

By Electronic Mail & U.S. Mail

July 29, 2022

Ms. Donna Jerry Senior Health Policy Analyst Green Mountain Care Board 144 State Street Montpelier, VT 05602 Donna.Jerry@vermont.gov

Re: Docket No. GMCB-003-22con, Relocation of UVMMC's Existing Outpatient Dermatology and Ophthalmology Practices to 350 Tilley Drive. Project Cost: \$35,426,100.

Dear Ms. Jerry:

The University of Vermont Medical Center Inc. ("UVM Medical Center") hereby responds in part to the Green Mountain Care Board's ("Board") Requests for Additional Information Q.003, dated April 12, 2022, regarding the above-referenced project.

1. The proposed year 2023 is left out of all tables. Explain whether there are expected expenses and cash flow in 2023. If so, revise and resubmit all financial tables.

<u>Response:</u> Because this project is planned to commence in 2024 (Year One) rather than 2023, we have included all project costs beginning with 2024. In addition, we have expanded the template to include five years' project data (the original template only asks for three). Otherwise, the tables would have shown one year (2023) with essentially no information and only two additional years of the project.

2. The proposed years 2024-2028 are the same values as the FY22 budget in Section A of Tables 3, 4, and 7. Revise and resubmit with projections.

Response:

<u>Table 3:</u> Please see the attached revised Table 3 (Income Statement). As the Board has requested relative to this project, we are submitting a revised Table 3 that includes growth projections for the next several fiscal years. To arrive at the base for future projections, we began with UVMMC's FY22 budget, and adjusted it by the approved 2022 mid-year budget

adjustment, and the FY23 budget request (Year One of the project is 2024). We then applied an estimate for future years cost inflation at a rate of 3.5%. This methodology was applied to all non-project-related expense categories uniformly, and to project-related expense categories that are variable. It does not apply to categories that do not change in the project pro-forma such as depreciation.

For revenue modeling, we assumed that cost inflation will determine rate changes, which will be approved as necessary to cover cost inflation. The model uniformly applied the same rate adjustment factor to all payer and other revenue categories.

While the methodology used to arrive at these projections produces a reasonable proxy for expected future growth under normal economic circumstances, the projections are inherently inexact and speculative because actual outcomes in FY24-28 depend upon factors that are unknowable at this time and/or partially or fully outside of our control. These factors include but are not limited to patient volumes, investment performance, cost inflation, payer mix, Board budget approval, payer negotiations, workforce dynamics, and Medicare and Medicaid rate increases. As a result, the projections contained in Table 3 likely will not correspond to information contained in similar tables submitted as part of future budget or other submissions, which will be based on the best information available to us at the time of those submissions.

<u>Table 7:</u> We have not submitted a revised Table 7 (Utilization). The Table 7 that UVMMC previously submitted as part of its CON application projects only the anticipated changes in utilization that will result from the proposed project, and holds other utilization constant. As the Board is aware, UVMMC currently faces significant capacity constraints that can only be lifted through new initiatives and projects, such as the proposed project. We will continue to update our utilization projections via the CON and/or budget filings that incorporate the volume projections associated with each, thereby providing the Board with our best and most current projections of volume and therefore revenue. But it would be extraordinarily burdensome and speculative to attempt to calculate and consolidate all of those projections of volumes for several years into the future in each individual CON filing.

Table 4: We will submit a revised Table 4 next week.

3. Table 3, Income Statement, reports a Lease Expense Savings of \$251,919 through 2024-2028, totaling \$1,259,595. Explain whether these savings are normally reflected in the financials or whether these amounts are being used as a cost benefit analysis. The operating loss or gain from the project would be offset by these amounts if UVMMC does not normally record these in its financials.

<u>Response:</u> Savings due to the project are typically reflected in the financial pro forma as a separate line item.

4. For FY24, the total Cash Disbursement is \$34,137,862, which is a difference of \$1,108,237 in the total project cost. Explain and identify what comprises the difference between these two amounts.

<u>Response:</u> The cash disbursement excludes capitalized interest and depreciation since those are non-cash expenses and therefore not included in cash flow.

5. Provide Tables 6 A, B and C, Revenue Source Projections by Payer.

Response: Please see the attached revised tables 6A, B, and C.

6. Table 7 for the Project Only and the Project Pro Forma worksheet on page 13 of the application indicate an increased utilization volume for physician office visits, but there is no increased volume in Other Ancillary services on the tables including Operating Room Procedures or Cases. Explain in detail why this volume is not included.

<u>Response:</u> To project volumes for a specific project, we typically focus on core services and changes to those services as a result of the project. For this project, we focused on clinic visit volume (volumes for smaller procedures performed within the clinic are included in projected volumes) and did not project changes to other ancillary services (labs, radiology, primary care, or surgery, for example) that would potentially be triggered as a result of this project. This prevents double counting of the same volumes, costs and revenues in different capital projects. For example, if a new MRI was proposed for UVM Medical Center, we would not account for growth in surgeries that may result from incremental MRI scans.

7. In Table 8 (Staffing) it states that in years 2027-2028 UVMMC is expected to hire an additional doctor but does not show any additional non-MD to support the additional doctor. Explain why this is the case.

<u>Response:</u> We added one provider in 2027-2028 based on the projected growth in visit volumes for the Ophthalmology clinic. When we evaluated the staffing model for the future clinic, however, we determined that combining two practices into one should create increased efficiencies and as a result, additional support staff would not be needed.

8. UVMMC's FY22 hospital budget submission for CON projects and the relocation of the Dermatology and Ophthalmology departments shows \$20,957,236 and the total project cost is now \$35,246,100, which is a 68% increase. Explain this variance.

<u>Response:</u> The lower projected cost in the FY22 budget assumed that the property would be leased, and that the lease would be treated as an operating expense. As explained in the applicant's Conceptual Certificate of Need and Request for Relief from Sanctions, however, the Financial Accounting Standards Board ("FASB") lease classification rules were changed approximately two years after project planning began. When the project cost was reevaluated under the new FASB rules, UVMMC determined it was most advantageous to purchase the 350 Tilley Drive building, rather than enter into a lease agreement. (Note that given the FASB change, the capital costs would exceed \$30 million whether UVM Medical Center buys or leases the building.) In addition to this change, recent inflationary pressures and the need for a higher contingency have increased the final cost of the project.

Thank you for your attention to UVM Medical Center's application. Please let us know if you have any further questions or need additional information.

Sincerely,

Kan Jy

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THE UNIVERSITY OF VERMONT MEDICAL CENTER

						35	0 Tilley Drive	- Table 3A									
							INCOME STA										
							Table 3	BA									
							WITHOUT P	OJECT									
								Proposed Yr 1		Proposed Yr 2		Proposed Yr 3		Proposed Yr 4		Proposed Yr 5	
	2020 Actual	2021 Budget	% change	2021 Projection	% change	2022 Budget	% change	2024	% change	2025	% change	2026	% change	2027	% change	2028	% change
	Actual	Dudger	/s change	riojection	/e change	Dudget	/s change		/e change		/s change		/e change		/s change		/s change
REVENUES																	
INPATIENT CARE REVENUE OUTPATIENT CARE REVENUE	961,991,066 1,199,832,825	3.266.603.970	-100.0% 172.3%	987,667,855 1,473,369,737	#DIV/0! -54.9%	1,139,480,429 1.608.905.587	15.4% 9.2%	1,242,025,073 1,753,694,954	9.0% 9.0%	1,272,736,125 1,797,057,862	2.5% 2.5%	1,308,667,387 1,847,791,517	2.8% 2.8%	1,350,286,855 1,906,556,717	3.2% 3.2%	1,389,136,453 1,961,410,958	2.9% 2.9%
OUTPATIENT CARE REVENUE OUTPATIENT CARE REVENUE - PHYSICIAN	1,199,832,825 534,405,279	3,200,003,970	-100.0%	1,473,369,737 573,834,762	-54.9% #DIV/0!	1,608,905,587 701.663.177	9.2%	1,753,694,954 764,807,570	9.0%	1,797,057,862 783,718,658	2.5%	1,847,791,517 805.844.219	2.8%	1,906,556,717 831,472,433	3.2%	1,961,410,958 855,395,030	2.9%
CHRONIC/SNE PT CARE REVENUE	22,840,995		-100.0%	18,965,090	#DIV/0!	35,633,122	87.9%	38.839.834	9.0%	39,800,211	2.5%	40,923,831	2.8%	42,225,329	3.2%	43,440,210	2.9%
SWING BEDS PT CARE REVENUE		-	#DIV/0!	-	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!		#DIV/0!		#DIV/0!
GROSS PATIENT CARE REVENUE	2,719,070,165	3,266,603,970	20.1%	3,053,837,444	-6.5%	3,485,682,315	14.1%	3,799,367,431	9.0%	3,893,312,856	2.5%	4,003,226,954	2.8%	4,130,541,334	3.2%	4,249,382,651	2.9%
DISPROPORTIONATE SHARE PAYMENTS	11.260.268	11.214.283	-0.4%	11.223.480	0.1%	11.214.283	-0.1%	12.223.484	9.0%	12.525.729	2.5%	12.879.349	2.8%	13.288.950	3.2%	13.671.292	2.9%
BAD DEBT FREE CARE	(46,435,209)	(59.260.462)	-0.4%	(44,297,609)	-25.2%	(62.334.502)	-0.1%	(67,944,137)	9.0%	(69,624,164)	2.5%	(71,589,759)	2.8%	(73.866.524)	3.2%	(75,991,765)	2.9%
DEDUCTIONS FROM REVENUE	(1.650.456.761)	(2.031.322.732)	23.1%	(1.896.942.492)		(2.118.848.558)	11.7%	(2.309.528.946)	9.0%	(2.366.635.736)	2.5%	(2.433.449.435)	2.8%	(2.510.840.277)	3.2%	(2.583.080.582)	2.9%
NET PATIENT CARE REVENUE	1,033,438,463	1,187,235,059	14.9%	1,123,820,823	-5.3%	1,315,713,538	17.1%	1,434,117,832	9.0%	1,469,578,685	2.5%	1,511,067,109	2.8%	1,559,123,484	3.2%	1,603,981,596	9.1%
FIXED PROSPECTIVE PAYMENTS AND RESERVES	166,289,772	228,421,374	37.4%	171,967,015	-24.7%	184,880,390	7.5%	201,518,230	9.0%	206,501,090	2.5%	212,330,928	2.8%	219,083,675	3.2%	225,387,012	2.9%
NET PATIENT CARE REV & FIXED PAYMENTS & RESERVE	1,199,728,235	1,415,656,433	18.0%	1,295,787,839	-8.5%	1,500,593,928	15.8%	1,635,636,063	9.0%	1,676,079,776	2.5%	1,723,398,037	2.8%	1,778,207,159	3.2%	1,829,368,608	9.1%
OTHER OPERATING REVENUE	258,366,310	186,051,743	-28.0%	281,949,621	51.5%	213,583,061	-24.2%	232,803,925	9.0%	238,560,374	2.5%	245,295,293	2.8%	253,096,404	3.2%	260,378,333	2.9%
TOTAL OPERATING REVENUE	1,458,094,545	1,601,708,176	9.8%	1,577,737,460	-1.5%	1,714,176,988	8.6%	1,868,439,988	9.0%	1,914,640,149	2.5%	1,968,693,330	2.8%	2,031,303,563	3.2%	2,089,746,941	9.1%
OPERATING EXPENSE																	
SALARIES NON MD	490.345.065	889,402,666	81.4%	523.224.792	-41.2%	551,773,862	5.5%	601.429.348	9.0%	616.300.648	2.5%	633.699.746	2.8%	653.853.260	3.2%	672.665.511	2.9%
FRINGE BENEFITS NON MD	120,434,942	-	-100.0%	129,907,527	#DIV/0!	151,565,883	16.7%	165,205,669	9.0%	169,290,643	2.5%	174,069,973	2.8%	179,605,910	3.2%	184,773,417	2.9%
PHYSICIAN FEES & SALARIES	194,141,108	-	-100.0%	190,968,928	#DIV/0!	205,922,158	7.8%	224,453,599	9.0%	230,003,572	2.5%	236,496,920	2.8%	244,018,217	3.2%	251,038,955	2.9%
FRINGE BENEFITS MD	29,930,947	· · · · · ·	-100.0%	40,860,089	#DIV/0!	40,408,673	-1.1%	44,045,148	9.0%	45,134,235	2.5%	46,408,443	2.8%	47,884,367	3.2%	49,262,066	2.9%
HEALTH CARE PROVIDER TAX DEPRECIATION AMORTIZATION	68,693,127 65,902,262	80,937,888 64,112,613	17.8% -2.7%	76,329,409 62,586,568	-5.7% -2.4%	85,942,735 70,212,839	12.6% 12.2%	93,676,933 70,212,839	9.0% 0.0%	95,993,245 70,212,839	2.5% 0.0%	98,703,279 70,212,839	2.8% 0.0%	101,842,334 70,212,839	3.2% 0.0%	104,772,477 70.212.839	2.9% 0.0%
INTEREST - LONG/SHORT TERM	17.501.651	17,109,699	-2.7%	16.343.755	-2.4%	16.569.123	12.2%	16.569.123	0.0%	16,569,123	0.0%	16.569.123	0.0%	16,569,123	0.0%	16,569,123	0.0%
OTHER OPERATING EXPENSE	475,152,716	510,102,604	7.4%	484,645,233	-5.0%	540,356,407	11.5%	588,984,407	9.0%	603,547,987	2.5%	620,587,058	2.8%	640,323,550	3.2%	658,746,533	2.9%
TOTAL OPERATING EXPENSE	1,462,101,819	1,561,665,470	6.8%	1,524,866,301	-2.4%	1,662,751,679	9.0%	1,804,577,066	8.5%	1,847,052,292	2.4%	1,896,747,380	2.7%	1,954,309,599	3.0%	2,008,040,920	8.7%
NET OPERATING INCOME (LOSS)	(4,007,273)	40,042,705	-1099.3%	52,871,159	32.0%	51,425,310	-2.7%	63,862,922	24.2%	67,587,857	5.8%	71,945,950	6.4%	76,993,964	7.0%	81,706,021	20.9%
NON-OPERATING REVENUE	(13,736,029)	13 823 608	-200.6%	74.201.402	436.8%	20.981.262	-71 7%	22.869.417	9.0%	23.434.900	2.5%	24.096.503	2.8%	24.862.842	3.2%	25,578,180	2.9%
					400.070				0.070		2.070				0.270		
EXCESS (DEFICIT) OF REVENUE OVER EXPENSE	(17,743,303)	53,866,313	-403.6%	127,072,561	135.9%	72,406,572	-43.0%	86,732,339	19.8%	91,022,757	4.9%	96,042,452	5.5%	101,856,806	6.1%	107,284,201	17.9%
Operating Margin %	-0.3%	2.5%		3.4%		3.0%		3.4%		3.5%		3.7%		3.8%		3.9%	
Bad Debt & Free Care%	1.7%	1.8%		1.5%		1.8%		1.8%		1.8%		1.8%		1.8%		1.8%	
Compensation Ratio	57.1%	57.0%		58.0%		57.1%		57.4%		57.4%		57.5%		57.6%		57.7%	
Capital Cost % of Total Expenses	5.7%	5.2%		5.2%		5.2%		4.8%		4.7%		4.6%		4.4%		4.3%	

