

**Maine Health Data Organization**  
**2020-2024 Financial Data Report (B)**  
**Data Elements/Ratios by Hospital (Unconsolidated)**

Date Produced: 12/01/25

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<b>Northern Light Inland Hospital</b>	<b>89</b>
<b>Northern Light Maine Coast Hospital</b>	<b>93</b>
<b>Northern Light Mayo Hospital</b>	<b>97</b>
<b>Northern Light Mercy Hospital</b>	<b>101</b>
<b>Northern Light Sebecook Valley Hospital</b>	<b>105</b>
<b>Northern Maine Medical Center</b>	<b>109</b>
<b>Pen Bay Medical Center</b>	<b>113</b>
<b>Penobscot Valley Hospital</b>	<b>117</b>
<b>Redington-Fairview General Hospital</b>	<b>121</b>
<b>Rumford Hospital</b>	<b>125</b>
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<b>St. Mary's Regional Medical Center</b>	<b>137</b>
<b>Stephens Memorial Hospital</b>	<b>141</b>
<b>Waldo County General Hospital</b>	<b>145</b>
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## Overview

This five-year report includes tables containing all data elements and select ratios for each of Maine's non-governmental hospitals, based on unconsolidated data obtained from audited financial statements. Historical data can be found at: [https://mhdo.maine.gov/hosp\\_fins\\_previous.htm](https://mhdo.maine.gov/hosp_fins_previous.htm)

The MHDO Hospital Financial Reports were designed to standardize the reporting of key hospital financial indicators to allow for comparisons across hospitals. However, given the complexities in the hospitals' structure and accounting practices a hospital's activities reported in an "unconsolidated" form may be more comparable to another hospital's "consolidated" reporting. For example, some physician practices are departments of the hospital (and would be included in the hospitals unconsolidated reporting) as compared to another hospital the physician practices are a subsidiary of the hospital (and would not be included in the hospitals unconsolidated reporting but rather captured in the hospitals consolidated reporting).

Financial ratios are one critical component of assessing a hospital's financial condition and are widely accepted in the industry. The ratios are derived from financial data elements found in the standardized reporting and represent financial indicators that can be classified into the following four categories: profitability, liquidity, capital structure, and asset efficiency. Users of financial ratios are encouraged to consider a broad range of ratios from across all four categories and across multiple years to develop a comprehensive representation of a hospital's financial position. Below is a summary of the different ratios:

1. **Profitability Ratios:** Provides information on the ability of the organization to produce a profit. Four measures of profitability are included: Operating Margin, Non-operating Revenue Margin, Total Margin, and Return on Equity
2. **Liquidity Ratios:** Measures an organization's ability to meet short-term obligations, collect receivables, and maintain cash position. Five measures of liquidity are included: Current Ratio (Without Board Designated and Undesignated Investments), Days in Accounts Receivable, Days Cash on Hand (Current), Days Cash on Hand (Including Board Designated and Undesignated Investments), and Average Payment Period (Current Liabilities).
3. **Capital Structure Ratios:** Measures how an organization's assets are financed, and its capacity to pay for new debt. Four capital structure ratios are included: Equity Financing, Debt Service Coverage, Cash Flow to Total Debt, and Fixed Asset Financing.
4. **Asset Efficiency Ratios:** Measures the relationship between revenue and assets. Three asset efficiency ratios are included: Total Asset Turnover, Fixed Asset Turnover and Average Age of Plant (Depreciation only).

**A list of data elements and ratio definitions/calculations can be found at:**

[https://mhdo.maine.gov/\\_pdf/Data%20and%20Ratio%20Definitions%20Eff%202010.pdf](https://mhdo.maine.gov/_pdf/Data%20and%20Ratio%20Definitions%20Eff%202010.pdf)

## Consolidated vs. Unconsolidated Reporting

The primary difference between consolidated and unconsolidated reporting is that the consolidated data reports all activities of a health system and its subsidiaries as a combined entity, while the unconsolidated financial statements report activities as a separate entity.

For consolidated health system data see the consolidated Report C.

## Data Release Notes

**Northern Light Inland Hospital** - On June 11, 2025 Northern Light Inland Hospital closed. Last reporting year is FY 2024.

**Calais Regional Hospital** - On February 19, 2021 Down East Community Hospital, petitioned to acquire Calais Regional Hospital with the bankruptcy court and was approved by bankruptcy judge presiding over the chapter 11 bankruptcy case of CRH on March 24, 2021. Calais Regional Hospital is now called Calais Community Hospital and is a subsidiary of Down East Community Hospital.

**Mid Coast Hospital** - On 1/1/2021, Mid Coast Hospital merged into Maine Health System and became the 9th hospital of Maine Health System unification. Mid Coast Hospital now utilizes the d/b/a of Mid Coast-Parkview Health (Mid Coast Hospital).

**Mayo Regional Hospital** - On 3/1/2020 Mayo Regional Hospital merged into Northern Light Health and became the 10th hospital of Northern Light Health system. Last reporting year for Mayo as a stand alone entity was FY 2019.

**MaineHealth Unification** - Effective 1/1/2019, the MaineHealth System is comprised of MaineHealth Services (formerly named MaineHealth), the parent organization, and its subsidiaries. The subsidiaries of MaineHealth Services include MaineHealth, NorDx, MaineHealth Care at Home, and The Memorial Hospital at N.H. The subsidiary MaineHealth, whose former legal name was Maine Medical Center, includes eight acute care hospitals that were formerly individual entities until the execution of the unification merger. These hospitals are now local health systems within the subsidiary named MaineHealth utilizing d/b/a's of Maine Medical Center, Southern Maine Health Care, LincolnHealth, Western Maine Healthcare (Stephens Memorial Hospital), Franklin Community Health Network (Franklin Memorial Hospital), Maine Behavioral Healthcare, and Coastal Healthcare Alliance (Waldo County General Hospital and Pen Bay Medical Center).

**Aroostook Medical Center (TAMC)** - d/b/a Northern Light A.R. Gould Hospital

**Fiscal Year End Date Changes:** None.

**Hospital Peer Group Changes:** None.

## MHA Hospital Peer Groupings FY24

Hospital Peer Group	Hospital Name	Location	Beds
<b>Peer Group A</b>			
	Central Maine Medical Center	Lewiston	250
	Maine Medical Center	Portland	700
	MaineGeneral Medical Center	Augusta/Waterville	198
	Northern Light Eastern Maine Medical Center	Bangor	411
<b>Peer Group B</b>			
	Mid Coast Hospital	Brunswick	102
	Northern Light A.R. Gould Hospital	Presque Isle	89
	Northern Light Mercy Hospital	Portland	200
	Pen Bay Medical Center	Rockport	99
	St. Mary's Regional Medical Center	Lewiston	220
	St. Joseph Hospital	Bangor	112
	Southern Maine Health Care	Biddeford/Sanford	229
	York Hospital	York	79
<b>Peer Group C</b>			
	Cary Medical Center	Caribou	63
	Franklin Memorial Hospital	Farmington	65
	Northern Light Inland Hospital	Waterville	48
	Northern Light Maine Coast Hospital	Ellsworth	64
	Northern Maine Medical Center	Fort Kent	49
<b>Peer Group D Critical Access Hospitals</b>			
	Bridgton Hospital	Bridgton	25
	Calais Community Hospital	Calais	25
	Down East Community Hospital	Machias	25
	Houlton Regional Hospital	Houlton	25
	LincolnHealth	Boothbay Harbor/Damariscotta	25
	Millinocket Regional Hospital	Millinocket	25
	Mount Desert Island Hospital	Bar Harbor	25
	Northern Light Blue Hill Hospital	Blue Hill	25
	Northern Light Charles A. Dean Hospital	Greenville	25
	Northern Light Mayo Hospital	Dover-Foxcroft	25
	Northern Light Sebeccook Valley Hospital	Pittsfield	25
	Penobscot Valley Hospital	Lincoln	25
	Redington-Fairview General Hospital	Skowhegan	25
	Rumford Hospital	Rumford	25
	Stephens Memorial Hospital	Norway	25
	Waldo County General Hospital	Belfast	25
<b>Peer Group E Private Psychiatric</b>			
	Maine Behavioral Healthcare (Spring Harbor)	Westbrook	100
	Northern Light Acadia Hospital	Bangor	96
<b>Peer Group F Rehabilitation</b>			
	New England Rehabilitation Hospital	Portland	100

\* Note - These peer groupings are designated by the MHA based on size and services provided. This peer grouping aligns with the hospital financial data for FY 2024 reporting period. As hospital mergers and organizational changes occur these peer groups may change.

# Hospital Systems

Hospital System	Hospital Name
<b>Central Maine Healthcare System</b>	Bridgton Hospital
	Central Maine Medical Center
	Rumford Hospital
<b>MaineGeneral Health System</b>	MaineGeneral Medical Center
<b>MaineHealth System</b>	Franklin Memorial Hospital
	LincolnHealth
	Maine Behavioral Health
	Maine Medical Center
	Mid Coast Hospital
	Pen Bay Medical Center
	Southern Maine Health Care
	Stephens Memorial Hospital
	Waldo County General Hospital
<b>Northern Light Health System</b>	Northern Light AR Gould Hospital
	Northern Light Acadia Hospital
	Northern Light Blue Hill Hospital
	Northern Light C.A. Dean Hospital
	Northern Light Eastern Maine Medical Center
	Northern Light Inland Hospital
	Northern Light Maine Coast Hospital
	Northern Light Mayo Hospital
	Northern Light Mercy Hospital
	Northern Light Sebecook Valley Hospital

## Bridgton Hospital

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>39,031,647</b>	<b>16,022,210</b>	<b>7,162,392</b>	<b>14,980,470</b>	<b>7,391,265</b>
Cash and Investments	31,610,210	7,451,829	22,114	(47,378)	(6,111)
Current Assets Whose Use is Limited	420,714	430,326	432,066	441,041	447,166
Net Patient Accounts Receivable	4,920,670	6,879,540	5,666,000	6,320,783	5,728,360
Due From Affiliates	306,683	1	†	6,012,661	717,698
Third Party Settlements	1,001,802	422,219	144,278	786,091	(488,134)
Other Accounts Receivable	†	†	†	†	†
Inventory	557,150	630,954	634,328	546,490	422,056
Other Current Assets	214,418	207,341	263,606	920,782	570,230
<b>Total Non-Current Assets</b>	<b>22,872,512</b>	<b>23,195,721</b>	<b>20,000,401</b>	<b>19,333,518</b>	<b>24,332,328</b>
Trustee Held Investments	786,166	786,166	533,181	539,735	541,622
Board Designated & Undesignated Investments	6,256,372	7,888,539	7,647,707	8,284,833	13,115,971
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	1,464,127	1,871,053	639,764	122,626	11,199
Gross Property, Plant and Equipment (PP&E)	43,696,158	42,950,067	43,012,248	43,523,684	44,822,247
Accumulated Deprecation	29,330,311	30,300,104	31,832,499	33,137,360	34,158,711
Net Property, Plant and Equipment (PP&E)	14,365,847	12,649,963	11,179,749	10,386,324	10,663,536
<b>Total Unrestricted Assets</b>	<b>61,904,159</b>	<b>39,217,931</b>	<b>27,162,793</b>	<b>34,313,988</b>	<b>31,723,593</b>
<b>Total Current Liabilities</b>	<b>12,564,630</b>	<b>11,207,692</b>	<b>9,048,066</b>	<b>8,021,784</b>	<b>6,160,057</b>
Current Long Term Debt (LTD)	468,826	409,878	444,260	477,433	479,445
Accounts Payable Plus Accrued Expenses	3,845,286	3,136,917	4,211,682	6,473,554	2,914,611
Estimated Third Party Settlements	6,294,803	7,630,742	4,097,680	929,255	2,705,111
Due to Affiliates	†	†	†	†	†
Other Current Liabilities	1,955,715	30,155	294,444	141,542	60,890
<b>Total Non-Current Liabilities</b>	<b>6,748,491</b>	<b>7,591,431</b>	<b>5,711,835</b>	<b>5,116,506</b>	<b>4,739,437</b>
Long Term Debt (LTD)	5,874,850	5,488,099	4,516,045	4,262,046	3,690,567
Estimated Third Party Settlements	†	667,109	364,000	†	†

## Bridgton Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	†	†	†	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	†	†	†	†	†
Other Non-Current Liabilities	873,641	1,436,223	831,790	854,460	1,048,870
<b>Fund Balance Unrestricted</b>	<b>42,591,578</b>	<b>20,418,808</b>	<b>12,402,892</b>	<b>21,175,698</b>	<b>20,824,099</b>
<b>Total Liabilities and Equity</b>	<b>61,904,699</b>	<b>39,217,931</b>	<b>27,162,793</b>	<b>34,313,988</b>	<b>31,723,593</b>
<b>Total Restricted Assets</b>	<b>3,273,300</b>	<b>3,097,932</b>	<b>3,152,613</b>	<b>3,461,074</b>	<b>3,396,604</b>
Cash and Investments	3,273,300	3,097,932	3,152,613	3,461,074	3,396,604
Receivables	†	†	†	†	†
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>3,273,300</b>	<b>3,097,932</b>	<b>3,152,613</b>	<b>3,461,074</b>	<b>3,396,604</b>
<b>Total Restricted Fund Balance</b>	<b>3,273,300</b>	<b>3,097,932</b>	<b>3,152,613</b>	<b>3,461,074</b>	<b>3,396,604</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	1,276,724	1,075,893	1,058,198	473,416	205,015
Permanently Restricted Net Assets	1,996,576	2,022,039	2,094,415	2,987,658	3,191,589
<b>Total Gross Patient Service Revenue</b>	<b>93,175,963</b>	<b>109,433,194</b>	<b>113,446,009</b>	<b>121,757,260</b>	<b>129,484,139</b>
Gross Inpatient Service Revenue	16,024,580	16,626,266	19,692,435	19,931,048	20,688,329
Gross Outpatient Service Revenue	77,151,383	92,806,928	93,753,574	101,826,212	108,795,810
Free Care (Charity Care)	354,149	197,736	137,088	24,450	344,821
Bad Debt (Provision for Bad Debt)	5,229,329	5,343,570	5,472,460	5,168,860	5,732,654
Contractuals	44,276,029	53,137,642	51,227,288	59,758,295	72,993,798
Changes in Prior Year Estimated/Final Settlements	†	†	†	†	†
Net Patient Service Revenue	43,316,456	50,754,246	56,609,173	56,805,655	50,412,866
Other Operating Revenue	4,609,350	2,861,095	3,632,107	3,891,004	2,399,459
<b>Total Operating Revenue</b>	<b>47,925,806</b>	<b>53,615,341</b>	<b>60,241,280</b>	<b>60,696,659</b>	<b>52,812,325</b>
<b>Total Operating Expenses</b>	<b>45,988,382</b>	<b>48,446,031</b>	<b>50,655,713</b>	<b>49,342,798</b>	<b>48,863,678</b>
Deprecation and Amoritization	2,136,401	2,189,169	1,897,612	1,695,467	1,409,927
Interest	264,618	194,534	165,085	117,732	116,197
Advertising Expenses	†	394	300	†	3,719
Allowed Advertising Expenses	†	†	†	†	3,719

## Bridgton Hospital (continued)

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	†	394	300	†	†
Salaries and Benefits	26,856,166	27,165,454	27,620,354	26,855,074	29,000,977
Other Operating Expenses	16,731,197	18,896,480	20,972,362	20,674,525	18,332,858
<b>Net Operating Income</b>	<b>1,937,424</b>	<b>5,169,310</b>	<b>9,585,567</b>	<b>11,353,861</b>	<b>3,948,647</b>
<b>Total Non-Operating Revenue</b>	<b>1,491,181</b>	<b>1,732,782</b>	<b>133,369</b>	<b>4,307,124</b>	<b>411,537</b>
<b>Total Investment Income</b>	<b>1,491,181</b>	<b>1,679,109</b>	<b>101,963</b>	<b>222,436</b>	<b>197,607</b>
Interest and Dividends	225,560	176,746	195,686	378,989	349,055
Realized Gains/Losses on Sales of Securities	1,265,621	1,502,363	(93,723)	(156,553)	(151,448)
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	†	†	†	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	†	53,673	31,406	4,084,688	213,930
<b>Excess of Revenue Over Expenses</b>	<b>3,428,605</b>	<b>6,902,092</b>	<b>9,718,936</b>	<b>15,660,985</b>	<b>4,360,184</b>
Extraordinary Gains/Losses	33,395	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>3,462,000</b>	<b>6,902,092</b>	<b>9,718,936</b>	<b>15,660,985</b>	<b>4,360,184</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>2,509,823</b>	<b>(22,172,770)</b>	<b>(8,015,916)</b>	<b>8,772,807</b>	<b>(351,600)</b>
Net Assets Released for Restrictions - Capital	199,650	†	†	220,955	551,007
Unrealized Gains/Losses on Investments	(1,151,827)	117,046	(1,183,769)	722,428	1,337,407
Minimum Pension Liability Adjustment	†	†	†	†	†
Transfers from/To Affiliates	†	(29,191,908)	(16,551,083)	(7,831,561)	(6,600,198)
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	†	†	†

† - data not applicable

## Bridgton Hospital (continued)

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		6.94%	12.47%	16.10%	24.09%	8.19%
Operating Margin		4.04%	9.64%	15.91%	18.71%	7.48%
Non Operating Revenue		43.49%	25.11%	1.37%	27.50%	9.44%
Return on Equity		8.05%	33.80%	78.36%	73.96%	20.94%
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	3.106	1.430	0.792	1.867	1.200
Days in Accounts Receivable	days	41.5	49.5	36.5	40.6	41.5
Days Cash on Hand, Current	days	266.6	62.2	3.4	3.0	3.4
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	318.7	124.4	60.7	66.5	104.3
Average Pay Period, Current Liabilities	days	104.6	88.4	67.7	61.5	47.4
<b>Capital Structure</b>						
Equity Financing Ratio		68.80%	52.06%	45.66%	61.71%	65.64%
Fixed Asset Financing		40.89%	43.38%	40.39%	41.04%	34.61%
Cash Flow Divided by Total Debt		28.81%	48.36%	78.70%	132.11%	52.94%
Debt Service Coverage	rate	8.056	13.998	20.491	31.093	9.916
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	0.798	1.411	2.223	1.894	1.678
Fixed Asset Turnover	rate	3.336	4.238	5.388	5.844	4.953
Average Age of Plant Depreciation Only	years	13.7	13.8	16.8	19.5	24.2

† - data not applicable

## Calais Regional Hospital

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>7,405,059</b>	<b>8,474,912</b>	<b>7,939,848</b>	<b>7,663,079</b>	<b>7,244,615</b>
Cash and Investments	1,802,661	6,259,425	4,759,204	5,192,601	5,402,619
Current Assets Whose Use is Limited	164,816	12,931	43,965	75,000	106,034
Net Patient Accounts Receivable	1,500,839	1,421,222	1,463,485	1,136,871	1,065,934
Due From Affiliates	†	†	†	†	†
Third Party Settlements	2,627,733	†	1,114,544	602,637	†
Other Accounts Receivable	†	248,354	1,082	97,382	23,159
Inventory	†	366,124	313,149	352,801	421,825
Other Current Assets	1,309,010	166,856	244,419	205,787	225,044
<b>Total Non-Current Assets</b>	<b>12,200,701</b>	<b>5,479,957</b>	<b>5,947,135</b>	<b>6,457,666</b>	<b>6,676,294</b>
Trustee Held Investments	653,982	†	†	†	†
Board Designated & Undesignated Investments	302,579	†	†	†	†
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	735,683	†	†	†	322,728
Gross Property, Plant and Equipment (PP&E)	31,040,807	5,607,615	6,511,456	7,635,597	8,263,199
Accumulated Deprecation	20,532,350	127,658	564,321	1,177,931	1,909,633
Net Property, Plant and Equipment (PP&E)	10,508,457	5,479,957	5,947,135	6,457,666	6,353,566
<b>Total Unrestricted Assets</b>	<b>19,605,760</b>	<b>13,954,869</b>	<b>13,886,983</b>	<b>14,120,745</b>	<b>13,920,909</b>
<b>Total Current Liabilities</b>	<b>3,530,767</b>	<b>3,929,702</b>	<b>3,032,290</b>	<b>3,010,375</b>	<b>2,381,542</b>
Current Long Term Debt (LTD)	†	257,775	371,837	460,701	607,601
Accounts Payable Plus Accrued Expenses	3,530,767	2,439,147	2,475,549	2,549,674	2,700,914
Estimated Third Party Settlements	†	62,687	†	†	(926,973)
Due to Affiliates	†	†	†	†	†
Other Current Liabilities	†	1,170,093	184,904	†	†
<b>Total Non-Current Liabilities</b>	<b>20,292,255</b>	<b>7,279,752</b>	<b>7,020,951</b>	<b>7,008,754</b>	<b>6,704,740</b>
Long Term Debt (LTD)	†	7,279,752	7,020,951	7,008,754	6,704,740
Estimated Third Party Settlements	†	†	†	†	†

## Calais Regional Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	†	†	†	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	735,683	†	†	†	†
Other Non-Current Liabilities	19,556,572	†	†	†	†
<b>Fund Balance Unrestricted</b>	<b>(4,217,262)</b>	<b>2,745,415</b>	<b>3,833,742</b>	<b>4,101,616</b>	<b>4,834,627</b>
<b>Total Liabilities and Equity</b>	<b>19,605,760</b>	<b>13,954,869</b>	<b>13,886,983</b>	<b>14,120,745</b>	<b>13,920,909</b>
<b>Total Restricted Assets</b>	<b>1,835,202</b>	†	<b>37,725</b>	†	<b>436,716</b>
Cash and Investments	1,835,202	†	37,725	†	436,716
Receivables	†	†	†	†	†
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>1,835,202</b>	†	<b>37,725</b>	†	<b>436,716</b>
<b>Total Restricted Fund Balance</b>	<b>1,835,202</b>	†	<b>37,725</b>	†	<b>436,716</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	1,263,426	†	†	†	†
Permanently Restricted Net Assets	571,776	†	37,725	†	436,716
<b>Total Gross Patient Service Revenue</b>	<b>38,130,000</b>	<b>18,312,407</b>	<b>42,206,196</b>	<b>46,194,506</b>	<b>51,551,988</b>
Gross Inpatient Service Revenue	6,500,696	2,289,469	4,846,623	5,337,667	3,636,304
Gross Outpatient Service Revenue	31,629,304	16,022,938	37,359,573	40,856,839	47,915,684
Free Care (Charity Care)	755,245	8,881	41,533	52,728	55,563
Bad Debt (Provision for Bad Debt)	1,004,653	575,672	1,361,419	1,351,167	1,557,299
Contractuals	12,361,804	7,265,120	16,560,903	19,284,040	22,515,577
Changes in Prior Year Estimated/Final Settlements	(171,000)	†	(370,538)	†	†
Net Patient Service Revenue	24,179,298	10,462,734	24,612,879	25,506,571	27,423,549
Other Operating Revenue	5,955,619	870,102	1,595,987	1,866,689	1,448,283
<b>Total Operating Revenue</b>	<b>30,134,917</b>	<b>11,332,836</b>	<b>26,208,866</b>	<b>27,373,260</b>	<b>28,871,832</b>
<b>Total Operating Expenses</b>	<b>26,072,350</b>	<b>10,696,900</b>	<b>25,285,999</b>	<b>27,143,111</b>	<b>28,302,835</b>
Deprecation and Amoritization	861,916	127,658	439,938	618,995	731,701
Interest	†	31,075	140,529	200,603	188,250
Advertising Expenses	†	†	†	†	30,526
Allowed Advertising Expenses	†	†	†	†	4,587

## Calais Regional Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	†	†	†	†	25,939
Salaries and Benefits	14,559,448	7,346,790	18,417,910	19,402,649	20,130,154
Other Operating Expenses	10,650,986	3,191,377	6,287,622	6,920,864	7,222,204
<b>Net Operating Income</b>	<b>4,062,567</b>	<b>635,936</b>	<b>922,867</b>	<b>230,149</b>	<b>568,997</b>
<b>Total Non-Operating Revenue</b>	<b>46,250</b>	<b>2,109,479</b>	<b>99,077</b>	†	<b>164,014</b>
<b>Total Investment Income</b>	<b>14,751</b>	†	†	†	<b>164,014</b>
Interest and Dividends	14,751	†	†	†	164,014
Realized Gains/Losses on Sales of Securities	†	†	†	†	†
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	†	†	†	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	31,499	2,109,479	99,077	†	†
<b>Excess of Revenue Over Expenses</b>	<b>4,108,817</b>	<b>2,745,415</b>	<b>1,021,944</b>	<b>230,149</b>	<b>733,011</b>
Extraordinary Gains/Losses	(780,255)	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>3,328,562</b>	<b>2,745,415</b>	<b>1,021,944</b>	<b>230,149</b>	<b>733,011</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>3,328,562</b>	<b>2,745,415</b>	<b>1,088,328</b>	<b>267,874</b>	<b>733,011</b>
Net Assets Released for Restrictions - Capital	†	†	†	37,725	†
Unrealized Gains/Losses on Investments	†	†	†	†	†
Minimum Pension Liability Adjustment	†	†	†	†	†
Transfers from/To Affiliates	†	†	†	†	†
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	66,384	†	†

† - data not applicable

## Calais Regional Hospital *(continued)*

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		13.61%	20.42%	3.88%	0.84%	2.52%
Operating Margin		13.48%	5.61%	3.52%	0.84%	1.97%
Non Operating Revenue		1.13%	76.84%	9.70%	0.00%	22.38%
Return on Equity		(97.43%)	100.00%	26.66%	5.61%	15.16%
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	2.097	2.157	2.618	2.546	3.042
Days in Accounts Receivable	days	22.7	49.6	21.7	16.3	14.2
Days Cash on Hand, Current	days	28.5	216.6	70.6	72.5	72.9
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	32.9	216.6	70.6	72.5	72.9
Average Pay Period, Current Liabilities	days	51.1	135.7	44.5	41.4	31.5
<b>Capital Structure</b>						
Equity Financing Ratio		(21.51%)	19.67%	27.61%	29.05%	34.73%
Fixed Asset Financing		0.00%	132.84%	118.06%	108.53%	105.53%
Cash Flow Divided by Total Debt		20.87%	25.63%	14.54%	8.48%	16.12%
Debt Service Coverage	rate	†	93.456	4.023	1.834	2.547
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	1.539	0.963	1.894	1.939	2.086
Fixed Asset Turnover	rate	2.868	2.068	4.407	4.239	4.544
Average Age of Plant Depreciation Only	years	23.8	1.0	1.3	1.9	2.6

† - data not applicable

## Cary Medical Center

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>34,938,221</b>	<b>31,184,497</b>	<b>24,735,941</b>	<b>22,736,495</b>	<b>24,236,801</b>
Cash and Investments	20,020,236	17,993,705	6,128,476	4,401,048	2,838,799
Current Assets Whose Use is Limited	†	†	†	†	†
Net Patient Accounts Receivable	8,081,624	6,510,763	12,165,438	11,681,921	13,145,544
Due From Affiliates	†	†	†	†	†
Third Party Settlements	3,622,389	3,046,946	2,197,530	2,404,336	3,767,566
Other Accounts Receivable	993,318	1,022,237	1,221,479	1,370,180	1,098,879
Inventory	†	†	†	†	†
Other Current Assets	2,220,654	2,610,846	3,023,018	2,879,010	3,386,013
<b>Total Non-Current Assets</b>	<b>11,426,520</b>	<b>13,546,322</b>	<b>13,751,654</b>	<b>15,163,114</b>	<b>14,366,743</b>
Trustee Held Investments	†	†	†	†	†
Board Designated & Undesignated Investments	4,407,658	4,355,004	4,088,190	4,270,768	4,407,904
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	†	†	†	†	†
Gross Property, Plant and Equipment (PP&E)	39,265,676	41,102,275	40,894,843	40,977,058	41,717,540
Accumulated Deprecation	32,246,814	31,910,957	31,231,379	30,084,712	31,758,701
Net Property, Plant and Equipment (PP&E)	7,018,862	9,191,318	9,663,464	10,892,346	9,958,839
<b>Total Unrestricted Assets</b>	<b>46,364,741</b>	<b>44,730,819</b>	<b>38,487,595</b>	<b>37,899,609</b>	<b>38,603,544</b>
<b>Total Current Liabilities</b>	<b>23,876,312</b>	<b>18,492,534</b>	<b>11,266,195</b>	<b>9,849,420</b>	<b>11,843,903</b>
Current Long Term Debt (LTD)	†	56,561	119,750	715,297	522,207
Accounts Payable Plus Accrued Expenses	5,933,956	6,566,863	6,982,210	6,496,407	8,975,366
Estimated Third Party Settlements	3,623,756	3,962,577	3,187,475	1,868,518	1,781,517
Due to Affiliates	†	†	†	†	†
Other Current Liabilities	14,318,600	7,906,533	976,760	769,198	564,813
<b>Total Non-Current Liabilities</b>	<b>219,860</b>	<b>822,620</b>	<b>1,714,453</b>	<b>2,155,352</b>	<b>1,569,610</b>
Long Term Debt (LTD)	46,716	668,714	1,579,785	2,039,922	1,473,419
Estimated Third Party Settlements	†	†	†	†	†

## Cary Medical Center *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	†	†	†	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	†	†	†	†	†
Other Non-Current Liabilities	173,144	153,906	134,668	115,430	96,191
<b>Fund Balance Unrestricted</b>	<b>22,268,569</b>	<b>25,415,665</b>	<b>25,506,947</b>	<b>25,894,837</b>	<b>25,190,031</b>
<b>Total Liabilities and Equity</b>	<b>46,364,741</b>	<b>44,730,819</b>	<b>38,487,595</b>	<b>37,899,609</b>	<b>38,603,544</b>
<b>Total Restricted Assets</b>	<b>74,041</b>	<b>74,617</b>	<b>76,745</b>	<b>87,987</b>	<b>88,677</b>
Cash and Investments	74,041	74,617	76,745	87,987	88,677
Receivables	†	†	†	†	†
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>74,041</b>	<b>74,617</b>	<b>76,745</b>	<b>87,987</b>	<b>88,677</b>
<b>Total Restricted Fund Balance</b>	<b>74,041</b>	<b>74,617</b>	<b>76,745</b>	<b>87,987</b>	<b>88,677</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	74,041	74,617	76,745	87,987	88,677
Permanently Restricted Net Assets	†	†	†	†	†
<b>Total Gross Patient Service Revenue</b>	<b>126,047,402</b>	<b>130,662,385</b>	<b>147,364,851</b>	<b>162,103,531</b>	<b>175,693,959</b>
Gross Inpatient Service Revenue	26,988,316	26,980,029	27,999,199	32,633,027	34,612,500
Gross Outpatient Service Revenue	99,059,086	103,682,356	119,365,652	129,470,504	141,081,459
Free Care (Charity Care)	702,218	658,537	569,453	600,816	702,279
Bad Debt (Provision for Bad Debt)	3,499,000	2,390,000	1,447,000	2,528,595	3,355,000
Contractuals	73,339,293	75,266,765	85,748,310	94,130,849	103,191,350
Changes in Prior Year Estimated/Final Settlements	363,000	583,000	132,000	(744,000)	(707,000)
Net Patient Service Revenue	48,143,891	51,764,083	59,468,088	65,587,271	69,152,330
Other Operating Revenue	11,909,179	14,841,425	7,188,715	4,163,665	3,408,218
<b>Total Operating Revenue</b>	<b>60,053,070</b>	<b>66,605,508</b>	<b>66,656,803</b>	<b>69,750,936</b>	<b>72,560,548</b>
<b>Total Operating Expenses</b>	<b>59,266,309</b>	<b>63,603,352</b>	<b>66,235,385</b>	<b>69,378,659</b>	<b>73,231,584</b>
Deprecation and Amoritization	1,595,163	1,512,585	1,582,721	1,919,124	2,031,590
Interest	7,234	5,858	31,210	39,206	37,991
Advertising Expenses	265,099	330,406	258,006	60,972	259,064
Allowed Advertising Expenses	6,610	6,693	1,223	3,042	122

## Cary Medical Center *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	258,489	323,713	256,783	57,930	258,942
Salaries and Benefits	29,861,568	32,812,284	32,079,919	34,704,688	36,856,543
Other Operating Expenses	27,537,245	28,942,219	32,283,529	32,654,669	34,046,396
<b>Net Operating Income</b>	<b>786,761</b>	<b>3,002,156</b>	<b>421,418</b>	<b>372,277</b>	<b>(671,036)</b>
<b>Total Non-Operating Revenue</b>	<b>61,493</b>	<b>(8,839)</b>	<b>(35,038)</b>	<b>(65,895)</b>	<b>(84,400)</b>
<b>Total Investment Income</b>	<b>59,193</b>	<b>(9,417)</b>	<b>(37,166)</b>	<b>(77,137)</b>	<b>(85,090)</b>
Interest and Dividends	22,824	(7,356)	(18,957)	(51,694)	(63,712)
Realized Gains/Losses on Sales of Securities	36,369	(2,061)	(18,209)	(25,443)	(21,378)
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	†	†	†	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	2,300	578	2,128	11,242	690
<b>Excess of Revenue Over Expenses</b>	<b>848,254</b>	<b>2,993,317</b>	<b>386,380</b>	<b>306,382</b>	<b>(755,436)</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>848,254</b>	<b>2,993,317</b>	<b>386,380</b>	<b>306,382</b>	<b>(755,436)</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>922,371</b>	<b>3,145,249</b>	<b>94,420</b>	<b>418,711</b>	<b>(672,840)</b>
Net Assets Released for Restrictions - Capital	39,222	258,166	24,510	5,267	54,875
Unrealized Gains/Losses on Investments	34,895	(106,234)	(316,470)	107,062	27,721
Minimum Pension Liability Adjustment	†	†	†	†	†
Transfers from/To Affiliates	†	†	†	†	†
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	†	†	†

† - data not applicable

## Cary Medical Center *(continued)*

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		1.41%	4.49%	0.58%	0.44%	(1.04%)
Operating Margin		1.31%	4.51%	0.63%	0.53%	(0.92%)
Non Operating Revenue		7.25%	(0.30%)	(9.07%)	(21.51%)	11.17%
Return on Equity		3.81%	11.78%	1.51%	1.18%	(3.00%)
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	1.463	1.686	2.196	2.308	2.046
Days in Accounts Receivable	days	61.3	45.9	74.7	65.0	69.4
Days Cash on Hand, Current	days	126.7	105.8	34.6	23.8	14.6
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	154.6	131.4	57.7	46.9	37.1
Average Pay Period, Current Liabilities	days	151.1	108.7	63.6	53.3	60.7
<b>Capital Structure</b>						
Equity Financing Ratio		48.03%	56.82%	66.27%	68.32%	65.25%
Fixed Asset Financing		0.67%	7.28%	16.35%	18.73%	14.80%
Cash Flow Divided by Total Debt		10.14%	23.33%	15.17%	18.54%	9.51%
Debt Service Coverage	rate	9.122	770.188	22.790	14.247	1.745
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	1.297	1.489	1.731	1.839	1.877
Fixed Asset Turnover	rate	8.556	7.247	6.898	6.404	7.286
Average Age of Plant Depreciation Only	years	20.2	21.1	19.7	15.7	15.6

† - data not applicable

## Central Maine Medical Center

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>134,195,923</b>	<b>100,168,936</b>	<b>80,554,588</b>	<b>98,107,471</b>	<b>90,097,874</b>
Cash and Investments	61,444,951	25,511,415	4,060,836	4,646,422	4,195,030
Current Assets Whose Use is Limited	4,055,990	5,528,066	5,619,028	5,686,460	5,793,835
Net Patient Accounts Receivable	39,925,804	49,283,428	39,623,596	41,331,194	41,055,758
Due From Affiliates	4,195,880	1	1,656,018	10,641,630	3,051,548
Third Party Settlements	8,876,198	5,063,185	7,963,181	17,125,030	19,583,535
Other Accounts Receivable	†	†	†	†	†
Inventory	8,833,266	9,416,178	9,541,688	11,094,021	11,393,363
Other Current Assets	6,863,834	5,366,663	12,090,241	7,582,714	5,024,805
<b>Total Non-Current Assets</b>	<b>152,596,830</b>	<b>146,940,134</b>	<b>165,997,113</b>	<b>151,058,392</b>	<b>144,297,891</b>
Trustee Held Investments	12,622,452	12,584,406	12,435,807	12,530,866	12,707,068
Board Designated & Undesignated Investments	†	†	†	1,689,379	1,696,708
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	20,435,707	23,969,443	17,381,867	9,439,180	8,968,863
Gross Property, Plant and Equipment (PP&E)	431,270,685	433,366,909	472,724,087	475,982,289	479,644,870
Accumulated Deprecation	311,732,014	322,980,624	336,544,648	348,583,322	358,719,618
Net Property, Plant and Equipment (PP&E)	119,538,671	110,386,285	136,179,439	127,398,967	120,925,252
<b>Total Unrestricted Assets</b>	<b>286,792,753</b>	<b>247,109,070</b>	<b>246,551,701</b>	<b>249,165,863</b>	<b>234,395,765</b>
<b>Total Current Liabilities</b>	<b>173,659,780</b>	<b>73,440,555</b>	<b>67,082,615</b>	<b>54,185,711</b>	<b>57,238,087</b>
Current Long Term Debt (LTD)	5,633,046	5,466,747	7,744,893	14,923,007	9,619,041
Accounts Payable Plus Accrued Expenses	50,531,670	41,962,262	37,263,735	32,396,018	33,536,778
Estimated Third Party Settlements	40,228,979	24,948,896	19,679,628	4,813,187	5,820,045
Due to Affiliates	†	†	†	77,649	6,654,180
Other Current Liabilities	77,266,085	1,062,650	2,394,359	1,975,850	1,608,043
<b>Total Non-Current Liabilities</b>	<b>106,811,329</b>	<b>109,479,033</b>	<b>113,434,001</b>	<b>108,954,546</b>	<b>106,186,976</b>
Long Term Debt (LTD)	101,095,794	96,850,637	114,730,313	109,856,200	102,644,685
Estimated Third Party Settlements	†	10,575,333	391,915	†	†

## Central Maine Medical Center *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	†	†	†	†	†
Self Insurance Fund	1,255,563	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	334,889	(11,460,938)	(18,316,598)	(15,834,872)	(11,142,854)
Other Non-Current Liabilities	4,125,083	13,514,001	16,628,371	14,933,218	14,685,145
<b>Fund Balance Unrestricted</b>	<b>6,321,644</b>	<b>64,189,482</b>	<b>66,035,085</b>	<b>86,025,606</b>	<b>70,970,702</b>
<b>Total Liabilities and Equity</b>	<b>286,792,753</b>	<b>247,109,070</b>	<b>246,551,701</b>	<b>249,165,863</b>	<b>234,395,765</b>
<b>Total Restricted Assets</b>	<b>26,937,438</b>	<b>23,042,072</b>	<b>21,444,509</b>	<b>28,377,223</b>	<b>31,636,834</b>
Cash and Investments	26,937,438	23,042,072	21,444,509	28,377,223	31,636,834
Receivables	†	†	†	†	†
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>26,937,438</b>	<b>23,042,072</b>	<b>21,444,509</b>	<b>28,377,223</b>	<b>31,636,834</b>
<b>Total Restricted Fund Balance</b>	<b>26,937,438</b>	<b>23,042,072</b>	<b>21,444,509</b>	<b>28,377,223</b>	<b>31,636,834</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	13,185,521	4,531,283	2,973,772	5,596,806	6,188,174
Permanently Restricted Net Assets	13,751,917	18,510,789	18,470,737	22,780,417	25,448,660
<b>Total Gross Patient Service Revenue</b>	<b>942,648,823</b>	<b>1,039,078,438</b>	<b>1,042,166,473</b>	<b>1,170,474,734</b>	<b>1,249,221,933</b>
Gross Inpatient Service Revenue	431,474,270	447,342,914	424,820,011	435,034,603	476,415,793
Gross Outpatient Service Revenue	511,174,553	591,735,524	617,346,462	735,440,131	772,806,140
Free Care (Charity Care)	3,739,004	2,872,404	1,734,711	1,886,183	6,051,859
Bad Debt (Provision for Bad Debt)	21,930,482	31,015,833	28,472,404	29,151,012	39,947,695
Contractuals	577,979,554	642,468,123	641,488,635	742,578,641	796,595,973
Changes in Prior Year Estimated/Final Settlements	†	†	†	†	†
Net Patient Service Revenue	338,999,783	362,722,078	370,470,723	396,858,898	406,626,406
Other Operating Revenue	68,955,306	56,761,353	84,564,724	82,791,177	70,690,986
<b>Total Operating Revenue</b>	<b>407,955,089</b>	<b>419,483,431</b>	<b>455,035,447</b>	<b>479,650,075</b>	<b>477,317,392</b>
<b>Total Operating Expenses</b>	<b>418,689,717</b>	<b>438,501,918</b>	<b>480,358,563</b>	<b>498,924,495</b>	<b>505,216,304</b>
Deprecation and Amoritization	19,073,757	19,102,726	17,608,663	17,794,434	15,246,892
Interest	4,600,557	4,365,303	3,566,264	4,628,598	4,730,744
Advertising Expenses	80,106	80,036	68,809	57,879	69,125
Allowed Advertising Expenses	†	†	†	†	†

## Central Maine Medical Center *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	80,106	80,036	68,809	57,879	69,125
Salaries and Benefits	230,396,394	231,358,821	252,843,211	269,813,806	293,326,391
Other Operating Expenses	164,538,903	183,595,032	206,271,616	206,629,778	191,843,152
<b>Net Operating Income</b>	<b>(10,734,628)</b>	<b>(19,018,487)</b>	<b>(25,323,116)</b>	<b>(19,274,420)</b>	<b>(27,898,912)</b>
<b>Total Non-Operating Revenue</b>	<b>474,392</b>	<b>547,898</b>	<b>522,441</b>	<b>(499,333)</b>	<b>(2,243,834)</b>
<b>Total Investment Income</b>	<b>507,423</b>	<b>378,287</b>	<b>333,564</b>	<b>250,254</b>	<b>489,015</b>
Interest and Dividends	224,445	144,390	177,569	360,175	625,022
Realized Gains/Losses on Sales of Securities	282,978	233,897	155,995	(109,921)	(136,007)
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	673,944	93,186	251,576	(732,160)	(286,380)
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	(706,975)	76,425	(62,699)	(17,427)	(2,446,469)
<b>Excess of Revenue Over Expenses</b>	<b>(10,260,236)</b>	<b>(18,470,589)</b>	<b>(24,800,675)</b>	<b>(19,773,753)</b>	<b>(30,142,746)</b>
Extraordinary Gains/Losses	(461,392)	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>(10,721,628)</b>	<b>(18,470,589)</b>	<b>(24,800,675)</b>	<b>(19,773,753)</b>	<b>(30,142,746)</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>(10,743,666)</b>	<b>57,285,320</b>	<b>1,845,553</b>	<b>19,990,571</b>	<b>(15,054,903)</b>
Net Assets Released for Restrictions - Capital	136,087	†	387,636	512,331	232,477
Unrealized Gains/Losses on Investments	(158,125)	(31,210)	(658,907)	771,265	348,823
Minimum Pension Liability Adjustment	†	4,315,691	5,561,580	(1,741,708)	(512,650)
Transfers from/To Affiliates	†	71,471,428	21,355,919	40,222,436	15,019,193
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	†	†	†

