

Vermont Community Hospital
Balance Sheet - Unrestricted Funds
PORTER MEDICAL CENTER

	2016A	2017B	2017A	2018B	PERCENT CHANGE 2016A - 2017A	ANNUALIZED 2017B - 2017A	ANNUALIZED 2013A - 2018B
ASSETS							
CURRENT ASSETS							
CASH & INVESTMENTS	\$14,497,053	\$11,736,851	\$18,692,243	\$17,711,057	28.9%	59.3%	17.4%
PATIENT ACCOUNTS RECEIVABLE, GROSS	\$18,730,697	\$19,340,881	\$21,501,420	\$19,016,854	14.8%	11.2%	1.1%
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS DUE FROM THIRD PARTIES	-\$9,380,409	-\$10,108,056	-\$11,106,084	-\$9,920,594	-18.4%	-9.9%	1.2%
RISK RESERVE FOR FIXED REFORM PAYMENTS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER CURRENT ASSETS	\$4,441,021	\$4,787,745	\$5,623,450	\$5,445,871	0.0%	0.0%	0.0%
TOTAL CURRENT ASSETS	\$28,288,362	\$25,757,421	\$34,711,029	\$32,253,188	22.7%	34.8%	7.1%
BOARD DESIGNATED ASSETS							
FUNDED DEPRECIATION	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
ESCROWED BOND FUNDS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
OTHER	\$5,718,274	\$5,470,135	\$6,187,870	\$5,720,011	8.2%	13.1%	8.5%
TOTAL BOARD DESIGNATED ASSETS	\$5,718,274	\$5,470,135	\$6,187,870	\$5,720,011	8.2%	13.1%	8.5%
TOTAL PROPERTY, PLANT AND EQUIPMENT, NET	\$19,849,135	\$21,097,124	\$19,087,179	\$20,371,807	-3.8%	-9.5%	-3.3%
OTHER LONG-TERM ASSETS	\$3,336,075	\$3,803,628	\$3,565,387	\$3,363,544	6.9%	-6.3%	-4.5%
TOTAL ASSETS	\$57,191,846	\$56,128,308	\$63,551,465	\$61,708,550	11.1%	13.2%	2.3%
LIABILITIES AND FUND BALANCE							
CURRENT LIABILITIES							
ACCOUNTS PAYABLE	\$2,368,153	\$4,066,150	\$2,905,193	\$4,266,150	22.7%	-28.6%	-3.3%
SALARIES, WAGES AND PAYROLL TAXES PAYABLE	\$5,152,502	\$4,756,667	\$5,782,906	\$6,379,612	12.2%	21.6%	7.0%
ESTIMATED THIRD-PARTY SETTLEMENTS	\$1,098,085	\$1,656,052	\$1,974,180	\$4,112,977	79.8%	19.2%	38.7%
OTHER CURRENT LIABILITIES	\$638,719	\$369,162	\$759,079	\$383,814	18.8%	105.6%	-10.0%
CURRENT PORTION OF LONG-TERM DEBT	\$764,034	\$720,280	\$762,633	\$797,903	-0.2%	5.9%	-10.9%
TOTAL CURRENT LIABILITIES	\$10,021,493	\$11,568,311	\$12,183,991	\$15,940,456	21.6%	5.3%	5.0%
LONG-TERM DEBT							
BONDS & MORTGAGES PAYABLE	\$11,525,500	\$11,258,753	\$11,165,089	\$10,748,654	-3.1%	-0.8%	-4.0%
CAPITAL LEASE OBLIGATIONS	\$347,304	\$100,475	\$100,109	\$29,636	-71.2%	-0.4%	-48.8%
OTHER LONG-TERM DEBT	\$153,021	\$106,910	\$106,237	\$88,857	-30.6%	-0.6%	-26.9%
TOTAL LONG-TERM DEBT	\$12,025,825	\$11,466,138	\$11,371,435	\$10,867,147	-5.4%	-0.8%	-5.5%
OTHER NONCURRENT LIABILITIES	\$6,943,114	\$6,299,403	\$5,670,012	\$6,422,318	-18.3%	-10.0%	11.2%
TOTAL LIABILITIES	\$28,990,432	\$29,333,852	\$29,225,438	\$33,229,921	0.8%	-0.4%	1.6%
FUND BALANCE	\$28,201,414	\$26,794,456	\$34,326,027	\$28,478,629	21.7%	28.1%	3.2%
TOTAL LIABILITIES AND FUND BALANCE	\$57,191,846	\$56,128,308	\$63,551,465	\$61,708,550	11.1%	13.2%	2.3%

