PLEASE PROVIDE ASSUMPTIONS

Copley Hospital

Waterbury Medical Office Building

	Proposed Yr 1 2023	Proposed Yr 2 2024	Proposed Yr 3 2025
TABLE 1 - Project Costs Using up to date projections from all vendors		7,625,047	
TABLE 2 - Debt Financing Arrangement, Sources & Uses Expectations are to finance over 30 years	s of Funds	5,569,500	
TABLE 3 - Income Statement Additional revenue due to move efficient throughput for diagnostic imaging, one additional tech required		909,483 (72,648)	941,316 (74,828)
TABLE 4 - Balance Sheet Selling a portion of the land to WASI removes it from our balance sheet, net capital increase		7,335,047	
TABLE 5 - Cash Flow Cash flow improves after construction by increase in vo diagnostic imaging	olume of	(1,308,926)	(851,745)
TABLE 6 - Payer Revenue Projections Addition revenue generated by diagnostic imaging is expected to span across all payers in proportion to all other revenue		909,483	941,316
TABLE 7 - Utilization Projections Only a modest increase in utilization expected in diagnostic imaging		3,504	3,504
TABLE 8 - Staffing Projections One additional diagnostic imaging technician		1	1
TABLE 9 - Statistics			

TABLE 9 - Statistics
No additional assumptions

Notes to General Assumptions: None

PLEASE PROVIDE ASSUMPTIONS

Copley Hospital

Waterbury Medical Office Building

	Proposed Yr 1 2023	Proposed Yr 2 2024	Proposed Yr 3 2025
TABLE 6 - Payer Revenue Projections			
Commercial			
Hospital	_	667,347	690,705
Physician	-	-	-
Total Revenue	-	667,347	690,705
Allowances - Hospital	-	(196,400)	(203,274)
Allowances - Physicians	-	-	-
Free Care	-	(7,713)	(7,982)
Bad Debt	-	(23,540)	(24,364)
Net Payer Revenue	-	439,695	455,085
Medicaid			
Hospital	-	195,190	202,022
Physician	-	-	-
Total Revenue	-	195,190	202,022
Allowances - Hospital	-	(57,444)	(59,455)
Allowances - Physicians	-	-	-
Free Care	-	(376)	(389)
Bad Debt	-	(1,148)	(1,189)
Net Payer Revenue	-	136,221	140,989
Medicare			
Hospital	-	483,449	500,370
Physician	-	-	-
Total Revenue	-	483,449	500,370
Allowances - Hospital	-	(142,279)	(147,258)
Allowances - Physicians	-	-	-
Free Care	-	(1,876)	(1,942)
Bad Debt	-	(5,727)	(5,927)
Net Payer Revenue	-	333,567	345,242
Disproportionate Share Payments	-	-	-
Total Payer Revenue			
Hospital	-	1,345,986	1,393,096
Physician	-	-	-
Total Revenue	-	1,345,986	1,393,096
Allowances - Hospital	-	(396,123)	(409,987)
Allowances - Physicians	-	-	-
Free Care	-	(9,965)	(10,314)
Bad Debt	-	(30,415)	(31,479)
Disproportionate Share Payments	-	-	-
Net Payer Revenue	-	909,483	941,316

Notes to Payer Assumptions:

Addition revenue generated by diagnostic imaging is expected to span across all payers in proportion to all other revenue

PLEASE PROVIDE ASSUMPTIONS

Copley Hospital

Waterbury Medical Office Building

TABLE 7. Halling them Businessians	Proposed Yr 1 2023	Proposed Yr 2 2024	Proposed Yr 3 2025
TABLE 7 - Utilization Projections			
Inpatient Utilization			
Acute Beds (Staffed)	-	-	-
Acute Admissions	-	-	-
Acute Patient Days	-	-	-
Acute Average Length Of Stay	-	-	-
Outpatient Visits			
All Outpatient Visits Operating Room Procedure	-	-	-
Operating Room Cases	<u>-</u>	-	<u>-</u>
Physician Office Visits	-	-	-
Ancillary			
All Operating Room Procedure	-	-	-
Emergency Room Visits	-	-	-
Cat Scan Procedures	-	-	-
Magnetic Resonance Image Exams Nuclear Medicine Procedures	-	-	-
Radiology - Diagnostic Procedures	- -	3,504	3,504
Laboratory Tests	-	-	-
Adjusted Statistics			
Adjusted Admissions	-	-	-
Adjusted Days	-	-	-
Notes to Utilization Assumptions:			
Only a modest increase in utilization expected in			
diagnostic imaging			
TABLE 8 - Staffing Projections			
PHYSICIAN FTEs	-	-	-
TRAVELERS	-	-	-
Residents & Fellows	_	_	_
MLPs	-	-	-
Non-MD FTEs	-	1	1
TOTAL NON-MD FTEs	-	1	1
Notes to Utilization Assumptions:			

Notes to Utilization Assumptions:

One additional diagnostic imaging technician

Waterbury Medical Office Building

PROJECT COSTS

		Table 1					
Line Item	(Original Approved CON Budget	Re	evised CON Budget		Variance pressed in dollars	Variance expressed a percent of increase over original approved budget
Construction Costs							
New Construction	\$	2,304,498	\$	4,005,281	\$	1,700,783	74%
2. Renovation		-	\$	-		-	0%
3. Site Work		906,951	\$	1,014,106		107,155	12%
Fixed Equipment		-	\$	-		-	0%
Design/Bidding Contingency		10,200	\$	10,200		-	0%
Construction Contingency		353,848	\$	198,947		(154,901)	
Construction Manager Fee		194,616	\$	240,263		45,647	23%
8. Other (please specify)		-	\$	-		-	0%
	ototal <u></u>	3,770,113	\$	5,468,797	\$	1,698,684	45%
Related Project Costs							
Major Moveable Equipment	\$,	\$	484,970	\$	(191,070)	-28%
Furnishings, Fixtures & Other Equip		176,934	\$	219,628		42,694	24%
Architectural/Engineering Fees		554,680	\$	383,500		(171,180)	
Land Acquisition		540,000	\$	563,000		23,000	4%
Purchase of Buildings		-	\$	-		-	0%
6. Administrative Expenses & Permits		87,800	\$	285,785		197,985	225%
7. Debt Financing Expenses (see below	w)	98,180	\$	219,367		121,187	123%
Debt Service Reserve Fund		-	\$	-		-	0%
9. Working Capital		-	\$	_		-	0%
10. Other (please specify)		-	\$	_		-	0%
11. Other (please specify)		-	\$	-		-	0%
12. Other (please specify)		-	\$	-		-	0%
Sub	total \$	2,133,634	\$	2,156,250	\$	22,616	1%
Total Project Costs	\$	5,903,747	\$	7,625,047	\$	1,721,300	29%
Debt Financing Expenses							
Capital Interest	\$	98,180	\$	194,367	\$	96,187	98%
Bond Discount or Placement Fee	Ψ	, 50,100	\$	10-4,007	Ψ	55, 167	0%
		-		- 25 000		- 25 000	
3. Miscellaneous (i.e. issuance costs)		-	\$	25,000		25,000	0%
4. Other	-	-	Ļ	-	Ļ	-	0%
	ototal <u>\$</u>	98,180	\$	219,367	\$	121,187	123%
Less Interest Earnings on Funds	_						
Debt Service Reserve Funds	\$	-	\$	-	\$	-	0%
Capitalized Interest Account		-		-		-	0%
3. Construction Fund		-		-		-	0%
4. Other		-		-		-	0%
	total \$	-	\$		\$	=	\$ -
Total Debt Financing Expenses	\$	98,180	\$	219,367	\$	121,187	123%

Waterbury Medical Office Building

DEBT FINANCING ARRANGEMENT, SOURCES & USES OF FUNDS

Table 2

Sources of Funds						
	Cin an ain a In atm manut	LICDAL				
1.	Financing Instrument	USDA Loan				
	a. Interest Rate	3.75%	т	40/4/0050		
	b. Loan Period	10/1/2024	To:	10/1/2059	•	5 405 047
	c. Amount Financed				\$	5,435,047
	Equity Contribution					-
3.	Other Sources					
	a. Working Capital					-
	b. Fundraising					900,000
	c. Grants					1,000,000
	d. Other (WASI Sale)					290,000
Total Required Funds					\$	7,625,047
Uses of Funds - Proje	,					
	New Construction				\$	4,005,281
2.	Renovation					-
3.	Site Work					1,014,106
4.	Fixed Equipment					-
5.	Design/Bidding Continge	ncy				10,200
6.	Construction Contingend	у				198,947
7.	Construction Manager Fo	ee				240,263
8.	Major Moveable Equipme	ent				484,970
9.	Furnishings, Fixtures & 0	Other Equip.				219,628
10.	Architectural/Engineering	g Fees				383,500
11.	Land Acquisition					563,000
12.	Purchase of Buildings					-
13.	Administrative Expenses	& Permits				285,785
14.	Debt Financing Expense	S				219,367
15.	Debt Service Reserve Fu	ınd				-
16.	Working Capital					-
17.	Other (please specify)					-
Total Uses of Funds	, , , , , , , , , , , , , , , , , ,				\$	7,625,047

Total sources should equal total uses of funds.

Waterbury Medical Office Building

INCOME STATEMENT

Table 3A

WITHOUT PROJECT

				WITHOUT	PROJECT								
								Pronos	ead Vaare I	Must change fro	m Current	Rudget	
	2020	2021	%	2021	%	2022	%	Proposed Yr 1	%	Proposed Yr 2	" Current	Proposed Yr 3	%
	Actual	Budget	change	Actual	change	Projected	change	2023	change	2024	change	2025	change
REVENUES	Actual	Duaget		Actual		Trojecteu							
	A 00 000 000	A 07.040.000	4.00/	04 040 040	40.40/		4.70/	A 05 044 054	40.40/	A 07.400.500	0.50/	A 00 400 400	0.50/
INPATIENT CARE REVENUE	,	\$ 37,842,386	-4.6% \$	- ,,	-16.4%	, ,		\$ 35,911,654	19.1%	, ,	3.5%		3.5%
OUTPATIENT CARE REVENUE	77,555,054	72,242,272	-6.9%	83,548,375	15.7%	100,039,477	19.7%	94,816,544	-5.2%	98,135,123	3.5%	101,569,852	3.5%
OUTPATIENT CARE REVENUE - PHYSICIAN	5,227,181	28,604,172	447.2%	29,508,672	3.2%	23,305,910	-21.0%	33,488,507	43.7%	34,660,605	3.5%	35,873,726	3.5%
CHRONIC/SNF PT CARE REVENUE		<u>-</u>	0.0%		0.0%		0.0%	<u>-</u>	0.0%		0.0%		0.0%
SWING BEDS PT CARE REVENUE	757,826	634,079	-16.3%	876,226	38.2%	1,019,282	16.3%	994,403	-2.4%	1,029,207	3.5%	1,065,229	3.5%
GROSS PATIENT CARE REVENUE	\$ 123,202,290	\$ 139,322,909	13.1% \$	145,577,121	4.5%	\$ 154,506,171	6.1%	\$ 165,211,108	6.9%	\$ 170,993,497	3.5%	\$ 176,978,269	3.5%
DISPROPORTIONATE SHARE PAYMENTS	455,209	455,000	0.0%	500,596	10.0%	468,702	-6.4%	500,596	6.8%	500,596	0.0%	500,596	0.0%
BAD DEBT FREE CARE	(3,873,484)	(4,231,883)	9.3%	(3,496,619)	-17.4%	(4,282,968)	22.5%	(3,968,208)	-7.3%	(4,107,095)	3.5%	(4,250,844)	3.5%
DEDUCTIONS FROM REVENUE	(54,338,837)	(64,176,272)	18.1%	(62,860,431)	-2.1%	(67,352,609)	7.1%	(71,338,418)	5.9%	(73,835,262)	3.5%	(76,419,496)	3.5%
NET PATIENT CARE REVENUE (NPR)	\$ 65,445,178	\$ 71,369,754	9.1% \$	79,720,667	11.7%	\$ 83,339,296	4.5%	\$ 90,405,078	8.5%	\$ 93,551,736	3.5%	\$ 96,808,525	3.5%
FIXED PROSPECTIVE PAYMENTS AND RESERVES	3,666,903	4,820,035	31.4%	5,051,669	4.8%	5,127,095	1.5%	5,479,444	6.9%	5,725,030	4.5%	5,925,406	3.5%
NPR & FIXED PAYMENTS & RESERVES	\$ 69,112,081	\$ 76,189,789	10.2% \$	84,772,336	11.3%	\$ 88,466,391	4.4%	\$ 95,884,522	8.4%	\$ 99,276,766	3.5%	\$ 102,733,931	3.5%
OTHER OPERATING REVENUE	1,950,704	828,681	-57.5%	8,131,960	881.3%	1,465,301	-82.0%	1,000,000	-31.8%	1,000,000	0.0%	1,000,000	0.0%
TOTAL OPERATING REVENUE	\$ 71,062,785	\$ 77,018,470	8.4% \$	92,904,296	20.6%	\$ 89,931,692	-3.2%	\$ 96,884,522	7.7%	\$ 100,276,766	3.5%	\$ 103,733,931	3.4%
OPERATING EXPENSE													
SALARIES NON MD	\$ 24,121,978	\$ 27.752.065	15.0% \$	27.640.644	-0.4%	\$ 26,978,632	-2.4%	\$ 31,473,637	16.7%	\$ 32,417,846	3.0%	\$ 33.390.381	3.0%
FRINGE BENEFITS NON MD	6,314,253	6,560,998	3.9%	7,236,352	10.3%	7,970,467	10.1%	7,788,847	-2.3%	8,022,512	3.0%	8,263,187	3.0%
PHYSICIAN FEES & SALARIES	8,859,695	8,684,825	-2.0%	8,578,079	-1.2%	12,939,578	50.8%	9,233,015	-28.6%	9,510,005	3.0%	9,795,305	3.0%
FRINGE BENEFITS MD	589.113	712,824	21.0%	829.963	16.4%	914.161	10.1%	893.331	-2.3%	920.131	3.0%	947.735	3.0%
HEALTH CARE PROVIDER TAX	3,985,329	4,363,408	9.5%	4,101,251	-6.0%	5,016,234	22.3%	5,529,154	10.2%	5,724,767	3.5%	5,924,124	3.5%
DEPRECIATION & AMORTIZATION	2,789,868	2,808,850	0.7%	4,279,650	52.4%	3,114,771	-27.2%	3,442,499	10.5%	3,875,480	12.6%	4,209,891	8.6%
INTEREST - LONG/SHORT TERM	126,029	100,000	-20.7%	84,094	-15.9%	133,480	58.7%	100,000	-25.1%	100,000	0.0%	100,000	0.0%
OTHER OPERATING EXPENSE	27,033,312	25,596,904	-5.3%	35,438,380	38.4%	34,076,647	-3.8%	37,962,479	11.4%	39,291,166	3.5%	40,666,357	3.5%
TOTAL OPERATING EXPENSE	\$ 73,819,577	\$ 76,579,874	3.7% \$	88,188,413	15.2%	\$ 91,143,970	3.4%	\$ 96,422,962	5.8%	\$ 99,861,907	3.6%	\$ 103,296,980	3.4%
NET OPERATING INCOME (LOSS)	(2,756,792)	438,596	-115.9%	4,715,883	975.2%	(1,212,278)	-125.7%	461,560	-138.1%	414,859	-10.1%	436,951	5.3%
NON-OPERATING REVENUE	448.038	302.200	-32.6%	5.321.764	1661.0%	1.296.590	-75.6%	500.000	-61.4%	500.000	0.0%	500.000	0.0%
	-,	, , , , , , , , , , , , , , , , , , , ,		, ,		, ,		,				,	
EXCESS (DEFICIT) OF REVENUE OVER EXPENSE	\$ (2,308,754)	\$ 740,796	-132.1% \$	10,037,647	1255.0%	\$ 84,312	-99.2%	\$ 961,560	1040.5%	\$ 914,859	-4.9%	\$ 936,951	2.4%
Operating Margin %	-3.9%	0.6%		5.1%		-1.3%		0.5%		0.4%		0.4%	
Bad Debt & Free Care%	3.1%	3.0%		2.4%		2.8%		2.4%		2.4%		2.4%	
Compensation Ratio	54.0%	57.1%		50.2%		53.5%		51.2%		50.9%		50.7%	
Capital Cost % of Total Expenses	4.0%	3.8%		4.9%		3.6%		3.7%		4.0%		4.2%	

