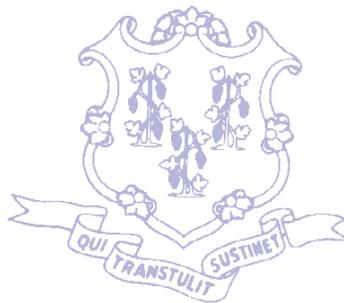


*Annual Report on the*

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

*for Fiscal Year 2007*



State of Connecticut  
Office of Health Care Access  
Cristine A. Vogel, Commissioner

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## FOREWORD

*The Office of Health Care Access (OHCA) is responsible for the collection, analysis and dissemination of health care information. This report provides information concerning the FY 2007 financial stability of Connecticut hospitals, as mandated in Section 19a-670 of the Connecticut General Statutes. For Connecticut's acute care hospitals, FY 2007 began on October 1, 2006 and ended on September 30, 2007.*

*This report is intended to provide information and insight on issues and trends that affect hospital performance. While there are numerous financial and operating indicators that provide a means to measure hospital performance, this report focuses on ten criteria – profitability, cost data, liquidity, solvency, net assets, utilization (including discharges and emergency department visits) case mix, and uncompensated care, – that are considered strong indicators of the financial and operating status of Connecticut hospitals.*

*Section one provides an executive summary of the FY 2007 financial performance of Connecticut acute care hospitals. Section two contains an aggregate statewide profile of hospital parent corporations' summary totals for financial indicators, and an aggregate statewide profile of hospitals' summary totals for financial and statistical indicators. Section three provides individual hospital financial and statistical analysis of the key financial and operating measures based on three years of financial operating results. Section four contains detailed appendices by hospital parent corporation and by hospital.*

*Connecticut state statutes require acute care hospitals to annually submit financial and statistical information to OHCA. The primary information source for 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. In addition, the report uses OHCA's Certificate of Need authorizations as a source of information.*

*FY 2006 financial and statistical data elements previously reported have been updated due to material restatements of hospital audited financial statements results identified by the hospitals' independent accountants, and other hospital reporting amendments. This updated information has been included to improve reporting accuracy and the comparability of the data elements for FY 2006 with the data elements reported by the hospitals for FY 2007.*

*OHCA used INGENIX, 2008, Almanac of Hospital Financial & Operating Indicators, A comprehensive benchmark of the nation's hospitals as the source for the report's financial ratios.*

**EXECUTIVE SUMMARY**

All of the state’s thirty acute care hospitals are not-for-profit with the exception of Essent-Sharon Hospital, a for profit hospital. In FY 2007, the state’s acute care hospitals had 9,256 licensed beds, with 7,020 staffed beds to serve its 3.4 million residents. Seventeen of the thirty acute care hospitals are licensed for less than 300 beds, nine hospitals have between 300 – 500 licensed beds and four hospitals are large urban medical centers with greater than 500 licensed beds. Eighteen of the thirty hospitals are teaching hospitals and two have medical schools. Four hospitals have religious affiliations. The hospitals range from small community hospitals like Essent-Sharon Hospital, New Milford Hospital and Rockville General Hospital each with under 500 full time equivalents (FTEs) to large urban hospitals such as Hartford Hospital and Yale-New Haven Hospital that have over 5,200 and 5,900 FTEs, respectively.

Although Connecticut’s acute care hospitals vary in bed capacity, specialty services offered, geographic location and populations served, they face many of the same internal and external challenges, such as staffing shortages, aging physical plants, space constraints, costs associated with new technology, increasing competition, energy costs, and access to capital all of which impact their overall financial stability.

Although faced with significant and ongoing challenges, Connecticut hospitals continued to show financial improvement in FY 2007. Although modest, this continued financial improvement allowed the hospital industry to reinvest in facilities and expand services in order to meet the changing health care needs of the community.

**Financial Performance FY 2006 – FY 2007**

Despite continuing economic pressure, Connecticut’s thirty acute care hospitals realized modest financial gains in FY 2007. A summary of hospital financial performance is presented in **Figure 1** below.

**Figure 1: Statewide Hospital Average Margins**

<b>Fiscal Year</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>Change FY 2006 – FY 2007</b>	<b>Change FY 2005 – FY 2007</b>
<b>Operating Margin</b>	<b>0.44%</b>	<b>1.47%</b>	<b>1.72%</b>	<b>0.62%</b>	<b>0.96%</b>	<b>0.34%</b>	<b>-0.76%</b>
<b>Non-Operating Margin</b>	<b>0.70%</b>	<b>1.59%</b>	<b>1.62%</b>	<b>1.89%</b>	<b>2.66%</b>	<b>0.77%</b>	<b>1.04%</b>
<b>Total Margin</b>	<b>1.14%</b>	<b>3.06%</b>	<b>3.34%</b>	<b>2.51%</b>	<b>3.62%</b>	<b>1.11%</b>	<b>0.28%</b>

Source: Connecticut Acute Care Hospital Annual Reporting,

\*Average calculated using dollar amounts. (Excess of Revenues over Expenses / Total Revenues)\*100

**Figure 1** shows the statewide hospital average operating, non-operating and total margins for the last five years. Connecticut's statewide hospital average total margin increased by 1.11%, from 2.51% in FY 2006 to 3.62% in FY 2007. This increase can be attributed to gains in both aggregate operating (+0.34%) and non-operating margins (+0.77%) for the industry.

Significant factors contributing to the financial performance of the industry from FY 2006 to FY 2007 include:

- Non-Government (including uninsured), Medicare and Medicaid payment to cost ratios decreased by 2%, 4% and 4%, respectively;
- Uncompensated care costs (charity care and bad debts) rose by \$36 million or 19%;
- Total discharges increased by 5,755 (1%)
- Non-Government (including uninsured) discharges decreased by 1,478 (-1%);
- Medicaid discharges increased by 3,246 (5%);
- Medicare discharges increased by 2,697 (2%);
- FTEs (full time equivalents) increased by 1,690 FTEs; and
- Stable ALOS (4.8 days) and overall case mix index (1.22).

In FY 2007, eight of the state's hospitals experienced operating losses compared to twelve in FY 2006, but the number of hospitals with negative *total margins* dropped from six in FY 2006 to five in FY 2007. Connecticut's acute care hospitals' payer mix based on total net revenue remained stable for this period with the largest share of 50% coming from non-government "commercial" payers.

Bad debts totaled over \$405 million or 5% of total operating expenses in FY 2007 as compared with \$329 million (4%) in FY 2006.

### **Financial Performance FY 2005 – FY 2007**

As presented in **Figure 1** above, Connecticut's statewide hospital average total margin increased by a modest 0.28%, from 3.34% in FY 2005 to 3.62% in FY 2007. Declines in operating margin performance (-0.76%) offset by gains in non-operating margins contributed to the overall modest financial gain for the industry.

Significant factors contributing to the overall statewide results from FY 2005 to FY 2007 include the following:

## EXECUTIVE SUMMARY

- Non-Government (including uninsured), Medicare and Medicaid payment to cost ratios decreased by 2%, 6% and 7%, respectively;
- Uncompensated care costs (charity care and bad debts) rose by \$57 million or 33%;
- Non-Government (including uninsured) discharges decreased by 2,443 (-1%);
- Medicaid discharges increased by 4,579 (8%);
- Medicare discharges increased by 3,076 (2%);
- FTEs (full time equivalents) increased by 2,385 FTEs; and
- Overall case mix index increased by .0231 (2%).

Just over one quarter of the state's hospitals experienced operating losses in FY 2007 but the number of hospitals with *negative total margins* dropped from six in FY 2005 to five in FY 2007.

Connecticut's acute care hospitals' total net revenue payer mix for FY 2007 changed little since FY 2005, with the largest share of 50% coming from non-government "commercial" payers.

Further, in FY 2007, seventeen of Connecticut's hospitals saw improvement in their total margin as compared to sixteen in FY 2005. There were fifteen hospitals that had total margins exceeding 2% in FY 2005, while there were eighteen hospitals with total margins exceeding 2% in FY 2007. The FY 2007 statewide hospital median total margin of 3.1% was higher than the statewide hospital median operating margin of 1.2% for the fifth consecutive year.

Connecticut's hospitals are faced with stabilizing or maintaining their financial health in the face of increased operating expenses, increased costs associated with the uninsured, acquiring new technology, and reinvesting in facilities and services, while striving to provide quality care to the residents of the state. This report attempts to provide a complete financial picture of Connecticut's acute care hospitals on a statewide and individual hospital basis.

### Utilization Indicators

Utilization and volume measures such as case mix index, average length of stay, staffed bed occupancy rates and discharges provide additional information that is essential to understanding a hospital's overall financial performance.

**Table 1** shows that statewide patient acuity as measured by case mix index has increased each year from FY 2005 to FY 2007. Although average length of stay declined from 4.9 in FY 2005 to 4.8 in FY 2007, hospital occupancy rates (occupancy of staffed beds) have increased 2% from 79% in FY 2005 to 81% in FY 2007. It should be noted that the number of staffed beds decreased by 203 beds for this period.

## EXECUTIVE SUMMARY

The total statewide hospital case mix index increased by 0.0231 or 2% from 1.1975 in FY 2005 to 1.2206 in FY 2007. The Non-Government case mix index increased by 0.0359 or 3% from 1.0805 in FY 2005 to 1.1164 in FY 2007. During the same period, the Medicare case mix index decreased slightly by 0.0017 (or less than -1%) from 1.4605 in FY 2005 to 1.4588 in FY 2007, while the Medicaid case mix index increased by 0.0144 or 2% from 0.8727 in FY 2005 to 0.8871 in FY 2007 (see the **Statewide Hospital Profile** for a detailed review).

The change in the statewide hospital case mix index over both the one-year and two year periods reflects an increase in patient acuity and resulting increase in the cost associated with providing services to patients.

HOSPITAL	CASE MIX INDEX			ALOS			OCCUPANCY OF STAFFED BEDS		
	FY 2005	FY 2006	FY 2007	FY 2005	FY 2006	FY 2007	FY 2005	FY 2006	FY 2007
BACKUS	1.1583	1.1443	1.1681	4.4	4.3	4.2	77%	72%	69%
BRIDGEPORT	1.2961	1.2852	1.2557	5.3	5.2	5.3	87%	84%	85%
BRISTOL	1.0424	1.0298	1.0388	4.6	4.2	4.2	65%	61%	80%
CTCMC	1.2974	1.3031	1.3817	5.4	5.5	6.0	71%	70%	73%
DANBURY	1.0745	1.1693	1.1760	4.2	4.2	4.2	94%	93%	98%
DAY KIMBALL	0.8641	0.8878	0.9052	3.4	3.5	3.6	84%	76%	78%
DEMPSEY	1.4553	1.4149	1.4200	6.1	6.0	6.0	73%	73%	74%
GREENWICH	0.9615	1.0091	1.0251	3.8	3.9	3.8	64%	65%	65%
GRIFFIN	1.0213	0.9904	1.0261	4.4	4.5	4.3	97%	98%	97%
HARTFORD	1.4022	1.3904	1.3902	5.8	5.5	5.3	80%	78%	78%
HOSP OF CENTRAL CT	1.0611	1.0687	1.0757	4.3	4.1	4.0	70%	65%	75%
HUNGERFORD	1.0935	1.1388	1.1930	4.4	4.4	4.5	64%	73%	92%
JOHNSON	0.9372	1.0051	1.0204	5.6	5.6	5.6	76%	76%	79%
LAWRENCE MEM.	1.0188	1.0454	1.0452	4.7	4.7	4.8	78%	75%	76%
MANCHESTER	1.0369	1.0969	1.1230	4.8	5.0	4.9	84%	87%	88%
MIDSTATE	1.1148	1.0856	1.1156	4.3	4.5	4.6	86%	88%	89%
MIDDLESEX	1.1118	1.0920	1.1011	4.3	4.3	4.1	84%	87%	95%
MILFORD	1.1261	1.1302	1.1790	4.6	4.5	4.4	94%	95%	94%
NEW MILFORD	1.1874	1.2099	1.2120	4.3	3.9	4.0	55%	47%	88%
NORWALK	1.0814	1.0918	1.0834	5.3	5.3	5.2	98%	98%	98%
ROCKVILLE	0.9503	0.9910	1.1210	3.9	4.0	4.1	65%	59%	62%
SAINT FRANCIS	1.3951	1.3959	1.4031	5.0	5.2	5.1	79%	78%	80%
SAINT MARY	1.1670	1.1974	1.1953	4.5	4.6	4.7	89%	92%	86%
SAINT RAPHAEL	1.4730	1.4481	1.4125	5.4	5.4	5.2	78%	78%	91%
SAINT VINCENT	1.3693	1.3454	1.3654	5.3	5.1	5.2	82%	82%	82%
SHARON	1.0491	1.0312	1.1153	4.3	4.1	4.0	74%	68%	67%
STAMFORD	0.9951	1.0192	1.0498	4.6	4.5	4.4	68%	66%	63%
WATERBURY	1.0856	1.1638	1.2250	4.5	4.7	4.9	67%	72%	83%
WINDHAM	1.0372	0.9773	1.0091	3.9	3.7	3.8	64%	63%	68%
YALE-NEW HAVEN	1.2973	1.2699	1.2718	5.3	5.2	5.2	82%	82%	82%
STATEWIDE (Note A)	1.1975	1.2181	1.2206	4.9	4.8	4.8	79%	78%	81%
AVERAGE (Note B)	1.1387	1.1476	1.1701	4.7	4.7	4.7	78%	77%	81%
MEDIAN (Note C)	1.0896	1.1136	1.1456	4.6	4.5	4.6	78%	76%	81%
Note A: Statewide numbers are a weighted average.									
Note B: Sum of column divided by number of hospitals.									
Note C: Middle number in numerical order.									

## EXECUTIVE SUMMARY

Presented below in **Table 2** is an analysis of hospital inpatient discharges by major payer category. Significant shifts in hospital discharges from one payer to another payer often help to explain changes in net revenue occurring in different fiscal years.

DISCHARGES	GOVERNMENT DISCHARGES (MEDICARE & MEDICAID)					NON-GOVERNMENT DISCHARGES (INCLUDING UNINSURED)				
				CHANGE					CHANGE	
HOSPITAL	FY 2005	FY 2006	FY 2007	FY06-FY07	FY05-FY07	FY 2005	FY 2006	FY 2007	FY06-FY07	FY05-FY07
BACKUS	6,209	6,104	6,530	426	321	5,175	4,917	4,948	31	(227)
BRIDGEPORT	11,257	11,074	11,593	519	336	8,285	7,976	7,449	(527)	(836)
BRISTOL	4,639	4,659	4,638	(21)	(1)	3,074	3,080	3,046	(34)	(28)
CTCMC	2,408	2,491	2,602	111	194	3,093	3,116	2,894	(222)	(199)
DANBURY	9,985	10,151	10,538	387	553	9,545	9,798	9,712	(86)	167
DAY KIMBALL	3,654	3,385	3,396	11	(258)	2,598	2,076	1,916	(160)	(682)
DEMPSEY	5,297	5,348	5,183	(165)	(114)	3,761	3,857	4,010	153	249
GREENWICH	4,272	4,494	4,919	425	647	7,511	7,658	7,655	(3)	144
GRIFFIN	4,384	4,477	4,784	307	400	2,729	2,911	2,872	(39)	143
HARTFORD	21,043	21,055	21,159	104	116	16,737	16,502	16,407	(95)	(330)
HOSP OF CENTRAL CT	12,240	12,779	13,824	1,045	1,584	7,243	7,760	8,254	494	1,011
HUNGERFORD	3,819	3,734	3,875	141	56	2,197	2,282	2,066	(216)	(131)
JOHNSON	2,440	2,755	2,939	184	499	1,317	1,381	1,420	39	103
LAWRENCE MEM.	8,175	8,066	7,988	(78)	(187)	5,450	5,005	5,121	116	(329)
MANCHESTER	4,588	4,854	4,844	(10)	256	4,111	3,870	3,962	92	(149)
MIDSTATE	5,979	5,970	5,979	9	0	3,659	3,606	3,450	(156)	(209)
MIDDLESEX	7,095	7,528	8,250	722	1,155	5,159	5,271	5,236	(35)	77
MILFORD	2,904	2,878	2,944	66	40	2,138	2,033	2,062	29	(76)
NEW MILFORD	1,753	1,513	1,379	(134)	(374)	1,627	1,603	1,437	(166)	(190)
NORWALK	7,936	7,879	7,774	(105)	(162)	7,133	6,796	6,962	166	(171)
ROCKVILLE	2,323	2,054	2,181	127	(142)	1,560	1,453	1,336	(117)	(224)
SAINT FRANCIS	17,830	17,910	17,994	84	164	12,700	12,281	12,083	(198)	(617)
SAINT MARY	7,679	8,030	8,218	188	539	4,144	4,461	4,463	2	319
SAINT RAPHAEL	16,073	16,126	16,703	577	630	8,129	8,134	8,651	517	522
SAINT VINCENT	11,825	11,839	11,935	96	110	7,270	7,482	7,156	(326)	(114)
SHARON	1,785	1,677	1,704	27	(81)	1,024	1,010	924	(86)	(100)
STAMFORD	8,132	7,752	8,010	258	(122)	8,986	8,953	8,219	(734)	(767)
WATERBURY	9,228	9,052	8,795	(257)	(433)	5,834	5,445	5,265	(180)	(569)
WINDHAM	3,293	3,478	3,662	184	369	1,737	1,696	1,750	54	13
YALE-NEW HAVEN	23,732	24,577	25,292	715	1,560	22,803	23,351	23,560	209	757
STATEWIDE (Note A)	231,977	233,689	239,632	5,943	7,655	176,729	175,764	174,286	(1,478)	(2,443)
AVERAGE (Note B)	7,733	7,790	7,988	198	255	5,891	5,859	5,810	(49)	(81)
MEDIAN (Note C)	6,094	6,037	6,255	218	161	4,652	4,689	4,706	17	54

Note A: Statewide change in discharges is a weighted average.  
 Note B: Sum of discharges divided by number of hospitals.  
 Note C: Middle number of discharges in numerical order

As presented in **Table 2**, government discharges (Medicare and Medicaid) have been steadily increasing each year. Government discharges increased by 5,943 discharges or 3% from 233,689 discharges in FY 2006 to 239,632 discharges in FY 2007. Non-Government discharges decreased by 1,478 discharges (-1%) from 175,764 discharges in FY 2006 to 174,286 discharges in FY 2007.

Government discharges increased by 7,655 discharges or 3% from 231,977 discharges in FY 2005 to 239, 632 discharges in FY 2007. Non-Government discharges decreased by 2,443 discharges (-1%) from 176,729 discharges in FY 2005 to 174,286 discharges in FY 2007.

The net effect of the changes in discharges by major payer category over both the one-year and two-year periods resulted in a change in reimbursement, from non-government payers with higher payment to cost ratios to major government payers with lower payment to cost ratios.

### **Uncompensated Care**

By law, all emergent, non-elective patients at Connecticut's hospitals must be treated, regardless of their ability to pay. Uncompensated care, the amount of charges for which hospitals do not receive reimbursement, consists of two components: charity care and bad debts. Charity care is the patient care that a hospital provides knowing that it will not be reimbursed; and bad debts are incurred when a hospital does not receive full reimbursement for services already provided. Charity care is considered a deduction from revenue, while bad debts are considered an operating expense under Generally Accepted Accounting Principles (GAAP).

The Disproportionate Share Hospital (DSH) Program is a joint federal/state program established to financially assist hospitals that provide care to a relatively high number of uninsured and Medicaid patients, as the reimbursement from these populations is often less than the costs incurred in treating the patients. By providing this supplemental reimbursement, the DSH program has enhanced the hospitals' ability to continue to function as a safety net for those patients without other access to health care. In FY 2007, DSH Program payments totaled over \$53.7 million.

Uncompensated care charges totaled \$549 million for FY 2007, which increased by \$161 million or 42% from FY 2005. UCC costs increased by \$57 million or 33% during the two- year period from \$170 million in FY 2005 to approximately \$227 million in FY 2007. Uncompensated care costs comprised a larger portion of total expenses in FY 2007 as compared to FY 2005 (3.1% versus 2.8%). **Appendix R** provides additional detail.

**EXECUTIVE SUMMARY**

Hospitals may also receive funds that are donated to apply against patient bills. These “free bed” funds can only be used if patients meet the specific requirements of the donor. Statewide in FY 2007, Connecticut had 21 hospitals with free bed funds totaling over \$116.7 million and the expenditures from these funds were \$14.4 million. Hartford, Yale-New Haven and Bridgeport Hospitals comprised 87.4% of all free bed funds in the state with an ending balance of \$102.1 Million. **Table 3** provides details of each hospital’s free bed funds expenditures and ending balances in descending order of free bed funds ending balance amounts.

<b>Table 3. INDIGENT CARE AND FREE BED FUNDS</b>		
	FY 2007	FY 2007
	INDIGENT CARE AND FREE BED FUNDS EXPENDITURES	INDIGENT CARE AND FREE BED FUNDS ENDING BALANCE
HARTFORD	\$3,263,307	\$70,573,297
YALE NEW HAVEN	\$6,773,000	\$16,208,569
BRIDGEPORT	\$226,165	\$15,310,037
MIDDLESEX	\$45,834	\$1,936,725
BRISTOL	\$13,566	\$1,819,542
WATERBURY	\$576,440	\$1,501,896
GREENWICH	\$2,634,679	\$1,403,172
LAWRENCE & MEM.	\$53,186	\$1,282,267
MIDSTATE	\$133,498	\$1,130,620
BACKUS	\$406,253	\$970,023
ST. FRANCIS	\$2,634	\$915,646
ST. RAPHAEL	\$29,522	\$902,516
HOSP OF CENTRAL CT	\$26,106	\$845,950
MANCHESTER	\$0	\$551,447
HUNGERFORD	\$102,220	\$292,061
STAMFORD	\$126,854	\$259,886
GRIFFIN	\$6,576	\$248,808
ROCKVILLE	\$0	\$242,445
ST. VINCENTS	\$0	\$202,791
CT CHILDRENS	\$2,408	\$87,260
WINDHAM	\$1,030	\$19,485
<b>TOTAL</b>	<b>\$14,423,278</b>	<b>\$116,704,443</b>

**Five-Year Financial Performance**

Over several years, a negative total margin can be indicative of financial distress. Six hospitals had *negative* five-year average total margins. As presented in **Table 4**, five of these six hospitals had negative total margins during at least three out of the five consecutive fiscal years reported. In contrast, fourteen hospitals with positive average total margins consistently sustained positive total margins for each of the five consecutive fiscal years reported. Overall, the statewide five-year average total margin for FY 2003 through FY 2007 was 2.80%.

<b>TABLE 4: FIVE YEAR AVERAGE TOTAL MARGIN - FY 2003 - FY 2007</b>						
	FY 2003-2007	FY	FY	FY	FY	FY
	5 YEAR	2003	2004	2005	2006	2007
	AVERAGE	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
	TOTAL	MARGIN	MARGIN	MARGIN	MARGIN	MARGIN
	MARGIN					
JOHNSON	-4.75%	-1.11%	2.02%	1.21%	-4.30%	-18.73%
WATERBURY	-1.77%	-4.72%	1.17%	-0.01%	-2.39%	-2.93%
BRISTOL	-1.64%	-0.22%	-3.00%	-3.89%	-7.99%	5.73%
SAINT RAPHAEL	-0.55%	1.27%	1.62%	-0.86%	-2.11%	-2.17%
CTCMC	-0.52%	-2.88%	1.95%	-3.54%	-4.40%	4.52%
WINDHAM	-0.19%	-5.66%	-0.24%	0.79%	0.27%	2.84%
ROCKVILLE	0.21%	-0.12%	-2.12%	-4.33%	5.42%	1.27%
NEW MILFORD	0.29%	0.94%	1.04%	1.16%	-2.42%	1.04%
GRIFFIN	0.38%	-1.80%	1.30%	0.35%	1.05%	0.62%
MILFORD	0.53%	0.28%	1.73%	0.72%	2.94%	-2.78%
MANCHESTER	0.77%	-2.50%	-0.81%	4.56%	0.12%	1.92%
NORWALK	1.17%	0.99%	0.98%	1.82%	0.12%	1.85%
SAINT FRANCIS	1.29%	2.35%	0.02%	0.80%	0.96%	2.27%
DEMPSEY	1.49%	1.89%	1.75%	3.85%	2.05%	-1.72%
HARTFORD	1.56%	0.26%	2.02%	1.61%	1.58%	2.13%
SAINT MARY	2.21%	0.38%	7.33%	-4.32%	0.44%	6.24%
BRIDGEPORT	2.33%	0.41%	1.87%	3.43%	4.06%	1.59%
DAY KIMBALL	2.53%	3.55%	2.92%	4.11%	1.53%	0.77%
HOSP OF CENTRAL CT	2.67%	-3.98%	2.82%	5.24%	3.74%	3.73%
STAMFORD	2.81%	-5.06%	1.64%	5.13%	6.06%	3.78%
HUNGERFORD	2.88%	2.86%	3.73%	1.75%	1.15%	4.74%
MIDSTATE	4.26%	3.86%	3.46%	5.64%	2.67%	5.48%
GREENWICH	4.38%	4.89%	3.71%	5.60%	2.16%	5.52%
BACKUS	4.71%	3.52%	3.71%	2.17%	4.52%	8.57%
SHARON	4.71%	2.67%	7.14%	7.02%	2.97%	3.39%
YALE-NEW HAVEN	4.85%	4.84%	4.87%	6.30%	3.88%	4.51%
LAWRENCE MEM.	4.86%	1.56%	10.75%	2.78%	5.25%	3.73%
MIDDLESEX	5.14%	2.63%	4.53%	8.46%	5.01%	4.63%
DANBURY	8.01%	5.71%	5.56%	7.30%	8.04%	12.08%
SAINT VINCENT	9.08%	-0.02%	7.90%	10.88%	9.10%	14.49%
STATEWIDE (Note A)	2.80%	1.14%	3.06%	3.34%	2.51%	3.62%
AVERAGE (Note B)	2.1%	0.6%	2.7%	2.5%	1.7%	2.6%
Median (Note C)	1.9%	0.7%	2.0%	2.0%	1.8%	3.1%
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						
Source Audited Financial Statements						



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## STATEWIDE HOSPITAL PARENT CORPORATION PROFILE

Presented below is the total Statewide Parent Corporation statement of operations summary for Fiscal Year 2005 - Fiscal Year 2007, a summary of profitability margins and net assets and selected liquidity and solvency measures.

### STATEWIDE HOSPITAL PARENT CORPORATION STATEMENT OF OPERATIONS SUMMARY

	2005	2006	2007
Net Patient Revenue	\$7,014,981,081	\$7,438,417,883	\$7,975,294,801
Other Operating Revenue	\$675,555,939	\$749,627,267	\$795,514,409
Total Operating Revenue	<u>\$7,690,537,020</u>	<u>\$8,188,045,150</u>	<u>\$8,770,809,210</u>
Total Operating Expenses	\$7,690,105,197	\$8,266,542,362	\$8,861,513,574
Income/(Loss) from Operations	\$431,823	(\$78,497,212)	(\$90,704,364)
Non Operating Revenue	\$243,320,958	\$271,032,254	\$417,469,993
Excess/(Deficiency) of Revenue over Expenses	<u>\$243,752,781</u>	<u>\$192,535,042</u>	<u>\$326,765,629</u>

\*Source: Hospital Parent Corporation Audited Financial Statements

### PROFITABILITY SUMMARY

Parent Corporation Operating Margins	0.01%	-0.93%	-0.99%
Parent Corporation Non Operating Margins	3.07%	3.20%	4.54%
Parent Corporation Total Margins	3.07%	2.28%	3.56%

### NET ASSETS SUMMARY

Parent Corporation Unrestricted Net Assets	\$3,739,857,359	\$4,154,651,008	\$4,516,164,328
Parent Corporation Total Net Assets	\$5,104,641,552	\$5,542,924,230	\$6,014,224,532
Parent Corporation Change in Total Net Assets	\$289,433,424	\$438,282,678	\$471,300,302
Parent Corporation Change in Total Net Assets %	6.0%	8.6%	8.5%

### LIQUIDITY MEASURES SUMMARY

	2007
Current Ratio	2.10
Days cash on hand	49
Days in patients accounts receivable	48
Average Payment Period	56

### SOLVENCY MEASURES SUMMARY

Equity financing ratio	57.2
Cash flow to total debt ratio	23.7
Long-term debt to Capitalization Ratio	23.8

## STATEWIDE HOSPITAL PROFILE

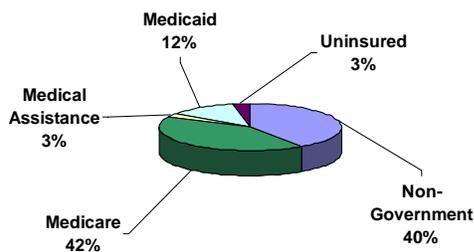
Presented below are three page profiles for total statewide hospitals and for each Connecticut acute care hospital's financial results. The first page of each hospital profile has a brief summary of the hospital's financial position, the hospital's legal chart of corporate structure, a statement of operations summary for the hospital and charts of the hospital's gross and net revenue payer mix. The second page of each profile provides a summary of profitability margins, cost data, liquidity measures, solvency measures, net assets, and utilization measures. The third page of each profile provides data on discharges, case mix index, uncompensated care and emergency department data. A summary of total statewide hospital operating results is provided below and on the following two pages.

### STATEWIDE HOSPITALS STATEMENT OF OPERATIONS SUMMARY

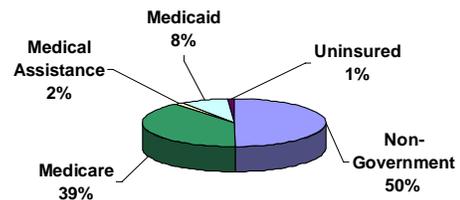
	2005	2006	2007
Net Patient Revenue	\$6,365,307,654	\$6,752,114,926	\$7,238,684,923
Other Operating Revenue	\$339,559,991	\$384,275,145	\$435,444,629
Total Operating Revenue	\$6,704,867,645	\$7,136,390,071	\$7,674,129,552
Total Operating Expenses	\$6,587,690,012	\$7,091,354,777	\$7,598,512,798
Income/(Loss) from Operations	\$117,177,633	\$45,035,294	\$75,616,754
Non Operating Revenue	\$110,480,159	\$137,739,063	\$209,996,220
Excess/(Deficiency) of Revenue over Expenses	\$227,657,792	\$182,774,357	\$285,612,974

\*Source: Hospital Audited Financial Statements

**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



## KEY RESULTS - STATEWIDE HOSPITAL PROFILE

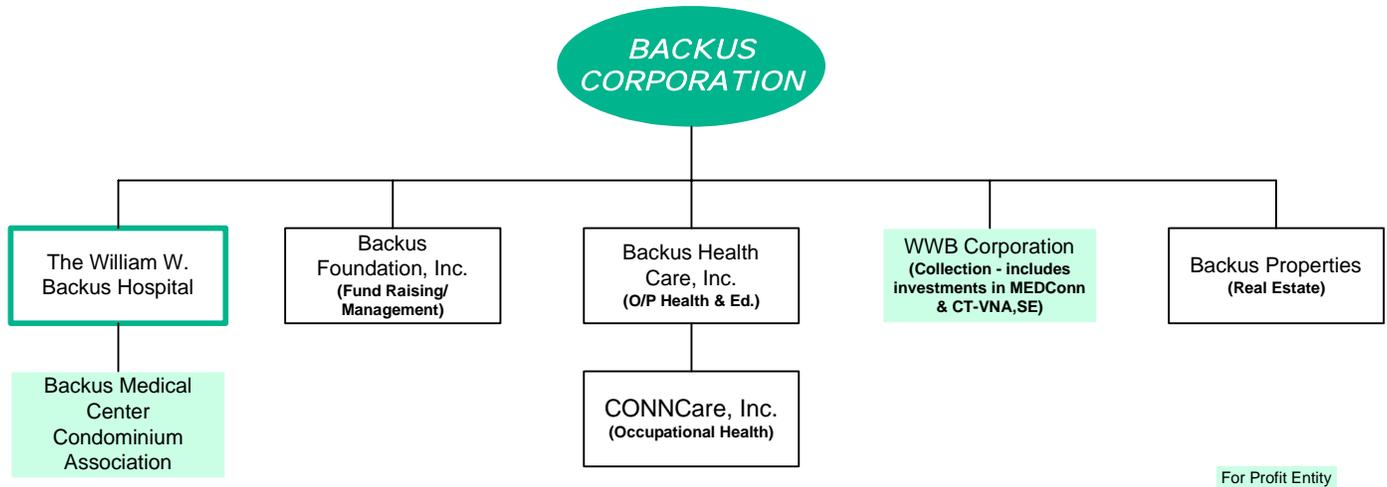
	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
<b>PROFITABILITY SUMMARY</b>					
Hospital Operating Margins	1.72%	0.62%	0.96%	-0.76%	-44%
Hospital Non Operating Margins	1.62%	1.89%	2.66%	1.04%	64%
Hospital Total Margins	3.34%	2.51%	3.62%	0.28%	8%
<b>COST DATA SUMMARY</b>					
Ratio of cost to charges	0.44	0.42	0.42	-0.02	-5%
Private Payment to Cost Ratio	1.20	1.21	1.18	-0.02	-2%
Medicare Payment to Cost Ratio	0.97	0.95	0.91	-0.06	-6%
Medicaid Payment to Cost Ratio	0.72	0.70	0.67	-0.05	-7%
<b>LIQUIDITY MEASURES SUMMARY</b>					
Current Ratio	2.02	2.00	1.95	-0.07	-3%
Days cash on hand	49	42	40	-9	-18%
Days in patients accounts receivable	45	50	49	4	9%
Average Payment Period	56	55	57	1	2%
<b>SOLVENCY MEASURES SUMMARY</b>					
Equity financing ratio	57.2	56.8	57.2	0.0	0%
Cash flow to total debt ratio	24.6	20.2	23.5	-1.1	-4%
Long-term debt to Capitalization Ratio	23.1	26.0	24.8	1.7	7%
<b>NET ASSETS SUMMARY</b>					
Hospital Unrestricted Net Assets	\$3,340,282,272	\$3,648,767,649	\$3,993,730,171	\$653,447,899	20%
Hospital Total Net Assets	\$4,386,988,531	\$4,724,220,684	\$5,149,047,427	\$762,058,896	17%
<b>UTILIZATION MEASURES SUMMARY</b>					
Patient Days	2,073,875	2,059,436	2,076,032	2,157	0%
Discharges	422,917	424,922	430,677	7,760	2%
ALOS	4.9	4.8	4.8	-0.1	-2%
Staffed Beds	7,223	7,231	7,020	-203	-3%
Licensed Beds	9,247	9,256	9,256	9	0%
Occupancy of staffed beds	79%	78%	81%	2%	3%
Occupancy of licensed beds	61%	61%	61%	0%	0%
Full Time Equivalent Employees	46,829.0	47,524.0	49,214.0	2,385.0	5%

## KEY RESULTS - STATEWIDE HOSPITAL PROFILE

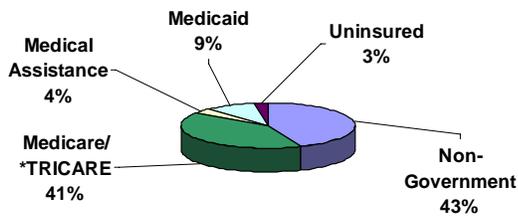
<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	176,729	175,764	174,286	-2,443	-1%
Medicare	171,123	171,502	174,199	3,076	2%
Medical Assistance	72,907	75,465	79,932	7,025	10%
Medicaid	60,854	62,187	65,433	4,579	8%
Other Medical Assistance	12,053	13,278	14,499	2,446	20%
Champus / TRICARE	2,158	2,191	2,260	102	5%
Uninsured (Included in Non-Government)	8,789	9,926	10,038	1,249	14%
Total Discharges	422,917	424,922	430,677	7,760	2%
<b>CASE MIX INDEX</b>					
Non-Government (Including Uninsured)	1.0805	1.1089	1.1164	0.0359	3%
Medicare	1.4605	1.4679	1.4588	-0.0017	0%
Medical Assistance	0.9209	0.9197	0.9379	0.0170	2%
Medicaid	0.8727	0.8786	0.8871	0.0144	2%
Other Medical Assistance	1.1646	1.1096	1.1670	0.0024	0%
Champus / TRICARE	0.8955	0.8792	0.8884	-0.0071	-1%
Uninsured (Included in Non-Government)	1.0330	1.0563	1.0583	0.0253	2%
Total Case Mix Index	1.1975	1.2181	1.2206	0.0231	2%
<b>UNCOMPENSATED CARE</b>					
Charity Care	\$108,752,609	\$122,358,003	\$144,422,424	\$35,669,815	33%
Bad Debts	\$279,385,163	\$329,067,106	\$405,118,679	\$125,733,516	45%
Total Uncompensated Care Charges	\$388,137,772	\$451,425,109	\$549,541,103	\$161,403,331	42%
Uncompensated Care Cost	\$170,382,127	\$190,884,574	\$227,376,163	\$56,994,036	33%
Uncompensated care % of total expenses	2.8%	2.9%	3.1%	0.3%	10.7%
<b>EMERGENCY DEPARTMENT VISITS</b>					
Emergency Room - Treated and Admitted	223,444	227,029	235,277	11,833	5%
Emergency Room - Treated and Discharged	1,234,157	1,261,302	1,328,559	94,402	8%
Total Emergency Room Visits	1,457,601	1,488,331	1,563,836	106,235	7%

## WILLIAM W. BACKUS HOSPITAL

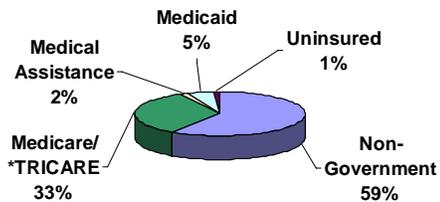
The William W. Backus Hospital, founded in 1893, is located in Norwich. In FY 2007, the Hospital had an excess of revenue over expenses of \$20 million which included \$9.1 million in income from operations. The Hospital had 12,000 discharges and over 50,000 patient days while staffing 199 of its 233 licensed 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

	2005	2006	2007
Net Patient Revenue	\$182,323,112	\$189,703,979	\$217,893,336
Other Operating Revenue	\$3,646,069	\$4,069,321	\$4,887,481
<b>Total Operating Revenue</b>	<b>\$185,969,181</b>	<b>\$193,773,300</b>	<b>\$222,780,817</b>
Total Operating Expenses	\$185,148,408	\$190,691,513	\$213,708,355
<b>Income/(Loss) from Operations</b>	<b>\$820,773</b>	<b>\$3,081,787</b>	<b>\$9,072,462</b>
Non Operating Revenue	\$3,287,860	\$5,942,454	\$10,953,916
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$4,108,633</b>	<b>\$9,024,241</b>	<b>\$20,026,378</b>

## KEY RESULTS - WILLIAM W. BACKUS HOSPITAL

PROFITABILITY SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Operating Margins	0.43%	1.54%	3.88%	3.45%	802%
Hospital Non Operating Margins	1.74%	2.98%	4.69%	2.95%	170%
Hospital Total Margins	2.17%	4.52%	8.57%	6.40%	295%

### COST DATA SUMMARY

Ratio of cost to charges	0.53	0.48	0.46	(0.07)	-13%
Private Payment to Cost Ratio	1.33	1.38	1.40	0.07	5%
Medicare Payment to Cost Ratio	0.82	0.82	0.84	0.02	2%
Medicaid Payment to Cost Ratio	0.60	0.48	0.56	(0.04)	-7%

### LIQUIDITY MEASURES SUMMARY

Current Ratio	3.46	2.99	3.09	(0.37)	-11%
Days cash on hand	50	64	82	32	64%
Days in patients accounts receivable	57	53	49	(8)	-14%
Average Payment Period	35	45	50	15	43%

### SOLVENCY MEASURES SUMMARY

Equity financing ratio	50.4	56.8	55.1	4.7	9%
Cash flow to total debt ratio	15.9	21.3	34.2	18.3	115%
Long-term debt to Capitalization Ratio	34.9	30.6	29.2	(5.7)	-16%

\* 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	\$120,811,699	\$144,981,639	\$154,440,321	\$33,628,622	28%
Hospital Total Net Assets	\$129,436,267	\$155,029,599	\$163,714,994	\$34,278,727	26%

### UTILIZATION MEASURES SUMMARY

Patient Days	52,666	49,734	50,286	(2,380)	-5%
Discharges	11,917	11,615	12,076	159	1%
ALOS	4.4	4.3	4.2	(0.2)	-5%
Staffed Beds	188	188	199	11	6%
Licensed Beds	233	233	233	0	0%
Occupancy of staffed beds	77%	72%	69%	-8%	-10%
Occupancy of licensed beds	62%	58%	59%	-3%	-5%
Full Time Equivalent Employees	1,372.0	1,367.0	1,429.8	57.8	4%

## KEY RESULTS - WILLIAM W. BACKUS HOSPITAL

<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	5,175	4,917	4,948	(227)	-4%
Medicare	4,843	4,698	5,033	190	4%
Medical Assistance	1,651	1,733	1,830	179	11%
Medicaid	1,366	1,406	1,497	131	10%
Other Medical Assistance	285	327	333	48	17%
Champus / TRICARE	248	267	265	17	7%
Uninsured (Included in Non-Government)	332	337	351	19	6%
Total Discharges	11,917	11,615	12,076	159	1%

### CASE MIX INDEX

Non-Government (Including Uninsured)	1.1040	1.1024	1.1638	0.0598	5%
Medicare	1.3290	1.3137	1.3131	(0.0159)	-1%
Medical Assistance	0.8624	0.8648	0.8435	(0.0189)	-2%
Medicaid	0.8199	0.7788	0.7933	(0.0266)	-3%
Other Medical Assistance	1.0661	1.2346	1.0691	0.0030	0%
Champus / TRICARE	0.9291	0.7473	0.7365	(0.1926)	-21%
Uninsured (Included in Non-Government)	1.1211	1.0289	1.1250	0.0039	0%
Total Case Mix Index	1.1583	1.1443	1.1681	0.0098	1%

### UNCOMPENSATED CARE

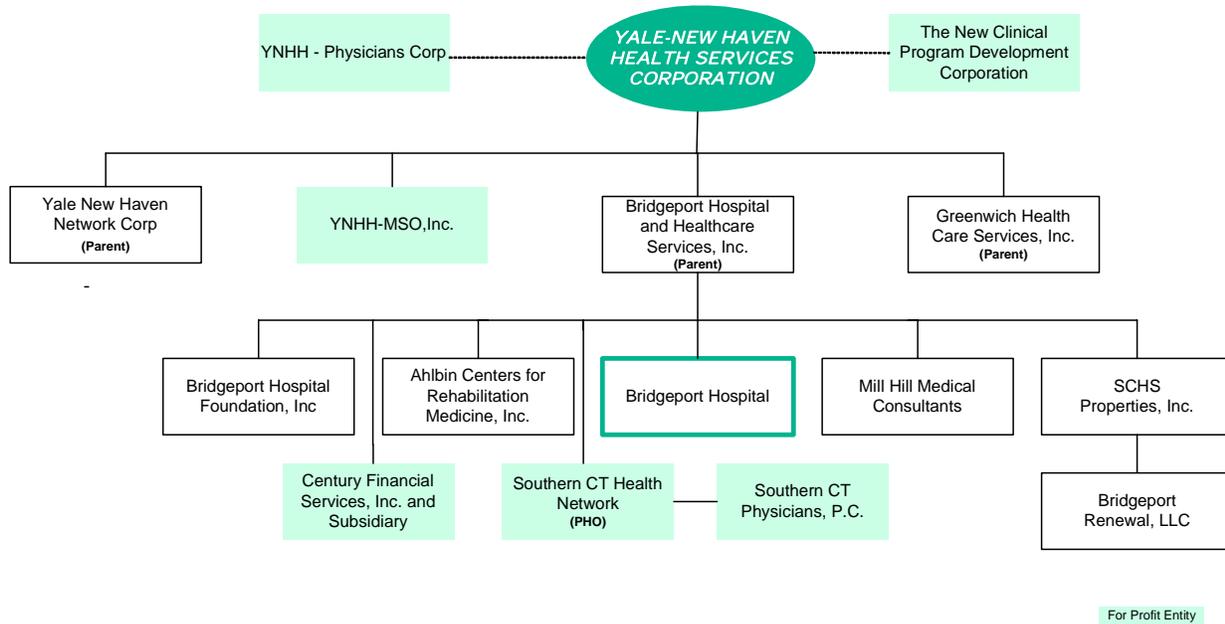
Charity Care	\$2,535,009	\$3,298,525	\$3,473,395	\$938,386	37%
Bad Debts	\$7,476,665	\$10,303,747	\$12,419,674	\$4,943,009	66%
Total Uncompensated Care Charges	\$10,011,674	\$13,602,272	\$15,893,069	\$5,881,395	59%
Uncompensated Care Cost	\$5,336,193	\$6,518,570	\$7,260,956	\$1,924,763	36%
Uncompensated care % of total expenses	3.0%	3.6%	3.6%	0.60%	20%

### EMERGENCY DEPARTMENT VISITS

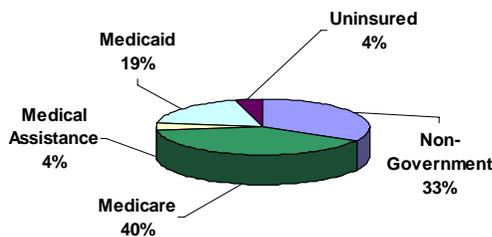
Emergency Room - Treated and Admitted	6,153	6,263	7,031	878	14%
Emergency Room - Treated and Discharged	42,954	43,603	47,967	5,013	12%
Total Emergency Room Visits	49,107	49,866	54,998	5,891	12%

## BRIDGEPORT HOSPITAL

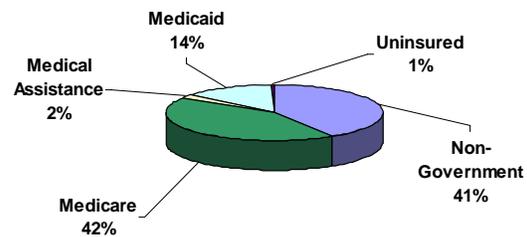
Bridgeport Hospital, founded in 1878, is located in Bridgeport. In FY 2007, the Hospital had an excess of revenue over expenses of \$4.9 million which included \$2.4 million of non operating income. The Hospital had almost 20,000 discharges and over 104,000 patient days while staffing 335 of its 425 licensed 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

	2005	2006	2007
Net Patient Revenue	\$274,244,000	\$284,129,000	\$297,562,000
Other Operating Revenue	\$5,602,000	\$6,093,000	\$8,904,000
<b>Total Operating Revenue</b>	<b>\$279,846,000</b>	<b>\$290,222,000</b>	<b>\$306,466,000</b>
Total Operating Expenses	\$272,171,000	\$285,942,000	\$303,901,000
<b>Income/(Loss) from Operations</b>	<b>\$7,675,000</b>	<b>\$4,280,000</b>	<b>\$2,565,000</b>
Non Operating Revenue	\$1,981,000	\$7,833,000	\$2,351,000
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$9,656,000</b>	<b>\$12,113,000</b>	<b>\$4,916,000</b>

