,663  | \$59,761,651  | -21.2%        | 17.6%  | 20.                  |
|  | TOTAL LIABILITIES                        | \$92,154,642  | \$75,600,000  | \$89,939,402  | \$103,187,761 | -2.4%         | 19.0%  | 9.                   |
|  | FUND BALANCE                             | \$74,788,965  | \$100,861,446 | \$90,223,266  | \$80,893,562  | 20.6%         | -10.5% | -0.                  |
| TOTAL LIABILITIES AND EUND BALANCE 166.043.607 176.461.446 100.162.660 104.001.222 7.00/ 2.40/   | TOTAL LIABILITIES AND FUND BALANCE       | 166,943,607   | 176,461,446   | 180,162,668   | 184,081,323   | 7.9%          | 2.1%   | 4.                   |

#### 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          | 20138       | -\$22,166   | 2014B       | \$1,623,070 | 20136        | \$1,367,284 | \$2,650,814  | 20178        | \$1,398,132  | 20100        | 2019 Fidit   | 2020 Fiam    | 2021 Fid11   |
| LAND & LAND IMPROVEMENTS          | \$0         | \$1.371.700 | \$0<br>\$0  | \$64,109    | \$0          | \$362.121   | \$294.891    | \$0          | \$201.332    | \$0<br>\$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<br>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%    |  |  |  |
| let 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%                    |                            |          |  |  |  |
| Fotal Margin %                                   | 1.9%           | 2.7%           | 7.3%           | 2.7%                    |                            |          |  |  |  |

# Net Payer Revenue-Budget to Budget

|                      | Centra                                  | al 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     | \$2,025,504.00                       | \$1,000,525.40            | \$0.00           | 0.0%         |
|                      | Net Payer Revenue                       | \$191,831,143.00                     | \$188,243,511.20          | -\$3,587,631.80  | -1.9%        |
|                      | Fixed Prospective Payments              | \$151,851,145.00                     | \$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%         |
|                      | Iotariti Karri                          | \$1,051,145.00                       | \$0.00                    | \$0.00           | 1.070        |
| COMMERCIAL           | Gross Revenue                           | \$140,510,357.00                     | \$146,739,719.20          | \$6,229,362.20   | 4.4%         |
| CONINERCIAL          |   |                                      |                           |                  | -1.9%        |
|                      | Contractual Allowances                  | -\$44,305,620.00                     | -\$43,441,712.29          | \$863,907.71     |              |
|                      | 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%         |
| MEDICAID             | Gross Revenue                           | <sup>\$0.00</sup><br>\$76,402,605.00 | \$0.00<br>\$70,043,646.13 | \$0.00           | -8.3%        |
| WEDICAID             | Contractual Allowances                  |                                      | -\$48,443,202.65          | -\$6,358,958.87  |              |
|                      | Bad debt                                | -\$44,504,700.00                     |                           | -\$3,938,502.65  | 8.8%         |
|                      |   | \$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%       |
| 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%         |
|                      |   | \$0.00                               | \$0.00                    | \$0.00           | 0.0%         |
|                      | Disproportionate Share Payments         | \$0.00                               | \$0.00                    |                  |              |
|                      | Graduate Medical Education Payments     |                                      |                           | \$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                    | 40.00            | 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%         |
| Pad Daht/Eras Cara   | Cross Povonuo                           | \$0.00                               | \$0.00                    | \$0.00           | 0.00/        |
| Bad Debt/ Free Care  | Gross Revenue<br>Contractual Allowances | \$0.00<br>\$0.00                     | \$0.00<br>\$0.00          | \$0.00<br>\$0.00 | 0.0%<br>0.0% |
|                      | Bad debt                                | -\$4,842,995.00                      | -\$5,837,575.34           | -\$994,580.34    | 20.5%        |
|                      |   | -\$2,464,000.00                      |                           |                  |              |
|                      | Free Care                               |                                      | -\$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<br>REPORT 3 |
|--|
| STAFFING REPORT                            |

|                                    | 2014A   | 2015A   | 2016B   | 2016A   | 2017B   | 2017A   | 2018B   | PERCENT<br>2016A -<br>2017A | CHANGE<br>2017B -<br>2017A | ANNUALIZ<br>2012A -<br>2018B |
|------------------------------------|---------|---------|---------|---------|---------|---------|---------|-----------------------------|----------------------------|------------------------------|
| PHYSICIAN FTEs                     | 2014A   | 2015A   | 2016B   | 2016A   | 2017B   | 2017A   | 20188   | 2017A                       | 2017A                      | 2018B                        |
| GENERAL SERVICES                   | -       | 0.5     | 0.5     | 0.5     | 0.5     | 0.5     | 0.6     | -2.9%                       | -4.8%                      | 100.                         |
| INPATIENT ROUTINE SERVICES         | 16.5    | 16.9    | 19.6    | 15.5    | 17.5    | 4.1     | 16.0    | -73.5%                      | -76.5%                     | 27.                          |
| OUTPATIENT ROUTINE SERVICES        | 47.7    | -       | 52.2    | -       | -       | -       | -       | 0.0%                        | 0.0%                       | 10.                          |
| ANCILLARY SERVICES                 | 12.2    | 14.2    | 13.5    | 14.0    | 13.4    | 13.2    | 11.5    | -5.4%                       | -1.1%                      | 10.                          |
| OTHER SERVICES                     | -       | -       | -       | -       | -       | -       | -       | 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.                          |
|                                    | 3.4%    | 6.7%    | 8.4%    | 2.1%    | -0.6%   | 5.9%    | 2.5%    |                             |                            |                              |
| FRAVELER NON MD FTES               |         |         |         |         |         |         |         |                             |                            |                              |
| GENERAL SERVICES                   | -       | 0.1     | -       | -       | -       | -       | -       | 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                          |
| OUTPATIENT ROUTINE SERVICES        | -       | -       | -       | -       | -       | -       | -       | 0.0%                        | 0.0%                       | 0                            |
| ANCILLARY SERVICES                 | 2.0     | 2.1     | -       | 5.5     | 1.0     | 3.2     | 0.5     | -43.0%                      | 215.3%                     | 100                          |
| OTHER SERVICES                     | -       | -       | -       | -       | -       | -       | -       | 0.0%                        | 0.0%                       | 0                            |
| PHYSICIAN OFFICE PRACTICE SERVICES | 1.7     | 0.6     | -       | -       | -       | -       | -       | 0.0%                        | 0.0%                       | 0                            |
| UNCATEGORIZED                      | -       | -       | -       | -       | -       | -       | -       | 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                          |
| RAVELER MD FTEs                    | -18.8%  | 52.7%   | -100.0% | 62.5%   | #DIV/0! | -33.8%  | -43.0%  |                             |                            |                              |
| GENERAL SERVICES                   |         |         | _       |         |         |         | -       | 0.0%                        | 0.0%                       | 0                            |
| INPATIENT ROUTINE SERVICES         |         |         |         |         |         |         |         | 0.0%                        | 0.0%                       | 0                            |
| OUTPATIENT ROUTINE SERVICES        |         |         |         |         |         |         |         | 0.0%                        | 0.0%                       | 0                            |
| ANCILLARY SERVICES                 |         |         |         |         |         |         |         | 0.0%                        | 0.0%                       | (                            |
| OTHER SERVICES                     | -       | -       | -       | -       | -       | -       | -       | 0.0%                        | 0.0%                       |                              |
| PHYSICIAN OFFICE PRACTICE SERVICES | -       | -       | -       | -       | -       | -       | -       | 0.0%                        | 0.0%                       | C                            |
| UNCATEGORIZED                      | -       | -       | -       | -       | -       | -       | -       | 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%    | 0.070                       | 0.070                      |                              |
| TOTAL TRAVELER FTEs                |         |         |         |         |         |         |         |                             |                            |                              |
| GENERAL SERVICES                   | -       | 0.1     | -       | -       | -       | -       | -       | 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                          |
| OUTPATIENT ROUTINE SERVICES        | -       | -       | -       | -       | -       | -       | -       | 0.0%                        | 0.0%                       | C                            |
| ANCILLARY SERVICES                 | 2.0     | 2.1     | -       | 5.5     | 1.0     | 3.2     | 0.5     | -43.0%                      | 215.3%                     | 100                          |
| OTHER SERVICES                     | -       | -       | -       | -       | -       | -       | -       | 0.0%                        | 0.0%                       | (                            |
| PHYSICIAN OFFICE PRACTICE SERVICES | 1.7     | 0.6     | -       | -       | -       | -       | -       | 0.0%                        | 0.0%                       | (                            |
| UNCATEGORIZED                      |         | -       |         |         |         |         | -       | 0.0%                        | 0.0%                       | 0                            |
| OTAL TRAVELER FTEs                 | 7.5     | 11.5    | -       | 18.7    | 4.0     | 12.4    | 2.3     | -33.8%                      | 209.4%                     | 100                          |
| OTAL RESIDENTS & FELLOWS FTEs      | -18.8%  | 52.7%   | -100.0% | 62.5%   | #DIV/0! | -33.8%  | -43.0%  |                             |                            |                              |
| GENERAL SERVICES                   |         |         |         |         |         |         | -       | 0.0%                        | 0.0%                       | C                            |
| INPATIENT ROUTINE SERVICES         |         |         |         |         |         |         |         | 0.0%                        | 0.0%                       | (                            |
| OUTPATIENT ROUTINE SERVICES        |         |         |         |         |         |         |         | 0.0%                        | 0.0%                       | (                            |
| ANCILLARY SERVICES                 | -       | -       | -       | -       | -       | -       | -       | 0.0%                        | 0.0%                       | 0                            |
| OTHER SERVICES                     | -       | -       | -       | -       | -       | -       | -       | 0.0%                        | 0.0%                       | 0                            |
| PHYSICIAN OFFICE PRACTICE SERVICES | -       | -       | -       | -       | -       | -       | -       | 0.0%                        | 0.0%                       | 0                            |
| UNCATEGORIZED                      | -       | -       | -       | -       | -       | -       | -       | 0.0%                        | 0.0%                       | (                            |
| TOTAL RESIDENTS & FELLOWS FTEs     |         |         |         |         |         |         |         | 0.0%                        | 0.0%                       | (                            |
| OTAL REDIDENTO UT LELOWOTTES       | #DIV/0! | 0.070                       | 0.070                      |                              |
| ILP FTEs                           |         |         |         |         |         |         |         |                             |                            |                              |
| GENERAL SERVICES                   | -       | -       | -       | -       | -       | -       | -       | 0.0%                        | 0.0%                       | 0                            |
| INPATIENT ROUTINE SERVICES         | -       | -       | -       | 5.3     | 5.2     | 1.5     | 3.2     | -72.0%                      | -71.3%                     | 100                          |
| OUTPATIENT ROUTINE SERVICES        | -       | -       | -       | -       | -       | -       | -       | 0.0%                        | 0.0%                       | (                            |
| ANCILLARY SERVICES                 | -       | -       | -       | 5.2     | 4.2     | 3.7     | 4.8     | -29.7%                      | -13.8%                     | 100                          |
| OTHER SERVICES                     |         | -       | -       | -       | -       | -       | -       | 0.0%                        | 0.0%                       | C                            |
| PHYSICIAN OFFICE PRACTICE SERVICES |         | -       | -       | 33.6    | 36.8    | 33.9    | 29.5    | 0.7%                        | -7.9%                      | 100                          |
| UNCATEGORIZED                      | -       | -       | -       | -       | -       | -       | -       | 0.0%                        | 0.0%                       | 0                            |
| FOTAL MLP FTEs                     |         | -       |         | 44.2    | 46.2    | 39.0    | 37.4    | -11.7%                      | -15.6%                     | 100                          |
| UTAL WILF FIES                     |         |         |         | 77.2    | 10.2    | 00.0    |         |                             |                            |                              |