† - data not applicable

## Central Maine Medical Center *(continued)*

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		(2.51%)	(4.40%)	(5.44%)	(4.13%)	(6.34%)
Operating Margin		(2.63%)	(4.53%)	(5.57%)	(4.02%)	(5.84%)
Non Operating Revenue		(4.62%)	(2.97%)	(2.11%)	2.53%	7.44%
Return on Equity		(162.30%)	(28.78%)	(37.56%)	(22.99%)	(42.47%)
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	0.773	1.364	1.201	1.811	1.574
Days in Accounts Receivable	days	43.0	49.6	39.0	38.0	36.9
Days Cash on Hand, Current	days	59.8	27.0	7.6	7.8	7.4
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	59.8	27.0	7.6	9.1	8.7
Average Pay Period, Current Liabilities	days	158.6	63.9	52.9	41.1	42.6
<b>Capital Structure</b>						
Equity Financing Ratio		2.20%	25.98%	26.78%	34.53%	30.28%
Fixed Asset Financing		84.57%	87.74%	84.25%	86.23%	84.88%
Cash Flow Divided by Total Debt		3.14%	0.35%	(3.98%)	(1.21%)	(9.11%)
Debt Service Coverage	rate	1.449	0.500	(0.401)	0.214	(0.517)
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	1.424	1.700	1.848	1.923	2.027
Fixed Asset Turnover	rate	3.413	3.800	3.341	3.765	3.947
Average Age of Plant Depreciation Only	years	16.3	16.9	19.1	19.6	23.5

† - data not applicable

## Down East Community Hospital

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>25,893,882</b>	<b>28,021,221</b>	<b>22,837,263</b>	<b>21,957,762</b>	<b>30,335,044</b>
Cash and Investments	18,458,376	22,200,627	14,733,471	14,562,016	24,069,644
Current Assets Whose Use is Limited	1,266,348	443,771	476,774	466,919	471,748
Net Patient Accounts Receivable	3,423,722	3,559,929	3,369,242	4,420,007	4,170,574
Due From Affiliates	†	†	†	†	†
Third Party Settlements	1,189,949	†	2,038,646	649,948	†
Other Accounts Receivable	469,987	628,013	996,182	951,830	596,712
Inventory	673,521	706,919	795,415	642,962	653,602
Other Current Assets	411,979	481,962	427,533	264,080	372,764
<b>Total Non-Current Assets</b>	<b>22,702,616</b>	<b>26,567,737</b>	<b>26,500,402</b>	<b>24,429,681</b>	<b>23,747,671</b>
Trustee Held Investments	†	†	†	†	†
Board Designated & Undesignated Investments	7,443,549	5,507,206	2,326,706	2,575,546	2,910,401
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	†	†	467,924	317,445	649,794
Gross Property, Plant and Equipment (PP&E)	38,728,657	46,174,779	50,802,436	51,194,182	52,028,702
Accumulated Deprecation	23,469,590	25,114,248	27,096,664	29,657,492	31,841,226
Net Property, Plant and Equipment (PP&E)	15,259,067	21,060,531	23,705,772	21,536,690	20,187,476
<b>Total Unrestricted Assets</b>	<b>48,596,498</b>	<b>54,588,958</b>	<b>49,337,665</b>	<b>46,387,443</b>	<b>54,082,715</b>
<b>Total Current Liabilities</b>	<b>15,356,744</b>	<b>13,257,708</b>	<b>6,458,063</b>	<b>7,043,460</b>	<b>10,988,003</b>
Current Long Term Debt (LTD)	891,500	921,784	1,085,605	1,019,140	867,344
Accounts Payable Plus Accrued Expenses	4,270,616	4,455,627	4,598,000	5,620,872	5,202,199
Estimated Third Party Settlements	9,676,023	478,396	†	†	4,503,109
Due to Affiliates	†	†	†	†	†
Other Current Liabilities	518,605	7,401,901	774,458	403,448	415,351
<b>Total Non-Current Liabilities</b>	<b>17,401,880</b>	<b>13,106,109</b>	<b>12,746,051</b>	<b>10,020,570</b>	<b>9,531,700</b>
Long Term Debt (LTD)	11,815,766	11,102,877	11,103,548	10,020,570	9,531,700
Estimated Third Party Settlements	2,690,000	†	†	†	†

## Down East Community Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	†	†	†	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	2,896,114	2,003,232	1,642,503	†	†
Other Non-Current Liabilities	†	†	†	†	†
<b>Fund Balance Unrestricted</b>	<b>15,837,874</b>	<b>28,225,141</b>	<b>30,133,551</b>	<b>29,323,413</b>	<b>33,563,012</b>
<b>Total Liabilities and Equity</b>	<b>48,596,498</b>	<b>54,588,958</b>	<b>49,337,665</b>	<b>46,387,443</b>	<b>54,082,715</b>
<b>Total Restricted Assets</b>	<b>1,579,481</b>	<b>1,690,012</b>	<b>1,646,095</b>	<b>1,667,459</b>	<b>1,706,096</b>
Cash and Investments	1,579,481	1,690,012	1,646,095	1,617,459	1,706,096
Receivables	†	†	†	50,000	†
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>1,579,481</b>	<b>1,690,012</b>	<b>1,646,095</b>	<b>1,667,458</b>	<b>1,706,096</b>
<b>Total Restricted Fund Balance</b>	<b>1,579,481</b>	<b>1,690,012</b>	<b>1,646,095</b>	<b>1,667,458</b>	<b>1,706,096</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	176,951	287,482	243,565	264,928	303,565
Permanently Restricted Net Assets	1,402,530	1,402,530	1,402,530	1,402,530	1,402,531
<b>Total Gross Patient Service Revenue</b>	<b>100,711,861</b>	<b>112,173,900</b>	<b>115,420,642</b>	<b>121,564,926</b>	<b>136,306,006</b>
Gross Inpatient Service Revenue	13,125,749	12,837,681	13,309,624	16,270,396	13,717,960
Gross Outpatient Service Revenue	87,586,112	99,336,219	102,111,018	105,294,530	122,588,046
Free Care (Charity Care)	875,000	418,250	485,967	237,644	222,904
Bad Debt (Provision for Bad Debt)	2,860,502	2,924,405	3,069,967	2,967,433	3,017,854
Contractuals	50,557,310	56,356,143	56,178,052	58,329,025	70,784,891
Changes in Prior Year Estimated/Final Settlements	(504,500)	(631,000)	(1,494,462)	†	†
Net Patient Service Revenue	46,923,549	53,106,102	57,181,118	60,030,824	62,280,357
Other Operating Revenue	3,475,504	9,451,650	2,851,139	1,661,467	1,428,151
<b>Total Operating Revenue</b>	<b>50,399,053</b>	<b>62,557,752</b>	<b>60,032,257</b>	<b>61,692,291</b>	<b>63,708,508</b>
<b>Total Operating Expenses</b>	<b>47,742,495</b>	<b>52,025,434</b>	<b>60,002,751</b>	<b>62,944,389</b>	<b>60,485,841</b>
Deprecation and Amoritization	1,505,649	1,687,435	2,080,430	2,541,601	2,222,186
Interest	316,804	300,009	361,887	395,762	358,986
Advertising Expenses	276,117	85,323	59,183	47,921	49,971
Allowed Advertising Expenses	247,084	21,798	2,002	1,403	666

## Down East Community Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	29,033	63,525	57,181	46,518	49,305
Salaries and Benefits	32,370,568	35,372,548	42,322,447	43,129,513	41,495,294
Other Operating Expenses	13,273,357	14,580,119	15,178,804	16,829,592	16,359,404
<b>Net Operating Income</b>	<b>2,656,558</b>	<b>10,532,318</b>	<b>29,506</b>	<b>(1,252,098)</b>	<b>3,222,667</b>
<b>Total Non-Operating Revenue</b>	<b>378,944</b>	<b>318,364</b>	<b>275,318</b>	<b>507,577</b>	<b>1,075,222</b>
<b>Total Investment Income</b>	<b>378,944</b>	<b>318,364</b>	<b>275,318</b>	<b>507,577</b>	<b>1,075,222</b>
Interest and Dividends	378,944	318,364	275,318	507,577	1,075,222
Realized Gains/Losses on Sales of Securities	†	†	†	†	†
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	†	†	†	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	†	†	†	†	†
<b>Excess of Revenue Over Expenses</b>	<b>3,035,502</b>	<b>10,850,682</b>	<b>304,824</b>	<b>(744,521)</b>	<b>4,297,889</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>3,035,502</b>	<b>10,850,682</b>	<b>304,824</b>	<b>(744,521)</b>	<b>4,297,889</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>2,812,170</b>	<b>12,387,268</b>	<b>1,908,410</b>	<b>(810,138)</b>	<b>4,239,598</b>
Net Assets Released for Restrictions - Capital	139,768	128,911	9,011	79,947	7,400
Unrealized Gains/Losses on Investments	(49,054)	166,567	(261,345)	100,529	(55,318)
Minimum Pension Liability Adjustment	(308,259)	726,841	152,506	(202,015)	†
Transfers from/To Affiliates	60,000	†	†	†	†
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	(65,787)	514,267	1,703,414	(44,078)	(10,373)

† - data not applicable

## Down East Community Hospital *(continued)*

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		5.98%	17.26%	0.51%	(1.20%)	6.63%
Operating Margin		5.27%	16.84%	0.05%	(2.03%)	5.06%
Non Operating Revenue		12.48%	2.93%	90.32%	(68.17%)	25.02%
Return on Equity		19.17%	38.44%	1.01%	(2.54%)	12.81%
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	1.686	2.114	3.536	3.117	2.761
Days in Accounts Receivable	days	26.6	24.5	21.5	26.9	24.4
Days Cash on Hand, Current	days	155.7	164.2	95.8	90.8	153.7
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	214.5	204.1	110.5	106.4	172.0
Average Pay Period, Current Liabilities	days	121.2	96.1	40.7	42.6	68.8
<b>Capital Structure</b>						
Equity Financing Ratio		32.59%	51.70%	61.08%	63.21%	62.06%
Fixed Asset Financing		77.43%	52.72%	46.84%	46.53%	47.22%
Cash Flow Divided by Total Debt		13.86%	47.56%	12.42%	10.53%	31.77%
Debt Service Coverage	rate	5.180	10.775	2.140	1.480	4.992
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	1.045	1.152	1.222	1.341	1.198
Fixed Asset Turnover	rate	3.303	2.970	2.532	2.865	3.156
Average Age of Plant Depreciation Only	years	15.6	14.9	13.0	11.7	14.3

† - data not applicable

## Franklin Memorial Hospital

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>23,284,734</b>	<b>26,094,742</b>	<b>27,396,275</b>	<b>31,836,419</b>	<b>38,897,360</b>
Cash and Investments	15,910	66,171	19,844	4,988	12,091
Current Assets Whose Use is Limited	213,561	214,091	212,544	223,019	215,644
Net Patient Accounts Receivable	9,951,339	14,245,423	15,377,363	19,951,426	26,800,070
Due From Affiliates	44,091	115,466	190,539	196,892	272,033
Third Party Settlements	9,863,877	8,415,769	7,713,945	7,623,019	8,061,074
Other Accounts Receivable	†	†	†	†	†
Inventory	2,111,623	2,194,743	2,600,701	2,562,275	2,667,111
Other Current Assets	1,084,333	843,079	1,281,339	1,274,800	869,337
<b>Total Non-Current Assets</b>	<b>35,497,009</b>	<b>34,396,926</b>	<b>31,855,483</b>	<b>27,458,492</b>	<b>30,305,574</b>
Trustee Held Investments	†	†	†	†	†
Board Designated & Undesignated Investments	†	†	†	†	†
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	9,515,765	8,727,627	7,521,202	729,057	434,639
Gross Property, Plant and Equipment (PP&E)	95,557,579	98,600,563	100,716,606	106,674,140	113,665,861
Accumulated Deprecation	69,576,335	72,931,264	76,382,325	79,944,705	83,794,926
Net Property, Plant and Equipment (PP&E)	25,981,244	25,669,299	24,334,281	26,729,435	29,870,935
<b>Total Unrestricted Assets</b>	<b>58,781,743</b>	<b>60,491,668</b>	<b>59,251,758</b>	<b>59,294,911</b>	<b>69,202,934</b>
<b>Total Current Liabilities</b>	<b>12,786,466</b>	<b>12,189,039</b>	<b>12,609,523</b>	<b>14,844,908</b>	<b>14,507,523</b>
Current Long Term Debt (LTD)	485,000	620,162	648,961	682,886	701,939
Accounts Payable Plus Accrued Expenses	10,328,897	9,517,523	5,075,427	8,238,982	8,187,921
Estimated Third Party Settlements	†	†	4,687,550	5,113,032	4,835,123
Due to Affiliates	1,856,385	2,001,434	2,197,585	810,008	582,540
Other Current Liabilities	116,184	49,920	†	†	200,000
<b>Total Non-Current Liabilities</b>	<b>16,020,561</b>	<b>14,758,313</b>	<b>12,652,862</b>	<b>7,484,149</b>	<b>6,714,597</b>
Long Term Debt (LTD)	8,853,914	8,951,222	8,234,648	7,484,149	6,714,597
Estimated Third Party Settlements	†	†	†	†	†

## Franklin Memorial Hospital (continued)

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	7,166,647	5,807,091	4,418,214	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	†	†	†	†	†
Other Non-Current Liabilities	†	†	†	†	†
<b>Fund Balance Unrestricted</b>	<b>29,974,716</b>	<b>33,544,316</b>	<b>33,989,373</b>	<b>36,965,854</b>	<b>47,980,814</b>
<b>Total Liabilities and Equity</b>	<b>58,781,743</b>	<b>60,491,668</b>	<b>59,251,758</b>	<b>59,294,911</b>	<b>69,202,934</b>
<b>Total Restricted Assets</b>	<b>2,914,951</b>	<b>3,707,886</b>	<b>3,025,120</b>	<b>3,511,256</b>	<b>4,175,594</b>
Cash and Investments	2,914,951	3,707,886	3,025,120	3,511,256	4,175,594
Receivables	†	†	†	†	†
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>2,914,951</b>	<b>3,707,886</b>	<b>3,025,120</b>	<b>3,511,256</b>	<b>4,175,594</b>
<b>Total Restricted Fund Balance</b>	<b>2,914,951</b>	<b>3,707,886</b>	<b>3,025,120</b>	<b>3,511,256</b>	<b>4,175,594</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	1,751,286	2,464,275	1,863,140	2,334,376	2,972,889
Permanently Restricted Net Assets	1,163,665	1,243,611	1,161,980	1,176,880	1,202,705
<b>Total Gross Patient Service Revenue</b>	<b>179,973,874</b>	<b>217,574,588</b>	<b>248,185,560</b>	<b>288,689,167</b>	<b>337,443,304</b>
Gross Inpatient Service Revenue	37,435,139	42,529,639	54,088,119	55,731,405	58,694,817
Gross Outpatient Service Revenue	142,538,735	175,044,949	194,097,441	232,957,762	278,748,487
Free Care (Charity Care)	1,710,933	951,698	1,305,402	1,467,175	2,432,121
Bad Debt (Provision for Bad Debt)	5,479,801	7,205,674	5,290,417	7,795,791	8,028,436
Contractuals	95,970,253	116,624,359	138,219,504	163,656,892	195,410,669
Changes in Prior Year Estimated/Final Settlements	(1,143,866)	(1,186,121)	†	†	†
Net Patient Service Revenue	77,956,753	93,978,978	103,370,237	115,769,309	131,572,078
Other Operating Revenue	5,108,849	7,605,374	14,351,454	12,682,175	6,826,447
<b>Total Operating Revenue</b>	<b>83,065,602</b>	<b>101,584,352</b>	<b>117,721,691</b>	<b>128,451,484</b>	<b>138,398,525</b>
<b>Total Operating Expenses</b>	<b>94,494,157</b>	<b>101,203,334</b>	<b>121,274,115</b>	<b>129,147,009</b>	<b>145,607,263</b>
Deprecation and Amoritization	5,195,715	5,471,960	5,606,386	5,927,806	3,726,312
Interest	877,528	571,244	517,139	449,668	286,659
Advertising Expenses	24,954	37,815	13,046	30,973	†
Allowed Advertising Expenses	24,954	37,815	†	†	†

## Franklin Memorial Hospital (continued)

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	†	†	13,046	30,973	†
Salaries and Benefits	51,459,836	52,980,333	57,964,252	66,436,634	77,815,441
Other Operating Expenses	36,936,124	42,141,982	57,173,292	56,301,928	63,778,851
<b>Net Operating Income</b>	<b>(11,428,555)</b>	<b>381,018</b>	<b>(3,552,424)</b>	<b>(695,525)</b>	<b>(7,208,738)</b>
<b>Total Non-Operating Revenue</b>	<b>(259,995)</b>	<b>48,779</b>	<b>62,857</b>	<b>43,509</b>	<b>4,399</b>
<b>Total Investment Income</b>	<b>21,791</b>	<b>16,298</b>	<b>7,937</b>	<b>31,992</b>	<b>23,554</b>
Interest and Dividends	21,791	16,298	7,937	31,992	23,554
Realized Gains/Losses on Sales of Securities	†	†	†	†	†
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	†	†	†	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	(281,786)	32,481	54,920	11,517	(19,155)
<b>Excess of Revenue Over Expenses</b>	<b>(11,688,550)</b>	<b>429,797</b>	<b>(3,489,567)</b>	<b>(652,016)</b>	<b>(7,204,339)</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>(11,688,550)</b>	<b>429,797</b>	<b>(3,489,567)</b>	<b>(652,016)</b>	<b>(7,204,339)</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>6,225,359</b>	<b>3,569,600</b>	<b>445,056</b>	<b>2,976,480</b>	<b>11,014,960</b>
Net Assets Released for Restrictions - Capital	31,057	31,228	32,817	†	69,518
Unrealized Gains/Losses on Investments	†	†	†	†	†
Minimum Pension Liability Adjustment	†	†	†	†	†
Transfers from/To Affiliates	17,882,852	3,108,575	3,901,908	3,628,496	18,149,781
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	(102)	†	†

† - data not applicable

## Franklin Memorial Hospital *(continued)*

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		(14.12%)	0.42%	(2.96%)	(0.51%)	(5.21%)
Operating Margin		(13.76%)	0.38%	(3.02%)	(0.54%)	(5.21%)
Non Operating Revenue		2.22%	11.35%	(1.80%)	(6.67%)	(0.06%)
Return on Equity		(38.99%)	1.28%	(10.27%)	(1.76%)	(15.02%)
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	1.821	2.141	2.173	2.145	2.681
Days in Accounts Receivable	days	46.6	55.3	54.3	62.9	74.3
Days Cash on Hand, Current	days	0.9	1.1	0.7	0.7	0.6
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	0.9	1.1	0.7	0.7	0.6
Average Pay Period, Current Liabilities	days	52.3	46.5	39.8	44.0	37.3
<b>Capital Structure</b>						
Equity Financing Ratio		50.99%	55.45%	57.36%	62.34%	69.33%
Fixed Asset Financing		34.08%	34.87%	33.84%	28.00%	22.48%
Cash Flow Divided by Total Debt		(22.54%)	21.90%	8.38%	23.63%	(16.39%)
Debt Service Coverage	rate	(3.195)	6.128	2.316	5.211	(3.292)
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	1.409	1.680	1.988	2.167	2.000
Fixed Asset Turnover	rate	3.197	3.957	4.838	4.806	4.633
Average Age of Plant Depreciation Only	years	13.4	13.3	13.6	13.5	22.5

† - data not applicable

## Houlton Regional Hospital

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>21,539,363</b>	<b>18,087,078</b>	<b>14,764,258</b>	<b>11,502,495</b>	<b>12,479,038</b>
Cash and Investments	12,816,514	9,945,461	4,887,786	28,268	978,610
Current Assets Whose Use is Limited	277,153	275,078	347,879	169,294	389,223
Net Patient Accounts Receivable	4,784,704	6,206,088	6,627,018	8,814,843	9,154,715
Due From Affiliates	†	†	†	†	†
Third Party Settlements	1,989,041	†	1,327,332	466,331	96,154
Other Accounts Receivable	264,389	131,487	61,291	45,004	36,972
Inventory	862,194	999,115	1,101,428	1,197,862	1,082,847
Other Current Assets	545,368	529,849	411,524	780,893	740,517
<b>Total Non-Current Assets</b>	<b>14,397,930</b>	<b>17,649,802</b>	<b>17,185,124</b>	<b>16,889,968</b>	<b>18,285,066</b>
Trustee Held Investments	†	†	†	†	†
Board Designated & Undesignated Investments	5,200,411	6,366,377	4,985,486	5,242,775	7,158,722
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	882,180	885,385	780,435	1,222,567	1,343,468
Gross Property, Plant and Equipment (PP&E)	42,911,695	45,181,962	46,771,849	46,802,531	46,853,784
Accumulated Deprecation	34,596,356	34,783,922	35,352,646	36,377,905	37,070,908
Net Property, Plant and Equipment (PP&E)	8,315,339	10,398,040	11,419,203	10,424,626	9,782,876
<b>Total Unrestricted Assets</b>	<b>35,937,293</b>	<b>35,736,880</b>	<b>31,949,382</b>	<b>28,392,463</b>	<b>30,764,104</b>
<b>Total Current Liabilities</b>	<b>19,220,752</b>	<b>14,203,608</b>	<b>9,638,436</b>	<b>11,466,062</b>	<b>10,312,763</b>
Current Long Term Debt (LTD)	897,000	708,000	669,000	766,444	749,495
Accounts Payable Plus Accrued Expenses	8,363,344	7,268,078	7,067,235	8,740,953	8,451,928
Estimated Third Party Settlements	1,652,100	4,804,143	†	†	†
Due to Affiliates	†	†	†	†	†
Other Current Liabilities	8,308,308	1,423,387	1,902,201	1,958,665	1,111,340
<b>Total Non-Current Liabilities</b>	<b>12,596,379</b>	<b>10,011,267</b>	<b>7,796,006</b>	<b>3,956,636</b>	<b>6,103,025</b>
Long Term Debt (LTD)	4,043,993	3,372,191	2,663,551	2,559,646	4,743,977
Estimated Third Party Settlements	6,912,499	5,106,877	3,454,729	†	†

## Houlton Regional Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	†	†	†	†	†
Self Insurance Fund	740,000	635,000	898,000	650,000	650,000
Accrued Pension and Post Retiree Health Benefits	†	†	†	†	†
Other Non-Current Liabilities	899,887	897,199	779,726	746,990	709,048
<b>Fund Balance Unrestricted</b>	<b>4,120,162</b>	<b>11,522,005</b>	<b>14,514,940</b>	<b>12,969,765</b>	<b>14,348,316</b>
<b>Total Liabilities and Equity</b>	<b>35,937,293</b>	<b>35,736,880</b>	<b>31,949,382</b>	<b>28,392,463</b>	<b>30,764,104</b>
<b>Total Restricted Assets</b>	<b>117,096</b>	<b>115,454</b>	<b>95,242</b>	<b>76,275</b>	<b>76,275</b>
Cash and Investments	97,184	115,454	76,362	76,275	76,275
Receivables	19,912	†	18,880	†	†
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>117,096</b>	<b>115,454</b>	<b>95,242</b>	<b>76,275</b>	<b>76,275</b>
<b>Total Restricted Fund Balance</b>	<b>117,096</b>	<b>115,454</b>	<b>95,242</b>	<b>76,275</b>	<b>76,275</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	65,432	63,790	43,578	24,611	24,611
Permanently Restricted Net Assets	51,664	51,664	51,664	51,664	51,664
<b>Total Gross Patient Service Revenue</b>	<b>83,041,934</b>	<b>91,085,863</b>	<b>97,973,201</b>	<b>97,592,755</b>	<b>102,472,447</b>
Gross Inpatient Service Revenue	17,113,872	19,320,949	20,925,978	16,906,232	13,789,855
Gross Outpatient Service Revenue	65,928,062	71,764,914	77,047,223	80,686,523	88,682,592
Free Care (Charity Care)	135,880	89,495	81,213	91,312	160,706
Bad Debt (Provision for Bad Debt)	3,558,000	2,685,000	3,450,000	3,345,000	2,183,153
Contractuals	36,243,460	43,764,160	44,193,509	44,475,862	46,476,632
Changes in Prior Year Estimated/Final Settlements	(370,000)	687,000	(917,000)	(91,312)	(2,682,801)
Net Patient Service Revenue	43,474,594	43,860,208	51,165,479	49,771,893	56,334,757
Other Operating Revenue	4,407,743	7,553,937	4,337,729	1,155,198	1,153,020
<b>Total Operating Revenue</b>	<b>47,882,337</b>	<b>51,414,145</b>	<b>55,503,208</b>	<b>50,927,091</b>	<b>57,487,777</b>
<b>Total Operating Expenses</b>	<b>47,812,938</b>	<b>47,443,799</b>	<b>52,295,297</b>	<b>53,308,273</b>	<b>57,370,344</b>
Deprecation and Amoritization	904,794	1,022,420	1,213,447	1,557,219	1,678,034
Interest	378,038	296,185	287,546	369,822	421,315
Advertising Expenses	17,850	16,101	14,254	15,451	†
Allowed Advertising Expenses	8,167	12,175	9,357	10,042	†

## Houlton Regional Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	9,683	3,926	4,897	5,409	†
Salaries and Benefits	35,372,537	34,863,907	38,498,433	28,635,276	30,146,000
Other Operating Expenses	11,139,719	11,245,186	12,281,617	22,730,505	25,124,995
<b>Net Operating Income</b>	<b>69,399</b>	<b>3,970,346</b>	<b>3,207,911</b>	<b>(2,381,182)</b>	<b>117,433</b>
<b>Total Non-Operating Revenue</b>	<b>299,446</b>	<b>425,740</b>	<b>215,396</b>	<b>269,462</b>	<b>961,491</b>
<b>Total Investment Income</b>	<b>299,446</b>	<b>425,740</b>	<b>215,396</b>	<b>269,462</b>	<b>961,491</b>
Interest and Dividends	109,556	112,003	152,478	143,046	217,734
Realized Gains/Losses on Sales of Securities	189,890	313,737	62,918	126,416	743,757
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	†	†	†	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	†	†	†	†	†
<b>Excess of Revenue Over Expenses</b>	<b>368,845</b>	<b>4,396,086</b>	<b>3,423,307</b>	<b>(2,111,720)</b>	<b>1,078,924</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>368,845</b>	<b>4,396,086</b>	<b>3,423,307</b>	<b>(2,111,720)</b>	<b>1,078,924</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>822,857</b>	<b>7,401,833</b>	<b>2,972,723</b>	<b>(1,544,142)</b>	<b>1,378,551</b>
Net Assets Released for Restrictions - Capital	188,819	2,244,858	560,890	25,603	†
Unrealized Gains/Losses on Investments	265,193	760,889	(1,011,474)	541,975	299,627
Minimum Pension Liability Adjustment	†	†	†	†	†
Transfers from/To Affiliates	†	†	†	†	†
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	†	†	†

† - data not applicable

## Houlton Regional Hospital *(continued)*

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		0.77%	8.48%	6.14%	(4.12%)	1.85%
Operating Margin		0.14%	7.72%	5.78%	(4.68%)	0.20%
Non Operating Revenue		81.18%	9.68%	6.29%	(12.76%)	89.12%
Return on Equity		8.95%	38.15%	23.58%	(16.28%)	7.52%
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	1.121	1.273	1.532	1.003	1.210
Days in Accounts Receivable	days	40.2	51.6	47.3	64.6	59.3
Days Cash on Hand, Current	days	101.9	80.4	37.4	1.4	9.0
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	142.3	130.4	73.0	38.4	55.9
Average Pay Period, Current Liabilities	days	149.6	111.7	68.9	80.9	67.6
<b>Capital Structure</b>						
Equity Financing Ratio		11.46%	32.24%	45.43%	45.68%	46.64%
Fixed Asset Financing		48.63%	32.43%	23.33%	24.55%	48.49%
Cash Flow Divided by Total Debt		4.00%	22.38%	26.60%	(3.60%)	16.79%
Debt Service Coverage	rate	1.318	4.789	4.946	(0.178)	2.676
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	1.341	1.451	1.744	1.803	1.900
Fixed Asset Turnover	rate	5.758	4.945	4.861	4.885	5.876
Average Age of Plant Depreciation Only	years	38.2	34.0	29.1	23.4	22.1

† - data not applicable

## LincolnHealth

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>39,932,721</b>	<b>72,600,003</b>	<b>80,467,124</b>	<b>53,472,437</b>	<b>53,677,658</b>
Cash and Investments	15,492,354	38,222,114	47,976,910	30,973,834	31,656,839
Current Assets Whose Use is Limited	221,624	249,322	†	†	†
Net Patient Accounts Receivable	8,394,493	10,042,952	14,277,236	15,024,992	16,115,837
Due From Affiliates	454,382	7,888,161	40,659	55,188	72,947
Third Party Settlements	12,379,249	12,681,130	14,301,642	2,991,013	1,977,704
Other Accounts Receivable	†	†	†	†	†
Inventory	2,411,991	2,533,007	2,638,832	2,980,064	2,508,629
Other Current Assets	578,628	983,317	1,231,845	1,447,346	1,345,702
<b>Total Non-Current Assets</b>	<b>52,176,849</b>	<b>50,397,847</b>	<b>51,147,253</b>	<b>51,686,441</b>	<b>51,770,874</b>
Trustee Held Investments	†	†	†	†	†
Board Designated & Undesignated Investments	3,791,562	3,800,421	3,569,954	3,683,791	3,972,947
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	1,872,000	1,872,000	1,872,000	680,000	†
Other Non-Current Assets	627,773	627,774	51,500	51,500	51,500
Gross Property, Plant and Equipment (PP&E)	105,902,819	108,003,430	113,242,963	117,894,790	122,417,643
Accumulated Deprecation	60,017,305	63,905,778	67,589,164	70,623,640	74,671,216
Net Property, Plant and Equipment (PP&E)	45,885,514	44,097,652	45,653,799	47,271,150	47,746,427
<b>Total Unrestricted Assets</b>	<b>92,109,570</b>	<b>122,997,850</b>	<b>131,614,377</b>	<b>105,158,878</b>	<b>105,448,532</b>
<b>Total Current Liabilities</b>	<b>14,531,102</b>	<b>16,348,420</b>	<b>24,060,556</b>	<b>29,023,863</b>	<b>34,295,921</b>
Current Long Term Debt (LTD)	399,992	228,314	†	239,886	250,453
Accounts Payable Plus Accrued Expenses	5,097,834	4,616,611	5,175,550	8,258,158	10,714,047
Estimated Third Party Settlements	5,535,402	7,097,040	7,684,185	9,346,966	11,138,429
Due to Affiliates	3,236,338	4,028,726	888,049	662,371	364,461
Other Current Liabilities	261,536	377,729	10,312,772	10,516,482	11,828,531
<b>Total Non-Current Liabilities</b>	<b>4,440,175</b>	<b>3,878,374</b>	<b>3,403,289</b>	<b>2,840,485</b>	<b>2,374,980</b>
Long Term Debt (LTD)	1,883,978	1,655,664	1,423,926	1,184,040	933,587
Estimated Third Party Settlements	†	†	†	†	†

## LincolnHealth *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	†	†	†	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	†	†	†	†	†
Other Non-Current Liabilities	2,556,197	2,222,710	1,979,363	1,656,445	1,441,393
<b>Fund Balance Unrestricted</b>	<b>73,138,293</b>	<b>102,771,056</b>	<b>104,150,532</b>	<b>73,294,530</b>	<b>68,777,631</b>
<b>Total Liabilities and Equity</b>	<b>92,109,570</b>	<b>122,997,850</b>	<b>131,614,377</b>	<b>105,158,878</b>	<b>105,448,532</b>
<b>Total Restricted Assets</b>	<b>7,856,900</b>	<b>8,684,409</b>	<b>7,605,341</b>	<b>7,872,278</b>	<b>8,302,752</b>
Cash and Investments	7,203,840	8,346,357	7,232,632	7,662,793	8,135,798
Receivables	653,060	338,052	372,709	209,485	166,954
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>7,856,901</b>	<b>8,684,409</b>	<b>7,605,341</b>	<b>7,872,278</b>	<b>8,302,752</b>
<b>Total Restricted Fund Balance</b>	<b>7,856,901</b>	<b>8,684,409</b>	<b>7,605,341</b>	<b>7,872,278</b>	<b>8,302,752</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	1,987,867	2,285,388	1,848,074	1,966,925	1,968,348
Permanently Restricted Net Assets	5,869,034	6,399,021	5,757,267	5,905,353	6,334,404
<b>Total Gross Patient Service Revenue</b>	<b>132,356,653</b>	<b>164,268,848</b>	<b>187,682,451</b>	<b>211,256,716</b>	<b>262,194,196</b>
Gross Inpatient Service Revenue	35,141,174	36,113,288	37,781,623	38,678,433	43,511,260
Gross Outpatient Service Revenue	97,215,479	128,155,560	149,900,828	172,578,283	218,682,936
Free Care (Charity Care)	2,080,474	1,071,523	1,215,844	2,327,134	2,969,566
Bad Debt (Provision for Bad Debt)	4,011,169	4,907,063	5,547,892	5,661,432	5,380,271
Contractuals	43,535,312	58,267,396	64,099,423	81,675,433	103,045,872
Changes in Prior Year Estimated/Final Settlements	1,625,176	1,541,791	†	†	†
Net Patient Service Revenue	81,104,522	98,481,075	116,819,292	121,592,717	150,798,487
Other Operating Revenue	11,402,424	10,592,588	12,516,554	10,570,033	6,307,283
<b>Total Operating Revenue</b>	<b>92,506,946</b>	<b>109,073,663</b>	<b>129,335,846</b>	<b>132,162,750</b>	<b>157,105,770</b>
<b>Total Operating Expenses</b>	<b>94,135,607</b>	<b>102,791,653</b>	<b>117,919,793</b>	<b>126,627,889</b>	<b>148,372,235</b>
Deprecation and Amoritization	5,381,982	5,179,897	5,062,560	5,147,014	4,194,520
Interest	449,927	194,710	160,279	142,362	123,590
Advertising Expenses	13,556	8,387	5,793	5,778	9,103
Allowed Advertising Expenses	8,402	5,484	†	†	†

## LincolnHealth *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	5,154	2,903	5,793	5,778	9,103
Salaries and Benefits	36,913,555	55,649,791	58,371,393	63,910,180	72,151,021
Other Operating Expenses	51,376,587	41,758,868	54,319,768	57,422,555	71,894,001
<b>Net Operating Income</b>	<b>(1,628,661)</b>	<b>6,282,010</b>	<b>11,416,053</b>	<b>5,534,861</b>	<b>8,733,535</b>
<b>Total Non-Operating Revenue</b>	<b>(152,391)</b>	<b>531,861</b>	<b>290,719</b>	<b>1,034,479</b>	<b>1,169,324</b>
<b>Total Investment Income</b>	<b>48,003</b>	<b>263,355</b>	<b>252,671</b>	<b>1,034,479</b>	<b>1,169,324</b>
Interest and Dividends	137,506	324,093	258,902	1,062,982	1,174,530
Realized Gains/Losses on Sales of Securities	(89,503)	(60,738)	(6,231)	(28,503)	(5,206)
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	†	†	19,200	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	(200,394)	268,506	18,848	†	†
<b>Excess of Revenue Over Expenses</b>	<b>(1,781,052)</b>	<b>6,813,871</b>	<b>11,706,772</b>	<b>6,569,340</b>	<b>9,902,859</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>(1,781,052)</b>	<b>6,813,871</b>	<b>11,706,772</b>	<b>6,569,340</b>	<b>9,902,859</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>20,361,046</b>	<b>29,632,761</b>	<b>1,379,477</b>	<b>(28,843,754)</b>	<b>(4,516,913)</b>
Net Assets Released for Restrictions - Capital	472,571	480,858	315,402	627,392	691,082
Unrealized Gains/Losses on Investments	186,449	12,034	(274,402)	54,788	159,591
Minimum Pension Liability Adjustment	†	†	†	†	†
Transfers from/To Affiliates	21,483,078	22,325,998	(10,368,295)	(36,095,274)	(15,270,445)
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	†	†	†

† - data not applicable

## LincolnHealth (continued)

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		(1.93%)	6.22%	9.03%	4.93%	6.26%
Operating Margin		(1.76%)	5.76%	8.83%	4.19%	5.56%
Non Operating Revenue		8.56%	7.81%	2.48%	15.75%	11.81%
Return on Equity		(2.44%)	6.63%	11.24%	8.96%	14.40%
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	2.748	4.441	3.344	1.842	1.565
Days in Accounts Receivable	days	37.8	37.2	44.6	45.1	39.0
Days Cash on Hand, Current	days	64.6	143.9	155.2	93.1	80.1
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	80.2	158.1	166.7	104.1	90.2
Average Pay Period, Current Liabilities	days	59.8	61.1	77.8	87.2	86.8
<b>Capital Structure</b>						
Equity Financing Ratio		79.40%	83.56%	79.13%	69.70%	65.22%
Fixed Asset Financing		4.11%	3.75%	3.12%	2.50%	1.96%
Cash Flow Divided by Total Debt		18.98%	59.30%	61.06%	36.77%	38.44%
Debt Service Coverage	rate	2.097	20.495	43.566	83.300	39.125
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	1.003	0.891	0.985	1.267	1.501
Fixed Asset Turnover	rate	2.016	2.473	2.833	2.796	3.290
Average Age of Plant Depreciation Only	years	11.2	12.3	13.4	13.7	17.8

† - data not applicable

## Maine Behavioral Health

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>6,998,000</b>	<b>9,640,000</b>	<b>6,033,469</b>	<b>12,987,751</b>	<b>21,687,198</b>
Cash and Investments	27,000	28,000	122,107	52,115	268,585
Current Assets Whose Use is Limited	†	†	†	†	†
Net Patient Accounts Receivable	5,888,000	6,811,000	7,155,445	9,700,637	9,029,260
Due From Affiliates	369,000	28,000	35,974	138,915	10,906
Third Party Settlements	†	1,529,000	(2,507,866)	1,039,811	9,399,914
Other Accounts Receivable	290,000	703,000	537,480	537,480	537,480
Inventory	160,000	180,000	165,002	179,159	192,395
Other Current Assets	264,000	361,000	525,327	1,339,634	2,248,658
<b>Total Non-Current Assets</b>	<b>27,542,000</b>	<b>39,183,000</b>	<b>37,911,234</b>	<b>36,709,938</b>	<b>35,276,644</b>
Trustee Held Investments	147,000	153,000	†	†	†
Board Designated & Undesignated Investments	†	†	†	†	†
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	545,000	304,000	8,000	8,000	8,000
Gross Property, Plant and Equipment (PP&E)	52,475,000	64,996,000	67,133,825	68,862,349	70,328,316
Accumulated Deprecation	25,625,000	26,270,000	29,230,591	32,160,411	35,059,672
Net Property, Plant and Equipment (PP&E)	26,850,000	38,726,000	37,903,234	36,701,938	35,268,644
<b>Total Unrestricted Assets</b>	<b>34,540,000</b>	<b>48,823,000</b>	<b>43,944,703</b>	<b>49,697,689</b>	<b>56,963,842</b>
<b>Total Current Liabilities</b>	<b>11,890,000</b>	<b>9,488,000</b>	<b>9,342,245</b>	<b>15,384,424</b>	<b>13,501,940</b>
Current Long Term Debt (LTD)	183,000	179,000	177,745	12,629	14,235
Accounts Payable Plus Accrued Expenses	7,011,000	5,650,000	5,201,862	8,125,970	8,836,395
Estimated Third Party Settlements	4,325,000	3,249,000	2,718,370	6,368,166	4,260,685
Due to Affiliates	50,000	107,000	122,170	217,620	58,188
Other Current Liabilities	321,000	303,000	1,122,098	660,039	332,437
<b>Total Non-Current Liabilities</b>	<b>6,872,000</b>	<b>1,685,000</b>	<b>1,290,313</b>	<b>466,779</b>	<b>418,019</b>
Long Term Debt (LTD)	1,712,000	1,534,000	1,163,049	366,112	351,103
Estimated Third Party Settlements	4,984,000	†	†	†	†

