Mt. Ascutney Hospital & Health Center

Fiscal Year 2024 YTD Summary

Year to Date Submission (October 2023 through December 2023)

Mt. Ascutney Hospital & Health Center																
Fiscal Year 2024 YTD Summary																
			11	NCORRECT		Submission (October 2023 through December 2023) Submission (October 2023 th							ber 2023 through			
INCOME STATEMENT	2022 A	2023 B	2023 A	2024 B	Oct-2023	Nov-2023	Dec-2023	2024 B YTD	Oct-2023	Nov-2023	Dec-2023	2024 YTD	2024 PROJ	2024 B- 2024 A YTD	2023 A-2024 P	
Revenues																
Gross Patient Care Revenue	\$127,907,637	\$102,401,786	\$96,217,985	\$110,601,204	\$12,289,023	\$12,289,023	\$12,289,023	\$36,867,068	\$11,805,774	\$10,877,938	\$10,881,975	\$33,565,687		-9.0%	#VALUE!	
Disproportionate Share Payments	\$1,236,306	\$405,000	\$318,225	\$337,500	\$37,500	\$37,500	\$37,500	\$112,500	\$31,762	\$31,762	\$31,762	\$95,287		-15.3%	-100.0%	
Graduate Medical Education (UVMMC only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		#DIV/0!	#DIV/0!	
Bad Debt	-\$2,199,022	-\$1,792,031	-\$2,144,391	-\$1,935,521	-\$215,058	-\$215,058	-\$215,058	-\$645,174		-\$313,425	-\$38,086	-\$520,548		-19.3%	-100.0%	
Free Care	-\$509,849	-\$1,024,018	-\$304,570	-\$1,106,012	-\$122,890	-\$122,890	-\$122,890	-\$368,671	-\$8,244	-\$37,736	-\$29,868	-\$75,848		-79.4%	-100.0%	
Deductions from Revenue	-\$66,131,441	-\$52,380,428	-\$47,035,846	-\$56,458,995	-\$6,273,222	-\$6,273,222	-\$6,273,222	-\$18,819,665	-\$5,838,104	-\$5,555,078	-\$5,079,190	-\$16,472,372		-12.5%	-100.0%	
Net Patient Care Revenue	\$60,303,631	\$47,610,309	\$47,051,402	\$51,438,176	\$5,715,353	\$5,715,353	\$5,715,353	\$17,146,059		\$5,003,460 \$179,276	\$5,766,594	\$16,592,206		-3.2%	-100.0%	
Fixed Prospective Payments Reserves	\$2,125,777	\$1,735,544 -\$375.000	\$1,890,884 \$334,154	\$1,566,057 -\$375.000	\$174,006 -\$41,667	\$174,006 -\$41.667	\$174,006 -\$41.667	\$522,019 -\$125.000	\$185,570 \$0	\$1/9,2/6	\$176,345 \$0	\$541,191		3.7% -100.0%	-100.0% -100.0%	
Other Reform Payments	\$514,321	\$431,250	\$210,384	\$120,780	\$13,420	\$13,420	\$13,420	\$40,260	\$16,047	\$16,047	\$31,342	\$63,436		57.6%	-100.0%	
Fixed Prospective Payments and Reserves	\$2,640,098	\$1,791,794	\$2,435,422	\$1,311,837	\$145,760	\$145,760	\$145,760	\$437,279	\$201,617	\$195,323	\$207,687	\$604,627				
Net Patient Care Rev & Fixed Payments & Reserves	\$62,943,729	\$49,402,103	\$49.486.824	\$52,750,013	\$5,861,113	\$5,861,113	\$5.861.113	\$17.583.338	\$6,023,768	\$5,198,783	\$5.974.281	\$17.196.833		-2.2%	-100.0%	
340B Retail Pharmacy Programs	\$644,720	\$712,500	\$215,728	\$336,450	\$37,383	\$37,383	\$37,383	\$112,150	\$27,341	\$66,303	\$26,292	\$119,936		6.9%	-100.0%	
COVID-19 Stimulus and Other Grant Funding	\$0	\$0	\$1,270,324	\$550,150	\$07,565 \$0	\$0,555	\$0,505 \$0	\$0	\$0	\$0	\$0	\$0		#DIV/0!	-100.0%	
Specialty Pharmacy	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		#DIV/0!	#DIV/0!	
Outpatient Pharmacy Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		#DIV/0!	#DIV/0!	
Cafeteria & Parking	\$136,318	\$99,750	\$139,289	\$113,642	\$12,627	\$12,627	\$12,627	\$37,881	\$26,491	\$18,872	\$22,968	\$68,331		80.4%	-100.0%	
Grant Income	\$827,566	\$522,269	\$651,530	\$847,590	\$94,177	\$94,177	\$94,177	\$282,530	\$21,572	\$56,490	\$108,126	\$186,188		-34.1%	-100.0%	
