

**Vermont Community Hospital**  
**Balance Sheet - Unrestricted Funds**  
**MT. ASCUTNEY HOSPITAL & HEALTH CTR**

	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED
					2016A - 2017A	2017B - 2017A	2013A - 2018B
<b>ASSETS</b>							
<b>CURRENT ASSETS</b>							
CASH & INVESTMENTS	\$3,644,335	\$1,682,375	\$6,267,363	\$2,122,595	72.0%	272.5%	-10.9%
PATIENT ACCOUNTS RECEIVABLE, GROSS	\$10,562,038	\$10,019,616	\$11,747,563	\$10,409,694	11.2%	17.2%	-6.2%
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS DUE FROM THIRD PARTIES	-\$5,462,883	-\$5,062,704	-\$6,099,783	-\$5,000,000	-11.7%	-20.5%	-7.0%
RISK RESERVE FOR FIXED REFORM PAYMENTS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER CURRENT ASSETS	\$2,069,894	\$2,127,935	\$1,815,841	\$2,367,951	-12.3%	-14.7%	-8.0%
<b>TOTAL CURRENT ASSETS</b>	<b>\$10,813,384</b>	<b>\$8,767,222</b>	<b>\$13,730,984</b>	<b>\$9,900,240</b>	<b>27.0%</b>	<b>56.6%</b>	<b>-7.4%</b>
<b>BOARD DESIGNATED ASSETS</b>							
FUNDED DEPRECIATION	\$8,186,172	\$8,147,588	\$9,423,426	\$8,473,322	15.1%	15.7%	5.3%
ESCROWED BOND FUNDS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER	\$7,379,781	\$7,572,352	\$7,714,334	\$8,040,597	4.5%	1.9%	2.5%
<b>TOTAL BOARD DESIGNATED ASSETS</b>	<b>\$15,565,953</b>	<b>\$15,719,940</b>	<b>\$17,137,760</b>	<b>\$16,513,919</b>	<b>10.1%</b>	<b>9.0%</b>	<b>3.9%</b>
<b>TOTAL PROPERTY, PLANT AND EQUIPMENT, NET</b>	<b>\$17,732,576</b>	<b>\$19,422,454</b>	<b>\$17,135,210</b>	<b>\$18,089,000</b>	<b>-3.4%</b>	<b>-11.8%</b>	<b>8.2%</b>
<b>OTHER LONG-TERM ASSETS</b>	<b>\$2,583,827</b>	<b>\$2,212,839</b>	<b>\$2,604,060</b>	<b>\$2,619,718</b>	<b>0.8%</b>	<b>17.7%</b>	<b>4.8%</b>
<b>TOTAL ASSETS</b>	<b>\$46,695,740</b>	<b>\$46,122,455</b>	<b>\$50,608,014</b>	<b>\$47,122,877</b>	<b>8.4%</b>	<b>9.7%</b>	<b>2.1%</b>
<b>LIABILITIES AND FUND BALANCE</b>							
<b>CURRENT LIABILITIES</b>							
ACCOUNTS PAYABLE	\$1,875,845	\$2,770,932	\$1,726,793	\$2,412,195	-7.9%	-37.7%	1.4%
SALARIES, WAGES AND PAYROLL TAXES PAYABLE	\$2,609,686	\$2,452,930	\$3,367,257	\$2,768,616	29.0%	37.3%	1.5%
ESTIMATED THIRD-PARTY SETTLEMENTS	\$824,244	\$650,171	\$1,133,202	\$840,811	37.5%	74.3%	-28.4%
OTHER CURRENT LIABILITIES	\$2,161,173	\$2,904,616	\$1,327,427	\$1,663,511	-38.6%	-54.3%	-6.5%
CURRENT PORTION OF LONG-TERM DEBT	\$79,877	\$493,317	\$186,708	\$79,877	133.7%	-62.2%	-35.0%
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$7,550,825</b>	<b>\$9,271,966</b>	<b>\$7,741,387</b>	<b>\$7,765,010</b>	<b>2.5%</b>	<b>-16.5%</b>	<b>-8.8%</b>
<b>LONG-TERM DEBT</b>							
BONDS & MORTGAGES PAYABLE	\$10,970,000	\$7,252,429	\$10,970,000	\$10,970,000	0.0%	51.3%	5.8%
CAPITAL LEASE OBLIGATIONS	\$0	\$93,788	\$0	\$158,583	0.0%	-100.0%	100.0%
OTHER LONG-TERM DEBT	\$198,583	\$2,678,531	\$567,204	\$0	185.6%	-78.8%	-100.0%
<b>TOTAL LONG-TERM DEBT</b>	<b>\$11,168,583</b>	<b>\$10,024,748</b>	<b>\$11,537,204</b>	<b>\$11,128,583</b>	<b>3.3%</b>	<b>15.1%</b>	<b>3.6%</b>
<b>OTHER NONCURRENT LIABILITIES</b>	<b>\$8,201,730</b>	<b>\$5,733,788</b>	<b>\$5,786,002</b>	<b>\$7,783,067</b>	<b>-29.5%</b>	<b>0.9%</b>	<b>12.2%</b>
<b>TOTAL LIABILITIES</b>	<b>\$26,921,138</b>	<b>\$25,030,502</b>	<b>\$25,064,593</b>	<b>\$26,676,660</b>	<b>-6.9%</b>	<b>0.1%</b>	<b>0.5%</b>
<b>FUND BALANCE</b>	<b>\$19,774,602</b>	<b>\$21,091,953</b>	<b>\$25,543,421</b>	<b>\$20,446,217</b>	<b>29.2%</b>	<b>21.1%</b>	<b>4.4%</b>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>46,695,740</b>	<b>46,122,455</b>	<b>50,608,014</b>	<b>47,122,877</b>	<b>8.4%</b>	<b>9.7%</b>	<b>2.1%</b>

