

# All Vermont Community Hospitals

## Hospital Summary

	Actual 2018	Actual 2019	Budget 2020	Actual 2020	Budget 2021	Y to Y A19-A20	Y to Y B20-B21	Ave Ann A16-B19
<b>Income Statement Summary</b>								
Gross Revenue	\$5,317,568,640	\$5,620,723,474	\$5,807,875,120	\$5,331,936,653	\$6,226,437,731	-5.1%	7.2%	5.4%
Inpatient	\$1,454,327,799	\$1,542,653,709	\$1,593,295,155	\$1,569,361,694	\$857,143,222	1.7%	-46.2%	-16.2%
Outpatient	\$2,802,641,199	\$3,009,536,829	\$3,123,525,827	\$2,814,967,653	\$5,099,626,642	-6.5%	63.3%	22.1%
Physician	\$975,281,958	\$980,525,340	\$998,091,849	\$869,236,202	\$233,276,869	-11.3%	-76.6%	-37.9%
Other Rev - Chronic, Swing, SNF	\$85,317,690	\$88,007,593	\$92,962,291	\$78,371,106	\$36,390,998	-10.9%	-60.9%	-24.7%
Bad Debt	(\$76,790,595)	(\$85,153,848)	(\$83,253,454)	(\$81,505,161)	(\$93,456,591)	4.3%	-12.3%	6.8%
Free Care	(\$45,880,524)	(\$45,031,467)	(\$46,571,630)	(\$40,736,467)	(\$53,330,043)	9.5%	-14.5%	5.1%
All Other Deductions	(\$2,868,050,051)	(\$3,167,131,670)	(\$3,355,651,724)	(\$3,104,262,595)	(\$3,678,145,176)	2.0%	-9.6%	8.6%
Fixed Prospective Payments and Reserve	\$190,315,917	\$265,017,490	\$394,933,328	\$319,748,461	\$388,963,042	20.7%	-1.5%	26.9%
Net Patient Care Rev & Fixed Payments &	\$2,517,163,387	\$2,588,423,980	\$2,717,331,641	\$2,425,180,890	\$2,790,468,964	-6.3%	2.7%	3.5%
Total Operating Revenue	\$2,692,137,110	\$2,815,761,997	\$2,935,236,252	\$2,883,975,134	\$3,060,692,387	2.4%	4.3%	4.4%
Total Operating Expenses	\$2,663,670,669	\$2,795,444,000	\$2,868,723,052	\$2,882,888,690	\$3,009,124,051	3.1%	4.9%	4.1%
Operating Margin	\$28,466,441	\$20,317,997	\$66,513,200	\$1,086,444	\$51,568,336	-94.7%	-22.5%	21.9%
Non-Operating Revenue	\$68,209,311	\$33,603,750	\$36,386,396	\$41,608,012	\$35,319,561	23.8%	-2.9%	-19.7%
Total Margin	\$96,675,752	\$53,921,747	\$102,899,596	\$42,694,456	\$86,887,897	-20.8%	-15.6%	-3.5%
<b>Utilization Statistics</b>								
Acute Staffed Beds	961	917	961	958	59	4.5%	-93.9%	-60.6%
Acute Admissions	48,337	47,164	47,727	44,154	3,690	-6.4%	-92.3%	-57.6%
Physician Office Visits	1,838,743	1,736,874	1,965,627	1,374,512	258,936	-20.9%	-86.8%	-48.0%
All Outpatient Visits	3,311,047	1,620,776	3,468,225	1,362,088	99,936	-16.0%	-97.1%	-68.9%
Adjusted Admissions*	178,233	173,655	175,438	151,078	195,041	-13.0%	11.2%	3.0%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$66,067	\$67,849	\$70,085	\$74,067	\$5,312	9.2%	-92.4%	-56.8%
Compensation Ratio	57.7%	57.6%	57.3%	58.4%	57.4%	1.3%	0.2%	-0.1%
Total Non-MD FTEs	13,334	13,614	13,955	13,115	10,381	-3.7%	-25.6%	-8.0%
Physician FTEs	1,132	1,135	1,169	1,120	889	-1.3%	-24.0%	-7.8%
	Actual 2018	Actual 2019	Budget 2020	Actual 2020	Budget 2021	Y to Y A19-A20	Y to Y B20-B21	Ave Ann A16-B19
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	0.9%	0.8%	0.8%	0.8%	0.9%	-4.6%	6.8%	-0.2%
Bad Debt % of Gross Revenue	1.4%	1.5%	1.4%	1.5%	1.5%	-4.1%	4.3%	1.2%
<b>% share of total Gross Revenue</b>								
Medicare	44.7%	46.3%	45.0%	45.9%	45.3%	-0.8%	0.6%	0.5%
Medicaid	17.0%	16.2%	16.4%	16.5%	15.8%	1.5%	-3.3%	-2.4%
Commercial	38.3%	37.5%	38.6%	37.7%	38.9%	0.4%	0.7%	0.5%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	35.3%	35.0%	33.6%	34.9%	33.6%	-0.3%	-0.2%	-1.6%
Medicaid (w/o DSH)	11.6%	10.6%	11.0%	11.9%	10.7%	12.0%	-3.4%	-2.7%
Commercial (w/o DSH)	53.2%	54.4%	55.3%	53.2%	55.8%	-2.2%	0.8%	1.6%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CONs	\$211,399,579	\$163,804,454	\$193,042,369	\$88,057,166	\$86,994,245	-46.2%	-54.9%	-25.6%
Unapproved CONs					\$126,824,532			
<b>Financial Indicators</b>								
Days Cash on Hand	176	155	164	198	165	27.9%	0.6%	-2.1%

\*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

# Brattleboro Memorial Hospital

## Hospital Summary

	Actual	Actual	Budget	Actual	Budget	Y to Y	Y to Y	Ave Ann
	2018	2019	2020	2020	2021	A19-A20	B20-B21	A16-B19
<b>Income Statement Summary</b>								
Gross Revenue	\$158,812,614	\$182,085,238	\$188,074,028	\$172,517,296	\$195,374,454	-5.3%	3.9%	7.2%
Inpatient	\$35,907,764	\$39,377,752	\$41,314,984	\$37,012,384	\$42,198,446	-6.0%	2.1%	5.5%
Outpatient	\$105,244,873	\$125,587,698	\$129,526,976	\$119,293,422	\$135,226,886	-5.0%	4.4%	8.7%
Physician	\$17,659,978	\$17,119,788	\$17,232,068	\$16,211,490	\$17,949,119	-5.3%	4.2%	0.5%
Other Rev - Chronic, Swing, SNF	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
Bad Debt	(\$5,383,192)	(\$3,300,013)	(\$3,535,830)	(\$2,185,136)	(\$3,388,274)	33.8%	4.2%	-14.3%
Free Care	(\$1,091,093)	(\$2,164,512)	(\$2,883,927)	(\$2,545,757)	(\$2,930,617)	-17.6%	-1.6%	39.0%
All Other Deductions	(\$82,242,320)	(\$103,477,277)	(\$104,510,918)	(\$106,631,679)	(\$110,092,960)	-3.0%	-5.3%	10.2%
Fixed Prospective Payments and Reserves	\$7,505,725	\$10,850,821	\$11,001,739	\$15,439,130	\$13,839,826	42.3%	25.8%	22.6%
<b>Net Patient Care Rev &amp; Fixed Payments &amp; Rese</b>	<b>\$77,601,735</b>	<b>\$83,994,257</b>	<b>\$88,145,092</b>	<b>\$76,593,854</b>	<b>\$92,802,429</b>	<b>-8.8%</b>	<b>5.3%</b>	<b>6.1%</b>
Total Operating Revenue	\$81,780,823	\$87,765,845	\$91,855,725	\$93,197,016	\$96,497,283	6.2%	5.1%	5.7%
Total Operating Expenses	\$83,705,782	\$87,095,267	\$91,380,159	\$92,681,654	\$96,055,094	6.4%	5.1%	4.7%
Operating Margin	(\$1,924,959)	\$670,579	\$475,566	\$515,362	\$442,189	-23.1%	-7.0%	-161.2%
Non-Operating Revenue	\$2,818,244	\$782,350	\$765,000	\$9,204,560	\$700,000	1076.5%	-8.5%	-37.1%
Total Margin	\$893,285	\$1,452,929	\$1,240,566	\$9,719,922	\$1,142,189	569.0%	-7.9%	8.5%
<b>Utilization Statistics</b>								
Acute Staffed Beds	38	38	38	38	38	0.0%	0.0%	0.0%
Acute Admissions	1,691	1,780	1,797	1,565	1,905	-12.1%	6.0%	4.1%
Physician Office Visits	238,312	257,686	258,629	103,360	237,055	-59.9%	-8.3%	-0.2%
All Outpatient Visits	0	0	0	0	0	#DIV/0!	#DIV/0!	#DIV/0!
Adjusted Admissions*	7,479	8,231	8,180	7,295	8,820	-11.4%	7.8%	5.7%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$59,342	\$58,828	\$61,848	\$63,722	\$0	8.3%	-100.0%	-100.0%
Compensation Ratio	62.4%	60.3%	62.6%	62.8%	63.6%	4.1%	1.5%	0.6%
Total Non-MD FTEs	441	462	492	470	0	1.8%	-100.0%	-100.0%
Physician FTEs	47	49	57	27	0	-45.0%	-100.0%	-100.0%
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Actual</b>	<b>Budget</b>	<b>Y to Y</b>	<b>Y to Y</b>	<b>Ave Ann</b>
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>	<b>A19-A20</b>	<b>B20-B21</b>	<b>A16-B19</b>
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	0.7%	1.2%	1.5%	1.5%	1.5%	24.1%	-2.2%	29.7%
Bad Debt % of Gross Revenue	3.4%	1.8%	1.9%	1.3%	1.7%	-30.1%	-7.8%	-20.0%
<b>% share of total Gross Revenue</b>								
Medicare	46.5%	46.5%	46.4%	48.5%	48.4%	4.4%	4.1%	1.3%
Medicaid	18.2%	18.2%	18.2%	17.0%	16.9%	-6.6%	-7.1%	-2.5%
Commercial	35.3%	35.3%	35.4%	34.4%	34.8%	-2.4%	-1.8%	-0.5%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	45.3%	34.3%	34.2%	38.7%	40.9%	12.6%	19.6%	-3.4%
Medicaid (w/o DSH)	13.0%	11.7%	10.8%	11.9%	12.2%	2.0%	13.2%	-2.0%
Commercial (w/o DSH)	41.8%	54.0%	55.0%	49.4%	46.9%	-8.5%	-14.7%	3.9%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CONs	\$3,677,775	\$3,676,392	\$23,887,833	\$3,062,042	\$2,132,454	-16.7%	-91.1%	-16.6%
Unapproved CONs					\$17,717,095			
<b>Financial Indicators</b>								
Days Cash on Hand	196	157	122	220	171	39.9%	40.7%	-4.5%