Reference Lab Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		#DIV/0!	#DIV/0!	
Meaningful Use	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		#DIV/0!	#DIV/0!	
Other	\$1,889,029	\$1,356,372	\$1,982,534	\$1,369,800	\$152,200	\$152,200	\$152,200	\$456,600	\$184,326	\$190,117	\$190,690	\$565,133	FY24 Budget as	23.8%	-100.0%	
Other Operating Revenue	\$3,497,633	\$2,690,891	\$4,259,406	\$2,667,482	\$296,387	\$296,387	\$296,387	\$889,161	\$259,730	\$331,782	\$348,077	\$939,588	submitted	5.7%	-100.0%	
Total Operating Revenue Operating Expenses	\$66,441,361	\$52,092,994	\$53,746,229	\$55,417,495	\$6,157,499	\$6,157,499	\$6,157,499	\$18,472,498 \$0		\$5,530,565	\$6,322,358	\$18,136,421		-1.8%	-100.0%	
Salaries Non MD, Fringe Benefits Non MD, Physician								οÇ								
Fees & Salaries, Fringe Benefits MD	\$41,122,004	\$31,876,041	\$35,636,918	\$34,175,315	\$3,797,257	\$3,797,257	\$3,797,257	\$11,391,772	\$4,728,608	\$4,397,742	\$4,097,025	\$13,223,375		16.1%	-100.0%	
Health Care Provider Tax	\$2,381,030	\$1,705,500	\$1,685,666	\$1,875,318	\$208.369	\$208.369	\$208.369	\$625,106	\$183.352	\$183,352	\$183.352	\$550.056		-12.0%	-100.0%	
Depreciation Amortization	\$2,323,067	\$1,929,609	\$1,734,847	\$1,990,502	\$221,167	\$221,167	\$221,167	\$663,501	\$212,305	\$206,244	\$214,465	\$633,014		-4.6%	-100.0%	
Interest - Short Term, Interest - Long Term	\$482,462	\$371,864	\$357,887	\$354,563	\$39,396	\$39,396	\$39,396	\$118,188		\$40,309	\$39,927	\$119,858		1.4%	-100.0%	
ACO Dues	\$340,144	\$291,515	\$329,003	\$338,864	\$37,652	\$37,652	\$37,652	\$112,955	-\$13,824	\$42,372	\$42,372	\$70,920		-37.2%	-100.0%	
Medical/Surgical Drugs and Supplies	\$4,500,807	\$3,371,858	\$4,051,397	\$3,475,369	\$386,152	\$386,152	\$386,152	\$1,158,456		\$417,019	\$523,558	\$1,474,022		27.2%	-100.0%	
Pharmaceuticals	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		#DIV/0!	#DIV/0!	
Other Purchased Services - Consulting	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		#DIV/0!	#DIV/0!	
Other Purchased Services -Travelers	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		#DIV/0!	#DIV/0!	
Other Operating Expenses	\$14,537,913	\$11,666,764	\$7,766,585	\$12,375,128	\$1,375,014	\$1,375,014	\$1,375,014	\$4,125,043	\$715,913	\$756,212	\$903,075	\$2,375,200		-42.4%	-100.0%	
Total Operating Expenses	\$65,687,426	\$51,213,151	\$51,562,301	\$54,585,058	\$6,065,006	\$6,065,006	\$6,065,006	\$18,195,019	\$6,399,421	\$6,043,250	\$6,003,774	\$18,446,445		1.4%	-100.0%	
Net Operating Income	\$753,936	\$879,843	\$2,183,928	\$832,437	\$92,493	\$92,493	\$92,493	\$277,479	-\$115,923	-\$512,685	\$318,584	-\$310,024		-211.7%	-100.0%	
Non Operating Revenue	-\$5,487	\$1,169,175	\$2,365,728	\$1,931,852	\$214,650	\$214,650	\$214,650	\$643,951	-\$289,501	\$1,045,250	\$974,372	\$1,730,121		168.7%	-100.0%	
Excess (Deficit) of Rev over Exp	\$748,449	\$2,049,018	\$4,549,656	\$2,764,289	\$307,143	\$307,143	\$307,143	\$921,430	-\$405,424	\$532,565	\$1,292,956	\$1,420,097		54.1%	-100.0%	
Income Statement Metrics																
Operating Margin %	1.1%	1.7%	4.1%	1.5%	1.5%	1.5%	1.5%	7.5%	-1.8%	-9.3%	5.0%	-1.7%	#DIV/0!			
Total Margin %	1.1%	3.8%	8.1%	4.8%	4.8%	4.8%	4.8%	24.1%		8.1%	17.7%	7.1%				

