

Vermont Community Hospital
Balance Sheet - Unrestricted Funds
NORTHEASTERN VT REGIONAL HOSPITAL

	2016A	2017B	2017A	2018B	PERCENT CHANGE 2016A - 2017A	ANNUALIZED 2017B - 2017A	ANNUALIZED 2013A - 2018B
ASSETS							
CURRENT ASSETS							
CASH & INVESTMENTS	\$6,683,538	\$9,026,671	\$7,385,232	\$7,054,600	10.5%	-18.2%	28.4%
PATIENT ACCOUNTS RECEIVABLE, GROSS	\$14,964,477	\$14,208,900	\$14,768,146	\$15,134,700	-1.3%	3.9%	2.2%
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS DUE FROM THIRD PARTIES	-\$6,466,527	-\$6,000,000	-\$6,841,488	-\$6,000,000	-5.8%	-14.0%	6.7%
RISK RESERVE FOR FIXED REFORM PAYMENTS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER CURRENT ASSETS	\$2,866,290	\$2,230,000	\$3,019,021	\$2,425,000	0.0%	0.0%	0.0%
TOTAL CURRENT ASSETS	\$18,047,778	\$19,465,571	\$18,330,911	\$18,614,300	1.6%	-5.8%	0.9%
BOARD DESIGNATED ASSETS							
FUNDED DEPRECIATION	\$16,639,051	\$15,176,800	\$17,908,361	\$17,000,000	7.6%	18.0%	4.2%
ESCROWED BOND FUNDS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL BOARD DESIGNATED ASSETS	\$16,639,051	\$15,176,800	\$17,908,361	\$17,000,000	7.6%	18.0%	4.2%
TOTAL PROPERTY, PLANT AND EQUIPMENT, NET	\$21,091,013	\$23,348,929	\$21,321,344	\$27,500,000	1.1%	-8.7%	4.2%
OTHER LONG-TERM ASSETS	\$7,754,531	\$5,774,156	\$6,388,027	\$7,913,000	-17.6%	10.6%	16.0%
TOTAL ASSETS	\$63,532,373	\$63,765,456	\$63,948,643	\$71,027,300	0.7%	0.3%	4.2%
LIABILITIES AND FUND BALANCE							
CURRENT LIABILITIES							
ACCOUNTS PAYABLE	\$3,173,061	\$4,630,900	\$2,586,468	\$4,000,100	-18.5%	-44.1%	15.0%
SALARIES, WAGES AND PAYROLL TAXES PAYABLE	\$3,447,687	\$3,100,000	\$5,007,566	\$3,000,000	45.2%	61.5%	-3.7%
ESTIMATED THIRD-PARTY SETTLEMENTS	\$4,560,796	\$2,192,000	\$4,470,101	\$4,150,000	-2.0%	103.9%	35.4%
OTHER CURRENT LIABILITIES	\$1,027,694	\$1,600,000	\$416,736	\$650,000	-59.4%	-74.0%	-20.0%
CURRENT PORTION OF LONG-TERM DEBT	\$722,464	\$770,000	\$738,741	\$965,000	2.3%	-4.1%	15.8%
TOTAL CURRENT LIABILITIES	\$12,931,702	\$12,292,900	\$13,219,612	\$12,765,100	2.2%	7.5%	7.3%
LONG-TERM DEBT							
BONDS & MORTGAGES PAYABLE	\$11,400,348	\$10,862,300	\$10,674,402	\$16,017,300	-6.4%	-1.7%	3.5%
CAPITAL LEASE OBLIGATIONS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER LONG-TERM DEBT	\$639,267	\$464,100	\$918,642	\$850,000	43.7%	97.9%	4.7%
TOTAL LONG-TERM DEBT	\$12,039,615	\$11,326,400	\$11,593,044	\$16,867,300	-3.7%	2.4%	3.5%
OTHER NONCURRENT LIABILITIES	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL LIABILITIES	\$24,971,317	\$23,619,300	\$24,812,656	\$29,632,400	-0.6%	5.1%	5.1%
