



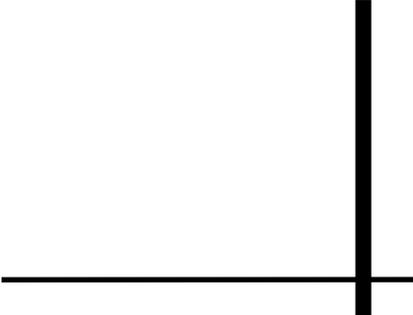
*Annual Report on the*

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

*for Fiscal Year 2010*

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

September 2011





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## Executive Summary

The Office of Health Care Access (OHCA), a division of the Connecticut Department of Public Health, is responsible for the collection, analysis and dissemination of acute care hospital financial information. This report provides information related to the financial stability of Connecticut's thirty acute care hospitals as mandated in Section 19a-670 of the Connecticut General Statutes, as amended by Public Act 11-44. The report highlights Connecticut's statewide hospital trends and includes individual hospital profiles of financial performance. The report is intended to provide information that may enhance knowledge of the financial status of Connecticut's hospitals.

The report identifies a number of key findings and trends:

- In FY 2010, hospitals in Connecticut earned \$229.3 million in income from operations and \$171.2 million in income from non-operating sources of revenue.
- 87% of hospitals achieved a positive total margin in FY 2010, compared to 77% in the previous fiscal year.
- The average statewide total margin improved to 4.27% in FY 2010, an increase from the 2.61% average statewide total margin in FY 2009.
- Seven hospitals had negative five-year average total margins in FY 2010, and of those, four had negative total margins for at least three of the five fiscal years reported.
- Total hospital net assets increased by \$350 million during FY 2010, from a total of \$3.6 billion in FY 2009 to \$3.9 billion in FY 2010.
- Bad debts accounted for nearly 66% of uncompensated care charges in FY 2010 while charity care accounted for 34%.
- Statewide uncompensated care charges totaled \$647.3 million in FY 2010, decreasing by \$11.1 million or 1.7% over FY 2009 results.

## **Introduction**

The Office of Health Care Access (OHCA), a division of the Connecticut Department of Public Health, is responsible for the collection, analysis, and dissemination of acute care hospital financial information. This report provides information related to the financial stability of Connecticut's thirty acute care hospitals as mandated in Section 19a-670 of the Connecticut General Statutes, as amended by Public Act 11-44. The following narrative provides a summary of the financial performance of Connecticut's hospitals during Fiscal Year 2010 and presents some key statewide hospital financial indicators<sup>1</sup>. For Connecticut's acute care hospitals, Fiscal Year 2010 began on October 1, 2009 and ended on September 30, 2010.

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

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

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<sup>1</sup> OHCA used INGENIX 2010, *Almanac of Hospital Financial & Operating Indicators, A Comprehensive Benchmark of the Nation's Hospitals*, as the source for this report's financial ratios.

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

<sup>3</sup> Some FY 2009 financial and statistical data elements previously reported have been updated by the hospitals. This updated information has been included to improve reporting accuracy and comparability of FY 2009 data elements to those reported by the hospitals for FY 2010.

## Hospital Income and Financial Performance

Hospitals must be able to generate sufficient cash flow to pay for operations and debt service, to provide a source of capital for facility needs and strategic initiatives and to increase cash reserves. Net patient revenue (NPR), the revenue generated from patient care, increased by 4.1% in FY 2010, however, this increase was not typical of recent patient revenue growth, which averaged 7.7% over the past two years.

Statewide NPR was \$8.7 billion and continued to account for 95% of operating revenues. For FY 2010, approximately half (49%) of hospital net revenues were generated from governmental payers (Medicare, Medicaid, CHAMPUS/TRICARE and Medical Assistance recipients), who also accounted for the majority of discharges (63%).

In FY 2010, hospitals in Connecticut earned \$229.4 million in income from operations, a slight decrease (-4.3%) from the previous year. However, non-operating revenue, which is derived primarily from investments in stocks and bonds, the value of held securities, endowments and charitable contributions returned to positive overall gains in FY 2010. Hospitals generated \$171.3 million of non-operating revenue, much improved from the \$9.2 million loss that occurred in FY 2009. Combined, these factors resulted in excess revenue over expenses of approximately \$400.6 million (**Table 1**), a significant improvement from the \$230.4 million excess in FY 2009 and the \$73.2 million deficiency experienced in FY 2008.

**Table 1**

### STATEWIDE HOSPITALS'

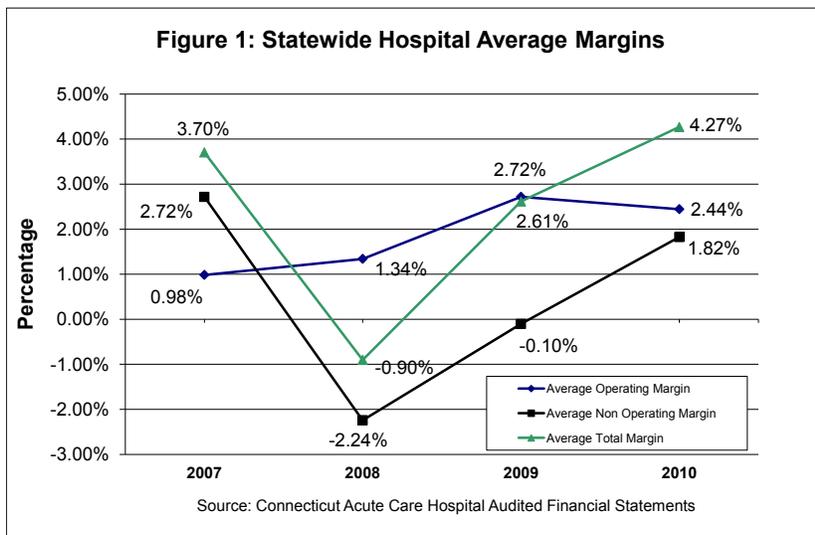
### STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$7,238,684,924	\$7,802,450,397	\$8,396,514,195	\$8,737,091,943
Other Operating Revenue	\$438,711,539	\$484,595,943	\$427,232,901	\$477,595,265
Total Operating Revenue	\$7,677,396,463	\$8,287,046,340	\$8,823,747,096	\$9,214,687,208
Total Operating Expenses	\$7,599,727,808	\$8,178,446,356	\$8,584,125,928	\$8,985,335,744
Income/(Loss) from Operations	\$77,668,655	\$108,599,984	\$239,621,168	\$229,351,464
Non Operating Revenue	\$214,440,149	(\$181,800,544)	(\$9,192,982)	\$171,260,050
Excess/(Deficiency) of Revenue over Expenses	\$292,108,804	(\$73,200,560)	\$230,428,186	\$400,611,514

\*Source: Hospital Audited Financial Statements

Despite ongoing economic challenges, the majority of Connecticut’s acute care hospitals were able to improve their overall bottom-line financial performance in FY 2010. Close to 90% of hospitals in FY 2010 posted positive total margins, compared to nearly three quarters of hospitals in FY 2009. Average total margin edged up to 4.27% from 2.61% in FY 2009. However, four hospitals struggled with profitability and had losses for the year (see Appendix M). Two of the four hospitals that reported negative total margins in FY 2010 also experienced losses in the previous year. Hospitals’ individual total margin results ranged from a high of 28.80%<sup>4</sup> to a low of -4.65%.

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



<sup>4</sup>Johnson Memorial Hospital reported a total margin of 28.80%; however it is important to note that the calculation of this unusually high margin was greatly impacted by the discharge of \$34,613,501 of debt from the hospital’s balance sheet as a result of a bankruptcy court ruling.

## Five Year Financial Performance

**Table 2** on the following page, provides five-year weighted average total margins for the state's 30 acute care hospitals. Hospitals need a positive total income (total margin) to operate effectively. Over several years, a negative total margin may be indicative of financial distress. Those hospitals with a negative total margin are not receiving sufficient revenue to pay all of their expenses and must use other sources of funds such as cash reserves or the liquidation of assets to pay their expenses. In addition, hospitals must earn sufficient income to make improvements to facilities and equipment.

Seven hospitals had negative five-year average total margins in FY 2010, and of those, four had negative total margins for at least three of the five fiscal years reported. Twelve of the twenty-three hospitals with positive five-year average total margins consistently sustained positive total margins in each of the five years. Johnson Memorial Hospital which had a negative margin each year between FY 2006 and FY 2009, reported a positive five year average total margin due to significant accounting adjustments in FY 2010 relating to its bankruptcy filing. Overall, the statewide five-year weighted average total margin for FY 2006 through FY 2010 was 2.49%.

**EXECUTIVE SUMMARY**

<b>Table 2:</b>						
<b>5 YEAR AVERAGE TOTAL MARGIN - FY 2006 - FY 2010</b>						
<b>(RANKED FROM LOWEST TO HIGHEST)</b>						
	FY 2006-2010	FY	FY	FY	FY	FY
	5 YEAR	2006	2007	2008	2009	2010
	AVERAGE	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
	TOTAL	MARGIN	MARGIN	MARGIN	MARGIN	MARGIN
	MARGIN					
MILFORD	-2.45%	2.94%	0.29%	-6.29%	-4.27%	-4.65%
WATERBURY	-2.05%	-2.39%	-2.93%	-4.46%	-0.76%	0.14%
SAINT RAPHAEL	-1.74%	-2.11%	-1.69%	-3.89%	-1.30%	0.04%
NEW MILFORD	-1.60%	-2.42%	1.04%	-1.21%	-5.52%	0.21%
SAINT FRANCIS	-0.39%	0.96%	2.27%	-5.55%	1.77%	-1.16%
DEMPSEY	-0.12%	2.05%	-1.72%	-6.18%	1.25%	3.23%
BRISTOL	-0.04%	-7.99%	5.73%	-0.79%	0.29%	1.35%
GRIFFIN	0.06%	1.05%	0.62%	-1.56%	1.02%	-0.79%
HARTFORD	0.42%	1.58%	2.13%	-5.43%	-0.52%	3.52%
WINDHAM	0.43%	0.27%	2.84%	2.45%	-1.41%	-1.85%
DAY KIMBALL	1.04%	1.53%	0.77%	-3.03%	1.59%	3.95%
JOHNSON	1.24%	-4.30%	-18.73%	-3.19%	-9.65%	28.80%
HUNGERFORD	1.54%	1.15%	3.90%	1.13%	0.18%	1.41%
NORWALK	2.20%	0.12%	1.85%	2.63%	4.46%	1.53%
BRIDGEPORT	2.27%	4.06%	2.48%	-0.37%	0.45%	4.78%
ROCKVILLE	2.39%	5.42%	1.27%	-1.46%	2.01%	4.48%
GREENWICH	2.39%	2.16%	5.52%	-3.54%	3.24%	4.32%
MANCHESTER	2.85%	0.12%	1.92%	5.22%	3.38%	3.23%
HOSP OF CENTRAL CT	3.01%	3.74%	3.73%	2.46%	3.81%	1.41%
LAWRENCE MEM.	3.64%	5.25%	3.73%	3.12%	5.16%	1.18%
MIDSTATE	3.83%	2.67%	5.44%	2.20%	3.01%	5.50%
YALE-NEW HAVEN	3.92%	3.88%	4.51%	0.07%	4.33%	6.13%
CTCMC	4.00%	-4.40%	4.52%	4.73%	5.50%	7.09%
SHARON	4.05%	2.97%	3.39%	3.02%	5.18%	5.72%
STAMFORD	4.45%	6.06%	3.78%	2.94%	3.99%	5.55%
SAINT MARY	5.04%	0.44%	6.24%	5.10%	6.23%	6.47%
BACKUS	5.12%	4.52%	8.57%	1.25%	4.38%	6.68%
MIDDLESEX	5.34%	5.01%	4.63%	3.54%	5.79%	7.39%
SAINT VINCENT	6.56%	9.10%	14.49%	-5.02%	2.01%	10.38%
DANBURY	7.19%	8.04%	12.07%	-1.78%	8.01%	8.83%
STATEWIDE (Note A)	2.49%	2.52%	3.70%	-0.90%	2.61%	4.27%
AVERAGE (Note B)	2.2%	1.7%	2.8%	-0.5%	1.8%	4.2%
Median (Note C)	2.3%	1.8%	3.1%	-0.6%	2.0%	3.7%
Note A: Weighted average by dollar amounts. Revenue in excess of expenses/(revenue from operations+(revenue in excess of expenses - gain/loss from operations))						
Note B: Sum of margins divided by number of hospitals.						
Note C: Middle margin in numerical order						

## Balance Sheet Strength and Liquidity

In FY 2010, balance sheet strength and liquidity measures reported by hospitals were of mixed results. On a statewide basis, liquidity remained about the same. The current ratio, an indicator that measures a hospital's ability to pay its debts over the next twelve months with available resources, decreased from 1.94 overall in FY 2009 to 1.89 in FY 2010. Sixteen of Connecticut's hospitals reported a decline in their current ratio. These levels continue to indicate that hospitals have almost twice the level of current assets compared to current liabilities.

After net asset declines in FY 2008 and FY 2009, statewide hospital net assets increased in FY 2010 to \$3.96 billion; an increase of \$350 million from FY 2009. Primary factors impacting total net assets include changes in unrealized gains and losses, a hospital's excess or deficiency of revenue over expenses, monetary transfers to or from a hospital affiliate, and net assets released from restrictions and used for operating purposes. In FY 2010, there were twenty one hospitals that experienced net asset increases, which was a stark contrast to FY 2009 when just three hospitals had increases in net assets.

The corporate systems within which Connecticut's hospitals operate also had similar results this past year. Comparable to the hospitals' results, the hospital corporate systems, including the hospital parent corporations and all subsidiaries, also experienced stable liquidity levels on a statewide average. The statewide current ratio for hospital parent corporations and their various subsidiaries decreased slightly from 1.88 overall in FY 2009 to 1.86 in FY 2010, and remained below the FY 2007 level of 2.17. The total net assets of hospital corporate systems<sup>5</sup> rose from \$4.16 billion in FY 2009 to \$4.52 billion in FY 2010, an increase of \$358 million.

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<sup>5</sup>The financial results of a hospital system includes a hospital's parent corporation, the hospital itself and any other various subsidiaries under the hospital parent organization. Therefore, the statewide hospital systems' net assets of \$4.5 billion in FY 2010 includes the statewide hospital' nets assets of \$4.0 billion for FY 2010.

## Utilization Indicators

Utilization measures provide additional information essential to understanding hospital performance. Significant fluctuations of patient volume or length of stay, for example, can enhance or detract from a hospital's financial performance.

In FY 2010, the number of statewide inpatient discharges decreased slightly to 428,276 (-2,097, -0.5%), compared to 430,373 in FY 2009. The majority of hospitals (17) experienced similar results, as patient volumes decreased between 0.2% and 9%. In contrast, eight hospitals experienced slight increases (0.2% to 2%), while four hospitals (Yale-New Haven, Lawrence & Memorial, Greenwich and CT Children's), were able to increase patient volumes by 4% to 7%.

Similar to statewide discharges, total patient days dropped (-25,711, -1.2%) from 2,081,584 in FY 2009 to 2,055,873 in FY 2010. Again, the majority of hospitals (18) reported a decline in patient bed days, mostly by 5% or less. However, two hospitals, Waterbury and Milford, experienced declines in their patient day volume by 12% and 13%, respectively.

The statewide average length of stay remained at 4.8 days. Case mix index continued to increase, but by a very small margin, rising from 1.2903 in FY 2009 to 1.2957 in FY 2010. Statewide total emergency department visits increased once again, adding approximately 24,000 visits or 1.5% and totaled 1,672,113 visits during FY 2010. This year's increase was less than half of the previous year's increase (4%), and may indicate a leveling of demand.

Connecticut's thirty acute care hospitals staffed 87 fewer beds in FY 2010 for a total of 6,848, compared to 6,935 in FY 2009; likely the result of decreased patient volume. In contrast, overall bed capacity increased by 43 beds and totaled 8,370 available beds<sup>6</sup> in FY 2010. The statewide staffed bed occupancy rate

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

remained nearly identical to FY 2009 and averaged 82% in FY 2010, while the statewide available bed occupancy rate dropped (-1%) slightly to 67%.

Overall, hospitals added approximately 740 full-time equivalent employees (FTEs) statewide and reported 52,141 total FTEs for FY 2010. However, nearly half (14) of the hospitals reduced their workforce to some degree, with John Dempsey (-108, -8%) and Waterbury Hospital (-76, -5%) recording the largest reductions in FTEs.

Significant shifts in hospital discharges from one payer to another often help to explain changes in net revenue from year to year. Hospitals have had to contend with an increasingly challenging payer mix as non-government discharges have decreased steadily during the past several years<sup>7</sup>. In FY 2010, non-government payers declined by a little more than 8,000 discharges (-5%) and totaled 158,967. For government payers, Medicare discharges remained nearly the same in FY 2010, accounting for 176,978 discharges (-153, -0.1%). In contrast, Medicaid discharges increased significantly, adding 9,345 discharges or 14% in FY 2010. It is important to note that the magnitude of this increase was higher than expected, due in part to the discontinuance of the State Administered General Assistance (SAGA) program. Individuals formerly covered under SAGA were transitioned to the Medicaid program effective April 1, 2010, boosting the Medicaid numbers to a level higher than normal growth would account for.

In the coming month, OHCA will also release its annual study of utilization of Connecticut's hospitals, "*Health Care Services Utilization in 2010*." That report provides detail and analysis on the utilization of Connecticut's hospitals in FY 2010. Other reports issued by OHCA in the past year that provide information and insight into the financial and utilization results of Connecticut's hospitals include: an issue brief "*The Recession's Economic Impact on the Fair Market Value, Earnings and Availability of Connecticut Acute Care Hospital Bed Funds (Fiscal Years 2007 – 2009)*," an issue brief "*Profile of Emergency Department Visits Not Requiring Inpatient Admission to a Connecticut Acute Care Hospital Fiscal Year 2006 - 2009*," two fact sheets regarding "*Health Insurance Coverage in Connecticut, 2009*" and "*Connecticut Acute Care Hospitals, 2009*" and most recently a fact sheet regarding "*Acute Care Hospital Expenses FY 2010*."

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<sup>7</sup> Please see additional detail in Appendix V.

## **Uncompensated Care**

By law, all emergent, non-elective patients at Connecticut's hospitals must be treated, regardless of their ability to pay. Uncompensated care represents health care provided by hospitals to patients that will not be reimbursed. There are two levels of uncompensated care, charity care and bad debts. Charity care occurs when the hospital knows in advance that the care provided will not be reimbursed. Bad debts are incurred after the service has been provided, with no forewarning of non-payment. Bad debts accounted for nearly 66% of uncompensated care charges in FY 2010, while charity care accounted for 34%.

Statewide uncompensated care charges totaled \$647.3 million in FY 2010, a decrease of \$11.1 million, or 2% less than FY 2009 results. Accordingly, statewide uncompensated care cost fell by \$9.8 million (-4%) in FY 2010 and accounted for 2.8% of total expenses. Uncompensated care costs are the actual costs of providing care to patients while uncompensated care charges include a mark-up from hospital cost levels which are needed to recoup fixed costs, provide a profit margin, and provide funds for future investment.

The Uncompensated Care Disproportionate Share Hospital (UCP DSH) Program is a joint federal/state program that was established to financially assist hospitals with their uncompensated and undercompensated care. Undercompensated care generally refers to government programs, like Medicaid, which tend to provide lower rates of reimbursement. The UCP DSH Program provides supplemental reimbursement to help offset these shortfalls and helps hospitals continue in their role as safety net to patients with limited access to health care. In FY 2010 UCP DSH Program payments were approximately \$51.7 million.

Changes to the DSH program are currently underway, but will not be reflected until the FY 2011 reporting period. These changes will allow the state to maximize federal revenue under DSH, but will not alter the intent of the original appropriation of funds.

## A Discussion of Hospitals within Affiliated Systems

Connecticut has a growing number of hospitals that operate within corporate systems directly related to other Connecticut hospitals or, in several cases, to out of state hospitals. Prior to the start of FY 2010, the Connecticut acute care hospitals that operated within such systems included:

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

<sup>8</sup>Ascension Health is a nationally based Catholic health system, which, according to the St. Vincent's Medical Center FY 2010 Audited Financial Statements, "consists primarily of nonprofit corporations that own and operate local health care facilities, or Health Ministries, located in 20 of the United States and the District of Columbia."

<sup>9</sup>Essent Healthcare Inc is a for-profit company organized for the purpose of owning and operating acute care hospitals. As of September 30, 2010, Essent Healthcare, Inc. through its various subsidiaries owned hospitals in Connecticut and various other states.

Two notable changes occurred near the end of FY 2010 and the beginning of FY 2011 related to hospitals entering affiliated systems which are as follows:

- On September 30, 2010, the affiliation between Danbury Health Systems, Inc., the parent corporation of Danbury Hospital, and New Milford Hospital, Inc. became effective. The parent corporation for both New Milford Hospital and Danbury Hospital is now Western Connecticut Healthcare, Inc.
- On February 1, 2011, the affiliation between Central Connecticut Health Alliance, Inc., the parent corporation of The Hospital of Central Connecticut, with campuses in New Britain and Southington, and Hartford Health Care Corporation, the parent corporation of Hartford Hospital, MidState Medical Center, and Windham Community Memorial Hospital, Inc. became effective. The parent corporation of The Hospital of Central Connecticut is now Hartford Health Care Corporation.

It may be concluded that these affiliations and a pending matter before OHCA at the time of the report<sup>10</sup> may continue to indicate a renewed interest and/or necessity in hospitals and their corporate parents entering into conversations or negotiations with other hospital systems. This could be the result of many factors including, but not limited to, the current state of the national and state economy, reimbursement issues, strengthening of position in payer contract negotiations, and access to capital, as well as the upcoming changes related to Federal health care reform.

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<sup>10</sup> A Pending Certificate of Need proposal under Docket Number 11-31694-CON was before OHCA at the time of this report. The proposal is submitted by Saint Mary's Health System, Inc., the parent corporation of St. Mary's Hospital, and LHP Hospital Group, Inc., a for-profit company, to jointly establish Southwest Connecticut Health System, LLC, which will own and operate Saint Mary's Hospital. This proposal is also being reviewed by OHCA and the Office of the Attorney General pursuant to Section 19a-486 of the Connecticut General Statutes as conversion of a non-profit acute care hospital to a for-profit structure.

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

It is important to note that this report is released within the context of federal health care reform legislation passed in 2010, which has the potential to dramatically change the health care landscape in the coming years. A central premise of the reform package is improved access to quality care for all Americans. The many complex provisions of health care reform that will be rolled out over the next several years are likely to change where and how people access care and the reimbursement system for such care, thereby potentially affecting the financial status of many of Connecticut's hospitals as well as the corporate systems within which they operate.

This report focuses on the actual financial results of hospitals during Fiscal Year 2010 and therefore provides neither estimates nor projection of the potential impact of federal health care reform on individual hospitals within the State or on the State's acute care hospital system as a whole. However, OHCA believes that it will be critical to monitor Connecticut's acute care hospitals in order to understand federal health care reform's effect on the financial status of these safety net providers. OHCA's financial stability reports over the coming years may well reflect changes to or initiated by Connecticut's hospitals as a result of or influenced by federal reform efforts. These and other changes<sup>11</sup> may affect utilization and financial results of Connecticut's acute care hospitals in the coming years.

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<sup>11</sup> A number of significant changes that will likely affect Connecticut's hospitals occurred during FY 2011 with the passage of Public Act No. 11-44, An Act Concerning the Bureau of Rehabilitative Services and Implementation of Provisions of the Budget Concerning Human Services and Public Health, effective July 1, 2011. That public act includes, among other things, the imposition of a tax on the net patient revenue of each hospital to be paid each calendar quarter (Section 102) and the payment, within available appropriations, of interim monthly medical assistance disproportionate share payments to 28 of the 30 hospitals to maximize federal matching payments under the medical assistance program (Section 111).

**Individual Hospital Data**

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

## STATEWIDE HOSPITAL PARENT CORPORATION PROFILE

Reported below is the total Statewide Parent Corporation statement of operations summary for Fiscal Year 2007 - Fiscal Year 2010, a summary of profitability margins and net assets and selected liquidity and solvency measures.

### STATEWIDE HOSPITAL PARENT CORPORATION STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$7,967,676,801	\$8,656,784,535	\$9,200,591,937	\$9,597,935,321
Other Operating Revenue	\$794,175,409	\$858,123,560	\$837,417,164	\$869,983,848
Total Operating Revenue	\$8,761,852,210	\$9,514,908,095	\$10,038,009,101	\$10,467,919,169
Total Operating Expenses	\$8,849,276,040	\$9,642,125,301	\$10,037,009,135	\$10,485,444,204
Income/(Loss) from Operations	(\$87,423,830)	(\$127,217,206)	\$999,966	(\$17,525,035)
Non Operating Revenue	\$420,643,408	(\$30,787,018)	\$211,717,563	\$435,083,840
Excess/(Deficiency) of Revenue over Expenses	\$333,219,578	(\$158,004,224)	\$212,717,529	\$417,558,805

\*Source: Hospital Parent Corporation Audited Financial Statements

### PROFITABILITY SUMMARY

Parent Corporation Operating Margins	-0.95%	-1.34%	0.01%	-0.16%
Parent Corporation Non Operating Margins	4.58%	-0.32%	2.07%	3.99%
Parent Corporation Total Margins	3.63%	-1.67%	2.08%	3.83%

### NET ASSETS SUMMARY

Parent Corporation Unrestricted Net Assets	\$4,517,605,629	\$3,988,058,636	\$3,058,218,438	\$3,375,379,117
Parent Corporation Total Net Assets	\$5,818,214,948	\$5,106,093,500	\$4,159,910,405	\$4,517,836,083
Parent Corporation Change in Total Net Assets	\$275,290,718	(\$712,121,448)	(\$946,183,095)	\$357,925,678
Parent Corporation Change in Total Net Assets %	5.0%	-12.2%	-18.5%	8.6%

### LIQUIDITY MEASURES SUMMARY

Current Ratio	2.17	1.79	1.88	1.86
Days cash on hand	54	51	58	62
Days in patients accounts receivable	48	45	41	39
Average Payment Period	56	64	63	65

### SOLVENCY MEASURES SUMMARY

Equity financing ratio	55.5	49.1	39.2	40.0
Cash flow to total debt ratio	24.0	8.1	18.9	24.2
Long-term debt to Capitalization Ratio	24.4	28.1	31.6	30.3

## STATEWIDE HOSPITAL PROFILE

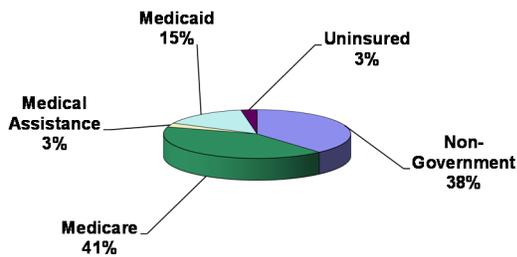
A summary of total statewide hospital operating results is provided below and on the following two pages.

### STATEWIDE HOSPITALS' STATEMENT OF OPERATIONS SUMMARY

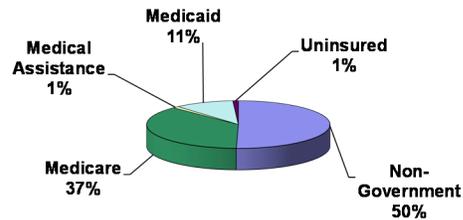
	2007	2008	2009	2010
Net Patient Revenue	\$7,238,684,924	\$7,802,450,397	\$8,396,514,195	\$8,737,091,943
Other Operating Revenue	\$438,711,539	\$484,595,943	\$427,232,901	\$477,595,265
Total Operating Revenue	\$7,677,396,463	\$8,287,046,340	\$8,823,747,096	\$9,214,687,208
Total Operating Expenses	\$7,599,727,808	\$8,178,446,356	\$8,584,125,928	\$8,985,335,744
Income/(Loss) from Operations	\$77,668,655	\$108,599,984	\$239,621,168	\$229,351,464
Non Operating Revenue	\$214,440,149	(\$181,800,544)	(\$9,192,982)	\$171,260,050
Excess/(Deficiency) of Revenue over Expenses	\$292,108,804	(\$73,200,560)	\$230,428,186	\$400,611,514

\*Source: Hospital Audited Financial Statements

**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



## KEY RESULTS - STATEWIDE HOSPITAL PROFILE

<b>PROFITABILITY SUMMARY</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Hospital Operating Margins	0.98%	1.34%	2.72%	2.44%
Hospital Non Operating Margins	2.72%	-2.24%	-0.10%	1.82%
Hospital Total Margins	3.70%	-0.90%	2.61%	4.27%
<b>COST DATA SUMMARY</b>				
Ratio of cost to charges	0.42	0.40	0.40	0.39
Private Payment to Cost Ratio	1.18	1.20	1.22	1.25
Medicare Payment to Cost Ratio	0.91	0.89	0.87	0.86
Medicaid Payment to Cost Ratio	0.67	0.72	0.70	0.67
<b>LIQUIDITY MEASURES SUMMARY</b>				
Current Ratio	2.04	1.83	1.94	1.89
Days cash on hand	46	53	61	62
Days in patients accounts receivable	48	45	41	39
Average Payment Period	56	65	64	65
<b>SOLVENCY MEASURES SUMMARY</b>				
Equity financing ratio	57.1	50.8	39.9	41.1
Cash flow to total debt ratio	23.9	10.3	20.4	25.2
Long-term debt to Capitalization Ratio	24.8	28.0	32.7	31.4
<b>NET ASSETS SUMMARY</b>				
Hospital Unrestricted Net Assets	\$3,989,305,176	\$3,546,882,010	\$2,634,494,193	\$2,956,555,544
Hospital Total Net Assets	\$5,144,622,432	\$4,549,782,557	\$3,611,828,955	\$3,961,212,856
<b>UTILIZATION MEASURES SUMMARY</b>				
Patient Days	2,076,032	2,093,361	2,081,584	2,055,873
Discharges	430,677	429,612	430,373	428,276
ALOS	4.8	4.9	4.8	4.8
Staffed Beds	7,020	6,688	6,935	6,848
Available Beds	7,935	8,153	8,327	8,370
Licensed Beds	9,256	9,291	9,358	9,358
Occupancy of staffed beds	81%	86%	82%	82%
Occupancy of available beds	72%	70%	68%	67%
Full Time Equivalent Employees	49,214.0	50,893.3	51,401.7	52,140.7

## KEY RESULTS - STATEWIDE HOSPITAL PROFILE

DISCHARGES	2007	2008	2009	2010
Non-Government (Including Uninsured)	174,286	170,818	167,115	158,967
Medicare	174,199	176,677	177,131	176,978
Medical Assistance	79,932	79,836	83,969	89,933
Medicaid	65,433	65,657	68,669	78,014
Other Medical Assistance	14,499	14,179	15,300	11,919
Champus / TRICARE	2,260	2,281	2,158	2,398
Uninsured (Included in Non-Government)	10,038	9,979	9,269	8,295
Total Discharges	430,677	429,612	430,373	428,276

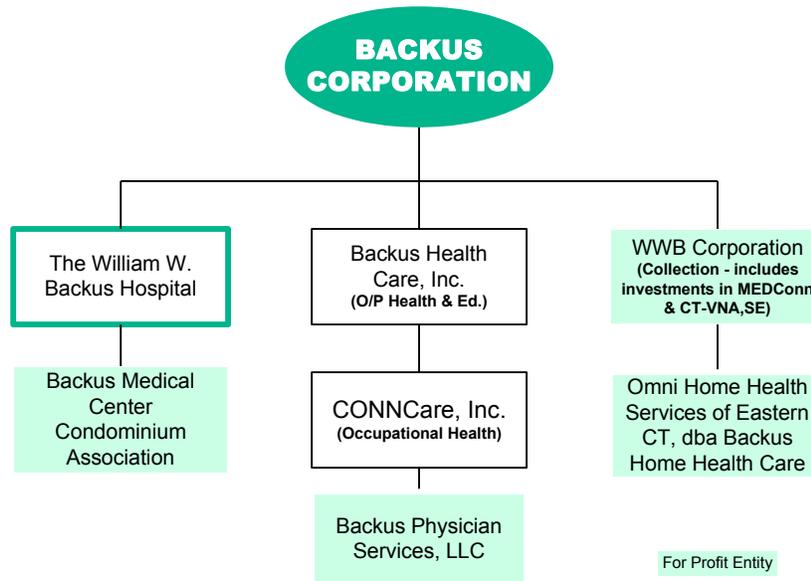
CASE MIX INDEX	2007	2008	2009	2010
Non-Government (Including Uninsured)	1.1164	1.1746	1.1731	1.1873
Medicare	1.4588	1.4999	1.5229	1.5337
Medical Assistance	0.9379	0.9983	1.0397	1.0286
Medicaid	0.8871	0.9684	1.0158	1.0063
Other Medical Assistance	1.1670	1.1365	1.1466	1.1747
Champus / TRICARE	0.8884	0.9625	1.0296	0.9264
Uninsured (Included in Non-Government)	1.0583	1.1147	1.1158	1.1305
Total Case Mix Index	1.2206	1.2745	1.2903	1.2957

UNCOMPENSATED CARE	2007	2008	2009	2010
Charity Care	\$144,422,424	\$174,553,177	\$193,333,469	\$217,576,322
Bad Debts	\$405,118,679	\$463,952,452	\$465,101,021	\$429,767,197
Total Uncompensated Care Charges	\$549,541,103	\$638,505,629	\$658,434,490	\$647,343,519
Uncompensated Care Cost	\$226,837,191	\$256,171,156	\$258,913,111	\$249,782,666
Uncompensated care % of total expenses	3.1%	3.2%	3.0%	2.8%

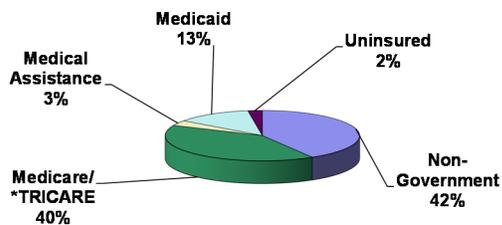
EMERGENCY DEPARTMENT VISITS	2007	2008	2009	2010
Emergency Room - Treated and Admitted	235,277	241,849	240,179	245,647
Emergency Room - Treated and Discharged	1,328,559	1,342,322	1,407,862	1,426,466
Total Emergency Room Visits	1,563,836	1,584,171	1,648,041	1,672,113

## WILLIAM W. BACKUS HOSPITAL

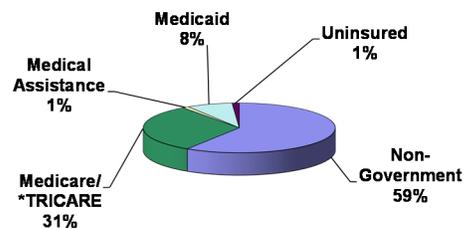
The William W. Backus Hospital, founded in 1893, is located in Norwich. In FY 2010, the Hospital generated \$12.3 million in income from operations and had a \$6.4 million non-operating gain, resulting in an excess of revenues over expenses of \$18.7 million. The Hospital reported 12,175 discharges and 49,096 patient days while staffing 202 of its 233 available beds. Reported below is a chart indicating all of the affiliates of Backus Corporation, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



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

### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$217,893,336	\$242,131,827	\$259,652,271	\$270,048,715
Other Operating Revenue	\$4,887,481	\$4,421,056	\$3,773,294	\$4,374,927
<b>Total Operating Revenue</b>	<b>\$222,780,817</b>	<b>\$246,552,883</b>	<b>\$263,425,565</b>	<b>\$274,423,642</b>
Total Operating Expenses	\$213,708,355	\$237,933,157	\$250,646,571	\$262,102,283
<b>Income/(Loss) from Operations</b>	<b>\$9,072,462</b>	<b>\$8,619,726</b>	<b>\$12,778,994</b>	<b>\$12,321,359</b>
Non Operating Revenue	\$10,953,916	(\$5,612,420)	(\$1,302,635)	\$6,430,426
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$20,026,378</b>	<b>\$3,007,306</b>	<b>\$11,476,359</b>	<b>\$18,751,785</b>

## KEY RESULTS - WILLIAM W. BACKUS HOSPITAL

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	3.88%	3.58%	4.88%	4.39%
Hospital Non Operating Margins	4.69%	-2.33%	-0.50%	2.29%
Hospital Total Margins	8.57%	1.25%	4.38%	6.68%

COST DATA SUMMARY	2007	2008	2009	2010
Ratio of cost to charges	0.46	0.44	0.44	0.44
Private Payment to Cost Ratio	1.40	1.42	1.41	1.42
Medicare Payment to Cost Ratio	0.84	0.81	0.73	0.77
Medicaid Payment to Cost Ratio	0.56	0.60	0.62	0.61

LIQUIDITY MEASURES SUMMARY	2007	2008	2009	2010
Current Ratio	3.09	3.55	3.69	3.90
Days cash on hand	82	77	90	108
Days in patients accounts receivable	49	49	48	38
Average Payment Period	50	44	46	45

SOLVENCY MEASURES SUMMARY	2007	2008	2009	2010
Equity financing ratio	55.1	48.8	36.1	47.4
Cash flow to total debt ratio	34.2	21.1	30.4	38.3
Long-term debt to Capitalization Ratio	29.2	31.9	36.2	28.9

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

NET ASSETS SUMMARY	2007	2008	2009	2010
Hospital Unrestricted Net Assets	\$154,440,321	\$132,391,851	\$102,294,307	\$147,348,055
Hospital Total Net Assets	\$163,714,994	\$140,788,086	\$112,603,569	\$158,925,018

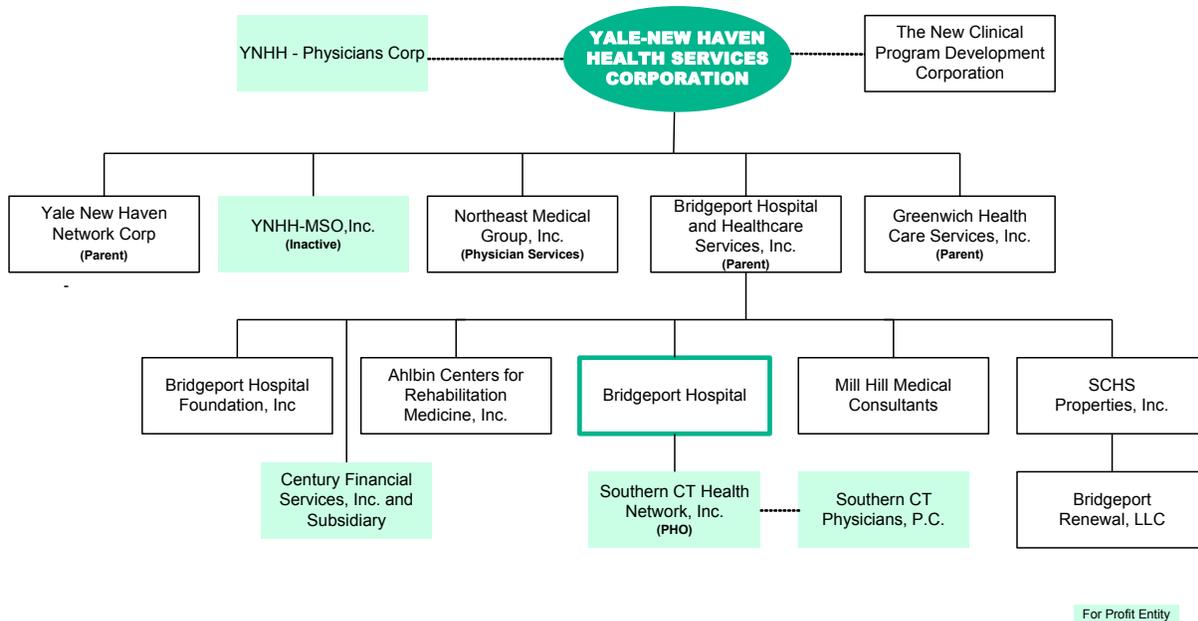
UTILIZATION MEASURES SUMMARY	2007	2008	2009	2010
Patient Days	50,286	50,512	50,032	49,096
Discharges	12,076	11,940	11,885	12,175
ALOS	4.2	4.2	4.2	4.0
Staffed Beds	199	202	202	202
Available Beds	184	233	233	233
Licensed Beds	233	233	233	233
Occupancy of staffed beds	69%	69%	68%	67%
Occupancy of available beds	73%	59%	59%	58%
Full Time Equivalent Employees	1,429.8	1,503.2	1,583.5	1,542.1

## KEY RESULTS - WILLIAM W. BACKUS HOSPITAL

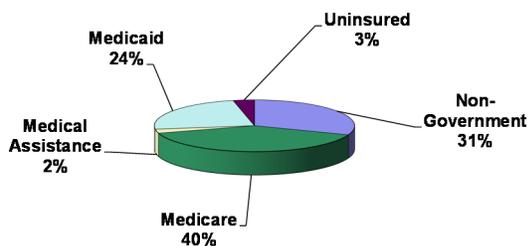
<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	4,948	4,720	4,461	4,440
Medicare	5,033	5,048	5,039	5,229
Medical Assistance	1,830	1,908	2,148	2,289
Medicaid	1,497	1,459	1,764	1,891
Other Medical Assistance	333	449	384	398
Champus / TRICARE	265	264	237	217
Uninsured (Included in Non-Government)	351	350	265	176
Total Discharges	12,076	11,940	11,885	12,175
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	1.1638	1.3637	1.3151	1.2160
Medicare	1.3131	1.4054	1.4590	1.4170
Medical Assistance	0.8435	1.0556	0.9619	0.9341
Medicaid	0.7933	1.0184	0.8944	0.8862
Other Medical Assistance	1.0691	1.1766	1.2721	1.1617
Champus / TRICARE	0.7365	1.0440	0.9408	0.7874
Uninsured (Included in Non-Government)	1.1250	1.1350	1.1848	1.0119
Total Case Mix Index	1.1681	1.3250	1.3048	1.2417
<b>UNCOMPENSATED CARE</b>				
Charity Care	\$3,473,395	\$6,296,582	\$6,641,717	\$6,321,367
Bad Debts	\$12,419,674	\$14,350,680	\$17,093,520	\$14,508,284
Total Uncompensated Care Charges	\$15,893,069	\$20,647,262	\$23,735,237	\$20,829,651
Uncompensated Care Cost	\$7,260,956	\$9,061,214	\$10,540,405	\$9,257,065
Uncompensated care % of total expenses	3.6%	4.0%	4.2%	3.5%
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	7,031	6,561	6,343	6,391
Emergency Room - Treated and Discharged	47,967	52,432	57,305	59,170
Total Emergency Room Visits	54,998	58,993	63,648	65,561

## BRIDGEPORT HOSPITAL

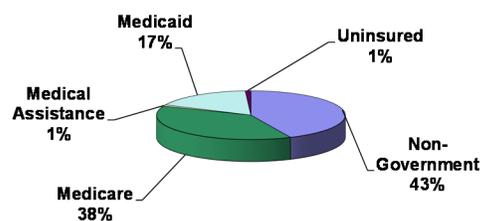
Bridgeport Hospital, founded in 1878, is located in Bridgeport. In FY 2010, the Hospital generated \$15.8 million in income from operations and had a \$1.8 million non-operating gain, resulting in an excess of revenues over expenses of \$17.6 million. The Hospital reported 19,044 discharges and 104,729 patient days while staffing 290 of its 397 available beds. Reported below is a chart indicating all of the affiliates of Bridgeport Hospital and Healthcare Services, Incorporated, the parent corporation of the Hospital and an affiliate of the larger Yale-New Haven Health Services Corporation which includes Greenwich Hospital and Yale New Haven Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$297,562,000	\$326,474,000	\$349,484,000	\$359,062,000
Other Operating Revenue	\$8,904,000	\$11,032,000	\$6,311,000	\$6,954,000
<b>Total Operating Revenue</b>	<b>\$306,466,000</b>	<b>\$337,506,000</b>	<b>\$355,795,000</b>	<b>\$366,016,000</b>
Total Operating Expenses	\$303,901,000	\$333,509,000	\$351,055,000	\$350,215,000
<b>Income/(Loss) from Operations</b>	<b>\$2,565,000</b>	<b>\$3,997,000</b>	<b>\$4,740,000</b>	<b>\$15,801,000</b>
Non Operating Revenue	\$5,154,000	(\$5,238,000)	(\$3,150,000)	\$1,766,000
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$7,719,000</b>	<b>(\$1,241,000)</b>	<b>\$1,590,000</b>	<b>\$17,567,000</b>