Mt. Ascutney Hospital & Health Center										
· ·				0.00						
Fiscal Year 2024 YTD Summary										
				9	Submission (October 2023 thr	ough December 2023)				
BALANCE SHEET	FY2022A	FY2023 B	FY2023 A	FY2024 B	Oct-2023	Nov-2023	Dec-2023	2024 Projection	2024 B-2024 P	2023 A-2024 P
Cash & Investments	\$10,661,829	\$10,168,645	\$0	\$13,588,834	\$13,007,623	\$12,060,914	\$12,329,278	\$13,588,834	0.0%	#DIV/0!
Net Patient Accounts Receivable	\$4,987,406	\$5,543,783	\$0	\$5,974,492	\$7,124,364	\$6,846,999	\$8,164,359	\$5,974,492	0.0%	#DIV/0!
Due From Third Parties	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Risk Reserve Receivable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Other Current Assets	\$1,859,415	\$1,552,807	\$0	\$1,265,669	\$1,140,496	\$1,014,756	\$926,577	\$1,265,669	0.0%	#DIV/0!
Current Assets	\$17,508,650	\$17,265,235	\$0	\$20,828,995	\$21,272,483	\$19,922,669	\$21,420,214	\$20,828,995	0.0%	
Board Designated Assets	\$32,924,084	\$37,993,913	\$0	\$36,475,292	\$33,581,525	\$34,954,347	\$36,273,221	\$36,475,292	0.0%	#DIV/0!
Net, Property, Plant And Equipment	\$16,768,377	\$18,611,554	\$0 \$0	\$16,646,292	\$17,869,937	\$17,802,843	\$17,990,006		0.0%	#DIV/0!
Other Long-Term Assets	\$8,198,757	\$8,226,195	\$0	\$7,519,592	\$8,128,043	\$8,087,346	\$8,044,957	\$7,519,592	0.0%	#DIV/0!
Assets	\$75,399,868	\$82,096,897	\$0	\$81,470,171	\$80,851,988	\$80,767,205	\$83,728,398		0.0%	#DIV/0!
Accounts Pavable	\$3,186,063	\$3,593,473	\$0	\$2,990,680	\$4,092,977	\$3,549,849	\$3,954,469	\$2,990,680	0.0%	#DIV/0!
Current Liabilities COVID-19	\$4,239,658	\$4,239,658	\$0	\$4,239,658	\$2,969,334	\$2,969,334	\$2,969,334		0.0%	#DIV/0!
Salaries, Wages And Payroll Taxes Payable	\$5,109,381	\$5,803,763	\$0	\$5,504,057	\$5,475,206	\$5,181,712	\$5,692,727		0.0%	#DIV/0!
Other Third Party Settlements	-\$48,713	\$800,000	\$0	-\$750,000	\$639,533	\$602,415	\$926,651	-\$750,000	0.0%	#DIV/0!
ACO Risk Reserve	\$35,000	\$500,000	\$0	\$500,000	-\$459,444	-\$459,444	-\$459,444		0.0%	#DIV/0!
Other Current Liabilities	\$1,125,390	\$1,492,543	\$0	\$838,810	\$1,133,576	\$1,001,211	\$1,289,048	\$838,810	0.0%	#DIV/0!
Current Liabilities	\$13,646,780	\$16,429,437	\$0	\$13,323,205	\$13,851,182	\$12,845,077	\$14,372,785	\$13,323,205	0.0%	#DIV/0!
Long Term Liabilities COVID-19	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Long Term Liabilities	\$22,216,289	\$21,338,524	\$0	\$21,723,983	\$22,223,851	\$22,181,871	\$22,139,482		0.0%	#DIV/0!
Other Noncurrent Liabilities	\$650,238	\$800,000	\$0	\$650,238	\$546,774	\$546,774	\$546,774		0.0%	#DIV/0!
Long Term Liabilities	\$22,866,527	\$22,138,524	\$0	\$22,374,221	\$22,770,625	\$22,728,645	\$22,686,256	\$22,374,221	0.0%	#DIV/0!
Total Liabilities	\$36,513,307	\$38,567,961	\$0	\$35,697,426	\$36,621,807	\$35,573,722	\$37,059,041	\$35,697,426	0.0%	
Net Assets	\$39,511,424	\$40,796,912	\$0	\$42,087,026	\$44,635,605	\$44,660,918	\$45,376,401	\$42,087,026	0.0%	#DIV/0!
YTD Change In Net Assets	-\$624,863	\$2,732,024	\$5,642,100	\$3,685,719	-\$405,424	\$532,565	\$1,292,956		0.0%	-34.7%
Fund Balance	\$38,886,561	\$43,528,936	\$5,642,100	\$45,772,745	\$44,230,181	\$45,193,483	\$46,669,357		0.0%	711.3%
Liabilities and Equities	\$75,399,868	\$82,096,897	\$5,642,100	\$81,470,171	\$80,851,988	\$80,767,205	\$83,728,398	\$81,470,171	0.0%	1344.0%
Balance Sheet Metrics								¢ .	Change i	in Points
Days Cash on Hand	207.5	212.0	0.0	213.6	197.0	196.0	201.0	213.6	0.0	213.6
Debt Service Coverage Ratio	4.1	4.1	10.0	4.5	4.0	3.9	4.6		0.0	-5.5
Long Term Debt to Capitalization	0.4	0.4	0.0	0.4	0.3	0.3	0.3		0.0	0.4
Days Payable	79.5	91.3	0.0	69.3	75.4	69.4	75.4	69.3	0.0	69.3
Days Receivable	30.4	31.9	0.0	31.8	41.4	39.7	46.8		0.0	31.8