FUND BALANCE	\$38,561,056	\$40,146,156	\$39,135,987	\$41,394,900	1.5%	-2.5%	3.6%
TOTAL LIABILITIES AND FUND BALANCE	63,532,373	63,765,456	63,948,643	71,027,300	0.7%	0.3%	4.2%

Vermont Community Hospitals
Capital Budget
Northeastern VT Regional Hospital

	2013B	2013A	2014B	2014A	2015B	2015A	2016A	2017B	2017A	2018B	2019 Plan	2020 Plan	2021 Plan
CONSTRUCTION IN PROGRESS	\$0	\$0	\$0	\$1,654,386	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
LAND & LAND IMPROVEMENTS	\$0	\$0	\$0	\$0	\$0	\$33,740	\$17,024	\$0	\$0	\$65,000	\$0	\$0	\$0
BUILDINGS & BUILDING IMPROVEMENTS	\$2,324,000	\$436,758	\$1,825,000	\$934,408	\$1,995,000	\$273,177	\$289,611	\$380,000	\$942,047	\$2,980,000	\$250,000	\$250,000	\$250,000
FIXED EQUIPMENT	\$0	\$0	\$913,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
MAJOR MOVABLE EQUIPMENT	\$3,611,700	\$3,497,075	\$2,044,900	\$1,703,286	\$2,525,905	\$1,264,823	\$2,900,358	\$2,345,805	\$2,492,129	\$3,155,600	\$2,046,900	\$1,449,750	\$1,110,800
OTHER	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CAPITAL EXPENDITURES	\$5,935,700	\$3,933,833	\$4,782,900	\$4,292,080	\$4,520,905	\$1,571,740	\$3,206,993	\$2,725,805	\$3,434,176	\$6,200,600	\$2,296,900	\$1,699,750	\$1,360,800
TOTAL CON ITEMS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,100,000	\$0	\$4,000,000	\$0
TOTAL CAP BUDGET AND PROJ CON	\$5,935,700	\$3,933,833	\$4,782,900	\$4,292,080	\$4,520,905	\$1,571,740	\$3,206,993	\$2,725,805	\$3,434,176	\$9,300,600	\$2,296,900	\$5,699,750	\$1,360,800

NORTHEASTERN VT REGIONAL 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	\$146,066,754	\$160,421,500	\$157,055,100	\$167,933,800	-\$3,366,400	-2.1%
Disproportionate Share Payments	\$1,528,180	\$1,730,400	\$1,578,800	\$1,075,300	-\$151,600	-8.8%
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	\$0	0.0%
Bad Debt	-\$3,443,155	-\$2,977,400	-\$3,387,300	-\$3,535,600	-\$409,900	-13.8%
Free Care	-\$2,675,006	-\$3,045,300	-\$2,666,000	-\$2,797,400	\$379,300	12.5%
Deductions From Revenue	-\$69,890,222	-\$79,059,700	-\$75,785,900	-\$83,858,000	\$3,273,800	4.1%
Net Revenue Deductions	-\$74,480,203	-\$83,352,000	-\$80,260,400	-\$89,115,700	\$3,091,600	3.7%
Net Patient Care Revenue	\$71,586,551	\$77,069,500	\$76,794,700	\$78,818,100	-\$274,800	-0.4%
Fixed Prospective Payments (incl Reserves&Other)	\$0	\$0	\$0	\$0	\$0	0.0%
Total NPR & FPP (incl Reserves)	\$71,586,551	\$77,069,500	\$76,794,700	\$78,818,100	-\$274,800	-0.4%
Other Operating Revenue	\$1,727,715	\$1,585,100	\$2,078,086	\$1,550,000	\$492,986	31.1%
