

*Annual Report on the*

**FINANCIAL STATUS OF CONNECTICUT'S  
SHORT TERM ACUTE CARE HOSPITALS**

*for Fiscal Year 2009*

State of Connecticut  
Department of Public Health  
Office of Health Care Access

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## TABLE OF CONTENTS

Section 1: Executive Summary of FY 2009 Hospital Financial Performance .....	1
Section 2: Statewide Hospital Parent Corporation Summary Totals and Statewide Hospital Summary Totals .....	15
Section 3: Individual Hospital Profiles	
William W. Backus Hospital .....	19
Bridgeport Hospital .....	22
Bristol Hospital.....	25
Connecticut Children's Medical Center.....	28
Danbury Hospital .....	31
Day Kimball Hospital .....	34
John Dempsey Hospital.....	37
Essent-Sharon Hospital.....	40
Greenwich Hospital .....	43
Griffin Hospital .....	46
Hartford Hospital.....	49
Hospital of Central Connecticut .....	52
Charlotte Hungerford Hospital .....	55
Johnson Memorial Hospital .....	58
Lawrence & Memorial Hospital .....	61
Manchester Memorial Hospital .....	64
Middlesex Hospital .....	67
MidState Medical Center .....	70
Milford Hospital.....	73
New Milford Hospital.....	76
Norwalk Hospital.....	79
Rockville General Hospital .....	82
St. Francis Hospital and Medical Center .....	85
St. Mary's Hospital.....	88
Hospital of St. Raphael.....	91
St. Vincent's Medical Center .....	94
Stamford Hospital.....	97
Waterbury Hospital.....	100
Windham Community Memorial Hospital.....	103
Yale-New Haven Hospital.....	106
Section 4: Appendices	
Appendix A — Hospital Parent Corporation Statement of Operations Data .....	109
Appendix B — Hospital Parent Corporation Margin Data .....	110
Appendix C — Hospital Parent Corporation Operating Margins .....	111
Appendix D — Hospital Parent Corporation Non Operating Margins .....	112
Appendix E — Hospital Parent Corporation Total Margins .....	113
Appendix F — Hospital Parent Corporation Net Assets Data.....	114
Appendix G — Hospital Parent Corporation Solvency Measures .....	115
Appendix H — Hospital Parent Corporation Liquidity Measures .....	116
Appendix I — Hospital Statement of Operations Data .....	117
Appendix J — Hospital Margin Data.....	118
Appendix K — Hospital Operating Margins .....	119
Appendix L — Hospital Non Operating Margins .....	120
Appendix M — Hospital Total Margins .....	121
Appendix N — Hospital Net Assets Data.....	122
Appendix O — Hospital Ratio of Cost to Charge Data .....	123
Appendix P — Hospital Solvency Ratios .....	125
Appendix Q — Hospital Liquidity Ratios .....	126
Appendix R — Hospital Uncompensated Care Data .....	127
Appendix S — Hospital Utilization Data.....	128
Appendix T — Hospital Gross Revenue Payer Mix .....	129
Appendix U — Hospital Net Revenue Payer Mix.....	130
Appendix V — Hospital Discharges by Payer.....	131
Appendix W — Hospital Case Mix Index by Payer.....	132
Appendix X — Hospital Emergency Department Visits .....	133
Appendix Y — Hospital Map.....	134
Appendix Z — Glossary of Terms.....	135

## Executive Summary

The Office of Health Care Access (OHCA), a division of the Connecticut Department of Public Health, is responsible for the collection, analysis and dissemination of acute care hospital financial information. This report provides information related to the financial stability of Connecticut's thirty acute care hospitals as mandated in Section 19a-670(b)(6) of the Connecticut General Statutes. The report highlights Connecticut's statewide hospital trends and includes individual hospital profiles of financial performance and is intended to provide information which may enhance knowledge of the financial status of Connecticut's hospitals.

The report identifies a number of key findings and trends:

- In FY 2009, hospitals in Connecticut earned \$238.7 million in income from operations, but experienced offsetting non-operating losses of \$7.8 million.
- Three quarters of hospitals achieved a positive total margin in FY 2009, compared to fewer than half in the previous fiscal year.
- Average statewide total margin improved to 2.62% in FY 2009, a significant improvement from the -0.90% loss experienced in FY 2008.
- Nine hospitals had negative five-year average total margins in FY 2009, and of those, five had negative total margins for at least three of the five fiscal years reported.
- Total hospital net assets continued to decline statewide, dropping \$900 million from \$4.5 billion in FY 2008 to \$3.6 billion in FY 2009.
- Bad debt accounted for nearly 71 % of uncompensated care charges in FY 2009 while charity care accounted for 29%.
- Statewide uncompensated care charges totaled \$658.4 million in FY 2009, increasing by \$19.9 million or 3% over than FY 2008 results.

## **Introduction**

The Office of Health Care Access (OHCA), a division of the Connecticut Department of Public Health, is responsible for the collection, analysis and dissemination of acute care hospital financial information. This report provides information related to the financial stability of Connecticut's thirty acute care hospitals as mandated in Section 19a-670(b)(6) of the Connecticut General Statutes. The following narrative provides a summary of the financial performance of Connecticut's hospitals during Fiscal Year 2009 and presents some key statewide hospital financial indicators<sup>1</sup>. For Connecticut's acute care hospitals, Fiscal Year 2009 began on October 1, 2008 and ended on September 30, 2009.

Connecticut state statutes and regulations<sup>2</sup> require each short-term acute care general or children's hospital to annually submit financial and statistical information to OHCA. The primary source for the information in this report is the hospitals' audited financial statements which include balance sheet and statement of operations information<sup>3</sup>. Other sources of information for this report are the annual hospital filings submitted to OHCA, which include utilization statistics, uncompensated care data, free bed funds and legal charts of corporate structure<sup>4</sup>.

The report highlights Connecticut's statewide hospital trends and includes individual hospital profiles of financial performance and is intended to provide information which may enhance knowledge of the financial status of Connecticut's hospitals. While there are numerous financial and operating indicators that provide a means to measure hospital performance, this report focuses on ten measures – profitability, cost data, liquidity, solvency, net assets, utilization, discharges by payer, case mix index by payer, uncompensated care and emergency department visits – that are considered strong indicators of the financial and operating strength of Connecticut's hospitals.

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<sup>1</sup> OHCA used INGENIX 2009, *Almanac of Hospital Financial & Operating Indicators, A Comprehensive Benchmark of the Nation's Hospitals*, as the source for this report's financial ratios.

<sup>2</sup> Sections 19a-644 and 19a-676, C.G.S. and Section 19a-643-206 of the Regulations of Connecticut State Agencies.

<sup>3</sup> Johnson Memorial Hospital financial statements were not audited in FY 2007, FY 2008 or FY 2009. On November 4, 2008, Johnson Memorial Corporation and its affiliates filed a petition for Chapter 11 protection at the United States Bankruptcy Court, District of Connecticut.

<sup>4</sup> Some FY 2008 financial and statistical data elements previously reported have been updated by the hospitals. This updated information has been included to improve reporting accuracy and comparability of FY 2008 data elements to those reported by the hospitals for FY 2009.

## Hospital Income and Financial Performance

Hospitals must be able to generate sufficient cash flow to pay for operations and debt service, to provide a source of capital for facility needs and strategic initiatives and to increase cash reserves. Net patient revenue (NPR), the revenue generated from patient care, increased by 7.4% in FY 2009, maintaining growth levels consistent over the past three years.

Statewide NPR was \$8.3 billion, accounting for 95% of operating revenues. Nearly half (48%) of hospital net revenues continued to be generated from governmental payers (Medicare, Medicaid and Medical Assistance recipients), who also accounted for the majority of discharges (60%).

The impact of the recession continues to affect non-operating income, which is derived primarily from investments in stocks and bonds, the value of held securities, endowments and charitable contributions. However, losses in FY 2009 (\$7.8 million) were far less severe than in FY 2008 (\$181.8 million). In FY 2009, hospitals in Connecticut earned \$238.7 million in income from operations, but experienced offsetting non-operating losses of \$7.8 million. This resulted in excess revenue over expenses of approximately \$230.9 million (**Table 1**), an improvement compared to the \$73.2 million deficiency experienced in the previous year.

**Table 1:**

### STATEWIDE HOSPITALS'

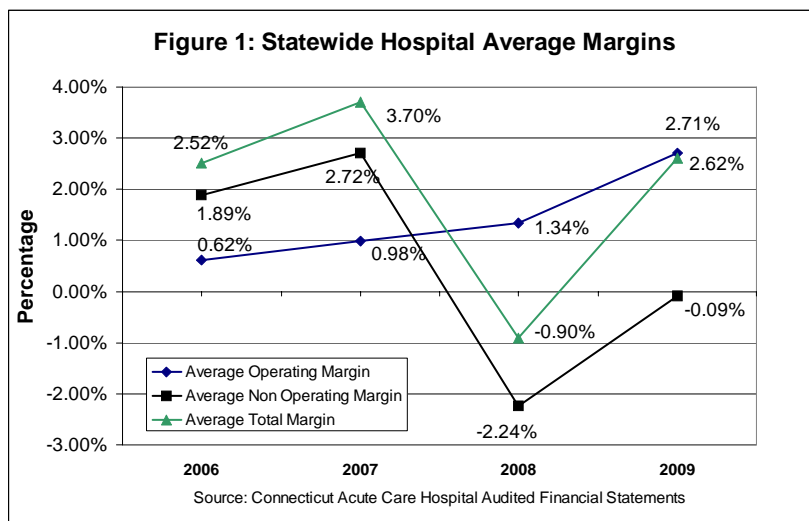
### STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$6,752,114,926	\$7,238,684,924	\$7,802,450,397	\$8,381,083,763
Other Operating Revenue	\$384,275,145	\$438,711,539	\$484,595,943	\$444,172,052
Total Operating Revenue	\$7,136,390,071	\$7,677,396,463	\$8,287,046,340	\$8,825,255,815
Total Operating Expenses	\$7,091,354,777	\$7,599,727,808	\$8,178,446,356	\$8,586,602,217
Income/(Loss) from Operations	\$45,035,294	\$77,668,655	\$108,599,984	\$238,653,598
Non Operating Revenue	\$137,739,063	\$214,440,149	(\$181,800,544)	(\$7,786,534)
Excess/(Deficiency) of Revenue over Expenses	\$182,774,357	\$292,108,804	(\$73,200,560)	\$230,867,064

\*Source: Hospital Audited Financial Statements

Despite ongoing economic challenges, Connecticut's acute care hospitals were able to improve their financial performance in FY 2009 compared to FY 2008. Three quarters of hospitals achieved a positive total margin in FY 2009, compared to fewer than half in the previous year. Average total margin improved to 2.62% in FY 2009, a significant improvement from the -0.90% loss experienced in FY 2008. However, several hospitals continued to struggle with profitability (see Appendix M). Six of the seven hospitals reporting negative total margins in FY 2009 also experienced losses in the previous year. Hospitals' individual total margin results ranged from a high of 8.01% to a low of -8.48%.

**Figure 1** provides a summary of statewide hospital financial performance; it shows the statewide hospital weighted average operating, non-operating and total margins for the last four years.



## Balance Sheet Strength and Liquidity

In FY 2009, balance sheet strength and liquidity measures reported by hospitals were of mixed results. On a statewide basis, liquidity improved slightly for hospitals. The current ratio, an indicator that measures a hospital's ability to pay its debts over the next 12 months with available resources, increased from 1.83 overall in FY 2008 to 1.92 in FY 2009. Despite the overall improvement on a statewide basis, nearly half of Connecticut's hospitals reported a decline in their current ratio. Further, although the statewide current ratio increased from the past fiscal year, it remains below FY 2007 levels when hospitals had a current ratio of 2.04 (i.e., twice the level of current assets compared to current liabilities).

Total hospital net assets continued to decline statewide, dropping \$900 million from \$4.5 billion in FY 2008 to \$3.6 billion in FY 2009. Primary factors impacting the change in total net assets included a decline in limited use non current assets, long term investment losses, declines in the value of other noncurrent assets and significant increases to hospitals' accrued pension liabilities and other long term liabilities.

The corporate systems within which Connecticut's hospitals operate also had similar results this past year. Comparable to the hospitals' results, the hospital corporate systems, including the hospital parent corporations and all subsidiaries, also experienced a slight improvement in liquidity levels on a statewide average. The statewide current ratio for hospital parent corporations and their various subsidiaries increased from 1.79 overall in FY 2008 to 1.89 in FY 2009, but remained below the FY 2007 level of 2.17. The total net assets of these hospital corporate systems<sup>5</sup> also declined by approximately \$900 million, from \$5.1 billion in FY 2008 to \$4.2 billion in FY 2009.

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<sup>5</sup>The financial results of the hospital systems includes a hospital's parent corporation, the hospital itself and any other various subsidiaries under the hospital parent organization. Therefore, the statewide hospital systems net assets of \$4.2 billion in FY 2009 includes the statewide hospital nets assets of \$3.6 billion for FY 2009.



## Utilization Indicators

Utilization measures provide additional information essential to understanding hospital performance. The number of statewide inpatient discharges increased slightly from 429,612 in FY 2008 to 430,373 in FY 2009, a difference of 761. Although there was a very slight gain in the number of patients discharged, more hospitals (18) experienced a decline than an increase (12). In contrast, total patient days dropped slightly (11,777) from 2,093,361 in FY 2008 to 2,081,584 in FY 2009. The statewide average length of stay decreased slightly to 4.8 days. Case mix index increased again from 1.2745 in FY 2008 to 1.2903 in FY 2009. Statewide total emergency department visits continued to increase, adding more than 60,000 visits or 3.9% and totaled 1,648,041 visits during FY 2009.

Connecticut's thirty acute care hospitals staffed 247 more beds in FY 2009 than in FY 2008, totaling 6,935 overall. In addition, there were 8,327 available beds<sup>6</sup> in Connecticut in FY 2009, up from 8,153 the previous fiscal year. The statewide staffed bed occupancy rate averaged 82% in FY 2009, down from 86% in the previous year. The statewide available bed occupancy rate averaged 68% in FY 2009, down from 70% in FY 2008.

Hospitals added approximately 500 full-time equivalent employees (FTEs) statewide and reported 51,402 total FTEs for FY 2009. However, it should be noted that some hospitals have already reduced their workforce or plan to in the near future. Bristol Hospital and Saint Francis Hospital and Medical Center publicly announced labor force reductions in the news media during FY 2009<sup>7</sup>.

**Table 2** presents an analysis of inpatient hospital discharges by government vs. non-government payers. Significant shifts in hospital discharges from one payer to another often help to explain changes in net revenue from year to year. Government discharges (Medicare and Medicaid) have been increasing steadily. In FY 2009, the increase for government discharges was 1.4%.

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<sup>6</sup>Hospitals are licensed for a specific number of beds, but have fewer beds physically set up and "available" for use and may operate or "staff" fewer beds than available. Hospitals normally set up and staff beds based on an expected patient population, and evaluate such management decisions routinely.

<sup>7</sup>**Connecticut Business and Employment Changes Announced in the Media**, June 2009 Connecticut Department of Labor, Labor Market Information. <http://www.ctdol.state.ct.us/lmi/busemp.htm>

# EXECUTIVE SUMMARY

**Table 2. Hospital Government and Non Government Discharges**

DISCHARGES	GOVERNMENT DISCHARGES (MEDICARE & MEDICAID)					NON-GOVERNMENT DISCHARGES (INCLUDING UNINSURED)				
HOSPITAL	FY 2006	FY 2007	FY 2008	FY 2009	CHANGE FY06-FY09	FY 2006	FY 2007	FY 2008	FY 2009	CHANGE FY06-FY09
BACKUS	6,104	6,530	6,507	6,803	699	4,917	4,948	4,720	4,461	(456)
BRIDGEPORT	11,074	11,593	11,855	12,069	995	7,976	7,449	7,478	7,016	(960)
BRISTOL	4,659	4,638	4,746	4,681	22	3,080	3,046	2,879	2,731	(349)
CTCMC	2,491	2,602	2,686	3,263	772	3,116	2,894	3,093	3,065	(51)
DANBURY	10,151	10,538	10,652	10,878	727	9,798	9,712	9,311	9,049	(749)
DAY KIMBALL	3,385	3,396	3,154	3,442	57	2,076	1,916	1,980	2,019	(57)
DEMPSEY	5,348	5,183	5,376	5,429	81	3,857	4,010	4,100	3,760	(97)
GREENWICH	4,494	4,919	4,901	5,381	887	7,658	7,655	7,567	7,298	(360)
GRIFFIN	4,477	4,784	4,602	4,646	169	2,911	2,872	2,821	2,727	(184)
HARTFORD	21,055	21,159	21,544	22,475	1,420	16,502	16,407	16,218	16,639	137
HOSP OF CENTRAL CT	12,779	13,824	13,136	12,504	(275)	7,760	8,254	7,193	6,963	(797)
HUNGERFORD	3,734	3,875	3,843	4,140	406	2,282	2,066	2,016	1,896	(386)
JOHNSON	2,755	2,939	2,631	2,211	(544)	1,381	1,420	1,378	1,333	(48)
LAWRENCE MEM.	8,066	7,988	8,529	8,752	686	5,005	5,121	5,204	4,741	(264)
MANCHESTER	4,854	4,844	4,800	4,936	82	3,870	3,962	3,837	3,712	(158)
MIDSTATE	5,970	5,979	6,146	6,250	280	3,606	3,450	3,369	3,390	(216)
MIDDLESEX	7,528	8,250	8,764	8,714	1,186	5,271	5,236	5,141	4,892	(379)
MILFORD	2,878	2,944	3,046	2,840	(38)	2,033	2,062	1,879	1,930	(103)
NEW MILFORD	1,513	1,379	1,486	1,456	(57)	1,603	1,437	1,513	1,285	(318)
NORWALK	7,879	7,774	7,813	7,793	(86)	6,796	6,962	7,137	7,052	256
ROCKVILLE	2,054	2,181	2,086	2,224	170	1,453	1,336	1,374	1,190	(263)
SAINT FRANCIS	17,910	17,994	18,925	19,273	1,363	12,281	12,083	12,302	12,070	(211)
SAINT MARY	8,030	8,218	8,317	7,903	(127)	4,461	4,463	4,241	3,956	(505)
SAINT RAPHAEL	16,126	16,703	15,877	15,929	(197)	8,134	8,651	8,012	7,800	(334)
SAINT VINCENT	11,839	11,935	12,178	12,866	1,027	7,482	7,156	7,538	8,200	718
SHARON	1,677	1,704	1,692	1,626	(51)	1,010	924	951	877	(133)
STAMFORD	7,752	8,010	7,972	7,378	(374)	8,953	8,219	7,456	7,028	(1,925)
WATERBURY	9,052	8,795	9,296	8,859	(193)	5,445	5,265	4,942	4,524	(921)
WINDHAM	3,478	3,662	3,772	3,495	17	1,696	1,750	1,707	1,601	(95)
YALE-NEW HAVEN	24,577	25,292	26,002	27,584	3,007	23,351	23,560	23,461	23,910	559
STATEWIDE (Note A)	233,689	239,632	242,334	245,800	12,111	175,764	174,286	170,818	167,115	(8,649)
AVERAGE (Note B)	7,790	7,988	8,078	8,193	404	5,859	5,810	5,694	5,571	(288)
MEDIAN (Note C)	6,037	6,255	6,327	6,527	490	4,689	4,706	4,481	4,209	(481)
Note A: Statewide change in discharges is a weighted average.										
Note B: Sum of discharges divided by number of hospitals.										
Note C: Middle number of discharges in numerical order										

In June 2010, OHCA released its annual study of utilization of Connecticut's hospitals, called *HEALTH CARE SERVICES IN CONNECTICUT: Availability, Utilization and Access*. That report provides significant detail and analysis into the utilization of Connecticut's hospitals in FY 2009. Other recent reports issued by OHCA in the past year that provide information and insight into the financial and utilization results of Connecticut's hospitals include *CONNECTICUT HOSPITALS SHOW FINANCIAL IMPROVEMENT IN FISCAL YEAR (FY) 2009* and *CONNECTICUT ACUTE CARE HOSPITAL UNCOMPENSATED CARE TRENDS (FISCAL YEARS 2006-2008)*.

## **Uncompensated Care**

By law, all emergent, non-elective patients at Connecticut's hospitals must be treated, regardless of their ability to pay. Uncompensated care represents health care provided by hospitals to patients that will not be reimbursed. There are two levels of uncompensated care, charity care and bad debts. Charity care occurs when the hospital knows in advance that the care provided will not be reimbursed. Bad debts are incurred after the service has been provided, with no forewarning of non-payment. Bad debt accounted for nearly 71 % of uncompensated care charges in FY 2009 while charity care accounted for 29%.

Statewide uncompensated care charges totaled \$658.4 million in FY 2009, increasing by \$19.9 million or 3% over FY 2008 results. Statewide uncompensated care cost increased by 1%, or \$2.7 million in FY 2009, and accounted for 3.0% of total expenses. Uncompensated care costs are the actual costs of providing care to patients while uncompensated care charges include a mark-up from hospital cost levels which are needed to recoup fixed costs, provide a profit margin and provide funds for future investment.

The Uncompensated Care Disproportionate Share Hospital (UCP DSH) Program is a joint federal/state program that was established to financially assist hospitals with their uncompensated and undercompensated care. Undercompensated care generally refers to government programs, like Medicaid, which tend to provide lower rates of reimbursement. The UCP DSH Program provides supplemental reimbursement to help offset these shortfalls and helps hospitals continue in their role as safety net to patients with limited access to health care. In FY 2009 UCP DSH Program payments totaled over \$53.2 million.

## Five Year Financial Performance

**Table 3** on page 10, provides five-year weighted average total margins for the state's 30 acute care hospitals. Hospitals need a positive total income (total margin) to operate effectively. Over several years, a negative total margin may be indicative of financial distress. Those with a negative total margin are not receiving sufficient revenue to pay all of their expenses and must use other sources of funds such as cash reserves or the liquidation of assets to pay their expenses. In addition, hospitals must earn sufficient income to make improvements to facilities and equipment. Nine hospitals had negative five-year average total margins in FY 2009, and of those, five had negative total margins for at least three of the five fiscal years reported. Eleven of the twenty-one hospitals with positive five-year average total margins consistently sustained positive total margins in each of the five years. Overall, the statewide five-year weighted average total margin for FY 2005 through FY 2009 was 1.7%.

# EXECUTIVE SUMMARY

OFFICE OF HEALTH CARE ACCESS						
5 YEAR AVERAGE TOTAL MARGIN - FY 2005 - FY 2009						
(RANKED FROM LOWEST TO HIGHEST)						
	FY 2005-2009	FY	FY	FY	FY	FY
	5 YEAR	2005	2006	2007	2008	2009
	AVERAGE	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
	TOTAL	MARGIN	MARGIN	MARGIN	MARGIN	MARGIN
	MARGIN					
JOHNSON	-6.79%	1.21%	-4.30%	-18.73%	-3.19%	-8.48%
WATERBURY	-2.14%	-0.01%	-2.39%	-2.93%	-4.46%	-0.76%
SAINT RAPHAEL	-1.99%	-0.86%	-2.11%	-1.69%	-3.89%	-1.30%
NEW MILFORD	-1.49%	1.16%	-2.42%	1.04%	-1.21%	-5.52%
MILFORD	-1.41%	0.72%	2.94%	0.29%	-6.29%	-4.27%
BRISTOL	-1.04%	-3.89%	-7.99%	5.73%	-0.79%	0.29%
DEMPSEY	-0.23%	3.85%	2.05%	-1.72%	-6.18%	1.25%
HARTFORD	-0.16%	1.61%	1.58%	2.13%	-5.43%	-0.52%
SAINT FRANCIS	-0.01%	0.80%	0.96%	2.27%	-5.55%	1.77%
GRIFFIN	0.29%	0.35%	1.05%	0.62%	-1.56%	1.02%
ROCKVILLE	0.73%	-4.33%	5.42%	1.27%	-1.46%	2.01%
DAY KIMBALL	0.99%	4.11%	1.53%	0.77%	-3.03%	1.59%
WINDHAM	1.01%	0.79%	0.27%	2.84%	2.45%	-1.41%
HUNGERFORD	1.60%	1.75%	1.15%	3.90%	1.13%	0.18%
BRIDGEPORT	1.89%	3.43%	4.06%	2.48%	-0.37%	0.45%
CTCMC	2.09%	-3.54%	-4.40%	4.52%	4.73%	5.50%
NORWALK	2.29%	1.82%	0.12%	1.85%	2.63%	4.46%
GREENWICH	2.51%	5.60%	2.16%	5.52%	-3.54%	3.24%
MANCHESTER	3.07%	4.56%	0.12%	1.92%	5.22%	3.38%
SAINT MARY	3.16%	-4.32%	0.44%	6.24%	5.10%	6.23%
YALE-NEW HAVEN	3.70%	6.30%	3.88%	4.51%	0.07%	4.33%
MIDSTATE	3.74%	5.64%	2.67%	5.44%	2.20%	3.01%
HOSP OF CENTRAL CT	3.75%	5.24%	3.74%	3.73%	2.46%	3.81%
LAWRENCE MEM.	4.05%	2.78%	5.25%	3.73%	3.12%	5.16%
BACKUS	4.23%	2.17%	4.52%	8.57%	1.25%	4.38%
STAMFORD	4.29%	5.13%	6.06%	3.78%	2.94%	3.99%
SHARON	4.31%	7.02%	2.97%	3.39%	3.02%	5.18%
MIDDLESEX	5.40%	8.46%	5.01%	4.63%	3.54%	5.79%
SAINT VINCENT	6.39%	10.88%	9.10%	14.49%	-5.02%	2.01%
DANBURY	6.81%	7.30%	8.04%	12.07%	-1.78%	8.01%
STATEWIDE (Note A)	2.21%	3.34%	2.52%	3.70%	-0.90%	2.62%
AVERAGE (Note B)	1.7%	2.5%	1.7%	2.8%	-0.5%	1.8%
Median (Note C)	2.0%	2.0%	1.8%	3.1%	-0.6%	2.0%
Note A: Weighted average by dollar amounts. Revenue in excess of expenses/(revenue from operations)+(revenue in excess of expenses - gain/loss from operations)						
Note B: Sum of margins divided by number of hospitals.						
Note C: Middle margin in numerical order						

## A Discussion of Hospitals within Affiliated Systems

Connecticut has a number of hospitals that operate within corporate systems directly related to other Connecticut hospitals or, in several cases, to out of state hospitals. Prior to the start of FY 2009, the Connecticut acute care hospitals that operated within such systems included:

<b>Hospital Name</b>	<b>Town</b>	<b>Parent Corporation</b>	<b>Higher Level Parent Corporation</b>
Hartford Hospital	Hartford	Hartford Health Care Corporation	N/A
MidState Medical Center	Meriden	Hartford Health Care Corporation	N/A
Manchester Memorial Hospital	Manchester	Eastern Connecticut Health Network, Inc.	N/A
Rockville General Hospital	Vernon	Eastern Connecticut Health Network, Inc.	N/A
Yale-New Haven Hospital	New Haven	Yale New Haven Network Corporation	Yale-New Haven Health Services Corporation
Greenwich Hospital	Greenwich	Greenwich Health Care Services, Inc.	Yale-New Haven Health Services Corporation
Bridgeport Hospital	Bridgeport	Bridgeport Hospital & Healthcare Services, Inc.	Yale-New Haven Health Services Corporation
St. Vincent's Medical Center	Bridgeport	St. Vincent's Health Services Corporation	Ascension Health <sup>8</sup>
Essent Healthcare of Connecticut, Inc. d/b/a Sharon Hospital	Sharon	Sharon Hospital Holding Company, Inc.	Essent Healthcare, Inc. <sup>9</sup>

<sup>8</sup>Ascension Health is a nationally based Catholic health system, which, according to the St. Vincent's Medical Center FY 2009 Audited Financial Statements, "consists primarily of nonprofit corporations that own and operate local health care facilities, or Health Ministries, located in 20 of the United States and the District of Columbia."

<sup>9</sup>Essent Healthcare Inc is a for-profit company organized for the purpose of owning and operating acute care hospitals. As of September 30, 2009, Essent Healthcare, Inc. through its various subsidiaries owned hospitals in Connecticut, Massachusetts, Texas and Pennsylvania.

Two notable changes occurred during FY 2009 related to hospitals entering affiliated systems:

- In March 2009, Windham Community Memorial Hospital, Inc. in Willimantic became a wholly owned subsidiary of Hartford Health Care Corporation (the parent of Hartford Hospital and MidState Medical Center).
- In August, 2009, Central Connecticut Health Alliance, the parent corporation of The Hospital of Central Connecticut, with campuses in New Britain and Southington, signed a Memorandum of Understanding with Hartford Healthcare Corporation for corporate affiliation. In May, 2010, OHCA granted Certificate of Need approval related to this affiliation<sup>10</sup>.

It may be concluded that these affiliations and a pending matter before OHCA at the time of the report<sup>11</sup> may indicate a renewed interest and/or necessity in hospitals and their corporate parents entering into conversations or negotiations with other hospital systems. This could be the result of many factors including, but not limited to, the current state of the national and state economy, reimbursement issues, strengthening of position in payer contract negotiations, and access to capital, as well as the upcoming changes related to Federal health care reform.

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<sup>10</sup>As of the writing of this report, this affiliation has not yet taken effect.

<sup>11</sup>A Pending Certificate of Need proposal under Docket Number 10-31560-CON was before OHCA at the time of this report. The proposal is the affiliation of Danbury Health System, Inc. and New Milford Hospital, Inc.

**Implications of Federal Health Care Reform on Acute Care Hospitals in Connecticut**

It is important to note that this report is released within the context of newly passed federal health care reform legislation, which has the potential to dramatically change the health care landscape in the coming years. A central premise of the reform package is improved access to quality care for all Americans. The many complex provisions of health care reform that will be rolled out over the next four years are likely to change where and how people access care and the reimbursement system for such care, thereby potentially affecting the financial status of many of Connecticut's hospitals as well as the corporate systems that they operate within.

This report focuses on the actual financial results of hospitals during Fiscal Year 2009 and therefore provides neither estimates nor projection of the potential impact of federal health care reform on individual hospital's within the State or on the State's acute care hospital system as a whole. However, OHCA believes that it will be critical to monitor Connecticut's acute care hospitals in order to understand federal health care reform's effect on the financial status of these safety net providers. OHCA's financial stability reports over the coming years may well reflect changes to or initiated by Connecticut's hospitals as a result of or influenced by such federal reform efforts. These and other changes may impact utilization and financial results of Connecticut's acute care hospitals in the coming years.



### **Individual Hospital Data**

The following sections provide an aggregate statewide profile of hospital parent corporations, and aggregate statewide profile of hospital summary totals for both financial and statistical indicators. In addition, individual hospital profiles are presented for each of Connecticut's thirty acute care hospitals. The final section of this report contains detailed appendices by hospital parent corporation and by hospital as identified in the table of contents. Unless otherwise indicated, the source of data used in these sections are the OHCA Hospital Reporting System (HRS) and the hospitals' annual filings to OHCA.

## STATEWIDE HOSPITAL PARENT CORPORATION PROFILE

Reported below is the total Statewide Parent Corporation statement of operations summary for Fiscal Year 2006 - Fiscal Year 2009, a summary of profitability margins and net assets and selected liquidity and solvency measures.

### STATEWIDE HOSPITAL PARENT CORPORATION STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$7,438,417,883	\$7,967,676,801	\$8,656,784,535	\$9,200,591,937
Other Operating Revenue	\$749,627,267	\$794,175,409	\$858,123,560	\$837,417,164
Total Operating Revenue	\$8,188,045,150	\$8,761,852,210	\$9,514,908,095	\$10,038,009,101
Total Operating Expenses	\$8,266,542,362	\$8,849,276,040	\$9,642,125,301	\$10,036,733,135
Income/(Loss) from Operations	(\$78,497,212)	(\$87,423,830)	(\$127,217,206)	\$1,275,966
Non Operating Revenue	\$271,032,254	\$420,643,408	(\$30,787,018)	\$211,441,563
Excess/(Deficiency) of Revenue over Expenses	\$192,535,042	\$333,219,578	(\$158,004,224)	\$212,717,529

\*Source: Hospital Parent Corporation Audited Financial Statements

### PROFITABILITY SUMMARY

Parent Corporation Operating Margins	-0.93%	-0.95%	-1.34%	0.01%
Parent Corporation Non Operating Margins	3.20%	4.58%	-0.32%	2.06%
Parent Corporation Total Margins	2.28%	3.63%	-1.67%	2.08%

### NET ASSETS SUMMARY

Parent Corporation Unrestricted Net Assets	\$4,154,651,008	\$4,517,605,629	\$3,988,058,636	\$3,068,232,727
Parent Corporation Total Net Assets	\$5,542,924,230	\$5,818,214,948	\$5,106,093,500	\$4,159,910,405
Parent Corporation Change in Total Net Assets	\$438,282,678	\$275,290,718	(\$712,121,448)	(\$946,183,095)
Parent Corporation Change in Total Net Assets %	8.6%	5.0%	-12.2%	-18.5%

### LIQUIDITY MEASURES SUMMARY

Current Ratio	n/a	2.17	1.79	1.89
Days cash on hand	n/a	54	51	58
Days in patients accounts receivable	n/a	48	45	41
Average Payment Period	n/a	56	64	63

### SOLVENCY MEASURES SUMMARY

Equity financing ratio	n/a	55.5	49.1	39.2
Cash flow to total debt ratio	n/a	24.0	8.1	18.9
Long-term debt to Capitalization Ratio	n/a	24.4	28.1	31.6

## STATEWIDE HOSPITAL PROFILE

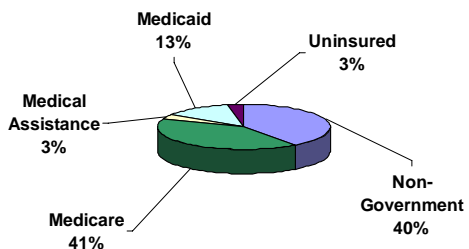
A summary of total statewide hospital operating results is provided below and on the following two pages.

### STATEWIDE HOSPITALS' STATEMENT OF OPERATIONS SUMMARY

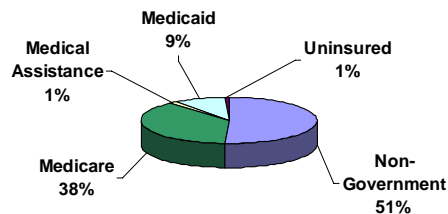
	2006	2007	2008	2009
Net Patient Revenue	\$6,752,114,926	\$7,238,684,924	\$7,802,450,397	\$8,381,083,763
Other Operating Revenue	\$384,275,145	\$438,711,539	\$484,595,943	\$444,172,052
Total Operating Revenue	\$7,136,390,071	\$7,677,396,463	\$8,287,046,340	\$8,825,255,815
Total Operating Expenses	\$7,091,354,777	\$7,599,727,808	\$8,178,446,356	\$8,586,602,217
Income/(Loss) from Operations	\$45,035,294	\$77,668,655	\$108,599,984	\$238,653,598
Non Operating Revenue	\$137,739,063	\$214,440,149	(\$181,800,544)	(\$7,786,534)
Excess/(Deficiency) of Revenue over Expenses	\$182,774,357	\$292,108,804	(\$73,200,560)	\$230,867,064

\*Source: Hospital Audited Financial Statements

**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



## KEY RESULTS - STATEWIDE HOSPITAL PROFILE

### PROFITABILITY SUMMARY

	2006	2007	2008	2009
Hospital Operating Margins	0.62%	0.98%	1.34%	2.71%
Hospital Non Operating Margins	1.89%	2.72%	-2.24%	-0.09%
Hospital Total Margins	2.52%	3.70%	-0.90%	2.62%

### COST DATA SUMMARY

Ratio of cost to charges	0.42	0.42	0.40	0.40
Private Payment to Cost Ratio	1.21	1.18	1.20	1.22
Medicare Payment to Cost Ratio	0.95	0.91	0.89	0.87
Medicaid Payment to Cost Ratio	0.70	0.67	0.72	0.70

### LIQUIDITY MEASURES SUMMARY

Current Ratio	2.00	2.04	1.83	1.92
Days cash on hand	42	46	53	61
Days in patients accounts receivable	50	48	45	41
Average Payment Period	55	56	65	65

### SOLVENCY MEASURES SUMMARY

Equity financing ratio	56.8	57.1	50.8	40.0
Cash flow to total debt ratio	20.2	23.9	10.3	20.3
Long-term debt to Capitalization Ratio	26.0	24.8	28.0	32.7

### NET ASSETS SUMMARY

Hospital Unrestricted Net Assets	\$3,648,767,649	\$3,989,305,176	\$3,546,882,010	\$2,650,573,603
Hospital Total Net Assets	\$4,724,220,684	\$5,144,622,432	\$4,549,782,557	\$3,616,950,874

### UTILIZATION MEASURES SUMMARY

Patient Days	2,059,436	2,076,032	2,093,361	2,081,584
Discharges	424,922	430,677	429,612	430,373
ALOS	4.8	4.8	4.9	4.8
Staffed Beds	7,231	7,020	6,688	6,935
Available Beds	7,913	7,935	8,153	8,327
Licensed Beds	9,256	9,256	9,291	9,358
Occupancy of staffed beds	78%	81%	86%	82%
Occupancy of available beds	68%	72%	70%	68%
Full Time Equivalent Employees	47,524.0	49,214.0	50,893.3	51,401.7

## KEY RESULTS - STATEWIDE HOSPITAL PROFILE

DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	175,764	174,286	170,818	167,115
Medicare	171,502	174,199	176,677	177,131
Medical Assistance	75,465	79,932	79,836	83,969
Medicaid	62,187	65,433	65,657	68,669
Other Medical Assistance	13,278	14,499	14,179	15,300
Champus / TRICARE	2,191	2,260	2,281	2,158
Uninsured (Included in Non-Government)	9,926	10,038	9,979	9,269
Total Discharges	424,922	430,677	429,612	430,373

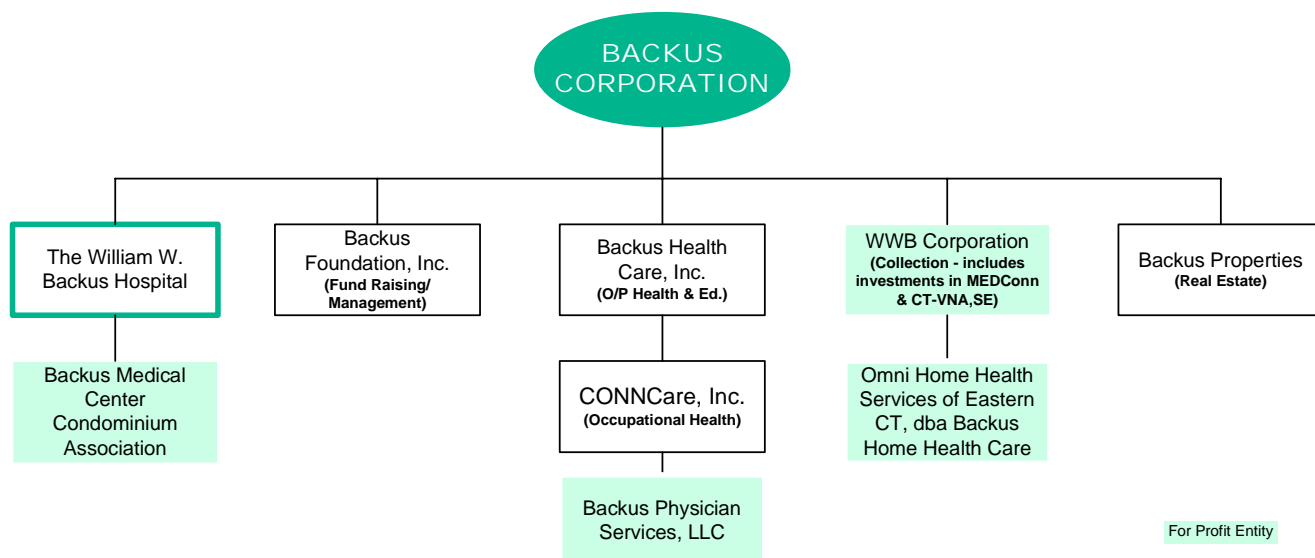
CASE MIX INDEX				
Non-Government (Including Uninsured)	1.1089	1.1164	1.1746	1.1731
Medicare	1.4679	1.4588	1.4999	1.5229
Medical Assistance	0.9197	0.9379	0.9983	1.0397
Medicaid	0.8786	0.8871	0.9684	1.0158
Other Medical Assistance	1.1096	1.1670	1.1365	1.1466
Champus / TRICARE	0.8792	0.8884	0.9625	1.0296
Uninsured (Included in Non-Government)	1.0563	1.0583	1.1147	1.1158
Total Case Mix Index	1.2181	1.2206	1.2745	1.2903

UNCOMPENSATED CARE				
Charity Care	\$122,358,003	\$144,422,424	\$174,553,177	\$193,333,469
Bad Debts	\$329,067,106	\$405,118,679	\$463,952,452	\$465,101,021
Total Uncompensated Care Charges	\$451,425,109	\$549,541,103	\$638,505,629	\$658,434,490
Uncompensated Care Cost	\$190,884,574	\$226,837,191	\$256,171,156	\$258,913,111
Uncompensated care % of total expenses	2.9%	3.1%	3.2%	3.0%

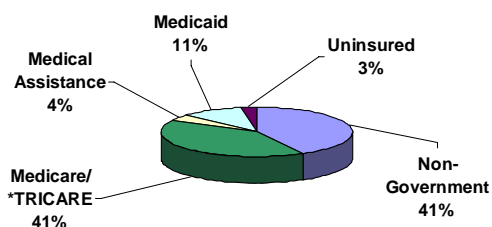
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	227,029	235,277	241,849	240,179
Emergency Room - Treated and Discharged	1,261,302	1,328,559	1,342,322	1,407,862
Total Emergency Room Visits	1,488,331	1,563,836	1,584,171	1,648,041

## WILLIAM W. BACKUS HOSPITAL

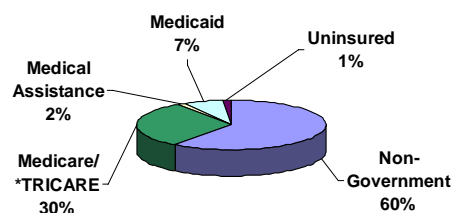
The William W. Backus Hospital, founded in 1893, is located in Norwich. In FY 2009, the Hospital generated \$12.8 million in income from operations and experienced a \$1.3 million non-operating loss, resulting in an excess of revenues over expenses of \$11.5 million. The Hospital reported 11,885 discharges and 50,032 patient days while staffing 202 of its 233 available beds. Reported below is a chart indicating all of the affiliates of Backus Corporation, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



\*TRICARE is indicated since it comprises greater than 1% of hospital gross and net revenues.

### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$189,703,979	\$217,893,336	\$242,131,827	\$259,652,271
Other Operating Revenue	\$4,069,321	\$4,887,481	\$4,421,056	\$3,773,294
Total Operating Revenue	\$193,773,300	\$222,780,817	\$246,552,883	\$263,425,565
Total Operating Expenses	\$190,691,513	\$213,708,355	\$237,933,157	\$250,646,571
Income/(Loss) from Operations	\$3,081,787	\$9,072,462	\$8,619,726	\$12,778,994
Non Operating Revenue	\$5,942,454	\$10,953,916	(\$5,612,420)	(\$1,302,635)
Excess/(Deficiency) of Revenue over Expenses	\$9,024,241	\$20,026,378	\$3,007,306	\$11,476,359

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - WILLIAM W. BACKUS HOSPITAL

PROFITABILITY SUMMARY	2006	2007	2008	2009
Hospital Operating Margins	1.54%	3.88%	3.58%	4.88%
Hospital Non Operating Margins	2.98%	4.69%	-2.33%	-0.50%
Hospital Total Margins	4.52%	8.57%	1.25%	4.38%

COST DATA SUMMARY				
Ratio of cost to charges	0.48	0.46	0.44	0.44
Private Payment to Cost Ratio	1.38	1.40	1.42	1.41
Medicare Payment to Cost Ratio	0.82	0.84	0.81	0.73
Medicaid Payment to Cost Ratio	0.48	0.56	0.60	0.62

LIQUIDITY MEASURES SUMMARY				
Current Ratio	2.99	3.09	3.55	3.69
Days cash on hand	64	82	77	90
Days in patients accounts receivable	53	49	49	48
Average Payment Period	45	50	44	46

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	56.8	55.1	48.8	36.1
Cash flow to total debt ratio	21.3	34.2	21.1	30.4
Long-term debt to Capitalization Ratio	30.6	29.2	31.9	36.2

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$144,981,639	\$154,440,321	\$132,391,851	\$102,294,307
Hospital Total Net Assets	\$155,029,599	\$163,714,994	\$140,788,086	\$112,603,569

UTILIZATION MEASURES SUMMARY				
Patient Days	49,734	50,286	50,512	50,032
Discharges	11,615	12,076	11,940	11,885
ALOS	4.3	4.2	4.2	4.2
Staffed Beds	188	199	202	202
Available Beds	170	184	233	233
Licensed Beds	233	233	233	233
Occupancy of staffed beds	72%	69%	69%	68%
Occupancy of available beds	76%	73%	59%	59%
Full Time Equivalent Employees	1,367.0	1,429.8	1,503.2	1,583.5

## KEY RESULTS - WILLIAM W. BACKUS HOSPITAL

DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	4,917	4,948	4,720	4,461
Medicare	4,698	5,033	5,048	5,039
Medical Assistance	1,733	1,830	1,908	2,148
Medicaid	1,406	1,497	1,459	1,764
Other Medical Assistance	327	333	449	384
Champus / TRICARE	267	265	264	237
Uninsured (Included in Non-Government)	337	351	350	265
Total Discharges	11,615	12,076	11,940	11,885

CASE MIX INDEX				
Non-Government (Including Uninsured)	1.1024	1.1638	1.3637	1.3151
Medicare	1.3137	1.3131	1.4054	1.4590
Medical Assistance	0.8648	0.8435	1.0556	0.9619
Medicaid	0.7788	0.7933	1.0184	0.8944
Other Medical Assistance	1.2346	1.0691	1.1766	1.2721
Champus / TRICARE	0.7473	0.7365	1.0440	0.9408
Uninsured (Included in Non-Government)	1.0289	1.1250	1.1350	1.1848
Total Case Mix Index	1.1443	1.1681	1.3250	1.3048

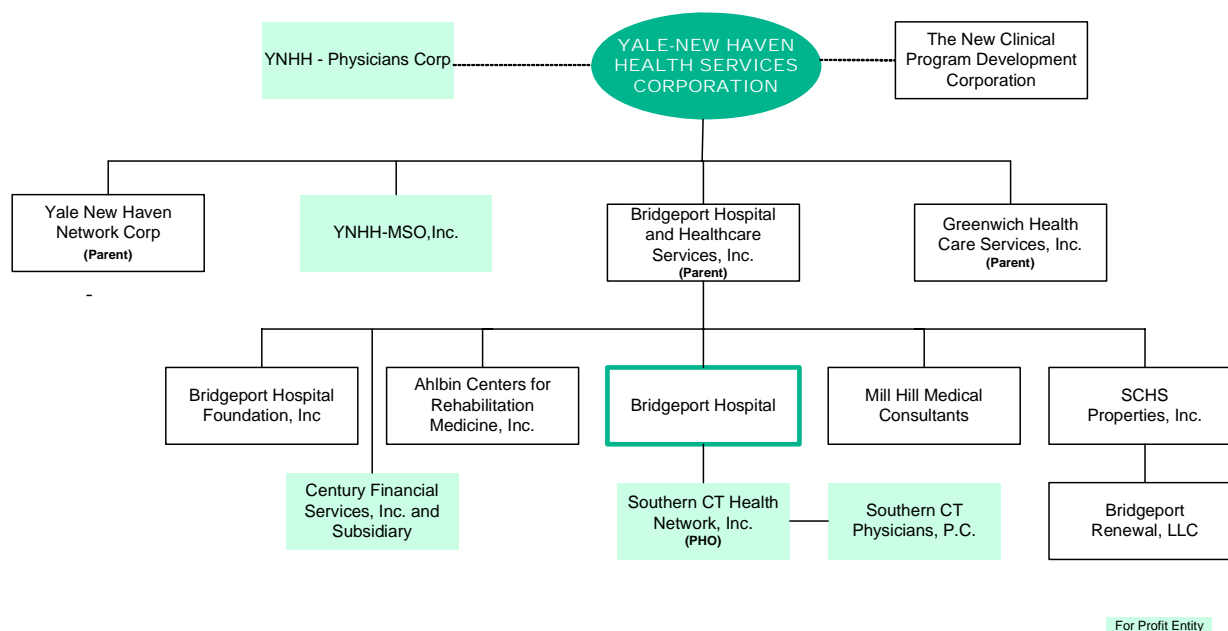
UNCOMPENSATED CARE				
Charity Care	\$3,298,525	\$3,473,395	\$6,296,582	\$6,641,717
Bad Debts	\$10,303,747	\$12,419,674	\$14,350,680	\$17,093,520
Total Uncompensated Care Charges	\$13,602,272	\$15,893,069	\$20,647,262	\$23,735,237
Uncompensated Care Cost	\$6,518,570	\$7,260,956	\$9,061,214	\$10,540,405
Uncompensated care % of total expenses	3.6%	3.6%	4.0%	4.2%

EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	6,263	7,031	6,561	6,343
Emergency Room - Treated and Discharged	43,603	47,967	52,432	57,305
Total Emergency Room Visits	49,866	54,998	58,993	63,648

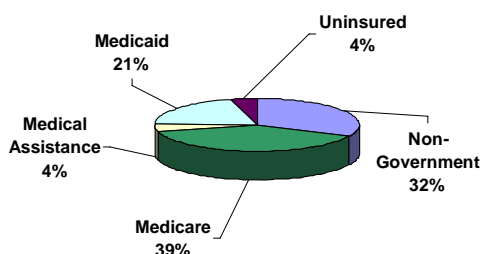


## BRIDGEPORT HOSPITAL

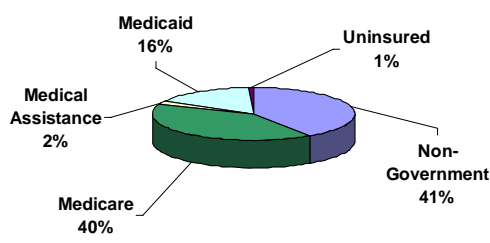
Bridgeport Hospital, founded in 1878, is located in Bridgeport. In FY 2009, the Hospital generated \$4.7 million in income from operations and experienced a \$3.1 million non-operating loss, resulting in an excess of revenues over expenses of \$1.6 million. The Hospital reported 19,808 discharges and 103,601 patient days while staffing 288 of its 377 available beds. Reported below is a chart indicating all of the affiliates of Bridgeport Hospital and Healthcare Services, Incorporated, the parent corporation of the Hospital and an affiliate of the larger Yale-New Haven Health Services Corporation which includes Greenwich Hospital and Yale New Haven Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$284,129,000	\$297,562,000	\$326,474,000	\$349,484,000
Other Operating Revenue	\$6,093,000	\$8,904,000	\$11,032,000	\$6,311,000
Total Operating Revenue	\$290,222,000	\$306,466,000	\$337,506,000	\$355,795,000
Total Operating Expenses	\$285,942,000	\$303,901,000	\$333,509,000	\$351,055,000
Income/(Loss) from Operations	\$4,280,000	\$2,565,000	\$3,997,000	\$4,740,000
Non Operating Revenue	\$7,833,000	\$5,154,000	(\$5,238,000)	(\$3,150,000)
Excess/(Deficiency) of Revenue over Expenses	\$12,113,000	\$7,719,000	(\$1,241,000)	\$1,590,000

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - BRIDGEPORT HOSPITAL

PROFITABILITY SUMMARY	2006	2007	2008	2009
Hospital Operating Margins	1.44%	0.82%	1.20%	1.34%
Hospital Non Operating Margins	2.63%	1.65%	-1.58%	-0.89%
Hospital Total Margins	4.06%	2.48%	-0.37%	0.45%

COST DATA SUMMARY				
Ratio of cost to charges	0.35	0.32	0.32	0.32
Private Payment to Cost Ratio	1.20	1.24	1.17	1.22
Medicare Payment to Cost Ratio	1.10	1.06	1.04	1.02
Medicaid Payment to Cost Ratio	0.71	0.71	0.81	0.77

LIQUIDITY MEASURES SUMMARY				
Current Ratio	1.67	1.47	1.48	1.63
Days cash on hand	45	38	27	36
Days in patients accounts receivable	35	37	43	36
Average Payment Period	58	59	56	51

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	47.5	51.5	51.5	32.0
Cash flow to total debt ratio	27.2	21.3	15.7	21.3
Long-term debt to Capitalization Ratio	32.0	27.4	26.2	36.1

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$85,720,000	\$101,094,000	\$108,789,000	\$49,998,000
Hospital Total Net Assets	\$125,463,000	\$147,184,000	\$148,597,000	\$88,852,000

UTILIZATION MEASURES SUMMARY				
Patient Days	102,714	104,291	106,845	103,601
Discharges	19,580	19,675	20,022	19,808
ALOS	5.2	5.3	5.3	5.2
Staffed Beds	334	335	302	288
Available Beds	354	360	389	377
Licensed Beds	425	425	425	425
Occupancy of staffed beds	84%	85%	97%	99%
Occupancy of available beds	78%	78%	75%	75%
Full Time Equivalent Employees	1,929.0	2,007.8	2,079.8	2,039.5

## KEY RESULTS - BRIDGEPORT HOSPITAL

DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	7,976	7,449	7,478	7,016
Medicare	6,725	7,016	7,096	7,107
Medical Assistance	4,854	5,179	5,415	5,662
Medicaid	4,349	4,577	4,759	4,962
Other Medical Assistance	505	602	656	700
Champus / TRICARE	25	31	33	23
Uninsured (Included in Non-Government)	464	448	375	398
Total Discharges	19,580	19,675	20,022	19,808

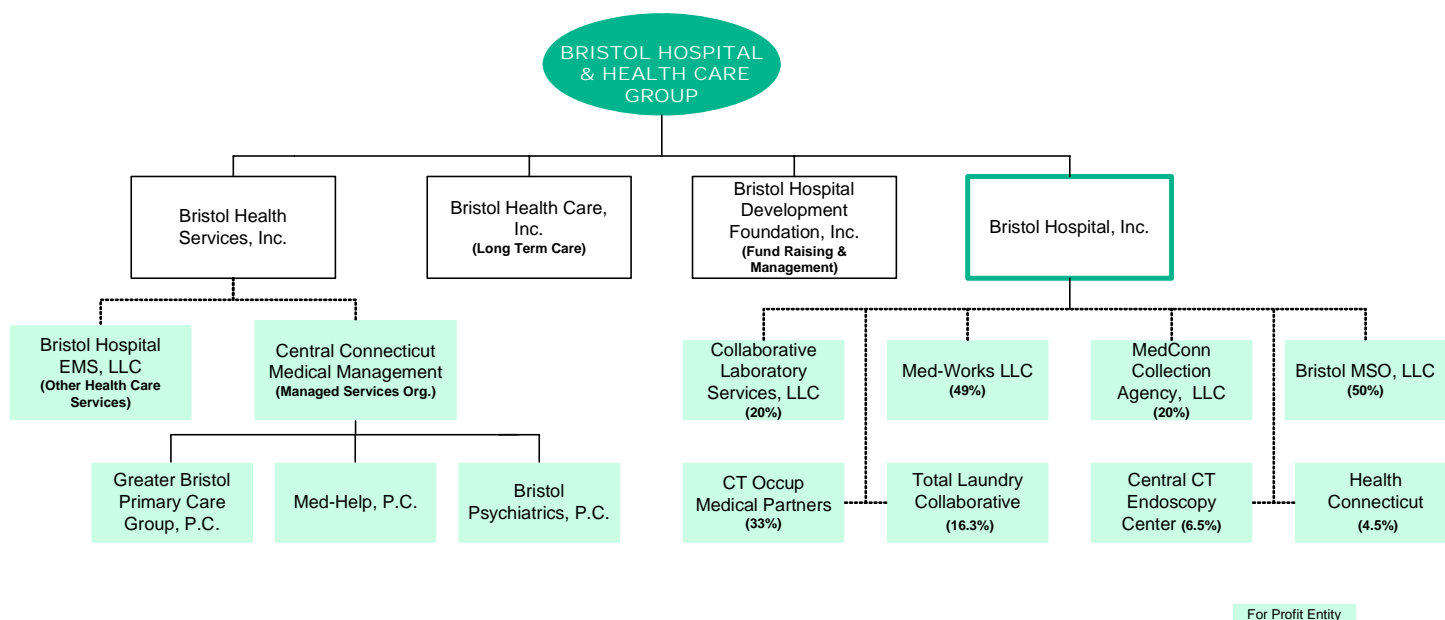
CASE MIX INDEX				
Non-Government (Including Uninsured)	1.1533	1.1207	1.1698	1.1372
Medicare	1.6940	1.6306	1.6122	1.6425
Medical Assistance	0.9374	0.9426	0.9563	0.9558
Medicaid	0.8916	0.8899	0.9283	0.9616
Other Medical Assistance	1.3318	1.3430	1.1599	0.9147
Champus / TRICARE	0.9134	1.1653	1.1164	1.4280
Uninsured (Included in Non-Government)	1.2995	1.2849	1.2743	1.2157
Total Case Mix Index	1.2852	1.2557	1.2688	1.2670

UNCOMPENSATED CARE				
Charity Care	\$9,539,856	\$10,897,000	\$11,818,000	\$15,999,852
Bad Debts	\$22,086,176	\$26,581,552	\$32,166,000	\$32,293,223
Total Uncompensated Care Charges	\$31,626,032	\$37,478,552	\$43,984,000	\$48,293,075
Uncompensated Care Cost	\$11,167,718	\$11,959,917	\$14,002,199	\$15,245,620
Uncompensated care % of total expenses	4.0%	4.0%	4.2%	4.3%

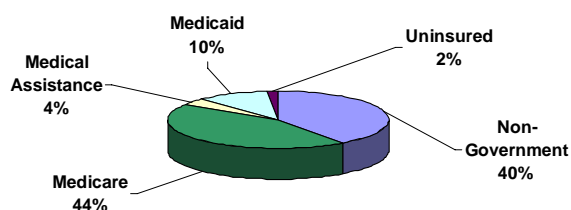
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	8,894	9,556	10,058	10,610
Emergency Room - Treated and Discharged	55,740	57,987	56,580	66,812
Total Emergency Room Visits	64,634	67,543	66,638	77,422

## BRISTOL HOSPITAL

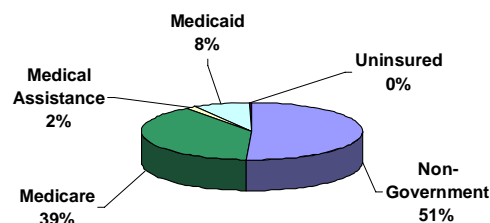
Bristol Hospital, founded in 1921, is located in Bristol. In FY 2009, the Hospital generated \$50,000 in income from operations and had a \$324,000 non-operating gain, resulting in an excess of revenues over expenses of \$374,000. The Hospital reported 7,846 discharges and 33,658 patient days while staffing 132 of its 154 available beds. Reported below is a chart indicating all of the affiliates of Bristol Hospital and Health Care Group, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$105,165,230	\$114,164,519	\$119,290,195	\$124,989,832
Other Operating Revenue	\$5,121,798	\$4,581,688	\$6,592,514	\$4,717,358
Total Operating Revenue	\$110,287,028	\$118,746,207	\$125,882,709	\$129,707,190
Total Operating Expenses	\$119,727,760	\$122,064,635	\$125,713,012	\$129,657,399
Income/(Loss) from Operations	(\$9,440,732)	(\$3,318,428)	\$169,697	\$49,791
Non Operating Revenue	\$581,848	\$10,737,106	(\$1,155,433)	\$323,607
Excess/(Deficiency) of Revenue over Expenses	(\$8,858,884)	\$7,418,678	(\$985,736)	\$373,398

## KEY RESULTS - BRISTOL HOSPITAL

PROFITABILITY SUMMARY	2006	2007	2008	2009
Hospital Operating Margins	-8.52%	-2.56%	0.14%	0.04%
Hospital Non Operating Margins	0.52%	8.29%	-0.93%	0.25%
Hospital Total Margins	-7.99%	5.73%	-0.79%	0.29%

COST DATA SUMMARY				
Ratio of cost to charges	0.39	0.33	0.33	0.36
Private Payment to Cost Ratio	1.06	1.10	1.18	1.18
Medicare Payment to Cost Ratio	0.88	0.92	0.91	0.81
Medicaid Payment to Cost Ratio	0.76	0.87	0.84	0.75

LIQUIDITY MEASURES SUMMARY				
Current Ratio	1.11	1.09	1.14	1.25
Days cash on hand	4	4	10	20
Days in patients accounts receivable	52	53	49	45
Average Payment Period	60	74	70	68

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	28.9	39.7	29.0	7.7
Cash flow to total debt ratio	-6.2	25.4	9.4	11.5
Long-term debt to Capitalization Ratio	51.5	41.9	51.7	79.1

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$18,860,668	\$31,129,463	\$18,132,104	(\$255,398)
Hospital Total Net Assets	\$26,362,639	\$41,084,073	\$26,424,439	\$7,239,260

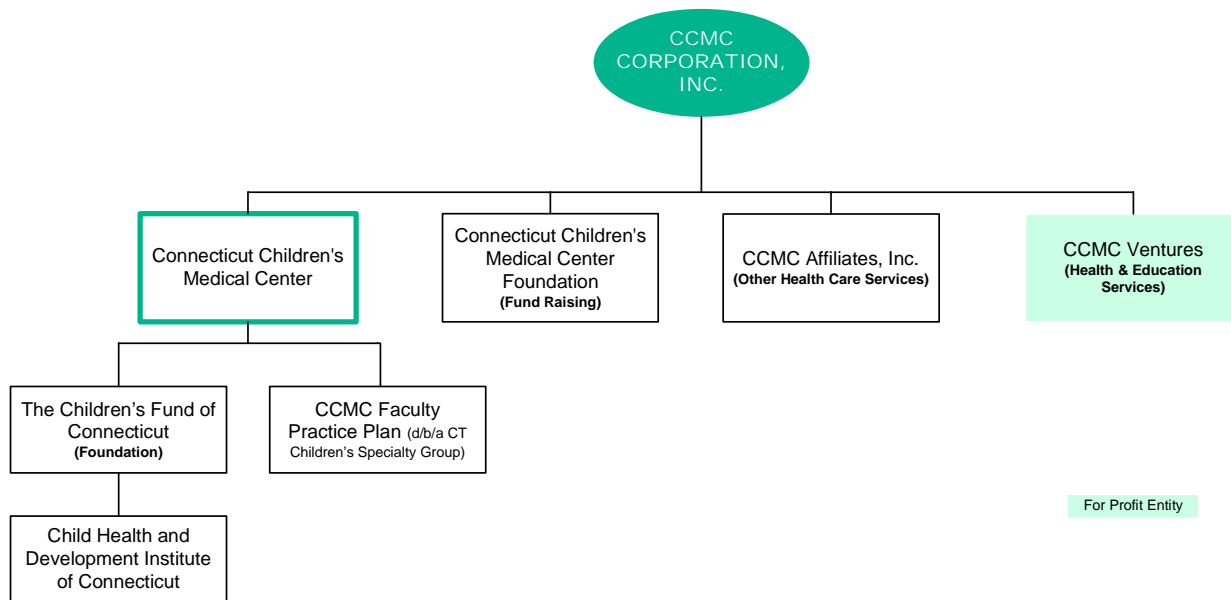
UTILIZATION MEASURES SUMMARY				
Patient Days	34,206	33,663	33,258	33,658
Discharges	8,054	8,064	8,016	7,846
ALOS	4.2	4.2	4.1	4.3
Staffed Beds	154	115	115	132
Available Beds	154	154	154	154
Licensed Beds	154	154	154	154
Occupancy of staffed beds	61%	80%	79%	70%
Occupancy of available beds	61%	60%	59%	60%
Full Time Equivalent Employees	884.0	876.5	905.1	899.4

## KEY RESULTS - BRISTOL HOSPITAL

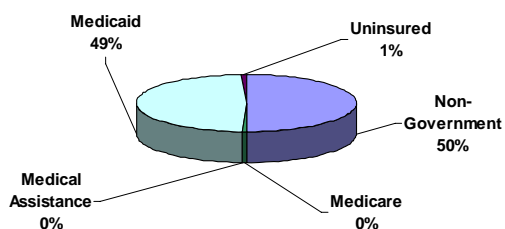
DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	3,080	3,046	2,879	2,731
Medicare	3,596	3,589	3,640	3,597
Medical Assistance	1,365	1,412	1,486	1,507
Medicaid	1,063	1,049	1,106	1,084
Other Medical Assistance	302	363	380	423
Champus / TRICARE	13	17	11	11
Uninsured (Included in Non-Government)	135	79	80	43
Total Discharges	8,054	8,064	8,016	7,846
CASE MIX INDEX				
Non-Government (Including Uninsured)	0.8925	0.8927	0.9693	0.9559
Medicare	1.2606	1.2507	1.2802	1.3004
Medical Assistance	0.7362	0.8193	0.8089	0.8292
Medicaid	0.7270	0.8044	0.7747	0.8029
Other Medical Assistance	0.7686	0.8624	0.9085	0.8966
Champus / TRICARE	0.5520	0.7279	1.6674	1.0540
Uninsured (Included in Non-Government)	0.8243	0.9158	0.9295	0.9646
Total Case Mix Index	1.0298	1.0388	1.0817	1.0896
UNCOMPENSATED CARE				
Charity Care	\$938,224	\$1,253,957	\$929,468	\$558,883
Bad Debts	\$7,049,775	\$10,522,424	\$10,951,622	\$9,166,346
Total Uncompensated Care Charges	\$7,987,999	\$11,776,381	\$11,881,090	\$9,725,229
Uncompensated Care Cost	\$3,154,274	\$3,929,667	\$3,891,013	\$3,471,915
Uncompensated care % of total expenses	2.9%	3.5%	3.4%	2.7%
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	5,476	5,667	5,723	5,501
Emergency Room - Treated and Discharged	31,921	33,859	34,410	33,551
Total Emergency Room Visits	37,397	39,526	40,133	39,052

## CONNECTICUT CHILDREN'S MEDICAL CENTER

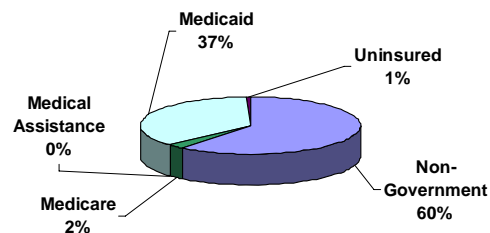
Connecticut Children's Medical Center (CCMC) began operating in 1996 as the successor to the Newington Children's Hospital. In FY 2009, the Hospital generated \$7.9 million in income from operations and had a \$2.9 million non-operating gain, resulting in an excess of revenues over expenses of \$10.8 million. The Hospital reported 6,359 discharges and 35,911 patient days while staffing 142 of its 142 available beds. Reported below is a chart indicating all of the affiliates of CCMC Corporation, Incorporated, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$110,657,623	\$140,951,196	\$173,156,229	\$178,476,453
Other Operating Revenue	\$13,156,350	\$13,649,071	\$14,216,438	\$14,938,808
Total Operating Revenue	\$123,813,973	\$154,600,267	\$187,372,667	\$193,415,261
Total Operating Expenses	\$147,886,571	\$166,926,646	\$184,175,127	\$185,535,330
Income/(Loss) from Operations	(\$24,072,598)	(\$12,326,379)	\$3,197,540	\$7,879,931
Non Operating Revenue	\$17,838,087	\$20,221,221	\$5,953,954	\$2,919,830
Excess/(Deficiency) of Revenue over Expenses	(\$6,234,511)	\$7,894,842	\$9,151,494	\$10,799,761

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - CONNECTICUT CHILDREN'S MEDICAL CENTER

PROFITABILITY SUMMARY	2006	2007	2008	2009
Hospital Operating Margins	-16.99%	-7.05%	1.65%	4.01%
Hospital Non Operating Margins	12.59%	11.57%	3.08%	1.49%
Hospital Total Margins	-4.40%	4.52%	4.73%	5.50%

COST DATA SUMMARY				
Ratio of cost to charges	0.63	0.56	0.50	0.49
Private Payment to Cost Ratio	0.84	1.01	1.10	1.16
Medicare Payment to Cost Ratio	6.81	9.20	7.48	12.14
Medicaid Payment to Cost Ratio	0.74	0.64	0.71	0.72

LIQUIDITY MEASURES SUMMARY				
Current Ratio	1.02	0.75	0.88	0.93
Days cash on hand	42	9	20	4
Days in patients accounts receivable	37	43	39	40
Average Payment Period	92	91	94	75

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	71.7	69.8	64.2	58.9
Cash flow to total debt ratio	-0.2	18.4	19.9	27.2
Long-term debt to Capitalization Ratio	16.4	16.5	18.3	20.1

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$119,586,082	\$117,939,498	\$102,605,588	\$69,608,421
Hospital Total Net Assets	\$210,713,866	\$212,389,064	\$187,615,037	\$151,977,252

UTILIZATION MEASURES SUMMARY				
Patient Days	31,018	32,933	37,137	35,911
Discharges	5,638	5,534	5,806	6,359
ALOS	5.5	6.0	6.4	5.6
Staffed Beds	122	123	126	142
Available Beds	122	124	126	142
Licensed Beds	135	135	135	147
Occupancy of staffed beds	70%	73%	81%	69%
Occupancy of available beds	70%	73%	81%	69%
Full Time Equivalent Employees	970.0	1,093.5	1,189.5	1,195.2



## KEY RESULTS - CONNECTICUT CHILDREN'S MEDICAL CENTER

DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	3,116	2,894	3,093	3,065
Medicare	47	13	10	8
Medical Assistance	2,444	2,589	2,676	3,255
Medicaid	2,444	2,589	2,676	3,255
Other Medical Assistance	0	0	0	0
Champus / TRICARE	31	38	27	31
Uninsured (Included in Non-Government)	55	37	38	51
Total Discharges	5,638	5,534	5,806	6,359

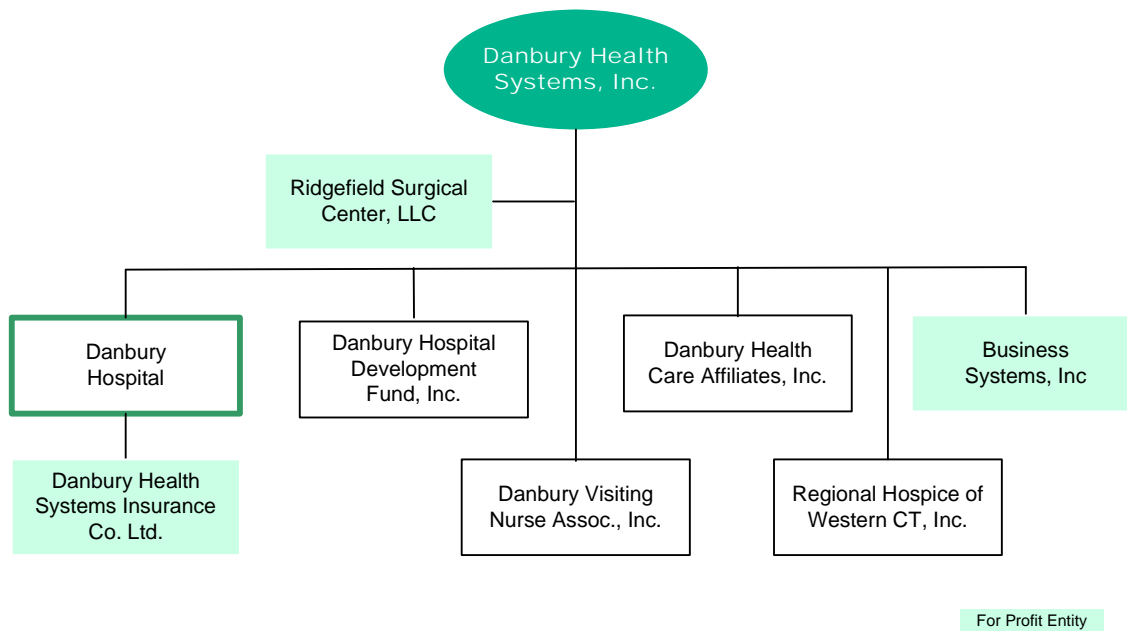
CASE MIX INDEX				
Non-Government (Including Uninsured)	1.3290	1.4243	1.5535	1.4488
Medicare	0.8686	2.0442	2.2230	2.1772
Medical Assistance	1.2759	1.3335	1.4821	1.3611
Medicaid	1.2759	1.3335	1.4821	1.3611
Other Medical Assistance	0.0000	0.0000	0.0000	0.0000
Champus / TRICARE	1.5027	1.1900	1.4065	0.9455
Uninsured (Included in Non-Government)	1.3232	1.0818	0.9836	1.1555
Total Case Mix Index	1.3031	1.3817	1.5211	1.4024

UNCOMPENSATED CARE				
Charity Care	\$609,964	\$294,708	\$514,817	\$442,542
Bad Debts	\$3,035,830	\$3,476,113	\$4,145,704	\$3,808,276
Total Uncompensated Care Charges	\$3,645,794	\$3,770,821	\$4,660,521	\$4,250,818
Uncompensated Care Cost	\$2,312,466	\$2,100,336	\$2,346,998	\$2,098,176
Uncompensated care % of total expenses	1.7%	1.3%	1.3%	1.1%

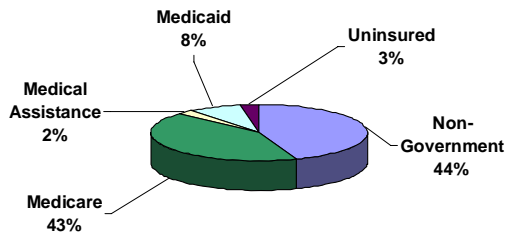
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	3,652	2,849	3,037	2,838
Emergency Room - Treated and Discharged	36,485	40,323	43,517	47,262
Total Emergency Room Visits	40,137	43,172	46,554	50,100

## DANBURY HOSPITAL

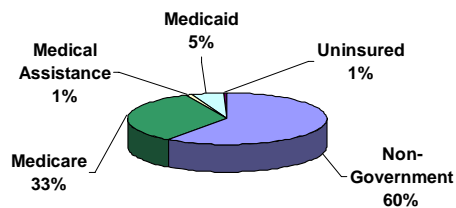
Danbury Hospital, founded in 1885, is located in Danbury. In FY 2009, the Hospital generated \$24.8 million in income from operations and had a \$13.7 million non-operating gain, resulting in an excess of revenues over expenses of \$38.5 million. The Hospital reported 20,497 discharges and 91,794 patient days while staffing 271 of its 351 available beds. Reported below is a chart indicating all of the affiliates of Danbury Health Systems, Incorporated, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$378,987,862	\$393,491,107	\$427,936,480	\$457,712,742
Other Operating Revenue	\$6,110,934	\$9,051,658	\$10,028,673	\$9,727,398
Total Operating Revenue	\$385,098,796	\$402,542,765	\$437,965,153	\$467,440,140
Total Operating Expenses	\$363,887,584	\$378,387,622	\$415,921,169	\$442,588,744
Income/(Loss) from Operations	\$21,211,212	\$24,155,143	\$22,043,984	\$24,851,396
Non Operating Revenue	\$10,612,293	\$27,798,903	(\$29,322,315)	\$13,663,243
Excess/(Deficiency) of Revenue over Expenses	\$31,823,505	\$51,954,046	(\$7,278,331)	\$38,514,639

## KEY RESULTS - DANBURY HOSPITAL

PROFITABILITY SUMMARY	2006	2007	2008	2009
Hospital Operating Margins	5.36%	5.61%	5.39%	5.17%
Hospital Non Operating Margins	2.68%	6.46%	-7.18%	2.84%
Hospital Total Margins	8.04%	12.07%	-1.78%	8.01%

COST DATA SUMMARY				
Ratio of cost to charges	0.44	0.43	0.42	0.44
Private Payment to Cost Ratio	1.41	1.47	1.44	1.36
Medicare Payment to Cost Ratio	0.87	0.84	0.86	0.79
Medicaid Payment to Cost Ratio	0.66	0.71	0.80	0.64

LIQUIDITY MEASURES SUMMARY				
Current Ratio	6.36	6.13	5.57	4.87
Days cash on hand	154	168	132	160
Days in patients accounts receivable	40	39	38	26
Average Payment Period	40	38	37	43

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	62.0	68.8	68.5	68.0
Cash flow to total debt ratio	31.6	46.1	8.3	37.5
Long-term debt to Capitalization Ratio	27.5	23.7	23.7	23.2

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$291,694,304	\$355,513,444	\$348,481,186	\$325,008,268
Hospital Total Net Assets	\$319,017,393	\$382,105,019	\$376,402,186	\$380,666,988

UTILIZATION MEASURES SUMMARY				
Patient Days	85,217	88,139	87,644	91,794
Discharges	20,438	20,752	20,459	20,497
ALOS	4.2	4.2	4.3	4.5
Staffed Beds	251	246	248	271
Available Beds	342	339	347	351
Licensed Beds	371	371	371	371
Occupancy of staffed beds	93%	98%	97%	93%
Occupancy of available beds	71%	71%	69%	72%
Full Time Equivalent Employees	2,309.0	2,345.9	2,448.1	2,448.0

## KEY RESULTS - DANBURY HOSPITAL

DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	9,798	9,712	9,311	9,049
Medicare	8,288	8,306	8,382	8,566
Medical Assistance	2,332	2,720	2,752	2,857
Medicaid	1,863	2,232	2,270	2,312
Other Medical Assistance	469	488	482	545
Champus / TRICARE	20	14	14	25
Uninsured (Included in Non-Government)	458	421	345	322
Total Discharges	20,438	20,752	20,459	20,497

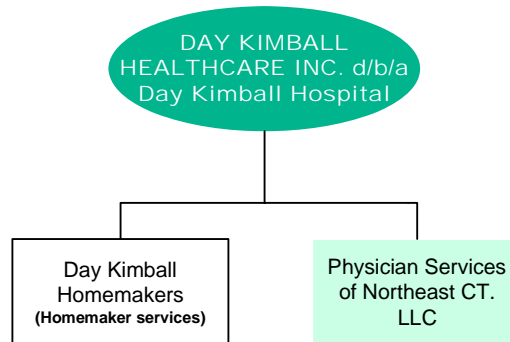
CASE MIX INDEX				
Non-Government (Including Uninsured)	1.0529	1.0461	1.1502	1.1226
Medicare	1.4125	1.4443	1.3970	1.3711
Medical Assistance	0.7944	0.8217	0.8539	0.9274
Medicaid	0.7801	0.7435	0.8419	0.9414
Other Medical Assistance	0.8513	1.1794	0.9106	0.8679
Champus / TRICARE	1.1502	0.9438	0.8912	0.8139
Uninsured (Included in Non-Government)	1.1045	1.1378	1.2087	1.0332
Total Case Mix Index	1.1693	1.1760	1.2113	1.1989

UNCOMPENSATED CARE				
Charity Care	\$8,116,681	\$9,945,753	\$9,657,765	\$12,266,705
Bad Debts	\$11,968,179	\$13,131,942	\$15,597,793	\$16,695,481
Total Uncompensated Care Charges	\$20,084,860	\$23,077,695	\$25,255,558	\$28,962,186
Uncompensated Care Cost	\$8,926,518	\$9,919,306	\$10,675,330	\$12,695,350
Uncompensated care % of total expenses	2.7%	2.8%	2.8%	2.9%

EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	11,776	11,986	13,088	13,885
Emergency Room - Treated and Discharged	55,074	55,943	54,465	55,697
Total Emergency Room Visits	66,850	67,929	67,553	69,582

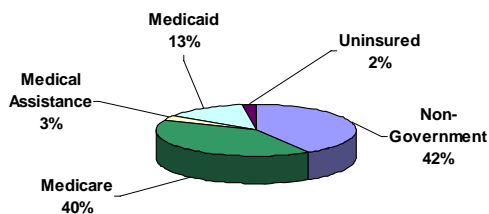
## DAY KIMBALL HOSPITAL

Day Kimball Hospital, founded in 1894, is located in Putnam. In FY 2009, the Hospital generated \$2.2 million in income from operations and experienced a \$658,000 non-operating loss, resulting in an excess of revenues over expenses of \$1.5 million. The Hospital reported 5,573 discharges and 20,204 patient days while staffing 72 of its 122 available beds. Reported below is a chart indicating all of the affiliates of Day Kimball Healthcare Incorporated d/b/a Day Kimball Hospital, followed by various financial indicators and selected utilization measures.

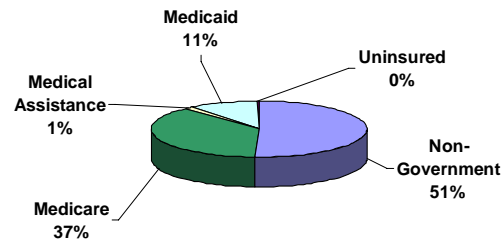


For Profit Entity

**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$87,811,235	\$90,308,057	\$88,983,220	\$95,995,284
Other Operating Revenue	\$4,568,458	\$5,665,531	\$2,929,366	\$2,986,027
Total Operating Revenue	\$92,379,693	\$95,973,588	\$91,912,586	\$98,981,311
Total Operating Expenses	\$91,077,194	\$95,342,950	\$95,714,493	\$96,763,604
Income/(Loss) from Operations	\$1,302,499	\$630,638	(\$3,801,907)	\$2,217,707
Non Operating Revenue	\$109,519	\$108,178	\$990,034	(\$657,705)
Excess/(Deficiency) of Revenue over Expenses	\$1,412,018	\$738,816	(\$2,811,873)	\$1,560,002

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - DAY KIMBALL HOSPITAL

PROFITABILITY SUMMARY	2006	2007	2008	2009
Hospital Operating Margins	1.41%	0.66%	-4.09%	2.26%
Hospital Non Operating Margins	0.12%	0.11%	1.07%	-0.67%
Hospital Total Margins	1.53%	0.77%	-3.03%	1.59%

COST DATA SUMMARY				
Ratio of cost to charges	0.58	0.58	0.61	0.57
Private Payment to Cost Ratio	1.21	1.22	1.11	1.18
Medicare Payment to Cost Ratio	0.94	0.93	0.83	0.90
Medicaid Payment to Cost Ratio	0.64	0.71	0.66	0.78

LIQUIDITY MEASURES SUMMARY				
Current Ratio	2.39	2.50	2.66	2.27
Days cash on hand	146	121	96	91
Days in patients accounts receivable	43	32	33	29
Average Payment Period	82	68	54	63

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	49.6	55.6	60.6	29.7
Cash flow to total debt ratio	16.7	16.8	5.7	20.4
Long-term debt to Capitalization Ratio	25.9	24.0	23.6	36.9

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$36,306,356	\$38,661,562	\$38,740,218	\$15,965,857
Hospital Total Net Assets	\$43,318,751	\$46,398,805	\$45,778,471	\$23,306,105

UTILIZATION MEASURES SUMMARY				
Patient Days	19,961	20,370	20,465	20,204
Discharges	5,670	5,586	5,387	5,573
ALOS	3.5	3.6	3.8	3.6
Staffed Beds	72	72	72	72
Available Beds	122	122	122	122
Licensed Beds	122	122	143	122
Occupancy of staffed beds	76%	78%	78%	77%
Occupancy of available beds	45%	46%	46%	45%
Full Time Equivalent Employees	730.0	705.3	714.4	737.9

## KEY RESULTS - DAY KIMBALL HOSPITAL

DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	2,076	1,916	1,980	2,019
Medicare	2,491	2,508	2,333	2,571
Medical Assistance	1,066	1,107	1,038	970
Medicaid	894	888	821	871
Other Medical Assistance	172	219	217	99
Champus / TRICARE	37	55	36	13
Uninsured (Included in Non-Government)	70	84	83	72
Total Discharges	5,670	5,586	5,387	5,573

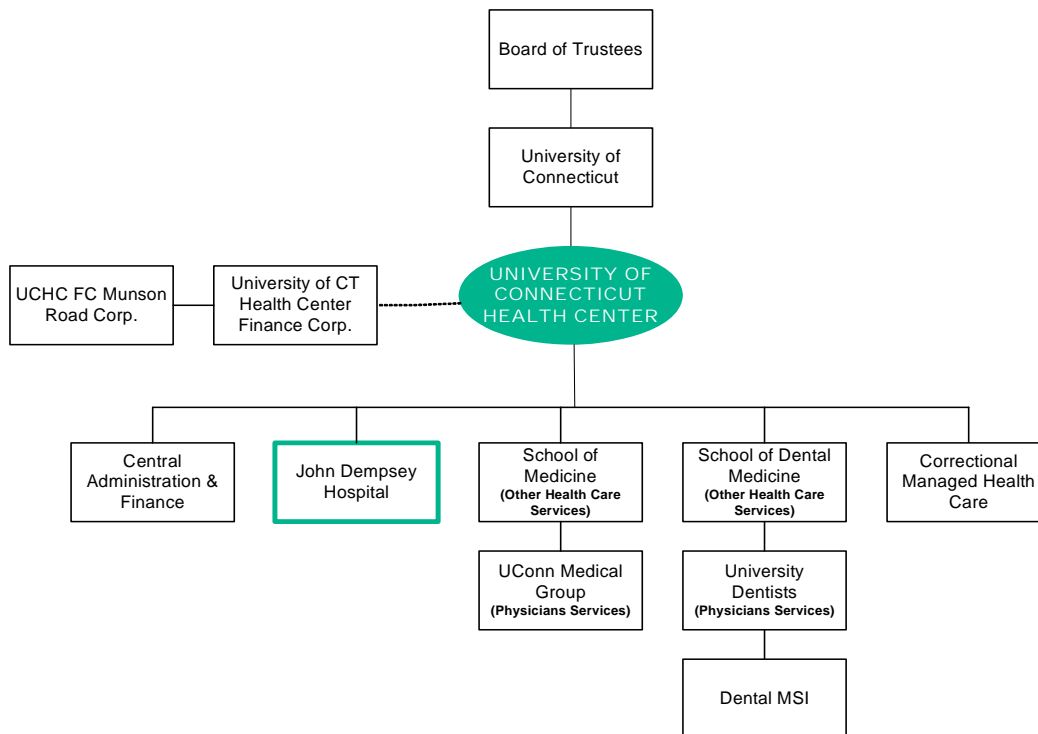
CASE MIX INDEX				
Non-Government (Including Uninsured)	0.7655	0.7796	0.7828	0.8284
Medicare	1.0949	1.0993	1.0833	1.1093
Medical Assistance	0.6557	0.6876	0.6414	0.6216
Medicaid	0.6263	0.6873	0.6289	0.6216
Other Medical Assistance	0.8085	0.6889	0.6889	0.6216
Champus / TRICARE	0.4882	0.8047	0.5423	0.9691
Uninsured (Included in Non-Government)	0.7358	0.8751	0.7784	0.9095
Total Case Mix Index	0.8878	0.9052	0.8841	0.9223

UNCOMPENSATED CARE				
Charity Care	\$632,146	\$512,769	\$720,702	\$1,210,237
Bad Debts	\$3,205,500	\$3,691,706	\$3,836,028	\$3,445,323
Total Uncompensated Care Charges	\$3,837,646	\$4,204,475	\$4,556,730	\$4,655,560
Uncompensated Care Cost	\$2,242,552	\$2,442,527	\$2,780,816	\$2,675,910
Uncompensated care % of total expenses	2.6%	2.7%	2.9%	2.8%

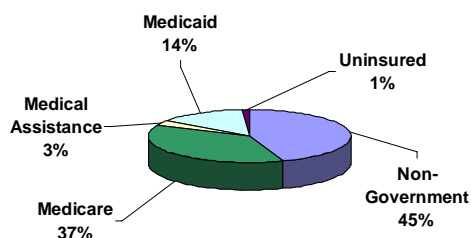
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	3,528	3,553	3,505	3,673
Emergency Room - Treated and Discharged	24,968	25,170	24,650	30,101
Total Emergency Room Visits	28,496	28,723	28,155	33,774

## JOHN DEMPSEY HOSPITAL

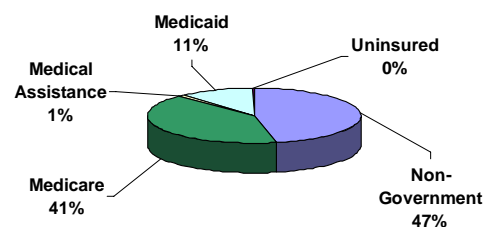
John Dempsey Hospital, located in Farmington, was founded in 1975 as the teaching hospital of the University of Connecticut Health Center and is also a statewide referral site for tertiary care. In FY 2009, the Hospital experienced an \$11.8 million loss from operations and realized a \$15.2 million non-operating gain, resulting in an excess of revenues over expenses of \$3.4 million. The Hospital reported 9,587 discharges and 56,119 patient days while staffing 224 of its 224 available beds. Reported below is a chart indicating all of the affiliates of the University of Connecticut Health Center, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$224,239,947	\$227,337,829	\$236,084,965	\$251,133,088
Other Operating Revenue	\$2,587,840	\$1,590,150	\$3,037,854	\$3,928,058
Total Operating Revenue	\$226,827,787	\$228,927,979	\$239,122,819	\$255,061,146
Total Operating Expenses	\$222,284,442	\$233,836,419	\$255,033,610	\$266,850,045
Income/(Loss) from Operations	\$4,543,345	(\$4,908,440)	(\$15,910,791)	(\$11,788,899)
Non Operating Revenue	\$98,964	\$951,575	\$1,057,468	\$15,159,902
Excess/(Deficiency) of Revenue over Expenses	\$4,642,309	(\$3,956,865)	(\$14,853,323)	\$3,371,003



## KEY RESULTS - JOHN DEMPSEY HOSPITAL

PROFITABILITY SUMMARY	2006	2007	2008	2009
Hospital Operating Margins	2.00%	-2.14%	-6.62%	-4.36%
Hospital Non Operating Margins	0.04%	0.41%	0.44%	5.61%
Hospital Total Margins	2.05%	-1.72%	-6.18%	1.25%

COST DATA SUMMARY				
Ratio of cost to charges	0.58	0.59	0.61	0.53
Private Payment to Cost Ratio	0.96	1.00	0.93	0.99
Medicare Payment to Cost Ratio	1.19	1.02	1.06	1.05
Medicaid Payment to Cost Ratio	1.03	0.98	0.79	0.74

LIQUIDITY MEASURES SUMMARY				
Current Ratio	1.15	1.29	1.09	1.12
Days cash on hand	11	0	0	0
Days in patients accounts receivable	51	69	56	53
Average Payment Period	65	74	76	68

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	50.5	47.2	39.5	42.2
Cash flow to total debt ratio	31.5	13.3	-6.9	28.3
Long-term debt to Capitalization Ratio	8.1	5.3	5.2	3.6

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$63,022,149	\$67,414,232	\$52,543,012	\$55,916,180
Hospital Total Net Assets	\$71,499,545	\$67,542,680	\$52,689,357	\$56,060,360

UTILIZATION MEASURES SUMMARY				
Patient Days	59,690	60,392	60,012	56,119
Discharges	9,931	10,009	9,856	9,587
ALOS	6.0	6.0	6.1	5.9
Staffed Beds	224	224	224	224
Available Beds	224	224	224	224
Licensed Beds	224	224	224	224
Occupancy of staffed beds	73%	74%	73%	69%
Occupancy of available beds	74%	74%	73%	69%
Full Time Equivalent Employees	1,270.0	1,237.4	1,338.4	1,302.8

## KEY RESULTS - JOHN DEMPSEY HOSPITAL

DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	3,857	4,010	4,100	3,760
Medicare	4,052	3,888	3,959	3,860
Medical Assistance	1,985	2,037	1,731	1,904
Medicaid	1,296	1,295	1,417	1,569
Other Medical Assistance	689	742	314	335
Champus / TRICARE	37	74	66	63
Uninsured (Included in Non-Government)	128	85	115	84
Total Discharges	9,931	10,009	9,856	9,587

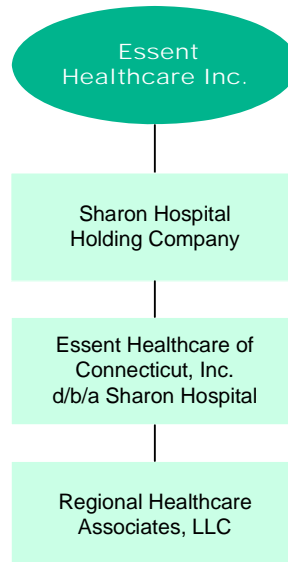
CASE MIX INDEX				
Non-Government (Including Uninsured)	1.3668	1.3821	1.4332	1.4315
Medicare	1.5054	1.5219	1.5577	1.6392
Medical Assistance	1.3242	1.3112	1.3508	1.3937
Medicaid	1.3493	1.2703	1.3746	1.4058
Other Medical Assistance	1.2770	1.3825	1.2435	1.3373
Champus / TRICARE	1.3771	1.1190	1.1110	1.0871
Uninsured (Included in Non-Government)	1.0622	1.1704	0.9096	1.1699
Total Case Mix Index	1.4149	1.4200	1.4666	1.5054

UNCOMPENSATED CARE				
Charity Care	\$371,382	\$741,685	\$996,974	\$727,509
Bad Debts	\$3,918,538	\$4,843,833	\$3,769,639	\$5,537,519
Total Uncompensated Care Charges	\$4,289,920	\$5,585,518	\$4,766,613	\$6,265,028
Uncompensated Care Cost	\$2,497,178	\$3,309,932	\$2,890,877	\$3,317,622
Uncompensated care % of total expenses	1.2%	1.5%	1.2%	1.3%

EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	3,998	4,706	4,730	4,436
Emergency Room - Treated and Discharged	23,923	25,548	25,355	24,156
Total Emergency Room Visits	27,921	30,254	30,085	28,592

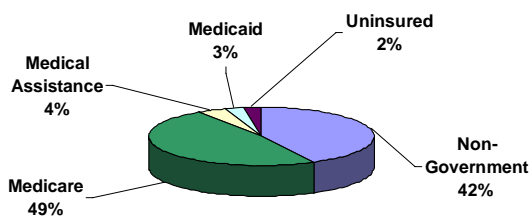
## ESSENT-SHARON HOSPITAL

Essent-Sharon Hospital, located in Sharon, became the state's first for-profit hospital in April of 2002. In FY 2009, the Hospital generated an excess of revenue over expenses of \$2.7 million which did not include any non-operating income. The Hospital reported 2,658 discharges and 11,466 patient days while staffing 47 of its 94 available beds. Reported below is a chart indicating all of the affiliates of Essent Healthcare of Connecticut, Incorporated, the Connecticut parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.

