

APPENDIX D: NEW HOSPITAL FINANCIAL FEASIBILITY STUDY

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November 23, 2015

Mr. Mark Bogen Chief Financial Officer South Nassau Communities Hospital One Healthy Way Oceanside, N.Y. 11572

Dear Mr. Bogen:

At your request, we have prepared a Pro-Forma Projection of a proposed "New Hospital" on the site of the former Long Beach Medical Center (LBMC). This property was purchased from the Bankruptcy Estate of LBMC, via a 363 Sale.

Following this acquisition, South Nassau Communities Hospital (SNCH) initially operated an Urgent Care Center in order to meet the most pressing needs of the Long Beach community. This was meant to be a temporary measure, with SNCH ultimately looking for the NYS Department of Health (DOH) to approve a Free Standing Emergency Room. While the licensure for this facility was a long and arduous process, SNCH believed that the upgraded licensure would better meet the needs of the Long Beach community, in that, local ambulances would be able to drop patients at the Free Standing Emergency Room. The former Urgent Care facility was not able to receive 911 ambulance drops, due to licensure restrictions.

The Free Standing Emergency Room became operational in August of 2015 and has been averaging approximately 26 visits per day.

Long Beach Medical Center closed in late October 2012, following the devastation of Super Storm Sandy. Immediately following the aftermath of Sandy, SNCH began working closely with the Long Beach community to meet the health needs of the service area, while it was recovering. In January of 2015, SNCH was awarded the rights to the FEMA claim, in the approximate amount of \$154 million.

While SNCH has worked closely with the Long Beach community to plan its ambulatory programmatic needs, a number of active community constituencies have continued to believe that a New Hospital should be built with the FEMA proceeds.

Putting aside all of the regulatory obstacles in obtaining approval for a New Hospital, the Project would need to be financially sustainable.

Accordingly, you requested that we assemble a Pro-Forma Financial Projection in order to assist in evaluating the sustainability of a second SNCH campus.

You also instructed us to work closely with Mr. Bruce Vladek, who SNCH has retained as a Project Consultant. Mr. Vladek has been working as a liaison with the Long Beach community in assessing its medical programmatic needs.

Executive Summary

At a high level, this is a summary of our findings and conclusions.

Structure

We constructed the Pro-Forma Financial Statements, assuming that the Long Beach campus, inclusive of the new Hospital, would be a Division of SNCH. Therefore, while we isolated the financial performance of the new Hospital for analytical purposes, it was assumed that SNCH would issue consolidated financial statements.

Volume

We utilized the services of New Solutions, Inc. (NSI) to assist in projecting volume for the New Hospital. Following discussions with SNCH, we instructed NSI to eliminate the following services from projection inpatient volume:

- Obstetrics
- Newborn Nursery
- Neo-Natal Intensive Care
- Pediatrics
- Cardiac Services (Surgery Caths and EPS Lab)
- Tertiary Services
- Quarternary Services

In addition, Dr. Adhi Sharma, SNCH's Chief Medical Officer (CMO) reviewed the remaining database and reduced it by another 644 cases, which fell in to DRGs that Dr. Sharma felt clinically uncomfortable assuming that these cases would be treated at a campus of this size and scope. We also removed cases that outmigrated to New York City institutions, or outside of Nassau County.

The remaining cases derived an ADC of 38-39 patients, including a projected ADC of 3 in the Intensive Care Unit.

NSI had also projected Outpatient Volume for the following services included in the New Hospital:

- Ambulatory Surgery
- Emergency Room
- Renal Dialysis
- Family Medicine Clinic
- Psychiatric Clinic
- Private Ambulatory Radiology

Capital Project

While the projected census for the New Hospital is just below 40, we would expect that this census would vary rather significantly on a day to day basis. We therefore, constructed a bed configuration that would consist of:

10	Critical Care Beds
50	Medical/Surgical Beds (two 25 bed units)
60	Total Beds

The New Hospital would also include the Outpatient Services, enumerated above.

We asked SNCH to assist in developing a very rough project cost for us and determined that the project size would be approximately \$98 million, even assuming that certain services like Dietary, Finance and Information Technology would be provided by SNCH. For example, we assumed that the New Hospital would not need a new kitchen, and would instead have patient meals prepared at SNCH and delivered to the Long Beach campus.

It was assumed that the Hospital would take one year to be approved and three years to build so that operations would not begin until January 1, 2020.

Finally it was assumed that the complete project would be financed with FEMA money, though it is clear that SNCH would need to front project expenses until it was reimbursed through the FEMA requisition process.

Rates

As the Long Beach campus this would function as a second campus of SNCH, we assumed that volume would be paid at SNCH rates. That said, as this campus would not be used as a GME training site, the GME add-on components of SNCH's regulated governmental rates were deleted in order to project revenue.

Expenses

Clearly, this was the most challenging part of this Projection.

Very simply, we just don't have much to work with from the standpoint of comparably sized, local hospitals.

We did utilize Cost Report information from two hospitals, who operate less than 100 staffed beds, in the downstate market.

That said, we utilized this information to inform the analysis, but ultimately created departmental pro-forma budgets, which were vetted by SNCH senior management, prior to arriving at our pro-forma expenses.

Of note, is the fact that while we were instructed not to ramp up occupancy, as it would have added yet another complexity, it is nonetheless clear that this campus would not achieve the projected occupancy on day one.

In fact, it is quite likely that SNCH would need to have most staff on board for a full month, or more, prior to the opening of the New Hospital, in order to train and orient staff.

This would clearly add to the Year 1 deficit and cash flow deficiency, while occupancy on the campus was ramping up.

Ongoing Capital Needs

We projected results for the first 5 years of operations (2020-2024). As it was assumed that his would be brand new construction and new equipment, the projection does not reflect a capital replacement cycle at all.

We would fully anticipate that, following Year 5, it is likely that the New Hospital would require \$5 - \$7 million in capital replacement acquisitions on an annual basis, for which SNCH would need to either utilize cash or increase its borrowing as the "New Hospital" campus would not be producing positive cash flow.

Conclusion

Based on what we believed to be, reasonable assumptions utilized, the "New Hospital" campus appears to generate significant negative margins, and cash deficits, which would absent significant outside funding (*i.e.* contributions) need to be funded by SNCH.

Attachments

We have included, as attachment to this report, the following:

- 1. Pro-Forma Projected Operating Statements (2020-2024)
- 2. Pro-Forma Projected Balance Sheets (2017-2024)
- 3. Detailed Assumptions

We appreciate the cooperation and availability of the South Nassau Communities Hospital staff in allowing us to complete this assignment in a very compressed timeframe.

Sincerely,

John Lavan

John Lavan President and CEO

Long Beach Campus Pro-Forma Projection 2017 - 2024

Project Objective:

We were asked to assess the financial feasibility of constructing a New Hospital built on the site of the former Long Beach Medical Center (LBMC).

The New Hospital would be a division, or second campus of South Nassau Communities Hospital (SNCH).

It was assumed that the New Hospital would be constructed and equipped by utilizing FEMA monies available as a consequence of "Super Storm Sandy" destroying the former LBMC.

Assuming these funds were available and that regulatory approvals could be obtained, our objective was to construct a multi-year projection to assess this financial sustainability of this Hospital

Long Beach Campus Project:

Timing

As previously indicated, we were instructed by SNCH Management and their advisor, Bruce Vladek, to pre-suppose that all necessary New York State and Federal approvals would be obtained to build this Hospital.

Accordingly, we were instructed to assume that it would take approximately one year for all of these approvals to be obtained. Assuming the approval process were to begin January 1, 2016, and transpired over a one year period, construction could begin in early 2017 and be completed by December 31, 2019.

Therefore, we constructed the following timeline:

File NYC Certificate of Need and Approach FEMA on Use of Proceeds January 1, 2016 Obtain All State and Federal Approvals to Proceed **Begin Construction** Complete Construction Open New Hospital Building

The above timeframe assumes a 3 year construction period.

Date

December 31 2016 January 1, 2017 December 31 2019 January 1, 2020

Project Size

We worked with SNCH's Facilities professionals and created the project size estimates below. Project size was based on estimates provided by SNCH's Project Management advisors and not based on architectural drawings, engineering and site studies, etc., all of which would need to be done in order to obtain construction bids and a more accurate project size.

Based on these estimates, the Project was determined to including the following costs:

Total Project Costs	\$98,588,800
Architectural, Engineering, Site Preparation, CON and Other Fees and AMPO	5,029,440
Major Moveable Equipment	20,117,760
Building Construction (including the costs of meeting required flood standards)	\$73,441,600

It should also be noted that these costs were predicated on estimates on today's dollars, inflated 4% annually, to the mid-point of construction, assumed to be June 30, 2018.

Sources and Uses:

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FEMA Funding	\$98,588,800
<u>Uses:</u>	
Construction (Buildings & Fixtures)	73,441,600
Major Moveable Equipment	20,117,760
CON and Other Fees	5,029,440
Total	\$98,588,800

<u>Project Demand</u>

The Service area for this Hospital would be the Long Beach Peninsula, including Atlantic Beach and the Island Park area immediately north of Long Beach.

Projecting demand for a Hospital is a complicated process. Typically, this would involve assessing the primary and secondary service areas, population demographics, including the age and health characteristics of the local population and their current use rates for hospital services. We would also have extensive discussions and conduct surveys and interviews with the medical staff of the institution to assess their likely support for the project and, the institution, in general.

The problem here is that LBMC has been closed for just over 3 years. Physicians who practiced in the community have now, 3 years later, either left that community or have changed their primary hospital affiliations. It is, therefore, that much more difficult to assess how physicians will utilize the "New Hospital," regardless of the assumption that it would operate as a division (second campus) of SNCH, albeit, not available until 2020.

In the context of the above, we utilized the services of New Solutions Incorporated (NSI) to assist us in assessing demand for a New Hospital. NSI has been working closely with SNCH and is quite familiar with the Long Beach service area.

Utilizing the zip codes in the service area described above, NSI projected patient days and discharges at 100% of current hospital use rates for people residing in these zip codes.

Based on discussions with SNCH, we then instructed NSI to eliminate discharges and patient days in the following areas:

Obstetrics
Pediatrics
Newborn
Neo-Natal Intensive Care
Behavioral Health
Tertiary Cases (i.e. Cardiac Surgery, Neurosurgery, etc.)
Quarternary Cases (i.e. Transplants)

The remaining projected discharges and patient days included those that migrate out of the service area for their health care services. While we would normally use historical outmigration patterns to further reduce projected demand, we also recognize that the data utilized was for a period after the Hospital closed. All cases, technically, migrated off the Long Beach Peninsula. Even if we were to make adjustments for cases that went to SNCH, after LBMC closed, it is fair to say that the outmigration data was further skewed by residents of the service area migrating even further distances to get their healthcare after the LBMC closed.

We, therefore, decided to only exclude cases that migrated to Manhattan Hospitals. While this may be aggressive, we also realize that there would be a certain amount of in-migration, during the beach season, that is not accounted for in using zip code of origin, as the basis for inpatient activity. NSI also made modest use rate adjustments to certain DRGs going forward, as cases will likely to continue to move to outpatient delivery modes.

Finally, we met with the Chief Medical Officer (CMO) of SNCH, who reviewed the NSI database and identified certain DRGs that would, in all likelihood be directed to SNCH. Most of these were surgical cases that the CMO believed belonged in a full service hospital and that it would be impractical and financially imprudent to duplicate those services in a small hospital. Therefore, 644 additional cases were excluded from the remaining case volume in the NSI report.

We also excluded 50% of the Chest Pain and Syncope DRGs from Inpatient volume, but retained these as Observation Cases.

Based on the above, the following was determined:

- Inpatient Census for 2020 was calculated at 39 patients per day, declining slightly to 38 per day by the end of the projection period
- Included in the ADC noted above were 3 critical care patients, on average

Unfortunately, an ADC in this range is prone to a great deal of variability. This would be particularly true for LBMC, where there is also a seasonality factor that is likely to play into their census.

Accordingly, we determined that the best bed configuration would include:

50	General Medical Surgical Beds
10	_ Critical Care Beds
60	Acute Care Beds

Outpatient Services:

Based upon modeling previously done for SNCH in projecting activity for an Outpatient Pavilion, the following Outpatient Services were included in the New Hospital Project:

Ambulatory Surgery Emergency Room Chronic Renal Dialysis Family Medicine Clinic Psychiatry Clinic Radiology Services

LBMC would also need to carry a small Observation unit (i.e. 2 Beds), consistent with characterizing 50% of the Chest Pain and Syncope DRGs as likely candidates for Observation.

<u>Volume:</u>

Inpatient Volume

Inpatient Volume was projected as follows:

	Planning and Construction Period					
	2016 - 2019	2020	2021	2022	2023	2024
Discharges		3,374	3,351	3,327	3,302	3,275
Patient Days		14,355	14,266	14,171	14,070	13,965

Based on our analysis of the NSI database, we project that Inpatient discharge volume by Financial Class would break down as follows:

	Planning and Construction Period					
Discharges	2016 - 2019	2020	2021	2022	2023	2024
Medicare		2,295	2,295	2,293	2,290	2,285
Medicaid		143	139	135	131	128
Medicare HMO		310	311	312	313	313
Comm/Mcd HMO/Other		544	527	510	494	478
Self-Pay		81	79	76	74	71
Grand Total		3,374	3,351	3,327	3,302	3,275
Patient Days						
Medicare		10,757	10,740	10,716	10,641	10,561
Medicaid		665	645	627	622	618
Medicare HMO		1,231	1,233	1,234	1,226	1,217
Comm/Mcd HMO/Other		1,481	1,433	1,386	1,376	1,366
Self-Pay		221	214	207	206	204
Grand Total		14,355	14,266	14,171	14,070	13,965

The NSI database only contained financial class designations for Medicare, Medicaid and All Other.

As the All Other Grouping included Patient Age, as a data element, we designated the >65 cases within that Financial Class as Medicare HMO. Self-Pay cases were estimated using LBMC's 2011 financial class breakdown. The residual discharges and patient days were included in the category, above, labeled Commercial, Medicaid HMO and Other.

Outpatient Volume

Volume for Outpatient cases were estimated, as follows:

	Planning and Construction Period					
Services	2016 - 2019	2020	2021	2022	2023	2024
Ambulatory Surgery		1,000	1,000	1,000	1,000	1,000
Emergency Room		10,360	10,749	11,141	11,619	12,194
Observation		112	111	110	109	108
Chronic Renal Dialysis		9,048	9,360	9,828	10,140	10,296
Family Medicine Clinic		8,000	8,000	8,160	8,160	8,500
Psychiatry Clinic		5,000	7,200	7,200	7,200	7,200
Radiology Services		4,015	4,519	5,036	5,175	5,904

Revenue:

Inpatient Revenue

As this New Hospital is modeled as a second campus of SNCH, it was assumed that volume would be paid a SNCH's rates. That said, SNCH has advised us that the Long Beach campus would not carry on Graduate Medical Education (GME) Programs. So as not to dilute revenue for Teaching Add-On received by SNCH, we simply excluded the GME components of SNCH'S rate structure for Governmental Payors (*i.e.* Medicare, Medicaid, Medicare HMO and Medicaid HMO), from the rates, prior to calculating Long Beach campus revenue.

Conversely, as the Long Beach campus has a capital cost structure consistent with that of a new hospital, we did not dilute that by spreading it over all SNCH cases including the Long Beach campus. We instead isolated Long Beach capital costs to Long Beach volume for purposes of setting the capital pass through.

Finally, as the NSI database combined a number of Payors (*i.e* Medicaid HMO, Commercial, Managed Care, etc.), we utilized a weighted average of SNCH's adjusted revenue per case to determine a case mix neutral per case revenue amount to be applied to the Long Beach campus volumes at the projected CMI for that financial class grouping.

Outpatient Revenue

Outpatient Revenue was calculated utilizing SNCH's regulated and negotiated rates for each of the services that were assumed to be resident at the New Hospital campus. As previously indicated, volumes were projected using NSI's demand model.

Revenue Trends

As we used SNCH's current adjusted rates as the base rate for determining revenue, we needed to trend those rates to the beginning of operations for the New Hospital campus (2020) and each projection thereafter. Payer trends are as follows:

Medicare	1% per annum
Medicaid	1% per annum
Medicare HMO	1% per annum
Commercial/Mcd HMO/Other	3% per annum

Indigent Care Pool Revenue

Indigent Care Pools have been established in New York State to assist in funding the cost of care to the Uninsured and Underinsured. Pools are funded through a combination of Payer Taxes and Gross Receipts Taxes to hospitals.

Pool distributions are made to Hospitals based on covering a percentage of their need in caring for the Uninsured. As we, at this point, have no idea on how this formula may impact SNCH. At present, the Hospital's Need is determined based upon its Cost Report and funded two years prospectively.

We chose to use a proxy assumption for purposes of this projection, assuming that all Self-Pay encounters would be reimbursed at 40% of the Medicaid rate, paid two years prospectively. In other words, the first increase in SNCH revenue arising from the influence of its Long Beach campus on its Pool payments would be 2022, arising from Need derived in its 2020 cost report information. Accordingly, projected Pool Receipts were as follows:

	2022	2023	2024
Gross Receipts / Taxes	\$187,000	\$195,000	\$203,000

Though SNCH would need to wait two years, post opening, from deriving any increase in Pool revenue arising from its Long Beach campus, it would begin paying taxes into the Public Goods Pools, immediately upon having activity on the Long Beach campus.

Projected Payor taxes, attributable to Long Beach are as follows:

	2020	2021	2022	2023	2024
Pool Assessments	(\$497,000)	(\$504,000)	(\$509,000)	(\$515,000)	(\$521,000)

Physician Billing Revenue

Professional Fees were estimated at 50% of Physician compensation inclusive of Hospitalists, Intensivists, ER Physicians and Radiologists.

Other Operating Revenue

Other Operating Revenue consists of cafeteria receipts, vending machine, commissions, medical records abstracts, etc.

Other Operating Revenue was projected at \$100,000 per year for the first year of operation (2020) and was trended forward for inflation at 2% per year.

Expenses:

As we needed to staff and supply this "New Hospital" without any historical baseline data from which to work, we extracted staffing and supply information from a variety of sources, including from a hospital, in the New York marketplace, of similar size. Staffing and other expenses were vetted with Senior Management at SNCH, including the CMO.

Expense components were trended as follows:

Salaries

Baseline salary expenses were trended at 2% per annum through the projection period.

Fringe Benefits

Fringe Benefits were calculated at 24.2% using SNCH's 2016 Budget. Fringe Benefits were maintained at this percentage of salaries through the projection period.

Supplies and Other Expenses

This expense category includes medical supplies, drugs, utilities, food, office supplies, professional fees and other non-wage related expenses. Supplies and other expenses were trended at 2.5% per annum through the projection period.

<u>Insurance</u>

This expense category includes professional liability insurance, property insurance, directors and officers liability insurance, etc. Base expenses were extrapolated from SNCH expenses, with adjustments to professional liability insurance made to reflect that the Long Beach campus will not be providing Obstetrical services, nor performing complex surgery.

We also adjusted the Property Insurance premium to reflect the New Hospital location.

Insurance expense was projected to increase 2% per annum through the projection period.

Depreciation

It was assumed that all Project Assets will be put into service when the New Hospital opens on January 1, 2020. The SNCH amortization policy is to expense a full year of depreciation in the year he asset is placed in service.

Useful lives for property, plant and equipment are as follows:

Buildings and Fixtures 40 years Equipment 7 years

As the New Hospital will be outfitted with new equipment, as well, it is assumed that no replacement assets will be required during the projection period.

Expenses – Attachment A

A schedule of Year 2020 Salaries and Non-Salary Expenses is attached (Attachment A).

Balance Sheet:

While the New Hospital and its Long Beach Division activities will be consolidated into the SNCH Financial Statements, we have been asked to construct a Pro-Forma Balance Sheet, isolating only the Long Beach campus activities.

Projected Balance Sheet assumptions are as follows

<u>Assets</u>

Cash

Balances reflect the operating cash position of the New Hospital.

Accounts Receivable

Balances reflect patient and third party insurance receivables due the Hospital, at each year end. Accounts Receivable were assumed to equal 46 days of revenue during each projection year.