**Vermont Community Hospitals**  
**Capital Budget**  
**Mt. Ascutney Hospital & Health Ctr**

	2013B	2013A	2014B	2014A	2015B	2015A	2016A	2017B	2017A	2018B	2019 Plan	2020 Plan	2021 Plan
CONSTRUCTION IN PROGRESS	\$0	\$96,954	\$0	\$41,588	\$0	\$0	\$0	\$0	\$201,966	\$0	\$0	\$0	\$0
LAND & LAND IMPROVEMENTS	\$78,673	\$0	\$0	\$0	\$0	\$34,503	\$0	\$8,000	\$141,238	\$10,000	\$10,000	\$0	\$0
BUILDINGS & BUILDING IMPROVEMENTS	\$889,903	\$0	\$2,702,000	\$20,824	\$585,900	\$90,422	\$0	\$495,000	\$268,286	\$1,090,000	\$1,157,000	\$1,113,000	\$185,000
FIXED EQUIPMENT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
MAJOR MOVABLE EQUIPMENT	\$1,032,424	\$415,469	\$919,500	\$1,463,833	\$1,363,687	\$790,351	\$613,721	\$2,582,000	\$938,857	\$2,119,000	\$1,342,000	\$1,038,000	\$878,000
OTHER	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$2,000,000</b>	<b>\$512,423</b>	<b>\$3,621,500</b>	<b>\$1,526,245</b>	<b>\$1,948,687</b>	<b>\$915,276</b>	<b>\$613,721</b>	<b>\$3,085,000</b>	<b>\$1,550,347</b>	<b>\$3,219,000</b>	<b>\$2,509,000</b>	<b>\$2,151,000</b>	<b>\$1,063,000</b>
TOTAL CON ITEMS	\$0	\$0	\$0	\$308,187	\$4,559,312	\$4,986,851	\$2,191,305	\$0	\$84,654	\$0	\$0	\$0	\$0
<b>TOTAL CAP BUDGET AND PROJ CON</b>	<b>\$2,000,000</b>	<b>\$512,423</b>	<b>\$3,621,500</b>	<b>\$1,834,432</b>	<b>\$6,507,999</b>	<b>\$5,902,127</b>	<b>\$2,805,026</b>	<b>\$3,085,000</b>	<b>\$1,635,000</b>	<b>\$3,219,000</b>	<b>\$2,509,000</b>	<b>\$2,151,000</b>	<b>\$1,063,000</b>