Waterbury Medical Office Building **INCOME STATEMENT** Table 3B **PROJECT** Proposed Years Must change from Current Budget 2020 2021 % 2021 % 2022 % % Proposed Yr 2 Proposed Yr 3 Proposed Yr 1 % change change change change 2023 change 2024 change 2025 Actual Budget Actual Projected REVENUES INPATIENT CARE REVENUE \$ 0.0% \$ 0.0% \$ 0.0% 1,345,986 1,393,096 3.5% **OUTPATIENT CARE REVENUE** 0.0% 0.0% **OUTPATIENT CARE REVENUE - PHYSICIAN** 0.0% 0.0% 0.0% CHRONIC/SNF PT CARE REVENUE 0.0% 0.0% 0.0% 0.0% SWING BEDS PT CARE REVENUE 0.0% 0.0% GROSS PATIENT CARE REVENUE \$ 1,345,986 0.0% \$ 1.393.096 3.5% 0.0% \$ DISPROPORTIONATE SHARE PAYMENTS 0.0% 0.0% 0.0% BAD DEBT FREE CARE 0.0% (40,380)0.0% (41,793)3.5% DEDUCTIONS FROM REVENUE 0.0% 0.0% 3.5% (396, 123)(409,987)NET PATIENT CARE REVENUE (NPR) \$ 0.0% \$ 909,483 0.0% \$ 941,316 3.5% FIXED PROSPECTIVE PAYMENTS AND RESERVES 0.0% 0.0% 0.0% NPR & FIXED PAYMENTS & RESERVES 0.0% \$ 0.0% \$ \$ 909,483 941,316 3.5% OTHER OPERATING REVENUE 0.0% 0.0% 0.0% TOTAL OPERATING REVENUE \$ 0.0% \$ 909,483 0.0% \$ 941,316 3.5% **OPERATING EXPENSE** SALARIES NON MD \$ 0.0% \$ 50.854 0.0% \$ 52,380 3.0% FRINGE BENEFITS NON MD 0.0% 21,794 0.0% 22,448 3.0% 0.0% 0.0% 0.0% PHYSICIAN FEES & SALARIES FRINGE BENEFITS MD 0.0% 0.0% 0.0% HEALTH CARE PROVIDER TAX 0.0% 80,759 0.0% 83,586 3.5% **DEPRECIATION & AMORTIZATION** 0.0% 397,527 0.0% 397,527 0.0% 0.0% 0.0% 203,532 7.1% INTEREST - LONG/SHORT TERM 189,996 OTHER OPERATING EXPENSE 0.0% 15,730 0.0% 16,202 3.0% TOTAL OPERATING EXPENSE \$ 2.5% 0.0% \$ 756,660 0.0% \$ 775,675 NET OPERATING INCOME (LOSS) 0.0% 152,823 0.0% 165,641 8.4% NON-OPERATING REVENUE 0.0% 0.0% 0.0% **EXCESS (DEFICIT) OF REVENUE OVER EXPENSE** \$ 0.0% \$ 152,823 0.0% \$ 165,641 8.4% Operating Margin % 0.0% 0.0% 0.0% 0.0% 0.0% 16.8% 17.6% 0.0% 0.0% 0.0% 0.0% 0.0% 3.0% 3.0% Bad Debt & Free Care% 9.6% Compensation Ratio 0.0% 0.0% 0.0% 0.0% 0.0% 9.6%

Capital Cost % of Total Expenses

0.0%

0.0%

0.0%

0.0%

77.5%

77.6%

0.0%

Waterbury Medical Office Building

INCOME STATEMENT

Table 3C

WITH PROJECT

				*******	IXOULU I								
								Propos	sed Years N	/lust change from	n Current	Budget	
	2020	2021	%	2021	%	2022	% I	Proposed Yr 1	%	Proposed Yr 2	%	Proposed Yr 3	%
	Actual	Budget	change	Actual	change	Projected	change	2023	change	2024	change	2025	change
REVENUES				<u> </u>									
INPATIENT CARE REVENUE	\$ 39.662.229 \$	37,842,386	-4.6% \$	31,643,848	-16.4%	30.141.502	-4.7% \$	35.911.654	19.1%	\$ 37.168.562	3.5%	\$ 38.469.462	3.5%
OUTPATIENT CARE REVENUE	77,555,054	72,242,272	-6.9%	83,548,375	15.7%	100,039,477	19.7%	94.816.544	-5.2%	99.481.109	4.9%	102.962.948	3.5%
OUTPATIENT CARE REVENUE - PHYSICIAN	5,227,181	28,604,172	447.2%	29,508,672	3.2%	23,305,910	-21.0%	33,488,507	43.7%	34,660,605	3.5%	35,873,726	3.5%
CHRONIC/SNF PT CARE REVENUE	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
SWING BEDS PT CARE REVENUE	757,826	634,079	-16.3%	876,226	38.2%	1,019,282	16.3%	994,403	-2.4%	1,029,207	3.5%	1,065,229	3.5%
	. 0.,020	00.,0.0	10.070	0.0,220	00.270	1,010,202	.0.070	00.,.00	2	1,020,201	0.070	.,000,220	0.070
GROSS PATIENT CARE REVENUE	\$ 123,202,290 \$	139,322,909	13.1% \$	145,577,121	4.5%	\$ 154,506,171	6.1% \$	165,211,108	6.9%	\$ 172,339,483	4.3%	\$ 178,371,365	3.5%
DISPROPORTIONATE SHARE PAYMENTS	455,209	455,000	0.0%	500,596	10.0%	468,702	-6.4%	500,596	6.8%	500,596	0.0%	500,596	0.0%
BAD DEBT FREE CARE	(3,873,484)	(4,231,883)	9.3%	(3,496,619)	-17.4%	(4,282,968)	22.5%	(3,968,208)	-7.3%	(4,147,475)	4.5%	(4,292,637)	3.5%
DEDUCTIONS FROM REVENUE	(54,338,837)	(64,176,272)	18.1%	(62,860,431)	-2.1%	(67,352,609)	7.1%	(71,338,418)	5.9%	(74,231,385)	4.1%	(76,829,483)	3.5%
NET PATIENT CARE REVENUE (NPR)	\$ 65,445,178 \$	71,369,754	9.1% \$	79,720,667	11.7%	83,339,296	4.5% \$	90,405,078	8.5%	\$ 94,461,219	4.5%	\$ 97,749,841	3.5%
FIXED PROSPECTIVE PAYMENTS AND RESERVES	3,666,903	4,820,035	31.4%	5,051,669	4.8%	5,127,095	1.5%	5,479,444	6.9%	5,725,030	4.5%	5,925,406	3.5%
NPR & FIXED PAYMENTS & RESERVES	\$ 69,112,081 \$	76 189 789	10.2% \$	84,772,336	11.3%	88,466,391	4.4% \$	95,884,522	8 4%	\$ 100,186,249	4 5%	\$ 103,675,247	3.5%
	ψ 00,1.12,001. ψ		10.270	01,772,000		, 00, 100,001	,	00,001,022	0.170	v 100,100,210		ψ,c,2	0.070
OTHER OPERATING REVENUE	1,950,704	828,681	-57.5%	8,131,960	881.3%	1,465,301	-82.0%	1,000,000	-31.8%	1,000,000	0.0%	1,000,000	0.0%
TOTAL OPERATING REVENUE	\$ 71,062,785 \$	77,018,470	8.4% \$	92,904,296	20.6%	\$ 89,931,692	-3.2% \$	96,884,522	7.7%	\$ 101,186,249	4.4%	\$ 104,675,247	3.4%
OPERATING EXPENSE													
SALARIES NON MD	\$ 24,121,978 \$	27,752,065	15.0% \$	27,640,644	-0.4%	26,978,632	-2.4% \$	31,473,637	16.7%	\$ 32,468,700	3.2%	\$ 33,442,761	3.0%
FRINGE BENEFITS NON MD	6,314,253	6,560,998	3.9%	7,236,352	10.3%	7,970,467	10.1%	7,788,847	-2.3%	8,044,306	3.3%	8,285,635	3.0%
PHYSICIAN FEES & SALARIES	8,859,695	8,684,825	-2.0%	8,578,079	-1.2%	12,939,578	50.8%	9,233,015	-28.6%	9,510,005	3.0%	9,795,305	3.0%
FRINGE BENEFITS MD	589,113	712,824	21.0%	829,963	16.4%	914,161	10.1%	893,331	-2.3%	920,131	3.0%	947,735	3.0%
HEALTH CARE PROVIDER TAX	3,985,329	4,363,408	9.5%	4,101,251	-6.0%	5,016,234	22.3%	5,529,154	10.2%	5,805,526	5.0%	6,007,710	3.5%
DEPRECIATION & AMORTIZATION	2,789,868	2,808,850	0.7%	4,279,650	52.4%	3,114,771	-27.2%	3,442,499	10.5%	4,273,007	24.1%	4,607,418	7.8%
INTEREST - LONG/SHORT TERM	126,029	100,000	-20.7%	84,094	-15.9%	133,480	58.7%	100,000	-25.1%	289,996	190.0%	303,532	4.7%
OTHER OPERATING EXPENSE	27,033,312	25,596,904	-5.3%	35,438,380	38.4%	34,076,647	-3.8%	37,962,479	11.4%	39,306,896	3.5%	40,682,559	3.5%
TOTAL OPERATING EXPENSE	\$ 73,819,577 \$	76,579,874	3.7% \$	88,188,413	15.2%	91,143,970	3.4% \$	96,422,962	5.8%	\$ 100,618,567	4.4%	\$ 104,072,655	3.4%
NET OPERATING INCOME (LOSS)	(2,756,792)	438,596	-115.9%	4,715,883	975.2%	(1,212,278)	-125.7%	461,560	-138.1%	567,682	23.0%	602,592	6.1%
NON-OPERATING REVENUE	448,038	302,200	-32.6%	5,321,764	1661.0%	1,296,590	-75.6%	500,000	-61.4%	500,000	0.0%	500,000	0.0%
EVALUE OF BENEFIT OF B	A (0.000.754) A	740.700	100.40/ .0	40.007.047	4055.00/	04.040	00.00/_#	004.500	4040.50/	A 4 007 000	11.00/	A 4400 500	0.00/
EXCESS (DEFICIT) OF REVENUE OVER EXPENSE	\$ (2,308,754) \$	740,796	-132.1% \$	10,037,647	1255.0%	84,312	-99.2% \$	961,560	1040.5%	\$ 1,067,682	11.0%	\$ 1,102,592	3.3%
Operating Margin %	-3.9%	0.6%		5.1%		-1.3%		0.5%		0.6%		0.6%	
Bad Debt & Free Care%	3.1% 54.0%	3.0% 57.1%		2.4% 50.2%		2.8% 53.5%		2.4% 51.2%		2.4% 50.6%		2.4% 50.4%	
Compensation Ratio Capital Cost % of Total Expenses	54.0% 4.0%	3.8%		4.9%		3.6%		3.7%		4.5%		50.4% 4.7%	
Cupital Cost // Of Total Expenses	4.070	3.0 /0		7.570		3.070		5.7 70		4.570		7.770	