Total Operating Revenue	\$73,314,266	\$78,654,600	\$78,872,786	\$80,368,100	\$218,186	0.3%
Operating Expense						0.0%
Salaries Non Md	\$24,242,683	\$25,750,000	\$26,356,397	\$27,683,163	\$606,397	2.4%
Fringe Benefits Non Md	\$8,331,196	\$8,713,400	\$8,579,339	\$8,559,670	-\$134,061	-1.5%
Fringe Benefits Md	\$1,982,486	\$2,537,200	\$2,896,100	\$2,544,630	\$358,900	14.1%
Physician Fees Salaries Contracts & Fringes	\$8,461,060	\$9,156,800	\$8,587,869	\$9,463,870	-\$568,931	-6.2%
Health Care Provider Tax	\$3,955,536	\$4,300,000	\$4,297,275	\$4,582,000	-\$2,725	-0.1%
Depreciation Amortization	\$2,682,249	\$2,806,000	\$2,940,589	\$3,019,000	\$134,589	4.8%
Interest - Short Term	\$0	\$0	\$0	\$0	\$0	0.0%
Interest - Long Term	\$327,021	\$378,000	\$280,685	\$386,000	-\$97,315	-25.7%
Other Operating Expense	\$21,844,095	\$23,428,100	\$23,457,159	\$22,679,867	\$29,059	0.1%
Total Operating Expense	\$71,826,326	\$77,069,500	\$77,395,413	\$78,918,200	\$325,913	0.4%
Net Operating Income (Loss)	\$1,487,940	\$1,585,100	\$1,477,373	\$1,449,900	-\$107,727	-6.8%
Non-Operating Revenue	\$906,415	\$0	-\$990,611	\$0	-\$990,611	-100.0%
Excess (Deficit) Of Revenue Over Expense	\$2,394,355	\$1,585,100	\$486,762	\$1,449,900	-\$1,098,338	-69.3%
Operating Margin %	2.0%	2.0%	1.9%	1.8%		
Total Margin %	3.3%	2.0%	0.6%	1.8%		

Net Payer Revenue-Budget to Budget

Northeastern VT Regional Hospital					
PAYER REVENUE DETAIL					
		2017 Approved	2017 Actuals	B17-A18	B17-B18
All Payers	Gross Revenue	\$160,421,500.00	\$157,055,100.00	-\$3,366,400.00	-2.1%
	Contractual Allowances	-\$79,059,700.00	-\$75,785,900.00	\$3,273,800.00	-4.1%
	Bad debt	-\$2,977,400.00	-\$3,387,300.00	-\$409,900.00	13.8%
	Free Care	-\$3,045,300.00	-\$2,666,000.00	\$379,300.00	-12.5%
	Disproportionate Share Payments	\$1,730,400.00	\$1,578,800.00	-\$151,600.00	-8.8%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	Net Payer Revenue	\$77,069,500.00	\$76,794,700.00	-\$274,800.00	-0.4%
	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	\$77,069,500.00	\$76,794,700.00	-\$274,800.00	-0.4%
			\$0.00	\$0.00	\$0.00
COMMERCIAL	Gross Revenue	\$57,979,200.00	\$57,758,000.00	-\$221,200.00	-0.4%
	Contractual Allowances	-\$12,874,700.00	-\$12,621,400.00	\$253,300.00	-2.0%
	Bad debt	\$0.00	\$0.00	\$0.00	0.0%
	Free Care	\$0.00	\$0.00	\$0.00	0.0%
	Disproportionate Share Payments	\$0.00	\$0.00	\$0.00	0.0%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	Net Payer Revenue	\$45,104,500.00	\$45,136,600.00	\$32,100.00	0.1%