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - BRIDGEPORT HOSPITAL

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	0.82%	1.20%	1.34%	4.30%
Hospital Non Operating Margins	1.65%	-1.58%	-0.89%	0.48%
Hospital Total Margins	2.48%	-0.37%	0.45%	4.78%

COST DATA SUMMARY	2007	2008	2009	2010
Ratio of cost to charges	0.32	0.32	0.32	0.29
Private Payment to Cost Ratio	1.24	1.17	1.22	1.39
Medicare Payment to Cost Ratio	1.06	1.04	1.02	0.95
Medicaid Payment to Cost Ratio	0.71	0.81	0.77	0.72

LIQUIDITY MEASURES SUMMARY	2007	2008	2009	2010
Current Ratio	1.47	1.48	1.63	1.95
Days cash on hand	38	27	36	68
Days in patients accounts receivable	37	43	36	28
Average Payment Period	59	56	51	57

SOLVENCY MEASURES SUMMARY	2007	2008	2009	2010
Equity financing ratio	51.5	51.5	32.0	34.6
Cash flow to total debt ratio	21.3	15.7	21.3	35.6
Long-term debt to Capitalization Ratio	27.4	26.2	36.1	31.4

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

NET ASSETS SUMMARY	2007	2008	2009	2010
Hospital Unrestricted Net Assets	\$101,094,000	\$108,789,000	\$49,998,000	\$62,529,000
Hospital Total Net Assets	\$147,184,000	\$148,597,000	\$88,852,000	\$103,099,000

UTILIZATION MEASURES SUMMARY	2007	2008	2009	2010
Patient Days	104,291	106,845	103,601	104,729
Discharges	19,675	20,022	19,808	19,044
ALOS	5.3	5.3	5.2	5.5
Staffed Beds	335	302	288	290
Available Beds	360	389	377	397
Licensed Beds	425	425	425	425
Occupancy of staffed beds	85%	97%	99%	99%
Occupancy of available beds	78%	75%	75%	72%
Full Time Equivalent Employees	2,007.8	2,079.8	2,039.5	2,015.4

## KEY RESULTS - BRIDGEPORT HOSPITAL

<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	7,449	7,478	7,016	6,407
Medicare	7,016	7,096	7,107	6,937
Medical Assistance	5,179	5,415	5,662	5,672
Medicaid	4,577	4,759	4,962	5,266
Other Medical Assistance	602	656	700	406
Champus / TRICARE	31	33	23	28
Uninsured (Included in Non-Government)	448	375	398	311
<b>Total Discharges</b>	<b>19,675</b>	<b>20,022</b>	<b>19,808</b>	<b>19,044</b>

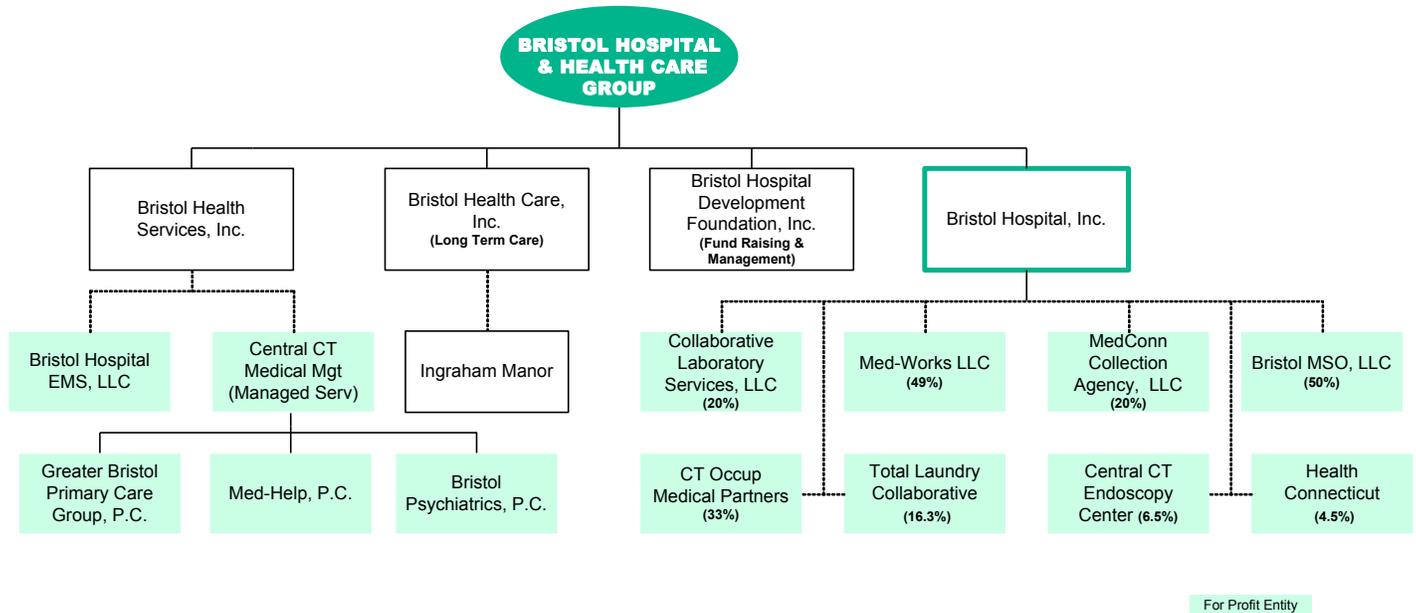
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	1.1207	1.1698	1.1372	1.1828
Medicare	1.6306	1.6122	1.6425	1.6623
Medical Assistance	0.9426	0.9563	0.9558	1.0188
Medicaid	0.8899	0.9283	0.9616	1.0019
Other Medical Assistance	1.3430	1.1599	0.9147	1.2375
Champus / TRICARE	1.1653	1.1164	1.4280	1.0464
Uninsured (Included in Non-Government)	1.2849	1.2743	1.2157	1.1829
<b>Total Case Mix Index</b>	<b>1.2557</b>	<b>1.2688</b>	<b>1.2670</b>	<b>1.3084</b>

<b>UNCOMPENSATED CARE</b>				
Charity Care	\$10,897,000	\$11,818,000	\$15,999,852	\$12,024,692
Bad Debts	\$26,581,552	\$32,166,000	\$32,293,223	\$25,581,567
<b>Total Uncompensated Care Charges</b>	<b>\$37,478,552</b>	<b>\$43,984,000</b>	<b>\$48,293,075</b>	<b>\$37,606,259</b>
Uncompensated Care Cost	\$11,959,917	\$14,002,199	\$15,245,620	\$11,054,283
Uncompensated care % of total expenses	4.0%	4.2%	4.3%	3.2%

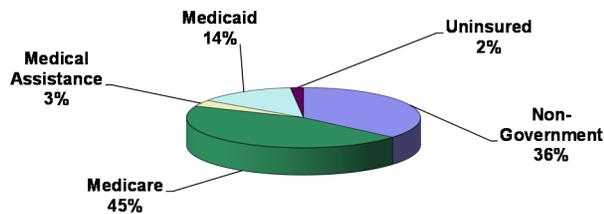
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	9,556	10,058	10,610	10,660
Emergency Room - Treated and Discharged	57,987	56,580	66,812	65,012
<b>Total Emergency Room Visits</b>	<b>67,543</b>	<b>66,638</b>	<b>77,422</b>	<b>75,672</b>

## BRISTOL HOSPITAL

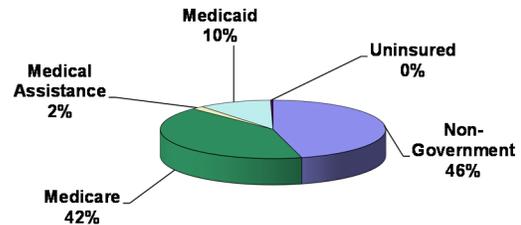
Bristol Hospital, founded in 1921, is located in Bristol. In FY 2010, the Hospital generated \$1.2 million in income from operations and had a non-operating gain of \$600,000, resulting in an excess of revenues over expenses of \$1.8 million. The Hospital reported 7,617 discharges and 30,673 patient days while staffing 132 of its 154 available beds. Reported below is a chart indicating all of the affiliates of Bristol Hospital and Health Care Group, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$114,164,519	\$119,290,195	\$124,989,832	\$127,394,892
Other Operating Revenue	\$4,581,688	\$6,592,514	\$4,717,358	\$4,807,086
<b>Total Operating Revenue</b>	<b>\$118,746,207</b>	<b>\$125,882,709</b>	<b>\$129,707,190</b>	<b>\$132,201,978</b>
Total Operating Expenses	\$122,064,635	\$125,713,012	\$129,657,399	\$130,987,633
<b>Income/(Loss) from Operations</b>	<b>(\$3,318,428)</b>	<b>\$169,697</b>	<b>\$49,791</b>	<b>\$1,214,345</b>
Non Operating Revenue	\$10,737,106	(\$1,155,433)	\$323,607	\$571,472
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$7,418,678</b>	<b>(\$985,736)</b>	<b>\$373,398</b>	<b>\$1,785,817</b>

## KEY RESULTS - BRISTOL HOSPITAL

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	-2.56%	0.14%	0.04%	0.91%
Hospital Non Operating Margins	8.29%	-0.93%	0.25%	0.43%
Hospital Total Margins	5.73%	-0.79%	0.29%	1.35%

COST DATA SUMMARY	2007	2008	2009	2010
Ratio of cost to charges	0.33	0.33	0.36	0.36
Private Payment to Cost Ratio	1.10	1.18	1.18	1.16
Medicare Payment to Cost Ratio	0.92	0.91	0.81	0.85
Medicaid Payment to Cost Ratio	0.87	0.84	0.75	0.71

LIQUIDITY MEASURES SUMMARY	2007	2008	2009	2010
Current Ratio	1.09	1.14	1.25	1.37
Days cash on hand	4	10	20	24
Days in patients accounts receivable	53	49	45	43
Average Payment Period	74	70	68	62

SOLVENCY MEASURES SUMMARY	2007	2008	2009	2010
Equity financing ratio	39.7	29.0	7.7	8.4
Cash flow to total debt ratio	25.4	9.4	11.5	14.4
Long-term debt to Capitalization Ratio	41.9	51.7	79.1	76.9

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

NET ASSETS SUMMARY	2007	2008	2009	2010
Hospital Unrestricted Net Assets	\$31,129,463	\$18,132,104	(\$255,398)	\$755,592
Hospital Total Net Assets	\$41,084,073	\$26,424,439	\$7,239,260	\$8,220,533

UTILIZATION MEASURES SUMMARY	2007	2008	2009	2010
Patient Days	33,663	33,258	33,658	30,673
Discharges	8,064	8,016	7,846	7,617
ALOS	4.2	4.1	4.3	4.0
Staffed Beds	115	115	132	132
Available Beds	154	154	154	154
Licensed Beds	154	154	154	154
Occupancy of staffed beds	80%	79%	70%	64%
Occupancy of available beds	60%	59%	60%	55%
Full Time Equivalent Employees	876.5	905.1	899.4	873.3

## KEY RESULTS - BRISTOL HOSPITAL

<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	3,046	2,879	2,731	2,486
Medicare	3,589	3,640	3,597	3,426
Medical Assistance	1,412	1,486	1,507	1,685
Medicaid	1,049	1,106	1,084	1,325
Other Medical Assistance	363	380	423	360
Champus / TRICARE	17	11	11	20
Uninsured (Included in Non-Government)	79	80	43	64
Total Discharges	8,064	8,016	7,846	7,617

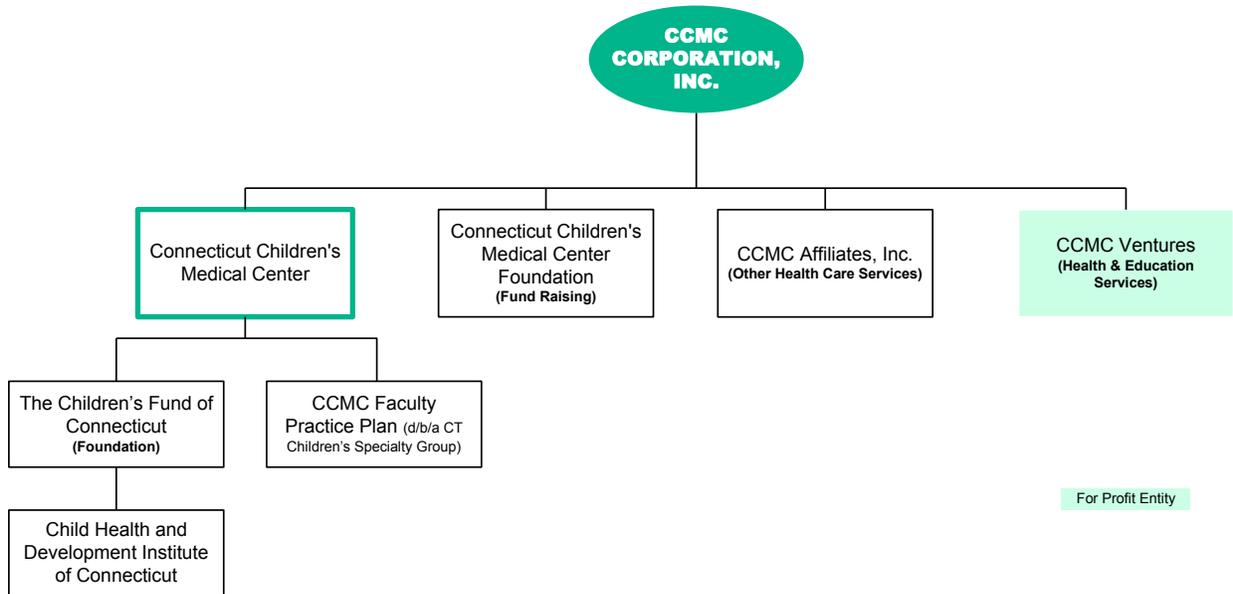
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	0.8927	0.9693	0.9559	0.9464
Medicare	1.2507	1.2802	1.3004	1.2873
Medical Assistance	0.8193	0.8089	0.8292	0.8544
Medicaid	0.8044	0.7747	0.8029	0.8390
Other Medical Assistance	0.8624	0.9085	0.8966	0.9112
Champus / TRICARE	0.7279	1.6674	1.0540	1.5094
Uninsured (Included in Non-Government)	0.9158	0.9295	0.9646	0.8923
Total Case Mix Index	1.0388	1.0817	1.0896	1.0809

<b>UNCOMPENSATED CARE</b>				
Charity Care	\$1,253,957	\$929,468	\$558,883	\$259,103
Bad Debts	\$10,522,424	\$10,951,622	\$9,166,346	\$10,944,348
Total Uncompensated Care Charges	\$11,776,381	\$11,881,090	\$9,725,229	\$11,203,451
Uncompensated Care Cost	\$3,929,667	\$3,891,013	\$3,471,915	\$4,010,210
Uncompensated care % of total expenses	3.5%	3.4%	2.7%	3.1%

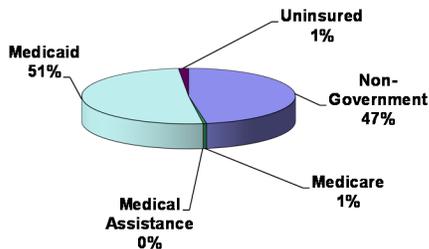
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	5,667	5,723	5,501	5,467
Emergency Room - Treated and Discharged	33,859	34,410	33,551	33,293
Total Emergency Room Visits	39,526	40,133	39,052	38,760

## CONNECTICUT CHILDREN'S MEDICAL CENTER

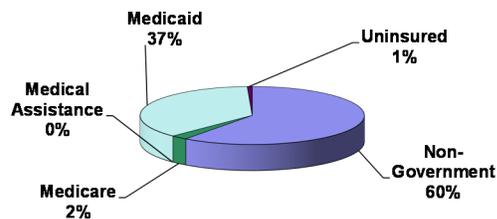
Connecticut Children's Medical Center (CCMC) began operating in 1996 as the successor to the Newington Children's Hospital. In FY 2010, the Hospital experienced a loss of \$1.3 million in income from operations and realized a \$16.5 million non-operating gain, resulting in an excess of revenues over expenses of \$15.2 million. The Hospital reported 6,800 discharges and 36,799 patient days while staffing 142 of its 147 available beds. Reported below is a chart indicating all of the affiliates of CCMC Corporation, Incorporated, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$140,951,196	\$173,156,229	\$178,476,453	\$185,228,029
Other Operating Revenue	\$13,649,071	\$14,216,438	\$14,938,808	\$13,628,825
<b>Total Operating Revenue</b>	<b>\$154,600,267</b>	<b>\$187,372,667</b>	<b>\$193,415,261</b>	<b>\$198,856,854</b>
Total Operating Expenses	\$166,926,646	\$184,175,127	\$185,535,330	\$200,115,623
<b>Income/(Loss) from Operations</b>	<b>(\$12,326,379)</b>	<b>\$3,197,540</b>	<b>\$7,879,931</b>	<b>(\$1,258,769)</b>
Non Operating Revenue	\$20,221,221	\$5,953,954	\$2,919,830	\$16,535,869
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$7,894,842</b>	<b>\$9,151,494</b>	<b>\$10,799,761</b>	<b>\$15,277,100</b>

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - CONNECTICUT CHILDREN'S MEDICAL CENTER

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	-7.05%	1.65%	4.01%	-0.58%
Hospital Non Operating Margins	11.57%	3.08%	1.49%	7.68%
Hospital Total Margins	4.52%	4.73%	5.50%	7.09%

COST DATA SUMMARY	2007	2008	2009	2010
Ratio of cost to charges	0.56	0.50	0.49	0.51
Private Payment to Cost Ratio	1.01	1.10	1.16	1.21
Medicare Payment to Cost Ratio	9.20	7.48	12.14	18.10
Medicaid Payment to Cost Ratio	0.64	0.71	0.72	0.69

LIQUIDITY MEASURES SUMMARY	2007	2008	2009	2010
Current Ratio	0.75	0.88	0.93	0.96
Days cash on hand	9	20	4	6
Days in patients accounts receivable	43	39	40	33
Average Payment Period	91	94	75	79

SOLVENCY MEASURES SUMMARY	2007	2008	2009	2010
Equity financing ratio	69.8	64.2	58.9	62.0
Cash flow to total debt ratio	18.4	19.9	27.2	31.1
Long-term debt to Capitalization Ratio	16.5	18.3	20.1	17.7

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

NET ASSETS SUMMARY	2007	2008	2009	2010
Hospital Unrestricted Net Assets	\$117,939,498	\$102,605,588	\$69,608,421	\$80,916,370
Hospital Total Net Assets	\$212,389,064	\$187,615,037	\$151,977,252	\$184,221,988

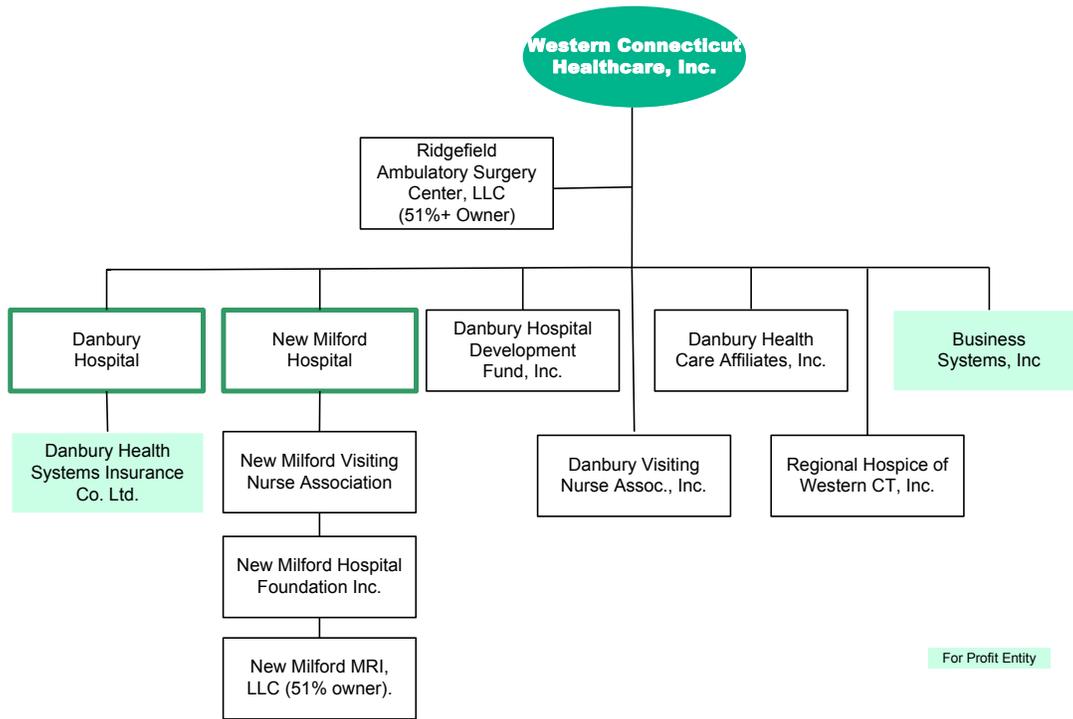
UTILIZATION MEASURES SUMMARY	2007	2008	2009	2010
Patient Days	32,933	37,137	35,911	36,799
Discharges	5,534	5,806	6,359	6,800
ALOS	6.0	6.4	5.6	5.4
Staffed Beds	123	126	142	142
Available Beds	124	126	142	147
Licensed Beds	135	135	147	147
Occupancy of staffed beds	73%	81%	69%	71%
Occupancy of available beds	73%	81%	69%	69%
Full Time Equivalent Employees	1,093.5	1,189.5	1,195.2	1,212.5

## KEY RESULTS - CONNECTICUT CHILDREN'S MEDICAL CENTER

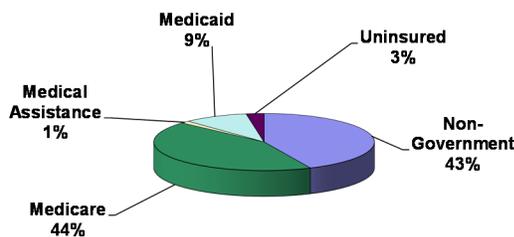
<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	2,894	3,093	3,065	3,110
Medicare	13	10	8	8
Medical Assistance	2,589	2,676	3,255	3,644
Medicaid	2,589	2,676	3,255	3,644
Other Medical Assistance	0	0	0	0
Champus / TRICARE	38	27	31	38
Uninsured (Included in Non-Government)	37	38	51	80
Total Discharges	5,534	5,806	6,359	6,800
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	1.4243	1.5535	1.4488	1.3976
Medicare	2.0442	2.2230	2.1772	1.7611
Medical Assistance	1.3335	1.4821	1.3611	1.2623
Medicaid	1.3335	1.4821	1.3611	1.2623
Other Medical Assistance	0.0000	0.0000	0.0000	0.0000
Champus / TRICARE	1.1900	1.4065	0.9455	1.1345
Uninsured (Included in Non-Government)	1.0818	0.9836	1.1555	1.0314
Total Case Mix Index	1.3817	1.5211	1.4024	1.3241
<b>UNCOMPENSATED CARE</b>				
Charity Care	\$294,708	\$514,817	\$442,542	\$1,326,729
Bad Debts	\$3,476,113	\$4,145,704	\$3,808,276	\$3,302,352
Total Uncompensated Care Charges	\$3,770,821	\$4,660,521	\$4,250,818	\$4,629,081
Uncompensated Care Cost	\$2,100,336	\$2,346,998	\$2,098,176	\$2,341,098
Uncompensated care % of total expenses	1.3%	1.3%	1.1%	1.2%
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	2,849	3,037	2,838	3,473
Emergency Room - Treated and Discharged	40,323	43,517	47,262	50,118
Total Emergency Room Visits	43,172	46,554	50,100	53,591

## DANBURY HOSPITAL

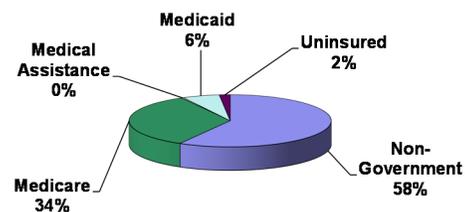
Danbury Hospital, founded in 1885, is located in Danbury. In FY 2010, the Hospital generated \$20.8 million in income from operations and had a \$23.8 million non-operating gain, resulting in an excess of revenues over expenses of \$44.6 million. The Hospital reported 20,715 discharges and 95,884 patient days while staffing 278 of its 365 available beds. Reported below is a chart indicating all of the affiliates of Western Connecticut Healthcare, Inc, the parent corporation of the Hospital and New Milford Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$393,491,107	\$427,936,480	\$457,712,742	\$471,020,724
Other Operating Revenue	\$9,051,658	\$10,028,673	\$9,727,398	\$10,083,592
<b>Total Operating Revenue</b>	<b>\$402,542,765</b>	<b>\$437,965,153</b>	<b>\$467,440,140</b>	<b>\$481,104,316</b>
Total Operating Expenses	\$378,387,622	\$415,921,169	\$442,588,744	\$460,314,702
<b>Income/(Loss) from Operations</b>	<b>\$24,155,143</b>	<b>\$22,043,984</b>	<b>\$24,851,396</b>	<b>\$20,789,614</b>
Non Operating Revenue	\$27,798,903	(\$29,322,315)	\$13,663,243	\$23,790,084
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$51,954,046</b>	<b>(\$7,278,331)</b>	<b>\$38,514,639</b>	<b>\$44,579,698</b>

## KEY RESULTS - DANBURY HOSPITAL

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	5.61%	5.39%	5.17%	4.12%
Hospital Non Operating Margins	6.46%	-7.18%	2.84%	4.71%
Hospital Total Margins	12.07%	-1.78%	8.01%	8.83%

COST DATA SUMMARY	2007	2008	2009	2010
Ratio of cost to charges	0.43	0.42	0.44	0.44
Private Payment to Cost Ratio	1.47	1.44	1.36	1.37
Medicare Payment to Cost Ratio	0.84	0.86	0.79	0.79
Medicaid Payment to Cost Ratio	0.71	0.80	0.64	0.64

LIQUIDITY MEASURES SUMMARY	2007	2008	2009	2010
Current Ratio	6.13	5.57	4.87	3.21
Days cash on hand	168	132	160	168
Days in patients accounts receivable	39	38	26	31
Average Payment Period	38	37	43	71

SOLVENCY MEASURES SUMMARY	2007	2008	2009	2010
Equity financing ratio	68.8	68.5	68.0	70.3
Cash flow to total debt ratio	46.1	8.3	37.5	42.5
Long-term debt to Capitalization Ratio	23.7	23.7	23.2	16.1

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

NET ASSETS SUMMARY	2007	2008	2009	2010
Hospital Unrestricted Net Assets	\$355,513,444	\$348,481,186	\$325,008,268	\$368,034,236
Hospital Total Net Assets	\$382,105,019	\$376,402,186	\$380,666,988	\$424,005,127

UTILIZATION MEASURES SUMMARY	2007	2008	2009	2010
Patient Days	88,139	87,644	91,794	95,884
Discharges	20,752	20,459	20,497	20,715
ALOS	4.2	4.3	4.5	4.6
Staffed Beds	246	248	271	278
Available Beds	339	347	351	365
Licensed Beds	371	371	371	371
Occupancy of staffed beds	98%	97%	93%	94%
Occupancy of available beds	71%	69%	72%	72%
Full Time Equivalent Employees	2,345.9	2,448.1	2,448.0	2,492.8

## KEY RESULTS - DANBURY HOSPITAL

<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	9,712	9,311	9,049	8,752
Medicare	8,306	8,382	8,566	8,917
Medical Assistance	2,720	2,752	2,857	3,017
Medicaid	2,232	2,270	2,312	2,727
Other Medical Assistance	488	482	545	290
Champus / TRICARE	14	14	25	29
Uninsured (Included in Non-Government)	421	345	322	298
<b>Total Discharges</b>	<b>20,752</b>	<b>20,459</b>	<b>20,497</b>	<b>20,715</b>

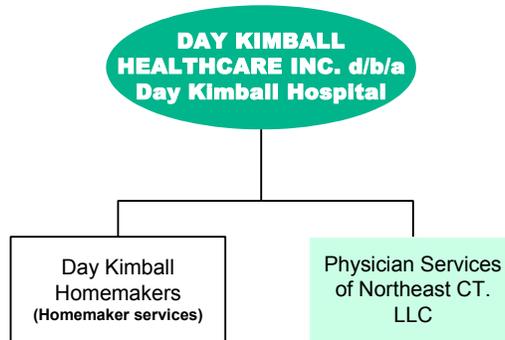
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	1.0461	1.1502	1.1226	1.1614
Medicare	1.4443	1.3970	1.3711	1.3485
Medical Assistance	0.8217	0.8539	0.9274	0.8833
Medicaid	0.7435	0.8419	0.9414	0.8658
Other Medical Assistance	1.1794	0.9106	0.8679	1.0477
Champus / TRICARE	0.9438	0.8912	0.8139	0.9086
Uninsured (Included in Non-Government)	1.1378	1.2087	1.0332	1.2416
<b>Total Case Mix Index</b>	<b>1.1760</b>	<b>1.2113</b>	<b>1.1989</b>	<b>1.2011</b>

<b>UNCOMPENSATED CARE</b>				
Charity Care	\$9,945,753	\$9,657,765	\$12,266,705	\$12,767,832
Bad Debts	\$13,131,942	\$15,597,793	\$16,695,481	\$10,687,109
<b>Total Uncompensated Care Charges</b>	<b>\$23,077,695</b>	<b>\$25,255,558</b>	<b>\$28,962,186</b>	<b>\$23,454,941</b>
Uncompensated Care Cost	\$9,919,306	\$10,675,330	\$12,695,350	\$10,279,289
Uncompensated care % of total expenses	2.8%	2.8%	2.9%	2.2%

<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	11,986	13,088	13,885	14,124
Emergency Room - Treated and Discharged	55,943	54,465	55,697	56,136
<b>Total Emergency Room Visits</b>	<b>67,929</b>	<b>67,553</b>	<b>69,582</b>	<b>70,260</b>

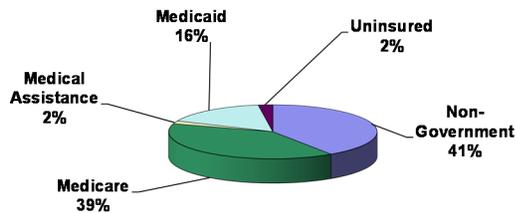
## DAY KIMBALL HOSPITAL

Day Kimball Hospital, founded in 1894, is located in Putnam. In FY 2010, the Hospital generated \$3.5 million in income from operations and had a \$600,000 non-operating gain, resulting in an excess of revenues over expenses of \$4.1 million. The Hospital reported 5,202 discharges and 18,876 patient days while staffing 72 of its 122 available beds. Reported below is a chart indicating all of the affiliates of Day Kimball Healthcare Incorporated d/b/a Day Kimball Hospital, followed by various financial indicators and selected utilization measures.

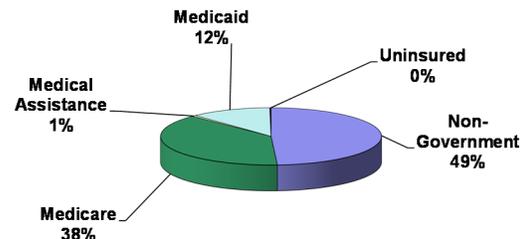


For Profit Entity

**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$90,308,057	\$88,983,220	\$95,995,284	\$100,651,954
Other Operating Revenue	\$5,665,531	\$2,929,366	\$2,986,027	\$3,279,958
<b>Total Operating Revenue</b>	<b>\$95,973,588</b>	<b>\$91,912,586</b>	<b>\$98,981,311</b>	<b>\$103,931,912</b>
Total Operating Expenses	\$95,342,950	\$95,714,493	\$96,763,604	\$100,411,939
<b>Income/(Loss) from Operations</b>	<b>\$630,638</b>	<b>(\$3,801,907)</b>	<b>\$2,217,707</b>	<b>\$3,519,973</b>
Non Operating Revenue	\$108,178	\$990,034	(\$657,705)	\$607,272
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$738,816</b>	<b>(\$2,811,873)</b>	<b>\$1,560,002</b>	<b>\$4,127,245</b>

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - DAY KIMBALL HOSPITAL

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	0.66%	-4.09%	2.26%	3.37%
Hospital Non Operating Margins	0.11%	1.07%	-0.67%	0.58%
Hospital Total Margins	0.77%	-3.03%	1.59%	3.95%

COST DATA SUMMARY	2007	2008	2009	2010
Ratio of cost to charges	0.58	0.61	0.57	0.58
Private Payment to Cost Ratio	1.22	1.11	1.18	1.18
Medicare Payment to Cost Ratio	0.93	0.83	0.90	0.96
Medicaid Payment to Cost Ratio	0.71	0.66	0.78	0.71

LIQUIDITY MEASURES SUMMARY	2007	2008	2009	2010
Current Ratio	2.50	2.66	2.27	2.04
Days cash on hand	121	96	91	60
Days in patients accounts receivable	32	33	29	32
Average Payment Period	68	54	63	55

SOLVENCY MEASURES SUMMARY	2007	2008	2009	2010
Equity financing ratio	55.6	60.6	29.7	27.7
Cash flow to total debt ratio	16.8	5.7	20.4	29.8
Long-term debt to Capitalization Ratio	24.0	23.6	36.9	39.9

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

NET ASSETS SUMMARY	2007	2008	2009	2010
Hospital Unrestricted Net Assets	\$38,661,562	\$38,740,218	\$15,965,857	\$15,206,895
Hospital Total Net Assets	\$46,398,805	\$45,778,471	\$23,306,105	\$22,173,961

UTILIZATION MEASURES SUMMARY	2007	2008	2009	2010
Patient Days	20,370	20,465	20,204	18,876
Discharges	5,586	5,387	5,573	5,202
ALOS	3.6	3.8	3.6	3.6
Staffed Beds	72	72	72	72
Available Beds	122	122	122	122
Licensed Beds	122	143	122	122
Occupancy of staffed beds	78%	78%	77%	72%
Occupancy of available beds	46%	46%	45%	42%
Full Time Equivalent Employees	705.3	714.4	737.9	774.8

## KEY RESULTS - DAY KIMBALL HOSPITAL

<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	1,916	1,980	2,019	1,726
Medicare	2,508	2,333	2,571	2,334
Medical Assistance	1,107	1,038	970	1,096
Medicaid	888	821	871	1,050
Other Medical Assistance	219	217	99	46
Champus / TRICARE	55	36	13	46
Uninsured (Included in Non-Government)	84	83	72	81
<b>Total Discharges</b>	<b>5,586</b>	<b>5,387</b>	<b>5,573</b>	<b>5,202</b>

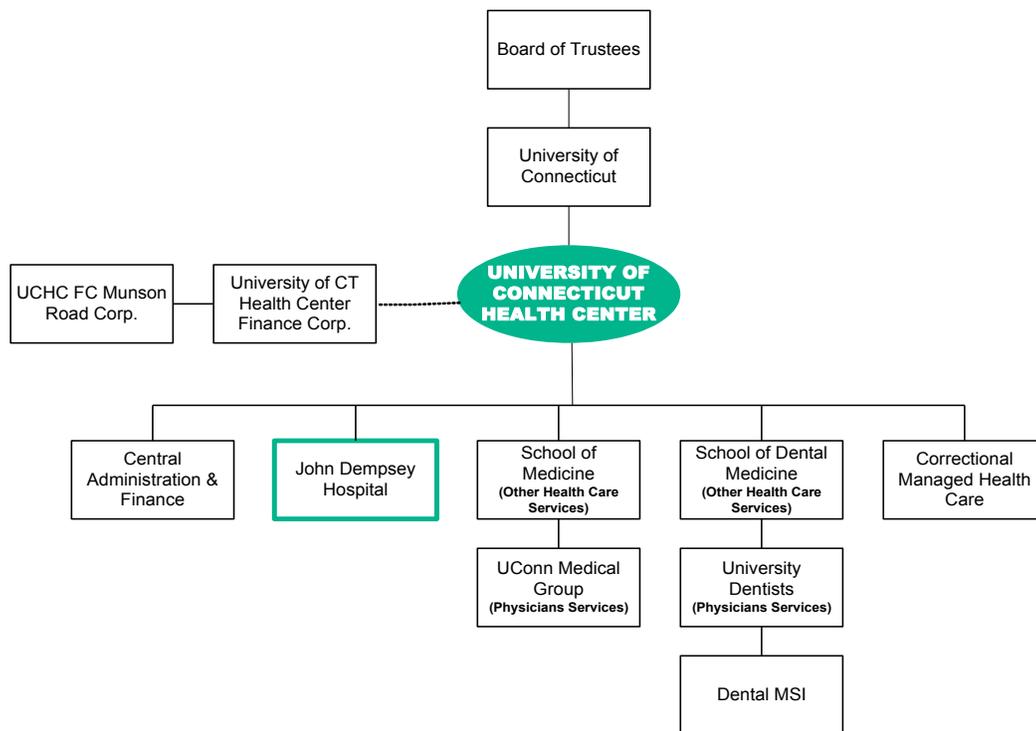
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	0.7796	0.7828	0.8284	0.8293
Medicare	1.0993	1.0833	1.1093	1.0235
Medical Assistance	0.6876	0.6414	0.6216	0.8231
Medicaid	0.6873	0.6289	0.6216	0.8231
Other Medical Assistance	0.6889	0.6889	0.6216	0.8231
Champus / TRICARE	0.8047	0.5423	0.9691	0.6658
Uninsured (Included in Non-Government)	0.8751	0.7784	0.9095	0.8567
<b>Total Case Mix Index</b>	<b>0.9052</b>	<b>0.8841</b>	<b>0.9223</b>	<b>0.9137</b>

<b>UNCOMPENSATED CARE</b>				
Charity Care	\$512,769	\$720,702	\$1,210,237	\$1,391,261
Bad Debts	\$3,691,706	\$3,836,028	\$3,445,323	\$3,312,220
<b>Total Uncompensated Care Charges</b>	<b>\$4,204,475</b>	<b>\$4,556,730</b>	<b>\$4,655,560</b>	<b>\$4,703,481</b>
Uncompensated Care Cost	\$2,442,527	\$2,780,816	\$2,675,910	\$2,748,737
Uncompensated care % of total expenses	2.7%	2.9%	2.8%	2.7%

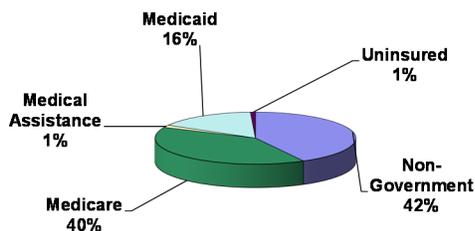
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	3,553	3,505	3,673	3,604
Emergency Room - Treated and Discharged	25,170	24,650	30,101	28,650
<b>Total Emergency Room Visits</b>	<b>28,723</b>	<b>28,155</b>	<b>33,774</b>	<b>32,254</b>

## JOHN DEMPSEY HOSPITAL

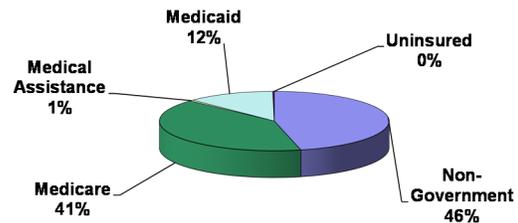
John Dempsey Hospital, located in Farmington, was founded in 1975 as the teaching hospital of the University of Connecticut Health Center and is also a statewide referral site for tertiary care. In FY 2010, the Hospital experienced a \$24.6 million loss from operations and realized a \$33.9 million non-operating gain, resulting in an excess of revenues over expenses of \$9.3 million. The Hospital reported 9,567 discharges and 51,230 patient days while staffing 224 of its 224 available beds. Reported below is a chart indicating all of the affiliates of the University of Connecticut Health Center, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$227,337,829	\$236,084,965	\$251,133,088	\$253,989,584
Other Operating Revenue	\$1,590,150	\$3,037,854	\$3,928,058	\$1,081,457
<b>Total Operating Revenue</b>	<b>\$228,927,979</b>	<b>\$239,122,819</b>	<b>\$255,061,146</b>	<b>\$255,071,041</b>
Total Operating Expenses	\$233,836,419	\$255,033,610	\$266,850,045	\$279,636,521
<b>Income/(Loss) from Operations</b>	<b>(\$4,908,440)</b>	<b>(\$15,910,791)</b>	<b>(\$11,788,899)</b>	<b>(\$24,565,480)</b>
Non Operating Revenue	\$951,575	\$1,057,468	\$15,159,902	\$33,913,006
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>(\$3,956,865)</b>	<b>(\$14,853,323)</b>	<b>\$3,371,003</b>	<b>\$9,347,526</b>

## KEY RESULTS - JOHN DEMPSEY HOSPITAL

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	-2.14%	-6.62%	-4.36%	-8.50%
Hospital Non Operating Margins	0.41%	0.44%	5.61%	11.74%
Hospital Total Margins	-1.72%	-6.18%	1.25%	3.23%

COST DATA SUMMARY	2007	2008	2009	2010
Ratio of cost to charges	0.59	0.61	0.53	0.49
Private Payment to Cost Ratio	1.00	0.93	0.99	1.06
Medicare Payment to Cost Ratio	1.02	1.06	1.05	0.99
Medicaid Payment to Cost Ratio	0.98	0.79	0.74	0.75

LIQUIDITY MEASURES SUMMARY	2007	2008	2009	2010
Current Ratio	1.29	1.09	1.12	1.58
Days cash on hand	0	0	0	0
Days in patients accounts receivable	69	56	53	39
Average Payment Period	74	76	68	45

SOLVENCY MEASURES SUMMARY	2007	2008	2009	2010
Equity financing ratio	47.2	39.5	42.2	60.3
Cash flow to total debt ratio	13.3	-6.9	28.3	57.3
Long-term debt to Capitalization Ratio	5.3	5.2	3.6	1.9

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

NET ASSETS SUMMARY	2007	2008	2009	2010
Hospital Unrestricted Net Assets	\$67,414,232	\$52,543,012	\$55,916,180	\$65,259,763
Hospital Total Net Assets	\$67,542,680	\$52,689,357	\$56,060,360	\$65,407,886

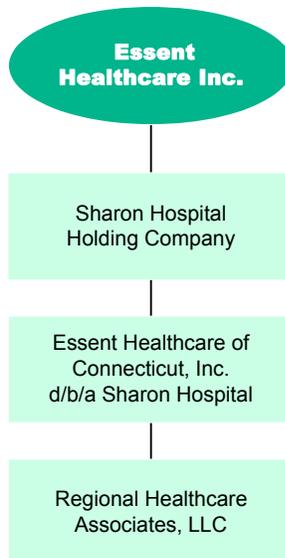
UTILIZATION MEASURES SUMMARY	2007	2008	2009	2010
Patient Days	60,392	60,012	56,119	51,230
Discharges	10,009	9,856	9,587	9,567
ALOS	6.0	6.1	5.9	5.4
Staffed Beds	224	224	224	224
Available Beds	224	224	224	224
Licensed Beds	224	224	224	224
Occupancy of staffed beds	74%	73%	69%	63%
Occupancy of available beds	74%	73%	69%	63%
Full Time Equivalent Employees	1,237.4	1,338.4	1,302.8	1,195.0

## KEY RESULTS - JOHN DEMPSEY HOSPITAL

<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	4,010	4,100	3,760	3,604
Medicare	3,888	3,959	3,860	3,950
Medical Assistance	2,037	1,731	1,904	1,929
Medicaid	1,295	1,417	1,569	1,757
Other Medical Assistance	742	314	335	172
Champus / TRICARE	74	66	63	84
Uninsured (Included in Non-Government)	85	115	84	81
Total Discharges	10,009	9,856	9,587	9,567
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	1.3821	1.4332	1.4315	1.4118
Medicare	1.5219	1.5577	1.6392	1.6328
Medical Assistance	1.3112	1.3508	1.3937	1.3541
Medicaid	1.2703	1.3746	1.4058	1.3660
Other Medical Assistance	1.3825	1.2435	1.3373	1.2331
Champus / TRICARE	1.1190	1.1110	1.0871	1.4528
Uninsured (Included in Non-Government)	1.1704	0.9096	1.1699	1.0525
Total Case Mix Index	1.4200	1.4666	1.5054	1.4918
<b>UNCOMPENSATED CARE</b>				
Charity Care	\$741,685	\$996,974	\$727,509	\$1,104,104
Bad Debts	\$4,843,833	\$3,769,639	\$5,537,519	\$6,859,997
Total Uncompensated Care Charges	\$5,585,518	\$4,766,613	\$6,265,028	\$7,964,101
Uncompensated Care Cost	\$3,309,932	\$2,890,877	\$3,317,622	\$3,896,815
Uncompensated care % of total expenses	1.5%	1.2%	1.3%	1.5%
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	4,706	4,730	4,436	4,713
Emergency Room - Treated and Discharged	25,548	25,355	24,156	24,798
Total Emergency Room Visits	30,254	30,085	28,592	29,511

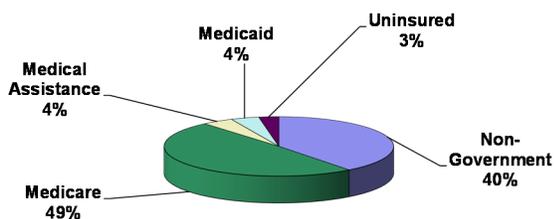
## ESSENT-SHARON HOSPITAL

Essent-Sharon Hospital, located in Sharon, became the state's first for-profit hospital in April of 2002. In FY 2010, the Hospital generated an excess of revenue over expenses of \$2.9 million which did not include any non-operating income. The Hospital reported 2,681 discharges and 11,622 patient days while staffing 47 of its 94 available beds. Reported below is a chart indicating all of the affiliates of Essent Healthcare of Connecticut, Incorporated, the Connecticut parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.

