

Vermont Community Hospital
Balance Sheet - Unrestricted Funds
SOUTHWESTERN VT MEDICAL CENTER

| | 2016A | 2017B | 2017A | 2018B | PERCENT CHANGE 2016A - 2017A | ANNUALIZED 2017B - 2017A | ANNUALIZED 2013A - 2018B |
|---|---------------------|---------------------|---------------------|---------------------|---------------------------------|--------------------------------|--------------------------------|
| ASSETS | | | | | | | |
| CURRENT ASSETS | | | | | | | |
| CASH & INVESTMENTS | \$17,335,232 | \$11,528,595 | \$10,804,832 | \$10,316,790 | -37.7% | -6.3% | -5.4% |
| PATIENT ACCOUNTS RECEIVABLE, GROSS | \$34,150,256 | \$35,900,311 | \$33,801,461 | \$36,571,726 | -1.0% | -5.8% | 1.3% |
| LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS DUE FROM THIRD PARTIES | -\$19,101,465 | -\$21,667,612 | -\$19,824,157 | -\$21,714,424 | -3.8% | 8.5% | 0.0% |
| RISK RESERVE FOR FIXED REFORM PAYMENTS | \$0 | \$0 | \$0 | \$0 | 0.0% | 0.0% | 0.0% |
| OTHER CURRENT ASSETS | \$4,203,043 | \$5,600,000 | \$4,942,624 | \$4,715,000 | 17.6% | -11.7% | -7.0% |
| TOTAL CURRENT ASSETS | \$36,587,066 | \$31,361,294 | \$29,724,760 | \$29,889,092 | -18.8% | -5.2% | -1.9% |
| BOARD DESIGNATED ASSETS | | | | | | | |
| FUNDED DEPRECIATION | \$5,969,875 | \$6,336,385 | \$6,606,342 | \$6,735,091 | 10.7% | 4.3% | 5.3% |
| ESCROWED BOND FUNDS | \$0 | \$0 | \$0 | \$0 | 0.0% | 0.0% | 0.0% |
| OTHER | \$102,281 | \$104,000 | \$102,383 | \$104,000 | 0.1% | -1.6% | -23.7% |
| TOTAL BOARD DESIGNATED ASSETS | \$6,072,156 | \$6,440,385 | \$6,708,725 | \$6,839,091 | 10.5% | 4.2% | 4.1% |
| TOTAL PROPERTY, PLANT AND EQUIPMENT, NET | \$35,053,506 | \$36,089,692 | \$39,864,038 | \$42,346,334 | 13.7% | 10.5% | 11.4% |
| OTHER LONG-TERM ASSETS | \$3,470,204 | \$2,134,117 | \$6,951,651 | \$5,468,261 | 100.3% | 225.7% | 38.2% |
| TOTAL ASSETS | \$81,182,932 | \$76,025,488 | \$83,249,174 | \$84,542,778 | 2.5% | 9.5% | 5.7% |
| LIABILITIES AND FUND BALANCE | | | | | | | |
| CURRENT LIABILITIES | | | | | | | |
| ACCOUNTS PAYABLE | \$7,559,821 | \$9,500,000 | \$9,282,674 | \$7,800,000 | 22.8% | -2.3% | 4.7% |
| SALARIES, WAGES AND PAYROLL TAXES PAYABLE | \$4,998,052 | \$4,909,071 | \$4,994,679 | \$4,876,489 | -0.1% | 1.7% | 1.9% |
| ESTIMATED THIRD-PARTY SETTLEMENTS | \$3,542,995 | \$2,000,000 | \$1,229,984 | \$1,500,000 | -65.3% | -38.5% | 4.8% |
| OTHER CURRENT LIABILITIES | \$8,872,944 | \$4,770,177 | \$9,066,373 | \$8,781,923 | 2.2% | 90.1% | 8.2% |
| CURRENT PORTION OF LONG-TERM DEBT | \$448,392 | \$515,667 | \$462,621 | \$404,160 | 3.2% | -10.3% | -4.8% |
| TOTAL CURRENT LIABILITIES | \$25,422,204 | \$21,694,915 | \$25,036,331 | \$23,362,572 | -1.5% | 15.4% | 5.1% |
| LONG-TERM DEBT | | | | | | | |
| BONDS & MORTGAGES PAYABLE | \$10,328,151 | \$9,881,339 | \$9,991,779 | \$9,510,254 | -3.3% | 1.1% | -0.4% |
| CAPITAL LEASE OBLIGATIONS | \$0 | \$0 | \$0 | \$0 | 0.0% | 0.0% | 0.0% |
| OTHER LONG-TERM DEBT | \$0 | \$0 | \$0 | \$0 | 0.0% | 0.0% | 0.0% |
| TOTAL LONG-TERM DEBT | \$10,328,151 | \$9,881,339 | \$9,991,779 | \$9,510,254 | -3.3% | 1.1% | -0.4% |