| 201A         201A <th< th=""><th>REPORT 3<br/>STAFFING REPORT</th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th></th<>   | REPORT 3<br>STAFFING REPORT        |                  |                  |              |              |              |                  |                  |         |         |                               |
|--|------------------------------------|------------------|------------------|--------------|--------------|--------------|------------------|------------------|---------|---------|-------------------------------|
| GENERAL SERVICES         286,5         288,7         200,8         319,0         332,2         321,7         307,9         0.8%         4.4%           NUMTENT FOUTINE SERVICES         222,5         8,5         248,9         9,5         9,8         -         -         -         100,0%         <   |                                    | 2014A            | 2015A            | 2016B        | 2016A        | 2017B        | 2017A            | 2018B            | 2016A - | 2017B - | ANNUALIZE<br>2012A -<br>2018B |
| INPATIENT FOUTINE SERVICES         300         344.6         382         337         379         36.1         53.7         100%         -           ANCLLARY SERVICES         246.6         266.5         274.6         286.6         271.4         227.7         222.6         71.%         5.7%         -         0.0%   |                                    |                  |                  |              |              |              |                  |                  |         |         |                               |
| OUTPATIENT ROUTINE SERVICES         222.5         6.5         246.9         9.5         9.8  | GENERAL SERVICES                   | 268.5            | 288.7            | 290.8        | 319.0        | 333.2        | 321.7            | 307.9            | 0.8%    | -3.4%   | 2.4                           |
| ANCILLARY SERVICES         246.8         274.6         274.4         277.7         226.8         7.1%         5.2%           PHYSIGLAN OFFICE PRACTICE SERVICES         -         -         -         -         -         -         -         0.0%         0.0%           INCATECORYST         -         -         -         -         -         -         0.0%         0.0%           INCATECORYST         1195.5         1195.5         1197.4         1290.5         1295.5         1.9%         0.2%         0.2%         0.0%  | INPATIENT ROUTINE SERVICES         | 330.7            | 344.8            | 338.2        | 333.7        | 357.9        | 356.1            | 353.7            | 6.7%    | -0.5%   | 2.0                           |
| OTHER SERVICES         .   | OUTPATIENT ROUTINE SERVICES        | 202.5            | 8.5              | 246.9        | 9.5          | 9.8          | -                | -                | -100.0% | -100.0% | -100.0                        |
| PHYSICAN OFFICE PRACTICES SERVICES         .         2020         .         2040         2272         3.1%         4.9%         1           IDCATEGORED         .  | ANCILLARY SERVICES                 | 248.6            | 266.5            | 274.6        | 268.6        | 273.4        | 287.7            | 292.6            | 7.1%    | 5.2%    | 2.5                           |
| UNCATEGORIZED         -         -         -         -         -         -         0.0%         0.0%           TOTA ALL OTRE FTES         -         -         -         -         -         0.0%         0.0%         0.0%           GENERAL SERVICES         286.5         286.7         200.8         319.0         333.2         221.7         307.9         0.8%         -         -         -         100.0%         -         -         -         100.0%         - <td>OTHER SERVICES</td> <td>-</td> <td>-</td> <td></td> <td></td> <td>-</td> <td></td> <td>-</td> <td>0.0%</td> <td>0.0%</td> <td>0.0</td>   | OTHER SERVICES                     | -                | -                |              |              | -            |                  | -                | 0.0%    | 0.0%    | 0.0                           |
| TOTAL ALL OTHER FTES         10903         11322         11093         11714         12105         12103         11114         3 4%         0 2%           NON MD TFES         -0.4%         8.1%         5.1%         3.2%         5.2%         3.0%         -1.6%           GENERAL SERVICES         288.5         288.7         290.8         319.0         333.2         22.7.7         307.9         0.8% <td< td=""><td>PHYSICIAN OFFICE PRACTICE SERVICES</td><td>-</td><td>226.7</td><td>-</td><td>240.6</td><td>236.3</td><td>248.0</td><td>237.2</td><td>3.1%</td><td>4.9%</td><td>100.0</td></td<>  | PHYSICIAN OFFICE PRACTICE SERVICES | -                | 226.7            | -            | 240.6        | 236.3        | 248.0            | 237.2            | 3.1%    | 4.9%    | 100.0                         |
| Own AD FTES         0.4%         6.1%         5.1%         3.2%         5.2%         3.6%         -1.6%           GENERAL SERVICES         286.5         286.7         200.8         319.0         333.2         321.7         307.9         0.6%         -3.4%           INPATIENT ROUTINE SERVICES         202.5         8.5         246.6         9.6         9.8         -<  | UNCATEGORIZED                      | -                | -                | -            | -            | -            | -                | -                | 0.0%    | 0.0%    | 0.0                           |
| NON-MD FTE         UN   | TOTAL ALL OTHER FTEs               | 1,050.3          | 1,135.2          |              | /            |              | 1,213.5          | 1,191.4          | 3.6%    | 0.2%    | 3.0                           |
| GENERAL SERVICES         28.5         28.7         20.8         310.0         33.2.2         32.7         307.9         0.9%         -3.4%           INPATIENT ROUTINE SERVICES         30.0         33.4         337.6         339.1         333.1         357.6         339.6         55.%         -1.5%           OUTFAIRET ROUTINE SERVICES         22.65         8.5         24.69         9.5         9.8         -         0.0%         0.0%         -         0.0%         0.0%         -         0.0%         -         0.0%         0.0%         -         0.0%         0.0%         -         0.0%         0.0%         -         0.0%         0.0%         -         0.0%         0.0%         -         0.0%         0.0% <td></td> <td>-0.4%</td> <td>8.1%</td> <td>5.1%</td> <td>3.2%</td> <td>5.2%</td> <td>3.6%</td> <td>-1.6%</td> <td></td> <td></td> <td></td>   |                                    | -0.4%            | 8.1%             | 5.1%         | 3.2%         | 5.2%         | 3.6%             | -1.6%            |         |         |                               |
| INPATIENT ROUTINE SERVICES         330.7         34.8         338.2         339.1         363.1         37.6         356.9         5.5%         -1.5%           OUTPATIENT ROUTINE SERVICES         202.5         8.5         246.9         27.8         27.7.8         291.3         27.6         20.0%         4.9%         0.0%         -         -         -         0.0% <td< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></td<>   |                                    |                  |                  |              |              |              |                  |                  |         |         |                               |
| OUTPATIENT ROUTINE SERVICES         202.5         8.5         24.6.9         9.5         9.8         -   |                                    |                  |                  |              |              |              |                  |                  |         |         | 2.4                           |
| ANCILARY SERVICES         246.6         274.6         277.6         291.3         297.5         6.4%         4.9%           OTHER SERVICES         .   |                                    |                  |                  |              |              |              | 357.6            |                  |         |         | 2.1                           |
| OTHER SERVICES         .   |                                    |                  |                  |              |              |              | -                |                  |         |         | -100.0                        |
| PHYSICIAN OFFICE PRACTICE SERVICES         -         226.7         -         274.2         273.1         281.8         286.6         2.8%         3.2%         1           UNCATEGORIZED         -         0.0%  |                                    | 248.6            | 266.5            | 274.6        | 273.8        | 277.6        | 291.3            | 297.5            | 6.4%    | 4.9%    | 2.8                           |
| UNCATEGORIZED         -         -         -         -         -         0.0%         0.0%           TOTAL NON-MO FTES         1.0503         1.1152         1.1215         1.225.         1.225.         1.225.         1.225.         1.225.         1.225.         1.225.         3.0%         -2.2%           ALL FTES         GENERAL SERVICES         2.86.5         2.89.2         2.91.3         319.5         333.7         322.2         308.5         0.8%         -3.4%           INPATIENT ROUTINE SERVICES         2.80.2         8.5         2.99.1         9.5         9.8         -         -         100.0%         -0.00.0%         -0.00.0%         -0.00.0%         -         -         0.00%         -0.00.0%         -0.00.0%         -0.00.0%         -         0.0%         0.0%         -         0.0%         0.0%         -         0.0%         0.0%         -   | OTHER SERVICES                     | -                | -                | -            | -            | -            | -                | -                | 0.0%    | 0.0%    | 0.0                           |
| TOTAL NON-MD FTEs         1,050.3         1,152.2         1,125.2         1,225.5         1,228.8         3,0%         -0,3%           -0,4%         8.1%         5.1%         7.1%         9.2%         3,0%         -2,2%           ALL FTEs         GENERAL SERVICES         268.5         299.2         291.3         319.5         333.7         322.2         308.5         0.9%         3.4%           INPATIENT ROUTINE SERVICES         350.2         8.5         299.1         9.5         9.8         -         -         100.0%         -         100.0%         -         100.0%         -         100.0%         -         0.0%         -         0.0%         -         0.0%         0.0%         0.0%         0.0%         -         0.0%         0.0%         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                         |
| -0.4%         8.1%         5.1%         7.1%         9.2%         3.0%         -2.2%           ALL FTEs  |                                    |                  | -                | -            | -            | -            | -                | -                |         |         | 0.0                           |
| ALL FTES           GENERAL SERVICES         268.5         289.2         291.3         319.5         333.7         322.2         308.5         0.8%         -3.4%           INPATEINT ROUTINE SERVICES         250.2         8.5         299.1         9.5         9.8         -         -         100.0%         -100.0%         -010.0%         -010.0%         -010.0%         -010.0%         -00.0%         0.0%         -1         0.0%         0.0%         -1         0.0%         0.0%         -         -         0.0%         0  | TOTAL NON-MD FTEs                  |                  |                  |              |              |              |                  |                  | 3.0%    | -0.3%   | 3.5                           |
| GENERAL SERVICES         286.5         289.2         291.3         319.5         333.7         322.2         306.5         0.8%         -3.4%           INPATIENT ROUTINE SERVICES         351.1         370.6         357.8         367.7         383.5         370.9         374.7         0.9%         -3.3%           ANCILARY SERVICES         262.2         8.5         299.1         9.5         9.8         -         0.0%  |                                    | -0.4%            | 8.1%             | 5.1%         | 7.1%         | 9.2%         | 3.0%             | -2.2%            |         |         |                               |
| INPATIENT ROUTINE SERVICES         331.1         370.6         577         383.5         370.9         374.7         0.9%         -3.3%           OUTPATIENT ROUTINE SERVICES         250.2         8.5         299.1         9.5         9.8         -         -         -         -100.0%         0.0%  | ALL FTEs                           |                  |                  |              |              |              |                  |                  |         |         |                               |
| OUTPATIENT ROUTINE SERVICES         250.2         8.5         299.1         9.5         9.8         -         0.0%         -         -         -         0.0%         -         -         0.0%         0.0%         -         -         -         0.0%         0.0%         -         0.0%         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                   | 268.5            | 289.2            | 291.3        | 319.5        | 333.7        | 322.2            | 308.5            | 0.8%    | -3.4%   | 2.5                           |