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - BRIDGEPORT HOSPITAL

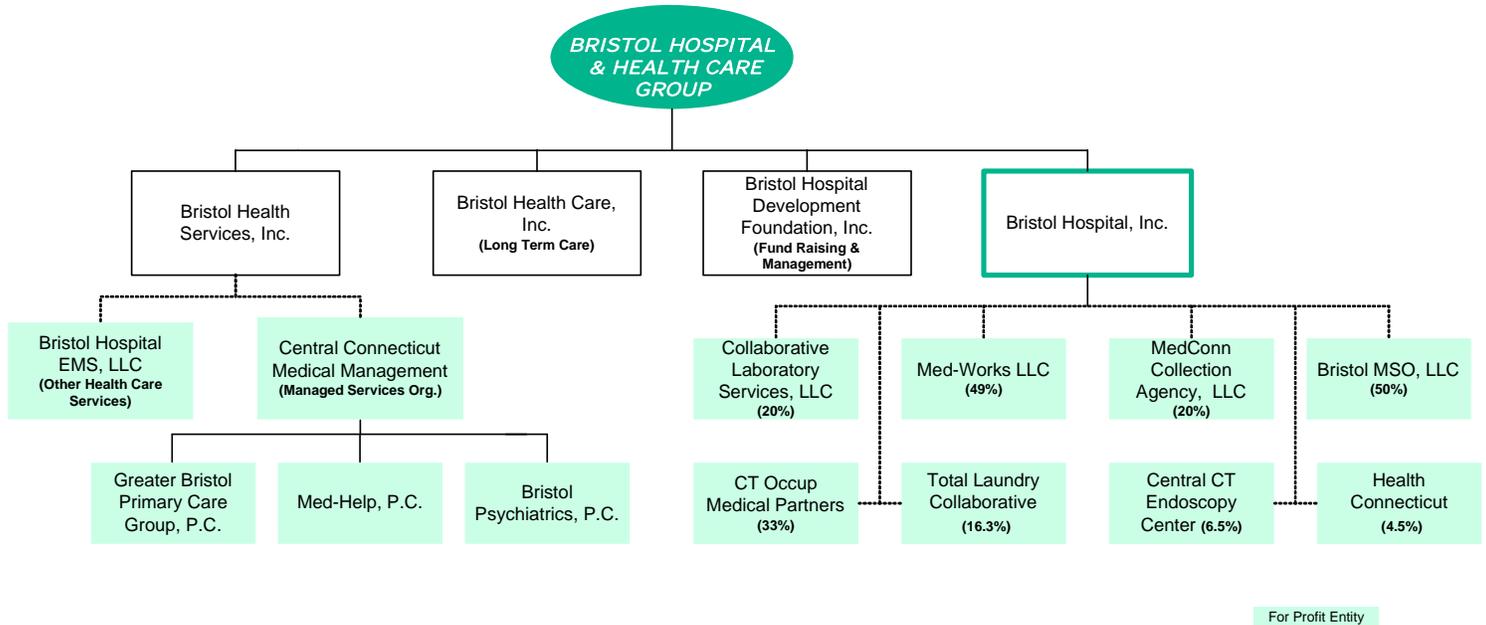
	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
<b>PROFITABILITY SUMMARY</b>					
Hospital Operating Margins	2.72%	1.44%	0.83%	-1.89%	-69%
Hospital Non Operating Margins	0.70%	2.63%	0.76%	0.06%	9%
Hospital Total Margins	3.43%	4.06%	1.59%	-1.84%	-54%
<b>COST DATA SUMMARY</b>					
Ratio of cost to charges	0.36	0.35	0.32	(0.04)	-11%
Private Payment to Cost Ratio	1.25	1.20	1.24	(0.01)	-1%
Medicare Payment to Cost Ratio	1.10	1.10	1.06	(0.04)	-4%
Medicaid Payment to Cost Ratio	0.66	0.71	0.71	0.05	8%
<b>LIQUIDITY MEASURES SUMMARY</b>					
Current Ratio	1.66	1.67	1.46	(0.20)	-12%
Days cash on hand	49	45	38	(11)	-22%
Days in patients accounts receivable	34	35	37	3	9%
Average Payment Period	60	58	60	0	0%
<b>SOLVENCY MEASURES SUMMARY</b>					
Equity financing ratio	43.3	47.5	51.5	8.2	19%
Cash flow to total debt ratio	23.9	27.2	18.5	(5.4)	-23%
Long-term debt to Capitalization Ratio	36.7	32.0	27.4	(9.3)	-25%
<div style="border: 1px solid black; padding: 5px;"> <p>* 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.</p> </div>					
<b>NET ASSETS SUMMARY</b>					
Hospital Unrestricted Net Assets	\$72,231,000	\$85,720,000	\$101,094,000	\$28,863,000	40%
Hospital Total Net Assets	\$107,391,000	\$125,463,000	\$147,184,000	\$39,793,000	37%
<b>UTILIZATION MEASURES SUMMARY</b>					
Patient Days	107,086	102,714	104,291	(2,795)	-3%
Discharges	20,109	19,580	19,675	(434)	-2%
ALOS	5.3	5.2	5.3	0.0	0%
Staffed Beds	335	334	335	0	0%
Licensed Beds	425	425	425	0	0%
Occupancy of staffed beds	87%	84%	85%	-2%	-2%
Occupancy of licensed beds	69%	66%	67%	-2%	-3%
Full Time Equivalent Employees	1,864.0	1,929.0	2,007.8	143.8	8%

## KEY RESULTS - BRIDGEPORT HOSPITAL

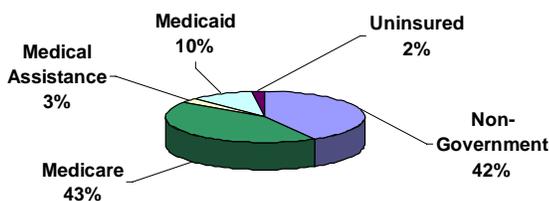
<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	8,285	7,976	7,449	(836)	-10%
Medicare	6,994	6,725	7,016	22	0%
Medical Assistance	4,807	4,854	5,179	372	8%
Medicaid	4,263	4,349	4,577	314	7%
Other Medical Assistance	544	505	602	58	11%
Champus / TRICARE	23	25	31	8	35%
Uninsured (Included in Non-Government)	481	464	448	(33)	-7%
Total Discharges	20,109	19,580	19,675	(434)	-2%
<b>CASE MIX INDEX</b>					
Non-Government (Including Uninsured)	1.1728	1.1533	1.1207	(0.0521)	-4%
Medicare	1.7021	1.6940	1.6306	(0.0715)	-4%
Medical Assistance	0.9173	0.9374	0.9426	0.0253	3%
Medicaid	0.8559	0.8916	0.8899	0.0340	4%
Other Medical Assistance	1.3982	1.3318	1.3430	(0.0552)	-4%
Champus / TRICARE	1.3901	0.9134	1.1653	(0.2248)	-16%
Uninsured (Included in Non-Government)	1.1677	1.2995	1.2849	0.1172	10%
Total Case Mix Index	1.2961	1.2852	1.2557	(0.0404)	-3%
<b>UNCOMPENSATED CARE</b>					
Charity Care	\$8,920,434	\$9,539,856	\$10,897,000	\$1,976,566	22%
Bad Debts	\$18,489,055	\$22,086,176	\$26,581,552	\$8,092,497	44%
Total Uncompensated Care Charges	\$27,409,489	\$31,626,032	\$37,478,552	\$10,069,063	37%
Uncompensated Care Cost	\$9,978,831	\$11,167,718	\$11,959,917	\$1,981,086	20%
Uncompensated care % of total expenses	3.7%	4.0%	4.0%	0.30%	8%
<b>EMERGENCY DEPARTMENT VISITS</b>					
Emergency Room - Treated and Admitted	9,101	8,894	9,556	455	5%
Emergency Room - Treated and Discharged	53,510	55,740	57,987	4,477	8%
Total Emergency Room Visits	62,611	64,634	67,543	4,932	8%

## BRISTOL HOSPITAL

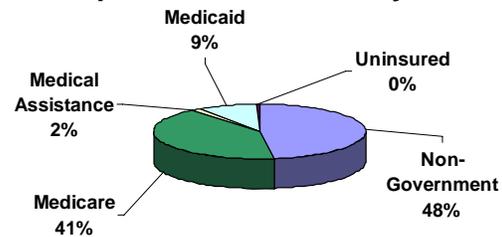
Bristol Hospital, founded in 1921, is located in Bristol. In FY 2007, the Hospital had an excess of revenue over expenses of \$7.4 million which included \$10.7 million in non operating income. The Hospital had 8,000 discharges and almost 34,000 patient days while staffing 115 of its 154 licensed beds. 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

	2005	2006	2007
Net Patient Revenue	\$102,740,028	\$105,165,230	\$114,164,519
Other Operating Revenue	\$5,655,237	\$5,121,798	\$4,581,688
<b>Total Operating Revenue</b>	<b>\$108,395,265</b>	<b>\$110,287,028</b>	<b>\$118,746,207</b>
Total Operating Expenses	\$112,950,581	\$119,727,760	\$122,064,635
<b>Income/(Loss) from Operations</b>	<b>(\$4,555,316)</b>	<b>(\$9,440,732)</b>	<b>(\$3,318,428)</b>
Non Operating Revenue	\$322,821	\$581,848	\$10,737,106
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>(\$4,232,495)</b>	<b>(\$8,858,884)</b>	<b>\$7,418,678</b>

## KEY RESULTS - BRISTOL HOSPITAL

PROFITABILITY SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Operating Margins	-4.19%	-8.52%	-2.56%	1.63%	39%
Hospital Non Operating Margins	0.30%	0.52%	8.29%	7.99%	2663%
Hospital Total Margins	-3.89%	-7.99%	5.73%	9.62%	247%

COST DATA SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Ratio of cost to charges	0.40	0.39	0.33	(0.07)	-18%
Private Payment to Cost Ratio	1.11	1.06	1.10	(0.01)	-1%
Medicare Payment to Cost Ratio	0.91	0.88	0.92	0.01	1%
Medicaid Payment to Cost Ratio	0.82	0.76	0.87	0.05	6%

LIQUIDITY MEASURES SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Current Ratio	1.61	1.11	1.09	(0.52)	-32%
Days cash on hand	9	4	4	(5)	-56%
Days in patients accounts receivable	56	52	53	(3)	-5%
Average Payment Period	50	60	74	24	48%

SOLVENCY MEASURES SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Equity financing ratio	38.7	28.9	39.7	1.0	3%
Cash flow to total debt ratio	4.4	-6.2	25.4	21.0	477%
Long-term debt to Capitalization Ratio	44.1	51.5	41.9	(2.2)	-5%

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

NET ASSETS SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Unrestricted Net Assets	\$29,776,432	\$18,860,668	\$31,129,463	\$1,353,031	5%
Hospital Total Net Assets	\$37,038,793	\$26,362,639	\$41,084,073	\$4,045,280	11%

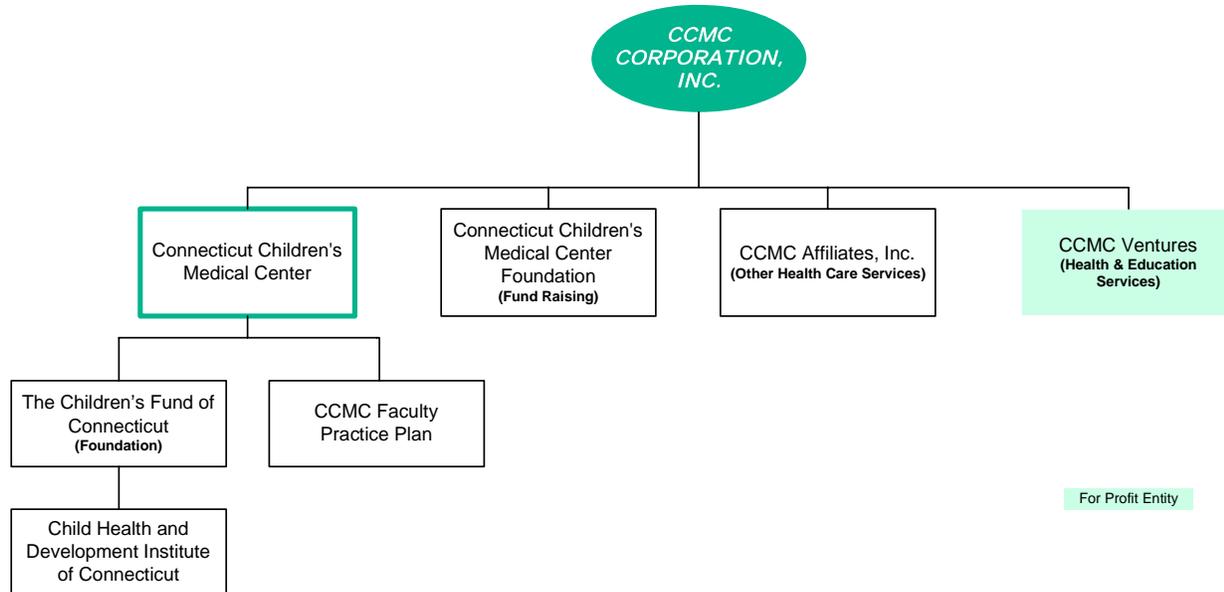
UTILIZATION MEASURES SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Patient Days	36,810	34,206	33,663	(3,147)	-9%
Discharges	8,054	8,054	8,064	10	0%
ALOS	4.6	4.2	4.2	(0.4)	-9%
Staffed Beds	154	154	115	(39)	-25%
Licensed Beds	154	154	154	0	0%
Occupancy of staffed beds	65%	61%	80%	15%	23%
Occupancy of licensed beds	65%	61%	60%	-5%	-8%
Full Time Equivalent Employees	915.0	884.0	876.5	(38.5)	-4%

## KEY RESULTS - BRISTOL HOSPITAL

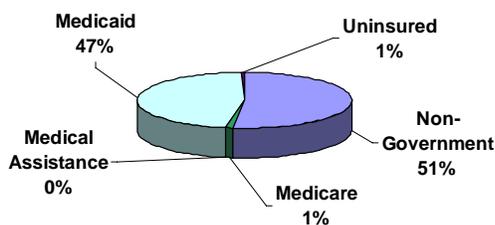
<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	3,074	3,080	3,046	(28)	-1%
Medicare	3,681	3,596	3,589	(92)	-2%
Medical Assistance	1,283	1,365	1,412	129	10%
Medicaid	958	1,063	1,049	91	9%
Other Medical Assistance	325	302	363	38	12%
Champus / TRICARE	16	13	17	1	6%
Uninsured (Included in Non-Government)	8	135	79	71	888%
<b>Total Discharges</b>	<b>8,054</b>	<b>8,054</b>	<b>8,064</b>	<b>10</b>	<b>0%</b>
<b>CASE MIX INDEX</b>					
Non-Government (Including Uninsured)	0.8629	0.8925	0.8927	0.0298	3%
Medicare	1.2779	1.2606	1.2507	(0.0272)	-2%
Medical Assistance	0.7993	0.7362	0.8193	0.0200	3%
Medicaid	0.7414	0.7270	0.8044	0.0630	8%
Other Medical Assistance	0.9700	0.7686	0.8624	(0.1076)	-11%
Champus / TRICARE	0.8492	0.5520	0.7279	(0.1213)	-14%
Uninsured (Included in Non-Government)	0.7239	0.8243	0.9158	0.1919	27%
<b>Total Case Mix Index</b>	<b>1.0424</b>	<b>1.0298</b>	<b>1.0388</b>	<b>(0.0036)</b>	<b>0%</b>
<b>UNCOMPENSATED CARE</b>					
Charity Care	\$688,672	\$938,224	\$1,253,957	\$565,285	82%
Bad Debts	\$6,896,262	\$7,049,775	\$10,522,424	\$3,626,162	53%
<b>Total Uncompensated Care Charges</b>	<b>\$7,584,934</b>	<b>\$7,987,999</b>	<b>\$11,776,381</b>	<b>\$4,191,447</b>	<b>55%</b>
Uncompensated Care Cost	\$3,067,807	\$3,154,274	\$3,929,667	\$861,860	28%
Uncompensated care % of total expenses	3.1%	2.9%	3.5%	0.40%	13%
<b>EMERGENCY DEPARTMENT VISITS</b>					
Emergency Room - Treated and Admitted	5,456	5,476	5,667	211	4%
Emergency Room - Treated and Discharged	32,084	31,921	33,859	1,775	6%
<b>Total Emergency Room Visits</b>	<b>37,540</b>	<b>37,397</b>	<b>39,526</b>	<b>1,986</b>	<b>5%</b>

## CONNECTICUT CHILDREN'S MEDICAL CENTER

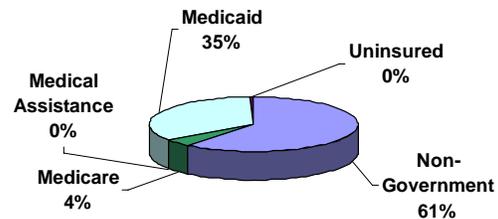
Connecticut Children's Medical Center (CCMC) began operating in 1996 as the successor to the Newington Children's Hospital. In FY 2007, the Hospital had an excess of revenue over expenses of \$7.9 million which included \$20.2 million in non operating income. The Hospital had 5,500 discharges and almost 33,000 patient days while staffing 123 of its 135 licensed 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

	2005	2006	2007
Net Patient Revenue	\$100,715,203	\$110,657,623	\$140,951,196
Other Operating Revenue	\$13,396,403	\$13,156,350	\$13,649,071
<b>Total Operating Revenue</b>	<b>\$114,111,606</b>	<b>\$123,813,973</b>	<b>\$154,600,267</b>
Total Operating Expenses	\$125,870,727	\$147,886,571	\$166,926,646
<b>Income/(Loss) from Operations</b>	<b>(\$11,759,121)</b>	<b>(\$24,072,598)</b>	<b>(\$12,326,379)</b>
Non Operating Revenue	\$7,454,220	\$17,838,087	\$20,221,221
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>(\$4,304,901)</b>	<b>(\$6,234,511)</b>	<b>\$7,894,842</b>

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - CONNECTICUT CHILDREN'S MEDICAL CENTER

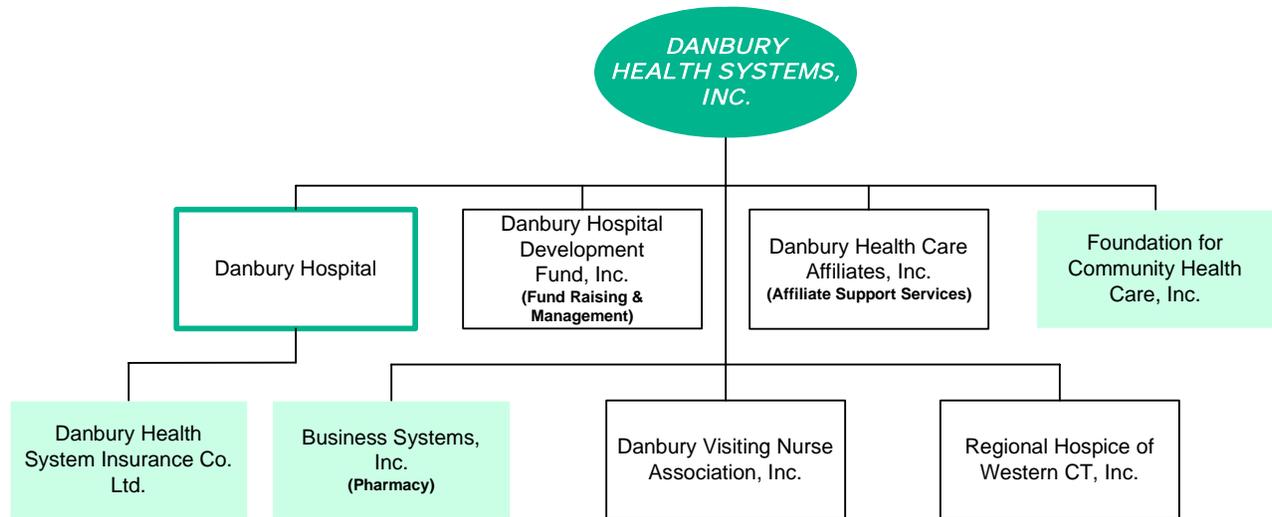
	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
<b>PROFITABILITY SUMMARY</b>					
Hospital Operating Margins	-9.67%	-16.99%	-7.05%	2.62%	27%
Hospital Non Operating Margins	6.13%	12.59%	11.57%	5.44%	89%
Hospital Total Margins	-3.54%	-4.40%	4.52%	8.06%	228%
<b>COST DATA SUMMARY</b>					
Ratio of cost to charges	0.61	0.63	0.56	(0.05)	-8%
Private Payment to Cost Ratio	0.90	0.84	1.01	0.11	12%
Medicare Payment to Cost Ratio	6.24	6.81	9.20	2.96	47%
Medicaid Payment to Cost Ratio	0.80	0.74	0.64	(0.16)	-20%
<b>LIQUIDITY MEASURES SUMMARY</b>					
Current Ratio	0.81	1.02	0.75	(0.06)	-7%
Days cash on hand	10	42	9	(1)	-10%
Days in patients accounts receivable	35	37	43	8	23%
Average Payment Period	74	92	91	17	23%
<b>SOLVENCY MEASURES SUMMARY</b>					
Equity financing ratio	72.3	71.7	69.8	(2.5)	-3%
Cash flow to total debt ratio	1.6	-0.2	18.4	16.8	1050%
Long-term debt to Capitalization Ratio	17.9	16.4	16.5	(1.4)	-8%
<div style="border: 1px solid black; padding: 5px;">                     * 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.                 </div>					
<b>NET ASSETS SUMMARY</b>					
Hospital Unrestricted Net Assets	\$119,336,888	\$119,586,082	\$117,939,498	(\$1,397,390)	-1%
Hospital Total Net Assets	\$204,545,026	\$210,713,866	\$212,389,064	\$7,844,038	4%
<b>UTILIZATION MEASURES SUMMARY</b>					
Patient Days	29,923	31,018	32,933	3,010	10%
Discharges	5,535	5,638	5,534	(1)	0%
ALOS	5.4	5.5	6.0	0.6	11%
Staffed Beds	115	122	123	8	7%
Licensed Beds	129	135	135	6	5%
Occupancy of staffed beds	71%	70%	73%	2%	3%
Occupancy of licensed beds	63%	63%	67%	4%	6%
Full Time Equivalent Employees	896.0	970.0	1,093.5	197.5	22%

## KEY RESULTS - CONNECTICUT CHILDREN'S MEDICAL CENTER

<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	3,093	3,116	2,894	(199)	-6%
Medicare	8	47	13	5	63%
Medical Assistance	2,400	2,444	2,589	189	8%
Medicaid	2,400	2,444	2,589	189	8%
Other Medical Assistance	0	0	0	0	0%
Champus / TRICARE	34	31	38	4	12%
Uninsured (Included in Non-Government)	27	55	37	10	37%
Total Discharges	5,535	5,638	5,534	(1)	0%
<b>CASE MIX INDEX</b>					
Non-Government (Including Uninsured)	1.3369	1.3290	1.4243	0.0874	7%
Medicare	1.3296	0.8686	2.0442	0.7146	54%
Medical Assistance	1.2462	1.2759	1.3335	0.0873	7%
Medicaid	1.2462	1.2759	1.3335	0.0873	7%
Other Medical Assistance	0.0000	0.0000	0.0000	0.0000	0%
Champus / TRICARE	1.3063	1.5027	1.1900	(0.1163)	-9%
Uninsured (Included in Non-Government)	1.1856	1.3232	1.0818	(0.1038)	-9%
Total Case Mix Index	1.2974	1.3031	1.3817	0.0843	6%
<b>UNCOMPENSATED CARE</b>					
Charity Care	\$420,542	\$609,964	\$294,708	(\$125,834)	-30%
Bad Debts	\$2,025,390	\$3,035,830	\$3,476,113	\$1,450,723	72%
Total Uncompensated Care Charges	\$2,445,932	\$3,645,794	\$3,770,821	\$1,324,889	54%
Uncompensated Care Cost	\$1,502,788	\$2,312,466	\$2,100,336	\$597,548	40%
Uncompensated care % of total expenses	1.3%	1.7%	1.3%	0.00%	0%
<b>EMERGENCY DEPARTMENT VISITS</b>					
Emergency Room - Treated and Admitted	3,690	3,652	2,849	(841)	-23%
Emergency Room - Treated and Discharged	36,631	36,485	40,323	3,692	10%
Total Emergency Room Visits	40,321	40,137	43,172	2,851	7%

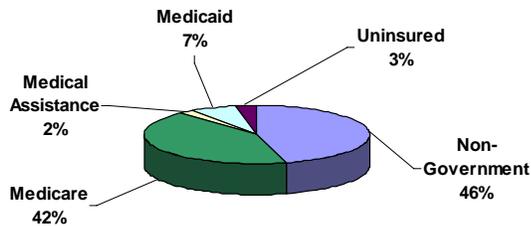
## DANBURY HOSPITAL

Danbury Hospital, founded in 1885, is located in Danbury. In FY 2007, the Hospital had an excess of revenue over expenses of \$52 million which included \$27.8 million in non operating income. The Hospital had almost 21,000 discharges and 88,000 patient days while staffing 246 of its 371 licensed beds. Reported below is a chart indicating all of the affiliates of Danbury Health Systems, Incorporated, the parent corporation of the Hospital, followed by various financial indicators and selected utilization measures.

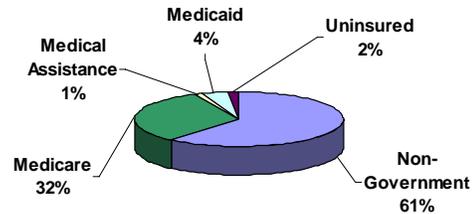


For Profit Entity

### Hospital Gross Revenue Payer Mix



### Hospital Net Revenue Payer Mix



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2005	2006	2007
Net Patient Revenue	\$346,628,373	\$378,987,862	\$393,491,107
Other Operating Revenue	\$5,839,898	\$6,110,934	\$8,801,658
Total Operating Revenue	\$352,468,271	\$385,098,796	\$402,292,765
Total Operating Expenses	\$334,468,300	\$363,887,584	\$378,137,622
Income/(Loss) from Operations	\$17,999,971	\$21,211,212	\$24,155,143
Non Operating Revenue	\$8,340,974	\$10,612,293	\$27,798,903
Excess/(Deficiency) of Revenue over Expenses	\$26,340,945	\$31,823,505	\$51,954,046

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - DANBURY HOSPITAL

PROFITABILITY SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Operating Margins	4.99%	5.36%	5.62%	0.63%	13%
Hospital Non Operating Margins	2.31%	2.68%	6.46%	4.15%	180%
Hospital Total Margins	7.30%	8.04%	12.08%	4.78%	65%

COST DATA SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Ratio of cost to charges	0.46	0.44	0.43	(0.03)	-7%
Private Payment to Cost Ratio	1.40	1.41	1.47	0.07	5%
Medicare Payment to Cost Ratio	0.86	0.87	0.84	(0.02)	-2%
Medicaid Payment to Cost Ratio	0.66	0.66	0.71	0.05	8%

LIQUIDITY MEASURES SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Current Ratio	5.08	6.36	7.42	2.34	46%
Days cash on hand	131	154	168	37	28%
Days in patients accounts receivable	41	40	39	(2)	-5%
Average Payment Period	43	40	38	(5)	-12%

SOLVENCY MEASURES SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Equity financing ratio	68.4	62.0	68.8	0.4	1%
Cash flow to total debt ratio	44.4	31.6	46.1	1.7	4%
Long-term debt to Capitalization Ratio	17.6	27.5	23.7	6.1	35%

\* 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	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Unrestricted Net Assets	\$254,632,405	\$291,694,304	\$355,513,444	\$100,881,039	40%
Hospital Total Net Assets	\$284,456,481	\$319,017,393	\$382,105,019	\$97,648,538	34%

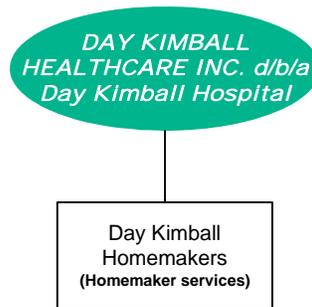
UTILIZATION MEASURES SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Patient Days	84,464	85,217	88,139	3,675	4%
Discharges	19,907	20,438	20,752	845	4%
ALOS	4.2	4.2	4.2	0.0	0%
Staffed Beds	245	251	246	1	0%
Licensed Beds	371	371	371	0	0%
Occupancy of staffed beds	94%	93%	98%	4%	4%
Occupancy of licensed beds	62%	63%	65%	3%	5%
Full Time Equivalent Employees	2,276.0	2,309.0	2,345.9	69.9	3%

## KEY RESULTS - DANBURY HOSPITAL

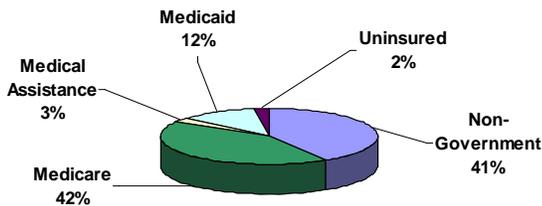
<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	9,545	9,798	9,712	167	2%
Medicare	7,925	8,288	8,306	381	5%
Medical Assistance	2,425	2,332	2,720	295	12%
Medicaid	2,060	1,863	2,232	172	8%
Other Medical Assistance	365	469	488	123	34%
Champus / TRICARE	12	20	14	2	17%
Uninsured (Included in Non-Government)	423	458	421	(2)	0%
<b>Total Discharges</b>	<b>19,907</b>	<b>20,438</b>	<b>20,752</b>	<b>845</b>	<b>4%</b>
<b>CASE MIX INDEX</b>					
Non-Government (Including Uninsured)	0.9540	1.0529	1.0461	0.0921	10%
Medicare	1.3169	1.4125	1.4443	0.1274	10%
Medical Assistance	0.7575	0.7944	0.8217	0.0642	8%
Medicaid	0.7394	0.7801	0.7435	0.0041	1%
Other Medical Assistance	0.8597	0.8513	1.1794	0.3197	37%
Champus / TRICARE	0.8629	1.1502	0.9438	0.0809	9%
Uninsured (Included in Non-Government)	1.0346	1.1045	1.1378	0.1032	10%
<b>Total Case Mix Index</b>	<b>1.0745</b>	<b>1.1693</b>	<b>1.1760</b>	<b>0.1015</b>	<b>9%</b>
<b>UNCOMPENSATED CARE</b>					
Charity Care	\$8,121,149	\$8,116,681	\$9,945,753	\$1,824,604	22%
Bad Debts	\$11,347,701	\$11,968,179	\$13,131,942	\$1,784,241	16%
<b>Total Uncompensated Care Charges</b>	<b>\$19,468,850</b>	<b>\$20,084,860</b>	<b>\$23,077,695</b>	<b>\$3,608,845</b>	<b>19%</b>
Uncompensated Care Cost	\$9,041,180	\$8,926,518	\$9,919,306	\$878,126	10%
Uncompensated care % of total expenses	2.9%	2.7%	2.8%	-0.10%	-3%
<b>EMERGENCY DEPARTMENT VISITS</b>					
Emergency Room - Treated and Admitted	11,743	11,776	11,986	243	2%
Emergency Room - Treated and Discharged	56,411	55,074	55,943	(468)	-1%
<b>Total Emergency Room Visits</b>	<b>68,154</b>	<b>66,850</b>	<b>67,929</b>	<b>(225)</b>	<b>0%</b>

## DAY KIMBALL HOSPITAL

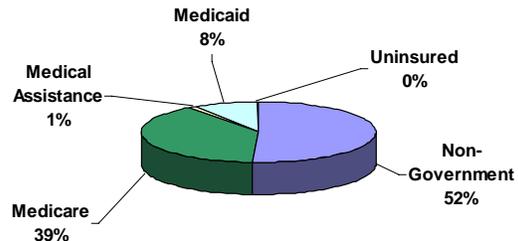
Day Kimball Hospital, founded in 1894, is located in Putnam. In FY 2007, the Hospital had an excess of revenue over expenses of \$739,000 which included \$108,000 in non operating income. The Hospital had almost 5,600 discharges and over 20,000 patient days while staffing 72 of its 122 licensed beds. 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.



**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2005	2006	2007
Net Patient Revenue	\$87,843,333	\$87,811,235	\$90,308,057
Other Operating Revenue	\$4,580,538	\$4,568,458	\$5,665,531
<b>Total Operating Revenue</b>	<b>\$92,423,871</b>	<b>\$92,379,693</b>	<b>\$95,973,588</b>
Total Operating Expenses	\$88,736,199	\$91,077,194	\$95,342,950
<b>Income/(Loss) from Operations</b>	<b>\$3,687,672</b>	<b>\$1,302,499</b>	<b>\$630,638</b>
Non Operating Revenue	\$112,780	\$109,519	\$108,178
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$3,800,452</b>	<b>\$1,412,018</b>	<b>\$738,816</b>

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - DAY KIMBALL HOSPITAL

PROFITABILITY SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Operating Margins	3.99%	1.41%	0.66%	-3.33%	-83%
Hospital Non Operating Margins	0.12%	0.12%	0.11%	-0.01%	-8%
Hospital Total Margins	4.11%	1.53%	0.77%	-3.34%	-81%

### COST DATA SUMMARY

Ratio of cost to charges	0.56	0.58	0.58	0.02	4%
Private Payment to Cost Ratio	1.29	1.21	1.22	(0.07)	-5%
Medicare Payment to Cost Ratio	0.93	0.94	0.93	0.00	0%
Medicaid Payment to Cost Ratio	0.62	0.64	0.71	0.09	15%

### LIQUIDITY MEASURES SUMMARY

Current Ratio	3.13	2.39	2.50	(0.63)	-20%
Days cash on hand	147	146	121	(26)	-18%
Days in patients accounts receivable	36	43	32	(4)	-11%
Average Payment Period	61	82	68	7	11%

### SOLVENCY MEASURES SUMMARY

Equity financing ratio	48.0	49.6	55.6	7.6	16%
Cash flow to total debt ratio	26.5	16.7	16.8	(9.7)	-37%
Long-term debt to Capitalization Ratio	27.7	25.9	24.0	(3.7)	-13%

\* 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	\$34,202,206	\$36,306,356	\$38,661,562	\$4,459,356	13%
Hospital Total Net Assets	\$40,759,684	\$43,318,751	\$46,398,805	\$5,639,121	14%

### UTILIZATION MEASURES SUMMARY

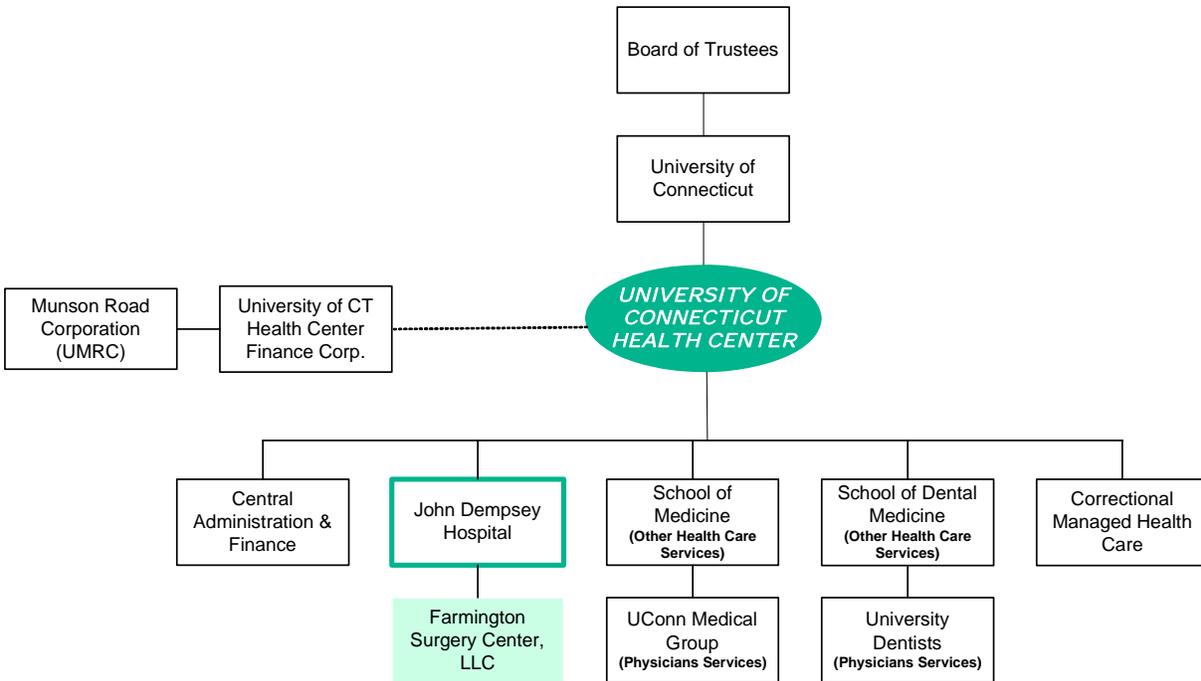
Patient Days	22,084	19,961	20,370	(1,714)	-8%
Discharges	6,477	5,670	5,586	(891)	-14%
ALOS	3.4	3.5	3.6	0.2	6%
Staffed Beds	72	72	72	0	0%
Licensed Beds	122	122	122	0	0%
Occupancy of staffed beds	84%	76%	78%	-6%	-7%
Occupancy of licensed beds	50%	45%	46%	-4%	-8%
Full Time Equivalent Employees	725.0	730.0	705.3	(19.7)	-3%

## KEY RESULTS - DAY KIMBALL HOSPITAL

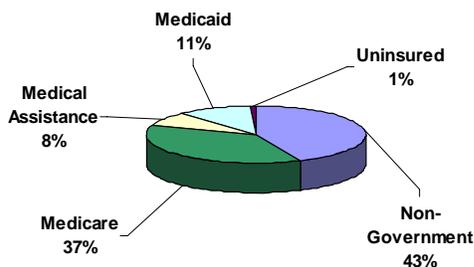
	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
<b>DISCHARGES</b>					
Non-Government (Including Uninsured)	2,598	2,076	1,916	(682)	-26%
Medicare	2,744	2,491	2,508	(236)	-9%
Medical Assistance	1,113	1,066	1,107	(6)	-1%
Medicaid	910	894	888	(22)	-2%
Other Medical Assistance	203	172	219	16	8%
Champus / TRICARE	22	37	55	33	150%
Uninsured (Included in Non-Government)	97	70	84	(13)	-13%
Total Discharges	6,477	5,670	5,586	(891)	-14%
<b>CASE MIX INDEX</b>					
Non-Government (Including Uninsured)	0.7564	0.7655	0.7796	0.0232	3%
Medicare	1.0559	1.0949	1.0993	0.0434	4%
Medical Assistance	0.6465	0.6557	0.6876	0.0411	6%
Medicaid	0.6205	0.6263	0.6873	0.0668	11%
Other Medical Assistance	0.7631	0.8085	0.6889	(0.0742)	-10%
Champus / TRICARE	0.6713	0.4882	0.8047	0.1334	20%
Uninsured (Included in Non-Government)	0.7517	0.7358	0.8751	0.1234	16%
Total Case Mix Index	0.8641	0.8878	0.9052	0.0411	5%
<b>UNCOMPENSATED CARE</b>					
Charity Care	\$759,601	\$632,146	\$512,769	(\$246,832)	-32%
Bad Debts	\$3,663,413	\$3,205,500	\$3,691,706	\$28,293	1%
Total Uncompensated Care Charges	\$4,423,014	\$3,837,646	\$4,204,475	(\$218,539)	-5%
Uncompensated Care Cost	\$2,470,049	\$2,242,552	\$2,442,527	(\$27,522)	-1%
Uncompensated care % of total expenses	3.0%	2.6%	2.7%	-0.30%	-10%
<b>EMERGENCY DEPARTMENT VISITS</b>					
Emergency Room - Treated and Admitted	4,211	3,528	3,553	(658)	-16%
Emergency Room - Treated and Discharged	17,245	24,968	25,170	7,925	46%
Total Emergency Room Visits	21,456	28,496	28,723	7,267	34%

## JOHN DEMPSEY HOSPITAL

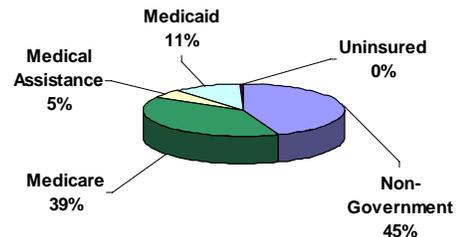
John Dempsey Hospital, located in Farmington, was founded in 1975 as the teaching hospital of the University of Connecticut Health Center and is also a statewide referral site for tertiary care. In FY 2007, the Hospital had an excess of expenses over revenue of \$4 million which included \$952,000 in non operating income. The Hospital had 10,000 discharges and 60,000 patient days while staffing all of its 224 licensed 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

	2005	2006	2007
Net Patient Revenue	\$209,828,298	\$224,239,947	\$227,337,829
Other Operating Revenue	\$1,330,869	\$2,587,840	\$1,590,150
<b>Total Operating Revenue</b>	<b>\$211,159,167</b>	<b>\$226,827,787</b>	<b>\$228,927,979</b>
Total Operating Expenses	\$203,122,887	\$222,284,442	\$233,836,419
<b>Income/(Loss) from Operations</b>	<b>\$8,036,280</b>	<b>\$4,543,345</b>	<b>(\$4,908,440)</b>
Non Operating Revenue	\$98,516	\$98,964	\$951,575
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$8,134,796</b>	<b>\$4,642,309</b>	<b>(\$3,956,865)</b>

## KEY RESULTS - JOHN DEMPSEY HOSPITAL

PROFITABILITY SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Operating Margins	3.80%	2.00%	-2.14%	-5.94%	-156%
Hospital Non Operating Margins	0.05%	0.04%	0.41%	0.36%	720%
Hospital Total Margins	3.85%	2.05%	-1.72%	-5.57%	-145%

COST DATA SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Ratio of cost to charges	0.53	0.58	0.59	0.06	11%
Private Payment to Cost Ratio	1.02	0.96	1.00	(0.02)	-2%
Medicare Payment to Cost Ratio	1.19	1.19	1.02	(0.17)	-14%
Medicaid Payment to Cost Ratio	0.93	1.03	0.98	0.05	5%

LIQUIDITY MEASURES SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Current Ratio	1.21	1.15	1.29	0.08	7%
Days cash on hand	37	11	0	(37)	-100%
Days in patients accounts receivable	35	51	69	34	97%
Average Payment Period	68	65	74	6	9%

SOLVENCY MEASURES SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Equity financing ratio	53.3	50.5	47.2	(6.1)	-11%
Cash flow to total debt ratio	35.0	31.5	13.3	(21.7)	-62%
Long-term debt to Capitalization Ratio	9.5	8.1	5.3	(4.2)	-44%

\* 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	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Unrestricted Net Assets	\$59,263,581	\$63,022,149	\$67,414,232	\$8,150,651	14%
Hospital Total Net Assets	\$66,857,236	\$71,499,545	\$67,542,680	\$685,444	1%

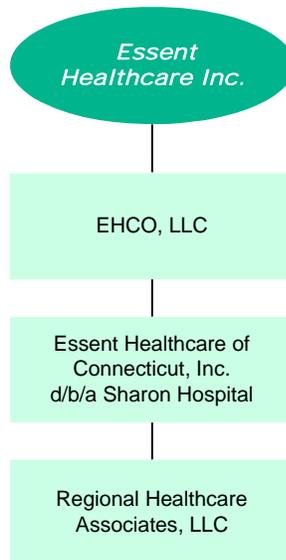
UTILIZATION MEASURES SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Patient Days	60,167	59,690	60,392	225	0%
Discharges	9,799	9,931	10,009	210	2%
ALOS	6.1	6.0	6.0	(0.1)	-2%
Staffed Beds	224	224	224	0	0%
Licensed Beds	224	224	224	0	0%
Occupancy of staffed beds	73%	73%	74%	1%	1%
Occupancy of licensed beds	73%	73%	74%	1%	1%
Full Time Equivalent Employees	1,176.0	1,270.0	1,237.4	61.4	5%

## KEY RESULTS - JOHN DEMPSEY HOSPITAL

<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	3,761	3,857	4,010	249	7%
Medicare	4,117	4,052	3,888	(229)	-6%
Medical Assistance	1,908	1,985	2,037	129	7%
Medicaid	1,180	1,296	1,295	115	10%
Other Medical Assistance	728	689	742	14	2%
Champus / TRICARE	13	37	74	61	469%
Uninsured (Included in Non-Government)	80	128	85	5	6%
Total Discharges	9,799	9,931	10,009	210	2%
<b>CASE MIX INDEX</b>					
Non-Government (Including Uninsured)	1.4279	1.3668	1.3821	(0.0458)	-3%
Medicare	1.5587	1.5054	1.5219	(0.0368)	-2%
Medical Assistance	1.2856	1.3242	1.3112	0.0256	2%
Medicaid	1.2443	1.3493	1.2703	0.0260	2%
Other Medical Assistance	1.3525	1.2770	1.3825	0.0300	2%
Champus / TRICARE	1.5562	1.3771	1.1190	(0.4372)	-28%
Uninsured (Included in Non-Government)	1.1983	1.0622	1.1704	(0.0279)	-2%
Total Case Mix Index	1.4553	1.4149	1.4200	(0.0353)	-2%
<b>UNCOMPENSATED CARE</b>					
Charity Care	\$752,944	\$371,382	\$741,685	(\$11,259)	-1%
Bad Debts	\$2,723,435	\$3,918,538	\$4,843,833	\$2,120,398	78%
Total Uncompensated Care Charges	\$3,476,379	\$4,289,920	\$5,585,518	\$2,109,139	61%
Uncompensated Care Cost	\$1,847,731	\$2,497,178	\$3,309,932	\$1,462,201	79%
Uncompensated care % of total expenses	0.9%	1.2%	1.5%	0.60%	67%
<b>EMERGENCY DEPARTMENT VISITS</b>					
Emergency Room - Treated and Admitted	3,893	3,998	4,706	813	21%
Emergency Room - Treated and Discharged	23,835	23,923	25,548	1,713	7%
Total Emergency Room Visits	27,728	27,921	30,254	2,526	9%

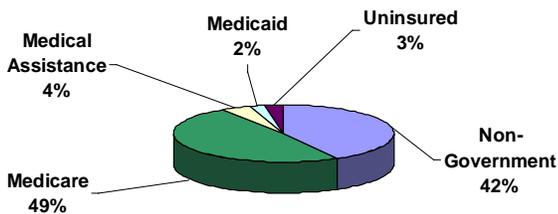
**ESSENT-SHARON HOSPITAL**

Sharon Hospital, founded in 1909, is located in Sharon. In April of 2002, Sharon Hospital became the state’s first for-profit acute care hospital when it was purchased by Essent Healthcare Incorporated of Nashville Tennessee. In FY 2007, the Hospital had an excess of revenue over expenses of \$1.7 million which did not include any non operating income. The Hospital had over 2,800 discharges and 11,000 patient days while staffing 47 of its 94 licensed 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.