| OTHER NONCURRENT LIABILITIES | \$27,286,284 | \$22,593,927 | \$16,576,780 | \$12,567,195 | -39.2% | -26.6% | -0.6% |
| TOTAL LIABILITIES | \$63,036,639 | \$54,170,181 | \$51,604,890 | \$45,440,021 | -18.1% | -4.7% | 2.1% |
| FUND BALANCE | \$18,146,293 | \$21,855,307 | \$31,644,285 | \$39,102,757 | 74.4% | 44.8% | 10.9% |
| TOTAL LIABILITIES AND FUND BALANCE | 81,182,932 | 76,025,488 | 83,249,175 | 84,542,778 | 2.5% | 9.5% | 5.7% |

Vermont Community Hospitals
Capital Budget
Southwestern VT Medical Center

| | 2013B | 2013A | 2014B | 2014A | 2015B | 2015A | 2016A | 2017B | 2017A | 2018B | 2019 Plan | 2020 Plan | 2021 Plan |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|--------------------|---------------------|---------------------|--------------------|--------------------|--------------------|--------------------|
| CONSTRUCTION IN PROGRESS | \$0 | \$50,642 | \$0 | \$744,889 | \$0 | -\$47,463 | -\$490,026 | \$0 | \$151,188 | \$0 | \$0 | \$0 | \$0 |
| LAND & LAND IMPROVEMENTS | \$0 | \$363,652 | \$0 | \$9,225 | \$0 | \$78,134 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| BUILDINGS & BUILDING IMPROVEMENTS | \$1,400,000 | \$778,934 | \$2,500,000 | \$1,111,452 | \$5,900,000 | \$3,341,047 | \$3,394,462 | \$2,500,000 | \$2,490,624 | \$1,000,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 |
| FIXED EQUIPMENT | \$0 | \$977,377 | \$0 | \$1,695,710 | \$2,250,000 | \$1,726,678 | \$537,225 | \$1,000,000 | \$585,819 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 |
| MAJOR MOVABLE EQUIPMENT | \$4,100,000 | \$2,936,679 | \$4,250,000 | \$2,673,110 | \$4,850,000 | \$2,646,029 | \$578,469 | \$5,250,000 | \$4,218,706 | \$5,250,000 | \$3,400,000 | \$4,000,000 | \$4,000,000 |
| OTHER | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL CAPITAL EXPENDITURES | \$5,500,000 | \$5,107,283 | \$6,750,000 | \$6,234,386 | \$13,000,000 | \$7,744,425 | \$4,020,130 | \$8,750,000 | \$7,446,337 | \$7,250,000 | \$6,400,000 | \$7,000,000 | \$7,000,000 |
| TOTAL CON ITEMS | \$0 | \$0 | \$0 | \$0 | \$600,000 | \$0 | \$4,775,885 | \$4,350,000 | \$3,038,598 | \$0 | \$600,000 | \$0 | \$0 |
| TOTAL CAP BUDGET AND PROJ CON | \$5,500,000 | \$5,107,283 | \$6,750,000 | \$6,234,386 | \$13,600,000 | \$7,744,425 | \$8,796,014 | \$13,100,000 | \$10,484,935 | \$7,250,000 | \$7,000,000 | \$7,000,000 | \$7,000,000 |

SOUTHWESTERN VT 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 | \$315,410,037 | \$324,105,700 | \$329,824,876 | \$350,066,035 | \$5,719,176 | 1.8% |
| Disproportionate Share Payments | \$1,627,431 | \$727,209 | \$806,253 | \$1,043,610 | \$79,044 | 10.9% |
| Graduate Medical Education Payments | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% |
| Bad Debt | -\$4,601,465 | -\$5,000,000 | -\$4,985,696 | -\$4,800,000 | \$14,304 | 0.3% |
| Free Care | -\$1,623,587 | -\$1,601,666 | -\$2,371,913 | -\$2,100,000 | -\$770,247 | -48.1% |
| Deductions From Revenue | -\$158,889,662 | -\$165,868,983 | -\$170,670,618 | -\$184,712,141 | -\$4,801,635 | -2.9% |
| Net Revenue Deductions | -\$163,487,283 | -\$171,743,440 | -\$177,221,974 | -\$190,568,531 | -\$5,478,534 | -3.2% |