| ANCILLARY SERVICES       262.7       282.7       282.7       288.2       293.3       292.0       307.7       309.4       4.9%       5.4%         OTHER SERVICES       -       -       -       -       -       -       0.0%       0.0%         UNCATEGORIZED       -       -       -       -       -       -       0.0%       0.0%         UNCATEGORIZED       -       -       -       -       -       -       0.0%       0.0%         TOTAL ALL FTES       1,134.1       1,228.2       1,236.2       1,317.4       1,345.9       1,315.0       1,316.4       2.7%       0.5%         TOTAL ALL FTES       1,134.1       1,228.2       1,236.2       1,317.4       1,345.9       1,315.0       1,316.4       2.7%       0.5%         GENERAL SERVICES       \$15,736,470       \$17,572,951       \$19,835,245       \$20,041,816       \$20,049,557       3.1%       2.2%         INPATIENT ROUTINE SERVICES       \$18,847.787       \$18,011.0       \$19,412,574       \$18,918,582       \$22,278,361       3.1%       8.4%         OUTPATIENT ROUTINE SERVICES       \$11,249.44       \$13,445,754       \$0       \$0       \$0       \$0       \$0       \$0       \$0       \$  | INPATIENT ROUTINE SERVICES         | 351.1            | 370.6            | 357.8        | 367.7        | 383.5        | 370.9            | 374.7            | 0.9%    | -3.3%   | 2.3                           |
| OTHER SERVICES         1.7         277.2         327.4         326.9         352.1         325.9         7.5%         7.7%         11           UNCATEGORIZED         1.7         277.2         -         327.4         326.9         352.1         325.9         7.5%         7.7%         11           UNCATEGORIZED         1.134.1         1.228.2         1.317.4         1.345.9         1.353.0         1.318.4         2.7%         0.5%           OTHAL ALL FTES         1.134.1         1.228.2         1.317.4         1.345.9         1.353.0         1.318.4         2.7%         0.5%           OTHAL ALL FTES         1.318.4         2.7%         0.5%           OTHOUTHOUTHOUTHOUTHOUTHOUTHOUTHOUTHOUTHO  | OUTPATIENT ROUTINE SERVICES        | 250.2            | 8.5              | 299.1        | 9.5          | 9.8          | -                | -                | -100.0% | -100.0% | -100.0                        |
| OTHER SERVICES         .   | ANCILLARY SERVICES                 | 262.7            | 282.7            | 288.2        | 293.3        | 292.0        | 307.7            | 309.4            | 4.9%    | 5.4%    | 2.8                           |
| PHYSICIAN OFFICE PRACTICE SERVICES         1.7         277.2         327.4         326.9         352.1         325.9         7.5%         7.7%         11           UNCATEGORIZED         -         -         -         -         -         0.0% <t< td=""><td>OTHER SERVICES</td><td>-</td><td>-</td><td>-</td><td>-</td><td>-</td><td>-</td><td>-</td><td></td><td></td><td>0.0</td></t<>   | OTHER SERVICES                     | -                | -                | -            | -            | -            | -                | -                |         |         | 0.0                           |
| UNCATEGORIZED         ·         <  | PHYSICIAN OFFICE PRACTICE SERVICES | 1.7              | 277.2            | -            | 327.4        | 326.9        | 352.1            | 325.9            |         |         | 100.0                         |
| -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         \$20,049,557         3.1%         2.2%           INPATIENT ROUTINE SERVICES         \$18,353,090         \$19,840,990         \$18,898,721         \$21,732,961         \$20,045,076         \$22,278,361         3.1%         8.4%           OUTPATIENT ROUTINE SERVICES         \$16,767,665         \$18,247,787         \$18,701,110         \$19,412,574         \$18,915,622         \$22,09,113         \$22,343,219         16.0%         19.0%           OTHER SERVICES         \$16,767,665         \$18,247,787         \$18,715,40         \$0 <td></td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td></td> <td></td> <td>0.04</td>  |                                    | -                | -                | -            | -            | -            | -                | -                |         |         | 0.04                          |
| NON-MD WAGES         Storage   | TOTAL ALL FTES                     |                  |                  |              |              |              |                  |                  | 2.7%    | 0.5%    | 3.6                           |
| 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%           INPATIENT ROUTINE SERVICES         \$18,333,090         \$19,840,990         \$18,889,721         \$21,732,961         \$20,667,325         \$22,405,076         \$22,278,361         3.1%         8.4%           OUTPATIENT ROUTINE SERVICES         \$611,650         \$594,038         \$14,452,557         \$608,633         \$713,082         \$0         \$0         \$100.0%         -100.0%         -100.0%         -100.0%         -100.0%         -00.0%         -100.0%   |                                    | -0.3%            | 8.3%             | 5.2%         | 7.3%         | 8.9%         | 2.7%             | -2.0%            |         |         |                               |
| INPATIENT ROUTINE SERVICES         \$18,353,090         \$19,840,990         \$18,898,721         \$21,732,961         \$20,667,325         \$22,278,361         3.1%         8.4%           OUTPATIENT ROUTINE SERVICES         \$611,650         \$594,038         \$14,452,557         \$608,633         \$713,082         \$0         \$0         -100.0% <td< td=""><td>NON-MD WAGES</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></td<>                                 | NON-MD WAGES                       |                  |                  |              |              |              |                  |                  |         |         |                               |
| OUTPATIENT ROUTINE SERVICES         \$611,650         \$594,038         \$14,452,557         \$608,633         \$713,082         \$0         -100.0%         -100.0%         -110.0%         -100.0%         -110.0%         -100.0%   | 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                           |
| ANCILLARY SERVICES         \$16,767,665         \$18,247,787         \$19,701,110         \$19,412,574         \$18,918,582         \$22,2509,113         \$22,343,219         16.0%         19.0%           OTHER SERVICES         \$0 <td>INPATIENT ROUTINE SERVICES</td> <td>\$18,353,090</td> <td>\$19,840,990</td> <td>\$18,898,721</td> <td>\$21,732,961</td> <td>\$20,667,325</td> <td>\$22,405,076</td> <td>\$22,278,361</td> <td>3.1%</td> <td>8.4%</td> <td>5.7</td> | 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                           |
| OTHER SERVICES         \$0   | OUTPATIENT ROUTINE SERVICES        | \$611,650        | \$594,038        | \$14,452,557 | \$608,633    | \$713,082    | \$0              | \$0              | -100.0% | -100.0% | -100.0                        |
| PHYSICIAN OFFICE PRACTICE SERVICES         \$11,294,249         \$13,445,754         \$0         \$16,287,122         \$18,024,861         \$16,965,583         10.7%         7.1%         11           UNCATEGORIZED         \$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                           |
| UNCATEGORIZED         \$0  | OTHER SERVICES                     | \$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%           NON-MD WAGES PER FTE         4.1%         11.1%         7.6%         11.7%         10.8%         7.1%         5.8%           GENERAL SERVICES         \$58,618         \$60,903         \$60,436         \$62,174         \$60,067         \$63,565         \$65,117         2.2%         5.8%           INPATIENT ROUTINE SERVICES         \$58,618         \$60,903         \$60,436         \$62,174         \$60,067         \$63,565         \$65,117         2.2%         5.8%           OUTPATIENT ROUTINE SERVICES         \$58,618         \$60,903         \$60,436         \$64,134         \$73,062         \$0         -100.0%         -100.0%         -101.0%         -101.0%         -101.0%         -101.0%         -100.0%  | 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                         |
| 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         \$63,655         \$65,117         2.2%         5.8%           INPATIENT ROUTINE SERVICES         \$55,493         \$57,537         \$55,882         \$64,098         \$56,924         \$62,650         \$62,429         -2.3%         10.1%           OUTPATIENT ROUTINE SERVICES         \$3,020         \$69,559         \$58,534         \$64,134         \$73,062         \$0         \$0         -100.0%         -10           ANCILLARY SERVICES         \$3,020         \$69,559         \$58,534         \$64,134         \$77,266         \$75,116         9.0%         13.4%           OTHER SERVICES         \$67,462         \$68,480         \$68,093         \$70,903         \$68,141         \$77,266         \$75,116         9.0%         13.4%           OTHER SERVICES         \$0  |                                    |                  |                  |              | \$0          |              |                  | \$0              | 0.0%    | 0.0%    | 0.0                           |
| NON-MD WAGES PER FTE         S58,618         \$60,903         \$60,436         \$62,174         \$60,067         \$63,565         \$65,117         2.2%         5.8%           INPATIENT ROUTINE SERVICES         \$55,493         \$57,537         \$55,882         \$64,098         \$56,924         \$62,650         \$62,429         -2.3%         10.1%           OUTPATIENT ROUTINE SERVICES         \$3,020         \$69,559         \$58,543         \$64,134         \$73,062         \$0         0.00%         -100.0%         -10           ANCILLARY SERVICES         \$67,462         \$68,480         \$68,093         \$70,903         \$68,141         \$77,266         \$75,116         9.0%         13.4%           OTHER SERVICES         \$60         \$50         \$0         \$0         \$00         \$00         \$0         \$00         \$00         \$0         \$00         \$00         \$08         \$00%         \$00  | TOTAL NON-MD WAGES                 |                  |                  |              |              |              |                  |                  | 7.1%    | 8.1%    | 6.8                           |
| GENERAL SERVICES         \$58,618         \$60,903         \$60,436         \$62,174         \$60,067         \$63,565         \$65,117         2.2%         5.8%           INPATIENT ROUTINE SERVICES         \$55,433         \$57,573         \$55,882         \$64,098         \$56,924         \$62,650         \$62,429         -2.3%         10.1%           OUTPATIENT ROUTINE SERVICES         \$3,020         \$69,559         \$58,854         \$64,134         \$73,062         \$0         \$100.0%         -10   | NON-MD WAGES PER FTE               | 4.1%             | 11.1%            | 7.6%         | 11.7%        | 10.8%        | 7.1%             | 5.8%             |         |         |                               |
| INPATIENT ROUTINE SERVICES         \$55,493         \$57,537         \$55,882         \$64,098         \$56,924         \$62,650         \$62,429         -2.3%         10.1%           OUTPATIENT ROUTINE SERVICES         \$3,020         \$69,559         \$58,534         \$64,134         \$73,062         \$0         \$0         -100.0%         -100.  |                                    | \$58 619         | \$60.903         | \$60.426     | \$62 174     | \$60.067     | \$63 565         | \$65.117         | 2 20%   | 5 8%    | 3.4                           |
| OUTPATIENT ROUTINE SERVICES         \$3,020         \$69,559         \$58,534         \$64,134         \$73,062         \$0         -100.0% </td <td></td> <td>3.4</td>  |                                    |                  |                  |              |              |              |                  |                  |         |         | 3.4                           |
| ANCILLARY SERVICES         \$67,462         \$68,480         \$68,093         \$70,903         \$68,141         \$77,266         \$75,116         9.0%         13.4%           OTHER SERVICES         \$0  |                                    |                  |                  |              |              |              |                  |                  |         |         |                               |
| OTHER SERVICES         \$0   |                                    |                  |                  |              |              |              |                  |                  |         |         | -100.0                        |
| PHYSICIAN OFFICE PRACTICE SERVICES         \$0         \$59,321         \$0         \$59,401         \$61,609         \$63,955         \$63,637         7.7%         3.8%         10           UNCATEGORIZED         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0         0.0%   |                                    |                  |                  |              |              |              |                  |                  |         |         | 3.0                           |
| UNCATEGORIZED         \$0         \$0         \$0         \$0         \$0         \$0         \$0         0.0%         0.0%           FOTAL NON-MD WAGES PER FTE         \$59,759         \$61,408         \$60,517         \$64,066         \$61,378         \$66,578         \$66,436         3.9%         8.5%  |                                    |                  |                  |              |              |              |                  |                  |         |         | 0.0                           |
| FOTAL NON-MD WAGES PER FTE \$59,759 \$61,408 \$60,517 \$64,066 \$61,378 \$66,578 \$66,436 3.9% 8.5%  |                                    |                  |                  |              |              |              |                  |                  |         |         | 100.0                         |
|  |                                    |                  |                  |              |              |              |                  |                  |         |         | 0.0                           |
|  | IUIAL NON-MD WAGES PER FIE         | \$59,759<br>4.5% | \$61,408<br>2.8% | \$60,517     | \$64,066     | \$61,378     | \$66,578<br>3.9% | \$66,436<br>8.2% | 3.9%    | 8.5%    | 3.2                           |