## Maine Behavioral Health *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	†	†	†	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	†	†	†	†	†
Other Non-Current Liabilities	176,000	151,000	127,264	100,667	66,916
<b>Fund Balance Unrestricted</b>	<b>15,778,000</b>	<b>37,650,000</b>	<b>33,312,145</b>	<b>33,846,486</b>	<b>43,043,883</b>
<b>Total Liabilities and Equity</b>	<b>34,540,000</b>	<b>48,823,000</b>	<b>43,944,703</b>	<b>49,697,689</b>	<b>56,963,842</b>
<b>Total Restricted Assets</b>	<b>7,547,000</b>	<b>4,784,000</b>	<b>4,290,257</b>	<b>3,049,932</b>	<b>2,274,313</b>
Cash and Investments	4,289,000	2,173,000	1,345,527	1,493,877	1,691,494
Receivables	3,117,000	2,450,000	1,591,456	356,196	98,617
Other Assets	141,000	161,000	1,353,274	1,199,859	484,202
<b>Total Restricted Liabilities and Equity</b>	<b>7,547,000</b>	<b>4,784,000</b>	<b>4,290,257</b>	<b>3,049,932</b>	<b>2,274,313</b>
<b>Total Restricted Fund Balance</b>	<b>7,547,000</b>	<b>4,784,000</b>	<b>4,290,257</b>	<b>3,049,932</b>	<b>2,274,313</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	6,869,000	4,086,000	3,621,806	2,370,207	1,576,466
Permanently Restricted Net Assets	678,000	698,000	668,451	679,725	697,847
<b>Total Gross Patient Service Revenue</b>	<b>133,747,000</b>	<b>130,954,000</b>	<b>123,688,723</b>	<b>136,080,393</b>	<b>147,411,392</b>
Gross Inpatient Service Revenue	84,918,000	79,445,000	73,004,801	78,775,324	88,733,712
Gross Outpatient Service Revenue	48,829,000	51,509,000	50,683,922	57,305,069	58,677,680
Free Care (Charity Care)	11,371,000	14,553,000	11,797,488	11,753,318	15,177,851
Bad Debt (Provision for Bad Debt)	1,470,000	1,814,000	2,225,592	81,572	2,297,641
Contractuals	39,884,000	32,165,000	32,071,071	37,491,358	32,394,293
Changes in Prior Year Estimated/Final Settlements	†	†	†	†	†
Net Patient Service Revenue	81,022,000	82,422,000	77,594,572	86,754,145	97,541,607
Other Operating Revenue	15,354,000	17,840,000	26,512,331	24,431,040	8,848,883
<b>Total Operating Revenue</b>	<b>96,376,000</b>	<b>100,262,000</b>	<b>104,106,903</b>	<b>111,185,185</b>	<b>106,390,490</b>
<b>Total Operating Expenses</b>	<b>98,379,000</b>	<b>106,120,000</b>	<b>121,015,830</b>	<b>129,063,583</b>	<b>123,096,321</b>
Deprecation and Amoritization	2,569,000	3,119,000	4,375,137	4,426,353	2,899,261
Interest	652,000	328,000	261,952	211,608	175,414
Advertising Expenses	†	†	†	†	†
Allowed Advertising Expenses	†	†	†	†	†

## Maine Behavioral Health *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	†	†	†	†	†
Salaries and Benefits	73,985,000	79,119,000	88,418,082	94,824,053	108,002,155
Other Operating Expenses	21,173,000	23,554,000	27,960,659	29,601,569	12,019,491
<b>Net Operating Income</b>	<b>(2,003,000)</b>	<b>(5,858,000)</b>	<b>(16,908,927)</b>	<b>(17,878,398)</b>	<b>(16,705,831)</b>
<b>Total Non-Operating Revenue</b>	<b>(686,000)</b>	<b>(2,000)</b>	<b>203,905</b>	<b>(11,026)</b>	<b>7,687</b>
<b>Total Investment Income</b>	<b>39,000</b>	<b>6,000</b>	<b>8,510</b>	<b>1,602</b>	<b>10,938</b>
Interest and Dividends	6,000	7,000	7,328	2,716	10,938
Realized Gains/Losses on Sales of Securities	33,000	(1,000)	1,182	(1,114)	†
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	†	†	15,254	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	(725,000)	(8,000)	180,141	(12,628)	(3,251)
<b>Excess of Revenue Over Expenses</b>	<b>(2,689,000)</b>	<b>(5,860,000)</b>	<b>(16,705,022)</b>	<b>(17,889,424)</b>	<b>(16,698,144)</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>(2,689,000)</b>	<b>(5,860,000)</b>	<b>(16,705,022)</b>	<b>(17,889,424)</b>	<b>(16,698,144)</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>12,596,000</b>	<b>21,872,000</b>	<b>(4,337,808)</b>	<b>534,569</b>	<b>9,197,170</b>
Net Assets Released for Restrictions - Capital	†	4,096,000	1,722,205	1,325,441	1,042,616
Unrealized Gains/Losses on Investments	1,000	12,000	†	†	(5,030)
Minimum Pension Liability Adjustment	†	†	†	†	†
Transfers from/To Affiliates	15,284,000	23,624,000	10,645,009	17,098,552	24,857,728
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	†	†	†

† - data not applicable

## Maine Behavioral Health *(continued)*

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		(2.81%)	(5.84%)	(16.01%)	(16.09%)	(15.69%)
Operating Margin		(2.08%)	(5.84%)	(16.24%)	(16.08%)	(15.70%)
Non Operating Revenue		25.51%	0.03%	(1.22%)	0.06%	(0.05%)
Return on Equity		(17.04%)	(15.56%)	(50.15%)	(52.85%)	(38.79%)
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	0.589	1.016	0.646	0.844	1.606
Days in Accounts Receivable	days	26.5	30.2	33.7	40.8	33.8
Days Cash on Hand, Current	days	0.1	0.1	0.4	0.2	0.8
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	0.1	0.1	0.4	0.2	0.8
Average Pay Period, Current Liabilities	days	45.3	33.6	29.2	45.1	41.0
<b>Capital Structure</b>						
Equity Financing Ratio		45.68%	77.12%	75.80%	68.10%	75.56%
Fixed Asset Financing		6.38%	3.96%	3.07%	1.00%	1.00%
Cash Flow Divided by Total Debt		(0.64%)	(24.53%)	(115.96%)	(84.93%)	(99.13%)
Debt Service Coverage	rate	0.301	(4.722)	(27.368)	(34.035)	(72.449)
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	2.770	2.054	2.374	2.237	1.868
Fixed Asset Turnover	rate	3.589	2.589	2.747	3.029	3.017
Average Age of Plant Depreciation Only	years	10.0	8.4	6.7	7.3	12.1

† - data not applicable

## Maine Medical Center

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>419,970,000</b>	<b>561,622,000</b>	<b>498,739,424</b>	<b>505,292,718</b>	<b>521,185,326</b>
Cash and Investments	(82,818,000)	68,686,000	63,062,551	64,908,582	76,523,387
Current Assets Whose Use is Limited	239,496,000	184,123,000	111,325,131	10,690,106	4,540,901
Net Patient Accounts Receivable	151,147,000	188,949,000	173,628,079	260,463,784	312,540,972
Due From Affiliates	9,306,000	11,444,000	27,784,134	36,513,089	933,863
Third Party Settlements	33,413,000	42,108,000	50,732,627	81,140,221	64,140,831
Other Accounts Receivable	†	†	†	†	†
Inventory	41,723,000	43,970,000	29,688,723	29,934,323	36,220,668
Other Current Assets	27,703,000	22,342,000	42,518,179	21,642,613	26,284,704
<b>Total Non-Current Assets</b>	<b>892,819,000</b>	<b>793,229,000</b>	<b>821,613,227</b>	<b>873,228,235</b>	<b>919,449,546</b>
Trustee Held Investments	†	†	†	†	†
Board Designated & Undesignated Investments	131,774,000	†	†	†	†
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	75,078,000	51,320,000	24,581,819	9,380,112	4,511,688
Gross Property, Plant and Equipment (PP&E)	1,534,500,000	1,669,987,000	1,795,851,450	1,918,295,813	1,975,303,032
Accumulated Deprecation	848,533,000	928,078,000	998,820,042	1,054,447,690	1,060,365,174
Net Property, Plant and Equipment (PP&E)	685,967,000	741,909,000	797,031,408	863,848,123	914,937,858
<b>Total Unrestricted Assets</b>	<b>1,312,789,000</b>	<b>1,354,851,000</b>	<b>1,320,352,651</b>	<b>1,378,520,953</b>	<b>1,440,634,872</b>
<b>Total Current Liabilities</b>	<b>246,546,000</b>	<b>236,630,000</b>	<b>280,048,769</b>	<b>303,983,634</b>	<b>303,041,349</b>
Current Long Term Debt (LTD)	3,845,000	3,614,000	2,753,531	2,634,069	2,828,063
Accounts Payable Plus Accrued Expenses	128,816,000	110,922,000	115,321,369	147,608,395	151,585,559
Estimated Third Party Settlements	65,637,000	59,881,000	99,985,134	112,153,258	99,636,039
Due to Affiliates	39,004,000	52,683,000	51,971,794	29,518,380	32,212,682
Other Current Liabilities	9,244,000	9,530,000	10,016,941	12,069,532	16,779,006
<b>Total Non-Current Liabilities</b>	<b>919,799,000</b>	<b>765,112,000</b>	<b>616,773,240</b>	<b>552,672,953</b>	<b>539,759,813</b>
Long Term Debt (LTD)	549,271,000	545,703,000	460,828,167	458,019,096	454,974,464
Estimated Third Party Settlements	†	†	†	†	†

## Maine Medical Center *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	42,105,000	32,654,000	22,964,156	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	297,786,000	159,412,000	111,898,013	75,356,690	63,860,561
Other Non-Current Liabilities	30,637,000	27,343,000	21,082,904	19,297,167	20,924,788
<b>Fund Balance Unrestricted</b>	<b>146,444,000</b>	<b>353,109,000</b>	<b>423,530,642</b>	<b>521,864,366</b>	<b>597,833,710</b>
<b>Total Liabilities and Equity</b>	<b>1,312,789,000</b>	<b>1,354,851,000</b>	<b>1,320,352,651</b>	<b>1,378,520,953</b>	<b>1,440,634,872</b>
<b>Total Restricted Assets</b>	<b>147,689,000</b>	<b>173,253,000</b>	<b>147,896,741</b>	<b>162,180,120</b>	<b>191,501,117</b>
Cash and Investments	147,689,000	156,668,000	140,870,191	154,926,811	186,184,677
Receivables	†	16,585,000	7,026,550	7,253,309	5,316,440
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>147,689,000</b>	<b>173,253,000</b>	<b>147,896,741</b>	<b>162,180,120</b>	<b>191,501,117</b>
<b>Total Restricted Fund Balance</b>	<b>147,689,000</b>	<b>173,253,000</b>	<b>147,896,741</b>	<b>162,180,120</b>	<b>191,501,117</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	111,851,000	134,747,000	107,506,388	119,613,092	141,057,274
Permanently Restricted Net Assets	35,838,000	38,506,000	40,390,353	42,567,028	50,443,843
<b>Total Gross Patient Service Revenue</b>	<b>2,865,323,000</b>	<b>3,423,926,000</b>	<b>3,662,255,132</b>	<b>4,159,948,408</b>	<b>4,811,875,765</b>
Gross Inpatient Service Revenue	1,766,022,000	2,024,343,000	2,139,589,319	2,369,758,673	2,759,906,053
Gross Outpatient Service Revenue	1,099,301,000	1,399,583,000	1,522,665,813	1,790,189,735	2,051,969,712
Free Care (Charity Care)	34,379,000	20,400,000	35,760,385	48,327,927	54,389,254
Bad Debt (Provision for Bad Debt)	47,646,000	62,242,000	52,792,948	75,894,535	64,064,387
Contractuals	1,296,971,000	1,875,218,000	2,043,057,490	2,346,969,704	2,756,878,645
Changes in Prior Year Estimated/Final Settlements	218,471,000	1,418,000	(1,698,000)	(1,766,000)	†
Net Patient Service Revenue	1,267,856,000	1,464,648,000	1,532,342,309	1,690,522,242	1,936,543,479
Other Operating Revenue	298,887,000	328,508,000	391,917,213	358,037,684	242,874,124
<b>Total Operating Revenue</b>	<b>1,566,743,000</b>	<b>1,793,156,000</b>	<b>1,924,259,522</b>	<b>2,048,559,926</b>	<b>2,179,417,603</b>
<b>Total Operating Expenses</b>	<b>1,448,250,000</b>	<b>1,627,886,000</b>	<b>1,840,432,672</b>	<b>1,895,339,250</b>	<b>1,971,718,070</b>
Deprecation and Amoritization	88,062,000	90,314,000	89,541,688	86,057,963	64,005,481
Interest	9,887,000	11,921,000	10,776,442	8,907,594	11,262,550
Advertising Expenses	†	†	2,331	30,667	16,329
Allowed Advertising Expenses	†	†	†	30,667	16,329

## Maine Medical Center *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	†	†	2,331	†	†
Salaries and Benefits	643,158,000	684,085,000	720,391,274	752,247,806	749,418,445
Other Operating Expenses	707,143,000	841,566,000	1,019,720,937	1,048,095,220	1,147,015,265
<b>Net Operating Income</b>	<b>118,493,000</b>	<b>165,270,000</b>	<b>83,826,850</b>	<b>153,220,676</b>	<b>207,699,533</b>
<b>Total Non-Operating Revenue</b>	<b>(15,523,000)</b>	<b>(6,789,000)</b>	<b>2,752,762</b>	<b>19,330,765</b>	<b>7,288,675</b>
<b>Total Investment Income</b>	<b>(20,469,000)</b>	<b>(12,121,000)</b>	<b>790,486</b>	<b>5,950,297</b>	<b>3,293,840</b>
Interest and Dividends	894,000	(221,000)	1,388,240	5,029,511	2,309,553
Realized Gains/Losses on Sales of Securities	(21,363,000)	(11,900,000)	(597,754)	920,786	984,287
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	3,009,000	4,550,000	4,515,898	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	1,937,000	782,000	(2,553,622)	13,380,468	3,994,835
<b>Excess of Revenue Over Expenses</b>	<b>102,970,000</b>	<b>158,481,000</b>	<b>86,579,612</b>	<b>172,551,441</b>	<b>214,988,208</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>102,970,000</b>	<b>158,481,000</b>	<b>86,579,612</b>	<b>172,551,441</b>	<b>214,988,208</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>30,422,000</b>	<b>206,605,000</b>	<b>70,421,700</b>	<b>98,333,724</b>	<b>75,969,342</b>
Net Assets Released for Restrictions - Capital	6,642,000	35,837,000	12,036,896	8,187,772	2,616,927
Unrealized Gains/Losses on Investments	†	†	(7,557,122)	1,870,096	5,095,167
Minimum Pension Liability Adjustment	17,092,000	127,244,000	45,904,672	15,772,338	(3,200,522)
Transfers from/To Affiliates	(96,282,000)	(114,957,000)	(66,541,889)	(100,047,923)	(143,530,438)
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	(469)	†	†

† - data not applicable

## Maine Medical Center *(continued)*

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		6.64%	8.87%	4.49%	8.34%	9.83%
Operating Margin		7.56%	9.22%	4.36%	7.48%	9.53%
Non Operating Revenue		(15.08%)	(4.28%)	3.18%	11.20%	3.39%
Return on Equity		70.31%	44.88%	20.44%	33.06%	35.96%
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	1.703	2.373	1.781	1.662	1.720
Days in Accounts Receivable	days	43.5	47.1	41.4	56.2	58.9
Days Cash on Hand, Current	days	42.0	60.0	36.4	15.3	15.5
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	77.4	60.0	36.4	15.3	15.5
Average Pay Period, Current Liabilities	days	66.2	56.2	58.4	61.3	58.0
<b>Capital Structure</b>						
Equity Financing Ratio		11.16%	26.06%	32.08%	37.86%	41.50%
Fixed Asset Financing		80.07%	73.55%	57.82%	53.02%	49.73%
Cash Flow Divided by Total Debt		16.38%	24.84%	19.64%	30.19%	33.10%
Debt Service Coverage	rate	15.605	16.537	12.988	22.941	20.887
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	1.182	1.318	1.459	1.500	1.518
Fixed Asset Turnover	rate	2.284	2.417	2.414	2.371	2.382
Average Age of Plant Depreciation Only	years	9.6	10.3	11.2	12.3	16.6

† - data not applicable

## MaineGeneral Medical Center Augusta

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>117,711,432</b>	<b>140,449,257</b>	<b>153,160,508</b>	<b>151,177,731</b>	<b>158,567,100</b>
Cash and Investments	23,380,814	23,068,407	24,604,495	18,798,962	21,049,521
Current Assets Whose Use is Limited	†	†	†	†	†
Net Patient Accounts Receivable	66,095,192	81,320,841	82,404,840	84,545,438	92,194,531
Due From Affiliates	3,067,870	7,491,413	3,583,242	2,702,917	3,750,185
Third Party Settlements	†	†	4,165,367	15,298,088	12,649,810
Other Accounts Receivable	†	†	†	†	†
Inventory	7,688,262	9,171,231	9,400,388	10,097,437	9,970,830
Other Current Assets	17,479,294	19,397,365	29,002,176	19,734,889	18,952,223
<b>Total Non-Current Assets</b>	<b>521,695,245</b>	<b>490,404,673</b>	<b>457,223,411</b>	<b>429,070,824</b>	<b>410,709,743</b>
Trustee Held Investments	28,305,741	18,562,717	19,051,176	19,381,889	19,899,738
Board Designated & Undesignated Investments	114,911,775	105,300,816	52,709,935	32,528,284	27,170,022
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	2,294,344	576,892	31,704,586	28,562,291	26,889,310
Gross Property, Plant and Equipment (PP&E)	643,193,324	653,552,756	654,424,841	667,680,773	660,316,288
Accumulated Deprecation	267,009,939	287,588,508	300,667,127	319,082,413	323,565,615
Net Property, Plant and Equipment (PP&E)	376,183,385	365,964,248	353,757,714	348,598,360	336,750,673
<b>Total Unrestricted Assets</b>	<b>639,406,677</b>	<b>630,853,930</b>	<b>610,383,919</b>	<b>580,248,555</b>	<b>569,276,843</b>
<b>Total Current Liabilities</b>	<b>118,568,035</b>	<b>101,977,003</b>	<b>81,451,933</b>	<b>85,103,956</b>	<b>99,020,176</b>
Current Long Term Debt (LTD)	7,457,999	9,910,028	10,115,289	12,628,039	10,850,697
Accounts Payable Plus Accrued Expenses	37,493,425	37,116,080	40,215,534	33,027,570	36,170,694
Estimated Third Party Settlements	37,607,974	22,913,313	†	†	†
Due to Affiliates	13,148,163	17,969,244	13,765,352	23,403,245	38,594,256
Other Current Liabilities	22,860,474	14,068,338	17,355,758	16,045,102	13,404,529
<b>Total Non-Current Liabilities</b>	<b>331,428,312</b>	<b>314,438,764</b>	<b>326,061,652</b>	<b>304,890,256</b>	<b>293,184,477</b>
Long Term Debt (LTD)	282,437,390	285,968,670	276,122,790	266,035,634	256,301,626
Estimated Third Party Settlements	†	†	†	†	†

## MaineGeneral Medical Center Augusta (continued)

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	†	†	†	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	44,546,150	23,797,563	18,824,532	10,681,010	10,680,648
Other Non-Current Liabilities	4,444,772	4,672,531	31,114,330	28,173,612	26,202,203
<b>Fund Balance Unrestricted</b>	<b>189,410,330</b>	<b>214,438,163</b>	<b>202,870,334</b>	<b>190,254,343</b>	<b>177,072,190</b>
<b>Total Liabilities and Equity</b>	<b>639,406,677</b>	<b>630,853,930</b>	<b>610,383,919</b>	<b>580,248,555</b>	<b>569,276,843</b>
<b>Total Restricted Assets</b>	<b>64,252,847</b>	<b>77,585,483</b>	<b>65,371,203</b>	<b>73,127,802</b>	<b>101,152,867</b>
Cash and Investments	63,950,506	77,385,349	65,294,038	72,944,295	74,909,761
Receivables	302,341	200,134	77,165	183,507	15,851,804
Other Assets	†	†	†	†	10,391,302
<b>Total Restricted Liabilities and Equity</b>	<b>64,252,846</b>	<b>77,585,482</b>	<b>65,371,203</b>	<b>73,127,802</b>	<b>101,152,867</b>
<b>Total Restricted Fund Balance</b>	<b>64,252,846</b>	<b>77,585,482</b>	<b>65,371,203</b>	<b>73,127,802</b>	<b>101,152,867</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	4,708,097	15,990,024	6,207,519	13,788,058	40,909,955
Permanently Restricted Net Assets	59,544,749	61,595,458	59,163,684	59,339,744	60,242,912
<b>Total Gross Patient Service Revenue</b>	<b>1,129,388,322</b>	<b>1,268,200,729</b>	<b>1,350,003,293</b>	<b>1,436,396,916</b>	<b>1,514,376,307</b>
Gross Inpatient Service Revenue	361,848,245	402,789,531	424,648,137	433,374,300	460,519,384
Gross Outpatient Service Revenue	767,540,077	865,411,198	925,355,156	1,003,022,616	1,053,856,923
Free Care (Charity Care)	2,539,618	2,365,125	998,373	711,616	942,979
Bad Debt (Provision for Bad Debt)	28,096,643	26,002,988	27,657,347	24,358,526	30,356,360
Contractuals	648,114,565	747,357,033	806,190,196	851,738,241	892,769,737
Changes in Prior Year Estimated/Final Settlements	(490,000)	(5,335,000)	(3,427,000)	(174,000)	(375,000)
Net Patient Service Revenue	451,127,496	497,810,583	518,584,377	559,762,533	590,682,231
Other Operating Revenue	84,552,346	85,649,113	123,780,730	82,207,631	83,823,136
<b>Total Operating Revenue</b>	<b>535,679,842</b>	<b>583,459,696</b>	<b>642,365,107</b>	<b>641,970,164</b>	<b>674,505,367</b>
<b>Total Operating Expenses</b>	<b>543,627,144</b>	<b>590,124,135</b>	<b>636,911,703</b>	<b>659,375,693</b>	<b>686,056,019</b>
Deprecation and Amoritization	21,158,897	22,399,511	23,008,958	23,632,617	23,567,506
Interest	19,940,269	14,300,717	8,814,314	8,240,051	8,217,279
Advertising Expenses	797,937	723,870	894,748	936,745	965,395
Allowed Advertising Expenses	797,937	723,870	894,748	936,745	965,395

## MaineGeneral Medical Center Augusta (continued)

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	†	†	†	†	†
Salaries and Benefits	276,522,797	301,342,857	312,484,001	332,309,257	366,859,454
Other Operating Expenses	225,207,244	251,357,180	291,709,682	294,257,023	286,446,385
<b>Net Operating Income</b>	<b>(7,947,302)</b>	<b>(6,664,439)</b>	<b>5,453,404</b>	<b>(17,405,529)</b>	<b>(11,550,652)</b>
<b>Total Non-Operating Revenue</b>	<b>451,951</b>	<b>9,521,054</b>	<b>(8,700,193)</b>	<b>3,177,282</b>	<b>2,022,401</b>
<b>Total Investment Income</b>	<b>913,129</b>	<b>12,282,505</b>	<b>7,914,189</b>	<b>(408,359)</b>	<b>1,380,170</b>
Interest and Dividends	1,316,436	2,562,544	2,580,836	862,867	543,653
Realized Gains/Losses on Sales of Securities	(403,307)	9,719,961	5,333,353	(1,271,226)	836,517
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	†	†	†	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	(461,178)	(2,761,451)	(16,614,382)	3,585,641	642,231
<b>Excess of Revenue Over Expenses</b>	<b>(7,495,351)</b>	<b>2,856,615</b>	<b>(3,246,789)</b>	<b>(14,228,247)</b>	<b>(9,528,251)</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>(7,495,351)</b>	<b>2,856,615</b>	<b>(3,246,789)</b>	<b>(14,228,247)</b>	<b>(9,528,251)</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>(24,241,544)</b>	<b>25,027,833</b>	<b>(11,567,829)</b>	<b>(12,615,992)</b>	<b>(13,182,153)</b>
Net Assets Released for Restrictions - Capital	454,488	128,919	138,260	1,537,731	342,755
Unrealized Gains/Losses on Investments	(679,383)	2,047,676	(3,521,527)	(73,286)	83,846
Minimum Pension Liability Adjustment	(13,521,298)	14,867,522	(937,773)	7,147,810	(108,281)
Transfers from/To Affiliates	(3,000,000)	5,127,101	(4,000,000)	(7,000,000)	(3,972,222)
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	†	†	†

† - data not applicable

## MaineGeneral Medical Center Augusta (continued)

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		(1.40%)	0.48%	(0.51%)	(2.21%)	(1.41%)
Operating Margin		(1.48%)	(1.14%)	0.85%	(2.71%)	(1.71%)
Non Operating Revenue		(6.03%)	333.30%	267.96%	(22.33%)	(21.23%)
Return on Equity		(3.96%)	1.33%	(1.60%)	(7.48%)	(5.38%)
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	0.993	1.377	1.880	1.776	1.601
Days in Accounts Receivable	days	53.5	59.6	58.0	55.1	57.0
Days Cash on Hand, Current	days	16.3	14.8	14.6	10.8	11.6
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	96.6	82.5	46.0	29.5	26.6
Average Pay Period, Current Liabilities	days	82.8	65.6	48.4	48.9	54.6
<b>Capital Structure</b>						
Equity Financing Ratio		29.62%	33.99%	33.24%	32.79%	31.10%
Fixed Asset Financing		75.08%	78.14%	78.05%	76.32%	76.11%
Cash Flow Divided by Total Debt		3.04%	6.07%	4.85%	2.41%	3.58%
Debt Service Coverage	rate	1.253	1.818	1.526	0.961	1.068
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	0.838	0.940	1.038	1.112	1.188
Fixed Asset Turnover	rate	1.424	1.594	1.816	1.842	2.003
Average Age of Plant Depreciation Only	years	12.6	12.8	13.1	13.5	13.7

† - data not applicable

## Mid Coast Hospital

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>62,649,542</b>	<b>69,782,821</b>	<b>62,737,684</b>	<b>63,932,355</b>	<b>54,755,495</b>
Cash and Investments	21,458,233	1,239,113	3,828,813	1,489,886	1,643,142
Current Assets Whose Use is Limited	†	†	†	†	†
Net Patient Accounts Receivable	32,612,983	43,820,849	31,586,045	32,107,914	30,515,920
Due From Affiliates	866,022	11,399,264	13,941,243	10,093,716	10,281,379
Third Party Settlements	†	†	7,491,450	5,905,138	7,029,523
Other Accounts Receivable	†	†	†	†	†
Inventory	3,637,759	3,581,419	2,844,444	3,062,742	2,553,252
Other Current Assets	4,074,545	9,742,176	3,045,689	11,272,959	2,732,279
<b>Total Non-Current Assets</b>	<b>144,346,675</b>	<b>126,988,556</b>	<b>70,262,155</b>	<b>69,036,075</b>	<b>70,663,991</b>
Trustee Held Investments	†	†	†	†	†
Board Designated & Undesignated Investments	60,609,876	63,826,293	5,527,964	5,015,835	5,953,412
Due from Affiliates	1,145,437	†	†	†	†
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	21,874,362	298,736	294,858	298,736	286,676
Gross Property, Plant and Equipment (PP&E)	149,547,145	156,217,310	164,646,686	170,774,608	178,171,575
Accumulated Deprecation	88,830,145	93,353,783	100,207,353	107,053,104	113,747,672
Net Property, Plant and Equipment (PP&E)	60,717,000	62,863,527	64,439,333	63,721,504	64,423,903
<b>Total Unrestricted Assets</b>	<b>206,996,217</b>	<b>196,771,377</b>	<b>132,999,839</b>	<b>132,968,430</b>	<b>125,419,486</b>
<b>Total Current Liabilities</b>	<b>30,315,112</b>	<b>32,270,974</b>	<b>32,169,540</b>	<b>37,435,727</b>	<b>29,483,180</b>
Current Long Term Debt (LTD)	3,291,676	3,291,676	3,291,676	3,291,676	3,291,676
Accounts Payable Plus Accrued Expenses	24,582,453	20,323,339	16,207,106	28,449,303	19,450,402
Estimated Third Party Settlements	1,087,918	1,112,228	1,696,582	1,410,981	1,712,637
Due to Affiliates	1,353,065	6,542,633	10,075,274	3,410,910	4,168,287
Other Current Liabilities	†	1,001,098	898,902	872,857	860,178
<b>Total Non-Current Liabilities</b>	<b>59,255,624</b>	<b>17,982,664</b>	<b>13,123,278</b>	<b>9,875,454</b>	<b>6,611,891</b>
Long Term Debt (LTD)	19,624,621	16,351,999	13,079,376	9,875,454	6,611,891
Estimated Third Party Settlements	†	†	†	†	†

## Mid Coast Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	†	†	†	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	†	†	†	†	†
Other Non-Current Liabilities	39,631,003	1,630,665	43,902	†	†
<b>Fund Balance Unrestricted</b>	<b>117,425,481</b>	<b>146,517,739</b>	<b>87,707,021</b>	<b>85,657,249</b>	<b>89,324,415</b>
<b>Total Liabilities and Equity</b>	<b>206,996,217</b>	<b>196,771,377</b>	<b>132,999,839</b>	<b>132,968,430</b>	<b>125,419,486</b>
<b>Total Restricted Assets</b>	<b>26,206,539</b>	<b>30,369,962</b>	<b>26,057,033</b>	<b>28,923,327</b>	<b>29,892,724</b>
Cash and Investments	26,089,808	30,369,962	26,057,033	28,923,327	29,892,724
Receivables	116,731	†	†	†	†
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>26,206,539</b>	<b>30,369,962</b>	<b>26,057,033</b>	<b>28,923,327</b>	<b>29,892,724</b>
<b>Total Restricted Fund Balance</b>	<b>26,206,539</b>	<b>30,369,962</b>	<b>26,057,033</b>	<b>28,923,327</b>	<b>29,892,724</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	17,776,682	21,821,695	17,466,523	20,225,133	21,188,546
Permanently Restricted Net Assets	8,429,857	8,548,267	8,590,510	8,698,194	8,704,178
<b>Total Gross Patient Service Revenue</b>	<b>461,073,569</b>	<b>507,146,148</b>	<b>536,035,330</b>	<b>626,572,488</b>	<b>697,106,227</b>
Gross Inpatient Service Revenue	128,656,453	132,818,552	150,567,449	171,312,282	185,258,674
Gross Outpatient Service Revenue	332,417,116	374,327,596	385,467,881	455,260,206	511,847,553
Free Care (Charity Care)	2,823,586	2,577,321	2,456,821	3,927,672	5,495,758
Bad Debt (Provision for Bad Debt)	19,535,426	20,990,277	6,051,112	14,518,719	12,486,547
Contractuals	257,224,151	273,522,185	313,885,946	367,681,828	414,948,667
Changes in Prior Year Estimated/Final Settlements	428,000	70,000	†	†	†
Net Patient Service Revenue	181,062,406	209,986,365	213,641,451	240,444,269	264,175,255
Other Operating Revenue	16,954,272	14,928,712	9,575,142	9,574,606	6,892,372
<b>Total Operating Revenue</b>	<b>198,016,678</b>	<b>224,915,077</b>	<b>223,216,593</b>	<b>250,018,875</b>	<b>271,067,627</b>
<b>Total Operating Expenses</b>	<b>215,124,582</b>	<b>220,139,455</b>	<b>243,609,789</b>	<b>255,672,744</b>	<b>269,717,611</b>
Deprecation and Amoritization	6,842,635	7,113,519	8,636,380	9,011,707	6,713,621
Interest	832,136	676,110	598,758	496,149	390,064
Advertising Expenses	177,262	†	14,057	23,854	9,441
Allowed Advertising Expenses	†	†	†	†	†

## Mid Coast Hospital (continued)

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	177,262	†	14,057	23,854	9,441
Salaries and Benefits	122,817,005	125,764,737	124,721,613	135,177,029	140,592,812
Other Operating Expenses	84,455,544	86,585,089	109,638,981	110,964,005	122,011,673
<b>Net Operating Income</b>	<b>(17,107,904)</b>	<b>4,775,622</b>	<b>(20,393,196)</b>	<b>(5,653,869)</b>	<b>1,350,016</b>
<b>Total Non-Operating Revenue</b>	<b>6,074,770</b>	<b>3,828,338</b>	<b>9,037,553</b>	<b>627,985</b>	<b>667,990</b>
<b>Total Investment Income</b>	<b>5,956,331</b>	<b>3,427,935</b>	<b>8,998,970</b>	<b>422,833</b>	<b>662,969</b>
Interest and Dividends	2,366,436	3,427,935	4,080,146	392,690	608,701
Realized Gains/Losses on Sales of Securities	3,589,895	†	4,918,824	30,143	54,268
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	†	†	†	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	118,439	400,403	38,583	205,152	5,021
<b>Excess of Revenue Over Expenses</b>	<b>(11,033,134)</b>	<b>8,603,960</b>	<b>(11,355,643)</b>	<b>(5,025,884)</b>	<b>2,018,006</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>(11,033,134)</b>	<b>8,603,960</b>	<b>(11,355,643)</b>	<b>(5,025,884)</b>	<b>2,018,006</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>(9,466,267)</b>	<b>29,092,232</b>	<b>(58,810,718)</b>	<b>(2,049,773)</b>	<b>3,667,166</b>
Net Assets Released for Restrictions - Capital	†	†	†	†	†
Unrealized Gains/Losses on Investments	1,566,867	4,372,583	(23,342,358)	1,001,111	550,693
Minimum Pension Liability Adjustment	†	†	†	†	†
Transfers from/To Affiliates	†	16,115,689	(24,112,717)	1,975,000	1,098,467
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	†	†	†

† - data not applicable

## Mid Coast Hospital (continued)

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		(5.41%)	3.76%	(4.89%)	(2.01%)	0.74%
Operating Margin		(8.64%)	2.12%	(9.14%)	(2.26%)	0.50%
Non Operating Revenue		(55.06%)	44.50%	(79.59%)	(12.50%)	33.10%
Return on Equity		(9.40%)	5.87%	(12.95%)	(5.87%)	2.26%
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	2.067	2.162	1.950	1.708	1.857
Days in Accounts Receivable	days	65.7	76.2	54.0	48.7	42.2
Days Cash on Hand, Current	days	37.6	2.1	5.9	2.2	2.3
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	143.8	111.5	14.5	9.6	10.5
Average Pay Period, Current Liabilities	days	53.1	55.3	50.0	55.4	40.9
<b>Capital Structure</b>						
Equity Financing Ratio		56.73%	74.46%	65.95%	64.42%	71.22%
Fixed Asset Financing		32.32%	26.01%	20.30%	15.50%	10.26%
Cash Flow Divided by Total Debt		(4.68%)	31.28%	(6.00%)	8.42%	24.19%
Debt Service Coverage	rate	(0.814)	4.132	(0.545)	1.183	2.478
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	0.986	1.162	1.746	1.885	2.167
Fixed Asset Turnover	rate	3.261	3.578	3.464	3.924	4.208
Average Age of Plant Depreciation Only	years	13.0	13.1	11.6	11.9	16.9

† - data not applicable

## Millinocket Regional Hospital

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>13,263,627</b>	<b>9,814,416</b>	<b>9,371,825</b>	<b>5,409,367</b>	<b>6,610,686</b>
Cash and Investments	8,529,416	5,688,176	4,964,510	1,467,086	820,221
Current Assets Whose Use is Limited	145,954	151,753	149,059	1,502	1,502
Net Patient Accounts Receivable	2,577,164	2,296,546	3,074,308	2,983,778	3,770,056
Due From Affiliates	†	†	63,867	1,617	19,938
Third Party Settlements	70,310	94,902	†	91,589	971,213
Other Accounts Receivable	229,744	293,938	20,660	11,700	47,287
Inventory	644,436	623,723	742,139	584,921	702,658
Other Current Assets	1,066,603	665,378	357,282	267,174	277,811
<b>Total Non-Current Assets</b>	<b>7,575,046</b>	<b>7,602,307</b>	<b>8,866,198</b>	<b>8,977,336</b>	<b>8,878,780</b>
Trustee Held Investments	220,836	71,975	†	†	†
Board Designated & Undesignated Investments	1,738,512	2,078,361	2,852,798	3,208,109	1,766,225
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	1,203,573	199,315	207,141	142,798	135,766
Other Non-Current Assets	211,945	211,945	480,000	650,615	584,266
Gross Property, Plant and Equipment (PP&E)	20,185,980	22,341,908	23,005,741	23,004,720	25,115,363
Accumulated Deprecation	15,985,800	17,301,197	17,679,482	18,028,906	18,722,840
Net Property, Plant and Equipment (PP&E)	4,200,180	5,040,711	5,326,259	4,975,814	6,392,523
<b>Total Unrestricted Assets</b>	<b>20,838,673</b>	<b>17,416,723</b>	<b>18,238,023</b>	<b>14,386,703</b>	<b>15,489,466</b>
<b>Total Current Liabilities</b>	<b>12,977,593</b>	<b>5,855,778</b>	<b>5,737,726</b>	<b>3,019,627</b>	<b>6,291,266</b>
Current Long Term Debt (LTD)	94,885	152,381	417,202	373,265	387,435
Accounts Payable Plus Accrued Expenses	3,647,668	2,879,168	2,975,885	2,646,362	5,903,831
Estimated Third Party Settlements	6,712,790	2,594,274	2,064,666	†	†
Due to Affiliates	†	†	†	†	†
Other Current Liabilities	2,522,250	229,955	279,973	†	†
<b>Total Non-Current Liabilities</b>	<b>3,110,201</b>	<b>3,083,166</b>	<b>3,517,640</b>	<b>3,303,494</b>	<b>2,897,849</b>
Long Term Debt (LTD)	3,110,201	3,083,166	3,037,640	2,948,494	2,828,549
Estimated Third Party Settlements	†	†	†	†	†

## Millinocket Regional Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	†	†	†	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	†	†	†	†	†
Other Non-Current Liabilities	†	†	480,000	355,000	69,300
<b>Fund Balance Unrestricted</b>	<b>4,750,879</b>	<b>8,477,779</b>	<b>8,982,657</b>	<b>8,063,582</b>	<b>6,300,351</b>
<b>Total Liabilities and Equity</b>	<b>20,838,673</b>	<b>17,416,723</b>	<b>18,238,023</b>	<b>14,386,703</b>	<b>15,489,466</b>
<b>Total Restricted Assets</b>	<b>204,797</b>	<b>280,886</b>	<b>248,677</b>	<b>1,299,532</b>	<b>921,422</b>
Cash and Investments	197,977	274,066	248,677	1,299,532	921,422
Receivables	6,820	6,820	†	†	†
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>204,797</b>	<b>280,886</b>	<b>248,677</b>	<b>1,299,532</b>	<b>921,422</b>
<b>Total Restricted Fund Balance</b>	<b>203,130</b>	<b>279,219</b>	<b>248,677</b>	<b>1,299,532</b>	<b>921,422</b>
Total Liabilities	1,667	1,667	†	†	†
Temporarily Restricted Net Assets	198,026	274,078	248,677	1,299,532	921,422
Permanently Restricted Net Assets	5,104	5,141	†	†	†
<b>Total Gross Patient Service Revenue</b>	<b>46,350,613</b>	<b>47,052,740</b>	<b>55,245,071</b>	<b>52,276,918</b>	<b>55,549,061</b>
Gross Inpatient Service Revenue	4,116,045	3,434,530	7,737,657	6,017,307	5,537,626
Gross Outpatient Service Revenue	42,234,568	43,618,210	47,507,414	46,259,611	50,011,435
Free Care (Charity Care)	455,585	225,693	351,831	201,165	409,021
Bad Debt (Provision for Bad Debt)	2,283,485	1,459,251	1,657,352	595,869	1,220,214
Contractuals	18,466,087	19,635,005	23,892,126	22,881,287	23,967,889
Changes in Prior Year Estimated/Final Settlements	(30,000)	†	(180,000)	(286,000)	(71,000)
Net Patient Service Revenue	25,175,456	25,732,791	29,523,762	28,884,597	30,022,937
Other Operating Revenue	3,006,517	6,506,921	2,239,290	1,123,420	745,441
<b>Total Operating Revenue</b>	<b>28,181,973</b>	<b>32,239,712</b>	<b>31,763,052</b>	<b>30,008,017</b>	<b>30,768,378</b>
<b>Total Operating Expenses</b>	<b>28,509,850</b>	<b>28,863,299</b>	<b>31,258,821</b>	<b>31,100,857</b>	<b>33,263,560</b>
Deprecation and Amoritization	606,673	621,339	613,883	713,655	694,429
Interest	150,669	143,419	137,030	176,822	113,142
Advertising Expenses	8,826	8,352	7,405	5,341	5,550
Allowed Advertising Expenses	8,826	8,352	7,405	5,341	5,550

## Millinocket Regional Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	†	†	†	†	†
Salaries and Benefits	17,048,981	17,364,793	17,473,599	17,097,995	17,244,433
Other Operating Expenses	10,694,701	10,725,396	13,026,904	13,107,044	15,206,006
<b>Net Operating Income</b>	<b>(327,877)</b>	<b>3,376,413</b>	<b>504,231</b>	<b>(1,092,840)</b>	<b>(2,495,182)</b>
<b>Total Non-Operating Revenue</b>	<b>320,644</b>	<b>476,186</b>	<b>(22,582)</b>	<b>175,152</b>	<b>319,809</b>
<b>Total Investment Income</b>	<b>272,046</b>	<b>101,923</b>	<b>(145,255)</b>	<b>236,498</b>	<b>318,430</b>
Interest and Dividends	67,016	101,923	(145,255)	236,498	318,430
Realized Gains/Losses on Sales of Securities	205,030	†	†	†	†
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	(69,383)	182,236	†	(62,416)	†
Permanently Impaired Writedowns of Other Assets	†	(54,974)	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	117,981	247,001	122,673	1,070	1,379
<b>Excess of Revenue Over Expenses</b>	<b>(7,233)</b>	<b>3,852,599</b>	<b>481,649</b>	<b>(917,688)</b>	<b>(2,175,373)</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>(7,233)</b>	<b>3,852,599</b>	<b>481,649</b>	<b>(917,688)</b>	<b>(2,175,373)</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>313,406</b>	<b>3,911,166</b>	<b>445,093</b>	<b>131,780</b>	<b>(2,141,341)</b>
Net Assets Released for Restrictions - Capital	400,199	62,685	(153,216)	(150,212)	(526,721)
Unrealized Gains/Losses on Investments	(79,560)	(4,118)	(6,013)	(1,387)	2,400
Minimum Pension Liability Adjustment	†	†	†	†	†
Transfers from/To Affiliates	†	†	†	†	†
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	122,673	1,201,067	558,353