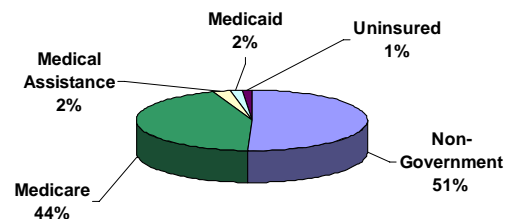


For Profit Entity

**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$48,828,136	\$50,528,737	\$54,645,472	\$51,853,289
Other Operating Revenue	\$584,133	\$681,293	\$671,644	\$543,474
Total Operating Revenue	\$49,412,269	\$51,210,030	\$55,317,116	\$52,396,763
Total Operating Expenses	\$47,944,711	\$49,475,601	\$53,643,999	\$49,683,361
Income/(Loss) from Operations	\$1,467,558	\$1,734,429	\$1,673,117	\$2,713,402
Non Operating Revenue	\$0	\$0	\$0	\$0
Excess/(Deficiency) of Revenue over Expenses	\$1,467,558	\$1,734,429	\$1,673,117	\$2,713,402

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - ESSENT SHARON HOSPITAL

PROFITABILITY SUMMARY	2006	2007	2008	2009
Hospital Operating Margins	2.97%	3.39%	3.02%	5.18%
Hospital Non Operating Margins	0.00%	0.00%	0.00%	0.00%
Hospital Total Margins	2.97%	3.39%	3.02%	5.18%

COST DATA SUMMARY				
Ratio of cost to charges	0.47	0.46	0.47	0.43
Private Payment to Cost Ratio	1.24	1.16	1.13	1.18
Medicare Payment to Cost Ratio	0.89	0.87	0.87	0.89
Medicaid Payment to Cost Ratio	0.63	0.76	0.73	0.58

LIQUIDITY MEASURES SUMMARY				
Current Ratio	1.03	1.85	1.61	1.52
Days cash on hand	4	0	0	0
Days in patients accounts receivable	45	43	43	41
Average Payment Period	75	52	46	55

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	24.4	20.2	22.6	25.7
Cash flow to total debt ratio	19.6	10.9	12.6	14.9
Long-term debt to Capitalization Ratio	55.5	75.1	72.4	68.8

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$9,666,137	\$11,400,566	\$13,094,068	\$15,453,591
Hospital Total Net Assets	\$9,666,137	\$11,400,566	\$13,094,068	\$15,453,591

UTILIZATION MEASURES SUMMARY				
Patient Days	11,742	11,470	11,806	11,466
Discharges	2,880	2,837	2,834	2,658
ALOS	4.1	4.0	4.2	4.3
Staffed Beds	47	47	47	47
Available Beds	94	94	94	94
Licensed Beds	94	94	94	94
Occupancy of staffed beds	68%	67%	69%	67%
Occupancy of available beds	35%	33%	34%	33%
Full Time Equivalent Employees	288.0	290.1	283.0	255.3

## KEY RESULTS - ESSENT SHARON HOSPITAL

DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	1,010	924	951	877
Medicare	1,577	1,581	1,574	1,484
Medical Assistance	292	332	298	295
Medicaid	100	123	118	142
Other Medical Assistance	192	209	180	153
Champus / TRICARE	1	0	11	2
Uninsured (Included in Non-Government)	91	78	79	72
Total Discharges	2,880	2,837	2,834	2,658

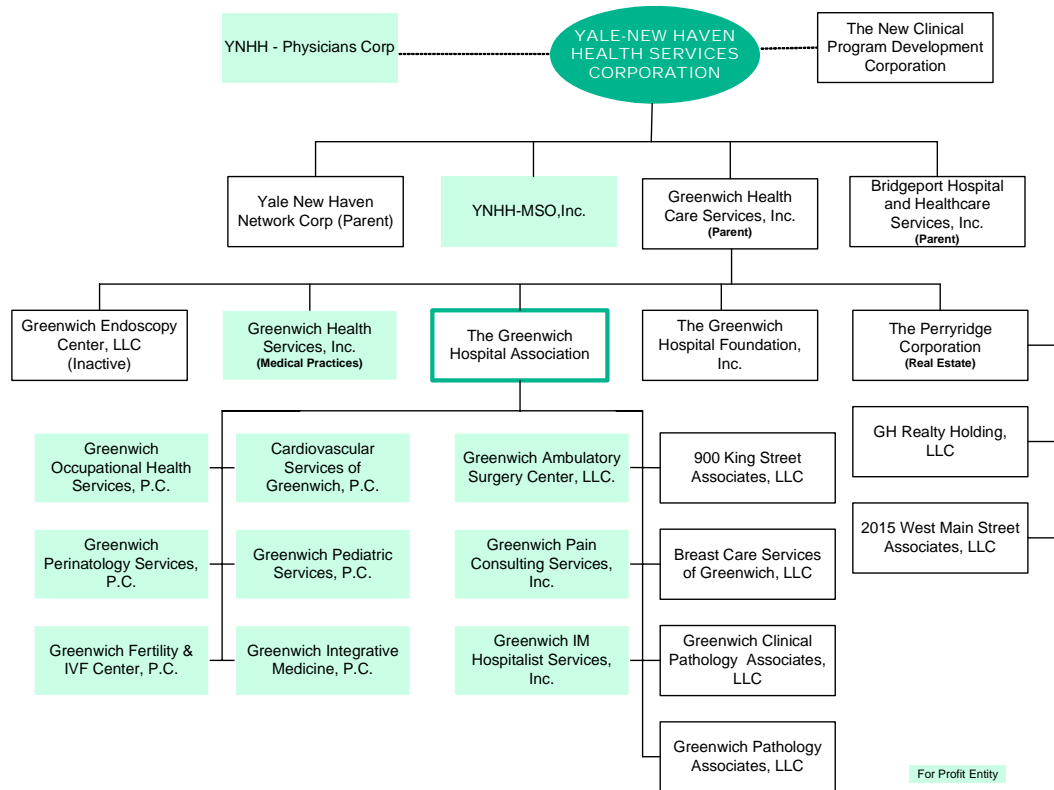
CASE MIX INDEX				
Non-Government (Including Uninsured)	0.9390	1.1061	0.9749	1.0299
Medicare	1.1221	1.1534	1.1591	1.1322
Medical Assistance	0.8622	0.9591	0.8570	0.9341
Medicaid	0.8623	1.0489	0.9340	0.7789
Other Medical Assistance	0.8621	0.9062	0.8065	1.0781
Champus / TRICARE	0.2567	0.0000	0.5292	2.0971
Uninsured (Included in Non-Government)	0.9038	1.0792	0.9467	0.8348
Total Case Mix Index	1.0312	1.1153	1.0631	1.0772

UNCOMPENSATED CARE				
Charity Care	\$253,399	\$438,669	\$767,308	\$430,330
Bad Debts	\$1,316,950	\$2,496,357	\$3,536,277	\$2,953,540
Total Uncompensated Care Charges	\$1,570,349	\$2,935,026	\$4,303,585	\$3,383,870
Uncompensated Care Cost	\$739,690	\$1,357,809	\$2,044,048	\$1,461,984
Uncompensated care % of total expenses	1.6%	2.7%	3.8%	2.9%

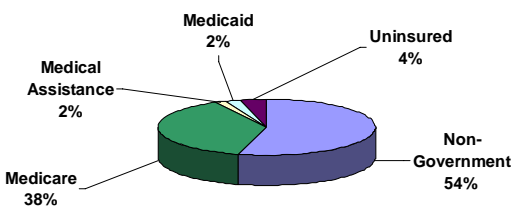
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	1,729	1,618	1,607	1,524
Emergency Room - Treated and Discharged	14,181	14,386	14,756	14,489
Total Emergency Room Visits	15,910	16,004	16,363	16,013

## GREENWICH HOSPITAL

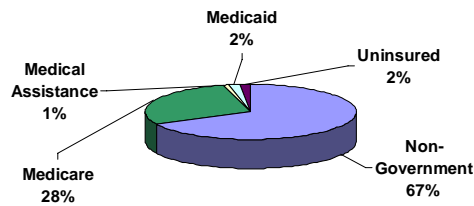
Greenwich Hospital, founded in 1903, is located in Greenwich. In FY 2009, the Hospital generated \$10.6 million in income from operations and experienced a \$1.1 million non-operating loss, resulting in an excess of revenues over expenses of \$9.5 million. The Hospital reported 12,931 discharges and 50,149 patient days while staffing 206 of its 206 available beds. Reported below is a chart indicating all of the affiliates of Greenwich Healthcare Services, Incorporated, the parent corporation of the Hospital and an affiliate of the larger Yale-New Haven Health Services Corporation which includes Bridgeport Hospital and Yale New Haven Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$225,549,000	\$241,849,000	\$263,093,000	\$269,158,231
Other Operating Revenue	\$13,477,000	\$13,929,000	\$21,552,000	\$24,947,769
Total Operating Revenue	\$239,026,000	\$255,778,000	\$284,645,000	\$294,106,000
Total Operating Expenses	\$233,033,000	\$248,255,000	\$278,268,000	\$283,532,000
Income/(Loss) from Operations	\$5,993,000	\$7,523,000	\$6,377,000	\$10,574,000
Non Operating Revenue	(\$840,000)	\$6,980,000	(\$15,899,000)	(\$1,092,000)
Excess/(Deficiency) of Revenue over Expenses	\$5,153,000	\$14,503,000	(\$9,522,000)	\$9,482,000

## KEY RESULTS - GREENWICH HOSPITAL

PROFITABILITY SUMMARY	2006	2007	2008	2009
Hospital Operating Margins	2.52%	2.86%	2.37%	3.61%
Hospital Non Operating Margins	-0.35%	2.66%	-5.92%	-0.37%
Hospital Total Margins	2.16%	5.52%	-3.54%	3.24%

COST DATA SUMMARY				
Ratio of cost to charges	0.39	0.37	0.34	0.33
Private Payment to Cost Ratio	1.22	1.21	1.22	1.21
Medicare Payment to Cost Ratio	0.80	0.79	0.74	0.72
Medicaid Payment to Cost Ratio	0.73	0.88	0.79	0.80

LIQUIDITY MEASURES SUMMARY				
Current Ratio	3.05	2.55	2.38	2.31
Days cash on hand	95	86	78	83
Days in patients accounts receivable	46	47	46	43
Average Payment Period	53	59	57	62

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	77.0	77.5	76.0	69.5
Cash flow to total debt ratio	22.7	33.2	8.1	31.0
Long-term debt to Capitalization Ratio	13.4	12.2	12.3	12.6

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$303,518,000	\$320,933,000	\$304,976,000	\$280,445,000
Hospital Total Net Assets	\$354,186,000	\$376,486,000	\$352,160,000	\$328,100,000

UTILIZATION MEASURES SUMMARY				
Patient Days	48,083	48,835	51,700	50,149
Discharges	12,346	12,779	12,731	12,931
ALOS	3.9	3.8	4.1	3.9
Staffed Beds	201	206	206	206
Available Beds	200	206	206	206
Licensed Beds	206	206	206	206
Occupancy of staffed beds	65%	65%	69%	67%
Occupancy of available beds	64%	58%	69%	67%
Full Time Equivalent Employees	1,518.0	1,563.3	1,595.9	1,440.1

## KEY RESULTS - GREENWICH HOSPITAL

DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	7,658	7,655	7,567	7,298
Medicare	4,323	4,677	4,740	5,054
Medical Assistance	360	443	422	573
Medicaid	171	242	161	327
Other Medical Assistance	189	201	261	246
Champus / TRICARE	5	4	2	6
Uninsured (Included in Non-Government)	463	478	448	296
Total Discharges	12,346	12,779	12,731	12,931

CASE MIX INDEX				
Non-Government (Including Uninsured)	0.7872	0.8102	0.8566	0.8455
Medicare	1.4133	1.3821	1.4570	1.4065
Medical Assistance	0.8651	0.9723	1.1537	1.0577
Medicaid	0.8924	0.9300	1.1619	1.1254
Other Medical Assistance	0.8404	1.0232	1.1486	0.9676
Champus / TRICARE	1.7985	0.6670	0.6886	1.4673
Uninsured (Included in Non-Government)	0.8813	0.9296	0.9110	0.9178
Total Case Mix Index	1.0091	1.0251	1.0900	1.0745

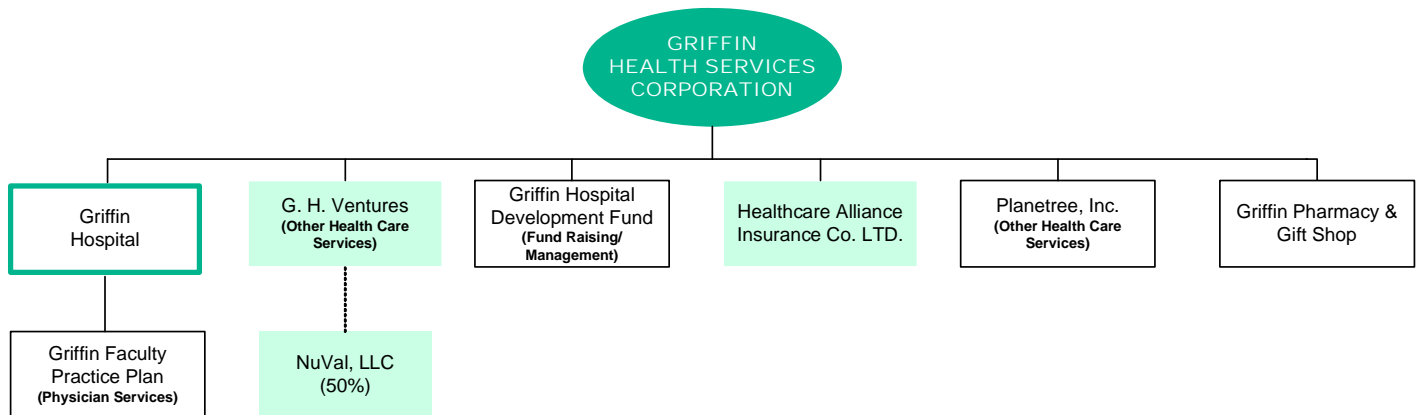
UNCOMPENSATED CARE				
Charity Care	\$12,248,272	\$14,259,114	\$18,262,127	\$21,129,180
Bad Debts	\$7,987,332	\$8,706,380	\$10,117,227	\$7,851,327
Total Uncompensated Care Charges	\$20,235,604	\$22,965,494	\$28,379,354	\$28,980,507
Uncompensated Care Cost	\$7,878,263	\$8,412,549	\$9,588,769	\$9,612,333
Uncompensated care % of total expenses	3.6%	3.5%	3.6%	3.4%

EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	6,166	6,956	7,569	7,824
Emergency Room - Treated and Discharged	32,163	32,906	33,101	35,461
Total Emergency Room Visits	38,329	39,862	40,670	43,285



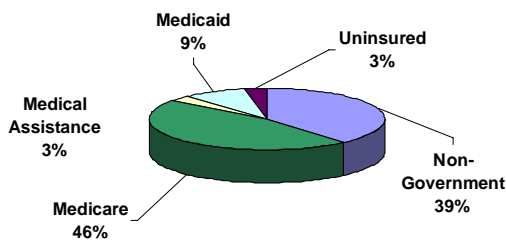
## GRIFFIN HOSPITAL

Griffin Hospital was founded in 1909 in Derby. In FY 2009, the Hospital generated \$2.8 million in income from operations and experienced a \$1.6 million non-operating loss, resulting in an excess of revenues over expenses of \$1.2 million. The Hospital reported 7,533 discharges and 33,581 patient days while staffing 95 of its 180 available beds. Reported below is a chart indicating all of the affiliates of Griffin Health Services Corporation, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.

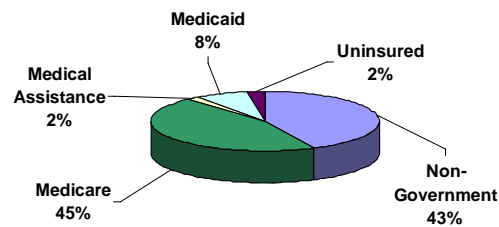


For Profit Entity

**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$103,699,744	\$110,728,364	\$115,006,758	\$119,312,297
Other Operating Revenue	\$2,866,760	\$3,137,450	\$3,093,792	\$3,255,934
Total Operating Revenue	\$106,566,504	\$113,865,814	\$118,100,550	\$122,568,231
Total Operating Expenses	\$106,977,719	\$113,390,230	\$116,164,408	\$119,759,030
Income/(Loss) from Operations	(\$411,215)	\$475,584	\$1,936,142	\$2,809,201
Non Operating Revenue	\$1,546,531	\$229,504	(\$3,725,404)	(\$1,578,517)
Excess/(Deficiency) of Revenue over Expenses	\$1,135,316	\$705,088	(\$1,789,262)	\$1,230,684

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - GRIFFIN HOSPITAL

PROFITABILITY SUMMARY	2006	2007	2008	2009
Hospital Operating Margins	-0.38%	0.42%	1.69%	2.32%
Hospital Non Operating Margins	1.43%	0.20%	-3.26%	-1.30%
Hospital Total Margins	1.05%	0.62%	-1.56%	1.02%

COST DATA SUMMARY				
Ratio of cost to charges	0.35	0.37	0.36	0.34
Private Payment to Cost Ratio	1.09	0.95	0.99	1.06
Medicare Payment to Cost Ratio	0.96	0.95	0.94	0.94
Medicaid Payment to Cost Ratio	0.77	0.75	0.79	0.81

LIQUIDITY MEASURES SUMMARY				
Current Ratio	1.88	1.58	1.13	1.05
Days cash on hand	57	59	47	40
Days in patients accounts receivable	46	49	46	53
Average Payment Period	59	73	94	101

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	21.6	17.6	12.3	-7.2
Cash flow to total debt ratio	12.1	6.2	2.9	7.5
Long-term debt to Capitalization Ratio	59.1	73.6	79.1	121.0

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$9,313,773	\$11,510,321	\$6,729,685	(\$16,756,232)
Hospital Total Net Assets	\$16,273,859	\$20,226,342	\$14,157,874	(\$8,817,030)

UTILIZATION MEASURES SUMMARY				
Patient Days	33,819	33,992	34,817	33,581
Discharges	7,518	7,817	7,617	7,533
ALOS	4.5	4.3	4.6	4.5
Staffed Beds	94	96	97	95
Available Beds	180	180	180	180
Licensed Beds	180	180	180	180
Occupancy of staffed beds	98%	97%	98%	97%
Occupancy of available beds	52%	52%	53%	51%
Full Time Equivalent Employees	856.0	891.0	895.0	929.1

## KEY RESULTS - GRIFFIN HOSPITAL

DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	2,911	2,872	2,821	2,727
Medicare	3,609	3,673	3,594	3,622
Medical Assistance	975	1,248	1,179	1,178
Medicaid	868	1,111	1,008	1,024
Other Medical Assistance	107	137	171	154
Champus / TRICARE	23	24	23	6
Uninsured (Included in Non-Government)	200	109	85	89
Total Discharges	7,518	7,817	7,617	7,533

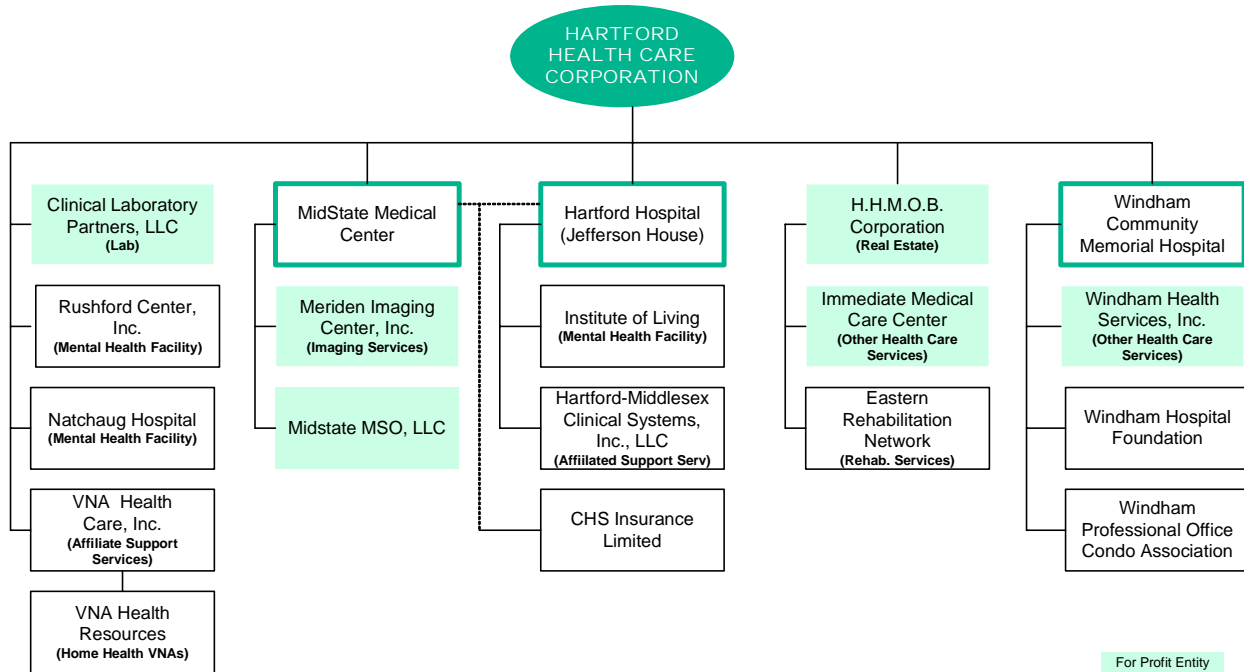
CASE MIX INDEX				
Non-Government (Including Uninsured)	0.8160	0.8663	0.9392	0.9543
Medicare	1.2350	1.2744	1.3239	1.3376
Medical Assistance	0.6200	0.6707	0.7483	0.8116
Medicaid	0.5620	0.6416	0.7145	0.7686
Other Medical Assistance	1.0905	0.9068	0.9476	1.0979
Champus / TRICARE	0.3790	0.6267	0.6510	0.4723
Uninsured (Included in Non-Government)	0.8990	0.7879	0.9825	0.9744
Total Case Mix Index	0.9904	1.0261	1.0903	1.1159

UNCOMPENSATED CARE				
Charity Care	\$1,523,536	\$2,135,179	\$1,748,198	\$5,752,621
Bad Debts	\$6,886,625	\$7,779,681	\$8,005,302	\$6,305,896
Total Uncompensated Care Charges	\$8,410,161	\$9,914,860	\$9,753,500	\$12,058,517
Uncompensated Care Cost	\$2,935,445	\$3,629,172	\$3,467,095	\$4,048,218
Uncompensated care % of total expenses	3.0%	3.2%	3.0%	3.4%

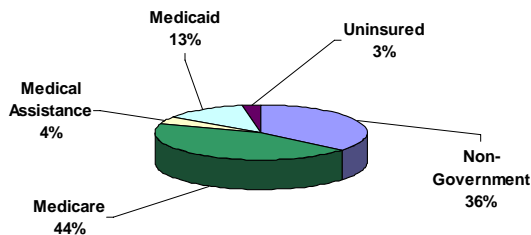
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	5,075	5,274	5,413	5,426
Emergency Room - Treated and Discharged	31,085	32,857	33,483	33,789
Total Emergency Room Visits	36,160	38,131	38,896	39,215

## HARTFORD HOSPITAL

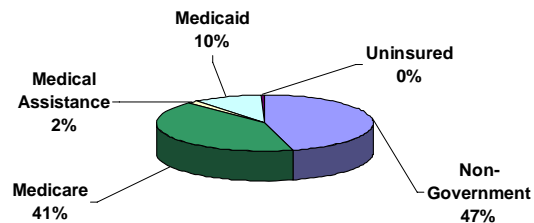
Hartford Hospital, founded in 1854, is located in Hartford. In FY 2009, the Hospital generated \$5.4 million in income from operations and experienced a \$9.6 million non-operating loss, resulting in a deficiency of revenues over expenses of \$4.2 million. The Hospital reported 41,188 discharges and 215,958 patient days while staffing 595 of its 752 available beds. Reported below is a chart indicating all of the affiliates of Hartford Healthcare Corporation, the parent corporation of the Hospital, Midstate Medical Center and Windham Community Memorial Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$588,180,331	\$617,507,812	\$639,563,211	\$701,170,031
Other Operating Revenue	\$110,072,027	\$124,479,380	\$133,795,519	\$128,370,350
Total Operating Revenue	\$698,252,358	\$741,987,192	\$773,358,730	\$829,540,381
Total Operating Expenses	\$697,968,083	\$745,010,396	\$779,129,428	\$824,177,868
Income/(Loss) from Operations	\$284,275	(\$3,023,204)	(\$5,770,698)	\$5,362,513
Non Operating Revenue	\$10,943,138	\$19,205,014	(\$34,329,921)	(\$9,603,320)
Excess/(Deficiency) of Revenue over Expenses	\$11,227,413	\$16,181,810	(\$40,100,619)	(\$4,240,807)

## KEY RESULTS - HARTFORD HOSPITAL

PROFITABILITY SUMMARY	2006	2007	2008	2009
Hospital Operating Margins	0.04%	-0.40%	-0.78%	0.65%
Hospital Non Operating Margins	1.54%	2.52%	-4.65%	-1.17%
Hospital Total Margins	1.58%	2.13%	-5.43%	-0.52%

COST DATA SUMMARY				
Ratio of cost to charges	0.44	0.47	0.48	0.45
Private Payment to Cost Ratio	1.11	1.01	1.02	1.14
Medicare Payment to Cost Ratio	1.02	0.89	0.82	0.84
Medicaid Payment to Cost Ratio	0.76	0.70	0.76	0.72

LIQUIDITY MEASURES SUMMARY				
Current Ratio	2.10	2.05	1.39	1.35
Days cash on hand	2	1	5	7
Days in patients accounts receivable	77	70	66	64
Average Payment Period	45	41	58	60

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	80.3	80.9	73.1	49.3
Cash flow to total debt ratio	37.2	43.0	-0.5	20.8
Long-term debt to Capitalization Ratio	5.6	4.9	6.6	10.2

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$463,994,022	\$556,983,489	\$393,127,114	\$164,603,489
Hospital Total Net Assets	\$773,517,074	\$884,570,192	\$648,135,482	\$403,988,398

UTILIZATION MEASURES SUMMARY				
Patient Days	214,465	211,887	212,013	215,958
Discharges	39,269	39,621	39,840	41,188
ALOS	5.5	5.3	5.3	5.2
Staffed Beds	749	749	583	595
Available Beds	751	749	749	752
Licensed Beds	867	867	867	867
Occupancy of staffed beds	78%	78%	100%	99%
Occupancy of available beds	78%	78%	78%	79%
Full Time Equivalent Employees	4,908.0	5,207.0	5,331.3	5,396.3

## KEY RESULTS - HARTFORD HOSPITAL

DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	16,502	16,407	16,218	16,639
Medicare	15,192	15,219	15,288	15,533
Medical Assistance	7,467	7,859	8,174	8,830
Medicaid	5,863	5,940	6,256	6,942
Other Medical Assistance	1,604	1,919	1,918	1,888
Champus / TRICARE	108	136	160	186
Uninsured (Included in Non-Government)	587	500	664	694
Total Discharges	39,269	39,621	39,840	41,188

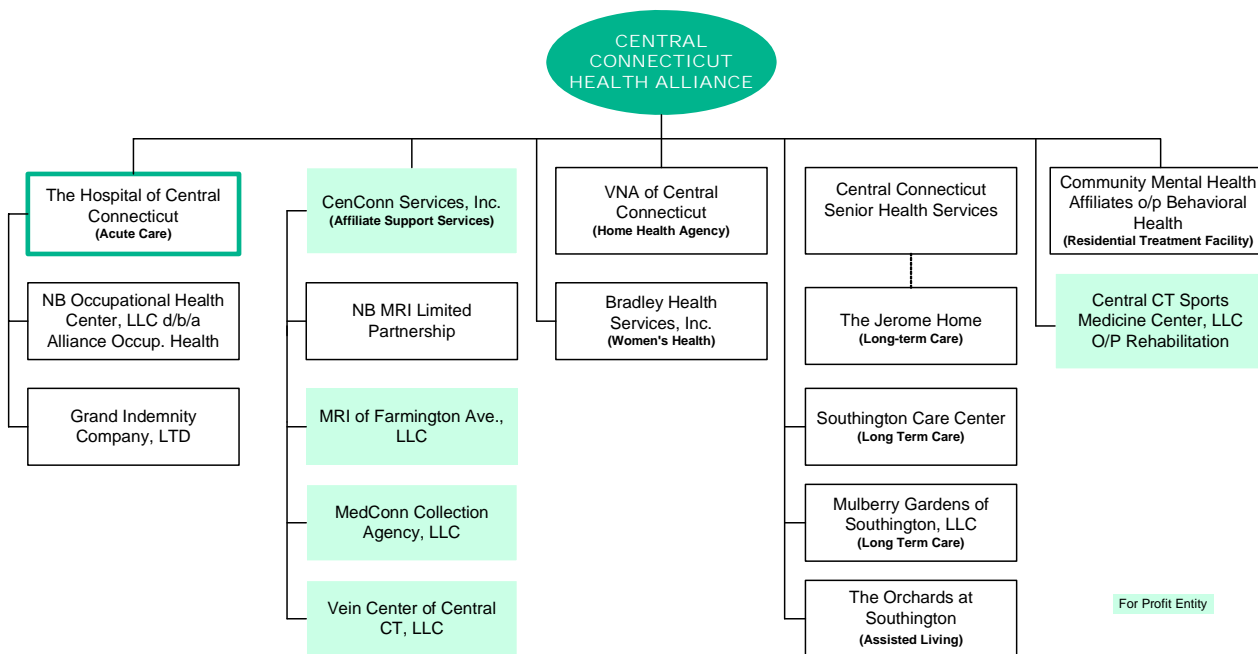
CASE MIX INDEX				
Non-Government (Including Uninsured)	1.2850	1.3179	1.3011	1.3378
Medicare	1.6940	1.6559	1.6816	1.6591
Medical Assistance	1.0045	1.0315	1.0548	1.1079
Medicaid	0.9536	0.9650	1.0204	1.0792
Other Medical Assistance	1.1906	1.2373	1.1670	1.2134
Champus / TRICARE	1.4559	1.0937	1.3011	1.2400
Uninsured (Included in Non-Government)	1.2749	1.3768	1.3676	1.3109
Total Case Mix Index	1.3904	1.3902	1.3966	1.4092

UNCOMPENSATED CARE				
Charity Care	\$20,112,897	\$21,870,985	\$22,281,604	\$23,984,656
Bad Debts	\$23,638,544	\$25,982,437	\$30,682,007	\$23,850,531
Total Uncompensated Care Charges	\$43,751,441	\$47,853,422	\$52,963,611	\$47,835,187
Uncompensated Care Cost	\$19,451,086	\$22,272,022	\$25,355,190	\$21,461,664
Uncompensated care % of total expenses	3.4%	3.1%	3.2%	2.6%

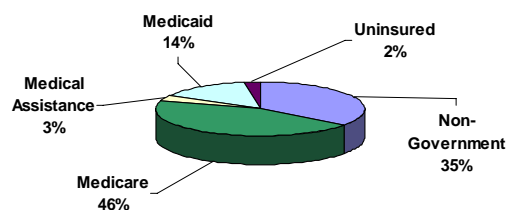
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	14,654	15,141	15,872	16,393
Emergency Room - Treated and Discharged	65,340	65,128	66,455	73,715
Total Emergency Room Visits	79,994	80,269	82,327	90,108

## HOSPITAL OF CENTRAL CONNECTICUT

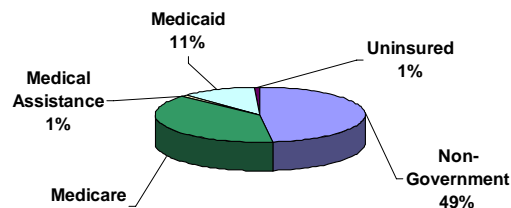
The Hospital of Central Connecticut was established in 2007 with the merger of Bradley Memorial Hospital located in Southington and New Britain General Hospital located in New Britain. In FY 2009, the Hospital generated \$11.4 million in income from operations and had a \$3.3 million non-operating gain, resulting in an excess of revenues over expenses of \$14.7 million. The Hospital reported 20,067 discharges and 86,498 patient days while staffing 349 of its 370 available beds. Reported below is a chart indicating all of the affiliates of Central Connecticut Health Alliance, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$312,631,882	\$329,476,747	\$345,056,579	\$367,733,027
Other Operating Revenue	\$14,517,310	\$21,257,410	\$13,628,865	\$15,581,616
Total Operating Revenue	\$327,149,192	\$350,734,157	\$358,685,444	\$383,314,643
Total Operating Expenses	\$318,710,782	\$342,618,682	\$353,800,187	\$371,908,113
Income/(Loss) from Operations	\$8,438,410	\$8,115,475	\$4,885,257	\$11,406,530
Non Operating Revenue	\$3,956,306	\$5,175,703	\$4,050,259	\$3,326,810
Excess/(Deficiency) of Revenue over Expenses	\$12,394,716	\$13,291,178	\$8,935,516	\$14,733,340

\*Source: Hospital Audited Financial Statements

(FY 2006 amounts are based on the sum of the former Bradley Memorial Hospital and New Britain General Hospital financial and statistical activity.)

## KEY RESULTS - HOSPITAL OF CENTRAL CONNECTICUT

PROFITABILITY SUMMARY	2006	2007	2008	2009
Hospital Operating Margins	2.55%	2.28%	1.35%	2.95%
Hospital Non Operating Margins	1.19%	1.45%	1.12%	0.86%
Hospital Total Margins	3.74%	3.73%	2.46%	3.81%

COST DATA SUMMARY				
Ratio of cost to charges	0.39	0.39	0.39	0.44
Private Payment to Cost Ratio	1.36	1.36	1.36	1.30
Medicare Payment to Cost Ratio	0.83	0.88	0.87	0.82
Medicaid Payment to Cost Ratio	0.85	0.80	0.79	0.75

LIQUIDITY MEASURES SUMMARY				
Current Ratio	1.38	1.40	1.18	0.94
Days cash on hand	34	37	27	23
Days in patients accounts receivable	32	27	24	22
Average Payment Period	71	64	65	74

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	63.2	60.4	58.1	38.2
Cash flow to total debt ratio	26.3	29.4	25.9	29.7
Long-term debt to Capitalization Ratio	17.0	16.3	17.2	23.1

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$169,340,135	\$167,045,319	\$159,990,495	\$87,443,879
Hospital Total Net Assets	\$208,418,262	\$207,155,208	\$195,004,939	\$122,485,352

UTILIZATION MEASURES SUMMARY				
Patient Days	86,914	90,978	88,799	86,498
Discharges	21,073	22,782	20,981	20,067
ALOS	4.1	4.0	4.2	4.3
Staffed Beds	367	331	310	349
Available Beds	344	344	344	370
Licensed Beds	446	446	446	446
Occupancy of staffed beds	65%	75%	78%	68%
Occupancy of available beds	73%	74%	71%	64%
Full Time Equivalent Employees	2,118.0	2,213.6	2,256.7	2,224.2

(FY 2006 amounts are based on the sum of the former Bradley Memorial Hospital and New Britain General Hospital financial and statistical activity.)



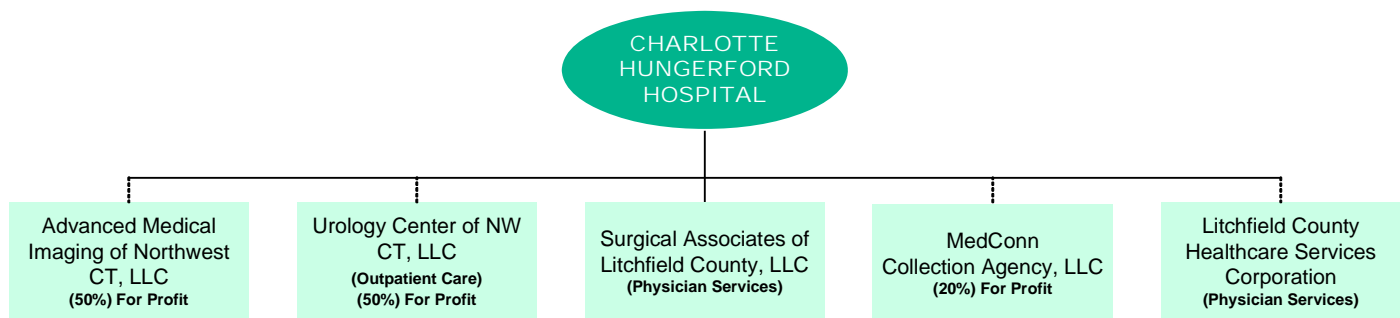
## KEY RESULTS - HOSPITAL OF CENTRAL CONNECTICUT

DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	7,760	8,254	7,193	6,963
Medicare	9,528	9,982	9,670	9,221
Medical Assistance	3,773	4,502	4,074	3,850
Medicaid	3,251	3,842	3,466	3,283
Other Medical Assistance	522	660	608	567
Champus / TRICARE	12	44	44	33
Uninsured (Included in Non-Government)	513	546	498	460
Total Discharges	21,073	22,782	20,981	20,067
CASE MIX INDEX				
Non-Government (Including Uninsured)	0.9582	1.0070	1.0466	1.0719
Medicare	1.2304	1.2367	1.3036	1.3560
Medical Assistance	0.8893	0.8467	0.8971	0.9192
Medicaid	0.8502	0.8150	0.8727	0.8904
Other Medical Assistance	1.1331	1.0309	1.0362	1.0858
Champus / TRICARE	0.5484	0.8944	0.7537	0.7962
Uninsured (Included in Non-Government)	0.6440	0.9192	0.9487	1.0395
Total Case Mix Index	1.0687	1.0757	1.1354	1.1727
UNCOMPENSATED CARE				
Charity Care	\$1,016,396	\$7,084,626	\$7,362,350	\$5,631,704
Bad Debts	\$14,599,754	\$17,358,846	\$17,614,632	\$19,160,722
Total Uncompensated Care Charges	\$15,616,150	\$24,443,472	\$24,976,982	\$24,792,426
Uncompensated Care Cost	\$6,164,382	\$9,438,991	\$9,641,415	\$10,844,597
Uncompensated care % of total expenses	2.2%	3.1%	3.0%	2.9%
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	13,454	15,442	15,253	15,137
Emergency Room - Treated and Discharged	70,884	74,916	79,483	87,919
Total Emergency Room Visits	84,338	90,358	94,736	103,056

(FY 2006 amounts are based on the sum of the former Bradley Memorial Hospital and New Britain General Hospital financial and statistical activity.)

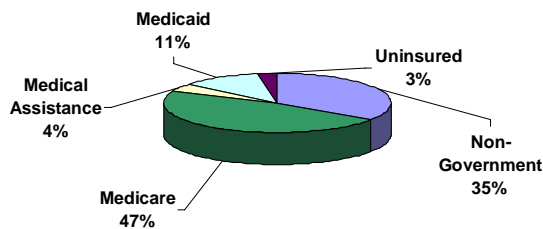
## CHARLOTTE HUNGERFORD HOSPITAL

The Charlotte Hungerford Hospital, founded in 1916, is located in Torrington. In FY 2009, the Hospital generated \$850,000 in income from operations and experienced a \$670,000 non-operating loss, resulting in an excess of revenues over expenses of \$180,000. The Hospital reported 6,320 discharges and 28,581 patient days while staffing 81 of its 122 available beds. Reported below is a chart indicating all of the affiliates of Charlotte Hungerford Hospital, followed by various financial indicators and selected utilization measures.