**MT. ASCUTNEY HOSPITAL & HEALTH CTR**  
**Profit and Loss Statement**

	<b>2017 Budget to 2017 Actual</b>					
	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Actuals</b>	<b>2018 Budget Approved</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Gross Patient Care Revenue</b>	\$87,851,066	\$91,421,269	\$88,433,432	\$92,707,821	-\$2,987,837	-3.3%
Disproportionate Share Payments	\$187,769	\$537,617	\$541,427	\$683,877	\$3,810	0.7%
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	\$0	0.0%
Bad Debt	-\$1,301,630	-\$914,213	-\$1,725,743	-\$927,078	-\$811,530	-88.8%
Free Care	-\$615,260	-\$777,082	-\$733,410	-\$788,016	\$43,672	5.6%
Deductions From Revenue	-\$39,719,670	-\$42,522,891	-\$38,262,682	-\$42,994,295	\$4,260,209	10.0%
<b>Net Revenue Deductions</b>	<b>-\$41,448,791</b>	<b>-\$43,676,569</b>	<b>-\$40,180,407</b>	<b>-\$44,025,512</b>	<b>\$3,496,162</b>	<b>8.0%</b>
<b>Net Patient Care Revenue</b>	<b>\$46,402,275</b>	<b>\$47,744,700</b>	<b>\$48,253,025</b>	<b>\$48,682,309</b>	<b>\$508,325</b>	<b>1.1%</b>
<b>Fixed Prospective Payments (incl Reserves&amp;Other)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>Total NPR &amp; FPP (incl Reserves)</b>	<b>\$46,402,275</b>	<b>\$47,744,700</b>	<b>\$48,253,025</b>	<b>\$48,682,309</b>	<b>\$508,325</b>	<b>1.1%</b>
<b>Other Operating Revenue</b>	<b>\$3,316,523</b>	<b>\$2,867,159</b>	<b>\$3,530,324</b>	<b>\$3,346,873</b>	<b>\$663,165</b>	<b>23.1%</b>
<b>Total Operating Revenue</b>	<b>\$49,718,798</b>	<b>\$50,611,859</b>	<b>\$51,783,349</b>	<b>\$52,029,182</b>	<b>\$1,171,490</b>	<b>2.3%</b>
<b>Operating Expense</b>						<b>0.0%</b>
Salaries Non Md	\$18,175,724	\$18,679,955	\$19,325,779	\$19,948,664	\$645,824	3.5%
Fringe Benefits Non Md	\$5,055,963	\$6,213,453	\$5,325,614	\$7,091,700	-\$887,839	-14.3%
Fringe Benefits Md	\$777,295	\$853,238	\$789,803	\$0	-\$63,435	-7.4%
Physician Fees Salaries Contracts & Fringes	\$6,601,768	\$6,104,789	\$6,213,721	\$4,595,438	\$108,932	1.8%
Health Care Provider Tax	\$1,691,726	\$1,779,000	\$1,617,571	\$1,800,000	-\$161,429	-9.1%
Depreciation Amortization	\$2,124,980	\$2,535,126	\$2,104,831	\$2,299,071	-\$430,295	-17.0%
Interest - Short Term	\$0	\$0	\$0	\$0	\$0	0.0%
Interest - Long Term	\$437,533	\$300,000	\$219,414	\$272,000	-\$80,586	-26.9%
Other Operating Expense	\$14,712,518	\$15,390,782	\$14,796,237	\$16,932,239	-\$594,545	-3.9%
<b>Total Operating Expense</b>	<b>\$49,577,507</b>	<b>\$51,856,343</b>	<b>\$50,392,970</b>	<b>\$52,939,112</b>	<b>-\$1,463,373</b>	<b>-2.8%</b>
<b>Net Operating Income (Loss)</b>	<b>\$141,292</b>	<b>-\$1,244,484</b>	<b>\$1,390,379</b>	<b>-\$909,930</b>	<b>\$2,634,863</b>	<b>211.7%</b>
<b>Non-Operating Revenue</b>	<b>\$1,161,272</b>	<b>\$1,844,274</b>	<b>\$4,500,330</b>	<b>\$2,040,934</b>	<b>\$2,656,056</b>	<b>144.0%</b>
<b>Excess (Deficit) Of Revenue Over Expense</b>	<b>\$1,302,564</b>	<b>\$599,790</b>	<b>\$5,890,709</b>	<b>\$1,131,004</b>	<b>\$5,290,919</b>	<b>882.1%</b>
<b>Operating Margin %</b>	<b>0.3%</b>	<b>-2.5%</b>	<b>2.7%</b>	<b>-1.7%</b>		
<b>Total Margin %</b>	<b>2.6%</b>	<b>1.2%</b>	<b>11.4%</b>	<b>2.2%</b>		