| Net Patient Care Revenue | \$151,922,754 | \$152,362,260 | \$152,602,902 | \$159,497,504 | \$240,642 | 0.2% |
| Fixed Prospective Payments (incl Reserves&Other) | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% |
| Total NPR & FPP (incl Reserves) | \$151,922,754 | \$152,362,260 | \$152,602,902 | \$159,497,504 | \$240,642 | 0.2% |
| Other Operating Revenue | \$2,730,803 | \$2,811,549 | \$4,564,357 | \$3,963,786 | \$1,752,808 | 62.3% |
| Total Operating Revenue | \$154,653,557 | \$155,173,809 | \$157,167,259 | \$163,461,290 | \$1,993,450 | 1.3% |
| Operating Expense | | | | | | 0.0% |
| Salaries Non Md | \$44,549,054 | \$46,344,567 | \$45,524,815 | \$47,791,012 | -\$819,752 | -1.8% |
| Fringe Benefits Non Md | \$11,836,099 | \$13,595,523 | \$12,335,213 | \$14,146,717 | -\$1,260,310 | -9.3% |
| Fringe Benefits Md | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% |
| Physician Fees Salaries Contracts & Fringes | \$28,092,615 | \$28,160,556 | \$28,753,247 | \$30,180,285 | \$592,691 | 2.1% |
| Health Care Provider Tax | \$8,745,616 | \$8,945,341 | \$9,056,992 | \$9,311,076 | \$111,651 | 1.2% |
| Depreciation Amortization | \$5,550,510 | \$6,104,254 | \$6,042,316 | \$6,531,292 | -\$61,938 | -1.0% |
| Interest - Short Term | \$23,741 | \$0 | \$17,023 | \$0 | \$17,023 | 100.0% |
| Interest - Long Term | \$507,601 | \$521,891 | \$507,261 | \$521,014 | -\$14,630 | -2.8% |
| Other Operating Expense | \$50,049,511 | \$46,872,688 | \$49,154,502 | \$48,651,517 | \$2,281,814 | 4.9% |
| Total Operating Expense | \$149,354,747 | \$150,544,820 | \$151,391,369 | \$157,132,913 | \$846,549 | 0.6% |
| Net Operating Income (Loss) | \$5,298,810 | \$4,628,989 | \$5,775,890 | \$6,328,377 | \$1,146,901 | 24.8% |
| Non-Operating Revenue | \$618,918 | \$605,000 | \$2,034,841 | \$685,862 | \$1,429,841 | 236.3% |
| Excess (Deficit) Of Revenue Over Expense | \$5,917,728 | \$5,233,989 | \$7,810,731 | \$7,014,239 | \$2,576,742 | 49.2% |
| Operating Margin % | 3.4% | 3.0% | 3.7% | 3.9% | | |
| Total Margin % | 3.8% | 3.4% | 5.0% | 4.3% | | |

Net Payer Revenue-Budget to Budget

| Southwestern VT Medical Center | | | | | | |
|--------------------------------|-------------------------------------|-------------------------|-------------------------|------------------------|---------|--------------|
| PAYER REVENUE DETAIL | | | | | | |
| | | 2017 Approved | 2017 Actuals | B17-A18 | B17-B18 | |
| All Payers | Gross Revenue | \$324,105,700.00 | \$329,824,876.00 | \$5,719,176.00 | | 1.8% |
| | Contractual Allowances | -\$165,868,983.00 | -\$170,670,618.00 | -\$4,801,635.00 | | 2.9% |
| | Bad debt | -\$5,000,000.00 | -\$4,985,696.00 | \$14,304.00 | | -0.3% |
| | Free Care | -\$1,601,666.00 | -\$2,371,913.00 | -\$770,247.00 | | 48.1% |
| | Disproportionate Share Payments | \$727,209.00 | \$806,253.00 | \$79,044.00 | | 10.9% |
| | Graduate Medical Education Payments | \$0.00 | \$0.00 | \$0.00 | | 0.0% |
| | Net Payer Revenue | \$152,362,260.00 | \$152,602,902.00 | \$240,642.00 | | 0.2% |