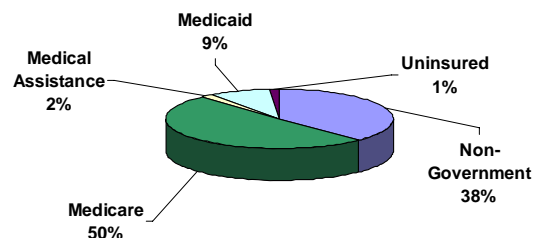


For Profit Entity

**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$79,288,864	\$85,871,764	\$87,939,108	\$95,678,590
Other Operating Revenue	\$5,293,879	\$6,021,507	\$5,802,825	\$5,573,529
Total Operating Revenue	\$84,582,743	\$91,893,271	\$93,741,933	\$101,252,119
Total Operating Expenses	\$86,670,695	\$90,848,846	\$93,504,863	\$100,402,359
Income/(Loss) from Operations	(\$2,087,952)	\$1,044,425	\$237,070	\$849,760
Non Operating Revenue	\$3,093,634	\$2,644,052	\$827,321	(\$669,899)
Excess/(Deficiency) of Revenue over Expenses	\$1,005,682	\$3,688,477	\$1,064,391	\$179,861

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - CHARLOTTE HUNGERFORD HOSPITAL

PROFITABILITY SUMMARY	2006	2007	2008	2009
Hospital Operating Margins	-2.38%	1.10%	0.25%	0.84%
Hospital Non Operating Margins	3.53%	2.80%	0.87%	-0.67%
Hospital Total Margins	1.15%	3.90%	1.13%	0.18%

COST DATA SUMMARY				
Ratio of cost to charges	0.60	0.59	0.58	0.55
Private Payment to Cost Ratio	1.04	0.98	1.01	1.03
Medicare Payment to Cost Ratio	1.02	1.04	1.02	1.03
Medicaid Payment to Cost Ratio	0.54	0.65	0.66	0.72

LIQUIDITY MEASURES SUMMARY				
Current Ratio	1.17	1.27	1.16	1.09
Days cash on hand	8	12	12	15
Days in patients accounts receivable	43	39	37	28
Average Payment Period	55	55	61	62

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	67.9	74.7	70.1	52.6
Cash flow to total debt ratio	28.3	42.0	29.7	27.0
Long-term debt to Capitalization Ratio	12.6	9.9	9.9	11.0

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$60,770,420	\$70,551,748	\$60,861,612	\$41,545,959
Hospital Total Net Assets	\$81,012,860	\$93,512,883	\$80,798,341	\$60,028,996

UTILIZATION MEASURES SUMMARY				
Patient Days	27,062	27,487	27,085	28,581
Discharges	6,197	6,145	6,084	6,320
ALOS	4.4	4.5	4.5	4.5
Staffed Beds	101	82	78	81
Available Beds	122	122	122	122
Licensed Beds	122	122	122	122
Occupancy of staffed beds	73%	92%	95%	97%
Occupancy of available beds	61%	62%	61%	64%
Full Time Equivalent Employees	665.0	655.0	672.9	684.8

## KEY RESULTS - CHARLOTTE HUNGERFORD HOSPITAL

DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	2,282	2,066	2,016	1,896
Medicare	2,956	3,112	3,072	3,405
Medical Assistance	945	953	981	994
Medicaid	778	763	771	735
Other Medical Assistance	167	190	210	259
Champus / TRICARE	14	14	15	25
Uninsured (Included in Non-Government)	295	187	165	123
Total Discharges	6,197	6,145	6,084	6,320

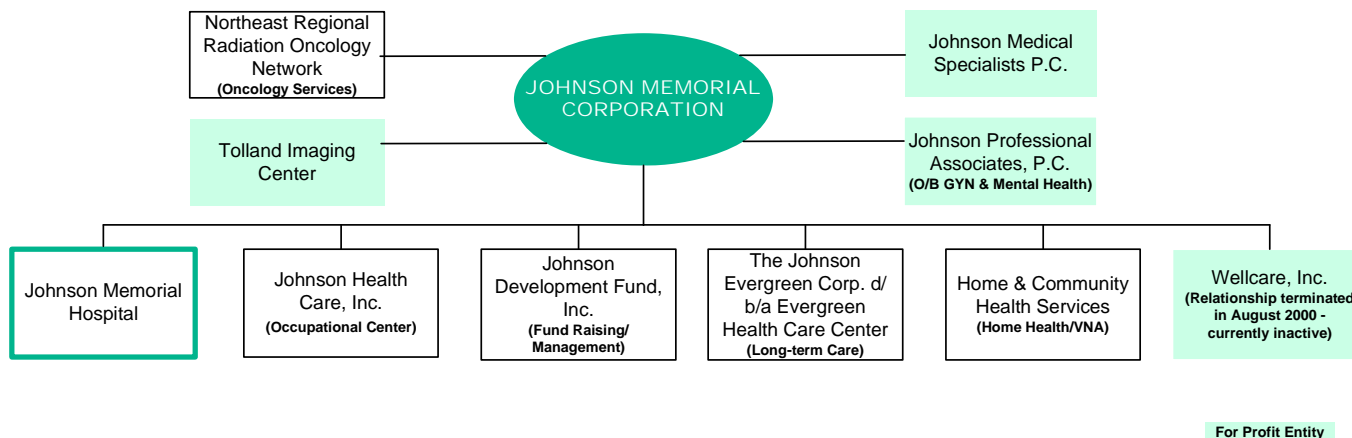
CASE MIX INDEX				
Non-Government (Including Uninsured)	0.9785	1.0152	1.0165	1.0370
Medicare	1.3960	1.4423	1.3977	1.4336
Medical Assistance	0.7278	0.7592	0.8449	0.8351
Medicaid	0.6863	0.7544	0.8142	0.7768
Other Medical Assistance	0.9211	0.7783	0.9578	1.0007
Champus / TRICARE	0.7170	1.5545	1.0899	1.2313
Uninsured (Included in Non-Government)	0.9352	0.8203	0.9691	0.8838
Total Case Mix Index	1.1388	1.1930	1.1815	1.2197

UNCOMPENSATED CARE				
Charity Care	\$738,613	\$1,120,766	\$1,110,508	\$1,438,204
Bad Debts	\$1,900,641	\$2,359,177	\$2,441,497	\$2,247,042
Total Uncompensated Care Charges	\$2,639,254	\$3,479,943	\$3,552,005	\$3,685,246
Uncompensated Care Cost	\$1,583,287	\$2,038,883	\$2,056,204	\$2,033,395
Uncompensated care % of total expenses	2.0%	2.2%	2.2%	2.0%

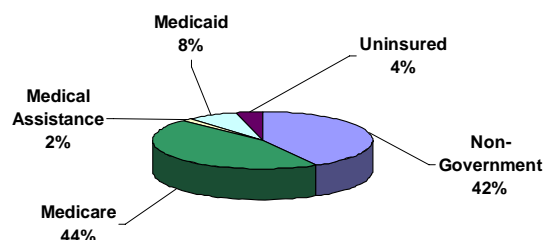
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	3,759	4,021	4,015	4,476
Emergency Room - Treated and Discharged	33,976	35,152	34,814	34,464
Total Emergency Room Visits	37,735	39,173	38,829	38,940

## JOHNSON MEMORIAL HOSPITAL

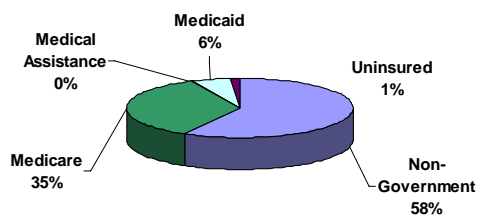
Johnson Memorial Hospital, founded in 1912, is located in Stafford. In FY 2009, the Hospital experienced a \$4.8 million loss from operations and had a \$606,000 non-operating loss, resulting in a deficiency of revenues over expenses of \$5.4 million. The Hospital reported 3,618 discharges and 17,998 patient days while staffing 72 of its 95 available beds. Reported below is a chart indicating all of the affiliates of Johnson Memorial Corporation, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$58,940,339	\$63,714,589	\$71,034,672	\$63,397,165
Other Operating Revenue	\$711,034	\$798,161	\$743,950	\$951,983
Total Operating Revenue	\$59,651,373	\$64,512,750	\$71,778,622	\$64,349,148
Total Operating Expenses	\$62,806,018	\$77,430,267	\$75,843,310	\$69,149,506
Income/(Loss) from Operations	(\$3,154,645)	(\$12,917,517)	(\$4,064,688)	(\$4,800,358)
Non Operating Revenue	\$563,833	\$705,324	\$1,722,723	(\$605,745)
Excess/(Deficiency) of Revenue over Expenses	(\$2,590,812)	(\$12,212,193)	(\$2,341,965)	(\$5,406,103)

\*Source: Hospital Audited Financial Statements

Note: Johnson Memorial Hospital financial statements were not audited in FY 2007 - FY 2009.

## KEY RESULTS - JOHNSON MEMORIAL HOSPITAL

PROFITABILITY SUMMARY	2006	2007	2008	2009
Hospital Operating Margins	-5.24%	-19.81%	-5.53%	-7.53%
Hospital Non Operating Margins	0.94%	1.08%	2.34%	-0.95%
Hospital Total Margins	-4.30%	-18.73%	-3.19%	-8.48%

COST DATA SUMMARY				
Ratio of cost to charges	0.32	0.37	0.32	0.35
Private Payment to Cost Ratio	1.17	0.83	1.21	1.27
Medicare Payment to Cost Ratio	0.76	0.67	0.74	0.71
Medicaid Payment to Cost Ratio	0.94	0.62	0.67	0.69

LIQUIDITY MEASURES SUMMARY				
Current Ratio	0.77	0.42	0.53	0.67
Days cash on hand	0	2	20	17
Days in patients accounts receivable	62	53	39	50
Average Payment Period	105	157	196	147

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	31.4	-2.7	7.3	-7.0
Cash flow to total debt ratio	-2.5	-20.1	0.9	-5.7
Long-term debt to Capitalization Ratio	43.5	108.9	76.2	128.5

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$12,195,310	(\$6,411,244)	\$3,159,598	(\$4,639,490)
Hospital Total Net Assets	\$17,108,577	(\$1,361,200)	\$4,230,542	(\$3,564,128)

UTILIZATION MEASURES SUMMARY				
Patient Days	23,531	24,905	21,656	17,998
Discharges	4,225	4,433	4,087	3,618
ALOS	5.6	5.6	5.3	5.0
Staffed Beds	85	86	72	72
Available Beds	98	101	95	95
Licensed Beds	101	101	101	101
Occupancy of staffed beds	76%	79%	82%	68%
Occupancy of available beds	66%	67%	62%	52%
Full Time Equivalent Employees	505.0	509.4	552.6	469.2

(Note: Johnson Memorial Hospital financial statements were not audited in FY 2007 - FY 2009.)

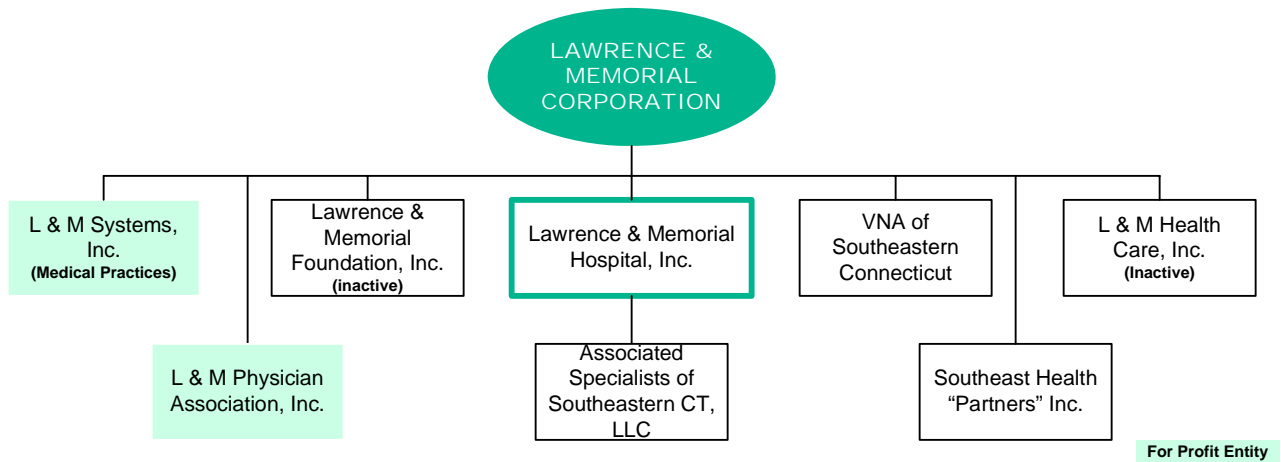
## KEY RESULTS - JOHNSON MEMORIAL HOSPITAL

<b>DISCHARGES</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Non-Government (Including Uninsured)	1,381	1,420	1,378	1,333
Medicare	2,253	2,322	2,026	1,807
Medical Assistance	568	676	660	456
Medicaid	502	617	605	404
Other Medical Assistance	66	59	55	52
Champus / TRICARE	23	15	23	22
Uninsured (Included in Non-Government)	80	78	52	114
Total Discharges	4,225	4,433	4,087	3,618
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	0.8742	0.8821	1.0019	1.0234
Medicare	1.1577	1.1795	1.2578	1.2925
Medical Assistance	0.7286	0.7706	0.8408	0.9626
Medicaid	0.6662	0.7349	0.8408	0.9272
Other Medical Assistance	1.2028	1.1437	0.8408	1.2379
Champus / TRICARE	0.7334	0.7384	0.8516	1.1757
Uninsured (Included in Non-Government)	0.8152	0.9343	0.9753	1.1298
Total Case Mix Index	1.0051	1.0204	1.1019	1.1511
<b>UNCOMPENSATED CARE</b>				
Charity Care	\$105,499	\$178,176	\$287,523	\$559,676
Bad Debts	\$4,491,178	\$7,642,263	\$8,586,666	\$7,812,094
Total Uncompensated Care Charges	\$4,596,677	\$7,820,439	\$8,874,189	\$8,371,770
Uncompensated Care Cost	\$1,473,703	\$2,902,401	\$2,835,685	\$2,945,378
Uncompensated care % of total expenses	2.5%	3.7%	3.7%	4.3%
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	3,250	3,273	2,978	3,027
Emergency Room - Treated and Discharged	17,549	18,111	17,766	17,336
Total Emergency Room Visits	20,799	21,384	20,744	20,363

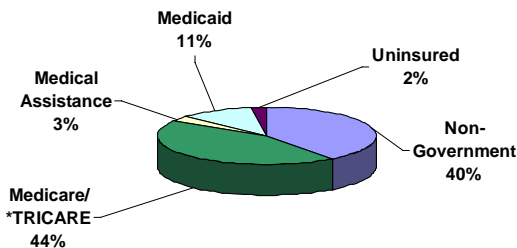
(Note: Johnson Memorial Hospital financial statements were not audited in FY 2007 - FY 2009.)

## LAWRENCE & MEMORIAL HOSPITAL

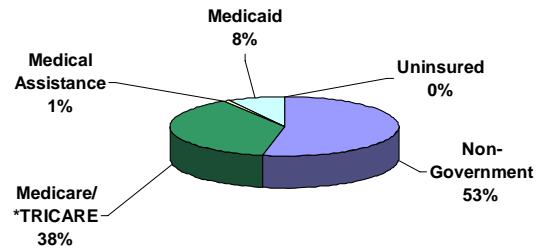
Lawrence and Memorial Hospital, founded 1912, is located in New London. In FY 2009, the Hospital generated \$15.5 million in income from operations and experienced a \$425,000 non-operating loss, resulting in an excess of revenues over expenses of \$15.1 million. The Hospital reported 14,857 discharges and 69,025 patient days while staffing 252 of its 252 available beds. Reported below is a chart indicating all of the affiliates of Lawrence & Memorial Corporation, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



\*TRICARE is indicated since it comprises greater than 1% of hospital gross and net revenues.

### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$239,687,026	\$253,783,432	\$265,186,141	\$280,126,452
Other Operating Revenue	\$8,962,154	\$9,007,840	\$11,624,533	\$12,934,063
Total Operating Revenue	\$248,649,180	\$262,791,272	\$276,810,674	\$293,060,515
Total Operating Expenses	\$245,139,933	\$258,602,461	\$269,797,622	\$277,530,735
Income/(Loss) from Operations	\$3,509,247	\$4,188,811	\$7,013,052	\$15,529,780
Non Operating Revenue	\$10,067,180	\$5,832,708	\$1,675,251	(\$425,131)
Excess/(Deficiency) of Revenue over Expenses	\$13,576,427	\$10,021,519	\$8,688,303	\$15,104,649



## KEY RESULTS - LAWRENCE & MEMORIAL HOSPITAL

PROFITABILITY SUMMARY	2006	2007	2008	2009
Hospital Operating Margins	1.36%	1.56%	2.52%	5.31%
Hospital Non Operating Margins	3.89%	2.17%	0.60%	-0.15%
Hospital Total Margins	5.25%	3.73%	3.12%	5.16%

COST DATA SUMMARY				
Ratio of cost to charges	0.51	0.55	0.52	0.47
Private Payment to Cost Ratio	1.24	1.17	1.19	1.31
Medicare Payment to Cost Ratio	0.97	0.89	0.84	0.85
Medicaid Payment to Cost Ratio	0.64	0.57	0.67	0.70

LIQUIDITY MEASURES SUMMARY				
Current Ratio	5.30	5.33	3.92	4.31
Days cash on hand	176	190	164	162
Days in patients accounts receivable	50	50	35	24
Average Payment Period	46	50	60	57

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	55.8	58.3	53.9	50.3
Cash flow to total debt ratio	25.7	22.5	20.7	29.1
Long-term debt to Capitalization Ratio	30.9	27.7	29.0	28.6

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$149,311,009	\$169,267,768	\$153,923,993	\$141,020,827
Hospital Total Net Assets	\$163,239,875	\$184,346,636	\$167,073,668	\$163,776,737

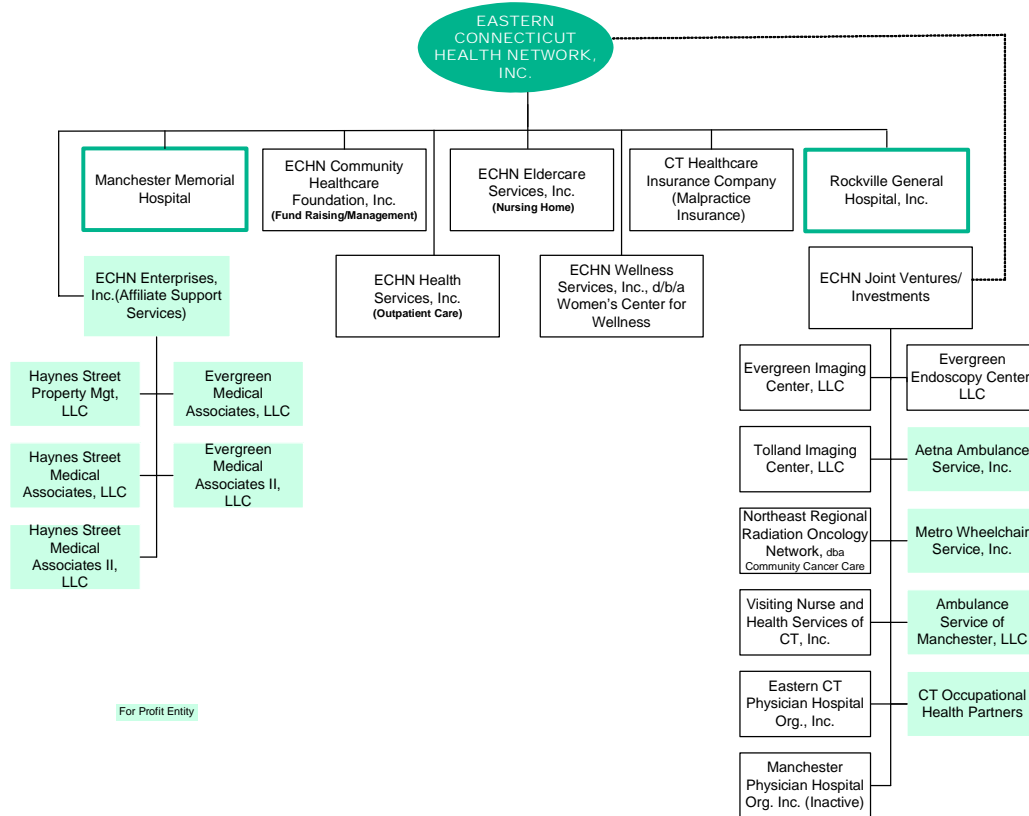
UTILIZATION MEASURES SUMMARY				
Patient Days	68,709	69,509	71,524	69,025
Discharges	14,701	14,553	15,085	14,857
ALOS	4.7	4.8	4.7	4.6
Staffed Beds	249	252	252	252
Available Beds	249	252	252	252
Licensed Beds	308	308	308	308
Occupancy of staffed beds	75%	76%	78%	75%
Occupancy of available beds	76%	76%	78%	75%
Full Time Equivalent Employees	1,853.0	1,874.0	1,856.5	1,889.3

## KEY RESULTS - LAWRENCE & MEMORIAL HOSPITAL

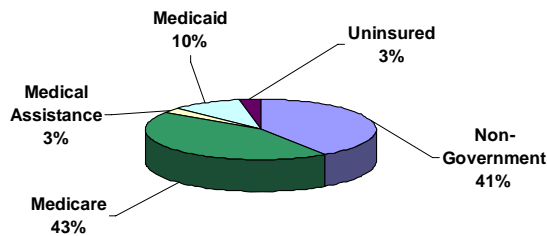
DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	5,005	5,121	5,204	4,741
Medicare	6,113	6,103	6,340	6,498
Medical Assistance	2,516	2,330	2,576	2,751
Medicaid	1,953	1,885	2,189	2,254
Other Medical Assistance	563	445	387	497
Champus / TRICARE	1,067	999	965	867
Uninsured (Included in Non-Government)	125	278	245	217
Total Discharges	14,701	14,553	15,085	14,857
CASE MIX INDEX				
Non-Government (Including Uninsured)	0.9463	0.9719	0.9817	0.9785
Medicare	1.2824	1.2524	1.3070	1.3948
Medical Assistance	0.8003	0.8138	0.8574	0.8832
Medicaid	0.7417	0.7809	0.8200	0.8517
Other Medical Assistance	1.0036	0.9532	1.0687	1.0259
Champus / TRICARE	0.7306	0.6946	0.7069	0.8339
Uninsured (Included in Non-Government)	0.9630	0.9199	0.9247	0.8974
Total Case Mix Index	1.0454	1.0452	1.0796	1.1345
UNCOMPENSATED CARE				
Charity Care	\$2,061,057	\$2,064,407	\$2,983,821	\$2,405,415
Bad Debts	\$12,734,062	\$13,840,182	\$16,989,650	\$15,090,956
Total Uncompensated Care Charges	\$14,795,119	\$15,904,589	\$19,973,471	\$17,496,371
Uncompensated Care Cost	\$7,522,247	\$8,722,241	\$10,460,923	\$8,239,436
Uncompensated care % of total expenses	3.4%	3.4%	3.9%	3.0%
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	7,790	6,787	7,398	6,855
Emergency Room - Treated and Discharged	76,385	75,904	73,088	72,094
Total Emergency Room Visits	84,175	82,691	80,486	78,949

## MANCHESTER MEMORIAL HOSPITAL

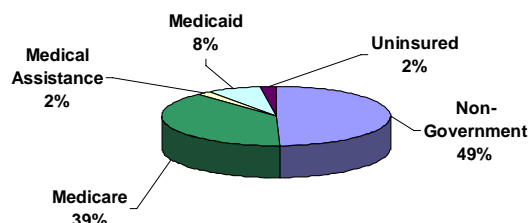
Manchester Memorial Hospital, founded in 1919, is located in Manchester. In FY 2009, the Hospital generated \$7.4 million in income from operations and experienced a \$1.5 million non-operating loss, resulting in an excess of revenues over expenses of \$5.9 million. The Hospital reported 8,989 discharges and 44,631 patient days while staffing 140 of its 283 available beds. Reported below is a chart indicating all of the affiliates of Eastern Connecticut Health Network, the parent corporation of the Hospital, and Rockville General Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$142,633,244	\$149,979,081	\$158,787,196	\$167,264,862
Other Operating Revenue	\$12,420,579	\$12,504,852	\$12,748,275	\$10,165,345
Total Operating Revenue	\$155,053,823	\$162,483,933	\$171,535,471	\$177,430,207
Total Operating Expenses	\$152,677,477	\$159,620,350	\$161,925,493	\$170,017,184
Income/(Loss) from Operations	\$2,376,346	\$2,863,583	\$9,609,978	\$7,413,023
Non Operating Revenue	(\$2,191,792)	\$266,916	(\$686,641)	(\$1,467,453)
Excess/(Deficiency) of Revenue over Expenses	\$184,554	\$3,130,499	\$8,923,337	\$5,945,570

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - MANCHESTER MEMORIAL HOSPITAL

PROFITABILITY SUMMARY	2006	2007	2008	2009
Hospital Operating Margins	1.55%	1.76%	5.62%	4.21%
Hospital Non Operating Margins	-1.43%	0.16%	-0.40%	-0.83%
Hospital Total Margins	0.12%	1.92%	5.22%	3.38%

COST DATA SUMMARY				
Ratio of cost to charges	0.42	0.43	0.39	0.40
Private Payment to Cost Ratio	1.17	1.19	1.24	1.17
Medicare Payment to Cost Ratio	0.91	0.83	0.85	0.83
Medicaid Payment to Cost Ratio	0.68	0.67	0.76	0.75

LIQUIDITY MEASURES SUMMARY				
Current Ratio	1.10	0.85	1.37	1.17
Days cash on hand	4	2	19	24
Days in patients accounts receivable	53	56	56	54
Average Payment Period	59	78	97	89

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	27.3	27.0	27.0	14.6
Cash flow to total debt ratio	11.5	14.7	21.4	15.9
Long-term debt to Capitalization Ratio	53.8	53.2	51.8	69.2

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$27,425,124	\$25,263,048	\$28,644,838	\$12,898,050
Hospital Total Net Assets	\$36,745,181	\$35,762,930	\$38,639,896	\$21,927,867

UTILIZATION MEASURES SUMMARY				
Patient Days	44,593	44,817	43,813	44,631
Discharges	8,981	9,085	8,972	8,989
ALOS	5.0	4.9	4.9	5.0
Staffed Beds	140	140	140	140
Available Beds	283	283	283	283
Licensed Beds	283	283	283	283
Occupancy of staffed beds	87%	88%	86%	87%
Occupancy of available beds	43%	43%	42%	43%
Full Time Equivalent Employees	1,158.0	1,173.6	1,151.3	1,155.3

## KEY RESULTS - MANCHESTER MEMORIAL HOSPITAL

DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	3,870	3,962	3,837	3,712
Medicare	3,870	3,763	3,655	3,770
Medical Assistance	1,222	1,348	1,466	1,488
Medicaid	984	1,081	1,145	1,166
Other Medical Assistance	238	267	321	322
Champus / TRICARE	19	12	14	19
Uninsured (Included in Non-Government)	110	165	176	182
Total Discharges	8,981	9,085	8,972	8,989

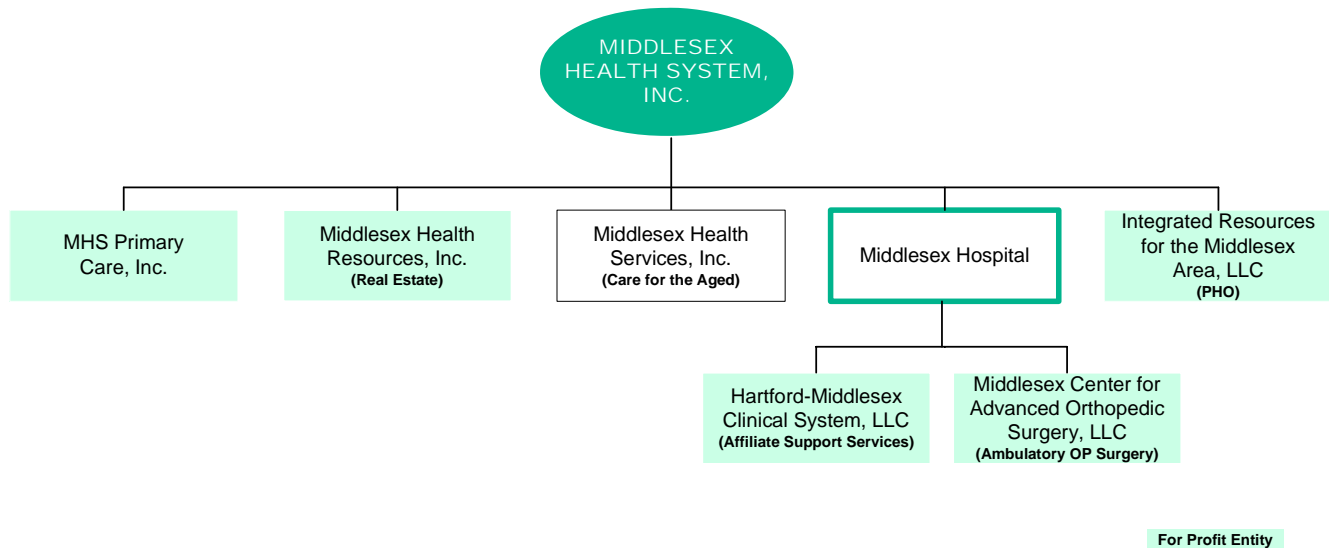
CASE MIX INDEX				
Non-Government (Including Uninsured)	0.9219	0.9538	1.0319	1.0327
Medicare	1.3679	1.3804	1.4484	1.5307
Medical Assistance	0.7947	0.9031	0.9687	0.9701
Medicaid	0.7630	0.8928	0.9488	0.9431
Other Medical Assistance	0.9258	0.9445	1.0397	1.0678
Champus / TRICARE	0.9694	0.9989	1.0130	1.3137
Uninsured (Included in Non-Government)	1.0970	0.9708	0.9304	0.9866
Total Case Mix Index	1.0969	1.1230	1.1912	1.2318

UNCOMPENSATED CARE				
Charity Care	\$1,459,616	\$1,555,301	\$1,880,071	\$1,418,730
Bad Debts	\$5,940,030	\$6,075,976	\$6,287,004	\$7,895,004
Total Uncompensated Care Charges	\$7,399,646	\$7,631,277	\$8,167,075	\$9,313,734
Uncompensated Care Cost	\$3,116,397	\$3,303,619	\$3,153,040	\$3,767,739
Uncompensated care % of total expenses	2.3%	2.2%	2.0%	2.2%

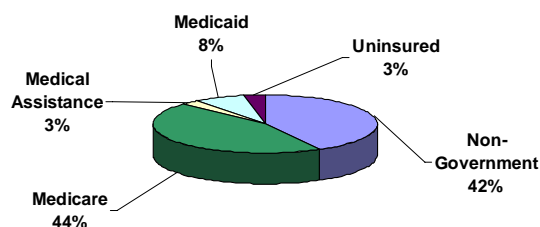
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	5,085	5,234	5,138	5,142
Emergency Room - Treated and Discharged	24,021	39,598	38,996	40,513
Total Emergency Room Visits	29,106	44,832	44,134	45,655

## MIDDLESEX HOSPITAL

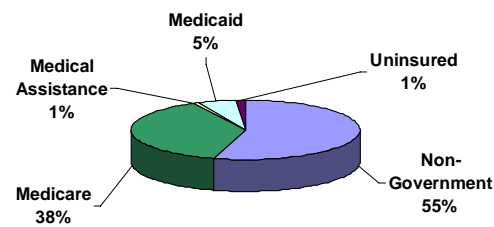
Middlesex Hospital, founded in 1904, is located in Middletown. In FY 2009, the Hospital generated \$21.2 million in income from operations and experienced a \$2.4 million non-operating loss, resulting in an excess of revenues over expenses of \$18.8 million. The Hospital reported 13,964 discharges and 57,628 patient days while staffing 176 of its 214 available beds. Reported below is a chart indicating all of the affiliates of Middlesex Health System Incorporated, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$250,355,000	\$270,571,932	\$292,835,665	\$317,817,236
Other Operating Revenue	\$8,742,000	\$10,264,619	\$9,473,861	\$9,128,624
Total Operating Revenue	\$259,097,000	\$280,836,551	\$302,309,526	\$326,945,860
Total Operating Expenses	\$250,506,000	\$272,687,506	\$293,469,539	\$305,762,315
Income/(Loss) from Operations	\$8,591,000	\$8,149,045	\$8,839,987	\$21,183,545
Non Operating Revenue	\$4,616,000	\$5,075,158	\$1,919,000	(\$2,393,000)
Excess/(Deficiency) of Revenue over Expenses	\$13,207,000	\$13,224,203	\$10,758,987	\$18,790,545

## KEY RESULTS - MIDDLESEX HOSPITAL

PROFITABILITY SUMMARY	2006	2007	2008	2009
Hospital Operating Margins	3.26%	2.85%	2.91%	6.53%
Hospital Non Operating Margins	1.75%	1.78%	0.63%	-0.74%
Hospital Total Margins	5.01%	4.63%	3.54%	5.79%

COST DATA SUMMARY				
Ratio of cost to charges	0.42	0.42	0.39	0.36
Private Payment to Cost Ratio	1.27	1.17	1.20	1.31
Medicare Payment to Cost Ratio	0.93	0.87	0.82	0.86
Medicaid Payment to Cost Ratio	0.71	0.72	0.74	0.67

LIQUIDITY MEASURES SUMMARY				
Current Ratio	2.41	2.51	2.09	2.17
Days cash on hand	56	53	58	86
Days in patients accounts receivable	55	57	49	45
Average Payment Period	51	55	58	67

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	56.7	54.8	50.5	36.9
Cash flow to total debt ratio	31.3	25.8	24.6	30.5
Long-term debt to Capitalization Ratio	26.2	30.1	31.5	35.5

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$161,226,000	\$179,992,000	\$161,623,000	\$124,916,000
Hospital Total Net Assets	\$172,557,000	\$194,473,000	\$175,804,000	\$138,110,000

UTILIZATION MEASURES SUMMARY				
Patient Days	56,395	56,749	59,419	57,628
Discharges	13,100	13,795	14,201	13,964
ALOS	4.3	4.1	4.2	4.1
Staffed Beds	177	163	176	176
Available Beds	219	219	214	214
Licensed Beds	297	297	297	297
Occupancy of staffed beds	87%	95%	92%	90%
Occupancy of available beds	71%	71%	76%	74%
Full Time Equivalent Employees	1,823.0	1,872.8	1,911.0	1,977.0

## KEY RESULTS - MIDDLESEX HOSPITAL

DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	5,271	5,236	5,141	4,892
Medicare	6,317	7,051	7,515	7,401
Medical Assistance	1,489	1,479	1,509	1,635
Medicaid	1,211	1,199	1,249	1,313
Other Medical Assistance	278	280	260	322
Champus / TRICARE	23	29	36	36
Uninsured (Included in Non-Government)	388	413	416	350
Total Discharges	13,100	13,795	14,201	13,964

CASE MIX INDEX				
Non-Government (Including Uninsured)	0.9794	0.9931	1.0326	1.0564
Medicare	1.2632	1.2451	1.2907	1.3290
Medical Assistance	0.7658	0.8031	0.8478	0.8720
Medicaid	0.7347	0.7727	0.8177	0.8410
Other Medical Assistance	0.9013	0.9332	0.9922	0.9982
Champus / TRICARE	1.0075	0.7652	0.8664	0.9705
Uninsured (Included in Non-Government)	0.9029	0.9309	0.9886	1.0072
Total Case Mix Index	1.0920	1.1011	1.1491	1.1791

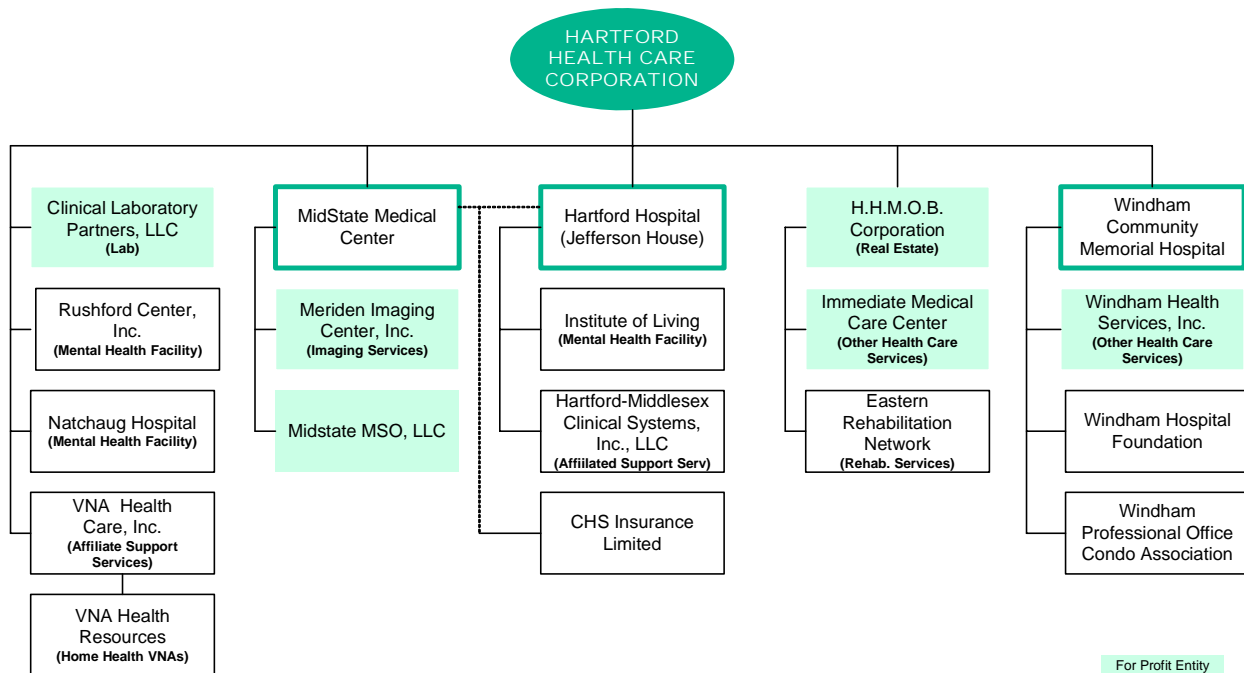
UNCOMPENSATED CARE				
Charity Care	\$2,813,137	\$3,830,903	\$4,682,373	\$7,535,167
Bad Debts	\$13,290,904	\$15,972,374	\$19,516,594	\$17,055,645
Total Uncompensated Care Charges	\$16,104,041	\$19,803,277	\$24,198,967	\$24,590,812
Uncompensated Care Cost	\$6,692,149	\$8,364,034	\$9,432,675	\$8,817,506
Uncompensated care % of total expenses	2.9%	3.1%	3.2%	2.9%

EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	8,516	6,815	9,956	8,816
Emergency Room - Treated and Discharged	76,420	80,354	84,743	83,476
Total Emergency Room Visits	84,936	87,169	94,699	92,292

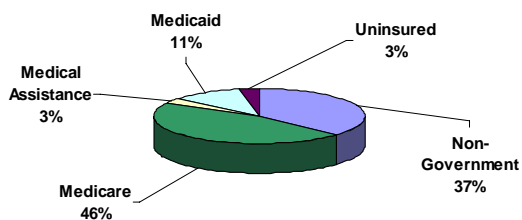


## MIDSTATE MEDICAL CENTER

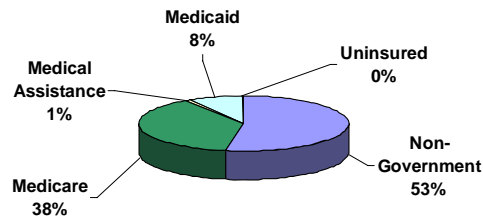
MidState Medical Center opened in 1998 as the successor to Veterans Memorial Medical Center in a new facility that is located in Meriden. In FY 2009, the Hospital generated \$5.7 million in income from operations and experienced a \$346,000 non-operating loss, resulting in an excess of revenues over expenses of \$5.4 million. The Hospital reported 9,955 discharges and 42,873 patient days while staffing 140 of its 142 available beds. Reported below is a chart indicating all of the affiliates of Hartford Healthcare Corporation, the parent corporation of the Hospital, Hartford Hospital and Windham Community Memorial Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$146,957,750	\$154,243,792	\$166,466,604	\$172,470,335
Other Operating Revenue	\$4,069,839	\$5,745,078	\$5,307,321	\$6,514,587
Total Operating Revenue	\$151,027,589	\$159,988,870	\$171,773,925	\$178,984,922
Total Operating Expenses	\$146,864,286	\$153,965,816	\$167,113,696	\$173,269,841
Income/(Loss) from Operations	\$4,163,303	\$6,023,054	\$4,660,229	\$5,715,081
Non Operating Revenue	(\$141,819)	\$2,837,373	(\$908,510)	(\$345,750)
Excess/(Deficiency) of Revenue over Expenses	\$4,021,484	\$8,860,427	\$3,751,719	\$5,369,331

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - MIDSTATE MEDICAL CENTER

PROFITABILITY SUMMARY	2006	2007	2008	2009
Hospital Operating Margins	2.76%	3.70%	2.73%	3.20%
Hospital Non Operating Margins	-0.09%	1.74%	-0.53%	-0.19%
Hospital Total Margins	2.67%	5.44%	2.20%	3.01%

COST DATA SUMMARY				
Ratio of cost to charges	0.50	0.47	0.48	0.49
Private Payment to Cost Ratio	1.41	1.49	1.44	1.39
Medicare Payment to Cost Ratio	0.84	0.85	0.85	0.80
Medicaid Payment to Cost Ratio	0.70	0.59	0.72	0.75

LIQUIDITY MEASURES SUMMARY				
Current Ratio	4.36	4.42	3.78	2.38
Days cash on hand	83	100	101	91
Days in patients accounts receivable	46	47	40	39
Average Payment Period	33	37	41	61

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	45.0	44.2	34.3	25.0
Cash flow to total debt ratio	17.0	24.2	12.4	12.8
Long-term debt to Capitalization Ratio	45.4	42.8	54.5	60.2

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$64,354,629	\$68,816,228	\$63,218,152	\$48,490,546
Hospital Total Net Assets	\$72,030,202	\$77,200,784	\$71,309,938	\$54,907,397

UTILIZATION MEASURES SUMMARY				
Patient Days	43,720	44,321	45,363	42,873
Discharges	9,809	9,664	9,722	9,955
ALOS	4.5	4.6	4.7	4.3
Staffed Beds	136	136	136	140
Available Beds	136	142	142	142
Licensed Beds	142	142	156	156
Occupancy of staffed beds	88%	89%	91%	84%
Occupancy of available beds	88%	86%	88%	83%
Full Time Equivalent Employees	866.0	866.4	909.0	950.5

## KEY RESULTS - MIDSTATE MEDICAL CENTER

DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	3,606	3,450	3,369	3,390
Medicare	4,627	4,671	4,630	4,708
Medical Assistance	1,562	1,531	1,718	1,847
Medicaid	1,343	1,308	1,516	1,542
Other Medical Assistance	219	223	202	305
Champus / TRICARE	14	12	5	10
Uninsured (Included in Non-Government)	267	284	297	302
Total Discharges	9,809	9,664	9,722	9,955

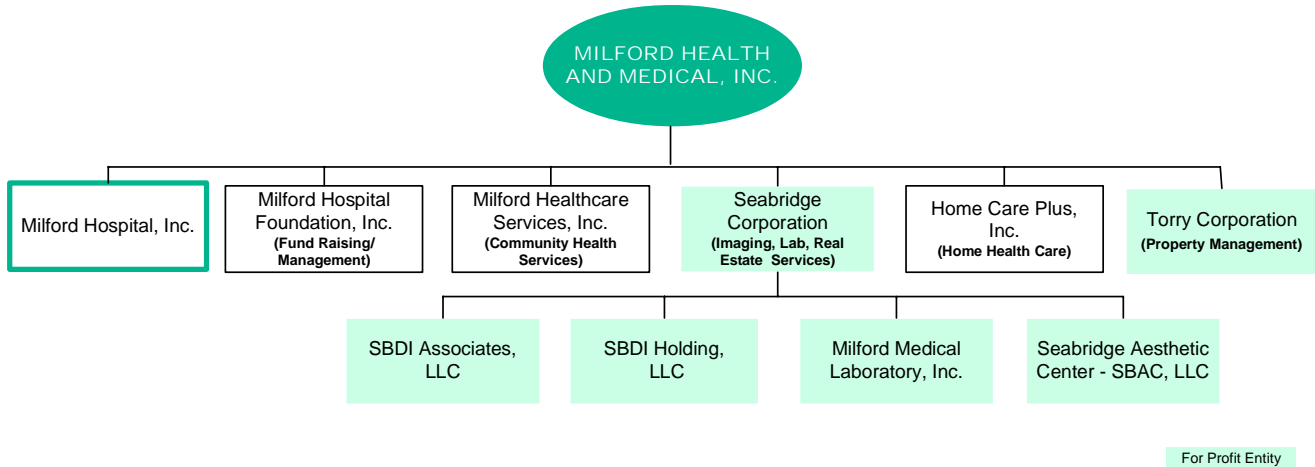
CASE MIX INDEX				
Non-Government (Including Uninsured)	0.9213	0.9343	0.9777	1.0084
Medicare	1.3326	1.3537	1.4338	1.4452
Medical Assistance	0.7375	0.8000	0.8144	0.8053
Medicaid	0.6858	0.7405	0.7745	0.7564
Other Medical Assistance	1.0541	1.1492	1.1139	1.0522
Champus / TRICARE	0.6090	0.8670	1.0625	1.9141
Uninsured (Included in Non-Government)	0.8417	0.8690	0.8608	0.8855
Total Case Mix Index	1.0856	1.1156	1.1661	1.1782

UNCOMPENSATED CARE				
Charity Care	\$1,088,022	\$850,136	\$3,077,163	\$3,370,587
Bad Debts	\$7,757,631	\$8,836,211	\$9,879,112	\$9,717,615
Total Uncompensated Care Charges	\$8,845,653	\$9,686,347	\$12,956,275	\$13,088,202
Uncompensated Care Cost	\$4,432,370	\$4,575,133	\$6,173,100	\$6,403,138
Uncompensated care % of total expenses	3.2%	3.1%	3.9%	3.7%

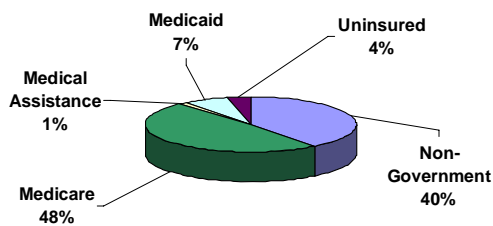
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	6,018	6,022	6,098	6,415
Emergency Room - Treated and Discharged	61,238	63,826	61,902	60,480
Total Emergency Room Visits	67,256	69,848	68,000	66,895

## MILFORD HOSPITAL

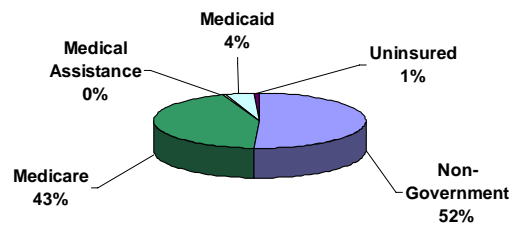
Milford Hospital, founded in 1920, is located in Milford. In FY 2009, the Hospital experienced a \$4.9 million loss from operations and realized a \$1.3 million non-operating gain, resulting in a deficiency of revenues over expenses of \$3.6 million. The Hospital reported 4,800 discharges and 20,370 patient days while staffing 59 of its 118 available beds. Reported below is a chart indicating all of the affiliates of Milford Health and Medical, Incorporated, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$71,940,125	\$76,632,879	\$83,253,020	\$82,468,718
Other Operating Revenue	\$643,905	\$1,092,359	\$974,502	\$1,109,354
Total Operating Revenue	\$72,584,030	\$77,725,238	\$84,227,522	\$83,578,072
Total Operating Expenses	\$75,633,048	\$82,425,087	\$85,362,191	\$88,487,473
Income/(Loss) from Operations	(\$3,049,018)	(\$4,699,849)	(\$1,134,669)	(\$4,909,401)
Non Operating Revenue	\$5,336,228	\$4,943,031	(\$3,919,816)	\$1,282,609
Excess/(Deficiency) of Revenue over Expenses	\$2,287,210	\$243,182	(\$5,054,485)	(\$3,626,792)

## KEY RESULTS - MILFORD HOSPITAL

PROFITABILITY SUMMARY	2006	2007	2008	2009
Hospital Operating Margins	-3.91%	-5.69%	-1.41%	-5.79%
Hospital Non Operating Margins	6.85%	5.98%	-4.88%	1.51%
Hospital Total Margins	2.94%	0.29%	-6.29%	-4.27%

COST DATA SUMMARY				
Ratio of cost to charges	0.37	0.39	0.38	0.40
Private Payment to Cost Ratio	1.18	1.11	1.14	1.07
Medicare Payment to Cost Ratio	0.79	0.73	0.79	0.75
Medicaid Payment to Cost Ratio	0.65	0.51	0.52	0.53

LIQUIDITY MEASURES SUMMARY				
Current Ratio	1.35	1.06	1.07	1.01
Days cash on hand	27	19	7	6
Days in patients accounts receivable	54	34	49	49
Average Payment Period	67	69	72	72

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	69.9	65.3	58.1	47.9
Cash flow to total debt ratio	33.9	23.0	-5.5	1.8
Long-term debt to Capitalization Ratio	7.6	7.0	6.9	6.8

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$61,624,073	\$57,291,329	\$47,584,605	\$36,805,806
Hospital Total Net Assets	\$62,167,138	\$58,447,019	\$48,780,238	\$38,098,899

UTILIZATION MEASURES SUMMARY				
Patient Days	22,101	22,304	21,629	20,370
Discharges	4,919	5,026	4,935	4,800
ALOS	4.5	4.4	4.4	4.2
Staffed Beds	64	65	61	59
Available Beds	118	118	118	118
Licensed Beds	118	118	118	118
Occupancy of staffed beds	95%	94%	97%	95%
Occupancy of available beds	51%	52%	50%	47%
Full Time Equivalent Employees	542.0	561.0	560.0	547.9

## KEY RESULTS - MILFORD HOSPITAL

DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	2,033	2,062	1,879	1,930
Medicare	2,534	2,498	2,632	2,423
Medical Assistance	344	455	416	444
Medicaid	344	446	414	417
Other Medical Assistance	0	9	2	27
Champus / TRICARE	8	11	8	3
Uninsured (Included in Non-Government)	102	89	116	99
Total Discharges	4,919	5,026	4,935	4,800

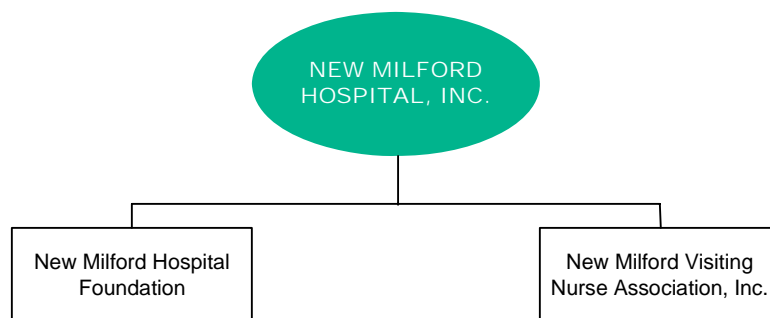
CASE MIX INDEX				
Non-Government (Including Uninsured)	0.9507	1.0073	1.0575	1.0647
Medicare	1.3214	1.3851	1.4530	1.5705
Medical Assistance	0.7940	0.8326	0.9175	0.8458
Medicaid	0.7940	0.8351	0.9179	0.8235
Other Medical Assistance	0.0000	0.7119	0.8272	1.1909
Champus / TRICARE	0.6449	0.8822	0.9599	0.5190
Uninsured (Included in Non-Government)	0.9893	1.0627	1.0417	1.1172
Total Case Mix Index	1.1302	1.1790	1.2565	1.2994

UNCOMPENSATED CARE				
Charity Care	\$270,302	\$241,390	\$165,221	\$122,057
Bad Debts	\$3,279,600	\$4,686,521	\$4,873,574	\$6,998,451
Total Uncompensated Care Charges	\$3,549,902	\$4,927,911	\$5,038,795	\$7,120,508
Uncompensated Care Cost	\$1,316,851	\$1,928,821	\$1,928,106	\$2,865,432
Uncompensated care % of total expenses	1.9%	2.3%	2.3%	3.2%

EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	3,233	3,160	3,138	3,033
Emergency Room - Treated and Discharged	27,005	34,373	35,844	36,913
Total Emergency Room Visits	30,238	37,533	38,982	39,946

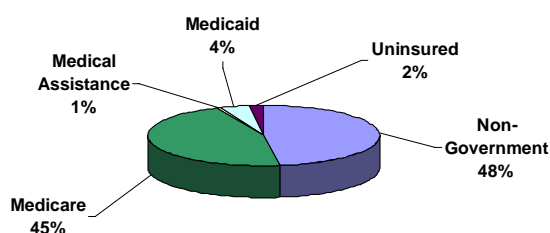
## NEW MILFORD HOSPITAL

New Milford Hospital, founded in 1921, is located in New Milford. In FY 2009, the Hospital experienced a \$5.5 million loss from operations and realized a \$361,000 non-operating gain, resulting in a deficiency of revenues over expenses of \$5.1 million. The Hospital reported 2,774 discharges and 9,874 patient days while staffing 32 of its 95 available beds. Reported below is a chart indicating all of the affiliates of New Milford Hospital Incorporated, followed by various financial indicators and selected utilization measures.

