

Vermont Community Hospital
Balance Sheet - Unrestricted Funds
NORTH COUNTRY HOSPITAL

	2016A	2017B	2017A	2018B	PERCENT CHANGE 2016A - 2017A	ANNUALIZED 2017B - 2017A	ANNUALIZED 2013A - 2018B
ASSETS							
CURRENT ASSETS							
CASH & INVESTMENTS	\$2,507,404	\$9,156,381	\$1,567,456	\$5,194,466	-37.5%	-82.9%	7.4%
PATIENT ACCOUNTS RECEIVABLE, GROSS	\$20,661,133	\$18,319,000	\$21,302,718	\$20,655,122	3.1%	16.3%	3.1%
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS DUE FROM THIRD PARTIES	-\$13,719,096	-\$11,907,350	-\$14,286,695	-\$13,442,113	-4.1%	-20.0%	3.5%
RISK RESERVE FOR FIXED REFORM PAYMENTS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER CURRENT ASSETS	\$4,648,142	\$6,632,000	\$4,160,197	\$6,745,801	-10.5%	-37.3%	14.8%
TOTAL CURRENT ASSETS	\$14,097,583	\$22,200,031	\$12,743,676	\$19,153,276	-9.6%	-42.6%	7.4%
BOARD DESIGNATED ASSETS							
FUNDED DEPRECIATION	\$28,464,529	\$26,424,000	\$33,740,890	\$37,723,628	18.5%	27.7%	7.8%
ESCROWED BOND FUNDS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER	\$5,562,823	\$3,119,000	\$8,260,399	\$0	48.5%	164.8%	-100.0%
TOTAL BOARD DESIGNATED ASSETS	\$34,027,352	\$29,543,000	\$42,001,289	\$37,723,628	23.4%	42.2%	3.7%
TOTAL PROPERTY, PLANT AND EQUIPMENT, NET	\$26,815,387	\$26,834,000	\$24,697,926	\$24,175,605	-7.9%	-8.0%	-2.8%
OTHER LONG-TERM ASSETS	\$4,668,601	\$1,475,000	\$4,320,222	\$3,404,110	-7.5%	192.9%	18.9%
TOTAL ASSETS	\$79,608,923	\$80,052,031	\$83,763,113	\$84,456,619	5.2%	4.6%	2.6%
LIABILITIES AND FUND BALANCE							
CURRENT LIABILITIES							
ACCOUNTS PAYABLE	\$1,651,047	\$2,109,000	\$2,565,766	\$1,830,608	55.4%	21.7%	1.5%
SALARIES, WAGES AND PAYROLL TAXES PAYABLE	\$3,819,292	\$4,012,000	\$3,791,280	\$4,384,072	-0.7%	-5.5%	0.2%
ESTIMATED THIRD-PARTY SETTLEMENTS	\$487,115	\$1,904,000	\$1,791,945	\$2,420,610	267.9%	-5.9%	5.8%
OTHER CURRENT LIABILITIES	\$2,801,065	\$2,105,000	\$3,403,834	\$3,302,391	21.5%	61.7%	5.1%
CURRENT PORTION OF LONG-TERM DEBT	\$1,139,123	\$21,176,000	\$1,083,888	\$1,061,494	-4.8%	-94.9%	-45.0%
TOTAL CURRENT LIABILITIES	\$9,897,642	\$31,306,000	\$12,636,713	\$12,999,175	27.7%	-59.6%	-16.3%
LONG-TERM DEBT							
BONDS & MORTGAGES PAYABLE	\$17,806,587	\$654,000	\$17,027,789	\$18,990,931	-4.4%	2503.6%	102.0%
CAPITAL LEASE OBLIGATIONS	\$0	\$0	\$590,001	\$348,964	100.0%	100.0%	100.0%
OTHER LONG-TERM DEBT	\$2,795,751	\$274,000	\$1,746,771	\$0	-37.5%	537.5%	-100.0%
TOTAL LONG-TERM DEBT	\$20,602,338	\$928,000	\$19,364,561	\$19,339,895	-6.0%	1986.7%	53.4%
OTHER NONCURRENT LIABILITIES	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL LIABILITIES	\$30,499,980	\$32,234,000	\$32,001,274	\$32,339,070	4.9%	-0.7%	-0.9%
FUND BALANCE	\$49,108,943	\$47,818,031	\$51,761,839	\$52,117,549	5.4%	8.2%	5.3%
TOTAL LIABILITIES AND FUND BALANCE	79,608,923	80,052,031	83,763,113	84,456,619	5.2%	4.6%	2.6%

