

Annual Report on the

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

for Fiscal Year 2014

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

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Executive Summary

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

The report identifies a number of key findings and trends:

- In Fiscal Year (FY) 2014, Connecticut hospitals had a total gain from operations of \$485.8 million, a sizable increase (46%) from the previous year's gain from operations.
- In FY 2014, Connecticut hospitals earned \$179.2 million in income from non-operating sources of revenue, a substantial decrease (32%) from the previous year's results.
- In FY 2014, 83% of hospitals (24 of 29) achieved a positive total margin.
- The average statewide total margin was 6.22% in FY 2014, an increase from the 5.68% average statewide total margin in FY 2013.
- Three hospitals had negative five-year average total margins in FY 2014.
- Total hospital net assets increased by \$24 million, totaling \$5.6 billion in FY 2014.
- Bad debts accounted for 66% of uncompensated care charges in FY 2014 while charity care accounted for nearly 34%, a change from FY 2013 when bad debt accounted for 64% of charges and charity care 36% of charges.
- Statewide uncompensated care charges totaled \$765 million in FY 2014, increasing \$92 million or 14% over FY 2013 results.
- Medicaid discharges accounted for greater than two out of every ten discharges.
- Connecticut continues to have an increasing number of hospitals that operate within corporate systems directly related to other Connecticut hospitals or, in several cases, to out-of-state hospitals.

Introduction

The Department of Public Health, Office of Health Care Access (OHCA) is responsible for the collection, analysis, and dissemination of acute care hospital financial information. This report provides information related to the financial stability of Connecticut's 28¹ acute care hospitals, as mandated in Section 19a-670 of the C.G.S.. The following narrative provides a summary of the financial performance of Connecticut's hospitals during Fiscal Year (FY) 2014² and presents some key statewide hospital financial indicators.³

Connecticut state statutes and regulations⁴ require each short-term acute care general or children's hospital, whether structured as for-profit or not-for-profit, to annually submit financial and statistical information to OHCA. Hospital audited financial statements, which include balance sheet and statement of operations information are the primary source of information in this report. This report also uses the annual hospital filings submitted to OHCA, which include utilization statistics, uncompensated care data, free bed funds and legal charts of corporate structure.

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

In reading this report, the reader should note that some FY 2013 financial and statistical data elements previously reported have been updated by the hospitals in the FY 2014 filing process. This updated information has been included in this publication to improve reporting accuracy and comparability between FY 2013 and FY 2014 data reported.

¹There are 28 acute care hospitals at the time of release of this report. New Milford Hospital became a campus of Danbury Hospital on October 1, 2014 and Danbury Hospital now operates as one hospital with two campuses.

²For the purpose of filing fiscal year end results with OHCA, Connecticut's acute care hospitals' Fiscal Year 2014 began on October 1, 2013 and ended on September 30, 2014.

³OHCA used OPTUMInsight (formerly INGENIX) 2014, *Almanac of Hospital Financial & Operating Indicators, A Comprehensive Benchmark of the Nation's Hospitals*, as the source for calculating financial ratios.

⁴Sections 19a-644 and 19a-676, C.G.S. and Section 19a-643-206 of the Regulations of Connecticut State Agencies.

Hospital Income and Financial Performance

Hospitals must be able to generate sufficient cash flow to pay for operations and debt service, to provide a source of capital for facility needs and strategic initiatives and to increase cash reserves. In FY 2014, Net Patient Revenue (NPR) increased by 2.5% over FY 2013. Statewide NPR was approximately \$10.0 billion and accounted for 95% of operating revenues. In FY 2014, nearly half (48%) of hospital net revenue continued to be generated from governmental payers (Medicare, Medicaid, CHAMPUS/TRICARE and Medical Assistance), which also accounted for the majority of discharges (67%).

In FY 2014, Connecticut hospitals had a total gain from operations of \$485.8 million, a sizable increase (46%) from the previous year when operating profits were \$333.9 million. Twenty-four hospitals posted positive operating margins in FY 2014, an increase from 22 hospitals in FY 2013. Some hospitals did particularly well on a margin basis, such as Backus and Greenwich, but some hospitals did poorly, such as Milford and Dempsey, both of which have had negative operating margins for multiple years.

In FY 2014, non-operating revenue, which is derived primarily from investments in stocks and bonds, the value of held securities, endowments and charitable contributions, decreased \$84 million (32%) from the previous year. All but four hospitals experienced gains in non-operating revenue. Combined, these factors resulted in excess revenue over expenses of approximately \$665 million (see **Table 1**), an 11% increase from \$597 million in FY 2013.

A robust financial picture should rely more on patient and other operating revenues and not on less than reliable income sources, such as investment performance. On the whole, hospitals' operational financial performance strengthened in FY 2014, despite non-operating income weakening slightly.

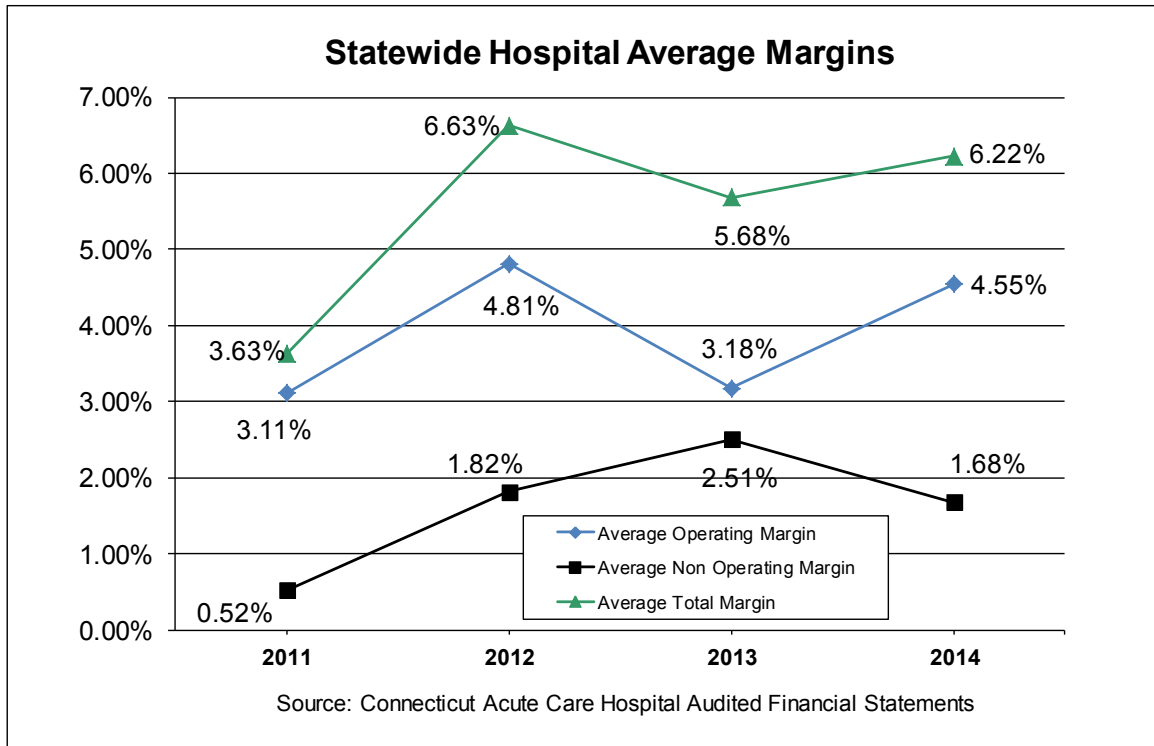
Table 1

STATEWIDE HOSPITALS STATEMENT OF OPERATIONS DATA	2011	2012	2013	2014
Net Patient Revenue	\$9,283,848,370	\$9,902,029,414	\$9,766,243,841	\$10,012,328,984
Other Operating Revenue	\$448,460,140	\$587,041,326	\$477,106,882	\$493,362,719
Total Operating Revenue	\$9,732,308,510	\$10,489,070,740	\$10,243,350,723	\$10,505,691,703
Total Operating Expenses	\$9,428,356,460	\$9,975,496,976	\$9,909,485,912	\$10,019,930,389
Income/(Loss) from Operations	\$303,952,050	\$513,573,764	\$333,864,811	\$485,761,314
Non-Operating Revenue	\$50,716,284	\$194,372,819	\$263,214,548	\$179,190,191
Excess/(Deficiency) of Revenue over Expenses	\$354,668,334	\$707,946,583	\$597,079,359	\$664,951,505

Source: Hospital Audited Financial Statements

Figure 1 below shows the trends for statewide hospital average operating, non-operating and total margins for the last four years, which illustrate changes in statewide hospital financial performance, on average, over this time period.

Figure 1



As indicated previously, in FY 2014, hospitals had total revenue in excess of expenses of \$665 million, an increase of almost \$68 million or 11.4% from the previous fiscal year, while the statewide average total margin rose slightly from 5.68% in FY 2013 to 6.22%. During FY 2014, 18 hospitals reported an improved total margin, including all five of the Hartford Healthcare system hospitals (Backus, Hartford, HOCC, Midstate and Windham).

Individual results ranged from a high of +18.6% (Backus) to a low of -11.1% (Milford). While, twenty-four hospitals posted positive total margins in FY 2014, the same number as in FY 2013, five hospitals reported negative total margins (CT Children’s, Dempsey, Milford, New Milford, and Windham). Of particular concern, Milford has reported a negative total margin for the past seven fiscal years. More detailed hospital statement of operations and margin data are provided in Appendices I and J, which provide results by individual hospital.

Five Year Financial Performance

Table 2 on the following page provides five-year weighted average total margins for Connecticut's acute care hospitals. Hospitals need to generate revenue in excess of expenses to remain profitable. Expenses exceeding revenues over a period of several years may be indicative of financial distress. Those hospitals with a negative total margin are not achieving sufficient revenue to pay all of their expenses and must use other sources of funds, such as cash reserves or the liquidation of assets, to pay their expenses. To make improvements to facilities and equipment, hospitals must have operating gains or access to sources of capital.

Listed below are key findings from **Table 2** on the following page:

- Three hospitals (Milford, New Milford, and Windham) had negative five-year average total margins over the period FY 2010 - FY 2014.
- New Milford had a negative margin for four out of the five years reported. Milford and Windham had negative total margins for all five fiscal years and Milford reported a negative total margin for the past seven fiscal years.
- Windham's negative financial performance continued despite its affiliation with a large Connecticut hospital system that occurred in 2009. Windham had positive total margins for the years preceding that affiliation (FYs 2005, 2006, 2007 and 2008).
- There were 26 hospitals with positive five-year average total margins.
- Eighteen hospitals consistently sustained positive total margins in each of the five years and five hospitals (CT Children's, Dempsey, Manchester, Rockville and Waterbury), had a positive total margin in four of the five years.
- Overall, the statewide five-year weighted average total margin for FY 2010 - FY 2014 was 5.34%.
- Fourteen hospitals reported a five-year total margin greater than the statewide average of 5.34%.

Table 2

Hospital Total Margin Trends FY 2010 - FY 2014						
	FY 2010-2014 5 YEAR AVERAGE TOTAL MARGIN	FY 2010 TOTAL MARGIN	FY 2011 TOTAL MARGIN	FY 2012 TOTAL MARGIN	FY 2013 TOTAL MARGIN	FY 2014 TOTAL MARGIN
MILFORD	-7.00%	-4.65%	-6.74%	-2.01%	-12.46%	-11.10%
WINDHAM	-4.13%	-1.85%	-4.59%	-0.75%	-8.58%	-5.51%
NEW MILFORD	-2.60%	0.21%	-0.10%	-7.83%	-2.94%	-3.20%
SAINT FRANCIS	0.58%	-1.16%	-2.52%	-0.34%	4.13%	2.29%
DEMPSEY	1.01%	3.23%	0.91%	0.00%	3.63%	-2.61%
GRIFFIN	1.12%	-0.79%	-0.14%	-3.08%	3.28%	5.67%
BRISTOL	1.59%	1.35%	1.63%	1.68%	1.66%	1.61%
WATERBURY	1.73%	0.14%	-0.59%	4.85%	2.62%	1.60%
HUNGERFORD	2.04%	1.41%	2.28%	1.94%	2.11%	2.42%
ROCKVILLE	2.21%	4.48%	-1.03%	0.67%	3.58%	3.20%
MANCHESTER	2.57%	3.23%	3.38%	5.03%	-0.11%	1.33%
DAY KIMBALL	2.95%	3.95%	2.95%	4.31%	0.80%	2.73%
CT CHILDREN'S	3.86%	7.09%	6.92%	6.99%	0.12%	-0.57%
HARTFORD	4.28%	3.52%	1.96%	8.03%	2.39%	4.89%
L+M	4.89%	1.18%	7.87%	7.53%	4.95%	2.61%
HOSP OF CENTRAL CT (HOCC)	5.46%	1.41%	6.13%	7.02%	6.26%	6.35%
GREENWICH	6.08%	4.32%	1.93%	4.86%	8.24%	10.27%
SHARON	6.30%	5.72%	5.24%	5.94%	8.81%	5.75%
NORWALK	6.53%	1.53%	6.57%	7.55%	6.05%	10.77%
YALE-NEW HAVEN	6.58%	6.13%	4.47%	7.32%	7.40%	6.77%
SAINT MARY	6.80%	6.47%	2.72%	6.44%	7.67%	9.99%
STAMFORD	7.01%	5.55%	7.37%	7.13%	6.68%	8.21%
JOHNSON	7.24%	28.80%	-0.40%	0.08%	-4.94%	1.78%
MIDDLESEX	7.52%	7.39%	6.15%	8.00%	6.59%	9.35%
BRIDGEPORT	7.75%	4.78%	8.15%	7.95%	8.18%	9.14%
MIDSTATE	7.84%	5.50%	3.83%	10.56%	8.90%	9.57%
DANBURY	7.91%	8.83%	4.56%	9.39%	7.36%	9.23%
SAINT VINCENT	11.57%	10.38%	5.41%	18.91%	12.02%	10.15%
BACKUS	12.12%	6.68%	9.07%	12.98%	12.45%	18.63%
SAINT RAPHAEL	n/a	0.04%	0.65%	4.90%	n/a	n/a
STATEWIDE (Note A)	5.34%	4.27%	3.63%	6.63%	5.68%	6.22%
Median (Note B)	4.9%	3.7%	2.8%	5.5%	4.1%	4.9%

Note A: Weighted average by dollar amounts. Revenue in excess of expenses/(revenue from operations+(revenue in excess of expenses - gain/loss from operations))

Note B: Middle margin in numerical order

Note C: The former Hospital of St. Raphael is presented for historical information only.

Note D: Johnson's FY 2010 total margin is due to the discharge of \$34.6 million of debt as a result of their bankruptcy filing.

Balance Sheet Strength and Liquidity

The strength and liquidity of a hospital or any organization may be measured by using various financial ratios. Liquidity ratios measure the amount of or how well a hospital utilizes its current or short-term assets to pay off its short-term obligations. Liquidity is an indication of how easily an asset can be converted into other types of assets or used to buy services or satisfy obligations. In FY 2014, some of the hospitals that reported strong operating profits tended to have liquidity ratios that were better than the statewide median and five hospitals had liquidity ratios that were better than the statewide median for all liquidity ratios calculated by OHCA (Backus, HOCC, Midstate, L+M, and Saint Francis). Some hospitals, while profitable, still experienced liquidity ratios that compared unfavorably to the statewide median. These included Bristol, Day Kimball, and Manchester.

On a statewide basis, hospital liquidity indicators provided mixed results. The median Current Ratio, a liquidity indicator that measures a hospital's ability to pay its short-term debts with its short-term assets, increased from 1.4 in FY 2013 to 1.6 in FY 2014 and the Days Revenue in Patient Accounts Receivable, which measures how quickly a hospital collects account balances, declined from 41 days in FY 2013 to 38 days in FY 2014; positive movements for both indicators. The median Days Cash on Hand, which measures how much cash a hospital has to pay for expenses, decreased from 38 days in FY 2013 to 37 days in FY 2014; while the median Average Payment Period, which measures the average time taken to pay creditors, increased from 67 days in FY 2013 to 69 days in FY 2014; both negative trends.

Solvency ratios measure the ability of a hospital to pay off its long term debt. Solvency measures can indicate whether or not a hospital can continue to pay all of its short-term and long-term liabilities as they become due from creditors. Similar to liquidity ratios, hospitals which have strong solvency measures also tended to report strong operating profits. In FY 2014, six hospitals had solvency ratios greater than the statewide median for all solvency ratios calculated by OHCA (Backus, HOCC, Greenwich, Middlesex, Saint Vincent's and Sharon). Similar to liquidity measures, some hospitals, while profitable, still experienced solvency ratios that compared unfavorably to the statewide median. Of note, the three hospitals that compared unfavorably to the statewide median for liquidity ratios (Bristol, Day Kimball and Manchester), also compared unfavorably to the statewide median for all three solvency measures.

On a statewide basis, similar to liquidity measures, median statewide solvency ratios also provided mixed results. The median Equity Financing Ratio, a solvency measure related to capital structure that indicates the percentage of a hospital's total assets financed with its own funds as compared to debt, had a negative change, declining from 41.7% in FY 2013 to 38.8% in FY 2014. The median Cash Flow to Total Debt Ratio, which provides an indication of potential future debt repayment difficulty or insolvency, rose from 21.9 in FY 2013 to 23.1 in FY 2014 and the median Long-Term Debt to Capitalization Ratio, which measures the proportion of long-term debt in a hospital's capital structure, declined from 28.6 to 27.7; both favorable trends. More detailed hospital liquidity and solvency measures are provided in Appendices P and Q, which provide results by individual hospital.

Another balance sheet item that indicates financial strength of an organization is the amount of net assets the organization maintains. Total statewide hospital net assets were \$5.6 billion in FY 2014, only a \$24 million increase from FY 2013. Net assets are also referred to as a hospital's ownership equity. Primary factors affecting total net assets include changes in unrealized gains and losses, a hospital's excess or deficiency of revenue over expenses, monetary transfers to or from a hospital affiliate, pension and post retirement-related changes, and net assets released from restrictions and used for operating purposes. In FY 2014, only 12 hospitals experienced net asset increases compared to almost all hospitals in FY 2013. It should be noted that three hospitals, Griffin, Milford and Windham, all had negative net assets for FY 2014, indicating that hospital assets less their liabilities was a negative amount. Griffin and Windham also had negative net assets in FY 2013. More detailed data on specific hospital net asset totals is provided in Appendix N.

Financial Status of Hospital Health Systems

In FY 2014, the hospital corporate systems, which include hospital parent corporations and all subsidiaries, had somewhat mixed results. Hospital health systems⁵ in Connecticut had an overall loss from operations of \$44.7 million, a sizable decrease from the \$91.6 million loss the previous year. There were 12 health systems that reported positive operating margins in FY 2014, with eight systems reporting operating losses, including some health systems with hospitals that reported positive operating margins such as Day Kimball, L+M and Sharon. Some health systems posted large operating gains, such as Yale with a gain of \$170 million. UCONN however, had a large impact on statewide amounts with its \$286 million operating loss.

Health systems reported total non-operating revenues of \$961.2 million. A large portion of these non-operating gains (\$756 million) were the result of \$459 million in State and Capital appropriations for UCONN and a \$297 million contribution to non-operating revenue received by Western Connecticut Health Network due to the affiliation of Norwalk Health Services Corporation.⁶ Excluding these amounts would have significantly diminished total health system non-operating revenues thereby reducing overall health system profits.

Health systems had total revenue in excess of expenses of \$916.4 million in FY 2014, an increase of \$188.3 million or 26% from the previous fiscal year. This resulted in a statewide average total margin of 7.0% for the hospital corporate systems, an increase from the 5.8% earned in FY 2013. Total margins in FY 2014 ranged from a high of 26.7% (Western Connecticut) to a low of -13.5% (Milford). There were 12 health systems that reported an improvement in total margin over the year. Seven health systems reported a negative total margin (CCMC, Day Kimball, Greater Waterbury, Johnson, L+M, Milford and Sharon). More detailed health system statement of operations and margin data are provided in Appendix A and B.

⁵See Appendices A-H for listings of the 20 hospital parent corporations reporting to OHCA in FY 2014. See Appendices A-H for listings of the 20 hospital parent corporations reporting to OHCA in FY 2014. Fewer systems provided data due to Backus Corporation amounts being merged into Hartford Healthcare Corporation, Norwalk Health Services Corporation amounts being merged into the Western Connecticut Health Network and OHCA using Yale New Haven Health Services as the parent corporation for Bridgeport Hospital, Greenwich Hospital and Yale-New Haven Hospital.

⁶These amounts are from the individual health system's Statement of Operations for FY 2014. Some parent corporations include data from out-of-state affiliates such as L+M which includes data from Westerly Hospital in Rhode Island.

In FY 2014, there were no large variations in the hospital corporate systems' various liquidity measures on a statewide median basis. Statewide median Days Cash on Hand displayed weaker results for the hospital corporate systems, decreasing from 45 days in FY 2013 to 39 days in FY 2014. The statewide median Current Ratio also decreased slightly from 1.73 in FY 2013 to 1.70 in FY 2014. The performance of the other liquidity measures stayed consistent between the two years. Days Revenue in Accounts Receivable remained at 40, while the Average Payment Period, at 69 days, also had no change.

In FY 2014, the hospital corporate systems' median solvency measures all moved in a negative direction from the previous year. The median statewide Equity Financing Ratio declined from 44% in FY 2013 to 42% in FY 2014, the median Cash Flow to Total Debt Ratio dropped from 17.8 in FY 2013 to 13.4 in FY 2014 and the Long-Term Debt to Capitalization Ratio rose from 26.4 in FY 2013 to 30.3 in FY 2014, none of these being improvements.

The total net assets of hospital corporate systems⁷ increased to \$7.24 billion in FY 2014, an increase of almost \$381 million, or 5.6%, from the previous year. In FY 2014, most health systems reported a decrease in net assets with the exception of Bristol, Middlesex, St. Vincent's, Stamford, UCONN, Western Connecticut and Yale. Two health systems with the largest changes were UCONN (\$179 million) due to capital appropriations and Yale (\$257 million) due to reporting Yale-New Haven Health Services Corporation as the parent corporation as opposed to the separate parent corporations of its affiliated hospitals (Bridgeport, Greenwich and Yale). If not for these two systems, statewide net assets would have actually declined marginally in FY 2014. Detailed data on specific health system liquidity and solvency measures, in addition to net asset data, are provided in Appendices F, G and H.

Utilization Indicators

Utilization measures provide additional information essential to understanding hospital performance. Significant fluctuations of patient volume or length of stay, for example, can enhance or detract from a hospital's financial performance. Appendix S of this report provides hospital utilization statistics for FY 2014.

For more detailed utilization data, refer to OHCA's publication entitled "Statewide Health Care Facilities and Service Plan" released in February 2015, which contains a comprehensive look at the utilization of services in Connecticut's acute care hospitals. The report may be accessed in the Publications section of the OHCA website at the following address: http://www.ct.gov/dph/lib/dph/ohca/hc_facilities_advisory_body/facilities/2014/ohca_2014_supplemental_statewide_facilities_chapter_2-_acute_care_facilities_utilization_and_trends.pdf

⁷The financial results of a hospital system include each hospital's parent corporation, the hospital itself and any other subsidiaries under the hospital parent organization. Therefore, the statewide hospital systems' net assets of \$6.8 billion in FY 2014 includes the statewide hospitals' net assets for FY 2014.

Uncompensated Care

By law, all emergent, non-elective patients at Connecticut's hospitals must be treated, regardless of their ability to pay. Uncompensated care (UC) represents health care provided to patients by hospitals that will not be reimbursed. There are two components of uncompensated care: charity care and bad debt. Charity care occurs when a hospital knows in advance that the care provided will not be reimbursed. Bad debt is incurred after a service has been provided, with no forewarning of non-payment. Appendix R of this report provides an overview of the hospitals' uncompensated care data for FY 2014.

In FY 2014, statewide uncompensated care charges (UC charges) totaled \$764.9 million, an increase of \$91.8 million or 13.6% from the previous year. Total statewide bad debt of \$506.1 million, rose \$76.5 million, an increase of 17.8% and total statewide charity care of \$258.8 million, rose by \$15.3 million, an increase of 6.3%. A summary of FY 2014 changes to hospital bad debt and charity care is provided in the **Table 3** below.

Table 3

	# of Hospitals with decreases	# of Hospitals with decreases $\geq 25\%$	# of Hospitals with increases	# of Hospitals with increases $\geq 25\%$
Bad Debt	15	5	14	8
Charity Care	18	5	11	4

Overall, bad debt as a percentage of total hospital UC charges increased to 66.2% in FY 2014, up from 63.8% in FY 2013. In FY 2014, four hospitals had bad debt as a percentage of total hospital UC charges which exceeded 90%: Dempsey (91.0%), Johnson (91.4%), Milford (90.6%) and Saint Mary's (91.8%). Conversely, charity care as a percentage of total hospital UC charges decreased from 36.2% in FY 2013 to 33.8% in FY 2014. The hospitals with the highest percentage of charity care to total hospital UC charges were Griffin (78.2%), Hartford (55.4%), HOCC (76.0%), MidState (56.0%) and Waterbury (60.4%).

Uncompensated care costs (UC costs) are the costs hospitals incur providing care for which no payment was received from the patient or insurer. Hospital charges include the actual cost of care plus a mark-up to generate additional income. This additional income is used by hospitals to recoup fixed costs, generate funds for future investment and to maintain profitability.

Uncompensated care costs are calculated from hospital charges using a cost-to-charge ratio (See Appendix R) and attempt to remove the additional mark-up to determine the "true cost" of care.

In FY 2014, statewide UC costs totaled \$236.9 million, an increase of \$20.7 million or 9.6%, from the previous year. The statewide UC costs accounted for 2.4% of total expenses, up just slightly from a figure of 2.2% in FY 2013. Eighteen hospitals experienced a decrease in UC costs and 4 of the 18 (Griffin, New Milford, Rockville and Waterbury) decreased by more than 25%. The remaining 11 hospitals experienced an increase in UC costs in FY 2014 and 5 of the 11 (Dempsey, Greenwich, Hartford, MidState and Yale) increased by more than 25%.

OHCA has stated for the past several years that, as the Affordable Care Act (ACA) expands health care coverage, uncompensated care costs should decrease, but that a significant reduction in the overall costs may take some time and may not decrease uniformly at individual hospitals. Coverage through the State's AccessHealth CT exchange began during FY 2014. As the exchange was enrolling new insurance subscribers beginning January 1, 2014 or for the last three quarters of FY 2014, it remains too early to make any definitive statements regarding this increased insurance coverage related to the uncompensated care results for Connecticut's hospitals.

A Discussion of Hospitals within Affiliated Systems

Connecticut continues to have an increasing number of hospitals that operate within corporate systems directly related to other Connecticut hospitals or, in several cases, to out-of-state hospitals. The Connecticut acute care hospitals that operated within such systems during this past year are listed in Appendix AA.

Within the Western Connecticut Health Network, Inc. ("WCHN") system, a number of significant events have recently taken place. Norwalk Hospital became a member of the WCHN system on January 1, 2014 as a result of the acquisition of the Hospital's parent, Norwalk Health Services Corporation ("NHSC") by WCHN, whereby NHSC became wholly owned by WCHN. On September 29, 2014, NHSC then fully merged into WCHN, and Norwalk Hospital is now wholly-owned by WCHN, without a middle parent entity. In addition, effective October 1, 2014, New Milford Hospital's operations were consolidated with those of Danbury Hospital and New Milford Hospital is now a satellite location on Danbury Hospital's general hospital license.

Within the Yale-New Haven Health Services Corporation system, two events took place related to the immediate parent corporations of Bridgeport Hospital and Yale-New Haven Hospital, both on May 15, 2014. Bridgeport Hospital's immediate parent, Bridgeport Hospital & Healthcare Services, Inc., merged into Bridgeport Hospital and Yale-New Haven Hospital's immediate parent, YNH Network Corporation merged into Yale-New Haven Hospital. With these changes, both of these two hospitals are now wholly-owned by Yale-New Haven Health Services Corporation, without middle parent entities.

Within the Hartford Healthcare Corporation system, on April 28, 2015, Central Connecticut Health Alliance, Inc., the immediate parent corporation of Hospital of Central Connecticut, merged into Hartford Healthcare Corporation. Hospital of Central Connecticut is now wholly-owned by Hartford Healthcare Corporation, without a middle parent entity. On July 17, 2015, OHCA issued a Certificate of Need ("CON") Determination indicating that a CON was not required for The William W. Backus Hospital's immediate parent, Backus Corporation, to merge into Hartford Healthcare Corporation, whereby the hospital will be wholly-owned by Hartford Healthcare Corporation, without a middle parent entity. This change may not have occurred as of the date of this publication.

The planned affiliation of non-profit health systems with other non-profit health systems or with national hospital chains remains an active trend within Connecticut's hospital industry. The activity may indicate a growing interest in and/or necessity for hospitals and their corporations to enter into conversations or negotiations with other hospital systems. This may be the result of many factors including, but not limited to, the status of current national and state economies, reimbursement issues, strengthening of position in payer contract negotiations and access to capital. The changes that have occurred at the Federal and State level with the full implementation of the Affordable Care Act have clearly played a significant role in the ongoing reshaping of Connecticut's hospital systems and the formation of more affiliations, both non-profit and for-profit affiliations.


Statewide Health System Data
Statewide Hospital Data &
Individual Hospital Data

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

STATEWIDE HOSPITAL HEALTH SYSTEM PROFILE

Reported below is the total Statewide Health System statement of operations summary for Fiscal Year 2011 - Fiscal Year 2014, a summary of profitability margins, net assets and selected liquidity and solvency measures.

STATEWIDE HEALTH SYSTEM STATEMENT OF OPERATIONS SUMMARY	2011	2012	2013	2014
Net Patient Revenue	\$10,123,431,993	\$10,964,152,921	\$10,920,191,160	\$11,347,784,022
Other Operating Revenue	\$794,747,313	\$921,104,500	\$851,127,899	\$842,149,088
Total Operating Revenue	\$10,918,179,306	\$11,885,257,421	\$11,771,319,059	\$12,189,933,110
Total Operating Expenses	\$10,934,111,090	\$11,738,450,215	\$11,862,886,845	\$12,234,686,678
Income/(Loss) from Operations	(\$15,931,784)	\$146,807,206	(\$91,567,786)	(\$44,753,568)
Non Operating Revenue	\$436,168,057	\$481,194,171	\$819,724,019	\$961,168,438
Excess/(Deficiency) of Revenue over Expenses	\$420,236,273	\$628,001,377	\$728,156,233	\$916,414,870

Source: Hospital Parent Corporation Audited Financial Statements

PROFITABILITY SUMMARY				
Health System Operating Margins	-0.14%	1.19%	-0.73%	-0.34%
Health System Non Operating Margins	3.84%	3.89%	6.51%	7.31%
Health System Total Margins	3.70%	5.08%	5.78%	6.97%

NET ASSETS SUMMARY				
Health System Unrestricted Net Assets	\$3,379,406,553	\$3,701,170,608	\$5,208,851,720	\$5,325,428,566
Health System Total Net Assets	\$4,743,115,776	\$5,261,223,689	\$6,854,479,117	\$7,235,412,629
Health System Change in Total Net Assets	(\$24,877,928)	\$518,107,913	\$1,593,255,428	\$380,933,512
Health System Change in Total Net Assets %	-0.5%	10.9%	30.3%	5.6%

LIQUIDITY MEASURES SUMMARY				
Current Ratio	2.00	2.13	1.97	2.10
Days cash on hand	64	77	69	80
Days in patients accounts receivable	39	39	40	38
Average Payment Period	62	66	68	69

SOLVENCY MEASURES SUMMARY				
Equity financing ratio	39.0	38.6	47.7	46.3
Cash flow to total debt ratio	21.6	24.0	25.9	27.7
Long-term debt to Capitalization Ratio	34.6	34.9	29.9	31.6

KEY RESULTS - STATEWIDE HOSPITAL PROFILE

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

STATEWIDE HOSPITALS STATEMENT OF OPERATIONS DATA	2011	2012	2013	2014
Net Patient Revenue	\$9,283,848,370	\$9,902,029,414	\$9,766,243,841	\$10,012,328,984
Other Operating Revenue	\$448,460,140	\$587,041,326	\$477,106,882	\$493,362,719
Total Operating Revenue	\$9,732,308,510	\$10,489,070,740	\$10,243,350,723	\$10,505,691,703
Total Operating Expenses	\$9,428,356,460	\$9,975,496,976	\$9,909,485,912	\$10,019,930,389
Income/(Loss) from Operations	\$303,952,050	\$513,573,764	\$333,864,811	\$485,761,314
Non Operating Revenue	\$50,716,284	\$194,372,819	\$263,214,548	\$179,190,191
Excess/(Deficiency) of Revenue over Expenses	\$354,668,334	\$707,946,583	\$597,079,359	\$664,951,505

Source: Hospital Audited Financial Statements

PROFITABILITY SUMMARY

Hospital Operating Margins	3.11%	4.81%	3.18%	4.55%
Hospital Non Operating Margins	0.52%	1.82%	2.51%	1.68%
Hospital Total Margins	3.63%	6.63%	5.68%	6.22%

COST DATA SUMMARY

Ratio of Cost to Charges	0.38	0.36	0.33	0.32
Private Payment to Cost Ratio	1.29	1.35	1.45	1.49
Medicare Payment to Cost Ratio	0.84	0.84	0.84	0.86
Medicaid Payment to Cost Ratio	0.66	0.66	0.67	0.63

LIQUIDITY MEASURES SUMMARY

Current Ratio	1.92	1.98	1.93	2.10
Days Cash on Hand	58	69	66	78
Days in Patients Accounts Receivable	39	40	40	37
Average Payment Period	63	69	70	70

SOLVENCY MEASURES SUMMARY

Equity Financing Ratio	37.2	35.9	45.6	43.5
Cash Flow to Total Debt Ratio	21.2	27.1	24.7	25.5
Long-Term Debt to Capitalization Ratio	37.3	38.1	32.6	34.3

KEY RESULTS - STATEWIDE HOSPITAL PROFILE

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	\$2,888,334,112	\$3,160,587,217	\$4,409,490,284	\$4,351,863,172
Hospital Total Net Assets	\$3,867,771,579	\$4,261,050,591	\$5,575,141,026	\$5,599,369,015
UNCOMPENSATED CARE				
Charity Care	\$220,718,650	\$236,566,531	\$243,581,962	\$258,833,266
Bad Debts	\$383,342,785	\$426,959,558	\$429,597,358	\$506,152,534
Total Uncompensated Care Charges	\$604,061,435	\$663,526,089	\$673,179,320	\$764,985,800
Uncompensated Care Cost	\$222,110,320	\$233,699,630	\$216,219,590	\$236,950,547
Uncompensated Care % of Total Expenses	2.4%	2.3%	2.2%	2.4%
UTILIZATION MEASURES				
Patient Days	2,077,013	2,034,351	2,067,235	1,993,053
Discharges	426,388	418,068	412,632	400,432
ALOS	4.9	4.9	5.0	5.0
Staffed Beds	6,841	6,875	7,067	6,968
Available Beds	8,515	8,610	8,711	8,592
Licensed Beds	9,416	9,430	9,404	9,420
Occupancy of staffed beds	83%	81%	80%	78%
Occupancy of available beds	67%	65%	65%	64%
Full Time Equivalent Employees	53,374.1	54,341.7	54,314.0	52,861.9
Total Case Mix Index	1.3202	1.3240	1.3517	1.3797
DISCHARGES				
Non-Government (Including Uninsured)	150,852	144,076	137,076	131,418
Medicare	179,072	176,111	174,828	168,786
Medical Assistance	94,014	95,368	98,299	97,869
Medicaid	93,059	94,553	97,529	96,882
Other Medical Assistance	955	815	770	987
Champus / TRICARE	2,450	2,513	2,429	2,359
Uninsured (Included in Non-Government)	6,263	6,437	5,903	5,313
Total Discharges	426,388	418,068	412,632	400,432
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	249,643	248,557	251,190	260,379
Emergency Room - Treated and Discharged	1,453,852	1,509,958	1,472,819	1,419,975
Total Emergency Room Visits	1,703,495	1,758,515	1,724,009	1,680,354
PAYER MIX				
Based on Charges:				
Non Government	37.4%	36.8%	36.0%	35.1%
Medicare	41.4%	41.3%	41.6%	42.2%
State Medical Assistance	18.8%	19.4%	20.0%	20.6%
Uninsured	2.4%	2.6%	2.4%	2.1%
Based on Payments:				
Non Government	50.1%	50.7%	51.5%	51.2%
Medicare	36.1%	35.4%	34.4%	35.5%
State Medical Assistance	12.8%	13.0%	13.3%	12.6%
Uninsured	0.9%	0.8%	0.7%	0.7%

WILLIAM W. BACKUS HOSPITAL

The William W. Backus Hospital is located in Norwich. In FY 2014, the Hospital generated \$48.6 million in income from operations and had \$9.1 million in non-operating revenue, resulting in an excess of revenues over expenses of \$57.7 million. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of the Hospital's parent, Hartford Healthcare Corporation, based on OHCA filings, can be found in Appendix AA.

HARTFORD HEALTHCARE CORPORATION STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$1,615,988,000	\$1,879,748,000	\$1,906,243,000	\$2,271,219,000
Other Operating Revenue	\$187,975,000	\$267,538,000	\$222,045,000	\$210,363,000
Total Operating Revenue	\$1,803,963,000	\$2,147,286,000	\$2,128,288,000	\$2,481,582,000
Total Operating Expenses	\$1,760,430,000	\$2,086,710,000	\$2,163,057,000	\$2,429,396,000
Income/(Loss) from Operations	\$43,533,000	\$60,576,000	(\$34,769,000)	\$52,186,000
Non Operating Revenue	\$182,626,000	\$68,563,000	\$381,049,000	\$51,361,000
Excess/(Deficiency) of Revenue over Expenses	\$226,159,000	\$129,139,000	\$346,280,000	\$103,547,000

WILLIAM W. BACKUS HOSPITAL STATEMENT OF OPERATIONS DATA

Net Patient Revenue	\$271,933,218	\$283,219,755	\$268,008,827	\$293,617,939
Other Operating Revenue	\$5,109,286	\$7,456,692	\$7,202,302	\$7,047,673
Total Operating Revenue	\$277,042,504	\$290,676,447	\$275,211,129	\$300,665,612
Total Operating Expenses	\$252,073,735	\$264,111,731	\$249,935,251	\$252,028,161
Income/(Loss) from Operations	\$24,968,769	\$26,564,716	\$25,275,878	\$48,637,451
Non Operating Revenue	\$174,374	\$12,819,113	\$10,257,621	\$9,066,264
Excess/(Deficiency) of Revenue over Expenses	\$25,143,143	\$39,383,829	\$35,533,499	\$57,703,715

Source: Audited Financial Statements

PROFITABILITY SUMMARY

Statewide
Avg. 2014

Hospital Operating Margins	9.01%	8.75%	8.85%	15.70%	4.55%
Hospital Non Operating Margins	0.06%	4.22%	3.59%	2.93%	1.68%
Hospital Total Margins	9.07%	12.98%	12.45%	18.63%	6.22%

COST DATA SUMMARY

Ratio of Cost to Charges	0.41	0.42	0.38	0.36	0.32
Private Payment to Cost Ratio	1.53	1.53	1.68	1.81	1.49
Medicare Payment to Cost Ratio	0.82	0.88	0.86	0.97	0.86
Medicaid Payment to Cost Ratio	0.62	0.57	0.67	0.70	0.63

LIQUIDITY MEASURES SUMMARY

Current Ratio	4.14	4.99	6.07	6.04	2.10
Days Cash on Hand	145	159	206	289	78
Days in Patients Accounts Receivable	37	40	40	36	37
Average Payment Period	51	46	45	60	70

SOLVENCY MEASURES SUMMARY

Equity Financing Ratio	45.3	50.4	68.3	69.0	43.5
Cash Flow to Total Debt Ratio	44.1	59.8	53.0	68.4	25.5
Long-Term Debt to Capitalization Ratio	27.8	24.7	17.1	16.1	34.3

Note, beginning with FY 2014, for financial reporting purposes, OHCA is using Hartford Healthcare Corporation as the parent corporation for the hospital.

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS - WILLIAM W. BACKUS HOSPITAL

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	\$153,327,362	\$187,197,385	\$314,099,880	\$342,576,048
Hospital Total Net Assets	\$162,176,033	\$197,844,044	\$325,472,938	\$354,463,494
UNCOMPENSATED CARE				
Charity Care	\$4,672,730	\$5,341,790	\$5,518,573	\$5,111,796
Bad Debts	\$12,690,606	\$8,089,246	\$8,822,403	\$8,128,981
Total Uncompensated Care Charges	\$17,363,336	\$13,431,036	\$14,340,976	\$13,240,777
Uncompensated Care Cost	\$7,184,927	\$5,694,063	\$5,450,356	\$4,708,339
Uncompensated Care % of Total Expenses	2.9%	2.2%	2.2%	1.9%
UTILIZATION MEASURES				
Patient Days	49,654	49,361	48,465	48,840
Discharges	11,999	11,911	11,396	10,690
ALOS	4.1	4.1	4.3	4.6
Staffed Beds	202	201	201	201
Available Beds	233	233	233	233
Licensed Beds	233	233	233	233
Occupancy of staffed beds	67%	67%	66%	67%
Occupancy of available beds	58%	58%	57%	57%
Full Time Equivalent Employees	1,513.9	1,542.8	1,531.7	1,457.0
Total Case Mix Index	1.2820	1.2505	1.2816	1.2960
DISCHARGES				
Non-Government (Including Uninsured)	4,178	3,836	3,554	3,221
Medicare	5,200	5,508	5,244	4,906
Medical Assistance	2,384	2,347	2,409	2,346
Medicaid	2,318	2,286	2,341	2,282
Other Medical Assistance	66	61	68	64
Champus / TRICARE	237	220	189	217
Uninsured (Included in Non-Government)	172	124	132	141
Total Discharges	11,999	11,911	11,396	10,690
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	6,846	7,364	7,289	6,794
Emergency Room - Treated and Discharged	56,352	60,738	71,555	72,087
Total Emergency Room Visits	63,198	68,102	78,844	78,881
PAYER MIX				
Based on Charges:				
Non Government	40.7%	38.3%	36.5%	34.7%
Medicare	39.8%	41.7%	41.9%	42.7%
State Medical Assistance	17.3%	17.9%	19.4%	20.8%
Uninsured	2.2%	2.1%	2.2%	1.9%
Based on Payments:				
Non Government	58.2%	55.1%	55.2%	52.6%
Medicare	30.5%	34.3%	32.3%	34.3%
State Medical Assistance	10.1%	9.6%	11.7%	12.4%
Uninsured	1.1%	1.0%	0.9%	0.7%

BRIDGEPORT HOSPITAL

Bridgeport Hospital is located in Bridgeport. In FY 2014, the Hospital generated \$37 million in income from operations and had \$5.9 million in non-operating revenue, resulting in an excess of revenues over expenses of \$42.9 million. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of the Hospital's parent, Yale-New Health Services Corporation, based on OHCA filings, can be found in Appendix AA.

YALE-NEW HAVEN HEALTH SERVICES CORP.

STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$1,462,366,000	\$1,733,252,000	\$2,317,430,000	\$3,287,692,000
Other Operating Revenue	\$48,257,000	\$49,518,000	\$60,720,000	\$106,994,000
Total Operating Revenue	\$1,510,623,000	\$1,782,770,000	\$2,378,150,000	\$3,394,686,000
Total Operating Expenses	\$1,453,315,000	\$1,675,207,000	\$2,279,435,000	\$3,224,574,000
Income/(Loss) from Operations	\$57,308,000	\$107,563,000	\$98,715,000	\$170,112,000
Non Operating Revenue	\$13,708,000	\$22,853,000	\$69,945,000	\$34,189,000
Excess/(Deficiency) of Revenue over Expenses	\$71,016,000	\$130,416,000	\$168,660,000	\$204,301,000

BRIDGEPORT HOSPITAL

STATEMENT OF OPERATIONS DATA

Net Patient Revenue	\$409,615,000	\$420,616,000	\$418,827,000	\$439,375,000
Other Operating Revenue	\$7,707,000	\$16,075,000	\$22,885,000	\$24,165,000
Total Operating Revenue	\$417,322,000	\$436,691,000	\$441,712,000	\$463,540,000
Total Operating Expenses	\$383,278,000	\$403,987,000	\$409,234,000	\$426,496,000
Income/(Loss) from Operations	\$34,044,000	\$32,704,000	\$32,478,000	\$37,044,000
Non Operating Revenue	(\$38,000)	\$2,164,000	\$3,969,000	\$5,852,000
Excess/(Deficiency) of Revenue over Expenses	\$34,006,000	\$34,868,000	\$36,447,000	\$42,896,000

Source: Audited Financial Statements

					Statewide Avg. 2014
PROFITABILITY SUMMARY					
Hospital Operating Margins	8.16%	7.45%	7.29%	7.89%	4.55%
Hospital Non Operating Margins	-0.01%	0.49%	0.89%	1.25%	1.68%
Hospital Total Margins	8.15%	7.95%	8.18%	9.14%	6.22%
COST DATA SUMMARY					
Ratio of Cost to Charges	0.29	0.29	0.27	0.25	0.32
Private Payment to Cost Ratio	1.44	1.41	1.49	1.47	1.49
Medicare Payment to Cost Ratio	0.98	0.98	1.03	1.01	0.86
Medicaid Payment to Cost Ratio	0.74	0.74	0.69	0.71	0.63
LIQUIDITY MEASURES SUMMARY					
Current Ratio	1.79	1.60	1.26	1.61	2.10
Days Cash on Hand	56	54	60	61	78
Days in Patients Accounts Receivable	36	37	45	41	37
Average Payment Period	62	77	107	84	70
SOLVENCY MEASURES SUMMARY					
Equity Financing Ratio	36.2	31.6	39.9	33.0	43.5
Cash Flow to Total Debt Ratio	46.3	42.9	36.4	43.2	25.5
Long-Term Debt to Capitalization Ratio	29.5	27.8	21.9	33.9	34.3

Note, beginning with FY 2014, for financial reporting purposes, OHCA is using Yale-New Haven Health Services corporation as the parent corporation for the hospital. OHCA formerly used Bridgeport Hospital and Healthcare Services which was merged into the hospital in 2014.