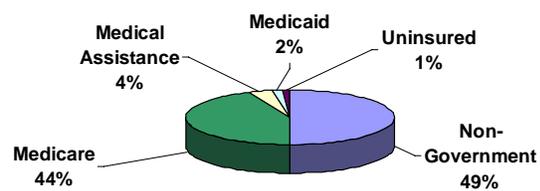


For Profit Entity

**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



**HOSPITAL STATEMENT OF OPERATIONS SUMMARY**

	2005	2006	2007
Net Patient Revenue	\$50,648,434	\$48,828,136	\$50,528,737
Other Operating Revenue	\$575,368	\$584,133	\$681,293
<b>Total Operating Revenue</b>	<b>\$51,223,802</b>	<b>\$49,412,269</b>	<b>\$51,210,030</b>
Total Operating Expenses	\$47,628,228	\$47,944,711	\$49,475,601
<b>Income/(Loss) from Operations</b>	<b>\$3,595,574</b>	<b>\$1,467,558</b>	<b>\$1,734,429</b>
Non Operating Revenue	\$0	\$0	\$0
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$3,595,574</b>	<b>\$1,467,558</b>	<b>\$1,734,429</b>

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - ESSENT SHARON HOSPITAL

PROFITABILITY SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Operating Margins	7.02%	2.97%	3.39%	-3.63%	-52%
Hospital Non Operating Margins	0.00%	0.00%	0.00%	0.00%	0%
Hospital Total Margins	7.02%	2.97%	3.39%	-3.63%	-52%

### COST DATA SUMMARY

Ratio of cost to charges	0.47	0.47	0.46	(0.01)	-2%
Private Payment to Cost Ratio	1.29	1.24	1.16	(0.13)	-10%
Medicare Payment to Cost Ratio	0.95	0.89	0.87	(0.08)	-8%
Medicaid Payment to Cost Ratio	0.82	0.63	0.76	(0.06)	-7%

### LIQUIDITY MEASURES SUMMARY

Current Ratio	1.00	1.03	1.85	0.85	85%
Days cash on hand	4	4	0	(4)	-100%
Days in patients accounts receivable	39	45	43	4	10%
Average Payment Period	73	75	52	(21)	-29%

### SOLVENCY MEASURES SUMMARY

Equity financing ratio	23.6	24.4	20.2	(3.4)	-14%
Cash flow to total debt ratio	31.1	19.6	10.9	(20.2)	-65%
Long-term debt to Capitalization Ratio	54.6	55.5	75.1	20.5	38%

\* 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	\$8,198,579	\$9,666,137	\$11,400,566	\$3,201,987	39%
Hospital Total Net Assets	\$8,198,579	\$9,666,137	\$11,400,566	\$3,201,987	39%

### UTILIZATION MEASURES SUMMARY

Patient Days	12,776	11,742	11,470	(1,306)	-10%
Discharges	2,964	2,880	2,837	(127)	-4%
ALOS	4.3	4.1	4.0	(0.3)	-7%
Staffed Beds	47	47	47	0	0%
Licensed Beds	94	94	94	0	0%
Occupancy of staffed beds	74%	68%	67%	-7%	-9%
Occupancy of licensed beds	37%	34%	33%	-4%	-11%
Full Time Equivalent Employees	290.0	288.0	290.1	0.1	0%

## KEY RESULTS - ESSENT SHARON HOSPITAL

<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	1,024	1,010	924	(100)	-10%
Medicare	1,639	1,577	1,581	(58)	-4%
Medical Assistance	293	292	332	39	13%
Medicaid	146	100	123	(23)	-16%
Other Medical Assistance	147	192	209	62	42%
Champus / TRICARE	8	1	0	(8)	-100%
Uninsured (Included in Non-Government)	79	91	78	(1)	-1%
Total Discharges	2,964	2,880	2,837	(127)	-4%

### CASE MIX INDEX

Non-Government (Including Uninsured)	0.9650	0.9390	1.1061	0.1411	15%
Medicare	1.1374	1.1221	1.1534	0.0160	1%
Medical Assistance	0.8622	0.8622	0.9591	0.0969	11%
Medicaid	0.9878	0.8623	1.0489	0.0611	6%
Other Medical Assistance	0.7375	0.8621	0.9062	0.1687	23%
Champus / TRICARE	0.5796	0.2567	0.0000	(0.5796)	-100%
Uninsured (Included in Non-Government)	0.9035	0.9038	1.0792	0.1757	19%
Total Case Mix Index	1.0491	1.0312	1.1153	0.0662	6%

### UNCOMPENSATED CARE

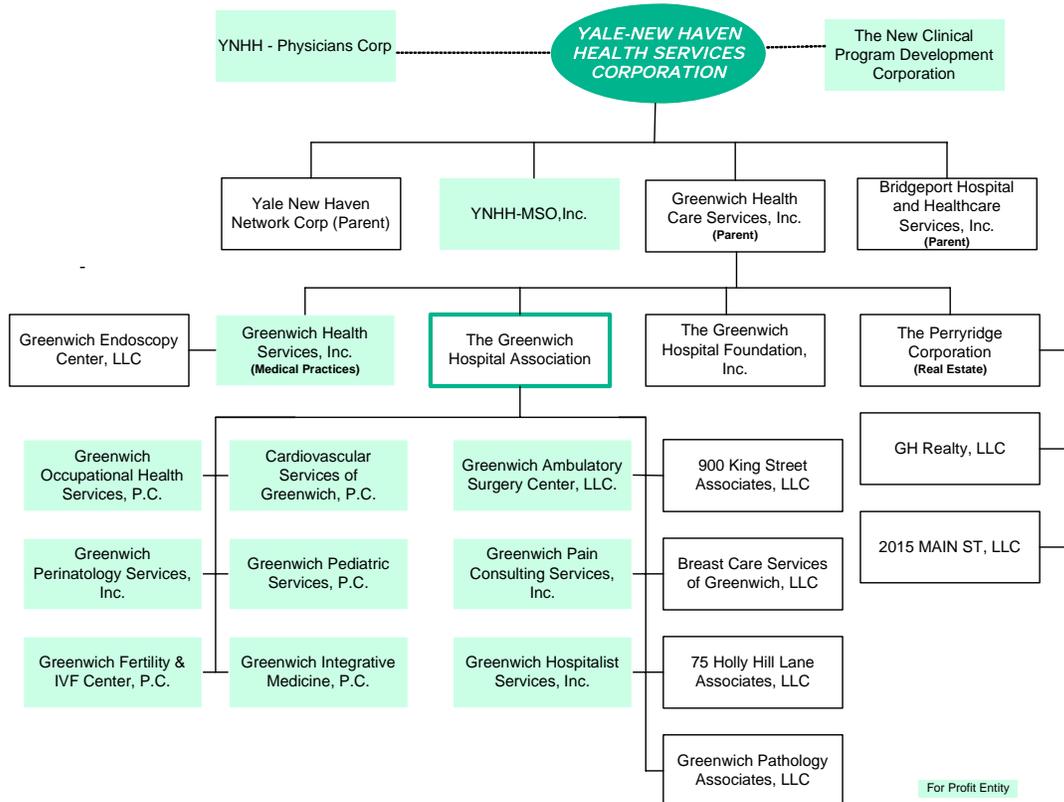
Charity Care	\$600,122	\$253,399	\$438,669	(\$161,453)	-27%
Bad Debts	\$1,819,158	\$1,316,950	\$2,496,357	\$677,199	37%
Total Uncompensated Care Charges	\$2,419,280	\$1,570,349	\$2,935,026	\$515,746	21%
Uncompensated Care Cost	\$1,128,526	\$739,690	\$1,357,809	\$229,283	20%
Uncompensated care % of total expenses	2.4%	1.6%	2.7%	0.30%	13%

### EMERGENCY DEPARTMENT VISITS

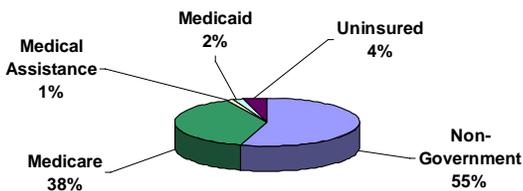
Emergency Room - Treated and Admitted	1,710	1,729	1,618	(92)	-5%
Emergency Room - Treated and Discharged	15,253	14,181	14,386	(867)	-6%
Total Emergency Room Visits	16,963	15,910	16,004	(959)	-6%

## GREENWICH HOSPITAL

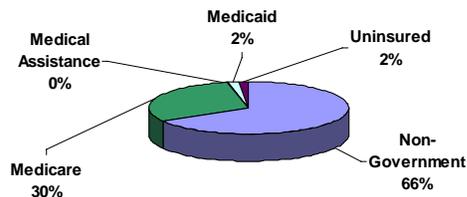
Greenwich Hospital, founded in 1903, is located in Greenwich. In FY 2007, the Hospital had an excess of revenue over expenses of \$14.5 million which included \$7 million of non operating income. The Hospital had almost 13,000 discharges and 49,000 patient days while staffing all of its 206 licensed 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

	2005	2006	2007
Net Patient Revenue	\$212,946,000	\$225,549,000	\$241,849,000
Other Operating Revenue	\$9,994,000	\$13,477,000	\$13,929,000
<b>Total Operating Revenue</b>	<b>\$222,940,000</b>	<b>\$239,026,000</b>	<b>\$255,778,000</b>
Total Operating Expenses	\$214,455,000	\$233,033,000	\$248,255,000
<b>Income/(Loss) from Operations</b>	<b>\$8,485,000</b>	<b>\$5,993,000</b>	<b>\$7,523,000</b>
Non Operating Revenue	\$4,236,000	(\$840,000)	\$6,980,000
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$12,721,000</b>	<b>\$5,153,000</b>	<b>\$14,503,000</b>

## KEY RESULTS - GREENWICH HOSPITAL

PROFITABILITY SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Operating Margins	3.73%	2.52%	2.86%	-0.87%	-23%
Hospital Non Operating Margins	1.86%	-0.35%	2.66%	0.80%	43%
Hospital Total Margins	5.60%	2.16%	5.52%	-0.08%	-1%

### COST DATA SUMMARY

Ratio of cost to charges	0.42	0.39	0.37	(0.05)	-12%
Private Payment to Cost Ratio	1.23	1.22	1.21	(0.02)	-2%
Medicare Payment to Cost Ratio	0.79	0.80	0.79	0.00	0%
Medicaid Payment to Cost Ratio	0.82	0.73	0.88	0.06	7%

### LIQUIDITY MEASURES SUMMARY

Current Ratio	2.58	3.05	2.55	(0.03)	-1%
Days cash on hand	106	95	86	(20)	-19%
Days in patients accounts receivable	45	46	47	2	4%
Average Payment Period	68	53	59	(9)	-13%

### SOLVENCY MEASURES SUMMARY

Equity financing ratio	75.6	77.0	77.5	1.9	3%
Cash flow to total debt ratio	26.2	22.7	33.2	7.0	27%
Long-term debt to Capitalization Ratio	13.8	13.4	12.2	(1.6)	-12%

\* 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	\$288,309,000	\$303,518,000	\$320,933,000	\$32,624,000	11%
Hospital Total Net Assets	\$345,568,000	\$354,186,000	\$376,486,000	\$30,918,000	9%

### UTILIZATION MEASURES SUMMARY

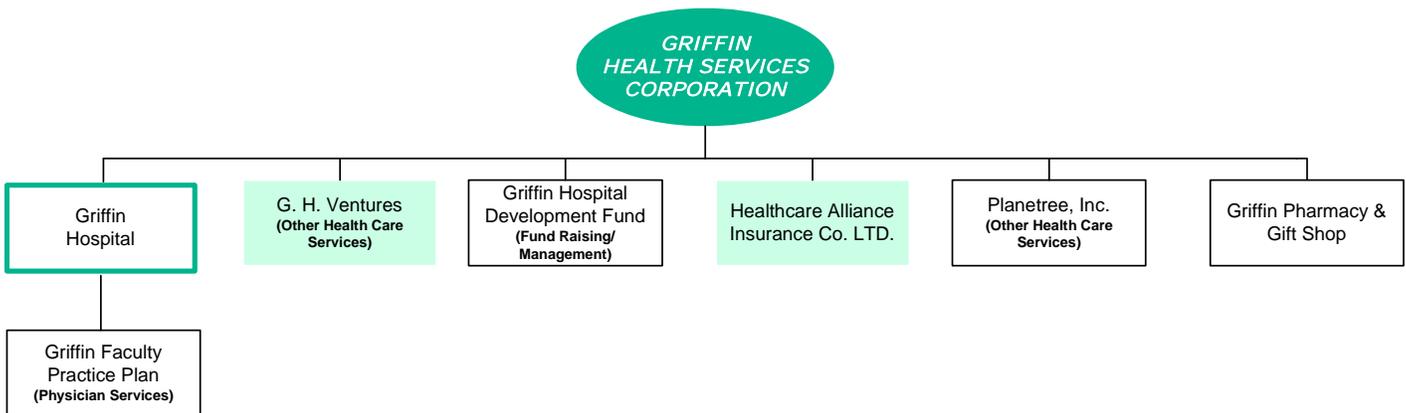
Patient Days	45,560	48,083	48,835	3,275	7%
Discharges	11,920	12,346	12,779	859	7%
ALOS	3.8	3.9	3.8	0.0	0%
Staffed Beds	194	201	206	12	6%
Licensed Beds	206	206	206	0	0%
Occupancy of staffed beds	64%	65%	65%	1%	2%
Occupancy of licensed beds	61%	64%	65%	4%	7%
Full Time Equivalent Employees	1,435.0	1,518.0	1,563.3	128.3	9%

## KEY RESULTS - GREENWICH HOSPITAL

<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	7,511	7,658	7,655	144	2%
Medicare	4,079	4,323	4,677	598	15%
Medical Assistance	324	360	443	119	37%
Medicaid	193	171	242	49	25%
Other Medical Assistance	131	189	201	70	53%
Champus / TRICARE	6	5	4	(2)	-33%
Uninsured (Included in Non-Government)	449	463	478	29	6%
<b>Total Discharges</b>	<b>11,920</b>	<b>12,346</b>	<b>12,779</b>	<b>859</b>	<b>7%</b>
<b>CASE MIX INDEX</b>					
Non-Government (Including Uninsured)	0.7574	0.7872	0.8102	0.0528	7%
Medicare	1.3347	1.4133	1.3821	0.0474	4%
Medical Assistance	1.0031	0.8651	0.9723	(0.0308)	-3%
Medicaid	0.9829	0.8924	0.9300	(0.0529)	-5%
Other Medical Assistance	1.0328	0.8404	1.0232	(0.0096)	-1%
Champus / TRICARE	0.5796	1.7985	0.6670	0.0874	15%
Uninsured (Included in Non-Government)	0.9187	0.8813	0.9296	0.0109	1%
<b>Total Case Mix Index</b>	<b>0.9615</b>	<b>1.0091</b>	<b>1.0251</b>	<b>0.0636</b>	<b>7%</b>
<b>UNCOMPENSATED CARE</b>					
Charity Care	\$11,932,073	\$12,248,272	\$14,259,114	\$2,327,041	20%
Bad Debts	\$4,621,730	\$7,987,332	\$8,706,380	\$4,084,650	88%
<b>Total Uncompensated Care Charges</b>	<b>\$16,553,803</b>	<b>\$20,235,604</b>	<b>\$22,965,494</b>	<b>\$6,411,691</b>	<b>39%</b>
Uncompensated Care Cost	\$6,947,590	\$7,878,263	\$8,412,549	\$1,464,959	21%
Uncompensated care % of total expenses	3.4%	3.6%	3.5%	0.10%	3%
<b>EMERGENCY DEPARTMENT VISITS</b>					
Emergency Room - Treated and Admitted	5,732	6,166	6,956	1,224	21%
Emergency Room - Treated and Discharged	30,109	32,163	32,906	2,797	9%
<b>Total Emergency Room Visits</b>	<b>35,841</b>	<b>38,329</b>	<b>39,862</b>	<b>4,021</b>	<b>11%</b>

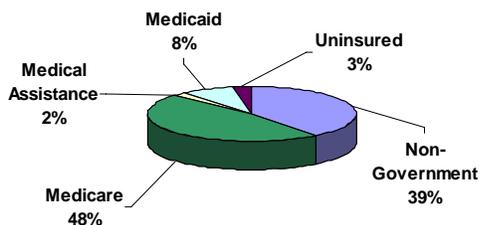
## GRIFFIN HOSPITAL

Griffin Hospital was founded in 1909 in Derby. In FY 2007, the Hospital had an excess of revenue over expenses of \$700,000 which included \$230,000 of non operating income. The Hospital had over 7,800 discharges and almost 34,000 patient days while staffing 96 of its 180 licensed 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.

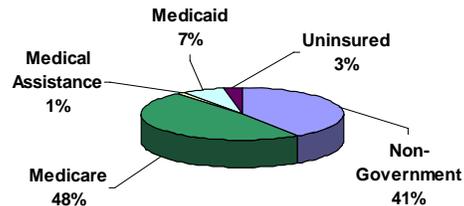


For Profit Entity

### Hospital Gross Revenue Payer Mix



### Hospital Net Revenue Payer Mix



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2005	2006	2007
Net Patient Revenue	\$97,155,756	\$103,699,744	\$110,728,364
Other Operating Revenue	\$1,507,359	\$2,866,760	\$3,137,450
<b>Total Operating Revenue</b>	<b>\$98,663,115</b>	<b>\$106,566,504</b>	<b>\$113,865,814</b>
Total Operating Expenses	\$97,986,688	\$106,977,719	\$113,390,230
Income/(Loss) from Operations	\$676,427	(\$411,215)	\$475,584
Non Operating Revenue	(\$337,166)	\$1,546,531	\$229,504
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$339,261</b>	<b>\$1,135,316</b>	<b>\$705,088</b>

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - GRIFFIN HOSPITAL

PROFITABILITY SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Operating Margins	0.69%	-0.38%	0.42%	-0.27%	-39%
Hospital Non Operating Margins	-0.34%	1.43%	0.20%	0.54%	159%
Hospital Total Margins	0.35%	1.05%	0.62%	0.27%	77%

### COST DATA SUMMARY

Ratio of cost to charges	0.36	0.35	0.37	0.01	3%
Private Payment to Cost Ratio	1.06	1.09	0.95	(0.11)	-10%
Medicare Payment to Cost Ratio	0.99	0.96	0.95	(0.04)	-4%
Medicaid Payment to Cost Ratio	0.82	0.77	0.75	(0.07)	-9%

### LIQUIDITY MEASURES SUMMARY

Current Ratio	2.21	1.88	1.58	(0.63)	-29%
Days cash on hand	70	57	59	(11)	-16%
Days in patients accounts receivable	37	46	49	12	32%
Average Payment Period	54	59	73	19	35%

### SOLVENCY MEASURES SUMMARY

Equity financing ratio	13.0	21.6	17.6	4.6	35%
Cash flow to total debt ratio	10.4	12.1	6.2	(4.2)	-40%
Long-term debt to Capitalization Ratio	73.0	59.1	73.6	0.6	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	\$4,732,884	\$9,313,773	\$11,510,321	\$6,777,437	143%
Hospital Total Net Assets	\$9,073,263	\$16,273,859	\$20,226,342	\$11,153,079	123%

### UTILIZATION MEASURES SUMMARY

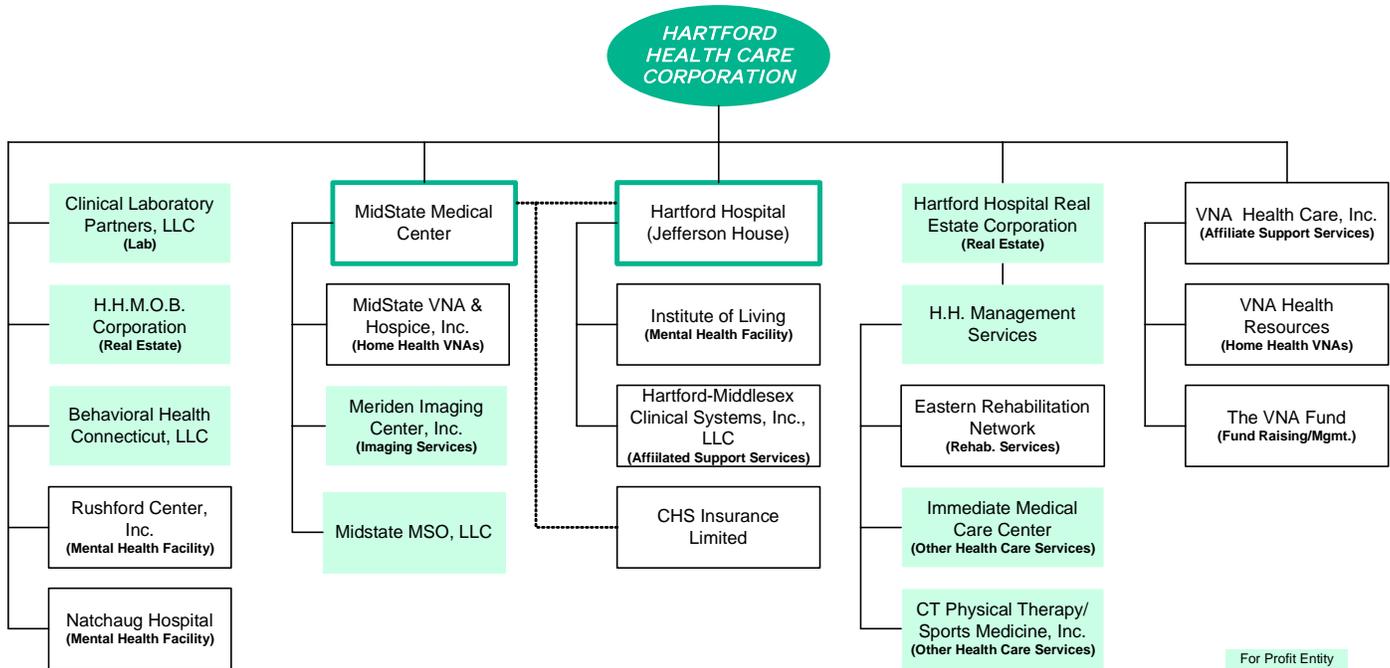
Patient Days	31,585	33,819	33,992	2,407	8%
Discharges	7,220	7,518	7,817	597	8%
ALOS	4.4	4.5	4.3	(0.1)	-2%
Staffed Beds	89	94	96	7	8%
Licensed Beds	180	180	180	0	0%
Occupancy of staffed beds	97%	98%	97%	0%	0%
Occupancy of licensed beds	48%	51%	52%	4%	8%
Full Time Equivalent Employees	830.0	856.0	891.0	61.0	7%

## KEY RESULTS - GRIFFIN HOSPITAL

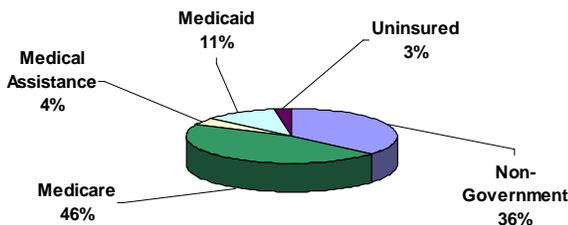
<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	2,729	2,911	2,872	143	5%
Medicare	3,487	3,609	3,673	186	5%
Medical Assistance	990	975	1,248	258	26%
Medicaid	897	868	1,111	214	24%
Other Medical Assistance	93	107	137	44	47%
Champus / TRICARE	14	23	24	10	71%
Uninsured (Included in Non-Government)	207	200	109	(98)	-47%
<b>Total Discharges</b>	<b>7,220</b>	<b>7,518</b>	<b>7,817</b>	<b>597</b>	<b>8%</b>
<b>CASE MIX INDEX</b>					
Non-Government (Including Uninsured)	0.8435	0.8160	0.8663	0.0228	3%
Medicare	1.2716	1.2350	1.2744	0.0028	0%
Medical Assistance	0.6382	0.6200	0.6707	0.0325	5%
Medicaid	0.5770	0.5620	0.6416	0.0646	11%
Other Medical Assistance	1.2285	1.0905	0.9068	(0.3217)	-26%
Champus / TRICARE	0.4116	0.3790	0.6267	0.2151	52%
Uninsured (Included in Non-Government)	0.9887	0.8990	0.7879	(0.2008)	-20%
<b>Total Case Mix Index</b>	<b>1.0213</b>	<b>0.9904</b>	<b>1.0261</b>	<b>0.0048</b>	<b>0%</b>
<b>UNCOMPENSATED CARE</b>					
Charity Care	\$2,094,322	\$1,523,536	\$2,135,179	\$40,857	2%
Bad Debts	\$6,415,560	\$6,886,625	\$7,779,681	\$1,364,121	21%
<b>Total Uncompensated Care Charges</b>	<b>\$8,509,882</b>	<b>\$8,410,161</b>	<b>\$9,914,860</b>	<b>\$1,404,978</b>	<b>17%</b>
Uncompensated Care Cost	\$3,051,296	\$2,935,445	\$3,629,172	\$577,876	19%
Uncompensated care % of total expenses	3.4%	3.0%	3.2%	-0.20%	-6%
<b>EMERGENCY DEPARTMENT VISITS</b>					
Emergency Room - Treated and Admitted	4,613	5,075	5,274	661	14%
Emergency Room - Treated and Discharged	32,175	31,085	32,857	682	2%
<b>Total Emergency Room Visits</b>	<b>36,788</b>	<b>36,160</b>	<b>38,131</b>	<b>1,343</b>	<b>4%</b>

## HARTFORD HOSPITAL

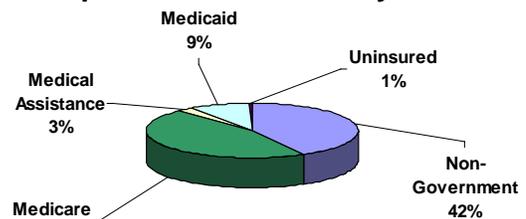
Hartford Hospital, founded in 1854, is located in Hartford. In FY 2007, the Hospital had an excess of revenue over expenses of \$16.2 million which included \$19.2 million of non operating income. The Hospital had almost 40,000 discharges and almost 212,000 patient days while staffing 749 of its 867 licensed beds. Reported below is a chart indicating all of the affiliates of Hartford Healthcare Corporation, the parent corporation of the 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

	2005	2006	2007
Net Patient Revenue	\$569,422,121	\$588,180,331	\$617,507,811
Other Operating Revenue	\$103,688,091	\$110,072,027	\$122,649,036
<b>Total Operating Revenue</b>	<b>\$673,110,212</b>	<b>\$698,252,358</b>	<b>\$740,156,847</b>
Total Operating Expenses	\$676,013,423	\$697,968,083	\$743,180,052
<b>Income/(Loss) from Operations</b>	<b>(\$2,903,211)</b>	<b>\$284,275</b>	<b>(\$3,023,205)</b>
Non Operating Revenue	\$13,957,267	\$10,943,138	\$19,205,014
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$11,054,056</b>	<b>\$11,227,413</b>	<b>\$16,181,809</b>

## KEY RESULTS - HARTFORD HOSPITAL

PROFITABILITY SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Operating Margins	-0.42%	0.04%	-0.40%	0.02%	5%
Hospital Non Operating Margins	2.03%	1.54%	2.53%	0.50%	25%
Hospital Total Margins	1.61%	1.58%	2.13%	0.52%	32%

### COST DATA SUMMARY

Ratio of cost to charges	0.49	0.44	0.47	(0.02)	-4%
Private Payment to Cost Ratio	1.07	1.11	1.01	(0.06)	-6%
Medicare Payment to Cost Ratio	1.07	1.02	0.89	(0.18)	-17%
Medicaid Payment to Cost Ratio	0.70	0.76	0.70	0.00	0%

### LIQUIDITY MEASURES SUMMARY

Current Ratio	1.93	2.10	2.20	0.27	14%
Days cash on hand	3	2	1	(2)	-67%
Days in patients accounts receivable	66	77	77	11	17%
Average Payment Period	42	45	41	(1)	-2%

### SOLVENCY MEASURES SUMMARY

Equity financing ratio	81.9	80.3	81.6	(0.3)	0%
Cash flow to total debt ratio	37.7	37.2	43.0	5.3	14%
Long-term debt to Capitalization Ratio	5.8	5.6	4.9	(0.9)	-16%

\* 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	\$451,325,235	\$463,994,022	\$568,800,351	\$117,475,116	26%
Hospital Total Net Assets	\$745,141,478	\$773,517,074	\$896,387,054	\$151,245,576	20%

### UTILIZATION MEASURES SUMMARY

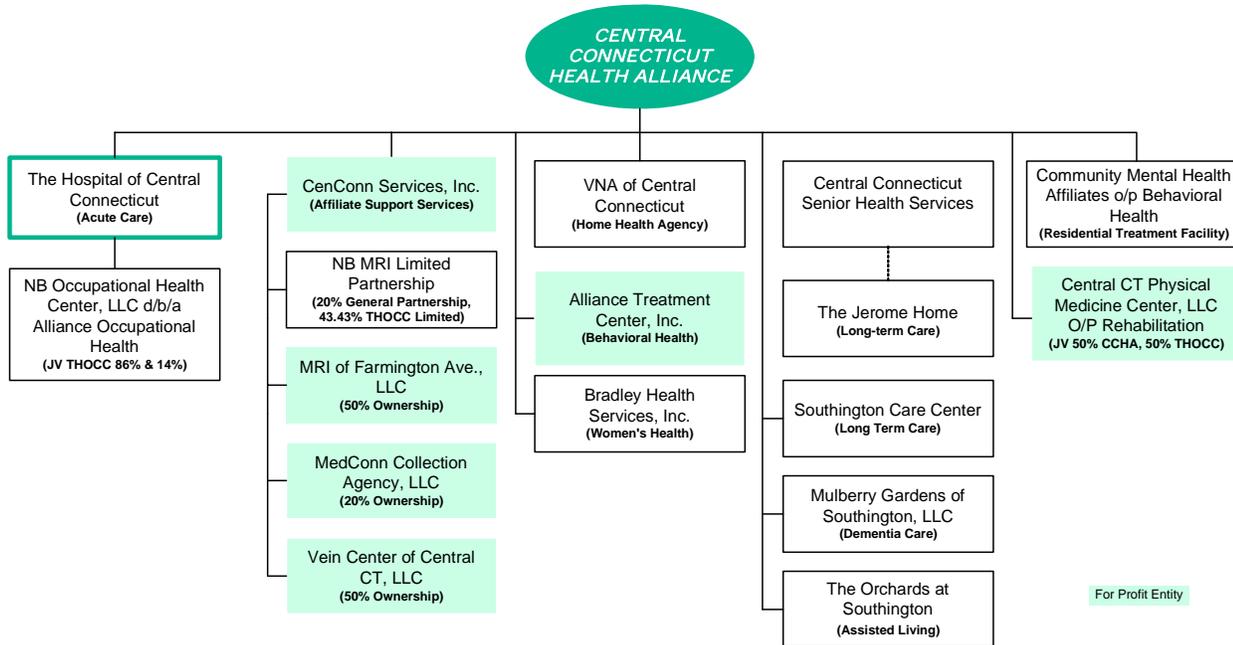
Patient Days	226,571	214,465	211,887	(14,684)	-6%
Discharges	39,045	39,269	39,621	576	1%
ALOS	5.8	5.5	5.3	(0.5)	-9%
Staffed Beds	774	749	749	(25)	-3%
Licensed Beds	867	867	867	0	0%
Occupancy of staffed beds	80%	78%	78%	-2%	-3%
Occupancy of licensed beds	72%	68%	67%	-5%	-7%
Full Time Equivalent Employees	5,028.0	4,908.0	5,207.0	179.0	4%

## KEY RESULTS - HARTFORD HOSPITAL

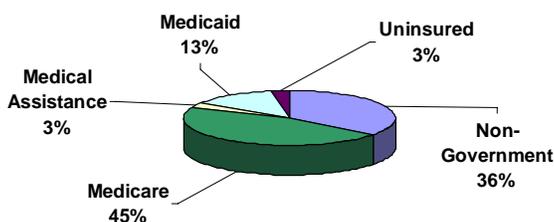
<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	16,737	16,502	16,407	(330)	-2%
Medicare	15,283	15,192	15,219	(64)	0%
Medical Assistance	6,986	7,467	7,859	873	12%
Medicaid	5,760	5,863	5,940	180	3%
Other Medical Assistance	1226	1604	1,919	693	57%
Champus / TRICARE	39	108	136	97	249%
Uninsured (Included in Non-Government)	714	587	500	(214)	-30%
<b>Total Discharges</b>	<b>39,045</b>	<b>39,269</b>	<b>39,621</b>	<b>576</b>	<b>1%</b>
<b>CASE MIX INDEX</b>					
Non-Government (Including Uninsured)	1.2653	1.2850	1.3179	0.0526	4%
Medicare	1.7064	1.6940	1.6559	(0.0505)	-3%
Medical Assistance	1.0645	1.0045	1.0315	(0.0330)	-3%
Medicaid	1.0005	0.9536	0.9650	(0.0355)	-4%
Other Medical Assistance	1.3652	1.1906	1.2373	(0.1279)	-9%
Champus / TRICARE	1.4700	1.4559	1.0937	(0.3763)	-26%
Uninsured (Included in Non-Government)	1.2321	1.2749	1.3768	0.1447	12%
<b>Total Case Mix Index</b>	<b>1.4022</b>	<b>1.3904</b>	<b>1.3902</b>	<b>(0.0120)</b>	<b>-1%</b>
<b>UNCOMPENSATED CARE</b>					
Charity Care	\$17,123,304	\$20,112,897	\$21,870,985	\$4,747,681	28%
Bad Debts	\$24,861,932	\$23,638,544	\$25,982,437	\$1,120,505	5%
<b>Total Uncompensated Care Charges</b>	<b>\$41,985,236</b>	<b>\$43,751,441</b>	<b>\$47,853,422</b>	<b>\$5,868,186</b>	<b>14%</b>
Uncompensated Care Cost	\$20,377,700	\$19,451,086	\$22,272,022	\$1,894,322	9%
Uncompensated care % of total expenses	3.7%	3.4%	3.1%	-0.60%	-16%
<b>EMERGENCY DEPARTMENT VISITS</b>					
Emergency Room - Treated and Admitted	14,509	14,654	15,141	632	4%
Emergency Room - Treated and Discharged	65,964	65,340	65,128	(836)	-1%
<b>Total Emergency Room Visits</b>	<b>80,473</b>	<b>79,994</b>	<b>80,269</b>	<b>(204)</b>	<b>0%</b>

## HOSPITAL OF CENTRAL CONNECTICUT

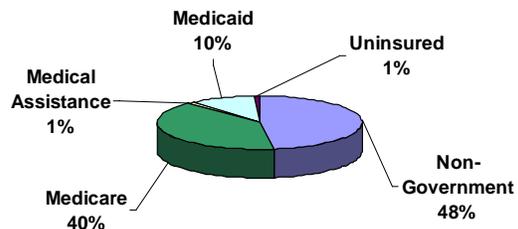
The Hospital of Central Connecticut was established in 2007 with the merger of Bradley Memorial Hospital located in Southington and New Britain General Hospital located in New Britain. In FY 2007, the Hospital had an excess of revenue over expenses of \$13.3 million which included \$5.2 million of non operating income. The Hospital had almost 23,000 discharges and almost 91,000 patient days while staffing 331 of its 446 licensed 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

	2005	2006	2007
Net Patient Revenue	\$283,106,285	\$312,631,882	\$329,476,747
Other Operating Revenue	\$12,489,284	\$14,517,310	\$21,257,410
<b>Total Operating Revenue</b>	<b>\$295,595,569</b>	<b>\$327,149,192</b>	<b>\$350,734,157</b>
Total Operating Expenses	\$283,649,629	\$318,710,782	\$342,618,682
<b>Income/(Loss) from Operations</b>	<b>\$11,945,940</b>	<b>\$8,438,410</b>	<b>\$8,115,475</b>
Non Operating Revenue	\$3,737,945	\$3,956,306	\$5,175,703
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$15,683,885</b>	<b>\$12,394,716</b>	<b>\$13,291,178</b>

\*Source: Hospital Audited Financial Statements

(FY 2005 and FY 2006 amounts are based on the sum of the former Bradley Memorial Hospital and New Britain General Hospital financial and statistical activity.)

## KEY RESULTS - HOSPITAL OF CENTRAL CONNECTICUT

	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
<b>PROFITABILITY SUMMARY</b>					
Hospital Operating Margins	3.99%	2.55%	2.28%	-1.71%	-43%
Hospital Non Operating Margins	1.25%	1.19%	1.45%	0.20%	16%
Hospital Total Margins	5.24%	3.74%	3.73%	-1.51%	-29%
<b>COST DATA SUMMARY</b>					
Ratio of cost to charges	0.40	0.39	0.39	(0.01)	-3%
Private Payment to Cost Ratio	1.32	1.36	1.36	0.04	3%
Medicare Payment to Cost Ratio	0.86	0.83	0.88	0.02	2%
Medicaid Payment to Cost Ratio	0.87	0.85	0.80	(0.07)	-8%
<b>LIQUIDITY MEASURES SUMMARY</b>					
Current Ratio	1.60	1.38	1.40	(0.20)	-13%
Days cash on hand	55	34	37	(18)	-33%
Days in patients accounts receivable	25	32	27	2	8%
Average Payment Period	68	71	64	(4)	-6%
<b>SOLVENCY MEASURES SUMMARY</b>					
Equity financing ratio	55.3	63.2	60.4	5.1	9%
Cash flow to total debt ratio	34.3	26.3	29.4	(4.9)	-14%
Long-term debt to Capitalization Ratio	20.1	17.0	16.3	(3.8)	-19%
<div style="border: 1px solid black; padding: 5px;"> <p>* 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.</p> </div>					
<b>NET ASSETS SUMMARY</b>					
Hospital Unrestricted Net Assets	\$142,058,888	\$169,340,135	\$167,045,319	\$24,986,431	18%
Hospital Total Net Assets	\$180,738,639	\$208,418,262	\$207,155,208	\$26,416,569	15%
<b>UTILIZATION MEASURES SUMMARY</b>					
Patient Days	85,439	86,914	90,978	5,539	6%
Discharges	19,948	21,073	22,782	2,834	14%
ALOS	4.3	4.1	4.0	(0.3)	-7%
Staffed Beds	336	367	331	(5)	-1%
Licensed Beds	446	446	446	0	0%
Occupancy of staffed beds	70%	65%	75%	5%	7%
Occupancy of licensed beds	52%	53%	56%	4%	8%
Full Time Equivalent Employees	2,005.0	2,118.0	2,214.0	209.0	10%

(FY 2005 and FY 2006 amounts are based on the sum of the former Bradley Memorial Hospital and New Britain General Hospital financial and statistical activity.)

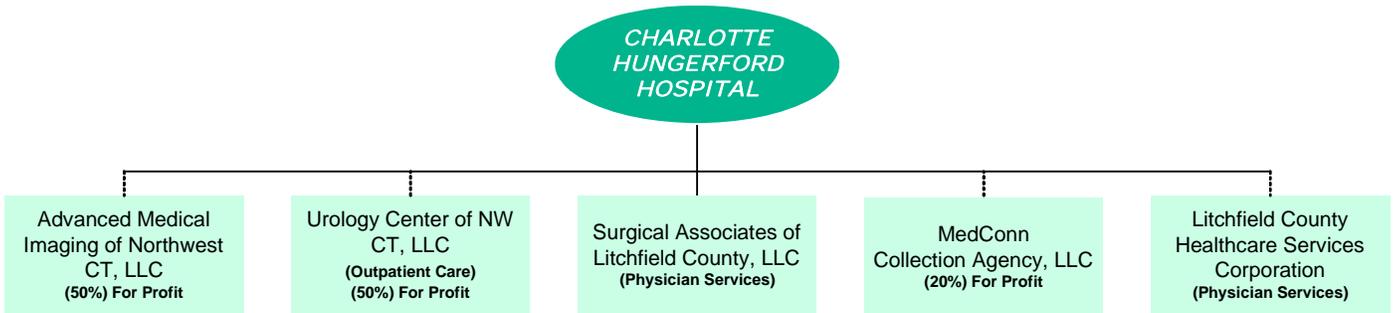
## KEY RESULTS - HOSPITAL OF CENTRAL CONNECTICUT

<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	7,243	7,760	8,254	1,011	14%
Medicare	9,129	9,528	9,982	853	9%
Medical Assistance	3,556	3,773	4,502	946	27%
Medicaid	3,111	3,251	3,842	731	23%
Other Medical Assistance	445	522	660	215	48%
Champus / TRICARE	20	12	44	24	120%
Uninsured (Included in Non-Government)	332	513	546	214	64%
<b>Total Discharges</b>	<b>19,948</b>	<b>21,073</b>	<b>22,782</b>	<b>2,834</b>	<b>14%</b>
<b>CASE MIX INDEX</b>					
Non-Government (Including Uninsured)	0.9332	0.9582	1.0070	0.0738	8%
Medicare	1.2601	1.2304	1.2367	(0.0234)	-2%
Medical Assistance	0.8124	0.8893	0.8467	0.0343	4%
Medicaid	0.7837	0.8502	0.8150	0.0313	4%
Other Medical Assistance	1.0131	1.1331	1.0309	0.0178	2%
Champus / TRICARE	0.7976	0.5484	0.8944	0.0968	12%
Uninsured (Included in Non-Government)	0.7600	0.6440	0.9192	0.1592	21%
<b>Total Case Mix Index</b>	<b>1.0611</b>	<b>1.0687</b>	<b>1.0757</b>	<b>0.0146</b>	<b>1%</b>
<b>UNCOMPENSATED CARE</b>					
Charity Care	\$360,171	\$1,016,396	\$7,084,626	\$6,724,455	1867%
Bad Debts	\$12,912,843	\$14,599,754	\$17,358,846	\$4,446,003	34%
<b>Total Uncompensated Care Charges</b>	<b>\$13,273,014</b>	<b>\$15,616,150</b>	<b>\$24,443,472</b>	<b>\$11,170,458</b>	<b>84%</b>
Uncompensated Care Cost	\$5,261,874	\$6,164,382	\$9,438,991	\$4,177,117	79%
Uncompensated care % of total expenses	2.1%	2.2%	3.1%	1.00%	48%
<b>EMERGENCY DEPARTMENT VISITS</b>					
Emergency Room - Treated and Admitted	12,842	13,454	15,442	2,600	20%
Emergency Room - Treated and Discharged	65,713	70,884	74,916	9,203	14%
<b>Total Emergency Room Visits</b>	<b>78,555</b>	<b>84,338</b>	<b>90,358</b>	<b>11,803</b>	<b>15%</b>

(FY 2005 and FY 2006 amounts are based on the sum of the former Bradley Memorial Hospital and New Britain General Hospital financial and statistical activity.)

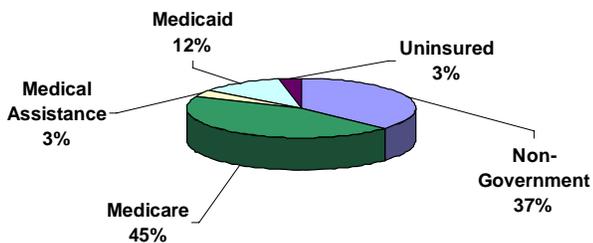
## CHARLOTTE HUNGERFORD HOSPITAL

The Charlotte Hungerford Hospital, founded in 1916, is located in Torrington. In FY 2007, the Hospital had an excess of revenue over expenses of \$4.5 million which included \$3.5 million of non operating income. The Hospital had over 6,000 discharges and 27,000 patient days while staffing 82 of its 122 licensed beds. Reported below is a chart indicating all of the affiliates of Charlotte Hungerford Hospital, followed by various financial indicators and selected utilization measures.

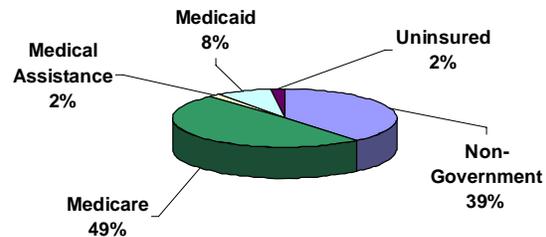


For Profit Entity

### Hospital Gross Revenue Payer Mix



### Hospital Net Revenue Payer Mix



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2005	2006	2007
Net Patient Revenue	\$76,443,091	\$79,288,864	\$85,871,764
Other Operating Revenue	\$4,946,190	\$5,293,879	\$6,021,507
<b>Total Operating Revenue</b>	<b>\$81,389,281</b>	<b>\$84,582,743</b>	<b>\$91,893,271</b>
Total Operating Expenses	\$82,130,181	\$86,670,695	\$90,848,846
<b>Income/(Loss) from Operations</b>	<b>(\$740,900)</b>	<b>(\$2,087,952)</b>	<b>\$1,044,425</b>
Non Operating Revenue	\$2,200,538	\$3,093,634	\$3,479,482
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$1,459,638</b>	<b>\$1,005,682</b>	<b>\$4,523,907</b>

## KEY RESULTS - CHARLOTTE HUNGERFORD HOSPITAL

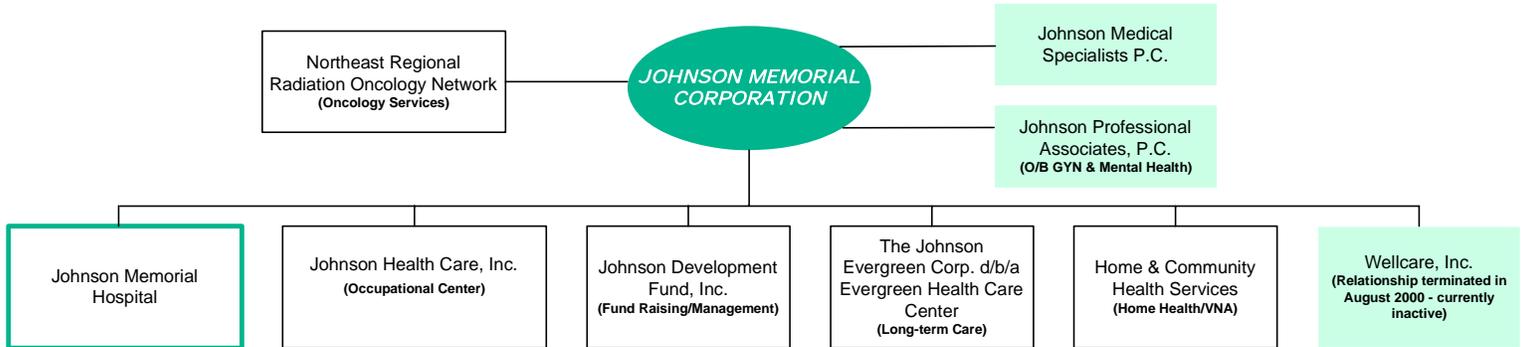
	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
<b>PROFITABILITY SUMMARY</b>					
Hospital Operating Margins	-0.89%	-2.38%	1.10%	1.99%	224%
Hospital Non Operating Margins	2.63%	3.53%	3.65%	1.02%	39%
Hospital Total Margins	1.75%	1.15%	4.74%	2.99%	171%
<b>COST DATA SUMMARY</b>					
Ratio of cost to charges	0.59	0.60	0.59	0.00	0%
Private Payment to Cost Ratio	1.04	1.04	0.98	(0.06)	-6%
Medicare Payment to Cost Ratio	0.99	1.02	1.04	0.05	5%
Medicaid Payment to Cost Ratio	0.58	0.54	0.65	0.07	12%
<b>LIQUIDITY MEASURES SUMMARY</b>					
Current Ratio	1.58	1.17	1.27	(0.31)	-20%
Days cash on hand	12	8	12	0	0%
Days in patients accounts receivable	40	43	39	(1)	-3%
Average Payment Period	43	55	55	12	28%
<b>SOLVENCY MEASURES SUMMARY</b>					
Equity financing ratio	72.4	67.9	74.7	2.3	3%
Cash flow to total debt ratio	43.6	28.3	45.6	2.0	5%
Long-term debt to Capitalization Ratio	9.2	12.6	9.9	0.7	8%
<div style="border: 1px solid black; padding: 5px;">                     * 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.                 </div>					
<b>NET ASSETS SUMMARY</b>					
Hospital Unrestricted Net Assets	\$61,726,118	\$60,770,420	\$70,551,748	\$8,825,630	14%
Hospital Total Net Assets	\$79,620,702	\$81,012,860	\$93,512,883	\$13,892,181	17%
<b>UTILIZATION MEASURES SUMMARY</b>					
Patient Days	27,206	27,062	27,487	281	1%
Discharges	6,205	6,197	6,145	(60)	-1%
ALOS	4.4	4.4	4.5	0.1	2%
Staffed Beds	116	101	82	(34)	-29%
Licensed Beds	122	122	122	0	0%
Occupancy of staffed beds	64%	73%	92%	28%	44%
Occupancy of licensed beds	61%	61%	62%	1%	2%
Full Time Equivalent Employees	680.0	665.0	655.0	(25.0)	-4%

## KEY RESULTS - CHARLOTTE HUNGERFORD HOSPITAL

<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	2,197	2,282	2,066	(131)	-6%
Medicare	3,021	2,956	3,112	91	3%
Medical Assistance	981	945	953	(28)	-3%
Medicaid	798	778	763	(35)	-4%
Other Medical Assistance	183	167	190	7	4%
Champus / TRICARE	6	14	14	8	133%
Uninsured (Included in Non-Government)	164	295	187	23	14%
<b>Total Discharges</b>	<b>6,205</b>	<b>6,197</b>	<b>6,145</b>	<b>(60)</b>	<b>-1%</b>
<b>CASE MIX INDEX</b>					
Non-Government (Including Uninsured)	0.9249	0.9785	1.0152	0.0903	10%
Medicare	1.3315	1.3960	1.4423	0.1108	8%
Medical Assistance	0.7411	0.7278	0.7592	0.0181	2%
Medicaid	0.7067	0.6863	0.7544	0.0477	7%
Other Medical Assistance	0.8911	0.9211	0.7783	(0.1128)	-13%
Champus / TRICARE	0.6159	0.7170	1.5545	0.9386	152%
Uninsured (Included in Non-Government)	0.8838	0.9352	0.8203	(0.0635)	-7%
<b>Total Case Mix Index</b>	<b>1.0935</b>	<b>1.1388</b>	<b>1.1930</b>	<b>0.0995</b>	<b>9%</b>
<b>UNCOMPENSATED CARE</b>					
Charity Care	\$566,431	\$738,613	\$1,120,766	\$554,335	98%
Bad Debts	\$1,381,066	\$1,900,641	\$2,359,177	\$978,111	71%
<b>Total Uncompensated Care Charges</b>	<b>\$1,947,497</b>	<b>\$2,639,254</b>	<b>\$3,479,943</b>	<b>\$1,532,446</b>	<b>79%</b>
Uncompensated Care Cost	\$1,143,477	\$1,583,287	\$2,038,883	\$895,406	78%
Uncompensated care % of total expenses	1.5%	2.0%	2.2%	0.70%	47%
<b>EMERGENCY DEPARTMENT VISITS</b>					
Emergency Room - Treated and Admitted	3,932	3,759	4,021	89	2%
Emergency Room - Treated and Discharged	34,152	33,976	35,152	1,000	3%
<b>Total Emergency Room Visits</b>	<b>38,084</b>	<b>37,735</b>	<b>39,173</b>	<b>1,089</b>	<b>3%</b>

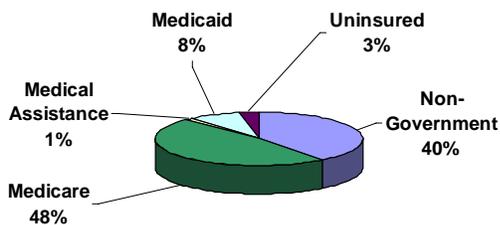
## JOHNSON MEMORIAL HOSPITAL

Johnson Memorial Hospital, founded in 1912, is located in Stafford. In FY 2007, the Hospital had an excess of expenses over revenue of \$12.2 million which included \$700,000 of non operating income. The Hospital had over 4,000 discharges and almost 25,000 patient days while staffing 86 of its 101 licensed 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.