\*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

# Central Vermont Medical Center

## Hospital Summary

	Actual 2018	Actual 2019	Budget 2020	Actual 2020	Budget 2021	Y to Y A19-A20	Y to Y B20-B21	Ave Ann A16-B19
<b>Income Statement Summary</b>								
Gross Revenue	\$389,142,484	\$418,151,359	\$430,983,508	\$395,992,628	\$474,516,163	-5.3%	10.1%	6.8%
Inpatient	\$84,593,764	\$92,616,638	\$95,293,037	\$87,438,860	\$0	-5.6%	-100.0%	-100.0%
Outpatient	\$229,212,427	\$243,176,120	\$246,650,340	\$230,916,266	\$474,516,164	-5.0%	92.4%	27.4%
Physician	\$56,890,922	\$62,128,010	\$67,066,631	\$57,803,573	\$0	-7.0%	-100.0%	-100.0%
Other Rev - Chronic, Swing, SNF	\$18,445,370	\$20,230,591	\$21,973,499	\$19,833,930	\$0	-2.0%	-100.0%	-100.0%
Bad Debt	(\$3,052,588)	(\$5,607,318)	(\$4,700,000)	(\$5,852,538)	(\$5,308,004)	-4.4%	-12.9%	20.3%
Free Care	(\$4,383,140)	(\$4,517,178)	(\$4,750,000)	(\$2,630,153)	(\$5,474,101)	41.8%	-15.2%	7.7%
All Other Deductions	(\$215,811,567)	(\$241,269,750)	(\$252,783,172)	(\$239,146,524)	(\$274,861,619)	0.9%	-8.7%	8.4%
Fixed Prospective Payments and Res	\$28,690,947	\$41,249,882	\$49,292,911	\$45,456,991	\$47,208,598	10.2%	-4.2%	18.1%
Net Patient Care Rev & Fixed Payme	\$194,586,135	\$208,006,996	\$218,043,247	\$193,820,404	\$236,081,037	-6.8%	8.3%	6.7%
Total Operating Revenue	\$208,165,473	\$223,738,002	\$234,243,239	\$234,528,434	\$253,539,978	4.8%	8.2%	6.8%
Total Operating Expenses	\$216,033,931	\$228,415,989	\$234,056,135	\$235,847,778	\$252,272,277	3.3%	7.8%	5.3%
Operating Margin	(\$7,868,458)	(\$4,677,987)	\$187,103	(\$1,319,345)	\$1,267,701	71.8%	577.5%	-154.4%
Non-Operating Revenue	\$9,757,603	(\$4,164,552)	\$3,972,546	\$12,492,025	\$6,427,435	400.0%	61.8%	-13.0%
Total Margin	\$1,889,145	(\$8,842,539)	\$4,159,649	\$11,172,680	\$7,695,136	226.4%	85.0%	59.7%
<b>Utilization Statistics</b>								
Acute Staffed Beds	92	92	92	92	0	0.0%	-100.0%	-100.0%
Acute Admissions	3,949	3,891	3,851	3,554	0	-8.7%	-100.0%	-100.0%
Physician Office Visits	226,404	219,101	239,747	179,448	0	-18.1%	-100.0%	-100.0%
All Outpatient Visits	443,325	434,835	455,535	362,920	0	-16.5%	-100.0%	-100.0%
Adjusted Admissions*	18,166	17,629	17,478	16,166	0	-8.3%	-100.0%	-100.0%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$65,538	\$67,745	\$69,142	\$70,957	\$0	4.7%	-100.0%	-100.0%
Compensation Ratio	66.2%	64.2%	61.0%	63.2%	59.2%	-1.6%	-2.9%	-3.6%
Total Non-MD FTEs	1,239	1,240	1,229	1,260	1,269	1.6%	3.2%	0.8%
Physician FTEs	90	91	90	93	90	2.4%	-0.3%	0.0%
	Actual 2018	Actual 2019	Budget 2020	Actual 2020	Budget 2021	Y to Y A19-A20	Y to Y B20-B21	Ave Ann A16-B19
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	1.1%	1.1%	1.1%	0.7%	1.2%	-38.5%	4.7%	0.8%
Bad Debt % of Gross Revenue	0.8%	1.3%	1.1%	1.5%	1.1%	10.2%	2.6%	12.6%
<b>% share of total Gross Revenue</b>								
Medicare	44.5%	45.7%	44.3%	46.1%	46.5%	0.9%	5.0%	1.4%
Medicaid	17.9%	17.3%	17.1%	16.6%	15.8%	-4.4%	-7.7%	-4.2%
Commercial	37.6%	37.0%	38.7%	37.3%	37.8%	1.0%	-2.3%	0.2%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	36.1%	38.0%	34.4%	36.7%	38.2%	-3.3%	11.0%	1.9%
Medicaid (w/o DSH)	14.1%	13.1%	13.3%	14.2%	13.1%	8.9%	-1.6%	-2.5%
Commercial (w/o DSH)	49.8%	48.9%	52.3%	49.0%	48.7%	0.2%	-6.8%	-0.7%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CON	\$8,714,985	\$7,212,953	\$18,102,488	\$5,731,681	\$5,463,767	-20.5%	-69.8%	-14.4%
Unapproved CONs					\$4,186,632			
<b>Financial Indicators</b>								
Days Cash on Hand	110	96	75	132	108	37.7%	44.5%	-0.5%

\*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

# Copley Hospital

## Hospital Summary

	Actual 2018	Actual 2019	Budget 2020	Actual 2020	Budget 2021	Y to Y A19-A20	Y to Y B20-B21	Ave Ann A16-B19
<b>Income Statement Summary</b>								
Gross Revenue	\$107,028,308	\$113,757,897	\$124,871,420	\$123,202,290	\$139,322,907	8.3%	11.6%	9.2%
Inpatient	\$37,532,796	\$41,297,460	\$44,697,186	\$39,662,229	\$49,870,033	-4.0%	11.6%	9.9%
Outpatient	\$63,335,238	\$66,887,644	\$74,080,917	\$77,555,054	\$82,654,374	15.9%	11.6%	9.3%
Physician	\$4,932,206	\$5,001,078	\$5,680,032	\$5,227,181	\$6,337,385	4.5%	11.6%	8.7%
Other Rev - Chronic, Swing, SNF	\$1,228,068	\$571,715	\$413,285	\$757,826	\$461,115	32.6%	11.6%	-27.9%
Bad Debt	(\$1,877,838)	(\$1,809,559)	(\$1,997,944)	(\$2,949,725)	(\$2,872,182)	-63.0%	-43.8%	15.2%
Free Care	(\$619,710)	(\$841,523)	(\$749,229)	(\$923,759)	(\$1,359,700)	-9.8%	-81.5%	29.9%
All Other Deductions	(\$38,304,312)	(\$44,112,999)	(\$49,465,885)	(\$53,883,628)	(\$63,208,884)	-22.1%	-27.8%	18.2%
Fixed Prospective Payments and Res	\$0	\$0	\$0	\$3,666,903	\$4,820,035	#DIV/0!	#DIV/0!	#DIV/0!
Net Patient Care Rev & Fixed Payme	\$66,226,448	\$66,993,816	\$72,658,362	\$69,112,081	\$76,702,176	3.2%	5.6%	5.0%
Total Operating Revenue	\$67,461,224	\$68,138,092	\$73,472,043	\$71,062,785	\$77,530,857	4.3%	5.5%	4.7%
Total Operating Expenses	\$69,683,657	\$70,299,334	\$72,467,424	\$73,819,577	\$77,460,709	5.0%	6.9%	3.6%
Operating Margin	(\$2,222,433)	(\$2,161,242)	\$1,004,619	(\$2,756,792)	\$70,148	-27.6%	-93.0%	-131.6%
Non-Operating Revenue	\$570,103	\$395,736	\$317,200	\$448,038	\$302,200	13.2%	-4.7%	-19.1%
Total Margin	(\$1,652,330)	(\$1,765,506)	\$1,321,819	(\$2,308,754)	\$372,348	-30.8%	-71.8%	-160.9%
<b>Utilization Statistics</b>								
Acute Staffed Beds	21	21	21	21	21	0.0%	0.0%	0.0%
Acute Admissions	1,802	1,707	1,824	1,561	1,785	-8.6%	-2.1%	-0.3%
Physician Office Visits	24,417	23,641	20,398	22,255	21,881	-5.9%	7.3%	-3.6%
All Outpatient Visits	95,771	94,884	92,028	95,255	99,936	0.4%	8.6%	1.4%
Adjusted Admissions*	5,139	4,702	5,096	4,849	5,280	3.1%	3.6%	0.9%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$68,006	\$69,723	\$69,321	\$70,697	\$73,147	1.4%	5.5%	2.5%
Compensation Ratio	57.6%	57.6%	56.3%	56.1%	57.3%	-2.5%	1.9%	-0.2%
Total Non-MD FTEs	348	345	363	341	379	-1.2%	4.6%	2.9%
Physician FTEs	15	15	15	15	15	-1.3%	1.3%	-0.4%
	Actual 2018	Actual 2019	Budget 2020	Actual 2020	Budget 2021	Y to Y A19-A20	Y to Y B20-B21	Ave Ann A16-B19
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	0.6%	0.7%	0.6%	0.7%	1.0%	1.4%	62.7%	19.0%
Bad Debt % of Gross Revenue	1.8%	1.6%	1.6%	2.4%	2.1%	50.5%	28.8%	5.5%
<b>% share of total Gross Revenue</b>								
Medicare	37.5%	39.9%	40.0%	38.8%	40.0%	-2.6%	0.0%	2.1%
Medicaid	14.2%	13.4%	13.7%	14.0%	13.7%	4.9%	0.0%	-1.3%
Commercial	48.3%	46.8%	46.4%	47.2%	46.4%	0.9%	0.0%	-1.3%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	32.0%	31.0%	32.2%	31.0%	27.9%	0.0%	-13.4%	-4.4%
Medicaid (w/o DSH)	9.6%	9.3%	8.7%	9.2%	13.2%	-1.0%	51.9%	11.2%
Commercial (w/o DSH)	58.4%	59.7%	59.1%	59.9%	58.9%	0.2%	-0.3%	0.3%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CON	\$1,970,657	\$1,473,181	\$3,071,776	\$2,144,818	\$4,193,790	45.6%	36.5%	28.6%
Unapproved CONs					\$0			
<b>Financial Indicators</b>								
Days Cash on Hand	64	62	72	200	70	221.7%	-3.0%	3.0%