	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	\$45,104,500.00	\$45,136,600.00	\$32,100.00	0.1%
			\$0.00	\$0.00	\$0.00
MEDICAID	Gross Revenue	\$37,301,100.00	\$33,029,500.00	-\$4,271,600.00	-11.5%
	Contractual Allowances	-\$26,936,200.00	-\$23,684,500.00	\$3,251,700.00	-12.1%
	Bad debt	\$0.00	\$0.00	\$0.00	0.0%
	Free Care	\$0.00	\$0.00	\$0.00	0.0%
	Disproportionate Share Payments	\$1,730,400.00	\$1,578,800.00	-\$151,600.00	-8.8%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	Net Payer Revenue	\$12,095,300.00	\$10,923,800.00	-\$1,171,500.00	-9.7%
	Fixed Prospective Payments	\$0.00	\$0.00	\$0.00	0.0%
	Other Reform Payments	\$0.00	\$0.00	\$0.00	0.0%
	Reserves (Risk)	\$0.00	\$0.00	\$0.00	0.0%
	Total NPR & FPP	\$12,095,300.00	\$10,923,800.00	-\$1,171,500.00	-9.7%
			\$0.00	\$0.00	\$0.00
MEDICARE	Gross Revenue	\$65,141,200.00	\$66,267,600.00	\$1,126,400.00	1.7%
	Contractual Allowances	-\$39,248,800.00	-\$39,480,000.00	-\$231,200.00	0.6%
	Bad debt	\$0.00	\$0.00	\$0.00	0.0%
	Free Care	\$0.00	\$0.00	\$0.00	0.0%
	Disproportionate Share Payments	\$0.00	\$0.00	\$0.00	0.0%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	Net Payer Revenue	\$25,892,400.00	\$26,787,600.00	\$895,200.00	3.5%
	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	\$25,892,400.00	\$26,787,600.00	\$895,200.00	3.5%
			\$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	-\$2,977,400.00	-\$3,387,300.00	-\$409,900.00	13.8%
	Free Care	-\$3,045,300.00	-\$2,666,000.00	\$379,300.00	-12.5%
	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	-\$6,022,700.00	-\$6,053,300.00	-\$30,600.00	0.5%

**NORTHEASTERN VT REGIONAL 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	-	-	-	-	-	-	0.3	0.0%	0.0%	100.0%
INPATIENT ROUTINE SERVICES	-	-	-	3.4	3.6	3.3	3.6	-2.9%	-8.3%	0.0%
OUTPATIENT ROUTINE SERVICES	24.7	-	8.6	-	-	-	-	0.0%	0.0%	34.2%
ANCILLARY SERVICES	-	0.5	-	2.9	3.9	4.7	5.0	62.1%	20.5%	0.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	24.2	24.8	24.0	23.1	21.5	23.6	-10.4%	-6.9%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL PHYSICIAN FTEs	24.7	24.7	33.4	30.3	30.6	29.5	32.5	-2.6%	-3.6%	34.2%
	-9.3%	-0.2%	20.1%	22.9%	-8.4%	-2.6%	6.2%			
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	-	-	-	-	-	-	1.5	0.0%	0.0%	100.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	-	4.1	-	11.4	0.0%	-100.0%	100.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	16.4	0.0%	0.0%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL MLP FTEs	-	-	-	-	4.1	-	29.3	0.0%	-100.0%	100.0%