Inventories

Balances include medical supplies and drugs held as floor stock and operating room inventory. Inventory values were set at \$500,000 for 2020 and were assumed to increase 2% per year during each projection year.

Property, Plant and Equipment

It is assumed that New Hospital construction will begin on January 1, 2017 and be completed on December 31, 2019.

During the 3 year construction period, project assets will be capitalized and characterized "Construction-In-Progress." While it is not clearly characterized in these projections, it is implicit that SNCH will advance project construction and equipment funds until the expenditures are reimbursed by FEMA.

It is assumed that the non-equipment portion of the project will be spent evenly over the 3 year construction period.

On January 1, 2020, it is assumed that the construction will be complete and the Construction-In-Progress account will be closed out to Property, Plant and Equipment. In addition, it is assumed that all project equipment will be acquired and placed into service on January 1, 2020.

Projected depreciation on project assets is as follows:

		\$ In Millions				
	2020 2021 2022 2023			2023	2024	
Project Components:	·					
Building and Fixtures	\$2.0	\$2.0	\$2.0	\$2.0	\$2.0	
Major Moveable Equipment	2.8	2.8	2.8	2.8	2.8	
Total	\$4.8	\$4.8	\$4.8	\$4.8	\$4.8	

Balances at each projection year-end reflect Property, Plant and Equipment, net of Accumulated Depreciation.

Liabilities

Accounts Payable and Accrued Expenses

Balances reflect trade payables and other liabilities. Assumed liabilities were set at 80 days of Supplies and Other Expenses in 2020 and trended 2% per annum over the remaining projection period.

Accrued Payroll and Benefits

Balances were assumed to be set at one week of salary and benefit expenses in 2020. Balance in this liability account is assumed to increase by 2% per annum during the projection period.

Accrued Vacation

Balances were assumed to be set at one week of salary and benefit expenses in 2020. Balance in this liability account is assumed to increase by 2% per annum during the projection period.

Fund Balance

Fund Balance for the New Hospital reflects Contributed Capital from FEMA proceeds to fund project expenses during the construction period, as well as contributed FEMA capital to acquire equipment for the New Hospital in 2020.

Thereafter, the net change in annual Fund Balance reflects the annual profit (loss) of the New Hospital in each projection year.

Attachment A

Long Beach Campus Salaries and Non-Salaries Expenses Year 2020

	n Millions	ons			
		LB Ca	mpus 2020		
Department	FTE(s)	Salaries	Non-Salaries	Total	
				_	
Critical Care Unit	21.0	\$1,677,770		\$1,677,770	
Medical/Surgical	95.5	6,915,105	476,847	7,391,952	
Hospitalist (6/unit)	8.3	1,761,605		1,761,605	
Intensivist (Critical Care Unit)	3.0	1,273,450	60,710	1,334,159	
Admin/Nursing	5.5	365,166	16,510	381,675	
Administration	3.0	335,071	337,977	673,048	
Admitting/Registration	21.2	967,923		967,923	
Ambulatory Surgery	4.3	449,292		449,292	
Anesthesiology	-	-	551,906	551,906	
Dietary	4.0	168,792	197,174	365,966	
Electrocardiography	-	-	115,900	115,900	
Electroencephalogra	0.5	38,877		38,877	
Engineering / Plant Maintenance	16.7	1,112,886	1,013,968	2,126,854	
Environmental Services	20.1	835,777	712,984	1,548,761	
Human Resources	3.0	216,400		216,400	
Laundry and Linen	1.0	42,022	282,233	324,255	
Mail Processing Ctr	1.0	33,457		33,457	
Materials Management	1.0	49,684	688,154	737,838	
Medical Records	5.0	349,994		349,994	
Nuclear Medicine	1.4	34,554	288,853	323,407	
Operating Room / Rec Room	13.6	1,140,752	1,789,988	2,930,740	
Patient Logistics	3.0	155,762		155,762	
Pharmacy	10.4	891,127	1,580,752	2,471,879	
Phlebotomy	5.1	255,991		255,991	
Quality Management	1.0	142,150		142,150	
Receiving / Store Room	2.5	96,607		96,607	
Rehabilitation Medi	4.5	365,592	48,931	414,523	
Respiratory Therapy	5.9	400,707	108,004	508,711	
Security	1.0	88,326	535,201	623,528	
Laboratory	47.0	2,386,989	1,853,263	4,240,251	
ER / Observation Unit	39.7	2,414,452	3,236,300	5,650,753	
Dialysis	23.9	1,424,540	1,412,644	2,837,184	

\$ in Millions
LBH 2020

Department	FTE(s)	Salaries	Non-Salaries	Total
Family Practice	8.5	879,476	84,050	963,526
OPD Psychiatry	12.1	954,654	52,531	1,007,185
Finance	10.5	606,162	150,000	756,162
IT			1,697,112	1,697,112
Insurance			2,294,718	2,294,718
Depreciation			4,835,742	4,835,742
Total Salaries and Non-Salaries Expenses	437.1	30,869,999	25,036,702	55,906,701
Fringe Benefits @ 24.23%			7,479,801	7,479,801
Total		\$30,869,999	\$32,516,503	\$63,386,502

LONG BEACH HOSPITAL
Inpatient Statistics
For The Projection Years 2015-2024

TOTAL IP DISCHARGES

Source file: NSI's MSDRG Detail-no NYC Hosp file 10/29/15

	Avg Payer											
Row Labels	CMI	NYS15	NYS16	NYS17	NYS18	NYS19	NYS20	NYS21	NYS22	NYS23	NYS24	
Medicare	1.511	2,289	2,276	2,284	2,290	2,293	2,295	2,295	2,293	2,290	2,285	
Medicaid	0.885	166	161	157	152	148	143	139	135	131	128	
Mcr HMO	1.390	304	303	306	308	309	310	311	312	313	313	
All Other Payers	1.253	635	617	598	579	561	544	527	510	494	478	
Self-Pay	1.253	95	92	89	87	84	81	79	76	74	71	13% from All Other based on LBMC 2011 ICR split
Grand Total	1.318	3,489	3,450	3,433	3,415	3,395	3,374	3,351	3,327	3,302	3,275	:
												•
						TOTAL PATI						
Row Labels	- 1	NYS15	NYS16	NYS17	NYS18	NYS19	NYS20	NYS21	NYS22	NYS23	NYS24	
Medicare		10,815	10,742	10,759	10,767	10,766	10,757	10,740	10,716	10,641	10,561	
Medicaid		770	749	727	706	685	665	645	627	622	618	
Mcr HMO		1,216	1,211	1,218	1,224	1,228	1,231	1,233	1,234	1,226	1,217	
All Other Payers		1,741	1,690	1,635	1,582	1,530	1,481	1,433	1,386	1,376	1,366	
Self-Pay		260	252	244	236	229	221	214	207	206		13% from All Other based on LBMC 2011 ICR split
Grand Total ADC		14,802	14,645	14,584	14,515	14,438	14,355	14,266	14,171	14,070	13,965	i e
AUC		41	40	40	40	40	39	39	39	39	38	
						ALC	is .					
Row Labels	ĺ	NYS15	NYS16	NYS17	NYS18	NYS19	NYS20	NYS21	NYS22	NYS23	NYS24	
Medicare		4.7	4.7	4.7	4.7	4.7	4.7	4.7	4.7	4.6	4.6	
Medicaid		4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.7	4.8	
Mcr HMO		4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	3.9	3.9	
All Other Payers		2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.8	2.9	
Self-Pay		2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.8	2.9	
Grand Total		4.2	4.2	4.2	4.3	4.3	4.3	4.3	4.3	4.3	4.3	
						ICU/CCL	DAVE					
Row Labels		NYS15	NYS16	NYS17	NYS18	NYS19	NYS20	NYS21	NYS22	NYS23	NYS24	
Medicare		766	759	756	753	749	745	741	737	732	727	!
Medicaid		11	11	10	10	10	10	10	10	10	10	
Mcr HMO		35	34	34	34	34	34	34	33	33	33	
All Other Payers		115	114	113	112	111	111	110	109	108	107	
Self-Pay						111		110				
Sell-Pay					45							
Grand Total	-	15	15	15	15	14	14	14	14	14	14	
Grand Total		15 941	15 932	15 928	15 924	14 920	915	909	14 903	14 897	891	
		941	932	928	924	920	915	909	903	897	891	
Grand Total Chest Pain-Syncop	oe .											
	pe	941	932	928	924	920	915	909	903	897	891	
	oe I	941	932	928	924	920	915 112	909	903	897	891	
	oe	941	932	928	924	920 113	915 112	909	903	897	891	
	oe	941	932 115	928 115	924 114	920 113 WEIGHT	915 112 ED CMI	909	903	109	108	
Chest Pain-Syncop	pe [941 117 NYS15	932 115 NYS16	928 115 NYS17	924 114 NYS18	920 113 WEIGHT NYS19	915 112 ED CMI NYS20	909 111 NYS21	903 110 NYS22	109 NYS23	108 NYS24	:
Chest Pain-Syncop	oe	941 117 NYS15 2,903.7	932 115 NYS16 2,887.7	928 115 NYS17 2,897.8	924 114 NYS18 2,905.2	920 113 WEIGHT NYS19 2,910.1	915 112 ED CMI NYS20 2,912.5	909 1111 NYS21 2,912.6	903 110 NYS22 2,910.5	109 NYS23 2,906.3	108 NYS24 2,900.2	
Chest Pain-Syncop Medicare Medicaid Mcr HMO	oe	941 117 NYS15 2,903.7 134.9 346.0	932 115 NYS16 2,887.7 131.3 345.1	928 115 NYS17 2,897.8 127.5 347.7	924 114 NYS18 2,905.2 123.9 349.9	920 113 WEIGHT NYS19 2,910.1 120.3 351.8	915 112 ED CMI NYS20 2,912.5 116.9 353.2	909 111 NYS21 2,912.6 113.5 354.4	903 110 NYS22 2,910.5 110.3 355.2	NYS23 2,906.3 107.1 355.7	NY524 2,900.2 104.0 355.9	
Chest Pain-Syncop Medicare Medicaid	pe E	941 117 NYS15 2,903.7 134.9	932 115 NYS16 2,887.7 131.3 345.1 701.5	928 115 NYS17 2,897.8 127.5 347.7 679.8	924 114 NYS18 2,905.2 123.9 349.9 658.7	920 113 WEIGHT NYS19 2,910.1 120.3 351.8 638.2	915 112 ED CMI NYS20 2,912.5 116.9 353.2 618.4	909 111 NYS21 2,912.6 113.5 354.4 599.1	903 110 NYS22 2,910.5 110.3 355.2 580.5	NYS23 2,906.3 107.1 355.7 562.4	NYS24 2,900.2 104.0 355.9 544.9	
Chest Pain-Syncor Medicare Medicaid Mcr HMO All Other Payers	pe	941 117 NYS15 2,903.7 134.9 346.0 721.9 4,106.4	932 115 NYS16 2,887.7 131.3 345.1 701.5 4,065.5	928 115 NYS17 2,897.8 127.5 347.7 679.8 4,052.8	924 114 NYS18 2,905.2 123.9 349.9 658.7 4,037.7	920 113 WEIGHT NYS19 2,910.1 120.3 351.8 638.2 4,020.3	915 112 ED CMI NYS20 2,912.5 116.9 353.2 618.4 4,000.9	NYS21 2,912.6 113.5 354.4 599.1 3,979.6	NYS22 2,910.5 110.3 355.2 580.5 3,956.4	NYS23 2,906.3 107.1 355.7 562.4 3,931.5	NYS24 2,900.2 104.0 355.9 544.9 3,905.0	
Chest Pain-Syncop Medicare Medicaid Mcr HMO All Other Payers Grand Total	pe	941 117 NYS15 2,903.7 134.9 346.0 721.9	932 115 NYS16 2,887.7 131.3 345.1 701.5	928 115 NYS17 2,897.8 127.5 347.7 679.8	924 114 NYS18 2,905.2 123.9 349.9 658.7	920 113 WEIGHT NYS19 2,910.1 120.3 351.8 638.2	915 112 ED CMI NYS20 2,912.5 116.9 353.2 618.4	909 111 NYS21 2,912.6 113.5 354.4 599.1	903 110 NYS22 2,910.5 110.3 355.2 580.5	NYS23 2,906.3 107.1 355.7 562.4	NYS24 2,900.2 104.0 355.9 544.9	
Chest Pain-Syncop Medicare Medicaid Mcr HMO All Other Payers Grand Total	ре	941 117 NYS15 2,903.7 134.9 346.0 721.9 4,106.4	932 115 NYS16 2,887.7 131.3 345.1 701.5 4,065.5	928 115 NYS17 2,897.8 127.5 347.7 679.8 4,052.8	924 114 NYS18 2,905.2 123.9 349.9 658.7 4,037.7	920 113 WEIGHT NYS19 2,910.1 120.3 351.8 638.2 4,020.3	915 112 ED CMI NYS20 2,912.5 116.9 353.2 618.4 4,000.9 3,374	NYS21 2,912.6 113.5 354.4 599.1 3,979.6	NYS22 2,910.5 110.3 355.2 580.5 3,956.4	NYS23 2,906.3 107.1 355.7 562.4 3,931.5	NYS24 2,900.2 104.0 355.9 544.9 3,905.0	
Chest Pain-Syncop Medicare Medicaid Mcr HMO All Other Payers Grand Total	pe .	941 117 NYS15 2,903.7 134.9 346.0 721.9 4,106.4	932 115 NYS16 2,887.7 131.3 345.1 701.5 4,065.5	928 115 NYS17 2,897.8 127.5 347.7 679.8 4,052.8	924 114 NYS18 2,905.2 123.9 349.9 658.7 4,037.7	920 113 WEIGHT NYS19 2,910.1 120.3 351.8 638.2 4,020.3 3,395	915 112 ED CMI NYS20 2,912.5 116.9 353.2 618.4 4,000.9 3,374	NYS21 2,912.6 113.5 354.4 599.1 3,979.6	NYS22 2,910.5 110.3 355.2 580.5 3,956.4	NYS23 2,906.3 107.1 355.7 562.4 3,931.5	NYS24 2,900.2 104.0 355.9 544.9 3,905.0	
Chest Pain-Syncop Medicare Medicaid Mcr HMO All Other Payers Grand Total Grand Total	e e	941 117 NYS15 2,903.7 134.9 346.0 721.9 4,106.4 3,489	932 115 NYS16 2,887.7 131.3 345.1 701.5 4,065.5 3,450	928 115 NYS17 2,897.8 127.5 347.7 679.8 4,052.8 3,433	924 114 114 2,905.2 123.9 349.9 658.7 4,037.7 3,415	920 113 WEIGHT NYS19 2,910.1 120.3 351.8 638.2 4,020.3 3,395	915 112 ED CMI NYS20 2,912.5 116.9 353.2 618.4 4,000.9 3,374	909 111 2,912.6 113.5 354.4 599.1 3,979.6 3,351	903 110 NYS22 2,910.5 110.3 355.2 580.5 3,956.4 3,327	NYS23 2,906.3 107.1 355.7 562.4 3,931.5 3,302	NY524 2,900.2 104.0 355.9 544.9 3,905.0 3,275	
Chest Pain-Syncog Medicare Medicaid Mor HMO All Other Payers Grand Total Grand Total Medicare	pe	941 117 NYS15 2,903.7 134.9 346.0 721.9 4,106.4 3,489	932 115 NYS16 2,887.7 131.3 345.1 701.5 4,065.5 3,450	928 115 NYS17 2,897.8 127.5 347.7 679.8 4,052.8 3,433	924 114 NYS18 2,905.2 123.9 658.7 4,037.7 3,415	920 113 WEIGHT NYS19 2,910.1 120.3 351.8 638.2 4,020.3 3,395	915 112 ED CMI NYS20 2,912.5 116.9 353.2 618.4 4,000.9 3,374 CMI NYS20	909 111 NYS21 2,912.6 113.5 354.4 599.1 3,979.6 3,351	903 110 NYS22 2,910.5 110.3 355.2 580.5 3,956.4 3,327	NYS23 2,906.3 107.1 355.7 562.4 3,931.5 3,302	NY524 2,900.2 104.0 355.9 544.9 3,905.0 3,275	
Chest Pain-Syncop Medicare Medicaid Mcr HMO All Other Payers Grand Total Grand Total Medicare Medicaid	poe	941 117 NYS15 2,903.7 134.9 346.0 74,106.4 3,489 NYS15 1.27	932 115 NYS16 2,887.7 131.3 345.1 705.5 4,065.5 3,450 NYS16 1.27	928 115 NYS17 2,897.8 127.5 347.7 679.8 4,052.8 3,433 NYS17 1.27	924 114 NYS18 2,905.2 123.9 658.7 4,037.7 3,415 NYS18 1.27	920 113 WEIGHT NYS19 12,910.1 120.3 351.8 638.2 4,020.3 3,395 AVG NYS19 1.27	915 112 ED CMI NYS20 2,912.5 116.9 353.2 618.4 4,000.9 3,374 CMI NYS20 1.27	909 111 2,912.6 113.5 354.4 599.1 3,979.6 3,351	903 110 NYS22 2,910.5 110.3 355.2 580.5 3,956.4 3,327	NYS23 2,906.3 107.1 355.7 562.4 3,931.5 3,302	NY524 2,900.2 104.0 355.9 544.9 3,905.0 3,275	
Chest Pain-Syncop Medicare Medicaid Mcr HMO All Other Payers Grand Total	De l	941 117 NYS15 2,903.7 134.9 346.0 721.9 4,106.4 3,489 NYS15 1.27 0.81	932 115 NYS16 2,887.7 131.3 345.1 701.5 4,065.5 3,450 NYS16 1.27 0.81	928 115 NYS17 2,897.8 127.5 347.7 679.8 4,052.8 3,433 NYS17 1.27 0.81	924 114 NYS18 2,905.2 123.9 349.9 658.7 4,037.7 3,415 NYS18 NYS18	920 113 WEIGHT NYS19 2,910.1 120.3 351.8 638.2 4,020.3 3,395 AVG NYS19 1.27 0.81	915 112 ED CMI NYS20 2,912.5 116.9 353.2 618.4 4,000.9 3,374 CMI NYS20 1.27 0.81	909 1111 2,912.6 113.5 354.4 599.1 3,979.6 3,351	903 110 NYS22 2,910.5 110.3 355.2 580.5 3,956.4 3,327 NYS22 1.27 0.82	NYS23 2,906.3 107.1 355.7 562.4 3,931.5 3,302	NYS24 2,900.2 104.0 355.9 544.9 3,905.0 3,275 NYS24 1.27 0.82	

	2012	1		Г	2011			
	LB ICR	J		L	LB ICR			
MEDICARE	1,213				1,713			
MEDICAID	168		Mcd HMO	91	238		Mcd HMO	117
NON PROFIT INDEMNITY INSURANCE	116		Self Pay	41	197		Self Pay	49
COMMERCIAL INDEMNITY INSURANCE	7	•	* total =	267	27	•	* total =	379
HMO - MEDICARE	236		SP Ratio	15%	178		SP Ratio	13%
HMO/PHSP MEDICAID	91	•	Mcd HMO Rati	34%	117	•	Mcd HMO Rati	31%
HMO/PHSP OTHER	124	•			164	•		
SELF INSURED								
WORKERS COMPENSATION	2	•			4	•		
NO FAULT	1	•			3	•		
UNINSURED/SELF PAY	41	•			49	•		
GOVERNMENT								
FREE (CHARITY, HILL BURTON)	1	•			15	•		
COURTESY								
	2,000							

JL CONSULTING, LLC printed 2/12/2016 06-Insert_AppendixD.3_LB Hospital Projection (Multi Tab)

LONG BEACH - NEW HOSPITAL

CAPITAL PROJECTION

DEPRECIATION AND CWIP CALCULATION

Project Components:	Uses
Construction (Bldgs & Fixtures)	73,441,600
Equipment	20,117,760
Soft Costs, Architectural, Engineering, Psych Prep, CON Fees, etc.	5,029,440
Total	98 588 800