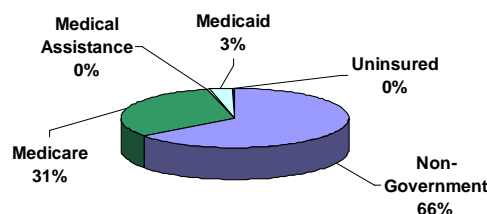


For Profit Entity

**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$78,752,090	\$84,051,521	\$88,824,490	\$89,326,362
Other Operating Revenue	\$3,385,370	\$3,602,031	\$5,548,110	\$3,899,680
Total Operating Revenue	\$82,137,460	\$87,653,552	\$94,372,600	\$93,226,042
Total Operating Expenses	\$83,676,337	\$87,234,032	\$95,880,966	\$98,752,754
Income/(Loss) from Operations	(\$1,538,877)	\$419,520	(\$1,508,366)	(\$5,526,712)
Non Operating Revenue	(\$436,129)	\$501,009	\$357,421	\$361,642
Excess/(Deficiency) of Revenue over Expenses	(\$1,975,006)	\$920,529	(\$1,150,945)	(\$5,165,070)

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - NEW MILFORD HOSPITAL

### PROFITABILITY SUMMARY

	2006	2007	2008	2009
Hospital Operating Margins	-1.88%	0.48%	-1.59%	-5.91%
Hospital Non Operating Margins	-0.53%	0.57%	0.38%	0.39%
Hospital Total Margins	-2.42%	1.04%	-1.21%	-5.52%

### COST DATA SUMMARY

Ratio of cost to charges	0.44	0.42	0.42	0.42
Private Payment to Cost Ratio	1.23	1.28	1.21	1.19
Medicare Payment to Cost Ratio	0.70	0.64	0.70	0.61
Medicaid Payment to Cost Ratio	0.75	0.74	0.74	0.69

### LIQUIDITY MEASURES SUMMARY

Current Ratio	1.32	1.43	1.43	1.28
Days cash on hand	10	17	11	11
Days in patients accounts receivable	49	36	40	35
Average Payment Period	59	58	61	61

### SOLVENCY MEASURES SUMMARY

Equity financing ratio	68.8	66.0	58.7	34.1
Cash flow to total debt ratio	11.8	24.6	15.6	-0.9
Long-term debt to Capitalization Ratio	16.5	18.2	17.4	24.1

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

### NET ASSETS SUMMARY

Hospital Unrestricted Net Assets	\$46,718,045	\$37,372,385	\$29,244,007	\$13,080,008
Hospital Total Net Assets	\$56,149,492	\$47,477,655	\$43,564,881	\$23,768,402

### UTILIZATION MEASURES SUMMARY

Patient Days	12,406	11,268	11,785	9,874
Discharges	3,161	2,845	3,032	2,774
ALOS	3.9	4.0	3.9	3.6
Staffed Beds	72	35	37	32
Available Beds	95	95	95	95
Licensed Beds	95	95	95	95
Occupancy of staffed beds	47%	88%	87%	85%
Occupancy of available beds	36%	33%	34%	28%
Full Time Equivalent Employees	496.0	470.3	488.1	488.8



## KEY RESULTS - NEW MILFORD HOSPITAL

DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	1,603	1,437	1,513	1,285
Medicare	1,320	1,220	1,290	1,248
Medical Assistance	233	182	228	235
Medicaid	193	159	196	208
Other Medical Assistance	40	23	32	27
Champus / TRICARE	5	6	1	6
Uninsured (Included in Non-Government)	62	70	82	60
Total Discharges	3,161	2,845	3,032	2,774

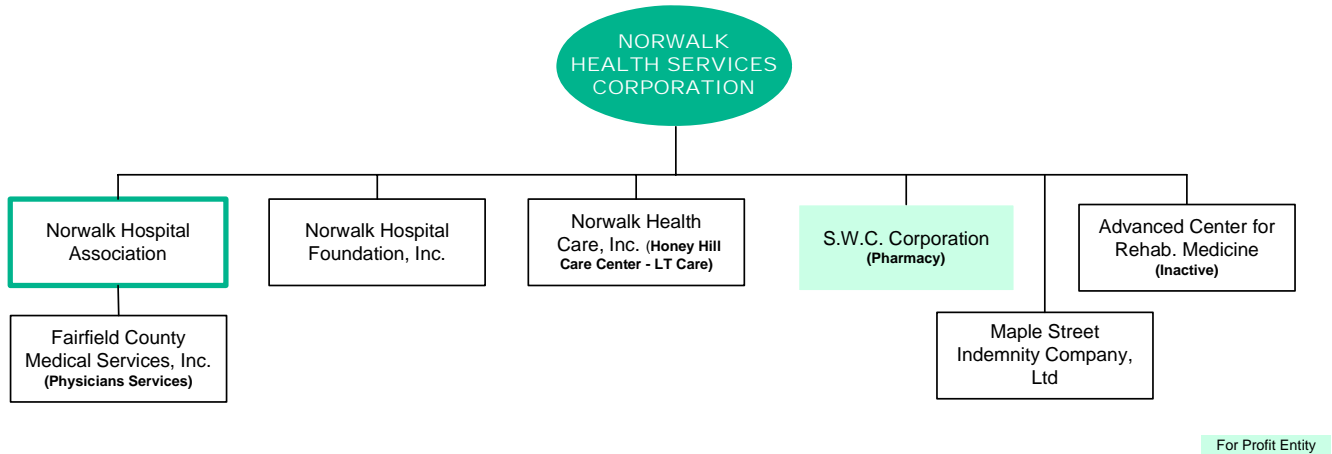
CASE MIX INDEX				
Non-Government (Including Uninsured)	1.1230	1.0880	1.1242	1.1383
Medicare	1.3922	1.4270	1.5251	1.5634
Medical Assistance	0.7903	0.7578	0.9101	0.7817
Medicaid	0.7229	0.7184	0.8234	0.7530
Other Medical Assistance	1.1155	1.0303	1.4412	1.0026
Champus / TRICARE	0.4980	0.9888	1.9900	0.6283
Uninsured (Included in Non-Government)	1.1168	1.1888	1.0282	1.0884
Total Case Mix Index	1.2099	1.2120	1.2790	1.2982

UNCOMPENSATED CARE				
Charity Care	\$1,524,994	\$2,004,589	\$2,581,057	\$1,620,381
Bad Debts	\$3,079,775	\$3,451,187	\$4,808,441	\$4,081,840
Total Uncompensated Care Charges	\$4,604,769	\$5,455,776	\$7,389,498	\$5,702,221
Uncompensated Care Cost	\$2,003,285	\$2,302,322	\$3,093,425	\$2,402,227
Uncompensated care % of total expenses	2.6%	2.7%	3.4%	2.4%

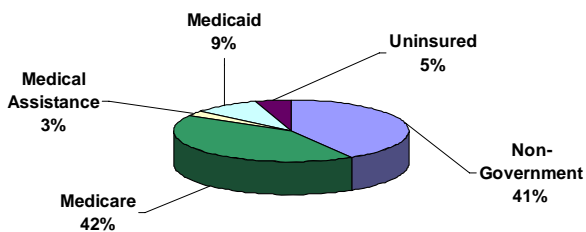
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	1,635	1,659	1,794	1,957
Emergency Room - Treated and Discharged	16,483	17,650	17,759	17,189
Total Emergency Room Visits	18,118	19,309	19,553	19,146

## NORWALK HOSPITAL

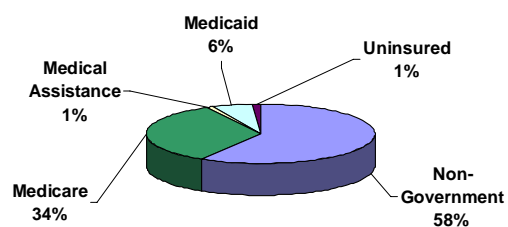
Norwalk Hospital, founded in 1893, is located in Norwalk. In FY 2009, the Hospital generated \$13.9 million in income from operations and realized a \$1.1 million non-operating gain, resulting in an excess of revenues over expenses of \$15 million. The Hospital reported 15,332 discharges and 71,363 patient days while staffing 200 of its 322 available beds. Reported below is a chart indicating all of the affiliates of Norwalk Health Services Corporation, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$251,313,162	\$277,467,379	\$298,446,744	\$322,749,162
Other Operating Revenue	\$14,830,138	\$13,639,563	\$14,526,110	\$12,251,535
Total Operating Revenue	\$266,143,300	\$291,106,942	\$312,972,854	\$335,000,697
Total Operating Expenses	\$270,158,545	\$288,812,209	\$306,099,959	\$321,077,894
Income/(Loss) from Operations	(\$4,015,245)	\$2,294,733	\$6,872,895	\$13,922,803
Non Operating Revenue	\$4,348,741	\$3,152,725	\$1,391,372	\$1,080,679
Excess/(Deficiency) of Revenue over Expenses	\$333,496	\$5,447,458	\$8,264,267	\$15,003,482

## KEY RESULTS - NORWALK HOSPITAL

PROFITABILITY SUMMARY	2006	2007	2008	2009
Hospital Operating Margins	-1.48%	0.78%	2.19%	4.14%
Hospital Non Operating Margins	1.61%	1.07%	0.44%	0.32%
Hospital Total Margins	0.12%	1.85%	2.63%	4.46%

COST DATA SUMMARY				
Ratio of cost to charges	0.53	0.50	0.47	0.48
Private Payment to Cost Ratio	1.34	1.36	1.41	1.31
Medicare Payment to Cost Ratio	0.83	0.80	0.78	0.74
Medicaid Payment to Cost Ratio	0.58	0.68	0.65	0.60

LIQUIDITY MEASURES SUMMARY				
Current Ratio	1.45	1.65	1.59	2.30
Days cash on hand	14	15	1	29
Days in patients accounts receivable	48	47	51	48
Average Payment Period	53	51	50	42

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	68.8	67.9	62.6	55.8
Cash flow to total debt ratio	29.7	35.7	42.1	63.7
Long-term debt to Capitalization Ratio	6.7	10.2	10.5	10.5

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$133,790,300	\$151,497,278	\$139,898,660	\$125,849,836
Hospital Total Net Assets	\$162,148,549	\$177,916,606	\$164,271,153	\$148,919,922

UTILIZATION MEASURES SUMMARY				
Patient Days	80,038	79,445	77,672	71,363
Discharges	15,089	15,146	15,301	15,332
ALOS	5.3	5.2	5.1	4.7
Staffed Beds	224	221	217	200
Available Beds	330	330	330	322
Licensed Beds	366	366	366	366
Occupancy of staffed beds	98%	98%	98%	98%
Occupancy of available beds	68%	67%	64%	61%
Full Time Equivalent Employees	1,701.0	1,730.0	1,721.4	1,695.3

## KEY RESULTS - NORWALK HOSPITAL

DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	6,796	6,962	7,137	7,052
Medicare	6,178	5,907	5,821	5,539
Medical Assistance	2,113	2,269	2,335	2,730
Medicaid	1,701	1,867	1,992	2,254
Other Medical Assistance	412	402	343	476
Champus / TRICARE	2	8	8	11
Uninsured (Included in Non-Government)	525	586	661	527
Total Discharges	15,089	15,146	15,301	15,332

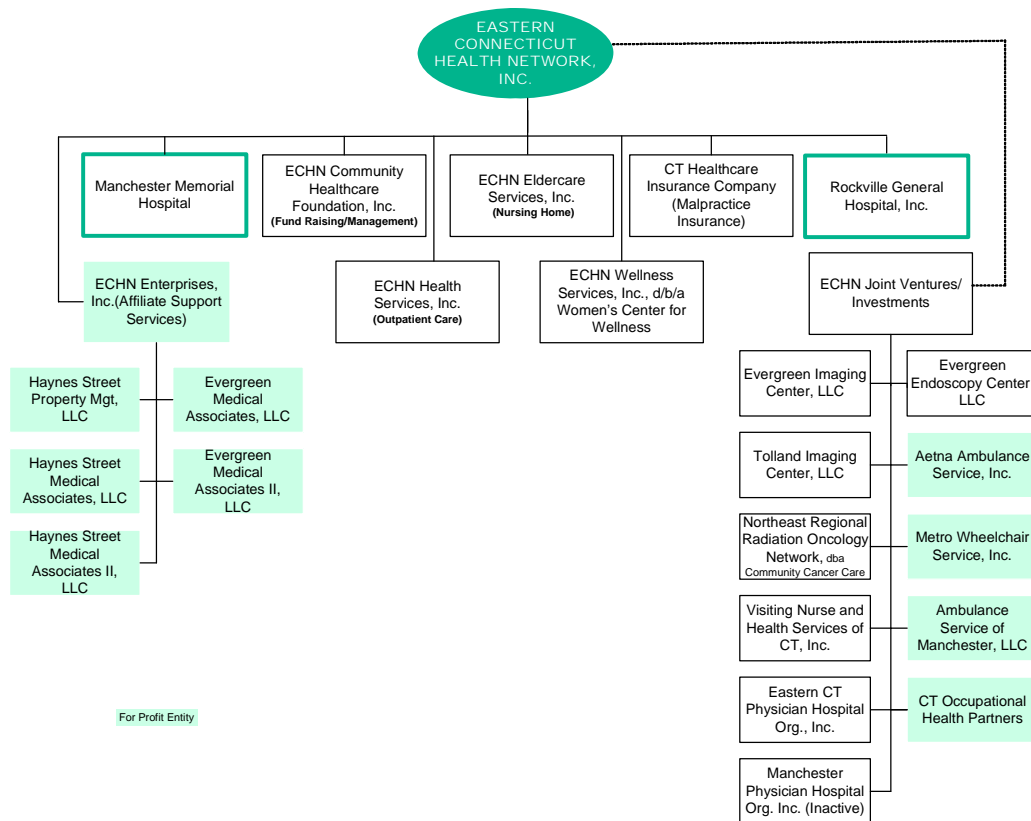
CASE MIX INDEX				
Non-Government (Including Uninsured)	0.9600	0.9175	0.9728	0.9718
Medicare	1.3300	1.3814	1.4188	1.4788
Medical Assistance	0.8200	0.8189	0.8196	0.8393
Medicaid	0.8100	0.7854	0.7864	0.7959
Other Medical Assistance	0.8613	0.9744	1.0124	1.0450
Champus / TRICARE	0.3800	0.5624	1.1320	0.8913
Uninsured (Included in Non-Government)	0.9500	0.9688	1.0269	1.0490
Total Case Mix Index	1.0918	1.0834	1.1192	1.1313

UNCOMPENSATED CARE				
Charity Care	\$6,806,210	\$9,336,375	\$17,183,886	\$17,554,000
Bad Debts	\$13,597,933	\$19,226,799	\$16,389,312	\$21,000,769
Total Uncompensated Care Charges	\$20,404,143	\$28,563,174	\$33,573,198	\$38,554,769
Uncompensated Care Cost	\$10,827,274	\$14,365,864	\$15,740,080	\$18,357,526
Uncompensated care % of total expenses	4.5%	5.4%	5.5%	5.7%

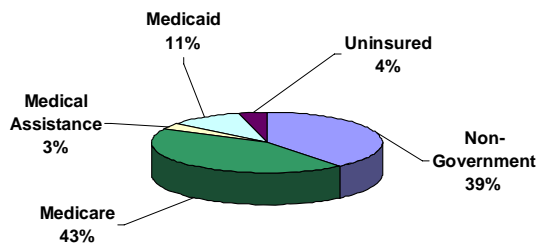
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	9,070	8,864	9,181	9,239
Emergency Room - Treated and Discharged	37,647	38,859	39,632	40,491
Total Emergency Room Visits	46,717	47,723	48,813	49,730

## ROCKVILLE GENERAL HOSPITAL

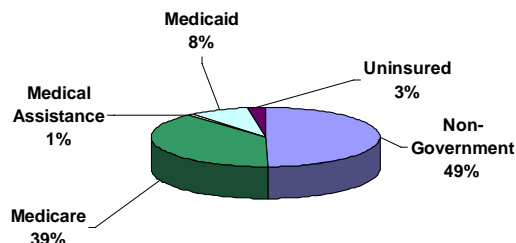
Rockville General Hospital, founded in 1921, is located in Vernon. In FY 2009, the Hospital generated \$3.7 million in income from operations and experienced a \$2.4 million non-operating loss, resulting in an excess of revenues over expenses of \$1.3 million. The Hospital reported 3,510 discharges and 15,355 patient days while staffing 66 of its 118 available beds. Reported below is a chart indicating all of the affiliates of Eastern Connecticut Health Network, the parent corporation of the Hospital, and Manchester Memorial Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$57,112,262	\$59,238,196	\$61,803,014	\$64,940,252
Other Operating Revenue	\$8,645,245	\$5,861,929	\$5,994,161	\$5,040,949
Total Operating Revenue	\$65,757,507	\$65,100,125	\$67,797,175	\$69,981,201
Total Operating Expenses	\$63,615,219	\$64,216,399	\$65,930,398	\$66,239,259
Income/(Loss) from Operations	\$2,142,288	\$883,726	\$1,866,777	\$3,741,942
Non Operating Revenue	\$1,501,434	(\$57,629)	(\$2,816,371)	(\$2,380,797)
Excess/(Deficiency) of Revenue over Expenses	\$3,643,722	\$826,097	(\$949,594)	\$1,361,145

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - ROCKVILLE GENERAL HOSPITAL

PROFITABILITY SUMMARY	2006	2007	2008	2009
Hospital Operating Margins	3.19%	1.36%	2.87%	5.54%
Hospital Non Operating Margins	2.23%	-0.09%	-4.33%	-3.52%
Hospital Total Margins	5.42%	1.27%	-1.46%	2.01%

COST DATA SUMMARY				
Ratio of cost to charges	0.42	0.46	0.45	0.45
Private Payment to Cost Ratio	1.20	1.18	1.20	1.21
Medicare Payment to Cost Ratio	0.85	0.83	0.85	0.84
Medicaid Payment to Cost Ratio	0.75	0.71	0.72	0.74

LIQUIDITY MEASURES SUMMARY				
Current Ratio	1.10	1.01	1.70	1.84
Days cash on hand	19	2	17	35
Days in patients accounts receivable	56	54	63	56
Average Payment Period	70	65	105	94

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	49.2	52.6	44.5	40.1
Cash flow to total debt ratio	17.5	11.5	6.9	12.9
Long-term debt to Capitalization Ratio	38.4	34.9	38.9	40.9

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$40,149,555	\$42,159,714	\$36,356,992	\$31,533,927
Hospital Total Net Assets	\$45,642,730	\$48,003,762	\$41,762,068	\$36,462,215

UTILIZATION MEASURES SUMMARY				
Patient Days	14,259	14,828	15,185	15,355
Discharges	3,605	3,589	3,539	3,510
ALOS	4.0	4.1	4.3	4.4
Staffed Beds	66	66	66	66
Available Beds	102	102	118	118
Licensed Beds	118	118	118	118
Occupancy of staffed beds	59%	62%	63%	64%
Occupancy of available beds	33%	34%	35%	36%
Full Time Equivalent Employees	442.0	444.2	443.2	444.0

## KEY RESULTS - ROCKVILLE GENERAL HOSPITAL

DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	1,453	1,336	1,374	1,190
Medicare	1,545	1,607	1,600	1,766
Medical Assistance	591	641	554	546
Medicaid	509	574	486	458
Other Medical Assistance	82	67	68	88
Champus / TRICARE	16	5	11	8
Uninsured (Included in Non-Government)	40	65	64	63
Total Discharges	3,605	3,589	3,539	3,510

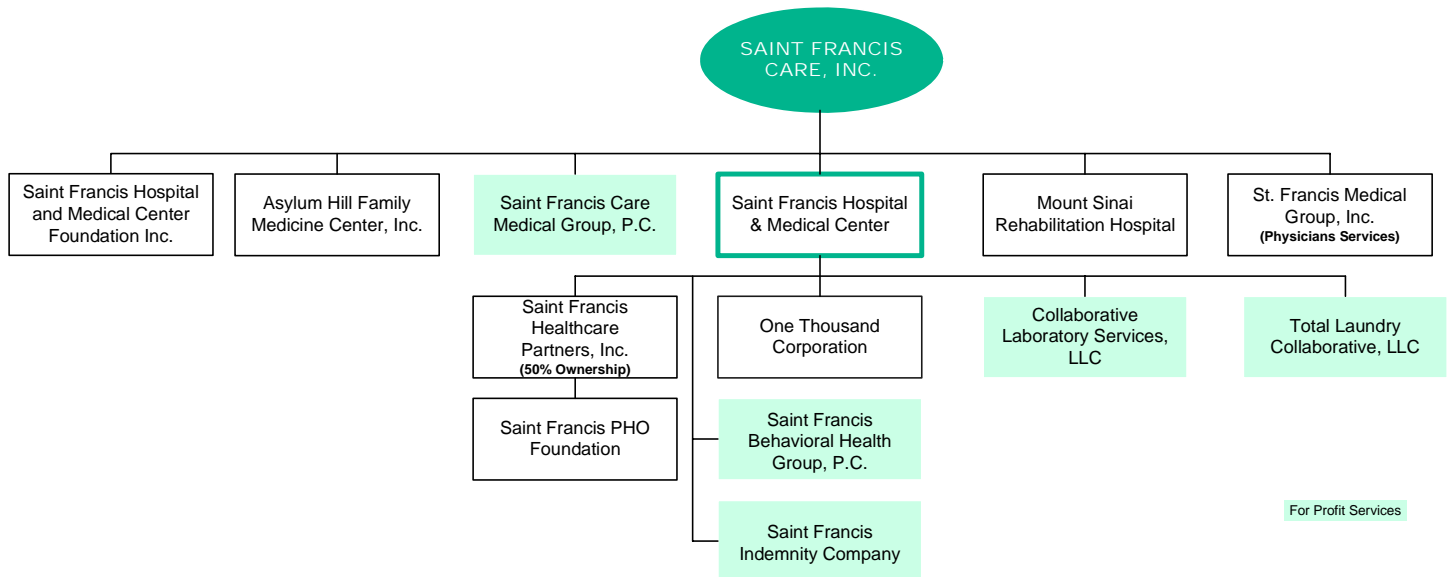
CASE MIX INDEX				
Non-Government (Including Uninsured)	0.8392	0.9921	1.0775	1.0268
Medicare	1.2622	1.4078	1.3948	1.4645
Medical Assistance	0.6654	0.6738	0.8073	0.8838
Medicaid	0.6110	0.6155	0.7639	0.8055
Other Medical Assistance	1.0028	1.1732	1.1176	1.2915
Champus / TRICARE	0.6215	0.7188	0.6177	0.9597
Uninsured (Included in Non-Government)	0.9513	1.1159	1.4731	1.0042
Total Case Mix Index	0.9910	1.1210	1.1773	1.2246

UNCOMPENSATED CARE				
Charity Care	\$578,251	\$600,038	\$926,423	\$550,997
Bad Debts	\$2,634,039	\$2,653,240	\$2,740,855	\$3,876,624
Total Uncompensated Care Charges	\$3,212,290	\$3,253,278	\$3,667,278	\$4,427,621
Uncompensated Care Cost	\$1,356,123	\$1,511,074	\$1,632,207	\$2,009,230
Uncompensated care % of total expenses	2.3%	2.5%	2.6%	3.0%

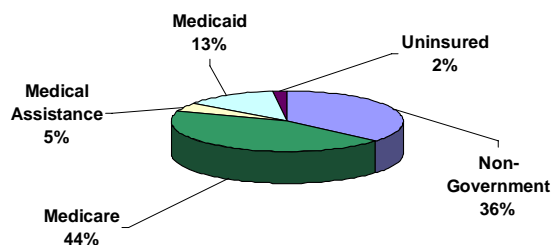
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	2,129	2,137	2,245	2,337
Emergency Room - Treated and Discharged	12,831	21,510	22,683	23,608
Total Emergency Room Visits	14,960	23,647	24,928	25,945

## SAINT FRANCIS HOSPITAL AND MEDICAL CENTER

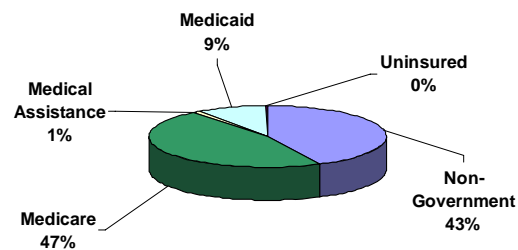
Saint Francis Hospital and Medical Center, founded in 1897, is located in Hartford. In FY 2009, the Hospital generated \$16.4 million in income from operations and experienced a \$5.7 million non-operating loss, resulting in an excess of revenues over expenses of \$10.7 million. The Hospital reported 33,057 discharges and 162,158 patient days while staffing 593 of its 593 available beds. Reported below is a chart indicating all of the affiliates of Saint Francis Care, Incorporated, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$459,737,041	\$501,049,772	\$549,018,192	\$569,815,727
Other Operating Revenue	\$30,955,585	\$41,196,348	\$39,219,480	\$38,098,855
Total Operating Revenue	\$490,692,626	\$542,246,120	\$588,237,672	\$607,914,582
Total Operating Expenses	\$491,309,862	\$533,818,395	\$602,971,403	\$591,542,174
Income/(Loss) from Operations	(\$617,236)	\$8,427,725	(\$14,733,731)	\$16,372,408
Non Operating Revenue	\$5,358,704	\$3,947,548	(\$16,993,109)	(\$5,731,045)
Excess/(Deficiency) of Revenue over Expenses	\$4,741,468	\$12,375,273	(\$31,726,840)	\$10,641,363



## KEY RESULTS - SAINT FRANCIS HOSPITAL AND MEDICAL CENTER

PROFITABILITY SUMMARY	2006	2007	2008	2009
Hospital Operating Margins	-0.12%	1.54%	-2.58%	2.72%
Hospital Non Operating Margins	1.08%	0.72%	-2.97%	-0.95%
Hospital Total Margins	0.96%	2.27%	-5.55%	1.77%

COST DATA SUMMARY				
Ratio of cost to charges	0.48	0.47	0.47	0.44
Private Payment to Cost Ratio	1.11	1.06	1.05	1.13
Medicare Payment to Cost Ratio	1.08	1.07	1.00	1.01
Medicaid Payment to Cost Ratio	0.72	0.76	0.72	0.71

LIQUIDITY MEASURES SUMMARY				
Current Ratio	2.46	2.14	1.21	1.78
Days cash on hand	20	15	29	53
Days in patients accounts receivable	54	51	46	40
Average Payment Period	35	37	71	60

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	56.4	54.0	30.8	26.1
Cash flow to total debt ratio	19.5	24.7	-2.2	10.5
Long-term debt to Capitalization Ratio	26.0	25.0	52.0	56.7

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$200,930,692	\$193,323,893	\$130,256,639	\$102,324,980
Hospital Total Net Assets	\$284,252,138	\$285,986,494	\$213,026,728	\$184,326,469

UTILIZATION MEASURES SUMMARY				
Patient Days	163,199	162,175	164,576	162,158
Discharges	31,638	31,626	32,807	33,057
ALOS	5.2	5.1	5.0	4.9
Staffed Beds	574	553	572	593
Available Beds	574	553	584	593
Licensed Beds	682	682	682	682
Occupancy of staffed beds	78%	80%	79%	75%
Occupancy of available beds	78%	80%	77%	75%
Full Time Equivalent Employees	3,354.0	3,416.7	3,594.9	3,610.8

## KEY RESULTS - SAINT FRANCIS HOSPITAL AND MEDICAL CENTER

DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	12,281	12,083	12,302	12,070
Medicare	12,968	12,903	14,037	13,748
Medical Assistance	6,316	6,570	6,399	7,149
Medicaid	4,942	5,091	4,888	5,525
Other Medical Assistance	1,374	1,479	1,511	1,624
Champus / TRICARE	73	70	69	90
Uninsured (Included in Non-Government)	556	528	446	355
Total Discharges	31,638	31,626	32,807	33,057

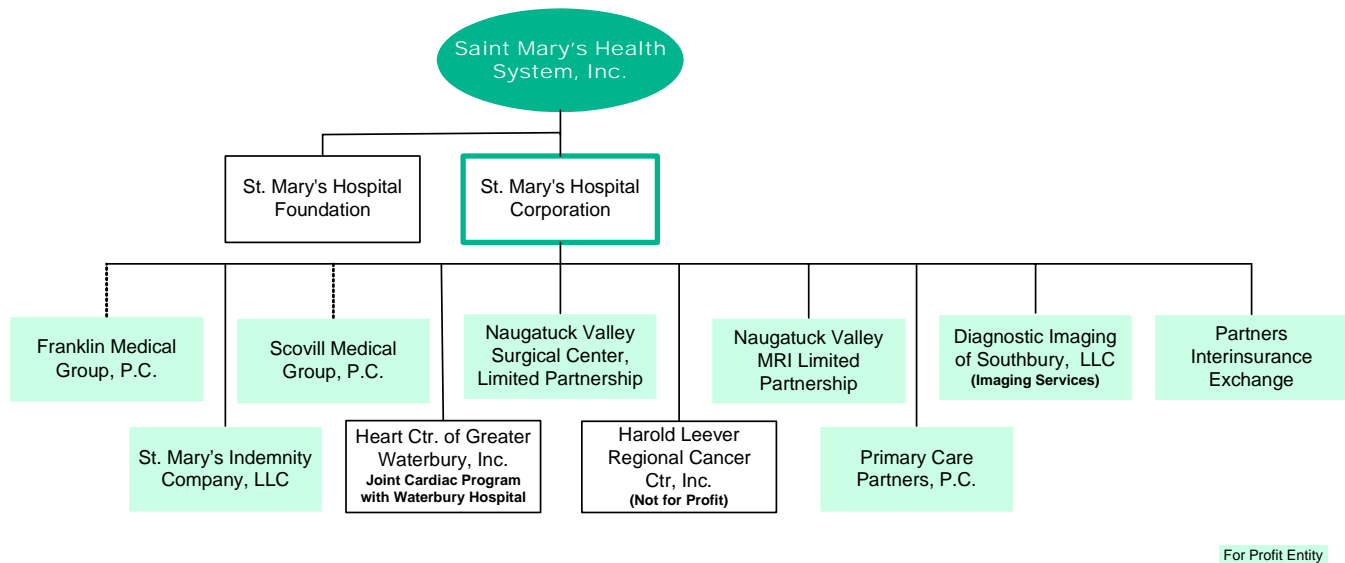
CASE MIX INDEX				
Non-Government (Including Uninsured)	1.2972	1.2432	1.3402	1.3235
Medicare	1.7087	1.7584	1.7226	1.7597
Medical Assistance	0.9525	1.0048	1.0387	1.0742
Medicaid	0.9026	0.8555	0.9617	1.0135
Other Medical Assistance	1.1320	1.5187	1.2880	1.2807
Champus / TRICARE	0.7928	0.9165	0.9638	1.1231
Uninsured (Included in Non-Government)	1.3758	1.1774	1.2236	1.0934
Total Case Mix Index	1.3959	1.4031	1.4442	1.4504

UNCOMPENSATED CARE				
Charity Care	\$9,288,125	\$4,572,101	\$5,078,551	\$5,153,062
Bad Debts	\$14,879,933	\$21,944,891	\$27,064,697	\$21,328,662
Total Uncompensated Care Charges	\$24,168,058	\$26,516,992	\$32,143,248	\$26,481,724
Uncompensated Care Cost	\$11,553,395	\$12,487,008	\$14,964,636	\$11,664,077
Uncompensated care % of total expenses	2.6%	2.4%	2.6%	2.0%

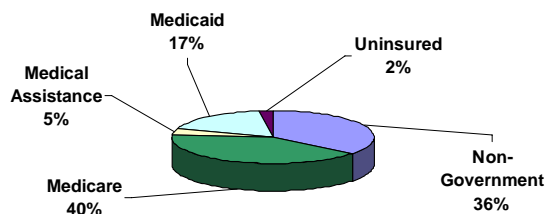
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	12,551	13,561	13,560	15,645
Emergency Room - Treated and Discharged	50,227	53,025	51,095	53,595
Total Emergency Room Visits	62,778	66,586	64,655	69,240

## SAINT MARY'S HOSPITAL

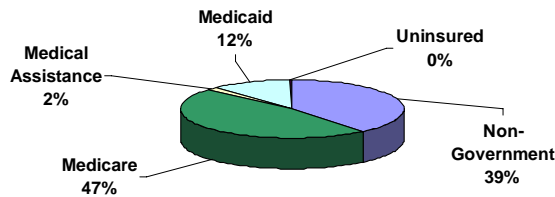
Saint Mary's Hospital, founded in 1907, is located in Waterbury. In FY 2009, the Hospital generated \$9.3 million in income from operations and realized a \$3.5 million non-operating gain, resulting in an excess of revenues over expenses of \$12.8 million. The Hospital reported 12,462 discharges and 53,096 patient days while staffing 196 of its 196 available beds. Reported below is a chart indicating all of the affiliates of Saint Mary's Health System, Incorporated, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$159,715,000	\$170,293,985	\$183,704,311	\$193,245,559
Other Operating Revenue	\$3,829,000	\$12,508,015	\$11,427,996	\$8,145,638
Total Operating Revenue	\$163,544,000	\$182,802,000	\$195,132,307	\$201,391,197
Total Operating Expenses	\$169,937,000	\$178,133,199	\$189,131,774	\$192,136,903
Income/(Loss) from Operations	(\$6,393,000)	\$4,668,801	\$6,000,533	\$9,254,294
Non Operating Revenue	\$7,137,000	\$7,188,613	\$4,155,005	\$3,520,657
Excess/(Deficiency) of Revenue over Expenses	\$744,000	\$11,857,414	\$10,155,538	\$12,774,951

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - SAINT MARY'S HOSPITAL

PROFITABILITY SUMMARY	2006	2007	2008	2009
Hospital Operating Margins	-3.75%	2.46%	3.01%	4.52%
Hospital Non Operating Margins	4.18%	3.78%	2.08%	1.72%
Hospital Total Margins	0.44%	6.24%	5.10%	6.23%

COST DATA SUMMARY				
Ratio of cost to charges	0.45	0.45	0.44	0.42
Private Payment to Cost Ratio	1.04	1.01	1.01	1.02
Medicare Payment to Cost Ratio	1.09	1.04	1.07	1.13
Medicaid Payment to Cost Ratio	0.59	0.63	0.66	0.65

LIQUIDITY MEASURES SUMMARY				
Current Ratio	0.81	1.03	1.27	1.69
Days cash on hand	2	10	27	38
Days in patients accounts receivable	38	32	28	27
Average Payment Period	72	66	66	60

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	-0.1	11.7	9.2	7.4
Cash flow to total debt ratio	13.0	31.2	28.4	34.8
Long-term debt to Capitalization Ratio	100.4	64.2	67.3	71.3

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	(\$18,632,000)	(\$1,326,115)	(\$1,435,860)	(\$4,907,594)
Hospital Total Net Assets	(\$135,000)	\$18,709,902	\$14,865,843	\$11,261,310

UTILIZATION MEASURES SUMMARY				
Patient Days	60,036	61,241	58,081	53,096
Discharges	13,000	13,169	13,153	12,462
ALOS	4.6	4.7	4.4	4.3
Staffed Beds	178	196	196	196
Available Beds	195	196	196	196
Licensed Beds	379	379	379	379
Occupancy of staffed beds	92%	86%	81%	74%
Occupancy of available beds	86%	84%	81%	74%
Full Time Equivalent Employees	1,207.0	1,206.7	1,209.2	1,205.4

## KEY RESULTS - SAINT MARY'S HOSPITAL

DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	4,461	4,463	4,241	3,956
Medicare	5,420	5,363	5,470	5,300
Medical Assistance	3,088	3,309	3,401	3,176
Medicaid	2,610	2,855	2,847	2,603
Other Medical Assistance	478	454	554	573
Champus / TRICARE	31	34	41	30
Uninsured (Included in Non-Government)	176	141	141	196
Total Discharges	13,000	13,169	13,153	12,462

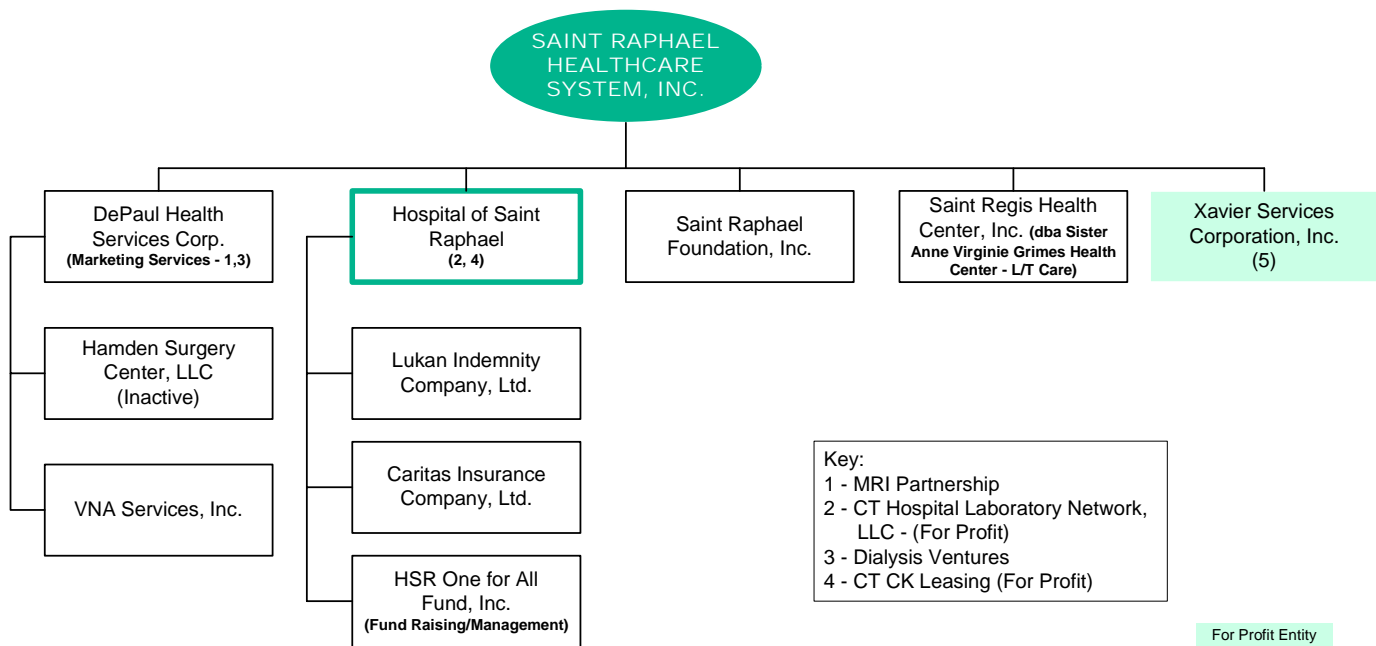
CASE MIX INDEX				
Non-Government (Including Uninsured)	1.0900	1.1252	1.1558	1.1394
Medicare	1.4740	1.4713	1.4974	1.5644
Medical Assistance	0.8736	0.8492	0.8863	0.9111
Medicaid	0.7925	0.7934	0.8409	0.8587
Other Medical Assistance	1.3165	1.1998	1.1198	1.1490
Champus / TRICARE	0.5537	0.5346	0.6532	0.6180
Uninsured (Included in Non-Government)	1.0279	1.0453	1.0894	0.9896
Total Case Mix Index	1.1974	1.1953	1.2266	1.2607

