

Vermont Community Hospital
Balance Sheet - Unrestricted Funds
SPRINGFIELD HOSPITAL

	2016A	2017B	2017A	2018B	PERCENT CHANGE		ANNUALIZED
					2016A - 2017A	2017B - 2017A	2013A - 2018B
ASSETS							
CURRENT ASSETS							
CASH & INVESTMENTS	\$14,693,512	\$15,053,852	\$14,950,445	\$16,500,000	1.7%	-0.7%	2.6%
PATIENT ACCOUNTS RECEIVABLE, GROSS	\$17,257,075	\$16,015,925	\$17,397,269	\$16,000,000	0.8%	8.6%	6.3%
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS DUE FROM THIRD PARTIES	-\$7,314,192	-\$6,950,000	-\$7,561,532	-\$6,000,000	-3.4%	-8.8%	4.8%
RISK RESERVE FOR FIXED REFORM PAYMENTS	\$337,713	\$0	\$1,055,761	\$0	212.6%	100.0%	-100.0%
OTHER CURRENT ASSETS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
	\$1,124,840	\$2,983,075	\$1,693,870	\$2,500,000	50.6%	-43.2%	8.6%
TOTAL CURRENT ASSETS	\$26,098,948	\$27,102,852	\$27,535,813	\$29,000,000	5.5%	1.6%	0.0%
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	\$543,280	\$1,618,667	\$513,131	\$1,350,000	-5.5%	-68.3%	0.0%
TOTAL BOARD DESIGNATED ASSETS	\$543,280	\$1,618,667	\$513,131	\$1,350,000	-5.5%	-68.3%	0.0%
TOTAL PROPERTY, PLANT AND EQUIPMENT, NET	\$13,193,522	\$26,366,606	\$13,248,273	\$26,503,291	0.4%	-49.8%	13.2%
OTHER LONG-TERM ASSETS	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL ASSETS	\$39,835,750	\$55,088,125	\$41,297,217	\$56,853,291	3.7%	-25.0%	5.0%
LIABILITIES AND FUND BALANCE							
CURRENT LIABILITIES							
ACCOUNTS PAYABLE	\$5,100,323	\$2,750,000	\$7,998,599	\$3,850,000	56.8%	190.9%	1.0%
SALARIES, WAGES AND PAYROLL TAXES PAYABLE	\$2,074,321	\$2,450,000	\$2,347,813	\$2,495,000	13.2%	-4.2%	0.6%
ESTIMATED THIRD-PARTY SETTLEMENTS	\$862,309	\$580,000	\$0	\$100,000	-100.0%	-100.0%	100.0%
OTHER CURRENT LIABILITIES	\$4,735,514	\$2,650,000	\$4,255,649	\$3,076,592	-10.1%	60.6%	-8.3%
CURRENT PORTION OF LONG-TERM DEBT	\$2,120,383	\$510,985	\$687,472	\$437,000	-67.6%	34.5%	-10.8%
TOTAL CURRENT LIABILITIES	\$14,892,850	\$8,940,985	\$15,289,533	\$9,958,592	2.7%	71.0%	-3.0%
LONG-TERM DEBT							
BONDS & MORTGAGES PAYABLE	\$7,108,422	\$8,611,595	\$8,343,916	\$10,172,000	17.4%	-3.1%	8.8%
CAPITAL LEASE OBLIGATIONS	\$201,566	\$450,000	\$686,042	\$575,000	240.4%	52.5%	5.5%
OTHER LONG-TERM DEBT	\$0	\$3,265,000	\$0	\$0	0.0%	-100.0%	-100.0%
TOTAL LONG-TERM DEBT	\$7,309,988	\$12,326,595	\$9,029,958	\$10,747,000	23.5%	-26.7%	3.1%
OTHER NONCURRENT LIABILITIES	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL LIABILITIES	\$22,202,838	\$21,267,580	\$24,319,491	\$20,705,592	9.5%	14.4%	-0.1%