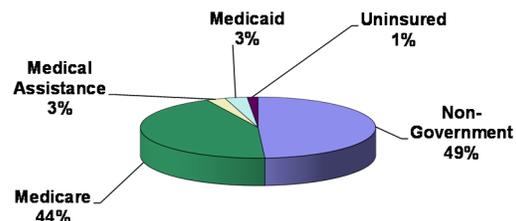


For Profit Entity

**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$50,528,737	\$54,645,472	\$51,853,289	\$50,495,530
Other Operating Revenue	\$681,293	\$671,644	\$543,474	\$530,398
<b>Total Operating Revenue</b>	<b>\$51,210,030</b>	<b>\$55,317,116</b>	<b>\$52,396,763</b>	<b>\$51,025,928</b>
Total Operating Expenses	\$49,475,601	\$53,643,999	\$49,683,361	\$48,108,598
<b>Income/(Loss) from Operations</b>	<b>\$1,734,429</b>	<b>\$1,673,117</b>	<b>\$2,713,402</b>	<b>\$2,917,330</b>
Non Operating Revenue	\$0	\$0	\$0	\$0
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$1,734,429</b>	<b>\$1,673,117</b>	<b>\$2,713,402</b>	<b>\$2,917,330</b>

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - ESSENT SHARON HOSPITAL

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	3.39%	3.02%	5.18%	5.72%
Hospital Non Operating Margins	0.00%	0.00%	0.00%	0.00%
Hospital Total Margins	3.39%	3.02%	5.18%	5.72%

COST DATA SUMMARY	2007	2008	2009	2010
Ratio of cost to charges	0.46	0.47	0.43	0.40
Private Payment to Cost Ratio	1.16	1.13	1.18	1.26
Medicare Payment to Cost Ratio	0.87	0.87	0.89	0.90
Medicaid Payment to Cost Ratio	0.76	0.73	0.58	0.77

LIQUIDITY MEASURES SUMMARY	2007	2008	2009	2010
Current Ratio	1.85	1.61	1.52	1.51
Days cash on hand	0	0	0	0
Days in patients accounts receivable	43	43	41	40
Average Payment Period	52	46	55	50

SOLVENCY MEASURES SUMMARY	2007	2008	2009	2010
Equity financing ratio	20.2	22.6	25.7	29.9
Cash flow to total debt ratio	10.9	12.6	14.9	15.2
Long-term debt to Capitalization Ratio	75.1	72.4	68.8	64.8

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

NET ASSETS SUMMARY	2007	2008	2009	2010
Hospital Unrestricted Net Assets	\$11,400,566	\$13,094,068	\$15,453,591	\$18,267,822
Hospital Total Net Assets	\$11,400,566	\$13,094,068	\$15,453,591	\$18,267,822

UTILIZATION MEASURES SUMMARY	2007	2008	2009	2010
Patient Days	11,470	11,806	11,466	11,622
Discharges	2,837	2,834	2,658	2,681
ALOS	4.0	4.2	4.3	4.3
Staffed Beds	47	47	47	47
Available Beds	94	94	94	94
Licensed Beds	94	94	94	94
Occupancy of staffed beds	67%	69%	67%	68%
Occupancy of available beds	33%	34%	33%	34%
Full Time Equivalent Employees	290.1	283.0	255.3	256.3

## KEY RESULTS - ESSENT SHARON HOSPITAL

<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	924	951	877	808
Medicare	1,581	1,574	1,484	1,479
Medical Assistance	332	298	295	387
Medicaid	123	118	142	217
Other Medical Assistance	209	180	153	170
Champus / TRICARE	0	11	2	7
Uninsured (Included in Non-Government)	78	79	72	65
<b>Total Discharges</b>	<b>2,837</b>	<b>2,834</b>	<b>2,658</b>	<b>2,681</b>

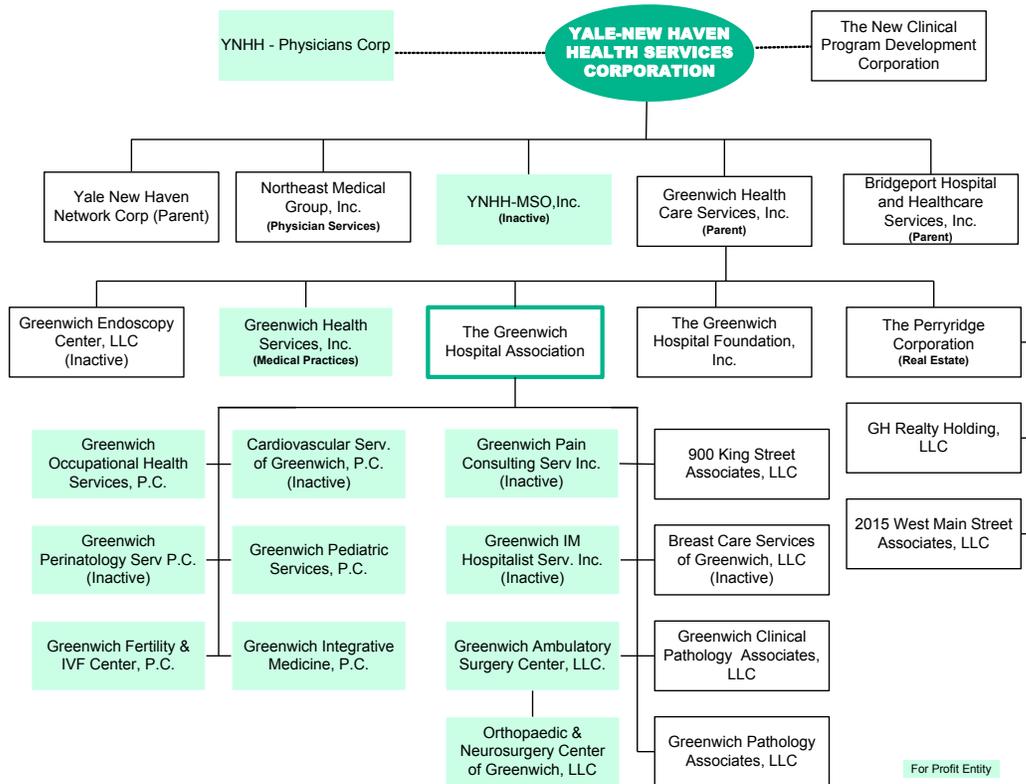
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	1.1061	0.9749	1.0299	0.9886
Medicare	1.1534	1.1591	1.1322	1.1483
Medical Assistance	0.9591	0.8570	0.9341	0.8593
Medicaid	1.0489	0.9340	0.7789	0.8547
Other Medical Assistance	0.9062	0.8065	1.0781	0.8651
Champus / TRICARE	0.0000	0.5292	2.0971	0.6889
Uninsured (Included in Non-Government)	1.0792	0.9467	0.8348	0.8133
<b>Total Case Mix Index</b>	<b>1.1153</b>	<b>1.0631</b>	<b>1.0772</b>	<b>1.0572</b>

<b>UNCOMPENSATED CARE</b>				
Charity Care	\$438,669	\$767,308	\$430,330	\$767,288
Bad Debts	\$2,496,357	\$3,536,277	\$2,953,540	\$1,748,130
<b>Total Uncompensated Care Charges</b>	<b>\$2,935,026</b>	<b>\$4,303,585</b>	<b>\$3,383,870</b>	<b>\$2,515,418</b>
Uncompensated Care Cost	\$1,357,809	\$2,044,048	\$1,461,984	\$995,025
Uncompensated care % of total expenses	2.7%	3.8%	2.9%	2.1%

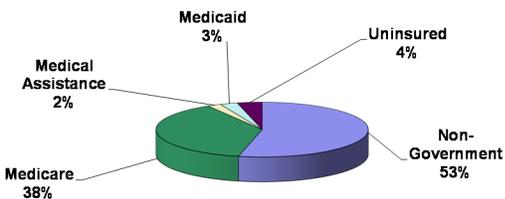
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	1,618	1,607	1,524	1,597
Emergency Room - Treated and Discharged	14,386	14,756	14,489	13,668
<b>Total Emergency Room Visits</b>	<b>16,004</b>	<b>16,363</b>	<b>16,013</b>	<b>15,265</b>

## GREENWICH HOSPITAL

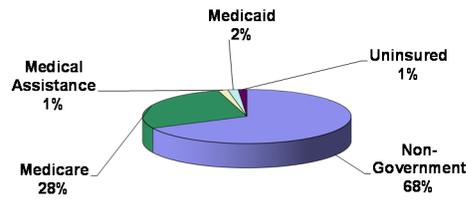
Greenwich Hospital, founded in 1903, is located in Greenwich. In FY 2010, the Hospital generated \$13.4 million in income from operations and experienced a \$400,000 non-operating loss, resulting in an excess of revenues over expenses of \$13 million. The Hospital reported 13,627 discharges and 53,059 patient days while staffing 206 of its 206 available beds. Reported below is a chart indicating all of the affiliates of Greenwich Healthcare Services, Incorporated, the parent corporation of the Hospital and an affiliate of the larger Yale-New Haven Health Services Corporation which includes Bridgeport Hospital and Yale New Haven Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$241,849,000	\$263,093,000	\$269,158,231	\$279,086,000
Other Operating Revenue	\$13,929,000	\$21,552,000	\$24,947,769	\$21,807,197
<b>Total Operating Revenue</b>	<b>\$255,778,000</b>	<b>\$284,645,000</b>	<b>\$294,106,000</b>	<b>\$300,893,197</b>
Total Operating Expenses	\$248,255,000	\$278,268,000	\$283,532,000	\$287,530,757
<b>Income/(Loss) from Operations</b>	<b>\$7,523,000</b>	<b>\$6,377,000</b>	<b>\$10,574,000</b>	<b>\$13,362,440</b>
Non Operating Revenue	\$6,980,000	(\$15,899,000)	(\$1,092,000)	(\$369,000)
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$14,503,000</b>	<b>(\$9,522,000)</b>	<b>\$9,482,000</b>	<b>\$12,993,440</b>

## KEY RESULTS - GREENWICH HOSPITAL

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	2.86%	2.37%	3.61%	4.45%
Hospital Non Operating Margins	2.66%	-5.92%	-0.37%	-0.12%
Hospital Total Margins	5.52%	-3.54%	3.24%	4.32%

COST DATA SUMMARY	2007	2008	2009	2010
Ratio of cost to charges	0.37	0.34	0.33	0.31
Private Payment to Cost Ratio	1.21	1.22	1.21	1.22
Medicare Payment to Cost Ratio	0.79	0.74	0.72	0.71
Medicaid Payment to Cost Ratio	0.88	0.79	0.80	0.58

LIQUIDITY MEASURES SUMMARY	2007	2008	2009	2010
Current Ratio	2.55	2.38	2.31	2.69
Days cash on hand	86	78	83	76
Days in patients accounts receivable	47	46	43	42
Average Payment Period	59	57	62	51

SOLVENCY MEASURES SUMMARY	2007	2008	2009	2010
Equity financing ratio	77.5	76.0	69.5	70.3
Cash flow to total debt ratio	33.2	8.1	31.0	40.4
Long-term debt to Capitalization Ratio	12.2	12.3	12.6	12.0

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

NET ASSETS SUMMARY	2007	2008	2009	2010
Hospital Unrestricted Net Assets	\$320,933,000	\$304,976,000	\$280,445,000	\$282,678,000
Hospital Total Net Assets	\$376,486,000	\$352,160,000	\$328,100,000	\$331,518,000

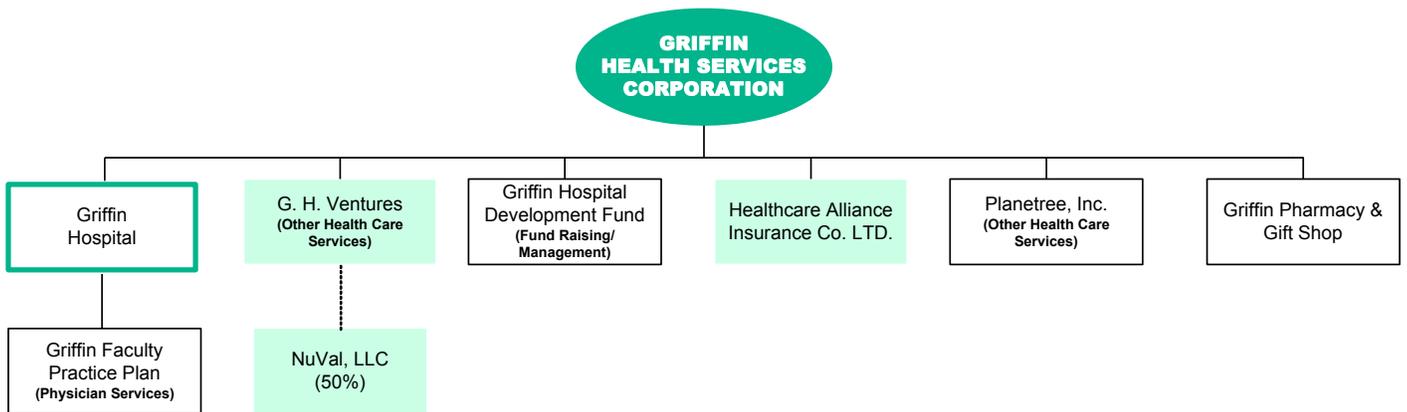
UTILIZATION MEASURES SUMMARY	2007	2008	2009	2010
Patient Days	48,835	51,700	50,149	53,059
Discharges	12,779	12,731	12,931	13,627
ALOS	3.8	4.1	3.9	3.9
Staffed Beds	206	206	206	206
Available Beds	206	206	206	206
Licensed Beds	206	206	206	206
Occupancy of staffed beds	65%	69%	67%	71%
Occupancy of available beds	58%	69%	67%	71%
Full Time Equivalent Employees	1,563.3	1,595.9	1,440.1	1,461.7

## KEY RESULTS - GREENWICH HOSPITAL

<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	7,655	7,567	7,298	7,582
Medicare	4,677	4,740	5,054	5,269
Medical Assistance	443	422	573	770
Medicaid	242	161	327	517
Other Medical Assistance	201	261	246	253
Champus / TRICARE	4	2	6	6
Uninsured (Included in Non-Government)	478	448	296	333
Total Discharges	12,779	12,731	12,931	13,627
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	0.8102	0.8566	0.8455	0.8715
Medicare	1.3821	1.4570	1.4065	1.4205
Medical Assistance	0.9723	1.1537	1.0577	0.9236
Medicaid	0.9300	1.1619	1.1254	0.8791
Other Medical Assistance	1.0232	1.1486	0.9676	1.0146
Champus / TRICARE	0.6670	0.6886	1.4673	0.9902
Uninsured (Included in Non-Government)	0.9296	0.9110	0.9178	0.9936
Total Case Mix Index	1.0251	1.0900	1.0745	1.0868
<b>UNCOMPENSATED CARE</b>				
Charity Care	\$14,259,114	\$18,262,127	\$21,129,180	\$20,038,812
Bad Debts	\$8,706,380	\$10,117,227	\$7,851,327	\$10,503,632
Total Uncompensated Care Charges	\$22,965,494	\$28,379,354	\$28,980,507	\$30,542,444
Uncompensated Care Cost	\$8,412,549	\$9,588,769	\$9,612,333	\$9,507,865
Uncompensated care % of total expenses	3.5%	3.6%	3.4%	3.3%
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	6,956	7,569	7,824	7,764
Emergency Room - Treated and Discharged	32,906	33,101	35,461	34,887
Total Emergency Room Visits	39,862	40,670	43,285	42,651

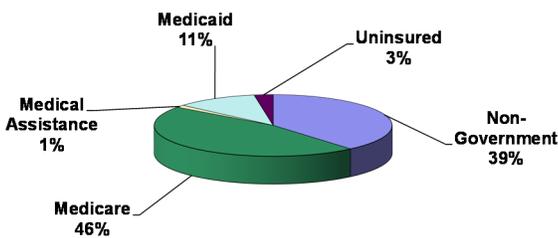
## GRIFFIN HOSPITAL

Griffin Hospital was founded in 1909 in Derby. In FY 2010, the Hospital generated \$1.4 million in income from operations and experienced a \$2.3 million non-operating loss, resulting in a deficiency of revenues over expenses of \$900,000. The Hospital reported 7,719 discharges and 33,429 patient days while staffing 94 of its 180 available beds. Reported below is a chart indicating all of the affiliates of Griffin Health Services Corporation, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.

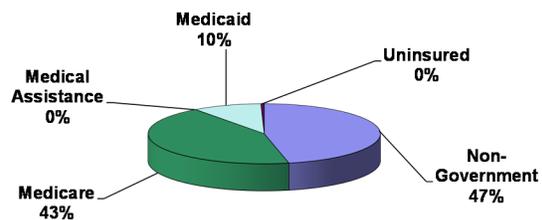


For Profit Entity

### Hospital Gross Revenue Payer Mix



### Hospital Net Revenue Payer Mix



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$110,728,364	\$115,006,758	\$119,312,297	\$118,086,481
Other Operating Revenue	\$3,137,450	\$3,093,792	\$3,255,934	\$3,781,488
<b>Total Operating Revenue</b>	<b>\$113,865,814</b>	<b>\$118,100,550</b>	<b>\$122,568,231</b>	<b>\$121,867,969</b>
Total Operating Expenses	\$113,390,230	\$116,164,408	\$119,759,030	\$120,493,484
<b>Income/(Loss) from Operations</b>	<b>\$475,584</b>	<b>\$1,936,142</b>	<b>\$2,809,201</b>	<b>\$1,374,485</b>
Non Operating Revenue	\$229,504	(\$3,725,404)	(\$1,578,517)	(\$2,319,609)
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$705,088</b>	<b>(\$1,789,262)</b>	<b>\$1,230,684</b>	<b>(\$945,124)</b>

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - GRIFFIN HOSPITAL

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	0.42%	1.69%	2.32%	1.15%
Hospital Non Operating Margins	0.20%	-3.26%	-1.30%	-1.94%
Hospital Total Margins	0.62%	-1.56%	1.02%	-0.79%

COST DATA SUMMARY	2007	2008	2009	2010
Ratio of cost to charges	0.37	0.36	0.34	0.31
Private Payment to Cost Ratio	0.95	0.99	1.06	1.19
Medicare Payment to Cost Ratio	0.95	0.94	0.94	0.92
Medicaid Payment to Cost Ratio	0.75	0.79	0.81	0.85

LIQUIDITY MEASURES SUMMARY	2007	2008	2009	2010
Current Ratio	1.58	1.13	1.05	1.03
Days cash on hand	59	47	40	43
Days in patients accounts receivable	49	46	53	47
Average Payment Period	73	94	101	103

SOLVENCY MEASURES SUMMARY	2007	2008	2009	2010
Equity financing ratio	17.6	12.3	-7.2	-14.1
Cash flow to total debt ratio	6.2	2.9	7.5	6.6
Long-term debt to Capitalization Ratio	73.6	79.1	121.0	152.7

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

NET ASSETS SUMMARY	2007	2008	2009	2010
Hospital Unrestricted Net Assets	\$11,510,321	\$6,729,685	(\$16,756,232)	(\$24,966,200)
Hospital Total Net Assets	\$20,226,342	\$14,157,874	(\$8,817,030)	(\$17,147,261)

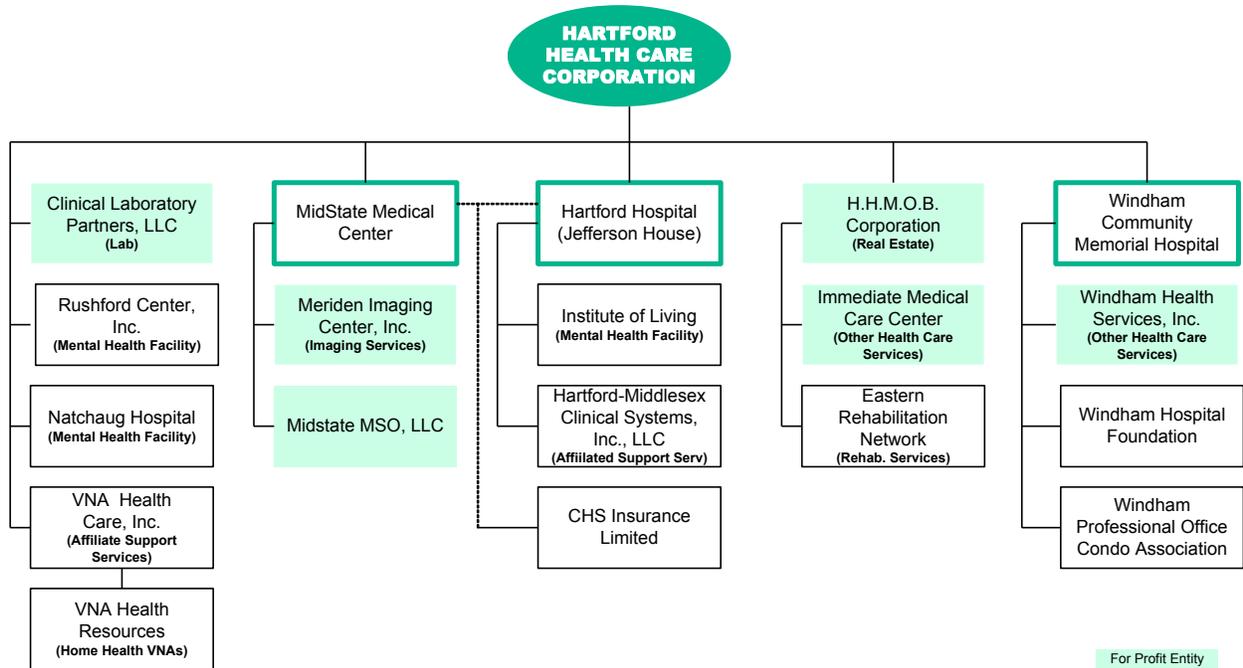
UTILIZATION MEASURES SUMMARY	2007	2008	2009	2010
Patient Days	33,992	34,817	33,581	33,429
Discharges	7,817	7,617	7,533	7,719
ALOS	4.3	4.6	4.5	4.3
Staffed Beds	96	97	95	94
Available Beds	180	180	180	180
Licensed Beds	180	180	180	180
Occupancy of staffed beds	97%	98%	97%	97%
Occupancy of available beds	52%	53%	51%	51%
Full Time Equivalent Employees	891.0	895.0	929.1	958.0

## KEY RESULTS - GRIFFIN HOSPITAL

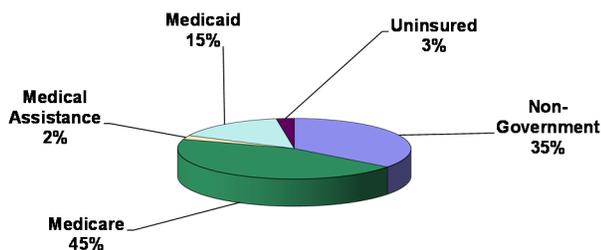
<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	2,872	2,821	2,727	2,697
Medicare	3,673	3,594	3,622	3,673
Medical Assistance	1,248	1,179	1,178	1,339
Medicaid	1,111	1,008	1,024	1,278
Other Medical Assistance	137	171	154	61
Champus / TRICARE	24	23	6	10
Uninsured (Included in Non-Government)	109	85	89	103
Total Discharges	7,817	7,617	7,533	7,719
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	0.8663	0.9392	0.9543	0.9678
Medicare	1.2744	1.3239	1.3376	1.3216
Medical Assistance	0.6707	0.7483	0.8116	0.7234
Medicaid	0.6416	0.7145	0.7686	0.7144
Other Medical Assistance	0.9068	0.9476	1.0979	0.9110
Champus / TRICARE	0.6267	0.6510	0.4723	0.8253
Uninsured (Included in Non-Government)	0.7879	0.9825	0.9744	0.8466
Total Case Mix Index	1.0261	1.0903	1.1159	1.0936
<b>UNCOMPENSATED CARE</b>				
Charity Care	\$2,135,179	\$1,748,198	\$5,752,621	\$8,958,645
Bad Debts	\$7,779,681	\$8,005,302	\$6,305,896	\$1,246,161
Total Uncompensated Care Charges	\$9,914,860	\$9,753,500	\$12,058,517	\$10,204,806
Uncompensated Care Cost	\$3,629,172	\$3,467,095	\$4,048,218	\$3,193,586
Uncompensated care % of total expenses	3.2%	3.0%	3.4%	2.7%
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	5,274	5,413	5,426	5,533
Emergency Room - Treated and Discharged	32,857	33,483	33,789	33,402
Total Emergency Room Visits	38,131	38,896	39,215	38,935

## HARTFORD HOSPITAL

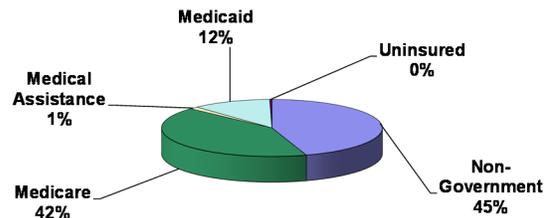
Hartford Hospital, founded in 1854, is located in Hartford. In FY 2010, the Hospital generated \$12.6 million in income from operations and had a \$21 million non-operating gain, resulting in an excess of revenues over expenses of \$33.6 million. The Hospital reported 41,265 discharges and 220,114 patient days while staffing 630 of its 760 available beds. Reported below is a chart indicating all of the affiliates of Hartford Healthcare Corporation, the parent corporation of the Hospital, Midstate Medical Center and Windham Community Memorial Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$617,507,812	\$639,563,211	\$717,211,741	\$794,806,049
Other Operating Revenue	\$124,479,380	\$133,795,519	\$112,328,640	\$137,793,737
<b>Total Operating Revenue</b>	<b>\$741,987,192</b>	<b>\$773,358,730</b>	<b>\$829,540,381</b>	<b>\$932,599,786</b>
Total Operating Expenses	\$745,010,396	\$779,129,428	\$824,454,105	\$920,001,155
<b>Income/(Loss) from Operations</b>	<b>(\$3,023,204)</b>	<b>(\$5,770,698)</b>	<b>\$5,086,276</b>	<b>\$12,598,631</b>
Non Operating Revenue	\$19,205,014	(\$34,329,921)	(\$9,327,083)	\$20,981,787
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$16,181,810</b>	<b>(\$40,100,619)</b>	<b>(\$4,240,807)</b>	<b>\$33,580,418</b>

## KEY RESULTS - HARTFORD HOSPITAL

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	-0.40%	-0.78%	0.62%	1.32%
Hospital Non Operating Margins	2.52%	-4.65%	-1.14%	2.20%
Hospital Total Margins	2.13%	-5.43%	-0.52%	3.52%

COST DATA SUMMARY	2007	2008	2009	2010
Ratio of cost to charges	0.47	0.48	0.45	0.45
Private Payment to Cost Ratio	1.01	1.02	1.14	1.14
Medicare Payment to Cost Ratio	0.89	0.82	0.84	0.84
Medicaid Payment to Cost Ratio	0.70	0.76	0.72	0.68

LIQUIDITY MEASURES SUMMARY	2007	2008	2009	2010
Current Ratio	2.05	1.39	1.35	1.58
Days cash on hand	1	5	6	14
Days in patients accounts receivable	70	66	63	53
Average Payment Period	41	58	60	55

SOLVENCY MEASURES SUMMARY	2007	2008	2009	2010
Equity financing ratio	80.9	73.1	49.3	47.0
Cash flow to total debt ratio	43.0	-0.5	20.8	39.1
Long-term debt to Capitalization Ratio	4.9	6.6	10.2	12.7

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

NET ASSETS SUMMARY	2007	2008	2009	2010
Hospital Unrestricted Net Assets	\$556,983,489	\$393,127,114	\$164,603,489	\$178,313,676
Hospital Total Net Assets	\$884,570,192	\$648,135,482	\$403,988,398	\$427,719,774

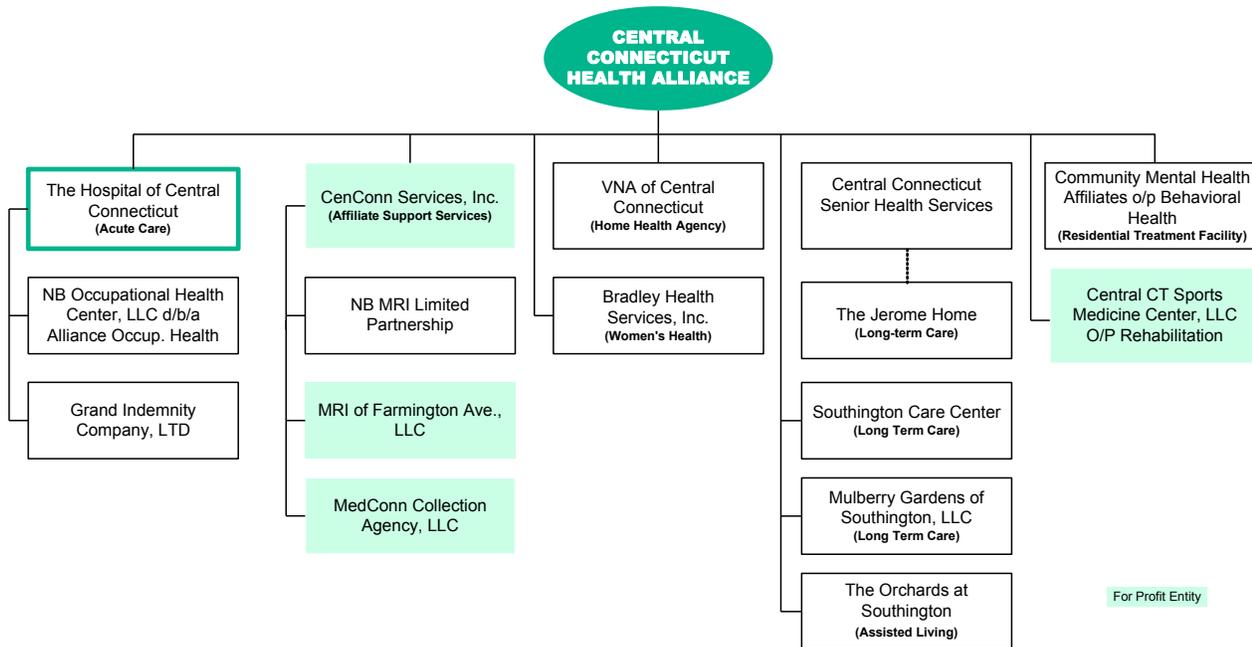
UTILIZATION MEASURES SUMMARY	2007	2008	2009	2010
Patient Days	211,887	212,013	215,958	220,114
Discharges	39,621	39,840	41,188	41,265
ALOS	5.3	5.3	5.2	5.3
Staffed Beds	749	583	595	630
Available Beds	749	749	752	760
Licensed Beds	867	867	867	867
Occupancy of staffed beds	78%	100%	99%	96%
Occupancy of available beds	78%	78%	79%	79%
Full Time Equivalent Employees	5,207.0	5,331.3	5,396.3	5,648.0

## KEY RESULTS - HARTFORD HOSPITAL

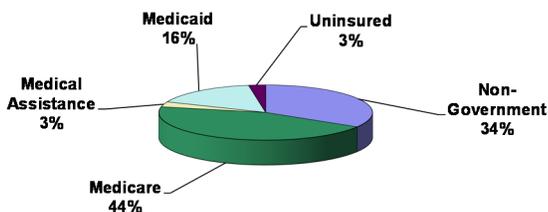
<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	16,407	16,218	16,639	16,050
Medicare	15,219	15,288	15,533	15,819
Medical Assistance	7,859	8,174	8,830	9,230
Medicaid	5,940	6,256	6,942	7,923
Other Medical Assistance	1,919	1,918	1,888	1,307
Champus / TRICARE	136	160	186	166
Uninsured (Included in Non-Government)	500	664	694	690
Total Discharges	39,621	39,840	41,188	41,265
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	1.3179	1.3011	1.3378	1.3722
Medicare	1.6559	1.6816	1.6591	1.8173
Medical Assistance	1.0315	1.0548	1.1079	1.1259
Medicaid	0.9650	1.0204	1.0792	1.1066
Other Medical Assistance	1.2373	1.1670	1.2134	1.2429
Champus / TRICARE	1.0937	1.3011	1.2400	1.0678
Uninsured (Included in Non-Government)	1.3768	1.3676	1.3109	1.3522
Total Case Mix Index	1.3902	1.3966	1.4092	1.4865
<b>UNCOMPENSATED CARE</b>				
Charity Care	\$21,870,985	\$22,281,604	\$23,984,656	\$27,507,152
Bad Debts	\$25,982,437	\$30,682,007	\$23,850,531	\$37,824,767
Total Uncompensated Care Charges	\$47,853,422	\$52,963,611	\$47,835,187	\$65,331,919
Uncompensated Care Cost	\$22,272,022	\$25,355,190	\$21,461,664	\$29,595,623
Uncompensated care % of total expenses	3.1%	3.2%	2.6%	3.2%
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	15,141	15,872	16,393	16,735
Emergency Room - Treated and Discharged	65,128	66,455	73,715	78,670
Total Emergency Room Visits	80,269	82,327	90,108	95,405

## HOSPITAL OF CENTRAL CONNECTICUT

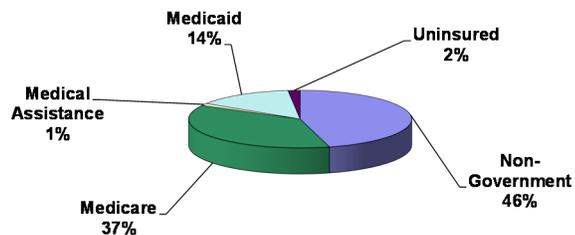
The Hospital of Central Connecticut was established in 2007 with the merger of Bradley Memorial Hospital located in Southington and New Britain General Hospital located in New Britain. In FY 2010, the Hospital experienced a loss from operations of \$1.8 million and realized a \$7.2 million non-operating gain, resulting in an excess of revenues over expenses of \$5.4 million. The Hospital reported 19,517 discharges and 81,872 patient days while staffing 341 of its 356 available beds. Reported below is a chart indicating all of the affiliates of Central Connecticut Health Alliance, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$329,476,747	\$345,056,579	\$367,733,027	\$364,911,931
Other Operating Revenue	\$21,257,410	\$13,628,865	\$15,581,616	\$14,808,991
<b>Total Operating Revenue</b>	<b>\$350,734,157</b>	<b>\$358,685,444</b>	<b>\$383,314,643</b>	<b>\$379,720,922</b>
Total Operating Expenses	\$342,618,682	\$353,800,187	\$371,908,113	\$381,476,536
<b>Income/(Loss) from Operations</b>	<b>\$8,115,475</b>	<b>\$4,885,257</b>	<b>\$11,406,530</b>	<b>(\$1,755,614)</b>
Non Operating Revenue	\$5,175,703	\$4,050,259	\$3,326,810	\$7,196,048
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$13,291,178</b>	<b>\$8,935,516</b>	<b>\$14,733,340</b>	<b>\$5,440,434</b>

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - HOSPITAL OF CENTRAL CONNECTICUT

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	2.28%	1.35%	2.95%	-0.45%
Hospital Non Operating Margins	1.45%	1.12%	0.86%	1.86%
Hospital Total Margins	3.73%	2.46%	3.81%	1.41%

COST DATA SUMMARY	2007	2008	2009	2010
Ratio of cost to charges	0.39	0.39	0.44	0.46
Private Payment to Cost Ratio	1.36	1.36	1.30	1.28
Medicare Payment to Cost Ratio	0.88	0.87	0.82	0.78
Medicaid Payment to Cost Ratio	0.80	0.79	0.75	0.82

LIQUIDITY MEASURES SUMMARY	2007	2008	2009	2010
Current Ratio	1.40	1.18	0.94	0.91
Days cash on hand	37	27	23	23
Days in patients accounts receivable	27	24	22	17
Average Payment Period	64	65	74	77

SOLVENCY MEASURES SUMMARY	2007	2008	2009	2010
Equity financing ratio	60.4	58.1	38.2	39.7
Cash flow to total debt ratio	29.4	25.9	29.7	20.8
Long-term debt to Capitalization Ratio	16.3	17.2	23.1	20.4

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

NET ASSETS SUMMARY	2007	2008	2009	2010
Hospital Unrestricted Net Assets	\$167,045,319	\$159,990,495	\$87,443,879	\$96,622,401
Hospital Total Net Assets	\$207,155,208	\$195,004,939	\$122,485,352	\$133,555,140

UTILIZATION MEASURES SUMMARY	2007	2008	2009	2010
Patient Days	90,978	88,799	86,498	81,872
Discharges	22,782	20,981	20,067	19,517
ALOS	4.0	4.2	4.3	4.2
Staffed Beds	331	310	349	341
Available Beds	344	344	370	356
Licensed Beds	446	446	446	446
Occupancy of staffed beds	75%	78%	68%	66%
Occupancy of available beds	74%	71%	64%	63%
Full Time Equivalent Employees	2,213.6	2,256.7	2,224.2	2,166.1

## KEY RESULTS - HOSPITAL OF CENTRAL CONNECTICUT

<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	8,254	7,193	6,963	6,207
Medicare	9,982	9,670	9,221	8,738
Medical Assistance	4,502	4,074	3,850	4,535
Medicaid	3,842	3,466	3,283	4,042
Other Medical Assistance	660	608	567	493
Champus / TRICARE	44	44	33	37
Uninsured (Included in Non-Government)	546	498	460	334
Total Discharges	22,782	20,981	20,067	19,517

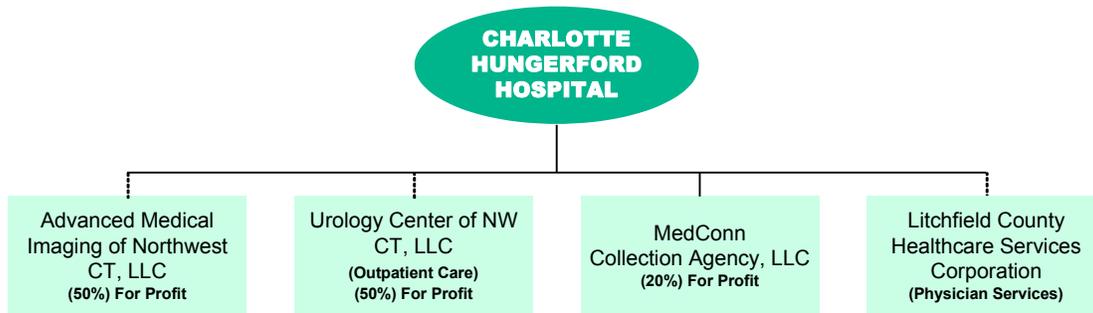
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	1.0070	1.0466	1.0719	1.1018
Medicare	1.2367	1.3036	1.3560	1.3634
Medical Assistance	0.8467	0.8971	0.9192	0.9628
Medicaid	0.8150	0.8727	0.8904	0.9257
Other Medical Assistance	1.0309	1.0362	1.0858	1.2677
Champus / TRICARE	0.8944	0.7537	0.7962	0.9668
Uninsured (Included in Non-Government)	0.9192	0.9487	1.0395	0.9116
Total Case Mix Index	1.0757	1.1354	1.1727	1.1864

<b>UNCOMPENSATED CARE</b>				
Charity Care	\$7,084,626	\$7,362,350	\$5,631,704	\$8,420,571
Bad Debts	\$17,358,846	\$17,614,632	\$19,160,722	\$9,548,336
Total Uncompensated Care Charges	\$24,443,472	\$24,976,982	\$24,792,426	\$17,968,907
Uncompensated Care Cost	\$9,438,991	\$9,641,415	\$10,844,597	\$8,317,480
Uncompensated care % of total expenses	3.1%	3.0%	2.9%	2.2%

<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	15,442	15,253	15,137	15,051
Emergency Room - Treated and Discharged	74,916	79,483	87,919	90,611
Total Emergency Room Visits	90,358	94,736	103,056	105,662

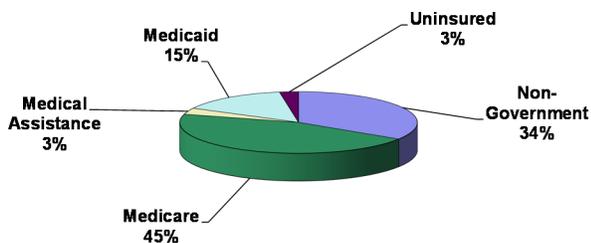
## CHARLOTTE HUNGERFORD HOSPITAL

The Charlotte Hungerford Hospital, founded in 1916, is located in Torrington. In FY 2010, the Hospital experienced a loss from operations of \$425,000 and realized a \$2 million non-operating gain, resulting in an excess of revenues over expenses of almost \$1.6 million. The Hospital reported 6,438 discharges and 27,979 patient days while staffing 81 of its 122 available beds. Reported below is a chart indicating all of the affiliates of Charlotte Hungerford Hospital, followed by various financial indicators and selected utilization measures.