Waterbury Medical Office Building

BALANCE SHEEET

Table 4A

					I al.	ne 4A							
					WITHOUT	PROJECT							
								Propos	sed Years Mus	st change from	m Current Bu	dget	
	2020	2021	%	2021	%	2022	%	Proposed Yr 1		roposed Yr 2		roposed Yr 3	%
	Actual	Budget	change	Actual	change	Projected	change	2023	change	2024	change	2025	change
ASSETS	173	48		125		72		68		65		66	
CURRENT ASSETS						. –							
CASH & INVESTMENTS	\$ 33,613,201	\$ 9,739,446	-71.0%	\$ 28,746,978	195.2%	\$ 17,412,000	-39.4%	\$ 17,412,000	0.0% \$	17,124,381	-1.7% \$	17,789,367	3.9%
PATIENT ACCOUNTS RECEIVABLE, GROSS	15,281,731	13,360,000	-12.6%	22,527,715	68.6%	23.905.000	6.1%	22.905.000	-4.2%	22,905,000	0.0%	22.905.000	0.0%
LESS: ALLOWANCE FOR UNCOLLECTIBLE	(10,268,000)		-28.8%	(11,940,280)	63.4%	(10,000,000)	-16.2%	(10,000,000)	0.0%	(10,000,000)	0.0%	(10,000,000)	0.0%
OTHER CURRENT ASSETS	4,607,586	5,000,000	8.5%	6,062,574	21.3%	5,000,000	-17.5%	6,000,000	20.0%	6,000,000	0.0%	6,000,000	0.0%
TOTAL CURRENT ASSETS				\$ 45,396,987		\$ 36,317,000	-20.0%		0.0% \$	36,029,381	-0.8% \$	36,694,367	1.8%
BOARD DESIGNATED ASSETS	Ψ 40,204,010	Ψ 20,100,110	01.070	, 10,000,001	110.070	Ψ 00,017,000	20.070	Ψ 00,017,000	υ.υ /υ φ	00,020,001	υ.υ /υ ψ	00,001,001	1.070
FUNDED DEPRECIATION	\$ 5,266,650	\$ 4565157	-13.3%	145,744	-96.8%	\$ -	-100.0%	\$ -	0.0% \$	_	0.0% \$	_	0.0%
OTHER	ψ 0,200,000	φ 4,000,101	0.0%	y 145,744	0.0%	Ψ -	0.0%	Ψ -	0.0% ¢		0.0% ¢	_	0.0%
TOTAL BOARD DESIGNATED ASSETS	\$ 5,266,650	\$ 4,565,157	-13.3%	145,744	-96.8%	\$ -	-100.0%	\$ -	0.0% \$		0.0% \$		0.0%
PROPERTY, PLANT, AND EQUIPMENT	ψ 3,200,030	ψ 4,505,157	-13.570	p 145,744	-90.070	Ψ -	-100.070	<u>-</u>	0.070 φ		0.070 ψ		0.070
LAND, BUILDINGS & IMPROVEMENTS	\$ 34,133,351	\$ 36,068,694	5.7%	\$ 39,977,021	10.8%	\$ 44,825,919	12.1%	\$ 44,825,919	0.0% \$	45,348,914	1.2% \$	44,666,135	-1.5%
CONSTRUCTION IN PROGRESS	99,497	ψ 00,000,001 -	-100.0%	971,535	0.0%	-	-100.0%	-	0.0%	-	0.0%	-	0.0%
MAJOR MOVABLE EQUIPMENT	23,886,289	25,900,255	8.4%	24,326,281	-6.1%	26,629,704	9.5%	26,629,704	0.0%	26,892,683	1.0%	26,487,065	-1.5%
TOTAL PROPERTY, PLANT AND EQUIPMENT	\$ 58,119,137			\$ 65,274,837		\$ 71,455,623	9.5%		0.0% \$	72,241,597	1.1% \$	71,153,200	-1.5%
LESS: ACCUMULATED DEPRECIATION	ψ 30,113,137	ψ 01,300,343	0.070	00,214,001	3.370	ψ 71,400,020	3.370	Ψ 71,400,020	0.070 ψ	72,241,007	1.170 ψ	7 1, 100,200	-1.070
LAND, BUILDINGS & IMPROVEMENTS	\$ (14 828 23Q)	\$ (16,311,554)	10.0%	\$ (17,568,488)	7 7%	\$ (18,808,737)	7.1%	\$ (18,808,737)	0.0% \$	(20,048,986)	6.6% \$	(21,289,235)	6.2%
MAJOR MOVABLE EQUIPMENT	(18,145,431)	,		(18,822,251)	-3.8%	(20,146,886)	7.1%	(20,146,886)	0.0%	(19,564,575)	-2.9%	(17,235,929)	-11.9%
TOTAL ACCUMULATED DEPRECIATION		\$ (35,874,352)		\$ (36,390,739)		\$ (38,955,623)	7.0%		0.0% \$	(39,613,561)	1.7% \$	(38,525,164)	-2.7%
NET PROPERTY, PLANT AND EQUIPMENT	\$ 25,145,467			\$ 28,884,098		\$ 32,500,000	12.5%		0.0% \$	32,628,036	0.4% \$	32,628,036	0.0%
OTHER ASSETS	Ψ 25, 145,407	Ψ 20,034,337	3.070	20,004,090	10.7 70	ψ 32,300,000	12.570	Ψ 32,300,000	0.070 φ	32,020,030	0.470 ψ	32,020,030	0.0 /
OTHER LONG-TERM ASSETS	\$ 2,896,587	\$ 2,600,000	-10.2%	\$ 3,766,248	44 0%	\$ 3,800,000	0.9%	\$ 3,800,000	0.0% \$	3,800,000	0.0% \$	3,800,000	0.0%
TOTAL ASSETS	\$ 76,543,222			\$ 78,193,077		\$ 72,617,000	-7.1%		0.0% \$	72,457,417	-0.2% \$	73,122,403	0.0%
TOTAL AGGLTG	ψ 10,040,222	Ψ 04,000,200	-23.470	70,130,077	44.7 70	<u>Ψ 72,017,000</u>	-7.170	Ψ 72,017,000	υ.υ/υ ψ	72,407,417	-0.270 ¥	70,122,400	0.570
LIABILITIES AND FUND BALANCE													
CURRENT LIABILITIES													
ACCOUNTS PAYABLE	\$ 4,052,691	\$ 2,430,000	40.00/	6,641,744	173.3%	\$ 2,681,000	-59.6%	\$ 7,464,440	178.4% \$	7,464,440	0.0% \$	7,464,440	0.0%
						\$ 2,001,000		\$ 7,404,44U	- •				
CURRENT LIABILITIES COVID-19	18,910,583 10,994,929	1,000,000	-94.7%	8,854,351 6,577,719	785.4%		-100.0% -18.4%		0.0% 24.8%	-	0.0% 0.0%	-	0.0% 0.0%
PAYROLL & TAXES PAYABLE		4,729,000	-57.0%		39.1%	5,368,000		6,700,000		6,700,000		6,700,000	
ESTIMATED THIRD-PARTY SETTLEMENTS	1,550,226	1,000,000	-35.5%	2,947,539	194.8%	8,268,000	180.5%	5,000,000	-39.5%	4,335,558	-13.3%	4,463,593	3.0%
OTHER CURRENT LIABILITIES	-	-	0.0%	1,945,218	0.0%	-	-100.0%	-	0.0%	-	0.0%	-	0.0%
CURRENT PORTION OF LONG-TERM DEBT TOTAL CURRENT LIABILITIES	407,358	\$ 9,571,969	1.4%	- \$ 26,966,571	-100.0%	\$ 16,736,000	-37.9%	\$ 19,574,440	-2.1% 17.0% \$	400,000 18,899,998	-2.4% -3.4% \$	390,000	-2.5% 0.6%
	\$ 35,915,787	\$ 9,571,969	-/3.3% 3	20,900,571	181.7%	\$ 16,736,000	-37.9%	\$ 19,574,440	17.0% \$	18,899,998	-3.4% \$	19,018,033	0.6%
LONG-TERM DEBT	•	400.000	0.00/	•	400.00/	•	0.00/	•	0.00/		0.00/_0		0.00/
LONG TERM LIABILITIES COVID-19	\$ -	\$ 100,000	0.0%		-100.0%		0.0%		0.0% \$	-	0.0% \$	-	0.0%
BONDS & MORTGAGES PAYABLE	-	-	0.0%	-	0.0%	-	0.0%	40.705.000	0.0%	-	0.0%	-	0.0%
OTHER LONG-TERM DEBT	9,943,336	9,233,776	-7.1%	10,504,760	13.8%	14,565,000	38.7%	10,765,000	-26.1%	10,365,000	-3.7%	9,975,000	-3.8%
TOTAL LONG-TERM DEBT	\$ 9,943,336	\$ 9,333,776	-6.1%	\$ 10,504,760	12.5%	\$ 14,565,000	38.7%	\$ 10,765,000	-26.1% \$	10,365,000	-3.7% \$	9,975,000	-3.8%
OTHER LIABILITIES	•	•	2 22/	•	0.001	•	0.001	•	0.00/		0.00/		0.00
OTHER NONCURRENT LIABILITIES	\$ -	\$ -	0.0%		0.0%	<u> </u>	0.0%		0.0% \$	-	0.0% \$	-	0.0%
TOTAL LIABILITIES	\$ 45,859,123			37,471,331		\$ 31,301,000	-16.5%	<u> </u>	-3.1% \$	29,264,998	-3.5% \$	28,993,033	-0.9%
FUND BALANCE	\$ 30,684,099			\$ 40,721,746		\$ 41,316,000	1.5%		2.3% \$	43,192,419	2.2% \$	44,129,370	2.2%
TOTAL LIABILITIES AND FUND BALANCE	\$ 76,543,222	\$ 54,053,200	-29.4%	78,193,077	44.7%	\$ 72,617,000	-7.1%	\$ 72,617,000	0.0% \$	72,457,417	-0.2% \$	73,122,403	0.9%