\*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

# Gifford Medical Center

## Hospital Summary

	Actual 2018	Actual 2019	Budget 2020	Actual 2020	Budget 2021	Y to Y A19-A20	Y to Y B20-B21	Ave Ann A16-B19
<b>Income Statement Summary</b>								
Gross Revenue	\$107,638,514	\$109,174,581	\$113,821,436	\$107,767,489	\$120,308,356	-1.3%	5.7%	3.8%
Inpatient	\$24,635,137	\$24,246,430	\$25,362,931	\$22,660,262	\$25,520,223	-6.5%	0.6%	1.2%
Outpatient	\$69,112,117	\$70,936,628	\$73,562,051	\$67,411,290	\$74,407,096	-5.0%	1.1%	2.5%
Physician	\$11,944,067	\$12,318,909	\$13,186,240	\$16,053,582	\$18,536,545	30.3%	40.6%	15.8%
Other Rev - Chronic, Swing, SNF	\$1,947,193	\$1,672,614	\$1,710,214	\$1,642,355	\$1,844,493	-1.8%	7.9%	-1.8%
Bad Debt	(\$2,317,389)	(\$2,361,692)	(\$2,577,315)	(\$1,380,157)	(\$3,390,573)	41.6%	-31.6%	13.5%
Free Care	(\$522,609)	(\$391,900)	(\$448,767)	(\$574,295)	(\$727,265)	-46.5%	-62.1%	11.6%
All Other Deductions	(\$55,954,345)	(\$58,311,973)	(\$61,214,850)	(\$61,744,081)	(\$67,307,371)	-5.9%	-10.0%	6.4%
Fixed Prospective Payments and Res	\$0	\$1,943,080	\$2,802,480	\$3,163,451	\$3,200,000	62.8%	14.2%	#DIV/0!
Net Patient Care Rev & Fixed Payme	\$48,844,171	\$50,052,096	\$52,382,984	\$47,232,407	\$52,083,147	-5.6%	-0.6%	2.2%
Total Operating Revenue	\$49,952,116	\$51,525,194	\$53,203,802	\$56,022,149	\$53,570,949	8.7%	0.7%	2.4%
Total Operating Expenses	\$55,321,562	\$51,938,902	\$51,663,036	\$54,604,423	\$52,584,178	5.1%	1.8%	-1.7%
Operating Margin	(\$5,369,446)	(\$413,707)	\$1,540,766	\$1,417,726	\$986,771	442.7%	-36.0%	-156.9%
Non-Operating Revenue	\$2,155,792	\$3,057,478	\$849,458	\$1,919,669	\$950,000	-37.2%	11.8%	-23.9%
Total Margin	(\$3,213,655)	\$2,643,771	\$2,390,224	\$3,337,395	\$1,936,771	26.2%	-19.0%	-184.5%
<b>Utilization Statistics</b>								
Acute Staffed Beds	20	20	20	20	0	0.0%	-100.0%	-100.0%
Acute Admissions	1,175	1,198	1,186	1,328	0	10.9%	-100.0%	-100.0%
Physician Office Visits	29,265	27,753	27,580	34,968	0	26.0%	-100.0%	-100.0%
All Outpatient Visits	56,177	56,177	56,177	66,027	0	17.5%	-100.0%	-100.0%
Adjusted Admissions*	5,134	5,394	5,322	5,989	0	11.0%	-100.0%	-100.0%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$57,793	\$58,452	\$61,189	\$63,798	\$0	9.1%	-100.0%	-100.0%
Compensation Ratio	65.9%	61.0%	60.3%	56.4%	59.6%	-7.5%	-1.1%	-3.3%
Total Non-MD FTEs	300	291	280	263	271	-9.6%	-3.1%	-3.3%
Physician FTEs	23	23	22	21	22	-6.5%	-3.4%	-2.1%
	Actual 2018	Actual 2019	Budget 2020	Actual 2020	Budget 2021	Y to Y A19-A20	Y to Y B20-B21	Ave Ann A16-B19
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	0.5%	0.4%	0.4%	0.5%	0.6%	48.5%	53.3%	7.6%
Bad Debt % of Gross Revenue	2.2%	2.2%	2.3%	1.3%	2.5%	-40.8%	11.0%	5.3%
<b>% share of total Gross Revenue</b>								
Medicare	43.4%	44.0%	44.2%	44.3%	43.2%	0.6%	-2.4%	-0.2%
Medicaid	18.1%	17.5%	18.3%	17.3%	17.9%	-0.9%	-1.9%	-0.3%
Commercial	38.5%	38.5%	37.5%	38.4%	38.9%	-0.3%	3.7%	0.3%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	37.6%	37.1%	36.5%	36.5%	35.7%	-1.8%	-2.0%	-1.7%
Medicaid (w/o DSH)	6.8%	7.1%	9.9%	12.8%	8.3%	80.6%	-15.8%	6.9%
Commercial (w/o DSH)	55.6%	55.8%	53.7%	50.7%	56.0%	-9.1%	4.3%	0.2%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CON	\$1,523,705	\$1,875,116	\$4,409,328	\$1,486,246	\$4,000,000	-20.7%	-9.3%	37.9%
Unapproved CONs					\$0			
<b>Financial Indicators</b>								
Days Cash on Hand	224	237	241	333	252	40.6%	4.6%	4.1%

\*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

# Grace Cottage Hospital

## Hospital Summary

	Actual 2018	Actual 2019	Budget 2020	Actual 2020	Budget 2021	Y to Y A19-A20	Y to Y B20-B21	Ave Ann A16-B19
<b>Income Statement Summary</b>								
Gross Revenue	\$28,394,054	\$29,704,502	\$31,015,070	\$29,994,908	\$33,460,947	1.0%	7.9%	5.6%
Inpatient	\$1,503,241	\$1,334,064	\$1,400,473	\$1,643,689	\$2,086,927	23.2%	49.0%	11.6%
Outpatient	\$14,820,827	\$16,090,748	\$16,347,425	\$16,691,127	\$18,558,317	3.7%	13.5%	7.8%
Physician	\$4,424,239	\$4,656,457	\$5,230,673	\$4,520,897	\$5,209,711	-2.9%	-0.4%	5.6%
Other Rev - Chronic, Swing, SNF	\$7,645,747	\$7,623,233	\$8,036,499	\$7,139,195	\$7,605,992	-6.3%	-5.4%	-0.2%
Bad Debt	(\$548,943)	(\$565,755)	(\$395,940)	(\$644,102)	(\$746,784)	-13.8%	-88.6%	10.8%
Free Care	(\$158,312)	(\$220,184)	(\$211,982)	(\$291,194)	(\$283,775)	-32.3%	-33.9%	21.5%
All Other Deductions	(\$9,493,062)	(\$10,183,861)	(\$10,439,327)	(\$11,975,590)	(\$11,763,693)	-17.6%	-12.7%	7.4%
Fixed Prospective Payments and Res	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
Net Patient Care Rev & Fixed Payme	\$18,193,737	\$18,734,702	\$19,967,821	\$17,084,022	\$20,666,695	-8.8%	3.5%	4.3%
Total Operating Revenue	\$19,391,469	\$19,441,546	\$20,902,981	\$21,566,938	\$22,388,731	10.9%	7.1%	4.9%
Total Operating Expenses	\$19,947,999	\$20,743,344	\$22,166,811	\$21,945,724	\$22,388,659	5.8%	1.0%	3.9%
Operating Margin	(\$556,530)	(\$1,301,798)	(\$1,263,830)	(\$378,786)	\$72	70.9%	100.0%	-105.1%
Non-Operating Revenue	\$1,317,800	\$1,232,480	\$742,624	\$1,243,236	\$899,728	0.9%	21.2%	-11.9%
Total Margin	\$761,270	(\$69,318)	(\$521,206)	\$864,450	\$899,800	1347.1%	272.6%	5.7%
<b>Utilization Statistics</b>								
Acute Staffed Beds	7	7	7	7	0	0.0%	-100.0%	-100.0%
Acute Admissions	138	123	123	124	0	0.8%	-100.0%	-100.0%
Physician Office Visits	18,865	19,068	20,977	20,246	0	6.2%	-100.0%	-100.0%
All Outpatient Visits	19,611	19,255	19,601	18,046	0	-6.3%	-100.0%	-100.0%
Adjusted Admissions*	2,607	2,739	2,724	2,263	0	-17.4%	-100.0%	-100.0%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$67,973	\$70,363	\$74,507	\$79,161	\$0	12.5%	-100.0%	-100.0%
Compensation Ratio	76.0%	79.4%	80.4%	77.0%	76.1%	-3.0%	-5.4%	0.0%
Total Non-MD FTEs	138	141	146	140	142	-0.4%	-2.9%	0.8%
Physician FTEs	8	8	7	7	6	-22.4%	-12.8%	-9.6%
	Actual 2018	Actual 2019	Budget 2020	Actual 2020	Budget 2021	Y to Y A19-A20	Y to Y B20-B21	Ave Ann A16-B19
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	0.6%	0.7%	0.7%	1.0%	0.8%	31.0%	24.1%	15.0%
Bad Debt % of Gross Revenue	1.9%	1.9%	1.3%	2.1%	2.2%	12.7%	74.8%	4.9%
<b>% share of total Gross Revenue</b>								
Medicare	54.6%	56.0%	56.8%	51.7%	52.9%	-7.8%	-6.9%	-1.1%
Medicaid	13.9%	13.5%	13.6%	13.3%	12.8%	-1.4%	-6.1%	-2.8%
Commercial	31.5%	30.4%	29.6%	35.0%	34.3%	15.0%	16.1%	2.9%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	63.3%	65.3%	64.2%	59.0%	59.3%	-9.7%	-7.6%	-2.2%
Medicaid (w/o DSH)	7.5%	7.3%	8.0%	7.7%	7.0%	5.1%	-12.4%	-2.2%
Commercial (w/o DSH)	29.2%	27.4%	27.8%	33.4%	33.7%	21.7%	21.0%	4.9%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CON	\$593,968	\$268,983	\$1,201,105	\$559,793	\$1,144,086	108.1%	-4.7%	24.4%
Unapproved CONs					\$0			
<b>Financial Indicators</b>								
Days Cash on Hand	92	92	88	267	163	188.4%	85.9%	21.0%