| | 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 | \$152,362,260.00 | \$152,602,902.00 | \$240,642.00 | | 0.2% |
| | | \$0.00 | \$0.00 | \$0.00 | | |
| COMMERCIAL | Gross Revenue | \$107,927,843.00 | \$103,613,640.00 | -\$4,314,203.00 | | -4.0% |
| | Contractual Allowances | -\$22,968,147.00 | -\$22,137,553.00 | \$830,594.00 | | -3.6% |
| | 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 | \$84,959,696.00 | \$81,476,087.00 | -\$3,483,609.00 | | -4.1% |
| | 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 | \$84,959,696.00 | \$81,476,087.00 | -\$3,483,609.00 | | -4.1% |
| | | \$0.00 | \$0.00 | \$0.00 | | |
| MEDICAID | Gross Revenue | \$59,131,486.00 | \$59,409,450.00 | \$277,964.00 | | 0.5% |
| | Contractual Allowances | -\$41,565,393.00 | -\$41,203,347.00 | \$362,046.00 | | -0.9% |
| | Bad debt | \$0.00 | \$0.00 | \$0.00 | | 0.0% |
| | Free Care | \$0.00 | \$0.00 | \$0.00 | | 0.0% |
| | Disproportionate Share Payments | \$727,209.00 | \$806,253.00 | \$79,044.00 | | 10.9% |
| | Graduate Medical Education Payments | \$0.00 | \$0.00 | \$0.00 | | 0.0% |
| | Net Payer Revenue | \$18,293,302.00 | \$19,012,356.00 | \$719,054.00 | | 3.9% |
| | 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 | \$18,293,302.00 | \$19,012,356.00 | \$719,054.00 | | 3.9% |
| | | \$0.00 | \$0.00 | \$0.00 | | |
| MEDICARE | Gross Revenue | \$157,046,371.00 | \$166,801,786.00 | \$9,755,415.00 | | 6.2% |
| | Contractual Allowances | -\$101,335,443.00 | -\$107,329,718.00 | -\$5,994,275.00 | | 5.9% |
| | 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% |
| | Net Payer Revenue | \$55,710,928.00 | \$59,472,068.00 | \$3,761,140.00 | | 6.8% |
| | 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 | \$55,710,928.00 | \$59,472,068.00 | \$3,761,140.00 | | 6.8% |
| | | \$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 | -\$5,000,000.00 | -\$4,985,696.00 | \$14,304.00 | | -0.3% |
| | Free Care | -\$1,601,666.00 | -\$2,371,913.00 | -\$770,247.00 | | 48.1% |
| | Disproportionate Share Payments | \$0.00 | \$0.00 | \$0.00 | | 0.0% |
| | Graduate Medical Education Payments | \$0.00 | \$0.00 | \$0.00 | | 0.0% |
| | Net Payer Revenue | -\$6,601,666.00 | -\$7,357,609.00 | -\$755,943.00 | | 11.5% |

**SOUTHWESTERN VT 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 | 0.3 | 2.6 | 9.6 | 6.7 | 8.0 | 7.5 | 7.3 | 11.3% | -6.5% | 100.0% |
| INPATIENT ROUTINE SERVICES | 9.4 | 9.9 | 9.8 | 8.6 | 8.1 | 7.8 | 9.3 | -9.1% | -3.1% | 27.6% |
| OUTPATIENT ROUTINE SERVICES | 33.4 | 44.3 | 52.1 | 55.1 | 59.0 | 58.2 | 68.3 | 5.6% | -1.4% | 66.9% |
| ANCILLARY SERVICES | 14.4 | 13.3 | 12.1 | 12.6 | 12.1 | 12.3 | 12.3 | -2.5% | 2.1% | 11.6% |
| 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 PHYSICIAN FTEs | 57.5 | 70.1 | 83.6 | 83.0 | 87.1 | 85.7 | 97.2 | 3.3% | -1.6% | 31.5% |
| | -1.3% | 22.0% | 3.3% | 18.4% | 4.2% | 3.3% | 11.6% | | | |
| 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 | 7.6 | - | - | - | - | - | - | 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 | 7.6 | - | - | - | - | - | - | 0.0% | 0.0% | 0.0% |
| | #DIV/0! | -100.0% | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | | | |

**SOUTHWESTERN VT 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 | 300.3 | 308.7 | 313.4 | 308.3 | 315.5 | 310.9 | 320.2 | 0.9% | -1.5% | -0.3% |
| INPATIENT ROUTINE SERVICES | 116.0 | 115.0 | 104.0 | 109.9 | 104.0 | 107.9 | 97.0 | -1.7% | 3.8% | -3.9% |
| OUTPATIENT ROUTINE SERVICES | 170.5 | 128.6 | 141.5 | 130.1 | 139.8 | 131.4 | 139.3 | 1.0% | -6.0% | 1.4% |
| ANCILLARY SERVICES | 198.0 | 195.6 | 189.0 | 200.4 | 197.5 | 205.0 | 195.8 | 2.3% | 3.8% | -1.4% |
| 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 | 784.8 | 747.9 | 747.9 | 748.6 | 756.7 | 755.3 | 752.3 | 0.9% | -0.2% | -0.8% |
| | -2.3% | -4.7% | 1.8% | 0.1% | 1.2% | 0.9% | -0.6% | | | |
| NON-MD FTEs | | | | | | | | | | |
| GENERAL SERVICES | 300.3 | 308.7 | 313.4 | 308.3 | 315.5 | 310.9 | 320.2 | 0.9% | -1.5% | -0.3% |
| INPATIENT ROUTINE SERVICES | 116.0 | 115.0 | 104.0 | 109.9 | 104.0 | 107.9 | 97.0 | -1.7% | 3.8% | -3.9% |
| OUTPATIENT ROUTINE SERVICES | 178.1 | 128.6 | 141.5 | 130.1 | 139.8 | 131.4 | 139.3 | 1.0% | -6.0% | 1.4% |
| ANCILLARY SERVICES | 198.0 | 195.6 | 189.0 | 200.4 | 197.5 | 205.0 | 195.8 | 2.3% | 3.8% | -1.4% |
| 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 | 792.4 | 747.9 | 747.9 | 748.6 | 756.7 | 755.3 | 752.3 | 0.9% | -0.2% | -0.8% |
| | -1.3% | -5.6% | 1.8% | 0.1% | 1.2% | 0.9% | -0.6% | | | |
| ALL FTEs | | | | | | | | | | |
| GENERAL SERVICES | 300.6 | 311.4 | 323.0 | 315.0 | 323.5 | 318.4 | 327.5 | 1.1% | -1.6% | 0.0% |
| INPATIENT ROUTINE SERVICES | 125.4 | 124.9 | 113.8 | 118.4 | 112.1 | 115.7 | 106.3 | -2.3% | 3.3% | -3.5% |
| OUTPATIENT ROUTINE SERVICES | 211.5 | 172.9 | 193.6 | 185.2 | 198.8 | 189.5 | 207.6 | 2.4% | -4.6% | 4.6% |
| ANCILLARY SERVICES | 212.4 | 208.8 | 201.1 | 213.0 | 209.5 | 217.4 | 208.1 | 2.0% | 3.7% | -1.4% |
| 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 FTEs | 849.9 | 818.0 | 831.5 | 831.6 | 843.8 | 841.0 | 849.5 | 1.1% | -0.3% | 0.1% |
| | -1.3% | -3.8% | 2.0% | 1.7% | 1.5% | 1.1% | 0.7% | | | |
| NON-MD WAGES | | | | | | | | | | |
| GENERAL SERVICES | \$17,097,446 | \$18,053,090 | \$18,512,735 | \$18,909,472 | \$19,117,815 | \$19,139,242 | \$20,076,652 | 1.2% | 0.1% | 1.8% |
| INPATIENT ROUTINE SERVICES | \$7,222,477 | \$7,329,845 | \$6,808,529 | \$6,860,144 | \$6,788,277 | \$6,749,929 | \$6,547,865 | -1.6% | -0.6% | -2.1% |
| OUTPATIENT ROUTINE SERVICES | \$2,400,300 | \$20,642 | \$5,928,916 | \$0 | \$0 | \$0 | \$0 | 0.0% | 0.0% | -100.0% |
| ANCILLARY SERVICES | \$13,163,141 | \$13,112,823 | \$13,469,487 | \$13,396,290 | \$14,119,418 | \$13,882,037 | \$14,893,773 | 3.6% | -1.7% | 0.8% |
| OTHER SERVICES | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% | 0.0% | 0.0% |
| PHYSICIAN OFFICE PRACTICE SERVICES | \$4,741,983 | \$5,072,923 | \$0 | \$5,383,148 | \$6,319,057 | \$5,753,607 | \$6,272,722 | 6.9% | -8.9% | 100.0% |
| UNCATEGORIZED | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% | 0.0% | 0.0% |
| TOTAL NON-MD WAGES | \$44,625,347 | \$43,589,323 | \$44,719,667 | \$44,549,054 | \$46,344,567 | \$45,524,815 | \$47,791,012 | 2.2% | -1.8% | 0.6% |