	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	614.6%			

**NORTHEASTERN VT REGIONAL 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	141.8	139.2	136.3	139.6	152.8	154.3	152.2	10.6%	1.0%	2.0%
INPATIENT ROUTINE SERVICES	59.8	56.1	55.6	58.6	56.0	67.2	59.5	14.7%	20.0%	1.1%
OUTPATIENT ROUTINE SERVICES	90.1	8.5	19.5	9.1	8.9	12.1	13.3	33.0%	36.0%	-24.0%
ANCILLARY SERVICES	98.5	105.6	103.1	103.0	105.5	108.5	105.5	5.3%	2.8%	2.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	84.5	84.4	93.1	87.4	88.6	72.0	-4.8%	1.4%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL ALL OTHER FTEs	390.3	393.9	398.9	403.4	410.6	430.7	402.5	6.8%	4.9%	2.2%
	0.8%	0.9%	3.2%	2.4%	2.9%	6.8%	-2.0%			
NON-MD FTEs										
GENERAL SERVICES	141.8	139.2	136.3	139.6	152.8	154.3	152.2	10.6%	1.0%	2.0%
INPATIENT ROUTINE SERVICES	59.8	56.1	55.6	58.6	56.0	67.2	61.0	14.7%	20.0%	1.5%
OUTPATIENT ROUTINE SERVICES	90.1	8.5	19.5	9.1	8.9	12.1	13.3	33.0%	36.0%	-24.0%
ANCILLARY SERVICES	98.5	105.6	103.1	103.0	109.6	108.5	116.9	5.3%	-1.0%	3.7%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	84.5	84.4	93.1	87.4	88.6	88.4	-4.8%	1.4%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL NON-MD FTEs	390.3	393.9	398.9	403.4	414.7	430.7	431.8	6.8%	3.9%	3.4%
	0.8%	0.9%	3.2%	2.4%	4.0%	6.8%	4.1%			
ALL FTEs										
GENERAL SERVICES	141.8	139.2	136.3	139.6	152.8	154.3	152.5	10.6%	1.0%	2.0%
INPATIENT ROUTINE SERVICES	59.8	56.1	55.6	62.0	59.6	70.5	64.6	13.7%	18.3%	2.5%
OUTPATIENT ROUTINE SERVICES	114.8	8.5	28.1	9.1	8.9	12.1	13.3	33.0%	36.0%	-27.6%
ANCILLARY SERVICES	98.5	106.1	103.1	105.9	113.5	113.2	121.9	6.9%	-0.3%	4.4%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	108.7	109.2	117.1	110.5	110.1	112.0	-6.0%	-0.4%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL ALL FTEs	415.0	418.6	432.3	433.7	445.3	460.2	464.3	6.1%	3.3%	3.5%
	0.1%	0.9%	4.3%	3.6%	3.0%	6.1%	4.3%			
NON-MD WAGES										
GENERAL SERVICES	\$7,128,060	\$7,019,647	\$7,390,000	\$7,614,243	\$8,261,300	\$8,250,898	\$8,685,890	8.4%	-0.1%	4.2%
INPATIENT ROUTINE SERVICES	\$3,627,440	\$3,412,748	\$3,732,500	\$3,532,135	\$3,927,100	\$4,097,599	\$3,998,320	16.0%	4.3%	2.9%
OUTPATIENT ROUTINE SERVICES	\$814,118	\$664,939	\$4,553,800	\$703,670	\$794,200	\$681,957	\$908,320	-3.1%	-14.1%	-21.9%
ANCILLARY SERVICES	\$6,726,485	\$6,356,398	\$6,499,700	\$7,671,324	\$8,209,600	\$8,345,992	\$8,714,411	8.8%	1.7%	7.0%
OTHER SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	\$3,759,614	\$4,839,229	\$0	\$4,721,311	\$4,557,800	\$4,979,951	\$5,376,222	5.5%	9.3%	100.0%