	CWIP	
2017	2018	2019
24,480,533	48,961,067	73,441,600
1,676,480	3,352,960	5,029,440
26,157,013	52,314,027	78,471,040

	2020	2021	2022	2023	2024
Project Components:	<u> </u>				
Construction (Bldgs & Fixtures) - 40 yrs	\$1,836,040	\$1,836,040	\$1,836,040	\$1,836,040	\$1,836,040
Equipment - 7 yrs	2,873,966	2,873,966	2,873,966	2,873,966	2,873,966
Soft Costs, Architectural, Engineering, Psych Prep, CON Fees, etc 40 yrs	125,736	125,736	125,736	125,736	125,736
Total	\$4,835,742	\$4,835,742	\$4,835,742	\$4,835,742	\$4,835,742
BUILDINGS AND FIXTURES	1,961,776	1,961,776	1,961,776	1,961,776	1,961,776
EQUIPMENT	2,873,966	2,873,966	2,873,966	2,873,966	2,873,966
TOTAL DEPRECIATION	\$4.835.742	\$4.835.742	\$4.835.742	\$4.835.742	\$4.835.742

Dept	Job Title	FTE(s)	Avg Sal/FTF	Total Expenses	FTE(s) T	otal Expenses	2016	2017	2018	2019	2020
2011	700 11110	(0)	2016 Expen			Expenses			Trends		
			LOTO EXPEN		2320	-Apolises	<u> </u>				
Critical Care Unit(10 beds/ADC=3):											
Circuit Care Offic 10 Deas/ADC=3):	Nia Man	1.0	130,000	130.000							
	Nurse Mgr		,	,							
	Asst Nurse Mgr	1.0	100,000	100,000							
	RNs	11.0	90,000	990,000							
	PCTs	6.0	41,000	246,000							
	Unit Clerk	1.0	39,000	39,000							
	Monitor Tech	1.0	45,000	45,000							
Critical Care Unit - Total		21.0		1,550,000	21.0	1,677,770	2%	6 2%	2%	2%	2%
Med/Surg (50 beds)*											
* Bed Ratio 1:6; Staffed @ 100%	Nurse Manager	2.0	125,000	250,000							
	Ass't Nurse Manager	4.0	88,900	355,600							
	RN	47.4	86,200	4,082,432							
	PCT	29.9	40,638	1,214,263							
	Nurse Aide	4.0	38,400	153,600							
	Unit Clerk	6.2	38,736	241,713							
	Monitor Tech	2.0	45,440	90,880							
Med/Surg - Total	Monitor recii	95.5	43,440	6,388,488	95.5	6,915,105	2%	6 2%	2%	2%	2%
Wed/Surg - Total		93.3		0,300,400	95.5	0,915,105	270	270	270	270	270
Other Staff											
	Hospitalists	8.3	200,000	1,660,000	8.3	1,761,605	2%		2%	2%	
	Intensivist (Critical Care Unit)	3.0	400,000	1,200,000	3.0	1,273,450	2%	6 2%	2%	2%	
			2015 Expen	ises	2020	Expenses					
Dept	Job Title	FTE(s)	Avg Sal/FTE	Total Expenses	FTE(s) T	otal Expenses					
Staffing Based on a Comparable Hospital Size - un	less noted:										
Admin/Nursing	Administrative Coordinator PD	0.5		30,912							
	Clerk/Receptionist	1.0		38,414							
	Director Of Nursing	1.0		140,000							
	Executive Secretary, Sr. V.P.	1.0		53,011							
	Medical Secretary	1.0		40,205							
	Nurse Educator	1.0									
				/X /UU							
Admin/Nursing - Total				28,200	5.5	365 166	2%	: 2%	2%	2%	2%
Admin/Nursing - Total		5.5		330,742	5.5	365,166	2%	6 2%	2%	2%	2%
Admin/Nursing - Total Administration (see below):					5.5	365,166	2%	ś 2 %	2%	2%	2%
					5.5	365,166	2%	S 2%	2%	2%	2%
, .					5.5	365,166	2%	ź 2%	2%	2%	2%
Administration (see below):		5.5		330,742	5.5	365,166	2%	6 2%	2%	2%	2%
	Cashier	1.0		330,742	5.5	365,166	2%	6 2%	2%	2%	2%
Administration (see below):		1.0 1.0		330,742 33,352 38,060	5.5	365,166	2%	2 %	2%	2%	2%
Administration (see below):	Cashier	1.0		330,742	5.5	365,166	2%	6 2%	2%	2%	2%
Administration (see below):	Cashier Financial Counselor	1.0 1.0		330,742 33,352 38,060	5.5	365,166	2%	6 2%	2%	2%	2%
Administration (see below):	Cashier Financial Counselor Medicaid Interviewer	1.0 1.0 3.0		330,742 33,352 38,060 125,800	5.5	365,166	2%	6 2%	2%	2%	2%
Administration (see below):	Cashier Financial Counselor Medicaid Interviewer Medical Interviewer	1.0 1.0 3.0 1.0		330,742 33,352 38,060 125,800 41,837	5.5	365,166	2%	6 2%	2%	2%	2%
Administration (see below):	Cashier Financial Counselor Medicaid Interviewer Medical Interviewer Patient Access Rep	1.0 1.0 3.0 1.0 9.4		330,742 33,352 38,060 125,800 41,837 377,142	5.5	365,166	2%	6 2%	2%	2%	2%
Administration (see below): Admitting/Registration	Cashier Financial Counselor Medicaid Interviewer Medical Interviewer Patient Access Rep Patient Access Rep	1.0 1.0 3.0 1.0 9.4 4.8 1.0		330,742 33,352 38,060 125,800 41,837 377,142 192,987 67,500							
Administration (see below): Admitting/Registration Admitting/RegistrationTotal	Cashier Financial Counselor Medicaid Interviewer Medical Interviewer Patient Access Rep Patient Access Rep	1.0 1.0 3.0 1.0 9.4 4.8 1.0		330,742 33,352 38,060 125,800 41,837 377,142 192,987 67,500 876,677	21.2	365,166 967,923	2%		2%	2%	2%
Administration (see below): Admitting/Registration	Cashier Financial Counselor Medicaid Interviewer Medical Interviewer Patient Access Rep Patient Access Representative Patient Access Supervisor	1.0 1.0 3.0 1.0 9.4 4.8 1.0 21.2		330,742 33,352 38,060 125,800 41,837 377,142 192,987 67,500 876,677 338,615							
Administration (see below): Admitting/Registration Admitting/RegistrationTotal	Cashier Financial Counselor Medicaid Interviewer Medical Interviewer Patient Access Rep Patient Access Representative Patient Access Supervisor RN RN / PD	1.0 1.0 3.0 1.0 9.4 4.8 1.0 21.2 3.0 0.1		330,742 33,352 38,060 125,800 41,837 377,142 192,987 67,500 876,677 338,615 6,318							
Administration (see below): Admitting/Registration Admitting/RegistrationTotal	Cashier Financial Counselor Medicaid Interviewer Medical Interviewer Patient Access Rep Patient Access Rep Patient Access Supervisor RN RN / PD RN Per Diem	1.0 1.0 3.0 1.0 9.4 4.8 1.0 21.2 3.0 0.1		330,742 33,352 38,060 125,800 41,837 377,142 192,987 67,500 876,677 338,615 6,318 28,765							
Administration (see below): Admitting/Registration Admitting/RegistrationTotal Ambulatory Surgery	Cashier Financial Counselor Medicaid Interviewer Medical Interviewer Patient Access Rep Patient Access Representative Patient Access Supervisor RN RN / PD	1.0 1.0 3.0 1.0 9.4 4.8 1.0 21.2 3.0 0.1 0.3		330,742 33,352 38,060 125,800 41,837 377,142 192,987 67,500 876,677 338,615 6,318 28,765 33,240	21.2	967,923	2%	6 2%	2%	2%	2%
Administration (see below): Admitting/Registration Admitting/RegistrationTotal Ambulatory Surgery Ambulatory Surgery Total	Cashier Financial Counselor Medicaid Interviewer Medical Interviewer Patient Access Rep Patient Access Rep Patient Access Supervisor RN RN / PD RN Per Diem	1.0 1.0 3.0 1.0 9.4 4.8 1.0 21.2 3.0 0.1		330,742 33,352 38,060 125,800 41,837 377,142 192,987 67,500 876,677 338,615 6,318 28,765				6 2%			
Administration (see below): Admitting/Registration Admitting/RegistrationTotal Ambulatory Surgery Ambulatory Surgery Total Anesthesiology	Cashier Financial Counselor Medicaid Interviewer Medical Interviewer Patient Access Rep Patient Access Supervisor RN RN / PD RN Per Diem Unit Clerk	1.0 1.0 3.0 1.0 9.4 4.8 1.0 21.2 3.0 0.1 0.3		330,742 33,352 38,060 125,800 41,837 377,142 192,987 67,500 876,677 338,615 6,318 28,765 33,240	21.2	967,923	2%	6 2%	2%	2%	2%
Administration (see below): Admitting/Registration Admitting/RegistrationTotal Ambulatory Surgery Ambulatory Surgery Total Anesthesiology staffing from Dr. Sharma 11/23/15 call with JL dele	Cashier Financial Counselor Medicaid Interviewer Medical Interviewer Patient Access Rep Patient Access Supervisor RN RN / PD RN Per Diem Unit Clerk	1.0 1.0 3.0 1.0 9.4 4.8 1.0 21.2 3.0 0.1 0.3		330,742 33,352 38,060 125,800 41,837 377,142 192,987 67,500 876,677 338,615 6,318 28,765 33,240	21.2	967,923	2%	6 2% 6 2%	2%	2%	2%
Administration (see below): Admitting/Registration Admitting/RegistrationTotal Ambulatory Surgery Ambulatory Surgery Total Anesthesiology staffing from Dr. Sharma 11/23/15 call with JL deleanesthesiology Total	Cashier Financial Counselor Medicaid Interviewer Medical Interviewer Patient Access Rep Patient Access Supervisor RN RN / PD RN Per Diem Unit Clerk te salaries; add OTPS	1.0 1.0 3.0 9.4 4.8 1.0 21.2 3.0 0.1 0.3 1.0		330,742 33,352 38,060 125,800 41,837 377,142 192,987 67,500 876,677 338,615 6,318 28,765 33,240 406,938	21.2	967,923	2%	6 2% 6 2%	2%	2%	2%
Administration (see below): Admitting/Registration Admitting/RegistrationTotal Ambulatory Surgery Ambulatory Surgery Total Anesthesiology Anesthesiology Total Case Management/Social Work	Cashier Financial Counselor Medicald Interviewer Medical Interviewer Patient Access Rep Patient Access Representative Patient Access Supervisor RN RN / PD RN Per Diem Unit Clerk te salaries; add OTPS Case Management	1.0 1.0 3.0 1.0 9.4 4.8 1.0 21.2 3.0 0.1 0.3 1.0 4.3		330,742 33,352 38,060 125,800 41,837 377,142 192,987 67,500 876,677 338,615 6,318 28,765 33,240 406,938	21.2	967,923	2%	6 2% 6 2%	2%	2%	2%
Administration (see below): Admitting/Registration Admitting/RegistrationTotal Ambulatory Surgery Ambulatory Surgery Total Anesthesiology staffing from Dr. Sharma 11/23/15 call with JL dele Anesthesiology Total Case Management/Social Work staffing from A. Balko 11/20/15 email	Cashier Financial Counselor Medicaid Interviewer Medical Interviewer Patient Access Rep Patient Access Supervisor RN RN / PD RN Per Diem Unit Clerk te salaries; add OTPS	1.0 1.0 3.0 1.0 9.4 4.8 1.0 21.2 3.0 0.1 0.3 1.0 4.3		330,742 33,352 38,060 125,800 41,837 377,142 192,987 67,500 876,677 338,615 6,318 28,765 33,240 406,938	21.2	967,923	2% 2% 2%	6 2% 6 2%	2% 2%	2% 2%	2% 2%
Administration (see below): Admitting/Registration Admitting/RegistrationTotal Ambulatory Surgery Ambulatory Surgery Total Anesthesiology Total Case Management/Social Work	Cashier Financial Counselor Medical Interviewer Medical Interviewer Patient Access Rep Patient Access Representative Patient Access Supervisor RN RN / PD RN Per Diem Unit Clerk Case Management Social Worker	1.0 1.0 3.0 1.0 9.4 4.8 1.0 21.2 3.0 0.1 0.3 1.0 4.3		330,742 33,352 38,060 125,800 41,837 377,142 192,987 67,500 876,677 338,615 6,318 28,765 33,240 406,938	21.2	967,923	2%	6 2% 6 2%	2%	2%	2%
Administration (see below): Admitting/Registration Admitting/RegistrationTotal Ambulatory Surgery Ambulatory Surgery Total Anesthesiology staffing from Dr. Sharma 11/23/15 call with JL dele Anesthesiology Total Case Management/Social Work staffing from A. Balko 11/20/15 email	Cashier Financial Counselor Medicald Interviewer Medical Interviewer Patient Access Rep Patient Access Representative Patient Access Supervisor RN RN / PD RN Per Diem Unit Clerk te salaries; add OTPS Case Management	1.0 1.0 3.0 1.0 9.4 4.8 1.0 21.2 3.0 0.1 0.3 1.0 4.3		330,742 33,352 38,060 125,800 41,837 377,142 192,987 67,500 876,677 338,615 6,318 28,765 33,240 406,938	21.2	967,923	2% 2% 2%	6 2% 6 2%	2% 2%	2% 2%	2% 2%

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Dept	Job Title	FTE(s) Avg	Sal/FTE Total Expenses
staffing from A. Balko 11/23/15 call w/ JL			20.000
Communications - Total	Distant Mankey	2.5	98,000
Dietary staffing from W. Ulrich 11/20/15 email	Dietary Worker	4.0	152,880
DietaryTotal		4.0	152,880
Electrocardiography		4.0	132,880
staffing from Dr. Sharma 11/23/15 call with JL	delete salaries: add OTPS		
Electrocardiography Total	delete salares, add orr s		
Electroencephalogra	Eeg Technician	0.5	35,212
Electroencephalogra Total		0.5	35,212
Engineering	Chief Engineer	1.0	80,000
	Maint Mech A	2.0	132,221
	Maint Mech B	1.0	53,858
	Maintenance Manager	1.0	90,000
	Maintenance Mechanic A	3.0	197,763
	Secretary	1.0	35,198
	Station. Eng / PD	0.9	29,976
	Stationary Eng	3.0	247,017
	Stationary Engineer	2.0	133,247
	Adj for comp hospital size sq ft	(4.1)	(277,955)
staffing from W. Ulrich 11/20/15 email	Plant Maintenance Staff	6.0	286,650
ngineering - Total		16.7	1,007,975
nvironmental Servi	Environmental Aide	1.0	29,824
	Housekpng Wkr	21.8	771,020
	Lead Housekpng Wkr	1.0	61,414
	Secretary	1.0	40,376
	Site Manager	1.0	60,000
	Supervisor	1.0	50,000
	Waxer/Stripper	1.0	36,053
	Adj for comp hospital size sq ft	(7.7)	(291,698)
Environmental Servi Total		20.1	756,989
Human Resources	Generalist	2.0	156,800
	Clerk	1.0	39,200
staffing from A. Balko 11/23/15 call w/ JL			
Human Resources Total		3.0	196,000
aundry	Laundry Wkr	1.0	38,060
aundry - Total		1.0	38,060
Mail Processing Ctr	Mailroom Clerk	1.0	30,303
taffing from A. Balko 11/20/15 email			
Mail Processing Ctr Total		1.0	30,303
Materials Management	Buyer	1.0	45,000
taffing from A. Balko 11/20/15 email		1.0	45.000
Materials Management Total	Modical Popurate Cadana	1.0	45,000
Medical Records	Medical Records Coders	2.0	120,000
taffing from A. Balko 11/20/15 email	Medical Records Tech	1.0	37,000
staffing from A. Balko 11/20/15 email	CDIP Specialist	1.0	85,000 75,000
staffing from A. Balko 11/23/15 call w/ JL Medical Records Total	Coding Supervisor	1.0 5.0	317,000
Nuclear Medicine -	Lead Rad Technologist	1.0	21,987
vucicai Meulelle -	Technologist	0.4	9,310
Nuclear Medicine - Total	recimologist	1.4	31,297
Occupational Health	Clerk	1.0	43,469
occupational ricaltii	Occupational Health Coord	1.0	84,616
Occupational Health Total	Geogrational region Coold	2.0	128,085
DR - Operating Room	AANC	1.0	149,507
	ANC	1.0	48,654
	Certified O.R. Technologist	1.0	9,455
	Medical Secretary	1.0	42,582
	Nursing Attendant	2.0	82,738
	Operative Service Technician	1.0	51,249
	Or Inventory Clerk	0.6	27,647
	Orthopedic P.A. R.N.	1.0 1.0	75,210 92,698
	LV-IA-	1.0	92,098