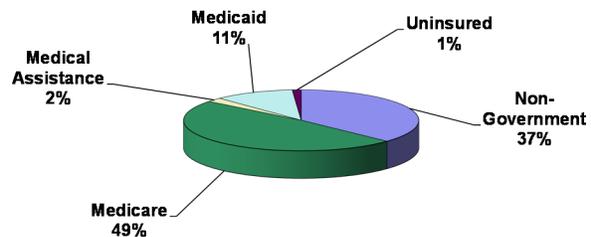


For Profit Entity

**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$85,871,764	\$87,939,108	\$95,678,590	\$103,111,284
Other Operating Revenue	\$6,021,507	\$5,802,825	\$5,573,529	\$5,360,151
<b>Total Operating Revenue</b>	<b>\$91,893,271</b>	<b>\$93,741,933</b>	<b>\$101,252,119</b>	<b>\$108,471,435</b>
Total Operating Expenses	\$90,848,846	\$93,504,863	\$100,402,359	\$108,897,163
<b>Income/(Loss) from Operations</b>	<b>\$1,044,425</b>	<b>\$237,070</b>	<b>\$849,760</b>	<b>(\$425,728)</b>
Non Operating Revenue	\$2,644,052	\$827,321	(\$669,899)	\$1,978,820
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$3,688,477</b>	<b>\$1,064,391</b>	<b>\$179,861</b>	<b>\$1,553,092</b>

## KEY RESULTS - CHARLOTTE HUNGERFORD HOSPITAL

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	1.10%	0.25%	0.84%	-0.39%
Hospital Non Operating Margins	2.80%	0.87%	-0.67%	1.79%
Hospital Total Margins	3.90%	1.13%	0.18%	1.41%

COST DATA SUMMARY	2007	2008	2009	2010
Ratio of cost to charges	0.59	0.58	0.55	0.56
Private Payment to Cost Ratio	0.98	1.01	1.03	1.03
Medicare Payment to Cost Ratio	1.04	1.02	1.03	1.02
Medicaid Payment to Cost Ratio	0.65	0.66	0.72	0.70

LIQUIDITY MEASURES SUMMARY	2007	2008	2009	2010
Current Ratio	1.27	1.16	1.09	1.23
Days cash on hand	12	12	15	19
Days in patients accounts receivable	39	37	28	31
Average Payment Period	55	61	62	59

SOLVENCY MEASURES SUMMARY	2007	2008	2009	2010
Equity financing ratio	74.7	70.1	52.6	49.7
Cash flow to total debt ratio	42.0	29.7	27.0	34.2
Long-term debt to Capitalization Ratio	9.9	9.9	11.0	9.3

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

NET ASSETS SUMMARY	2007	2008	2009	2010
Hospital Unrestricted Net Assets	\$70,551,748	\$60,861,612	\$41,545,959	\$39,188,881
Hospital Total Net Assets	\$93,512,883	\$80,798,341	\$60,028,996	\$58,541,584

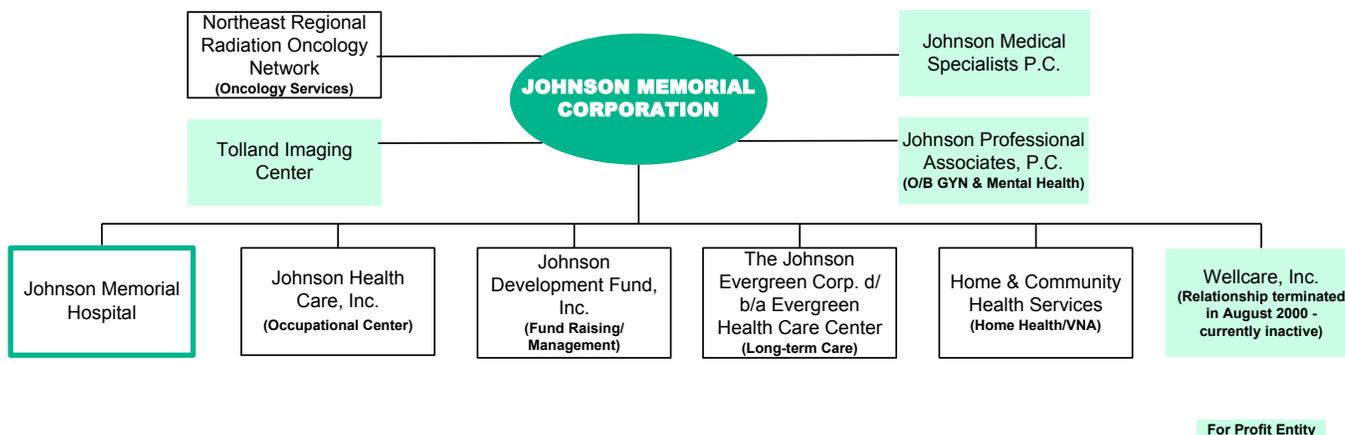
UTILIZATION MEASURES SUMMARY	2007	2008	2009	2010
Patient Days	27,487	27,085	28,581	27,979
Discharges	6,145	6,084	6,320	6,438
ALOS	4.5	4.5	4.5	4.3
Staffed Beds	82	78	81	81
Available Beds	122	122	122	122
Licensed Beds	122	122	122	122
Occupancy of staffed beds	92%	95%	97%	95%
Occupancy of available beds	62%	61%	64%	63%
Full Time Equivalent Employees	655.0	672.9	684.8	713.2

## KEY RESULTS - CHARLOTTE HUNGERFORD HOSPITAL

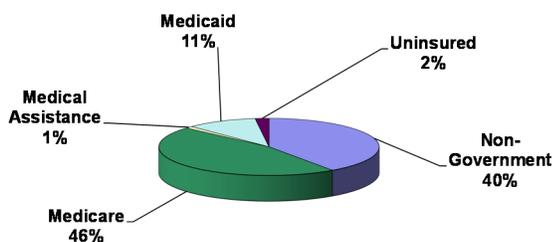
<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	2,066	2,016	1,896	1,900
Medicare	3,112	3,072	3,405	3,371
Medical Assistance	953	981	994	1,133
Medicaid	763	771	735	935
Other Medical Assistance	190	210	259	198
Champus / TRICARE	14	15	25	34
Uninsured (Included in Non-Government)	187	165	123	155
<b>Total Discharges</b>	<b>6,145</b>	<b>6,084</b>	<b>6,320</b>	<b>6,438</b>
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	1.0152	1.0165	1.0370	1.1143
Medicare	1.4423	1.3977	1.4336	1.4222
Medical Assistance	0.7592	0.8449	0.8351	0.8829
Medicaid	0.7544	0.8142	0.7768	0.8599
Other Medical Assistance	0.7783	0.9578	1.0007	0.9915
Champus / TRICARE	1.5545	1.0899	1.2313	1.2007
Uninsured (Included in Non-Government)	0.8203	0.9691	0.8838	0.9722
<b>Total Case Mix Index</b>	<b>1.1930</b>	<b>1.1815</b>	<b>1.2197</b>	<b>1.2353</b>
<b>UNCOMPENSATED CARE</b>				
Charity Care	\$1,120,766	\$1,110,508	\$1,438,204	\$1,421,695
Bad Debts	\$2,359,177	\$2,441,497	\$2,247,042	\$2,413,649
<b>Total Uncompensated Care Charges</b>	<b>\$3,479,943</b>	<b>\$3,552,005</b>	<b>\$3,685,246</b>	<b>\$3,835,344</b>
Uncompensated Care Cost	\$2,038,883	\$2,056,204	\$2,033,395	\$2,158,433
Uncompensated care % of total expenses	2.2%	2.2%	2.0%	2.0%
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	4,021	4,015	4,476	4,589
Emergency Room - Treated and Discharged	35,152	34,814	34,464	34,004
<b>Total Emergency Room Visits</b>	<b>39,173</b>	<b>38,829</b>	<b>38,940</b>	<b>38,593</b>

## JOHNSON MEMORIAL HOSPITAL

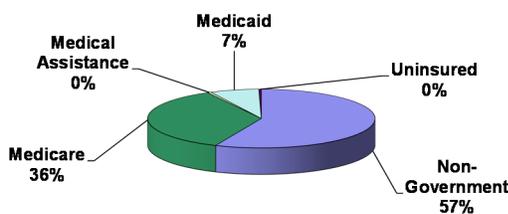
Johnson Memorial Hospital, founded in 1912, is located in Stafford. In FY 2010, the Hospital experienced a \$6.1 million loss from operations and realized a \$33.5 million non-operating gain, resulting in an excess of revenues over expenses of \$27.4 million. The Hospital reported 3,437 discharges and 17,737 patient days while staffing 72 of its 95 available beds. Reported below is a chart indicating all of the affiliates of Johnson Memorial Corporation, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$63,714,589	\$71,034,672	\$62,785,887	\$61,336,304
Other Operating Revenue	\$798,161	\$743,950	\$54,542	\$252,845
<b>Total Operating Revenue</b>	<b>\$64,512,750</b>	<b>\$71,778,622</b>	<b>\$62,840,429</b>	<b>\$61,589,149</b>
Total Operating Expenses	\$77,430,267	\$75,843,310	\$66,396,980	\$67,684,735
<b>Income/(Loss) from Operations</b>	<b>(\$12,917,517)</b>	<b>(\$4,064,688)</b>	<b>(\$3,556,551)</b>	<b>(\$6,095,586)</b>
Non Operating Revenue	\$705,324	\$1,722,723	(\$2,288,430)	\$33,467,213
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>(\$12,212,193)</b>	<b>(\$2,341,965)</b>	<b>(\$5,844,981)</b>	<b>\$27,371,627</b>

\*Source: Hospital Audited Financial Statements

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

## KEY RESULTS - JOHNSON MEMORIAL HOSPITAL

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	-19.81%	-5.53%	-5.87%	-6.41%
Hospital Non Operating Margins	1.08%	2.34%	-3.78%	35.21%
Hospital Total Margins	-18.73%	-3.19%	-9.65%	28.80%

COST DATA SUMMARY	2007	2008	2009	2010
Ratio of cost to charges	0.37	0.32	0.35	0.45
Private Payment to Cost Ratio	0.83	1.21	1.27	1.28
Medicare Payment to Cost Ratio	0.67	0.74	0.71	0.70
Medicaid Payment to Cost Ratio	0.62	0.67	0.69	0.61

LIQUIDITY MEASURES SUMMARY	2007	2008	2009	2010
Current Ratio	0.42	0.53	1.92	0.89
Days cash on hand	2	20	17	23
Days in patients accounts receivable	53	39	43	40
Average Payment Period	157	196	43	93

SOLVENCY MEASURES SUMMARY	2007	2008	2009	2010
Equity financing ratio	-2.7	7.3	-35.6	18.6
Cash flow to total debt ratio	-20.1	0.9	-14.1	105.7
Long-term debt to Capitalization Ratio	108.9	76.2	-332.1	58.9

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

NET ASSETS SUMMARY	2007	2008	2009	2010
Hospital Unrestricted Net Assets	(\$6,411,244)	\$3,159,598	(\$20,718,900)	\$4,607,135
Hospital Total Net Assets	(\$1,361,200)	\$4,230,542	(\$16,710,766)	\$8,733,965

UTILIZATION MEASURES SUMMARY	2007	2008	2009	2010
Patient Days	24,905	21,656	17,998	17,737
Discharges	4,433	4,087	3,618	3,437
ALOS	5.6	5.3	5.0	5.2
Staffed Beds	86	72	72	72
Available Beds	101	95	95	95
Licensed Beds	101	101	101	101
Occupancy of staffed beds	79%	82%	68%	67%
Occupancy of available beds	67%	62%	52%	51%
Full Time Equivalent Employees	509.4	552.6	469.2	475.7

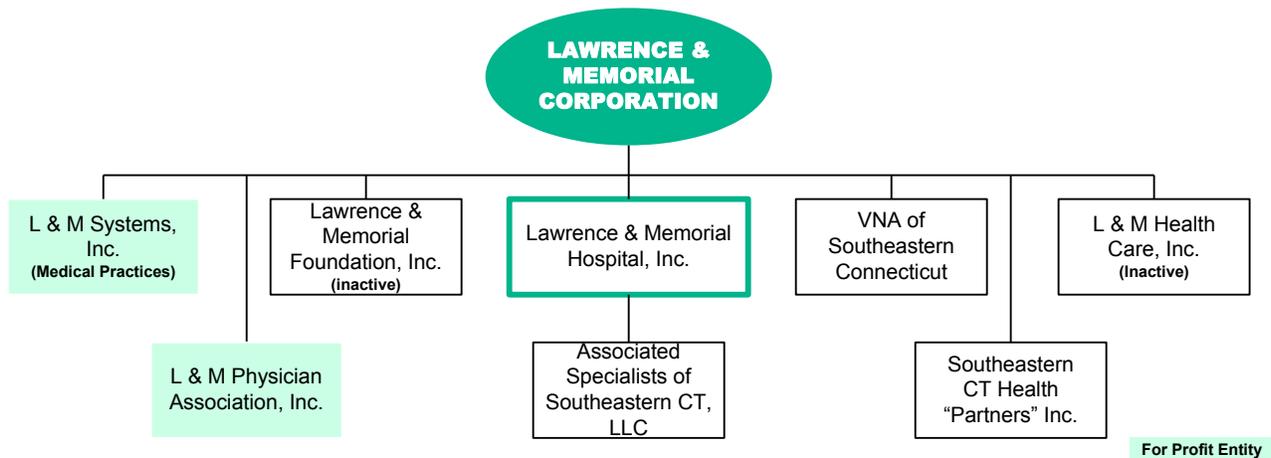
## KEY RESULTS - JOHNSON MEMORIAL HOSPITAL

<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	1,420	1,378	1,333	1,143
Medicare	2,322	2,026	1,807	1,733
Medical Assistance	676	660	456	541
Medicaid	617	605	404	509
Other Medical Assistance	59	55	52	32
Champus / TRICARE	15	23	22	20
Uninsured (Included in Non-Government)	78	52	114	46
Total Discharges	4,433	4,087	3,618	3,437
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	0.8821	1.0019	1.0234	1.1677
Medicare	1.1795	1.2578	1.2925	1.3520
Medical Assistance	0.7706	0.8408	0.9626	0.8667
Medicaid	0.7349	0.8408	0.9272	0.8554
Other Medical Assistance	1.1437	0.8408	1.2379	1.0469
Champus / TRICARE	0.7384	0.8516	1.1757	0.7950
Uninsured (Included in Non-Government)	0.9343	0.9753	1.1298	0.9227
Total Case Mix Index	1.0204	1.1019	1.1511	1.2111
<b>UNCOMPENSATED CARE</b>				
Charity Care	\$178,176	\$287,523	\$559,676	\$280,655
Bad Debts	\$7,642,263	\$8,586,666	\$7,812,094	\$2,544,094
Total Uncompensated Care Charges	\$7,820,439	\$8,874,189	\$8,371,770	\$2,824,749
Uncompensated Care Cost	\$2,902,401	\$2,835,685	\$2,945,378	\$1,258,250
Uncompensated care % of total expenses	3.7%	3.7%	4.3%	1.9%
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	3,273	2,978	3,027	2,178
Emergency Room - Treated and Discharged	18,111	17,766	17,336	17,243
Total Emergency Room Visits	21,384	20,744	20,363	19,421

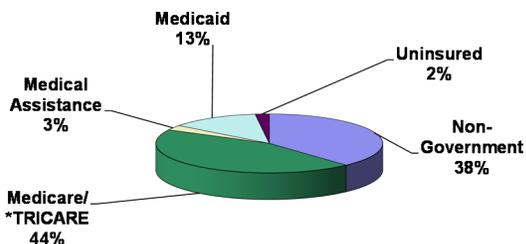
(Note: Johnson Memorial Hospital financial statements were not audited in FY 2007 - FY 2009.)

## LAWRENCE & MEMORIAL HOSPITAL

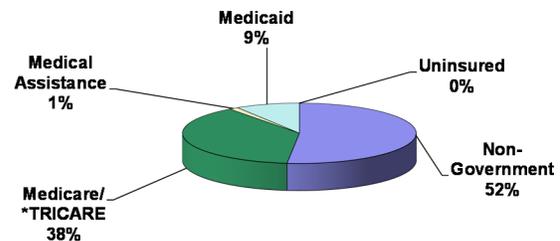
Lawrence and Memorial Hospital, founded 1912, is located in New London. In FY 2010, the Hospital generated \$21.6 million in income from operations and experienced an \$18 million non-operating loss, resulting in an excess of revenues over expenses of \$3.6 million. The Hospital reported 15,464 discharges and 71,761 patient days while staffing 256 of its 256 available beds. Reported below is a chart indicating all of the affiliates of Lawrence & Memorial Corporation, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



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

### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$253,783,432	\$265,186,141	\$280,126,452	\$306,562,977
Other Operating Revenue	\$9,007,840	\$11,624,533	\$12,934,063	\$14,705,837
<b>Total Operating Revenue</b>	<b>\$262,791,272</b>	<b>\$276,810,674</b>	<b>\$293,060,515</b>	<b>\$321,268,814</b>
Total Operating Expenses	\$258,602,461	\$269,797,622	\$277,530,735	\$299,648,936
<b>Income/(Loss) from Operations</b>	<b>\$4,188,811</b>	<b>\$7,013,052</b>	<b>\$15,529,780</b>	<b>\$21,619,878</b>
Non Operating Revenue	\$5,832,708	\$1,675,251	(\$425,131)	(\$18,052,615)
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$10,021,519</b>	<b>\$8,688,303</b>	<b>\$15,104,649</b>	<b>\$3,567,263</b>

## KEY RESULTS - LAWRENCE & MEMORIAL HOSPITAL

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	1.56%	2.52%	5.31%	7.13%
Hospital Non Operating Margins	2.17%	0.60%	-0.15%	-5.95%
Hospital Total Margins	3.73%	3.12%	5.16%	1.18%

COST DATA SUMMARY	2007	2008	2009	2010
Ratio of cost to charges	0.55	0.52	0.47	0.47
Private Payment to Cost Ratio	1.17	1.19	1.31	1.35
Medicare Payment to Cost Ratio	0.89	0.84	0.85	0.86
Medicaid Payment to Cost Ratio	0.57	0.67	0.70	0.70

LIQUIDITY MEASURES SUMMARY	2007	2008	2009	2010
Current Ratio	5.33	3.92	4.31	3.71
Days cash on hand	190	164	162	175
Days in patients accounts receivable	50	35	24	25
Average Payment Period	50	60	57	65

SOLVENCY MEASURES SUMMARY	2007	2008	2009	2010
Equity financing ratio	58.3	53.9	50.3	47.7
Cash flow to total debt ratio	22.5	20.7	29.1	18.0
Long-term debt to Capitalization Ratio	27.7	29.0	28.6	27.7

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

NET ASSETS SUMMARY	2007	2008	2009	2010
Hospital Unrestricted Net Assets	\$169,267,768	\$153,923,993	\$141,020,827	\$137,717,053
Hospital Total Net Assets	\$184,346,636	\$167,073,668	\$163,776,737	\$161,616,678

UTILIZATION MEASURES SUMMARY	2007	2008	2009	2010
Patient Days	69,509	71,524	69,025	71,761
Discharges	14,553	15,085	14,857	15,464
ALOS	4.8	4.7	4.6	4.6
Staffed Beds	252	252	252	256
Available Beds	252	252	252	256
Licensed Beds	308	308	308	308
Occupancy of staffed beds	76%	78%	75%	77%
Occupancy of available beds	76%	78%	75%	77%
Full Time Equivalent Employees	1,874.0	1,856.5	1,889.3	1,892.8

## KEY RESULTS - LAWRENCE & MEMORIAL HOSPITAL

<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	5,121	5,204	4,741	4,669
Medicare	6,103	6,340	6,498	6,829
Medical Assistance	2,330	2,576	2,751	3,012
Medicaid	1,885	2,189	2,254	2,568
Other Medical Assistance	445	387	497	444
Champus / TRICARE	999	965	867	954
Uninsured (Included in Non-Government)	278	245	217	168
<b>Total Discharges</b>	<b>14,553</b>	<b>15,085</b>	<b>14,857</b>	<b>15,464</b>

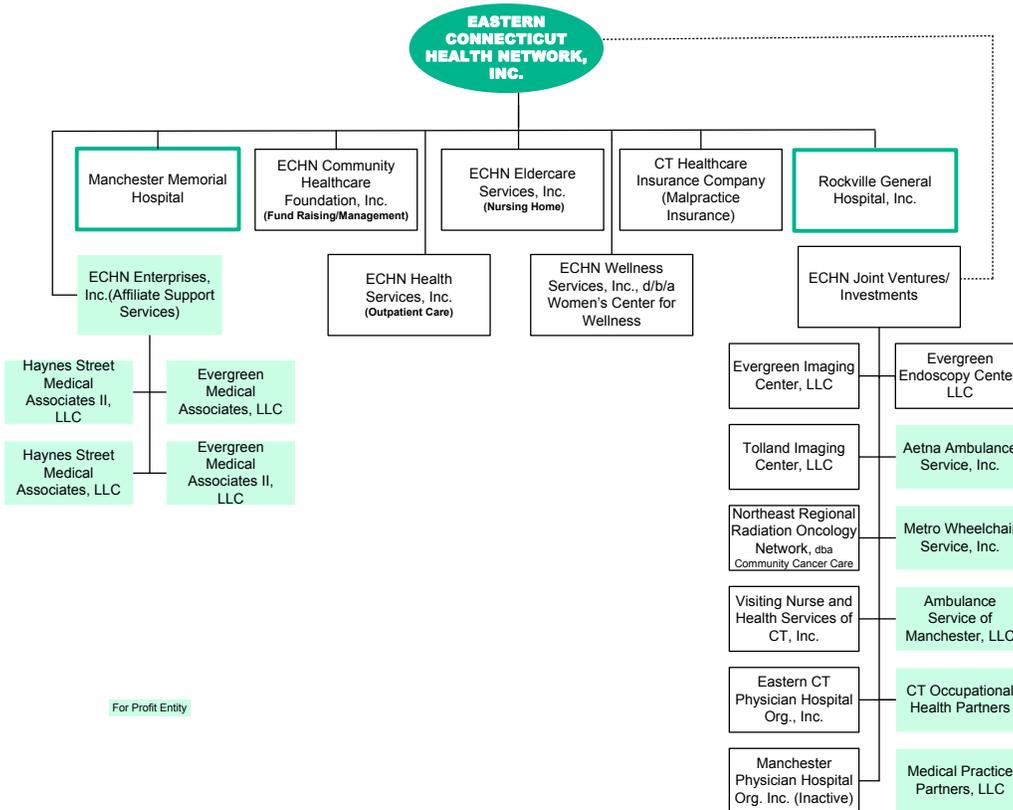
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	0.9719	0.9817	0.9785	1.0587
Medicare	1.2524	1.3070	1.3948	1.4489
Medical Assistance	0.8138	0.8574	0.8832	0.9240
Medicaid	0.7809	0.8200	0.8517	0.8931
Other Medical Assistance	0.9532	1.0687	1.0259	1.1026
Champus / TRICARE	0.6946	0.7069	0.8339	0.7302
Uninsured (Included in Non-Government)	0.9199	0.9247	0.8974	0.9187
<b>Total Case Mix Index</b>	<b>1.0452</b>	<b>1.0796</b>	<b>1.1345</b>	<b>1.1845</b>

<b>UNCOMPENSATED CARE</b>				
Charity Care	\$2,064,407	\$2,983,821	\$2,405,415	\$3,153,445
Bad Debts	\$13,840,182	\$16,989,650	\$15,090,956	\$14,381,177
<b>Total Uncompensated Care Charges</b>	<b>\$15,904,589</b>	<b>\$19,973,471</b>	<b>\$17,496,371</b>	<b>\$17,534,622</b>
Uncompensated Care Cost	\$8,722,241	\$10,460,923	\$8,239,436	\$8,219,444
Uncompensated care % of total expenses	3.4%	3.9%	3.0%	2.7%

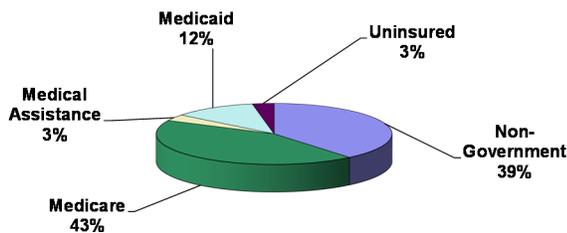
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	6,787	7,398	6,855	7,469
Emergency Room - Treated and Discharged	75,904	73,088	72,094	73,421
<b>Total Emergency Room Visits</b>	<b>82,691</b>	<b>80,486</b>	<b>78,949</b>	<b>80,890</b>

# MANCHESTER MEMORIAL HOSPITAL

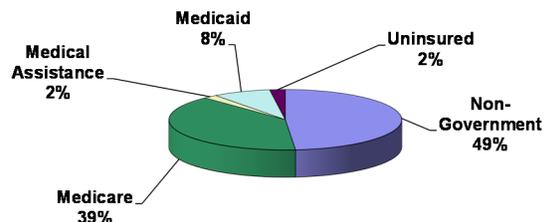
Manchester Memorial Hospital, founded in 1919, is located in Manchester. In FY 2010, the Hospital generated \$6.5 million in income from operations and experienced an \$840,000 non-operating loss, resulting in an excess of revenues over expenses of \$5.7 million. The Hospital reported 9,109 discharges and 44,935 patient days while staffing 140 of its 283 available beds. Reported below is a chart indicating all of the affiliates of Eastern Connecticut Health Network, the parent corporation of the Hospital, and Rockville General Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



**HOSPITAL STATEMENT OF OPERATIONS SUMMARY**

	2007	2008	2009	2010
Net Patient Revenue	\$149,979,081	\$158,787,196	\$167,264,862	\$166,310,748
Other Operating Revenue	\$12,504,852	\$12,748,275	\$10,165,345	\$10,448,262
<b>Total Operating Revenue</b>	<b>\$162,483,933</b>	<b>\$171,535,471</b>	<b>\$177,430,207</b>	<b>\$176,759,010</b>
Total Operating Expenses	\$159,620,350	\$161,925,493	\$170,017,184	\$170,234,748
<b>Income/(Loss) from Operations</b>	<b>\$2,863,583</b>	<b>\$9,609,978</b>	<b>\$7,413,023</b>	<b>\$6,524,262</b>
Non Operating Revenue	\$266,916	(\$686,641)	(\$1,467,453)	(\$842,128)
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$3,130,499</b>	<b>\$8,923,337</b>	<b>\$5,945,570</b>	<b>\$5,682,134</b>

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - MANCHESTER MEMORIAL HOSPITAL

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	1.76%	5.62%	4.21%	3.71%
Hospital Non Operating Margins	0.16%	-0.40%	-0.83%	-0.48%
Hospital Total Margins	1.92%	5.22%	3.38%	3.23%

COST DATA SUMMARY	2007	2008	2009	2010
Ratio of cost to charges	0.43	0.39	0.40	0.40
Private Payment to Cost Ratio	1.19	1.24	1.17	1.19
Medicare Payment to Cost Ratio	0.83	0.85	0.83	0.86
Medicaid Payment to Cost Ratio	0.67	0.76	0.75	0.67

LIQUIDITY MEASURES SUMMARY	2007	2008	2009	2010
Current Ratio	0.85	1.37	1.17	0.98
Days cash on hand	2	19	24	16
Days in patients accounts receivable	56	56	54	54
Average Payment Period	78	97	89	105

SOLVENCY MEASURES SUMMARY	2007	2008	2009	2010
Equity financing ratio	27.0	27.0	14.6	10.1
Cash flow to total debt ratio	14.7	21.4	15.9	14.3
Long-term debt to Capitalization Ratio	53.2	51.8	69.2	75.3

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

NET ASSETS SUMMARY	2007	2008	2009	2010
Hospital Unrestricted Net Assets	\$25,263,048	\$28,644,838	\$12,898,050	\$5,363,698
Hospital Total Net Assets	\$35,762,930	\$38,639,896	\$21,927,867	\$15,191,387

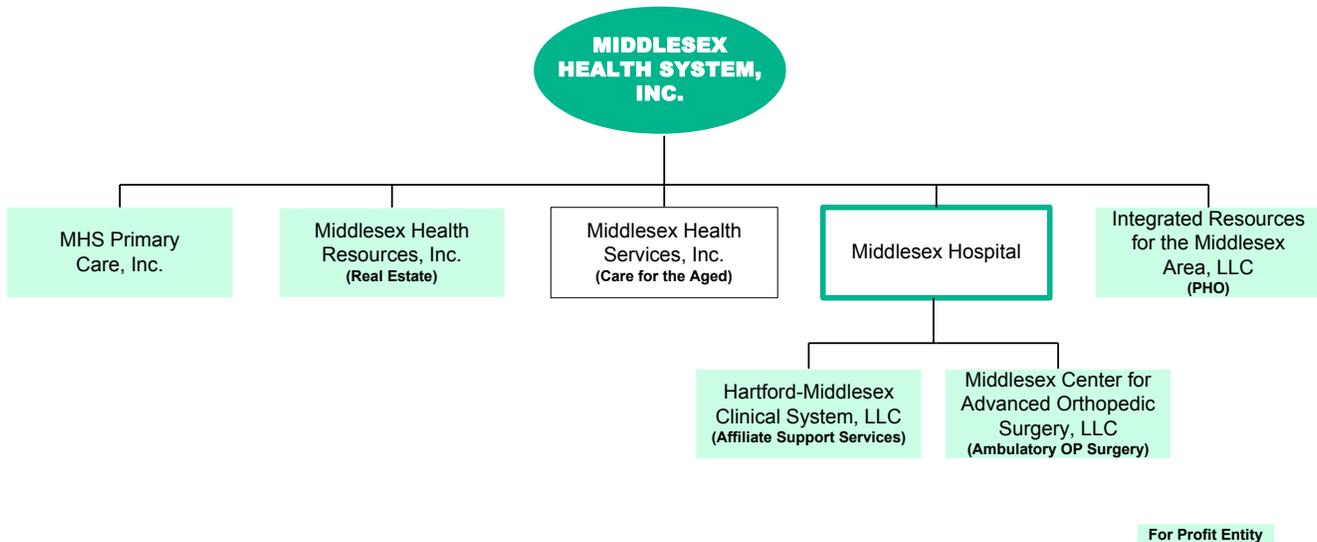
UTILIZATION MEASURES SUMMARY	2007	2008	2009	2010
Patient Days	44,817	43,813	44,631	44,935
Discharges	9,085	8,972	8,989	9,109
ALOS	4.9	4.9	5.0	4.9
Staffed Beds	140	140	140	140
Available Beds	283	283	283	283
Licensed Beds	283	283	283	283
Occupancy of staffed beds	88%	86%	87%	88%
Occupancy of available beds	43%	42%	43%	44%
Full Time Equivalent Employees	1,173.6	1,151.3	1,155.3	1,146.9

## KEY RESULTS - MANCHESTER MEMORIAL HOSPITAL

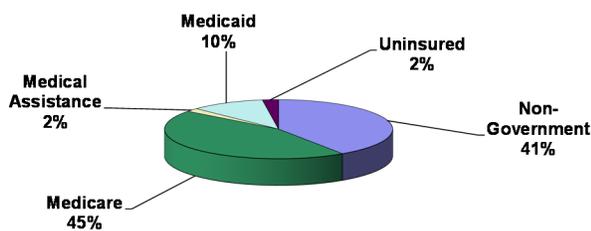
<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	3,962	3,837	3,712	3,650
Medicare	3,763	3,655	3,770	3,774
Medical Assistance	1,348	1,466	1,488	1,651
Medicaid	1,081	1,145	1,166	1,295
Other Medical Assistance	267	321	322	356
Champus / TRICARE	12	14	19	34
Uninsured (Included in Non-Government)	165	176	182	185
Total Discharges	9,085	8,972	8,989	9,109
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	0.9538	1.0319	1.0327	1.0104
Medicare	1.3804	1.4484	1.5307	1.4590
Medical Assistance	0.9031	0.9687	0.9701	0.9316
Medicaid	0.8928	0.9488	0.9431	0.9163
Other Medical Assistance	0.9445	1.0397	1.0678	0.9873
Champus / TRICARE	0.9989	1.0130	1.3137	0.8998
Uninsured (Included in Non-Government)	0.9708	0.9304	0.9866	1.0976
Total Case Mix Index	1.1230	1.1912	1.2318	1.1816
<b>UNCOMPENSATED CARE</b>				
Charity Care	\$1,555,301	\$1,880,071	\$1,418,730	\$2,236,613
Bad Debts	\$6,075,976	\$6,287,004	\$7,895,004	\$6,712,599
Total Uncompensated Care Charges	\$7,631,277	\$8,167,075	\$9,313,734	\$8,949,212
Uncompensated Care Cost	\$3,303,619	\$3,153,040	\$3,767,739	\$3,545,885
Uncompensated care % of total expenses	2.2%	2.0%	2.2%	2.1%
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	5,234	5,138	5,142	5,340
Emergency Room - Treated and Discharged	39,598	38,996	40,513	40,946
Total Emergency Room Visits	44,832	44,134	45,655	46,286

## MIDDLESEX HOSPITAL

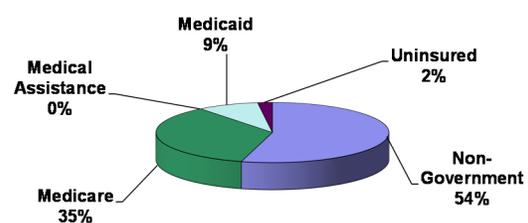
Middlesex Hospital, founded in 1904, is located in Middletown. In FY 2010, the Hospital generated \$22.2 million in income from operations and had a \$2.8 million non-operating gain, resulting in an excess of revenues over expenses of \$25 million. The Hospital reported 13,918 discharges and 57,829 patient days while staffing 178 of its 214 available beds. Reported below is a chart indicating all of the affiliates of Middlesex Health System Incorporated, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$270,571,932	\$292,835,665	\$317,817,236	\$325,072,710
Other Operating Revenue	\$10,264,619	\$9,473,861	\$9,128,624	\$9,611,535
<b>Total Operating Revenue</b>	<b>\$280,836,551</b>	<b>\$302,309,526</b>	<b>\$326,945,860</b>	<b>\$334,684,245</b>
Total Operating Expenses	\$272,687,506	\$293,469,539	\$305,762,315	\$312,521,510
<b>Income/(Loss) from Operations</b>	<b>\$8,149,045</b>	<b>\$8,839,987</b>	<b>\$21,183,545</b>	<b>\$22,162,735</b>
Non Operating Revenue	\$5,075,158	\$1,919,000	(\$2,393,000)	\$2,779,040
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$13,224,203</b>	<b>\$10,758,987</b>	<b>\$18,790,545</b>	<b>\$24,941,775</b>

## KEY RESULTS - MIDDLESEX HOSPITAL

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	2.85%	2.91%	6.53%	6.57%
Hospital Non Operating Margins	1.78%	0.63%	-0.74%	0.82%
Hospital Total Margins	4.63%	3.54%	5.79%	7.39%

COST DATA SUMMARY	2007	2008	2009	2010
Ratio of cost to charges	0.42	0.39	0.36	0.33
Private Payment to Cost Ratio	1.17	1.20	1.31	1.39
Medicare Payment to Cost Ratio	0.87	0.82	0.86	0.82
Medicaid Payment to Cost Ratio	0.72	0.74	0.67	0.84

LIQUIDITY MEASURES SUMMARY	2007	2008	2009	2010
Current Ratio	2.51	2.09	2.17	2.21
Days cash on hand	53	58	86	97
Days in patients accounts receivable	57	49	45	43
Average Payment Period	55	58	67	70

SOLVENCY MEASURES SUMMARY	2007	2008	2009	2010
Equity financing ratio	54.8	50.5	36.9	36.9
Cash flow to total debt ratio	25.8	24.6	30.5	36.9
Long-term debt to Capitalization Ratio	30.1	31.5	35.5	32.3

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

NET ASSETS SUMMARY	2007	2008	2009	2010
Hospital Unrestricted Net Assets	\$179,992,000	\$161,623,000	\$124,916,000	\$131,224,000
Hospital Total Net Assets	\$194,473,000	\$175,804,000	\$138,110,000	\$144,810,000

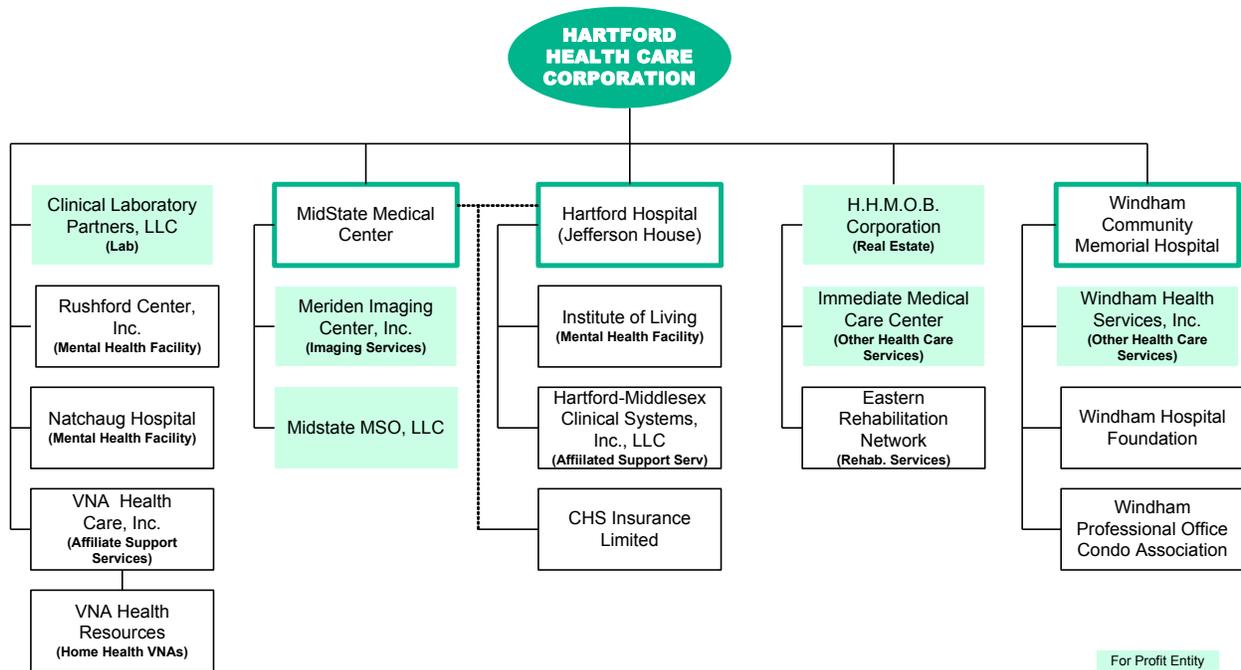
UTILIZATION MEASURES SUMMARY	2007	2008	2009	2010
Patient Days	56,749	59,419	57,628	57,829
Discharges	13,795	14,201	13,964	13,918
ALOS	4.1	4.2	4.1	4.2
Staffed Beds	163	176	176	178
Available Beds	219	214	214	214
Licensed Beds	297	297	297	297
Occupancy of staffed beds	95%	92%	90%	89%
Occupancy of available beds	71%	76%	74%	74%
Full Time Equivalent Employees	1,872.8	1,911.0	1,977.0	2,021.0

## KEY RESULTS - MIDDLESEX HOSPITAL

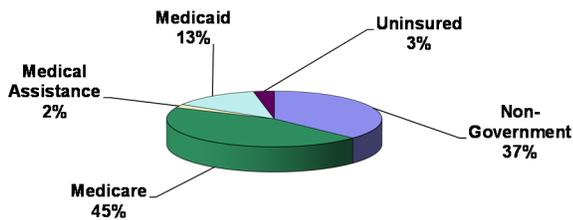
<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	5,236	5,141	4,892	4,717
Medicare	7,051	7,515	7,401	7,204
Medical Assistance	1,479	1,509	1,635	1,954
Medicaid	1,199	1,249	1,313	1,665
Other Medical Assistance	280	260	322	289
Champus / TRICARE	29	36	36	43
Uninsured (Included in Non-Government)	413	416	350	242
Total Discharges	13,795	14,201	13,964	13,918
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	0.9931	1.0326	1.0564	1.0682
Medicare	1.2451	1.2907	1.3290	1.3468
Medical Assistance	0.8031	0.8478	0.8720	0.8706
Medicaid	0.7727	0.8177	0.8410	0.8309
Other Medical Assistance	0.9332	0.9922	0.9982	1.0991
Champus / TRICARE	0.7652	0.8664	0.9705	0.8169
Uninsured (Included in Non-Government)	0.9309	0.9886	1.0072	1.0544
Total Case Mix Index	1.1011	1.1491	1.1791	1.1839
<b>UNCOMPENSATED CARE</b>				
Charity Care	\$3,830,903	\$4,682,373	\$7,535,167	\$9,520,361
Bad Debts	\$15,972,374	\$19,516,594	\$17,055,645	\$11,858,436
Total Uncompensated Care Charges	\$19,803,277	\$24,198,967	\$24,590,812	\$21,378,797
Uncompensated Care Cost	\$8,364,034	\$9,432,675	\$8,817,506	\$7,061,633
Uncompensated care % of total expenses	3.1%	3.2%	2.9%	2.3%
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	6,815	9,956	8,816	8,487
Emergency Room - Treated and Discharged	80,354	84,743	83,476	85,981
Total Emergency Room Visits	87,169	94,699	92,292	94,468

## MIDSTATE MEDICAL CENTER

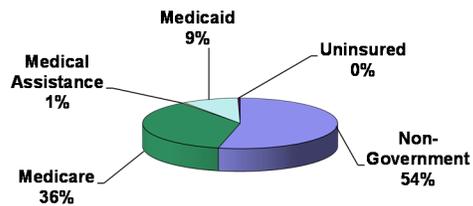
MidState Medical Center opened in 1998 as the successor to Veterans Memorial Medical Center in a new facility that is located in Meriden. In FY 2010, the Hospital generated \$10.5 million in income from operations and had a \$500,000 non-operating gain, resulting in an excess of revenues over expenses of \$11 million. The Hospital reported 9,818 discharges and 42,359 patient days while staffing 142 of its 156 available beds. Reported below is a chart indicating all of the affiliates of Hartford Healthcare Corporation, the parent corporation of the Hospital, Hartford Hospital and Windham Community Memorial Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$154,243,792	\$166,466,604	\$172,470,335	\$182,022,152
Other Operating Revenue	\$5,745,078	\$5,307,321	\$6,514,587	\$18,695,433
<b>Total Operating Revenue</b>	<b>\$159,988,870</b>	<b>\$171,773,925</b>	<b>\$178,984,922</b>	<b>\$200,717,585</b>
Total Operating Expenses	\$153,965,816	\$167,113,696	\$173,269,841	\$190,181,772
<b>Income/(Loss) from Operations</b>	<b>\$6,023,054</b>	<b>\$4,660,229</b>	<b>\$5,715,081</b>	<b>\$10,535,813</b>
Non Operating Revenue	\$2,837,373	(\$908,510)	(\$345,750)	\$534,112
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$8,860,427</b>	<b>\$3,751,719</b>	<b>\$5,369,331</b>	<b>\$11,069,925</b>

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - MIDSTATE MEDICAL CENTER

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	3.70%	2.73%	3.20%	5.24%
Hospital Non Operating Margins	1.74%	-0.53%	-0.19%	0.27%
Hospital Total Margins	5.44%	2.20%	3.01%	5.50%

COST DATA SUMMARY	2007	2008	2009	2010
Ratio of cost to charges	0.47	0.48	0.49	0.48
Private Payment to Cost Ratio	1.49	1.44	1.39	1.40
Medicare Payment to Cost Ratio	0.85	0.85	0.80	0.78
Medicaid Payment to Cost Ratio	0.59	0.72	0.75	0.68

LIQUIDITY MEASURES SUMMARY	2007	2008	2009	2010
Current Ratio	4.42	3.78	2.38	1.93
Days cash on hand	100	101	91	57
Days in patients accounts receivable	47	40	39	45
Average Payment Period	37	41	61	60

SOLVENCY MEASURES SUMMARY	2007	2008	2009	2010
Equity financing ratio	44.2	34.3	27.7	31.0
Cash flow to total debt ratio	24.2	12.4	12.8	20.1
Long-term debt to Capitalization Ratio	42.8	54.5	56.9	52.2

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

NET ASSETS SUMMARY	2007	2008	2009	2010
Hospital Unrestricted Net Assets	\$68,816,228	\$63,218,152	\$48,490,546	\$58,808,950
Hospital Total Net Assets	\$77,200,784	\$71,309,938	\$62,932,116	\$73,744,007

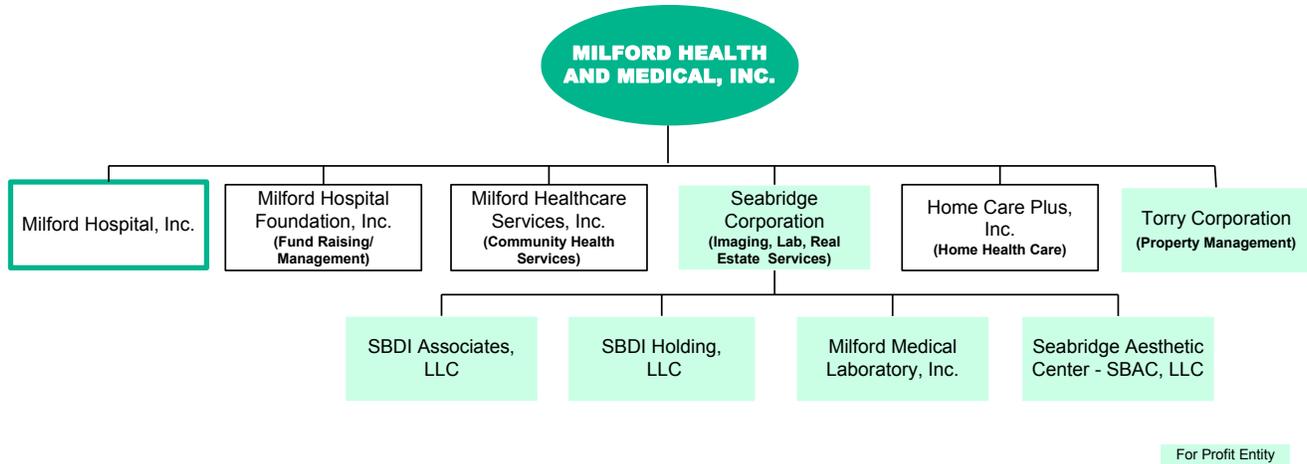
UTILIZATION MEASURES SUMMARY	2007	2008	2009	2010
Patient Days	44,321	45,363	42,873	42,359
Discharges	9,664	9,722	9,955	9,818
ALOS	4.6	4.7	4.3	4.3
Staffed Beds	136	136	140	142
Available Beds	142	142	142	156
Licensed Beds	142	156	156	156
Occupancy of staffed beds	89%	91%	84%	82%
Occupancy of available beds	86%	88%	83%	74%
Full Time Equivalent Employees	866.4	909.0	950.5	985.8