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS - BRIDGEPORT HOSPITAL

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	\$74,736,000	\$74,554,000	\$123,039,000	\$100,811,000
Hospital Total Net Assets	\$118,814,000	\$123,258,000	\$175,860,000	\$155,833,000
UNCOMPENSATED CARE				
Charity Care	\$13,664,086	\$14,777,279	\$19,484,535	\$13,389,500
Bad Debts	\$28,215,688	\$30,026,844	\$32,666,112	\$55,466,000
Total Uncompensated Care Charges	\$41,879,774	\$44,804,123	\$52,150,647	\$68,855,500
Uncompensated Care Cost	\$12,285,910	\$12,979,556	\$14,066,134	\$17,291,595
Uncompensated Care % of Total Expenses	3.2%	3.2%	3.4%	4.1%
UTILIZATION MEASURES				
Patient Days	104,095	100,830	97,440	101,235
Discharges	19,058	18,936	18,453	18,207
ALOS	5.5	5.3	5.3	5.6
Staffed Beds	289	281	271	280
Available Beds	406	371	333	368
Licensed Beds	425	383	383	383
Occupancy of staffed beds	99%	98%	99%	99%
Occupancy of available beds	70%	74%	80%	75%
Full Time Equivalent Employees	2,085.9	2,110.6	2,126.0	2,151.0
Total Case Mix Index	1.2938	1.2798	1.3121	1.3295
DISCHARGES				
Non-Government (Including Uninsured)	6,089	5,672	5,525	5,161
Medicare	6,932	7,260	7,117	6,958
Medical Assistance	6,004	5,984	5,789	6,057
Medicaid	6,004	5,984	5,789	6,057
Other Medical Assistance	0	0	0	0
Champus / TRICARE	33	20	22	31
Uninsured (Included in Non-Government)	262	296	301	215
Total Discharges	19,058	18,936	18,453	18,207
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	11,166	11,267	10,835	13,334
Emergency Room - Treated and Discharged	65,670	67,791	66,060	73,906
Total Emergency Room Visits	76,836	79,058	76,895	87,240
PAYER MIX				
Based on Charges:				
Non Government	32.1%	30.7%	30.7%	29.5%
Medicare	38.7%	38.8%	38.0%	37.3%
State Medical Assistance	25.9%	27.1%	27.8%	30.5%
Uninsured	3.3%	3.4%	3.5%	2.7%
Based on Payments:				
Non Government	44.3%	42.4%	43.3%	40.9%
Medicare	36.2%	37.0%	37.3%	35.5%
State Medical Assistance	18.2%	19.6%	18.1%	20.5%
Uninsured	1.3%	1.1%	1.3%	3.1%

BRISTOL HOSPITAL

Bristol Hospital is located in Bristol. In FY 2014, the Hospital generated \$1.0 million in income from operations and had \$1.3 million in non-operating revenue, resulting in an excess of revenues over expenses of \$2.3 million. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of the Hospital's parent, Bristol Hospital and Healthcare Group, based on OHCA filings, can be found in Appendix AA.

BRISTOL HOSPITAL & HEALTHCARE GROUP STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$155,158,705	\$160,223,250	\$155,469,099	\$168,232,406
Other Operating Revenue	\$8,394,129	\$7,071,296	\$6,651,756	\$7,836,353
Total Operating Revenue	\$163,552,834	\$167,294,546	\$162,120,855	\$176,068,759
Total Operating Expenses	\$164,004,899	\$167,392,904	\$161,783,218	\$175,386,378
Income/(Loss) from Operations	(\$452,065)	(\$98,358)	\$337,637	\$682,381
Non Operating Revenue	\$2,170,216	\$1,298,723	\$857,803	\$1,478,569
Excess/(Deficiency) of Revenue over Expenses	\$1,718,151	\$1,200,365	\$1,195,440	\$2,160,950

BRISTOL HOSPITAL STATEMENT OF OPERATIONS DATA

Net Patient Revenue	\$125,941,019	\$130,360,493	\$126,808,091	\$137,976,406
Other Operating Revenue	\$6,100,777	\$5,173,982	\$4,242,269	\$4,301,391
Total Operating Revenue	\$132,041,796	\$135,534,475	\$131,050,360	\$142,277,797
Total Operating Expenses	\$131,894,527	\$134,486,303	\$129,703,674	\$141,228,949
Income/(Loss) from Operations	\$147,269	\$1,048,172	\$1,346,686	\$1,048,848
Non Operating Revenue	\$2,043,267	\$1,253,154	\$844,070	\$1,263,862
Excess/(Deficiency) of Revenue over Expenses	\$2,190,536	\$2,301,326	\$2,190,756	\$2,312,710

Source: Audited Financial Statements

PROFITABILITY SUMMARY

	2011	2012	2013	2014	Statewide Avg. 2014
Hospital Operating Margins	0.11%	0.77%	1.02%	0.73%	4.55%
Hospital Non Operating Margins	1.52%	0.92%	0.64%	0.88%	1.68%
Hospital Total Margins	1.63%	1.68%	1.66%	1.61%	6.22%

COST DATA SUMMARY

Ratio of Cost to Charges	0.38	0.34	0.30	0.31	0.32
Private Payment to Cost Ratio	1.07	1.25	1.42	1.41	1.49
Medicare Payment to Cost Ratio	0.85	0.84	0.81	0.81	0.86
Medicaid Payment to Cost Ratio	0.72	0.66	0.73	0.71	0.63

LIQUIDITY MEASURES SUMMARY

Current Ratio	1.19	1.46	1.45	1.38	2.10
Days Cash on Hand	13	27	38	37	78
Days in Patients Accounts Receivable	66	52	57	48	37
Average Payment Period	80	76	80	74	70

SOLVENCY MEASURES SUMMARY

Equity Financing Ratio	7.8	9.4	23.2	24.9	43.5
Cash Flow to Total Debt Ratio	14.6	16.3	16.1	16.9	25.5
Long-Term Debt to Capitalization Ratio	76.8	71.0	49.8	47.4	34.3

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS - BRISTOL HOSPITAL

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	\$427,122	(\$376,115)	\$15,896,282	\$17,633,376
Hospital Total Net Assets	\$8,015,688	\$10,631,335	\$26,472,271	\$28,426,955
UNCOMPENSATED CARE				
Charity Care	\$223,751	\$3,781,958	\$5,306,456	\$4,530,623
Bad Debts	\$9,847,024	\$6,470,291	\$4,909,425	\$4,007,799
Total Uncompensated Care Charges	\$10,070,775	\$10,252,249	\$10,215,881	\$8,538,422
Uncompensated Care Cost	\$3,782,697	\$3,525,525	\$3,067,593	\$2,636,400
Uncompensated Care % of Total Expenses	2.9%	2.6%	2.4%	1.9%
UTILIZATION MEASURES				
Patient Days	28,670	29,383	29,710	29,830
Discharges	7,316	7,565	7,448	7,349
ALOS	3.9	3.9	4.0	4.1
Staffed Beds	132	132	115	115
Available Beds	154	154	154	154
Licensed Beds	154	154	154	154
Occupancy of staffed beds	60%	61%	71%	71%
Occupancy of available beds	51%	52%	53%	53%
Full Time Equivalent Employees	860.8	863.7	855.0	895.9
Total Case Mix Index	1.1124	1.1172	1.1161	1.1416
DISCHARGES				
Non-Government (Including Uninsured)	2,320	2,350	2,202	2,116
Medicare	3,378	3,565	3,584	3,410
Medical Assistance	1,593	1,625	1,646	1,797
Medicaid	1,593	1,625	1,646	1,797
Other Medical Assistance	0	0	0	0
Champus / TRICARE	25	25	16	26
Uninsured (Included in Non-Government)	38	119	132	113
Total Discharges	7,316	7,565	7,448	7,349
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	5,363	5,787	5,771	5,323
Emergency Room - Treated and Discharged	34,497	32,242	32,582	33,489
Total Emergency Room Visits	39,860	38,029	38,353	38,812
PAYER MIX				
Based on Charges:				
Non Government	35.8%	34.9%	32.8%	32.4%
Medicare	43.0%	44.6%	46.0%	46.1%
State Medical Assistance	19.5%	18.6%	19.1%	19.9%
Uninsured	1.7%	1.9%	2.0%	1.6%
Based on Payments:				
Non Government	43.0%	46.8%	47.5%	47.0%
Medicare	40.9%	40.0%	38.2%	38.4%
State Medical Assistance	15.8%	13.2%	14.3%	14.5%
Uninsured	0.2%	0.0%	0.1%	0.0%

CONNECTICUT CHILDREN'S MEDICAL CENTER

Connecticut Children's Medical Center (CCMC) is located in Hartford. In FY 2014, the Hospital experienced a \$10.8 million loss from operations and had \$9.2 million in non-operating revenue, resulting in an excess of expenses over revenues of \$1.6 million. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of the Hospital's parent, CCMC Corporation, Incorporated, based on OHCA filings, can be found in Appendix AA.

CCMC CORPORATION INC. STATEMENT OF OPERATIONS DATA	2011	2012	2013	2014
Net Patient Revenue	\$246,878,198	\$277,604,755	\$286,514,028	\$304,605,441
Other Operating Revenue	\$34,123,989	\$37,320,565	\$38,302,026	\$33,242,787
Total Operating Revenue	\$281,002,187	\$314,925,320	\$324,816,054	\$337,848,228
Total Operating Expenses	\$286,917,294	\$332,275,513	\$358,502,224	\$372,489,049
Income/(Loss) from Operations	(\$5,915,107)	(\$17,350,193)	(\$33,686,170)	(\$34,640,821)
Non Operating Revenue	\$14,906,138	\$24,593,006	\$16,611,908	\$17,542,732
Excess/(Deficiency) of Revenue over Expenses	\$8,991,031	\$7,242,813	(\$17,074,262)	(\$17,098,089)

CT CHILDREN'S MEDICAL CENTER STATEMENT OF OPERATIONS DATA				
Net Patient Revenue	\$202,447,507	\$231,197,635	\$239,314,874	\$252,957,977
Other Operating Revenue	\$15,994,983	\$19,775,990	\$18,007,225	\$16,353,492
Total Operating Revenue	\$218,442,490	\$250,973,625	\$257,322,099	\$269,311,469
Total Operating Expenses	\$212,457,955	\$251,662,045	\$267,793,841	\$280,099,480
Income/(Loss) from Operations	\$5,984,535	(\$688,420)	(\$10,471,742)	(\$10,788,011)
Non Operating Revenue	\$9,798,919	\$19,597,315	\$10,804,821	\$9,192,566
Excess/(Deficiency) of Revenue over Expenses	\$15,783,454	\$18,908,895	\$333,079	(\$1,595,445)

Source: Audited Financial Statements

PROFITABILITY SUMMARY					Statewide Avg. 2014
Hospital Operating Margins	2.62%	-0.25%	-3.91%	-3.87%	4.55%
Hospital Non Operating Margins	4.29%	7.24%	4.03%	3.30%	1.68%
Hospital Total Margins	6.92%	6.99%	0.12%	-0.57%	6.22%
COST DATA SUMMARY					
Ratio of Cost to Charges	0.46	0.47	0.44	0.45	0.32
Private Payment to Cost Ratio	1.27	1.21	1.26	1.29	1.49
Medicare Payment to Cost Ratio	15.71	12.66	6.03	8.79	0.86
Medicaid Payment to Cost Ratio	0.71	0.67	0.58	0.57	0.63
LIQUIDITY MEASURES SUMMARY					
Current Ratio	0.96	1.33	0.94	0.53	2.10
Days Cash on Hand	6	1	3	5	78
Days in Patients Accounts Receivable	39	49	27	5	37
Average Payment Period	68	70	89	132	70
SOLVENCY MEASURES SUMMARY					
Equity Financing Ratio	61.7	58.1	58.2	51.0	43.5
Cash Flow to Total Debt Ratio	32.8	28.8	9.7	8.5	25.5
Long-Term Debt to Capitalization Ratio	18.5	21.1	22.4	22.9	34.3

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS - CONNECTICUT CHILDREN'S MEDICAL CENTER

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	\$82,917,999	\$96,684,590	\$101,387,989	\$74,193,342
Hospital Total Net Assets	\$187,010,417	\$209,337,925	\$219,132,129	\$200,601,965
UNCOMPENSATED CARE				
Charity Care	\$1,581,301	\$710,025	\$1,431,441	\$1,302,183
Bad Debts	\$1,147,789	\$4,548,779	\$4,545,394	\$3,419,884
Total Uncompensated Care Charges	\$2,729,090	\$5,258,804	\$5,976,835	\$4,722,067
Uncompensated Care Cost	\$1,255,628	\$2,467,230	\$2,652,569	\$2,104,091
Uncompensated Care % of Total Expenses	0.6%	1.0%	1.0%	0.8%
UTILIZATION MEASURES				
Patient Days	37,834	44,449	46,107	42,524
Discharges	6,203	6,642	6,422	5,803
ALOS	6.1	6.7	7.2	7.3
Staffed Beds	182	182	182	182
Available Beds	187	187	187	187
Licensed Beds	187	187	187	187
Occupancy of staffed beds	57%	67%	69%	64%
Occupancy of available beds	55%	65%	68%	62%
Full Time Equivalent Employees	1,229.2	1,331.9	1,429.7	1,454.4
Total Case Mix Index	1.3623	1.5618	1.6229	1.7792
DISCHARGES				
Non-Government (Including Uninsured)	2,960	3,194	2,975	2,598
Medicare	14	3	20	9
Medical Assistance	3,177	3,392	3,357	3,153
Medicaid	3,177	3,392	3,357	3,153
Other Medical Assistance	0	0	0	0
Champus / TRICARE	52	53	70	43
Uninsured (Included in Non-Government)	50	72	47	34
Total Discharges	6,203	6,642	6,422	5,803
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	3,376	3,365	3,299	2,972
Emergency Room - Treated and Discharged	50,112	52,613	52,341	51,438
Total Emergency Room Visits	53,488	55,978	55,640	54,410
PAYER MIX				
Based on Charges:				
Non Government	46.0%	45.3%	46.5%	45.1%
Medicare	0.7%	1.1%	1.1%	0.6%
State Medical Assistance	52.5%	52.7%	51.6%	53.7%
Uninsured	0.7%	0.9%	0.8%	0.6%
Based on Payments:				
Non Government	59.5%	58.8%	64.3%	64.0%
Medicare	2.2%	2.4%	2.3%	1.7%
State Medical Assistance	38.0%	38.2%	33.0%	33.7%
Uninsured	0.3%	0.6%	0.4%	0.6%

DANBURY HOSPITAL

Danbury Hospital is located in Danbury. In FY 2014, the Hospital generated \$36.3 million in income from operations and had \$14.8 million in non-operating revenue, resulting in an excess of revenues over expenses of \$51.1 million. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of the Hospital's parent, Western Connecticut Health Network, Inc., based on OHCA filings, can be found in Appendix AA.

WESTERN CT HEALTH NETWORK INC. STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$720,525,178	\$736,921,369	\$693,630,862	\$961,369,530
Other Operating Revenue	\$17,176,189	\$29,907,285	\$18,878,200	\$32,255,500
Total Operating Revenue	\$737,701,367	\$766,828,654	\$712,509,062	\$993,625,030
Total Operating Expenses	\$746,101,320	\$748,965,294	\$689,272,450	\$961,175,602
Income/(Loss) from Operations	(\$8,399,953)	\$17,863,360	\$23,236,612	\$32,449,428
Non Operating Revenue	\$5,592,784	\$24,649,093	\$10,485,983	\$316,766,946
Excess/(Deficiency) of Revenue over Expenses	(\$2,807,169)	\$42,512,453	\$33,722,595	\$349,216,374

DANBURY HOSPITAL STATEMENT OF OPERATIONS DATA

Net Patient Revenue	\$497,720,490	\$521,836,000	\$501,863,239	\$506,353,775
Other Operating Revenue	\$13,930,894	\$22,126,583	\$13,159,391	\$32,180,920
Total Operating Revenue	\$511,651,384	\$543,962,583	\$515,022,630	\$538,534,695
Total Operating Expenses	\$495,471,968	\$514,797,196	\$486,568,594	\$502,208,728
Income/(Loss) from Operations	\$16,179,416	\$29,165,387	\$28,454,036	\$36,325,967
Non Operating Revenue	\$7,506,504	\$24,210,874	\$10,187,487	\$14,759,703
Excess/(Deficiency) of Revenue over Expenses	\$23,685,920	\$53,376,261	\$38,641,523	\$51,085,670

Source: Audited Financial Statements

PROFITABILITY SUMMARY

					Statewide Avg. 2014
Hospital Operating Margins	3.12%	5.13%	5.42%	6.57%	4.55%
Hospital Non Operating Margins	1.45%	4.26%	1.94%	2.67%	1.68%
Hospital Total Margins	4.56%	9.39%	7.36%	9.23%	6.22%

COST DATA SUMMARY

Ratio of Cost to Charges	0.44	0.43	0.39	0.38	0.32
Private Payment to Cost Ratio	1.37	1.40	1.52	1.53	1.49
Medicare Payment to Cost Ratio	0.77	0.78	0.83	0.82	0.86
Medicaid Payment to Cost Ratio	0.55	0.57	0.56	0.51	0.63

LIQUIDITY MEASURES SUMMARY

Current Ratio	1.96	2.35	1.82	1.54	2.10
Days Cash on Hand	29	41	47	36	78
Days in Patients Accounts Receivable	31	35	35	35	37
Average Payment Period	46	48	63	69	70

SOLVENCY MEASURES SUMMARY

Equity Financing Ratio	54.3	54.4	58.6	58.3	43.5
Cash Flow to Total Debt Ratio	16.4	27.2	21.1	25.0	25.5
Long-Term Debt to Capitalization Ratio	39.4	36.0	33.6	33.1	34.3

Note, Western CT Health Network (WCHN) excludes activity from Norwalk Health Services Corporation and its subsidiaries for October 2013 to December 2013; the period prior to affiliation with WCHN.

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS - DANBURY HOSPITAL

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	\$332,255,763	\$386,002,265	\$400,930,008	\$412,096,873
Hospital Total Net Assets	\$388,241,578	\$444,621,099	\$486,647,111	\$489,293,538
UNCOMPENSATED CARE				
Charity Care	\$11,359,623	\$13,969,782	\$12,948,351	\$12,601,255
Bad Debts	\$18,183,085	\$19,413,218	\$17,114,070	\$15,123,888
Total Uncompensated Care Charges	\$29,542,708	\$33,383,000	\$30,062,421	\$27,725,143
Uncompensated Care Cost	\$13,011,700	\$14,361,005	\$11,728,671	\$10,653,214
Uncompensated Care % of Total Expenses	2.6%	2.8%	2.4%	2.1%
UTILIZATION MEASURES				
Patient Days	96,663	92,010	91,003	92,169
Discharges	20,763	19,668	18,562	18,290
ALOS	4.7	4.7	4.9	5.0
Staffed Beds	286	265	267	273
Available Beds	371	371	371	371
Licensed Beds	371	371	371	371
Occupancy of staffed beds	93%	95%	93%	92%
Occupancy of available beds	71%	68%	67%	68%
Full Time Equivalent Employees	2,541.3	2,403.9	2,361.9	2,351.1
Total Case Mix Index	1.2321	1.2215	1.3296	1.3809
DISCHARGES				
Non-Government (Including Uninsured)	8,068	7,521	6,808	6,516
Medicare	9,495	8,736	8,369	8,445
Medical Assistance	3,166	3,377	3,350	3,295
Medicaid	3,069	3,326	3,321	3,250
Other Medical Assistance	97	51	29	45
Champus / TRICARE	34	34	35	34
Uninsured (Included in Non-Government)	248	197	156	175
Total Discharges	20,763	19,668	18,562	18,290
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	14,603	14,260	11,548	11,281
Emergency Room - Treated and Discharged	54,992	56,362	58,017	54,777
Total Emergency Room Visits	69,595	70,622	69,565	66,058
PAYER MIX				
Based on Charges:				
Non Government	41.8%	41.2%	40.3%	38.9%
Medicare	44.1%	43.3%	43.8%	44.9%
State Medical Assistance	11.6%	12.4%	13.1%	13.7%
Uninsured	2.5%	3.1%	2.8%	2.5%
Based on Payments:				
Non Government	58.3%	57.7%	57.2%	56.7%
Medicare	34.5%	33.7%	34.1%	35.0%
State Medical Assistance	6.5%	7.1%	7.0%	6.6%
Uninsured	0.7%	1.5%	1.8%	1.8%

DAY KIMBALL HOSPITAL

Day Kimball Hospital is located in Putnam. In FY 2014, the Hospital generated \$2.5 million in income from operations and had \$500,000 in non-operating revenue, resulting in an excess of revenues over expenses of \$3.0 million. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of the Hospital's parent, Day Kimball Healthcare Incorporated d/b/a Day Kimball Hospital, based on OHCA filings, can be found in Appendix AA.

DAY KIMBALL HEALTHCARE, INC. STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$115,157,319	\$128,976,157	\$126,341,664	\$127,956,902
Other Operating Revenue	\$4,494,080	\$7,427,525	\$8,639,267	\$7,701,533
Total Operating Revenue	\$119,651,399	\$136,403,682	\$134,980,931	\$135,658,435
Total Operating Expenses	\$121,166,696	\$136,022,982	\$143,922,296	\$141,577,219
Income/(Loss) from Operations	(\$1,515,297)	\$380,700	(\$8,941,365)	(\$5,918,784)
Non Operating Revenue	\$1,333,404	\$486,938	\$430,535	\$519,164
Excess/(Deficiency) of Revenue over Expenses	(\$181,893)	\$867,638	(\$8,510,830)	(\$5,399,620)

DAY KIMBALL HOSPITAL STATEMENT OF OPERATIONS DATA

Net Patient Revenue	\$106,400,269	\$113,405,335	\$104,649,330	\$104,847,336
Other Operating Revenue	\$3,994,274	\$6,539,058	\$6,431,641	\$6,695,752
Total Operating Revenue	\$110,394,543	\$119,944,393	\$111,080,971	\$111,543,088
Total Operating Expenses	\$108,436,817	\$115,241,429	\$110,624,592	\$109,004,882
Income/(Loss) from Operations	\$1,957,726	\$4,702,964	\$456,379	\$2,538,206
Non Operating Revenue	\$1,333,404	\$483,967	\$430,535	\$519,164
Excess/(Deficiency) of Revenue over Expenses	\$3,291,130	\$5,186,931	\$886,914	\$3,057,370

Source: Audited Financial Statements

					Statewide Avg. 2014
PROFITABILITY SUMMARY					
Hospital Operating Margins	1.75%	3.91%	0.41%	2.26%	4.55%
Hospital Non Operating Margins	1.19%	0.40%	0.39%	0.46%	1.68%
Hospital Total Margins	2.95%	4.31%	0.80%	2.73%	6.22%
COST DATA SUMMARY					
Ratio of Cost to Charges	0.58	0.53	0.50	0.47	0.32
Private Payment to Cost Ratio	1.10	1.15	1.20	1.29	1.49
Medicare Payment to Cost Ratio	0.94	0.92	0.89	0.92	0.86
Medicaid Payment to Cost Ratio	0.77	0.82	0.75	0.73	0.63
LIQUIDITY MEASURES SUMMARY					
Current Ratio	1.85	1.97	1.36	0.97	2.10
Days Cash on Hand	38	28	28	32	78
Days in Patients Accounts Receivable	40	50	41	41	37
Average Payment Period	55	56	81	97	70
SOLVENCY MEASURES SUMMARY					
Equity Financing Ratio	28.4	28.1	16.6	5.0	43.5
Cash Flow to Total Debt Ratio	24.1	29.9	10.5	14.4	25.5
Long-Term Debt to Capitalization Ratio	41.1	37.6	64.9	85.9	34.3

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS - DAY KIMBALL HOSPITAL

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	\$16,542,725	\$16,901,258	\$7,050,300	(\$2,707,529)
Hospital Total Net Assets	\$24,758,534	\$27,415,950	\$16,084,923	\$4,838,633
UNCOMPENSATED CARE				
Charity Care	\$446,519	\$710,098	\$703,850	\$522,721
Bad Debts	\$3,354,712	\$3,462,360	\$3,021,107	\$3,150,512
Total Uncompensated Care Charges	\$3,801,231	\$4,172,458	\$3,724,957	\$3,673,233
Uncompensated Care Cost	\$2,196,343	\$2,200,156	\$1,859,896	\$1,733,173
Uncompensated Care % of Total Expenses	2.0%	1.9%	1.7%	1.6%
UTILIZATION MEASURES				
Patient Days	18,418	18,484	16,124	16,844
Discharges	5,182	5,097	4,331	4,511
ALOS	3.6	3.6	3.7	3.7
Staffed Beds	72	65	65	65
Available Beds	122	122	122	122
Licensed Beds	122	122	122	122
Occupancy of staffed beds	70%	78%	68%	71%
Occupancy of available beds	41%	42%	36%	38%
Full Time Equivalent Employees	802.8	835.4	806.7	783.9
Total Case Mix Index	0.9894	1.0285	1.0684	1.0347
DISCHARGES				
Non-Government (Including Uninsured)	1,542	1,425	1,099	1,728
Medicare	2,368	2,208	1,947	1,804
Medical Assistance	1,240	1,427	1,265	948
Medicaid	1,240	1,427	1,265	948
Other Medical Assistance	0	0	0	0
Champus / TRICARE	32	37	20	31
Uninsured (Included in Non-Government)	69	71	59	61
Total Discharges	5,182	5,097	4,331	4,511
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	3,521	3,285	2,777	2,856
Emergency Room - Treated and Discharged	25,284	24,726	21,491	23,609
Total Emergency Room Visits	28,805	28,011	24,268	26,465
PAYER MIX				
Based on Charges:				
Non Government	40.1%	38.2%	35.9%	35.1%
Medicare	39.3%	39.0%	42.0%	41.5%
State Medical Assistance	18.6%	20.7%	20.3%	22.0%
Uninsured	2.0%	2.2%	1.8%	1.3%
Based on Payments:				
Non Government	46.2%	45.3%	45.0%	45.8%
Medicare	38.6%	36.7%	39.0%	38.1%
State Medical Assistance	15.1%	17.5%	15.7%	16.1%
Uninsured	0.2%	0.4%	0.2%	0.0%

JOHN DEMPSEY HOSPITAL

John Dempsey Hospital is located in Farmington as the teaching hospital of the University of Connecticut Health Center. In FY 2014, the Hospital experienced a \$17.8 million loss from operations and had \$9.5 million in non-operating revenue, resulting in an excess of expenses over revenues of \$8.3 million. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of the Hospital's parent, the University of Connecticut Health Center, based on OHCA filings, can be found in Appendix AA.

UNIVERSITY OF CT HEALTH CENTER STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$427,311,134	\$436,437,254	\$432,031,821	\$450,315,219
Other Operating Revenue	\$170,801,000	\$192,070,000	\$204,630,000	\$208,895,000
Total Operating Revenue	\$598,112,134	\$628,507,254	\$636,661,821	\$659,210,219
Total Operating Expenses	\$820,092,537	\$838,245,254	\$864,156,821	\$945,312,704
Income/(Loss) from Operations	(\$221,980,403)	(\$209,738,000)	(\$227,495,000)	(\$286,102,485)
Non Operating Revenue	\$215,749,000	\$273,250,000	\$222,103,000	\$465,166,000
Excess/(Deficiency) of Revenue over Expenses	(\$6,231,403)	\$63,512,000	(\$5,392,000)	\$179,063,515

JOHN DEMPSEY HOSPITAL STATEMENT OF OPERATIONS DATA

Net Patient Revenue	\$268,117,022	\$278,985,670	\$281,412,882	\$286,757,590
Other Operating Revenue	\$1,954,663	\$15,889,186	\$23,634,474	\$21,955,590
Total Operating Revenue	\$270,071,685	\$294,874,856	\$305,047,356	\$308,713,180
Total Operating Expenses	\$286,852,873	\$303,434,488	\$309,096,761	\$326,572,641
Income/(Loss) from Operations	(\$16,781,188)	(\$8,559,632)	(\$4,049,405)	(\$17,859,461)
Non Operating Revenue	\$19,409,872	\$8,564,466	\$15,682,598	\$9,539,892
Excess/(Deficiency) of Revenue over Expenses	\$2,628,684	\$4,834	\$11,633,193	(\$8,319,569)

Source: Audited Financial Statements

PROFITABILITY SUMMARY					Statewide Avg. 2014
Hospital Operating Margins	-5.80%	-2.82%	-1.26%	-5.61%	4.55%
Hospital Non Operating Margins	6.71%	2.82%	4.89%	3.00%	1.68%
Hospital Total Margins	0.91%	0.00%	3.63%	-2.61%	6.22%

COST DATA SUMMARY

Ratio of Cost to Charges	0.49	0.55	0.50	0.47	0.32
Private Payment to Cost Ratio	1.13	1.13	1.12	1.10	1.49
Medicare Payment to Cost Ratio	1.00	0.82	0.90	0.88	0.86
Medicaid Payment to Cost Ratio	0.75	0.67	0.75	0.76	0.63

LIQUIDITY MEASURES SUMMARY

Current Ratio	1.59	1.22	1.39	1.38	2.10
Days Cash on Hand	2	0	0	0	78
Days in Patients Accounts Receivable	29	32	44	37	37
Average Payment Period	47	49	48	56	70

SOLVENCY MEASURES SUMMARY

Equity Financing Ratio	60.6	58.8	62.4	55.4	43.5
Cash Flow to Total Debt Ratio	33.3	22.7	53.8	1.2	25.5
Long-Term Debt to Capitalization Ratio	0.6	0.0	0.0	0.0	34.3

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS - JOHN DEMPSEY HOSPITAL

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	\$67,969,446	\$68,041,405	\$79,674,598	\$71,355,029
Hospital Total Net Assets	\$68,036,570	\$68,041,405	\$79,674,598	\$71,355,029
UNCOMPENSATED CARE				
Charity Care	\$873,533	\$477,593	\$823,539	\$583,681
Bad Debts	\$2,513,627	\$5,650,516	\$1,521,412	\$5,899,534
Total Uncompensated Care Charges	\$3,387,160	\$6,128,109	\$2,344,951	\$6,483,215
Uncompensated Care Cost	\$1,659,927	\$3,357,670	\$1,161,135	\$3,071,553
Uncompensated Care % of Total Expenses	0.6%	1.1%	0.4%	0.9%
UTILIZATION MEASURES				
Patient Days	51,614	40,295	40,704	38,723
Discharges	9,082	8,374	8,578	8,669
ALOS	5.7	4.8	4.7	4.5
Staffed Beds	150	184	184	184
Available Beds	224	234	234	234
Licensed Beds	224	234	234	234
Occupancy of staffed beds	94%	60%	61%	58%
Occupancy of available beds	63%	47%	48%	45%
Full Time Equivalent Employees	1,285.3	1,544.9	1,592.7	1,303.8
Total Case Mix Index	1.4546	1.4200	1.4601	1.4643
DISCHARGES				
Non-Government (Including Uninsured)	3,328	2,580	2,552	2,508
Medicare	3,811	3,700	3,822	3,846
Medical Assistance	1,881	2,053	2,169	2,277
Medicaid	1,872	2,050	2,162	2,272
Other Medical Assistance	9	3	7	5
Champus / TRICARE	62	41	35	38
Uninsured (Included in Non-Government)	50	39	35	45
Total Discharges	9,082	8,374	8,578	8,669
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	4,893	4,877	5,131	5,251
Emergency Room - Treated and Discharged	25,371	24,430	23,640	24,390
Total Emergency Room Visits	30,264	29,307	28,771	29,641
PAYER MIX				
Based on Charges:				
Non Government	40.1%	37.7%	37.5%	36.1%
Medicare	39.4%	42.5%	40.5%	41.6%
State Medical Assistance	19.8%	19.1%	21.2%	21.7%
Uninsured	0.7%	0.6%	0.7%	0.6%
Based on Payments:				
Non Government	45.4%	47.2%	44.4%	42.7%
Medicare	39.4%	38.4%	38.4%	39.4%
State Medical Assistance	14.9%	14.2%	16.8%	17.7%
Uninsured	0.2%	0.2%	0.5%	0.3%

GREENWICH HOSPITAL

Greenwich Hospital is located in Greenwich. In FY 2014, the Hospital generated \$32.2 million in income from operations and had \$4.2 million in non-operating revenue, resulting in an excess of revenues over expenses of \$36.4 million. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of the Hospital's parent, Yale-New Health Services Corporation, based on OHCA filings, can be found in Appendix AA.

YALE-NEW HAVEN HEALTH SERVICES CORP.

STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$1,462,366,000	\$1,733,252,000	\$2,317,430,000	\$3,287,692,000
Other Operating Revenue	\$48,257,000	\$49,518,000	\$60,720,000	\$106,994,000
Total Operating Revenue	\$1,510,623,000	\$1,782,770,000	\$2,378,150,000	\$3,394,686,000
Total Operating Expenses	\$1,453,315,000	\$1,675,207,000	\$2,279,435,000	\$3,224,574,000
Income/(Loss) from Operations	\$57,308,000	\$107,563,000	\$98,715,000	\$170,112,000
Non Operating Revenue	\$13,708,000	\$22,853,000	\$69,945,000	\$34,189,000
Excess/(Deficiency) of Revenue over Expenses	\$71,016,000	\$130,416,000	\$168,660,000	\$204,301,000

GREENWICH HOSPITAL

STATEMENT OF OPERATIONS DATA

Net Patient Revenue	\$297,010,000	\$304,346,000	\$312,982,000	\$332,207,000
Other Operating Revenue	\$18,563,000	\$20,142,000	\$19,797,000	\$17,848,000
Total Operating Revenue	\$315,573,000	\$324,488,000	\$332,779,000	\$350,055,000
Total Operating Expenses	\$305,925,000	\$312,559,000	\$311,019,000	\$317,854,000
Income/(Loss) from Operations	\$9,648,000	\$11,929,000	\$21,760,000	\$32,201,000
Non Operating Revenue	(\$3,626,000)	\$4,054,000	\$6,170,000	\$4,171,000
Excess/(Deficiency) of Revenue over Expenses	\$6,022,000	\$15,983,000	\$27,930,000	\$36,372,000

Source: Audited Financial Statements

PROFITABILITY SUMMARY

				Statewide Avg. 2014	
Hospital Operating Margins	3.09%	3.63%	6.42%	9.09%	4.55%
Hospital Non Operating Margins	-1.16%	1.23%	1.82%	1.18%	1.68%
Hospital Total Margins	1.93%	4.86%	8.24%	10.27%	6.22%

COST DATA SUMMARY

Ratio of Cost to Charges	0.32	0.31	0.28	0.27	0.32
Private Payment to Cost Ratio	1.27	1.32	1.42	1.48	1.49
Medicare Payment to Cost Ratio	0.67	0.66	0.72	0.75	0.86
Medicaid Payment to Cost Ratio	0.69	0.39	0.69	0.75	0.63

LIQUIDITY MEASURES SUMMARY

Current Ratio	2.40	2.10	2.70	2.87	2.10
Days Cash on Hand	68	56	77	94	78
Days in Patients Accounts Receivable	40	43	39	41	37
Average Payment Period	55	65	63	69	70

SOLVENCY MEASURES SUMMARY

Equity Financing Ratio	65.8	63.5	71.4	70.8	43.5
Cash Flow to Total Debt Ratio	29.1	37.0	56.2	67.6	25.5
Long-Term Debt to Capitalization Ratio	12.0	11.2	9.1	8.0	34.3

Note, beginning with FY 2014, for financial reporting purposes, OHCA is using Yale-New Haven Health Services Corporation as the parent corporation for the hospital. OHCA formerly used Greenwich Healthcare Services the immediate parent of the hospital.

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS - GREENWICH HOSPITAL

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	\$266,335,000	\$267,939,000	\$318,845,000	\$334,040,000
Hospital Total Net Assets	\$311,302,000	\$319,727,000	\$377,624,000	\$401,362,000
UNCOMPENSATED CARE				
Charity Care	\$19,375,204	\$16,060,311	\$14,617,978	\$19,751,377
Bad Debts	\$9,269,877	\$14,042,325	\$14,715,765	\$25,084,845
Total Uncompensated Care Charges	\$28,645,081	\$30,102,636	\$29,333,743	\$44,836,222
Uncompensated Care Cost	\$9,076,877	\$9,443,391	\$8,265,933	\$12,192,361
Uncompensated Care % of Total Expenses	3.0%	3.0%	2.7%	3.8%
UTILIZATION MEASURES				
Patient Days	52,638	51,919	51,964	54,509
Discharges	13,479	13,027	12,439	12,538
ALOS	3.9	4.0	4.2	4.3
Staffed Beds	206	206	206	206
Available Beds	206	206	206	206
Licensed Beds	206	206	206	206
Occupancy of staffed beds	70%	69%	69%	72%
Occupancy of available beds	70%	69%	69%	72%
Full Time Equivalent Employees	1,613.0	1,489.3	1,465.1	1,475.3
Total Case Mix Index	1.1277	1.0476	1.1096	1.1595
DISCHARGES				
Non-Government (Including Uninsured)	7,441	7,317	6,891	7,182
Medicare	5,255	4,984	4,888	4,545
Medical Assistance	779	722	647	797
Medicaid	445	425	370	416
Other Medical Assistance	334	297	277	381
Champus / TRICARE	4	4	13	14
Uninsured (Included in Non-Government)	290	370	340	167
Total Discharges	13,479	13,027	12,439	12,538
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	7,715	7,663	7,527	6,790
Emergency Room - Treated and Discharged	35,170	35,924	34,925	32,604
Total Emergency Room Visits	42,885	43,587	42,452	39,394
PAYER MIX				
Based on Charges:				
Non Government	52.4%	51.8%	50.8%	50.7%
Medicare	38.7%	38.4%	40.5%	40.6%
State Medical Assistance	5.4%	5.4%	5.5%	6.0%
Uninsured	3.5%	4.5%	3.1%	2.7%
Based on Payments:				
Non Government	68.2%	68.1%	67.6%	68.2%
Medicare	26.9%	25.2%	27.4%	27.7%
State Medical Assistance	3.4%	2.3%	3.7%	3.5%
Uninsured	1.6%	4.3%	1.4%	0.6%

GRIFFIN HOSPITAL

Griffin Hospital is located in Derby. In FY 2014, the Hospital generated \$8.9 million in income from operations and experienced a \$1.1 million non-operating loss, resulting in an excess of revenues over expenses of \$7.8 million. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of the Hospital's parent, Griffin Health Services Corporation, based on OHCA filings, can be found in Appendix AA.

GRIFFIN HEALTH SERVICES CORPORATION STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$124,691,401	\$123,980,407	\$129,011,298	\$140,783,254
Other Operating Revenue	\$24,405,299	\$23,428,706	\$15,858,922	\$12,793,304
Total Operating Revenue	\$149,096,700	\$147,409,113	\$144,870,220	\$153,576,558
Total Operating Expenses	\$151,427,994	\$154,797,623	\$149,355,129	\$151,471,877
Income/(Loss) from Operations	(\$2,331,294)	(\$7,388,510)	(\$4,484,909)	\$2,104,681
Non Operating Revenue	\$194,021	\$1,020,932	\$5,640,008	\$2,503,583
Excess/(Deficiency) of Revenue over Expenses	(\$2,137,273)	(\$6,367,578)	\$1,155,099	\$4,608,264

GRIFFIN HOSPITAL STATEMENT OF OPERATIONS DATA

Net Patient Revenue	\$121,998,344	\$121,061,315	\$125,805,820	\$135,897,993
Other Operating Revenue	\$6,027,457	\$5,748,384	\$3,714,050	\$3,270,624
Total Operating Revenue	\$128,025,801	\$126,809,699	\$129,519,870	\$139,168,617
Total Operating Expenses	\$126,168,018	\$129,115,712	\$127,376,540	\$130,275,487
Income/(Loss) from Operations	\$1,857,783	(\$2,306,013)	\$2,143,330	\$8,893,130
Non Operating Revenue	(\$2,036,521)	(\$1,549,682)	\$2,179,666	(\$1,059,000)
Excess/(Deficiency) of Revenue over Expenses	(\$178,738)	(\$3,855,695)	\$4,322,996	\$7,834,130

Source: Audited Financial Statements

					Statewide Avg. 2014
PROFITABILITY SUMMARY					
Hospital Operating Margins	1.47%	-1.84%	1.63%	6.44%	4.55%
Hospital Non Operating Margins	-1.62%	-1.24%	1.66%	-0.77%	1.68%
Hospital Total Margins	-0.14%	-3.08%	3.28%	5.67%	6.22%
COST DATA SUMMARY					
Ratio of Cost to Charges	0.32	0.30	0.28	0.27	0.32
Private Payment to Cost Ratio	1.16	1.23	1.30	1.39	1.49
Medicare Payment to Cost Ratio	0.90	0.85	0.91	0.95	0.86
Medicaid Payment to Cost Ratio	0.70	0.61	0.61	0.75	0.63
LIQUIDITY MEASURES SUMMARY					
Current Ratio	1.09	0.91	1.06	1.08	2.10
Days Cash on Hand	40	40	43	46	78
Days in Patients Accounts Receivable	51	38	42	34	37
Average Payment Period	103	106	98	92	70
SOLVENCY MEASURES SUMMARY					
Equity Financing Ratio	-26.3	-23.1	-11.4	-14.0	43.5
Cash Flow to Total Debt Ratio	6.7	2.5	13.6	18.4	25.5
Long-Term Debt to Capitalization Ratio	298.3	277.5	145.4	164.8	34.3

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS - GRIFFIN HOSPITAL

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	(\$39,665,385)	(\$38,049,002)	(\$22,179,759)	(\$26,106,535)
Hospital Total Net Assets	(\$32,257,854)	(\$30,035,645)	(\$13,707,175)	(\$16,666,559)
UNCOMPENSATED CARE				
Charity Care	\$7,580,152	\$6,785,012	\$4,849,739	\$3,784,978
Bad Debts	\$3,349,408	\$985,612	\$2,373,418	\$1,054,556
Total Uncompensated Care Charges	\$10,929,560	\$7,770,624	\$7,223,157	\$4,839,534
Uncompensated Care Cost	\$3,463,489	\$2,367,752	\$2,056,918	\$1,296,763
Uncompensated Care % of Total Expenses	2.7%	1.8%	1.6%	1.0%
UTILIZATION MEASURES				
Patient Days	31,549	29,321	31,271	30,806
Discharges	7,494	7,063	7,176	6,935
ALOS	4.2	4.2	4.4	4.4
Staffed Beds	89	82	88	86
Available Beds	180	180	180	180
Licensed Beds	180	180	180	180
Occupancy of staffed beds	97%	98%	97%	98%
Occupancy of available beds	48%	45%	48%	47%
Full Time Equivalent Employees	940.6	973.0	902.4	924.2
Total Case Mix Index	1.1007	1.1349	1.1435	1.1322
DISCHARGES				
Non-Government (Including Uninsured)	2,700	2,462	2,395	2,232
Medicare	3,482	3,301	3,456	3,283
Medical Assistance	1,306	1,283	1,315	1,416
Medicaid	1,306	1,283	1,315	1,416
Other Medical Assistance	0	0	0	0
Champus / TRICARE	6	17	10	4
Uninsured (Included in Non-Government)	112	74	85	81
Total Discharges	7,494	7,063	7,176	6,935
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	5,178	4,870	5,156	4,838
Emergency Room - Treated and Discharged	34,965	36,080	34,542	33,063
Total Emergency Room Visits	40,143	40,950	39,698	37,901
PAYER MIX				
Based on Charges:				
Non Government	40.1%	39.2%	38.0%	36.7%
Medicare	45.1%	44.2%	44.5%	43.7%
State Medical Assistance	12.3%	14.8%	16.2%	18.7%
Uninsured	2.5%	1.7%	1.2%	0.9%
Based on Payments:				
Non Government	48.2%	50.7%	49.3%	47.7%
Medicare	42.4%	39.4%	40.3%	38.6%
State Medical Assistance	9.0%	9.5%	9.8%	13.1%
Uninsured	0.4%	0.5%	0.6%	0.6%

HARTFORD HOSPITAL

Hartford Hospital is located in Hartford. In FY 2014, the Hospital generated a \$36.3 million in income from operations and had \$16.3 million in non-operating revenue, resulting in an excess of revenues over expenses of \$52.6 million. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of the Hospital's parent, Hartford Healthcare Corporation, based on OHCA filings, can be found in Appendix AA.