| | -3.5% | -2.3% | 3.5% | 2.2% | 3.6% | 2.2% | 3.1% | | | |
| NON-MD WAGES PER FTE | | | | | | | | | | |
| GENERAL SERVICES | \$56,927 | \$58,473 | \$59,063 | \$61,337 | \$60,595 | \$61,557 | \$62,700 | 0.4% | 1.6% | 2.2% |
| INPATIENT ROUTINE SERVICES | \$62,263 | \$63,738 | \$65,467 | \$62,444 | \$65,272 | \$62,534 | \$67,504 | 0.1% | -4.2% | 1.9% |
| OUTPATIENT ROUTINE SERVICES | \$13,479 | \$161 | \$41,900 | \$0 | \$0 | \$0 | \$0 | 0.0% | 0.0% | -100.0% |
| ANCILLARY SERVICES | \$66,481 | \$67,053 | \$71,267 | \$66,844 | \$71,505 | \$67,704 | \$76,066 | 1.3% | -5.3% | 2.2% |
| 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 | \$56,315 | \$58,282 | \$59,790 | \$59,508 | \$61,243 | \$60,275 | \$63,527 | 1.3% | -1.6% | 1.5% |
| | -2.2% | 3.5% | 1.6% | 2.1% | 2.4% | 1.3% | 3.7% | | | |

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

**SOUTHWESTERN VT 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 | 33.4 | 33.1 | 35.3 | 34.8 | 5.6% | 6.7% | -1.7% | 1.9 | 2.2 |
| UTI | AVERAGE LENGTH OF STAY | 3.2 | 3.2 | 3.3 | 3.3 | 5.2% | 5.4% | -0.9% | 0.2 | 0.2 |
| UTI | ACUTE ALOS | 3.3 | 3.3 | 3.5 | 3.4 | 5.4% | 5.1% | -1.0% | 0.2 | 0.2 |
| UTI | ADJUSTED ADMISSIONS | 17,157 | 16,201 | 16,753 | 16,678 | -2.4% | 3.4% | 1.6% | (403.9) | 551.9 |
| UTI | ADJUSTED DAYS | 56,436 | 53,458 | 58,084 | 56,786 | 2.9% | 8.7% | 0.5% | 1,648.6 | 4,625.9 |
| UTI | ACUTE CARE AVE DAILY CENSUS | 30.4 | 30.2 | 32.1 | 31.7 | 5.6% | 6.4% | -2.1% | 1.7 | 1.9 |
| UTI | ACUTE ADMISSIONS | 3,387.0 | 3,341.0 | 3,383.0 | 3,398.0 | -0.1% | 1.3% | -1.0% | (4.0) | 42.0 |
| | | | | | | PERCENT CHANGE | | ANNUALIZED | # CHANGE | |
| | | 2016A | 2017B | 2017A | 2018B | 2016A - 2017A | 2017B - 2017A | 2014A - 2018B | 2016A - 2017A | 2017B - 2017A |
| CAP | AGE OF PLANT | 17.1 | 17.3 | 16.7 | 16.5 | -2.7% | -3.3% | 2.2% | (0.5) | (0.6) |
| CAP | AGE OF PLANT BUILDING | 23.0 | 18.5 | 23.0 | 23.5 | 0.1% | 24.7% | 1.2% | 0.0 | 4.6 |
| CAP | AGE OF PLANT EQUIPMENT | 13.7 | 16.3 | 13.2 | 12.4 | -3.7% | -19.0% | 1.8% | (0.5) | (3.1) |
| CAP | LONG TERM DEBT TO CAPITALIZATION | 36.3% | 31.1% | 24.0% | 19.6% | -33.8% | -22.9% | -7.6% | (0.1) | (0.1) |
| CAP | DEBT PER STAFFED BED | 732,984 | 629,886 | 600,057 | 528,372 | -18.1% | -4.7% | 1.8% | (132,927.3) | (29,829.0) |
| CAP | NET PROP, PLANT & EQUIP PER STAFFED BED | 407,599 | 419,648 | 463,535 | 492,399 | 13.7% | 10.5% | 14.2% | 55,936.4 | 43,887.7 |
| CAP | LONG TERM DEBT TO TOTAL ASSETS | 12.7% | 13.0% | 12.0% | 11.2% | -5.7% | -7.7% | -4.7% | (0.0) | (0.0) |
| CAP | DEBT SERVICE COVERAGE RATIO | 11.6 | 10.8 | 12.5 | 14.5 | 7.7% | 15.3% | 2.2% | 0.9 | 1.7 |
| CAP | DEPRECIATION RATE | 4.3 | 4.3 | 4.3 | 4.4 | 0.7% | -0.5% | -4.2% | 0.0 | (0.0) |
| CAP | CAPITAL EXPENDITURES TO DEPRECIATION | 72.4% | 143.3% | 123.2% | 111.0% | 70.2% | -14.0% | 1.1% | 0.5 | (0.2) |
| CAP | CAPITAL EXPENDITURE GROWTH RATE | 3.1 | 6.2 | 5.3 | 4.8 | 71.4% | -14.5% | -3.1% | 2.2 | (0.9) |
| CAP | CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV | 2.6% | 5.7% | 4.9% | 4.5% | 84.4% | -15.0% | 0.4% | 0.0 | (0.0) |