Vermont Community Hospitals
Capital Budget
Porter Medical Center

	2013B	2013A	2014B	2014A	2015B	2015A	2016A	2017B	2017A	2018B	2019 Plan	2020 Plan	2021 Plan
CONSTRUCTION IN PROGRESS	\$0	\$290,652	\$0	\$111,353	\$0	\$306,001	\$245,400	\$0	\$269,053	\$0	\$0	\$0	\$0
LAND & LAND IMPROVEMENTS	\$0	\$2,865	\$0	\$0	\$0	\$6,950	\$0	\$0	\$0	\$0	\$0	\$0	\$0
BUILDINGS & BUILDING IMPROVEMENTS	\$1,200,000	\$348,755	\$905,500	\$100,940	\$1,040,000	\$155,726	\$793,319	\$1,142,000	\$671,457	\$1,327,265	\$1,350,000	\$1,600,000	\$1,750,000
FIXED EQUIPMENT	\$50,000	\$50,616	\$500,000	\$263,082	\$312,390	\$0	\$12,148	\$0	\$0	\$0	\$0	\$0	\$0
MAJOR MOVABLE EQUIPMENT	\$1,291,000	\$1,833,104	\$1,594,500	\$947,952	\$2,622,238	\$2,151,082	\$1,241,109	\$2,527,104	\$1,383,219	\$3,101,439	\$4,050,000	\$4,880,000	\$5,250,000
OTHER	\$0	\$0	\$0	\$128,591	\$0	\$399,533	\$96,054	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CAPITAL EXPENDITURES	\$2,541,000	\$2,525,992	\$3,000,000	\$1,551,918	\$3,974,628	\$3,019,293	\$2,388,030	\$3,669,104	\$2,323,729	\$4,428,704	\$5,400,000	\$6,480,000	\$7,000,000
TOTAL CON ITEMS	\$412,338	\$256,679	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000,000
TOTAL CAP BUDGET AND PROJ CON	\$2,953,338	\$2,782,671	\$3,000,000	\$1,551,918	\$3,974,628	\$3,019,293	\$2,388,030	\$3,669,104	\$2,323,729	\$4,428,704	\$5,400,000	\$6,480,000	\$32,000,000

PORTER MEDICAL CENTER
Profit and Loss Statement

	2017 Budget to 2017 Actual					
	2016 Actual	2017 Budget	2017 Actuals	2018 Budget Approved	\$ Change	% Change
Gross Patient Care Revenue	\$155,530,473	\$160,650,502	\$166,216,172	\$167,256,350	\$5,565,670	3.5%
Disproportionate Share Payments	\$489,898	\$506,408	\$536,826	\$813,664	\$30,418	6.0%
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	\$0	0.0%
Bad Debt	-\$2,626,449	-\$2,460,638	-\$3,658,767	-\$3,136,779	-\$1,198,129	-48.7%
Free Care	-\$1,438,965	-\$1,062,113	-\$1,622,357	-\$1,829,936	-\$560,244	-52.7%
Deductions From Revenue	-\$76,893,461	-\$81,539,237	-\$85,787,802	-\$101,464,312	-\$4,248,565	-5.2%
Net Revenue Deductions	-\$80,468,977	-\$84,555,580	-\$90,532,100	-\$105,617,363	-\$5,976,520	-7.1%
Net Patient Care Revenue	\$75,061,496	\$76,094,922	\$75,684,072	\$61,638,987	-\$410,850	-0.5%
Fixed Prospective Payments (incl Reserves&Other)	\$0	\$0	\$2,519,146	\$16,709,512	\$2,519,146	100.0%
Total NPR & FPP (incl Reserves)	\$75,061,496	\$76,094,922	\$78,203,218	\$78,348,499	\$2,108,296	2.8%
Other Operating Revenue	\$1,966,684	\$1,986,663	\$2,868,001	\$2,510,934	\$881,338	44.4%
Total Operating Revenue	\$77,028,180	\$78,081,585	\$81,071,219	\$80,859,433	\$2,989,634	3.8%
Operating Expense						0.0%
Salaries Non Md	\$23,709,508	\$25,674,202	\$25,411,092	\$27,629,889	-\$263,110	-1.0%
Fringe Benefits Non Md	\$6,100,340	\$6,890,641	\$6,629,307	\$6,944,531	-\$261,334	-3.8%
Fringe Benefits Md	\$2,344,447	\$2,509,842	\$2,498,582	\$2,647,134	-\$11,260	-0.4%
Physician Fees Salaries Contracts & Fringes	\$10,921,261	\$9,772,972	\$12,087,442	\$10,726,723	\$2,314,470	23.7%
Health Care Provider Tax	\$4,214,165	\$4,180,236	\$4,489,107	\$4,720,371	\$308,871	7.4%
Depreciation Amortization	\$2,871,627	\$3,288,613	\$2,852,122	\$3,163,598	-\$436,491	-13.3%
Interest - Short Term	\$0	\$0	\$0	\$0	\$0	0.0%
Interest - Long Term	\$386,132	\$370,255	\$359,436	\$336,971	-\$10,819	-2.9%
Other Operating Expense	\$25,029,795	\$24,640,143	\$24,547,801	\$24,893,661	-\$92,342	-0.4%
Total Operating Expense	\$75,577,275	\$77,326,904	\$78,874,889	\$81,062,878	\$1,547,985	2.0%
Net Operating Income (Loss)	\$1,450,905	\$754,681	\$2,196,330	-\$203,445	\$1,441,649	191.0%
Non-Operating Revenue	\$3,270,135	\$3,047,274	\$3,838,238	\$2,935,182	\$790,964	26.0%
Excess (Deficit) Of Revenue Over Expense	\$4,721,040	\$3,801,955	\$6,034,568	\$2,731,737	\$2,232,613	58.7%
Operating Margin %	1.9%	1.0%	2.7%	-0.3%		
Total Margin %	6.1%	4.9%	7.4%	3.4%		

