

Northwestern Medical Center

Fiscal Year 2020 Summary

Northwestern Medical Center						
Dean French		Stephanie Breault (Interim)				
Fiscal Year 2020 Summary						
INCOME STATEMENT	2019 A	2020 B	2020 A	2021 B	2019 A - 2020 A	2020 B - 2020 A
Revenues						
Gross Patient Care Revenue	\$210,917,710	\$223,749,944	\$193,051,946	\$244,739,208	-8.5%	-13.7%
Disproportionate Share Payments	\$942,501	\$934,355	\$957,306	\$750,000	1.6%	2.5%
Graduate Medical Education (UVMC only)	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Bad Debt	-\$6,899,923	-\$7,099,149	-\$8,153,915	-\$7,797,363	18.2%	14.9%
Free Care	-\$1,089,453	-\$1,196,174	-\$1,317,726	-\$1,419,266	21.0%	10.2%
Deductions from Revenue	-\$114,174,877	-\$124,052,177	-\$106,849,132	-\$143,032,994	-6.4%	-13.9%
Net Patient Care Revenue	\$89,695,958	\$92,336,799	\$77,688,479	\$93,239,585	-13.4%	-15.9%
Fixed Prospective Payments	\$18,592,593	\$24,589,780	\$21,775,659	\$20,376,132	17.1%	-11.4%
Reserves	-\$1,759,087	\$0	-\$908,499	-\$1,600,000	-48.4%	#DIV/0!
Other Reform Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Fixed Prospective Payments and Reserves	\$16,833,506	\$24,589,780	\$20,867,160	\$18,776,132	24.0%	-15.1%
Net Patient Care Rev & Fixed Payments & R	\$106,529,464	\$116,926,579	\$98,555,639	\$112,015,717	-7.5%	-15.7%
340B Retail Pharmacy Programs	\$523,119	\$716,314	\$1,523,221	\$1,368,172	191.2%	112.6%
COVID-19 Stimulus and Other Grant Funding	\$0	\$0	\$14,452,282	\$0	#DIV/0!	#DIV/0!
Specialty Pharmacy	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Outpatient Pharmacy Revenue	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Cafeteria & Parking	\$789,069	\$793,138	\$643,816	\$785,077	-18.4%	-18.8%
Grant Income	\$1,195,544	\$1,821,752	\$3,370,840	\$1,977,025	182.0%	85.0%
Reference Lab Revenue	\$812,324	\$1,236,618	\$717,452	\$814,996	-11.7%	-42.0%
Meaningful Use	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Other	\$974,597	\$645,524	\$423,574	\$528,602	-56.5%	-34.4%
Other Operating Revenue	\$4,294,653	\$5,213,346	\$21,131,185	\$5,473,872	392.0%	305.3%
Total Operating Revenue	\$110,824,117	\$122,139,925	\$119,686,824	\$117,489,589	8.0%	-2.0%
Operating Expenses						
Salaries Non MD, Fringe Benefits Non MD,						
Physician Fees & Salaries, Fringe Benefits	\$74,172,647	\$75,885,861	\$73,805,964	\$71,616,728	-0.5%	-2.7%
Health Care Provider Tax	\$6,345,312	\$7,288,305	\$6,361,131	\$4,775,705	0.2%	-12.7%
Depreciation Amortization	\$5,696,512	\$6,702,192	\$5,740,402	\$6,189,830	0.8%	-14.4%
Interest - Short Term, Interest - Long Term	\$770,957	\$961,816	\$745,629	\$893,795	-3.3%	-22.5%
ACO Dues	\$0	\$0	\$1,374,744	\$931,000	#DIV/0!	#DIV/0!
Medical/Surgical Drugs and Supplies	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Pharmaceuticals	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Other Purchased Services - Consulting	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Other Purchased Services -Travelers	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Other Operating Expenses	\$32,743,837	\$31,550,038	\$32,770,470	\$34,955,107	0.1%	3.9%
Total Operating Expenses	\$119,729,265	\$122,388,212	\$120,798,340	\$119,362,165	0.9%	-1.3%
Net Operating Income	-\$8,905,148	-\$248,287	-\$1,111,516	-\$1,872,576	-87.5%	347.7%
Non Operating Revenue	\$411,783	\$1,706,318	-\$260,585	\$1,673,675	-163.3%	-115.3%
Excess (Deficit) of Rev over Exp	-\$8,493,365	\$1,458,031	-\$1,372,101	-\$198,901	-83.8%	-194.1%
Income Statement Metrics						
Operating Margin %	-8.0%	-0.2%	-0.9%	-1.6%		
Total Margin %	-7.6%	1.2%	-1.1%	-0.2%		