HARTFORD HEALTHCARE CORPORATION STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$1,615,988,000	\$1,879,748,000	\$1,906,243,000	\$2,271,219,000
Other Operating Revenue	\$187,975,000	\$267,538,000	\$222,045,000	\$210,363,000
Total Operating Revenue	\$1,803,963,000	\$2,147,286,000	\$2,128,288,000	\$2,481,582,000
Total Operating Expenses	\$1,760,430,000	\$2,086,710,000	\$2,163,057,000	\$2,429,396,000
Income/(Loss) from Operations	\$43,533,000	\$60,576,000	(\$34,769,000)	\$52,186,000
Non Operating Revenue	\$182,626,000	\$68,563,000	\$381,049,000	\$51,361,000
Excess/(Deficiency) of Revenue over Expenses	\$226,159,000	\$129,139,000	\$346,280,000	\$103,547,000

HARTFORD HOSPITAL STATEMENT OF OPERATIONS DATA

Net Patient Revenue	\$853,959,278	\$926,633,051	\$903,784,775	\$976,155,739
Other Operating Revenue	\$130,806,848	\$171,975,203	\$89,734,457	\$82,924,357
Total Operating Revenue	\$984,766,126	\$1,098,608,254	\$993,519,232	\$1,059,080,096
Total Operating Expenses	\$963,927,041	\$1,046,001,610	\$998,381,093	\$1,022,794,910
Income/(Loss) from Operations	\$20,839,085	\$52,606,644	(\$4,861,861)	\$36,285,186
Non Operating Revenue	(\$1,519,601)	\$38,750,468	\$29,320,979	\$16,343,412
Excess/(Deficiency) of Revenue over Expenses	\$19,319,484	\$91,357,112	\$24,459,118	\$52,628,598

Source: Audited Financial Statements

PROFITABILITY SUMMARY

Statewide
Avg. 2014

Hospital Operating Margins	2.12%	4.63%	-0.48%	3.37%	4.55%
Hospital Non Operating Margins	-0.15%	3.41%	2.87%	1.52%	1.68%
Hospital Total Margins	1.96%	8.03%	2.39%	4.89%	6.22%

COST DATA SUMMARY

Ratio of Cost to Charges	0.44	0.43	0.39	0.39	0.32
Private Payment to Cost Ratio	1.24	1.29	1.48	1.48	1.49
Medicare Payment to Cost Ratio	0.85	0.88	0.85	0.94	0.86
Medicaid Payment to Cost Ratio	0.68	0.65	0.63	0.67	0.63

LIQUIDITY MEASURES SUMMARY

Current Ratio	2.01	1.81	1.07	1.55	2.10
Days Cash on Hand	24	32	5	3	78
Days in Patients Accounts Receivable	50	58	55	41	37
Average Payment Period	47	61	86	50	70

SOLVENCY MEASURES SUMMARY

Equity Financing Ratio	37.9	36.4	41.7	38.3	43.5
Cash Flow to Total Debt Ratio	20.2	38.6	16.8	24.1	25.5
Long-Term Debt to Capitalization Ratio	32.2	30.0	29.9	39.3	34.3

Note, FY 2014, is the first full year of Backus Corporation amounts being incorporated into Hartford Healthcare Corporation totals for OHCA financial reporting purposes.

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS - HARTFORD HOSPITAL

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	\$163,006,762	\$169,620,159	\$201,002,168	\$135,104,064
Hospital Total Net Assets	\$402,492,184	\$440,709,105	\$494,445,108	\$444,215,909
UNCOMPENSATED CARE				
Charity Care	\$18,246,408	\$23,839,114	\$26,543,780	\$30,609,202
Bad Debts	\$12,919,784	\$22,645,965	\$17,467,613	\$24,640,388
Total Uncompensated Care Charges	\$31,166,192	\$46,485,079	\$44,011,393	\$55,249,590
Uncompensated Care Cost	\$13,838,056	\$20,089,338	\$17,089,212	\$21,493,945
Uncompensated Care % of Total Expenses	1.4%	1.9%	1.7%	2.1%
UTILIZATION MEASURES				
Patient Days	223,555	233,332	235,012	233,240
Discharges	40,674	41,251	41,809	42,755
ALOS	5.5	5.7	5.6	5.5
Staffed Beds	640	667	647	673
Available Beds	796	802	809	818
Licensed Beds	867	867	867	867
Occupancy of staffed beds	96%	96%	100%	95%
Occupancy of available beds	77%	80%	80%	78%
Full Time Equivalent Employees	5,838.3	6,033.5	6,124.9	5,807.0
Total Case Mix Index	1.5401	1.5717	1.5716	1.5843
DISCHARGES				
Non-Government (Including Uninsured)	15,149	15,151	14,784	14,754
Medicare	15,795	16,556	17,247	17,602
Medical Assistance	9,492	9,311	9,578	10,142
Medicaid	9,492	9,311	9,578	10,142
Other Medical Assistance	0	0	0	0
Champus / TRICARE	238	233	200	257
Uninsured (Included in Non-Government)	359	453	357	549
Total Discharges	40,674	41,251	41,809	42,755
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	17,014	20,588	22,296	23,512
Emergency Room - Treated and Discharged	78,553	79,223	78,503	79,877
Total Emergency Room Visits	95,567	99,811	100,799	103,389
PAYER MIX				
Based on Charges:				
Non Government	35.2%	34.6%	33.1%	32.0%
Medicare	44.4%	44.8%	45.9%	46.1%
State Medical Assistance	18.5%	18.4%	19.0%	19.7%
Uninsured	1.9%	2.2%	2.0%	2.2%
Based on Payments:				
Non Government	45.9%	46.1%	48.8%	45.6%
Medicare	39.8%	40.8%	38.8%	41.5%
State Medical Assistance	13.2%	12.4%	11.9%	12.7%
Uninsured	1.1%	0.7%	0.4%	0.2%

HOSPITAL OF CENTRAL CONNECTICUT

The Hospital of Central Connecticut is located in New Britain. In FY 2014, the Hospital generated \$14.8 million in income from operations and had \$9.6 million in non-operating revenue, resulting in an excess of revenues over expenses of \$24.4 million. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of the Hospital's parent, Hartford Healthcare Corporation, based on OHCA filings, can be found in Appendix AA.

HARTFORD HEALTHCARE CORPORATION STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$1,615,988,000	\$1,879,748,000	\$1,906,243,000	\$2,271,219,000
Other Operating Revenue	\$187,975,000	\$267,538,000	\$222,045,000	\$210,363,000
Total Operating Revenue	\$1,803,963,000	\$2,147,286,000	\$2,128,288,000	\$2,481,582,000
Total Operating Expenses	\$1,760,430,000	\$2,086,710,000	\$2,163,057,000	\$2,429,396,000
Income/(Loss) from Operations	\$43,533,000	\$60,576,000	(\$34,769,000)	\$52,186,000
Non Operating Revenue	\$182,626,000	\$68,563,000	\$381,049,000	\$51,361,000
Excess/(Deficiency) of Revenue over Expenses	\$226,159,000	\$129,139,000	\$346,280,000	\$103,547,000

HOSPITAL OF CENTRAL CONNECTICUT STATEMENT OF OPERATIONS DATA

Net Patient Revenue	\$383,316,464	\$393,528,986	\$371,907,491	\$361,711,967
Other Operating Revenue	\$9,281,147	\$15,421,287	\$19,118,992	\$12,375,913
Total Operating Revenue	\$392,597,611	\$408,950,273	\$391,026,483	\$374,087,880
Total Operating Expenses	\$368,573,386	\$389,521,494	\$377,447,207	\$359,304,084
Income/(Loss) from Operations	\$24,024,225	\$19,428,779	\$13,579,276	\$14,783,796
Non Operating Revenue	\$26,025	\$9,965,362	\$11,638,482	\$9,562,104
Excess/(Deficiency) of Revenue over Expenses	\$24,050,250	\$29,394,141	\$25,217,758	\$24,345,900

Source: Audited Financial Statements

PROFITABILITY SUMMARY					Statewide Avg. 2014
Hospital Operating Margins	6.12%	4.64%	3.37%	3.85%	4.55%
Hospital Non Operating Margins	0.01%	2.38%	2.89%	2.49%	1.68%
Hospital Total Margins	6.13%	7.02%	6.26%	6.35%	6.22%

COST DATA SUMMARY					
Ratio of Cost to Charges	0.43	0.44	0.41	0.41	0.32
Private Payment to Cost Ratio	1.51	1.43	1.51	1.50	1.49
Medicare Payment to Cost Ratio	0.84	0.83	0.85	0.88	0.86
Medicaid Payment to Cost Ratio	0.81	0.68	0.70	0.74	0.63

LIQUIDITY MEASURES SUMMARY					
Current Ratio	1.00	1.19	1.39	2.28	2.10
Days Cash on Hand	18	27	24	54	78
Days in Patients Accounts Receivable	24	27	33	21	37
Average Payment Period	81	76	67	57	70

SOLVENCY MEASURES SUMMARY					
Equity Financing Ratio	44.3	33.8	56.1	45.5	43.5
Cash Flow to Total Debt Ratio	52.5	61.9	67.4	79.3	25.5
Long-Term Debt to Capitalization Ratio	2.2	1.0	0.3	0.0	34.3

Note, FY 2014, is the first full year of Backus Corporation amounts being incorporated into Hartford Healthcare Corporation totals for OHCA financial reporting purposes.

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS - HOSPITAL OF CENTRAL CONNECTICUT

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	\$128,627,309	\$93,203,114	\$194,567,882	\$178,222,407
Hospital Total Net Assets	\$165,443,112	\$135,010,987	\$241,711,563	\$228,115,282
UNCOMPENSATED CARE				
Charity Care	\$17,262,086	\$6,791,581	\$16,310,702	\$17,256,889
Bad Debts	\$1,140,529	\$17,293,190	\$9,742,308	\$5,458,239
Total Uncompensated Care Charges	\$18,402,615	\$24,084,771	\$26,053,010	\$22,715,128
Uncompensated Care Cost	\$7,858,309	\$10,554,538	\$10,738,540	\$9,305,275
Uncompensated Care % of Total Expenses	2.1%	2.7%	2.8%	2.6%
UTILIZATION MEASURES				
Patient Days	83,137	76,771	75,467	69,265
Discharges	20,546	18,252	17,907	15,640
ALOS	4.0	4.2	4.2	4.4
Staffed Beds	356	356	304	305
Available Beds	383	383	373	319
Licensed Beds	464	446	446	446
Occupancy of staffed beds	64%	59%	68%	62%
Occupancy of available beds	59%	55%	55%	59%
Full Time Equivalent Employees	2,172.0	2,299.5	2,272.9	2,001.7
Total Case Mix Index	1.1700	1.2002	1.2658	1.3089
DISCHARGES				
Non-Government (Including Uninsured)	6,033	5,345	4,756	4,371
Medicare	9,651	8,524	8,464	7,089
Medical Assistance	4,816	4,352	4,668	4,161
Medicaid	4,816	4,352	4,668	4,161
Other Medical Assistance	0	0	0	0
Champus / TRICARE	46	31	19	19
Uninsured (Included in Non-Government)	187	200	206	224
Total Discharges	20,546	18,252	17,907	15,640
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	14,219	14,064	14,470	14,007
Emergency Room - Treated and Discharged	94,835	96,434	92,594	91,297
Total Emergency Room Visits	109,054	110,498	107,064	105,304
PAYER MIX				
Based on Charges:				
Non Government	31.6%	30.4%	28.9%	29.4%
Medicare	45.9%	45.0%	45.6%	44.3%
State Medical Assistance	20.5%	21.9%	23.3%	24.4%
Uninsured	2.1%	2.7%	2.2%	2.0%
Based on Payments:				
Non Government	46.0%	44.8%	44.1%	43.6%
Medicare	37.1%	38.7%	39.1%	38.4%
State Medical Assistance	15.9%	15.3%	16.4%	17.7%
Uninsured	0.9%	1.2%	0.4%	0.2%

CHARLOTTE HUNGERFORD HOSPITAL

The Charlotte Hungerford Hospital is located in Torrington. In FY 2014, the Hospital generated \$157,000 in income from operations and had \$2.87 million in non-operating revenue, resulting in an excess of revenues over expenses of \$3.0 million. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of Charlotte Hungerford Hospital, based on OHCA filings, can be found in Appendix AA.

CHARLOTTE HUNGERFORD HOSPITAL STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$109,569,717	\$116,313,832	\$116,677,548	\$114,622,054
Other Operating Revenue	\$4,949,386	\$5,735,128	\$8,250,545	\$7,533,927
Total Operating Revenue	\$114,519,103	\$122,048,960	\$124,928,093	\$122,155,981
Total Operating Expenses	\$113,880,767	\$121,882,681	\$124,899,985	\$121,998,831
Income/(Loss) from Operations	\$638,336	\$166,279	\$28,108	\$157,150
Non Operating Revenue	\$2,011,113	\$2,249,345	\$2,664,812	\$2,865,900
Excess/(Deficiency) of Revenue over Expenses	\$2,649,449	\$2,415,624	\$2,692,920	\$3,023,050

CHARLOTTE HUNGERFORD HOSPITAL STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$109,579,717	\$116,313,832	\$116,677,548	\$114,622,054
Other Operating Revenue	\$4,949,386	\$5,735,128	\$8,250,545	\$7,533,927
Total Operating Revenue	\$114,529,103	\$122,048,960	\$124,928,093	\$122,155,981
Total Operating Expenses	\$113,880,767	\$121,882,681	\$124,899,985	\$121,998,831
Income/(Loss) from Operations	\$648,336	\$166,279	\$28,108	\$157,150
Non Operating Revenue	\$2,011,113	\$2,249,345	\$2,664,812	\$2,865,900
Excess/(Deficiency) of Revenue over Expenses	\$2,659,449	\$2,415,624	\$2,692,920	\$3,023,050

Source: Audited Financial Statements

					Statewide Avg. 2014
PROFITABILITY SUMMARY					
Hospital Operating Margins	0.56%	0.13%	0.02%	0.13%	4.55%
Hospital Non Operating Margins	1.73%	1.81%	2.09%	2.29%	1.68%
Hospital Total Margins	2.28%	1.94%	2.11%	2.42%	6.22%
COST DATA SUMMARY					
Ratio of Cost to Charges	0.53	0.50	0.47	0.44	0.32
Private Payment to Cost Ratio	1.07	1.09	1.16	1.20	1.49
Medicare Payment to Cost Ratio	1.01	0.97	0.99	1.02	0.86
Medicaid Payment to Cost Ratio	0.72	0.70	0.71	0.59	0.63
LIQUIDITY MEASURES SUMMARY					
Current Ratio	1.33	1.39	1.32	1.31	2.10
Days Cash on Hand	29	31	27	23	78
Days in Patients Accounts Receivable	37	39	37	36	37
Average Payment Period	65	63	65	65	70
SOLVENCY MEASURES SUMMARY					
Equity Financing Ratio	55.5	48.8	63.8	61.8	43.5
Cash Flow to Total Debt Ratio	37.2	36.3	41.2	43.5	25.5
Long-Term Debt to Capitalization Ratio	6.5	5.0	0.0	0.0	34.3

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS - CHARLOTTE HUNGERFORD HOSPITAL

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	\$47,062,165	\$40,934,207	\$61,139,349	\$59,368,912
Hospital Total Net Assets	\$65,985,850	\$61,791,679	\$84,555,779	\$84,518,833
UNCOMPENSATED CARE				
Charity Care	\$1,726,098	\$1,766,984	\$3,214,518	\$2,935,378
Bad Debts	\$2,129,955	\$3,125,364	\$3,378,061	\$2,699,503
Total Uncompensated Care Charges	\$3,856,053	\$4,892,348	\$6,592,579	\$5,634,881
Uncompensated Care Cost	\$2,056,056	\$2,455,854	\$3,070,270	\$2,494,625
Uncompensated Care % of Total Expenses	1.8%	2.0%	2.5%	2.0%
UTILIZATION MEASURES				
Patient Days	27,425	25,249	26,574	25,604
Discharges	6,512	6,338	6,533	6,106
ALOS	4.2	4.0	4.1	4.2
Staffed Beds	81	75	77	76
Available Beds	122	122	122	122
Licensed Beds	122	122	122	122
Occupancy of staffed beds	93%	92%	95%	92%
Occupancy of available beds	62%	57%	60%	57%
Full Time Equivalent Employees	744.3	768.4	789.0	767.0
Total Case Mix Index	1.2576	1.2411	1.2741	1.2516
DISCHARGES				
Non-Government (Including Uninsured)	1,747	1,720	1,821	1,585
Medicare	3,532	3,482	3,510	3,299
Medical Assistance	1,200	1,105	1,170	1,183
Medicaid	1,192	1,103	1,167	1,172
Other Medical Assistance	8	2	3	11
Champus / TRICARE	33	31	32	39
Uninsured (Included in Non-Government)	90	114	200	137
Total Discharges	6,512	6,338	6,533	6,106
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	5,055	5,066	5,182	4,871
Emergency Room - Treated and Discharged	34,480	35,812	35,790	35,853
Total Emergency Room Visits	39,535	40,878	40,972	40,724
PAYER MIX				
Based on Charges:				
Non Government	33.3%	32.8%	31.0%	30.2%
Medicare	45.6%	46.6%	47.6%	47.4%
State Medical Assistance	18.6%	17.9%	18.6%	20.2%
Uninsured	2.5%	2.7%	2.7%	2.2%
Based on Payments:				
Non Government	37.0%	37.7%	37.0%	37.0%
Medicare	47.7%	47.6%	48.4%	49.7%
State Medical Assistance	13.9%	13.2%	13.6%	12.2%
Uninsured	1.4%	1.5%	1.0%	1.0%

JOHNSON MEMORIAL HOSPITAL

Johnson Memorial Hospital is located in Stafford. In FY 2014, the Hospital generated \$843,000 in income from operations and had \$361,000 in non-operating revenue, resulting in an excess of revenues over expenses of \$1.2 million. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of the Hospital's parent, Johnson Memorial Medical Center, Inc., based on OHCA filings, can be found in Appendix AA.

JOHNSON MEMORIAL MEDICAL CENTER INC. STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$88,701,620	\$92,870,450	\$86,321,671	\$92,077,182
Other Operating Revenue	\$1,633,180	\$896,986	\$1,356,313	\$1,321,902
Total Operating Revenue	\$90,334,800	\$93,767,436	\$87,677,984	\$93,399,084
Total Operating Expenses	\$93,561,742	\$96,980,439	\$93,071,797	\$94,695,856
Income/(Loss) from Operations	(\$3,226,942)	(\$3,213,003)	(\$5,393,813)	(\$1,296,772)
Non Operating Revenue	\$1,205,975	\$447,582	\$2,589,208	(\$2,067,392)
Excess/(Deficiency) of Revenue over Expenses	(\$2,020,967)	(\$2,765,421)	(\$2,804,605)	(\$3,364,164)

JOHNSON MEMORIAL HOSPITAL STATEMENT OF OPERATIONS DATA

Net Patient Revenue	\$59,499,426	\$65,318,419	\$59,633,584	\$66,648,825
Other Operating Revenue	\$623,863	\$282,934	\$718,658	\$650,812
Total Operating Revenue	\$60,123,289	\$65,601,353	\$60,352,242	\$67,299,637
Total Operating Expenses	\$61,577,163	\$65,981,058	\$63,578,052	\$66,456,723
Income/(Loss) from Operations	(\$1,453,874)	(\$379,705)	(\$3,225,810)	\$842,914
Non Operating Revenue	\$1,205,826	\$430,461	\$232,279	\$361,403
Excess/(Deficiency) of Revenue over Expenses	(\$248,048)	\$50,756	(\$2,993,531)	\$1,204,317

Source: Audited Financial Statements

PROFITABILITY SUMMARY	Statewide Avg. 2014				
Hospital Operating Margins	-2.37%	-0.58%	-5.32%	1.25%	4.55%
Hospital Non Operating Margins	1.97%	0.65%	0.38%	0.53%	1.68%
Hospital Total Margins	-0.40%	0.08%	-4.94%	1.78%	6.22%

COST DATA SUMMARY	Statewide Avg. 2014				
Ratio of Cost to Charges	0.41	0.43	0.40	0.39	0.32
Private Payment to Cost Ratio	1.35	1.28	1.34	1.44	1.49
Medicare Payment to Cost Ratio	0.78	0.83	0.74	0.80	0.86
Medicaid Payment to Cost Ratio	0.65	0.68	0.58	0.79	0.63

LIQUIDITY MEASURES SUMMARY	Statewide Avg. 2014				
Current Ratio	0.95	0.95	0.43	0.44	2.10
Days Cash on Hand	6	5	1	3	78
Days in Patients Accounts Receivable	37	38	29	32	37
Average Payment Period	77	67	158	161	70

SOLVENCY MEASURES SUMMARY	Statewide Avg. 2014				
Equity Financing Ratio	20.1	22.5	16.4	18.2	43.5
Cash Flow to Total Debt Ratio	12.3	13.8	0.3	12.4	25.5
Long-Term Debt to Capitalization Ratio	58.3	55.0	0.0	0.0	34.3

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS - JOHNSON MEMORIAL HOSPITAL

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	\$4,359,087	\$4,961,873	\$2,069,573	\$3,321,184
Hospital Total Net Assets	\$8,690,013	\$9,684,598	\$6,911,814	\$8,290,975
UNCOMPENSATED CARE				
Charity Care	\$465,816	\$193,108	\$310,398	\$387,404
Bad Debts	\$2,141,072	\$3,564,251	\$4,455,452	\$4,119,249
Total Uncompensated Care Charges	\$2,606,888	\$3,757,359	\$4,765,850	\$4,506,653
Uncompensated Care Cost	\$1,070,220	\$1,620,753	\$1,900,823	\$1,750,688
Uncompensated Care % of Total Expenses	1.7%	2.5%	3.0%	2.6%
UTILIZATION MEASURES				
Patient Days	15,790	16,189	16,130	16,270
Discharges	3,268	3,251	3,139	3,191
ALOS	4.8	5.0	5.1	5.1
Staffed Beds	72	72	70	70
Available Beds	95	95	95	95
Licensed Beds	101	101	101	101
Occupancy of staffed beds	60%	62%	63%	64%
Occupancy of available beds	46%	47%	47%	47%
Full Time Equivalent Employees	463.5	464.2	460.3	447.2
Total Case Mix Index	1.1539	1.1665	1.1463	1.1182
DISCHARGES				
Non-Government (Including Uninsured)	979	985	896	915
Medicare	1,616	1,601	1,633	1,571
Medical Assistance	643	646	581	681
Medicaid	643	646	581	681
Other Medical Assistance	0	0	0	0
Champus / TRICARE	30	19	29	24
Uninsured (Included in Non-Government)	52	76	48	42
Total Discharges	3,268	3,251	3,139	3,191
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	2,686	2,537	2,309	2,270
Emergency Room - Treated and Discharged	17,435	18,145	17,817	16,780
Total Emergency Room Visits	20,121	20,682	20,126	19,050
PAYER MIX				
Based on Charges:				
Non Government	37.5%	36.3%	33.9%	33.3%
Medicare	46.9%	45.7%	48.4%	46.9%
State Medical Assistance	13.9%	15.9%	16.1%	18.3%
Uninsured	1.7%	2.1%	1.6%	1.5%
Based on Payments:				
Non Government	52.4%	48.8%	50.0%	47.6%
Medicare	37.9%	39.8%	39.5%	37.5%
State Medical Assistance	9.3%	11.3%	10.3%	14.5%
Uninsured	0.3%	0.2%	0.2%	0.4%

LAWRENCE & MEMORIAL HOSPITAL

Lawrence and Memorial Hospital is located in New London. In FY 2014, the Hospital generated \$500,000 in income from operations and had \$8.8 million in non-operating revenue, resulting in an excess of revenues over expenses of \$9.3 million. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of the Hospital's parent, Lawrence + Memorial Corporation, based on OHCA filings, can be found in Appendix AA.

LAWRENCE + MEMORIAL CORPORATION STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$346,642,222	\$354,042,019	\$358,189,769	\$433,230,714
Other Operating Revenue	\$18,437,225	\$16,080,943	\$22,197,644	\$21,671,490
Total Operating Revenue	\$365,079,447	\$370,122,962	\$380,387,413	\$454,902,204
Total Operating Expenses	\$355,831,236	\$369,415,491	\$387,805,077	\$473,587,676
Income/(Loss) from Operations	\$9,248,211	\$707,471	(\$7,417,664)	(\$18,685,472)
Non Operating Revenue	\$6,654,562	\$7,013,860	\$9,671,018	\$15,297,404
Excess/(Deficiency) of Revenue over Expenses	\$15,902,773	\$7,721,331	\$2,253,354	(\$3,388,068)

LAWRENCE + MEMORIAL HOSPITAL STATEMENT OF OPERATIONS DATA

Net Patient Revenue	\$318,813,210	\$323,643,197	\$298,930,165	\$318,785,233
Other Operating Revenue	\$16,057,736	\$15,883,284	\$23,162,066	\$30,278,971
Total Operating Revenue	\$334,870,946	\$339,526,481	\$322,092,231	\$349,064,204
Total Operating Expenses	\$312,331,109	\$318,194,716	\$312,019,235	\$348,525,480
Income/(Loss) from Operations	\$22,539,837	\$21,331,765	\$10,072,996	\$538,724
Non Operating Revenue	\$4,137,772	\$4,584,564	\$6,163,570	\$8,788,601
Excess/(Deficiency) of Revenue over Expenses	\$26,677,609	\$25,916,329	\$16,236,566	\$9,327,325

Source: Audited Financial Statements

					Statewide Avg. 2014
PROFITABILITY SUMMARY					
Hospital Operating Margins	6.65%	6.20%	3.07%	0.15%	4.55%
Hospital Non Operating Margins	1.22%	1.33%	1.88%	2.46%	1.68%
Hospital Total Margins	7.87%	7.53%	4.95%	2.61%	6.22%
COST DATA SUMMARY					
Ratio of Cost to Charges	0.46	0.45	0.43	0.43	0.32
Private Payment to Cost Ratio	1.36	1.41	1.47	1.44	1.49
Medicare Payment to Cost Ratio	0.82	0.85	0.82	0.80	0.86
Medicaid Payment to Cost Ratio	0.76	0.67	0.68	0.60	0.63
LIQUIDITY MEASURES SUMMARY					
Current Ratio	3.88	4.06	3.93	3.41	2.10
Days Cash on Hand	180	185	164	152	78
Days in Patients Accounts Receivable	25	26	37	36	37
Average Payment Period	60	62	62	62	70
SOLVENCY MEASURES SUMMARY					
Equity Financing Ratio	46.8	46.0	50.4	42.5	43.5
Cash Flow to Total Debt Ratio	33.5	34.3	27.2	19.5	25.5
Long-Term Debt to Capitalization Ratio	33.2	31.9	30.3	39.2	34.3

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS - LAWRENCE & MEMORIAL HOSPITAL

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	\$142,478,037	\$144,038,576	\$171,018,998	\$138,729,444
Hospital Total Net Assets	\$165,780,674	\$169,995,622	\$199,164,500	\$168,209,447
UNCOMPENSATED CARE				
Charity Care	\$3,148,344	\$2,828,618	\$3,684,045	\$2,681,674
Bad Debts	\$13,865,210	\$11,930,618	\$12,037,777	\$14,966,698
Total Uncompensated Care Charges	\$17,013,554	\$14,759,236	\$15,721,822	\$17,648,372
Uncompensated Care Cost	\$7,851,175	\$6,638,637	\$6,701,686	\$7,521,803
Uncompensated Care % of Total Expenses	2.5%	2.1%	2.1%	2.2%
UTILIZATION MEASURES				
Patient Days	74,082	70,558	67,153	66,332
Discharges	15,328	14,932	14,649	14,150
ALOS	4.8	4.7	4.6	4.7
Staffed Beds	256	256	256	256
Available Beds	256	256	256	256
Licensed Beds	308	308	308	308
Occupancy of staffed beds	79%	76%	72%	71%
Occupancy of available beds	79%	76%	72%	71%
Full Time Equivalent Employees	1,939.1	1,954.8	1,921.0	1,849.1
Total Case Mix Index	1.2128	1.2198	1.2110	1.2530
DISCHARGES				
Non-Government (Including Uninsured)	4,292	4,075	3,952	3,795
Medicare	6,897	6,829	6,658	6,362
Medical Assistance	3,249	3,059	3,096	3,138
Medicaid	3,192	3,028	3,069	3,032
Other Medical Assistance	57	31	27	106
Champus / TRICARE	890	969	943	855
Uninsured (Included in Non-Government)	89	69	67	89
Total Discharges	15,328	14,932	14,649	14,150
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	7,543	6,525	7,004	6,903
Emergency Room - Treated and Discharged	72,571	76,140	77,556	75,467
Total Emergency Room Visits	80,114	82,665	84,560	82,370
PAYER MIX				
Based on Charges:				
Non Government	36.3%	35.7%	34.6%	33.7%
Medicare	45.2%	45.8%	46.4%	47.3%
State Medical Assistance	16.7%	16.9%	17.4%	17.6%
Uninsured	1.8%	1.6%	1.7%	1.4%
Based on Payments:				
Non Government	49.9%	50.3%	50.7%	50.1%
Medicare	37.3%	38.3%	37.5%	39.0%
State Medical Assistance	12.7%	11.3%	11.8%	10.9%
Uninsured	0.0%	0.0%	0.0%	0.0%

MANCHESTER MEMORIAL HOSPITAL

Manchester Memorial Hospital is located in Manchester. In FY 2014, the Hospital generated \$4.2 million in income from operations and experienced a \$1.7 million non-operating loss, resulting in an excess of revenues over expenses of \$2.5 million. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of the Hospital's parent, Eastern Connecticut Health Network, based on OHCA filings, can be found in Appendix AA.

EASTERN CT HEALTH NETWORK INC. STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$261,348,876	\$277,042,997	\$298,979,957	\$299,755,216
Other Operating Revenue	\$19,641,309	\$28,839,184	\$28,987,736	\$29,000,109
Total Operating Revenue	\$280,990,185	\$305,882,181	\$327,967,693	\$328,755,325
Total Operating Expenses	\$280,947,508	\$300,954,489	\$327,855,198	\$326,582,604
Income/(Loss) from Operations	\$42,677	\$4,927,692	\$112,495	\$2,172,721
Non Operating Revenue	(\$1,341,596)	(\$1,200,536)	(\$2,138,589)	(\$2,125,751)
Excess/(Deficiency) of Revenue over Expenses	(\$1,298,919)	\$3,727,156	(\$2,026,094)	\$46,970

MANCHESTER MEMORIAL HOSPITAL STATEMENT OF OPERATIONS DATA

Net Patient Revenue	\$166,602,260	\$175,217,566	\$170,299,621	\$172,204,267
Other Operating Revenue	\$13,148,358	\$19,861,936	\$19,289,474	\$17,340,796
Total Operating Revenue	\$179,750,618	\$195,079,502	\$189,589,095	\$189,545,063
Total Operating Expenses	\$173,322,666	\$184,446,001	\$188,335,086	\$185,309,559
Income/(Loss) from Operations	\$6,427,952	\$10,633,501	\$1,254,009	\$4,235,504
Non Operating Revenue	(\$364,307)	(\$868,637)	(\$1,466,699)	(\$1,743,322)
Excess/(Deficiency) of Revenue over Expenses	\$6,063,645	\$9,764,864	(\$212,690)	\$2,492,182

Source: Audited Financial Statements

					Statewide Avg. 2014
PROFITABILITY SUMMARY					
Hospital Operating Margins	3.58%	5.48%	0.67%	2.26%	4.55%
Hospital Non Operating Margins	-0.20%	-0.45%	-0.78%	-0.93%	1.68%
Hospital Total Margins	3.38%	5.03%	-0.11%	1.33%	6.22%
COST DATA SUMMARY					
Ratio of Cost to Charges	0.40	0.36	0.32	0.30	0.32
Private Payment to Cost Ratio	1.29	1.34	1.35	1.37	1.49
Medicare Payment to Cost Ratio	0.80	0.78	0.76	0.82	0.86
Medicaid Payment to Cost Ratio	0.65	0.69	0.69	0.72	0.63
LIQUIDITY MEASURES SUMMARY					
Current Ratio	1.01	1.31	1.19	1.14	2.10
Days Cash on Hand	24	13	25	19	78
Days in Patients Accounts Receivable	52	60	59	51	37
Average Payment Period	89	73	84	81	70
SOLVENCY MEASURES SUMMARY					
Equity Financing Ratio	8.2	8.8	21.7	15.3	43.5
Cash Flow to Total Debt Ratio	14.6	19.1	7.4	10.7	25.5
Long-Term Debt to Capitalization Ratio	80.4	77.5	57.4	67.0	34.3

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS - MANCHESTER MEMORIAL HOSPITAL

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	\$3,473,307	\$4,925,515	\$27,759,929	\$11,344,473
Hospital Total Net Assets	\$12,141,642	\$15,005,773	\$37,731,740	\$24,798,417
UNCOMPENSATED CARE				
Charity Care	\$4,838,371	\$4,953,633	\$3,908,882	\$2,411,263
Bad Debts	\$6,164,670	\$6,382,307	\$5,518,461	\$5,822,470
Total Uncompensated Care Charges	\$11,003,041	\$11,335,940	\$9,427,343	\$8,233,733
Uncompensated Care Cost	\$4,389,440	\$4,085,613	\$3,049,042	\$2,463,730
Uncompensated Care % of Total Expenses	2.5%	2.2%	1.6%	1.3%
UTILIZATION MEASURES				
Patient Days	43,475	45,545	46,662	44,106
Discharges	9,281	8,831	9,342	9,110
ALOS	4.7	5.2	5.0	4.8
Staffed Beds	171	171	171	171
Available Beds	283	283	283	283
Licensed Beds	283	283	283	283
Occupancy of staffed beds	70%	73%	75%	71%
Occupancy of available beds	42%	44%	45%	43%
Full Time Equivalent Employees	1,138.9	1,075.8	1,108.7	1,152.7
Total Case Mix Index	1.1208	1.1529	1.1925	1.1909
DISCHARGES				
Non-Government (Including Uninsured)	3,754	3,296	3,395	3,214
Medicare	3,626	3,537	3,821	3,676
Medical Assistance	1,854	1,957	2,085	2,180
Medicaid	1,854	1,957	2,085	2,180
Other Medical Assistance	0	0	0	0
Champus / TRICARE	47	41	41	40
Uninsured (Included in Non-Government)	216	182	218	101
Total Discharges	9,281	8,831	9,342	9,110
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	5,332	5,028	6,189	5,484
Emergency Room - Treated and Discharged	42,502	41,475	40,876	35,557
Total Emergency Room Visits	47,834	46,503	47,065	41,041
PAYER MIX				
Based on Charges:				
Non Government	39.0%	36.8%	35.8%	34.5%
Medicare	41.3%	43.4%	44.0%	43.1%
State Medical Assistance	17.0%	17.4%	18.5%	21.0%
Uninsured	2.7%	2.4%	1.7%	1.4%
Based on Payments:				
Non Government	53.0%	51.5%	50.9%	48.3%
Medicare	35.2%	35.6%	35.4%	36.0%
State Medical Assistance	11.6%	12.6%	13.5%	15.5%
Uninsured	0.2%	0.2%	0.3%	0.2%

MIDDLESEX HOSPITAL

Middlesex Hospital is located in Middletown. In FY 2014, the Hospital generated \$20.7 million in income from operations and had \$15 million in non-operating revenue, resulting in an excess of revenues over expenses of \$35.7 million. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of the Hospital's parent, Middlesex Health System, Incorporated, based on OHCA filings, can be found in Appendix AA.

MIDDLESEX HEALTH SYSTEM INC. STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$345,032,000	\$361,466,000	\$361,760,000	\$370,244,000
Other Operating Revenue	\$14,403,000	\$12,534,000	\$12,946,000	\$13,560,000
Total Operating Revenue	\$359,435,000	\$374,000,000	\$374,706,000	\$383,804,000
Total Operating Expenses	\$344,623,000	\$351,657,000	\$360,357,000	\$366,898,000
Income/(Loss) from Operations	\$14,812,000	\$22,343,000	\$14,349,000	\$16,906,000
Non Operating Revenue	\$5,151,000	\$3,906,000	\$7,155,000	\$14,998,000
Excess/(Deficiency) of Revenue over Expenses	\$19,963,000	\$26,249,000	\$21,504,000	\$31,904,000

MIDDLESEX HOSPITAL STATEMENT OF OPERATIONS DATA

Net Patient Revenue	\$336,113,486	\$347,835,624	\$347,171,019	\$354,010,685
Other Operating Revenue	\$9,543,630	\$11,871,399	\$12,173,148	\$12,557,059
Total Operating Revenue	\$345,657,116	\$359,707,023	\$359,344,167	\$366,567,744
Total Operating Expenses	\$328,515,648	\$334,537,291	\$342,279,038	\$345,860,614
Income/(Loss) from Operations	\$17,141,468	\$25,169,732	\$17,065,129	\$20,707,130
Non Operating Revenue	\$4,377,722	\$3,903,958	\$7,063,038	\$14,976,476
Excess/(Deficiency) of Revenue over Expenses	\$21,519,190	\$29,073,690	\$24,128,167	\$35,683,606

Source: Audited Financial Statements

PROFITABILITY SUMMARY	Statewide Avg. 2014				
Hospital Operating Margins	4.90%	6.92%	4.66%	5.43%	4.55%
Hospital Non Operating Margins	1.25%	1.07%	1.93%	3.93%	1.68%
Hospital Total Margins	6.15%	8.00%	6.59%	9.35%	6.22%

COST DATA SUMMARY	Statewide Avg. 2014				
Ratio of Cost to Charges	0.31	0.30	0.28	0.27	0.32
Private Payment to Cost Ratio	1.40	1.47	1.55	1.57	1.49
Medicare Payment to Cost Ratio	0.76	0.77	0.78	0.81	0.86
Medicaid Payment to Cost Ratio	0.75	0.66	0.61	0.60	0.63

LIQUIDITY MEASURES SUMMARY	Statewide Avg. 2014				
Current Ratio	1.97	1.85	2.06	1.77	2.10
Days Cash on Hand	80	76	69	66	78
Days in Patients Accounts Receivable	46	44	49	46	37
Average Payment Period	73	77	66	72	70

SOLVENCY MEASURES SUMMARY	Statewide Avg. 2014				
Equity Financing Ratio	34.3	36.3	57.4	59.5	43.5
Cash Flow to Total Debt Ratio	33.9	39.1	39.3	48.0	25.5
Long-Term Debt to Capitalization Ratio	32.5	28.2	18.5	16.5	34.3

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS - MIDDLESEX HOSPITAL

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	\$124,933,000	\$144,992,000	\$247,940,000	\$270,689,000
Hospital Total Net Assets	\$138,072,000	\$161,005,000	\$264,166,000	\$287,700,000
UNCOMPENSATED CARE				
Charity Care	\$6,856,094	\$7,509,399	\$8,529,846	\$8,559,951
Bad Debts	\$13,570,742	\$12,199,395	\$11,094,963	\$13,908,964
Total Uncompensated Care Charges	\$20,426,836	\$19,708,794	\$19,624,809	\$22,468,915
Uncompensated Care Cost	\$6,432,546	\$5,829,532	\$5,466,908	\$6,048,582
Uncompensated Care % of Total Expenses	2.0%	1.7%	1.6%	1.7%
UTILIZATION MEASURES				
Patient Days	59,935	59,473	62,546	59,299
Discharges	13,855	14,158	15,162	14,296
ALOS	4.3	4.2	4.1	4.1
Staffed Beds	183	183	189	183
Available Beds	248	260	260	237
Licensed Beds	297	297	297	297
Occupancy of staffed beds	90%	89%	91%	89%
Occupancy of available beds	66%	63%	66%	69%
Full Time Equivalent Employees	2,056.6	2,080.0	2,119.0	2,081.2
Total Case Mix Index	1.2135	1.2326	1.2225	1.2648
DISCHARGES				
Non-Government (Including Uninsured)	4,406	4,421	4,525	4,216
Medicare	7,373	7,537	8,270	7,760
Medical Assistance	2,028	2,138	2,323	2,263
Medicaid	2,028	2,138	2,323	2,263
Other Medical Assistance	0	0	0	0
Champus / TRICARE	48	62	44	57
Uninsured (Included in Non-Government)	201	182	168	139
Total Discharges	13,855	14,158	15,162	14,296
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	8,487	8,809	9,971	9,060
Emergency Room - Treated and Discharged	86,806	85,082	81,193	80,555
Total Emergency Room Visits	95,293	93,891	91,164	89,615
PAYER MIX				
Based on Charges:				
Non Government	38.3%	37.1%	35.4%	35.4%
Medicare	46.5%	46.9%	48.5%	47.6%
State Medical Assistance	13.3%	14.3%	14.4%	15.4%
Uninsured	2.0%	1.8%	1.7%	1.5%
Based on Payments:				
Non Government	52.9%	53.1%	53.0%	53.2%
Medicare	34.8%	35.4%	36.2%	36.9%
State Medical Assistance	9.8%	9.2%	8.4%	8.8%
Uninsured	2.5%	2.3%	2.4%	1.1%

MIDSTATE MEDICAL CENTER

MidState Medical Center is located in Meriden. In FY 2014, the Hospital generated \$18.9 million in income from operations and had \$3.1 million in non-operating revenue, resulting in an excess of revenues over expenses of \$22 million. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of the Hospital's parent, Hartford Healthcare Corporation, based on OHCA filings, can be found in Appendix AA.

HARTFORD HEALTHCARE CORPORATION STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$1,615,988,000	\$1,879,748,000	\$1,906,243,000	\$2,271,219,000
Other Operating Revenue	\$187,975,000	\$267,538,000	\$222,045,000	\$210,363,000
Total Operating Revenue	\$1,803,963,000	\$2,147,286,000	\$2,128,288,000	\$2,481,582,000
Total Operating Expenses	\$1,760,430,000	\$2,086,710,000	\$2,163,057,000	\$2,429,396,000
Income/(Loss) from Operations	\$43,533,000	\$60,576,000	(\$34,769,000)	\$52,186,000
Non Operating Revenue	\$182,626,000	\$68,563,000	\$381,049,000	\$51,361,000
Excess/(Deficiency) of Revenue over Expenses	\$226,159,000	\$129,139,000	\$346,280,000	\$103,547,000

MIDSTATE MEDICAL CENTER STATEMENT OF OPERATIONS DATA

Net Patient Revenue	\$196,755,436	\$218,353,748	\$217,746,204	\$219,132,186
Other Operating Revenue	\$14,584,411	\$27,846,850	\$9,116,321	\$8,597,041
Total Operating Revenue	\$211,339,847	\$246,200,598	\$226,862,525	\$227,729,227
Total Operating Expenses	\$203,675,287	\$221,306,295	\$210,520,148	\$208,792,651
Income/(Loss) from Operations	\$7,664,560	\$24,894,303	\$16,342,377	\$18,936,576
Non Operating Revenue	\$455,490	\$1,222,491	\$4,228,077	\$3,147,295
Excess/(Deficiency) of Revenue over Expenses	\$8,120,050	\$26,116,794	\$20,570,454	\$22,083,871

Source: Audited Financial Statements

					Statewide Avg. 2014
PROFITABILITY SUMMARY					
Hospital Operating Margins	3.62%	10.06%	7.07%	8.20%	4.55%
Hospital Non Operating Margins	0.22%	0.49%	1.83%	1.36%	1.68%
Hospital Total Margins	3.83%	10.56%	8.90%	9.57%	6.22%
COST DATA SUMMARY					
Ratio of Cost to Charges	0.47	0.44	0.41	0.38	0.32
Private Payment to Cost Ratio	1.47	1.56	1.72	1.76	1.49
Medicare Payment to Cost Ratio	0.79	0.84	0.84	0.89	0.86
Medicaid Payment to Cost Ratio	0.62	0.65	0.69	0.66	0.63
LIQUIDITY MEASURES SUMMARY					
Current Ratio	1.93	3.08	2.41	3.01	2.10
Days Cash on Hand	37	81	50	84	78
Days in Patients Accounts Receivable	41	36	49	33	37
Average Payment Period	49	52	56	49	70
SOLVENCY MEASURES SUMMARY					
Equity Financing Ratio	27.9	30.9	41.6	38.8	43.5
Cash Flow to Total Debt Ratio	18.4	33.0	28.5	30.9	25.5
Long-Term Debt to Capitalization Ratio	56.9	49.7	43.6	44.7	34.3

Note, FY 2014, is the first full year of Backus Corporation amounts being incorporated into Hartford Healthcare Corporation totals for OHCA financial reporting purposes.