UNCOMPENSATED CARE				
Charity Care	\$1,089,917	\$704,410	\$584,465	\$493,000
Bad Debts	\$7,898,208	\$9,114,889	\$10,446,296	\$11,724,327
Total Uncompensated Care Charges	\$8,988,125	\$9,819,299	\$11,030,761	\$12,217,327
Uncompensated Care Cost	\$4,083,006	\$4,423,166	\$4,906,173	\$5,089,127
Uncompensated care % of total expenses	2.6%	2.5%	2.6%	2.6%

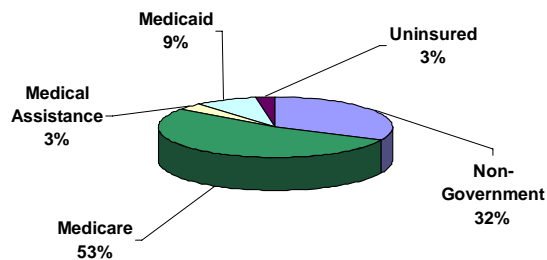
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	8,059	8,135	8,246	7,575
Emergency Room - Treated and Discharged	66,038	60,139	60,106	61,984
Total Emergency Room Visits	74,097	68,274	68,352	69,559

## HOSPITAL OF SAINT RAPHAEL

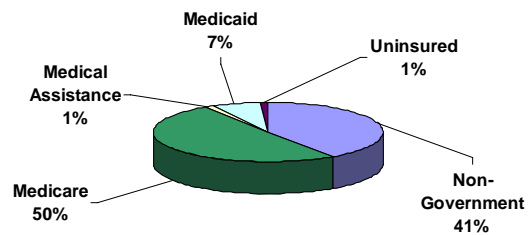
The Hospital of Saint Raphael, founded in 1907, is located in New Haven. In FY 2009, the Hospital experienced a \$6.2 million loss from operations and realized a \$20,000 non-operating gain, resulting in a deficiency of revenues over expenses of almost \$6.2 million. The Hospital reported 24,505 discharges and 130,965 patient days while staffing 417 of its 488 available beds. Reported below is a chart indicating all of the affiliates of the Saint Raphael Healthcare System, Incorporated, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$390,371,250	\$404,894,538	\$420,527,029	\$456,208,821
Other Operating Revenue	\$17,523,370	\$18,526,735	\$26,118,209	\$21,507,173
Total Operating Revenue	\$407,894,620	\$423,421,273	\$446,645,238	\$477,715,994
Total Operating Expenses	\$418,601,308	\$433,023,100	\$463,724,841	\$483,940,125
Income/(Loss) from Operations	(\$10,706,688)	(\$9,601,827)	\$17,079,603	(\$6,224,131)
Non Operating Revenue	\$2,047,000	\$2,405,727	(\$287,397)	\$20,065
Excess/(Deficiency) of Revenue over Expenses	(\$8,659,688)	(\$7,196,100)	(\$17,367,000)	(\$6,204,066)

## KEY RESULTS - HOSPITAL OF SAINT RAPHAEL

PROFITABILITY SUMMARY	2006	2007	2008	2009
Hospital Operating Margins	-2.61%	-2.25%	-3.83%	-1.30%
Hospital Non Operating Margins	0.50%	0.56%	-0.06%	0.00%
Hospital Total Margins	-2.11%	-1.69%	-3.89%	-1.30%

COST DATA SUMMARY				
Ratio of cost to charges	0.39	0.39	0.38	0.39
Private Payment to Cost Ratio	1.13	1.13	1.16	1.16
Medicare Payment to Cost Ratio	0.98	0.95	0.89	0.87
Medicaid Payment to Cost Ratio	0.69	0.72	0.75	0.74

LIQUIDITY MEASURES SUMMARY				
Current Ratio	1.36	1.54	0.62	0.68
Days cash on hand	28	30	13	16
Days in patients accounts receivable	49	49	47	45
Average Payment Period	65	60	119	113

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	22.2	20.0	10.8	-11.9
Cash flow to total debt ratio	6.3	7.8	0.8	7.4
Long-term debt to Capitalization Ratio	58.2	59.3	13.1	-11.6

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$35,812,204	\$25,504,147	(\$2,505,487)	(\$59,114,372)
Hospital Total Net Assets	\$62,511,925	\$56,455,809	\$29,118,877	(\$30,730,319)

UTILIZATION MEASURES SUMMARY				
Patient Days	134,580	135,071	134,266	130,965
Discharges	24,985	26,188	24,586	24,505
ALOS	5.4	5.2	5.5	5.3
Staffed Beds	474	408	417	417
Available Beds	473	474	474	488
Licensed Beds	533	533	533	533
Occupancy of staffed beds	78%	91%	88%	86%
Occupancy of available beds	78%	78%	78%	74%
Full Time Equivalent Employees	2,817.0	2,873.4	3,010.4	3,038.9

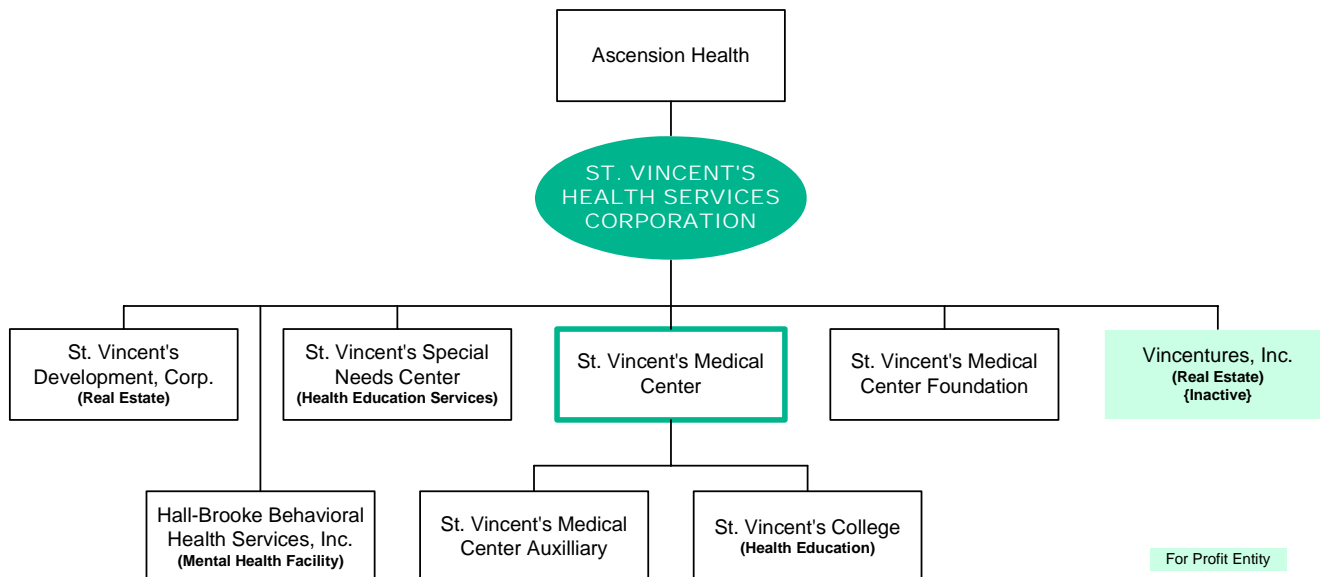
## KEY RESULTS - HOSPITAL OF SAINT RAPHAEL

DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	8,134	8,651	8,012	7,800
Medicare	13,283	13,531	13,055	13,225
Medical Assistance	3,552	3,977	3,496	3,447
Medicaid	2,843	3,172	2,822	2,704
Other Medical Assistance	709	805	674	743
Champus / TRICARE	16	29	23	33
Uninsured (Included in Non-Government)	341	407	381	405
Total Discharges	24,985	26,188	24,586	24,505
CASE MIX INDEX				
Non-Government (Including Uninsured)	1.4556	1.4020	1.4414	1.4220
Medicare	1.5758	1.5620	1.6154	1.6104
Medical Assistance	0.9534	0.9278	0.9808	0.9809
Medicaid	0.8858	0.8699	0.9326	0.9247
Other Medical Assistance	1.2245	1.1561	1.1824	1.1854
Champus / TRICARE	1.4574	1.2955	1.4970	0.7866
Uninsured (Included in Non-Government)	1.1428	1.1411	1.1634	1.0482
Total Case Mix Index	1.4481	1.4125	1.4683	1.4608
UNCOMPENSATED CARE				
Charity Care	\$4,826,234	\$4,898,589	\$4,657,486	\$4,656,971
Bad Debts	\$15,784,000	\$19,981,016	\$21,668,503	\$20,632,999
Total Uncompensated Care Charges	\$20,610,234	\$24,879,605	\$26,325,989	\$25,289,970
Uncompensated Care Cost	\$7,989,906	\$9,687,040	\$10,059,117	\$9,742,216
Uncompensated care % of total expenses	2.1%	2.3%	2.3%	2.0%
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	14,790	15,579	14,605	14,540
Emergency Room - Treated and Discharged	37,163	35,317	34,158	38,833
Total Emergency Room Visits	51,953	50,896	48,763	53,373

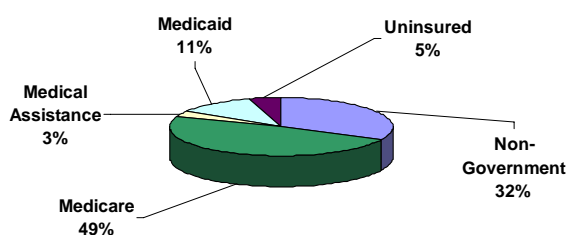


## SAINT VINCENT'S MEDICAL CENTER

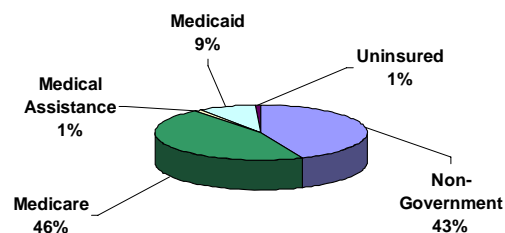
Saint Vincent's Medical Center, founded in 1903, is located in Bridgeport. In FY 2009, the Hospital generated \$10.8 million in income from operations and experienced a \$3.8 million non-operating loss, resulting in an excess of revenues over expenses of \$7.0 million. The Hospital reported 21,743 discharges and 125,447 patient days while staffing 415 of its 423 available beds. Reported below is a chart indicating all of the affiliates of Saint Vincent's Health Services Corporation, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures. St. Vincent's Medical Center is also a member of Ascension Health, a nationally based Catholic health system.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$274,428,000	\$288,808,279	\$309,364,455	\$341,788,581
Other Operating Revenue	\$11,766,000	\$12,926,187	\$13,485,455	\$11,020,419
Total Operating Revenue	\$286,194,000	\$301,734,466	\$322,849,910	\$352,809,000
Total Operating Expenses	\$274,741,000	\$287,076,522	\$302,743,320	\$341,987,000
Income/(Loss) from Operations	\$11,453,000	\$14,657,944	\$20,106,590	\$10,822,000
Non Operating Revenue	\$16,048,000	\$33,968,887	(\$34,584,733)	(\$3,815,000)
Excess/(Deficiency) of Revenue over Expenses	\$27,501,000	\$48,626,831	(\$14,478,143)	\$7,007,000

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - SAINT VINCENT'S MEDICAL CENTER

PROFITABILITY SUMMARY	2006	2007	2008	2009
Hospital Operating Margins	3.79%	4.37%	6.98%	3.10%
Hospital Non Operating Margins	5.31%	10.12%	-12.00%	-1.09%
Hospital Total Margins	9.10%	14.49%	-5.02%	2.01%

COST DATA SUMMARY				
Ratio of cost to charges	0.44	0.45	0.41	0.40
Private Payment to Cost Ratio	1.22	1.22	1.29	1.28
Medicare Payment to Cost Ratio	1.04	0.91	0.93	0.89
Medicaid Payment to Cost Ratio	0.67	0.67	0.65	0.74

LIQUIDITY MEASURES SUMMARY				
Current Ratio	1.30	1.31	1.37	1.26
Days cash on hand	19	17	18	21
Days in patients accounts receivable	42	34	37	34
Average Payment Period	59	62	64	62

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	74.0	73.9	75.1	67.3
Cash flow to total debt ratio	42.1	62.3	2.1	20.3
Long-term debt to Capitalization Ratio	14.8	12.8	13.0	16.6

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$303,072,000	\$339,903,000	\$334,148,000	\$314,991,000
Hospital Total Net Assets	\$326,964,000	\$378,665,000	\$380,811,000	\$356,510,000

UTILIZATION MEASURES SUMMARY				
Patient Days	100,234	100,497	104,524	125,447
Discharges	19,674	19,434	20,159	21,743
ALOS	5.1	5.2	5.2	5.8
Staffed Beds	336	336	340	415
Available Beds	356	350	349	423
Licensed Beds	444	444	444	520
Occupancy of staffed beds	82%	82%	84%	83%
Occupancy of available beds	77%	79%	82%	81%
Full Time Equivalent Employees	1,720.0	1,734.9	1,829.4	2,049.6

## KEY RESULTS - SAINT VINCENT'S MEDICAL CENTER

DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	7,482	7,156	7,538	8,200
Medicare	9,173	9,179	9,522	9,746
Medical Assistance	3,008	3,093	3,087	3,779
Medicaid	2,666	2,756	2,656	3,120
Other Medical Assistance	342	337	431	659
Champus / TRICARE	11	6	12	18
Uninsured (Included in Non-Government)	777	808	950	955
Total Discharges	19,674	19,434	20,159	21,743

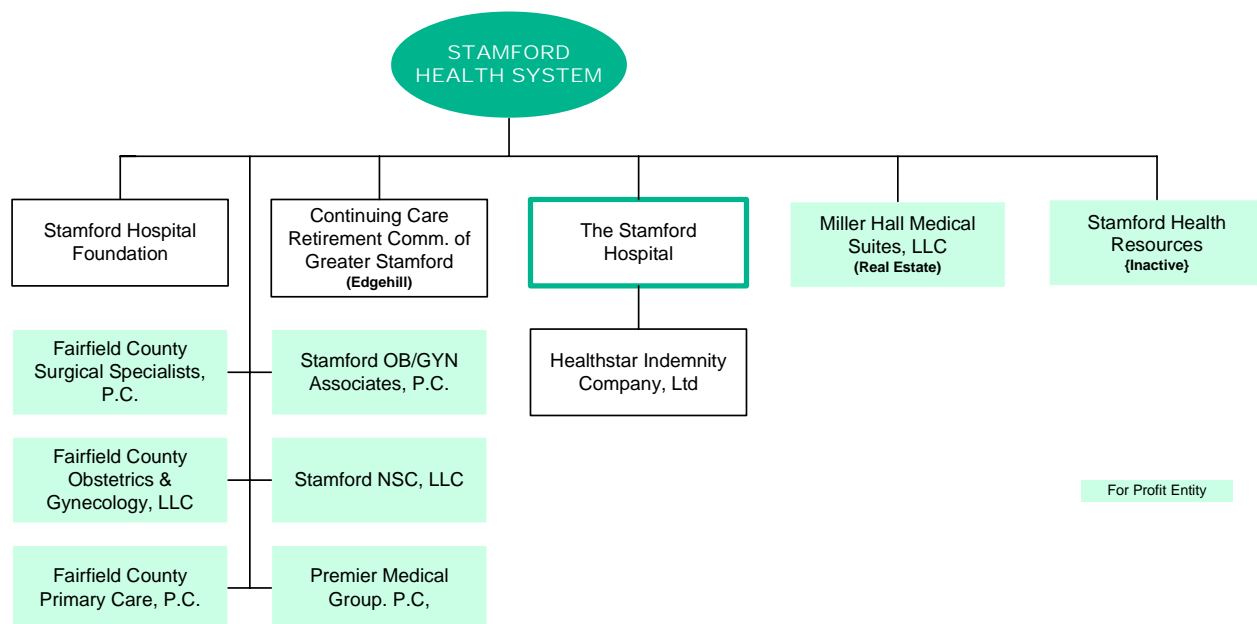
CASE MIX INDEX				
Non-Government (Including Uninsured)	1.2401	1.3132	1.2920	1.1909
Medicare	1.5618	1.5429	1.5366	1.5299
Medical Assistance	0.9491	0.9593	0.9981	0.9634
Medicaid	0.8900	0.9284	0.9639	0.9125
Other Medical Assistance	1.4098	1.2119	1.2087	1.2046
Champus / TRICARE	0.8812	1.3999	0.6970	1.1109
Uninsured (Included in Non-Government)	1.0404	1.0385	1.0992	1.0987
Total Case Mix Index	1.3454	1.3654	1.3622	1.3033

UNCOMPENSATED CARE				
Charity Care	\$5,863,608	\$5,478,066	\$5,784,833	\$8,833,000
Bad Debts	\$15,942,876	\$22,654,037	\$26,273,077	\$30,554,626
Total Uncompensated Care Charges	\$21,806,484	\$28,132,103	\$32,057,910	\$39,387,626
Uncompensated Care Cost	\$9,691,054	\$12,688,863	\$13,269,472	\$15,619,940
Uncompensated care % of total expenses	3.8%	4.4%	4.4%	4.6%

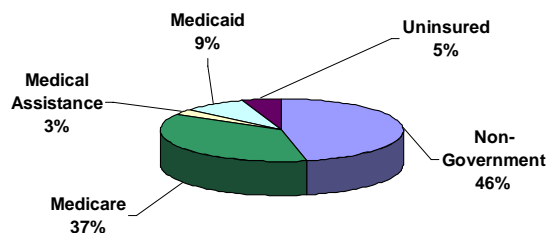
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	11,633	11,570	12,721	10,882
Emergency Room - Treated and Discharged	46,909	48,718	47,919	50,431
Total Emergency Room Visits	58,542	60,288	60,640	61,313

## STAMFORD HOSPITAL

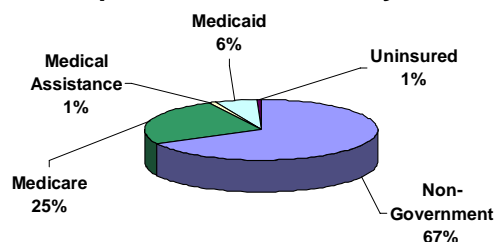
The Stamford Hospital, founded in 1896, is located in Stamford. In FY 2009, the Hospital generated \$18.7 million in income from operations and experienced a \$1 million non-operating loss, resulting in an excess of revenues over expenses of \$17.7 million. The Hospital reported 14,888 discharges and 75,272 patient days while staffing 321 of its 330 available beds. Reported below is a chart indicating all of the affiliates of Stamford Health System, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$316,588,000	\$333,269,000	\$381,968,990	\$416,937,724
Other Operating Revenue	\$18,401,000	\$18,398,213	\$23,149,832	\$27,261,542
Total Operating Revenue	\$334,989,000	\$351,667,213	\$405,118,822	\$444,199,266
Total Operating Expenses	\$317,707,000	\$341,537,208	\$389,133,838	\$425,519,879
Income/(Loss) from Operations	\$17,282,000	\$10,130,005	\$15,984,984	\$18,679,387
Non Operating Revenue	\$3,227,000	\$3,300,297	(\$4,206,071)	(\$988,395)
Excess/(Deficiency) of Revenue over Expenses	\$20,509,000	\$13,430,302	\$11,778,913	\$17,690,992

## KEY RESULTS - STAMFORD HOSPITAL

PROFITABILITY SUMMARY	2006	2007	2008	2009
Hospital Operating Margins	5.11%	2.85%	3.99%	4.21%
Hospital Non Operating Margins	0.95%	0.93%	-1.05%	-0.22%
Hospital Total Margins	6.06%	3.78%	2.94%	3.99%

COST DATA SUMMARY				
Ratio of cost to charges	0.39	0.40	0.38	0.36
Private Payment to Cost Ratio	1.38	1.25	1.28	1.32
Medicare Payment to Cost Ratio	0.83	0.69	0.64	0.63
Medicaid Payment to Cost Ratio	0.66	0.49	0.59	0.61

LIQUIDITY MEASURES SUMMARY				
Current Ratio	1.58	1.39	1.15	1.19
Days cash on hand	18	20	7	9
Days in patients accounts receivable	47	42	43	43
Average Payment Period	48	56	58	56

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	40.7	42.4	38.4	20.4
Cash flow to total debt ratio	30.5	24.4	20.5	26.0
Long-term debt to Capitalization Ratio	43.1	39.8	44.0	60.9

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$105,797,000	\$110,051,759	\$111,130,289	\$42,615,000
Hospital Total Net Assets	\$130,173,000	\$142,777,414	\$141,187,158	\$70,813,000

UTILIZATION MEASURES SUMMARY				
Patient Days	77,308	73,908	76,971	75,272
Discharges	17,083	16,672	15,856	14,888
ALOS	4.5	4.4	4.9	5.1
Staffed Beds	319	319	319	321
Available Beds	330	330	330	330
Licensed Beds	330	330	330	330
Occupancy of staffed beds	66%	63%	66%	64%
Occupancy of available beds	64%	61%	64%	62%
Full Time Equivalent Employees	1,774.0	1,774.5	1,879.3	1,898.4

## KEY RESULTS - STAMFORD HOSPITAL

DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	8,953	8,219	7,456	7,028
Medicare	5,570	5,792	5,763	5,093
Medical Assistance	2,553	2,653	2,630	2,756
Medicaid	2,182	2,218	2,209	2,285
Other Medical Assistance	371	435	421	471
Champus / TRICARE	7	8	7	11
Uninsured (Included in Non-Government)	790	686	590	590
Total Discharges	17,083	16,672	15,856	14,888

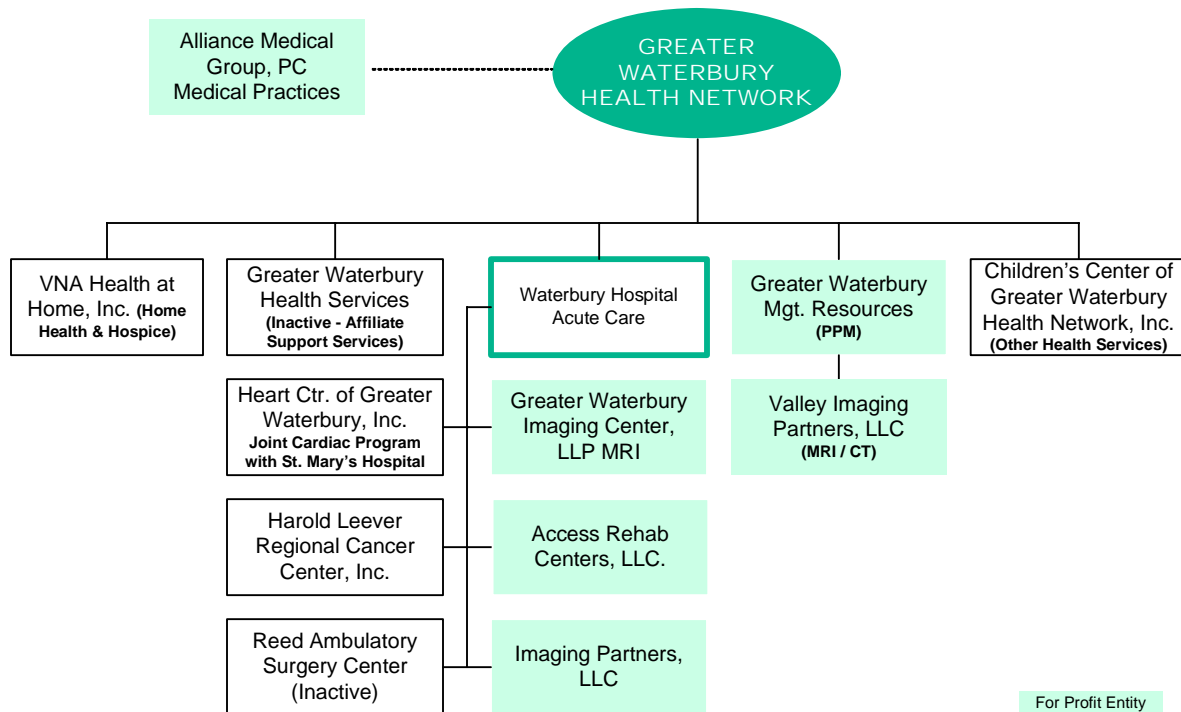
CASE MIX INDEX				
Non-Government (Including Uninsured)	0.8899	0.9448	1.0412	1.0484
Medicare	1.3275	1.3283	1.5431	1.5767
Medical Assistance	0.7940	0.7679	0.9141	0.9668
Medicaid	0.7531	0.7190	0.8570	0.8826
Other Medical Assistance	1.0345	1.0172	1.2140	1.3755
Champus / TRICARE	3.2722	0.7402	1.3094	1.0287
Uninsured (Included in Non-Government)	0.9130	1.0047	1.1372	1.2308
Total Case Mix Index	1.0192	1.0498	1.2027	1.2140

UNCOMPENSATED CARE				
Charity Care	\$8,348,990	\$14,266,408	\$15,715,201	\$11,909,791
Bad Debts	\$32,901,387	\$34,398,592	\$44,824,866	\$47,934,677
Total Uncompensated Care Charges	\$41,250,377	\$48,665,000	\$60,540,067	\$59,844,468
Uncompensated Care Cost	\$16,045,997	\$19,424,296	\$23,253,123	\$21,570,630
Uncompensated care % of total expenses	5.8%	5.7%	6.0%	5.1%

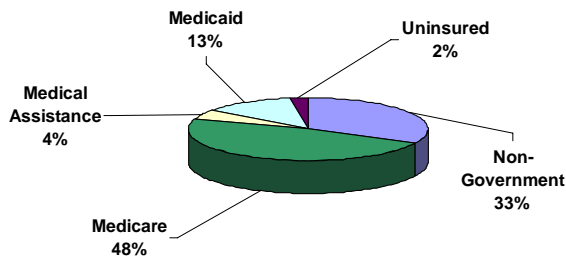
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	8,550	8,795	8,327	7,214
Emergency Room - Treated and Discharged	34,605	35,818	37,113	39,086
Total Emergency Room Visits	43,155	44,613	45,440	46,300

## WATERBURY HOSPITAL

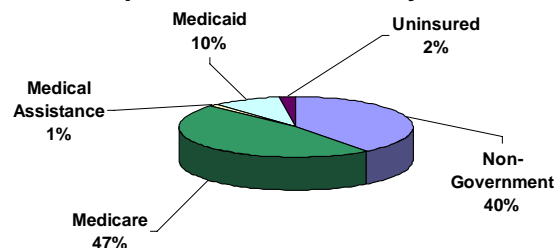
The Waterbury Hospital, opened in 1890, is located in Waterbury. In FY 2009, the Hospital experienced a \$5.0 million loss from operations and realized a \$3.1 million non-operating gain, resulting in a deficiency of revenues over expenses of \$1.9 million. The Hospital reported 13,916 discharges and 67,682 patient days while staffing 214 of its 292 available beds. Reported below is a chart indicating all of the affiliates of Greater Waterbury Health Network, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$211,079,163	\$222,219,540	\$221,441,319	\$239,928,524
Other Operating Revenue	\$8,302,273	\$9,187,087	\$11,605,995	\$8,617,813
Total Operating Revenue	\$219,381,436	\$231,406,627	\$233,047,314	\$248,546,337
Total Operating Expenses	\$227,450,970	\$240,315,931	\$245,407,419	\$253,532,594
Income/(Loss) from Operations	(\$8,069,534)	(\$8,909,304)	(\$12,360,105)	(\$4,986,257)
Non Operating Revenue	\$2,766,348	\$2,069,251	\$1,875,322	\$3,066,686
Excess/(Deficiency) of Revenue over Expenses	(\$5,303,186)	(\$6,840,053)	(\$10,484,783)	(\$1,919,571)

\*Source: Hospital Audited Financial Statements

## KEY RESULTS – WATERBURY HOSPITAL

### PROFITABILITY SUMMARY

	2006	2007	2008	2009
Hospital Operating Margins	-3.63%	-3.82%	-5.26%	-1.98%
Hospital Non Operating Margins	1.25%	0.89%	0.80%	1.22%
Hospital Total Margins	-2.39%	-2.93%	-4.46%	-0.76%

### COST DATA SUMMARY

Ratio of cost to charges	0.35	0.32	0.31	0.30
Private Payment to Cost Ratio	1.15	1.13	1.15	1.09
Medicare Payment to Cost Ratio	0.88	0.92	0.91	0.88
Medicaid Payment to Cost Ratio	0.74	0.73	0.66	0.68

### LIQUIDITY MEASURES SUMMARY

Current Ratio	2.03	1.74	1.63	2.00
Days cash on hand	20	6	16	22
Days in patients accounts receivable	51	51	57	45
Average Payment Period	42	44	48	37

### SOLVENCY MEASURES SUMMARY

Equity financing ratio	66.5	67.9	62.9	61.5
Cash flow to total debt ratio	8.1	7.1	-1.7	16.3
Long-term debt to Capitalization Ratio	17.8	15.0	16.5	17.0

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

### NET ASSETS SUMMARY

Hospital Unrestricted Net Assets	\$66,152,139	\$58,964,722	\$47,953,352	\$44,636,663
Hospital Total Net Assets	\$124,628,134	\$122,516,497	\$99,996,300	\$93,058,584

### UTILIZATION MEASURES SUMMARY

Patient Days	71,081	71,532	70,997	67,682
Discharges	15,000	14,584	14,736	13,916
ALOS	4.7	4.9	4.8	4.9
Staffed Beds	271	235	238	214
Available Beds	292	292	292	292
Licensed Beds	393	393	393	393
Occupancy of staffed beds	72%	83%	82%	87%
Occupancy of available beds	67%	67%	67%	64%
Full Time Equivalent Employees	1,703.0	1,647.9	1,625.0	1,589.2



## KEY RESULTS – WATERBURY HOSPITAL

DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	5,445	5,265	4,942	4,524
Medicare	6,658	6,299	6,566	6,496
Medical Assistance	2,890	3,009	3,216	2,881
Medicaid	2,394	2,496	2,730	2,363
Other Medical Assistance	496	513	486	518
Champus / TRICARE	7	11	12	15
Uninsured (Included in Non-Government)	342	345	335	265
Total Discharges	15,000	14,584	14,736	13,916

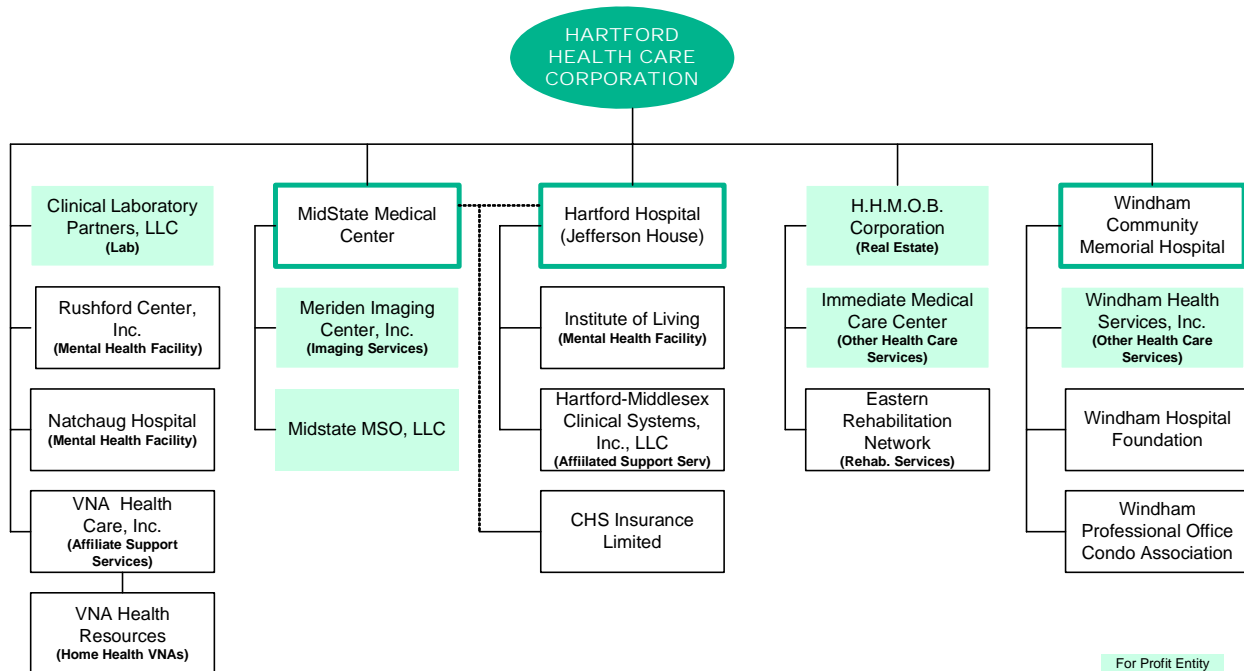
CASE MIX INDEX				
Non-Government (Including Uninsured)	1.0972	1.1407	1.1925	1.2937
Medicare	1.3699	1.4471	1.5816	1.5927
Medical Assistance	0.8158	0.9077	1.0058	1.7560
Medicaid	0.7731	0.8737	0.9802	1.8863
Other Medical Assistance	1.0219	1.0730	1.1499	1.1616
Champus / TRICARE	0.5673	1.1900	1.3294	1.6601
Uninsured (Included in Non-Government)	1.0809	1.0742	1.1190	1.1466
Total Case Mix Index	1.1638	1.2250	1.3252	1.5294

UNCOMPENSATED CARE				
Charity Care	\$2,821,642	\$2,019,940	\$2,588,984	\$1,809,921
Bad Debts	\$14,229,884	\$21,806,478	\$17,717,523	\$14,319,487
Total Uncompensated Care Charges	\$17,051,526	\$23,826,418	\$20,306,507	\$16,129,408
Uncompensated Care Cost	\$5,894,939	\$7,696,214	\$6,390,261	\$4,766,186
Uncompensated care % of total expenses	2.8%	3.5%	2.8%	1.9%

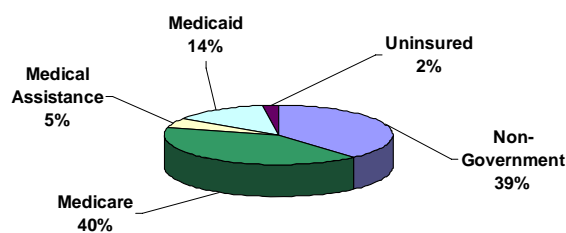
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	8,828	9,065	9,294	8,895
Emergency Room - Treated and Discharged	47,503	44,759	45,166	49,237
Total Emergency Room Visits	56,331	53,824	54,460	58,132

## WINDHAM COMMUNITY MEMORIAL HOSPITAL

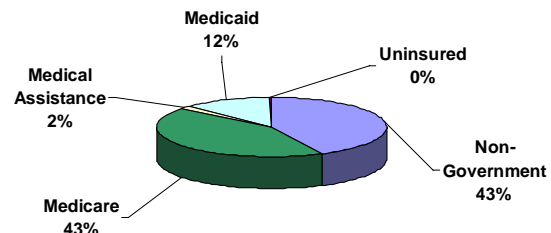
Windham Community Memorial Hospital, founded in 1908 is located in Willimantic. In FY 2009, the Hospital generated \$606,000 in income from operations and experienced a \$1.8 non-operating loss, resulting in a deficiency of revenues over expenses of \$1.2 million. The Hospital reported 5,343 discharges and 20,696 patient days while staffing 87 of its 144 available beds. Reported below is a chart indicating all of the affiliates of Hartford Healthcare Corporation, the parent corporation of the Hospital, Hartford Hospital and Midstate Medical Center, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$73,886,641	\$76,196,541	\$81,011,511	\$83,605,148
Other Operating Revenue	\$2,217,843	\$5,646,903	\$4,257,607	\$2,401,877
Total Operating Revenue	\$76,104,484	\$81,843,444	\$85,269,118	\$86,007,025
Total Operating Expenses	\$76,054,844	\$81,098,944	\$83,487,134	\$85,401,157
Income/(Loss) from Operations	\$49,640	\$744,500	\$1,781,984	\$605,868
Non Operating Revenue	\$535,279	\$1,627,039	\$310,467	(\$1,790,872)
Excess/(Deficiency) of Revenue over Expenses	\$584,919	\$2,371,539	\$2,092,451	(\$1,185,004)

## KEY RESULTS - WINDHAM COMMUNITY MEMORIAL HOSPITAL

PROFITABILITY SUMMARY	2006	2007	2008	2009
Hospital Operating Margins	0.06%	0.89%	2.08%	0.72%
Hospital Non Operating Margins	0.70%	1.95%	0.36%	-2.13%
Hospital Total Margins	0.76%	2.84%	2.45%	-1.41%

COST DATA SUMMARY				
Ratio of cost to charges	0.41	0.37	0.39	0.45
Private Payment to Cost Ratio	1.14	1.14	1.10	1.02
Medicare Payment to Cost Ratio	0.95	1.01	1.12	0.98
Medicaid Payment to Cost Ratio	0.88	0.89	0.85	0.82

LIQUIDITY MEASURES SUMMARY				
Current Ratio	1.89	2.28	2.57	2.63
Days cash on hand	5	5	13	15
Days in patients accounts receivable	75	70	64	63
Average Payment Period	61	44	43	41

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	16.2	18.6	18.9	-28.9
Cash flow to total debt ratio	14.3	26.6	20.8	11.2
Long-term debt to Capitalization Ratio	57.5	52.3	60.1	-4164.0

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$5,377,884	\$8,993,301	\$10,143,299	(\$25,502,905)
Hospital Total Net Assets	\$10,883,758	\$12,692,298	\$13,271,987	(\$20,171,322)

UTILIZATION MEASURES SUMMARY				
Patient Days	19,996	21,595	21,050	20,696
Discharges	5,375	5,713	5,744	5,343
ALOS	3.7	3.8	3.7	3.9
Staffed Beds	87	87	87	87
Available Beds	79	79	144	144
Licensed Beds	144	144	144	144
Occupancy of staffed beds	63%	68%	66%	65%
Occupancy of available beds	73%	75%	40%	39%
Full Time Equivalent Employees	555.0	584.0	594.8	608.0

## KEY RESULTS - WINDHAM COMMUNITY MEMORIAL HOSPITAL

DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	1,696	1,750	1,707	1,601
Medicare	2,426	2,656	2,628	2,534
Medical Assistance	1,238	1,289	1,397	1,195
Medicaid	1,052	1,006	1,144	961
Other Medical Assistance	186	283	253	234
Champus / TRICARE	15	18	12	13
Uninsured (Included in Non-Government)	115	124	143	87
Total Discharges	5,375	5,713	5,744	5,343

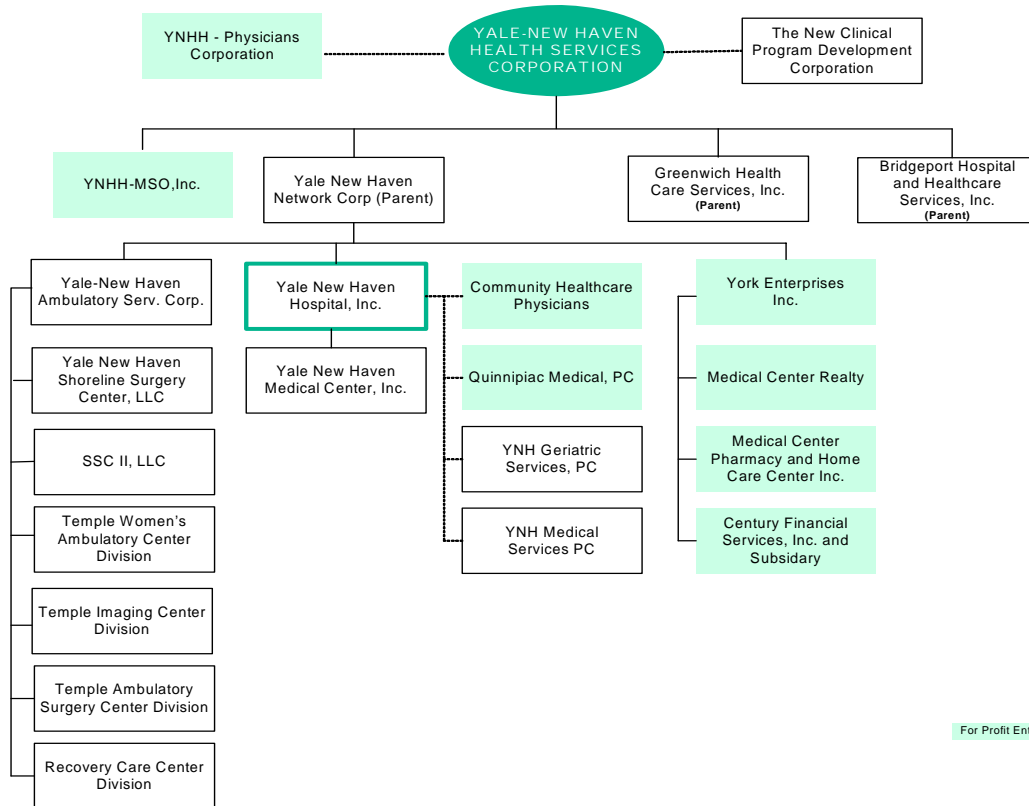
CASE MIX INDEX				
Non-Government (Including Uninsured)	0.8923	0.8969	0.9449	0.9420
Medicare	1.1573	1.1808	1.1690	1.1832
Medical Assistance	0.7411	0.8099	0.8003	0.7795
Medicaid	0.7119	0.7311	0.7563	0.7489
Other Medical Assistance	0.9063	1.0898	0.9991	0.9052
Champus / TRICARE	0.9666	0.8635	1.0473	0.9550
Uninsured (Included in Non-Government)	1.0799	0.8341	1.0510	0.8360
Total Case Mix Index	0.9773	1.0091	1.0125	1.0201

UNCOMPENSATED CARE				
Charity Care	\$2,031,508	\$2,102,088	\$2,586,401	\$2,094,259
Bad Debts	\$4,238,257	\$4,847,427	\$4,249,703	\$4,141,249
Total Uncompensated Care Charges	\$6,269,765	\$6,949,515	\$6,836,104	\$6,235,508
Uncompensated Care Cost	\$2,598,523	\$2,568,964	\$2,644,909	\$2,800,025
Uncompensated care % of total expenses	3.7%	3.6%	3.5%	3.3%

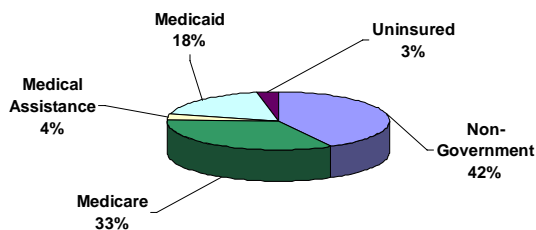
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	3,545	3,987	3,890	3,721
Emergency Room - Treated and Discharged	19,937	22,515	24,778	26,293
Total Emergency Room Visits	23,482	26,502	28,668	30,014

## YALE-NEW HAVEN HOSPITAL

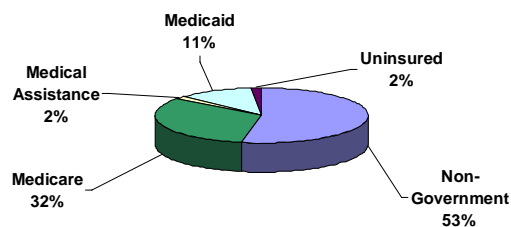
Yale-New Haven Hospital, founded in 1826, is located in New Haven. In FY 2009, the Hospital generated \$67.4 million in income from operations and experienced a \$14.5 million non-operating loss, resulting in an excess of revenues over expenses of \$52.9 million. The Hospital reported 54,408 discharges and 279,599 patient days while staffing 851 of its 895 available beds. Reported below is a chart indicating all of the affiliates of Yale New Haven Network Corporation, the parent corporation of the Hospital and an affiliate of the larger Yale-New Haven Health Services Corporation which includes Bridgeport Hospital and Greenwich Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2006	2007	2008	2009
Net Patient Revenue	\$829,746,000	\$934,600,000	\$1,049,416,000	\$1,196,644,000
Other Operating Revenue	\$40,351,000	\$39,970,000	\$57,588,000	\$40,468,000
Total Operating Revenue	\$870,097,000	\$974,570,000	\$1,107,004,000	\$1,237,112,000
Total Operating Expenses	\$851,297,000	\$955,964,000	\$1,057,913,000	\$1,169,696,000
Income/(Loss) from Operations	\$18,800,000	\$18,606,000	\$49,091,000	\$67,416,000
Non Operating Revenue	\$15,518,000	\$26,517,000	(\$48,401,000)	(\$14,515,000)
Excess/(Deficiency) of Revenue over Expenses	\$34,318,000	\$45,123,000	\$690,000	\$52,901,000

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - YALE-NEW HAVEN HOSPITAL

PROFITABILITY SUMMARY	2006	2007	2008	2009
Hospital Operating Margins	2.12%	1.86%	4.64%	5.51%
Hospital Non Operating Margins	1.75%	2.65%	-4.57%	-1.19%
Hospital Total Margins	3.88%	4.51%	0.07%	4.33%

COST DATA SUMMARY				
Ratio of cost to charges	0.37	0.34	0.33	0.33
Private Payment to Cost Ratio	1.22	1.21	1.24	1.24
Medicare Payment to Cost Ratio	1.05	1.05	1.08	0.97
Medicaid Payment to Cost Ratio	0.62	0.59	0.70	0.63

LIQUIDITY MEASURES SUMMARY				
Current Ratio	1.82	2.65	3.62	3.33
Days cash on hand	42	85	158	165
Days in patients accounts receivable	46	49	42	38
Average Payment Period	58	58	60	67

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	46.8	46.5	42.8	37.4
Cash flow to total debt ratio	13.3	16.0	7.5	16.1
Long-term debt to Capitalization Ratio	40.0	38.0	38.9	39.8

\* Financial Measures noted in green indicate a favorable variance from the statewide average.  
Financial Measures noted in red indicate an unfavorable variance from the statewide average.