Vermont Community Hospitals
Capital Budget
North Country Hospital

	2013B	2013A	2014B	2014A	2015B	2015A	2016A	2017B	2017A	2018B	2019 Plan	2020 Plan	2021 Plan
CONSTRUCTION IN PROGRESS	\$0	\$0	\$0	\$0	\$0	\$582,511	\$231,953	\$0	\$78,143	\$0	\$0	\$0	\$0
LAND & LAND IMPROVEMENTS	\$0	\$29,049	\$0	\$275	\$25,000	\$46,024	\$252,741	\$49,500	\$60,240	\$223,000	\$0	\$0	\$0
BUILDINGS & BUILDING IMPROVEMENTS	\$273,000	\$336,050	\$1,328,900	\$524,944	\$660,900	\$2,546,765	\$1,168,886	\$671,185	\$480,028	\$792,694	\$0	\$0	\$0
FIXED EQUIPMENT	\$0	\$100,068	\$0	\$1,346	\$0	\$0	\$24,124	\$0	\$0	\$0	\$0	\$0	\$0
MAJOR MOVABLE EQUIPMENT	\$2,348,368	\$1,365,853	\$3,962,433	\$2,562,053	\$2,531,515	\$2,249,696	\$2,367,956	\$2,774,315	\$1,868,448	\$2,253,343	\$0	\$0	\$0
OTHER	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CAPITAL EXPENDITURES	\$2,621,368	\$1,831,020	\$5,291,333	\$3,088,618	\$3,217,415	\$5,424,996	\$4,045,660	\$3,495,000	\$2,486,859	\$3,269,037	\$0	\$0	\$0
TOTAL CON ITEMS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CAP BUDGET AND PROJ CON	\$2,621,368	\$1,831,020	\$5,291,333	\$3,088,618	\$3,217,415	\$5,424,996	\$4,045,660	\$3,495,000	\$2,486,859	\$3,269,037	\$0	\$0	\$0