FUND BALANCE	\$17,632,912	\$33,820,545	\$16,977,726	\$36,147,699	-3.7%	-49.8%	8.8%
TOTAL LIABILITIES AND FUND BALANCE	39,835,750	55,088,125	41,297,217	56,853,291	3.7%	-25.0%	5.0%

Vermont Community Hospitals
 Capital Budget
 Springfield Hospital

	2013B	2013A	2014B	2014A	2015B	2015A	2016A	2017B	2017A	2018B	2019 Plan	2020 Plan	2021 Plan
CONSTRUCTION IN PROGRESS	\$0	\$553,722	\$0	\$1,194,197	\$0	\$145,859	\$101,052	\$0	\$94,854	\$0	\$0	\$0	\$0
LAND & LAND IMPROVEMENTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
BUILDINGS & BUILDING IMPROVEMENTS	\$659,000	\$151,887	\$457,000	\$482,281	\$983,645	\$1,556,452	\$356,582	\$650,000	\$43,788	\$300,000	\$0	\$0	\$0
FIXED EQUIPMENT	\$464,119	\$313,026	\$322,500	\$241,772	\$500,000	\$96,865	\$14,275	\$239,000	\$50,538	\$290,000	\$0	\$0	\$0
MAJOR MOVABLE EQUIPMENT	\$1,671,405	\$741,843	\$897,100	\$888,445	\$615,250	\$1,122,226	\$459,147	\$1,211,000	\$1,697,391	\$1,097,169	\$0	\$0	\$0
OTHER	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CAPITAL EXPENDITURES	\$2,793,524	\$1,760,478	\$1,676,600	\$2,806,695	\$2,098,895	\$2,921,402	\$931,056	\$2,100,000	\$1,886,571	\$1,687,169	\$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	\$2,793,524	\$1,760,478	\$1,676,600	\$2,806,695	\$2,098,895	\$2,921,402	\$931,056	\$2,100,000	\$1,886,571	\$1,687,169	\$0	\$0	\$0

SPRINGFIELD 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	\$119,749,195	\$123,894,113	\$115,399,145	\$129,887,486	-\$8,494,968	-6.9%
Disproportionate Share Payments	\$1,590,219	\$1,831,126	\$1,552,618	\$881,186	-\$278,508	-15.2%
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	\$0	0.0%
Bad Debt	-\$4,702,358	-\$5,201,151	-\$4,915,458	-\$4,472,028	\$285,693	5.5%
Free Care	-\$2,111,595	-\$2,604,562	-\$1,805,615	-\$2,737,480	\$798,947	30.7%
Deductions From Revenue	-\$60,887,341	-\$58,772,285	-\$58,231,341	-\$64,183,966	\$540,944	0.9%
Net Revenue Deductions	-\$66,111,075	-\$64,746,872	-\$63,399,796	-\$70,512,288	\$1,347,076	2.1%
Net Patient Care Revenue	\$53,638,120	\$59,147,241	\$51,999,349	\$59,375,198	-\$7,147,892	-12.1%
Fixed Prospective Payments (incl Reserves&Other)	\$0	\$0	\$0	\$0	\$0	0.0%
Total NPR & FPP (incl Reserves)	\$53,638,120	\$59,147,241	\$51,999,349	\$59,375,198	-\$7,147,892	-12.1%
Other Operating Revenue	\$1,730,776	\$1,762,700	\$1,656,489	\$1,458,000	-\$106,211	-6.0%