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$476,690,000	\$524,025,000	\$513,076,000	\$514,304,000
Hospital Total Net Assets	\$602,675,000	\$650,782,000	\$620,423,000	\$587,531,000

UTILIZATION MEASURES SUMMARY				
Patient Days	262,625	267,144	272,757	279,599
Discharges	50,368	51,478	52,124	54,408
ALOS	5.2	5.2	5.2	5.1
Staffed Beds	875	897	752	851
Available Beds	805	817	847	895
Licensed Beds	944	944	944	944
Occupancy of staffed beds	82%	82%	99%	90%
Occupancy of available beds	89%	90%	88%	86%
Full Time Equivalent Employees	5,196.0	5,958.0	6,343.9	6,648.0

## KEY RESULTS - YALE-NEW HAVEN HOSPITAL

DISCHARGES	2006	2007	2008	2009
Non-Government (Including Uninsured)	23,351	23,560	23,461	23,910
Medicare	14,165	14,737	15,721	16,762
Medical Assistance	12,591	12,910	12,614	13,431
Medicaid	10,412	10,555	10,281	10,822
Other Medical Assistance	2,179	2,355	2,333	2,609
Champus / TRICARE	261	271	328	305
Uninsured (Included in Non-Government)	1,334	1,568	1,559	1,533
Total Discharges	50,368	51,478	52,124	54,408

CASE MIX INDEX				
Non-Government (Including Uninsured)	1.1987	1.1882	1.2738	1.2748
Medicare	1.6186	1.6122	1.6591	1.6653
Medical Assistance	1.0083	1.0303	1.1505	1.1494
Medicaid	0.9791	0.9972	1.1324	1.1299
Other Medical Assistance	1.1478	1.1784	1.2302	1.2302
Champus / TRICARE	1.3339	1.5307	1.4931	1.4929
Uninsured (Included in Non-Government)	1.1049	1.1199	1.2664	1.2775
Total Case Mix Index	1.2699	1.2718	1.3615	1.3654

UNCOMPENSATED CARE				
Charity Care	\$11,981,000	\$15,690,901	\$21,323,315	\$27,032,315
Bad Debts	\$38,489,818	\$48,636,474	\$64,422,171	\$70,527,250
Total Uncompensated Care Charges	\$50,470,818	\$64,327,375	\$85,745,486	\$97,559,565
Uncompensated Care Cost	\$18,715,926	\$21,814,064	\$28,433,056	\$32,346,108
Uncompensated care % of total expenses	2.3%	2.4%	2.9%	2.8%

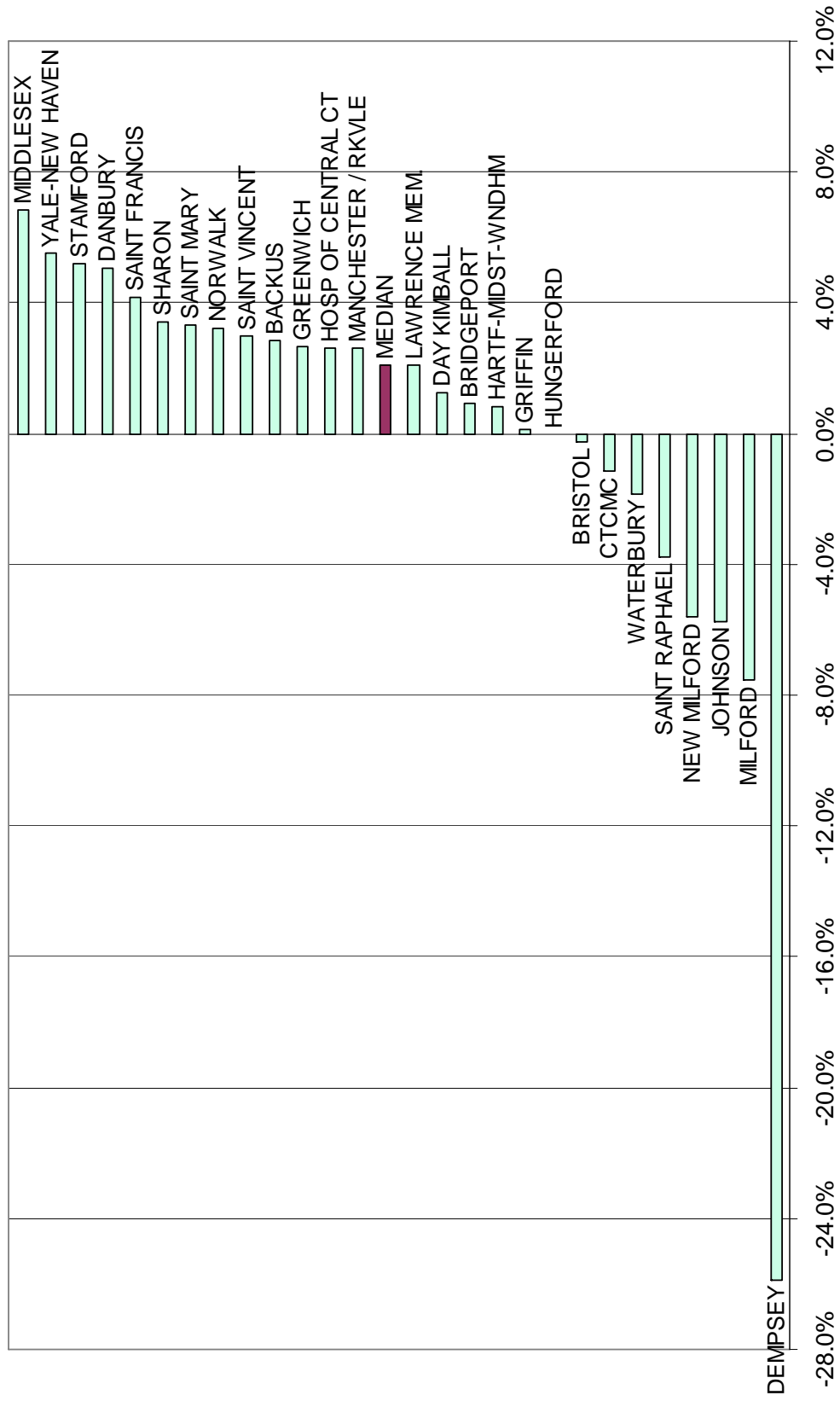
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	23,923	26,834	26,849	26,820
Emergency Room - Treated and Discharged	89,998	95,941	96,073	101,582
Total Emergency Room Visits	113,921	122,775	122,922	128,402





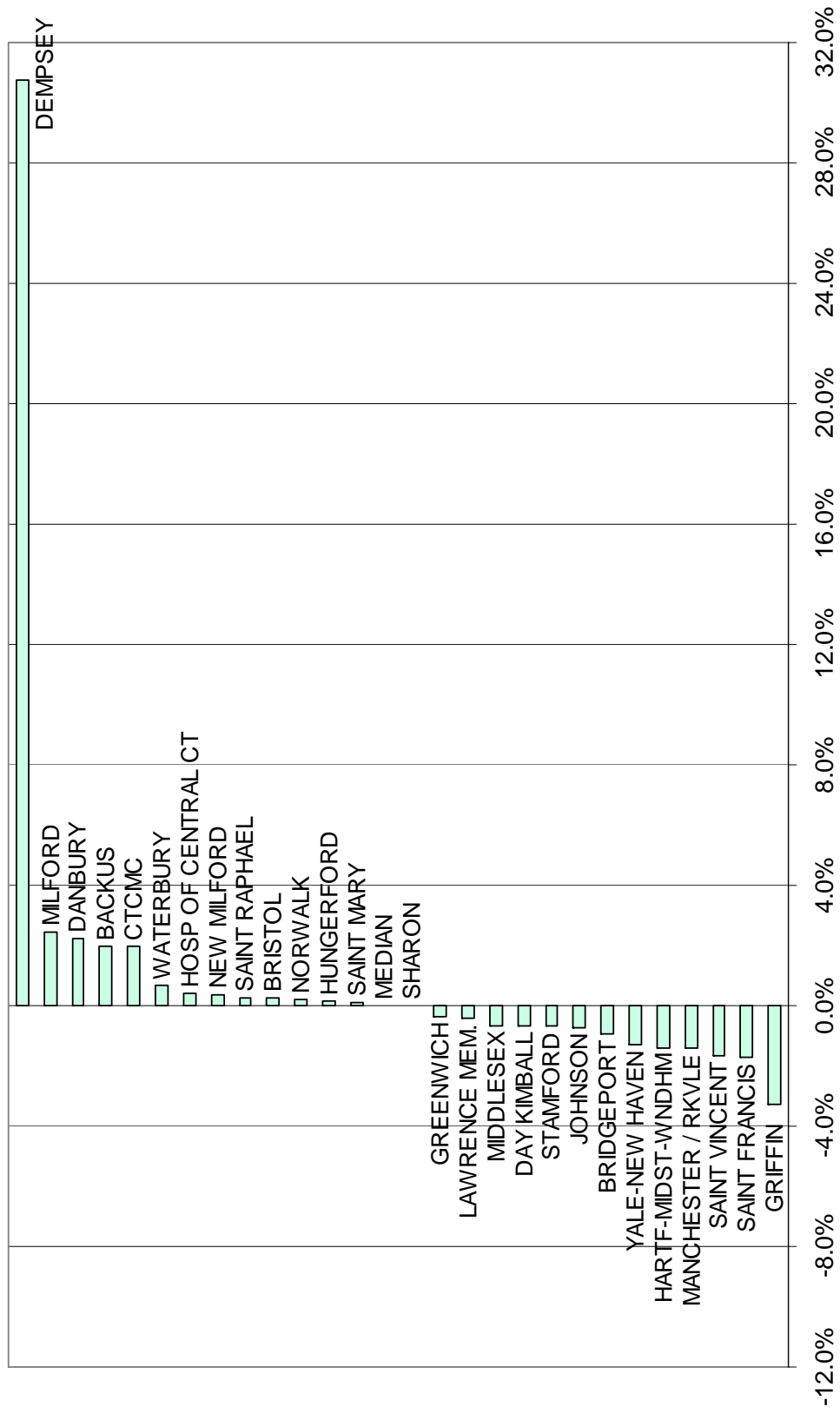


# FY 2009 HOSPITAL PARENT CORPORATION - OPERATING MARGINS



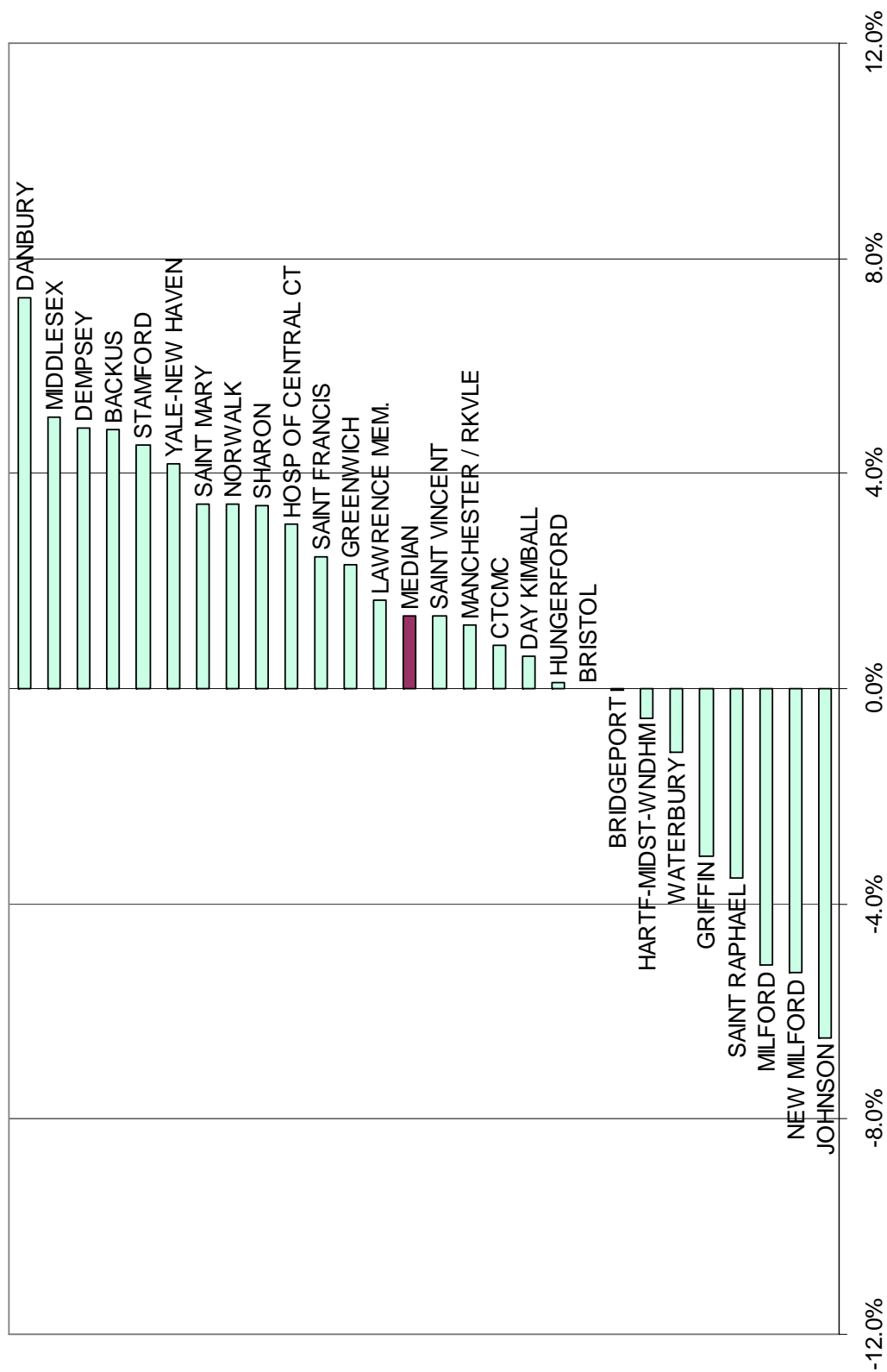
Source: FY 2009 Audited Financial Statements Data (Note: Johnson did not have AFS in FY 2009.)

# FY 2009 HOSPITAL PARENT CORPORATION - NON-OPERATING MARGINS



Source: FY 2009 Audited Financial Statements Data (Note: Johnson did not have AFS in FY2009.)

## FY 2009 HOSPITAL PARENT CORPORATION - TOTAL MARGINS



Source: FY 2009 Audited Financial Statements Data (Note: Johnson did not have AFS in FY 2009.)

## APPENDIX F: FY 2009 HOSPITAL PARENT CORPORATION - NET ASSETS DATA

FY 2006 - FY 2009 Hospital Parent Corporation Net Assets Data							
FY 2009	TOTAL NET ASSETS OR EQUITY FOR	TOTAL NET ASSETS OR EQUITY FOR	TOTAL NET ASSETS OR EQUITY FOR	TOTAL NET ASSETS OR EQUITY FOR	TOTAL NET ASSETS OR EQUITY FOR	TOTAL NET ASSETS OR EQUITY FOR	% CHANGE IN NET ASSETS OR EQUITY FY 2006-2009
UNRESTRICTED NET ASSETS OR EQUITY	FY 2009	FY 2008	FY 2007	FY 2006	FY 2006-2009	FY 2006-2009	
BACKUS CORPORATION	\$104,776,463	\$115,085,725	\$145,101,601	\$168,392,530	\$159,921,572	(\$44,835,847)	-28.0%
BRIDGEPORT HOSP & HEALTHCARE SERVICES INC.	\$47,837,000	\$86,691,000	\$149,911,000	\$148,877,000	\$128,000,000	(\$41,309,000)	-32.3%
BRISTOL HOSPITAL AND HEALTHCARE GROUP	\$1,045,617	\$8,710,815	\$28,391,605	\$43,927,164	\$28,645,084	(\$19,934,269)	-69.6%
CCMC CORPORATION	\$98,946,091	\$184,607,269	\$188,164,099	\$213,962,343	\$210,373,778	(\$25,766,509)	-12.2%
DANBURY HEALTH SYSTEMS	\$183,488,285	\$239,197,827	\$289,404,736	\$333,327,005	\$312,805,565	(\$73,607,738)	-23.5%
DAY KIMBALL HEALTHCARE, INC.	\$15,388,702	\$22,735,253	\$46,156,425	\$46,899,739	\$43,763,133	(\$21,027,880)	-48.0%
UNIVERSITY OF CONNECTICUT HEALTH CENTER	\$55,446,097	\$94,960,818	\$73,337,092	\$80,827,468	\$254,628,598	(\$159,667,780)	-62.7%
GREENWICH HEALTH CARE SERVICES INC.	\$308,971,000	\$356,626,000	\$381,077,000	\$405,422,000	\$371,621,000	(\$14,995,000)	-4.0%
GRIFFIN HEALTH SERVICES CORPORATION	(\$17,448,476)	(\$9,416,956)	\$15,235,731	\$23,221,408	\$19,262,205	(\$28,679,161)	-148.9%
HARTFORD HEALTHCARE SERVICES CORP.*	\$350,486,000	\$661,045,000	\$985,599,987	\$1,235,638,298	\$1,092,703,882	(\$431,658,882)	-39.5%
CHARLOTTE HUNGERFORD HOSPITAL	\$41,711,965	\$60,195,002	\$81,032,050	\$93,619,342	\$81,176,606	(\$20,981,604)	-25.8%
JOHNSON MEMORIAL CORPORATION	(\$16,166,149)	(\$14,868,343)	(\$6,419,987)	\$1,088,144	\$13,763,012	(\$28,631,355)	-208.0%
LAWRENCE MEMORIAL CORPORATION	\$187,324,944	\$210,856,012	\$222,532,633	\$246,576,134	\$220,944,838	(\$10,288,826)	-4.7%
EASTERN CONNECTICUT HEALTH NETWORK	\$59,586,141	\$75,433,676	\$95,498,582	\$100,092,554	\$96,462,424	(\$21,028,748)	-21.8%
MIDDLESEX HEALTH SYSTEM	\$128,787,000	\$141,981,000	\$179,416,000	\$197,635,000	\$175,643,000	(\$33,662,000)	-19.2%
MILFORD HEALTH & MEDICAL	\$45,266,281	\$46,559,374	\$56,632,755	\$65,945,313	\$69,397,417	(\$22,838,043)	-32.9%
CENTRAL CONNECTICUT HEALTH ALLIANCE	\$104,848,599	\$140,054,099	\$207,637,196	\$220,266,990	\$222,018,946	(\$81,964,847)	-36.9%
NEW MILFORD HOSPITAL HOLDING CORP.	\$9,579,333	\$23,768,402	\$43,564,881	\$47,477,655	\$58,413,770	(\$34,645,368)	-59.3%
NORWALK HEALTH SERVICES CORPORATION	\$145,071,590	\$180,142,734	\$190,882,007	\$212,414,335	\$201,814,714	(\$21,671,980)	-10.7%
SANT FRANCIS CARE, INC.	\$159,380,799	\$232,126,032	\$266,872,121	\$335,179,416	\$326,067,679	(\$93,941,647)	-28.8%
SAINT MARY'S HEALTH SYSTEM, INC.	(\$3,025,000)	\$13,143,000	\$17,247,000	\$21,221,000	\$3,343,000	\$9,800,000	293.1%
SAINT RAPHAEL HEALTH CARE SYSTEM, INC.	(\$54,383,842)	(\$19,887,542)	\$49,091,644	\$98,171,874	\$102,527,000	(\$122,414,542)	-119.4%
SAINT VINCENT'S HEALTH SERVICES	\$364,490,000	\$411,285,000	\$433,498,000	\$439,658,000	\$381,955,000	\$29,330,000	7.7%
ESSENT HEALTHCARE OF CONNECTICUT	\$13,049,049	\$13,049,049	\$11,529,344	\$11,400,566	\$9,666,137	\$3,382,912	35.0%
STAMFORD HEALTH SYSTEM	\$137,780,000	\$168,386,000	\$193,728,000	\$201,084,000	\$178,696,000	(\$10,310,000)	-5.8%
GREATER WATERBURY HEALTH NETWORK	\$69,255,238	\$117,677,159	\$128,225,998	\$160,331,670	\$163,330,870	(\$45,653,711)	-28.0%
YALE-NEW HAVEN NETWORK, CORP.	\$526,740,000	\$599,967,000	\$632,746,000	\$665,558,000	\$615,979,000	(\$16,012,000)	-2.6%
TOTAL	\$3,068,232,727	\$4,159,910,405	\$5,106,093,500	\$5,818,214,948	\$5,542,924,230	(\$1,383,013,825)	-25.0%
Source: FY 2009 Audited Financial Statements data from Hospital Reporting System Report 385							
Note: Johnson Memorial Hospital's financial statements were not audited in FY 2007 - FY 2009.							
*Windham Community Memorial Hospital amounts are consolidated with Hartford Hospital's.							

**APPENDIX G: FY 2009 HOSPITAL PARENT CORPORATION - SOLVENCY RATIOS**

<b>FY 2009 Hospital Parent Corporation Solvency Ratios</b>			
Ratio:	<b>EQUITY FINANCING RATIO</b>	<b>CASH FLOW TO TOTAL DEBT</b>	<b>LONG TERM DEBT TO CAPITALIZATION</b>
Calculation:	Net Assets / Total Assets	(Excess Revenue Over Expense + Depreciation) / (Current Liab. + Long Term Debt)	Long Term Debt / (Long Term Debt + Net Assets)
Source:	Report 385	Report 385	Report 385
BACKUS CORPORATION	36.0	31.3	36.1
BRIDGEPORT HOSP & HEALTHCARE SERVICES INC	30.4	19.5	36.6
BRISTOL HOSPITAL AND HEALTHCARE GROUP	8.2	10.2	79.2
CCMC CORPORATION	61.7	14.8	17.2
DANBURY HEALTH SYSTEMS	41.0	35.0	33.3
DAY KIMBALL HEALTHCARE, INC.	29.1	17.1	37.5
UNIVERSITY OF CONNECTICUT HEALTH CENTER	19.6	51.1	26.4
GREENWICH HEALTH CARE SERVICES INC.	70.9	28.8	11.7
GRIFFIN HEALTH SERVICES CORPORATION	(5.9)	1.2	121.1
HARTFORD HEALTHCARE SERVICES CORP.	47.8	15.0	20.0
CHARLOTTE HUNGERFORD HOSPITAL	52.6	26.7	11.0
JOHNSON MEMORIAL CORPORATION	(21.0)	(2.2)	186.9
LAWRENCE MEMORIAL CORPORATION	56.2	19.7	23.8
EASTERN CONNECTICUT HEALTH NETWORK	28.8	12.0	53.1
MIDDLESEX HEALTH SYSTEM	36.6	27.8	36.7
MILFORD HEALTH & MEDICAL	51.3	(2.3)	9.7
CENTRAL CONNECTICUT HEALTH ALLIANCE	35.0	23.8	28.9
NEW MILFORD HOSPITAL HOLDING CORP.	34.0	(0.8)	24.1
NORWALK HEALTH SERVICES CORPORATION	54.8	47.8	12.6
SAINT FRANCIS CARE, INC.	29.2	12.4	51.0
SAINT MARY'S HEALTH SYSTEM, INC.	7.4	13.0	68.3
SAINT RAPHAEL HEALTH CARE SYSTEM, INC.	(6.3)	0.4	(19.3)
SAINT VINCENT'S HEALTH SERVICES	68.3	18.0	16.1
ESSENT HEALTHCARE OF CONNECTICUT	22.6	13.2	72.3
STAMFORD HEALTH SYSTEM	29.7	26.5	43.9
GREATER WATERBURY HEALTH NETWORK	64.2	13.6	15.3
YALE-NEW HAVEN NETWORK, CORP.	37.5	16.0	39.8
STATEWIDE AVERAGE	39.2	18.9	31.6
Source: FY 2009 Audited Financial Statements data from Hospital Reporting System Report 385			
Note: Johnson Memorial Hospital's financial statements were not audited in FY 2007 - FY 2009.			

**APPENDIX H: FY 2009 HOSPITAL PARENT CORPORATION - LIQUIDITY RATIOS**

FY 2009 Hospital Parent Corporation Liquidity Ratios				
Ratio:	CURRENT RATIO	DAYS CASH ON HAND	DAYS REVENUE IN PATIENTS ACCOUNTS RECEIVABLE	AVERAGE PAYMENT PERIOD
			Net Patient Account Receivable and Third Party Payer Activity / (Net Patient Revenues / 365)	
Calculation:	Current Assets / Current Liabilities	(Cash+Short Term Investments) / ((Total Expenses - Depreciation)/365)		Current Liabilities / (Total Expenses - Depreciation)/365
Source:	Report 385	Report 385	Report 385	Report 385
BACKUS CORPORATION	3.32	90	48	49
BRIDGEPORT HOSP & HEALTHCARE SERVICES INC	1.62	36	34	50
BRISTOL HOSPITAL AND HEALTHCARE GROUP	1.44	26	46	61
CCMC CORPORATION	1.19	16	44	65
DANBURY HEALTH SYSTEMS	2.00	37	27	49
DAY KIMBALL HEALTHCARE, INC.	2.27	88	30	61
UNIVERSITY OF CONNECTICUT HEALTH CENTER	2.01	28	45	49
GREENWICH HEALTH CARE SERVICES INC.	2.14	84	43	64
GRIFFIN HEALTH SERVICES CORPORATION	1.87	120	52	99
HARTFORD HEALTHCARE SERVICES CORP.	1.67	25	58	58
CHARLOTTE HUNGERFORD HOSPITAL	1.09	15	28	61
JOHNSON MEMORIAL CORPORATION	0.47	21	51	178
LAWRENCE MEMORIAL CORPORATION	4.97	215	26	54
EASTERN CONNECTICUT HEALTH NETWORK	1.80	39	54	61
MIDDLESEX HEALTH SYSTEM	2.16	84	44	66
MILFORD HEALTH & MEDICAL	1.11	12	48	69
CENTRAL CONNECTICUT HEALTH ALLIANCE	1.10	31	23	74
NEW MILFORD HOSPITAL HOLDING CORP.	1.47	14	35	59
NORWALK HEALTH SERVICES CORPORATION	2.18	36	47	44
SAINT FRANCIS CARE, INC.	1.89	56	40	60
SAINT MARY'S HEALTH SYSTEM, INC.	1.60	37	29	56
SAINT RAPHAEL HEALTH CARE SYSTEM, INC.	0.65	20	44	115
SAINT VINCENT'S HEALTH SERVICES	1.26	24	34	62
ESSENT HEALTHCARE OF CONNECTICUT	1.55	0	41	52
STAMFORD HEALTH SYSTEM	1.33	29	38	66
GREATHER WATERBURY HEALTH NETWORK	2.12	27	47	37
YALE-NEW HAVEN NETWORK, CORP.	3.29	162	38	67
STATEWIDE AVERAGE	1.89	58	41	63
Source: FY 2009 Audited Financial Statements data from Hospital Reporting System Report 385				
Note: Johnson Memorial Hospital's financial statements were not audited in FY 2007 - FY 2009.				

## APPENDIX I: FY 2009 HOSPITAL STATEMENT OF OPERATIONS DATA

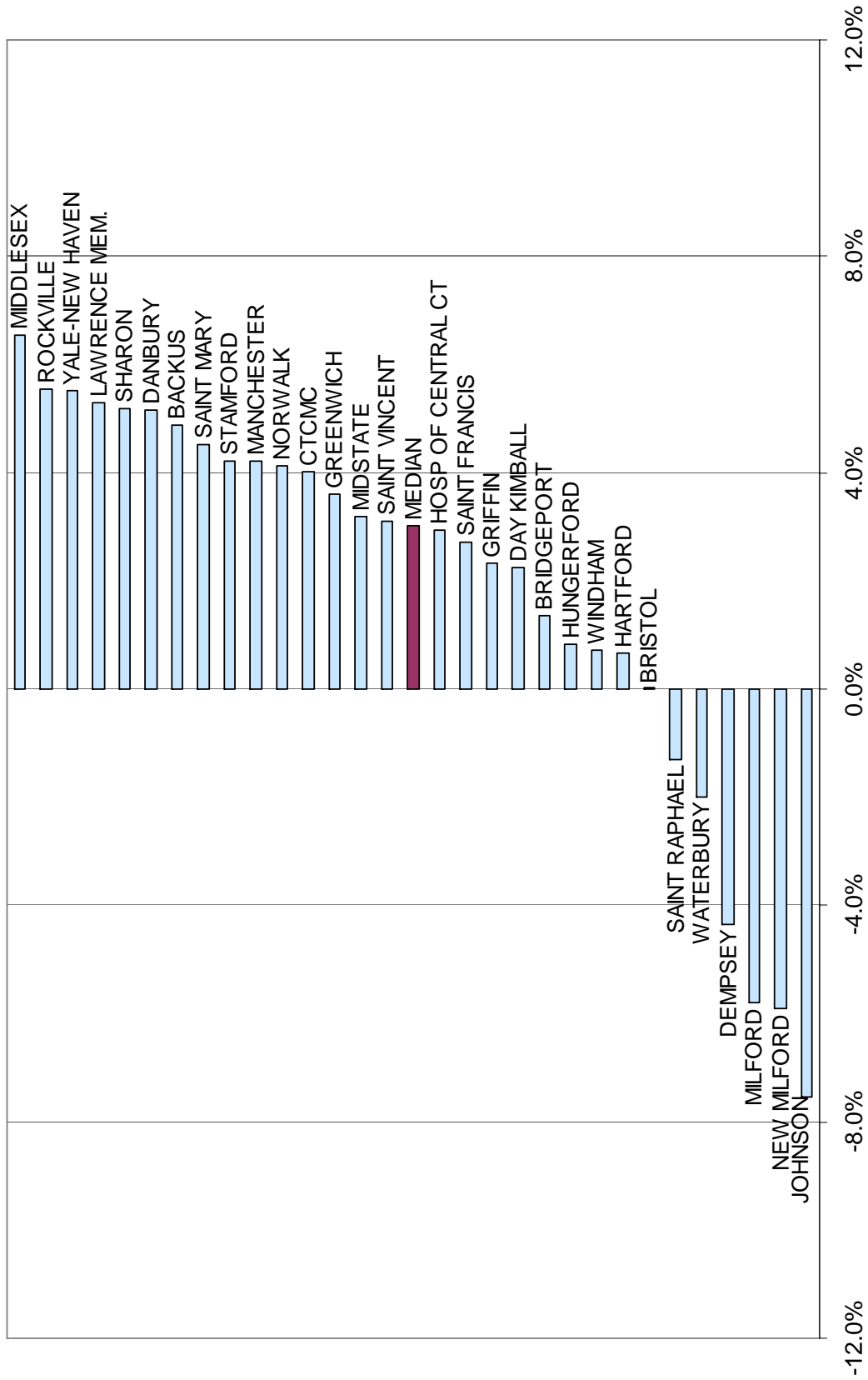
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# APPENDIX J: FY 2009 HOSPITAL MARGIN DATA

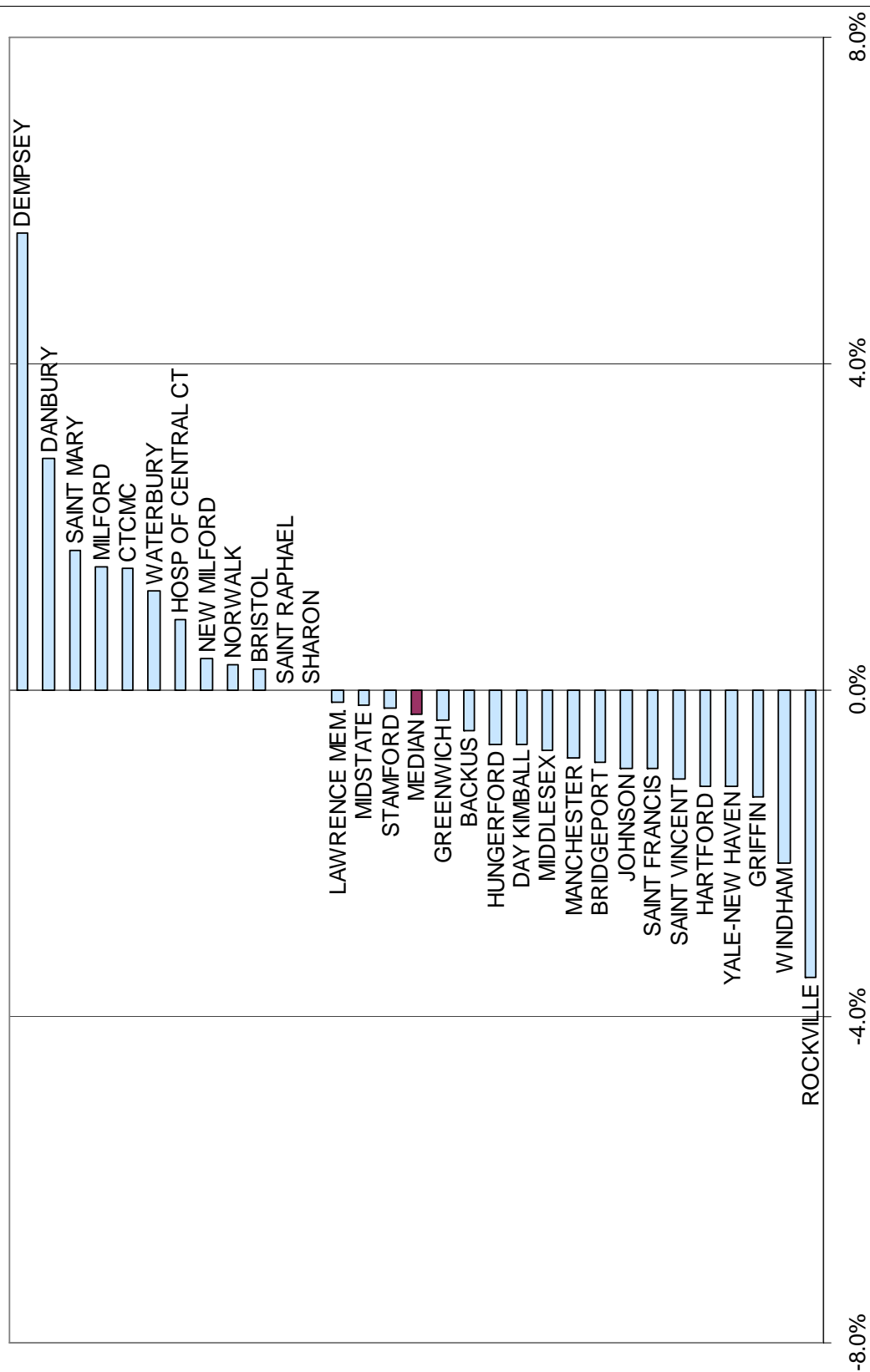
FY 2009 Hospital Margin Data					
	FY 2009 OPERATING MARGIN	FY 2009 NON-OPERATING MARGIN	FY 2009 TOTAL MARGIN		
	Gain/(Loss) from Oper / (Revenue from Operations+Non Operating Rev)	Non Oper Revenue / (Revenue from Operations+Non Operating Rev)	Revenue Over/Under Exp / (Revenue from Operations+Non Operating Rev)		
BACKUS	4.88%	-0.50%	4.38%		
BRIDGEPORT	1.34%	-0.89%	0.45%		
BRISTOL	0.04%	0.25%	0.29%		
CTCMC	4.01%	1.49%	5.50%		
DANBURY	5.17%	2.84%	8.01%		
DAY KIMBALL	2.26%	-0.67%	1.59%		
DEMPSEY	-4.36%	5.61%	1.25%		
GREENWICH	3.61%	-0.37%	3.24%		
GRIFFIN	2.32%	-1.30%	1.02%		
HARTFORD	0.65%	-1.17%	-0.52%		
HOSP OF CENTRAL CT	2.95%	0.86%	3.81%		
HUNGERFORD	0.84%	-0.67%	0.18%		
JOHNSON	-7.53%	-0.95%	-8.48%		
LAW RENCE MEM.	5.31%	-0.15%	5.16%		
MANCHESTER	4.21%	-0.83%	3.38%		
MIDSTATE	3.20%	-0.19%	3.01%		
MIDDLESEX	6.53%	-0.74%	5.79%		
MILFORD	-5.79%	1.51%	-4.27%		
NEW MILFORD	-5.91%	0.39%	-5.52%		
NORWALK	4.14%	0.32%	4.46%		
ROCKVILLE	5.54%	-3.52%	2.01%		
SAINT FRANCIS	2.72%	-0.95%	1.77%		
SAINT MARY	4.52%	1.72%	6.23%		
SAINT RAPHAEL	-1.30%	0.00%	-1.30%		
SAINT VINCENT	3.10%	-1.09%	2.01%		
SHARON	5.18%	0.00%	5.18%		
STAMFORD	4.21%	-0.22%	3.99%		
WATERBURY	-1.98%	1.22%	-0.76%		
WINDHAM	0.72%	-2.13%	-1.41%		
YALE-NEW HAVEN	5.51%	-1.19%	4.33%		
STATEWIDE AVERAGE	2.71%	-0.09%	2.62%		
STATEWIDE MEDIAN	3.03%	-0.30%	2.01%		
Source: FY 2009 Audited Financial Statements data from Hospital Reporting System Report 185					
Note: Johnson Memorial Hospital's financial statements were not audited in FY 2009.					

# FY 2009 HOSPITAL OPERATING MARGINS



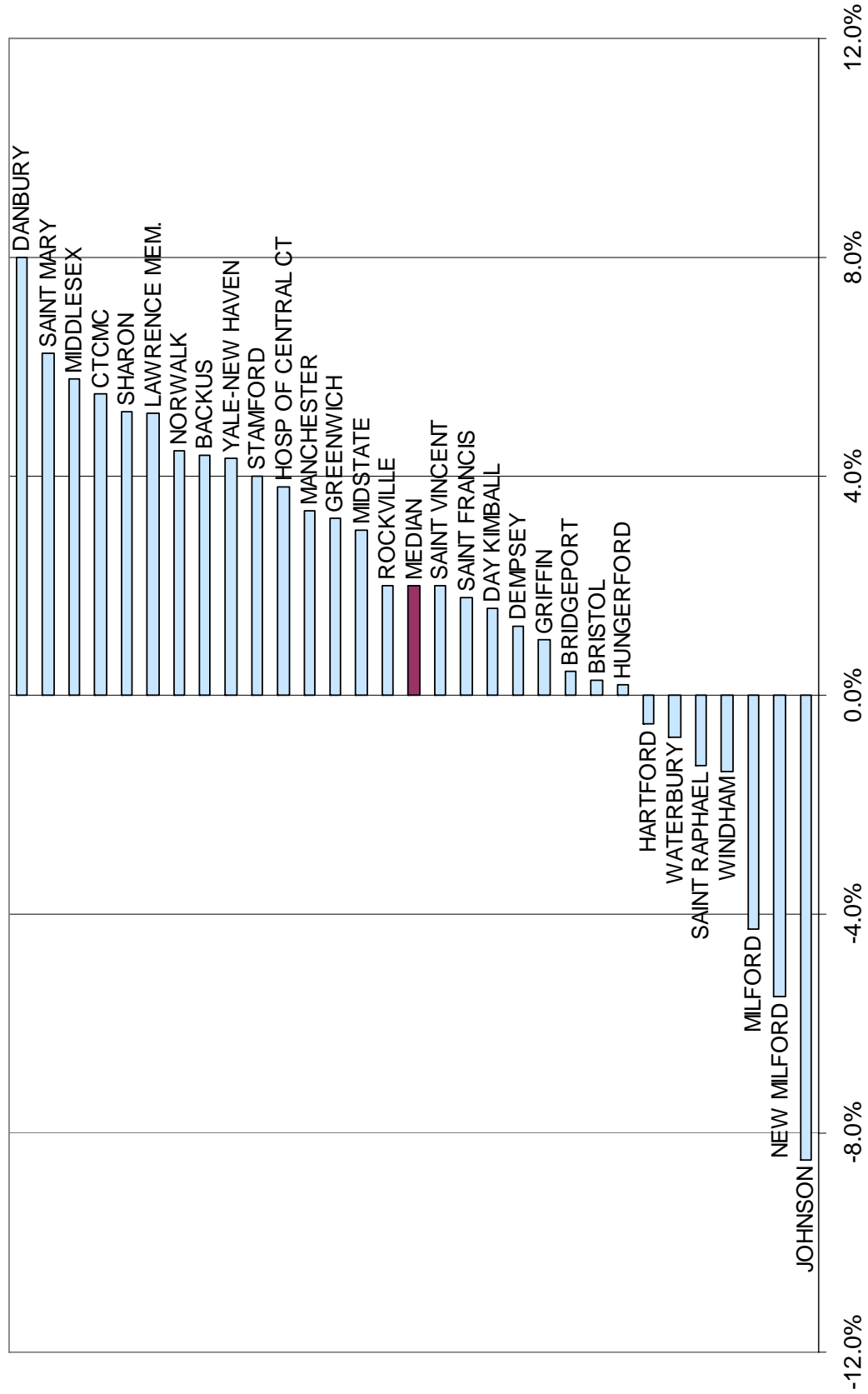
Source: FY 2009 Audited Financial Statements Data (Note: Johnson did not have AFS in FY 2009.)

## FY 2009 HOSPITAL NON-OPERATING MARGINS



Source: FY 2009 Audited Financial Statements Data (Note: Johnson did not have AFS in FY 2009.)

# FY 2009 HOSPITAL TOTAL MARGINS



Source: FY 2009 Audited Financial Statements Data (Note: Johnson did not have AFS in FY 2009.)

## APPENDIX N: FY 2009 HOSPITAL NET ASSETS DATA

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# APPENDIX O: HOSPITAL RATIO OF COST TO CHARGE DATA

FY 2009 Hospital Ratio of Cost to Charge Data									
Ratio:	TOTAL EXPENSES	TOTAL GROSS REVENUE	TOTAL OTHER OPERATING REVENUE	RATIO OF COST TO CHARGES (RCC)*	MEDICARE CHARGES	MEDICARE PAYMENTS	MEDICARE PAYMENT TO COST DATA		
				Total Oper Exp/(Gross Rev + Other Oper Rev)				Medicare Payments/ (Medicare Chrges * RCC)	
<b>Calculation:</b>									
<b>Source:</b>	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	
BACKUS	\$250,646,571	\$560,641,054	\$3,773,294	0.44	\$218,476,625	\$71,175,892	0.73		
BRIDGEPORT	\$351,055,000	\$1,105,534,503	\$6,491,465	0.32	\$423,451,590	\$136,815,629	1.02		
BRISTOL	\$129,657,399	\$359,092,081	\$4,093,007	0.36	\$157,966,228	\$45,920,967	0.81		
CT CHILDREN'S	\$185,535,330	\$344,928,055	\$30,958,808	0.49	\$583,072	\$3,494,249	12.14		
DANBURY	\$442,588,744	\$1,002,343,396	\$7,344,217	0.44	\$427,574,048	\$148,032,576	0.79		
DAY KIMBALL	\$96,763,604	\$165,561,001	\$2,788,759	0.57	\$66,027,802	\$34,051,500	0.90		
DEMPSEY	\$256,225,183	\$480,769,000	\$3,088,960	0.53	\$177,333,908	\$98,259,108	1.05		
ESSENT SHARON	\$49,683,361	\$114,452,317	\$543,474	0.43	\$55,362,105	\$21,343,986	0.89		
GREENWICH	\$283,532,000	\$829,881,442	\$24,947,559	0.33	\$316,162,611	\$75,089,754	0.72		
GRIFFIN	\$119,759,030	\$353,472,922	\$3,255,934	0.34	\$163,457,404	\$51,443,487	0.94		
HARTFORD	\$824,177,868	\$1,714,431,648	\$122,550,875	0.45	\$748,930,861	\$283,035,628	0.84		
CENTRAL CT	\$371,908,113	\$826,891,625	\$23,347,865	0.44	\$368,919,678	\$131,787,006	0.82		
HUNGERFORD	\$100,402,359	\$176,391,805	\$5,573,529	0.55	\$81,502,019	\$46,424,315	1.03		
JOHNSON	\$69,149,506	\$195,594,535	\$951,983	0.35	\$87,333,452	\$21,800,296	0.71		
LAWRENCE	\$277,530,735	\$576,860,336	\$12,473,743	0.47	\$223,005,939	\$89,655,623	0.85		
MANCHESTER	\$170,017,184	\$410,211,496	\$10,065,754	0.40	\$179,561,373	\$60,626,146	0.83		
MIDSTATE	\$173,269,841	\$347,627,051	\$6,541,587	0.49	\$159,891,566	\$62,393,615	0.80		
MIDDLESEX	\$305,762,315	\$845,270,410	\$7,458,624	0.36	\$376,498,875	\$115,967,991	0.86		
MILFORD	\$88,487,473	\$219,139,563	\$749,027	0.40	\$105,436,174	\$31,844,438	0.75		
NEW MILFORD	\$98,752,754	\$230,831,708	\$3,580,001	0.42	\$104,405,137	\$27,030,405	0.61		
NORWALK	\$321,077,894	\$662,081,365	\$12,251,535	0.48	\$276,302,092	\$97,923,130	0.74		
ROCKVILLE	\$66,239,259	\$140,926,612	\$5,040,949	0.45	\$61,077,560	\$23,386,057	0.84		
ST. FRANCIS	\$591,542,174	\$1,317,813,590	\$25,203,633	0.44	\$575,518,138	\$256,677,255	1.01		
ST. MARY'S	\$192,136,903	\$453,112,160	\$8,145,638	0.42	\$179,215,718	\$84,533,079	1.13		
ST. RAPHAEL	\$483,940,125	\$1,237,132,945	\$19,134,757	0.39	\$656,044,272	\$220,168,266	0.87		
ST. VINCENT'S	\$341,987,000	\$852,498,869	\$9,864,000	0.40	\$414,483,421	\$145,672,141	0.89		
STAMFORD	\$425,519,879	\$1,157,017,313	\$23,523,556	0.36	\$423,917,091	\$96,033,569	0.63		
WATERBURY	\$253,532,594	\$844,914,267	\$13,073,722	0.30	\$404,726,863	\$105,422,025	0.88		
WINDHAM	\$85,401,157	\$190,183,873	\$0	0.45	\$75,979,844	\$33,581,550	0.98		
YALE-NEW HAVEN	\$1,169,696,000	\$3,516,547,690	\$11,389,417	0.33	\$1,136,229,267	\$364,716,072	0.97		
STATEWIDE	\$8,575,977,355	\$21,232,154,632	\$408,205,672	0.40	\$8,645,374,733	\$2,984,305,755	0.87		
<b>MEDIAN</b>	<b>\$252,089,583</b>	<b>\$520,705,027</b>	<b>\$7,401,421</b>	<b>0.43</b>	<b>\$199,018,999</b>	<b>\$79,811,417</b>	<b>0.86</b>		

\* RCC is rounded to two digits for presentation purposes.