Net Payer Revenue-Budget to Budget

Porter Medical Center					
PAYER REVENUE DETAIL					
		2017 Approved	2017 Actuals	B17-A18	B17-B18
All Payers	Gross Revenue	\$160,650,502.00	\$166,216,172.00	\$5,565,670.00	3.5%
	Contractual Allowances	-\$81,539,237.00	-\$85,787,802.00	-\$4,248,565.00	5.2%
	Bad debt	-\$2,460,638.00	-\$3,658,767.00	-\$1,198,129.00	48.7%
	Free Care	-\$1,062,113.00	-\$1,622,357.00	-\$560,244.00	52.7%
	Disproportionate Share Payments	\$506,408.00	\$536,826.00	\$30,418.00	6.0%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	Net Payer Revenue	\$76,094,922.00	\$75,684,072.00	-\$410,850.00	-0.5%
	Fixed Prospective Payments	\$0.00	\$2,523,220.00	\$2,523,220.00	0.0%
	Other Reform Payments	\$0.00	\$94,221.00	\$94,221.00	0.0%
	Reserves (Risk)	\$0.00	-\$98,295.00	-\$98,295.00	0.0%
	Total NPR & FPP	\$76,094,922.00	\$78,203,218.00	\$2,108,296.00	2.8%
		\$0.00	\$0.00	\$0.00	
COMMERCIAL	Gross Revenue	\$69,173,639.00	\$72,408,326.00	\$3,234,687.00	4.7%
	Contractual Allowances	-\$24,358,280.00	-\$26,440,752.00	-\$2,082,472.00	8.5%
	Bad debt	\$0.00	\$0.00	\$0.00	0.0%
	Free Care	\$0.00	\$0.00	\$0.00	0.0%
	Disproportionate Share Payments	\$0.00	\$0.00	\$0.00	0.0%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	Net Payer Revenue	\$44,815,359.00	\$45,967,574.00	\$1,152,215.00	2.6%
	Fixed Prospective Payments	\$0.00	\$0.00	\$0.00	0.0%
	Other Reform Payments	\$0.00	\$0.00	\$0.00	0.0%
	Reserves (Risk)	\$0.00	\$0.00	\$0.00	0.0%
	Total NPR & FPP	\$44,815,359.00	\$45,967,574.00	\$1,152,215.00	2.6%
		\$0.00	\$0.00	\$0.00	
MEDICAID	Gross Revenue	\$27,865,102.00	\$28,013,112.00	\$148,010.00	0.5%
	Contractual Allowances	-\$19,970,352.00	-\$22,020,839.00	-\$2,050,487.00	10.3%
	Bad debt	\$0.00	\$0.00	\$0.00	0.0%
	Free Care	\$0.00	\$0.00	\$0.00	0.0%
	Disproportionate Share Payments	\$506,408.00	\$536,826.00	\$30,418.00	6.0%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	Net Payer Revenue	\$8,401,158.00	\$6,529,099.00	-\$1,872,059.00	-22.3%
	Fixed Prospective Payments	\$0.00	\$2,523,220.00	\$2,523,220.00	0.0%
	Other Reform Payments	\$0.00	\$94,221.00	\$94,221.00	0.0%
	Reserves (Risk)	\$0.00	-\$98,295.00	-\$98,295.00	0.0%
	Total NPR & FPP	\$8,401,158.00	\$9,048,245.00	\$647,087.00	7.7%
		\$0.00	\$0.00	\$0.00	
MEDICARE	Gross Revenue	\$63,611,761.00	\$65,794,734.00	\$2,182,973.00	3.4%
	Contractual Allowances	-\$37,210,605.00	-\$37,326,211.00	-\$115,606.00	0.3%
	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	\$26,401,156.00	\$28,468,523.00	\$2,067,367.00	7.8%
	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	\$26,401,156.00	\$28,468,523.00	\$2,067,367.00	7.8%
		\$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	-\$2,460,638.00	-\$3,658,767.00	-\$1,198,129.00	48.7%
	Free Care	-\$1,062,113.00	-\$1,622,357.00	-\$560,244.00	52.7%
	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	-\$3,522,751.00	-\$5,281,124.00	-\$1,758,373.00	49.9%	

