<table>
<thead>
<tr>
<th></th>
<th>DEC ACTUAL</th>
<th>DEC BUDGET</th>
<th>BUDGET % VAR</th>
<th>DEC PRIOR YR</th>
<th>PRIOR YR % VAR</th>
<th>YTD ACTUAL</th>
<th>YTD BUDGET</th>
<th>BUDGET % VAR</th>
<th>YTD PRIOR YR</th>
<th>PRIOR YR % VAR</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Discharges</strong></td>
<td>9,020</td>
<td>9,282</td>
<td>97.2%</td>
<td>9,061</td>
<td>99.5%</td>
<td>9,282</td>
<td>9,420</td>
<td>100.1%</td>
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</tr>
<tr>
<td><strong>Patient Days</strong></td>
<td>36,701</td>
<td>34,820</td>
<td>105.4%</td>
<td>34,820</td>
<td>105.4%</td>
<td>34,820</td>
<td>34,820</td>
<td>100.0%</td>
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<td>100.0%</td>
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<tr>
<td><strong>Average Daily Census</strong></td>
<td>199</td>
<td>189</td>
<td>105.4%</td>
<td>189</td>
<td>105.4%</td>
<td>189</td>
<td>189</td>
<td>100.0%</td>
<td>189</td>
<td>100.0%</td>
</tr>
<tr>
<td><strong>Occupancy</strong></td>
<td>67%</td>
<td>63%</td>
<td>105.4%</td>
<td>63%</td>
<td>105.4%</td>
<td>63%</td>
<td>63%</td>
<td>100.0%</td>
<td>63%</td>
<td>100.0%</td>
</tr>
<tr>
<td><strong>Length of Stay</strong></td>
<td>4.07</td>
<td>3.75</td>
<td>108.5%</td>
<td>3.84</td>
<td>105.9%</td>
<td>3.84</td>
<td>3.84</td>
<td>100.0%</td>
<td>3.84</td>
<td>100.0%</td>
</tr>
<tr>
<td><strong>OR Inpatient Cases</strong></td>
<td>2,054</td>
<td>2,151</td>
<td>95.5%</td>
<td>2,044</td>
<td>100.5%</td>
<td>2,151</td>
<td>2,151</td>
<td>100.0%</td>
<td>2,151</td>
<td>100.0%</td>
</tr>
<tr>
<td><strong>Case Mix Index</strong></td>
<td>1.563</td>
<td>1.530</td>
<td>102.1%</td>
<td>1.530</td>
<td>102.1%</td>
<td>1.530</td>
<td>1.530</td>
<td>100.0%</td>
<td>1.530</td>
<td>100.0%</td>
</tr>
<tr>
<td><strong>Emergency Room Visits</strong></td>
<td>42,223</td>
<td>42,168</td>
<td>100.1%</td>
<td>42,168</td>
<td>100.1%</td>
<td>42,168</td>
<td>42,168</td>
<td>100.0%</td>
<td>42,168</td>
<td>100.0%</td>
</tr>
<tr>
<td><strong>Primary Care Clinic Visits</strong></td>
<td>111,038</td>
<td>112,983</td>
<td>98.3%</td>
<td>105,798</td>
<td>105.0%</td>
<td>112,983</td>
<td>112,983</td>
<td>100.0%</td>
<td>112,983</td>
<td>100.0%</td>
</tr>
<tr>
<td><strong>Urgent Care Clinic Visits</strong></td>
<td>48,454</td>
<td>45,417</td>
<td>106.7%</td>
<td>47,965</td>
<td>101.0%</td>
<td>45,417</td>
<td>45,417</td>
<td>100.0%</td>
<td>45,417</td>
<td>100.0%</td>
</tr>
<tr>
<td><strong>Specialty Care Clinic Visits</strong></td>
<td>168,039</td>
<td>170,660</td>
<td>98.5%</td>
<td>136,648</td>
<td>123.0%</td>
<td>170,660</td>
<td>170,660</td>
<td>100.0%</td>
<td>170,660</td>
<td>100.0%</td>
</tr>
<tr>
<td><strong>OR Outpatient Cases</strong></td>
<td>4,470</td>
<td>4,384</td>
<td>102.0%</td>
<td>4,273</td>
<td>104.6%</td>
<td>4,384</td>
<td>4,384</td>
<td>100.0%</td>
<td>4,384</td>
<td>100.0%</td>
</tr>
<tr>
<td><strong>FTEs</strong></td>
<td>3,256.77</td>
<td>3,201.62</td>
<td>101.7%</td>
<td>3,095.27</td>
<td>105.2%</td>
<td>3,201.62</td>
<td>3,201.62</td>
<td>100.0%</td>
<td>3,201.62</td>
<td>100.0%</td>
</tr>
<tr>
<td><strong>FTE/CMI Adjusted Discharge</strong></td>
<td>0.59</td>
<td>0.58</td>
<td>100.5%</td>
<td>0.57</td>
<td>102.6%</td>
<td>0.58</td>
<td>0.58</td>
<td>100.0%</td>
<td>0.58</td>
<td>102.6%</td>
</tr>