							Tilley I	Drive									
							INCOME ST.										
							Table										
		0004		0001			PROJECT			December 1 March	-			Deserved V- 0			
	2020	2021		2021		2022		Proposed Yr 2		Proposed Yr 2	P	roposed Yr 2		Proposed Yr 2	P	roposed Yr 3	
REVENUES	Actual	Budget	% change	Projection	% change	Budget	% change	YYYY	% change	YYYY	% change	YYYY	% change	YYYY	% change	YYYY	% change
INPATIENT CARE REVENUE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
OUTPATIENT CARE REVENUE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
OUTPATIENT CARE REVENUE - PHYSICIAN			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
CHRONIC/SNF PT CARE REVENUE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
SWING BEDS PT CARE REVENUE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
GROSS PATIENT CARE REVENUE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
DISPROPORTIONATE SHARE PAYMENTS			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
BAD DEBT FREE CARE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
DEDUCTIONS FROM REVENUE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
NET PATIENT CARE REVENUE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
FIXED PROSPECTIVE PAYMENTS AND RESERVES	#VALUE!	#VALUE!	#VALUE!		#VALUE!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
NET PATIENT CARE REV & FIXED PAYMENTS & RESERVES			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Incremental Volume - Net Patient Revenue								8,102,997	#DIV/0!	8,345,882	3.0%	9,089,368	8.9%	9,745,144	7.2%	10,328,808	6.0
Reimb. Adjustment for Medicare Population 11								-4.314.016	#DIV/0!	-4.055.704	-6.0%	-4.069.576	0.3%	-4.083.711	0.3%	-4.071.713	-0.3
Adjusted: NET PATIENT CARE REV & FIXED PAYMENTS & RE	SERVES							3,788,981	#DIV/0!	4,290,177	13.2%	5,019,792	17.0%	5,661,433	12.8%	6,257,095	10.5
OTHER OPERATING REVENUE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Additional Volume: OP Pharmacy Revenue after Expenses								1,436,665		1,449,598	0.9%	1,552,308		1,641,293		1,719,305	
TOTAL OPERATING REVENUE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	5,225,647	#DIV/0!	5,739,775	9.8%	6,572,100	14.5%	7,302,726	11.1%	7,976,400	39.0
OPERATING EXPENSE			#D0 //01		#DII (10)		#DI) ((0)	00.407	#DIN ((0)	00.000	0.5%	00 505	0.5%	00.000	0.5%	400.000	10.0
SALARIES NON MD			#DIV/0!		#DIV/0!		#DIV/0!	90,107	#DIV/0!	93,260	3.5%	96,525	3.5%		3.5%	103,399	10.9
FRINGE BENEFITS NON MD PHYSICIAN FEES & SALARIES			#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!	28,564 825,553	#DIV/0! #DIV/0!	29,564 854,448	3.5% 3.5%	30,598 884,353	3.5% 3.5%		3.5% 42.6%	32,778 1.305.158	10.9 52.7
FRINGE BENEFITS MD			#DIV/0!		#DIV/0!		#DIV/0!	206.388	#DIV/0!	213.612	3.5%	221.088	3.5%		42.6%	326,290	52.7
HEALTH CARE PROVIDER TAX			#DIV/0!		#DIV/0!		#DIV/0!	239,223	#DIV/0!	213,612	3.5% 24.8%	365.040	22.3%		42.6%	512,127	52.7
DEPRECIATION AMORTIZATION			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		24.8%		0.0%		0.0%		0.0
INTEREST - LONG/SHORT TERM			#DIV/0!		#DIV/0!		#DIV/0!	2,006,366	#DIV/0!	2,006,366	#DIV/0!	2,006,366	#DIV/0!	2,006,366	#DIV/0!	2,006,366	#DIV/0!
OTHER OPERATING EXPENSE			#DIV/0!		#DIV/0!		#DIV/0!	94.610	#DIV/0!	95,730	#DIV/0! 1.2%	113.474	#DIV/0! 18.5%	129,968	#DIV/0! 14.5%	146.837	#DIV/0! 53.4
Facility Operating Expense			#DIV/0!		#DIV/0!		#DIV/0!	94,610	#DIV/0!	906.079	-8.0%	937.877	3.5%		14.5%	1,004,825	53.4 10.9
Med/Surg/Pharmaceutical Supplies			#DIV/0!		#DIV/0!		#DIV/0!	2,335,500	#DIV/0!	2,651,450	-8.0%	2,972,893	12.1%		10.2%	3,588,831	35.4
Lease Expense Savings			#DIV/0!		#DIV/0!		#DIV/0!	(251,919)	#DIV/0!	(251,919)	0.0%	(251,919)	0.0%		0.0%	(251,919)	0.0
TOTAL OPERATING EXPENSE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	6,559,350	#DIV/0!	6,897,152	5.1%	7,376,295	6.9%	8,291,695	12.4%	8,774,692	27.2
NET OPERATING INCOME (LOSS)			#DIV/0!	-	#DIV/0!		#DIV/0!	(1,333,704)	#DIV/0!	(1,157,377)	-13.2%	(804,195)	-30.5%	(988,969)	23.0%	(798,292)	-31.0
, ,								(1,000,104)		(1,101,011)		(004,130)		(000,008)		(100,202)	
NON-OPERATING REVENUE			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
EXCESS (DEFICIT) OF REVENUE OVER EXPENSE			#DIV/0!		#DIV/0!	-	#DIV/0!	(1,333,704)	#DIV/0!	(1,157,377)	-13.2%	(804,195)	-30.5%	(988,969)	23.0%	(798,292)	-31.0