† - data not applicable

## Millinocket Regional Hospital *(continued)*

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		(0.03%)	11.78%	1.52%	(3.04%)	(7.00%)
Operating Margin		(1.16%)	10.47%	1.59%	(3.64%)	(8.11%)
Non Operating Revenue		(4433.07%)	12.36%	(4.69%)	(19.09%)	(14.70%)
Return on Equity		(0.15%)	45.44%	5.36%	(11.38%)	(34.53%)
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	1.022	1.676	1.633	1.791	1.051
Days in Accounts Receivable	days	37.4	32.6	38.0	37.7	45.8
Days Cash on Hand, Current	days	113.5	75.5	60.9	17.6	9.2
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	136.2	102.3	94.9	56.2	29.0
Average Pay Period, Current Liabilities	days	169.8	75.7	68.3	36.3	70.5
<b>Capital Structure</b>						
Equity Financing Ratio		22.80%	48.68%	49.25%	56.05%	40.68%
Fixed Asset Financing		74.05%	61.17%	57.03%	59.26%	44.25%
Cash Flow Divided by Total Debt		3.73%	50.05%	11.84%	(3.23%)	(16.12%)
Debt Service Coverage	rate	3.203	19.376	4.259	(0.046)	(2.812)
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	1.368	1.878	1.740	2.098	2.007
Fixed Asset Turnover	rate	6.710	6.396	5.963	6.031	4.813
Average Age of Plant Depreciation Only	years	26.3	27.8	28.8	25.3	27.0

† - data not applicable

## Mount Desert Island Hospital

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>24,005,973</b>	<b>29,912,751</b>	<b>28,832,860</b>	<b>24,143,253</b>	<b>22,228,770</b>
Cash and Investments	16,037,261	19,540,515	16,355,072	7,105,457	5,143,507
Current Assets Whose Use is Limited	327,750	553,604	303,238	301,288	576,682
Net Patient Accounts Receivable	6,548,254	8,668,559	10,742,207	15,467,797	14,653,124
Due From Affiliates	†	†	76,106	81,593	183,733
Third Party Settlements	†	†	†	†	115,964
Other Accounts Receivable	†	†	†	†	†
Inventory	531,470	510,114	554,048	530,674	627,030
Other Current Assets	561,238	639,959	802,189	656,444	928,730
<b>Total Non-Current Assets</b>	<b>37,205,670</b>	<b>46,738,801</b>	<b>46,550,788</b>	<b>46,132,551</b>	<b>54,580,336</b>
Trustee Held Investments	†	6,183,792	†	†	3,254,330
Board Designated & Undesignated Investments	6,142,014	9,239,943	11,604,318	11,858,247	11,388,455
Due from Affiliates	2,895,763	1,933,468	1,573,677	1,311,794	1,268,498
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	6,686,717	5,721,680	5,939,698	5,750,069	4,542,430
Gross Property, Plant and Equipment (PP&E)	56,517,836	58,193,619	62,529,081	64,830,736	74,510,295
Accumulated Deprecation	35,036,660	34,533,701	35,095,986	37,618,295	40,383,672
Net Property, Plant and Equipment (PP&E)	21,481,176	23,659,918	27,433,095	27,212,441	34,126,623
<b>Total Unrestricted Assets</b>	<b>61,211,643</b>	<b>76,651,552</b>	<b>75,383,648</b>	<b>70,275,804</b>	<b>76,809,106</b>
<b>Total Current Liabilities</b>	<b>16,038,584</b>	<b>24,338,669</b>	<b>17,115,605</b>	<b>15,763,219</b>	<b>13,689,845</b>
Current Long Term Debt (LTD)	1,420,722	1,403,859	848,215	579,497	847,990
Accounts Payable Plus Accrued Expenses	7,690,651	9,191,963	8,859,825	10,865,388	12,808,105
Estimated Third Party Settlements	6,927,211	8,491,036	7,407,565	4,314,714	†
Due to Affiliates	†	†	†	†	†
Other Current Liabilities	†	5,251,811	†	3,620	33,750
<b>Total Non-Current Liabilities</b>	<b>20,756,888</b>	<b>18,812,681</b>	<b>15,004,066</b>	<b>14,705,851</b>	<b>20,012,698</b>
Long Term Debt (LTD)	13,345,936	12,372,942	8,863,445	8,834,116	15,244,223
Estimated Third Party Settlements	†	†	†	†	†

## Mount Desert Island Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	399,807	399,807	†	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	†	†	†	†	†
Other Non-Current Liabilities	7,011,145	6,039,932	6,140,621	5,871,735	4,768,475
<b>Fund Balance Unrestricted</b>	<b>24,416,171</b>	<b>33,500,202</b>	<b>43,263,977</b>	<b>39,806,734</b>	<b>43,106,563</b>
<b>Total Liabilities and Equity</b>	<b>61,211,643</b>	<b>76,651,552</b>	<b>75,383,648</b>	<b>70,275,804</b>	<b>76,809,106</b>
<b>Total Restricted Assets</b>	<b>3,972,233</b>	<b>5,998,389</b>	<b>8,916,977</b>	<b>9,757,842</b>	<b>29,213,979</b>
Cash and Investments	2,264,045	2,689,758	3,393,064	5,392,286	7,916,074
Receivables	68,957	1,289,574	3,674,606	2,595,320	19,443,030
Other Assets	1,639,231	2,019,057	1,849,307	1,770,236	1,854,875
<b>Total Restricted Liabilities and Equity</b>	<b>3,972,233</b>	<b>5,998,389</b>	<b>8,916,977</b>	<b>9,757,842</b>	<b>29,213,979</b>
<b>Total Restricted Fund Balance</b>	<b>3,972,233</b>	<b>5,998,389</b>	<b>8,916,977</b>	<b>9,757,842</b>	<b>29,213,979</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	1,896,357	3,542,687	6,631,026	7,550,961	26,922,459
Permanently Restricted Net Assets	2,075,876	2,455,702	2,285,951	2,206,881	2,291,520
<b>Total Gross Patient Service Revenue</b>	<b>99,107,986</b>	<b>105,746,202</b>	<b>120,408,731</b>	<b>128,151,931</b>	<b>139,366,627</b>
Gross Inpatient Service Revenue	18,597,897	18,880,399	22,932,113	25,104,754	24,035,190
Gross Outpatient Service Revenue	80,510,089	86,865,803	97,476,618	103,047,177	115,331,437
Free Care (Charity Care)	524,091	658,163	134,991	323,372	772,166
Bad Debt (Provision for Bad Debt)	5,975,022	4,350,138	3,542,774	5,266,965	5,881,991
Contractuals	33,396,814	36,821,776	44,032,606	46,243,901	55,618,150
Changes in Prior Year Estimated/Final Settlements	(1,400,000)	190,000	(900,000)	1,523,500	(3,248,000)
Net Patient Service Revenue	60,612,059	63,726,125	73,598,360	74,794,193	80,342,320
Other Operating Revenue	6,233,559	13,158,707	11,143,241	4,608,103	3,895,368
<b>Total Operating Revenue</b>	<b>66,845,618</b>	<b>76,884,832</b>	<b>84,741,601</b>	<b>79,402,296</b>	<b>84,237,688</b>
<b>Total Operating Expenses</b>	<b>65,243,491</b>	<b>68,984,744</b>	<b>75,858,322</b>	<b>82,848,238</b>	<b>84,455,715</b>
Deprecation and Amoritization	1,869,272	1,997,602	1,915,305	2,616,288	2,828,563
Interest	513,334	331,311	214,430	409,630	409,774
Advertising Expenses	209,669	125,948	144,906	386,194	965,287
Allowed Advertising Expenses	†	†	†	†	†

## Mount Desert Island Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	209,669	125,948	144,906	386,194	965,287
Salaries and Benefits	42,047,885	43,154,241	47,590,626	50,607,117	51,258,961
Other Operating Expenses	20,603,331	23,375,642	25,993,055	28,829,009	28,993,130
<b>Net Operating Income</b>	<b>1,602,127</b>	<b>7,900,088</b>	<b>8,883,279</b>	<b>(3,445,942)</b>	<b>(218,027)</b>
<b>Total Non-Operating Revenue</b>	<b>(255,991)</b>	<b>1,007,555</b>	<b>404,835</b>	<b>(184,905)</b>	<b>242,559</b>
<b>Total Investment Income</b>	<b>2,178</b>	<b>1,154,412</b>	<b>(2,031,167)</b>	<b>440,439</b>	<b>1,440,076</b>
Interest and Dividends	109,494	156,555	133,083	26,192	503,504
Realized Gains/Losses on Sales of Securities	(107,316)	997,857	(2,164,250)	414,247	936,572
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	†	†	†	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	(258,169)	(146,857)	2,436,002	(625,344)	(1,197,517)
<b>Excess of Revenue Over Expenses</b>	<b>1,346,136</b>	<b>8,907,643</b>	<b>9,288,114</b>	<b>(3,630,847)</b>	<b>24,532</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>1,346,136</b>	<b>8,907,643</b>	<b>9,288,114</b>	<b>(3,630,847)</b>	<b>24,532</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>1,830,547</b>	<b>9,084,031</b>	<b>9,763,775</b>	<b>(3,457,243)</b>	<b>3,299,829</b>
Net Assets Released for Restrictions - Capital	484,411	176,388	475,661	173,604	3,275,297
Unrealized Gains/Losses on Investments	†	†	†	†	†
Minimum Pension Liability Adjustment	†	†	†	†	†
Transfers from/To Affiliates	†	†	†	†	†
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	†	†	†

† - data not applicable

## Mount Desert Island Hospital *(continued)*

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		2.02%	11.44%	10.91%	(4.58%)	0.03%
Operating Margin		2.40%	10.28%	10.48%	(4.34%)	(0.26%)
Non Operating Revenue		(19.02%)	11.31%	4.36%	5.09%	988.75%
Return on Equity		5.51%	26.59%	21.47%	(9.12%)	0.06%
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	1.497	1.229	1.685	1.532	1.624
Days in Accounts Receivable	days	39.4	49.7	53.3	75.5	66.6
Days Cash on Hand, Current	days	94.3	109.5	82.2	33.7	25.6
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	129.6	159.8	139.5	87.6	76.5
Average Pay Period, Current Liabilities	days	92.4	132.6	84.5	71.7	61.2
<b>Capital Structure</b>						
Equity Financing Ratio		39.89%	43.70%	57.39%	56.64%	56.12%
Fixed Asset Financing		62.13%	52.29%	32.31%	32.46%	44.67%
Cash Flow Divided by Total Debt		8.74%	25.27%	34.88%	(3.33%)	8.47%
Debt Service Coverage	rate	1.909	6.413	7.056	(0.481)	3.298
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	1.088	1.016	1.130	1.127	1.100
Fixed Asset Turnover	rate	3.112	3.250	3.089	2.918	2.468
Average Age of Plant Depreciation Only	years	18.7	17.3	18.3	14.4	14.3

† - data not applicable

## New England Rehabilitation Hospital

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>11,534,862</b>	<b>12,018,108</b>	<b>9,476,391</b>	<b>11,011,060</b>	<b>5,550,730</b>
Cash and Investments	3,958,324	5,639,027	3,269,540	4,949,038	91,340
Current Assets Whose Use is Limited	†	†	†	†	†
Net Patient Accounts Receivable	7,189,703	6,034,960	5,932,738	5,798,004	5,170,643
Due From Affiliates	†	†	†	†	†
Third Party Settlements	†	†	†	†	†
Other Accounts Receivable	†	†	†	†	†
Inventory	120,006	95,242	88,529	93,727	90,615
Other Current Assets	266,829	248,879	185,584	170,291	198,132
<b>Total Non-Current Assets</b>	<b>4,342,267</b>	<b>12,198,419</b>	<b>12,580,648</b>	<b>13,346,290</b>	<b>14,238,223</b>
Trustee Held Investments	†	†	†	†	†
Board Designated & Undesignated Investments	†	†	†	†	†
Due from Affiliates	†	†	†	2,737,079	5,473,836
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	†	10,120,869	8,829,607	7,489,722	6,099,586
Gross Property, Plant and Equipment (PP&E)	20,965,980	6,741,868	8,579,187	7,848,247	8,043,186
Accumulated Deprecation	16,623,713	4,664,318	4,828,146	4,728,758	5,378,385
Net Property, Plant and Equipment (PP&E)	4,342,267	2,077,550	3,751,041	3,119,489	2,664,801
<b>Total Unrestricted Assets</b>	<b>15,877,129</b>	<b>24,216,527</b>	<b>22,057,039</b>	<b>24,357,350</b>	<b>19,788,953</b>
<b>Total Current Liabilities</b>	<b>5,253,001</b>	<b>7,825,297</b>	<b>4,422,967</b>	<b>4,952,248</b>	<b>7,301,769</b>
Current Long Term Debt (LTD)	995,609	1,298,748	1,347,366	1,404,694	1,456,638
Accounts Payable Plus Accrued Expenses	1,799,837	2,055,505	1,565,331	1,555,287	2,196,727
Estimated Third Party Settlements	41,155	150,454	259,540	129,638	262,437
Due to Affiliates	1,711,000	2,644,000	830,000	1,835,000	3,359,593
Other Current Liabilities	705,400	1,676,590	420,730	27,629	26,374
<b>Total Non-Current Liabilities</b>	<b>2,794,716</b>	<b>9,834,324</b>	<b>8,382,044</b>	<b>6,775,060</b>	<b>5,138,469</b>
Long Term Debt (LTD)	2,427,827	9,760,725	8,265,348	6,719,716	5,122,141
Estimated Third Party Settlements	†	†	†	†	†

## New England Rehabilitation Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	†	†	†	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	†	†	†	†	†
Other Non-Current Liabilities	366,889	73,599	116,696	55,344	16,328
<b>Fund Balance Unrestricted</b>	<b>7,829,412</b>	<b>6,556,906</b>	<b>9,252,028</b>	<b>12,630,042</b>	<b>7,348,715</b>
<b>Total Liabilities and Equity</b>	<b>15,877,129</b>	<b>24,216,527</b>	<b>22,057,039</b>	<b>24,357,350</b>	<b>19,788,953</b>
<b>Total Restricted Assets</b>	†	†	†	†	†
Cash and Investments	†	†	†	†	†
Receivables	†	†	†	†	†
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	†	†	†	†	†
<b>Total Restricted Fund Balance</b>	†	†	†	†	†
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	†	†	†	†	†
Permanently Restricted Net Assets	†	†	†	†	†
<b>Total Gross Patient Service Revenue</b>	<b>54,901,707</b>	<b>55,704,095</b>	<b>54,214,761</b>	<b>59,656,653</b>	<b>62,943,265</b>
Gross Inpatient Service Revenue	52,534,262	52,241,157	50,839,445	55,985,556	59,519,428
Gross Outpatient Service Revenue	2,367,445	3,462,938	3,375,316	3,671,097	3,423,837
Free Care (Charity Care)	77,077	1,240	34,720	243,638	90,023
Bad Debt (Provision for Bad Debt)	486,519	1,018,159	496,097	773,099	565,869
Contractuals	16,282,391	15,459,450	15,161,879	14,649,609	15,267,473
Changes in Prior Year Estimated/Final Settlements	†	†	†	†	†
Net Patient Service Revenue	38,055,720	39,225,246	38,522,065	43,990,307	47,019,900
Other Operating Revenue	607,076	646,755	725,695	721,339	641,984
<b>Total Operating Revenue</b>	<b>38,662,796</b>	<b>39,872,001</b>	<b>39,247,760</b>	<b>44,711,646</b>	<b>47,661,884</b>
<b>Total Operating Expenses</b>	<b>28,768,630</b>	<b>29,922,507</b>	<b>30,570,638</b>	<b>33,429,981</b>	<b>35,039,617</b>
Deprecation and Amoritization	1,266,642	483,566	587,023	904,859	702,935
Interest	318,587	3,224	16,738	3,012	†
Advertising Expenses	†	†	†	†	†
Allowed Advertising Expenses	†	†	†	†	†

## New England Rehabilitation Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	†	†	†	†	†
Salaries and Benefits	17,211,046	18,261,561	18,710,695	20,807,443	22,304,001
Other Operating Expenses	9,972,355	11,174,156	11,256,182	11,714,667	12,032,681
<b>Net Operating Income</b>	<b>9,894,166</b>	<b>9,949,494</b>	<b>8,677,122</b>	<b>11,281,665</b>	<b>12,622,267</b>
<b>Total Non-Operating Revenue</b>	†	†	†	<b>(62,650)</b>	<b>317,679</b>
<b>Total Investment Income</b>	†	†	†	<b>(62,650)</b>	<b>317,679</b>
Interest and Dividends	†	†	†	(62,650)	317,679
Realized Gains/Losses on Sales of Securities	†	†	†	†	†
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	†	†	†	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	†	†	†	†	†
<b>Excess of Revenue Over Expenses</b>	<b>9,894,166</b>	<b>9,949,494</b>	<b>8,677,122</b>	<b>11,219,015</b>	<b>12,939,946</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>9,894,166</b>	<b>9,949,494</b>	<b>8,677,122</b>	<b>11,219,015</b>	<b>12,939,946</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>9,894,166</b>	<b>9,949,494</b>	<b>8,677,122</b>	<b>11,219,015</b>	<b>12,939,946</b>
Net Assets Released for Restrictions - Capital	†	†	†	†	†
Unrealized Gains/Losses on Investments	†	†	†	†	†
Minimum Pension Liability Adjustment	†	†	†	†	†
Transfers from/To Affiliates	†	†	†	†	†
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	†	†	†

† - data not applicable

## New England Rehabilitation Hospital *(continued)*

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		25.59%	24.95%	22.11%	25.13%	26.97%
Operating Margin		25.59%	24.95%	22.11%	25.23%	26.48%
Non Operating Revenue		0.00%	0.00%	0.00%	(0.56%)	2.46%
Return on Equity		126.37%	151.74%	93.79%	88.83%	176.08%
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	2.196	1.536	2.143	2.223	0.760
Days in Accounts Receivable	days	69.0	56.2	56.2	48.1	40.1
Days Cash on Hand, Current	days	52.5	69.9	39.8	55.5	1.0
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	52.5	69.9	39.8	55.5	1.0
Average Pay Period, Current Liabilities	days	69.7	97.0	53.8	55.6	77.6
<b>Capital Structure</b>						
Equity Financing Ratio		49.31%	27.08%	41.95%	51.85%	37.14%
Fixed Asset Financing		55.91%	469.82%	220.35%	215.41%	192.21%
Cash Flow Divided by Total Debt		138.68%	59.08%	72.35%	103.38%	109.67%
Debt Service Coverage	rate	9.246	10.448	7.055	8.980	9.712
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	2.435	1.646	1.779	1.833	2.425
Fixed Asset Turnover	rate	8.904	19.192	10.463	14.333	17.886
Average Age of Plant Depreciation Only	years	13.1	9.6	8.2	5.2	7.7

† - data not applicable

## Northern Light AR Gould Hospital

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>46,662,635</b>	<b>37,054,543</b>	<b>15,883,823</b>	<b>28,992,661</b>	<b>31,356,724</b>
Cash and Investments	18,479,090	2,662,882	(14,375,168)	(11,622,173)	(3,101,253)
Current Assets Whose Use is Limited	152,842	73,615	63,089	75,569	46,483
Net Patient Accounts Receivable	17,120,727	18,840,504	18,818,289	23,070,967	21,165,643
Due From Affiliates	10,633	461,715	255,037	387,013	457,441
Third Party Settlements	6,930,659	11,210,944	7,321,365	13,837,182	8,209,439
Other Accounts Receivable	1,608,827	1,360,491	1,221,767	825,116	1,631,299
Inventory	2,058,074	2,200,670	2,311,934	2,045,706	2,658,107
Other Current Assets	301,783	243,722	267,510	373,281	289,565
<b>Total Non-Current Assets</b>	<b>37,402,221</b>	<b>38,667,271</b>	<b>36,660,698</b>	<b>37,368,015</b>	<b>40,267,698</b>
Trustee Held Investments	†	†	†	†	†
Board Designated & Undesignated Investments	6,204,801	7,450,916	6,158,442	6,781,692	8,577,841
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	989,868	1,572,963	1,692,412	1,540,103	2,121,544
Gross Property, Plant and Equipment (PP&E)	96,754,759	99,313,269	101,784,726	105,407,586	109,286,071
Accumulated Deprecation	66,547,207	69,669,877	72,974,882	76,361,366	79,717,758
Net Property, Plant and Equipment (PP&E)	30,207,552	29,643,392	28,809,844	29,046,220	29,568,313
<b>Total Unrestricted Assets</b>	<b>84,064,856</b>	<b>75,721,814</b>	<b>52,544,521</b>	<b>66,360,676</b>	<b>71,624,422</b>
<b>Total Current Liabilities</b>	<b>27,685,974</b>	<b>32,735,910</b>	<b>21,617,326</b>	<b>27,548,552</b>	<b>40,458,942</b>
Current Long Term Debt (LTD)	133,706	406,961	310,515	717,441	783,575
Accounts Payable Plus Accrued Expenses	11,143,812	12,666,911	14,385,446	15,233,663	13,892,597
Estimated Third Party Settlements	3,479,440	3,385,400	1,608,628	1,526,205	2,848,647
Due to Affiliates	8,917,485	3,592,597	1,462,778	9,046,918	10,749,328
Other Current Liabilities	4,011,531	12,684,041	3,849,959	1,024,325	12,184,795
<b>Total Non-Current Liabilities</b>	<b>38,243,445</b>	<b>27,701,255</b>	<b>26,071,942</b>	<b>27,070,286</b>	<b>28,718,290</b>
Long Term Debt (LTD)	19,950,202	19,999,907	19,611,407	20,037,534	19,415,208
Estimated Third Party Settlements	†	†	†	†	†

## Northern Light AR Gould Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	†	†	†	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	6,202,171	7,447,784	6,155,718	6,762,757	8,558,102
Other Non-Current Liabilities	12,091,072	253,564	304,817	269,995	744,980
<b>Fund Balance Unrestricted</b>	<b>18,135,437</b>	<b>15,284,649</b>	<b>4,855,253</b>	<b>11,741,838</b>	<b>2,447,190</b>
<b>Total Liabilities and Equity</b>	<b>84,064,856</b>	<b>75,721,814</b>	<b>52,544,521</b>	<b>66,360,676</b>	<b>71,624,422</b>
<b>Total Restricted Assets</b>	<b>5,891,544</b>	<b>6,752,923</b>	<b>5,579,993</b>	<b>5,707,713</b>	<b>6,516,366</b>
Cash and Investments	5,891,544	6,752,923	5,579,993	5,707,713	6,516,366
Receivables	†	†	†	†	†
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>5,891,544</b>	<b>6,752,923</b>	<b>5,579,993</b>	<b>5,707,713</b>	<b>6,516,366</b>
<b>Total Restricted Fund Balance</b>	<b>5,891,544</b>	<b>6,752,923</b>	<b>5,579,993</b>	<b>5,707,713</b>	<b>6,516,366</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	3,164,098	4,019,906	2,822,058	2,944,791	3,748,504
Permanently Restricted Net Assets	2,727,446	2,733,017	2,757,935	2,762,922	2,767,862
<b>Total Gross Patient Service Revenue</b>	<b>365,714,903</b>	<b>409,637,924</b>	<b>437,451,684</b>	<b>502,919,470</b>	<b>561,722,587</b>
Gross Inpatient Service Revenue	83,315,059	78,833,339	86,896,662	103,267,999	109,043,827
Gross Outpatient Service Revenue	282,399,844	330,804,585	350,555,022	399,651,471	452,678,760
Free Care (Charity Care)	1,595,043	1,696,704	1,127,225	1,514,786	1,081,153
Bad Debt (Provision for Bad Debt)	8,610,870	2,077,127	4,683,994	6,687,634	5,285,970
Contractuals	235,287,321	272,220,399	296,839,628	341,546,874	399,006,837
Changes in Prior Year Estimated/Final Settlements	†	181,840	†	†	†
Net Patient Service Revenue	120,221,669	133,461,854	134,800,837	153,170,176	156,348,627
Other Operating Revenue	27,932,081	17,756,568	20,619,935	24,014,752	12,003,105
<b>Total Operating Revenue</b>	<b>148,153,750</b>	<b>151,218,422</b>	<b>155,420,772</b>	<b>177,184,928</b>	<b>168,351,732</b>
<b>Total Operating Expenses</b>	<b>148,731,197</b>	<b>154,575,770</b>	<b>166,473,124</b>	<b>170,722,105</b>	<b>177,935,390</b>
Deprecation and Amoritization	3,439,037	3,463,168	3,504,302	3,740,587	3,534,380
Interest	835,816	839,186	835,793	917,878	890,212
Advertising Expenses	†	†	†	†	†
Allowed Advertising Expenses	†	†	†	†	†

## Northern Light AR Gould Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	†	†	†	†	†
Salaries and Benefits	82,003,481	84,853,661	84,186,250	89,757,774	92,895,545
Other Operating Expenses	62,452,863	65,419,755	77,946,779	76,305,866	80,615,253
<b>Net Operating Income</b>	<b>(577,447)</b>	<b>(3,357,348)</b>	<b>(11,052,352)</b>	<b>6,462,823</b>	<b>(9,583,658)</b>
<b>Total Non-Operating Revenue</b>	<b>(125,008)</b>	<b>266,193</b>	<b>221,448</b>	<b>60,454</b>	<b>37,045</b>
<b>Total Investment Income</b>	<b>(125,008)</b>	<b>36,935</b>	<b>39,371</b>	<b>45,084</b>	<b>42,013</b>
Interest and Dividends	(125,008)	36,935	39,371	45,084	42,013
Realized Gains/Losses on Sales of Securities	†	†	†	†	†
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	†	229,258	182,077	15,370	(4,968)
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	†	†	†	†	†
<b>Excess of Revenue Over Expenses</b>	<b>(702,455)</b>	<b>(3,091,155)</b>	<b>(10,830,904)</b>	<b>6,523,277</b>	<b>(9,546,613)</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>(702,455)</b>	<b>(3,091,155)</b>	<b>(10,830,904)</b>	<b>6,523,277</b>	<b>(9,546,613)</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>(293,788)</b>	<b>(2,850,788)</b>	<b>(10,429,396)</b>	<b>6,886,584</b>	<b>(9,294,648)</b>
Net Assets Released for Restrictions - Capital	408,630	239,865	401,916	363,045	251,161
Unrealized Gains/Losses on Investments	†	†	†	†	†
Minimum Pension Liability Adjustment	†	†	†	†	†
Transfers from/To Affiliates	37	502	(408)	262	804
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	†	†	†

† - data not applicable

## Northern Light AR Gould Hospital *(continued)*

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		(0.47%)	(2.04%)	(6.96%)	3.68%	(5.67%)
Operating Margin		(0.39%)	(2.22%)	(7.11%)	3.65%	(5.69%)
Non Operating Revenue		17.80%	(8.61%)	(2.04%)	0.93%	(0.39%)
Return on Equity		(3.87%)	(20.22%)	(223.08%)	55.56%	(390.11%)
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	1.685	1.132	0.735	1.052	0.775
Days in Accounts Receivable	days	52.0	51.5	51.0	55.0	49.4
Days Cash on Hand, Current	days	46.8	6.6	(32.1)	(25.2)	(6.4)
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	62.4	24.6	(18.3)	(10.4)	11.6
Average Pay Period, Current Liabilities	days	69.6	79.1	48.4	60.2	84.7
<b>Capital Structure</b>						
Equity Financing Ratio		21.57%	20.19%	9.24%	17.69%	3.42%
Fixed Asset Financing		66.04%	67.47%	68.07%	68.98%	65.66%
Cash Flow Divided by Total Debt		4.15%	0.62%	(15.36%)	18.79%	(8.69%)
Debt Service Coverage	rate	3.830	1.245	(5.223)	9.103	(3.186)
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	1.761	2.001	2.962	2.671	2.351
Fixed Asset Turnover	rate	4.905	5.101	5.395	6.100	5.694
Average Age of Plant Depreciation Only	years	19.4	20.1	20.8	20.4	22.6

† - data not applicable

## Northern Light Acadia Hospital

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>35,698,934</b>	<b>42,053,073</b>	<b>39,244,187</b>	<b>56,709,024</b>	<b>56,389,422</b>
Cash and Investments	24,477,833	23,346,259	25,429,250	39,038,579	33,273,803
Current Assets Whose Use is Limited	78,939	50,539	42,228	9,873,533	805,120
Net Patient Accounts Receivable	3,096,503	4,314,273	4,359,125	4,352,698	2,675,447
Due From Affiliates	211,702	88,094	100,026	117,026	265,149
Third Party Settlements	7,512,301	13,909,525	8,984,543	2,823,412	18,056,776
Other Accounts Receivable	149,796	183,253	177,417	315,149	1,215,191
Inventory	89,000	62,793	69,385	82,146	83,947
Other Current Assets	82,860	98,337	82,213	106,481	13,989
<b>Total Non-Current Assets</b>	<b>8,583,401</b>	<b>8,579,465</b>	<b>16,077,735</b>	<b>49,078,847</b>	<b>55,380,024</b>
Trustee Held Investments	†	†	†	†	†
Board Designated & Undesignated Investments	154,556	226,446	247,605	316,054	276,730
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	63,037	54,179	52,512	52,512	40,245
Gross Property, Plant and Equipment (PP&E)	33,644,390	34,383,450	42,594,455	76,300,484	85,247,459
Accumulated Deprecation	25,278,582	26,084,610	26,816,837	27,590,203	30,184,410
Net Property, Plant and Equipment (PP&E)	8,365,808	8,298,840	15,777,618	48,710,281	55,063,049
<b>Total Unrestricted Assets</b>	<b>44,282,335</b>	<b>50,632,538</b>	<b>55,321,922</b>	<b>105,787,871</b>	<b>111,769,446</b>
<b>Total Current Liabilities</b>	<b>8,522,305</b>	<b>9,331,944</b>	<b>8,295,184</b>	<b>20,731,920</b>	<b>14,927,104</b>
Current Long Term Debt (LTD)	147	2,444	7,254	632,650	688,672
Accounts Payable Plus Accrued Expenses	4,300,176	5,528,551	5,693,628	12,906,407	5,950,675
Estimated Third Party Settlements	570,164	237,480	361	1,943,641	619,293
Due to Affiliates	3,387,711	2,940,943	2,473,170	3,482,458	4,329,694
Other Current Liabilities	264,107	622,526	120,771	1,766,764	3,338,770
<b>Total Non-Current Liabilities</b>	<b>15,373,732</b>	<b>12,164,014</b>	<b>12,382,247</b>	<b>48,216,636</b>	<b>46,776,127</b>
Long Term Debt (LTD)	47,491	10,258	22,071	37,500,568	36,990,122
Estimated Third Party Settlements	†	†	†	†	†

## Northern Light Acadia Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	†	†	†	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	14,542,963	12,153,756	11,299,176	10,716,068	9,786,005
Other Non-Current Liabilities	783,278	†	1,061,000	†	†
<b>Fund Balance Unrestricted</b>	<b>20,386,298</b>	<b>29,136,580</b>	<b>34,644,491</b>	<b>36,839,315</b>	<b>50,066,215</b>
<b>Total Liabilities and Equity</b>	<b>44,282,335</b>	<b>50,632,538</b>	<b>55,321,922</b>	<b>105,787,871</b>	<b>111,769,446</b>
<b>Total Restricted Assets</b>	<b>544,669</b>	<b>1,623,732</b>	<b>3,000,800</b>	<b>3,876,230</b>	<b>3,351,894</b>
Cash and Investments	544,669	1,623,732	3,000,800	3,876,230	3,351,894
Receivables	†	†	†	†	†
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>544,669</b>	<b>1,623,642</b>	<b>3,000,800</b>	<b>3,876,230</b>	<b>3,351,894</b>
<b>Total Restricted Fund Balance</b>	<b>544,669</b>	<b>1,623,642</b>	<b>3,000,800</b>	<b>3,876,230</b>	<b>3,351,894</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	271,867	1,049,080	2,372,898	3,096,578	2,521,142
Permanently Restricted Net Assets	272,802	574,562	627,902	779,652	830,752
<b>Total Gross Patient Service Revenue</b>	<b>120,813,682</b>	<b>130,636,315</b>	<b>130,405,468</b>	<b>128,013,258</b>	<b>153,823,028</b>
Gross Inpatient Service Revenue	82,834,886	81,175,386	81,918,323	82,934,398	114,607,648
Gross Outpatient Service Revenue	37,978,796	49,460,929	48,487,145	45,078,860	39,215,380
Free Care (Charity Care)	19,021,482	21,410,537	22,279,669	22,559,654	25,233,300
Bad Debt (Provision for Bad Debt)	4,582,410	2,553,541	2,480,560	1,886,736	2,408,973
Contractuals	36,475,095	41,967,274	41,346,732	38,153,551	42,098,960
Changes in Prior Year Estimated/Final Settlements	659,348	(76,084)	(747,884)	1,432,843	822,814
Net Patient Service Revenue	60,075,347	64,781,047	65,046,391	63,980,474	83,258,981
Other Operating Revenue	2,690,924	2,064,229	5,228,520	5,393,663	4,422,875
<b>Total Operating Revenue</b>	<b>62,766,271</b>	<b>66,845,276</b>	<b>70,274,911</b>	<b>69,374,137</b>	<b>87,681,856</b>
<b>Total Operating Expenses</b>	<b>56,174,255</b>	<b>59,685,614</b>	<b>65,984,381</b>	<b>67,525,910</b>	<b>76,043,826</b>
Deprecation and Amoritization	820,133	794,101	788,992	807,537	2,594,206
Interest	55,948	(967)	1,035	(14,068)	1,533,880
Advertising Expenses	44,638	100,381	73,731	38,947	15,713
Allowed Advertising Expenses	†	11,340	4,441	7,862	12,618

## Northern Light Acadia Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	44,638	89,041	69,290	31,085	3,095
Salaries and Benefits	41,235,174	42,230,395	43,538,031	45,755,238	49,758,481
Other Operating Expenses	14,018,362	16,561,704	21,582,592	20,938,256	22,141,546
<b>Net Operating Income</b>	<b>6,592,016</b>	<b>7,159,662</b>	<b>4,290,530</b>	<b>1,848,227</b>	<b>11,638,030</b>
<b>Total Non-Operating Revenue</b>	<b>(62,267)</b>	<b>(68,648)</b>	<b>(51,967)</b>	<b>(671,594)</b>	<b>(106,800)</b>
<b>Total Investment Income</b>	<b>(107,767)</b>	<b>(68,648)</b>	<b>(51,967)</b>	<b>(671,594)</b>	<b>(106,800)</b>
Interest and Dividends	(107,767)	(68,648)	(51,967)	(671,594)	(106,800)
Realized Gains/Losses on Sales of Securities	†	†	†	†	†
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	†	†	†	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	45,500	†	†	†	†
<b>Excess of Revenue Over Expenses</b>	<b>6,529,749</b>	<b>7,091,014</b>	<b>4,238,563</b>	<b>1,176,633</b>	<b>11,531,230</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>6,529,749</b>	<b>7,091,014</b>	<b>4,238,563</b>	<b>1,176,633</b>	<b>11,531,230</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>4,523,412</b>	<b>8,750,279</b>	<b>5,507,910</b>	<b>2,194,825</b>	<b>13,226,900</b>
Net Assets Released for Restrictions - Capital	(1,697)	†	†	†	1,838,147
Unrealized Gains/Losses on Investments	†	†	†	†	†
Minimum Pension Liability Adjustment	(2,004,599)	1,656,434	1,271,623	1,016,710	(144,805)
Transfers from/To Affiliates	(500)	4,366	4,377	(235)	†
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	459	(1,535)	(6,653)	1,717	2,328

† - data not applicable

## Northern Light Acadia Hospital (continued)

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		10.41%	10.62%	6.04%	1.71%	13.17%
Operating Margin		10.50%	10.71%	6.11%	2.66%	13.27%
Non Operating Revenue		(0.95%)	(0.97%)	(1.23%)	(57.08%)	(0.93%)
Return on Equity		32.03%	24.34%	12.23%	3.19%	23.03%
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	4.189	4.506	4.731	2.735	3.778
Days in Accounts Receivable	days	18.8	24.3	24.5	24.8	11.7
Days Cash on Hand, Current	days	161.9	145.0	142.6	267.6	169.4
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	162.9	146.4	144.0	269.3	170.7
Average Pay Period, Current Liabilities	days	56.2	57.8	46.4	113.4	74.2
<b>Capital Structure</b>						
Equity Financing Ratio		46.04%	57.55%	62.62%	34.82%	44.79%
Fixed Asset Financing		0.57%	0.12%	0.14%	76.99%	67.18%
Cash Flow Divided by Total Debt		30.76%	36.68%	24.31%	2.88%	22.89%
Debt Service Coverage	rate	5.432	(9614.815)	1445.412	(289.126)	7.228
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	1.416	1.319	1.269	0.649	0.784
Fixed Asset Turnover	rate	7.503	8.055	4.454	1.424	1.592
Average Age of Plant Depreciation Only	years	30.8	32.8	34.0	34.2	11.6

† - data not applicable

## Northern Light Blue Hill Hospital

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>24,842,159</b>	<b>32,704,421</b>	<b>38,975,563</b>	<b>46,485,468</b>	<b>42,183,028</b>
Cash and Investments	20,127,042	25,096,969	30,259,851	32,270,271	30,054,241
Current Assets Whose Use is Limited	35,759	22,138	15,193	6,962,978	2,198,716
Net Patient Accounts Receivable	2,324,500	4,771,126	6,505,797	5,262,902	7,757,236
Due From Affiliates	118,607	1,208,942	80,423	64,799	1,310
Third Party Settlements	1,473,062	596,736	1,384,014	1,484,143	1,737,198
Other Accounts Receivable	539,595	646,667	471,701	203,021	158,498
Inventory	209,290	296,850	249,931	228,506	266,981
Other Current Assets	14,304	64,993	8,653	8,848	8,848
<b>Total Non-Current Assets</b>	<b>6,412,173</b>	<b>6,729,396</b>	<b>10,587,493</b>	<b>25,832,322</b>	<b>29,186,087</b>
Trustee Held Investments	†	†	†	†	†
Board Designated & Undesignated Investments	305,340	413,520	371,855	441,125	503,547
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	34,030	27,412	25,675	25,675	25,675
Gross Property, Plant and Equipment (PP&E)	29,301,117	29,680,443	34,266,731	48,175,741	53,039,915
Accumulated Deprecation	23,228,314	23,391,979	24,076,768	22,810,219	24,383,050
Net Property, Plant and Equipment (PP&E)	6,072,803	6,288,464	10,189,963	25,365,522	28,656,865
<b>Total Unrestricted Assets</b>	<b>31,254,332</b>	<b>39,433,817</b>	<b>49,563,056</b>	<b>72,317,790</b>	<b>71,369,115</b>
<b>Total Current Liabilities</b>	<b>8,312,905</b>	<b>14,938,989</b>	<b>15,022,602</b>	<b>15,483,277</b>	<b>13,102,685</b>
Current Long Term Debt (LTD)	28,359	94,367	73,088	603,204	636,788
Accounts Payable Plus Accrued Expenses	3,409,544	3,235,782	4,316,298	7,803,275	5,397,343
Estimated Third Party Settlements	1,092,031	7,182,872	8,140,666	3,378,555	1,877,310
Due to Affiliates	2,256,106	213,570	2,112,688	3,698,243	2,614,844
Other Current Liabilities	1,526,865	4,212,398	379,862	†	2,576,400
<b>Total Non-Current Liabilities</b>	<b>10,796,896</b>	<b>6,180,252</b>	<b>8,591,613</b>	<b>25,783,676</b>	<b>24,715,217</b>
Long Term Debt (LTD)	1,951,909	2,146,594	2,073,522	21,720,253	21,138,451
Estimated Third Party Settlements	†	†	†	†	†

## Northern Light Blue Hill Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	†	†	†	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	4,264,391	4,033,658	4,138,061	4,063,423	3,576,766
Other Non-Current Liabilities	4,580,596	†	2,380,030	†	†
<b>Fund Balance Unrestricted</b>	<b>12,144,531</b>	<b>18,314,576</b>	<b>25,948,841</b>	<b>31,050,837</b>	<b>33,551,213</b>
<b>Total Liabilities and Equity</b>	<b>31,254,332</b>	<b>39,433,817</b>	<b>49,563,056</b>	<b>72,317,790</b>	<b>71,369,115</b>
<b>Total Restricted Assets</b>	<b>2,763,660</b>	<b>7,762,541</b>	<b>8,257,585</b>	<b>6,289,314</b>	<b>6,661,196</b>
Cash and Investments	2,763,660	7,762,541	8,257,585	6,289,314	6,661,196
Receivables	†	†	†	†	†
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>2,763,660</b>	<b>7,762,541</b>	<b>8,257,585</b>	<b>6,289,314</b>	<b>6,661,197</b>
<b>Total Restricted Fund Balance</b>	<b>2,763,660</b>	<b>7,762,541</b>	<b>8,257,585</b>	<b>6,289,314</b>	<b>6,661,197</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	790,592	5,594,325	6,387,141	4,336,527	4,524,071
Permanently Restricted Net Assets	1,973,068	2,168,216	1,870,444	1,952,787	2,137,126
<b>Total Gross Patient Service Revenue</b>	<b>50,278,914</b>	<b>64,341,791</b>	<b>68,706,606</b>	<b>75,751,232</b>	<b>78,906,613</b>
Gross Inpatient Service Revenue	5,460,617	7,352,108	7,592,968	9,835,677	10,695,191
Gross Outpatient Service Revenue	44,818,297	56,989,683	61,113,638	65,915,555	68,211,422
Free Care (Charity Care)	175,461	286,924	195,635	88,027	63,872
Bad Debt (Provision for Bad Debt)	2,272,040	763,260	838,152	1,788,287	1,267,252
Contractuals	16,709,580	24,517,874	25,251,232	32,077,252	36,789,149
Changes in Prior Year Estimated/Final Settlements	(422,265)	(1,906,735)	(538,538)	91,218	(356,218)
Net Patient Service Revenue	31,544,098	40,680,468	42,960,125	41,706,448	41,142,558
Other Operating Revenue	8,818,202	4,529,933	4,221,646	2,139,764	2,340,552
<b>Total Operating Revenue</b>	<b>40,362,300</b>	<b>45,210,401</b>	<b>47,181,771</b>	<b>43,846,212</b>	<b>43,483,110</b>
<b>Total Operating Expenses</b>	<b>37,510,981</b>	<b>39,222,641</b>	<b>39,678,909</b>	<b>42,077,720</b>	<b>41,085,430</b>
Deprecation and Amoritization	701,083	709,396	684,789	854,778	1,707,931
Interest	78,827	92,041	90,024	105,259	191,556
Advertising Expenses	75,052	102,296	136,598	99,112	42,147
Allowed Advertising Expenses	†	†	†	†	†