NORTH COUNTRY HOSPITAL
Profit and Loss Statement

	2017 Budget to 2017 Actual					
	2016 Actual	2017 Budget	2017 Actuals	2018 Budget Approved	\$ Change	% Change
Gross Patient Care Revenue	\$178,370,005	\$184,601,880	\$176,924,305	\$186,181,775	-\$7,677,575	-4.2%
Disproportionate Share Payments	\$1,735,504	\$1,453,268	\$1,201,206	\$403,818	-\$252,062	-17.3%
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	\$0	0.0%
Bad Debt	-\$3,465,231	-\$3,862,806	-\$2,087,878	-\$1,105,660	\$1,774,928	45.9%
Free Care	-\$1,114,262	-\$1,200,997	-\$1,545,788	-\$1,261,784	-\$344,791	-28.7%
Deductions From Revenue	-\$97,734,434	-\$99,801,683	-\$97,804,957	-\$105,143,570	\$1,996,726	2.0%
Net Revenue Deductions	-\$100,578,423	-\$103,412,218	-\$100,237,417	-\$107,107,196	\$3,174,801	3.1%
Net Patient Care Revenue	\$77,791,582	\$81,189,662	\$76,686,888	\$79,074,579	-\$4,502,774	-5.5%
Fixed Prospective Payments (incl Reserves&Other)	\$0	\$0	\$0	\$0	\$0	0.0%
Total NPR & FPP (incl Reserves)	\$77,791,582	\$81,189,662	\$76,686,888	\$79,074,579	-\$4,502,774	-5.5%
Other Operating Revenue	\$6,174,954	\$5,224,021	\$5,620,168	\$5,885,122	\$396,147	7.6%
Total Operating Revenue	\$83,966,536	\$86,413,683	\$82,307,056	\$84,959,701	-\$4,106,626	-4.8%
Operating Expense						0.0%
Salaries Non Md	\$26,443,428	\$26,875,340	\$26,747,116	\$27,485,621	-\$128,224	-0.5%
Fringe Benefits Non Md	\$9,377,399	\$9,570,508	\$10,083,036	\$10,481,826	\$512,528	5.4%
Fringe Benefits Md	\$1,129,208	\$1,187,319	\$1,075,390	\$1,154,352	-\$111,929	-9.4%
Physician Fees Salaries Contracts & Fringes	\$14,439,987	\$13,371,825	\$15,256,583	\$14,196,022	\$1,884,758	14.1%
Health Care Provider Tax	\$4,464,892	\$4,773,348	\$4,633,146	\$4,533,348	-\$140,202	-2.9%
Depreciation Amortization	\$5,060,771	\$4,609,866	\$4,650,398	\$4,458,804	\$40,532	0.9%
Interest - Short Term	\$190,806	\$175,670	\$0	\$65,306	-\$175,670	-100.0%
Interest - Long Term	\$405,707	\$507,410	\$692,008	\$624,041	\$184,598	36.4%
Other Operating Expense	\$22,312,587	\$24,261,458	\$21,041,340	\$21,266,142	-\$3,220,118	-13.3%
Total Operating Expense	\$83,824,785	\$85,332,744	\$84,179,016	\$84,265,462	-\$1,153,728	-1.4%
Net Operating Income (Loss)	\$141,751	\$1,080,939	-\$1,871,959	\$694,239	-\$2,952,899	-273.2%
Non-Operating Revenue	\$2,028,401	\$453,721	\$3,886,125	\$1,253,190	\$3,432,404	756.5%
Excess (Deficit) Of Revenue Over Expense	\$2,170,152	\$1,534,660	\$2,014,166	\$1,947,429	\$479,506	31.2%
Operating Margin %	0.2%	1.3%	-2.3%	0.8%		
Total Margin %	2.6%	1.8%	2.4%	2.3%		

Net Payer Revenue-Budget to Budget

North Country Hospital					