				Waterb	ury Medi	cal Office	Buildin	g					
					BALANC	E SHEEET	-						
					Tal	ble 4B							
					PRO	DJECT							
					FIX	JJLC1		B				.11	
			0,4		0/		0,1			ust change fro			01
	2020	2021	% - h	2021	% -b	2022	%	Proposed Yr 1		Proposed Yr 2		roposed Yr 3	%
	Actual	Budget	change	Actual	change	Projected	change	2023	change	2024	change	2025	change
ASSETS													
CURRENT ASSETS													
CASH & INVESTMENTS								\$ -	0.0% \$	(1,308,926)	0.0% \$	(851,745)	-34.9%
PATIENT ACCOUNTS RECEIVABLE, GROSS								-	0.0%	-	0.0%	-	0.0%
LESS: ALLOWANCE FOR UNCOLLECTIBLE								-	0.0%	-	0.0%	-	0.0%
OTHER CURRENT ASSETS								_	0.0%	_	0.0%	_	0.0%
TOTAL CURRENT ASSETS								\$ -	0.0% \$	(1,308,926)		(851,745)	-34.9%
BOARD DESIGNATED ASSETS								Ŧ		(1,000,000)		(==:,:::=)	
FUNDED DEPRECIATION								\$ -	0.0% \$	_	0.0% \$	_	0.0%
OTHER								_	0.0%	_	0.0%	_	0.0%
TOTAL BOARD DESIGNATED ASSETS								\$ -	0.0% \$	-	0.0% \$	_	0.0%
PROPERTY, PLANT, AND EQUIPMENT								Ψ -	0.070 4		0.070 ψ		0.07
LAND, BUILDINGS & IMPROVEMENTS								\$ -	0.0% \$	7,335,047	0.0% \$	7,335,047	0.0%
CONSTRUCTION IN PROGRESS								Ψ -	0.0%	7,000,047	0.0%	7,555,047	0.0%
MAJOR MOVABLE EQUIPMENT								-	0.0%	_	0.0%	_	0.0%
TOTAL PROPERTY, PLANT AND EQUIPMENT								\$ -	0.0%	7,335,047	0.0% \$	7,335,047	0.0%
LESS: ACCUMULATED DEPRECIATION								Φ -	0.0% \$	7,335,047	υ.υ% φ	7,335,047	0.0%
LAND, BUILDINGS & IMPROVEMENTS								\$ -	0.0% \$	(207.527)	0.00/_6	(705.054)	400.00/
MAJOR MOVABLE EQUIPMENT								Φ -	0.0% 4	(397,527)	0.0% \$ 0.0%	(795,054)	100.0% 0.0%
TOTAL ACCUMULATED DEPRECIATION								\$ -	0.0%	(397,527)		(795,054)	100.0%
								•					
NET PROPERTY, PLANT AND EQUIPMENT								\$ -	0.0% \$	6,937,520	0.0% \$	6,539,993	-5.7%
OTHER ASSETS								•	0.00/		0.00/ Ф		0.00/
OTHER LONG-TERM ASSETS								\$ - \$ -	0.0% \$		0.0% \$	-	0.0%
TOTAL ASSETS								\$ -	0.0% \$	5,628,594	0.0% \$	5,688,248	1.1%
LIABILITIES AND FUND BALANCE													
CURRENT LIABILITIES													
ACCOUNTS PAYABLE								\$ -	0.0% \$	-	0.0% \$	-	0.0%
CURRENT LIABILITIES COVID-19								-	0.0%	-	0.0%	-	0.0%
PAYROLL & TAXES PAYABLE								-	0.0%	-	0.0%	-	0.0%
ESTIMATED THIRD-PARTY SETTLEMENTS								-	0.0%	-	0.0%	-	0.0%
OTHER CURRENT LIABILITIES								-	0.0%	-	0.0%	-	0.0%
CURRENT PORTION OF LONG-TERM DEBT								-	0.0%	105,987	0.0%	110,030	3.8%
TOTAL CURRENT LIABILITIES								\$ -	0.0% \$	105,987	0.0% \$	110,030	3.8%
LONG-TERM DEBT													
LONG TERM LIABILITIES COVID-19								\$ -	0.0% \$	-	0.0% \$	-	0.0%
BONDS & MORTGAGES PAYABLE								-	0.0%	-	0.0%	-	0.0%
OTHER LONG-TERM DEBT								-	0.0%	5,369,784	0.0%	5,259,754	-2.0%
TOTAL LONG-TERM DEBT								\$ -	0.0% \$	5,369,784	0.0% \$	5,259,754	-2.0%
OTHER LIABILITIES													
OTHER NONCURRENT LIABILITIES								\$ -	0.0% \$	<u> </u>	0.0% \$	<u>-</u>	0.0%
TOTAL LIABILITIES								\$ -	0.0% \$	5,475,771	0.0% \$	5,369,784	-1.9%
FUND BALANCE				-		•		\$ -	0.0% \$	152,823	0.0% \$	318,464	108.4%
TOTAL LIABILITIES AND FUND BALANCE								\$ -	0.0% \$		0.0% \$	5,688,248	1.1%

Waterbury Medical Office Building

BALANCE SHEEET

Table 4C

					WITH P	ROJECT							
								Propos		st change fro	m Current B	udget	
	2020	2021	% ahanaa	2021	% abanas	2022	%	Proposed Yr 1		roposed Yr 2		Proposed Yr 3	% ahanaa
	Actual	Budget	change	Actual	change	Projected	change	2023	change	2024	change	2025	change
ASSETS	173	48		125		72		68		60		62	
CURRENT ASSETS													
CASH & INVESTMENTS	\$ 33,613,201	\$ 9,739,446	-71.0%	\$ 28,746,978	195.2%	\$ 17,412,000	-39.4%	\$ 17,412,000	0.0% \$	15,815,455	-9.2%	16,937,622	7.1%
PATIENT ACCOUNTS RECEIVABLE, GROSS	15,281,731	13,360,000	-12.6%	22,527,715	68.6%	23,905,000	6.1%	22,905,000	-4.2%	22,905,000	0.0%	22,905,000	0.0%
LESS: ALLOWANCE FOR UNCOLLECTIBLE	(10,268,000)	(7,306,000)	-28.8%	(11,940,280)	63.4%	(10,000,000)	-16.2%	(10,000,000)	0.0%	(10,000,000)	0.0%	(10,000,000)	0.0%
OTHER CURRENT ASSETS	4,607,586	5,000,000	8.5%	6,062,574	21.3%	5,000,000	-17.5%	6,000,000	20.0%	6,000,000	0.0%	6,000,000	0.0%
TOTAL CURRENT ASSETS	\$ 43,234,518	\$ 20,793,446	-51.9%	\$ 45,396,987	118.3%	\$ 36,317,000	-20.0%	\$ 36,317,000	0.0% \$	34,720,455	-4.4%	35,842,622	3.2%
BOARD DESIGNATED ASSETS													
FUNDED DEPRECIATION	\$ 5,266,650	\$ 4,565,157	-13.3%	\$ 145,744	-96.8%	\$ -	-100.0%	\$ -	0.0% \$	-	0.0%	-	0.0%
OTHER	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
TOTAL BOARD DESIGNATED ASSETS	\$ 5,266,650	\$ 4,565,157	-13.3%	\$ 145,744	-96.8%	\$ -	-100.0%	\$ -	0.0% \$	-	0.0%	-	0.0%
PROPERTY, PLANT, AND EQUIPMENT													
LAND, BUILDINGS & IMPROVEMENTS	\$ 34,133,351	\$ 36,068,694		\$ 39,977,021		\$ 44,825,919	12.1%	\$ 44,825,919	0.0% \$	52,683,961	17.5%	52,001,182	-1.3%
CONSTRUCTION IN PROGRESS	99,497	-	-100.0%	971,535	0.0%	-	-100.0%	-	0.0%	-	0.0%	-	0.0%
MAJOR MOVABLE EQUIPMENT	23,886,289	25,900,255	8.4%	24,326,281	-6.1%	26,629,704	9.5%	26,629,704	0.0%	26,892,683	1.0%	26,487,065	-1.5%
TOTAL PROPERTY, PLANT AND EQUIPMENT	\$ 58,119,137	\$ 61,968,949	6.6%	\$ 65,274,837	5.3%	\$ 71,455,623	9.5%	\$ 71,455,623	0.0% \$	79,576,644	11.4%	78,488,247	-1.4%
LESS: ACCUMULATED DEPRECIATION													
LAND, BUILDINGS & IMPROVEMENTS	\$ (14,828,239)			\$ (17,568,488)		\$ (18,808,737)	7.1%	, ,	0.0% \$	(20,446,513)	8.7%	. , , ,	
MAJOR MOVABLE EQUIPMENT	(18,145,431)	(19,562,798)	7.8%	(18,822,251)	-3.8%	(20,146,886)	7.0%	(20,146,886)	0.0%	(19,564,575)	-2.9%	(17,235,929)	
TOTAL ACCUMULATED DEPRECIATION	\$ (32,973,670)			\$ (36,390,739)		\$ (38,955,623)	7.0%	. , , ,	0.0% \$	(40,011,088)	2.7% \$		
NET PROPERTY, PLANT AND EQUIPMENT	\$ 25,145,467	\$ 26,094,597	3.8%	\$ 28,884,098	10.7%	\$ 32,500,000	12.5%	\$ 32,500,000	0.0% \$	39,565,556	21.7%	39,168,029	-1.0%
OTHER ASSETS													
OTHER LONG-TERM ASSETS	\$ 2,896,587			\$ 3,766,248		\$ 3,800,000	0.9%	,,	0.0% \$	3,800,000	0.0%		0.0%
TOTAL ASSETS	\$ 76,543,222	\$ 54,053,200	-29.4%	\$ 78,193,077	44.7%	\$ 72,617,000	-7.1%	\$ 72,617,000	0.0% \$	78,086,011	7.5%	78,810,651	0.9%
LIABILITIES AND FUND DALANCE													
LIABILITIES AND FUND BALANCE													
CURRENT LIABILITIES	£ 4.050.004	¢ 0.400.000	40.00/	Ф СС44. 7 44	470.00/	f 0.004.000	FO C0/	¢ 7.404.440	470 40/ ¢	7 404 440	0.00/_ (7 404 440	0.00/
ACCOUNTS PAYABLE CURRENT LIABILITIES COVID-19	\$ 4,052,691 18,910,583	1,000,000	-40.0% -94.7%	\$ 6,641,744 8,854,351	173.3% 785.4%	\$ 2,681,000	-59.6% -100.0%	\$ 7,464,440	178.4% \$ 0.0%	7,464,440	0.0% \$ 0.0%	7,464,440	0.0% 0.0%
PAYROLL & TAXES PAYABLE	10,994,929	4,729,000	-94.7 % -57.0%	6,577,719	39.1%	5,368,000	-100.0%	6,700,000	24.8%	6,700,000	0.0%	6,700,000	0.0%
ESTIMATED THIRD-PARTY SETTLEMENTS	1.550.226	1.000.000	-35.5%	2.947.539	194.8%	8,268,000	180.5%	5.000.000	-39.5%	4,335,558	-13.3%	4.463.593	3.0%
OTHER CURRENT LIABILITIES	1,550,226	1,000,000	-35.5%	1,945,218	0.0%	0,200,000	-100.0%	5,000,000	-39.5%	4,335,556	0.0%	4,463,393	0.0%
CURRENT PORTION OF LONG-TERM DEBT	407,358	412,969	1.4%	1,945,216	-100.0%	419,000	0.0%	410,000	-2.1%	505,987	23.4%	500,030	-1.2%
TOTAL CURRENT LIABILITIES		\$ 9,571,969		\$ 26,966,571		\$ 16,736,000	-37.9%	,	17.0% \$	19,005,985	-2.9%		0.6%
LONG-TERM DEBT	ψ 55,915,767	Ψ 9,371,909	-13.370	Ψ 20,900,571	101.770	ψ 10,730,000	-57.570	ψ 1 3,374,440	17.070 ψ	19,000,900	-2.970	19,120,003	0.070
LONG TERM LIABILITIES COVID-19	\$ -	\$ 100,000	0.0%	¢	-100.0%	¢	0.0%	¢	0.0% \$		0.0%	•	0.0%
BONDS & MORTGAGES PAYABLE	Ψ -	Ψ 100,000	0.0%	φ -	0.0%	Ψ -	0.0%	Ψ -	0.0% \$ 0.0%	-	0.0%	-	0.0%
OTHER LONG-TERM DEBT	9,943,336	9,233,776	-7.1%	10,504,760	13.8%	14,565,000	38.7%	10,765,000	-26.1%	- 15,734,784	46.2%	15,234,754	-3.2%
TOTAL LONG-TERM DEBT		\$ 9,233,776		\$ 10,504,760		\$ 14,565,000	38.7%		-26.1% \$	15,734,784	46.2%	, ,	-3.2%
OTHER LIABILITIES	ψ 3,343,330	ψ 3,233,110	-1.170	ψ 10,504,700	10.070	ψ 14,000,000	30.1 /0	Ψ 10,700,000	-20.170 Ø	10,104,104	40.270	10,204,704	-0.2 /0
OTHER LIABILITIES OTHER NONCURRENT LIABILITIES	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$	0.0% \$	_	0.0%		0.0%
TOTAL LIABILITIES	\$ 45,859,123			\$ 37,471,331		\$ 31,301,000	-16.5%	·	-3.1% \$	34,740,769	14.5%		-1.1%
FUND BALANCE	\$ 30,684,099			\$ 40,721,746		\$ 41,316,000	1.5%		2.3% \$	43,345,242	2.5%		2.5%
TOTAL LIABILITIES AND FUND BALANCE	\$ 76,543,222			\$ 78,193,077		\$ 72,617,000	-7.1%		0.0% \$	78,086,011	7.5%		0.9%
TOTAL LIABILITIES AND FUND BALANCE	φ 10,343,222	φ 33,333,200	-23.5%	φ 10,133,011	44.3%	ψ 12,011,000	-7.170	Ψ 12,011,000	υ.υ /0 ֆ	10,000,011	1.0%	10,010,001	0.9%