## Northern Light Blue Hill Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	75,052	102,296	136,598	99,112	42,147
Salaries and Benefits	19,450,914	20,531,037	19,456,559	19,546,909	18,914,413
Other Operating Expenses	17,205,105	17,787,871	19,310,939	21,471,662	20,229,383
<b>Net Operating Income</b>	<b>2,851,319</b>	<b>5,987,760</b>	<b>7,502,862</b>	<b>1,768,492</b>	<b>2,397,680</b>
<b>Total Non-Operating Revenue</b>	<b>(9,701)</b>	<b>(2,824)</b>	<b>(2,118)</b>	<b>(214,855)</b>	<b>(16,240)</b>
<b>Total Investment Income</b>	<b>8,058</b>	<b>1,133</b>	<b>936</b>	<b>4,049</b>	<b>2,585</b>
Interest and Dividends	8,058	1,133	936	4,049	2,585
Realized Gains/Losses on Sales of Securities	†	†	†	†	†
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	†	†	†	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	(17,759)	(3,957)	(3,054)	(218,904)	(18,825)
<b>Excess of Revenue Over Expenses</b>	<b>2,841,618</b>	<b>5,984,936</b>	<b>7,500,744</b>	<b>1,553,637</b>	<b>2,381,440</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>2,841,618</b>	<b>5,984,936</b>	<b>7,500,744</b>	<b>1,553,637</b>	<b>2,381,440</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>2,290,708</b>	<b>6,170,045</b>	<b>7,634,265</b>	<b>5,101,996</b>	<b>2,500,376</b>
Net Assets Released for Restrictions - Capital	21,618	99,476	61,131	3,350,664	73,582
Unrealized Gains/Losses on Investments	44	559	(445)	5,017	644
Minimum Pension Liability Adjustment	(572,572)	85,074	72,835	197,439	44,710
Transfers from/To Affiliates	†	†	†	(4,761)	†
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	†	†	†

† - data not applicable

## Northern Light Blue Hill Hospital *(continued)*

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		7.04%	13.24%	15.90%	3.56%	5.48%
Operating Margin		7.06%	13.24%	15.90%	4.03%	5.51%
Non Operating Revenue		(0.34%)	(0.05%)	(0.03%)	(13.83%)	(0.68%)
Return on Equity		23.40%	32.68%	28.91%	5.00%	7.10%
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	2.988	2.189	2.594	3.002	3.219
Days in Accounts Receivable	days	26.9	42.8	55.3	46.1	68.8
Days Cash on Hand, Current	days	199.9	238.1	283.4	347.4	299.0
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	203.0	242.0	286.9	351.3	303.6
Average Pay Period, Current Liabilities	days	82.4	141.6	140.6	137.1	121.5
<b>Capital Structure</b>						
Equity Financing Ratio		38.86%	46.44%	52.36%	42.94%	47.01%
Fixed Asset Financing		32.14%	34.14%	20.35%	85.63%	73.76%
Cash Flow Divided by Total Debt		18.54%	31.70%	34.66%	5.84%	10.81%
Debt Service Coverage	rate	33.786	56.365	44.880	14.094	5.386
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	1.291	1.146	0.952	0.603	0.609
Fixed Asset Turnover	rate	6.646	7.189	4.630	1.729	1.517
Average Age of Plant Depreciation Only	years	33.1	33.0	35.2	26.7	14.3

† - data not applicable

## Northern Light C.A. Dean Hospital

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>16,407,075</b>	<b>16,565,442</b>	<b>15,951,271</b>	<b>19,451,117</b>	<b>11,757,220</b>
Cash and Investments	12,832,213	12,453,762	9,972,136	10,582,806	6,918,347
Current Assets Whose Use is Limited	14,356	13,313	9,758	4,342,281	287,134
Net Patient Accounts Receivable	1,633,232	2,298,610	2,824,090	3,048,184	3,576,288
Due From Affiliates	†	†	16,924	19,450	†
Third Party Settlements	1,632,090	1,421,887	2,681,651	1,111,516	494,516
Other Accounts Receivable	206,954	278,585	335,782	193,331	252,140
Inventory	85,982	85,982	106,075	130,967	186,973
Other Current Assets	2,248	13,303	4,855	22,582	41,822
<b>Total Non-Current Assets</b>	<b>5,325,922</b>	<b>5,631,392</b>	<b>8,535,721</b>	<b>21,123,002</b>	<b>30,281,732</b>
Trustee Held Investments	†	†	†	†	†
Board Designated & Undesignated Investments	378,090	416,849	463,976	2,136,883	2,180,636
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	12,552	12,552	12,552	12,552	12,552
Gross Property, Plant and Equipment (PP&E)	12,249,477	12,948,317	16,218,784	27,548,667	36,689,462
Accumulated Deprecation	7,314,197	7,746,326	8,159,591	8,575,100	8,600,918
Net Property, Plant and Equipment (PP&E)	4,935,280	5,201,991	8,059,193	18,973,567	28,088,544
<b>Total Unrestricted Assets</b>	<b>21,732,997</b>	<b>22,196,834</b>	<b>24,486,992</b>	<b>40,574,119</b>	<b>42,038,952</b>
<b>Total Current Liabilities</b>	<b>6,502,580</b>	<b>5,063,448</b>	<b>5,092,461</b>	<b>7,501,430</b>	<b>7,459,431</b>
Current Long Term Debt (LTD)	52,798	20,736	24,320	299,921	316,167
Accounts Payable Plus Accrued Expenses	4,167,344	1,663,165	1,903,732	5,301,506	3,862,269
Estimated Third Party Settlements	168,371	22,543	194,912	823,411	1,431,585
Due to Affiliates	1,135,283	399,577	1,480,275	1,076,592	1,841,010
Other Current Liabilities	978,784	2,957,427	1,489,222	†	8,400
<b>Total Non-Current Liabilities</b>	<b>9,405,538</b>	<b>6,109,352</b>	<b>7,548,663</b>	<b>20,865,779</b>	<b>20,073,106</b>
Long Term Debt (LTD)	3,565,137	3,539,046	3,507,638	17,917,586	17,623,309
Estimated Third Party Settlements	†	†	†	†	†

## Northern Light C.A. Dean Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	†	†	†	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	2,904,051	2,570,306	2,654,557	2,715,403	2,419,534
Other Non-Current Liabilities	2,936,350	†	1,386,468	232,790	30,263
<b>Fund Balance Unrestricted</b>	<b>5,824,879</b>	<b>11,024,034</b>	<b>11,845,868</b>	<b>12,206,910</b>	<b>14,506,415</b>
<b>Total Liabilities and Equity</b>	<b>21,732,997</b>	<b>22,196,834</b>	<b>24,486,992</b>	<b>40,574,119</b>	<b>42,038,952</b>
<b>Total Restricted Assets</b>	<b>1,059,737</b>	<b>2,278,905</b>	<b>8,098,937</b>	<b>6,838,132</b>	<b>3,427,397</b>
Cash and Investments	1,059,737	2,278,905	8,098,937	6,838,132	3,427,397
Receivables	†	†	†	†	†
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>1,059,737</b>	<b>2,278,905</b>	<b>8,098,937</b>	<b>6,838,132</b>	<b>3,427,397</b>
<b>Total Restricted Fund Balance</b>	<b>1,059,737</b>	<b>2,278,905</b>	<b>8,098,937</b>	<b>6,838,132</b>	<b>3,427,397</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	699,254	1,918,422	7,738,354	6,477,199	3,065,714
Permanently Restricted Net Assets	360,483	360,483	360,583	360,933	361,683
<b>Total Gross Patient Service Revenue</b>	<b>21,542,946</b>	<b>26,004,609</b>	<b>27,380,271</b>	<b>30,103,490</b>	<b>36,026,003</b>
Gross Inpatient Service Revenue	3,748,215	4,236,422	4,215,595	4,459,116	4,650,762
Gross Outpatient Service Revenue	17,794,731	21,768,187	23,164,676	25,644,374	31,375,241
Free Care (Charity Care)	138,439	232,268	66,329	40,361	46,167
Bad Debt (Provision for Bad Debt)	899,467	794,111	550,055	1,155,245	1,804,119
Contractuals	3,394,289	5,158,378	5,311,177	9,084,909	12,903,534
Changes in Prior Year Estimated/Final Settlements	67,611	(190,249)	1,159,387	766,015	(65,625)
Net Patient Service Revenue	17,043,140	20,010,101	20,293,323	19,056,960	21,337,808
Other Operating Revenue	2,924,939	4,944,911	2,064,356	3,799,266	1,387,431
<b>Total Operating Revenue</b>	<b>19,968,079</b>	<b>24,955,012</b>	<b>22,357,679</b>	<b>22,856,226</b>	<b>22,725,239</b>
<b>Total Operating Expenses</b>	<b>18,707,768</b>	<b>20,312,697</b>	<b>21,616,511</b>	<b>22,476,688</b>	<b>24,084,185</b>
Deprecation and Amoritization	533,561	528,422	503,563	466,191	1,349,847
Interest	146,009	144,133	143,163	162,560	275,941
Advertising Expenses	59,755	63,509	99,544	78,346	31,882
Allowed Advertising Expenses	†	†	†	†	†

## Northern Light C.A. Dean Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	59,755	63,509	99,544	78,346	31,882
Salaries and Benefits	12,052,173	12,469,711	13,125,367	13,822,927	13,945,705
Other Operating Expenses	5,916,270	7,106,922	7,744,874	7,946,664	8,480,810
<b>Net Operating Income</b>	<b>1,260,311</b>	<b>4,642,315</b>	<b>741,168</b>	<b>379,538</b>	<b>(1,358,946)</b>
<b>Total Non-Operating Revenue</b>	<b>(11,910)</b>	<b>(2,916)</b>	<b>(1,226)</b>	<b>(139,797)</b>	<b>4,838</b>
<b>Total Investment Income</b>	<b>(11,910)</b>	<b>(2,916)</b>	<b>(1,226)</b>	<b>(139,797)</b>	<b>18,147</b>
Interest and Dividends	1,102	68	933	12,365	18,147
Realized Gains/Losses on Sales of Securities	(13,012)	(2,984)	(2,159)	(152,162)	†
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	†	†	†	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	†	†	†	†	(13,309)
<b>Excess of Revenue Over Expenses</b>	<b>1,248,401</b>	<b>4,639,399</b>	<b>739,942</b>	<b>239,741</b>	<b>(1,354,108)</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>1,248,401</b>	<b>4,639,399</b>	<b>739,942</b>	<b>239,741</b>	<b>(1,354,108)</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>831,427</b>	<b>5,199,155</b>	<b>821,834</b>	<b>361,043</b>	<b>2,299,505</b>
Net Assets Released for Restrictions - Capital	60,000	368,632	†	13,500	3,658,536
Unrealized Gains/Losses on Investments	†	†	†	†	†
Minimum Pension Liability Adjustment	(477,329)	186,511	85,623	101,255	(38,662)
Transfers from/To Affiliates	†	†	†	(1,574,371)	†
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	355	4,613	(3,731)	1,580,918	33,739

† - data not applicable

## Northern Light C.A. Dean Hospital (continued)

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		6.26%	18.59%	3.31%	1.06%	(5.96%)
Operating Margin		6.31%	18.60%	3.32%	1.66%	(5.98%)
Non Operating Revenue		(0.95%)	(0.06%)	(0.17%)	(58.31%)	(0.36%)
Return on Equity		21.43%	42.08%	6.25%	1.96%	(9.33%)
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	2.523	3.272	3.132	2.593	1.576
Days in Accounts Receivable	days	35.0	41.9	50.8	58.4	61.2
Days Cash on Hand, Current	days	258.0	230.0	172.6	247.5	115.7
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	265.6	237.7	180.6	282.9	150.7
Average Pay Period, Current Liabilities	days	130.6	93.4	88.0	124.4	119.8
<b>Capital Structure</b>						
Equity Financing Ratio		26.80%	49.66%	48.38%	30.09%	34.51%
Fixed Asset Financing		72.24%	68.03%	43.52%	94.43%	62.74%
Cash Flow Divided by Total Debt		11.20%	46.25%	9.84%	2.49%	(0.02%)
Debt Service Coverage	rate	9.785	26.974	8.461	4.647	0.472
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	0.918	1.124	0.913	0.560	0.541
Fixed Asset Turnover	rate	4.046	4.797	2.774	1.205	0.809
Average Age of Plant Depreciation Only	years	13.7	14.7	16.2	18.4	6.4

† - data not applicable

## Northern Light Eastern Maine Medical Center

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>450,093,390</b>	<b>456,915,682</b>	<b>384,055,401</b>	<b>445,452,026</b>	<b>446,944,306</b>
Cash and Investments	258,298,964	197,172,291	169,720,310	188,467,189	203,364,808
Current Assets Whose Use is Limited	4,046,274	3,923,841	3,614,602	3,474,692	3,525,544
Net Patient Accounts Receivable	120,331,092	144,817,954	134,853,709	145,761,212	142,830,180
Due From Affiliates	968,126	32,778,967	4,377,692	3,508,848	5,370,258
Third Party Settlements	47,839,214	60,687,712	57,361,813	90,360,030	77,490,147
Other Accounts Receivable	11,165,038	11,409,194	5,968,785	5,139,885	5,532,026
Inventory	4,438,316	3,938,541	4,555,009	4,991,545	5,334,104
Other Current Assets	3,006,366	2,187,182	3,603,481	3,748,625	3,497,239
<b>Total Non-Current Assets</b>	<b>501,679,167</b>	<b>480,973,769</b>	<b>460,255,905</b>	<b>425,256,085</b>	<b>415,948,958</b>
Trustee Held Investments	16,304,003	675,740	674,877	674,877	289,844
Board Designated & Undesignated Investments	58,161,413	63,519,622	55,467,430	36,174,599	43,217,364
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	7,126,658	14,069,738	14,851,824	13,107,947	13,556,524
Gross Property, Plant and Equipment (PP&E)	841,595,137	850,874,719	863,998,249	876,330,452	886,838,650
Accumulated Deprecation	421,508,044	448,166,050	474,736,475	501,031,790	527,953,424
Net Property, Plant and Equipment (PP&E)	420,087,093	402,708,669	389,261,774	375,298,662	358,885,226
<b>Total Unrestricted Assets</b>	<b>951,772,557</b>	<b>937,889,451</b>	<b>844,311,306</b>	<b>870,708,111</b>	<b>862,893,264</b>
<b>Total Current Liabilities</b>	<b>154,092,176</b>	<b>166,983,420</b>	<b>156,215,109</b>	<b>165,367,058</b>	<b>251,889,373</b>
Current Long Term Debt (LTD)	3,259,169	6,733,488	7,871,380	9,558,076	10,513,831
Accounts Payable Plus Accrued Expenses	64,430,470	74,443,509	76,997,677	82,050,994	87,453,843
Estimated Third Party Settlements	5,170,296	6,925,289	9,724,209	13,370,092	14,123,092
Due to Affiliates	55,931,777	2,141,754	29,757,058	52,687,389	72,221,386
Other Current Liabilities	25,300,464	76,739,380	31,864,785	7,700,507	67,577,221
<b>Total Non-Current Liabilities</b>	<b>566,746,461</b>	<b>459,701,488</b>	<b>430,240,452</b>	<b>424,066,394</b>	<b>422,006,487</b>
Long Term Debt (LTD)	335,359,031	317,450,865	312,780,424	308,260,221	301,392,140
Estimated Third Party Settlements	†	†	†	†	†

## Northern Light Eastern Maine Medical Center *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	†	†	†	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	159,089,121	132,984,563	107,208,583	106,787,255	112,731,768
Other Non-Current Liabilities	72,298,309	9,266,060	10,251,445	9,018,918	7,882,579
<b>Fund Balance Unrestricted</b>	<b>230,933,920</b>	<b>311,204,543</b>	<b>257,855,745</b>	<b>281,274,659</b>	<b>188,997,404</b>
<b>Total Liabilities and Equity</b>	<b>951,772,557</b>	<b>937,889,451</b>	<b>844,311,306</b>	<b>870,708,111</b>	<b>862,893,264</b>
<b>Total Restricted Assets</b>	<b>38,033,020</b>	<b>40,854,715</b>	<b>33,471,452</b>	<b>33,884,073</b>	<b>38,165,408</b>
Cash and Investments	38,033,020	40,854,715	33,471,452	33,884,073	38,165,408
Receivables	†	†	†	†	†
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>38,033,020</b>	<b>40,854,715</b>	<b>33,471,452</b>	<b>33,884,073</b>	<b>38,165,408</b>
<b>Total Restricted Fund Balance</b>	<b>38,033,020</b>	<b>40,854,715</b>	<b>33,471,452</b>	<b>33,884,073</b>	<b>38,165,408</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	25,032,642	27,413,566	20,586,418	20,740,005	24,526,022
Permanently Restricted Net Assets	13,000,378	13,441,149	12,885,034	13,144,068	13,639,386
<b>Total Gross Patient Service Revenue</b>	<b>2,122,595,312</b>	<b>2,396,486,709</b>	<b>2,485,370,203</b>	<b>2,612,112,643</b>	<b>2,997,228,946</b>
Gross Inpatient Service Revenue	1,103,524,805	1,185,586,766	1,179,340,388	1,217,559,763	1,442,434,029
Gross Outpatient Service Revenue	1,019,070,507	1,210,899,943	1,306,029,815	1,394,552,880	1,554,794,917
Free Care (Charity Care)	9,337,284	5,831,875	6,883,671	5,362,556	4,123,032
Bad Debt (Provision for Bad Debt)	43,206,478	51,359,016	15,671,005	38,263,001	23,521,308
Contractuals	1,267,270,510	1,445,293,287	1,598,507,494	1,674,485,349	2,047,643,305
Changes in Prior Year Estimated/Final Settlements	(935,907)	370,497	(5,858,710)	(31,625,057)	2,005,879
Net Patient Service Revenue	803,716,947	893,632,034	870,166,743	925,626,794	919,935,422
Other Operating Revenue	97,593,882	149,087,554	114,429,245	144,721,077	103,052,671
<b>Total Operating Revenue</b>	<b>901,310,829</b>	<b>1,042,719,588</b>	<b>984,595,988</b>	<b>1,070,347,871</b>	<b>1,022,988,093</b>
<b>Total Operating Expenses</b>	<b>937,403,075</b>	<b>988,877,249</b>	<b>1,063,461,929</b>	<b>1,051,035,659</b>	<b>1,109,045,373</b>
Deprecation and Amoritization	29,519,749	28,765,107	28,989,866	29,014,622	29,243,095
Interest	14,494,282	13,060,858	11,860,315	12,192,551	11,999,203
Advertising Expenses	1,531,858	1,515,855	1,293,080	1,551,648	284,355
Allowed Advertising Expenses	†	†	†	†	†

## Northern Light Eastern Maine Medical Center *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	1,531,858	1,515,855	1,293,080	1,551,648	284,355
Salaries and Benefits	434,915,354	448,936,489	446,757,036	446,766,037	465,014,165
Other Operating Expenses	456,941,832	496,598,940	574,561,632	561,510,801	602,504,555
<b>Net Operating Income</b>	<b>(36,092,246)</b>	<b>53,842,339</b>	<b>(78,865,941)</b>	<b>19,312,212</b>	<b>(86,057,280)</b>
<b>Total Non-Operating Revenue</b>	<b>1,318,412</b>	<b>184,926</b>	<b>(1,537,109)</b>	<b>(4,806,634)</b>	<b>(1,627,370)</b>
<b>Total Investment Income</b>	<b>871,063</b>	<b>496,155</b>	<b>382,372</b>	<b>1,896,626</b>	<b>(310,695)</b>
Interest and Dividends	661,672	515,766	376,690	417,180	74,338
Realized Gains/Losses on Sales of Securities	209,391	(19,611)	5,682	1,479,446	(385,033)
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	900,376	916,023	286,716	(110,556)	216,808
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	(453,027)	(1,227,252)	(2,206,197)	(6,592,704)	(1,533,483)
<b>Excess of Revenue Over Expenses</b>	<b>(34,773,834)</b>	<b>54,027,265</b>	<b>(80,403,050)</b>	<b>14,505,578</b>	<b>(87,684,650)</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>(34,773,834)</b>	<b>54,027,265</b>	<b>(80,403,050)</b>	<b>14,505,578</b>	<b>(87,684,650)</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>(51,159,005)</b>	<b>80,270,623</b>	<b>(53,348,799)</b>	<b>23,418,913</b>	<b>(92,277,255)</b>
Net Assets Released for Restrictions - Capital	5,533,233	2,720,203	4,213,856	675,550	2,681,657
Unrealized Gains/Losses on Investments	†	†	†	†	†
Minimum Pension Liability Adjustment	(21,966,554)	23,468,828	22,674,625	8,182,931	(7,364,295)
Transfers from/To Affiliates	†	†	†	(525,216)	†
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	48,150	54,327	165,770	580,070	90,033

† - data not applicable

## Northern Light Eastern Maine Medical Center *(continued)*

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		(3.85%)	5.18%	(8.18%)	1.36%	(8.59%)
Operating Margin		(4.00%)	5.16%	(8.01%)	1.80%	(8.41%)
Non Operating Revenue		(3.79%)	0.34%	1.91%	(33.14%)	1.86%
Return on Equity		(15.06%)	17.36%	(31.18%)	5.16%	(46.39%)
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	2.921	2.736	2.459	2.694	1.774
Days in Accounts Receivable	days	54.6	59.2	56.6	57.5	56.7
Days Cash on Hand, Current	days	105.5	76.4	61.2	68.5	69.9
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	128.9	100.6	80.7	81.5	84.5
Average Pay Period, Current Liabilities	days	62.0	63.5	55.1	59.1	85.1
<b>Capital Structure</b>						
Equity Financing Ratio		24.26%	33.18%	30.54%	32.30%	21.90%
Fixed Asset Financing		79.83%	78.83%	80.35%	82.14%	83.98%
Cash Flow Divided by Total Debt		(0.73%)	13.21%	(8.77%)	7.38%	(8.67%)
Debt Service Coverage	rate	0.512	5.873	(2.127)	2.777	(2.154)
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	0.948	1.112	1.164	1.224	1.184
Fixed Asset Turnover	rate	2.146	2.589	2.529	2.852	2.850
Average Age of Plant Depreciation Only	years	14.3	15.6	16.4	17.3	18.1

† - data not applicable

## Northern Light Inland Hospital

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>13,222,407</b>	<b>12,947,778</b>	<b>(1,254,138)</b>	<b>(365,997)</b>	<b>(10,552,016)</b>
Cash and Investments	(936,794)	(4,456,963)	(20,919,999)	(22,020,030)	(31,781,695)
Current Assets Whose Use is Limited	141,382	95,294	100,717	98,045	90,105
Net Patient Accounts Receivable	7,551,676	9,493,884	10,001,892	11,933,249	12,566,308
Due From Affiliates	43,416	672,943	117,586	135,411	90,748
Third Party Settlements	4,791,280	5,646,981	7,629,986	7,766,152	6,826,249
Other Accounts Receivable	830,092	711,368	937,458	907,287	308,289
Inventory	648,527	661,239	693,296	584,597	1,054,953
Other Current Assets	152,828	123,032	184,926	229,292	293,027
<b>Total Non-Current Assets</b>	<b>18,684,415</b>	<b>20,951,389</b>	<b>21,036,248</b>	<b>20,883,448</b>	<b>24,397,387</b>
Trustee Held Investments	†	†	†	†	†
Board Designated & Undesignated Investments	4,544,964	4,986,857	4,550,052	4,808,158	5,723,176
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	45,795	1,726,061	1,072,495	1,032,801	723,483
Gross Property, Plant and Equipment (PP&E)	47,398,085	49,068,552	51,903,626	53,165,015	57,921,126
Accumulated Deprecation	33,304,429	34,830,081	36,489,925	38,122,526	39,970,398
Net Property, Plant and Equipment (PP&E)	14,093,656	14,238,471	15,413,701	15,042,489	17,950,728
<b>Total Unrestricted Assets</b>	<b>31,906,822</b>	<b>33,899,167</b>	<b>19,782,110</b>	<b>20,517,451</b>	<b>13,845,371</b>
<b>Total Current Liabilities</b>	<b>14,623,192</b>	<b>16,484,320</b>	<b>11,257,961</b>	<b>14,569,481</b>	<b>18,249,757</b>
Current Long Term Debt (LTD)	227,306	267,014	546,576	518,829	882,994
Accounts Payable Plus Accrued Expenses	8,806,200	6,837,737	7,037,967	7,544,643	8,613,132
Estimated Third Party Settlements	958,586	1,306,166	1,168,727	1,085,477	1,957,139
Due to Affiliates	3,202,857	3,110,355	735,305	5,049,344	5,786,910
Other Current Liabilities	1,428,243	4,963,048	1,769,386	371,188	1,009,582
<b>Total Non-Current Liabilities</b>	<b>18,775,325</b>	<b>16,081,518</b>	<b>15,311,451</b>	<b>15,248,784</b>	<b>17,307,351</b>
Long Term Debt (LTD)	10,120,705	9,841,065	10,036,613	9,873,322	11,464,894
Estimated Third Party Settlements	†	†	†	†	†

## Northern Light Inland Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	†	†	†	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	4,125,887	4,566,634	4,069,525	4,313,491	5,148,869
Other Non-Current Liabilities	4,528,733	1,673,819	1,205,313	1,061,971	693,588
<b>Fund Balance Unrestricted</b>	<b>(1,491,695)</b>	<b>1,333,329</b>	<b>(6,787,302)</b>	<b>(9,300,814)</b>	<b>(21,711,737)</b>
<b>Total Liabilities and Equity</b>	<b>31,906,822</b>	<b>33,899,167</b>	<b>19,782,110</b>	<b>20,517,451</b>	<b>13,845,371</b>
<b>Total Restricted Assets</b>	<b>3,310,931</b>	<b>3,494,350</b>	<b>2,933,070</b>	<b>3,015,139</b>	<b>3,519,707</b>
Cash and Investments	3,310,931	3,494,350	2,933,070	3,015,139	3,519,707
Receivables	†	†	†	†	†
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>3,310,931</b>	<b>3,494,350</b>	<b>2,933,070</b>	<b>3,015,140</b>	<b>3,519,707</b>
<b>Total Restricted Fund Balance</b>	<b>3,310,931</b>	<b>3,494,350</b>	<b>2,933,070</b>	<b>3,015,140</b>	<b>3,519,707</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	976,855	1,038,816	653,867	672,847	1,049,101
Permanently Restricted Net Assets	2,334,076	2,455,534	2,279,203	2,342,293	2,470,606
<b>Total Gross Patient Service Revenue</b>	<b>133,109,917</b>	<b>152,353,691</b>	<b>155,752,063</b>	<b>183,502,635</b>	<b>204,363,388</b>
Gross Inpatient Service Revenue	24,343,949	25,272,917	28,140,114	39,759,584	43,336,423
Gross Outpatient Service Revenue	108,765,968	127,080,774	127,611,949	143,743,051	161,026,965
Free Care (Charity Care)	497,948	397,441	368,498	139,983	159,234
Bad Debt (Provision for Bad Debt)	5,840,230	3,214,647	2,884,958	4,399,363	3,145,043
Contractuals	68,785,306	80,893,022	87,996,310	109,549,488	130,258,567
Changes in Prior Year Estimated/Final Settlements	825,273	(125,475)	1,166,671	76,563	(262,418)
Net Patient Service Revenue	57,161,160	67,974,056	63,335,626	69,337,238	71,062,962
Other Operating Revenue	16,653,379	13,044,890	12,504,582	12,829,738	5,302,681
<b>Total Operating Revenue</b>	<b>73,814,539</b>	<b>81,018,946</b>	<b>75,840,208</b>	<b>82,166,976</b>	<b>76,365,643</b>
<b>Total Operating Expenses</b>	<b>76,748,638</b>	<b>78,803,492</b>	<b>84,113,371</b>	<b>84,770,487</b>	<b>88,904,577</b>
Deprecation and Amoritzation	1,635,995	1,620,520	1,706,384	1,808,224	1,837,079
Interest	442,814	432,729	444,674	482,414	463,148
Advertising Expenses	278,650	173,488	226,341	274,948	113,011
Allowed Advertising Expenses	†	†	†	†	†

## Northern Light Inland Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	278,650	173,488	226,341	274,948	113,011
Salaries and Benefits	35,808,917	35,730,781	34,929,874	37,595,264	38,626,274
Other Operating Expenses	38,582,262	40,845,974	46,806,098	44,609,637	47,865,065
<b>Net Operating Income</b>	<b>(2,934,099)</b>	<b>2,215,454</b>	<b>(8,273,163)</b>	<b>(2,603,511)</b>	<b>(12,538,934)</b>
<b>Total Non-Operating Revenue</b>	†	<b>143,585</b>	<b>(490)</b>	†	†
<b>Total Investment Income</b>	†	<b>29</b>	†	†	†
Interest and Dividends	†	29	†	†	†
Realized Gains/Losses on Sales of Securities	†	†	†	†	†
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	†	†	†	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	†	143,556	(490)	†	†
<b>Excess of Revenue Over Expenses</b>	<b>(2,934,099)</b>	<b>2,359,039</b>	<b>(8,273,653)</b>	<b>(2,603,511)</b>	<b>(12,538,934)</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>(2,934,099)</b>	<b>2,359,039</b>	<b>(8,273,653)</b>	<b>(2,603,511)</b>	<b>(12,538,934)</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>(2,849,084)</b>	<b>2,825,024</b>	<b>(8,120,631)</b>	<b>(2,513,512)</b>	<b>(12,410,923)</b>
Net Assets Released for Restrictions - Capital	19,876	423,078	92,719	82,153	48,370
Unrealized Gains/Losses on Investments	65,139	1,148	60,303	14,140	79,641
Minimum Pension Liability Adjustment	†	†	†	†	†
Transfers from/To Affiliates	†	41,759	†	(6,294)	†
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	†	†	†

† - data not applicable

## Northern Light Inland Hospital *(continued)*

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		(3.98%)	2.91%	(10.91%)	(3.17%)	(16.42%)
Operating Margin		(3.98%)	2.73%	(10.91%)	(3.17%)	(16.42%)
Non Operating Revenue		0.00%	6.09%	0.01%	0.00%	0.00%
Return on Equity		196.70%	176.93%	121.90%	27.99%	57.75%
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	0.904	0.785	(0.111)	(0.025)	(0.578)
Days in Accounts Receivable	days	48.2	51.0	57.6	62.8	64.5
Days Cash on Hand, Current	days	(3.9)	(20.6)	(92.2)	(96.4)	(132.9)
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	18.2	3.0	(72.1)	(75.3)	(108.9)
Average Pay Period, Current Liabilities	days	71.1	78.0	49.9	64.1	76.5
<b>Capital Structure</b>						
Equity Financing Ratio		(4.68%)	3.93%	(34.31%)	(45.33%)	(156.82%)
Fixed Asset Financing		71.81%	69.12%	65.11%	65.64%	63.87%
Cash Flow Divided by Total Debt		(3.89%)	12.22%	(24.72%)	(2.67%)	(30.10%)
Debt Service Coverage	rate	(1.126)	6.685	(8.603)	(0.304)	(10.427)
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	2.313	2.394	3.834	4.005	5.516
Fixed Asset Turnover	rate	5.237	5.690	4.920	5.462	4.254
Average Age of Plant Depreciation Only	years	20.4	21.5	21.4	21.1	21.8

† - data not applicable

## Northern Light Maine Coast Hospital

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>16,094,358</b>	<b>13,259,704</b>	<b>7,020,117</b>	<b>15,832,388</b>	<b>22,336,353</b>
Cash and Investments	(1,110,622)	(13,562,546)	(16,413,984)	(14,297,399)	(12,413,526)
Current Assets Whose Use is Limited	52,693	37,275	28,373	72,910	75,837
Net Patient Accounts Receivable	8,983,071	15,902,990	17,251,586	22,917,150	27,337,987
Due From Affiliates	475,294	920,612	171,105	280,254	282,379
Third Party Settlements	6,447,831	8,032,915	3,921,747	4,834,199	4,713,002
Other Accounts Receivable	566,768	1,046,520	891,837	837,019	1,008,978
Inventory	519,354	612,002	942,664	848,493	1,060,893
Other Current Assets	159,969	269,936	226,789	339,762	270,803
<b>Total Non-Current Assets</b>	<b>30,646,350</b>	<b>32,524,928</b>	<b>33,100,154</b>	<b>40,916,989</b>	<b>42,055,041</b>
Trustee Held Investments	†	†	†	†	†
Board Designated & Undesignated Investments	6,846,078	7,613,324	6,149,401	7,079,510	8,379,326
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	350,381	370,043	301,106	300,000	929,079
Gross Property, Plant and Equipment (PP&E)	36,084,370	39,089,677	43,300,758	52,647,247	55,156,575
Accumulated Deprecation	12,634,479	14,548,116	16,651,111	19,109,768	22,409,939
Net Property, Plant and Equipment (PP&E)	23,449,891	24,541,561	26,649,647	33,537,479	32,746,636
<b>Total Unrestricted Assets</b>	<b>46,740,708</b>	<b>45,784,632</b>	<b>40,120,271</b>	<b>56,749,377</b>	<b>64,391,394</b>
<b>Total Current Liabilities</b>	<b>20,406,323</b>	<b>27,106,661</b>	<b>18,993,889</b>	<b>23,372,044</b>	<b>29,182,604</b>
Current Long Term Debt (LTD)	†	22,058	112,121	666,075	628,817
Accounts Payable Plus Accrued Expenses	10,410,536	10,901,175	12,928,478	14,190,622	12,999,878
Estimated Third Party Settlements	2,952,584	4,729,516	1,656,309	522,882	1,177,696
Due to Affiliates	4,362,610	1,972,801	1,246,586	7,992,465	7,477,823
Other Current Liabilities	2,680,593	9,481,111	3,050,395	†	6,898,390
<b>Total Non-Current Liabilities</b>	<b>21,282,513</b>	<b>13,698,424</b>	<b>13,129,460</b>	<b>17,104,596</b>	<b>17,371,666</b>
Long Term Debt (LTD)	11,665,474	11,699,384	11,869,507	15,427,892	14,776,867
Estimated Third Party Settlements	†	†	†	†	†

## Northern Light Maine Coast Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	†	†	†	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	1,538,114	1,958,904	1,220,852	1,643,306	2,081,870
Other Non-Current Liabilities	8,078,925	40,136	39,101	33,398	512,929
<b>Fund Balance Unrestricted</b>	<b>5,051,872</b>	<b>4,979,547</b>	<b>7,996,922</b>	<b>16,272,737</b>	<b>17,837,124</b>
<b>Total Liabilities and Equity</b>	<b>46,740,708</b>	<b>45,784,632</b>	<b>40,120,271</b>	<b>56,749,377</b>	<b>64,391,394</b>
<b>Total Restricted Assets</b>	<b>4,401,746</b>	<b>7,057,050</b>	<b>8,485,430</b>	<b>5,817,474</b>	<b>3,925,698</b>
Cash and Investments	4,401,746	7,057,050	8,485,430	5,817,474	3,925,698
Receivables	†	†	†	†	†
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>4,401,746</b>	<b>7,057,050</b>	<b>8,485,430</b>	<b>5,817,474</b>	<b>3,925,698</b>
<b>Total Restricted Fund Balance</b>	<b>4,401,746</b>	<b>7,057,050</b>	<b>8,485,430</b>	<b>5,817,474</b>	<b>3,925,698</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	1,255,396	3,607,478	5,263,224	4,167,779	2,259,434
Permanently Restricted Net Assets	3,146,350	3,449,572	3,222,206	1,649,695	1,666,264
<b>Total Gross Patient Service Revenue</b>	<b>188,432,195</b>	<b>222,600,879</b>	<b>276,047,993</b>	<b>315,991,332</b>	<b>361,043,693</b>
Gross Inpatient Service Revenue	40,680,365	46,607,101	53,866,874	61,896,184	77,663,997
Gross Outpatient Service Revenue	147,751,830	175,993,778	222,181,119	254,095,148	283,379,696
Free Care (Charity Care)	1,123,578	1,310,749	807,556	474,190	728,293
Bad Debt (Provision for Bad Debt)	16,729,843	1,142,509	1,817,372	889,683	1,176,567
Contractuals	101,227,675	136,079,182	174,631,367	208,359,257	248,017,870
Changes in Prior Year Estimated/Final Settlements	1,564,614	508,500	150,343	(1,476,830)	586,858
Net Patient Service Revenue	67,786,485	83,559,939	98,641,355	107,745,032	110,534,105
Other Operating Revenue	14,493,492	8,326,743	8,342,778	8,535,118	5,763,016
<b>Total Operating Revenue</b>	<b>82,279,977</b>	<b>91,886,682</b>	<b>106,984,133</b>	<b>116,280,150</b>	<b>116,297,121</b>
<b>Total Operating Expenses</b>	<b>87,759,446</b>	<b>92,834,003</b>	<b>103,480,934</b>	<b>111,429,851</b>	<b>118,085,737</b>
Deprecation and Amoritization	1,844,709	1,858,572	2,096,313	2,655,791	3,334,850
Interest	453,849	457,902	472,382	655,966	681,526
Advertising Expenses	105,167	127,568	139,333	134,677	56,628
Allowed Advertising Expenses	†	†	†	†	†

## Northern Light Maine Coast Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	105,167	127,568	139,333	134,677	56,628
Salaries and Benefits	44,585,774	45,820,376	43,199,264	45,041,794	47,311,830
Other Operating Expenses	40,769,947	44,569,585	57,573,642	62,941,623	66,700,903
<b>Net Operating Income</b>	<b>(5,479,469)</b>	<b>(947,321)</b>	<b>3,503,199</b>	<b>4,850,299</b>	<b>(1,788,616)</b>
<b>Total Non-Operating Revenue</b>	<b>10,129</b>	<b>3,873</b>	<b>979</b>	<b>316</b>	<b>86</b>
<b>Total Investment Income</b>	<b>10,129</b>	<b>3,873</b>	<b>979</b>	<b>316</b>	<b>86</b>
Interest and Dividends	10,129	3,873	979	316	86
Realized Gains/Losses on Sales of Securities	†	†	†	†	†
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	†	†	†	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	†	†	†	†	†
<b>Excess of Revenue Over Expenses</b>	<b>(5,469,340)</b>	<b>(943,448)</b>	<b>3,504,178</b>	<b>4,850,615</b>	<b>(1,788,530)</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>(5,469,340)</b>	<b>(943,448)</b>	<b>3,504,178</b>	<b>4,850,615</b>	<b>(1,788,530)</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>(5,150,687)</b>	<b>(72,325)</b>	<b>3,017,375</b>	<b>8,275,815</b>	<b>1,564,387</b>
Net Assets Released for Restrictions - Capital	266,678	117,774	69,849	2,841,257	2,199,840
Unrealized Gains/Losses on Investments	(39,868)	346,456	(725,871)	507,655	861,252
Minimum Pension Liability Adjustment	†	†	†	†	†
Transfers from/To Affiliates	91,843	406,893	169,219	76,288	291,825
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	†	†	†

† - data not applicable

## Northern Light Maine Coast Hospital *(continued)*

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		(6.65%)	(1.03%)	3.28%	4.17%	(1.54%)
Operating Margin		(6.66%)	(1.03%)	3.27%	4.17%	(1.54%)
Non Operating Revenue		(0.19%)	(0.41%)	0.03%	0.01%	0.00%
Return on Equity		(108.26%)	(18.95%)	43.82%	29.81%	(10.03%)
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	0.789	0.489	0.370	0.677	0.765
Days in Accounts Receivable	days	48.4	69.5	63.8	77.6	90.3
Days Cash on Hand, Current	days	(4.5)	(54.3)	(59.0)	(47.7)	(39.2)
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	24.6	(23.7)	(36.9)	(24.0)	(12.6)
Average Pay Period, Current Liabilities	days	86.7	108.8	68.4	78.4	92.8
<b>Capital Structure</b>						
Equity Financing Ratio		10.81%	10.88%	19.93%	28.67%	27.70%
Fixed Asset Financing		49.75%	47.67%	44.54%	46.00%	45.12%
Cash Flow Divided by Total Debt		(8.69%)	2.24%	17.43%	18.55%	3.32%
Debt Service Coverage	rate	(6.986)	2.999	12.282	10.627	1.653
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	1.761	2.007	2.667	2.049	1.806
Fixed Asset Turnover	rate	3.509	3.744	4.014	3.467	3.551
Average Age of Plant Depreciation Only	years	6.8	7.8	7.9	7.2	6.7

† - data not applicable

## Northern Light Mayo Hospital

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>26,626,031</b>	<b>21,324,600</b>	<b>23,498,837</b>	<b>24,028,825</b>	<b>38,817,488</b>
Cash and Investments	11,851,880	2,595,248	6,007,736	11,214,962	17,332,719
Current Assets Whose Use is Limited	37,866	56,280	49,797	78,574	11,239
Net Patient Accounts Receivable	10,167,132	9,536,839	10,496,810	7,500,333	12,443,841
Due From Affiliates	13,993	473,340	5,457	50,515	28,763
Third Party Settlements	2,767,781	6,954,063	5,152,002	3,913,037	7,901,151
Other Accounts Receivable	†	359,560	785,042	509,751	357,536
Inventory	962,843	898,882	945,729	739,322	730,148
Other Current Assets	824,536	450,388	56,264	22,331	12,091
<b>Total Non-Current Assets</b>	<b>10,745,505</b>	<b>9,755,244</b>	<b>8,620,445</b>	<b>7,971,252</b>	<b>8,564,026</b>
Trustee Held Investments	†	†	†	†	†
Board Designated & Undesignated Investments	381,548	524,727	357,649	200,178	92,368
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	313,175	174,816	174,816	174,816	174,816
Gross Property, Plant and Equipment (PP&E)	10,882,441	11,539,176	12,182,771	13,067,297	15,164,737
Accumulated Deprecation	831,659	2,483,475	4,094,791	5,471,039	6,867,895
Net Property, Plant and Equipment (PP&E)	10,050,782	9,055,701	8,087,980	7,596,258	8,296,842
<b>Total Unrestricted Assets</b>	<b>37,371,536</b>	<b>31,079,844</b>	<b>32,119,282</b>	<b>32,000,077</b>	<b>47,381,514</b>
<b>Total Current Liabilities</b>	<b>27,028,941</b>	<b>21,062,955</b>	<b>17,115,995</b>	<b>8,510,154</b>	<b>15,485,714</b>
Current Long Term Debt (LTD)	858,909	330,506	239,380	156,811	261,083
Accounts Payable Plus Accrued Expenses	9,970,887	8,270,521	7,337,748	6,965,086	9,654,534
Estimated Third Party Settlements	1,401,809	7,538,027	7,947,135	(1,190,081)	728,199
Due to Affiliates	14,797,336	226,186	1,591,732	2,578,338	1,459,198
Other Current Liabilities	†	4,697,715	†	†	3,382,700
<b>Total Non-Current Liabilities</b>	<b>5,719,125</b>	<b>651,888</b>	<b>417,817</b>	<b>693,425</b>	<b>976,731</b>
Long Term Debt (LTD)	†	136,765	69,795	507,894	901,965
Estimated Third Party Settlements	†	†	†	†	†