## Net Payer Revenue-Budget to Budget

Mt. Ascutney Hospital & Health Ctr					
PAYER REVENUE DETAIL					
		2017 Approved	2017 Actuals	B17-A18	B17-B18
<b>All Payers</b>	Gross Revenue	\$91,421,269.00	\$88,433,432.05	-\$2,987,836.95	-3.3%
	Contractual Allowances	-\$42,522,891.00	-\$38,262,682.15	\$4,260,208.85	-10.0%
	Bad debt	-\$914,213.00	-\$1,725,742.74	-\$811,529.74	88.8%
	Free Care	-\$777,082.00	-\$733,409.78	\$43,672.22	-5.6%
	Disproportionate Share Payments	\$537,617.00	\$541,427.19	\$3,810.19	0.7%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	<b>Net Payer Revenue</b>	<b>\$47,744,700.00</b>	<b>\$48,253,024.57</b>	<b>\$508,324.57</b>	<b>1.1%</b>
	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%
	<b>Total NPR &amp; FPP</b>	<b>\$47,744,700.00</b>	<b>\$48,253,024.57</b>	<b>\$508,324.57</b>	<b>1.1%</b>
			\$0.00	\$0.00	\$0.00
<b>COMMERCIAL</b>	Gross Revenue	\$30,055,042.00	\$28,911,843.00	-\$1,143,199.00	-3.8%
	Contractual Allowances	-\$9,856,726.00	-\$8,288,473.38	\$1,568,252.62	-15.9%
	Bad debt	\$0.00	\$0.00	\$0.00	0.0%
	Free Care	\$0.00	\$0.00	\$0.00	0.0%
	Disproportionate Share Payments	\$0.00	\$0.00	\$0.00	0.0%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	<b>Net Payer Revenue</b>	<b>\$20,198,316.00</b>	<b>\$20,623,369.62</b>	<b>\$425,053.62</b>	<b>2.1%</b>
	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%
	<b>Total NPR &amp; FPP</b>	<b>\$20,198,316.00</b>	<b>\$20,623,369.62</b>	<b>\$425,053.62</b>	<b>2.1%</b>
			\$0.00	\$0.00	\$0.00
<b>MEDICAID</b>	Gross Revenue	\$14,328,799.00	\$9,511,901.00	-\$4,816,898.00	-33.6%
	Contractual Allowances	-\$9,861,571.00	-\$7,082,244.62	\$2,779,326.38	-28.2%
	Bad debt	\$0.00	\$0.00	\$0.00	0.0%
	Free Care	\$0.00	\$0.00	\$0.00	0.0%
	Disproportionate Share Payments	\$537,617.00	\$541,427.19	\$3,810.19	0.7%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	<b>Net Payer Revenue</b>	<b>\$5,004,845.00</b>	<b>\$2,971,083.57</b>	<b>-\$2,033,761.43</b>	<b>-40.6%</b>
	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%
	<b>Total NPR &amp; FPP</b>	<b>\$5,004,845.00</b>	<b>\$2,971,083.57</b>	<b>-\$2,033,761.43</b>	<b>-40.6%</b>
			\$0.00	\$0.00	\$0.00
<b>MEDICARE</b>	Gross Revenue	\$47,037,428.00	\$50,009,688.05	\$2,972,260.05	6.3%
	Contractual Allowances	-\$22,804,594.00	-\$22,891,964.15	-\$87,370.15	0.4%
	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%
	<b>Net Payer Revenue</b>	<b>\$24,232,834.00</b>	<b>\$27,117,723.90</b>	<b>\$2,884,889.90</b>	<b>11.9%</b>
	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%
	<b>Total NPR &amp; FPP</b>	<b>\$24,232,834.00</b>	<b>\$27,117,723.90</b>	<b>\$2,884,889.90</b>	<b>11.9%</b>