Waterbury Medical Office Building

CASH FLOW

Table 5A

					WITHOU	IT PROJECT								
		2020 Actual	2021 Budget	% change	2021 Actual	% change	2022 Projected	% change	Proposed Yr 1 2023		lust change fro Proposed Yr 2 2024	m Current % change	Budget Proposed Yr 3 2025	% change
CASH FROM OPERATIONS	_				710100					<u> </u>				
EXCESS REVENUE OVER EXPENSE	\$	(2,308,754) \$	740,796	-132.1% \$	10,037,647	1255.0% \$	84,312	-99.2%	\$ 961,560	1040.5%	\$ 914,859	-4.9%	\$ 936,951	2.4%
DEPRECIATION/AMORTIZATION	Ψ	2,789,868	2.808.850	0.7%	4,279,650	52.4%	3,114,771	-27.2%	3.442.499	10.5%	3,875,480	12.6%	4,209,891	8.6%
PATIENT A/R		339.848	(973,000)	-386.3%	(5,573,704)	472.8%	(3,317,565)	-40.5%	1,000,000	-130.1%	3,073,400	-100.0%	4,209,091	0.0%
OTHER CHANGES		29.141.442	(15,963,389)	-154.8%	(10,404,204)	-34.8%	(8,658,055)	-16.8%	1,838,440	-121.2%	(674,442)	-136.7%	118,035	-117.5%
TOTAL CASH FROM OPERATIONS	\$	-, ,	(13,386,743)	-144.7% \$	(1,660,611)	-87.6% \$	(8,776,537)	428.5%		-182.5%	. , ,	-43.2%		27.9%
CASH FROM INVESTING ACTIVITIES CAPITAL SPENDING														
CHANGE IN ACCUMULATED DEPRECIATION		(1,437,450)	-	-100.0% \$	(862,581)	0.0% \$	(549,887)	-36.3%	\$ (3,442,499)	526.0%	\$ (3,217,542)	-6.5%	\$ (5,298,288)	64.7%
CHANGE IN CAPITAL ASSETS		(683,562)	(4,193,790)	513.5%	(7,155,700)	70.6%	(6,180,786)	-13.6%	(0)	-100.0%	(785,974)	########	1,088,397	-238.5%
TOTAL	\$	(2,121,012) \$	(4,193,790)	97.7% \$	(8,018,281)	91.2% \$	(6,730,673)	-16.1%	\$ (3,442,499)	-48.9%	\$ (4,003,516)	16.3%	\$ (4,209,891)	5.2%
(INCREASE)/DECREASE														ļ
FUNDED DEPRECIATION		(906,220)	1,139,939	-225.8%	5,120,906	349.2%	145,744	-97.2%	-	-100.0%	-	0.0%	-	0.0%
OTHER LT ASSETS		(518,213)	-	-100.0%	(869,661)	0.0%	(33,752)	-96.1%	-	-100.0%	-	0.0%	-	0.0%
TOTAL	\$	(1,424,433) \$	1,139,939	-180.0% \$	4,251,245	272.9% \$	111,992	-97.4%	•	-100.0%	•	0.0%	•	0.0%
TOTAL CASH FROM INVESTING ACTIVITIES	\$	(3,545,445) \$	(3,053,851)	-13.9% \$	(3,767,036)	23.4% \$	(6,618,681)	75.7%	\$ (3,442,499)	-48.0%	\$ (4,003,516)	16.3%	\$ (4,209,891)	5.2%
CASH FROM FINANCING														
BONDS & MORTGAGES		-	-	0.0% \$	-	0.0% \$	-	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
OTHER LONG TERM DEBT		56,018	(2,512,968)	-4586.0%	561,424	-122.3%	4,060,240	623.2%	(3,800,000)	-193.6%	(400,000)	-89.5%	(390,000)	-2.5%
TOTAL CASH FROM FINANCING	\$	56,018 \$	(2,512,968)	-4586.0% \$	561,424	-122.3% \$	4,060,240	623.2%	\$ (3,800,000)	-193.6%	\$ (400,000)	-89.5%	\$ (390,000)	-2.5%
BEGINNING CASH		7,140,224	28,693,008	301.9% \$	33,613,201	17.1% \$	28,746,978	-14.5%	\$ 17,412,000	-39.4%	\$ 17,412,000	0.0%	\$ 17,124,381	-1.7%
NET INCREASE/(DECREASE) IN CASH		26,472,977	(18,953,562)	-171.6%	(4,866,223)	-74.3%	(11,334,978)	132.9%	-	-100.0%	(287,619)	0.0%	664,986	-331.2%
ENDING CASH	\$	33,613,201 \$	9,739,446	-71.0% \$	28,746,978	195.2% \$	17,412,000	-39.4%	\$ 17,412,000	0.0%	\$ 17,124,381	-1.7%	\$ 17,789,367	3.9%

Waterbury Medical Office Building

CASH FLOW

Table 5B

PROJECT

					KOJLOT								
								Propo	sed Years Mu	st change fror	n Current B	udget	
	2020	2021	%	2021	%	2022	%	Proposed Yr 1	% F	Proposed Yr 2	% F	Proposed Yr 3	%
	Actual	Budget	change	Actual	change	Projected	change	2023	change	2024	change	2025	change
CASH FROM OPERATIONS													
EXCESS REVENUE OVER EXPENSE							0.0%	\$ -	0.0% \$	152,823	0.0% \$	165,641	8.4%
DEPRECIATION/AMORTIZATION							0.0%	-	0.0%	397,527	0.0%	397,527	0.0%
PATIENT A/R							0.0%	-	0.0%	-	0.0%	-	0.0%
OTHER CHANGES							0.0%	-	0.0%	105,987	0.0%	4,043	-96.2%
TOTAL CASH FROM OPERATIONS							0.0%	\$ -	0.0% \$	656,337	0.0% \$	567,211	-13.6%
CASH FROM INVESTING ACTIVITIES													
CAPITAL SPENDING													
CHANGE IN ACCUMULATED DEPRECIATION							0.0%	\$ -	0.0% \$	-	0.0% \$	-	0.0%
CHANGE IN CAPITAL ASSETS							0.0%	-	0.0%	(7,335,047)	0.0%	-	-100.0%
TOTAL							0.0%	\$ -	0.0% \$	(7,335,047)	0.0% \$	-	-100.0%
(INCREASE)/DECREASE													
FUNDED DEPRECIATION							0.0%	-	0.0%	-	0.0%	-	0.0%
OTHER LT ASSETS							0.0%	-	0.0%	-	0.0%	-	0.0%
TOTAL							0.0%	\$ -	0.0% \$	-	0.0% \$	-	0.0%
TOTAL CASH FROM INVESTING ACTIVITIES							0.0%	\$ -	0.0% \$	(7,335,047)	0.0% \$	-	-100.0%
CASH FROM FINANCING													
BONDS & MORTGAGES							0.0%	\$ -	0.0% \$	-	0.0% \$	_	0.0%
OTHER LONG TERM DEBT							0.0%	-	0.0%	5,369,784	0.0%	(110,030)	-102.0%
TOTAL CASH FROM FINANCING							0.0%	\$ -	0.0% \$	5,369,784	0.0% \$	(110,030)	-102.0%
BEGINNING CASH							0.0%	\$ -	0.0% \$	-	0.0% \$	(1,308,926)	0.0%
NET INCREASE/(DECREASE) IN CASH							0.0%	_	0.0%	(1,308,926)	0.0%	457,181	-134.9%
ENDING CASH	\$ -	\$ -	0.0%	-	0.0%	\$ -	0.0%	\$ -	0.0% \$	(1,308,926)	0.0% \$	(851,745)	-34.9%

Waterbury Medical Office Building

CASH FLOW

Table 5C

				WITH	PROJECT								
	 2020 Actual	2021 Budget	% change	2021 Actual	% change	2022 Projected	% change	Proposed Yr 1 2023		ust change from Proposed Yr 2 2024	m Current I % change	Budget Proposed Yr 3 2025	% change
CASH FROM OPERATIONS													
EXCESS REVENUE OVER EXPENSE	\$ (2,308,754) \$	740,796	-132.1% \$	10,037,647	1255.0% \$	84,312	-99.2%	\$ 961,560	1040.5%	1,067,682	11.0%	\$ 1,102,592	3.3%
DEPRECIATION/AMORTIZATION	2,789,868	2,808,850	0.7%	4,279,650	52.4%	3,114,771	-27.2%	3,442,499	10.5%	4,273,007	24.1%	4,607,418	7.8%
PATIENT A/R	339,848	(973,000)	-386.3%	(5,573,704)	472.8%	(3,317,565)	-40.5%	1,000,000	-130.1%	-	-100.0%	-	0.0%
OTHER CHANGES	29,141,442	(15,963,389)	-154.8%	(10,404,204)	-34.8%	(8,658,055)	-16.8%	1,838,440	-121.2%	(568,455)	-130.9%	122,078	-121.5%
TOTAL CASH FROM OPERATIONS	\$ 29,962,404 \$	(13,386,743)	-144.7% \$	(1,660,611)	-87.6% \$	(8,776,537)	428.5%	\$ 7,242,499	-182.5%	4,772,234	-34.1%	\$ 5,832,088	22.2%
CASH FROM INVESTING ACTIVITIES													
CAPITAL SPENDING													
CHANGE IN ACCUMULATED DEPRECIATION	(1,437,450)	-	-100.0% \$	(862,581)	0.0%	(549,887)	-36.3%	\$ (3,442,499)	526.0%	(3,217,542)	-6.5%	\$ (5,298,288)	64.7%
CHANGE IN CAPITAL ASSETS	(683,562)	(4,193,790)	513.5%	(7,155,700)	70.6%	(6,180,786)	-13.6%	(0)	-100.0%	(8,121,021)	#######	1,088,397	-113.4%
TOTAL	\$ (2,121,012) \$	(4,193,790)	97.7% \$	(8,018,281)	91.2% \$	(6,730,673)	-16.1%	\$ (3,442,499)	-48.9%	(11,338,563)	229.4%	\$ (4,209,891)	-62.9%
(INCREASE)/DECREASE													
FUNDED DEPRECIATION	(906,220)	1,139,939	-225.8%	5,120,906	349.2%	145,744	-97.2%	-	-100.0%	-	0.0%	-	0.0%
OTHER LT ASSETS	(518,213)	-	-100.0%	(869,661)	0.0%	(33,752)	-96.1%	-	-100.0%	-	0.0%	-	0.0%
TOTAL	\$ (1,424,433) \$	1,139,939	-180.0% \$	4,251,245	272.9% \$	111,992	-97.4%		-100.0% \$	-	0.0%	\$ -	0.0%
TOTAL CASH FROM INVESTING ACTIVITIES	\$ (3,545,445) \$	(3,053,851)	-13.9% \$	(3,767,036)	23.4% \$	(6,618,681)	75.7%	\$ (3,442,499)	-48.0% \$	(11,338,563)	229.4%	\$ (4,209,891)	-62.9%
CASH FROM FINANCING													
BONDS & MORTGAGES	-	-	0.0% \$	-	0.0%	-	0.0%	\$ -	0.0%	-	0.0%	\$ -	0.0%
OTHER LONG TERM DEBT	56,018	(2,512,968)	-4586.0%	561,424	-122.3%	4,060,240	623.2%	(3,800,000)	-193.6%	4,969,784	-230.8%	(500,030)	-110.1%
TOTAL CASH FROM FINANCING	\$ 56,018 \$	(2,512,968)	-4586.0% \$	561,424	-122.3% \$	4,060,240	623.2%	\$ (3,800,000)	-193.6%	4,969,784	-230.8%	\$ (500,030)	-110.1%
BEGINNING CASH	7,140,224	28,693,008	301.9% \$	33,613,201	17.1%	28,746,978	-14.5%	\$ 17,412,000	-39.4%	17,412,000	0.0%	\$ 15,815,455	-9.2%
NET INCREASE/(DECREASE) IN CASH	26,472,977	(18,953,562)	-171.6%	(4,866,223)	-74.3%	(11,334,978)	132.9%	-	-100.0%	(1,596,545)	0.0%	1,122,167	-170.3%
ENDING CASH	\$ 33,613,201 \$	9,739,446	-71.0% \$	28,746,978	195.2% \$	17,412,000	-39.4%	\$ 17,412,000	0.0%		-9.2%	\$ 16,937,622	7.1%