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS - MIDSTATE MEDICAL CENTER

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	\$52,820,335	\$73,637,750	\$96,806,371	\$89,763,992
Hospital Total Net Assets	\$67,247,606	\$89,918,628	\$113,586,026	\$107,441,592
UNCOMPENSATED CARE				
Charity Care	\$3,025,038	\$4,233,596	\$7,131,143	\$8,125,010
Bad Debts	\$7,875,420	\$6,461,499	\$2,265,391	\$6,385,283
Total Uncompensated Care Charges	\$10,900,458	\$10,695,095	\$9,396,534	\$14,510,293
Uncompensated Care Cost	\$5,068,840	\$4,666,905	\$3,847,332	\$5,488,219
Uncompensated Care % of Total Expenses	2.5%	2.1%	1.8%	2.6%
UTILIZATION MEASURES				
Patient Days	44,604	42,530	41,898	39,492
Discharges	10,235	10,330	9,847	9,284
ALOS	4.4	4.1	4.3	4.3
Staffed Beds	144	144	139	135
Available Beds	156	156	156	156
Licensed Beds	156	156	156	156
Occupancy of staffed beds	85%	81%	83%	80%
Occupancy of available beds	78%	75%	74%	69%
Full Time Equivalent Employees	1,018.6	1,054.6	1,028.1	963.3
Total Case Mix Index	1.1811	1.2013	1.2865	1.3267
DISCHARGES				
Non-Government (Including Uninsured)	3,252	3,098	2,804	2,607
Medicare	4,826	5,054	4,908	4,483
Medical Assistance	2,138	2,151	2,111	2,182
Medicaid	2,106	2,151	2,111	2,182
Other Medical Assistance	32	0	0	0
Champus / TRICARE	19	27	24	12
Uninsured (Included in Non-Government)	209	254	242	127
Total Discharges	10,235	10,330	9,847	9,284
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	6,629	7,232	6,894	6,344
Emergency Room - Treated and Discharged	78,336	84,907	52,897	52,269
Total Emergency Room Visits	84,965	92,139	59,791	58,613
PAYER MIX				
Based on Charges:				
Non Government	34.9%	34.5%	32.3%	31.5%
Medicare	45.2%	44.3%	45.2%	44.9%
State Medical Assistance	17.3%	18.9%	20.0%	21.8%
Uninsured	2.5%	2.3%	2.5%	1.7%
Based on Payments:				
Non Government	52.2%	52.0%	51.2%	50.2%
Medicare	36.4%	35.7%	34.7%	35.9%
State Medical Assistance	11.0%	11.8%	12.6%	13.0%
Uninsured	0.4%	0.5%	1.4%	0.9%

MILFORD HOSPITAL

Milford Hospital is located in Milford. In FY 2014, the Hospital experienced a \$7.2 million loss from operations and had \$20,000 in non-operating revenue, resulting in an excess of expenses over revenues of \$7.2 million. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of the Hospital's parent, Milford Health & Medical, Incorporated, based on OHCA filings, can be found in Appendix AA.

MILFORD HEALTH & MEDICAL, INC. STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$84,946,930	\$89,130,320	\$74,532,323	\$68,025,386
Other Operating Revenue	\$1,505,504	\$3,585,478	\$2,729,480	\$2,438,403
Total Operating Revenue	\$86,452,434	\$92,715,798	\$77,261,803	\$70,463,789
Total Operating Expenses	\$93,643,054	\$98,072,081	\$89,832,916	\$81,583,595
Income/(Loss) from Operations	(\$7,190,620)	(\$5,356,283)	(\$12,571,113)	(\$11,119,806)
Non Operating Revenue	\$111,096	\$2,793,652	\$1,654,384	\$1,447,081
Excess/(Deficiency) of Revenue over Expenses	(\$7,079,524)	(\$2,562,631)	(\$10,916,729)	(\$9,672,725)

MILFORD HOSPITAL STATEMENT OF OPERATIONS DATA

Net Patient Revenue	\$79,860,535	\$84,451,715	\$69,903,315	\$63,500,794
Other Operating Revenue	\$653,094	\$2,505,143	\$1,449,445	\$1,352,459
Total Operating Revenue	\$80,513,629	\$86,956,858	\$71,352,760	\$64,853,253
Total Operating Expenses	\$85,587,522	\$90,685,854	\$80,117,246	\$72,076,598
Income/(Loss) from Operations	(\$5,073,893)	(\$3,728,996)	(\$8,764,486)	(\$7,223,345)
Non Operating Revenue	(\$333,921)	\$1,943,229	(\$111,532)	\$19,611
Excess/(Deficiency) of Revenue over Expenses	(\$5,407,814)	(\$1,785,767)	(\$8,876,018)	(\$7,203,734)

Source: Audited Financial Statements

					Statewide Avg. 2014
PROFITABILITY SUMMARY					
Hospital Operating Margins	-6.33%	-4.19%	-12.30%	-11.13%	4.55%
Hospital Non Operating Margins	-0.42%	2.19%	-0.16%	0.03%	1.68%
Hospital Total Margins	-6.74%	-2.01%	-12.46%	-11.10%	6.22%
COST DATA SUMMARY					
Ratio of Cost to Charges	0.46	0.47	0.41	0.36	0.32
Private Payment to Cost Ratio	1.01	1.01	1.17	1.20	1.49
Medicare Payment to Cost Ratio	0.75	0.70	0.72	0.80	0.86
Medicaid Payment to Cost Ratio	0.56	0.56	0.64	0.69	0.63
LIQUIDITY MEASURES SUMMARY					
Current Ratio	1.03	1.00	0.89	0.98	2.10
Days Cash on Hand	5	3	9	37	78
Days in Patients Accounts Receivable	48	49	41	38	37
Average Payment Period	72	67	80	98	70
SOLVENCY MEASURES SUMMARY					
Equity Financing Ratio	24.0	12.5	17.8	-2.2	43.5
Cash Flow to Total Debt Ratio	-12.9	6.2	-28.3	-18.3	25.5
Long-Term Debt to Capitalization Ratio	5.7	0.0	0.0	120.5	34.3

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS - MILFORD HOSPITAL

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	\$14,195,295	\$5,927,259	\$7,157,824	(\$2,536,448)
Hospital Total Net Assets	\$15,495,219	\$7,270,463	\$8,606,097	(\$1,022,209)
UNCOMPENSATED CARE				
Charity Care	\$187,766	\$192,533	\$643,601	\$579,795
Bad Debts	\$7,611,773	\$7,028,914	\$6,456,481	\$5,608,309
Total Uncompensated Care Charges	\$7,799,539	\$7,221,447	\$7,100,082	\$6,188,104
Uncompensated Care Cost	\$3,612,969	\$3,412,141	\$2,896,870	\$2,245,167
Uncompensated Care % of Total Expenses	4.2%	3.8%	3.6%	3.1%
UTILIZATION MEASURES				
Patient Days	17,312	14,756	13,603	12,880
Discharges	4,374	3,580	3,348	3,121
ALOS	4.0	4.1	4.1	4.1
Staffed Beds	49	47	46	43
Available Beds	118	118	118	118
Licensed Beds	118	118	118	118
Occupancy of staffed beds	97%	86%	81%	82%
Occupancy of available beds	40%	34%	32%	30%
Full Time Equivalent Employees	505.0	507.0	498.6	468.0
Total Case Mix Index	1.2995	1.3825	1.4131	1.4105
DISCHARGES				
Non-Government (Including Uninsured)	1,797	1,240	1,068	916
Medicare	2,050	1,986	2,011	1,867
Medical Assistance	519	351	259	335
Medicaid	517	349	258	333
Other Medical Assistance	2	2	1	2
Champus / TRICARE	8	3	10	3
Uninsured (Included in Non-Government)	78	63	50	55
Total Discharges	4,374	3,580	3,348	3,121
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	3,152	3,025	3,065	2,897
Emergency Room - Treated and Discharged	34,292	33,427	32,175	19,735
Total Emergency Room Visits	37,444	36,452	35,240	22,632
PAYER MIX				
Based on Charges:				
Non Government	40.0%	38.8%	36.7%	34.7%
Medicare	46.1%	47.7%	49.4%	50.0%
State Medical Assistance	10.9%	10.5%	10.3%	13.0%
Uninsured	3.0%	3.0%	3.5%	2.3%
Based on Payments:				
Non Government	49.7%	50.0%	50.3%	45.7%
Medicare	42.3%	42.2%	41.8%	44.1%
State Medical Assistance	7.6%	7.4%	7.7%	9.9%
Uninsured	0.4%	0.4%	0.1%	0.3%

NEW MILFORD HOSPITAL

New Milford Hospital is located in New Milford. In FY 2014, the Hospital experienced a \$2 million loss from operations and had no non-operating revenue, resulting in an excess of expenses over revenues of \$2.0 million. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of the Hospital's parent, Western Connecticut Health Network Inc., based on OHCA filings, can be found in Appendix AA.

WESTERN CT HEALTH NETWORK, INC. STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$720,525,178	\$736,921,369	\$693,630,862	\$961,369,530
Other Operating Revenue	\$17,176,189	\$29,907,285	\$18,878,200	\$32,255,500
Total Operating Revenue	\$737,701,367	\$766,828,654	\$712,509,062	\$993,625,030
Total Operating Expenses	\$746,101,320	\$748,965,294	\$689,272,450	\$961,175,602
Income/(Loss) from Operations	(\$8,399,953)	\$17,863,360	\$23,236,612	\$32,449,428
Non Operating Revenue	\$5,592,784	\$24,649,093	\$10,485,983	\$316,766,946
Excess/(Deficiency) of Revenue over Expenses	(\$2,807,169)	\$42,512,453	\$33,722,595	\$349,216,374

NEW MILFORD HOSPITAL STATEMENT OF OPERATIONS DATA

Net Patient Revenue	\$90,588,107	\$81,236,073	\$69,721,620	\$62,064,046
Other Operating Revenue	\$3,236,289	\$1,244,665	\$1,157,159	\$999,998
Total Operating Revenue	\$93,824,396	\$82,480,738	\$70,878,779	\$63,064,044
Total Operating Expenses	\$93,915,766	\$88,958,809	\$72,962,299	\$65,083,198
Income/(Loss) from Operations	(\$91,370)	(\$6,478,071)	(\$2,083,520)	(\$2,019,154)
Non Operating Revenue	(\$2,572)	\$21,958	\$0	\$0
Excess/(Deficiency) of Revenue over Expenses	(\$93,942)	(\$6,456,113)	(\$2,083,520)	(\$2,019,154)

Source: Audited Financial Statements

					Statewide Avg. 2014
PROFITABILITY SUMMARY					
Hospital Operating Margins	-0.10%	-7.85%	-2.94%	-3.20%	4.55%
Hospital Non Operating Margins	0.00%	0.03%	0.00%	0.00%	1.68%
Hospital Total Margins	-0.10%	-7.83%	-2.94%	-3.20%	6.22%
COST DATA SUMMARY					
Ratio of Cost to Charges	0.39	0.43	0.39	0.38	0.32
Private Payment to Cost Ratio	1.29	1.22	1.38	1.43	1.49
Medicare Payment to Cost Ratio	0.65	0.62	0.68	0.67	0.86
Medicaid Payment to Cost Ratio	0.73	0.67	0.65	0.67	0.63
LIQUIDITY MEASURES SUMMARY					
Current Ratio	1.42	1.01	0.83	0.81	2.10
Days Cash on Hand	44	16	12	11	78
Days in Patients Accounts Receivable	25	28	28	24	37
Average Payment Period	73	65	75	80	70
SOLVENCY MEASURES SUMMARY					
Equity Financing Ratio	42.8	31.0	51.8	51.1	43.5
Cash Flow to Total Debt Ratio	23.2	-4.8	20.7	24.5	25.5
Long-Term Debt to Capitalization Ratio	17.9	19.0	7.2	3.1	34.3

Note, Western CT Health Network (WCHN) excludes activity from Norwalk Health Services Corporation and its subsidiaries for October 2013 to December 2013; the period prior to affiliation with WCHN.

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS - NEW MILFORD HOSPITAL

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	\$26,176,392	\$12,487,373	\$23,332,942	\$26,205,321
Hospital Total Net Assets	\$30,388,996	\$20,545,903	\$31,727,632	\$34,128,301
UNCOMPENSATED CARE				
Charity Care	\$1,734,591	\$1,181,756	\$624,534	\$515,390
Bad Debts	\$2,545,989	\$3,125,172	\$2,560,334	\$1,786,094
Total Uncompensated Care Charges	\$4,280,580	\$4,306,928	\$3,184,868	\$2,301,484
Uncompensated Care Cost	\$1,663,212	\$1,863,279	\$1,255,840	\$865,107
Uncompensated Care % of Total Expenses	1.8%	2.1%	1.7%	1.3%
UTILIZATION MEASURES				
Patient Days	9,347	8,537	7,017	6,716
Discharges	2,516	2,288	1,824	1,636
ALOS	3.7	3.7	3.8	4.1
Staffed Beds	29	27	22	19
Available Beds	95	95	95	85
Licensed Beds	95	95	85	85
Occupancy of staffed beds	88%	87%	87%	97%
Occupancy of available beds	27%	25%	20%	22%
Full Time Equivalent Employees	461.6	420.3	362.2	307.0
Total Case Mix Index	1.2218	1.1530	1.2867	1.3236
DISCHARGES				
Non-Government (Including Uninsured)	1,068	888	545	458
Medicare	1,199	1,118	1,083	1,047
Medical Assistance	242	273	194	129
Medicaid	236	265	188	123
Other Medical Assistance	6	8	6	6
Champus / TRICARE	7	9	2	2
Uninsured (Included in Non-Government)	55	54	38	35
Total Discharges	2,516	2,288	1,824	1,636
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	2,042	2,050	2,135	1,984
Emergency Room - Treated and Discharged	16,738	16,366	15,715	14,654
Total Emergency Room Visits	18,780	18,416	17,850	16,638
PAYER MIX				
Based on Charges:				
Non Government	46.4%	44.6%	41.8%	40.0%
Medicare	43.1%	44.4%	46.6%	46.7%
State Medical Assistance	8.5%	8.7%	9.8%	11.8%
Uninsured	2.0%	2.2%	1.8%	1.4%
Based on Payments:				
Non Government	63.3%	61.8%	59.9%	59.0%
Medicare	29.7%	31.3%	33.1%	32.4%
State Medical Assistance	6.6%	6.6%	6.6%	8.2%
Uninsured	0.5%	0.2%	0.3%	0.5%

NORWALK HOSPITAL

Norwalk Hospital is located in Norwalk. In FY 2014, the Hospital generated \$28.8 million in income from operations and had \$8.8 million in non-operating revenue, resulting in an excess of revenues over expenses of \$37.6 million. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of the Hospital's parent, Western Connecticut Health Network, Inc., based on OHCA filings, can be found in Appendix AA.

WESTERN CT HEALTH NETWORK INC. STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$720,525,178	\$736,921,369	\$693,630,862	\$961,369,530
Other Operating Revenue	\$17,176,189	\$29,907,285	\$18,878,200	\$32,255,500
Total Operating Revenue	\$737,701,367	\$766,828,654	\$712,509,062	\$993,625,030
Total Operating Expenses	\$746,101,320	\$748,965,294	\$689,272,450	\$961,175,602
Income/(Loss) from Operations	(\$8,399,953)	\$17,863,360	\$23,236,612	\$32,449,428
Non Operating Revenue	\$5,592,784	\$24,649,093	\$10,485,983	\$316,766,946
Excess/(Deficiency) of Revenue over Expenses	(\$2,807,169)	\$42,512,453	\$33,722,595	\$349,216,374

NORWALK HOSPITAL STATEMENT OF OPERATIONS DATA

Net Patient Revenue	\$350,594,448	\$363,267,877	\$334,131,914	\$324,018,792
Other Operating Revenue	\$12,324,861	\$20,310,592	\$16,843,048	\$15,796,662
Total Operating Revenue	\$362,919,309	\$383,578,469	\$350,974,962	\$339,815,454
Total Operating Expenses	\$338,475,864	\$361,951,445	\$338,981,125	\$311,061,228
Income/(Loss) from Operations	\$24,443,445	\$21,627,024	\$11,993,837	\$28,754,226
Non Operating Revenue	(\$658,476)	\$7,929,614	\$9,816,666	\$8,793,292
Excess/(Deficiency) of Revenue over Expenses	\$23,784,969	\$29,556,638	\$21,810,503	\$37,547,518

Source: Audited Financial Statements

PROFITABILITY SUMMARY

	2011	2012	2013	2014	Statewide Avg. 2014
Hospital Operating Margins	6.75%	5.52%	3.32%	8.25%	4.55%
Hospital Non Operating Margins	-0.18%	2.03%	2.72%	2.52%	1.68%
Hospital Total Margins	6.57%	7.55%	6.05%	10.77%	6.22%

COST DATA SUMMARY

	2011	2012	2013	2014	Statewide Avg. 2014
Ratio of Cost to Charges	0.39	0.39	0.36	0.34	0.32
Private Payment to Cost Ratio	1.46	1.40	1.56	1.67	1.49
Medicare Payment to Cost Ratio	0.71	0.67	0.72	0.76	0.86
Medicaid Payment to Cost Ratio	0.65	0.69	0.63	0.74	0.63

LIQUIDITY MEASURES SUMMARY

	2011	2012	2013	2014	Statewide Avg. 2014
Current Ratio	2.13	2.21	1.88	1.36	2.10
Days Cash on Hand	80	95	94	104	78
Days in Patients Accounts Receivable	34	28	24	5	37
Average Payment Period	62	63	71	119	70

SOLVENCY MEASURES SUMMARY

	2011	2012	2013	2014	Statewide Avg. 2014
Equity Financing Ratio	38.8	38.0	45.7	51.4	43.5
Cash Flow to Total Debt Ratio	38.3	44.7	21.9	26.1	25.5
Long-Term Debt to Capitalization Ratio	29.9	24.0	33.1	27.7	34.3

Note, FY 2014, is the first full year of Norwalk Health Services Corporation amounts being incorporated into Western CT Health Network totals for OHCA financial reporting purposes.

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS - NORWALK HOSPITAL

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	\$104,824,797	\$123,000,420	\$207,578,029	\$265,968,153
Hospital Total Net Assets	\$135,696,801	\$166,692,992	\$247,213,116	\$313,160,208
UNCOMPENSATED CARE				
Charity Care	\$17,327,000	\$17,929,000	\$18,272,000	\$16,801,601
Bad Debts	\$20,654,069	\$23,530,477	\$17,836,044	\$24,556,938
Total Uncompensated Care Charges	\$37,981,069	\$41,459,477	\$36,108,044	\$41,358,539
Uncompensated Care Cost	\$14,840,041	\$16,148,519	\$13,157,867	\$14,043,914
Uncompensated Care % of Total Expenses	4.4%	4.5%	3.9%	4.5%
UTILIZATION MEASURES				
Patient Days	70,355	67,341	59,611	59,071
Discharges	14,878	15,003	13,045	13,110
ALOS	4.7	4.5	4.6	4.5
Staffed Beds	196	193	168	192
Available Beds	312	320	334	333
Licensed Beds	366	366	366	366
Occupancy of staffed beds	98%	96%	97%	84%
Occupancy of available beds	62%	58%	49%	49%
Full Time Equivalent Employees	1,698.4	1,698.8	1,685.4	1,651.0
Total Case Mix Index	1.1729	1.1303	1.1998	1.1999
DISCHARGES				
Non-Government (Including Uninsured)	5,773	5,799	4,907	4,782
Medicare	6,008	6,147	5,319	5,620
Medical Assistance	3,078	3,042	2,803	2,698
Medicaid	3,038	3,002	2,782	2,675
Other Medical Assistance	40	40	21	23
Champus / TRICARE	19	15	16	10
Uninsured (Included in Non-Government)	223	267	193	231
Total Discharges	14,878	15,003	13,045	13,110
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	9,538	9,699	8,469	8,767
Emergency Room - Treated and Discharged	40,107	39,550	39,838	39,091
Total Emergency Room Visits	49,645	49,249	48,307	47,858
PAYER MIX				
Based on Charges:				
Non Government	40.0%	40.0%	38.3%	37.7%
Medicare	41.7%	41.2%	42.0%	41.7%
State Medical Assistance	14.8%	14.9%	15.9%	16.7%
Uninsured	3.5%	3.9%	3.8%	4.0%
Based on Payments:				
Non Government	59.6%	59.4%	59.3%	58.4%
Medicare	30.0%	29.2%	30.0%	29.3%
State Medical Assistance	9.8%	10.8%	9.9%	11.5%
Uninsured	0.5%	0.7%	0.8%	0.8%

ROCKVILLE GENERAL HOSPITAL

Rockville General Hospital is located in Vernon. In FY 2014, the Hospital generated \$2.8 million in income from operations and experienced a \$400,000 non-operating loss, resulting in an excess of revenues over expenses of \$2.4 million. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of the Hospital's parent, Eastern Connecticut Health Network Inc., based on OHCA filings, can be found in Appendix AA.

EASTERN CT HEALTH NETWORK INC. STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$261,348,876	\$277,042,997	\$298,979,957	\$299,755,216
Other Operating Revenue	\$19,641,309	\$28,839,184	\$28,987,736	\$29,000,109
Total Operating Revenue	\$280,990,185	\$305,882,181	\$327,967,693	\$328,755,325
Total Operating Expenses	\$280,947,508	\$300,954,489	\$327,855,198	\$326,582,604
Income/(Loss) from Operations	\$42,677	\$4,927,692	\$112,495	\$2,172,721
Non Operating Revenue	(\$1,341,596)	(\$1,200,536)	(\$2,138,589)	(\$2,125,751)
Excess/(Deficiency) of Revenue over Expenses	(\$1,298,919)	\$3,727,156	(\$2,026,094)	\$46,970

ROCKVILLE GENERAL HOSPITAL STATEMENT OF OPERATIONS DATA

Net Patient Revenue	\$63,387,116	\$67,847,638	\$68,910,644	\$68,528,682
Other Operating Revenue	\$4,793,055	\$6,871,608	\$6,078,316	\$6,391,666
Total Operating Revenue	\$68,180,171	\$74,719,246	\$74,988,960	\$74,920,348
Total Operating Expenses	\$68,017,199	\$74,038,954	\$71,670,098	\$72,159,655
Income/(Loss) from Operations	\$162,972	\$680,292	\$3,318,862	\$2,760,693
Non Operating Revenue	(\$855,256)	(\$179,961)	(\$660,236)	(\$378,564)
Excess/(Deficiency) of Revenue over Expenses	(\$692,284)	\$500,331	\$2,658,626	\$2,382,129

Source: Audited Financial Statements

					Statewide Avg. 2014
PROFITABILITY SUMMARY					
Hospital Operating Margins	0.24%	0.91%	4.47%	3.70%	4.55%
Hospital Non Operating Margins	-1.27%	-0.24%	-0.89%	-0.51%	1.68%
Hospital Total Margins	-1.03%	0.67%	3.58%	3.20%	6.22%
COST DATA SUMMARY					
Ratio of Cost to Charges	0.44	0.38	0.31	0.31	0.32
Private Payment to Cost Ratio	1.31	1.37	1.48	1.48	1.49
Medicare Payment to Cost Ratio	0.76	0.76	0.83	0.81	0.86
Medicaid Payment to Cost Ratio	0.56	0.52	0.65	0.59	0.63
LIQUIDITY MEASURES SUMMARY					
Current Ratio	1.45	1.20	1.31	1.59	2.10
Days Cash on Hand	27	8	6	9	78
Days in Patients Accounts Receivable	55	57	51	53	37
Average Payment Period	76	71	57	49	70
SOLVENCY MEASURES SUMMARY					
Equity Financing Ratio	35.2	26.7	40.6	37.9	43.5
Cash Flow to Total Debt Ratio	7.6	11.4	18.3	17.3	25.5
Long-Term Debt to Capitalization Ratio	47.1	53.4	43.1	45.2	34.3

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS - ROCKVILLE GENERAL HOSPITAL

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	\$24,688,727	\$17,066,097	\$26,773,989	\$24,211,838
Hospital Total Net Assets	\$29,017,364	\$21,315,011	\$31,052,463	\$28,334,302
UNCOMPENSATED CARE				
Charity Care	\$821,721	\$2,192,753	\$1,271,767	\$1,188,543
Bad Debts	\$2,925,278	\$3,309,948	\$4,127,214	\$2,801,283
Total Uncompensated Care Charges	\$3,746,999	\$5,502,701	\$5,398,981	\$3,989,826
Uncompensated Care Cost	\$1,667,218	\$2,089,937	\$1,691,617	\$1,231,984
Uncompensated Care % of Total Expenses	2.5%	2.8%	2.4%	1.7%
UTILIZATION MEASURES				
Patient Days	12,370	13,056	12,325	11,155
Discharges	2,515	2,519	2,567	2,341
ALOS	4.9	5.2	4.8	4.8
Staffed Beds	66	47	47	47
Available Beds	118	118	118	118
Licensed Beds	118	118	118	118
Occupancy of staffed beds	51%	76%	72%	65%
Occupancy of available beds	29%	30%	29%	26%
Full Time Equivalent Employees	405.1	376.6	378.3	422.7
Total Case Mix Index	1.3970	1.4975	1.5738	1.5520
DISCHARGES				
Non-Government (Including Uninsured)	663	594	561	489
Medicare	1,581	1,655	1,707	1,524
Medical Assistance	268	266	292	317
Medicaid	268	266	292	317
Other Medical Assistance	0	0	0	0
Champus / TRICARE	3	4	7	11
Uninsured (Included in Non-Government)	63	58	48	26
Total Discharges	2,515	2,519	2,567	2,341
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	2,066	2,144	2,465	2,089
Emergency Room - Treated and Discharged	24,397	24,278	22,671	19,262
Total Emergency Room Visits	26,463	26,422	25,136	21,351
PAYER MIX				
Based on Charges:				
Non Government	35.9%	34.6%	34.2%	35.5%
Medicare	45.8%	46.3%	47.1%	44.6%
State Medical Assistance	15.6%	16.1%	16.2%	18.1%
Uninsured	2.7%	3.1%	2.5%	1.9%
Based on Payments:				
Non Government	51.6%	51.6%	50.3%	52.8%
Medicare	38.6%	38.9%	38.9%	36.2%
State Medical Assistance	9.5%	9.1%	10.6%	10.7%
Uninsured	0.3%	0.4%	0.3%	0.4%

SAINT FRANCIS HOSPITAL AND MEDICAL CENTER

Saint Francis Hospital and Medical Center is located in Hartford. In FY 2014, the Hospital generated \$14.4 million in income from operations and had \$1.2 million in non-operating revenue, resulting in an excess of revenues over expenses of \$15.6 million. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of the Hospital's parent, Saint Francis Care, Incorporated, based on OHCA filings, can be found in Appendix AA.

SAINT FRANCIS CARE, INC.

STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$689,606,986	\$734,727,000	\$734,852,000	\$756,781,000
Other Operating Revenue	\$61,535,703	\$55,322,000	\$49,283,000	\$48,441,000
Total Operating Revenue	\$751,142,689	\$790,049,000	\$784,135,000	\$805,222,000
Total Operating Expenses	\$745,805,088	\$774,695,000	\$775,909,000	\$793,699,000
Income/(Loss) from Operations	\$5,337,601	\$15,354,000	\$8,226,000	\$11,523,000
Non Operating Revenue	(\$12,704,310)	(\$10,790,000)	\$24,517,000	\$1,201,000
Excess/(Deficiency) of Revenue over Expenses	(\$7,366,709)	\$4,564,000	\$32,743,000	\$12,724,000

ST. FRANCIS HOSPITAL & MEDICAL CENTER

STATEMENT OF OPERATIONS DATA

Net Patient Revenue	\$612,741,381	\$645,464,533	\$635,118,562	\$648,781,738
Other Operating Revenue	\$30,869,665	\$37,899,033	\$35,327,848	\$32,428,240
Total Operating Revenue	\$643,611,046	\$683,363,566	\$670,446,410	\$681,209,978
Total Operating Expenses	\$646,777,800	\$674,830,699	\$666,258,533	\$666,788,583
Income/(Loss) from Operations	(\$3,166,754)	\$8,532,867	\$4,187,877	\$14,421,395
Non Operating Revenue	(\$12,703,120)	(\$10,794,169)	\$24,513,453	\$1,198,724
Excess/(Deficiency) of Revenue over Expenses	(\$15,869,874)	(\$2,261,302)	\$28,701,330	\$15,620,119

Source: Audited Financial Statements

					Statewide Avg. 2014
PROFITABILITY SUMMARY					
Hospital Operating Margins	-0.50%	1.27%	0.60%	2.11%	4.55%
Hospital Non Operating Margins	-2.01%	-1.60%	3.53%	0.18%	1.68%
Hospital Total Margins	-2.52%	-0.34%	4.13%	2.29%	6.22%
COST DATA SUMMARY					
Ratio of Cost to Charges	0.41	0.38	0.34	0.33	0.32
Private Payment to Cost Ratio	1.20	1.28	1.44	1.40	1.49
Medicare Payment to Cost Ratio	0.91	0.91	0.90	0.93	0.86
Medicaid Payment to Cost Ratio	0.62	0.67	0.65	0.71	0.63
LIQUIDITY MEASURES SUMMARY					
Current Ratio	2.19	2.24	2.04	2.04	2.10
Days Cash on Hand	61	61	64	55	78
Days in Patients Accounts Receivable	33	33	28	32	37
Average Payment Period	51	47	53	56	70
SOLVENCY MEASURES SUMMARY					
Equity Financing Ratio	16.5	14.1	27.8	23.3	43.5
Cash Flow to Total Debt Ratio	3.7	9.6	18.1	14.7	25.5
Long-Term Debt to Capitalization Ratio	68.9	71.5	55.3	58.1	34.3

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS - SAINT FRANCIS HOSPITAL AND MEDICAL CENTER

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	\$35,068,974	\$5,944,000	\$127,892,000	\$100,020,000
Hospital Total Net Assets	\$120,216,253	\$103,370,000	\$208,956,000	\$181,694,000
UNCOMPENSATED CARE				
Charity Care	\$5,103,750	\$6,110,468	\$5,761,205	\$4,494,629
Bad Debts	\$15,406,823	\$18,629,069	\$20,253,386	\$21,847,988
Total Uncompensated Care Charges	\$20,510,573	\$24,739,537	\$26,014,591	\$26,342,617
Uncompensated Care Cost	\$8,328,115	\$9,333,365	\$8,834,587	\$8,707,888
Uncompensated Care % of Total Expenses	1.3%	1.4%	1.3%	1.3%
UTILIZATION MEASURES				
Patient Days	157,959	157,534	159,375	151,867
Discharges	31,842	32,111	32,366	31,234
ALOS	5.0	4.9	4.9	4.9
Staffed Beds	595	595	595	595
Available Beds	595	595	595	595
Licensed Beds	682	682	682	682
Occupancy of staffed beds	73%	73%	73%	70%
Occupancy of available beds	73%	73%	73%	70%
Full Time Equivalent Employees	3,554.4	3,694.5	3,816.6	3,802.8
Total Case Mix Index	1.4704	1.4675	1.4751	1.4728
DISCHARGES				
Non-Government (Including Uninsured)	10,615	10,289	10,159	9,526
Medicare	13,685	13,861	14,271	13,744
Medical Assistance	7,447	7,872	7,857	7,876
Medicaid	7,447	7,872	7,857	7,876
Other Medical Assistance	0	0	0	0
Champus / TRICARE	95	89	79	88
Uninsured (Included in Non-Government)	219	253	281	319
Total Discharges	31,842	32,111	32,366	31,234
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	15,872	16,654	17,868	17,605
Emergency Room - Treated and Discharged	56,997	62,547	63,204	65,315
Total Emergency Room Visits	72,869	79,201	81,072	82,920
PAYER MIX				
Based on Charges:				
Non Government	33.7%	32.9%	31.9%	31.2%
Medicare	45.1%	44.0%	44.3%	45.4%
State Medical Assistance	19.5%	21.2%	22.0%	21.8%
Uninsured	1.7%	1.9%	1.8%	1.6%
Based on Payments:				
Non Government	42.8%	43.7%	45.9%	43.2%
Medicare	43.3%	41.5%	39.7%	41.5%
State Medical Assistance	12.8%	14.7%	14.3%	15.3%
Uninsured	1.1%	0.2%	0.1%	0.1%

SAINT MARY'S HOSPITAL

Saint Mary's Hospital is located in Waterbury. In FY 2014, the Hospital generated \$20.2 million in income from operations and had \$5 million in non-operating revenue, resulting in an excess of revenues over expenses of \$25.2 million. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of the Hospital's parent, Saint Mary's Health System, Incorporated, based on OHCA filings, can be found in Appendix AA.

ST. MARY'S HEALTH SYSTEM, INC. STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$251,279,000	\$259,820,000	\$256,021,000	\$268,087,000
Other Operating Revenue	\$7,199,000	\$6,695,000	\$7,864,000	\$10,774,000
Total Operating Revenue	\$258,478,000	\$266,515,000	\$263,885,000	\$278,861,000
Total Operating Expenses	\$260,799,000	\$261,980,000	\$255,204,000	\$269,715,000
Income/(Loss) from Operations	(\$2,321,000)	\$4,535,000	\$8,681,000	\$9,146,000
Non Operating Revenue	\$553,000	\$2,620,000	\$1,758,000	\$3,684,000
Excess/(Deficiency) of Revenue over Expenses	(\$1,768,000)	\$7,155,000	\$10,439,000	\$12,830,000

ST. MARY'S HOSPITAL STATEMENT OF OPERATIONS DATA

Net Patient Revenue	\$207,355,344	\$225,742,944	\$227,491,163	\$238,729,196
Other Operating Revenue	\$5,226,127	\$5,263,891	\$5,912,911	\$8,705,634
Total Operating Revenue	\$212,581,471	\$231,006,835	\$233,404,074	\$247,434,830
Total Operating Expenses	\$205,686,874	\$218,384,632	\$221,915,377	\$227,226,738
Income/(Loss) from Operations	\$6,894,597	\$12,622,203	\$11,488,697	\$20,208,092
Non Operating Revenue	(\$1,136,371)	\$2,413,724	\$6,947,833	\$5,016,722
Excess/(Deficiency) of Revenue over Expenses	\$5,758,226	\$15,035,927	\$18,436,530	\$25,224,814

Source: Audited Financial Statements

					Statewide Avg. 2014
PROFITABILITY SUMMARY					
Hospital Operating Margins	3.26%	5.41%	4.78%	8.00%	4.55%
Hospital Non Operating Margins	-0.54%	1.03%	2.89%	1.99%	1.68%
Hospital Total Margins	2.72%	6.44%	7.67%	9.99%	6.22%
COST DATA SUMMARY					
Ratio of Cost to Charges	0.40	0.38	0.37	0.34	0.32
Private Payment to Cost Ratio	1.05	1.13	1.10	1.21	1.49
Medicare Payment to Cost Ratio	1.08	1.00	0.98	1.04	0.86
Medicaid Payment to Cost Ratio	0.67	0.76	0.84	0.83	0.63
LIQUIDITY MEASURES SUMMARY					
Current Ratio	1.54	1.58	1.36	1.56	2.10
Days Cash on Hand	44	38	48	41	78
Days in Patients Accounts Receivable	28	40	36	40	37
Average Payment Period	72	67	78	63	70
SOLVENCY MEASURES SUMMARY					
Equity Financing Ratio	8.4	10.5	26.5	25.0	43.5
Cash Flow to Total Debt Ratio	21.3	39.7	42.3	63.4	25.5
Long-Term Debt to Capitalization Ratio	62.9	54.4	28.6	27.6	34.3

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS - SAINT MARY'S HOSPITAL

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	(\$2,602,946)	\$72,000	\$31,173,000	\$27,668,000
Hospital Total Net Assets	\$13,626,171	\$17,924,000	\$49,697,000	\$46,764,000
UNCOMPENSATED CARE				
Charity Care	\$629,356	\$384,059	\$248,631	\$894,442
Bad Debts	\$7,589,833	\$10,501,359	\$12,069,248	\$10,078,145
Total Uncompensated Care Charges	\$8,219,189	\$10,885,418	\$12,317,879	\$10,972,587
Uncompensated Care Cost	\$3,267,541	\$4,126,132	\$4,521,847	\$3,706,497
Uncompensated Care % of Total Expenses	1.6%	1.9%	2.0%	1.6%
UTILIZATION MEASURES				
Patient Days	55,915	51,556	51,833	50,924
Discharges	12,534	12,078	11,729	11,642
ALOS	4.5	4.3	4.4	4.4
Staffed Beds	179	182	182	182
Available Beds	181	182	182	182
Licensed Beds	379	379	379	379
Occupancy of staffed beds	86%	78%	78%	77%
Occupancy of available beds	85%	78%	78%	77%
Full Time Equivalent Employees	1,237.9	1,355.2	1,355.2	1,315.4
Total Case Mix Index	1.2993	1.2818	1.2826	1.3322
DISCHARGES				
Non-Government (Including Uninsured)	3,735	3,627	3,306	2,984
Medicare	5,576	5,198	5,053	5,069
Medical Assistance	3,197	3,231	3,345	3,568
Medicaid	3,197	3,231	3,345	3,568
Other Medical Assistance	0	0	0	0
Champus / TRICARE	26	22	25	21
Uninsured (Included in Non-Government)	128	170	178	115
Total Discharges	12,534	12,078	11,729	11,642
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	8,191	7,851	7,991	7,886
Emergency Room - Treated and Discharged	61,021	62,968	62,003	62,335
Total Emergency Room Visits	69,212	70,819	69,994	70,221
PAYER MIX				
Based on Charges:				
Non Government	34.6%	35.0%	33.2%	32.5%
Medicare	40.0%	39.5%	38.6%	38.8%
State Medical Assistance	23.8%	23.5%	26.1%	27.0%
Uninsured	1.5%	2.0%	2.1%	1.7%
Based on Payments:				
Non Government	38.1%	40.6%	37.7%	38.5%
Medicare	45.1%	40.7%	39.4%	39.4%
State Medical Assistance	16.7%	18.5%	22.7%	21.9%
Uninsured	0.1%	0.2%	0.1%	0.2%

SAINT VINCENT'S MEDICAL CENTER

Saint Vincent's Medical Center is located in Bridgeport. In FY 2014, the Hospital generated \$23.3 million in income from operations and had \$21.7 million in non-operating revenue, resulting in an excess of revenues over expenses of \$45 million. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of the Hospital's parent, Saint Vincent's Health Services Corporation, based on OHCA filings, can be found in Appendix AA.

ST. VINCENT'S HEALTH SERVICES CORP. STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$400,348,000	\$442,096,000	\$433,357,000	\$431,702,000
Other Operating Revenue	\$38,558,000	\$44,022,000	\$41,260,000	\$48,756,000
Total Operating Revenue	\$438,906,000	\$486,118,000	\$474,617,000	\$480,458,000
Total Operating Expenses	\$426,595,000	\$424,803,000	\$456,701,000	\$464,057,000
Income/(Loss) from Operations	\$12,311,000	\$61,315,000	\$17,916,000	\$16,401,000
Non Operating Revenue	\$10,431,000	\$25,565,000	\$27,179,000	\$25,040,000
Excess/(Deficiency) of Revenue over Expenses	\$22,742,000	\$86,880,000	\$45,095,000	\$41,441,000

ST. VINCENT'S MEDICAL CENTER STATEMENT OF OPERATIONS DATA

Net Patient Revenue	\$389,074,000	\$424,565,000	\$408,184,000	\$401,065,000
Other Operating Revenue	\$7,963,000	\$12,922,000	\$16,547,000	\$20,648,000
Total Operating Revenue	\$397,037,000	\$437,487,000	\$424,731,000	\$421,713,000
Total Operating Expenses	\$382,310,000	\$373,601,000	\$394,491,000	\$398,392,000
Income/(Loss) from Operations	\$14,727,000	\$63,886,000	\$30,240,000	\$23,321,000
Non Operating Revenue	\$7,135,000	\$23,224,000	\$23,663,000	\$21,661,000
Excess/(Deficiency) of Revenue over Expenses	\$21,862,000	\$87,110,000	\$53,903,000	\$44,982,000

Source: Audited Financial Statements

PROFITABILITY SUMMARY	Statewide Avg. 2014				
Hospital Operating Margins	3.64%	13.87%	6.74%	5.26%	4.55%
Hospital Non Operating Margins	1.77%	5.04%	5.28%	4.89%	1.68%
Hospital Total Margins	5.41%	18.91%	12.02%	10.15%	6.22%

COST DATA SUMMARY	Statewide Avg. 2014				
Ratio of Cost to Charges	0.38	0.33	0.33	0.33	0.32
Private Payment to Cost Ratio	1.37	1.66	1.78	1.69	1.49
Medicare Payment to Cost Ratio	0.83	0.94	0.86	0.84	0.86
Medicaid Payment to Cost Ratio	0.64	0.70	0.72	0.76	0.63

LIQUIDITY MEASURES SUMMARY	Statewide Avg. 2014				
Current Ratio	1.34	1.28	1.63	1.43	2.10
Days Cash on Hand	7	20	4	1	78
Days in Patients Accounts Receivable	33	34	41	47	37
Average Payment Period	57	69	55	54	70

SOLVENCY MEASURES SUMMARY	Statewide Avg. 2014				
Equity Financing Ratio	76.4	77.6	80.6	80.9	43.5
Cash Flow to Total Debt Ratio	39.2	88.9	69.5	64.1	25.5
Long-Term Debt to Capitalization Ratio	11.4	10.4	9.6	9.4	34.3

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS - SAINT VINCENT'S MEDICAL CENTER

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	\$427,407,000	\$475,180,000	\$517,788,000	\$522,872,000
Hospital Total Net Assets	\$445,927,000	\$495,284,000	\$538,420,000	\$544,973,000
UNCOMPENSATED CARE				
Charity Care	\$9,025,000	\$15,330,000	\$14,991,000	\$17,249,000
Bad Debts	\$32,811,000	\$27,411,000	\$25,817,000	\$30,938,000
Total Uncompensated Care Charges	\$41,836,000	\$42,741,000	\$40,808,000	\$48,187,000
Uncompensated Care Cost	\$15,805,393	\$14,145,742	\$13,319,286	\$15,738,901
Uncompensated Care % of Total Expenses	4.1%	3.8%	3.4%	4.0%
UTILIZATION MEASURES				
Patient Days	122,440	122,878	120,574	110,756
Discharges	22,100	21,912	20,324	18,711
ALOS	5.5	5.6	5.9	5.9
Staffed Beds	423	456	424	424
Available Beds	423	456	446	446
Licensed Beds	520	520	520	520
Occupancy of staffed beds	79%	74%	78%	72%
Occupancy of available beds	79%	74%	74%	68%
Full Time Equivalent Employees	2,047.2	2,078.2	2,263.2	2,281.8
Total Case Mix Index	1.3074	1.2991	1.3418	1.3758
DISCHARGES				
Non-Government (Including Uninsured)	7,399	6,919	6,023	5,420
Medicare	10,164	10,153	9,550	8,674
Medical Assistance	4,516	4,811	4,721	4,589
Medicaid	4,488	4,773	4,685	4,548
Other Medical Assistance	28	38	36	41
Champus / TRICARE	21	29	30	28
Uninsured (Included in Non-Government)	991	950	793	584
Total Discharges	22,100	21,912	20,324	18,711
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	15,163	15,374	14,293	13,155
Emergency Room - Treated and Discharged	60,360	64,398	64,264	57,689
Total Emergency Room Visits	75,523	79,772	78,557	70,844
PAYER MIX				
Based on Charges:				
Non Government	29.5%	28.5%	26.6%	27.4%
Medicare	48.0%	47.0%	48.3%	47.9%
State Medical Assistance	18.1%	19.6%	20.4%	20.5%
Uninsured	4.4%	4.9%	4.7%	4.2%
Based on Payments:				
Non Government	43.5%	44.9%	45.3%	45.0%
Medicare	43.2%	41.5%	39.7%	38.9%
State Medical Assistance	12.5%	13.0%	14.1%	15.0%
Uninsured	0.8%	0.6%	0.9%	1.0%

SHARON HOSPITAL

Essent-Sharon Hospital is located in Sharon. In FY 2014, the Hospital generated \$2.9 million in income from operations and had no non-operating revenue. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of the Hospital's parent, Sharon Hospital Holding Company, Incorporated, based on OHCA filings, can be found in Appendix AA.