Northwestern Medical Center							
Dean French		Stephanie Breault (Interim)					
Fiscal Year 2020 Summary							
BALANCE SHEET	2019 A	2020 B	2020 A	2021 B	2019 A - 2020 A	2020 B - 2020 A	
Cash & Investments	\$54,566,464	\$64,477,298	\$66,179,527	\$39,324,753	21%	3%	
Net Patient Accounts Receivable	\$10,203,751	\$10,000,000	\$9,908,593	\$10,000,000	-3%	-1%	
Due From Third Parties	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	
Risk Reserve Receivable	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	
Other Current Assets	\$5,678,191	\$7,000,000	\$13,666,492	\$8,000,000	141%	95%	
Current Assets	\$70,448,406	\$81,477,298	\$89,754,612	\$57,324,753	27%	10%	
Board Designated Assets	\$25,172,351	\$24,000,000	\$25,172,514	\$25,625,097	0%	5%	
Net, Property, Plant And Equipment	\$68,211,296	\$67,800,000	\$70,951,932	\$77,260,170	4%	5%	
Other Long-Term Assets	\$1,666,544	\$1,963,167	\$1,545,596	\$1,667,699	-7%	-21%	
Assets	\$165,498,597	\$175,240,465	\$187,424,654	\$161,877,719	13%	7%	
Accounts Payable	\$3,902,632	\$3,500,000	\$3,566,718	\$4,000,000	-9%	2%	
Current Liabilities COVID-19	\$0	\$0	\$5,875,196	\$0	#DIV/0!	#DIV/0!	
Salaries, Wages And Payroll Taxes Payable	\$3,717,581	\$4,500,000	\$4,357,716	\$4,500,000	17%	-3%	
Other Third Party Settlements	\$2,237,975	\$4,500,000	\$3,797,360	\$3,200,000	70%	-16%	
ACO Risk Reserve	\$0	\$0	\$2,348,386	\$1,600,000	#DIV/0!	#DIV/0!	
Other Current Liabilities	\$2,562,799	\$2,766,415	\$16,613,580	\$9,800,000	548%	501%	
Current Liabilities	\$12,420,987	\$15,266,415	\$36,558,956	\$23,100,000	194%	139%	
Long Term Liabilities COVID-19	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	
Long Term Liabilities	\$29,717,868	\$28,349,024	\$28,163,248	\$29,943,328	-5%	-1%	
Other Noncurrent Liabilities	\$4,445,731	\$1,500,000	\$6,179,575	\$0	39%	312%	
Long Term Liabilities	\$34,163,599	\$29,849,024	\$34,342,823	\$29,943,328	1%	15%	
Total Liabilities	\$46,584,586	\$45,115,439	\$70,901,779	\$53,043,328	52%	57%	
Net Assets	\$127,407,376	\$128,666,995	\$117,894,976	\$109,033,292	-7%	-8%	
YTD Change In Net Assets	-\$8,493,365	\$1,458,031	-\$1,372,101	-\$198,901	-84%	-194%	
Fund Balance	\$118,914,011	\$130,125,026	\$116,522,875	\$108,834,391	-2%	-10%	
					#DIV/0!	#DIV/0!	
Liabilities and Equities	\$165,498,597	\$175,240,465	\$187,424,654	\$161,877,719	13%	7%	
Balance Sheet Metrics					Change in Points		
Days Cash on Hand	255.2	279.2	289.8	209.5	34.6	10.6	
Debt Service Coverage Ratio	(1.1)	2.9	2.3	2.1	3.4	-0.6	
Long Term Debt to Capitalization	0.2	0.2	0.2	0.2	-0.0	0.0	
Days Payable	39.8	48.2	116.0	74.5	76.2	67.8	
Days Receivable	41.5	39.5	46.6	39.1	5.0	7.0	