\*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

# Mt. Ascutney Hospital & Health Center

## Hospital Summary

	Actual 2018	Actual 2019	Budget 2020	Actual 2020	Budget 2021	Y to Y A19-A20	Y to Y B20-B21	Ave Ann A16-B19
<b>Income Statement Summary</b>								
Gross Revenue	\$97,368,608	\$103,318,495	\$105,068,060	\$101,525,778	\$108,520,837	-1.7%	3.3%	3.7%
Inpatient	\$6,050,215	\$5,782,092	\$5,314,523	\$7,253,042	\$6,889,869	25.4%	29.6%	4.4%
Outpatient	\$50,578,556	\$55,066,876	\$54,589,838	\$53,997,414	\$53,916,560	-1.9%	-1.2%	2.2%
Physician	\$19,523,112	\$20,410,716	\$22,585,079	\$19,519,152	\$24,386,713	-4.4%	8.0%	7.7%
Other Rev - Chronic, Swing, SNF	\$21,216,726	\$22,058,812	\$22,578,620	\$20,756,170	\$23,327,696	-5.9%	3.3%	3.2%
Bad Debt	(\$1,541,879)	(\$2,056,707)	(\$1,838,694)	(\$2,205,969)	(\$1,899,115)	-7.3%	-3.3%	7.2%
Free Care	(\$949,742)	(\$818,147)	(\$1,050,682)	(\$797,296)	(\$1,085,208)	2.5%	-3.3%	4.5%
All Other Deductions	(\$44,801,047)	(\$55,292,463)	(\$56,569,778)	(\$53,881,534)	(\$49,757,664)	2.6%	12.0%	3.6%
Fixed Prospective Payments and Res	\$732,703	\$5,698,208	\$8,146,653	\$5,239,796	\$432,541	-8.0%	-94.7%	-16.1%
Net Patient Care Rev & Fixed Payme	\$50,808,643	\$50,849,386	\$53,755,559	\$49,880,775	\$56,211,391	-1.9%	4.6%	3.4%
Total Operating Revenue	\$54,503,546	\$54,523,816	\$57,057,036	\$56,758,326	\$60,001,173	4.1%	5.2%	3.3%
Total Operating Expenses	\$53,451,291	\$54,566,701	\$57,057,036	\$56,220,017	\$59,828,546	3.0%	4.9%	3.8%
Operating Margin	\$1,052,255	(\$42,885)	(\$0)	\$538,310	\$172,627	1355.2%	#####	-45.3%
Non-Operating Revenue	\$1,934,494	(\$2,046,081)	\$792,000	\$5,699,274	\$995,000	378.5%	25.6%	-19.9%
Total Margin	\$2,986,749	(\$2,088,966)	\$792,000	\$6,237,584	\$1,167,627	398.6%	47.4%	-26.9%
<b>Utilization Statistics</b>								
Acute Staffed Beds	15	15	15	15	0	0.0%	-100.0%	-100.0%
Acute Admissions	394	422	382	454	0	7.6%	-100.0%	-100.0%
Physician Office Visits	41,965	45,151	48,958	41,752	0	-7.5%	-100.0%	-100.0%
All Outpatient Visits	0	0	33,976	0	0	#DIV/0!	-100.0%	#DIV/0!
Adjusted Admissions*	6,341	7,541	7,552	6,355	0	-15.7%	-100.0%	-100.0%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$65,461	\$68,758	\$69,004	\$71,492	\$0	4.0%	-100.0%	-100.0%
Compensation Ratio	61.9%	63.9%	62.7%	63.4%	60.8%	-0.8%	-2.9%	-0.6%
Total Non-MD FTEs	311	317	330	316	0	-0.5%	-100.0%	-100.0%
Physician FTEs	20	20	22	21	0	6.4%	-100.0%	-100.0%
	Actual 2018	Actual 2019	Budget 2020	Actual 2020	Budget 2021	Y to Y A19-A20	Y to Y B20-B21	Ave Ann A16-B19
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	1.0%	0.8%	1.0%	0.8%	1.0%	-0.8%	0.0%	0.8%
Bad Debt % of Gross Revenue	1.6%	2.0%	1.8%	2.2%	1.8%	9.2%	0.0%	3.4%
<b>% share of total Gross Revenue</b>								
Medicare	57.1%	57.6%	58.7%	56.3%	56.9%	-2.2%	-3.0%	-0.1%
Medicaid	11.7%	10.6%	10.4%	10.5%	10.3%	-1.2%	-1.1%	-4.2%
Commercial	31.2%	31.8%	30.9%	33.2%	32.8%	4.4%	6.1%	1.7%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	56.7%	61.0%	57.7%	57.7%	58.5%	-5.5%	1.4%	1.0%
Medicaid (w/o DSH)	6.5%	3.6%	7.7%	3.3%	6.2%	-8.7%	-19.3%	-1.7%
Commercial (w/o DSH)	36.7%	35.4%	34.6%	39.1%	35.3%	10.3%	2.0%	-1.3%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CON	\$3,262,272	\$3,112,182	\$4,486,000	\$761,292	\$2,500,000	-75.5%	-44.3%	-8.5%
Unapproved CONs					\$0			
<b>Financial Indicators</b>								
Days Cash on Hand	132	144	134	207	142	43.4%	6.1%	2.5%

\*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

# North Country Hospital

## Hospital Summary

	Actual 2018	Actual 2019	Budget 2020	Actual 2020	Budget 2021	Y to Y A19-A20	Y to Y B20-B21	Ave Ann A16-B19
<b>Income Statement Summary</b>								
Gross Revenue	\$181,428,090	\$191,002,248	\$199,661,481	\$183,939,754	\$202,715,312	-3.7%	1.5%	3.8%
Inpatient	\$30,263,113	\$29,647,796	\$29,707,485	\$27,577,500	\$32,244,924	-7.0%	8.5%	2.1%
Outpatient	\$125,243,401	\$136,526,241	\$143,850,368	\$131,496,976	\$143,526,861	-3.7%	-0.2%	4.6%
Physician	\$25,226,719	\$23,942,398	\$25,466,277	\$23,399,655	\$26,043,528	-2.3%	2.3%	1.1%
Other Rev - Chronic, Swing, SNF	\$694,859	\$885,812	\$637,352	\$1,465,626	\$900,000	65.5%	41.2%	9.0%
Bad Debt	(\$2,855,661)	(\$3,582,373)	(\$4,491,912)	(\$3,181,007)	(\$3,063,212)	11.2%	31.8%	2.4%
Free Care	(\$1,568,926)	(\$1,562,324)	(\$1,826,157)	(\$1,686,521)	(\$1,754,951)	-7.9%	3.9%	3.8%
All Other Deductions	(\$104,906,829)	(\$111,365,697)	(\$115,969,561)	(\$111,365,920)	(\$122,195,244)	0.0%	-5.4%	5.2%
Fixed Prospective Payments and Res	\$4,330,490	\$6,143,063	\$6,249,398	\$9,104,987	\$7,035,055	48.2%	12.6%	17.6%
Net Patient Care Rev & Fixed Payme	\$76,427,164	\$80,634,917	\$83,623,249	\$76,811,293	\$82,736,960	-4.7%	-1.1%	2.7%
Total Operating Revenue	\$81,484,221	\$87,674,697	\$90,100,422	\$89,180,463	\$90,386,882	1.7%	0.3%	3.5%
Total Operating Expenses	\$83,367,796	\$85,997,751	\$88,628,481	\$85,844,221	\$88,834,101	-0.2%	0.2%	2.1%
Operating Margin	(\$1,883,575)	\$1,676,946	\$1,471,941	\$3,336,242	\$1,552,781	98.9%	5.5%	-193.8%
Non-Operating Revenue	\$2,883,719	\$940,204	\$1,351,149	\$3,945,243	\$586,599	319.6%	-56.6%	-41.2%
Total Margin	\$1,000,144	\$2,617,150	\$2,823,090	\$7,281,485	\$2,139,380	178.2%	-24.2%	28.8%
<b>Utilization Statistics</b>								
Acute Staffed Beds	25	25	25	25	0	0.0%	-100.0%	-100.0%
Acute Admissions	1,800	1,769	1,426	1,690	0	-4.5%	-100.0%	-100.0%
Physician Office Visits	88,202	74,212	79,236	49,674	0	-33.1%	-100.0%	-100.0%
All Outpatient Visits	67,967	55,156	44,777	0	0	-100.0%	-100.0%	-100.0%
Adjusted Admissions*	10,791	11,582	9,584	11,278	0	-2.6%	-100.0%	-100.0%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$59,833	\$61,036	\$63,064	\$63,802	\$64,008	4.5%	1.5%	2.3%
Compensation Ratio	61.3%	58.2%	58.0%	58.9%	61.3%	1.1%	5.6%	0.0%
Total Non-MD FTEs	448	442	452	405	428	-8.2%	-5.4%	-1.5%
Physician FTEs	30	32	32	30	30	-8.6%	-7.5%	-0.1%
	Actual 2018	Actual 2019	Budget 2020	Actual 2020	Budget 2021	Y to Y A19-A20	Y to Y B20-B21	Ave Ann A16-B19
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	0.9%	0.8%	0.9%	0.9%	0.9%	12.1%	-5.3%	0.0%
Bad Debt % of Gross Revenue	1.6%	1.9%	2.2%	1.7%	1.5%	-7.8%	-32.8%	-1.4%
<b>% share of total Gross Revenue</b>								
Medicare	45.4%	44.8%	40.9%	45.8%	46.1%	2.3%	12.5%	0.5%
Medicaid	24.5%	23.7%	23.4%	23.6%	23.1%	-0.5%	-1.5%	-2.0%
Commercial	30.1%	31.6%	35.6%	30.6%	30.9%	-2.9%	-13.4%	0.9%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	41.3%	37.3%	36.5%	40.1%	33.8%	7.7%	-7.3%	-6.4%
Medicaid (w/o DSH)	15.8%	15.4%	15.4%	15.6%	15.7%	1.1%	1.9%	-0.2%
Commercial (w/o DSH)	42.9%	47.3%	48.1%	44.3%	50.5%	-6.4%	4.9%	5.6%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CON	\$0	\$4,848,242	\$5,833,993	\$2,692,116	\$3,600,000	-44.5%	-38.3%	#DIV/0!
Unapproved CONs					\$0			
<b>Financial Indicators</b>								
Days Cash on Hand	213	220	202	318	212	44.3%	4.9%	-0.3%