SHARON HOSPITAL HOLDING COMPANY, INC. STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$59,340,161	\$59,379,084	\$60,248,744	\$56,110,242
Other Operating Revenue	\$458,274	\$482,704	\$429,185	\$1,205,475
Total Operating Revenue	\$59,798,435	\$59,861,788	\$60,677,929	\$57,315,717
Total Operating Expenses	\$58,301,652	\$59,882,389	\$59,153,702	\$58,726,061
Income/(Loss) from Operations	\$1,496,783	(\$20,601)	\$1,524,227	(\$1,410,344)
Non Operating Revenue	\$0	\$0	\$0	\$0
Excess/(Deficiency) of Revenue over Expenses	\$1,496,783	(\$20,601)	\$1,524,227	(\$1,410,344)

SHARON HOSPITAL STATEMENT OF OPERATIONS DATA

Net Patient Revenue	\$55,537,559	\$54,558,825	\$53,746,903	\$50,085,913
Other Operating Revenue	\$457,560	\$453,530	\$429,185	\$1,092,483
Total Operating Revenue	\$55,995,119	\$55,012,355	\$54,176,088	\$51,178,396
Total Operating Expenses	\$53,061,849	\$51,745,114	\$49,401,485	\$48,236,048
Income/(Loss) from Operations	\$2,933,270	\$3,267,241	\$4,774,603	\$2,942,348
Non Operating Revenue	\$0	\$0	\$0	\$0
Excess/(Deficiency) of Revenue over Expenses	\$2,933,270	\$3,267,241	\$4,774,603	\$2,942,348

Source: Audited Financial Statements

PROFITABILITY SUMMARY					Statewide Avg. 2014
Hospital Operating Margins	5.24%	5.94%	8.81%	5.75%	4.55%
Hospital Non Operating Margins	0.00%	0.00%	0.00%	0.00%	1.68%
Hospital Total Margins	5.24%	5.94%	8.81%	5.75%	6.22%

COST DATA SUMMARY					
Ratio of Cost to Charges	0.41	0.37	0.33	0.33	0.32
Private Payment to Cost Ratio	1.19	1.25	1.31	1.29	1.49
Medicare Payment to Cost Ratio	0.91	0.92	1.00	0.98	0.86
Medicaid Payment to Cost Ratio	0.67	0.67	0.74	0.69	0.63

LIQUIDITY MEASURES SUMMARY					
Current Ratio	1.37	1.78	2.07	2.09	2.10
Days Cash on Hand	0	0	0	0	78
Days in Patients Accounts Receivable	42	46	46	47	37
Average Payment Period	51	39	42	38	70

SOLVENCY MEASURES SUMMARY					
Equity Financing Ratio	33.6	52.9	65.2	74.9	43.5
Cash Flow to Total Debt Ratio	15.0	31.4	54.7	60.8	25.5
Long-Term Debt to Capitalization Ratio	60.6	37.5	22.7	11.5	34.3

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS - SHARON HOSPITAL

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	\$21,632,914	\$24,878,651	\$30,054,582	\$32,809,453
Hospital Total Net Assets	\$21,632,914	\$24,878,651	\$30,054,582	\$32,809,453
UNCOMPENSATED CARE				
Charity Care	\$942,411	\$760,089	\$941,923	\$892,961
Bad Debts	\$3,537,228	\$2,999,367	\$2,293,507	\$2,270,701
Total Uncompensated Care Charges	\$4,479,639	\$3,759,456	\$3,235,430	\$3,163,662
Uncompensated Care Cost	\$1,825,630	\$1,400,677	\$1,080,914	\$1,043,330
Uncompensated Care % of Total Expenses	3.4%	2.7%	2.2%	2.2%
UTILIZATION MEASURES				
Patient Days	12,355	11,914	12,338	11,690
Discharges	2,703	2,685	2,878	2,616
ALOS	4.6	4.4	4.3	4.5
Staffed Beds	49	49	49	49
Available Beds	94	94	94	94
Licensed Beds	94	94	78	94
Occupancy of staffed beds	69%	67%	69%	65%
Occupancy of available beds	36%	35%	36%	34%
Full Time Equivalent Employees	271.5	255.6	247.4	259.6
Total Case Mix Index	1.1043	1.0769	1.0948	1.0727
DISCHARGES				
Non-Government (Including Uninsured)	794	743	830	703
Medicare	1,530	1,554	1,614	1,461
Medical Assistance	371	377	425	447
Medicaid	223	194	217	235
Other Medical Assistance	148	183	208	212
Champus / TRICARE	8	11	9	5
Uninsured (Included in Non-Government)	57	73	93	40
Total Discharges	2,703	2,685	2,878	2,616
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	1,720	1,766	1,878	1,593
Emergency Room - Treated and Discharged	15,938	15,856	15,746	14,825
Total Emergency Room Visits	17,658	17,622	17,624	16,418
PAYER MIX				
Based on Charges:				
Non Government	37.7%	35.1%	34.9%	34.0%
Medicare	50.6%	51.8%	51.7%	50.8%
State Medical Assistance	9.2%	10.2%	10.8%	13.2%
Uninsured	2.5%	2.8%	2.6%	2.0%
Based on Payments:				
Non Government	46.4%	44.2%	42.8%	42.6%
Medicare	47.2%	48.1%	48.7%	48.1%
State Medical Assistance	5.9%	6.4%	7.3%	8.7%
Uninsured	0.5%	1.3%	1.2%	0.6%

STAMFORD HOSPITAL

The Stamford Hospital is located in Stamford. In FY 2014, the Hospital generated \$36.9 million in income from operations and had \$2.7 million in non-operating revenue, resulting in an excess of revenues over expenses of \$39.6 million. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of the Hospital's parent, Stamford Health Inc., based on OHCA filings, can be found in Appendix AA.

STAMFORD HEALTH INC.

STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$475,258,979	\$528,744,000	\$495,861,267	\$496,036,287
Other Operating Revenue	\$38,776,834	\$27,041,494	\$22,120,448	\$25,832,166
Total Operating Revenue	\$514,035,813	\$555,785,494	\$517,981,715	\$521,868,453
Total Operating Expenses	\$486,051,034	\$528,907,794	\$513,251,900	\$513,310,031
Income/(Loss) from Operations	\$27,984,779	\$26,877,700	\$4,729,815	\$8,558,422
Non Operating Revenue	(\$724,009)	(\$2,165,592)	\$7,750,771	\$8,978,023
Excess/(Deficiency) of Revenue over Expenses	\$27,260,770	\$24,712,108	\$12,480,586	\$17,536,445

STAMFORD HOSPITAL

STATEMENT OF OPERATIONS DATA

Net Patient Revenue	\$475,258,979	\$504,856,844	\$465,884,745	\$457,806,205
Other Operating Revenue	\$22,722,727	\$24,382,136	\$19,191,199	\$22,613,330
Total Operating Revenue	\$497,981,706	\$529,238,980	\$485,075,944	\$480,419,535
Total Operating Expenses	\$461,480,665	\$482,124,601	\$453,664,905	\$443,491,017
Income/(Loss) from Operations	\$36,501,041	\$47,114,379	\$31,411,039	\$36,928,518
Non Operating Revenue	\$221,386	(\$10,097,527)	\$1,087,375	\$2,718,922
Excess/(Deficiency) of Revenue over Expenses	\$36,722,427	\$37,016,852	\$32,498,414	\$39,647,440

Source: Audited Financial Statements

					Statewide Avg. 2014
PROFITABILITY SUMMARY					
Hospital Operating Margins	7.33%	9.08%	6.46%	7.64%	4.55%
Hospital Non Operating Margins	0.04%	-1.95%	0.22%	0.56%	1.68%
Hospital Total Margins	7.37%	7.13%	6.68%	8.21%	6.22%
COST DATA SUMMARY					
Ratio of Cost to Charges	0.31	0.29	0.26	0.25	0.32
Private Payment to Cost Ratio	1.43	1.49	1.64	1.66	1.49
Medicare Payment to Cost Ratio	0.61	0.64	0.70	0.73	0.86
Medicaid Payment to Cost Ratio	0.50	0.58	0.58	0.62	0.63
LIQUIDITY MEASURES SUMMARY					
Current Ratio	1.91	1.80	1.78	1.65	2.10
Days Cash on Hand	68	79	90	88	78
Days in Patients Accounts Receivable	44	43	51	52	37
Average Payment Period	69	82	94	102	70
SOLVENCY MEASURES SUMMARY					
Equity Financing Ratio	28.3	20.2	26.1	27.0	43.5
Cash Flow to Total Debt Ratio	30.1	13.1	11.8	13.2	25.5
Long-Term Debt to Capitalization Ratio	49.0	70.2	64.2	62.7	34.3

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS - STAMFORD HOSPITAL

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	\$108,504,000	\$120,895,000	\$160,467,000	\$151,392,000
Hospital Total Net Assets	\$135,199,000	\$161,014,000	\$208,376,000	\$218,806,000
UNCOMPENSATED CARE				
Charity Care	\$27,344,589	\$34,807,823	\$28,856,190	\$30,293,193
Bad Debts	\$46,972,113	\$51,939,073	\$48,816,541	\$40,649,514
Total Uncompensated Care Charges	\$74,316,702	\$86,746,896	\$77,672,731	\$70,942,707
Uncompensated Care Cost	\$23,111,558	\$25,108,167	\$20,268,313	\$17,477,680
Uncompensated Care % of Total Expenses	5.0%	5.2%	4.5%	3.9%
UTILIZATION MEASURES				
Patient Days	74,442	70,911	71,656	71,084
Discharges	14,940	14,294	14,871	14,848
ALOS	5.0	5.0	4.8	4.8
Staffed Beds	271	267	267	267
Available Beds	322	325	325	325
Licensed Beds	330	330	330	330
Occupancy of staffed beds	75%	73%	74%	73%
Occupancy of available beds	63%	60%	60%	60%
Full Time Equivalent Employees	2,089.4	2,034.6	1,954.1	1,956.7
Total Case Mix Index	1.2263	1.2846	1.2589	1.2474
DISCHARGES				
Non-Government (Including Uninsured)	6,526	5,963	6,114	6,040
Medicare	5,251	5,144	5,118	5,336
Medical Assistance	3,147	3,173	3,621	3,457
Medicaid	3,039	3,089	3,552	3,376
Other Medical Assistance	108	84	69	81
Champus / TRICARE	16	14	18	15
Uninsured (Included in Non-Government)	479	399	359	366
Total Discharges	14,940	14,294	14,871	14,848
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	8,175	7,642	7,595	7,635
Emergency Room - Treated and Discharged	40,316	43,189	42,465	41,417
Total Emergency Room Visits	48,491	50,831	50,060	49,052
PAYER MIX				
Based on Charges:				
Non Government	45.6%	43.9%	43.8%	43.3%
Medicare	36.6%	37.2%	36.6%	37.5%
State Medical Assistance	12.8%	13.5%	15.0%	15.4%
Uninsured	5.0%	5.4%	4.6%	3.8%
Based on Payments:				
Non Government	69.1%	67.3%	67.5%	66.0%
Medicare	23.8%	24.2%	24.0%	25.0%
State Medical Assistance	6.7%	8.1%	8.1%	8.6%
Uninsured	0.5%	0.4%	0.4%	0.3%

WATERBURY HOSPITAL

The Waterbury Hospital is located in Waterbury. In FY 2014, the Hospital generated \$400,000 in income from operations and had \$3.1 million in non-operating revenue, resulting in an excess of revenues over expenses of \$3.5 million. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of the Hospital's parent, Greater Waterbury Health Network, Inc., based on OHCA filings, can be found in Appendix AA.

GREATER WATERBURY HEALTH NETWORK, INC.

STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$270,732,398	\$273,484,098	\$248,028,586	\$248,939,189
Other Operating Revenue	\$13,154,680	\$13,227,694	\$12,423,300	\$11,533,139
Total Operating Revenue	\$283,887,078	\$286,711,792	\$260,451,886	\$260,472,328
Total Operating Expenses	\$291,891,000	\$286,509,869	\$263,937,259	\$268,450,195
Income/(Loss) from Operations	(\$8,003,922)	\$201,923	(\$3,485,373)	(\$7,977,867)
Non Operating Revenue	(\$3,981,175)	\$2,087,588	\$1,888,552	\$2,323,179
Excess/(Deficiency) of Revenue over Expenses	(\$11,985,097)	\$2,289,511	(\$1,596,821)	(\$5,654,688)

WATERBURY HOSPITAL

STATEMENT OF OPERATIONS DATA

Net Patient Revenue	\$227,759,506	\$230,780,700	\$207,698,016	\$208,626,652
Other Operating Revenue	\$8,617,978	\$10,662,189	\$9,034,648	\$8,214,242
Total Operating Revenue	\$236,377,484	\$241,442,889	\$216,732,664	\$216,840,894
Total Operating Expenses	\$237,912,997	\$231,658,975	\$213,170,829	\$216,453,293
Income/(Loss) from Operations	(\$1,535,513)	\$9,783,914	\$3,561,835	\$387,601
Non Operating Revenue	\$134,208	\$2,035,841	\$2,172,878	\$3,136,173
Excess/(Deficiency) of Revenue over Expenses	(\$1,401,305)	\$11,819,755	\$5,734,713	\$3,523,774

Source: Audited Financial Statements

PROFITABILITY SUMMARY

					Statewide Avg. 2014
Hospital Operating Margins	-0.65%	4.02%	1.63%	0.18%	4.55%
Hospital Non Operating Margins	0.06%	0.84%	0.99%	1.43%	1.68%
Hospital Total Margins	-0.59%	4.85%	2.62%	1.60%	6.22%

COST DATA SUMMARY

Ratio of Cost to Charges	0.29	0.26	0.25	0.24	0.32
Private Payment to Cost Ratio	1.17	1.24	1.32	1.36	1.49
Medicare Payment to Cost Ratio	0.87	0.95	0.82	0.88	0.86
Medicaid Payment to Cost Ratio	0.65	0.57	0.85	0.70	0.63

LIQUIDITY MEASURES SUMMARY

Current Ratio	1.38	1.49	1.78	1.73	2.10
Days Cash on Hand	16	37	42	48	78
Days in Patients Accounts Receivable	42	42	39	40	37
Average Payment Period	58	62	56	64	70

SOLVENCY MEASURES SUMMARY

Equity Financing Ratio	43.8	45.5	48.9	44.7	43.5
Cash Flow to Total Debt Ratio	10.7	31.2	23.5	17.5	25.5
Long-Term Debt to Capitalization Ratio	29.0	26.7	25.1	25.8	34.3

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS – WATERBURY HOSPITAL

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	\$17,379,947	\$18,516,310	\$18,667,399	\$11,890,055
Hospital Total Net Assets	\$63,988,676	\$71,171,929	\$74,829,268	\$69,529,379
UNCOMPENSATED CARE				
Charity Care	\$2,456,277	\$1,389,352	\$1,472,594	\$5,644,280
Bad Debts	\$13,122,386	\$10,435,502	\$10,783,760	\$3,692,986
Total Uncompensated Care Charges	\$15,578,663	\$11,824,854	\$12,256,354	\$9,337,266
Uncompensated Care Cost	\$4,466,323	\$3,064,711	\$3,014,287	\$2,212,000
Uncompensated Care % of Total Expenses	1.9%	1.3%	1.4%	1.0%
UTILIZATION MEASURES				
Patient Days	58,780	57,548	55,099	58,082
Discharges	12,758	12,364	11,847	11,693
ALOS	4.6	4.7	4.7	5.0
Staffed Beds	190	190	176	176
Available Beds	284	280	268	290
Licensed Beds	393	393	393	393
Occupancy of staffed beds	85%	83%	86%	90%
Occupancy of available beds	57%	56%	56%	55%
Full Time Equivalent Employees	1,512.7	1,299.9	1,209.1	1,151.5
Total Case Mix Index	1.3373	1.3146	1.3169	1.3126
DISCHARGES				
Non-Government (Including Uninsured)	3,719	3,407	3,287	3,089
Medicare	5,972	5,734	5,301	5,396
Medical Assistance	3,059	3,210	3,234	3,186
Medicaid	3,059	3,210	3,234	3,186
Other Medical Assistance	0	0	0	0
Champus / TRICARE	8	13	25	22
Uninsured (Included in Non-Government)	158	116	144	113
Total Discharges	12,758	12,364	11,847	11,693
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	8,462	8,267	7,836	8,097
Emergency Room - Treated and Discharged	48,560	47,677	46,520	45,587
Total Emergency Room Visits	57,022	55,944	54,356	53,684
PAYER MIX				
Based on Charges:				
Non Government	31.7%	32.1%	31.7%	30.8%
Medicare	47.7%	47.1%	46.7%	47.1%
State Medical Assistance	18.8%	19.5%	19.9%	21.0%
Uninsured	1.8%	1.4%	1.7%	1.2%
Based on Payments:				
Non Government	40.7%	41.6%	42.7%	42.6%
Medicare	45.2%	46.6%	39.0%	42.0%
State Medical Assistance	13.4%	11.5%	17.2%	15.0%
Uninsured	0.7%	0.3%	1.1%	0.4%

WINDHAM COMMUNITY MEMORIAL HOSPITAL

Windham Community Memorial Hospital is located in Willimantic. In FY 2014, the Hospital experienced a \$3.8 million loss from operations and experienced a non-operating loss of \$700,000, resulting in an excess of expenses over revenues of \$4.5 million. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of the Hospital's parent, Hartford Healthcare Corporation, based on OHCA filings, can be found in Appendix AA.

HARTFORD HEALTHCARE CORPORATION STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$1,615,988,000	\$1,879,748,000	\$1,906,243,000	\$2,271,219,000
Other Operating Revenue	\$187,975,000	\$267,538,000	\$222,045,000	\$210,363,000
Total Operating Revenue	\$1,803,963,000	\$2,147,286,000	\$2,128,288,000	\$2,481,582,000
Total Operating Expenses	\$1,760,430,000	\$2,086,710,000	\$2,163,057,000	\$2,429,396,000
Income/(Loss) from Operations	\$43,533,000	\$60,576,000	(\$34,769,000)	\$52,186,000
Non Operating Revenue	\$182,626,000	\$68,563,000	\$381,049,000	\$51,361,000
Excess/(Deficiency) of Revenue over Expenses	\$226,159,000	\$129,139,000	\$346,280,000	\$103,547,000

WINDHAM COMMUNITY MEMORIAL HOSPITAL STATEMENT OF OPERATIONS DATA

Net Patient Revenue	\$85,855,448	\$90,160,381	\$76,714,489	\$77,506,994
Other Operating Revenue	\$3,044,239	\$5,761,698	\$5,866,110	\$5,491,687
Total Operating Revenue	\$88,899,687	\$95,922,079	\$82,580,599	\$82,998,681
Total Operating Expenses	\$92,639,489	\$96,450,117	\$91,367,918	\$86,792,851
Income/(Loss) from Operations	(\$3,739,802)	(\$528,038)	(\$8,787,319)	(\$3,794,170)
Non Operating Revenue	(\$323,008)	(\$185,298)	\$1,568,775	(\$739,009)
Excess/(Deficiency) of Revenue over Expenses	(\$4,062,810)	(\$713,336)	(\$7,218,544)	(\$4,533,179)

Source: Audited Financial Statements

					Statewide Avg. 2014
PROFITABILITY SUMMARY					
Hospital Operating Margins	-4.22%	-0.55%	-10.44%	-4.61%	4.55%
Hospital Non Operating Margins	-0.36%	-0.19%	1.86%	-0.90%	1.68%
Hospital Total Margins	-4.59%	-0.75%	-8.58%	-5.51%	6.22%
COST DATA SUMMARY					
Ratio of Cost to Charges	0.46	0.45	0.43	0.43	0.32
Private Payment to Cost Ratio	1.07	1.09	1.07	1.20	1.49
Medicare Payment to Cost Ratio	0.95	0.98	0.92	0.93	0.86
Medicaid Payment to Cost Ratio	0.61	0.64	0.57	0.58	0.63
LIQUIDITY MEASURES SUMMARY					
Current Ratio	1.31	1.00	0.90	1.07	2.10
Days Cash on Hand	10	16	32	30	78
Days in Patients Accounts Receivable	63	78	50	28	37
Average Payment Period	69	123	125	83	70
SOLVENCY MEASURES SUMMARY					
Equity Financing Ratio	-46.8	-53.1	-9.3	-46.0	43.5
Cash Flow to Total Debt Ratio	1.3	6.8	-6.2	-0.6	25.5
Long-Term Debt to Capitalization Ratio	-166.3	-84.2	162.6	-1903.0	34.3

Note, FY 2014, is the first full year of Backus Corporation amounts being incorporated into Hartford Healthcare Corporation totals for OHCA financial reporting purposes.

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS - WINDHAM COMMUNITY MEMORIAL HOSPITAL

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	(\$35,978,450)	(\$47,943,489)	(\$13,430,049)	(\$39,450,280)
Hospital Total Net Assets	(\$31,049,573)	(\$42,522,947)	(\$7,449,457)	(\$33,207,929)
UNCOMPENSATED CARE				
Charity Care	\$2,956,537	\$3,573,641	\$2,699,812	\$2,523,150
Bad Debts	\$3,100,374	\$3,254,865	\$4,240,640	\$4,656,180
Total Uncompensated Care Charges	\$6,056,911	\$6,828,506	\$6,940,452	\$7,179,330
Uncompensated Care Cost	\$2,771,904	\$3,050,367	\$3,001,459	\$3,055,135
Uncompensated Care % of Total Expenses	3.0%	3.2%	3.3%	3.5%
UTILIZATION MEASURES				
Patient Days	19,996	18,673	17,355	13,225
Discharges	4,701	4,506	4,137	3,427
ALOS	4.3	4.1	4.2	3.9
Staffed Beds	87	87	87	87
Available Beds	144	144	144	144
Licensed Beds	144	144	144	144
Occupancy of staffed beds	63%	59%	55%	42%
Occupancy of available beds	38%	36%	33%	25%
Full Time Equivalent Employees	607.5	601.6	577.1	501.0
Total Case Mix Index	1.1018	1.1658	1.2008	1.2231
DISCHARGES				
Non-Government (Including Uninsured)	1,256	1,178	926	824
Medicare	2,372	2,326	2,210	1,754
Medical Assistance	1,055	985	983	836
Medicaid	1,035	970	965	826
Other Medical Assistance	20	15	18	10
Champus / TRICARE	18	17	18	13
Uninsured (Included in Non-Government)	66	56	48	37
Total Discharges	4,701	4,506	4,137	3,427
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	3,378	3,244	3,028	2,489
Emergency Room - Treated and Discharged	30,744	33,618	32,054	30,527
Total Emergency Room Visits	34,122	36,862	35,082	33,016
PAYER MIX				
Based on Charges:				
Non Government	36.2%	35.9%	32.9%	32.7%
Medicare	41.5%	41.5%	41.6%	41.3%
State Medical Assistance	19.9%	20.2%	23.2%	23.8%
Uninsured	2.4%	2.4%	2.3%	2.2%
Based on Payments:				
Non Government	42.8%	42.3%	40.7%	42.8%
Medicare	43.6%	43.7%	44.0%	42.0%
State Medical Assistance	13.4%	13.8%	15.1%	15.1%
Uninsured	0.2%	0.1%	0.2%	0.1%

KEY RESULTS - YALE-NEW HAVEN HOSPITAL

Yale-New Haven Hospital is located in New Haven. In FY 2014, the Hospital generated \$134.5 million in income from operations and had \$30.2 million in non-operating revenue, resulting in an excess of revenues over expenses of \$164.7 million. Reported below is a list of various financial indicators and selected utilization measures for the Hospital. A chart indicating all of the affiliates of the Hospital's parent, Yale-New Health Services Corporation, based on OHCA filings, can be found in Appendix AA.

YALE-NEW HAVEN HEALTH SERVICES CORP. STATEMENT OF OPERATIONS DATA

	2011	2012	2013	2014
Net Patient Revenue	\$1,462,366,000	\$1,733,252,000	\$2,317,430,000	\$3,287,692,000
Other Operating Revenue	\$48,257,000	\$49,518,000	\$60,720,000	\$106,994,000
Total Operating Revenue	\$1,510,623,000	\$1,782,770,000	\$2,378,150,000	\$3,394,686,000
Total Operating Expenses	\$1,453,315,000	\$1,675,207,000	\$2,279,435,000	\$3,224,574,000
Income/(Loss) from Operations	\$57,308,000	\$107,563,000	\$98,715,000	\$170,112,000
Non Operating Revenue	\$13,708,000	\$22,853,000	\$69,945,000	\$34,189,000
Excess/(Deficiency) of Revenue over Expenses	\$71,016,000	\$130,416,000	\$168,660,000	\$204,301,000

YALE-NEW HAVEN HOSPITAL STATEMENT OF OPERATIONS DATA

Net Patient Revenue	\$1,442,057,000	\$1,713,271,000	\$2,282,916,000	\$2,338,353,000
Other Operating Revenue	\$46,640,000	\$47,560,000	\$58,633,000	\$63,551,000
Total Operating Revenue	\$1,488,697,000	\$1,760,831,000	\$2,341,549,000	\$2,401,904,000
Total Operating Expenses	\$1,435,807,000	\$1,654,251,000	\$2,236,673,000	\$2,267,358,000
Income/(Loss) from Operations	\$52,890,000	\$106,580,000	\$104,876,000	\$134,546,000
Non Operating Revenue	\$14,272,000	\$24,029,000	\$73,846,000	\$30,156,000
Excess/(Deficiency) of Revenue over Expenses	\$67,162,000	\$130,609,000	\$178,722,000	\$164,702,000

Source: Audited Financial Statements

PROFITABILITY SUMMARY

Statewide
Avg. 2014

Hospital Operating Margins	3.52%	5.97%	4.34%	5.53%	4.55%
Hospital Non Operating Margins	0.95%	1.35%	3.06%	1.24%	1.68%
Hospital Total Margins	4.47%	7.32%	7.40%	6.77%	6.22%

COST DATA SUMMARY

Ratio of Cost to Charges	0.32	0.29	0.27	0.27	0.32
Private Payment to Cost Ratio	1.28	1.40	1.47	1.60	1.49
Medicare Payment to Cost Ratio	0.90	0.83	0.83	0.84	0.86
Medicaid Payment to Cost Ratio	0.61	0.66	0.69	0.44	0.63

LIQUIDITY MEASURES SUMMARY

Current Ratio	3.05	2.27	2.94	3.40	2.10
Days Cash on Hand	125	147	122	161	78
Days in Patients Accounts Receivable	42	43	37	41	37
Average Payment Period	63	97	63	67	70

SOLVENCY MEASURES SUMMARY

Equity Financing Ratio	33.7	30.2	38.9	38.1	43.5
Cash Flow to Total Debt Ratio	15.8	17.7	26.2	23.1	25.5
Long-Term Debt to Capitalization Ratio	47.8	49.3	41.7	43.2	34.3

Note, beginning with FY 2014, for financial reporting purposes, OHCA is using Yale-New Haven Health Services corporation as the parent corporation for the hospital. OHCA formerly used Yale-New Haven Network which was merged into the hospital in 2014.

Note: Financial measures noted in green are favorable compared to the statewide average while financial measures noted in red are unfavorable compared to the statewide average. In some cases, the 2014 amount and the statewide average show the same amount. The red and green formatting is based on additional decimal spaces that are not shown.

KEY RESULTS - YALE-NEW HAVEN HOSPITAL

NET ASSETS SUMMARY	2011	2012	2013	2014
Hospital Unrestricted Net Assets	\$604,617,000	\$676,008,000	\$930,988,000	\$1,020,378,000
Hospital Total Net Assets	\$674,087,000	\$748,778,000	\$1,018,125,000	\$1,120,602,000
UNCOMPENSATED CARE				
Charity Care	\$31,059,911	\$35,745,214	\$32,480,929	\$43,211,397
Bad Debts	\$55,846,721	\$74,971,258	\$118,694,071	\$157,929,603
Total Uncompensated Care Charges	\$86,906,632	\$110,716,472	\$151,175,000	\$201,141,000
Uncompensated Care Cost	\$28,023,511	\$31,889,609	\$41,003,684	\$54,368,589
Uncompensated Care % of Total Expenses	2.0%	1.9%	1.8%	2.4%
UTILIZATION MEASURES				
Patient Days	300,989	311,547	462,219	426,515
Discharges	57,451	59,426	80,503	78,529
ALOS	5.2	5.2	5.7	5.4
Staffed Beds	827	859	1,572	1,426
Available Beds	918	1,001	1,618	1,521
Licensed Beds	944	1,541	1,541	1,541
Occupancy of staffed beds	100%	99%	81%	82%
Occupancy of available beds	90%	85%	78%	77%
Full Time Equivalent Employees	7,611.1	8,150.6	11,071.7	10,878.6
Total Case Mix Index	1.4569	1.4303	1.4497	1.5057
DISCHARGES				
Non-Government (Including Uninsured)	23,108	23,650	28,416	27,468
Medicare	17,747	18,100	28,633	28,246
Medical Assistance	16,249	17,294	23,006	22,415
Medicaid	16,249	17,294	23,006	22,415
Other Medical Assistance	0	0	0	0
Champus / TRICARE	347	382	448	400
Uninsured (Included in Non-Government)	939	977	885	952
Total Discharges	57,451	59,426	80,503	78,529
EMERGENCY DEPARTMENT VISITS				
Emergency Room - Treated and Admitted	28,351	26,732	40,919	54,292
Emergency Room - Treated and Discharged	92,128	114,396	163,785	142,520
Total Emergency Room Visits	120,479	141,128	204,704	196,812
PAYER MIX				
Based on Charges:				
Non Government	39.1%	38.8%	36.8%	35.5%
Medicare	34.4%	35.8%	39.3%	41.2%
State Medical Assistance	24.4%	23.4%	22.0%	21.4%
Uninsured	2.1%	2.0%	2.0%	1.9%
Based on Payments:				
Non Government	51.6%	54.4%	53.0%	55.9%
Medicare	31.7%	29.6%	31.7%	33.9%
State Medical Assistance	15.4%	15.4%	14.8%	9.2%
Uninsured	1.2%	0.7%	0.5%	1.0%

APPENDIX A: HOSPITAL HEALTH SYSTEM - STATEMENT OF OPERATIONS DATA

FY 2014 HOSPITAL HEALTH SYSTEM - STATEMENT OF OPERATIONS DATA									
	FY 2014 NET PATIENT REVENUE	FY 2014 OTHER OPERATING REVENUE	FY 2014 REVENUE FROM OPERATIONS	FY 2014 NET OPERATING EXPENSES	FY 2014 GAIN/ (LOSS) FROM OPERATIONS	FY 2014 NON OPERATING REVENUE	FY 2014 REVENUE OVER/(UNDER) EXPENSES		
BRISTOL HOSPITAL & HEALTHCARE GROUP	\$168,232,406	\$7,836,353	\$176,068,759	\$175,386,378	\$682,381	\$1,478,569	\$2,160,950		
CCMC CORPORATION INC.	\$304,605,441	\$33,242,787	\$337,848,228	\$372,489,049	(\$34,640,821)	\$17,542,732	(\$17,098,089)		
DAY KIMBALL HEALTHCARE INC.	\$127,956,902	\$7,701,533	\$135,658,435	\$141,577,219	(\$5,918,784)	\$519,164	(\$5,399,620)		
EASTERN CT HEALTH NETWORK INC.	\$299,755,216	\$29,000,109	\$328,755,325	\$326,582,604	\$2,172,721	(\$2,125,751)	\$46,970		
GREATER WATERBURY HEALTH NETWORK, INC	\$248,939,189	\$11,533,139	\$260,472,328	\$268,450,195	(\$7,977,867)	\$2,323,179	(\$5,654,688)		
GRIFFIN HEALTH SERVICES CORPORATION	\$140,783,254	\$12,793,304	\$153,576,558	\$151,471,877	\$2,104,681	\$2,503,583	\$4,608,264		
HARTFORD HEALTHCARE CORPORATION	\$2,271,219,000	\$210,363,000	\$2,481,582,000	\$2,429,396,000	\$52,186,000	\$51,361,000	\$103,547,000		
C. HUNGERFORD HOSPITAL	\$114,622,054	\$7,533,927	\$122,155,981	\$121,998,831	\$157,150	\$2,865,900	\$3,023,050		
JOHNSON MEMORIAL MEDICAL CENTER, INC.	\$92,077,182	\$1,321,902	\$93,399,084	\$94,695,856	(\$1,296,772)	(\$2,067,392)	(\$3,364,164)		
LAWRENCE + MEMORIAL CORPORATION	\$433,230,714	\$21,671,490	\$454,902,204	\$473,587,676	(\$18,685,472)	\$15,297,404	(\$3,388,068)		
MIDDLESEX HEALTH SYSTEM, INC.	\$370,244,000	\$13,560,000	\$383,804,000	\$366,898,000	\$16,906,000	\$14,998,000	\$31,904,000		
MILFORD HEALTH & MEDICAL, INC.	\$68,025,386	\$2,438,403	\$70,463,789	\$81,583,595	(\$11,119,806)	\$1,447,081	(\$9,672,725)		
SAINT FRANCIS CARE, INC.	\$756,781,000	\$48,441,000	\$805,222,000	\$793,699,000	\$11,523,000	\$1,201,000	\$12,724,000		
SAINT MARY'S HEALTH SYSTEM, INC.	\$268,087,000	\$10,774,000	\$278,861,000	\$269,715,000	\$9,146,000	\$3,684,000	\$12,830,000		
SAINT VINCENTS HEALTH SERVICES CORP.	\$431,702,000	\$48,756,000	\$480,458,000	\$464,057,000	\$16,401,000	\$25,040,000	\$41,441,000		
SHARON HOSPITAL HOLDING COMPANY, INC.	\$56,110,242	\$1,205,475	\$57,315,717	\$58,726,061	(\$1,410,344)	\$0	(\$1,410,344)		
STAMFORD HEALTH INC.	\$496,036,287	\$25,832,166	\$521,868,453	\$513,310,031	\$8,558,422	\$8,978,023	\$17,536,445		
UNIVERSITY OF CT HEALTH CENTER	\$450,315,219	\$208,895,000	\$659,210,219	\$945,312,704	(\$286,102,485)	\$465,166,000	\$179,063,515		
WESTERN CT HEALTH NETWORK, INC.	\$961,369,530	\$32,255,500	\$993,625,030	\$961,175,602	\$32,449,428	\$316,766,946	\$949,216,374		
YALE-NEW HAVEN HEALTH SERVICES CORP.	\$3,287,692,000	\$106,994,000	\$3,394,686,000	\$3,224,574,000	\$170,112,000	\$34,189,000	\$204,301,000		
STATEWIDE TOTAL	\$11,347,784,022	\$842,149,088	\$12,189,933,110	\$12,234,686,678	(\$44,753,568)	\$961,168,438	\$916,414,870		

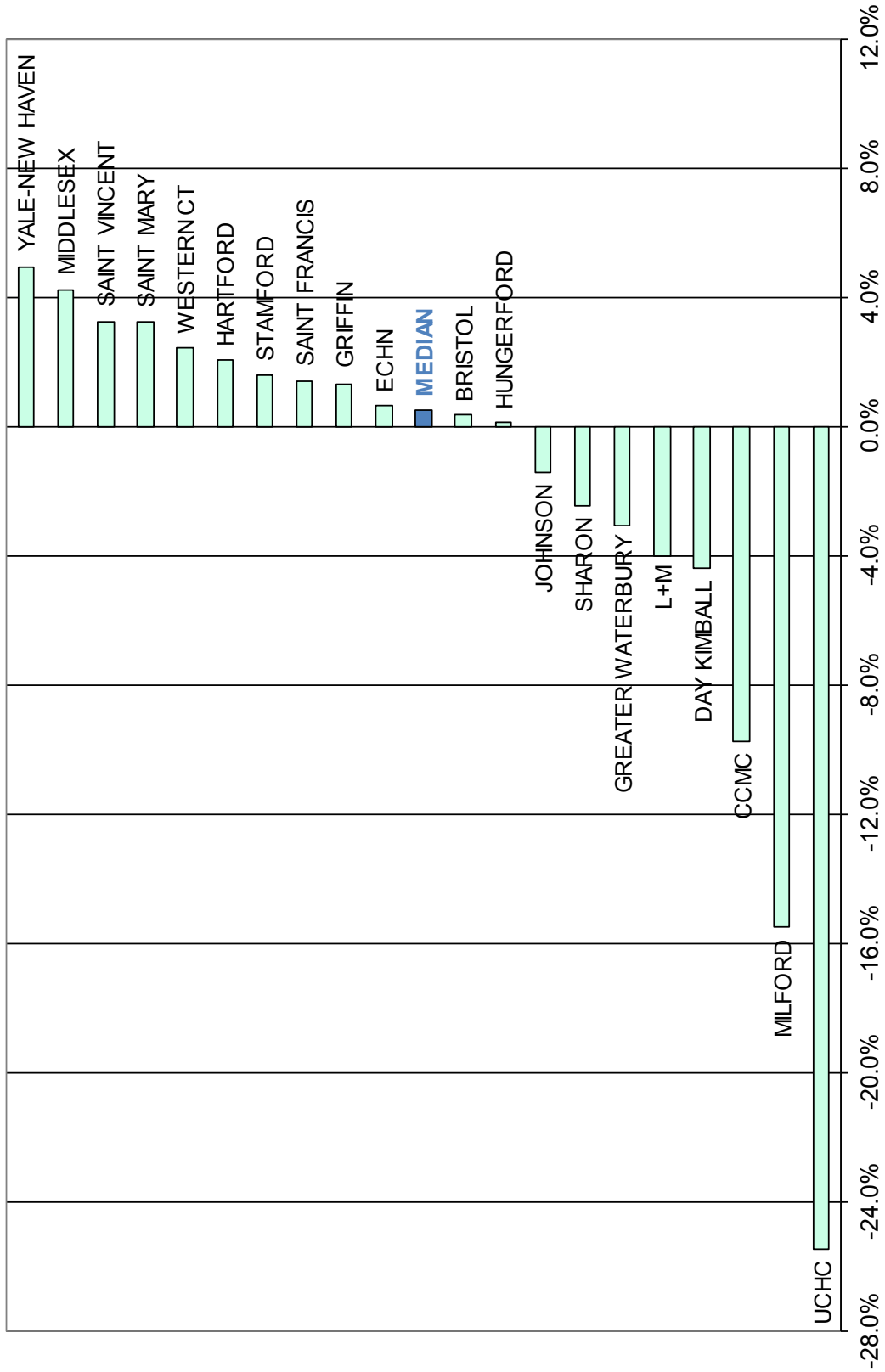
Source: FY 2014 Audited Financial Statements data from Hospital Reporting System Report 385.

Notes: Amounts for Western Connecticut Health Network (WCHN) exclude any activity for Norwalk Health Services Corporation for the period October 1, 2013 to December 31, 2013 which is prior to the consolidation with Norwalk Health Services Corporation.

FY 2014 HOSPITAL HEALTH SYSTEM - MARGIN DATA			
	FY 2014 OPERATING MARGIN	FY 2014 NON-OPERATING MARGIN	FY 2014 TOTAL MARGIN
	Gain/(Loss) from Oper / (Revenue from Operations+Non Operating Rev)	Non Oper Revenue / (Revenue from Operations+Non Operating Rev)	Revenue Over/Under Exp / (Revenue from Operations+Non Operating Rev)
BRISTOL HOSPITAL & HEALTHCARE GROUP	0.38%	0.83%	1.22%
CCMC CORPORATION INC.	-9.75%	4.94%	-4.81%
DAY KIMBALL HEALTHCARE INC.	-4.35%	0.38%	-3.97%
EASTERN CT HEALTH NETWORK INC.	0.67%	-0.65%	0.01%
GREATER WATERBURY HEALTH NETWORK, INC.	-3.04%	0.88%	-2.15%
GRIFFIN HEALTH SERVICES CORPORATION	1.35%	1.60%	2.95%
HARTFORD HEALTHCARE CORPORATION	2.06%	2.03%	4.09%
C. HUNGERFORD HOSPITAL	0.13%	2.29%	2.42%
JOHNSON MEMORIAL MEDICAL CENTER, INC.	-1.42%	-2.26%	-3.68%
LAWRENCE + MEMORIAL CORPORATION	-3.97%	3.25%	-0.72%
MIDDLESEX HEALTH SYSTEM, INC.	4.24%	3.76%	8.00%
MILFORD HEALTH & MEDICAL, INC.	-15.46%	2.01%	-13.45%
SAINT FRANCIS CARE, INC.	1.43%	0.15%	1.58%
SAINT MARY'S HEALTH SYSTEM, INC.	3.24%	1.30%	4.54%
SAINT VINCENT'S HEALTH SERVICES CORP.	3.24%	4.95%	8.20%
SHARON HOSPITAL HOLDING COMPANY, INC.	-2.46%	0.00%	-2.46%
STAMFORD HEALTH INC.	1.61%	1.69%	3.30%
UNIVERSITY OF CT HEALTH CENTER	-25.45%	41.37%	15.93%
WESTERN CT HEALTH NETWORK, INC.	2.48%	24.17%	26.65%
YALE-NEW HAVEN HEALTH SERVICES CORP.	4.96%	1.00%	5.96%
STATEWIDE AVERAGE	-0.34%	7.31%	6.97%
STATEWIDE MEDIAN	0.52%	1.65%	2.00%

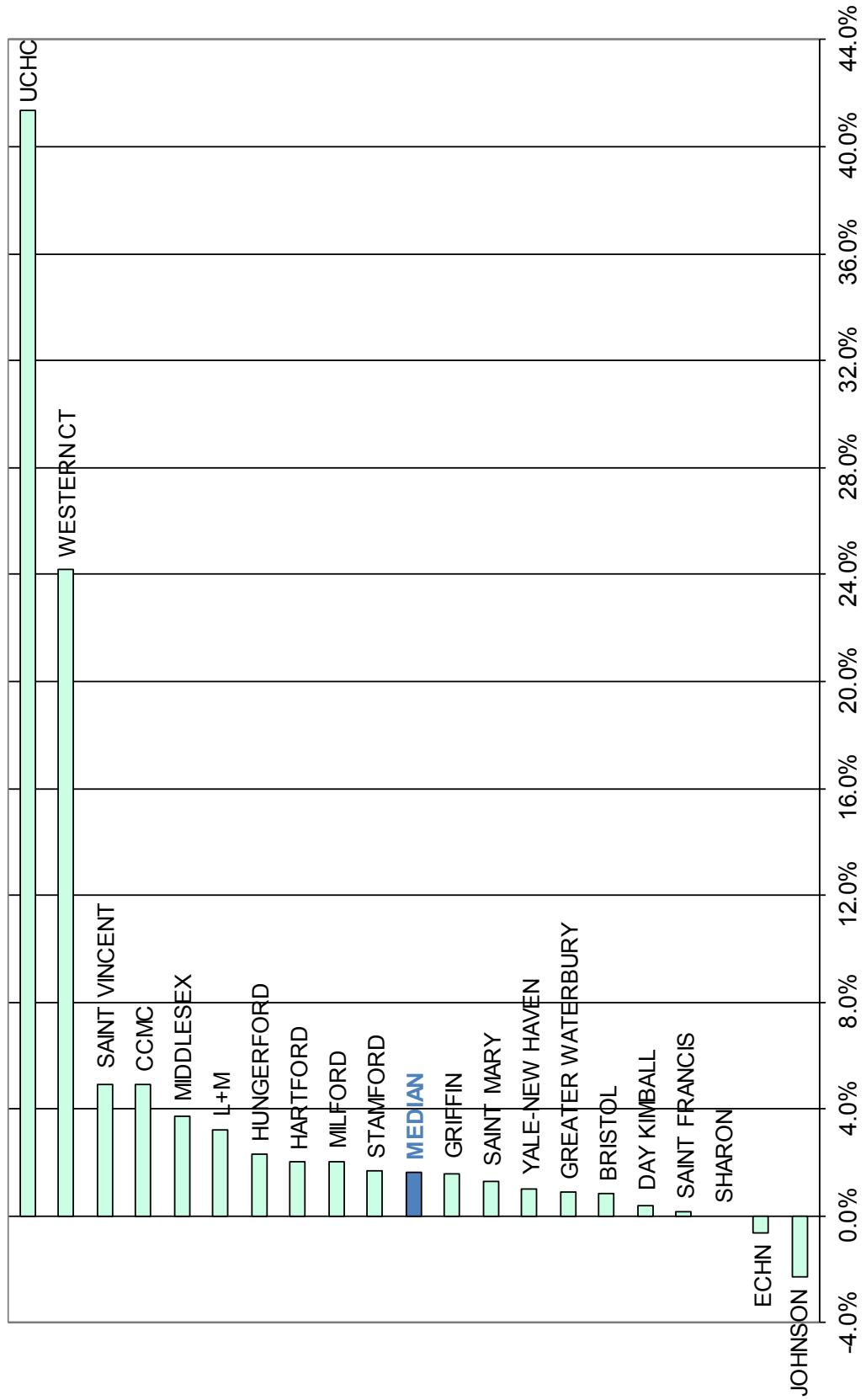
Source: FY 2014 Audited Financial Statements data from Hospital Reporting System Report 385.