Total Operating Revenue	\$55,368,896	\$60,909,941	\$53,655,838	\$60,833,198	-\$7,254,103	-11.9%
Operating Expense						0.0%
Salaries Non Md	\$16,531,241	\$17,831,656	\$16,837,179	\$17,953,143	-\$994,477	-5.6%
Fringe Benefits Non Md	\$5,009,369	\$5,383,700	\$5,656,209	\$5,360,128	\$272,509	5.1%
Fringe Benefits Md	\$400,000	\$500,000	\$500,000	\$600,000	\$0	0.0%
Physician Fees Salaries Contracts & Fringes	\$5,587,163	\$5,651,707	\$6,332,582	\$5,822,000	\$680,875	12.0%
Health Care Provider Tax	\$3,172,987	\$3,548,834	\$3,195,888	\$3,562,512	-\$352,946	-9.9%
Depreciation Amortization	\$1,890,039	\$1,530,594	\$1,697,212	\$1,863,315	\$166,618	10.9%
Interest - Short Term	\$0	\$0	\$0	\$0	\$0	0.0%
Interest - Long Term	\$381,924	\$510,000	\$477,005	\$529,100	-\$32,995	-6.5%
Other Operating Expense	\$22,215,051	\$24,201,789	\$22,795,620	\$24,105,846	-\$1,406,169	-5.8%
Total Operating Expense	\$55,187,774	\$59,158,280	\$57,491,695	\$59,796,044	-\$1,666,585	-2.8%
Net Operating Income (Loss)	\$181,122	\$1,751,661	-\$3,835,857	\$1,037,154	-\$5,587,518	-319.0%
Non-Operating Revenue	\$199,062	\$750,000	\$2,057,619	\$1,290,000	\$1,307,619	174.3%
Excess (Deficit) Of Revenue Over Expense	\$380,184	\$2,501,661	-\$1,778,238	\$2,327,154	-\$4,279,899	-171.1%
Operating Margin %	0.3%	2.9%	-7.1%	1.7%		
Total Margin %	0.7%	4.1%	-3.3%	3.8%		

Net Payer Revenue-Budget to Budget

Springfield Hospital					
PAYER REVENUE DETAIL					
		2017 Approved	2017 Actuals	B17-A18	B17-B18
All Payers	Gross Revenue	\$123,894,113.00	\$115,399,145.00	-\$8,494,968.00	-6.9%
	Contractual Allowances	-\$58,772,285.00	-\$58,231,341.00	\$540,944.00	-0.9%
	Bad debt	-\$5,201,151.00	-\$4,915,458.00	\$285,693.00	-5.5%
	Free Care	-\$2,604,562.00	-\$1,805,615.00	\$798,947.00	-30.7%
	Disproportionate Share Payments	\$1,831,126.00	\$1,552,618.00	-\$278,508.00	-15.2%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	Net Payer Revenue	\$59,147,241.00	\$51,999,349.00	-\$7,147,892.00	-12.1%
	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	\$59,147,241.00	\$51,999,349.00	-\$7,147,892.00	-12.1%
			\$0.00	\$0.00	\$0.00
COMMERCIAL	Gross Revenue	\$43,378,068.00	\$42,692,756.00	-\$685,312.00	-1.6%
	Contractual Allowances	-\$11,938,983.00	-\$9,061,203.00	\$2,877,780.00	-24.1%
	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	\$31,439,085.00	\$33,631,553.00	\$2,192,468.00	7.0%