Dean French		Stephanie Breault (Interim)		
Fiscal Year 2020 Summary				
Utilization & Staffing	2019 A	2020 B	2020 A	
Utilization Monthly				
Total Average Daily Census				
Total Admissions	2,691	2,714	2,675	
Total Patient Days	8,520	8,908	8,621	
Magnetic Resonance Im	2,646	2,670	2,364	
Cat Scan Procedures	8,902	8,337	7,708	
Radiology - Diagnostic P	37,300	37,442	29,516	
Emergency Room Visits	25,681	24,000	19,623	
Operating Room Proce	3,413	3,112	2,909	
Operating Room Cases	-	-	-	
Physician Office Visits	108,834	136,284	114,257	
Staffing Year to Date				
Non MD FTEs	672.3	676.5	607.2	
MLPs	-	-	-	
Residents & Fellows	-	-	-	
Physician FTEs	37.6	42.3	37.7	
Travelers, Travelers MD	5.1	2.2	13.3	

Northwestern Medical Center						
Dean French			Stephanie Breault (Interim)			
Fiscal Year 2020 Summary						
Payer Mix	2019 A	2020 B	2020 A	2021 B	2019 A - 2020 A	2020 B - 2020 A
Gross Revenue	\$210,917,710	\$223,749,944	\$193,051,946	\$244,739,208	-8%	-14%
Contractual Allowances (includes Bad Debt & Free Care)	-\$122,164,253	-\$132,347,500	-\$116,320,773	-\$152,249,623	-5%	-12%
Disproportionate Share Payments	\$942,501	\$934,355	\$957,306	\$750,000	2%	2%
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Net Payer Revenue	\$89,695,958	\$92,336,799	\$77,688,479	\$93,239,585	-13%	-16%
Fixed Prospective Payments	\$18,592,593	\$24,589,780	\$21,775,659	\$20,376,132	17%	-11%
Reserves - Risk Portion	-\$1,759,087	\$0	-\$908,499	-\$1,600,000	-48%	#DIV/0!
Other Reform Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Total Net Payer Revenue & Fixed Prospective Payment	\$106,529,464	\$116,926,579	\$98,555,639	\$112,015,717	-7%	-16%
Above From the Income Statement						
Medicare					#DIV/0!	#DIV/0!
Gross Revenue	\$73,418,004	\$79,212,666	\$65,595,615	\$82,859,936	-11%	-17%
Contractual Allowances (includes Bad Debt & Free Care)	-\$45,097,828	-\$55,192,205	-\$41,990,608	-\$59,167,098	-7%	-24%
Disproportionate Share Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Net Payer Revenue	\$28,320,176	\$24,020,461	\$23,605,007	\$23,692,838	-17%	-2%
Fixed Prospective Payments	\$9,447,617	\$13,395,454	\$9,692,355	\$9,079,457	3%	-28%
Reserves - Risk Portion	-\$1,759,087	\$0	-\$908,499	-\$1,600,000	-48%	#DIV/0!
Other Reform Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Total Net Payer Revenue & Fixed Prospective Payment	\$36,008,706	\$37,415,915	\$32,388,863	\$31,172,295	-10%	-13%
Medicaid						
Gross Revenue	\$44,316,898	\$46,111,835	\$40,690,592	\$54,181,353	-8%	-12%
Contractual Allowances (includes Bad Debt & Free Care)	-\$36,537,408	-\$36,805,790	-\$35,672,439	-\$45,567,168	-2%	-3%
Disproportionate Share Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Net Payer Revenue	\$7,779,490	\$9,306,045	\$5,018,153	\$8,614,185	-35%	-46%
Fixed Prospective Payments	\$9,255,131	\$11,194,326	\$12,083,304	\$11,296,675	31%	8%
Reserves - Risk Portion	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Other Reform Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Total Net Payer Revenue & Fixed Prospective Payment	\$17,034,621	\$20,500,371	\$17,101,457	\$19,910,860	0%	-17%
Commercial						
Gross Revenue	\$93,182,808	\$98,425,443	\$86,765,739	\$107,697,919	-7%	-12%
Contractual Allowances (includes Bad Debt & Free Care)	-\$40,529,017	-\$40,349,505	-\$38,657,726	-\$47,515,357	-5%	-4%
Disproportionate Share Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Net Payer Revenue	\$52,653,791	\$58,075,938	\$48,108,013	\$60,182,562	-9%	-17%
Fixed Prospective Payments	-\$110,155	\$0	\$0	\$0	-100%	#DIV/0!
Reserves - Risk Portion	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Other Reform Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Total Net Payer Revenue & Fixed Prospective Payment	\$52,543,636	\$58,075,938	\$48,108,013	\$60,182,562	-8%	-17%
Disproportionate Share Payments	\$942,501	\$934,355	\$957,306	\$750,000	2%	2%