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Dept	Job Title	FTE(s) A	Avg Sal/FTE Total	Expenses	FTE(s) T	otal Expenses	2016	2017	2018	2019	2020
•	RN	3.0		425,334							
	RN Per Diem	0.0		3,355							
	Surgical Technologist	1.0		24,783							
OR - Operating Room Total		13.6		1,033,214	13.6	1,140,752	2%	2%	2%	2%	2%
Patient Logistics -	Transporter	3.0		141,078		, ,,					
Patient Logistics - Total		3.0		141,078	3.0	155,762	2%	2%	2%	2%	2%
Pharmacy	Inventory Clk / PD	1.0		30,229							
Thurmacy	Pharm Qual Con	1.0		43,914							
	Pharmacist	3.8		335,540							
	Pharmacist / PD	2.2		198,024							
	Pharmacy Tech	1.4		77,725							
	Supervisor	1.0		121,689	10.1	204 427	201	20/	20/	20/	20/
Pharmacy - Total	DILL : ::	10.4		807,121	10.4	891,127	2%	2%	2%	2%	2%
Phlebotomy	Phlebotomist	5.1		231,859							
Phlebotomy - Total		5.1		231,859	5.1	255,991	2%	2%	2%	2%	2%
Quality Management	Director Quality Mgmt	1.0		128,750							
Quality Management Total		1.0		128,750	1.0	142,150	2%	2%	2%	2%	2%
Rehabilitation Medi	Clerk Typist	1.0		32,670							
	Lead Physical Therapist	0.5		66,310							
	Physical Therapist	2.0		164,378							
	Staff Physical Therapist	1.0		67,771							
Rehabilitation Medi Total		4.5		331,128	4.5	365,592	2%	2%	2%	2%	2%
Receiving/Storeroom	Receiving/Store Room Clerk	2.5		87,500							
staffing from A. Balko 11/20/15 email											
Receiving/Storeroom Total		2.5		87,500	2.5	96,607	2%	2%	2%	2%	2%
Respiratory Therapy	Per Diem Reg Resp Thrpst	0.2		15,626							
	Reg. Resp Therapist	1.0		62,891							
	Reg. Respiratory Therapist	0.2		13,427							
	Resp Thera / PD	0.5		31,090							
	Respiratory Therapist	4.0		239,899							
Respiratory Therapy Total		5.9		362,932	5.9	400,707	2%	2%	2%	2%	2%
from OPD Pavilion project - adjusted:			2018 Expenses		2020	Expenses					
from OPD Pavilion project - adjusted: Dept	Job Title	FTE(s) F	2018 Expenses Avg Sal/FTE Total	l Expenses		Expenses otal Expenses					
Dept	Job Title Pathologist	FTE(s) A		Expenses 212,242		_	2%	2%	2%	2%	2%
Dept						_	2%	2%	2%	2%	2%
Dept	Pathologist	1.0	Avg Sal/FTE Total	212,242		_	2%	2%	2%	2%	2%
Dept	Pathologist Phlebotomists	1.0 9.0	Avg Sal/FTE Total	212,242 396,577		_	2%	2%	2%	2%	2%
Dept	Pathologist Phlebotomists Technicians	1.0 9.0 28.0	44,064 44,064	212,242 396,577 1,233,796		_	2%	2%	2%	2%	2%
Dept	Pathologist Phlebotomists Technicians Supervisor Lab Clerk	1.0 9.0 28.0 3.0	44,064 44,064 44,708 33,956	212,242 396,577 1,233,796 254,125 101,867		_	2%	2%	2%	2%	2%
Dept Laboratory	Pathologist Phlebotomists Technicians Supervisor	1.0 9.0 28.0 3.0 3.0 3.0	44,064 44,064 84,708	212,242 396,577 1,233,796 254,125 101,867 95,693	FTE(s) T	otal Expenses					
Dept Laboratory Laboratory - Total	Pathologist Phlebotomists Technicians Supervisor Lab Clerk Lab Courier	1.0 9.0 28.0 3.0 3.0 3.0	44,064 44,064 44,708 33,956 31,898	212,242 396,577 1,233,796 254,125 101,867 95,693 2,294,299		_	2%	2%	2%	2%	2%
Dept aboratory aboratory - Total	Pathologist Phlebotomists Technicians Supervisor Lab Clerk Lab Courier Clerical	1.0 9.0 28.0 3.0 3.0 3.0 47.0	44,064 44,064 84,708 33,956 31,898	212,242 396,577 1,233,796 254,125 101,867 95,693 2,294,299 65,998	FTE(s) T	otal Expenses					
Dept aboratory aboratory - Total	Pathologist Phiebotomists Technicians Supervisor Lab Clerk Lab Courier Clerical CT Technologist	1.0 9.0 28.0 3.0 3.0 3.0 47.0 2.0 6.0	44,064 44,064 84,708 33,956 31,898 32,999 63,493	212,242 396,577 1,233,796 254,125 101,867 95,693 2,294,299 65,998 380,959	FTE(s) T	otal Expenses					
Dept aboratory aboratory - Total	Pathologist Phlebotomists Technicians Supervisor Lab Clerk Lab Courier Clerical CT Technologist CT Technologist Per Diem	1.0 9.0 28.0 3.0 3.0 3.0 47.0 2.0 6.0 1.2	44,064 44,064 84,708 33,956 31,898 32,999 63,493 63,493	212,242 396,577 1,233,796 254,125 101,867 95,693 2,294,299 65,998 380,959 73,089	FTE(s) T	otal Expenses					
Dept Laboratory Laboratory - Total	Pathologist Phiebotomists Technicians Supervisor Lab Clerk Lab Courier Clerical CT Technologist CT Technologist Per Diem X-Ray Tech	1.0 9.0 28.0 3.0 3.0 3.0 47.0 2.0 6.0 1.2 7.0	Avg Sal/FTE Total 44,064 44,064 84,708 33,956 31,898 32,999 63,493 63,493 56,153	212,242 396,577 1,233,796 254,125 101,867 95,693 2,294,299 65,998 380,959 73,089 393,068	FTE(s) T	otal Expenses					
Dept Laboratory Laboratory - Total	Pathologist Phlebotomists Technicians Supervisor Lab Clerk Lab Courier Clerical CT Technologist CT Technologist Per Diem X-Ray Tech X-Ray Tech per Diem	1.0 9.0 28.0 3.0 3.0 47.0 2.0 6.0 1.2 7.0	44,064 44,064 84,708 33,956 31,898 32,999 63,493 63,493 56,153 56,153	212,242 396,577 1,233,796 254,125 101,867 95,693 2,294,299 65,998 380,959 73,089 393,068 64,639	FTE(s) T	otal Expenses					
Dept Laboratory Laboratory - Total	Pathologist Philebotomists Technicians Supervisor Lab Clerk Lab Courier Clerical CT Technologist CT Technologist Per Diem X-Ray Tech X-Ray Tech MRI tech	1.0 9.0 28.0 3.0 3.0 47.0 2.0 6.0 1.2 7.0 1.2 2.5	44,064 44,064 84,708 33,956 31,898 32,999 63,493 63,493 56,153 56,153 63,493	212,242 396,577 1,233,796 254,125 101,867 95,693 2,294,299 65,998 380,959 73,089 393,068 64,639 158,733	FTE(s) T	otal Expenses					
Dept Laboratory Laboratory - Total Radiology	Pathologist Phlebotomists Technicians Supervisor Lab Clerk Lab Courier Clerical CT Technologist CT Technologist Per Diem X-Ray Tech X-Ray Tech per Diem	1.0 9.0 28.0 3.0 3.0 47.0 2.0 6.0 1.2 7.0 1.2 2.5 2.0	44,064 44,064 84,708 33,956 31,898 32,999 63,493 63,493 56,153 56,153 63,493 63,493	212,242 396,577 1,233,796 254,125 101,867 95,693 2,294,299 65,998 380,959 73,089 393,068 64,639 158,733 126,986	FTE(s) 1	2,386,989	2%	2%	2%	2%	2%
Dept Laboratory Laboratory - Total Radiology Radiology - Total	Pathologist Phiebotomists Technicians Supervisor Lab Clerk Lab Courier Clerical CT Technologist CT Technologist Per Diem X-Ray Tech X-Ray Tech per Diem MRI tech Ultra Sound Tech	1.0 9.0 28.0 3.0 3.0 47.0 2.0 6.0 1.2 7.0 1.2 2.5 2.0	Avg Sal/FTE Total 44,064 44,064 84,708 33,956 31,898 32,999 63,493 63,493 56,153 56,153 56,153 63,493 63,493	212,242 396,577 1,233,796 254,125 101,867 95,693 2,294,299 65,998 380,959 73,089 393,068 64,639 158,733 126,986 1,263,473	FTE(s) T	otal Expenses					
Dept Laboratory Laboratory - Total Radiology Radiology - Total	Pathologist Phlebotomists Technicians Supervisor Lab Clerk Lab Courier Clerical CT Technologist CT Technologist Per Diem X-Ray Tech X-Ray Tech Ultra Sound Tech Registered Nurse	1.0 9.0 28.0 3.0 3.0 3.0 47.0 2.0 6.0 1.2 7.0 1.2 2.5 2.0 21.8	Avg Sal/FTE Total 44,064 44,064 84,708 33,956 31,898 32,999 63,493 63,493 56,153 56,153 63,493 63,493 70,200	212,242 396,577 1,233,796 254,125 101,867 95,693 2,294,299 65,998 380,959 73,089 393,068 64,639 158,733 126,986 1,263,473 1,415,458	FTE(s) 1	2,386,989	2%	2%	2%	2%	2%
Dept Laboratory Laboratory - Total Radiology Radiology - Total	Pathologist Philebotomists Technicians Supervisor Lab Clerk Lab Courier Clerical CT Technologist CT Technologist Per Diem X-Ray Tech Vltra Sound Tech Registered Nurse Patient Care Tech	1.0 9.0 28.0 3.0 3.0 3.0 47.0 2.0 6.0 1.2 7.0 1.2 2.5 2.0 21.8	Avg Sal/FTE Total 44,064 44,064 84,708 33,956 31,898 32,999 63,493 63,493 56,153 56,153 63,493 63,493 70,200 35,100	212,242 396,577 1,233,796 254,125 101,867 95,693 2,294,299 65,998 380,959 73,089 393,068 64,639 158,733 126,986 1,263,473 1,415,458 304,651	FTE(s) 1	2,386,989	2%	2%	2%	2%	2%
Dept Laboratory Laboratory - Total Radiology Radiology - Total	Pathologist Phiebotomists Technicians Supervisor Lab Clerk Lab Courier Clerical CT Technologist CT Technologist Per Diem X-Ray Tech X-Ray Tech per Diem MRI tech Ultra Sound Tech Registered Nurse Patient Care Tech Unit Clerk	1.0 9.0 28.0 3.0 3.0 47.0 2.0 6.0 1.2 7.0 1.2 2.5 2.0 21.8 20.2	Avg Sal/FTE Total 44,064 44,064 84,708 33,956 31,898 32,999 63,493 63,493 56,153 56,153 63,493 63,493 70,200 35,100 33,950	212,242 396,577 1,233,796 254,125 101,867 95,693 2,294,299 65,998 380,959 73,089 393,068 64,639 158,733 126,986 1,263,473 1,415,458 304,651 126,933	FTE(s) 1	2,386,989	2%	2%	2%	2%	2%
Dept Laboratory Laboratory - Total Radiology Radiology - Total	Pathologist Phiebotomists Technicians Supervisor Lab Clerk Lab Courier Clerical CT Technologist Per Diem X-Ray Tech X-Ray Tech per Diem MRI tech Ultra Sound Tech Registered Nurse Patient Clerk Coder	1.0 9.0 28.0 3.0 3.0 47.0 2.0 6.0 1.2 7.0 1.2 2.5 2.0 21.8 20.2 8.7 3.7	Avg Sal/FTE Total 44,064 44,064 84,708 33,956 31,898 32,999 63,493 63,493 56,153 56,153 63,493 63,493 70,200 35,100 33,950 45,568	212,242 396,577 1,233,796 254,125 101,867 95,693 2,294,299 65,998 380,959 73,089 393,068 64,639 158,733 1,263,473 1,415,458 304,651 126,933 52,454	FTE(s) 1	2,386,989	2%	2%	2%	2%	2%
Dept Laboratory Laboratory - Total Radiology Radiology - Total ER / Observation Unit	Pathologist Phiebotomists Technicians Supervisor Lab Clerk Lab Courier Clerical CT Technologist CT Technologist Per Diem X-Ray Tech X-Ray Tech per Diem MRI tech Ultra Sound Tech Registered Nurse Patient Care Tech Unit Clerk	1.0 9.0 28.0 3.0 3.0 3.0 47.0 2.0 6.0 1.2 7.0 1.2 2.5 2.0 2.1.8 20.2 8.7 3.7 1.2 6.0	Avg Sal/FTE Total 44,064 44,064 84,708 33,956 31,898 32,999 63,493 63,493 56,153 56,153 63,493 63,493 70,200 35,100 33,950	212,242 396,577 1,233,796 254,125 101,867 95,693 2,294,299 65,998 380,959 73,089 393,068 64,639 158,733 126,986 1,415,458 304,651 1,415,458 304,651 126,933 52,454 421,200	47.0 21.8	2,386,989 1,314,517	2%	2%	2%	2%	2%
Dept Laboratory Laboratory - Total Radiology Radiology - Total ER / Observation Unit	Pathologist Philebotomists Technicians Supervisor Lab Clerk Lab Courier Clerical CT Technologist CT Technologist Per Diem X-Ray Tech Ultra Sound Tech Registered Nurse Patient Care Tech Unit Clerk Coder Observation RNs	1.0 9.0 28.0 3.0 3.0 3.0 47.0 2.0 6.0 1.2 7.0 1.2 2.5 2.0 21.8 20.2 8.7 3.7 1.2	Avg Sal/FTE Total 44,064 44,064 84,708 33,956 31,898 32,999 63,493 63,493 56,153 56,153 63,493 63,493 70,200 35,100 33,950 45,568 70,200	212,242 396,577 1,233,796 254,125 101,867 95,693 2,294,299 65,998 380,959 73,089 393,068 64,639 158,733 126,986 1,263,473 1,415,458 304,651 126,933 52,454 421,200 2,320,696	FTE(s) 1	2,386,989	2%	2%	2%	2%	2%
Dept Laboratory Laboratory - Total Radiology Radiology - Total ER / Observation Unit	Pathologist Phiebotomists Technicians Supervisor Lab Clerk Lab Courier Clerical CT Technologist CT Technologist Per Diem X-Ray Tech X-Ray Tech per Diem MRI tech Ultra Sound Tech Registered Nurse Patient Care Tech Unit Clerk Coder Observation RNs RN Clinical Coordinator	1.0 9.0 28.0 3.0 3.0 3.0 47.0 2.0 6.0 1.2 7.0 21.8 20.2 21.8 20.2 8.7 3.7 1.2 6.0 3.0 3.0 3.0 3.0 3.0 3.0 3.0 3	44,064 44,064 84,708 33,956 31,898 32,999 63,493 63,493 56,153 56,153 56,153 63,493 63,493 70,200 35,100 33,950 45,568 70,200	212,242 396,577 1,233,796 254,125 101,867 95,693 2,294,299 65,998 380,959 73,089 393,068 64,639 158,733 126,986 1,263,473 1,415,458 304,651 126,933 52,454 421,200 2,320,696 108,231	47.0 21.8	2,386,989 1,314,517	2%	2%	2%	2%	2%
	Pathologist Phlebotomists Technicians Supervisor Lab Clerk Lab Courier Clerical CT Technologist Per Diem X-Ray Tech X-Ray Tech per Diem MRI tech Ultra Sound Tech Registered Nurse Patient Care Tech Unit Clerk Coder Observation RNs RN Clinical Coordinator FT RN	1.0 9.0 28.0 3.0 3.0 3.0 47.0 2.0 6.0 1.2 7.0 1.2 2.5 2.0 21.8 20.2 8.7 3.7 1.2 6.0 1.2 1.2 1.2 1.2 1.2 1.2 1.2 1.2	Aug Sal/FTE Total 44,064 44,064 84,708 33,956 31,898 32,999 63,493 63,493 56,153 56,153 56,153 63,493 70,200 35,100 33,950 45,568 70,200	212,242 396,577 1,233,796 254,125 101,867 95,693 2,294,299 65,998 380,959 73,089 393,068 64,639 158,733 126,986 1,263,473 1,415,458 304,651 126,933 52,454 421,200 2,320,696 108,231 464,371	47.0 21.8	2,386,989 1,314,517	2%	2%	2%	2%	2%
Dept Laboratory Laboratory - Total Radiology Radiology - Total ER / Observation Unit	Pathologist Philebotomists Technicians Supervisor Lab Clerk Lab Courier Clerical CT Technologist Per Diem X-Ray Tech Ultra Sound Tech Registered Nurse Patient Care Tech Unit Clerk Coder Observation RNs RN Clinical Coordinator FT RN FT PCT	1.0 9.0 28.0 3.0 3.0 3.0 47.0 2.0 6.0 1.2 7.0 1.2 2.5 2.0 21.8 20.2 8.7 3.7 1.2 6.0 39.7 1.2 4.0 6.0 6.0 6.0 6.0 6.0 6.0 6.0 6	44,064 44,064 84,708 33,956 31,898 32,999 63,493 63,493 56,153 56,153 56,153 63,493 63,493 70,200 35,100 33,950 45,568 70,200	212,242 396,577 1,233,796 254,125 101,867 95,693 2,294,299 65,998 380,959 73,089 393,068 64,639 158,733 126,986 1,263,473 1,415,458 304,651 126,933 52,454 421,200 2,320,696 108,231 464,371 175,468	47.0 21.8	2,386,989 1,314,517	2%	2%	2%	2%	2%
Dept Laboratory Laboratory - Total Radiology Radiology - Total ER / Observation Unit	Pathologist Phlebotomists Technicians Supervisor Lab Clerk Lab Courier Clerical CT Technologist Per Diem X-Ray Tech X-Ray Tech per Diem MRI tech Ultra Sound Tech Registered Nurse Patient Care Tech Unit Clerk Coder Observation RNs RN Clinical Coordinator FT RN	1.0 9.0 28.0 3.0 3.0 3.0 47.0 2.0 6.0 1.2 7.0 2.5 2.0 21.8 20.2 8.7 3.7 1.2 6.0 39.7 1.0 6.4 4.0 2.0 6.0	Aug Sal/FTE Total 44,064 44,064 84,708 33,956 31,898 32,999 63,493 63,493 56,153 56,153 56,153 63,493 70,200 35,100 33,950 45,568 70,200	212,242 396,577 1,233,796 254,125 101,867 95,693 2,294,299 65,998 380,959 73,089 393,068 64,639 158,733 126,986 1,263,473 1,415,458 304,651 126,933 52,454 421,200 2,320,696 108,231 464,371	47.0 21.8	2,386,989 1,314,517	2%	2%	2%	2%	2%
Dept Laboratory Laboratory - Total Radiology Radiology - Total ER / Observation Unit	Pathologist Philebotomists Technicians Supervisor Lab Clerk Lab Courier Clerical CT Technologist Per Diem X-Ray Tech Ultra Sound Tech Registered Nurse Patient Care Tech Unit Clerk Coder Observation RNs RN Clinical Coordinator FT RN FT PCT	1.0 9.0 28.0 3.0 3.0 3.0 47.0 2.0 6.0 1.2 7.0 1.2 2.5 2.0 21.8 20.2 8.7 3.7 1.2 6.0 39.7 1.2 4.0 6.0 6.0 6.0 6.0 6.0 6.0 6.0 6	Avg Sal/FTE Total 44,064 44,064 84,708 33,956 31,898 32,999 63,493 63,493 56,153 56,153 56,153 63,493 70,200 35,100 33,950 45,568 70,200	212,242 396,577 1,233,796 254,125 101,867 95,693 2,294,299 65,998 380,959 73,089 393,068 64,639 158,733 126,986 1,263,473 1,415,458 304,651 126,933 52,454 421,200 2,320,696 108,231 464,371 175,468	47.0 21.8	2,386,989 1,314,517	2%	2%	2%	2%	2%
Dept Laboratory Laboratory - Total Radiology Radiology - Total ER / Observation Unit	Pathologist Philebotomists Technicians Supervisor Lab Clerk Lab Courier Clerical CT Technologist CT Technologist Per Diem X-Ray Tech Ultra Sound Tech Registered Nurse Patient Care Tech Unit Clerk Coder Observation RNs RN Clinical Coordinator FT RN FT PCT Per Diem RN	1.0 9.0 28.0 3.0 3.0 3.0 47.0 2.0 6.0 1.2 7.0 2.5 2.0 21.8 20.2 8.7 3.7 1.2 6.0 39.7 1.0 6.4 4.0 2.0 6.0	Aug Sal/FTE Total 44,064 44,064 84,708 33,956 31,898 32,999 63,493 63,493 63,493 63,493 70,200 35,100 33,950 45,568 70,200 108,231 72,558 43,867 87,750	212,242 396,577 1,233,796 254,125 101,867 95,693 2,294,299 65,998 380,959 73,089 393,068 64,639 158,733 126,986 1,263,473 1,415,458 304,651 126,933 52,454 421,200 2,320,696 108,231 464,371 175,468 175,500	47.0 21.8	2,386,989 1,314,517	2%	2%	2%	2%	2%

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Dept	Job Title	FTE(s)	Avg Sal/FTE	Total Expenses	FTE(s) Total Expense	2016	2017	2018	2019	2020
	Unit clerk	1.5	36,034	54,051			•		<u> </u>	
	Social Work (SW)	1.0	61,068	61,068						
	Per Diem SW to cover vacation	1.0	61,068	61,068						
	Registered Dietician	1.0	32,734	32,734						
	Per Diem RD to cover vacation	1.0	32,734	32,734						
	Hemodialysis Lead Tech	1.0	46,952	46,952						
Dialysis - Total		23.9		1,369,224	23.9 1,424,540	2	% 2%	2%	2%	2%
Family Practice	Physician	2.0	200,000	400,000		_				
•	Nurse Practitioner	1.0		125,000						
	Registered Nurse	2.5		186,021						
	Registrars	2.0		75,313						
	Office Manager	1.0	58,991	58,991						
Family Practice - Total		8.5		845,325	8.5 879,476	1 2	% 2%	2%	2%	2%
OPD Psychiatry	Psychiatrist	1.7	202,867	344,875		-				
	Clerical	3.5		134,786						
	Registrars/Receptionist	1.7	35,018	59,531						
	Social Worker	5.2	72,768	378,391						
OPD Psychiatry - Total	Social Worker	12.1	72,700	917,583	12.1 954,654	-	% 2%	2%	2%	2%
						_				
						_				
			2016 Exper		2020 Expenses					
Dept	Job Title	FTE(s)	Avg Sal/FTE	Total Expenses	FTE(s) Total Expense	<mark>5</mark>				
from A. Balko 11/18/15 via phone to JL										
Finance:										
General Accounting	Asst. Director of Finance	1.0		\$150,000						
	Senior Accountant	1.0		80,000						
Total General Accounting		2.0		230,000						
Payroll:	Payroll Clerk	1.0		40,000						
Total Payroll		1.0		40,000						
Accounts Payable:	AP Clerk	1.0		35,000						
Total Accounts Payable		1.0		35,000						
Patient Accounts	Account Reps (@ \$37.5K/fte)	5.0		187,500						
	Cashiers (@ \$45K/fte)	1.5		67,500						
Total - Patient Accounts		6.5		255,000						
Total Finance / Patient Accounting		10.5		560,000	10.5 606,162		2%	2%	2%	2%
from A. Balko 11/18/15 via phone to JL	1									
Administration	AVP	1.0		197,713						
	Director	1.0		36,842						
	Secretary	1.0		75,000		_				
Administration - Total		3.0		309,554	3.0 335,071		2%	2%	2%	2%
			2015 Exper	1505	2020 Expenses	7				
Dept	Job Title	FTE(s)		Total Expenses	FTE(s) Total Expense	5				
per W. Ulrich email 11/17/15:					. =(5) . Eta. =Aponio	_				
Security	Security Supervisor	1.0		80,000						
Security - Total		1.0		80,000	1.0 88,326		% 2%	2%	2%	2%
		1.0		00,000		- '	2/0	270	270	270
TOTAL SALARIES					437.1 30,869,999					
						_				