Mt. Ascutney Hospital & Health Center

iscal Year 2024 YTD Summary													
		Draft		Submission (Octo	ubmission (October 2023 through December 2023)								
Utilization & Staffing	2022 A	2023 A	2024B	2024 YTD	Oct-2023 Nov-2023		Dec-2023	2024 YTD	2024 PROJ				
Utilization Monthly					Utilization Monthly								
Total Average Daily Census													
Total Admissions	931	-	-	-	73	76	73	222					
Total Patient Days	9,736	-	-	-	880	895	886	2,661					
Magnetic Resonance Image Procedures,	-	-	-	-	-	-	-	-					
Cat Scan Procedures	-	-	-	-	-	-	-	-					
Radiology - Diagnostic Procedures	14,848	-	-	-	1,316	1,142	1,167	3,625	Budget FY24				
Emergency Room Visits	5,934	-	-	-	486	450	480	1,416					
Operating Room Procedure	1,640	-	-	-	141	143	109	393					
Operating Room Cases	1,635	-	-	-	141	143	107	391					
Physician Office Visits	45,513	-	-	-	4,039	3,663	3,469	11,171					
Primary Care Visits				-									
Specialty Visits				-				-					
				- U.U%									
Staffing Year to Date				0	Staffing Year to Date								
Non MD FTEs	306.1	-	-	-	309.3	308.9	306.9						
MLPs	9.3	-	-	-	10	10	10						
Residents & Fellows	-	-	-	-	-	-	-		Budget FY24				
Physician FTEs	19.2	-	-	-	17	17	17						
Travelers, Travelers MD	-	-	-	-	-	-	-	-					