| | | | | | | PERCENT CHANGE | | ANNUALIZED | # CHANGE | |
| | | 2016A | 2017B | 2017A | 2018B | 2016A - 2017A | 2017B - 2017A | 2014A - 2018B | 2016A - 2017A | 2017B - 2017A |
| REV | DEDUCTION % | 51.8% | 53.0% | 53.7% | 54.4% | 3.7% | 1.4% | 1.6% | 0.0 | 0.0 |
| REV | BAD DEBT % | 1.5% | 1.5% | 1.5% | 1.4% | 3.6% | -2.0% | -9.1% | 0.0 | (0.0) |
| REV | FREE CARE % | 0.5% | 0.5% | 0.7% | 0.6% | 39.7% | 45.5% | -3.8% | 0.0 | 0.0 |
| REV | OPERATING MARGIN % | 3.4% | 3.0% | 3.7% | 3.9% | 7.3% | 23.2% | -2.3% | 0.0 | 0.0 |
| REV | TOTAL MARGIN % | 3.8% | 3.4% | 4.9% | 4.3% | 28.7% | 46.0% | -2.2% | 0.0 | 0.0 |
| REV | OUTPATIENT GROSS REVENUE % | 80.3% | 79.4% | 79.8% | 79.6% | -0.6% | 0.5% | 0.7% | (0.0) | (0.0) |
| REV | INPATIENT GROSS REVENUE % | 19.7% | 20.6% | 20.2% | 20.4% | 2.3% | -2.1% | -2.6% | 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 % | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | - | - |
| REV | ALL NET PATIENT REVENUE % WITH DSH & GME | 48.2% | 47.0% | 46.3% | 45.6% | -3.9% | -1.6% | -1.8% | (0.0) | (0.0) |
| REV | MEDICARE NET PATIENT REVENUE % INCLUDING PHYS | 37.1% | 35.5% | 35.7% | 33.8% | -3.8% | 0.5% | -3.2% | (0.0) | 0.0 |
| REV | MEDICAID NET PATIENT REVENUE % INCLUDING PHYS | 34.1% | 29.7% | 30.6% | 27.9% | -10.1% | 3.2% | -5.9% | (0.0) | 0.0 |
| REV | COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS | 71.7% | 72.6% | 71.5% | 72.4% | -0.2% | -1.5% | 1.5% | (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 | 22.9 | 21.4 | 22.2 | 22.2 | -3.2% | 3.6% | 2.9% | (0.7) | 0.8 |
| PROD | FTES PER 100 ADJ DISCHARGES | 4.4 | 4.7 | 4.5 | 4.5 | 3.3% | -3.5% | -2.8% | 0.1 | (0.2) |
| PROD | FTES PER ADJUSTED OCCUPIED BED | 4.8 | 5.2 | 4.7 | 4.8 | -2.0% | -8.1% | -1.8% | (0.1) | (0.4) |
| PROD | RETURN ON ASSETS | 7.3% | 6.9% | 9.4% | 8.3% | 28.7% | 36.3% | -4.6% | 0.0 | 0.0 |
| PROD | OVERHEAD EXPENSE W/ FRINGE, AS A % OF TOTAL OPERATIN | 28.3% | 26.7% | 25.6% | 25.4% | -9.5% | -4.0% | -0.1% | (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 | 8,705 | 9,292 | 9,037 | 9,422 | 3.8% | -2.8% | 1.8% | 331.4 | (255.6) |
| COST | SALARY PER FTE - NON-MD | 59,508 | 61,243 | 60,275 | 63,527 | 1.3% | -1.6% | 3.1% | 767.2 | (967.8) |
| COST | SALARY & BENEFITS PER FTE - NON-MD | 75,319 | 79,209 | 76,607 | 82,331 | 1.7% | -3.3% | 4.4% | 1,288.6 | (2,602.0) |
| COST | FRINGE BENEFIT % - NON-MD | 26.6% | 29.3% | 27.1% | 29.6% | 2.0% | -7.6% | 6.5% | 0.0 | (0.0) |
| COST | COMPENSATION RATIO | 54.6% | 56.8% | 55.1% | 56.4% | 0.9% | -2.9% | 0.1% | 0.0 | (0.0) |
| COST | CAPITAL COST % OF TOTAL EXPENSE | 4.1% | 4.4% | 4.3% | 4.5% | 6.5% | -1.5% | -0.4% | 0.0 | (0.0) |
| COST | CAPITAL COST PER ADJUSTED ADMISSION | 354 | 409 | 392 | 423 | 10.6% | -4.2% | 1.4% | 37.5 | (17.0) |
| COST | CONTRACTUAL ALLOWANCE % | 52.3% | 53.2% | 54.0% | 54.7% | 3.1% | 1.4% | 1.3% | 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 | 1.7 | 1.7 | 1.5 | 1.6 | -13.3% | -16.5% | -7.0% | (0.2) | (0.3) |
| CASH | DAYS PAYABLE | 64.5 | 54.8 | 62.9 | 56.6 | -2.6% | 14.7% | 1.2% | (1.7) | 8.0 |