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					NI.		350 Tilley Drive	- Table 3A as it is populated	outomotically								
					No	ule. This table rec	INCOME STA		automatically								
							Table 3										
							WITH PRO	JECT									
	2020	2021		2021		2022	1	Proposed Yr 2	F	Proposed Yr 2	F	Proposed Yr 2		Proposed Yr 2		Proposed Yr 3	
REVENUES	Actual	Budget	% change	Projection	% change	Budget	% change	2024	% change	2025	% change	2026	% change	2027	% change	2028	% change
INPATIENT CARE REVENUE	961.991.066		-100.0%	987.667.855	#DIV/0!	1,139,480,429	15.4%	1.242.025.073	9.0%	1.272.736.125	2.5%	1.308.667.387	2.8%	1.350.286.855	3.2%	1.389.136.453	9.1
OUTPATIENT CARE REVENUE	1,199,832,825	3,266,603,970	172.3%	1,473,369,737	-54.9%	1,608,905,587	9.2%	1,753,694,954	9.0%	1,797,057,862	2.5%	1,847,791,517	2.8%	1,906,556,717	3.2%	1,961,410,958	9.1
OUTPATIENT CARE REVENUE - PHYSICIAN	534,405,279	-	-100.0%	573,834,762	#DIV/0!	701,663,177	22.3%	764,807,570	9.0%	783,718,658	2.5%	805,844,219	2.8%	831,472,433	3.2%	855,395,030	9.1
CHRONIC/SNF PT CARE REVENUE	22,840,995	-	-100.0%	18,965,090	#DIV/0!	35,633,122	87.9%	38,839,834	9.0%	39,800,211	2.5%	40,923,831	2.8%	42,225,329	3.2%	43,440,210	9.1
SWING BEDS PT CARE REVENUE		-	#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!
GROSS PATIENT CARE REVENUE	2,719,070,165	3,266,603,970	20.1%	3,053,837,444	-6.5%	3,485,682,315	14.1%	3,799,367,431	9.0%	3,893,312,856	2.5%	4,003,226,954	2.8%	4,130,541,334	3.2%	4,249,382,651	9.1
DISPROPORTIONATE SHARE PAYMENTS	11,260,268	11.214.283	-0.4%	11,223,480	0.1%	11.214.283	-0.1%	12.223.484	9.0%	12.525.729	2.5%	12.879.349	2.8%	13.288.950	3.2%	13.671.292	9.19
BAD DEBT FREE CARE	(46,435,209)	(59,260,462)	27.6%	(44,297,609)	-25.2%	(62,334,502)	40.7%	(67,944,137)	9.0%	(69,624,164)	2.5%	(71,589,759)	2.8%	(73,866,524)	3.2%	(75,991,765)	9.19
DEDUCTIONS FROM REVENUE	(1,650,456,761)	(2,031,322,732)	23.1%	(1,896,942,492)	-6.6%	(2,118,848,558)	11.7%	(2,309,528,946)	9.0%	(2,366,635,736)	2.5%	(2,433,449,435)	2.8%	(2,510,840,277)	3.2%	(2,583,080,582)	9.19
NET PATIENT CARE REVENUE	1.033.438.463	1,187,235,059	#DIV/0! 14.9%	1.123.820.823	#DIV/0! -5.3%	1.315.713.538	#DIV/0! 17.1%	1.434.117.832	#DIV/0! 9.0%	1.469.578.685	#DIV/0! 2.5%	1.511.067.109	#DIV/0! 2.8%	1.559.123.484	#DIV/0! 3.2%	1.603.981.596	#DIV/0! 9.19
FIXED PROSPECTIVE PAYMENTS AND RESERVES	#VALUE!	#VALUE!	#VALUE!	171.967.015	#VALUE!	184.880.390	7.5%	201,518,230	9.0%	206.501.090	2.5%	212.330.928	2.8%	219.083.675	3.2%	225,387,012	9.19
NET PATIENT CARE REV & FIXED PAYMENTS & RESERVE	1,199,728,235	1,415,656,433	#VALUE! 18.0%	1,295,787,839	#VALUE! -8.5%	1,500,593,928	15.8%	1,635,636,063	9.0%	1,676,079,776	2.5%	1,723,398,037	2.8%	1,778,207,159	3.2%	1,829,368,608	9.19
Incremental Volume - Net Patient Revenue								8,102,997	#DIV/0!	8,345,882	3.0%	9,089,368	8.9%	9,745,144	7.2%	10,328,808	6.09
Reimb. Adjustment for Medicare Population 11								-4,314,016	#DIV/0!	-4,055,704	-6.0%	-4,069,576	0.3%	-4,083,711	0.3%	-4,071,713	-0.3
Adjusted: NET PATIENT CARE REV & FIXED PAYMENTS & R	ESERVES							1,639,425,044	#DIV/0!	1,680,369,953	2.5%	1,728,417,829	2.9%	1,783,868,591	3.2%	1,835,625,703	2.9
OTHER OPERATING REVENUE	258.366.310	186,051,743	-28.0%	281.949.621	51.5%	213,583,061	-24.2%	232.803.925	9.0%	238.560.374	2.5%	245,295,293	2.8%	253.096.404	3.2%	260.378.333	9.19
Additional Volume: OP Pharmacy Revenue after Expenses		,,				,		1,436,665		1,449,598		1,552,308		1,641,293		1,719,305	
TOTAL OPERATING REVENUE	1,458,094,545	1,601,708,176	9.8%	1,577,737,460	-1.5%	1,714,176,988	8.6%	1,873,665,634	9.3%	1,920,379,924	2.5%	1,975,265,430	2.9%	2,038,606,289	3.2%	2,097,723,341	9.25
OPERATING EXPENSE																	
SALARIES NON MD	490,345,065	889,402,666	81.4%	523,224,792	-41.2%	551,773,862	5.5%	601,519,454	9.0%	616,393,909	2.5%	633,796,270	2.8%	653,953,163	3.2%	672,768,911	9.19
FRINGE BENEFITS NON MD	120,434,942		-100.0%	129,907,527	#DIV/0!	151,565,883	16.7%	165,234,233	9.0%	169,320,206	2.5%	174,100,572	2.8%	179,637,579	3.2%	184,806,195	9.15
FRINGE BENEFITS MD	194,141,108	-	-100.0%	190,968,928	#DIV/0!	205,922,158	7.8%	224,659,987	9.1%	230,217,184	2.5%	236,718,009	2.8%	244,333,473	3.2%	251,365,244	9.2
PHYSICIAN FEES & SALARIES	29,930,947	· · · · · ·	-100.0%	40,860,089	#DIV/0!	40,408,673	-1.1%	44,870,702	11.0%	45,988,683	2.5%	47,292,796	2.8%	49,145,390	3.9%	50,567,224	10.0
HEALTH CARE PROVIDER TAX DEPRECIATION AMORTIZATION	68,693,127 65,902,262	80,937,888 64,112,613	17.8% -2.7%	76,329,409 62,586,568	-5.7% -2.4%	85,942,735 70,212,839	12.6% 12.2%	93,916,157 72,219,206	9.3% 2.9%	96,291,806 72,219,206	2.5% 0.0%	99,068,319 72,219,206	2.9% 0.0%	102,293,432 72,219,206	3.3% 0.0%	105,284,603 72,219,206	9.3
INTEREST - LONG/SHORT TERM	17.501.651	17,109,699	-2.7%	62,586,568	-2.4%	16.569.123	12.2%	16.569.123	2.9%	16.569.123	0.0%	16.569.123	0.0%	16.569.123	0.0%	16.569.123	0.05
OTHER OPERATING EXPENSE	475,152,716	510,102,604	-2.2%	484,645,233	-4.5%	540,356,407	1.4%	589.079.017	9.0%	603.643.717	2.5%	620.700.531	2.8%	640.453.518	3.2%	658.893.370	9.25
Facility Operating Expense	473,132,710	310,102,004	#DIV/0!	404,040,200	#DIV/0!	340,330,407	#DIV/0!	984,957	#DIV/0!	906.079	-8.0%	937.877	3.5%	970.776	3.5%	1.004.825	10.9
Med/Surg/Pharmaceutical Supplies			#DIV/0!		#DIV/0!		#DIV/0!	2,335,500	#DIV/0!	2,651,450	13.5%	2,972,893	12.1%	3,277,555	10.2%	3,588,831	35.49
Lease Expense Savings			#DIV/0!		#DIV/0!		#DIV/0!	-251,919	#DIV/0!	-251,919	0.0%	-251,919	0.0%	-251,919	0.0%	-251,919	0.0
TOTAL OPERATING EXPENSE	1,462,101,819	1,561,665,470	6.8%	1,524,866,301	-2.4%	1,662,751,679	9.0%	1,811,136,416	8.9%	1,853,949,444	2.4%	1,904,123,675	2.7%	1,962,601,294	3.1%	2,016,815,612	8.8
NET OPERATING INCOME (LOSS)	(4,007,273)	40,042,705	-1099.3%	52,871,159	32.0%	51,425,310	-2.7%	62,529,218	21.6%	66,430,480	6.2%	71,141,755	7.1%	76,004,995	6.8%	80,907,729	21.8
NON-OPERATING REVENUE	(13,736,029)	13,823,608	-200.6%	74,201,402	436.8%	20,981,262	-71.7%	22,869,417	9.0%	23,434,900	2.5%	24,096,503	2.8%	24,862,842	3.2%	25,578,180	9.15
EXCESS (DEFICIT) OF REVENUE OVER EXPENSE	(17.743.303)	53.866.313	-403.6%	127.072.561	135.9%	72.406.572	-43.0%	85.398.635	17.9%	89,865,380	5.2%	95.238.258	6.0%	100.867.837	5.9%	106.485.909	18.5
LIGE OF ANY OF REVENUE OVER EAFENDE	(17,140,000)	-30,000,313	-400.076	121,012,001	100.8%	12,400,372	-40.0%	00,000,000	17.8%	09,000,000	5.270	00,200,200	0.078	100,007,037	3.970	100,403,309	10.3
Operating Margin %	-0.3%	2.5%		3.4%		3.0%		3.3%		3.5%		3.6%		3.7%		3.9%	
Bad Debt & Free Care%	1.7%	1.8%		1.5%		1.8%		1.8%		1.8%		1.8%		1.8%		1.8%	
Compensation Ratio	57.1% 5.7%	57.0% 5.2%		58.0% 5.2%		57.1% 5.2%		57.2% 4.9%		57.3% 4.8%		57.3% 4.7%		57.4% 4.5%		57.5% 4.4%	