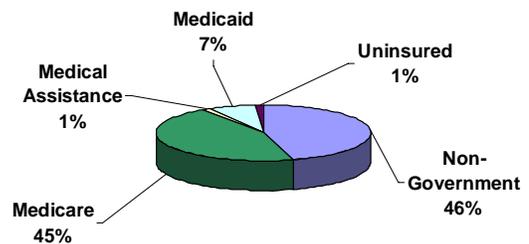


For Profit Entity

### Hospital Gross Revenue Payer Mix



### Hospital Net Revenue Payer Mix



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2005	2006	2007
Net Patient Revenue	\$58,016,676	\$58,940,339	\$63,714,589
Other Operating Revenue	\$102,648	\$711,034	\$798,161
<b>Total Operating Revenue</b>	<b>\$58,119,324</b>	<b>\$59,651,373</b>	<b>\$64,512,750</b>
Total Operating Expenses	\$58,108,381	\$62,806,018	\$77,430,267
<b>Income/(Loss) from Operations</b>	<b>\$10,943</b>	<b>(\$3,154,645)</b>	<b>(\$12,917,517)</b>
Non Operating Revenue	\$702,651	\$563,833	\$705,324
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$713,594</b>	<b>(\$2,590,812)</b>	<b>(\$12,212,193)</b>

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - JOHNSON MEMORIAL HOSPITAL

PROFITABILITY SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Operating Margins	0.02%	-5.24%	-19.81%	-19.83%	-99150%
Hospital Non Operating Margins	1.19%	0.94%	1.08%	-0.11%	-9%
Hospital Total Margins	1.21%	-4.30%	-18.73%	-19.94%	-1648%

COST DATA SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Ratio of cost to charges	0.33	0.32	0.37	0.04	12%
Private Payment to Cost Ratio	1.24	1.17	0.83	(0.41)	-33%
Medicare Payment to Cost Ratio	0.80	0.76	0.67	(0.13)	-16%
Medicaid Payment to Cost Ratio	0.97	0.94	0.62	(0.35)	-36%

LIQUIDITY MEASURES SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Current Ratio	1.06	0.77	0.42	(0.64)	-60%
Days cash on hand	0	0	2	2	100%
Days in patients accounts receivable	61	62	53	(8)	-13%
Average Payment Period	73	105	157	84	115%

SOLVENCY MEASURES SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Equity financing ratio	42.3	31.4	(2.7)	(45.0)	-106%
Cash flow to total debt ratio	19.1	-2.5	(20.1)	(39.2)	-205%
Long-term debt to Capitalization Ratio	11.9	43.5	108.9	97.0	815%

\* 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	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Unrestricted Net Assets	\$13,981,864	\$12,195,310	(\$6,411,244)	(\$20,393,108)	-146%
Hospital Total Net Assets	\$18,289,970	\$17,108,577	(\$1,361,200)	(\$19,651,170)	-107%

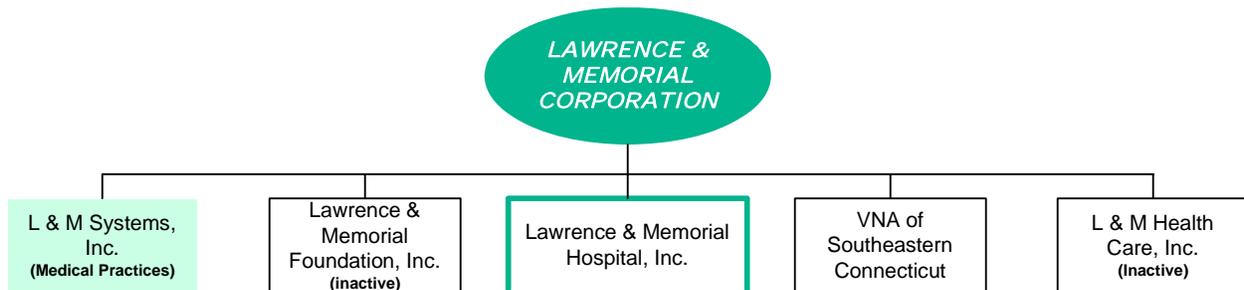
UTILIZATION MEASURES SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Patient Days	21,587	23,531	24,905	3,318	15%
Discharges	3,848	4,225	4,433	585	15%
ALOS	5.6	5.6	5.6	0.0	0%
Staffed Beds	83	85	86	3	4%
Licensed Beds	98	101	101	3	3%
Occupancy of staffed beds	76%	76%	79%	3%	4%
Occupancy of licensed beds	64%	64%	68%	4%	6%
Full Time Equivalent Employees	478.0	505.0	509.4	31.4	7%

## KEY RESULTS - JOHNSON MEMORIAL HOSPITAL

<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	1,317	1,381	1,420	103	8%
Medicare	2,026	2,253	2,322	296	15%
Medical Assistance	483	568	676	193	40%
Medicaid	414	502	617	203	49%
Other Medical Assistance	69	66	59	(10)	-14%
Champus / TRICARE	22	23	15	(7)	-32%
Uninsured (Included in Non-Government)	57	80	78	21	37%
<b>Total Discharges</b>	<b>3,848</b>	<b>4,225</b>	<b>4,433</b>	<b>585</b>	<b>15%</b>
<b>CASE MIX INDEX</b>					
Non-Government (Including Uninsured)	0.8277	0.8742	0.8821	0.0544	7%
Medicare	1.0517	1.1577	1.1795	0.1278	12%
Medical Assistance	0.7231	0.7286	0.7706	0.0475	7%
Medicaid	0.6835	0.6662	0.7349	0.0514	8%
Other Medical Assistance	0.9607	1.2028	1.1437	0.1830	19%
Champus / TRICARE	1.6515	0.7334	0.7384	(0.9131)	-55%
Uninsured (Included in Non-Government)	0.9840	0.8152	0.9343	(0.0497)	-5%
<b>Total Case Mix Index</b>	<b>0.9372</b>	<b>1.0051</b>	<b>1.0204</b>	<b>0.0832</b>	<b>9%</b>
<b>UNCOMPENSATED CARE</b>					
Charity Care	\$431,525	\$105,499	\$178,176	(\$253,349)	-59%
Bad Debts	\$4,416,509	\$4,491,178	\$7,642,263	\$3,225,754	73%
<b>Total Uncompensated Care Charges</b>	<b>\$4,848,034</b>	<b>\$4,596,677</b>	<b>\$7,820,439</b>	<b>\$2,972,405</b>	<b>61%</b>
Uncompensated Care Cost	\$1,579,860	\$1,473,703	\$2,902,401	\$1,322,541	84%
Uncompensated care % of total expenses	2.9%	2.5%	3.7%	0.80%	28%
<b>EMERGENCY DEPARTMENT VISITS</b>					
Emergency Room - Treated and Admitted	3,056	3,250	3,273	217	7%
Emergency Room - Treated and Discharged	17,263	17,549	18,111	848	5%
<b>Total Emergency Room Visits</b>	<b>20,319</b>	<b>20,799</b>	<b>21,384</b>	<b>1,065</b>	<b>5%</b>

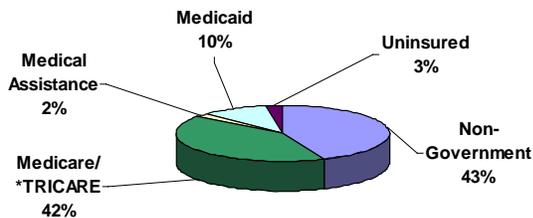
## LAWRENCE & MEMORIAL HOSPITAL

Lawrence and Memorial Hospital, founded 1912, is located in New London. In FY 2007, the Hospital had an excess of revenue over expenses of \$10 million which included \$5.8 million of non operating income. The Hospital had over 14,000 discharges and almost 70,000 patient days while staffing 252 of its 308 licensed 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.

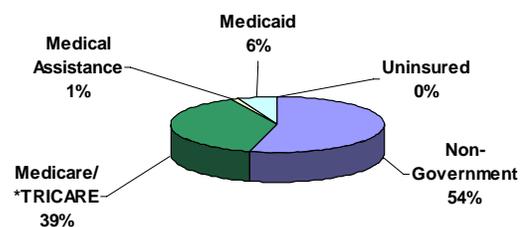


For Profit Entity

### 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

	2005	2006	2007
Net Patient Revenue	\$220,882,819	\$239,687,026	\$253,783,432
Other Operating Revenue	\$9,001,029	\$8,962,154	\$9,007,840
<b>Total Operating Revenue</b>	<b>\$229,883,848</b>	<b>\$248,649,180</b>	<b>\$262,791,272</b>
Total Operating Expenses	\$227,705,850	\$245,139,933	\$258,602,461
<b>Income/(Loss) from Operations</b>	<b>\$2,177,998</b>	<b>\$3,509,247</b>	<b>\$4,188,811</b>
Non Operating Revenue	\$4,342,470	\$10,067,180	\$5,832,708
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$6,520,468</b>	<b>\$13,576,427</b>	<b>\$10,021,519</b>

## KEY RESULTS - LAWRENCE & MEMORIAL HOSPITAL

PROFITABILITY SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Operating Margins	0.93%	1.36%	1.56%	0.63%	68%
Hospital Non Operating Margins	1.85%	3.89%	2.17%	0.32%	17%
Hospital Total Margins	2.78%	5.25%	3.73%	0.95%	34%

COST DATA SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Ratio of cost to charges	0.52	0.51	0.55	0.03	6%
Private Payment to Cost Ratio	1.28	1.24	1.17	(0.11)	-9%
Medicare Payment to Cost Ratio	0.87	0.97	0.89	0.02	2%
Medicaid Payment to Cost Ratio	0.65	0.64	0.57	(0.08)	-12%

LIQUIDITY MEASURES SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Current Ratio	4.91	5.30	5.33	0.42	9%
Days cash on hand	178	176	190	12	7%
Days in patients accounts receivable	44	50	50	6	14%
Average Payment Period	47	46	50	3	6%

SOLVENCY MEASURES SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Equity financing ratio	52.7	55.8	58.3	5.6	11%
Cash flow to total debt ratio	17.4	25.7	22.5	5.1	29%
Long-term debt to Capitalization Ratio	34.0	30.9	27.7	(6.3)	-19%

\* 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	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Unrestricted Net Assets	\$131,820,881	\$149,311,009	\$169,267,768	\$37,446,887	28%
Hospital Total Net Assets	\$146,712,299	\$163,239,875	\$184,346,636	\$37,634,337	26%

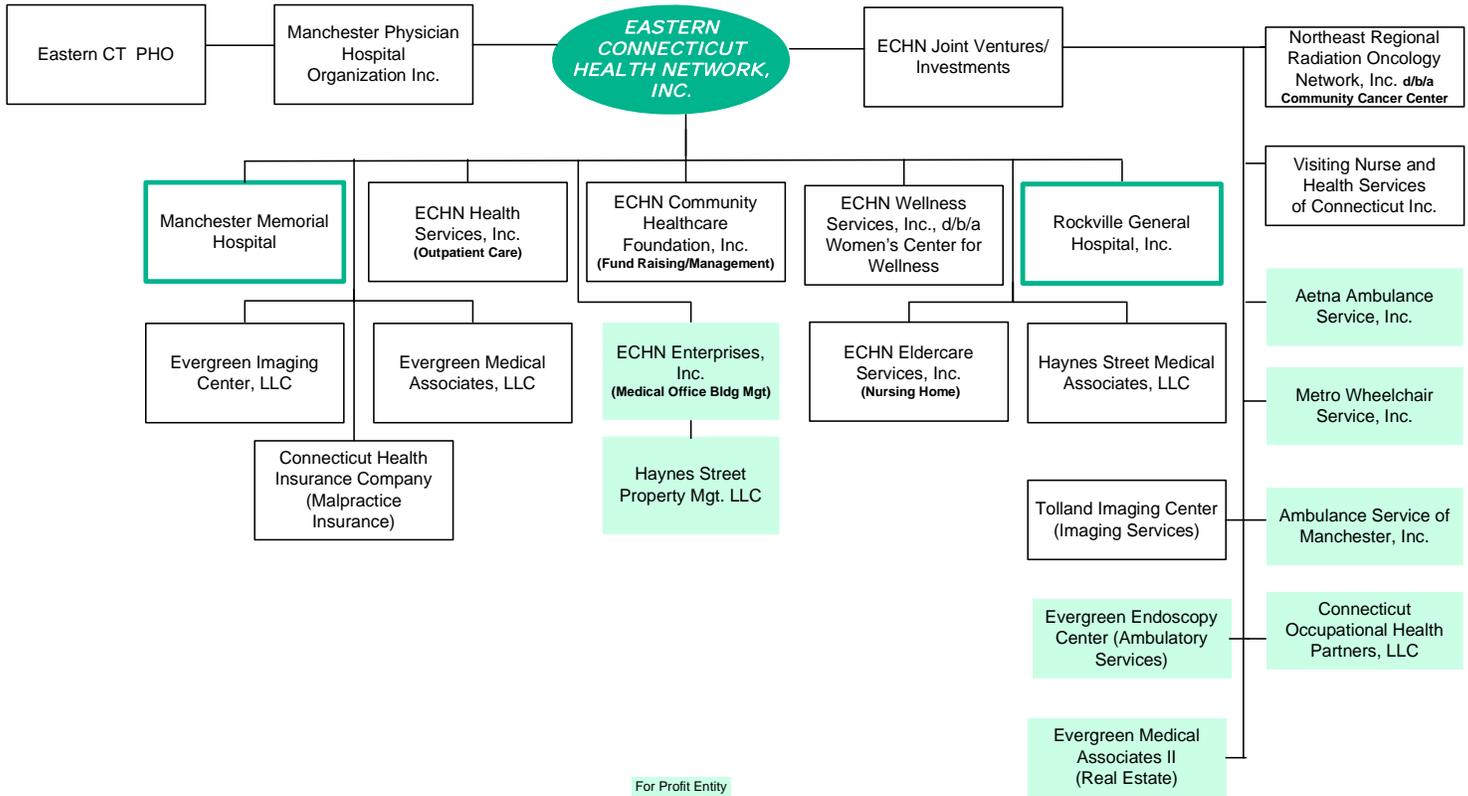
UTILIZATION MEASURES SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Patient Days	71,161	68,709	69,509	(1,652)	-2%
Discharges	15,212	14,701	14,553	(659)	-4%
ALOS	4.7	4.7	4.8	0.1	2%
Staffed Beds	249	249	252	3	1%
Licensed Beds	308	308	308	0	0%
Occupancy of staffed beds	78%	75%	76%	-2%	-3%
Occupancy of licensed beds	63%	61%	62%	-1%	-2%
Full Time Equivalent Employees	1,821.0	1,853.0	1,874.0	53.0	3%

## KEY RESULTS - LAWRENCE & MEMORIAL HOSPITAL

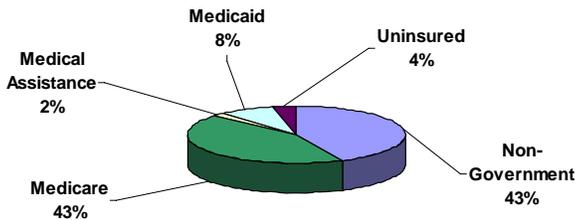
<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	5,450	5,005	5,121	(329)	-6%
Medicare	6,273	6,113	6,103	(170)	-3%
Medical Assistance	2,373	2,516	2,330	(43)	-2%
Medicaid	1,902	1,953	1,885	(17)	-1%
Other Medical Assistance	471	563	445	(26)	-6%
Champus / TRICARE	1,116	1,067	999	(117)	-10%
Uninsured (Included in Non-Government)	184	125	278	94	51%
<b>Total Discharges</b>	<b>15,212</b>	<b>14,701</b>	<b>14,553</b>	<b>(659)</b>	<b>-4%</b>
<b>CASE MIX INDEX</b>					
Non-Government (Including Uninsured)	0.9004	0.9463	0.9719	0.0715	8%
Medicare	1.2686	1.2824	1.2524	(0.0162)	-1%
Medical Assistance	0.7919	0.8003	0.8138	0.0219	3%
Medicaid	0.7421	0.7417	0.7809	0.0388	5%
Other Medical Assistance	0.9930	1.0036	0.9532	(0.0398)	-4%
Champus / TRICARE	0.6759	0.7306	0.6946	0.0187	3%
Uninsured (Included in Non-Government)	0.9163	0.9630	0.9199	0.0036	0%
<b>Total Case Mix Index</b>	<b>1.0188</b>	<b>1.0454</b>	<b>1.0452</b>	<b>0.0264</b>	<b>3%</b>
<b>UNCOMPENSATED CARE</b>					
Charity Care	\$1,898,766	\$2,061,057	\$2,064,407	\$165,641	9%
Bad Debts	\$11,496,698	\$12,734,062	\$13,840,182	\$2,343,484	20%
<b>Total Uncompensated Care Charges</b>	<b>\$13,395,464</b>	<b>\$14,795,119</b>	<b>\$15,904,589</b>	<b>\$2,509,125</b>	<b>19%</b>
Uncompensated Care Cost	\$6,960,484	\$7,522,247	\$8,722,241	\$1,761,757	25%
Uncompensated care % of total expenses	3.3%	3.4%	3.4%	0.10%	3%
<b>EMERGENCY DEPARTMENT VISITS</b>					
Emergency Room - Treated and Admitted	7,903	7,790	6,787	(1,116)	-14%
Emergency Room - Treated and Discharged	76,948	76,385	75,904	(1,044)	-1%
<b>Total Emergency Room Visits</b>	<b>84,851</b>	<b>84,175</b>	<b>82,691</b>	<b>(2,160)</b>	<b>-3%</b>

# MANCHESTER MEMORIAL HOSPITAL

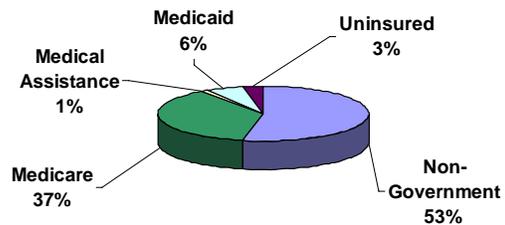
Manchester Memorial Hospital, founded in 1919, is located in Manchester. In FY 2007, the Hospital had an excess of revenue over expenses of \$3.1 million which included \$267,000 of non operating income. The Hospital had over 9,000 discharges and almost 45,000 patient days while staffing 140 of its 283 licensed 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**

	2005	2006	2007
Net Patient Revenue	\$130,018,439	\$142,633,244	\$149,979,081
Other Operating Revenue	\$11,348,322	\$12,420,579	\$12,504,852
<b>Total Operating Revenue</b>	<b>\$141,366,761</b>	<b>\$155,053,823</b>	<b>\$162,483,933</b>
Total Operating Expenses	\$135,589,603	\$152,677,477	\$159,620,350
<b>Income/(Loss) from Operations</b>	<b>\$5,777,158</b>	<b>\$2,376,346</b>	<b>\$2,863,583</b>
Non Operating Revenue	\$707,904	(\$2,191,792)	\$266,916
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$6,485,062</b>	<b>\$184,554</b>	<b>\$3,130,499</b>

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - MANCHESTER MEMORIAL HOSPITAL

PROFITABILITY SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Operating Margins	4.07%	1.55%	1.76%	-2.31%	-57%
Hospital Non Operating Margins	0.50%	-1.43%	0.16%	-0.34%	-68%
Hospital Total Margins	4.56%	0.12%	1.92%	-2.64%	-58%

### COST DATA SUMMARY

Ratio of cost to charges	0.41	0.42	0.43	0.02	5%
Private Payment to Cost Ratio	1.22	1.17	1.19	(0.03)	-2%
Medicare Payment to Cost Ratio	0.87	0.91	0.83	(0.04)	-5%
Medicaid Payment to Cost Ratio	0.76	0.68	0.67	(0.09)	-12%

### LIQUIDITY MEASURES SUMMARY

Current Ratio	1.03	1.10	0.85	(0.18)	-17%
Days cash on hand	9	4	2	(7)	-78%
Days in patients accounts receivable	51	53	56	5	10%
Average Payment Period	66	59	78	12	18%

### SOLVENCY MEASURES SUMMARY

Equity financing ratio	27.7	27.3	27.0	(0.7)	-3%
Cash flow to total debt ratio	22.9	11.5	14.7	(8.2)	-36%
Long-term debt to Capitalization Ratio	50.1	53.8	53.2	3.1	6%

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

### NET ASSETS SUMMARY

Hospital Unrestricted Net Assets	\$27,879,477	\$27,425,124	\$25,263,048	(\$2,616,429)	-9%
Hospital Total Net Assets	\$36,218,383	\$36,745,181	\$35,762,930	(\$455,453)	-1%

### UTILIZATION MEASURES SUMMARY

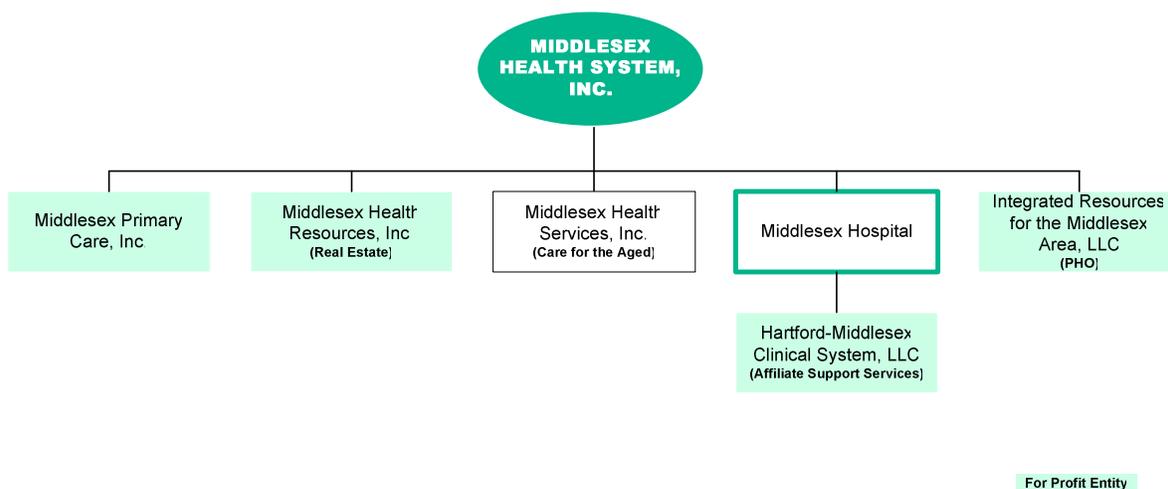
Patient Days	42,867	44,593	44,817	1,950	5%
Discharges	8,961	8,981	9,085	124	1%
ALOS	4.8	5.0	4.9	0.1	2%
Staffed Beds	140	140	140	0	0%
Licensed Beds	283	283	283	0	0%
Occupancy of staffed beds	84%	87%	88%	4%	5%
Occupancy of licensed beds	41%	43%	43%	2%	5%
Full Time Equivalent Employees	1,143.0	1,158.0	1,173.6	30.6	3%

## KEY RESULTS - MANCHESTER MEMORIAL HOSPITAL

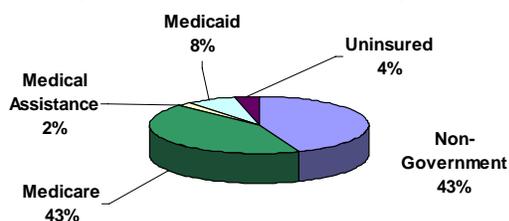
<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	4,111	3,870	3,962	(149)	-4%
Medicare	3,635	3,870	3,763	128	4%
Medical Assistance	1,202	1,222	1,348	146	12%
Medicaid	953	984	1,081	128	13%
Other Medical Assistance	249	238	267	18	7%
Champus / TRICARE	13	19	12	(1)	-8%
Uninsured (Included in Non-Government)	118	110	165	47	40%
<b>Total Discharges</b>	<b>8,961</b>	<b>8,981</b>	<b>9,085</b>	<b>124</b>	<b>1%</b>
<b>CASE MIX INDEX</b>					
Non-Government (Including Uninsured)	0.8991	0.9219	0.9538	0.0547	6%
Medicare	1.2836	1.3679	1.3804	0.0968	8%
Medical Assistance	0.7658	0.7947	0.9031	0.1373	18%
Medicaid	0.7162	0.7630	0.8928	0.1766	25%
Other Medical Assistance	0.9559	0.9258	0.9445	(0.0114)	-1%
Champus / TRICARE	0.7019	0.9694	0.9989	0.2970	42%
Uninsured (Included in Non-Government)	0.9661	1.0970	0.9708	0.0047	0%
<b>Total Case Mix Index</b>	<b>1.0369</b>	<b>1.0969</b>	<b>1.1230</b>	<b>0.0861</b>	<b>8%</b>
<b>UNCOMPENSATED CARE</b>					
Charity Care	\$1,281,564	\$1,459,616	\$1,555,301	\$273,737	21%
Bad Debts	\$4,169,968	\$5,940,030	\$6,075,976	\$1,906,008	46%
<b>Total Uncompensated Care Charges</b>	<b>\$5,451,532</b>	<b>\$7,399,646</b>	<b>\$7,631,277</b>	<b>\$2,179,745</b>	<b>40%</b>
Uncompensated Care Cost	\$2,248,535	\$3,116,397	\$3,303,619	\$1,055,084	47%
Uncompensated care % of total expenses	1.8%	2.3%	2.2%	0.40%	22%
<b>EMERGENCY DEPARTMENT VISITS</b>					
Emergency Room - Treated and Admitted	5,232	5,085	5,234	2	0%
Emergency Room - Treated and Discharged	26,777	24,021	39,598	12,821	48%
<b>Total Emergency Room Visits</b>	<b>32,009</b>	<b>29,106</b>	<b>44,832</b>	<b>12,823</b>	<b>40%</b>

## MIDDLESEX HOSPITAL

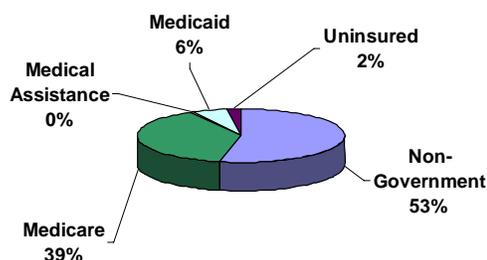
Middlesex Hospital, founded in 1904, is located in Middletown. In FY 2007, the Hospital had an excess of revenue over expenses of \$13.2 million which included \$5.1 million of non operating income. The Hospital had 14,000 discharges and 57,000 patient days while staffing 163 of its 297 licensed beds. 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

	2005	2006	2007
Net Patient Revenue	\$234,691,000	\$250,355,000	\$270,571,932
Other Operating Revenue	\$7,912,000	\$8,742,000	\$10,264,619
<b>Total Operating Revenue</b>	<b>\$242,603,000</b>	<b>\$259,097,000</b>	<b>\$280,836,551</b>
Total Operating Expenses	\$227,367,000	\$250,506,000	\$272,687,506
<b>Income/(Loss) from Operations</b>	<b>\$15,236,000</b>	<b>\$8,591,000</b>	<b>\$8,149,045</b>
Non Operating Revenue	\$5,768,000	\$4,616,000	\$5,075,158
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$21,004,000</b>	<b>\$13,207,000</b>	<b>\$13,224,203</b>

## KEY RESULTS - MIDDLESEX HOSPITAL

PROFITABILITY SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Operating Margins	6.13%	3.26%	2.85%	-3.28%	-54%
Hospital Non Operating Margins	2.32%	1.75%	1.78%	-0.54%	-23%
Hospital Total Margins	8.46%	5.01%	4.63%	-3.83%	-45%

COST DATA SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Ratio of cost to charges	0.42	0.42	0.42	0.00	0%
Private Payment to Cost Ratio	1.28	1.27	1.17	(0.11)	-9%
Medicare Payment to Cost Ratio	0.96	0.93	0.87	(0.09)	-9%
Medicaid Payment to Cost Ratio	0.73	0.71	0.72	(0.01)	-1%

LIQUIDITY MEASURES SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Current Ratio	2.39	2.41	2.51	0.12	5%
Days cash on hand	82	56	53	(29)	-35%
Days in patients accounts receivable	50	55	57	7	14%
Average Payment Period	62	51	55	(7)	-11%

SOLVENCY MEASURES SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Equity financing ratio	53.8	56.7	54.8	1.0	2%
Cash flow to total debt ratio	35.6	31.3	25.8	(9.8)	-28%
Long-term debt to Capitalization Ratio	29.0	26.2	30.1	1.1	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	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Unrestricted Net Assets	\$146,603,000	\$161,226,000	\$179,992,000	\$33,389,000	23%
Hospital Total Net Assets	\$157,828,000	\$172,557,000	\$194,473,000	\$36,645,000	23%

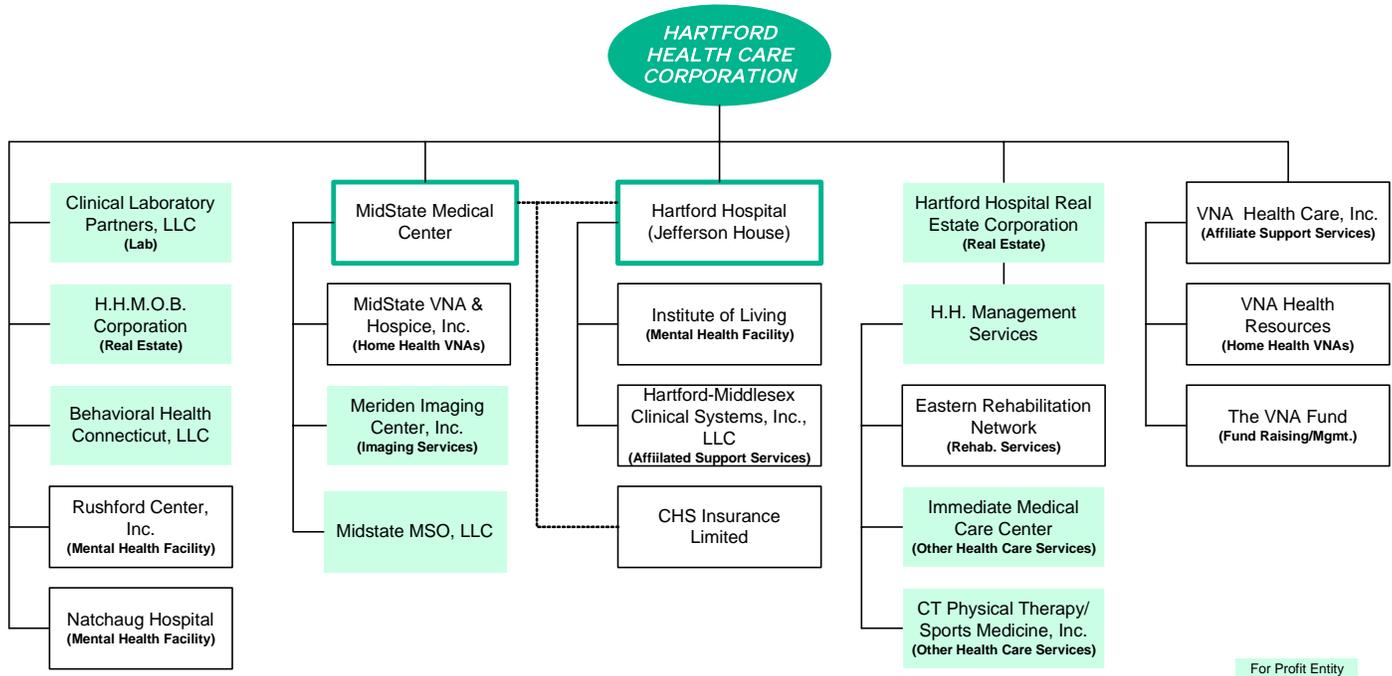
UTILIZATION MEASURES SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Patient Days	54,000	56,395	56,749	2,749	5%
Discharges	12,502	13,100	13,795	1,293	10%
ALOS	4.3	4.3	4.1	(0.2)	-5%
Staffed Beds	175	177	163	(12)	-7%
Licensed Beds	297	297	297	0	0%
Occupancy of staffed beds	84%	87%	95%	11%	13%
Occupancy of licensed beds	50%	52%	52%	2%	4%
Full Time Equivalent Employees	1,738.0	1,823.0	1,872.8	134.8	8%

## KEY RESULTS - MIDDLESEX HOSPITAL

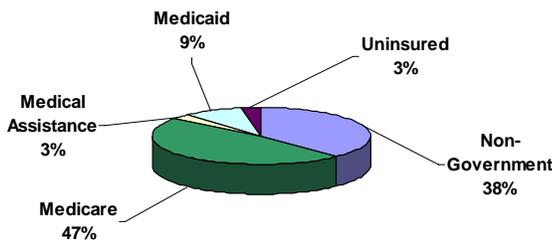
<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	5,159	5,271	5,236	77	1%
Medicare	5,992	6,317	7,051	1,059	18%
Medical Assistance	1,337	1,489	1,479	142	11%
Medicaid	1,103	1,211	1,199	96	9%
Other Medical Assistance	234	278	280	46	20%
Champus / TRICARE	14	23	29	15	107%
Uninsured (Included in Non-Government)	270	388	413	143	53%
Total Discharges	12,502	13,100	13,795	1,293	10%
<b>CASE MIX INDEX</b>					
Non-Government (Including Uninsured)	0.9558	0.9794	0.9931	0.0373	4%
Medicare	1.3158	1.2632	1.2451	(0.0707)	-5%
Medical Assistance	0.8026	0.7658	0.8031	0.0005	0%
Medicaid	0.7592	0.7347	0.7727	0.0135	2%
Other Medical Assistance	1.0072	0.9013	0.9332	(0.0740)	-7%
Champus / TRICARE	0.8380	1.0075	0.7652	(0.0728)	-9%
Uninsured (Included in Non-Government)	0.9982	0.9029	0.9309	(0.0673)	-7%
Total Case Mix Index	1.1118	1.0920	1.1011	(0.0107)	-1%
<b>UNCOMPENSATED CARE</b>					
Charity Care	\$2,253,481	\$2,813,137	\$3,830,903	\$1,577,422	70%
Bad Debts	\$10,361,301	\$13,290,904	\$15,972,374	\$5,611,073	54%
Total Uncompensated Care Charges	\$12,614,782	\$16,104,041	\$19,803,277	\$7,188,495	57%
Uncompensated Care Cost	\$5,286,765	\$6,692,149	\$8,364,034	\$3,077,269	58%
Uncompensated care % of total expenses	2.5%	2.9%	3.1%	0.60%	24%
<b>EMERGENCY DEPARTMENT VISITS</b>					
Emergency Room - Treated and Admitted	7,794	8,516	6,815	(979)	-13%
Emergency Room - Treated and Discharged	76,250	76,420	80,354	4,104	5%
Total Emergency Room Visits	84,044	84,936	87,169	3,125	4%

## MIDSTATE MEDICAL CENTER

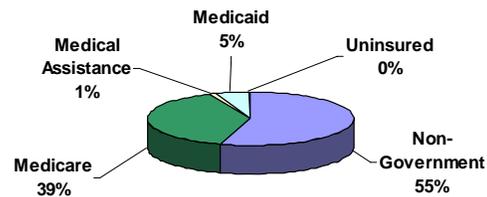
MidState Medical Center opened in 1998 as the successor to Veterans Memorial Medical Center in a new facility that is located in Meriden. In FY 2007, the Hospital had an excess of revenue over expenses of \$8.9 million which included \$2.8 million of non operating income. The Hospital had 9,700 discharges and 44,000 patient days while staffing 136 of its 142 licensed beds. Reported below is a chart indicating all of the affiliates of Hartford Healthcare Corporation, the parent corporation of the 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

	2005	2006	2007
Net Patient Revenue	\$141,008,139	\$146,957,750	\$154,243,792
Other Operating Revenue	\$3,790,141	\$4,069,839	\$4,558,512
<b>Total Operating Revenue</b>	<b>\$144,798,280</b>	<b>\$151,027,589</b>	<b>\$158,802,304</b>
Total Operating Expenses	\$138,670,992	\$146,864,286	\$152,779,250
<b>Income/(Loss) from Operations</b>	<b>\$6,127,288</b>	<b>\$4,163,303</b>	<b>\$6,023,054</b>
Non Operating Revenue	\$2,160,929	(\$141,819)	\$2,837,373
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$8,288,217</b>	<b>\$4,021,484</b>	<b>\$8,860,427</b>

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - MIDSTATE MEDICAL CENTER

<b>PROFITABILITY SUMMARY</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Hospital Operating Margins	4.17%	2.76%	3.73%	-0.44%	-11%
Hospital Non Operating Margins	1.47%	-0.09%	1.76%	0.29%	20%
Hospital Total Margins	5.64%	2.67%	5.48%	-0.16%	-3%
<b>COST DATA SUMMARY</b>					
Ratio of cost to charges	0.50	0.50	0.47	(0.03)	-6%
Private Payment to Cost Ratio	1.45	1.41	1.49	0.04	3%
Medicare Payment to Cost Ratio	0.88	0.84	0.85	(0.03)	-3%
Medicaid Payment to Cost Ratio	0.73	0.70	0.59	(0.14)	-19%
<b>LIQUIDITY MEASURES SUMMARY</b>					
Current Ratio	3.95	4.36	4.42	0.47	12%
Days cash on hand	108	83	101	(7)	-6%
Days in patients accounts receivable	40	46	47	7	18%
Average Payment Period	41	33	37	(4)	-10%
<b>SOLVENCY MEASURES SUMMARY</b>					
Equity financing ratio	36.2	45.0	45.0	8.8	24%
Cash flow to total debt ratio	20.1	17.0	24.2	4.1	20%
Long-term debt to Capitalization Ratio	53.4	45.4	42.8	(10.6)	-20%
<div style="border: 1px solid black; padding: 5px;"> <p>* 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.</p> </div>					
<b>NET ASSETS SUMMARY</b>					
Hospital Unrestricted Net Assets	\$51,941,035	\$64,354,629	\$68,816,228	\$16,875,193	32%
Hospital Total Net Assets	\$59,311,158	\$72,030,202	\$77,200,784	\$17,889,626	30%
<b>UTILIZATION MEASURES SUMMARY</b>					
Patient Days	42,903	43,720	44,321	1,418	3%
Discharges	9,866	9,809	9,664	(202)	-2%
ALOS	4.3	4.5	4.6	0.3	7%
Staffed Beds	136	136	136	0	0%
Licensed Beds	142	142	142	0	0%
Occupancy of staffed beds	86%	88%	89%	3%	3%
Occupancy of licensed beds	83%	84%	86%	3%	4%
Full Time Equivalent Employees	851.0	866.0	866.4	15.4	2%

## KEY RESULTS - MIDSTATE MEDICAL CENTER

<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	3,659	3,606	3,450	(209)	-6%
Medicare	4,660	4,627	4,671	11	0%
Medical Assistance	1,538	1,562	1,531	(7)	0%
Medicaid	1,319	1,343	1,308	(11)	-1%
Other Medical Assistance	219	219	223	4	2%
Champus / TRICARE	9	14	12	3	33%
Uninsured (Included in Non-Government)	257	267	284	27	11%
Total Discharges	9,866	9,809	9,664	(202)	-2%

### CASE MIX INDEX

Non-Government (Including Uninsured)	0.9320	0.9213	0.9343	0.0023	0%
Medicare	1.3549	1.3326	1.3537	(0.0012)	0%
Medical Assistance	0.8142	0.7375	0.8000	(0.0142)	-2%
Medicaid	0.7540	0.6858	0.7405	(0.0135)	-2%
Other Medical Assistance	1.1767	1.0541	1.1492	(0.0275)	-2%
Champus / TRICARE	2.4884	0.6090	0.8670	(1.6214)	-65%
Uninsured (Included in Non-Government)	0.8679	0.8417	0.8690	0.0011	0%
Total Case Mix Index	1.1148	1.0856	1.1156	0.0008	0%

### UNCOMPENSATED CARE

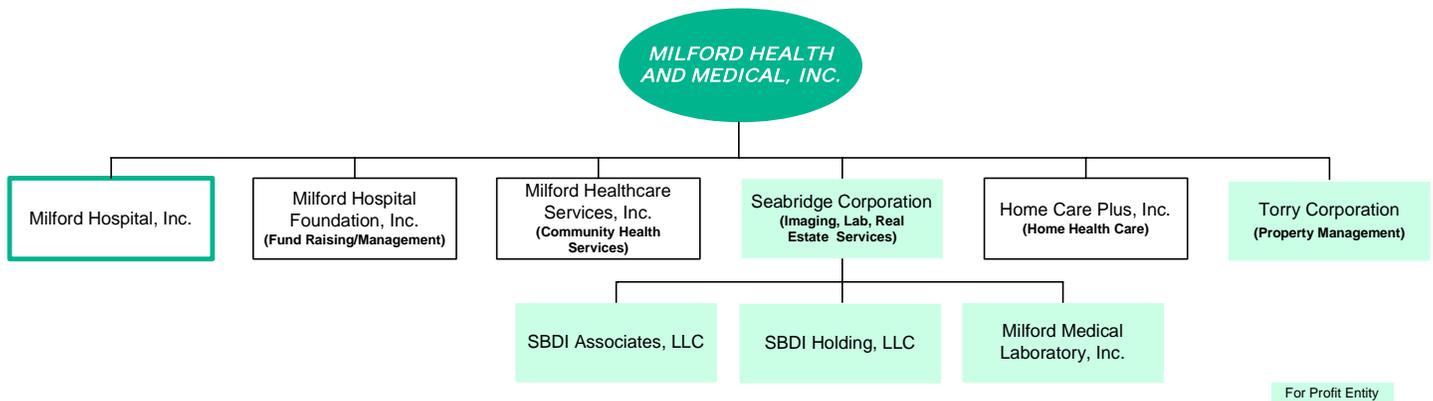
Charity Care	\$917,479	\$1,088,022	\$850,136	(\$67,343)	-7%
Bad Debts	\$7,080,686	\$7,757,631	\$8,836,211	\$1,755,525	25%
Total Uncompensated Care Charges	\$7,998,165	\$8,845,653	\$9,686,347	\$1,688,182	21%
Uncompensated Care Cost	\$4,032,625	\$4,432,370	\$4,575,133	\$542,508	13%
Uncompensated care % of total expenses	3.1%	3.2%	3.1%	0.00%	0%

### EMERGENCY DEPARTMENT VISITS

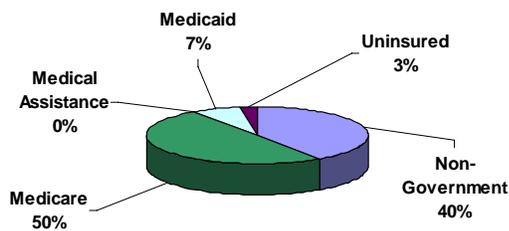
Emergency Room - Treated and Admitted	5,956	6,018	6,022	66	1%
Emergency Room - Treated and Discharged	61,266	61,238	63,826	2,560	4%
Total Emergency Room Visits	67,222	67,256	69,848	2,626	4%

## MILFORD HOSPITAL

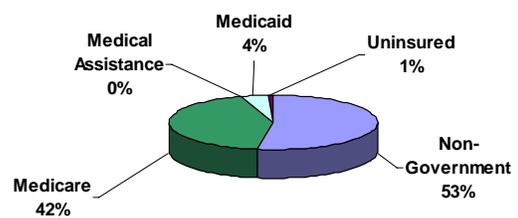
Milford Hospital, founded in 1920, is located in Milford. In FY 2007, the Hospital had an excess of expenses over revenues of \$2.2 million which included \$2.5 million of non operating income. The Hospital had 5,000 discharges and 22,000 patient days while staffing 65 of its 118 licensed beds. Reported 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

	2005	2006	2007
Net Patient Revenue	\$70,232,933	\$71,940,125	\$76,632,879
Other Operating Revenue	\$591,173	\$643,905	\$1,092,359
<b>Total Operating Revenue</b>	<b>\$70,824,106</b>	<b>\$72,584,030</b>	<b>\$77,725,238</b>
Total Operating Expenses	\$72,557,795	\$75,633,048	\$82,425,087
<b>Income/(Loss) from Operations</b>	<b>(\$1,733,689)</b>	<b>(\$3,049,018)</b>	<b>(\$4,699,849)</b>
Non Operating Revenue	\$2,258,355	\$5,336,228	\$2,466,672
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$524,666</b>	<b>\$2,287,210</b>	<b>(\$2,233,177)</b>

## KEY RESULTS - MILFORD HOSPITAL

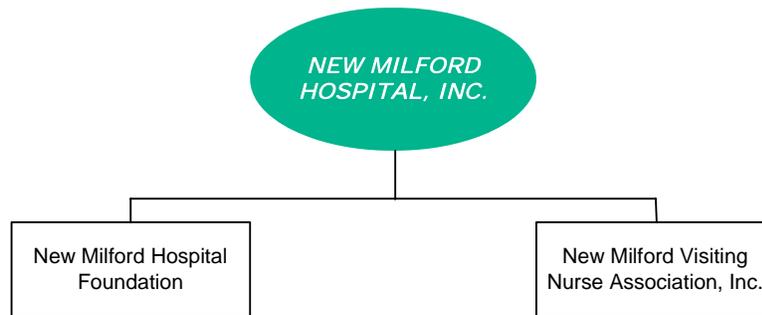
	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
<b>PROFITABILITY SUMMARY</b>					
Hospital Operating Margins	-2.37%	-3.91%	-5.86%	-3.49%	-147%
Hospital Non Operating Margins	3.09%	6.85%	3.08%	-0.01%	0%
Hospital Total Margins	0.72%	2.94%	-2.78%	-3.50%	-486%
<b>COST DATA SUMMARY</b>					
Ratio of cost to charges	0.37	0.37	0.39	0.02	5%
Private Payment to Cost Ratio	1.21	1.18	1.11	(0.10)	-8%
Medicare Payment to Cost Ratio	0.82	0.79	0.73	(0.09)	-11%
Medicaid Payment to Cost Ratio	0.68	0.65	0.51	(0.17)	-25%
<b>LIQUIDITY MEASURES SUMMARY</b>					
Current Ratio	1.64	1.35	1.06	(0.58)	-35%
Days cash on hand	58	27	19	(39)	-67%
Days in patients accounts receivable	47	54	34	(13)	-28%
Average Payment Period	71	67	69	(2)	-3%
<b>SOLVENCY MEASURES SUMMARY</b>					
Equity financing ratio	69.2	69.9	65.3	(3.9)	-6%
Cash flow to total debt ratio	20.0	33.9	10.0	(10.0)	-50%
Long-term debt to Capitalization Ratio	8.2	7.6	7.0	(1.2)	-15%
<div style="border: 1px solid black; padding: 5px;">                     * 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.                 </div>					
<b>NET ASSETS SUMMARY</b>					
Hospital Unrestricted Net Assets	\$64,708,447	\$61,624,073	\$57,291,329	(\$7,417,118)	-11%
Hospital Total Net Assets	\$65,246,512	\$62,167,138	\$58,447,019	(\$6,799,493)	-10%
<b>UTILIZATION MEASURES SUMMARY</b>					
Patient Days	23,273	22,101	22,304	(969)	-4%
Discharges	5,058	4,919	5,026	(32)	-1%
ALOS	4.6	4.5	4.4	(0.2)	-4%
Staffed Beds	68	64	65	(3)	-4%
Licensed Beds	118	118	118	0	0%
Occupancy of staffed beds	94%	95%	94%	0%	0%
Occupancy of licensed beds	54%	51%	52%	-2%	-4%
Full Time Equivalent Employees	536.0	542.0	561.0	25.0	5%

## KEY RESULTS - MILFORD HOSPITAL

<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	2,138	2,033	2,062	(76)	-4%
Medicare	2,525	2,534	2,498	(27)	-1%
Medical Assistance	382	344	455	73	19%
Medicaid	379	344	446	67	18%
Other Medical Assistance	3	0	9	6	200%
Champus / TRICARE	13	8	11	(2)	-15%
Uninsured (Included in Non-Government)	80	102	89	9	11%
<b>Total Discharges</b>	<b>5,058</b>	<b>4,919</b>	<b>5,026</b>	<b>(32)</b>	<b>-1%</b>
<b>CASE MIX INDEX</b>					
Non-Government (Including Uninsured)	0.9538	0.9507	1.0073	0.0535	6%
Medicare	1.3224	1.3214	1.3851	0.0627	5%
Medical Assistance	0.7962	0.7940	0.8326	0.0364	5%
Medicaid	0.7958	0.7940	0.8351	0.0393	5%
Other Medical Assistance	0.8426	0.0000	0.7119	(0.1307)	-16%
Champus / TRICARE	1.0305	0.6449	0.8822	(0.1483)	-14%
Uninsured (Included in Non-Government)	0.8487	0.9893	1.0627	0.2140	25%
<b>Total Case Mix Index</b>	<b>1.1261</b>	<b>1.1302</b>	<b>1.1790</b>	<b>0.0529</b>	<b>5%</b>
<b>UNCOMPENSATED CARE</b>					
Charity Care	\$371,489	\$270,302	\$241,390	(\$130,099)	-35%
Bad Debts	\$2,869,952	\$3,279,600	\$4,686,521	\$1,816,569	63%
<b>Total Uncompensated Care Charges</b>	<b>\$3,241,441</b>	<b>\$3,549,902</b>	<b>\$4,927,911</b>	<b>\$1,686,470</b>	<b>52%</b>
Uncompensated Care Cost	\$1,189,265	\$1,316,851	\$1,928,821	\$739,556	62%
Uncompensated care % of total expenses	1.7%	1.9%	2.3%	0.60%	35%
<b>EMERGENCY DEPARTMENT VISITS</b>					
Emergency Room - Treated and Admitted	3,270	3,233	3,160	(110)	-3%
Emergency Room - Treated and Discharged	27,749	27,005	34,373	6,624	24%
<b>Total Emergency Room Visits</b>	<b>31,019</b>	<b>30,238</b>	<b>37,533</b>	<b>6,514</b>	<b>21%</b>

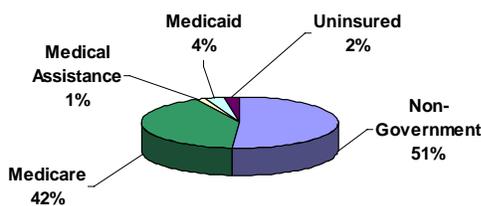
## NEW MILFORD HOSPITAL

New Milford Hospital, founded in 1921, is located in New Milford. In FY 2007, the Hospital had an excess of revenue over expenses of \$920,000 which included \$500,000 of non operating income. The Hospital had 2,800 discharges and 11,000 patient days while staffing 35 of its 95 licensed beds. Reported below is a chart indicating all of the affiliates of New Milford Hospital Incorporated, followed by various financial indicators and selected utilization measures.