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

4.5%

2.8%

2.4%

4.3%

3.9%

8.2%

1.4%

CENTRAL VERMONT MEDICAL CENTER

### CENTRAL VERMONT MEDICAL CENTER REPORT 4 KEY HOSPITAL STATISTICS & RATIOS

|  | ŀ  |  |  |   |  | PERCENT<br>2016A -  | CHANGE<br>2017B -  | ANNUALIZED<br>2014A -  | # CH/  | ANGE  |
|--|--|--|--|---|--|---|--|--|--|---|
| Туре   | Statistic  | 2016A  | 2017B  | 2017A   | 2018B  | 2010A -<br>2017A  | 2017B -<br>2017A   | 2014A -  | 2016A - 2017A  | 2017B - 2017A   |
| UTI  | AVERAGE DAILY CENSUS   | 170.8  | 189.1  | 175.7   | 192.4  | 2.9%  | -7.1%  | 11   | 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  |
|  |  |  |  |   |  |   | CHANGE   | ANNUALIZED   | # CH/  | ANGE  |
|  |  |  |  |   |  | 2016A -   | 2017B -  | 2014A -  |  |   |
| CAP  | AGE OF PLANT   | 2016A<br>9.7   | 2017B<br>10.6  | 2017A<br>10.2   | 2018B<br>11.4  | 2017A<br>5.8%   | <u>2017A</u><br>-3.7%  | 2018B<br>6.2%  | <b>2016A - 2017A</b><br>0.6  | 2017B - 2017A   |
| CAP  | AGE OF PLANT<br>AGE OF PLANT BUILDING  | 9.7  | 10.6   | 23.2  | 11.4   | 5.8%<br>91.1%   | - <u>3.7%</u><br>73.3%   |  | 0.6  | <u>(0.4)</u><br>9.8   |
| CAP  | AGE OF PLANT BOILDING  | 7.4  | 7.3  | 1.9   | 7.7  | -73.8%  | -73.4%   |  | (5.5)  | (5.4)   |
| CAP  | LONG TERM DEBT TO CAPITALIZATION   | 17.9%  | 16.2%  | 16.8%   | 18.1%  | -73.8%  | -73.4%<br>3.9%   |  | (0.0)  | 0.0   |
| CAP  | DEBT PER STAFFED BED   | 365,693  | 301,195  | 355,492   | 407,857  | -0.0%   | 18.0%  |  | (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%  |  | (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%  |  | 0.0  | (10,030.4)  |
| CAP  | DEBT SERVICE COVERAGE RATIO  | 3.4  | 4.5  | 2.2   | 4.0  | -34.9%  | -50.3%   |  | (1.2)  | (2.3)   |
| CAP  | DEPRECIATION RATE  | 5.8  | 5.5  | 5.7   | 5.4  | -1.0%   | 3.0%   |  | (0.1)  | 0.2   |
| CAP  | CAPITAL EXPENDITURES TO DEPRECIATION   | 133.1%   | 139.8%   | 109.3%  | 103.5%   | -17.9%  | -21.8%   |  | (0.2)  | (0.3)   |
| CAP  | CAPITAL EXPENDITURE GROWTH RATE  | 7.7  | 7.7  | 6.2   | 5.6  | -18.7%  | -19.5%   |  | (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%   |  | (0.0)  | (0.0)   |
|  |  |  |  |   |  | PERCENT   |  | ANNUALIZED   | # CH/  | NOT   |
|  |  |  |  |   |  |   |  |  | # СП/  | ANGE  |
|  |  | 00404  | 00475  | 00474   | 00405  | 2016A -   | 2017B -  | 2014A -  |  |   |
| DEV  |  | 2016A  | 2017B  | 2017A   | 2018B  | 2016A -<br>2017A  | 2017B -<br>2017A   | 2014A -<br>2018B   | 2016A - 2017A  | 2017B - 2017A   |
| REV  | DEDUCTION %  | 49.1%  | 48.1%  | 50.6%   | 59.5%  | 2016A -<br>2017A<br>3.1%  | 2017B -<br>2017A<br>5.3%   | 2014A -<br>2018B<br>6.4%   | <b>2016A - 2017A</b><br>0.0  | <b>2017B - 2017A</b><br>0.0   |
| REV  | BAD DEBT %   | 49.1%<br>1.4%  | 48.1%<br>1.3%  | 50.6%<br>1.5%   | 59.5%<br>1.2%  | 2016A -<br>2017A<br>3.1%<br>11.1%   | 2017B -<br>2017A<br>5.3%<br>16.9%  | 2014A -<br>2018B<br>6.4%<br>-12.7%   | <b>2016A - 2017A</b><br>0.0<br>0.0   | <b>2017B - 2017A</b><br>0.0<br>0.0  |
| REV<br>REV   | BAD DEBT %<br>FREE CARE %  | 49.1%<br>1.4%<br>0.7%  | 48.1%<br>1.3%<br>0.7%  | 50.6%<br>1.5%<br>1.4%   | 59.5%<br>1.2%<br>1.1%  | 2016A -<br>2017A<br>3.1%<br>11.1%<br>104.0%   | 2017B -<br>2017A<br>5.3%<br>16.9%<br>107.5%  | 2014A -<br>2018B<br>6.4%<br>-12.7%<br>4.7%   | <b>2016A - 2017A</b><br>0.0<br>0.0<br>0.0  | 2017B - 2017A<br>0.0<br>0.0<br>0.0  |
| REV<br>REV<br>REV  | BAD DEBT % FREE CARE % OPERATING MARGIN %  | 49.1%<br>1.4%<br>0.7%<br>1.0%  | 48.1%<br>1.3%<br>0.7%<br>1.8%  | 50.6%<br>1.5%<br>1.4%<br>-0.9%  | 59.5%<br>1.2%<br>1.1%<br>1.8%  | 2016A -<br>2017A<br>3.1%<br>11.1%<br>104.0%<br>-190.9%  | 2017B -<br>2017A<br>5.3%<br>16.9%<br>107.5%<br>-150.5%   | 2014A -<br>2018B<br>6.4%<br>-12.7%<br>4.7%<br>-11.0%   | <b>2016A - 2017A</b><br>0.0<br>0.0<br>0.0<br>(0.0)   | 2017B - 2017A<br>0.0<br>0.0<br>0.0<br>(0.0)   |
| REV<br>REV<br>REV<br>REV   | BAD DEBT % FREE CARE % OPERATING MARGIN % TOTAL MARGIN %   | 49.1%<br>1.4%<br>0.7%<br>1.0%<br>1.9%  | 48.1%<br>1.3%<br>0.7%<br>1.8%<br>2.7%  | 50.6%<br>1.5%<br>1.4%<br>-0.9%<br>6.7%  | 59.5%<br>1.2%<br>1.1%<br>1.8%<br>2.6%  | 2016A -<br>2017A<br>3.1%<br>11.1%<br>104.0%<br>-190.9%<br>262.5%  | 2017B -<br>2017A<br>5.3%<br>16.9%<br>107.5%<br>-150.5%<br>148.3%   | 2014A -<br>2018B<br>6.4%<br>-12.7%<br>4.7%<br>-11.0%<br>-14.3%   | 2016A - 2017A<br>0.0<br>0.0<br>0.0<br>(0.0)<br>0.0   | 2017B - 2017A<br>0.0<br>0.0<br>0.0<br>(0.0)<br>0.0  |
| REV<br>REV<br>REV<br>REV<br>REV                                    | BAD DEBT %<br>FREE CARE %<br>OPERATING MARGIN %<br>TOTAL MARGIN %<br>OUTPATIENT GROSS REVENUE %  | 49.1%<br>1.4%<br>0.7%<br>1.0%<br>1.9%<br>71.5%   | 48.1%<br>1.3%<br>0.7%<br>1.8%<br>2.7%<br>71.1%   | 50.6%<br>1.5%<br>1.4%<br>-0.9%<br>6.7%<br>71.8%   | 59.5%<br>1.2%<br>1.1%<br>1.8%<br>2.6%<br>56.2%   | 2016A -<br>2017A<br>3.1%<br>11.1%<br>104.0%<br>-190.9%<br>262.5%<br>0.3%  | 2017B -<br>2017A<br>5.3%<br>16.9%<br>107.5%<br>-150.5%<br>148.3%<br>1.0%   | 2014A -<br>2018B<br>6.4%<br>-12.7%<br>4.7%<br>-11.0%<br>-14.3%<br>-5.8%  | 2016A - 2017A<br>0.0<br>0.0<br>0.0<br>(0.0)<br>0.0<br>0.0  | 2017B - 2017A<br>0.0<br>0.0<br>0.0<br>(0.0)<br>0.0<br>0.0   |
| REV<br>REV<br>REV<br>REV<br>REV<br>REV                             | BAD DEBT %     Image: Constraint of the second | 49.1%<br>1.4%<br>0.7%<br>1.0%<br>1.9%<br>71.5%<br>23.8%  | 48.1%<br>1.3%<br>0.7%<br>1.8%<br>2.7%<br>71.1%<br>23.5%  | 50.6%<br>1.5%<br>1.4%<br>-0.9%<br>6.7%<br>71.8%<br>23.2%  | 59.5%<br>1.2%<br>1.1%<br>1.8%<br>2.6%<br>56.2%<br>23.7%  | 2016A -<br>2017A<br>3.1%<br>11.1%<br>104.0%<br>-190.9%<br>262.5%<br>0.3%<br>-2.5%   | 2017B -<br>2017A<br>5.3%<br>16.9%<br>107.5%<br>-150.5%<br>148.3%<br>1.0%<br>-1.2%  | 2014A -<br>2018B<br>6.4%<br>-12.7%<br>4.7%<br>-11.0%<br>-14.3%<br>-5.8%<br>0.6%  | 2016A - 2017A<br>0.0<br>0.0<br>0.0<br>(0.0)<br>0.0   | 2017B - 2017A<br>0.0<br>0.0<br>0.0<br>(0.0)<br>0.0  |
| REV<br>REV<br>REV<br>REV<br>REV                                    | BAD DEBT %<br>FREE CARE %<br>OPERATING MARGIN %<br>TOTAL MARGIN %<br>OUTPATIENT GROSS REVENUE %  | 49.1%<br>1.4%<br>0.7%<br>1.0%<br>1.9%<br>71.5%   | 48.1%<br>1.3%<br>0.7%<br>1.8%<br>2.7%<br>71.1%   | 50.6%<br>1.5%<br>1.4%<br>-0.9%<br>6.7%<br>71.8%   | 59.5%<br>1.2%<br>1.1%<br>1.8%<br>2.6%<br>56.2%   | 2016A -<br>2017A<br>3.1%<br>11.1%<br>104.0%<br>-190.9%<br>262.5%<br>0.3%  | 2017B -<br>2017A<br>5.3%<br>16.9%<br>107.5%<br>-150.5%<br>148.3%<br>1.0%   | 2014A -<br>2018B<br>6.4%<br>-12.7%<br>4.7%<br>-11.0%<br>-14.3%<br>-5.8%<br>0.6%<br>100.0%  | 2016A - 2017A<br>0.0<br>0.0<br>0.0<br>(0.0)<br>0.0<br>0.0<br>0.0<br>(0.0)  | 2017B - 2017A<br>0.0<br>0.0<br>0.0<br>(0.0)<br>0.0<br>0.0<br>0.0<br>(0.0)<br>-  |
| REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV                      | BAD DEBT %     I       FREE CARE %     I       OPERATING MARGIN %     I       TOTAL MARGIN %     I       OUTPATIENT GROSS REVENUE %     I       INPATIENT GROSS REVENUE %     I       PHYSICIAN GROSS REVENUE %     I  | 49.1%<br>1.4%<br>0.7%<br>1.0%<br>1.9%<br>71.5%<br>23.8%<br>0.0%  | 48.1%<br>1.3%<br>0.7%<br>1.8%<br>2.7%<br>71.1%<br>23.5%<br>0.0%  | 50.6%<br>1.5%<br>1.4%<br>-0.9%<br>6.7%<br>71.8%<br>23.2%<br>0.0%  | 59.5%<br>1.2%<br>1.1%<br>1.8%<br>2.6%<br>56.2%<br>23.7%<br>14.4%   | 2016A -<br>2017A<br>3.1%<br>11.1%<br>104.0%<br>-190.9%<br>262.5%<br>0.3%<br>-2.5%<br>0.0%   | 2017B -<br>2017A<br>5.3%<br>16.9%<br>107.5%<br>-150.5%<br>148.3%<br>1.0%<br>-1.2%<br>0.0%  | 2014A -<br>2018B<br>6.4%<br>-12.7%<br>4.7%<br>-11.0%<br>-14.3%<br>-5.8%<br>0.6%<br>100.0%<br>0.7%  | 2016A - 2017A<br>0.0<br>0.0<br>0.0<br>(0.0)<br>0.0<br>0.0<br>0.0<br>(0.0)<br>-   | 2017B - 2017A<br>0.0<br>0.0<br>0.0<br>(0.0)<br>0.0<br>0.0<br>0.0<br>(0.0)<br>-<br>-<br>(0.0)  |
| REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV               | BAD DEBT %       I         FREE CARE %       I         OPERATING MARGIN %       I         TOTAL MARGIN %       I         OUTPATIENT GROSS REVENUE %       I         INPATIENT GROSS REVENUE %       I         PHYSICIAN GROSS REVENUE %       I         SNF/REHAB/SWING GROSS REVENUE %       I  | 49.1%<br>1.4%<br>0.7%<br>1.0%<br>1.9%<br>71.5%<br>23.8%<br>0.0%<br>4.6%  | 48.1%<br>1.3%<br>0.7%<br>1.8%<br>2.7%<br>71.1%<br>23.5%<br>0.0%<br>5.4%  | 50.6%<br>1.5%<br>1.4%<br>-0.9%<br>6.7%<br>71.8%<br>23.2%<br>0.0%<br>5.0%  | 59.5%<br>1.2%<br>1.1%<br>1.8%<br>2.6%<br>56.2%<br>23.7%<br>14.4%<br>5.7%   | 2016A -<br>2017A<br>3.1%<br>11.1%<br>104.0%<br>-190.9%<br>262.5%<br>0.3%<br>-2.5%<br>0.0%<br>7.5%   | 2017B -<br>2017A<br>5.3%<br>16.9%<br>107.5%<br>-150.5%<br>148.3%<br>1.0%<br>-1.2%<br>0.0%<br>-8.3%   | 2014A -<br>2018B<br>6.4%<br>-12.7%<br>4.7%<br>-11.0%<br>-14.3%<br>0.6%<br>0.6%<br>100.0%<br>0.7%<br>-6.7%  | 2016A - 2017A<br>0.0<br>0.0<br>0.0<br>(0.0)<br>0.0<br>0.0<br>0.0<br>0.0<br>-<br>0.0  | 2017B - 2017A<br>0.0<br>0.0<br>0.0<br>(0.0)<br>0.0<br>0.0<br>0.0<br>-<br>-<br>(0.0)<br>(0.0)<br>(0.0)   |
| REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV               | BAD DEBT %       I         FREE CARE %       I         OPERATING MARGIN %       I         TOTAL MARGIN %       I         OUTPATIENT GROSS REVENUE %       I         INPATIENT GROSS REVENUE %       I         PHYSICIAN GROSS REVENUE %       I         SNF/REHAB/SWING GROSS REVENUE %       I         ALL NET PATIENT REVENUE % WITH DSH & GME       I   | 49.1%<br>1.4%<br>0.7%<br>1.0%<br>1.9%<br>71.5%<br>23.8%<br>0.0%<br>4.6%<br>50.9%   | 48.1%<br>1.3%<br>0.7%<br>1.8%<br>2.7%<br>71.1%<br>23.5%<br>0.0%<br>5.4%<br>51.9%   | 50.6%<br>1.5%<br>1.4%<br>-0.9%<br>6.7%<br>71.8%<br>23.2%<br>0.0%<br>5.0%<br>49.4%   | 59.5%           1.2%           1.1%           1.8%           2.6%           56.2%           23.7%           14.4%           5.7%           40.5%   | 2016A -<br>2017A<br>3.1%<br>11.1%<br>104.0%<br>-190.9%<br>262.5%<br>0.3%<br>-2.5%<br>0.0%<br>7.5%<br>-2.9%  | 2017B -<br>2017A<br>5.3%<br>16.9%<br>107.5%<br>-150.5%<br>148.3%<br>1.0%<br>-1.2%<br>0.0%<br>-8.3%<br>-4.9%  | 2014A -<br>2018B<br>6.4%<br>-12.7%<br>4.7%<br>-11.0%<br>-14.3%<br>0.6%<br>100.0%<br>0.7%<br>-6.7%<br>-11.9%  | 2016A - 2017A<br>0.0<br>0.0<br>0.0<br>(0.0)<br>0.0<br>0.0<br>(0.0)<br>-<br>0.0<br>(0.0)<br>-   | 2017B - 2017A<br>0.0<br>0.0<br>0.0<br>(0.0)<br>0.0<br>0.0<br>(0.0)<br>-<br>(0.0)<br>-<br>(0.0)<br>(0.0)                                       |
| REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV        | BAD DEBT %       I         FREE CARE %       I         OPERATING MARGIN %       I         TOTAL MARGIN %       I         OUTPATIENT GROSS REVENUE %       I         INPATIENT GROSS REVENUE %       I         PHYSICIAN GROSS REVENUE %       I         SNF/REHAB/SWING GROSS REVENUE %       I         ALL NET PATIENT REVENUE % WITH DSH & GME       I         MEDICARE NET PATIENT REVENUE % INCLUDING PHYS       I   | 49.1%<br>1.4%<br>0.7%<br>1.0%<br>1.9%<br>71.5%<br>23.8%<br>0.0%<br>4.6%<br>50.9%<br>41.8%<br>41.6%   | 48.1%<br>1.3%<br>0.7%<br>1.8%<br>2.7%<br>71.1%<br>23.5%<br>0.0%<br>5.4%<br>51.9%<br>45.2%  | 50.6%<br>1.5%<br>1.4%<br>-0.9%<br>6.7%<br>71.8%<br>23.2%<br>0.0%<br>5.0%<br>49.4%<br>44.3%  | 59.5%           1.2%           1.1%           1.8%           2.6%           56.2%           23.7%           14.4%           5.7%           40.5%           26.5%   | 2016A -<br>2017A<br>3.1%<br>11.1%<br>104.0%<br>-190.9%<br>262.5%<br>0.3%<br>-2.5%<br>0.0%<br>7.5%<br>-2.9%<br>6.0%  | 2017B -<br>2017A<br>5.3%<br>16.9%<br>107.5%<br>-150.5%<br>148.3%<br>1.0%<br>-1.2%<br>0.0%<br>-8.3%<br>-4.9%<br>-2.0%   | 2014A -<br>2018B<br>6.4%<br>-12.7%<br>4.7%<br>-11.0%<br>-14.3%<br>-5.8%<br>0.6%<br>100.0%<br>0.7%<br>-6.7%<br>-11.9%<br>-11.1%   | 2016A - 2017A<br>0.0<br>0.0<br>(0.0)<br>0.0<br>0.0<br>0.0<br>(0.0)<br>-<br>0.0<br>(0.0)<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0   | 2017B - 2017A<br>0.0<br>0.0<br>0.0<br>(0.0)<br>0.0<br>0.0<br>0.0<br>(0.0)<br>-<br>(0.0)<br>(0.0)<br>(0.0)<br>(0.0)                            |
| REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>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   | 49.1%<br>1.4%<br>0.7%<br>1.0%<br>1.9%<br>71.5%<br>23.8%<br>0.0%<br>4.6%<br>50.9%<br>41.8%<br>41.6%   | 48.1%<br>1.3%<br>0.7%<br>1.8%<br>2.7%<br>71.1%<br>23.5%<br>0.0%<br>5.4%<br>51.9%<br>45.2%<br>41.7%   | 50.6%<br>1.5%<br>1.4%<br>-0.9%<br>6.7%<br>71.8%<br>23.2%<br>0.0%<br>5.0%<br>49.4%<br>44.3%<br>30.8%   | 59.5%           1.2%           1.1%           1.8%           2.6%           56.2%           23.7%           14.4%           5.7%           40.5%           26.5%           28.3%   | 2016A -<br>2017A<br>3.1%<br>11.1%<br>104.0%<br>-190.9%<br>262.5%<br>0.3%<br>-2.5%<br>0.3%<br>-2.5%<br>0.0%<br>-2.5%<br>6.0%<br>-2.9%<br>6.0%<br>-25.9%<br>-2.0%   | 2017B -<br>2017A<br>5.3%<br>16.9%<br>107.5%<br>-150.5%<br>148.3%<br>1.0%<br>-1.2%<br>0.0%<br>-8.3%<br>-4.9%<br>-2.0%<br>-2.0%<br>-26.1%<br>-0.7%<br>CHANGE   | 2014A -<br>2018B<br>6.4%<br>-12.7%<br>4.7%<br>-11.0%<br>-14.3%<br>-5.8%<br>0.6%<br>100.0%<br>0.7%<br>-6.7%<br>-11.9%<br>-11.1%   | 2016A - 2017A<br>0.0<br>0.0<br>0.0<br>(0.0)<br>0.0<br>0.0<br>0.0<br>0.0<br>(0.0)<br>-<br>0.0<br>(0.0)<br>0.0<br>(0.0)<br>0.0<br>(0.0)<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0 | 2017B - 2017A<br>0.0<br>0.0<br>0.0<br>(0.0)<br>0.0<br>0.0<br>0.0<br>(0.0)<br>-<br>(0.0)<br>(0.0)<br>(0.0)<br>(0.0)<br>(0.0)<br>(0.0)<br>(0.1) |
| REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>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   | $\begin{array}{r} 49.1\%\\ 1.4\%\\ 0.7\%\\ 1.0\%\\ 1.9\%\\ 71.5\%\\ 23.8\%\\ 0.0\%\\ 4.6\%\\ 50.9\%\\ 41.8\%\\ 41.6\%\\ 64.1\%\\ \end{array}$      | 48.1%<br>1.3%<br>0.7%<br>1.8%<br>2.7%<br>71.1%<br>23.5%<br>0.0%<br>5.4%<br>51.9%<br>45.2%<br>41.7%<br>63.3%  | 50.6%<br>1.5%<br>1.4%<br>-0.9%<br>6.7%<br>71.8%<br>23.2%<br>0.0%<br>5.0%<br>49.4%<br>44.3%<br>30.8%<br>62.8%  | 59.5%           1.2%           1.1%           1.8%           2.6%           56.2%           23.7%           14.4%           5.7%           40.5%           26.5%           28.3%           60.7%   | 2016A -<br>2017A<br>3.1%<br>11.1%<br>104.0%<br>-190.9%<br>262.5%<br>0.3%<br>-2.5%<br>0.0%<br>7.5%<br>-2.5%<br>6.0%<br>6.0%<br>6.0%<br>-25.9%<br>6.25.9%<br>-2.0%<br>PERCENT<br>2016A -  | 2017B -<br>2017A<br>5.3%<br>16.9%<br>107.5%<br>-150.5%<br>148.3%<br>1.0%<br>-1.2%<br>0.0%<br>-4.3%<br>-4.9%<br>-2.0%<br>-26.1%<br>-0.7%<br>CHANGE<br>2017B -   | 2014A -<br>2018B<br>6.4%<br>-12.7%<br>4.7%<br>-11.0%<br>-14.3%<br>-5.8%<br>0.6%<br>100.0%<br>0.7%<br>6.7%<br>-6.7%<br>-11.9%<br>-11.1%<br>-2.1%<br>ANNUALIZED<br>2014A -   | 2016A - 2017A<br>0.0<br>0.0<br>(0.0)<br>0.0<br>0.0<br>(0.0)<br>-<br>0.0<br>(0.0)<br>0.0<br>(0.1)<br>(0.0)<br># CH/   | 2017B - 2017A<br>0.0<br>0.0<br>0.0<br>(0.0)<br>0.0<br>0.0<br>(0.0)<br>-<br>(0.0)<br>(0.0)<br>(0.0)<br>(0.1)<br>(0.0)<br>ANGE                  |
| REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV | BAD DEBT %<br>FREE CARE %<br>OPERATING MARGIN %<br>TOTAL MARGIN %<br>OUTPATIENT GROSS REVENUE %<br>INPATIENT GROSS REVENUE %<br>PHYSICIAN GROSS REVENUE %<br>SNF/REHAB/SWING GROSS REVENUE %<br>ALL NET PATIENT REVENUE % WITH DSH & GME<br>MEDICARE NET PATIENT REVENUE % INCLUDING PHYS<br>MEDICAID NET PATIENT REVENUE % INCLUDING PHYS<br>COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS   | 49.1%<br>1.4%<br>0.7%<br>1.0%<br>1.9%<br>71.5%<br>23.8%<br>0.0%<br>4.6%<br>50.9%<br>41.8%<br>41.6%<br>64.1%<br>2016A                               | 48.1%<br>1.3%<br>0.7%<br>1.8%<br>2.7%<br>71.1%<br>23.5%<br>0.0%<br>5.4%<br>51.9%<br>45.2%<br>41.7%<br>63.3%<br>2017B                               | 50.6%<br>1.5%<br>1.4%<br>-0.9%<br>6.7%<br>71.8%<br>23.2%<br>0.0%<br>5.0%<br>49.4%<br>44.3%<br>30.8%<br>62.8%<br>2017A                               | 59.5%<br>1.2%<br>1.1%<br>1.8%<br>2.6%<br>56.2%<br>23.7%<br>14.4%<br>5.7%<br>40.5%<br>26.5%<br>28.3%<br>60.7%<br>2018B  | 2016A -<br>2017A<br>3.1%<br>11.1%<br>104.0%<br>-190.9%<br>262.5%<br>0.3%<br>-2.5%<br>0.0%<br>7.5%<br>-2.9%<br>6.0%<br>-2.9%<br>6.0%<br>-2.5%<br>6.0%<br>-2.0%<br>PERCENT<br>2016A -<br>2017A  | 2017B -<br>2017A<br>5.3%<br>16.9%<br>107.5%<br>-150.5%<br>148.3%<br>1.0%<br>-1.2%<br>0.0%<br>-8.3%<br>-4.9%<br>-2.0%<br>-26.1%<br>-0.7%<br>CHANGE<br>2017B -<br>2017A  | 2014A -<br>2018B<br>6.4%<br>-12.7%<br>4.7%<br>-11.0%<br>-14.3%<br>-5.8%<br>0.6%<br>100.0%<br>0.6%<br>100.0%<br>6.7%<br>-6.7%<br>-11.9%<br>-11.1%<br>ANNUALIZED<br>2014A -<br>2018B                                 | 2016A - 2017A<br>0.0<br>0.0<br>(0.0)<br>0.0<br>0.0<br>(0.0)<br>-<br>0.0<br>(0.0)<br>0.0<br>(0.0)<br>0.0<br>(0.1)<br>(0.0)<br># CH/<br>2016A - 2017A                                    | 2017B - 2017A<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.  |
| REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV | BAD DEBT %       FREE CARE %         FREE CARE %       OPERATING MARGIN %         TOTAL MARGIN %       IOUTPATIENT GROSS REVENUE %         INPATIENT GROSS REVENUE %       INPATIENT GROSS REVENUE %         PHYSICIAN GROSS REVENUE %       INPATIENT GROSS REVENUE %         ALL NET PATIENT REVENUE % WITH DSH & GME       INCLUDING PHYS         MEDICARE NET PATIENT REVENUE % INCLUDING PHYS       INCLUDING PHYS         COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS       ADJUSTED ADMISSIONS PER FTE   | 49.1%<br>1.4%<br>0.7%<br>1.0%<br>1.9%<br>71.5%<br>23.8%<br>0.0%<br>4.6%<br>50.9%<br>41.8%<br>41.6%<br>64.1%<br>2016A<br>14.6                       | 48.1%<br>1.3%<br>0.7%<br>1.8%<br>2.7%<br>71.1%<br>23.5%<br>0.0%<br>5.4%<br>51.9%<br>45.2%<br>41.7%<br>63.3%<br>2017B<br>14.0                       | 50.6%<br>1.5%<br>1.4%<br>-0.9%<br>6.7%<br>71.8%<br>23.2%<br>0.0%<br>5.0%<br>49.4%<br>44.3%<br>30.8%<br>62.8%<br>2017A<br>14.2                       | 59.5%<br>1.2%<br>1.1%<br>1.8%<br>2.6%<br>56.2%<br>23.7%<br>14.4%<br>5.7%<br>40.5%<br>26.5%<br>28.3%<br>60.7%<br>2018B<br>14.3  | 2016A -<br>2017A<br>3.1%<br>11.1%<br>104.0%<br>-190.9%<br>262.5%<br>0.3%<br>-2.5%<br>0.0%<br>7.5%<br>6.0%<br>-2.9%<br>6.0%<br>-2.9%<br>-2.0%<br>PERCENT<br>2016A -<br>2017A<br>-2.3%  | 2017B -<br>2017A<br>5.3%<br>16.9%<br>107.5%<br>-150.5%<br>148.3%<br>1.0%<br>-1.2%<br>0.0%<br>-4.3%<br>-2.0%<br>-26.1%<br>-2.0%<br>-26.1%<br>-0.7%<br>CHANGE<br>2017B -<br>2017A<br>1.8%                      | 2014A -<br>2018B<br>6.4%<br>-12.7%<br>4.7%<br>-11.0%<br>-14.3%<br>-5.8%<br>0.6%<br>100.0%<br>0.7%<br>6.7%<br>-6.7%<br>-11.9%<br>-11.1%<br>-2.1%<br>ANNUALIZED<br>2014A -<br>2018B<br>-0.2%                         | 2016A - 2017A<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.   | 2017B - 2017A<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.  |
| REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV | BAD DEBT %       FREE CARE %         FREE CARE %       OPERATING MARGIN %         TOTAL MARGIN %       OUTPATIENT GROSS REVENUE %         INPATIENT GROSS REVENUE %       INPATIENT GROSS REVENUE %         PHYSICIAN GROSS REVENUE %       INPATIENT GROSS REVENUE %         ALL NET PATIENT REVENUE % WITH DSH & GME       INCLUDING PHYS         MEDICARE NET PATIENT REVENUE % INCLUDING PHYS       INCLUDING PHYS         COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS       INCLUDING PHYS         ADJUSTED ADMISSIONS PER FTE       FTES PER 100 ADJ DISCHARGES   | 49.1%<br>1.4%<br>0.7%<br>1.0%<br>1.9%<br>71.5%<br>23.8%<br>0.0%<br>4.6%<br>50.9%<br>41.8%<br>41.6%<br>64.1%<br>2016A<br>14.6<br>6.9                | 48.1%<br>1.3%<br>0.7%<br>1.8%<br>2.7%<br>71.1%<br>23.5%<br>0.0%<br>5.4%<br>51.9%<br>45.2%<br>41.7%<br>63.3%<br>2017B<br>14.0<br>7.2                | 50.6%<br>1.5%<br>1.4%<br>-0.9%<br>6.7%<br>71.8%<br>23.2%<br>0.0%<br>5.0%<br>49.4%<br>44.3%<br>30.8%<br>62.8%<br>2017A<br>14.2<br>7.0                | 59.5%<br>1.2%<br>1.1%<br>1.8%<br>2.6%<br>56.2%<br>23.7%<br>14.4%<br>5.7%<br>40.5%<br>26.5%<br>28.3%<br>60.7%<br>2018B<br>14.3<br>7.0   | 2016A -<br>2017A<br>3.1%<br>11.1%<br>104.0%<br>-190.9%<br>262.5%<br>0.3%<br>-2.5%<br>0.0%<br>7.5%<br>-2.9%<br>6.0%<br>-2.9%<br>6.0%<br>-2.5%<br>0.0%<br>-2.9%<br>-2.0%<br>PERCENT<br>2016A -<br>2017A                               | 2017B -<br>2017A<br>5.3%<br>16.9%<br>107.5%<br>-150.5%<br>148.3%<br>1.0%<br>-1.2%<br>0.0%<br>-4.9%<br>-26.4%<br>-2.0%<br>-26.1%<br>-0.7%<br>CHANGE<br>2017B -<br>2017A<br>1.8%<br>-1.7%                      | 2014A -<br>2018B<br>6.4%<br>-12.7%<br>4.7%<br>-11.0%<br>-14.3%<br>-5.8%<br>0.6%<br>100.0%<br>0.7%<br>6.7%<br>-6.7%<br>-11.9%<br>-11.1%<br>-2.1%<br>ANNUALIZED<br>2014A -<br>2018B<br>-0.2%<br>0.2%                 | 2016A - 2017A<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.   | 2017B - 2017A<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.  |
| REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV | BAD DEBT %       FREE CARE %         FREE CARE %       OPERATING MARGIN %         TOTAL MARGIN %       OUTPATIENT GROSS REVENUE %         INPATIENT GROSS REVENUE %       PHYSICIAN GROSS REVENUE %         PHYSICIAN GROSS REVENUE %       ALL NET PATIENT REVENUE %         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  | 49.1%<br>1.4%<br>0.7%<br>1.0%<br>1.9%<br>71.5%<br>23.8%<br>0.0%<br>4.6%<br>50.9%<br>41.8%<br>41.6%<br>64.1%<br>2016A<br>14.6<br>6.9<br>5.6         | 48.1%<br>1.3%<br>0.7%<br>1.8%<br>2.7%<br>71.1%<br>23.5%<br>0.0%<br>5.4%<br>51.9%<br>45.2%<br>41.7%<br>63.3%<br>2017B<br>14.0<br>7.2<br>5.5         | 50.6%<br>1.5%<br>1.4%<br>-0.9%<br>6.7%<br>71.8%<br>23.2%<br>0.0%<br>5.0%<br>49.4%<br>44.3%<br>30.8%<br>62.8%<br>2017A<br>14.2<br>7.0<br>5.5         | 59.5%<br>1.2%<br>1.1%<br>1.8%<br>2.6%<br>56.2%<br>23.7%<br>14.4%<br>5.7%<br>40.5%<br>26.5%<br>28.3%<br>60.7%<br>2018B<br>14.3<br>7.0<br>5.3  | 2016A -<br>2017A<br>3.1%<br>11.1%<br>104.0%<br>-190.9%<br>262.5%<br>0.3%<br>-2.5%<br>0.0%<br>7.5%<br>-2.9%<br>6.0%<br>-25.9%<br>-2.9%<br>6.0%<br>-25.9%<br>-2.0%<br>PERCENT<br>2016A -<br>2017A<br>-2.3%<br>2.4%<br>-1.9%           | 2017B -<br>2017A<br>5.3%<br>16.9%<br>107.5%<br>-150.5%<br>148.3%<br>1.0%<br>-1.2%<br>0.0%<br>-8.3%<br>-4.9%<br>-26.1%<br>-0.7%<br>CHANGE<br>2017B -<br>2017A<br>1.8%<br>-1.7%<br>-0.6%                       | 2014A -<br>2018B<br>6.4%<br>-12.7%<br>4.7%<br>-11.0%<br>-14.3%<br>0.6%<br>0.6%<br>100.0%<br>0.7%<br>-6.7%<br>-11.9%<br>-11.1%<br>-2.1%<br>ANNUALIZED<br>2014A -<br>2018B<br>-0.2%<br>0.2%<br>0.9%                  | 2016A - 2017A<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.   | 2017B - 2017A<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.  |
| REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV | BAD DEBT %       FREE CARE %         FREE CARE %       OPERATING MARGIN %         TOTAL MARGIN %       OUTPATIENT GROSS REVENUE %         INPATIENT GROSS REVENUE %       INPATIENT GROSS REVENUE %         PHYSICIAN GROSS REVENUE %       ALL NET PATIENT REVENUE %         ALL NET PATIENT REVENUE % WITH DSH & GME       INCLUDING PHYS         MEDICARE NET PATIENT REVENUE % INCLUDING PHYS       INCLUDING PHYS         COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS       INCLUDING PHYS         ADJUSTED ADMISSIONS PER FTE       FTES PER 100 ADJ DISCHARGES         FTES PER ADJUSTED OCCUPIED BED       RETURN ON ASSETS   | 49.1%<br>1.4%<br>0.7%<br>1.0%<br>1.9%<br>71.5%<br>23.8%<br>0.0%<br>4.6%<br>50.9%<br>41.8%<br>41.6%<br>64.1%<br>2016A<br>14.6<br>6.9<br>5.6<br>2.3% | 48.1%<br>1.3%<br>0.7%<br>1.8%<br>2.7%<br>71.1%<br>23.5%<br>0.0%<br>5.4%<br>51.9%<br>45.2%<br>41.7%<br>63.3%<br>2017B<br>14.0<br>7.2<br>5.5<br>3.1% | 50.6%<br>1.5%<br>1.4%<br>-0.9%<br>6.7%<br>71.8%<br>23.2%<br>0.0%<br>5.0%<br>49.4%<br>44.3%<br>30.8%<br>62.8%<br>2017A<br>14.2<br>7.0<br>5.5<br>8.4% | 59.5%           1.2%           1.1%           1.8%           2.6%           56.2%           23.7%           14.4%           5.7%           40.5%           26.5%           28.3%           60.7%           2018B           14.3           7.0           5.3           3.1% | 2016A -<br>2017A<br>3.1%<br>11.1%<br>104.0%<br>-190.9%<br>262.5%<br>0.3%<br>-2.5%<br>0.0%<br>7.5%<br>-2.9%<br>6.0%<br>-25.9%<br>-2.9%<br>6.0%<br>-25.9%<br>-2.0%<br>PERCENT<br>2016A -<br>2017A<br>-2.3%<br>2.4%<br>-1.9%<br>267.6% | 2017B -<br>2017B -<br>2017A<br>5.3%<br>16.9%<br>107.5%<br>-150.5%<br>148.3%<br>1.0%<br>-1.2%<br>0.0%<br>-2.0%<br>-26.1%<br>-26.1%<br>-0.7%<br>CHANGE<br>2017B -<br>2017A<br>1.8%<br>-1.7%<br>-0.6%<br>167.1% | 2014A -<br>2018B<br>6.4%<br>-12.7%<br>4.7%<br>-11.0%<br>-14.3%<br>0.6%<br>0.6%<br>100.0%<br>0.7%<br>-6.7%<br>-11.9%<br>-11.1%<br>-2.1%<br>ANNUALIZED<br>2014A -<br>2018B<br>0.2%<br>0.2%<br>0.2%<br>0.9%<br>-13.7% | 2016A - 2017A<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.   | 2017B - 2017A<br>0.0<br>0.0<br>0.0<br>(0.0)<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0  |
| REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV<br>REV | BAD DEBT %       FREE CARE %         FREE CARE %       OPERATING MARGIN %         TOTAL MARGIN %       OUTPATIENT GROSS REVENUE %         INPATIENT GROSS REVENUE %       PHYSICIAN GROSS REVENUE %         PHYSICIAN GROSS REVENUE %       ALL NET PATIENT REVENUE %         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  | 49.1%<br>1.4%<br>0.7%<br>1.0%<br>1.9%<br>71.5%<br>23.8%<br>0.0%<br>4.6%<br>50.9%<br>41.8%<br>41.6%<br>64.1%<br>2016A<br>14.6<br>6.9<br>5.6         | 48.1%<br>1.3%<br>0.7%<br>1.8%<br>2.7%<br>71.1%<br>23.5%<br>0.0%<br>5.4%<br>51.9%<br>45.2%<br>41.7%<br>63.3%<br>2017B<br>14.0<br>7.2<br>5.5         | 50.6%<br>1.5%<br>1.4%<br>-0.9%<br>6.7%<br>71.8%<br>23.2%<br>0.0%<br>5.0%<br>49.4%<br>44.3%<br>30.8%<br>62.8%<br>2017A<br>14.2<br>7.0<br>5.5         | 59.5%<br>1.2%<br>1.1%<br>1.8%<br>2.6%<br>56.2%<br>23.7%<br>14.4%<br>5.7%<br>40.5%<br>26.5%<br>28.3%<br>60.7%<br>2018B<br>14.3<br>7.0<br>5.3  | 2016A -<br>2017A<br>3.1%<br>11.1%<br>104.0%<br>-190.9%<br>262.5%<br>0.3%<br>-2.5%<br>0.0%<br>7.5%<br>-2.9%<br>6.0%<br>-2.9%<br>6.0%<br>-25.9%<br>-2.0%<br>PERCENT<br>2016A -<br>2017A<br>-2.3%<br>2.4%<br>-1.9%<br>267.6%<br>10.7%  | 2017B -<br>2017A<br>5.3%<br>16.9%<br>107.5%<br>-150.5%<br>148.3%<br>1.0%<br>-1.2%<br>0.0%<br>-8.3%<br>-4.9%<br>-26.1%<br>-0.7%<br>CHANGE<br>2017B -<br>2017A<br>1.8%<br>-1.7%<br>-0.6%                       | 2014A -<br>2018B<br>6.4%<br>-12.7%<br>4.7%<br>-11.0%<br>-14.3%<br>0.6%<br>0.6%<br>100.0%<br>0.7%<br>-6.7%<br>-11.9%<br>-11.1%<br>-2.1%<br>ANNUALIZED<br>2014A -<br>2018B<br>0.2%<br>0.2%<br>0.2%<br>0.9%<br>-13.7% | 2016A - 2017A<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.   | 2017B - 2017A<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.0<br>0.  |