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LONG BEACH HOSPITAL SALARY EXPENSES FOR THE PROJECTION YEARS 2020 - 2024

	2	2020	2021	2022	2023	2024			
Department	FTE(s)	Salaries	Salaries	Salaries	Salaries	Salaries			
	•	•	•	•	<u>'</u>				
Critical Care Unit	21.0	1,677,770	1,711,325	1,745,552	1,780,463	1,816,072			
Medical/Surgical	95.5	6,915,105	7,053,407	7,194,475	7,338,365	7,485,132			
Hospitalist (6/unit)	8.3	1,761,605	1,796,837	1,832,774	1,869,430	1,906,818			
Intensivist (Critical Care Unit)	3.0	1,273,450	1,298,919	1,324,897	1,351,395	1,378,423			
Admin/Nursing	5.5	365,166	372,469	379,919	387,517	395,267			
Administration	3.0	335,071	341,773	348,608	355,581	362,692			
Admitting/Registration	21.2	967,923	987,281	1,007,027	1,027,167	1,047,711			
Ambulatory Surgery	4.3	449,292	458,278	467,443	476,792	486,328			
Anesthesiology	-	-	-	-	-	-			
Cafeteria									
Case Management / Social Work	6.5	474,755	484,250	493,935	503,814	513,890			
Communications	2.5	108,200	110,364	112,571	114,823	117,119			
Dietary	4.0	168,792	172,168	175,611	179,123	182,706			
Electrocardiography	-	-	-	-	-	-			
Electroencephalogra	0.5	38,877	39,655	40.448	41,257	42,082			
Engineering	16.7	1,112,886	1,135,144	1,157,847	1,181,004	1,204,624			
Environmental Servi	20.1	835,777	852,492	869,542	886,933	904,672			
Human Resources	3.0	216,400	220,728	225,142	229,645	234,238			
Laundry	1.0	42,022	42,862	43,720	44,594	45,486			
Mail Processing Ctr	1.0	33,457	34,126	34,809	35,505	36,215			
Materials Management	1.0	49,684	50,677	51,691	52,725	53,779			
Medical Records	5.0	349,994	356,993	364,133	371,416	378,844			
Medical Systems Eng	5.0	343,334	330,333	304,133	371,410	370,044			
Nuclear Medicine -	1.4	34,554	35,245	35,950	36,669	37,403			
Occupational Health	2.0	141,416	144,244	147,129	150,072	153,073			
•		•	•	•	•				
OR - Operating Room	13.6	1,140,752	1,163,567	1,186,838	1,210,575	1,234,786			
Patient Logistics -	3.0	155,762	158,877	162,055	165,296	168,602			
Pharmacy	10.4	891,127	908,950	927,129	945,671	964,585			
Phlebotomy	5.1	255,991	261,111	266,333	271,660	277,093			
Quality Management	1.0	142,150	144,993	147,893	150,851	153,868			
Rehabilitation Medi	4.5	365,592	372,904	380,362	387,970	395,729			
Receiving/Store Room	2.5	96,607	98,539	100,510	102,520	104,571			
Respiratory Therapy	5.9	400,707	408,721	416,895	425,233	433,738			
Security	1.0	88,326	90,093	91,895	93,733	95,607			
Speech Therapy									
Laboratory	47.0	2,386,989	2,434,728	2,483,423	2,533,091	2,583,753			
Radiology	21.8	1,314,517	1,340,807	1,367,623	1,394,976	1,422,875			
ER / Observation Unit	39.7	2,414,452	2,462,742	2,511,996	2,562,236	2,613,481			
Dialysis	23.9	1,424,540	1,453,031	1,482,092	1,511,734	1,541,968			
Family Practice	8.5	879,476	897,065	915,007	933,307	951,973			
OPD Psychiatry	12.1	954,654	973,747	993,222	1,013,086	1,033,348			
Finance	10.5	606,162	618,285	630,651	643,264	656,129			
Total Salaries	437.1	30,869,999	31,487,399	32,117,147	32,759,490	33,414,680			
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Fringe Benefits @ 24.23%		7,479,801	7,629,397	7,781,985	7,937,624	8,096,377			
Total Salaries and Benefits	_	38,349,800	39,116,796	39,899,132	40,697,115	41,511,057			

	Trer	nds	
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 $06\hbox{-}Insert_Appendix D.3_LB\ Hospital\ Projection\ (Multi\ Tab)$

LONG BEACH HOSPITAL OTHER THAN SALARY EXPENSES FOR THE PROJECTION YEARS 2020 - 2024

FOR THE PROJECTION YEA	ARS 2020 - 2024			-						-
				_	2020	Visits fr 2021	om LBH OPD P		2024	4
		un (o	\	ER	10,360	10,749	11,141	2023 11,619	12,194	1
	Patient Days) / ER, FP, Psych & ASU Visits	Renal	9,048	9,360	9,828	10,140	10,296	
Long Beach - 2020	14,355		27,734	Fam Prac	8,000	8,000	8,160	8,160	8,500	
Comparable Hosp - 2014			38,421	Psych	5,000	7,200	7,200	7,200	7,200	
Ratio	63.09	%	72.2%	ASU	1,000	1,000	1,000	1,000	1,000	
		-		_						
	Comp Hosp	Ratio	LBH				1 Other Expens			Trends
Cost Center	2014 OTPS Cost	72.2%	2014 Cost	L	2020	2021	2022	2023	2024	2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 2.5%
Oper Maint (see below) Dietary (see below)		63.0%			-	-	-	-	-	2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 2.5%
Laundry & Linen	386,407				282,233	289,289	296,522	303,935	311,533	
Housekeeping	851,712				712,984	730,809	749,079	767,806	787,001	
Central Supply	822,051		593,393		688,154	705,358	722,992	741,067	759,593	
Pharmacy	2,164,212	63.0%	1,363,077		1,580,752	1,620,270	1,660,777	1,702,297	1,744,854	
Nursing Admin	22,603				16,510	16,922	17,345	17,779	18,224	
Operating Room	1,501,700				1,741,512	1,785,050	1,829,676	1,875,418	1,922,303	
Recovery Room	41,801				48,477	49,688	50,931	52,204	53,509	
Radiology Diagnostic Radioisotopes	440,424 395,469				368,687 288,853	377,904 296,074	387,352 303,476	397,036 311,063	406,962 318,840	
CT Scan	27,831				23,298	23,881	24,478	25,090	25,717	
MRI	26,140				21,882	22,429	22,990	23,565	24,154	
Laboratory	1,734,328				1,451,839	1,488,135	1,525,338	1,563,472	1,602,558	
Blood Storing, Proc	549,591				401,424	411,460	421,746	432,290	443,097	
Respiratory Therapy	147,868				108,004	110,704	113,472	116,308	119,216	
Physical Therapy	66,991	63.0%	42,193		48,931	50,154	51,408	52,693	54,011	2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 2.5%
			2015 Cost							
IT Chargeback (email from	n IT 11/5/15)		1,500,000		1,697,112	1,739,540	1,783,029	1,827,604	1,873,294	2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 2.5%
Oper Maint (email from A										
Plant Operations			601,000		679,976	696,976	714,400	732,260	750,567	
Maintenance			295,200		333,992	342,341	350,900	359,673	368,664	
Security Guards			473,040		535,201	548,581	562,296	576,353	590,762	2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 2.5%
			2016 Cost							
Medical/Surgical			432,000		476,847	488,768	500,988	513,512	526,350	2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 2.5%
ICU			55,000		60,710	62,227	63,783	65,378	67,012	
EKG			105,000		115,900	118,798	121,768	124,812	127,932	2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 2.5%
From OPD Pavilion:			2018 Cost							
Family Practice (Supplies	@ \$10/visit trended	d)	80,000		84,050	86,151	90,071	92,323	98,574	2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 130000
Psych OPD (Supplies @ \$1		-,	50,000		52,531	77,536	79,475	81,461	83,498	
Dialysis:										
Medical Supplies @ \$94	1/visit trended		850,512		893,569	947,491	1,019,738	1,078,413	1,122,379	
Drugs			494,063		519,075	550,398	592,366	626,451	651,991	
ER Supplies			209,891		220,517	234,519	249,134	266,330	286,502	2.5% 2.5% 2.5% 2.5% 2.5% 2.5%
OTHER SUPPLIES AND EX	PENSES				13,453,020	13,871,456	14,305,528	14,726,591	15,139,097	
PURCHASED SERVICES/AL	UDIT FEES:									
Collection Fees					100,000	102,500	105,063	107,689	110,381	2.5% 2.5% 2.5%
Audit Fees					50,000	51,250	52,531	53,845	55,191	
FINANCE PURCHASED SEF	RVICES		-		150,000	153,750	157,594	161,534	165,572	
			2016 Cost	_						
Legal Fees - from A. Balko			_		200,000	205,000	210,125	215,378	220,763	
AHA dues, GNYHA dues, L	JHN expenses, Join	t Commiss			66,229	67,884	69,582	71,321	73,104	
Telephone bills			65,000		71,748	73,542	75,380	77,265	79,196	
ADMINISTRATION				_	337,977	346,426	355,087	363,964	373,063	
Emergency Room Physicia	an		1,970,000		1,970,000	1,970,000	1,970,000	1,970,000	1,970,000	
ER Outside Radiology Serv			240,000		240,000	240,000	240,000	240,000	240,000	
			2016 Cost		0,000	0,000	0,000	_ 10,000	0,000	
ER On-Call Coverage (per	Dr. Sharma \$2K/da	y to cover								
ED/IP)			730,000		805,783	825,928	846,576	867,741	889,434	
ER PURCHASED SERVICES	5		2,940,000	_	3,015,783	3,035,928	3,056,576	3,077,741	3,099,434	
RADIOLOGY:										
Other Than Salaries - Mai	inly Service Contro	cts	2018 Cost							
MRI	,	-	25,000		25,000	25,000	25,000	25,000	25,000	
CT			25,000		25,000	25,000	25,000	25,000	25,000	
Radiology (2 units)			20,000		20,000	20,000	20,000	20,000	20,000	
Ultrasound			10,000		10,000	10,000	10,000	10,000	10,000	
Mammography			10,000		10,000	10,000	10,000	10,000	10,000	
RADIOLOGY SERVICE CON	NTRACTS		90,000	_	90,000	90,000	90,000	90,000	90,000	
			2016 Cart							
			2016 Cost							
Radiology - on call MRI Te	echs		100,000		110,381	113,141	115,969	118,869	121,840	2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 2.5% 2.5%
RADIOLOGY			100,000	_	110,381	113,141	115,969	118,869	121,840	
				_				-		

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	2016 Cost												
Anesthesia covg (per Dr. Sharma call w/ JL)	500,000	551,906	565,704	579,847	594,343	609,201		2.5%	2.5%	2.5%	2.5%	2.5%	
ANESTHESIA	500,000	551,906	565,704	579,847	594,343	609,201							
"													
email from A. Balko 11/18/15: DIETARY (COOK/CHILL):	2015 Cost/Patient Day												
Dietary Cost per Patient Day	12.14	13.74	14.08	14.43	14.79	15.16	2 50/	2 50/	2 50/	2.5%	2 59/	2 50/	,
Patient Days	12.14	14,355	14,266	14,171	14,070	13,965	2.370	2.376	2.376	2.376	2.376	2.370	-
DIETARY PURCHASED SERVICE		197,174	200,846	204,492	208,121	211,723							
OTHER SUPPLIES AND EXPENSES		17,906,242	18,377,251	18,865,093	19,341,162	19,809,931							
Insurance (from A. Balko email 11.18.15):	2016 Cost												
Privacy Breach	18,000												
General liability	25,000												
Property SNCH	100,000												
Property Long Beach	110,000												
Broker fees	14,000												
INSURANCE (without Malpractice)	267,000	294,718	302,086	309,638	317,379	325,314		2.5%	2.5%	2.5%	2.5%	2.5%	2
MALPRACTICE INSURANCE		2,000,000	2,040,000	2,080,800	2,122,416	2,164,864						2%	
TOTAL INSURANCE		2,294,718	2,342,086	2,390,438	2,439,795	2,490,178							
I O I AL INSURANCE		2,294,710	2,342,000	4,330,430	4,439,793	2,430,170							

	2018 \$
	10,360
44,064	264,777
44,064	1,059,109
84,708	97,510
33,956	39,087
31,898	42,593
	1,503,077
	10,360
32,999	37,986
63,493	292,356
63,493	73,089
56,153	258,556
56,153	64,639
63,493	73,089
	799,715

11. CONSULTING, LLC printed 2/12/2016

LONG BEACH HOSPITAL SALARY and NON-SALARY EXPENSES FOR THE PROJECTION YEARS 2020 - 2024

		L	BH 2020		ELIH	H 2020 (2014 trend	ded)		Variance			ELIF	H 2014	
Department	FTE(s)	Salaries	Non-Salaries	Total	Salaries	Non-Salaries	Total	Salaries	Non-Salaries	Total		Salaries	Non-Salaries	
					2%/yr trend	2.5%/yr trend					_			
Critical Care Unit	21.0	1,677,770		1,677,770	728,544	97,826	826,370	949,226	(97,826)	851,400		646,926	84,355	
Medical/Surgical	95.5	6,915,105	476,847	7,391,952	1,764,133	273,630	2,037,763	5,150,972	203,218	5,354,189		1,566,500	235,950	
Hospitalist (6/unit)	8.3	1,761,605		1,761,605	=	-	-	1,761,605	-	1,761,605				
Intensivist (Critical Care Unit)	3.0	1,273,450	60,710	1,334,159	=	=	=	1,273,450	60,710	1,334,159				
Admin/Nursing	5.5	365,166	16,510	381,675	805,359	22,155	827,514	(440,193)	(5,645)	(445,839)		715,136	19,104	
Administration	3.0	335,071	337,977	673,048	4,875,334	5,918,181	10,793,515	(4,540,262)	(5,580,204)	(10,120,467)		4,329,157	5,103,229	
Admitting/Registration	21.2	967,923		967,923	=	-	-	967,923	-	967,923				
Ambulatory Surgery	4.3	449,292		449,292	-	-	-	449,292	-	449,292				
Anesthesiology	-	-	551,906	551,906	122,528	2,617,834	2,740,362	(122,528)	(2,065,927)	(2,188,455)		108,801	2,257,350	
Case Management/Social Work	6.5	474,755		474,755	=	-	-	474,755	-	474,755				
Communications	2.5	108,200		108,200	=	-	-	108,200	-	108,200				
Dietary	4.0	168,792	197,174	365,966	800,419	501,017	1,301,435	(631,627)	(303,843)	(935,469)		710,749	432,025	
Electrocardiography	-	-	115,900	115,900	-	12,058	12,058	-	103,842	103,842			10,398	
Electroencephalogra	0.5	38,877		38,877	-	-	-	38,877	-	38,877				
Engineering / Plant Maintenance	16.7	1,112,886	1,013,968	2,126,854	299,814	1,478,944	1,778,758	813,072	(464,976)	348,096		266,226	1,275,289	
Environmental Services	20.1	835,777	712,984	1,548,761	512,944	176,640	689,584	322,832	536,344	859,177		455,480	152,316	
Human Resources	3.0	216,400	•	216,400	178,813	8,876,304	9,055,117	37,587	(8,876,304)	(8,838,717)				
Laundry and Linen	1.0	42,022	282,233	324,255		132,765	132,765	42,022	149,468	191,490	•		114,483	
Mail Processing Ctr	1.0	33,457	,	33,457	-	-	-	33,457	-	33,457			,	
Materials Management	1.0	49,684	688,154	737,838	53,291	_	53,291	(3,607)	688,154	684,547		47,321		
Medical Records	5.0	349,994		349,994	408,511	98,986	507,497	(58,517)	(98,986)	(157,503)		362,746	85,355	
Nuclear Medicine	1.4	34,554	288,853	323,407		-	-	34,554	288,853	323,407		302,740	03,333	
Occupational Health	2.0	141,416	200,033	141,416	_	_	_	141,416	200,033	141,416				
Operating Room / Rec Room	13.6	1,140,752	1,789,988	2,930,740	2,784,103	2,035,175	4,819,278	(1,643,352)	(245,187)	(1,888,538)		2,472,204	1,754,925	
Patient Logistics	3.0	155,762	1,765,566	155,762	2,764,103	2,033,173	4,813,278	155,762	(243,187)	155,762		2,472,204	1,734,323	
Pharmacy	10.4	891,127	1,580,752	2,471,879	945,609	1,176,434	2,122,043	(54,482)	404,318	349,836		839,674	1,014,435	
Phlebotomy	5.1	255,991	1,360,732	2,471,879	945,009	1,170,434	2,122,043	255,991	404,316	255,991		659,074	1,014,433	
•	1.0	142,150		142,150	-	-	-		-	142,150				
Quality Management		,		,	-	-	-	142,150	-	,				
Receiving / Store Room	2.5	96,607	40.034	96,607	722.067	250.044	004 000	96,607	(200.110)	96,607		CEO 054	222 500	
Rehabilitation Medi	4.5	365,592	48,931	414,523	732,967	258,041	991,008	(367,375)	(209,110)	(576,485)		650,854	222,508	
Respiratory Therapy	5.9	400,707	108,004	508,711	264,590	40,963	305,552	136,117	67,041	203,158		234,948	35,322	
Security	1.0	88,326	535,201	623,528	-	-	-	88,326	535,201	623,528		000 007	4 0 4 0 0 7 7	
Laboratory	47.0	2,386,989	1,853,263	4,240,251	944,171	1,216,492	2,160,663	1,442,817	636,771	2,079,588		838,397	1,048,977	
Radiology / CT Scan / MRI	21.8	1,314,517	614,249	1,928,765	1,669,064	858,578	2,527,642	(354,547)	(244,329)	(598,876)		1,482,081	740,349	
ER / Observation Unit	39.7	2,414,452	3,236,300	5,650,753	1,202,303	397,175	1,599,479	1,212,149	2,839,125	4,051,274		1,067,611	342,483	
Dialysis	23.9	1,424,540	1,412,644	2,837,184	=	=	=	1,424,540	1,412,644	2,837,184				
Family Practice	8.5	879,476	84,050	963,526	-	-	-	879,476	84,050	963,526				
OPD Psychiatry	12.1	954,654	52,531	1,007,185	-	-	-	954,654	52,531	1,007,185				
Finance	10.5	606,162	150,000	756,162	-	-	-	606,162	150,000	756,162				
IT			1,697,112	1,697,112	-	-	-	-	1,697,112	1,697,112				
Insurance			2,294,718	2,294,718	=	=	-	=	2,294,718	2,294,718				
Depreciation			4,835,742	4,835,742										
Total Salaries and Non-Salaries Expenses	437.1	30,869,999	25,036,702	55,906,701	19,092,498	26,189,197	45,281,695	11,777,501	(5,988,237)	5,789,265		16,794,811	14,928,853	31,723 2,267
Fringe Benefits @ 24.23%			7,479,801	7,479,801									capital emp bene	2,267 9,055 995
Total		30,869,999	32,516,503	63,386,502									detox rehab	981
													psych	1,319
													clinic	64
													opd alcohol	880
													gift shop	132
													priv prac	611
													, p. 20	48 020