Waterbury Medical Office Building

PAYER REVENUE REPORT

Table 6A

WITHOUT PROJECT

	Proposed Years Must change from Current Budget												
	2020 Actual	2021 Budget	% change	2021 Actual	% change	2022 Projected	% change	Proposed Yr 1 2023	% P change	roposed Yr 2 2024	% change	Proposed Yr 3 2025	% change
Commercial	7101001			7101441									
Hospital	\$ 55,540,519		-15.7% \$	56,490,644	20.7% \$	52,607,878	-6.9%		21.9% \$	66,353,371	3.5% \$		3.5%
Physician	2,565,369	12,593,039	390.9%	15,687,313	24.6%	14,609,079	-6.9%	17,803,061	21.9%	18,426,168	3.5%	19,071,084	3.5%
Total Revenue	58,105,888	59,392,269	2.2%	72,177,957	21.5%	67,216,957	-6.9%	81,912,598	21.9%	84,779,539	3.5%	87,746,823	3.5%
Allowances - Hospital	\$ (12,907,632)		23.8% \$	(13,238,575)	-17.2% \$	(16,857,584)	27.3%		-10.9% \$	(15,549,904)	3.5% \$	(16,094,150)	3.5%
Allowances - Physicians	(1,098,698)	(3,635,551)	230.9%	(3,724,107)	2.4%	(4,742,161)	27.3%	(4,226,377)	-10.9%	(4,374,301)	3.5%	(4,527,401)	3.5%
Free Care Bad Debt	(510,169) (2,497,201)	(767,178) (2,517,656)	50.4% 0.8%	(476,560) (2,229,672)	-37.9% -11.4%	(833,496) (3,831,459)	74.9% 71.8%	(540,834) (2,530,388)	-35.1% -34.0%	(559,763) (2,618,951)	3.5% 3.5%	(579,355) (2,710,615)	3.5% 3.5%
Net Payer Revenue	41,092,188	36,487,992	-11.2%	52,509,043	43.9%	40,952,257	-22.0%	59,590,937	45.5%	61,676,620	3.5%	63,835,302	3.5%
Fixed Prospective Payment & Reserves	\$ -	\$ -	0.0% \$	-	0.0% \$	-	0.0%		0.0% \$	-	0.0% \$	-	0.0%
Total Net Payer Revenue & Fixed Prospective Payment	\$ 41,092,188	\$ 36,487,992	-11.2% \$	52,509,043	43.9% \$	40,952,257	-22.0%	\$ 59,590,937	45.5% \$	61,676,620	3.5% \$	63,835,302	3.5%
Reimbursement Rate - Commercial Payer Mix - Commercial	71% 59%	61% 48%		73% 62%		61% 46%		73% 62%		73% 62%		73% 62%	
Medicaid													
Hospital	\$ 16,321,719		-11.0% \$	17,193,645	18.3% \$		14.8%		-1.1% \$	20,195,491	3.5% \$		3.5%
Physician	937,581	4,513,198	381.4%	3,917,408	-13.2%	4,495,270	14.8%	4,445,749	-1.1%	4,601,350	3.5%	4,762,397	3.5%
Total Revenue	17,259,300	19,043,633	10.3%	21,111,053	10.9%	24,225,172	14.8%	23,958,301	-1.1%	24,796,841	3.5%	25,664,730	3.5%
Allowances - Hospital	\$ (13,846,374)		-24.9% \$	(15,936,599)	53.3% \$	(11,353,726)	-28.8%		59.3% \$	(18,718,977)	3.5% \$	(19,374,141)	3.5%
Allowances - Physicians	(629,189)	(3,699,250)	487.9%	(2,637,839)	-28.7%	(1,879,278)	-28.8%	(2,993,604)	59.3%	(3,098,381)	3.5%	(3,206,824)	3.5%
Free Care Bad Debt	(3,995) (143,677)	(13,700) (86,816)	242.9% -39.6%	(3,731) (128,285)	-72.8% 47.8%	(6,526) (132,090)	74.9% 3.0%	(4,234) (145,587)	-35.1% 10.2%	(4,382) (150,682)	3.5% 3.5%	(4,536) (155,956)	3.5% 3.5%
Graduate Medical Education Payments-Phys.	(143,077)	(00,010)	0.0%	(120,200)	0.0%	(132,090)	0.0%	(145,567)	0.0%	(150,662)	0.0%	(155,956)	0.0%
Graduate Medical Education Payments-Hosp	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Net Payer Revenue	2,636,065	4,846,737	83.9%	2,404,599	-50.4%	10,853,552	351.4%	2,728,908	-74.9%	2,824,419	3.5%	2,923,273	3.5%
Fixed Prospective Payment & Reserves	\$ 3,666,903	\$ 4,820,035	31.4% \$	5,051,669	4.8% \$	5,127,095	1.5%		6.9% \$	5,725,030	4.5% \$	5,925,406	3.5%
Total Net Payer Revenue & Fixed Prospective Payment	\$ 6,302,968	\$ 9,666,772	53.4% \$	7,456,268	-22.9% \$	15,980,647	114.3%		-48.6% \$	8,549,449	4.2% \$	8,848,679	3.5%
Reimbursement Rate - Medicaid Payer Mix - Medicaid	37% 9%	51% 13%		35% 9%		66% 18%		34% 9%		34% 9%		34% 9%	
Medicare													
Hospital	\$ 46,112,871		7.1% \$	42,384,160	-14.2% \$		20.6%		-5.9% \$	49,784,030	3.5% \$		3.5%
Physician Total Revenue	1,724,231 47,837,102	11,497,935 60,887,007	566.8% 27.3%	9,903,951 52,288,111	-13.9% -14.1%	11,945,032 63,064,042	20.6% 20.6%	11,239,697 59,340,209	-5.9% -5.9%	11,633,086 61,417,116	3.5% 3.5%	12,040,244 63,566,715	3.5% 3.5%
Total Revenue	47,037,102	00,007,007	21.370	52,200,111	-14.170	63,064,042	20.6%	59,540,209	-3.9%	61,417,116	3.5%	03,300,713	3.370
Allowances - Hospital	\$ (24,615,064)		2.5% \$	(20,165,937)	-20.1% \$	(22,887,378)	13.5%		0.0% \$	(23,686,717)	3.5% \$		3.5%
Allowances - Physicians	(1,241,880)	(5,202,394)	318.9%	(7,157,374)	37.6%	(8,123,279)	13.5%	(8,122,689)	0.0%	(8,406,983)	3.5%	(8,701,227)	3.5%
Free Care Bad Debt	(409,595) (308,847)	(589,084) (289,385)	43.8% -6.3%	(382,611) (275,760)	-35.0% -4.7%	(669,181) (319,419)	74.9% 15.8%	(434,214) (312,952)	-35.1% -2.0%	(449,411) (323,905)	3.5% 3.5%	(465,140) (335,242)	3.5% 3.5%
Net Payer Revenue	21,261,716	29,580,025	39.1%	24,306,429	-17.8%	31,064,785	27.8%	28,331,803	-8.8%	29.323.416	3.5%	30.349.736	3.5%
Fixed Prospective Payment & Reserves	\$ -	\$ -	0.0% \$	-	0.0% \$	-	0.0%		0.0% \$	-	0.0% \$	-	0.0%
Total Net Payer Revenue & Fixed Prospective Payment	\$ 21,261,716	\$ 29,580,025	39.1% \$	24,306,429	-17.8% \$	31,064,785	27.8%	\$ 28,331,803	-8.8% \$	29,323,416	3.5% \$	30,349,736	3.5%
Reimbursement Rate - Medicare Payer Mix - Medicare	44% 31%	49% 39%		46% 29%		49% 35%		48% 30%		48% 30%		48% 30%	
Disproportionate Share Payments	455,209	455,000	0.0%	500,596	10.0%	468,702	-6.4%	500,596	6.8%	500,596	0.0%	500,596	0.0%
Total Payer Revenue													
Hospital	\$ 117,975,109		-6.2% \$	116,068,449	4.8% \$	123,456,790	6.4%		6.7% \$	136,332,892	3.5% \$		3.5%
Physician Total Revenue	5,227,181 123,202,290	28,604,172 139.322.909	447.2% 13.1%	29,508,672 145,577,121	3.2% 4.5%	31,049,381 154.506.171	5.2% 6.1%	33,488,507 165,211,108	7.9% 6.9%	34,660,604 170,993,496	3.5% 3.5%	35,873,725 176,978,268	3.5% 3.5%
Total Nevellue	123,202,290	139,322,909	13.170	140,077,121	4.570	104,000,171	0.1%	100,211,108	0.970	170,993,496	3.370	170,970,208	3.5%
Allowances - Hospital	\$ (51,369,070)		0.5% \$	(49,341,111)	-4.4% \$		3.6%		9.6% \$	(57,955,598)	3.5% \$	(59,984,043)	3.5%
Allowances - Physicians	(2,969,767)	(12,537,195)	322.2%	(13,519,320)	7.8%	(14,744,717)	9.1%	(15,342,670)	4.1%	(15,879,665)	3.5% 3.5%	(16,435,452)	3.5% 3.5%
Free Care Bad Debt	(923,759) (2,949,725)	(1,369,962) (2,893,857)	48.3% -1.9%	(862,902) (2,633,717)	-37.0% -9.0%	(1,509,203) (4,282,968)	74.9% 62.6%	(979,282) (2,988,927)	-35.1% -30.2%	(1,013,556) (3,093,538)	3.5% 3.5%	(1,049,031) (3,201,813)	3.5% 3.5%
Disproportionate Share Payments	455,209	455,000	0.0%	500,596	10.0%	468,702	-6.4%	500,596	6.8%	500,596	0.0%	500,596	0.0%
Graduate Medical Education Payments Phys.			0.0%		0.0%		0.0%		0.0%		0.0%	-	0.0%
Graduate Medical Education Payments-Hosp	- 		0.0%	-	0.0%		0.0%	-	0.0%	-	0.0%	-	0.0%
Net Payer Revenue	65,445,178	71,369,754	9.1%	79,720,667	11.7%	83,339,296	4.5%	90,405,078	8.5%	93,551,735	3.5%	96,808,525	3.5%
Fixed Prospective Payment & Reserves Total Net Payer Revenue & Fixed Prospective Payment	\$ 3,666,903 \$ 69.112.081	\$ 4,820,035 \$ 76.189.789	\$ \$	5,051,669 84.772.335	\$ \$	5,127,095 88.466.391		\$ 5,479,444 \$ 95.884.522	<u>\$</u>	5,725,030 99,276,765	\$ \$	5,925,406 102,733,931	
Reimbursement Rate - All Payers	\$ 69,112,081 56%	\$ 76,189,789 55%	\$	58%	\$	57%		\$ 95,884,522 58%	\$	99,276,765	\$	102,733,931	
Neimbursement Nate - All Fayers	30%	JO%		50%		31%		36%		ეი%		ეი%	

Waterbury Medical Office Building

PAYER REVENUE REPORT

Table 6B

PROJECT

					PROJECT									ŀ
									Propo	sed Years Mu	ust change from	Current Budo	iet	ŀ
	2020	2021	%	2021	%	2022	%	Proposed \			Proposed Yr 2		Proposed Yr 3	%
	Actual	Budget	change	Actual	change	Projected	change	2023		change	2024	change	2025	change
Commercial														
Hospital								\$	-	0.0% \$	667,347	0.0% \$	690,705	3.5%
Physician Total Revenue									-	0.0%	667,347	0.0%	690,705	0.0% 3.5%
Total Nevenue										0.070	007,547	0.070	030,703	3.370
Allowances - Hospital								\$	-	0.0% \$	(196,400)	0.0% \$	(203,274)	3.5%
Allowances - Physicians Free Care									-	0.0% 0.0%	(7,713)	0.0% 0.0%	(7,982)	0.0% 3.5%
Bad Debt									-	0.0%	(23,540)	0.0%	(24,364)	3.5%
Net Payer Revenue									-	0.0%	439,694	0.0%	455,085	3.5%
Fixed Prospective Payment & Reserves								\$	-	0.0% \$	-	0.0% \$		0.0%
Total Net Payer Revenue & Fixed Prospective Payment								\$	-	0.0% \$	439,694	0.0% \$		3.5%
Reimbursement Rate - Commercial									0%		66%		66%	
Payer Mix - Commercial									0%		48%		48%	
Medicaid														
Hospital								\$	-	0.0% \$	195,190	0.0% \$	202,022	3.5%
Physician Total Revenue									-	0.0%	195,190	0.0%	202,022	0.0% 3.5%
Total Notolido									•		133, 130	0.076	202,022	3.370
Allowances - Hospital								\$	-	0.0% \$	(57,444)	0.0% \$	(59,455)	3.5%
Allowances - Physicians Free Care									-	0.0% 0.0%	(376)	0.0% 0.0%	(389)	0.0% 3.5%
Bad Debt									-	0.0%	(1,148)	0.0%	(1,189)	3.6%
Graduate Medical Education Payments-Phys.									-	0.0%	(1,140)	0.0%	(1,100)	0.0%
Graduate Medical Education Payments-Hosp									-	0.0%	-	0.0%	-	0.0%
Net Payer Revenue									-	0.0%	136,222	0.0%	140,989	3.5%
Fixed Prospective Payment & Reserves								\$	-	0.0% \$	136,222	0.0% \$ 0.0% \$		0.0%
Total Net Payer Revenue & Fixed Prospective Payment Reimbursement Rate - Medicaid								Þ	0%	0.0% \$	70%	0.0% \$	70%	3.5%
Payer Mix - Medicaid									0%		15%		15%	
Medicare														ŀ
Hospital								\$	-	0.0% \$	483,449	0.0% \$	500,370	3.5%
Physician								•	-	0.0%	-	0.0%	-	0.0%
Total Revenue									-	0.0%	483,449	0.0%	500,370	3.5%
Allowances - Hospital								\$	_	0.0% \$	(142,279)	0.0% \$	(147,259)	3.5%
Allowances - Physicians								·	-	0.0%	(,)	0.0%	- (111,200)	0.0%
Free Care									-	0.0%	(1,876)	0.0%	(1,942)	3.5%
Bad Debt									-	0.0% 0.0%	(5,727) 341,170	0.0% 0.0%	(5,927) 353,111	3.5%
Net Payer Revenue Fixed Prospective Payment & Reserves								\$	-	0.0%	341,170	0.0%		3.5% 0.0%
Total Net Payer Revenue & Fixed Prospective Payment								\$	-	0.0% \$	341,170	0.0% \$		3.5%
Reimbursement Rate - Medicare								•	0%		71%	,	71%	
Payer Mix - Medicare									0%		38%		38%	
Disproportionate Share Payments									-	0.0%	-	0.0%	-	0.0%
Total Payer Revenue														ļ
Hospital								\$	-	0.0% \$	1,345,986	0.0% \$	1,393,097	3.5%
Physician									-	0.0%	- 1 0 1 5 000	0.0%	- 1 000 007	0.0%
Total Revenue									-	0.0%	1,345,986	0.0%	1,393,097	3.5%
Allowances - Hospital								\$	-	0.0% \$	(396,123)	0.0% \$	(409,988)	3.5%
Allowances - Physicians									-	0.0%	- (0.005)	0.0%	(40.040)	0.0%
Free Care Bad Debt									-	0.0% 0.0%	(9,965) (30,415)	0.0% 0.0%	(10,313) (31,480)	3.5% 3.5%
Disproportionate Share Payments									-	0.0%	(00,-10)	0.0%	(01,-100)	0.0%
Graduate Medical Education Payments Phys.									-	0.0%	-	0.0%	-	0.0%
Graduate Medical Education Payments-Hosp									-	0.0%	-	0.0%	-	0.0%
Net Payer Revenue								•	-	0.0%	909,483	0.0%	941,316	3.5%
Fixed Prospective Payment & Reserves Total Net Payer Revenue & Fixed Prospective Payment								\$	-	\$ e	909.483	\$	941,316	
Reimbursement Rate - All Payers								Ψ	0%	Ψ	68%	Ψ	68%	
Tombursonich Nate - All Layers									0 /0		0070		00 /0	