PAYER REVENUE DETAIL					
		2017 Approved	2017 Actuals	B17-A18	B17-B18
All Payers	Gross Revenue	\$184,601,879.87	\$176,924,304.54	-\$7,677,575.33	-4.2%
	Contractual Allowances	-\$99,801,683.00	-\$97,804,956.62	\$1,996,726.38	-2.0%
	Bad debt	-\$3,862,806.00	-\$2,087,877.53	\$1,774,928.47	-45.9%
	Free Care	-\$1,200,997.00	-\$1,545,788.11	-\$344,791.11	28.7%
	Disproportionate Share Payments	\$1,453,268.00	\$1,201,205.69	-\$252,062.31	-17.3%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	Net Payer Revenue	\$81,189,661.87	\$76,686,887.97	-\$4,502,773.90	-5.5%
	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	\$81,189,661.87	\$76,686,887.97	-\$4,502,773.90	-5.5%
		\$0.00	\$0.00	\$0.00	
COMMERCIAL	Gross Revenue	\$61,013,129.87	\$58,312,042.27	-\$2,701,087.60	-4.4%
	Contractual Allowances	-\$16,509,371.00	-\$18,007,983.74	-\$1,498,612.74	9.1%
	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	\$44,503,758.87	\$40,304,058.53	-\$4,199,700.34	-9.4%
	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	\$44,503,758.87	\$40,304,058.53	-\$4,199,700.34	-9.4%
		\$0.00	\$0.00	\$0.00	
MEDICAID	Gross Revenue	\$46,684,530.00	\$43,724,780.28	-\$2,959,749.72	-6.3%
	Contractual Allowances	-\$34,548,367.00	-\$33,372,689.32	\$1,175,677.68	-3.4%
	Bad debt	\$0.00	\$0.00	\$0.00	0.0%
	Free Care	\$0.00	\$0.00	\$0.00	0.0%
	Disproportionate Share Payments	\$1,453,268.00	\$1,201,205.69	-\$252,062.31	-17.3%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	Net Payer Revenue	\$13,589,431.00	\$11,553,296.65	-\$2,036,134.35	-15.0%
	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	\$13,589,431.00	\$11,553,296.65	-\$2,036,134.35	-15.0%
		\$0.00	\$0.00	\$0.00	
MEDICARE	Gross Revenue	\$76,904,220.00	\$74,887,481.99	-\$2,016,738.01	-2.6%
	Contractual Allowances	-\$48,743,945.00	-\$46,424,283.56	\$2,319,661.44	-4.8%
	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	\$28,160,275.00	\$28,463,198.43	\$302,923.43	1.1%
	Fixed Prospective Payments	\$0.00	\$0.00	\$0.00	0.0%
	Other Reform Payments	\$0.00	\$0.00	\$0.00	0.0%
	Reserves (Risk)	\$0.00	\$0.00	\$0.00	0.0%
	Total NPR & FPP	\$28,160,275.00	\$28,463,198.43	\$302,923.43	1.1%
		\$0.00	\$0.00	\$0.00	
Bad Debt/ Free Care	Gross Revenue	\$0.00	\$0.00	\$0.00	0.0%
	Contractual Allowances	\$0.00	\$0.00	\$0.00	0.0%
	Bad debt	-\$3,862,806.00	-\$2,087,877.53	\$1,774,928.47	-45.9%
	Free Care	-\$1,200,997.00	-\$1,545,788.11	-\$344,791.11	28.7%
	Disproportionate Share Payments	\$0.00	\$0.00	\$0.00	0.0%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	Net Payer Revenue	-\$5,063,803.00	-\$3,633,665.64	\$1,430,137.36	-28.2%

