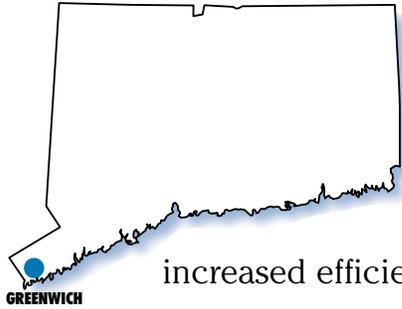


## GREENWICH HOSPITAL

Greenwich Hospital, founded in 1903, is located in Greenwich and primarily serves the residents of that town as well as Westchester County, New York. In FY 1999, the

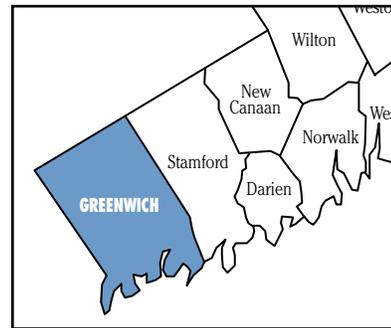


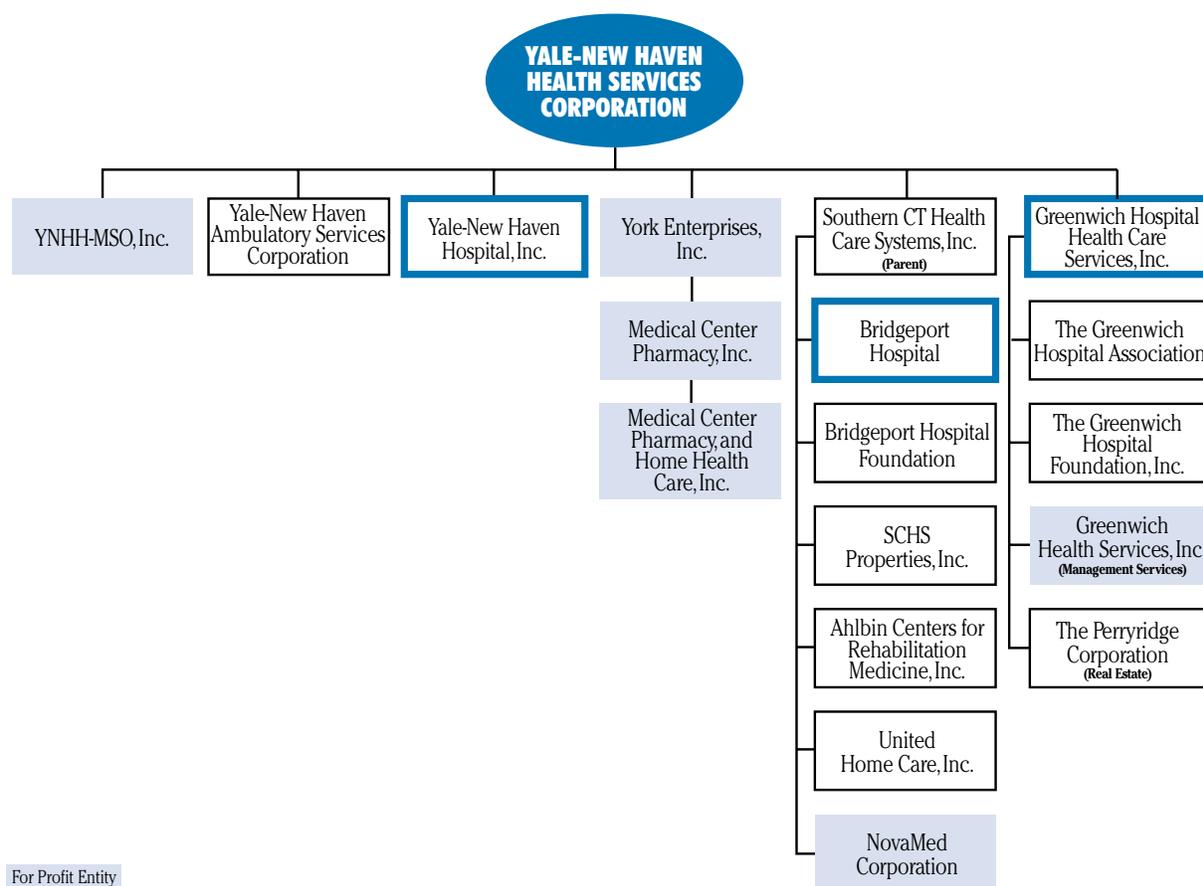
hospital staffed 166 of 178 licensed beds and employed 983 Full Time Equivalents.