UNCATEGORIZED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL NON-MD WAGES	\$22,055,717	\$22,292,961	\$22,176,000	\$24,242,683	\$25,750,000	\$26,356,397	\$27,683,163	8.7%	2.4%	5.6%
	1.7%	1.1%	6.9%	8.7%	16.1%	8.7%	7.5%			
NON-MD WAGES PER FTE										
GENERAL SERVICES	\$50,268	\$50,428	\$54,219	\$54,563	\$54,066	\$53,473	\$57,069	-2.0%	-1.1%	2.2%
INPATIENT ROUTINE SERVICES	\$60,629	\$60,833	\$67,131	\$60,275	\$70,127	\$60,976	\$65,546	1.2%	-13.0%	1.3%
OUTPATIENT ROUTINE SERVICES	\$9,036	\$78,228	\$233,528	\$77,326	\$89,236	\$56,360	\$68,295	-27.1%	-36.8%	2.7%
ANCILLARY SERVICES	\$68,268	\$60,193	\$63,043	\$74,479	\$74,905	\$76,922	\$74,546	3.3%	2.7%	3.2%
OTHER SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	\$0	\$57,269	\$0	\$50,712	\$52,149	\$56,207	\$60,817	10.8%	7.8%	100.0%
UNCATEGORIZED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL NON-MD WAGES PER FTE	\$56,515	\$56,595	\$55,593	\$60,103	\$62,093	\$61,194	\$64,111	1.8%	-1.4%	2.2%
	0.9%	0.1%	3.6%	6.2%	11.7%	1.8%	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

**NORTHEASTERN VT REGIONAL 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	15.4	15.2	15.2	15.3	-1.2%	0.4%	1.3%	(0.2)	0.1
UTI	AVERAGE LENGTH OF STAY	3.3	3.4	3.5	3.4	5.2%	3.8%	-0.6%	0.2	0.1
UTI	ACUTE ALOS	3.2	3.2	3.4	3.2	5.9%	3.9%	0.9%	0.2	0.1
UTI	ADJUSTED ADMISSIONS	6,374	6,473	6,061	6,477	-4.9%	-6.4%	4.4%	(313.1)	(412.7)
UTI	ADJUSTED DAYS	20,764	20,891	20,916	20,929	0.7%	0.1%	5.3%	152.4	25.0
UTI	ACUTE CARE AVE DAILY CENSUS	11.8	11.8	11.6	11.9	-2.2%	-1.6%	3.7%	(0.3)	(0.2)
UTI	ACUTE ADMISSIONS	1,367.0	1,329.0	1,259.0	1,340.0	-7.9%	-5.3%	2.8%	(108.0)	(70.0)
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
CAP	AGE OF PLANT	13.1	13.7	13.0	13.6	-0.8%	-5.6%	1.1%	(0.1)	(0.8)
CAP	AGE OF PLANT BUILDING	19.6	19.4	20.7	22.0	5.9%	6.8%	6.6%	1.2	1.3
CAP	AGE OF PLANT EQUIPMENT	9.4	10.2	9.2	9.7	-2.2%	-9.6%	-1.8%	(0.2)	(1.0)
CAP	LONG TERM DEBT TO CAPITALIZATION	23.8%	22.0%	22.9%	29.0%	-4.0%	3.9%	0.9%	(0.0)	0.0
CAP	DEBT PER STAFFED BED	924,864	814,459	855,609	1,021,807	-7.5%	5.1%	6.5%	(69,254.8)	41,150.2
CAP	NET PROP, PLANT & EQUIP PER STAFFED BED	781,149	805,135	735,219	948,276	-5.9%	-8.7%	3.3%	(45,929.9)	(69,916.7)
CAP	LONG TERM DEBT TO TOTAL ASSETS	19.0%	17.8%	18.1%	23.7%	-4.3%	2.1%	0.3%	(0.0)	0.0
CAP	DEBT SERVICE COVERAGE RATIO	4.3	4.2	4.6	3.6	7.6%	10.9%	9.0%	0.3	0.5
CAP	DEPRECIATION RATE	4.8	4.5	4.9	4.4	3.6%	9.1%	-0.3%	0.2	0.4
CAP	CAPITAL EXPENDITURES TO DEPRECIATION	119.6%	97.1%	116.8%	205.4%	-2.3%	20.2%	5.2%	(0.0)	0.2
CAP	CAPITAL EXPENDITURE GROWTH RATE	5.7	4.4	5.8	9.0	1.2%	31.1%	4.9%	0.1	1.4