**NORTH COUNTRY HOSPITAL
REPORT 3
STAFFING REPORT**

	2014A	2015A	2016B	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED
								2016A - 2017A	2017B - 2017A	2012A - 2018B
PHYSICIAN FTEs										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	-	-	3.0	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	6.5	6.2	6.5	5.3	6.5	5.0	6.5	-4.8%	-22.9%	4.3%
ANCILLARY SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OTHER SERVICES	25.9	24.2	27.4	24.0	25.3	25.1	21.9	4.8%	-0.6%	6.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL PHYSICIAN FTEs	32.3	30.4	33.9	29.2	31.8	30.1	31.4	3.1%	-5.2%	5.7%
	-9.2%	-6.0%	10.3%	-3.9%	-6.2%	3.1%	-1.1%			
TRAVELER NON MD FTEs										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL TRAVELER FTEs	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			
TRAVELER MD FTEs										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL TRAVELER MD FTEs	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
TOTAL TRAVELER FTEs										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL TRAVELER FTEs	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			
TOTAL RESIDENTS & FELLOWS FTEs										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL RESIDENTS & FELLOWS FTEs	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			
MLP FTEs										
GENERAL SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
INPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL MLP FTEs	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			

**NORTH COUNTRY HOSPITAL
REPORT 3
STAFFING REPORT**

	2014A	2015A	2016B	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED
								2016A - 2017A	2017B - 2017A	2012A - 2018B
ALL OTHER FTEs										
GENERAL SERVICES	133.8	142.0	161.2	146.3	168.1	149.0	162.0	1.8%	-11.4%	0.1%
INPATIENT ROUTINE SERVICES	45.4	49.2	48.1	48.9	49.4	54.0	51.8	10.5%	9.4%	-1.0%
OUTPATIENT ROUTINE SERVICES	107.8	113.9	143.7	107.4	152.0	109.5	147.6	1.9%	-28.0%	1.7%
ANCILLARY SERVICES	122.3	121.1	97.2	141.2	97.7	144.0	97.8	2.0%	47.4%	-3.8%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL ALL OTHER FTEs	409.3	426.2	450.2	443.8	467.2	456.4	459.2	2.8%	-2.3%	-0.5%
	-8.9%	4.1%	4.0%	4.1%	3.8%	2.8%	-1.7%			
NON-MD FTEs										
GENERAL SERVICES	133.8	142.0	161.2	146.3	168.1	149.0	162.0	1.8%	-11.4%	0.1%
INPATIENT ROUTINE SERVICES	45.4	49.2	48.1	48.9	49.4	54.0	51.8	10.5%	9.4%	-1.0%
OUTPATIENT ROUTINE SERVICES	107.8	113.9	143.7	107.4	152.0	109.5	147.6	1.9%	-28.0%	1.7%
ANCILLARY SERVICES	122.3	121.1	97.2	141.2	97.7	144.0	97.8	2.0%	47.4%	-3.8%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL NON-MD FTEs	409.3	426.2	450.2	443.8	467.2	456.4	459.2	2.8%	-2.3%	-0.5%
	-8.9%	4.1%	4.0%	4.1%	3.8%	2.8%	-1.7%			
ALL FTEs										
GENERAL SERVICES	133.8	142.0	161.2	146.3	168.1	149.0	162.0	1.8%	-11.4%	0.1%
INPATIENT ROUTINE SERVICES	45.4	49.2	48.1	48.9	49.4	54.0	51.8	10.5%	9.4%	-0.1%
OUTPATIENT ROUTINE SERVICES	114.3	120.1	150.2	112.6	158.5	114.5	154.1	1.6%	-27.8%	1.7%
ANCILLARY SERVICES	122.3	121.1	97.2	141.2	97.7	144.0	97.8	2.0%	47.4%	-3.8%
OTHER SERVICES	25.9	24.2	27.4	24.0	25.3	25.1	21.9	4.8%	-0.6%	-3.5%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL ALL FTEs	441.6	456.6	484.0	473.0	498.9	486.5	490.6	2.9%	-2.5%	-0.5%
	-8.9%	3.4%	4.4%	3.6%	3.1%	2.9%	-1.7%			

NON-MD WAGES										
GENERAL SERVICES	\$7,641,913	\$8,343,575	\$8,464,092	\$9,078,622	\$8,991,511	\$8,916,292	\$8,542,775	-1.8%	-0.8%	0.1%
INPATIENT ROUTINE SERVICES	\$2,916,451	\$3,174,693	\$2,994,199	\$3,200,256	\$3,060,048	\$3,309,291	\$3,505,058	3.4%	8.1%	0.5%
OUTPATIENT ROUTINE SERVICES	\$371,534	\$415,701	\$6,171,429	\$579,715	\$447,670	\$299,798	\$127,770	-48.3%	-33.0%	-46.5%
ANCILLARY SERVICES	\$7,067,574	\$7,268,116	\$7,508,073	\$7,501,991	\$7,730,733	\$7,795,581	\$8,377,448	3.9%	0.8%	0.5%
OTHER SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	\$4,531,720	\$5,289,726	\$0	\$6,082,844	\$6,645,378	\$6,426,152	\$6,932,570	5.6%	-3.3%	100.0%
UNCATEGORIZED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL NON-MD WAGES	\$22,529,191	\$24,491,810	\$25,137,792	\$26,443,428	\$26,875,340	\$26,747,116	\$27,485,621	1.1%	-0.5%	1.3%
	-7.5%	8.7%	7.6%	8.0%	6.9%	1.1%	2.3%			
NON-MD WAGES PER FTE										
GENERAL SERVICES	\$57,119	\$58,741	\$52,494	\$62,046	\$53,480	\$59,853	\$52,743	-3.5%	11.9%	0.0%
INPATIENT ROUTINE SERVICES	\$64,239	\$64,553	\$62,288	\$65,485	\$62,007	\$61,295	\$67,678	-6.4%	-1.1%	1.6%
OUTPATIENT ROUTINE SERVICES	\$3,446	\$3,649	\$42,947	\$5,399	\$2,945	\$2,739	\$866	-49.3%	-7.0%	-47.4%
ANCILLARY SERVICES	\$57,794	\$60,017	\$77,267	\$53,126	\$79,127	\$54,140	\$85,633	1.9%	-31.6%	4.5%
OTHER SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
UNCATEGORIZED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL NON-MD WAGES PER FTE	\$55,043	\$57,460	\$55,839	\$59,587	\$57,527	\$58,602	\$59,854	-1.7%	1.9%	1.8%
	1.5%	4.4%	3.5%	3.7%	3.0%	-1.7%	4.0%			