48,029,790

LONG BEACH HOSPITAL A&G COMPARISON

[LBH 2020		ELIH 2	2020 (2014 trende	d)		Variance			ELIH 2	014
•	Salaries	Non-Sal	Total	Salaries	Non-Sal	Total	Salaries	Non-Sal	Total		Salaries	Non-Sal
Executive Office	335,071	I	335,071	977,555	51,529	1,029,084	(642,484)	(51,529)	(694,012)	ı	868,041	44,433
Accounting and Cashiers	330,142		330,142	842,939	93,612	936,551	(512,798)	(93,612)	(606,409)		748,506	80,721
Admitting Office	967,923		967,923	-	-	-	967,923	-	967,923			
Purchasing and Stores	49,684		49,684	79,837	17,888	97,725	(30,153)	(17,888)	(48,042)		70,893	15,425
Telephone	108,200		108,200	-	647,049	647,049	108,200	(647,049)	(538,849)			557,948
Postage	30,303		30,303	-	35,574	35,574	30,303	(35,574)	(5,270)			30,675
Collection Fees		100,000	100,000	-	473,476	473,476	=	(373,476)	(373,476)			408,277
Legal Fees		337,977	337,977	-	161,602	161,602	=	176,374	176,374			139,349
Accounting Fees		50,000	50,000	-	132,205	132,205	-	(82,205)	(82,205)			114,000
Public Relations			-	-	-	-	-	-	-			
Interest Expense - Working Capital			-	-	-	-	-	-	-			
Insurance - Malpractice		2,000,000	2,000,000	-	491,861	491,861	=	1,508,139	1,508,139			424,130
Insurance - General Liability			-	-	-	-	-	-	-			
Insurance - Umbrella (Excess Limits)			-	-	-	-	=	-	-			
Data Processing		1,697,112	1,697,112	546,031	516,217	1,062,248	(546,031)	1,180,896	634,865		484,860	445,132
Utilization Review			-	-	-	-	=	-	-			
PSRO			-	-	-	-	=	-	-			
SPARCS Fees			-	-	-	-	=	-	-			
Metro Commuter Transport Mobility Tax			-	-	-	-	-	-	-			
Language Assistance Program			-	-	-	-	-	-	-			
Health Homes			-	-	-	-	=	-	-			
PERFORMANCE IMPROVEMENT / Case Mgmt	474,755		474,755	570,333	100,628	670,960	(95,578)	(100,628)	(196,206)		506,439	86,771
STAFF DEVELOPMENT			-	255,022	221,314	476,335	(255,022)	(221,314)	(476,335)		226,452	190,838
PATIENT BILLING	276,020		276,020	1,127,973	178,628	1,306,601	(851,953)	(178,628)	(1,030,581)		1,001,608	154,030
COMMUNITY RELATIONS			-	438,530	349,598	788,128	(438,530)	(349,598)	(788,128)		389,402	301,457
OTHER A & G			-	37,114	151,179	188,293	(37,114)	(151,179)	(188,293)		32,956	130,361
reclassed:												
Property Insurance		294,718	294,718	-	153,403	153,403	-	141,315	141,315			132,279
SUBTOTAL	2,572,098	4,479,807	7,051,905	4,875,334	3,775,760	8,651,094	(2,303,236)	704,047	(1,599,189)		4,329,157	3,255,826
reclassed:			_	_	_	_	_	_	-			
Capital Interest			_	_	989,711	989,711	_	(989,711)	(989,711)			853,425
Operating lease			_	_	36,849	36,849	-	(36,849)	(36,849)			31,775
Psych Admin Cost			_	-	647,049	647,049	-	(647,049)	(647,049)			557,948
Detox/Rehab Physician Cost			_	_	277,887	277,887	-	(277,887)	(277,887)			239,621
Detay Nethab i Hysician Cost					277,007	277,007		(277,007)	(277,007)			233,021
recoveries:			-	-	-	-	-	-	-			
Investment income			-	-	48,284	48,284	-	(48,284)	(48,284)			41,635
misc income			-	-	794	794	-	(794)	(794)			685
continuing ed & other misc			-	-	325	325	-	(325)	(325)			280
other revenue ip			-	-	17,671	17,671	-	(17,671)	(17,671)			15,238
associations lobbying costs			-	-	11,980	11,980	-	(11,980)	(11,980)			10,330
east end health alliance profit			-	-	16,236	16,236	-	(16,236)	(16,236)			14,000
other misc income			-	=	95,635	95,635	-	(95,635)	(95,635)			82,466
TOTAL	5,144,196	8,959,614	14,103,809	9,750,668	9,693,941	19,444,609	(4,606,472)	(734,327)	(5,340,799)		8,658,314	8,359,055

5,103,229 3,255,826

LONG BEACH HOSPITAL ADDITIONAL MEDICAID PASSTHROUGH REVENUE

DESCRIPTION	2020	2021	2022	2023	2024
Depreciation Rentals (Leases) Interest On Capital Debt	4,835,742	4,835,742	4,835,742	4,835,742	4,835,742
Property Rentals Total Non-Projectable Capital	4,835,742	4,835,742	4,835,742	4,835,742	4,835,742
Major Moveable Equipment Reduction 44%	1,264,545	1,264,545	1,264,545	1,264,545	1,264,545
Total Allowable Capital Expense	3,571,197	3,571,197	3,571,197	3,571,197	3,571,197
Medicaid Rates Traceback %: Inpatient Acute Care	56.488%	56.488%	56.488%	56.488%	56.488%
New Capital Allocated: Inpatient Acute Care	2,017,289	2,017,289	2,017,289	2,017,289	2,017,289
Medicaid/Medicaid HMO Discharge %	9.26%	9.02%	8.81%	8.61%	8.41%
Net Passthrough Revenue	186,828	181,983	177,819	173,730	169,706

	2010 TRACEBACK %
Inpatient Acute Care	56.488%
Psychiatric Care	4.438%
Inpatient Subtotal	60.926%
All Other Combined	39.074%
Total	100.000%

Г	2020	2021	2022	2023	2024	٦
Medicaid Discharges	143	139	135	131	128	
•				_		
Medicaid HMO Discharges	169	163	158	153		31% from All Other based on LBMC 2011 ICR
Total Mcd/Mcd HMO Discharges	312	302	293	284	276	
Total Discharges	3,374	3,351	3,327	3,302	3,275	
Mcd & Mcd HMO disch over total disch	9.26%	9.02%	8.81%	8.61%	8.41%	
Mce/Mcd HMO Capital per Discharge	597.91	601.97	606.33	610.97	615.90	

LONG BEACH HOSPITAL OUTPATIENT SERVICES REVENUE @ % OF MARKET SHARE FOR PROJECTION YEARS 2020 - 2024

4,015 4,519 5,036 5,175

FOR PROJECTION YE . Data include Long Beach, Atla	=AHS 2U2U - 2U24 Intic Beach, Point Lookout ZIP Codes and Out-of-Area Estima	4,015	4,519	5,036	5,175 5,904																			
SERVICE:				CTED VISITS 2022	2023 2024		2020		TED PMT RAT 2022		2024	2020	PROJE 2021	ECTED REVENU 2022	E 2023	2024	2016	2017	2018		trends	021 2	022 20	2024
ED (TREAT RELEASE)	FINANCIAL CLASS Long Beach	2,204 414 1,753 225 811 1,462 1,683 - 349 287 1,003 170	2,287 429 1,819 233 841 1,516 1,746 - 362 298 1,041 177	2,370 445 1,885 242 872 1,572 1,809 - 375 308 1,079 183	2,472 2,594 464 487 1,966 2,064 252 265 909 954 1,639 1,720 1,887 1,981 391 411 322 338 1,125 1,181 191 200 11,619 12,194	SNCH 2016 459 317 1,355 1,730 578 350 1,730 445 445	478 330 1,525 1,947 602 364 1,947 - 463 463	482 333 1,570 2,006 608 368 2,006 - 468 468	487 336 1,617 2,066 614 372 2,066 - 472 472	492 340 1,666 2,128 620 375 2,128 - 477 477	497 343 1,716 2,192 626 379 2,192 - 482 482	1,052,676 136,334 2,673,115 437,712 488,091 532,383 3,276,792 161,534 132,791 - - 8,891,427	1,103,136 142,869 2,856,721 467,776 511,487 557,903 3,501,862 - 169,277 139,156 - - - - - - - - - - - - - - - - - - -	1,154,734 149,551 3,049,555 499,352 535,411 583,998 3,738,244 - 177,194 145,665 - - 10,033,705		1,289,352 166,986 3,541,258 579,867 597,829 652,080 4,340,991 197,851 162,647	1% 1% 3% 3% 1% 1% 3% 19 14 0%	1% 1% 3% 3% 1% 1% 3% 1% 0%	1% 1% 3% 3% 1% 1% 3% 1% 0%	1% 1% 3% 3% 1% 1% 3% 1% 1% 0%	1% 1% 3% 3% 1% 1% 3% 1% 0% 0%	1% 1% 3% 3% 1% 1% 3% 1% 0% 0%	1% 1% 3% 3% 1% 1% 3% 1% 1% 0% 0%	1% 1% 1% 1% 3% 3% 3% 3% 1% 1% 1% 1% 1% 0% 0% 0%
RENAL DIALYSIS	No. No.	5,856 404 799 2 519 109 969 61 - - 328 - 9,048	6,058 418 826 2 537 112 1,003 63 - - 340 -	6,361 438 868 3 564 118 1,053 67 - - 357 - 9,828	6,563 6,664 452 459 895 909 3 3 3 582 591 122 123 1,086 1,103 69 70 368 374 - 10,140 10,296	SNCH 2016 276 214 1171 418 391 230 418	287 222 1,318 471 406 239 471 - -	290 225 1,358 485 410 242 485 -	293 227 1,398 499 415 244 499 -	296 229 1,440 514 419 247 514 - -	299 231 1,483 530 423 249 530 - -	1,683,365 1,687,739 1,052,729 1,126 211,080 25,970 456,128	1,758,826 93,762 1,121,701 1,199 220,543 27,134 486,012 - - - - 3,709,177	1,865,235 99,434 1,213,119 1,297 233,885 28,776 525,622 - - - - 3,967,369	9,649,169 1,943,694 103,617 1,289,180 1,378 243,724 29,986 558,578 - - - 4,170,156	1,993,333 106,263 1,348,284 1,442 249,948 30,752 584,186	1% 3% 3% 1% 5% 1% 60% 60%	1% 1% 3% 3% 1% 1% 1% 0% 1% 0% 0%	1% 1% 3% 3% 1% 1% 3% 0% 1% 1% 0%	1% 1% 3% 3% 1% 1% 0% 1% 1% 0%	1% 1% 3% 3% 1% 1% 3% 0% 1% 0%	1% 1% 3% 3% 1% 1% 1% 1% 1% 0% 0%	1% 1% 3% 3% 1% 1% 1% 0% 1% 1% 0%	1% 1% 1% 1% 3% 3% 3% 3% 1% 1% 1% 1% 1% 1% 1% 1% 1% 1% 1% 1% 1%
MRI	FINANCIAL CLASS Long Beach	158 6 36 1 12 24 48 - 1 1 1 1 1 5 305	200 8 46 2 15 31 61 - 2 2 1 18 386 1,632	243 10 56 2 18 37 74 - 2 2 1 2 2 469	R VISITS & I/P STAYS 287 333 12 14 66 76 3 3 3 21 24 44 51 87 101 3 3 3 1 2 2 3 1 2 2 3 1 2 2 3 1 2 2 3 1 2 2 3 1 2 2 3 1 2 2 3 1 2 2 3 2 3 3 2 3 3 2 3 3 2 4 3 3 3 4 2 2 5 3 640 2 553 640 2 708	SNCH 2015 509 1,897 3,382 1,019 472 1,579 1,019 2,311 2,311	535 1,993 3,920 1,019 496 1,660 1,019 - 2,429 2,429	541 2,013 4,038 1,019 501 1,676 1,019 - 2,454 2,454	546 2,033 4,159 1,019 506 1,693 1,019 - 2,478 2,478	552 2,054 4,284 1,019 512 1,710 1,019 - 2,503 2,503	557 2,074 4,412 1,019 517 1,727 1,019 - 2,528 2,528	84,853 12,914 142,595 1,478 5,785 40,447 49,055 - 3,563 3,211 - - - 343,900	108,422 16,502 185,811 1,870 7,392 51,682 62,060 - 4,553 4,102 - - - - -	132,991 20,241 232,431 2,271 9,067 63,393 75,369 - 5,584 5,032 - - - 546,379	158,583 24,136 282,646 2,681 10,812 75,592 88,983 - 6,659 6,000 - -	185,357 28,211 336,909 3,103 12,637 88,355 102,977 - 7,783 7,013 - -	1% 1% 3% 19 19 0% 14 19 0%	1% 1% 3% 1% 1% 0% 1% 1% 0%	1% 1% 3% 1% 1% 0% 1% 1% 0% 0%	1% 1% 3% 1% 1% 0% 1% 1% 0%	1% 1% 3% 1% 1% 0% 1% 0%	1% 1% 3% 1% 0% 1% 0% 0%	1% 1% 3% 1% 1% 0% 1% 1% 0% 0%	1% 1% 1% 3% 3% 1% 1% 1% 1% 1% 0% 0% 0% 0% 0% 0%
ਹ	FINANCIAL CLASS Long Beach Mediciare 51.95% Mediciare 51.95% Mediciare 21.22% Non Profit Indemnity Ins 11.93% Commercial Indemnity Ins 11.93% Commercial Indemnity Ins 13.82% HM0 - Mediciare 3.82% HM0 - PHSP Other 15.79% Self Insured 0.00% Workers Comp 0.48% No Fault No Fault Value	EXCLUDES CAS 60 2 14 11 4 9 18 - 1 0 0 5 115	75 3 17 1 6 12 23 - 1 1 0 7 145	91 4 21 1 7 14 28 - 1 1 0 8 175	R VISITS & I/P STAYS 77 124 3 5 18 28 1 1 1 6 9 12 19 23 38 - 1 1 1 1 1 7 11 7 11 147 238 3,730 6,022	SNCH 2015 2966 866 1,867 5992 321 444 5992 422 422	311 90 2,164 592 338 467 592 - 443 443	314 91 2,229 592 341 471 592 - 448 448	318 92 2,296 592 344 476 592 - 452 452	321 93 2,365 592 348 481 592 - 457 457	324 94 2,436 592 351 486 592 - 461 461	18,559 220 29,614 323 1,480 4,279 10,729 245 220 65,669	23,652 280 38,488 408 1,886 5,453 13,538 - 312 281 - -	28,917 342 47,987 494 2,306 6,666 16,388 - 381 343 - - 103,825	24,569 291 41,579 415 1,960 5,664 13,786 324 292 -	40,062 474 69,142 671 3,195 9,236 22,257 - 528 476 -	1% 3% 1% 1% 1% 0% 1% 0%	1% 1% 3% 1% 1% 0% 1% 0% 0%	1% 1% 3% 1% 1% 0% 1% 0% 0%	1% 1% 3% 1% 1% 0% 1% 1% 0%	1% 1% 3% 1% 1% 0% 1% 0% 0%	1% 1% 3% 1% 1% 0% 1% 0% 0%	1% 1% 3% 1% 1% 0% 1% 1% 0% 0%	1% 1% 1% 1% 3% 3% 3% 1% 1% 1% 1% 1% 0% 0% 0% 0% 0% 0%
X-RAY	FINANCIAL CLASS Long Beach	1,562 64 359 14 115 240 474 - 14 13 7 143 3,006 22,747	1,681 69 386 15 124 259 511 - 16 14 8 154 3,236	1,804 74 414 17 133 277 548 - 17 15 8 165 3,471	R VISITS & I/P STAYS 1,929 2,057 79 84 443 472 18 19 142 151 297 316 586 625 18 19 16 17 9 9 177 189 3,712 3,959 3,723 3,559	SNCH 2015 205 548 4100 162 71 410 51 145	215 57 548 475 171 74 410 - 53 152	218 58 548 489 172 75 410 - 54 154	220 58 548 504 174 76 410 - 54 155	222 59 548 519 176 77 410 - 55 157	224 59 548 535 178 77 410 - 55 158	336,420 3,651 196,478 6,793 19,612 17,854 194,491 - 769 1,981 	365,783 3,970 211,511 7,533 21,323 19,412 209,372 - 837 2,154 - - - - 841,894	396,335 4,301 226,909 8,323 23,104 21,033 224,614 - 906 2,334 - - 907,860	428,119 4,646 242,679 9,169 24,957 22,720 240,224 - 979 2,521 - 976,014	461,147 5,005 258,812 10,072 26,883 24,473 256,195 - 1,055 2,715 - - - - - 1,046,356	1% 1% 3% 1% 1% 1% 1% 0% 0% 0%	1% 1% 3% 1% 1% 0% 1% 0% 0%	1% 1% 3% 1% 1% 0% 1% 0% 0%	1% 1% 3% 1% 1% 0% 1% 1% 0%	1% 1% 3% 1% 1% 0% 1% 0% 0%	1% 1% 3% 1% 1% 0% 1% 0% 0%	1% 1% 3% 1% 1% 0% 1% 0% 0%	1% 1% 1% 1% 1% 1% 1% 1% 1% 1% 1% 1% 0% 0% 0% 0% 0%
MAMMOGRAPHY	FINANCIAL CLASS	307 13 70 3 23 47 93 - 3 3 1 1 28	391 16 90 4 29 60 119 - 4 3 2 36	479 20 110 4 35 74 145 - 4 4 4 2 2 44	396 554 16 23 91 127 4 5 29 41 61 85 120 168 4 5 3 5 2 3 36 51 762 1,067	SNCH 2015 5NCH 2015 7 477 400	659 420 2,918 1,254 685 1,483 1,254 - 420 420	666 424 3,006 1,254 692 1,498 1,254 - 424 424	672 428 3,096 1,254 699 1,513 1,254 - 428 428	679 433 3,189 1,254 705 1,528 1,254 - 433 433 -	686 437 3,285 1,254 713 1,543 1,254 - 437 437	202,076 5,264 205,406 3,520 15,439 69,926 116,824 1,192 1,074	260,507 6,786 270,045 4,493 19,904 90,146 149,113 - 1,536 1,384 - -	321,799 8,383 340,186 5,495 24,586 111,355 182,372 1,898 1,710	268,707 7,000 289,685 4,543 20,530 92,983 150,776 1,584 1,428	380,152 9,903 417,946 6,363 29,045 131,547 211,197 - 2,242 2,020 - 1,190,415	1% 3% 1% 1% 1% 0% 1% 0% 0%	1% 1% 3% 1% 1% 0% 1% 0%	1% 1% 3% 1% 1% 0% 1% 0% 0%	1% 1% 3% 1% 1% 0% 1% 1% 0%	1% 1% 3% 1% 1% 0% 1% 1% 0%	1% 1% 3% 1% 1% 0% 1% 0% 0%	1% 1% 3% 1% 1% 1% 0% 1% 0% 0%	1% 1% 1% 1% 3% 3% 3% 1% 1% 1% 1% 1% 0% 0% 0% 0% 0% 0%
LONG BEACH – OP Behavio Health	FINANCIAL CLASS Long Beach	1,675 1,066 248 104 206 406 790 - 58 - 27 421	2,412 1,535 357 149 297 584 1,137 - 84 - 39 606	2,412 1,535 357 149 297 584 1,137 - 84 - 39 606	2,412 2,412 1,535 1,535 357 357 149 149 297 297 584 584 1,137 1,137 - 84 84 39 606 606	SNCH 2015 Budget 104 126 176 108 125 126 108 125 126 128	108 131 198 121 130 131 121 - 131 131	109 132 203 125 131 132 125 - 132 132	110 133 210 129 132 133 129 - 133 133	111 135 216 133 134 135 133 - 135 135	112 136 222 137 135 136 137 - 136 136	180,787 139,325 48,931 12,589 26,687 52,976 95,829 7,582	262,936 202,634 72,574 18,673 38,813 77,048 142,134 - 11,028	265,565 204,661 74,751 19,233 39,201 77,818 146,398 - 11,138	268,221 206,707 76,994 19,810 39,593 78,597 150,790 - 11,250	270,903 208,774 79,303 20,404 39,989 79,383 155,314 11,362	1% 3% 3% 1% 1% 0% 0% 0%	1% 1% 3% 3% 1% 1% 3% 0% 1% 0%	1% 1% 3% 3% 1% 1% 1% 1% 0% 0%	1% 1% 3% 3% 1% 1% 3% 0% 1% 1% 0%	1% 1% 3% 3% 1% 1% 3% 0% 1% 0%	1% 1% 3% 3% 1% 1% 1% 1% 1% 0% 0%	1% 1% 3% 3% 1% 1% 1% 0% 11% 0% 0%	1% 1% 1% 1% 1% 3% 3% 3% 3% 3% 1% 1% 1% 1% 1% 1% 1% 1% 1% 1% 1% 1% 1%