CAP	CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV	4.5%	3.5%	4.5%	7.9%	-0.2%	26.4%	3.2%	(0.0)	0.0
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
REV	DEDUCTION %	51.0%	52.0%	51.1%	53.1%	0.2%	-1.6%	2.4%	0.0	(0.0)
REV	BAD DEBT %	2.4%	1.9%	2.2%	2.1%	-8.5%	16.2%	-3.7%	(0.0)	0.0
REV	FREE CARE %	1.8%	1.9%	1.7%	1.7%	-7.3%	-10.6%	-0.1%	(0.0)	(0.0)
REV	OPERATING MARGIN %	2.0%	2.0%	1.9%	1.8%	-7.7%	-7.1%	#NUM!	(0.0)	(0.0)
REV	TOTAL MARGIN %	3.2%	2.0%	0.6%	1.8%	-80.6%	-69.0%	17.0%	(0.0)	(0.0)
REV	OUTPATIENT GROSS REVENUE %	77.6%	78.3%	78.3%	78.3%	0.8%	-0.1%	0.6%	0.0	(0.0)
REV	INPATIENT GROSS REVENUE %	21.4%	20.5%	20.8%	20.7%	-3.1%	1.2%	-1.5%	(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 %	0.9%	1.2%	1.0%	1.0%	5.6%	-16.9%	-10.3%	0.0	(0.0)
REV	ALL NET PATIENT REVENUE % WITH DSH & GME	49.0%	48.0%	48.9%	46.9%	-0.2%	1.8%	-2.4%	(0.0)	0.0
REV	MEDICARE NET PATIENT REVENUE % INCLUDING PHYS	40.3%	39.7%	40.4%	41.3%	0.3%	1.7%	0.0%	0.0	0.0
REV	MEDICAID NET PATIENT REVENUE % INCLUDING PHYS	31.2%	27.8%	28.3%	30.2%	-9.2%	1.8%	-2.0%	(0.0)	0.0
REV	COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS	67.4%	67.4%	67.7%	61.3%	0.4%	0.4%	-3.3%	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	15.8	15.6	14.1	15.0	-11.0%	-9.9%	1.7%	(1.7)	(1.5)
PROD	FTES PER 100 ADJ DISCHARGES	6.3	6.4	7.1	6.7	12.3%	10.9%	-1.7%	0.8	0.7
PROD	FTES PER ADJUSTED OCCUPIED BED	7.1	7.2	7.5	7.5	6.0%	3.7%	-2.6%	0.4	0.3
PROD	RETURN ON ASSETS	3.8%	2.5%	0.8%	2.0%	-79.8%	-69.4%	17.2%	(0.0)	(0.0)
PROD	OVERHEAD EXPENSE W/ FRINGE, AS A % OF TOTAL OPERATIN	21.0%	21.5%	21.4%	21.5%	2.1%	-0.4%	-0.5%	0.0	(0.0)

		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
COST	COST PER ADJUSTED ADMISSION	11,269	11,906	12,770	12,184	13.3%	7.3%	0.6%	1,501.0	864.5
COST	SALARY PER FTE - NON-MD	60,103	62,093	61,194	64,111	1.8%	-1.4%	3.2%	1,091.0	(898.8)
COST	SALARY & BENEFITS PER FTE - NON-MD	80,758	83,104	81,114	83,934	0.4%	-2.4%	1.9%	355.5	(1,990.6)
COST	FRINGE BENEFIT % - NON-MD	34.4%	33.8%	32.6%	30.9%	-5.3%	-3.8%	-5.0%	(0.0)	(0.0)
COST	COMPENSATION RATIO	58.7%	58.7%	58.9%	60.0%	0.3%	0.3%	-1.7%	0.0	0.0
COST	CAPITAL COST % OF TOTAL EXPENSE	4.2%	4.1%	4.2%	4.3%	-0.7%	0.7%	-1.8%	(0.0)	0.0
COST	CAPITAL COST PER ADJUSTED ADMISSION	472	492	531	526	12.6%	8.1%	-1.2%	59.4	39.6
COST	CONTRACTUAL ALLOWANCE %	52.0%	53.0%	52.1%	53.7%	0.1%	-1.8%	2.0%	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	2.7	2.8	2.7	2.8	2.2%	-2.7%	-3.3%	0.1	(0.1)
CASH	DAYS PAYABLE	68.3	60.4	64.8	61.4	-5.1%	7.3%	2.9%	(3.5)	4.4