## Northern Light Mayo Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	†	†	†	†	†
Self Insurance Fund	381,548	515,123	348,022	185,531	74,766
Accrued Pension and Post Retiree Health Benefits	†	†	†	†	†
Other Non-Current Liabilities	5,337,577	†	†	†	†
<b>Fund Balance Unrestricted</b>	<b>4,623,470</b>	<b>9,365,001</b>	<b>14,585,470</b>	<b>22,796,498</b>	<b>30,919,069</b>
<b>Total Liabilities and Equity</b>	<b>37,371,536</b>	<b>31,079,844</b>	<b>32,119,282</b>	<b>32,000,077</b>	<b>47,381,514</b>
<b>Total Restricted Assets</b>	<b>1,084,012</b>	<b>1,101,292</b>	<b>1,398,523</b>	<b>1,436,156</b>	<b>1,459,129</b>
Cash and Investments	1,084,012	1,101,292	1,398,523	1,436,156	1,459,129
Receivables	†	†	†	†	†
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>1,084,012</b>	<b>1,101,292</b>	<b>1,398,523</b>	<b>1,436,156</b>	<b>1,459,129</b>
<b>Total Restricted Fund Balance</b>	<b>1,084,012</b>	<b>1,101,292</b>	<b>1,398,523</b>	<b>1,436,156</b>	<b>1,459,129</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	632,694	632,693	632,694	632,693	632,694
Permanently Restricted Net Assets	451,318	468,599	765,829	803,463	826,435
<b>Total Gross Patient Service Revenue</b>	<b>89,374,051</b>	<b>103,646,542</b>	<b>108,344,003</b>	<b>124,318,174</b>	<b>145,983,443</b>
Gross Inpatient Service Revenue	14,322,657	16,502,498	15,720,890	14,268,896	17,411,288
Gross Outpatient Service Revenue	75,051,394	87,144,044	92,623,113	110,049,278	128,572,155
Free Care (Charity Care)	2,006,625	309,562	60,910	399,764	241,269
Bad Debt (Provision for Bad Debt)	3,221,010	181,635	6,913,427	3,044,642	3,320,434
Contractuals	41,302,732	49,828,087	41,451,443	58,249,058	72,588,200
Changes in Prior Year Estimated/Final Settlements	(568,745)	(2,874,108)	(803,655)	(458,889)	(1,277,595)
Net Patient Service Revenue	43,412,429	56,201,366	60,721,878	63,083,599	71,111,135
Other Operating Revenue	9,610,070	3,935,079	4,508,005	6,143,902	2,544,661
<b>Total Operating Revenue</b>	<b>53,022,499</b>	<b>60,136,445</b>	<b>65,229,883</b>	<b>69,227,501</b>	<b>73,655,796</b>
<b>Total Operating Expenses</b>	<b>57,334,101</b>	<b>55,431,277</b>	<b>60,009,436</b>	<b>61,019,083</b>	<b>65,533,514</b>
Deprecation and Amoritization	2,050,348	1,658,988	1,522,961	1,443,828	1,435,456
Interest	378,954	145,779	197,814	411,037	52,667
Advertising Expenses	30,370	71,380	111,271	85,626	34,173
Allowed Advertising Expenses	†	†	†	†	†

## Northern Light Mayo Hospital (continued)

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	30,370	71,380	111,271	85,626	34,173
Salaries and Benefits	35,010,910	33,769,570	32,458,395	33,465,679	31,966,460
Other Operating Expenses	19,863,519	19,785,560	25,718,995	25,612,913	32,044,758
<b>Net Operating Income</b>	<b>(4,311,602)</b>	<b>4,705,168</b>	<b>5,220,447</b>	<b>8,208,418</b>	<b>8,122,282</b>
<b>Total Non-Operating Revenue</b>	<b>439,658</b>	†	†	†	<b>(29)</b>
<b>Total Investment Income</b>	<b>436,311</b>	†	†	†	†
Interest and Dividends	1,806,212	†	†	†	†
Realized Gains/Losses on Sales of Securities	(1,369,901)	†	†	†	†
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	†	†	†	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	3,347	†	†	†	(29)
<b>Excess of Revenue Over Expenses</b>	<b>(3,871,944)</b>	<b>4,705,168</b>	<b>5,220,447</b>	<b>8,208,418</b>	<b>8,122,253</b>
Extraordinary Gains/Losses	37,704	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>(3,834,240)</b>	<b>4,705,168</b>	<b>5,220,447</b>	<b>8,208,418</b>	<b>8,122,253</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>(486,403)</b>	<b>4,741,532</b>	<b>5,220,469</b>	<b>8,211,028</b>	<b>8,122,571</b>
Net Assets Released for Restrictions - Capital	†	36,359	†	†	†
Unrealized Gains/Losses on Investments	(14,684)	†	†	†	†
Minimum Pension Liability Adjustment	†	†	†	†	†
Transfers from/To Affiliates	(9,561,531)	5	22	(2,410)	†
Mergers	12,924,052	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	†	5,020	318

† - data not applicable

## Northern Light Mayo Hospital *(continued)*

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		(7.24%)	7.82%	8.00%	11.86%	11.03%
Operating Margin		(8.13%)	7.82%	8.00%	11.86%	11.03%
Non Operating Revenue		(11.36%)	0.00%	0.00%	0.00%	0.00%
Return on Equity		(83.75%)	50.24%	35.79%	36.01%	26.27%
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	0.985	1.012	1.373	2.824	2.507
Days in Accounts Receivable	days	85.5	61.9	63.1	43.4	63.9
Days Cash on Hand, Current	days	78.5	18.0	37.8	69.2	98.8
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	81.0	21.6	40.0	70.4	99.3
Average Pay Period, Current Liabilities	days	178.5	143.0	106.8	52.1	88.2
<b>Capital Structure</b>						
Equity Financing Ratio		12.37%	30.13%	45.41%	71.24%	65.26%
Fixed Asset Financing		0.00%	1.51%	0.86%	6.69%	10.87%
Cash Flow Divided by Total Debt		(5.56%)	29.31%	38.46%	104.87%	58.06%
Debt Service Coverage	rate	(0.248)	6.480	13.138	15.472	45.878
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	1.431	1.935	2.031	2.163	1.555
Fixed Asset Turnover	rate	5.275	6.641	8.065	9.113	8.878
Average Age of Plant Depreciation Only	years	0.4	1.5	2.7	3.8	4.8

† - data not applicable

## Northern Light Mercy Hospital

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>60,542,462</b>	<b>47,792,946</b>	<b>16,205,129</b>	<b>35,490,183</b>	<b>64,912,815</b>
Cash and Investments	24,310,689	(805,412)	(28,651,318)	(16,896,480)	7,807,649
Current Assets Whose Use is Limited	195,304	106,116	2,150	106,580	2,151
Net Patient Accounts Receivable	24,228,359	30,548,209	31,546,789	38,878,662	43,990,666
Due From Affiliates	46,003	5,246,349	11,732	330,513	307,552
Third Party Settlements	5,828,609	6,523,609	7,585,543	7,551,995	7,016,181
Other Accounts Receivable	177,216	213,146	1,706,330	1,241,711	1,515,342
Inventory	4,680,246	4,604,219	3,077,729	3,387,205	3,465,614
Other Current Assets	1,076,036	1,356,710	926,174	889,997	807,660
<b>Total Non-Current Assets</b>	<b>139,310,092</b>	<b>172,403,984</b>	<b>181,068,857</b>	<b>175,506,192</b>	<b>183,213,060</b>
Trustee Held Investments	173,401	57,189	57,189	57,189	57,189
Board Designated & Undesignated Investments	45,692,240	16,602,556	7,427,206	8,874,780	11,284,030
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	4,366,594	23,398,042	22,110,944	19,954,449	28,375,373
Gross Property, Plant and Equipment (PP&E)	143,188,091	189,173,295	215,410,316	214,427,810	217,482,131
Accumulated Deprecation	54,110,234	56,827,098	63,936,798	67,808,036	73,985,663
Net Property, Plant and Equipment (PP&E)	89,077,857	132,346,197	151,473,518	146,619,774	143,496,468
<b>Total Unrestricted Assets</b>	<b>199,852,554</b>	<b>220,196,930</b>	<b>197,273,986</b>	<b>210,996,375</b>	<b>248,125,875</b>
<b>Total Current Liabilities</b>	<b>44,444,637</b>	<b>48,268,251</b>	<b>40,721,074</b>	<b>48,662,241</b>	<b>66,388,972</b>
Current Long Term Debt (LTD)	3,479,637	3,582,265	4,677,790	4,764,740	4,856,135
Accounts Payable Plus Accrued Expenses	20,021,509	27,019,967	21,928,299	24,605,552	27,093,606
Estimated Third Party Settlements	307,208	883,024	472,446	283,185	537,000
Due to Affiliates	15,866,487	233,280	4,890,299	15,221,661	19,185,630
Other Current Liabilities	4,769,796	16,549,715	8,752,240	3,787,103	14,716,601
<b>Total Non-Current Liabilities</b>	<b>120,068,297</b>	<b>125,933,297</b>	<b>120,585,656</b>	<b>117,330,803</b>	<b>124,425,686</b>
Long Term Debt (LTD)	98,272,324	99,121,424	97,117,419	93,511,786	90,217,315
Estimated Third Party Settlements	†	†	†	†	†

## Northern Light Mercy Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	†	†	†	†	†
Self Insurance Fund	889,104	800,194	711,283	622,373	516,761
Accrued Pension and Post Retiree Health Benefits	4,991,748	6,629,823	5,632,601	8,374,940	10,867,753
Other Non-Current Liabilities	15,915,121	19,381,856	17,124,353	14,821,704	22,823,857
<b>Fund Balance Unrestricted</b>	<b>35,339,620</b>	<b>45,995,382</b>	<b>35,967,256</b>	<b>45,003,331</b>	<b>57,311,217</b>
<b>Total Liabilities and Equity</b>	<b>199,852,554</b>	<b>220,196,930</b>	<b>197,273,986</b>	<b>210,996,375</b>	<b>248,125,875</b>
<b>Total Restricted Assets</b>	<b>10,459,047</b>	<b>10,415,224</b>	<b>9,018,689</b>	<b>9,335,776</b>	<b>11,574,968</b>
Cash and Investments	10,459,047	10,415,224	9,018,689	9,335,776	11,574,968
Receivables	†	†	†	†	†
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>10,459,047</b>	<b>10,415,224</b>	<b>9,018,689</b>	<b>9,335,776</b>	<b>11,574,968</b>
<b>Total Restricted Fund Balance</b>	<b>10,459,047</b>	<b>10,415,224</b>	<b>9,018,689</b>	<b>9,335,776</b>	<b>11,574,968</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	7,091,977	6,877,530	5,343,228	5,359,707	7,198,838
Permanently Restricted Net Assets	3,367,070	3,537,694	3,675,461	3,976,069	4,376,130
<b>Total Gross Patient Service Revenue</b>	<b>488,851,777</b>	<b>579,261,059</b>	<b>625,381,838</b>	<b>738,881,182</b>	<b>898,512,228</b>
Gross Inpatient Service Revenue	145,626,421	133,993,383	151,783,927	192,331,555	238,828,093
Gross Outpatient Service Revenue	343,225,356	445,267,676	473,597,911	546,549,627	659,684,135
Free Care (Charity Care)	2,250,450	2,274,223	3,293,383	1,018,863	983,012
Bad Debt (Provision for Bad Debt)	12,994,744	9,183,620	6,077,134	12,874,358	12,396,892
Contractuals	276,228,889	337,568,203	377,471,933	454,824,153	576,219,679
Changes in Prior Year Estimated/Final Settlements	(1,181,374)	(714,004)	(1,526,311)	(17,186)	(431,849)
Net Patient Service Revenue	198,559,068	230,949,017	240,065,699	270,180,994	309,344,494
Other Operating Revenue	12,550,562	19,877,270	14,976,870	16,829,380	16,509,870
<b>Total Operating Revenue</b>	<b>211,109,630</b>	<b>250,826,287</b>	<b>255,042,569</b>	<b>287,010,374</b>	<b>325,854,364</b>
<b>Total Operating Expenses</b>	<b>222,310,497</b>	<b>242,243,257</b>	<b>268,045,306</b>	<b>279,010,629</b>	<b>315,156,334</b>
Deprecation and Amoritization	5,507,115	4,129,725	7,566,226	8,509,520	8,401,284
Interest	2,053,780	2,130,295	3,271,851	3,823,706	3,457,274
Advertising Expenses	770,145	968,207	889,435	948,313	1,024,006
Allowed Advertising Expenses	1,271	†	†	†	†

## Northern Light Mercy Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	768,874	968,207	889,435	948,313	1,024,006
Salaries and Benefits	117,153,839	124,776,514	129,837,669	144,809,309	164,701,583
Other Operating Expenses	96,825,618	110,238,516	126,480,125	120,919,781	137,572,187
<b>Net Operating Income</b>	<b>(11,200,867)</b>	<b>8,583,030</b>	<b>(13,002,737)</b>	<b>7,999,745</b>	<b>10,698,030</b>
<b>Total Non-Operating Revenue</b>	<b>570,082</b>	<b>(964,953)</b>	<b>322,780</b>	<b>(450)</b>	<b>54,465</b>
<b>Total Investment Income</b>	<b>301</b>	<b>1,789</b>	<b>5,364</b>	<b>343</b>	<b>8</b>
Interest and Dividends	301	1,789	5,364	343	8
Realized Gains/Losses on Sales of Securities	†	†	†	†	†
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	†	†	†	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	569,781	(966,742)	317,416	(793)	54,457
<b>Excess of Revenue Over Expenses</b>	<b>(10,630,785)</b>	<b>7,618,077</b>	<b>(12,679,957)</b>	<b>7,999,295</b>	<b>10,752,495</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>(10,630,785)</b>	<b>7,618,077</b>	<b>(12,679,957)</b>	<b>7,999,295</b>	<b>10,752,495</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>(2,845,355)</b>	<b>10,655,757</b>	<b>(10,028,127)</b>	<b>9,036,073</b>	<b>12,307,886</b>
Net Assets Released for Restrictions - Capital	7,781,840	3,037,597	2,651,635	1,036,320	1,553,404
Unrealized Gains/Losses on Investments	†	†	†	†	†
Minimum Pension Liability Adjustment	†	†	†	†	†
Transfers from/To Affiliates	3,590	83	195	†	†
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	†	458	1,987

† - data not applicable

## Northern Light Mercy Hospital *(continued)*

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		(5.02%)	3.05%	(4.97%)	2.79%	3.30%
Operating Margin		(5.31%)	3.42%	(5.10%)	2.79%	3.28%
Non Operating Revenue		(5.36%)	(12.67%)	(2.55%)	(0.01%)	0.51%
Return on Equity		(30.08%)	16.56%	(35.25%)	17.77%	18.76%
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	1.362	0.990	0.398	0.729	0.978
Days in Accounts Receivable	days	44.5	48.3	48.0	52.5	51.9
Days Cash on Hand, Current	days	41.3	(1.1)	(40.1)	(22.7)	9.3
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	118.2	24.4	(29.7)	(10.7)	22.7
Average Pay Period, Current Liabilities	days	74.8	74.0	57.1	65.7	79.0
<b>Capital Structure</b>						
Equity Financing Ratio		17.68%	20.89%	18.23%	21.33%	23.10%
Fixed Asset Financing		110.32%	74.90%	64.12%	63.78%	62.87%
Cash Flow Divided by Total Debt		(3.11%)	6.74%	(3.17%)	9.95%	10.04%
Debt Service Coverage	rate	(0.570)	2.474	(0.269)	2.392	2.750
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	1.059	1.135	1.294	1.360	1.313
Fixed Asset Turnover	rate	2.370	1.895	1.684	1.958	2.271
Average Age of Plant Depreciation Only	years	9.8	13.8	8.5	8.0	8.8

† - data not applicable

## Northern Light Sebasticook Valley Hospital

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>40,745,360</b>	<b>44,111,622</b>	<b>50,101,678</b>	<b>59,616,791</b>	<b>67,191,118</b>
Cash and Investments	31,808,051	36,466,093	39,130,765	47,275,183	57,370,981
Current Assets Whose Use is Limited	19,276	4,681	19,096	9,925	15,423
Net Patient Accounts Receivable	5,234,797	5,253,433	5,110,942	5,966,251	6,963,040
Due From Affiliates	4,036	2,907	66,454	86,656	7,530
Third Party Settlements	3,047,205	1,634,485	5,031,818	5,654,387	2,385,404
Other Accounts Receivable	156,887	285,669	330,810	265,309	112,218
Inventory	268,158	260,559	282,860	204,908	179,082
Other Current Assets	206,950	203,795	128,933	154,172	157,440
<b>Total Non-Current Assets</b>	<b>18,236,811</b>	<b>17,885,322</b>	<b>17,955,287</b>	<b>18,405,879</b>	<b>19,273,969</b>
Trustee Held Investments	†	†	†	†	†
Board Designated & Undesignated Investments	851,129	940,421	901,981	1,005,806	939,837
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	177,319	219,978	141,065	143,268	990,916
Gross Property, Plant and Equipment (PP&E)	40,895,426	41,193,269	42,394,859	43,677,700	44,798,069
Accumulated Deprecation	23,687,063	24,468,346	25,482,618	26,420,895	27,454,853
Net Property, Plant and Equipment (PP&E)	17,208,363	16,724,923	16,912,241	17,256,805	17,343,216
<b>Total Unrestricted Assets</b>	<b>58,982,171</b>	<b>61,996,944</b>	<b>68,056,965</b>	<b>78,022,670</b>	<b>86,465,087</b>
<b>Total Current Liabilities</b>	<b>13,632,807</b>	<b>12,225,501</b>	<b>7,681,414</b>	<b>10,474,270</b>	<b>13,186,312</b>
Current Long Term Debt (LTD)	718,664	572,516	609,345	563,649	510,776
Accounts Payable Plus Accrued Expenses	4,698,000	4,243,343	4,384,720	4,810,551	5,289,270
Estimated Third Party Settlements	1,485,314	2,577,511	313,768	2,139,000	1,714,115
Due to Affiliates	2,745,316	686,498	755,101	2,961,070	3,310,626
Other Current Liabilities	3,985,513	4,145,633	1,618,480	†	2,361,525
<b>Total Non-Current Liabilities</b>	<b>10,478,892</b>	<b>4,857,752</b>	<b>4,230,618</b>	<b>4,241,956</b>	<b>4,607,707</b>
Long Term Debt (LTD)	4,656,935	4,300,187	3,711,347	3,621,126	4,060,402
Estimated Third Party Settlements	†	†	†	†	†

## Northern Light Seabasticook Valley Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	†	†	†	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	469,723	557,565	519,271	620,830	547,305
Other Non-Current Liabilities	5,352,234	†	†	†	†
<b>Fund Balance Unrestricted</b>	<b>34,870,472</b>	<b>44,913,691</b>	<b>56,144,933</b>	<b>63,306,444</b>	<b>68,671,068</b>
<b>Total Liabilities and Equity</b>	<b>58,982,171</b>	<b>61,996,944</b>	<b>68,056,965</b>	<b>78,022,670</b>	<b>86,465,087</b>
<b>Total Restricted Assets</b>	<b>687,078</b>	<b>814,757</b>	<b>745,254</b>	<b>707,479</b>	<b>856,593</b>
Cash and Investments	687,078	814,757	745,254	707,479	856,593
Receivables	†	†	†	†	†
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>687,078</b>	<b>814,758</b>	<b>745,254</b>	<b>707,479</b>	<b>856,593</b>
<b>Total Restricted Fund Balance</b>	<b>687,078</b>	<b>814,758</b>	<b>745,254</b>	<b>707,479</b>	<b>856,593</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	246,604	325,574	278,720	273,587	342,704
Permanently Restricted Net Assets	440,474	489,184	466,534	433,892	513,889
<b>Total Gross Patient Service Revenue</b>	<b>77,490,111</b>	<b>89,987,850</b>	<b>99,683,337</b>	<b>119,707,808</b>	<b>137,220,469</b>
Gross Inpatient Service Revenue	13,027,350	16,196,840	17,999,358	19,549,679	24,505,182
Gross Outpatient Service Revenue	64,462,761	73,791,010	81,683,979	100,158,129	112,715,287
Free Care (Charity Care)	382,513	244,971	192,546	193,134	498,313
Bad Debt (Provision for Bad Debt)	3,069,382	3,026,372	2,029,436	3,049,672	2,449,399
Contractuals	33,828,893	40,288,399	43,192,730	58,750,687	74,018,762
Changes in Prior Year Estimated/Final Settlements	(664,686)	(2,689,956)	(2,935,103)	2,431,378	229,735
Net Patient Service Revenue	40,874,009	49,118,064	57,203,728	55,282,937	60,024,260
Other Operating Revenue	4,330,608	7,660,494	6,012,517	6,669,288	2,260,134
<b>Total Operating Revenue</b>	<b>45,204,617</b>	<b>56,778,558</b>	<b>63,216,245</b>	<b>61,952,225</b>	<b>62,284,394</b>
<b>Total Operating Expenses</b>	<b>42,145,953</b>	<b>46,739,988</b>	<b>52,059,429</b>	<b>54,811,837</b>	<b>57,088,047</b>
Deprecation and Amoritization	1,176,951	1,190,084	1,127,015	1,160,659	1,153,902
Interest	203,972	180,881	160,006	175,688	145,244
Advertising Expenses	104,311	132,057	178,609	162,550	87,037
Allowed Advertising Expenses	930	632	†	†	†

## Northern Light Seabasticook Valley Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	103,381	131,425	178,609	162,550	87,037
Salaries and Benefits	20,468,859	22,255,604	23,761,085	26,360,198	26,112,641
Other Operating Expenses	20,191,860	22,981,362	26,832,714	26,952,742	29,589,223
<b>Net Operating Income</b>	<b>3,058,664</b>	<b>10,038,570</b>	<b>11,156,816</b>	<b>7,140,388</b>	<b>5,196,347</b>
<b>Total Non-Operating Revenue</b>	<b>393</b>	<b>124</b>	<b>128</b>	<b>418</b>	<b>514</b>
<b>Total Investment Income</b>	<b>393</b>	<b>124</b>	<b>128</b>	<b>418</b>	<b>514</b>
Interest and Dividends	393	124	128	418	514
Realized Gains/Losses on Sales of Securities	†	†	†	†	†
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	†	†	†	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	†	†	†	†	†
<b>Excess of Revenue Over Expenses</b>	<b>3,059,057</b>	<b>10,038,694</b>	<b>11,156,944</b>	<b>7,140,806</b>	<b>5,196,861</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>3,059,057</b>	<b>10,038,694</b>	<b>11,156,944</b>	<b>7,140,806</b>	<b>5,196,861</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>3,060,517</b>	<b>10,043,220</b>	<b>11,231,242</b>	<b>7,161,511</b>	<b>5,364,625</b>
Net Assets Released for Restrictions - Capital	†	3,200	74,571	18,857	160,722
Unrealized Gains/Losses on Investments	†	†	†	†	†
Minimum Pension Liability Adjustment	†	†	†	†	†
Transfers from/To Affiliates	†	1,326	(273)	1,848	7,042
Mergers	†	†	†	†	†
Consolidations with Support Organizations	1,460	†	†	†	†
Other Changes	†	†	†	†	†

† - data not applicable

## Northern Light Sebasticook Valley Hospital *(continued)*

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		6.77%	17.68%	17.65%	11.53%	8.34%
Operating Margin		6.77%	17.68%	17.65%	11.53%	8.34%
Non Operating Revenue		0.01%	0.00%	0.00%	0.01%	0.01%
Return on Equity		8.77%	22.35%	19.87%	11.28%	7.57%
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	2.989	3.608	6.522	5.692	5.096
Days in Accounts Receivable	days	46.7	39.0	32.6	39.4	42.3
Days Cash on Hand, Current	days	283.6	292.2	280.6	321.7	374.5
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	291.1	299.8	287.0	328.5	380.6
Average Pay Period, Current Liabilities	days	121.5	98.0	55.0	71.3	86.0
<b>Capital Structure</b>						
Equity Financing Ratio		59.12%	72.45%	82.50%	81.14%	79.42%
Fixed Asset Financing		27.06%	25.71%	21.94%	20.98%	23.41%
Cash Flow Divided by Total Debt		17.57%	65.73%	103.12%	56.41%	35.69%
Debt Service Coverage	rate	4.482	12.684	16.988	10.798	9.164
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	0.766	0.916	0.929	0.794	0.720
Fixed Asset Turnover	rate	2.627	3.395	3.738	3.590	3.591
Average Age of Plant Depreciation Only	years	20.1	20.6	22.6	22.8	23.8

† - data not applicable

## Northern Maine Medical Center

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>44,222,246</b>	<b>34,368,832</b>	<b>23,694,836</b>	<b>20,469,102</b>	<b>19,357,927</b>
Cash and Investments	33,932,751	19,178,773	9,637,309	5,860,443	3,688,307
Current Assets Whose Use is Limited	†	†	†	†	†
Net Patient Accounts Receivable	5,796,017	7,902,124	7,262,024	6,691,324	6,290,381
Due From Affiliates	†	†	†	†	†
Third Party Settlements	1,643,879	3,025,144	2,681,924	3,452,188	2,818,126
Other Accounts Receivable	1,082,374	2,134,347	2,156,354	2,629,969	3,080,648
Inventory	1,333,739	1,559,553	1,481,480	1,359,943	1,188,787
Other Current Assets	433,486	568,891	475,745	475,235	2,291,678
<b>Total Non-Current Assets</b>	<b>35,139,697</b>	<b>42,271,447</b>	<b>86,779,964</b>	<b>84,224,641</b>	<b>84,682,203</b>
Trustee Held Investments	3,541,417	237,356	34,330,052	19,632,400	10,722,556
Board Designated & Undesignated Investments	1,366,604	1,479,084	9,106,809	8,870,615	9,292,116
Due from Affiliates	155,000	182,545	†	†	†
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	2,665,110	7,926,171	7,997,689	6,387,242	6,377,279
Gross Property, Plant and Equipment (PP&E)	62,266,931	69,982,083	76,014,496	92,940,315	104,778,740
Accumulated Deprecation	34,855,365	37,535,792	40,669,082	43,605,931	46,488,488
Net Property, Plant and Equipment (PP&E)	27,411,566	32,446,291	35,345,414	49,334,384	58,290,252
<b>Total Unrestricted Assets</b>	<b>79,361,943</b>	<b>76,640,279</b>	<b>110,474,800</b>	<b>104,693,743</b>	<b>104,040,130</b>
<b>Total Current Liabilities</b>	<b>25,618,634</b>	<b>17,531,682</b>	<b>10,611,660</b>	<b>10,012,532</b>	<b>10,713,135</b>
Current Long Term Debt (LTD)	465,459	1,059,131	1,674,461	1,844,402	1,907,088
Accounts Payable Plus Accrued Expenses	7,946,644	8,585,746	7,728,707	8,168,130	8,806,047
Estimated Third Party Settlements	†	†	†	†	†
Due to Affiliates	†	†	†	†	†
Other Current Liabilities	17,206,531	7,886,805	1,208,492	†	†
<b>Total Non-Current Liabilities</b>	<b>15,726,310</b>	<b>18,079,076</b>	<b>54,754,263</b>	<b>52,986,220</b>	<b>51,328,024</b>
Long Term Debt (LTD)	13,865,967	15,834,955	52,989,779	51,071,658	49,218,948
Estimated Third Party Settlements	†	†	†	†	†

## Northern Maine Medical Center *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	†	†	†	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	1,860,343	2,244,121	1,764,484	1,914,562	2,109,076
Other Non-Current Liabilities	†	†	†	†	†
<b>Fund Balance Unrestricted</b>	<b>38,016,999</b>	<b>41,029,521</b>	<b>45,108,877</b>	<b>41,694,991</b>	<b>41,998,971</b>
<b>Total Liabilities and Equity</b>	<b>79,361,943</b>	<b>76,640,279</b>	<b>110,474,800</b>	<b>104,693,743</b>	<b>104,040,130</b>
<b>Total Restricted Assets</b>	<b>819,044</b>	<b>1,014,007</b>	<b>1,036,788</b>	<b>1,165,121</b>	<b>1,312,103</b>
Cash and Investments	819,044	1,014,007	1,036,788	1,165,121	1,312,103
Receivables	†	†	†	†	†
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>819,044</b>	<b>1,014,007</b>	<b>1,036,788</b>	<b>1,165,121</b>	<b>1,312,103</b>
<b>Total Restricted Fund Balance</b>	<b>819,044</b>	<b>1,014,007</b>	<b>1,036,788</b>	<b>1,165,121</b>	<b>1,312,103</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	819,044	1,014,007	1,036,788	1,165,121	1,312,103
Permanently Restricted Net Assets	†	†	†	†	†
<b>Total Gross Patient Service Revenue</b>	<b>93,886,406</b>	<b>94,232,574</b>	<b>107,304,420</b>	<b>107,267,530</b>	<b>104,698,289</b>
Gross Inpatient Service Revenue	30,730,333	29,882,514	36,951,203	35,839,841	34,722,513
Gross Outpatient Service Revenue	63,156,073	64,350,060	70,353,217	71,427,689	69,975,776
Free Care (Charity Care)	211,655	36,808	20,397	127,218	105,231
Bad Debt (Provision for Bad Debt)	1,686,040	2,075,115	2,452,200	2,535,300	1,256,745
Contractuals	37,221,243	38,095,431	46,310,902	46,006,424	46,966,922
Changes in Prior Year Estimated/Final Settlements	(445,000)	(1,623,000)	(691,000)	(494,000)	†
Net Patient Service Revenue	55,212,468	55,648,220	59,211,921	59,092,588	56,369,391
Other Operating Revenue	8,511,966	16,016,842	12,223,240	8,232,603	11,976,707
<b>Total Operating Revenue</b>	<b>63,724,434</b>	<b>71,665,062</b>	<b>71,435,161</b>	<b>67,325,191</b>	<b>68,346,098</b>
<b>Total Operating Expenses</b>	<b>62,132,594</b>	<b>68,587,631</b>	<b>73,968,112</b>	<b>70,981,960</b>	<b>69,497,753</b>
Deprecation and Amoritization	2,485,745	2,932,350	3,616,809	3,578,047	3,404,305
Interest	329,958	412,014	366,333	555,908	535,604
Advertising Expenses	58,003	62,308	61,000	63,000	60,000
Allowed Advertising Expenses	69	†	†	†	†

## Northern Maine Medical Center *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	57,934	62,308	61,000	63,000	60,000
Salaries and Benefits	40,339,304	44,288,124	45,844,028	37,457,659	35,832,179
Other Operating Expenses	18,919,584	20,892,835	24,079,942	29,327,346	29,665,665
<b>Net Operating Income</b>	<b>1,591,840</b>	<b>3,077,431</b>	<b>(2,532,951)</b>	<b>(3,656,769)</b>	<b>(1,151,655)</b>
<b>Total Non-Operating Revenue</b>	<b>304,221</b>	<b>(64,909)</b>	<b>6,612,306</b>	<b>242,883</b>	<b>1,455,635</b>
<b>Total Investment Income</b>	<b>92</b>	†	<b>34,363</b>	<b>849,757</b>	<b>1,434,512</b>
Interest and Dividends	92	†	34,363	849,757	1,434,512
Realized Gains/Losses on Sales of Securities	†	†	†	†	†
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	†	†	(6,607)	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	(1,186,000)	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	304,129	(64,909)	6,584,550	579,126	21,123
<b>Excess of Revenue Over Expenses</b>	<b>1,896,061</b>	<b>3,012,522</b>	<b>4,079,355</b>	<b>(3,413,886)</b>	<b>303,980</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>1,896,061</b>	<b>3,012,522</b>	<b>4,079,355</b>	<b>(3,413,886)</b>	<b>303,980</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>1,896,061</b>	<b>3,012,522</b>	<b>4,079,355</b>	<b>(3,413,886)</b>	<b>303,980</b>
Net Assets Released for Restrictions - Capital	†	†	†	†	†
Unrealized Gains/Losses on Investments	†	†	†	†	†
Minimum Pension Liability Adjustment	†	†	†	†	†
Transfers from/To Affiliates	†	†	†	†	†
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	†	†	†

† - data not applicable

## Northern Maine Medical Center *(continued)*

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		2.96%	4.21%	5.23%	(5.05%)	0.44%
Operating Margin		2.50%	4.29%	(3.55%)	(5.43%)	(1.69%)
Non Operating Revenue		16.04%	(2.15%)	162.09%	(7.11%)	478.86%
Return on Equity		4.99%	7.34%	9.04%	(8.19%)	0.72%
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	1.726	1.960	2.233	2.044	1.807
Days in Accounts Receivable	days	38.3	51.8	44.8	41.3	40.7
Days Cash on Hand, Current	days	207.6	106.6	50.0	31.7	20.4
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	216.0	114.8	97.2	79.8	71.7
Average Pay Period, Current Liabilities	days	156.8	97.5	55.1	54.2	59.2
<b>Capital Structure</b>						
Equity Financing Ratio		47.90%	53.54%	40.83%	39.83%	40.37%
Fixed Asset Financing		50.58%	48.80%	149.92%	103.52%	84.44%
Cash Flow Divided by Total Debt		10.60%	16.69%	11.77%	0.26%	5.98%
Debt Service Coverage	rate	6.655	7.245	5.656	0.323	1.783
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	0.807	0.934	0.706	0.645	0.671
Fixed Asset Turnover	rate	2.325	2.209	2.021	1.365	1.173
Average Age of Plant Depreciation Only	years	14.0	12.8	11.2	12.2	13.7

† - data not applicable

## Pen Bay Medical Center

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>35,600,298</b>	<b>43,222,426</b>	<b>49,320,473</b>	<b>45,972,724</b>	<b>49,152,923</b>
Cash and Investments	468,528	863,747	369,372	895,141	716,744
Current Assets Whose Use is Limited	431,779	326,737	358,264	377,055	218,311
Net Patient Accounts Receivable	15,339,234	17,403,166	18,590,047	21,495,959	24,708,877
Due From Affiliates	2,352,144	4,230,491	7,494,221	11,559,920	12,309,799
Third Party Settlements	14,036,384	17,436,428	18,556,285	7,874,827	7,551,105
Other Accounts Receivable	†	†	†	†	†
Inventory	1,885,570	1,567,204	2,083,774	2,107,404	2,412,112
Other Current Assets	1,086,659	1,394,653	1,868,510	1,662,418	1,235,975
<b>Total Non-Current Assets</b>	<b>76,800,139</b>	<b>77,792,830</b>	<b>80,204,661</b>	<b>66,890,417</b>	<b>70,664,020</b>
Trustee Held Investments	†	†	†	†	†
Board Designated & Undesignated Investments	254,777	255,373	239,886	247,536	266,966
Due from Affiliates	71,198	61,833	48,978	36,344	22,941
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	15,384,588	13,148,170	11,847,001	1,873,816	1,794,279
Gross Property, Plant and Equipment (PP&E)	164,664,990	173,647,630	183,873,902	175,465,079	185,636,534
Accumulated Deprecation	103,575,414	109,320,176	115,805,106	110,732,358	117,056,700
Net Property, Plant and Equipment (PP&E)	61,089,576	64,327,454	68,068,796	64,732,721	68,579,834
<b>Total Unrestricted Assets</b>	<b>112,400,437</b>	<b>121,015,256</b>	<b>129,525,134</b>	<b>112,863,141</b>	<b>119,816,943</b>
<b>Total Current Liabilities</b>	<b>17,853,426</b>	<b>18,481,195</b>	<b>27,628,500</b>	<b>26,198,074</b>	<b>23,592,760</b>
Current Long Term Debt (LTD)	1,599,521	2,093,682	1,773,731	1,501,817	433,673
Accounts Payable Plus Accrued Expenses	13,448,551	12,224,155	11,977,377	13,728,305	13,723,307
Estimated Third Party Settlements	†	†	10,570,011	9,905,247	8,870,824
Due to Affiliates	2,770,150	3,240,357	3,057,493	979,614	516,315
Other Current Liabilities	35,204	923,001	249,888	83,091	48,641
<b>Total Non-Current Liabilities</b>	<b>25,793,415</b>	<b>25,717,336</b>	<b>11,860,954</b>	<b>4,928,187</b>	<b>4,443,170</b>
Long Term Debt (LTD)	9,868,197	7,660,069	6,040,636	4,543,709	4,106,012
Estimated Third Party Settlements	6,245,912	10,274,850	†	†	†

## Pen Bay Medical Center *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	9,039,205	7,219,492	5,357,599	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	†	†	†	†	†
Other Non-Current Liabilities	640,101	562,925	462,719	384,478	337,158
<b>Fund Balance Unrestricted</b>	<b>68,753,596</b>	<b>76,816,725</b>	<b>90,035,680</b>	<b>81,736,880</b>	<b>91,781,013</b>
<b>Total Liabilities and Equity</b>	<b>112,400,437</b>	<b>121,015,256</b>	<b>129,525,134</b>	<b>112,863,141</b>	<b>119,816,943</b>
<b>Total Restricted Assets</b>	<b>21,971,897</b>	<b>18,191,478</b>	<b>16,558,869</b>	<b>18,309,567</b>	<b>16,828,752</b>
Cash and Investments	16,531,886	11,974,100	16,558,869	18,309,567	16,066,850
Receivables	†	†	†	†	761,902
Other Assets	5,440,011	6,217,378	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>21,971,897</b>	<b>18,191,478</b>	<b>16,558,869</b>	<b>18,309,567</b>	<b>16,828,752</b>
<b>Total Restricted Fund Balance</b>	<b>21,971,897</b>	<b>18,191,478</b>	<b>16,558,869</b>	<b>18,309,567</b>	<b>16,828,752</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	15,410,553	10,893,026	9,957,724	11,572,501	9,557,770
Permanently Restricted Net Assets	6,561,344	7,298,452	6,601,145	6,737,066	7,270,982
<b>Total Gross Patient Service Revenue</b>	<b>333,080,828</b>	<b>381,421,690</b>	<b>408,330,189</b>	<b>457,827,009</b>	<b>517,409,940</b>
Gross Inpatient Service Revenue	104,345,204	112,186,663	120,624,586	122,938,566	129,690,853
Gross Outpatient Service Revenue	228,735,624	269,235,027	287,705,603	334,888,443	387,719,087
Free Care (Charity Care)	4,599,529	1,789,942	2,906,115	2,987,375	5,190,666
Bad Debt (Provision for Bad Debt)	8,733,924	10,592,681	9,842,607	10,501,549	10,938,359
Contractuals	178,978,132	209,654,152	223,956,242	262,118,319	300,314,879
Changes in Prior Year Estimated/Final Settlements	†	†	†	†	†
Net Patient Service Revenue	140,769,243	159,384,915	171,625,225	182,219,766	200,966,036
Other Operating Revenue	30,534,457	21,371,940	33,521,714	26,158,939	16,246,233
<b>Total Operating Revenue</b>	<b>171,303,700</b>	<b>180,756,855</b>	<b>205,146,939</b>	<b>208,378,705</b>	<b>217,212,269</b>
<b>Total Operating Expenses</b>	<b>165,215,862</b>	<b>177,110,254</b>	<b>208,798,035</b>	<b>215,908,000</b>	<b>225,291,227</b>
Deprecation and Amoritization	7,534,834	7,917,780	8,111,177	8,671,572	6,344,688
Interest	535,720	523,714	513,101	383,129	169,098
Advertising Expenses	†	†	372	1,105	297
Allowed Advertising Expenses	†	†	†	†	†

## Pen Bay Medical Center (continued)

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	†	†	372	1,105	297
Salaries and Benefits	89,875,066	93,529,294	97,474,849	104,325,746	111,583,789
Other Operating Expenses	67,270,242	75,139,466	102,698,536	102,526,448	107,193,355
<b>Net Operating Income</b>	<b>6,087,838</b>	<b>3,646,601</b>	<b>(3,651,096)</b>	<b>(7,529,295)</b>	<b>(8,078,958)</b>
<b>Total Non-Operating Revenue</b>	<b>397,842</b>	<b>505,990</b>	<b>729,214</b>	<b>2,674,377</b>	<b>197,360</b>
<b>Total Investment Income</b>	<b>154,738</b>	<b>173,366</b>	<b>180,177</b>	<b>163,538</b>	<b>193,605</b>
Interest and Dividends	142,535	187,844	180,596	165,453	193,955
Realized Gains/Losses on Sales of Securities	12,203	(14,478)	(419)	(1,915)	(350)
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	28,378	(427)	50,445	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	214,726	333,051	498,592	2,510,839	3,755
<b>Excess of Revenue Over Expenses</b>	<b>6,485,680</b>	<b>4,152,591</b>	<b>(2,921,882)</b>	<b>(4,854,918)</b>	<b>(7,881,598)</b>
Extraordinary Gains/Losses	†	†	(100,702)	84,784	†
<b>Total Surplus/Deficit</b>	<b>6,485,680</b>	<b>4,152,591</b>	<b>(3,022,584)</b>	<b>(4,770,134)</b>	<b>(7,881,598)</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>14,123,034</b>	<b>8,063,129</b>	<b>13,218,957</b>	<b>(8,298,800)</b>	<b>10,044,133</b>
Net Assets Released for Restrictions - Capital	226,215	9,709,370	1,565,783	46,950	5,132,930
Unrealized Gains/Losses on Investments	†	†	(23,869)	2,333	7,157
Minimum Pension Liability Adjustment	†	†	†	†	†
Transfers from/To Affiliates	7,411,139	(5,798,832)	14,699,627	(3,577,949)	12,785,644
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	†	†	†