| CASH | DAYS RECEIVABLE | 36.2 | 34.1 | 33.4 | 34.0 | -7.5% | -1.9% | 0.7% | (2.7) | (0.7) |
| CASH | DAYS CASH ON HAND | 59.4 | 45.4 | 44.0 | 41.6 | -26.0% | -3.1% | -9.5% | (15.4) | (1.4) |
| CASH | CASH FLOW MARGIN | 7.4% | 7.3% | 7.9% | 8.2% | 6.7% | 8.3% | -1.3% | 0.0 | 0.0 |
| CASH | CASH TO LONG TERM DEBT | 2.3 | 1.8 | 1.8 | 1.8 | -22.7% | -3.6% | -7.2% | (0.5) | (0.1) |
| CASH | CASH FLOW TO TOTAL DEBT | 0.4 | 0.5 | 0.5 | 0.6 | 19.6% | 3.9% | -3.4% | 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 | 16,177 | 17,547 | 17,272 | 18,444 | 6.8% | -1.6% | 3.4% | 1,095.2 | (274.6) |
| UNIT | GROSS PRICE PER VISIT | 881 | 903 | 923 | 976 | 4.7% | 2.2% | 1.4% | 41.8 | 20.0 |
| UNIT | GROSS REVENUE PER ADJ ADMISSION | 18,384 | 20,005 | 19,687 | 20,990 | 7.1% | -1.6% | 3.7% | 1,303.6 | (317.6) |
| UNIT | NET REVENUE PER ADJUSTED ADMISSION | 8,855 | 9,404 | 9,109 | 9,564 | 2.9% | -3.1% | 1.8% | 254.1 | (295.4) |

**Southwestern VT 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) | 80 | 80 | 80 | 80 | - | - | 0.0% | 0.0% |
| Occupancy % (Staffed Beds) | 38% | 38% | 40% | 40% | | | 5.3% | 6.4% |
| Admissions | 3,387 | 3,341 | 3,383 | 3,398 | (4) | 42 | -0.1% | 1.3% |
| Patient Days | 11,141 | 11,024 | 11,729 | 11,570 | 588 | 705 | 5.3% | 6.4% |
| Average Length Of Stay | 3.29 | 3.30 | 3.47 | 3.40 | | | 5.4% | 5.1% |
| 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) | 6 | 6 | 6 | 6 | - | - | 0.0% | 0.0% |
| Admissions | 462 | 468 | 473 | 469 | 11 | 5 | 2.4% | 1.1% |
| Patient Days | 1,078 | 1,044 | 1,145 | 1,150 | 67 | 101 | 6.2% | 9.7% |
| Average Length Of Stay | 2.33 | 2.23 | 2.42 | 2.45 | | | 3.7% | 8.5% |
| Swing Beds | | | | | | | | |
| Beds (Staffed) | - | - | - | - | - | - | | |
| Admissions | - | - | - | - | - | - | | |
| Patient Days | - | - | - | - | - | - | | |
| Average Length Of Stay | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | | | #DIV/0! | #DIV/0! |
| Total | | | | | | | | |
| Beds (Staffed) | 86 | 86 | 86 | 86 | - | - | 0.0% | 0.0% |
| Admissions | 3,849 | 3,809 | 3,856 | 3,867 | 7 | 47 | 0.2% | 1.2% |
| Patient Days | 12,219 | 12,068 | 12,874 | 12,720 | 655 | 806 | 5.4% | 6.7% |
| Average Length Of Stay | 3.17 | 3.17 | 3.34 | 3.29 | 0.16 | 0.17 | 5.2% | 5.4% |
| Outpatient | | | | | | | | |
| All Outpatient Visits | 287,393 | 285,036 | 285,295 | 285,514 | (2,098) | 259 | -0.7% | 0.1% |
| Operating Room Procedure | 2,266 | 2,390 | 2,288 | 2,617 | 22 | (102) | 1.0% | -4.3% |
| Observation Units | 978 | 1,010 | 725 | 738 | (253) | (285) | -25.9% | -28.2% |
| Physician Office Visits | 146,942 | 160,062 | 144,043 | 142,527 | (2,899) | (16,019) | -2.0% | -10.0% |
| Ancillary | | | | | | | | |
| All Operating Room Procedure | 2,922 | 3,066 | 2,996 | 3,327 | 74 | (70) | 2.5% | -2.3% |
| Emergency Room Visits | 23,744 | 23,716 | 23,231 | 23,484 | (513) | (485) | -2.2% | -2.0% |
| Adjusted Statistics | | | | | | | | |
| Adjusted Admissions | 17,157 | 16,201 | 16,753 | 16,678 | (404) | 552 | -2.4% | 3.4% |
| Adjusted Days | 56,436 | 53,458 | 58,084 | 56,786 | 1,649 | 4,626 | 2.9% | 8.7% |