iscal Year 2024 YTD Summary												
			Draft									
Payer Mix	2022 A	2023 B	2023 A	Oct-2023	Nov-2023	Dec-2023	2024 YTD	2024 PROJ				
					4	4						
otal Revenue	\$127,907,637	\$102,401,786	\$96,217,985	\$11,805,774	\$10,877,938	\$10,881,975	\$33,565,687					
Disproportionate Share Payments	1,236,306	405,000	318,225	31,762	31,762	31,762	95,287					
Graduate Medical Education	-	403,000		- 31,702	-	-						
Bad Debt	(2,199,022)	(1,792,031)	(2,144,391)	(169,037)	(313,425)	(38,086)	(520,548)					
ree Care	(509,849)	(1,024,018)	(304,570)	(8,244)	(37,736)	(29,868)	(75,848)					
Deductions from Revenue	(66,131,441)	(52,380,428)	(47,035,846)	(5,838,104)	(5,555,078)	(5,079,190)	(16,472,372)					
Net Payer Revenue	60,303,631	47,610,309	47,051,402	5,822,151	5,003,460	5,766,594	16,592,206	FY24 Budget as submitt				
ixed Prospective Payments	2,125,777	1,735,544	1,890,884	185,570	179,276	176,345	541,191					
Reserves	-	(375,000)	334,154	-	-	-	-					
Other Reform Payments	514,321	431,250	210,384	16,047	16,047	31,342	63,436					
ixed Prospective Payments and Reserves	2,640,098	1,791,794	2,435,422	201,617	195,323	207,687	604,627					
otal Net Payer Revenue & Fixed												
rospective Payment	62,943,729	49,402,103	49,486,824	6,023,768	5,198,783	5,974,281	17,196,833					
	From the Income Statemer	nt		Above F	rom the Income Sta	tement						
Vedicare												
Gross Revenue	\$71,323,958	\$75,225,222	\$57,055,243	\$7,004,437	\$6,281,419	\$6,657,402	\$19,943,258					
Disproportionate Share Payments Graduate Medical Education	\$0	\$0	\$0	\$0	\$0	\$0	\$0 \$0					
Bad Debt	\$0	\$0 \$0	\$0	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0					
ree Care	\$0	\$0	\$0	\$0	\$0	\$0	\$0					
Deductions from Revenue	-\$37,292,727	-\$40.712.124	-\$28,829,099	-\$4,066,481	-\$3,391,219	-\$2,833,650	-\$10,291,350	FY24 Budget as submitt				
Net Payer Revenue	\$34,031,231	\$34,513,098	\$28,226,144	\$2,937,956	\$2,890,200	\$3,823,752	\$9,651,907					
ixed Prospective Payments	\$0	\$0	\$28,220,144	\$2,937,930	\$2,890,200 \$0	\$3,823,752	\$9,031,907					
Reserves - Risk Portion	\$0	-\$425,357	\$0	\$0	\$0	\$0	\$0					
							\$31,290					
Other Reform Payments Fotal Net Payer Revenue & Fixed	\$125,833	\$150,000	\$135,545	\$8,057	\$8,057	\$15,177	\$51,290					
rospective Payment	\$34,157,064	\$34,237,741	\$28,361,689	\$2,946,012	\$2,898,256	\$3,838,929	\$9,683,197					
Medicaid												
Gross Revenue	\$16,034,909	\$16,612,008	\$11,327,241	\$1,097,309	\$993,318	\$804,493	\$2,895,120					
Disproportionate Share Payments												
Graduate Medical Education	\$0	\$0	\$0	\$0	\$0	\$0	\$0					
Bad Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0					
ree Care	\$0	\$0	\$0	\$0	\$0	\$0	\$0					
Deductions from Revenue	-\$14,498,542	-\$13,215,669	-\$10,766,557	-\$775,151	-\$1,203,330	-\$877,422	-\$2,855,903	FY24 Budget as submitt				