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

**NORTH COUNTRY HOSPITAL
REPORT 4
KEY HOSPITAL STATISTICS & RATIOS**

Type	Statistic					PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
UTI	AVERAGE DAILY CENSUS	16.4	16.0	17.8	17.3	8.3%	10.9%	2.2%	1.4	1.7
UTI	AVERAGE LENGTH OF STAY	3.4	3.2	2.4	3.4	-28.9%	-26.4%	-0.4%	(1.0)	(0.9)
UTI	ACUTE ALOS	3.2	3.2	2.0	3.2	-38.1%	-37.1%	-1.2%	(1.2)	(1.2)
UTI	ADJUSTED ADMISSIONS	9,352	9,280	14,145	8,698	51.3%	52.4%	0.5%	4,793.0	4,865.4
UTI	ADJUSTED DAYS	30,016	29,320	28,116	27,812	-6.3%	-4.1%	-0.7%	(1,899.8)	(1,203.8)
UTI	ACUTE CARE AVE DAILY CENSUS	12.2	12.3	12.4	12.5	1.0%	0.7%	-0.1%	0.1	0.1
UTI	ACUTE ADMISSIONS	1,394.0	1,417.0	2,268.0	1,432.0	62.7%	60.1%	1.1%	874.0	851.0
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
CAP	AGE OF PLANT	9.3	11.0	10.9	12.6	17.2%	-0.9%	10.4%	1.6	(0.1)
CAP	AGE OF PLANT BUILDING	15.4	15.7	16.8	17.8	8.8%	7.0%	8.6%	1.4	1.1
CAP	AGE OF PLANT EQUIPMENT	5.8	7.8	7.1	9.2	23.3%	-8.9%	14.3%	1.3	(0.7)
CAP	LONG TERM DEBT TO CAPITALIZATION	29.6%	1.9%	27.8%	27.4%	-5.9%	1361.6%	55.0%	(0.0)	0.3
CAP	DEBT PER STAFFED BED	1,129,629	1,193,852	1,185,232	1,197,743	4.9%	-0.7%	-1.0%	55,603.5	(8,619.5)
CAP	NET PROP, PLANT & EQUIP PER STAFFED BED	993,162	993,852	914,738	895,393	-7.9%	-8.0%	-2.1%	(78,424.5)	(79,113.9)
CAP	LONG TERM DEBT TO TOTAL ASSETS	25.9%	1.2%	23.8%	23.3%	-7.9%	1955.0%	69.0%	(0.0)	0.2
CAP	DEBT SERVICE COVERAGE RATIO	3.3	0.3	2.0	3.3	-41.5%	570.2%	75.0%	(1.4)	1.7
CAP	DEPRECIATION RATE	6.8	5.9	6.2	5.6	-9.8%	4.0%	-5.7%	(0.7)	0.2
CAP	CAPITAL EXPENDITURES TO DEPRECIATION	79.9%	75.8%	53.5%	73.3%	-33.1%	-29.5%	2.1%	(0.3)	(0.2)
CAP	CAPITAL EXPENDITURE GROWTH RATE	5.5	4.5	3.3	4.1	-39.7%	-26.6%	-3.7%	(2.2)	(1.2)
CAP	CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV	5.2%	4.3%	3.2%	4.1%	-37.6%	-24.7%	-1.0%	(0.0)	(0.0)
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
REV	DEDUCTION %	56.4%	56.0%	56.7%	57.5%	0.5%	1.1%	2.4%	0.0	0.0
REV	BAD DEBT %	1.9%	2.1%	1.2%	0.6%	-39.3%	-43.6%	-29.4%	(0.0)	(0.0)
REV	FREE CARE %	0.6%	0.7%	0.9%	0.7%	39.9%	34.3%	-1.3%	0.0	0.0
REV	OPERATING MARGIN %	0.2%	1.3%	-2.3%	0.8%	-1447.2%	-281.8%	-27.3%	(0.0)	(0.0)
REV	TOTAL MARGIN %	2.5%	1.8%	2.3%	2.3%	-7.4%	32.3%	-21.2%	(0.0)	0.0
REV	OUTPATIENT GROSS REVENUE %	84.8%	84.4%	83.5%	83.1%	-1.5%	-1.0%	-0.2%	(0.0)	(0.0)
REV	INPATIENT GROSS REVENUE %	14.9%	15.3%	16.0%	16.5%	7.6%	5.0%	0.6%	0.0	0.0
REV	PHYSICIAN GROSS REVENUE %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-	-
REV	SNF/REHAB/SWING GROSS REVENUE %	0.3%	0.3%	0.4%	0.4%	38.9%	29.2%	22.2%	0.0	0.0
REV	ALL NET PATIENT REVENUE % WITH DSH & GME	43.6%	44.0%	43.3%	42.5%	-0.6%	-1.4%	-2.8%	(0.0)	(0.0)
REV	MEDICARE NET PATIENT REVENUE % INCLUDING PHYS	37.4%	36.6%	38.0%	32.1%	1.6%	3.8%	-6.1%	0.0	0.0
REV	MEDICAID NET PATIENT REVENUE % INCLUDING PHYS	26.5%	26.0%	23.7%	23.6%	-10.7%	-8.9%	-3.7%	(0.0)	(0.0)
REV	COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS	62.3%	64.6%	62.9%	69.5%	1.0%	-2.7%	2.2%	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	21.1	19.9	31.0	18.9	47.1%	56.0%	-2.3%	9.9	11.1
PROD	FTES PER 100 ADJ DISCHARGES	4.7	5.0	3.2	5.3	-32.0%	-35.9%	2.4%	(1.5)	(1.8)
PROD	FTES PER ADJUSTED OCCUPIED BED	5.4	5.8	5.9	6.0	9.8%	1.9%	3.6%	0.5	0.1
PROD	RETURN ON ASSETS	2.7%	1.9%	2.4%	2.3%	-11.8%	25.4%	-21.2%	(0.0)	0.0
PROD	OVERHEAD EXPENSE W/ FRINGE, AS A % OF TOTAL OPERATING	22.3%	22.1%	21.5%	22.2%	-3.7%	-3.0%	0.9%	(0.0)	(0.0)