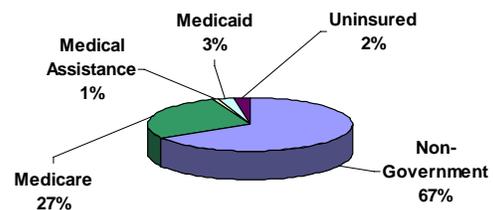


For Profit Entity

**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2005	2006	2007
Net Patient Revenue	\$74,063,342	\$78,752,090	\$84,051,521
Other Operating Revenue	\$2,912,492	\$3,385,370	\$3,602,031
<b>Total Operating Revenue</b>	<b>\$76,975,834</b>	<b>\$82,137,460</b>	<b>\$87,653,552</b>
Total Operating Expenses	\$76,167,247	\$83,676,337	\$87,234,032
<b>Income/(Loss) from Operations</b>	<b>\$808,587</b>	<b>(\$1,538,877)</b>	<b>\$419,520</b>
Non Operating Revenue	\$83,673	(\$436,129)	\$501,009
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$892,260</b>	<b>(\$1,975,006)</b>	<b>\$920,529</b>

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - NEW MILFORD HOSPITAL

PROFITABILITY SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Operating Margins	1.05%	-1.88%	0.48%	-0.57%	-54%
Hospital Non Operating Margins	0.11%	-0.53%	0.57%	0.46%	418%
Hospital Total Margins	1.16%	-2.42%	1.04%	-0.12%	-10%

COST DATA SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Ratio of cost to charges	0.43	0.44	0.42	(0.01)	-2%
Private Payment to Cost Ratio	1.29	1.23	1.28	(0.01)	-1%
Medicare Payment to Cost Ratio	0.74	0.70	0.64	(0.10)	-14%
Medicaid Payment to Cost Ratio	0.77	0.75	0.74	(0.03)	-4%

LIQUIDITY MEASURES SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Current Ratio	1.30	1.32	1.43	0.13	10%
Days cash on hand	17	10	17	0	0%
Days in patients accounts receivable	47	49	36	(11)	-23%
Average Payment Period	65	59	58	(7)	-11%

SOLVENCY MEASURES SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Equity financing ratio	69.0	68.8	66.0	(3.0)	-4%
Cash flow to total debt ratio	20.8	11.8	24.6	3.8	18%
Long-term debt to Capitalization Ratio	17.6	16.5	18.2	0.6	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	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Unrestricted Net Assets	\$48,242,348	\$46,718,045	\$37,372,385	(\$10,869,963)	-23%
Hospital Total Net Assets	\$57,554,691	\$56,149,492	\$47,477,655	(\$10,077,036)	-18%

UTILIZATION MEASURES SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Patient Days	14,747	12,406	11,268	(3,479)	-24%
Discharges	3,395	3,161	2,845	(550)	-16%
ALOS	4.3	3.9	4.0	(0.3)	-7%
Staffed Beds	72	72	35	(37)	-51%
Licensed Beds	95	95	95	0	0%
Occupancy of staffed beds	55%	47%	88%	33%	60%
Occupancy of licensed beds	42%	36%	32%	-10%	-24%
Full Time Equivalent Employees	486.0	496.0	470.3	(15.7)	-3%

## KEY RESULTS - NEW MILFORD HOSPITAL

<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	1,627	1,603	1,437	(190)	-12%
Medicare	1,525	1,320	1,220	(305)	-20%
Medical Assistance	236	233	182	(54)	-23%
Medicaid	228	193	159	(69)	-30%
Other Medical Assistance	8	40	23	15	188%
Champus / TRICARE	7	5	6	(1)	-14%
Uninsured (Included in Non-Government)	57	62	70	13	23%
<b>Total Discharges</b>	<b>3,395</b>	<b>3,161</b>	<b>2,845</b>	<b>(550)</b>	<b>-16%</b>

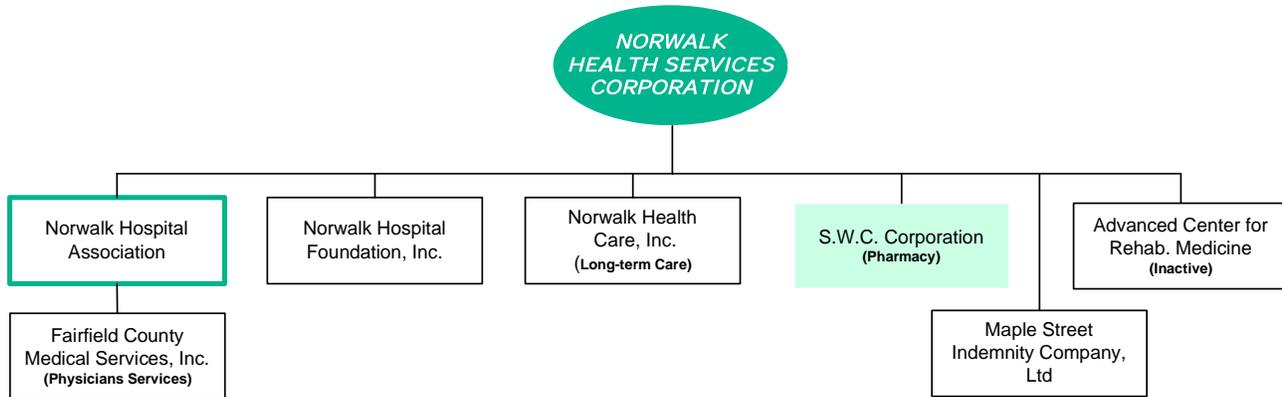
<b>CASE MIX INDEX</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	1.0633	1.1230	1.0880	0.0247	2%
Medicare	1.3769	1.3922	1.4270	0.0501	4%
Medical Assistance	0.8268	0.7903	0.7578	(0.0690)	-8%
Medicaid	0.8145	0.7229	0.7184	(0.0961)	-12%
Other Medical Assistance	1.1774	1.1155	1.0303	(0.1471)	-12%
Champus / TRICARE	0.8825	0.4980	0.9888	0.1063	12%
Uninsured (Included in Non-Government)	0.9596	1.1168	1.1888	0.2292	24%
<b>Total Case Mix Index</b>	<b>1.1874</b>	<b>1.2099</b>	<b>1.2120</b>	<b>0.0246</b>	<b>2%</b>

<b>UNCOMPENSATED CARE</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Charity Care	\$1,173,949	\$1,524,994	\$2,004,589	\$830,640	71%
Bad Debts	\$2,095,138	\$3,079,775	\$3,451,187	\$1,356,049	65%
<b>Total Uncompensated Care Charges</b>	<b>\$3,269,087</b>	<b>\$4,604,769</b>	<b>\$5,455,776</b>	<b>\$2,186,689</b>	<b>67%</b>
Uncompensated Care Cost	\$1,411,937	\$2,003,285	\$2,302,322	\$890,385	63%
Uncompensated care % of total expenses	2.0%	2.6%	2.7%	0.70%	35%

<b>EMERGENCY DEPARTMENT VISITS</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Emergency Room - Treated and Admitted	1,869	1,635	1,659	(210)	-11%
Emergency Room - Treated and Discharged	17,664	16,483	17,650	(14)	0%
<b>Total Emergency Room Visits</b>	<b>19,533</b>	<b>18,118</b>	<b>19,309</b>	<b>(224)</b>	<b>-1%</b>

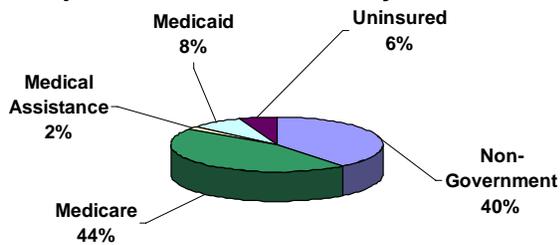
## NORWALK HOSPITAL

Norwalk Hospital, founded in 1893, is located in Norwalk. In FY 2007, the Hospital had an excess of revenue over expenses of \$5.4 million which included \$3.2 million of non operating income. The Hospital had 15,000 discharges and 79,000 patient days while staffing 221 of its 366 licensed 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.

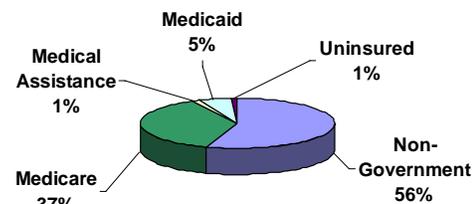


For Profit Entity

**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2005	2006	2007
Net Patient Revenue	\$238,311,189	\$251,313,162	\$277,467,379
Other Operating Revenue	\$10,513,214	\$14,830,138	\$13,639,563
<b>Total Operating Revenue</b>	<b>\$248,824,403</b>	<b>\$266,143,300</b>	<b>\$291,106,942</b>
Total Operating Expenses	\$248,683,177	\$270,158,545	\$288,812,209
Income/(Loss) from Operations	\$141,226	(\$4,015,245)	\$2,294,733
Non Operating Revenue	\$4,458,026	\$4,348,741	\$3,152,725
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$4,599,252</b>	<b>\$333,496</b>	<b>\$5,447,458</b>

## KEY RESULTS - NORWALK HOSPITAL

PROFITABILITY SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Operating Margins	0.06%	-1.48%	0.78%	0.72%	1200%
Hospital Non Operating Margins	1.76%	1.61%	1.07%	-0.69%	-39%
Hospital Total Margins	1.82%	0.12%	1.85%	0.03%	2%

COST DATA SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Ratio of cost to charges	0.55	0.53	0.52	(0.03)	-5%
Private Payment to Cost Ratio	1.30	1.34	1.31	0.01	1%
Medicare Payment to Cost Ratio	0.87	0.83	0.77	(0.10)	-11%
Medicaid Payment to Cost Ratio	0.71	0.58	0.66	(0.05)	-7%

LIQUIDITY MEASURES SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Current Ratio	1.12	1.45	1.65	0.53	47%
Days cash on hand	20	14	15	(5)	-25%
Days in patients accounts receivable	38	48	47	9	24%
Average Payment Period	66	53	51	(15)	-23%

SOLVENCY MEASURES SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Equity financing ratio	59.9	68.8	67.9	8.0	13%
Cash flow to total debt ratio	32.5	29.7	35.7	3.2	10%
Long-term debt to Capitalization Ratio	7.9	6.7	10.2	2.3	29%

\* 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	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Unrestricted Net Assets	\$110,815,531	\$133,790,300	\$151,497,278	\$40,681,747	37%
Hospital Total Net Assets	\$142,075,447	\$162,148,549	\$177,916,606	\$35,841,159	25%

UTILIZATION MEASURES SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Patient Days	82,569	80,038	79,445	(3,124)	-4%
Discharges	15,523	15,089	15,146	(377)	-2%
ALOS	5.3	5.3	5.2	(0.1)	-2%
Staffed Beds	230	224	221	(9)	-4%
Licensed Beds	366	366	366	0	0%
Occupancy of staffed beds	98%	98%	98%	0%	0%
Occupancy of licensed beds	62%	60%	59%	-3%	-5%
Full Time Equivalent Employees	1,631.0	1,701.0	1,730.0	99.0	6%

## KEY RESULTS - NORWALK HOSPITAL

<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	7,133	6,796	6,962	(171)	-2%
Medicare	6,188	6,178	5,907	(281)	-5%
Medical Assistance	2,195	2,113	2,269	74	3%
Medicaid	1,748	1,701	1,867	119	7%
Other Medical Assistance	447	412	402	(45)	-10%
Champus / TRICARE	7	2	8	1	14%
Uninsured (Included in Non-Government)	427	525	586	159	37%
Total Discharges	15,523	15,089	15,146	(377)	-2%

### CASE MIX INDEX

Non-Government (Including Uninsured)	0.9500	0.9600	0.9175	(0.0325)	-3%
Medicare	1.3400	1.3300	1.3814	0.0414	3%
Medical Assistance	0.7800	0.8200	0.8189	0.0389	5%
Medicaid	0.8200	0.8100	0.7854	(0.0346)	-4%
Other Medical Assistance	0.6236	0.8613	0.9744	0.3508	56%
Champus / TRICARE	0.9900	0.3800	0.5624	(0.4276)	-43%
Uninsured (Included in Non-Government)	0.9900	0.9500	0.9688	(0.0212)	-2%
Total Case Mix Index	1.0814	1.0918	1.0834	0.0020	0%

### UNCOMPENSATED CARE

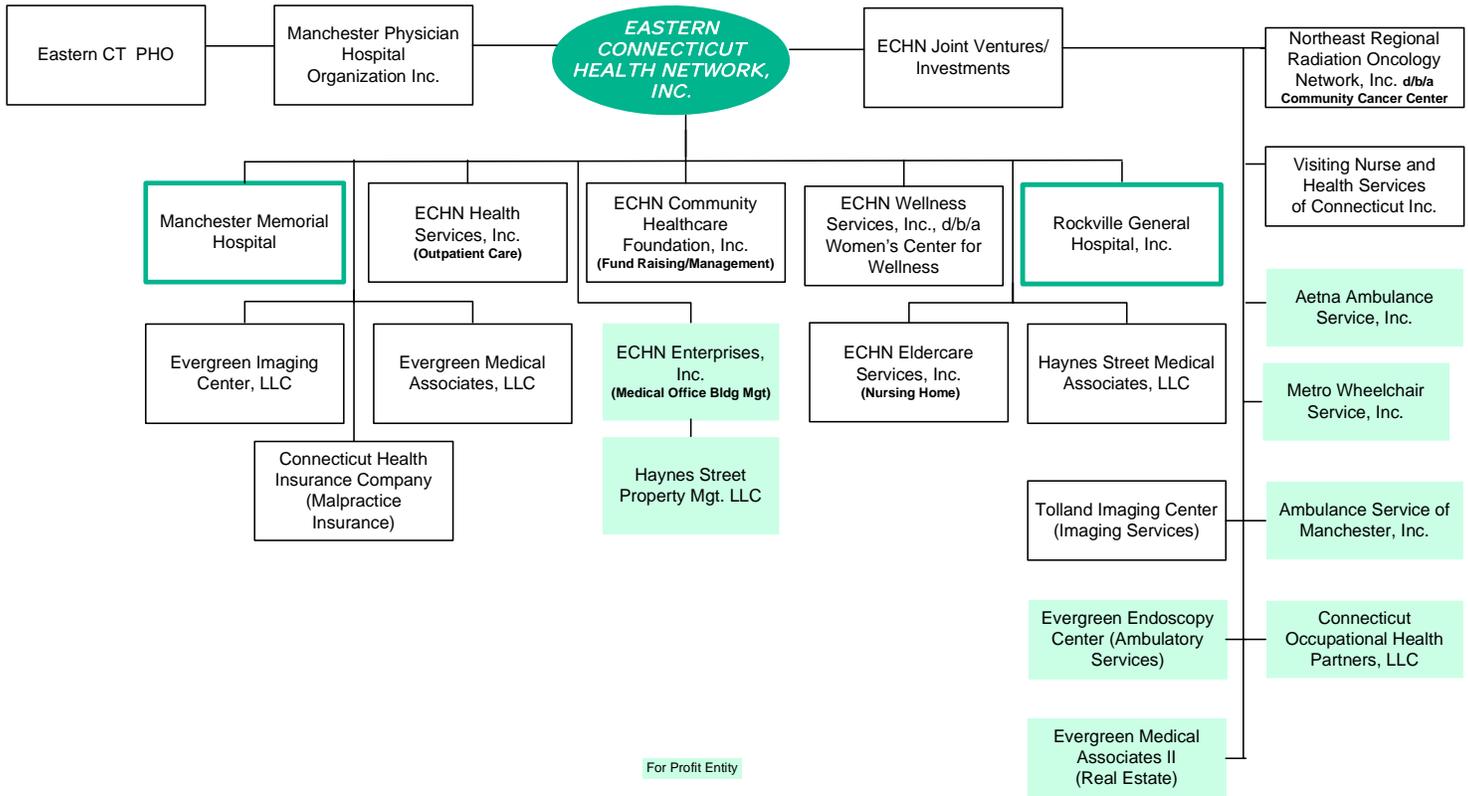
Charity Care	\$5,122,306	\$6,806,210	\$9,336,375	\$4,214,069	82%
Bad Debts	\$10,641,421	\$13,597,933	\$19,226,799	\$8,585,378	81%
Total Uncompensated Care Charges	\$15,763,727	\$20,404,143	\$28,563,174	\$12,799,447	81%
Uncompensated Care Cost	\$8,642,947	\$10,827,274	\$14,904,837	\$6,261,890	72%
Uncompensated care % of total expenses	3.8%	4.5%	5.4%	1.60%	42%

### EMERGENCY DEPARTMENT VISITS

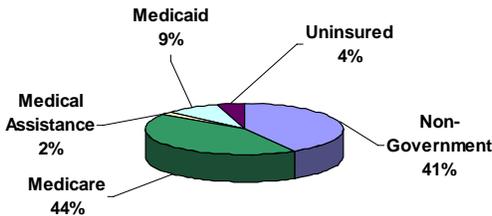
Emergency Room - Treated and Admitted	8,869	9,070	8,864	(5)	0%
Emergency Room - Treated and Discharged	36,146	37,647	38,859	2,713	8%
Total Emergency Room Visits	45,015	46,717	47,723	2,708	6%

# ROCKVILLE GENERAL HOSPITAL

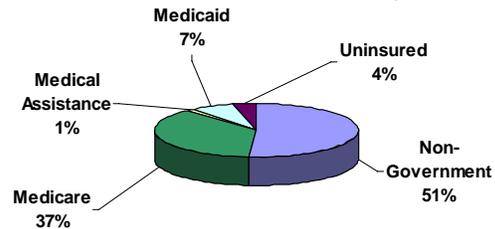
Rockville General Hospital, founded in 1921, is located in Vernon. In FY 2007, the Hospital had an excess of revenue over expenses of \$826,000 which included a loss of \$58,000 in non operating income. The Hospital had almost 3,600 discharges and 15,000 patient days while staffing 66 of its 118 licensed 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**

	2005	2006	2007
Net Patient Revenue	\$52,958,061	\$57,112,262	\$59,238,196
Other Operating Revenue	\$5,260,410	\$8,645,245	\$5,861,929
<b>Total Operating Revenue</b>	<b>\$58,218,471</b>	<b>\$65,757,507</b>	<b>\$65,100,125</b>
Total Operating Expenses	\$60,829,273	\$63,615,219	\$64,216,399
<b>Income/(Loss) from Operations</b>	<b>(\$2,610,802)</b>	<b>\$2,142,288</b>	<b>\$883,726</b>
Non Operating Revenue	\$88,327	\$1,501,434	(\$57,629)
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>(\$2,522,475)</b>	<b>\$3,643,722</b>	<b>\$826,097</b>

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - ROCKVILLE GENERAL HOSPITAL

PROFITABILITY SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Operating Margins	-4.48%	3.19%	1.36%	5.84%	130%
Hospital Non Operating Margins	0.15%	2.23%	-0.09%	-0.24%	-160%
Hospital Total Margins	-4.33%	5.42%	1.27%	5.60%	129%

### COST DATA SUMMARY

Ratio of cost to charges	0.42	0.42	0.46	0.04	10%
Private Payment to Cost Ratio	1.20	1.20	1.18	(0.02)	-2%
Medicare Payment to Cost Ratio	0.76	0.85	0.83	0.07	9%
Medicaid Payment to Cost Ratio	0.72	0.75	0.71	(0.01)	-1%

### LIQUIDITY MEASURES SUMMARY

Current Ratio	1.28	1.10	1.01	(0.27)	-21%
Days cash on hand	19	19	2	(17)	-89%
Days in patients accounts receivable	56	56	54	(2)	-4%
Average Payment Period	62	70	65	3	5%

### SOLVENCY MEASURES SUMMARY

Equity financing ratio	47.1	49.2	52.6	5.5	12%
Cash flow to total debt ratio	1.7	17.5	11.5	9.8	576%
Long-term debt to Capitalization Ratio	38.2	38.4	34.9	(3.3)	-9%

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

### NET ASSETS SUMMARY

Hospital Unrestricted Net Assets	\$38,522,722	\$40,149,555	\$42,159,714	\$3,636,992	9%
Hospital Total Net Assets	\$43,913,714	\$45,642,730	\$48,003,762	\$4,090,048	9%

### UTILIZATION MEASURES SUMMARY

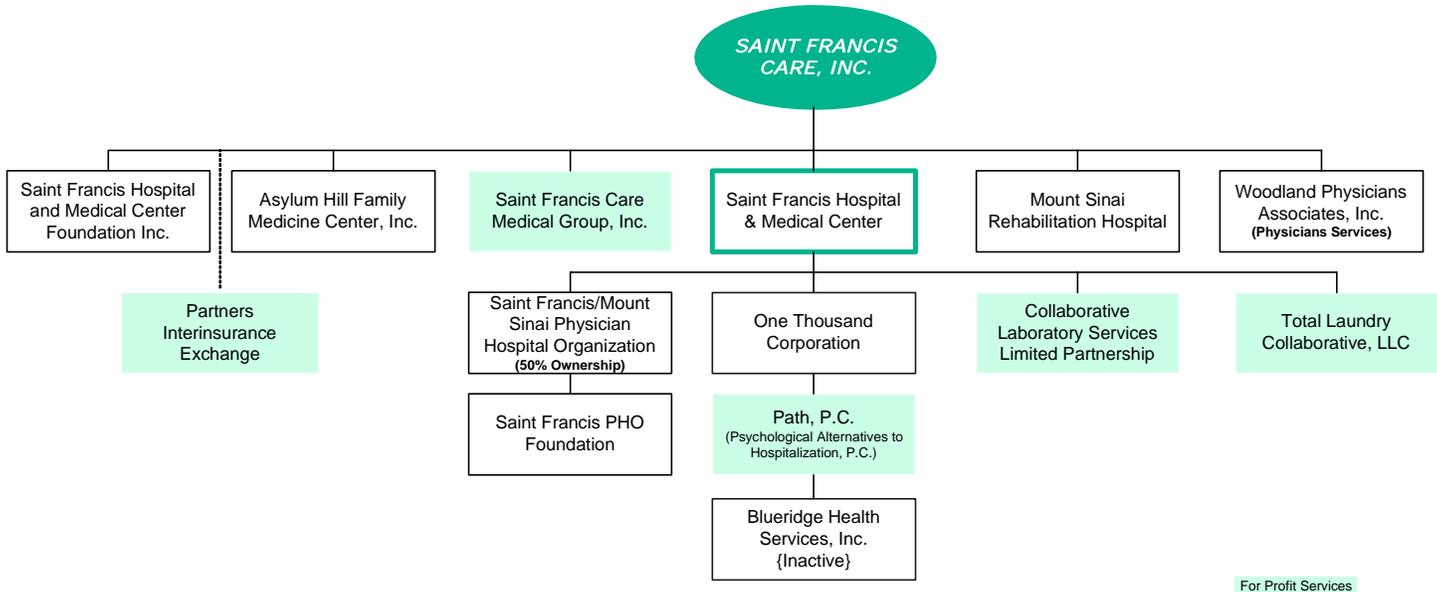
Patient Days	15,620	14,259	14,828	(792)	-5%
Discharges	3,971	3,605	3,589	(382)	-10%
ALOS	3.9	4.0	4.1	0.2	5%
Staffed Beds	66	66	66	0	0%
Licensed Beds	118	118	118	0	0%
Occupancy of staffed beds	65%	59%	62%	-3%	-5%
Occupancy of licensed beds	36%	33%	34%	-2%	-6%
Full Time Equivalent Employees	440.0	442.0	444.2	4.2	1%

## KEY RESULTS - ROCKVILLE GENERAL HOSPITAL

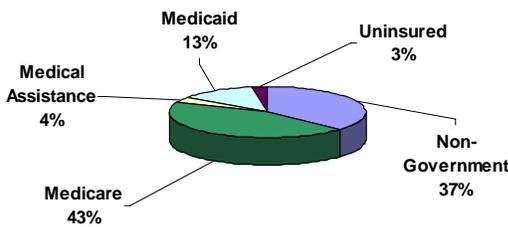
	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
<b>DISCHARGES</b>					
Non-Government (Including Uninsured)	1,560	1,453	1,336	(224)	-14%
Medicare	1,758	1,545	1,607	(151)	-9%
Medical Assistance	646	591	641	(5)	-1%
Medicaid	565	509	574	9	2%
Other Medical Assistance	81	82	67	(14)	-17%
Champus / TRICARE	7	16	5	(2)	-29%
Uninsured (Included in Non-Government)	76	40	65	(11)	-14%
Total Discharges	3,971	3,605	3,589	(382)	-10%
<b>CASE MIX INDEX</b>					
Non-Government (Including Uninsured)	0.7899	0.8392	0.9921	0.2022	26%
Medicare	1.1762	1.2622	1.4078	0.2316	20%
Medical Assistance	0.7236	0.6654	0.6738	(0.0498)	-7%
Medicaid	0.6869	0.6110	0.6155	(0.0714)	-10%
Other Medical Assistance	0.9801	1.0028	1.1732	0.1931	20%
Champus / TRICARE	0.9032	0.6215	0.7188	(0.1844)	-20%
Uninsured (Included in Non-Government)	0.9361	0.9513	1.1159	0.1798	19%
Total Case Mix Index	0.9503	0.9910	1.1210	0.1707	18%
<b>UNCOMPENSATED CARE</b>					
Charity Care	\$715,770	\$578,251	\$600,038	(\$115,732)	-16%
Bad Debts	\$2,298,807	\$2,634,039	\$2,653,240	\$354,433	15%
Total Uncompensated Care Charges	\$3,014,577	\$3,212,290	\$3,253,278	\$238,701	8%
Uncompensated Care Cost	\$1,280,030	\$1,356,123	\$1,511,074	\$231,044	18%
Uncompensated care % of total expenses	2.3%	2.3%	2.5%	0.20%	9%
<b>EMERGENCY DEPARTMENT VISITS</b>					
Emergency Room - Treated and Admitted	2,566	2,129	2,137	(429)	-17%
Emergency Room - Treated and Discharged	12,594	12,831	21,510	8,916	71%
Total Emergency Room Visits	15,160	14,960	23,647	8,487	56%

## SAINT FRANCIS HOSPITAL AND MEDICAL CENTER

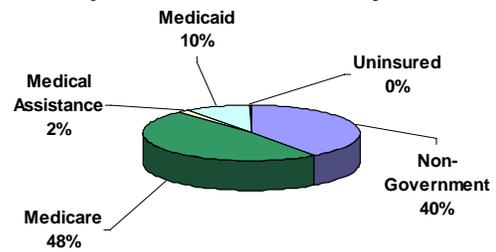
St. Francis Hospital and Medical Center, founded in 1897, is located in Hartford. In FY 2007, the Hospital had an excess of revenue over expenses of \$12.4 million which included \$3.9 million of non operating income. The Hospital had almost 32,000 discharges and over 162,000 patient days while staffing 553 of its 682 licensed 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

	2005	2006	2007
Net Patient Revenue	\$439,562,604	\$459,737,041	\$501,049,772
Other Operating Revenue	\$27,753,994	\$30,955,585	\$41,196,348
<b>Total Operating Revenue</b>	<b>\$467,316,598</b>	<b>\$490,692,626</b>	<b>\$542,246,120</b>
Total Operating Expenses	\$467,666,247	\$491,309,862	\$533,818,395
<b>Income/(Loss) from Operations</b>	<b>(\$349,649)</b>	<b>(\$617,236)</b>	<b>\$8,427,725</b>
Non Operating Revenue	\$4,102,513	\$5,358,704	\$3,947,548
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$3,752,864</b>	<b>\$4,741,468</b>	<b>\$12,375,273</b>

## KEY RESULTS - SAINT FRANCIS HOSPITAL AND MEDICAL CENTER

PROFITABILITY SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Operating Margins	-0.07%	-0.12%	1.54%	1.61%	2300%
Hospital Non Operating Margins	0.87%	1.08%	0.72%	-0.15%	-17%
Hospital Total Margins	0.80%	0.96%	2.27%	1.47%	184%

### COST DATA SUMMARY

Ratio of cost to charges	0.50	0.48	0.47	(0.03)	-6%
Private Payment to Cost Ratio	1.08	1.11	1.06	(0.02)	-2%
Medicare Payment to Cost Ratio	1.09	1.08	1.07	(0.02)	-2%
Medicaid Payment to Cost Ratio	0.69	0.72	0.76	0.07	10%

### LIQUIDITY MEASURES SUMMARY

Current Ratio	2.82	2.46	2.14	(0.68)	-24%
Days cash on hand	25	20	15	(10)	-40%
Days in patients accounts receivable	47	54	51	4	9%
Average Payment Period	32	35	37	5	16%

### SOLVENCY MEASURES SUMMARY

Equity financing ratio	52.5	56.4	54.0	1.5	3%
Cash flow to total debt ratio	19.7	19.5	24.7	5.0	25%
Long-term debt to Capitalization Ratio	28.6	26.0	25.0	(3.6)	-13%

\* 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	\$182,256,945	\$200,930,692	\$193,323,893	\$11,066,948	6%
Hospital Total Net Assets	\$261,919,250	\$284,252,138	\$285,986,494	\$24,067,244	9%

### UTILIZATION MEASURES SUMMARY

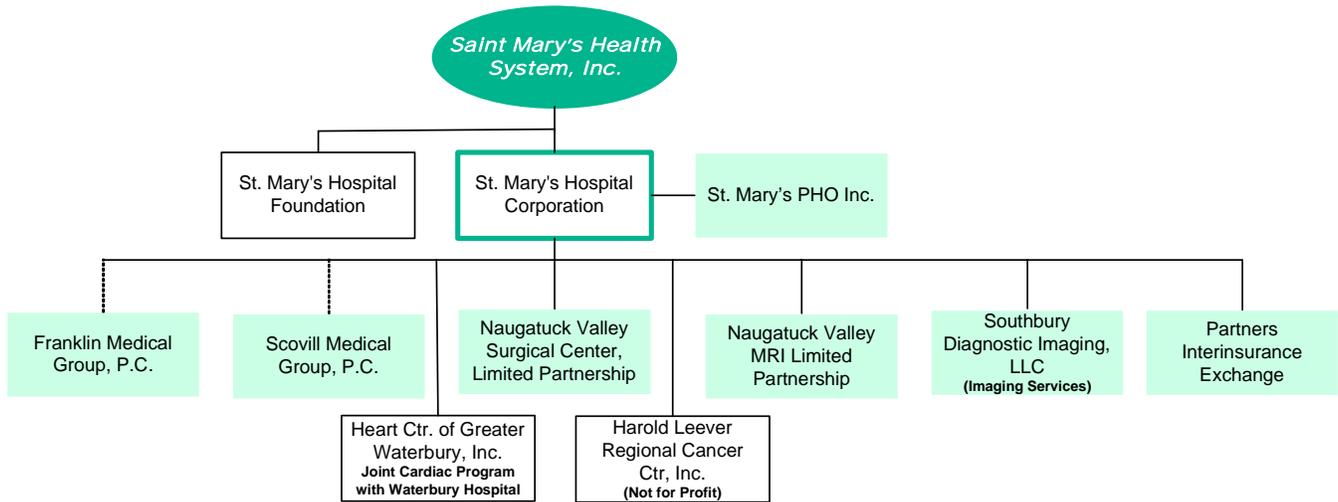
Patient Days	162,087	163,199	162,175	88	0%
Discharges	32,175	31,638	31,626	(549)	-2%
ALOS	5.0	5.2	5.1	0.1	2%
Staffed Beds	564	574	553	(11)	-2%
Licensed Beds	682	682	682	0	0%
Occupancy of staffed beds	79%	78%	80%	1%	1%
Occupancy of licensed beds	65%	65%	65%	0%	0%
Full Time Equivalent Employees	3,303.0	3,354.0	3,416.7	113.7	3%

## KEY RESULTS - SAINT FRANCIS HOSPITAL AND MEDICAL CENTER

<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	12,700	12,281	12,083	(617)	-5%
Medicare	12,999	12,968	12,903	(96)	-1%
Medical Assistance	6,386	6,316	6,570	184	3%
Medicaid	4,831	4,942	5,091	260	5%
Other Medical Assistance	1555	1374	1,479	(76)	-5%
Champus / TRICARE	90	73	70	(20)	-22%
Uninsured (Included in Non-Government)	370	556	528	158	43%
Total Discharges	32,175	31,638	31,626	(549)	-2%
<b>CASE MIX INDEX</b>					
Non-Government (Including Uninsured)	1.2468	1.2972	1.2432	(0.0036)	0%
Medicare	1.7697	1.7087	1.7584	(0.0113)	-1%
Medical Assistance	0.9344	0.9525	1.0048	0.0704	8%
Medicaid	0.8746	0.9026	0.8555	(0.0191)	-2%
Other Medical Assistance	1.1202	1.1320	1.5187	0.3985	36%
Champus / TRICARE	0.8908	0.7928	0.9165	0.0257	3%
Uninsured (Included in Non-Government)	1.2826	1.3758	1.1774	(0.1052)	-8%
Total Case Mix Index	1.3951	1.3959	1.4031	0.0080	1%
<b>UNCOMPENSATED CARE</b>					
Charity Care	\$7,030,165	\$9,288,125	\$4,572,101	(\$2,458,064)	-35%
Bad Debts	\$12,624,331	\$14,879,933	\$21,944,891	\$9,320,560	74%
Total Uncompensated Care Charges	\$19,654,496	\$24,168,058	\$26,516,992	\$6,862,496	35%
Uncompensated Care Cost	\$9,786,892	\$11,553,395	\$12,487,008	\$2,700,116	28%
Uncompensated care % of total expenses	2.3%	2.6%	2.4%	0.10%	4%
<b>EMERGENCY DEPARTMENT VISITS</b>					
Emergency Room - Treated and Admitted	12,659	12,551	13,561	902	7%
Emergency Room - Treated and Discharged	47,978	50,227	53,025	5,047	11%
Total Emergency Room Visits	60,637	62,778	66,586	5,949	10%

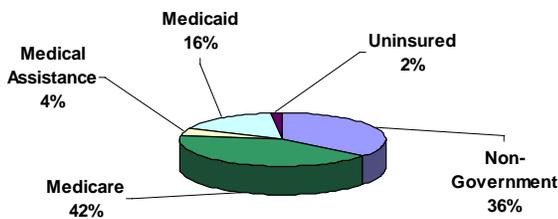
## SAINT MARY'S HOSPITAL

Saint Mary's Hospital, founded in 1907, is located in Waterbury. In FY 2007, the Hospital had an excess of revenue over expenses of \$11.9 million which included \$7.2 million of non operating income. The Hospital had 13,000 discharges and over 61,000 patient days while staffing 196 of its 379 licensed 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.

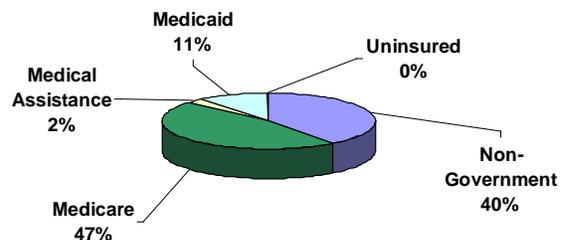


For Profit Entity

### Hospital Gross Revenue Payer Mix



### Hospital Net Revenue Payer Mix



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2005	2006	2007
Net Patient Revenue	\$139,435,000	\$159,715,000	\$170,293,985
Other Operating Revenue	\$4,339,000	\$3,829,000	\$12,508,015
<b>Total Operating Revenue</b>	<b>\$143,774,000</b>	<b>\$163,544,000</b>	<b>\$182,802,000</b>
Total Operating Expenses	\$159,044,000	\$169,937,000	\$178,133,199
Income/(Loss) from Operations	(\$15,270,000)	(\$6,393,000)	\$4,668,801
Non Operating Revenue	\$8,689,000	\$7,137,000	\$7,188,613
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>(\$6,581,000)</b>	<b>\$744,000</b>	<b>\$11,857,414</b>

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - SAINT MARY'S HOSPITAL

<b>PROFITABILITY SUMMARY</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Hospital Operating Margins	-10.02%	-3.75%	2.46%	12.48%	125%
Hospital Non Operating Margins	5.70%	4.18%	3.78%	-1.92%	-34%
Hospital Total Margins	-4.32%	0.44%	6.24%	10.56%	244%

### **COST DATA SUMMARY**

Ratio of cost to charges	0.47	0.45	0.45	(0.02)	-4%
Private Payment to Cost Ratio	0.96	1.04	1.01	0.05	5%
Medicare Payment to Cost Ratio	1.03	1.09	1.04	0.01	1%
Medicaid Payment to Cost Ratio	0.47	0.59	0.63	0.16	34%

### **LIQUIDITY MEASURES SUMMARY**

Current Ratio	1.96	0.81	1.03	(0.93)	-47%
Days cash on hand	3	2	10	7	233%
Days in patients accounts receivable	49	38	32	(17)	-35%
Average Payment Period	71	72	66	(5)	-7%

### **SOLVENCY MEASURES SUMMARY**

Equity financing ratio	14.4	-0.1	11.7	(2.7)	-19%
Cash flow to total debt ratio	2.0	13.0	31.2	29.2	1460%
Long-term debt to Capitalization Ratio	62.4	100.4	64.2	1.8	3%

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

### **NET ASSETS SUMMARY**

Hospital Unrestricted Net Assets	\$4,825,000	(\$18,632,000)	(\$1,326,115)	(\$6,151,115)	-127%
Hospital Total Net Assets	\$23,760,000	(\$135,000)	\$18,709,902	(\$5,050,098)	-21%

### **UTILIZATION MEASURES SUMMARY**

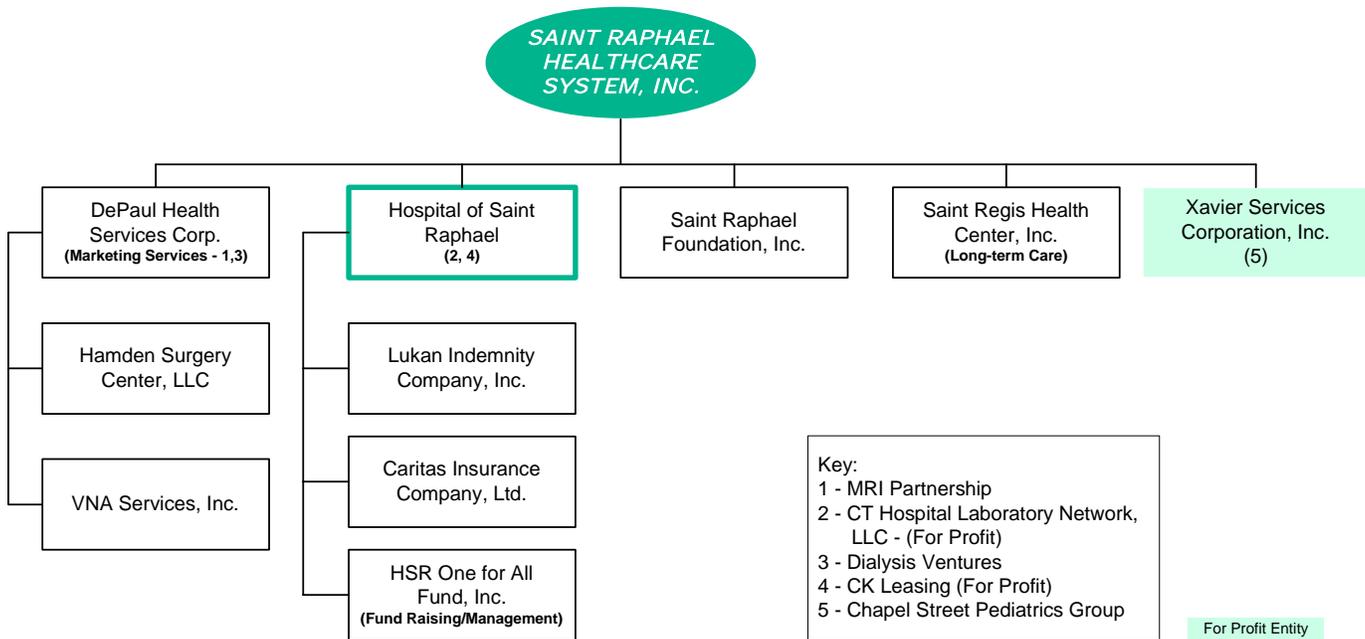
Patient Days	55,099	60,036	61,241	6,142	11%
Discharges	12,268	13,000	13,169	901	7%
ALOS	4.5	4.6	4.7	0.2	4%
Staffed Beds	169	178	196	27	16%
Licensed Beds	379	379	379	0	0%
Occupancy of staffed beds	89%	92%	86%	-3%	-3%
Occupancy of licensed beds	40%	43%	44%	4%	10%
Full Time Equivalent Employees	1,195.0	1,207.0	1,206.7	11.7	1%

## KEY RESULTS - SAINT MARY'S HOSPITAL

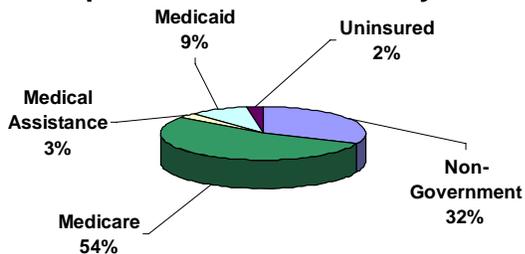
<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	4,144	4,461	4,463	319	8%
Medicare	5,295	5,420	5,363	68	1%
Medical Assistance	2,800	3,088	3,309	509	18%
Medicaid	2,384	2,610	2,855	471	20%
Other Medical Assistance	416	478	454	38	9%
Champus / TRICARE	29	31	34	5	17%
Uninsured (Included in Non-Government)	184	176	141	(43)	-23%
<b>Total Discharges</b>	<b>12,268</b>	<b>13,000</b>	<b>13,169</b>	<b>901</b>	<b>7%</b>
<b>CASE MIX INDEX</b>					
Non-Government (Including Uninsured)	1.0175	1.0900	1.1252	0.1077	11%
Medicare	1.3660	1.4740	1.4713	0.1053	8%
Medical Assistance	1.0160	0.8736	0.8492	(0.1668)	-16%
Medicaid	0.7875	0.7925	0.7934	0.0059	1%
Other Medical Assistance	2.3255	1.3165	1.1998	(1.1257)	-48%
Champus / TRICARE	0.7603	0.5537	0.5346	(0.2257)	-30%
Uninsured (Included in Non-Government)	0.8877	1.0279	1.0453	0.1576	18%
<b>Total Case Mix Index</b>	<b>1.1670</b>	<b>1.1974</b>	<b>1.1953</b>	<b>0.0283</b>	<b>2%</b>
<b>UNCOMPENSATED CARE</b>					
Charity Care	\$1,175,197	\$1,089,917	\$704,410	(\$470,787)	-40%
Bad Debts	\$8,670,440	\$7,898,208	\$9,114,889	\$444,449	5%
<b>Total Uncompensated Care Charges</b>	<b>\$9,845,637</b>	<b>\$8,988,125</b>	<b>\$9,819,299</b>	<b>(\$26,338)</b>	<b>0%</b>
Uncompensated Care Cost	\$4,587,219	\$4,083,006	\$4,423,166	(\$164,053)	-4%
Uncompensated care % of total expenses	3.2%	2.6%	2.5%	-0.70%	-22%
<b>EMERGENCY DEPARTMENT VISITS</b>					
Emergency Room - Treated and Admitted	7,872	8,059	8,135	263	3%
Emergency Room - Treated and Discharged	55,470	66,038	60,139	4,669	8%
<b>Total Emergency Room Visits</b>	<b>63,342</b>	<b>74,097</b>	<b>68,274</b>	<b>4,932</b>	<b>8%</b>

## HOSPITAL OF SAINT RAPHAEL

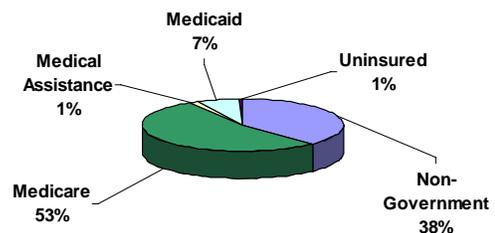
The Hospital of Saint Raphael, founded in 1907, is located in New Haven. In FY 2007, the Hospital had an excess of expenses over revenue of \$9.2 million which included \$2.4 million of non operating income. The Hospital had 26,000 discharges and 135,000 patient days while staffing 408 of its 533 licensed 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

	2005	2006	2007
Net Patient Revenue	\$380,575,148	\$390,371,250	\$404,894,538
Other Operating Revenue	\$15,336,852	\$17,523,370	\$18,526,735
<b>Total Operating Revenue</b>	<b>\$395,912,000</b>	<b>\$407,894,620</b>	<b>\$423,421,273</b>
Total Operating Expenses	\$400,690,000	\$418,601,308	\$435,075,000
<b>Income/(Loss) from Operations</b>	<b>(\$4,778,000)</b>	<b>(\$10,706,688)</b>	<b>(\$11,653,727)</b>
Non Operating Revenue	\$1,342,000	\$2,047,000	\$2,405,727
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>(\$3,436,000)</b>	<b>(\$8,659,688)</b>	<b>(\$9,248,000)</b>

## KEY RESULTS - HOSPITAL OF SAINT RAPHAEL

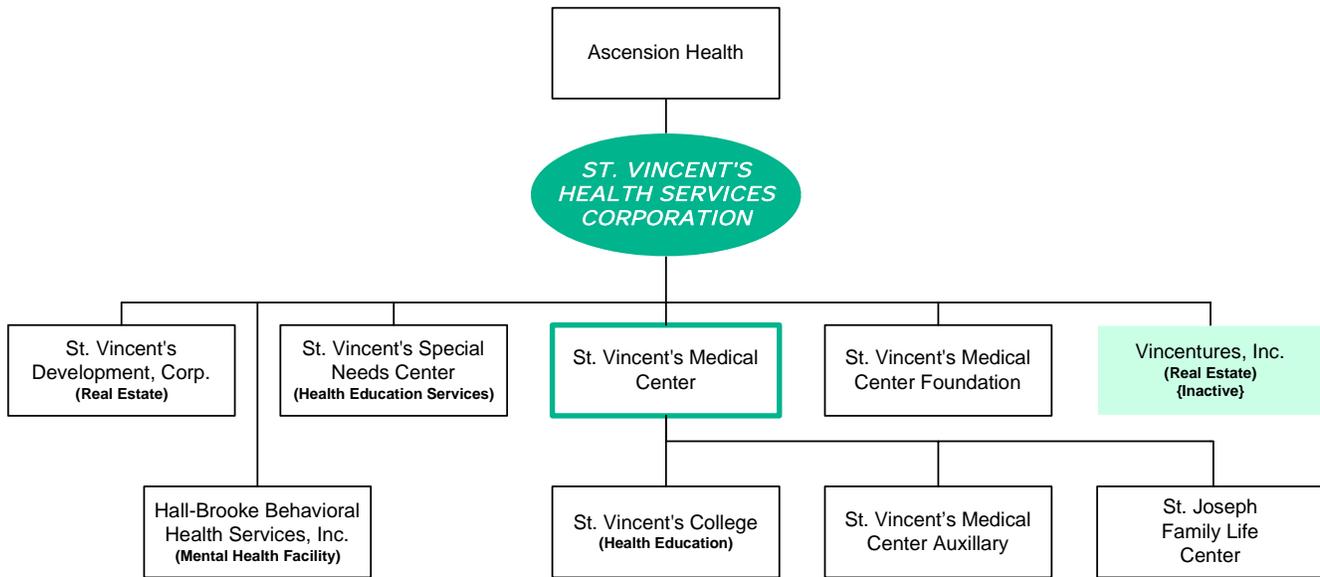
	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
<b>PROFITABILITY SUMMARY</b>					
Hospital Operating Margins	-1.20%	-2.61%	-2.74%	-1.54%	-128%
Hospital Non Operating Margins	0.34%	0.50%	0.56%	0.22%	65%
Hospital Total Margins	-0.86%	-2.11%	-2.17%	-1.31%	-152%
<b>COST DATA SUMMARY</b>					
Ratio of cost to charges	0.39	0.39	0.39	0.00	0%
Private Payment to Cost Ratio	1.11	1.13	1.13	0.02	2%
Medicare Payment to Cost Ratio	1.03	0.98	0.95	(0.08)	-8%
Medicaid Payment to Cost Ratio	0.70	0.69	0.72	0.02	3%
<b>LIQUIDITY MEASURES SUMMARY</b>					
Current Ratio	1.43	1.36	1.39	(0.04)	-3%
Days cash on hand	42	28	30	(12)	-29%
Days in patients accounts receivable	38	49	49	11	29%
Average Payment Period	65	65	66	1	2%
<b>SOLVENCY MEASURES SUMMARY</b>					
Equity financing ratio	13.3	22.2	17.3	4.0	30%
Cash flow to total debt ratio	9.5	6.3	6.1	(3.4)	-36%
Long-term debt to Capitalization Ratio	69.9	58.2	62.6	(7.3)	-10%
<div style="border: 1px solid black; padding: 5px;"> <p>* 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.</p> </div>					
<b>NET ASSETS SUMMARY</b>					
Hospital Unrestricted Net Assets	\$14,832,923	\$35,812,204	\$18,112,280	\$3,279,357	22%
Hospital Total Net Assets	\$36,343,267	\$62,511,925	\$49,063,942	\$12,720,675	35%
<b>UTILIZATION MEASURES SUMMARY</b>					
Patient Days	134,509	134,580	135,071	562	0%
Discharges	24,841	24,985	26,188	1,347	5%
ALOS	5.4	5.4	5.2	(0.2)	-4%
Staffed Beds	474	474	408	(66)	-14%
Licensed Beds	533	533	533	0	0%
Occupancy of staffed beds	78%	78%	91%	13%	17%
Occupancy of licensed beds	69%	69%	69%	0%	0%
Full Time Equivalent Employees	2,824.0	2,817.0	2,873.4	49.4	2%

## KEY RESULTS - HOSPITAL OF SAINT RAPHAEL

<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	8,129	8,134	8,651	522	6%
Medicare	13,301	13,283	13,531	230	2%
Medical Assistance	3,391	3,552	3,977	586	17%
Medicaid	2,772	2,843	3,172	400	14%
Other Medical Assistance	619	709	805	186	30%
Champus / TRICARE	20	16	29	9	45%
Uninsured (Included in Non-Government)	274	341	407	133	49%
<b>Total Discharges</b>	<b>24,841</b>	<b>24,985</b>	<b>26,188</b>	<b>1,347</b>	<b>5%</b>
<b>CASE MIX INDEX</b>					
Non-Government (Including Uninsured)	1.4868	1.4556	1.4020	(0.0848)	-6%
Medicare	1.5901	1.5758	1.5620	(0.0281)	-2%
Medical Assistance	0.9830	0.9534	0.9278	(0.0552)	-6%
Medicaid	0.9240	0.8858	0.8699	(0.0541)	-6%
Other Medical Assistance	1.2472	1.2245	1.1561	(0.0911)	-7%
Champus / TRICARE	1.0799	1.4574	1.2955	0.2156	20%
Uninsured (Included in Non-Government)	1.1887	1.1428	1.1411	(0.0476)	-4%
<b>Total Case Mix Index</b>	<b>1.4730</b>	<b>1.4481</b>	<b>1.4125</b>	<b>(0.0605)</b>	<b>-4%</b>
<b>UNCOMPENSATED CARE</b>					
Charity Care	\$3,901,407	\$4,826,234	\$4,898,589	\$997,182	26%
Bad Debts	\$14,297,995	\$15,784,000	\$19,981,016	\$5,683,021	40%
<b>Total Uncompensated Care Charges</b>	<b>\$18,199,402</b>	<b>\$20,610,234</b>	<b>\$24,879,605</b>	<b>\$6,680,203</b>	<b>37%</b>
Uncompensated Care Cost	\$7,085,735	\$7,989,906	\$9,687,040	\$2,601,305	37%
Uncompensated care % of total expenses	1.9%	2.1%	2.3%	0.40%	21%
<b>EMERGENCY DEPARTMENT VISITS</b>					
Emergency Room - Treated and Admitted	14,666	14,790	15,579	913	6%
Emergency Room - Treated and Discharged	38,629	37,163	35,317	(3,312)	-9%
<b>Total Emergency Room Visits</b>	<b>53,295</b>	<b>51,953</b>	<b>50,896</b>	<b>(2,399)</b>	<b>-5%</b>

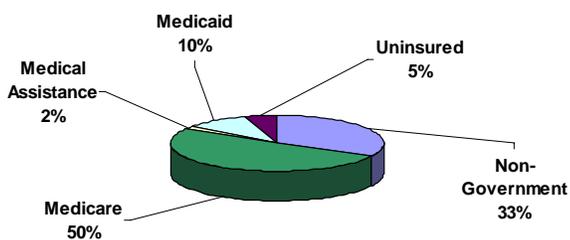
## SAINT VINCENT'S MEDICAL CENTER

Saint Vincent's Medical Center, founded in 1903, is located in Bridgeport. In FY 2007, the Hospital had an excess of revenue over expenses of almost \$49 million which included \$34 million of non operating income. The Hospital had over 19,000 discharges and 100,000 patient days while staffing 336 of its 444 licensed 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.