	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	\$31,439,085.00	\$33,631,553.00	\$2,192,468.00	7.0%
			\$0.00	\$0.00	\$0.00
MEDICAID	Gross Revenue	\$25,991,700.00	\$25,089,812.00	-\$901,888.00	-3.5%
	Contractual Allowances	-\$16,489,017.00	-\$18,210,223.00	-\$1,721,206.00	10.4%
	Bad debt	\$0.00	\$0.00	\$0.00	0.0%
	Free Care	\$0.00	\$0.00	\$0.00	0.0%
	Disproportionate Share Payments	\$1,831,126.00	\$1,552,618.00	-\$278,508.00	-15.2%
	Graduate Medical Education Payments	\$0.00	\$0.00	\$0.00	0.0%
	Net Payer Revenue	\$11,333,809.00	\$8,432,207.00	-\$2,901,602.00	-25.6%
	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	\$11,333,809.00	\$8,432,207.00	-\$2,901,602.00	-25.6%
			\$0.00	\$0.00	\$0.00
MEDICARE	Gross Revenue	\$54,524,345.00	\$47,616,577.00	-\$6,907,768.00	-12.7%
	Contractual Allowances	-\$30,344,285.00	-\$30,959,915.00	-\$615,630.00	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	\$24,180,060.00	\$16,656,662.00	-\$7,523,398.00	-31.1%
	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	\$24,180,060.00	\$16,656,662.00	-\$7,523,398.00	-31.1%
			\$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	-\$5,201,151.00	-\$4,915,458.00	\$285,693.00	-5.5%
	Free Care	-\$2,604,562.00	-\$1,805,615.00	\$798,947.00	-30.7%
	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	-\$7,805,713.00	-\$6,721,073.00	\$1,084,640.00	-13.9%

**SPRINGFIELD 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	-	-	-	-	-	5.9	-	100.0%	100.0%	0.0%
OUTPATIENT ROUTINE SERVICES	9.9	12.5	6.3	9.4	6.0	8.2	4.0	-12.8%	36.7%	100.0%
ANCILLARY SERVICES	6.1	6.3	8.0	5.7	4.3	4.1	6.0	-28.6%	-3.5%	30.8%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	10.3	-	10.5	-	8.5	0.0%	-100.0%	0.0%
TOTAL PHYSICIAN FTEs	16.0	18.8	24.6	15.1	20.7	18.2	18.5	20.2%	-12.1%	46.5%
	12.7%	17.2%	7.0%	-19.3%	-15.7%	20.2%	-10.6%			
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%	-100.0%
TOTAL TRAVELER FTEs	-	-	-	-	-	-	-	0.0%	0.0%	-100.0%
	#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%	-100.0%
TOTAL TRAVELER FTEs	-	-	-	-	-	-	-	0.0%	0.0%	-100.0%
	#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!			

**SPRINGFIELD 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	78.8	75.8	74.1	83.5	70.5	69.9	87.8	-16.3%	-0.9%	3.1%
INPATIENT ROUTINE SERVICES	82.5	80.0	78.9	79.1	82.0	75.6	78.4	-4.4%	-7.8%	-0.2%
OUTPATIENT ROUTINE SERVICES	36.3	43.7	40.4	43.0	41.1	50.4	23.3	17.2%	22.6%	-1.7%