		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
COST	COST PER ADJUSTED ADMISSION	8,963	9,195	5,951	9,688	-33.6%	-35.3%	2.2%	(3,012.0)	(3,244.4)
COST	SALARY PER FTE - NON-MD	59,587	57,527	58,602	59,854	-1.7%	1.9%	2.1%	(984.8)	1,075.2
COST	SALARY & BENEFITS PER FTE - NON-MD	80,718	78,012	80,694	82,680	0.0%	3.4%	1.2%	(24.0)	2,681.1
COST	FRINGE BENEFIT % - NON-MD	35.5%	35.6%	37.7%	38.1%	6.3%	5.9%	-3.2%	0.0	0.0
COST	COMPENSATION RATIO	61.2%	59.0%	64.6%	62.8%	5.5%	9.4%	1.4%	0.0	0.1
COST	CAPITAL COST % OF TOTAL EXPENSE	6.7%	6.2%	6.3%	6.1%	-6.0%	2.3%	-3.1%	(0.0)	0.0
COST	CAPITAL COST PER ADJUSTED ADMISSION	605	570	378	592	-37.6%	-33.8%	-0.9%	(227.2)	(192.7)
COST	CONTRACTUAL ALLOWANCE %	57.4%	56.8%	57.3%	57.7%	0.0%	0.9%	1.6%	(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	4.3	1.6	3.7	4.4	-14.5%	136.8%	32.2%	(0.6)	2.1
CASH	DAYS PAYABLE	45.9	141.6	58.0	59.5	26.4%	-59.0%	-22.1%	12.1	(83.6)
CASH	DAYS RECEIVABLE	32.6	28.8	33.4	33.3	2.5%	15.9%	1.4%	0.8	4.6
CASH	DAYS CASH ON HAND	169.3	175.0	200.0	196.3	18.1%	14.3%	-1.8%	30.7	25.0
CASH	CASH FLOW MARGIN	6.9%	7.4%	4.2%	6.9%	-38.9%	-42.8%	-8.1%	(0.0)	(0.0)
CASH	CASH TO LONG TERM DEBT	1.8	41.7	2.2	2.2	26.9%	-94.6%	-41.0%	0.5	(39.5)
CASH	CASH FLOW TO TOTAL DEBT	0.4	0.3	0.3	0.2	-22.0%	-11.9%	-11.7%	(0.1)	(0.0)
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
UNIT	GROSS PRICE PER DISCHARGE	14,870	15,634	10,441	16,392	-29.8%	-33.2%	3.4%	(4,429.0)	(5,193.2)
UNIT	GROSS PRICE PER VISIT	2,225	2,268	2,245	2,294	0.9%	-1.0%	6.2%	20.2	(23.0)
UNIT	GROSS REVENUE PER ADJ ADMISSION	19,072	19,893	12,508	21,406	-34.4%	-37.1%	4.9%	(6,564.8)	(7,385.0)
UNIT	NET REVENUE PER ADJUSTED ADMISSION	8,318	8,749	5,421	9,091	-34.8%	-38.0%	2.0%	(2,896.6)	(3,327.6)