**PORTER MEDICAL CENTER
REPORT 3
STAFFING REPORT**

	2014A	2015A	2016B	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED
								2016A - 2017A	2017B - 2017A	2012A - 2018B
PHYSICIAN FTEs										
GENERAL SERVICES	0.5	-	-	0.1	-	0.1	1.0	20.0%	100.0%	100.0%
INPATIENT ROUTINE SERVICES	0.1	2.0	3.0	2.9	3.2	3.0	4.2	2.4%	-7.2%	100.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	6.2%
ANCILLARY SERVICES	0.0	-	-	4.6	5.0	4.3	5.1	-7.0%	-14.4%	2.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	34.4	32.3	35.3	27.8	27.8	25.2	26.4	-9.4%	-9.4%	0.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL PHYSICIAN FTEs	35.0	34.3	38.3	35.4	36.0	32.6	36.7	-8.1%	-9.6%	6.2%
	-1.6%	-2.0%	5.0%	3.2%	-5.9%	-8.1%	2.0%			
TRAVELER NON MD FTEs										
GENERAL SERVICES	-	-	-	-	-	0.2	-	100.0%	100.0%	0.0%
INPATIENT ROUTINE SERVICES	-	1.5	2.2	5.9	-	6.7	0.2	13.6%	100.0%	100.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	0.7	1.0	5.0	-	8.0	0.9	59.0%	100.0%	100.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	5.3	-	-	-	-	-	-	0.0%	0.0%	-100.0%
TOTAL TRAVELER FTEs	5.3	2.2	3.2	10.9	-	14.8	1.0	35.9%	100.0%	4.5%
	59.6%	-58.5%	357.1%	395.5%	-100.0%	35.9%	#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	-	100.0%	100.0%	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	-	100.0%	100.0%	0.0%
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
TOTAL TRAVELER FTEs										
GENERAL SERVICES	-	-	-	-	-	0.2	-	100.0%	100.0%	0.0%
INPATIENT ROUTINE SERVICES	-	1.5	2.2	5.9	-	6.7	0.2	13.6%	100.0%	100.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	0.7	1.0	5.0	-	8.0	0.9	59.8%	100.0%	100.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	5.3	-	-	-	-	-	-	0.0%	0.0%	-100.0%
TOTAL TRAVELER FTEs	5.3	2.2	3.2	10.9	-	14.9	1.0	36.2%	100.0%	4.5%
	59.6%	-58.5%	357.1%	395.5%	-100.0%	36.2%	#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	-	-	2.1	1.8	3.0	0.6	1.8	-65.6%	-79.3%	100.0%
OUTPATIENT ROUTINE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
ANCILLARY SERVICES	-	-	-	2.7	2.6	3.1	4.5	15.2%	19.6%	100.0%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	9.2	9.9	11.2	13.7	21.3%	12.7%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL MLP FTEs	-	-	2.1	13.7	15.5	14.9	19.9	8.7%	-3.9%	100.0%
	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	638.1%	8.7%	28.6%			