ANCILLARY SERVICES	105.7	98.7	91.0	95.2	95.8	101.9	112.3	7.1%	6.3%	-0.4%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	14.0	-	14.2	-	11.4	0.0%	-100.0%	100.0%
TOTAL ALL OTHER FTEs	303.3	298.2	298.4	300.8	303.6	297.8	313.2	-1.0%	-1.9%	1.1%
	-1.2%	-1.7%	-0.4%	0.8%	1.7%	-1.0%	3.2%			
NON-MD FTEs										
GENERAL SERVICES	78.8	75.8	74.1	83.5	70.5	69.9	87.8	-16.3%	-0.9%	3.1%
INPATIENT ROUTINE SERVICES	82.5	80.0	78.9	79.1	82.0	75.6	78.4	-4.4%	-7.8%	-0.2%
OUTPATIENT ROUTINE SERVICES	36.3	43.7	40.4	43.0	41.1	50.4	23.3	17.2%	22.6%	-1.7%
ANCILLARY SERVICES	105.7	98.7	91.0	95.2	95.8	101.9	112.3	7.1%	6.3%	-0.4%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	14.0	-	14.2	-	11.4	0.0%	-100.0%	100.0%
TOTAL NON-MD FTEs	303.3	298.2	298.4	300.8	303.6	297.8	313.2	-1.0%	-1.9%	1.1%
	-1.2%	-1.7%	-0.4%	0.8%	1.7%	-1.0%	3.2%			
ALL FTEs										
GENERAL SERVICES	78.8	75.8	74.1	83.5	70.5	69.9	87.8	-16.3%	-0.9%	3.1%
INPATIENT ROUTINE SERVICES	82.5	80.0	78.9	79.1	82.0	81.5	78.4	3.0%	-0.6%	-0.2%
OUTPATIENT ROUTINE SERVICES	46.2	56.2	46.7	52.4	47.1	58.6	27.3	11.8%	24.4%	-4.4%
ANCILLARY SERVICES	111.8	105.0	99.0	100.9	100.1	106.0	118.3	5.0%	5.9%	-0.9%
OTHER SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
UNCATEGORIZED	-	-	24.3	-	24.7	-	19.9	0.0%	-100.0%	84.8%
TOTAL ALL FTEs	319.3	317.0	323.0	315.9	324.3	316.0	331.7	0.0%	-2.6%	0.9%
	-0.6%	-0.7%	0.1%	-0.3%	0.4%	0.0%	2.3%			

NON-MD WAGES										
GENERAL SERVICES	\$3,776,378	\$3,574,520	\$3,762,047	\$3,733,659	\$3,996,449	\$3,918,913	\$4,222,184	5.0%	-1.9%	2.0%
INPATIENT ROUTINE SERVICES	\$4,834,907	\$4,799,792	\$4,790,428	\$4,769,706	\$5,000,433	\$4,713,073	\$4,846,506	-1.2%	-5.7%	0.3%
OUTPATIENT ROUTINE SERVICES	\$1,004,189	\$1,020,848	\$1,748,702	\$1,052,022	\$1,140,135	\$1,064,323	\$1,177,043	1.2%	-6.6%	-6.9%
ANCILLARY SERVICES	\$6,235,209	\$6,080,551	\$6,368,075	\$6,302,174	\$6,902,433	\$6,464,458	\$7,018,098	2.6%	-6.3%	3.9%
OTHER SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
PHYSICIAN OFFICE PRACTICE SERVICES	\$772,266	\$717,427	\$0	\$673,680	\$792,206	\$676,412	\$689,312	0.4%	-14.6%	100.0%
UNCATEGORIZED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	0.0%	0.0%
TOTAL NON-MD WAGES	\$16,622,949	\$16,193,138	\$16,669,252	\$16,531,241	\$17,831,656	\$16,837,179	\$17,953,143	1.9%	-5.6%	2.1%
	2.9%	-2.6%	0.7%	2.1%	7.0%	1.9%	0.7%			
NON-MD WAGES PER FTE										
GENERAL SERVICES	\$47,924	\$47,157	\$50,749	\$44,714	\$56,687	\$56,065	\$48,089	25.4%	-1.1%	-1.1%