FY 2014 HOSPITAL HEALTH SYSTEM - OPERATING MARGINS



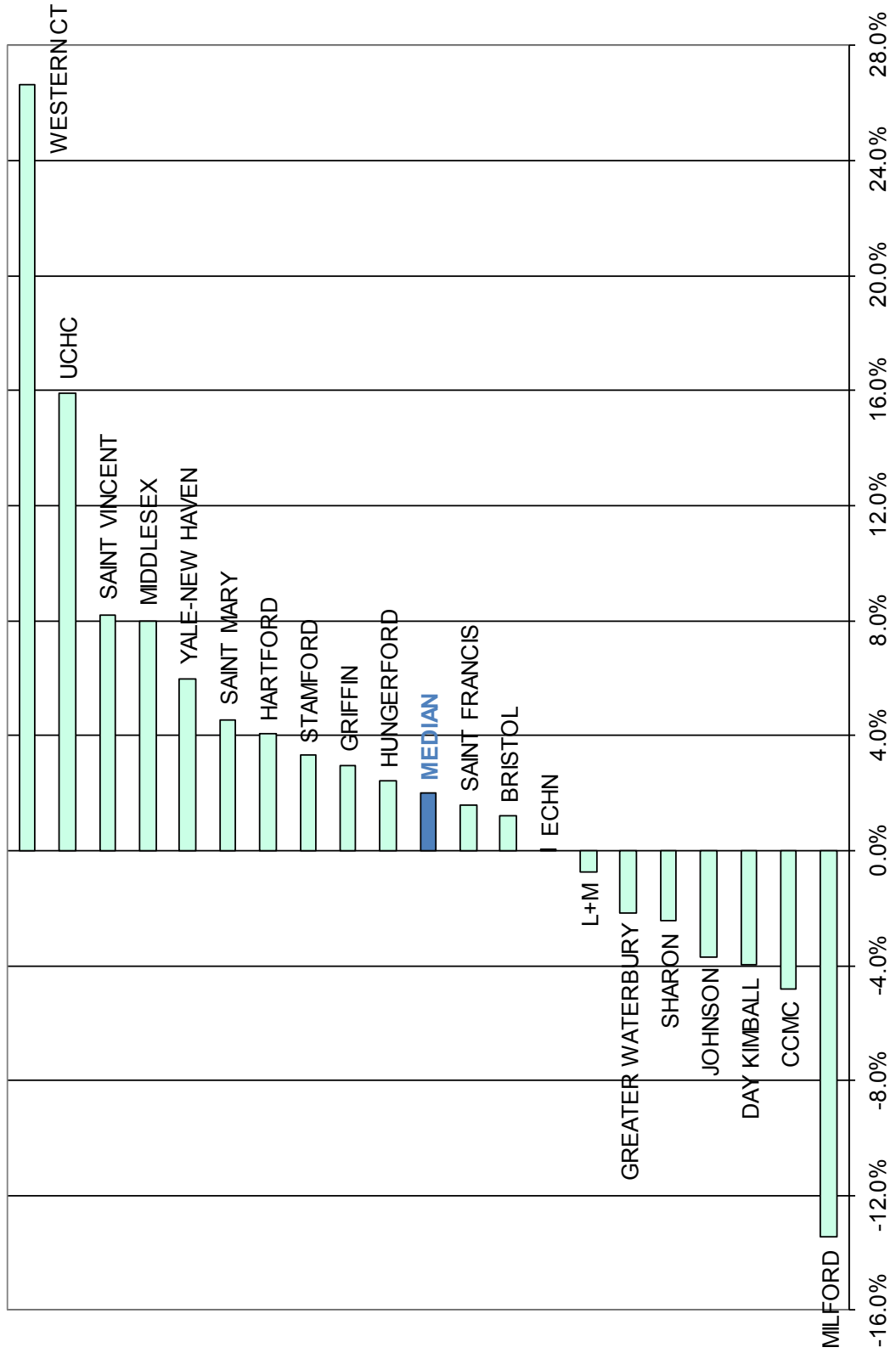
Source: FY 2014 Audited Financial Statements Data

**FY 2014 HOSPITAL HEALTH SYSTEM -
NON-OPERATING MARGINS**



Source: FY 2014 Audited Financial Statements Data

FY 2014 HOSPITAL HEALTH SYSTEM - TOTAL MARGINS



Source: FY 2014 Audited Financial Statements Data

FY 2014 HOSPITAL HEALTH SYSTEM NET ASSETS DATA		
	FY 2014 UNRESTRICTED NET ASSETS OR EQUITY	FY 2014 TOTAL NET ASSETS OR EQUITY
BRISTOL HOSPITAL AND HEALTHCARE GROUP	\$18,611,817	\$29,431,435
CCMC CORPORATION, INC.	\$106,219,054	\$232,687,351
DAY KIMBALL HEALTHCARE, INC.	(\$1,617,411)	\$5,928,751
EASTERN CONNECTICUT HEALTH NETWORK, INC.	\$59,544,873	\$77,693,789
GREATER WATERBURY HEALTH NETWORK, INC.	\$43,957,226	\$101,596,550
GRIFFIN HEALTH SERVICES CORPORATION	(\$20,969,896)	(\$11,497,423)
HARTFORD HEALTHCARE CORPORATION	\$1,104,267,000	\$1,575,989,000
C. HUNGERFORD HOSPITAL	\$59,368,912	\$84,518,833
JOHNSON MEMORIAL MEDICAL CENTER, INC.	(\$12,121,840)	(\$6,904,100)
LAWRENCE + MEMORIAL CORPORATION	\$241,902,500	\$282,377,005
MIDDLESEX HEALTH SYSTEM, INC.	\$276,492,000	\$293,600,000
MILFORD HEALTH & MEDICAL, INC.	\$5,129,446	\$6,643,686
SAINT FRANCIS CARE, INC.	\$137,311,000	\$220,721,000
SAINT MARY'S HEALTH SYSTEM, INC.	\$32,525,000	\$51,621,000
SAINT VINCENT'S HEALTH SERVICES CORP.	\$596,405,000	\$624,918,000
SHARON HOSPITAL HOLDING COMPANY, INC.	\$16,068,631	\$16,068,631
STAMFORD HEALTH INC.	\$339,225,000	\$409,047,000
UNIVERSITY OF CONNECTICUT HEALTH CENTER	\$17,703,000	\$576,794,000
WESTERN CT HEALTH NETWORK, INC.	\$661,351,254	\$797,554,121
YALE-NEW HAVEN HEALTH SERVICES CORP.	\$1,644,056,000	\$1,866,624,000
TOTAL	\$5,325,428,566	\$7,235,412,629

Source: Audited Financial Statements data from Hospital Reporting System Report 385.
Notes: Amounts exclude any activity for Norwalk Health Services Corporation for the period
October 1, 2013 - December 31, 2013.

FY 2014 HOSPITAL HEALTH SYSTEM SOLVENCY RATIOS			
Ratio:	EQUITY FINANCING RATIO	CASH FLOW TO TOTAL DEBT	LONG TERM DEBT TO CAPITALIZATION
	Net Assets / Total Assets	(Excess Revenue Over Expense + Depreciation) / (Current Liab. + Long Term Debt)	Long Term Debt / (Long Term Debt + Net Assets)
Calculation:	Report 385	Report 385	Report 385
Source:			
BRISTOL HOSPITAL AND HEALTHCARE GROUP	23.5	15.7	49.5
CCMC CORPORATION, INC.	52.0	(0.7)	20.4
DAY KIMBALL HEALTHCARE, INC.	5.9	(0.2)	83.3
EASTERN CONNECTICUT HEALTH NETWORK, INC.	28.1	8.5	51.5
GREATER WATERBURY HEALTH NETWORK, INC.	52.3	3.6	20.1
GRIFFIN HEALTH SERVICES CORPORATION	(7.4)	13.2	134.1
HARTFORD HEALTHCARE CORPORATION	47.5	21.2	29.3
C. HUNGERFORD HOSPITAL	61.8	43.5	0.0
JOHNSON MEMORIAL MEDICAL CENTER, INC.	(13.4)	(0.3)	0.0
LAWRENCE + MEMORIAL CORPORATION	52.7	13.1	27.8
MIDDLESEX HEALTH SYSTEM, INC.	59.0	42.7	17.4
MILFORD HEALTH & MEDICAL, INC.	10.0	(21.4)	65.3
SAINT FRANCIS CARE, INC.	25.2	13.7	53.3
SAINT MARY'S HEALTH SYSTEM, INC.	23.0	39.9	25.7
SAINT VINCENT'S HEALTH SERVICES CORP.	81.0	54.8	8.3
SHARON HOSPITAL HOLDING COMPANY, INC.	36.1	4.4	56.3
STAMFORD HEALTH INC.	39.3	8.4	47.7
UNIVERSITY OF CONNECTICUT HEALTH CENTER	64.4	77.8	22.3
WESTERN CT HEALTH NETWORK, INC.	48.9	69.8	31.3
YALE-NEW HAVEN HEALTH SERVICES CORP.	44.1	25.5	34.6
STATEWIDE AVERAGE	46.3	27.7	31.6
STATEWIDE MEDIAN	41.7	13.4	30.3

Source: FY 2014 Audited Financial Statements data from Hospital Reporting System Report 385.

Notes: Amounts exclude any activity for Norwalk Health Services Corporation for the period October 1, 2013 - December 31, 2013.

FY 2014 HOSPITAL HEALTH SYSTEM LIQUIDITY RATIOS				
Ratio:	CURRENT RATIO	DAYS CASH ON HAND	DAYS REVENUE IN PATIENTS ACCOUNTS RECEIVABLE	AVERAGE PAYMENT PERIOD
	Current Assets / Current Liabilities / Report 385	(Cash+Short Term Investments) / (Total Expenses - Depreciation)/365) Report 385	Net Patient Account Receivable and Third Party Payer Activity / (Net Patient Revenues / 365) Report 385	Current Liabilities / (Total Expenses - Depreciation)/365 Report 385
Calculation:				
Source:				
BRISTOL HOSPITAL AND HEALTHCARE GROUP	1.46	41	46	70
CCMC CORPORATION INC.	0.72	18	7	110
DAY KIMBALL HEALTHCARE, INC.	0.98	27	40	81
EASTERN CONNECTICUT HEALTH NETWORK, INC.	1.33	24	52	71
GREATER WATERBURY HEALTH NETWORK, INC.	1.98	51	39	55
GRIFFIN HEALTH SERVICES CORPORATION	1.89	114	34	90
HARTFORD HEALTHCARE CORPORATION	2.05	67	38	63
C. HUNGERFORD HOSPITAL	1.31	23	36	65
JOHNSON MEMORIAL MEDICAL CENTER, INC.	0.36	6	35	200
LAWRENCE + MEMORIAL CORPORATION	3.53	164	34	62
MIDDLESEX HEALTH SYSTEM, INC.	1.77	65	45	71
MILFORD HEALTH & MEDICAL, INC.	1.05	36	40	87
SAINT FRANCIS CARE, INC.	2.05	65	33	57
SAINT MARY'S HEALTH SYSTEM, INC.	1.73	38	40	57
SAINT VINCENTS HEALTH SERVICES CORP.	1.29	3	48	60
SHARON HOSPITAL HOLDING COMPANY, INC.	1.93	0	46	36
STAMFORD HEALTH INC.	1.48	82	43	105
UNIVERSITY OF CONNECTICUT HEALTH CENTER	2.95	18	32	43
WESTERN CT HEALTH NETWORK, INC.	1.68	64	28	86
YALE-NEW HAVEN HEALTH SERVICES CORP.	2.97	145	41	68
STATEWIDE AVERAGE	2.10	80	38	69
STATEWIDE MEDIAN	1.70	39	40	69

Source: FY 2014 Audited Financial Statements data from Hospital Reporting System Report 385.

Notes: Amounts exclude any activity for Norwalk Health Services Corporation for the period October 1, 2013 - December 31, 2013

APPENDIX I: HOSPITAL STATEMENT OF OPERATIONS DATA

FY 2014 HOSPITAL STATEMENT OF OPERATIONS DATA							
	FY 2014 NET PATIENT REVENUE	FY 2014 OTHER OPERATING REVENUE	FY 2014 REVENUE FROM OPERATIONS	FY 2014 NET OPERATING EXPENSES	FY 2014 GAIN/ (LOSS) FROM OPERATIONS	FY 2014 NON-OPERATING REVENUE	FY 2014 REVENUE OVER/(UNDER) EXPENSES
ASCENSION HEALTH							
SAINT VINCENTS	\$401,065,000	\$20,648,000	\$421,713,000	\$398,392,000	\$23,321,000	\$21,661,000	\$44,982,000
EASTERN CT HEALTH NETWORK							
MANCHESTER	\$172,204,267	\$17,340,796	\$189,545,063	\$185,309,559	\$4,235,504	(\$1,743,322)	\$2,492,182
ROCKVILLE	\$68,528,682	\$6,391,666	\$74,920,348	\$72,159,655	\$2,760,693	(\$378,564)	\$2,382,129
HARTFORD HEALTHCARE CORPORATION							
BACKUS	\$293,617,939	\$7,047,673	\$300,665,612	\$252,028,161	\$48,637,451	\$9,066,264	\$57,703,715
HARTFORD	\$976,155,739	\$82,924,357	\$1,059,080,096	\$1,022,794,910	\$36,285,186	\$16,343,412	\$52,628,598
HOSP OF CENTRAL CT	\$361,711,967	\$12,375,913	\$374,087,880	\$359,304,084	\$14,783,796	\$9,562,104	\$24,345,900
MIDSTATE	\$219,132,186	\$8,597,041	\$227,729,227	\$208,792,651	\$18,936,576	\$3,147,295	\$22,083,871
WINDHAM	\$77,506,994	\$5,491,687	\$82,998,681	\$86,792,851	(\$3,794,170)	(\$739,009)	(\$4,533,179)
REGIONAL HEALTHCARE ASSOCIATES							
SHARON	\$50,085,913	\$1,092,483	\$51,178,396	\$48,236,048	\$2,942,348	\$0	\$2,942,348
WESTERN CT HEALTH NETWORK							
DANBURY	\$506,353,775	\$32,180,920	\$538,534,695	\$502,208,728	\$36,325,967	\$14,759,703	\$51,085,670
NEW MILFORD	\$62,064,046	\$999,998	\$63,064,044	\$65,083,198	(\$2,019,154)	\$0	(\$2,019,154)
NORWALK	\$324,018,792	\$15,796,662	\$339,815,454	\$311,061,228	\$28,754,226	\$8,793,292	\$37,547,518
YALE NEW HAVEN HEALTH SERVICES CORPORATION							
BRIDGEPORT	\$439,375,000	\$24,165,000	\$463,540,000	\$426,496,000	\$37,044,000	\$5,852,000	\$42,896,000
GREENWICH	\$332,207,000	\$17,848,000	\$350,055,000	\$317,854,000	\$32,201,000	\$4,171,000	\$36,372,000
YALE-NEW HAVEN	\$2,338,353,000	\$63,551,000	\$2,401,904,000	\$2,267,358,000	\$134,546,000	\$30,156,000	\$164,702,000
INDIVIDUAL HOSPITAL SYSTEMS							
BRISTOL	\$137,976,406	\$4,301,391	\$142,277,797	\$141,228,949	\$1,048,848	\$1,263,862	\$2,312,710
CT CHILDREN'S	\$252,957,977	\$16,353,492	\$269,311,469	\$280,099,480	(\$10,788,011)	\$9,192,566	(\$1,595,445)
DAY KIMBALL	\$104,847,336	\$6,695,752	\$111,543,088	\$109,004,882	\$2,538,206	\$519,164	\$3,057,370
DEMPSEY	\$286,757,590	\$21,955,590	\$308,713,180	\$326,572,641	(\$17,859,461)	\$9,539,892	(\$8,319,569)
GRIFFIN	\$135,897,993	\$3,270,624	\$139,168,617	\$130,275,487	\$8,893,130	(\$1,059,000)	\$7,834,130
HUNGERFORD	\$114,622,054	\$7,533,927	\$122,155,981	\$121,998,831	\$157,150	\$2,865,900	\$3,023,050
JOHNSON	\$66,648,825	\$650,812	\$67,299,637	\$66,456,723	\$842,914	\$361,403	\$1,204,317
L+M	\$318,785,233	\$30,278,971	\$349,064,204	\$348,525,480	\$538,724	\$8,788,601	\$9,327,325
MIDDLESEX	\$354,010,685	\$12,557,059	\$366,567,744	\$345,860,614	\$20,707,130	\$14,976,476	\$35,683,606
MILFORD	\$63,500,794	\$1,352,459	\$64,853,253	\$72,076,598	(\$7,223,345)	\$19,611	(\$7,203,734)
SANT FRANCIS	\$648,781,738	\$32,428,240	\$681,209,978	\$666,788,583	\$14,421,395	\$1,198,724	\$15,620,119
SANT MARY'S	\$238,729,196	\$8,705,634	\$247,434,830	\$227,226,738	\$20,208,092	\$5,016,722	\$25,224,814
STAMFORD	\$457,806,205	\$22,613,330	\$480,419,535	\$443,491,017	\$36,928,518	\$2,718,922	\$39,647,440
WATERBURY	\$208,626,652	\$8,214,242	\$216,840,894	\$216,453,293	\$387,601	\$3,136,173	\$3,523,774
STATEWIDE TOTAL	\$10,012,328,984	\$493,362,719	\$10,505,691,703	\$10,019,930,389	\$485,761,314	\$179,190,191	\$664,951,505

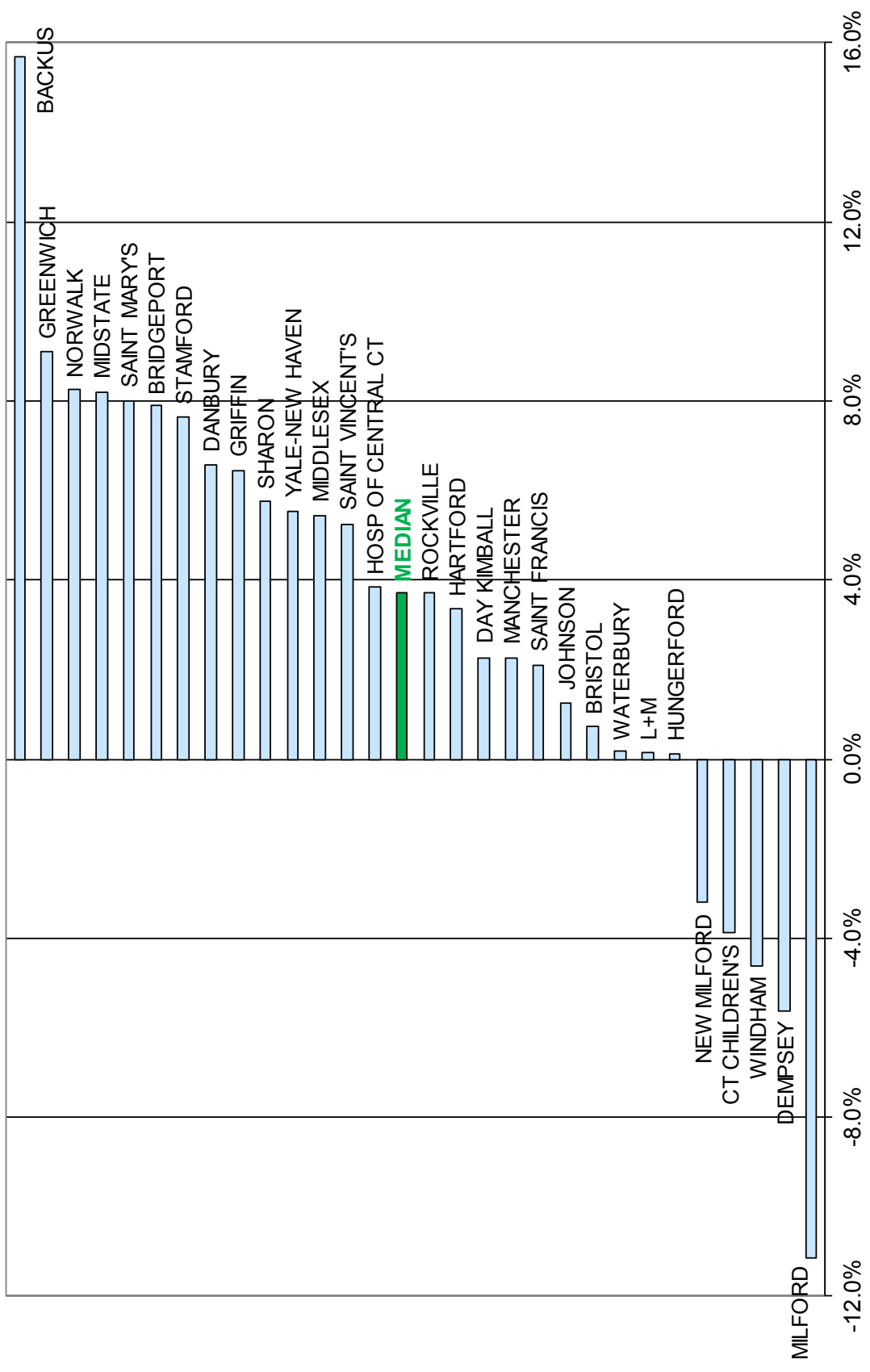
Source: FY 2014 Audited Financial Statements data from Hospital Reporting System Report 185.

APPENDIX J: HOSPITAL MARGIN DATA

FY 2014 HOSPITAL MARGIN DATA				
	FY 2014 OPERATING MARGIN	FY 2014 NON-OPERATING MARGIN	FY 2014 TOTAL MARGIN	
	Gain/(Loss) from Oper / (Revenue from Operations+Non Operating Rev)	Non Oper Revenue / (Revenue from Operations+Non Operating Rev)	Revenue Over/Under Exp / (Revenue from Operations+Non Operating Rev)	
ASCENSION HEALTH				
SAINT VINCENT'S	5.26%	4.89%	10.15%	
EASTERN CT HEALTH NETWORK				
MANCHESTER	2.26%	-0.93%	1.33%	
ROCKVILLE	3.70%	-0.51%	3.20%	
HARTFORD HEALTHCARE CORPORATION				
BACKUS	15.70%	2.93%	18.63%	
HARTFORD	3.37%	1.52%	4.89%	
HOSP OF CENTRAL CT	3.85%	2.49%	6.35%	
MIDSTATE	8.20%	1.36%	9.57%	
WINDHAM	-4.61%	-0.90%	-5.51%	
REGIONAL HEALTHCARE ASSOCIATES				
SHARON	5.75%	0.00%	5.75%	
WESTERN CT HEALTH NETWORK				
DANBURY	6.57%	2.67%	9.23%	
NEW MILFORD	-3.20%	0.00%	-3.20%	
NORWALK	8.25%	2.52%	10.77%	
YALE NEW HAVEN HEALTH SERVICES CORPORATION				
BRIDGEPORT	7.89%	1.25%	9.14%	
GREENWICH	9.09%	1.18%	10.27%	
YALE-NEW HAVEN	5.53%	1.24%	6.77%	
INDIVIDUAL HOSPITAL SYSTEMS				
BRISTOL	0.73%	0.88%	1.61%	
CT CHILDREN'S	-3.87%	3.30%	-0.57%	
DAY KIMBALL	2.26%	0.46%	2.73%	
DEMPSEY	-5.61%	3.00%	-2.61%	
GRIFFIN	6.44%	-0.77%	5.67%	
HUNGERFORD	0.13%	2.29%	2.42%	
JOHNSON	1.25%	0.53%	1.78%	
L+M	0.15%	2.46%	2.61%	
MIDDLESEX	5.43%	3.93%	9.35%	
MILFORD	-11.13%	0.03%	-11.10%	
SAINT FRANCIS	2.11%	0.18%	2.29%	
SAINT MARY'S	8.00%	1.99%	9.99%	
STAMFORD	7.64%	0.56%	8.21%	
WATERBURY	0.18%	1.43%	1.60%	
STATEWIDE AVERAGE	4.55%	1.68%	6.22%	
STATEWIDE MEDIAN	3.70%	1.25%	4.89%	

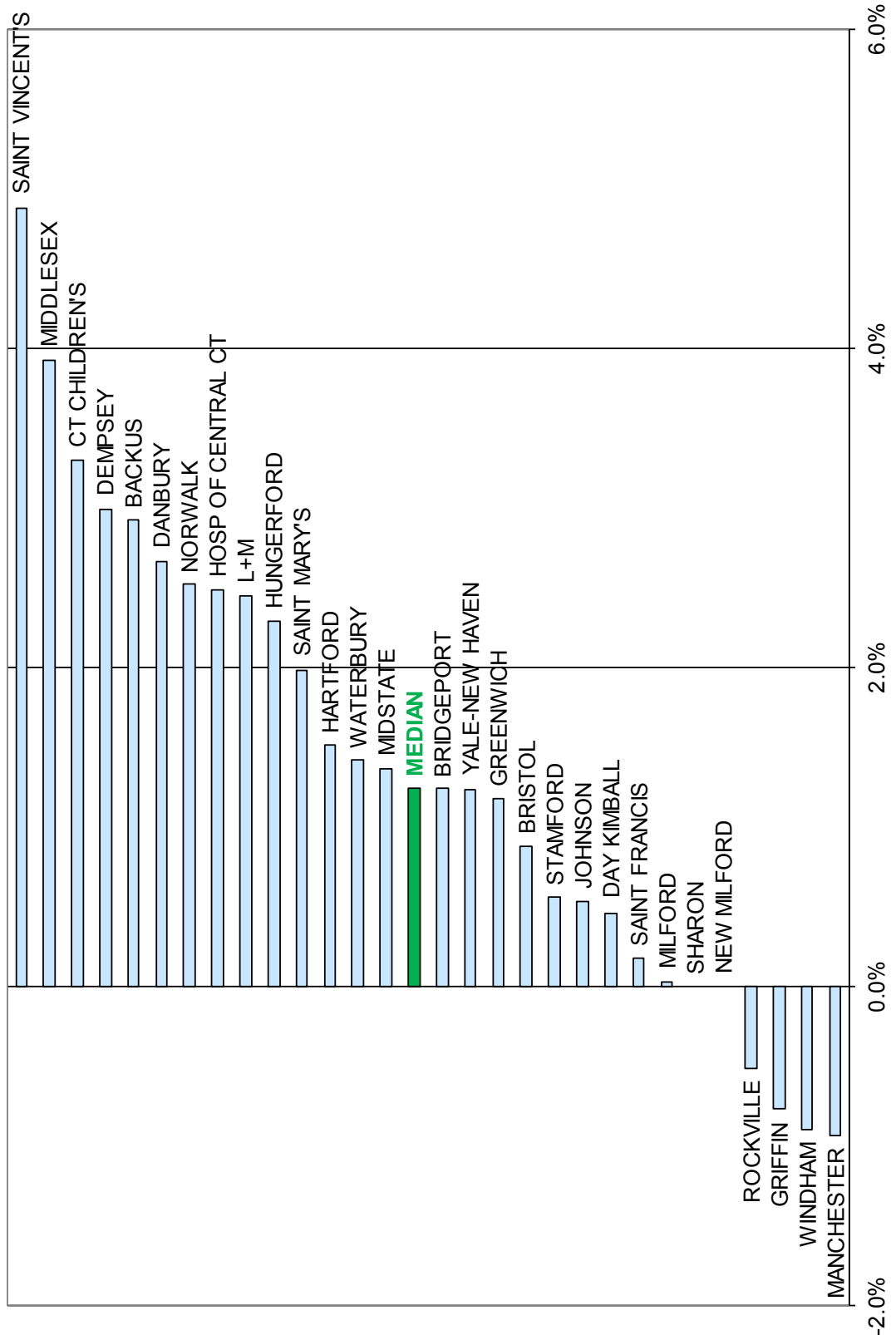
Source: FY 2014 Audited Financial Statements data from Hospital Reporting System Report 185.

FY 2014 HOSPITAL OPERATING MARGINS

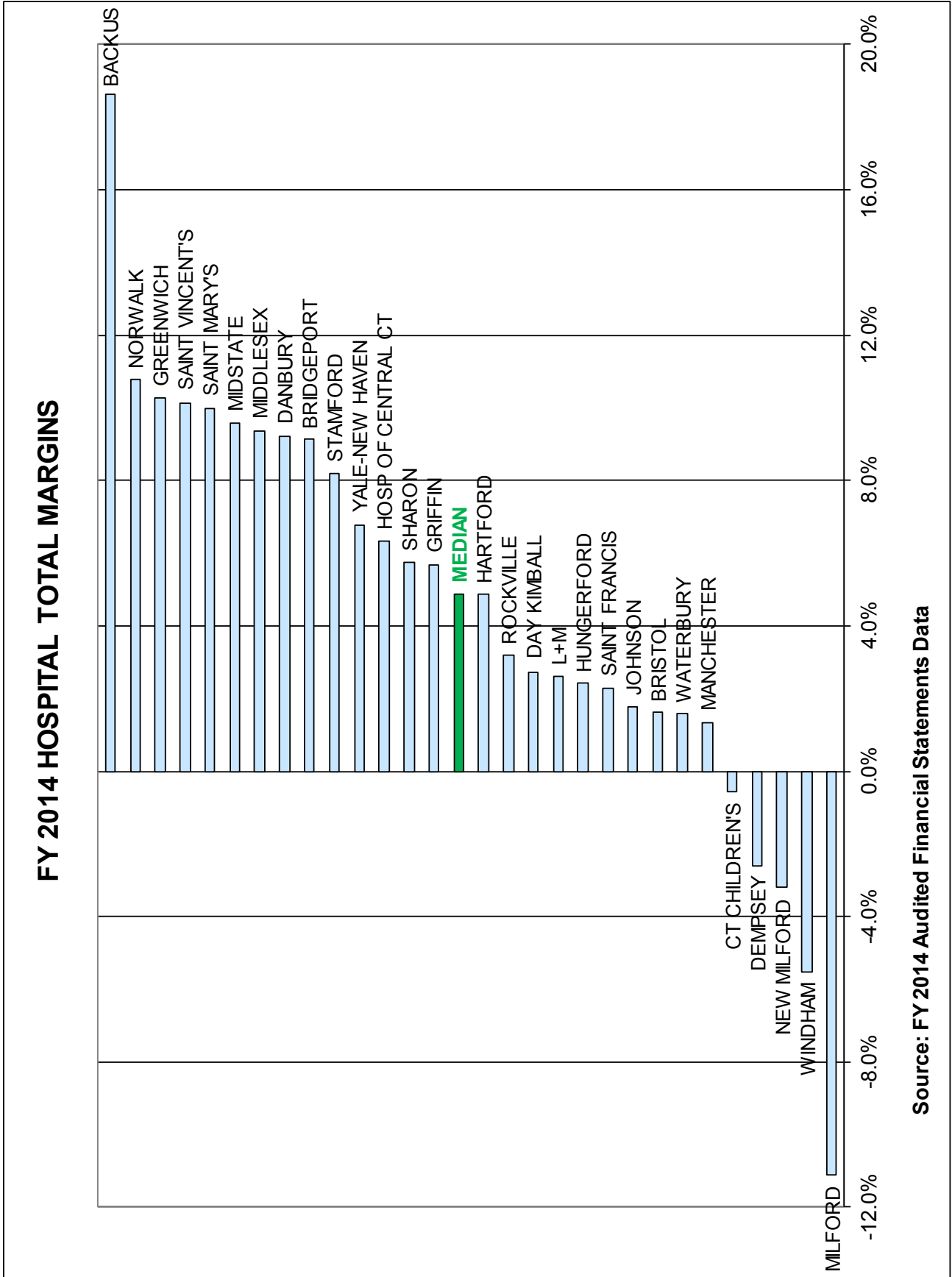


Source: FY 2014 Audited Financial Statements Data

FY 2014 HOSPITAL NON-OPERATING MARGINS



Source: FY 2014 Audited Financial Statements Data



FY 2014 HOSPITAL NET ASSETS DATA		
	FY 2014 UNRESTRICTED NET ASSETS OR EQUITY	FY 2014 TOTAL NET ASSETS OR EQUITY
BACKUS	\$342,576,048	\$354,463,494
BRIDGEPORT	\$100,811,000	\$155,833,000
BRISTOL	\$17,633,376	\$28,426,955
CT CHILDREN'S	\$74,193,342	\$200,601,965
DANBURY	\$412,096,873	\$489,293,538
DAY KIMBALL	(\$2,707,529)	\$4,838,633
DEMPSEY	\$71,355,029	\$71,355,029
GREENWICH	\$334,040,000	\$401,362,000
GRIFFIN	(\$26,106,535)	(\$16,666,559)
HARTFORD	\$135,104,064	\$444,215,909
HOSP OF CENTRAL CT	\$178,222,407	\$228,115,282
HUNGERFORD	\$59,368,912	\$84,518,833
JOHNSON	\$3,321,184	\$8,290,975
L+M	\$138,729,444	\$168,209,447
MANCHESTER	\$11,344,473	\$24,798,417
MIDDLESEX	\$270,689,000	\$287,700,000
MIDSTATE	\$89,763,992	\$107,441,592
MILFORD	(\$2,536,448)	(\$1,022,209)
NEW MILFORD	\$26,205,321	\$34,128,301
NORWALK	\$265,968,153	\$313,160,208
ROCKVILLE	\$24,211,838	\$28,334,302
SAINT FRANCIS	\$100,020,000	\$181,694,000
SAINT MARY'S	\$27,668,000	\$46,764,000
SAINT VINCENT'S	\$522,872,000	\$544,973,000
SHARON	\$32,809,453	\$32,809,453
STAMFORD	\$151,392,000	\$218,806,000
WATERBURY	\$11,890,055	\$69,529,379
WINDHAM	(\$39,450,280)	(\$33,207,929)
YALE-NEW HAVEN	\$1,020,378,000	\$1,120,602,000
STATEWIDE TOTAL	\$4,351,863,172	\$5,599,369,015

Source: Audited Financial Statements data from HRS Report 185.

APPENDIX O: HOSPITAL RATIO OF COST TO CHARGE DATA

FY 2014 HOSPITAL RATIO OF COST TO CHARGE DATA									
Ratio:	TOTAL EXPENSES	TOTAL GROSS REVENUE	TOTAL OTHER OPERATING REVENUE	RATIO OF COST TO CHARGES (RCC)*	MEDICARE CHARGES	MEDICARE PAYMENTS	MEDICARE PAYMENT TO COST DATA		
Calculation:				$\frac{\text{Total Oper Exp}/(\text{Gross Rev} + \text{Other Oper Rev})}{\text{OHCA's HRS Report 185}}$				$\frac{\text{Medicare Payments}/(\text{Medicare Charges} * \text{RCC})}{\text{OHCA's HRS Report 185}}$	
Source:	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	
BACKUS	\$252,028,161	\$701,705,462	\$7,047,373	0.36	\$288,445,183	\$99,158,218	0.97		
BRIDGEPORT	\$426,496,000	\$1,693,079,737	\$5,236,454	0.25	\$629,169,018	\$159,487,014	1.01		
BRISTOL	\$141,228,949	\$453,092,138	\$4,301,391	0.31	\$207,383,286	\$51,942,733	0.81		
CT CHILDREN'S	\$280,099,480	\$596,675,246	\$31,932,692	0.45	\$709,261	\$2,778,551	8.79		
DANBURY	\$502,208,728	\$1,291,510,052	\$15,495,383	0.38	\$578,122,628	\$182,401,310	0.82		
DAY KIMBALL	\$109,004,882	\$224,868,002	\$6,153,524	0.47	\$91,930,109	\$39,726,318	0.92		
DEMPSEY	\$326,572,641	\$667,350,681	\$21,955,590	0.47	\$274,532,150	\$114,480,474	0.88		
GREENWICH	\$317,854,000	\$1,149,848,623	\$19,028,550	0.27	\$465,760,260	\$95,063,111	0.75		
GRIFFIN	\$130,275,487	\$482,918,974	\$3,270,624	0.27	\$210,548,113	\$53,617,301	0.95		
HARTFORD	\$1,022,794,910	\$2,554,085,582	\$74,980,429	0.39	\$1,164,896,053	\$424,421,835	0.94		
HOSP OF CENTRAL	\$359,304,084	\$854,431,479	\$22,666,522	0.41	\$377,662,518	\$135,788,572	0.88		
HUNGERFORD	\$121,998,831	\$268,038,161	\$7,533,927	0.44	\$126,007,587	\$57,119,405	1.02		
JOHNSON	\$66,456,723	\$170,600,762	\$473,373	0.39	\$79,064,824	\$24,671,781	0.80		
L+M	\$348,525,480	\$788,136,573	\$29,607,174	0.43	\$338,864,533	\$116,101,572	0.80		
MANCHESTER	\$185,309,559	\$601,959,668	\$17,340,796	0.30	\$256,625,637	\$62,692,532	0.82		
MIDDLESEX	\$345,860,614	\$1,272,225,607	\$12,557,059	0.27	\$600,632,232	\$131,356,288	0.81		
MIDSTATE	\$208,792,651	\$543,429,524	\$8,597,041	0.38	\$243,077,198	\$81,515,834	0.89		
MILFORD	\$72,076,598	\$197,304,279	\$1,352,459	0.36	\$98,307,484	\$28,561,974	0.80		
NEW MILFORD	\$65,083,198	\$172,137,054	\$1,006,794	0.38	\$79,946,141	\$20,241,037	0.67		
NORWALK	\$311,061,228	\$900,265,499	\$15,792,359	0.34	\$374,357,144	\$96,022,685	0.76		
ROCKVILLE	\$72,159,655	\$227,300,072	\$6,391,666	0.31	\$99,975,704	\$24,930,464	0.81		
SAINTE FRANCIS	\$666,788,583	\$1,988,630,574	\$28,501,028	0.33	\$899,758,961	\$275,515,865	0.93		
SAINTE MARY'S	\$227,226,738	\$663,968,691	\$8,705,634	0.34	\$256,860,682	\$90,019,262	1.04		
SAINTE VINCENT'S	\$398,392,000	\$1,199,088,712	\$20,648,000	0.33	\$573,382,280	\$156,655,774	0.84		
SHARON	\$48,236,048	\$145,172,347	\$1,092,483	0.33	\$73,523,827	\$23,646,098	0.98		
STAMFORD	\$443,491,017	\$1,779,032,454	\$21,118,033	0.25	\$664,642,686	\$118,888,695	0.73		
WATERBURY	\$216,453,293	\$905,475,426	\$8,214,242	0.24	\$424,951,958	\$88,141,859	0.88		
WINDHAM	\$86,792,851	\$198,464,792	\$5,491,687	0.43	\$81,375,430	\$32,361,251	0.93		
YALE-NEW HAVEN	\$2,267,358,000	\$8,384,978,567	\$3,296,108	0.27	\$3,406,297,883	\$777,221,051	0.84		
STATEWIDE TOTAL	\$10,019,930,389	\$31,075,774,738	\$409,788,395	0.32	\$12,966,810,670	\$3,564,528,864	0.86		
STATEWIDE MEDIAN	\$252,028,161	\$667,350,681	\$8,597,041	0.34	\$274,532,150	\$90,019,262	0.88		

* RCC is rounded to two digits for presentation purposes.
 Note: There are different ways hospitals report DSH taxes and payments in their audited financial statements. As a result, the total expense amount above, which agrees to the audited financial statements, will have different components depending on the hospital.

APPENDIX O: HOSPITAL RATIO OF COST TO CHARGE DATA

FY 2014 HOSPITAL RATIO OF COST TO CHARGE DATA									
Ratio:	MEDICAID CHARGES	MEDICAID PAYMENTS	MEDICAID PAYMENT TO COST DATA	TOTAL NON GOVT CHARGES	TOTAL NON GOVT PAYMENTS	TOTAL UNINSURED CHARGES	TOTAL UNINSURED PAYMENTS	PRIVATE PAYMENT TO COST DATA	Non-Govt Pymts - Uninsrd Pymts/((Non-Govt Chrgs-Uninsrd Chrgs)*RCC)
Calculation:			Medicaid Payments/(Medicaid Chrges * RCC)						
Source:	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185	OHCA's HRS Report 185
BACKUS	\$141,904,568	\$35,424,169	0.70	\$256,207,079	\$158,851,096	\$13,017,856	\$2,184,757	1.81	
BRIDGEPORT	\$516,578,722	\$92,516,930	0.71	\$544,853,123	\$198,001,904	\$45,956,006	\$13,867,244	1.47	
BRISTOL	\$89,953,536	\$19,708,135	0.71	\$154,216,460	\$64,034,225	\$7,311,431	\$67,919	1.41	
CT CHILDRENS	\$320,694,355	\$81,121,874	0.57	\$272,351,705	\$155,642,304	\$3,487,795	\$1,457,465	1.29	
DANBURY	\$174,133,722	\$33,894,822	0.51	\$534,946,896	\$305,487,429	\$32,484,086	\$9,161,068	1.53	
DAY KIMBALL	\$49,443,313	\$16,917,039	0.73	\$82,014,227	\$48,281,638	\$2,997,022	\$36,334	1.29	
DEMPSEY	\$144,397,051	\$51,867,164	0.76	\$245,063,674	\$126,170,158	\$3,972,101	\$824,761	1.10	
GREENWICH	\$41,394,187	\$8,455,090	0.75	\$613,857,805	\$236,385,895	\$30,705,870	\$1,960,939	1.48	
GRIFFIN	\$90,250,499	\$18,203,346	0.75	\$181,677,769	\$67,118,452	\$4,271,657	\$817,320	1.39	
HARTFORD	\$502,311,671	\$131,175,003	0.67	\$874,205,121	\$473,999,558	\$56,113,065	\$1,722,815	1.48	
HOSP OF CENTRAL CT	\$208,209,062	\$62,741,144	0.74	\$267,608,153	\$154,898,850	\$16,810,141	\$670,153	1.50	
HUNGERFORD	\$53,829,293	\$14,043,525	0.59	\$86,781,671	\$44,118,488	\$5,855,332	\$1,201,820	1.20	
JOHNSON	\$31,263,660	\$9,637,836	0.79	\$59,307,952	\$32,000,079	\$2,513,433	\$290,267	1.44	
L+M	\$134,729,323	\$34,584,718	0.60	\$277,266,300	\$162,923,359	\$11,401,198	\$0	1.44	
MANCHESTER	\$126,425,691	\$27,287,201	0.72	\$216,312,756	\$85,464,345	\$8,547,887	\$408,998	1.37	
MIDDLESEX	\$196,428,837	\$31,692,766	0.60	\$470,219,797	\$194,452,401	\$19,555,143	\$3,834,318	1.57	
MIDSTATE	\$118,691,104	\$29,637,708	0.66	\$180,790,784	\$116,303,887	\$9,410,681	\$2,037,610	1.76	
MILFORD	\$25,456,471	\$6,400,006	0.69	\$72,984,179	\$29,844,277	\$4,600,235	\$190,937	1.20	
NEW MILFORD	\$19,844,266	\$4,985,410	0.67	\$71,414,868	\$37,297,160	\$2,492,764	\$284,331	1.43	
NORWALK	\$148,965,857	\$37,410,847	0.74	\$374,660,379	\$194,645,274	\$35,576,664	\$2,737,112	1.67	
ROCKVILLE	\$41,113,015	\$7,446,367	0.59	\$84,821,383	\$37,081,867	\$4,222,603	\$247,104	1.48	
SAINT FRANCIS	\$432,890,493	\$101,488,590	0.71	\$652,139,718	\$287,706,838	\$32,505,477	\$735,924	1.40	
SAINT MARY'S	\$179,300,134	\$50,013,341	0.83	\$226,835,968	\$88,609,518	\$11,377,423	\$404,836	1.21	
SAINT VINCENTS	\$244,623,607	\$60,356,548	0.76	\$379,181,443	\$185,574,186	\$50,409,006	\$4,045,716	1.69	
SHARON	\$10,729,564	\$2,447,356	0.69	\$52,241,943	\$21,315,739	\$2,855,088	\$279,386	1.29	
STAMFORD	\$268,245,069	\$40,687,610	0.62	\$837,913,738	\$316,903,147	\$67,222,364	\$1,653,684	1.66	
WATERBURY	\$189,733,028	\$31,612,939	0.70	\$289,559,066	\$90,645,870	\$10,706,922	\$938,622	1.36	
WINDHAM	\$46,701,685	\$11,479,868	0.58	\$69,215,560	\$33,275,786	\$4,305,328	\$108,661	1.20	
YALE-NEW HAVEN	\$1,794,329,953	\$213,273,241	0.44	\$3,136,982,541	\$1,311,882,701	\$160,623,269	\$22,681,195	1.60	
STATEWIDE TOTAL	\$6,342,571,736	\$1,266,510,593	0.63	\$11,565,632,058	\$5,258,916,431	\$661,307,847	\$74,851,296	1.49	
STATEWIDE MEDIAN	\$141,904,568	\$31,692,766	0.70	\$256,207,079	\$126,170,158	\$10,706,922	\$824,761	1.44	

FY 2014 HOSPITAL SOLVENCY RATIOS			
Ratio:	EQUITY FINANCING RATIO	CASH FLOW TO TOTAL DEBT	LONG TERM DEBT TO CAPITALIZATION
	Net Assets / Total Assets	(Excess Revenue Over Expense + Depreciation) / (Current Liab. + Long Term Debt)	Long Term Debt / (Long Term Debt + Net Assets)
Calculation:	HRS Report 185	HRS Report 185	HRS Report 185
Source:			
BACKUS	69.0	68.4	16.1
BRIDGEPORT	33.0	43.2	33.9
BRISTOL	24.9	16.9	47.4
CT CHILDRENS	51.0	8.5	22.9
DANBURY	58.3	25.0	33.1
DAY KIMBALL	5.0	14.4	85.9
DEMPSEY	55.4	1.2	0.0
GREENWICH	70.8	67.6	8.0
GRIFFIN	-14.0	18.4	164.8
HARTFORD	38.3	24.1	39.3
HOSPITAL OF CENTRAL CT	45.5	79.3	0.0
HUNGERFORD	61.8	43.5	0.0
JOHNSON	18.2	12.4	0.0
L+M	42.5	19.5	39.2
MANCHESTER	15.3	10.7	67.0
MIDDLESEX	59.5	48.0	16.5
MIDSTATE	38.8	30.9	44.7
MILFORD	-2.2	-18.3	120.5
NEW MILFORD	51.1	24.5	3.1
NORWALK	51.4	26.1	27.7
ROCKVILLE	37.9	17.3	45.2
SAINT FRANCIS	23.3	14.7	58.1
SAINT MARYS	25.0	63.4	27.6
SAINT VINCENTS	80.9	64.1	9.4
SHARON	74.9	60.8	11.5
STAMFORD	27.0	13.2	62.7
WATERBURY	44.7	17.5	25.8
WINDHAM	-46.0	-0.6	-1903.0
YALE-NEW HAVEN	38.1	23.1	43.2
STATEWIDE AVERAGE	43.5	25.5	34.3
STATEWIDE MEDIAN	38.8	23.1	27.7

Source: FY 2014 Audited Financial Statements data from Hospital Reporting System Report 185.