Waterbury Medical Office Building

PAYER REVENUE REPORT

Table 6C

WITH PROJECT

	Proposed Years Must change from Current Budget												
	2020 Actual	2021 Budget	% change	2021 Actual	% change	2022 Projected	% change	Proposed Yr 1 2023	% P change	roposed Yr 2 2024	% P change	roposed Yr 3 2025	% change
Commercial													
Hospital	\$ 55,540,519 \$	46,799,230	-15.7% \$	56,490,644	20.7% \$		-6.9% \$		21.9% \$	67,020,718	4.5% \$	69,366,444	3.5%
Physician Total Revenue	2,565,369 58,105,888	12,593,039 59,392,269	390.9% 2.2%	15,687,313 72,177,957	24.6% 21.5%	14,609,079 67,216,957	-6.9% -6.9%	17,803,061 81,912,598	21.9% 21.9%	18,426,168 85,446,886	3.5% 4.3%	19,071,084 88,437,528	3.5% 3.5%
Total Novembe	00,100,000	00,002,200	2.270	12,111,001	21.070	07,210,007	0.070	01,012,000	21.070	00,440,000	4.070	00,407,020	0.070
Allowances - Hospital	\$ (12,907,632) \$	(15,983,892)	23.8% \$	(13,238,575)	-17.2% \$		27.3%		-10.9% \$	(15,746,304)	4.8% \$	(16,297,424)	3.5%
Allowances - Physicians Free Care	(1,098,698) (510,169)	(3,635,551) (767,178)	230.9% 50.4%	(3,724,107) (476,560)	2.4% -37.9%	(4,742,161) (833,496)	27.3% 74.9%	(4,226,377) (540,834)	-10.9% -35.1%	(4,374,301) (567,476)	3.5% 4.9%	(4,527,401) (587,337)	3.5% 3.5%
Bad Debt	(2,497,201)	(2,517,656)	0.8%	(2,229,672)	-37.9% -11.4%	(3,831,459)	74.9%	(2,530,388)	-34.0%	(2,642,491)	4.4%	(2,734,979)	3.5%
Net Payer Revenue	41,092,188	36,487,992	-11.2%	52,509,043	43.9%	40,952,257	-22.0%	59,590,937	45.5%	62,116,314	4.2%	64,290,387	3.5%
Fixed Prospective Payment & Reserves	\$ - \$	-	0.0% \$	-	0.0% \$	-	0.0% \$	-	0.0% \$	-	0.0% \$	-	0.0%
Total Net Payer Revenue & Fixed Prospective Payment	\$ 41,092,188 \$	36,487,992	-11.2% \$	52,509,043	43.9% \$	40,952,257	-22.0%	, ,	45.5% \$	62,116,314	4.2% \$	64,290,387	3.5%
Reimbursement Rate - Commercial Payer Mix - Commercial	71% 59%	61% 48%		73% 62%		61% 46%		73% 62%		73% 62%		73% 62%	
Medicaid													
Hospital	\$ 16,321,719 \$	14,530,435	-11.0% \$	17,193,645	18.3% \$		14.8%		-1.1% \$	20,390,681	4.5% \$	21,104,355	3.5%
Physician	937,581	4,513,198	381.4%	3,917,408	-13.2%	4,495,270	14.8%	4,445,749	-1.1%	4,601,350	3.5%	4,762,397	3.5%
Total Revenue	17,259,300	19,043,633	10.3%	21,111,053	10.9%	24,225,172	14.8%	23,958,301	-1.1%	24,992,031	4.3%	25,866,752	3.5%
Allowances - Hospital	\$ (13,846,374) \$	(10,397,130)	-24.9% \$	(15,936,599)	53.3% \$	(11,353,726)	-28.8%	(18,085,968)	59.3% \$	(18,776,421)	3.8% \$	(19,433,596)	3.5%
Allowances - Physicians	(629,189)	(3,699,250)	487.9%	(2,637,839)	-28.7%	(1,879,278)	-28.8%	(2,993,604)	59.3%	(3,098,381)	3.5%	(3,206,824)	3.5%
Free Care	(3,995)	(13,700)	242.9%	(3,731)	-72.8%	(6,526)	74.9%	(4,234)	-35.1%	(4,758)	12.4%	(4,925)	3.5%
Bad Debt Graduate Medical Education Payments-Phys.	(143,677)	(86,816)	-39.6% 0.0%	(128,285)	47.8% 0.0%	(132,090)	3.0% 0.0%	(145,587)	10.2% 0.0%	(151,830)	4.3% 0.0%	(157,145)	3.5% 0.0%
Graduate Medical Education Payments-Phys. Graduate Medical Education Payments-Hosp	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Net Payer Revenue	2,636,065	4,846,737	83.9%	2,404,599	-50.4%	10,853,552	351.4%	2,728,908	-74.9%	2,960,641	8.5%	3,064,262	3.5%
Fixed Prospective Payment & Reserves	\$ 3,666,903 \$	4,820,035	31.4% \$	5,051,669	4.8% \$	5,127,095	1.5%	\$ 5,479,444	6.9% \$	5,725,030	4.5% \$	5,925,406	3.5%
Total Net Payer Revenue & Fixed Prospective Payment	\$ 6,302,968 \$	9,666,772	53.4% \$	7,456,268	-22.9% \$	15,980,647	114.3%	\$ 8,208,352	-48.6% \$	8,685,671	5.8% \$	8,989,668	3.5%
Reimbursement Rate - Medicaid Payer Mix - Medicaid	37% 9%	51% 13%		35% 9%		66% 18%		34% 9%		35% 9%		35% 9%	
Medicare													
Hospital	\$ 46,112,871 \$	49,389,072	7.1% \$	42,384,160	-14.2% \$		20.6%		-5.9% \$	50,267,479	4.5% \$	52,026,841	3.5%
Physician	1,724,231	11,497,935	566.8%	9,903,951	-13.9%	11,945,032	20.6%	11,239,697	-5.9%	11,633,086	3.5%	12,040,244	3.5%
Total Revenue	47,837,102	60,887,007	27.3%	52,288,111	-14.1%	63,064,042	20.6%	59,340,209	-5.9%	61,900,565	4.3%	64,067,085	3.5%
Allowances - Hospital	\$ (24,615,064) \$	(25,226,119)	2.5% \$	(20,165,937)	-20.1% \$	(22,887,378)	13.5%	\$ (22,885,717)	0.0% \$	(23,828,996)	4.1% \$	(24,663,011)	3.5%
Allowances - Physicians	(1,241,880)	(5,202,394)	318.9%	(7,157,374)	37.6%	(8,123,279)	13.5%	(8,122,689)	0.0%	(8,406,983)	3.5%	(8,701,227)	3.5%
Free Care	(409,595)	(589,084)	43.8%	(382,611)	-35.0%	(669,181)	74.9%	(434,214)	-35.1%	(451,287)	3.9%	(467,082)	3.5%
Bad Debt	(308,847) 21,261,716	(289,385) 29,580,025	-6.3% 39.1%	(275,760) 24.306.429	-4.7% -17.8%	(319,419) 31,064,785	15.8%	(312,952) 28.331.803	-2.0% -8.8%	(329,632) 29,664,586	5.3% 4.7%	(341,169)	3.5%
Net Payer Revenue Fixed Prospective Payment & Reserves	£ 21,201,710	29,580,025	0.0% \$	24,306,429	0.0% \$	31,004,785	27.8% 0.0% \$	28,331,803	-8.8% 0.0% \$	29,004,380	0.0% \$	30,702,847	3.5% 0.0%
Total Net Payer Revenue & Fixed Prospective Payment	\$ 21,261,716 \$	29,580,025	39.1% \$	24,306,429	-17.8% \$	31,064,785	27.8%	28,331,803	-8.8% \$	29,664,586	4.7% \$	30,702,847	3.5%
Reimbursement Rate - Medicare	44%	49%		46%		49%		48%	, , , , , , , , , , , , , , , , , , ,	48%		48%	
Payer Mix - Medicare	31%	39%		29%		35%		30%		30%		30%	
Disproportionate Share Payments	455,209	455,000	0.0%	500,596	10.0%	468,702	-6.4%	500,596	6.8%	500,596	0.0%	500,596	0.0%
Total Payer Revenue	A 447.075.400 A	110 710 707	0.00/	440 000 410	4.00/	400 450 700	0.45	104 700 001	0.70/	407.070.070	4.50/ -	140 407 010	0.50
Hospital Physician	\$ 117,975,109 \$ 5,227,181	110,718,737 28,604,172	-6.2% \$ 447.2%	116,068,449 29,508,672	4.8% \$ 3.2%	123,456,790 31,049,381	6.4% \$ 5.2%	\$ 131,722,601 33,488,507	6.7% \$ 7.9%	137,678,878 34,660,604	4.5% \$ 3.5%	142,497,640 35,873,725	3.5% 3.5%
Total Revenue	123,202,290	139,322,909	13.1%	145,577,121	4.5%	154,506,171	6.1%	165,211,108	6.9%	172,339,482	4.3%	178,371,365	3.5%
Allowances - Hospital	\$ (51,369,070) \$	(51,607,141)	0.5% \$	(49,341,111)	-4.4% \$	(51,098,689)	3.6%	\$ (55,995,747)	9.6% \$	(58,351,721)	4.2% \$	(60,394,031)	3.5%
Allowances - Physicians	(2,969,767)	(12,537,195)	322.2%	(13,519,320)	7.8%	(14,744,717)	9.1%	(15,342,670)	4.1%	(15,879,665)	3.5%	(16,435,452)	3.5%
Free Care	(923,759)	(1,369,962)	48.3%	(862,902)	-37.0%	(1,509,203)	74.9%	(979,282)	-35.1%	(1,023,521)	4.5%	(1,059,344)	3.5%
Bad Debt Disproportionate Share Payments	(2,949,725) 455,209	(2,893,857) 455,000	-1.9% 0.0%	(2,633,717) 500,596	-9.0% 10.0%	(4,282,968) 468,702	62.6% -6.4%	(2,988,927) 500,596	-30.2% 6.8%	(3,123,953) 500,596	4.5% 0.0%	(3,233,293) 500,596	3.5% 0.0%
Graduate Medical Education Payments Phys.	400,209	455,000	0.0%	500,596	0.0%	400,702	-6.4% 0.0%	500,596	0.0%	500,596	0.0%	500,596	0.0%
Graduate Medical Education Payments-Hosp	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Net Payer Revenue	65,445,178	71,369,754	9.1%	79,720,667	11.7%	83,339,296	4.5%	90,405,078	8.5%	94,461,218	4.5%	97,749,841	3.5%
Fixed Prospective Payment & Reserves	\$ 3,666,903 \$	4,820,035	\$	5,051,669	\$	5,127,095	(9 0,770,777	\$	5,725,030	\$	5,925,406	
Total Net Payer Revenue & Fixed Prospective Payment	\$ 69,112,081 \$	76,189,789	\$	84,772,335	\$	88,466,391		95,884,522	\$	100,186,248	\$	103,675,247	
Reimbursement Rate - All Payers	56%	55%		58%		57%		58%		58%		58%	