INPATIENT ROUTINE SERVICES	\$58,605	\$59,997	\$60,715	\$60,300	\$60,981	\$62,342	\$61,818	3.4%	2.2%	0.5%
OUTPATIENT ROUTINE SERVICES	\$27,664	\$23,339	\$43,285	\$24,466	\$27,741	\$21,118	\$50,517	-13.7%	-23.9%	-5.2%
ANCILLARY SERVICES	\$58,990	\$61,606	\$69,979	\$66,220	\$72,028	\$63,439	\$62,494	-4.2%	-11.9%	4.4%
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	\$54,807	\$54,296	\$55,856	\$54,963	\$58,728	\$56,539	\$57,322	2.9%	-3.7%	1.0%
	4.2%	-0.9%	1.1%	1.2%	5.1%	2.9%	-2.4%			

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

**SPRINGFIELD 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	23.4	24.4	22.0	23.7	-6.0%	-9.8%	0.4%	(1.4)	(2.4)
UTI	AVERAGE LENGTH OF STAY	4.1	4.1	3.9	3.9	-5.7%	-6.9%	-0.8%	(0.2)	(0.3)
UTI	ACUTE ALOS	4.3	4.3	4.0	4.1	-6.5%	-7.8%	-0.2%	(0.3)	(0.3)
UTI	ADJUSTED ADMISSIONS	9,792	8,198	9,773	8,716	-0.2%	19.2%	2.4%	(19.4)	1,574.9
UTI	ADJUSTED DAYS	42,001	35,636	39,188	35,940	-6.7%	10.0%	2.2%	(2,813.4)	3,551.2
UTI	ACUTE CARE AVE DAILY CENSUS	22.2	23.0	20.9	22.2	-5.7%	-8.9%	0.3%	(1.3)	(2.0)
UTI	ACUTE ADMISSIONS	1,894.0	1,930.0	1,906.0	1,968.0	0.6%	-1.2%	0.4%	12.0	(24.0)
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
CAP	AGE OF PLANT	14.5	21.6	15.6	18.6	7.9%	-27.7%	12.8%	1.1	(6.0)
CAP	AGE OF PLANT BUILDING	18.8	32.6	19.8	21.1	5.6%	-39.3%	4.7%	1.1	(12.8)
CAP	AGE OF PLANT EQUIPMENT	12.1	16.8	12.9	17.0	6.1%	-23.6%	18.2%	0.7	(4.0)
CAP	LONG TERM DEBT TO CAPITALIZATION	29.9%	27.4%	36.4%	23.9%	21.8%	32.7%	-9.2%	0.1	0.1
CAP	DEBT PER STAFFED BED	516,345	494,595	565,570	481,525	9.5%	14.4%	-1.5%	49,224.5	70,974.7
CAP	NET PROP, PLANT & EQUIP PER STAFFED BED	306,826	613,177	308,099	616,356	0.4%	-49.8%	16.2%	1,273.3	(305,077.5)
CAP	LONG TERM DEBT TO TOTAL ASSETS	18.9%	23.2%	23.5%	19.9%	24.8%	1.4%	-4.7%	0.0	0.0
CAP	DEBT SERVICE COVERAGE RATIO	1.0	3.7	(1.4)	3.5	-245.6%	-138.4%	#NUM!	(2.4)	(5.1)
CAP	DEPRECIATION RATE	4.7	2.6	4.3	3.0	-7.7%	66.9%	-13.8%	(0.4)	1.7
CAP	CAPITAL EXPENDITURES TO DEPRECIATION	49.3%	137.2%	111.2%	90.5%	125.6%	-19.0%	-8.3%	0.6	(0.3)
CAP	CAPITAL EXPENDITURE GROWTH RATE	2.3	3.5	4.8	2.8	108.3%	35.2%	-20.9%	2.5	1.2
CAP	CAPITAL ACQUISITIONS AS A % OF NET PATIENT REV	1.7%	3.6%	3.6%	2.8%	109.0%	2.2%	-15.8%	0.0	0.0
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
REV	DEDUCTION %	55.2%	52.3%	54.9%	54.3%	-0.5%	5.1%	0.7%	(0.0)	0.0
REV	BAD DEBT %	3.9%	4.2%	4.3%	3.4%	8.5%	1.5%	-2.1%	0.0	0.0
REV	FREE CARE %	1.8%	2.1%	1.6%	2.1%	-11.3%	-25.6%	-10.3%	(0.0)	(0.0)