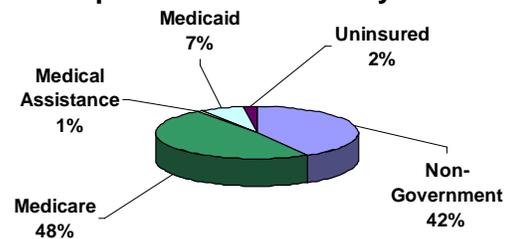


For Profit Entity

**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2005	2006	2007
Net Patient Revenue	\$263,500,000	\$274,428,000	\$288,808,279
Other Operating Revenue	\$11,018,000	\$11,766,000	\$12,926,187
<b>Total Operating Revenue</b>	<b>\$274,518,000</b>	<b>\$286,194,000</b>	<b>\$301,734,466</b>
Total Operating Expenses	\$255,029,000	\$274,741,000	\$287,076,522
<b>Income/(Loss) from Operations</b>	<b>\$19,489,000</b>	<b>\$11,453,000</b>	<b>\$14,657,944</b>
Non Operating Revenue	\$11,657,000	\$16,048,000	\$33,968,887
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$31,146,000</b>	<b>\$27,501,000</b>	<b>\$48,626,831</b>

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - SAINT VINCENT'S MEDICAL CENTER

PROFITABILITY SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Operating Margins	6.81%	3.79%	4.37%	-2.44%	-36%
Hospital Non Operating Margins	4.07%	5.31%	10.12%	6.05%	149%
Hospital Total Margins	10.88%	9.10%	14.49%	3.61%	33%

### COST DATA SUMMARY

Ratio of cost to charges	0.47	0.44	0.45	(0.02)	-4%
Private Payment to Cost Ratio	1.29	1.22	1.22	(0.07)	-5%
Medicare Payment to Cost Ratio	1.04	1.04	0.91	(0.13)	-13%
Medicaid Payment to Cost Ratio	0.75	0.67	0.67	(0.08)	-11%

### LIQUIDITY MEASURES SUMMARY

Current Ratio	1.25	1.30	1.31	0.06	5%
Days cash on hand	28	19	17	(11)	-39%
Days in patients accounts receivable	39	42	34	(5)	-13%
Average Payment Period	72	59	62	(10)	-14%

### SOLVENCY MEASURES SUMMARY

Equity financing ratio	68.1	74.0	73.9	5.8	9%
Cash flow to total debt ratio	40.3	42.1	62.3	22.0	55%
Long-term debt to Capitalization Ratio	16.9	14.8	12.8	(4.1)	-24%

\* 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	\$263,152,000	\$303,072,000	\$339,903,000	\$76,751,000	29%
Hospital Total Net Assets	\$282,061,000	\$326,964,000	\$378,665,000	\$96,604,000	34%

### UTILIZATION MEASURES SUMMARY

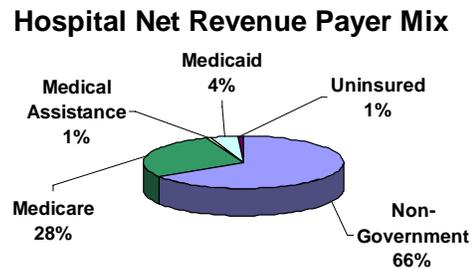
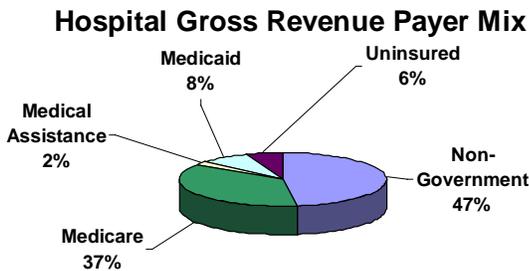
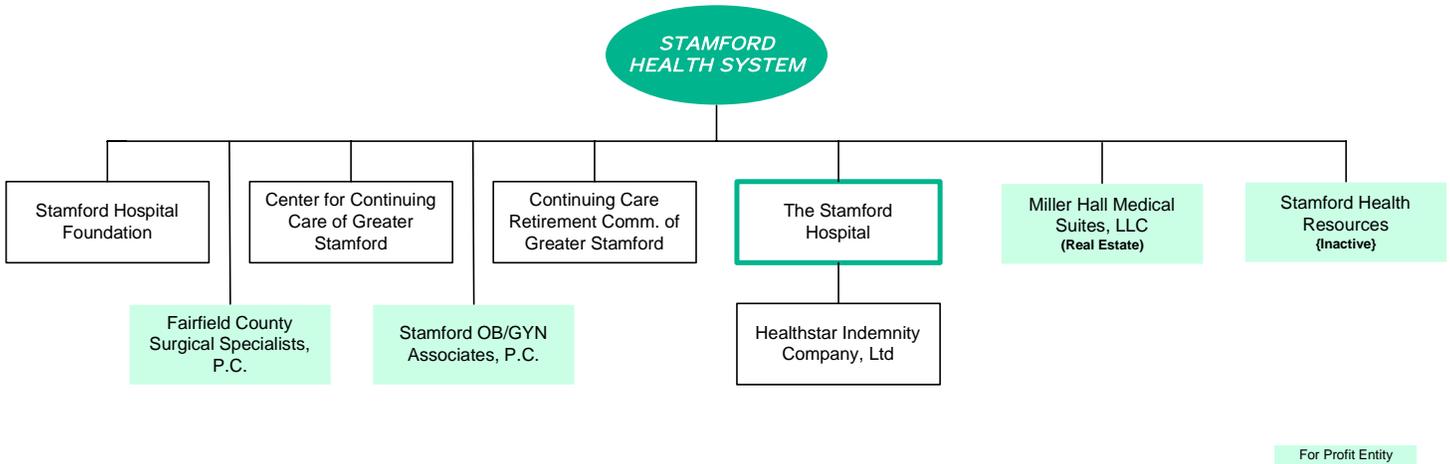
Patient Days	102,074	100,234	100,497	(1,577)	-2%
Discharges	19,375	19,674	19,434	59	0%
ALOS	5.3	5.1	5.2	(0.1)	-2%
Staffed Beds	348	336	336	(12)	-3%
Licensed Beds	444	444	444	0	0%
Occupancy of staffed beds	82%	82%	82%	0%	0%
Occupancy of licensed beds	64%	62%	62%	-2%	-3%
Full Time Equivalent Employees	1,629.0	1,720.0	1,734.9	105.9	7%

## KEY RESULTS - SAINT VINCENT'S MEDICAL CENTER

<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	7,270	7,482	7,156	(114)	-2%
Medicare	9,083	9,173	9,179	96	1%
Medical Assistance	3,009	3,008	3,093	84	3%
Medicaid	2,742	2,666	2,756	14	1%
Other Medical Assistance	267	342	337	70	26%
Champus / TRICARE	13	11	6	(7)	-54%
Uninsured (Included in Non-Government)	689	777	808	119	17%
<b>Total Discharges</b>	<b>19,375</b>	<b>19,674</b>	<b>19,434</b>	<b>59</b>	<b>0%</b>
<b>CASE MIX INDEX</b>					
Non-Government (Including Uninsured)	1.2752	1.2401	1.3132	0.0380	3%
Medicare	1.5881	1.5618	1.5429	(0.0452)	-3%
Medical Assistance	0.9379	0.9491	0.9593	0.0214	2%
Medicaid	0.9188	0.8900	0.9284	0.0096	1%
Other Medical Assistance	1.1341	1.4098	1.2119	0.0778	7%
Champus / TRICARE	0.9642	0.8812	1.3999	0.4357	45%
Uninsured (Included in Non-Government)	1.0641	1.0404	1.0385	(0.0256)	-2%
<b>Total Case Mix Index</b>	<b>1.3693</b>	<b>1.3454</b>	<b>1.3654</b>	<b>(0.0039)</b>	<b>0%</b>
<b>UNCOMPENSATED CARE</b>					
Charity Care	\$5,231,883	\$5,863,608	\$5,478,066	\$246,183	5%
Bad Debts	\$14,634,541	\$15,942,876	\$22,654,037	\$8,019,496	55%
<b>Total Uncompensated Care Charges</b>	<b>\$19,866,424</b>	<b>\$21,806,484</b>	<b>\$28,132,103</b>	<b>\$8,265,679</b>	<b>42%</b>
Uncompensated Care Cost	\$9,318,572	\$9,691,054	\$12,688,863	\$3,370,291	36%
Uncompensated care % of total expenses	4.0%	3.8%	4.4%	0.40%	10%
<b>EMERGENCY DEPARTMENT VISITS</b>					
Emergency Room - Treated and Admitted	11,435	11,633	11,570	135	1%
Emergency Room - Treated and Discharged	47,035	46,909	48,718	1,683	4%
<b>Total Emergency Room Visits</b>	<b>58,470</b>	<b>58,542</b>	<b>60,288</b>	<b>1,818</b>	<b>3%</b>

## STAMFORD HOSPITAL

The Stamford Hospital, founded in 1896, is located in Stamford. In FY 2007, the Hospital had an excess of revenue over expenses of \$13.4 million which included \$3.3 million of non operating income. The Hospital had almost 17,000 discharges and 74,000 patient days while staffing 319 of its 330 licensed 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 STATEMENT OF OPERATIONS SUMMARY

	2005	2006	2007
Net Patient Revenue	\$283,767,000	\$316,588,000	\$333,269,000
Other Operating Revenue	\$16,005,000	\$18,401,000	\$18,398,213
<b>Total Operating Revenue</b>	<b>\$299,772,000</b>	<b>\$334,989,000</b>	<b>\$351,667,213</b>
Total Operating Expenses	\$286,484,000	\$317,707,000	\$341,537,208
<b>Income/(Loss) from Operations</b>	<b>\$13,288,000</b>	<b>\$17,282,000</b>	<b>\$10,130,005</b>
Non Operating Revenue	\$2,206,000	\$3,227,000	\$3,300,297
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$15,494,000</b>	<b>\$20,509,000</b>	<b>\$13,430,302</b>

## KEY RESULTS - STAMFORD HOSPITAL

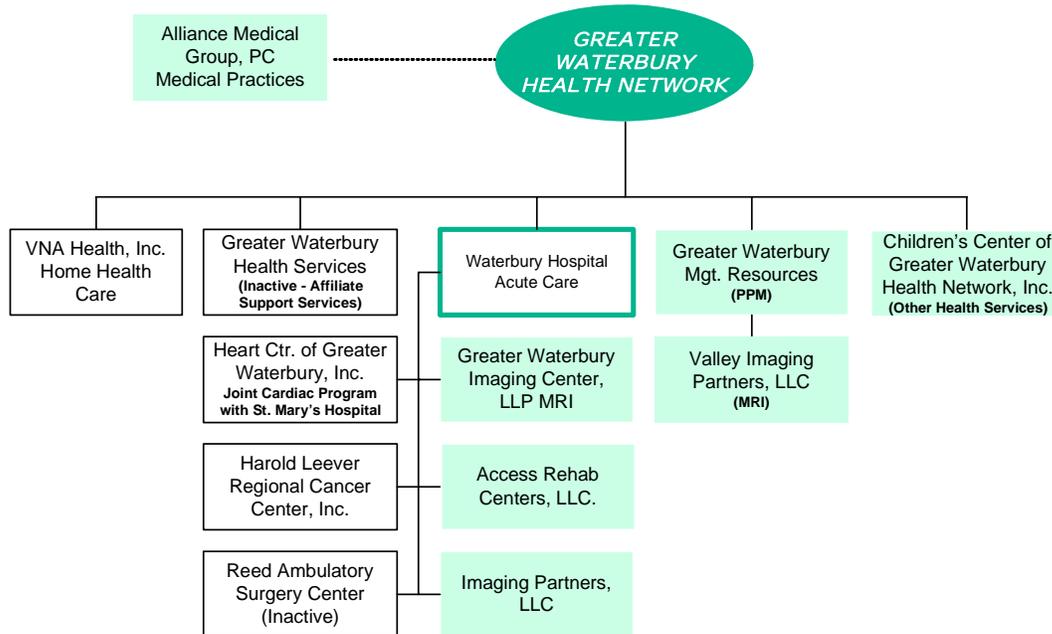
	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
<b>PROFITABILITY SUMMARY</b>					
Hospital Operating Margins	4.40%	5.11%	2.85%	-1.55%	-35%
Hospital Non Operating Margins	0.73%	0.95%	0.93%	0.20%	27%
Hospital Total Margins	5.13%	6.06%	3.78%	-1.35%	-26%
<b>COST DATA SUMMARY</b>					
Ratio of cost to charges	0.42	0.39	0.40	(0.02)	-5%
Private Payment to Cost Ratio	1.35	1.38	1.25	(0.10)	-7%
Medicare Payment to Cost Ratio	0.84	0.83	0.69	(0.15)	-18%
Medicaid Payment to Cost Ratio	0.74	0.66	0.49	(0.25)	-34%
<b>LIQUIDITY MEASURES SUMMARY</b>					
Current Ratio	1.44	1.58	1.42	(0.02)	-1%
Days cash on hand	25	18	20	(5)	-20%
Days in patients accounts receivable	37	47	39	2	5%
Average Payment Period	51	48	53	2	4%
<b>SOLVENCY MEASURES SUMMARY</b>					
Equity financing ratio	36.4	40.7	42.8	6.4	18%
Cash flow to total debt ratio	26.4	30.5	24.9	(1.5)	-6%
Long-term debt to Capitalization Ratio	47.6	43.1	39.8	(7.8)	-16%
<p>* 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.</p>					
<b>NET ASSETS SUMMARY</b>					
Hospital Unrestricted Net Assets	\$88,581,000	\$105,797,000	\$110,051,759	\$21,470,759	24%
Hospital Total Net Assets	\$112,271,000	\$130,173,000	\$142,777,414	\$30,506,414	27%
<b>UTILIZATION MEASURES SUMMARY</b>					
Patient Days	79,550	77,308	73,908	(5,642)	-7%
Discharges	17,464	17,083	16,672	(792)	-5%
ALOS	4.6	4.5	4.4	(0.2)	-4%
Staffed Beds	319	319	319	0	0%
Licensed Beds	330	330	330	0	0%
Occupancy of staffed beds	68%	66%	63%	-5%	-7%
Occupancy of licensed beds	66%	64%	61%	-5%	-8%
Full Time Equivalent Employees	1,755.0	1,774.0	1,774.5	19.5	1%

## KEY RESULTS - STAMFORD HOSPITAL

<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	8,986	8,953	8,219	(767)	-9%
Medicare	6,017	5,570	5,792	(225)	-4%
Medical Assistance	2,456	2,553	2,653	197	8%
Medicaid	2,115	2,182	2,218	103	5%
Other Medical Assistance	341	371	435	94	28%
Champus / TRICARE	5	7	8	3	60%
Uninsured (Included in Non-Government)	830	790	686	(144)	-17%
Total Discharges	17,464	17,083	16,672	(792)	-5%
<b>CASE MIX INDEX</b>					
Non-Government (Including Uninsured)	0.8367	0.8899	0.9448	0.1081	13%
Medicare	1.3188	1.3275	1.3283	0.0095	1%
Medical Assistance	0.7823	0.7940	0.7679	(0.0144)	-2%
Medicaid	0.7431	0.7531	0.7190	(0.0241)	-3%
Other Medical Assistance	1.0254	1.0345	1.0172	(0.0082)	-1%
Champus / TRICARE	0.6232	3.2722	0.7402	0.1170	19%
Uninsured (Included in Non-Government)	0.9040	0.9130	1.0047	0.1007	11%
Total Case Mix Index	0.9951	1.0192	1.0498	0.0547	5%
<b>UNCOMPENSATED CARE</b>					
Charity Care	\$6,566,676	\$8,348,990	\$14,266,408	\$7,699,732	117%
Bad Debts	\$28,875,611	\$32,901,387	\$34,398,592	\$5,522,981	19%
Total Uncompensated Care Charges	\$35,442,287	\$41,250,377	\$48,665,000	\$13,222,713	37%
Uncompensated Care Cost	\$14,741,386	\$16,045,997	\$19,424,296	\$4,682,910	32%
Uncompensated care % of total expenses	5.9%	5.8%	5.7%	-0.20%	-3%
<b>EMERGENCY DEPARTMENT VISITS</b>					
Emergency Room - Treated and Admitted	8,654	8,550	8,795	141	2%
Emergency Room - Treated and Discharged	34,554	34,605	35,818	1,264	4%
Total Emergency Room Visits	43,208	43,155	44,613	1,405	3%

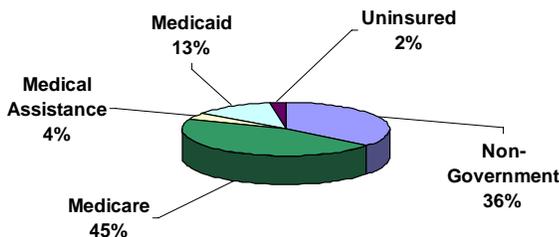
## WATERBURY HOSPITAL

The Waterbury Hospital, opened in 1890, is located in Waterbury. In FY 2007, the Hospital had an excess of expenses over revenue of \$6.8 million which included \$2.1 million of non operating income. The Hospital had over 14,000 discharges and 71,000 patient days while staffing 235 of its 393 licensed 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.

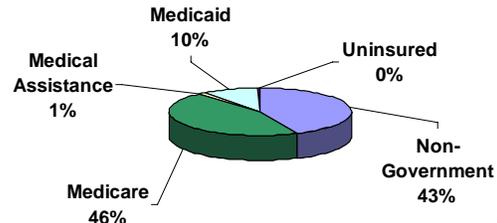


For Profit Entity

### Hospital Gross Revenue Payer Mix



### Hospital Net Revenue Payer Mix



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2005	2006	2007
Net Patient Revenue	\$196,575,476	\$211,079,163	\$222,219,540
Other Operating Revenue	\$8,569,741	\$8,302,273	\$9,187,087
<b>Total Operating Revenue</b>	<b>\$205,145,217</b>	<b>\$219,381,436</b>	<b>\$231,406,627</b>
Total Operating Expenses	\$207,577,062	\$227,450,970	\$240,315,931
<b>Income/(Loss) from Operations</b>	<b>(\$2,431,845)</b>	<b>(\$8,069,534)</b>	<b>(\$8,909,304)</b>
Non Operating Revenue	\$2,401,397	\$2,766,348	\$2,069,251
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>(\$30,448)</b>	<b>(\$5,303,186)</b>	<b>(\$6,840,053)</b>

\*Source: Hospital Audited Financial Statements

## KEY RESULTS – WATERBURY HOSPITAL

	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
<b>PROFITABILITY SUMMARY</b>					
Hospital Operating Margins	-1.17%	-3.63%	-3.82%	-2.65%	-226%
Hospital Non Operating Margins	1.16%	1.25%	0.89%	-0.27%	-23%
Hospital Total Margins	-0.01%	-2.39%	-2.93%	-2.92%	-29200%
<b>COST DATA SUMMARY</b>					
Ratio of cost to charges	0.34	0.35	0.32	(0.02)	-6%
Private Payment to Cost Ratio	1.06	1.15	1.13	0.07	7%
Medicare Payment to Cost Ratio	0.96	0.88	0.92	(0.04)	-4%
Medicaid Payment to Cost Ratio	0.79	0.74	0.73	(0.06)	-8%
<b>LIQUIDITY MEASURES SUMMARY</b>					
Current Ratio	2.15	2.03	1.74	(0.41)	-19%
Days cash on hand	34	20	6	(28)	-82%
Days in patients accounts receivable	44	51	51	7	16%
Average Payment Period	47	42	44	(3)	-6%
<b>SOLVENCY MEASURES SUMMARY</b>					
Equity financing ratio	66.5	66.5	67.9	1.4	2%
Cash flow to total debt ratio	16.2	8.1	7.1	(9.1)	-56%
Long-term debt to Capitalization Ratio	18.4	17.8	15.0	(3.4)	-18%
<div style="border: 1px solid black; padding: 5px;"> <p>* 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.</p> </div>					
<b>NET ASSETS SUMMARY</b>					
Hospital Unrestricted Net Assets	\$69,748,123	\$66,152,139	\$58,964,722	(\$10,783,401)	-15%
Hospital Total Net Assets	\$126,535,925	\$124,628,134	\$122,516,497	(\$4,019,428)	-3%
<b>UTILIZATION MEASURES SUMMARY</b>					
Patient Days	70,665	71,081	71,532	867	1%
Discharges	15,535	15,000	14,584	(951)	-6%
ALOS	4.5	4.7	4.9	0.4	9%
Staffed Beds	288	271	235	(53)	-18%
Licensed Beds	393	393	393	0	0%
Occupancy of staffed beds	67%	72%	83%	16%	24%
Occupancy of licensed beds	49%	49%	50%	1%	2%
Full Time Equivalent Employees	1,636.0	1,703.0	1,647.9	11.9	1%

## KEY RESULTS – WATERBURY HOSPITAL

<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	5,834	5,445	5,265	(569)	-10%
Medicare	6,623	6,658	6,299	(324)	-5%
Medical Assistance	3,064	2,890	3,009	(55)	-2%
Medicaid	2,605	2,394	2,496	(109)	-4%
Other Medical Assistance	459	496	513	54	12%
Champus / TRICARE	14	7	11	(3)	-21%
Uninsured (Included in Non-Government)	375	342	345	(30)	-8%
Total Discharges	15,535	15,000	14,584	(951)	-6%

### CASE MIX INDEX

Non-Government (Including Uninsured)	0.9636	1.0972	1.1407	0.1771	18%
Medicare	1.3284	1.3699	1.4471	0.1187	9%
Medical Assistance	0.7929	0.8158	0.9077	0.1148	14%
Medicaid	0.7616	0.7731	0.8737	0.1121	15%
Other Medical Assistance	0.9705	1.0219	1.0730	0.1025	11%
Champus / TRICARE	1.1557	0.5673	1.1900	0.0343	3%
Uninsured (Included in Non-Government)	0.8973	1.0809	1.0742	0.1769	20%
Total Case Mix Index	1.0856	1.1638	1.2250	0.1394	13%

### UNCOMPENSATED CARE

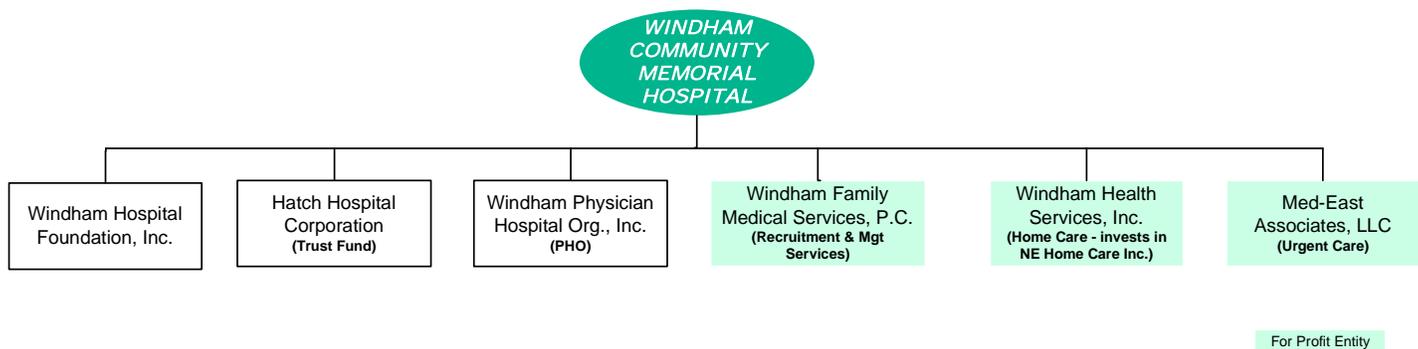
Charity Care	\$1,620,443	\$2,821,642	\$2,019,940	\$399,497	25%
Bad Debts	\$12,447,806	\$14,229,884	\$21,806,478	\$9,358,672	75%
Total Uncompensated Care Charges	\$14,068,249	\$17,051,526	\$23,826,418	\$9,758,169	69%
Uncompensated Care Cost	\$4,778,415	\$5,894,939	\$7,696,214	\$2,917,799	61%
Uncompensated care % of total expenses	2.5%	2.8%	3.5%	1.00%	40%

### EMERGENCY DEPARTMENT VISITS

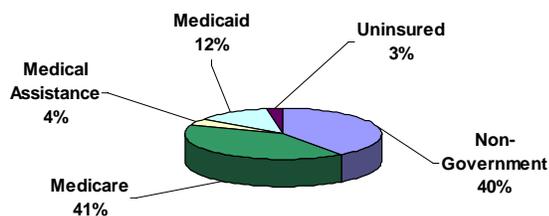
Emergency Room - Treated and Admitted	8,126	8,828	9,065	939	12%
Emergency Room - Treated and Discharged	48,906	47,503	44,759	(4,147)	-8%
Total Emergency Room Visits	57,032	56,331	53,824	(3,208)	-6%

## WINDHAM COMMUNITY MEMORIAL HOSPITAL

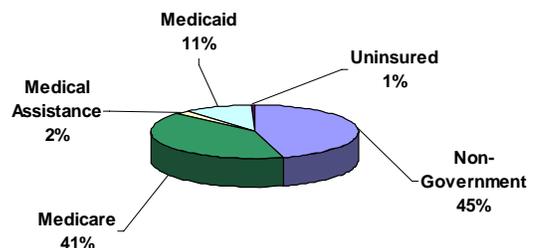
Windham Community Memorial Hospital, founded in 1908 is located in Willimantic. In FY 2007, the Hospital had an excess of expenses over revenue of \$2.4 million which included \$1.6 million of non operating income. The Hospital had almost 6,000 discharges and 22,000 patient days while staffing 87 of its 144 licensed beds. Reported below is a chart indicating all of the affiliates of Windham Community Memorial Hospital, which doesn't have a parent corporation followed by various financial indicators and selected utilization measures.



### Hospital Gross Revenue Payer Mix



### Hospital Net Revenue Payer Mix



### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2005	2006	2007
Net Patient Revenue	\$67,151,794	\$73,886,641	\$76,196,541
Other Operating Revenue	\$2,232,669	\$2,217,843	\$5,646,903
<b>Total Operating Revenue</b>	<b>\$69,384,463</b>	<b>\$76,104,484</b>	<b>\$81,843,444</b>
Total Operating Expenses	\$69,340,134	\$76,054,844	\$81,098,944
<b>Income/(Loss) from Operations</b>	<b>\$44,329</b>	<b>\$49,640</b>	<b>\$744,500</b>
Non Operating Revenue	\$506,159	\$535,279	\$1,627,039
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$550,488</b>	<b>\$584,919</b>	<b>\$2,371,539</b>

## KEY RESULTS - WINDHAM COMMUNITY MEMORIAL HOSPITAL

PROFITABILITY SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Operating Margins	0.06%	0.06%	0.89%	0.83%	1383%
Hospital Non Operating Margins	0.72%	0.70%	1.95%	1.23%	171%
Hospital Total Margins	0.79%	0.76%	2.84%	2.05%	259%

COST DATA SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Ratio of cost to charges	0.40	0.41	0.37	(0.03)	-8%
Private Payment to Cost Ratio	1.14	1.14	1.14	0.00	0%
Medicare Payment to Cost Ratio	0.96	0.95	1.01	0.05	5%
Medicaid Payment to Cost Ratio	0.83	0.88	0.89	0.06	7%

LIQUIDITY MEASURES SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Current Ratio	2.27	1.89	2.28	0.01	0%
Days cash on hand	46	5	5	(41)	-89%
Days in patients accounts receivable	56	75	70	14	25%
Average Payment Period	61	61	44	(17)	-28%

SOLVENCY MEASURES SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Equity financing ratio	8.1	16.2	18.6	10.5	130%
Cash flow to total debt ratio	12.7	14.3	26.6	13.9	109%
Long-term debt to Capitalization Ratio	76.3	57.5	52.3	(24.0)	-31%

\* 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	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Unrestricted Net Assets	(\$1,453,939)	\$5,377,884	\$8,993,301	\$10,447,240	719%
Hospital Total Net Assets	\$5,369,767	\$10,883,758	\$12,692,298	\$7,322,531	136%

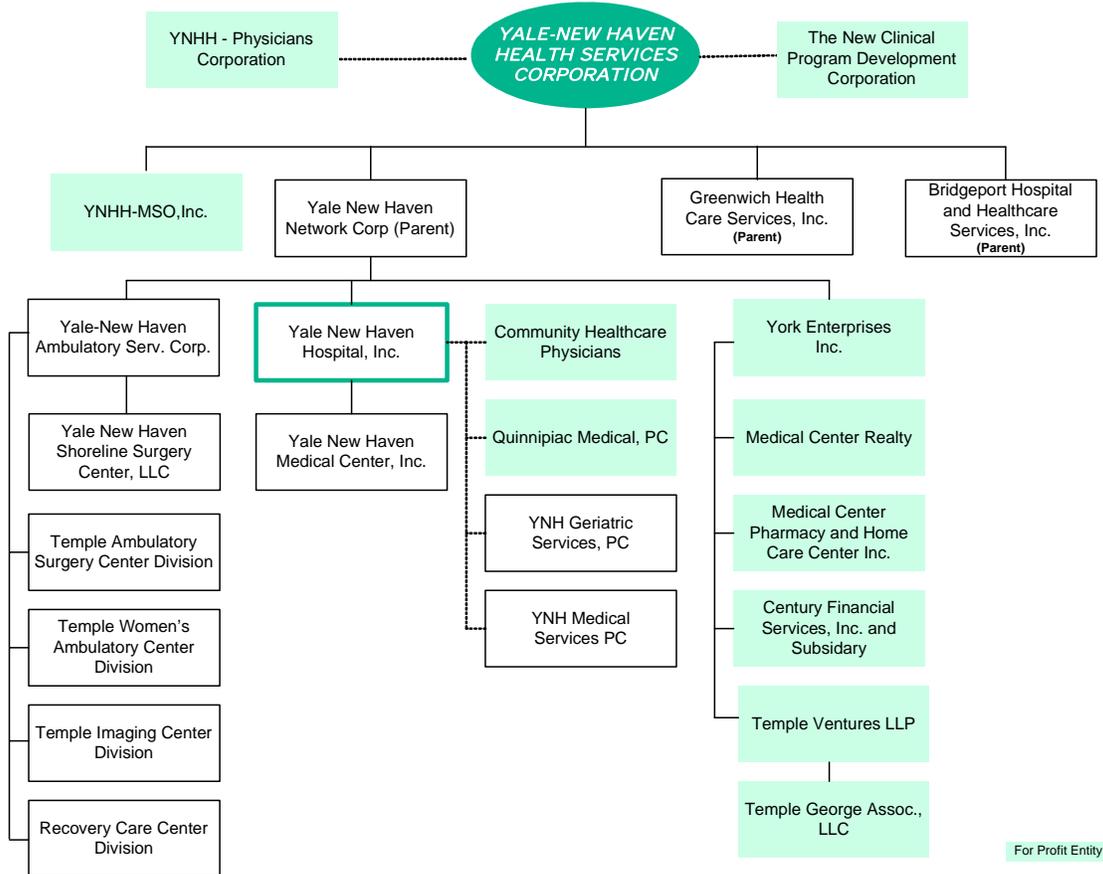
UTILIZATION MEASURES SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Patient Days	20,261	19,996	21,595	1,334	7%
Discharges	5,207	5,375	5,713	506	10%
ALOS	3.9	3.7	3.8	(0.1)	-3%
Staffed Beds	87	87	87	0	0%
Licensed Beds	144	144	144	0	0%
Occupancy of staffed beds	64%	63%	68%	4%	6%
Occupancy of licensed beds	38%	38%	41%	3%	8%
Full Time Equivalent Employees	538.0	555.0	584.0	46.0	9%

## KEY RESULTS - WINDHAM COMMUNITY MEMORIAL HOSPITAL

<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	1,737	1,696	1,750	13	1%
Medicare	2,372	2,426	2,656	284	12%
Medical Assistance	1,093	1,238	1,289	196	18%
Medicaid	921	1,052	1,006	85	9%
Other Medical Assistance	172	186	283	111	65%
Champus / TRICARE	5	15	18	13	260%
Uninsured (Included in Non-Government)	71	115	124	53	75%
<b>Total Discharges</b>	<b>5,207</b>	<b>5,375</b>	<b>5,713</b>	<b>506</b>	<b>10%</b>
<b>CASE MIX INDEX</b>					
Non-Government (Including Uninsured)	0.8784	0.8923	0.8969	0.0185	2%
Medicare	1.2513	1.1573	1.1808	(0.0705)	-6%
Medical Assistance	0.8254	0.7411	0.8099	(0.0155)	-2%
Medicaid	0.7548	0.7119	0.7311	(0.0237)	-3%
Other Medical Assistance	1.2034	0.9063	1.0898	(0.1136)	-9%
Champus / TRICARE	0.9150	0.9666	0.8635	(0.0515)	-6%
Uninsured (Included in Non-Government)	0.8955	1.0799	0.8341	(0.0614)	-7%
<b>Total Case Mix Index</b>	<b>1.0372</b>	<b>0.9773</b>	<b>1.0091</b>	<b>(0.0281)</b>	<b>-3%</b>
<b>UNCOMPENSATED CARE</b>					
Charity Care	\$1,625,369	\$2,031,508	\$2,102,088	\$476,719	29%
Bad Debts	\$3,365,153	\$4,238,257	\$4,847,427	\$1,482,274	44%
<b>Total Uncompensated Care Charges</b>	<b>\$4,990,522</b>	<b>\$6,269,765</b>	<b>\$6,949,515</b>	<b>\$1,958,993</b>	<b>39%</b>
Uncompensated Care Cost	\$1,983,659	\$2,598,523	\$2,568,964	\$585,305	30%
Uncompensated care % of total expenses	3.1%	3.7%	3.6%	0.50%	16%
<b>EMERGENCY DEPARTMENT VISITS</b>					
Emergency Room - Treated and Admitted	3,361	3,545	3,987	626	19%
Emergency Room - Treated and Discharged	17,982	19,937	22,515	4,533	25%
<b>Total Emergency Room Visits</b>	<b>21,343</b>	<b>23,482</b>	<b>26,502</b>	<b>5,159</b>	<b>24%</b>

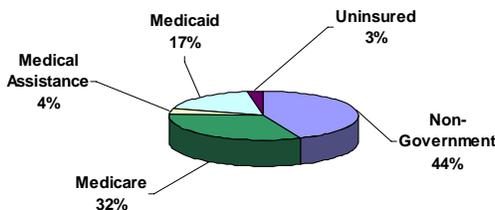
## YALE-NEW HAVEN HOSPITAL

Yale-New Haven Hospital, founded in 1826, is located in New Haven. In FY 2007, the Hospital had an excess of revenue over expenses of \$45 million which included \$26 million of non operating income. The Hospital had 51,000 discharges and 267,000 patient days while staffing 897 of its 944 licensed 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.

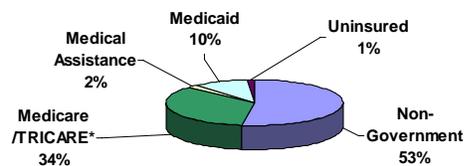


For Profit Entity

**Hospital Gross Revenue Payer Mix**



**Hospital Net Revenue Payer Mix**



\*TRICARE comprises greater than 1% of hospital net revenues.

### HOSPITAL STATEMENT OF OPERATIONS SUMMARY

	2005	2006	2007
Net Patient Revenue	\$780,514,000	\$829,746,000	\$934,600,000
Other Operating Revenue	\$29,622,000	\$40,351,000	\$39,970,000
<b>Total Operating Revenue</b>	<b>\$810,136,000</b>	<b>\$870,097,000</b>	<b>\$974,570,000</b>
Total Operating Expenses	\$771,849,000	\$851,297,000	\$955,964,000
<b>Income/(Loss) from Operations</b>	<b>\$38,287,000</b>	<b>\$18,800,000</b>	<b>\$18,606,000</b>
Non Operating Revenue	\$13,613,000	\$15,518,000	\$26,517,000
<b>Excess/(Deficiency) of Revenue over Expenses</b>	<b>\$51,900,000</b>	<b>\$34,318,000</b>	<b>\$45,123,000</b>

\*Source: Hospital Audited Financial Statements

## KEY RESULTS - YALE-NEW HAVEN HOSPITAL

PROFITABILITY SUMMARY	2005	2006	2007	AMOUNT DIFF '05-'07	% DIFF '05-'07
Hospital Operating Margins	4.65%	2.12%	1.86%	-2.79%	-60%
Hospital Non Operating Margins	1.65%	1.75%	2.65%	1.00%	61%
Hospital Total Margins	6.30%	3.88%	4.51%	-1.79%	-28%

### COST DATA SUMMARY

Ratio of cost to charges	0.39	0.37	0.34	(0.05)	-13%
Private Payment to Cost Ratio	1.19	1.22	1.21	0.02	2%
Medicare Payment to Cost Ratio	1.11	1.05	1.05	(0.06)	-5%
Medicaid Payment to Cost Ratio	0.68	0.62	0.59	(0.09)	-13%

### LIQUIDITY MEASURES SUMMARY

Current Ratio	1.87	1.82	1.69	(0.18)	-10%
Days cash on hand	54	42	36	(18)	-33%
Days in patients accounts receivable	42	46	48	6	14%
Average Payment Period	63	58	62	(1)	-2%

### SOLVENCY MEASURES SUMMARY

Equity financing ratio	60.4	46.8	46.6	(13.8)	-23%
Cash flow to total debt ratio	35.7	13.3	15.7	(20.0)	-56%
Long-term debt to Capitalization Ratio	15.8	40.0	38.0	22.2	141%

\* 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	\$437,220,000	\$476,690,000	\$524,025,000	\$86,805,000	20%
Hospital Total Net Assets	\$572,753,000	\$602,675,000	\$650,782,000	\$78,029,000	14%

### UTILIZATION MEASURES SUMMARY

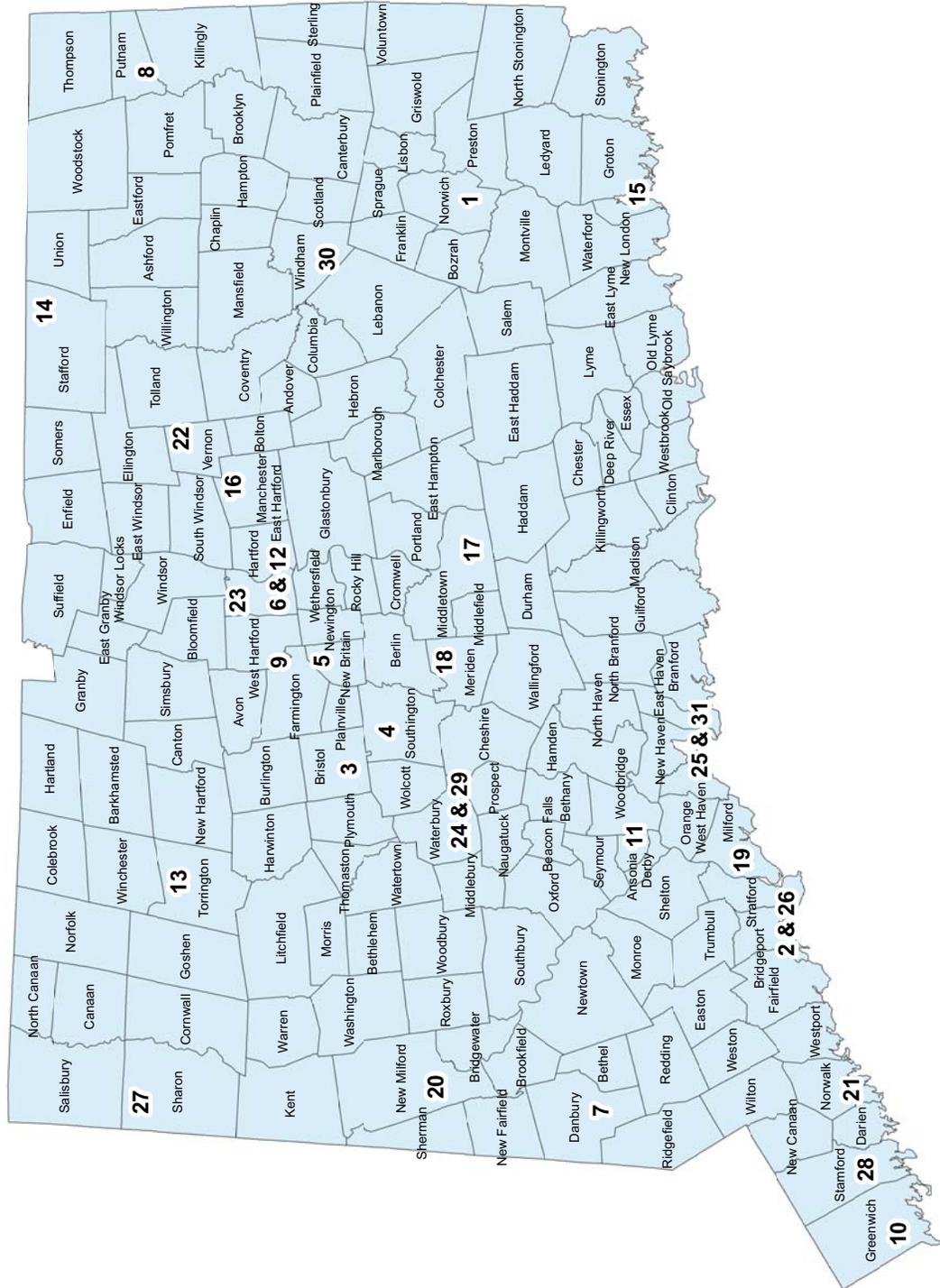
Patient Days	258,566	262,625	267,144	8,578	3%
Discharges	48,616	50,368	51,478	2,862	6%
ALOS	5.3	5.2	5.2	(0.1)	-2%
Staffed Beds	866	875	897	31	4%
Licensed Beds	944	944	944	0	0%
Occupancy of staffed beds	82%	82%	82%	0%	0%
Occupancy of licensed beds	75%	76%	78%	3%	4%
Full Time Equivalent Employees	5,333.0	5,196.0	5,958.0	625.0	12%

## KEY RESULTS - YALE-NEW HAVEN HOSPITAL

<b>DISCHARGES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>AMOUNT DIFF '05-'07</b>	<b>% DIFF '05-'07</b>
Non-Government (Including Uninsured)	22,803	23,351	23,560	757	3%
Medicare	13,901	14,165	14,737	836	6%
Medical Assistance	11,599	12,591	12,910	1,311	11%
Medicaid	9,831	10,412	10,555	724	7%
Other Medical Assistance	1768	2179	2,355	587	33%
Champus / TRICARE	313	261	271	(42)	-13%
Uninsured (Included in Non-Government)	1,077	1,334	1,568	491	46%
<b>Total Discharges</b>	<b>48,616</b>	<b>50,368</b>	<b>51,478</b>	<b>2,862</b>	<b>6%</b>
<b>CASE MIX INDEX</b>					
Non-Government (Including Uninsured)	1.2043	1.1987	1.1882	(0.0161)	-1%
Medicare	1.6914	1.6186	1.6122	(0.0792)	-5%
Medical Assistance	1.0042	1.0083	1.0303	0.0261	3%
Medicaid	0.9674	0.9791	0.9972	0.0298	3%
Other Medical Assistance	1.2088	1.1478	1.1784	(0.0304)	-3%
Champus / TRICARE	1.4345	1.3339	1.5307	0.0962	7%
Uninsured (Included in Non-Government)	1.1521	1.1049	1.1199	(0.0322)	-3%
<b>Total Case Mix Index</b>	<b>1.2973</b>	<b>1.2699</b>	<b>1.2718</b>	<b>(0.0255)</b>	<b>-2%</b>
<b>UNCOMPENSATED CARE</b>					
Charity Care	\$12,560,367	\$11,981,000	\$15,690,901	\$3,130,534	25%
Bad Debts	\$24,404,596	\$38,489,818	\$48,636,474	\$24,231,878	99%
<b>Total Uncompensated Care Charges</b>	<b>\$36,964,963</b>	<b>\$50,470,818</b>	<b>\$64,327,375</b>	<b>\$27,362,412</b>	<b>74%</b>
Uncompensated Care Cost	\$14,312,759	\$18,715,926	\$21,814,064	\$7,501,305	52%
Uncompensated care % of total expenses	1.9%	2.3%	2.4%	0.50%	26%
<b>EMERGENCY DEPARTMENT VISITS</b>					
Emergency Room - Treated and Admitted	22,571	23,923	26,834	4,263	19%
Emergency Room - Treated and Discharged	84,910	89,998	95,941	11,031	13%
<b>Total Emergency Room Visits</b>	<b>107,481</b>	<b>113,921</b>	<b>122,775</b>	<b>15,294</b>	<b>14%</b>

## Connecticut Acute Care Hospitals and Medical Centers

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





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APPENDIX A: FY 2007 HOSPITAL PARENT CORPORATION - STATEMENT OF OPERATIONS DATA