			\$0.00	\$0.00	\$0.00
<b>Bad Debt/ Free Care</b>	Gross Revenue	\$0.00	\$0.00	\$0.00	0.0%
	Contractual Allowances	\$0.00	\$0.00	\$0.00	0.0%
	Bad debt	-\$914,213.00	-\$1,725,742.74	-\$811,529.74	88.8%
	Free Care	-\$777,082.00	-\$733,409.78	\$43,672.22	-5.6%
	Disproportionate Share Payments	\$0.00	\$0.00	\$0.00	0.0%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	<b>Net Payer Revenue</b>	<b>-\$1,691,295.00</b>	<b>-\$2,459,152.52</b>	<b>-\$767,857.52</b>	<b>45.4%</b>

**MT. ASCUTNEY HOSPITAL & HEALTH CTR  
REPORT 3  
STAFFING REPORT**

	2014A	2015A	2016B	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED
								2016A - 2017A	2017B - 2017A	2012A - 2018B
<b>PHYSICIAN FTEs</b>										
GENERAL SERVICES	0.9	0.9	1.0	1.0	0.9	0.6	-	-36.0%	-24.7%	-100.0%
INPATIENT ROUTINE SERVICES	5.1	1.0	1.3	1.1	1.2	1.1	4.8	2.8%	-9.2%	100.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	7.9%
ANCILLARY SERVICES	1.1	0.7	0.7	0.7	0.5	0.7	1.7	0.0%	40.0%	100.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	14.0	19.3	18.6	17.9	17.3	16.8	12.9	-6.4%	-3.1%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>TOTAL PHYSICIAN FTEs</b>	<b>21.1</b>	<b>21.9</b>	<b>21.6</b>	<b>20.7</b>	<b>19.9</b>	<b>19.2</b>	<b>19.4</b>	<b>-7.2%</b>	<b>-3.3%</b>	<b>12.3%</b>
	-3.9%	3.9%	-9.9%	-5.7%	-8.1%	-7.2%	-2.3%			
<b>TRAVELER NON MD FTEs</b>										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>TOTAL TRAVELER FTEs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			
<b>TRAVELER MD FTEs</b>										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>TOTAL TRAVELER MD FTEs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
<b>TOTAL TRAVELER FTEs</b>										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>TOTAL TRAVELER FTEs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			
<b>TOTAL RESIDENTS &amp; FELLOWS FTEs</b>										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>TOTAL RESIDENTS &amp; FELLOWS FTEs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			
<b>MLP FTEs</b>										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	1.0	-	-	-	-	-	1.0	0.0%	0.0%	100.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	2.1	-	-	-	-	-	1.0	0.0%	0.0%	100.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	6.7	9.2	10.1	9.6	7.9	10.0	8.0	4.8%	27.9%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>TOTAL MLP FTEs</b>	<b>9.7</b>	<b>9.2</b>	<b>10.1</b>	<b>9.6</b>	<b>7.9</b>	<b>10.0</b>	<b>10.0</b>	<b>4.8%</b>	<b>27.9%</b>	<b>100.0%</b>
	37.6%	-6.1%	-3.4%	4.7%	-22.3%	4.8%	27.4%			

