

# NORTHWESTERN MEDICAL CENTER

## Budget and Financial Information

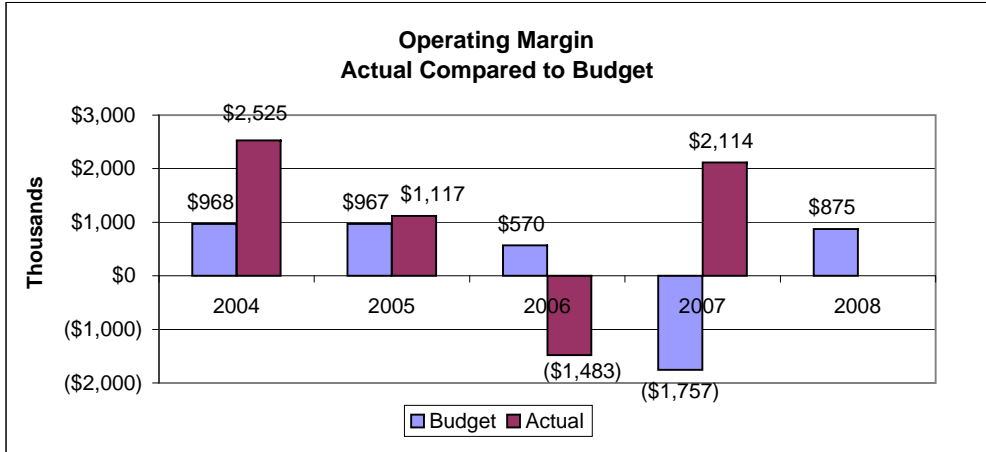
This page provides information about the hospital's finances, workforce, and patient admissions and visits.

<b>Income, Expenses &amp; Margin</b>		(all #'s in thousands; #'s in parentheses are negative)			
	<u>Definition</u>	Actual <u>2005</u>	Actual <u>2006</u>	Actual <u>2007</u>	Budget <u>2008</u>
Gross Patient Revenue	Total of all patients' bills.	\$71,034	\$74,191	\$84,222	\$94,834
Uncompensated Care	Total of all patient bills not paid by insurance or patients.	(\$773)	(\$856)	(\$1,047)	(\$1,415)
Contractual Allowances	Discounts or amounts of charges not paid by insurers, Medicare, and Medicaid.	(\$21,638)	(\$24,633)	(\$28,639)	(\$36,685)
Other Operating Revenue	Money collected for non-medical services such as cafeteria services.	\$525	\$1,169	\$1,276	\$1,353
Total Net Operating Revenue	Actual money collected for services.	\$49,148	\$49,872	\$55,812	\$58,087
Salaries & Fringe	Wages and benefits for all hospital employees. Includes contracted physicians.	\$25,421	\$26,427	\$27,956	\$30,668
Other Operating Expense	Non-wage costs such as supplies, drugs, utilities, insurance, and bad debt expense.	\$19,615	\$21,907	\$22,657	\$23,534
Depreciation / Amortization	Current costs of buildings, property, and equipment.	\$2,995	\$3,020	\$3,085	\$3,010
Total Operating Expense	Total of the above three items.	\$48,031	\$51,354	\$53,698	\$57,212
Operating Margin	Revenues remaining after expenses are paid.	\$1,117	(\$1,483)	\$2,114	\$875
Non-Operating Revenue	Revenues earned from non-patient services such as investments and contributions.	\$966	\$1,112	\$2,755	\$961
Total Margin	The sum of Operating Margin and Non-Operating Revenue.	\$2,083	(\$370)	\$4,869	\$1,836

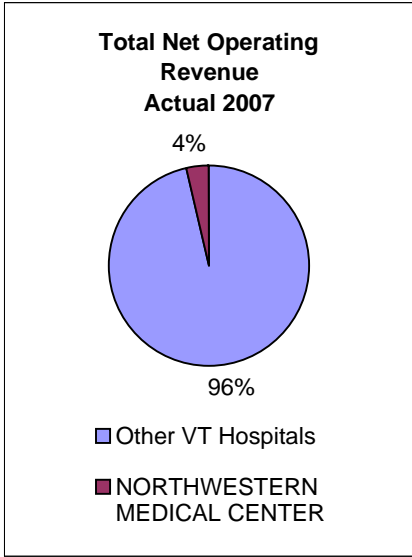
<b>Operating Indicators</b>		Actual <u>2005</u>	Actual <u>2006</u>	Actual <u>2007</u>	Budget <u>2008</u>
	<u>Definition</u>				
Acute Admissions	Number of hospital patients who stay overnight.	2,110	1,966	2,230	2,350
Acute Avg. Length of Stay	How long the average patient stays in the hospital (in days).	3.7	3.7	3.3	3.6
Outpatient Gross Revenue %	Percentage of billings for those receiving care in outpatient settings such as day surgery.	74.1%	75.0%	75.9%	73.4%
Emergency Room Visits	Patient visits to the emergency department.	24,804	25,183	27,406	25,565
Physician Office Visits	Patient visits to hospital-employed doctors. Does not include clinic visits.	0	0	0	0
Direct Service Nurses	Nurses providing hands-on care. Does not include agency nurses.	130	129	123	123
Non-MD Employees	Number of full-time employees who are not doctors.	418	410	403	422
Physician Employees	Number of full-time hospital-employed doctors.	9	9	11	10

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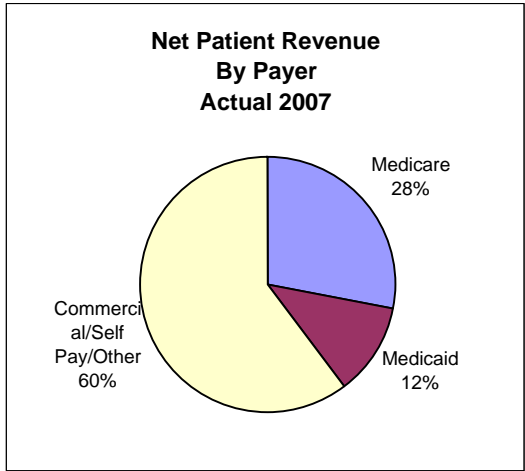
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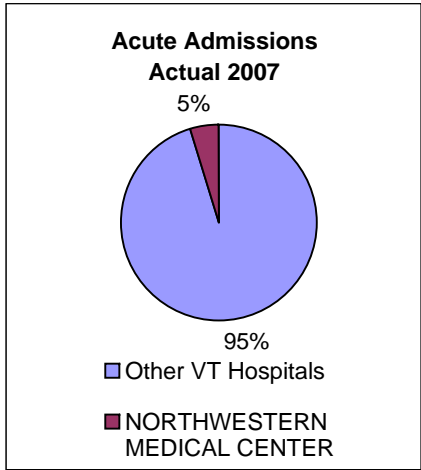
This graph shows the actual total amount the hospital earned as a surplus compared to what it planned to earn. 2008 does not have actual results yet.



This graph shows the hospital's share of the total amount of revenues collected by all Vermont hospitals in 2007.



This graph shows who paid for hospital services by the different payer types (Medicare, Medicaid, commercial insurers, self payers).



This graph shows the hospital's share of all hospital admissions in Vermont in 2007.