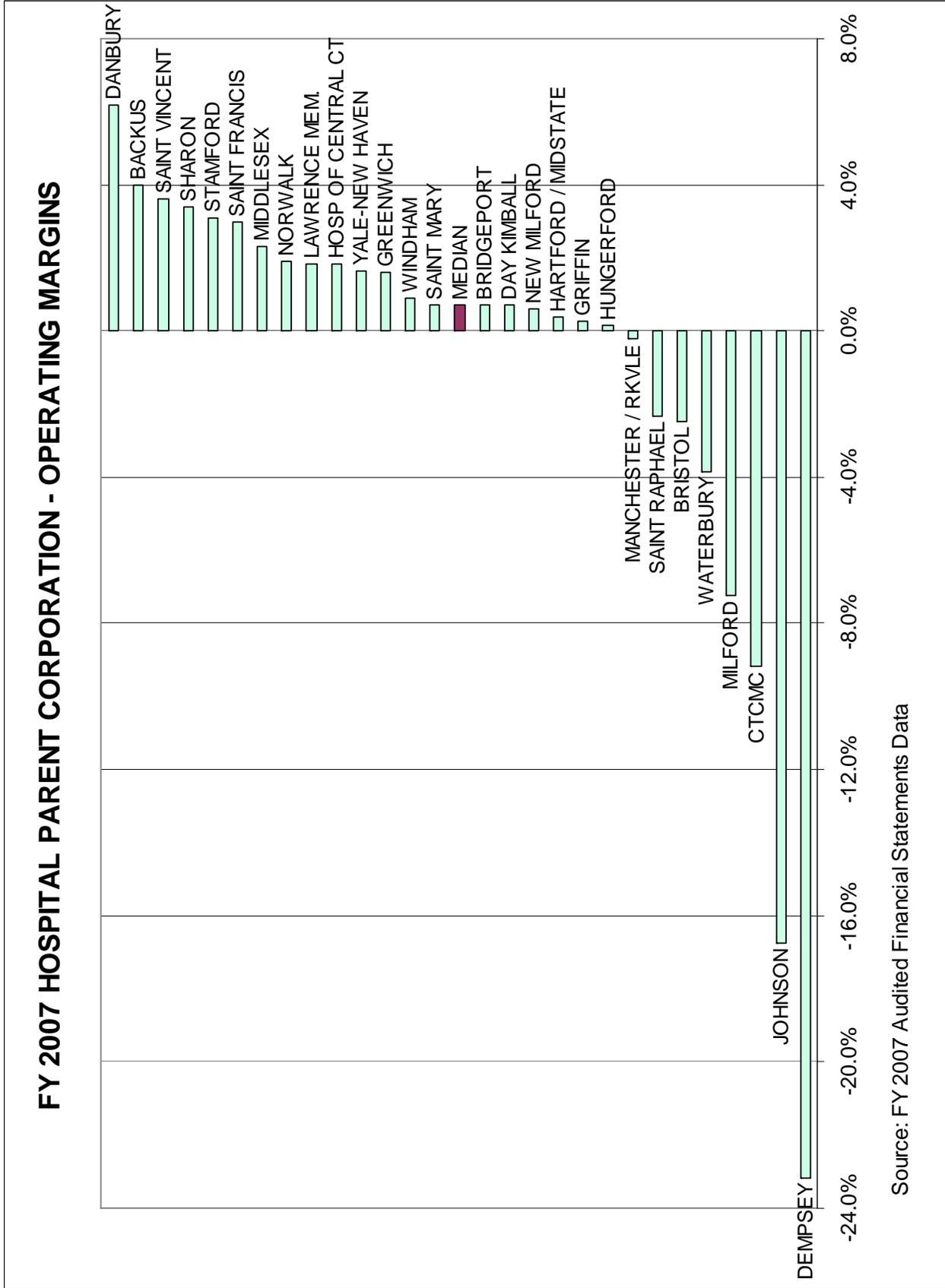
FY 2007 Hospital Parent Corporation - Statement of Operations Data										
	FY 2007 NET PATIENT REVENUE	FY 2007 OTHER OPERATING REVENUE	FY 2007 REVENUE FROM OPERATIONS	FY 2007 NET OPERATING EXPENSES	FY 2007 GAIN/ (LOSS) FROM OPERATIONS	FY 2007 NON OPERATING REVENUE	FY 2007 REVENUE OVER/(UNDER) EXPENSES			
BACKUS CORPORATION	\$221,834,947	\$7,969,204	\$229,804,151	\$220,221,850	\$9,582,301	\$10,814,964	\$20,397,265			
BRIDGEPORT HOSP & HEALTHCARE SERVICES	\$313,638,000	\$11,552,000	\$325,190,000	\$322,848,000	\$2,342,000	\$2,351,000	\$4,693,000			
BRISTOL HOSPITAL & HEALTHCARE GRP.	\$135,099,011	\$4,936,257	\$140,035,268	\$143,760,621	(\$3,725,353)	\$11,184,854	\$7,459,501			
CCMC CORPORATION	\$168,229,262	\$28,551,953	\$196,781,215	\$216,868,770	(\$20,087,555)	\$21,989,444	\$1,901,889			
DANBURY HEALTH SYSTEMS	\$432,273,480	\$21,512,542	\$453,786,022	\$424,544,048	\$29,241,974	\$20,379,309	\$49,621,283			
DAY KIMBALL HEALTHCARE INC.	\$91,283,137	\$5,834,698	\$97,117,835	\$96,439,517	\$678,318	\$117,050	\$795,368			
UNIVERSITY OF CT HEALTH CENTER	\$383,276,780	\$150,543,785	\$533,820,565	\$700,216,972	(\$166,396,407)	\$184,282,162	\$17,885,755			
GREENWICH HEALTH CARE SERVICES	\$246,845,000	\$12,555,000	\$259,400,000	\$255,080,000	\$4,320,000	\$6,988,000	\$11,308,000			
GRIFFIN HEALTH SERVICES CORPORATION	\$111,776,850	\$14,770,934	\$126,547,784	\$126,227,574	\$320,210	\$602,380	\$922,590			
HARTFORD HEALTHCARE CORPORATION	\$916,486,000	\$154,630,000	\$1,071,116,000	\$1,067,042,000	\$4,074,000	\$34,736,000	\$38,810,000			
CENTRAL CONNECTICUT HEALTH ALLIANCE	\$365,120,123	\$44,773,143	\$409,893,266	\$402,363,126	\$7,530,140	\$5,550,250	\$13,080,390			
CHARLOTTE HUNGERFORD HOSPITAL	\$87,543,427	\$6,030,182	\$93,573,609	\$93,421,901	\$151,708	\$3,479,482	\$3,631,190			
JOHNSON MEMORIAL CORPORATION	\$92,776,535	\$1,945,130	\$94,721,665	\$110,821,830	(\$16,100,165)	\$1,448,996	(\$14,651,169)			
LAWRENCE MEMORIAL CORPORATION	\$264,607,887	\$18,719,217	\$283,327,104	\$277,997,293	\$5,329,811	\$6,433,070	\$11,762,881			
EASTERN CT HEALTH NETWORK	\$231,789,348	\$18,358,969	\$250,148,317	\$250,711,344	(\$563,027)	\$251,470	(\$311,557)			
MIDDLESEX HEALTH SYSTEM, INC.	\$282,594,267	\$10,802,733	\$293,397,000	\$286,492,000	\$6,905,000	\$5,201,000	\$12,106,000			
MILFORD HEALTH & MEDICAL, INC.	\$81,571,201	\$1,268,644	\$82,839,845	\$89,069,040	(\$6,229,195)	\$3,319,908	(\$2,909,287)			
NEW MILFORD HOSPITAL HOLDING CORP.	\$87,023,873	\$5,075,018	\$92,098,891	\$91,556,804	\$542,087	\$357,187	\$899,274			
NORWALK HEALTH SERVICES CORP.	\$299,731,717	\$29,445,867	\$329,177,584	\$322,890,297	\$6,287,287	\$0	\$6,287,287			
SAINT FRANCIS CARE, INC.	\$553,742,026	\$60,025,464	\$613,767,490	\$595,326,945	\$18,440,545	\$4,050,805	\$22,491,350			
SAINT MARY'S HEALTH SYSTEM, INC.	\$216,762,000	\$6,344,000	\$223,106,000	\$221,472,000	\$1,634,000	\$4,269,000	\$5,903,000			
SAINT RAPHAEL HEALTH CARE SYSTEM	\$429,994,494	\$27,024,542	\$457,019,036	\$467,790,360	(\$10,771,324)	\$4,248,016	(\$6,523,308)			
SAINT VINCENT'S HEALTH SERVICES	\$307,973,000	\$39,293,000	\$347,266,000	\$333,245,000	\$14,021,000	\$39,909,000	\$53,930,000			
ESSENT HEALTHCARE OF CONNECTICUT	\$50,528,737	\$681,293	\$51,210,030	\$49,475,601	\$1,734,429	\$0	\$1,734,429			
STAMFORD HEALTH SYSTEM	\$324,740,645	\$52,514,611	\$377,255,256	\$365,159,000	\$12,096,256	\$12,492,744	\$24,589,000			
GREATER WATERBURY HEALTH NETWORK, INC	\$239,196,513	\$12,628,320	\$251,824,833	\$261,744,737	(\$9,919,904)	\$4,767,863	(\$5,152,041)			
WINDHAM COMMUNITY MEMORIAL HOSP.	\$76,196,541	\$5,646,903	\$81,843,444	\$81,098,944	\$744,500	\$1,627,039	\$2,371,539			
YALE-NEW HAVEN NETWORK CORP.	\$962,660,000	\$42,081,000	\$1,004,741,000	\$987,628,000	\$17,113,000	\$26,619,000	\$43,732,000			
STATEWIDE TOTAL	\$7,975,294,801	\$795,514,409	\$8,770,809,210	\$8,861,513,574	(\$90,704,364)	\$417,469,993	\$326,765,629			

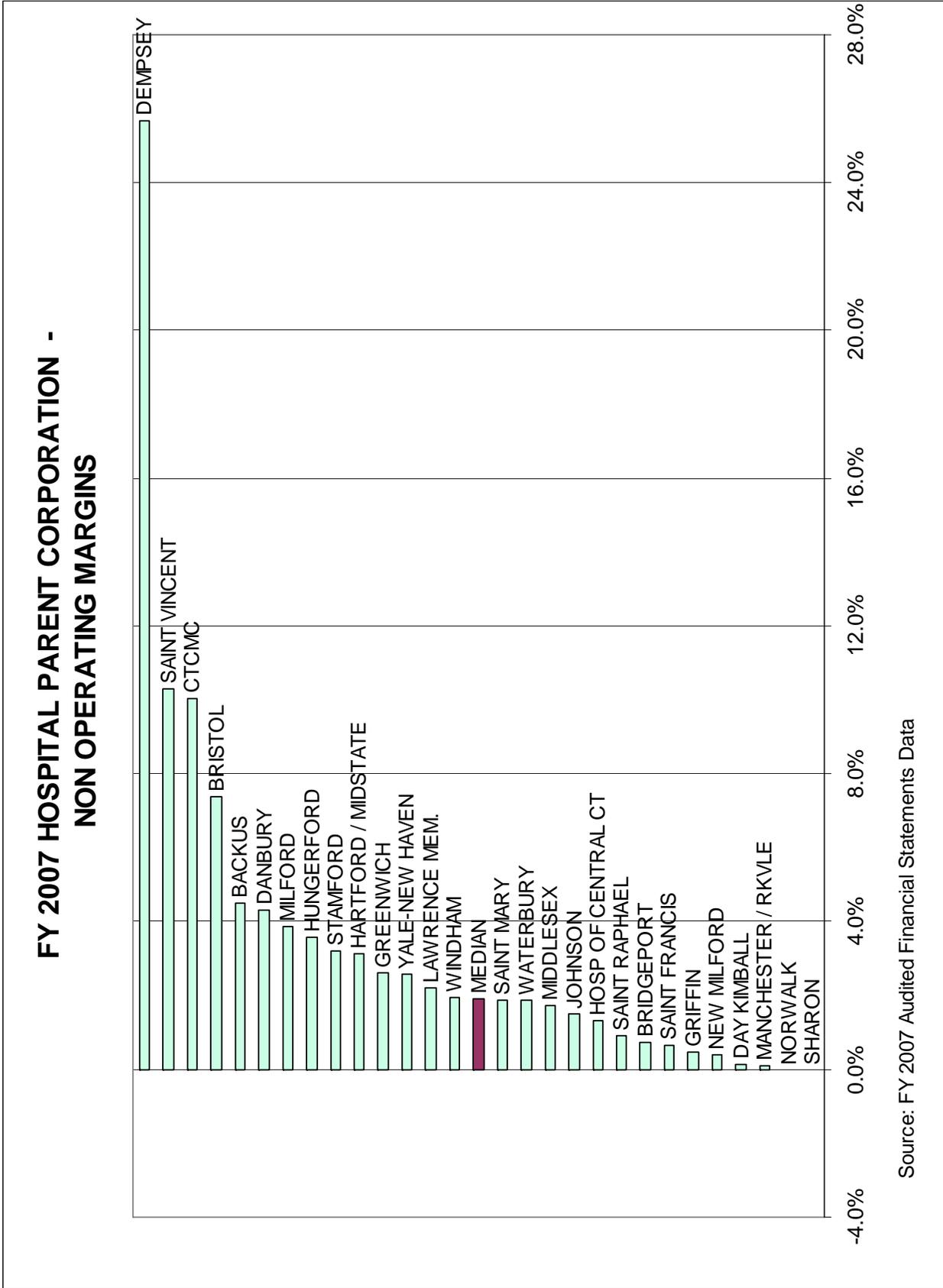
Source: FY 2007 Audited Financial Statements data from Hospital Reporting System Report 385

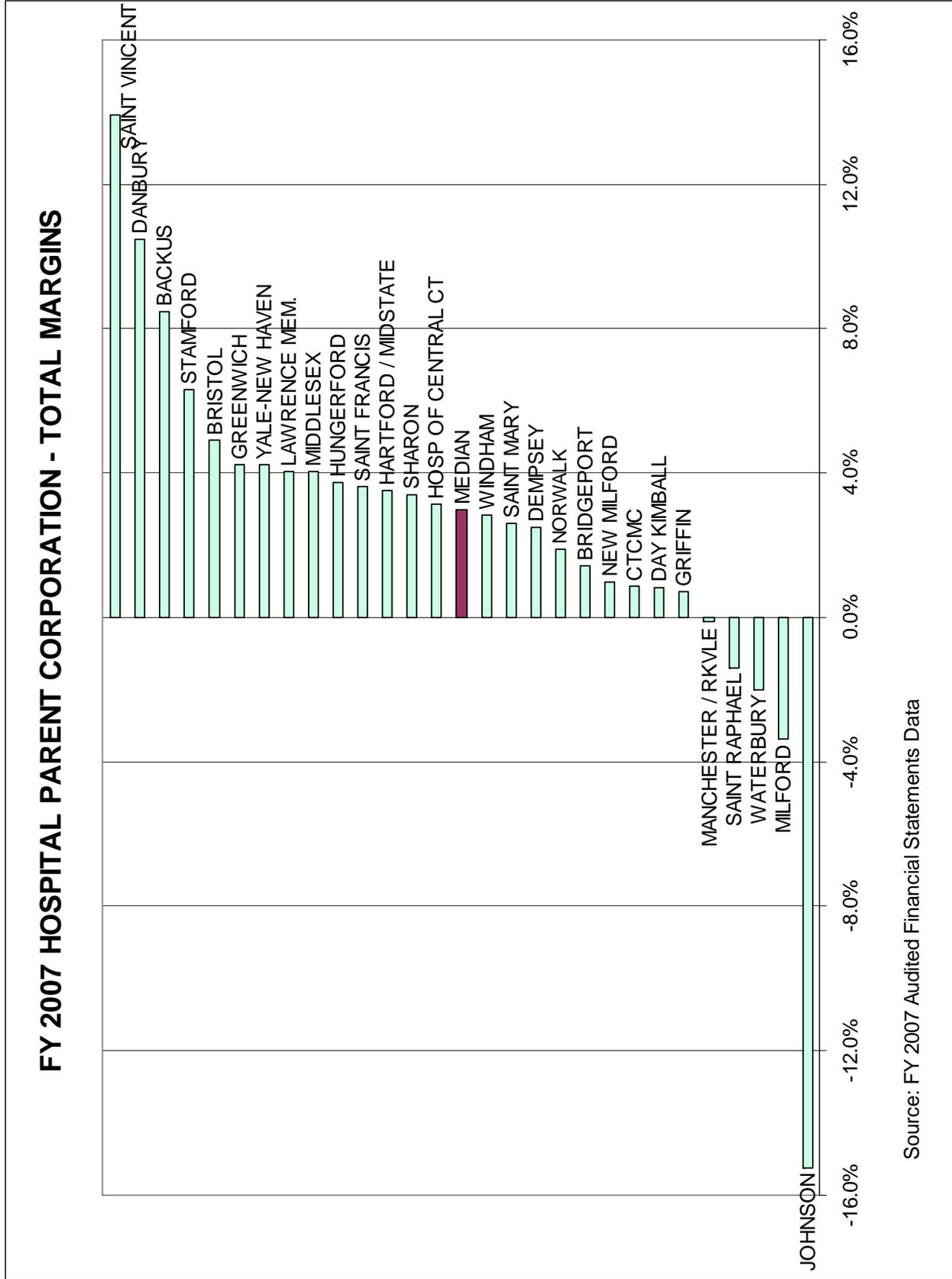
APPENDIX B: FY 2007 HOSPITAL PARENT CORPORATION - MARGIN DATA

FY 2007 Hospital Parent Corporation - Margin Data				
		FY 2007 OPERATING MARGIN	FY 2007 NON-OPERATING MARGIN	FY 2007 TOTAL MARGIN
BACKUS CORPORATION		3.98%	4.49%	8.48%
BRIDGEPORT HOSP & HEALTHCARE SERVICES		0.72%	0.72%	1.43%
BRISTOL HOSPITAL & HEALTHCARE GRP.		-2.46%	7.40%	4.93%
CCMC CORPORATION		-9.18%	10.05%	0.87%
DANBURY HEALTH SYSTEMS		6.17%	4.30%	10.46%
DAY KIMBALL HEALTHCARE INC.		0.70%	0.12%	0.82%
UNIVERSITY OF CT HEALTH CENTER		-23.17%	25.66%	2.49%
GREENWICH HEALTH CARE SERVICES		1.62%	2.62%	4.24%
GRIFFIN HEALTH SERVICES CORPORATION		0.25%	0.47%	0.73%
HARTFORD HEALTHCARE CORPORATION		0.37%	3.14%	3.51%
CENTRAL CONNECTICUT HEALTH ALLIANCE		1.81%	1.34%	3.15%
CHARLOTTE HUNGERFORD HOSPITAL		0.16%	3.59%	3.74%
JOHNSON MEMORIAL CORPORATION		-16.74%	1.51%	-15.23%
LAWRENCE MEMORIAL CORPORATION		1.84%	2.22%	4.06%
EASTERN CT HEALTH NETWORK		-0.22%	0.10%	-0.12%
MIDDLESEX HEALTH SYSTEM, INC.		2.31%	1.74%	4.05%
MILFORD HEALTH & MEDICAL, INC.		-7.23%	3.85%	-3.38%
NEW MILFORD HOSPITAL HOLDING CORP.		0.59%	0.39%	0.97%
NORWALK HEALTH SERVICES CORP.		1.91%	0.00%	1.91%
SAINT FRANCIS CARE, INC.		2.98%	0.66%	3.64%
SAINT MARY'S HEALTH SYSTEM, INC.		0.72%	1.88%	2.60%
SAINT RAPHAEL HEALTH CARE SYSTEM		-2.34%	0.92%	-1.41%
SAINT VINCENT'S HEALTH SERVICES		3.62%	10.31%	13.93%
ESSENT HEALTHCARE OF CONNECTICUT		3.39%	0.00%	3.39%
STAMFORD HEALTH SYSTEM		3.10%	3.21%	6.31%
GREATER WATERBURY HEALTH NETWORK, INC		-3.87%	1.86%	-2.01%
WINDHAM COMMUNITY MEMORIAL HOSP.		0.89%	1.95%	2.84%
YALE-NEW HAVEN NETWORK CORP.		1.66%	2.58%	4.24%
STATEWIDE AVERAGE		-0.99%	4.54%	3.56%
STATEWIDE MEDIAN		0.72%	1.91%	2.99%

Source: FY 2007 Audited Financial Statements data from Hospital Reporting System Report 385







APPENDIX F: FY 2007 HOSPITAL PARENT CORPORATION - NET ASSETS DATA

FY 2005 - FY 2007 Hospital Parent Corporation Net Assets Data										
	FY 2007			FY 2006			FY 2005			
	UNRESTRICTED NET ASSETS OR EQUITY	TOTAL NET ASSETS OR EQUITY FOR	TOTAL NET ASSETS OR EQUITY FOR	UNRESTRICTED NET ASSETS OR EQUITY FOR	TOTAL NET ASSETS OR EQUITY FOR	TOTAL NET ASSETS OR EQUITY FOR	UNRESTRICTED NET ASSETS OR EQUITY	TOTAL NET ASSETS OR EQUITY	CHANGE IN NET ASSETS OR EQUITY	% CHANGE IN NET ASSETS OR EQUITY
		FY 2007	FY 2006		FY 2006	FY 2005		FY 2005-2007	FY 2005-2007	FY 2005-2007
BACKUS CORPORATION	\$159,117,857	\$168,392,530	\$159,921,572		\$133,242,735			\$35,149,795		26.4%
BRIDGEPORT HOSP & HEALTHCARE SERVICES INC	\$102,787,000	\$148,877,000	\$128,000,000		\$107,642,000			\$41,235,000		38.3%
BRISTOL HOSPITAL AND HEALTHCARE GROUP	\$34,845,027	\$43,927,164	\$28,645,084		\$39,312,034			\$4,615,130		11.7%
CCMC CORPORATION	\$119,484,280	\$213,962,343	\$210,373,778		\$207,251,750			\$6,710,593		3.2%
DANBURY HEALTH SYSTEMS	\$306,702,430	\$333,327,005	\$312,805,565		\$224,089,757			\$109,237,248		48.7%
DAY KIMBALL HEALTHCARE, INC.	\$39,162,496	\$46,899,739	\$43,763,133		\$41,173,770			\$5,725,969		13.9%
UNIVERSITY OF CONNECTICUT HEALTH CENTER	\$45,960,711	\$272,514,353	\$254,628,598		\$248,143,420			\$24,370,933		9.8%
GREENWICH HEALTH CARE SERVICES INC.	\$349,869,000	\$405,422,000	\$371,621,000		\$363,064,000			\$42,358,000		11.7%
GRIFFIN HEALTH SERVICES CORPORATION	\$14,505,387	\$23,221,408	\$19,262,205		\$11,159,474			\$12,061,934		108.1%
HARTFORD HEALTHCARE SERVICES CORP.	\$823,439,000	\$1,234,762,000	\$1,082,197,000		\$1,030,809,000			\$203,953,000		19.8%
CHARLOTTE HUNGERFORD HOSPITAL	\$70,658,207	\$93,619,342	\$81,176,606		\$79,924,795			\$13,694,547		17.1%
JOHNSON MEMORIAL CORPORATION	(\$4,206,359)	\$1,088,144	\$13,763,012		\$13,977,630			(\$12,889,486)		-92.2%
LAWRENCE MEMORIAL CORPORATION	\$230,195,738	\$246,576,134	\$220,944,838		\$199,289,846			\$47,286,288		23.7%
EASTERN CONNECTICUT HEALTH NETWORK	\$81,442,382	\$100,092,554	\$96,462,424		\$94,081,805			\$6,010,749		6.4%
MIDDLESEX HEALTH SYSTEM	\$183,154,000	\$197,635,000	\$175,643,000		\$160,991,000			\$36,644,000		22.8%
MILFORD HEALTH & MEDICAL	\$64,789,623	\$65,945,313	\$69,397,417		\$71,433,462			(\$5,488,149)		-7.7%
CENTRAL CONNECTICUT HEALTH ALLIANCE	\$180,099,527	\$220,266,990	\$222,018,946		\$210,160,702			\$10,106,288		4.8%
NEW MILFORD HOSPITAL HOLDING CORP.	\$33,871,710	\$47,477,655	\$58,413,770		\$59,406,916			(\$11,929,261)		-20.1%
NORWALK HEALTH SERVICES CORPORATION	\$177,707,501	\$212,414,335	\$201,814,714		\$176,802,787			\$35,611,548		20.1%
SAINT FRANCIS CARE, INC.	\$246,691,476	\$335,179,416	\$326,067,679		\$290,790,105			\$44,389,311		15.3%
SAINT MARY'S HEALTH SYSTEM, INC.	\$1,189,000	\$21,221,000	\$3,343,000		\$8,469,000			\$12,752,000		150.6%
SAINT RAPHAEL HEALTH CARE SYSTEM, INC.	\$50,849,573	\$90,678,573	\$102,527,000		\$70,073,000			\$20,605,573		29.4%
SAINT VINCENT'S HEALTH SERVICES	\$381,925,000	\$439,658,000	\$381,955,000		\$331,599,000			\$108,059,000		32.6%
ESSENT HEALTHCARE OF CONNECTICUT	\$11,400,566	\$11,400,566	\$9,666,137		\$8,198,579			\$3,201,987		39.1%
STAMFORD HEALTH SYSTEM	\$165,949,000	\$201,084,000	\$178,696,000		\$156,264,000			\$44,820,000		28.7%
GREATHER WATERBURY HEALTH NETWORK	\$96,779,895	\$160,331,670	\$163,330,870		\$166,079,218			(\$5,747,548)		-3.5%
WINDHAM COMMUNITY MEMORIAL HOSPITAL	\$8,993,301	\$12,692,298	\$10,506,882		\$5,369,767			\$7,322,531		136.4%
YALE-NEW HAVEN NETWORK, CORP.	\$538,801,000	\$665,568,000	\$615,979,000		\$695,842,000			\$69,716,000		11.7%
<b>TOTAL</b>	<b>\$4,516,164,328</b>	<b>\$6,014,224,532</b>	<b>\$5,542,924,230</b>		<b>\$5,104,641,552</b>			<b>\$909,582,980</b>		<b>17.8%</b>

Source: FY 2007 Audited Financial Statements data from Hospital Reporting System Report 385



**APPENDIX H: FY 2007 HOSPITAL PARENT CORPORATION - LIQUIDITY RATIOS**

<b>FY 2007 Hospital Parent Corporation Liquidity Ratios</b>				
Ratio:	<b>CURRENT RATIO</b>	<b>DAYS CASH ON HAND</b>	<b>DAYS REVENUE IN PATIENTS ACCOUNTS RECEIVABLE</b>	<b>AVERAGE PAYMENT PERIOD</b>
Calculation:	$\frac{\text{Current Assets}}{\text{Current Liabilities}}$	$\frac{\text{(Cash+Short Term Investments)}}{\text{((Total Expenses - Depreciation)/365)}}$	$\frac{\text{Net Patient Account Receivable and Third Party Payer Activity}}{\text{(Net Patient Revenues / 365)}}$	$\frac{\text{Current Liabilities}}{\text{(Total Expenses - Depreciation)/365}}$
Source:	Report 385	Report 385	Report 385	Report 385
BACKUS CORPORATION	3.09	83	50	50
BRIDGEPORT HOSP & HEALTHCARE SERVICES INC	1.59	44	36	59
BRISTOL HOSPITAL AND HEALTHCARE GROUP	1.21	17	53	71
CCMC CORPORATION	0.83	10	47	79
DANBURY HEALTH SYSTEMS	8.61	261	38	42
DAY KIMBALL HEALTHCARE, INC.	2.52	120	32	67
UNIVERSITY OF CONNECTICUT HEALTH CENTER	2.00	14	53	49
GREENWICH HEALTH CARE SERVICES INC.	2.52	88	48	59
GRIFFIN HEALTH SERVICES CORPORATION	2.10	101	49	75
HARTFORD HEALTHCARE SERVICES CORP.	2.44	22	70	43
CHARLOTTE HUNGERFORD HOSPITAL	1.27	12	39	54
JOHNSON MEMORIAL CORPORATION*	0.31	4	47	206
LAWRENCE MEMORIAL CORPORATION	6.65	245	51	48
EASTERN CONNECTICUT HEALTH NETWORK	1.20	7	57	59
MIDDLESEX HEALTH SYSTEM	2.48	54	55	55
MILFORD HEALTH & MEDICAL	1.18	25	33	65
CENTRAL CONNECTICUT HEALTH ALLIANCE	1.49	43	28	63
NEW MILFORD HOSPITAL HOLDING CORP.	1.59	24	37	56
NORWALK HEALTH SERVICES CORPORATION	1.52	17	36	50
SAINT FRANCIS CARE, INC.	2.27	22	50	38
SAINT MARY'S HEALTH SYSTEM, INC.	1.21	17	33	59
SAINT RAPHAEL HEALTH CARE SYSTEM, INC.	1.43	29	55	64
SAINT VINCENT'S HEALTH SERVICES	1.36	21	34	61
ESSENT HEALTHCARE OF CONNECTICUT	1.85	0	43	52
STAMFORD HEALTH SYSTEM	1.64	38	43	60
GREATHER WATERBURY HEALTH NETWORK	1.74	14	53	45
WINDHAM COMMUNITY MEMORIAL HOSPITAL	2.28	5	70	44
YALE-NEW HAVEN NETWORK, CORP.	1.70	38	48	62
STATEWIDE AVERAGE	2.10	49	48	56
*Johnson Memorial Corporation reclassified all long term debt to current liabilities.				
Source: FY 2007 Audited Financial Statements data from Hospital Reporting System Report 385				

APPENDIX I: FY 2007 HOSPITAL STATEMENT OF OPERATIONS DATA

FY 2007 Hospital Statement of Operations Data									
	FY 2007 NET PATIENT REVENUE	FY 2007 OTHER OPERATING REVENUE	FY 2007 REVENUE FROM OPERATIONS	FY 2007 NET OPERATING EXPENSES	FY 2007 GAIN/ (LOSS) FROM OPERATIONS	FY 2007 NON-OPERATING REVENUE	FY 2007 REVENUE OVER/(UNDER) EXPENSES		
BACKUS	\$217,893,336	\$4,887,481	\$222,780,817	\$213,708,355	\$9,072,462	\$10,953,916	\$20,026,378		
BRIDGEPORT	\$297,562,000	\$8,904,000	\$306,466,000	\$303,901,000	\$2,565,000	\$2,351,000	\$4,916,000		
BRISTOL	\$114,164,519	\$4,581,688	\$118,746,207	\$122,064,635	(\$3,318,428)	\$10,737,106	\$7,418,678		
CTCMC	\$140,951,196	\$13,649,071	\$154,600,267	\$166,926,646	(\$12,326,379)	\$20,221,221	\$7,894,842		
DANBURY	\$393,491,107	\$8,801,658	\$402,292,765	\$378,137,622	\$24,155,143	\$27,798,903	\$51,954,046		
DAY KIMBALL	\$90,308,057	\$5,665,531	\$95,973,588	\$95,342,950	\$630,638	\$108,178	\$738,816		
DEMPSEY	\$227,337,829	\$1,590,150	\$228,927,979	\$233,836,419	(\$4,908,440)	\$951,575	(\$3,956,865)		
GREENWICH	\$241,849,000	\$13,929,000	\$255,778,000	\$248,255,000	\$7,523,000	\$6,980,000	\$14,503,000		
GRIFFIN	\$110,728,364	\$3,137,450	\$113,865,814	\$113,390,230	\$475,584	\$229,504	\$705,088		
HARTFORD	\$617,507,811	\$122,649,036	\$740,156,847	\$743,180,052	(\$3,023,205)	\$19,205,014	\$16,181,809		
HOSP OF CENTRAL CT	\$329,476,747	\$21,257,410	\$350,734,157	\$342,618,682	\$8,115,475	\$5,175,703	\$13,291,178		
HUNGERFORD	\$85,871,764	\$6,021,507	\$91,893,271	\$90,848,846	\$1,044,425	\$3,479,482	\$4,523,907		
JOHNSON	\$63,714,589	\$798,161	\$64,512,750	\$77,430,267	(\$12,917,517)	\$705,324	(\$12,212,193)		
LAWRENCE MEM.	\$253,783,432	\$9,007,840	\$262,791,272	\$258,602,461	\$4,188,811	\$5,832,708	\$10,021,519		
MANCHESTER	\$149,979,081	\$12,504,852	\$162,483,933	\$159,620,350	\$2,863,583	\$266,916	\$3,130,499		
MIDSTATE	\$154,243,792	\$4,558,512	\$158,802,304	\$152,779,250	\$6,023,054	\$2,837,373	\$8,860,427		
MIDDLESEX	\$270,571,932	\$10,264,619	\$280,836,551	\$272,687,506	\$8,149,045	\$5,075,158	\$13,224,203		
MILFORD	\$76,632,879	\$1,092,359	\$77,725,238	\$82,425,087	(\$4,699,849)	\$2,466,672	(\$2,233,177)		
NEW MILFORD	\$84,051,521	\$3,602,031	\$87,653,552	\$87,234,032	\$419,520	\$501,009	\$920,529		
NORWALK	\$277,467,379	\$13,639,563	\$291,106,942	\$288,812,209	\$2,294,733	\$3,152,725	\$5,447,458		
ROCKVILLE	\$59,238,196	\$5,861,929	\$65,100,125	\$64,216,399	\$883,726	(\$57,629)	\$826,097		
SAINTE FRANCIS	\$501,049,772	\$41,196,348	\$542,246,120	\$533,818,395	\$8,427,725	\$3,947,548	\$12,375,273		
SAINTE MARY	\$170,293,985	\$12,508,015	\$182,802,000	\$178,133,199	\$4,668,801	\$7,188,613	\$11,857,414		
SAINTE RAPHAEL	\$404,894,538	\$18,526,735	\$423,421,273	\$435,075,000	(\$11,653,727)	\$2,405,727	(\$9,248,000)		
SAINTE VINCENT	\$288,808,279	\$12,926,187	\$301,734,466	\$287,076,522	\$14,657,944	\$33,968,887	\$48,626,831		
SHARON	\$50,528,737	\$681,293	\$51,210,030	\$49,475,601	\$1,734,429	\$0	\$1,734,429		
STAMFORD	\$333,269,000	\$18,398,213	\$351,667,213	\$341,537,208	\$10,130,005	\$3,300,297	\$13,430,302		
WATERBURY	\$222,219,540	\$9,187,087	\$231,406,627	\$240,315,931	(\$8,909,304)	\$2,069,251	(\$6,840,053)		
WINDHAM	\$76,196,541	\$5,646,903	\$81,843,444	\$81,098,944	\$744,500	\$1,627,039	\$2,371,539		
YALE-NEW HAVEN	\$934,600,000	\$39,970,000	\$974,570,000	\$955,964,000	\$18,606,000	\$26,517,000	\$45,123,000		
STATEWIDE TOTAL	\$7,238,684,923	\$435,444,629	\$7,674,129,552	\$7,598,512,798	\$75,616,754	\$209,996,220	\$285,612,974		

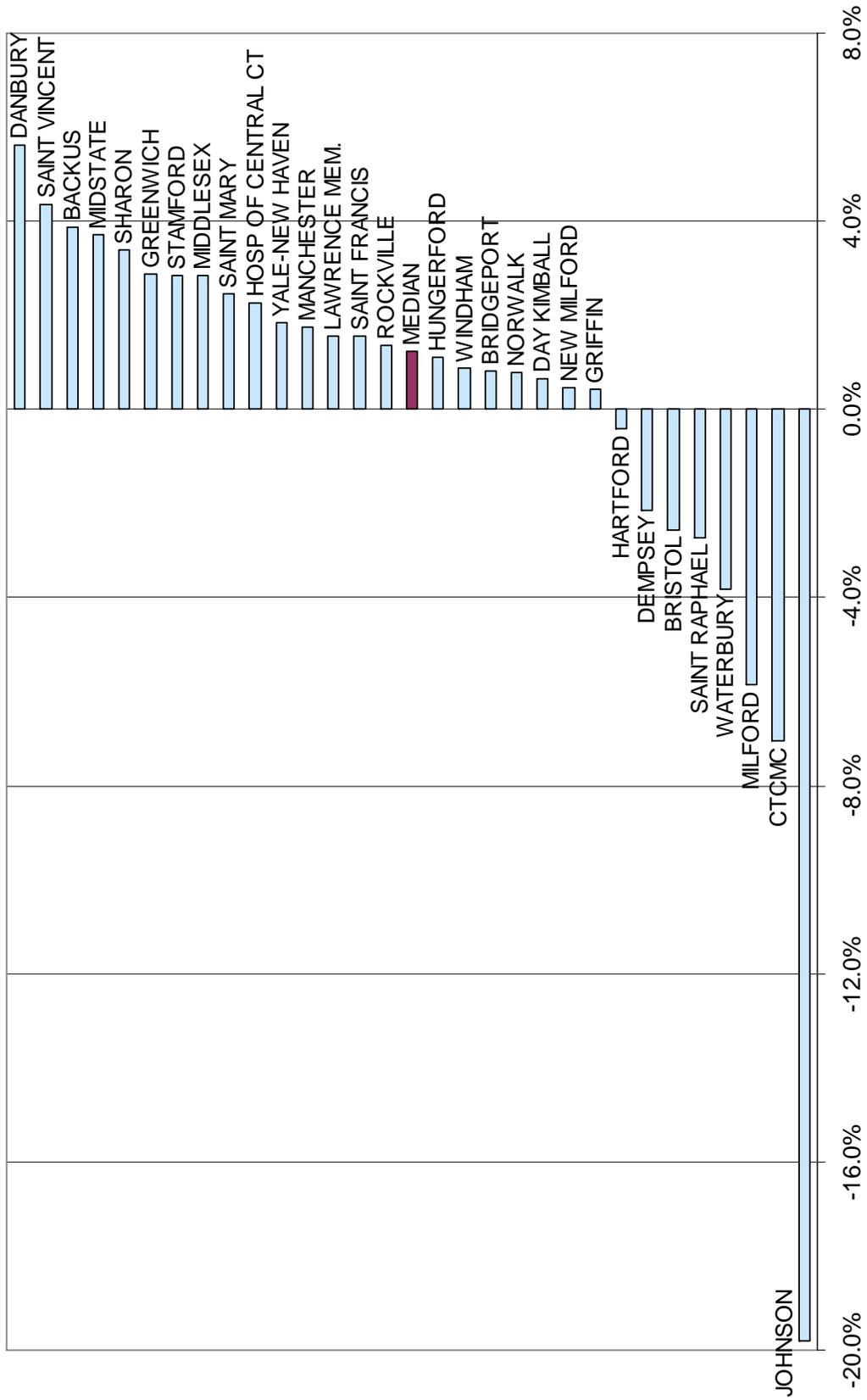
Source: FY 2007 Audited Financial Statements data from Hospital Reporting System Report 185

APPENDIX J: FY 2007 HOSPITAL MARGIN DATA

FY 2007 Hospital Margin Data			
	FY 2007 OPERATING MARGIN	FY 2007 NON-OPERATING MARGIN	FY 2007 TOTAL MARGIN
BACKUS	3.88%	4.69%	8.57%
BRIDGEPORT	0.83%	0.76%	1.59%
BRISTOL	-2.56%	8.29%	5.73%
CTCMC	-7.05%	11.57%	4.52%
DANBURY	5.62%	6.46%	12.08%
DAY KIMBALL	0.66%	0.11%	0.77%
DEMPSEY	-2.14%	0.41%	-1.72%
GREENWICH	2.86%	2.66%	5.52%
GRIFFIN	0.42%	0.20%	0.62%
HARTFORD	-0.40%	2.53%	2.13%
HOSP OF CENTRAL CT	2.28%	1.45%	3.73%
HUNGERFORD	1.10%	3.65%	4.74%
JOHNSON	-19.81%	1.08%	-18.73%
LAWRENCE MEM.	1.56%	2.17%	3.73%
MANCHESTER	1.76%	0.16%	1.92%
MIDSTATE	3.73%	1.76%	5.48%
MIDDLESEX	2.85%	1.78%	4.63%
MILFORD	-5.86%	3.08%	-2.78%
NEW MILFORD	0.48%	0.57%	1.04%
NORWALK	0.78%	1.07%	1.85%
ROCKVILLE	1.36%	-0.09%	1.27%
SAINT FRANCIS	1.54%	0.72%	2.27%
SAINT MARY	2.46%	3.78%	6.24%
SAINT RAPHAEL	-2.74%	0.56%	-2.17%
SAINT VINCENT	4.37%	10.12%	14.49%
SHARON	3.39%	0.00%	3.39%
STAMFORD	2.85%	0.93%	3.78%
WATERBURY	-3.82%	0.89%	-2.93%
WINDHAM	0.89%	1.95%	2.84%
YALE-NEW HAVEN	1.86%	2.65%	4.51%
STATEWIDE AVERAGE	0.96%	2.66%	3.62%
STATEWIDE MEDIAN	1.23%	1.60%	3.11%

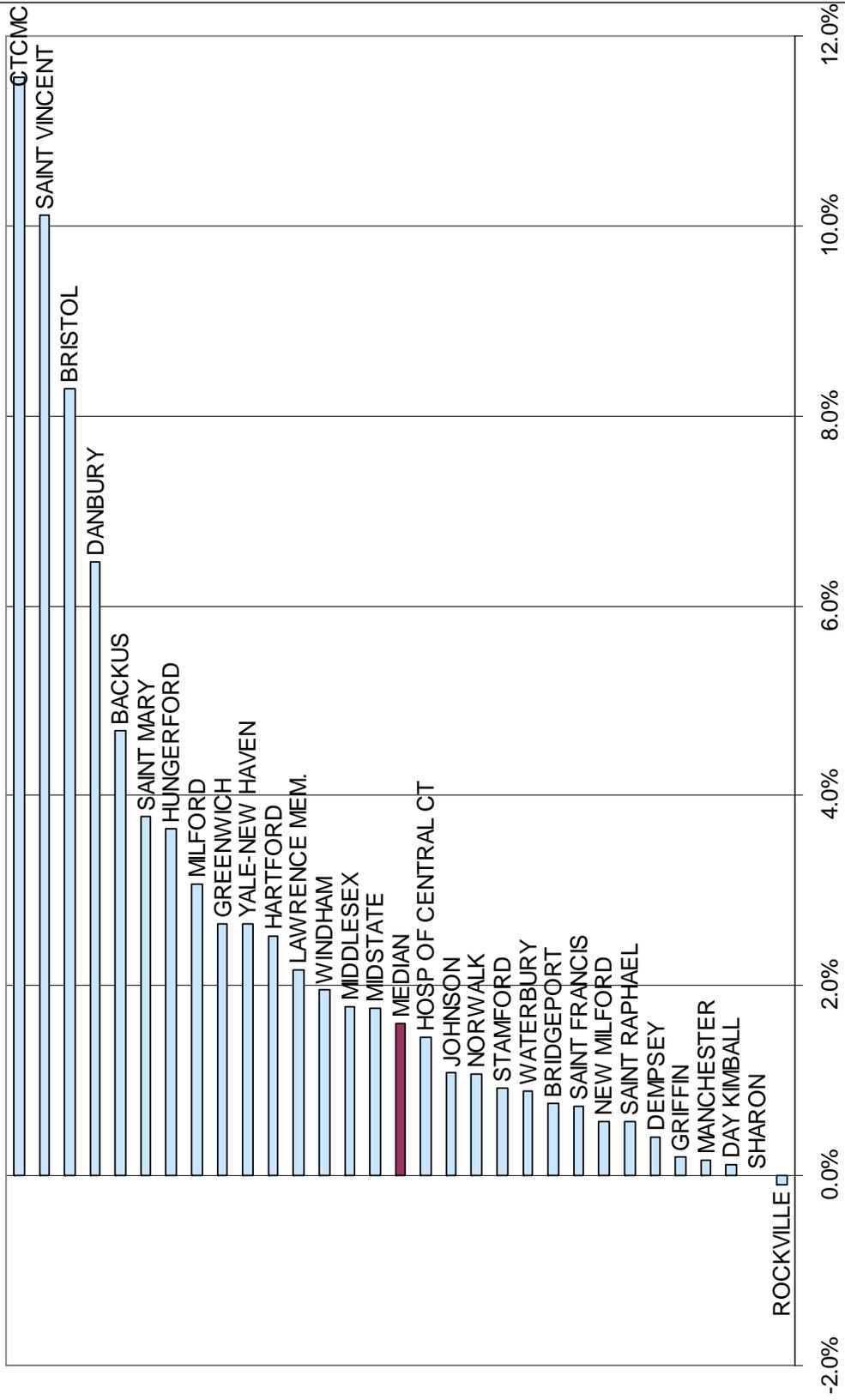
Source: FY 2007 Audited Financial Statements data from Hospital Reporting System Report 189

FY 2007 HOSPITAL OPERATING MARGINS



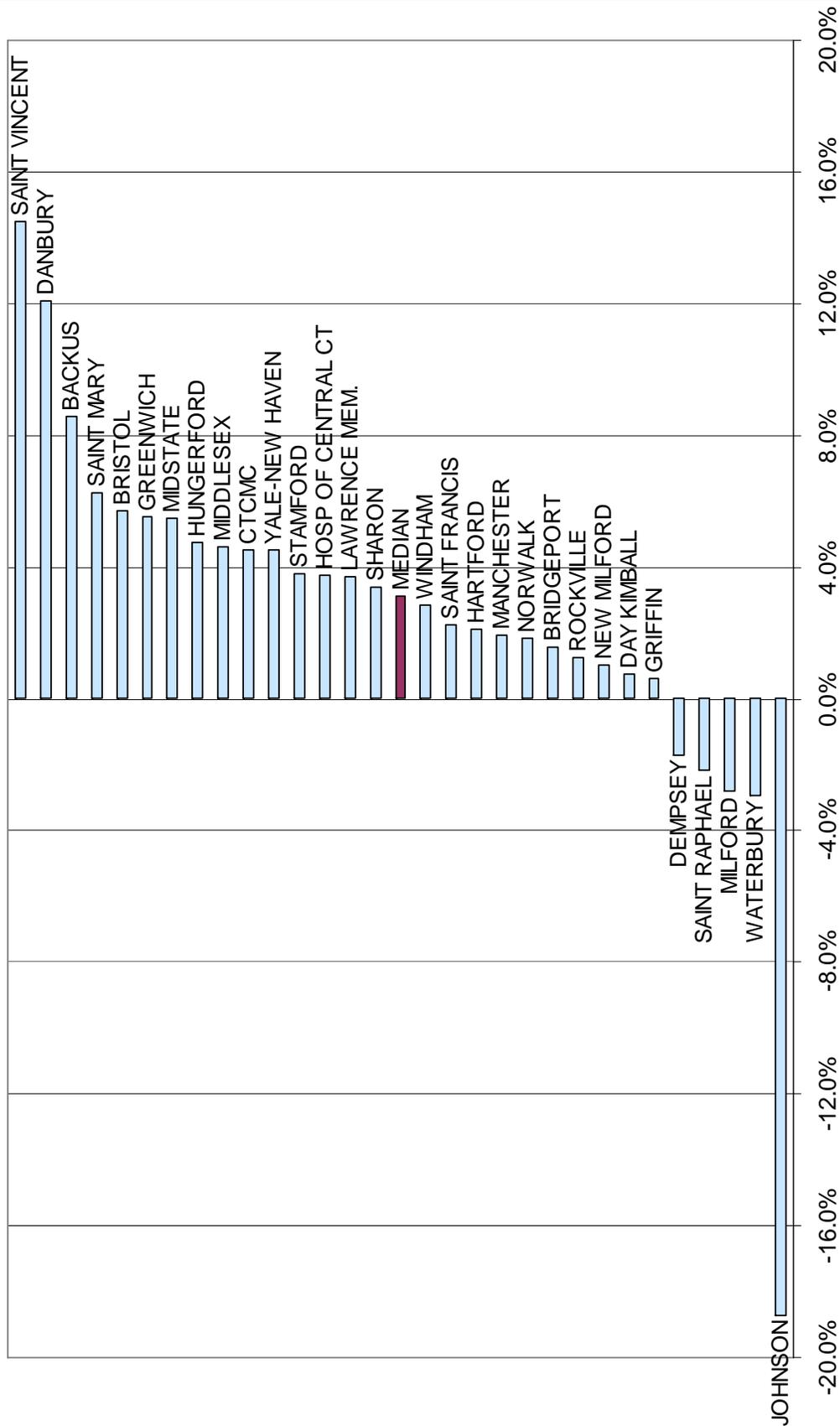
Source: FY 2007 Audited Financial Statements Data