CASH	DAYS RECEIVABLE	43.3	38.9	37.7	42.3	-13.0%	-3.1%	-5.3%	(5.7)	(1.2)
CASH	DAYS CASH ON HAND	123.1	119.0	124.0	115.7	0.7%	4.2%	4.4%	0.9	5.0
CASH	CASH FLOW MARGIN	6.1%	6.1%	6.0%	6.0%	-2.9%	-1.7%	12.7%	(0.0)	(0.0)
CASH	CASH TO LONG TERM DEBT	1.9	2.1	2.2	1.4	12.6%	2.1%	4.1%	0.2	0.0
CASH	CASH FLOW TO TOTAL DEBT	0.3	0.3	0.3	0.3	-19.5%	-12.0%	0.5%	(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	18,493	20,094	20,571	21,057	11.2%	2.4%	5.2%	2,077.8	476.4
UNIT	GROSS PRICE PER VISIT	1,244	1,379	1,325	1,402	6.5%	-3.9%	6.2%	81.4	(53.7)
UNIT	GROSS REVENUE PER ADJ ADMISSION	22,917	24,782	25,914	25,928	13.1%	4.6%	4.3%	2,996.9	1,132.0
UNIT	NET REVENUE PER ADJUSTED ADMISSION	11,231	11,906	12,671	12,169	12.8%	6.4%	1.8%	1,439.5	765.3

**Northeastern VT Regional Hospital
Utilization**

	2016	2017	2017	2018	\$ Change		% Change		
	Actual	Budget	Actual	Budget	Actual - Actual	Budget - Actual	Actual - Actual	Budget - Actual	
Inpatient									
Acute									
Beds (Staffed)	23	23	23	23	-	-	0.0%	0.0%	
Occupancy % (Staffed Beds)	52%	51%	50%	52%			-2.5%	-1.6%	
Admissions	1,367	1,329	1,259	1,340	(108)	(70)	-7.9%	-5.3%	
Patient Days	4,326	4,289	4,220	4,330	(106)	(69)	-2.5%	-1.6%	
Average Length Of Stay	3.16	3.23	3.35	3.23			5.9%	3.9%	
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)	4	4	4	4	-	-	0.0%	0.0%	
Admissions	220	190	196	190	(24)	6	-10.9%	3.2%	
Patient Days	509	470	412	470	(97)	(58)	-19.1%	-12.3%	
Average Length Of Stay	2.31	2.47	2.10	2.47			-9.1%	-15.0%	
Swing Beds									
Beds (Staffed)	-	2	2	2	2	-	#DIV/0!	0.0%	
Admissions	107	120	131	120	24	11	22.4%	9.2%	
Patient Days	814	785	934	785	120	149	14.7%	19.0%	
Average Length Of Stay	7.61	6.54	7.13	6.54			-6.3%	9.0%	
Total									
Beds (Staffed)	27	29	29	29	2	-	7.4%	0.0%	
Admissions	1,694	1,639	1,586	1,650	(108)	(53)	-6.4%	-3.2%	
Patient Days	5,649	5,544	5,566	5,585	(83)	22	-1.5%	0.4%	
Average Length Of Stay	3.33	3.38	3.51	3.38	0.17	0.13	5.2%	3.8%	
Outpatient									
All Outpatient Visits	91,192	91,122	92,769	93,830	1,577	1,647	1.7%	1.8%	
Operating Room Procedure	2,663	2,795	2,748	3,000	85	(47)	3.2%	-1.7%	
Observation Units	827	873	925	900	98	52	11.9%	6.0%	
Physician Office Visits	71,707	73,981	71,565	75,580	(142)	(2,416)	-0.2%	-3.3%	
Ancillary									
All Operating Room Procedure	3,050	3,182	3,112	3,400	62	(70)	2.0%	-2.2%	
Emergency Room Visits	14,358	14,330	14,130	14,300	(228)	(200)	-1.6%	-1.4%	
Adjusted Statistics									
Adjusted Admissions	6,561	6,473	6,240	6,477	(321)	(233)	-4.9%	-3.6%	
Adjusted Days	20,764	20,891	20,916	20,929	152	25	0.7%	0.1%	