

Income Statement	FY-2016B	Physician Transfer during FY 2016	Approved FY 2016B w/Physician Transfer	FY-2016A	\$ Change FY-2016B w/Phys Transfer -FY-2016A higher/lower	% Change FY-2016B-FY-2016A higher/lower
Revenues						
Gross Patient Care Revenue	300,198,105		300,198,105	315,410,037	15,211,932	5.1%
Disproportionate Share Payments	1,951,947		1,951,947	1,627,431	(324,516)	-16.6%
Bad Debt	(5,200,000)		(5,200,000)	(4,601,465)	598,535	-11.5%
Free Care	(2,000,000)		(2,000,000)	(1,623,587)	376,413	-18.8%
Deductions from Revenue	(150,924,484)		(150,924,484)	(158,889,662)	(7,965,178)	5.3%
Net Patient Care Revenue	144,025,568		144,025,568	151,922,754	7,897,186	5.5%
Other Operating Revenue	2,022,823		2,022,823	2,730,803	707,980	35.0%
Total Operating Revenue	146,048,391		146,048,391	154,653,557	8,605,166	5.9%
Expenses						
Salaries Non MD	44,719,667		44,719,667	44,549,054	(170,613)	-0.4%
Fringe Benefits Non MD	12,113,267		12,113,267	11,836,099	(277,168)	-2.3%
Physician Fees Salaries Contracts & Fr	26,381,531		26,381,531	28,092,615	1,711,084	6.5%
All Other Expenses	58,451,298		58,451,298	64,876,979	6,425,681	11.0%
Total Operating Expense	141,665,763		141,665,763	149,354,747	7,688,984	5.4%
Net Operating Income (Loss)	4,382,628		4,382,628	5,298,810	916,182	20.9%
Non-Operating Revenue	600,000		600,000	618,918	18,918	3.2%
Excess (Deficit) of Revenue Over Expe	4,982,628		4,982,628	5,917,728	935,100	18.8%

Payer Schedule - Net Payer Revenue	FY-2016B	Physician Transfer during FY 2016	Approved FY 2016B w/Physician Transfer	FY-2016A	\$ Change FY-2016B - FY-2016A higher/lower	% Change FY-2016B-FY-2016A higher/lower
Commercial NPR	71,530,305	0	71,530,305	72,717,396	1,187,091	1.7%
Medicaid NPR	20,797,604	0	20,797,604	21,623,808	826,204	4.0%
Medicare NPR	51,697,659	0	51,697,659	57,581,550	5,883,891	11.4%
Total NPR	144,025,568	0	144,025,568	151,922,754	7,897,186	5.5%

Income Statement	Approved FY 2016B w/Physician Transfer	FY-2016A	\$ Change FY-2016B w/Phys Transfer -FY-2016A higher/lower	% Change FY-2016B w/Phys Transfer -FY-2016A higher/lower	Over/Under Explained			Total of Explained Variance
					Utilization (change in services)	Changes in Bad Debt/Free Care	Pharmacy	
Revenues								
Gross Patient Care Revenue	300,198,105	315,410,037	15,211,932					
Disproportionate Share Payments	1,951,947	1,627,431	(324,516)					
Bad Debt	(5,200,000)	(4,601,465)	598,535					
Free Care	(2,000,000)	(1,623,587)	376,413					
Deductions from Revenue	(150,924,484)	(158,889,662)	(7,965,178)					
Net Patient Care Revenue	144,025,568	151,922,754	7,897,186	5.5%	1,451,000	975,000	5,471,000	7,897,000
Other Operating Revenue	2,022,823	2,730,803	707,980					707,980
Total Operating Revenue	146,048,391	154,653,557	8,605,166					8,605,166
Expenses	0		0					
Salaries Non MD	44,719,667	44,549,054	(170,613)					
Fringe Benefits Non MD	12,113,267	11,836,099	(277,168)					
Physician Fees Salaries Contracts & F	26,381,531	28,092,615	1,711,084					
All Other Expenses	58,451,298	64,876,979	6,425,681					
Total Operating Expense	141,665,763	149,354,747	7,688,984	5.4%	1,975,984	258,888	5,454,112	7,688,984
Net Operating Income (Loss)	4,382,628	5,298,810	916,182					916,182
Non-Operating Revenue	600,000	618,918	18,918					18,918
Excess (Deficit) of Revenue Over Exp	4,982,628	5,917,728	935,100					935,100