|      |                                     |        |        |        |        | 2016A - | 2017B - | 2014A -    |               |               |
|------|-------------------------------------|--------|--------|--------|--------|---------|---------|------------|---------------|---------------|
|      |                                     | 2016A  | 2017B  | 2017A  | 2018B  | 2017A   | 2017A   | 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 |         | ANNUALIZED | # CH/         | ANGE          |
|      |                                     |        |        |        |        | 2016A - | 2017B - | 2014A -    |               |               |
|      |                                     | 2016A  | 2017B  | 2017A  | 2018B  | 2017A   | 2017A   | 2018B      | 2016A - 2017A | 2017B - 2017A |
| CASH | CURRENT RATIO                       | 2.5    | 3.3    | 2.5    | 4.2    | 3.3%    | -23.0%  |            | 0.1           | (0.8)         |
| CASH | DAYS PAYABLE                        | 62.5   | 52.7   | 69.0   | 46.9   | 10.4%   | 31.0%   |            | 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 |         | ANNUALIZED | # CH/         | ANGE          |
|      |                                     |        |        |        |        | 2016A - | 2017B - | 2014A -    |               |               |
|      |                                     | 2016A  | 2017B  | 2017A  | 2018B  | 2017A   | 2017A   | 2018B      | 2016A - 2017A | 2017B - 2017A |
| UNIT | GROSS PRICE PER DISCHARGE           | 18,496 | 17,977 | 18,336 | 18,697 | -0.9%   | 2.0%    |            | (160.2)       | 358.8         |
| UNIT | GROSS PRICE PER VISIT               | 635    | 582    | 631    | 473    | -0.5%   | 8.5%    |            | (3.5)         | 49.4          |
| UNIT | GROSS REVENUE PER ADJ ADMISSION     | 21,253 | 21,032 | 21,386 | 21,758 | 0.6%    | 1.7%    |            | 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    | \$ Ch           | ange            | % Cł            | lange           |
|------------------------------|---------|-----------------|-----------------|---------|-----------------|-----------------|-----------------|-----------------|
|                              | 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  | (10)            | (189)           | -0.6%           | -1.0%           |
| Average Length Of Stay       | 4.47    | 4.58            | 4.52            | 4.68    | (110)           | (109)           | 1.3%            | -1.2%           |
|                              | 4.47    | 4.56            | 4.52            | 4.00    |                 |                 | 1.3%            | -1.2%           |
| Chronic/Rehab                |         |                 |                 |         |                 |                 |                 | 1               |
| 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                      |         |                 |                 |         |                 |                 |                 | 1               |
| Beds (Staffed)               | 8       | 8               | 8               | 8       |                 | - 1             | 0.0%            | 0.0%            |
| Admissions                   | 310     | 352             | 310             | 315     |                 | (42)            | 0.0%            | -11.9%          |
| Patient Days                 | 697     | 836             | 749             | 793     | 52              | (42)            | 7.5%            | -10.4%          |
|                              | 2.25    | 2.38            | 2.42            | 2.52    | 52              | (07)            | 7.5%            | 1.7%            |
| Average Length Of Stay       | 2.25    | 2.30            | 2.42            | 2.32    |                 |                 | 7.5%            | 1.770           |
| Swing Beds                   |         |                 |                 |         |                 |                 |                 | 1               |
| 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%           |
| Dutpatient                   |         |                 |                 |         |                 |                 |                 |                 |
| 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                    | 2.0,700 | 244,020         | ,o i            | 520,100 | 0,100           | (22,000)        |                 | 0.470           |
| All Operating Room Procedure | 3,778   | 3.796           | 3.488           | 3,473   | (290)           | (308)           | -7.7%           | -8.1%           |
|                              |         | 3,796<br>24,388 | 3,488<br>24,675 | 24,752  | (290)           | (308)<br>287    | -7.7%           | -8.1%           |
| Emergency Room Visits        | 25,254  | 24,308          | 24,070          | 24,102  | (579)           | 287             | -2.3%           | 1.2%            |
| Adjusted Statistics          | 17 705  | 10.000          | 10.005          | 10.05-  |                 |                 | 0.001           | 1 4 70/         |
| 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%            |