**PORTER MEDICAL CENTER
REPORT 3
STAFFING REPORT**

	2014A	2015A	2016B	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED
								2016A - 2017A	2017B - 2017A	2012A - 2018B
ALL OTHER FTEs										
GENERAL SERVICES	148.7	151.4	155.9	139.5	155.5	149.6	157.6	7.2%	-3.8%	3.6%
INPATIENT ROUTINE SERVICES	52.6	56.4	58.3	47.0	52.1	48.1	55.0	2.2%	-7.8%	0.6%
OUTPATIENT ROUTINE SERVICES	6.5	7.5	7.6	7.9	8.6	7.9	9.4	-0.6%	-8.7%	-32.0%
ANCILLARY SERVICES	98.7	99.9	104.4	95.4	100.5	99.4	112.7	4.2%	-1.1%	1.8%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	105.7	108.3	111.5	89.6	85.1	91.4	89.8	2.0%	7.4%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL ALL OTHER FTEs	412.2	423.5	437.8	379.4	401.8	396.3	424.4	4.5%	-1.4%	2.0%
	1.0%	2.8%	0.4%	-10.4%	-8.2%	4.5%	5.6%			
NON-MD FTEs										
GENERAL SERVICES	148.7	151.4	155.9	139.5	155.5	149.6	157.6	7.2%	-3.8%	3.6%
INPATIENT ROUTINE SERVICES	52.6	56.4	60.4	48.8	55.1	48.7	56.7	-0.3%	-11.7%	1.1%
OUTPATIENT ROUTINE SERVICES	6.5	7.5	7.6	7.9	8.6	7.9	9.4	-0.6%	-8.7%	-32.0%
ANCILLARY SERVICES	98.7	99.9	104.4	98.1	103.1	102.5	117.1	4.5%	-0.6%	2.5%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	105.7	108.3	111.5	98.8	95.0	102.6	103.5	3.8%	8.0%	100.0%
UNCATEGORIZED	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
TOTAL NON-MD FTEs	412.2	423.5	439.9	393.1	417.3	411.2	444.3	4.6%	-1.5%	2.8%
	1.0%	2.8%	0.9%	-7.2%	-5.1%	4.6%	6.5%			
ALL FTEs										
GENERAL SERVICES	149.2	151.4	155.9	139.6	155.5	149.8	158.6	7.3%	-3.6%	3.7%
INPATIENT ROUTINE SERVICES	52.7	59.9	65.6	57.6	58.3	58.3	61.2	1.3%	0.1%	1.8%
OUTPATIENT ROUTINE SERVICES	6.5	7.5	7.6	7.9	8.6	7.9	9.4	-0.6%	-8.7%	-35.0%
ANCILLARY SERVICES	98.7	100.6	105.4	107.7	108.1	114.8	123.1	6.6%	6.2%	2.1%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	140.1	140.6	146.8	126.6	122.8	127.8	129.9	0.9%	4.0%	100.0%
UNCATEGORIZED	5.3	-	-	-	-	-	-	0.0%	0.0%	-100.0%
TOTAL ALL FTEs	452.5	460.0	481.3	439.4	453.3	458.6	482.0	4.4%	1.2%	2.5%
	1.2%	1.7%	1.7%	-4.5%	-5.8%	4.4%	6.3%			
NON-MD WAGES										
GENERAL SERVICES	\$8,672,464	\$8,277,858	\$10,011,033	\$7,866,992	\$9,248,383	\$8,990,342	\$9,525,249	14.3%	-2.8%	7.2%
INPATIENT ROUTINE SERVICES	\$3,161,184	\$3,510,279	\$3,673,847	\$3,109,351	\$3,547,199	\$3,090,736	\$3,633,830	-0.6%	-12.9%	1.7%
OUTPATIENT ROUTINE SERVICES	\$315,614	\$357,875	\$4,748,086	\$386,326	\$419,189	\$388,884	\$443,438	0.7%	-7.2%	-32.4%
ANCILLARY SERVICES	\$6,666,368	\$6,462,337	\$6,908,922	\$7,076,898	\$7,586,715	\$7,452,605	\$8,452,869	5.3%	-1.8%	4.4%
OTHER SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	\$5,188,552	\$5,794,921	\$0	\$5,269,941	\$4,872,716	\$5,488,525	\$5,574,503	4.1%	12.6%	100.0%
UNCATEGORIZED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL NON-MD WAGES	\$24,004,182	\$24,403,270	\$25,341,888	\$23,709,508	\$25,674,202	\$25,411,092	\$27,629,889	7.2%	-1.0%	4.9%
	2.7%	1.7%	6.6%	-2.8%	1.3%	7.2%	7.6%			
NON-MD WAGES PER FTE										
GENERAL SERVICES	\$58,342	\$54,675	\$64,206	\$56,394	\$59,475	\$60,116	\$60,459	6.6%	1.1%	3.4%
INPATIENT ROUTINE SERVICES	\$60,076	\$62,239	\$60,815	\$63,716	\$64,377	\$63,504	\$64,044	-0.3%	-1.4%	0.6%
OUTPATIENT ROUTINE SERVICES	\$48,556	\$47,717	\$622,292	\$48,902	\$48,743	\$49,539	\$47,174	1.3%	1.6%	-0.5%
ANCILLARY SERVICES	\$67,535	\$64,675	\$66,184	\$72,140	\$73,586	\$72,687	\$72,167	0.8%	-1.2%	1.9%
OTHER SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	\$49,088	\$53,508	\$0	\$53,339	\$51,292	\$53,505	\$53,881	0.3%	4.3%	100.0%
UNCATEGORIZED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL NON-MD WAGES PER FTE	\$58,237	\$57,620	\$57,615	\$60,314	\$61,525	\$61,800	\$62,190	2.5%	0.4%	2.1%
	1.7%	-1.1%	5.6%	4.7%	6.8%	2.5%	1.1%			