## KEY RESULTS - MIDSTATE MEDICAL CENTER

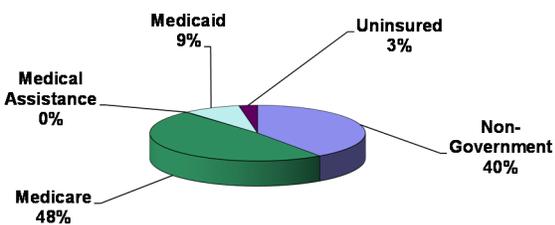
<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	3,450	3,369	3,390	3,270
Medicare	4,671	4,630	4,708	4,619
Medical Assistance	1,531	1,718	1,847	1,909
Medicaid	1,308	1,516	1,542	1,741
Other Medical Assistance	223	202	305	168
Champus / TRICARE	12	5	10	20
Uninsured (Included in Non-Government)	284	297	302	234
Total Discharges	9,664	9,722	9,955	9,818
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	0.9343	0.9777	1.0084	1.0348
Medicare	1.3537	1.4338	1.4452	1.4249
Medical Assistance	0.8000	0.8144	0.8053	0.8400
Medicaid	0.7405	0.7745	0.7564	0.8111
Other Medical Assistance	1.1492	1.1139	1.0522	1.1396
Champus / TRICARE	0.8670	1.0625	1.9141	1.1217
Uninsured (Included in Non-Government)	0.8690	0.8608	0.8855	1.0749
Total Case Mix Index	1.1156	1.1661	1.1782	1.1806
<b>UNCOMPENSATED CARE</b>				
Charity Care	\$850,136	\$3,077,163	\$3,370,587	\$3,637,983
Bad Debts	\$8,836,211	\$9,879,112	\$9,717,615	\$10,465,542
Total Uncompensated Care Charges	\$9,686,347	\$12,956,275	\$13,088,202	\$14,103,525
Uncompensated Care Cost	\$4,575,133	\$6,173,100	\$6,403,138	\$6,815,201
Uncompensated care % of total expenses	3.1%	3.9%	3.7%	3.6%
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	6,022	6,098	6,415	6,380
Emergency Room - Treated and Discharged	63,826	61,902	60,480	68,942
Total Emergency Room Visits	69,848	68,000	66,895	75,322

## MILFORD HOSPITAL

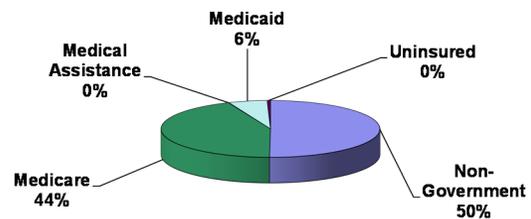
Milford Hospital, founded in 1920, is located in Milford. In FY 2010, the Hospital experienced a \$6.6 million loss from operations and realized a \$2.8 million non-operating gain, resulting in a deficiency of revenues over expenses of \$3.8 million. The Hospital reported 4,540 discharges and 17,708 patient days while staffing 51 of its 118 available beds. Reported below is a chart indicating all of the affiliates of Milford Health and Medical, Incorporated, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



### Hospital Gross Revenue Payer Mix



### Hospital Net Revenue Payer Mix



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$76,632,879	\$83,253,020	\$82,468,718	\$78,229,898
Other Operating Revenue	\$1,092,359	\$974,502	\$1,109,354	\$1,165,893
<b>Total Operating Revenue</b>	<b>\$77,725,238</b>	<b>\$84,227,522</b>	<b>\$83,578,072</b>	<b>\$79,395,791</b>
Total Operating Expenses	\$82,425,087	\$85,362,191	\$88,487,473	\$86,047,738
<b>Income/(Loss) from Operations</b>	<b>(\$4,699,849)</b>	<b>(\$1,134,669)</b>	<b>(\$4,909,401)</b>	<b>(\$6,651,947)</b>
Non Operating Revenue	\$4,943,031	(\$3,919,816)	\$1,282,609	\$2,825,570
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$243,182</b>	<b>(\$5,054,485)</b>	<b>(\$3,626,792)</b>	<b>(\$3,826,377)</b>

## KEY RESULTS - MILFORD HOSPITAL

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	-5.69%	-1.41%	-5.79%	-8.09%
Hospital Non Operating Margins	5.98%	-4.88%	1.51%	3.44%
Hospital Total Margins	0.29%	-6.29%	-4.27%	-4.65%

COST DATA SUMMARY	2007	2008	2009	2010
Ratio of cost to charges	0.39	0.38	0.40	0.42
Private Payment to Cost Ratio	1.11	1.14	1.07	1.02
Medicare Payment to Cost Ratio	0.73	0.79	0.75	0.74
Medicaid Payment to Cost Ratio	0.51	0.52	0.53	0.54

LIQUIDITY MEASURES SUMMARY	2007	2008	2009	2010
Current Ratio	1.06	1.07	1.01	0.95
Days cash on hand	19	7	6	2
Days in patients accounts receivable	34	49	49	48
Average Payment Period	69	72	72	69

SOLVENCY MEASURES SUMMARY	2007	2008	2009	2010
Equity financing ratio	65.3	58.1	47.9	37.1
Cash flow to total debt ratio	23.0	-5.5	1.8	-1.4
Long-term debt to Capitalization Ratio	7.0	6.9	6.8	6.6

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

NET ASSETS SUMMARY	2007	2008	2009	2010
Hospital Unrestricted Net Assets	\$57,291,329	\$47,584,605	\$36,805,806	\$25,485,476
Hospital Total Net Assets	\$58,447,019	\$48,780,238	\$38,098,899	\$26,811,974

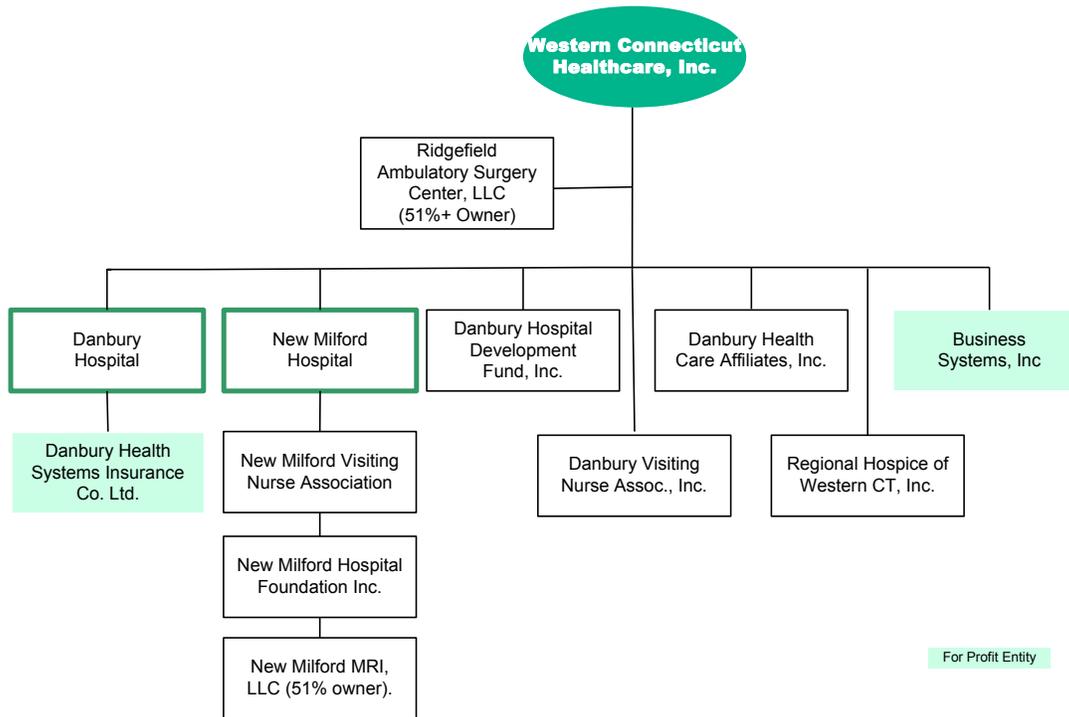
UTILIZATION MEASURES SUMMARY	2007	2008	2009	2010
Patient Days	22,304	21,629	20,370	17,708
Discharges	5,026	4,935	4,800	4,540
ALOS	4.4	4.4	4.2	3.9
Staffed Beds	65	61	59	51
Available Beds	118	118	118	118
Licensed Beds	118	118	118	118
Occupancy of staffed beds	94%	97%	95%	95%
Occupancy of available beds	52%	50%	47%	41%
Full Time Equivalent Employees	561.0	560.0	547.9	524.0

## KEY RESULTS - MILFORD HOSPITAL

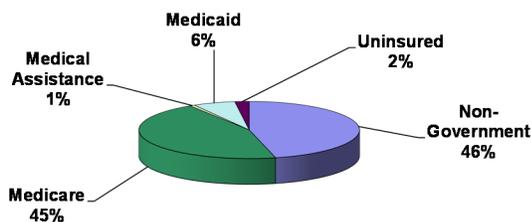
<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	2,062	1,879	1,930	1,753
Medicare	2,498	2,632	2,423	2,362
Medical Assistance	455	416	444	413
Medicaid	446	414	417	406
Other Medical Assistance	9	2	27	7
Champus / TRICARE	11	8	3	12
Uninsured (Included in Non-Government)	89	116	99	79
<b>Total Discharges</b>	<b>5,026</b>	<b>4,935</b>	<b>4,800</b>	<b>4,540</b>
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	1.0073	1.0575	1.0647	1.1396
Medicare	1.3851	1.4530	1.5705	1.5058
Medical Assistance	0.8326	0.9175	0.8458	0.9088
Medicaid	0.8351	0.9179	0.8235	0.9049
Other Medical Assistance	0.7119	0.8272	1.1909	1.1402
Champus / TRICARE	0.8822	0.9599	0.5190	0.7124
Uninsured (Included in Non-Government)	1.0627	1.0417	1.1172	1.0086
<b>Total Case Mix Index</b>	<b>1.1790</b>	<b>1.2565</b>	<b>1.2994</b>	<b>1.3080</b>
<b>UNCOMPENSATED CARE</b>				
Charity Care	\$241,390	\$165,221	\$122,057	\$299,029
Bad Debts	\$4,686,521	\$4,873,574	\$6,998,451	\$6,738,669
<b>Total Uncompensated Care Charges</b>	<b>\$4,927,911</b>	<b>\$5,038,795</b>	<b>\$7,120,508</b>	<b>\$7,037,698</b>
Uncompensated Care Cost	\$1,928,821	\$1,928,106	\$2,865,432	\$2,952,944
Uncompensated care % of total expenses	2.3%	2.3%	3.2%	3.4%
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	3,160	3,138	3,033	3,143
Emergency Room - Treated and Discharged	34,373	35,844	36,913	35,049
<b>Total Emergency Room Visits</b>	<b>37,533</b>	<b>38,982</b>	<b>39,946</b>	<b>38,192</b>

## NEW MILFORD HOSPITAL

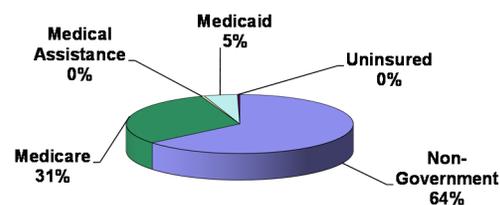
New Milford Hospital, founded in 1921, is located in New Milford. In FY 2010, the Hospital generated income of a \$118,000 from operations and had a \$72,000 non-operating gain, resulting in an excess of revenues over expenses of \$190,000. The Hospital reported 2,512 discharges and 9,382 patient days while staffing 30 of its 95 available beds. Reported below is a chart indicating all of the affiliates of Western Connecticut Healthcare, Inc, the parent corporation of the Hospital and Danbury Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$84,051,521	\$88,824,490	\$89,326,362	\$88,045,146
Other Operating Revenue	\$3,602,031	\$5,548,110	\$3,899,680	\$3,875,185
<b>Total Operating Revenue</b>	<b>\$87,653,552</b>	<b>\$94,372,600</b>	<b>\$93,226,042</b>	<b>\$91,920,331</b>
Total Operating Expenses	\$87,234,032	\$95,880,966	\$98,752,754	\$91,802,230
<b>Income/(Loss) from Operations</b>	<b>\$419,520</b>	<b>(\$1,508,366)</b>	<b>(\$5,526,712)</b>	<b>\$118,101</b>
Non Operating Revenue	\$501,009	\$357,421	\$361,642	\$72,146
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$920,529</b>	<b>(\$1,150,945)</b>	<b>(\$5,165,070)</b>	<b>\$190,247</b>

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - NEW MILFORD HOSPITAL

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	0.48%	-1.59%	-5.91%	0.13%
Hospital Non Operating Margins	0.57%	0.38%	0.39%	0.08%
Hospital Total Margins	1.04%	-1.21%	-5.52%	0.21%

COST DATA SUMMARY				
Ratio of cost to charges	0.42	0.42	0.42	0.38
Private Payment to Cost Ratio	1.28	1.21	1.19	1.30
Medicare Payment to Cost Ratio	0.64	0.70	0.61	0.64
Medicaid Payment to Cost Ratio	0.74	0.74	0.69	0.72

LIQUIDITY MEASURES SUMMARY				
Current Ratio	1.43	1.43	1.28	1.68
Days cash on hand	17	11	11	30
Days in patients accounts receivable	36	40	35	27
Average Payment Period	58	61	61	58

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	66.0	58.7	34.1	50.4
Cash flow to total debt ratio	24.6	15.6	-0.9	27.3
Long-term debt to Capitalization Ratio	18.2	17.4	24.1	16.7

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

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$37,372,385	\$29,244,007	\$13,080,008	\$28,931,108
Hospital Total Net Assets	\$47,477,655	\$43,564,881	\$23,768,402	\$34,704,604

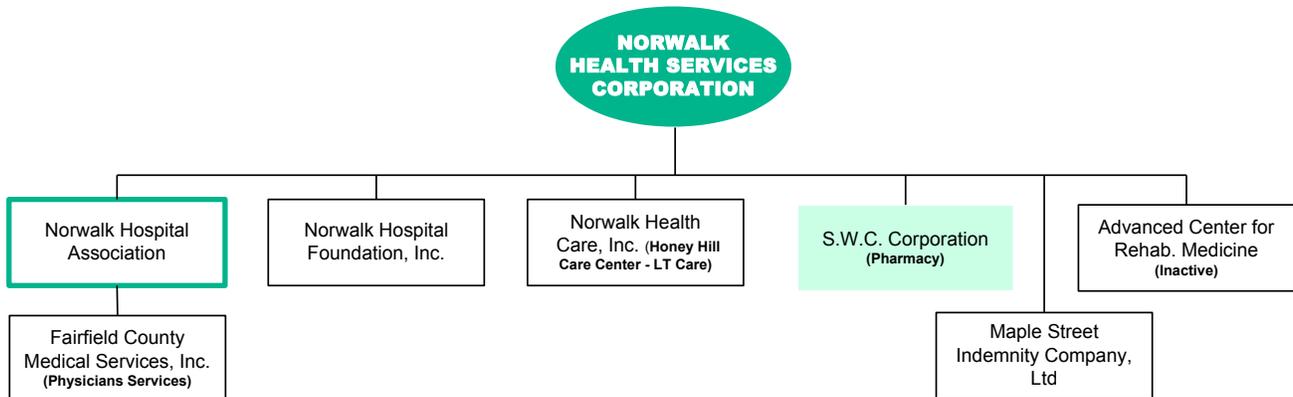
UTILIZATION MEASURES SUMMARY				
Patient Days	11,268	11,785	9,874	9,382
Discharges	2,845	3,032	2,774	2,512
ALOS	4.0	3.9	3.6	3.7
Staffed Beds	35	37	32	30
Available Beds	95	95	95	95
Licensed Beds	95	95	95	95
Occupancy of staffed beds	88%	87%	85%	86%
Occupancy of available beds	33%	34%	28%	27%
Full Time Equivalent Employees	470.3	488.1	488.8	475.5

## KEY RESULTS - NEW MILFORD HOSPITAL

<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	1,437	1,513	1,285	1,057
Medicare	1,220	1,290	1,248	1,167
Medical Assistance	182	228	235	283
Medicaid	159	196	208	252
Other Medical Assistance	23	32	27	31
Champus / TRICARE	6	1	6	5
Uninsured (Included in Non-Government)	70	82	60	51
Total Discharges	2,845	3,032	2,774	2,512
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	1.0880	1.1242	1.1383	1.1610
Medicare	1.4270	1.5251	1.5634	1.5348
Medical Assistance	0.7578	0.9101	0.7817	0.9070
Medicaid	0.7184	0.8234	0.7530	0.8209
Other Medical Assistance	1.0303	1.4412	1.0026	1.6069
Champus / TRICARE	0.9888	1.9900	0.6283	0.8740
Uninsured (Included in Non-Government)	1.1888	1.0282	1.0884	1.0269
Total Case Mix Index	1.2120	1.2790	1.2982	1.3055
<b>UNCOMPENSATED CARE</b>				
Charity Care	\$2,004,589	\$2,581,057	\$1,620,381	\$2,208,785
Bad Debts	\$3,451,187	\$4,808,441	\$4,081,840	\$3,065,190
Total Uncompensated Care Charges	\$5,455,776	\$7,389,498	\$5,702,221	\$5,273,975
Uncompensated Care Cost	\$2,302,322	\$3,093,425	\$2,402,227	\$1,987,111
Uncompensated care % of total expenses	2.7%	3.4%	2.4%	2.2%
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	1,659	1,794	1,957	1,901
Emergency Room - Treated and Discharged	17,650	17,759	17,189	16,972
Total Emergency Room Visits	19,309	19,553	19,146	18,873

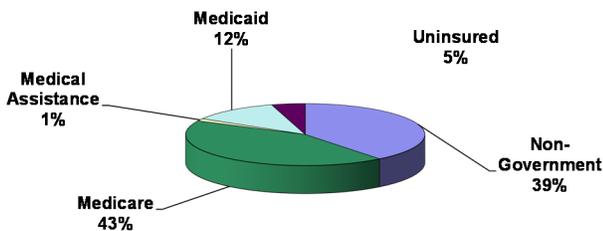
## NORWALK HOSPITAL

Norwalk Hospital, founded in 1893, is located in Norwalk. In FY 2010, the Hospital generated \$2.9 million in income from operations and had a \$2.3 million non-operating gain, resulting in an excess of revenues over expenses of \$5.2 million. The Hospital reported 14,483 discharges and 69,417 patient days while staffing 194 of its 312 available beds. Reported below is a chart indicating all of the affiliates of Norwalk Health Services Corporation, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.

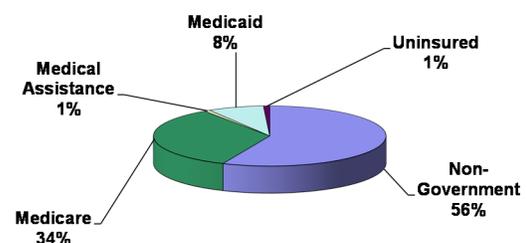


For Profit Entity

### Hospital Gross Revenue Payer Mix



### Hospital Net Revenue Payer Mix



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$277,467,379	\$298,446,744	\$322,749,162	\$326,580,262
Other Operating Revenue	\$13,639,563	\$14,526,110	\$12,251,535	\$13,756,910
<b>Total Operating Revenue</b>	<b>\$291,106,942</b>	<b>\$312,972,854</b>	<b>\$335,000,697</b>	<b>\$340,337,172</b>
Total Operating Expenses	\$288,812,209	\$306,099,959	\$321,077,894	\$337,444,501
<b>Income/(Loss) from Operations</b>	<b>\$2,294,733</b>	<b>\$6,872,895</b>	<b>\$13,922,803</b>	<b>\$2,892,671</b>
Non Operating Revenue	\$3,152,725	\$1,391,372	\$1,080,679	\$2,351,981
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$5,447,458</b>	<b>\$8,264,267</b>	<b>\$15,003,482</b>	<b>\$5,244,652</b>

## KEY RESULTS - NORWALK HOSPITAL

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	0.78%	2.19%	4.14%	0.84%
Hospital Non Operating Margins	1.07%	0.44%	0.32%	0.69%
Hospital Total Margins	1.85%	2.63%	4.46%	1.53%

COST DATA SUMMARY	2007	2008	2009	2010
Ratio of cost to charges	0.50	0.47	0.48	0.45
Private Payment to Cost Ratio	1.36	1.41	1.31	1.27
Medicare Payment to Cost Ratio	0.80	0.78	0.74	0.70
Medicaid Payment to Cost Ratio	0.68	0.65	0.60	0.58

LIQUIDITY MEASURES SUMMARY	2007	2008	2009	2010
Current Ratio	1.65	1.59	2.30	2.05
Days cash on hand	15	1	29	40
Days in patients accounts receivable	47	51	48	45
Average Payment Period	51	50	42	46

SOLVENCY MEASURES SUMMARY	2007	2008	2009	2010
Equity financing ratio	67.9	62.6	55.8	51.4
Cash flow to total debt ratio	35.7	42.1	63.7	45.4
Long-term debt to Capitalization Ratio	10.2	10.5	10.5	10.4

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

NET ASSETS SUMMARY	2007	2008	2009	2010
Hospital Unrestricted Net Assets	\$151,497,278	\$139,898,660	\$125,849,836	\$111,900,976
Hospital Total Net Assets	\$177,916,606	\$164,271,153	\$148,919,922	\$135,176,638

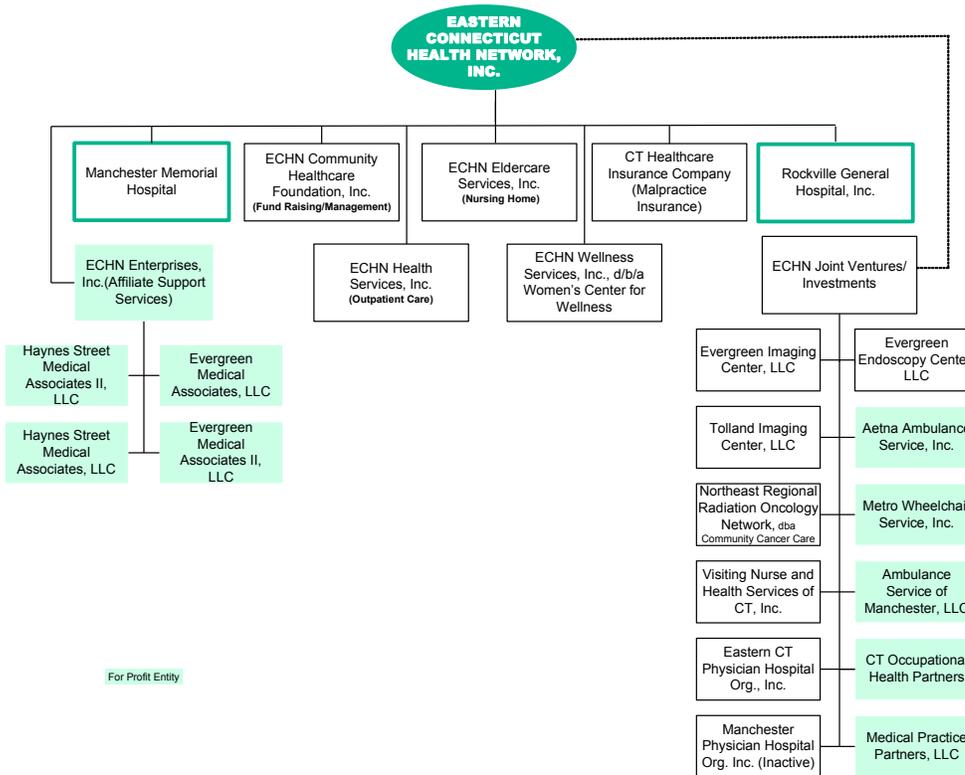
UTILIZATION MEASURES SUMMARY	2007	2008	2009	2010
Patient Days	79,445	77,672	71,363	69,417
Discharges	15,146	15,301	15,332	14,483
ALOS	5.2	5.1	4.7	4.8
Staffed Beds	221	217	200	194
Available Beds	330	330	322	312
Licensed Beds	366	366	366	366
Occupancy of staffed beds	98%	98%	98%	98%
Occupancy of available beds	67%	64%	61%	61%
Full Time Equivalent Employees	1,730.0	1,721.4	1,695.3	1,726.6

## KEY RESULTS - NORWALK HOSPITAL

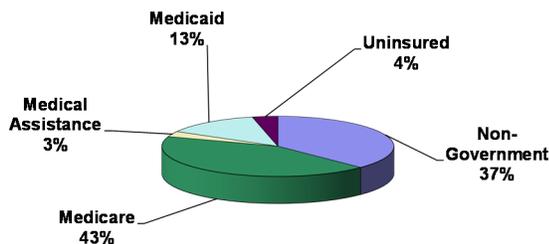
<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	6,962	7,137	7,052	6,117
Medicare	5,907	5,821	5,539	5,684
Medical Assistance	2,269	2,335	2,730	2,673
Medicaid	1,867	1,992	2,254	2,458
Other Medical Assistance	402	343	476	215
Champus / TRICARE	8	8	11	9
Uninsured (Included in Non-Government)	586	661	527	426
Total Discharges	15,146	15,301	15,332	14,483
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	0.9175	0.9728	0.9718	1.0061
Medicare	1.3814	1.4188	1.4788	1.4781
Medical Assistance	0.8189	0.8196	0.8393	0.9031
Medicaid	0.7854	0.7864	0.7959	0.8951
Other Medical Assistance	0.9744	1.0124	1.0450	0.9949
Champus / TRICARE	0.5624	1.1320	0.8913	0.9619
Uninsured (Included in Non-Government)	0.9688	1.0269	1.0490	1.0328
Total Case Mix Index	1.0834	1.1192	1.1313	1.1723
<b>UNCOMPENSATED CARE</b>				
Charity Care	\$9,336,375	\$17,183,886	\$17,554,000	\$18,026,000
Bad Debts	\$19,226,799	\$16,389,312	\$21,000,769	\$23,255,695
Total Uncompensated Care Charges	\$28,563,174	\$33,573,198	\$38,554,769	\$41,281,695
Uncompensated Care Cost	\$14,365,864	\$15,740,080	\$18,357,526	\$18,455,851
Uncompensated care % of total expenses	5.4%	5.5%	5.7%	5.5%
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	8,864	9,181	9,239	9,008
Emergency Room - Treated and Discharged	38,859	39,632	40,491	39,491
Total Emergency Room Visits	47,723	48,813	49,730	48,499

# ROCKVILLE GENERAL HOSPITAL

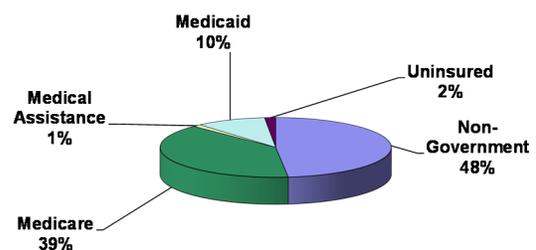
Rockville General Hospital, founded in 1921, is located in Vernon. In FY 2010, the Hospital generated \$3.6 million in income from operations and experienced a \$468,000 non-operating loss, resulting in an excess of revenues over expenses of \$3.1 million. The Hospital reported 3,386 discharges and 14,180 patient days while staffing 66 of its 118 available beds. Reported below is a chart indicating all of the affiliates of Eastern Connecticut Health Network, the parent corporation of the Hospital, and Manchester Memorial Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



**HOSPITAL STATEMENT OF OPERATIONS SUMMARY**

	2007	2008	2009	2010
Net Patient Revenue	\$59,238,196	\$61,803,014	\$64,940,252	\$64,174,022
Other Operating Revenue	\$5,861,929	\$5,994,161	\$5,040,949	\$5,266,293
<b>Total Operating Revenue</b>	<b>\$65,100,125</b>	<b>\$67,797,175</b>	<b>\$69,981,201</b>	<b>\$69,440,315</b>
Total Operating Expenses	\$64,216,399	\$65,930,398	\$66,239,259	\$65,883,977
<b>Income/(Loss) from Operations</b>	<b>\$883,726</b>	<b>\$1,866,777</b>	<b>\$3,741,942</b>	<b>\$3,556,338</b>
Non Operating Revenue	(\$57,629)	(\$2,816,371)	(\$2,380,797)	(\$468,466)
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$826,097</b>	<b>(\$949,594)</b>	<b>\$1,361,145</b>	<b>\$3,087,872</b>

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - ROCKVILLE GENERAL HOSPITAL

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	1.36%	2.87%	5.54%	5.16%
Hospital Non Operating Margins	-0.09%	-4.33%	-3.52%	-0.68%
Hospital Total Margins	1.27%	-1.46%	2.01%	4.48%

COST DATA SUMMARY	2007	2008	2009	2010
Ratio of cost to charges	0.46	0.45	0.45	0.43
Private Payment to Cost Ratio	1.18	1.20	1.21	1.22
Medicare Payment to Cost Ratio	0.83	0.85	0.84	0.86
Medicaid Payment to Cost Ratio	0.71	0.72	0.74	0.70

LIQUIDITY MEASURES SUMMARY	2007	2008	2009	2010
Current Ratio	1.01	1.70	1.84	1.73
Days cash on hand	2	17	35	34
Days in patients accounts receivable	54	63	56	56
Average Payment Period	65	105	94	112

SOLVENCY MEASURES SUMMARY	2007	2008	2009	2010
Equity financing ratio	52.6	44.5	40.1	40.9
Cash flow to total debt ratio	11.5	6.9	12.9	16.1
Long-term debt to Capitalization Ratio	34.9	38.9	40.9	38.2

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

NET ASSETS SUMMARY	2007	2008	2009	2010
Hospital Unrestricted Net Assets	\$42,159,714	\$36,356,992	\$31,533,927	\$33,744,284
Hospital Total Net Assets	\$48,003,762	\$41,762,068	\$36,462,215	\$38,664,631

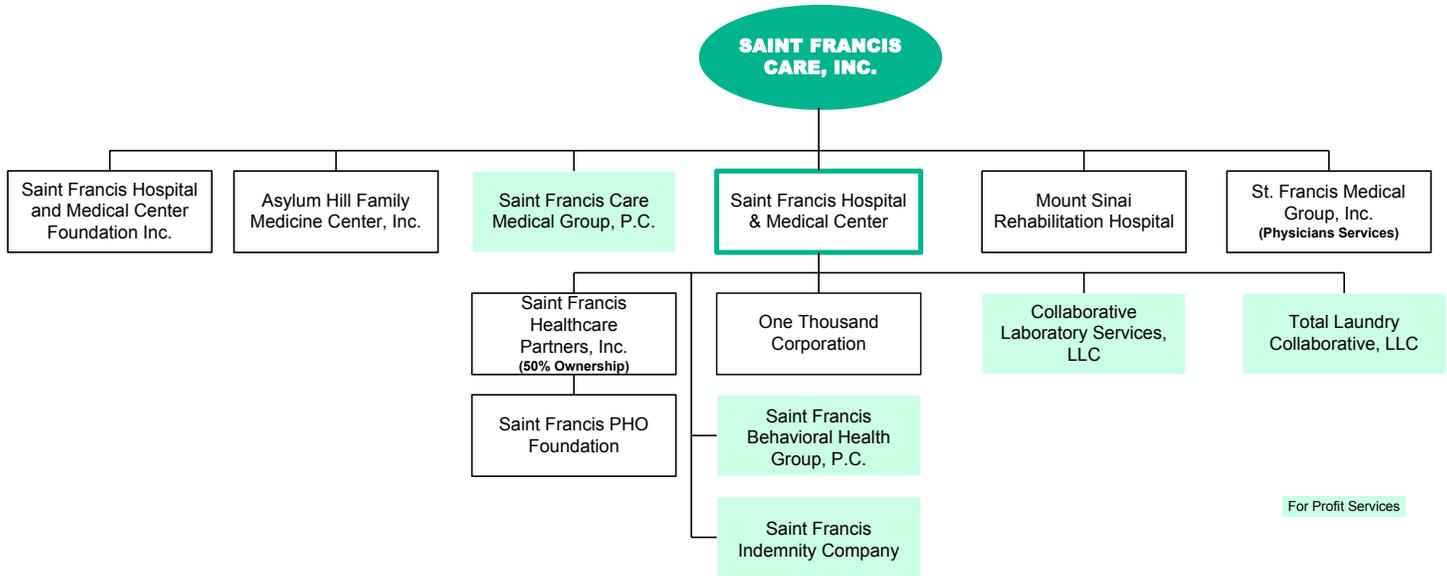
UTILIZATION MEASURES SUMMARY	2007	2008	2009	2010
Patient Days	14,828	15,185	15,355	14,180
Discharges	3,589	3,539	3,510	3,386
ALOS	4.1	4.3	4.4	4.2
Staffed Beds	66	66	66	66
Available Beds	102	118	118	118
Licensed Beds	118	118	118	118
Occupancy of staffed beds	62%	63%	64%	59%
Occupancy of available beds	34%	35%	36%	33%
Full Time Equivalent Employees	444.2	443.2	444.0	422.7

## KEY RESULTS - ROCKVILLE GENERAL HOSPITAL

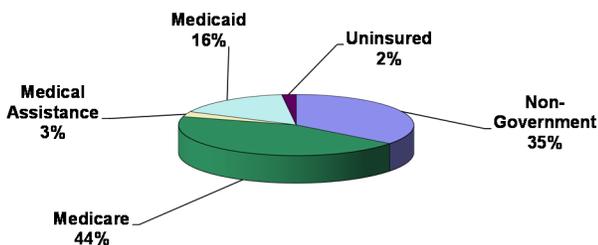
<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	1,336	1,374	1,190	1,129
Medicare	1,607	1,600	1,766	1,595
Medical Assistance	641	554	546	645
Medicaid	574	486	458	548
Other Medical Assistance	67	68	88	97
Champus / TRICARE	5	11	8	17
Uninsured (Included in Non-Government)	65	64	63	65
<b>Total Discharges</b>	<b>3,589</b>	<b>3,539</b>	<b>3,510</b>	<b>3,386</b>
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	0.9921	1.0775	1.0268	1.0759
Medicare	1.4078	1.3948	1.4645	1.4283
Medical Assistance	0.6738	0.8073	0.8838	0.8725
Medicaid	0.6155	0.7639	0.8055	0.8000
Other Medical Assistance	1.1732	1.1176	1.2915	1.2818
Champus / TRICARE	0.7188	0.6177	0.9597	1.0070
Uninsured (Included in Non-Government)	1.1159	1.4731	1.0042	1.0135
<b>Total Case Mix Index</b>	<b>1.1210</b>	<b>1.1773</b>	<b>1.2246</b>	<b>1.2028</b>
<b>UNCOMPENSATED CARE</b>				
Charity Care	\$600,038	\$926,423	\$550,997	\$772,244
Bad Debts	\$2,653,240	\$2,740,855	\$3,876,624	\$3,601,814
<b>Total Uncompensated Care Charges</b>	<b>\$3,253,278</b>	<b>\$3,667,278</b>	<b>\$4,427,621</b>	<b>\$4,374,058</b>
Uncompensated Care Cost	\$1,511,074	\$1,632,207	\$2,009,230	\$1,890,942
Uncompensated care % of total expenses	2.5%	2.6%	3.0%	2.9%
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	2,137	2,245	2,337	2,136
Emergency Room - Treated and Discharged	21,510	22,683	23,608	23,873
<b>Total Emergency Room Visits</b>	<b>23,647</b>	<b>24,928</b>	<b>25,945</b>	<b>26,009</b>

## SAINT FRANCIS HOSPITAL AND MEDICAL CENTER

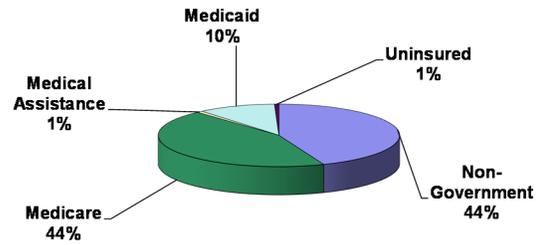
Saint Francis Hospital and Medical Center, founded in 1897, is located in Hartford. In FY 2010, the Hospital generated \$2.2 million in income from operations and experienced a \$9.2 million non-operating loss, resulting in a deficiency of revenues over expenses of \$7 million. The Hospital reported 31,400 discharges and 154,460 patient days while staffing 593 of its 593 available beds. Reported below is a chart indicating all of the affiliates of Saint Francis Care, Incorporated, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$501,049,772	\$549,018,192	\$569,815,727	\$575,650,377
Other Operating Revenue	\$41,196,348	\$39,219,480	\$38,098,855	\$41,217,606
<b>Total Operating Revenue</b>	<b>\$542,246,120</b>	<b>\$588,237,672</b>	<b>\$607,914,582</b>	<b>\$616,867,983</b>
Total Operating Expenses	\$533,818,395	\$602,971,403	\$591,542,174	\$614,686,051
<b>Income/(Loss) from Operations</b>	<b>\$8,427,725</b>	<b>(\$14,733,731)</b>	<b>\$16,372,408</b>	<b>\$2,181,932</b>
Non Operating Revenue	\$3,947,548	(\$16,993,109)	(\$5,731,045)	(\$9,227,596)
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$12,375,273</b>	<b>(\$31,726,840)</b>	<b>\$10,641,363</b>	<b>(\$7,045,664)</b>

## KEY RESULTS - SAINT FRANCIS HOSPITAL AND MEDICAL CENTER

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	1.54%	-2.58%	2.72%	0.36%
Hospital Non Operating Margins	0.72%	-2.97%	-0.95%	-1.52%
Hospital Total Margins	2.27%	-5.55%	1.77%	-1.16%

COST DATA SUMMARY				
Ratio of cost to charges	0.47	0.47	0.44	0.43
Private Payment to Cost Ratio	1.06	1.05	1.13	1.17
Medicare Payment to Cost Ratio	1.07	1.00	1.01	0.95
Medicaid Payment to Cost Ratio	0.76	0.72	0.71	0.62

LIQUIDITY MEASURES SUMMARY				
Current Ratio	2.14	1.21	1.78	1.59
Days cash on hand	15	29	53	70
Days in patients accounts receivable	51	46	40	38
Average Payment Period	37	71	60	75

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	54.0	30.8	26.1	23.3
Cash flow to total debt ratio	24.7	-2.2	10.5	5.1
Long-term debt to Capitalization Ratio	25.0	52.0	56.7	58.1

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

NET ASSETS SUMMARY				
Hospital Unrestricted Net Assets	\$193,323,893	\$130,256,639	\$102,324,980	\$84,991,510
Hospital Total Net Assets	\$285,986,494	\$213,026,728	\$184,326,469	\$170,267,416

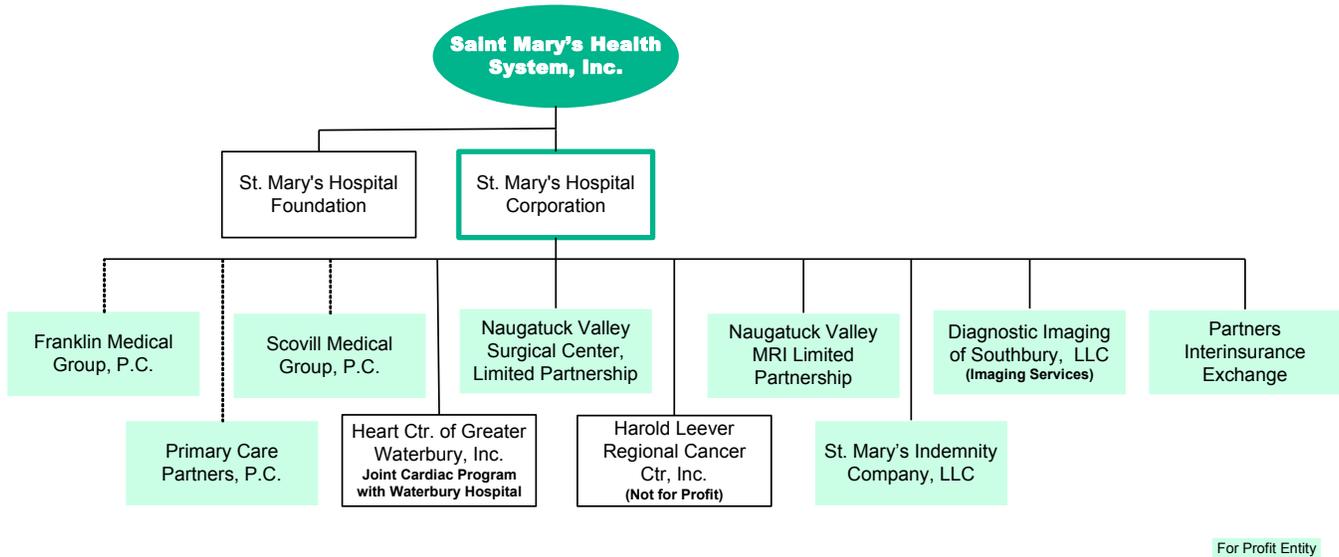
UTILIZATION MEASURES SUMMARY				
Patient Days	162,175	164,576	162,158	154,460
Discharges	31,626	32,807	33,057	31,400
ALOS	5.1	5.0	4.9	4.9
Staffed Beds	553	572	593	593
Available Beds	553	584	593	593
Licensed Beds	682	682	682	682
Occupancy of staffed beds	80%	79%	75%	71%
Occupancy of available beds	80%	77%	75%	71%
Full Time Equivalent Employees	3,416.7	3,594.9	3,610.8	3,588.5

## KEY RESULTS - SAINT FRANCIS HOSPITAL AND MEDICAL CENTER

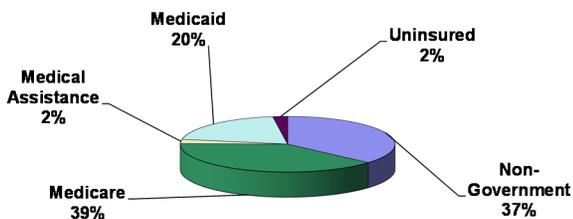
<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	12,083	12,302	12,070	11,175
Medicare	12,903	14,037	13,748	13,376
Medical Assistance	6,570	6,399	7,149	6,759
Medicaid	5,091	4,888	5,525	6,038
Other Medical Assistance	1,479	1,511	1,624	721
Champus / TRICARE	70	69	90	90
Uninsured (Included in Non-Government)	528	446	355	301
Total Discharges	31,626	32,807	33,057	31,400
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	1.2432	1.3402	1.3235	1.3667
Medicare	1.7584	1.7226	1.7597	1.7682
Medical Assistance	1.0048	1.0387	1.0742	1.1283
Medicaid	0.8555	0.9617	1.0135	1.0981
Other Medical Assistance	1.5187	1.2880	1.2807	1.3815
Champus / TRICARE	0.9165	0.9638	1.1231	1.4208
Uninsured (Included in Non-Government)	1.1774	1.2236	1.0934	1.2797
Total Case Mix Index	1.4031	1.4442	1.4504	1.4866
<b>UNCOMPENSATED CARE</b>				
Charity Care	\$4,572,101	\$5,078,551	\$5,153,062	\$5,320,840
Bad Debts	\$21,944,891	\$27,064,697	\$21,328,662	\$18,896,554
Total Uncompensated Care Charges	\$26,516,992	\$32,143,248	\$26,481,724	\$24,217,394
Uncompensated Care Cost	\$12,487,008	\$14,964,636	\$11,664,077	\$10,380,074
Uncompensated care % of total expenses	2.4%	2.6%	2.0%	1.7%
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	13,561	13,560	15,645	15,060
Emergency Room - Treated and Discharged	53,025	51,095	53,595	54,430
Total Emergency Room Visits	66,586	64,655	69,240	69,490

## SAINT MARY'S HOSPITAL

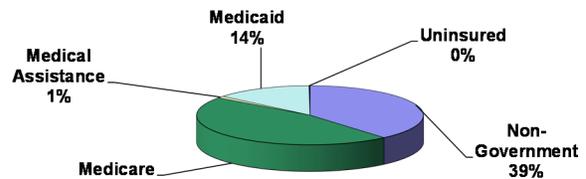
Saint Mary's Hospital, founded in 1907, is located in Waterbury. In FY 2010, the Hospital generated \$9.9 million in income from operations and had a \$3.7 million non-operating gain, resulting in an excess of revenues over expenses of \$13.6 million. The Hospital reported 12,208 discharges and 52,607 patient days while staffing 181 of its 181 available beds. Reported below is a chart indicating all of the affiliates of Saint Mary's Health System, Incorporated, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$170,293,985	\$183,704,311	\$193,245,559	\$198,455,064
Other Operating Revenue	\$12,508,015	\$11,427,996	\$8,145,638	\$8,481,266
<b>Total Operating Revenue</b>	<b>\$182,802,000</b>	<b>\$195,132,307</b>	<b>\$201,391,197</b>	<b>\$206,936,330</b>
Total Operating Expenses	\$178,133,199	\$189,131,774	\$192,136,903	\$196,985,263
<b>Income/(Loss) from Operations</b>	<b>\$4,668,801</b>	<b>\$6,000,533</b>	<b>\$9,254,294</b>	<b>\$9,951,067</b>
Non Operating Revenue	\$7,188,613	\$4,155,005	\$3,520,657	\$3,675,712
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$11,857,414</b>	<b>\$10,155,538</b>	<b>\$12,774,951</b>	<b>\$13,626,779</b>