						350 T	illey Driv	e									
						PAYER RE	VENUE REF	PORT									
						WITHO	UT PROJECT										
	2020 Actual	2021 Budget	% change	2021 Projection	% change	2022 Budget	% change P	2024 roposed Year 1	% change P	2025 roposed Year 2	% change Pr	2026 roposed Year 3	% change F	2027 Proposed Year 4	% change P	2028 roposed Year 5	% change
Commercial																	
Hospital Physician	807.916.615 258.809.132	1,357,195,307	68.0% -100.0%	958.011.237 272,777,028	-29.4% #DIV/0!	1,025,834,000 337,221,067	7.1% 23.6%	1,118,151,322 367,568,419	9.0% 9.0%	1,145,799,399 376,657,135	2.5% 2.5%	1,178,147,045 387,290,735	2.8% 2.8%	1,215,615,583 399,607,718	3.2% 3.2%	1,250,590,504 411,104,978	2.9% 2.9%
Total Revenue	1,066,725,747	1,357,195,307	27.2%	1,230,788,265	-9.3%	1,363,055,067	10.7%	1,485,719,742	9.0%	1,522,456,534	2.5%	1,565,437,780	2.8%	1,615,223,301	3.2%	1,661,695,482	2.9%
Allowances - Hospital	-219,527,510	-436,714,915	98.9%	-290,765,317	-33.4%	-283,429,475	-2.5%	-308,935,990	9.0%	-316,574,926	2.5%	-325,512,313	2.8%	-335,864,562	3.2%	-345,527,844	2.9%
Allowances - Physicians Free Care	-111,495,294 -15,524,709	-23 305 652	-100.0% 50.1%	-120,886,689 -9 818 612	#DIV/0! -57.9%	-149,807,547 -15.046.387	23.9% 53.2%	-163,289,097 -16,400,449	9.0% 9.0%	-167,326,680 -16,805,976	2.5% 2.5%	-172,050,565 -17,280,434	2.8% 2.8%	-177,522,279 -17 830 003	3.2% 3.2%	-182,629,837 -18,342,996	
Free Care Bad Debt	-15,524,709 -23,221,147	-23,305,652	50.1% 54.8%	-9,818,612	-57.9%	-15,046,387 -27,274,649	53.2% 22.5%	-16,400,449 -29,729,162	9.0%	-16,805,976 -30,464,263	2.5%	-17,280,434 -31,324,315	2.8%	-17,830,003	3.2%	-18,342,996 -33,250,426	
Net Payer Revenue	696,957,086	861,219,930	23.6%	787,053,567	-8.6%	887,587,865	12.8%	967,365,044	9.0%	991,284,689	2.5%	1,019,270,152	2.8%	1,051,685,938	3.2%	1,081,944,379	2.9%
Fixed Prospective Payment & Reserves Total Net Paver Revenue & Fixed Prospective Payment	<u>181,765</u> 697,138,851	-673,285 860,546,645	-470.4% 23.4%	1,161,499 788,215,066	-272.5%	308,452 887,896,317	-73.4% 12.6%	<u>336,210</u> 967,701,255	9.0%	344,524 991,629,213	2.5%	354,250	2.8%	365,516 1,052,051,454	3.2%	376,033 1,082,320,412	2.9%
Reimbursement Rate - Commercial	65%	860,546,645	23.4%	788,215,066	-8.4%	887,896,317	12.6%	967,701,255 65%	9.0%	991,629,213	2.5%	1,019,624,402	2.8%	1,052,051,454	3.2%	1,082,320,412	
Payer Mix - Commercial	58%	61%		61%		59%		59%		59%		59%		59%		59%	r.
Medicaid Hospital	336 858 457	467.710.875	38.8%	359.052.495	-23.2%	429.849.610	19.7%	468 532 833	9.0%	480.118.055	2.5%	493.672.512	2.8%	509 372 749	3.2%	524.028.099	2.9%
Physician	89.352.927	407,710,875	-100.0%	101,363,673	+23.2% #DIV/0!	429,849,810	15.8%	400,532,633	9.0%	131.063.749		134,763,877	2.8%	139,049,764		143,050,415	
Total Revenue	426,211,384	467,710,875	9.7%	460,416,168	-1.6%	547,190,962	18.8%	596,434,021	9.0%	611,181,804	2.5% 2.5%	628,436,389	2.8%	648,422,513	3.2% 3.2%	667,078,514	5 <u>2.9%</u> 2.9%
Allowances - Hospital	-294,289,774	-410,529,274	39.5%	-321,193,998	-21.8%	-361,987,428	12.7%	-394,563,566	9.0%	-404,319,780	2.5%	-415,734,337	2.8%	-428,955,911	3.2%	-441,297,558	
Allowances - Physicians Free Care	-80,217,242 -183,570	0	-100.0% -100.0%	-91,639,827 -1,025,006	#DIV/0! #DIV/0!	-100.689.368 -2,902,042	9.9% 183.1%	-109,750,652 -3,163,204	9.0% 9.0%	-112,464,412 -3,241,419	2.5% 2.5%	-115.639.452 -3.332.929	2.8% 2.8%	-119,317,126 -3,438,926	3.2% 3.2%	-122,750,043 -3,537,869	
Bad Debt	-163,570	0	-100.0%	-485,846	#DIV/0!	-2,902,042 -946,718	94.9%	-1,031,916	9.0%	-1.057.432	2.5%	-3,332,929	2.8%	-1.121.863	3.2%	-3,537,669	
Graduate Medical Education Payments-Phys.	19,658,830	30,000,000	52.6%	16,705,857	-44.3%	18,920,388	13.3%	20,623,080	9.0%	21,133,019	2.5%	21,729,636	2.8%	22,420,702	3.2%	23,065,776	3 2.9%
Graduate Medical Education Payments-Hosp Net Paver Revenue	10,341,170 80,948,547	0 87.181.601	-100.0% 7.7%	13,294,143 76.071.491	#DIV/0! -12.7%	11,079,612 110,630,539	-16.7% 45.4%	12,076,694 120,624,458	9.0% 9.0%	12,375,309 123.607.090	2.5% 2.5%	12,724,683 127.096.705	2.8% 2.8%	13,129,365 131,138,753	3.2% 3.2%	13,507,115 134,911,794	5 2.9% 2.9%
Fixed Prospective Payment & Reserves	55,792,403	42,930,283	-23.1%	59.634.430	38.9%	52,597,549	-11.8%	57.330.932	9.0%	58,748,530	2.5%	60,407,090	2.8%	62.328.213	3.2%	64,121,481	2.9%
Total Net Payer Revenue & Fixed Prospective Payment	136,740,950	130,111,884	-4.8%	135,705,921	4.3%	163,228,088	20.3%	177,955,389	9.0%	182,355,620	2.5%	187,503,795	2.8%	193,466,966	3.2%	199,033,275	2.9%
Reimbursement Rate - Medicaid Payer Mix - Medicaid	32% 11%	28% 9%		29% 10%		30% 11%		30% 11%		30% 11%		30% 11%		30% 11%		30% 11%	
Medicare																	
Hospital	1,039,889,814	1,441,697,788	38.6%	1,162,938,950	-19.3%	1,328,335,528 247,100,758	14.2% 23.7%	1,447,875,706	9.0%	1,483,676,744	2.5%	1,525,563,178	2.8%	1,574,080,570	3.2%	1,619,369,018	3 2.9%
Physician Total Revenue	186,243,220 1,226,133,034	1,441,697,788	-100.0% 17.6%	199,694,061 1,362,633,011	#DIV/0! -5.5%	1,575,436,286	15.6%	269,337,963 1,717,213,669	9.0%	275,997,774 1,759,674,518	2.5%	283,789,608 1,809,352,786	2.8%	292,814,951 1,866,895,521	3.2%	301,239,637 1,920,608,655	2.9%
Allowances - Hospital	-823,951,564	-1,214,078,544	47.3%	-941.411.159	-22.5%	-1,049,792,429	11.5%	-1,144,265,829	9.0%	-1,172,559,629	2.5%	-1,205,662,757	2.8%	-1,244,006,375	3.2%	-1,279,798,138	3 2.9%
Allowances - Physicians	-150,975,376	-1,214,070,344	-100.0%	-161,045,502	#DIV/0!	-203,142,311	26.1%	-221,423,586	9.0%	-226,898,638	2.5%	-233,304,329	2.8%	-240,724,092	3.2%	-247,650,053	3 2.9%
Free Care Bad Debt	-2,494,169 -4,439,363	0	-100.0% -100.0%	-3,594,779 -7,109,285	#DIV/0! #DIV/0!	-5,854,927 -10,309,778	62.9% 45.0%	-6,381,826	9.0% 9.0%	-6,539,627 -11,515,447	2.5% 2.5%	-6,724,250 -11,840,546	2.8% 2.8%	-6,938,101	3.2% 3.2%	-7,137,720 -12,568,613	
Net Payer Revenue	244,272,561	227,619,244	-6.8%	249,472,286	#DIV/0!	306,336,842	45.0%	-11,237,580 333,904,847	9.0%	342.161.177	2.5%	351.820.904	2.8%	-12,217,110 363,009,842	3.2%	373,454,131	2.9%
Fixed Prospective Payment & Reserves	110,315,604	186,164,376	68.8%	111,171,086	-40.3%	131,974,389	18.7%	143,851,088	9.0%	147,408,036	2.5%	151,569,587	2.8%	156,389,946	3.2%	160,889,498	2.9%
Total Net Payer Revenue & Fixed Prospective Payment	354,588,166	413,783,620	16.7%	360,643,371	-12.8%	438,311,230	21.5%	477,755,935	9.0%	489,569,213	2.5%	503,390,491	2.8%	519,399,788	3.2%	534,343,629	
Reimbursement Rate - Medicare Payer Mix - Medicare	29% 30%	29% 29%		26% 28%		28% 29%		28% 29%		28% 29%		28% 29%		28% 29%		28% 29%	
Disproportionate Share Payments	11,260,268	11,214,283	-0.4%	11,223,480	0.1%	11,214,283	-0.1%	12,223,484	9.0%	12,525,729	2.5%	12,879,349	2.8%	13,288,950	3.2%	13,671,292	2.9%
Total Paver Revenue																	
Hospital	2,184,664,886	3,266,603,970	49.5%	2,480,002,682	-24.1%	2,784,019,138	12.3%	3,034,559,861	9.0%	3,109,594,198	2.5%	3,197,382,736	2.8%	3,299,068,902	3.2%	3,393,987,620	
Physician Total Revenue	534,405,279 2,719.070.165	3.266.603.970	-100.0% 20.1%	573,834,762 3.053.837,444	#DIV/0! -6.5%	701,663,177 3,485,682,315	22.3%	764,807,570 3,799,367,431	9.0%	783,718,658 3.893.312.856	2.5%	805,844,219 4.003,226,954	2.8%	831,472,433 4.130,541,334	3.2%	855,395,030 4,249,382,651	2.9%
Allowances - Hospital Allowances - Physicians	-1,337,768,848 -342,687,912	-2,061,322,732	54.1% -100.0%	-1.553,370,474 -373,572,018	-24.6% #DIV/0!	-1,695,209,332 -453,639,226	9.1% 21.4%	-1,847,765,385 -494,463,335	9.0% 9.0%	-1,893,454,334 -506,689,730	2.5% 2.5%	-1,946,909,408 -520,994,346	2.8% 2.8%	-2.008.826.847 -537.563.497	3.2% 3.2%	-2,066,623,540 -553,029,933	2.9% 2.9%
Free Care	-18,202,448	-23,305,652	28.0%	-14,438,397	-38.0%	-23,803,356	64.9%	-25,945,478	9.0%	-26,587,022	2.5%	-27,337,614	2.8%	-28,207,030	3.2%	-29,018,585	5 2.9%
Bad Debt Disproportionate Share Payments	-28,232,761	-35,954,810	27.4%	-29,859,212 11,223,480	-17.0% 0.1%	-38,531,146 11,214,283	29.0% -0.1%	-41,998,658 12,223,484	9.0% 9.0%	-43,037,142	2.5% 2.5%	-44,252,146	2.8% 2.8%	-45,659,494	3.2%	-46,973,180 13.671.292	
Disproportionate Share Payments Graduate Medical Education Payments Phys.	11,260,268 19,658,830	11,214,283 30,000,000	-0.4% 52.6%	11,223,480 16,705,857	0.1% -44.3%	11,214,283 18,920,388	-0.1% 13.3%	12,223,484 20,623,080	9.0% 9.0%	12,525,729 21,133,019	2.5%	12,879,349 21,729,636	2.8%	13,288,950 22,420,702	3.2% 3.2%	13,671,292 23,065,776	
Graduate Medical Education Payments-Hosp	10,341,170	0	-100.0%	13,294,143	#DIV/0!	11,079,612	-16.7%	12,076,694	9.0%	12,375,309	2.5%	12,724,683	2.8%	13,129,365	3.2%	13,507,115	5 2.9%
Net Payer Revenue Fixed Prospective Payment & Reserves	1,033,438,463 166,289,772	1,187,235,059 228,421,374	14.9%	1,123,820,823 171,967,015	-5.3%	1,315,713,538 184.880,390	17.1%	1,434,117,832 201,518,230	9.0%	1,469,578,685 206,501,090	2.5%	1,511,067,109 212,330,928	2.8%	1,559,123,484 219.083.675	3.2%	1,603,981,596 225,387,012	
Total Net Payer Revenue & Fixed Prospective Payment	1,199,728,235	1.415.656.433		1,295,787,839		1,500,593,928		1.635.636.063		1,676,079,776		1,723,398,037		1,778,207,159		1.829.368.608	
Reimbursement Rate - All Pavers	44%	43%		42%		43%		43%		43%		43%		43%		43%	