In 1999, Greenwich Hospital moved into a new, smaller facility designed for

increased efficiency and equipped with state-of-the-art

technology. Greenwich Hospital is an affiliate of the Yale-New Haven Health System. The hospital's average age of plant is 10 years as compared to the U.S. average of 9.2 years.



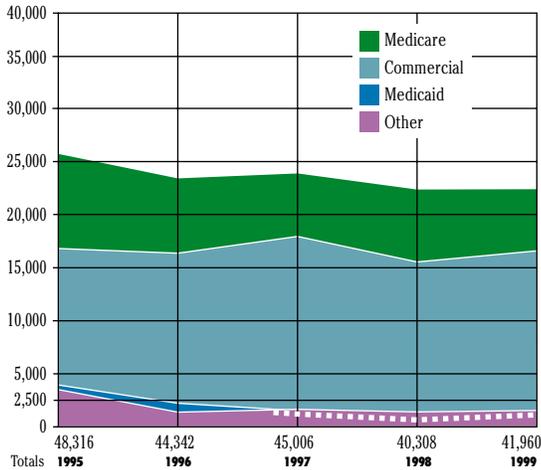


<b>MARGINS</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>
Total margin	7.97%	4.51%	7.51%
Operating margin	-0.83%	-2.26%	1.65%

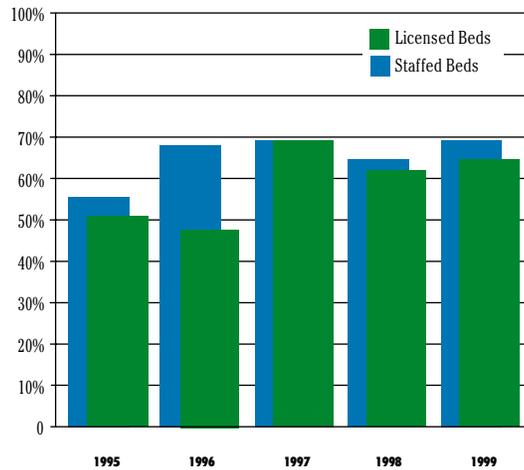
<b>PAYMENT TO COST RATIOS BY PAYER</b>			
Ratio of cost to charges	.58	.58	.55
Medicare Payment to Cost	.78	.78	.83
Medicaid Payment to Cost	.67	.65	.75
Private Payment to Cost	1.42	1.38	1.36
Uncompensated Care Cost	\$3,375,748	\$3,182,367	\$3,887,018
Total expenses	\$100,695,036	\$103,123,980	\$106,119,745
Uncompensated care % of total expenses	3.35%	3.09%	3.66%

<b>CAPITAL STRUCTURE RATIOS</b>			
Equity financing ratio	38.40%	39.79%	45.85%
Debt service coverage			

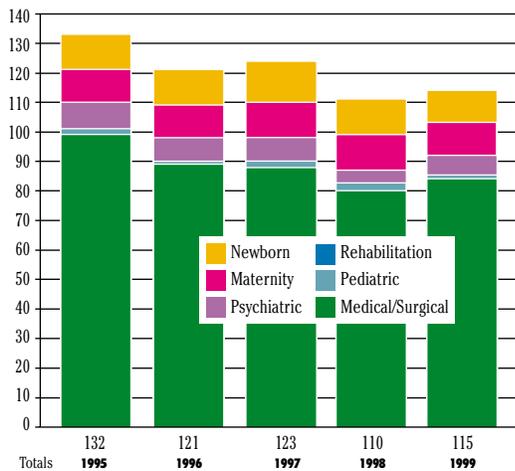
<b>LIQUIDITY MEASURES</b>			
Days of expenses in accounts payable	113.44	127.36	123.93
Days cash on hand	99.37	73.08	63.52
Days of revenue in accounts receivable	49.19	51.16	55.70