Southwestern VT Medical Center

Decision Dashboard

	FY-2013A	FY-2014A	FY-2015A	FY-2016B	FY-2016A	FY-2017B	FY-2016A Vermont 25th Percentile	FY-2016A Vermont 50th Percentile	FY-2016A Vermont 75th Percentile	FY - 2015A Northeast Region	FY - 2015A Teaching Hospitals	FY - 2015A US Not for Profit
Net Patient Care Revenue	140,399,534	139,410,223	139,041,542	144,025,568	151,922,754	152,362,260						
Budget to Actual NPR %					5.5%							
Actual to Actual NPR Growth Rate	3.1%	-0.7%	-0.3%		9.3%		1.7%	4.9%	7.6%			
Three Year NPR CAGR (FY14 - FY16)					2.7%		2.8%	3.9%	4.8%			
Three Year NPR CAGR (FY13 - FY15)					0.7%		1.3%	4.0%	5.1%			
Operating Expense	139,687,007	137,481,421	136,806,217	141,665,763	149,354,747	150,544,820						
Budget to Actual OE %					5.4%							
Actual to Actual OE Growth Rate	2.3%	-1.6%	-0.5%		9.2%		0.8%	4.8%	8.9%			
Three Year OE CAGR (FY14-FY16)					2.3%		2.5%	3.7%	5.0%			
Three Year OE CAGR (FY13-FY15)					0.1%		1.1%	3.6%	5.4%			5.5%
Operating Margin %	3.3%	4.3%	3.0%	3.0%	3.4%	3.0%	0.2%	1.4%	3.4%	0.5%	3.3%	3.4%
Total Margin %	4.4%	4.7%	3.4%	3.4%	3.8%	3.4%	2.0%	2.9%	6.1%	2.4%	4.2%	6.1%
Long Term Debt to Capitalization	29.4%	26.9%	31.4%	54.0%	36.3%	31.1%	20.5%	25.7%	30.3%	28.2%	35.3%	33.7%
Current Ratio	2.1	2.1	2.4	1.9	1.7	1.7	2.5	3.1	4.1	1.6	1.8	2.0
Debt Service Coverage Ratio	12.2	13.3	6.1	6.3	11.6	10.8	3.4	4.4	6.2	3.0	5.3	4.8
Capital Expenditures to Depreciation	81%	106%	208%	155%	72%	143%	73%	90%	110%			
Cost per Adjusted Admission	8,858	8,778	8,350	9,540	8,705	9,292	8,714	9,948	11,857			
Days Cash on Hand	53	62	62	59	59	45	99	135	199	113	116	212
Days Receivable	32	33	34	34	36	34	34	41	45	42	43	48
Days Payable	50	54	48	57	65	55	47	60	67	70	66	64
Age of Plant	13.3	15.1	15.3	16.1	17.1	17.3	10.6	11.9	13.1	12.3	11.2	11.0
Approved Rate per Latest Order	6.8%	7.2%	4.5%	3.8%	3.8%	3.4%						

CAGR = Compounded Annual Growth Rate

SVMC has exceeded the enforcement budget trigger of 0.5%. Review of SVMC information finds that increased utilization was the primary reason for the variance. Increases in pharmaceuticals for the cancer center explain about two-thirds of this NPR variance. The balance of the variance is related to changes in other utilization such as labs and MRIs also bad debt and free care was lower by \$975,000. The effect of both NPR and expense variances was an operating surplus that was \$916,182 higher than budget.

The three year growth in NPR is at 2.7%, essentially at the 25th percentile for Vermont hospitals. Through February of FY 2017, NPR is currently 3.3% lower than the YTD approved budget. SVMC was not asked to explain this as part of our monthly reporting process.

The operating margin has been consistent and is at the 75th percentile while non-operating margin is above the 50th percentile. Cash on hand does not include cash that resides at the parent level so it appears low in the dashboard. (we will get the parent level amount). The age of plant is much higher than most hospitals and suggests needed investments by the hospital which are underway. Long term debt is above the 75th percentile (unfavorable). Cost per adjusted admission shows a favorable position, with costs being at the 25th percentile.