						350) Tilley Dri	ve									
						PAVER	REVENUE RE	PORT									
							PROJECT ONLY										
Note: We have used hospital-wide reimbursement rate for each payer in "Project Only' table.																	
No "Other" payer category. Allocated Other (self pay, workers comp etc.)	2020	2021		2021		2022		2024		2025		2026		2027		2028	
in Commercial	Actual	Budget	% change	Projection	% change	Budget	% change	Proposed Year 1	% change	Proposed Year 2	% change	Proposed Year 3	% change	Proposed Year 4	% change	Proposed Year 5	% change
Commercial + Other																	
Hospital			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Physician _ Total Revenue _			#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!	5,653,307 5,653,307	#DIV/0! #DIV/0!	<u>5,810,841</u> 5,810,841	2.8%	6,318,041 6,318,041	8.7%	<u>6,764,769</u> 6,764,769	<u>19.7%</u> 19.7%	7,161,902 7,161,902	5.
Allowances - Hospital			#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	
Allowances - Physicians			#DIV/0!		#DIV/0!		#DIV/0!	-1,971,110	#DIV/0!	-2,026,037	2.8%	-2.202.880	8.7%	-2.358.638	19.7%	-2,497,105	
Free Care							#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!				
Bad Debt							#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!				
Net Payer Revenue			#DIV/0!		#DIV/0!		#DIV/0!	3,682,196	#DIV/0!	3,784,804	9.3%	4,115,161	8.4%	4,406,130	26.4%	4,664,797	6.
Fixed Prospective Payment & Reserves Total Net Payer Revenue & Fixed Prospective Payment								3,682,196		3,784,804		4,115,161		4,406,130		4,664,797	
Reimbursement Rate - Commercial	#DIV/0!	#DIV/0!		#DIV/0!		#DIV/0!		65%		65%		4,113,101		4,400,150		65%	
Payer Mix - Commercial	#DIV/0!	#DIV/0!		#DIV/0!		#DIV/0!		97%		88%		82%		78%		75%	
Medicaid																	
Hospital			#DIV/0!		#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!		#DIV/0!	-	#DIV/0!	-	#DIV/0!
Physician			#DIV/0! _		#DIV/0!		#DIV/0!	1,793,011	#DIV/0!	1,841,488	9.2%	2,000,915	8.3%	2,141,253	26.2%	2,265,951	6.
Total Revenue -			#DIV/0!		#DIV/0!		#DIV/0!	1,793,011	#DIV/0!	1,841,488	9.2%	2,000,915	8.3%	2,141,253	26.2%	2,265,951	6.
Allowances - Hospital			#DIV/0!		#DIV/0!		#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	
Allowances - Physicians			#DIV/0!		#DIV/0!		#DIV/0!	-1,258,038	#DIV/0!	-1,292,051	9.2%	-1,403,911	8.3%	-1,502,377	26.2%	-1,589,869	6.
Free Care							#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!				
Bad Debt Graduate Medical Education Payments-Phys.			#DIV/0!		#DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0!		#DIV/0!
Graduate Medical Education Payments-Phys.			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!
Net Payer Revenue			#DIV/0!		#DIV/0!		#DIV/0!	534,972.79	#DIV/0!	549,437	9.2%	597,004	8.3%	638,876	26.2%	676,082	
Fixed Prospective Payment & Reserves																	
Total Net Payer Revenue & Fixed Prospective Payment								534,973		549,437		597,004		638,876		676,082	
Reimbursement Rate - Medicaid Payer Mix - Medicaid	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		30% 14%		30% 13%		30% 12%		30% 11%		30% 11%	
Medicare																	
Hospital			#DIV/0!		#DIV/0!		#DIV/0!	(7,157,236)	#DIV/0!	(5,927,023)	-11.9%	(5,161,089)	-13.2%	(4,489,591)	-33.7%	(3,801,559)	-15.1
Physician			#DIV/0!		#DIV/0!		#DIV/0!	5,618,186	#DIV/0!	5,768,644	9.2%	6,266,801	8.3%	6,705,232	26.1%	7,094,743	6.1
Total Revenue			#DIV/0!		#DIV/0!		#DIV/0!	(1,539,050)	#DIV/0!	(158,379)	-89.1%	1,105,713	-795.8%	2,215,641	-252.1% #DIV/0!	3,293,184	49.1 #DIV/0!
Allowances - Hospital			#DIV/0!		#DIV/0!		#DIV/0!	5,165,980	#DIV/0!	4,278,032	-11.9%	3,725,193	-13.2%	3,240,516	-33.7%	2,743,906	-15.1
Allowances - Physicians			#DIV/0!		#DIV/0!		#DIV/0!	-4,055,118	#DIV/0!	(4,163,716)	9.2%	(4,523,278)	8.3%	(4,839,731)	26.1%	(5,120,874)	
Free Care							#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	,			
Bad Debt							#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!				
Net Payer Revenue			#DIV/0!		#DIV/0!		#DIV/0!	(428,188.08)	#DIV/0!	(44,063.51)	-89.1%	307,627	-795.8%	616,426.23	-252.1%	916,215.75	49.1
Fixed Prospective Payment & Reserves								(428,188)		(44.064)		307.627		616.426		916.216	
Reimbursement Rate - Medicare	#DIV/0!	#DIV/0!		#DIV/0!		#DIV/0!		28%		28%		28%		28%		28%	
Payer Mix - Medicare	#DIV/0!	#DIV/0!		#DIV/0!		#DIV/0!		-11%		-1%		6%		11%		15%	
Disproportionate Share Payments			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Total Payer Revenue																	
Hospital			#DIV/0!		#DIV/0!		#DIV/0!	(7,157,236)	#DIV/0!	(5,927,023)	-11.9%	(5,161,089)	-13.2%	(4,489,591)	-33.7%	(3,801,559)	-15.1
Physician			#DIV/0!		#DIV/0!		#DIV/0!	13,064,504	#DIV/0!	13,420,973	9.3%	14,585,757	8.3%	15.611.254	26.2%	16.522.596	6.1
Total Revenue -			#DIV/0!		#DIV/0!		#DIV/0!	5,907,267	#DIV/0!	7,493,950	34.9%	9,424,668	25.3%	11,121,662	98.9%	12,721,037	14.7
Allowances - Hospital			#DIV/0!		#DIV/0!		#DIV/0!	5,165,980	#DIV/0!	4,278,032	-11.9%	3,725,193	-13.2%	3,240,516	-33.7%	2,743,906	-15.1
Allowances - Physicians			#DIV/0!		#DIV/0!		#DIV/0!	(7,284,266)	#DIV/0!	(7,481,805)	9.3%	(8,130,069)	8.3%	(8,700,746)	26.2%	(9,207,848)	
Free Care			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Bad Debt			#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!
Dispropertiepate Share Baymente			#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0
Disproportionate Share Payments Graduate Medical Education Payments Phys			#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0! #DIV/0!		#DIV/0 #DIV/0
Graduate Medical Education Payments-Phys.																	
Graduate Medical Education Payments-Phys. Graduate Medical Education Payments-Hosp							#DIV/01	3,788,981	#DIV/0!	4,290,177	20.4%	5.019.792	16.6%	5.661.433	57.8%	6.257.095	10
Graduate Medical Education Payments-Phys. Graduate Medical Education Payments-Hosp Net Payer Revenue			#DIV/0!		#DIV/0!		#DIV/0!	3,788,981	#DIV/0!	4,290,177	20.4%	5,019,792	16.6%	5,661,433	57.8%	6,257,095	
Graduate Medical Education Payments-Phys. Graduate Medical Education Payments-Hosp Net Payer Revenue	#DIV/0!	#DIV/0!		#DIV/0!		#DIV/0!	#DIV/0!	3,788,981 3,788,981 64%	#DIV/0!	4,290,177 4,290,177 57%	20.4%	5,019,792 5,019,792 53%	16.6%	5,661,433 5,661,433 51%	57.8%	6,257,095 6,257,095 49%	