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

**PORTER MEDICAL CENTER
REPORT 4
KEY HOSPITAL STATISTICS & RATIOS**

Type	Statistic					PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
UTI	AVERAGE DAILY CENSUS	16.7	17.0	16.5	17.1	-1.3%	-3.0%	0.4%	(0.2)	(0.5)
UTI	AVERAGE LENGTH OF STAY	3.3	3.2	3.2	3.2	-1.7%	2.2%	1.1%	(0.1)	0.1
UTI	ACUTE ALOS	3.4	3.2	3.2	3.3	-4.8%	-0.3%	0.3%	(0.2)	(0.0)
UTI	ADJUSTED ADMISSIONS	6,209	6,226	6,292	6,311	1.3%	1.1%	-0.8%	83.3	66.1
UTI	ADJUSTED DAYS	20,954	20,066	20,211	20,623	-3.5%	0.7%	-0.5%	(742.9)	144.8
UTI	ACUTE CARE AVE DAILY CENSUS	13.4	13.6	12.7	13.7	-5.6%	-7.1%	-0.5%	(0.8)	(1.0)
UTI	ACUTE ADMISSIONS	1,454.0	1,543.0	1,438.0	1,529.0	-1.1%	-6.8%	-0.8%	(16.0)	(105.0)
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
CAP	AGE OF PLANT	11.1	12.0	12.3	12.0	11.3%	2.5%	15.6%	1.3	0.3
CAP	AGE OF PLANT BUILDING	12.6	13.7	6.7	14.8	-46.7%	-50.8%	9.0%	(5.9)	(6.9)
CAP	AGE OF PLANT EQUIPMENT	9.7	10.7	-	9.8	-100.0%	-100.0%	19.4%	(9.7)	(10.7)
CAP	LONG TERM DEBT TO CAPITALIZATION	30.5%	30.2%	25.0%	27.7%	-17.9%	-16.9%	-5.9%	(0.1)	(0.1)
CAP	DEBT PER STAFFED BED	966,348	977,795	1,007,774	1,107,664	4.3%	3.1%	2.3%	41,426.0	29,978.7
CAP	NET PROP, PLANT & EQUIP PER STAFFED BED	661,638	703,237	658,179	679,060	-0.5%	-6.4%	-0.6%	(3,459.2)	(45,058.9)
CAP	LONG TERM DEBT TO TOTAL ASSETS	21.6%	20.6%	18.1%	17.7%	-16.6%	-12.4%	-8.5%	(0.0)	(0.0)
CAP	DEBT SERVICE COVERAGE RATIO	4.1	4.0	4.8	2.9	17.7%	19.1%	5.7%	0.7	0.8
CAP	DEPRECIATION RATE	5.6	5.4	5.4	5.4	-2.7%	-0.2%	-11.4%	(0.2)	(0.0)
CAP	CAPITAL EXPENDITURES TO DEPRECIATION	83.2%	111.6%	81.5%	140.0%	-2.0%	-27.0%	42.0%	(0.0)	(0.3)