REV	OPERATING MARGIN %	0.3%	2.9%	-7.1%	1.7%	-2285.4%	-348.6%	#NUM!	(0.1)	(0.1)
REV	TOTAL MARGIN %	0.7%	4.1%	-3.2%	3.7%	-566.5%	-178.7%	#NUM!	(0.0)	(0.1)
REV	OUTPATIENT GROSS REVENUE %	80.6%	76.3%	80.4%	77.3%	-0.2%	5.4%	0.6%	(0.0)	0.0
REV	INPATIENT GROSS REVENUE %	19.3%	23.5%	19.5%	22.6%	0.8%	-17.2%	-1.9%	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 %	0.1%	0.1%	0.1%	0.2%	-9.5%	-37.7%	13.3%	(0.0)	(0.0)
REV	ALL NET PATIENT REVENUE % WITH DSH & GME	44.8%	47.7%	45.1%	45.7%	0.6%	-5.6%	-0.8%	0.0	(0.0)
REV	MEDICARE NET PATIENT REVENUE % INCLUDING PHYS	32.4%	44.3%	35.0%	38.6%	8.0%	-21.1%	-1.6%	0.0	(0.1)
REV	MEDICAID NET PATIENT REVENUE % INCLUDING PHYS	26.6%	36.6%	27.4%	42.0%	3.0%	-25.0%	8.0%	0.0	(0.1)
REV	COMMERCIAL/SELF PAY NET PATIENT REV % INCLUDING PHYS	65.9%	54.5%	63.0%	54.4%	-4.3%	15.7%	-2.2%	(0.0)	0.1
						PERCENT CHANGE		ANNUALIZED	# CHANGE	
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
PROD	ADJUSTED ADMISSIONS PER FTE	32.6	27.0	32.8	27.8	0.8%	21.5%	1.5%	0.3	5.8
PROD	FTES PER 100 ADJ DISCHARGES	3.1	3.7	3.0	3.6	-0.8%	-17.7%	-1.5%	(0.0)	(0.7)
PROD	FTES PER ADJUSTED OCCUPIED BED	2.6	3.1	2.8	3.2	6.1%	-10.8%	-1.3%	0.2	(0.3)
PROD	RETURN ON ASSETS	1.0%	4.5%	-4.3%	4.1%	-551.2%	-194.8%	#NUM!	(0.1)	(0.1)
PROD	OVERHEAD EXPENSE W/ FRINGE, AS A % OF TOTAL OPERATING	21.7%	21.7%	21.7%	21.6%	-0.3%	-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	5,636	7,216	5,883	6,861	4.4%	-18.5%	-0.4%	246.9	(1,333.5)
COST	SALARY PER FTE - NON-MD	54,963	58,728	56,539	57,322	2.9%	-3.7%	1.1%	1,575.5	(2,189.7)
COST	SALARY & BENEFITS PER FTE - NON-MD	71,618	76,459	75,532	74,436	5.5%	-1.2%	1.0%	3,913.6	(927.5)
COST	FRINGE BENEFIT % - NON-MD	30.3%	30.2%	33.6%	29.9%	10.9%	11.3%	-0.5%	0.0	0.0
COST	COMPENSATION RATIO	49.7%	48.2%	54.7%	48.9%	9.9%	13.4%	-1.9%	0.0	0.1
COST	CAPITAL COST % OF TOTAL EXPENSE	4.1%	3.4%	3.8%	4.0%	-8.1%	9.6%	-3.1%	(0.0)	0.0
COST	CAPITAL COST PER ADJUSTED ADMISSION	232	249	222	274	-4.1%	-10.6%	-3.5%	(9.5)	(26.4)
COST	CONTRACTUAL ALLOWANCE %	56.5%	53.7%	56.3%	55.0%	-0.4%	4.7%	0.3%	(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	1.8	3.0	1.8	2.9	2.8%	-40.6%	12.2%	0.0	(1.2)
CASH	DAYS PAYABLE	102.0	56.6	100.0	62.7	-1.9%	76.6%	-8.5%	(2.0)	43.4
CASH	DAYS RECEIVABLE	67.7	55.9	69.0	61.5	2.0%	23.4%	-0.3%	1.4	13.1
CASH	DAYS CASH ON HAND	104.3	105.6	101.2	112.5	-3.1%	-4.2%	2.7%	(3.2)	(4.4)
CASH	CASH FLOW MARGIN	4.4%	6.2%	-3.1%	5.6%	-169.9%	-149.7%	#NUM!	(0.1)	(0.1)