# APPENDIX O: HOSPITAL RATIO OF COST TO CHARGE DATA

FY 2009 Hospital Ratio of Cost to Charge Data									
Ratio:	MEDICAID CHARGES	MEDICAID PAYMENTS	MEDICAID PAYMENT TO COST DATA	TOTAL NON GOVT CHARGES	TOTAL NON GOVT PAYMENTS	TOTAL UNINSURED CHARGES	TOTAL UNINSURED PAYMENTS	PRIVATE PAYMENT TO COST DATA	
			Medicaid Payments/ (Medicaid Chrgs * RCC)					Non-Govt Pymts - Uninsrd Pymts/((Non- Govt Chrgs-Uninsrd Chrgs)*RCC)	
Calculation:									
Source:	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185
BACKUS	\$59,096,666	\$16,337,157	0.62	\$251,836,372	\$150,719,597	\$16,187,524	\$3,277,704	1.41	
BRIDGEPORT	\$228,848,426	\$55,860,939	0.77	\$402,183,381	\$140,527,189	\$44,664,021	\$2,775,269	1.22	
BRISTOL	\$37,068,141	\$9,867,439	0.75	\$149,913,369	\$60,660,353	\$6,443,301	\$291,719	1.18	
CT CHILDREN'S	\$167,597,274	\$59,620,686	0.72	\$175,652,254	\$99,696,355	\$2,781,844	\$837,107	1.16	
DANBURY	\$81,499,078	\$22,952,045	0.64	\$471,850,921	\$268,618,141	\$27,565,078	\$2,795,211	1.36	
DAY KIMBALL	\$22,009,200	\$9,815,080	0.78	\$71,884,616	\$46,755,324	\$3,496,568	\$211,610	1.18	
DEMPSEY	\$68,061,304	\$26,822,312	0.74	\$219,133,998	\$113,593,904	\$4,691,198	\$721,317	0.99	
ESSENT SHARON	\$3,260,548	\$821,526	0.58	\$51,095,457	\$25,274,582	\$2,841,994	\$690,151	1.18	
GREENWICH	\$16,997,582	\$4,495,846	0.80	\$481,796,590	\$183,789,577	\$33,403,571	\$4,423,064	1.21	
GRIFFIN	\$31,717,375	\$8,637,405	0.81	\$147,647,838	\$51,707,533	\$10,522,453	\$2,746,197	1.06	
HARTFORD	\$223,090,441	\$71,808,003	0.72	\$663,586,443	\$319,383,248	\$45,723,087	\$3,031,188	1.14	
CENTRAL CT	\$119,262,290	\$39,235,443	0.75	\$311,616,464	\$168,374,191	\$20,511,522	\$2,467,056	1.30	
HUNGERFORD	\$20,003,148	\$7,895,688	0.72	\$66,299,978	\$36,229,111	\$4,808,316	\$1,278,927	1.03	
JOHNSON	\$14,737,589	\$3,570,399	0.69	\$89,500,134	\$37,610,322	\$7,448,767	\$818,543	1.27	
LAWRENCE	\$63,933,875	\$21,159,382	0.70	\$241,530,587	\$141,036,108	\$12,979,878	\$0	1.31	
MANCHESTER	\$39,447,676	\$11,951,453	0.75	\$178,865,005	\$82,007,197	\$12,489,665	\$3,455,438	1.17	
MIDSTATE	\$37,405,540	\$13,702,359	0.75	\$139,391,778	\$87,968,614	\$10,985,431	\$495,336	1.39	
MIDDLESEX	\$64,634,719	\$15,453,493	0.67	\$379,871,003	\$170,868,829	\$25,006,148	\$4,529,416	1.31	
MILFORD	\$15,484,541	\$3,289,737	0.53	\$95,067,210	\$38,100,291	\$7,810,453	\$650,525	1.07	
NEW MILFORD	\$9,431,209	\$2,744,639	0.69	\$115,199,029	\$55,861,758	\$4,602,265	\$250,631	1.19	
NORWALK	\$60,751,368	\$17,266,767	0.60	\$307,382,397	\$174,745,433	\$33,261,908	\$3,114,640	1.31	
ROCKVILLE	\$14,953,869	\$5,044,590	0.74	\$60,439,596	\$31,668,801	\$5,402,039	\$1,520,807	1.21	
ST. FRANCIS	\$170,289,289	\$53,031,176	0.71	\$507,614,404	\$240,325,818	\$27,216,563	\$1,139,781	1.13	
ST. MARY'S	\$76,990,155	\$20,968,946	0.65	\$174,131,459	\$69,666,312	\$10,403,387	\$331,792	1.02	
ST. RAPHAEL	\$109,077,193	\$31,039,637	0.74	\$432,568,430	\$183,757,702	\$33,244,626	\$4,974,170	1.16	
ST. VINCENT'S	\$96,364,311	\$28,439,441	0.74	\$316,158,051	\$142,224,171	\$41,092,431	\$3,052,195	1.28	
STAMFORD	\$98,955,936	\$21,860,705	0.61	\$600,282,993	\$259,720,619	\$59,634,503	\$2,237,759	1.32	
WATERBURY	\$107,535,583	\$21,623,564	0.68	\$295,361,960	\$93,517,673	\$19,996,563	\$4,673,624	1.09	
WINDHAM	\$26,036,303	\$9,550,095	0.82	\$77,745,972	\$33,973,384	\$4,197,446	\$251,059	1.02	
YALE-NEW HAVEN	\$622,350,809	\$130,684,650	0.63	\$1,598,088,351	\$629,812,305	\$109,367,271	\$18,923,994	1.24	
STATEWIDE	\$2,706,891,438	\$745,550,602	0.70	\$9,073,696,040	\$4,138,194,442	\$648,779,821	\$75,966,230	1.22	
MEDIAN	\$62,342,622	\$16,801,962	0.72	\$230,332,293	\$106,645,130	\$12,734,772	\$1,879,283	1.19	

**APPENDIX P: HOSPITAL SOLVENCY RATIOS**

<b>FY 2009 Hospital Solvency Ratios</b>			
Ratio:	<b>EQUITY FINANCING RATIO</b>	<b>CASH FLOW TO TOTAL DEBT</b>	<b>LONG TERM DEBT TO CAPITALIZATION</b>
Calculation:	Net Assets / Total Assets	(Excess Revenue Over Expense + Depreciation) / (Current Liab. + Long Term Debt)	Long Term Debt / (Long Term Debt + Net Assets)
Source:	HRS Report 185	HRS Report 185	HRS Report 185
BACKUS	36.1	30.4	36.2
BRIDGEPORT	32.0	21.3	36.1
BRISTOL	7.7	11.5	79.1
CTCMC	58.9	27.2	20.1
DANBURY	68.0	37.5	23.2
DAY KIMBALL	29.7	20.4	36.9
DEMPSEY	42.2	28.3	3.6
GREENWICH	69.5	31.0	12.6
GRIFFIN	-7.2	7.5	121.0
HARTFORD	49.3	20.8	10.2
HOSPITAL OF CENTRAL CT	38.2	29.7	23.1
HUNGERFORD	52.6	27.0	11.0
JOHNSON	-7.0	-5.7	128.5
LAWRENCE MEM.	50.3	29.1	28.6
MANCHESTER	14.6	15.9	69.2
MIDSTATE	25.0	12.8	60.2
MIDDLESEX	36.9	30.5	35.5
MILFORD	47.9	1.8	6.8
NEW MILFORD	34.1	-0.9	24.1
NORWALK	55.8	63.7	10.5
ROCKVILLE	40.1	12.9	40.9
SAINT FRANCIS	26.1	10.5	56.7
SAINT MARY	7.4	34.8	71.3
SAINT RAPHAEL	-11.9	7.4	-11.6
SAINT VINCENT	67.3	20.3	16.6
SHARON	25.7	14.9	68.8
STAMFORD	20.4	26.0	60.9
WATERBURY	61.5	16.3	17.0
WINDHAM	-28.9	11.2	-4164.0
YALE-NEW HAVEN	37.4	16.1	39.8
STATEWIDE AVERAGE	40.0	20.3	32.7
STATEWIDE MEDIAN	36.5	20.4	32.0

Source: FY 2009 Audited Financial Statements data from Hospital Reporting System Report 185

Note: Johnson Memorial Hospital's financial statements were not audited in FY 2007 - FY 2009.



**APPENDIX Q: HOSPITAL LIQUIDITY RATIOS**

<b>FY 2009 Hospital Liquidity Ratios</b>				
Ratio:	CURRENT RATIO	DAYS CASH ON HAND	DAYS REVENUE IN PATIENTS ACCOUNTS RECEIVABLE	AVERAGE PAYMENT PERIOD
Calculation:	Current Assets / Current Liabilities	(Cash+Short Term Investments) / ((Total Expenses - Depreciation)/365)	Net Patient Account Receivable and Third Party Payer Activity / (Net Patient Revenues / 365)	Current Liabilities / (Total Expenses - Depreciation)/365
Source:	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185
BACKUS	3.69	90	48	46
BRIDGEPORT	1.63	36	36	51
BRISTOL	1.25	20	45	68
CTCMC	0.93	4	40	75
DANBURY	4.87	160	26	43
DAY KIMBALL	2.27	91	29	63
DEMPSEY	1.12	0	53	68
GREENWICH	2.31	83	43	62
GRIFFIN	1.05	40	53	101
HARTFORD	1.35	7	64	60
HOSPITAL OF CENTRAL CT	0.94	23	22	74
HUNGERFORD	1.09	15	28	62
JOHNSON	0.67	17	50	147
LAWRENCE MEM.	4.31	162	24	57
MANCHESTER	1.17	24	54	89
MIDSTATE	2.38	91	39	61
MIDDLESEX	2.17	86	45	67
MILFORD	1.01	6	49	72
NEW MILFORD	1.28	11	35	61
NORWALK	2.30	29	48	42
ROCKVILLE	1.84	35	56	94
SAINT FRANCIS	1.78	53	40	60
SAINT MARY	1.69	38	27	60
SAINT RAPHAEL	0.68	16	45	113
SAINT VINCENT	1.26	21	34	62
SHARON	1.52	0	41	55
STAMFORD	1.19	9	43	56
WATERBURY	2.00	22	45	37
WINDHAM	2.63	15	63	41
YALE-NEW HAVEN	3.33	165	38	67
STATEWIDE AVERAGE	1.92	61	41	65
STATEWIDE MEDIAN	1.57	23	43	62
Source: FY 2008 Audited Financial Statements data from Hospital Reporting System Report 185				
Note: Johnson Memorial Hospital's financial statements were not audited in FY 2007 - FY 2009.				

# APPENDIX R: HOSPITAL UNCOMPENSATED CARE DATA

FY 2009 HOSPITAL UNCOMPENSATED CARE DATA													
	CHARITY CARE	BAD DEBTS	TOTAL UNCOMPENSATED CARE CHARGES	RATIO OF COST TO CHARGE*	UNCOMPENSATED CARE COSTS	TOTAL HOSPITAL EXPENSES	UCC % OF TOTAL EXPENSES						
	N/A	N/A	(Charity Care + Bad Debts)	Total Oper Exp/ (Gross Rev + Other Oper Rev)	(Charity Care + Bad Debts) * RCC	N/A	Uncomp Care/Total Expenses						
Calculation:													
Source:	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185						
BACKUS	\$6,641,717	\$17,093,520	\$23,735,237	0.44	\$10,540,405	\$250,646,571	4.2%						
BRIDGEPORT	\$15,999,852	\$32,293,223	\$48,293,075	0.32	\$15,245,620	\$351,055,000	4.3%						
BRISTOL	\$558,883	\$9,166,346	\$9,725,229	0.36	\$3,471,915	\$129,657,399	2.7%						
CT CHILDREN'S	\$442,542	\$3,808,276	\$4,250,818	0.49	\$2,098,176	\$185,535,330	1.1%						
DANBURY	\$12,266,705	\$16,695,481	\$28,962,186	0.44	\$12,695,350	\$442,588,744	2.9%						
DAY KIMBALL	\$1,210,237	\$3,445,323	\$4,655,560	0.57	\$2,675,910	\$96,763,604	2.8%						
DEMPSEY	\$727,509	\$5,537,519	\$6,265,028	0.53	\$3,317,622	\$256,225,183	1.3%						
ESSENT SHARON	\$430,330	\$2,953,540	\$3,383,870	0.43	\$1,461,984	\$49,683,361	2.9%						
GREENWICH	\$21,129,180	\$7,851,327	\$28,980,507	0.33	\$9,612,333	\$283,532,000	3.4%						
GRIFFIN	\$5,752,621	\$6,305,896	\$12,058,517	0.34	\$4,048,218	\$119,759,030	3.4%						
HARTFORD	\$23,984,656	\$23,850,531	\$47,835,187	0.45	\$21,461,664	\$824,177,868	2.6%						
HOSPITAL OF CENTRAL CT	\$5,631,704	\$19,160,722	\$24,792,426	0.44	\$10,844,597	\$371,908,113	2.9%						
HUNGERFORD	\$1,438,204	\$2,247,042	\$3,685,246	0.55	\$2,033,395	\$100,402,359	2.0%						
JOHNSON	\$559,676	\$7,812,094	\$8,371,770	0.35	\$2,945,378	\$69,149,506	4.3%						
LAWRENCE	\$2,405,415	\$15,090,956	\$17,496,371	0.47	\$8,239,436	\$277,530,735	3.0%						
MANCHESTER	\$1,418,730	\$7,895,004	\$9,313,734	0.40	\$3,767,739	\$170,017,184	2.2%						
MIDSTATE	\$3,370,587	\$9,717,615	\$13,088,202	0.49	\$6,403,138	\$173,269,841	3.7%						
MIDDLESEX	\$7,535,167	\$17,055,645	\$24,590,812	0.36	\$8,817,506	\$305,762,315	2.9%						
MILFORD	\$122,057	\$6,998,451	\$7,120,508	0.40	\$2,865,432	\$88,487,473	3.2%						
NEW MILFORD	\$1,620,381	\$4,081,840	\$5,702,221	0.42	\$2,402,227	\$98,752,754	2.4%						
NORWALK	\$17,554,000	\$21,000,769	\$38,554,769	0.48	\$18,357,526	\$321,077,894	5.7%						
ROCKVILLE	\$550,997	\$3,876,624	\$4,427,621	0.45	\$2,009,230	\$66,239,259	3.0%						
ST. FRANCIS	\$5,153,062	\$21,328,662	\$26,481,724	0.44	\$11,664,077	\$591,542,174	2.0%						
ST. MARY'S	\$493,000	\$11,724,327	\$12,217,327	0.42	\$5,089,127	\$192,136,903	2.6%						
ST. RAPHAEL	\$4,656,971	\$20,632,999	\$25,289,970	0.39	\$9,742,216	\$483,940,125	2.0%						
ST. VINCENT'S	\$8,833,000	\$30,554,626	\$39,387,626	0.40	\$15,619,940	\$341,987,000	4.6%						
STAMFORD	\$11,909,791	\$47,934,677	\$59,844,468	0.36	\$21,570,630	\$425,519,879	5.1%						
WATERBURY	\$1,809,921	\$14,319,487	\$16,129,408	0.30	\$4,766,186	\$253,532,594	1.9%						
WINDHAM	\$2,094,259	\$4,141,249	\$6,235,508	0.45	\$2,800,025	\$85,401,157	3.3%						
YALE-NEW HAVEN	\$27,032,315	\$70,527,250	\$97,559,565	0.33	\$32,346,108	\$1,169,696,000	2.8%						
STATEWIDE TOTAL	\$193,333,469	\$465,101,021	\$658,434,490	0.40	\$258,913,111	\$8,575,977,355	3.0%						
MEDIAN							2.9%						
* RCC is rounded to two digits for presentation purposes.													
Source: FY 2009 Audited Financial Statements data from Hospital Reporting System Report 185													
Note: Johnson Memorial Hospital's financial statements were not audited in FY 2007 - FY 2009.													

# APPENDIX S: HOSPITAL UTILIZATION DATA

FY 2009 Hospital Utilization Data									
Utilization Measure	PATIENT DAYS	DISCHARGES	AVERAGE LENGTH OF STAY	STAFFED BEDS	AVAILABLE BEDS	LICENSED BEDS	OCCUPANCY OF STAFFED BEDS	OCCUPANCY OF AVAILABLE BEDS	FULL TIME EQUIVALENTS
Source:	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HBS Report 185
BACKUS	50,032	11,885	4.2	202	233	233	68%	59%	1,583.5
BRIDGEPORT	103,601	19,808	5.2	288	377	425	99%	75%	2,039.5
BRISTOL	33,658	7,846	4.3	132	154	154	70%	60%	899.4
CT CHILDREN'S	35,911	6,359	5.6	142	142	147	69%	69%	1,195.2
DANBURY	91,794	20,497	4.5	271	351	371	93%	72%	2,448.0
DAY KIMBALL	20,204	5,573	3.6	72	122	122	77%	45%	737.9
DEMPSEY	56,119	9,587	5.9	224	224	224	69%	69%	1,302.8
ESSENT SHARON	11,466	2,658	4.3	47	94	94	67%	33%	255.3
GREENWICH	50,149	12,931	3.9	206	206	206	67%	67%	1,440.1
GRIFFIN	33,581	7,533	4.5	95	180	180	97%	51%	929.1
HARTFORD	215,958	41,188	5.2	595	752	867	99%	79%	5,396.3
HOSP OF CENTRAL CT	86,498	20,067	4.3	349	370	446	68%	64%	2,224.2
HUNGERFORD	28,581	6,320	4.5	81	122	122	97%	64%	684.8
JOHNSON	17,998	3,618	5.0	72	95	101	68%	52%	469.2
LAWRENCE	69,025	14,857	4.6	252	252	308	75%	75%	1,889.3
MANCHESTER	44,631	8,989	5.0	140	283	283	87%	43%	1,155.3
MIDSTATE	42,873	9,955	4.3	140	142	156	84%	83%	950.5
MIDDLESEX	57,628	13,964	4.1	176	214	297	90%	74%	1,977.0
MILFORD	20,370	4,800	4.2	59	118	118	95%	47%	547.9
NEW MILFORD	9,874	2,774	3.6	32	95	95	85%	28%	488.8
NORWALK	71,363	15,332	4.7	200	322	366	98%	61%	1,695.3
ROCKVILLE	15,355	3,510	4.4	66	118	118	64%	36%	444.0
ST. FRANCIS	162,158	33,057	4.9	593	593	682	75%	75%	3,610.8
ST. MARY'S	53,096	12,462	4.3	196	196	379	74%	74%	1,205.4
ST. RAPHAEL	130,965	24,505	5.3	417	488	533	86%	74%	3,038.9
ST. VINCENT'S	125,447	21,743	5.8	415	423	520	83%	81%	2,049.6
STAMFORD	75,272	14,888	5.1	321	330	330	64%	62%	1,898.4
WATERBURY	67,682	13,916	4.9	214	292	393	87%	64%	1,589.2
WINDHAM	20,696	5,343	3.9	87	144	144	65%	39%	608.0
YALE-NEW HAVEN	279,599	54,408	5.1	851	895	944	90%	86%	6,648.0
STATEWIDE TOTAL	2,081,584	430,373	4.8	6,935	8,327	9,358	82%	68%	51,401.7
Source: Hospital Reporting System Report 185									

**APPENDIX T: HOSPITAL GROSS REVENUE PAYER MIX**

<b>FY 2009 Hospital Gross Revenue Payer Mix</b>					
Payer	<b>NON GOVERNMENT</b>	<b>MEDICARE</b>	<b>MEDICAID</b>	<b>MEDICAL ASSISTANCE</b>	<b>UNINSURED</b>
Source:	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185
BACKUS	41%	41%	11%	4%	3%
BRIDGEPORT	32%	39%	21%	4%	4%
BRISTOL	40%	44%	10%	4%	2%
CT CHILDREN'S	50%	0%	49%	0%	1%
DANBURY	44%	43%	8%	2%	3%
DAY KIMBALL	42%	40%	13%	3%	2%
DEMPSEY	45%	37%	14%	3%	1%
ESSENT SHARON	42%	49%	3%	4%	2%
GREENWICH	54%	38%	2%	2%	4%
GRIFFIN	39%	46%	9%	3%	3%
HARTFORD	36%	44%	13%	4%	3%
HOSPITAL OF CENTRAL CT	35%	46%	14%	3%	2%
HUNGERFORD	35%	47%	11%	4%	3%
JOHNSON	42%	44%	8%	2%	4%
LAWRENCE	40%	44%	11%	3%	2%
MANCHESTER	41%	43%	10%	3%	3%
MIDSTATE	37%	46%	11%	3%	3%
MIDDLESEX	42%	44%	8%	3%	3%
MILFORD	40%	48%	7%	1%	4%
NEW MILFORD	48%	45%	4%	1%	2%
NORWALK	41%	42%	9%	3%	5%
ROCKVILLE	39%	43%	11%	3%	4%
ST. FRANCIS	36%	44%	13%	5%	2%
ST. MARY'S	36%	40%	17%	5%	2%
ST. RAPHAEL	32%	53%	9%	3%	3%
ST. VINCENT'S	32%	49%	11%	3%	5%
STAMFORD	46%	37%	9%	3%	5%
WATERBURY	33%	48%	13%	4%	2%
WINDHAM	39%	40%	14%	5%	2%
YALE-NEW HAVEN	42%	33%	18%	4%	3%
<b>STATEWIDE AVERAGE</b>	40%	41%	13%	3%	3%
*The Medicare percentages include TRICARE. Only The William W. Backus Hospital and Lawrence & Memorial Hospital have TRICARE gross revenues of greater than 1%.					
Source: Hospital Reporting System Report 185					

# APPENDIX U: HOSPITAL NET REVENUE PAYER MIX

FY 2009 Hospital Net Revenue Payer Mix					
Payer	NON GOVERNMENT	MEDICARE	MEDICAID	MEDICAL ASSISTANCE	UNINSURED
Source:	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185
BACKUS	60%	30%	7%	2%	1%
BRIDGEPORT	41%	40%	16%	2%	1%
BRISTOL	51%	39%	8%	2%	0%
CT CHILDREN'S	60%	2%	37%	0%	1%
DANBURY	60%	33%	5%	1%	1%
DAY KIMBALL	51%	37%	11%	1%	0%
DEMPSEY	47%	41%	11%	1%	0%
ESSENT SHARON	51%	44%	2%	2%	1%
GREENWICH	67%	28%	2%	1%	2%
GRIFFIN	43%	45%	8%	2%	2%
HARTFORD	47%	41%	10%	2%	0%
HOSPITAL OF CENTRAL CT	49%	38%	11%	1%	1%
HUNGERFORD	38%	50%	9%	2%	1%
JOHNSON	58%	35%	6%	0%	1%
LAWRENCE	53%	38%	8%	1%	0%
MANCHESTER	49%	39%	8%	2%	2%
MIDSTATE	53%	38%	8%	1%	0%
MIDDLESEX	55%	38%	5%	1%	1%
MILFORD	52%	43%	4%	0%	1%
NEW MILFORD	66%	31%	3%	0%	0%
NORWALK	58%	34%	6%	1%	1%
ROCKVILLE	49%	39%	8%	1%	3%
ST. FRANCIS	43%	47%	9%	1%	0%
ST. MARY'S	39%	47%	12%	2%	0%
ST. RAPHAEL	41%	50%	7%	1%	1%
ST. VINCENT'S	43%	46%	9%	1%	1%
STAMFORD	67%	25%	6%	1%	1%
WATERBURY	40%	47%	10%	1%	2%
WINDHAM	43%	43%	12%	2%	0%
YALE-NEW HAVEN	53%	32%	11%	2%	2%
<b>STATEWIDE AVERAGE</b>	51%	38%	9%	1%	1%
*The Medicare percentages include TRICARE. Only The William W. Backus Hospital and Lawrence & Memorial Hospital have TRICARE net revenues of greater than 1%.					
Source: Hospital Reporting System Report 185					

**APPENDIX V: HOSPITAL DISCHARGES BY PAYER**

<b>FY 2009 Hospital Discharges by Payer</b>								
Payer	NON GOVT.	MEDICARE	MEDICAL ASSIST.	MEDICAID	OTHER MEDICAL ASSIST.	CHAMPUS/ TRICARE	UNINSURED	TOTAL
Source:	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185
BACKUS	4,461	5,039	2,148	1,764	384	237	265	11,885
BRIDGEPORT	7,016	7,107	5,662	4,962	700	23	398	19,808
BRISTOL	2,731	3,597	1,507	1,084	423	11	43	7,846
CT CHILDREN'S	3,065	8	3,255	3,255	0	31	51	6,359
DANBURY	9,049	8,566	2,857	2,312	545	25	322	20,497
DAY KIMBALL	2,019	2,571	970	871	99	13	72	5,573
DEMPSEY	3,760	3,860	1,904	1,569	335	63	84	9,587
ESSENT SHARON	877	1,484	295	142	153	2	72	2,658
GREENWICH	7,298	5,054	573	327	246	6	296	12,931
GRIFFIN	2,727	3,622	1,178	1,024	154	6	89	7,533
HARTFORD	16,639	15,533	8,830	6,942	1,888	186	694	41,188
HOSP OF CENTRAL CT	6,963	9,221	3,850	3,283	567	33	460	20,067
HUNGERFORD	1,896	3,405	994	735	259	25	123	6,320
JOHNSON	1,333	1,807	456	404	52	22	114	3,618
LAWRENCE	4,741	6,498	2,751	2,254	497	867	217	14,857
MANCHESTER	3,712	3,770	1,488	1,166	322	19	182	8,989
MIDSTATE	3,390	4,708	1,847	1,542	305	10	302	9,955
MIDDLESEX	4,892	7,401	1,635	1,313	322	36	350	13,964
MILFORD	1,930	2,423	444	417	27	3	99	4,800
NEW MILFORD	1,285	1,248	235	208	27	6	60	2,774
NORWALK	7,052	5,539	2,730	2,254	476	11	527	15,332
ROCKVILLE	1,190	1,766	546	458	88	8	63	3,510
ST. FRANCIS	12,070	13,748	7,149	5,525	1,624	90	355	33,057
ST. MARY'S	3,956	5,300	3,176	2,603	573	30	196	12,462
ST. RAPHAEL	7,800	13,225	3,447	2,704	743	33	405	24,505
ST. VINCENT'S	8,200	9,746	3,779	3,120	659	18	955	21,743
STAMFORD	7,028	5,093	2,756	2,285	471	11	590	14,888
WATERBURY	4,524	6,496	2,881	2,363	518	15	265	13,916
WINDHAM	1,601	2,534	1,195	961	234	13	87	5,343
YALE-NEW HAVEN	23,910	16,762	13,431	10,822	2,609	305	1,533	54,408
<b>STATEWIDE TOTAL</b>	<b>167,115</b>	<b>177,131</b>	<b>83,969</b>	<b>68,669</b>	<b>15,300</b>	<b>2,158</b>	<b>9,269</b>	<b>430,373</b>
Source: Hospital Reporting System Report 185								

**APPENDIX W: HOSPITAL CASE MIX INDEXES BY PAYER**

<b>FY 2009 Hospital Case Mix Indexes by Payer</b>								
Payer	NON GOVT.	MEDICARE	MEDICAL ASSIST.	MEDICAID	OTHER MEDICAL ASSIST.	TRICARE	UNINSURED	TOTAL
Source:	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185
BACKUS	1.3151	1.4590	0.9619	0.8944	1.2721	0.9408	1.1848	1.3048
BRIDGEPORT	1.1372	1.6425	0.9558	0.9616	0.9147	1.4280	1.2157	1.2670
BRISTOL	0.9559	1.3004	0.8292	0.8029	0.8966	1.0540	0.9646	1.0896
CT CHILDREN'S	1.4488	2.1772	1.3611	1.3611	0.0000	0.9455	1.1555	1.4024
DANBURY	1.1226	1.3711	0.9274	0.9414	0.8679	0.8139	1.0332	1.1989
DAY KIMBALL	0.8284	1.1093	0.6216	0.6216	0.6216	0.9691	0.9095	0.9223
DEMPSEY	1.4315	1.6392	1.3937	1.4058	1.3373	1.0871	1.1699	1.5054
ESSENT SHARON	1.0299	1.1322	0.9341	0.7789	1.0781	2.0971	0.8348	1.0772
GREENWICH	0.8455	1.4065	1.0577	1.1254	0.9676	1.4673	0.9178	1.0745
GRIFFIN	0.9543	1.3376	0.8116	0.7686	1.0979	0.4723	0.9744	1.1159
HARTFORD	1.3378	1.6591	1.1079	1.0792	1.2134	1.2400	1.3109	1.4092
HOSP OF CENTRAL CT	1.0719	1.3560	0.9192	0.8904	1.0858	0.7962	1.0395	1.1727
HUNGERFORD	1.0370	1.4336	0.8351	0.7768	1.0007	1.2313	0.8838	1.2197
JOHNSON	1.0234	1.2925	0.9626	0.9272	1.2379	1.1757	1.1298	1.1511
LAWRENCE	0.9785	1.3948	0.8832	0.8517	1.0259	0.8339	0.8974	1.1345
MANCHESTER	1.0327	1.5307	0.9701	0.9431	1.0678	1.3137	0.9866	1.2318
MIDSTATE	1.0084	1.4452	0.8053	0.7564	1.0522	1.9141	0.8855	1.1782
MIDDLESEX	1.0564	1.3290	0.8720	0.8410	0.9982	0.9705	1.0072	1.1791
MILFORD	1.0647	1.5705	0.8458	0.8235	1.1909	0.5190	1.1172	1.2994
NEW MILFORD	1.1383	1.5634	0.7817	0.7530	1.0026	0.6283	1.0884	1.2982
NORWALK	0.9718	1.4788	0.8393	0.7959	1.0450	0.8913	1.0490	1.1313
ROCKVILLE	1.0268	1.4645	0.8838	0.8055	1.2915	0.9597	1.0042	1.2246
ST. FRANCIS	1.3235	1.7597	1.0742	1.0135	1.2807	1.1231	1.0934	1.4504
ST. MARY'S	1.1394	1.5644	0.9111	0.8587	1.1490	0.6180	0.9896	1.2607
ST. RAPHAEL	1.4220	1.6104	0.9809	0.9247	1.1854	0.7866	1.0482	1.4608
ST. VINCENT'S	1.1909	1.5299	0.9634	0.9125	1.2046	1.1109	1.0987	1.3033
STAMFORD	1.0484	1.5767	0.9668	0.8826	1.3755	1.0287	1.2308	1.2140
WATERBURY	1.2937	1.5927	1.7560	1.8863	1.1616	1.6601	1.1466	1.5294
WINDHAM	0.9420	1.1832	0.7795	0.7489	0.9052	0.9550	0.8360	1.0201
YALE-NEW HAVEN	1.2748	1.6653	1.1494	1.1299	1.2302	1.4929	1.2775	1.3654
<b>STATEWIDE TOTAL</b>	<b>1.1731</b>	<b>1.5229</b>	<b>1.0397</b>	<b>1.0158</b>	<b>1.1466</b>	<b>1.0296</b>	<b>1.1158</b>	<b>1.2903</b>
Source: Hospital Reporting System Report 185								

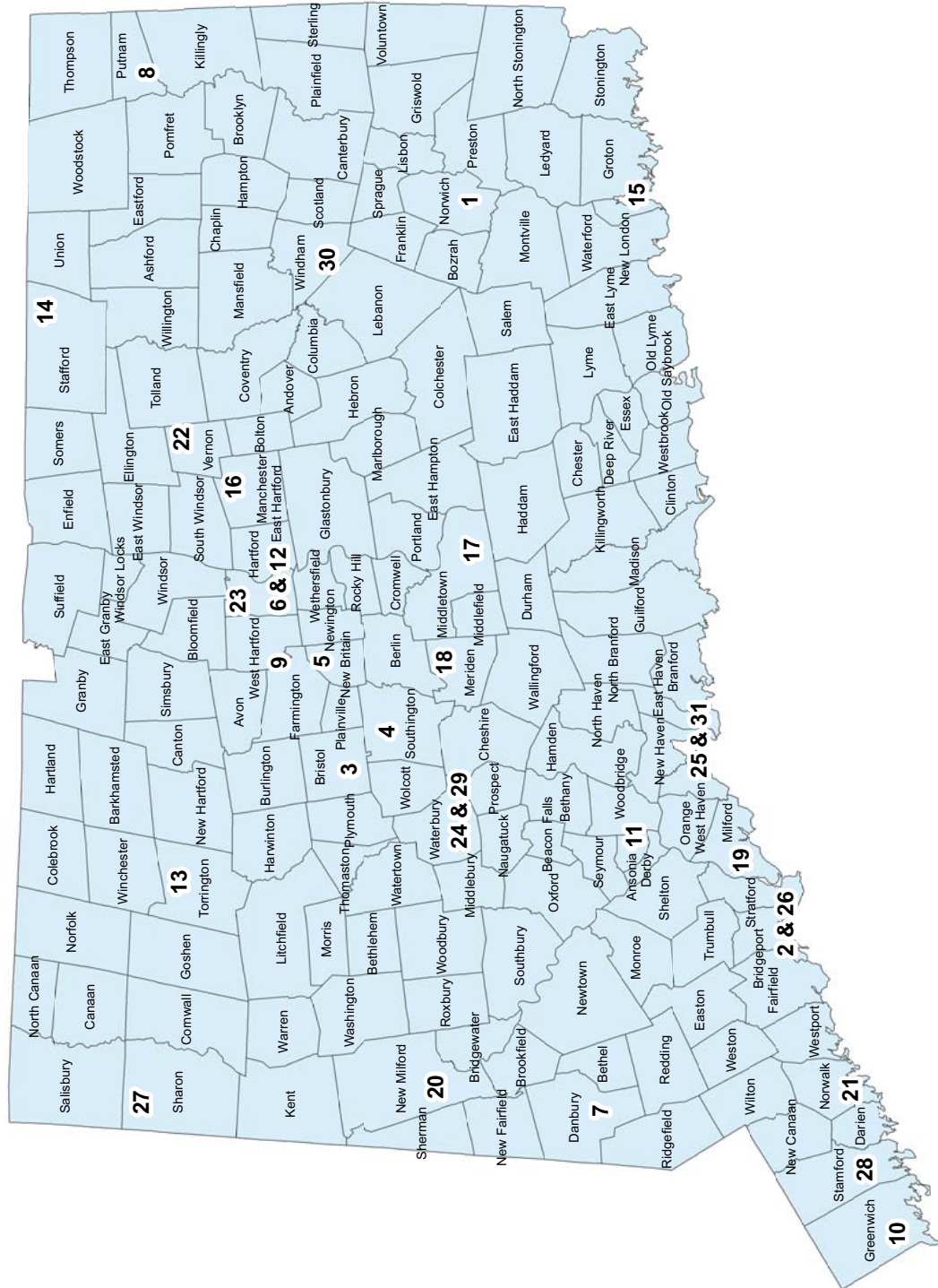
## APPENDIX X: HOSPITAL EMERGENCY DEPARTMENT VISITS

FY 2009 Emergency Department Visits			
	EMERGENCY ROOM - TREATED AND ADMITTED	EMERGENCY ROOM - TREATED AND DISCHARGED	TOTAL EMERGENCY ROOM VISITS
Source:	HRS Report 185	HRS Report 185	HRS Report 185
BACKUS	6,343	57,305	63,648
BRIDGEPORT	10,610	66,812	77,422
BRISTOL	5,501	33,551	39,052
CTCMC	2,838	47,262	50,100
DANBURY	13,885	55,697	69,582
DAY KIMBALL	3,673	30,101	33,774
DEMPSEY	4,436	24,156	28,592
GREENWICH	7,824	35,461	43,285
GRIFFIN	5,426	33,789	39,215
HARTFORD	16,393	73,715	90,108
HOSPITAL OF CENTRAL CT	15,137	87,919	103,056
HUNGERFORD	4,476	34,464	38,940
JOHNSON	3,027	17,336	20,363
LAWRENCE MEM.	6,855	72,094	78,949
MANCHESTER	5,142	40,513	45,655
MIDSTATE	6,415	60,480	66,895
MIDDLESEX	8,816	83,476	92,292
MILFORD	3,033	36,913	39,946
NEW MILFORD	1,957	17,189	19,146
NORWALK	9,239	40,491	49,730
ROCKVILLE	2,337	23,608	25,945
SAINT FRANCIS	15,645	53,595	69,240
SAINT MARY	7,575	61,984	69,559
SAINT RAPHAEL	14,540	38,833	53,373
SAINT VINCENT	10,882	50,431	61,313
SHARON	1,524	14,489	16,013
STAMFORD	7,214	39,086	46,300
WATERBURY	8,895	49,237	58,132
WINDHAM	3,721	26,293	30,014
YALE-NEW HAVEN	26,820	101,582	128,402
STATEWIDE	240,179	1,407,862	1,648,041
Source: Hospital Reporting System Report 185			



## Connecticut Acute Care Hospitals and Medical Centers

1. William W. Backus Hospital
2. Bridgeport Hospital
3. Bristol Hospital
4. Hospital of Central Connecticut  
- Southington Campus
5. Hospital of Central Connecticut  
- New Britain Campus
6. CT Children's Medical Center
7. Danbury Hospital
8. Day Kimball Hospital
9. John Dempsey Hospital
10. Greenwich Hospital
11. Griffin Hospital
12. Hartford Hospital
13. Charlotte Hungerford Hospital
14. Johnson Memorial Hospital
15. Lawrence & Memorial Hospital
16. Manchester Memorial Hospital
17. Middlesex Hospital
18. MidState Medical Center
19. Milford Hospital
20. New Milford Hospital
21. Norwalk Hospital
22. Rockville General Hospital
23. Saint Francis Hospital  
and Medical Center
24. Saint Mary's Hospital
25. Hospital of Saint Raphael
26. Saint Vincent's Medical Center
27. Essent-Sharon Hospital
28. Stamford Hospital
29. Waterbury Hospital
30. Windham Community  
Memorial Hospital
31. Yale-New Haven Hospital



**Average Payment Period:** the average number of days that are required to meet current liabilities. A lower number of days is favorable, since it indicates a more favorable liquidity position.

**Bad Debts:** the income lost to the hospital because patients who were billed and from whom payment was expected did not pay amounts owed to the hospital for services provided. Bad debts net of recoveries will result in bad debt expense, if after reasonable collection efforts are made, the hospital determines that the accounts are uncollectible.

**Case Mix Index:** the arithmetic mean of the Medicare diagnosis related group case weights assigned to each inpatient discharge for a hospital during the fiscal year. The case mix index is calculated by dividing the hospital's total case mix adjusted discharges by the hospital's actual number of discharges for the fiscal year.

**Cash Flow to Total Debt Ratio:** an indicator of potential future debt repayment difficulty or insolvency. It is calculated by dividing excess of revenues over expenses plus depreciation by current liabilities plus long term debt. A decrease in the value of the ratio may indicate a future debt repayment problem.

**Charity Care:** the difference between the hospital's published charges and the amount of reimbursement received for services provided to patients from whom reimbursement was not expected. Charity care does not include bad debts, courtesy discounts, contractual allowances, self pay discounts, and charges for health care services provided to employees.

**Current Ratio:** the measure of the number of dollars held in current assets per dollar of current liabilities. High values imply a good ability to pay short term obligations and low values imply a lesser ability.

**Days Cash on Hand:** the average number of days of cash available to pay for expenses that is maintained in cash accounts. A higher number is favorable, since it indicates a greater ability to meet outstanding obligations.

**Days in Patients Accounts Receivable:** the average number of days in collection that patient accounts receivables remain outstanding. A lower number is favorable, since it indicates good collection practices that result in sufficient cash flow and infrequent short-term financing.

**Disproportionate Share Hospital (DSH) Program Payments:** the payments provided to Connecticut's acute care hospitals based on each hospital's cost of uncompensated care and medical assistance underpayment as a percentage of the statewide total of hospital uncompensated care and medical assistance underpayment.

**Equity Financing Ratio:** the ratio related to capital structure that indicates the percentage of net assets to total assets. A higher ratio is more favorable, since it indicates utilization of a higher level of equity and a lower level of debt financing in acquiring plant and equipment assets.

**Excess / (Deficiency) of Revenue over Expenses:** the difference between the sum of total operating revenue and non-operating revenue less total operating expenses that results in an excess or deficiency of total revenue.

**Hospital Parent Corporation:** the hospital's corporate holding company that controls through its governing body a hospital and the hospital's affiliates, as presented on the legal chart of corporate structure.

**Income / (Loss) from Operations:** the difference between total operating revenue and total operating expenses that results in a financial gain or loss from operating activities.

**Long-Term Debt to Capitalization Ratio:** the measure of the proportion of Long-Term Debt in a capital structure. A lower proportion or percentage is desirable because it allows for obtaining of more favorable terms (i.e., lower interest rates) when borrowing.

**Net Assets:** the residual amount of total assets after all current and long-term liabilities (including long-term debt) are deducted. Also referred to as ownership equity.

**Net Patient Revenue:** the total gross revenue from patient charges less contractual allowances, less the difference between government charges and government payments, less charity care and less any other allowances.

**Non-Operating Margin:** the ratio related to profitability indicating the percentage of non-operating revenue to total revenue. A higher positive ratio indicates more favorable results.

**Non-Operating Revenue:** the unrestricted revenue not directly derived from providing patient services but obtained from either investment income or philanthropic and non-philanthropic sources.

**Operating Expenses:** the expenses necessary to maintain regular operating functions and to carry out ongoing activities.

**Operating Margin:** the ratio related to profitability indicating the percentage of income or loss from operations to total revenue. A higher positive ratio indicates more favorable operating results.

**Operating Revenue:** the total of net patient revenue from reimbursement of patient services by government and non-government payers plus other operating revenue.

**Other Operating Revenue:** the non-patient service operating revenue that is obtained from operating activities but is accounted for separately from patient service revenues. Other operating revenue includes revenues restricted by a donor or grantor for operating purposes, and also net assets released from restrictions.

**Payer Mix:** the proportion of each government or non-government payer's reimbursement to the hospital's total reimbursement for patient services. Payer mix is derived by determining the amount of total gross patient revenue or total net patient revenue that the hospital receives from each government and non-government payer.

**Payment to Cost Ratio:** the ratio that indicates the percentage above or below cost that a hospital is reimbursed by a government or non-government payer. A ratio that is higher than 1.00 is favorable, since it indicates reimbursement by a payer that is greater than the cost of providing patient services. A ratio that is less than 1.00 is unfavorable, since it indicates reimbursement by a payer that is less than the cost of providing patient services.

**Ratio of Cost to Charges:** the ratio that indicates the percentage of total operating expense to the total of gross patient charges plus other operating revenue. A lower ratio is more favorable, since it indicates a greater difference between the cost and charges billed for providing patient services.

**Total Margin:** the ratio related to profitability indicating the percentage of income or loss from operations and non-operating revenue to total revenue. A higher positive ratio indicates more favorable results.

**Uncompensated Care:** the total amount of the hospital's charity care and bad debts resulting from unreimbursed patient services that are determined by using the hospital's published charges and consistent with the hospital's policies regarding charity care and bad debts.

**Uncompensated Care Cost:** the total amount of the hospital's charity care and bad debts at charges multiplied by the hospital's ratio of cost to charges.

**Unrestricted Net Assets:** the amount of net assets that is not restricted by donors or by a board of directors as to their use.





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