						350 T	illey Driv	e									
							illey Driv										
				N	ote: This tab	le requires no "fi PAYER RE		s populated auto PORT	matically								
						WITH	I PROJECT										
	2020 Actual	2021 Budget	% change	2021 Projection	% change	2022 Budget	% change	2024 Proposed Year 1	% change	2025 Proposed Year 2	% change	2026 Proposed Year 3	% change	2027 Proposed Year 4	% change	2028 Proposed Year 5	% change
Commercial																	
Hospital	807,916,615	1,357,195,307	68.0%	958,011,237	-29.4%	1,025,834,000	7.1%	1,118,151,322	9.0%	1,145,799,399	2.5%	1,178,147,045	2.8%	1,215,615,583	8.7%	1,250,590,504	
Physician Total Revenue	258,809,132 1,066,725,747	1,357,195,307	-100.0%	272,777,028	#DIV/0! -9.3%	337,221,067	23.6%	373,221,726 1,491,373,048	10.7% 9.4%	382,467,977 1,528,267,375	2.5%	<u>393,608,775</u> 1,571,755,820	2.9%	406,372,486 1,621,988,069	8.9%	418,266,880 1,668,857,384	
Allowances - Hospital	-219,527,510	-436,714,915	98.9%	-290,765,317	-33.4%	-283,429,475	-2.5%	-308,935,990	9.0%	-316,574,926	2.5%	-325,512,313	2.8%	-335,864,562	8.7%	-345,527,844	
Allowances - Physicians Free Care	-111,495,294 -15,524,709	-23,305,652	-100.0% 50.1%	-120,886,689 -9,818,612	#DIV/0! -57.9%	-149,807,547 -15,046,387	23.9% 53.2%	-165,260,207 -16,400,449	10.3% 9.0%	-169,352,717 -16,805,976	2.5% 2.5%	-174,253,445 -17,280,434	2.9% 2.8%	-179,880,917 -17,830,003	8.8% 8.7%	-185,126,942 -18,342,996	
Bad Debt	-23,221,147	-35,954,810	54.8%	-22,264,080	-38.1%	-27,274,649	22.5%	-29,729,162	9.0%	-30,464,263	2.5%	-31,324,315	2.8%	-32,320,520	8.7%	-33,250,426	
Net Payer Revenue	696,957,086	861,219,930	23.6%	787,053,567	-8.6%	887,497,008	12.8%	971,047,241	9.4%	995,069,494	2.5%	1,023,385,313	2.8%	1,056,092,068	8.8%	1,086,609,176	2.9%
Fixed Prospective Payment & Reserves	181,765	-673,285	-470.4%	1,161,499	-272.5%	308,452	-73.4%	336,210	9.0%	344,524	2.5%	354,250	2.8%	365,516	8.7%	376,033	2.9%
Total Net Payer Revenue & Fixed Prospective Payment	697,138,851	860,546,645	23.4%	788,215,066	-8.4%	887,805,460 65%	12.6%	971,383,451 65%	9.4%	995,414,017	2.5%	1,023,739,563	2.8%	1,056,457,585	8.8%	1,086,985,209	0
Reimbursement Rate - Commercial Payer Mix - Commercial	65% 58%	63% 61%		64%		59%		59%		65% 59%		65% 59%		65% 59%		65% 59%	
	0070	0170		0.70		0070		0070		5576		0070		0070		0070	
Medicaid																	
Hospital	336,858,457	467,710,875	38.8%	359,052,495	-23.2%	429,849,610	19.7%	468,532,833	9.0%	480,118,055	2.5%	493,672,512	2.8%	509,372,749	8.7%	524,028,099	
Physician Total Revenue	89,352,927 426,211,384	467,710,875	-100.0% 9.7%	101,363,673 460,416,168	#DIV/0! -1.6%	117,341,351 547,190,962	15.8% 18.8%	129,694,199 598,227,032	10.5%	132,905,237 613,023,292	2.5%	136,764,791 630,437,304	2.9%	141,191,017 650,563,766	8.9%	145,316,366 669,344,465	2.9%
	420,211,004	407,710,070	0.170	400,110,100	1.070	011,100,002	10.070	000,227,002	0.070	010,020,202	2.070	000,101,001	2.070	000,000,100	0.770	000,011,100	2.070
Allowances - Hospital	-294,289,774	-410,529,274	39.5%	-321,193,998	-21.8%	-361,987,428	12.7%	-394,563,566	9.0%	-404,319,780	2.5%	-415,734,337	2.8%	-428,955,911	8.7%	-441,297,558	
Allowances - Physicians	-80,217,242	0	-100.0%	-91,639,827	#DIV/0!	-100,689,368	9.9%	-111,008,690	10.2%	-113,756,463	2.5%	-117,043,362	2.9%	-120,819,503	8.8%	-124,339,912	
Free Care Bad Debt	-183,570	0	-100.0%	-1,025,006	#DIV/0! #DIV/0!	-2,902,042	183.1% 94.9%	-3,163,204	9.0% 9.0%	-3,241,419 -1,057,432	2.5% 2.5%	-3,332,929	2.8% 2.8%	-3,438,926	8.7% 8.7%	-3,537,869	
Graduate Medical Education Payments-Phys.	-572,251 19,658,830	30,000,000	-100.0% 52.6%	-485,846 16,705,857	-44.3%	-946,718 18,920,388	94.9% 13.3%	-1,031,916 20,623,080	9.0%	21,133,019	2.5%	-1,087,285 21,729,636	2.8%	-1,121,863 22,420,702	8.7%	-1,154,141 23,065,776	
Graduate Medical Education Payments-Hosp	10,341,170	00,000,000	-100.0%	13,294,143	#DIV/0!	11,079,612	-16.7%	12,076,694	9.0%	12,375,309	2.5%	12,724,683	2.8%	13,129,365	8.7%	13,507,115	
Net Payer Revenue	80,948,547	87,181,601	7.7%	76,071,491	-12.7%	110,665,406	45.5%	121,159,430	9.5%	124,156,526	2.5%	127,693,709	2.8%	131,777,629	8.8%	135,587,876	2.9%
Fixed Prospective Payment & Reserves Total Net Payer Revenue & Fixed Prospective Payment	55,792,403 136,740,950	42,930,283 130,111,884		59,634,430 135,705,921		52,597,549 163,262,955		57,330,932 178,490,362		58,748,530 182,905,057		60,407,090 188,100,799		62,328,213 194,105,842		64,121,481 199,709,357	
Reimbursement Rate - Medicaid	32%	28%		29%		30%		30%		30%		30%		30%		30%	
Payer Mix - Medicaid	11%	9%		10%		11%		11%		11%		11%		11%		11%	
M																	
Medicare Hospital	1.039.889.814	1,441,697,788	38.6%	1,162,938,950	-19.3%	1.328.335.528	14.2%	1,440,718,470	8.5%	1,477,749,721	2.6%	1,520,402,089	2.9%	1.569.590.978	8.9%	1,615,567,458	2.9%
Physician	186.243.220	1,441,037,700	-100.0%	199.694.061	#DIV/0!	247.100.758	23.7%	274.956.149	11.3%	281.766.418	2.5%	290,056,409	2.9%	299,520,183	8.9%	308.334.381	
Total Revenue	1,226,133,034	1,441,697,788	17.6%	1,362,633,011	-5.5%	1,575,436,286	15.6%	1,715,674,618	8.9%	1,759,516,139	2.6%	1,810,458,498	2.9%	1,869,111,161	8.9%	1,923,901,839	2.9%
Allowances - Hospital	-823,951,564	-1,214,078,544	47.3%	-941,411,159	-22.5%	-1,049,792,429	11.5%	-1,139,099,849	8.5%	-1,168,281,597	2.6%	-1,201,937,564	2.9%	-1,240,765,859	8.9%	-1,277,054,232	2.9%
Allowances - Hospital Allowances - Physicians	-150.975.376	-1,214,076,544	-100.0%	-161.045.502	=22.5% #DIV/0!	-203,142,311	26.1%	-1,139,099,849 -225,478,704	6.5% 11.0%	-231,062,354	2.6%	-1,201,937,564 -237,827,607	2.9%	-245.563.823	8.9%	-252,770,927	
Free Care	-2,494,169	ő	-100.0%	-3,594,779	#DIV/0!	-5,854,927	62.9%	-6,381,826	9.0%	-6,539,627	2.5%	-6,724,250	2.8%	-6,938,101	8.7%	-7,137,720	2.9%
Bad Debt	-4,439,363	0	-100.0%	-7,109,285	#DIV/0!	-10,309,778	45.0%	-11,237,580	9.0%	-11,515,447	2.5%	-11,840,546	2.8%	-12,217,110	8.7%	-12,568,613	
Net Payer Revenue	244,272,561	227,619,244	-6.8%	249,472,286	9.6%	306,336,842	22.8%		8.9%		2.6%	352,128,530	2.9%	363,626,268	9.0%	374,370,347	3.0%
Fixed Prospective Payment & Reserves	110 045 001						22.070	333,476,659	0.9%	342,117,114	2.070		2.070		3.070		
Total Net Paver Revenue & Fixed Prospective Payment	110,315,604	186,164,376		111,171,086		131,974,389	22.076	143,851,088	0.9%	147,408,036	2.070	151,569,587	2.070	156,389,946	3.070	160,889,498	
Total Net Payer Revenue & Fixed Prospective Payment Reimbursement Rate - Medicare	354,588,166	186,164,376 413,783,620		111,171,086 360,643,371		131,974,389 438,311,230	22.076	143,851,088 477,327,747	0.9%	147,408,036 489,525,150	2.070	151,569,587 503,698,118	2.070	156,389,946 520,016,214	3.070	160,889,498 535,259,845	
Total Net Payer Revenue & Fixed Prospective Payment Reimbursement Rate - Medicare Payer Mix - Medicare		186,164,376		111,171,086		131,974,389	22.8%	143,851,088	0.9%	147,408,036	2.070	151,569,587	2.078	156,389,946	3.07	160,889,498	
Reimbursement Rate - Medicare	354,588,166 29%	186,164,376 413,783,620 29%	-0.4%	111,171,086 360,643,371 26%	0.1%	131,974,389 438,311,230 28%	-0.1%	143,851,088 477,327,747 28%	9.0%	147,408,036 489,525,150 28%	2.5%	151,569,587 503,698,118 28%	2.8%	156,389,946 520,016,214 28%	8.7%	160,889,498 535,259,845 28%	
Reimbursement Rate - Medicare Payer Mix - Medicare Disproportionate Share Payments	354,588,166 29% 30%	186,164,376 413,783,620 29% 29%	-0.4%	111,171,086 360,643,371 26% 28%	0.1%	131,974,389 438,311,230 28% 29%		143,851,088 477,327,747 28% 29%		147,408,036 489,525,150 28% 29%		151,569,587 503,698,118 28% 29%		156,389,946 520,016,214 28% 29%		160,889,498 535,259,845 28% 29%	
Reimbursement Rate - Medicare Payer Mix - Medicare Disproportionate Share Payments Total Payer Revenue	<u>354,588,166</u> 29% 30% 11,260,268	186,164,376 413,783,620 29% 29% 11,214,283		111,171,086 360,643,371 26% 28% 11,223,480		131,974,389 438,311,230 28% 29% 11,214,283	-0.1%	143,851,088 477,327,747 28% 29% 12,223,484	9.0%	147,408,036 489,525,150 28% 29% 12,525,729	2.5%	151,569,587 503,698,118 28% 29% 12,879,349	2.8%	156,389,946 520,016,214 28% 29% 13,288,950	8.7%	160,889,498 535,259,845 28% 29% 13,671,292	2.9%
Reimbursement Rate - Medicare Payer Mix - Medicare Disproportionate Share Payments Total Payer Revenue Hospital	<u>354,588,166</u> 29% 30% 11,260,268 2,184,664,886	186,164,376 413,783,620 29% 29%	49.5%	111,171,086 360,643,371 26% 28% 11,223,480 2,480,002,682	-24.1%	131,974,389 438,311,230 28% 29% 11,214,283 2,784,019,138	-0.1%	143,851,088 477,327,747 28% 29% 12,223,484 3,027,402,625	9.0%	147,408,036 489,525,150 28% 29% 12,525,729 3,103,667,175	2.5%	151,569,587 503,698,118 28% 29% 12,879,349 3,192,221,647		156,389,946 520,016,214 28% 29% 13,288,950 3,294,579,310		160,889,498 535,259,845 28% 29% 13,671,292 3,390,186,061	2.9%
Reimbursement Rate - Medicare Payer Mix - Medicare Disproportionate Share Payments Total Payer Revenue	<u>354,588,166</u> 29% 30% 11,260,268	186,164,376 413,783,620 29% 29% 11,214,283		111,171,086 360,643,371 26% 28% 11,223,480		131,974,389 438,311,230 28% 29% 11,214,283	-0.1%	143,851,088 477,327,747 28% 29% 12,223,484	9.0%	147,408,036 489,525,150 28% 29% 12,525,729	2.5%	151,569,587 503,698,118 28% 29% 12,879,349	2.8%	156,389,946 520,016,214 28% 29% 13,288,950	8.7%	160,889,498 535,259,845 28% 29% 13,671,292	2.9%