FY 2014 HOSPITAL LIQUIDITY RATIOS				
Ratio:	CURRENT RATIO	DAYS CASH ON HAND	DAYS REVENUE IN PATIENTS ACCOUNTS RECEIVABLE	AVERAGE PAYMENT PERIOD
	Current Assets / Current Liabilities HRS Report 185	(Cash+Short Term Investments) / ((Total Expenses - Depreciation)/365) HRS Report 185	Net Patient Account Receivable and Third Party Payer Activity / (Net Patient Revenues / 365) HRS Report 185	Current Liabilities / (Total Expenses - Depreciation)/365 HRS Report 185
Calculation:	Current Assets / Current Liabilities HRS Report 185	(Cash+Short Term Investments) / ((Total Expenses - Depreciation)/365) HRS Report 185	Net Patient Account Receivable and Third Party Payer Activity / (Net Patient Revenues / 365) HRS Report 185	Current Liabilities / (Total Expenses - Depreciation)/365 HRS Report 185
Source:	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185
BACKUS	6.04	289	36	60
BRIDGEPORT	1.61	61	41	84
BRISTOL	1.38	37	48	74
CT CHILDREN'S	0.53	5	5	132
DANBURY	1.54	36	35	69
DAY KIMBALL	0.97	32	41	97
DEMPSEY	1.38	0	37	56
GREENWICH	2.87	94	41	69
GRIFFIN	1.08	46	34	92
HARTFORD	1.55	3	41	50
HOSPITAL OF CENTRAL CT	2.28	54	21	57
HUNGERFORD	1.31	23	36	65
JOHNSON	0.44	3	32	161
L+M	3.41	152	36	62
MANCHESTER	1.14	19	51	81
MIDDLESEX	1.77	66	46	72
MIDSTATE	3.01	84	33	49
MILFORD	0.98	37	38	98
NEW MILFORD	0.81	11	24	80
NORWALK	1.36	104	5	119
ROCKVILLE	1.59	9	53	49
SAINTE FRANCIS	2.04	55	32	56
SAINTE MARY'S	1.56	41	40	63
SAINTE VINCENTS	1.43	1	47	54
SHARON	2.09	0	47	38
STAMFORD	1.65	88	52	102
WATERBURY	1.73	48	40	64
WINDHAM	1.07	30	28	83
YALE-NEW HAVEN	3.40	161	41	67
STATEWIDE AVERAGE	2.10	78	37	70
STATEWIDE MEDIAN	1.55	37	38	69

Source: FY 2014 Audited Financial Statements data from Hospital Reporting System Report 185.

APPENDIX R: HOSPITAL UNCOMPENSATED CARE DATA

FY 2014 HOSPITAL UNCOMPENSATED CARE DATA									
	CHARITY CARE	BAD DEBTS	TOTAL UNCOMPENSATED CARE CHARGES	RATIO OF COST TO CHARGE*	UNCOMPENSATED CARE COSTS	TOTAL HOSPITAL EXPENSES	UCC % OF TOTAL EXPENSES		
	(N/A)	(N/A)	(Charity Care + Bad Debts)	Total Oper/Exp/ (Gross Rev + Other Oper Rev)	(Charity Care + Bad Debts) * RCC	(Charity Care + Bad Debts) * RCC	Uncomp Care/Total Expenses		
	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185		
Calculation:	N/A	N/A	N/A	N/A	N/A	N/A	N/A		
Source:	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185		
BACKUS	\$5,111,796	\$8,128,981	\$13,240,777	0.36	\$4,708,339	\$252,028,161	1.9%		
BRIDGEPORT	\$13,389,500	\$55,466,000	\$68,855,500	0.25	\$17,291,595	\$426,496,000	4.1%		
BRISTOL	\$4,530,623	\$4,007,799	\$8,538,422	0.31	\$2,636,400	\$141,228,949	1.9%		
CT CHILDRENS	\$1,302,183	\$3,419,884	\$4,722,067	0.45	\$2,104,091	\$280,099,480	0.8%		
DANBURY	\$12,601,255	\$15,123,888	\$27,725,143	0.38	\$10,653,214	\$502,208,728	2.1%		
DAY KIMBALL	\$522,721	\$3,150,512	\$3,673,233	0.47	\$1,733,173	\$109,004,882	1.6%		
DEMPEY	\$583,681	\$5,899,534	\$6,483,215	0.47	\$3,071,553	\$326,572,641	0.9%		
GREENWICH	\$19,751,377	\$25,084,845	\$44,836,222	0.27	\$12,192,361	\$317,854,000	3.8%		
GRIFFIN	\$3,784,978	\$1,054,556	\$4,839,534	0.27	\$1,296,763	\$130,275,487	1.0%		
HARTFORD	\$30,609,202	\$24,640,388	\$55,249,590	0.39	\$21,493,945	\$1,022,794,910	2.1%		
HOSPITAL OF CENTRAL CT	\$17,256,889	\$5,458,239	\$22,715,128	0.41	\$9,305,275	\$359,304,084	2.6%		
HUNGERFORD	\$2,935,378	\$2,699,503	\$5,634,881	0.44	\$2,494,625	\$121,998,831	2.0%		
JOHNSON	\$387,404	\$4,119,249	\$4,506,653	0.39	\$1,750,688	\$66,456,723	2.6%		
L+M	\$2,681,674	\$14,966,698	\$17,648,372	0.43	\$7,521,803	\$348,525,480	2.2%		
MANCHESTER	\$2,411,263	\$5,822,470	\$8,233,733	0.30	\$2,463,730	\$185,309,559	1.3%		
MIDDLESEX	\$8,559,951	\$13,908,964	\$22,468,915	0.27	\$6,048,582	\$345,860,614	1.7%		
MIDSTATE	\$8,125,010	\$6,385,283	\$14,510,293	0.38	\$5,488,219	\$208,792,651	2.6%		
MILFORD	\$579,795	\$5,608,309	\$6,188,104	0.36	\$2,245,167	\$72,076,598	3.1%		
NEW MILFORD	\$515,390	\$1,786,094	\$2,301,484	0.38	\$865,107	\$65,083,198	1.3%		
NORWALK	\$16,801,601	\$24,556,938	\$41,358,539	0.34	\$14,043,914	\$311,061,228	4.5%		
ROCKVILLE	\$1,188,543	\$2,801,283	\$3,989,826	0.31	\$1,231,984	\$72,159,655	1.7%		
SAINTE FRANCIS	\$4,494,629	\$21,847,988	\$26,342,617	0.33	\$8,707,888	\$666,788,583	1.3%		
SAINTE MARY'S	\$894,442	\$10,078,145	\$10,972,587	0.34	\$3,706,497	\$227,226,738	1.6%		
SAINTE VINCENT'S	\$17,249,000	\$30,938,000	\$48,187,000	0.33	\$15,738,901	\$398,392,000	4.0%		
SHARON	\$892,961	\$2,270,701	\$3,163,662	0.33	\$1,043,330	\$48,236,048	2.2%		
STAMFORD	\$30,293,193	\$40,649,514	\$70,942,707	0.25	\$17,477,680	\$443,491,017	3.9%		
WATERBURY	\$5,644,280	\$3,692,986	\$9,337,266	0.24	\$2,212,000	\$216,453,293	1.0%		
WINDHAM	\$2,523,150	\$4,656,180	\$7,179,330	0.43	\$3,055,135	\$67,792,851	3.5%		
YALE NEW HAVEN	\$43,211,397	\$157,929,603	\$201,141,000	0.27	\$54,368,589	\$2,267,358,000	2.4%		
STATEWIDE TOTAL	\$258,833,266	\$506,152,534	\$764,985,800	0.32	\$236,950,547	\$10,019,930,389	2.4%		
STATEWIDE MEDIAN							2.1%		

* RCC is rounded to two digits for presentation purposes.
Source: FY 2014 Audited Financial Statements data from Hospital Reporting System Report 185.

APPENDIX S: HOSPITAL UTILIZATION DATA

FY 2014 HOSPITAL UTILIZATION DATA									
Utilization Measure	PATIENT DAYS	DISCHARGES	AVERAGE LENGTH OF STAY	STAFFED BEDS	AVAILABLE BEDS	LICENSED BEDS	OCCUPANCY OF STAFFED BEDS	OCCUPANCY OF AVAILABLE BEDS	FULL TIME EQUIVALENTS
Source:	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185
BACKUS	48,840	10,690	4.6	201	233	233	67%	57%	1,457.0
BRIDGEPORT	101,235	18,207	5.6	280	368	383	99%	75%	2,151.0
BRISTOL	29,830	7,349	4.1	115	154	154	71%	53%	895.9
CT CHILDRENS	42,524	5,803	7.3	182	187	187	64%	62%	1,454.4
DANBURY	92,169	18,290	5.0	273	371	371	92%	68%	2,351.1
DAY KIMBALL	16,844	4,511	3.7	65	122	122	71%	38%	783.9
DEMPSEY	38,723	8,669	4.5	184	234	234	58%	45%	1,303.8
GREENWICH	54,509	12,538	4.3	206	206	206	72%	72%	1,475.3
GRIFFIN	30,806	6,935	4.4	86	180	180	98%	47%	924.2
HARTFORD	233,240	42,755	5.5	673	818	867	95%	78%	5,807.0
HOSP OF CENTRAL CT	69,265	15,640	4.4	305	319	446	62%	59%	2,001.7
HUNGERFORD	25,604	6,106	4.2	76	122	122	92%	57%	767.0
JOHNSON	16,270	3,191	5.1	70	95	101	64%	47%	447.2
L+M	66,332	14,150	4.7	256	256	308	71%	71%	1,849.1
MANCHESTER	44,106	9,110	4.8	171	283	283	71%	43%	1,152.7
MIDDLESEX	59,299	14,296	4.1	183	237	297	89%	69%	2,081.2
MDSTATE	39,492	9,284	4.3	135	156	156	80%	69%	963.3
MILFORD	12,880	3,121	4.1	43	118	118	82%	30%	468.0
NEW MILFORD	6,716	1,636	4.1	19	85	85	97%	22%	307.0
NORWALK	59,071	13,110	4.5	192	333	366	84%	49%	1,651.0
ROCKVILLE	11,155	2,341	4.8	47	118	118	65%	26%	422.7
SAINT FRANCIS	151,867	31,234	4.9	595	595	682	70%	70%	3,802.8
SAINT MARY'S	50,924	11,642	4.4	182	182	379	77%	77%	1,315.4
SAINT VINCENTS	110,756	18,711	5.9	424	446	520	72%	68%	2,281.8
SHARON	11,690	2,616	4.5	49	94	94	65%	34%	259.6
STAMFORD	71,084	14,848	4.8	267	325	330	73%	60%	1,956.7
WA TERBURY	58,082	11,693	5.0	176	290	393	90%	55%	1,151.5
WINDHAM	13,225	3,427	3.9	87	144	144	42%	25%	501.0
YALE-NEW HAVEN	426,515	78,529	5.4	1,426	1,521	1,541	82%	77%	10,878.6
STATEWIDE TOTAL	1,993,053	400,432	5.0	6,968	8,592	9,420	78%	64%	52,861.9

Source: Hospital Reporting System Report 185.

FY 2014 HOSPITAL GROSS REVENUE PAYER MIX					
Payer	NON GOVERNMENT	MEDICARE	STATE MEDICAL ASSISTANCE	UNINSURED	
Source:	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185
BACKUS	34.7%	42.7%	20.8%	1.9%	
BRIDGEPORT	29.5%	37.3%	30.5%	2.7%	
BRISTOL	32.4%	46.1%	19.9%	1.6%	
CT CHILDREN'S	45.1%	0.6%	53.7%	0.6%	
DANBURY	38.9%	44.9%	13.7%	2.5%	
DAY KIMBALL	35.1%	41.5%	22.0%	1.3%	
DEMPSEY	36.1%	41.6%	21.7%	0.6%	
GREENWICH	50.7%	40.6%	6.0%	2.7%	
GRIFFIN	36.7%	43.7%	18.7%	0.9%	
HARTFORD	32.0%	46.1%	19.7%	2.2%	
HOSPITAL OF CENTRAL CT	29.4%	44.3%	24.4%	2.0%	
HUNGERFORD	30.2%	47.4%	20.2%	2.2%	
JOHNSON	33.3%	46.9%	18.3%	1.5%	
L+M	33.7%	47.3%	17.6%	1.4%	
MANCHESTER	34.5%	43.1%	21.0%	1.4%	
MIDDLESEX	35.4%	47.6%	15.4%	1.5%	
MIDSTATE	31.5%	44.9%	21.8%	1.7%	
MILFORD	34.7%	50.0%	13.0%	2.3%	
NEW MILFORD	40.0%	46.7%	11.8%	1.4%	
NORWALK	37.7%	41.7%	16.7%	4.0%	
ROCKVILLE	35.5%	44.6%	18.1%	1.9%	
SAINT FRANCIS	31.2%	45.4%	21.8%	1.6%	
SAINT MARY'S	32.5%	38.8%	27.0%	1.7%	
SAINT VINCENT'S	27.4%	47.9%	20.5%	4.2%	
SHARON	34.0%	50.8%	13.2%	2.0%	
STAMFORD	43.3%	37.5%	15.4%	3.8%	
WATERBURY	30.8%	47.1%	21.0%	1.2%	
WINDHAM	32.7%	41.3%	23.8%	2.2%	
YALE-NEW HAVEN	35.5%	41.2%	21.4%	1.9%	
STATEWIDE AVERAGE	35.1%	42.2%	20.6%	2.1%	

Source: Hospital Reporting System Report 185.

Note: The Medicare percentages include TRICARE.

FY 2014 HOSPITAL NET REVENUE PAYER MIX					
Payer	NON GOVERNMENT	MEDICARE	STATE MEDICAL ASSISTANCE	UNINSURED	
Source:	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185
BACKUS	52.6%	34.3%	12.4%	0.7%	
BRIDGEPORT	40.9%	35.5%	20.5%	3.1%	
BRISTOL	47.0%	38.4%	14.5%	0.0%	
CT CHILDREN'S	64.0%	1.7%	33.7%	0.6%	
DANBURY	56.7%	35.0%	6.6%	1.8%	
DAY KIMBALL	45.8%	38.1%	16.1%	0.0%	
DEMPSEY	42.7%	39.4%	17.7%	0.3%	
GREENWICH	68.2%	27.7%	3.5%	0.6%	
GRIFFIN	47.7%	38.6%	13.1%	0.6%	
HARTFORD	45.6%	41.5%	12.7%	0.2%	
HOSPITAL OF CENTRAL CT	43.6%	38.4%	17.7%	0.2%	
HUNGERFORD	37.0%	49.7%	12.2%	1.0%	
JOHNSON	47.6%	37.5%	14.5%	0.4%	
L+M	50.1%	39.0%	10.9%	0.0%	
MANCHESTER	48.3%	36.0%	15.5%	0.2%	
MIDDLESEX	53.2%	36.9%	8.8%	1.1%	
MIDSTATE	50.2%	35.9%	13.0%	0.9%	
MILFORD	45.7%	44.1%	9.9%	0.3%	
NEW MILFORD	59.0%	32.4%	8.2%	0.5%	
NORWALK	58.4%	29.3%	11.5%	0.8%	
ROCKVILLE	52.8%	36.2%	10.7%	0.4%	
SAINT FRANCIS	43.2%	41.5%	15.3%	0.1%	
SAINT MARY'S	38.5%	39.4%	21.9%	0.2%	
SAINT VINCENT'S	45.0%	38.9%	15.0%	1.0%	
SHARON	42.6%	48.1%	8.7%	0.6%	
STAMFORD	66.0%	25.0%	8.6%	0.3%	
WATERBURY	42.6%	42.0%	15.0%	0.4%	
WINDHAM	42.8%	42.0%	15.1%	0.1%	
YALE-NEW HAVEN	55.9%	33.9%	9.2%	1.0%	
STATEWIDE AVERAGE	51.2%	35.5%	12.6%	0.7%	

Source: Hospital Reporting System Report 185.

Note: The Medicare percentages include TRICARE.

APPENDIX V: HOSPITAL DISCHARGES BY PAYER

FY 2014 HOSPITAL DISCHARGES BY PAYER										
Payer	NON GOVT.	MEDICARE	MEDICAL ASSIST.	MEDICAID	OTHER MEDICAL ASSIST.	CHAMPUS /TRICARE	UNINSURED	TOTAL		
	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185
Source:	3,221	4,906	2,346	2,282	64	217	141	10,690		
BACKUS	5,161	6,958	6,057	6,057	0	31	215	18,207		
BRIDGEPORT	2,116	3,410	1,797	1,797	0	26	113	7,349		
BRISTOL	2,598	9	3,153	3,153	0	43	34	5,803		
CT CHILDREN'S	6,516	8,445	3,295	3,250	45	34	175	18,290		
DANBURY	1,728	1,804	948	948	0	31	61	4,511		
DAY KIMBALL	2,508	3,846	2,277	2,272	5	38	45	8,669		
DEMPSEY	7,182	4,545	797	416	381	14	167	12,538		
GREENWICH	2,232	3,283	1,416	1,416	0	4	81	6,935		
GRIFFIN	14,754	17,602	10,142	10,142	0	257	549	42,755		
HARTFORD	4,371	7,089	4,161	4,161	0	19	224	15,640		
HOSP OF CENTRAL CT	1,585	3,299	1,183	1,172	11	39	137	6,106		
HUNGERFORD	915	1,571	681	681	0	24	42	3,191		
JOHNSON	3,795	6,362	3,138	3,032	106	855	89	14,150		
L+M	3,214	3,676	2,180	2,180	0	40	101	9,110		
MANCHESTER	4,216	7,760	2,263	2,263	0	57	139	14,296		
MIDDLESEX	2,607	4,483	2,182	2,182	0	12	127	9,284		
MIDSTATE	916	1,867	335	333	2	3	55	3,121		
MILFORD	458	1,047	129	123	6	2	35	1,636		
NEW MILFORD	4,782	5,620	2,698	2,675	23	10	231	13,110		
NORWALK	489	1,524	317	317	0	11	26	2,341		
ROCKVILLE	9,526	13,744	7,876	7,876	0	88	319	31,234		
SAINT FRANCIS	2,984	5,069	3,568	3,568	0	21	115	11,642		
SAINT MARY'S	5,420	8,674	4,589	4,548	41	28	584	18,711		
SAINT VINCENT'S	703	1,461	447	235	212	5	40	2,616		
SHARON	6,040	5,336	3,457	3,376	81	15	366	14,848		
STAMFORD	3,089	5,396	3,186	3,186	0	22	113	11,693		
WATERBURY	824	1,754	836	826	10	13	37	3,427		
WINDHAM	27,468	28,246	22,415	22,415	0	400	952	78,529		
YALE-NEW HAVEN	131,418	168,786	97,869	96,882	987	2,359	5,313	400,432		
STATEWIDE TOTAL										

Source: Hospital Reporting System Report 185.

APPENDIX W: HOSPITAL CASE MIX INDEXES BY PAYER

FY 2014 HOSPITAL CASE MIX INDEXES BY PAYER										
Payer	NON GOVT.	MEDICARE	MEDICAL ASSIST.	MEDICAID	OTHER MEDICAL ASSIST.	TRICARE	UNINSURED	TOTAL		
	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185	HRS Report 185
Source:	1.2709	1.4553	1.0497	1.0405	1.3767	0.7292	1.1024	1.2960		
BACKUS	1.2794	1.5921	1.0716	1.0716	0.0000	1.1305	1.1813	1.3295		
BRIDGEPORT	1.0463	1.3064	0.9432	0.9432	0.0000	1.0067	1.1760	1.1416		
BRISTOL	1.8827	1.0380	1.7053	1.7053	0.0000	1.1035	1.0401	1.7792		
CT CHILDREN'S	1.2868	1.5813	1.0600	1.0599	1.0643	0.7152	1.0898	1.3809		
DANBURY	0.9659	1.1778	0.8977	0.8977	0.0000	0.7333	0.8846	1.0347		
DAY KIMBALL	1.3151	1.6134	1.3759	1.3765	1.0943	1.5103	1.0604	1.4643		
DEMPSEY	0.9037	1.5788	1.0759	0.9992	1.1597	1.0708	1.0281	1.1595		
GREENWICH	1.0302	1.3236	0.8490	0.8490	0.0000	1.2447	0.8539	1.1322		
GRIFFIN	1.4783	1.8639	1.2605	1.2605	0.0000	1.2974	1.4433	1.5843		
HARTFORD	1.1756	1.5435	1.0504	1.0504	0.0000	1.0747	1.1022	1.3089		
HOSP OF CENTRAL CT	1.1468	1.3910	1.0129	1.0141	0.8827	0.9530	1.0423	1.2516		
HUNGERFORD	1.0093	1.2617	0.9408	0.9408	0.0000	0.9120	1.0101	1.1182		
JOHNSON	1.1585	1.4456	1.0485	1.0516	0.9605	0.9904	1.0592	1.2530		
L-M	1.0006	1.4645	1.0112	1.0112	0.0000	1.1261	1.0188	1.1909		
MANCHESTER	1.1889	1.3720	1.0438	1.0438	0.0000	1.0518	1.1218	1.2648		
MIDDLESEX	1.1430	1.5947	0.9999	0.9999	0.0000	0.5553	0.3403	1.3267		
MIDSTATE	1.3970	1.4707	1.1095	1.1110	0.8514	1.6774	1.2742	1.4105		
MILFORD	1.3713	1.3188	1.1894	1.1894	1.1894	1.5900	1.1025	1.3236		
NEW MILFORD	1.0609	1.4339	0.9583	0.9582	0.9688	1.3916	1.1178	1.1999		
NORWALK	1.6145	1.5733	1.3605	1.3605	0.0000	1.3386	1.0973	1.5520		
ROCKVILLE	1.4157	1.6960	1.1567	1.1567	0.0000	1.0700	1.2448	1.4728		
SAINT FRANCIS	1.3212	1.5586	1.0233	1.0233	0.0000	0.7459	1.1728	1.3322		
SAINT MARY'S	1.3436	1.5561	1.0763	1.0742	1.3109	0.8415	1.1977	1.3758		
SAINT VINCENT'S	0.9237	1.1962	0.9074	0.9344	0.8775	0.6886	0.7560	1.0727		
SHARON	1.0919	1.5717	1.0147	1.0126	1.1011	2.1721	1.1612	1.2474		
STAMFORD	1.2622	1.5150	1.0216	1.0216	0.0000	0.8748	1.0510	1.3126		
WA TERBURY	1.0102	1.4321	0.9998	0.9916	1.6819	0.8768	1.0561	1.2231		
WINDHAM	1.4375	1.7915	1.2309	1.2309	0.0000	1.4174	1.5500	1.5057		
YALE-NEW HAVEN	1.2873	1.5955	1.1386	1.1391	1.0859	1.0880	1.2135	1.3797		
STATEWIDE TOTAL										

Source: Hospital Reporting System Report 185.

FY 2014 EMERGENCY DEPARTMENT VISITS

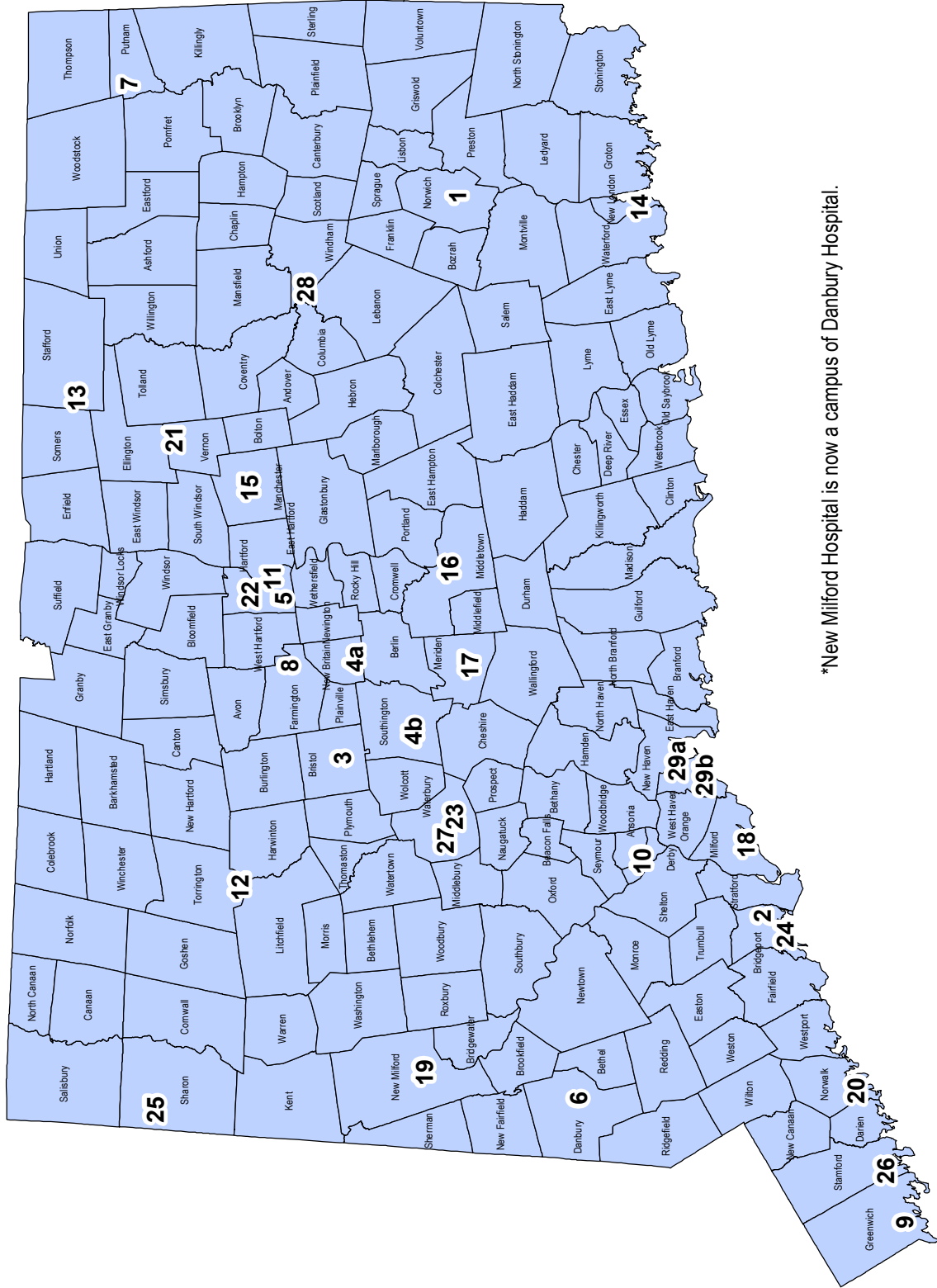
	EMERGENCY ROOM - TREATED AND ADMITTED	EMERGENCY ROOM - TREATED AND DISCHARGED	TOTAL EMERGENCY ROOM VISITS
Source:	HRS Report 185	HRS Report 185	HRS Report 185
BACKUS	6,794	72,087	78,881
BRIDGEPORT	13,334	73,906	87,240
BRISTOL	5,323	33,489	38,812
CT CHILDREN'S	2,972	51,438	54,410
DANBURY	11,281	54,777	66,058
DAY KIMBALL	2,856	23,609	26,465
DEMPSEY	5,251	24,390	29,641
GREENWICH	6,790	32,604	39,394
GRIFFIN	4,838	33,063	37,901
HARTFORD	23,512	79,877	103,389
HOSPITAL OF CENTRAL CT	14,007	91,297	105,304
HUNGERFORD	4,871	35,853	40,724
JOHNSON	2,270	16,780	19,050
L+M	6,903	75,467	82,370
MANCHESTER	5,484	35,557	41,041
MIDDLESEX	9,060	80,555	89,615
MIDSTATE	6,344	52,269	58,613
MILFORD	2,897	19,735	22,632
NEW MILFORD	1,984	14,654	16,638
NORWALK	8,767	39,091	47,858
ROCKVILLE	2,089	19,262	21,351
SAINT FRANCIS	17,605	65,315	82,920
SAINT MARY'S	7,886	62,335	70,221
SAINT VINCENT'S	13,155	57,689	70,844
SHARON	1,593	14,825	16,418
STAMFORD	7,635	41,417	49,052
WATERBURY	8,097	45,587	53,684
WINDHAM	2,489	30,527	33,016
YALE-NEW HAVEN	54,292	142,520	196,812
STATEWIDE TOTAL	260,379	1,419,975	1,680,354

Source: Hospital Reporting System Report 185.



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Acute Care and Children's Hospitals in Connecticut



*New Milford Hospital is now a campus of Danbury Hospital.

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

APPENDIX Z: CORPORATE AFFILIATIONS BETWEEN HOSPITALS

CORPORATE AFFILIATIONS BETWEEN HOSPITALS (ordered by higher level parent name)						
Hospital (Full Legal Name)	Town (Main Campus)	Parent Corporation (Full Legal Name)	Higher Level (System) Parent Corporation (Full Legal Name)	Affiliation Date	Other acute care hospitals currently under the same parent corporation	
St. Vincent's Medical Center	Bridgeport	St. Vincent's Health Services Corporation	Ascension Health, Inc.	1999	Multiple hospitals across the U.S. under larger parent, Ascension Health Alliance. No others within Connecticut.	
Manchester Memorial Hospital, The	Manchester	Eastern Connecticut Health Network, Inc.	N/A	1995	Manchester Memorial Hospital Rockville General Hospital	
Rockville General Hospital, Inc., The	Vernon	Eastern Connecticut Health Network, Inc.	N/A	1995		
Essent Healthcare of Connecticut, Inc. d/b/a Sharon Hospital	Sharon	Sharon Hospital Holding Company	Essent HealthCare, Inc.	2002	Multiple across the U.S. under larger parent, RegionalCare Hospital Partners, Inc. No others within Connecticut	
Hartford Hospital	Hartford	Hartford Healthcare Corporation	N/A	N/A	Hartford Hospital Hospital of Central Connecticut Midstate Medical Center William W. Backus Hospital Windham Community Memorial Hospital	
Midstate Medical Center	Meriden	Hartford Healthcare Corporation	N/A	1996		
Hospital of Central Connecticut at New Britain General and Bradley Memorial	New Britain	Hartford Healthcare Corporation ^a	N/A	2011		
William W. Backus Hospital, The	Nonwich	Backus Corporation	Hartford Healthcare Corporation	2013		
Windham Community Memorial Hospital, Inc.	Windham	Hartford Healthcare Corporation	N/A	2009		
Lawrence + Memorial Hospital, Inc.	New London	Lawrence + Memorial Corporation	N/A	2013	LMW Healthcare, Inc. d/b/a Westerly Hospital (in Westerly, RI)	
Danbury Hospital, The	Danbury	Western Connecticut Health Network, Inc.	N/A	2010	Danbury Hospital New Milford Hospital Campus ^b Nonwalk Hospital	
Nonwalk Hospital Association, The ^c	Nonwalk	Western Connecticut Health Network, Inc.	N/A	2014		
Bridgeport Hospital	Bridgeport	Yale-New Haven Health Services Corporation ^d	N/A	1996	Bridgeport Hospital Greenwich Hospital Yale-New Haven Hospital	
Greenwich Hospital	Greenwich	Greenwich Healthcare Services, Inc.	Yale-New Haven Health Services Corporation	1998		
Yale New Haven Hospital, Inc.	New Haven	Yale-New Haven Health Services Corporation ^e	N/A	N/A		

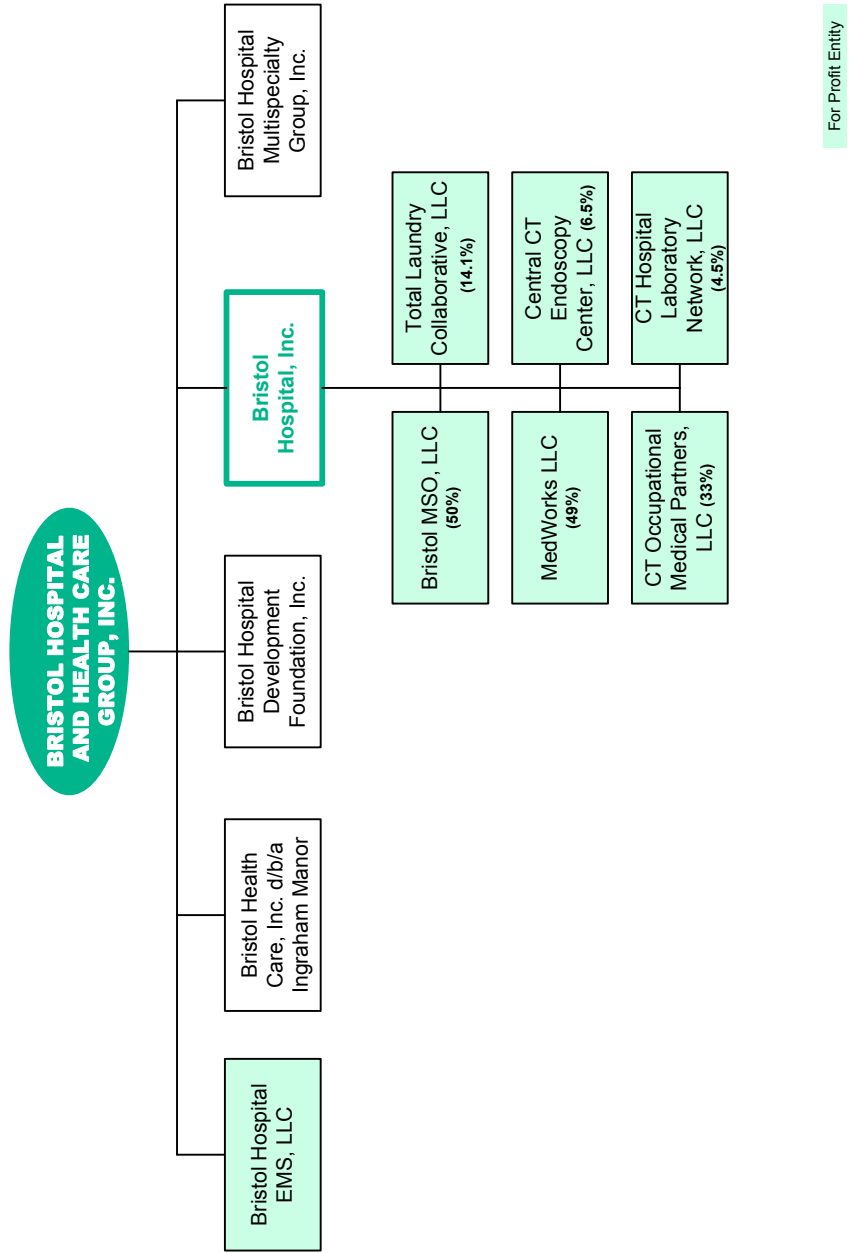
^aOn April 28, 2015, the former parent of Hospital of Central Connecticut, called Central Connecticut Health Alliance, Inc., merged into Hartford Healthcare Corporation. The Hospital is now the direct subsidiary of Hartford Healthcare Corporation.

^bOn October 1, 2014, New Milford Hospital's operations were consolidated with those of Danbury Hospital's and the two hospitals began to operate under a single license with two campuses.

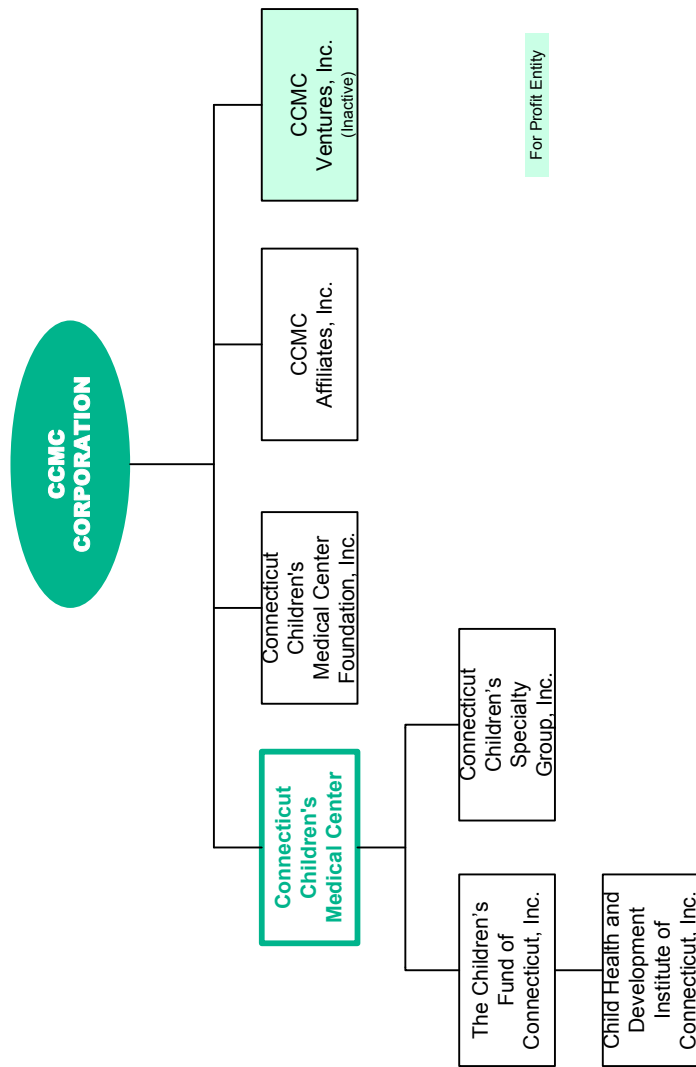
^cOn September 29, 2014, the former parent of Nonwalk Hospital Association, called Nonwalk Health Services Corporation, merged into Western Connecticut Health Services Corporation. The Hospital is now a direct subsidiary of Western Connecticut Health Network.

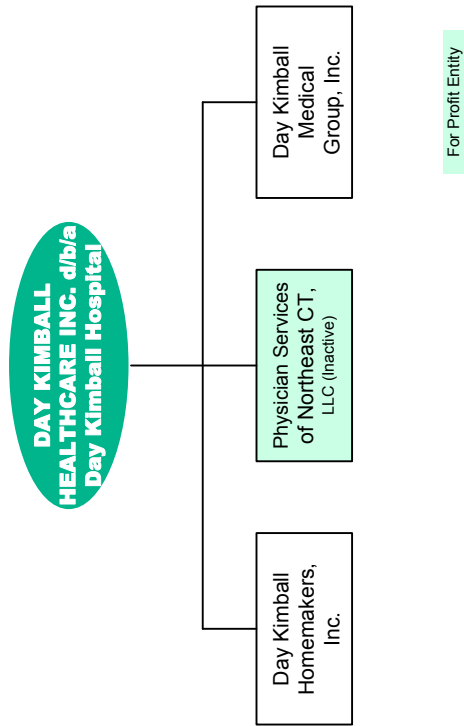
^dOn May 15, 2014, the former parent corporation of Bridgeport Hospital, called Bridgeport Hospital & Healthcare Services, Inc., merged into Bridgeport Hospital. The Hospital is now a direct subsidiary of Yale-New Haven Health Services Corporation.

^eOn May 15, 2014, the former parent corporation of Yale-New Haven Hospital, called YNH Network Corporation, merged into Yale-New Haven Hospital. The Hospital is now a direct subsidiary of the larger parent corporation, Yale-New Haven Health Services Corporation.