\*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.



# Northeastern Vermont Regional Hospital

## Hospital Summary

	Actual 2018	Actual 2019	Budget 2020	Actual 2020	Budget 2021	Y to Y A19-A20	Y to Y B20-B21	Ave Ann A16-B19
<b>Income Statement Summary</b>								
Gross Revenue	\$161,098,014	\$177,779,611	\$182,848,500	\$169,222,081	\$193,629,600	-4.8%	5.9%	6.3%
Inpatient	\$35,247,460	\$46,279,675	\$45,121,200	\$40,334,652	\$43,966,100	-12.8%	-2.6%	7.6%
Outpatient	\$106,963,822	\$112,026,662	\$115,368,900	\$110,305,754	\$126,455,500	-1.5%	9.6%	5.7%
Physician	\$17,531,132	\$17,795,554	\$20,860,000	\$16,904,689	\$21,398,700	-5.0%	2.6%	6.9%
Other Rev - Chronic, Swing, SNF	\$1,355,600	\$1,677,721	\$1,498,400	\$1,676,986	\$1,809,300	0.0%	20.7%	10.1%
Bad Debt	(\$3,046,071)	(\$3,270,152)	(\$3,544,000)	(\$2,570,475)	(\$3,773,400)	21.4%	-6.5%	7.4%
Free Care	(\$2,923,433)	(\$3,141,595)	(\$3,365,750)	(\$2,623,396)	(\$3,014,000)	16.5%	10.5%	1.0%
All Other Deductions	(\$76,683,438)	(\$86,683,122)	(\$93,245,006)	(\$84,957,374)	(\$104,115,900)	2.0%	-11.7%	10.7%
Fixed Prospective Payments and Res	\$0	\$0	\$4,560,100	\$6,704,919	\$7,799,000	#DIV/0!	71.0%	#DIV/0!
Net Patient Care Rev & Fixed Payme	\$78,445,072	\$84,684,742	\$87,253,844	\$85,775,755	\$90,525,300	1.3%	3.7%	4.9%
Total Operating Revenue	\$82,854,602	\$88,816,877	\$91,922,244	\$91,886,642	\$95,432,700	3.5%	3.8%	4.8%
Total Operating Expenses	\$81,424,338	\$87,189,684	\$90,308,894	\$90,705,424	\$93,488,000	4.0%	3.5%	4.7%
Operating Margin	\$1,430,264	\$1,627,193	\$1,613,350	\$1,181,218	\$1,944,700	-27.4%	20.5%	10.8%
Non-Operating Revenue	\$455,300	(\$37,567)	\$0	\$2,418,526	\$0	6537.9%	#DIV/0!	-100.0%
Total Margin	\$1,885,564	\$1,589,626	\$1,613,350	\$3,599,744	\$1,944,700	126.5%	20.5%	1.0%
<b>Utilization Statistics</b>								
Acute Staffed Beds	23	23	23	23	0	0.0%	-100.0%	-100.0%
Acute Admissions	1,425	1,506	1,495	1,464	0	-2.8%	-100.0%	-100.0%
Physician Office Visits	68,779	66,778	78,100	61,530	0	-7.9%	-100.0%	-100.0%
All Outpatient Visits	97,830	138,381	130,000	0	0	-100.0%	-100.0%	-100.0%
Adjusted Admissions*	6,513	5,785	6,058	6,142	0	6.2%	-100.0%	-100.0%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$64,222	\$65,355	\$69,356	\$70,701	\$0	8.2%	-100.0%	-100.0%
Compensation Ratio	59.0%	56.3%	61.6%	59.1%	65.8%	4.9%	6.8%	3.7%
Total Non-MD FTEs	438	439	463	436	0	-0.7%	-100.0%	-100.0%
Physician FTEs	33	31	33	31	0	-0.6%	-100.0%	-100.0%
	Actual 2018	Actual 2019	Budget 2020	Actual 2020	Budget 2021	Y to Y A19-A20	Y to Y B20-B21	Ave Ann A16-B19
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	1.8%	1.8%	1.8%	1.6%	1.6%	-12.3%	-15.4%	-5.0%
Bad Debt % of Gross Revenue	1.9%	1.8%	1.9%	1.5%	1.9%	-17.4%	0.5%	1.0%
<b>% share of total Gross Revenue</b>								
Medicare	42.6%	43.7%	43.9%	41.6%	43.0%	-5.0%	-1.9%	0.4%
Medicaid	20.8%	20.5%	20.6%	19.8%	21.2%	-3.3%	3.1%	0.7%
Commercial	36.6%	35.7%	35.5%	38.6%	35.8%	8.0%	0.6%	-0.8%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	38.5%	40.6%	41.2%	38.1%	39.6%	-6.0%	-4.0%	0.9%
Medicaid (w/o DSH)	14.2%	14.5%	13.9%	13.0%	16.3%	-10.3%	17.0%	4.7%
Commercial (w/o DSH)	47.3%	45.0%	44.8%	48.9%	44.1%	8.7%	-1.7%	-2.3%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CON	\$5,176,597	\$3,076,083	\$6,081,700	\$5,917,516	\$2,029,000	92.4%	-66.6%	-26.8%
Unapproved CONs					\$0			
<b>Financial Indicators</b>								
Days Cash on Hand	120	107	114	207	111	92.3%	-3.0%	-2.6%