Net Payer Revenue	\$1,536,367	\$3,396,339	\$560,685	\$322,158	-\$210,012	-\$72,929	\$39,216					
ixed Prospective Payments	\$2,206,025	\$2,314,058	\$1,780,165	\$185,570	\$179,276	\$176,345	\$541,191					
Reserves - Risk Portion	\$0	-\$74,643	\$0	\$0	\$0	\$0	\$0					
Other Reform Payments	\$329,262	\$325,000	\$123,474	\$7,990	\$7,990	\$16,165	\$32,145					
otal Net Payer Revenue & Fixed												
rospective Payment	\$4,071,653	\$5,960,754	\$2,464,324	\$515,718	-\$22,746	\$119,581	\$612,553					
Commercial												
Gross Revenue	\$38,405,393	\$44,698,484	\$29,867,821	\$3,704,028	\$3,603,201	\$3,420,080	\$10,727,309					
Disproportionate Share Payments	\$38,403,353	344,030,404	\$25,807,821	\$3,704,028	\$3,003,201	\$3,420,080	\$10,727,305					
Graduate Medical Education	έŋ	\$0	\$0	\$0	\$0	¢0	\$0					
Bad Debt	\$0	-\$2,389,375	-\$1,899,842	-\$169,037	-\$313.425	\$0 -\$38.086	-\$520,548					
ree Care	-\$562,795	-\$2,389,373	-\$1,899,842 -\$314,042	-\$169,037	-\$313,425	-\$38,088	-\$520,548					
Deductions from Revenue	-\$12,772,893	-\$15,912,777	-\$3,785,418	-\$8,244	-\$37,736	-\$29,868	-\$75,848	FY24 Budget as submitt				
Net Payer Revenue	\$23,000,629	\$25,030,975	\$18,868,519	\$2,530,275	\$2,291,510	\$1,984,010	\$6,805,795					
ixed Prospective Payments	\$23,000,829	\$25,050,975	\$18,888,519	\$2,530,273	\$2,291,310	\$1,984,010	\$6,805,793					
Reserves - Risk Portion	\$0	\$0	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0					
Other Reform Payments	\$87,689	\$100,000	\$27,460	\$0 \$0	\$0 \$0	\$0 \$0	30 \$0					
otal Net Payer Revenue & Fixed	201,003	\$100,000	\$27,400	ŞU	ŞU	ŞU	50					
rospective Payment	\$23,088,318	\$25,130,975	\$18,895,979	\$2,530,275	\$2,291,510	\$1,984,010	\$6,805,795					

NARRATIVE Submission (October 2023 through December 2023)

Question:

NPSR

Gross revenue is below budget due to lower than budgeted volumes in Acute, Outpatient, and Physician volumes. Deductions from revenue have improved due in part to changes in payer mix, with Medicaid as a percentage of business decreasing roughly 30% from budget and improved Medicare interim payment rates.

<u>OOR</u>

Grant revenue is lower than budget due to staffing constraints and bandwitdh. The decrease in grant revenue was offset by higher than budgeted ACO, cafeteria, purchase credits, sale of services (renting staff/staff sharing agreements), and program revenue.

Expenses

Expenses were over budget 1%, due to continued elevated utilization of agency nursing, locums providers and contracted staffing. Benefits expenses were also over budget, due to increased utilization of self funded health claims.

NOI Net operating loss realized at \$340K, below budget by \$246K.

Physician Acquisitions or Transfers: https://gmcboard.vermont.gov/sites/gmcb/files/hospital-budget/Physician%20Transfer%20Schedules%20A%20%26%20B.xls