<tr>
<td><strong>Total Op Rev/CMI Adjusted Discharge</strong></td>
<td>$10,041</td>
<td>$9,864</td>
<td>101.8%</td>
<td>$9,648</td>
<td>104.1%</td>
<td>$9,864</td>
<td>$9,864</td>
<td>100.0%</td>
<td>$9,864</td>
<td>104.1%</td>
</tr>
<tr>
<td><strong>Total Op Exp/CMI Adjusted Discharge</strong></td>
<td>$9,972</td>
<td>$10,003</td>
<td>99.7%</td>
<td>$9,404</td>
<td>106.0%</td>
<td>$10,003</td>
<td>$10,003</td>
<td>100.0%</td>
<td>$10,003</td>
<td>106.0%</td>
</tr>
<tr>
<td><strong>Salaries and Benefits as % of Net Operating Revenue</strong></td>
<td>61%</td>
<td>60%</td>
<td>101.1%</td>
<td>58%</td>
<td>104.5%</td>
<td>60%</td>
<td>60%</td>
<td>100.0%</td>
<td>58%</td>
<td>104.5%</td>
</tr>
<tr>
<td><strong>Non Labor Cost per CMI Adjusted Discharge</strong></td>
<td>$3,717</td>
<td>$3,823</td>
<td>97.2%</td>
<td>$3,549</td>
<td>104.7%</td>
<td>$3,823</td>
<td>$3,823</td>
<td>100.0%</td>
<td>$3,823</td>
<td>104.7%</td>
</tr>
<tr>
<td><strong>Medicare</strong></td>
<td>38%</td>
<td>36%</td>
<td>105.6%</td>
<td>36%</td>
<td>104.4%</td>
<td>36%</td>
<td>36%</td>
<td>100.0%</td>
<td>36%</td>
<td>100.0%</td>
</tr>
<tr>
<td><strong>Medicaid</strong></td>
<td>21%</td>
<td>22%</td>
<td>95.0%</td>
<td>22%</td>
<td>95.3%</td>
<td>22%</td>
<td>22%</td>
<td>100.0%</td>
<td>22%</td>
<td>100.0%</td>
</tr>
<tr>
<td><strong>Payer Mix - Commercial</strong></td>
<td>39%</td>
<td>39%</td>
<td>100.1%</td>
<td>39%</td>
<td>100.4%</td>
<td>39%</td>
<td>39%</td>
<td>100.0%</td>
<td>39%</td>
<td>100.4%</td>
</tr>
<tr>
<td><strong>Payer Mix - Exchanges</strong></td>
<td>1%</td>
<td>2%</td>
<td>67.4%</td>
<td>2%</td>
<td>72.7%</td>
<td>2%</td>
<td>2%</td>
<td>65.0%</td>
<td>2%</td>
<td>80.0%</td>
</tr>
<tr>
<td><strong>Payer Mix - Self Pay</strong></td>
<td>2%</td>
<td>2%</td>
<td>103.7%</td>
<td>2%</td>
<td>89.0%</td>
<td>2%</td>
<td>2%</td>
<td>85.0%</td>
<td>2%</td>
<td>89.0%</td>
</tr>
<tr>
<td><strong>Births</strong></td>
<td>1,672</td>
<td>1,846</td>
<td>90.6%</td>
<td>1,846</td>
<td>90.6%</td>
<td>1,846</td>
<td>1,846</td>
<td>100.0%</td>
<td>1,846</td>
<td>100.0%</td>
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<tr>
<td><strong>NICU Average Daily Census</strong></td>
<td>15</td>
<td>12</td>
<td>119.8%</td>
<td>12</td>
<td>119.8%</td>
<td>12</td>
<td>12</td>
<td>100.0%</td>
<td>12</td>
<td>100.0%</td>
</tr>
<tr>
<td><strong>Newborn Days</strong></td>
<td>2,549</td>
<td>2,804</td>
<td>90.9%</td>
<td>2,804</td>
<td>90.9%</td>
<td>2,804</td>
<td>2,804</td>
<td>100.0%</td>
<td>2,804</td>
<td>100.0%</td>
</tr>
<tr>
<td><strong>Observations</strong></td>
<td>472</td>
<td>794</td>
<td>59.4%</td>
<td>797</td>
<td>59.2%</td>
<td>797</td>
<td>797</td>
<td>100.0%</td>
<td>797</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

**Productivity**

- **FTEs**: 3,256.77
- **FTE/CMI Adjusted Discharge**: 0.59
- **Total Op Rev/CMI Adjusted Discharge**: $10,041
- **Total Op Exp/CMI Adjusted Discharge**: $9,972
- **Salaries and Benefits as % of Net Operating Revenue**: 61%
- **Non Labor Cost per CMI Adjusted Discharge**: $3,717

**Payer Mix**

- **Medicare**: 38%
- **Medicaid**: 21%
- **Payer Mix - Commercial**: 39%
- **Payer Mix - Exchanges**: 1%
- **Payer Mix - Self Pay**: 2%

**Hospital Specific**

- **Births**: 1,672
- **NICU Average Daily Census**: 15
- **Newborn Days**: 2,549
- **Observations**: 472