Waterbury Medical Office Building

UTILIZATION PROJECTIONS

Table 7A

WITHOUT PROJECT

							Proposed Years Must change from Current Budget									
	2020 Actual	2021 Budget	% change	2021 Actual	% change	2022 Projected	% change	Proposed Yr 1 2023	% change	2 2024	% change	Proposed Yr 3 2025	% change			
Inpatient Utilization																
Acute Beds (Staffed)	21	21	0.0%	21	0.0%	21	0.0%	21	0.0%	21	0.0%	21	0.0%			
Acute Admissions	1,561	1,785	14.3%	1,582	-11.4%	1,573	-0.6%	1,600	1.7%	1,700	6.3%	1,800	5.9%			
Acute Patient Days	4,092	4,350	6.3%	4,645	6.8%	4,580	-1.4%	4,700	2.6%	4,600	-2.1%	4,500	-2.2%			
Acute Average Length Of Stay	2.62	2.44	-7.0%	2.94	20.5%	2.91	-0.8%	2.94	0.9%	2.71	-7.9%	2.50	-7.6%			
Outpatient																
All Outpatient Visits	95,255	99,936	4.9%	115,452	15.5%	105,453	-8.7%	110,000	4.3%	110,000	0.0%	110,000	0.0%			
Physician Office Visits	22,255	21,881	-1.7%	25,453	16.3%	36,152	42.0%	25,000	-30.8%	25,000	0.0%	25,000	0.0%			
Ancillary																
All Operating Room Procedure	2,049	2,350	14.7%	2,352	0.1%	2,496	6.1%	2,400	-3.8%	2,400	0.0%	2,400	0.0%			
All Operating Room Cases	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%			
Emergency Room Visits	11,278	12,780	13.3%	10,404	-18.6%	11,731	12.8%	10,000	-14.8%	10,000	0.0%	10,000	0.0%			
Cat Scan Procedures	4,486	4,640	3.4%	5,368	15.7%	5,466	1.8%	5,000	-8.5%	5,000	0.0%	5,000	0.0%			
Magnetic Resonance Image Exams	1,093	1,131	3.5%	1,508	33.3%	1,543	2.3%	1,500	-2.8%	1,500	0.0%	1,500	0.0%			
Nuclear Medicine Procedures	161	182	13.0%	250	37.4%	367	46.8%	250	-31.9%	250	0.0%	250	0.0%			
Radiology - Diagnostic Procedures	21,181	15,415	-27.2%	24,540	59.2%	21,178	-13.7%	25,000	18.0%	25,000	0.0%	25,000	0.0%			
Laboratory Tests	333,849	322,000	-3.5%	352,389	9.4%	159,776	-54.7%	360,000	125.3%	360,000	0.0%	360,000	0.0%			
Adjusted Statistics																
Adjusted Admissions	4,849	6,572	35.5%	7,278	10.7%	8,063	10.8%	7,361	-8.7%	7,882	7.1%	8,346	5.9%			
Adjusted Days	12,711	16,015	26.0%	21,369	33.4%	23,477	9.9%	21,622	-7.9%	21,329	-1.4%	20,865	-2.2%			

Waterbury Medical Office Building

UTILIZATION PROJECTIONS

Table 7B

PROJECT

								Proposed	d Years Mus	st change fi	rom Currei	nt Budget	
	2020 Actual	2021 Budget	% change	2021 Actual	% change	2022 Projected	% change	Proposed Yr 1 2023	% change	2 2024	% change	Proposed Yr 3 2025	% change
Inpatient Utilization													
Acute Beds (Staffed)								-	0.0%	-	0.0%	-	0.0%
Acute Admissions								-	0.0%	-	0.0%	-	0.0%
Acute Patient Days								-	0.0%	-	0.0%	-	0.0%
Acute Average Length Of Stay								-	0.0%	-	0.0%	-	0.0%
Outpatient													
All Outpatient Visits								-	0.0%	-	0.0%	-	0.0%
Physician Office Visits								-	0.0%	-	0.0%	-	0.0%
Ancillary													
All Operating Room Procedure								-	0.0%	-	0.0%	-	0.0%
All Operating Room Cases								-	0.0%	-	0.0%	-	0.0%
Emergency Room Visits								-	0.0%	-	0.0%	-	0.0%
Cat Scan Procedures								-	0.0%	-	0.0%	-	0.0%
Magnetic Resonance Image Exams								-	0.0%	-	0.0%	-	0.0%
Nuclear Medicine Procedures								-	0.0%	-	0.0%	-	0.0%
Radiology - Diagnostic Procedures								-	0.0%	3,504	0.0%	3,504	0.0%
Laboratory Tests								-	0.0%	-	0.0%	-	0.0%
Adjusted Statistics													
Adjusted Admissions								-	0.0%	-	0.0%	-	0.0%
Adjusted Days								-	0.0%	-	0.0%	-	0.0%

Waterbury Medical Office Building

UTILIZATION PROJECTIONS

Table 7C

WITH PROJECT

							Proposed Years Must change from Current Budget										
	2020 Actual	2021 Budget	% change	2021 Actual	% change	2022 Projected	% change	Proposed Yr 1 2023	% change	2 2024	% change	Proposed Yr 3 2025	% change				
Inpatient Utilization																	
Acute Beds (Staffed)	21	21	0.0%	21	0.0%	21	0.0%	21	0.0%	21	0.0%	21	0.0%				
Acute Admissions	1,561	1,785	14.3%	1,582	-11.4%	1,573	-0.6%	1,600	1.7%	1,700	6.3%	1,800	5.9%				
Acute Patient Days	4,092	4,350	6.3%	4,645	6.8%	4,580	-1.4%	4,700	2.6%	4,600	-2.1%	4,500	-2.2%				
Acute Average Length Of Stay	2.62	2.44	-7.0%	2.94	20.5%	2.91	-0.8%	2.94	0.9%	2.71	-7.9%	2.50	-7.6%				
Outpatient																	
All Outpatient Visits	95,255	99,936	4.9%	115,452	15.5%	105,453	-8.7%	110,000	4.3%	110,000	0.0%	110,000	0.0%				
Physician Office Visits	22,255	21,881	-1.7%	25,453	16.3%	36,152	42.0%	25,000	-30.8%	25,000	0.0%	25,000	0.0%				
Ancillary																	
All Operating Room Procedure	2,049	2,350	14.7%	2,352	0.1%	2,496	6.1%	2,400	-3.8%	2,400	0.0%	2,400	0.0%				
All Operating Room Cases	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%				
Emergency Room Visits	11,278	12,780	13.3%	10,404	-18.6%	11,731	12.8%	10,000	-14.8%	10,000	0.0%	10,000	0.0%				
Cat Scan Procedures	4,486	4,640	3.4%	5,368	15.7%	5,466	1.8%	5,000	-8.5%	5,000	0.0%	5,000	0.0%				
Magnetic Resonance Image Exams	1,093	1,131	3.5%	1,508	33.3%	1,543	2.3%	1,500	-2.8%	1,500	0.0%	1,500	0.0%				
Nuclear Medicine Procedures	161	182	13.0%	250	37.4%	367	46.8%	250	-31.9%	250	0.0%	250	0.0%				
Radiology - Diagnostic Procedures	21,181	15,415	-27.2%	24,540	59.2%	21,178	-13.7%	25,000	18.0%	28,504	14.0%	28,504	0.0%				
Laboratory Tests	333,849	322,000	-3.5%	352,389	9.4%	159,776	-54.7%	360,000	125.3%	360,000	0.0%	360,000	0.0%				
Adjusted Statistics																	
Adjusted Admissions	4,849	6,572	35.5%	7,278	10.7%	8,063	10.8%	7,361	-8.7%	7,882	7.1%	8,346	5.9%				
Adjusted Days	12,711	16,015	26.0%	21,369	33.4%	23,477	9.9%	21,622	-7.9%	21,329	-1.4%	20,865	-2.2%				

Waterbury Medical Office Building

STAFFING REPORT

Table 8A

WITHOUT PROJECT

								Propos	ed Years Mus	st change fr	om Current B	udget	
	2020 Actual	2021 Budget	% change	2021 Actual	% change	2022 Projected	% change	1 2023	% change	2 2024	% change	3 2025	% change
PHYSICIAN FTEs	14.7	15.1	2.7%	18.4	21.9%	19.7	7.1%	20.0	1.5%	20.0	0.0%	20.0	0.0%
TRAVELERS	7.9	-	-100.0%	-	0.0%	-	0.0%	-	0.0%	=	0.0%	-	0.0%
Residents & Fellows	-	_	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
MLPs	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Non-MD FTEs	341.2	379.4	11.2%	355.7	-6.2%	388.5	9.2%	400.0	3.0%	400.0	0.0%	400.0	0.0%
TOTAL NON-MD FTEs	341.2	379.4	11.2%	355.7	-6.2%	388.5	9.2%	400.0	3.0%	400.0	0.0%	400.0	0.0%

						Table 8b							
						PROJECT							
								Propo	sed Years Mus	t change fr	om Current Bi	udget	
	2020 Actual	2021 Budget	% change	2021 Actual	% change	2022 Projected	% change	1 -	% change	2 -	% change	3 -	% change
PHYSICIAN FTEs						<u> </u>		-	0.0%	-	0.0%	•	0.0%
TRAVELERS								-	0.0%	-	0.0%	-	0.0%
Residents & Fellows								-	0.0%	-	0.0%	-	0.0%
MLPs								-	0.0%	-	0.0%	-	0.0%
Non-MD FTEs								=	0.0%	1.0	0.0%	1.0	0.0%
TOTAL NON-MD FTEs								-	0.0%	1.0	0.0%	1.0	0.0%

						Table 8C								
					w	ITH PROJEC	Т							
	Proposed Years Must change from Current Budget													
	2020 Actual	2021 Budget	% change	2021 Actual	% change	2022 Projected	% change	1 -	% change	2 -	% change	3 -	% change	
PHYSICIAN FTEs	14.7	15.1	2.7%	18.4	21.9%	19.7	7.1%	20.0	1.5%	20.0	0.0%	20.0	0.0%	
TRAVELERS	7.9	-	-100.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
Residents & Fellows	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
MLPs	_	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
Non-MD FTEs	341.2	379.4	11.2%	355.7	-6.2%	388.5	9.2%	400.0	3.0%	401.0	0.2%	401.0	0.0%	
TOTAL NON-MD FTEs	341.2	379.4	11.2%	355.7	-6.2%	388.5	9.2%	400.0	3.0%	401.0	0.2%	401.0	0.0%	

Waterbury Medical Office Building

Key Indicators								
	Flex	Monitoring/F	itch Solutions 2	019				
	Northeast CAH	U.S. CAH	Fitch Solutions- Northern NE	Fitch Solutions- Northeast	2019 Actuals	2020 Actuals	2021 Actuals	2022 Projected
Liquidity								
Days Cash on Hand					62.1	199.8	125.7	72.2
Operating Margin %					-3.2%	-3.9%	5.1%	-1.3%
Debt								
Long Term Debt to Capitalization					23.1%	24.5%	20.5%	20.7%
Age of Plant					11.2	11.8	8.5	12.5
Capital Expenditures to Depreciation	N/A	N/A	N/A	N/A	54.3%	76.9%	199.1%	198.4%
Utilization								
All Outpatient Visits	N/A	N/A	N/A	N/A	94,884	95,255	115,452	105,453
Physician Office Visits	N/A	N/A	N/A	N/A	23,641	22,255	25,453	36,152
Clinic Visits	N/A	N/A	N/A	N/A	0	•	0	0
Adjusted Admissions	N/A	N/A	N/A	N/A	4,702	4,849	7,278	8,063
Acute Admissions	N/A	N/A	N/A	N/A	1,707	1,561	1,582	1,573
Total Admissions	N/A	N/A	N/A	N/A	1,944	1,767	1,803	1,674
Cost								
Capital Cost % of Total Expense					4.0%	4.0%	4.9%	0.6%
Cost per Adjusted Admission	N/A				\$14,951	\$15,224	\$12,117	\$11,304
Cost Per Adjusted Admissions Increase						1.8%	-20.4%	-6.7%
Employed								
Non-MD FTEs	N/A	N/A	N/A	N/A	345	341	356	389
Physician FTEs	N/A	N/A	N/A	N/A	15	15	18	20
Productivity								
FTEs per 100 Adj Discharges	N/A	N/A	N/A	N/A	7.3	7.0	4.9	4.8
Overhead Expense w/ fringe, as a % of Total Operating Exp	N/A	N/A	N/A	N/A	21.9%	23.7%	23.1%	22.9%
Bad Debt % of Gross Revenue	N/A	N/A	N/A	N/A	1.6%	2.4%	1.8%	2.2%
Free Care % of Gross Revenue	N/A	N/A	N/A	N/A	0.7%	0.7%	0.6%	0.6%