LONG BEACH HOSPITAL OUTPATIENT SERVICES REVENUE @ % OF MARKET SHARE FOR PROJECTION YEARS 2020 - 2024

4,015 4,519 5,036

Data include Long Beach, Atlant SERVICE:	ntic Beach, Point Lookout ZIP Codes	and Out-of-Area Estin	nate	PRO	JECTED VISIT			Г		PROJEC	TED PMT RAT	TES			PROI	ECTED REVENU	E						rate	trends				
	TOTAL	100%	2020 5,000	2021 7,200	2022 7,200	2023 7,200	2024 7,200	t	2020	2021	2022	2023	2024	2020 564,706	2021 825,840	2022 838,766	2023 851,961	2024 865,433	2	016 2	017	2018 2	2019 2	2020	2021 2	2022 2	023 2	024
SUBTOTAL OBSERVATION ASU SUBTOTAL OUTPATIENT Medicare Sequestration 2% Pool Receipts Health Facilities Assessment TOTAL OUTPATIENT	FINANCIAL CLASS Medicare Medicad Non Profit Indemnity Ins Commercial Indemnity Ins HMO.—Medicare HMO	Long Beach 18.62% 8.52% 0.00% 0.28% 0.00% 0.28% 0.00% 0.00% 0.00% 0.00% 1.00% 1.00%	1,490 681	1,490 681 - - 22 2,875 271 - 1 1,4 2,895 8,000 39,829 111 1,000	1,520 695 - 23 2,933 21 - 1 - 14 2,953 8,160 41,365	1,520 695 - 23 2,933 21 - 1 2,953 8,160 42,294 1,090 1,000	1,583 724 3,055 22 1 - 1,583 3,076 8,500 44,095	3NCH 2016 113 113 176 208 121 188 208 46 46	118 190 198 234 126 196 234 - 48 48 - - - 1,249 2,061	119 192 204 241 127 198 241 - 48 48 - -	120 194 210 248 128 200 248 - 49 49 - -	121 196 216 256 130 202 256 - 49 49 - -	122 198 223 263 131 204 263 - 50 50 - -	175,202 129,768 2,813 562,485 4,904 67	176,954 131,066 -1,2,8410 5,051 68 -1,2,841,089 16,096,774 140,306 2,081,208 18,318,288 (81,204) (56,510) 518,180,573	182,298 135,024 -2,927 585,267 5,306 -70 -1 -1,303,210 140,530 2,102,020 19,545,760 (86,958) 168,217 (99,465) 519,567,554	184,121 136,374 -2,956 591,119 5,465 -70 	140,831 2,144,271 21,964,017 (96,280) 184,924 bas (65,831)	sed on 2 yrs prior	1% 1% 1% 3% 3% 3% 1% 3% 0% 1% 0% 0%	1% 1% 3% 3% 1% 3% 0% 0%	1% 1% 3% 3% 1% 3% 1% 1% 10% 00% 10% 10% 10% 10%	1% 1% 3% 3% 1% 3% 1% 0% 0% 1% 1%	1% 1% 3% 3% 1% 1% 1% 0% 0% 0%	1% 1% 3% 3% 1% 3% 1% 1% 0% 0% 0% 0%	1% 1% 3% 3% 3% 1% 3% 1% 1% 0% 0% 0%	1% 1% 3% 3% 3% 1% 3% 1% 0% 196 0% 0% 196 0%	1% 3% 3% 1% 1% 1% 0% 0% 0%
FOR POOL RECEIPTS CALC. FOR POOL RECEIPTS CALC. ED (TREAT RELEASE) RENAL DALLYSIS MRI CT X-RAY LONG BEACH — OP Behaviora FAMILY PHARCITE Total Self Pay Revenue @ M Set at 40% of Medicaid Rate	Uninsured/Self Pay Icd Rate		1,003 404 1 0 7 1 1	1,041 418 1 0 8 2	1,079 438 1 0 8 2 -	1,125 452 1 0 9 2 -	1,181 459 2 1 9 3 -	317 214 1,897 86 54 400	330 222 1,993 90 57 420	PROJECTE 2021 333 225 2,013 91 58 424 192	D MEDICAID I 2022 336 227 2,033 92 58 428	2023 340 229 2,054 93 59 433	2024 343 231 2,074 94 59 437	330,803 89,739 - 420,542 168,217	346,660 93,762 - 440,422 176,169	362,875 99,434 - 462,309 184,924	382,245 103,617 - 485,861 194,345	405,178 106,263 511,441 204,577										
ED (ADMITS)	FINANCIAL CLASS Medicare Medicare Medicare Mon Frofit Indemnity Ins Commercial Indemnity Ins HMO - Medicard HMO - Medicard HMO - Phesis Other Self Insured Workers Comp No Fault Uninsured/Self Pay Free TOTAL	57.16% 57.16% 10.35% 5.24% 1.27% 9.21% 7.98% 6.38% 0.00% 0.04% 2.24% 0.08%	369 67 34 8 59 52 41 - 0 0 14 1	374 68 34 8 60 52 42 - 0 0 15 1	379 69 35 8 61 53 42 - 0 0 15 1	387 70 36 9 62 54 43 - 0 0 15	384 70 35 9 62 54 43 - 0 0 15							- - - - - - - - - - - - - - - - - - -	- - - - - - - - - - - - - - - - - - -													
FAMILY PRACTICE	FINANCIAL CLASS Medicare Medicaid Non Profit Indemnity Ins Commercial Indemnity Ins HMO - Medicare HMO - Medicaid HMO - PHSP Other Self Insured Workers Comp No Fault Uninsured/Self Pay Free TOTAL	Long Beach 18.62% 8.52% 0.00% 0.00% 0.28% 35.94% 0.26% 0.00% 0.00% 0.00% 1.77% 36.18%	2,328 1,065 - - 35 4,492 33 - 2 - 22 4,523 12,500	visit 2,328 1,065 - - - 35 4,492 33 - 2 - 2 4,523 12,500	s as of 8/26/1 2,375 1,086 - - 36 4,582 33 - 2 - 22 4,614 12,750	2,375 1,086 - - - 36 4,582 33 - 2 - 2 4,614 12,750	2,421 1,107 - - 36 4,672 34 - 2 - 23 4,704	250 150 128 150 150 150 150 443	258 150 128 155 155 150 150 - 63 63 443	260 150 128 156 156 150 150 - 63 63 443	263 150 128 158 158 150 150 - 63 63 443	265 150 128 159 159 150 150 - 63 63 443	268 150 128 161 161 150 150 - 63 63 443	599,653 159,714 - 5,395 673,874 4,909 - 137 - 9,666 - 1,453,348	605,649 159,714 - - 5,449 673,874 4,909 - 137 - 9,666 - 1,459,399	623,940 162,908 - 5,614 687,352 5,007 - 140 - 9,859 -	630,179 162,908 - - 5,670 687,352 5,007 - 140 - 9,859 - 1,501,115	648,961 166,102 - - 5,839 700,829 5,106 - 143 - 10,052 - 1,537,032		1% 0% 0% 1% 1% 0% 0% 0% 0% 0% 0%	1% 0% 0% 1% 1% 0% 0% 0% 0% 0%	1% 0% 0% 1% 1% 0% 0% 0% 0% 0%	1% 0% 0% 1% 1% 0% 0% 0% 0% 0%	1% 0% 0% 1% 1% 0% 0% 0% 0% 0%	1% 0% 0% 1% 1% 0% 0% 0% 0% 0%	1% 0% 0% 1% 1% 0% 0% 0% 0% 0%	1% 0% 0% 1% 1% 0% 0% 0% 0% 0% 0%	1% 0% 0% 1% 1% 0% 0% 0% 0% 0% 1%
LONG BEACH – OP Cataract/Eye - SNCH VOLUN	ME FINANCIAL CLASS Medicare Medicare Medicare Medicare Medicare Medicare Medicare Medicare Medicare HMO - Medicare HMO - Medicare HMO - PHSP Other Self Insured Workers Comp No Fault Uninsured/Self Pay Free TOTAL	Long Beach 36.24% 1.74% 18.49% 16.66% 9.04% 9.70% 17.25% 0.00% 1.745% 2.25% 2.65% 100%	20 1 10 1 5 5 9 - 1 1 1 0 1 5	41 2 2 10 11 19 - 2 1 1 0 3	74 4 38 3 18 20 35 - 4 3 1 5 203	118 6 60 5 29 32 56 - 6 4 1 9	176 8 90 8 44 47 84 - 8 6 1 1 13	2,065 2,351 2,733 3,490 2,096 2,351 3,490 2,351 2,351	2,127 2,422 2,987 3,813 2,159 2,422 3,813 - 2,422 2,422	2,149 2,447 3,076 3,928 2,181 2,447 3,928 - 2,447 2,447	2,170 2,471 3,169 4,045 2,203 2,471 4,045 	2,192 2,496 3,264 4,167 2,225 2,496 4,167 - 2,496 2,496 -	2,214 2,521 3,362 4,292 2,247 2,521 4,292 	41,628 2,278 29,824 3,415 10,538 12,690 35,514 5,1627 1,627	87,982 4,814 64,281 7,360 22,273 26,821 76,545 - 4,814 3,439 - - 298,329	159,636 8,735 118,943 13,619 40,412 48,665 141,636 - 8,735 6,239 - 546,619	258,131 14,124 196,138 22,458 65,346 78,691 233,560 	389,063 21,288 301,480 34,519 98,491 118,605 359,000 - 21,288 15,206 - -		1% 1% 3% 3% 1% 1% 3% 0% 1% 1% 0%	1% 1% 3% 3% 1% 1% 0% 1% 0%	1% 1% 3% 3% 1% 1% 3% 0% 1% 0% 0%	1% 1% 3% 3% 1% 1% 3% 0% 1% 1% 0%	1% 1% 3% 3% 1% 1% 0% 11% 0% 0%	1% 1% 3% 3% 1% 1% 3% 0% 1% 0% 0%	1% 1% 3% 3% 1% 1% 3% 0% 1% 1% 0%	1% 1% 3% 3% 1% 1% 3% 0% 1% 1% 0%	1% 1% 3% 3% 1% 1% 3% 0% 1% 0%
reduce to 70% as of 9/8/15 MRI	FINANCIAL CLASS Medicare Medicaid Non Profit Indemnity Ins Commercial Indemnity Ins HMO - Medicare HMO - Medicaid	Long Beach 51.96% 2.12% 11.93% 0.48% 3.82% 7.99%	226 9 52 2 17 35	286 12 66 3 21 44	348 14 80 3 26 53	411 17 94 4 30 63	/P STAYS 475 19 109 4 35 73	509 1,897 3,382 1,019 472 1,579	525 1,954 3,695 1,050 487 1,627	530 1,974 3,806 1,060 492 1,643	535 1,993 3,920 1,071 496 1,660	541 2,013 4,038 1,082 501 1,676	546 2,033 4,159 1,092 506 1,693	118,830 18,086 192,014 2,175 8,101 56,643	151,837 23,109 250,207 2,780 10,352 72,376	186,243 28,346 312,983 3,410 12,698 88,777	222,083 33,801 380,601 4,066 15,141 105,860	259,579 39,507 453,670 4,752 17,697 123,734		1% 1% 3% 1% 1%	1% 1% 3% 1% 1%	1% 1% 3% 1% 1%	1% 1% 3% 1% 1%	1% 1% 3% 1% 1%	1% 1% 3% 1% 1%	1% 1% 3% 1% 1%	1% 1% 3% 1% 1%	1% 1% 3% 1% 1%

LONG BEACH HOSPITAL OUTPATIENT SERVICES REVENUE @ % OF MARKET SHARE FOR PROJECTION YEARS 2020 - 2024

FOR PROJECTION YEAR .	RS 2020 - 2024	RKET SHARE	4,015	4,519	5,036	5,175	5,90
Data include Long Beach, Atlantic SERVICE:	c Beach, Point Lookout ZIP Codes	and Out-of-Area Estima		PRO	ECTED VISITS	ì	
			2020	2021	2022	2023	2024
	HMO - PHSP Other	15.79%	69	87	106	125	144
	Self Insured Workers Comp	0.00%	- 2	3	3	- 4	- 4
	No Fault	0.43%	2	2	3	3	
	Uninsured/Self Pay	0.24%	1	1	2	2	2
	Free	4.76%	21	26	32	38	44
	TOTAL	100%	436	551	669	790	915
	Total cases incl performed o	during ER/IP stays	1,290	1,632	1,982	2,340	2,70
СТ	FINANCIAL CLASS	Long Beach	EXCLUDES CA	ASES PERFORM	MED DURING	ER VISITS &	I/P STAYS
	Medicare Medicaid	51.96% 2.12%	85 3	107 4	130 5	109	177
	Non Profit Indemnity Ins	11.93%	20	4 25	30	4 25	41
	Commercial Indemnity Ins	0.48%	1	1	1	1	2
	HMO - Medicare	3.82%	6	8	10	8	13
	HMO - Medicaid	7.99%	13	17	20	17	27
	HMO - PHSP Other	15.79%	26	33	40	33	54
	Self Insured Workers Comp	0.00%	- 1	1	1	1	- 2
	No Fault	0.48%	1	1	1	1	-
	Uninsured/Self Pay	0.24%	0	0	1	1	
	Free	4.76%	8	10	12	10	16
	TOTAL	100%	164	207	250	211	340
	Total cases incl performed o	during ER/IP stays	2,903	3,663	4,434	3,730	6,02
X-RAY	FINANCIAL CLASS	Long Beach	EXCLUDES CA	ASES PERFORM	MED DURING	ER VISITS &	I/P STAYS
	Medicare	51.96%	2,231	2,402	2,577	2,756	2,939
	Medicaid	2.12%	91	98	105	113	120
	Non Profit Indemnity Ins	11.93%	512	551	591	633	675
	Commercial Indemnity Ins	0.48% 3.82%	20 164	22 177	24 189	25 203	216
	HMO - Medicare HMO - Medicaid	7.99%	343	369	189 396	424	452
	HMO - Medicald HMO - PHSP Other	15.79%	678	730	783	837	893
	Self Insured	0.00%	-	-	-	-	-
	Workers Comp	0.48%	21	22	24	26	27
	No Fault	0.43%	19	20	21	23	25
	Uninsured/Self Pay	0.24%	10	11	12	13	13
	Free	4.76%	204	220	236	253	269
	TOTAL	100%	4,294	4,622	4,959	5,303	5,656
	Total cases incl performed o	during ER/IP stays	23,747	25,564	27,425	29,331	31,28
MAMMOGRAPHY	FINANCIAL CLASS	Long Beach					
	Medicare	51.96%	438	559	684	565	792
	Medicaid Non Profit Indemnity Ins	2.12% 11.93%	18 101	23 128	28 157	23 130	32 182
	Commercial Indemnity Ins	0.48%	4	5	6	5	102
	HMO - Medicare	3.82%	32	41	50	42	58
	HMO - Medicaid	7.99%	67	86	105	87	122
	HMO - PHSP Other	15.79%	133	170	208	172	241
	Self Insured	0.00%	-	-	-	-	-
	Workers Comp	0.48%	4	5	6	5	7
	No Fault	0.43%	4	5	6	5	7
	Uninsured/Self Pay	0.24% 4.76%	2 40	3 51	3 63	3 52	73
	Free TOTAL	4.76%	843	1,076	1,316	1,088	1,524
as of 9/8/15 meeting>do not		100%		2,070	1,510	1,000	2,52
GI & COLORECTAL SCOPES	FINANCIAL CLASS	Long Beach					
	Medicare Medicaid	36.24% 1.74%	250 12	301 14	362 17	415 20	469
	Non Profit Indemnity Ins	1.74%	12 128	14 153	17 185	20 212	239
	Commercial Indemnity Ins	1.66%	11	14	17	19	235
	HMO - Medicare	9.04%	62	75	90	103	117
	HMO - Medicaid	9.70%	67	81	97	111	125
	HMO - PHSP Other	17.25%	119	143	172	197	223
	Self Insured	0.00%	-	-	-	-	-
	Workers Comp	1.74%	12	14	17	20	23
	No Fault	1.24%	9	10	12	14	16
	Uninsured/Self Pay Free	0.25% 2.65%	2 18	2	2 26	3 30	34
	TOTAL	100%	690	830	998	1,144	1,293
stats as of 9/8/15; per 9/10/1	5 DT email, move to 7200 visi					,	-,
LONG BEACH - OP Behavioral	l l						
	FINANCIAL CLASS Medicare	Long Beach 33.50%	645	648	652	cer	659
Health	ivieuicare	33.50% 21.32%	645 410	648 412	652 415	655 417	420
	Modicaid			412 96	415 96	417 97	42t
	Medicaid Non Profit Indemnity Ins	4.95%	95				
	Non Profit Indemnity Ins		95 40	40	40	41	41
		4.95%				41 81	
	Non Profit Indemnity Ins Commercial Indemnity Ins HMO - Medicare HMO - Medicaid	4.95% 2.07%	40	40	40		81
	Non Profit Indemnity Ins Commercial Indemnity Ins HMO - Medicare HMO - Medicaid HMO - PHSP Other	4.95% 2.07% 4.12% 8.11% 15.79%	40 79	40 80	40 80	81	81
	Non Profit Indemnity Ins Commercial Indemnity Ins HMO - Medicare HMO - Medicaid HMO - PHSP Other Self Insured	4.95% 2.07% 4.12% 8.11% 15.79% 0.00%	40 79 156 304	40 80 157 305	40 80 158 307	81 159 309	16i 31:
	Non Profit Indemnity Ins Commercial Indemnity Ins HMO - Medicare HMO - PHSP Other Self Insured Workers Comp	4.95% 2.07% 4.12% 8.11% 15.79% 0.00% 1.16%	40 79 156	40 80 157	40 80 158	81 159	81 160 311
	Non Profit Indemnity Ins Commercial Indemnity Ins HMO - Medicare HMO - Medicaid HMO - PHSP Other Self Insured Workers Comp No Fault	4.95% 2.07% 4.12% 8.11% 15.79% 0.00% 1.16% 0.00%	40 79 156 304 - 22	40 80 157 305 - 22	40 80 158 307 - 23	81 159 309 - 23	160 311 - 23
	Non Profit Indemnity Ins Commercial Indemnity Ins HMO - Medicare HMO - PHSP Other Self Insured Workers Comp	4.95% 2.07% 4.12% 8.11% 15.79% 0.00% 1.16%	40 79 156 304	40 80 157 305	40 80 158 307	81 159 309	41 81 160 311 - 23 - 11