Reimbursement Rate - Medicare Payer Mix - Medicare Disproportionate Share Payments Total Payer Revenue Hospital Physician Total Revenue	354,588,166 29% 30% 11,260,268 2,184,664,886 534,405,279 2,719,070,165	186,164,376 413,783,620 29% 29% 11,214,283 3,266,603,970 0 3,266,603,970	49.5% -100.0% 20.1%	111,171,086 360,643,371 26% 28% 11,223,480 2,480,002,682 573,834,762 3,053,837,444	-24.1% #DIV/0! -6.5%	131,974,389 438,311,230 28% 29% 11,214,283 2,784,019,138 701,663,177 3,485,682,315	-0.1% 12.3% 22.3% 14.1%	143,851,088 477,327,747 28% 29% 12,223,484 3,027,402,625 777,872,074 3,805,274,699	9.0% 8.7% <u>10.9%</u> 9.2%	147,408,036 489,525,150 28% 29% 12,525,729 3,103,667,175 797,139,631 3,900,806,806	2.5% 2.5% 2.5%	151,569,587 503,698,118 28% 29% 12,879,349 3,192,221,647 820,429,975 4,012,651,522	2.8% 2.9% 2.9%	156,389,946 520,016,214 28% 29% 13,288,950 3,294,579,310 847,083,886 4,141,662,996	8.7% 8.8% 8.9%	160.889.498 535.259,845 28% 29% 13,671.292 3,390,186,061 871,917,627 4,262,103,688	2.9% 2.9% 2.9%
Reimbursement Rate - Medicare Payer Mix - Medicare Disproportionate Share Payments Total Payer Revenue Hospital Physician Total Revenue Allowances - Hospital	354,588,166 29% 30% 11,260,268 2,184,664,886 534,405,279 2,719,070,165 -1,337,768,848	186,164,376 413,783,620 29% 29% 11,214,283 3,266,603,970 -3,266,603,970 -2,061,322,732	49.5% -100.0% 20.1% 54.1%	111,171,086 360,643,371 26% 28% 11,223,480 2,480,002,682 573,834,762 3,053,837,444 -1,553,370,474	-24.1% #DIV/0! -6.5% -24.6%	131.974.389 438.311.230 28% 29% 11.214.283 701.663.177 3.485.682.315 -1.695.209.332	-0.1% 12.3% 22.3% 14.1% 9.1%	143,851,088 477,327,747 28% 29% 12,223,484 3,027,402,625 777,872,074 3,805,274,689 -1,842,599,405	9.0% 8.7% 10.9% 9.2% 8.7%	147,408,036 489,525,150 28% 29% 12,525,729 3,103,667,175 797,139,631 3,900,806,806 -1,889,176,302	2.5% 2.5% 2.5% 2.5%	151,569,587 503,698,118 28% 29% 12,879,349 3,192,221,647 820,429,975 4,012,651,622 -1,943,184,215	2.8% 2.9% 2.9% 2.9% 2.9%	156,389,946 520,016,214 28% 29% 13,288,950 3,294,579,310 847,083,886 4,141,662,996 -2,005,586,331	8.7% 8.8% 8.8% 8.8% 8.8%	160,889,498 535,259,845 28% 29% 13,671,292 3,390,186,061 871,917,627 4,262,103,688 -2,063,879,634	2.9% 2.9% 2.9% 2.9% 2.9%
Reimbursement Rate - Medicare Payer Mix - Medicare Disproportionate Share Payments Total Payer Revenue Hospital Physician Total Revenue Allowances - Hospital Allowances - Physicians	254,588,166 29% 30% 11,260,268 2,184,664,886 534,405,279 2,719,070,165 -1,337,768,848 -342,687,912	186,164,376 413,783,620 29% 29% 11,214,283 3,266,603,970 0 3,266,603,970 -2,061,322,732 0	49.5% -100.0% 20.1% 54.1% -100.0%	111,171,086 360,643,371 26% 28% 11,223,480 2,480,002,682 573,834,762 3,053,837,444 -1,553,370,474 -373,572,018	-24.1% #DIV/0! -6.5% -24.6% #DIV/0!	131.974.389 438,311,230 28% 29% 11,214,283 2,784,019,138 701,663,177 3,485,682,315 -1,695,209,332 4,55,639,226	-0.1% 12.3% 22.3% 14.1% 9.1% 21.4%	143,851,088 477,327,747 28% 29% 12,223,484 3,027,402,625 777,872,074 3,805,274,699 -1,842,599,405 -501,747,601	9.0% 8.7% 10.9% 9.2% 8.7% 10.6%	147,408,036 489,525,150 28% 29% 12,525,729 3,103,667,175 797,139,631 3,900,806,806 -1,889,176,302 -514,171,535	2.5% 2.5% 2.5% 2.5% 2.5%	151,569,587 503,698,118 28% 29% 12,879,349 3,192,221,647 820,429,975 4,012,651,622 -1,943,184,215 -529,124,415	2.8% 2.9% 2.9% 2.9% 2.9% 2.9%	156,389,946 520,016,214 28% 29% 13,288,950 3,294,579,310 847,083,886 4,141,662,996 -2,005,886,331 -546,264,243	8.7% 8.8% 8.9% 8.8% 8.8% 8.8%	160,889,498 535,259,845 28% 29% 13,671,292 3,390,186,061 871,917,627 4,262,103,879,634 -2,063,879,634 -562,237,781	2.9% 2.9% 2.9% 2.9% 2.9% 2.9%
Reimbursement Rate - Medicare Payer Mix - Medicare Disproportionate Share Payments Total Payer Revenue Hospital Physician Total Revenue Allowances - Hospital	354,588,166 29% 30% 11,260,268 2,184,664,886 534,405,279 2,719,070,165 -1,337,768,848	186,164,376 413,783,620 29% 29% 11,214,283 3,266,603,970 -3,266,603,970 -2,061,322,732	49.5% -100.0% 20.1% 54.1%	111,171,086 360,643,371 26% 28% 11,223,480 2,480,002,682 573,834,762 3,053,837,444 -1,553,370,474	-24.1% #DIV/0! -6.5% -24.6%	131.974.389 438.311.230 28% 29% 11.214.283 701.663.177 3.485.682.315 -1.695.209.332	-0.1% 12.3% 22.3% 14.1% 9.1%	143,851,088 477,327,747 28% 29% 12,223,484 3,027,402,625 777,872,074 3,805,274,689 -1,842,599,405	9.0% 8.7% 10.9% 9.2% 8.7%	147,408,036 489,525,150 28% 29% 12,525,729 3,103,667,175 797,139,631 3,900,806,806 -1,889,176,302	2.5% 2.5% 2.5% 2.5%	151,569,587 503,698,118 28% 29% 12,879,349 3,192,221,647 820,429,975 4,012,651,622 -1,943,184,215	2.8% 2.9% 2.9% 2.9% 2.9%	156,389,946 520,016,214 28% 29% 13,288,950 3,294,579,310 847,083,886 4,141,662,996 -2,005,586,331	8.7% 8.8% 8.8% 8.8% 8.8%	160,889,498 535,259,845 28% 29% 13,671,292 3,390,186,061 871,917,627 4,262,103,688 -2,063,879,634	2.9% 2.9% 2.9% 2.9% 2.9% 2.9% 2.9%
Reimbursement Rate - Medicare Payer Mix - Medicare Disproportionate Share Payments Total Payer Revenue Hospital Physician Todar Revenue Allowances - Hospital Allowances - Hospital Allowances - Physicians Free Care Bad Debt Disproportionate Share Payments	2354,588,166 29% 30% 11,260,268 2,184,664,886 534,405,279 2,719,070,165 -1,337,768,848 -342,687,912 -18,202,448 -28,232,761 11,260,268	186,164,376 413,783,620 29% 29% 11,214,283 3,266,603,970 0 3,266,603,970 -2,061,322,732 -2,061,322,732 -2,305,652 -35,954,810 11,214,283	49.5% -100.0% 20.1% 54.1% -100.0% 28.0% 27.4% -0.4%	111.171.086 360.643,371 26% 28% 11,223,480 2.480,002.682 573,834,762 3.053,837,444 -1.553,370,474 -373,572,018 -14,438,397 -29,859,212 11,223,480	-24.1% #DIV/0! -6.5% -24.6% #DIV/0! -38.0% -17.0% 0.1%	131.974.389 438.311.230 28% 29% 11.214.283 2.784.019.138 701.663.77 3.485.682.315 -1.695.209.332 453.639.226 -23.80.356 -38.531.146 11.214.283	-0.1% 12.3% 22.3% 14.1% 9.1% 21.4% 64.9% 29.0% -0.1%	143,851,088 477,327,747 28% 29% 12,223,484 3,027,402,625 777,872,074 3,805,274,699 -1,842,599,405 -501,747,601 -25,945,478 -41,998,658 12,223,484	9.0% 8.7% 9.2% 8.7% 10.6% 9.0% 9.0%	147,408,036 489,525,150 28% 28% 28% 12,525,729 3,103,667,175 797,139,631 3,900,806,806 -1,889,176,302 -514,171,535 -26,587,022 -43,037,142 12,525,729	2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 2.5%	151,569,567 503,669,118 28% 28% 28% 12,879,349 3,192,221,647 820,429,975 4,012,651,622 4,012,651,622 4,012,651,622 4,012,651,622 4,012,651,622 4,012,651,622 4,012,623,644 4,012,679,349	2.8% 2.9% 2.9% 2.9% 2.9% 2.8% 2.8% 2.8%	155.389,946 520,016,214 22% 22% 13,288,950 3,294,579,310 847,083,686 4,141,662,996 4,141,662,996 -2,005,586,31 -546,264,243 -262,07,030 -45,659,444 13,288,950	8.7% 8.8% 8.9% 8.8% 8.8% 8.9% 8.7% 8.7% 8.7%	160,883,488 535,259,845 28% 29% 13,671,292 3,390,186,061 871,917,627 4,262,103,688 4,262,37,781 -29,018,585 -46,973,180 13,877,180	2.9% 2.9% 2.9% 2.9% 2.9% 2.9% 2.9% 2.9%
Reimbursement Rate - Medicare Payer Mix - Medicare Disproportionate Share Payments Total Payer Revenue Hospital Physician Total Revenue Allowances - Hospital Allowances - Physicians Free Care Bad Debt Disproportionate Share Payments Graduate Medical Education Payments-Phys.	254,588,166 29% 30% 11,260,268 2,184,654,886 534,405,279 2,719,070,165 -1,337,768,848 -342,627,912 -18,202,448 1-28,232,761 11,260,268 19,658,830	186,164,376 413,783,620 29% 29% 11,214,283 3,266,603,970 0 3,266,603,970 0 -3,266,603,970 0 -3,266,603,970 0 -3,266,603,970 0 -2,061,322,722 -2,5,954,810 11,214,283 3,000,000	49.5% -100.0% 20.1% 54.1% -100.0% 28.0% 27.4% -0.4% 52.6%	111.171.08 360,643,371 26% 28% 11,223,480 2,480,002,682 573,834,762 3,053,837,444 -1,553,370,474 -373,572,018 -14,438,397 -29,859,212 11,223,480 16,705,857	-24.1% #DIV/0! -6.5% -24.6% #DIV/0! -38.0% -17.0% 0.1% -44.3%	131.974.389 438.311.230 28% 29% 11.214.283 701.683.177 3.485.682.315 -1.695.209.332 -455.639.226 -3.85.31.146 11.214.283 18.920.388	-0.1% 12.3% 22.3% 14.1% 9.1% 64.9% 29.0% -0.1% 13.3%	143,851,088 477,327,747 28% 29% 12,223,484 3,027,402,625 777,872,074 3,805,274,699 -1,842,599,405 -501,747,7601 -25,945,678 41,998,658 12,223,484 20,623,080	9.0% 8.7% 10.9% 9.2% 8.7% 10.6% 9.0% 9.0% 9.0% 9.0%	147,408,036 489,525,150 28% 29% 12,525,729 3,103,667,175 797,139,631 3,900,806,866 -1,889,176,302 -514,171,535 -26,587,022 -43,037,142 12,525,729 21,133,019	2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 2.5%	151,569,587 503,688,118 28% 29% 12,879,349 3,192,221,647 820,429,975 4,012,651,622 -1,943,184,215 -529,124,415 -529,124,415 -529,124,415 -27,337,614 -42,252,146 12,879,349 21,729,636	2.8% 2.9% 2.9% 2.9% 2.9% 2.8% 2.8% 2.8% 2.8%	156.389.946 520.016.214 28% 29% 13.288.950 3.294.579.310 847.083.868 4.141.682.986 4.141.682.986 4.141.682.986 3.265.863.331 -546.2654.243 -28.027.030 24.202.702	8.7% 8.8% 8.9% 8.9% 8.9% 8.7% 8.7% 8.7% 8.7% 8.7%	160,883,489 535,259,845 28% 28% 13,671,282 3,390,186,061 871,977,627 4,262,103,688 -2,063,879,634 -562,237,781 -562,237,282 -562,257,257,257,257,257 -562,257,257,257,257,25	2.9% 2.9% 2.9% 2.9% 2.9% 2.9% 2.9% 2.9%