\*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

# Northwestern Medical Center

## Hospital Summary

	Actual 2018	Actual 2019	Budget 2020	Actual 2020	Budget 2021	Y to Y A19-A20	Y to Y B20-B21	Ave Ann A16-B19
<b>Income Statement Summary</b>								
Gross Revenue	\$197,719,112	\$210,917,710	\$223,749,944	\$193,051,946	\$244,739,208	-8.5%	9.4%	7.4%
Inpatient	\$41,705,203	\$41,805,667	\$45,181,990	\$42,806,610	\$48,811,418	2.4%	8.0%	5.4%
Outpatient	\$113,754,494	\$125,117,385	\$132,137,209	\$112,378,725	\$150,758,166	-10.2%	14.1%	9.8%
Physician	\$42,259,415	\$43,994,658	\$45,910,639	\$37,380,281	\$44,727,222	-15.0%	-2.6%	1.9%
Other Rev - Chronic, Swing, SNF	\$0	\$0	\$520,106	\$486,330	\$442,402	#DIV/0!	-14.9%	#DIV/0!
Bad Debt	(\$6,322,818)	(\$6,899,923)	(\$7,099,149)	(\$8,153,915)	(\$7,797,363)	-18.2%	-9.8%	7.2%
Free Care	(\$1,056,665)	(\$1,089,453)	(\$1,196,174)	(\$1,317,726)	(\$1,419,266)	-21.0%	-18.7%	10.3%
All Other Deductions	(\$101,413,736)	(\$113,232,376)	(\$123,117,822)	(\$105,891,826)	(\$142,282,994)	6.5%	-15.6%	11.9%
Fixed Prospective Payments and Res	\$14,391,875	\$16,833,506	\$24,589,780	\$20,867,160	\$18,776,132	24.0%	-23.6%	9.3%
Net Patient Care Rev & Fixed Payme	\$103,317,768	\$106,529,464	\$116,926,579	\$98,555,639	\$112,015,717	-7.5%	-4.2%	2.7%
Total Operating Revenue	\$109,845,684	\$110,824,117	\$122,139,925	\$119,686,824	\$117,489,589	8.0%	-3.8%	2.3%
Total Operating Expenses	\$113,575,304	\$119,729,265	\$122,388,212	\$120,798,340	\$119,362,165	0.9%	-2.5%	1.7%
Operating Margin	(\$3,729,620)	(\$8,905,148)	(\$248,287)	(\$1,111,516)	(\$1,872,576)	87.5%	-654.2%	-20.5%
Non-Operating Revenue	\$4,348,314	\$411,783	\$1,706,318	(\$260,585)	\$1,673,675	-163.3%	-1.9%	-27.3%
Total Margin	\$618,694	(\$8,493,365)	\$1,458,031	(\$1,372,101)	(\$198,901)	83.8%	-113.6%	-168.5%
<b>Utilization Statistics</b>								
Acute Staffed Beds	70	70	70	70	0	0.0%	-100.0%	-100.0%
Acute Admissions	2,441	2,348	2,374	2,254	0	-4.0%	-100.0%	-100.0%
Physician Office Visits	127,675	108,834	136,284	114,257	0	5.0%	-100.0%	-100.0%
All Outpatient Visits	239,105	226,536	229,660	259,102	0	14.4%	-100.0%	-100.0%
Adjusted Admissions*	11,572	11,846	11,757	10,165	0	-14.2%	-100.0%	-100.0%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$62,986	\$64,096	\$65,836	\$67,378	\$0	5.1%	-100.0%	-100.0%
Compensation Ratio	63.6%	66.9%	62.1%	61.7%	61.0%	-7.9%	-1.9%	-1.4%
Total Non-MD FTEs	636	672	676	607	620	-9.7%	-8.4%	-0.9%
Physician FTEs	37	38	42	38	37	0.2%	-12.7%	0.0%
	Actual 2018	Actual 2019	Budget 2020	Actual 2020	Budget 2021	Y to Y A19-A20	Y to Y B20-B21	Ave Ann A16-B19
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	0.5%	0.5%	0.5%	0.7%	0.6%	32.1%	8.5%	2.8%
Bad Debt % of Gross Revenue	3.2%	3.3%	3.2%	4.2%	3.2%	29.1%	0.4%	-0.1%
<b>% share of total Gross Revenue</b>								
Medicare	34.8%	34.8%	35.4%	34.0%	33.9%	-2.4%	-4.4%	-0.9%
Medicaid	22.0%	21.0%	20.6%	21.1%	22.1%	0.3%	7.4%	0.1%
Commercial	43.1%	44.2%	44.0%	44.9%	44.0%	1.7%	0.0%	0.7%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	32.9%	34.1%	32.3%	33.2%	28.0%	-2.7%	-13.1%	-5.2%
Medicaid (w/o DSH)	18.6%	16.1%	17.7%	17.5%	17.9%	8.6%	1.3%	-1.3%
Commercial (w/o DSH)	48.4%	49.8%	50.1%	49.3%	54.1%	-0.9%	8.0%	3.7%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CON	\$12,200,937	\$6,517,634	\$14,638,804	\$6,754,891	\$7,750,000	3.6%	-47.1%	-14.0%
Unapproved CONs					\$7,000,000			
<b>Financial Indicators</b>								
Days Cash on Hand	300	255	279	290	209	13.5%	-25.0%	-11.2%

\*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

# Porter Medical Center

## Hospital Summary

	Actual 2018	Actual 2019	Budget 2020	Actual 2020	Budget 2021	Y to Y A19-A20	Y to Y B20-B21	Ave Ann A16-B19
<b>Income Statement Summary</b>								
Gross Revenue	\$167,523,162	\$168,352,774	\$169,510,951	\$155,312,236	\$170,761,542	-7.7%	0.7%	0.6%
Inpatient	\$38,154,580	\$37,851,913	\$38,062,366	\$33,880,364	\$0	-10.5%	-100.0%	-100.0%
Outpatient	\$99,630,434	\$102,920,083	\$101,694,579	\$97,020,821	\$170,761,542	-5.7%	67.9%	19.7%
Physician	\$28,164,844	\$26,885,979	\$28,511,503	\$22,639,358	\$0	-15.8%	-100.0%	-100.0%
Other Rev - Chronic, Swing, SNF	\$1,573,304	\$694,800	\$1,242,503	\$1,771,693	\$0	155.0%	-100.0%	-100.0%
Bad Debt	(\$4,231,055)	(\$4,386,589)	(\$4,275,135)	(\$4,584,197)	(\$5,038,763)	-4.5%	-17.9%	6.0%
Free Care	(\$1,496,308)	(\$1,492,822)	(\$1,486,321)	(\$882,965)	(\$1,519,778)	40.9%	-2.3%	0.5%
All Other Deductions	(\$92,371,949)	(\$93,337,929)	(\$96,441,656)	(\$90,109,188)	(\$95,572,146)	3.5%	0.9%	1.1%
Fixed Prospective Payments and Res	\$10,922,551	\$15,825,681	\$20,179,700	\$17,736,842	\$21,179,701	12.1%	5.0%	24.7%
Net Patient Care Rev & Fixed Payme	\$80,346,401	\$84,961,115	\$87,487,539	\$77,472,728	\$89,810,557	-8.8%	2.7%	3.8%
Total Operating Revenue	\$82,725,529	\$91,354,445	\$93,867,865	\$89,844,115	\$96,718,337	-1.7%	3.0%	5.3%
Total Operating Expenses	\$81,233,322	\$86,649,174	\$90,277,341	\$86,170,515	\$92,343,473	-0.6%	2.3%	4.4%
Operating Margin	\$1,492,207	\$4,705,271	\$3,590,524	\$3,673,600	\$4,374,863	-21.9%	21.8%	43.1%
Non-Operating Revenue	\$3,769,246	\$698,021	\$526,723	\$217,041	\$639,746	-68.9%	21.5%	-44.6%
Total Margin	\$5,261,453	\$5,403,292	\$4,117,247	\$3,890,641	\$5,014,609	-28.0%	21.8%	-1.6%
<b>Utilization Statistics</b>								
Acute Staffed Beds	25	25	25	25	0	0.0%	-100.0%	-100.0%
Acute Admissions	1,433	1,575	1,488	1,434	0	-9.0%	-100.0%	-100.0%
Physician Office Visits	103,631	0	105,222	0	0	#DIV/0!	-100.0%	-100.0%
All Outpatient Visits	62,767	61,612	63,338	56,935	0	-7.6%	-100.0%	-100.0%
Adjusted Admissions*	6,292	7,005	6,627	6,606	0	-5.7%	-100.0%	-100.0%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$64,161	\$65,420	\$66,433	\$67,747	\$0	3.6%	-100.0%	-100.0%
Compensation Ratio	59.3%	57.9%	59.3%	59.2%	59.2%	2.2%	0.0%	0.0%
Total Non-MD FTEs	425	428	447	418	438	-2.3%	-1.9%	1.1%
Physician FTEs	33	39	43	40	42	4.6%	-2.5%	7.5%
	Actual 2018	Actual 2019	Budget 2020	Actual 2020	Budget 2021	Y to Y A19-A20	Y to Y B20-B21	Ave Ann A16-B19
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	0.9%	0.9%	0.9%	0.6%	0.9%	-35.9%	1.5%	-0.1%
Bad Debt % of Gross Revenue	2.5%	2.6%	2.5%	3.0%	3.0%	13.3%	17.0%	5.3%
<b>% share of total Gross Revenue</b>								
Medicare	42.3%	42.3%	41.5%	43.7%	42.0%	3.2%	1.3%	-0.2%
Medicaid	16.0%	15.8%	16.1%	15.4%	15.8%	-2.4%	-1.7%	-0.4%
Commercial	41.7%	41.9%	42.4%	40.9%	42.2%	-2.3%	-0.6%	0.4%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	38.5%	39.7%	35.2%	41.9%	38.7%	5.6%	10.1%	0.2%
Medicaid (w/o DSH)	11.0%	10.2%	11.8%	10.2%	9.1%	-0.7%	-22.8%	-6.1%
Commercial (w/o DSH)	50.5%	50.1%	53.0%	48.0%	52.2%	-4.2%	-1.6%	1.1%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CON	\$3,082,033	\$2,210,757	\$3,521,689	\$1,366,466	\$2,543,086	-38.2%	-27.8%	-6.2%
Unapproved CONs					\$0			
<b>Financial Indicators</b>								
Days Cash on Hand	127	128	125	167	138	29.6%	10.3%	2.7%