CASH	CASH TO LONG TERM DEBT	2.1	1.4	1.7	1.7	-17.8%	26.6%	0.1%	(0.4)	0.4
CASH	CASH FLOW TO TOTAL DEBT	0.3	0.4	0.2	0.4	-36.7%	-54.2%	193.9%	(0.1)	(0.2)
						PERCENT CHANGE	ANNUALIZED	# CHANGE		
		2016A	2017B	2017A	2018B	2016A - 2017A	2017B - 2017A	2014A - 2018B	2016A - 2017A	2017B - 2017A
UNIT	GROSS PRICE PER DISCHARGE	11,045	13,567	10,800	13,276	-2.2%	-20.4%	2.3%	(245.6)	(2,767.0)
UNIT	GROSS PRICE PER VISIT	1,196	1,112	1,212	1,195	1.4%	9.0%	3.4%	16.4	100.0
UNIT	GROSS REVENUE PER ADJ ADMISSION	12,229	15,113	11,808	14,902	-3.4%	-21.9%	3.0%	(420.8)	(3,304.9)
UNIT	NET REVENUE PER ADJUSTED ADMISSION	5,478	7,215	5,321	6,812	-2.9%	-26.3%	2.1%	(156.8)	(1,894.2)

**Springfield Hospital
Utilization**

	2016	2017	2017	2018	\$ Change		% Change		
	Actual	Budget	Actual	Budget	Actual - Actual	Budget - Actual	Actual - Actual	Budget - Actual	
Inpatient									
Acute									
Beds (Staffed)	35	35	35	35	-	-	0.0%	0.0%	
Occupancy % (Staffed Beds)	64%	66%	60%	64%			-5.9%	-8.9%	
Admissions	1,894	1,930	1,906	1,968	12	(24)	0.6%	-1.2%	
Patient Days	8,124	8,390	7,643	8,115	(481)	(747)	-5.9%	-8.9%	
Average Length Of Stay	4.29	4.35	4.01	4.12			-6.5%	-7.8%	
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)	8	8	8	8	-	-	0.0%	0.0%	
Admissions	172	168	163	181	(9)	(5)	-5.2%	-3.0%	
Patient Days	337	346	296	340	(41)	(50)	-12.2%	-14.5%	
Average Length Of Stay	1.96	2.06	1.82	1.88			-7.3%	-11.8%	
Swing Beds									
Beds (Staffed)	-	-	-	-	-	-			
Admissions	31	52	15	60	(16)	(37)	-51.6%	-71.2%	
Patient Days	117	178	102	200	(15)	(76)	-12.8%	-42.7%	
Average Length Of Stay	3.77	3.42	6.80	3.33			80.2%	98.7%	
Total									
Beds (Staffed)	43	43	43	43	-	-	0.0%	0.0%	
Admissions	2,097	2,150	2,084	2,209	(13)	(66)	-0.6%	-3.1%	
Patient Days	8,578	8,914	8,041	8,655	(537)	(873)	-6.3%	-9.8%	
Average Length Of Stay	4.09	4.15	3.86	3.92	(0.23)	(0.29)	-5.7%	-6.9%	
Outpatient									
All Outpatient Visits	80,661	85,000	76,537	84,000	(4,124)	(8,463)	-5.1%	-10.0%	
Operating Room Procedure	1,197	1,154	1,200	1,250	3	46	0.3%	4.0%	
Observation Units	-	-	-	-	-	-			
Physician Office Visits	-	22,020	-	24,750	-	(22,020)			
Ancillary									
All Operating Room Procedure	1,393	1,368	1,394	1,486	1	26	0.1%	1.9%	
Emergency Room Visits	15,224	15,110	14,448	14,400	(776)	(662)	-5.1%	-4.4%	
Adjusted Statistics									
Adjusted Admissions	9,792	8,198	9,773	8,716	(19)	1,575	-0.2%	19.2%	
Adjusted Days	42,001	35,636	39,188	35,940	(2,813)	3,551	-6.7%	10.0%	