**MT. ASCUTNEY HOSPITAL & HEALTH CTR  
REPORT 3  
STAFFING REPORT**

	2014A	2015A	2016B	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED
								2016A - 2017A	2017B - 2017A	2012A - 2018B
<b>ALL OTHER FTEs</b>										
GENERAL SERVICES	114.4	113.3	115.8	108.4	110.3	107.3	98.1	-1.1%	-2.8%	-2.4%
INPATIENT ROUTINE SERVICES	58.2	58.9	59.4	61.8	60.8	67.1	64.1	8.6%	10.4%	-6.2%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	-100.0%
ANCILLARY SERVICES	74.3	72.5	74.7	73.8	74.0	73.6	72.5	-0.3%	-0.6%	0.5%
OTHER SERVICES	-	-	-	-	-	-	15.1	0.0%	0.0%	100.0%
PHYSICIAN OFFICE PRACTICE SERVICES	55.8	52.8	54.3	54.6	55.6	55.7	54.9	2.0%	0.2%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>TOTAL ALL OTHER FTEs</b>	<b>302.7</b>	<b>297.6</b>	<b>304.3</b>	<b>298.6</b>	<b>300.7</b>	<b>303.6</b>	<b>304.7</b>	<b>1.7%</b>	<b>1.0%</b>	<b>-1.4%</b>
	-7.3%	-1.7%	-1.7%	0.4%	-1.2%	1.7%	1.3%			
<b>NON-MD FTEs</b>										
GENERAL SERVICES	114.4	113.3	115.8	108.4	110.3	107.3	98.1	-1.1%	-2.8%	-2.4%
INPATIENT ROUTINE SERVICES	59.2	58.9	59.4	61.8	60.8	67.1	65.1	8.6%	10.4%	-5.9%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	-100.0%
ANCILLARY SERVICES	76.4	72.5	74.7	73.8	74.0	73.6	73.5	-0.3%	-0.6%	0.7%
OTHER SERVICES	-	-	-	-	-	-	15.1	0.0%	0.0%	100.0%
PHYSICIAN OFFICE PRACTICE SERVICES	62.5	61.9	64.4	64.2	63.5	65.8	62.9	2.4%	3.6%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>TOTAL NON-MD FTEs</b>	<b>312.5</b>	<b>306.7</b>	<b>314.4</b>	<b>308.2</b>	<b>308.6</b>	<b>313.7</b>	<b>314.7</b>	<b>1.8%</b>	<b>1.7%</b>	<b>-0.9%</b>
	-6.4%	-1.8%	-1.8%	0.5%	-1.8%	1.8%	2.0%			
<b>ALL FTEs</b>										
GENERAL SERVICES	115.3	114.2	116.8	109.4	111.2	107.9	98.1	-1.4%	-2.9%	-2.5%
INPATIENT ROUTINE SERVICES	64.4	60.0	60.7	62.8	62.0	68.2	69.9	8.5%	10.1%	-5.2%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	-100.0%
ANCILLARY SERVICES	77.5	73.2	75.4	74.5	74.5	74.3	75.2	-0.3%	-0.3%	0.9%
OTHER SERVICES	-	-	-	-	-	-	15.1	0.0%	0.0%	100.0%
PHYSICIAN OFFICE PRACTICE SERVICES	76.4	81.3	83.0	82.1	80.8	82.5	75.8	0.5%	2.2%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
<b>TOTAL ALL FTEs</b>	<b>333.6</b>	<b>328.7</b>	<b>336.0</b>	<b>328.9</b>	<b>328.4</b>	<b>332.9</b>	<b>334.1</b>	<b>1.2%</b>	<b>1.4%</b>	<b>-0.9%</b>
	-6.2%	-1.5%	-2.3%	0.1%	-2.3%	1.2%	1.7%			
<b>NON-MD WAGES</b>										
GENERAL SERVICES	\$5,006,709	\$5,093,075	\$6,050,636	\$4,996,757	\$5,211,799	\$5,500,358	\$5,975,533	10.1%	5.5%	1.1%
INPATIENT ROUTINE SERVICES	\$3,491,046	\$3,576,517	\$3,660,128	\$3,858,143	\$3,781,938	\$4,129,613	\$4,124,549	7.0%	9.2%	-2.2%
OUTPATIENT ROUTINE SERVICES	\$760,772	\$700,642	\$3,237,314	\$791,570	\$844,495	\$920,412	\$962,498	16.3%	9.0%	-13.5%
ANCILLARY SERVICES	\$5,094,528	\$5,073,741	\$4,509,013	\$5,323,061	\$5,502,118	\$5,334,500	\$5,409,886	0.2%	-3.0%	1.6%
OTHER SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	\$3,200,321	\$3,177,836	\$0	\$3,206,193	\$3,339,605	\$3,440,896	\$3,476,198	7.3%	3.0%	100.0%
UNCATEGORIZED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
<b>TOTAL NON-MD WAGES</b>	<b>\$17,553,376</b>	<b>\$17,621,811</b>	<b>\$17,457,091</b>	<b>\$18,175,724</b>	<b>\$18,679,955</b>	<b>\$19,325,779</b>	<b>\$19,948,664</b>	<b>6.3%</b>	<b>3.5%</b>	<b>2.2%</b>
	0.6%	0.4%	4.3%	3.1%	7.0%	6.3%	6.8%			
<b>NON-MD WAGES PER FTE</b>										
GENERAL SERVICES	\$43,776	\$44,936	\$52,251	\$46,083	\$47,247	\$51,285	\$60,919	11.3%	8.5%	3.7%
INPATIENT ROUTINE SERVICES	\$58,931	\$60,681	\$61,587	\$62,470	\$62,244	\$61,544	\$63,406	-1.5%	-1.1%	3.9%
OUTPATIENT ROUTINE SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	-100.0%
ANCILLARY SERVICES	\$66,700	\$69,992	\$60,329	\$72,128	\$74,353	\$72,509	\$73,594	0.5%	-2.5%	0.9%
OTHER SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	\$51,230	\$51,305	\$0	\$49,925	\$52,609	\$52,325	\$55,230	4.8%	-0.5%	100.0%
UNCATEGORIZED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
<b>TOTAL NON-MD WAGES PER FTE</b>	<b>\$56,178</b>	<b>\$57,454</b>	<b>\$55,534</b>	<b>\$58,972</b>	<b>\$60,541</b>	<b>\$61,610</b>	<b>\$63,393</b>	<b>4.5%</b>	<b>1.8%</b>	<b>3.1%</b>
	7.4%	2.3%	6.2%	2.6%	9.0%	4.5%	4.7%			