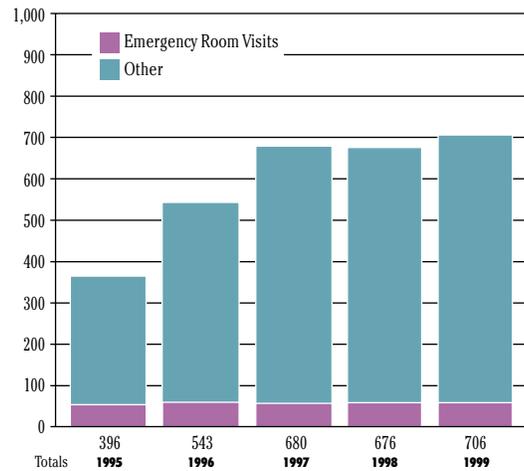
**PATIENT DAYS BY PAYER**



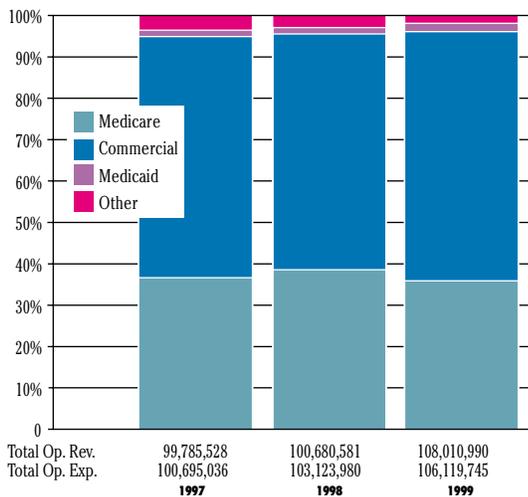
**AVERAGE OCCUPANCY**



**AVERAGE DAILY CENSUS BY SERVICE**



**AVERAGE DAILY OUTPATIENTS**



**NET PATIENT REVENUE BY PAYER**

## KEY PERFORMANCE DRIVERS

- ◆ In 1998, Greenwich Hospital moved into a new building designed to promote increased efficiency and to offer state-of-the-art technology. A second phase of construction, aimed at renovating the old building, is underway. The new building increases capital costs.
- ◆ Yale New Haven Health Services (YNHHS) became the parent entity of Greenwich Hospital and its affiliates in 1997. YNHHS now has authority over the hospital's strategic plans and budget.
- ◆ Inpatient discharges have fluctuated over the past four years from a high of 8,680 to a low of 8,076. Average occupancy rates have shown similar trends.
- ◆ Greenwich Hospital is located in a community that is unique in terms of its expectations for service and amenities, and the hospital dedicates significant resources towards this end.
- ◆ Total margins have been positive for many years. Commercial payment is favorable, reflecting a comparatively wealthy population in the service areas. Maintaining positive operating margins in the future will be more difficult due to interest and depreciation expense from the new buildings.
- ◆ The hospital has struggled recently with the impact of claims denials and delayed payments from managed care organizations.
- ◆ Staff recruitment and retention is becoming increasingly difficult, especially as the hospital attempts to match compensation offered by New York employers.

## SITE VISIT ISSUES RAISED BY HOSPITAL MANAGEMENT

**Yale-New Haven Health System.** Greenwich Hospital's affiliation with YNHHS has had a positive impact on the organization. The hospital has achieved economies of scale through joint purchasing, reduced benefit costs, and decreased malpractice insurance costs. More importantly, the affiliation has helped the hospital achieve more favorable managed care contracts.

**Quality and Customer Service.** All units are required to maintain a quality improvement plan centered on pain management, customer satisfaction, and clinical guidelines. Customer service efforts have been successful and the hospital is ranked in the top five nationally.

**Workforce Issues.** Adequate staffing is a key issue for the hospital. Staff must contend with the high cost of living and difficult transportation in the area. The hospital also must compete with neighboring states for labor resources.

**Prosperous Community.** The relatively wealthy community surrounding Greenwich Hospital affects performance in several ways. The community provided substantial resources to help build the new hospital. Commercial insurance coverage is high, and rates are now more favorable than elsewhere.