**North Country Hospital
Utilization**

	2016	2017	2017	2018	\$ Change		% Change		
	Actual	Budget	Actual	Budget	Actual - Actual	Budget - Actual	Actual - Actual	Budget - Actual	
Inpatient									
Acute									
Beds (Staffed)	25	25	25	25	-	-	0.0%	0.0%	
Occupancy % (Staffed Beds)	49%	49%	49%	50%			0.8%	0.7%	
Admissions	1,394	1,417	2,268	1,432	874	851	62.7%	60.1%	
Patient Days	4,474	4,477	4,508	4,579	34	31	0.8%	0.7%	
Average Length Of Stay	3.21	3.16	1.99	3.20			-38.1%	-37.1%	
Chronic/Rehab									
Beds (Staffed)	-	-	-	-	-	-			
Admissions	-	-	-	-	-	-			
Patient Days	-	-	-	-	-	-			
Average Length Of Stay	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!	
SNF/ECF									
Beds (Staffed)	-	-	-	-	-	-			
Admissions	-	-	-	-	-	-			
Patient Days	-	-	-	-	-	-			
Average Length Of Stay	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!	
Nursery									
Beds (Staffed)	2	2	2	2	-	-	0.0%	0.0%	
Admissions	164	168	169	175	5	1	3.0%	0.6%	
Patient Days	411	400	464	484	53	64	12.9%	16.0%	
Average Length Of Stay	2.51	2.38	2.75	2.77			9.6%	15.3%	
Swing Beds									
Beds (Staffed)	-	-	-	-	-	-			
Admissions	230	218	280	263	50	62	21.7%	28.4%	
Patient Days	1,127	980	1,523	1,250	396	543	35.1%	55.4%	
Average Length Of Stay	4.90	4.50	5.44	4.75			11.0%	21.0%	
Total									
Beds (Staffed)	27	27	27	27	-	-	0.0%	0.0%	
Admissions	1,788	1,803	2,717	1,870	929	914	52.0%	50.7%	
Patient Days	6,012	5,857	6,495	6,313	483	638	8.0%	10.9%	
Average Length Of Stay	3.36	3.25	2.39	3.38	(0.97)	(0.86)	-28.9%	-26.4%	
Outpatient									
All Outpatient Visits	67,973	68,690	65,830	67,467	(2,143)	(2,860)	-3.2%	-4.2%	
Operating Room Procedure	2,820	2,852	2,730	2,707	(90)	(122)	-3.2%	-4.3%	
Observation Units	-	-	-	-	-	-			
Physician Office Visits	97,769	102,489	99,775	98,876	2,006	(2,714)	2.1%	-2.6%	
Ancillary									
All Operating Room Procedure	3,063	3,127	3,000	2,968	(63)	(127)	-2.1%	-4.1%	
Emergency Room Visits	15,987	16,837	15,521	16,530	(466)	(1,316)	-2.9%	-7.8%	
Adjusted Statistics									
Adjusted Admissions	9,352	9,283	14,337	8,698	4,984	5,054	53.3%	54.4%	
Adjusted Days	30,016	29,329	28,221	27,812	(1,795)	(1,108)	-6.0%	-3.8%	