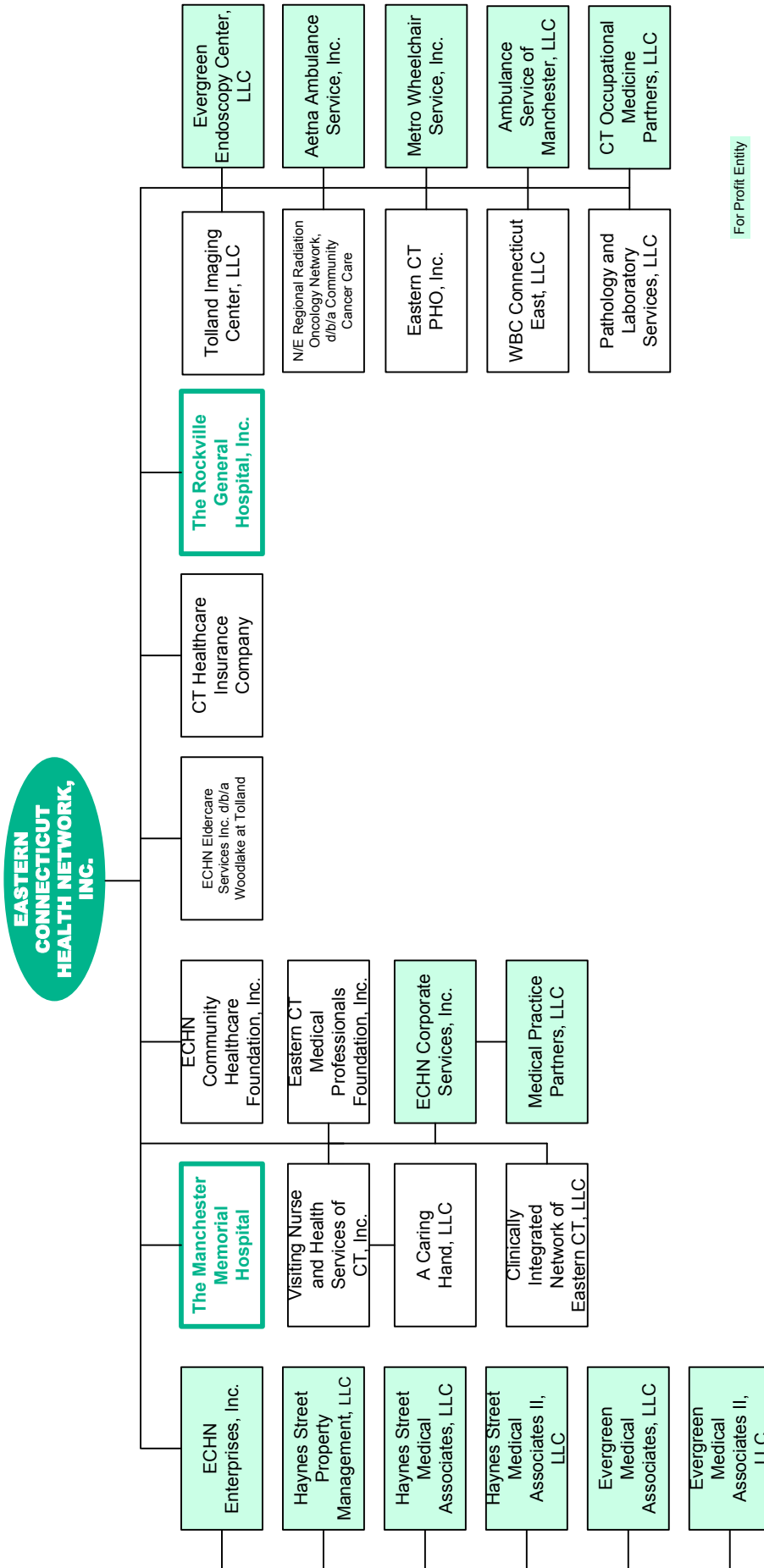


For Profit Entity

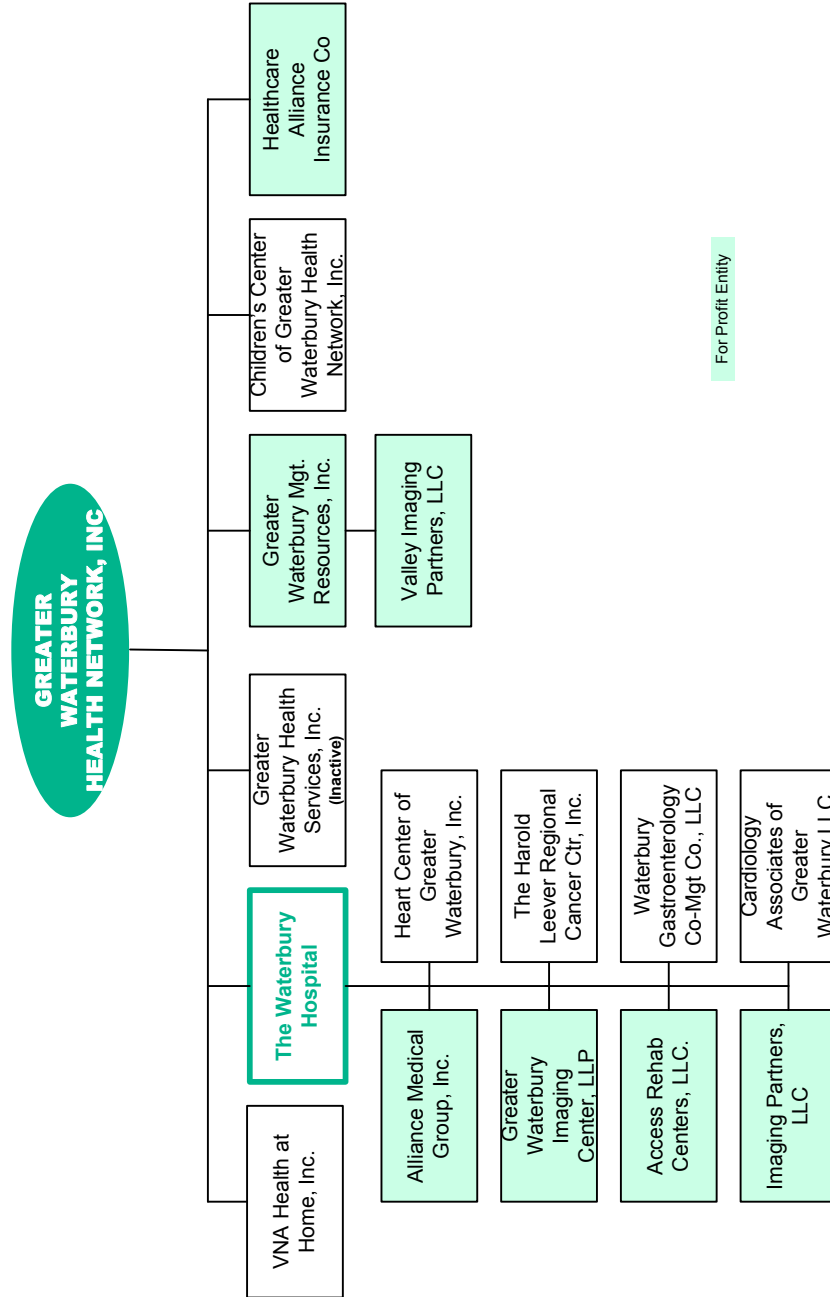




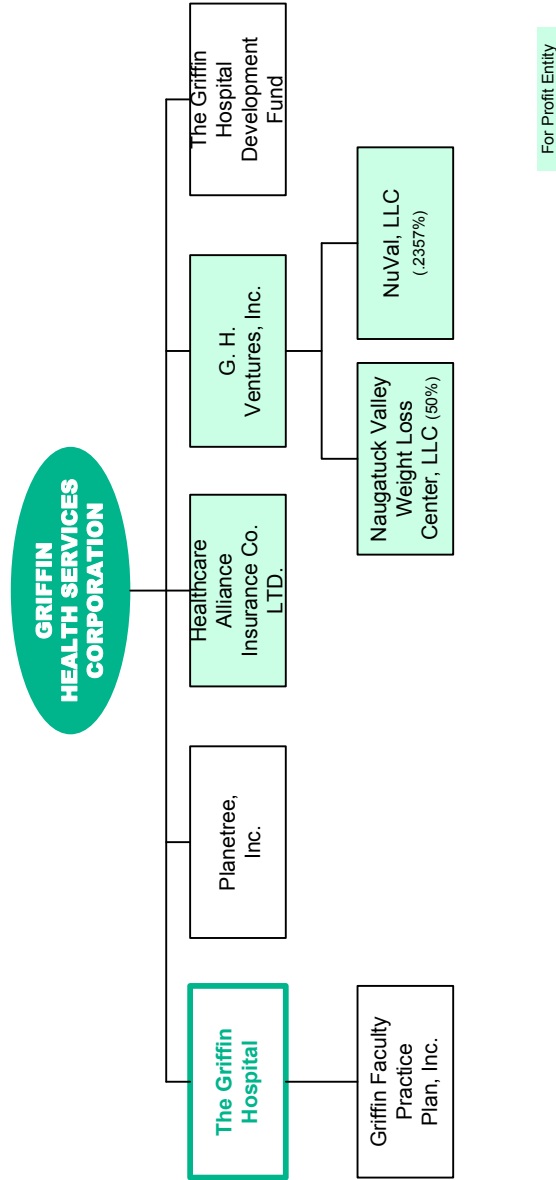
APPENDIX AA: HEALTH SYSTEM CHARTS OF ORGANIZATION



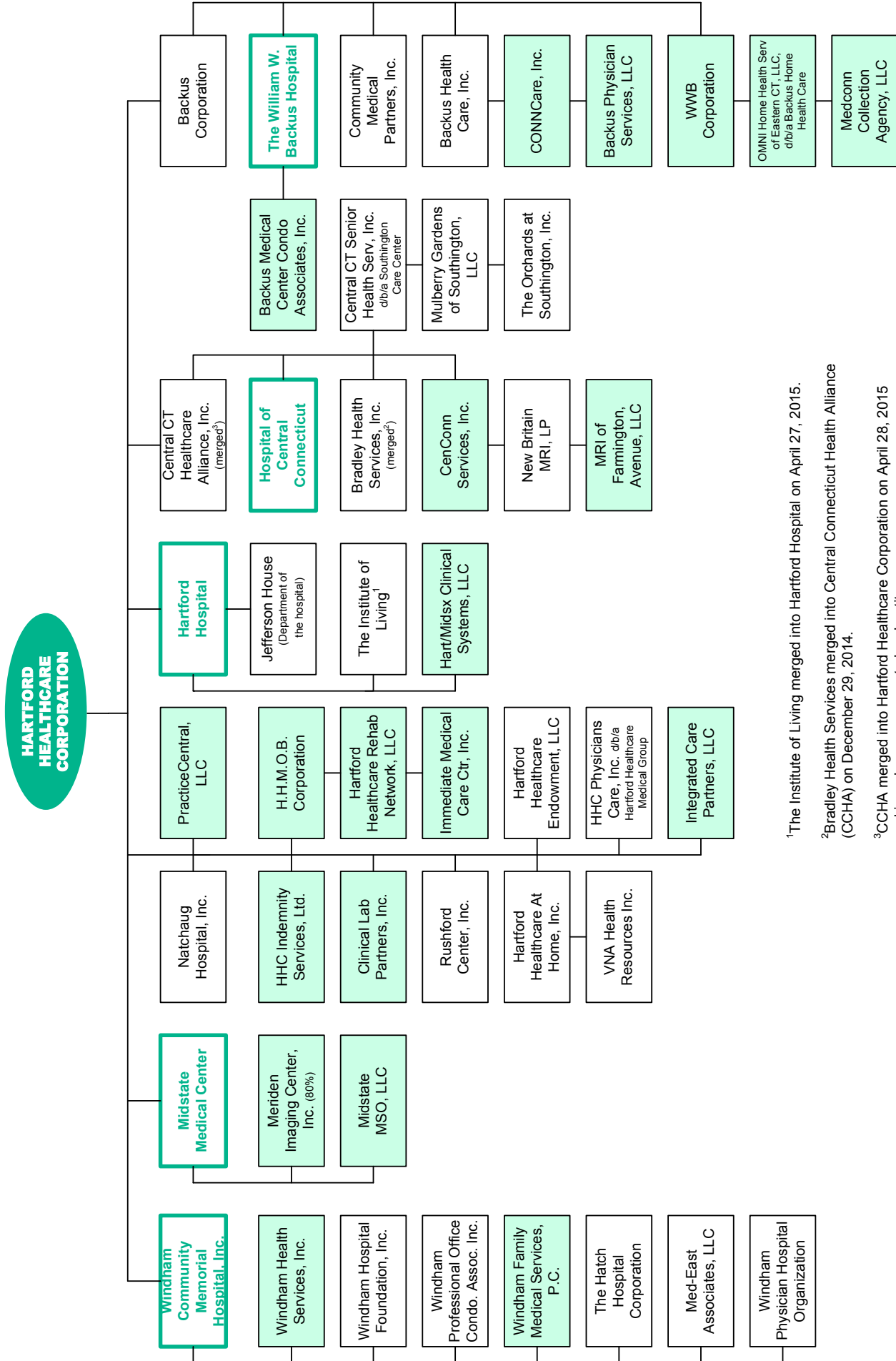
For Profit Entity



For Profit Entity



APPENDIX AA: HEALTH SYSTEM CHARTS OF ORGANIZATION

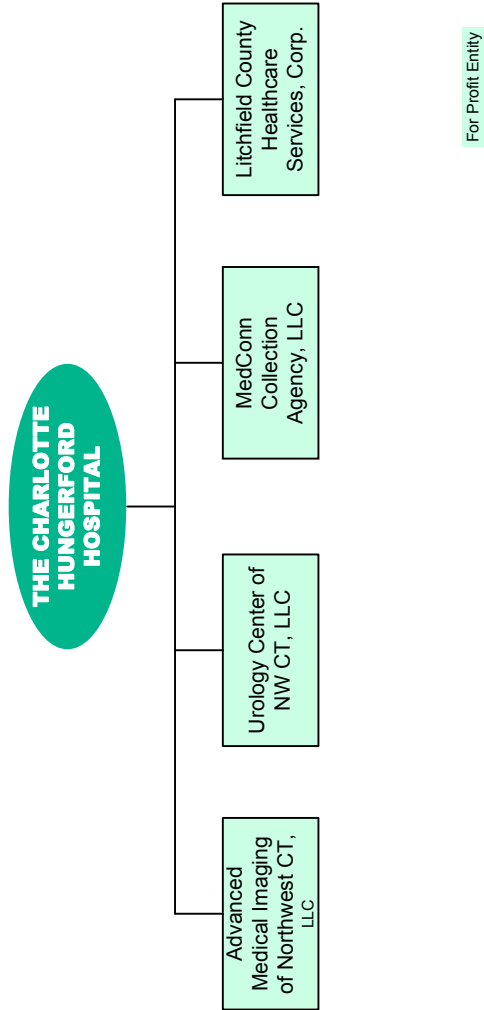


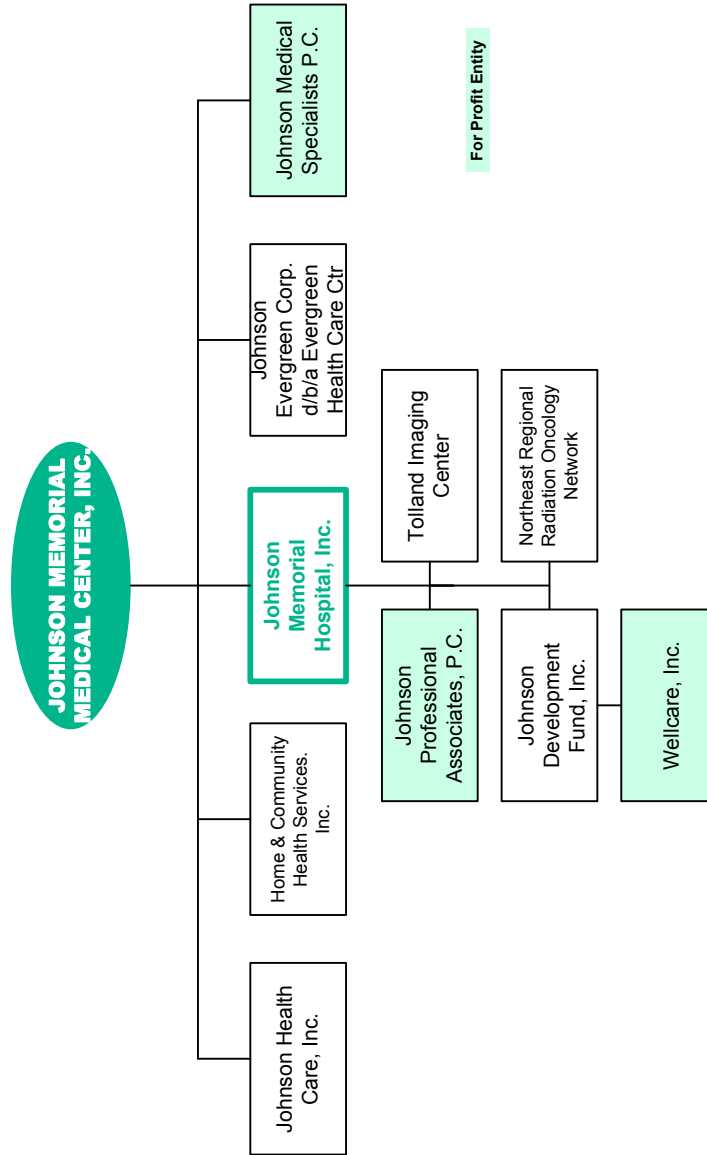
For Profit Entity

¹The Institute of Living merged into Hartford Hospital on April 27, 2015.

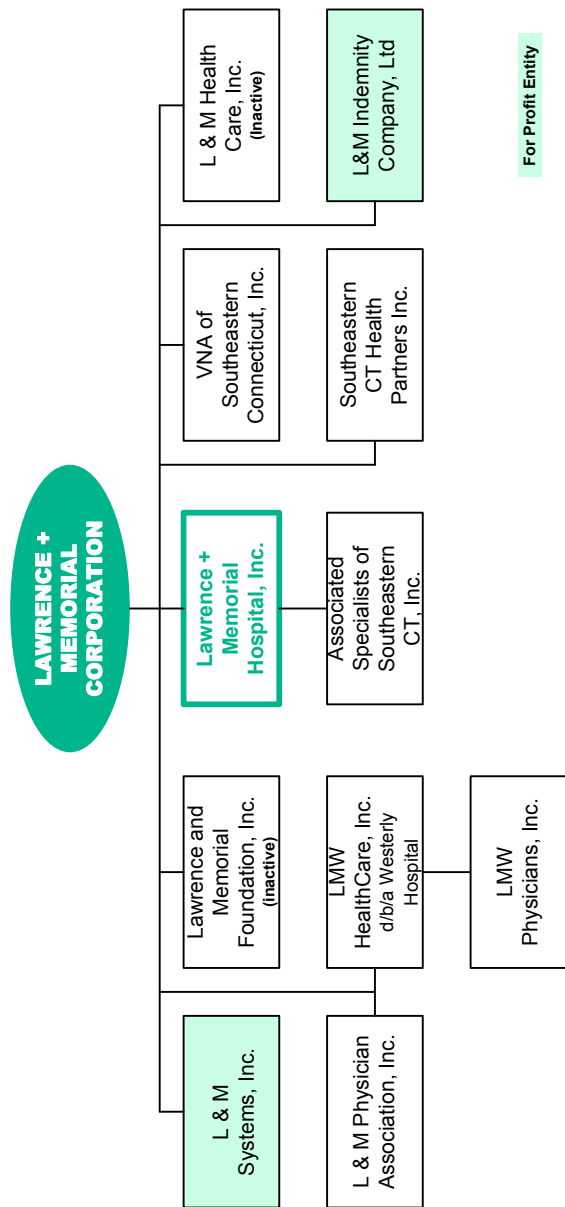
²Bradley Health Services merged into Central Connecticut Health Alliance (CCHA) on December 29, 2014.

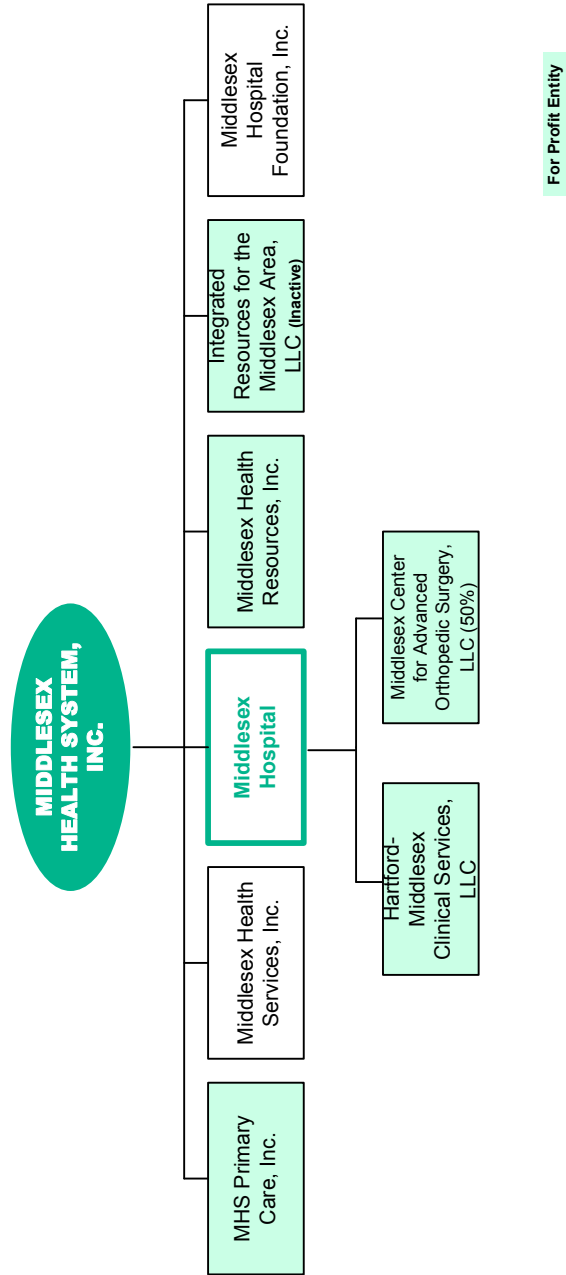
³CCHA merged into Hartford Healthcare Corporation on April 28, 2015 and is no longer a separate legal entity.

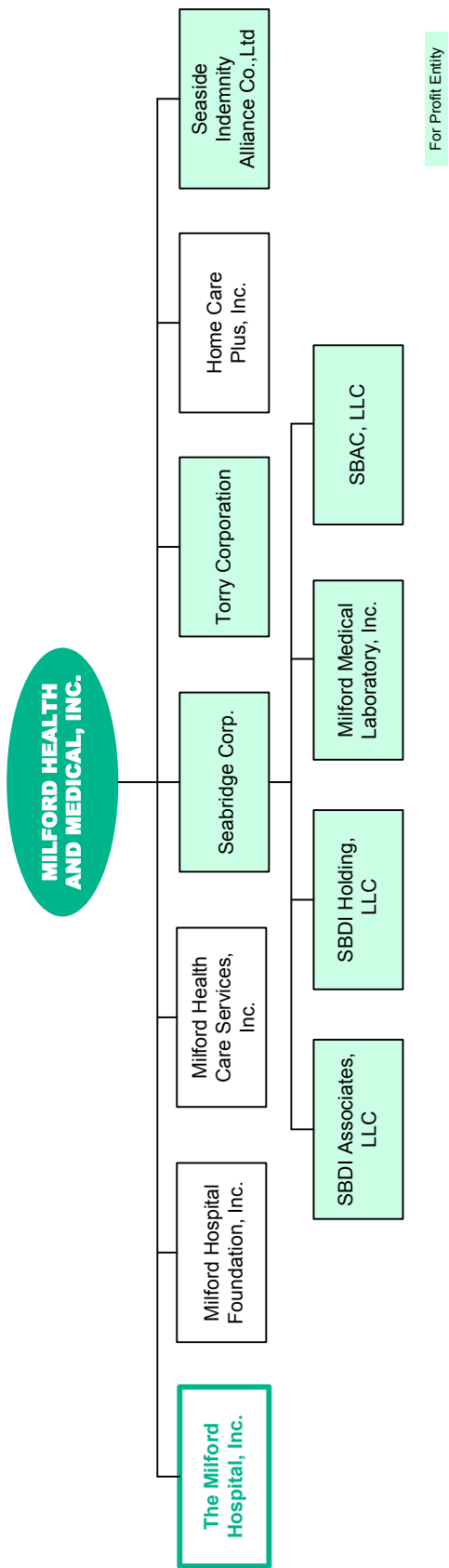


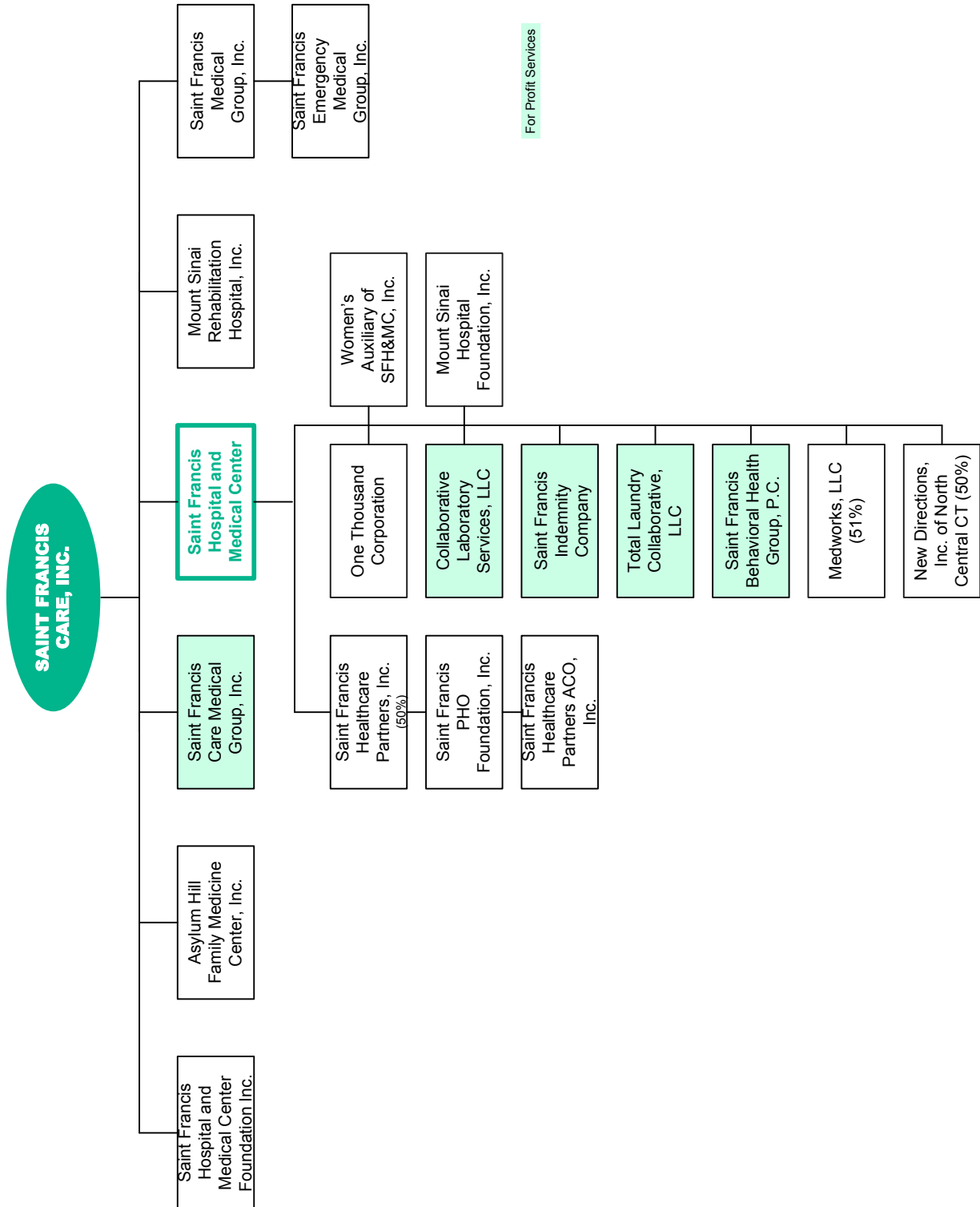


For Profit Entity



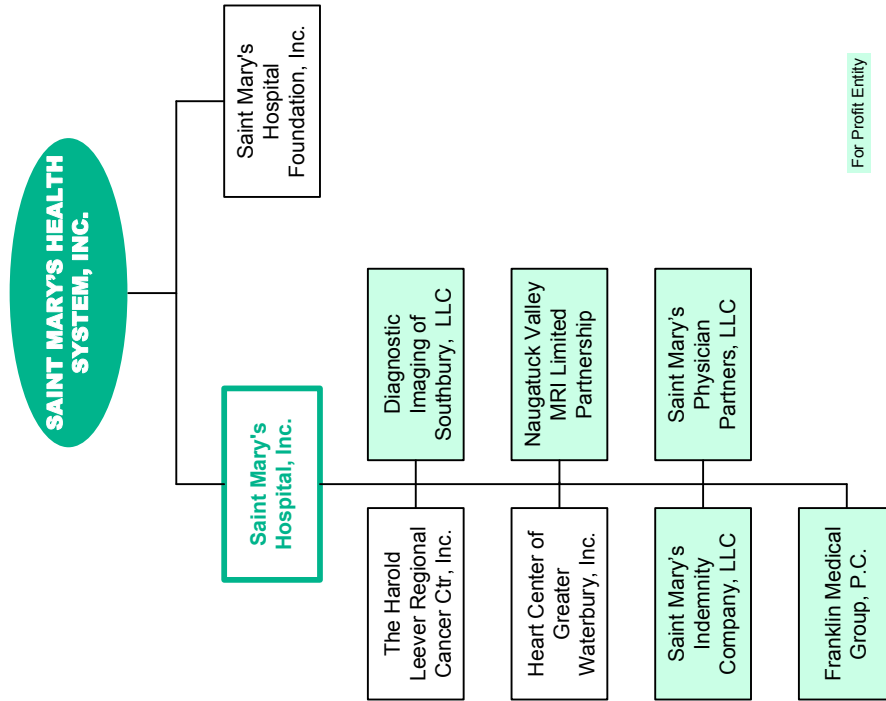




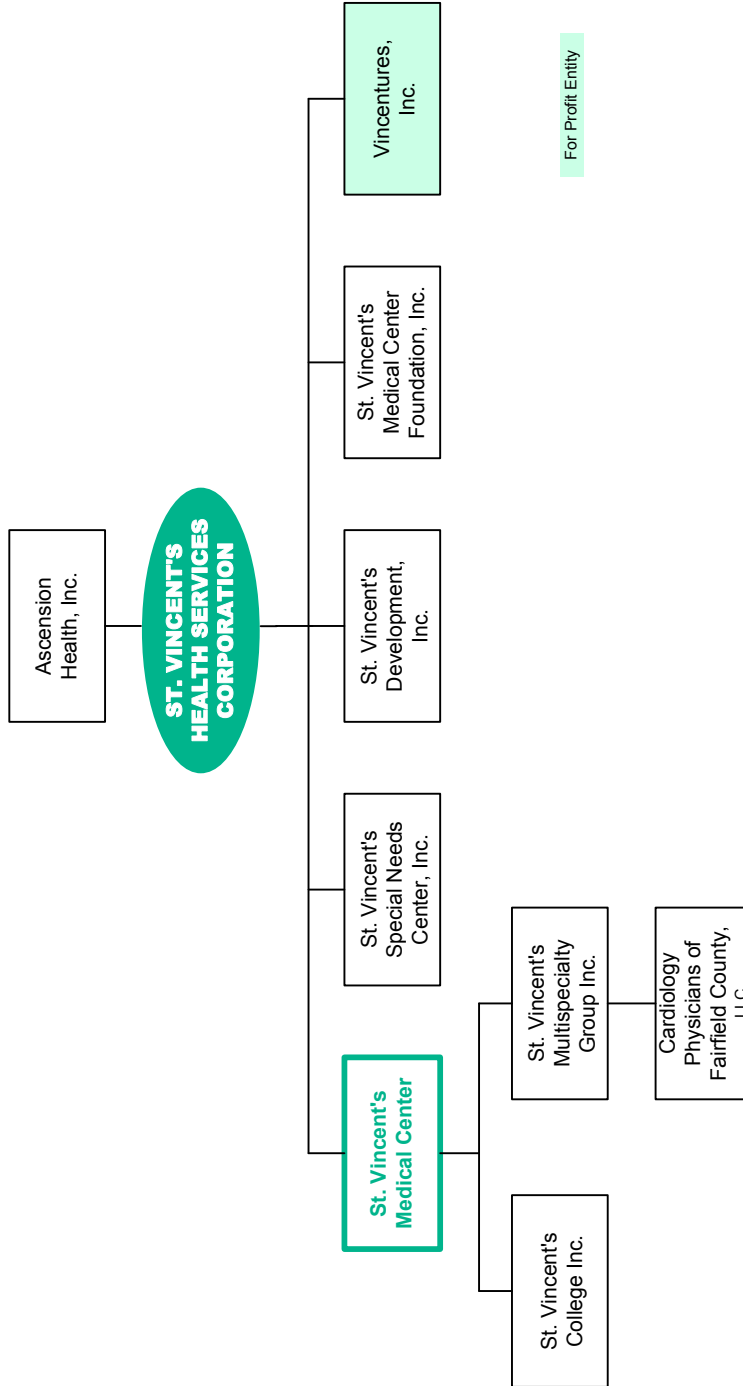


For Profit Services

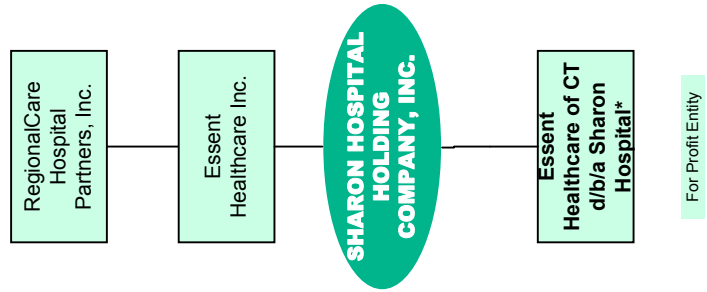
APPENDIX AA: HEALTH SYSTEM CHARTS OF ORGANIZATION



For Profit Entity



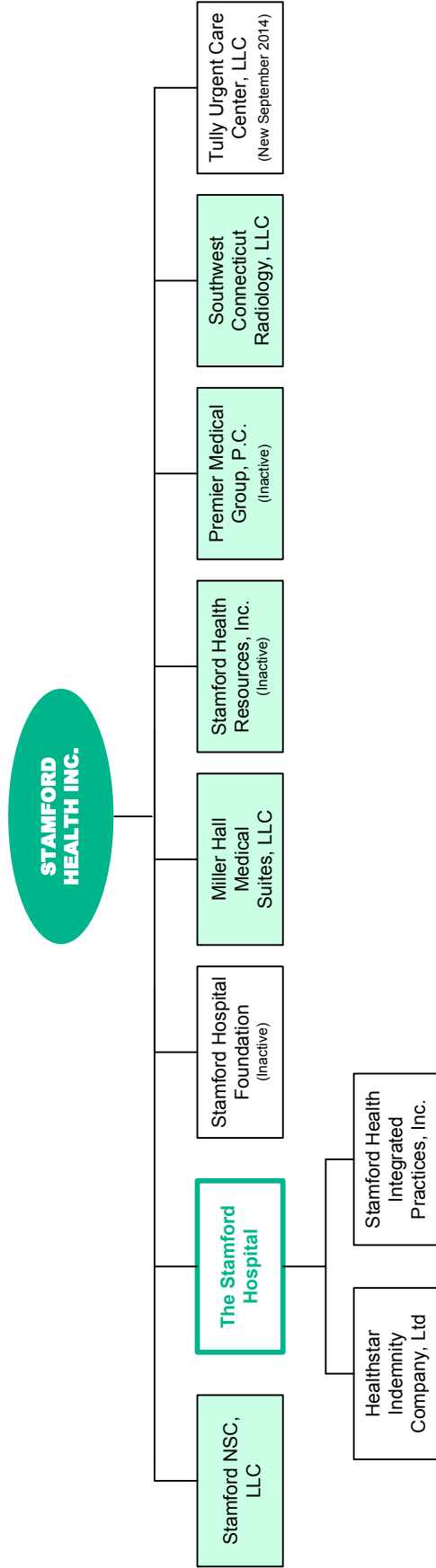
For Profit Entity



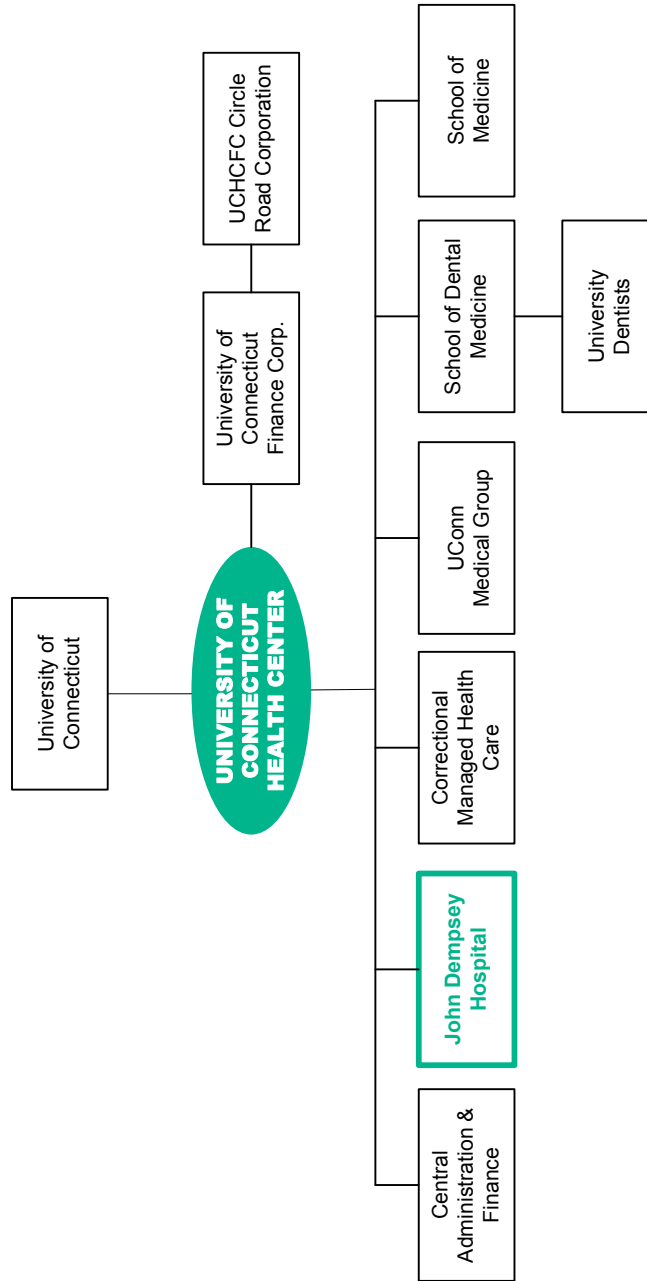
For Profit Entity

*The Foundation for Community Health, Inc. owns 5% of Sharon Hospital.

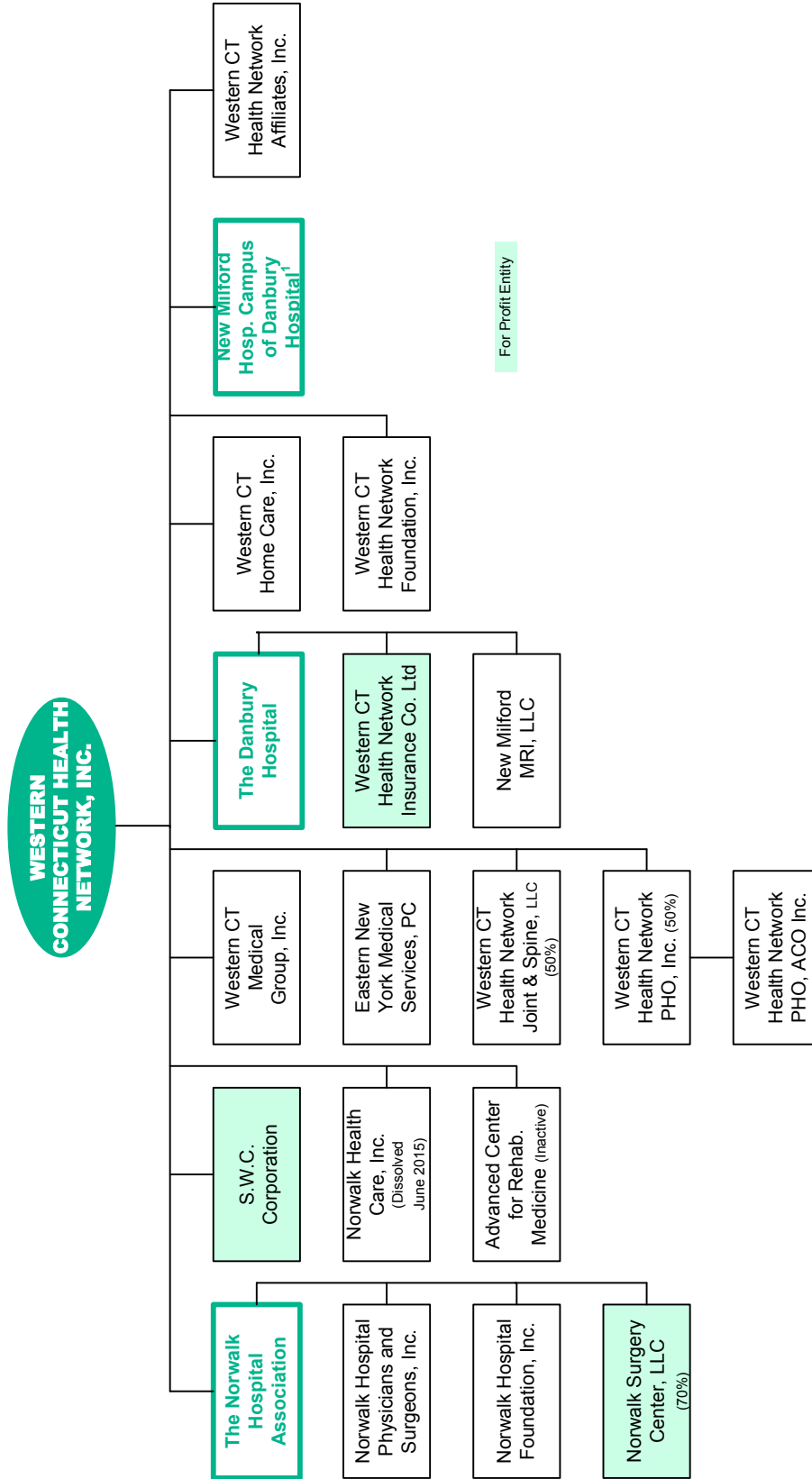
APPENDIX AA: HEALTH SYSTEM CHARTS OF ORGANIZATION



For Profit Entity

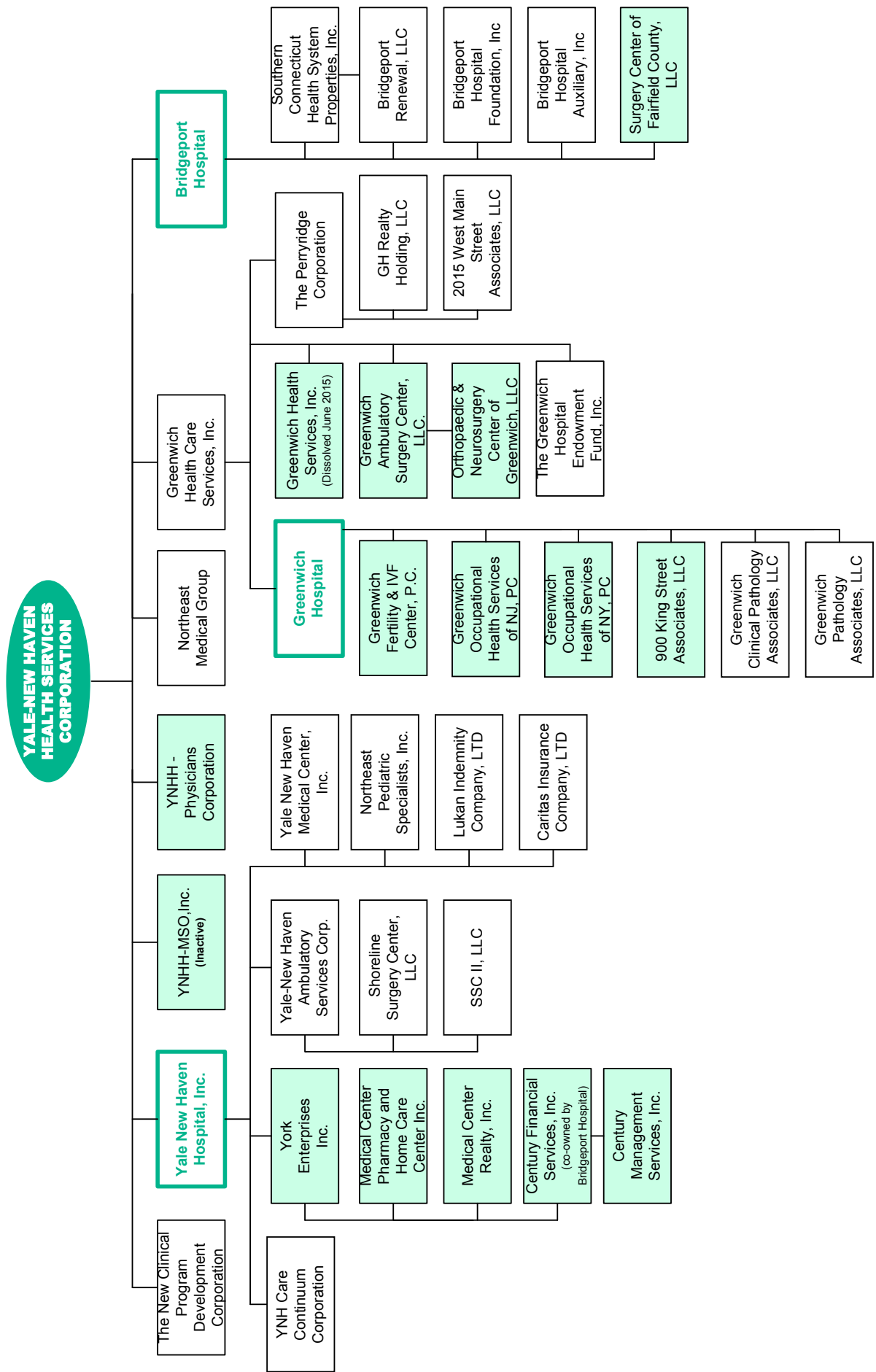


APPENDIX AA: HEALTH SYSTEM CHARTS OF ORGANIZATION



¹On October 1, 2014, Danbury Hospital and New Milford Hospital began to operate under a single license.

APPENDIX AA: HEALTH SYSTEM CHARTS OF ORGANIZATION



For Profit Entity

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

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

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

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

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

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

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

Days in Patients Accounts Receivable: the average number of days in collection that patient accounts receivables remain outstanding. A lower number is favorable, since it indicates good

collection practices that result in sufficient cash flow and infrequent short-term financing.

Disproportionate Share Hospital (DSH) Program Payments: payments that provide financial assistance to hospitals that serve a large number of low-income patients, such as the uninsured or people on Medicaid.

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

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

Gross Patient Revenue – total gross patient charges for all patient services before deductions for allowances, charity care and other deductions.

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

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

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

Medicaid: the federal and state health insurance program established under Title 19 of the Social Security Act to provide medical assistance on behalf of families with dependent children and for aged, blind or disabled whose income and resources are insufficient to meet the costs of necessary medical services and which is administered by the Department of Social Services.

Medical Assistance: the programs for medical assistance provided under the Medicaid program, including the HUSKY Plan, Part A, or (B) any

other state-funded medical assistance program, including the HUSKY Plan, Part B.

Medicare: the federal health insurance program for the aged and disabled.

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

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

Non Governmental: any commercial or private payer and includes but isn't limited to managed care organizations, health maintenance organizations, and preferred provider organizations.

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

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

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

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

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

Other Medical Assistance: the difference between Medical Assistance and Medicaid.

Other Operating Revenue: the non-patient service operating revenue that is obtained from operating activities but is accounted for separately from patient service revenues. Other operating revenue includes revenues restricted by a donor or

grantor for operating purposes, and also net assets released from restrictions.

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

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

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

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

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

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

Uninsured: individuals with no health insurance for the hospital services provided.

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



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