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

**MT. ASCUTNEY HOSPITAL & HEALTH CTR  
REPORT 4  
KEY HOSPITAL STATISTICS & RATIOS**

Type	Statistic					PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
UTI	AVERAGE DAILY CENSUS	27.4	27.2	27.5	27.6	0.3%	1.2%	3.8%	0.1	0.3
UTI	AVERAGE LENGTH OF STAY	10.3	8.8	9.9	10.1	-4.1%	12.6%	2.7%	(0.4)	1.1
UTI	ACUTE ALOS	3.7	3.4	3.8	3.6	2.3%	9.9%	3.3%	0.1	0.3
UTI	ADJUSTED ADMISSIONS	6,830	7,397	6,415	6,905	-6.1%	-13.3%	-2.6%	(415.2)	(982.3)
UTI	ADJUSTED DAYS	25,088	25,294	24,100	25,066	-3.9%	-4.7%	0.6%	(988.2)	(1,194.0)
UTI	ACUTE CARE AVE DAILY CENSUS	3.6	3.4	3.7	3.6	3.7%	10.5%	4.4%	0.1	0.4
UTI	ACUTE ADMISSIONS	358.0	360.0	362.0	365.0	1.1%	0.6%	1.1%	4.0	2.0
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
CAP	AGE OF PLANT	12.6	11.2	11.8	13.1	-6.5%	5.3%	7.9%	(0.8)	0.6
CAP	AGE OF PLANT BUILDING	11.3	12.4	11.6	14.2	2.3%	-7.1%	-2.8%	0.3	(0.9)
CAP	AGE OF PLANT EQUIPMENT	14.7	9.7	12.3	11.8	-16.6%	25.8%	16.8%	(2.4)	2.5
CAP	LONG TERM DEBT TO CAPITALIZATION	36.1%	32.4%	31.1%	35.6%	-13.8%	-4.0%	1.2%	(0.0)	(0.0)
CAP	DEBT PER STAFFED BED	815,792	758,500	716,131	762,190	-12.2%	-5.6%	2.4%	(99,660.8)	(42,368.8)
CAP	NET PROP, PLANT & EQUIP PER STAFFED BED	537,351	588,559	489,577	516,829	-8.9%	-16.8%	10.2%	(47,773.4)	(98,981.8)
CAP	LONG TERM DEBT TO TOTAL ASSETS	23.9%	21.9%	22.8%	24.0%	-4.7%	3.9%	2.8%	(0.0)	0.0
CAP	DEBT SERVICE COVERAGE RATIO	5.2	2.0	9.1	4.7	75.0%	356.2%	11.0%	3.9	7.1
CAP	DEPRECIATION RATE	4.8	5.3	5.0	4.8	4.8%	-5.8%	-9.3%	0.2	(0.3)
CAP	CAPITAL EXPENDITURES TO DEPRECIATION	28.9%	151.3%	73.7%	140.0%	155.0%	-51.3%	23.1%	0.4	(0.8)
CAP	CAPITAL EXPENDITURE GROWTH RATE	1.4	8.1	3.7	6.7	167.3%	-54.1%	11.7%	2.3	(4.4)
CAP	CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV	1.3%	8.0%	3.2%	6.6%	142.9%	-60.0%	18.7%	0.0	(0.0)
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
REV	DEDUCTION %	47.2%	47.8%	45.4%	47.5%	-3.7%	-4.9%	2.5%	(0.0)	(0.0)
REV	BAD DEBT %	1.5%	1.0%	2.0%	1.0%	31.7%	95.1%	1.1%	0.0	0.0
REV	FREE CARE %	0.7%	0.9%	0.8%	0.8%	18.4%	-2.4%	-14.5%	0.0	(0.0)
REV	OPERATING MARGIN %	0.3%	-2.5%	2.7%	-1.7%	844.8%	209.2%	16.4%	0.0	0.1
REV	TOTAL MARGIN %	2.6%	1.1%	10.5%	2.1%	308.8%	815.3%	47.9%	0.1	0.1
REV	OUTPATIENT GROSS REVENUE %	51.3%	51.9%	52.0%	52.2%	1.4%	0.3%	-1.0%	0.0	0.0
REV	INPATIENT GROSS REVENUE %	5.2%	4.9%	5.6%	5.3%	7.7%	16.0%	3.8%	0.0	0.0
REV	PHYSICIAN GROSS REVENUE %	21.4%	21.4%	20.6%	20.9%	-3.4%	-3.8%	-1.9%	(0.0)	(0.0)
REV	SNF/REHAB/SWING GROSS REVENUE %	22.1%	21.8%	21.7%	21.6%	-1.7%	-0.4%	3.9%	(0.0)	(0.0)
REV	ALL NET PATIENT REVENUE % WITH DSH & GME	52.8%	52.2%	54.6%	52.5%	3.3%	4.5%	-2.0%	0.0	0.0
REV	MEDICARE NET PATIENT REVENUE % INCLUDING PHYS	53.1%	51.5%	54.2%	49.4%	2.1%	5.3%	-3.8%	0.0	0.0
REV	MEDICAID NET PATIENT REVENUE % INCLUDING PHYS	25.5%	31.2%	25.5%	27.3%	0.3%	-18.1%	-7.6%	0.0	(0.1)
REV	COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS	62.8%	61.6%	62.8%	63.3%	0.0%	2.0%	0.9%	0.0	0.0
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
PROD	ADJUSTED ADMISSIONS PER FTE	22.2	24.0	20.5	21.9	-7.7%	-14.7%	-2.8%	(1.7)	(3.5)
PROD	FTES PER 100 ADJ DISCHARGES	4.5	4.2	4.9	4.6	8.4%	17.2%	2.9%	0.4	0.7
PROD	FTES PER ADJUSTED OCCUPIED BED	4.5	4.5	4.8	4.6	5.9%	6.7%	-0.4%	0.3	0.3
PROD	RETURN ON ASSETS	2.8%	1.3%	11.6%	2.4%	317.3%	795.1%	44.4%	0.1	0.1
PROD	OVERHEAD EXPENSE W/ FRINGE, AS A % OF TOTAL OPERATIN	32.6%	36.5%	33.2%	40.3%	1.8%	-8.9%	11.6%	0.0	(0.0)
						PERCENT CHANGE		ANNUALIZED	# CHANGE	