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - SAINT MARY'S HOSPITAL

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	2.46%	3.01%	4.52%	4.72%
Hospital Non Operating Margins	3.78%	2.08%	1.72%	1.75%
Hospital Total Margins	6.24%	5.10%	6.23%	6.47%

COST DATA SUMMARY	2007	2008	2009	2010
Ratio of cost to charges	0.45	0.44	0.42	0.40
Private Payment to Cost Ratio	1.01	1.01	1.02	1.00
Medicare Payment to Cost Ratio	1.04	1.07	1.13	1.13
Medicaid Payment to Cost Ratio	0.63	0.66	0.65	0.65

LIQUIDITY MEASURES SUMMARY	2007	2008	2009	2010
Current Ratio	1.03	1.27	1.69	1.75
Days cash on hand	10	27	38	44
Days in patients accounts receivable	32	28	27	29
Average Payment Period	66	66	60	62

SOLVENCY MEASURES SUMMARY	2007	2008	2009	2010
Equity financing ratio	11.7	9.2	7.4	14.8
Cash flow to total debt ratio	31.2	28.4	34.8	36.4
Long-term debt to Capitalization Ratio	64.2	67.3	71.3	51.6

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

NET ASSETS SUMMARY	2007	2008	2009	2010
Hospital Unrestricted Net Assets	(\$1,326,115)	(\$1,435,860)	(\$4,907,594)	\$6,754,167
Hospital Total Net Assets	\$18,709,902	\$14,865,843	\$11,261,310	\$23,714,139

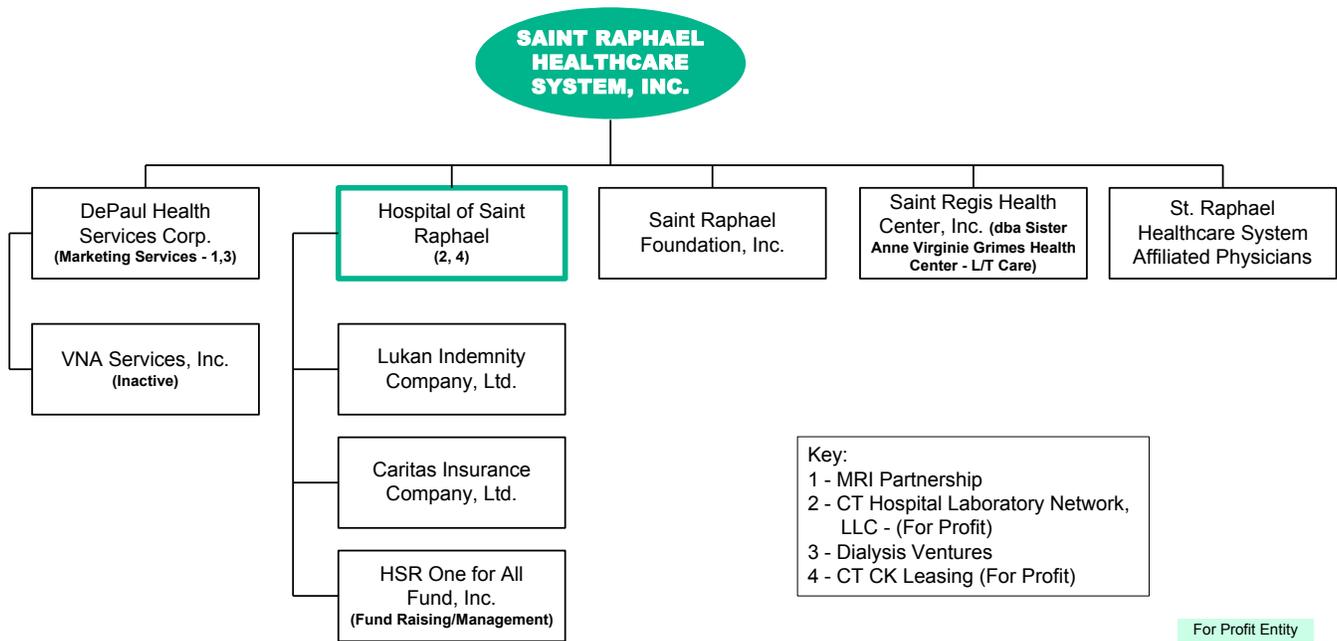
UTILIZATION MEASURES SUMMARY	2007	2008	2009	2010
Patient Days	61,241	58,081	53,096	52,607
Discharges	13,169	13,153	12,462	12,208
ALOS	4.7	4.4	4.3	4.3
Staffed Beds	196	196	196	181
Available Beds	196	196	196	181
Licensed Beds	379	379	379	379
Occupancy of staffed beds	86%	81%	74%	80%
Occupancy of available beds	84%	81%	74%	80%
Full Time Equivalent Employees	1,206.7	1,209.2	1,205.4	1,198.7

## KEY RESULTS - SAINT MARY'S HOSPITAL

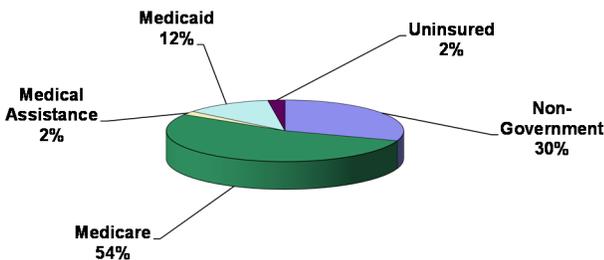
<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	4,463	4,241	3,956	4,007
Medicare	5,363	5,470	5,300	5,130
Medical Assistance	3,309	3,401	3,176	3,023
Medicaid	2,855	2,847	2,603	2,687
Other Medical Assistance	454	554	573	336
Champus / TRICARE	34	41	30	48
Uninsured (Included in Non-Government)	141	141	196	184
<b>Total Discharges</b>	<b>13,169</b>	<b>13,153</b>	<b>12,462</b>	<b>12,208</b>
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	1.1252	1.1558	1.1394	1.1936
Medicare	1.4713	1.4974	1.5644	1.5351
Medical Assistance	0.8492	0.8863	0.9111	0.9881
Medicaid	0.7934	0.8409	0.8587	0.9738
Other Medical Assistance	1.1998	1.1198	1.1490	1.1023
Champus / TRICARE	0.5346	0.6532	0.6180	0.6823
Uninsured (Included in Non-Government)	1.0453	1.0894	0.9896	1.0384
<b>Total Case Mix Index</b>	<b>1.1953</b>	<b>1.2266</b>	<b>1.2607</b>	<b>1.2842</b>
<b>UNCOMPENSATED CARE</b>				
Charity Care	\$704,410	\$584,465	\$493,000	\$1,043,954
Bad Debts	\$9,114,889	\$10,446,296	\$11,724,327	\$11,904,617
<b>Total Uncompensated Care Charges</b>	<b>\$9,819,299</b>	<b>\$11,030,761</b>	<b>\$12,217,327</b>	<b>\$12,948,571</b>
Uncompensated Care Cost	\$4,423,166	\$4,906,173	\$5,089,127	\$5,210,770
Uncompensated care % of total expenses	2.5%	2.6%	2.6%	2.6%
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	8,135	8,246	7,575	7,441
Emergency Room - Treated and Discharged	60,139	60,106	61,984	60,527
<b>Total Emergency Room Visits</b>	<b>68,274</b>	<b>68,352</b>	<b>69,559</b>	<b>67,968</b>

## HOSPITAL OF SAINT RAPHAEL

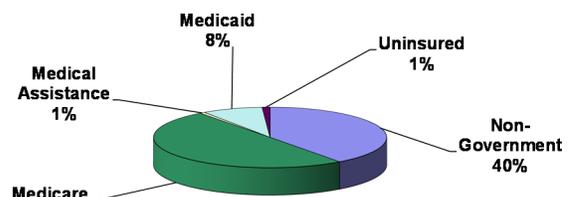
The Hospital of Saint Raphael, founded in 1907, is located in New Haven. In FY 2010, the Hospital experienced a \$141,000 loss from operations and realized a \$350,000 non-operating gain, resulting in an excess of revenues over expenses of \$209,000. The Hospital reported 23,924 discharges and 124,273 patient days while staffing 364 of its 489 available beds. Reported below is a chart indicating all of the affiliates of the Saint Raphael Healthcare System, Incorporated, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$404,894,538	\$420,527,029	\$456,208,821	\$468,749,267
Other Operating Revenue	\$18,526,735	\$26,118,209	\$21,507,173	\$22,581,945
<b>Total Operating Revenue</b>	<b>\$423,421,273</b>	<b>\$446,645,238</b>	<b>\$477,715,994</b>	<b>\$491,331,212</b>
Total Operating Expenses	\$433,023,100	\$463,724,841	\$483,940,125	\$491,472,461
<b>Income/(Loss) from Operations</b>	<b>(\$9,601,827)</b>	<b>(\$17,079,603)</b>	<b>(\$6,224,131)</b>	<b>(\$141,249)</b>
Non Operating Revenue	\$2,405,727	(\$287,397)	\$20,065	\$349,940
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>(\$7,196,100)</b>	<b>(\$17,367,000)</b>	<b>(\$6,204,066)</b>	<b>\$208,691</b>

## KEY RESULTS - HOSPITAL OF SAINT RAPHAEL

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	-2.25%	-3.83%	-1.30%	-0.03%
Hospital Non Operating Margins	0.56%	-0.06%	0.00%	0.07%
Hospital Total Margins	-1.69%	-3.89%	-1.30%	0.04%

COST DATA SUMMARY	2007	2008	2009	2010
Ratio of cost to charges	0.39	0.38	0.39	0.38
Private Payment to Cost Ratio	1.13	1.16	1.16	1.22
Medicare Payment to Cost Ratio	0.95	0.89	0.87	0.86
Medicaid Payment to Cost Ratio	0.72	0.75	0.74	0.66

LIQUIDITY MEASURES SUMMARY	2007	2008	2009	2010
Current Ratio	1.54	0.62	0.68	0.72
Days cash on hand	30	13	16	11
Days in patients accounts receivable	49	47	45	41
Average Payment Period	60	119	113	102

SOLVENCY MEASURES SUMMARY	2007	2008	2009	2010
Equity financing ratio	20.0	10.8	-11.9	-4.0
Cash flow to total debt ratio	7.8	0.8	7.4	10.9
Long-term debt to Capitalization Ratio	59.3	13.1	-11.6	-23.7

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

NET ASSETS SUMMARY	2007	2008	2009	2010
Hospital Unrestricted Net Assets	\$25,504,147	(\$2,505,487)	(\$59,114,372)	(\$40,859,335)
Hospital Total Net Assets	\$56,455,809	\$29,118,877	(\$30,730,319)	(\$10,170,252)

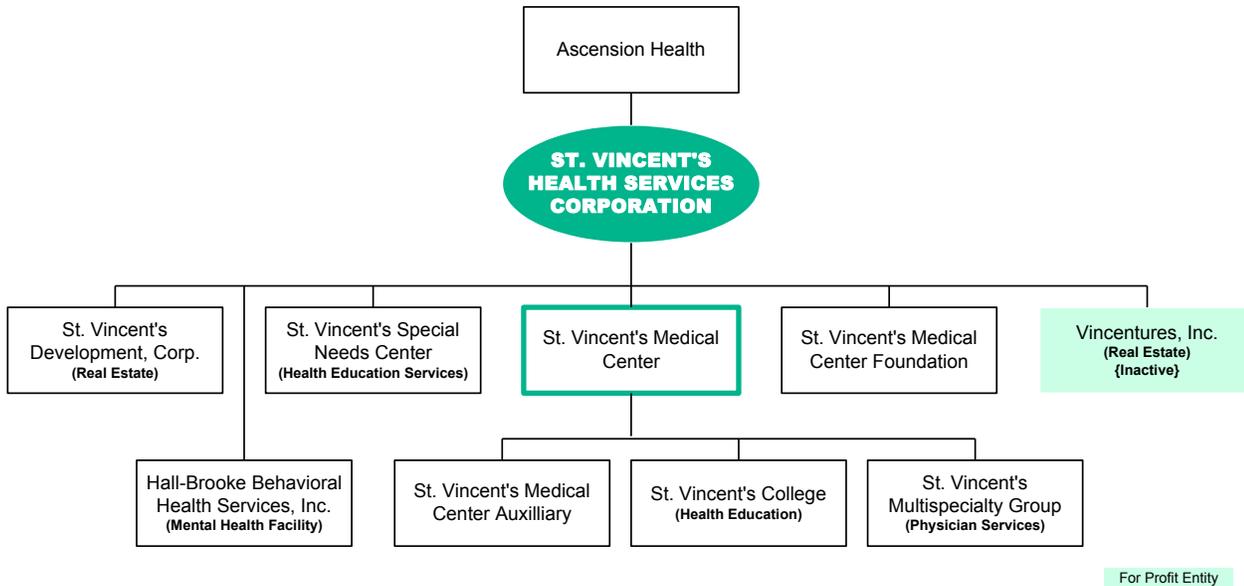
UTILIZATION MEASURES SUMMARY	2007	2008	2009	2010
Patient Days	135,071	134,266	130,965	124,273
Discharges	26,188	24,586	24,505	23,924
ALOS	5.2	5.5	5.3	5.2
Staffed Beds	408	417	417	364
Available Beds	474	474	488	489
Licensed Beds	533	533	533	533
Occupancy of staffed beds	91%	88%	86%	94%
Occupancy of available beds	78%	78%	74%	70%
Full Time Equivalent Employees	2,873.4	3,010.4	3,038.9	3,106.1

## KEY RESULTS - HOSPITAL OF SAINT RAPHAEL

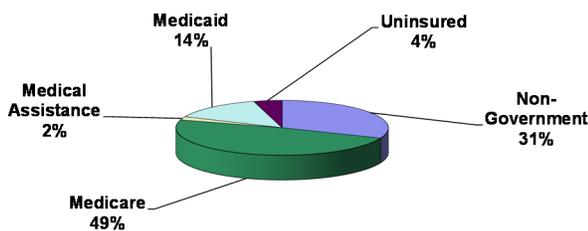
<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	8,651	8,012	7,800	7,077
Medicare	13,531	13,055	13,225	13,102
Medical Assistance	3,977	3,496	3,447	3,711
Medicaid	3,172	2,822	2,704	3,298
Other Medical Assistance	805	674	743	413
Champus / TRICARE	29	23	33	34
Uninsured (Included in Non-Government)	407	381	405	271
<b>Total Discharges</b>	<b>26,188</b>	<b>24,586</b>	<b>24,505</b>	<b>23,924</b>
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	1.4020	1.4414	1.4220	1.3996
Medicare	1.5620	1.6154	1.6104	1.5818
Medical Assistance	0.9278	0.9808	0.9809	0.9874
Medicaid	0.8699	0.9326	0.9247	0.9624
Other Medical Assistance	1.1561	1.1824	1.1854	1.1869
Champus / TRICARE	1.2955	1.4970	0.7866	0.8753
Uninsured (Included in Non-Government)	1.1411	1.1634	1.0482	1.2260
<b>Total Case Mix Index</b>	<b>1.4125</b>	<b>1.4683</b>	<b>1.4608</b>	<b>1.4347</b>
<b>UNCOMPENSATED CARE</b>				
Charity Care	\$4,898,589	\$4,657,486	\$4,656,971	\$5,390,523
Bad Debts	\$19,981,016	\$21,668,503	\$20,632,999	\$24,670,997
<b>Total Uncompensated Care Charges</b>	<b>\$24,879,605</b>	<b>\$26,325,989</b>	<b>\$25,289,970</b>	<b>\$30,061,520</b>
Uncompensated Care Cost	\$9,687,040	\$10,059,117	\$9,742,216	\$11,294,001
Uncompensated care % of total expenses	2.3%	2.3%	2.0%	2.3%
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	15,579	14,605	14,540	14,506
Emergency Room - Treated and Discharged	35,317	34,158	38,833	41,101
<b>Total Emergency Room Visits</b>	<b>50,896</b>	<b>48,763</b>	<b>53,373</b>	<b>55,607</b>

## SAINT VINCENT'S MEDICAL CENTER

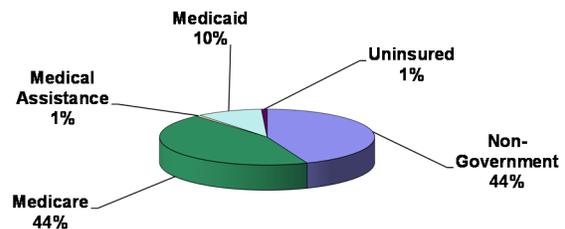
Saint Vincent's Medical Center, founded in 1903, is located in Bridgeport. In FY 2010, the Hospital generated \$14.8 million in income from operations and had a \$26 million non-operating gain, resulting in an excess of revenues over expenses of \$40.8 million. The Hospital reported 21,873 discharges and 122,812 patient days while staffing 423 of its 423 available beds. Reported below is a chart indicating all of the affiliates of Saint Vincent's Health Services Corporation, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures. St. Vincent's Medical Center is also a member of Ascension Health, a nationally based Catholic health system.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$288,808,279	\$309,364,455	\$341,788,581	\$353,724,000
Other Operating Revenue	\$12,926,187	\$13,485,455	\$11,020,419	\$12,850,000
<b>Total Operating Revenue</b>	<b>\$301,734,466</b>	<b>\$322,849,910</b>	<b>\$352,809,000</b>	<b>\$366,574,000</b>
Total Operating Expenses	\$287,076,522	\$302,743,320	\$341,987,000	\$351,813,000
<b>Income/(Loss) from Operations</b>	<b>\$14,657,944</b>	<b>\$20,106,590</b>	<b>\$10,822,000</b>	<b>\$14,761,000</b>
Non Operating Revenue	\$33,968,887	(\$34,584,733)	(\$3,815,000)	\$26,004,000
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$48,626,831</b>	<b>(\$14,478,143)</b>	<b>\$7,007,000</b>	<b>\$40,765,000</b>

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - SAINT VINCENT'S MEDICAL CENTER

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	4.37%	6.98%	3.10%	3.76%
Hospital Non Operating Margins	10.12%	-12.00%	-1.09%	6.62%
Hospital Total Margins	14.49%	-5.02%	2.01%	10.38%

COST DATA SUMMARY	2007	2008	2009	2010
Ratio of cost to charges	0.45	0.41	0.40	0.37
Private Payment to Cost Ratio	1.22	1.29	1.28	1.35
Medicare Payment to Cost Ratio	0.91	0.93	0.89	0.88
Medicaid Payment to Cost Ratio	0.67	0.65	0.74	0.67

LIQUIDITY MEASURES SUMMARY	2007	2008	2009	2010
Current Ratio	1.31	1.37	1.26	1.63
Days cash on hand	17	18	21	23
Days in patients accounts receivable	34	37	34	33
Average Payment Period	62	64	62	57

SOLVENCY MEASURES SUMMARY	2007	2008	2009	2010
Equity financing ratio	73.9	75.1	67.3	69.9
Cash flow to total debt ratio	62.3	2.1	20.3	51.5
Long-term debt to Capitalization Ratio	12.8	13.0	16.6	15.1

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

NET ASSETS SUMMARY	2007	2008	2009	2010
Hospital Unrestricted Net Assets	\$339,903,000	\$334,148,000	\$314,991,000	\$373,265,000
Hospital Total Net Assets	\$378,665,000	\$380,811,000	\$356,510,000	\$396,726,000

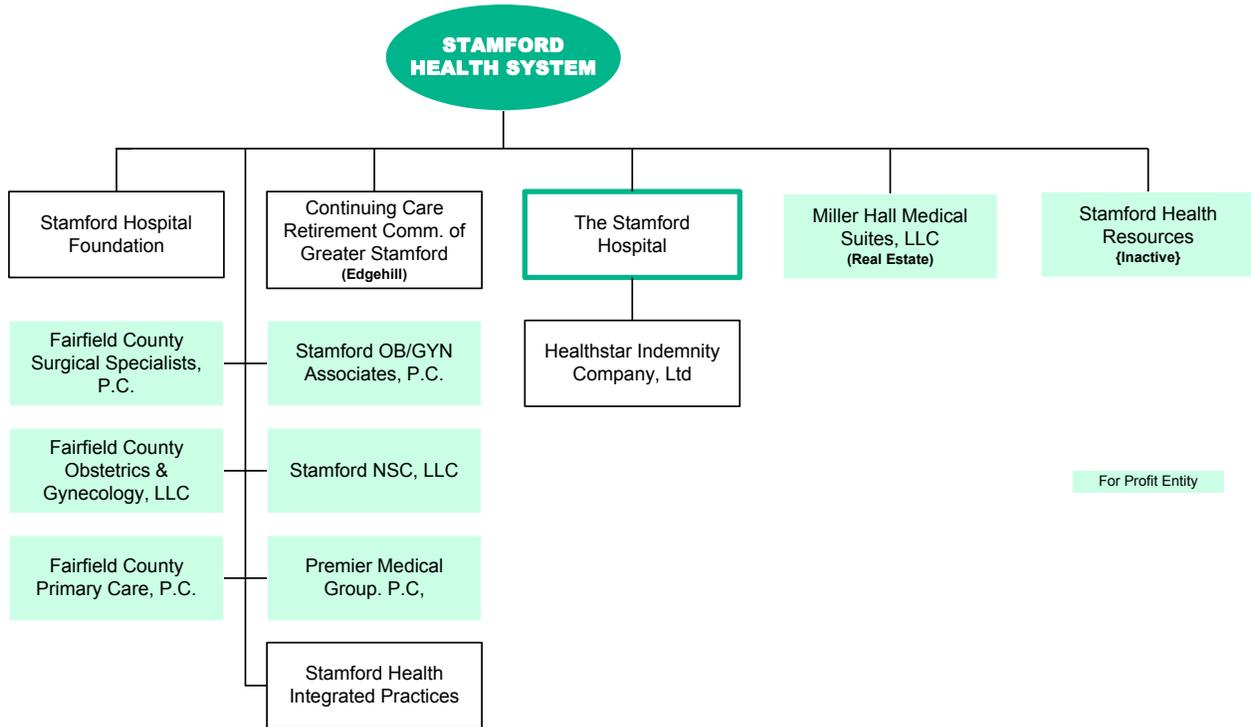
UTILIZATION MEASURES SUMMARY	2007	2008	2009	2010
Patient Days	100,497	104,524	125,447	122,812
Discharges	19,434	20,159	21,743	21,873
ALOS	5.2	5.2	5.8	5.6
Staffed Beds	336	340	415	423
Available Beds	350	349	423	423
Licensed Beds	444	444	520	520
Occupancy of staffed beds	82%	84%	83%	80%
Occupancy of available beds	79%	82%	81%	80%
Full Time Equivalent Employees	1,734.9	1,829.4	2,049.6	2,020.1

## KEY RESULTS - SAINT VINCENT'S MEDICAL CENTER

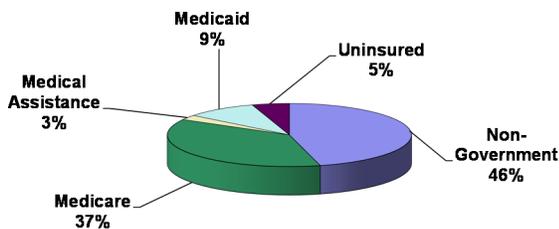
<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	7,156	7,538	8,200	7,897
Medicare	9,179	9,522	9,746	9,920
Medical Assistance	3,093	3,087	3,779	4,026
Medicaid	2,756	2,656	3,120	3,652
Other Medical Assistance	337	431	659	374
Champus / TRICARE	6	12	18	30
Uninsured (Included in Non-Government)	808	950	955	1,024
<b>Total Discharges</b>	<b>19,434</b>	<b>20,159</b>	<b>21,743</b>	<b>21,873</b>
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	1.3132	1.2920	1.1909	1.2276
Medicare	1.5429	1.5366	1.5299	1.5162
Medical Assistance	0.9593	0.9981	0.9634	0.9611
Medicaid	0.9284	0.9639	0.9125	0.9274
Other Medical Assistance	1.2119	1.2087	1.2046	1.2904
Champus / TRICARE	1.3999	0.6970	1.1109	0.8104
Uninsured (Included in Non-Government)	1.0385	1.0992	1.0987	1.0675
<b>Total Case Mix Index</b>	<b>1.3654</b>	<b>1.3622</b>	<b>1.3033</b>	<b>1.3089</b>
<b>UNCOMPENSATED CARE</b>				
Charity Care	\$5,478,066	\$5,784,833	\$8,833,000	\$7,662,000
Bad Debts	\$22,654,037	\$26,273,077	\$30,554,626	\$30,582,008
<b>Total Uncompensated Care Charges</b>	<b>\$28,132,103</b>	<b>\$32,057,910</b>	<b>\$39,387,626</b>	<b>\$38,244,008</b>
Uncompensated Care Cost	\$12,688,863	\$13,269,472	\$15,619,940	\$14,299,563
Uncompensated care % of total expenses	4.4%	4.4%	4.6%	4.1%
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	11,570	12,721	10,882	14,253
Emergency Room - Treated and Discharged	48,718	47,919	50,431	54,760
<b>Total Emergency Room Visits</b>	<b>60,288</b>	<b>60,640</b>	<b>61,313</b>	<b>69,013</b>

## STAMFORD HOSPITAL

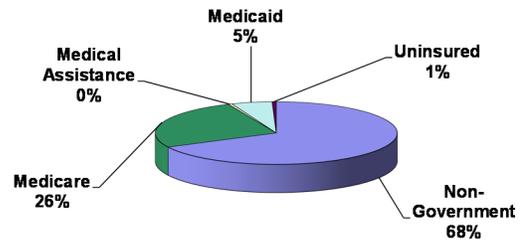
The Stamford Hospital, founded in 1896, is located in Stamford. In FY 2010, the Hospital generated \$25.6 million in income from operations and experienced a \$167,000 non-operating loss, resulting in an excess of revenues over expenses of \$25.4 million. The Hospital reported 15,089 discharges and 76,225 patient days while staffing 269 of its 322 available beds. Reported below is a chart indicating all of the affiliates of Stamford Health System, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$333,269,000	\$381,968,990	\$416,937,724	\$429,753,819
Other Operating Revenue	\$18,398,213	\$23,149,832	\$27,261,542	\$27,480,695
<b>Total Operating Revenue</b>	<b>\$351,667,213</b>	<b>\$405,118,822</b>	<b>\$444,199,266</b>	<b>\$457,234,514</b>
Total Operating Expenses	\$341,537,208	\$389,133,838	\$425,519,879	\$431,680,034
<b>Income/(Loss) from Operations</b>	<b>\$10,130,005</b>	<b>\$15,984,984</b>	<b>\$18,679,387</b>	<b>\$25,554,480</b>
Non Operating Revenue	\$3,300,297	(\$4,206,071)	(\$988,395)	(\$167,187)
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$13,430,302</b>	<b>\$11,778,913</b>	<b>\$17,690,992</b>	<b>\$25,387,293</b>

## KEY RESULTS - STAMFORD HOSPITAL

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	2.85%	3.99%	4.21%	5.59%
Hospital Non Operating Margins	0.93%	-1.05%	-0.22%	-0.04%
Hospital Total Margins	3.78%	2.94%	3.99%	5.55%

COST DATA SUMMARY	2007	2008	2009	2010
Ratio of cost to charges	0.40	0.38	0.36	0.33
Private Payment to Cost Ratio	1.25	1.28	1.32	1.37
Medicare Payment to Cost Ratio	0.69	0.64	0.63	0.65
Medicaid Payment to Cost Ratio	0.49	0.59	0.61	0.54

LIQUIDITY MEASURES SUMMARY	2007	2008	2009	2010
Current Ratio	1.39	1.15	1.18	1.72
Days cash on hand	20	7	9	45
Days in patients accounts receivable	42	43	43	44
Average Payment Period	56	58	59	61

SOLVENCY MEASURES SUMMARY	2007	2008	2009	2010
Equity financing ratio	42.4	38.4	20.3	25.5
Cash flow to total debt ratio	24.4	20.5	25.6	26.7
Long-term debt to Capitalization Ratio	39.8	44.0	60.9	54.3

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

NET ASSETS SUMMARY	2007	2008	2009	2010
Hospital Unrestricted Net Assets	\$110,051,759	\$111,130,289	\$42,615,000	\$82,055,000
Hospital Total Net Assets	\$142,777,414	\$141,187,158	\$70,813,000	\$109,583,000

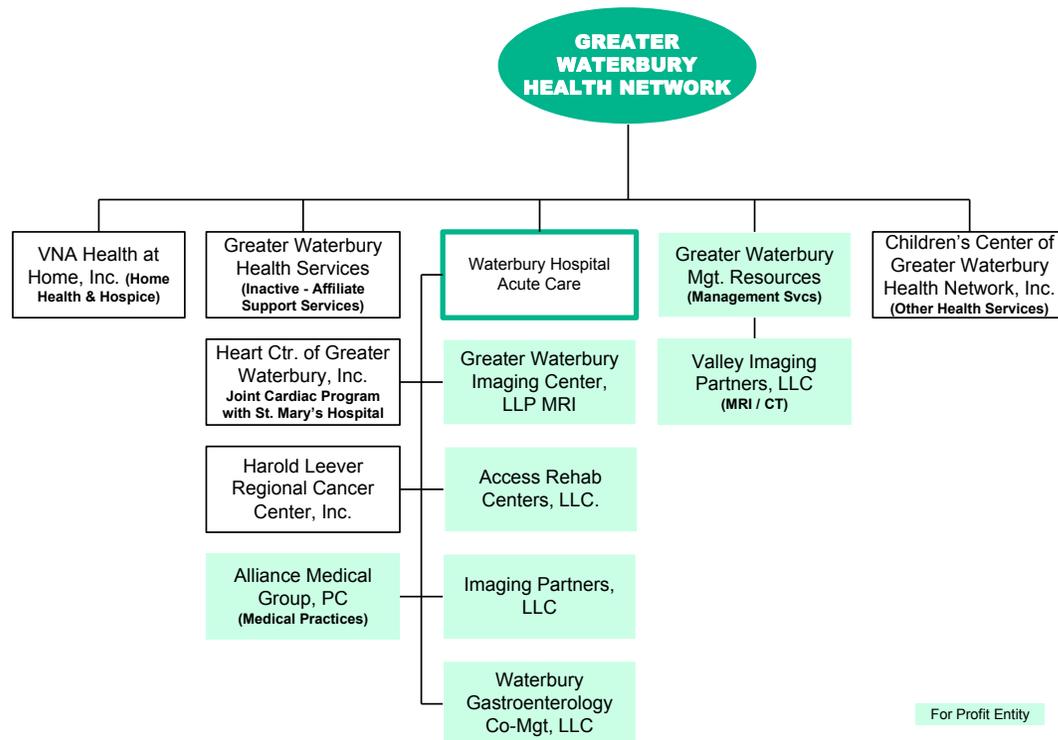
UTILIZATION MEASURES SUMMARY	2007	2008	2009	2010
Patient Days	73,908	76,971	75,272	76,225
Discharges	16,672	15,856	14,888	15,089
ALOS	4.4	4.9	5.1	5.1
Staffed Beds	319	319	321	269
Available Beds	330	330	330	322
Licensed Beds	330	330	330	330
Occupancy of staffed beds	63%	66%	64%	78%
Occupancy of available beds	61%	64%	62%	65%
Full Time Equivalent Employees	1,774.5	1,879.3	1,898.4	2,051.8

## KEY RESULTS - STAMFORD HOSPITAL

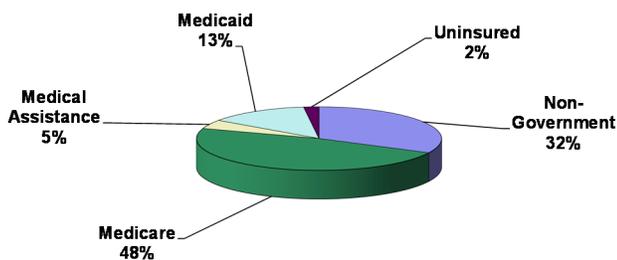
<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	8,219	7,456	7,028	6,787
Medicare	5,792	5,763	5,093	5,382
Medical Assistance	2,653	2,630	2,756	2,907
Medicaid	2,218	2,209	2,285	2,457
Other Medical Assistance	435	421	471	450
Champus / TRICARE	8	7	11	13
Uninsured (Included in Non-Government)	686	590	590	490
Total Discharges	16,672	15,856	14,888	15,089
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	0.9448	1.0412	1.0484	1.0601
Medicare	1.3283	1.5431	1.5767	1.5351
Medical Assistance	0.7679	0.9141	0.9668	0.9716
Medicaid	0.7190	0.8570	0.8826	0.9216
Other Medical Assistance	1.0172	1.2140	1.3755	1.2450
Champus / TRICARE	0.7402	1.3094	1.0287	0.7503
Uninsured (Included in Non-Government)	1.0047	1.1372	1.2308	1.1038
Total Case Mix Index	1.0498	1.2027	1.2140	1.2122
<b>UNCOMPENSATED CARE</b>				
Charity Care	\$14,266,408	\$15,715,201	\$11,909,791	\$23,197,082
Bad Debts	\$34,398,592	\$44,824,866	\$47,934,677	\$42,704,703
Total Uncompensated Care Charges	\$48,665,000	\$60,540,067	\$59,844,468	\$65,901,785
Uncompensated Care Cost	\$19,424,296	\$23,253,123	\$21,570,630	\$21,671,931
Uncompensated care % of total expenses	5.7%	6.0%	5.1%	5.0%
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	8,795	8,327	7,214	8,068
Emergency Room - Treated and Discharged	35,818	37,113	39,086	39,642
Total Emergency Room Visits	44,613	45,440	46,300	47,710

## WATERBURY HOSPITAL

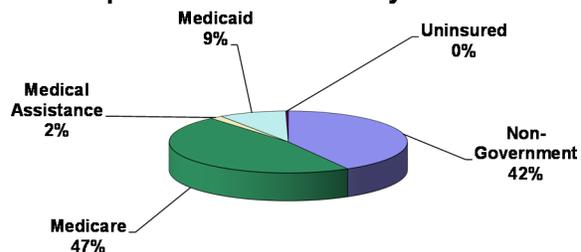
The Waterbury Hospital, opened in 1890, is located in Waterbury. In FY 2010, the Hospital experienced a \$642,000 loss from operations and realized a \$969,000 non-operating gain, resulting in an excess of revenues over expenses of \$327,00. The Hospital reported 13,046 discharges and 59,271 patient days while staffing 192 of its 292 available beds. Reported below is a chart indicating all of the affiliates of Greater Waterbury Health Network, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$222,219,540	\$221,441,319	\$239,928,524	\$229,011,318
Other Operating Revenue	\$9,187,087	\$11,605,995	\$8,617,813	\$7,866,089
<b>Total Operating Revenue</b>	<b>\$231,406,627</b>	<b>\$233,047,314</b>	<b>\$248,546,337</b>	<b>\$236,877,407</b>
Total Operating Expenses	\$240,315,931	\$245,407,419	\$253,532,594	\$237,519,576
<b>Income/(Loss) from Operations</b>	<b>(\$8,909,304)</b>	<b>(\$12,360,105)</b>	<b>(\$4,986,257)</b>	<b>(\$642,169)</b>
Non Operating Revenue	\$2,069,251	\$1,875,322	\$3,066,686	\$969,525
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>(\$6,840,053)</b>	<b>(\$10,484,783)</b>	<b>(\$1,919,571)</b>	<b>\$327,356</b>

\*Source: Hospital Audited Financial Statements

## KEY RESULTS – WATERBURY HOSPITAL

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	-3.82%	-5.26%	-1.98%	-0.27%
Hospital Non Operating Margins	0.89%	0.80%	1.22%	0.41%
Hospital Total Margins	-2.93%	-4.46%	-0.76%	0.14%

COST DATA SUMMARY	2007	2008	2009	2010
Ratio of cost to charges	0.32	0.31	0.30	0.29
Private Payment to Cost Ratio	1.13	1.15	1.09	1.16
Medicare Payment to Cost Ratio	0.92	0.91	0.88	0.89
Medicaid Payment to Cost Ratio	0.73	0.66	0.68	0.62

LIQUIDITY MEASURES SUMMARY	2007	2008	2009	2010
Current Ratio	1.74	1.63	2.00	1.79
Days cash on hand	6	16	22	26
Days in patients accounts receivable	51	57	45	44
Average Payment Period	44	48	37	44

SOLVENCY MEASURES SUMMARY	2007	2008	2009	2010
Equity financing ratio	67.9	62.9	61.5	60.3
Cash flow to total debt ratio	7.1	-1.7	16.3	21.0
Long-term debt to Capitalization Ratio	15.0	16.5	17.0	16.7

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

NET ASSETS SUMMARY	2007	2008	2009	2010
Hospital Unrestricted Net Assets	\$58,964,722	\$47,953,352	\$44,636,663	\$40,084,846
Hospital Total Net Assets	\$122,516,497	\$99,996,300	\$93,058,584	\$90,753,820

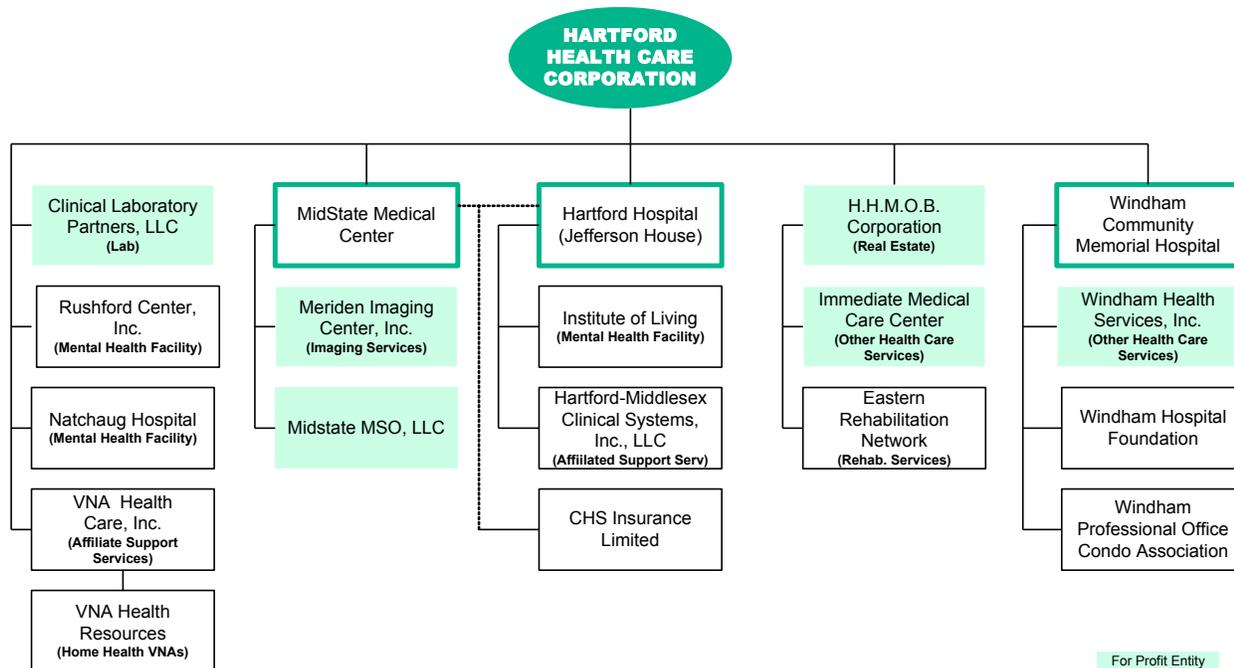
UTILIZATION MEASURES SUMMARY	2007	2008	2009	2010
Patient Days	71,532	70,997	67,682	59,271
Discharges	14,584	14,736	13,916	13,046
ALOS	4.9	4.8	4.9	4.5
Staffed Beds	235	238	214	192
Available Beds	292	292	292	292
Licensed Beds	393	393	393	393
Occupancy of staffed beds	83%	82%	87%	85%
Occupancy of available beds	67%	67%	64%	56%
Full Time Equivalent Employees	1,647.9	1,625.0	1,589.2	1,513.1

## KEY RESULTS – WATERBURY HOSPITAL

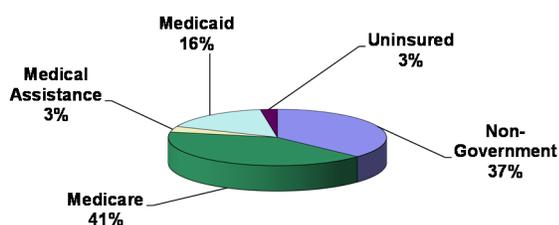
<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	5,265	4,942	4,524	3,968
Medicare	6,299	6,566	6,496	6,077
Medical Assistance	3,009	3,216	2,881	2,991
Medicaid	2,496	2,730	2,363	2,411
Other Medical Assistance	513	486	518	580
Champus / TRICARE	11	12	15	10
Uninsured (Included in Non-Government)	345	335	265	216
Total Discharges	14,584	14,736	13,916	13,046
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	1.1407	1.1925	1.2937	1.3152
Medicare	1.4471	1.5816	1.5927	1.6668
Medical Assistance	0.9077	1.0058	1.7560	1.0326
Medicaid	0.8737	0.9802	1.8863	0.9988
Other Medical Assistance	1.0730	1.1499	1.1616	1.1731
Champus / TRICARE	1.1900	1.3294	1.6601	1.7150
Uninsured (Included in Non-Government)	1.0742	1.1190	1.1466	1.1609
Total Case Mix Index	1.2250	1.3252	1.5294	1.4145
<b>UNCOMPENSATED CARE</b>				
Charity Care	\$2,019,940	\$2,588,984	\$1,809,921	\$1,910,845
Bad Debts	\$21,806,478	\$17,717,523	\$14,319,487	\$14,985,815
Total Uncompensated Care Charges	\$23,826,418	\$20,306,507	\$16,129,408	\$16,896,660
Uncompensated Care Cost	\$7,696,214	\$6,390,261	\$4,766,186	\$4,856,677
Uncompensated care % of total expenses	3.5%	2.8%	1.9%	2.0%
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	9,065	9,294	8,895	8,340
Emergency Room - Treated and Discharged	44,759	45,166	49,237	49,393
Total Emergency Room Visits	53,824	54,460	58,132	57,733

## WINDHAM COMMUNITY MEMORIAL HOSPITAL

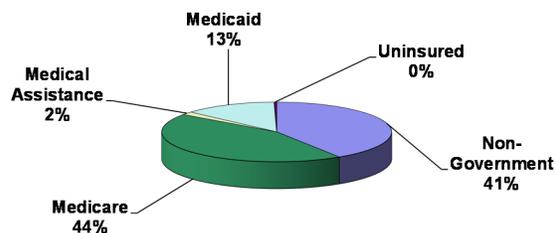
Windham Community Memorial Hospital, founded in 1908 is located in Willimantic. In FY 2010, the Hospital experienced a \$1.9 million loss from operations and realized a \$274,000 non-operating gain, resulting in a deficiency of revenues over expenses of \$1.6 million. The Hospital reported 5,100 discharges and 20,850 patient days while staffing 87 of its 144 available beds. Reported below is a chart indicating all of the affiliates of Hartford Healthcare Corporation, the parent corporation of the Hospital, Hartford Hospital and Midstate Medical Center, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$76,196,541	\$81,011,511	\$83,605,148	\$86,942,706
Other Operating Revenue	\$5,646,903	\$4,257,607	\$2,401,877	\$2,622,664
<b>Total Operating Revenue</b>	<b>\$81,843,444</b>	<b>\$85,269,118</b>	<b>\$86,007,025</b>	<b>\$89,565,370</b>
Total Operating Expenses	\$81,098,944	\$83,487,134	\$85,401,157	\$91,501,818
<b>Income/(Loss) from Operations</b>	<b>\$744,500</b>	<b>\$1,781,984</b>	<b>\$605,868</b>	<b>(\$1,936,448)</b>
Non Operating Revenue	\$1,627,039	\$310,467	(\$1,790,872)	\$273,628
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$2,371,539</b>	<b>\$2,092,451</b>	<b>(\$1,185,004)</b>	<b>(\$1,662,820)</b>