\*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

# Rutland Regional Medical Center

## Hospital Summary

	Actual 2018	Actual 2019	Budget 2020	Actual 2020	Budget 2021	Y to Y A19-A20	Y to Y B20-B21	Ave Ann A16-B19
<b>Income Statement Summary</b>								
Gross Revenue	\$548,537,244	\$567,030,638	\$584,898,226	\$539,440,990	\$578,289,097	-4.9%	-1.1%	1.8%
Inpatient	\$202,442,359	\$203,052,509	\$208,095,453	\$183,480,641	\$194,725,235	-9.6%	-6.4%	-1.3%
Outpatient	\$280,873,244	\$299,363,718	\$312,951,221	\$301,057,099	\$325,575,607	0.6%	4.0%	5.0%
Physician	\$65,221,641	\$64,614,411	\$63,851,552	\$54,903,250	\$57,988,255	-15.0%	-9.2%	-3.8%
Other Rev - Chronic, Swing, SNF	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
Bad Debt	(\$4,702,339)	(\$7,489,965)	(\$9,511,258)	(\$9,177,446)	(\$8,463,885)	-22.5%	11.0%	21.6%
Free Care	(\$8,597,207)	(\$6,929,977)	(\$6,514,109)	(\$5,531,925)	(\$6,819,470)	20.2%	-4.7%	-7.4%
All Other Deductions	(\$281,002,669)	(\$295,421,035)	(\$301,362,312)	(\$284,504,202)	(\$314,718,838)	3.7%	-4.4%	3.8%
Fixed Prospective Payments and Res	\$0	(\$786,759)	\$277,280	(\$972,075)	(\$799,220)	-23.6%	-388.2%	#DIV/0!
Net Patient Care Rev & Fixed Payme	\$254,235,029	\$256,402,902	\$267,787,827	\$239,255,341	\$247,487,684	-6.7%	-7.6%	-0.9%
Total Operating Revenue	\$269,417,319	\$275,188,690	\$286,193,703	\$281,894,987	\$268,471,649	2.4%	-6.2%	-0.1%
Total Operating Expenses	\$268,120,067	\$274,016,566	\$279,494,600	\$281,349,496	\$266,770,899	2.7%	-4.6%	-0.2%
Operating Margin	\$1,297,252	\$1,172,124	\$6,699,103	\$545,491	\$1,700,750	-53.5%	-74.6%	9.4%
Non-Operating Revenue	\$10,592,381	\$4,782,258	\$6,545,053	\$14,875,238	\$8,380,504	211.1%	28.0%	-7.5%
Total Margin	\$11,889,633	\$5,954,382	\$13,244,156	\$15,420,729	\$10,081,254	159.0%	-23.9%	-5.4%
<b>Utilization Statistics</b>								
Acute Staffed Beds	118	109	118	109	0	0.0%	-100.0%	-100.0%
Acute Admissions	7,152	6,905	6,887	5,944	0	-13.9%	-100.0%	-100.0%
Physician Office Visits	0	0	0	0	0	#DIV/0!	#DIV/0!	#DIV/0!
All Outpatient Visits	253,659	244,443	248,595	240,617	0	-1.6%	-100.0%	-100.0%
Adjusted Admissions*	19,379	19,282	19,357	17,476	0	-9.4%	-100.0%	-100.0%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$66,968	\$69,381	\$68,772	\$73,888	\$0	6.5%	-100.0%	-100.0%
Compensation Ratio	55.2%	55.0%	54.5%	56.6%	56.0%	2.8%	2.9%	0.5%
Total Non-MD FTEs	1,294	1,295	1,335	1,271	0	-1.8%	-100.0%	-100.0%
Physician FTEs	69	70	72	71	0	1.4%	-100.0%	-100.0%
	Actual 2018	Actual 2019	Budget 2020	Actual 2020	Budget 2021	Y to Y A19-A20	Y to Y B20-B21	Ave Ann A16-B19
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	1.6%	1.2%	1.1%	1.0%	1.2%	-16.1%	5.9%	-9.0%
Bad Debt % of Gross Revenue	0.9%	1.3%	1.6%	1.7%	1.5%	28.8%	-10.0%	19.5%
<b>% share of total Gross Revenue</b>								
Medicare	53.1%	53.6%	51.8%	51.8%	51.3%	-3.4%	-1.0%	-1.2%
Medicaid	16.5%	15.7%	16.3%	16.8%	17.4%	6.7%	6.8%	1.6%
Commercial	30.3%	30.7%	32.0%	31.4%	31.4%	2.4%	-1.9%	1.1%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	42.0%	41.1%	38.0%	41.0%	37.9%	-0.4%	-0.3%	-3.4%
Medicaid (w/o DSH)	8.5%	7.8%	9.3%	9.3%	9.8%	19.3%	5.6%	5.0%
Commercial (w/o DSH)	49.5%	51.1%	52.7%	49.8%	52.3%	-2.6%	-0.8%	1.9%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CON	\$12,286,472	\$18,967,198	\$16,430,686	\$24,245,031	\$8,498,641	27.8%	-48.3%	-11.6%
Unapproved CONs					\$10,203,915			
<b>Financial Indicators</b>								
Days Cash on Hand	209	202	205	275	218	36.1%	6.4%	1.3%

\*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

# Southwestern Vermont Medical Center

## Hospital Summary

	Actual 2018	Actual 2019	Budget 2020	Actual 2020	Budget 2021	Y to Y A19-A20	Y to Y B20-B21	Ave Ann A16-B19
<b>Income Statement Summary</b>								
Gross Revenue	\$343,147,360	\$361,468,556	\$381,229,035	\$347,768,561	\$388,122,683	-3.8%	1.8%	4.2%
Inpatient	\$66,129,392	\$67,154,936	\$72,354,014	\$62,617,397	\$388,122,683	-6.8%	436.4%	80.4%
Outpatient	\$224,507,188	\$238,678,298	\$251,940,628	\$234,411,487	\$0	-1.8%	-100.0%	-100.0%
Physician	\$52,510,781	\$55,635,322	\$56,934,393	\$50,739,677	\$0	-8.8%	-100.0%	-100.0%
Other Rev - Chronic, Swing, SNF	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
Bad Debt	(\$5,741,603)	(\$6,109,855)	(\$6,400,000)	(\$6,341,573)	(\$6,750,000)	-3.8%	-5.5%	5.5%
Free Care	(\$2,148,512)	(\$2,145,969)	(\$2,250,000)	(\$2,729,032)	(\$2,500,000)	-27.2%	-11.1%	5.2%
All Other Deductions	(\$179,396,098)	(\$213,036,057)	(\$236,794,390)	(\$211,680,288)	(\$248,833,555)	0.6%	-5.1%	11.5%
Fixed Prospective Payments and Res	\$5,254,618	\$23,775,895	\$36,500,000	\$27,050,585	\$37,050,000	13.8%	1.5%	91.8%
Net Patient Care Rev & Fixed Payme	\$161,115,765	\$163,952,570	\$172,284,645	\$154,068,253	\$167,089,128	-6.0%	-3.0%	1.2%
Total Operating Revenue	\$166,174,394	\$171,361,145	\$178,006,790	\$172,970,759	\$174,594,302	0.9%	-1.9%	1.7%
Total Operating Expenses	\$158,556,275	\$165,778,101	\$171,954,316	\$168,204,278	\$174,402,372	1.5%	1.4%	3.2%
Operating Margin	\$7,618,119	\$5,583,044	\$6,052,474	\$4,766,481	\$191,930	-14.6%	-96.8%	-70.7%
Non-Operating Revenue	\$2,084,454	\$413,312	\$600,000	\$3,322,690	\$450,000	703.9%	-25.0%	-40.0%
Total Margin	\$9,702,573	\$5,996,356	\$6,652,474	\$8,089,171	\$641,930	34.9%	-90.4%	-59.6%
<b>Utilization Statistics</b>								
Acute Staffed Beds	80	80	80	80	0	0.0%	-100.0%	-100.0%
Acute Admissions	3,419	3,401	3,425	2,970	0	-12.7%	-100.0%	-100.0%
Physician Office Visits	133,586	144,803	166,104	122,717	0	-15.3%	-100.0%	-100.0%
All Outpatient Visits	286,619	289,497	286,997	263,186	0	-9.1%	-100.0%	-100.0%
Adjusted Admissions*	17,741	18,306	18,046	16,495	0	-9.9%	-100.0%	-100.0%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$62,642	\$63,352	\$65,917	\$68,319	\$0	7.8%	-100.0%	-100.0%
Compensation Ratio	54.9%	56.0%	55.8%	57.1%	57.7%	2.0%	3.4%	1.7%
Total Non-MD FTEs	767	781	783	746	0	-4.4%	-100.0%	-100.0%
Physician FTEs	94	95	104	102	0	7.2%	-100.0%	-100.0%
	Actual 2018	Actual 2019	Budget 2020	Actual 2020	Budget 2021	Y to Y A19-A20	Y to Y B20-B21	Ave Ann A16-B19
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	0.6%	0.6%	0.6%	0.8%	0.6%	32.2%	9.1%	0.9%
Bad Debt % of Gross Revenue	1.7%	1.7%	1.7%	1.8%	1.7%	7.9%	3.6%	1.3%
<b>% share of total Gross Revenue</b>								
Medicare	51.0%	51.8%	51.6%	50.7%	51.7%	-2.1%	0.3%	0.5%
Medicaid	17.2%	17.0%	17.1%	16.4%	16.7%	-3.7%	-2.4%	-1.0%
Commercial	31.9%	31.2%	31.4%	32.9%	31.6%	5.5%	0.8%	-0.3%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	39.1%	40.2%	38.5%	38.3%	38.9%	-4.8%	1.1%	-0.2%
Medicaid (w/o DSH)	11.8%	11.6%	10.9%	11.9%	10.8%	2.5%	-0.9%	-3.0%
Commercial (w/o DSH)	49.0%	48.3%	50.6%	49.9%	50.3%	3.4%	-0.6%	0.9%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CON	\$5,614,656	\$4,257,527	\$6,500,000	\$3,852,373	\$7,000,000	-9.5%	7.7%	7.6%
Unapproved CONs					\$23,000,000			
<b>Financial Indicators</b>								
Days Cash on Hand	38	41	36	70	37	71.6%	4.9%	-0.5%