		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
COST	COST PER ADJUSTED ADMISSION	7,259	7,010	7,856	7,667	8.2%	12.1%	4.6%	597.0	845.3
COST	SALARY PER FTE - NON-MD	58,972	60,541	61,610	63,393	4.5%	1.8%	3.1%	2,638.0	1,068.8
COST	SALARY & BENEFITS PER FTE - NON-MD	75,376	80,679	78,588	85,930	4.3%	-2.6%	4.0%	3,211.5	(2,091.0)
COST	FRINGE BENEFIT % - NON-MD	27.8%	33.3%	27.6%	35.5%	-0.9%	-17.2%	3.8%	(0.0)	(0.1)
COST	COMPENSATION RATIO	61.6%	62.9%	61.1%	60.8%	-0.7%	-2.9%	-1.0%	(0.0)	(0.0)
COST	CAPITAL COST % OF TOTAL EXPENSE	5.2%	5.5%	4.6%	4.9%	-10.8%	-15.6%	-5.6%	(0.0)	(0.0)
COST	CAPITAL COST PER ADJUSTED ADMISSION	375	383	362	372	-3.4%	-5.5%	-1.3%	(12.9)	(21.0)
COST	CONTRACTUAL ALLOWANCE %	47.4%	48.4%	46.0%	48.2%	-2.8%	-4.8%	2.5%	(0.0)	(0.0)
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
CASH	CURRENT RATIO	2.5	1.8	3.0	2.4	18.9%	64.0%	2.0%	0.5	1.2
CASH	DAYS PAYABLE	58.1	68.6	58.5	56.0	0.7%	-14.7%	-3.3%	0.4	(10.1)
CASH	DAYS RECEIVABLE	40.1	37.9	42.7	40.6	6.5%	12.7%	-4.1%	2.6	4.8
CASH	DAYS CASH ON HAND	147.8	128.8	176.9	134.3	19.7%	37.4%	-0.8%	29.2	48.1
CASH	CASH FLOW MARGIN	5.4%	3.1%	7.2%	3.2%	31.9%	128.2%	-11.6%	0.0	0.0
CASH	CASH TO LONG TERM DEBT	1.7	1.7	2.0	1.7	17.9%	16.9%	-5.6%	0.3	0.3
CASH	CASH FLOW TO TOTAL DEBT	0.3	0.2	0.5	0.2	99.6%	140.3%	2.3%	0.3	0.3
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
UNIT	GROSS PRICE PER DISCHARGE	4,718	3,930	4,902	4,930	3.9%	24.7%	6.3%	184.2	971.7
UNIT	GROSS PRICE PER VISIT	1,541	2,053	-	2,216	-100.0%	-100.0%	42.1%	(1,540.6)	(2,052.7)
UNIT	GROSS REVENUE PER ADJ ADMISSION	12,862	12,359	13,786	13,426	7.2%	11.5%	6.4%	923.3	1,426.7
UNIT	NET REVENUE PER ADJUSTED ADMISSION	6,794	6,454	7,522	7,050	10.7%	16.5%	4.3%	728.3	1,067.6



**Mt. Ascutney Hospital & Health Ctr  
Utilization**

	2016	2017	2017	2018	\$ Change		% Change	
	Actual	Budget	Actual	Budget	Actual - Actual	Budget - Actual	Actual - Actual	Budget - Actual
<b>Inpatient</b>								
<b>Acute</b>								
Beds (Staffed)	13	13	15	15	2	2	15.4%	15.4%
Occupancy % (Staffed Beds)	28%	26%	25%	24%			-10.4%	-4.3%
Admissions	358	360	362	365	4	2	1.1%	0.6%
Patient Days	1,315	1,231	1,360	1,325	45	129	3.4%	10.5%
Average Length Of Stay	3.67	3.42	3.76	3.63			2.3%	9.9%
<b>Chronic/Rehab</b>								
Beds (Staffed)	10	10	10	10	-	-	0.0%	0.0%
Admissions	247	353	239	249	(8)	(114)	-3.2%	-32.3%
Patient Days	3,030	2,976	2,938	3,025	(92)	(38)	-3.0%	-1.3%
Average Length Of Stay	12.27	8.43	12.29	12.15			0.2%	45.8%
<b>SNF/ECF</b>								
Beds (Staffed)	-	-	-	-	-	-		
Admissions	-	-	-	-	-	-		
Patient Days	-	-	-	-	-	-		
Average Length Of Stay	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!
<b>Nursery</b>								
Beds (Staffed)	-	-	-	-	-	-		
Admissions	-	-	-	-	-	-		
Patient Days	-	-	-	-	-	-		
Average Length Of Stay	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!
<b>Swing Beds</b>								
Beds (Staffed)	10	10	10	10	-	-	0.0%	0.0%
Admissions	371	419	417	380	46	(2)	12.4%	-0.5%
Patient Days	5,700	5,722	5,752	5,725	52	30	0.9%	0.5%
Average Length Of Stay	15.36	13.66	13.79	15.07			-10.2%	1.0%
<b>Total</b>								
Beds (Staffed)	33	33	35	35	2	2	6.1%	6.1%
Admissions	976	1,132	1,018	994	42	(114)	4.3%	-10.1%
Patient Days	10,045	9,929	10,050	10,075	5	121	0.0%	1.2%
Average Length Of Stay	10.29	8.77	9.87	10.14	(0.42)	1.10	-4.1%	12.6%
<b>Outpatient</b>								
All Outpatient Visits	29,262	23,110	-	21,845	(29,262)	(23,110)		
Operating Room Procedure	-	-	-	-	-	-		
Observation Units	116	180	-	170	(116)	(180)		
Physician Office Visits	49,207	51,645	41,822	44,009	(7,385)	(9,823)	-15.0%	-19.0%
<b>Ancillary</b>								
All Operating Room Procedure	1,739	42	1,513	1,701	(226)	1,471	-13.0%	3502.4%
Emergency Room Visits	4,754	4,808	4,575	4,365	(179)	(233)	-3.8%	-4.8%
<b>Adjusted Statistics</b>								
Adjusted Admissions	6,830	7,397	6,415	6,905	(415)	(982)	-6.1%	-13.3%
Adjusted Days	25,088	25,294	24,100	25,066	(988)	(1,194)	-3.9%	-4.7%