† - data not applicable

## Pen Bay Medical Center *(continued)*

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		3.78%	2.29%	(1.42%)	(2.30%)	(3.63%)
Operating Margin		3.55%	2.02%	(1.78%)	(3.61%)	(3.72%)
Non Operating Revenue		6.13%	12.18%	(24.96%)	(55.09%)	(2.50%)
Return on Equity		9.43%	5.41%	(3.25%)	(5.94%)	(8.59%)
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	1.994	2.339	1.785	1.755	2.083
Days in Accounts Receivable	days	39.8	39.9	39.5	43.1	44.9
Days Cash on Hand, Current	days	2.1	2.6	1.3	2.2	1.6
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	2.7	3.1	1.8	2.7	2.0
Average Pay Period, Current Liabilities	days	41.3	39.9	50.2	46.1	39.3
<b>Capital Structure</b>						
Equity Financing Ratio		61.17%	63.48%	69.51%	72.42%	76.60%
Fixed Asset Financing		16.15%	11.91%	8.87%	7.02%	5.99%
Cash Flow Divided by Total Debt		32.12%	27.31%	13.14%	12.26%	(5.48%)
Debt Service Coverage	rate	5.300	5.932	2.188	1.947	(0.819)
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	1.528	1.498	1.589	1.870	1.815
Fixed Asset Turnover	rate	2.804	2.810	3.014	3.219	3.167
Average Age of Plant Depreciation Only	years	13.7	13.8	14.3	12.8	18.4

† - data not applicable

## Penobscot Valley Hospital

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>6,799,034</b>	<b>7,057,710</b>	<b>6,126,136</b>	<b>3,582,791</b>	<b>4,697,699</b>
Cash and Investments	4,057,832	3,690,444	2,372,355	985,319	751,885
Current Assets Whose Use is Limited	62,581	†	†	†	†
Net Patient Accounts Receivable	2,030,032	1,705,984	2,417,812	1,954,152	3,226,407
Due From Affiliates	†	†	†	†	†
Third Party Settlements	†	1,011,914	687,619	†	†
Other Accounts Receivable	†	†	26,534	74,113	87,462
Inventory	431,144	454,853	438,203	436,718	443,918
Other Current Assets	217,445	194,515	183,613	132,489	188,027
<b>Total Non-Current Assets</b>	<b>3,867,280</b>	<b>3,381,646</b>	<b>3,556,354</b>	<b>3,900,287</b>	<b>3,528,313</b>
Trustee Held Investments	†	†	†	†	†
Board Designated & Undesignated Investments	180,068	97,550	195,218	194,896	†
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	172,469	121,109	124,231	147,734	92,034
Other Non-Current Assets	31,094	30,064	25,113	25,113	†
Gross Property, Plant and Equipment (PP&E)	18,568,386	18,612,148	15,861,499	16,129,748	16,059,047
Accumulated Deprecation	15,084,737	15,479,225	12,649,707	12,597,204	12,622,768
Net Property, Plant and Equipment (PP&E)	3,483,649	3,132,923	3,211,792	3,532,544	3,436,279
<b>Total Unrestricted Assets</b>	<b>10,666,314</b>	<b>10,439,356</b>	<b>9,682,490</b>	<b>7,483,078</b>	<b>8,226,012</b>
<b>Total Current Liabilities</b>	<b>4,673,134</b>	<b>3,654,973</b>	<b>2,854,668</b>	<b>2,335,710</b>	<b>3,877,585</b>
Current Long Term Debt (LTD)	40,267	53,519	162,081	222,282	240,845
Accounts Payable Plus Accrued Expenses	1,872,616	2,061,179	2,588,899	1,949,827	2,248,694
Estimated Third Party Settlements	1,171,027	†	†	163,601	1,388,046
Due to Affiliates	†	†	†	†	†
Other Current Liabilities	1,589,224	1,540,275	103,688	†	†
<b>Total Non-Current Liabilities</b>	<b>8,871,416</b>	<b>3,786,626</b>	<b>3,825,750</b>	<b>3,935,707</b>	<b>3,677,180</b>
Long Term Debt (LTD)	62,330	3,756,562	3,800,637	3,910,594	3,677,180
Estimated Third Party Settlements	†	†	†	†	†

## Penobscot Valley Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	†	†	†	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	†	†	†	†	†
Other Non-Current Liabilities	8,809,086	30,064	25,113	25,113	†
<b>Fund Balance Unrestricted</b>	<b>(2,878,236)</b>	<b>2,997,757</b>	<b>3,002,072</b>	<b>1,211,661</b>	<b>671,247</b>
<b>Total Liabilities and Equity</b>	<b>10,666,314</b>	<b>10,439,356</b>	<b>9,682,490</b>	<b>7,483,078</b>	<b>8,226,012</b>
<b>Total Restricted Assets</b>	<b>221,098</b>	<b>226,239</b>	<b>229,727</b>	<b>235,355</b>	<b>431,452</b>
Cash and Investments	221,098	226,239	229,727	235,355	431,452
Receivables	†	†	†	†	†
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>221,098</b>	<b>226,239</b>	<b>229,727</b>	<b>235,355</b>	<b>431,452</b>
<b>Total Restricted Fund Balance</b>	<b>221,098</b>	<b>226,239</b>	<b>229,727</b>	<b>235,355</b>	<b>431,452</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	144,549	149,690	153,178	158,806	354,903
Permanently Restricted Net Assets	76,549	76,549	76,549	76,549	76,549
<b>Total Gross Patient Service Revenue</b>	<b>30,603,065</b>	<b>36,708,319</b>	<b>39,377,051</b>	<b>43,863,134</b>	<b>46,031,780</b>
Gross Inpatient Service Revenue	1,740,867	4,379,762	4,792,673	4,725,448	3,924,824
Gross Outpatient Service Revenue	28,862,198	32,328,557	34,584,378	39,137,686	42,106,956
Free Care (Charity Care)	205,733	316,488	147,251	209,625	166,003
Bad Debt (Provision for Bad Debt)	1,378,706	1,282,799	1,908,436	1,075,041	1,045,814
Contractuals	11,964,001	15,252,127	15,456,474	19,499,801	20,648,753
Changes in Prior Year Estimated/Final Settlements	(86,000)	79,000	(197,000)	219,780	(203,073)
Net Patient Service Revenue	17,140,625	19,777,905	22,061,890	22,858,887	24,374,283
Other Operating Revenue	2,451,419	3,741,612	2,170,643	739,920	640,015
<b>Total Operating Revenue</b>	<b>19,592,044</b>	<b>23,519,517</b>	<b>24,232,533</b>	<b>23,598,807</b>	<b>25,014,298</b>
<b>Total Operating Expenses</b>	<b>18,016,212</b>	<b>21,608,969</b>	<b>24,299,950</b>	<b>25,432,498</b>	<b>25,632,345</b>
Deprecation and Amoritization	399,237	433,877	407,060	495,630	524,333
Interest	31,982	296,092	88,029	107,805	89,123
Advertising Expenses	580	†	†	†	†
Allowed Advertising Expenses	†	†	†	†	†

## Penobscot Valley Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	580	†	†	†	†
Salaries and Benefits	8,638,423	9,731,479	11,205,745	14,096,857	14,568,572
Other Operating Expenses	8,945,990	11,147,521	12,599,116	10,732,206	10,450,317
<b>Net Operating Income</b>	<b>1,575,832</b>	<b>1,910,548</b>	<b>(67,417)</b>	<b>(1,833,691)</b>	<b>(618,047)</b>
<b>Total Non-Operating Revenue</b>	<b>32,575</b>	<b>(38,872)</b>	<b>(10,555)</b>	<b>35,741</b>	<b>(41,809)</b>
<b>Total Investment Income</b>	<b>13,474</b>	<b>2,015</b>	<b>6,659</b>	<b>12,238</b>	<b>7,078</b>
Interest and Dividends	13,474	2,015	6,659	12,238	7,078
Realized Gains/Losses on Sales of Securities	†	†	†	†	†
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	19,101	(40,930)	(20,194)	23,503	(48,887)
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	†	43	2,980	†	†
<b>Excess of Revenue Over Expenses</b>	<b>1,608,407</b>	<b>1,871,676</b>	<b>(77,972)</b>	<b>(1,797,950)</b>	<b>(659,856)</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>1,608,407</b>	<b>1,871,676</b>	<b>(77,972)</b>	<b>(1,797,950)</b>	<b>(659,856)</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>1,095,775</b>	<b>5,896,853</b>	<b>4,315</b>	<b>(1,790,411)</b>	<b>(540,414)</b>
Net Assets Released for Restrictions - Capital	†	†	†	†	42,466
Unrealized Gains/Losses on Investments	†	†	†	†	†
Minimum Pension Liability Adjustment	†	†	†	†	†
Transfers from/To Affiliates	27,644	10,430	23,316	†	76,976
Mergers	†	†	†	†	†
Consolidations with Support Organizations	(540,276)	4,014,747	†	†	†
Other Changes	†	†	58,971	7,539	†

† - data not applicable

## Penobscot Valley Hospital *(continued)*

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		8.20%	7.97%	(0.32%)	(7.61%)	(2.64%)
Operating Margin		8.04%	8.12%	(0.28%)	(7.77%)	(2.47%)
Non Operating Revenue		2.03%	(2.08%)	13.54%	(1.99%)	6.34%
Return on Equity		(55.88%)	62.44%	(2.60%)	(148.39%)	(98.30%)
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	1.455	1.931	2.146	1.534	1.212
Days in Accounts Receivable	days	43.2	31.5	40.0	31.2	48.3
Days Cash on Hand, Current	days	85.4	63.6	36.2	14.4	10.9
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	89.1	65.3	39.2	17.3	10.9
Average Pay Period, Current Liabilities	days	96.8	63.0	43.6	34.2	56.4
<b>Capital Structure</b>						
Equity Financing Ratio		(26.98%)	28.72%	31.01%	16.19%	8.16%
Fixed Asset Financing		1.79%	119.91%	118.33%	110.70%	107.01%
Cash Flow Divided by Total Debt		14.82%	30.98%	4.93%	(20.77%)	(1.79%)
Debt Service Coverage	rate	63.774	7.735	2.947	(4.426)	(0.149)
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	1.840	2.249	2.502	3.158	3.036
Fixed Asset Turnover	rate	5.624	7.507	7.545	6.680	7.279
Average Age of Plant Depreciation Only	years	37.8	35.7	31.1	25.4	24.1

† - data not applicable

## Redington-Fairview General Hospital

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>84,070,068</b>	<b>93,647,580</b>	<b>68,543,458</b>	<b>66,414,155</b>	<b>75,406,356</b>
Cash and Investments	72,487,550	81,566,333	56,186,713	49,649,167	62,960,902
Current Assets Whose Use is Limited	†	†	†	†	†
Net Patient Accounts Receivable	8,796,052	9,669,362	9,259,855	10,451,487	8,801,482
Due From Affiliates	†	†	†	†	†
Third Party Settlements	†	†	†	2,437,941	†
Other Accounts Receivable	638,192	405,909	219,159	176,192	121,673
Inventory	1,900,494	1,762,424	2,630,169	3,054,344	2,663,211
Other Current Assets	247,780	243,552	247,562	645,024	859,088
<b>Total Non-Current Assets</b>	<b>50,966,502</b>	<b>72,391,411</b>	<b>62,533,769</b>	<b>65,594,500</b>	<b>71,905,720</b>
Trustee Held Investments	†	†	†	†	†
Board Designated & Undesignated Investments	25,179,076	30,946,855	27,893,532	29,749,350	32,833,976
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	230,303	15,382,505	8,309,992	12,396,973	18,026,525
Gross Property, Plant and Equipment (PP&E)	93,201,479	86,050,236	90,705,461	84,338,363	87,069,193
Accumulated Deprecation	67,644,356	59,988,185	64,375,216	60,890,186	66,023,974
Net Property, Plant and Equipment (PP&E)	25,557,123	26,062,051	26,330,245	23,448,177	21,045,219
<b>Total Unrestricted Assets</b>	<b>135,036,570</b>	<b>166,038,991</b>	<b>131,077,227</b>	<b>132,008,655</b>	<b>147,312,076</b>
<b>Total Current Liabilities</b>	<b>20,108,358</b>	<b>23,424,579</b>	<b>21,611,975</b>	<b>15,798,238</b>	<b>17,925,727</b>
Current Long Term Debt (LTD)	1,420,000	1,983,060	1,913,342	1,872,971	1,418,754
Accounts Payable Plus Accrued Expenses	11,752,621	12,668,153	11,659,073	13,925,267	13,638,441
Estimated Third Party Settlements	1,412,053	2,055,887	626,196	†	2,868,532
Due to Affiliates	†	†	†	†	†
Other Current Liabilities	5,523,684	6,717,479	7,413,364	†	†
<b>Total Non-Current Liabilities</b>	<b>35,557,569</b>	<b>27,531,127</b>	<b>17,408,075</b>	<b>15,779,529</b>	<b>14,851,268</b>
Long Term Debt (LTD)	20,505,166	18,981,620	17,408,075	15,779,529	14,851,268
Estimated Third Party Settlements	†	†	†	†	†

## Redington-Fairview General Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	†	†	†	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	†	†	†	†	†
Other Non-Current Liabilities	15,052,403	8,549,507	†	†	†
<b>Fund Balance Unrestricted</b>	<b>79,370,643</b>	<b>115,083,285</b>	<b>92,057,177</b>	<b>100,430,888</b>	<b>114,535,081</b>
<b>Total Liabilities and Equity</b>	<b>135,036,570</b>	<b>166,038,991</b>	<b>131,077,227</b>	<b>132,008,655</b>	<b>147,312,076</b>
<b>Total Restricted Assets</b>	<b>1,183,299</b>	<b>1,237,919</b>	<b>1,148,174</b>	<b>1,105,035</b>	<b>1,308,650</b>
Cash and Investments	1,183,299	1,237,919	1,148,174	1,105,035	1,308,650
Receivables	†	†	†	†	†
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>1,183,299</b>	<b>1,237,919</b>	<b>1,148,174</b>	<b>1,105,035</b>	<b>1,308,650</b>
<b>Total Restricted Fund Balance</b>	<b>1,183,299</b>	<b>1,237,919</b>	<b>1,148,174</b>	<b>1,105,035</b>	<b>1,308,650</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	1,183,299	1,237,919	1,148,174	1,105,035	1,308,650
Permanently Restricted Net Assets	†	†	†	†	†
<b>Total Gross Patient Service Revenue</b>	<b>153,831,644</b>	<b>172,077,277</b>	<b>205,400,166</b>	<b>213,531,134</b>	<b>236,175,700</b>
Gross Inpatient Service Revenue	23,125,188	26,968,901	39,025,933	28,128,978	28,807,442
Gross Outpatient Service Revenue	130,706,456	145,108,376	166,374,233	185,402,156	207,368,258
Free Care (Charity Care)	1,437,745	696,687	683,583	607,811	2,052,800
Bad Debt (Provision for Bad Debt)	11,575,030	9,246,516	11,214,975	11,647,916	13,038,031
Contractuals	49,176,053	59,361,259	71,467,994	68,067,861	85,739,886
Changes in Prior Year Estimated/Final Settlements	(1,411,000)	(1,261,000)	(350,000)	(1,420,000)	(1,180,000)
Net Patient Service Revenue	93,053,816	104,033,815	122,383,614	134,627,546	136,524,983
Other Operating Revenue	9,719,461	6,341,219	5,451,308	5,798,661	6,209,880
<b>Total Operating Revenue</b>	<b>102,773,277</b>	<b>110,375,034</b>	<b>127,834,922</b>	<b>140,426,207</b>	<b>142,734,863</b>
<b>Total Operating Expenses</b>	<b>100,449,572</b>	<b>106,536,414</b>	<b>125,526,624</b>	<b>140,332,249</b>	<b>139,549,457</b>
Deprecation and Amoritization	3,691,669	4,012,860	4,387,033	5,957,745	6,145,733
Interest	878,532	821,816	768,252	704,541	613,768
Advertising Expenses	281,705	270,204	292,749	189,852	358,770
Allowed Advertising Expenses	183,979	196,166	222,919	96,884	279,776

## Redington-Fairview General Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	97,726	74,038	69,830	92,968	78,994
Salaries and Benefits	53,477,516	57,240,616	67,515,904	85,631,258	87,405,349
Other Operating Expenses	42,120,150	44,190,918	52,562,686	47,848,853	45,025,837
<b>Net Operating Income</b>	<b>2,323,705</b>	<b>3,838,620</b>	<b>2,308,298</b>	<b>93,958</b>	<b>3,185,406</b>
<b>Total Non-Operating Revenue</b>	<b>3,140,417</b>	<b>1,652,644</b>	<b>3,208,998</b>	<b>2,445,050</b>	<b>2,969,104</b>
<b>Total Investment Income</b>	<b>2,384,676</b>	<b>1,068,874</b>	<b>2,430,073</b>	<b>1,823,747</b>	<b>2,122,355</b>
Interest and Dividends	2,384,676	1,068,874	2,430,073	1,823,747	2,122,355
Realized Gains/Losses on Sales of Securities	†	†	†	†	†
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	(91,409)	(145,070)	(201,296)	(211,407)	(186,590)
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	847,150	728,840	980,221	832,710	1,033,339
<b>Excess of Revenue Over Expenses</b>	<b>5,464,122</b>	<b>5,491,264</b>	<b>5,517,296</b>	<b>2,539,008</b>	<b>6,154,510</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>5,464,122</b>	<b>5,491,264</b>	<b>5,517,296</b>	<b>2,539,008</b>	<b>6,154,510</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>501,396</b>	<b>35,712,642</b>	<b>(23,026,108)</b>	<b>8,373,712</b>	<b>14,104,193</b>
Net Assets Released for Restrictions - Capital	†	†	†	†	†
Unrealized Gains/Losses on Investments	40,979	17,801,343	(16,103,183)	5,227,634	6,163,336
Minimum Pension Liability Adjustment	(5,003,705)	12,420,035	(12,440,221)	607,070	1,786,347
Transfers from/To Affiliates	†	†	†	†	†
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	†	†	†

† - data not applicable

## Redington-Fairview General Hospital *(continued)*

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		5.16%	4.90%	4.21%	1.78%	4.22%
Operating Margin		2.26%	3.48%	1.81%	0.07%	2.23%
Non Operating Revenue		57.47%	30.10%	58.16%	96.30%	48.24%
Return on Equity		6.88%	4.77%	5.99%	2.53%	5.37%
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	4.181	3.998	3.172	4.204	4.207
Days in Accounts Receivable	days	34.5	33.9	27.6	28.3	23.5
Days Cash on Hand, Current	days	273.4	290.4	169.3	134.9	172.3
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	368.4	400.6	253.3	215.7	262.1
Average Pay Period, Current Liabilities	days	75.9	83.4	65.1	42.9	49.0
<b>Capital Structure</b>						
Equity Financing Ratio		58.78%	69.31%	70.23%	76.08%	77.75%
Fixed Asset Financing		80.23%	72.83%	66.11%	67.30%	70.57%
Cash Flow Divided by Total Debt		16.45%	18.65%	25.38%	26.91%	37.53%
Debt Service Coverage	rate	4.443	4.606	3.879	3.515	5.193
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	0.784	0.675	1.000	1.082	0.989
Fixed Asset Turnover	rate	4.021	4.235	4.855	5.989	6.782
Average Age of Plant Depreciation Only	years	18.3	14.9	14.7	10.2	10.7

† - data not applicable

## Rumford Hospital

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>19,223,904</b>	<b>10,077,685</b>	<b>6,545,268</b>	<b>8,860,479</b>	<b>8,088,939</b>
Cash and Investments	14,324,803	3,829,876	24,603	20,845	22,611
Current Assets Whose Use is Limited	40,203	†	†	†	†
Net Patient Accounts Receivable	4,137,598	5,133,893	5,249,446	4,792,108	6,071,912
Due From Affiliates	31,352	1	†	2,020,030	128,383
Third Party Settlements	†	304,122	206,978	975,339	845,257
Other Accounts Receivable	†	†	†	†	†
Inventory	455,532	533,521	691,980	684,165	648,760
Other Current Assets	234,416	276,272	372,261	367,992	372,016
<b>Total Non-Current Assets</b>	<b>15,684,112</b>	<b>15,611,375</b>	<b>12,807,972</b>	<b>12,695,148</b>	<b>12,641,593</b>
Trustee Held Investments	†	40,203	80,772	80,772	80,772
Board Designated & Undesignated Investments	3,357,730	4,238,568	4,173,521	4,563,475	4,854,941
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	1,429,247	1,745,785	105,286	60,368	161,862
Gross Property, Plant and Equipment (PP&E)	38,170,011	38,122,936	38,240,252	38,880,298	39,267,070
Accumulated Deprecation	27,272,876	28,536,117	29,791,859	30,889,765	31,723,052
Net Property, Plant and Equipment (PP&E)	10,897,135	9,586,819	8,448,393	7,990,533	7,544,018
<b>Total Unrestricted Assets</b>	<b>34,908,016</b>	<b>25,689,060</b>	<b>19,353,240</b>	<b>21,555,627</b>	<b>20,730,532</b>
<b>Total Current Liabilities</b>	<b>12,265,208</b>	<b>8,925,214</b>	<b>8,517,454</b>	<b>9,428,758</b>	<b>6,364,746</b>
Current Long Term Debt (LTD)	67,158	29,314	27,555	104,941	108,568
Accounts Payable Plus Accrued Expenses	3,717,250	2,665,032	4,188,193	4,607,827	2,247,309
Estimated Third Party Settlements	8,480,800	5,903,855	4,040,134	4,636,416	3,974,622
Due to Affiliates	†	†	†	†	†
Other Current Liabilities	†	327,013	261,572	79,574	34,247
<b>Total Non-Current Liabilities</b>	<b>3,984,380</b>	<b>3,834,209</b>	<b>739,026</b>	<b>838,816</b>	<b>1,793,750</b>
Long Term Debt (LTD)	759,555	736,824	653,087	571,810	490,474
Estimated Third Party Settlements	†	1,513,609	300,203	†	†

## Rumford Hospital (continued)

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	†	†	†	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	2,605,837	516,388	(782,608)	(320,233)	592,105
Other Non-Current Liabilities	618,988	1,067,388	568,344	587,239	711,171
<b>Fund Balance Unrestricted</b>	<b>18,658,428</b>	<b>12,929,637</b>	<b>10,096,760</b>	<b>11,288,053</b>	<b>12,572,036</b>
<b>Total Liabilities and Equity</b>	<b>34,908,016</b>	<b>25,689,060</b>	<b>19,353,240</b>	<b>21,555,627</b>	<b>20,730,532</b>
<b>Total Restricted Assets</b>	<b>444,472</b>	<b>310,843</b>	<b>302,580</b>	<b>295,977</b>	<b>319,684</b>
Cash and Investments	444,472	310,843	302,580	295,977	319,684
Receivables	†	†	†	†	†
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>444,472</b>	<b>310,843</b>	<b>302,580</b>	<b>295,977</b>	<b>319,684</b>
<b>Total Restricted Fund Balance</b>	<b>444,472</b>	<b>310,843</b>	<b>302,580</b>	<b>295,977</b>	<b>319,684</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	255,024	121,395	113,132	42,043	44,632
Permanently Restricted Net Assets	189,448	189,448	189,448	253,934	275,052
<b>Total Gross Patient Service Revenue</b>	<b>85,254,541</b>	<b>91,179,461</b>	<b>99,797,805</b>	<b>115,263,767</b>	<b>111,976,121</b>
Gross Inpatient Service Revenue	15,430,806	16,768,156	17,347,258	19,207,827	18,474,050
Gross Outpatient Service Revenue	69,823,735	74,411,305	82,450,547	96,055,940	93,502,071
Free Care (Charity Care)	164,269	251,830	143,108	(92,391)	255,119
Bad Debt (Provision for Bad Debt)	4,658,341	4,586,463	4,547,958	4,443,564	4,673,641
Contractuals	39,854,849	43,985,291	46,712,057	59,421,549	57,464,314
Changes in Prior Year Estimated/Final Settlements	†	†	†	†	†
Net Patient Service Revenue	40,577,082	42,355,877	48,394,682	51,491,045	49,583,047
Other Operating Revenue	3,516,141	2,703,432	4,436,055	3,937,225	3,483,492
<b>Total Operating Revenue</b>	<b>44,093,223</b>	<b>45,059,309</b>	<b>52,830,737</b>	<b>55,428,270</b>	<b>53,066,539</b>
<b>Total Operating Expenses</b>	<b>41,302,806</b>	<b>42,209,894</b>	<b>47,602,431</b>	<b>48,509,650</b>	<b>47,484,570</b>
Deprecation and Amoritization	1,737,705	1,752,810	1,524,528	1,384,362	1,106,761
Interest	37,081	43,194	34,173	18,556	57,817
Advertising Expenses	†	190	670	†	203
Allowed Advertising Expenses	†	†	†	†	203

## Rumford Hospital (continued)

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	†	190	670	†	†
Salaries and Benefits	24,046,674	24,576,277	26,929,923	27,219,692	28,408,875
Other Operating Expenses	15,481,346	15,837,423	19,113,137	19,887,040	17,910,914
<b>Net Operating Income</b>	<b>2,790,417</b>	<b>2,849,415</b>	<b>5,228,306</b>	<b>6,918,620</b>	<b>5,581,969</b>
<b>Total Non-Operating Revenue</b>	<b>905,464</b>	<b>1,083,797</b>	<b>67,386</b>	<b>156,386</b>	<b>(443,875)</b>
<b>Total Investment Income</b>	<b>915,749</b>	<b>1,034,504</b>	<b>52,070</b>	<b>121,657</b>	<b>58,051</b>
Interest and Dividends	134,807	107,337	101,827	204,538	138,970
Realized Gains/Losses on Sales of Securities	780,942	927,167	(49,757)	(82,881)	(80,919)
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	†	†	†	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	(10,285)	49,293	15,316	34,729	(501,926)
<b>Excess of Revenue Over Expenses</b>	<b>3,695,881</b>	<b>3,933,212</b>	<b>5,295,692</b>	<b>7,075,006</b>	<b>5,138,094</b>
Extraordinary Gains/Losses	8,587	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>3,704,468</b>	<b>3,933,212</b>	<b>5,295,692</b>	<b>7,075,006</b>	<b>5,138,094</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>2,939,785</b>	<b>(5,728,790)</b>	<b>(2,832,877)</b>	<b>1,191,300</b>	<b>1,283,982</b>
Net Assets Released for Restrictions - Capital	†	†	†	262,756	61,133
Unrealized Gains/Losses on Investments	(764,683)	72,289	(627,668)	381,479	505,165
Minimum Pension Liability Adjustment	†	820,693	1,057,617	(331,212)	(97,488)
Transfers from/To Affiliates	†	(10,554,984)	(8,558,518)	(6,196,729)	(4,322,922)
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	†	†	†

† - data not applicable

## Rumford Hospital (continued)

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		8.21%	8.52%	10.01%	12.73%	9.76%
Operating Margin		6.33%	6.32%	9.90%	12.48%	10.52%
Non Operating Revenue		24.50%	27.56%	1.27%	2.21%	(8.64%)
Return on Equity		19.81%	30.42%	52.45%	62.68%	40.87%
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	1.567	1.129	0.768	0.940	1.271
Days in Accounts Receivable	days	37.2	44.2	39.6	34.0	44.7
Days Cash on Hand, Current	days	132.5	34.6	0.2	0.2	0.2
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	163.5	72.8	33.3	35.5	38.4
Average Pay Period, Current Liabilities	days	113.2	80.5	67.5	73.0	50.1
<b>Capital Structure</b>						
Equity Financing Ratio		53.45%	50.33%	52.17%	52.37%	60.65%
Fixed Asset Financing		6.97%	7.69%	7.73%	7.16%	6.50%
Cash Flow Divided by Total Debt		33.44%	44.56%	73.68%	82.39%	76.54%
Debt Service Coverage	rate	35.193	51.918	107.965	183.859	38.724
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	1.289	1.796	2.733	2.579	2.538
Fixed Asset Turnover	rate	4.046	4.700	6.253	6.937	7.034
Average Age of Plant Depreciation Only	years	15.7	16.3	19.5	22.3	28.7

† - data not applicable

## Southern Maine Health Care

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>45,467,895</b>	<b>64,791,569</b>	<b>73,641,281</b>	<b>83,233,994</b>	<b>95,190,497</b>
Cash and Investments	525,507	847,235	815,595	795,945	14,601
Current Assets Whose Use is Limited	9,320,204	9,315,429	9,316,977	9,344,742	47,685
Net Patient Accounts Receivable	25,015,731	34,190,057	35,737,928	43,607,405	67,095,653
Due From Affiliates	1,200,544	1,544,283	1,246,694	1,281,679	1,386,870
Third Party Settlements	3,186,454	13,538,619	21,172,098	22,511,702	19,053,098
Other Accounts Receivable	1,949,086	809,227	†	†	†
Inventory	3,952,355	4,432,457	4,199,828	4,545,957	4,321,283
Other Current Assets	318,014	114,262	1,152,161	1,146,564	3,271,307
<b>Total Non-Current Assets</b>	<b>124,907,017</b>	<b>120,050,735</b>	<b>113,794,109</b>	<b>93,003,653</b>	<b>97,584,785</b>
Trustee Held Investments	8,793,654	7,293,563	†	†	†
Board Designated & Undesignated Investments	†	†	†	†	†
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	31,887,740	28,423,998	30,300,710	7,397,519	7,849,816
Gross Property, Plant and Equipment (PP&E)	290,851,930	294,395,808	304,191,605	312,057,146	324,863,982
Accumulated Deprecation	206,626,307	210,062,634	220,698,206	226,451,012	235,129,013
Net Property, Plant and Equipment (PP&E)	84,225,623	84,333,174	83,493,399	85,606,134	89,734,969
<b>Total Unrestricted Assets</b>	<b>170,374,912</b>	<b>184,842,304</b>	<b>187,435,390</b>	<b>176,237,647</b>	<b>192,775,282</b>
<b>Total Current Liabilities</b>	<b>46,520,438</b>	<b>47,743,374</b>	<b>51,731,218</b>	<b>52,085,504</b>	<b>53,273,866</b>
Current Long Term Debt (LTD)	5,119,738	4,452,405	4,184,286	1,584,488	1,767,738
Accounts Payable Plus Accrued Expenses	34,678,402	36,104,083	19,971,602	26,323,591	28,940,714
Estimated Third Party Settlements	†	†	19,832,613	20,671,715	19,858,073
Due to Affiliates	6,666,570	7,148,053	7,723,754	3,485,818	2,517,619
Other Current Liabilities	55,728	38,833	18,963	19,892	189,722
<b>Total Non-Current Liabilities</b>	<b>52,185,734</b>	<b>43,727,036</b>	<b>35,440,492</b>	<b>13,918,870</b>	<b>12,159,181</b>
Long Term Debt (LTD)	34,004,590	29,384,394	25,030,467	13,918,870	12,159,181
Estimated Third Party Settlements	†	†	†	†	†

## Southern Maine Health Care *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	18,181,144	14,342,642	10,410,025	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	†	†	†	†	†
Other Non-Current Liabilities	†	†	†	†	†
<b>Fund Balance Unrestricted</b>	<b>71,668,740</b>	<b>93,371,894</b>	<b>100,263,680</b>	<b>110,233,273</b>	<b>127,342,235</b>
<b>Total Liabilities and Equity</b>	<b>170,374,912</b>	<b>184,842,304</b>	<b>187,435,390</b>	<b>176,237,647</b>	<b>192,775,282</b>
<b>Total Restricted Assets</b>	<b>19,683,437</b>	<b>22,590,628</b>	<b>19,383,140</b>	<b>21,696,350</b>	<b>25,410,042</b>
Cash and Investments	19,683,437	22,590,628	19,383,140	21,696,350	25,410,042
Receivables	†	†	†	†	†
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>19,683,437</b>	<b>22,590,629</b>	<b>19,383,140</b>	<b>21,696,350</b>	<b>25,410,042</b>
<b>Total Restricted Fund Balance</b>	<b>19,683,437</b>	<b>22,590,629</b>	<b>19,383,140</b>	<b>21,696,350</b>	<b>25,410,042</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	4,612,835	5,386,806	4,841,159	5,893,510	6,996,357
Permanently Restricted Net Assets	15,070,602	17,203,823	14,541,981	15,802,840	18,413,685
<b>Total Gross Patient Service Revenue</b>	<b>663,205,764</b>	<b>796,359,013</b>	<b>884,453,113</b>	<b>959,131,012</b>	<b>1,103,986,866</b>
Gross Inpatient Service Revenue	203,292,581	272,430,114	300,706,581	290,158,614	335,375,531
Gross Outpatient Service Revenue	459,913,183	523,928,899	583,746,532	668,972,398	768,611,335
Free Care (Charity Care)	11,688,512	5,094,048	8,076,564	8,274,608	8,875,700
Bad Debt (Provision for Bad Debt)	19,822,047	23,106,909	21,768,771	29,329,858	28,033,141
Contractuals	360,576,462	443,146,974	502,315,948	547,290,346	643,491,658
Changes in Prior Year Estimated/Final Settlements	†	†	†	†	†
Net Patient Service Revenue	271,118,743	325,011,082	352,291,830	374,236,200	423,586,367
Other Operating Revenue	18,025,256	27,151,222	18,107,448	14,686,453	10,528,679
<b>Total Operating Revenue</b>	<b>289,143,999</b>	<b>352,162,304</b>	<b>370,399,278</b>	<b>388,922,653</b>	<b>434,115,046</b>
<b>Total Operating Expenses</b>	<b>309,581,806</b>	<b>325,785,651</b>	<b>387,184,960</b>	<b>401,667,831</b>	<b>420,934,562</b>
Deprecation and Amoritization	15,433,286	16,005,661	15,971,342	16,040,561	11,868,467
Interest	1,796,743	1,739,009	1,432,919	1,121,053	328,093
Advertising Expenses	7,158	12,962	2,175	6,968	4,760
Allowed Advertising Expenses	658	†	†	3,484	†

## Southern Maine Health Care (continued)

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	6,500	12,962	2,175	3,484	4,760
Salaries and Benefits	180,239,960	175,620,922	188,304,874	194,274,820	199,812,336
Other Operating Expenses	112,104,659	132,407,097	181,473,650	190,224,429	208,920,906
<b>Net Operating Income</b>	<b>(20,437,807)</b>	<b>26,376,653</b>	<b>(16,785,682)</b>	<b>(12,745,178)</b>	<b>13,180,484</b>
<b>Total Non-Operating Revenue</b>	<b>837,048</b>	<b>3,888,053</b>	<b>922,018</b>	<b>363,102</b>	<b>410,239</b>
<b>Total Investment Income</b>	<b>378,488</b>	<b>3,693,343</b>	<b>757,185</b>	<b>421,089</b>	<b>535,918</b>
Interest and Dividends	738,537	729,653	768,791	480,789	541,501
Realized Gains/Losses on Sales of Securities	(360,049)	2,963,690	(11,606)	(59,700)	(5,583)
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	350,242	73,065	65,076	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	108,318	121,645	99,757	(57,987)	(125,679)
<b>Excess of Revenue Over Expenses</b>	<b>(19,600,759)</b>	<b>30,264,706</b>	<b>(15,863,664)</b>	<b>(12,382,076)</b>	<b>13,590,723</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>(19,600,759)</b>	<b>30,264,706</b>	<b>(15,863,664)</b>	<b>(12,382,076)</b>	<b>13,590,723</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>(13,040,095)</b>	<b>21,703,155</b>	<b>6,891,784</b>	<b>9,969,593</b>	<b>17,108,963</b>
Net Assets Released for Restrictions - Capital	10,264	60,430	39,101	93,820	209,305
Unrealized Gains/Losses on Investments	†	†	(526,666)	110,611	284,405
Minimum Pension Liability Adjustment	†	†	†	†	†
Transfers from/To Affiliates	6,550,400	(8,621,981)	23,243,013	22,147,238	3,024,530
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	†	†	†

† - data not applicable

## Southern Maine Health Care *(continued)*

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		(6.76%)	8.50%	(4.27%)	(3.18%)	3.13%
Operating Margin		(7.07%)	7.49%	(4.53%)	(3.28%)	3.04%
Non Operating Revenue		(4.27%)	12.85%	(5.81%)	(2.93%)	3.02%
Return on Equity		(27.35%)	32.41%	(15.82%)	(11.23%)	10.67%
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	0.977	1.357	1.424	1.598	1.787
Days in Accounts Receivable	days	33.7	38.4	37.0	42.5	57.8
Days Cash on Hand, Current	days	12.2	12.0	10.0	9.6	0.1
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	12.2	12.0	10.0	9.6	0.1
Average Pay Period, Current Liabilities	days	57.7	56.3	50.9	49.3	47.5
<b>Capital Structure</b>						
Equity Financing Ratio		42.07%	50.51%	53.49%	62.55%	66.06%
Fixed Asset Financing		40.37%	34.84%	29.98%	16.26%	13.55%
Cash Flow Divided by Total Debt		(4.22%)	50.59%	0.12%	5.54%	38.91%
Debt Service Coverage	rate	(0.355)	7.000	0.262	0.901	13.483
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	1.702	1.926	1.981	2.209	2.254
Fixed Asset Turnover	rate	3.433	4.176	4.436	4.543	4.838
Average Age of Plant Depreciation Only	years	13.4	13.1	13.8	14.1	19.8

† - data not applicable

## St. Joseph Hospital

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>39,613,000</b>	<b>28,934,000</b>	<b>31,996,000</b>	<b>36,475,000</b>	<b>43,683,000</b>
Cash and Investments	6,814,000	1,829,000	2,296,000	1,094,000	4,832,000
Current Assets Whose Use is Limited	898,000	†	5,000	†	†
Net Patient Accounts Receivable	15,067,000	16,172,000	18,588,000	22,176,000	23,359,000
Due From Affiliates	2,279,000	3,051,000	5,757,000	6,352,000	7,078,000
Third Party Settlements	†	†	†	1,620,000	3,670,000
Other Accounts Receivable	†	†	195,000	†	†
Inventory	3,389,000	4,120,000	3,258,000	3,234,000	3,216,000
Other Current Assets	11,166,000	3,762,000	1,897,000	1,999,000	1,528,000
<b>Total Non-Current Assets</b>	<b>35,744,000</b>	<b>40,979,000</b>	<b>31,769,000</b>	<b>32,896,000</b>	<b>39,926,000</b>
Trustee Held Investments	†	†	†	†	†
Board Designated & Undesignated Investments	9,884,000	11,211,000	2,164,000	2,552,000	2,823,000
Due from Affiliates	123,000	118,000	97,000	94,000	90,000
Investment in Affiliates	301,000	301,000	301,000	301,000	632,000
Other Non-Current Assets	†	†	†	†	†
Gross Property, Plant and Equipment (PP&E)	93,194,000	94,792,000	97,007,000	89,323,000	98,344,000
Accumulated Deprecation	67,758,000	65,443,000	67,800,000	59,374,000	61,963,000
Net Property, Plant and Equipment (PP&E)	25,436,000	29,349,000	29,207,000	29,949,000	36,381,000
<b>Total Unrestricted Assets</b>	<b>75,357,000</b>	<b>69,913,000</b>	<b>63,765,000</b>	<b>69,371,000</b>	<b>83,609,000</b>
<b>Total Current Liabilities</b>	<b>20,246,000</b>	<b>20,988,000</b>	<b>26,423,000</b>	<b>30,494,000</b>	<b>30,008,000</b>
Current Long Term Debt (LTD)	2,001,000	496,000	943,000	990,000	504,000
Accounts Payable Plus Accrued Expenses	9,104,000	12,844,000	11,094,000	12,876,000	17,480,000
Estimated Third Party Settlements	3,226,000	(5,660,000)	(1,989,000)	†	†
Due to Affiliates	55,000	2,843,000	16,049,000	16,371,000	11,976,000
Other Current Liabilities	5,860,000	10,465,000	326,000	257,000	48,000
<b>Total Non-Current Liabilities</b>	<b>27,731,000</b>	<b>17,136,000</b>	<b>17,522,000</b>	<b>15,950,000</b>	<b>17,475,000</b>
Long Term Debt (LTD)	15,266,000	1,547,000	1,111,000	(28,000)	1,277,000
Estimated Third Party Settlements	†	†	†	†	†

## St. Joseph Hospital (continued)

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	†	14,935,000	14,934,000	14,769,000	14,769,000
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	1,251,000	286,000	1,232,000	1,209,000	1,429,000
Other Non-Current Liabilities	11,214,000	368,000	245,000	†	†
<b>Fund Balance Unrestricted</b>	<b>27,380,000</b>	<b>31,789,000</b>	<b>19,820,000</b>	<b>22,927,000</b>	<b>36,126,000</b>
<b>Total Liabilities and Equity</b>	<b>75,357,000</b>	<b>69,913,000</b>	<b>63,765,000</b>	<b>69,371,000</b>	<b>83,609,000</b>
<b>Total Restricted Assets</b>	<b>2,900,000</b>	<b>3,141,000</b>	<b>2,438,000</b>	<b>2,732,000</b>	<b>2,905,000</b>
Cash and Investments	2,900,000	3,141,000	2,438,000	2,732,000	2,905,000
Receivables	†	†	†	†	†
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>2,900,000</b>	<b>3,141,000</b>	<b>2,438,000</b>	<b>2,732,000</b>	<b>2,905,000</b>
<b>Total Restricted Fund Balance</b>	<b>2,900,000</b>	<b>3,141,000</b>	<b>2,438,000</b>	<b>2,732,000</b>	<b>2,905,000</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	123,000	119,000	41,000	94,000	90,000
Permanently Restricted Net Assets	2,777,000	3,022,000	2,397,000	2,638,000	2,815,000
<b>Total Gross Patient Service Revenue</b>	<b>368,710,000</b>	<b>453,113,000</b>	<b>511,496,000</b>	<b>586,464,000</b>	<b>676,046,000</b>
Gross Inpatient Service Revenue	100,274,000	119,899,000	130,854,000	149,122,000	176,264,000
Gross Outpatient Service Revenue	268,436,000	333,214,000	380,642,000	437,342,000	499,782,000
Free Care (Charity Care)	1,544,000	1,774,000	2,038,000	3,943,000	4,304,000
Bad Debt (Provision for Bad Debt)	7,418,000	6,388,000	7,462,000	7,889,000	12,123,000
Contractuals	226,430,000	280,747,000	325,572,000	382,880,000	447,389,000
Changes in Prior Year Estimated/Final Settlements	(4,014,000)	(255,000)	(343,000)	(1,613,000)	(2,245,000)
Net Patient Service Revenue	137,332,000	164,459,000	176,767,000	193,365,000	214,475,000
Other Operating Revenue	13,538,000	9,647,000	6,363,000	6,393,000	9,454,000
<b>Total Operating Revenue</b>	<b>150,870,000</b>	<b>174,106,000</b>	<b>183,130,000</b>	<b>199,758,000</b>	<b>223,929,000</b>
<b>Total Operating Expenses</b>	<b>151,375,000</b>	<b>174,545,000</b>	<b>193,005,000</b>	<b>198,021,000</b>	<b>220,306,000</b>
Deprecation and Amoritization	3,092,000	2,160,000	2,471,000	2,579,000	2,807,000
Interest	741,000	601,000	603,000	594,000	606,000
Advertising Expenses	†	†	†	†	†
Allowed Advertising Expenses	†	†	†	†	†