CAP	CAPITAL EXPENDITURE GROWTH RATE	4.6	6.1	4.4	7.6	-4.7%	-27.1%	25.8%	(0.2)	(1.6)
CAP	CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV	3.2%	4.8%	3.1%	7.2%	-3.5%	-36.3%	32.6%	(0.0)	(0.0)
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
REV	DEDUCTION %	51.7%	52.6%	54.5%	63.1%	5.3%	3.5%	6.0%	0.0	0.0
REV	BAD DEBT %	1.7%	1.5%	2.2%	1.9%	30.3%	43.7%	5.6%	0.0	0.0
REV	FREE CARE %	0.9%	0.7%	1.0%	1.1%	5.5%	47.6%	-3.0%	0.0	0.0
REV	OPERATING MARGIN %	1.9%	1.0%	2.7%	-0.3%	43.8%	180.3%	-46.6%	0.0	0.0
REV	TOTAL MARGIN %	5.9%	4.7%	7.1%	3.3%	20.9%	51.7%	7.6%	0.0	0.0
REV	OUTPATIENT GROSS REVENUE %	76.0%	74.7%	76.4%	75.3%	0.5%	2.3%	-0.1%	0.0	0.0
REV	INPATIENT GROSS REVENUE %	23.4%	24.8%	22.9%	24.2%	-2.4%	-7.8%	0.0%	(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 %	0.5%	0.5%	0.7%	0.5%	30.9%	43.0%	13.6%	0.0	0.0
REV	ALL NET PATIENT REVENUE % WITH DSH & GME	48.3%	47.4%	45.5%	36.9%	-5.7%	-3.9%	-7.4%	(0.0)	(0.0)
REV	MEDICARE NET PATIENT REVENUE % INCLUDING PHYS	44.3%	41.5%	43.3%	27.8%	-2.3%	4.3%	-9.8%	(0.0)	0.0
REV	MEDICAID NET PATIENT REVENUE % INCLUDING PHYS	31.6%	28.3%	21.4%	13.6%	-32.3%	-24.5%	-20.4%	(0.1)	(0.1)
REV	COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS	58.1%	59.7%	56.2%	52.8%	-3.3%	-5.9%	-4.0%	(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	14.9	15.3	14.2	-3.1%	2.6%	-2.6%	(0.5)	0.4
PROD	FTES PER 100 ADJ DISCHARGES	6.3	6.7	6.5	7.0	3.2%	-2.5%	2.7%	0.2	(0.2)
PROD	FTES PER ADJUSTED OCCUPIED BED	6.8	7.6	7.4	7.9	8.4%	-2.2%	2.4%	0.6	(0.2)
PROD	RETURN ON ASSETS	8.3%	6.8%	9.5%	4.4%	15.0%	40.2%	8.6%	0.0	0.0
PROD	OVERHEAD EXPENSE W/ FRINGE, AS A % OF TOTAL OPERATING	29.8%	30.5%	28.4%	29.8%	-4.9%	-7.0%	1.3%	(0.0)	(0.0)

