

NORTHWESTERN MEDICAL CENTER

Budget and Financial Information

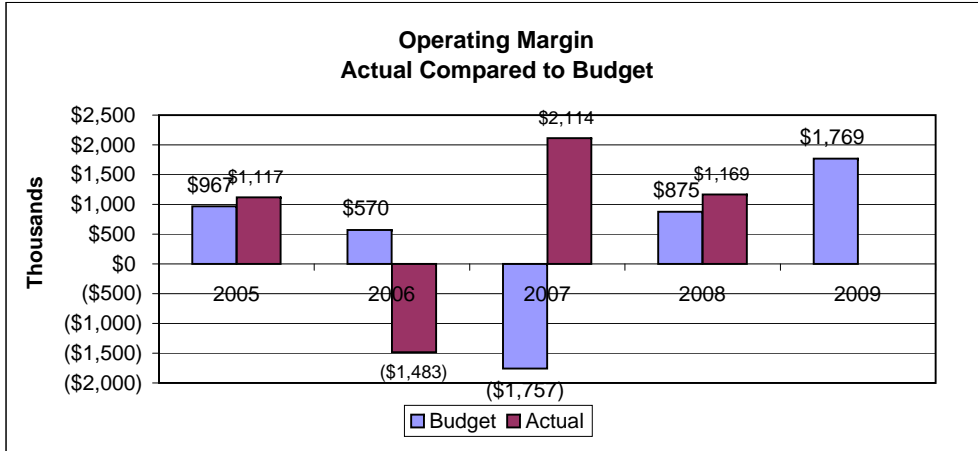
This page provides information about the hospital's finances, workforce, and patient admissions and visits.

Income, Expenses & Margin		(all #'s in thousands; #'s in parentheses are negative)			
	<u>Definition</u>	Actual <u>2006</u>	Actual <u>2007</u>	Actual <u>2008</u>	Budget <u>2009</u>
Gross Patient Revenue	Total of all patients' bills.	\$74,191	\$84,222	\$95,621	\$116,958
Uncompensated Care	Total of all patient bills not paid by insurance or patients.	(\$856)	(\$1,047)	(\$994)	(\$1,169)
Contractual Allowances	Discounts or amounts of charges not paid by insurers, Medicare, and Medicaid.	(\$24,633)	(\$28,639)	(\$36,395)	(\$49,083)
Other Operating Revenue	Money collected for non-medical services such as cafeteria services.	\$1,169	\$1,276	\$1,346	\$1,294
Total Net Operating Revenue	Actual money collected for services.	\$49,872	\$55,812	\$59,578	\$68,001
Salaries & Fringe	Wages and benefits for all hospital employees. Includes contracted physicians.	\$26,427	\$27,956	\$30,016	\$34,996
Other Operating Expense	Non-wage costs such as supplies, drugs, utilities, insurance, and bad debt expense.	\$21,907	\$22,657	\$25,178	\$27,889
Depreciation / Amortization	Current costs of buildings, property, and equipment.	\$3,020	\$3,085	\$3,216	\$3,347
Total Operating Expense	Total of the above three items.	\$51,354	\$53,698	\$58,410	\$66,231
Operating Margin	Revenues remaining after expenses are paid.	(\$1,483)	\$2,114	\$1,169	\$1,769
Non-Operating Revenue	Revenues earned from non-patient services such as investments and contributions.	\$1,112	\$2,755	(\$2,649)	\$881
Total Margin	The sum of Operating Margin and Non-Operating Revenue.	(\$370)	\$4,869	(\$1,480)	\$2,651

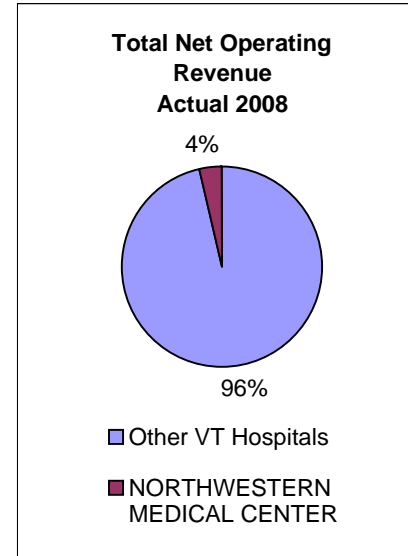
Operating Indicators		Actual <u>2006</u>	Actual <u>2007</u>	Actual <u>2008</u>	Budget <u>2009</u>
	<u>Definition</u>				
Acute Admissions	Number of hospital patients who stay overnight.	1,966	2,230	1,912	2,003
Acute Avg. Length of Stay	How long the average patient stays in the hospital (in days).	3.7	3.3	3.2	3.4
Outpatient Gross Revenue %	Percentage of billings for those receiving care in outpatient settings such as day surgery.	75.0%	75.9%	76.9%	77.2%
Emergency Room Visits	Patient visits to the emergency department.	25,183	27,406	27,885	27,483
Physician Office Visits	Patient visits to hospital-employed doctors. Does not include clinic visits.	1,370	1,237	3,621	21,399
Direct Service Nurses	Nurses providing hands-on care. Does not include agency nurses.	129	129	118	117
Non-MD Employees	Number of full-time employees who are not doctors.	410	403	411	441
Physician Employees	Number of full-time hospital-employed doctors.	9	9	10	17

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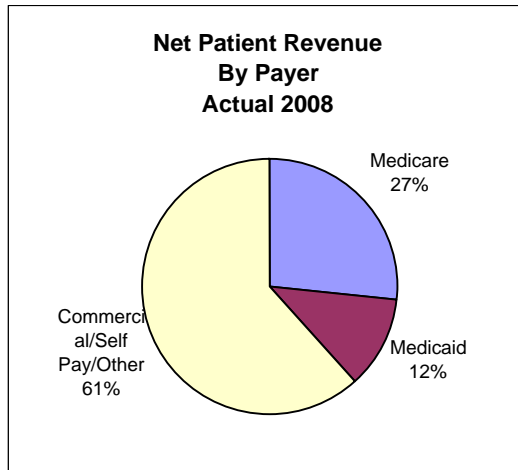
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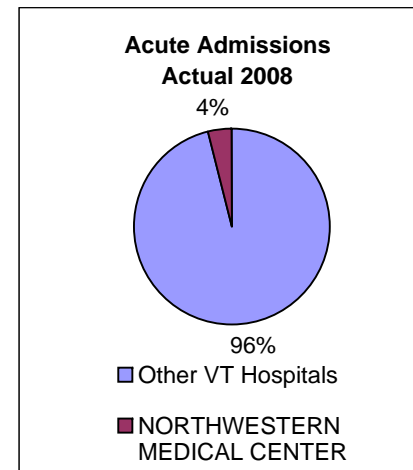
This graph shows the actual total amount the hospital earned as a surplus compared to what it planned to earn. 2009 does not have actual results yet.



This graph shows the hospital's share of the total amount of revenues collected by all Vermont hospitals in 2008.



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 2008.