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-	2020	PROJEC 2021	TED PMT RA	TES 2023	2024	2020	PROJ 2021	ECTED REVENU	2023	2024	201	16 20	17 :	2018		e trends 2020	2021	2022	2023	2024
1,019	1,050	1,060	1,071	1,082	1,092	72,202	92,257	113,163	134,939	157,722										
2.311	2.382	2.405	2,429	2.454	2.478	4.990	6.376	7.820	9,325	10.900		0% 1%	0% 1%	0% 1%	0% 1%	0% 1%	0% 1%	0% 1%	0% 1%	0% 1%
2,311	2,382	2,405	2,429	2,454	2,478	4,496	5,745	7,047	8,403	9,822		1%	1%	1%	1%	1%	1%	1%	1%	1%
	-	-	-	-	-	-	-	-	-	-		0%	0% 0%	0%	0% 0%	0%	0%	0%	0%	0%
	-	-	-	-	-	477,536	615,039	760,487	914,219	1,077,383		U%	0%	U%	0%	U%	U%	U%	U%	U%
							,	,	,	-,,										
296	305	308	311	314	318	25,991	33,123	40,496	34,407	56,104		1%	1%	1%	1%	1%	1%	1%	1%	1%
86	88	89	90	91	92	308	392	479	407	664		1%	1%	1%	1%	1%	1%	1%	1%	1%
1,867 592	2,040	2,101 616	2,164 623	2,229	2,296 635	39,877 476	51,827 606	64,617 741	55,989 630	93,104		3%	3%	3%	3%	3%	3%	3%	3%	3%
321	331	334	338	341	344	2.073	2.642	3.230	2.744	4,475		1%	1%	1%	1%	1%	1%	1%	1%	1%
444	458	462	467	471	476	5,992	7,636	9,336	7,932	12,934		1%	1%	1%	1%	1%	1%	1%	1%	1%
592	610	616	623	629	635	15,792	20,126	24,605	20,906	34,089		0%	0%	0%	0%	0%	0%	0%	0%	0%
422	434	439	443	448	452	342	436	534	453	739		1%	1%	1%	196	1%	1%	1%	1%	1%
422 30	434	439	443	448	452	309 12	393 15	481	409	666		1%	1%	1%	1%	1%	1%	1%	1%	1% 0%
30	30	30	30	30	30	- 12	- 15	18	15	25		0%	0%	0%	0%	0%	0%	0%	0%	0%
						91,171	117,196	144,537	123,892	203,828										
205	211	213	215	218	220	471,130	512,251	555,037	599,547	645,801		1%	1%	1%	1%	1%	1%	1%	1%	1%
54 548	56 548	57 548	57 548	58 548	58 548	5,113 280,682	5,559 302,159	6,024 324,155	6,507 346,684	7,009 369,732		1%	1%	1%	1%	1%	1%	1%	1%	1%
410	422	427	431	435	439	8,625	9,378	10,161	10,976	11,823		3%	3%	3%	3%	3%	3%	3%	3%	3%
162 71	167 73	169 74	171 74	172 75	174 76	27,465 25.003	29,862 27.185	32,356 29,456	34,951 31.818	37,647 34,273		1% 1%	1% 1%	1% 1%	1% 1%	1% 1%	1% 1%	1% 1%	1% 1%	1% 1%
410	422	427	431	435	439	286,263	311,248	337,245	364,290	392,394		1/6	1/0	170	1/0	1/6	1/0	1/0	170	1/0
	-	-	-	-	-	-	-	-	-	-		0%	0%	0%	0%	0%	0%	0%	0%	0%
51 145	52 149	53 151	53 152	54 154	54 155	1,077 2,774	1,171 3,016	1,269 3,268	1,371 3,530	1,477 3,802		1% 1%	1% 1%	1% 1%	1% 1%	1% 1%	1% 1%	1% 1%	1% 1%	1% 1%
341	341	341	341	341	341	3,480	3,746	4,019	4,298	4,584		0%	0%	0%	0%	0%	0%	0%	0%	0%
	-	-	-	-	-	1,111,613	1,205,575	1,302,990	1,403,972	1,508,541		0%	0%	0%	0%	0%	0%	0%	0%	0%
						1,111,613	1,205,575	1,302,990	1,403,972	1,506,541										
627	646	653	659	666	672	282.991	364.821	450.655	376.304	532 373		1%	1%	1%	1%	1%	1%	1%	1%	1%
400	412	416	420	424	428	7,372	9,503	11,739	9,802	13,868		1%	1%	1%	1%	1%	1%	1%	1%	1%
2,517 1.254	2,751 1.292	2,833 1.305	2,918 1,318	3,006 1,331	3,096 1,345	276,593 5.181	363,633 6.679	458,083 8,250	390,080 6,889	562,791 9.746		3%	3%	3%	3%	3%	3%	3%	3%	3%
652	671	678	1,318 685	692	1,345 699	21.621	27.873	8,250 34.431	28.751	40.675		1%	1%	1%	1%	1%	1%	1%	1%	1%
1,411	1,454	1,468	1,483	1,498	1,513	97,926	126,242	155,944	130,216	184,222		1%	1%	1%	1%	1%	1%	1%	1%	1%
1,254	1,292	1,305	1,318	1,331	1,345	171,948	221,668	273,822	228,645	323,474		0%	0%	0%	0%	0%	0%	0%	0%	0%
400	412	416	420	424	428	1,669	2,151	2,657	2,219	3,139		1%	1%	1%	1%	1%	1%	1%	1%	1%
400	412	416	420	424	428	1,504	1,938	2,395	1,999	2,829		1%	1%	1%	1%	1%	1%	1%	1%	1%
	-	-	-	-	-	-	-	-	-	-		0%	0% 0%	0%	0% 0%	0%	0%	0%	0%	0% 0%
						866,805	1,124,509	1,397,977	1,174,906	1,673,118										
1,075	1,108	1,119	1,130	1,142	1,153	277,050	336,595	408,773	473,259	540,247		1%	1%	1%	1%	1%	1%	1%	1%	1%
1,141	1,175	1,187	1,199	1,211	1,223	14,122	17,157	20,836	24,123	27,538		1%	1%	1%	1%	1%	1%	1%	1%	1%
2,587 2.151	2,827 2.216	2,912	2,999 2.261	3,089 2.283	3,182 2.306	360,671 25,359	446,866 30.810	553,436 37.416	653,432 43.319	760,694 49,451		3% 3%	3%	3%	3%	3%	3%	3%	3%	3%
1,321	1,361	1,375	1,389	1,403	1,417	84,902	103,150	125,268	145,030	165,559		1%	1%	1%	1%	1%	1%	1%	1%	1%
1,340 2,151	1,380 2,216	1,394 2,238	1,408 2,261	1,422 2,283	1,436 2,306	92,399 263,736	112,258 320,420	136,330 389,129	157,837 450,516	180,178 514,286		1% 3%	1%	1%	1%	1%	1%	1%	1%	1%
2,151		- 2,236	- 2,201			203,730	320,420	369,129	450,516	- 514,280		0%	0%	0%	0%	0%	0%	0%	0%	0%
641	661	667	674	681	687	7,937	9,643	11,710	13,558	15,477		1%	1%	1%	1%	1%	1%	1%	1%	1%
641 1,280	661 1,280	667 1,280	674 1,280	681 1,280	687 1,280	5,669 2,197	6,888 2,643	8,365 3,177	9,684 3,642	11,055 4,117		1% 0%	1% 0%	1% 0%	1% 0%	1% 0%	1% 0%	1% 0%	1% 0%	1% 0%
1,200	-	-	-	-	-		-	-	-			0%	0%	0%	0%	0%	0%	0%	0%	0%
						1,134,042	1,386,429	1,694,441	1,974,400	2,268,600										
111 123	114 127	116 128	117 129	118 131	119 132	73,758 52.008	74,844 52,773	76,022 53.604	77,217 54,447	78,467 55.328		1% 1%	1% 1%	1% 1%	1% 1%	1% 1%	1% 1%	1% 1%	1% 1%	1% 1%
126	138	142	146	150	155	13,131	13,588	14,075	14,580	15,109		3%	3%	3%	3%	3%	3%	3%	3%	3%
155	155	155	155	155	155	6,190	6,219	6,254	6,290	6,328		0%	0%	0%	0%	0%	0%	0%	0%	0%
124 123	128 127	129 128	130 129	132 131	133 132	10,128 19.791	10,277 20.082	10,439 20.398	10,603 20,719	10,775 21.055		1% 1%	1% 1%	1% 1%	1% 1%	1% 1%	1% 1%	1% 1%	1% 1%	1% 1%
155	155	155	155	155	155	47,119	47,339	47,609	47,878	48,172		0%	0%	0%	0%	0%	0%	0%	0%	0%
123	127	128	129	131	132	2,833	2,874	2,920	2,966	3,014		0% 1%	0% 1%	0% 1%	0% 1%	0% 1%	0% 1%	0% 1%	0% 1%	0% 1%
123	127	128	129	131	132	-	-	-	-	-		1%	1%	1%	1%	1%	1%	1%	1%	1%
231	231	231	231	231	231	2,410	2,421	2,435	2,448	2,463		0%	0% 0%	0%	0% 0%	0%	0% 0%	0%	0% 0%	0% 0%
	-	-	-	-	-	227,368	230,419	233,757	237,147	240,712		U%	U%	U%	U%	U%	U%	U%	U%	U%

Inpatient Projected Revenue Per Case For the Year Ended December 31, 2016

ACUTE	2016 Neutral Rate
Medicare / Mcr HMO Rate w/o IME	
Inlier	\$6,908.77
Readmission Adjustment	(\$54.58)
Value Based Pricing Adjustment	(\$42.59)
DSH	\$98.08
Total Operatng	\$6,909.68
Capital	\$569.42
DSH ADD-on	\$451.33
Medicaid w/o IME/DME/Capital	\$6,667.90

All Other (Commercial, Mcd HMO, W/C & NF) *	\$11,649.97	Rev/Case Neutral	Budgeted Cases	Revenue
Mcd HMO w/o IME/DME/Capital		6,667.90	3,059	20,397,106
Blue Cross			3,167	53,659,731
Contracted Managed Care (excl PD contracts				
(i.e.Magna, Multiplan, PHCS)				
Aetna		13,011	313	4,072,586
USHC		13,011	343	4,462,930
Nat'l Bnft Fund 1199		13,011	178	2,316,040
Cigna		10,578	349	3,691,722
GHI		14,545	117	1,701,816
HIP		14,545	295	4,290,905
Oxford		10,291	672	6,915,784
United		10,291	597	6,143,933
Contracted Managed care		11,730	2,864	33,595,716
WC/NF		7,443.38	380	2,828,484
Medicaid Pending		6,667.90	110	733,469
Pending NF		7,443.38	9	497,017
		11,649.97	9,589	111,711,524

^{* -} excludes Per Diem Payers (i.e. Magna, Multiplan and PHCS) and no CMI on budget Payers (i.e. BC Exchange and Commercial & NonContracted)

Inpatient Projected Revenue For The Projection Years 2016-2024

Financial Class	1
Medicare	
Medicaid	
Mcr HMO	
All Other Payers	
Self-Pay	
Grand Total	

	DISCHARGES											
2016	2017	2018	2019	2020	2021	2022	2023	2024				
2,276	2,284	2,290	2,293	2,295	2,295	2,293	2,290	2,285				
161	157	152	148	143	139	135	131	128				
303	306	308	309	310	311	312	313	313				
617	598	579	561	544	527	510	494	478				
92	89	87	84	81	79	76	74	71				
3,450	3,433	3,415	3,395	3,374	3,351	3,327	3,302	3,275				

RATE TRENDS										
2017	2018	2019	2020	2021	2022	2023	2024			

Financial Class
Medicare
Medicaid
Mcr HMO
All Other Payers
Self-Pay
Grand Total

	AVG CMI											
2016	2017	2018	2019	2020	2021	2022	2023	2024				
1.27	1.27	1.27	1.27	1.27	1.27	1.27	1.27	1.27				
0.81	0.81	0.81	0.81	0.81	0.81	0.82	0.82	0.82				
1.14	1.14	1.14	1.14	1.14	1.14	1.14	1.14	1.14				
0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99				
0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99				
1.18	1.18	1.18	1.18	1.19	1.19	1.19	1.19	1.19				

Financial Class						
Medicare - Operating						
Medicare - Capital						
Medicare - UCP						
Medicaid						
Mcr HMO - Operating						
Mcr HMO - Capital						
Mcr HMO - UCP						
All Other Payers						
Self-Pav						

Г	REVENUE PER CASE NEUTRAL												
	2016	2017	2018	2019	2020	2021	2022	2023	2024				
	6,910	6,979	7,049	7,119	7,190	7,262	7,335	7,408	7,482				
	569	575	581	587	593	598	604	610	617				
	451	451	451	451	451	451	451	451	451				
	6,668	6,735	6,802	6,870	6,939	7,008	7,078	7,149	7,220				
	6,910	6,979	7,049	7,119	7,190	7,262	7,335	7,408	7,482				
	569	575	581	587	593	598	604	610	617				
	451	451	451	451	451	451	451	451	451				
	11,650	11,999	12,359	12,730	13,112	13,506	13,911	14,328	14,758				
	0	0	0	0	0	0	0	0	0				

1%	1%	1%	1%	1%	1%	1%	1%
1%	1%	1%	1%	1%	1%	1%	1%
1%	1%	1%	1%	1%	1%	1%	1%
1%	1%	1%	1%	1%	1%	1%	1%
1%	1%	1%	1%	1%	1%	1%	1%
3%	3%	3%	3%	3%	3%	3%	3%
00/	00/	00/	00/	00/	00/	00/	00/

Financial Class	
Medicare w/ Capital &	UCP
Medicaid	
Mcr HMO	
All Other Payers	
Self-Pay	
Subtotal	

	PROJECTED REVENUE								
2016	2017	2018	2019	2020	2021	2022	2023	2024	
\$22,276,163	\$22,567,458	\$22,841,062	\$23,097,511	\$23,337,329	\$23,561,025	\$23,769,095	\$23,962,024	\$24,140,282	
875,439	858,836	842,544	826,560	810,876	795,487	780,388	765,573	751,037	
2,693,709	2,740,013	2,783,754	2,825,009	2,863,855	2,900,361	2,934,601	2,966,643	2,996,553	
7,110,225	7,096,374	7,082,395	7,068,287	7,054,048	7,039,676	7,025,170	7,010,527	6,995,748	
-	-	-	-	-	-	-	-	-	
\$32,955,537	\$33,262,680	\$33,549,755	\$33,817,367	\$34,066,107	\$34,296,549	\$34,509,254	\$34,704,767	\$34,883,620	

Medicaid Capital Passthrough
Medicare Sequestration 2%
Denial Reserve
Medicare Transfer Reserve
Pool Receipts
Statewide Pool 1% Assessment
Health Facilities Assessment .0035%

		186,828	181,983	177,819	173,730	169,706
		(466,747)	(471,220)	(475,382)	(479,240)	(482,806)
		(510,992)	(514,448)	(517,639)	(520,572)	(523,254) 1.5%
		(350,060)	(353,415)	(356,536)	(359,430)	(362,104) 1.5%
				19,425	18,944	18,483 base
		(329,251)	(331,394)	(333,375)	(335,193)	(336,852)
		(115,238)	(115.988)	(116.681)	(117.317)	(117.898)

34)	1.5% Of total revenue
04)	1.5% of Mcr revenue
83	based on 2 yrs prior calc rev

2024

Λυσ Ρουοριιο	Dor	Caro	CNAI	٨٨

TOTAL

			\$32	,480,647 \$	32,692,065	\$32,906,885	\$33,085,689	\$33,248,895
\$0	\$0	\$0	\$0	\$9.627	\$9.756	\$9.891	\$10.021	\$10.151

139,701

DO NOT DELETE:							
	2016	2017	2018	2019	2020	2021	20
Observation (Chest Pain/Syncope)	115	115	114	113	112	111	
Avg Pmt Rate	1,200	1,212	1,224	1,236	1,249	1,261	

1%	1%	1%	1%	1%	1%	1%	1%

FOR	POOL	RECEIPTS	CALC

Self Pay Cases	
Self Pay CMI	
Mcd Rate - Operating	
Mcd Rate - Capital (from capital passthrough calc)	
Total Self Pay Revenue @ Mcd Rate	
Set at 40% of Medicaid Rate	

	2020	2021	2022	2023	2024
_					
	81	79	76	74	71
	-	-	-	-	-
	6,939	7,008	7,078	7,149	7,220
	598	602	606	611	616
	48,563	47,360	46,207	45,099	44,035
	19,425	18,944	18,483	18,040	17,614

110

1,274

140,530

Statements of Activities For Projection Years 2020 - 2024

	2020 2021 2022		2022	2023	2024	
Revenue		<u> </u>	<u></u>	<u> </u>	u	
Net Inpatient Service Revenue	\$32,480,647	\$32,692,065	\$32,906,885	\$33,085,689	\$33,248,895	
Net Outpatient Service Revenue	16,843,587	18,180,573	19,567,554	20,437,188	21,986,829	
Total Net Patient Service Revenue	49,324,234	50,872,638	52,474,439	53,522,877	55,235,724	
Physician Billing Revenue	2,622,527	2,674,978	2,728,478	2,783,047	2,838,708	
Other Operating Revenue	100,000	102,000	104,040	106,121	108,243	
Total Revenue	52,046,762	53,649,616	55,306,957	56,412,045	58,182,675	
					_	
Expenses						
Salaries	30,869,999	31,487,399	32,117,147	32,759,490	33,414,680	
Employee Benefits	7,479,801	7,629,397	7,781,985	7,937,624	8,096,377	
Supplies and Other Expenses	17,906,242	18,377,251	18,865,093	19,341,162	19,809,931	
Insurance	2,294,718	2,342,086	2,390,438	2,439,795	2,490,178	
Interest						
Depreciation	4,835,742	4,835,742	4,835,742	4,835,742	4,835,742	
Total Expenses	63,386,502	64,671,875	65,990,405	67,313,813	68,646,908	
Operating Income/(Loss)	(\$11,339,740)	(\$11,022,259)	(\$10,683,448)	(\$10,901,768)	(\$10,464,232)	

estimate subject to change (1/2 the cost of Hospitalist, Intensivist & ER MDs, Radiologists and Anesthesia MDs trended 2%

Reconciliation:					
P&L as of 11/19/15	(10,843,232)	(10,533,567)	(10,177,539)	(10,378,359)	(9,922,899)
Plant Maintenance staff sal & ben	(393,169)	(401,032)	(409,053)	(417,234)	(425,579)
Dietary workers sal & ben	(209,690)	(213,884)	(218,162)	(222,525)	(226,975)
reduce Fixed Equip \$2M + \$175K re-therm	47,420	71,783	71,584	71,589	71,668
Case Management sal & ben	46,273	47,199	48,143	49,106	50,088
Medical Records sal & ben	(231,123)	(235,745)	(240,460)	(245,270)	(250,175)
Receiving/Store Room	(120,015)	(122,415)	(124,864)	(127,361)	(129,908)
Materials Management sal & ben	201,936	205,975	210,095	214,297	218,582
Legal Fees	(200,000)	(205,000)	(210,125)	(215,378)	(220,763)
Other Operating Revenue	(150,000)	(153,000)	(156,060)	(159,181)	(162,365)
Human Resources sal & ben	(268,834)	(274,210)	(279,694)	(285,288)	(290,994)
EKG (delete salaries / OTPS \$10500)	163,397	166,207	169,062	171,962	174,908
Communications sal & ben	139,005	141,785	144,621	147,513	150,463
Communications non-salary	(71,748)	(73,542)	(75,380)	(77,265)	(79,196)
Collection Fees	25,000	25,625	26,266	26,922	27,595
Anesthesial sal/ben, OTPS and prof fees AHA dues, GNYHA dues, LIHN expenses,	586,238	595,399	604,680	614,080	623,601
Joint Commission, etc.	(66,229)	(67,884)	(69,582)	(71,321)	(73,104)
Radiology-MRI techs sal/ben and OTPS	176,843	179,828	182,859	185,937	189,061
OTPS Allocation ASU adj	(171,813)	(175,779)	(179,838)	(183,991)	(188,242)
P&L as of 11/23/15	(11,339,740)	(11,022,259)	(10,683,448)	(10,901,768)	(10,464,232)

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Statements of Financial Position For Projection Years 2017-2024

	2017	2018	2019	2020	2021	2022	2023	2024]
Assets:							•		-
Cash				(7,380,309)	(13,654,713)	(19,571,139)	(25,656,629)	(31,385,977)	
Accounts Receivable				6,278,911	6,474,850	6,653,783	6,785,664	7,001,187	46 days of A/R
Inventories				500,000	510,000	520,200	530,604	541,216	trend 2%/yr
Property, Plant and Equipment				93,753,058	88,917,317	84,081,575	79,245,833	74,410,091	
Construction In Progress	26,157,013	52,314,027	78,471,040						
Total Assets	26,157,013	52,314,027	78,471,040	93,151,660	82,247,454	71,684,418	60,905,472	50,566,517	_
									_
<u>Liabilities:</u>									
Accounts Payable and Accrued Expenses				4,427,608	4,516,160	4,606,483	4,698,613	4,792,585	80 days of non-sal w/o dep & ben trended 2%
Accrued Payroll and Benefits				737,496	752,246	767,291	782,637	798,290	1 week of sal&ben
Accrued Vacation				737,496	752,246	767,291	782,637	798,290	1 week of sal&ben
Total Liabilities	-	-	-	5,902,600	6,020,652	6,141,065	6,263,886	6,389,164	
Unrestricted Net Assets (deficit)	26,157,013	52,314,027	78,471,040	87,249,060	76,226,802	65,543,353	54,641,585	44,177,353	
									_
Total Liabilities and Unrestricted Net Assets (deficit)	26,157,013	52,314,027	78,471,040	93,151,660	82,247,454	71,684,418	60,905,472	50,566,517	=