Reimburssment Rate - Medicare Payer Mix - Medicare Disproportionate Share Payments Total Payer Revenue Hospital Physician Total Revenue Allowances - Hospital Allowances - Hospital Allowances - Physicians Free Care Bad Debt Disproprionate Share Payments Graduate Medical Education Payments-Phys. Graduate Medical Education Payments-Phys.	2354,588,166 29% 30% 11,260,268 2,184,664,886 534,405,279 2,719,070,165 -1,337,768,848 -342,687,912 -16,202,448 -28,232,761 11,260,268 19,658,830 10,341,170	186,164,376 413,783,620 29% 29% 11,214,283 3,266,603,970 -3,266,603,970 -2,061,322,732 -2,061,322,732 0,-23,305,652 -35,954,810 11,214,283 30,000,000	49.5% -100.0% 20.1% 54.1% -100.0% 28.0% 27.4% -0.4% 52.6% -100.0%	111.171.08 360.643.371 26% 28% 11.223.480 2.480.002.682 573.834.762 3.053.837.444 -1.553.370.474 -373.572.018 -14.438.397 -29.859.212 11.223.480 16.705.857 -13.294.143	-24.1% #DIV/0! -6.5% #DIV/0! -38.0% -17.0% 0.1% -44.3% #DIV/0!	131.974.389 438.311.230 28% 29% 11.214.283 2.784.019.138 701.663.177 3.485.682.315 -1.695.209.332 4.55.639.226 -23.803.356 -38.531.146 11.214.283 16.920.338 11.920.338 11.920.338	-0.1% 12.3% 22.3% 14.1% 9.1% 21.4% 64.9% 29.0% -0.1% 13.3%	143,851,088 477,327,747 28%, 29% 12,223,484 3,027,402,625 777,472,074 3,805,274,639 -1,842,599,405 -501,747,601 -25,945,478 41,998,653 12,223,484 20,623,080 12,076,694	9.0% 8.7% 10.9% 9.2% 9.2% 9.0% 9.0% 9.0% 9.0% 9.0%	147.408.036 489.525.150 28% 29% 12,525,729 3,103,667,175 797,139,631 3,800,206,806 -1,889,176,302 -514,171,535 -26,587,022 -43,037,142 -25,587,022 -1,255,729 21,133,019 12,375,309	2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 2.5%	161.569.867 503.698.118 28% 29% 12,879,349 3.192,221,647 820,429.975 4.012,651,622 -1,943,184,215 -522,124,415 -27,337,614 -4,4252,146 12,879,349 21,729,536 12,724,683	2.8% 2.9% 2.9% 2.9% 2.9% 2.8% 2.8% 2.8% 2.8% 2.8% 2.8%	165.389,946 520,016,214 28% 29% 13,288,950 3,294,579,310 847,083,868 -2,005,586,331 -546,264,243 -28,077,030 -46,569,494 13,288,950 22,420,702 13,129,365	8.7% 8.8% 8.9% 8.8% 8.9% 8.7% 8.7% 8.7% 8.7% 8.7% 8.7%	160.888.489 535.259.845 28% 29% 13,671.292 3,390,186,061 871.917.627 4,252,103,688 -2,063,879,634 -662,237,781 -29,016,585 -46,973,180 13,877,182 23,065,716	2.9% 2.9% 2.9% 2.9% 2.9% 2.9% 2.9% 2.9%
Reimbursement Rate - Medicare Payer Mix - Medicare Disproportionate Share Payments Total Payer Revenue Hospital Physician Total Revenue Allowances - Hospital Allowances - Physicians Free Care Bad Debt Disproportionate Share Payments Graduate Medical Education Payments-Phys. Graduate Medical Education Payments-Hosp Net Payer Revenue	254,588,166 29% 30% 11,260,268 2,184,664,886 534,405,279 2,719,070,165 -1,337,768,848 -342,687,912 -18,202,448 19,656,830 10,341,170 ,133,48,463	186,164,376 413,783,620 29% 29% 11,214,283 3,266,603,970 0 3,266,603,970 -2,061,322,732 -2,061,322,732 -3,595,4810 11,214,283 3,000,000 0 0,1187,235,059	49.5% -100.0% 20.1% 54.1% -100.0% 28.0% 27.4% -0.4% 52.6%	111,171,08 360,643,371 26% 28% 11,223,480 2,480,002,682 573,834,762 3,053,837,444 3,053,837,444 3,053,837,444 3,053,837,444 3,053,837,444 3,055,257 11,223,480 16,705,857 13,224,143 1,123,820,823	-24.1% #DIV/0! -6.5% -24.6% #DIV/0! -38.0% -17.0% 0.1% -44.3%	131.974.389 438.311.230 28% 29% 11.214.283 2,784.019,138 701.663.177 3,485.682.315 -1.665.209.332 -4.55.639.263 -38.531.146 11.214.283 16.920.388 11.079.612 1.315.713.538	-0.1% 12.3% 22.3% 14.1% 9.1% 64.9% 29.0% -0.1% 13.3%	143,851,088 477,327,747 28% 29% 12,223,484 3,027,402,625 777,872,074 3,805,274,699 -18,442,509,405 -501,747,601 -551,747,601 -41,396,658 12,223,484 20,623,080 12,076,684	9.0% 8.7% 10.9% 9.2% 8.7% 10.6% 9.0% 9.0% 9.0% 9.0%	147.408.036 469.525.150 28% 29% 12,525.729 3,103.667.175 797.139.631 3,900.806.806 -1.889,176.502 -514.171.535 -26.567.025 -43.037.142 12,525.729 21,133.019 12,375.309 14,473.688.683	2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 2.5%	151,569,587 503,698,118 28% 29% 12,879,349 3,192,221,647 820,429,975 4,012,651,622 -27,337,614 -42,522,146 12,879,349 21,729,636 12,724,683 1,515,066,501	2.8% 2.9% 2.9% 2.9% 2.9% 2.8% 2.8% 2.8% 2.8%	156.389.946 520.016.214 28% 29% 13.288.950 3.294.579.310 847.033.868 4.141.682.996 4.141.682.996 2.2005.568.331 -546.264.243 -265.654.94 13.288.950 2.2.420.702 13.129.365 1.564.784.916	8.7% 8.8% 8.9% 8.9% 8.9% 8.7% 8.7% 8.7% 8.7% 8.7%	160,883,489 535,259,845 28% 29% 13,671,292 3,390,186,061 871,917,627 4,262,103,688 4,662,233,781 -2003,879,634 -562,233,781 -2003,879,634 -562,233,781 -3,677,180 14,677,180 14,	2.9% 2.9% 2.9% 2.9% 2.9% 2.9% 2.9% 2.9%
Reimburssment Rate - Medicare Payer Mix - Medicare Disproportionate Share Payments Total Payer Revenue Hospital Physician Total Revenue Allowances - Hospital Allowances - Hospital Allowances - Physicians Free Care Bad Debt Disproprionate Share Payments Graduate Medical Education Payments-Phys. Graduate Medical Education Payments-Phys.	2354,588,166 29% 30% 11,260,268 2,184,664,886 534,405,279 2,719,070,165 -1,337,768,848 -342,687,912 -16,202,448 -28,232,761 11,260,268 19,658,830 10,341,170	186,164,376 413,783,620 29% 29% 11,214,283 3,266,603,970 -3,266,603,970 -2,061,322,732 -2,061,322,732 0,-23,305,652 -35,954,810 11,214,283 30,000,000	49.5% -100.0% 20.1% 54.1% -100.0% 28.0% 27.4% -0.4% 52.6% -100.0%	111.171.08 360.643.371 26% 28% 11.223.480 2.480.002.682 573.834.762 3.053.837.444 -1.553.370.474 -373.572.018 -14.438.397 -29.859.212 11.223.480 16.705.857 -13.294.143	-24.1% #DIV/0! -6.5% #DIV/0! -38.0% -17.0% 0.1% -44.3% #DIV/0!	131.974.389 438.311.230 28% 29% 11.214.283 2.784.019.138 701.663.177 3.485.682.315 -1.695.209.332 4.55.639.226 -23.803.356 -38.531.146 11.214.283 16.920.338 11.920.338 11.920.338	-0.1% 12.3% 22.3% 14.1% 9.1% 21.4% 64.9% 29.0% -0.1% 13.3%	143,851,088 477,327,747 28%, 29% 12,223,484 3,027,402,625 777,472,074 3,805,274,639 -1,842,599,405 -501,747,601 -25,945,478 41,998,653 12,223,484 20,623,080 12,076,694	9.0% 8.7% 10.9% 9.2% 9.2% 9.0% 9.0% 9.0% 9.0% 9.0%	147.408.036 489.525.150 28% 29% 12,525,729 3,103,667,175 797,139,631 3,800,206,806 -1,889,176,302 -514,171,535 -26,587,022 -43,037,142 -25,587,022 -1,255,729 21,133,019 12,375,309	2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 2.5%	161,569,867 503,698,118 28% 29% 12,879,349 3,192,221,647 820,429,975 4,012,651,622 -1,943,184,215 -522,327,614 -42,52,146 12,879,349 21,729,536 12,724,683	2.8% 2.9% 2.9% 2.9% 2.9% 2.8% 2.8% 2.8% 2.8% 2.8% 2.8%	165.389,946 520,016,214 28% 29% 13,288,950 3,294,579,310 847,083,868 -2,005,586,331 -546,264,243 -28,077,030 -46,569,494 13,288,950 22,420,702 13,129,365	8.7% 8.8% 8.9% 8.8% 8.9% 8.7% 8.7% 8.7% 8.7% 8.7% 8.7%	160.888.489 535.259.845 28% 29% 13,671.292 3,390,186,061 871.917.627 4,252,103,688 -2,063,879,634 -662,237,781 -29,016,585 -46,973,180 13,677,182 23,065,7716	2.9% 2.9% 2.9% 2.9% 2.9% 2.9% 2.9% 2.9%
Reimbursement Rate - Medicare Payer Mix - Medicare Disproportionate Share Payments Total Payer Revenue Hospital Physician Total Revenue Allowances - Hospital Allowances - Hospital Allowances - Physicians Free Care Bad Debt Disproportionate Share Payments Graduate Medical Education Payments-Phys. Graduate Medical Education Payments-Phys. Fixed Prospective Payment & Reserves	254,588,166 29% 30% 11,260,268 2,184,664,886 534,405,279 2,719,070,165 -1,337,768,848 -342,627,912 -18,202,448 -28,232,761 11,260,288 19,656,850 10,341,170 -1,033,438,463	186,164,376 413,783,620 29% 29% 11,214,283 3,266,603,970 -3,266,603,970 -2,061,322,732 0,-23,305,652 -35,954,810 11,214,283 30,000,000 118,72,35,059 228,421,374	49.5% -100.0% 20.1% 54.1% -100.0% 28.0% 27.4% -0.4% 52.6% -100.0%	111.171.08 360.643.371 26% 28% 11.223.480 2.480.002.682 573.834.762 3.053.837.444 -1.553.370.474 -373.572.018 -14.438.397 -29.859.212 11.223.480 16.705.857 -13.294.143 1.123.480.082 17.1967.015	-24.1% #DIV/0! -6.5% #DIV/0! -38.0% -17.0% 0.1% -44.3% #DIV/0!	131.974.389 438.311.230 28% 29% 11.214,283 2.784.019,136 701.683.177 3.485.652.315 -1.695.209.332 -4.55.639.226 -23.803.356 -36.531.146 11.214.283 16.920.388 11.079.612 1.315.713.538 1184.880.390	-0.1% 12.3% 22.3% 14.1% 9.1% 21.4% 64.9% 29.0% -0.1% 13.3%	143,851,088 477,327,747 28%, 29%, 12,223,484 3,027,402,625 777,872,074 3,805,274,699 -1,842,599,405 -501,747,601 -25,945,478 41,998,658 12,223,484 20,623,080 12,076,694 14,337,906,814 201,518,230	9.0% 8.7% 10.9% 9.2% 9.2% 9.0% 9.0% 9.0% 9.0% 9.0%	147.408.036 489.525.150 28% 29% 12,525,729 3,103,667,175 797,139,631 3,900,206,806 -1,889,176,302 -544,171,535 -26,587,022 -43,037,142 12,525,729 21,133,019 12,375,309 +173,868,863 206,501,090	2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 2.5%	161,569,867 503,698,118 28% 29% 12,879,349 3,192,221,647 8,20,429,975 4,012,651,622 -1,943,184,215 -22,337,614 -4,42,52,146 12,879,349 21,729,638 12,724,683 1,516,068,501 212,333,928	2.8% 2.9% 2.9% 2.9% 2.9% 2.8% 2.8% 2.8% 2.8% 2.8% 2.8%	165.389.946 520.016.214 28% 29% 13.288.950 3.294.579.310 847.03.868 -4.147.03.868 -4.147.03.868 -2.2005.586.331 -546.264.243 -2.207.030 -4.5659.494 13.288.950 2.2.420.702 13.129.365 1.664.784.916 -219.033.675	8.7% 8.8% 8.9% 8.8% 8.9% 8.7% 8.7% 8.7% 8.7% 8.7% 8.7%	160.888.489 535.258.845 28% 29% 13,671.292 3,390,186,061 871.917.627 4,252(103,688 -2,063,879,634 -66,273,781 -29,016,585 -46,973,180 13,677,180 14,677,18	2.9% 2.9% 2.9% 2.9% 2.9% 2.9% 2.9% 2.9%