## KEY RESULTS - WINDHAM COMMUNITY MEMORIAL HOSPITAL

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	0.89%	2.08%	0.72%	-2.16%
Hospital Non Operating Margins	1.95%	0.36%	-2.13%	0.30%
Hospital Total Margins	2.84%	2.45%	-1.41%	-1.85%

COST DATA SUMMARY	2007	2008	2009	2010
Ratio of cost to charges	0.37	0.39	0.45	0.47
Private Payment to Cost Ratio	1.14	1.10	1.02	1.01
Medicare Payment to Cost Ratio	1.01	1.12	0.98	0.98
Medicaid Payment to Cost Ratio	0.89	0.85	0.82	0.74

LIQUIDITY MEASURES SUMMARY	2007	2008	2009	2010
Current Ratio	2.28	2.57	2.63	2.10
Days cash on hand	5	13	15	14
Days in patients accounts receivable	70	64	63	66
Average Payment Period	44	43	41	45

SOLVENCY MEASURES SUMMARY	2007	2008	2009	2010
Equity financing ratio	18.6	18.9	-28.9	-29.4
Cash flow to total debt ratio	26.6	20.8	11.2	9.5
Long-term debt to Capitalization Ratio	52.3	60.1	-4164.0	-3881.7

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

NET ASSETS SUMMARY	2007	2008	2009	2010
Hospital Unrestricted Net Assets	\$8,993,301	\$10,143,299	(\$25,502,905)	(\$25,203,815)
Hospital Total Net Assets	\$12,692,298	\$13,271,987	(\$20,171,322)	(\$19,935,723)

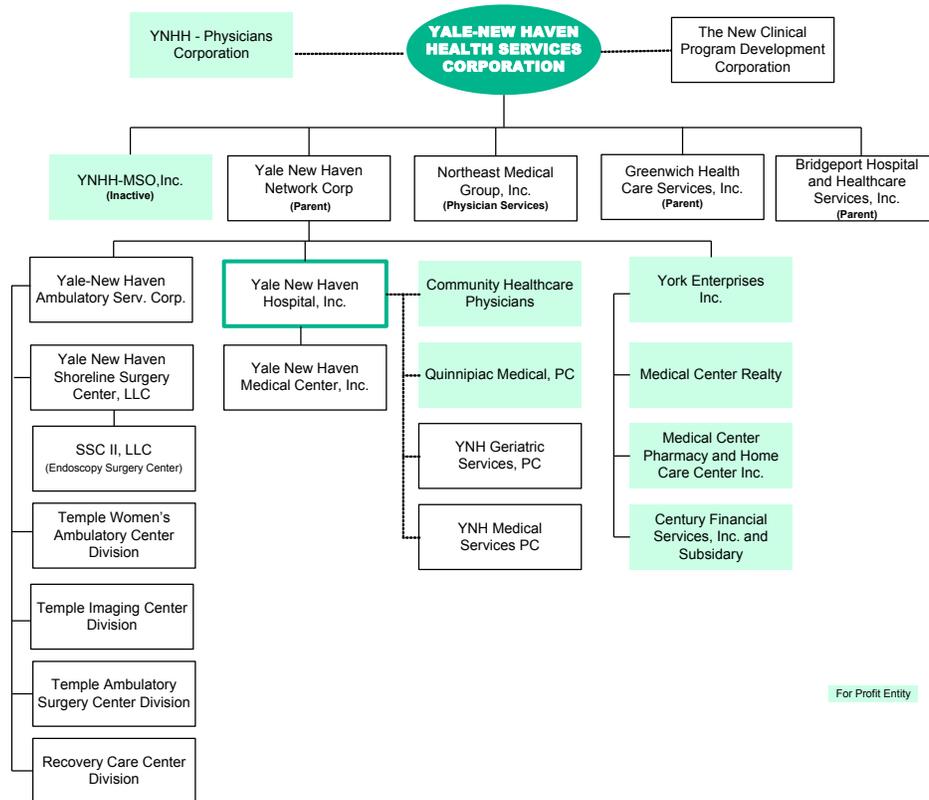
UTILIZATION MEASURES SUMMARY	2007	2008	2009	2010
Patient Days	21,595	21,050	20,696	20,850
Discharges	5,713	5,744	5,343	5,100
ALOS	3.8	3.7	3.9	4.1
Staffed Beds	87	87	87	87
Available Beds	79	144	144	144
Licensed Beds	144	144	144	144
Occupancy of staffed beds	68%	66%	65%	66%
Occupancy of available beds	75%	40%	39%	40%
Full Time Equivalent Employees	584.0	594.8	608.0	603.4

## KEY RESULTS - WINDHAM COMMUNITY MEMORIAL HOSPITAL

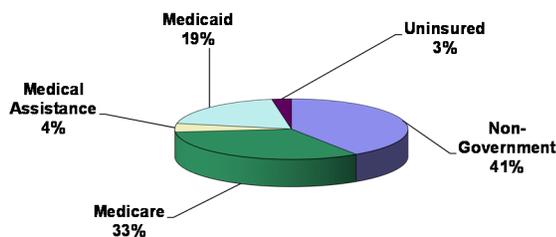
<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	1,750	1,707	1,601	1,381
Medicare	2,656	2,628	2,534	2,517
Medical Assistance	1,289	1,397	1,195	1,188
Medicaid	1,006	1,144	961	1,061
Other Medical Assistance	283	253	234	127
Champus / TRICARE	18	12	13	14
Uninsured (Included in Non-Government)	124	143	87	106
<b>Total Discharges</b>	<b>5,713</b>	<b>5,744</b>	<b>5,343</b>	<b>5,100</b>
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	0.8969	0.9449	0.9420	0.9263
Medicare	1.1808	1.1690	1.1832	1.1799
Medical Assistance	0.8099	0.8003	0.7795	0.8621
Medicaid	0.7311	0.7563	0.7489	0.8164
Other Medical Assistance	1.0898	0.9991	0.9052	1.2438
Champus / TRICARE	0.8635	1.0473	0.9550	0.9913
Uninsured (Included in Non-Government)	0.8341	1.0510	0.8360	0.7270
<b>Total Case Mix Index</b>	<b>1.0091</b>	<b>1.0125</b>	<b>1.0201</b>	<b>1.0367</b>
<b>UNCOMPENSATED CARE</b>				
Charity Care	\$2,102,088	\$2,586,401	\$2,094,259	\$2,446,867
Bad Debts	\$4,847,427	\$4,249,703	\$4,141,249	\$3,867,045
<b>Total Uncompensated Care Charges</b>	<b>\$6,949,515</b>	<b>\$6,836,104</b>	<b>\$6,235,508</b>	<b>\$6,313,912</b>
Uncompensated Care Cost	\$2,568,964	\$2,644,909	\$2,800,025	\$2,938,954
Uncompensated care % of total expenses	3.6%	3.5%	3.3%	3.2%
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	3,987	3,890	3,721	3,665
Emergency Room - Treated and Discharged	22,515	24,778	26,293	28,697
<b>Total Emergency Room Visits</b>	<b>26,502</b>	<b>28,668</b>	<b>30,014</b>	<b>32,362</b>

## YALE-NEW HAVEN HOSPITAL

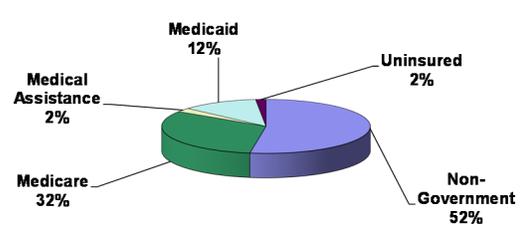
Yale-New Haven Hospital, founded in 1826, is located in New Haven. In FY 2010, the Hospital generated \$69.1 million in income from operations and had a \$15.6 million non-operating gain, resulting in an excess of revenues over expenses of \$84.7 million. The Hospital reported 56,602 discharges and 284,705 patient days while staffing 871 of its 919 available beds. Reported below is a chart indicating all of the affiliates of Yale New Haven Network Corporation, the parent corporation of the Hospital and an affiliate of the larger Yale-New Haven Health Services Corporation which includes Bridgeport Hospital and Greenwich Hospital, followed by various financial indicators and selected utilization measures.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2007	2008	2009	2010
Net Patient Revenue	\$934,600,000	\$1,049,416,000	\$1,196,644,000	\$1,318,578,000
Other Operating Revenue	\$39,970,000	\$57,588,000	\$40,468,000	\$48,425,000
<b>Total Operating Revenue</b>	<b>\$974,570,000</b>	<b>\$1,107,004,000</b>	<b>\$1,237,112,000</b>	<b>\$1,367,003,000</b>
Total Operating Expenses	\$955,964,000	\$1,057,913,000	\$1,169,696,000	\$1,297,936,000
<b>Income/(Loss) from Operations</b>	<b>\$18,606,000</b>	<b>\$49,091,000</b>	<b>\$67,416,000</b>	<b>\$69,067,000</b>
Non Operating Revenue	\$26,517,000	(\$48,401,000)	(\$14,515,000)	\$15,633,000
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$45,123,000</b>	<b>\$690,000</b>	<b>\$52,901,000</b>	<b>\$84,700,000</b>

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - YALE-NEW HAVEN HOSPITAL

PROFITABILITY SUMMARY	2007	2008	2009	2010
Hospital Operating Margins	1.86%	4.64%	5.51%	5.00%
Hospital Non Operating Margins	2.65%	-4.57%	-1.19%	1.13%
Hospital Total Margins	4.51%	0.07%	4.33%	6.13%

COST DATA SUMMARY	2007	2008	2009	2010
Ratio of cost to charges	0.34	0.33	0.33	0.33
Private Payment to Cost Ratio	1.21	1.24	1.24	1.27
Medicare Payment to Cost Ratio	1.05	1.08	0.97	0.95
Medicaid Payment to Cost Ratio	0.59	0.70	0.63	0.60

LIQUIDITY MEASURES SUMMARY	2007	2008	2009	2010
Current Ratio	2.65	3.62	3.33	2.72
Days cash on hand	85	158	165	120
Days in patients accounts receivable	49	42	38	37
Average Payment Period	58	60	67	66

SOLVENCY MEASURES SUMMARY	2007	2008	2009	2010
Equity financing ratio	46.5	42.8	37.4	36.4
Cash flow to total debt ratio	16.0	7.5	16.1	19.2
Long-term debt to Capitalization Ratio	38.0	38.9	39.8	43.2

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

NET ASSETS SUMMARY	2007	2008	2009	2010
Hospital Unrestricted Net Assets	\$524,025,000	\$513,076,000	\$514,304,000	\$567,531,000
Hospital Total Net Assets	\$650,782,000	\$620,423,000	\$587,531,000	\$642,312,000

UTILIZATION MEASURES SUMMARY	2007	2008	2009	2010
Patient Days	267,144	272,757	279,599	284,705
Discharges	51,478	52,124	54,408	56,602
ALOS	5.2	5.2	5.1	5.0
Staffed Beds	897	752	851	871
Available Beds	817	847	895	919
Licensed Beds	944	944	944	944
Occupancy of staffed beds	82%	99%	90%	90%
Occupancy of available beds	90%	88%	86%	85%
Full Time Equivalent Employees	5,958.0	6,343.9	6,648.0	7,078.8

## KEY RESULTS - YALE-NEW HAVEN HOSPITAL

<b>DISCHARGES</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Non-Government (Including Uninsured)	23,560	23,461	23,910	23,401
Medicare	14,737	15,721	16,762	17,357
Medical Assistance	12,910	12,614	13,431	15,521
Medicaid	10,555	10,281	10,822	12,396
Other Medical Assistance	2,355	2,333	2,609	3,125
Champus / TRICARE	271	328	305	323
Uninsured (Included in Non-Government)	1,568	1,559	1,533	1,436
Total Discharges	51,478	52,124	54,408	56,602
<b>CASE MIX INDEX</b>				
Non-Government (Including Uninsured)	1.1882	1.2738	1.2748	1.2417
Medicare	1.6122	1.6591	1.6653	1.6712
Medical Assistance	1.0303	1.1505	1.1494	1.1477
Medicaid	0.9972	1.1324	1.1299	1.1360
Other Medical Assistance	1.1784	1.2302	1.2302	1.1941
Champus / TRICARE	1.5307	1.4931	1.4929	1.2423
Uninsured (Included in Non-Government)	1.1199	1.2664	1.2775	1.3184
Total Case Mix Index	1.2718	1.3615	1.3654	1.3476
<b>UNCOMPENSATED CARE</b>				
Charity Care	\$15,690,901	\$21,323,315	\$27,032,315	\$28,159,845
Bad Debts	\$48,636,474	\$64,422,171	\$70,527,250	\$61,051,690
Total Uncompensated Care Charges	\$64,327,375	\$85,745,486	\$97,559,565	\$89,211,535
Uncompensated Care Cost	\$21,814,064	\$28,433,056	\$32,346,108	\$29,587,928
Uncompensated care % of total expenses	2.4%	2.9%	2.8%	2.3%
<b>EMERGENCY DEPARTMENT VISITS</b>				
Emergency Room - Treated and Admitted	26,834	26,849	26,820	28,571
Emergency Room - Treated and Discharged	95,941	96,073	101,582	93,579
Total Emergency Room Visits	122,775	122,922	128,402	122,150

APPENDIX A: FY 2010 HOSPITAL PARENT CORPORATION - STATEMENT OF OPERATIONS DATA

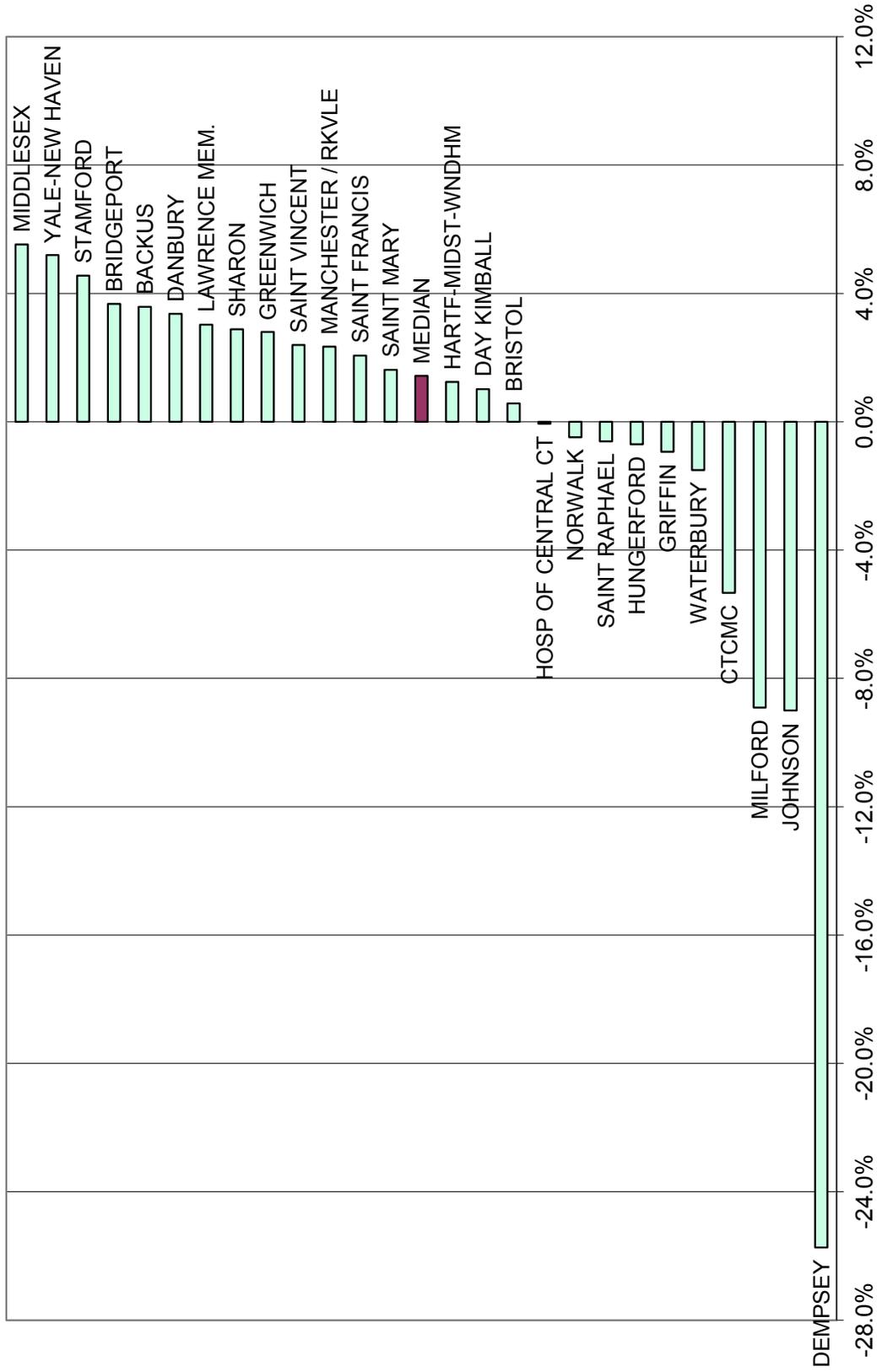
FY 2010 Hospital Parent Corporation - Statement of Operations Data										
	FY 2010 NET PATIENT REVENUE	FY 2010 OTHER OPERATING REVENUE	FY 2010 REVENUE FROM OPERATIONS	FY 2010 NET OPERATING EXPENSES	FY 2010 GAIN/ (LOSS) FROM OPERATIONS	FY 2010 NON OPERATING REVENUE	FY 2010 REVENUE OVER/(UNDER) EXPENSES			
BACKUS CORPORATION	\$282,901,504	\$4,448,488	\$287,349,992	\$276,737,448	\$10,612,544	\$8,892,661	\$19,505,205			
BRIDGEPORT HOSP & HEALTHCARE SERVICES	\$369,432,000	\$10,581,000	\$380,013,000	\$365,999,000	\$14,014,000	\$1,766,000	\$15,780,000			
BRISTOL HOSPITAL & HEALTHCARE GRP.	\$154,305,654	\$7,156,743	\$161,462,397	\$160,538,371	\$924,026	\$646,372	\$1,570,398			
CCMC CORPORATION	\$223,198,671	\$30,956,383	\$254,155,054	\$268,833,537	(\$14,678,483)	\$21,356,356	\$6,677,873			
WESTERN CT HEALTHCARE INC.	\$606,865,978	\$18,085,423	\$624,951,401	\$603,204,688	\$21,746,713	\$21,814,720	\$43,561,433			
DAY KIMBALL HEALTHCARE INC.	\$107,034,385	\$3,492,807	\$110,527,192	\$109,395,647	\$1,131,545	\$607,272	\$1,738,817			
UNIVERSITY OF CT HEALTH CENTER	\$415,044,939	\$158,984,528	\$574,029,467	\$785,031,400	(\$211,001,933)	\$245,837,744	\$4,835,811			
GREENWICH HEALTH CARE SERVICES	\$288,416,000	\$14,769,000	\$303,185,000	\$294,701,000	\$8,484,000	(\$378,000)	\$8,106,000			
GRIFFIN HEALTH SERVICES CORPORATION	\$1,242,385,185	\$14,557,300	\$1,256,942,485	\$1,365,595,184	(\$1,251,699)	(\$1,506,876)	(\$2,758,575)			
HARTFORD HEALTHCARE CORPORATION	\$1,242,385,185	\$184,106,000	\$1,426,491,000	\$1,408,349,000	\$18,142,000	\$31,845,000	\$49,987,000			
CENTRAL CONNECTICUT HEALTH ALLIANCE	\$389,909,715	\$57,009,444	\$446,919,159	\$447,201,215	(\$282,056)	\$6,751,321	\$6,469,265			
CHARLOTTE HUNGERFORD HOSPITAL	\$103,758,285	\$5,283,033	\$109,041,318	\$109,825,185	(\$783,867)	\$2,243,445	\$1,459,578			
JOHNSON MEMORIAL MEDICAL CENTER	\$88,931,269	\$3,721,409	\$92,652,678	\$104,243,234	(\$11,590,556)	\$36,119,171	\$24,528,615			
LAWRENCE MEMORIAL CORPORATION	\$326,063,574	\$19,495,761	\$345,559,335	\$334,984,009	\$10,575,326	\$3,507,474	\$14,082,800			
EASTERN CT HEALTH NETWORK	\$262,817,891	\$17,826,849	\$280,644,740	\$274,106,412	\$6,538,328	(\$1,785,503)	\$4,752,825			
MIDDLESEX HEALTH SYSTEM, INC.	\$337,751,000	\$9,955,000	\$347,706,000	\$328,329,000	\$19,377,000	\$2,815,000	\$22,192,000			
MILFORD HEALTH & MEDICAL, INC.	\$83,794,463	\$1,669,876	\$85,464,339	\$93,410,584	(\$7,946,245)	\$3,718,367	(\$4,227,878)			
NORWALK HEALTH SERVICES CORP.	\$350,695,373	\$24,687,471	\$375,382,844	\$377,200,353	(\$1,817,509)	\$3,595,122	\$1,777,613			
SAINT FRANCIS CARE, INC.	\$636,890,313	\$76,106,333	\$712,996,646	\$698,483,965	\$14,512,681	(\$9,180,063)	\$5,332,618			
SAINT MARY'S HEALTH SYSTEM, INC.	\$243,847,000	\$7,572,000	\$251,419,000	\$247,317,000	\$4,102,000	\$2,435,000	\$6,537,000			
SAINT RAPHAEL HEALTH CARE SYSTEM	\$485,870,569	\$26,678,063	\$512,548,632	\$515,702,230	(\$3,153,598)	\$3,888,443	\$734,845			
SAINT VINCENT'S HEALTH SERVICES	\$370,296,000	\$40,508,000	\$410,804,000	\$400,215,000	\$10,589,000	\$31,140,000	\$41,729,000			
ESSENT HEALTHCARE OF CONNECTICUT	\$54,034,467	\$531,371	\$54,565,838	\$52,992,832	\$1,573,006	\$0	\$1,573,006			
STAMFORD HEALTH SYSTEM	\$427,931,124	\$65,657,318	\$493,588,442	\$470,884,231	\$22,704,211	\$4,877,409	\$27,581,620			
GREATER WATERBURY HEALTH NETWORK, INC	\$259,811,962	\$15,954,248	\$275,766,210	\$279,944,679	(\$4,178,469)	\$1,697,405	(\$2,481,064)			
YALE-NEW HAVEN NETWORK CORP.	\$1,365,162,000	\$50,190,000	\$1,415,352,000	\$1,341,219,000	\$74,133,000	\$12,380,000	\$86,513,000			
STATEWIDE TOTAL	\$9,597,935,321	\$969,983,848	\$10,467,919,169	\$10,485,444,204	(\$17,525,035)	\$435,083,840	\$417,558,805			

Source: FY 2010 Audited Financial Statements data from Hospital Reporting System Report 385

Note: Johnson Memorial Corporation's financial statements were not audited in FY 2010.

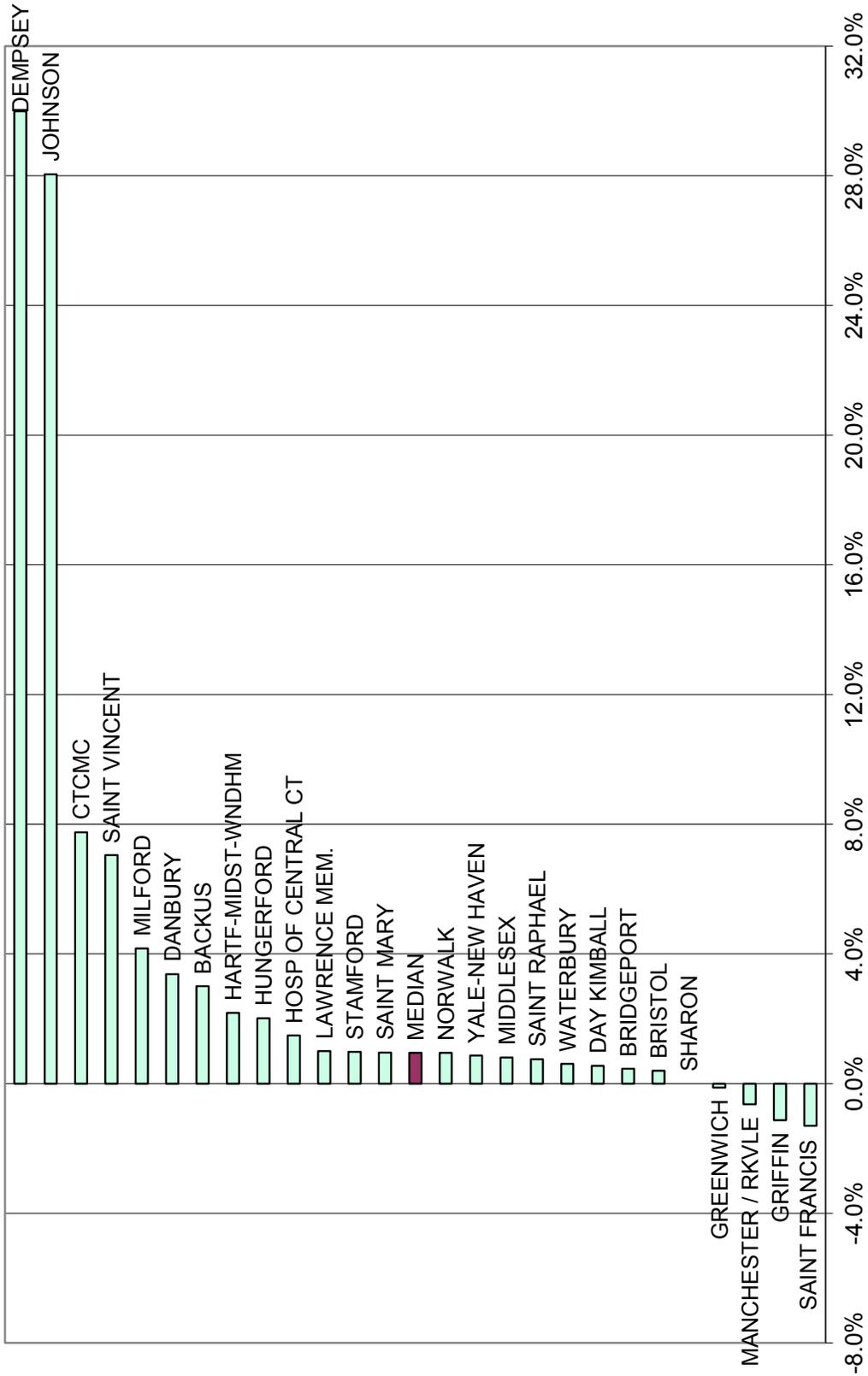


FY 2010 HOSPITAL PARENT CORPORATION - OPERATING MARGINS



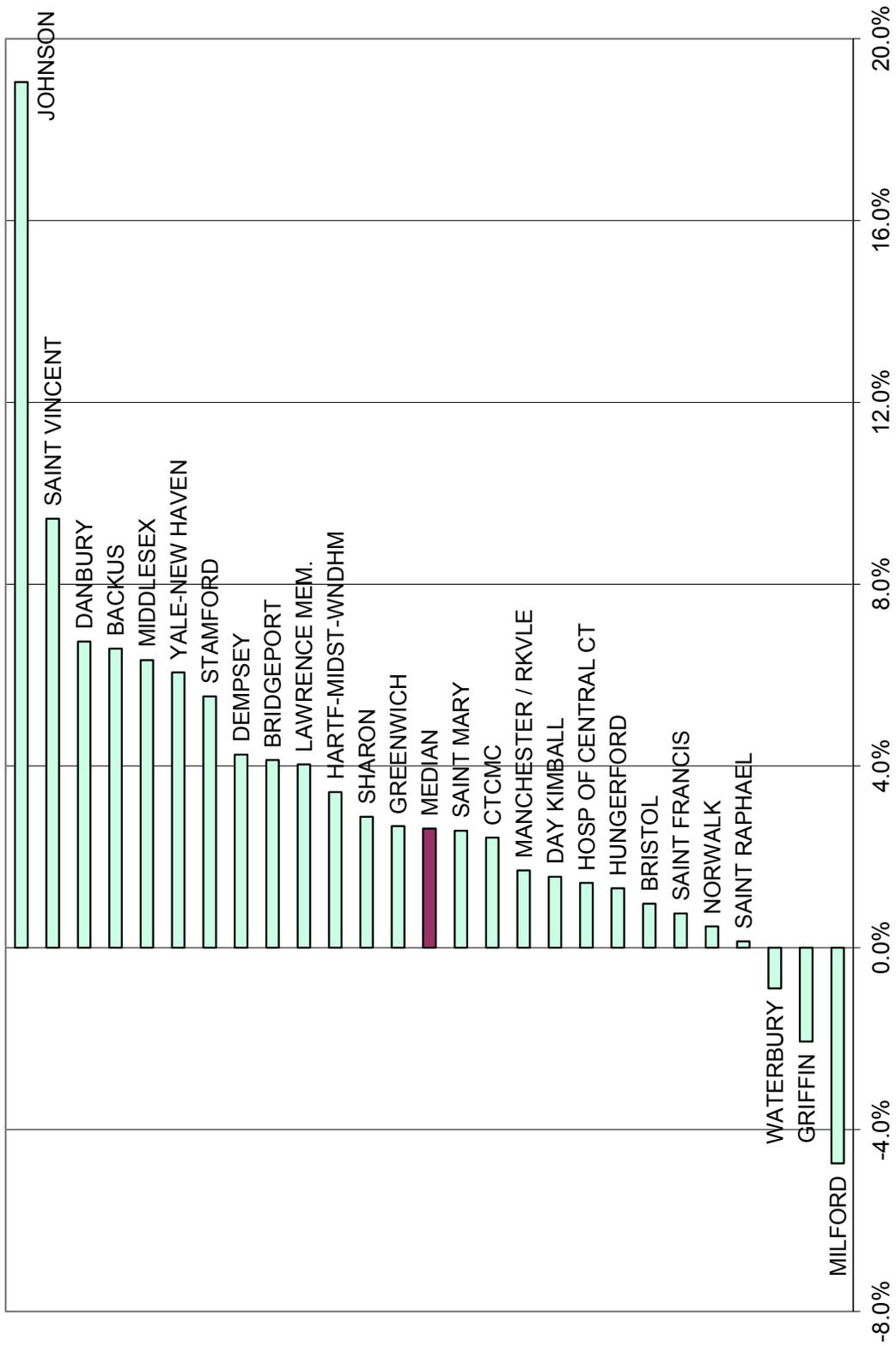
Source: FY 2010 Audited Financial Statements Data

**FY 2010 HOSPITAL PARENT CORPORATION -  
NON-OPERATING MARGINS**



Source: FY 2010 Audited Financial Statements Data

FY 2010 HOSPITAL PARENT CORPORATION - TOTAL MARGINS



Source: FY 2010 Audited Financial Statements Data

APPENDIX F: FY 2010 HOSPITAL PARENT CORPORATION - NET ASSETS DATA

FY 2007 - FY 2010 Hospital Parent Corporation Net Assets Data									
	FY 2010	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	
	UNRESTRICTED	NET ASSETS OR	NET ASSETS OR	NET ASSETS OR	% CHANGE IN				
	NET ASSETS	EQUITY FOR	EQUITY FOR	EQUITY FOR	NET ASSETS				
	OR EQUITY	FY 2010	FY 2009	FY 2008	FY 2007	FY 2007-2010	FY 2007-2010	FY 2007-2010	OR EQUITY
									FY 2007-2010
BACKUS CORPORATION	\$149,253,750	\$160,830,713	\$115,085,725	\$145,101,601	\$168,392,530	(\$7,561,817)	(\$7,561,817)	\$168,392,530	-4.5%
BRIDGEPORT HOSP & HEALTHCARE SERVICES INC	\$60,022,000	\$100,592,000	\$86,691,000	\$149,911,000	\$148,877,000	(\$48,285,000)	(\$48,285,000)	\$148,877,000	-32.4%
BRISTOL HOSPITAL AND HEALTHCARE GROUP	\$2,731,601	\$11,328,776	\$8,710,815	\$28,391,605	\$43,927,164	(\$32,598,388)	(\$32,598,388)	\$43,927,164	-74.2%
CCMC CORPORATION	\$109,366,904	\$214,409,058	\$184,607,269	\$188,164,099	\$213,962,343	\$446,715	\$446,715	\$213,962,343	0.2%
WESTERN CT HEALTHCARE INC.*	\$246,220,345	\$311,713,268	\$262,966,229	\$332,969,617	\$380,804,660	(\$69,091,392)	(\$69,091,392)	\$380,804,660	-18.1%
DAY KIMBALL HEALTHCARE, INC.	\$12,241,312	\$19,209,337	\$22,735,253	\$46,156,425	\$46,899,739	(\$27,690,402)	(\$27,690,402)	\$46,899,739	-59.0%
UNIVERSITY OF CONNECTICUT HEALTH CENTER	\$65,819,357	\$102,752,317	\$94,960,818	\$73,337,092	\$80,827,468	\$21,924,849	\$21,924,849	\$80,827,468	27.1%
GREENWICH HEALTH CARE SERVICES INC.	\$310,901,000	\$359,741,000	\$356,626,000	\$381,077,000	\$405,422,000	(\$45,681,000)	(\$45,681,000)	\$405,422,000	-11.3%
GRIFFIN HEALTH SERVICES CORPORATION	(\$24,116,314)	(\$16,214,607)	(\$9,416,956)	\$15,235,731	\$23,221,408	(\$39,436,015)	(\$39,436,015)	\$23,221,408	-169.8%
HARTFORD HEALTHCARE SERVICES CORP.**	\$376,306,000	\$709,149,000	\$661,045,000	\$985,599,987	\$1,235,638,298	(\$526,489,298)	(\$526,489,298)	\$1,235,638,298	-42.6%
CHARLOTTE HUNGERFORD HOSPITAL	\$39,188,881	\$58,541,584	\$60,195,002	\$81,032,050	\$93,619,342	(\$35,077,758)	(\$35,077,758)	\$93,619,342	-37.5%
JOHNSON MEMORIAL MEDICAL CENTER***	(\$5,507,538)	(\$1,169,494)	(\$14,868,343)	(\$6,419,987)	\$1,088,144	(\$2,257,638)	(\$2,257,638)	\$1,088,144	-207.5%
LAWRENCE MEMORIAL CORPORATION	\$203,283,725	\$227,619,698	\$210,656,012	\$222,532,633	\$246,576,134	(\$18,956,436)	(\$18,956,436)	\$246,576,134	-7.7%
EASTERN CONNECTICUT HEALTH NETWORK	\$54,654,325	\$71,476,482	\$75,433,676	\$95,498,562	\$100,092,554	(\$28,616,072)	(\$28,616,072)	\$100,092,554	-28.6%
MIDDLESEX HEALTH SYSTEM	\$134,810,000	\$148,452,000	\$141,981,000	\$179,416,000	\$197,635,000	(\$49,183,000)	(\$49,183,000)	\$197,635,000	-24.9%
MILFORD HEALTH & MEDICAL	\$35,488,206	\$36,814,704	\$46,559,374	\$56,632,755	\$65,945,313	(\$29,130,609)	(\$29,130,609)	\$65,945,313	-44.2%
CENTRAL CONNECTICUT HEALTH ALLIANCE	\$117,892,402	\$154,993,818	\$140,054,099	\$207,637,196	\$220,266,990	(\$65,273,172)	(\$65,273,172)	\$220,266,990	-29.6%
NORWALK HEALTH SERVICES CORPORATION	\$138,968,662	\$174,695,130	\$180,142,734	\$190,882,007	\$212,414,335	(\$37,719,205)	(\$37,719,205)	\$212,414,335	-17.8%
SAINT FRANCIS CARE, INC.	\$142,347,421	\$228,689,125	\$232,126,032	\$266,872,121	\$335,179,416	(\$106,490,291)	(\$106,490,291)	\$335,179,416	-31.8%
SAINT MARY'S HEALTH SYSTEM, INC.	\$7,737,000	\$24,697,000	\$13,143,000	\$17,247,000	\$21,221,000	\$3,476,000	\$3,476,000	\$21,221,000	16.4%
SAINT RAPHAEL HEALTH CARE SYSTEM, INC.	(\$36,793,919)	\$183,203	(\$19,887,542)	\$49,091,644	\$98,171,874	(\$97,988,671)	(\$97,988,671)	\$98,171,874	-99.8%
SAINT VINCENT'S HEALTH SERVICES	\$425,240,000	\$454,622,000	\$411,285,000	\$433,498,000	\$439,658,000	\$14,964,000	\$14,964,000	\$439,658,000	3.4%
ESSENT HEALTHCARE OF CONNECTICUT	\$14,518,956	\$14,518,956	\$13,049,049	\$11,529,344	\$11,400,566	\$3,118,390	\$3,118,390	\$11,400,566	27.4%
STAMFORD HEALTH SYSTEM	\$148,882,000	\$178,818,000	\$168,386,000	\$193,728,000	\$201,084,000	(\$22,266,000)	(\$22,266,000)	\$201,084,000	-11.1%
GREATHER WATERBURY HEALTH NETWORK	\$65,190,041	\$115,859,015	\$117,677,159	\$128,225,998	\$160,331,670	(\$44,472,655)	(\$44,472,655)	\$160,331,670	-27.7%
YALE-NEW HAVEN NETWORK, CORP.	\$580,733,000	\$655,514,000	\$599,967,000	\$632,746,000	\$665,558,000	(\$10,044,000)	(\$10,044,000)	\$665,558,000	-1.5%
TOTAL	\$3,375,379,117	\$4,517,836,083	\$4,159,910,405	\$5,106,093,500	\$5,818,214,948	(\$1,300,378,865)	(\$1,300,378,865)	\$5,818,214,948	-22.4%

Source: FY 2010 Audited Financial Statements data from Hospital Reporting System Report 385  
 Note: \*New Milford Hospital amounts are consolidated with Western CT Healthcare's for all years.

\*\*\*Windham Community Memorial Hospital amounts have been consolidated with Hartford Healthcare's for all years.

\*\*\*Johnson Memorial Medical Center's financial statements were not audited in FY 2007 - FY 2010.