\*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

# Springfield Hospital

## Hospital Summary

	Actual 2018	Actual 2019	Budget 2020	Actual 2020	Budget 2021	Y to Y A19-A20	Y to Y B20-B21	Ave Ann A16-B19
<b>Income Statement Summary</b>								
Gross Revenue	\$125,832,116	\$110,212,736	\$106,879,864	\$93,130,531	\$110,072,655	-15.5%	3.0%	-4.4%
Inpatient	\$24,541,759	\$22,235,732	\$18,276,394	\$21,002,998	\$22,707,364	-5.5%	24.2%	-2.6%
Outpatient	\$93,353,022	\$81,143,669	\$80,921,238	\$62,599,394	\$76,665,600	-22.9%	-5.3%	-6.4%
Physician	\$7,822,778	\$6,728,691	\$7,536,486	\$9,528,139	\$10,699,691	41.6%	42.0%	11.0%
Other Rev - Chronic, Swing, SNF	\$114,558	\$104,641	\$145,747	\$0	\$0	-100.0%	-100.0%	-100.0%
Bad Debt	(\$5,859,853)	(\$5,313,279)	(\$4,382,074)	(\$4,046,159)	(\$5,010,226)	23.8%	-14.3%	-5.1%
Free Care	(\$1,968,856)	(\$1,565,753)	(\$1,068,799)	\$0	(\$1,136,260)	100.0%	-6.3%	-16.7%
All Other Deductions	(\$65,024,597)	(\$55,940,880)	(\$52,539,802)	(\$49,294,269)	(\$53,325,859)	11.9%	-1.5%	-6.4%
Fixed Prospective Payments and Res	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	#DIV/0!
Net Patient Care Rev & Fixed Payme	\$52,978,810	\$47,392,824	\$48,889,189	\$39,790,103	\$50,600,310	-16.0%	3.5%	-1.5%
Total Operating Revenue	\$54,863,951	\$49,059,327	\$50,432,863	\$47,281,150	\$52,361,782	-3.6%	3.8%	-1.5%
Total Operating Expenses	\$61,860,030	\$58,081,280	\$51,418,019	\$52,595,424	\$51,668,108	-9.4%	0.5%	-5.8%
Operating Margin	(\$6,996,078)	(\$9,021,953)	(\$985,156)	(\$5,314,274)	\$693,674	41.1%	170.4%	-146.3%
Non-Operating Revenue	\$367,504	(\$7,257,868)	\$0	(\$180,913)	(\$508,934)	97.5%	#DIV/0!	-211.5%
Total Margin	(\$6,628,574)	(\$16,279,821)	(\$985,156)	(\$5,495,187)	\$184,740	66.2%	118.8%	-130.3%
<b>Utilization Statistics</b>								
Acute Staffed Beds	35	0	35	0	0	#DIV/0!	-100.0%	-100.0%
Acute Admissions	1,755	0	1,437	0	0	#DIV/0!	-100.0%	-100.0%
Physician Office Visits	0	0	12,585	0	0	#DIV/0!	-100.0%	#DIV/0!
All Outpatient Visits	0	0	0	0	0	#DIV/0!	#DIV/0!	#DIV/0!
Adjusted Admissions*	8,741	0	8,404	0	0	#DIV/0!	-100.0%	-100.0%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$52,098	\$56,544	\$61,841	\$0	\$0	-100.0%	-100.0%	-100.0%
Compensation Ratio	53.8%	64.5%	57.1%	54.8%	55.2%	-15.1%	-3.3%	0.9%
Total Non-MD FTEs	332	319	297	0	0	-100.0%	-100.0%	-100.0%
Physician FTEs	20	17	0	0	0	-100.0%	#DIV/0!	-100.0%
	Actual 2018	Actual 2019	Budget 2020	Actual 2020	Budget 2021	Y to Y A19-A20	Y to Y B20-B21	Ave Ann A16-B19
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	1.6%	1.4%	1.0%	0.0%	1.0%	-100.0%	3.2%	-12.9%
Bad Debt % of Gross Revenue	4.7%	4.8%	4.1%	0.0%	4.6%	-100.0%	11.0%	-0.8%
<b>% share of total Gross Revenue</b>								
Medicare	41.3%	43.0%	42.0%	45.3%	44.7%	5.5%	6.4%	2.7%
Medicaid	21.7%	19.7%	20.1%	17.6%	17.9%	-10.7%	-11.3%	-6.3%
Commercial	37.0%	37.3%	37.8%	37.1%	37.4%	-0.7%	-1.1%	0.4%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	30.8%	34.6%	35.9%	45.3%	34.1%	30.9%	-5.0%	3.5%
Medicaid (w/o DSH)	14.4%	13.7%	18.3%	17.6%	12.9%	28.0%	-29.8%	-3.7%
Commercial (w/o DSH)	54.8%	51.6%	45.7%	37.1%	53.0%	-28.2%	15.9%	-1.1%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CON	\$313,841	\$1,388,218	\$981,000	\$0	\$977,469	-100.0%	-0.4%	46.0%
Unapproved CONs					\$0			
<b>Financial Indicators</b>								
Days Cash on Hand	46	17	4	48	32	187.7%	757.4%	-11.8%

\*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.

# The University of Vermont Medical Center

## Hospital Summary

	Actual 2018	Actual 2019	Budget 2020	Actual 2020	Budget 2021	Y to Y A19-A20	Y to Y B20-B21	Ave Ann A16-B19
<b>Income Statement Summary</b>								
Gross Revenue	\$2,703,898,960	\$2,877,767,129	\$2,965,263,597	\$2,719,070,165	\$3,266,603,970	-5.5%	10.2%	6.5%
Inpatient	\$825,621,016	\$889,971,044	\$923,113,119	\$961,991,066	\$0	8.1%	-100.0%	-100.0%
Outpatient	\$1,226,011,556	\$1,336,015,059	\$1,389,904,136	\$1,199,832,825	\$3,266,603,970	-10.2%	135.0%	38.6%
Physician	\$621,170,124	\$619,293,370	\$618,040,276	\$534,405,279	\$0	-13.7%	-100.0%	-100.0%
Other Rev - Chronic, Swing, SNF	\$31,096,264	\$32,487,655	\$34,206,066	\$22,840,995	\$0	-29.7%	-100.0%	-100.0%
Bad Debt	(\$29,309,366)	(\$32,400,668)	(\$28,504,203)	(\$28,232,761)	(\$35,954,810)	12.9%	-26.1%	7.0%
Free Care	(\$18,396,010)	(\$18,150,130)	(\$18,769,732)	(\$18,202,448)	(\$23,305,652)	-0.3%	-24.2%	8.2%
All Other Deductions	(\$1,520,644,083)	(\$1,685,466,251)	(\$1,801,197,244)	(\$1,639,196,493)	(\$2,020,108,449)	2.7%	-12.2%	9.9%
Fixed Prospective Payments and Res	\$118,487,009	\$143,484,113	\$231,333,286	\$166,289,772	\$228,421,374	15.9%	-1.3%	24.5%
Net Patient Care Rev & Fixed Payme	\$1,254,036,509	\$1,285,234,193	\$1,348,125,703	\$1,199,728,235	\$1,415,656,433	-6.7%	5.0%	4.1%
Total Operating Revenue	\$1,363,516,759	\$1,436,350,203	\$1,491,837,614	\$1,458,094,545	\$1,601,708,176	1.5%	7.4%	5.5%
Total Operating Expenses	\$1,317,389,315	\$1,404,942,642	\$1,445,462,587	\$1,462,101,819	\$1,561,665,470	4.1%	8.0%	5.8%
Operating Margin	\$46,127,444	\$31,407,561	\$46,375,027	(\$4,007,273)	\$40,042,705	-112.8%	-13.7%	-4.6%
Non-Operating Revenue	\$25,154,357	\$34,396,196	\$18,218,325	(\$13,736,029)	\$13,823,608	-139.9%	-24.1%	-18.1%
Total Margin	\$71,281,801	\$65,803,757	\$64,593,352	(\$17,743,303)	\$53,866,313	-127.0%	-16.6%	-8.9%
<b>Utilization Statistics</b>								
Acute Staffed Beds	392	392	392	433	0	10.5%	-100.0%	-100.0%
Acute Admissions	19,763	20,539	20,032	19,812	0	-3.5%	-100.0%	-100.0%
Physician Office Visits	737,642	749,847	771,807	624,305	0	-16.7%	-100.0%	-100.0%
All Outpatient Visits	1,688,216	0	1,807,541	0	0	#DIV/0!	-100.0%	-100.0%
Adjusted Admissions*	65,752	67,454	65,264	56,645	0	-16.0%	-100.0%	-100.0%
<b>Staffing Information</b>								
Total Non-MD \$/FTE	\$68,934	\$70,726	\$73,563	\$76,127	\$0	7.6%	-100.0%	-100.0%
Compensation Ratio	55.5%	55.5%	55.7%	57.3%	55.5%	3.1%	-0.3%	0.0%
Total Non-MD FTEs	6,217	6,442	6,661	6,441	6,834	0.0%	2.6%	3.2%
Physician FTEs	613	606	629	624	648	2.9%	3.0%	1.9%
	Actual 2018	Actual 2019	Budget 2020	Actual 2020	Budget 2021	Y to Y A19-A20	Y to Y B20-B21	Ave Ann A16-B19
<b>Uncompensated Care</b>								
Free Care % of Gross Revenue	0.7%	0.6%	0.6%	0.7%	0.7%	6.1%	12.7%	1.6%
Bad Debt % of Gross Revenue	1.1%	1.1%	1.0%	1.0%	1.1%	-7.8%	14.5%	0.5%
<b>% share of total Gross Revenue</b>								
Medicare	43.0%	45.5%	43.9%	45.1%	44.1%	-0.9%	0.5%	0.9%
Medicaid	15.9%	15.0%	15.2%	15.7%	14.3%	4.6%	-5.7%	-3.5%
Commercial	41.1%	39.5%	40.9%	39.2%	41.5%	-0.7%	1.6%	0.4%
<b>% share of total Net Revenue</b>								
Medicare (w/o DSH)	31.0%	30.5%	29.8%	29.8%	29.5%	-2.2%	-1.1%	-1.7%
Medicaid (w/o DSH)	11.2%	10.1%	10.0%	11.5%	9.3%	14.3%	-7.8%	-6.1%
Commercial (w/o DSH)	57.8%	59.4%	60.2%	58.7%	61.3%	-1.3%	1.8%	2.0%
<b>Capital &amp; Assets</b>								
Capital Budget - no unapproved CON	\$152,981,681	\$104,919,988	\$83,895,967	\$29,482,902	\$35,161,952	-71.9%	-58.1%	-38.7%
Unapproved CONs					\$64,716,890			
<b>Financial Indicators</b>								
Days Cash on Hand	202	169	193	193	186	14.1%	-3.7%	-2.7%

\*The summary total may differ slightly from the actual sum of individual hospitals because of weighted calculations.