FY 2007 HOSPITAL NON OPERATING MARGINS



Source: FY 2007 Audited Financial Statements Data

**FY 2007 HOSPITAL TOTAL MARGINS**



Source: FY 2007 Audited Financial Statements Data

APPENDIX N: FY 2007 HOSPITAL NET ASSETS DATA

FY 2007 Hospital Net Assets Data									
	FY 2007 UNRESTRICTED NET ASSETS OR EQUITY	TOTAL NET ASSETS OR EQUITY FOR FY 2007	TOTAL NET ASSETS OR EQUITY FOR FY 2006	TOTAL NET ASSETS OR EQUITY FOR FY 2005	CHANGE IN NET ASSETS OR EQUITY FY 2005-2007	% CHANGE IN NET ASSETS OR EQUITY FY 2005-2007			
BACKUS	\$154,440,321	\$163,714,994	\$155,029,599	\$129,436,267	\$34,278,727	26.5%			
BRIDGEPORT	\$101,094,000	\$147,184,000	\$125,463,000	\$107,391,000	\$39,793,000	37.1%			
BRISTOL	\$31,129,463	\$41,084,073	\$26,362,639	\$37,038,793	\$4,045,280	10.9%			
CTCMC	\$117,939,498	\$212,389,064	\$210,713,866	\$204,545,026	\$7,844,038	3.8%			
DANBURY	\$355,513,444	\$382,105,019	\$319,017,393	\$284,456,481	\$97,648,538	34.3%			
DAY KIMBALL	\$38,661,562	\$46,398,805	\$43,318,751	\$40,759,684	\$5,639,121	13.8%			
DEMPSEY	\$67,414,232	\$67,542,680	\$71,499,545	\$66,857,236	\$685,444	1.0%			
GREENWICH	\$320,933,000	\$376,486,000	\$354,186,000	\$345,568,000	\$30,918,000	8.9%			
GRIFFIN	\$11,510,321	\$20,226,342	\$16,273,859	\$9,073,263	\$11,153,079	122.9%			
HARTFORD	\$568,800,351	\$896,387,054	\$773,517,074	\$745,141,478	\$151,245,576	20.3%			
HOSPITAL OF CENTRAL CT*	\$167,045,319	\$207,155,208	\$208,418,262	\$180,738,639	\$26,416,569	14.6%			
HUNGERFORD	\$70,551,748	\$93,512,883	\$81,012,860	\$79,620,702	\$13,892,181	17.4%			
JOHNSON	(\$6,411,244)	(\$1,361,200)	\$17,108,577	\$18,289,970	(\$19,651,170)	-107.4%			
LAWRENCE MEM.	\$169,267,768	\$184,346,636	\$163,239,875	\$146,712,299	\$37,634,337	25.7%			
MANCHESTER	\$25,263,048	\$35,762,930	\$36,745,181	\$36,218,383	(\$455,453)	-1.3%			
MIDDLESEX	\$68,816,228	\$77,200,784	\$72,030,202	\$59,311,158	\$17,889,626	30.2%			
MILFORD	\$179,992,000	\$194,473,000	\$172,557,000	\$157,828,000	\$36,645,000	23.2%			
NEW MILFORD	\$57,291,329	\$58,447,019	\$62,167,138	\$65,246,512	(\$6,799,493)	-10.4%			
NORWALK	\$37,372,385	\$47,477,655	\$56,149,492	\$57,554,691	(\$10,077,036)	-17.5%			
ROCKVILLE	\$151,497,278	\$177,916,606	\$162,148,549	\$142,075,447	\$35,841,159	25.2%			
SAINT FRANCIS	\$42,159,714	\$48,003,762	\$45,642,730	\$43,913,714	\$4,090,048	9.3%			
SAINT MARY	\$193,323,893	\$285,986,494	\$284,252,138	\$261,919,250	\$24,067,244	9.2%			
SAINT RAPHAEL	(\$1,326,115)	\$18,709,902	(\$135,000)	\$23,760,000	(\$5,050,098)	-21.3%			
SAINT VINCENT	\$18,112,280	\$49,063,942	\$62,511,925	\$36,343,267	\$12,720,675	35.0%			
SHARON	\$339,903,000	\$378,665,000	\$326,964,000	\$282,061,000	\$96,604,000	34.2%			
STAMFORD	\$11,400,566	\$11,400,566	\$9,666,137	\$8,198,579	\$3,201,987	39.1%			
WATERBURY	\$110,051,759	\$142,777,414	\$130,173,000	\$112,271,000	\$30,506,414	27.2%			
WINDHAM	\$58,964,722	\$122,516,497	\$124,628,134	\$126,535,925	(\$4,019,428)	-3.2%			
YALE-NEW HAVEN	\$8,993,301	\$12,692,298	\$10,883,758	\$5,369,767	\$7,322,531	136.4%			
STATEWIDE TOTAL	\$524,025,000	\$650,782,000	\$602,675,000	\$572,753,000	\$78,029,000	13.6%			
	\$3,993,730,171	\$5,149,047,427	\$4,724,220,684	\$4,386,988,531	\$762,058,896	17.4%			
*The Hospital of Central CT's FY 2005 and FY 2006 amounts are the sum of the former Bradley Memorial Hospital and New Britain General Hospital activity.									
Source: FY 2007 Audited Financial Statements data from Hospital Reporting System Report 185									

APPENDIX O: HOSPITAL RATIO OF COST TO CHARGE DATA

FY 2007 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		
	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)	
Calculation:	Source:								
	\$202,287,655	\$440,691,519	\$2,083,714	0.46	\$169,767,961	\$64,879,759	0.84		
	\$297,609,099	\$927,224,457	\$5,387,188	0.32	\$369,912,719	\$125,099,381	1.06		
	\$111,542,211	\$329,686,767	\$4,581,688	0.33	\$140,591,338	\$43,151,898	0.92		
	\$161,519,453	\$263,974,204	\$26,008,457	0.56	\$821,593	\$4,208,966	9.20		
	\$349,138,962	\$806,304,946	\$5,981,952	0.43	\$339,135,530	\$122,845,037	0.84		
	\$90,025,980	\$150,947,951	\$4,019,438	0.58	\$62,301,529	\$33,526,400	0.93		
	\$225,859,288	\$378,600,573	\$2,537,530	0.59	\$138,363,604	\$83,690,320	1.02		
	\$49,475,601	\$106,264,639	\$681,293	0.46	\$51,492,379	\$20,790,988	0.87		
	\$240,267,136	\$640,911,472	\$14,995,998	0.37	\$243,234,154	\$69,991,177	0.79		
	\$113,390,230	\$306,643,497	\$3,137,450	0.37	\$144,349,364	\$49,946,847	0.95		
	\$719,784,977	\$1,452,206,238	\$94,315,844	0.47	\$650,732,525	\$268,991,542	0.89		
	\$307,205,750	\$784,487,494	\$11,061,035	0.39	\$357,304,291	\$121,151,712	0.88		
	\$90,848,846	\$149,038,328	\$6,021,507	0.59	\$66,319,712	\$40,370,839	1.04		
	\$78,155,106	\$208,951,499	\$1,635,233	0.37	\$99,283,402	\$24,828,412	0.67		
	\$258,602,461	\$462,862,108	\$8,687,106	0.55	\$168,007,624	\$82,050,383	0.89		
	\$153,544,374	\$342,217,300	\$12,466,393	0.43	\$147,407,577	\$52,703,688	0.83		
	\$146,150,404	\$304,867,118	\$4,558,512	0.47	\$143,459,528	\$57,444,132	0.85		
	\$272,687,500	\$636,964,246	\$8,669,886	0.42	\$270,622,082	\$99,597,190	0.87		
	\$82,425,087	\$209,786,823	\$799,640	0.39	\$103,842,726	\$29,703,622	0.73		
	\$84,330,473	\$196,234,554	\$3,602,031	0.42	\$81,472,623	\$22,011,415	0.64		
	\$275,365,458	\$514,062,394	\$13,639,563	0.52	\$229,973,782	\$92,732,272	0.77		
	\$61,563,159	\$126,695,137	\$5,847,708	0.46	\$54,333,240	\$20,932,719	0.83		
	\$511,873,504	\$1,058,519,350	\$28,478,079	0.47	\$463,551,982	\$233,764,322	1.07		
	\$178,133,199	\$382,942,443	\$12,508,015	0.45	\$158,765,270	\$74,353,856	1.04		
	\$415,093,982	\$1,045,344,840	\$20,757,362	0.39	\$559,881,084	\$206,565,386	0.95		
	\$287,076,522	\$623,542,685	\$12,926,188	0.45	\$314,731,481	\$129,799,665	0.91		
	\$339,535,205	\$826,773,019	\$23,887,439	0.40	\$303,948,231	\$83,782,798	0.69		
	\$218,509,451	\$661,400,373	\$15,074,771	0.32	\$298,416,528	\$88,993,730	0.92		
	\$70,604,614	\$190,998,341	\$0	0.37	\$77,186,078	\$28,768,565	1.01		
	\$911,234,753	\$2,676,487,400	\$10,647,797	0.34	\$844,868,676	\$302,224,950	1.05		
	\$7,303,840,440	\$17,205,631,715	\$364,998,817	0.42	\$7,054,078,613	\$2,678,901,971	0.91		
	\$210,398,553	\$411,816,981	\$7,345,697	0.43	\$163,386,447	\$72,172,517	0.89		

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

APPENDIX O: HOSPITAL RATIO OF COST TO CHARGE DATA

FY 2007 Hospital Ratio of Cost to Charge Data									
Ratio:	MEDICAID CHARGES	MEDICAID PAYMENTS	MEDICAID PAYMENT TO COST DATA <i>Medicaid Payments/ (Medicaid Chrgs * RCC)</i>	TOTAL NON GOVT CHARGES	TOTAL NON GOVT PAYMENTS	TOTAL UNINSURED CHARGES	TOTAL UNINSURED PAYMENTS	PRIVATE PAYMENT TO COST DATA <i>Non-Govt Pymts - Uninsrd Pymts/((Non-Govt Chrgs-Uninsrd Chrgs)*RCC)</i>	
Calculation:	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	
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	\$40,888,696	\$10,426,597	0.56	\$204,878,105	\$125,964,094	\$11,501,204	\$2,308,540	1.40	
BRIDGEPORT	\$174,626,829	\$39,794,965	0.71	\$344,148,169	\$123,062,761	\$37,971,485	\$1,919,143	1.24	
BRISTOL	\$32,160,526	\$9,376,136	0.87	\$145,272,348	\$51,001,178	\$7,745,044	\$470,349	1.10	
CT CHILDREN'S	\$123,191,596	\$43,700,524	0.64	\$138,098,440	\$77,291,164	\$1,794,333	\$530,685	1.01	
DANBURY	\$53,835,901	\$16,329,224	0.71	\$395,955,811	\$239,696,335	\$25,326,186	\$6,115,158	1.47	
DAY KIMBALL	\$17,900,131	\$7,354,255	0.71	\$65,666,702	\$44,456,989	\$3,157,698	\$259,466	1.22	
DEMPSEY	\$41,799,162	\$24,209,914	0.98	\$167,089,051	\$97,782,976	\$3,539,947	\$971,184	1.00	
ESSENT SHARON	\$2,248,070	\$790,876	0.76	\$47,707,723	\$24,460,714	\$3,053,966	\$589,716	1.16	
GREENWICH	\$12,206,448	\$3,927,440	0.88	\$378,164,578	\$160,023,904	\$27,089,374	\$4,125,075	1.21	
GRIFFIN	\$24,908,274	\$6,827,271	0.75	\$130,334,189	\$45,391,392	\$9,660,817	\$3,266,958	0.95	
HARTFORD	\$163,011,742	\$53,468,266	0.70	\$569,502,301	\$253,907,296	\$39,596,682	\$4,020,691	1.01	
CENTRAL CT	\$102,390,739	\$31,567,315	0.80	\$300,056,676	\$148,916,853	\$20,998,918	\$2,517,005	1.36	
HUNGERFORD	\$17,266,056	\$6,535,059	0.65	\$89,943,682	\$33,478,280	\$4,757,860	\$1,631,794	0.98	
JOHNSON	\$17,370,672	\$3,994,551	0.62	\$89,179,089	\$26,145,642	\$6,505,954	\$685,170	0.83	
LAWRENCE	\$46,003,218	\$14,473,288	0.57	\$213,099,738	\$129,581,612	\$11,768,380	\$0	1.17	
MANCHESTER	\$27,658,278	\$8,048,059	0.67	\$159,786,021	\$80,656,170	\$12,169,786	\$4,497,229	1.19	
MIDSTATE	\$27,508,246	\$7,616,441	0.59	\$125,733,439	\$82,151,566	\$9,326,794	\$462,214	1.49	
MIDDLESEX	\$47,810,583	\$14,497,323	0.72	\$305,320,178	\$144,557,353	\$23,438,945	\$5,522,850	1.17	
MILFORD	\$15,108,649	\$3,029,981	0.51	\$90,189,202	\$37,341,497	\$5,307,888	\$516,632	1.11	
NEW MILFORD	\$6,996,049	\$2,179,594	0.74	\$104,805,232	\$55,856,088	\$4,643,723	\$1,948,897	1.28	
NORWALK	\$40,023,976	\$13,734,147	0.66	\$233,019,945	\$141,844,663	\$29,605,192	\$2,626,513	1.31	
ROCKVILLE	\$11,485,686	\$3,794,817	0.71	\$58,028,018	\$30,922,901	\$5,523,320	\$2,216,110	1.18	
ST. FRANCIS	\$133,810,332	\$47,952,922	0.76	\$418,675,251	\$197,515,684	\$26,468,145	\$1,415,739	1.06	
ST. MARY'S	\$61,288,549	\$17,465,550	0.63	\$145,558,012	\$63,101,615	\$7,930,308	\$333,510	1.01	
ST. RAPHAEL	\$96,000,182	\$26,826,411	0.72	\$355,933,776	\$148,467,142	\$25,175,176	\$2,566,420	1.13	
ST. VINCENT'S	\$61,325,463	\$18,610,386	0.67	\$235,514,858	\$118,882,821	\$31,302,870	\$6,220,896	1.22	
STAMFORD	\$65,262,385	\$12,859,146	0.49	\$442,065,022	\$199,763,626	\$47,454,609	\$2,763,296	1.25	
WATERBURY	\$83,335,823	\$19,767,250	0.73	\$252,760,969	\$87,083,832	\$15,947,527	\$858,474	1.13	
WINDHAM	\$22,969,869	\$7,525,125	0.89	\$81,784,516	\$32,696,363	\$5,485,642	\$423,035	1.14	
YALE-NEW HAVEN	\$463,299,574	\$93,100,854	0.59	\$1,243,570,250	\$489,907,624	\$76,077,413	\$11,750,038	1.21	
STATEWIDE	\$2,033,691,704	\$569,783,687	0.67	\$7,501,841,291	\$3,491,910,135	\$540,325,186	\$73,532,787	1.18	
MEDIAN	\$41,343,929	\$13,296,647	0.71	\$185,983,578	\$92,433,404	\$11,634,792	\$1,934,020	1.17	

**APPENDIX P: HOSPITAL SOLVENCY RATIOS**

<b>FY 2007 Hospital Solvency Ratios</b>			
Ratio:	<b>EQUITY FINANCING RATIO</b>	<b>CASH FLOW TO TOTAL DEBT</b>	<b>LONG TERM DEBT TO CAPITALIZATION</b>
Calculation:	Net Assets / Total Assets	(Excess Revenue Over Expense + Depreciation) / (Current Liab. + Long Term Debt)	Long Term Debt / (Long Term Debt + Net Assets)
Source:	HRS Report 185	HRS Report 185	HRS Report 185
BACKUS	55.1	34.2	29.2
BRIDGEPORT	51.5	18.5	27.4
BRISTOL	39.7	25.4	41.9
CTCMC	69.8	18.4	16.5
DANBURY	68.8	46.1	23.7
DAY KIMBALL	55.6	16.8	24.0
DEMPSEY	47.2	13.3	5.3
GREENWICH	77.5	33.2	12.2
GRIFFIN	17.6	6.2	73.6
HARTFORD	81.6	43.0	4.9
HOSPITAL OF CENTRAL CT	60.4	29.4	16.3
HUNGERFORD	74.7	45.6	9.9
JOHNSON*	-2.7	-20.1	108.9
LAWRENCE MEM.	58.3	22.5	27.7
MANCHESTER	27.0	14.7	53.2
MIDSTATE	45.0	24.2	42.8
MIDDLESEX	54.8	25.8	30.1
MILFORD	65.3	10.0	7.0
NEW MILFORD	66.0	24.6	18.2
NORWALK	67.9	35.7	10.2
ROCKVILLE	52.6	11.5	34.9
SAINT FRANCIS	54.0	24.7	25.0
SAINT MARY	11.7	31.2	64.2
SAINT RAPHAEL	17.3	6.1	62.6
SAINT VINCENT	73.9	62.3	12.8
SHARON	20.2	10.9	75.1
STAMFORD	42.8	24.9	39.8
WATERBURY	67.9	7.1	15.0
WINDHAM	18.6	26.6	52.3
YALE-NEW HAVEN	46.6	15.7	38.0
STATEWIDE AVERAGE	57.2	23.5	24.8
STATEWIDE MEDIAN	54.4	24.4	27.6
*Johnson Memorial Hospital reclassified all long term debt to current liabilities.			
Source: FY 2007 Audited Financial Statements data from Hospital Reporting System Report 185			

**APPENDIX Q: HOSPITAL LIQUIDITY RATIOS**

<b>FY 2007 Hospital Liquidity Ratios</b>				
Ratio:	<b>CURRENT RATIO</b>	<b>DAYS CASH ON HAND</b>	<b>DAYS REVENUE IN PATIENTS ACCOUNTS RECEIVABLE</b>	<b>AVERAGE PAYMENT PERIOD</b>
Calculation:	Current Assets / Current Liabilities	(Cash+Short Term Investments) / ((Total Expenses - Depreciation)/365)	Net Patient Account Receivable and Third Party Payer Activity / (Net Patient Revenues / 365)	Current Liabilities / (Total Expenses - Depreciation)/365
Source:	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185
BACKUS	3.09	82	49	50
BRIDGEPORT	1.46	38	37	60
BRISTOL	1.09	4	53	74
CTCMC	0.75	9	43	91
DANBURY	7.42	168	39	38
DAY KIMBALL	2.50	121	32	68
DEMPSEY	1.29	0	69	74
GREENWICH	2.55	86	47	59
GRIFFIN	1.58	59	49	73
HARTFORD	2.20	1	77	41
HOSPITAL OF CENTRAL CT	1.40	37	27	64
HUNGERFORD	1.27	12	39	55
JOHNSON*	0.42	2	53	157
LAWRENCE MEM.	5.33	190	50	50
MANCHESTER	0.85	2	56	78
MIDSTATE	4.42	101	47	37
MIDDLESEX	2.51	53	57	55
MILFORD	1.06	19	34	69
NEW MILFORD	1.43	17	36	58
NORWALK	1.65	15	47	51
ROCKVILLE	1.01	2	54	65
SAINT FRANCIS	2.14	15	51	37
SAINT MARY	1.03	10	32	66
SAINT RAPHAEL	1.39	30	49	66
SAINT VINCENT	1.31	17	34	62
SHARON	1.85	0	43	52
STAMFORD	1.42	20	39	53
WATERBURY	1.74	6	51	44
WINDHAM	2.28	5	70	44
YALE-NEW HAVEN	1.69	36	48	62
STATEWIDE AVERAGE	1.95	40	49	57
STATEWIDE MEDIAN	1.52	17	48	59
*Johnson Memorial Hospital reclassified all long term debt to current liabilities.				
Source: FY 2007 Audited Financial Statements data from Hospital Reporting System Report 185				

APPENDIX R: HOSPITAL UNCOMPENSATED CARE DATA

FY 2007 HOSPITAL UNCOMPENSATED CARE DATA									
	CHARITY CARE	BAD DEBTS	TOTAL UNCOMPENSATED CARE CHARGES (Charity Care + Bad Debts)	RATIO OF COST TO CHARGE* Total Oper Exp/ (Gross Rev + Other Oper Rev)	UNCOMPENSATED CARE COSTS (Charity Care + Bad Debts)* RCC	TOTAL HOSPITAL EXPENSES	UCC % OF TOTAL EXPENSES		
<b>Calculation:</b>	N/A	N/A	HRS Report 550	HRS Report 550	HRS Report 550	HRS Report 550	HRS Report 550		
<b>Source:</b>	HRS Report 550	HRS Report 550	HRS Report 550	HRS Report 550	HRS Report 550	HRS Report 550	HRS Report 550		
BACKUS	\$3,473,395	\$12,419,674	\$15,893,069	0.46	\$7,260,956	\$202,287,655	3.6%		
BRIDGEPORT	\$10,897,000	\$26,581,552	\$37,478,552	0.32	\$11,959,917	\$297,609,099	4.0%		
BRISTOL	\$1,253,957	\$10,522,424	\$11,776,381	0.33	\$3,929,667	\$111,542,211	3.5%		
CT CHILDRENS	\$294,708	\$3,476,113	\$3,770,821	0.56	\$2,100,336	\$161,519,453	1.3%		
DANBURY	\$9,945,753	\$13,131,942	\$23,077,695	0.43	\$9,919,306	\$349,138,962	2.8%		
DAY KIMBALL	\$512,769	\$3,691,706	\$4,204,475	0.58	\$2,442,527	\$90,025,980	2.7%		
DEMPSEY	\$741,685	\$4,843,833	\$5,585,518	0.59	\$3,309,932	\$225,859,288	1.5%		
ESSENT SHARON	\$438,669	\$2,496,357	\$2,935,026	0.46	\$1,357,809	\$49,475,601	2.7%		
GREENWICH	\$14,259,114	\$8,706,380	\$22,965,494	0.37	\$8,412,549	\$240,267,136	3.5%		
GRIFFIN	\$2,135,179	\$7,779,681	\$9,914,860	0.37	\$3,629,172	\$113,390,230	3.2%		
HARTFORD	\$21,870,985	\$25,982,437	\$47,853,422	0.47	\$22,272,022	\$719,784,977	3.1%		
HOSPITAL OF CENTRAL CT	\$7,084,626	\$17,358,846	\$24,443,472	0.39	\$9,438,991	\$307,205,750	3.1%		
HUNGERFORD	\$1,120,766	\$2,359,177	\$3,479,943	0.59	\$2,038,883	\$90,848,846	2.2%		
JOHNSON	\$178,176	\$7,642,263	\$7,820,439	0.37	\$2,902,401	\$78,155,106	3.7%		
LAWRENCE	\$2,064,407	\$13,840,182	\$15,904,589	0.55	\$8,722,241	\$258,602,461	3.4%		
MANCHESTER	\$1,555,301	\$6,075,976	\$7,631,277	0.43	\$3,303,619	\$153,544,374	2.2%		
MIDSTATE	\$850,136	\$8,836,211	\$9,686,347	0.47	\$4,575,133	\$146,150,404	3.1%		
MIDDLESEX	\$3,830,903	\$15,972,374	\$19,803,277	0.42	\$8,364,034	\$272,687,500	3.1%		
MILFORD	\$241,390	\$4,686,521	\$4,927,911	0.39	\$1,928,821	\$82,425,087	2.3%		
NEW MILFORD	\$2,004,589	\$3,451,187	\$5,455,776	0.42	\$2,302,322	\$84,330,473	2.7%		
NORWALK	\$9,336,375	\$19,226,799	\$28,563,174	0.52	\$14,904,837	\$275,365,458	5.4%		
ROCKVILLE	\$600,038	\$2,653,240	\$3,253,278	0.46	\$1,511,074	\$61,563,159	2.5%		
ST. FRANCIS	\$4,572,101	\$21,944,891	\$26,516,992	0.47	\$12,487,008	\$511,873,504	2.4%		
ST. MARY'S	\$704,410	\$9,114,889	\$9,819,299	0.45	\$4,423,166	\$178,133,199	2.5%		
ST. RAPHAEL	\$4,898,589	\$19,981,016	\$24,879,605	0.39	\$9,687,040	\$415,093,982	2.3%		
ST. VINCENT'S	\$5,478,066	\$22,654,037	\$28,132,103	0.45	\$12,688,863	\$287,076,522	4.4%		
STAMFORD	\$14,266,408	\$34,398,592	\$48,665,000	0.40	\$19,424,296	\$339,535,205	5.7%		
WATERBURY	\$2,019,940	\$21,806,478	\$23,826,418	0.32	\$7,696,214	\$218,509,451	3.5%		
WINDHAM	\$2,102,088	\$4,847,427	\$6,949,515	0.37	\$2,568,964	\$70,604,614	3.6%		
YALE-NEW HAVEN	\$15,690,901	\$48,636,474	\$64,327,375	0.34	\$21,814,064	\$911,234,753	2.4%		
STATEWIDE TOTAL	\$144,422,424	\$405,118,679	\$549,541,103	0.42	\$227,376,163	\$7,303,840,440	3.1%		
MEDIAN							3.1%		
* RCC is rounded to two digits for presentation purposes.									
Source: FY 2007 Audited Financial Statements data from Hospital Reporting System Report 550									

APPENDIX S: HOSPITAL UTILIZATION DATA

FY 2007 Hospital Utilization Data										
Utilization Measure	PATIENT DAYS	DISCHARGES	AVERAGE LENGTH OF STAY	STAFFED BEDS	LICENSED BEDS	OCCUPANCY OF STAFFED BEDS	OCCUPANCY OF LICENSED 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	HRS Report 185
Source:	50,286	12,076	4.2	199	233	69%	59%	1,429.8		
BACKUS	104,291	19,675	5.3	335	425	85%	67%	2,007.8		
BRIDGEPORT	33,663	8,064	4.2	115	154	80%	60%	876.5		
BRISTOL	32,933	5,534	6.0	123	135	73%	67%	1,093.5		
CT CHILDREN'S	88,139	20,752	4.2	246	371	98%	65%	2,345.9		
DANBURY	20,370	5,586	3.6	72	122	78%	46%	705.3		
DAY KIMBALL	60,392	10,009	6.0	224	224	74%	74%	1,237.4		
DEMPSEY	11,470	2,837	4.0	47	94	67%	33%	290.1		
ESSENT SHARON	48,835	12,779	3.8	206	206	65%	65%	1,563.3		
GREENWICH	33,992	7,817	4.3	96	180	97%	52%	891.0		
GRIFFIN	211,887	39,621	5.3	749	867	78%	67%	5,207.0		
HARTFORD	90,978	22,782	4.0	331	446	75%	56%	2,213.6		
HOSP OF CENTRAL CT	27,487	6,145	4.5	82	122	92%	62%	655.0		
HUNGERFORD	24,905	4,433	5.6	86	101	79%	68%	509.4		
JOHNSON	69,509	14,553	4.8	252	308	76%	62%	1,874.0		
LAWRENCE	44,817	9,085	4.9	140	283	88%	43%	1,173.6		
MANCHESTER	44,321	9,664	4.6	136	142	89%	86%	866.4		
MIDSTATE	56,749	13,795	4.1	163	297	95%	52%	1,872.8		
MIDDLESEX	22,304	5,026	4.4	65	118	94%	52%	561.0		
MILFORD	11,268	2,845	4.0	35	95	88%	32%	470.3		
NEW MILFORD	79,445	15,146	5.2	221	366	98%	59%	1,730.0		
NORWALK	14,828	3,589	4.1	66	118	62%	34%	444.2		
ROCKVILLE	162,175	31,626	5.1	553	682	80%	65%	3,416.7		
ST. FRANCIS	61,241	13,169	4.7	196	379	86%	44%	1,206.7		
ST. MARY'S	135,071	26,188	5.2	408	533	91%	69%	2,873.4		
ST. RAPHAEL	100,497	19,434	5.2	336	444	82%	62%	1,734.9		
ST. VINCENT'S	73,908	16,672	4.4	319	330	63%	61%	1,774.5		
STAMFORD	71,532	14,584	4.9	235	393	83%	50%	1,647.9		
WATERBURY	21,595	5,713	3.8	87	144	68%	41%	584.0		
WINDHAM	267,144	51,478	5.2	897	944	82%	78%	5,958.0		
YALE-NEW HAVEN	2,076,032	430,677	4.8	7,020	9,256	81%	61%	49,214.0		
STATEWIDE TOTAL										
Source: Hospital Reporting System Report 185										

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

<b>FY 2007 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	43%	41%	9%	4%	3%
BRIDGEPORT	33%	40%	19%	4%	4%
BRISTOL	42%	43%	10%	3%	2%
CT CHILDREN'S	51%	1%	47%	0%	1%
DANBURY	46%	42%	7%	2%	3%
DAY KIMBALL	41%	42%	12%	3%	2%
DEMPSEY	43%	37%	11%	8%	1%
ESSENT SHARON	42%	49%	2%	4%	3%
GREENWICH	55%	38%	2%	1%	4%
GRIFFIN	39%	48%	8%	2%	3%
HARTFORD	36%	46%	11%	4%	3%
HOSPITAL OF CENTRAL CT	36%	45%	13%	3%	3%
HUNGERFORD	37%	45%	12%	3%	3%
JOHNSON	40%	48%	8%	1%	3%
LAWRENCE	43%	42%	10%	2%	3%
MANCHESTER	43%	43%	8%	2%	4%
MIDSTATE	38%	47%	9%	3%	3%
MIDDLESEX	43%	43%	8%	2%	4%
MILFORD	40%	50%	7%	0%	3%
NEW MILFORD	51%	42%	4%	1%	2%
NORWALK	40%	44%	8%	2%	6%
ROCKVILLE	41%	44%	9%	2%	4%
ST. FRANCIS	37%	43%	13%	4%	3%
ST. MARY'S	36%	42%	16%	4%	2%
ST. RAPHAEL	32%	54%	9%	3%	2%
ST. VINCENT'S	33%	50%	10%	2%	5%
STAMFORD	47%	37%	8%	2%	6%
WATERBURY	36%	45%	13%	4%	2%
WINDHAM	40%	41%	12%	4%	3%
YALE-NEW HAVEN	44%	32%	17%	4%	3%
<b>STATEWIDE AVERAGE</b>	40%	42%	12%	3%	3%
*The Medicare percentages include TRICARE. Only The William W. Backus Hospital and Lawrence & Memorial Hospital have TRICARE gross revenues of greater than 1%.					
Source: Hospital Reporting System Report 185					

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

<b>FY 2007 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%	33%	5%	2%	1%	
BRIDGEPORT	41%	42%	14%	2%	1%	
BRISTOL	48%	41%	9%	2%	0%	
CT CHILDREN'S	61%	4%	35%	0%	0%	
DANBURY	61%	32%	4%	1%	2%	
DAY KIMBALL	52%	39%	8%	1%	0%	
DEMPSEY	45%	39%	11%	5%	0%	
ESSENT SHARON	49%	44%	2%	4%	1%	
GREENWICH	66%	30%	2%	0%	2%	
GRIFFIN	41%	48%	7%	1%	3%	
HARTFORD	42%	45%	9%	3%	1%	
HOSPITAL OF CENTRAL CT	48%	40%	10%	1%	1%	
HUNGERFORD	39%	49%	8%	2%	2%	
JOHNSON	46%	45%	7%	1%	1%	
LAWRENCE	54%	39%	6%	1%	0%	
MANCHESTER	53%	37%	6%	1%	3%	
MIDSTATE	55%	39%	5%	1%	0%	
MIDDLESEX	53%	39%	6%	0%	2%	
MILFORD	53%	42%	4%	0%	1%	
NEW MILFORD	67%	27%	3%	1%	2%	
NORWALK	56%	37%	5%	1%	1%	
ROCKVILLE	51%	37%	7%	1%	4%	
ST. FRANCIS	40%	48%	10%	2%	0%	
ST. MARY'S	40%	47%	11%	2%	0%	
ST. RAPHAEL	38%	53%	7%	1%	1%	
ST. VINCENT'S	42%	48%	7%	1%	2%	
STAMFORD	66%	28%	4%	1%	1%	
WATERBURY	43%	46%	10%	1%	0%	
WINDHAM	45%	41%	11%	2%	1%	
YALE-NEW HAVEN	53%	34%	10%	2%	1%	
<b>STATEWIDE AVERAGE</b>	<b>50%</b>	<b>39%</b>	<b>8%</b>	<b>2%</b>	<b>1%</b>	
*The Medicare percentages include TRICARE. Only The William W. Backus Hospital, Lawrence & Memorial Hospital, and Yale New Haven Hospital have TRICARE net revenues of greater than 1%.						
Source: Hospital Reporting System Report 185						

**APPENDIX V: HOSPITAL DISCHARGES BY PAYER**

<b>FY 2007 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 550	HRS Report 550	HRS Report 550	HRS Report 550	HRS Report 550	HRS Report 550	HRS Report 550	HRS Report 550
BACKUS	4,948	5,033	1,830	1,497	333	265	351	12,076
BRIDGEPORT	7,449	7,016	5,179	4,577	602	31	448	19,675
BRISTOL	3,046	3,589	1,412	1,049	363	17	79	8,064
CT CHILDRENS	2,894	13	2,589	2,589	0	38	37	5,534
DANBURY	9,712	8,306	2,720	2,232	488	14	421	20,752
DAY KIMBALL	1,916	2,508	1,107	888	219	55	84	5,586
DEMPSEY	4,010	3,888	2,037	1,295	742	74	85	10,009
ESSENT SHARON	924	1,581	332	123	209	0	78	2,837
GREENWICH	7,655	4,677	443	242	201	4	478	12,779
GRIFFIN	2,872	3,673	1,248	1,111	137	24	109	7,817
HARTFORD	16,407	15,219	7,859	5,940	1,919	136	500	39,621
HOSP OF CENTRAL CT	8,254	9,982	4,502	3,842	660	44	546	22,782
HUNGERFORD	2,066	3,112	953	763	190	14	187	6,145
JOHNSON	1,420	2,322	676	617	59	15	78	4,433
LAWRENCE	5,121	6,103	2,330	1,885	445	999	278	14,553
MANCHESTER	3,962	3,763	1,348	1,081	267	12	165	9,085
MIDSTATE	3,450	4,671	1,531	1,308	223	12	284	9,664
MIDDLESEX	5,236	7,051	1,479	1,199	280	29	413	13,795
MILFORD	2,062	2,498	455	446	9	11	89	5,026
NEW MILFORD	1,437	1,220	182	159	23	6	70	2,845
NORWALK	6,962	5,907	2,269	1,867	402	8	586	15,146
ROCKVILLE	1,336	1,607	641	574	67	5	65	3,589
ST. FRANCIS	12,083	12,903	6,570	5,091	1,479	70	528	31,626
ST. MARY'S	4,463	5,363	3,309	2,855	454	34	141	13,169
ST. RAPHAEL	8,651	13,531	3,977	3,172	805	29	407	26,188
ST. VINCENT'S	7,156	9,179	3,093	2,756	337	6	808	19,434
STAMFORD	8,219	5,792	2,653	2,218	435	8	686	16,672
WATERBURY	5,265	6,299	3,009	2,496	513	11	345	14,584
WINDHAM	1,750	2,656	1,289	1,006	283	18	124	5,713
YALE-NEW HAVEN	23,560	14,737	12,910	10,555	2,355	271	1,568	51,478
<b>STATEWIDE TOTAL</b>	<b>174,286</b>	<b>174,199</b>	<b>79,932</b>	<b>65,433</b>	<b>14,499</b>	<b>2,260</b>	<b>10,038</b>	<b>430,677</b>
Source: Hospital Reporting System Report 550								

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

<b>FY 2007 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 550	HRS Report 550	HRS Report 550	HRS Report 550	HRS Report 550	HRS Report 550	HRS Report 550	HRS Report 550
BACKUS	1.1638	1.3131	0.8435	0.7933	1.0691	0.7365	1.1250	1.1681
BRIDGEPORT	1.1207	1.6306	0.9426	0.8899	1.3430	1.1653	1.2849	1.2557
BRISTOL	0.8927	1.2507	0.8193	0.8044	0.8624	0.7279	0.9158	1.0388
CT CHILDREN'S	1.4243	2.0442	1.3335	1.3335	0.0000	1.1900	1.0818	1.3817
DANBURY	1.0461	1.4443	0.8217	0.7435	1.1794	0.9438	1.1378	1.1760
DAY KIMBALL	0.7796	1.0993	0.6876	0.6873	0.6889	0.8047	0.8751	0.9052
DEMPSEY	1.3821	1.5219	1.3112	1.2703	1.3825	1.1190	1.1704	1.4200
ESSENT SHARON	1.1061	1.1534	0.9591	1.0489	0.9062	0.0000	1.0792	1.1153
GREENWICH	0.8102	1.3821	0.9723	0.9300	1.0232	0.6670	0.9296	1.0251
GRIFFIN	0.8663	1.2744	0.6707	0.6416	0.9068	0.6267	0.7879	1.0261
HARTFORD	1.3179	1.6559	1.0315	0.9650	1.2373	1.0937	1.3768	1.3902
HOSP OF CENTRAL CT	1.0070	1.2367	0.8467	0.8150	1.0309	0.8944	0.9192	1.0757
HUNGERFORD	1.0152	1.4423	0.7592	0.7544	0.7783	1.5545	0.8203	1.1930
JOHNSON	0.8821	1.1795	0.7706	0.7349	1.1437	0.7384	0.9343	1.0204
LAWRENCE	0.9719	1.2524	0.8138	0.7809	0.9532	0.6946	0.9199	1.0452
MANCHESTER	0.9538	1.3804	0.9031	0.8928	0.9445	0.9989	0.9708	1.1230
MIDSTATE	0.9343	1.3537	0.8000	0.7405	1.1492	0.8670	0.8690	1.1156
MIDDLESEX	0.9931	1.2451	0.8031	0.7727	0.9332	0.7652	0.9309	1.1011
MILFORD	1.0073	1.3851	0.8326	0.8351	0.7119	0.8822	1.0627	1.1790
NEW MILFORD	1.0880	1.4270	0.7578	0.7184	1.0303	0.9888	1.1888	1.2120
NORWALK	0.9175	1.3814	0.8189	0.7854	0.9744	0.5624	0.9688	1.0834
ROCKVILLE	0.9921	1.4078	0.6738	0.6155	1.1732	0.7188	1.1159	1.1210
ST. FRANCIS	1.2432	1.7584	1.0048	0.8555	1.5187	0.9165	1.1774	1.4031
ST. MARY'S	1.1252	1.4713	0.8492	0.7934	1.1998	0.5346	1.0453	1.1953
ST. RAPHAEL	1.4020	1.5620	0.9278	0.8699	1.1561	1.2955	1.1411	1.4125
ST. VINCENT'S	1.3132	1.5429	0.9593	0.9284	1.2119	1.3999	1.0385	1.3654
STAMFORD	0.9448	1.3283	0.7679	0.7190	1.0172	0.7402	1.0047	1.0498
WATERBURY	1.1407	1.4471	0.9077	0.8737	1.0730	1.1900	1.0742	1.2250
WINDHAM	0.8969	1.1808	0.8099	0.7311	1.0898	0.8635	0.8341	1.0091
YALE-NEW HAVEN	1.1882	1.6122	1.0303	0.9972	1.1784	1.5307	1.1199	1.2718
<b>STATEWIDE TOTAL</b>	<b>1.1164</b>	<b>1.4588</b>	<b>0.9379</b>	<b>0.8871</b>	<b>1.1670</b>	<b>0.8884</b>	<b>1.0583</b>	<b>1.2206</b>
Source: Hospital Reporting System Report 550								



**APPENDIX Y: HOSPITAL CON ACTIVITY**

<b>Hospital</b>	<b>Docket ID</b>	<b>Activity Approved or Modified in FY 2007</b>	<b>Cost</b>
Bridgeport Hospital	06-30863-CON	Establish Outpatient Hyperbaric Oxygen Therapy Services	\$2,077,839
Bridgeport Hospital	07-30945-WVR	Replacement of Cardiac Catheterization Swing Lab	\$1,813,366
Bristol Hospital	06-30843-DTR	Emergency Department Renovation and Expansion Project	\$0
Charlotte Hungerford Hospital, The	07-30657-MDF	Extension of CON expiration date to 8/1/07 for replacement of CT scanner.	\$0
Charlotte Hungerford Hospital, The	07-30657-MD2	Additional extension of CON expiration date to 10/19/2007.	\$0
Charlotte Hungerford Hospital, The	07-30985-DTR	Temporary suspension and reestablishment of PET scanning services at Winsted Campus of Charlotte Hungerford Hospital	\$0
Connecticut Children's Medical Center	07-30918-CON	Child and Adolescent Rapid Emergency Stabilization (CARES) program for the Greater Hartford Region	\$700,000
Connecticut Children's Medical Center	07-30965-WVR	Replacement Pediatric Cardiac Catheterization Equipment	\$2,840,803
Danbury Health Systems, Inc.	07-30659-MDF	Extension of CON expiration date until 4/30/2008 to replace second linear accelerator.	\$0
Danbury Hospital	07-30477-MDF	Modification to Increase capital expenditure by \$507,065, from \$784,330 to \$1,291,395 for establishment of Wound Care Center.	\$507,065
Danbury Hospital	07-30971-DTR	Expansion of Existing Electrophysiology Program	\$0
Greenwich Hospital	06-30864-CON	Establish and Operate a Freestanding Gastroenterology Center	\$372,888
Greenwich Hospital	06-30868-CON	Replacement of the Existing Radiology Special Procedure Room with a Digital Flat Screen Digital Imaging System	\$1,706,784
Greenwich Hospital	06-30874-CON	Linear Accelerator Acquisition with Vault Construction to House the New Unit	\$10,090,025
Greenwich Hospital	07-30940-CON	Purchase of Five Parcels of Land Adjacent to Hospital Property	\$11,680,000
Griffin Hospital	06-30755-CON	Facility Expansion Project Affecting the ED, Radiology and Surgical Departments & Construction of an On-Campus Ambulatory Services Building.	\$0

**APPENDIX Y: HOSPITAL CON ACTIVITY**

<b>Hospital</b>	<b>Docket ID</b>	<b>Activity Approved or Modified in FY 2007</b>	<b>Cost</b>
Hartford Hospital	06-20272-MDF	LifeStar flights to NY on peak demand days vacated	\$0
Hartford Hospital	07-30307-MDF	Modification to increase capital cost and extend the CON expiration date to 9/30/07 for West Hartford Surgicenter	\$2,246,795
Hartford Hospital	07-30307-MD2	Ownership change of West Hartford Surgicenter from 50% to 100%	\$0
Hartford Hospital	06-30769-CON	Establishment of a Satellite Radiation Oncology Center in Avon	\$3,314,562
Hartford Hospital	07-31015-WVR	Replacement Cardiac Catheterization Laboratory "C"	\$1,400,000
Hospital of Central Connecticut, The	06-30882-CON	Purchase of the Novalis Stereotactic Radiosurgery System	\$5,800,000
Hospital of Central Connecticut, The	07-30930-WVR	Replacement CT Scanner at Bradley Memorial Campus	\$1,252,187
Hospital of Saint Raphael	07-30409-MDF	Extension of CON expiration date to September 30, 2008 to replace Laboratory Information System.	\$1,887,500
Hospital of Saint Raphael	07-30682-MDF	Extension of CON expiration date to 3/7/2008 for replacement of CT Scanner	\$0
Hospital of Saint Raphael	06-30818-CON	Take Heart Cardiac Rehabilitation Program Consolidation and Co-location Proposal	\$0
Hospital of Saint Raphael	06-30878-CON	Establish satellite offices for faculty practice plan Ob-Gyn providers.	\$109,227
Hospital of Saint Raphael	06-30884-DTR	Termination of 2 Project ElderCare programs in New Haven	\$0
Hospital of Saint Raphael	07-30981-DTR	Upgrade St. Raphael MRI Center's 1.5 T MRI Scanner to 3.0 T MRI Scanner	\$345,980
John Dempsey Hospital	07-30344-MD2	Extension of CON expiration date until 12/31/2009 for the acquisition of electronic Health Information Management System (eHIM).	\$1,400,848
John Dempsey Hospital	06-30754-CON	Acquisition of a Replacement Linear Accelerator	\$3,700,000
John Dempsey Hospital	07-30937-DTR	Additional day of PET-CT service on the Hospital's campus	\$0

**APPENDIX Y: HOSPITAL CON ACTIVITY**

<b>Hospital</b>	<b>Docket ID</b>	<b>Activity Approved or Modified in FY 2007</b>	<b>Cost</b>
Johnson Memorial Hospital	06-30841-CON	Establishment of an Imaging Center in Tolland through a Joint Venture with Rockville General Hospital, Manchester Memorial Hospital, and Windham Community Memorial Hospital.	\$2,615,000
Johnson Memorial Hospital	07-30939-DTR	Sale of Existing Property and Leaseback of the Same Property	\$0
Johnson Memorial Hospital	07-30950-WVR	Replacement of CT Scanner with 64-slice CT Scanner	\$1,245,600
Northeast Regional Radiation Oncology Network, Inc	07-30982-DTR	Transfer of the Johnson Surgery Center to Johnson Memorial Hospital	\$35,000
Lawrence & Memorial Hospital	06-30844-DTR	Restructuring of the Hospital's OB/GYN clinic in New London	\$0
Lawrence & Memorial Hospital	06-30847-DTR	Emergency Department Physicians Staffing Agreement	\$0
Lawrence & Memorial Hospital	07-30926-WVR	Replacement MRI Scanner	\$2,511,372
Lawrence & Memorial Hospital	07-30927-WVR	Replacement Angiography Equipment	\$1,784,346
Lawrence & Memorial Hospital	07-30967-WVR	Replacement Oncology CT Simulator	\$1,191,077
Manchester Memorial Hospital	06-30708-CON	Intensive Care Unit Replacement Project Providing New Twelve (12) ICU Rooms and Ten (10) New Step-down Rooms	\$9,574,381
Manchester Memorial Hospital	06-30841-CON	Establishment of an Imaging Center in Tolland through a Joint Venture with Johnson Memorial Hospital, Rockville General Hospital, and Windham Community Memorial Hospital.	\$2,615,000
Manchester Memorial Hospital	07-30936-EXM	School-based health clinics in East Hartford	\$0
Manchester Memorial Hospital	07-30976-EXM	Manchester Memorial Hospital (Change in Service Provider of East Hartford School-Based Health Centers.)	\$0
Middlesex Hospital	07-30924-WVR	Replacement of CT Scanner	\$726,000
MidState Medical Center		No activity.	
Milford Hospital		No activity.	

**APPENDIX Y: HOSPITAL CON ACTIVITY**

<b>Hospital</b>	<b>Docket ID</b>	<b>Activity Approved or Modified in FY 2007</b>	<b>Cost</b>
Norwalk Hospital	07-30395-MD2	Extension of CON expiration date to 11/30/08 for renovation and expansion of Sleep Center Program.	\$3,600,000
Norwalk Hospital	06-30827-CON	Additional outpatient 1.5T High field MRI	\$2,263,399
Norwalk Hospital	07-30919-WVR	Replacement of an Existing Cardiac Catheterization Laboratory Equipment	\$2,899,794
Norwalk Hospital	07-30942-WVR	Replacement CT Scanner with a 128-slice CT Scanner	\$2,697,625
Rockville General Hospital	06-30833-WVR	Conversion of Hospital's Existing Full-Time Mobile MRI Scanner to Full-Time Fixed MRI Scanner	\$1,717,269
Rockville General Hospital	06-30841-CON	Establishment of an Imaging Center in Tolland through a Joint Venture with Johnson Memorial Hospital, Manchester Memorial Hospital, and Windham Comm. Memorial Hospital	\$2,615,000
Saint Francis Hospital and Medical Center	06-30684-CON	Replace Existing Electrophysiology Lab and Acquire an Additional Electrophysiology Lab	\$6,838,912
Saint Francis Hospital and Medical Center	06-30751-MDF	Increased capital costs for replacement Angiography Equipment	\$194,285
Saint Francis Hospital and Medical Center	06-30778-CON	Acquisition of a 128-Slice CT Scanner in Place of an Existing Single-Slice CT Scanner.	\$2,566,051
Saint Francis Hospital and Medical Center	06-30797-MDF	Increase in capital cost, related to unforeseen conditions, design changes, addition of a ninth floor and changes related to Connecticut Joint Replacement Institute.	\$60,739,697
Saint Mary's Health System	06-30384-MDF	Hospital allowed to retain old Interventional Radiology Equipment until 2/1/2007 before disposal.	\$1,255,201
Saint Mary's Hospital	07-30580-MDF	Modification of CON authorizing freestanding imaging center at 1320 West Main Street, Waterbury and the acquisition of MRI Scanner; change of the designated applicant from Saint Mary's Partners, Inc. to Saint Mary's Hospital, Inc.; change of project funding from conventional loan to lease financing; and change of location from 1320 West Main Street to 475 Chase Parkway, Waterbury.	\$0
Saint Vincent's Medical Center	06-30692-CON	Closure of St. Joseph's Family Life Center	\$0
Saint Vincent's Medical Center	06-30774-CON	Acquisition of CT Simulator through Replacement of X-ray Simulator	\$990,000

**APPENDIX Y: HOSPITAL CON ACTIVITY**

<b>Hospital</b>	<b>Docket ID</b>	<b>Activity Approved or Modified in FY 2007</b>	<b>Cost</b>
Saint Vincent's Medical Center	06-30823-CON	Facilities development of ED & Ambulatory Procedures Area and Construction of an Outpatient Oncology Center and a new parking garage.	\$141,527,927
Saint Vincent's Medical Center	06-30832-CON	Acquisition of a second Interventional Laboratory	\$2,771,583
Sharon Hospital		No activity.	
Stamford Hospital, The	06-30764-CON	Termination of Four Ambulatory Clinics	\$111,805
Stamford Hospital, The	06-30828-CON	Acquisition of Cyberknife Stereotactic Radiosurgery System.	\$5,855,800
Stamford Hospital, The	07-30828-MDF	Increase in capital costs for CyberKnife Stereotactic Radiosurgery System.	\$611,200
Stamford Hospital, The	07-30912-WVR	Replacement Cardiac Catheterization Laboratory Equipment	\$910,000
Stamford Hospital, The	07-30990-DTR	Establishment of Fraction Flow Reserve Procedure.	\$0
Stamford Hospital, The	07-30374-MDF	Increase in capital cost for the establishment of Elective Angioplasty and Open Heart Surgery Program	\$2,551,211
Waterbury Hospital	06-30835-WVR	Replacement of CT Scanner	\$1,288,139
Waterbury Hospital	06-30840-DTR	Relocation of Mammography Services	\$0
William W. Backus Hospital, The	07-30757-MDF	Extension of CON expiration date to 1/2/2008 for replacement CT Scanner .	\$0
William W. Backus Hospital, The	06-30766-CON	Acquisition of the Norwich Radiology Group, P.C.'s Assets Associated with its Norwich Office, including an MRI Scanner and a CT Scanner	\$1,958,701
Windham Community Memorial Hospital	06-30841-CON	Establishment of an Imaging Center in Tolland through a Joint Venture with Johnson Memorial Hospital, Rockville General Hospital, and Manchester Memorial Hospital.	\$2,615,000
Windham Community Memorial Hospital	06-30896-WVR	Acquisition of a Replacement MRI Scanner	\$507,050
Windham Community Memorial Hospital	06-30897-WVR	Acquisition of a Replacement CT Scanner	\$1,272,171
Windham Community Memorial Hospital	07-30907-WVR	Replacement PET Scanner	\$174,080
Yale-New Haven Hospital	07-30388-MDF	Extension of CON expiration date to 7/31/2007 to replace existing Perioperative Information Tracking System (POINTS)	\$1,583,711
Yale-New Haven Hospital	06-30901-CON	Acquisition of a 64-Slice CT Scanner to be located at 3000 Dixwell Avenue, Hamden	\$1,969,502
Yale-New Haven Hospital	07-30925-WVR	Replacement Cardiac Catheterization Laboratory	\$1,547,000

**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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