APPENDIX I: FY 2010 HOSPITAL STATEMENT OF OPERATIONS DATA

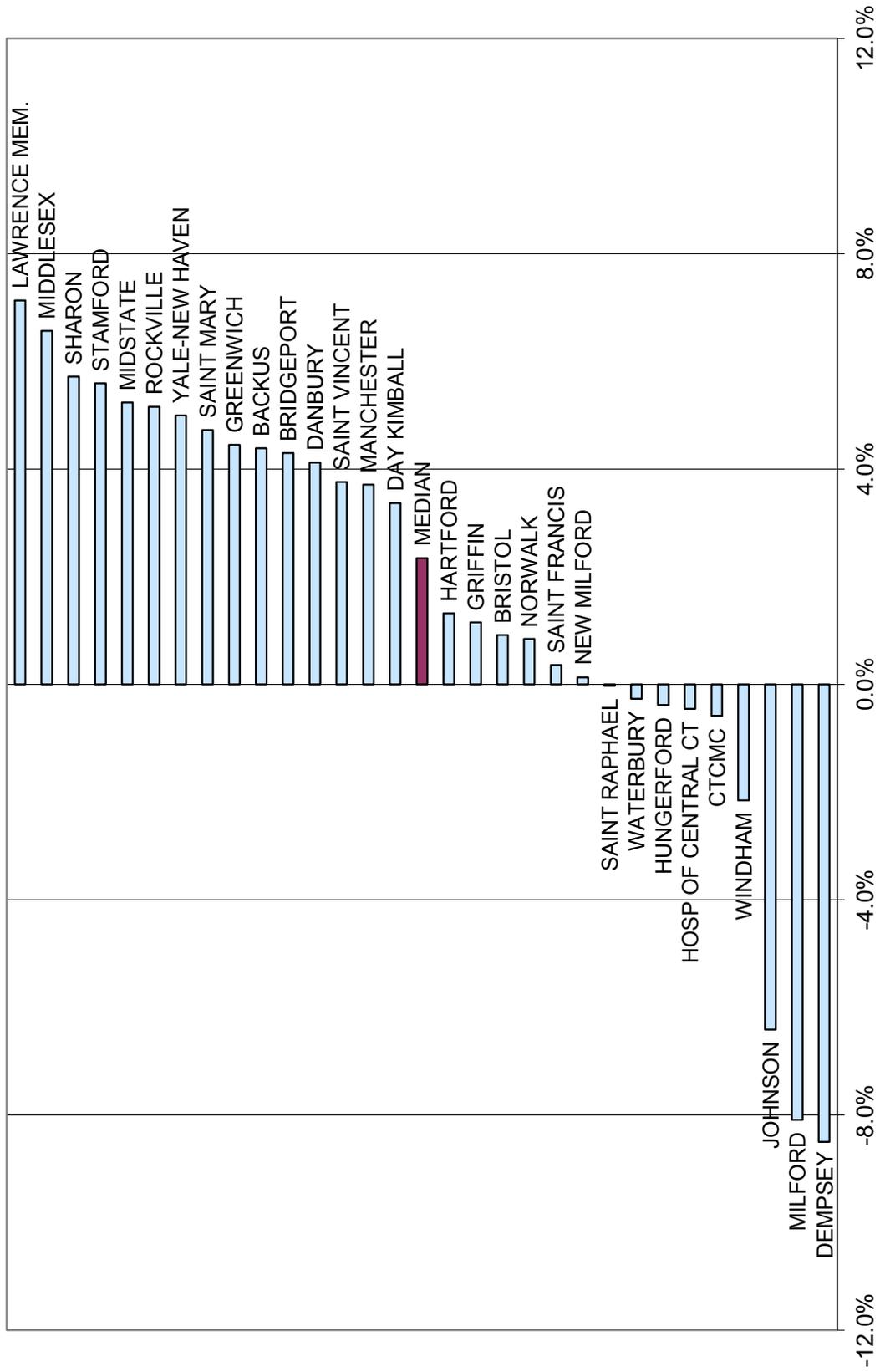
FY 2010 Hospital Statement of Operations Data									
	FY 2010 NET PATIENT REVENUE	FY 2010 OTHER OPERATING REVENUE	FY 2010 REVENUE FROM OPERATIONS	FY 2010 NET OPERATING EXPENSES	FY 2010 GAIN/ (LOSS) FROM OPERATIONS	FY 2010 NON-OPERATING REVENUE	FY 2010 REVENUE OVER/(UNDER) EXPENSES		
BACKUS	\$270,048,715	\$4,374,927	\$274,423,642	\$262,102,283	\$12,321,359	\$6,430,426	\$18,751,785		
BRIDGEPORT	\$359,062,000	\$6,954,000	\$366,016,000	\$350,215,000	\$15,801,000	\$1,766,000	\$17,567,000		
BRISTOL	\$127,394,892	\$4,807,086	\$132,201,978	\$130,987,633	\$1,214,345	\$571,472	\$1,785,817		
CTCMC	\$185,228,029	\$13,628,825	\$198,856,854	\$200,115,623	(\$1,258,769)	\$16,535,869	\$15,277,100		
DANBURY	\$471,020,724	\$10,083,592	\$481,104,316	\$460,314,702	\$20,789,614	\$23,790,084	\$44,579,698		
DAY KIMBALL	\$100,651,954	\$3,279,958	\$103,931,912	\$100,411,939	\$3,519,973	\$607,272	\$4,127,245		
DEMPESEY	\$253,989,584	\$1,081,457	\$255,071,041	\$279,636,521	(\$24,565,480)	\$33,913,006	\$9,347,526		
GREENWICH	\$279,086,000	\$21,807,197	\$300,893,197	\$287,530,757	\$13,362,440	(\$369,000)	\$12,993,440		
GRIFFIN	\$118,086,481	\$3,781,488	\$121,867,969	\$120,493,484	\$1,374,485	(\$2,319,609)	(\$945,124)		
HARTFORD	\$794,806,049	\$137,793,737	\$932,599,786	\$920,001,155	\$12,598,631	\$20,981,787	\$33,580,418		
HOSP OF CENTRAL CT	\$364,911,931	\$14,808,991	\$379,720,922	\$381,476,536	(\$1,755,614)	\$7,196,048	\$5,440,434		
HUNGERFORD	\$103,111,284	\$5,360,151	\$108,471,435	\$108,897,163	(\$425,728)	\$1,978,820	\$1,553,092		
JOHNSON	\$61,336,304	\$252,845	\$61,589,149	\$67,684,735	(\$6,095,586)	\$33,467,213	\$27,371,627		
LAWRENCE MEM.	\$306,562,977	\$14,705,837	\$321,268,814	\$299,648,936	\$21,619,878	(\$18,052,615)	\$3,567,263		
MANCHESTER	\$166,310,748	\$10,448,262	\$176,759,010	\$170,234,748	\$6,524,262	(\$842,128)	\$5,682,134		
MIDSTATE	\$182,022,152	\$18,695,433	\$200,717,585	\$190,181,772	\$10,535,813	\$534,112	\$11,069,925		
MIDDLESEX	\$325,072,710	\$9,611,535	\$334,684,245	\$312,521,510	\$22,162,735	\$2,779,040	\$24,941,775		
MILFORD	\$78,229,898	\$1,165,893	\$79,395,791	\$86,047,738	(\$6,651,947)	\$2,825,570	(\$3,826,377)		
NEW MILFORD	\$88,045,146	\$3,875,185	\$91,920,331	\$91,802,230	\$118,101	\$72,146	\$190,247		
NORWALK	\$326,580,262	\$13,756,910	\$340,337,172	\$337,444,501	\$2,892,671	\$2,351,981	\$5,244,652		
ROCKVILLE	\$64,174,022	\$5,266,293	\$69,440,315	\$65,883,977	\$3,556,338	(\$468,466)	\$3,087,872		
SAINT FRANCIS	\$575,650,377	\$41,217,606	\$616,867,983	\$614,686,051	\$2,181,932	(\$9,227,596)	(\$7,045,664)		
SAINT MARY	\$198,455,064	\$8,481,266	\$206,936,330	\$196,985,263	\$9,951,067	\$3,675,712	\$13,626,779		
SAINT RAPHAEL	\$468,749,267	\$22,581,945	\$491,331,212	\$491,472,461	(\$141,249)	\$349,940	\$208,691		
SAINT VINCENT	\$353,724,000	\$12,850,000	\$366,574,000	\$351,813,000	\$14,761,000	\$26,004,000	\$40,765,000		
SHARON	\$50,495,530	\$530,398	\$51,025,928	\$48,108,598	\$2,917,330	\$0	\$2,917,330		
STAMFORD	\$429,753,819	\$27,480,695	\$457,234,514	\$431,680,034	\$25,554,480	(\$167,187)	\$25,387,293		
WATERBURY	\$229,011,318	\$7,866,089	\$236,877,407	\$237,519,576	(\$642,169)	\$969,525	\$327,356		
WINDHAM	\$86,942,706	\$2,622,664	\$89,565,370	\$91,501,818	(\$1,936,448)	\$273,628	(\$1,662,820)		
YALE-NEW HAVEN	\$1,318,578,000	\$48,425,000	\$1,367,003,000	\$1,297,936,000	\$69,067,000	\$15,633,000	\$84,700,000		
STATEWIDE TOTAL	\$8,737,091,943	\$477,595,265	\$9,214,687,208	\$8,985,335,744	\$229,351,464	\$171,260,050	\$400,611,514		
Source: FY 2010 Audited Financial Statements data from Hospital Reporting System Report 185									

**APPENDIX J: FY 2010 HOSPITAL MARGIN DATA**

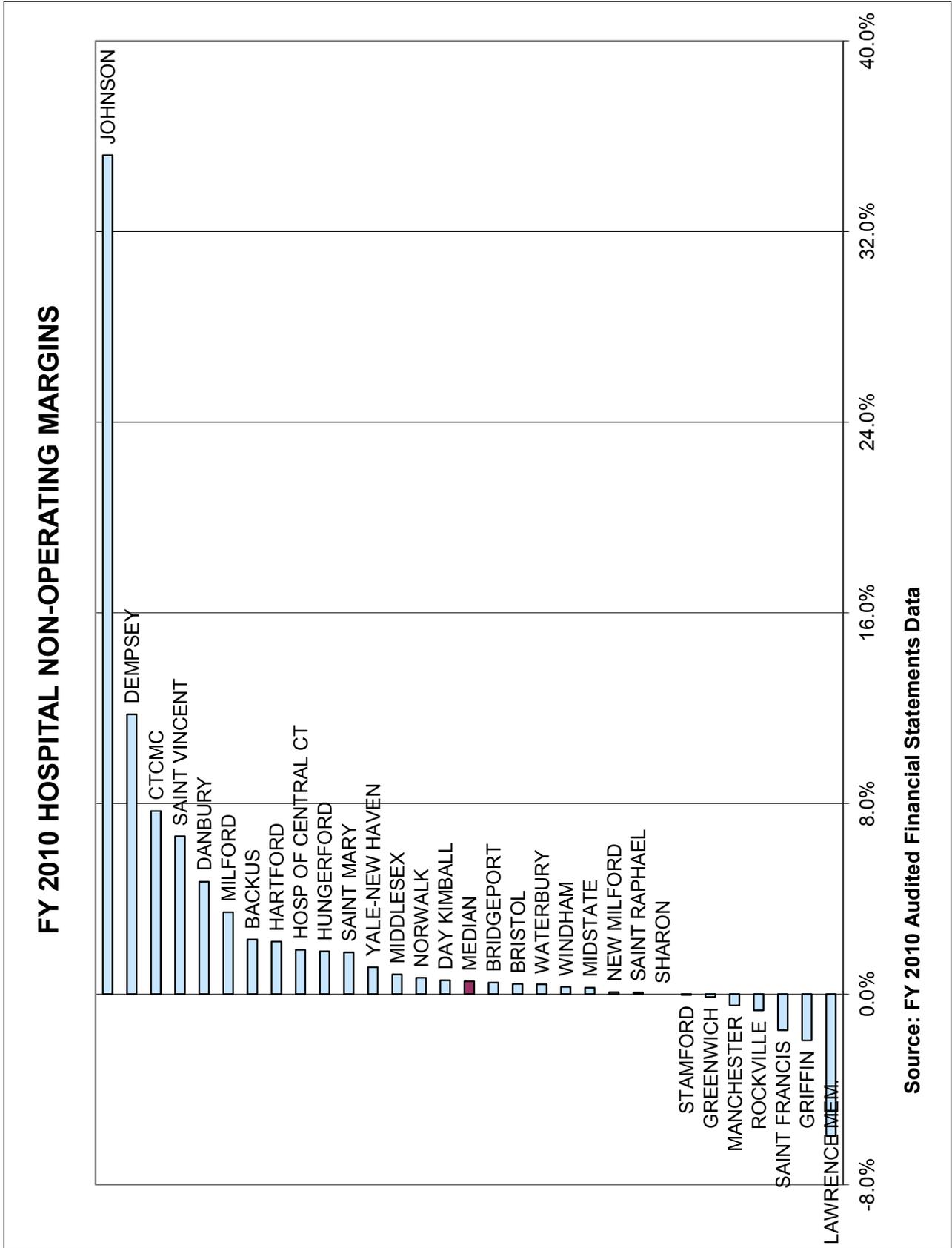
<b>FY 2010 Hospital Margin Data</b>			
	<b>FY 2010 OPERATING MARGIN</b>	<b>FY 2010 NON-OPERATING MARGIN</b>	<b>FY 2010 TOTAL MARGIN</b>
	Gain/(Loss) from Oper / (Revenue from Operations+Non Operating Rev)	Non Oper Revenue / (Revenue from Operations+Non Operating Rev)	Revenue Over/Under Exp / (Revenue from Operations+Non Operating Rev)
BACKUS	4.39%	2.29%	6.68%
BRIDGEPORT	4.30%	0.48%	4.78%
BRISTOL	0.91%	0.43%	1.35%
CTGMC	-0.58%	7.68%	7.09%
DANBURY	4.12%	4.71%	8.83%
DAY KIMBALL	3.37%	0.58%	3.95%
DEMPSEY	-8.50%	11.74%	3.23%
GREENWICH	4.45%	-0.12%	4.32%
GRIFFIN	1.15%	-1.94%	-0.79%
HARTFORD	1.32%	2.20%	3.52%
HOSP OF CENTRAL CT	-0.45%	1.86%	1.41%
HUNGERFORD	-0.39%	1.79%	1.41%
JOHNSON	-6.41%	35.21%	28.80%
LAWRENCE MEM.	7.13%	-5.95%	1.18%
MANCHESTER	3.71%	-0.48%	3.23%
MIDSTATE	5.24%	0.27%	5.50%
MIDDLESEX	6.57%	0.82%	7.39%
MILFORD	-8.09%	3.44%	-4.65%
NEW MILFORD	0.13%	0.08%	0.21%
NORWALK	0.84%	0.69%	1.53%
ROCKVILLE	5.16%	-0.68%	4.48%
SAINT FRANCIS	0.36%	-1.52%	-1.16%
SAINT MARY	4.72%	1.75%	6.47%
SAINT RAPHAEL	-0.03%	0.07%	0.04%
SAINT VINCENT	3.76%	6.62%	10.38%
SHARON	5.72%	0.00%	5.72%
STAMFORD	5.59%	-0.04%	5.55%
WATERBURY	-0.27%	0.41%	0.14%
WINDHAM	-2.16%	0.30%	-1.85%
YALE-NEW HAVEN	5.00%	1.13%	6.13%
STATEWIDE AVERAGE	2.44%	1.82%	4.27%
STATEWIDE MEDIAN	2.34%	0.53%	3.73%

Source: FY 2010 Audited Financial Statements data from Hospital Reporting System Report 185

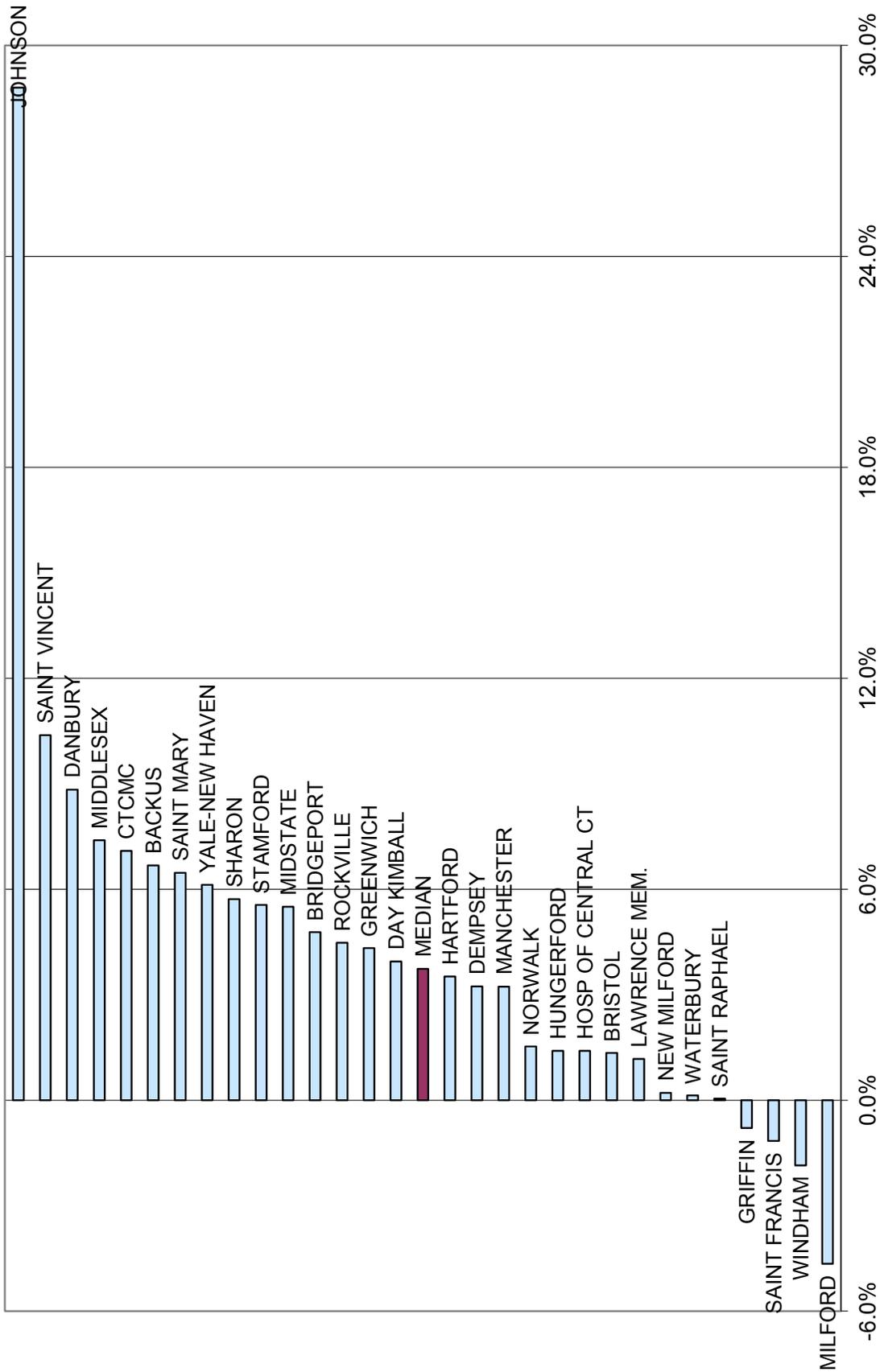
### FY 2010 HOSPITAL OPERATING MARGINS



Source: FY 2010 Audited Financial Statements Data



FY 2010 HOSPITAL TOTAL MARGINS



Source: FY 2010 Audited Financial Statements Data



APPENDIX O: HOSPITAL RATIO OF COST TO CHARGE DATA

FY 2010 Hospital Ratio of Cost to Charge Data									
Ratio:	TOTAL EXPENSES	TOTAL GROSS REVENUE	TOTAL OTHER OPERATING REVENUE	RATIO OF COST TO CHARGES (RCC)*	MEDICARE CHARGES	MEDICARE PAYMENTS	MEDICARE PAYMENT TO COST DATA		
Calculation:	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	Total Oper Exp/(Gross Rev + Other Oper Rev)	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	Medicare Payments/ (Medicare Charges * RCC)	
Source:	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	
BACKUS	\$262,102,283	\$585,390,725	\$4,374,927	0.44	\$225,705,418	\$76,969,419	0.77		
BRIDGEPORT	\$350,215,000	\$1,185,589,696	\$5,828,673	0.29	\$467,532,904	\$131,046,933	0.95		
BRISTOL	\$130,987,633	\$361,761,243	\$4,183,082	0.36	\$161,483,379	\$49,143,622	0.85		
CT CHILDREN'S	\$200,115,623	\$371,042,266	\$24,648,825	0.51	\$392,887	\$3,595,475	18.10		
DANBURY	\$460,314,702	\$1,042,814,916	\$7,515,933	0.44	\$451,586,267	\$156,075,045	0.79		
DAY KIMBALL	\$100,411,939	\$168,847,092	\$2,972,027	0.58	\$64,737,070	\$36,161,856	0.96		
DEMPSEY	\$252,835,619	\$515,222,573	\$1,509,223	0.49	\$200,954,053	\$97,460,404	0.99		
ESSENT SHARON	\$48,108,598	\$121,087,947	\$530,398	0.40	\$59,558,096	\$21,164,872	0.90		
GREENWICH	\$287,530,757	\$900,732,964	\$22,912,084	0.31	\$340,738,738	\$74,905,519	0.71		
GRIFFIN	\$120,493,484	\$381,244,191	\$3,781,488	0.31	\$175,839,343	\$50,678,054	0.92		
HARTFORD	\$920,001,155	\$1,901,719,123	\$129,170,425	0.45	\$841,854,883	\$322,002,492	0.84		
CENTRAL CT	\$381,476,536	\$800,740,049	\$23,393,788	0.46	\$355,419,733	\$128,895,993	0.78		
HUNGERFORD	\$108,897,163	\$188,222,806	\$5,277,783	0.56	\$84,009,999	\$48,430,129	1.02		
JOHNSON	\$67,684,735	\$151,379,867	\$571,177	0.45	\$69,163,715	\$21,517,044	0.70		
LAWRENCE	\$299,648,936	\$624,951,148	\$14,292,897	0.47	\$243,761,397	\$98,441,244	0.86		
MANCHESTER	\$170,234,748	\$419,195,373	\$10,448,262	0.40	\$179,677,507	\$61,571,207	0.86		
MIDSTATE	\$190,181,772	\$374,870,862	\$18,695,433	0.48	\$166,558,985	\$63,158,315	0.78		
MIDDLESEX	\$312,521,510	\$938,143,113	\$8,002,619	0.33	\$417,265,072	\$112,560,921	0.82		
MILFORD	\$86,047,738	\$204,296,146	\$779,865	0.42	\$98,012,518	\$30,416,739	0.74		
NEW MILFORD	\$91,802,230	\$240,127,700	\$3,523,807	0.38	\$107,262,062	\$25,840,252	0.64		
NORWALK	\$337,444,501	\$741,032,516	\$13,756,910	0.45	\$317,139,995	\$99,503,449	0.70		
ROCKVILLE	\$65,883,977	\$147,134,140	\$5,266,293	0.43	\$62,322,233	\$23,252,360	0.86		
ST. FRANCIS	\$614,686,051	\$1,404,989,047	\$29,113,845	0.43	\$613,304,183	\$249,778,038	0.95		
ST. MARY'S	\$196,985,263	\$481,019,806	\$8,481,266	0.40	\$185,574,920	\$84,432,027	1.13		
ST. RAPHAEL	\$491,472,461	\$1,287,870,181	\$20,294,147	0.38	\$688,209,507	\$222,480,164	0.86		
ST. VINCENT'S	\$351,813,000	\$928,515,628	\$12,404,000	0.37	\$449,462,026	\$148,147,249	0.88		
STAMFORD	\$431,680,034	\$1,288,625,721	\$24,062,351	0.33	\$478,347,624	\$102,485,288	0.65		
WATERBURY	\$237,519,576	\$815,767,927	\$10,576,444	0.29	\$388,396,855	\$99,518,147	0.89		
WINDHAM	\$91,501,818	\$193,955,564	\$2,622,664	0.47	\$79,106,934	\$36,106,801	0.98		
YALE-NEW HAVEN	\$1,297,936,000	\$3,902,060,165	\$11,389,417	0.33	\$1,254,614,108	\$396,592,611	0.95		
STATEWIDE	\$8,958,534,842	\$22,668,350,495	\$430,380,053	0.39	\$9,227,992,411	\$3,072,331,669	0.86		
<b>MEDIAN</b>	\$245,177,598	\$550,306,649	\$8,241,943	0.42	\$213,329,736	\$80,700,723	0.86		

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

APPENDIX O: HOSPITAL RATIO OF COST TO CHARGE DATA

FY 2010 Hospital Ratio of Cost to Charge Data										
Ratio:	MEDICAID CHARGES	MEDICAID PAYMENTS	MEDICAID PAYMENT TO COST DATA	TOTAL NON GOVT CHARGES	TOTAL NON GOVT PAYMENTS	TOTAL UNINSURED CHARGES	TOTAL UNINSURED PAYMENTS	PRIVATE PAYMENT TO COST DATA		
	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185 <i>Medicaid Payments/ (Medicaid Charges * RCC)</i>	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185
<b>Calculation:</b>										
<b>Source:</b>										
BACKUS	\$73,995,947	\$19,918,093	0.61	\$256,545,666	\$155,853,342	\$13,942,288	\$3,099,707	1.42		
BRIDGEPORT	\$281,388,190	\$59,364,198	0.72	\$405,205,641	\$152,671,902	\$40,560,464	\$3,288,819	1.39		
BRISTOL	\$48,959,762	\$12,487,258	0.71	\$137,745,436	\$55,032,662	\$6,515,439	\$407,450	1.16		
CT CHILDREN'S	\$187,968,586	\$65,724,554	0.69	\$181,123,513	\$108,425,402	\$5,636,814	\$1,266,206	1.21		
DANBURY	\$98,525,056	\$27,587,469	0.64	\$476,971,370	\$278,426,338	\$27,210,293	\$8,030,434	1.37		
DAY KIMBALL	\$27,418,131	\$11,398,197	0.71	\$22,382,567	\$47,447,378	\$3,799,500	\$175,656	1.18		
DEMPSEY	\$82,354,550	\$30,090,261	0.75	\$220,911,737	\$112,889,481	\$4,104,059	\$477,120	1.06		
ESSENT SHARON	\$4,836,030	\$1,480,573	0.77	\$51,276,724	\$24,515,877	\$3,397,401	\$716,609	1.26		
GREENWICH	\$23,952,702	\$4,340,316	0.58	\$516,722,413	\$186,927,133	\$34,132,154	\$3,589,710	1.22		
GRIFFIN	\$42,452,421	\$11,304,888	0.85	\$157,567,140	\$55,363,288	\$9,742,915	\$539,191	1.19		
HARTFORD	\$293,764,926	\$89,927,522	0.68	\$719,699,462	\$351,061,602	\$47,130,779	\$2,515,949	1.14		
CENTRAL CT	\$129,340,113	\$49,292,970	0.82	\$290,748,912	\$165,689,668	\$20,581,913	\$6,083,766	1.28		
HUNGERFORD	\$27,912,033	\$11,060,952	0.70	\$69,006,889	\$38,469,968	\$4,833,620	\$1,223,252	1.03		
JOHNSON	\$15,725,473	\$4,270,748	0.61	\$64,019,333	\$34,911,509	\$3,046,095	\$221,346	1.28		
LAWRENCE	\$79,370,051	\$26,012,944	0.70	\$251,173,831	\$151,125,329	\$12,440,439	\$0	1.35		
MANCHESTER	\$48,052,093	\$12,838,356	0.67	\$175,831,222	\$80,684,016	\$12,372,982	\$3,423,922	1.19		
MIDSTATE	\$49,786,738	\$16,421,372	0.68	\$150,493,817	\$94,458,495	\$11,675,728	\$643,398	1.40		
MIDDLESEX	\$98,984,727	\$27,521,859	0.84	\$401,833,456	\$181,501,628	\$21,265,632	\$6,557,339	1.39		
MILFORD	\$17,526,241	\$4,005,840	0.54	\$87,922,426	\$35,481,811	\$5,706,970	\$343,268	1.02		
NEW MILFORD	\$14,877,902	\$4,034,622	0.72	\$115,856,329	\$54,625,501	\$5,009,190	\$274,542	1.30		
NORWALK	\$88,516,105	\$22,926,292	0.58	\$325,314,726	\$168,475,827	\$33,610,899	\$2,534,635	1.27		
ROCKVILLE	\$19,590,950	\$5,933,583	0.70	\$60,244,853	\$30,009,695	\$5,219,611	\$925,381	1.22		
ST. FRANCIS	\$223,274,924	\$59,129,523	0.62	\$525,333,144	\$252,839,957	\$27,510,697	\$3,309,289	1.17		
ST. MARY'S	\$96,241,350	\$25,333,357	0.65	\$186,327,093	\$71,119,217	\$10,633,998	\$249,027	1.00		
ST. RAPHAEL	\$153,085,810	\$37,701,156	0.66	\$419,934,412	\$183,067,786	\$29,836,109	\$4,894,463	1.22		
ST. VINCENT'S	\$130,985,683	\$32,883,534	0.67	\$329,316,787	\$148,985,162	\$40,048,835	\$2,828,590	1.35		
STAMFORD	\$122,028,972	\$21,500,232	0.54	\$655,558,531	\$268,889,831	\$63,573,241	\$2,164,844	1.37		
WATERBURY	\$108,682,556	\$19,487,482	0.62	\$280,737,111	\$89,132,989	\$16,351,062	\$714,101	1.16		
WINDHAM	\$31,291,584	\$10,787,671	0.74	\$76,539,290	\$34,004,938	\$4,858,520	\$302,544	1.01		
YALE-NEW HAVEN	\$754,441,421	\$151,134,790	0.60	\$1,692,463,167	\$686,420,715	\$105,285,833	\$20,122,958	1.27		
STATEWIDE	\$3,375,331,027	\$875,900,612	0.67	\$9,354,806,998	\$4,298,508,447	\$630,033,480	\$80,923,516	1.25		
<b>MEDIAN</b>	\$80,862,301	\$20,709,163	0.68	\$236,042,764	\$110,657,442	\$12,406,711	\$1,244,729	1.22		





APPENDIX R: HOSPITAL UNCOMPENSATED CARE DATA

FY 2010 HOSPITAL UNCOMPENSATED CARE DATA							
	CHARITY CARE	BAD DEBTS	TOTAL UNCOMPENSATED CARE CHARGES	RATIO OF COST TO CHARGE*	UNCOMPENSATED CARE COSTS	TOTAL HOSPITAL EXPENSES	UCC % OF TOTAL EXPENSES
			(Charity Care + Bad Debts)	Total Oper Exp/ (Gross Rev + Other Oper Rev)	(Charity Care + Bad Debts)* RCC		Uncomp Care/Total Expenses
	N/A	N/A	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185
<b>Calculation:</b>	N/A	N/A	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185
<b>Source:</b>	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185
BACKUS	\$6,321,367	\$14,508,284	\$20,829,651	0.44	\$9,257,065	\$262,102,283	3.5%
BRIDGEPORT	\$12,024,692	\$25,581,567	\$37,606,259	0.29	\$11,054,283	\$350,215,000	3.2%
BRISTOL	\$259,103	\$10,944,348	\$11,203,451	0.36	\$4,010,210	\$130,987,633	3.1%
CT CHILDREN'S	\$1,326,729	\$3,302,352	\$4,629,081	0.51	\$2,341,098	\$200,115,623	1.2%
DANBURY	\$12,767,832	\$10,687,109	\$23,454,941	0.44	\$10,279,289	\$460,314,702	2.2%
DAY KIMBALL	\$1,391,261	\$3,312,220	\$4,703,481	0.58	\$2,748,737	\$100,411,939	2.7%
DEMPSEY	\$1,104,104	\$6,859,997	\$7,964,101	0.49	\$3,896,815	\$252,835,619	1.5%
ESSENT SHARON	\$767,288	\$1,748,130	\$2,515,418	0.40	\$995,025	\$48,108,598	2.1%
GREENWICH	\$20,038,812	\$10,503,632	\$30,542,444	0.31	\$9,507,865	\$287,530,757	3.3%
GRIFFIN	\$8,958,645	\$1,246,161	\$10,204,806	0.31	\$3,193,586	\$120,493,484	2.7%
HARTFORD	\$27,507,152	\$37,824,767	\$65,331,919	0.45	\$29,595,623	\$920,001,155	3.2%
HOSPITAL OF CENTRAL CT	\$8,420,571	\$9,548,336	\$17,968,907	0.46	\$8,317,480	\$381,476,536	2.2%
HUNGERFORD	\$1,421,695	\$2,413,649	\$3,835,344	0.56	\$2,158,433	\$108,897,163	2.0%
JOHNSON	\$280,655	\$2,544,094	\$2,824,749	0.45	\$1,258,250	\$67,684,735	1.9%
LAWRENCE	\$3,153,445	\$14,381,177	\$17,534,622	0.47	\$8,219,444	\$299,648,936	2.7%
MANCHESTER	\$2,236,613	\$6,712,599	\$8,949,212	0.40	\$3,545,885	\$170,234,748	2.1%
MIDSTATE	\$3,637,983	\$10,465,542	\$14,103,525	0.48	\$6,815,201	\$190,181,772	3.6%
MIDDLESEX	\$9,520,361	\$11,858,436	\$21,378,797	0.33	\$7,061,633	\$312,521,510	2.3%
MILFORD	\$299,029	\$6,738,669	\$7,037,698	0.42	\$2,952,944	\$86,047,738	3.4%
NEW MILFORD	\$2,208,785	\$3,065,190	\$5,273,975	0.38	\$1,987,111	\$91,802,230	2.2%
NORWALK	\$18,026,000	\$23,255,695	\$41,281,695	0.45	\$18,455,851	\$337,444,501	5.5%
ROCKVILLE	\$772,244	\$3,601,814	\$4,374,058	0.43	\$1,890,942	\$65,883,977	2.9%
ST. FRANCIS	\$5,320,840	\$18,896,554	\$24,217,394	0.43	\$10,380,074	\$614,686,051	1.7%
ST. MARY'S	\$1,043,954	\$11,904,617	\$12,948,571	0.40	\$5,210,770	\$196,985,263	2.6%
ST. RAPHAEL	\$5,390,523	\$24,670,997	\$30,061,520	0.38	\$11,294,001	\$491,472,461	2.3%
ST. VINCENT'S	\$7,662,000	\$30,582,008	\$38,244,008	0.37	\$14,299,563	\$351,813,000	4.1%
STAMFORD	\$23,197,082	\$42,704,703	\$65,901,785	0.33	\$21,671,931	\$431,680,034	5.0%
WATERBURY	\$1,910,845	\$14,985,815	\$16,896,660	0.29	\$4,856,677	\$237,519,576	2.0%
WINDHAM	\$2,446,867	\$3,867,045	\$6,313,912	0.47	\$2,938,954	\$91,501,818	3.2%
YALE-NEW HAVEN	\$28,159,845	\$61,051,690	\$89,211,535	0.33	\$29,587,928	\$1,297,936,000	2.3%
STATEWIDE TOTAL	\$217,576,322	\$429,767,197	\$647,343,519	0.39	\$249,782,666	\$8,958,534,842	2.8%
MEDIAN							2.6%
* RCC is rounded to two digits for presentation purposes.							
Source: FY 2010 Audited Financial Statements data from Hospital Reporting System Report 185							

APPENDIX S: HOSPITAL UTILIZATION DATA

FY 2010 Hospital Utilization Data										
Utilization Measure	PATIENT DAYS	DISCHARGES	AVERAGE LENGTH OF STAY	STAFFED BEDS	AVAILABLE BEDS	LICENSED BEDS	OCCUPANCY OF STAFFED BEDS	OCCUPANCY OF AVAILABLE BEDS	FULL TIME EQUIVALENTS	
	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HBS Report 185
Source:	49,096	12,175	4.0	202	233	233	67%	58%	1,542.1	
BACKUS	104,729	19,044	5.5	290	397	425	99%	72%	2,015.4	
BRIDGEPORT	30,673	7,617	4.0	132	154	154	64%	55%	873.3	
BRISTOL	36,799	6,800	5.4	142	147	147	71%	69%	1,212.5	
CT CHILDREN'S	95,884	20,715	4.6	278	365	371	94%	72%	2,492.8	
DANBURY	18,876	5,202	3.6	72	122	122	72%	42%	774.8	
DAY KIMBALL	51,230	9,567	5.4	224	224	224	63%	63%	1,195.0	
DEMPSEY	11,622	2,681	4.3	47	94	94	68%	34%	256.3	
ESSENT SHARON	53,059	13,627	3.9	206	206	206	71%	71%	1,461.7	
GREENWICH	33,429	7,719	4.3	94	180	180	97%	51%	958.0	
GRIFFIN	220,114	41,265	5.3	630	760	867	96%	79%	5,648.0	
HARTFORD	81,872	19,517	4.2	341	356	446	66%	63%	2,166.1	
HOSP OF CENTRAL CT	27,979	6,438	4.3	81	122	122	95%	63%	713.2	
HUNGERFORD	17,737	3,437	5.2	72	95	101	67%	51%	475.7	
JOHNSON	71,761	15,464	4.6	256	256	308	77%	77%	1,892.8	
LAWRENCE	44,935	9,109	4.9	140	283	283	88%	44%	1,146.9	
MANCHESTER	42,359	9,818	4.3	142	156	156	82%	74%	985.8	
MIDSTATE	57,829	13,918	4.2	178	214	297	89%	74%	2,021.0	
MIDDLESEX	17,708	4,540	3.9	51	118	118	95%	41%	524.0	
MILFORD	9,382	2,512	3.7	30	95	95	86%	27%	475.5	
NEW MILFORD	69,417	14,483	4.8	194	312	366	98%	61%	1,726.6	
NORWALK	14,180	3,386	4.2	66	118	118	59%	33%	422.7	
ROCKVILLE	154,460	31,400	4.9	593	593	682	71%	71%	3,588.5	
ST. FRANCIS	52,607	12,208	4.3	181	181	379	80%	80%	1,198.7	
ST. MARY'S	124,273	23,924	5.2	364	489	533	94%	70%	3,106.1	
ST. RAPHAEL	122,812	21,873	5.6	423	423	520	80%	80%	2,020.1	
ST. VINCENT'S	76,225	15,089	5.1	269	322	330	78%	65%	2,051.8	
STAMFORD	59,271	13,046	4.5	192	292	393	85%	56%	1,513.1	
WATERBURY	20,850	5,100	4.1	87	144	144	66%	40%	603.4	
WINDHAM	284,705	56,602	5.0	871	919	944	90%	85%	7,078.8	
YALE-NEW HAVEN	2,055,873	428,276	4.8	6,848	8,370	9,358	82%	67%	52,140.7	
STATEWIDE TOTAL										

Source: Hospital Reporting System Report 185

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

<b>FY 2010 Hospital Gross Revenue Payer Mix</b>					
Payer	<b>NON GOVERNMENT</b>	<b>MEDICARE</b>	<b>MEDICAID</b>	<b>MEDICAL ASSISTANCE</b>	<b>UNINSURED</b>
Source:	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185
BACKUS	42%	40%	13%	3%	2%
BRIDGEPORT	31%	40%	24%	2%	3%
BRISTOL	36%	45%	14%	3%	2%
CT CHILDREN'S	47%	1%	51%	0%	1%
DANBURY	43%	44%	9%	1%	3%
DAY KIMBALL	41%	39%	16%	2%	2%
DEMPSEY	42%	40%	16%	1%	1%
ESSENT SHARON	40%	49%	4%	4%	3%
GREENWICH	53%	38%	3%	2%	4%
GRIFFIN	39%	46%	11%	1%	3%
HARTFORD	35%	45%	15%	2%	3%
HOSPITAL OF CENTRAL CT	34%	44%	16%	3%	3%
HUNGERFORD	34%	45%	15%	3%	3%
JOHNSON	40%	46%	11%	1%	2%
LAWRENCE	38%	44%	13%	3%	2%
MANCHESTER	39%	43%	12%	3%	3%
MIDSTATE	37%	45%	13%	2%	3%
MIDDLESEX	41%	45%	10%	2%	2%
MILFORD	40%	48%	9%	0%	3%
NEW MILFORD	46%	45%	6%	1%	2%
NORWALK	39%	43%	12%	1%	5%
ROCKVILLE	37%	43%	13%	3%	4%
ST. FRANCIS	35%	44%	16%	3%	2%
ST. MARY'S	37%	39%	20%	2%	2%
ST. RAPHAEL	30%	54%	12%	2%	2%
ST. VINCENT'S	31%	49%	14%	2%	4%
STAMFORD	46%	37%	9%	3%	5%
WATERBURY	32%	48%	13%	5%	2%
WINDHAM	37%	41%	16%	3%	3%
YALE-NEW HAVEN	41%	33%	19%	4%	3%
<b>STATEWIDE AVERAGE</b>	<b>38%</b>	<b>41%</b>	<b>15%</b>	<b>3%</b>	<b>3%</b>
*The Medicare percentages include TRICARE. Only The William W. Backus Hospital and Lawrence & Memorial Hospital have TRICARE gross revenues of greater than 1%.					
Source: Hospital Reporting System Report 185					

**APPENDIX U: HOSPITAL NET REVENUE PAYER MIX**

<b>FY 2010 Hospital Net Revenue Payer Mix</b>						
Payer	<b>NON GOVERNMENT</b>	<b>MEDICARE</b>	<b>MEDICAID</b>	<b>MEDICAL ASSISTANCE</b>	<b>UNINSURED</b>	
Source:	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185
BACKUS	59%	31%	8%	1%	1%	
BRIDGEPORT	43%	38%	17%	1%	1%	
BRISTOL	46%	42%	10%	2%	0%	
CT CHILDREN'S	60%	2%	37%	0%	1%	
DANBURY	58%	34%	6%	0%	2%	
DAY KIMBALL	49%	38%	12%	1%	0%	
DEMPSEY	46%	41%	12%	1%	0%	
ESSENT SHARON	49%	44%	3%	3%	1%	
GREENWICH	68%	28%	2%	1%	1%	
GRIFFIN	47%	43%	10%	0%	0%	
HARTFORD	45%	42%	12%	1%	0%	
HOSPITAL OF CENTRAL CT	46%	37%	14%	1%	2%	
HUNGERFORD	37%	49%	11%	2%	1%	
JOHNSON	57%	36%	7%	0%	0%	
LAWRENCE	52%	38%	9%	1%	0%	
MANCHESTER	49%	39%	8%	2%	2%	
MIDSTATE	54%	36%	9%	1%	0%	
MIDDLESEX	54%	35%	9%	0%	2%	
MILFORD	50%	44%	6%	0%	0%	
NEW MILFORD	64%	31%	5%	0%	0%	
NORWALK	56%	34%	8%	1%	1%	
ROCKVILLE	48%	39%	10%	1%	2%	
ST. FRANCIS	44%	44%	10%	1%	1%	
ST. MARY'S	39%	46%	14%	1%	0%	
ST. RAPHAEL	40%	50%	8%	1%	1%	
ST. VINCENT'S	44%	44%	10%	1%	1%	
STAMFORD	68%	26%	5%	0%	1%	
WATERBURY	42%	47%	9%	2%	0%	
WINDHAM	41%	44%	13%	2%	0%	
YALE-NEW HAVEN	52%	32%	12%	2%	2%	
<b>STATEWIDE AVERAGE</b>	<b>50%</b>	<b>37%</b>	<b>11%</b>	<b>1%</b>	<b>1%</b>	
*The Medicare percentages include TRICARE. Only The William W. Backus Hospital and Lawrence & Memorial Hospital have TRICARE net revenues of greater than 1%.						
Source: Hospital Reporting System Report 185						

**APPENDIX V: HOSPITAL DISCHARGES BY PAYER**

<b>FY 2010 Hospital Discharges by Payer</b>								
Payer	<b>NON GOVT.</b>	<b>MEDICARE</b>	<b>MEDICAL ASSIST.</b>	<b>MEDICAID</b>	<b>OTHER MEDICAL ASSIST.</b>	<b>CHAMPUS/ TRICARE</b>	<b>UNINSURED</b>	<b>TOTAL</b>
Source:	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185
BACKUS	4,440	5,229	2,289	1,891	398	217	176	12,175
BRIDGEPORT	6,407	6,937	5,672	5,266	406	28	311	19,044
BRISTOL	2,486	3,426	1,685	1,325	360	20	64	7,617
CT CHILDREN'S	3,110	8	3,644	3,644	0	38	80	6,800
DANBURY	8,752	8,917	3,017	2,727	290	29	298	20,715
DAY KIMBALL	1,726	2,334	1,096	1,050	46	46	81	5,202
DEMPSEY	3,604	3,950	1,929	1,757	172	84	81	9,567
ESSENT SHARON	808	1,479	387	217	170	7	65	2,681
GREENWICH	7,582	5,269	770	517	253	6	333	13,627
GRIFFIN	2,697	3,673	1,339	1,278	61	10	103	7,719
HARTFORD	16,050	15,819	9,230	7,923	1,307	166	690	41,265
HOSP OF CENTRAL CT	6,207	8,738	4,535	4,042	493	37	334	19,517
HUNGERFORD	1,900	3,371	1,133	935	198	34	155	6,438
JOHNSON	1,143	1,733	541	509	32	20	46	3,437
LAWRENCE	4,669	6,829	3,012	2,568	444	954	168	15,464
MANCHESTER	3,650	3,774	1,651	1,295	356	34	185	9,109
MIDSTATE	3,270	4,619	1,909	1,741	168	20	234	9,818
MIDDLESEX	4,717	7,204	1,954	1,665	289	43	242	13,918
MILFORD	1,753	2,362	413	406	7	12	79	4,540
NEW MILFORD	1,057	1,167	283	252	31	5	51	2,512
NORWALK	6,117	5,684	2,673	2,458	215	9	426	14,483
ROCKVILLE	1,129	1,595	645	548	97	17	65	3,386
ST. FRANCIS	11,175	13,376	6,759	6,038	721	90	301	31,400
ST. MARY'S	4,007	5,130	3,023	2,687	336	48	184	12,208
ST. RAPHAEL	7,077	13,102	3,711	3,298	413	34	271	23,924
ST. VINCENT'S	7,897	9,920	4,026	3,652	374	30	1,024	21,873
STAMFORD	6,787	5,382	2,907	2,457	450	13	490	15,089
WATERBURY	3,968	6,077	2,991	2,411	580	10	216	13,046
WINDHAM	1,381	2,517	1,188	1,061	127	14	106	5,100
YALE-NEW HAVEN	23,401	17,357	15,521	12,396	3,125	323	1,436	56,602
<b>STATEWIDE TOTAL</b>	<b>158,967</b>	<b>176,978</b>	<b>89,933</b>	<b>78,014</b>	<b>11,919</b>	<b>2,398</b>	<b>8,295</b>	<b>428,276</b>
Source: Hospital Reporting System Report 185								

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

<b>FY 2010 Hospital Case Mix Indexes by Payer</b>								
Payer	<b>NON GOVT.</b>	<b>MEDICARE</b>	<b>MEDICAL ASSIST.</b>	<b>MEDICAID</b>	<b>OTHER MEDICAL ASSIST.</b>	<b>TRICARE</b>	<b>UNINSURED</b>	<b>TOTAL</b>
Source:	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185
BACKUS	1.2160	1.4170	0.9341	0.8862	1.1617	0.7874	1.0119	1.2417
BRIDGEPORT	1.1828	1.6623	1.0188	1.0019	1.2375	1.0464	1.1829	1.3084
BRISTOL	0.9464	1.2873	0.8544	0.8390	0.9112	1.5094	0.8923	1.0809
CT CHILDREN'S	1.3976	1.7611	1.2623	1.2623	0.0000	1.1345	1.0314	1.3241
DANBURY	1.1614	1.3485	0.8833	0.8658	1.0477	0.9086	1.2416	1.2011
DAY KIMBALL	0.8293	1.0235	0.8231	0.8231	0.8231	0.6658	0.8567	0.9137
DEMPSEY	1.4118	1.6328	1.3541	1.3660	1.2331	1.4528	1.0525	1.4918
ESSENT SHARON	0.9886	1.1483	0.8593	0.8547	0.8651	0.6889	0.8133	1.0572
GREENWICH	0.8715	1.4205	0.9236	0.8791	1.0146	0.9902	0.9936	1.0868
GRIFFIN	0.9678	1.3216	0.7234	0.7144	0.9110	0.8253	0.8466	1.0936
HARTFORD	1.3722	1.8173	1.1259	1.1066	1.2429	1.0678	1.3522	1.4865
HOSP OF CENTRAL CT	1.1018	1.3634	0.9628	0.9257	1.2677	0.9668	0.9116	1.1864
HUNGERFORD	1.1143	1.4222	0.8829	0.8599	0.9915	1.2007	0.9722	1.2353
JOHNSON	1.1677	1.3520	0.8667	0.8554	1.0469	0.7950	0.9227	1.2111
LAWRENCE	1.0587	1.4489	0.9240	0.8931	1.1026	0.7302	0.9187	1.1845
MANCHESTER	1.0104	1.4590	0.9316	0.9163	0.9873	0.8998	1.0976	1.1816
MIDSTATE	1.0348	1.4249	0.8400	0.8111	1.1396	1.1217	1.0749	1.1806
MIDDLESEX	1.0682	1.3468	0.8706	0.8309	1.0991	0.8169	1.0544	1.1839
MILFORD	1.1396	1.5058	0.9088	0.9049	1.1402	0.7124	1.0086	1.3080
NEW MILFORD	1.1610	1.5348	0.9070	0.8209	1.6069	0.8740	1.0269	1.3055
NORWALK	1.0061	1.4781	0.9031	0.8951	0.9949	0.9619	1.0328	1.1723
ROCKVILLE	1.0759	1.4283	0.8725	0.8000	1.2818	1.0070	1.0135	1.2028
ST. FRANCIS	1.3667	1.7682	1.1283	1.0981	1.3815	1.4208	1.2797	1.4866
ST. MARY'S	1.1936	1.5351	0.9881	0.9738	1.1023	0.6823	1.0384	1.2842
ST. RAPHAEL	1.3996	1.5818	0.9874	0.9624	1.1869	0.8753	1.2260	1.4347
ST. VINCENT'S	1.2276	1.5162	0.9611	0.9274	1.2904	0.8104	1.0675	1.3089
STAMFORD	1.0601	1.5351	0.9716	0.9216	1.2450	0.7503	1.1038	1.2122
WATERBURY	1.3152	1.6668	1.0326	0.9988	1.1731	1.7150	1.1609	1.4145
WINDHAM	0.9263	1.1799	0.8621	0.8164	1.2438	0.9913	0.7270	1.0367
YALE-NEW HAVEN	1.2417	1.6712	1.1477	1.1360	1.1941	1.2423	1.3184	1.3476
<b>STATEWIDE TOTAL</b>	<b>1.1873</b>	<b>1.5337</b>	<b>1.0286</b>	<b>1.0063</b>	<b>1.1747</b>	<b>0.9264</b>	<b>1.1305</b>	<b>1.2957</b>
Source: Hospital Reporting System Report 185								





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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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





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