		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
COST	COST PER ADJUSTED ADMISSION	12,172	12,420	12,535	12,844	3.0%	0.9%	3.9%	363.0	115.5
COST	SALARY PER FTE - NON-MD	60,314	61,525	61,800	62,190	2.5%	0.4%	1.7%	1,486.2	275.8
COST	SALARY & BENEFITS PER FTE - NON-MD	75,833	78,037	77,923	77,821	2.8%	-0.1%	1.1%	2,090.3	(114.0)
COST	FRINGE BENEFIT % - NON-MD	25.7%	26.8%	26.1%	25.1%	1.4%	-2.8%	-2.5%	0.0	(0.0)
COST	COMPENSATION RATIO	55.9%	57.4%	57.5%	59.3%	2.8%	0.1%	0.1%	0.0	0.0
COST	CAPITAL COST % OF TOTAL EXPENSE	4.3%	4.7%	4.1%	4.3%	-5.5%	-13.9%	-10.9%	(0.0)	(0.0)
COST	CAPITAL COST PER ADJUSTED ADMISSION	525	588	510	555	-2.7%	-13.1%	-7.4%	(14.3)	(77.3)
COST	CONTRACTUAL ALLOWANCE %	52.1%	52.9%	54.8%	63.6%	5.3%	3.5%	6.0%	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	2.8	2.2	2.8	2.0	0.9%	28.0%	-2.7%	0.0	0.6
CASH	DAYS PAYABLE	50.3	57.0	58.5	74.7	16.3%	2.6%	3.2%	8.2	1.5
CASH	DAYS RECEIVABLE	45.5	44.3	50.1	53.9	10.3%	13.2%	1.5%	4.7	5.8
CASH	DAYS CASH ON HAND	101.5	84.8	119.5	109.8	17.7%	40.8%	7.0%	18.0	34.6
CASH	CASH FLOW MARGIN	6.1%	5.7%	6.7%	4.1%	9.1%	18.0%	0.8%	0.0	0.0
CASH	CASH TO LONG TERM DEBT	1.7	1.5	2.2	2.2	30.2%	45.8%	17.4%	0.5	0.7
CASH	CASH FLOW TO TOTAL DEBT	0.5	0.4	0.5	0.3	14.9%	28.4%	1.1%	0.1	0.1
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
UNIT	GROSS PRICE PER DISCHARGE	19,635	20,355	20,445	20,832	4.1%	0.4%	6.5%	810.4	90.2
UNIT	GROSS PRICE PER VISIT	1,858	1,863	1,980	1,968	6.6%	6.3%	7.3%	122.0	117.3
UNIT	GROSS REVENUE PER ADJ ADMISSION	25,050	25,803	26,416	26,500	5.5%	2.4%	6.7%	1,366.8	613.4
UNIT	NET REVENUE PER ADJUSTED ADMISSION	12,089	12,222	12,028	9,766	-0.5%	-1.6%	-1.2%	(61.0)	(193.7)

**Porter Medical Center
Utilization**

	2016	2017	2017	2018	\$ Change		% Change		
	Actual	Budget	Actual	Budget	Actual - Actual	Budget - Actual	Actual - Actual	Budget - Actual	
Inpatient									
Acute									
Beds (Staffed)	25	25	24	25	(1)	(1)	-4.0%	-4.0%	
Occupancy % (Staffed Beds)	54%	54%	53%	55%			-1.9%	-3.2%	
Admissions	1,454	1,543	1,438	1,529	(16)	(105)	-1.1%	-6.8%	
Patient Days	4,907	4,973	4,619	4,996	(288)	(354)	-5.9%	-7.1%	
Average Length Of Stay	3.37	3.22	3.21	3.27			-4.8%	-0.3%	
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)	5	5	5	5	-	-	0.0%	0.0%	
Admissions	371	379	367	376	(4)	(12)	-1.1%	-3.2%	
Patient Days	743	810	771	795	28	(39)	3.8%	-4.8%	
Average Length Of Stay	2.00	2.14	2.10	2.11			4.9%	-1.7%	
Swing Beds									
Beds (Staffed)	-	-	-	-	-	-			
Admissions	30	34	53	40	23	19	76.7%	55.9%	
Patient Days	453	409	619	436	166	210	36.6%	51.3%	
Average Length Of Stay	15.10	12.03	11.68	10.90			-22.7%	-2.9%	
Total									
Beds (Staffed)	30	30	29	30	(1)	(1)	-3.3%	-3.3%	
Admissions	1,855	1,956	1,858	1,945	3	(98)	0.2%	-5.0%	
Patient Days	6,103	6,192	6,009	6,227	(94)	(183)	-1.5%	-3.0%	
Average Length Of Stay	3.29	3.17	3.23	3.20	(0.06)	0.07	-1.7%	2.2%	
Outpatient									
All Outpatient Visits	63,660	64,451	64,175	64,016	515	(276)	0.8%	-0.4%	
Operating Room Procedure	3,429	3,370	3,375	3,385	(54)	5	-1.6%	0.1%	
Observation Units	18,615	17,511	23,937	18,448	5,322	6,426	28.6%	36.7%	
Physician Office Visits	102,068	97,862	98,580	100,683	(3,488)	718	-3.4%	0.7%	
Ancillary									
All Operating Room Procedure	3,862	4,395	3,807	4,248	(55)	(588)	-1.4%	-13.4%	
Emergency Room Visits	15,018	15,196	14,100	14,902	(918)	(1,096)	-6.1%	-7.2%	
Adjusted Statistics									
Adjusted Admissions	6,209	6,226	6,292	6,311	83	66	1.3%	1.1%	
Adjusted Days	20,954	20,066	20,211	20,623	(743)	145	-3.5%	0.7%	