## St. Joseph Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	†	†	†	†	†
Salaries and Benefits	74,313,000	85,126,000	94,459,000	102,855,000	116,552,000
Other Operating Expenses	73,229,000	86,658,000	95,472,000	91,993,000	100,341,000
<b>Net Operating Income</b>	<b>(505,000)</b>	<b>(439,000)</b>	<b>(9,875,000)</b>	<b>1,737,000</b>	<b>3,623,000</b>
<b>Total Non-Operating Revenue</b>	<b>534,000</b>	<b>1,636,000</b>	<b>(3,086,000)</b>	<b>(168,000)</b>	<b>(18,000)</b>
<b>Total Investment Income</b>	<b>353,000</b>	<b>1,557,000</b>	<b>(1,031,000)</b>	<b>159,000</b>	<b>349,000</b>
Interest and Dividends	310,000	497,000	319,000	232,000	297,000
Realized Gains/Losses on Sales of Securities	206,000	2,348,000	313,000	(73,000)	52,000
Permanently Impaired Security Write Downs	(163,000)	(1,288,000)	(1,663,000)	†	†
Gains/Losses on Joint Ventures/Equity Investments	465,000	663,000	(1,667,000)	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	(284,000)	(584,000)	(388,000)	(327,000)	(367,000)
<b>Excess of Revenue Over Expenses</b>	<b>29,000</b>	<b>1,197,000</b>	<b>(12,961,000)</b>	<b>1,569,000</b>	<b>3,605,000</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>29,000</b>	<b>1,197,000</b>	<b>(12,961,000)</b>	<b>1,569,000</b>	<b>3,605,000</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>515,000</b>	<b>4,408,000</b>	<b>(11,969,000)</b>	<b>3,107,000</b>	<b>13,199,000</b>
Net Assets Released for Restrictions - Capital	323,000	2,913,000	199,000	273,000	1,799,000
Unrealized Gains/Losses on Investments	†	†	†	449,000	511,000
Minimum Pension Liability Adjustment	†	298,000	793,000	†	†
Transfers from/To Affiliates	163,000	†	†	†	7,284,000
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	†	816,000	†

† - data not applicable

## St. Joseph Hospital (continued)

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		0.02%	0.68%	(7.20%)	0.79%	1.61%
Operating Margin		(0.33%)	(0.25%)	(5.39%)	0.87%	1.62%
Non Operating Revenue		1841.38%	136.67%	23.81%	(10.71%)	(0.50%)
Return on Equity		0.11%	3.77%	(65.39%)	6.84%	9.98%
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	1.957	1.379	1.211	1.196	1.456
Days in Accounts Receivable	days	40.0	35.9	38.4	41.9	39.8
Days Cash on Hand, Current	days	19.0	3.9	4.4	2.0	8.1
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	43.3	27.6	8.6	6.8	12.8
Average Pay Period, Current Liabilities	days	49.8	44.4	50.6	56.9	50.4
<b>Capital Structure</b>						
Equity Financing Ratio		36.33%	45.47%	31.08%	33.05%	43.21%
Fixed Asset Financing		60.02%	5.27%	3.80%	(0.09%)	3.51%
Cash Flow Divided by Total Debt		6.51%	8.81%	(23.87%)	8.93%	13.50%
Debt Service Coverage	rate	1.572	1.521	(8.996)	3.085	4.397
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	2.009	2.514	2.824	2.877	2.678
Fixed Asset Turnover	rate	5.931	5.932	6.270	6.670	6.155
Average Age of Plant Depreciation Only	years	21.9	30.3	27.4	23.0	22.1

† - data not applicable

## St. Mary's Regional Medical Center

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>57,772,000</b>	<b>59,885,000</b>	<b>58,086,000</b>	<b>68,489,000</b>	<b>66,576,000</b>
Cash and Investments	10,244,000	3,597,000	5,265,000	2,663,000	14,490,000
Current Assets Whose Use is Limited	893,000	1,000	†	†	†
Net Patient Accounts Receivable	22,542,000	25,953,000	23,062,000	26,507,000	22,686,000
Due From Affiliates	19,785,000	23,271,000	21,309,000	17,642,000	14,949,000
Third Party Settlements	†	†	†	10,364,000	5,290,000
Other Accounts Receivable	853,000	†	556,000	†	†
Inventory	2,166,000	3,306,000	2,441,000	3,045,000	2,681,000
Other Current Assets	1,289,000	3,757,000	5,453,000	8,268,000	6,480,000
<b>Total Non-Current Assets</b>	<b>66,959,000</b>	<b>71,763,000</b>	<b>65,192,000</b>	<b>63,425,000</b>	<b>63,243,000</b>
Trustee Held Investments	†	†	†	†	†
Board Designated & Undesignated Investments	3,938,000	5,257,000	11,000	572,000	930,000
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	2,466,000	2,485,000	2,337,000	1,792,000	2,113,000
Other Non-Current Assets	(20,000)	†	†	†	†
Gross Property, Plant and Equipment (PP&E)	165,286,000	133,221,000	136,405,000	138,848,000	143,065,000
Accumulated Deprecation	104,711,000	69,200,000	73,561,000	77,787,000	82,865,000
Net Property, Plant and Equipment (PP&E)	60,575,000	64,021,000	62,844,000	61,061,000	60,200,000
<b>Total Unrestricted Assets</b>	<b>124,731,000</b>	<b>131,648,000</b>	<b>123,278,000</b>	<b>131,914,000</b>	<b>129,819,000</b>
<b>Total Current Liabilities</b>	<b>26,576,000</b>	<b>46,971,000</b>	<b>89,347,000</b>	<b>130,959,000</b>	<b>133,276,000</b>
Current Long Term Debt (LTD)	3,134,000	1,373,000	1,268,000	1,322,000	758,000
Accounts Payable Plus Accrued Expenses	17,926,000	20,524,000	30,173,000	29,599,000	5,666,000
Estimated Third Party Settlements	(498,000)	(2,751,000)	(2,274,000)	†	†
Due to Affiliates	433,000	16,687,000	56,892,000	90,026,000	109,553,000
Other Current Liabilities	5,581,000	11,138,000	3,288,000	10,012,000	17,299,000
<b>Total Non-Current Liabilities</b>	<b>45,664,000</b>	<b>36,834,000</b>	<b>36,186,000</b>	<b>33,628,000</b>	<b>34,591,000</b>
Long Term Debt (LTD)	33,356,000	2,671,000	2,023,000	(165,000)	(990,000)
Estimated Third Party Settlements	†	†	†	†	†

## St. Mary's Regional Medical Center *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	2,428,000	33,583,000	33,583,000	33,213,000	33,213,000
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	†	†	†	†	†
Other Non-Current Liabilities	9,880,000	580,000	580,000	580,000	2,368,000
<b>Fund Balance Unrestricted</b>	<b>52,491,000</b>	<b>47,843,000</b>	<b>(2,255,000)</b>	<b>(32,673,000)</b>	<b>(38,048,000)</b>
<b>Total Liabilities and Equity</b>	<b>124,731,000</b>	<b>131,648,000</b>	<b>123,278,000</b>	<b>131,914,000</b>	<b>129,819,000</b>
<b>Total Restricted Assets</b>	<b>9,413,000</b>	<b>5,846,000</b>	<b>5,844,000</b>	<b>6,370,000</b>	<b>5,857,000</b>
Cash and Investments	9,413,000	5,846,000	5,844,000	6,370,000	5,857,000
Receivables	†	†	†	†	†
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>9,413,000</b>	<b>5,846,000</b>	<b>5,844,000</b>	<b>6,370,000</b>	<b>5,857,000</b>
<b>Total Restricted Fund Balance</b>	<b>9,413,000</b>	<b>5,846,000</b>	<b>5,844,000</b>	<b>6,370,000</b>	<b>5,857,000</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	7,512,000	3,423,000	3,693,000	3,429,000	2,441,000
Permanently Restricted Net Assets	1,901,000	2,423,000	2,151,000	2,941,000	3,416,000
<b>Total Gross Patient Service Revenue</b>	<b>533,787,000</b>	<b>641,405,064</b>	<b>626,544,000</b>	<b>653,628,000</b>	<b>613,904,000</b>
Gross Inpatient Service Revenue	146,738,000	187,088,726	194,169,000	175,843,000	163,055,000
Gross Outpatient Service Revenue	387,049,000	454,316,338	432,375,000	477,785,000	450,849,000
Free Care (Charity Care)	3,249,000	4,754,000	4,677,000	8,710,000	4,512,000
Bad Debt (Provision for Bad Debt)	13,714,000	6,418,000	9,878,000	7,822,000	11,112,000
Contractuals	347,276,000	421,362,000	418,638,000	432,054,000	398,983,000
Changes in Prior Year Estimated/Final Settlements	(3,979,000)	(3,288,000)	(2,980,000)	(6,369,000)	(3,007,000)
Net Patient Service Revenue	173,527,000	212,159,064	196,331,000	211,411,000	202,304,000
Other Operating Revenue	30,429,000	27,793,000	16,354,000	16,507,000	22,444,000
<b>Total Operating Revenue</b>	<b>203,956,000</b>	<b>239,952,064</b>	<b>212,685,000</b>	<b>227,918,000</b>	<b>224,748,000</b>
<b>Total Operating Expenses</b>	<b>216,323,000</b>	<b>248,659,000</b>	<b>260,737,000</b>	<b>259,548,000</b>	<b>229,798,000</b>
Deprecation and Amoritization	5,193,000	3,930,000	4,380,000	4,571,000	4,587,000
Interest	1,753,000	1,368,000	1,331,000	1,136,000	1,256,000
Advertising Expenses	†	†	†	†	†
Allowed Advertising Expenses	†	†	†	†	†

## St. Mary's Regional Medical Center *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	†	†	†	†	†
Salaries and Benefits	107,698,000	114,827,000	116,911,000	113,909,000	110,350,000
Other Operating Expenses	101,679,000	128,534,000	138,115,000	139,932,000	113,605,000
<b>Net Operating Income</b>	<b>(12,367,000)</b>	<b>(8,706,936)</b>	<b>(48,052,000)</b>	<b>(31,630,000)</b>	<b>(5,050,000)</b>
<b>Total Non-Operating Revenue</b>	<b>101,000</b>	<b>2,136,000</b>	<b>(463,000)</b>	<b>(416,000)</b>	<b>284,000</b>
<b>Total Investment Income</b>	<b>159,000</b>	<b>1,220,000</b>	<b>(478,000)</b>	<b>(47,000)</b>	<b>583,000</b>
Interest and Dividends	159,000	105,000	49,000	53,000	297,000
Realized Gains/Losses on Sales of Securities	†	1,115,000	(527,000)	(100,000)	286,000
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	†	†	†	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	(58,000)	916,000	15,000	(369,000)	(299,000)
<b>Excess of Revenue Over Expenses</b>	<b>(12,266,000)</b>	<b>(6,570,936)</b>	<b>(48,515,000)</b>	<b>(32,046,000)</b>	<b>(4,766,000)</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>(12,266,000)</b>	<b>(6,570,936)</b>	<b>(48,515,000)</b>	<b>(32,046,000)</b>	<b>(4,766,000)</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>(15,052,000)</b>	<b>(4,647,936)</b>	<b>(50,098,000)</b>	<b>(30,415,000)</b>	<b>(5,375,000)</b>
Net Assets Released for Restrictions - Capital	214,000	4,209,000	295,000	†	†
Unrealized Gains/Losses on Investments	†	(1,302,000)	(2,503,000)	(83,000)	302,000
Minimum Pension Liability Adjustment	†	†	†	†	†
Transfers from/To Affiliates	(3,000,000)	†	1,020,000	†	(911,000)
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	(984,000)	(395,000)	1,714,000	†

† - data not applicable

## St. Mary's Regional Medical Center *(continued)*

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		(6.01%)	(2.71%)	(22.86%)	(14.09%)	(2.12%)
Operating Margin		(6.06%)	(3.63%)	(22.59%)	(13.88%)	(2.25%)
Non Operating Revenue		(0.82%)	(32.51%)	0.95%	1.30%	(5.96%)
Return on Equity		(23.37%)	(13.73%)	2151.44%	98.08%	12.53%
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	2.174	1.275	0.650	0.523	0.500
Days in Accounts Receivable	days	47.4	44.6	42.9	45.8	40.9
Days Cash on Hand, Current	days	19.3	5.4	7.5	3.8	23.5
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	26.1	13.2	7.5	4.6	25.0
Average Pay Period, Current Liabilities	days	45.9	70.1	127.2	187.5	216.0
<b>Capital Structure</b>						
Equity Financing Ratio		42.08%	36.34%	(1.83%)	(24.77%)	(29.31%)
Fixed Asset Financing		55.07%	4.17%	3.22%	(0.27%)	(1.64%)
Cash Flow Divided by Total Debt		(9.79%)	(3.15%)	(35.16%)	(16.69%)	(0.11%)
Debt Service Coverage	rate	(1.334)	(0.283)	(15.830)	(10.956)	0.418
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	1.636	1.839	1.721	1.725	1.733
Fixed Asset Turnover	rate	3.367	3.748	3.384	3.733	3.733
Average Age of Plant Depreciation Only	years	20.2	17.6	16.8	17.0	18.1

† - data not applicable

## Stephens Memorial Hospital

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>9,119,009</b>	<b>11,107,528</b>	<b>15,112,466</b>	<b>14,777,736</b>	<b>17,053,459</b>
Cash and Investments	42,349	3,351	3,475	42,770	9,342
Current Assets Whose Use is Limited	†	†	†	†	†
Net Patient Accounts Receivable	5,047,050	7,145,591	9,162,707	10,440,813	12,456,716
Due From Affiliates	35,847	49,544	65,975	81,135	112,245
Third Party Settlements	2,227,334	1,860,765	3,532,861	1,827,861	712,861
Other Accounts Receivable	4,305	†	†	†	†
Inventory	1,473,116	1,531,528	1,648,586	1,573,950	1,581,253
Other Current Assets	289,008	516,749	698,862	811,207	2,181,042
<b>Total Non-Current Assets</b>	<b>35,850,339</b>	<b>36,229,688</b>	<b>34,260,049</b>	<b>29,397,888</b>	<b>32,470,834</b>
Trustee Held Investments	129,647	129,347	†	†	†
Board Designated & Undesignated Investments	640,346	662,432	497,474	348,010	883,518
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	4,825,421	4,215,767	3,606,113	†	†
Gross Property, Plant and Equipment (PP&E)	72,404,170	74,888,967	76,836,629	78,342,920	83,510,159
Accumulated Deprecation	42,149,245	43,666,825	46,680,167	49,293,042	51,922,843
Net Property, Plant and Equipment (PP&E)	30,254,925	31,222,142	30,156,462	29,049,878	31,587,316
<b>Total Unrestricted Assets</b>	<b>44,969,348</b>	<b>47,337,216</b>	<b>49,372,515</b>	<b>44,175,624</b>	<b>49,524,293</b>
<b>Total Current Liabilities</b>	<b>17,463,613</b>	<b>17,335,855</b>	<b>15,510,175</b>	<b>15,566,574</b>	<b>13,814,512</b>
Current Long Term Debt (LTD)	389,211	424,033	†	†	†
Accounts Payable Plus Accrued Expenses	6,667,100	4,800,477	4,993,512	6,933,842	7,985,190
Estimated Third Party Settlements	7,220,532	9,320,591	7,959,302	6,843,765	4,798,086
Due to Affiliates	1,006,902	624,133	1,183,820	781,575	385,684
Other Current Liabilities	2,179,868	2,166,621	1,373,541	1,007,392	645,552
<b>Total Non-Current Liabilities</b>	<b>5,781,638</b>	<b>4,926,662</b>	<b>1,109,399</b>	<b>135,499</b>	<b>315,637</b>
Long Term Debt (LTD)	3,801,287	3,376,363	†	†	†
Estimated Third Party Settlements	†	†	†	†	†

## Stephens Memorial Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	1,911,371	†	1,040,419	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	†	†	†	†	†
Other Non-Current Liabilities	68,980	1,550,299	68,980	135,499	315,637
<b>Fund Balance Unrestricted</b>	<b>21,724,097</b>	<b>25,074,699</b>	<b>32,752,941</b>	<b>28,473,551</b>	<b>35,394,144</b>
<b>Total Liabilities and Equity</b>	<b>44,969,348</b>	<b>47,337,216</b>	<b>49,372,515</b>	<b>44,175,624</b>	<b>49,524,293</b>
<b>Total Restricted Assets</b>	<b>3,225,316</b>	<b>3,250,274</b>	<b>3,058,807</b>	<b>2,701,788</b>	<b>3,441,897</b>
Cash and Investments	3,225,316	3,250,274	3,058,807	2,701,788	3,441,897
Receivables	†	†	†	†	†
Other Assets	†	†	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>3,225,316</b>	<b>3,250,274</b>	<b>3,058,807</b>	<b>2,701,788</b>	<b>3,441,897</b>
<b>Total Restricted Fund Balance</b>	<b>3,225,316</b>	<b>3,250,274</b>	<b>3,058,807</b>	<b>2,701,788</b>	<b>3,441,897</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	2,617,024	2,691,864	2,558,200	2,201,181	2,941,290
Permanently Restricted Net Assets	608,292	558,410	500,607	500,607	500,607
<b>Total Gross Patient Service Revenue</b>	<b>127,794,892</b>	<b>156,801,016</b>	<b>180,875,482</b>	<b>210,989,270</b>	<b>231,475,029</b>
Gross Inpatient Service Revenue	23,009,831	25,910,224	35,845,058	37,229,841	40,544,179
Gross Outpatient Service Revenue	104,785,061	130,890,792	145,030,424	173,759,429	190,930,850
Free Care (Charity Care)	1,591,746	704,057	808,213	1,895,279	2,405,006
Bad Debt (Provision for Bad Debt)	5,504,556	6,987,867	4,910,437	7,913,702	6,374,488
Contractuals	48,276,564	61,454,494	74,860,303	92,988,942	104,435,140
Changes in Prior Year Estimated/Final Settlements	†	†	†	†	†
Net Patient Service Revenue	72,422,026	87,654,598	100,296,529	108,191,347	118,260,395
Other Operating Revenue	10,233,117	9,329,734	11,085,679	10,606,861	6,883,497
<b>Total Operating Revenue</b>	<b>82,655,143</b>	<b>96,984,332</b>	<b>111,382,208</b>	<b>118,798,208</b>	<b>125,143,892</b>
<b>Total Operating Expenses</b>	<b>77,325,346</b>	<b>84,185,787</b>	<b>96,318,507</b>	<b>103,883,969</b>	<b>112,585,472</b>
Deprecation and Amoritization	3,727,045	4,309,911	4,390,181	4,343,223	3,343,492
Interest	128,857	178,878	141,293	130,029	73,062
Advertising Expenses	†	†	†	9	†
Allowed Advertising Expenses	†	†	†	9	†

## Stephens Memorial Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	†	†	†	†	†
Salaries and Benefits	41,666,863	44,986,379	48,616,251	52,868,930	57,626,110
Other Operating Expenses	31,802,581	34,710,619	43,170,782	46,541,778	51,542,808
<b>Net Operating Income</b>	<b>5,329,797</b>	<b>12,798,545</b>	<b>15,063,701</b>	<b>14,914,239</b>	<b>12,558,420</b>
<b>Total Non-Operating Revenue</b>	<b>(166,630)</b>	<b>(165,452)</b>	<b>189,773</b>	<b>(145,416)</b>	<b>23,615</b>
<b>Total Investment Income</b>	<b>14,250</b>	<b>12,244</b>	<b>(8,462)</b>	<b>1,975</b>	<b>(1,247)</b>
Interest and Dividends	14,250	12,244	14,845	17,398	29,371
Realized Gains/Losses on Sales of Securities	†	†	(23,307)	(15,423)	(30,618)
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	(180,880)	†	570,086	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	†	(177,696)	(371,851)	(147,391)	24,862
<b>Excess of Revenue Over Expenses</b>	<b>5,163,167</b>	<b>12,633,093</b>	<b>15,253,474</b>	<b>14,768,823</b>	<b>12,582,035</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>5,163,167</b>	<b>12,633,093</b>	<b>15,253,474</b>	<b>14,768,823</b>	<b>12,582,035</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>6,072,339</b>	<b>3,350,600</b>	<b>7,678,241</b>	<b>(4,279,291)</b>	<b>6,920,492</b>
Net Assets Released for Restrictions - Capital	223,037	1,865,874	177,340	1,147,100	†
Unrealized Gains/Losses on Investments	13,340	22,164	(81,311)	55,016	102,689
Minimum Pension Liability Adjustment	†	†	†	†	†
Transfers from/To Affiliates	672,795	(11,170,531)	(7,671,262)	(20,250,230)	(5,764,232)
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	†	†	†

† - data not applicable

## Stephens Memorial Hospital *(continued)*

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		6.26%	13.05%	13.67%	12.45%	10.05%
Operating Margin		6.45%	13.20%	13.52%	12.55%	10.04%
Non Operating Revenue		(3.23%)	(1.31%)	1.24%	(0.98%)	0.19%
Return on Equity		23.77%	50.38%	46.57%	51.87%	35.55%
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	0.522	0.641	0.974	0.949	1.234
Days in Accounts Receivable	days	25.4	29.8	33.3	35.2	38.4
Days Cash on Hand, Current	days	0.2	0.0	0.0	0.2	0.0
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	3.4	3.0	2.0	1.4	3.0
Average Pay Period, Current Liabilities	days	86.6	79.2	61.6	57.1	46.2
<b>Capital Structure</b>						
Equity Financing Ratio		48.31%	52.97%	66.34%	64.46%	71.47%
Fixed Asset Financing		12.56%	10.81%	0.00%	0.00%	0.00%
Cash Flow Divided by Total Debt		38.25%	76.11%	118.20%	121.72%	112.71%
Debt Service Coverage	rate	18.026	30.139	34.997	147.983	218.973
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	1.834	2.045	2.260	2.686	2.527
Fixed Asset Turnover	rate	2.732	3.106	3.693	4.089	3.962
Average Age of Plant Depreciation Only	years	11.3	10.1	10.6	11.3	15.5

† - data not applicable

## Waldo County General Hospital

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>18,844,673</b>	<b>12,129,094</b>	<b>20,179,121</b>	<b>17,575,796</b>	<b>22,380,577</b>
Cash and Investments	805,096	299,582	719,456	659,907	226,864
Current Assets Whose Use is Limited	147,491	146,323	145,756	153,834	155,459
Net Patient Accounts Receivable	7,571,976	10,323,939	11,314,666	15,387,958	14,578,511
Due From Affiliates	451,902	642,999	762,630	740,468	919,495
Third Party Settlements	8,215,679	(2,666,817)	4,520,926	(2,230,425)	4,303,311
Other Accounts Receivable	†	†	†	†	†
Inventory	1,375,222	1,358,092	1,366,746	1,388,032	1,425,261
Other Current Assets	277,307	2,024,976	1,348,941	1,476,022	771,676
<b>Total Non-Current Assets</b>	<b>73,129,059</b>	<b>68,524,404</b>	<b>49,958,588</b>	<b>45,661,377</b>	<b>48,228,466</b>
Trustee Held Investments	†	†	†	†	†
Board Designated & Undesignated Investments	26,687,799	26,382,635	10,487,782	10,822,209	11,671,689
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	6,906,650	6,053,334	5,223,449	1,462,209	1,491,176
Gross Property, Plant and Equipment (PP&E)	101,999,949	103,051,967	105,255,108	108,305,570	114,007,387
Accumulated Deprecation	62,465,339	66,963,532	71,007,751	74,928,611	78,941,786
Net Property, Plant and Equipment (PP&E)	39,534,610	36,088,435	34,247,357	33,376,959	35,065,601
<b>Total Unrestricted Assets</b>	<b>91,973,732</b>	<b>80,653,498</b>	<b>70,137,709</b>	<b>63,237,173</b>	<b>70,609,043</b>
<b>Total Current Liabilities</b>	<b>9,771,966</b>	<b>9,976,372</b>	<b>11,867,540</b>	<b>18,863,881</b>	<b>17,558,592</b>
Current Long Term Debt (LTD)	424,706	450,000	499,478	524,478	549,478
Accounts Payable Plus Accrued Expenses	8,142,829	7,414,543	8,588,080	9,320,964	8,202,860
Estimated Third Party Settlements	†	791,693	1,448,219	8,417,553	8,465,889
Due to Affiliates	1,156,651	1,287,214	1,331,763	581,061	314,365
Other Current Liabilities	47,780	32,922	†	19,825	26,000
<b>Total Non-Current Liabilities</b>	<b>6,347,208</b>	<b>5,157,009</b>	<b>3,899,401</b>	<b>1,700,834</b>	<b>1,151,356</b>
Long Term Debt (LTD)	3,243,746	2,759,268	2,225,312	1,700,834	1,151,356
Estimated Third Party Settlements	†	†	†	†	†

## Waldo County General Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	3,103,462	2,397,741	1,674,089	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	†	†	†	†	†
Other Non-Current Liabilities	†	†	†	†	†
<b>Fund Balance Unrestricted</b>	<b>75,854,558</b>	<b>65,520,117</b>	<b>54,370,768</b>	<b>42,672,458</b>	<b>51,899,095</b>
<b>Total Liabilities and Equity</b>	<b>91,973,732</b>	<b>80,653,498</b>	<b>70,137,709</b>	<b>63,237,173</b>	<b>70,609,043</b>
<b>Total Restricted Assets</b>	<b>24,142,097</b>	<b>28,700,189</b>	<b>23,890,170</b>	<b>25,789,054</b>	<b>29,767,225</b>
Cash and Investments	1,486,404	1,886,802	23,890,170	25,789,054	29,767,225
Receivables	†	†	†	†	†
Other Assets	22,655,693	26,813,387	†	†	†
<b>Total Restricted Liabilities and Equity</b>	<b>24,142,097</b>	<b>28,700,189</b>	<b>23,890,170</b>	<b>25,789,054</b>	<b>29,767,225</b>
<b>Total Restricted Fund Balance</b>	<b>24,142,097</b>	<b>28,700,189</b>	<b>23,890,170</b>	<b>25,789,054</b>	<b>29,767,225</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	2,262,781	1,474,251	1,240,855	1,535,343	1,810,542
Permanently Restricted Net Assets	21,879,316	27,225,938	22,649,315	24,253,711	27,956,683
<b>Total Gross Patient Service Revenue</b>	<b>157,335,027</b>	<b>185,276,934</b>	<b>210,950,304</b>	<b>242,336,773</b>	<b>263,101,632</b>
Gross Inpatient Service Revenue	25,480,562	28,455,263	33,887,179	33,356,336	34,353,737
Gross Outpatient Service Revenue	131,854,465	156,821,671	177,063,125	208,980,437	228,747,895
Free Care (Charity Care)	2,702,107	1,123,712	1,671,618	1,952,503	2,187,913
Bad Debt (Provision for Bad Debt)	4,387,144	4,816,550	4,891,754	6,079,642	4,221,593
Contractuals	54,445,396	71,247,916	88,980,310	106,823,774	121,047,913
Changes in Prior Year Estimated/Final Settlements	†	†	†	†	†
Net Patient Service Revenue	95,800,380	108,088,756	115,406,622	127,480,854	135,644,213
Other Operating Revenue	14,300,336	12,762,047	14,664,875	13,653,473	6,782,458
<b>Total Operating Revenue</b>	<b>110,100,716</b>	<b>120,850,803</b>	<b>130,071,497</b>	<b>141,134,327</b>	<b>142,426,671</b>
<b>Total Operating Expenses</b>	<b>105,661,803</b>	<b>106,903,013</b>	<b>122,803,438</b>	<b>126,522,868</b>	<b>131,533,995</b>
Deprecation and Amoritization	5,964,950	5,733,608	5,336,818	5,335,170	4,019,010
Interest	246,433	209,451	172,822	136,712	63,306
Advertising Expenses	(1,514)	†	741	1,813	†
Allowed Advertising Expenses	(1,514)	†	†	†	†

## Waldo County General Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	†	†	741	1,813	†
Salaries and Benefits	61,984,923	59,824,997	58,628,694	65,382,319	70,350,324
Other Operating Expenses	37,467,011	41,134,957	58,664,363	55,666,854	57,101,355
<b>Net Operating Income</b>	<b>4,438,913</b>	<b>13,947,790</b>	<b>7,268,059</b>	<b>14,611,459</b>	<b>10,892,676</b>
<b>Total Non-Operating Revenue</b>	<b>2,353,449</b>	<b>1,013,630</b>	<b>2,294,915</b>	<b>1,129,797</b>	<b>1,801,030</b>
<b>Total Investment Income</b>	<b>2,339,706</b>	<b>980,367</b>	<b>2,168,089</b>	<b>1,058,610</b>	<b>1,797,106</b>
Interest and Dividends	1,657,333	1,320,926	1,168,340	1,142,346	1,812,400
Realized Gains/Losses on Sales of Securities	682,373	(340,559)	999,749	(83,736)	(15,294)
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	(5,139)	†	30,297	†	†
Permanently Impaired Writedowns of Other Assets	†	†	†	†	†
Other Non Operating Revenues (Gifts, Bequests, etc.)	18,882	33,263	96,529	71,187	3,924
<b>Excess of Revenue Over Expenses</b>	<b>6,792,362</b>	<b>14,961,420</b>	<b>9,562,974</b>	<b>15,741,256</b>	<b>12,693,706</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>6,792,362</b>	<b>14,961,420</b>	<b>9,562,974</b>	<b>15,741,256</b>	<b>12,693,706</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>23,306,267</b>	<b>(10,334,439)</b>	<b>(11,149,347)</b>	<b>(11,698,310)</b>	<b>9,226,637</b>
Net Assets Released for Restrictions - Capital	†	†	†	†	†
Unrealized Gains/Losses on Investments	†	†	(2,106,936)	160,962	475,013
Minimum Pension Liability Adjustment	†	†	†	†	†
Transfers from/To Affiliates	16,513,905	(25,295,859)	(18,605,385)	(27,600,528)	(3,942,240)
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	†	†	158

† - data not applicable

## Waldo County General Hospital *(continued)*

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		6.04%	12.28%	7.22%	11.06%	8.80%
Operating Margin		4.03%	11.54%	5.59%	10.35%	7.65%
Non Operating Revenue		34.65%	6.78%	24.00%	7.18%	14.19%
Return on Equity		8.95%	22.83%	17.59%	36.89%	24.46%
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	1.928	1.216	1.700	0.932	1.275
Days in Accounts Receivable	days	28.8	34.9	35.8	44.1	39.2
Days Cash on Hand, Current	days	3.5	1.6	2.7	2.5	1.1
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	101.2	96.8	35.3	35.0	34.5
Average Pay Period, Current Liabilities	days	35.8	36.0	36.9	56.8	50.3
<b>Capital Structure</b>						
Equity Financing Ratio		82.47%	81.24%	77.52%	67.48%	73.50%
Fixed Asset Financing		8.20%	7.65%	6.50%	5.10%	3.28%
Cash Flow Divided by Total Debt		79.14%	136.75%	94.50%	102.49%	89.33%
Debt Service Coverage	rate	26.636	32.964	24.201	33.344	28.541
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	1.223	1.511	1.887	2.250	2.043
Fixed Asset Turnover	rate	2.785	3.349	3.798	4.228	4.062
Average Age of Plant Depreciation Only	years	10.5	11.7	13.3	14.0	19.6

† - data not applicable

## York Hospital

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
DATA ELEMENTS	\$	\$	\$	\$	\$
<b>Total Current Assets</b>	<b>49,577,137</b>	<b>46,177,198</b>	<b>34,446,472</b>	<b>30,482,869</b>	<b>38,744,037</b>
Cash and Investments	20,361,424	15,351,936	2,640,081	367,322	627,099
Current Assets Whose Use is Limited	646,474	645,930	559,949	556,219	731,853
Net Patient Accounts Receivable	20,240,501	20,604,286	22,807,663	22,943,806	24,625,735
Due From Affiliates	†	†	†	†	1,790,408
Third Party Settlements	†	†	†	†	314,134
Other Accounts Receivable	1,384,558	1,385,773	871,278	656,095	4,885,067
Inventory	5,477,026	5,506,554	5,048,204	4,353,729	4,251,898
Other Current Assets	1,467,154	2,682,719	2,519,297	1,605,698	1,517,843
<b>Total Non-Current Assets</b>	<b>82,797,010</b>	<b>70,609,580</b>	<b>70,304,980</b>	<b>65,195,444</b>	<b>55,404,445</b>
Trustee Held Investments	1,229,711	812,870	†	†	2,313,911
Board Designated & Undesignated Investments	24,117,341	25,970,661	26,677,078	23,684,802	10,515,454
Due from Affiliates	†	†	†	†	†
Investment in Affiliates	†	†	†	†	†
Other Non-Current Assets	11,312,619	1,321,067	1,363,263	543,593	341,125
Gross Property, Plant and Equipment (PP&E)	137,582,998	137,857,457	136,936,095	126,212,780	131,463,863
Accumulated Deprecation	91,445,659	95,352,475	94,671,456	85,245,731	89,229,908
Net Property, Plant and Equipment (PP&E)	46,137,339	42,504,982	42,264,639	40,967,049	42,233,955
<b>Total Unrestricted Assets</b>	<b>132,374,147</b>	<b>116,786,778</b>	<b>104,751,452</b>	<b>95,678,313</b>	<b>94,148,482</b>
<b>Total Current Liabilities</b>	<b>29,001,370</b>	<b>39,940,866</b>	<b>30,678,149</b>	<b>35,575,033</b>	<b>50,479,322</b>
Current Long Term Debt (LTD)	1,320,013	3,152,116	2,266,165	1,904,820	1,322,137
Accounts Payable Plus Accrued Expenses	24,594,440	35,556,929	22,463,792	28,334,190	34,079,226
Estimated Third Party Settlements	3,086,917	1,231,821	3,967,441	3,625,440	5,468,482
Due to Affiliates	†	†	†	†	†
Other Current Liabilities	†	†	1,980,751	1,710,583	9,609,477
<b>Total Non-Current Liabilities</b>	<b>58,488,158</b>	<b>26,485,506</b>	<b>23,767,223</b>	<b>19,217,523</b>	<b>18,779,513</b>
Long Term Debt (LTD)	14,138,176	10,823,128	11,808,363	9,767,083	11,342,648
Estimated Third Party Settlements	†	†	†	†	†

## York Hospital *(continued)*

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Due to Affiliate	†	†	†	†	†
Self Insurance Fund	†	†	†	†	†
Accrued Pension and Post Retiree Health Benefits	13,950,531	13,580,440	7,114,670	5,829,593	3,512,884
Other Non-Current Liabilities	30,399,451	2,081,938	4,844,190	3,620,847	3,923,981
<b>Fund Balance Unrestricted</b>	<b>44,884,619</b>	<b>50,360,406</b>	<b>50,306,080</b>	<b>40,885,757</b>	<b>24,889,647</b>
<b>Total Liabilities and Equity</b>	<b>132,374,147</b>	<b>116,786,778</b>	<b>104,751,452</b>	<b>95,678,313</b>	<b>94,148,482</b>
<b>Total Restricted Assets</b>	<b>18,572,340</b>	<b>20,784,173</b>	<b>15,581,733</b>	<b>17,210,849</b>	<b>22,925,864</b>
Cash and Investments	18,572,340	20,784,173	15,581,733	17,210,849	18,709,804
Receivables	†	†	†	†	†
Other Assets	†	†	†	†	4,216,060
<b>Total Restricted Liabilities and Equity</b>	<b>18,572,340</b>	<b>20,784,173</b>	<b>15,581,733</b>	<b>17,210,849</b>	<b>22,925,864</b>
<b>Total Restricted Fund Balance</b>	<b>18,572,340</b>	<b>20,784,173</b>	<b>15,581,733</b>	<b>17,210,849</b>	<b>22,925,864</b>
Total Liabilities	†	†	†	†	†
Temporarily Restricted Net Assets	13,861,366	15,672,813	11,246,041	12,390,882	17,756,511
Permanently Restricted Net Assets	4,710,974	5,111,360	4,335,692	4,819,967	5,169,353
<b>Total Gross Patient Service Revenue</b>	<b>413,486,388</b>	<b>491,087,455</b>	<b>501,168,772</b>	<b>513,233,116</b>	<b>526,042,011</b>
Gross Inpatient Service Revenue	83,605,945	90,676,944	81,579,341	84,873,703	78,920,351
Gross Outpatient Service Revenue	329,880,443	400,410,511	419,589,431	428,359,413	447,121,660
Free Care (Charity Care)	845,331	552,204	353,139	184,761	169,989
Bad Debt (Provision for Bad Debt)	9,085,028	9,082,767	7,976,914	8,763,474	8,916,811
Contractuals	233,151,425	283,415,610	297,615,123	309,739,398	330,470,352
Changes in Prior Year Estimated/Final Settlements	3,900,000	(413,000)	(1,922,000)	(2,366,000)	(871,000)
Net Patient Service Revenue	166,504,604	198,449,874	197,145,596	196,911,483	187,355,859
Other Operating Revenue	8,128,006	7,607,622	4,223,860	3,702,936	4,233,705
<b>Total Operating Revenue</b>	<b>174,632,610</b>	<b>206,057,496</b>	<b>201,369,456</b>	<b>200,614,419</b>	<b>191,589,564</b>
<b>Total Operating Expenses</b>	<b>189,177,913</b>	<b>199,690,014</b>	<b>204,328,666</b>	<b>212,496,676</b>	<b>209,588,531</b>
Deprecation and Amoritization	4,387,030	4,360,036	4,194,208	4,243,529	4,666,027
Interest	517,171	463,186	432,465	538,927	909,253
Advertising Expenses	560,865	588,286	760,900	1,142,787	832,762
Allowed Advertising Expenses	140,999	359,663	443,836	591,233	336,444

## York Hospital (continued)

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Allowed Advertising Expenses	419,866	228,623	317,064	551,554	496,318
Salaries and Benefits	107,277,228	107,243,227	106,351,664	110,047,478	106,143,376
Other Operating Expenses	76,435,619	87,035,279	92,589,429	96,523,955	97,037,113
<b>Net Operating Income</b>	<b>(14,545,303)</b>	<b>6,367,482</b>	<b>(2,959,210)</b>	<b>(11,882,257)</b>	<b>(17,998,967)</b>
<b>Total Non-Operating Revenue</b>	<b>771,530</b>	<b>(25,295)</b>	<b>(4,708,393)</b>	<b>1,628,982</b>	<b>(23,713)</b>
<b>Total Investment Income</b>	<b>2,419,662</b>	<b>1,968,844</b>	<b>(4,419,412)</b>	<b>2,377,874</b>	<b>837,666</b>
Interest and Dividends	(35,199)	22,707	36,698	47,154	(250,638)
Realized Gains/Losses on Sales of Securities	2,454,861	1,946,137	(4,456,110)	2,330,720	1,088,304
Permanently Impaired Security Write Downs	†	†	†	†	†
Gains/Losses on Joint Ventures/Equity Investments	†	†	†	†	†
Permanently Impaired Writedowns of Other Assets	151,867	(718,602)	95,174	(92,583)	44,889
Other Non Operating Revenues (Gifts, Bequests, etc.)	(1,799,999)	(1,275,537)	(384,155)	(656,309)	(906,268)
<b>Excess of Revenue Over Expenses</b>	<b>(13,773,773)</b>	<b>6,342,187</b>	<b>(7,667,603)</b>	<b>(10,253,275)</b>	<b>(18,022,680)</b>
Extraordinary Gains/Losses	†	†	†	†	†
<b>Total Surplus/Deficit</b>	<b>(13,773,773)</b>	<b>6,342,187</b>	<b>(7,667,603)</b>	<b>(10,253,275)</b>	<b>(18,022,680)</b>
<b>Total Change in Unrestricted Net Assets</b>	<b>(14,615,922)</b>	<b>5,475,787</b>	<b>(54,326)</b>	<b>(9,420,329)</b>	<b>(15,996,113)</b>
Net Assets Released for Restrictions - Capital	29,234	8,989	1,913,000	350,924	†
Unrealized Gains/Losses on Investments	†	†	†	†	†
Minimum Pension Liability Adjustment	(871,383)	(875,389)	5,700,277	482,022	2,377,491
Transfers from/To Affiliates	†	†	†	†	(350,924)
Mergers	†	†	†	†	†
Consolidations with Support Organizations	†	†	†	†	†
Other Changes	†	†	†	†	†

† - data not applicable

## York Hospital (continued)

	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
<b>RATIOS</b>						
<b>Profitability</b>						
Total Margin		(7.85%)	3.08%	(3.90%)	(5.07%)	(9.41%)
Operating Margin		(8.33%)	3.09%	(1.47%)	(5.92%)	(9.39%)
Non Operating Revenue		(5.60%)	(0.40%)	61.41%	(15.89%)	0.13%
Return on Equity		(30.69%)	12.59%	(15.24%)	(25.08%)	(72.41%)
<b>Liquidity</b>						
Current Ratio without Board Designated & Undesignated Investments	rate	1.709	1.156	1.123	0.857	0.768
Days in Accounts Receivable	days	44.4	37.9	42.2	42.5	48.0
Days Cash on Hand, Current	days	41.5	29.9	5.8	1.6	2.4
Days Cash on Hand, Incl Board Designated & Undesignated Investments	days	89.1	78.4	54.5	43.1	21.2
Average Pay Period, Current Liabilities	days	57.3	74.6	56.0	62.4	89.9
<b>Capital Structure</b>						
Equity Financing Ratio		33.91%	43.12%	48.02%	42.73%	26.44%
Fixed Asset Financing		30.64%	25.46%	27.94%	23.84%	26.86%
Cash Flow Divided by Total Debt		(10.73%)	16.11%	(6.38%)	(10.97%)	(19.29%)
Debt Service Coverage	rate	(4.565)	6.261	(0.848)	(1.950)	(4.423)
<b>Asset Efficiency</b>						
Total Asset Turnover	rate	1.325	1.764	1.877	2.114	2.035
Fixed Asset Turnover	rate	3.785	4.848	4.764	4.897	4.536
Average Age of Plant Depreciation Only	years	20.8	21.9	22.6	20.1	19.1

† - data not applicable